



2020-21 School Year Board Meeting #11 Minutes

Frederica Jefferies, CPCS Board Chair called the meeting to order and welcomed everyone to the CPCS 2020-21 School Year Board Meeting #11 at 6:30 PM on May 19, 2021.

Frederica Jefferies, Chair requested verification from the members present of “The Notice of Meeting” sent to each of the members of the board via email. Each member noted the proper notification was received.

Pursuant to the NY State Public Meetings Law the public notice of meeting was provided in the following manner thus meeting the law’s requirement of media and public notice:

- The Wave via email
- Public Posting at CPCS Office
- CPCS Websites and Social Media Sites

The Chair appointed Gertrudis Hernandez as Secretary Pro Tem due to the absence of Karon McFarlane, Board Secretary.

The Chair called on Gertrudis Hernandez Board Secretary Pro Tem to do the roll call of the board.

Members present: Frederica Jefferies, Linda Plummer, Dr. Michelle Daniel-Robertson, Gertrudis Hernandez and Andrew Barnes

Members absent: Karon McFarlane

Also, present: Michael R. Estep and Eunice Armstrong. They were given the rights of the floor to speak during the meeting by common consent.

The Chair offered opportunity for any questions from the public. No comments or questions were offered.

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2020-21 School Year Board Meeting #10 [Attachment #1]. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings reported to the Board that on June 7, 2021 all calendar year employees will be reporting to work in person at their assigned site. Dr. Mulling gave an update on the



preparation of our facilities for the August in person opening plus the summer programs. The high school facility may be ready to be turned over now in early June 2021.

The CEO shared about the relationship with Queensboro Community College for the early college program and the community programs in our high school facility.

Following discuss the report was received with appreciation.

4. The Chair called attention to the printed report of Kentia Coreus, Senior Director of Teaching & Learning [Attachment #2]. The report was received with appreciation.
5. The Chair called attention to the printed report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
6. The Chair called attention to the printed report of Mavgar Mondesir-Gordon, 6-9 Principal [Attachment #4]. The report was received with appreciation.
7. The Chair called attention to the printed report of Tameeka Richards, Director of Pupil Personnel Services [Attachment #5]. The report was received with appreciation.
8. The Chair called attention to the printed report of Kimberly Messer, Director of Communications [Attachment #6]. The report was received with appreciation.
9. The Chair called attention to the printed report of Venessa Lynch, Director of Operations [Attachment #7]. The report was received with appreciation.
10. The Chair called for the April 2021 Financial Report [Attachment #8]. Following discussion and review, the report was received by common consent.
11. Eunice Armstrong, Director of Finance reported to the Board that with the approval of the CEO a transfer of \$2.5 million dollars will be transferred to one of our separate HSBC checking accounts as a way to manage cash on hand for the school.
12. Eunice Armstrong updated the Board on the 2020-21 Audit that is underway.
13. The Chair called for the May 2021 Personnel Report [Attachment #9] which included a list of current employees that will be offered 2021-22 contracts



[Attachment #9]. Following review, a motion was made by Gertrudis Hernandez and seconded by Andrew Barnes to approve the entire report. Motion carried unanimously.

14. The Chair called upon the CEO and the Director of Finance to present a report on the 2021-22 Budget Assumptions [Attachment #10]. Following discussion, a motion was made by Gertrudis Hernandez and seconded by Andrew Barnes to approve the report. Motion carried unanimously.

15. The Chair called on the Director of Finance to present an updated Employee Salary Scale Report [Attachment #11]. Mrs. Armstrong noted that the NYC DOE salary scale has been updated effective May 14, 2021. First year teachers will now have a starting salary of \$61,070. Additionally, Mrs. Armstrong drew attention to the NYC Charter School Center's 2020-21 NYC Charter School Compensation Survey in which CPCS participated. Following discussion, a motion was made by Gertrudis Hernandez and seconded by Andrew Barnes to continue to use the NYC DOE salary scale as the basis for CPCS to establish salaries for incoming personnel while taking into account the information contained in the NYC Charter School Center's 2020-21 NYC Charter School Compensation Survey. Motion carried unanimously.

The meeting adjourned by common consent.

Respectfully submitted:

A handwritten signature in black ink, appearing to read "Gertrudis Hernandez", written over a horizontal line.

Gertrudis Hernandez
Secretary Pro Tem



Attachment #1
See Prior
Month
Minutes for
Minute
Attachments



2020-21 School Year Board Meeting #10 Minutes

Frederica Jefferies, CPCS Board Chair called the meeting to order and welcomed everyone to the CPCS 2020-21 School Year Board Meeting #10 at 6:30 PM on April 27, 2021.

Frederica Jefferies, Chair requested verification from the members present of “The Notice of Meeting” sent to each of the members of the board via email. Each member noted the proper notification was received.

Pursuant to the NY State Public Meetings Law the public notice of meeting was provided in the following manner thus meeting the law’s requirement of media and public notice:

- The Wave via email
- Public Posting at CPCS Office
- CPCS Websites and Social Media Sites

The Chair called on Karon McFarlane Board Secretary to do the roll call of the board.

Members present: Frederica Jefferies, Karon McFarlane, Linda Plummer, Dr. Michelle Daniel-Robertson and Gertrudis Hernandez

Members absent: Andrew Barnes

Also, present: Michael R. Estep. He was given the rights of the floor to speak during the meeting by common consent.

The Chair offered opportunity for any questions from the public. No comments or questions were offered.

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2020-21 School Year Board Meeting #9 [Attachment #1]. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings gave a report on the preparation of our facilities for the August in person opening plus the summer programs. The expectation is that 90% of our scholars will return for in person learning. There will be a virtual option for parents/guardians that opt out of in person. The high school facility should be ready around the end of June 2021.



Following discuss the report was received with appreciation.

4. The Chair called attention to the printed report of Kentia Coreus, Senior Director of Teaching & Learning [Attachment #2]. The report was received with appreciation.
5. The Chair called attention to the printed report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
6. The Chair called attention to the printed report of Mavgar Mondesir-Gordon, 6-9 Principal [Attachment #4]. The report was received with appreciation.
7. The Chair called attention to the printed report of Tameeka Richards, Director of Pupil Personnel Services [Attachment #5]. The report was received with appreciation.
8. The Chair called attention to the printed report of Kimberly Messer, Director of Communications [Attachment #6]. The report was received with appreciation.
9. The Chair called attention to the printed report of Venessa Lynch, Director of Operations [Attachment #7]. The report was received with appreciation.
10. The Chair called for the March 2021 Financial Report [Attachment #8].
Following discussion and review, the report was received by common consent.
11. The Chair called for the presentation of the 2020-21 April Personnel Report [Attachment #9]. Following discussion, the report was received by common consent.

The meeting adjourned by common consent at 7:25 PM.

Respectfully submitted:

A handwritten signature in blue ink that reads "Karon K. McFarlane".

Karon McFarlane
Secretary



Attachment #2



Senior Director of Teaching and Learning
May 2021 Board Report
 (Covering April 19-May 14)
Kentia Coreus

Enrollment Compliance

Authorized Enrollment	1032
Current Enrollment	906 (as of May 14, 2021)

We are at 88% of our authorized enrollment which meets NYCDOE’s requirement that we be within 85% of our authorized enrollment. There are no pending seat offers at this time.

Ongoing Tasks

- Attend bi-weekly webinars with the New York State Charter Association. Share information from NYSED and authorizers with key personnel
- Address and respond to formal staff and family complaints related to teaching and learning
- Facilitate weekly one-to-one supervision meetings with principals
- Conduct check-in meetings with staff where needed in support of the educational program
- Observe instruction and professional learning sessions
- Disseminate information about professional learning opportunities
- Connect with external school leaders to share/collect ideas in support of scholar and staff development

Compliance

Annual Comprehensive Review (ACR)

This year’s Annual Comprehensive Report template from our authorizer was adjusted in light of the strenuous impact of the pandemic. Data that can be accessed from different sources (i.e. discipline, personnel, etc.) was not required. Principals completed the template for their respective sites. The SDTL consolidated the two templates to provide an aligned and cohesive view of teaching in learning for grades K-9.

Interim Assessments (IAs)

We have been notified that interim assessment data must be submitted to our authorizer at the end of June 2021. Below are highlights from office hours held with our authorizer:

- IA data is being collected as evidence towards essential question #1: **Is the school an academic success?** and will be reviewed during both the ACR and renewal process moving forward
- Schools are discouraged from changing their assessment calendar to meet this requirement
- We are urged to submit IA data that was utilized to make *instructional decisions* for scholars
- The submission process will include space to discuss extenuating circumstances (i.e. scholars who were unable to participate, reasons to question the reliability of the data, etc.)

End-of-Year (EOY) Evaluations

Principals will be leading EOY teacher self-reflection and feedback meetings instead of evaluations as a way to hone in on teacher development for the upcoming school year. The SDTL believes that this approach is the best way to end this challenging year as it removes the time consuming aspects of the teacher evaluation period while highlighting the reflection and feedback periods needed to both end a school year and prepare for a new one. The teacher self-reflection and feedback template is attached for reference.

