C. BUSINESS PLAN

C.3. PERSONNEL

STAFFING PLAN		
YEAR-1	**YEAR-2**	**YEAR-3**
260 students	**320 students**	**400 students**
Instructional Staff		
9 General Instruction Teachers	11 General Instruction Teachers	12 General Instruction Teachers
2 half FTE Languages Teachers	2 half FTE Languages Teachers	3 half FTE Languages Teacher
1 Special Education Teacher	1 Special Education Teacher	1 Special Education Teacher
2 Instructional Assistants	4 Instructional Assistants	6 Instructional Assistants
0.5 Physical Education Teacher	0.5 Physical Education Teacher	0.5 Physical Education Teacher
0 Lead/Specialist Teacher	1 Lead/Specialist Teacher	2 Lead/Specialist Teacher
0.33 Executive Director	0.33 Executive Director	0.33 Executive Director
1 Assistant Director	1 Assistant Director	1 Assistant Director
260 students-to-14.83 teaching staffs; or 17.53-to-1 ratio.	**320 students-to-19.83 teaching staffs; or 16.14-to-1 ratio.**	**400 students-to-24.33 teaching staffs; or 16.44-to-1 ratio.**
Non-Instructional Staff		
0.67 Executive Director	0.67 Executive Director	0.67 Executive Director
1 Office Manager/Adm Assistant	1 Office Manager/Adm Assistant	1 Office Manager/Adm Assistant
0 School Nurse	1 School Nurse	1 School Nurse
1 Clerk/receptionist	1 Clerks/receptionist	1 Clerks/receptionist
1 Student Affairs Clerk	1 Student Affairs Clerk	1 Student Affairs Clerk
Total: 3.67 Non-Instructional Staff	**Total: 4.67 Non-Instructional Staff**	**Total: 4.67 Non-Instructional Staff**
Total Number of Staffs		
18.50	**24.50**	**29.00**

Table 1. Staffing at Seneca Preparatory Academy (SPA)

C.3. PERSONNEL

C.3.a. Staffing Plan for Instruction and Operations

Objectives of Seneca Preparatory Academy Staffing Plan

The overall goal of SPA staffing plan is to hire high-quality staffs who share the School belief that "every child can learn, and ultimately can become successful in life and positively contribute to society". The school staff will implement the RE Program.

One of the main objectives of SPA's staffing program is to have the primary (K-3) classroom student-teacher ratios aligned as closely as possible to those recommended by the SAGE study (Molnar et al., 1999). In the SAGE study, the kindergarten student-teacher ratio was 18-1; and the grade 1-3 student-teacher ratio was 30-2 (or 15-1).

Seneca Preparatory Academy (SPA) will use a 20-1 student-teacher ratio in kindergarten and a 30-2 ratio in first to third grade classrooms. The student-teacher ratio in the fourth to sixth grade classes will be 30-1.

Staffing Implementation Plan

As shown in Table 1, in Year 1, Seneca Preparatory Academy (SPA) is anticipated to open with 260 students from kindergarten to 4th grade. Except for the kindergarten class that will start with only one classroom, all the other grades will have two classrooms per grade. Therefore, in Year 1, SPA will open with nine classrooms each staffed with a homeroom teacher.

Table 1 also shows that 2 instructional assistants, 14.83 instructional staffs and 3.67 non-instructional ones will be available at SPA in Year 1.

Student enrollment will increase in Year 2 to 320 students with the opening of two new 5th grade classes, each with up to 30 students. The School will hire two additional instructional assistants and there will be 11 classrooms with 19.83 teaching and 4.67 non-teaching staffs including a newly hired School Nurse. The student-teacher ratio will be 16.14-1.

In Year 3, SPA will run at full capacity with 400 students with the addition of two new 6th grade classes and a second kindergarten class. The 6th grade classes will each have up to 30 students and the kindergarten will hold up to 20 students. Two new instructional assistants will be hired to increase the number of teaching staffs to 24.33 for the 14 classrooms used by SPA; and the student-teacher ratio will be 16.44-1. In addition, there will be 4.67 non-instructional staffs in Year 3.

