

**APPENDIX A**

**AMENDMENT REQUEST AND SUPPORT**

**MATERIALS**

1. ENROLLMENT CAP AMENDMENT REQUEST FORM
2. AMENDMENT REQUEST DOCUMENTS
3. FINANCIAL PERFORMANCE DASHBOARD

# Enrollment Cap Request

## Charterholder Info

### Charter Holder

**Name:**  
Camino Montessori

**CTDS:**  
07-82-11-000

**Mailing Address:**  
2118 East La Donna Drive  
Tempe, AZ 85283  
> [View detailed info](#)

### Representative

**Name:**  
Judith Webster

**Phone Number:**  
480-295-2806

## Downloads

 [Download all files](#)


## Enrollment Cap

**From:**  
95

**To:**  
185

## Attachments




### Board Minutes

 [Download File](#) — Camino Montessori-Board Meeting Minutes

## Increase to Enrollment Cap Attachments



The following 2 attachments are only required if the enrollment cap is increasing.

### Occupancy Documentation (Increase Only)

-  [Download File](#) — Camino Montessori-Architectural Plans & Drawings
-  [Download File](#) — Camino Montessori-Agricultural Land Regulation Assurance & Understanding
-  [Download File](#) — Camino Montessori-Occupancy Compliance Assurance & Understanding

**Narrative** —  [Download File](#)

### Additional Information

-  [Download File](#) — Camino Montessori Staffing Chart
-  [Download File](#) — Camino Montessori Enrollment Matrix

## Signature

**Charter Representative Signature**  
Judith Webster 11/22/2017

## **CAMINO MONTESSORI**

### **Enrollment Cap Amendment Request and School Location Amendment Request—REVISED**

**NOTE: Our new site location is 3.1 miles from our current location.**

#### **RATIONALE**

Camino Montessori has experienced steady growth and expansion since opening to our first group of 40 Kinder-2<sup>nd</sup> grade students in August, 2013. During the last two years we expanded our elementary program to include 3<sup>rd</sup>-6<sup>th</sup> grades and have increased our enrollment to 91 charter school students. Last year we added our preschool program which serves children ages 3 years through Kindergarten. This year is our first to fully implement the 3 year multi-age classroom levels which is one of the cornerstones of authentic Montessori implementation. In 2013 we leased one space to open, and this year we now have seven. These seven suites have undergone both major and minor tenant improvements (including the installation classroom bathrooms), at the school's expense in order to accommodate our current preschool classroom, two lower elementary (1<sup>st</sup>-3<sup>rd</sup> grade) classrooms, one upper elementary (4<sup>th</sup>-6<sup>th</sup> grade) classroom, a small teacher workroom, a small conference room, and our lobby and office administration.

Our school is located in a small, privately owned retail indoor mall space, known as Stagestop Marketplace. Our landlord owns the building and the Pacific Railroad owns the land. The railroad track runs directly behind our building, and is one of the busiest train routes in the country, with up to 70 trains passing by each day. We have re-furnished a small section of the "farmer's market" structure that sits next to the main building in order to provide a safe and fenced-in outdoor play area for our preschool-Kinder children. Our elementary children spend recess and PE either on the black-top area (unused parking lot space to the side of our building) or they walk across the very busy Maricopa-Casa Grande Highway to access the small public park overseen by the local Rotary Club. Although the park provides a few trees for climbing and an adequate grass area for most play and PE activities, it is open to the public, not fenced in, and has no restrooms.

Finding a more appropriate location for our school has been a challenge. Most of the commercial properties in Maricopa are too expensive, not optimal for our needs, or not willing to lease to a school. As a result, we have spent the past 2 years investigating and pursuing financing options for purchase of land and construction. About a year ago, we identified an ideal piece of property for sale located next to the Maricopa Public Library and within a high density and high demand residential area of town, and were able to purchase it last March. Our proposed new site is less than 5 miles from our current site. We have since entered into a preliminary development lease agreement with Charter School Capital by which they will assume the land, build the school, and lease to Camino Montessori with options to purchase at various intervals over the term of the lease.

