

C. Requested State Policy Waivers

Free Horizon Montessori is requesting CDE Waivers that are currently granted to the school and other Innovation Schools in the state. FHM anticipates that the requested waiver will have no financial impact upon the Jefferson County School District or the school budget and that the waivers be for the duration of the school as an Innovation School.

Charter School Automatic Waivers Currently Granted to Free Horizon Montessori

Statutory Citation	Description
<i>CRS 22-32-109(1)(f)</i>	Local board duties concerning selection of staff and pay
<i>CRS 22-32-109(1)(t)</i>	Determine educational program and prescribe textbooks
<i>CRS 22-32-110(1)(h)</i>	Local board powers-Terminate employment of personnel
<i>CRS 22-32-110(1)(i)</i>	Local board duties-Reimburse employees for expenses
<i>CRS 22-32-110(1)(k)</i>	Local board powers-Policies relating the in-service training and official conduct
<i>CRS 22-32-110(1)(ee)</i>	Local board powers-Employ teachers’ aides and other non-certificated personnel
<i>CRS 22-32-126</i>	Employment and authority of principals
<i>CRS 22-33-104(4)</i>	Compulsory school attendance-Attendance policies and excused absences
<i>CRS 22-63-301</i>	Teacher Employment Act- Grounds for dismissal
<i>CRS 22-63-302</i>	Teacher Employment Act-Procedures for dismissal of teachers
<i>CRS 22-63-401</i>	Teacher Employment Act-Teachers subject to adopted salary schedule
<i>CRS 22-63-402</i>	Teacher Employment Act-Certificate required to pay teachers
<i>CRS 22-63-403</i>	Teacher Employment Act-Describes payment of salaries
<i>CRS 22-1-112</i>	School Year-National Holidays

Since there are no automatic waivers for Innovation Schools, the Replacement Plans for these are provided below:

STATUTE

DESCRIPTION AND RATIONALE

C.R.S. § 22-32-109(l)(f)
(delegation)

Boards of Education – Specific Duties
Requires the Board of Education to employ all personnel and fix their compensation.

Rationale: FHM will be responsible for its own personnel matters, including employing its own staff and establishing its own terms and conditions of employment, policies, rules and regulations, and providing its own training. Therefore, the school requests that these statutory duties be waived or delegated from the Jefferson County School District Board of Education to the principal and Board of Directors of FHM. As a Montessori school, FHM’s success depends in large part upon its ability to select and employ its own staff and to train and direct that staff in accordance with the American Montessori Society standards, this Innovation Plan and the goals and objectives of the school. All FHM staff will be employed on an at-will basis.

Replacement Plan: The school will be responsible for these matters rather than the District. All teachers will be offered an Employment Agreement, which must be renewed annually with no promise of future employment as specified in Board policy. In addition, FHM will comply with the Fair Labor Standards Act and follow our Equal Opportunity Employment policy which states that Free Horizon Montessori affirms that no person shall, on the basis of race, creed, color, age, national origin, religion, gender identity, disability, marital status, sexual orientation or veteran status be excluded from participation in, be denied the benefit of, or be subjected to discrimination under any educational program or activity, including, but not limited to, employment or enrollment. Sexual orientation is a person's orientation toward heterosexuality, homosexuality, bisexuality, or perception of the individual's sexual orientation.

Duration of the Waivers: FHM requests that the waiver be for the duration of the school as an Innovation School.

Financial Impact: FHM anticipates that the requested waiver will have no financial impact upon the Jefferson County School District. The school must operate within its budget and the cost of employing staff has been included in that budget.

How the Impact of the Waivers will be Evaluated: The impact of the waivers will be measured by the same performance criteria and assessments that apply to FHM.

Expected Outcome: As a result of this waiver, the school will select, employ and provide professional development for its own teachers and staff.

CRS § 22-32-109 (1)(t)
(delegation)

Boards of Education – Specific Duties

Grants board of education authority to determine the educational program to be carried on in schools of the district and to prescribe textbooks.

Rationale: As a Montessori school, FHM will determine the educational program and textbooks to be used in the school. The District R-1 Board retains the right of final approval of the educational program through the Innovation Plan and any associated agreements.

