C.3 Personnel

STAFFING PLAN AND NUMBER OF EMPLOYEES

In year one, GMS will employ one teacher, one instructional assistant, one School Director, and one part-time administrative assistant. GMS will open with one class of 30 students ages 6 to 9 years old and 10 kindergarteners who will be housed in the private preschool (for a total enrollment of 40). In year one, the kindergarten teacher's salary will be allocated to the charter for year one calculated at $240 per whole child per month. So, 10 kinders would take $120 times 10 so $12,000 per year. It expects to add a second and third classroom in the following years. The 3 teachers in years two and three reflect the kinder teachers that accommodate two primary classrooms. With growth, it will continue to staff one teacher and one instructional assistant in each classroom. Also in year one, the school will contract for accounting services and there will be a part-time administrative assistant. The part-time assistant will be trained in Student Accountability Information System (SAIS) reporting. They will also be trained in financial and procurement procedures to assist in maintaining separation of duties. In keeping with the Montessori philosophy, the teachers and students will have daily responsibility for keeping the campus neat, but the school will contract with an individual(s) for regular deep cleaning and maintenance.

RECRUITING, HIRING, AND TRAINING OF INSTRUCTIONAL STAFF

Recruiting – Open positions will be posted in several places including but not limited to: the school's web site, a Montessori web site, local newspapers, and Arizona Department of Education's "Post a Job" page. Job applications will be reviewed by the School Director and Lead Teacher. Most promising applicants will be invited for an interview and backgrounds will be checked. Applicants will be provided with selected pages from the charter contract and application prior to giving their assurance that they could support the school's mission.

Hiring – GMS will strive to hire the best teachers possible, regardless of race, nationality, or religion, and will not violate the anti-discrimination provisions of Federal or State law. The School Director is aware of the expectations set by the No Child Left Behind (NCLB) federal legislation for highly qualified teachers and paraprofessionals in Title I schools. If GMS receives Title I funds, the school will meet the standards set by the NCLB Legislation for hiring qualified personnel. To be highly qualified, teachers in core academic subjects must satisfy three requirements: 1. a bachelor's degree or higher degree from an accredited or approved institution, 2. A valid full state certificate, 3. Possess subject matter competency for each core academic subject assigned.

Evaluation – The evaluation of each applicant's job application and interview may include, but will not be limited to, the following information as appropriate for the hiring of qualified personnel:

1. Education background
2. Montessori certification
3. Special training
4. Referrals/recommendations
5. Experience
6. Character background
7. Ability to communicate
8. Ability to work in a team environment
9. Attitude and Enthusiasm

10. Professional dress and appearance
11. Acceptance of the curriculum and overall objectives of the charter school

Training – Newly hired employees will receive training prior to beginning work and will receive mentoring from the lead teacher and/or the School Director during the first month of employment and on an as needed basis thereafter. An outline of the qualifications of each teacher will be kept for public viewing and will be available for review by parents in the school's administrative offices. GMS will reserve the right to discharge employees "at will" without being in violation of Arizona Revised Statutes or Federal Statutes.

The staff training for the performance management plan will be done in the teacher workdays prior to the start of school. Additionally, personnel will be responsible for maintaining the ongoing assessments in the plans in monthly staff meetings.

GMS will contract Special Education services as needed. Please refer to section B.4.2 for a more detailed description of the duties and qualifications of these positions. As noted in sect A.2, Gilbert Unified School District reports only 1% of its 2009-2010 student body was ELL. Considering the size of our proposed school, there is a relatively small statistical chance that GMS will require English Language Learner services. Should those services be required, GMS will research and locate a contracting service that offers well qualified personnel at a fair market price.

ADMINISTRATIVE PLAN – INSTRUCTIONAL

The School Director is aware that she will have a myriad of duties in year one. She will manage all artistic, academic, and educational operations of the school including but not limited to: personnel (hire, supervise, discharge, evaluate performance), AIMS testing, special education services, English language development programs, curriculum development, keeping accurate and concise records, and submitting all required educational reporting. In addition to obvious curricular and operational duties, the Director will assist in the classroom as needed (as an instructional assistant or substitute teacher) and work with parents to establish a parent organization.

The School Director reports directly to the Corporate Board of Directors and will oversee GMS with direct supervision of the academic and fiscal operation, organizational management and employment matters. This includes the following:

1) Promoting, motivating and maintaining a productive, creative and caring atmosphere in which every student, parent and educator can experience success;

2) Fostering an environment where students and staff are challenged to reach their greatest potential;

3) Securing and compiling data to determine if the vision, mission, goals and outcome objectives are being met;

4) Assuring the financial viability and legal compliance of the school;

5) Maintaining a safe learning environment.

