C.3 Personnel

3 Year Staffing Plan	**Year 1**	**Year 2**	**Year 3**
Executive Director (Operations & Instructional Leadership)	In place—Founder & Executive Director, Judy Webster		
Lead Teachers (Instructional Staff) *(either in one large space or in 2 smaller spaces with 1 teacher each)*	To be hired 1 FTE Lead included in Operational Budget *(ExD will be "master teacher")*	2 FTE in budget 1 new teacher to be hired *(Ms. Webster to devote full time as ExD)*	3 FTE in budget 1 new teacher to be hired
Instructional Assistants (Paraprofessional staff)	To be hired 1.5 FTE in budget	2.0 FTE in budget Bring PT Assistant to full time	3.0 FTE in budget 1 new Assistant to be hired
Business/Office Manager (Non instructional staff)	To be hired 0.88 FTE in budget	0.88 FTE in budget	1 FTE in budget To go to full time
Receptionist/Secretary (Non instructional staff)	N/A	N/A	To be hired 0.5 FTE in budget
Special Ed/Ell Specialist	Purchased Service	Purchased Service	Purchased Service

At Camino Montessori we believe the faculty is the most critical element in developing a strong Montessori program. The teacher is the direct resource for the child. At Camino each teacher is responsible for preparing an optimal environment for a group of children while assisting the unique development of each individual child. Our teachers are also the primary link between the school and the family.

We view the hiring and orientation of our faculty and staff as "facilitating the match". It is essential that all staff (instructional and non-instructional) understand, support, and embrace our philosophy and educational approach.

Initially, Camino will recruit instructional staff through advertising. We plan to advertise in national Montessori journals, through Montessori associations, local newspapers, and through our website. By our 3rd-5th year we hope to offer "sponsorship" opportunities for those seeking a Montessori credential. Sponsorship builds long-term faculty commitment. In this scenario, Camino would provide funds for the Montessori training in return for a specified number of years of service (usually 3 years).

For the first few years of operation the Executive Director will be responsible for the review and selection of Lead Teachers and administrative staff. Interviews will be based on *reciprocal* dialogue. The Executive Director will develop a general set of questions which are open-ended, elicit information about personal and professional development, as well as educational philosophy. Desired traits looked for include, self-confidence, clarity of expression, warmth, sense of humor, reflective listening, etc.

Our Teaching Assistants are integral to the life of our school. Candidates for this position are evaluated in both classroom (instructional) and administrative (institutional) areas. It is also critical that the skills and personality of the assistant complement those of the Lead Teacher. Therefore Lead Teachers will have an active role in this recruitment process. The Executive Director will be involved from an administrative and supportive perspective, and will assist the Lead Teacher in making the final hiring decision.

"Fair Hiring" Practice

- Non-discriminatory (also part of 501(c)3 requirements)
- Consistent interview process for all candidates
- Resumes for perspective employees are maintained for specified period of time
- Legal consultation, when necessary

Essential Staff Requirements

- Montessori Credential for Lead Teachers
- Meets "Highly Qualified" criteria--as determined by NCLB for instructional, paraprofessional, and non-instructional positions
- Criminal background check and current fingerprint clearance card
- Proof of citizenship or right to work in this country
- Payroll tax documents
- "Universal Precautions" training
- Signed Confidentiality Statement
- Personal Information (i.e., emergency contact, address, phone, etc.)

Employee Compensation Plan

Initially, our budget will be very tight and our employee compensation and benefit program will be closely managed to ensure equitable and commensurate practice. Our budget currently includes all required ERE costs (e.g., Social Security, Medicare, FUTA, SUTA, etc.). Camino Montessori will comply with all applicable laws as related to compensation and benefits. Staff salaries and wages are determined by "industry standards" and practice.

- ✓ *Health coverage benefits* are still being researched and considered by the Board and Executive Director, and are not included in our ERE calculations.
- ✓ *Optional ERE expenses currently included in our budget & will be further defined and approved by our Board upon charter authorization:*
    - *Paid Time Off* (PTO)—only available for full time employees (full time = 35+ hrs/wk)
        - FT Salaried Employees:
            - PTO: 5 days/40 hours per year
            - Paid Holidays: All days school closed during academic year
        - FT Hourly Employees:
            - PTO: 3 days/24 hours first year, and 5 days/40 hours thereafter.
            - Paid Holidays: 2 per year

New Employee Orientation Overview

The orientation process is critical and serves as a "personalized welcome" to our school community and culture. When procedures and expectations are clearly stated staff are better able to succeed.

