C.3 Personnel

Viable Staffing Plan

To be viable the staff ratios, qualifications, responsibilities and task must be appropriate to support the administrative, instructional and operational components of the school. Number of instructional and non-instructional personnel to implement the program – Based on projected school population of 216 to 296 over three years, Incito Schools will have FTE's –

Position	Year 1	Year 2	Year 3
Full-time Classroom Teachers/ Instructional FTE's	12	14	16
Special Education Director/teacher	1	1	1
Aids – Special Education	As needed	As needed	As needed
Executive Directors	2	2	2
Non-Instructional staff/ *business manager (part-time)*, office manager, school leader, *administrative assistant(added in year 3)*	2.5	2.5	4
Total Staff	17.5	19.5	23
Student/Teacher Ratio	1:20 Kinder 1:25 1-8th	1:20 Kinder 1:25 1-8th	1:20 Kinder 1:25 1-8th

The teacher/ student ratio will be maintained at 1 to 25 or less. Staff will be phased in as enrollment increases. The Special Education Teacher team teaches in the classroom when necessary, Year I - 216/17.5 FTE/s= 1 to 12 ratio: Year 2 – 256/19.5 FTE's= 1 to 13 ratio: Year 3 - 296/23 FTE's=1 to 13 ratio. During the first year of operation through second year, Incito will have a part time business manager, full time office manager and school leader. In year 3, Incito will have a full time business manager, office manager, school leader and add a full time administrative assistant. Administrative staff will have extensive experience and provide the leadership and support needed to ensure the learning community is responsive to all stakeholders. Non- Instructional staff will support the logistical operations.

Number of Instructional and non-instructional personnel to implement the program

Based on projected school population of 216 to 296 over three years, Incito will have 13 to 23 instructional personnel with instructional assistants (aids) as needed. The teacher to student ratio will be maintained at 1 to 25 or less. Staff will be phased in as enrollment increases.

- Qualifications of Staff –Teachers will be "highly qualified" which means that teachers will have at least a bachelor's degree, at least 24 credits hours in the content area to be taught and/or a full state certification, and demonstrated competency in the core academic

subject area hired. The following states the minimum requirement for each position: Bilingual teachers– Bachelor's degree minimum and Bilingual Certification required; Special Education – Bachelor's degree minimum and Special Education Certification required; Instructional Aide (Paraprofessional) – High School Diploma or GED and have completed at least 2 years at institution of higher learning. All Incito staff must pass a criminal background check and drug testing. Instructional staff will meet all the SEI requirements through the state department.

Additional information regarding Highly Qualified Requirements:

The federal No Child Left Behind Act (NCLB), reauthorized in 2001, requires that all teachers be highly qualified in the core academic content area(s) they teach. NCLB places major emphasis upon teacher quality as a factor in improving achievement for all students. This emphasis grows out of the research showing that teachers' mastery of the academic content they teach is critical to engaging students and is a significant factor in raising levels of student achievement. All veteran teachers of core academic content areas should have met the highly qualified teacher requirement by the end of the 2005-2006 school year. All instructional paraprofessionals in Title I school-wide or Title I targeted assistance programs should also have met the highly qualified paraprofessional requirements by the end of the 2005-2006 school year.

Early Childhood and Elementary Teachers Requirements:

- Hold a bachelor's degree and/or
- Hold a valid Arizona teaching certificate (A.R.S. §15-502.B)– intern, provisional, reciprocal or standard (charter school teachers are exempt from this requirement).
- Early Childhood Certificate (K-3 only); Elementary Certificate; Secondary Certificate; Foreign Teacher Certificate; Special Education Certificate
- Passed the Elementary Education Subject Knowledge AEPA test # 01; OR
- Passed the Early Childhood Subject Knowledge AEPA test #36 (covers K-3 only); OR
- Earned a minimum of 100 points on the AZ HOUSSE for Elementary Teachers, completed prior to June 30, 2007 (documentation required). An existing rubric may be utilized by teachers continuing or returning to teach in this content area; OR Earned a minimum of 100 points on the AZ HOUSSE for Veteran Teachers Returning to the Profession – Elementary Education (K-8 Self Contained)[documentation required]; OR
- Highly Qualified Teacher Reciprocity (must provide comparable out-of-state test or out-of-state
- Passed the AEPA Subject Knowledge Test (first available in 1999) in the core academic subject area; OR
- Hold an advanced degree in the core academic subject area; OR
- Hold National Board Certification in the core academic subject area (Generalist Certificates are not acceptable); OR