Our continued mission is to provide an authentic public Montessori school option for children living in the Maricopa area. An increase in our enrollment cap is critical for our continued expansion and reaching a level of sustainability that can also support our new location and building. We are near maximum capacity at our current site, and desire a facility that will allow us to not only ensure more

safety and security for our students, but also to develop the Outdoor Education component that is also a cornerstone to Montessori education. Finally, the move to a new facility will afford us the opportunity to move forward with adding a before & after school program as early as FY19, and a summer school program in the summer of 2019.

## **STAFFING PLAN**

### **Administrative staff**

Recent turnover in administration afforded the opportunity to re-evaluate our needs and make changes that will better support our growth and expansion in the coming years. We have hired a Director of Operations who will eventually take on more of the day-to-day operations of the school, which will allow the Director to devote more time to curriculum and program support and development.

Currently, the administrative team consists of the Director, Director of Operations, and a part-time Administrative Assistant who oversees student attendance and data entry into our student information system connected to ADE school finance. Given that the current staff remain, the only change we anticipate is making the assistant a full time position in FY19. Since both the Director of Operations and the Assistant are new to Camino and to public education they will continue to receive training and support relative to their positions. As time and funding permits, the Director of Operations will attend workshops and webinars in areas of school business, finance, and operations as provided by the AZ Charter School Association, ADE, and our legal firm's "Lunch & Learn" opportunities. Both will also complete the Montessori Fundamentals course offered by the Center for Guided Montessori Studies, which will enhance their effectiveness with student recruitment, school tours, etc.

### **Instructional & Non-instructional Staff**

Within the Montessori framework, each classroom has 25-35 students with at least one Montessori trained Lead Teacher and an Assistant Teacher. As indicated in the Staffing Chart, our FY19 & FY20 projections will require one new teacher, and assistant, for each of the three classrooms we plan to add. To meet our goal of adding a new upper elementary classroom in FY21 we will need one new upper elementary teacher and one assistant. We've also included the need for additional paraprofessional and/or assistants to support lunch, recess, PE and the Outdoor Environment program. Our current plan is to provide the equivalent of one additional staff person for the lower elementary and one to support the upper elementary.

Due to the current shortage of teachers, it has been challenging to recruit teachers who possess, or are willing to obtain, a Montessori teacher credential. We plan to begin our recruitment efforts for teachers as early as October. Recruitment resources and avenues that have been most successful for us include partnerships with local and national Montessori teacher training centers; posting on Montessori association websites (such as, the American Montessori Society, American Montessori International, and the North American Montessori Teacher Association). In addition to these, we post jobs on recruitment websites, such as, GetMontessoriJobs, Indeed.com, and Montser.com. We also post teacher positions on the ADE Job site, but have had very little success. We also post open teacher positions on the local InMaricopa website. For non-instructional positions we have success recruiting from within our parent community, and by posting on Craig's List, and the InMaricopa website.

Teacher candidates are required to submit a completed employment application, a cover letter, and a detailed resume. Selected candidates participate in 1-2 interviews with the Director, which often

includes a tour of the school. Pre-hire employment history and references are completed prior to hire, and at least three written professional references are required at the time of hire. For candidates that do not hold a Montessori credential for the level they are hired to teach, a written agreement to actively pursue and complete the training is agreed upon. If financially feasible, the school may offer to sponsor the training and a fully executed written agreement outlining the terms and expectations of the sponsorship term are agreed upon.

Candidates for assistant and/or non-instruction positions are required to submit a completed employment application, and strongly encouraged to provide a resume of experience and written references. Pre-hire employment history verification is completed prior to offering the position.

All candidates must meet pre-hire requirements that pertain to the position. For teachers this includes a copy of the Montessori credential, documentation of college degree, or transcripts, written references, a valid IVP fingerprint card, and a valid CPR/1<sup>st</sup> Aid certificate. For non-teaching staff, pre-hire requirements include copy of high school diploma, or equivalent, a valid IVP fingerprint clearance card, a valid CPR & 1<sup>st</sup> Aid certificate, and, if applicable ADHS licensing requirements (e.g., a TB test).