Replacement Plan: Free Horizon Montessori will follow the philosophy and educational pedagogy of Dr. Maria Montessori. In alignment with Dr. Montessori's beliefs, FHM believes that within each child is the seed of unlimited potential which guides that child into adulthood. FHM emphasizes individualized, mastery-based instruction as opposed to strict curricular-dictated education. In addition to traditional Montessori lessons, FHM uses many types of curricula to meet the needs of each child enrolled at the school. The school educational program and curriculum is further detailed in this Innovation Plan.

Duration of the Waiver: FHM requests that the waiver be for the duration of the school as an Innovation School.

Financial Impact: FHM anticipates that the requested waivers will have no financial impact upon the Jefferson County School District.

How the Impact of the Waiver Will be Evaluated: The impact of the waivers will be measured by the same performance criteria and assessments that apply to FHM.

Expected Outcome: As a result of this waiver, the school expects it will be able to implement the Montessori curriculum and ensure that students meet the educational standards of the school. FHM will inspire every child to learn and grow as a responsible global citizen in a collaborative, peaceful, and safe environment.

CRS § 22-32-110(1)(h)
(delegation)

Local Board Powers

Makes Board of Education responsible for terminating personnel.

Rationale: FHM will be responsible for its own personnel matters, including employing its own staff and establishing its own terms and conditions of employment, policies, rules and regulations, and terminating its own employees. Therefore, the school requests that these statutory duties be waived or delegated from the Jefferson County Board of Education to the principal and Board of Directors of FHM. As a Montessori school, FHM's success depends in large part upon its ability to select and employ its own staff and to terminate individual staff members should they not perform in accordance with this Innovation Plan and the goals and objectives of the school. All FHM staff will be employed on an at-will basis.

Replacement Plan: The school will be responsible for these matters rather than the District. An Employment Agreement that complies with the FHM Board Policies will be used for each staff member. In addition, FHM will comply with the Fair Labor Standards Act and follow our Equal Opportunity Employment policy which states that Free Horizon Montessori affirms that no person shall, on the basis of race, creed, color, age, national origin, religion, gender identity, disability, marital status, sexual orientation or veteran status be excluded from participation in, be denied the benefit of, or be subjected to discrimination under any educational program or activity, including, but not limited to, employment or enrollment. Sexual orientation is a person's orientation toward heterosexuality, homosexuality, bisexuality, or perception of the individual's sexual orientation.

Duration of the Waiver: FHM requests that the waiver be for the duration of the school as an Innovation School.

Financial Impact: FHM anticipates that the requested waiver will have no financial impact upon the Jefferson County School District. The school operates within its budget and the cost of employing staff is included in that budget.

How the Impact of the Waivers Will be Evaluated: The impact of the waivers will be measured by the same performance criteria and assessments that apply to FHM.

Expected Outcome: As a result of this waiver, FHM will be able to provide instruction in accordance with the American Montessori Society standards, CDHS licensing requirements, the school’s philosophy and mission as stated in this Innovation Plan and any associated governing documents.

CRS § 22-32-110(1)(i) Authorizes Board of Education to reimburse employees for expenses.

CRS § 22-32-110(1)(k) Grants Board of Education power to adopt written policies, rules and regulations relating to efficiency, in-service training, professional growth, safety, official conduct and welfare of employees.

CRS § 22-32-110(1)(ee) Authorizes Board of Education to employ teacher aides and non-certificated personnel.

(Delegation waivers)

Rationale: FHM will be responsible for its own personnel matters including employing its own staff and establishing its own terms and conditions of employment, policies, rules and regulations, and providing its own training. Therefore, FHM requests that these statutory duties be waived or delegated from the Board of Education to the FHM Board of Directors and principal. As a Montessori school, FHM’s success depends in large part upon its ability to select and employ its own staff and to train and direct that staff in accordance with the Innovation Plan and the goals and objectives of the school.

Replacement Plan: FHM will be responsible for these matters rather than the District. FHM will develop its own Professional Development Training Plan that aligns with American Montessori Society standards and CDHS licensing requirements due to the mixed-age classrooms. The designated principal and teachers will have flexibility in structuring professional development and school policies to meet the needs of the school. In addition, FHM will comply with the Fair Labor Standards Act and follow our Equal Opportunity Employment policy which states that Free Horizon Montessori affirms that no person shall, on the basis of race, creed, color, age, national origin, religion, gender identity, disability, marital status, sexual orientation or veteran status be excluded from participation in, be denied the benefit of, or be subjected to discrimination under any educational program or activity, including, but not limited to, employment or enrollment. Sexual orientation is a person's orientation toward heterosexuality, homosexuality, bisexuality, or perception of the individual's sexual orientation.