The Executive Director will develop the New Employee Orientation process which (in addition to previously mentioned items) will include, but not be limited to the following:

- ✓ Employee compensation information specific to position
- ✓ Job Description & Duties specific to position
- ✓ Employee Handbook—Policies & Procedures
    - Expectations for Learning Environments
    - Parent and Student Relations
    - Student Support Team Process
    - End of the Year Procedures and Expectations
    - Staff Evaluations
    - Confidentiality of Information
    - Causes for Termination—"Right to Work"
    - "No Compete" Clause
    - Harassment and Sexual Harassment
    - Inappropriate Behaviors
    - Reporting Procedures & Guidelines
    - Child Abuse & Neglect
    - Child Find
    - Ownership of Materials
    - Health & Safety Procedures and Guidelines
    - Support & Resolution Procedures (see illustration below)
    - Grievance Policy and Procedure
    - Professional Development
    - Records Retention—staff and student

In Service Training Areas

- ✓ *Cycle of Evaluative Inquiry*
- ✓ Camino's Educational Philosophy & Practice
- ✓ Curriculum Handbook & CCSS Alignment
- ✓ Camino's Performance Management Plans—*Reading & Writing*
- ✓ Authentic Assessment & Mandated Testing
- ✓ "Best Practice" Methods & Strategies for Core Skill Areas
- ✓ Recordkeeping & Data Collection—MRX training
- ✓ Student Progress & Conferences
- ✓ Effective Observation
- ✓ Parent Education

Special Education and ELL

All special education and ELL services will be by contracted services. As indicated in the Contracted Services section of this application, Camino has already retained the services of Sema Kelly (resume included in section B.4.2). The following is a list of special education topics that Ms. Kelly will provide during In Service training for applicable faculty and staff:

- Documentation of Participation at IEP Meeting
- Present Levels of Academic Achievement & Functional Performance (PLAAFP
- Transition Services
- Consideration of Other Factors
- Measurable Annual Goal(s)
- Non-Participation in Regular Class Activities
- Accommodations and Modifications for Instruction and Assessment
- Progress Toward Goals
- Extended School Year Services

It is important to Camino Montessori that each student receives an appropriate education supported by well-trained faculty and personnel. Camino will provide on-going professional development opportunities to educate our staff on meeting the needs of special needs students. Personnel will be trained and comply with all confidentiality requirements. For additional trainings, Camino Montessori will utilize available workshops, classes, and conferences through local Montessori services, the Arizona Department of Education (ADE), etc.

Initial Start-up Administrative Plan Overview (2012-2015)

Oversight Responsibilities Related to Instruction & Operational Services		
Area of Operations	**Immediate Responsibility**	**Oversight Responsibility**
Curriculum Design & Implementation		Executive Director
• Develop Camino Montessori Curricular Handbook & Standards alignment-- *To begin with Math & Language curricular alignment*	Executive Director Lead Teachers Assistant-as directed	
Faculty--Recruitment		Executive Director
• Lead Teachers & Admin staff • Assistants	Executive Director Executive Director Lead Teachers	
Faculty—Evaluation		Executive Director
• Develop Performance Evaluation tools & procedures for all staff—***will comply with Arizona State Board of Education "Teacher & Principal Evaluations" effective 2012-2013 school year***	Executive Director	
• Lead Teachers & Admin staff	Executive Director	
• Assistants	Lead Teachers	
Faculty—Professional Development	Executive Director	Executive Director
• Develop Staff Orientation		
• Develop In Service Outline for first year-- assessment, CCSS, "best practice", team building, etc.		
Assessment Procedures		Executive Director
• State mandated testing	Executive Director	
• Develop student screening & assessment process	Executive Director Lead Teachers	
• MRX Training & Implementation	MRX Provider Lead Teachers	
• Implement, modify, revise process	Lead Teachers Assistants, as directed	
Fiscal Management		Board of Directors & Executive Director
• School budget development & oversight	Executive Director	
• Recordkeeping Procedures	Business/Office Mgr.	
• In house bookkeeping & accounting	Business/Office Mgr.	
• Purchasing procedure & process	Business/Office Mgr.	
Contracted & Purchased Services	Business/Office Mgr.	Executive Director
• *Special Ed/ELL Services*	Sema Kelly	