- A major or 24 credit hours in the core academic subject area; OR
- Passed ACTFL (foreign languages other than Spanish, German and French)

Instructional Paraprofessional Requirements:

- Secondary school diploma or GED
- Hold an associate's (or higher) degree (attach copy); OR
- Completed two years of study or 60 credit hours at an accredited institution of higher education (attach transcript); OR
- Obtained a passing score on an ADE-approved assessment (attach score report): ParaPro ACT Workkeys (requires Business Writing, Applied Math & Reading Comprehension test results)
- Master Teacher's Para Educator Learning Network

Information supported through http://www.azed.gov/

ALIGNMENT with staff qualifications and No Child Left Behind requirements:

Teachers Qualifications (including Special Education, Special Area and Foreign Language): The teachers are directly responsible to the School Leader. The teachers will ensure Incito's academic goals are met and the mission is fulfilled. Incito will have thirteen teachers in its first year of operation, fifteen in its second year and seventeen in its third year. All teachers will be Highly Qualified and have their SEI endorsement. Teachers will consistently make certain expectations and systems for behavior, demonstrate a working knowledge of their subject area across grade levels, contribute to the development of curriculum in their grade level and ensure research based best practices for daily instruction. Teachers will consistently administer formative and summative assessments, including state mandated assessments to monitor progress and adjust instruction and/or curriculum as necessary to maximize student outcomes. Teachers will engage in a continuous learning cycle through job-embedded professional development, Professional Learning Communities and data reflection conversations. Teachers will:

- Be Highly Qualified in compliance to No Child Left Behind regulations
- Have an SEI endorsement
- Have a baccalaureate degree from an accredited college or university and teach in the subject they majored in or have at least 24 credits in their teaching area. Teachers will be Highly Qualified in at least one of the following areas: English, Mathematics, Science, Government, History, Geography, Elementary Education, Early Childhood Education, Special Education, and/or English as a Second Language.
- Demonstrate extensive proficiency in instruction and management, and the ability to progress students to significant academic growth through previous teaching experience, student teaching, or a proven internship, preferably in a low-income community with students who may not speak English as their first language.

- Demonstrate extensive knowledge in their content and grade level. Demonstrate knowledge of the grade level below and above their own for vertical alignment of standards to minimize wasted instructional time spent on re-teaching concepts already taught years previously.
- Demonstrate commitment to fulfilling Incito School's mission and vision and its core beliefs by maintain a high level of personal integrity, professionalism, and commitment to learning.
- Demonstrate the ability to build and maintain positive rapport with students, parents, staff and community through extensive organizational, planning and implementation skills.
- Have a valid fingerprint clearance card with completed background checks.

Special Education Director/Teacher Qualifications:

The Director of Special Education creates a positive learning environment to facilitate the personal, social, physical, and intellectual development of our exceptional, language learning, gifted and talented students. This individual will be responsible for proper maintenance of records for special needs and ELD students, oversight of the IEP and ILLP Team process, and will be the primary person responsible for ensuring that students with specialized instructional needs receive the proper accommodations and/or modifications within the classroom. In addition s/he will work closely with the Executive Directors to develop assessments that are aligned to state and national standards, analyze student results, and guide teachers to make data-driven curricular decisions. The school will open with at least one full time Special Education teacher who will also serve as the Director of Special Education. Incito has already identified a Special Education Director, who is also qualified to serve as the Special Education Teacher, based on the following criteria:

- Bachelor of Art in Education, Special Education
- Graduate Certificate in Applied Behavior Analysis
- Doctorate of Psychology in School Psychology
- Special Education K-12 Teacher Certificate (Arizona)
- Elementary Education K-8 Teacher Certificate (Arizona)

Additional criteria to be considered are as follows:

- Be Highly Qualified in compliance to No Child Left Behind regulations
- Have an SEI endorsement
- Have a baccalaureate degree from an accredited college or university and teach in the subject they majored in or have at least 24 credits in their teaching area. Teachers will be Highly Qualified in at least one of the following areas: English, Mathematics, Science, Government, History, Geography, Elementary Education, Early Childhood Education, Special Education, and/or English as a Second Language.
- Demonstrate extensive proficiency in instruction and management, and the ability to progress students to significant academic growth through previous teaching experience,

student teaching, or a proven internship, preferably in a low-income community with students who may not speak English as their first language.

- Demonstrate extensive knowledge in their content and grade level. Demonstrate knowledge of the grade level below and above their own for vertical alignment of standards to minimize wasted instructional time spent on re-teaching concepts already taught years previously.
- Demonstrate commitment to fulfilling Incito School's mission and vision and its core beliefs by maintain a high level of personal integrity, professionalism, and commitment to learning.
- Demonstrate the ability to build and maintain positive rapport with students, parents, staff and community through extensive organizational, planning and implementation skills.
- Have a valid fingerprint clearance card with completed background checks.

School Leader Qualifications:

The School Leader is directly responsible to the Executive Directors. The School Leader will ensure Incito's program of instruction and philosophy of education are effectively implemented. The School Leader will oversee and participate in curriculum development and set and meet academic goals. The School Leader will implement Incito's instructional program and the professional development plan. The School Leader will oversee the state mandated testing process and ensure full compliance with state mandated instruction, assessment and reporting including requirements for English Language Learners who require four hours of structured English Language Development. The School leader will collaborate with Executive Directors to develop and implement student recruitment plan and collaborate with School Policy Council to define and disseminate information about the school disciplinary policies and procedures to parents, students, staff, and community. The School leader will be visible and accessible to students, teachers, staff and the community. The School Leader will observe in classrooms on a regular basis and conduct staff meetings. The School Leader will promote and maintain open communications; foster a school-wide atmosphere of respect and dignity for students and staff. The School Leader will be strategic in interpreting and communicating Incito's mission for the community. The School Leader will review staff attendance; oversee teacher substitution if necessary, review student attendance; take action as required by policy through collaboration with Business Manager and Office Manager. The School Leader will handle or delegate student disciplinary issues and handle staff disciplinary issues. The School Leader will ensure safety and cleanliness of facilities and consistently detect and prevent potential problems. In the first three years of operation, the School Leader will recruit, hire and oversee all instructional staff through the direction of the Executive Directors. The School Leader will recruit and hire special education aides as needed based on student population and needs. School Leader will:

- Be Highly Qualified in compliance to No Child Left Behind regulations

- Have an SEI endorsement
- Have a baccalaureate AND master's degree from an accredited college or university and teach in the subject they majored in or have at least 24 credits in their teaching area. The School Leader will be Highly Qualified in at least one of the following areas: English, Mathematics, Science, Government, History, Geography, Elementary Education, Early Childhood Education, Special Education, and/or English as a Second Language.
- Master's degree in Educational Leadership and Administration
- Experience overseeing a school setting with a supervisory role of adults with school leadership skills
- Have extensive knowledge in instruction and management, proven ability to progress students to significant academic growth through previous administrative experience, leadership roles, or a proven internship, preferably in a low-income community with students who may not speak English as their first language.
- Have extensive knowledge across all content and grade level areas.
- Have ability to create an empowering, positive, and creative learning environment that fuels a passion for learning; capable of developing a community of learners who are integrally connected with the surrounding community.
- Have data management and analysis experience using data to drive new ways to increase student achievement and clearly identify academic interventions.
- Have ability to effectively evaluate teachers and create professional development goals.
- Demonstrate unyielding commitment to fulfilling Incito School's mission and vision and its core beliefs by maintain a high level of personal integrity, professionalism, and commitment to leading the community towards educational excellence.
- Demonstrate the ability to build and maintain positive rapport with students, parents, staff and community through extensive organizational, planning and implementation skills.
- Have a valid fingerprint clearance card with completed background checks.