Training for all staff is ongoing throughout the year. There is a week of In Service training prior to the beginning of each school each year, which covers areas such as school policies & procedures; parent policies & procedures (handbook review); discipline and behavior management; emergency procedures; etc. Teachers receive additional training and/or review of curricular areas; state standards; assessment protocols and requirements—Renaissance STAR 360; special education required training (Child Find, FERPA, IDEA, MET/IEP process, etc.); Teachers and other staff are also encouraged to visit and observe other schools, especially Montessori charter schools; additionally, school provided training sessions are incorporated into our weekly meeting times on early release days—topics have included overviews of learning challenges, such as autism and dyslexia; ideas for incorporating various therapies (speech, OT, etc.) into the classroom; and so on.

**ENROLLMENT TARGETS & JUSTIFICATION**

**The Enrollment Matrix** (see attachment) includes targeted number of students returning each year as well as projected number of new students. It should be noted that although the matrix indicates an ideal of a 100% return of students each year, our historical data is 85%-90%. For the purposes of this request we are using 90% return rate for calculations. Even with a 10%-15% adjustment in enrollment, we will be in a strong position, financially, to reach our growth to 3 full classrooms for each elementary level by FY21.

	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>
<i>Number of RETURNING Students</i>	98 <b>90% =88</b>	164 <b>90% =148</b>	182 <b>90% =164</b>
<i>Anticipated NEW Student Enrollment</i>	65-75*	18-34	18-36
	<b>*The higher number is based on additional enrollment needed with 90% returning students (row above)</b>		

<p><i>Plan for Meeting Enrollment Targets</i></p>	<ul style="list-style-type: none"> <li>● <b>FY19</b> will be the most aggressive enrollment: 70% increase (21 new students) in our kinder, 42% increase (38 students) in Lower Elementary (1<sup>st</sup>-3<sup>rd</sup> grades), and 20% increase (6 students) in Upper Elementary (4<sup>th</sup>-6<sup>th</sup> grades). In order to protect the integrity of the classroom and our philosophy, we plan to focus on enrolling new 4<sup>th</sup> grade students, and do not plan on enrolling any new 6<sup>th</sup> grade students. Pending approval for amendments and secure financing for our new site, we plan to offer our Current Student Re-enrollment in late November, 2017. Open Enrollment will be announced in mid-December and remain open until all spots are filled (see next section for advertising &amp; marketing plans).</li> <li>● <b>FY20</b> will be the first stabilizing year after the aggressive enrollment of FY19. By year two of this plan, the influx of students new to Montessori is at the Kindergarten level. Our intention is to continue to expand &amp; market our pre-school (which includes Kindergartners) so that our Kinders are moving up through our pre-school program.</li> <li>● <b>By FY21</b> we plan to be stabilized with most students returning, and moving up from the previous level.</li> </ul> <p>Our enrollment target for FY19 will afford us the opportunity to reach our goal of 30 students per lower elementary classroom, thereby stabilizing and allowing us to begin a wait list process, in earnest, for FY20, FY21, and beyond.</p> <p>Our main emphasis and effort is in expanding and marketing enrollment for our preK-Kinder program in order to feed our Lower Elementary (1<sup>st</sup>-3<sup>rd</sup>) multi-age communities. Our strategy is to have one aggressive year of enrollment of new students, then stabilize both elementary levels by having the majority of children moving up from Kindergarten. Beginning in FY19, we will be offering full day tuition free Kindergarten. This will allow us the opportunity to enroll more students and compete more fairly with the district and other charter schools who currently offer tuition free full day Kindergarten.</p> <p>We also plan to implement extended day and summer school programs beginning in FY19. We feel that by adding these programs we offer more comprehensive “partnership” with parents in their child’s education. Montessori education emphasizes building a strong relationship with all of the adults in the child’s life, as well as in all aspects of the child’s life—an integration of home and school environments and practices. By expanding our programs, we create more trust and build a stronger sense of community and support.</p>
<p><i>Advertising, Marketing and/or Promotion Plans &amp; Timeline</i></p>	<p><b>Planned and/or in place</b></p> <ul style="list-style-type: none"> <li>● Revise brochure for marketing and enrollment packets <ul style="list-style-type: none"> <li>○ Distribute to local organizations that serve kids (preschools, medical offices/dentists, dance studios, etc.)</li> <li>○ Presentations at local pre-schools and day care centers</li> </ul> </li> <li>● Display “Now Enrolling” Banner at school and various events (currently displayed at local Little League games on Saturdays)</li> <li>● Open Houses &amp; Meet and Greets <ul style="list-style-type: none"> <li>○ Open Enrollment (1-2 per month Jan-Mar) <ul style="list-style-type: none"> <li>▪ Pre-Enrollment Open House (Dec)</li> </ul> </li> </ul> </li> </ul>