Duration of the Waivers: FHM requests that the waiver be for the duration of the school as an Innovation School.

Financial Impact: FHM anticipates that the requested waivers will have no financial impact upon the Jefferson County School District. The school operates within its budget and the cost of employing staff is included in that budget

How the Impact of the Waivers Will be Evaluated: The impact of these waivers will be measured by the same performance criteria and assessments that apply to FHM.

Expected Outcome: As a result of these waivers, FHM will be able to provide instruction in accordance with the American Montessori Society standards, CDHS licensing requirements, the school's philosophy and mission as stated in this Innovation Plan and any associated governing documents.

C.R.S. § 22-32-126
(delegation)

Employment & Authority of Principals
Authorizes Board of Education to employ Principals.

Rationale: FHM will be responsible for its own personnel matters, including employing the principal, its own staff and establishing its own terms and conditions of employment, policies, rules and regulations, and providing its own training. Principals employed at FHM will be employed on an at-will basis. Therefore, the school requests that these statutory duties be waived or delegated from the Jefferson County Board of Education to the Board of Directors of FHM. As a Montessori school, FHM's success depends in large part upon its ability to select and employ its own principal and staff in accordance with the American Montessori Society standards, this Innovation Plan and the goals and objectives of the school.

Replacement Plan: FHM will be responsible for these matters rather than the District. The principal will have the flexibility in structuring the staffing organization, professional development and school policies to meet the needs of the school. In addition, FHM will comply with the Fair Labor Standards Act and follow our Equal Opportunity Employment policy which states that Free Horizon Montessori affirms that no person shall, on the basis of race, creed, color, age, national origin, religion, gender identity, disability, marital status, sexual orientation or veteran status be excluded from participation in, be denied the benefit of, or be subjected to discrimination under any educational program or activity, including, but not limited to, employment or enrollment. Sexual orientation is a person's orientation toward heterosexuality, homosexuality, bisexuality, or perception of the individual's sexual orientation.

Duration of the Waivers: FHM requests that the waiver be for the duration of the school as an Innovation School.

Financial Impact: FHM anticipates that the requested waivers will have no financial impact upon the Jefferson County School District. The school operates within its budget and the cost of employing staff is included in that budget.

How the Impact of the Waivers Will be Evaluated: The impact of these waivers will be measured by the same performance criteria and assessments that apply to FHM.

Expected Outcome: As a result of this waiver, FHM will be able to manage its staff and provide instruction in accordance with the American Montessori Society standards, CDHS licensing requirements, the school's philosophy and mission as stated in this Innovation Plan and any associated governing documents.

C.R.S. § 22-33-104(4)
(delegation)

Enforcement of Compulsory School Attendance

Local Board of Education duty to commence proceedings to enforce the compulsory school attendance law; review procedure for parents to challenge Board of Education decision concerning compulsory school attendance.

Judicial Proceedings Requires the Board of Education to adopt a written policy setting forth the District’s attendance requirements and to appoint an attendance officer.

Rationale: FHM will have a differing school day and year than other schools in the District. Therefore, FHM will also have a different, but district consistent, compulsory school attendance policy, FHM should be allowed to designate a staff member(s) to be responsible for attendance.

Replacement Plan: FHM Board of Directors will establish its own attendance policy, which will meet or exceed all state requirements. FHM shall follow state regulations for minimum instructional hours and contact days, as well as Jeffco truancy policies. FHM will be responsible for enforcing the compulsory attendance law with respect to those students attending FHM.

Duration of the Waiver: FHM requests that the waiver be for the duration of the school as an Innovation School.

Financial Impact: FHM anticipates that the requested waiver will have no financial impact upon the Jefferson County School District. The school operates within its budget and the cost of employing staff is included in that budget.

How the Impact of the Waivers Will be Evaluated: The impact of these waivers will be measured by the same performance criteria and assessments that apply to FHM.

Expected Outcome: As a result of this waiver, FHM will be able to provide instruction in accordance with the American Montessori Society standards, CDHS licensing requirements and the school’s philosophy and mission as stated in this Innovation Plan.

CRS § 22-63-301

Transfer Employment, Compensation and Dismissal Act

Grounds for dismissal.