Executive Directors Qualifications: The Executive Directors are directly responsible to the Corporate Board and are consistently advised by the School Policy Council. The Executive Directors will ensure Incito's program of instruction and philosophy of education are effectively implemented. The Executive Directors will make certain the operation of the charter school is consistent in policies and practices articulated by the Corporate Board. The Executive Directors will work closely with the Business Manager to develop the school budget and pursue grant opportunities. The Executive Directors will be the direct contact with The Rock of Refuge corporation partnership. The Executive Directors will make certain effective communication is in place with the charter authorizer, local businesses, and the broader community at large. In the first three years of operation, the Executive Directors will recruit, hire and oversee all instructional staff. The Directors will recruit and hire special education aides as needed based on student population and needs. The Directors will make certain Incito's curriculum is reviewed and assessed on effectiveness through a team of educational advisors. The Executive Directors

will conduct daily classroom observations, facilitate data-driven reflective and planning sessions, lead job-embedded professional development, evaluate teachers and staff, oversee the state mandated testing process and ensure full compliance with state mandated instruction, assessment and reporting including requirements for English Language Learners who require four hours of structured English Language Development. Executive Directors will:

- Be Highly Qualified in compliance to No Child Left Behind regulations
- Have an SEI endorsement
- Have a baccalaureate AND master's degree from an accredited college or university and teach in the subject they majored in or have at least 24 credits in their teaching area. Directors will be Highly Qualified in at least one of the following areas: English, Mathematics, Science, Government, History, Geography, Elementary Education, Early Childhood Education, Special Education, and/or English as a Second Language.
- Master's degree in Educational Leadership and Administration
- Experience overseeing a school setting with a supervisory role of adults with school leadership skills
- Preferably experience with financial, operational and grant management
- Preferably have experience in fundraising and recruitment of local businesses to support school donations
- Have extensive knowledge in instruction and management, proven ability to progress students to significant academic growth through previous administrative experience, leadership roles, or a proven internship, preferably in a low-income community with students who may not speak English as their first language.
- Have extensive knowledge across all content and grade level areas.
- Demonstrate unyielding commitment to fulfilling Incito School's mission and vision and its core beliefs by maintain a high level of personal integrity, professionalism, and commitment to leading the community towards educational excellence.
- Demonstrate the ability to build and maintain positive rapport with students, parents, staff and community through extensive organizational, planning and implementation skills.
- Have a valid fingerprint clearance card with completed background checks.

The Business Manager Qualifications: The Business Manager is directly responsible to the School Leader and to the Executive Directors when necessary. The Business Manager will ensure Incito's financial and operational aspects of the school further the fulfillment of the schools mission and vision. The Business Manager will develop and maintain the financial plan of the school, provide daily financial oversight and management, and develop revenue streams for the school by writing grants and/or overseeing contracts with grant writers. The Business Manager will also be responsible for managing facilities and grounds maintenance. The Business Manager oversees contracted services including payroll, grant writers, technology support, building maintenance and volunteers. The Business Manager will ensure compliance with reporting to Arizona Department of Education with attendance and managing the Student

Accountability Information System (SAIS). The Business Manager will implement day-to-day accounting and business activities. Business Manager will:

- Have a baccalaureate and/or master's degree from an accredited college or university in Business Management and/or Financial Management
- Have experience and/or training in business and financial management
- Have experience and/or training in financial, operational and grant management
- Preferably have experience in fundraising and recruitment of local businesses to support school donations
- Demonstrate unyielding commitment to fulfilling Incito School's mission and vision and its core beliefs by maintain a high level of personal integrity, professionalism, and commitment to school.
- Demonstrate the ability to build and maintain positive rapport with students, parents, staff and community through extensive organizational, planning and implementation skills.
- Have a valid fingerprint clearance card with completed background checks.

