



Charter School Renewal Application  
February 2014

**Missouri Charter School Application Cover Sheet** Page 1 of 2

North Side Community School

NAME OF PROPOSED CHARTER SCHOOL

Progress in Education Inc

NAME OF NOT-FOR-PROFIT 501 (C) (3) ORGANIZATION THAT WILL HOLD THE CHARTER

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PHYSICAL ADDRESS OF SCHOOL (IF KNOWN)

St. Louis Public Schools

renewal start -- August 2014

DISTRICT IN WHICH THE SCHOOL WILL BE LOCATED

INTENDED OPENING SCHOOL YEAR FALL 20\_\_

**ENROLLMENT PROJECTIONS**

	GRADE LEVEL	PROJECTED ENROLLMENT		GRADE LEVEL	PROJECTED ENROLLMENT
SCHOOL YEAR 1			SCHOOL YEAR 6 *	K-5	270
SCHOOL YEAR 2			SCHOOL YEAR 7 *	K-5	270
SCHOOL YEAR 3			SCHOOL YEAR 8 *	K-5	270
SCHOOL YEAR 4			SCHOOL YEAR 9 *	K-5	270
SCHOOL YEAR 5			SCHOOL YEAR 10 *	K-5	270

AT FULL ENROLLMENT THIS SCHOOL INTENDS TO SERVE GRADE LEVELS  K  TO  5  WITH A PROJECTED TOTAL ENROLLMENT OF  270 .

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# A. Education Plan

## A.1 Mission, Vision and Goals

North Side Community School (NSCS) is a neighborhood charter school. It opened in August 2009 with grades K-1 and 52 students and has added a grade each year and a Pre-K program (4 year olds). Currently, 2013-2014, it serves grades Pre-K to 5<sup>th</sup> grade. With the addition of a second section of 5<sup>th</sup> grade in 2014-15, it will have completed its growth. At full enrollment, NSCS will have 270 students in grades K-5 and 45 students in Pre-K.

The school serves a low-income, predominantly African-American neighborhood in the City of St. Louis. Young people in these neighborhoods are not acquiring the knowledge and skills needed to be successful in school and later life. The mission of NSCS is to address this problem by targeting one such neighborhood. The school has addressed the needs of the students of this neighborhood, specifically the need for close and continuous attention to individual students' academic growth, a focus on basic knowledge and skills, and attention to the social-emotional-personal development of students and their families. Our small size (52 in year one to 270 students in 2013-2014), small class size (15), good teachers, and a closely-knit, caring school community have enabled us to raise the achievement levels of our students and prepare them for success in middle and high school.

NSCS believes that its students are as capable of learning as other students in Missouri. If given a quality education and with parent support for the school's efforts, we believe 75% of NSCS students can be proficient or above on the state MAP test.

*Our Mission: The mission of North Side Community School is to ensure that all of our students acquire the skills, knowledge, and personal qualities needed for success in our classrooms, in middle and high school, and beyond.*

In pursuit of this mission the following are integral:

### 1. Neighborhood

- Unemployment: The Unemployment rate in the neighborhood served by NSCS is 26%, as determined by 2012 US Census figures. This compares to a national rate of 7.6%, and a City of St. Louis rate of 8.5%
- Neighborhood Occupancy: 78% of available housing units in our served neighborhoods are occupied; 25% of the the homes are valued at less than \$25,000, and 62% of the remaining homes are valued at less than \$100,000.
- Relationships: Two-parent homes make up only 15% of the total families in our neighborhoods; Female head, single parent homes make up 56% of the families; Male head, single parent homes make up only 6.3% of the families in our served area.

- Two of our served neighborhoods, Fountain Park and Lewis Place, have been classified together as the 12th most violent neighborhood in the United States by NeighborhoodScout, an organization tracking crime, school, and real estate numbers across the United States. While perhaps not so dramatic, City of St. Louis Police Department mapping statistics detailing the felony, drug, sexual assault and gun-related crimes in our neighborhoods paint much the same picture.

## 2. Target Population Demographics

- 71% of our enrollees live in three zip codes - 63112, 63113, 63115
- All students live within three miles of the school
- 98% African American
- 51% female, 49% male
- 98% qualify for free and reduced meals, the federal poverty level designation
- Up to 10% of our students are considered homeless at any one time, as defined by Federal government homeless categorizations
- Average annual mobility rate of 15%
- 70% of our students regularly use school provided bus transportation.

## 3. Important Characteristics

Our program is based upon research on urban schools that serve low-income populations. Urban schools with low-income student populations that operate according to the principles below have been shown to significantly raise academic achievement.

Key characteristics include:

- Clear mission, goals, and values, shared by teachers, students and parents
- Strong educational leadership by the principal
- High expectations for all students, teachers, and parents
- A core curriculum and well articulated, integrated instructional program
- Time and energy devoted to teaching and learning, with a reduction of time and attention on secondary subjects/activities
- A school climate and culture that support the mission, create a sense of community, and encourage learning
- Engagement of parents in the education of their children
- Effective procedures and methods of regular assessment
- Small class size (15-18/classroom)
- Differentiated instruction guided by assessment
- Development of the personal qualities needed for school success.

# A.2 Curriculum and Instruction

## 1. Academic Goals

NCS has had three principal academic goals for its students:

- a. To be proficient in communication arts and math
- b. To be knowledgeable at age/grade appropriate levels
- c. To develop the attitudes and exhibit the behaviors of good students.

## 2. Class Size

Class size is one of the signature features of NSCS. It is our belief that our population of students benefits from smaller class size and our teachers perform at a higher level with fewer students in their classrooms. Specific benefits are easier classroom control, more personal attention for students, more time for differentiation, increased opportunity to communicate with all parents, and lower stress levels for teachers.

	K	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>
<b># of Students per Classroom</b>	15	15	15	17	17	17

## 3. Curriculum

The NSCS curriculum is traditional. It stresses language and math, devotes daily time to science and social studies, and has specials in art, music, and physical education. The curriculum is aligned with Missouri curriculum guidelines and is moving toward alignment with the Common Core standards. The Scope and Sequence used in the disciplines were taken from the Missouri curriculum guide and GLEs. Textbooks were selected that align with the Missouri standards and GLEs. NSCS has not developed its own curriculum but adopted existing curricula that align with Missouri requirements. The sample teacher program below demonstrates what is taught and how much time is devoted to different subjects (minutes per week).

<b>Language Arts</b>	<b>Mathematics</b>	<b>Social Studies</b>	<b>Science</b>	<b>PE</b>	<b>Art</b>	<b>Recess</b>
<b>940</b>	450	175	175	80	60	175

## 4. Evolution of Specials

The evolution of our "special" classes over the first five years is represented below.

	<b>2009-2010</b>	<b>2010-2011</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>
<b>Gym (FTE)</b>	0.5	1	1	1	1
<b>Art (FTE)</b>	0	0	0	1	1
<b>Lang. Dev. (FTE)</b>	0	0.5	1	1	0.5
<b>Music (FTE)</b>	0	0	0	0	1

## 5. Instructional Improvement Program

In the fall of 2012, NSCS initiated an Instructional Improvement Program. A consultant, Focus on Results, from Massachusetts, was employed to assist us. A plan was developed and the implementation begun in November 2012. The key features of the program are:

- a. Creation of Instructional Leadership/Data Teams (ILT)
- b. Training of instructional leaders at administrative and ILT levels
- c. Rescheduling to make regular team meetings possible
- d. Freeing of principal's time for significantly increased time in classrooms and with teams
- e. Hiring of instructional coach to work with teachers (along with/in addition to principal)

- f. Training in using data from NWEA to guide instruction
- g. Re-focusing teacher attention on academic growth of each student and staff training in differentiation of instruction.

## 6. Textbooks

Textbooks are used in communication arts and math. Science and social studies curriculum and instructional materials have been developed at grade levels. In 2013-2014, a science curriculum for K-5, created by NSCS staff, was introduced. The chart below shows the history of texts.

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Communication Arts	Open Court Reading Program	Open Court Reading Program	Open Court Reading Program	-Houghton Mifflin Journeys -American Reading Program	-Houghton Mifflin Journeys -American Reading Program
Math	Teacher created	Singapore Math	Singapore Math	Singapore Math	Singapore Math Math in Focus
Social Studies	Teacher created	Teacher created	Teacher created	Teacher created	Teacher created
Science	Teacher created	Teacher created	Teacher created	Teacher created	NSCS created

7. NSCS has three main goals in curriculum and instruction for the next five years:
- a. Alignment of curriculum with Common Core. This should be accomplished by August, 2014.
  - b. The science curriculum, introduced in 2013-14, will be tested and revised in 2014-15, finalized and fully implemented in 2015-16.
  - c. A NSCS created social studies curriculum, aligned with the Common Core, will be created in 2013-14, introduced in 2014-15, tested and revised throughout 2014-15, finalized and fully implemented in 2015-16.

## A.3 Assessment

NSCS assessment has evolved in its first four years. It began with a teacher centered assessment approach. Assessments were by teachers at the classroom level, using teacher made assessments and assorted assessment tools (e.g. DIBELS). The Iowa Test of Basic Skills (ITBS) was used as the standardized, end-of-year assessment. At the end of our second year, when the ITBS scores came in lower than predicted, the assessment approach was reconsidered. The discrepancy between internal, informal, teacher-based assessment and the external national ITBS assessment drove the reconsideration. The result was the adoption of NWEA in the spring of 2012. NWEA was first administered to NSCS students in May 2012. The current assessment system consists of teacher made assessment, end of unit text assessments, and the state MAP test, in addition to NWEA. NWEA is administered three times a year. It has proven a reliable predictor of MAP scores. As indicated above, the use of data by Instructional Leadership/Data Teams is at the center of assessment and instructional system. The teams use the NWEA results to monitor and track each student's progress and guide their instruction.

The proper grade placement of students is important at NSCS. Most of our students come to us behind, as measured by standard assessment tools (e.g. Bracken). Testing and placement for all students is required. Results of testing, along with other factors, determine placement. At the end of each year, all students are reviewed and a decision as to promotion or retention is made. Especially for lower grades (Pre-K to first), time is on the side of the students. Taking longer in early grades is encouraged. All decisions are made in consultation with parents.

For the next five years, NSCS will continue to use NWEA, use the emerging State Smarter Balance assessment system that will supplement MAP, continue to use its teacher and textbook assessments, and rely upon its Instructional Leadership/Data Teams to use assessment information to inform and improve instruction and increase student learning.

## **A.4 School Calendar and Daily Schedule**

NSCS has an extended day and year. Only younger students (kindergarten and first grade) have a traditional day (8:15 to 3:30). For students in grades two to five, the day is longer (8:15 to 5:00). The extended day offers additional academic work for the older students. It is funded by general revenues and Federal Title 1 money. The calendar is non-traditional for all. All students attend a four-week summer term that is a continuation, and final term, of the year. The year runs from mid-August to mid-July, with vacations at Christmas, spring, a June recess, and the summer break after summer term. The "regular" year has averaged 176 days. The summer term is 20 days, making a total year length, on average, of 196 days. Refer to Appendix A.4 for the 2013-2014 calendar.

A schedule for a typical day at NSCS:

7:45----- Breakfast  
8:15----- Classroom work begins  
9:45----- Recess (K-1)  
11:30----- Lunch (3 sittings)  
3:30----- End of day (K-1)  
3:45----- Extended Day begins  
5:00----- End of day (2-5)

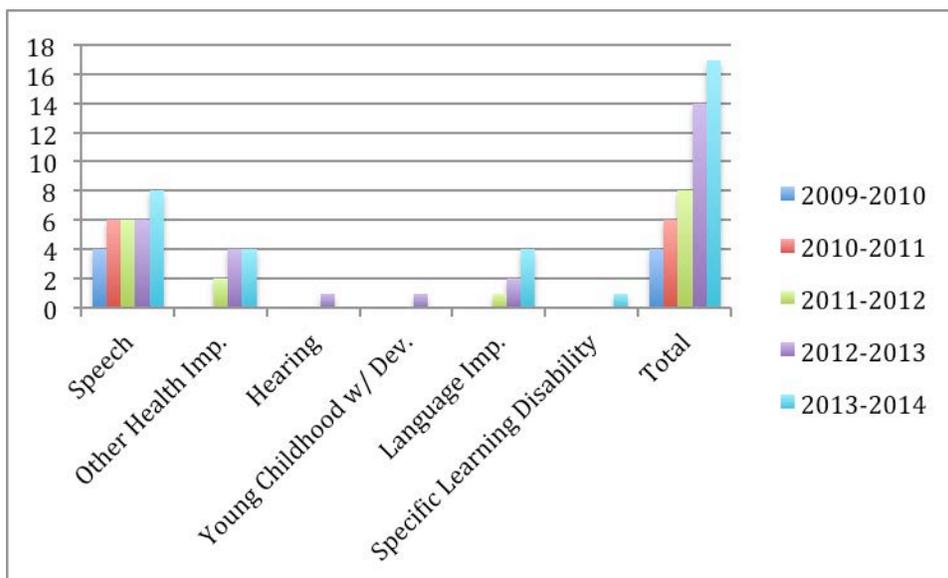
## **A.5 Target Population**

Our population and its relationship to our mission are described in A.1.

## **A.6 Special Education Population**

Special education has been part of program at NSCS since the beginning. In its first year, with a student population of 52 students, the special education teacher was .6 FTE. In 2013-2014, the position has expanded to a full-time position. NSCS adopted the Missouri compliance model for special education and follows it. Students are

identified by parents or teachers, then tested, if it is deemed appropriate. Testing is done by a licensed outside provider. Students who come to NSCS with identified learning problems or disabilities are educated according to the requirements of their IEP. The area of greatest demand in special education at NSCS in its first five years has been speech therapy. This need has been met by a licensed outside provider. Below are statistics on special education at NSCS.



NSCS moves slowly to test and label kindergarten and first grade students, while following the requirements of the law and the wishes of the parent. Many of our students come to us with developmental delays. They need time and attention. After a year, we have a better understanding of each child's needs or problems. A high percentage of students who enter with apparent special needs see them diminish or disappear with time. This progress is due to our small class size, attention to the specific needs of students, and use of aides to address the specific needs of students. This is not true, however, for speech difficulties, which are identified and addressed early.

NSCS has three goals for the next five years in special education:

1. Addition of a self contained classroom in 2014-2015
2. Addition of an additional .5 FTE special education teacher in either 2014-15 or 2015-16, depending on need
3. Students will meet individual IEP goals: 80% by 6/2015; 85% by 6/2016; 90% by 6/2017-2018-2019.

## A.7 School-Specific Goals and Objectives: *Part One: Historical Perspective*

Student performance in the first four years has been measured in many ways. The absolute or standardized measure was the Iowa test (ITBS) in the first two years and NWEA since then. The state assessment, MAP, was first administered to our third grade in the spring of 2012. Because we began with grades K-1 and added a grade per year, we weren't tested on MAP until our third year, 2011-2012. The results of these assessments are given below:

### 1. NSCS Student Achievement Summary

2009-2010

ITBS	Grade	students at or above grade level	
	Kindergarten	21 out of 35	60%
	First	6 out of 16	38%

2010-2011

ITBS	Grade	students at or above grade level	
	Kindergarten	41 out of 60	68%
	First	14 out of 44	32%
	Second	4 out of 19	21%

### 2. Proficiency Levels on NWEA by Grade and Subject

Year	Grade	Reading		Math	
		proficient or advanced		proficient or advanced	
2011-12	Kindergarten	26 out of 54	48%	27 out of 53	51%
	First	18 out of 55	33%	13 out of 54	24%
	Second	17 out of 41	41%	18 out of 40	45%
	Third	3 out of 15	20%	2 out of 15	13%
2012-13	Kindergarten	24 out of 51	47%	27 out of 53	51%
	First	36 out of 55	65%	23 out of 56	41%
	Second	30 out of 45	67%	26 out of 44	59%
	Third	22 out of 36	61%	22 out of 34	65%
	Fourth	8 out of 16	50%	7 out of 16	44%
2013-2014 (Fall)	Kindergarten	37 out of 56	66%	28 out of 64	44%
	First	35 out of 58	60%	36 out of 60	60%
	Second	34 out of 52	65%	33 out of 52	63%
	Third	27 out of 50	54%	24 out of 50	48%
	Fourth	21 out of 33	64%	24 out of 50	48%
	Fifth	8 out of 16	31%	5 out of 16	31%

3. Student Progress: Percentage of students meeting NWEA growth targets.

Year	Grade	Reading	Math
		proficient or advanced	proficient or advanced
2011-12	The first NWEA assessments were conducted in Spring 2012; therefore, we are not able to consider growth measures for this year.		
2012-13	Kindergarten	49%	58%
	First	51%	48%
	Second	76%	84%
	Third	79%	94%
	Fourth	69%	88%

4. Proficiency Levels on MAP by Grade and Subject

Year	Grade	Communication Arts	Math
		Proficient or Advanced	Proficient or Advanced
2011-2012	Third	20%	13%
2012-2013	Third	58%	63%
2012-2013	Fourth	37%	31%

5. Comparisons to other Neighborhood Schools

Inter-School Comparisons, 2012 and 2013

	NSCS	Ashland	Cote Brilliante	Lexington
2012 - General				
Number of Students (ADA)	191	257	166	225
Free and Reduced (%)	98.20%	97.10%	97.50%	99.20%
Special Ed (%)	6.90%	15.98%	15.98%	15.98%
2012 - MAP Scores*				
Communication Arts	20%	2.40%	30.80%	48.60%
Math	13.40%	2.40%	23.10%	25.80%
2013 - MAP Scores*				
Communication Arts	52%	10%	37%	43%
Math	54%	7%	37%	21%

## 6. Summary

Progress measures were not readily available with ITBS, but are with NWEA, which is one of its important advantages as an assessment tool. The performance scores show a steady strengthening of performance. The drop-off in first grade we attribute to the difficulty of first grade curriculum and relative inexperience of first grade teachers. It also is the time when the deficits due to early childhood experiences manifest themselves. The weakness of our lead class, that began with us as first graders, stands out. High mobility and a disproportionate number of students with social, emotional, and academic problems retarded progress. Once stabilized and led by a more experienced teacher, the class has shown steady progress. Overall, the scores are satisfactory for a new school and mark a solid first step toward our goal of 75% of our students working at grade level by the time they leave us after 5<sup>th</sup> grade (or after three years with us).

## A.7 School-Specific Goals and Objectives; *Part Two: Indicators*

The performance indicators below are an extrapolation from the NSCS Accountability Plan for 2013-2014. Refer to Appendix A.7 for NSCS Accountability Plan for 2013-2014. They chart the projected curve of growth in performance for the next five years. Two beliefs guided the projections:

1. Our students will make steady and sustained progress at rates determined by NWEA growth projections and at a minimum of one year of growth per school year
2. 70-75% of our students can perform at grade level (proficient or on target) after three consecutive years at NSCS.

### 1. Indicator #1: Annual Performance Report (APR)

Measures	Metric	2014	2015	2016	2017	2018	2019
APR Determination	State Accreditation Standards for K-8 schools	70%	75%	80%	85%	90%	90%

### 2. Indicator #2: Student Achievement Levels: Status - MPI: Schoolwide Total

Measures	Metric	2014 Target	2015	2016	2017	2018	2019
2.1 Communication Arts	MPI	360	365	370	375	380	385
2.2 Math	MPI	362	367	372	377	382	387
2.3 Science	MPI	310	314	319	330	335	340

### 3. Indicator #3: Student Achievement Levels: Status - MAP Scores: Schoolwide Total

Measures	Metric	2014	2015	2016	2017	2018	2019
3.1 Communication Arts	Percent of students scoring proficient or advanced	55%	58%	62%	66%	70%	74%
3.2 Math	Percent of students scoring proficient or advanced	57%	60%	63%	66%	69%	72%
3.3 Science	Percent of students scoring proficient or advanced	37%	40%	45%	50%	55%	60%

**4. Indicator #4: Student Achievement Levels: Growth - Internal Assessment (NWEA)**

Measures	Metric	2014	2015	2016	2017	2018	2019
5.1 % of Students Meeting Growth Projections in Reading (all grades)	NWEA	75%	80%	83%	85%	87%	90%
5.2 % of Students Meeting Growth Projections in Math (all grades)	NWEA	75%	80%	83%	85%	87%	90%

**5. Indicator #5: Student Engagement**

**Attendance**

Metric	2014			2015			2016			2017		
	% > 90%	# > 90%	Num. Att.	% > 90%	# > 90%	Num. Att.	% > 90%	# > 90%	Num Att.	% > 90%	# > 90%	Num. Att.
Average Daily Attendance rate	89%	232	260	90%	243	270	90%	243	270	90%	243	270

**Student Retention**

Measures	Metric	2014	2015	2016	2017	2018	2019
Student Retention	Percent of students retained from previous year	87%	88%	89%	90%	90%	90%

## **A.8 School Climate and Discipline**

Behavior management of students is critical to success with any student population. NSCS has taken a hardline on behavior from its first year. Parents are directly involved and held responsible for assisting us in addressing and solving behavior problems. The principal is the lead manager of student behavior, working closely with teachers. In the first three years, considerable time and energy was required for behavior management. By the fourth year, with more experienced teachers and an established climate and culture of orderliness and good behavior, student behavior problems had steadily decreased. Students in the fourth and fifth years (2011-12/2012-13) have been orderly, well-behaved, and happy to be at school. This is one of the most important achievements of NSCS in its first five years. See B.6 for information on NSCS efforts to engage parents and the community in the life of the school and education of students. The NSCS policy on discipline and behavior management is in Appendix A.8.

## A.9 Optional Programs: Pre-K Program

The NSCS Pre-K Program was created in 2011 to ensure that students enter kindergarten at NSCS ready to succeed. As an example, most students enter Pre-K at NSCS performing one or two years behind their peers nationally. Half of Pre-K students enter school unable to recognize basic colors or to write their name. Even given this low level of readiness, according to the Bracken School Readiness Assessment (BSRA), students in the NSCS Pre-K program experience, on average, 18 months (two school years) of growth in one year at NSCS. Graduates of the Pre-K program are encouraged to enroll in kindergarten at NSCS, but are subject to provisions of enrollment policy (See B.5, Section 4).

The Pre-K Program is an academically rigorous program. The curriculum is a hybrid of High Scope and direct instruction. Among other skills, students master the alphabet, learn to count to 100, and begin to read and write. This progress is possible because of the high expectations set for students and their families and because of the high-quality instruction delivered by experienced early elementary teachers.

The Pre-K Program opened with one classroom of 15 students in August 2011, and because of neighborhood demand, doubled in size to accommodate 30 students in August 2012. For the 2013-2014 school year, the program will expand to three classrooms, serving 45 four-year-old students.

Although NSCS is a public charter school for grades k-5, the Pre-K Program does not receive state education funding. It is privately funded by individuals, foundations, and corporations. When the Pre-K program shares space, equipment, supplies, etc. with the regular K-5 program, costs are prorated by usage.

There are several important and key elements to our Pre-K program:

### 1. Need

Academic assessment data for the current cohort of 30 Pre-K students demonstrated the need for these students to participate in a high-quality Pre-K program. According to the BSRA Pre-test, 53% of Pre-K students were "delayed" or "very delayed" when they began the Pre-K Program in August, 2012. The average student started Pre-K already seven months behind.

If the NSCS Pre-K Program did not exist, most of our students would not participate in any type of early childhood program. Our families often cannot afford co-payments associated with other early childhood programs, and only half of our families qualify for state child care assistance. The NSCS Pre-K Program removes financial barriers to entry; families are either required to pay \$15 or volunteer one hour per month.

Additionally, the Pre-K Program is valuable to NSCS for recruitment purposes. Students that enroll in Pre-K will matriculate in the NSCS kindergarten Program. In August 2014, 45 out of 60 kindergarten students may come from the Pre-K Program (admission to Kindergarten is by lottery). Going forward, the school would

like to grow the Pre-K Program so that all 60 kindergarten students are able to participate.

## 2. Evaluation

Success of the NSCS Pre-K Program is measured by the following academic assessments:

### a. Bracken School Readiness Assessment

Objective: All Pre-K students will achieve at least 75% mastery and show growth.

School Year	Outcomes
2011-12	100% of students achieved at least 75% mastery Average student experienced 18 months* of growth
2012-13	85% of students achieved at least 75% mastery Average student experienced 18 months* of growth

\*Two school years

### b. Teacher-Created Assessments

Objective: Specific academic objectives are defined in the NSCS Pre-K Standards. Pre-K students will demonstrate at least 75% mastery of these standards.

School Year	Outcomes
2011-12	100% of students achieved over 80% mastery of the standards
2012-13	100% of students achieved over 80% mastery of the standards

### c. Long-Term Summative Assessments

Objective: Pre-K students will outperform peers on the Missouri Assessment Program (MAP). Outcomes for NSCS's first Pre-K class will be available in April 2016 (after this class has reached third grade, the first year of MAP testing)

### d. Longitudinal Data

Objective: Tracking Pre-K students in K and 1<sup>st</sup> Grade using NWEA

- i. Students At or Above Norm Grade Level Mean RIT – Pre-K Participants and NOT Pre-K Participants, as follows:

	Pre-K Participants	NOT Pre-K Participants
Math	15 out of 17 (88%)	13 out of 46 (28%)
Reading	14 out of 16 (87.5%)	23 out of 40 (57.5%)

\*Testing data is incomplete for 3 pre-k participants.

NOTE: 18 out of 29 (62%) participants in the 2012-2013 cohort actually matriculated in kindergarten; one was retained. Of the 9 students that left NSCS, 7 were siblings.

ii. 1<sup>st</sup> Grade – Students At or Above Norm Grade Level Mean RIT – Pre-K Participants and NOT Pre-K Participants – on Fall 2013 NWEA Testing

1 <sup>st</sup> Grade Fall 2013 NWEA Scores	Pre-K Participants	NOT Pre-K Participants
Math	10 out of 12 (83%)	26 out of 48 (54%)
Reading	11 out of 12 (92%)	24 out of 46 (52%)

NOTE: 12 out of 14 (86%) participants in the 2012-2013 cohort actually matriculated in 1<sup>st</sup> grade; none were retained. Of the 2 students that left NSCS, both were siblings.