Staffing

Updates

Dr. Mullings approved an assistant for the SDTL. Therese Camporeale was hired for this role after participating in a three-phase process. In addition to providing administrative support, this role will own teaching and learning projects to support the educational program.

In lieu of filling the director of curriculum and instruction vacancy at CCMS/HS, a math instructional coach will be secured. This position will be offered to Mr. Gasner Vil, a proven math teacher at CCMS. Mr. Vil is currently participating in instructional rounds with the SDTL in preparation for this role.

The career and financial management job description was revamped to seek industry folks who might be interested in teaching. Several certification pathways support industry professionals with obtaining CTE certification and Challenge will support candidates with the process.

2021-22 School Year

The SDTL prepared for and conducted ten final interviews (of teachers and teacher assistants). One candidate declined the offer, the other had already secured a position by the time an offer was made. The SDTL continues to work alongside school sites to secure needed staff. This task will be turned over to the talent recruitment manager once secured.

Professional Learning

Principals and the SDTL virtually attended the annual EOY Principal's Conference at the Teacher's College Reading and Writing Project. Challenge is currently on the waitlist for becoming a partner school which would provide year-long curriculum implementation training.



Challenge Charter School 2020-21 EOY Teacher Reflection and Feedback

1. Which component from one of the domains listed did you excel in or greatly improve in during the 2020-21 school year? List the component in which you would rate yourself **proficient** or **distinguished**. Reference qualitative and quantitative data.

Please enter links to the qualitative and quantitative data below with evidence reference notes:

Highlight your domain number below in yellow:

<i>Domain 1:</i> Planning and Preparation	<i>Domain 2:</i> The Classroom Environment	<i>Domain 3:</i> Instruction	<i>Domain 4:</i> Professional Responsibilities
<List component here>	<List component here>	<List component here>	<List component here>
<Link data here>	<Link data here>	<Link data here>	<Link data here>
<i>Please list your rationale/notes in the box below:</i>			
<i>Please list your rationale/notes in the box below:</i>			
Supervisor Feedback:	Supervisor Feedback:	Supervisor Feedback:	Supervisor Feedback:



Challenge Charter School 2020-21 EOY Teacher Reflection and Feedback

2. Which component from one of the domains listed that you need to improve for the 2021-22 school year? List the component in which you would rate yourself **basic** or **below basic**. Reference qualitative and quantitative data.

Please enter links to the qualitative and quantitative data below with evidence reference notes:

Highlight your domain number below in yellow:

Domain 1: Planning and Preparation	Domain 2: The Classroom Environment	Domain 3: Instruction	Domain 4: Professional Responsibilities
<List component here>	<List component here>	<List component here>	<List component here>
<Link data here>	<Link data here>	<Link data here>	<Link data here>
<i>Please list your rationale/notes in the box below:</i>	<i>Please list your rationale/notes in the box below:</i>	<i>Please list your rationale/notes in the box below:</i>	<i>Please list your rationale/notes in the box below:</i>
Supervisor Feedback:	Supervisor Feedback:	Supervisor Feedback:	Supervisor Feedback:



Challenge Charter School 2020-21 EOY Teacher Reflection and Feedback

**Please do not complete Section 3 of this form until you have received feedback from your supervisor.
To submit this form to your supervisor, please complete [the submission form linked here](#).**

Section 3: Goal-Setting

After discussing your self-reflection with your supervisor and receiving feedback, create two goals for the upcoming school year. One of the goals must be rooted in student learning/achievement. The second goal should be a professional development goal rooted in your practice.

Goal #1:

Goal #2:



Attachment #3



Ms. Nicole Griffin
Challenge Preparatory Charter School- Elementary
Principal Report
May 2021



Enrollment

Kindergarten- 102
1st grade- 120
2nd grade- 100
3rd grade- 97
4th grade- 98
5th grade- 102

Elementary Total: 619

CLOSING OUT THE SCHOOL YEAR AND PREPARING FOR 2021-2022

Successful teams are those that work together, they are flexible and they work towards a common goal. This year we have proven that our common goal is the success of our scholars and the livelihood of our staff.

Based on the teams feedback, we adjusted the following:

School Schedule

June 1st - June 24th	
8:30-12:15pm	Classroom Instruction
12:15-12:20	Closing Meeting

12:20-1:20	LUNCH
1:20-3:00	Specials/Intervention/Asynchronous
3:00-4:30	Staff Office Hours

- Specials will continue to take place (the time did not change)
- Intensive Guided Reading Intervention will take place of the Science/Social Studies block
- **1:20-3:30pm- SCHOLARS WHO ARE ASSIGNED FOR ASYNCHRONOUS WILL BE ASSIGNED A PROJECT AND/OR i-Ready INTENTIONAL planned lessons in math and reading**

INTERVENTION- MANDATORY/NON-NEGOTIABLE

Intensive Guided Reading Groups

Criteria:

- Scholars who were recommended for H/O and/or
- Scholars who are performing below grade level
- Administrative Discretion

Grading

Please submit the following grades for the EOY

- 10 grades in ELA/MATH
- 5 grades for Science/Social Studies
- Science and Social Studies grades will end on May 28, 2021
- Marking period ends on June 11, 2021

F&P Testing

- Students who are below grade level will be tested for GR Cycle # 3. All other scholars will be retested in September.
- Testing will take place between 8:30am-12:20pm. One instructor will teach while the other test the scholars who are below grade level

May 26	Johns Hopkins COVID-19 curriculum from 8:30-9am.
May 28	Valedictorian and Salutatorian Selection for class 2021
June 1- June 10	i-Ready EOY Testing
JUNE 1- JUNE 18	F & P CYCLE # 3

June 1-June 24	CPCS INTENSIVE GUIDED READING INTERVENTION Mon-Thurs (CPCS: 8:30am-12:20pm)
June 1st-June 3rd	Kindergarten Playdate <ul style="list-style-type: none"> • Details TBD
	Johns Hopkins COVID-19 curriculum from 8:30-9am.
June 3	Clerical Day for STAFF. NO SCHOLARS PRESENT
June 1	Class of 2021 Autograph Day <ul style="list-style-type: none"> • Bayswater Park • 10:00 AM - 12:00 PM • Scholars will arrive at Bayswater Park wearing their Class of 2021 T-shirt and will have their autograph book and pen • Temp will be taken up arrival • Polaroids will be taken for scholars to keep • Teachers will arrive at the park by 9:30 to greet scholars
June 4	Kindergarten Bubbles in the Park <ul style="list-style-type: none"> • Bayswater Park • Friday, June 4, 2021 • 10:00 AM - 12:00 PM Classes K12/K13 • 12:30 PM - 2:30 PM K11/K14 • Scholars will arrive at Bayswater Park with one parent wearing their K Moving up T-Shirt • They will interact with fellow scholars with their bubbles in the park • Polaroids will be taken for scholars to keep • Kinder Teachers will arrive at the park at 9:30 to greet scholars and hand out individualized bottles of bubbles
June 8th and June 9th	½ Day - Dismissal for Scholars- 11:30am Virtual Award Ceremonies <ul style="list-style-type: none"> • Class of 2021, Tuesday, June 8, 201 at 5:30 • Kindergarten, Wednesday, June 9, 2021 at 5:30 • ** Panelist - Admin/Classroom Teachers
June 16	Class of 2021 Graduation Ceremony at 9:00 AM <ul style="list-style-type: none"> • Wednesday, June 16 • Rain Date, Thursday, June 17

June 18	Virtual Field Day
June 21	Kindergarten Moving Up Ceremony at 9:00 AM <ul style="list-style-type: none">• Monday, June 21• Rain Date, Tuesday, June 22
June 23	Last Quarter Report Card Distribution Sent to Families via School Messenger
June 25, 2021	Last Day of School

LEADERSHIP PROFESSIONAL DEVELOPMENT

- Continues to take place with Lilia Navarrette
- 1:1 sessions were conducted with AP's and Ms. Ward-Brew



Attachment #4



CHALLENGE CHARTER SCHOOL

2020-2021 Principal's Monthly Board Report

Mavgar Mondesir-Gordon, Principal (Grades 6-9)

School Year 2020-2021 Report

May 18, 2021

Current CCHS Enrollment:

Cohort Group	Grade Level	Enrollment as of Sep. 11, 2020	Enrollment as of Oct. 16, 2020	Enrollment as of Nov. 16, 2020	Enrollment as of Dec. 11, 2020	Enrollment as of Jan. 15, 2021	Enrollment as of Feb. 22, 2021	Enrollment as of Mar 15, 2021	Enrollment as of Apr 16, 2021	Enrollment as of May 14, 2021
#3	Gr. 9	54	54	54	53	53	53	53	53	53

Current CCMS Enrollment:

Cohort Group	Grade Level	Enrollment as of Sep. 11, 2020	Enrollment as of Oct. 16, 2020	Enrollment as of Nov. 16, 2020	Enrollment as of Dec. 11, 2020	Enrollment as of Jan. 15, 2021	Enrollment as of Feb. 22, 2021	Enrollment as of Mar. 15, 2021	Enrollment as of Apr 16, 2021	Enrollment as of May 14, 2021
#4	Gr. 8	77	77	78	79	79	79	79	79	78
#5	Gr. 7	81	80	81	80	82	82	81	81	81
#6	Gr. 6	72	71	72	72	72	71	75	73	73
TOTAL		230	228	231	231	233	232	235	233	232

