



MAY 15, 2017

Enrollment Cap

Amendment Report

Math and Science Success Academy, Inc.

AGENDA ITEM: Enrollment Cap Amendment Request—Math and Science Success Academy, Inc.

Request and Eligibility

Math and Science Success Academy, Inc. (“Charter Holder”) submitted an expansion amendment request on April 18, 2017 to increase the enrollment cap from 500 to 700, beginning in FY 2018.

The Charter Holder operates one school: Math and Science Success Academy. Math and Science Success Academy has not been designated for school improvement in FY 2017. As a result, the Charter Holder is eligible to submit an expansion request.

Background

History

The Charter Holder was granted a charter in 2007, which is currently approved for grades K-12, and operates one school: Math and Science Success Academy.

Governance

The Charter Holder is governed by a corporate board that consists of three individuals. The corporate principals listed on ASBCS Online and the website of the Arizona Corporation Commission are listed in the table below.

Member Name	Position
Kim Chayka	President
Valentin Kashtelyan	Secretary
Maria Vasilieva	Director

The school has a separate governing body responsible for the policy decisions of the school. The governing body membership is listed in the chart below.

Member Name	Type
Tatyana Chayka	Charter Organization
Jill Rich	Community
Kim Chayka	School Staff
Adriana Rodriguez	School Staff
Maria Vasilieva	Community
Sid Kohn	Community
Bonnie Kohn	Community

Associated Schools

Associated schools are defined as a school operated by a charter holder that operates one or more other charter schools that contract with the same Education Service Provider; a school operated by the same charter holder but under different charter contracts; or a school operated by a charter holder with at least fifty (50) percent of corporate board officers, directors, members, or partners in common, as reflected by the charter contract.

Schools Associated with Math and Science Success Academy	
Schools operated by the charter holder with at least fifty (50) percent of corporate board officers, directors, members, or partners in common, as reflected by the charter contract.	
School	Charter Holder
Academy of Math and Science	Academy of Mathematics and Science, Inc.
Academy of Mathematics and Science Camelback	Academy of Mathematics and Science, Inc.

Compliance

As stated in Board policy, prior to an expansion request being considered by the Board, staff conducts a compliance check. The Charter Holder does not have any compliance issues. The Charter Holder has not been before the Board within the last 12 months.



Academic Performance

The Board's academic framework uses two measures to calculate overall academic ratings, letter grades and state designations for school improvement. Due to a moratorium on letter grades until FY 2018, based on FY 2017 data, the Board has not calculated overall ratings for FY 2015 and 2016. As it relates to school improvement, Math and Science Success Academy has not been designated for school improvement in FY 2017.

Operational Performance

The Operational Performance Framework includes expectations the charter holder and the schools it operates is required to meet through state and federal law, the charter contract, and administrative rule. The Charter Holder currently meets the Board's Operational Performance Expectations set forth in the Performance Framework adopted by the Board.

Financial Performance

The Financial Performance Framework gauges both near-term financial health and longer term financial sustainability of the charter holder. Six measures are used in the financial framework: Going Concern, Unrestricted Days Liquidity, Default, Net Income, Cash Flow, and Fixed Charge Coverage Ratio. The Charter Holder meets the Board's Financial Performance Expectations set forth in the Performance Framework adopted by the Board.

Staff Recommendation

At its August 8, 2016 meeting, the Board approved staff recommendation criteria for all expansion requests. A charter holder must meet all criteria for the request to receive a staff recommendation for expansion.

The Enrollment Cap Amendment Request submitted by the Charter Holder **meets 6 of the 6 criteria** required to receive a staff recommendation under the guidelines set forth in the request instructions. Details regarding items that met are provided in Appendix A. Staff Recommendation Criteria Chart.

Request Summary and Analysis

Summaries of the documentation and narrative provided by the Charter Holder are provided below. Amendment request materials submitted by the Charter Holder are provided in Appendix B.

Rationale

The narrative provided states that the Charter Holder seeks to increase its enrollment cap from 500 to 700 students because the Charter Holder has acquired additional property to facilitate the expansion. The Charter Holder states the school is completely full in all its classes and has "roughly a full class waiting list at every grade." The Charter Holder stated that the decision to increase the enrollment cap was based on "high demand from the local community and confidence in the leadership team to support a larger student population".

Board Minutes

The submitted minutes indicate that on February 11, 2017, the school's Governing Board unanimously approved amending the charter with the Board to increase the enrollment cap.

Occupancy Documentation

The most recent Certificate of Occupancy and/ or Fire Marshal's inspection report was submitted with the request documenting that the facilities are approved for educational use and have a permitted occupancy of 791.