## **B. Organizational Plan**

### **B.1 Governing Body**

NSCS is a 501(c)(3), non-profit corporation, incorporated in 2007. It is governed by its Board of Directors. Board By-Laws, Articles of Incorporation, and IRS determination letter are in Appendix B.1. The Board meets seven (7) times a year (August, September, November, January, February, April, and June), the second Tuesday of the month at 4:45, at the school. The day and time of Board meetings are posted on the school website and school bulletin board. The meetings are open to the public. Board representatives attended a MPCSA training on Missouri Sunshine law and the Board adheres to the law.

### **B.2 Governing Board Composition**

The current Board has ten (10) members. Resumes of current members are in Appendix B.2 The Board members have a variety of backgrounds and expertise. One is a CPA, one a fund manager, two are lawyers, one worked in health insurance, four have extensive experience working in education. Six have experience working in non-profits involved in education. Five of the current members were on the Board when the school opened in 2009. Two new members were added in August 2013. Recruitment is by recommendation of current members. Candidates are interviewed and voted onto the Board by existing Board members, in accordance with the By-Laws. The Board's successful oversight of the school for four and a half years demonstrates it has the understanding and capacity to govern NSCS and oversee its operations.

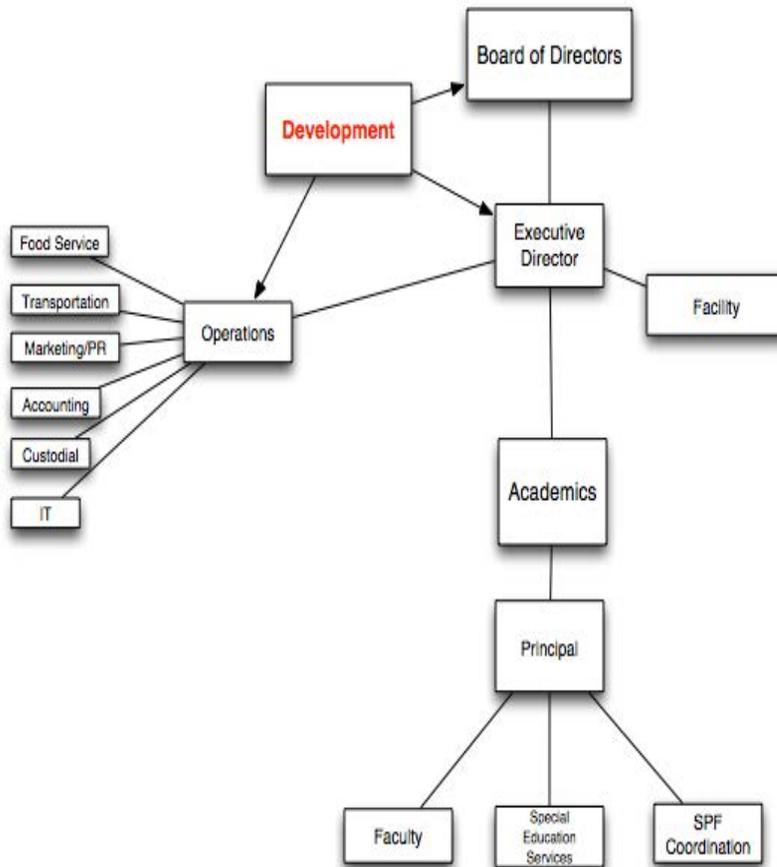
NSCS has two goals for the Board in the next five years:

1. Maintain Board membership at 8-10 members
2. Continue to recruit and maintain Board members with legal, financial, and educational backgrounds and expertise.

### **B.3 Management and Operation**

#### **1. Organizational Structure**

The organization structure of the school has been the same since it opened in 2009. In 2009, however, all of the positions were not filled because of limited funds and the small size of the school. In the years since, all have been filled except the SPF coordinator (social/psychological/family). It was briefly filled in the fall of 2012 but the coordinator decided to leave at mid-year. She was not replaced and a decision was made to redirect funds to an instructional coach for 2013-2014. The long-term goal (next 3-5 years) is to fill the position with a certified social worker/counselor/therapist. The Organization Chart of the school is found below:



## 2. Administrative and Non-Teaching Staff

- a. The administrative staff of NSCS consists of an Executive Director, Director of Operations, and Principal. The administrative staff hasn't changed in five years. Background information on administrative staff members and their job descriptions can be found in Appendix B.3. All employees—teaching and non-teaching—must complete background checks (criminal and Family Care Safety Registry) as required by State law.
- b. The non-teaching staff of NSCS has grown over the first four years. A school secretary was hired at the end of our first year. In our fourth year of operation we hired a half-time Bookkeeper and a full-time Maintenance Manager.

3. NSCS has two goals for staff in the next five years:
  - a. Hire a SPF coordinator (social/psychological/family) to work with students and families by 8/2016
  - b. Hire staff member to do development work (fundraising/public relations) by 8/2014.

## B.4 Staffing and Human Resources

NSCS has recruited staff for five years. It has evaluated candidates on the basis of educational background, teaching experience, references, personality, and commitment to the mission of the school. Searches have been through jobs fairs at local universities, the MPCSA job fair, and REAP. We employed two Teach for America teachers, one for two years, the other for one. We tapped retired SLPS teachers, who had worked in SLPS with our principal, to balance the youth and inexperience of the younger teachers. After our third year, we were able to attract more experienced teachers. The result was positive in terms of behavior management and quality of instruction. Hires for 2013-2014 were also of high quality. The staff has steadily improved over the first five years.

Staffing decisions have been driven by educational need and availability of funds. Teachers were hired in the first three years using the 20% allowance for non-certified teachers permitted in the Missouri charter law. The need to meet the federal HQT requirement has moved NSCS steadily toward 100% HQT. This goal was attained in 2013-2014. The NSCS Employee Handbook is in Appendix B.4.

1. In 2009, NSCS opened with six (6) teachers (four classroom, one physical education and special education). Below are data showing qualifications, salaries, and growth of teaching staff.

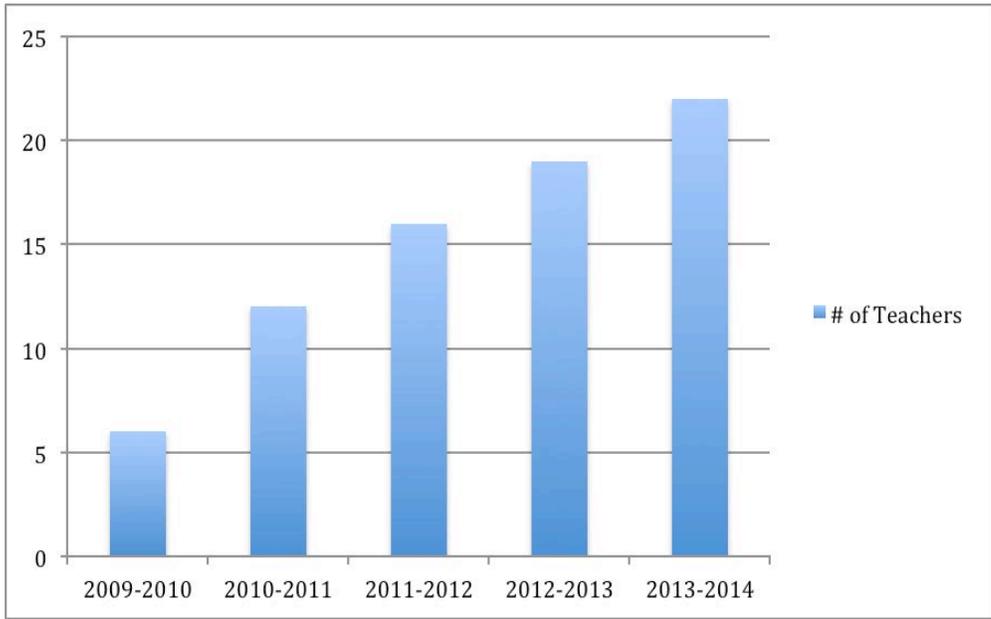
### Highly Qualified Teachers

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
% of Highly Qualified Teachers	70%	78%	85%	94%	100%

### Average Teacher Salary

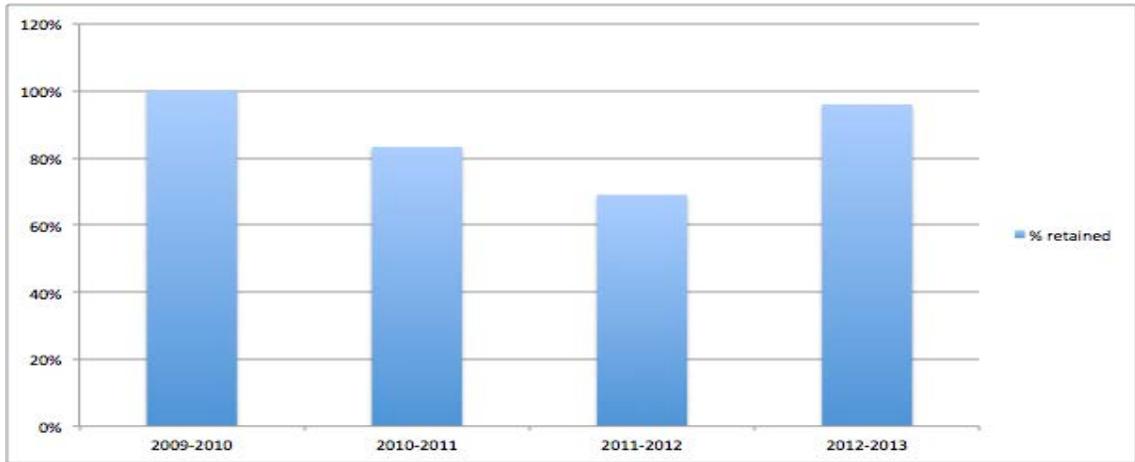
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Average Salary	\$40,290	\$38,952	\$39,448	\$42,543	\$44,516

The NSCS teaching staff has grown each year with addition of new grades and addition of specials. This will level off with addition of second fifth grade section in 2014-2015. Teacher salaries have been competitive for beginning teachers and low for teachers with more than five years experience. The goal in the first years has been to close this gap for experienced teachers (3) while maintaining parity for beginners. The gap has been narrowed but not closed. Goal is to close it as funds become available. Competitive salaries are a top priority of NSCS. Satisfying the NCLB requirement for highly qualified teachers has also been a high priority. NSCS has moved steadily toward meeting the 100% requirement, which it met in 2013-2014.



2. NSCS teaching staff retention has been very stable over its first five years. Of its original six teachers, five are still with the school. Perhaps the biggest challenge of the first three years was training first year teachers to handle management issues, cope with stress, and teach effectively. The losses of these inexperienced, well-intentioned teachers in the second and third years reflected, in addition to the specific reasons given above, the difficulties they faced in teaching at NSCS, especially as the pressure to raise student achievement increased after the low ITBS scores in year two (2010-2011).

Teacher retention



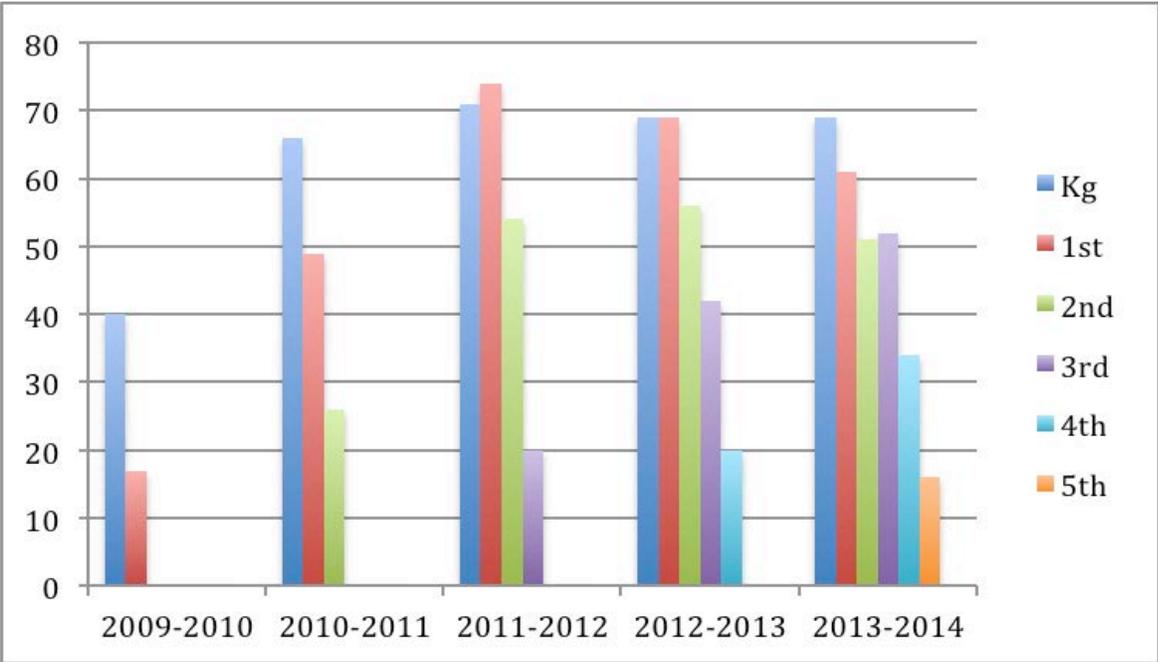
3. Goals for the next five years are to increase the years of experience of teachers, with 75% of teachers having five or more years of experience by 8/2018 and to make salaries across years of experience (or steps on salary scale) competitive with those of area schools.

# B.5 Students and Enrollment

NSCS began in 2009 with four (4) classrooms, three kindergartens and one first grade. We have added a grade and additional classrooms each year since. The chart below shows growth in number of students and by grades.

## 1. Grade and population growth

Year-By-Year Growth



## 2. Mobility

Mobility is a significant problem for all urban schools, and North Side is no exception. NSCS measures mobility by the number of students who were enrolled at the end of a school year and didn't return the next year. NSCS has averaged a 14% student loss per school year. The cumulative effect of this is that a cohort of students starting with us in kindergarten could have lost nearly 45% of its original students by the end of second grade. Causes of mobility vary. NSCS tracks why students leave. A small percentage leave because of dissatisfaction with the school. Most leave because of housing related issues. The Board and administration have discussed ways to address this problem, but solutions are often beyond our resources and control.

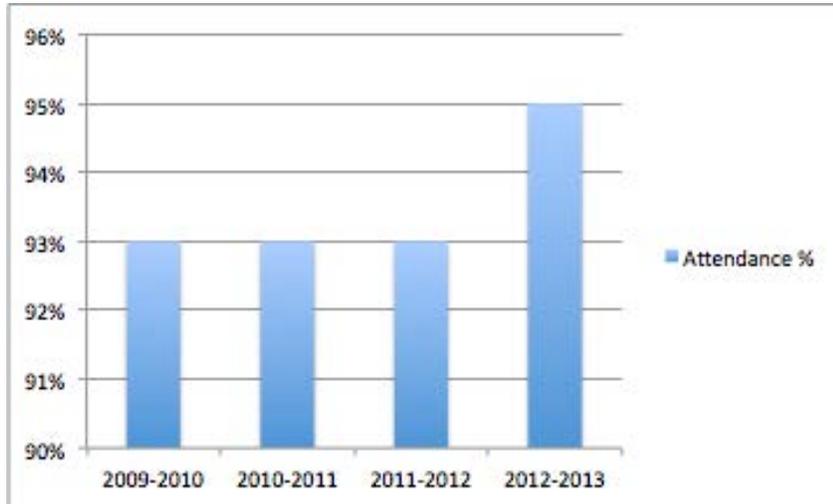
NCS Annual Mobility

	2009-2010	2010-2011	2011-2012	2012-2013
Mobility Rate	11%	13%	17%	15%

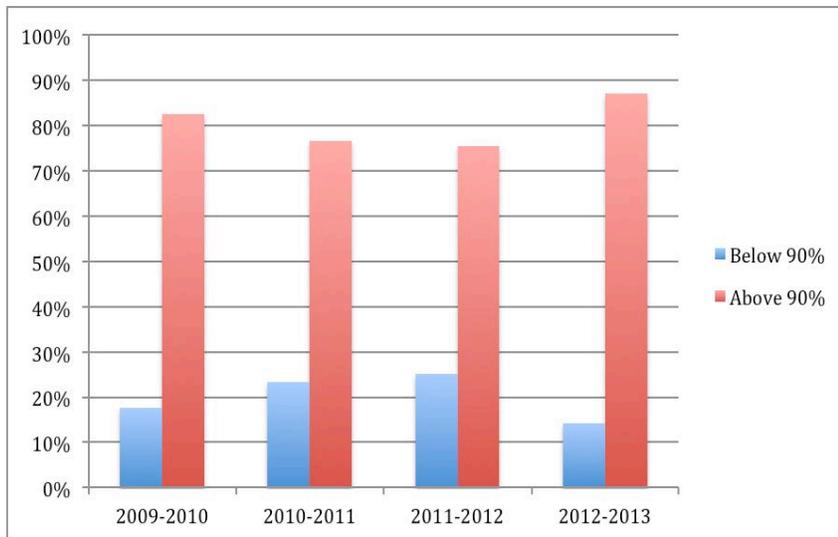
### 3. Attendance

Attendance figures for NSCS for its first four years follow. The charts give percentages in both the old metric (percentage of all students in attendance for year) and newer one (percentage of students with a 90% or above attendance rate). Until the introduction of the new metric, NSCS was satisfied with its attendance rate, yet aware that a certain percentage of families were chronically absent and needed to be pushed, in a variety of ways, to improve attendance. The new metric highlighted this problem with these families. It also drew attention to a specific problem with a specific sub-group of our population-- those who leave during the year. In 2012-2013, of the students who stayed with us all year, 94% were above 90% attendance. Of the 53 who left during the 2012-2013 year, four out of every ten students had attendance rates falling below 90% upon departure.

Attendance (Old Metric)



Attendance (New Metric)



#### 4. Admission/Enrollment Policy

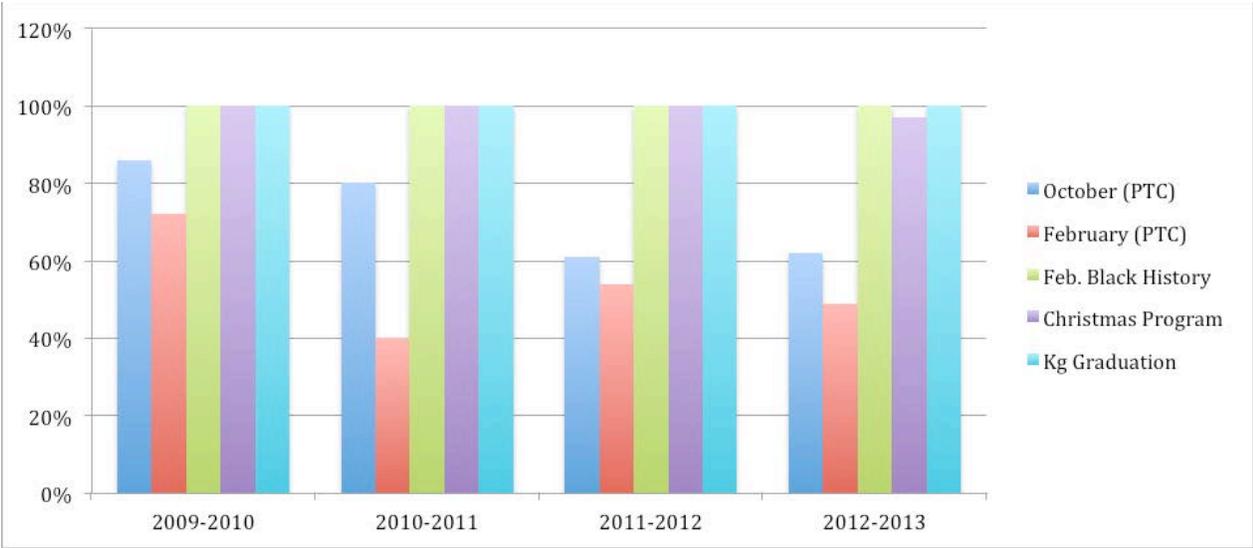
NSCS admits students in the City of St. Louis regardless of race, ethnicity, national origin, disability, English language proficiency, gender, or income. As a neighborhood charter school, we serve students from our specific neighborhood. Preference is given to children with siblings enrolled in NSCS and to children of employees who live in the City of St. Louis. Places remaining after enrollment from our neighborhood will be open to students from across the City. Admission is by lottery. Lotteries are held in late April, early June and August. The busiest time for new enrollment every year has been July and August. Only years four and five had waiting lists of more than a few students who attempted to enroll at the start of school.

#### 5. Goals for next five years in enrollment:

- a. Maintain full enrollment
- b. Increase student retention to 90% by 8/2017 (see A.7)
- c. Meet the 90/90 attendance goal by 2014-15 and maintain it thereafter (see A.7).

# B.6 Parent and Community Involvement

Working closely with parents is a second (first being class size) of the foundational practices of NSCS. Some measures of the engagement of parents with the school are charted below. As the chart shows, the school has been extraordinarily successful in bringing parents out for events, and moderately successful in parent-teacher conference attendance and home visits. The lower numbers for the latter two are due to the difficulty finding times that work for parents, reluctance of some parents to have teachers in their homes, and failure of school leaders to encourage teachers to persist in getting parents to conferences and to visit homes. The goal is 80% attendance at the fall conferences and home visits to 80% of our families. The importance of conferences and visits is reduced by what is not represented in the graph. The most important means of engaging parents is the daily and weekly contact with them by phone and in the daily newsletter that reports on student behavior and class work and are to be signed and returned by parents. This is especially important and effective in dealing with behavior issues and failure to complete work, either in class or at home.



The engagement of parents and school community have been an area of success for NSCS. Engagement of the larger, general community around the school has not. There are two main reasons for this failure. First, resources of time, energy, and money have not been available. Priority has been on establishing close relations with parents and creating a school community. Second, even with resources, connecting to the fractured, mobile community of North St. Louis is difficult. As we reach full enrollment in 2014-2015 and consolidate our school community, we plan to direct more resources to cultivating the general community, with the intention of broadening our base of support and strengthening our position in North St. Louis.

NSCS has three goals for parent involvement:

1. Parent-Teacher conference attendance will rise to 80% in fall and 65% in winter by 2016-17 and thereafter
2. Home visits to 80% of families by 2015-16 and thereafter
3. By 8/2017, NSCS will have a Parent Organization with twenty active members, meeting three times a year.

## **C. Business Plan**

### **C.1 Budget**

In the area of the budget, NSCS has two goals:

1. Remain fiscally conservative in budgeting, maintaining a 5% surplus in each year
2. Continue to exercise budget discipline throughout each fiscal year.

Appendix C.1 contains the school's operating budget for 2013-2014, a four-year budget projection, the NSCS Procurement Policy, and Dissolution of Assets Policy. Since our grade and student expansion ends next year, the budgets are much the same. Most of our facility costs (purchase and renovation) are part of our current budget and are carried forward in our loan costs. Staffing levels will flatten out, as will general expenses.

## C.2 Financial Management

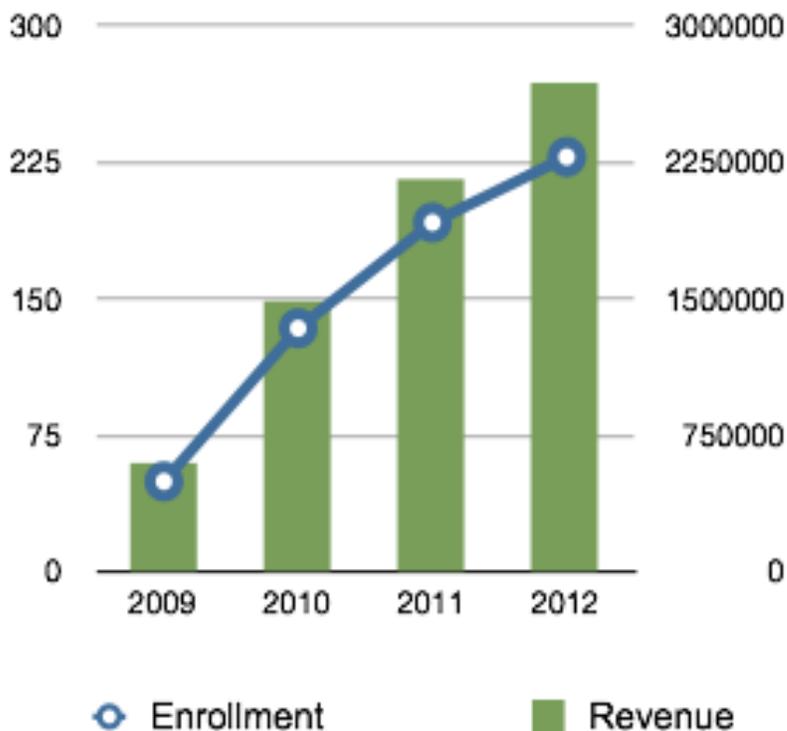
The financial performance of North Side Community School can best be reviewed in detail in our annual audited financial statements, which can be found online at [www.northsidecommunityschool.org](http://www.northsidecommunityschool.org).