CCMS Attendance Statistics:

Cohort Group	Grade Level	Attendance Rates								
		Aug 24, '20 - Sep 11, '20	Sep 12, '20 - Oct 16, '20	Oct 19, '20 - Nov 13, '20	Nov 16, '20 - Dec 11, '20	Dec 14, '20 - Jan 15, '21	Jan 19, '21 - Feb 22, '21	Feb 23, '21 - Mar 12, '21	Mar 13, '21 - Apr 16, '21	Apr 19, '21 - May 14, '21
#3	Gr. 9	79%	92%	93%	93%	91%	94%	98%	95%	94%
#4	Gr. 8	90%	86%	95%	92%	89%	89%	97%	95%	93%
#5	Gr. 7	85%	96%	95%	95%	91%	95%	96%	97%	97%
#6	Gr. 6	90%	91%	94%	95%	89%	95%	94%	96%	94%
CCMS Average		88%	91%	95%	94%	90%	93%	96%	96%	95%
6-9 Average		90.5%	91.1%	94%	94%	90%	93%	96%	96%	95%



STAFFING and SPECIAL EDUCATION SERVICES:

- SETSS provision continues to be mainly push-in with pullout occurring in the afternoons to ensure that all SETSS mandates on file are met. The Grade 6-9 AP continues to ensure the supervision of all SETSS providers and all duties of the former SPED Director. Mandated services like Speech therapy and counseling continue on a strict schedule via Google Meet.
- CCMS/CCHS onboarded SETSS tutors from Alternative Tutors on Monday, as of Apr 12 for our Grades 6 and 7 SWD population. The Grade 9 SETSS tutor continues to service the Grade 8 SWD population, while Grade 9 SWD receives Push-in as well. Candidates from Alternative Tutoring continue to be interviewed and monitored in their role in providing SETSS tutoring. Once candidates are approved by the principal, their positions will be considered temporary with the possibility of hire.
- Special Education staff continue to participate in SPED Collaborative events, sharing techniques, and strategies that are rooted in SDI.
- The Grade 6-9 principal, AP, and Dean of School Culture continue to fill gaps in 7th and 8th grade ELA classes. The Grade 7 ELA Teacher and Grade 8 ELA Teacher positions will remain unfilled for the duration of the school year.
- All IEP Meetings are on schedule with the full participation of all grade teachers and with the CSE.

SOCIAL-EMOTIONAL LEARNING (SEL)

- Advisory SEL lessons have now been shifted to Daily during mentoring sessions and continue to work well with scholars making entries in their SEL journals.
- With so many scholars reporting a loss of family due to the COVID-19 pandemic or otherwise, CCMS/CCHS continues with space for scholars to talk about grief. These sessions began on Monday, January 11, 2021, and will continue on Mondays and Wednesdays. Teachers are also invited to share in that space. We hope to grow this portion with the addition of grief counselors for our school community. In the interim, these sessions are led by our Social Worker and Social Worker Intern.
- Scholars continue to be engaged in Yoga sessions on Tuesday and Friday mornings during Period 1. These are led by the PE teachers and supported by the Homeroom instructors.



- In order to incorporate more movement and give scholars a burst of energy during the day, instructors continue to incorporate a 5-minute body break during each instructional period. During these body breaks, scholars are following exercise routines pre-recorded by the PE teachers.
- CCMS/CCHS continues its Weekly check-in with various scholars who have shown and requested the extra support of support services that are already being provided. These check-ins involve scholars, parents, the guidance counselor, social worker, AP, Dean, Data and Systems Specialist, and Principal.

CURRICULUM AND INSTRUCTION

- CCMS began the Universal Literacy Space on May 3, 2021. This entails scholars being grouped according to their data from iReady and Teacher assigned assessments. Teachers are given a group of scholars to work with for 180 mins of the core subjects. Teachers meet weekly for intellectual preparation so that the work is differentiated and rigorous yet ensuring that provision is made for all scholars to gain access points to the content. Weekly scholars complete Standards Mastery through iReady and Teacher-created quizzes. Scholars who have met the benchmark and exhibited the ability to be self-directive works asynchronously for 180 mins in the morning and log in for daily check-ins for 45 minutes per core subject synchronously. Specials are asynchronous at CCMS. Teachers have the freedom to pull scholars back to live online instruction if they are not meeting the expectations of completing their work independently. This shift will continue until June 25, 2021. In short, CCMS will explore all avenues to ensure that our scholars do not experience learning loss of a magnificent proportion.
- CCHS began work for Credit Recovery on May 3, 2021, for the first Semester Quarter 1 and 2. Due to the pandemic, we had to be creative in our school to ensure that scholars meet the guidelines for credit recovery as best as we could. This program will continue until June 25, 2021. Teachers at CCHS meet weekly for intellectual preparation so that the work is differentiated and rigorous-- yet ensuring that provision is made for all scholars to gain access points to the content. Weekly scholars complete assessments through Teacher-created quizzes and other written forms of formative assessment. Scholars who have met the credit requirements for their grade and exhibited the ability to be self-directive works asynchronously for 180 mins in the morning and log in for daily check-ins for 45 minutes per core subject synchronously. Specials are asynchronous and synchronous at CCHS. Teachers have the freedom to pull scholars back to live online instruction if they are not meeting the expectations of completing their work. This shift will continue until June 25, 2021. In short, CHSS will explore all avenues to ensure that our scholars accumulate the necessary credits to graduate high school.



- The Rising Grade 6 Academy is occurring at this time at CCMS. This program will run until May 21, 2021. The purpose of this program was to introduce the current 5th graders to the culture of the middle school and to meet their teachers before the start of the new academic year. This program is giving us first-hand interaction with these scholars and their parents-- so as to prevent foreseeable obstacles to their success as scholars at the middle school.

PARENT AND SCHOLAR OUTREACH and ACCESSIBILITY

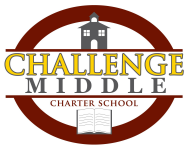
- Frequent parent meetings for scholars who are not meeting the academic expectations or for whose socio-emotional state brings us concern continue.
- Weekly Parent announcements continue.
- All instructors maintain office hours for conferencing with scholars and/families daily from 4:00 PM to 4:30 PM

PROFESSIONAL DEVELOPMENT

- **GRADE TEAM PLANNING AND ONGOING PROFESSIONAL DEVELOPMENT**
 - Professional development takes place daily
 - Mon-Thu 12:50 PM to 1:35 PM for Grades 6-8 core instructors. Then Data talks re the Comprehensive Assessments from 3:30 -4:30 p.m.
 - Mon-Thu 3:15 PM to 4:00 PM for Grade 9 core instructors
 - Fridays from 1:00 PM to 4:00 PM
- **VERTICAL DEPARTMENT PLANNING**
 - This work will continue with the Mentoring piece that we added to support scholars. Teachers will have to communicate daily and access data of each other's scholars. Thus this will make our Vertical work more successful.
 - Teachers' planning and document submission for the 2021-2022 school year will take place on afternoons beginning on May 10.

INSTRUCTIONAL OBSERVATIONS

- The CCMS-CCHS Admin Team members have been supporting during remote learning sessions regularly to ensure that instruction is taking place and that outreach is performed as needed. Informal observations have begun in the form of Check-ins. TeachBoost is currently being used for this task, with a target of 2 long observations and 5 short observations across the board for the school year.
- CCMS/CCHS will engage in the second round of Teacher evaluations which focus on self-reflection of their practice. All forms were sent out on Monday, May 17, 2021, with a May 24, 2021 deadline for submissions to the Principal.



EVENTS

- Planning the CCMS-CCHS Career Highlight Series is underway. Scholars will be treated to different speakers from careers in different fields on a weekly basis--the focus will be on persons from the four CTE Industries/Pathways so that scholars continue to be immersed in the value of a CTE Education. Launch date May 28, 2021.
- CCMS Grade graduation preparation is on the way for a virtual celebration. Mark your Calendar for June 15, 2021, as we celebrate our scholars who have risen to the challenge in this unprecedented academic year.



Attachment #5

Director of Pupil Personnel Services

May 2021 Board Report

Covid-19 Coordinator

- Monitor daily health and safety report
- Meet with nurse liaison regarding weekly updates from the DOH/DOE COVID-19 Charter School meetings including information on vaccination appointments. There will be a presentation created by myself, COVID site coordinators and the nurse liaison to send to all leaders to ensure they are trained on the COVID-19 updates.
- The continuation of the Johns Hopkins COVID-19 curriculum is coming to a close as I coordinate the final two lessons with the elementary and Middle and High School sites.
- The follow-up to the health screener meeting reviewed the process of screening the daily questionnaires for scholars, staff and visitors. We will meet once more with all of the grade designee's to ensure there are no glitches with the Operoo system.
- The #RollupyourleveesforChallenge campaign to promote getting vaccinated has begun. This initiative is aimed to show our school community that we are taking the healthy precautions to make our school a safe place to learn and be. I have collaborated with the Director of Communication and the Grade 5-9 Nurse Liaison. The team has meet with all sites.