Staffing Plan

The Staffing Plan provided by the Charter Holder indicates a growth of 38 to 47 staff members over the next three years. The staff member increase will include adding two teachers, three paraprofessionals, one special education teacher, and an assistant principal. The Charter Holder indicates they have already recruited the additional staff that will be needed for FY 2018. For future school years, the recruiting and hiring process will begin in January through the network's business office. Recruitment is conducted through "general and teacher-specific employment websites, top-ranking Universities' job boards, forums, social media, and other websites." The hiring process is conducted by the HR coordinator at the network office. Training and professional development for instructional, administrative, and non-instructional staff is provided in a variety of ways, such as shadowing, trainings conducted prior to the start of the school year, and conferences.

Enrollment

The enrollment targets, as described in the narrative, are consistent with the enrollment table provided below. The narrative provided indicates the Charter Holder expects that over the next two years the school will reach the requested enrollment cap of 700. Currently there are 415 returning students and 371 students interested in enrolling for FY 2018. Recruiting efforts will continue until the “waitlist at minimum has 50% of students on reserve in each grade for each open spot.” Student recruitment efforts are conducted through community efforts, postcards, social media, and AdWords.

Table 1: Current and Target Student Enrollment by Year

School Name: Math and Science Success Academy				
Grade Level	Number of Students			
	Current—FY 2017	Anticipated FY 2018	Anticipated FY 2019	Anticipated FY 2020
Kindergarten	53	85	87	87
1 st	58	85	87	87
2 nd	67	85	87	87
3 rd	60	85	87	87
4 th	63	85	87	87
5 th	45	85	87	87
6 th	44	53	60	60
7 th	37	48	60	60
8 th	41	42	58	58
Total Enrollment	468	653	700	700

Concrete Resources

The Charter Holder indicates that additional resources will need to be purchased for the additional students the school plans to serve. These resources include text books, novel sets, Saxon Math, Accelerated Reader, Study Island, and NWEA Map Assessments. These resources will be purchased directly from the vendors using bond proceeds and operational capital.

Additional School Choices

Math and Science Success Academy received a letter grade of B in FY 2014. The school is located in Tucson near South 12th Avenue and West Valencia Road. The following information identifies additional schools within a five-mile radius of Math and Science Success Academy and the academic performance of those schools.

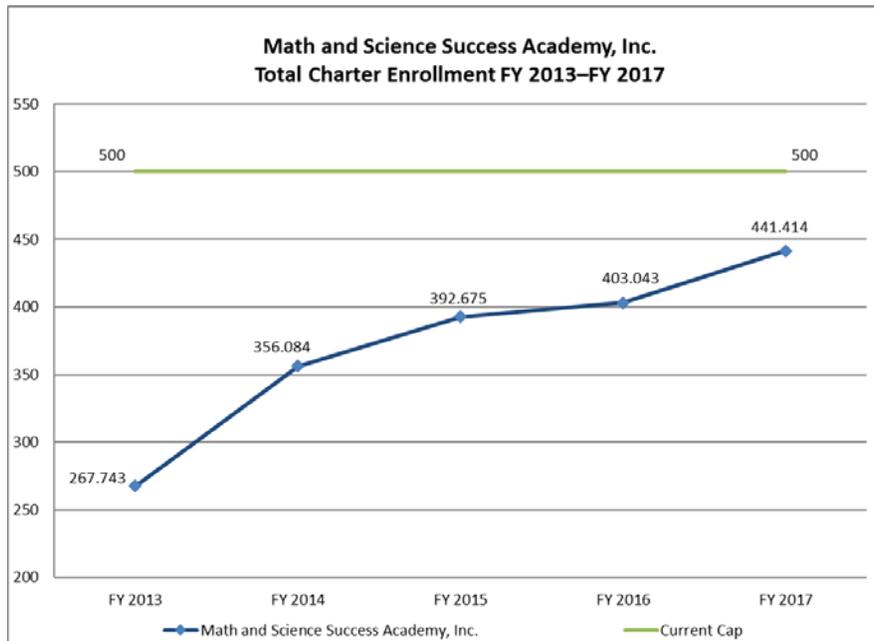
There are 36 schools that received an A–F letter grade in 2014 serving grades K–8 within a five-mile radius of Math and Science Success Academy. The table below provides a breakdown of those schools. The schools are identified by their A–F letter grades assigned by the Arizona Department of Education in 2014. The table identifies if those schools scored above average on the AzMERIT, had higher scores than those of Math and Science Success Academy, and the number of schools that are charter schools.