There will be two French/Spanish 0.5 FTE part-time language teachers in Year 1and 2 and three in Year 3. The School will hire a part-time 0.5 FTE physical education teacher; and the Executive Director will derive 33% of his compensation from his teaching activities especially as a French teacher and a RTI specialist.

In summary, Table 1 shows that SPA will have adequate staffs (total staffs of 18.50 in Year 1; 24.50 in Year 2 and 29 in Year 3) to conduct all school activities successfully.

C.3.b. Recruiting, Hiring and Training of Instructional Staff and their Compensation and Benefits Plan

HIRING AND TRAINING PROGRAM

1. Skills & Requirements for Positions

Seneca Preparatory Academy's objective is to hire the best teachers and non-teaching staff available in the market. SPA has developed a hiring and training program that first defines the skills and requirements needed for positions.

Executive Director

- Credentials and experience required

(1) Doctorate degree from an accredited university or Master's Degree and superintendant-level experience in lieu of advanced graduate degree; (2) demonstrated business management experience (MBA); (3) detailed knowledge and experience with the French or European Education System; (4) expert level knowledge and experience in strategic development and project management; (5) ability to conceive, formulate and implement an education program from scratch; (6) flexibility, versatility and ability to troubleshoot situations and think outside the box; (7) ability to inspire and turn complex ideas into reality.

- Key Responsibilities

(1) Responsible for spear-heading and implementing The Right Educational (RE) System; (2) responsible for the design and implementation of SPA's Performance Management Plan; (3) responsible for the design and implementation of the RTI-Early Intervention Reading & Math Program; (4) responsible for interacting and collaborating with the School Governing Board and major school stakeholders such ADE and local school districts; (5) responsible for the day-to-day running of Seneca Preparatory Academy (SPA); (5) responsible for the financial, marketing, grant management, personal, computer and all the non-academic aspects of running Seneca Preparatory Academy (SPA); (6) with Assistant Director of Curriculum & Instruction, the Executive Director is co-responsible for professional development, training and discipline at SPA; (7) ultimately responsible for driving and moving SPA in the right direction.

Assistant Director of Curriculum & Instruction

- Credentials and/or Experience Required

(1) Minimum Bachelor's Degree, preferably Master's Degree in Curriculum and Instruction and Highly Qualified credentials as per NCLB; (2) Arizona state teaching certificate for elementary and/or middle school; (3) Arizona ELL endorsement and, experience with Core Knowledge Sequence and/or Singapore Math; (4) substantial classroom teaching experience; (5) managerial and/or teacher's training experience; (6) expert knowledge of kindergarten and elementary school policies; (7) excellent interpersonal skills.

- Key Responsibilities

(1) Mainly responsible for curriculum and instruction; (2) with Executive Director, is co-responsible for professional development and for the implementation of the RTI-Early Intervention Reading & Math Program; (3) also co-responsible for discipline and interactions with parents and relatives.

School Nurse

- Credentials and/or Experience Required

(1) Must be a registered nurse (RN) licensed from an accreditated US nursing school; (2) must have substantial nursing experience (at least 15 years) with underserved population; (3) minimum experience required: ICU, medical and surgery, case management, managerial and nursing education experience.

- Key Responsibilities

(1) Coordinate health and supportive services between the School and the community; (2) support the school community in addressing contemporary health and social issues facing young people and their families; (3) coordinate health promotion and primary prevention activities, health education including small group work and classroom activities, and community development activities; (4) provide first aid and emergency medical services; (5) initiate emergency and individual health plans for students with chronic medical conditions, and keep track of student immunizations; (6) provide assessment for students and attend Individualized Education Plan (IEP) meetings for students with special educational needs; (7) conduct and supervise state mandated screenings, such as vision, and hearing screening; (8) provide families with information on available resources for procuring free or low-cost services.

