C.3 PERSONNEL

Southwest Leadership Academy will recruit and hire qualified staff to support the students and implement SLA's program of instruction. SLA will work through its Charter Management Organization to recruit and hire qualified staff that also possess a strong shared vision of the mission and philosophy of SLA. SLA will select staff that are innovative and have an openness to new ideas and that can provide a nurturing and supportive environment for students and their families.

Staffing Plan

SLA's staffing plan begins with identified positions that will provide administrative, instructional and support for the school and its students. The first year's enrollment is 150 students with steady increase in year two to 400 students, then capping at 500 students in the third year. The staffing plan will keep pace with these enrollment increases; maintaining a consistent ratio of Teachers to students.

Table 3 provides a staffing plan based on the projected enrollment at Southwest Leadership Academy. The grades and anticipated number of students to be served in each grade within the first three years of operation is also provided.

Table 3: Southwest Leadership Academy Staffing Plan

	Year 1				**Year 2**				**Year 3**			
Total Enrollment	**150**				**400**				**500**			
Grade	**9th**	**10th**	**11th**	**12th**	**9th**	**10th**	**11th**	**12th**	**9th**	**10th**	**11th**	**12th**
Enrollment by Grade	35	45	45	25	95	105	105	95	120	125	125	130
Position												
Instructional Leader	1				1				1			
Teachers	4.5				12				14			
Special Education Teacher	1				4				6			
Counselor	1				1				1			
Behavioral Mentors	4				10				13			
Instructional FTEs	**11.5**				**28**				**35**			
Principal	1				1				1			
Vice-Principal	0				1				1			
Registrar	1				1				1			
Janitor/Maintenance	1				2				3			
Non-Instructional FFEs	**3**				**5**				**6**			

Calculated Ratios:			
Student: Teacher*	150/6 = 25	400/16.5 = 24	500/20.5 =24
Student: Instructor	150/11.5 = 13	400/28 = 14	500/35 =14
Student: Instructor for Advisement**	150/11.5 = 13	400/29 = 14	500/36 =14

** Calculation includes Instructional Leader at .5 FTE and all the Teachers and Special Education*
*** Calculation includes Vice-Principal (no Vice-Principal for first year)*

Recruit, Hire and Train Staff

Aligned with the staffing pattern, Southwest Leadership Academy will recruit, hire and train the qualified staff to implement the program of instruction and manage the day-to-day operations of the school. The following staff will be hired for the following duties and qualifications.

Duties and Qualifications

- Principal manages the day-to-day operations of the school including implementing policies regulations and procedures. Qualifications include, but are not limited to, a valid Principal's Certificate, Master's Degree and five years of experience.
- Vice-Principal will help manage school operations, manage a positive learning environment, comply with state testing and meet Special Education requirements. Qualifications include, but are not limited to, a valid Arizona Teaching Certificate, Special Education Endorsement, Master's Degree and three years of experience.
- Instructional Leader oversees the curriculum instruction and assessment and will set and enforce rigorous standards for student achievement. Qualifications include, but are not limited to, a valid Arizona Teaching Certificate, Master's Degree and three years of experience.
- Registrar will assist students with enrollment of classes, maintaining student records including formal assessment data, grades and schedules. Qualifications include, but are not limited to, two years of college education, three years of experience and bilingual in English and Spanish.
- Counselor is responsible for related counseling, career advisement, administration of formal assessments and vocation tests and meeting Special Education Requirements. Qualifications include, but are not limited to, Special Education Endorsement, Bachelor's Degree and three years of experience.
- Teachers (including Special Education) deliver instruction to the students. Qualifications include, but are not limited to, a valid Arizona Teaching Certificate, Special Education Endorsement (for Special Education Teachers), and three or more years of teaching desired.
- Behavioral Mentors provide assistance and provide supervision, mentoring and instruction to ensure pro-social culture at school. Qualifications include, but are not limited to, Associate's Degree and related experience. A Bachelor's Degree is preferred.
- Janitorial/Maintenance is responsible for the overall cleanliness, sanitation, security, safety and maintenance of the assigned facilities, buildings, grounds and equipment. Qualifications include, but are not limited to, related experience in the field and a high school diploma or GED is desired.

Recruitment

Beginning in March of 2013 the first recruitment effort will be for selecting and hiring a Principal and Registrar for Southwest Leadership Academy to begin employment May of 2013. Also in May, the CMO's Human Resource Department will begin placing employment

advertisements to locate administrative and teaching staff. Job openings will be posted at current ROP schools (Rite of Passage employs over 1,000 teachers and staff) and in local newspapers and job boards. Additionally, networking and developing professional relationships with Principals from schools in the area will be encouraged and will provide assistance with recruiting qualified staff.

Hiring

The Principal in collaboration with the CMO, will interview staff and present qualified candidates. Qualified candidates will be hired based on a formalized interview process with the Principal. The process will include a review of a candidate's education, experience, references as well as meeting requirements (such as Special Education Endorsement) of the position. The CMO will assist the Principal with making the final decision to hire staff. SLA plans to have all staff members selected prior to June 30, 2013, with a start-date of July 8th .