2014 Letter Grade	Math and Science Success Academy			2016 AzMERIT ELA 47%	2016 AzMERIT Math 50%	Charter Schools
	Within 5 miles	Above State Average ELA (35%)	Above State Average Math (35%)	Schools with Higher ELA	Schools with Higher Math	
A	1	1	1	1	0	0
B	10	2	4	0	0	0
C	13	0	1	0	0	1
D	10	1	1	0	0	3
F	2	0	0	0	0	0

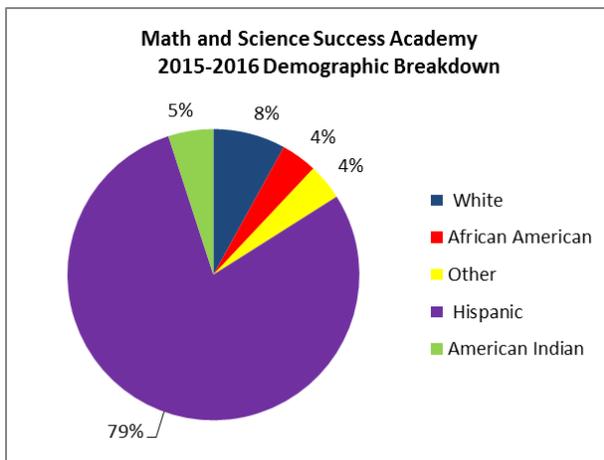


Enrollment and Demographic Data

The enrollment cap for the Charter Holder is 500. The table below shows Average Daily Membership (“ADM”) for the Charter Holder based on 100th day ADM for fiscal years 2013–2017.



The tables below identify the percentage of students in each demographic group and subgroup identifier.



2015-2016 Subgroup Data

Category	Math and Science Success Academy
Free and Reduced Lunch	69%
English Language Learners	7%
Special Education	5%

**If the percentage of students is 0% or 100% or the group includes less than 10 students, the percentage for that group is redacted.*

Board Options

Option 1: The Board may approve the Enrollment Cap Amendment Request. The following language is provided for consideration:

I move, based on the information contained in the Board materials and presented today, to approve the request to increase the Enrollment Cap for the charter contract of Math and Science Success Academy, Inc. from 500 to 700 beginning in FY 2018.

Option 2: The Board may deny the Enrollment Cap Amendment Request. The following language is provided for consideration:

I move, based on the information contained in the Board materials and presented today, to deny the request to increase the Enrollment Cap for the charter contract of Math and Science Success Academy, Inc., for the reasons that: (Board member must specify reasons the Board found during its consideration.)



APPENDIX A
STAFF RECOMMENDATION
CRITERIA CHART

Staff Recommendation Criteria Chart Enrollment Cap Change to Charter Amendment Request

Staff Recommendation Criteria	Satisfies Criteria	Justification/Summary
In operation for three years	<input checked="" type="checkbox"/>	The Charter Holder has been in operation for 9 years.
Rating of “Meets Operational Standard” in the most recent Fiscal Year	<input checked="" type="checkbox"/>	The Charter Holder received an Overall Rating of “Meets” on the Operational Performance Dashboard in FY 2016.
Rating of “Meets Financial Performance Standard” in the most recent Fiscal Year	<input checked="" type="checkbox"/>	The Charter Holder received an Overall Rating of “Meets” on the Financial Performance Dashboard in FY 2016.
Past enrollment trends indicate need for increase within three years	<input checked="" type="checkbox"/>	The Charter Holder’s enrollment trend shows an increase in attendance every year the Charter Holder has been in operation according to the Arizona Department of Education’s ADMS46-1 Report.
ADM is within 85% of current enrollment cap	<input checked="" type="checkbox"/>	The Charter Holder currently serves 441.414 students, according to ADE school finance. The current enrollment cap is 500. The Charter Holder is within 88% of its current enrollment cap.
Each school operated by the Charter Holder performs at or above the average performance of a majority of schools within a five-mile radius of the school’s location; or the proposed school offers a unique program of instruction within a five-mile radius of the target area.	<input checked="" type="checkbox"/>	<p>The Charter Holder had a passing score of 47% in ELA and 50% in Math on the FY 2016 AzMERIT.</p> <p>1 of the 36 schools serving K-12 within a five-mile radius had a greater percentage of students receiving passing scores in ELA on the FY 2016 AZMERIT.</p> <p>0 of the 36 schools serving K-12 within five-mile radius had a greater percentage of students receiving passing scores in Math on the FY 2016 AZMERIT.</p>

APPENDIX B

AMENDMENT REQUEST MATERIALS

Enrollment Cap Notification Request

Charterholder Info

Charter Holder

Name:
Math and Science Success
Academy, Inc.