CRS § 22-63-302
(substantive)

Procedures for dismissal of teachers.

Rationale: As a Montessori school, FHM’s success in accomplishing its mission is dependent primarily upon the talents, skills and personal commitment of its teachers. The school must be able to terminate employees who cannot deliver its educational program successfully. The concept of tenure does not

apply to FHM as the school is only of limited duration. All employees of FHM will be employed on an at-will basis.

Replacement Plan: Continued employment at FHM shall be subject to an annual satisfactory performance evaluation. The staff performance evaluation process used for each staff member will comply with FHM Board Policies. Teachers who are rated unsuccessful may be terminated by FHM. FHM will comply with the Fair Labor Standards Act and follow our Equal Opportunity Employment policy which states that Free Horizon Montessori affirms that no person shall, on the basis of race, creed, color, age, national origin, religion, gender identity, disability, marital status, sexual orientation or veteran status be excluded from participation in, be denied the benefit of, or be subjected to discrimination under any educational program or activity, including, but not limited to, employment or enrollment. Sexual orientation is a person's orientation toward heterosexuality, homosexuality, bisexuality, or perception of the individual's sexual orientation.

Duration of the Waiver: FHM requests that the waiver be for the duration of the school as an Innovation School.

Financial Impact: FHM anticipates that the requested waiver will have no financial impact upon the Jefferson County School District. The school operates within its budget and the cost of employing staff is included in that budget.

How the Impact of the Waivers Will be Evaluated: The impact of these waivers will be measured by the same performance criteria and assessments that apply to FHM.

Expected Outcome: As a result of these waivers, FHM will be able to manage its staff and provide instruction in accordance with the American Montessori Society standards, CDHS licensing requirements and the school's philosophy and mission as stated in this Innovation Plan.

CRS § 22-63-401
(delegation)

Transfer Employment, Compensation and Dismissal Act
Provides for district board of education to adopt a salary schedule and place teachers on the schedule.

Rationale: FHM should be delegated the authority to determine compensation rates, in accordance with the Innovation Plan and associated agreements. As a Montessori school, the work day and work year in the school may be different from that of the District and compensation must be adjusted accordingly. Additionally, FHM needs to be able to compensate for credentials and qualifications unique to Montessori and as required by CDHS licensing in order to attract and retain the best qualified Montessori educators.

Replacement Plan: FHM will adopt its own salary schedule. The school will set competitive rates for each level of teachers it employs. The principal will determine the placement of teachers on the salary schedule. The District salary schedule will be used as a guideline for developing FHM's salary schedule.

FHM will comply with the Fair Labor Standards Act and follow our Equal Opportunity Employment policy which states that Free Horizon Montessori affirms that no person shall, on the basis of race, creed, color, age, national origin, religion, gender identity, disability, marital status, sexual orientation or veteran status be excluded from participation in, be denied the benefit of, or be subjected to discrimination under any educational program or activity, including, but not limited to, employment or enrollment. Sexual orientation is a person's orientation toward heterosexuality, homosexuality, bisexuality, or perception of the individual's sexual orientation.

Duration of the Waiver: FHM requests that the waiver be for the duration of the school as an Innovation School.

Financial Impact: FHM anticipates that the requested waiver will have no financial impact upon the Jefferson County School District. The school operates within its budget and the cost of employing staff is included in that budget.

How the Impact of the Waivers Will be Evaluated: The impact of these waivers will be measured by the same performance criteria and assessments that apply to FHM.

Expected Outcome: As a result of these waivers, FHM will be able to hire the most qualified staff and provide instruction in accordance with the American Montessori Society standards, CDHS licensing requirements and the school's philosophy and mission as stated in this Innovation Plan.

CRS § 22-63-402
(substantive)

Services – Disbursements

Prohibits disbursement of district monies to teacher without a valid teacher's certificate, letter of authorization or written authorization.

Rationale: As a Montessori school, FHM should be granted the authority to hire teachers and principals that will support the school's goals and objectives. The principal will not function as a traditional district school principal, but rather will be responsible for a wider range of tasks and act as the school's chief executive officer. FHM will seek to attract principals and teachers from a wide variety of backgrounds, including, but not limited to teachers from out-of-state, persons with Montessori credentials, persons with several years of successful teaching experience in a setting not requiring a license, as well as persons with business or professional experiences. All employees of FHM will be employed on an at-will basis.