• *Financial Services--Accounting, tax, & payroll*	CBIZ	
• *Legal Services*	Snell & Wilmer	
• *Marketing Services*	Factor 1	
• *IT Support*	To be determined	
Personnel & Human Resources		Executive Director
• Develop Employee Handbook	Business/Office Mgr.	
Policies & Procedures	Executive Director	Board of Directors
• Develop Camino Montessori Policies & Procedures Handbook	Executive Director	Board of Directors & Executive Director
Fundraising (includes grants management)		Board of Directors
• First 2-3 years as time permits	Executive Director	
Student Accountability Information System (SAIS)	Business/Office Mgr.	Executive Director
• Montessori Records Xpress training & implementation	MRX Provider Business/Office Mgr. Lead Teachers Assistants	

TIMELINE ATTACHED

START UP TO INCEPTION ADMINISTATIVE TIMELINES	Jun2010-Jul 2011	Aug-Dec 2011	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12
Complete & submit charter	X									
Community Development										
Mktg. & Advertizing Campaign				X	X	X	X	X	X	X
Mailing--Brochures, postcards				X						
Media--press releases & adv.										
Canvas preschools & businesses										
Website development		X	X	X	X	X	X	X	X	X
Outreach to Comm. Leaders					X	X	X	X	X	X
Enrollment Campaign				X	X	X	X	X	X	X
Open Houses & Inform. Mtgs.					X	X	X	X	X	
"Grand Opening"										X
Board Governance										
Est. Board Process & Rules of				X	X					
Est. Annual Reports & Reviews				X	X	X				
Meeting Schedule/Calendar				X	X					
Develop 3-5 year Strategic Plan				X	X	X	X	X	X	
Define Budget Approval Cycle				X	X			X	X	
Develop Board Handbook							X			
Recruit New Members (local)									X	X
Human Resources										
Recruit					X	X	X			
Hire							X	X		
Train									X	X
Develop Job Descriptions		X	X	X						
Develop Emp. Handbook		X	X	X	X	X	X	X		
Develop Staff Evaluation		X	X	X			X	X		
Finalize Optional ERE (PTO)				X	X					
Develop Staff Orientation						X	X	X	X	
Professional Devel. Plan &								X	X	
Staff Records									X	
Facilities										
Find space to accommodate 1st			X	X	X					
Procure lease agreement				X	X	X				
Set up utilities--water, electric,								X	X	
Set up phones & internet								X	X	
Purchase insurance--									X	
Recruit parent & community volunteers for set up needs--					X	X	X	X	X	X
Required fees & licenses--City of			X	X	X	X	X	X	X	X
Certificate of Occupancy									X	
Finance										
Deposit secured funds in bank				X						
Set up chart of accounts		X	X	X	X					
Develop purchasing procedure			X	X						
Estimated student counts to									X	
Contract w/payroll company								X	X	
Develop payroll procedures								X	X	
Contract w/SAIS provider									X	X

START UP TO INCEPTION ADMINISTATIVE TIMELINES	Jun2010-Jul 2011	Aug-Dec 2011	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12
Establish SAIS procedure &									X	X
Operations & Mgt.										
Set up reception/office area									X	X
Purchase copier and laminator									X	
Purchase classroom furniture,						X	X	X	X	X
Purchase classroom computer								X	X	
Make materials								X	X	X
Programs										
Finalize contract with Special				X						
Develop intial student							X	X	X	
Spec. Ed/ELL orientation									X	
Arrange for beginning of the									X	X
Develop initial Student Success Team (SST) process & guidelines		X					X	X	X	
Develop curricular handbook--linked to PMP Math/Rdg		X					X	X	X	X
Year & Month at a glance									X	X
Beginning of the year plans									X	X
Student Records & Data										
back to school event--"Meet the										X
Set up student perm. Records									X	
Student data entry for MRX &									X	X
Develop student handbook		X							X	X
Parent Education										
Parent Orientation										X
On-going parent education										X
Website as parent resource		X	X	X	X	X	X	X	X	X