### 1. Standards of Measurement

The Board and administrative staff of North Side Community School together review the financial performance of the school each month in detail. From those detailed reviews, NSCS, in conjunction with our CPA, Westbrook & Co., has developed four standards to measure the financial health of our organization, as follows:

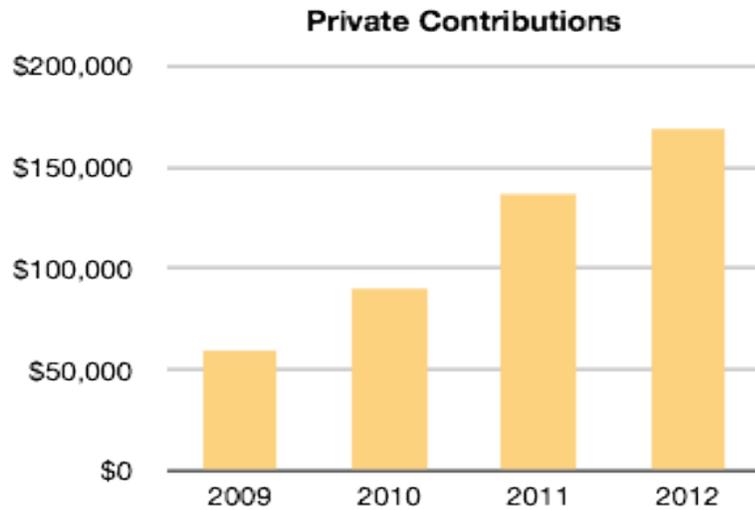
#### a. Overall Revenue Growth

Revenue growth for a young charter is Predominantly tied to enrollment growth. As the School has added students, payments from the State of Missouri have risen correspondingly. Growth in enrollment is covered elsewhere in this report in more detail, but briefly, the chart below shows the revenue/enrollment relationship in our first four years:



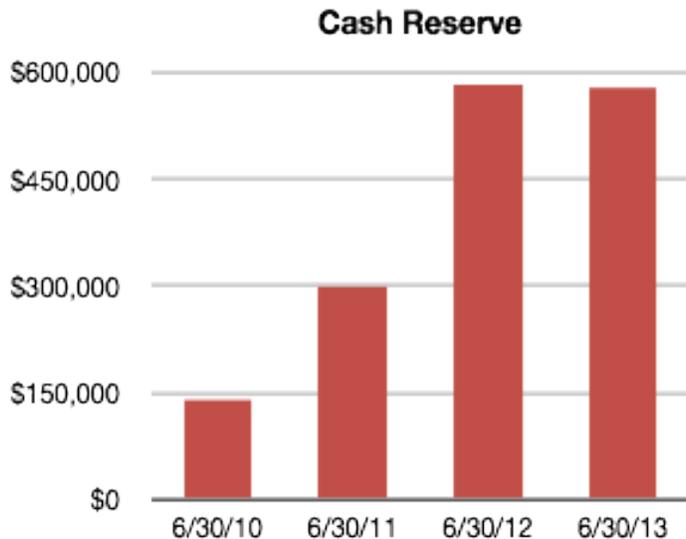
b. Private Contributions

Private and independent contributions are an essential part of North Side operations. Among many projects, these resources have been utilized to help convert one-time residences to modern classroom buildings, build a new playground, and purchase a new reading curriculum. As the school has grown, private contributions have been an important factor in maintaining the financial health of the school, especially important as financial support from the State has waned. The growth of the school has seen a corresponding growth in private contributions:



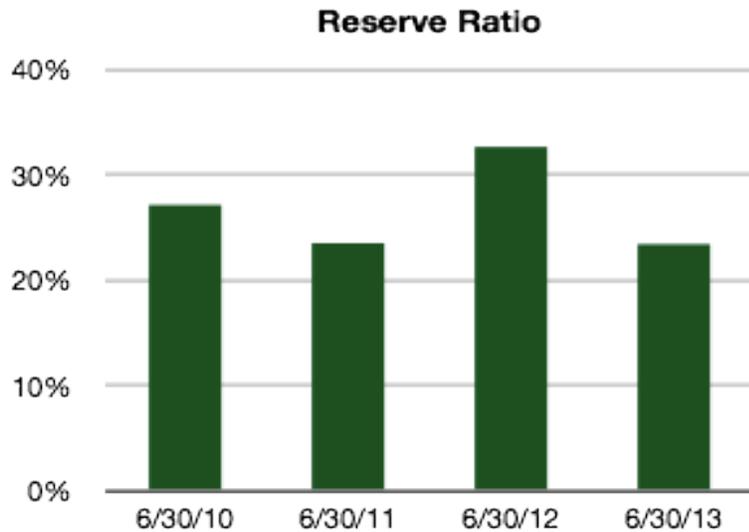
c. Cash Reserve

The Cash Reserve is an important indication of charter school health. As the school has grown, so too have our expenses, but our cash reserve has continued to grow, outpacing our expense growth by a significant margin:



d. Reserve Ratio

The Reserve Ratio for a school district or charter school is the year-end cash reserve divided by the annual expenses for the year, expressed as a percentage. Our CPA firm, Westbrook and Company (Richmond, Missouri) audits several school districts around the state, and also does the year-end audit for over half of the state's charter schools. After years of experience, they feel a sign of good financial health and stability is indicated by a Reserve ratio of 20% or above. NSCS has always been comfortably above the ideal set by our auditing firm:



2. Factors Affecting Savings

There are three important factors to take into account when analyzing the financial performance of NSCS. Each of these factors enables the School to achieve significant savings.

- a. The School handles its own transportation. The School owns and maintains its own vehicles, and employs its own drivers. After receiving two bids from outside sources, (Durham and First Student), we estimate the School saves \$65,000 per year by handling our own transportation services.
- b. The School has achieved significant savings in the past fiscal year by bringing its food service in house. In prior years the School hired an outside food service provider to deliver Pre-cooked meals. Today, the School is serving over 500 hot meals (breakfast and lunch) daily, cooked mostly from scratch in our own commercial kitchen, and achieves significant savings in doing so.
- c. The School continues, on almost a daily basis, to investigate additional opportunities to find similar savings. Whether achieved through conversations with DESE, other charter school administrative personnel, our sponsor UMSL, or any other resource, maintaining financial stability remains, next to academic performance, the paramount concern of the School.

3. Goals of Financial Management

- a. Achieve a reserve ratio of at least 15% each year
- b. Accumulate a cash reserve of \$600,000 by 7/2016 and maintain it through 7/2019
- c. Raise \$150,000 in private money (individuals, foundations, corporations) in each of the five years
- d. Clean audits, without significant findings, for all five years.

## C.3 Facility

### 1. Location

NSCS is located on what is known in North St. Louis as the old ECHO campus, situated between Kingshighway and Euclid, just south of Natural Bridge Blvd. The facility was an orphanage for much of its history, operated by the National Benevolent Association (NBA), the philanthropic arm of the Disciples of Christ Christian church.

### 2. The Campus

The property is nine acres in size. It has direct access on both Euclid and Kingshighway. It has seven buildings. One, the largest, was built in 1986 as an alternative school. SLPS leased it for twenty years for an alternative high school program. Of the other six buildings, one was a children's hospital but is unserviceable and will be torn down in the summer of 2014, one is an old caretakers house used for storage, and four have been converted to school use.

### 3. Lease/Purchase

After three years of leasing, NBA agreed to sell the property to NSCS in 2013. The purchase included only six of the nine acres. Three acres fronting Kingshighway and contiguous with a Disciples of Christ church on the southwest corner of property were retained by NBA, with NSCS holding an option to buy if NBA decides to sell. The Illinois Facilities Fund (IFF) loaned NSCS the money to purchase the property.

### 4. Remodeling

Four of the buildings in use were not designed for school use. Three of them have been completely remodeled, the fourth partially. Money for remodeling was included in the loan from IFF. Remodeling costs beyond those covered by the loan were paid from general revenues.

### 5. Expansion

Expansion of our school size and enrollment in the first four years has pushed NSCS to the limits of its space. During our Summer 2013 remodeling, we added two classrooms to cover the addition of a second section of fourth grade and another for our first-ever fifth grade class. A music room was squeezed into a side room in the cafeteria building to accommodate the addition of a full time music teacher in August 2013.

In August 2013, NSCS acquired the Nursery Foundation facility down the street. It has six classrooms and an office (9,000 square feet). The space will be used, starting in January 2014, for pre-k and kindergarten classrooms. The move of these classrooms frees space on the original campus for needed rooms: a second fifth grade classroom for August 2014, larger art and music rooms, a self-contained special education room, larger rooms for second grade, and the creation of a library/media center.

With the addition of this space, NSCS has sufficient space to meet its need for the

foreseeable future.

## 6. Review of Campus Expansion and Acquisition

- *March, 2009;*
  - ▶ Charter approved.
- *August, 2009;*
  - ▶ School opens on leased 8 acre North St. Louis campus site, serving k-1, utilizing one campus building.
- *June 2010:*
  - ▶ NSCS modifies what had been a four-family residence on campus to accommodate two sections of 1st Grade and two sections of 2nd Grade.
- *August, 2010:*
  - ▶ NSCS adds a 2<sup>nd</sup> Grade, school now serving grades K-2, in two buildings.
- *June, 2011:*
  - ▶ NSCS completely refigures and transforms a second four-family residence on campus to accommodate one 3<sup>rd</sup> grade section, and three 2<sup>nd</sup> grade sections.
- *August, 2011:*
  - ▶ NSCS adds a 3<sup>rd</sup> Grade, now serving grades K-3, in three buildings;
  - ▶ Extended Day operations begin for 2<sup>nd</sup> and 3<sup>rd</sup> grades utilizing two existing buildings;
  - ▶ NSCS also begins offering an on-site After-School program in Main Building for those families needing such services;
  - ▶ NSCS begins offering one section of a full-day Pre-K program (funded separately from state educational funding), utilizing reconfigured space in Main Building.
- *June 2012:*
  - ▶ NSCS guts and rehabs another on-campus, four-family residence to house two sections of our Pre-K program and two sections of 3<sup>rd</sup> grade;
  - ▶ NSCS guts and completely renovates the first family residence we had initially modified in June 2010, into a four classroom 1<sup>st</sup> Grade building, and adds a new Art room;
  - ▶ NSCS upgrades and converts a two-story on-campus office building and commercial kitchen into a cafeteria and active food service building.
- *August 2012:*
  - ▶ NSCS begins fourth year of operation, utilizing five campus buildings, and adding 4<sup>th</sup> Grade, now serving Pre-K through 4<sup>th</sup> Grade.
  - ▶ For the first time, NSCS discontinues outsourcing meal preparation, and begins in-house food service operations in our own commercial kitchen, cooking and serving over 500 hot meals daily;
  - ▶ NSCS remodels one available room in the first grade building to house our Art activities, and hires its first full-time Art teacher;
  - ▶ A new 20-station computer lab is created in a spare room in the second grade building, and is up and running for use by all classes.
- *November, 2012;*
  - ▶ A brand new campus playground is installed outside our Pre-K facility, constructed entirely with \$30,000 of privately raised capital.
- *February 2013:*

- ▶ NSCS completes purchase of its campus, including all five classroom and food service buildings, and most of the campus acreage.
- *August 2013;*
  - ▶ Acquisition of Nursery Foundation building
- *January 2014;*
  - ▶ Transfer of early childhood program (three sections of pre-k, one of kindergarten) to Nursery Foundation building, renamed the NSCS Early Childhood Center (ECC).
- *August 2014;*
  - ▶ Transfer of remaining early childhood classrooms (three sections of kindergarten) to ECC

7. Facility projects for the next five years:

- A. Remodeling of existing space on main campus (available because of new ECC space) into a library, media and arts center in 2014-15
- B. Demolition of old administration/hospital building on main campus and relocation of all fiber optic/telephone lines in the summer of 2014
- C. Remodeling of former kindergarten classrooms to create second 5<sup>th</sup> grade room in 2014-15.

## **C.4 Transportation**

NSCS has provided bus service since its beginning. It owns and operates its own buses. For the first four years, on average, 60% of students rode the buses. In the fifth year it rose to 70%. NSCS is a neighborhood school. Bus service is provided only in the boundaries of our neighborhood. Students outside of this area must transport themselves. At the end of the fourth year, a review of the system was undertaken to determine the feasibility of contracting out transportation. After an analysis of our costs and comparison with independent contractors, it was decided to continue with our own system and upgrade our buses over a two-year period (2013-2015).

## **C.5 Insurance**

NSCS has been insured since its beginning in 2009. Copies of its insurance policies for 2013-2014 are in Appendix C.5.

## D. Fidelity to Charter

NSCS has operated in accordance with its charter. It has complied with State laws and DESE regulations to the best of its ability and always acted in good faith in its efforts to abide by the terms and conditions of its charter. Being a new school, with administrators inexperienced in dealing with state and DESE requirements, mistakes were made. But when made, they were corrected promptly.

As to the general shape and operation of NSCS and the specific provisions of our charter application, the school has in almost all ways followed the original plan. The mission, location, population served, curriculum, size and configuration, and school operations are as planned. There are three noteworthy exceptions. These are listed below.

### 1. eMINTS

eMINTS, the technology enhanced learning system, was to be an important part of our program as outlined in our application. This has not happened, primarily due to lack of funding sources. The purchase, installation of equipment, and the training are expensive. When the application was written, funding sources were available, per the advice of eMINTS personnel in Columbia. But by our second year of operation, when we were ready for the program, many of those resources were no longer funding. For example, during our second year, we applied for a \$10,000 grant from a local St. Louis foundation, and were turned down because we were not accredited by an independent accreditation agency (ISACS, for example).

At the end of our second year, we decided to move in a different direction to meet our need for technology assisted learning and instruction. We did the following:

- All faculty are issued new laptop computers
- Desktop computers were purchased for each classroom
- A computer lab was created capable of meeting instructional needs of our classrooms
- In June, 2013, we issued tablets (iPads) to five new teachers to determine how well tablets can work with our curriculums and in our classroom setting
- We are currently installing Interactive White Boards in each of our 18 classrooms, to be ready by August 15, 2013
- In October, NSCS received a gift of 14 desktop computers, all three years old or less, and each was distributed to a classroom.

### 2. Pre-K

A Pre-K (four year olds) was added in 2011-2012 and expanded in 2012-2013 and 2013-2014. Our charter application does not include a Pre-K program. The decision, made in our second year, to add it was prompted by three factors.

1. There was a need. Most of our students were coming to us without pre-school experience. Virtually none came with experiences in quality programs. All of our students were behind to some extent, most far behind. Quality early childhood education would help us reach our goals with students.

2. Enrolling students at age four helps us recruit students for kindergarten and meet our enrollment targets. SLPS is offering free Pre-K and we felt we needed to do the same in order to compete for students.
3. We had a qualified person to create and run the program. Anne Miller had come to us looking to start a Pre-K. She was highly qualified to run the program and to raise the money needed to support it.

### 3. Scores

The charter contract between NSCS and the University of Missouri St. Louis stipulates that NSCS MAP scores, in any given year, will be equal to or above the average scores for SLPS. Our first set of scores, for the 2011-2012 school year, failed to meet this requirement. Our scores, 20% in Communication Arts and 13% in math, were well below the average for SLPS. Scores the following year, 2013-2013, were considerably higher and met the requirement.

## E. Assurances

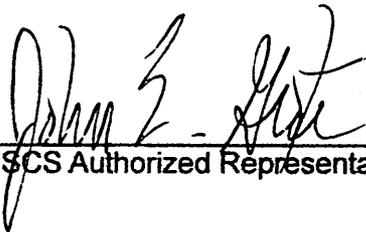
As the authorized representative of North Side Community School (NSCS), I hereby certify that the information submitted in this application for the school designated by the charter is true to the best of my knowledge and belief; and further I understand that, if awarded a renewal charter, NSCS:

1. Will not charge tuition, fees, or other mandatory payments for attendance at the charter school, or for participation in its programs, except for a preschool program, a latch key program or summer camp.
2. Will enroll any eligible student who submits a timely application, unless the school receives a greater number of applicants than there are spaces for students, in which case, students will be selected through a lottery or through other means consistent with state law.
3. Will provide the number of students enrolled in the charter school, the name of each student, free and reduced lunch count and the school district in which each student resides to the Missouri Department of Elementary and Secondary Education by the date established thereby.
4. Will submit an annual report to the DESE in the form required thereby.
5. Will make available and provide upon request the school's charter, financial statements, financial audits and the school's most recent report card. The school may charge reasonable fees for furnished copies in accordance with state law.
6. Will submit attendance records, student performance data (including baseline data for at least the first three years of operation), financial information, any information necessary to comply with state and federal government requirements, and any other information specified in the charter to the sponsor.
7. Will acknowledge that the DESE shall retain 1.5% of the amount of state and local funding allocated to the charter school not to exceed \$125,000 annually per school, for the purpose of sponsorship expenses.
8. Will participate in the St. Louis Public School Teacher's Retirement Fund.
9. Will maintain separate accountings of all funds received and disbursed by the school.
10. Will conduct criminal background and child abuse registry checks for the original charter school incorporators and/or governing board and will make them available upon request.
11. Will not employ or contract with members of the governing board.
12. Will permit certified employees at the charter school the opportunity to organize and bargain collectively if they so choose.
13. Will operate with the organizer serving in the capacity of fiscal agent for the charter school and in compliance with generally accepted government accounting principles.
14. Will at all times maintain all necessary and appropriate insurance coverage.
15. Will comply with health and safety laws, regulations and standards established by the state of Missouri and the City of St. Louis and comply with the minimum education standards.
16. Will follow all federal, state and local laws and constitutional provisions that prohibit discrimination on the basis of the following: disability, race, color, gender, national origin, religion, sexual orientation and ancestry.
17. Will adhere to all provisions of federal law relating to students with disabilities, including the IDEA, section 504 of the Rehabilitation Act of 1974, and Title II of the Americans with Disabilities Act of 1990, that are applicable to it.
18. Will be non-religious in its programs, admissions policies, governance, employment practices and all other operations, and its curriculum will be completely secular.
19. Will follow all state laws concerning operations and governance of non-profit corporations.

20. Will adhere to all provisions of federal law relating to students who are limited English proficient (LEP), including Title VI of the Civil Rights Act of 1964 and the Equal Educational Opportunities Act of 1974, that are applicable to it.
21. Will follow any and all other federal, state and local laws and regulations that pertain to North Side Community School or the operation of its campus.

  
\_\_\_\_\_  
UMSL Authorized Representative's Signature

1-22-2014  
Date

  
\_\_\_\_\_  
NSCS Authorized Representative's Signature

1-23-2014  
Date

## Appendices

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# Appendix A.4: School Calendar

## North Side Community School | 2013-2014 Calendar

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# Appendix A.7: Accountability Plan

## Substantive Academic Achievement

### Indicator #1: Annual Performance Report (APR)

Measures	Metric	2012	2013	Benchmark	2014 Target	Met/Not Met
APR Determination	State Accreditation Standards for K-8 schools	NONE	NONE	Beginning in 2015, generate a composite APR score 10% higher than the previous year.	70%	

### Indicator #2: Student Achievement Levels: Status - MPI: Schoolwide Total

Measures	Metric	2012	2013	2014 Target	Met/Not Met
2.1 Communication Arts	MPI	313.3	354	360	
2.2 Math	MPI	306.7	356	362	
2.3 Science	MPI	N/A	N/A	310	

### Indicator #3: Student Achievement Levels: Status - MAP Scores: Schoolwide Total

Measures	Metric	2012	2013	2014 Target	Met/Not Met
3.1 Communication Arts	Percent of students scoring proficient or advanced	20%	52%	55%	
3.2 Math	Percent of students scoring proficient or advanced	13.3%	54%	57%	
3.3 Science	Percent of students scoring proficient or advanced	N/A	N/A	37%	

### Indicator #4: Student Achievement Levels: Status – MAP Scores: Super Subgroup

**NOTE: NSCS's Super Subgroup is so similar to Total, it isn't necessary to break this down.**

Measures	Metric	2012	2013	2014 Target	Met/Not Met
4.1 Communication Arts	Percent of students scoring proficient or advanced (MPI)				
4.2 Math	Percent of students scoring proficient or advanced (MPI)				
4.3 Science	Percent of students scoring proficient or advanced (MPI)				

**Indicator #5: Student Achievement Levels: Status – MAP Scores: African-American Students**

**NOTE: NSCS’s African American enrollment is so similar to Total, it isn’t necessary to break this down.**

Measures	Metric	2012	2013	2014 Target	Met/Not Met
5.1 Communication Arts	Percent of students scoring proficient or advanced (MPI)				
5.2 Math	Percent of students scoring proficient or advanced (MPI)				
5.3 Science	Percent of students scoring proficient or advanced (MPI)				

**Indicator #6: Student Achievement Levels: Status – MAP Scores: IEP Students**

Measures	Metric	2012	2013	2014 Target	Met/Not Met
6.1 Communication Arts	Percent of students scoring proficient or advanced (MPI)	N/A	N=3 0 (233.3)	N=11 27.3 250	
6.2 Math	Percent of students scoring proficient or advanced (MPI)	N/A	N=3 33.3 (266.7)	N=11 27.3 250	
6.3 Science	Percent of students scoring proficient or advanced (MPI)	N/A	N/A	N=11 18.1 250	

**Indicator #7: Student Achievement Levels: Progress – MAP Scores**

Measures	Metric	Yr. 1-2 Average	Yr. 1-2 MPI Gap	2014 MPI Increase Target	2013-14 Yr. 2-3 Avg. Progress Target	Met/Not Met
7.1 Communication Arts	MPI	333.6	116.4	5%: 5.82	5%: 339.4 - 500	
7.2 Math	MPI	331.4	118.6	5%: 5.93	5%: 337.3 - 500	

**Indicator #8: Student Achievement Levels: Growth – Internal Assessment such as NWEA**

Measures	Metric	2012	2013	2014 Target
8.1 % of Students Meeting Growth Projections in Reading (all grades)	NWEA	N/A	64%	75%
8.2 % of Students Meeting Growth Projections in Math (all grades)	NWEA	N/A	74%	80%

**Indicator #9.1: Student Engagement: Attendance**

Measures	Metric	2012			2013			2014 Target			Met/Not Met
		% > 90%	# > 90%	Num. Att.	% > 90%	# > 90%	Num. Att.	% > 90%	# > 90%	Num. Att.	
9.1 Student Attendance	Average Daily Attendance rate	77.8	136.8	175.9	87.2	176.3	202.1	89	232	260	

**Indicator #9.2: Student Engagement:**

Measures	Metric	2012	2013	2014 Target	Met/Not Met
9.2 Student Retention	Percent of students retained from previous year	83%	85%	87%	

**Strong School Leaders**

**Indicator #10 Administration and Operations of the School**

Measures /Criteria	Metric	2012-13	2013-14
10.1 Student enrollment procedures, including open enrollment and lottery, if needed, are appropriately conducted and documented.	School policies, procedures, and practices. Enrollment and attendance documents. Core Data.	<b>Met</b>	
10.2 Student enrollment and attendance numbers are in line with the charter agreement, and provide evidence that the school is a viable school of choice for the community.	Student enrollment data. Student attendance data. Student retention data. Core Data reports. Charter agreement.	<b>Met</b>	
10.3. Personnel procedures and practices are conducted in a manner that promotes instructional effectiveness and continuous school improvement.	Teacher and administrator retention data. School Improvement Plan. Professional Development Plan. Academic accountability indicators	<b>Met</b>	
10.4 Personnel policies and procedures are appropriately conducted in a manner that promotes the recruitment and retention of an effective instructional staff.	Personnel files, including background checks, contracts, and employee evaluations. Employment and payroll records. Certification reports.	<b>Met</b>	
10.5 School meets all state and local standards relative to health and safety; and maintains a clean and safe environment that supports the educational mission of the school.	Board Policies and documentation. Health and safety permits. Fiscal records. On-site observations and reports.	<b>Met</b>	
10.6 School engages in annual self-evaluation aligned with sponsor's evaluation standards	Self-Evaluation report	<b>Met</b>	

## Responsible Governance

### Indicator #11: School Governance

Measures / Criteria	Metric	2012-13	2013-14
11.1 The school Board operates legitimately and in the best interest of its students and mission.	Governance records. Criminal background and FCSR checks as outlined in section 160.400.14; RSMo	<b>Met</b>	
11.2 The Board continuously maintains among its Directors a balance of skills and professional expertise (i.e. K-12 education, business, marketing, legal, accounting, fundraising, etc.) necessary to fulfill all Board obligations.	Director profiles	<b>Met</b>	
11.3 Appropriate Board Policies are developed, revised as needed, and followed.	Board Policies and appropriate school documents, such as enrollment procedures, student handbooks, etc.	<b>Met</b>	
11.4 Meetings are regularly scheduled and appropriately conducted.	Governance records.	<b>Met</b>	
11.5 Governance records and documentation are appropriately created and maintained.	Board Meeting Agenda, notices, minutes, and supporting documentation.	<b>Met</b>	
11.6 School business is conducted in a transparent manner subject to the provisions and sections 610.010 to 610.030, open meetings law; free of conflict of interest, and models best practices regarding governance roles and responsibilities.	Fiscal records. Fiscal Audits and ASBR. Core Data Reports.	<b>Met</b>	
11.7 The Board implements a transparent process for evaluating the school leader that includes evaluation of core competency categories and progress made on yearly school goals.	School leader evaluation document	<b>Met</b>	
11.8 The Board communicates in a timely manner with UMSEL's sponsorship liaison about significant policy, personnel, school performance or legal issues.	Board-sponsor communications	<b>Met</b>	
11.9 The Board annually self-evaluates using a standardized tool that assesses performance based on setting goals, developing policy, and communication.	Board self-evaluation document	<b>Not Met</b>	
11.10 A written response from the Board that addresses the concerns and recommendations of the annual sponsor evaluation no later than one week following the board's regularly-scheduled October meeting.	Written response	<b>Met</b>	

## Sound Financial Operations

### Indicator #12: Fiscal Operations

Measures /Criteria	Metric	2012-13	2013-14
12.1 Fiscal records are appropriately maintained.	Governance records. Fiscal records. Independent Fiscal Audit. Annual Report to the Board (ASBR).	<b>Met</b>	
12.2 The school operates in a fiscally sound and appropriate manner.	Governance records. Fiscal reports. Independent Fiscal Audit. Annual Report to the Board (ASBR).	<b>Met</b>	
12.3 School business and expenses, including personnel, are made free of conflict of interest and directed toward meeting the mission of the school.	Governance records. Fiscal reports and including payroll and retirement records. Independent Fiscal Audit. Annual Report to the Board (ASBR).	<b>Met</b>	
12.4 Core Data and other required school reporting is conducted in a timely and appropriate manner.	Fiscal reports. Governance records. Core Data Reports.	<b>Met</b>	

## Appendix A.8: Discipline & Behavior Management

Good conduct at school is essential if students are to learn and teachers to teach effectively. We believe that no child has the right to disrupt the learning of other students. The school has the responsibility to help each student learn how to behave in an orderly and productive way. Proper behavior is learned, like anything else. Our approach is to teach our students how to behave, reinforce the teaching with rewards and consequences, and then teach it again until students understand and comply. As in all we do, state and federal laws are complied with including those pertaining to special needs/education students. Participation of parents is encouraged throughout the process. We also believe that disruptive behavior affects the overall atmosphere and mood of the school, making it a less appealing, less healthy, and less productive place for both students and teachers. Our school discipline policy is built upon these beliefs.