- Plan to hold one for current parents to bring perspective families (Dec)
    - Maricopa VIP Meet & Greet (Jan)
  - Mass mailing—20,000 homes—January-February Open Enrollment Campaign
    - Breakdown for “Every Door Direct Marketing” to reach every residential address in Maricopa
      - \$1500.00 for 20,000 9”x6.5” full color, two-sided mailers from Impressive Imaging
      - \$2,898.37 for USPS EDDM postage
      - Total of \$4,398.37 to reach all 16,468 homes in 85138 and 85139.
  - Local News advertising—InMaricopa Magazine & website presence (currently monthly package—with full page age option through April.
  - Once funding secured--Construction Sign with architectural rendering on site--“coming soon” = \$2,000.00. The property is located at the intersection of two main residential arteries east of Highway 347. There is a traffic light immediately in front of our future parking lot. The sign will yield high visibility because of our site’s shared access to the Maricopa Public Library and County Health Department next door.
  - Press releases
    - Announcement of funding & construction of new campus
    - Special events/new—i.e., Camino is hosting a parent enrichment 6 week course (Love & Logic discipline) January-March
    - Ground-breaking and Grand Opening events
  - Our best advertising comes from “word of mouth”. We now have many committed families that have several years at our school. We’ve had many new enrollments come from our parent contacts at extra-curricular events. One of those is Little League, and we currently endorse several teams—our banner is displayed at games.
  - We plan to hold kinder round-up events beginning in December; Information events (December through early spring) at the school and/or Library (next door neighbor at the new site); Family fundraising nights (throughout the year) at Yogurt Jungle & Chipotle;
  - Ground breaking event in December-January with press releases to InMaricopa and The Monitor, blasts to Facebook page, website, and flyers posted throughout Maricopa businesses & retailers. Invitations include the Mayor, and other city officials involved with our project.
  - Pre-Grand Opening event (June or July)—part of open enrollment campaign. Invitation to tour the school and get information about Montessori education. We are in the process of revamping our website to make it more engaging, dynamic, and rich with more information and resources related to our educational approach and philosophy. We hope to have it activated by late October—early November.