Training

Southwest Leadership Academy understands the importance of investing in our Teachers and staff and, accordingly, will take every available opportunity to develop their skills and knowledge. During the school year, all staff, including the Administrators, Counselor, Teachers and Behavioral Mentors, will receive 10 days of professional development through larger all-site trainings and smaller, job-related breakout sessions. All-site training topics will include: Positive Youth Development (PYD) principles, social and cognitive-based skills instruction through ART, the behaviors and needs of at-risk youth in education settings, PBIS and effective classroom management practices, multicultural competence and understanding, the needs of students who have behavioral health problems, Rite of Passage policies and procedures and how Teachers and Behavioral Mentors can work together in the classroom. Job-embedded staff development will be an important component of professional development for both Teachers and Behavioral Mentors. Administrators will coach staff utilizing observational protocols to facilitate detailed feedback and will model skills for staff members, whether those skills involve de-escalating a youth's anger through cognitive-based behavioral strategies or differentiating instruction in the classroom.

As part of the start-up, Teachers will receive additional professional development focused on curriculum, instruction and assessment. Topics will include: Arizona's Common Core curriculum, curriculum mapping, analyzing assessment data, RtI implementation, SIOP and culturally relevant pedagogy. These topics will be reviewed throughout the year during job-embedded staff training and through workshops. Additional training will occur in the afternoons after classes end and on designated staff development days and will cover other elements of the Program of Instruction, as outlined in the Performance Management Plan. To focus on student achievement specifically, the Instructional Leader will lead a Professional Learning Community (PLC) with the Teachers for collaborative problem-solving, professional self-reflection and analysis of student learning.

Based on Teacher and staff feedback, in addition to the feedback of other stakeholders and student achievement data, the Principal will develop and revise the Professional Development Plan to ensure that SLA is truly a learning organization focused on student achievement and the needs of the whole child.

Compensation and Benefit Plan

SLA's compensation plan seeks to be competitive with other schools of similar size and population and other Rite of Passage schools. Compensation includes salaries, health benefits as well as stipends, paid to staff who coach afterschool athletics and events. These stipends are $6,000 during the first year, $25,200 for the second year, and $48,000 for the third year.

All staff will be employees of Rite of Passage and will be leased to the school. ROP will administer payroll and provide benefits, workers compensation, and human resources support. Salaries are adjusted at 4% each year based on annual performance.

These salaries are consistent with the Start-up and Three-Year Operational Budgets. However, it is important to note that the School Year starts July 1st, and the Start-Up extends through July 31st. There is an overlap in July. Therefore, SLA's budgeting process did not count staff salaries in July twice. The salaries are counted in the Start-up budget, and then reduced by the amount of wages paid in July for the first year Operational Budget.

- Principal: Starting at $75,000, with an increase to $88,120 in the third year. The Principal's compensation plan will be annually revised, based on performance, and approved by the CMO. *Because the Principal was paid during start-up (as described above), the first year operational budget indicates $68,750.*
- Vice-Principal: Starting at $53,000 in the second year to $55,120 in the third year. The Vice-Principal's compensation plan will be annually revised, based on performance, and approved by the Principal and CMO.
- Instructional Leader: Starting at $50,000 the Instructional Leader has a budgeted increase to $54,080 annually based on performance and approval by the Principal. *Because the Instructional Leader was paid during start-up, the first year operational budget indicates $46,842.*
- Registrar: Starting at $31,200 the Registrar's budgeted salary will increase to $34,398 based on performance, and approval by the Principal. *Because the Registrar was paid during start-up, the first year operational budget indicates $28,600.*
- Counselor: Starting at $45,000, the Counselor will increase to $48,672 by year three, based on performance and approval by the Principal. *Because the Counselor was paid during start-up, the first year operational budget indicates $44,053.*
- Teachers: The average starting salary for the regular Teacher shall be $42,000, adjusted each year based on performance and approval by the Instructional Leader and Principal. The salary may be up to $46,606 by the third year. *The first year operational budget indicates $41,116.*
- Behavioral Mentors: Salary will depend on education. Behavioral Mentors with a Bachelor's Degree will earn $32,000 a year, and Behavioral Mentors with less than a Bachelor's Degree will earn $30,000. All staff will have increases based on performance and supervisor approval. This is a year-round position, and salaries were paid during the start-up period, showing $29,042 for the first year operational budget.
- Janitorial/Maintenance: This position will start at $31,200 with increases to $32,048 by the third year, based on performance and supervisor approval. *The first year operational budget indicates $29,900.*

Benefits and Insurance

To recruit and retain staff, a comprehensive benefits package will be provided through Rite of Passage which includes: Medical, Dental, Vision, Life Insurance, Paid Time Off (PTO) and Holidays. Tuition Reimbursement and 401(k), with employer match, are available after one year of employment. In addition, SLA will foster a culture of employee appreciation with monthly employee awards and annual employee appreciation celebrations.

Employee benefits are $130,488 during the first year, and increase to $431,975 in year three with the additional staffing.