Replacement Plan: FHM will, where possible, hire certified teachers and principals. However, as a Montessori school it may be advantageous for the school to be able to hire teachers and/or principals without a certificate and who possess unique background and/or skills or fill the need of FHM. Teachers holding a current and valid Montessori credential from a program recognized by the Montessori Accreditation Council for Teacher Education (MACTE) shall be considered fully licensed under this Innovation Plan as long as they also pass all required background checks. MACTE is the only national education accreditor recognized by the US Department of Education to accredit Montessori teacher

education programs within colleges and universities, free standing institutions and distance education with 120 hours of residency. FHM will comply with the Fair Labor Standards Act and follow our Equal Opportunity Employment policy which states that Free Horizon Montessori affirms that no person shall, on the basis of race, creed, color, age, national origin, religion, gender identity, disability, marital status, sexual orientation or veteran status be excluded from participation in, be denied the benefit of, or be subjected to discrimination under any educational program or activity, including, but not limited to, employment or enrollment. Sexual orientation is a person's orientation toward heterosexuality, homosexuality, bisexuality, or perception of the individual's sexual orientation.

Duration of the Waiver: FHM requests that the waiver be for the duration of the school as an Innovation School.

Financial Impact: FHM anticipates that the requested waiver will have no financial impact upon the Jefferson County School District. The school operates within its budget and the cost of employing staff is included in that budget.

How the Impact of the Waivers Will be Evaluated: The impact of these waivers will be measured by the same performance criteria and assessments that apply to FHM.

Expected Outcome: As a result of this waiver, FHM will be able to hire the most qualified staff and provide instruction in accordance with the American Montessori Society standards, CDHS licensing requirements, the school's philosophy and mission as stated in this Innovation Plan and any associated governing documents.

C.R.S. § 22-63-403
(substantive)

Payment of Salaries

Governs payment of salaries upon termination of employment of a teacher.

Rationale: As a Montessori school, FHM should be granted the authority to develop its own employment contracts and terms and conditions of employment. The school will be operating differently from other schools with a unique curriculum for which having the proper teaching staff is essential. Not every teacher who is successful in the regular public school will be successful at Free Horizon Montessori. All employees of FHM will be employed on an at-will basis.

Replacement Plan: A school specific Employment Agreement which requires an annual renewal and addresses payment of salaries upon termination of employment of a teacher will be used. Said Agreement will follow FHM Board Policies.

Duration of the Waiver: FHM requests that the waiver be for the duration of the school as an Innovation School.

Financial Impact: FHM anticipates that the requested waiver will have no financial impact upon the Jefferson County School District. The school operates within its budget and the cost of employing staff is included in that budget.

How the Impact of the Waivers Will be Evaluated: The impact of these waivers will be measured by the same performance criteria and assessments that apply to FHM.

Expected Outcome: As a result of this waiver, FHM will be able to manage staffing and provide instruction in accordance with the American Montessori Society standards, CDHS licensing requirements, the school's philosophy and mission as stated in this Innovation Plan and any associated governing documents.

C.R.S. § 22-1-112

School Year – National Holidays

Rationale: FHM will determine its educational curriculum and adopt an annual school calendar to support its academic programs. FHM will be responsible for developing and adopting an annual school calendar, with the approval of its Board of Directors, for its school that meets or exceeds the instructional time and academic programming requirements of the American Montessori Society, Jefferson County School District and State of Colorado.

Replacement Plan: As a Montessori school, FHM will develop a school day and school calendar that will meet or exceed the minimum required teacher-pupil instruction and contact hours for each of its academic levels, including full day kindergarten, elementary, and middle schools as defined by state law and in keeping with its Board of Directors policies for the same. Reduction to the schedule/calendar will continue to meet or exceed the reduction minimums set by state law.

Duration of the Waiver: FHM requests that the waiver be for the duration of the school as an Innovation School.

Financial Impact: The school anticipates that the requested waivers will have no financial impact upon the Jefferson County School District. The school must operate within its budget and the cost of employing staff has been included in that budget.

How the Impact of the Waivers Will be Evaluated: The impact of this waiver will be measured by the same performance criteria and assessments that apply to FHM.

Expected Outcome: As a result of this waiver, FHM will adopt a school calendar to facilitate implementation of its Montessori curriculum and allow for professional development time to ensure students achieve educational standards of FHM's programs as well as provide opportunity for staff training, while meeting or exceeding required student contact hours, in accordance with the terms and conditions set by Jeffco School District.