Pupil Personnel Director

1. The start of the monthly Growth Mindset lessons will begin this month for grades 3-7. The fun activities will support the scholars to think creatively, solve problems, and love learning. This tier 1 intervention is aimed to support the effects of student disengagement during the pandemic.
2. Social Work Interns from Hunter College are immersed within the school culture and are supporting our scholars during Character Education lessons and with at-risk one-on-one interventions at both locations.
3. Both sites SST's had the monthly check-in to support building their comprehensive programs. This month's focus is the SEL strategies that will be implemented at the beginning of the upcoming school year, Tier 1 interventions to support the school-wide well-being, and the continuation of the growth mindset and positive affirmation practice for scholars.
4. I continue to observe character lessons at the high school level and the Elementary character education lessons.
5. The school-wide staff wellness series focuses on the big 7 self-regulation strategies during uncertain times from the Yale Center for Emotional Intelligence. This month's focus is on "Managing Your Life Smartly, Having Self-Compassion, and Doing Meaningful Things That You Enjoy". Staff members will receive a taped information session entitled the Cheetah Corner lead

by both SST's. Included in this panel discussion staff members will receive evidence based ways to make routines, envision their best selves, and identifying many ways to find meaningful joy.

6. The SST's continued to curriculum map the SEL lessons for the Spread the Word and Inner You curriculums. The teams will highlight the big Ideas for each lesson, aligned SEL strategy, and the behavior skill taught.
7. I conducted the SST One on Ones to discuss professional goals and ways to support each member with the creation of a comprehensive program.

Recruitment and Retention Plan Guidance

1. Family Engagement Coordinators, Enrollment Coordinator, Operations managers and I (Director of Pupil Personnel Services) meet weekly to plan for the retention and recruitment plan for next school year. We have created a calendar that includes all initiatives towards having the most successful year of planning to date.

Family Engagement Coordinators

1. The Family Engagement Coordinators will meet with me to discuss the plans for the first three months of school. The focus will be on reengaging our families into the school community.



Attachment #6



Challenge Charter School Communications Report - May 2021

fr: Kim Messer, Director of Communications

Special Events

#SleevesUpForChallenge campaign began on Monday, May 17th. Mrs. Richards, nurse Mrs. Russell, and I met with K-9 staff to talk about the campaign.

- We are educating and promoting Covid-19 vaccines to our school community.
- We are encouraging, but not requiring staff to get vaccinated.
- Our mascot, Champ the Cheetah is featured in our digital campaign. Our K-5 Champ will be featured in videos as well.

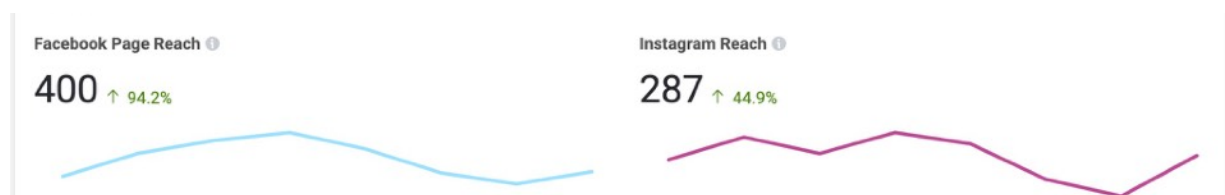
Graduation Events

- 8th Grade Graduation on June 15 at TBD; 5th Grade Graduation on June 16 at 9:00A; Kindergarten Stepping Up June 21 at 9:00
- I am supporting our K-9 staff with their communication pieces and advertisements to families and our greater community along with other end-of-year needs.



Social Media

Recently, I participated in a 5-Day Fire Up Facebook Challenge for our social media pages to increase engagement and awareness in our school community. We had great results:



Website

- End-of-year events mean regular updates to all of our sites, calendar, and pages
- Navigation changes and work for what is coming for the next school year has begun

ARP/ESSER

Working with Dr. Mullings on communication pieces and stakeholder surveys and meetings



Attachment #7



May 17, 2021

Re: May 17, 2021, Operations Report

By: Venessa Lynch, Director of Operations

I. Facilities / COVID 19 Preparation

- Ongoing completion of work and continuing maintenance throughout all buildings.
- COVID signage placed throughout buildings.
- Classrooms set up based on COVID guidelines.
- Working with property managers being completed on an ongoing basis
- Making adjustments to classrooms based on CDC changes
- Preparing to Furnish High School and put together aesthetics

II. Health/ Compliance

- To date we are in compliance with immunization (99% completion), 3 pending with DOH a specific code needs to be provided to recalculate percentage in ATS
- Lunch forms 86% completion. 16% have not completed by families, operations team will continue outreach.

III. School Operations

- Formatting COVID survey with Director of Per Pupil Services and Data Specialist via Operoo
- Updating ATS as necessary based on changes received in real time. School Messenger List updated with most recent report from ATS.
- Updated Recruitee recruitment platform with jobs for 2021-2022 SY
- Registering families via SchoolMint
- Galaxy certified for this month

Challenge Preparatory Charter School, K-5
Nicole Griffin, K-5 Principal
710 Hartman Lane, Far Rockaway, NY 11691
Phone: 718-327-1352
Email: ngriffin@challengecharterschools.org
www.challengeprepcharter.org

Challenge Charter Schools
Rev. Dr. Les Mullings, Founder/CEO
710 Hartman Lane, Far Rockaway, NY 11691
Phone: 718-327-1352
Email: lslmullings@challengecharterschools.org
www.challengecharterschools.org

Challenge Charter Middle School, 6-8
Mavgar Mondesir-Gordon, 6-8 Principal
1526 Central Avenue, Far Rockaway, NY 11691
Phone: 718-327-4040
Email: mmondesir@challengecharterschools.org
www.challengechartermiddle.org



Attachment #8



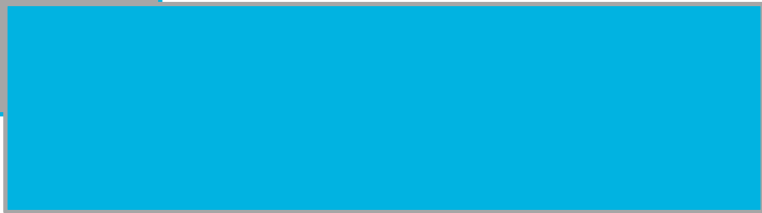
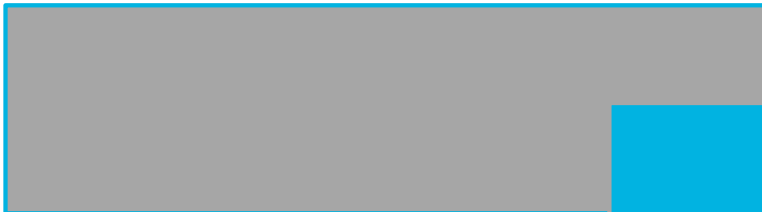
Helping you to focus on what's important:
STUDENT ACHIEVEMENT

CSBM
CHARTER SCHOOL
BUSINESS MANAGEMENT

experience. expertise. execution.