The discipline process will work as follows:

1. Teachers will establish classroom rules and consequences, explain them to students, and spend time helping students to understand and follow them. These rules supplement those general school rules and behavior expectations described in this handbook.
2. If a student is unable to comply with school or classroom rules and the regular consequences have failed to change behavior, the teacher will talk with the student and create a plan to improve behavior. The parent will be contacted and a conference will be held to address the problem and review the plan of improvement.
3. If this fails to produce the desired change in behavior, the Principal will meet with the child, teacher and parent to define the next steps to be taken. The goal will be to determine the source and nature of the behavior problem. Remedial actions will be defined and a course of action set.
4. If parents wish to appeal a disciplinary action of the school, they may appeal to the Executive Director and, if still unsatisfied, to the school's Board of Directors. The Board will designate one of its members to review all relevant information and talk with the parents, student, and others if necessary. The Board member will report his/her findings to the Board for approval. The decision of the Board will be final. This process will also be followed in cases of suspension and expulsion.

NSCS will follow all reporting requirements required by State statutes and charter school legislation. Specifically, it will comply with reporting requirements for violent behavior as defined in Missouri Statutes 160.261, suspension/expulsion guidelines for violence, danger to others, impairment of morale and orderly/safe operation of the school in 167.161, provision of alternative education in cases of expulsion in 167.164, and due process in suspension/expulsion cases as outlined in 167.171. In cases of criminal conduct, we will follow the definition and reporting requirements (to civil authorities, our staff, and other interested parties) in Missouri statutes 167.115 and 167.117.

Discipline records will be maintained by the school secretary and overseen by the Principal. All incoming students will be required to furnish discipline records from previous schools. Discipline records of students transferring out of NSCS will be sent promptly to new schools as required by Missouri statute 167.020.

Approved: October, 2009

# Appendix B.1: Board by-Laws

## Article I: Offices, Records, Seal, Purposes

Sec. 1- The name of the Corporation is Progress in Education, Inc. (PIE, Inc.). The Corporation is a nonprofit corporation formed to create, maintain, and operate North Side Community School, a charter public school, under the General Not For Profit Corporation Law of the State of Missouri, Chapter 355 of the Revised Statutes of Missouri, as amended, and any successor provisions thereto.

Sec. 2 - The executive offices of the Corporation shall be at the school or such place in the City or County of St. Louis, Missouri, as may be designated from time to time by the Board of Directors.

Sec. 3 - The location of the registered office and the name of the registered agent in the State of Missouri shall be such as are stated in the Articles of Incorporation and as may be changed and determined from time to time by the Board of Directors pursuant to the applicable provisions of law.

Sec. 4 - The Corporation shall keep correct and complete books and records of accounts and shall also keep minutes of the proceedings of the Board of Directors and each committee. There shall be an annual audit of the Corporation accounts to be performed by a certified public accountant selected by the Board of Directors, and the report of such audit shall be presented as soon as practicable after June 30 of each year. The Corporation shall keep at its registered office or principal office a record of the name and address of each Director.

Sec. 5 - The Board of Directors shall adopt, and may alter at its pleasure, a corporate seal, which shall have inscribed thereon the name of the Corporation and the words: Corporate Seal - Missouri. The Corporate seal may be used by causing it, or a facsimile thereof, to be impressed or affixed or to be in any other manner reproduced.

Sec. 6 - The purposes of this Corporation shall be those nonprofit purposes stated in the Articles of Incorporation, as may be amended.

## Article II: Non-Discrimination Policy

The Corporation and its school do not discriminate on the basis of race, color, creed, national and ethnic origin, sex, age, or handicap in the administration of its educational policies, scholarship and loan programs, and other school-administered programs.

## Article III: Directors

Sec. 1 - The Corporation shall have a self-perpetuating Board of Directors. The Corporation may have special advisors, as provided in Article V, who shall have such rights and privileges as the Board may direct, but who shall not be members as described under the general not-for-profit corporation laws of the State of Missouri.

Sec. 2 – The members of the Board of Directors are decision-making public servants accountable to the school, its students and families, and to the public. The Board shall have and is invested with all and unlimited powers and authorities, except as it may be expressly limited by law, the articles of incorporation or these by-laws, to supervise, control, direct and manage the property, affairs and activities of the Corporation, to review all contracts and agreements, to determine the policies of the Corporation, to do or cause to be done any and all lawful things for and on behalf of the Corporation, to exercise or cause to be exercised any or all of its powers, privileges or franchises, and to seek the effectuation of its objects and purposes; provided, however, that: (1) the Board of Directors shall not authorize or permit the Corporation to engage in any activity not permitted to be transacted by the Articles of Incorporation or by a not-for-profit corporation organized, under the laws of the State of Missouri; and (2) all income and property of the Corporation shall be applied exclusively for such charitable, scientific, and educational purposes as the Board of Directors may deem to be in public interest, in any manner or by any method which the Directors may from time to time deem advisable. These powers specifically include the power to accept money in order to further the purposes of the Corporation. No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting, to influence legislation. The Corporation shall not participate in, or intervene in (including the publishing or distributing of statements) any political campaign on behalf of any candidate for public office.

In the event of the dissolution of the Corporation, all assets of the Corporation shall be used to meet the outstanding financial obligations incurred by the Corporation during its years of operation. Any remaining assets shall be donated to other non-profit educational institutions, to be selected by the Board of Directors.

Sec. 3 - No part of the funds of the Corporation shall inure to the benefit of, or be distributable to its Directors, officers, or members, except that the Corporation shall be authorized and empowered to pay reasonable compensation for special services rendered and to make payments and distributions in furtherance of the Corporation's purposes. Any direct or indirect payment by the Corporation to Board members, Directors, officers, or their employees, employers or associates, shall be approved by the Board of Directors.

Any member of the Board of Directors that has a conflict of interest on any matter shall not vote or use his influence on the matter, and he shall not be counted in determining the quorum for the meeting, even where permitted by law. The minutes of the meeting shall reflect that a disclosure was made, the abstention from voting, and the quorum situation.

The foregoing requirements shall not be construed as preventing the Board member from briefly stating his position in the matter, nor from answering pertinent questions of other Board members since his knowledge may be of great assistance. Acknowledgement of the Corporation's conflict of interest policy shall be signed by all Board members at the inception of their Board term.

Sec. 4 – [Amended October, 2009, see Amendments, Article III, section 4] The Directors of the Corporation shall be at least seven (7) and not more than twelve (12) in number. The number of Directors may be increased or decreased by a resolution adopted from time to time by a majority of the Directors then in office, which resolution shall have the effect of an amendment to the by-laws, in accordance with the articles of incorporation and the applicable laws of the State of Missouri, but no decrease shall have the effect of removing any Director(s) then holding office.

Sec. 5 – Directors will serve for a term of two (2) years. At each annual meeting of the Corporation, the first order of business shall be to elect Directors to succeed the Directors whose terms have expired. The terms of one-half (6) of the Directors shall expire each year. Any Director

whose term is about to expire may be elected to succeed him/herself, but no Director may serve more than three (3) consecutive two-year terms. Retiring members are eligible for re-election to the Board after one (1) year from their last service on the Board. The foregoing notwithstanding, the immediate past President may serve for the year following his/her term of office, as a full voting member of the Board, and he/she shall not be counted in determining the number of Directors under paragraph 3 hereinabove. After the election of a new Board of Directors, the meeting shall continue as a meeting of the new Board for the purpose of electing officers and transacting such other business as may be presented to the meeting, and no notice need be given to such newly elected Directors who are present at the meeting or who sign waivers of notice.

Sec. 6 - A Director shall not be deemed qualified, and shall not be deemed to have commenced his term of office or to have any of the powers or responsibilities of a Director, unless and until the time he accepts the office of Director either by written acceptance or by participating in the affairs of the Corporation at a meeting of the Board of Directors or otherwise, and by meeting such qualifications as the Board of Directors, by majority vote, shall establish.

Sec. 7 - Any Director may resign from the Board of Directors. Such resignation shall be in writing and shall be effective immediately or upon its acceptance by the Board of Directors as such resignation may provide.

Sec. 8- Vacancies among the Directors resulting from the death, resignation, removal, incapacity or disqualification of a Director, or by reason of an increase in the number of Directors, shall be filled by appointment by the Board of Directors. A Director appointed to fill a vacancy shall be appointed for the unexpired term of his predecessor in office and until his successor shall have been elected and qualified. Subject to the provisions of paragraph 4 herein above, he/she may be elected to succeed himself/herself.

Sec. 9 - No Director shall receive compensation by the Corporation for any service he may render to it as a Director. A Director may not be an employee of the Corporation. However, a Director may be reimbursed for his actual expenses reasonably incurred in attending meetings and in rendering service to the Corporation in the administration of its affairs.

Sec. 10 - [Amended January, 2008, see Amendments, Indemnification of Officers and Directors]  
The Corporation shall indemnify any person who was or is a party of, or is threatened to be made a party to, any threatened, pending or completed action, suit, or proceeding, whether civil, criminal, administrative or investigative by reason of the fact that he is or was a Director, special advisor, officer, employee or agent of a former Director, (hereinafter referred to in this paragraph 11 as "the Representative" or a "a Representative") of the Corporation, or is or was a Representative and is or was serving at the request of the Corporation as a representative of another Corporation, partnership, joint venture, trust or other enterprise, against expenses (including, without limitation, attorneys' and accountants' fees and expenses), judgments, fines, and amounts paid in settlement actually and reasonably incurred by him in connection with such action, suit, or proceeding, to the extent and under the circumstances permitted by laws of the State of Missouri now in effect or as hereafter amended. Such indemnification (unless ordered by a court) shall be made as authorized in a specific case upon a determination that indemnification of the Representative is proper in the circumstances because he/she has met the applicable standards of conduct set forth in laws of the State of Missouri which require that such determination be made by a court of law, such determination shall be made by the Board of Directors by a majority vote of a quorum consisting of Directors who were not parties to such action, suit, or proceeding, or if such quorum is not obtainable, or even if obtainable a quorum of disinterested Directors by independent legal counsel in a written opinion, or by the shareholders. The foregoing right of indemnification shall not be deemed exclusive of any other rights to which those seeking indemnification may be entitled under any by-laws, agreement,

vote of members or disinterested Directors or otherwise, and shall continue as to a person who has ceased to be a Representative and shall inure to the benefit of the heirs, executors, and administrators of such a person.

The Corporation may purchase and maintain insurance on behalf of any person against any liability asserted against him and incurred by him in any capacity whether or not the Corporation would have the power to indemnify him against such liability under the provisions of this paragraph 11.

Sec. 11 – Criminal background and child abuse registry checks are required of all original incorporators of the nonprofit corporation (PIE, Inc.) and of all Directors, in accordance with State law. Article IV: Special Advisors

Sec. 1 - The special advisors of the Corporation shall consist of persons, partnerships, corporations, and foundations who are interested in and desire to further the work of the Corporation and who have been admitted as such special advisors by the Board of Directors. Special advisors of the Corporation shall not, for any purpose whatsoever be, or be deemed to be members of the Corporation as defined and described under the general not-for-profit corporation laws of the State of Missouri, inasmuch as the Corporation does not have members as such, but in lieu thereof, a self-perpetuating Board of Directors.

Sec. 2 - Special advisors shall be designated by consent of the Executive Director and the President of the Board. All special advisors shall be entitled to attend all regularly scheduled meetings of the Board of Directors, but they shall not be entitled to notice of any meetings. They shall be kept advised of projects and work of the Corporation and shall receive relevant and pertinent publications and reports. They shall also have such rights, if any, as may be specified from time to time by the Board of Directors, but shall not have any voting rights for any purpose whatsoever.

## Article V: Meetings

Sec. 1 - Meetings of the Board of Directors of the Corporation will be held at the school or at any place within or without the State of Missouri as may be determined from time to time by the resolution of the Board or by written consent of a majority of the members of the Board.

Sec. 2 - The annual meeting of the Board of Directors shall be held at the school or such other place as the Board selects in the City of St. Louis or St. Louis County, Missouri, at its May meeting each year, unless such annual meeting shall be designated at another time by the Board of Directors. Notice stating the place, day, and time of the meeting shall be made public at least ten (10) days before the meeting and given to each Director not less than three (3) days before the date of the meeting.

Sec. 3 - In addition to the annual meeting, the Board of Directors may hold regular meetings at such time and place as may be determined from time to time by resolution of the Board, but not less than four times a year (including the annual meeting). Notice stating the place, day, and hours of the meeting shall be made public at least ten (10) days before the meeting and given to each Director not less than five (5) days before the date of the meeting.

Sec. 4 - Special meetings for the Board of Directors may be held at any time and for any purpose or purposes. Special meetings may be called by the President or the Secretary or by at

least three (3) Directors by notice duly signed by the officer or Directors calling the meeting and given in the manner hereinafter provided.

Sec. 5 - Written or printed notice stating the place, day, and hours of a special meeting and the purpose or purposes for which the meeting is called shall be made public and delivered to each Director not less than five (5) days before the date of the meeting, either personally or by mail, by or at the direction of the President or the persons calling the meeting. If mailed, such notice shall be deemed to be delivered when deposited in the United States mail addressed to the Director at his address as it appears on the records of the Corporation, with postage thereon prepaid.

Sec. 6 - Any notice provided or required to be given to the Directors may be waived in writing by any of them whether before or after the time stated therein. Attendance of a Director at any meeting shall constitute a waiver of notice of such meeting except where the Directors attending a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened.

Sec. 7 - [Amended October, 2009, see Amendments, Article 5, section 7] The presence of one-half (1/2) of the members of the Board currently serving shall be a requisite for and shall constitute a quorum for the transaction of business at all meetings. The act of a majority of the Directors present at a meeting at which a quorum is present shall be valid as the act of the Board of Directors except in those specific instances in which a larger or smaller vote may be required by law, by the Articles of Incorporation or these by-laws.

Sec. 8 - If a quorum shall not be present at any meeting, the Directors present shall have power to successively adjourn the meeting, without notice other than announcement at the meeting, and reschedule it to a specified date and time. When reconvened, if a quorum shall be present, business may be transacted which could have been transacted at the original session of the meeting.

Sec. 9 - [Amended October, 2009, see Amendments, Article 5, section 9] Each Director present in person or by proxy at any meeting shall be entitled to cast one vote on each matter coming before the meeting for decision. The Board may also act by unanimous consent of the members.

Sec. 10 - Each and every annual meeting, regular meeting, special meeting, and all committee meetings of the Corporation shall be strictly in accordance with the laws of the state of Missouri and the most current edition of "Roberts Rules of Order," when applicable.

## Article VI: Officers

Sec. 1 - The officers of the Corporation shall be a President, Vice President, a Secretary, a Treasurer, and such other officers as the Board of Directors may elect. Any two or more offices may be held by the same person, except the offices of President and Secretary. All officers shall be elected from among the members of the Board of Directors.

The officers shall be elected at the first meeting of the Board of Directors by the Board of Directors elected at that meeting, to serve at the pleasure of the Board and until their successors are duly elected and qualified.

At the first and each subsequent annual meeting of the Board of Directors, the newly elected Board of Directors shall elect officers to serve at the pleasure of the Board and until their successors are duly elected and qualified.

Sec. 2 - Any officer or any employee or agent of the Corporation may be removed or discharged by vote of a majority of the entire Board of Directors whenever, in its judgment, the best interests of the Corporation would be served thereby, but such removal shall be without prejudice to the contract rights, if any, of the person so removed.

Sec. 3 - Salaries and compensation of all agents and employees of the Corporation, if any, may be fixed, increased or decreased by the Board of Directors. Each officer may be reimbursed for his actual expenses if they are reasonable and incurred in connection with the business and activities of the Corporation.

Sec. 4 - Vacancies caused by death, resignation, incapacity, removal, or disqualification of an officer of the Corporation may be filled by the Board of Directors at any annual or other regular meeting or at any special meeting called for that purpose, and such person or persons so elected to fill such vacancy shall serve at the pleasure of the Board until the next annual meeting of the Board, and until his/her successor is duly elected and qualified.

Sec. 5 - The Board of Directors may from time to time delegate any of the functions, powers, duties, and responsibilities of any officer to any other officer or to any agent or employee of the Corporation or other responsible person. In the event of such delegation, the officer from whom any such function, power, duty, or responsibility has been transferred shall thereafter be relieved of all responsibility for the proper performance or exercise thereof.

Sec. 6 - The President shall preside at all meetings of the Board of Directors. The President shall be an ex officio member of every other committee of the Corporation. Subject to the direction of the Board of Directors, he/she shall have the power to sign all contracts and other instruments of writing binding the Corporation. The President in consultation with the Board of Directors shall appoint all committees of the Board except as provided herein, and shall have such other or further duties and authority as may be prescribed elsewhere in these by-laws or from time to time by the Board of Directors. All chairs of such committees shall be members of the Board.

Sec. 7 - The Vice President shall work in cooperation with the President and shall perform such duties as the Board of Directors may assign to him/her. In the event of the death, absence, incapacity, inability, or refusal to act of the President, the Vice President shall be vested with all the powers and perform all the duties of the office of President. He shall have such other or further duties or authority as may be prescribed elsewhere in these by-laws or from time to time by the Board of Directors.

Sec. 8 - The Secretary shall attend all the meetings of the Board of Directors and upon request at any other committee meetings, and shall record or cause to be recorded all votes taken and the minutes of all proceedings in the minute book of the Corporation to be kept for that purpose. He/She shall be the custodian of all the books, papers, and records of the Corporation and shall at such reasonable times as may be requested, permit an inspection of such books, papers, and records by any Director of the Corporation. He/She shall upon reasonable demand, furnish a full, true, and correct copy of any book, paper or record in his/her possession. He/She shall be the administrative and clerical officer of the Corporation under the supervision of the President and the Board of Directors. He/She shall have the general duties, powers, and responsibilities of a Secretary of a Corporation and shall have such other or further duties or authority as may be prescribed elsewhere in these by-laws or from time to time by the Board of Directors.

Sec. 9 - The Treasurer shall have the supervision and custody of all moneys, funds, and credits of the Corporation and shall direct a full and accurate accounting of the receipts and disbursements of the Corporation in books belonging to it. He/She shall direct all moneys and credits to be deposited in the name and to the credit of the Corporation in such accounts and depositories as designated by the Board of Directors. The Treasurer shall supervise the disbursement of funds of the Corporation in accordance with the authority granted by the Board of Directors. The Treasurer shall be relieved of all responsibility for any moneys or other valuable property or the disbursement thereof committed by the Board of Directors to the custody of any other person or Corporation, or the supervision of which is delegated by the Board to any other officer, agent, or employee.

## Article VII: Executive Director

Sec. 1 - The Board of Directors shall appoint an Executive Director who shall be the chief administrative officer of the Corporation. The Executive Director shall have such duties and powers as may be granted to or imposed on him/her by the Directors. To the extent authorized by the Directors and subject to their approval, he/she shall act as the authorized representative of the Directors in matters affecting the administration of the affairs of the Corporation including hiring, discharging, fixing, and modifying the duties, salaries or other compensation of employees other than the officers of the Corporation and the Executive Director. The Executive Director may be appointed or removed only by a vote of a majority of the members of the entire Board. The Executive Director shall be an ex officio member of the Board and shall attend its meetings.

The Executive Director shall have signatory authority for all contracts to accept or expend money to further the purposes of the Corporation, except that all contracts that call for the acceptance or expenditure of greater than \$10,000 must first be approved by the Board of Directors.

## Article VIII: Custodians, Depositories, and Bond

Sec. 1 - The Directors may from time to time appoint one or more banks or trust companies doing business in the City of St. Louis and its environs to act for a reasonable compensation as custodian of all securities owned by the Corporation and to exercise in respect thereof such powers as may be conferred by resolution of the Board of Directors. The Directors may remove such custodian at any time.

Sec. 2 - The moneys of the Corporation shall be deposited in such manner as the Directors shall direct in such banks, savings, and loan or trust companies as the Directors may designate and shall be drawn out by checks signed in such manner as may be provided by resolution adopted by the Board of Directors.

Sec. 3 - Any officer or employee handling money of the Corporation may be bonded at the Corporation's expense in such amounts as may be determined by the Board of Directors.

Sec. 4 - The Corporation may establish a Working Capital Reserve Fund (WCR). The Fund shall be comprised of dollars received from contributions of a significant amount. Upon a majority vote of the Board of Directors present at any meeting, dollars may be designated and deposited into the Working Capital Reserve Fund.

Dollars designated for the Working Capital Reserve Fund shall be deposited in interest bearing funds or financial instruments. Investment shall be the responsibility of the Treasurer and a Finance Committee, after due consideration and recommendation by the Board of Directors.

The principal of the Working Capital Reserve Fund shall be preserved. However, in the event of an extraordinary need for additional funds, the Board of Directors, upon a vote of at least one-half (1/2) of its members, may distribute up to 5% of said principal annually without repayment. Approval by two-thirds (2/3) of the members of the Board of Directors shall be required if expenditure requests from the Working Capital Reserve Fund are greater than 5% per year.

The interest from the principal may be used for daily operations. A written proposal for the use of interest shall be presented to the Board. Requests for an amount greater than \$2,500 annually must be approved by a majority of the Board.

It may be the situation that the Corporation requires a short-term loan, for various reasons including a more positive cash flow position. Upon written proposal to the Board and approval thereby, short-term use of Working Capital Reserve principal may be approved. The amount of principal loaned shall be returned to the fund. No interest charge shall be affixed for the use of loaned funds.

All actions concerning the Working Capital Reserve Fund shall be documented and reported in full to the Board of Directors through the monthly Treasurer's Report and related documents.

## Article IX: Fiscal Year

The Board of Directors shall have the power to fix and from time to time change the fiscal year of the Corporation. In the absence of action by the Board of Directors, however, the fiscal year of the Corporation shall be July 1 to June 30.

## Article X: Amendments

These by-laws may be altered, amended, or repealed, and new by-laws may be adopted, by two thirds (2/3) of the Board of Directors in attendance at a regular meeting of the Corporation. No persons, other than members of the Board of Directors, shall have any authority to alter, amend, or repeal these by-laws, or to adopt new by-laws.

## Meetings (Article 5)

The first sentence of Article 5, section 7 is amended to read:

The presence, in person or by teleconference, of one-half (1/2) of members of the Board currently serving shall be requisite for and shall constitute a quorum for the transaction of business at all meetings.

Article 5, section 9 was amended to read:

Each Director present in person, via teleconference, or by proxy at any meeting shall be entitled to cast one vote on each matter coming before the meeting of the Board. The Board may also act by unanimous consent of the members.

### Directors (Article III)

The first sentence of Article III, section 4 is amended to read:

The Directors of the Corporation shall be at least five (5) and not more than twelve (12) in number.

# Appendix B.1: Articles of Incorporation

## State of Missouri



Robin Carnahan  
Secretary of State

### CERTIFICATE OF INCORPORATION MISSOURI NONPROFIT

WHEREAS, Articles of Incorporation of

*Progress in Education, Inc.*  
N00827055

have been received and filed in the Office of the Secretary of State, which Articles, in all respects, comply with the requirements of Missouri Nonprofit Corporation Law;

NOW, THEREFORE, I, ROBIN CARNAHAN, Secretary of the State of Missouri do by virtue of the authority vested in me by law, do hereby certify and declare this entity a body corporate, duly organized this date and that it is entitled to all rights and privileges granted corporations organized under the Missouri Nonprofit Corporation Law.

IN TESTIMONY WHEREOF, I hereunto  
set my hand and cause to be affixed the  
GREAT SEAL of the State of Missouri.  
Done at the City of Jefferson, this  
2nd day of July, 2007.

A handwritten signature in cursive script that reads "Robin Carnahan".

Secretary of State



# Appendix B.1: IRS Determination Letter

 **IRS** Department of the Treasury  
Internal Revenue Service  
P.O. Box 2508  
Cincinnati OH 45201

In reply refer to: 0248464840  
Mar. 28, 2013 LTR 4168C E0  
20-8091111 000000 00  
00017615  
BODC: TE



PROGRESS IN EDUCATION INC  
PIE  
% JOHN E GROTE  
3033 N EUCLID AVE  
SAINT LOUIS MO 63115-1632

008299

Employer Identification Number: 20-8091111  
Person to Contact: Mrs. Dudley  
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your Mar. 19, 2013, request for information regarding your tax-exempt status.