Additional Requested Waivers – Currently Granted to Free Horizon Montessori

STATUTE	DESCRIPTION AND RATIONALE
<u>C.R.S. § 22-2-112(1)(q)(I)</u>	<u>Commissioner Duties concerning reporting of performance evaluation ratings.</u>

Rationale: The Innovation school or principal must have the ability to perform the evaluation of all personnel. Additionally, the school will not be required to report their teacher evaluation ratings as a part of the commissioner’s report as required by C.R.S. 22-2-112(1)(q)(I).

Replacement Plan: The Innovation school uses its own evaluation system as agreed to with the Jeffco School District. The school’s evaluation system will continue to meet the intent of the law as outlined in statute. FHM staff is trained in this evaluation system which includes quality standards that are clear and relevant to the administrators’ and teachers’ roles and responsibilities, have the goal of improving student academic growth, and meet the intent of the quality standards established in SB 10-191. The school will not be required to report their teacher evaluation data; however, teacher performance data will be reviewed by the school and used to inform hiring practices and professional development. Core course level participation will continue to be reported pursuant to 22-11-503.5 as this is a non-waivable statute.

Duration of the Waiver: FHM requests that the waiver be for the duration of the school as an Innovation School.

Financial Impact: The Innovation school anticipates that the requested waiver will have no financial impact upon Jefferson County School District R-1 or the school.

How the Impact of the Waiver will be evaluated: The impact of this waiver will be measured by the performance standards that apply to FHM.

Expected Outcomes: The innovation school expects that as a result of this waiver, the school will be able to continue to provide appropriate and timely evaluations of teachers and administrators and continue to have the goal of improving student academic growth and meet the intent of the quality standards established in SB 10-191.

<u>C.R.S. § 22-9-106</u> (substantive)	<u>Local Board of Education – Duties</u> <u>Certificated Personnel Evaluations</u>
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Rationale: Free Horizon Montessori will be responsible for its own personnel matters, including employing its own staff and establishing its own terms and conditions of employment, conducting regular observations and written evaluations for all instructional staff, and completing annual summative performance evaluations. Therefore, the school requests that these statutory duties be waived or delegated from the Jefferson County Board of Education to the principal and Board of Directors of FHM. As a Montessori school, the strength of FHM’s instructional programming is enhanced by its ability to provide focused, constructive, and individualized feedback for all instructional staff to ensure the quality and fidelity of each teacher’s performance in the classroom and broader school

setting. FHM teacher observations and evaluations are conducted by FHM Principal, Assistant Principal, and with input from the Instructional Coach(es). FHM's system of performance evaluation will continue to meet American Montessori Society standards and the intent of the quality standards established in SB 10-191 while maintaining the goal of improving student academic growth.

Replacement Plan: The school will be responsible for these matters rather than the District. The staff performance evaluation process used for each staff member will comply with FHM Board Policies. Under the school's plan, the FHM will use its own evaluation system. The school is attempting to meet the intent of the waived statute by using an evaluation system which includes quality standards that are clear and relevant to the administrators' and teachers' roles and responsibilities, have the goal of improving student academic growth, and meet the intent of the quality standards established in SB 10-191. The school attached an example teacher evaluation tool in the appendices. Teachers who are rated unsuccessful may be terminated by FHM. FHM will comply with the Fair Labor Standards Act and follow our Equal Opportunity Employment policy which states that Free Horizon Montessori affirms that no person shall, on the basis of race, creed, color, age, national origin, religion, gender identity, disability, marital status, sexual orientation or veteran status be excluded from participation in, be denied the benefit of, or be subjected to discrimination under any educational program or activity, including, but not limited to, employment or enrollment. Sexual orientation is a person's orientation toward heterosexuality, homosexuality, bisexuality, or perception of the individual's sexual orientation.

Duration of the Waivers: FHM requests that the waiver be for the duration of the school as an Innovation School.

Financial Impact: FHM anticipates that the requested waiver will have no financial impact upon the Jefferson County School District or the school budget.

How the Impact of the Waivers will be Evaluated: Since teacher and principal performance has a critical impact on the performance of the entire school, the impact of this waiver will be measured by performance criteria and assessments that apply to FHM.