Challenge Prep Charter School

Monthly Financial Report
April 2021

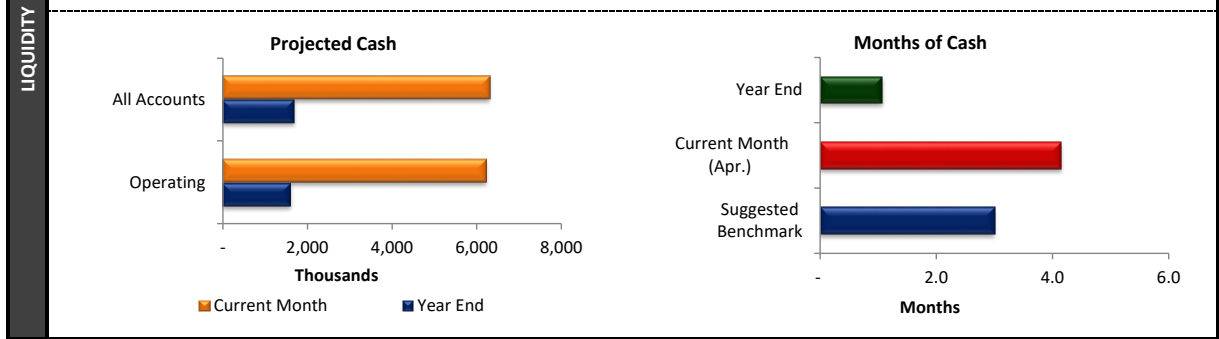


Challenge Prep Charter School

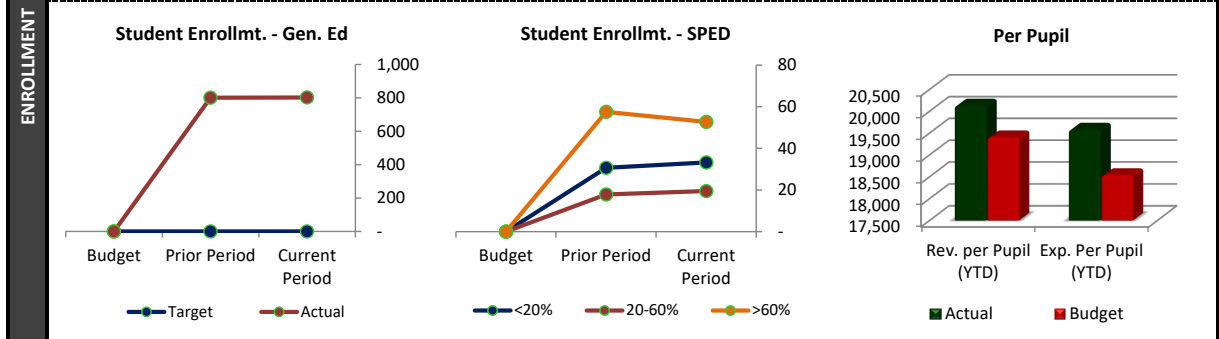
Financial Summary

For Period Ended April 30, 2021

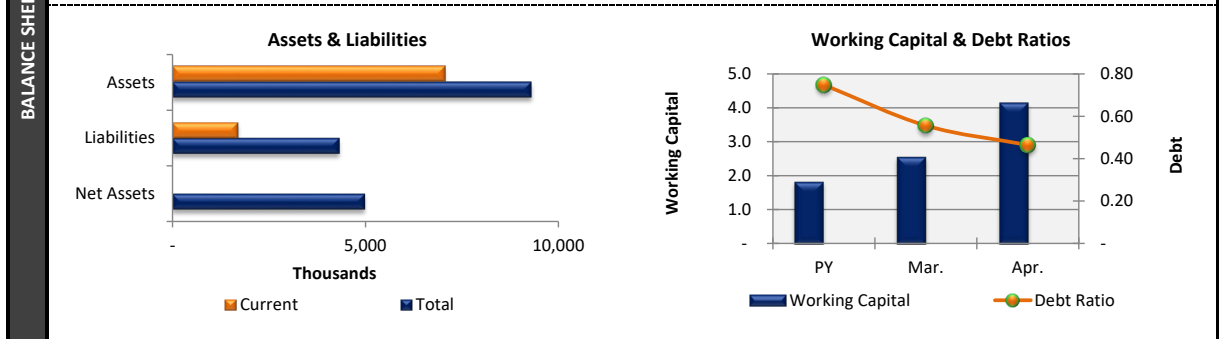
LIQUIDITY	Cash in Bank <i>(Operating Account(s) Only: as of April 30, 2021)</i>	\$ 6,218,081
	Projected months of cash on hand	4.2
	Cash in Bank <i>(Total - All Accounts: as of April 30, 2021)</i>	\$ 6,303,059
	FY Ending Cash Available to Carryover to FY21-22 <i>(Operating Account(s) Only)</i>	\$ 1,603,130
	<i>*Cash balance available once all FY20-21 obligations & receivables have been settled</i>	
	Projected months of cash on hand	1.1
FY Ending Cash Available to Carryover to FY21-22 <i>(Total - All Accounts)</i>	\$ 1,688,108	



	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>		<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
General Ed	905.25	920.00	(14.75)	\$	14,619,771	14,083,360	\$ 536,411
SPED							
0 - 20%	37.39	41.00	(3.61)		-	-	\$ -
20 - 59%	20.78	25.00	(4.22)		215,915	259,750	\$ (43,835)
60% - Over	55.35	53.00	2.35		1,054,286	1,009,597	\$ 44,689
Total SPED	113.52	119.00	(5.48)		1,270,201	1,269,347	\$ 854



Total Current Assets:	\$ 7,049,405
Total Current Liabilities:	\$ 1,703,056
Working Capital (Current) Ratio	4.14
Total Assets:	\$ 9,300,103
Total Liabilities:	\$ 4,320,107
Debt Ratio	0.46
Total Net Assets:	\$ 4,979,997



	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Total Revenue YTD:	\$ 15,200,906	\$ 14,983,740	\$ 217,165

Challenge Prep Charter School

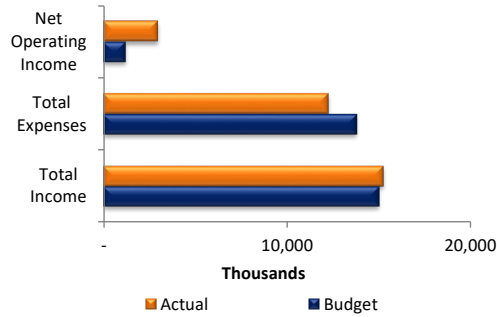
Financial Summary

For Period Ended April 30, 2021

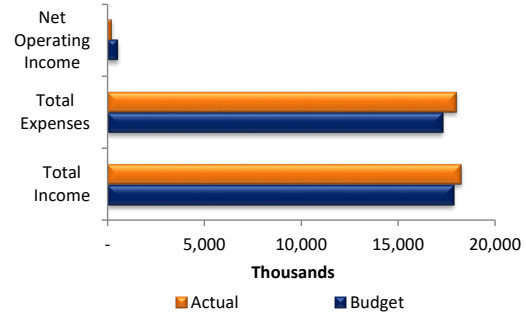
Total Expenses YTD:	(12,225,885)	(13,759,230)	1,533,346
Net Operating Surplus(Deficit):	\$ 2,975,021	\$ 1,224,510	\$ 1,750,511
	Projected	Budget	Variance
Annual Projected Revenue:	\$ 18,222,602	\$ 17,850,077	\$ 372,525
Annual Projected Expenses (before depreciation):	(17,723,269)	(17,053,243)	(670,025)
Projected Net Operating Surplus(Deficit) before Depreciation:	\$ 499,334	\$ 796,834	\$ (297,500)
Annual Projected Depreciation:	(255,787)	(230,840)	(24,947)
Projected Net Operating Surplus(Deficit) after Depreciation:	\$ 243,547	\$ 565,994	\$ (322,447)
Capital Expenditure Requirements	\$ (959,868)	\$ -	\$ (959,868)
Total Cash Expenditures <i>(expenses excluding depreciation plus capital expenditures)</i>	\$ (16,507,614)	\$ (16,822,403)	\$ 314,789
Revenue per Pupil (YTD)	\$ 20,130	\$ 19,402	\$ 728
Expenditure per Pupil (YTD)	\$ 19,578	\$ 18,536	\$ 1,042

BUDGETING / REVENUE & EXPENSES

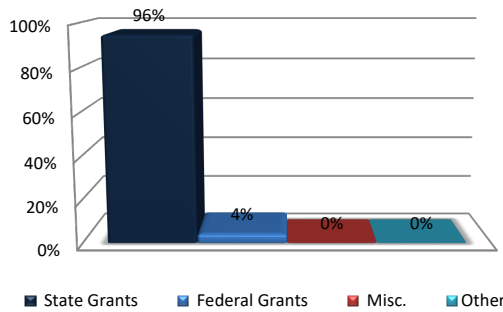
Year-To-Date (YTD)



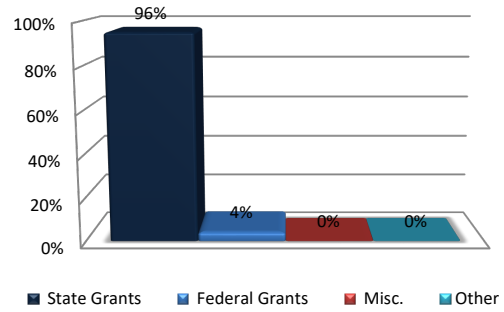
Year End (YE) Projection



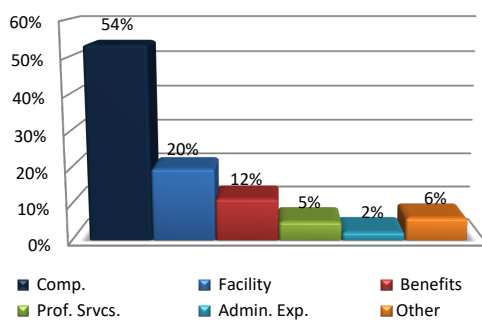
Revenue Breakdown YTD



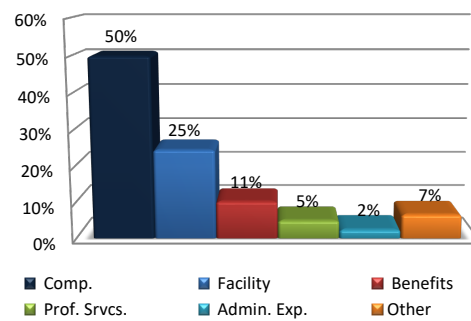
Revenue Breakdown YE



Expense Breakdown YTD



Expense Breakdown YE



Challenge Prep Charter School

Financial Variance Summary

Fiscal Year Ending 6/30/2021	Comments
Net Budget Surplus after Depreciation	\$ 565,994
Increase in Projected Annual Expenses	694,973
Net Projected Deficit Variance after Depreciation	<u>\$ 243,547</u>