The Office Manager Qualifications: The Office Manager is directly responsible to the Business Manager. The Office Manager will ensure Incito's daily operational aspects of the school further the fulfillment of the schools mission and vision. The Office Manager will support the Business Manager in maintaining the financial plan of the school whenever necessary. The Office Manager will also be responsible for reporting daily student and staff attendance to the Business Manager. The Office Manager will manage administrative functions including preparing correspondence, memos, newsletters, reports, and developing record keeping systems, bulletins, Board and Council reports, and forms. Prepares special reports and supports teachers and other staff as needed. The Office Manager supports the Business Manager with contracted services including payroll, grant writers, technology support, building maintenance and volunteers whenever necessary. The Office Manager will support the Business Manager to with compliance in reporting to Arizona Department of Education with attendance and managing the Student Accountability Information System (SAIS). The Office Manager will oversee the Administrative Assistant to ensure all school operations are in direct alignment to Incito's mission and vision. Office Manager will:

- Preferably have a baccalaureate and/or master's degree from an accredited college or university in related areas to Business or Operations Management and/or Financial Management
- Have experience and/or training in business, operations and financial management
- Preferably have experience and/or training in financial, operational and grant management
- Preferably have experience in fundraising and recruitment of local businesses to support school donations

- Demonstrate unyielding commitment to fulfilling Incito School's mission and vision and its core beliefs by maintain a high level of personal integrity, professionalism, and commitment to school.
- Demonstrate the ability to build and maintain positive rapport with students, parents, staff and community through extensive organizational, planning and implementation skills.
- Have a valid fingerprint clearance card with completed background checks.

Administrative Assistant Qualifications: The Administrative Assistant is directly responsible to the Office Manager and supports the School Leader when necessary. The Administrative Assistant will ensure Incito's operational aspects of the school further the fulfillment of the schools mission and vision. The Administrative Assistant will support the Office Manager in maintaining the policies and procedures of the school. The Administrative Assistant will also be responsible for answering and screening phone calls, directing inquires to appropriate parties, greet students, staff and community members, function as key operator for office copying machine and standard office equipment, maintain supply closet by facilities and staff, process shipping and receiving, support with student attendance when directed by the Office Manager. The Administrative Assistant supports the Office Manager with delegated tasks/assignments. The Administrative Assistant will implement day-to-day operations and business activities. The Administrative Assistant will ensure all school operations are in direct alignment to Incito's mission and vision. Administrative Assistant will:

- Preferably have a baccalaureate and/or master's degree from an accredited college or university
- Have experience and/or training in operations management
- Preferably have experience and/or training in financial, operational and grant management
- Preferably have experience in fundraising and recruitment of local businesses to support school donations
- Demonstrate unyielding commitment to fulfilling Incito School's mission and vision and its core beliefs by maintain a high level of personal integrity, professionalism, and commitment to school.
- Demonstrate the ability to build and maintain positive rapport with students, parents, staff and community through extensive organizational, planning and implementation skills.
- Have a valid fingerprint clearance card with completed background checks.

Recruiting, hiring, and training of instructional staff that aligns with Start-up Budget and the Performance Management Plan (PMP)

School leadership will participate in job fairs, post openings on the internet and in local media. Much of the staff will hopefully come from referrals. **Recruiting:** February 2012 through July 2013 - Incito will utilize the following: placing high-demand teachers above entry level on the

salary scale, aggressively recruiting from teacher-preparation institutions such as Colleges and Universities etc., offering support to beginning teachers, providing salary incentives for higher education experience, and providing incentives for professional experience outside of teaching. **Hiring: –** February 2012 through July 2013; **Training:** June through July 2013 – Training will be driven by Incito academic and student achievement goals, and focus on the core academic subject areas. Training will continue throughout the school year and funded with ADM, grants and Title II.