Expected Outcome: With this waiver, FHM will be able to implement its program and evaluate its teachers in accordance with its Performance Appraisal System, which is designed to produce greater accountability and be consistent with the school's goals and objectives. This will benefit staff members as well as students and the community.

C.R.S. § 22-32-109(1)(b)
(delegation)

Boards of Education – Specific Duties
Grants board of education the authority to adopt policies and prescribe rules and regulations for efficient administration of the district.

Rationale: The school will be operating independently from other schools in the district and should be delegated the authority to develop, adopt, and implement its own operational policies, rules, and regulations.

Replacement Plan: The Board of Directors of FHM will adopt policies and the principal will prescribe rules and regulations.

Duration of the Waiver: FHM requests that the waiver be for the duration of the school as an Innovation School.

Financial Impact: The school anticipates that the requested waivers will have no financial impact on Jefferson County School District. FHM will be able to adopt policies and prescribe rules and regulations consistent with its budget.

How the impact of the Waiver Will be Evaluated: The impact of these waivers will be measured by the performance appraisal criteria and assessments that apply to FHM.

Expected Outcome: As a result of this waiver, the school will be able to carry out its educational program, administer its affairs in an efficient manner, and accomplish its mission.

<u>C.R.S. § 22-32-109(1)(n)(I)</u>	<u>Adopt a Calendar</u> Local board duties concerning school calendar
<u>C.R.S. § 22-32-109(1)(n)(II)(A)</u>	Local board duties teacher-pupil contact hours
<u>C.R.S. § 22-32-109(1)(n)(II)(B)</u>	Local board duties concerning adoption of a school calendar

Rationale: The Jefferson County School Board granted to Free Horizon Montessori the authority to determine its educational curriculum and adopt an annual school calendar to support its academic programs. Free Horizon Montessori administration will be responsible for developing and adopting an annual school calendar, with the approval of its Board of Directors, for its school that meets or exceeds the instructional time and academic programming requirements of the Jefferson County School District and State of Colorado.

Replacement Plan: Free Horizon Montessori will develop a school day and school calendar that will meet or exceed the minimum required teacher-pupil instruction and contact hours for each of its academic levels, including full day kindergarten, elementary, and middle schools as defined by state law and in keeping with its Board of Directors policies for the same. Reduction to the schedule/calendar will continue to meet or exceed the reduction minimums set by state law.

Duration of the Waiver: FHM requests that the waiver be for the duration of the school as an Innovation School.

Financial Impact: The school anticipates that the requested waivers will have no financial impact upon the Jefferson County R-1 School District. The school must operate within its budget and the cost of employing staff has been included in that budget.

How the Impact of the Waivers Will be Evaluated: The impact of this waiver will be measured by the same performance criteria and assessments that apply to FHM.

Expected Outcome: As a result of this waiver, FHM will adopt a school calendar to facilitate implementation of its Montessori curriculum and allow for professional development time to ensure students achieve educational standards of FHM’s programs as well as provide opportunity for staff training, while meeting or exceeding required student contact hours, in accordance with the terms and conditions set by Jeffco School District.

C.R.S. § 22-32-119
(delegation)

Kindergartens
Authorizes Board of Education to establish and maintain a kindergarten program.

Rationale: FHM will be responsible for establishing and maintaining its own kindergarten for the instruction of children one year prior to the year in which such children will be eligible for the admission to the first grade.

Replacement Plan: FHM will be responsible for these matters rather than the District. The principal will determine the courses of training, study, discipline and rules and regulations governing such kindergarten programs.

Duration: FHM requests that the waiver be for the duration of the school as an Innovation School.

Financial Impact: The school anticipates that the requested waivers will have no financial impact upon the Jefferson County School District or FHM.

How the Impact of the Waivers will be Evaluated: The impact of these waivers will be measured by the performance appraisal criteria and assessments that apply to FHM.

Expected Outcome: As a result of these waivers the school will determine its own courses of training, study, discipline and rules and regulations governing the kindergarten program.

C.R.S. § 22-63-201

Employment – Certificate required
Prohibits board from entering into an employment contract with a person who does not hold a teacher’s certificate or letter of authorization.