Challenge Prep Charter School Budget vs. Actuals Fiscal Year Ending June 30, 2021

	April 30, 2021		YTD Through April 30, 2021		Projected FYE June 30, 2021		Comments
	Actual	Budget	Actual	Budget	Actuals - July 2020 - March 31, 2021 +	Annual Budget	
Income							
4100 State Grants	1,495,774	1,496,021	14,518,641	14,487,112	2,915,462	17,434,103	GenEd budget based on 920, projection based on 905,249. SpEd budget based on 53 over 60%; 25 20-59%; Projection based on 20,781.20-60 and 55,346 >60
4200 Federal Grants	26,707	19,288	664,513	496,628	106,227	770,740	
4300 Contributions	-	-	8,340	-	-	8,340	
4400 Miscellaneous Income	0	-	9,412	-	8	9,420	
Total Income	1,522,481	1,515,309	15,200,906	14,983,740	3,021,697	18,222,602	372,525
Expenses							
5000 Compensation	731,344	752,469	6,575,703	6,901,626	2,449,071	9,052,670	Adjusted to reflect payroll trends
5100 Instructional Staff	500,283	538,177	4,524,471	4,724,152	1,986,950	6,511,421	Adjusted to reflect payroll trends
5200 Non-Instructional Staff	144,700	131,691	1,282,708	1,332,473	289,400	1,572,108	Adjusted to reflect payroll trends
5300 Pupil Support	86,361	82,600	768,524	845,001	172,721	941,245	Adjusted to reflect payroll trends
5400 Benefits	153,800	137,714	1,450,501	1,374,347	439,828	1,890,329	Adjusted to reflect payroll trends
6100 Administrative Expenses	48,226	30,886	288,189	414,723	160,750	448,940	Adjustments made to reflect actual spending
6200 Professional Services	66,295	59,397	652,538	630,705	266,353	918,891	Category adjusted based on current trends
6300 Professional Development	3,985	11,478	62,835	119,044	79,165	142,000	Adjusted based on spending with adjustments in finance and cleaning services
6400 Marketing and Staff/Student Rec	3,154	8,475	76,893	79,351	30,617	107,511	Based on budget
6500 Fundraising Expenses	-	287	-	2,926	3,500	3,500	Adjusted based on spending
7100 Curriculum & Classroom Expenses	(21,863)	85,162	200,625	291,033	100,015	300,640	Adjusted based on spending
8100 Facility	228,041	354,632	2,472,075	3,589,990	2,003,870	4,475,945	Adjusted based on spending and recording of deferred rent
8200 Technology Expenses	19,692	18,352	239,745	181,521	152,140	391,885	Adjusted based on spending
8800 Miscellaneous Expenses	174	83	13,786	833	5,070	18,856	Adjusted based on spending
8900 Depreciation Expense	-	-	192,994	173,130	62,793	255,787	
Total Expenses	1,232,847	1,458,935	12,225,885	13,759,230	5,753,171	17,979,056	694,973
Net Income	289,634	56,375	2,975,021	1,224,510	(2,731,474)	243,547	(322,447)
Capital Expenditures							
Furniture, Fixtures & Equipment	-	-	593,182	-	266,686	859,868	-
Facility and Construction	-	-	31,118	-	118,883	100,000	-
Website	-	-	-	-	-	-	-
Total Capital Expenditures	-	-	624,299	-	385,569	959,868	-

Challenge Prep Charter School Cash Flow Projection as of April 30, 2021

	Annual Budget FY20-21	Projected July 20 - June 21	Projected Aug 20 - June 21	May	June	July + Subsequent FY20 21 Items
Beginning Cash Balance (Operating)	4,804,870	6,645,873	6,218,081	6,218,081	6,435,167	3,931,660
Projected Cash Receipts from Operations (below)	17,850,077	3,021,697	3,265,630	2,836,760	4	428,866
Projected Cash Disbursements from Operations (below)	(17,284,083)	(5,753,171)	(5,577,239)	(2,315,781)	(2,310,727)	(950,731)
Net Cash from Operations	565,994	(2,731,474)	(2,311,609)	520,980	(2,310,723)	(521,865)
Cash Receipts from Accounts & Misc Receivables (not included in revenue below)	-	-	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses	-	-	-	(111,109)	-	-
Capital Expenditures (below)	-	(385,569)	(385,569)	(192,784)	(192,784)	-
Accounts Receivable	-	-	(1,792,512)	-	-	(1,792,512)
PPP Loan Payable	-	-	(14,153)	-	-	(14,153)
PPP Loan Interest Payable	-	-	-	-	-	-
Ending Cash Balance (Operating Account)	5,370,864	4,299,967	1,714,238	6,435,167	3,931,660	1,603,130
Other Cash Accounts (Net of Transfers)	75,354	-	84,978	84,978	84,978	84,978
Total Cash (All Accounts)	5,446,218	4,299,967	1,799,216	6,520,145	4,016,637	1,688,108

Challenge Prep Charter School
Balance Sheet
YTD as of April 30, 2021

	Total	Comments
ASSETS		
Current Assets	-	
Bank Accounts		
1000 Cash		
1001 HSBC Checking - 0844	6,067,374	
1002 HSBC Checking - 0852	10,595	
1003 HSBC Checking - 0879	150,707	
1004 HSBC Checking - 0887	506	
1005 HSBC Money Market - 5972	3,505	
1006 Chase Escrow - 3060	70,000	
1007 Petty Cash	372	
Total 1000 Cash	\$ 6,303,059	
Total Bank Accounts	\$ 6,303,059	
Accounts Receivable		
1100 Accounts Receivable	307,695	
1200 Other Receivables - Salary Advance	-	
Total Accounts Receivable	\$ 307,695	
Other current assets		
1300 Prepaid Expenses	175,020	
1301 Prepaid Insurance	19,078	
1310 Prepaid Rent	244,554	
Total Other current assets	\$ 438,652	
Total Current Assets	\$ 7,049,405	
Fixed Assets		
1500 Furniture, Fixtures & Equipment	-	
1510 Office & Admin Computers & Equipment	249,149	
1511 Classroom Computers & Equipment	844,547	
1512 Classroom Furniture	391,772	
1513 Office Furniture	56,983	
Total 1513 Office Furniture	\$ 56,983	
1514 Musical Instruments	16,390	
1515 Computer Software	44,217	
Total 1500 Furniture, Fixtures & Equipment	1,603,059	
1519 Facility and Construction	127,589	
1520 Architect Fees	115,620	
1525 Fire Alarm System	7,500	
Total 1525 Fire Alarm System	\$ 7,500	
1530 Kitchen/Cafeteria	162,079	
1535 Construction In Progress	320,673	
1540 Leasehold Improvements	321,644	
Total 1519 Facility and Construction	1,055,104	
1610 Website	11,000	
Total 1610 Website	\$ 11,000	
1700 Accumulated Depreciation & Amortization		
1710 Accumulated Depreciation	(1,336,703)	

Challenge Prep Charter School
Balance Sheet
YTD as of April 30, 2021

	Total	Comments
1750 Accumulated Amortization	(7,761)	
Total 1700 Accumulated Depreciation & Amortization	\$ (1,344,464)	
Total Fixed Assets	\$ 1,324,699	
Other Assets		
1800 Security Deposits	925,999	
Total Other Assets	\$ 925,999	
TOTAL ASSETS	\$ 9,300,103	
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 Accounts Payable	111,109	
Total Accounts Payable	\$ 111,109	
Other Current Liabilities		
2100 HSBC Loan Payable	1,792,512	
2300 Accrued Salaries/Taxes	-	
2301 Accrued Expenses	-	
2303 Accrued Interest - PPP	14,153	
2400 Unearned/Deferred Revenue	(214,718)	
Total Other Current Liabilities	\$ 1,591,947	
Total Current Liabilities	\$ 1,703,056	
Long-Term Liabilities		
2700 Deferred Rent Liability	2,617,051	
Total Long-Term Liabilities	\$ 2,617,051	
Total Liabilities	\$ 4,320,107	
Equity		
3100 Retained Earnings	2,004,976	
Net Income	2,975,021	
Total Equity	\$ 4,979,997	
TOTAL LIABILITIES AND EQUITY	\$ 9,300,103	

Challenge Prep Charter School
Statement of Cash Flows
YTD as of April 30, 2021

	Total	Comments
OPERATING ACTIVITIES		
Net Income	2,975,021	
Adjustments to reconcile Net Income to Net Cash provided by operations:		
1100 Accounts Receivable	150,456	
1200 Accounts Receivable:Other Receivables - Salary Advance	(364)	
1300 Prepaid Expenses	(139,722)	
1301 Prepaid Insurance	(19,078)	
1310 Prepaid Rent	94,993	
1710 Accumulated Depreciation & Amortization	192,444	
2301 Accrued Expenses	(116,838)	
2303 Accrued Interest - PPP	12,659	
2400 Unearned/Deferred Revenue	(220,629)	
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	(1,064,777)	
Net cash provided by operating activities	1,910,243	
INVESTING ACTIVITIES		
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equipment	(6,083)	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	(549,868)	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	(37,231)	
1535 Facility and Construction:Construction In Progress	(20,673)	
1540 Facility and Construction:Leasehold Improvements	(10,445)	
1750 Accumulated Depreciation & Amortization:Accumulated Amortization	550	
1800 Security Deposits	7,000	
Net cash provided by investing activities	(616,749)	
FINANCING ACTIVITIES		
3000 Opening Balance Equity	-	
2700 Deferred Rent Liability	129,340	
Net cash provided by financing activities	\$ 129,340	
Net cash increase for period	1,422,835	
Cash at beginning of period	\$ 4,880,224	
Total Cash at beginning of period	\$ 4,880,224	
Cash at end of period	\$ 6,303,059	