Full-time Teachers

- Credentials and/or Experience Required:

(1) Bachelor's degree or higher; (2) demonstrated teaching experience in the public or private sector and with a diverse student population; (3) preferably (but not necessary) hold a current Arizona teaching certificate for regular classroom and appropriate grade; (4) highly Qualified Teachers as per NCLB and current fingerprint card; (5) Arizona ELL Endorsement as per the Arizona Department of Education; (6) Knowledge of SRA Reading Mastery, or Core Knowledge Sequence, or Singapore Math preferable (but not essential); (7) excellent interpersonal skills and ability to relate and work with parents and with a diverse group of people.

- Credentials and/or Experience Required for Lead Teachers or Teacher Specialists:

SPA will open one Lead Teacher position in Year 2. In addition to the requirements for certified teachers, Lead Teachers will need the following skills and/or experience: (1) Master Degree in Education or in the content area of specialization, plus a minimum of 3 year teaching experience; or BA/BS and 8 years of teaching experience in the content area; (2) demonstrated leadership skills as shown through service and support provided to others; (3) and additional special skills such as being/or having the potential to be a Trainer, or a Project, Technology, or Curriculum Specialist.

Non-Teaching Staff

- Office Manager/Administrator

The candidate for this position will have a Bachelor's Degree in Business Administration, and prior experience running a school front office. S/he will supervise the following non-teaching staff: two Receptionists. In addition, the candidate will perform the following duties: (1) coordinate all operations of the front office; (2) design and implement office records and filing systems; (3) be responsible for typing confidential documents and taking and transcribing minutes of key meetings

2. Recruitment, Hiring and Training of School Staff

Advertisement of Seneca Preparatory Academy Open Positions.

Presently, SPA advertisement is conducted through the Word-Of-Mouth Advertising Plan that has been conducted by Dr. Abougou and the other Founding Corporate Directors since 2011. This advertising program focuses on SPA core beliefs and mission statement, and discusses the value of the future School to the target community. The strength of the Word-Of-Mouth Advertising Plan rests on the integrity, honesty, character, sense of duty and reputation that the Founding Corporate Directors have built in the more than twenty-year period that they have been living in Tucson.

The main objective of the Word-Of-Mouth Advertising Plan is to use the personal contacts made by SPA Corporate Directors to identify experienced and highly qualified prospective teachers who also share SPA core beliefs. So far, SPA has received some substantial positive feedback from the public, and the Corporate Directors have met with several highly qualified teachers who would fit very well in School program.

Seneca Preparatory Academy (SPA) intents to move to a more open and aggressive advertising format once the charter contract is awarded to SPA. At that point, SPA Corporate Directors will begin to actively network within the elementary school community by attending the monthly meetings of the Arizona Charter Schools Association in Tucson and Phoenix where they will openly ask for leads on highly qualified prospective teachers. In addition, the Founding Corporate Directors will use their relationships with the Arizona Core Knowledge Network, the Arizona Charter School Association and the University Of Arizona College Of Education to get some information and leads on prospective employees. Afterwards, the Corporate Directors will hold informal meetings with potential teachers and non-teaching staffs; and they will decide whom to invite for formal interview(s) in March/April 2013.

In January/February 2013 once the charter contract is awarded to SPA Foundation, SPA will start to openly advertise for positions by posting ads online in Craig's List, Arizona Charter School Association, and social network websites; and later on at the School website.

Hiring of Teaching and Non-Teaching Staffs

Seneca Preparatory Academy (SPA) Hiring Committee will initially be made of the following individuals who have agreed to be involved in the hiring process: the three Founding Corporate Directors, a retired elementary school teacher, a special education teacher, a highly experience

elementary school teacher, and a math and science high school teacher. The hiring process will take place from March to July 2013; and one of the key objectives will be to hire the Assistant Director of Curriculum & Instruction.

After screening the applications received for the advertised positions, a selected group of applicants will be invited to interview with the Hiring Committee. If necessary, a second interview will be held with the Hiring Committee. This latter group will then choose the two to three best applicants for the position who will interview with the Executive Director. He will ultimately decide whom to hire. The hiring of a teacher will be finalized once the candidate is approved by the School Governing Board.