CTDS:
10-87-98-000

Mailing Address:
1557 W. Prince Road
Tucson, AZ 85705
> [View detailed info](#)

Representative

Name:
Tatyana Chayka

Phone Number:

Downloads

 [Download all files](#)

Enrollment Cap

From:
500

To:
700

Attachments

Board Minutes –  [Download File](#)

Increase to Enrollment Cap Attachments

The following 2 attachments are only required if the enrollment cap is increasing.

Documentation that current facilities can accommodate requested capacity –  [Download File](#)

Narrative describing the staffing changes and recruiting efforts that will be made to reach capacity –  [Download File](#)

Additional Information

 [Download File – Enrollment Matrix](#)

 [Download File – Staffing Chart](#)

Signature

Charter Representative Signature
Tatyana Chayka 04/18/2017

Math and Science Success Academy

<http://www.massatucson.org>

434 W. Lerdo Rd. Tucson, AZ 85706 Phone: 520-889-1504 Fax: 520-889-1540



MASSA Governing Board, Saturday February 11, 2017

The noticed of this meeting was posted in compliance with ARS section 38-431.02 on February 10, 2017.

Location

Academy of Math and Science District Office
Conference Room
3448 N. 1st Ave
Tucson, AZ 85719

Board Members Present (at location):

Kim Chayka
Jill Rich
Bonnie Kohn
Sid Kohn
Tatyana Chayka
Maria Vasilieva

Board Members Absent:

Board Members Present (telephonically):

Adriana Rodriguez

Public Present:

Steven Hykes

Minutes taken by: Erin McClendon

Call to order of the Academy of Math and Science Governing Board

Meeting was called to order at 11:05am by Mrs. Rich.

Agenda 1 Consideration to approve Q2 budget to actuals

Mr. Hykes explained they forecasted \$3.47mil in revenue and by end of year, \$3.62mil. Enrollment has increased. Most of the revenue went into salaries like front office and instructional support. Net income increased about \$60k from projected. The construction project was self-financed so cash went from \$1mil down to \$900k. MASSA will still have 95 days' cash on hand.

- **Mrs. Kohn made a motion to approve Q2 budget to actuals.**
- **Mrs. Vasilieva seconded.**
- **Motion passed unanimously.**

Agenda 2 Consideration for Kim Chayka to enter into agreement on behalf of MASSA with architect Carhuff and Cuevas

Mr. Chayka explained they have used Carhuff and Cuevas in the past and are continuing to use them for now. Change orders are only allowed by explicit approval from owners. C&C pricing is either at market rate or below. Going forward, Mr. Chayka would like to build additional relationships with other architects. No bills have been sent as of yet by C&C which is a benefit to having a long standing relationship with them, but a downside is less room to negotiate with no other bids. There is currently no agreement to look at, but it can be sent out to members once received.

- **Mrs. Chayka made a motion to approve Kim Chayka to enter into agreement on behalf of MASSA with architect Carhuff and Cuevas**
- **Mrs. Kohn seconded.**
- **Motion passed unanimously**

Agenda 3 Consideration for Kim Chayka on behalf of AMS to negotiate and enter into purchase agreement for 425 W Valencia Rd or 6565 S 12th Ave

AMS currently owns the MASSA building, so the agreement shows AMS as the purchaser but they can nominate MASSA, which is why it is on both agendas. Only one will purchase in the end. Mr. Kohn and Mr. Chayka discussed specifics and options for the agreement, in the last meeting. It was decided that Mr. Kohn will review the agreement before a decision is made. They will need to make another agenda item for Sid Kohn to approve any shorter term financing.

- **Mrs. Kohn made a motion to approve Kim Chayka on behalf of MASSA to negotiate and enter into purchase agreement for 425 W Valencia Rd subject to approval by Sid Kohn.**
- **Mr. Kohn seconded.**
- **Motion passed unanimously**

Agenda 4 Consideration to increase enrollment cap to 700

MASSA will be able to hold 900+ students after the expansion. They will have more students, but more room, including getting three teachers their own classroom. Parking is good for now, but they are working on the pickup/drop off area. They are working on purchasing an alley, but they can also stagger start/end times if needed.

- **Mrs. Chayka made a motion to approve increase in enrollment cap to 700 subject to purchasing the building and regulatory compliance with AZ State Board for Charter Schools.**
- **Mr. Kohn seconded.**
- **Motion passed unanimously**

Expansion Updates

Network-wise they currently have \$18mil in debt outstanding. The proposed financing including expansion would move that up to \$39mil. The board looked at the floorplan of the new AMS and MASSA buildings as Mr. Chayka explained all the elements, including room

expansions, cafeteria/gymnasiums, new flooring, parking, and so forth. A construction agreement should be available for the next board meeting. By Tuesday, 2/14, they will be ready to bid all projects out. They are looking to get a credit enhancement from the state which is provided for A rated schools. They will need to partner with an underperforming school in order to qualify. If all bonds are enhanced they are projecting the network net income of \$474 to jump up to \$642k. For enrollment cash they would go up from \$878 to \$1.1mil. Enrollment would go up by 500 students. Next case without enhancement but keeping enrollment they would go from \$474k down to \$356k. The worst case scenario with no enhancement and less than 300 for enrollment they would go from \$474k down to - \$707k. Different scenarios were discussed and the board asked any questions they had.