**Homeschool Market**

	<p>Montessori education is well-aligned with “home schooling” parent goals &amp; objectives—we have enrolled several “home school” families searching for a child-centered, individually paced, hands-on option.</p> <ul style="list-style-type: none"> <li>• Camino will be next door to Maricopa Library which will be a great exposure to parents coming to library to meet with Librarian on homeschooling materials.</li> <li>• Per Pinal County School Office-Home School Liaison (Brenda Thwaites) FY17 database, there are currently 467 registered ‘home school’ kids (ages 6-16)</li> <li>• How to reach homeschool parents: <ul style="list-style-type: none"> <li>○ Currently enrolled families—word of mouth</li> <li>○ Build relationship w/Pinal County Home School Liaison</li> <li>○ Mass mailing—door to door</li> <li>○ Build relationship with liaison to assist getting Camino option out to parents; host a Home School Parent Meet and Greet</li> <li>○ Reach out to Maricopa Library (Home School Resource &amp; Info—includes local groups of families)—library future next door neighbor</li> </ul> </li> </ul> <p><b>District Kids--“bussed out” Market</b>  Estimated 1300-1500 kids bussed to Tempe and/or Chandler schools per current news articles</p> <ul style="list-style-type: none"> <li>• <b>(2015) InMaricopa News--</b><i>“Currently, 1,500 students who live in Maricopa attend the Kyrene and Tempe districts,” Chestnut said. “Kyrene has a 15 percent override in place and Tempe’s is 10 percent.”</i></li> </ul> <p><b>Source:</b> <a href="http://www.inmaricopa.com/override-property-sale-possibilities-come-to-school-board/">http://www.inmaricopa.com/override-property-sale-possibilities-come-to-school-board/</a></p> <ul style="list-style-type: none"> <li>• <b>(2016) Pinal Central News--</b><i>Kyrene and Tempe Union “currently send 20 buses per day into Maricopa and take out 1,300 students,” Chestnut said. “Kyrene has a 15 percent override and TUHSD has a 10 percent.”</i></li> </ul> <p><b>Source:</b> <a href="http://www.pinalcentral.com/opinion/our_view/schools-needs-readily-apparent/article_2885133a-9fb9-11e6-96f3-738a0b089f79.html">http://www.pinalcentral.com/opinion/our_view/schools-needs-readily-apparent/article_2885133a-9fb9-11e6-96f3-738a0b089f79.html</a></p> <p>How to reach these families:</p> <ul style="list-style-type: none"> <li>• Local news magazine advertising</li> <li>• Open Houses</li> <li>• Mass mailing—door to door</li> <li>• Word of mouth</li> </ul>		
<p><i>Concrete Resources Identified</i></p>	<p><b>FY19:</b> We need very few Montessori specific resources for FY19 expansion. Over the past several years we have invested in creating a surplus of core Montessori materials in math &amp; language, especially. We have also purchased additional reading labs, and other language resources to</p>	<p><b>FY20:</b> We plan to add 2 additional classrooms this year which will require purchasing core Montessori math, language, geometry, and cultural materials. In addition, both classrooms will need a full complement of furniture (shelves, tables &amp; chairs), IT equipment, Reading Labs, and other</p>	<p><b>By FY21</b> we should be at our targeted expansion and number of classrooms. We will continue to purchase materials, both Montessori specific and general, to ensure all classrooms are at optimum to support the curriculum.</p>



	<p>accommodate a new kinder and Lower Elementary classroom. Our biggest need will be to purchase additional furniture (shelves, tables &amp; chairs) and IT equipment. We also plan to purchase additional Saxon math texts, and science materials for the Upper Elementary classroom.</p> <p>Begin to develop the outdoor environment— outdoor furniture (tables &amp; benches); garden and composting; science areas</p>	<p>curricular materials. We are confident that these expenses will be met by our increased ADM payment.</p> <p>Continue development &amp; expansion of the outdoor environment.</p>	<p>Continue development &amp; expansion of the outdoor environment.</p>
<p><i>Changes Needed-- Curriculum, Assessment, and Instruction</i></p>	<ul style="list-style-type: none"> <li>• We use the Montessori Curricula for Kinder-6<sup>th</sup> grades. Our curriculum is aligned to standards, and we have identified/purchased additional language and math programs that complement and/or fill in identified gaps.</li> <li>• We anticipate no changes to our curriculum at this time. We continue to monitor and evaluate our curriculum for any new gaps, or enhancements that would improve academic achievement while maintaining the authenticity of our Montessori approach.</li> <li>• We will purchase 65-75 new student and/or parent user licenses to our parent communication, and student assessment portals.</li> <li>• To accommodate state mandated assessments, we will purchase 20-25 new student laptop/tablets FY19; Ten-fifteen in FY20 &amp; ten-fifteen new in FY21.</li> </ul>		
<p><i>Further Rationale for Request</i></p>	<ul style="list-style-type: none"> <li>• Camino Montessori is the only Montessori based school (public or private) within 25-30 miles of Maricopa (30-40 minute commute).</li> <li>• Typically schools that prescribe to Montessori-based education have a longer “start-up” period than schools that offer more traditional methods of education. A core element of our approach involves creating three year multi-age communities where peer and mentor learning is emphasized, and a strong sense of community thrives. To do this most successfully, it is important to maintain the integrity of each community by ensuring that about 1/3 of the students, each year, are new and the others are returning members of the community. Ideally, the new students are moving up from a previous year, or 3 year cycle, in our program.</li> <li>• Camino Montessori has steadily developed and expanded its programs over the last 4 years, since opening. Our current location no longer meets the requirements for our continued expansion. We also lack an appropriate outdoor environment, which is an essential component of a Montessori school. With this in mind, we have aggressively pursued options for a new campus that we can grow both inside and outside. It has been a long journey, however, early last March, we procured about 3 acres of land, in an ideal high visibility</li> </ul>		

location. In June we entered into a financing agreement (Development Lease) with Charter School Capital (CSC) which includes funding the land and the construction of a new school.