Additional information in recruitment, hiring and training of instructional staff:

The Executive Directors will be responsible for developing the initial **recruitment** plan for the School Leader, Business Manager, Office Manager, Administrative Assistant and all teachers needed for first three years of operation. The Executive Directors and School Leader will hire Highly Qualified teachers with a baccalaureate degree from an accredited college or university who are committed to Incito School's mission and meet the qualifications for the specific role. To ensure **hiring** is sufficient for full operation beginning August 5, 2013 Incito's positions will be advertised on the schools website and through professional networking beginning as soon as March 2012. Preferably by March 2013, the part time Business Manager will be hired for year 1 and 2. In year three, the Business Manager will be full time. Preferably by May 2013, the School Leader will be hired. No later than June 2013, the Office Manager will be hired and preferably the Administrative Assistant will be hired by July of 2015. By June 2013, the teachers will be hired. Future openings will be posted through similar forums with the goal of all positions being filled by the end of April for the up-coming year. The initial **training** for Incito staff will begin June-August 2013 to include professional development on Singapore Math and Core Knowledge. Teachers will participate in daily, weekly and monthly professional learning communities to reflect on students' achievement and improve instructional practices to maximize student outcomes. Teachers will also stay for a longer work day on Wednesdays to partake in school-wide professional development to allow teachers time to integrate curriculum and incorporate problem based real world problems. Teachers will have nearly 80 hours of professional development before the school year begins, and will gain an additional 72 hours throughout the school year. This does not include the time that will also be built into our teachers' school days hours for ongoing, job-embedded intensive professional development and collaboration (e.g., teaming) to deepen their understanding of their content, students and effective research based best practices on a daily basis. Staff will be required to actively participate in at least two student extra-curricular activities, maintain duty time to support the school (for example lunch duty, bus duty etc.), support the school tutoring program and train others.

Administrative plan that provides oversight responsibilities related to instructional and operational services

Incito Schools administrative plan provides for oversight responsibilities for instructional and operational services. Incito's administrative personnel will include: Authorized Representative,

Executive Directors, School Leader, Special Education Director/teacher, Administrative Assistant, Office Manager, and Business Manager.

Instructional

Incito will provide for periodic monitoring of (quarterly benchmark test) academic achievement of students to ensure attainment of school academic objectives. Incito will provide for on-going staff training and development through workshops, conferences staff meeting. Incito will also provide for AIMS and other testing preparations based the on Performance Management Plan. Curricula implementation and oversight will be the responsibility of Executive Directors and School Leader. Staff Training will be the responsibility of Executive Directors and School Leader. Testing (AIMS, Stanford 10, AZELLA) will be the responsibility of the Executive Directors, School Leader, and teachers. Major responsibilities will be to implement and update the curriculum; Maintaining current student performance level information; Assigning appropriate additional or alternative studies to students either not meeting or exceeding attainment; Keeping accurate and concise records; Maintaining work portfolios; Establishing classroom procedures; Coordinating with interns and volunteer in the classroom; Reporting all education related activities to the School Leader and Executive Directors; monitor students by calling their homes; attend and participate in school events; Appreciation and encouraging parental involvement.

Operational

Incito will provide for yearly auditing of finances and contract services to ensure adequate fiscal oversight and accountability. Incito will also provide for periodic assessment of personnel to ensure growth of administrative staffing and salaries, and instructional staffing will be consistent with Incito goals. This will be the responsibility of the Corporate Board. Likewise, Incito will provide for periodic evaluation of the student management information system (specific system to be determined by Corporate Board). Financial management and Grant Management will be the responsibility of the Business Manager with support from the Office Manager. Contracted services will be the responsibility of the Business Manager overseen by the Executive Directors. Personnel will be the responsibility of the School Leader reporting to Executive Directors. Student Management Information System will be the responsibility of the Business Manager with support from Office Manager.