Meeting Adjourned

Meeting was adjourned at 12:05 am by Mrs. Rich.



Certificate of Occupancy

City of Tucson
Planning and Development Services

Permit Activity Number: T14CM02869

Structure Address: 434 W LERDO RD TUCSt: 01

Project Description: EDUCATIONAL BUILDING ADDITION

Square Footage: 2574

Construction Type: VB-AS

Fire Sprinkler System Provided: Y

Occupancy Group: E

Fire Sprinkler System Required: Y

Applicable Building Code: 2012 IBC

Building Owner Information: ACADEMY OF MATH & SCIENCE INC
1557 W PRINCE
TUCSON AZ 857053023

Design Occupant Load: 106

Zoning Classification: C-1

Land Use Group: Civic


Building Official

08/18/2014
Issued Date

This certificate is issued pursuant to the requirements of the adopted Tucson Building Code certifying that at the time of issuance, the described project was inspected for compliance with the various ordinances regulating building construction and use.



CITY OF TUCSON
Development Services Department

CERTIFICATE OF OCCUPANCY

This certificate is issued pursuant to the requirements of Section 110 of the International Building Code certifying that at the time of issuance the following structure was in compliance with the various ordinances regulating building construction or use.

Activity Number: T08CM01026

Business Name: MATH AND SCIENCE ACADEMY

Business Address: 434 W LERDO RD TUCSON

Business Use: NEW SCHOOL

Building Square Footage: 10470 Maximum Occupant Load: 534

Occupancy Group: E Construction Type: VB

Building Owner Information: METELOVSKI BORIS I & CAROLYN R JT/RS

10050 N RANCHO SONORA DR

TUCSON AZ

857370000

Date: 11-19-2008


Building Official

This Certificate Must Be Posted Permanently In A Conspicuous Place



CITY OF TUCSON
Development Services Department

CERTIFICATE OF OCCUPANCY

This certificate is issued pursuant to the requirements of Section 110 of the International Building Code certifying that at the time of issuance the following structure was in compliance with the various ordinances regulating building construction or use.

Activity Number: 110CM00713

Business Name: MATH & SCIENCE SUCCESS ACADEMY

Business Address: 434 W LERDO RD TUCSON AZ 85705

Business Use: ADDITION OF 6 CLASSROOMS AND A MULTIPURPOSE ROOM, 36
PARKING SPACES ADDED

REVISION TWO: TRUSS SUBMITTALS

Building Square Footage: 4084 Maximum Occupant Load: 151

Occupancy Group: E Construction Type: VB-AS

Building Owner Information: ACADEMY OF MATH & SCIENCE INC

1557 W PRINCE

TUCSON AZ

857053023

Date: 07-30-2010

Building Official

This Certificate Must Be Posted Permanently In A Conspicuous Place



DEPARTMENT OF FIRE, BUILDING AND LIFE SAFETY
1110 WEST WASHINGTON, SUITE 100
PHOENIX, ARIZONA 85007
(602) 364-1003
(602) 364-1052 FAX

ARIZONA STATE FIRE MARSHAL - Thursday, August 14, 2014 5:08:30 AM (George Chavez)

User Name	George Chavez	
User #	6027621813	
Form Started	8/14/2014 5:08:30 AM	
Inspection Date	Thursday, August 14, 2014	
OSFM Facility ID	12384	
Occupancy Classification	E	
Ownership	Public Property	
Property Usage	School	
School Type	K-8	
Fire Alarm Coverage	Full Coverage	
Fire Alarm System Monitored	Yes	
Fire Sprinkler Coverage	Full Sprinkler Coverage	
Facility Name	MATH & SCIENCE SUCCESS ACADEMY	
Facility Address	434 WEST LERDO RD.	
City	TUCSON	
County	Pima	
Contact for Inspection	A-AAA FIRE PROTECTION	
Fire Marshal Contact	Arizona State Fire Marshal's Office Suite 100 Phoenix, Arizona 85007	1110 West Washington St. (O) 602.364.1003

DEPUTY FIRE MARSHAL: George Chavez: 58

Inspector Signature [Signature]

Phone	(520) 338-4533
Permit Inspection	Yes
Permit Number	15-17
Permit Type	AS
Type of Inspection	Construction
Inspection	Fire Sprinkler Final