Attachment #9

April 2021

Current Employees	Vacancies
-------------------	-----------

130	5
-----	---

Campus	Current	Vacancies	New Hires
Elementary School	74	0	-
Middle School	40	3	-
High School	6	2	-
Network Operations	10	0	1

New Hires	Position
-----------	----------

Camporeale, Therese	SDTL Special Projects Coordinator
---------------------	-----------------------------------

*Please note, this position is not in the FY21 Board approved budget

Vacancies

MS Teacher - 7th Grade ELA

MS Teacher - 8th Grade ELA

MS Teacher - SETTS

HS Teacher - CTE

HS Teacher - Special Education

2021-22 Staff Renewals, Vacant and New Positions List

Title	Employee Name
CEO	Mullings, Leslie
Senior Director of Teaching & Learning	Coreus, Kentia
Special Projects Coordinator	Camporeale, Therese
Director of Finance	Armstrong, Eunice
Staff Accountant	Bruce, Kareen
Talent & Recruitment Manager	TBH
Director of Communications	Messer, Kimberly
Director of Pupil Personnel Services	Richards, Tameeka
School Nurse Liaison	Russell, Danale
Director of Operations	Lynch, Venessa
Operations Manager	Lecoin, Nadine
Operations Manager	TBH
Operations Manager	Johnson, Renee
Operations Associate	TBH
Operations Associate	TBH
Operations Associate	TBH
Operations Assistant	Anderson, Dorveeda
Operations Assistant	Hernandez, Pearline
Operations Assistant	Young, Michelle
Operations Assistant	TBH
Operations Assistant	TBH
Academic Operations Assistant	Brown, Devaney
Academic Operations Assistant	Russell, Jason
Administrative Assistant	Thomas, Kevaun
Administrative Assistant	Marquez-James, Carlene
Principal	Griffin, Nicole
Principal	Mondesir, Mavgar
Assistant Principal	Lyle, Sheila
Assistant Principal	Shepherd, Jasmine
Assistant Principal	Thomas, Carolyn
Assistant Principal	Sonnichsen, Michael
Chief of Staff	McFarlane, Shanique
Classroom Teacher	Alexander, Catherine
Classroom Teacher	Allen, Ashley Lorraine
Classroom Teacher	Baker, Marilyn

Title	Employee Name
Classroom Teacher	Berkowitz, Seth
Classroom Teacher	Blair-Bancroft, Keneisha
Classroom Teacher	Campbell, Eleni
Classroom Teacher	Canzoneri, Melissa
Classroom Teacher	Carlock, Kaitlyn
Classroom Teacher	Charles-Cummings, Denise
Classroom Teacher	Choily, Dawn
Classroom Teacher	Cruz, Laura
Classroom Teacher	Droblas, Zachary
Classroom Teacher	Faure, John
Classroom Teacher	Francis, India
Classroom Teacher	Giotta, Jacquelyn
Classroom Teacher	Grant, Syvine
Classroom Teacher	Gray, Nickeisha
Classroom Teacher	Harry, Cornetta
Classroom Teacher	Kelly, Erin
Classroom Teacher	Kelly, Kimberly
Classroom Teacher	Laing, Shanice
Classroom Teacher	Lang, Deborah
Classroom Teacher	Manniello, Peter
Classroom Teacher	Mclean, Lonzil
Classroom Teacher	Merrell, Scott
Classroom Teacher	Ortiz, Christine
Classroom Teacher	Patrizio, Kaitlyn
Classroom Teacher	Pearson, Shaewon
Classroom Teacher	Perino, Jessica
Classroom Teacher	Rodriguez-Salazar, Naika
Classroom Teacher	Rosario, Siara
Classroom Teacher	Sarfati, Melissa
Classroom Teacher	Scaraglino, Taylor
Classroom Teacher	Sciacca, Marissa
Classroom Teacher	Simone, Samantha
Classroom Teacher	Umana Valle, Patricia
Classroom Teacher	Vil, Gasner

Title	Employee Name
Classroom Teacher	Wade Gabb, Gloria
Classroom Teacher	Ward-Brew, Jacqueline
Classroom Teacher	Woods, Latonia
Classroom Teacher	Sylvester, Cornelia
Classroom Teacher	Vidal, Corine
Classroom Teacher	Vilus, Savin
Classroom Teacher	Pilgrim, Candacy
Classroom Teacher	TBH
Classroom Teacher	TBH
Classroom Teacher	TBH
Classroom Teacher	TBH
Classroom Teacher	TBH
Classroom Teacher	TBH
Classroom Teacher	TBH
Community Program Manager	Rosario, Vicky
Curriculum & Technology Integration Specialist	Ofori, Elizabeth
Custodian	Clarke, Evrol
Custodian	Joseph, Justin
Custodian	Louis, Prince
Custodian	Retana Garcia, Hugo
Custodian	Robinson, Christopher
Custodian	TBH
Custodian	TBH
Custodian	TBH
Custodian	TBH
Custodian	TBH
Data and Information Systems Specialist	Samuels, Annella
ENL Teacher	Salazar, Sebastian
ELL Teacher	Stanton, Megan
Enrollment Coordinator	TBH
Family Engagement Coordinator	Daure-Wiggins, Cherry
Family Engagement Coordinator	Rose, Janisa
Guidance Counselor	Anglin, Hollyann
Guidance Counselor	Armstrong, Kareen

Title	Employee Name
Music Teacher	Johnson, Brenton
Music Teacher	Stuart, Allegra
PE Teacher	Combs, Lawrence
PE Teacher	Hassel, Ryan
PE Teacher	Reilly, Stephen
PE Teacher	Sucre, Sheldon
Security Guard	Anderson, Ewan
Security Guard	Brown, Jason
Security Guard	Ogbu, Chikezie
Security Guard	Samerson, Kevin
Security Guard	Scott Lobell, Donna
Security Guard	Tranquille, Jhonny
Security Guard	Webber, Derrick
Security Guard	TBH
Security Guard	TBH
Social Worker	Colón, Dannielle
Social Worker	TBH
Social Worker	Nedd, Melissa
Spanish Teacher	TBH
Spanish Teacher	Ortiz, Martha
Special Education Liaison	Zadok, Natalie
Special Education Teacher	Brady, Corrina
Special Education Teacher	Kurz, Timothy
Special Education Teacher	Lloyd, Evelyn
Special Education Teacher	Meyers, De'Anna
Special Education Teacher	Naqvi, Sadaf
Special Education Teacher	Narine, Tina
Special Education Teacher	Novello, Nicole
Special Education Teacher	Wess, Michael
Teaching Assistant	Alfonso Carrasco, Shainy
Teaching Assistant	Berkowitz, Gillian
Teaching Assistant	Chapman, Terrell
Teaching Assistant	Gautier, Traci
Teaching Assistant	Hargrove, Adrian

Title	Employee Name
Teaching Assistant	Harris, Tylicia
Teaching Assistant	Proverbs, Khristie
Teaching Assistant	Ranger, Tavian
Teaching Assistant	Reid, Maya
Teaching Assistant	Rivera, Mildred
Teaching Assistant	Rose, Sharon
Teaching Assistant	Russell, Ericka
Teaching Assistant	Smith, Bria
Teaching Assistant	Tramell, Shaquira
Teaching Assistant	Turner-Murray, Roszella
Teaching Assistant	White, Taylor
Teaching Assistant	Williams, Undra
Teaching Assistant	TBH
Teaching Assistant	TBH
Teaching Assistant	TBH
Teaching Assistant	TBH
Teaching Assistant	TBH
Teaching Assistant	TBH
Teaching Assistant	TBH
Teaching Assistant	TBH
Teaching Assistant	TBH
Teaching Assistant	TBH
Teaching Assistant	TBH
Teaching Assistant	TBH
Teaching Assistant	TBH
Teaching Assistant	TBH
Teaching Assistant	TBH
Technology Coordinator	Megie, Nicholson
Technology Coordinator	Mullings, Johnathon
Technology Coordinator	Richardson, Dale
Technology Coordinator	TBH
Technology Coordinator	TBH
Director of Technology	TBH



Attachment #10

FY22 Budget Assumptions & Changes:

- A 3% increase for all staff salaries.
- A more robust and industry standard starting salary for instructional staff @ \$61,632.
- A more accurate vacancy projection to make up for the learning loss during COVID-19.
- A more accurate reflection of the decrease in SpEd count, decrease in provided services based on trends.
- Accounting for ESSER 1, 2, & ARP funds allocated to CPCS.
- Standard industry increases for insurance costs.
- Anticipated consultant contracts for reopening & beyond. (CSBM, JPS, etc.)
- Increase in Technology:
 - Hotspots for students
 - Technology personnel infrastructure
 - Blended learning equipment (Smartboards, etc.)