Our records indicate that you were recognized as exempt under section 501(c)(03) of the Internal Revenue Code in a determination letter issued in JUNE 2008.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

Please refer to our website [www.irs.gov/eo](http://www.irs.gov/eo) for information regarding filing requirements. Specifically, section 6033(j) of the Code provides that failure to file an annual information return for three consecutive years results in revocation of tax-exempt status as of the filing due date of the third return for organizations required to file. We will publish a list of organizations whose tax-exempt status was revoked under section 6033(j) of the Code on our website beginning in early 2011.

## Appendix B.2: Board Biographies

### Kathy Anderson

Kathy, a community volunteer, joined the NSCS board in August 2013. She has been active in projects in education and housing in St. Louis for decades as a Beyond Housing board member and a founding board member of Loyola Academy. She was active in St. Louis Public Schools for five years through participation in the Cole School Task Force, a support group for Cole.

### James R. Brigham

Jim Brigham is Vice-Chairman of Warson Capital Partners, an investment banking, private equity and wealth management firm based in St. Louis. Prior to joining Warson Capital, he was Director of Healthpoint Capital LLC, a New York based private equity firm which has invested \$600 million in the orthopedic device industry, where he continues to serve as an Advisory Director.

From 1983-2001, he was CEO of Diagraph Corporation, a manufacturer of industrial product identification systems, a firm which he sold in 2001.

Mr. Brigham served as Chairman of the New York Public Development Corporation from 1981-1985. He was the Budget Director of the City of New York from 1978 through 1981.

Mr. Brigham is a graduate of Duke University and the obtained his MBA from the Booth School of Business at the University of Chicago.

### Sue Cejka

Ms. Cejka has been actively engaged in Healthcare Executive Search for over 25 years. During this time she has conducted assignments for both for-profit and non-profit organizations. Areas of concentration include hospitals, integrated delivery systems, large group practices, managed care, insurance, and academic medical centers.

Prior to joining Grant Cooper, Ms. Cejka was Senior Client Partner with Korn/Ferry. Sue is the Founder of St. Louis based Cejka & Company, a healthcare search and consulting firm. Founded in 1981 as a one-woman operation, the firm grew to a professional staff of 100+, conducting over 600 assignments each year for clients throughout the country. The firm was acquired by Cross Country staffing in 1998.

### Byron E. Francis

Mr. Francis is an attorney with Armstrong Teasdale primarily engaged in the firm's commercial litigation practice and is Practice Group Leader of the Firm's Construction Law Practice. He also has extensive experience in the areas of real estate, securities, and environmental litigation in state and federal courts. His securities practice includes the representation of investment firms and brokers in state and federal courts, as well as before the NASD and NYSE. Mr. Francis is a graduate of the Wharton School at University of Pennsylvania (B.S. Economics, 1971) and the University of Missouri-Columbia School of Law (J.D. 1974)

### Vivian Gibson

Vivian graduated from Vashon High School. She earned an associate's degree from the Fashion Institute of Technology in New York in 1976. To fund her education, she worked part time as a receptionist and started designing and selling hats at Harlem churches. She then returned to St. Louis and began a 20-year stint as volunteer recruitment manager at St. Louis Public Schools. She enhanced curriculum by recruiting community members to teach mini-courses in their fields. A gifted cook, Gibson also launched a box lunch catering business for

corporations before the idea came into vogue, attracting such clients as Monsanto and Southwestern Bell. She earned a bachelor's degree in business administration from Fontbonne University in 1994. Currently she is senior director of volunteer recruitment at Big Brothers Big Sisters of Eastern Missouri, she creates marketing campaigns. "I bring in people who make a difference in children's lives," Gibson says.

Thomas M. Grote

Mr. Grote is the past President of Anderson, Hall, Marsh Benefits Group, a full service employee benefits brokerage and consulting firm. From 1981 to 1989 he was President of Grote Financial Futures, Inc., a foreign exchange and interest rate risk management/forecasting firm. He has been published in local and International financial journals, and has spoken at several organizations, including the World Trade Institute and the National Association of Home Builders. Mr. Grote is a graduate of the University of Oregon (B.S., 1979)

Beth Louis

Beth Louis founded Aim High in 1991, and ran the program through 2011. Aim High serves middle school students in grades five through eight and features an intensive five-week summer school that includes a rigorous academic schedule, physical activity and cultural enrichment activities. Monthly meetings throughout the regular year supplement the summer work. Ms. Louis's background will serve NSCS well, as the premise of the program she founded is that intervention early on is more effective than because by high school, a lot of negative choices have been made.

Patricia A. Shipley

Since 2003, Ms. Shipley has been the Head of School at Rossman School, a private elementary school located in Creve Coeur, Missouri. Prior to this position, she was the Director of Admission and Financial Aid at Mary Institute and St. Louis Country Day School for four years. She was previously the Associate Head of the Middle School at MICDS for seven years, and a member of the school's faculty since 1987. She is a Cum Laude graduate of Webster University.

Raymond Thorpe

Ray Thorpe graduated from the University of Missouri in 1968, and obtained two Master's Degree from Washington University (in Human resource Management in 1995, and Secondary School Administration in 1973). While at the University of Missouri Mr. Thorpe starred on the football team and was voted into the Missouri Intercollegiate Athletics Hall of Fame in 2004.

After serving as the Director of Upward Bound Program (a program for at-risk high school students) at St. Louis University for three years (1976-1978) Ray began a 20 year career at AT&T, serving in various capacities.

Mr. Thorpe has been a part time teacher in the Clayton School District and taught Math and Science to fifth grade students at the Forsyth School. He has been the head defensive football coach at John Burroughs School since 2006.

Alexander C. Schoch

Mr. Schoch is currently the Executive Vice President, Chief Legal Officer and Secretary of Peabody Energy Corporation. He joined Peabody in October 2006 with responsibility for all law and corporate secretary functions.

Mr. Schoch has over 30 years of extensive corporate legal experience. Prior to joining Peabody, he served as Vice President and General Counsel for Emerson Process Management. He also served in several legal positions with Goodrich Corporation, including Vice President, Associate General Counsel and Secretary. Earlier in his career

he worked for Marathon Oil Company as an attorney in its international exploration and production division.

Mr. Schoch is a member of the American and International Bar Associations, as well as the Society of Corporate Secretaries and Governance Professionals, the Manufacturers Alliance/MAPI Law Council, the National Mining Association and the National Association of Corporate Directors. He serves as a Trustee at Large on the Board of Trustees, Energy & Mineral Law Foundation. He previously served as the Chairman of the Legal Committee of the Aerospace Industries of America.

Alex received his B.A. degree from Kenyon College and his J.D. degree from Case Western Reserve University. He is admitted to practice law in Illinois, Missouri, Ohio and Texas.

## Appendix B.3: Administration Biographies

Executive Director: John E. Grote, Ph.D.

Dr. Grote has 20 years of teaching experience in many educational settings – university, high school, and elementary. He has taught in four different states – Illinois, Michigan, Indiana, and Missouri. John returned to St. Louis in 2001, after retiring as the Principal of St. John the Baptist Catholic School in Ft. Wayne, Indiana. John founded a task force for Cole School, a SLPS elementary school. His role included fund raising, community outreach, and acting as an on-site consultant during traumatic times, including a facility upgrade that required a move to another building for an entire school year. He has worked as a Big Brother, mentoring two brothers from the north side of St. Louis. He earned his Ph.D in Education from Washington University in St. Louis.

Director of Operations: Ross A. Woolsey III

Mr. Woolsey worked in the wholesaling/distribution business for 24 years, before selling his company in 1996. He returned to school, obtaining his MSW from Washington University in 1997. After working as a counselor in alternative schools, he co-founded Sports and Family, a family counseling practice in 1999. He also founded Monkey Business, which offers after-school alternative fitness programs for elementary school children who have no interest in competitive sports. Mr. Woolsey, who received his undergraduate degree from the University of Virginia in 1971, has also worked on athletic facility projects with the St. Louis Public Schools for the last three years.

Principal: Stella Erondu

Mrs. Erondu has been an educator for more than twenty-seven years. Prior to coming to North Side, Mrs. Erondu worked as an educator in the SLPS for more than twenty years. She started as a classroom teacher for sixteen years before becoming an Instructional Coordinator at Walbridge Elementary School. From Walbridge, she moved to Cole eMINTS Academy as principal for five years. Stella has been the principal of North Side Community School for the past four years. All of her work in education has been on the north side of St. Louis. Mrs. Erondu received her Bachelors in Education degree from Harris Stowe University, St. Louis, Missouri. She earned her Masters Degree in Education Leadership from the University of Missouri, St. Louis.

Director, Pre-K Program: Anne Miller

Mrs. Miller has worked at the NSCS since its opening year as a teacher and administrator; she founded the school's pre-k program in 2010, and is currently the Pre-K Director. Prior to joining North Side, Anne worked as an early education policy consultant. She has been involved in research projects on the early childhood landscape in St. Louis, Texas, and South Carolina. Anne also worked in Boston, Massachusetts as Communications and Field Associate at the Early Education for All Campaign, an advocacy organization dedicated to ensuring universal pre-k and full-day kindergarten statewide. She received a Master's of Public Policy from Brown University and an undergraduate degree from Dartmouth College.

## Appendix B.3: Job Descriptions

*All jobs require successful completion of Criminal background and Family Care Safety Registry checks.*

### I. Executive Director

1. The Board of Directors of the school is solely responsible for hiring and evaluating the Executive Director.
2. The Executive Director will:
  - (1) Work in conjunction with the Principal to insure a safe learning environment for students, staff and faculty.
  - (2) Implement the directives of the Board, with a special focus on insuring that all minority employment and student practices set by the Board are followed.
  - (3) General oversight of school operations, both academic and business.
  - (4) Hire and evaluate all non-academic personnel and, with the Board, the Principal.
  - (5) Set compensation for all personnel and conduct their year-end employee reviews.
  - (6) Review and approve all outsourcing matters and contracts entered into by NSCS. The exception(s) will be academic situations such as special education needs.
  - (7) Be responsible for the physical plant of the school, and approve all outside contractor work.
  - (8) Insure that all reporting due to the Missouri Department of Elementary and Secondary Education (DESE) is submitted accurately and on a timely basis.
  - (9) Supervise all student transportation issues.
  - (10) Oversee the marketing of NSCS both to prospective families and the general public.
  - (11) Provide leadership and function as liaison for all parties on matters pertaining to development and fund raising.
  - (12) Prepare and present periodic financial reports as directed by the Board.
3. Qualifications for Executive Director
  - (1) BA/BS degree
  - (2) Five years experience in education
  - (3) School management experience, including financial, personnel, marketing, and operational responsibilities
  - (4) Record of sound judgment and responsible management in 2-3 above
  - (5) Record of ability to work with and lead people
  - (6) Genial, warm, open personality
  - (7) Experience with and willingness to do development work.

### II. Principal

1. The Board of Directors and the Executive Director of the school are responsible for hiring and evaluating the Principal. The Principal will:
  - (1) In conjunction with the Executive Director, insure a safe learning environment f students, staff and faculty.
  - (2) Implement the directives of the Board, with a special focus on insuring that all minority employment and student practices set by the Board are followed.
  - (3) Be responsible for reviewing student behavior and discipline matters.
  - (4) Recruit, hire, train, and evaluate all academic staff.

- (5) Define curriculum, in accordance with Board guidelines, and set school schedules.
- (6) Supervise the creation and lead implementation of the parent involvement program.
- (7) On a daily basis, be responsible for overseeing the teaching/learning process.
- (8) Regularly monitor student achievement.
- (9) Serve as the public persona of NSCS, function as the school liaison to other schools and be the school official responsible for media contacts.

## 2. Qualifications for Principal

- (1) BA/BS degree
- (2) Missouri principal's license
- (3) Experienced urban principal (3 years minimum)
- (4) Experience in setting up and using eMINTS classrooms
- (5) Proven ability to hire, train, and evaluate teachers
- (6) Commitment to our mission, goals, expectations
- (7) Record of working well with children and parents
- (8) Strong leadership skill

## III. School Secretary

1. The school secretary will be hired, supervised, and evaluated by the Principal.

2. Duties will be:

- (1) Daily Attendance
- (2) Mail
- (3) Take/deliver messages
- (4) Core Data reporting
- (5) Book/materials ordering
- (6) Payment of bills, keeping of accounts
- (7) Take/deliver messages
- (8) General clerical work in daily/annual operations of school.

3. Qualifications for Secretary

- (4) Experienced secretary (3 years) with strong references
- (5) Experience in school or school-like setting
- (6) Evidence of mastery of essential clerical skills
- (7) Strong work ethic
- (8) Flexibility
- (9) Ability to do many things at once
- (10) Personable, positive, good with both adults and children
- (11) Patient

## IV. Custodian

1. The custodian will be hired by the Executive Director to whom he/she will report and by whom he/she will be evaluated.

2. Duties will be:

- (1) Daily cleaning of school building
- (2) Care of school grounds, including keeping yard and playground clear of trash, mowed/trimmed, and in good repair
- (3) Maintenance of all custodial equipment

- (4) Ordering of custodial supplies
- (5) Light and routine maintenance, repair, and replacement tasks
- (6) Oversight of maintenance needs, regular reporting to Executive Director of needs, and coordination of all maintenance work
- (7) Snow removal from walks and parking lots
- (8) Annual summer cleaning of building.

3. Qualifications for Custodian

- (1) Experienced in custodial or custodial-like work
- (2) Conscientious and reliable
- (3) Hard worker
- (4) Able and willing to do a variety of tasks
- (5) Capable of developing commitment to school and students
- (6) Good with young people
- (7) Gentle, kind-hearted, and patient

## V. Social-Psychological-Family (SPF) Coordinator

1. The SPF Coordinator will be hired, supervised, and evaluated by the Principal.

2. Duties will be:

- (1) General oversight of social-psychological-familial needs/develop of students and families
- (2) Collection, organization, and dissemination of information on SPF of students and families
- (3) Establish, cultivate, and maintain relationships with school families
- (4) Organize and operate the Teacher Home Visits Program
- (5) Identify social services needs of students/families and mobilize social service agencies to assist them
- (6) Build relationships with community organizations, encouraging them to work with the school to help families and improve the school and its surrounding community.

3. Qualifications for Social-Psychological-Family Coordinator

- (1) BA/BS in psychology, counseling, or social work
- (2) Experience in school settings (3 years minimum)
- (3) Commitment to our mission and student population
- (4) Strong interpersonal skills
- (5) Good at working with low-income families
- (6) Good at working with teachers and community groups
- (7) Confident and strong in pursuit of goals
- (8) Positive, warm, and kind
- (9) Experienced in working with social services agencies

## VI. Teacher

1. Teachers will be hired, supervised, and evaluated by the Principal.

2. Teachers will:

- (1) Maintain a safe and orderly classroom
- (2) Treat all students with respect, fairness, and kindness
- (3) Have high expectations for all students
- (4) Organize the physical space of the classroom to be functional and appealing
- (5) Plan, organize, and deliver instruction and other student activities
- (6) Assess student progress, using formative and summative assessment tools
- (7) Modify instruction based upon assessment information

- (8) Communicate/cooperate/collaborate with other teachers and the SPF coordinator
- (9) Communicate with parents regularly and participate in the Home Visit Program
- (10) Perform extra duties (lunchroom duty, for example) as required
- (11) Participate in and help maintain the community life of the school.

3. Qualifications for Teachers

- (1) BA/BS degree, knowledgeable, and well educated
- (2) Teaching certificate in elementary education (K-5)
- (3) Teaching experience (student teaching minimum)
- (4) Experience working with children (3 years)
- (5) Comfort and ability with computers
- (6) High expectation for students
- (7) Agreement with our mission and goals
- (8) Culturally sensitive and aware
- (9) Tough-minded, organized, disciplined
- (10) Naturally warm and nurturing
- (11) Lively and energetic
- (12) Creative
- (13) Good with children
- (14) Resourceful and capable of growth

## **Appendix B.4: NSCS Employee Handbook**

# North Side Community School

## Employee Handbook **2013-2014**

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## Board

It is belief of the Board of Directors of North Side Community School (NSCS) and the school administrators that cooperatively developed school policy is good for all members of the school community and for the school as an institution. The responsibility for the adoption of school policies belongs to the Board of Directors whose members are duly elected. However, the Board recognizes that matters of non-governance can be cooperatively discussed and acted upon following appropriate discussions with the Executive Director, school staff, and our parent community. Staff and community involvement in this process will be through the Executive Director. All policies will be available to the staff and the school community, and will guide the Board in its action.

The Executive Director is both the chief administrator for the Board and head of the professional staff. The Executive Director is responsible for the leadership of the school and its staff, and for all relations between the school and the Board. This relationship should foster mutual respect and cooperation between the Board, the Executive Director, and the professional staff.

## Policies and Procedures

The Executive Director will administer the personnel policies and procedures. The personnel policies and procedures will be distributed to all employees upon employment. This employee handbook provides important information about working at the School. The policies in the handbook explain many of the benefits of working at NSCS. The handbook also explains what we expect of you and delineates rules and regulations of the School that pertain to employees. However, this employee handbook cannot cover every situation or answer every question about policies and benefits at the School. Also, sometimes it may be necessary to change the handbook. The School has the right to add new policies, change policies, or cancel policies at any time. Changes to the handbook will be promptly reported to all school personnel.

The policies in this handbook should not be construed to constitute contractual obligations of any kind or a contract of employment between the School and any employee. The provisions in the handbook have been developed at the discretion of Board and management and may be amended or cancelled at any time, at the sole discretion of the School.

These provisions replace all other existing policies and practices and may not be changed or added to without the express written approval of the Executive Director of the School.

## Hiring

A. Candidates will be considered on the basis of: resume; a portfolio containing background information, academic work, and a history of teaching experiences; at least three references addressing candidate's qualities and abilities as a student, a person, and a teacher.

B. Qualifications – School policy is to hire certified teachers. State law permits up to twenty (20) percent of the instructional staff to be non-certified in charter schools, but federal law requires all teachers be “highly qualified” (certified). All staff must have the training, experience, and personality appropriate to perform their duties. We seek individuals who are well and broadly educated, knowledgeable in subjects to be taught, skilled in teaching and managing students. They should love children, be enthusiastic about working with and teaching them, and be strong and good people who model the values and character the school wishes to instill in students.

Minimum qualifications for certified candidates are graduation from an accredited university, the possession of an appropriate license from the State of Missouri or from another state with an approved licensure program, and student teaching experience.

Non-certified staff may establish qualifications for a position by being: certified by a different state, National Board Certified, a college graduate who majored in the appropriate discipline or field, experienced in professional and nonprofessional fields related to curricular contents. Life experiences in addition to school and work may also be considered, as well as personality and character.

## Terms of Employment

A. In their first two years, teachers shall be classed as apprentices, thereafter as professionals. Teachers not promoted to the professional rank after their second year will not be re-hired. Teachers hired with more than five years experience will be granted professional rank after a one-year probationary period. Promotion will be based upon quality of teaching, performance of non-

teaching professional duties, professional growth, personal qualities (integrity, commitment, diligence, and enthusiasm), and service to the school.

B. The instructional staff will be reviewed annually by the Principal, the non-instructional staff by the Business Manager or the Executive Director (see Organizational Chart). Teachers are encouraged to submit evidence supporting their renewal, promotion, or salary increase. Professional growth is especially important and expected. Evidence of such growth and development should be reported to the principal each spring, prior to contract renewal. The evaluation process shall consist of the following: four observations (formal and informal), review of unit and lesson plans, assessment of student outcomes and classroom management, and professional development.

The Board is solely responsible for hiring and evaluating the Executive Director. The Executive Director has the authority for hiring and firing all other employees, including those providing direct and indirect services to the School. The responsibility for hiring teachers will be the Principal's, with the approval of the Executive Director. The terms and conditions of the contract of the Executive Director will be defined by the Board. The Principal will be hired and evaluated by the Executive Director.

C. Compensation will be based upon qualifications, experience, years of service to the school, and performance. First year teachers shall be paid the standard starting salary. Thereafter, they shall be paid the standard annual raise (if the school budget permits one). Teachers hired with experience will be given credit for up to five years of experience and paid according to the NSCS informal and flexible salary scale.

D. Employment contracts for teachers will be for one school year (ten months), beginning in mid-August and ending in mid-June. Administrators will be from July 1 to June 30. The terms of the contract shall define the nature and conditions of your employment. All employment contracts are "at will" and may be terminated by either the teacher or school at any time. Reasons for termination are, but not limited to, the following: failure to meet professional responsibilities and obligations, inappropriate behavior, refusal to work cooperatively with administration and staff, and immorally or illegally conduct.

E. A description of the general functions, duties, and responsibilities of staff positions will be described in the Teacher/Staff Handbook. Job descriptions are

listed at end of this handbook. The Executive Director and Principal will review and update the handbook periodically.

F. It is the policy of the School to hire the best-qualified employees available for all positions. Management must exercise its judgment and discretion in hiring and placing employees who are members of another employee's immediate family. For purposes of this policy, "immediate family" shall mean father, mother, son, daughter, brother, sister, uncle, aunt, first cousin, nephew, niece, husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, stepfather, stepmother, stepdaughter, step-brother, stepsister, half brother or half sister.

G. Salary payments should be made bi-weekly, on the fifteenth and first day of the month. If the normal payday is on a non-work day, salary payment should be made on the immediately preceding workday. Payroll deductions shall be made as required by law. For example, deductions shall be made for federal income tax, state income tax, city earnings taxes, social security taxes, and all other deductions as required by law or otherwise agreed to by each employee.

H. The School shall provide an annual calendar establishing workdays for the contractual year. The School retains the right to change the School calendar if need be.

I. Full-time employees may be required to attend programs, courses, or participate in activities that provide personal or professional growth. Employees are encouraged to attend and participate in activities, including conferences, institutes, and workshops related to their profession and their duties at the School. Approval for leave to attend such activities may be granted by the Principal and will be consistent with these policies and procedures. They will consider the position of the staff member, the needs of the School, and the purpose of the activity requested. Principal shall determine whether the School will pay the expenses, or any portion thereof, of a staff member attending an approved activity or program. In the case of the Principal, approval will be by the Executive Director.

J. The School maintains a personnel file for each employee, and these files are the property of the School. Access to these files is restricted to the Executive Director, Principal, and those authorized access by the Executive Director or the Principal on a need-to-know basis. Employees may review their own personnel file by submitting a written request to the Principal.

K. Background Checks: All school personnel must have criminal background and child abuse registry checks conducted and the results on file prior to being hired.

L. Medical checks: All teachers must have a TB test on file with the school.

M. School property: Teachers are responsible for all school property issued to them. Proper care of this property is the responsibility of each staff member. Damages, beyond those resulting from normal use, will be paid for by staff member.

N. Keys are the property of the School and shall not be duplicated or loaned. If you are issued any keys as part of your job responsibility, you are expected to have them available and return them upon leaving employment with the School.

O. Full-time employees wanting to resign their position must give at least two (2) weeks notice in writing. The Executive Director, Business Manager, and Principal must give a minimum advance notice of six (6) months. In most cases, resignations should become effective at the end of the school year in which they are submitted.

P. Removal from a position may be necessitated by various causes, including elimination of a position because of reorganization or budgetary constraints. The particular needs of the School will be the determining factor in such decisions.

Q. Smoking is not permitted on School grounds.

### Equal Employment Opportunity

Employment decisions at the NSCS are based on each person's performance, qualifications, and abilities. The School does not discriminate in employment opportunities or practices on the basis of race, color, religion, sex, national origin, age, disability, or any other characteristic protected by law.

Our Equal Employment Opportunity policy covers all employment practices, including selection, job assignment, compensation, discipline, termination, and access to benefits and training. To further this policy, the School makes every effort to: provide educational opportunities to help employees grow in their

jobs and prepare them for advancement, assuring protected groups every opportunity to participate; assist employees in securing positions commensurate with their skills and knowledge, assuring equal access to professional development; efficiently resolve concerns and grievances of all employees and prospective employees which may arise in connection with the program.

To ensure implementation of this policy, the Executive Director will be the nondiscrimination compliance and grievance officer, will develop administrative practices pertaining to the above enumerated goals and related activities, and will periodically report to the Board on progress toward these goals.

Question or concerns about any type of discrimination at work should be directed to the Executive Director. Employees will not be punished for reporting suspected discrimination. Those involved in illegal discrimination will be subject to disciplinary action.

#### Personnel Data Changes

It is important that the School have certain personal information about employees in our records. Changes to mailing address, telephone numbers, marital status, dependents' information, educational accomplishments, emergency contact information, and other relevant information should be reported to Business Manager.

#### Performance Evaluation

Non-instruction staff will have yearly performance evaluations by the Business Manager. The evaluations will include a discussion of job performance and goals, the identification of strengths and weaknesses, and a plan to build on strengths and improve weaknesses.

#### Vacation

Teaching staff has the regular school vacations as defined by the School calendar.

Non-teaching staff vacations will vary depending on the position and years of employment. Vacations may not be taken when the school is in session. Requests for vacation must be submitted at least two weeks in advance. The

School reserves the right to approve vacation schedules to ensure proper staffing. Administrative and clerical staff may not take vacation time two weeks before and after the start of the school year.

Full time\* administrative and non-Teaching paid vacation schedule is as follows: For every six months of employment 1 day of vacation earned, through the first 24 months.

After 2 years, five days earned.

After 3 years, seven days earned.

After four years, ten days earned.

Vacation must have prior approval from immediate supervisor. Vacation days cannot rollover from one year to the next.