Inspection Results

1 **Approved**

At time of final inspection this fire sprinkler system is in compliance with the applicable NFPA standards and the 2003 IFC. ,Fire Sprinkler system is (APPROVED)

Type

Existing Sytem Modification

Time To Alarm In Seconds

40

Tag

Pass

Inspection Time

0.50

Travel Time

0.50

Mileage From Office

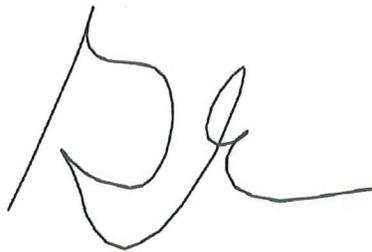
12.00

Fire Code Compliance Status

The items noted above, unless otherwise stated, are in compliance with the Arizona State Fire Code, A.A.C. R4-34-1101 adopted pursuant to A.R.S. 41-2146. This inspection is for your safety and the safety of the citizens of Arizona. Your cooperation is appreciated.

Report received by

[Signature]

A handwritten signature in black ink, appearing to be 'BE', is centered within a white rectangular box. The signature is fluid and cursive.

Final Inspection

This Permit is Closed

Send Email To:

A-
AAAFIREPROTECTION@COX.NET,MHILTON@CANYONBD.COM

Date

Thursday, August 14, 2014



DEPARTMENT OF FIRE, BUILDING AND LIFE SAFETY
1110 WEST WASHINGTON, SUITE 100
PHOENIX, ARIZONA 85007
(602) 364-1003
(602) 364-1052 FAX

ARIZONA STATE FIRE MARSHAL - Thursday, August 14, 2014 6:41:21 AM (George Chavez)

User Name	George Chavez	
User #	6027621813	
Form Started	8/14/2014 6:41:21 AM	
Inspection Date	Thursday, August 14, 2014	
OSFM Facility ID	12384	
Occupancy Classification	E	
Ownership	Public Property	
Property Usage	School	
School Type	K-8	
Fire Alarm Coverage	Full Coverage	
Fire Alarm System Monitored	Yes	
Fire Sprinkler Coverage	Full Sprinkler Coverage	
Facility Name	MATH & SCIENCE SUCCESS ACADEMY	
Facility Address	434 WEST LERDO RD.	
City	TUCSON	
County	Pima	
Contact for Inspection	FIRETROL PROTECTION SYSTEM INC.	
Contact Phone Number	888-0640	
Fire Marshal Contact	Arizona State Fire Marshal's Office Suite 100 Phoenix, Arizona 85007	1110 West Washington St. (O) 602.364.1003
DEPUTY FIRE MARSHAL:	George Chavez: 58	
Inspector Signature	[Signature]	

Phone	(520) 338-4533
Permit Inspection	Yes
Permit Number	14-855
Permit Type	G/CO
Type of Inspection	Construction,Other

Inspection

General / Construction Inspection

Inspection Results

1 Approved

This project has been executed I.A.W. the approved plans. Approved for use.

Related Permits Finaled

AS,FA

Permit Number

15-17

Permit Number

15-90

Tag

Pass

Inspection Time

0.75

Travel Time

0.50

Mileage From Office

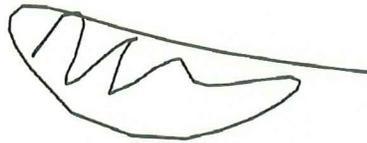
12.00

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Report received by

[Signature]

A handwritten signature in black ink, appearing to be a stylized name or set of initials, located within a white rectangular box.

Final Inspection

This Permit is Closed

Send Email To:

MHILTON@CANYONBD.COM

Date

Thursday, August 14, 2014

Enrollment Cap Increase Request

Math and Science Success Academy

(Increase from 500 to 700 students)

Substantive Completeness Requirements

Board Minutes

The enrollment increase from 500 to 700 was approved by the MASSA Board on February 11th, 2017. The minutes for this board meeting are included as part of the amendment request in ASBCS Online.

Occupancy Documentation

MASSA is currently under construction for expansion for the 17-18 school year, and the new construction will increase maximum occupancy. However, the maximum occupancy of the existing buildings is 791 students, as shown by our Certificates of Occupancy (attached in ASBCS Online). Our certificates do display occupancy, and our three certificates show 534, 151, and 106 for maximum occupancy, respectively, for a total of 791 students.