Rationale: Free Horizon Montessori (FHM) should be granted the authority to hire teachers and principals that will support the school’s goals and objectives. The principal and teacher responsibilities and competencies for the position may have limited variations to traditional competencies for administrator and teacher positions (for example, Montessori certification). As such, the school will need to – at times – seek innovative recruitment channels that identify strong candidates for open positions even though the candidates may not have an active Colorado teacher license. The school will seek to attract principals and teachers from a wide variety of backgrounds, including, but not limited to teachers from out-of-state, teachers with a lapsed Colorado certificate, persons with several years of successful teaching experience in a setting not requiring a license, as well as persons with business or

professional experience. All employees of FHM will be employed on an “at-will” basis. **All FHM teachers will meet the standard of possessing, at least, a Bachelor’s Degree plus 24 hours in their content area or passage of the requisite PRAXIS exam. FHM will report “in field” and “out of field” as per ESSA and will work to meet the new standards of “in field” and “out of field”.**

Replacement Plan: The school will, as is appropriate, hire certified teachers and principals. However, in some instances it may be advantageous for the school to hire teachers and/or administrators without a certificate and who possess unique background and/or skills that fill the need of FHM (for example, Montessori certification). FHM preferentially employs Montessori teachers holding certificates from training centers accredited by the Montessori Accreditation Council for Teacher Education (MACTE), a member of the Association of Specialized and Professional Accreditors (ASPA) and recognized by the United States Department of Education (USDE). The school recognizes the value of state teacher certification and will therefore also maintain a tiered compensation model that incentivizes and rewards teachers for earning and maintaining an active Colorado teaching license. In addition, on a finds-available basis, the school will make financial support available to teachers and staff who wish to enroll in an educator or administrator licensing program. All school staff will receive a written, signed agreement specifying compensation for the year, provision of benefits, work responsibilities, and employer responsibilities.

Duration of the Waivers: FHM requests that the waiver be for the duration of the school as an Innovation School.

Financial Impact: The school anticipates that the requested waivers will have no financial impact on Jefferson County School District or FHM.

How the Impact of the Waivers Will be Evaluated: The impact of these waivers will be measured by the performance appraisal criteria and assessments that apply to FHM.

Expected Outcome: As a result of these waivers, the school will be able to employ professional staff possessing unique skills and/or backgrounds, filling all staff needs.

C.R.S. § 22-63-202

Teacher employment – Contract in writing, duration, damage
Governs employment contracts with acceptance timeframes, school placement and damages.

C.R.S. § 22-63-203

Probationary Teachers – renewal and non-renewal of employment contract – Specific Duties
Provides for contract with probationary teachers and allows for non-renewal and renewal of employment contract.

Rationale: FHM should be granted the authority to develop its own employment contracts and terms and conditions of employment. The school will be operating differently from other schools with a unique curriculum for which having the proper teaching staff is essential. Not every teacher who is successful in the regular public school will be successful at Free Horizon Montessori. All employees of FHM will be employed on an at-will basis.

Replacement Plan: FHM will maintain and provide an annual teacher agreement with the terms of non-renewal and renewal of employment contracts, and payment of salaries upon termination of employment of a teacher.

Duration of the Waivers: FHM requests that the waiver be for the duration of the school as an Innovation School.

Financial Impact: The school anticipates that the requested waivers will have no financial impact on Jefferson County School District or FHM.

How the Impact of the Waivers Will be Evaluated: The impact of these waivers will be measured by the performance appraisal criteria and assessments that apply to FHM.

Expected Outcome: As a result of these waivers, the school will be able to employ professional staff possessing unique skills and/or backgrounds, filling all staff needs.

C.R.S. § 22-63-206
(substantive)

Teacher Employment, Compensation, and Dismissal Act
Permits transfer of teachers between schools upon recommendation of district's chief administrative officer.

Rationale: FHM is granted the authority to select its own teachers. The District should not have the authority to transfer its teachers into the school or transfer teachers from the school to District schools.

Replacement Plan: FHM will hire teachers on a "best qualified" basis. Teachers who wish to transfer from the school may follow District procedures.

Duration of the Waiver FHM requests that the waiver be for the duration of the school as an Innovation School.

Financial Impact: The school anticipates that the requested waivers will have no financial impact on Jefferson County School District or FHM.

How the Impact of the Waiver Will be Evaluated: The impact of this waiver will be measured by the performance criteria and assessments that apply to FHM.

Expected Outcome: The school expects that as a result of this waiver it will be able to manage its own personnel affairs. This school will provide the opportunity for teachers to transfer back into the District if they so choose.