The School Director retains ultimate responsibility for all curricular implementation. Her responsibilities include periodic classroom visits, reviewing lesson plans, tracking of state

standards met, and teacher evaluations. Since GMS is and will remain a small school, the Director will be in the classroom at least twice a week. Lesson plans will be developed in a team environment so the Director will have some input in the development, but will make a formal review of written plans at least monthly. She will keep a written record of state standards addressed. She will report annually to the Corporate and School Boards on AIMS, TerraNova, AZELLA results and how those results are being used to direct instruction. She will also keep up to date on Montessori training, early childhood development, and other best practices and school improvement development so that she can provide professional development opportunities (in-house or through outside experts).

The Lead Teacher will assist the Director with data analysis. The Lead Teacher will also be part of the team to make special education evaluations. The School Director, along with the contracted financial services providers are responsible for tracking budget compliance, payroll and human resource functions.

ADMINISTRATIVE PLAN (AND OVERSIGHT RESPONSIBILITIES)

Financial – The Director will request an exemption from the USFRCS and implementation of GAAP procedures. Working with the School Board Treasurer and school accountant, she will develop policies and procedures to assure that there is a separation of financial duties. These will be approved by the Corporate Board. The School Board will develop an annual budget with input from the School Director and to be approved by the Corporate Board. Financial reports will be presented to the School Board on a monthly basis and to the Corporate Board at least quarterly.

Contracted Services – The School Director will oversee special education contractors. The Corporate Board will oversee financial and legal contractors. The School Director can enter into other contracts on behalf of the school as allowed by the Corporate Board. She will follow Board adopted procedures for entering into contracts including obtaining multiple bids for services. The Corporate Board may choose to delegate all contractual agreements to the School Director or may approve procedures that define the value and duration of contracts that may be entered into without that Board's approval. In either case, the School Director will report all contracts to the School Board.

Personnel – Formal written evaluations of all employees will be performed annually. Because of frequent classroom visits, informal verbal teacher reviews may occur much more frequently. The Director will keep a log of informal reviews including any directions to improve and subsequent improvements or failures to improve to be used in compiling annual evaluations and/or personnel issues. She will also log any outstanding accomplishments for the same purpose.

Grants Management – The School Board and School Director will work with the contracted financial personnel to establish procedures for managing grant funds. The School Director will train the administrative assistant to maintain documentation of grant funds. The School Board may contract for grant writing and, if need be, for grant management services. The School Board and School Director will take advantage of training opportunities available through the Arizona Department of Education.

Student management Information System (SAIS) – The school will purchase a program to report student information to comply with required SAIS reporting. The School Director has

ultimate responsibility for accurate enrollment and attendance reporting. She will arrange training for the administrative assistant to conduct the required reporting.

Mandated Testing – The School Director will work with the Lead Teacher to properly administer mandated testing such as AIMS, Stanford 10 and AZELLA where appropriate.

COMPENSATION PLAN

GMS compensation will be comparable to surrounding district and charter schools. All positions will be paid (salary and benefits) at levels comparable to the surrounding area insofar as the budget allows. Proposition 301 funds will be distributed as the A.R.S. §15-977 law directs. A benefits package will be developed with input from employees. The school does not plan to participate in the state retirement system at this time.

EMPLOYEE-RELATED BENEFITS

Employee-related benefits are amounts paid by GMS on behalf of employees. These amounts are not included in the gross salary, but are in addition to that amount. Such payments of fringe benefit payments, whether paid directly to the employee or not, are part of the cost of these services and are estimated at fifteen percent of salary expenses in the GMS operational budget. This estimate is extremely conservative because GMS will not provide health insurance to employees unless additional funds become available to purchase an affordable health insurance plan.

Employee Insurance—Amounts for the employer's share of any insurance plans, such as life, health, dental, and accident insurance.

Social Security Contributions—Employer's share of amounts paid by GMS for social security.

Unemployment Insurance—Amounts paid by GMS to provide unemployment insurance for its employees. These charges may be distributed to functions in accordance with the salary budget or may be charged to function 2310.

Workers' Compensation—Amounts paid by GMS to provide workers' compensation insurance for its employees. These charges may be distributed to functions in accordance with the salary budget or may be charged to function 2310.

Health Benefits—Amounts paid by GMS to provide health benefits, other than insurance, for its current or former employees.

Other Employee Benefits—Employee benefits other than those classified above, including fringe benefits such as automobile allowances, housing or related supplements, moving expenses, and paid parking. GMS may establish subcodes for various accrued amounts.