Additional information regarding grants and financial management:

The Business Manager will oversee the grants management and financial management with the support of the Office Manager and contracted services when needed. The Business Manager will report directly to the School Leader, but provide monthly financial reports to the School Leader and Executive Directors.

Compensation Plan that supports the described qualifications of the instructional and non-instructional personnel

The compensation plan seeks to be competitive with other Districts of similar size and population. Salaries will include health and retirement benefits and will be based on a published salary scale outlining credentials and years of experience. The Compensation Plan will include extra-duty pay, cash and non-cash incentives related to student performance, attendance, involvement in extra-curricular activities, administrative duties performed, parental involvement activities and results of staff evaluations. Other incentives include certificates, trophies, ribbons, and donated gift certificates. Acknowledging in some cases staff salaries maybe lower than other school districts-Incito highlights smaller class size, a high expectation learning community and extensive engagement in the learning community as incentives for new hires.

Teachers: $43,950 for a total of $571.350 in year 1 and $747,448 in year 3. Faculty compensation is assumed to increase 2% per year. For the purposes of the budget it is assumed that teacher salaries are consistent; although we recognize it is likely variations will occur based on recruitment, retention, experience, level of expertise and qualifications. Additionally, as reflected in the budget teachers will collectively receive stipends when approved by the School Leader for additional professional development and/or additional academic support.

Special Education Director/Teacher: $43,950 and additionally, as reflected in the budget the Special Education Director/Teacher will receive salary augmentation in the amount of $10, 000 in year 1, $15,000 in year 2 and $20,000 in year 3. Faculty compensation is assumed to increase 2% per year.

School Leader: $55,000 to $57,222 in year 3 and will donate the time needed during the start-up phase. The School Leaders compensation plan will be annually revised and approved by the Executive Directors and ultimately the Corporate Board.

Executive Directors: $70,000 to $72,828 in year 3 and will donate the time needed during the start-up phase. The Executive Directors compensation plan will be annually revised and approved by the Corporate Board.

Business Manager: $20,000 to $20,400 in year 2 as a part time position. In year 3, the Business Manager position is full time and will increase to $45,000 and will donate time during the start-up phase. The Business Managers compensation plan will be annually revised and approved by the Executive Directors and ultimately the Corporate Board.

Office Manager: $35,000 to $36,414 in year 3 and will include donated time during the start-up phase. The Office Managers compensation plan will be annually revised and approved by the Executive Directors and ultimately the Corporate Board.

Administrative Assistant: $23,000 in year 3. Annual compensation increases will be higher, assuming appropriate school and job performance, until salary is in line with high performing charter school compensation benchmarks. The Administrative Assistant compensation plan will be revised and approved by the Executive Directors.

Employee Benefits and Insurance: Employee benefits include Social Security, Medicare, State Unemployment, Workman's Compensation, and Health Insurance and State Retirement. The total increases from $178,063 to $229,351 in year 3.

Additional information regarding Alignment to the Performance Management Plan (PMP) from Strategy IV in math and reading:

Incito Schools will create a formal evaluation tool for all teaching staff which incorporates quantitative student academic outcomes as well as performance based. The Executive Directors and School Leader will conduct a one week training with teachers to norm expectations on the math and reading curriculum and instruction which includes effective teaching evaluation rubric. The School Leader and Executive Directors will conduct bi-monthly topic specific professional development sessions on best practices in mathematics and reading. These sessions will be specific to high need concepts identified through low performance of students on diagnostic and benchmark tests.

Employee Related Expenses (ERE)

Other expenses related to employees will be FICA (7.65%) or Arizona State Retirement System (self-selected) (10.75); Workman's Compensation (.85%); SUTA (1.50%); Health Insurance (approximately $4,000 per employee) to include medical, dental and life insurance. Arizona State Retirement System will be provided at Incito. Medical plans will be offered to staff on a volunteer basis. The cost of medical may possibly be negotiated with the salary therefore cost of medical could change.