\* Full time requires a minimum 40 hour week throughout the school year, except for Thanksgiving, Winter and Spring Breaks. It also requires a minimum 40 hour week for at least seven weeks during the summer months, to include:

- one week between end of regular school year and beginning of Summer Term
- four weeks of Summer Session
- two weeks between end of Summer Session and beginning of Fall Term

## Holidays

The School gives time off to all employees on the following holidays:

New Year's Day (January 1),  
Martin Luther King Day (third Monday in January)  
Memorial Day (last Monday in May)  
Independence Day (July 4)  
Labor Day (first Monday in September)  
Thanksgiving (fourth Thursday in November)  
Day after Thanksgiving  
Christmas Day

Full-time hourly employees will be paid for seven holidays: New Year's Day, Martin Luther King Day, Memorial Day, Fourth of July, Labor Day, Thanksgiving Day, and Christmas Day. If you are eligible, your holiday pay will be calculated at your straight-time pay rate as of that holiday multiplied by the number of hours you would normally have worked that day.

You must also work both the last scheduled workday immediately before the holiday and the first scheduled day immediately after the holiday. If on the holiday you are on a paid absence, such as vacation or sick leave, you will get holiday pay instead of the paid time off pay you would have received.

### Workers' Compensation Insurance

The School provides comprehensive workers' compensation insurance to our employees. The workers' compensation program covers injuries or illnesses that happen during the course of your employment.

### Disability Accommodation

NSCS is committed to complying fully with the Americans with Disabilities Act (ADA). We are also committed to ensuring equal opportunity in employment for qualified persons with disabilities. We conduct all our employment practices and activities on a non-discriminatory basis.

Reasonable accommodation is available to an employee with a disability when the disability affects the performance of job functions. Employment decisions are based on the merits of the situation in accordance with defined criteria, not the disability of the individual.

Qualified individuals with disabilities are entitled to equal pay and other forms of compensation (or changes in compensation) as well as job assignments, classifications, organizational structures, position descriptions, lines of progression, and seniority lists. Leaves of absence are available to all employees on an equal basis.

### Life-Threatening Illnesses in the Workplace

As in the case of other disabilities, we will make reasonable accommodations in accordance with all legal requirements to allow qualified employees with life-threatening illnesses to perform the essential functions of their jobs.

Medical information on any employee is confidential. The School will take reasonable precautions to protect medical information from inappropriate disclosure. Administrators and other employees have a responsibility to respect and maintain the confidentiality of employee medical information. Anyone

inappropriately disclosing medical information is subject to disciplinary action, up to and including termination of employment.

### Sick Leave

The School provides paid sick leave benefits to all eligible employees for periods of temporary absence due to personal illness or injury and illness in the immediate family. The Executive Director and Principal have the responsibility for authorizing all sick leave.

Teachers have seven (7) sick days per year. A written statement from the medical care provider may be requested from any employee having five (5) consecutive sick leave days. A maximum of twenty (20) days may be carried-over/accumulated through yearly employment.

Twenty (20) days with pay are allowed for maternity. Unused sick leave may be used to supplement this leave. An additional twenty (20) days of unpaid leave may be taken.

Sick leave benefits are intended solely to provide income protection in the event of illness or injury, and may not be used for any other absence. Unused sick leave benefits will not be paid to employees while they are employed or upon termination of employment.

### Bereavement Leave

The School provides three (3) day of bereavement leave to employees with a death in the immediate family. To ask for bereavement leave, see the Principal. If more than three days is needed, you may take time off without pay or use any available paid leave benefits you have, such as vacation. For bereavement leave, "immediate family" means your spouse, parent, child, brother, or sister; your spouse's parent, child, brother, or sister; your child's spouse; your grandparent or your grandchild.

### Personal Leave

The school provides two (2) personal leave days per calendar year to each eligible employee (full-time teachers and staff). Personal leave is intended to allow employees to be absent from duty with regular pay because of urgent personal business or other matters of an emergency nature. The Principal has

the responsibility for authorizing personal leave. Any employee wishing to use more than the allotted days must obtain written permission in advance from the Principal. Such leave may be granted, but without pay.

Personal leave days do not carry over from year to year. Paid personal leave may not be taken on the day before or day after an official holiday. Violations will result in forfeiture of pay for said holiday. Request for personal days must be in writing (Personal Day Request Form) two weeks in advance.

## Benefits

The School sponsors a benefits program for all eligible full-time employees (thirty (30) hours or more a week). NSCS pays 2/3 of the cost of health and dental insurance. Disability coverage is also provided to full time employees. Qualified employees become eligible for coverage on the first day of the calendar month following thirty (30) calendar days of employment. The coverage does not include spouse or dependents, although such coverage may be obtained at the employee's expense. Coverage is also contingent on acceptance of the employee (and dependents) by the insurer of the group plan.

An employee is not entitled to compensation in lieu of coverage should he/she decline or not be accepted for coverage.

A change in employment classification that would result in loss of eligibility to participate in the health insurance plan may qualify an employee for benefits continuation under the Consolidated Omnibus Budget Reconciliation Act (COBRA).

Details of the health insurance plan may be obtained by contacting the Business Manager.

Employees, by State law, shall participate in the retirement system of the St. Louis Public Schools on the same terms, conditions and other requirements and provisions applicable to its employees.

## Benefits (COBRA)

The federal Consolidated Omnibus Budget Reconciliation Act (COBRA) allows employees and their dependents to continue their health insurance when they are no longer eligible under our health plan. If you continue your insurance under

COBRA, you will pay the full cost of the insurance at the School's group rates plus an administration fee.

## HIPAA

HIPAA (The Health Insurance Portability and Accountability Act of 1996) provides protection to employees after leaving employment with NSCS. It limits exclusions for preexisting conditions; prohibits discrimination against employees and dependents based on their health status; guarantees renewability and availability of health coverage to certain employers and individuals; and protects many workers who lose health coverage by providing better access to individual health insurance.

## End of Employment

In the event that an employee quits or is dismissed with cause, all unpaid benefits will be forfeited, except where specifically state otherwise in this handbook.

## Jury Duty

Employees serving on jury duty will be entitled to their full pay during their jury service. Summons to duty should be shown to the Principal at least two weeks in advance. You are expected to come to work whenever the court schedule permits. The School reserves the right to ask that you be relieved from duty if your absence would cause serious operational problems for the School.

## Safety

Workplace safety is a top priority. You are expected to obey all safety rules and be careful at work. You must immediately report any unsafe condition to the Principal. If you violate the School safety standards, you may be subject to disciplinary action. Violations include causing a hazardous or dangerous situation, not reporting a hazardous or dangerous situation, and not correcting a problem even though you could have corrected it. Accidents that cause injury should be reported to Principal and an incident report filed.

## Use of Telephones

Each classroom has a phone. They are to be used for school business and in cases of emergency. Teacher cell phones are not to be used during the day, except during free time in your classroom.

## Professional Development Expenses

At its discretion, NSCS may allow reimbursement of expenses incurred in clinics, workshops, degree classes, etc., that employees attend which have for their purpose strengthening the School's programs and the improvement of instruction. Expenses include registration, board, lodging, tuition, transportation, and other expenses as long as they are necessary to meet the objectives of the trip.

Requests for payment of expenses should be made to Principal. With your expense request, you must, where appropriate, submit receipts for every expense. See the Business Manager with questions about expense reports related to professional development.

## Computers and Internet Usage

NSCS provides all staff with access to computers, computer files, the e-mail system, and software. You should not use a password, access a file, or retrieve any stored communication without authorization.

The School buys and licenses computer software for business purposes. We do not own the copyright to this software or its documentation. Unless the software developer authorizes us, we do not have the right to use the software on more than one computer. You may only use software on local area networks or on multiple machines according to the software license agreement. The School prohibits the illegal duplication of software and its documentation.

The School will provide you with Internet access to help you do your job. This policy explains our guidelines for using the Internet. All Internet data that is written, sent, or received through our computer systems is part of our official School records. This means that we can be legally required to show that information to law enforcement or other parties. Therefore, you should always make sure that the business information contained in Internet e-mail messages and other transmissions is accurate, appropriate, ethical, and legal.

You may not write, send, read, or receive data through the Internet that contains content that could be considered discriminatory, offensive, obscene, threatening, harassing, intimidating, or disruptive to any employee or other person.

Examples of unacceptable content include (but are not limited to) sexual comments or images, racial slurs, gender-specific comments, or other comments or images that could reasonably offend someone on the basis of race, age, sex, religious or political beliefs, national origin, disability, sexual orientation, or any other characteristic protected by law.

The School does not allow the unauthorized use, installation, copying, or distribution of copyrighted, trademarked, or patented material on the Internet. As a general rule, if you did not create the material, do not own the rights to it, or have not received authorization for its use, you may not put the material on the Internet. You are also responsible for making sure that anyone who sends you material over the Internet has the appropriate distribution rights.

The following are some examples of prohibited activities that violate this internet policy:

Sending or posting discriminatory, harassing, or threatening messages or images; Using the organization's time and resources for personal gain; Stealing, using, or disclosing someone else's code or password without authorization; Copying, pirating, or downloading software and electronic files without permission; Sending or posting confidential material, trade secrets, or proprietary information outside of the organization; Violating copyright law; Failing to observe licensing agreements.; Engaging in unauthorized transactions that may incur a cost to the organization or initiate unwanted Internet services and transmissions; Sending or posting messages or material that could damage the organization's image or reputation; Participating in the viewing or exchange of pornography or obscene materials; Sending or posting messages that defame or slander other individuals; Attempting to break into the computer system of another organization or person; Refusing to cooperate with a security investigation; Sending or posting chain letters, solicitations, or advertisements not related to business purposes or activities; Using the Internet for political causes or activities, religious activities, or any sort of gambling; Jeopardizing the security of the organization's electronic

communications systems; Sending or posting messages that disparage another organization's products or services; Passing off personal views as representing those of the organization; Sending anonymous e-mail messages; Engaging in any other illegal activities.

### Personal Automobile Use

NSCS is not responsible for damage to you or your vehicle when you are using it for school business. If an employee is using her/his vehicle for school business and an accident occurs, their insurance is primary for their car. NSCS insurance is secondary. The School Insurance Plan provides secondary coverage for liability to employees who use their own vehicles in School activities. No non-school owned vehicles should be driven for School activities until a certificate of insurance from their carrier is in the file as evidence of individual liability insurance.

The School maintains liability and physical damage insurance on all owned or leased cars, vans, buses, and trucks. Employees using such vehicles owned or leased by the School for school purposes are also insured. All drivers of NSCS vehicles must be listed with the insurance company. If one of the listed drivers has an accident in a NSCS vehicle, they are covered.

### First Aid

Each classroom will have a first aid kit. Teachers are expected to administer minor aid when necessary. More serious situations should be referred to the office. If an accident or illness should occur, notify the Principal so that appropriate medical treatment can be administered. Each first aid kit contains plastic gloves to be used if blood is present.

Injury to staff should be reported to office. On the job injuries will be handled in accordance with the Workers' Compensation laws. Any employee who is injured while on the job must notify the Principal immediately to be eligible for coverage under the Workers' Compensation Act.

### Professional Conduct

School employees are expected to be professional in their conduct. The School requires employees to carefully follow all laws and regulations, and have the highest standards of conduct and personal integrity. Employees have a duty to

the School and students to act in ways that will earn the continued trust and confidence of parents and the public.

We expect all directors, officers, and employees to conduct business in accordance with all applicable laws and to not do anything that is illegal, dishonest, or unethical. If you are not sure if an action is proper, you should discuss the matter with the Principal or Executive Director.

Employees who ignore or do not comply with professional standards of conduct may be subject to disciplinary action, up to and including termination of employment.

### Conflicts of Interest

The School has guidelines to avoid real or potential conflicts of interest. Employee must follow School guidelines about conflicts of interest. An actual or potential conflict of interest is when you are in a position to influence a decision or have business dealings on behalf of the School that might result in a personal gain for you or for one of your relatives. For conflicts of interest, a relative is any person who is related to you by blood or marriage, or whose relationship with you is similar to being a relative even though they are not related by blood or marriage. Any influence on transactions involving purchases, contracts, or leases, must be reported to the Executive Director.

The following are some examples of conflicts of interest that violate this policy:

1. Employees participating for financial remuneration in outside activities wherein their position on the staff is used to sell goods or services to students or their parents/guardians.
2. Employees who have patented or copyrighted any device, publication, or other items who receive royalties for use of such item in the school.
3. Employees engaging in any type of work where the source of information concerning customer, client, or employer originates from information obtained through the School or the employee's involvement in the school.

4. Employees acting as agents or accepting commissions or other rewards for books or other School materials, the selection of purchase of which they may influence. The School may not purchase products distributed directly or indirectly by employees of the School.

## Employee Conduct and Work Rules

We expect you to follow certain work rules and conduct yourself in ways that protect the interests and safety of all employees and students.

While it is impossible to list every action that is unacceptable conduct, the following lists some examples. Employees who break work rules such as these may be subject to disciplinary action, up to and including termination of employment:

Theft or inappropriate removal or possession of property; Falsification of timekeeping records; Fighting or threatening violence in the workplace; Boisterous or disruptive activity in the workplace; Negligence or improper conduct leading to damage of employer-owned or customer-owned property; Insubordination or other disrespectful conduct; Violation of safety or health rules; Smoking in prohibited areas; Sexual or other unlawful or unwelcome harassment; Possession of dangerous or unauthorized materials, such as explosives or firearms, in the workplace; Excessive absenteeism or any absence without notice; Unauthorized absence from work station during the workday; Unauthorized use of telephones, mail system, or other employer-owned equipment; Unauthorized disclosure of business "secrets" or confidential information; Violation of personnel policies; Unsatisfactory performance or conduct.

## Drug and Alcohol Use

NSCS is committed to being a drug-free, healthful, and safe workplace. School employees may not use, possess, distribute, sell, or be under the influence of alcohol or illegal drugs while on school or while conducting any school business-related activity away from school premises. You may use legally prescribed drugs on the job only if they do not impair your ability to perform the essential functions of your job effectively and safely without endangering yourself or others.

Violation of this policy may lead to disciplinary action, up to and including termination of your employment. Questions about this policy or issues related to drug or alcohol use at work may be directed to your supervisor or the Principal without fear of reprisal.

### Sexual and Unlawful Harassment

The School prohibits retaliation against any employee who complains of sexual harassment or who participates in an investigation. All aspects of the complaint-handling procedure will be handled discreetly. However, it may be necessary to include others on a need to know basis.

All incidents of prohibited harassment that are reported will be investigated. The person receiving notification of harassment will immediately notify the Executive Director. The Executive Director shall undertake or direct a thorough and objective investigation of the harassment allegations. Complaints against the Executive Director or a member of the Board should be addressed to the full Board. The investigation will be completed and a determination regarding the reported harassment will be made and communicated to the employee who complained and to the accused harasser. If a complaint of prohibited harassment is substantiated, appropriate corrective action, up to and including discharge, will be taken. Appropriate action will also be taken to correct the effects of the harassment and to deter any future harassment.

### Attendance and Punctuality

We expect school employees to be reliable and punctual. You should report for work on time and as scheduled. If you cannot come to work or you will be late for any reason, you must notify the Principal or other designated individual at least 24 hours in advance, except for an emergency, in which case the employee shall make every reasonable effort to notify their supervisor of the need to be absent or tardy no later than 6:00 a.m. of the day of the absence or tardiness. Poor attendance or excessive tardiness may result in disciplinary action or non-renewal of contract.

Regular hours for most full-time teaching staff are 7:45 a.m. to 3:45 p.m. (or 9:00 to 5:00 for Extended Day staff, M-R), Monday to Friday, except on Extended Days when day ends at 5:00 p.m. The hours for non-teaching staff vary and are arranged with immediate supervisor. Hours for less than full-time

staff are arranged as needed. Adjustments to hours are to be arranged with immediate supervisor.

## Personal Appearance

During business hours or whenever you represent the School, you should be clean, well groomed, and wear appropriate clothes. Professional attire is the standard. Supervisors should be consulted as to appropriate standards of dress.

## Discipline Policy and Process

This policy describes the policy for administering fair and consistent discipline for unsatisfactory conduct at the School. The major purpose of a disciplinary action is to correct the problem, prevent it from happening again, and prepare the employee for satisfactory performance in the future.

Disciplinary action will normally proceed in the following four steps: 1) verbal warning, 2) written warning, 3) suspension with or without pay, or 4) termination of employment. There may be circumstances when one or more steps are bypassed. In more serious situations, suspension or termination of employment may occur without going through the usual progressive discipline steps. In such cases, the employee will be notified of his /her right to appeal. The procedure for an employee appealing a penalty that results in suspension or termination of employment is as follows:

1. If the employee wishes to appeal the action, he/she must assert his/her appeal to the Executive Director in writing ten (10) working days from notification of disciplinary action. The employee's appeal letter must contain the reason(s) for the disagreement with the decision. The Executive Director will convene a Review Committee to hear the appeal, including at least one member of the Board, who will act as chairman of the Committee. In addition to the Board member, the Review Committee will consist of one person either from school staff or Board selected by the person with the grievance and one person, either from school staff or Board, selected by the President of the Board.

2. The Chairman of the Review Committee will set a hearing date to occur within ten (10) working days from the date of receipt of the employee's request. Written notice of time and place of the hearing will be mailed to the address of the employee, as stated on his/her request for appeal, along with a copy of the procedural outline.

3. The scope of the review will be limited to a finding on the validity of the recommendation(s) made by the Executive Director. If there is not sufficient evidence to support the recommendation(s), the Review Committee may recommend overruling or altering the decision.

4. The Review Committee's decision is final. A written notice of the final decision will be sent to the employee and placed in his/her personnel file.

### Grievance Process

If a situation occurs when you believe that a condition of employment or a decision that affects you is not fair, you are encouraged to use the following problem resolution steps. You may stop the procedure at any step.

1. Present the problem to the Executive Director or Principal after the incident occurs. If either are involved, the problem will be taken to the other. If the problem can't be quickly or easily resolved, the problem will be put in writing and formally investigated.

2. The Executive Director or Principal, after gathering information and consulting with the appropriate people, will again attempt to resolve the problem.

3. If the problem persists, then the necessary information and paper work will be presented to the Business Manager for a review of the problem, who will make a decision, and inform those involved of the decision. The Executive Director, Principal, and Business Manager have full authority to make a decision and take action determined appropriate and necessary to resolve the problem. If the Executive Director is involved in the problem, then the information and paper work will be given to the President of the Board for review and decision.

### Personal Property

The School cannot be responsible for personal property that is lost, damaged or stolen. If you bring personal property/belongings onto School property, you are responsible to keep track of them. If you do bring personal property, you need to understand that it will not be covered under the School's insurance and because of limitations on some personal or homeowner policies, it may not be covered under your homeowner's coverage.

The School also prohibits any items on the premises or worksite that are sexually suggestive, offensive, or demeaning to specific individuals or groups, along with firearms or other weapons. Employees should understand that all personal property brought onto the employer's premises may be inspected for purposes of maintaining a safe and secure school and enforcing school policies.

## Immigration Law Compliance

The School is committed to employing only people who are United States citizens or legally authorized to work in the United States. Every new employee at the School is required to show documents that prove identity and employment eligibility.

## Job Descriptions

### Executive Director

The Board of Directors of the school is solely responsible for hiring and evaluating the Executive Director.

The Executive Director will:

1. Work in conjunction with the Principal to insure a safe learning environment for students, staff and faculty.
2. Implement the directives of the Board, with a special focus on insuring that all minority employment and student practices set by the Board are followed.
3. General oversight of school operations, both academic and business.
4. Hire and evaluate all non-academic personnel and, with the Board, the Principal.
4. Set compensation for all personnel and conduct their year-end employee reviews.
5. Review and approve all outsourcing matters and contracts entered into by NSCS. The exception(s) will be academic situations such as special education needs.
6. Be responsible for the physical plant of the school, and approve all outside contractor work.

7. Insure that all reporting due to the Missouri Department of Elementary and Secondary Education (DESE) is submitted accurately and on a timely basis.
8. Supervise all student transportation issues.
9. Oversee the marketing of NSCS both to prospective families and the general public.
10. Provide leadership and function as liaison for all parties on matters pertaining to development and fund raising.
11. Prepare and present periodic financial reports as directed by the Board.

### Qualifications for Executive Director

1. BA/BS degree
2. Five years experience in education
3. School management experience, including financial, personnel, marketing, and operational responsibilities
4. Record of sound judgment and responsible management in 2-3 above
5. Record of ability to work with and lead people
6. Genial, warm, open personality
7. Experience with and willingness to do development work.

### Principal

The Board of Directors and the Executive Director of the school are responsible for hiring and evaluating the Principal.

The Principal will:

1. In conjunction with the Executive Director, insure a safe learning environment for students, staff and faculty.
2. Implement the directives of the Board, with a special focus on insuring that all minority employment and student practices set by the Board are followed.
3. Be responsible for reviewing student behavior and discipline matters.
4. Recruit, hire, train, and evaluate all academic staff.
5. Define curriculum, in accordance with Board guidelines, and set school schedules.
6. Supervise the creation and lead implementation of the parent involvement program.
7. On a daily basis, be responsible for overseeing the teaching/learning process.

8. Regularly monitor student achievement.
9. Serve as the public persona of NSCS, function as the school liaison to other schools and be the school official responsible for media contacts.

### Qualifications for Principal

1. BA/BS degree
2. Missouri principal's license
3. Experienced urban principal (3 years minimum)
4. Experience in setting up and using eMINTS classrooms
5. Proven ability to hire, train, and evaluate teachers
6. Commitment to our mission, goals, expectations
7. Record of working well with children and parents
8. Strong leadership skill

### School Secretary

The school secretary will be hired, supervised, and evaluated by the Principal. Duties will be:

1. Receptionist
2. Daily Attendance
3. Mail
4. Take/deliver messages
5. Core Data reporting
6. Book/materials ordering
7. Payment of bills, keeping of accounts
8. Take/deliver messages
9. General clerical work in daily/annual operations of school.

### Qualifications for Secretary

1. Experienced secretary (3 years) with strong references
2. Experience in school or school-like setting
3. Evidence of mastery of essential clerical skills
4. Strong work ethic
5. Flexibility
6. Ability to do many things at once
7. Personable, positive, good with both adults and children

## 8. Patient

### Custodian

The custodian will be hired by the Executive Director to whom he/she will report and by whom he/she will be evaluated.

Duties will be:

1. Daily cleaning of school building
2. Care of school grounds, including keeping yard and playground clear of trash, mowed/trimmed, and in good repair
3. Maintenance of all custodial equipment
4. Ordering of custodial supplies
5. Light and routine maintenance, repair, and replacement tasks
6. Oversight of maintenance needs, regular reporting to Executive Director of needs, and coordination of all maintenance work
7. Snow removal from walks and parking lots
8. Annual summer cleaning of building.

### Qualifications for Custodian

1. Experienced in custodial or custodial-like work
2. Conscientious and reliable
3. Hard worker
4. Able and willing to do a variety of tasks
5. Capable of developing commitment to school and students
6. Good with young people
7. Gentle, kind-hearted, and patient

### Social-Psychological-Family (SPF) Coordinator

The SPF Coordinator will be hired, supervised, and evaluated by the Principal.

Duties will be:

1. General oversight of social-psychological-familial needs/develop of students and families
2. Collection, organization, and dissemination of information on SPF of students and families
3. Establish, cultivate, and maintain relationships with school families
4. Organize and operate the Teacher Home Visits Program

5. Identify social services needs of students/families and mobilize social service agencies to assist them
6. Build relationships with community organizations, encouraging them to work with the school to help families and improve the school and its surrounding community.

#### Qualifications for Social-Psychological-Family Coordinator

1. BA/BS in psychology, counseling, or social work
2. Experience in school settings (3 years minimum)
3. Commitment to our mission and student population
4. Strong interpersonal skills
5. Good at working with low-income families
6. Good at working with teachers and community groups
7. Confident and strong in pursuit of goals
8. Positive, warm, and kind
9. Experienced in working with social services agencies

#### Teacher

Teachers will be hired, supervised, and evaluated by the Principal.  
Teachers will:

1. Maintain a safe and orderly classroom
2. Treat all students with respect, fairness, and kindness
3. Have high expectations for all students
4. Organize the physical space of the classroom to be functional and appealing
5. Plan, organize, and deliver instruction and other student activities
6. Assess student progress, using formative and summative assessment tools
7. Modify instruction based upon assessment information
8. Communicate/cooperate/collaborate with other teachers and the SPF coordinator
9. Communicate with parents regularly and participate in the Home Visit Program
10. Perform extra duties (lunchroom duty, for example) as required
11. Participate in and help maintain the community life of the school.