Seneca Preparatory Academy (SPA) will hire all teaching and non-teaching staffs by mid-July 2013.

Staff Training at Seneca Preparatory Academy (SPA)

Seneca Preparatory Academy (SPA) fully believes in professional development; in 2013-2014, the School will devote the equivalent of 15.65 days on staff training. SPA professional development program will be organized as a professional learning community where SPA will provide a differentiated professional development program that will meet the individual educational needs of each school staff. The ultimate goal of the school differentiated professional learning community will be to provide teachers with the skills required to learn and successfully implement The RTI-Early Intervention Reading & Math Program within 18 to 24 months after school open, and therefore meet the objectives of the Performance Management Plan (PMP).

In Year 1, from July 29 to August 2, 2013, the newly hired staffs will attend the pre-service training program where they will be introduced to SPA history, philosophy and goals. They will also be introduced The RTI-Early Intervention Reading & Math Program. The pre-service training will focus on the implementation of SRA Reading Mastery, Core Knowledge, Singapore Math, and curriculum alignment in a differentiated classroom. Several follow-up training workshops will be held during the school year. In addition, the teachers will receive more training on Wednesday early-release-days, during the 1.5 hour weekly in-service sessions.

COMPENSATION & BENEFITS PLAN

Seneca Preparatory Academy (SPA) will provide a compensation and benefits plan that will align and measure to employee qualifications and experience. For instance, a Lead Teacher compensation package will be higher than the average general education teacher salary because Lead Teachers will have more experience, skills and/or qualifications than general education teachers will.

However, SPA teachers' salaries will be as competitive as salaries offered by the neighboring Sunnyside Unified School District (SUSD). Seneca Preparatory Academy (SPA) will provide experienced certified teachers up to $38,000 based-salary and non-certified ones (associate teachers) a $32,000 based-salary. The Lead teacher salary will go as high as $42,000 in Year 2

while the Special Education Teacher will receive up to $40,000 in Year 1. As of April 2011, Sunnyside Unified School District advertised the following starting salaries for beginning certified teachers: $32,225 for a teacher with B.A.; $34,475 for a teacher with M.A.; and $36,894 for a teacher with an Ed.D. or a Ph.D. (SUSD, 2011).

In addition, Seneca Preparatory Academy (SPA) will provide all employers with payroll tax benefits amounting to 7.5% of their salaries. SPA will also contribute funds equivalent to 17.5% of full-time employees' salaries to their benefit accounts. Through these funds, SPA will be able to offer adequate health and retirement benefits. Part-time employees will not be eligible for the 17.5% full-time employees' salaries employee benefits.

Finally, salaries for non-teaching staffs will be comparable to those currently offered in the open market since they were determined from the feedback received from local charter schools and from jobs advertised in local papers.

C.3.c. Reporting of Employee Related Expenses

All salaries and Employee Related Expenses (ERE) described in the narrative are accounted for in the Start-Up and 3-Year Operational Budgets.

As reported in the 3-Year Operational Budget, Seneca Preparatory Academy (SPA) will contribute funds equivalent to 17.5% of full-time employee salaries to their benefit accounts. With these funds, SPA intends to contribute to full-time employees' health, retirement, disability and life insurance benefits accounts. However, SPA does not intent to participate in the Arizona State Retirement program unless additional funding becomes available.

In addition, SPA will provide payroll tax benefits to both part-time and full-time employees equal to 7.5% of their salaries. Consequently, Seneca Preparatory Academy (SPA) will provide full-time employees with employee benefits equal to 25% of their salaries.

During the pre-opening period prior to August 5, 2013, SPA will pay salaries, stipends or administrative fees to employees and contractors for their services to the School. However, as far as employee benefits are concerned the School will pay only payroll tax benefits (7.5% of salaries) to its employees and contractors during the pre-opening period. No one will be paid other employee benefits during this period.

The only employee related expense reported in the Start-Up Budget is the 7.5% payroll tax benefits derived from the Executive Director's $5,000 pre-opening administrative stipend. All other employee related expenses are reported in the 3-Year Operational Budget.

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