- Moving forward with CSC is contingent upon the approval of our amendment requests to increase enrollment and move to our new location. We plan to close in mid-late November, and begin construction in early January. Although FY19 will yield a larger than optimal growth for Montessori-based schools, it is necessary to support additional land & lease expenses, as well as gaining program integrity and stability. Our three year strategy involves an initial year of robust growth, as well as adding extended care and summer school programs, in order to generate the necessary capital needed for gaining stability in the 2<sup>nd</sup> or 3<sup>rd</sup> year of the expansion plan.
- Probably the most important rationale for increasing our enrollment cap, is that, by having a healthy ADM, it allows us to enter a period of stabilization within each program level, with more focus on professional development and student resources. The new location will offer the opportunity to develop the outdoor curriculum & environments which are an essential component of Montessori education. The new location will also provide a much more optimal level of safety and security for our children and families.
- Camino Montessori is the only Montessori school in the Maricopa and Casa Grande area, and the closest Montessori school in the Valley is a 30-45 commute away. Word of mouth continues to be the primary way parents find us. Also, an estimated 400-450 elementary aged children in the Maricopa and surrounding are home-schooled. We have attracted quite a few parents who home-schooled their children and are excited to have an alternative which aligns so well with their own educational philosophy. Parents appreciate that our learning environments are built upon the premise that children learn best from concrete “hands on” learning opportunities; that we promote all areas of the child’s development as equally important to the other; and that we personalize their child’s learning by attending to their specific needs, abilities, and interests.

<i>Local Schools, Ratings, AzMERIT &amp; Demographics</i>							
	State	MUSD	Sequoia Pathway	Leading Edge Academy	Legacy Traditional	Holsteiner Ag (Graysmark)	<i>CAMINO MONTESSORI</i>
Grades served	K-12	K-12	K-12	K-8	K-10	K-6	K-6
# Enrolled	1,130,597	6,189	900	342	1,162	42	91
Type of School		Local District	Basics, college prep, general	Back-to-basics, character development, small class sizes, traditional values, college prep	Traditional, accelerated, Basics		Montessori based; child centered; whole child

Letter Grades & AzMERIT Data							
FY17 Letter Grade	N/A	C	Under review	Under review	B	Not reported	No Rating
<i>AzMERIT ELA 3<sup>rd</sup> Grade-all</i>	41%	37%	57%	63%	60%	55%	<i>Not reported*</i>
<i>ELA 3<sup>rd</sup> Grade-ELL</i>		Not reported	Not reported	Not reported	Not reported	Not reported	<i>Not reported*</i>
<i>ELA 3<sup>rd</sup> Grade-FRL</i>		26%	58%	35%	48%	Not reported	<i>Not reported*</i>
<i>ELA 3<sup>rd</sup> Grade-SWD</i>		21%	35%	Not reported	18%	Not reported	<i>Not reported*</i>
Math 3 <sup>rd</sup> Grade-all	41%	46%	59%	82%	63%	27%	<i>Not reported*</i>
Math 3 <sup>rd</sup> Grade-ELL		13%	Not reported	Not reported	Not reported	Not reported	<i>Not reported*</i>
Math 3 <sup>rd</sup> Grade-FRL		35%	52%	82%	51%	Not reported	<i>Not reported*</i>
Math 3 <sup>rd</sup> Grade-SWD		22%	35%	Not reported	41%	Not reported	<i>Not reported*</i>
<i>*Camino student sample for FY17 AzMERIT too small to measure</i>							
Demographics							
White	39%	37%	66%	50%	57%	43%	59%
Hispanic	45%	36.4%	20%	30%	25%	36%	22%
Black	5%	13.3%	7%	10%	7%	14%	11%
Asian/ Hawaiian Native/ Pacific Islander	3%	2%	2%	1%	3%	7%	4%
American Indian/ Alaskan Native	5%	7%	2%	5%	2%	<1%	3%
Other	3%	4%	2%	4%	5%	14%	1%
ELL		4%					2%
FRL		50%	52%	56%	32%	54%	38%
SWD		15%					13%