Rationale

MASSA has been ready to expand for several years, but has only this year been able to acquire additional nearby property to expand. Mainly through reputation and word of mouth, MASSA has completely filled its classes, and has had roughly a full class waiting list at every grade, with no additional advertising. 78% of MASSA students are eligible to receive free or reduced lunch and 93% of MASSA students are ethnic minorities. Despite these student risk factors, MASSA received an “B” rating for the 2013-2014 school year (the last year for which a state letter grade rating was issued), and has been the top performing school in its zip code for the past three years. This past year, due to persistent high demand from the local communities as well as confidence from our leadership team due to our creation of systematic academic supports for a larger student population, the school leadership decided to open enrollment to additional students.

Staffing Chart

Over the next three years, MASSA plans to grow from 39 to 47 total staff members. Staff types and numbers for the current year and the next three years can be viewed in the Staffing Chart, attached in ASBCS Online under “Additional Information”.

Staffing Plan

As mentioned above, MASSA plans to grow from 39 to 47 total staff members over the next three years, and will also add one leadership position. This will include the addition of two teachers, three paraprofessionals, one special education teacher, and an assistant principal to assist the principal as the student populations grow.

Recruitment and Hiring

MASSA has already recruited most of the necessary additional staff for the 17-18 school year, and the school and network has a track record of hiring the majority of employees by the end of May and generally all by the end of June. For each position, we advertised nationwide using ZipRecruiter and several other recruiting services, pre-screened qualified candidates, and considered an average of 20 qualified resumés per position before making each hire.

Starting in January each year, support staff at our business office begin recruiting for the upcoming school year through multiple venues. Recruiters post teacher-friendly advertisements stressing the core values of our organization on various general and teacher-specific employment websites, top-ranking Universities' job boards, forums, social media, and other websites. School leaders represent the network and recruit potential candidates at gatherings such as career fairs, Teach for America summits, and local educational events. All interested candidates submit an application through our website with a resume, cover letter and/or writing sample, and 3 references. Applicants are evaluated by various metrics such as writing skills, mission alignment, past job stability, and content assessments in the area they will teach. Suitable candidates are scheduled to interview, typically with the school principal, until all positions are filled. To determine fit with our schools, we ask candidates specific questions in the interview related to motivation, personality, and values; technical competence; team skills; problem solving abilities; and prior evidence of success. During the interview, we ask teaching candidates to conduct a sample lesson after sending them our teacher evaluation worksheet. Through this process, we find intelligent and motivated candidates (teachers and other staff) who love teaching, have the fortitude to work long hours, are quick learners, flexible, and agree with the school's instructional philosophy.

Hiring

Academies network office employs a fulltime HR coordinator who works to onboard all staff gathering all required personnel information to ensure employees can be paid on time, collecting reference checks, conducting background checks, ensuring that each employee has fingerprint cards, ensuring that each employee is Highly Qualified, and helping employees to sign up for all appropriate benefits including health insurance. This person also works with the finance team to ensure legal compliance with all aspects related to employment.

Training – Instructional Staff

In order to ensure our instructional program is carried out with effectiveness and fidelity, the Academies provide several different forms of training and professional development. New teachers receive three weeks of training before the start of the school year. This training includes familiarization with the school's instructional procedures and practices as well as curriculum-specific training in the curriculum sets used for the school's core subjects. Every teacher receives an instructional manual, which serves as the basis for all teacher training throughout the year. Each school also has an instructional coach who continuously advises, performs classroom observations, and provides additional training on an as needed basis during planning periods and professional development days. Generally, school leaders work on 5-10 teacher behaviors at a time and the network audits and provides feedback on each campus's standing relative to other campuses. Teachers have planning time to allow them to observe each other's classrooms. Teachers also meet weekly with the other teachers in their grade level to review and discuss lesson plans and teaching strategies. Professional development and PLCs are held every Friday of every week following a half day for students.

Training

Administrative and Non-Instructional Staff -Administrative personnel that are hired begin with shadowing existing administrative personnel in the network and receive manuals detailing job responsibilities. Prior to taking on any administrative duties at the site level, network personnel observe the hired administrative personnel to ensure they understand each of their job duties. This procedure is especially critical for ensuring the student enrollment and attendance process is properly managed. Staff attend conferences as necessary as well such as for Schoolmaster training.

Enrollment Matrix

A breakdown of enrollment by grade this year and for the next three years, please see the Enrollment Matrix, attached in ASBCS Online.

Enrollment Targets

Over the next two years, we expect to reach our new enrollment cap of 700 students. We have 415 students returning for the 17-18 school year, and 371 new students interested in enrolling for the 17-18 year. Applying historical rates of interest-to-enrollment conversion, our conservative estimate for 17-18 school year enrollment is 653 students. This is based only on students who we have already contacted as of current day. We will continue with student recruitment efforts (community events, postcards, social media, Facebook, and AdWords) until our waitlist at minimum has 50% of students on reserve in each grade for each open spot.