## Qualifications for Teachers

1. BA/BS degree, knowledgeable, and well educated
2. Teaching certificate in elementary education (K-5)
3. Teaching experience (student teaching minimum)
4. Experience working with children (3 years)
5. Comfort and ability with computers
6. High expectation for students
7. Agreement with our mission and goals
8. Culturally sensitive and aware
9. Tough-minded, organized, disciplined
10. Naturally warm and nurturing
11. Lively and energetic
12. Creative
13. Good with children
14. Resourceful and capable of growth

# Appendix C.1: Five Year Operating Budget

## 1. Budget Calculation Assumptions

<b>Assumptions</b>	<b>2013-2014</b>	<b>2014-2017</b>
Enrollment	240	255
ADA @ 93%	223	237
FRL @ 99%	238	235
IEP	19	25
LEP	0	0
Summer School (add to WADA)	add 14 students	add 15 students
PROP C per WADA	\$840	\$840
Basic Formula per WADA	\$7500	\$7500

# Five Year Budget

<b>North Side Community School</b>						
Proposed Five Year Operational Budget						
	2013-14 (240 enroll)	2014-15 (255 enroll)	2015-16 (255 enroll)	2016-17 (255 enroll)	2017-18 (255 enroll)	
<b>Revenues</b>						
5100 Local	\$ 440,483	\$ 440,483	\$ 440,483	\$ 440,483	\$ 440,483	
5200 County	-	-	-	-	-	
5300 State	2,129,813	2,129,813	2,129,813	2,129,813	2,129,813	
5400 Federal	489,387	489,387	489,387	489,387	489,387	
<b>5899 GRAND TOTAL REVENUES</b>	<b>3,059,683</b>	<b>3,059,683</b>	<b>3,059,683</b>	<b>3,059,683</b>	<b>3,059,683</b>	
<b>Expenditures</b>						
1100 Regular Programs	1,566,968	1,567,493	1,590,862	1,614,583	1,638,659	
1191 Summer School	61,343	62,263	63,197	64,145	65,107	
1200 Special Programs	74,134	75,246	76,375	77,520	78,683	
1999 TOTAL INSTRUCTION	1,702,445	1,705,002	1,730,434	1,756,248	1,782,449	
2100 Support Services-Pupils	208,990	212,125	215,307	218,536	221,814	
2200 Support Services-Professional Development	11,747	11,923	12,102	12,284	12,468	
2320 Executive Administration Services	153,892	156,200	158,543	160,922	163,335	
2510 Support Services-Business	137,858	139,926	142,025	144,155	146,317	
2540 Operation of Plant Services	411,072	417,163	423,346	429,621	435,990	
2550 Pupil Transportation**	157,576	109,190	110,827	112,490	114,177	
2560 Food Services	162,283	164,717	167,188	169,696	172,241	
2660 Technology Services	9,616	9,760	9,907	10,055	10,206	
2998 TOTAL SUPPORT SERVICES	1,253,034	1,221,005	1,239,245	1,257,758	1,276,550	
<b>9999 GRAND TOTAL EXPENDITURES</b>	<b>2,955,479</b>	<b>2,926,006</b>	<b>2,969,679</b>	<b>3,014,006</b>	<b>3,058,999</b>	
<b>Total Revenue Over/(Under) Total Expenses</b>	<b>104,204</b>	<b>133,677</b>	<b>90,004</b>	<b>45,677</b>	<b>684</b>	
<b>Beginning Balance, July 1</b>	<b>576,417</b>	<b>680,621</b>	<b>814,298</b>	<b>904,302</b>	<b>949,979</b>	
<b>Ending Balance, June 30</b>	<b>\$ 680,621</b>	<b>\$ 814,298</b>	<b>\$ 904,302</b>	<b>\$ 949,979</b>	<b>\$ 950,662</b>	
** Note, 2013-14 allows for \$50,000 in new bus purchases						
non 10 & 20 code items (capital and debt service)	\$ 195,232.00	\$ 147,410.48	\$ 149,621.64	\$ 151,865.96	\$ 154,143.95	
expenditures less above	2,760,247.00	2,778,595.71	2,820,057.14	2,862,140.50	2,904,855.11	
<b>Ending Balance as % of expenditures</b>	<b>25%</b>	<b>29%</b>	<b>32%</b>	<b>33%</b>	<b>33%</b>	

NSCS Five Year Budget - Revenues (part 1)

Revenue	2013-14 (240 enroll)	2014-15 (255 enroll)	2015-16 (255 enroll)	2016-17 (255 enroll)	2017-18 (255 enroll)
<b>5100 Local Revenue</b>					
5113 Prop C	\$ 237,719 (a)				
5150 Food Sales to Pupils	-	-	-	-	-
5160 Food Sales to Adults	-	-	-	-	-
5180 Community Services	52,764	52,764	52,764	52,764	52,764
5190 Private Gifts	150,000	150,000	150,000	150,000	150,000
<b>5100 Total Local Revenue</b>	<b>440,483</b>	<b>440,483</b>	<b>440,483</b>	<b>440,483</b>	<b>440,483</b>
<b>5200 County Revenue</b>					
<b>5200 County Revenue</b>	-	-	-	-	-
<b>5300 State Revenue</b>					
5311 Basic Formula	2,016,949 (b)	\$ 2,016,949 (d)	\$ 2,016,949 (d)	\$ 2,016,949 (e)	\$ 2,016,949 (f)
5312 Transportation	7,300 (g)	\$ 7,300 (g)	\$ 7,300 (g)	\$ 7,300 (g)	\$ 7,300 (g)
5319 Classroom Trust Fund (CTF)	105,564 (h)	\$ 105,564 (h)	\$ 105,564 (h)	\$ 105,564 (h)	\$ 105,564 (h)
<b>5300 State Revenue</b>	<b>2,129,813</b>	<b>2,129,813</b>	<b>2,129,813</b>	<b>2,129,813</b>	<b>2,129,813</b>
<b>5400 Federal Revenue</b>					
5441 Special Ed Part B	27,960 (i)	\$ 27,960 (i)	\$ 27,960 (i)	\$ 27,960 (i)	\$ 27,960 (i)
5445 School Lunch Program	118,830 (j)	\$ 118,830 (k)	\$ 118,830 (k)	\$ 118,830 (l)	\$ 118,830 (m)
5446 School Breakfast & snack Program	82,953 (n)	\$ 82,953 (p)	\$ 82,953 (p)	\$ 82,953 (q)	\$ 82,953 (r)
5451-65 Federal Programs	259,644 (s)	\$ 259,644 (s)	\$ 259,644 (s)	\$ 259,644 (s)	\$ 259,644 (s)
5497 Federal CSP	-	-	-	-	-
<b>5400 Federal Revenue</b>	<b>489,387</b>	<b>489,387</b>	<b>489,387</b>	<b>489,387</b>	<b>489,387</b>
<b>5899 GRAND TOTAL REVENUES</b>	<b>3,059,683</b>	<b>3,059,683</b>	<b>3,059,683</b>	<b>3,059,683</b>	<b>3,059,683</b>
See Following Attachment "Revenue Explanations"					

## NSCS Five Year Budget - Revenues (part 2)

Revenue Explanations:									
(a) \$840 per previous years WADA,									
(b) 283 WADA x \$7,500 = \$2,122,500 less CTF= \$2,016,949									
(c) same as b									
(d) same as b									
(e) same as b									
(f) same as b									
(g) \$7300 per previous years ADT,									
(h) \$459 per previous years regular ADA									
(i) provided by special ed funding annually									
(j-q) All meals based on 99% FRL									
(j) Lunches: 177 days x 230 ADA with 90% lunch participation x \$2.79 = \$118,830									
(k) Lunches: same as j									
(l) Lunches: k									
(m) Lunches: l									
(n) Breakfast & Snack: (177 days x 230 ADA x 75% breakfast participation x 1.80) + (177 days x 230 ADA x 100% snack participation x \$.76) = \$62,953									
(o) Breakfast & Snack: based on n									
(p) Breakfast & Snack: based on o									
(q) Breakfast & Snack: based on p									
(r) Breakfast & Snack: based on q									

## Expenditures By Function

Expenditures by Function	2013-14 (240 enroll)	2014-15 (255 enroll)	2015-16 (255 enroll)	2016-17 (255 enroll)	2017-18 (255 enroll)
<b>1100 Regular Programs</b>					
6100 Salaries	\$ 1,075,718	\$ 1,091,854	\$ 1,108,232	\$ 1,124,855	\$ 1,141,728
6200 Benefits	347,114	352,321	357,606	362,970	368,414
6300 Purchased Services	-	-	-	-	-
6400 Supplies & Materials	112,136	113,818	115,525	117,258	119,017
6500 Equipment	32,000	9,500	9,500	9,500	9,500
<b>Total Regular Program</b>	<b>1,566,968</b>	<b>1,567,493</b>	<b>1,590,862</b>	<b>1,614,583</b>	<b>1,638,659</b>
<b>1191 Summer School</b>					
6100 Salaries	60,799	61,711	62,637	63,576	64,530
6200 Benefits	544	552	560	569	577
6300 Purchased Services	-	-	-	-	-
6400 Supplies & Materials	-	-	-	-	-
6500 Equipment	-	-	-	-	-
<b>Total Summer School</b>	<b>61,343</b>	<b>62,263</b>	<b>63,197</b>	<b>64,145</b>	<b>65,107</b>
<b>1200 Special Programs</b>					
6100 Salaries	-	-	-	-	-
6200 Benefits	-	-	-	-	-
6300 Purchased Services	74,134	75,246	76,375	77,520	78,683
6400 Supplies & Materials	-	-	-	-	-
6500 Equipment	-	-	-	-	-
<b>Total Special Programs</b>	<b>74,134</b>	<b>75,246</b>	<b>76,375</b>	<b>77,520</b>	<b>78,683</b>
<b>2100 Support Services-Pupils</b>					
6100 Salaries	123,670	125,525	127,408	129,319	131,259
6200 Benefits	41,772	42,399	43,035	43,680	44,335
6300 Purchased Services	43,548	44,201	44,864	45,537	46,220
6400 Supplies & Materials	-	-	-	-	-
6500 Equipment	-	-	-	-	-
<b>Total Support Services-Pupils</b>	<b>208,990</b>	<b>212,125</b>	<b>215,307</b>	<b>218,536</b>	<b>221,814</b>
<b>2200 Support Services-Prof Develop</b>					
6100 Salaries	-	-	-	-	-
6200 Benefits	-	-	-	-	-
6300 Purchased Services	11,747	11,923	12,102	12,284	12,468
6400 Supplies & Materials	-	-	-	-	-
6500 Equipment	-	-	-	-	-
<b>Total Support Services-Prof Develop</b>	<b>11,747</b>	<b>11,923</b>	<b>12,102</b>	<b>12,284</b>	<b>12,468</b>

## Expenditures By Function

Expenditures by Function	2013-14 (240 enroll)	2014-15 (255 enroll)	2015-16 (255 enroll)	2016-17 (255 enroll)	2017-18 (255 enroll)
Expenditures by Function (cont'd)	2011-12 (150 enroll)	2012-13 (200 enroll)	2013-14 (250 enroll)	2014-15 (300 enroll)	2015-16 (350 enroll)
<b>2320 Executive Administration Services</b>					
6100 Salaries	71,679	72,754	73,845	74,953	76,077
6200 Benefits	33,600	34,104	34,616	35,135	35,662
6300 Purchased Services	28,229	28,652	29,082	29,518	29,961
6400 Supplies & Materials	20,384	20,690	21,000	21,315	21,635
6500 Equipment	-	-	-	-	-
<b>Total Executive Administration Serv</b>	<b>153,892</b>	<b>156,200</b>	<b>158,543</b>	<b>160,922</b>	<b>163,335</b>
<b>2510 Support Services-Business</b>					
6100 Salaries	74,675	75,795	76,932	78,086	79,257
6200 Benefits	30,600	31,059	31,525	31,998	32,478
6300 Purchased Services	32,583	33,072	33,568	34,071	34,582
6400 Supplies & Materials	-	-	-	-	-
6500 Equipment	-	-	-	-	-
<b>Total Support Services-Business</b>	<b>137,858</b>	<b>139,926</b>	<b>142,025</b>	<b>144,155</b>	<b>146,317</b>
<b>2540 Operation of Plant Services</b>					
6100 Salaries	92,664	94,054	95,465	96,897	98,350
6200 Benefits	25,716	26,102	26,493	26,891	27,294
6300 Purchased Services	222,369	225,705	229,090	232,526	236,014
6400 Supplies & Materials	65,323	66,303	67,297	68,307	69,331
6500 Equipment	5,000	5,000	5,000	5,000	5,000
<b>Total Operation of Plant Services</b>	<b>411,072</b>	<b>417,163</b>	<b>423,346</b>	<b>429,621</b>	<b>435,990</b>
<b>2550 Pupil Transportation</b>					
6100 Salaries	41,292	41,911	42,540	43,178	43,826
6200 Benefits	6,936	7,040	7,146	7,253	7,362
6300 Purchased Services	59,348	60,238	61,142	62,059	62,990
6400 Supplies & Materials	-	-	-	-	-
6500 Equipment	50,000	-	-	-	-
<b>Total Pupil Transportation</b>	<b>157,576</b>	<b>109,190</b>	<b>110,827</b>	<b>112,490</b>	<b>114,177</b>
<b>2560 Food Services</b>					
6100 Salaries	32,916	33,410	33,911	34,420	34,936
6200 Benefits	4,416	4,482	4,549	4,618	4,687
6300 Purchased Services	-	-	-	-	-
6400 Supplies & Materials	124,951	126,825	128,728	130,659	132,618
6500 Equipment	-	-	-	-	-
<b>Total Food Services</b>	<b>162,283</b>	<b>164,717</b>	<b>167,188</b>	<b>169,696</b>	<b>172,241</b>

## Expenditures By Function

Expenditures by Function	2013-14 (240 enroll)	2014-15 (255 enroll)	2015-16 (255 enroll)	2016-17 (255 enroll)	2017-18 (255 enroll)
(cont'd)					
Expenditures by Function	2011-12 (150 enroll)	2012-13 (200 enroll)	2013-14 (250 enroll)	2014-15 (300 enroll)	2015-16 (350 enroll)
<b>2660 Technology Services</b>					
6100 Salaries	-	-	-	-	-
6200 Benefits	-	-	-	-	-
6300 Purchased Services	9,616	9,760	9,907	10,055	10,206
6400 Supplies & Materials	-	-	-	-	-
6500 Equipment	-	-	-	-	-
<b>Total Technology Services</b>	<b>9,616</b>	<b>9,760</b>	<b>9,907</b>	<b>10,055</b>	<b>10,206</b>
<b>Total Expenditures by Function</b>	<b>\$ 2,955,479</b>	<b>\$ 2,926,006</b>	<b>\$ 2,969,679</b>	<b>\$ 3,014,006</b>	<b>\$ 3,058,999</b>

# Salaries

	2013-14 (240 enroll)	2014-15 (255 enroll)	2015-16 (255 enroll)	2016-17 (255 enroll)	2017-18 (255 enroll)
<b>Salaries</b>					
<b>1100 Regular Programs</b>					
Classroom Teachers (15:1)	838,563	851,141	863,909	876,867	890,020
Teacher Aides	81,760	82,986	84,231	85,495	86,777
Music/Art	82,000	83,230	84,478	85,746	87,032
Physical Education	45,399	46,080	46,771	47,473	48,185
Substitutes	27,996	28,416	28,842	29,275	29,714
<b>Total Regular Program Salaries</b>	<b>1,075,718</b>	<b>1,091,854</b>	<b>1,108,232</b>	<b>1,124,855</b>	<b>1,141,728</b>
<b>1191 Summer School</b>					
Summer School Teachers (15:1)	60,799	61,711	62,637	63,576	64,530
<b>Total Summer School Salaries</b>	<b>60,799</b>	<b>61,711</b>	<b>62,637</b>	<b>63,576</b>	<b>64,530</b>
<b>2100 Support Services-Pupils</b>					
Administrative Assistant (1)	32,000	32,480	32,967	33,462	33,964
Principal (1 FTE)	91,670	93,045	94,441	95,857	97,295
<b>Total Support Serv-Pupils Salaries</b>	<b>123,670</b>	<b>125,525</b>	<b>127,408</b>	<b>129,319</b>	<b>131,259</b>
<b>2320 Executive Administration Services</b>					
Director of Operations (1 FTE)	54,075	54,886	55,709	56,545	57,393
Pre K Director	17,604	17,868	18,136	18,408	18,684
<b>Total Exec Admin Serv Salaries</b>	<b>71,679</b>	<b>72,754</b>	<b>73,845</b>	<b>74,953</b>	<b>76,077</b>
<b>2510 Support Services-Business</b>					
Accounting (PT)	20,600	20,909	21,223	21,541	21,864
Business Manager	54,075	54,886	55,709	56,545	57,393
<b>Total Support Serv-Bus Salaries</b>	<b>74,675</b>	<b>75,795</b>	<b>76,932</b>	<b>78,086</b>	<b>79,257</b>
<b>2540 Operations</b>					
Maintenance & Custodial Staff	92,664	94,054	95,465	96,897	98,350
<b>Total Operations Salaries</b>	<b>92,664</b>	<b>94,054</b>	<b>95,465</b>	<b>96,897</b>	<b>98,350</b>
<b>2550 Transportation</b>					
Bus Drivers	41,292	41,911	42,540	43,178	43,826
<b>Total Transportation Salaries</b>	<b>41,292</b>	<b>41,911</b>	<b>42,540</b>	<b>43,178</b>	<b>43,826</b>
<b>2560 Food Service</b>					
Kitchen Staff	32,916	33,410	33,911	34,420	34,936
<b>Total Food Service Salaries</b>	<b>32,916</b>	<b>33,410</b>	<b>33,911</b>	<b>34,420</b>	<b>34,936</b>
<b>Total Salaries</b>	<b>\$ 1,573,413</b>	<b>\$ 1,597,014</b>	<b>\$ 1,620,969</b>	<b>\$ 1,645,284</b>	<b>\$ 1,669,963</b>

Purchased Services

Purchased Services	2013-14 (240 enroll)	2014-15 (255 enroll)	2015-16 (255 enroll)	2016-17 (255 enroll)	2017-18 (255 enroll)
<b>1200 Special Programs</b>					
Special Education Services	74,134	75,246	76,375	77,520	78,683
<b>Total Special Programs Purch Serv</b>	<b>74,134</b>	<b>75,246</b>	<b>76,375</b>	<b>77,520</b>	<b>78,683</b>
<b>2100 Support Services-Pupils</b>					
Marketing & Development	36,828	37,380	37,941	38,510	39,088
Printing/Binding	6,720	6,821	6,923	7,027	7,132
<b>Total Special Programs Purch Serv</b>	<b>43,548</b>	<b>44,201</b>	<b>44,864</b>	<b>45,537</b>	<b>46,220</b>
<b>2200 Support Services-Prof Develop</b>					
Professional Development	11,747	11,923	12,102	12,284	12,468
Staff Development	-	-	-	-	-
<b>Total Support Serv-Instr Staff Purch</b>	<b>11,747</b>	<b>11,923</b>	<b>12,102</b>	<b>12,284</b>	<b>12,468</b>
<b>2320 Executive Administration Services</b>					
Auditing Fees	9,785	9,932	10,081	10,232	10,385
Legal Fees	11,856	12,034	12,214	12,398	12,584
Rent/Lease Equipment	5,184	5,262	5,341	5,421	5,502
Staff Recruitment	1,404	1,425	1,446	1,468	1,490
<b>Total Support Services-Board Purch</b>	<b>28,229</b>	<b>28,652</b>	<b>29,082</b>	<b>29,518</b>	<b>29,961</b>
<b>2510 Support Services-Business</b>					
Accounting & Consulting Services	32,583	33,072	33,568	34,071	34,582
<b>Total Support Services-Business</b>	<b>32,583</b>	<b>33,072</b>	<b>33,568</b>	<b>34,071</b>	<b>34,582</b>
<b>2540 Operation of Plant Services</b>					
Alarm Services	-	-	-	-	-
Cleaning Services	9,996	10,146	10,298	10,453	10,609
water/sewer	5,829	5,916	6,005	6,095	6,187
Property & Casualty Insurance	34,308	34,823	35,345	35,875	36,413
Refuse Services	2,004	2,034	2,065	2,096	2,127
Rent/lease/mortgage	145,232	147,410	149,622	151,866	154,144
Repairs & Maintenance	25,000	25,375	25,756	26,142	26,534
<b>Total Operation of Plant Serv-Purch</b>	<b>222,369</b>	<b>225,705</b>	<b>229,090</b>	<b>232,526</b>	<b>236,014</b>
<b>2550 Pupil Transportation</b>					
Student Transportation	59,348	60,238	61,142	62,059	62,990
<b>Total Pupil Transportation-Purch Serv</b>	<b>59,348</b>	<b>60,238</b>	<b>61,142</b>	<b>62,059</b>	<b>62,990</b>
<b>2560 Food Services</b>					
Food Service	-	-	-	-	-
<b>Total Food Services-Purch Serv</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2660 Technology Services</b>					
Communications	2,000	2,030	2,060	2,091	2,123
Consultant	4,116	4,178	4,240	4,304	4,369
Repair & Maintenance-Equipment	3,500	3,553	3,606	3,660	3,715
<b>Total Technology Services-Purch Serv</b>	<b>9,616</b>	<b>9,760</b>	<b>9,907</b>	<b>10,055</b>	<b>10,206</b>
<b>Total Purchased Services</b>	<b>\$ 481,574</b>	<b>\$ 488,798</b>	<b>\$ 496,130</b>	<b>\$ 503,572</b>	<b>\$ 511,125</b>

See Following Attachment "Purchased Service Explanations"

## Purchased Services

Purchased Services	(240 enroll)	(255 enroll)	(255 enroll)	(255 enroll)	(255 enroll)
<b>Purchased Service Explanations:</b>					
(a)	Based on previous years performance with 1.5% increase				
(b)	Based on previous years performance with 1.5% increase				
(c)	Based on previous years performance with 1.5% increase				
(d)	Based on previous years performance with 1.5% increase				
(e)	Based on previous years performance with 1.5% increase				
(f)	We prepare meals on site. Food expenses are reflected in Supplies Food and Salaries.				
(g)	We prepare meals on site. Food expenses are reflected in Supplies Food and Salaries.				
(h)	We prepare meals on site. Food expenses are reflected in Supplies Food and Salaries.				
(i)	We prepare meals on site. Food expenses are reflected in Supplies Food and Salaries.				
(j)	We prepare meals on site. Food expenses are reflected in Supplies Food and Salaries.				

# Supplies

Supplies	2013-14 (240 enroll)	2014-15 (255 enroll)	2015-16 (255 enroll)	2016-17 (255 enroll)	2017-18 (255 enroll)
<b>1100 Regular Programs</b>					
Assessment Material		-	-	-	-
Classroom Supplies	67,136	68,143	69,165	70,203	71,256
Textbooks & Materials	45,000	45,675	46,360	47,056	47,761
<b>Total Regular Program Supplies</b>	<b>112,136</b>	<b>113,818</b>	<b>115,525</b>	<b>117,258</b>	<b>119,017</b>
<b>2320 Support Services-General Administration</b>					
Miscellaneous	2,064	2,095	2,126	2,158	2,191
Postage	1,596	1,620	1,644	1,669	1,694
Supplies & Materials	16,724	16,975	17,229	17,488	17,750
<b>Total Support Services Supplies</b>	<b>20,384</b>	<b>20,690</b>	<b>21,000</b>	<b>21,315</b>	<b>21,635</b>
<b>2540 Operation of Plant Services</b>					
Supplies & Materials	65,323	66,303	67,297	68,307	69,331
<b>Total Oper of Plant Services Supplies</b>	<b>65,323</b>	<b>66,303</b>	<b>67,297</b>	<b>68,307</b>	<b>69,331</b>
<b>2560 Food Services</b>					
Supplies & Materials	124,951	126,825	128,728	130,659	132,618
<b>Total Food Services Supplies</b>	<b>124,951</b>	<b>126,825</b>	<b>128,728</b>	<b>130,659</b>	<b>132,618</b>
<b>2660 Technology Services</b>					
Computer Supplies & Materials	-	-	-	-	-
<b>Total Technology Services Supplies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Supplies</b>	<b>\$ 322,794</b>	<b>\$ 327,636</b>	<b>\$ 332,550</b>	<b>\$ 337,539</b>	<b>\$ 342,602</b>

# Equipment

Equipment	2013-14 (240 enroll)	2014-15 (255 enroll)	2015-16 (255 enroll)	2016-17 (255 enroll)	2017-18 (255 enroll)
<b>1100 Regular Programs</b>					
Classroom Computers	22,000	4,000	4,000	4,000	4,000
Classroom Furniture	10,000	5,500	5,500	5,500	5,500
<b>Total Regular Programs Equipment</b>	<b>32,000</b>	<b>9,500</b>	<b>9,500</b>	<b>9,500</b>	<b>9,500</b>
<b>2540 Operation of Plant Services</b>					
Equipment	5,000	5,000	5,000	5,000	5,000
<b>Total Oper of Plant Services Equipment</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>2560 Food Services</b>					
Equipment	2,500	5,500	-	-	-
<b>Total Food Services Equipment</b>	<b>2,500</b>	<b>5,500</b>	-	-	-
<b>2660 Technology Services</b>					
Computers		-	-	-	-
<b>Total Technology Services Equipment</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2660 Transportation Services</b>					
New bus	50,000	-	-	-	-
<b>Total Transportation Services Equipment</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Equipment</b>	<b>\$ 89,500</b>	<b>\$ 20,000</b>	<b>\$ 14,500</b>	<b>\$ 14,500</b>	<b>\$ 14,500</b>

# Appendix C.1 Procurement Policy

All procurements made by North Side Community School (NSCS) will be made in accordance with the following procurement standards.

Procurement transactions, regardless of method or dollar value, will maximize open and free competition consistent with the standards of the State of Missouri. Purchases will be reviewed by the Director of Operations and/or Executive Director to prevent duplication and to ensure that costs are reasonable.

## I. METHODS FOR PROCUREMENT

Procurements shall be made using one of the following methods: (a) small purchase procedures, (b) competitive sealed bids, (c) competitive negotiations, (d) non-competitive negotiation.

### A. Small Purchases

Purchases which cost between \$500 and \$1,000 will require three over-the-telephone quotations of rate, price, etc. A memorandum will be prepared setting forth the date calls were made, parties contacted and prices obtained. For purchases of less than \$500, efforts will be made to get the lowest and best price, but written records of such efforts are not necessary.

Purchases of supplies, equipment and services which cost between \$1,000 and \$10,000 will require written estimates but no legal advertisement is required. NSCS will solicit written responses from at least three vendors, and if no such responses are available, a statement explaining the procurement will be prepared and filed.

### B. Competitive Sealed Bids

Bidding will be employed when detailed specifications for the goods or services to be procured can be prepared and the primary basis for award is cost. When the cost of a contract, lease or other agreement for materials, supplies, equipment or contractual services, other than those personal or professional, exceeds \$10,000, an Invitation for Bids (IFB) notice will generally be prepared.