**Resources:**

<http://www.ade.az.gov/charterschools/search/SiteList.asp>

<https://www.greatschools.org/arizona/maricopa/5665-Leading-Edge-Academy-Maricopa/>

<http://school-districts.startclass.com/l/644/Maricopa-Unified-School-District>

### **CONCRETE RESOURCES—More Information**

When our charter was approved in 2013 we were also awarded the AZ CSP grant. Over the life of the grant we were able to purchase many Montessori specific language and math materials, as well as many related enrichment materials, and quality furniture for the classrooms. We were also able to purchase many of the materials for upper elementary in anticipation of expanding our program. The grant also afforded us the opportunity to purchase teacher laptops, and 25 Dell tablets for student use with research and in anticipation for the AzMERIT computer based assessments. We purchased microscopes and other science materials, and have a rich reference and literature library for each classroom. We have enough curricular materials to meet the needs of our FY19 growth, and with the additional funding have prioritized additional Montessori materials to be added to our new Kinder and upper elementary classrooms. We currently use phonics based reading programs, SRA reading labs, and Accelerated Reader as additions to our Montessori-based language program and have enough to support next year. Last year we adopted The Units of Study writing curriculum (Lucy Calkins), and purchased enough sets for projected number of elementary classrooms next year. We currently use Renaissance STAR 360 for our benchmark & screening assessments, and will need to purchase additional licenses (we currently have 100) as we expand. We will need to purchase two additional classroom computer stations, and approximately 30 more Dell tablets (primarily for state assessments). We will also need to purchase additional Saxon math textbooks for upper elementary level.

As part of the Montessori teacher training process, each teacher creates comprehensive curricular binders with complete scope and sequence of lessons and objectives in the areas of math, geometry, language arts, and cultural studies, which includes botany, zoology, history, geography, astronomy, chemistry, physics, peace education. We have been able to sponsor Montessori teacher training for several of our teachers which has afforded us to have several collections of curricular binders available as references.

Currently, we have one Kindergarten teacher, two lower elementary teachers, and one upper elementary teacher. The two lower elementary years are completing their school sponsored Montessori teacher training, and should have their full credentials by the beginning of next year. Our kindergarten and upper elementary teachers hold Montessori credentials at the levels they are teaching. In order to meet our growth expectations over the next 3 years we will need to add one teacher to each level next year, and an additional upper elementary teacher in the 3<sup>rd</sup> year. Additionally, we will need additional Teacher Assistants to support two adults to each classroom ratio, as well as to support PE and outdoor education in our new facility.

## Staffing Chart

School Name: CAMINO MONTESSORI				
	Number of Staff Members			
Position	Current—FY18	Anticipated—FY19	Anticipated—FY20	Anticipated—FY21
Administration	2	2	2	2
Teachers/Instructional Staff				
Kindergarten	1	2	2	2
1 <sup>st</sup>	2	3	3	3
2 <sup>nd</sup>				
3 <sup>rd</sup>				
4 <sup>th</sup>	1	2	2	3
5 <sup>th</sup>				
6 <sup>th</sup>				
7 <sup>th</sup>	N/A	N/A	N/A	N/A
8 <sup>th</sup>	N/A	N/A	N/A	N/A
9 <sup>th</sup>	N/A	N/A	N/A	N/A
10 <sup>th</sup>	N/A	N/A	N/A	N/A
11 <sup>th</sup>	N/A	N/A	N/A	N/A
12 <sup>th</sup>	N/A	N/A	N/A	N/A
Specialty Staff- Outdoor Environment (ODE) & PE	0	2	2.63	3
Teacher Assts (Paraprofessionals)	4.5	7	7	8
Additional Staff				
List title: Office-Admin Asst	0.69	1	1	1
<b>Total Staff Members</b>	11.19	19	19.63	22