Concrete Resources

The following resources are needed as the curriculum matches the existing curriculum at the school for the additional classes we are serving.

We will purchase the following curricula, assessment programs, and training for each directly from the vendor through a mixture of bond proceeds (for fixed assets) and operational capital for everything else:

Curriculum	Program Name	Total Additional Class Sets
Elementary Reading	Open Court	3
Middle School Reading	Realms of Gold and Novel Sets	1
Reading Remediation Program	Corrective Reading	1
Elementary/Middle School Write Source	Write Source	2
Saxon Math	Saxon Math	3
Elementary Science	My Pals are Here and Delta Modules	2
Middle School Earth Science	Earth Science Investigations	1
Middle School Biology and Physics	Life Science and Foundation of Physics	1
Elementary Social Studies	HM Social Studies	3
Middle School Social Studies	MyWorld History and American History	1
A/R	Accelerated Reader	3
Study Island	Study Island	2
NWEA	Map Assessments	3

Included in the instructional and curricular resource list above are NWEA MAP license purchases, as well as Study Island. Both of these are used for assessment purposes. Study Island provides short term standards-assessment results for teachers and additionally serves as our internal standards benchmark assessment. NWEA also maps to state standards through Study Island strand alignment providing feedback three times a year and additionally providing the school normative results for national comparison. Both are purchased on a per student basis, so our increased student population necessitates additional license purchases.



Arizona State Board for Charter Schools

Enrollment Matrix

Complete the table to provide the current and target enrollment, indicating the proposed timeline for implementing the request.

Directions*:

- In each box under the “Number of Students” columns, identify the number of students served per grade for the current and upcoming three fiscal years.
- In the “Total Enrollment” row, provide the total enrollment for each fiscal year.
- Copy and paste the chart for each school operated by the Charter Holder.

School Name: Math and Science Success Academy				
Grade Level	Number of Students			
	Current—FY_17_	Target—FY_18_	Target—FY_19_	Target—FY_20_
Kindergarten	53	85	87	87
1 st	58	85	87	87
2 nd	67	85	87	87
3 rd	60	85	87	87
4 th	63	85	87	87
5 th	45	85	87	87
6 th	44	53	60	60
7 th	37	48	60	60
8 th	41	42	58	58
9 th				
10 th				
11 th				
12 th				
Total Enrollment	468	653	700	700



Arizona State Board for Charter Schools

Staffing Chart

Complete the table to provide the current and anticipated staffing for the school(s) operated by the Charter Holder. Include staff members needed if the request is granted.

Directions*:

- In each box under the “Number of Staff Members” columns, identify the number of staff members for each position/category for the current and upcoming three fiscal years.
- Copy and paste the chart for each school operated by the Charter Holder.

School Name: Math and Science Success Academy				
Position	Number of Staff Members			
	Current—FY_17_	Anticipated— FY_18	Anticipated— FY_19_	Anticipated— FY_20_
Administration	2	3	3	3
Teachers/Instructional Staff				
Kindergarten	3	3	3	3
1 st	3	3	3	3
2 nd	3	3	3	3
3 rd	3	3	3	3
4 th	3	3	3	3
5 th	2	3	3	3
6 th	2	2	2	2
7 th	2	2	2	2
8 th	2	2	3	3
9 th				
10 th				
11 th				
12 th				
Specialty Staff (Music, Art, PE, etc.)	6	6	6	6
Special Education	1	1	2	2
Paraprofessional	4	6	7	7
Additional Staff				
List title: ____Janitorial_____	1	2	2	2
List title: ____Front Office_	1	2	2	2
List title: _____				
List title: _____				
Total Number of Staff Members	36	41	44	44

*To view an example of a completed staffing chart, review page 14 of The Guide to Amending a Charter.

Leadership Staffing Chart

Complete the table below to provide current and anticipated leadership for the school(s) operated by the Charter Holder.

Directions:

- In the “Title” column, list the title of each leadership position at the school. Consider all individuals who are part of the leadership team (e.g. principal, instructional coach, lead teacher, etc.).
- In the “Current” and “Anticipated” columns, list the **names** of the individuals that will hold each of the leadership positions during the current and upcoming three fiscal years. If an existing staff member will not hold the position in the projected year, write “New Hire” or “TBD” (to be determined) in the box for that position.
- Copy and paste the chart for each school operated by the Charter Holder.

School Name: Math and Science Success Academy				
Title	Leadership Team			
	Current—FY_17_	Anticipated— FY_18_	Anticipated— FY_19_	Anticipated— FY_20_
Principal	1	1	1	1
Asst. Principal		1	1	1
Dean of Students	1	1	1	1