The IFB will include a complete, accurate and realistic specification and description of the goods or services to be procured, the bid deposit, payment bond and bond performance required (if applicable), the location where bid forms and specifications may be secured, the time and place for opening bids, and whether the bid award will be made on the basis of the lowest price or the lowest evaluated price. If the lowest evaluated price is used, the measurable criteria to be used must be stated in the IFB.

Sealed bids will be opened in public at the time and place stated in the IFBs. The bids will be tabulated. The results of the tabulation and the bid procurements will be examined for accuracy and completeness. In addition, NSCS shall determine that all firms are responsive and responsible. NSCS will make the decision as to whom the contract shall be awarded. After the bid award, a contract will be prepared for execution by the successful bidder.

After the contract is signed, all bid deposits will be returned to all unsuccessful bidders.

NSCS may cancel an Invitation for Bid or reject all bids if it is determined that such is in the best interests of the school. Bidders will be notified in writing of such cancellation or rejection. NSCS may allow a vendor to withdraw a bid if requested at any time prior to the bid opening. Bids received after the time set for bid opening shall be returned to the vendor unopened.

### **C. Competitive Negotiations**

NSCS will use competitive negotiations, regardless of contract amount, upon a written determination that:

1. Specifications cannot be made specific enough to permit the award of a bid on the basis of either the lowest bid or the lowest evaluated bid price (in other words, bidding is not feasible).
2. The services to be procured are professional in nature.

With the exception of certain professional services (principally engineering services), competitive negotiations will proceed as follows:

- a. Proposals will be solicited; additionally, a Request for Proposal (RFP) may be prepared and mailed to qualified vendors. The RFP will describe services needed and identify the factors to be considered in the evaluation of proposals and the relative weights assigned to each selection factor. The RFP will also state where further details regarding the RFP may be obtained. The RFP will call attention to the same regulations discussed in the bidding process. Requests for proposals will always include cost as a selection factor.
- b. Award must be made to the offeror whose proposal is determined in writing by NSCS to be the most advantageous. Evaluations must be based on the factors set forth in the Request for Proposal and a written evaluation of each response prepared. The review committee may contact the firms regarding their proposals for the purpose of clarification and record in writing the nature of the clarification. If it is determined that no acceptable proposal has been submitted, all proposals may be rejected. New proposals may be solicited on the same or revised terms or the procurement may be abandoned.

For the procurement of certain professional services, an alternative to RFPs may be used. NSCS may publish a Request for Qualifications. RFQ's are handled in a similar method to RFP's with the exception that cost is not a factor in the initial evaluation. NSCS will evaluate the responses and rank them by comparative qualifications. The highest scoring person or firm will be contacted and NSCS will negotiate cost. If parties are unable to negotiate a satisfactory cost arrangement, the second highest scoring person or firm will be invited to negotiate.

#### **D. Noncompetitive Negotiations**

Noncompetitive negotiations may be used for procurements in excess of \$10,000 when bidding or competitive negotiations are not feasible. NSCS may purchase goods and services through non-competitive negotiations when it is determined in writing that competitive negotiation or bidding is not feasible and that:

1. An emergency exists which will cause public harm as a result of the delay caused by following competitive purchasing procedures, or
2. The product or service can be obtained only from one source, or
3. The contract is for the purchase of perishable items purchased on a weekly or more frequent basis, or
4. Only one satisfactory proposal is received through RFP or RFQ, or
5. The state has authorized the particular type of noncompetitive negotiation.

Procurement by noncompetitive negotiation requires the strictest attention to the observation of impartiality toward all suppliers. NSCS must approve all procurements by non-competitive negotiation when only one supplier is involved or only one bid or response to an RFP/ RFQ is received.

**E.** Bids will be accepted only from those contractors who have a proven record of ability to successfully complete the scope of work being bid. References will be requested along with the contractor's bid proposal. Any contractors submitting a bid must produce (along with his/her bid documents) written proof of liability insurance and worker's compensation coverage. Consideration will be given to such matters as contractor integrity, compliance with public policy, record of past performance and financial and technical resources in awarding contracts.

**F.** Upon submission of a bid, the contractor will present a bid guarantee equivalent to 5 percent of the amount of the contractor's submitted bid. Unsuccessful bidders will have their bid guarantee returned to them with the notice which advises them they are an unsuccessful bidder. The successful bidder will post (at the signing of the contract and notice to proceed) a performance bond equal to 100 percent of the contract amount, along with a payment bond equivalent to 100 percent of the contract amount.

## **II. CONTRACTS**

Generally, all procurement in excess of \$1000 will be memorialized and supported by a written contract. Where it is not feasible or is impractical to prepare a contract, a written finding to this effect will be prepared and some form of documentation regarding the transaction will also be prepared. The contractual provisions required

by applicable Missouri and Federal rules and regulations and all others as applicable will be included in all contracts. All contracts will contain language that allows NSCS the opportunity to cancel any contract for cause. Said cause shall include (but not be limited to) demonstrated lack of ability to perform the work specified, unwillingness to complete the work in a timely fashion, cancellation of liability insurance or worker's compensation, failure to pay suppliers or workers, unsafe working conditions caused by the contractor, failure to keep accurate and timely records of the job, or failure to make those records available to NSCS (on request) or any other documented matter which could cause a hardship for NSCS if a claim should arise or the work not be completed on schedule at the specified cost.

Requests for proposals will be structured to utilize value-engineering for any construction project in excess of \$50,000. Value engineering will allow the total job to be broken down and bid in sections, so as to produce the lowest overall cost of the project. A project will request proposals for heating as one element, electrical as one element, etc. In some cases, this will make for a more cost-effective project. However, this does not preclude a bidder from making a lump-sum bid. Total cost will be calculated when value-engineering produces different bids for different scopes of work. Those segmented bids will then be added together to give a final project cost.

### **III. DOCUMENTATION**

All source documents supporting any given transaction (receipts, purchase orders, invoices, RFP/RFO data and bid materials) will be retained and filed in an appropriate manner. Where feasible, source documents pertinent to each individual procurement shall be separately filed and maintained. Where it is not feasible to maintain individual procurement files, source documents will be filed and maintained in a reasonable manner (examples include chronologically, by vendor, by type of procurement, etc.). Whatever form of documentation and filing is employed, the purpose of this section is to ensure that a clear and consistent audit trail is established. At a minimum, source document data must be sufficient to establish the basis for selection, basis for cost, (including the issue of reasonableness of cost), rationale for method of procurement and selection of contract type, and basis for payment.

### **IV. LOCALLY OWNED, MINORITY-OWNED, FEMALE-OWNED AND SMALL BUSINESSES**

All necessary affirmative steps will be taken and documented to solicit participation of locally owned, minority-owned, and small businesses. NSCS will solicit proposals from minority- or women-owned businesses that provide the goods or services that are being sought. Where possible and feasible, delivery schedules will be established and work will be subdivided to maximize participation by small businesses or minority- or women-owned businesses. Subdivided components will be bid as a separate contract. The successful bidder will be required to use this same criteria in selection of suppliers and subcontractors whenever possible.

### **V. CODE OF CONDUCT**

#### **A. Conflict Of Interest**

No NSCS member, employee, consultant, elected official, appointed official or designated agent will take part or have an interest in the award of any

procurement transaction if a conflict of interest, real or apparent, exists. A conflict of interest occurs when the official, employee or designated agent of NSCS, partners of such individuals, immediate family members, or an organization which employs or intends to employ any of the above has a financial or other interest in any of the competing firms.

NOTE: These rules apply to all named parties and shall be effective for the period of service and for one year after leaving said position (or office, in the case of elected officials).

**B. Acceptance of Gratuities**

No NSCS member, employee or designated agent shall solicit or accept gratuities, favors or anything of monetary value from contractors, potential contractors, subcontractors or potential subcontractors.

**C. Penalties**

Any NSCS member, employee or designated agent who knowingly and deliberately violates the provisions of this code will be open to civil suit by NSCS without the legal protection of NSCS. Furthermore, such a violation of these procurement standards is grounds for dismissal by NSCS (if an employee) or such sanctions as available under the law.

Any contractor or potential contractor who knowingly and deliberately violates the provisions of these procurement standards will be barred from future transactions with NSCS.

## **Appendix C.1: Dissolution of Assets**

As a Missouri Not-For-Profit Corporation, Progress in Education, Inc., d/b/a North Side Community School (the "School") will follow the dictates of Chapter 355 RSMo and the Code of State Regulations (5CSR20-100.265 Charter School Closure) as it relates to the dissolution of assets. Upon a determination by a member of the Board of Directors (the "Board") that a dissolution of assets of the School is appropriate, a special meeting of the Board shall be called at which time a majority of the Board may approve the decision to dissolve the School. At such meeting, the Board shall develop and approve a plan of dissolution which shall indicate the recipients of the assets held by the School after the payment of all creditors. It shall be the policy of the Board that such recipients shall be, for all non-public money (money not received from state or federal government), a not-for-profit institution(s) engaged in elementary education in the St. Louis Metropolitan area. All public money (that received from the state or federal government) shall be returned to the Department of Elementary and Secondary Education of the State of Missouri. The corporation shall make public, by written notice, the meeting at which the plan of dissolution is to be approved and the notice shall state that the purpose of the meeting is to consider dissolution of the School. Following approval of the plan of dissolution, the Board shall direct its President to follow the procedures set forth in the Missouri Not-For-Profit Corporation statute, including giving notice to the attorney general, the filing of the articles of dissolution, the payment of claims, the disposition of assets and the final

# Appendix C.5: Insurance Policies

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## Insurance Summary

Prepared For:

**North Side Community School**

Presented By:

**Howard V. Stephens and Bob Picht**



**THE DANIEL AND HENRY CO.**  
INSURANCE AND RISK MANAGEMENT

1001 Highlands Plaza Drive West  
Suite 500  
St. Louis, MO 63110

**Policy Term:**

July 10, 2011 to July 10, 2012

**Contact Information**

<b>Mailing Address:</b>	The Daniel and Henry Co. 1001 Highlands Plaza Drive West Suite 500 Saint Louis, MO 63110
<b>Telephone:</b>	314-421-1525
<b>Fax:</b>	314-444-1774
<b>Personnel:</b>	Bob Picht 314-444-1936 Irene Berry 314-444-1991

Emergencies: These individuals administer your account on a daily basis and are familiar with the intricacies of your insurance program. For this reason, they should always be the first people you attempt to contact in the event of an insurance emergency.

**North Side Community School**

**Location Listing**

<b>Policy Term:</b>	July 10, 2011 - July 10, 2012
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<b>Location</b>	<b>Bldg</b>	<b>Address</b>
001	001	3033 North Euclid St. Louis, MO 63115
001	002	3033 North Euclid St. Louis, MO 63115
001	003	3033 North Euclid St. Louis, MO 63115

<b>Policy Term:</b>	July 10, 2011 - July 10, 2012
<b>Insurer:</b>	Philadelphia Ins Co.

**Coverage Information**

Loc	Bldg	Subject of Insurance	Amount	Coins %	Ded	Valuation	Cause of Loss
001 001	001 001	BLKT BPP Bus Inc/Extra Exp	\$17,000	90	\$ 500	RC	SPECIAL
001 001	002 002	BLKT BPP Bus Inc/Extra Exp	\$17,000	90	\$ 500	RC	SPECIAL
001 001	003 003	BLKT BPP Bus Inc/Extra Exp	\$10,000	90	\$ 500	RC	SPECIAL

The property values used in this proposal are only estimates based upon information you have furnished. If you are not sure of the accuracy of the values stated, we would be happy to assist you in obtaining a professional appraisal.

**Special Forms**

* Earthquake Deductible		% of Limit or \$	
Flood Deductible	\$		

\* Refer to specific endorsement for explanation

COMPUTER COVERAGE - \$16,000.  
 Hardware / Data Media Deductible - \$500.  
 Business Income With Extra Expense Deductible - 2 Day Waiting Period

EQUIPMENT BREAKDOWN INCLUDED

**Forms, Endorsements, Conditions**

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**Endorsements include, but are not limited to:**

Computer Coverage  
Building and Personal Property Coverage Form  
Business Income (And Extra Expense) Coverage Form  
Commercial Property Conditions  
Causes of Loss – Special Form  
Elite Property Enhancement: School  
Commercial Inland Marine Conditions  
Equipment Breakdown Protection  
Loss of Income Due to Workplace Violence  
Commercial Inland Marine Conditions  
Missouri Changes  
Computer Coverage Form

***Other Policy Forms and Endorsements as set forth in Policy***

**Exclusions include, but are not limited to:**

Terrorism  
Mold / Bacteria / Fungi  
Earth Movement  
Government Action  
Nuclear Hazard  
War and Military Action  
Flood  
Delay, Loss of Use, Loss of Market  
Smoke / Vapor from Agricultural and Industrial Operations  
Wear and Tear, Rust, Latent Defect, Vermin  
Pollution  
Off Premise Power Failure

***Other Exclusions and Limitations as set forth in policy***

**Commercial General Liability Outline**

<b>Policy Term:</b>	July 10, 2011 - July 10, 2012
<b>Insurer:</b>	Philadelphia Ins Co.

**Coverage Form**

Occurrence Form

**Limits of Liability**

<b>Coverage</b>	<b>Limit</b>
General Aggregate (Other than Products/Completed Ops.)	\$2,000,000
Products/Completed Operations Aggregate	\$2,000,000
Personal/Advertising Injury Per Occurrence	\$1,000,000
Each Occurrence Limit	\$1,000,000
Fire Damage – Any One Fire	\$100,000
Medical Expense – Any One Person	\$5,000
<b>CLAIMS MADE</b>	
<b>Abuse or Molestation Sublimit</b>	
Per Person	\$50,000
Aggregate	\$100,000
<b>CLAIMS MADE</b>	
<b>Professional Liability Aggregate</b>	
Defense Reimbursement	\$1,000,000
Defense Reimbursement Aggregate	\$100,000
Deductible	\$300,000
	\$1,000
<b>CLAIMS MADE</b>	
<b>Employee Benefits Liability</b>	\$1,000,000
Deductible	\$1,000
Retroactive Date	07/10/09

<b>Policy Term:</b>	July 10, 2011 - July 10, 2012
<b>Insurer:</b>	Philadelphia Ins Co.

**Coverages**

<b>Coverage</b>	<b>Limit</b>	<b>Deductible</b>
Employee Dishonesty	\$500,000	\$5,000
Forgery or Alteration	No Coverage	
Theft, Disappearance or Destruction – Money & Securities		
Inside the Premises	\$10,000	\$ 500
Outside the Premises	\$10,000	\$ 500

**Forms, Endorsements, Conditions**

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**Conditions Include, But Are Not Limited To:**

Commercial Crime Coverage Form (Loss Sustained Form)

Missouri Changes

Include Designated Persons or Classes of Persons As Employees

Commercial Crime Coverage form (Loss Sustained Form)

Missouri Changes

Binding Arbitration

Include Designated Persons or Classes of Persons as Employees

***Other Policy Forms and Endorsements as set forth in Policy***

**Exclusions Include, But Are Not Limited To:**

Government Action

Acts of Employees Learned of by You Prior to the Policy Period

Computer Related or Data Recognition

Inventory Shortages

Legal Expenses

Nuclear Hazard

War and Military Action

Warehouse Receipts

Accounting Errors

Independent Contractors

Indirect Loss

Leased Employees Third Party Liability

***Other Exclusions and Limitations as set forth in the policy***

**Commercial General Liability Outline**

**Schedule of Hazards**

Loc	Class Code	Classification	Premium Basis	New Prem/Op Rate	New Prod Rate	Expiring Prem/Op Rate	Expiring Prod Rate
001	47476	Elementary School – 180 Students	T Bldg #1				
001	46671	Play Ground	T				
001	47469	Faculty Members - 14 Full time Teachers and 4 Part time	T				
001	44444	Liability Deluxe					
001	47476	Elementary School	Include Bldg# 2				
001	47476	Elementary School	Include Bldg #3				

(S)	Gross Sales	per \$1,000	(C)	Total Cost	Per \$1,000 / Cost
(P)	Payroll	per \$1,000 / Payroll	(T)	Other	Per Unit
(A)	Area	per 1,000 Sq Ft			

## ***Commercial General Liability Outline***

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### **Forms, Endorsements, Conditions**

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**Conditions Include, But Are Not Limited To:**

General Liability Deluxe Endorsement for Schools

Commercial General Liability Coverage Form

Abuse or Molestation Sublimit

Educators Protection Plus Coverage Form

Employees Benefits Administration Errors and Omissions

Bell Endorsement

Charter School Endorsement

Crisis Management Enhancement

Missouri Changes – Binding Arbitration

Missouri Changes – Medical Payments

Primary and non-contributory coverage does not automatically extend to the umbrella / excess liability unless the policy is endorsed with prior approval from the carrier.

***Other Policy Forms and Endorsements as set forth in Policy***

**Exclusions Include, But Are Not Limited To:**

ERISA/COBRA

Pollution

Computer Related or Data Recognition

Asbestos / Silica

Employment Related Practices Liability / Sexual Harassment

War and Military Action

Terrorism

Corporal Punishment

Mold / Bacteria / Fungi

Nuclear Energy Liability

Lead

Punitive Damages

Recording and Distribution of Material or Information In violation of Law

Designated Operations – Operations Covered by Consolidated (Wrap-Up) Insurance

Vehicles Subject to Motor Vehicle Laws

Violation of Statutes that Govern E-mails, Fax, Phone Calls or Other Methods of Sending Material or Information

***Other Exclusions and Limitations as Set Forth in Policy***

<b>Policy Term:</b>	July 10, 2011 - July 10, 2012
<b>Insurer:</b>	Philadelphia Ins Co.

**Coverage Information**

Limits	Coverages	Covered Automobiles
\$1,000,000	Liability - Each Accident Including Hired & Non-Owned Autos	7 8 & 9
\$5,000	Medical Payments - Each Person	7
\$1,000,000	Uninsured Motorist - Each Accident	6
\$1,000,000	Underinsured Motorist - Each Accident	6
\$500	Comprehensive	7 & 8
\$1,000	Collision	7 & 8

Coverage Symbols:	
1 - Any Auto	6 - Owned Autos Subject to Compulsory U.M. Law
2 - All Owned Autos	7 - Autos Specified on Schedule
3 - Owned Private Passenger Autos	8 - Hired Autos
4 - Owned Autos other than Private Passenger	9 - Non Owned Autos
5 - All Owned Autos Requiring No-Fault Coverage	

**Hired Car Physical Damage**

Deductible	Coverage
\$100	Comprehensive
\$1,000	Collision

**Forms, Endorsements, Conditions**

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**Conditions Include, But Are Not Limited To:**

Business Auto Coverage Form  
Schedule of Hired or Borrowed Covered Auto  
Auto Medical Payments Coverage  
Missouri Underinsured Motorists Coverage  
Missouri Uninsured Motorists Coverage  
Missouri Changes  
Missouri Changes – Cancellation and Nonrenewal

*Other Policy Forms and Endorsements as set forth in Policy*

**Exclusions Include, But Are Not Limited To:**

Nuclear Hazard  
War and Military Action  
Terrorism  
Pollution

*Other Exclusions and Limitations as Set Forth in Policy*

**North Side Community School**

**Schedule Of Vehicles**

<b>Year</b>	<b>Description</b>	<b>Liab</b>	<b>MP</b>	<b>UM</b>	<b>UIM</b>	<b>Comp</b>	<b>Coll</b>	
1993	GMC Bus 2GDHG31K2P4510990 Garaged: St. Louis, MO	•	•	•	•	500	1,000	
1998	Chevy Blue Bird 1GBL7T1P1VJ112947 Garaged: St. Louis, MO	•	•	•	•	500	1,000	
1995	Chevy Blue Bird 1GDL7T1P0RJ518036 Garaged: St. Louis, MO	•	•	•	•	500	1,000	
1999	Navistar Int'l Coac 1HVABBABP8XH206790 Garaged: St. Louis, MO	•	•	•	•	500	1,000	

**Schedule Of Drivers**

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<b>Driver #</b>	<b>Name</b>	<b>Date of Birth</b>	<b>State Licensed</b>	<b>License #</b>
001	Karen Echols	02/27/66	MO	T981287826
002	Evelyn Green	4/12/54	MO	M208226004
003	Renia Davis	11/28/82	MO	L208226023

## Workers Compensation Outline

<b>Policy Term:</b>	July 10, 2011 - July 10, 2012
<b>Insurer:</b>	The Hartford

### Workers Compensation

Workers Compensation provides reimbursement of your employees' medical expenses and lost income suffered as a result of an on the job injury, in accordance with state statutory requirements. It applies to the law of the states where you currently have operations. It includes incidental exposures in all other states except: ND, OH, WA, WY

### Employers Liability

Employers Liability protects you against liability imposed on you by common law for injuries to employees in the scope of their employment.

Bodily Injury by Accident	\$1,000,000	Each Accident
Bodily Injury by Disease	\$1,000,000	Policy Limit
Bodily Injury by Disease	\$1,000,000	Each Employee

### IMPORTANT

Changes in the standard Workers Compensation policy form affect the way incidental exposures (meaning those operations outside the state(s) in which you have permanent or ongoing operations) are covered.

If you have any work in progress located outside the state(s) listed in item 3.A on your policy's information page, then you must contact us immediately. Each state in which you have any operations as of the renewal date of your policy, even if they are temporary, should be listed here. Your policy presently provides Workers Compensation coverage in the following states:

**MO**

If you would like more details about the changes in the standard policy form, ask me about "Other States Coverages".

*North Side Community School*

***Workers Compensation Rating Information***

<b>State</b>	<b>Class Code</b>	<b>Classifications</b>	<b>Payroll</b>	<b>Rate</b>	<b>Premium</b>
MO	8868	SCHOOLS PROFESSIONAL	\$775,000	.38	\$2,945

<b>Description</b>	<b>Factor</b>	<b>Factored Premium</b>
Increased Limits		\$150
Expense Constant		\$160
Terrorism		78
MO 2nd Injury Fund Surcharge		\$100
Total Est. Annual Premium		\$3,433

**Forms, Endorsements, Conditions**

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**Conditions Include, But Are Not Limited To:**

Workers Compensation and Employees Liability Policy Form  
Notification of Change In Ownership  
Missouri Employer Paid Medical  
Terrorism Risk Insurance Program Reauthorization Act Disclosure  
Premium Due Date  
Missouri Cancellation and Nonrenewal  
Missouri Property and Casualty Association  
Missouri Amendatory  
Workers' Compensation and Employers Liability Participating Dividend Provisions  
Subject to Audit

***Other Policy Forms and Endorsements as set forth in Policy***

**Exclusions Include, But Are Not Limited To:**

Voluntary Compensation  
USL & H Coverage  
Stop Gap  
Leased Employee  
Jones Act  
Volunteers  
Foreign Coverage

***Other Exclusions and Limitations as Set Forth in Policy***

***Umbrella Liability Outline***

<b>Policy Term:</b>	July 10, 2011 - July 10, 2012
<b>Insurer:</b>	Philadelphia Ins Co.

**Coverage Information**

<b>Limit</b>	<b>Coverage</b>
\$5,000,000	Limit of Liability – Each Occurrence
\$5,000,000	Limit of Liability – Annual Aggregate
\$10,000	Self-Insured Retention – Each Occurrence

**Required Primary Coverages**

<b>Limit</b>	<b>Coverage</b>
\$1,000,000	General Liability
\$2,000,000	Each Occurrence
\$2,000,000	General Aggregate
\$2,000,000	Products / Completed Operations
\$1,000,000	Professional Liability
\$1,000,000	Occurrence
\$1,000,000	Aggregate
\$1,000,000	Employee Benefits Liability
\$1,000,000	Occurrence
\$1,000,000	Aggregate
\$1,000,000	Automobile Liability
\$1,000,000	Combined Single Limit
\$1,000,000	Employers Liability
\$1,000,000	Each Accident
\$1,000,000	Disease – Policy Limit
\$1,000,000	Disease – Each Employee

**Forms, Endorsements, Conditions**

---

**Conditions Include, But Are Not Limited To:**

Primary and non-contributory coverage does not automatically extend to the umbrella / excess liability unless the policy is endorsed with prior approval from the carrier.

Employers Liability Following Form

Missouri Changes – Cancellation and Nonrenewal

Underlying Insurance Following Form (Claims Made Endorsement)

Commercial Excess Liability Policy Form

Automobile Liability Follow Form

Missouri Changes – Cancellation and Nonrenewal

Claims Made – Underlying Insurance Follow Form

***Other Policy Forms and Endorsements as set forth in Policy***

**Exclusions Include, But Are Not Limited To:**

ERISA/COBRA

Aircraft

Watercraft

Employment Related Practices Liability / Sexual Harassment

Abuse or Molestation Exclusion

Director's & Officers

Asbestos / Silica

Computer Related or Data Recognition Exclusion

Pollution

Uninsured Motorist / Underinsured Motorist

Care, Custody and Control – Real and Personal Property

War and Military Action

Liquor Liability

Terrorism

Mold / Bacteria / Fungi

Nuclear Energy Liability

Lead

Violation of Statutes that Govern E-mails, Fax, Phone Calls or Other Methods of Sending Material of Information

***Other Exclusions and Limitations as Set Forth in Policy***

## ***Directors & Officers Liability Outline***

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### **Forms, Endorsements, Conditions**

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#### **Conditions Include, But Are Not Limited To:**

Bell Endorsement  
Crisis Management Enhancement  
Flexi Plus Five Policy Form  
Shared Limits  
Pro-Pak Elite Enhancement

***Other Policy Forms and Endorsements as set forth in Policy***

#### **Exclusions Include, But Are Not Limited To:**

Terrorism  
War and Military Action  
Mold / Bacteria / Fungi  
Employee Benefits Liability  
Pollution  
Professional Services Exclusion  
Bodily Injury and Property Damage  
Fraud and Dishonesty

***Other Exclusions and Limitations as Set Forth in Policy***