## Leadership Staffing Chart

School Name: CAMINO MONTESSORI				
	Leadership Team			
Title	Current—FY18	Anticipated—FY19	Anticipated—FY20	Anticipated—FY21
Executive Director & Curriculum	Judy Webster	Judy Webster	Judy Webster	Judy Webster
Director of Operations	Carrie Myers	Carrie Myers	Carrie Myers	Carrie Myers
Primary/Kinder LEAD	Karen Marchese	Karen Marchese	Karen Marchese	Karen Marchese
EI (1 <sup>st</sup> -3 <sup>rd</sup> ) LEAD	Nikki Black	Nikki Black	Nikki Black	Nikki Black
EII (4 <sup>th</sup> -6 <sup>th</sup> ) LEAD	Judy Webster	TBD	TBD	TBD

## Enrollment Matrix

School Name: CAMINO MONTESSORI										
Number of Students										
Grade Level	Current— FY18	RET	Target— FY19	NEW	RET	Target— FY20	NEW	RET	Target— FY21	NEW
Kindergarten	18	9	30	21	12	30	18	12	30	18
1 <sup>st</sup>	18	18	30	12	30	30	0	30	30	0
2 <sup>nd</sup>	16	18	30	12	30	30	0	30	30	0
3 <sup>rd</sup>	16	16	30	14	30	30	0	30	30	0
4 <sup>th</sup>	10	16	20	4	30	30	0	30	30	0
5 <sup>th</sup>	11	10	12	2	20	20	0	30	30	0
6 <sup>th</sup>	2	11	11	0	12	12	0	20	20	0
7 <sup>th</sup>	N/A		N/A			N/A			N/A	
8 <sup>th</sup>	N/A		N/A			N/A			N/A	
9 <sup>th</sup>	N/A		N/A			N/A			N/A	
10 <sup>th</sup>	N/A		N/A			N/A			N/A	
11 <sup>th</sup>	N/A		N/A			N/A			N/A	
12 <sup>th</sup>	N/A		N/A			N/A			N/A	
<b>Total Enrollment</b>	91	98	163	65	164	182	18	182	200	18
<b>Total ADM</b>	82		148			167			185	

## Financial Performance

Camino Montessori

Interpreting the Financial Performance Dashboard

Fiscal Year 2016

Fiscal Year 2017

### Near-Term Measures

Going Concern

	Fiscal Year 2016		Fiscal Year 2017	
	No	Meets	No	Meets
Unrestricted Days Liquidity <small>&lt;30, but ≥15: Does Not Meet &lt;15: Falls Far Below</small>	43.24	Meets	5.91	Falls Far Below
Default	No	Meets	No	Meets

Unrestricted Days

Liquidity

<30, but ≥15: Does Not Meet  
<15: Falls Far Below

Default

### Sustainability Measures\*

Net Income

≤0: Does Not Meet

	Fiscal Year 2016		Fiscal Year 2017	
	Value	Meets	Value	Meets
Net Income	(\$87,957)	Does Not Meet	(\$22,474)	Does Not Meet
Fixed Charge Coverage Ratio <small>&lt;1.10: Does Not Meet</small>	0.17	Does Not Meet	0.67	Does Not Meet
Cash Flow (3-Year Cumulative) <small>Negative: Does Not Meet**</small>	(\$94,495)	Does Not Meet	(\$33,545)	Does Not Meet

Fixed Charge Coverage Ratio

<1.10: Does Not Meet

Cash Flow (3-Year Cumulative)

Negative: Does Not Meet\*\*

Cash Flow Detail by FY

	FY 2016	FY 2015	FY 2014	FY 2017	FY 2016	FY 2015
	(\$104,834)	\$134,910	(\$124,571)	(\$63,621)	(\$104,834)	\$134,910

Does Not Meet Board's Financial Performance Expectations

\* Negative numbers indicated by parentheses.  
\*\* Target effective beginning with FY16 audits.