Attachment #11

Teachers Salary Schedule – 2018-2021

May 14, 2021

	BA C1	C1 + PD	BA + 30 C2	C2 + ID	MA C2 + PD	C2 + ID + PD	MA + 30 C6	MA + 30 C6 + PD
1A	61,070	66,601	63,120	66,909	68,652	72,437	70,703	76,231
1B	61,070	66,601	63,120	66,909	68,652	72,437	70,703	76,231
2A	62,284	67,815	64,334	68,123	69,866	73,651	71,917	77,445
2B	62,284	67,815	64,334	68,123	69,866	73,651	71,917	77,445
3A	62,799	68,330	64,849	68,638	70,381	74,166	72,432	77,960
3B	62,799	68,330	64,849	68,638	70,381	74,166	72,432	77,960
4A	63,708	69,239	65,758	69,547	71,290	75,075	73,341	78,869
4B	63,708	69,239	65,758	69,547	71,290	75,075	73,341	78,869
5A	64,494	70,025	66,544	70,333	72,076	75,861	74,127	79,655
5B	64,494	70,025	66,544	70,333	72,076	75,861	74,127	79,655
6A	65,340	70,871	67,390	71,179	72,922	76,707	74,973	80,501
6A+L5	66,626	72,157	68,676	72,465	74,208	77,993	76,259	81,787
6B	66,540	72,071	68,590	72,379	74,122	77,907	76,173	81,701
6B+L5	67,826	73,357	69,876	73,665	75,408	79,193	77,459	82,987
7A	68,320	73,851	70,370	74,159	75,902	79,687	77,953	83,481
7A+L5	69,606	75,137	71,656	75,445	77,188	80,973	79,239	84,767
7B	72,490	78,021	74,540	78,329	80,072	83,857	82,123	87,651
7B+L5	73,776	79,307	75,826	79,615	81,358	85,143	83,409	88,937
8A	76,390	81,921	78,440	82,229	83,972	87,757	86,023	91,551
8A+L5	77,676	83,207	79,726	83,515	85,258	89,043	87,309	92,837
8B	81,022	86,553	83,072	86,861	88,604	92,389	90,655	96,183
8B+L5	82,308	87,839	84,358	88,147	89,890	93,675	91,941	97,469
8B+L10	86,280	91,811	88,330	92,119	93,862	97,647	95,913	101,441
8B+L13	88,984	94,515	91,034	94,823	96,566	100,351	98,617	104,145
8B+L15	94,691	100,222	96,741	100,530	102,273	106,058	104,324	109,852
8B+L18	96,189	101,720	98,239	102,028	103,771	107,556	105,822	111,350
8B+L20	107,263	112,794	109,313	113,102	114,845	118,630	116,896	122,424
8B+L22	113,496	119,027	115,546	119,335	121,078	124,863	123,129	128,657
L5	1,286							
L10	5,258							
L13	7,962							
L15	13,669							
L18	15,167							
L20	26,241							
L22	32,474							

*Subject to Correction





2020-2021 NYC CHARTER SCHOOL COMPENSATION SURVEY

Survey Effective Date:	October 3, 2020
Publication Date:	February 25, 2021
No. of Schools:	108
No. of Survey Jobs:	20
No. of Employees Reported:	5,244

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TABLE OF CONTENTS
Page

Section

I. EXECUTIVE SUMMARY

Introduction	3
General Findings and Observations	4
Compensation Findings	4
Personnel Policies and Practices	5
School Profile	13

II. COMPENSATION ANALYSIS

001 Executive Director, CEO	16
002a Chief Operations Officer	18
002b Operations Director, Operations Manager.....	20
003a Chief Financial Officer.....	22
003b Business Manager, Director of Finance and Administration	24
004 Office Manager, Operations Assistant.....	26
005 Principal/Head of School (Instructional Leader)	28
006 Assistant Principal/Director of Instruction/Instructional Coach/Academy Director.....	30
007 Dean of Students	32
008 Teacher	34
009 Assistant Teacher	36
010 Social Worker/Guidance Counselor	38
011 Head of Special Education/Special Education Coordinator	40
012 Director of Development/Director of External Affairs/Director of Communication	42
013 Parent Coordinator	44
014 Special Education Teacher	46
015 Director of Assessment/Data	48
016 Director of Human Resources, Manager Human Resources, Human Resources Coordinator	50
017 Director of Information Technology, Manager Information Technology, IT Coordinator.....	52
018 Recruiting Manager	54

TABLE OF CONTENTS

III. PERSONNEL POLICIES AND PRACTICES

Merit Increases	57
Benefits	60
Retirement Plans	63
Paid Time Off.....	64
Personal/Vacation Days.....	65
Sick Days	66
Bonus/Short-term Incentives	67
Perquisites and Maternity/Paternity Benefits	69
Work-Life Benefits	71
COVID-19 Policy Changes	72
Diversity Equity Inclusion	73

IV. APPENDIX

Survey Methodology	75
Definition and Explanation of Terms.....	77
Data Suppression.....	80
Updating Salary Survey Data	81
DOE Scale.....	82
About Total Compensation Solutions	84

SECTION I – EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Total Compensation Solutions (TCS) and the New York City Charter School Center (NYCCSC) present the **2020-2021 NYC Charter School Compensation Survey**. TCS and the NYCCSC thank you for your participation. We will jointly be hosting a webinar to review the survey results. TCS also offers participants a one-on-one call to review the survey. During this 30 minute conversation, TCS and the participating school will discuss how the school compares to other participants. Please call or e-mail Matt Leach at dMLEACH@total-comp.com to set up a conference call.

TCS divides the survey into four easy-to-use sections.

Section I:	Executive Summary	Highlights survey findings and presents survey summary information and trends.
Section II:	Compensation Analysis	Reports compensation data effective as of October 3, 2020, for each of the 20 survey school positions based on operating-budget peer groups and overall
Section III:	Personnel Policies and Practices	Provides information on personnel policies and practices, including salary increase budgets, benefits, bonus data, PTO as well as vacation days, sick days, perquisites, and COVID-19 policy changes.
Section IV:	Appendix	Presents the survey methodology, defines and explains terms used in this report, data suppression, pay equity, explains how to update survey data, and provides the DOE pay scale.

EXECUTIVE SUMMARY – (Cont'd)

GENERAL FINDINGS AND OBSERVATIONS

This year's survey provides data from 108 charter schools in NYC. These participants provided data on 5,244 individual jobs. While this sample size is down from two years ago, TCS believes the data provides a good representation of compensation within the charter school industry based on the consistency with data from prior reports and the number of schools providing data.

We observe over the past two years the survey participants have an:

- Average operating budget of \$8.8 million this year, which is an increase from \$7.2 million reported in 2019.
- Average staff size of 66 employees this year, which is an increase from 59 employees reported in 2019.
- Average student population of 433 students, which is an increase from 382 students reported in 2019.

COMPENSATION FINDINGS

TCS collects and provides pay data for 20 charter school roles. Since we have collected all 20 jobs in past surveys, we are able to provide trend data for all jobs (page 6). We find compensation levels are driven by responsibilities (job titles), tenure, school size, and performance.

Some highlights of this year's compensation data:

- New this year, we changed the budget peer groups to under \$7 million, \$7 to \$10 million, and over \$10 million. These size breaks better reflect the size of the participants.
- New this year, we also provided new student size cuts to under 300 students, 300 – 500 students, and over 500 students. Survey users should pay attention to the new size cuts when comparing salary data to the last survey.

EXECUTIVE SUMMARY – (Cont'd)

Personnel Policies and Practices

TCS summarizes some of their top-level findings from this year's survey below:

- More schools are relying on performance when determining Teacher salary increases (page 58).
- Three percent is the most common merit increase for charter schools. This outpaces the 2.5% increase we observe in the external market (pages 59-60).
- We observe an increase (from 10% to 25%) in the prevalence of the "other" component in the PTO policies (page 65).
- We find an increase in sick days from an average of seven last survey to eight this year (page 67).
- We find more schools are formalizing their incentive plans as the use of incentive metrics have grown (page 68).
- We report an increase in the use of sign-on and referral bonuses as schools continue to look for good new talent (page 69).
- Charter schools report offering more health perquisites like wellness programs, long-term care, and critical care. These increases are in line with what we observe in the external market as organizations have put more resources towards health due to COVID-19 (page 71).
- We find a decrease in the use of certain work-life benefits. This decrease could be temporary related to COVID-19 and its requirements (page 72).
- We report how schools are dealing with COVID-19 and find just above a third of the participating schools have made changes to their merit increase budgets (page 73).
- We also report diversity, equity, and inclusion policies and find the majority of schools already have DEI policies in place (page 74).

EXECUTIVE SUMMARY – (Cont'd)

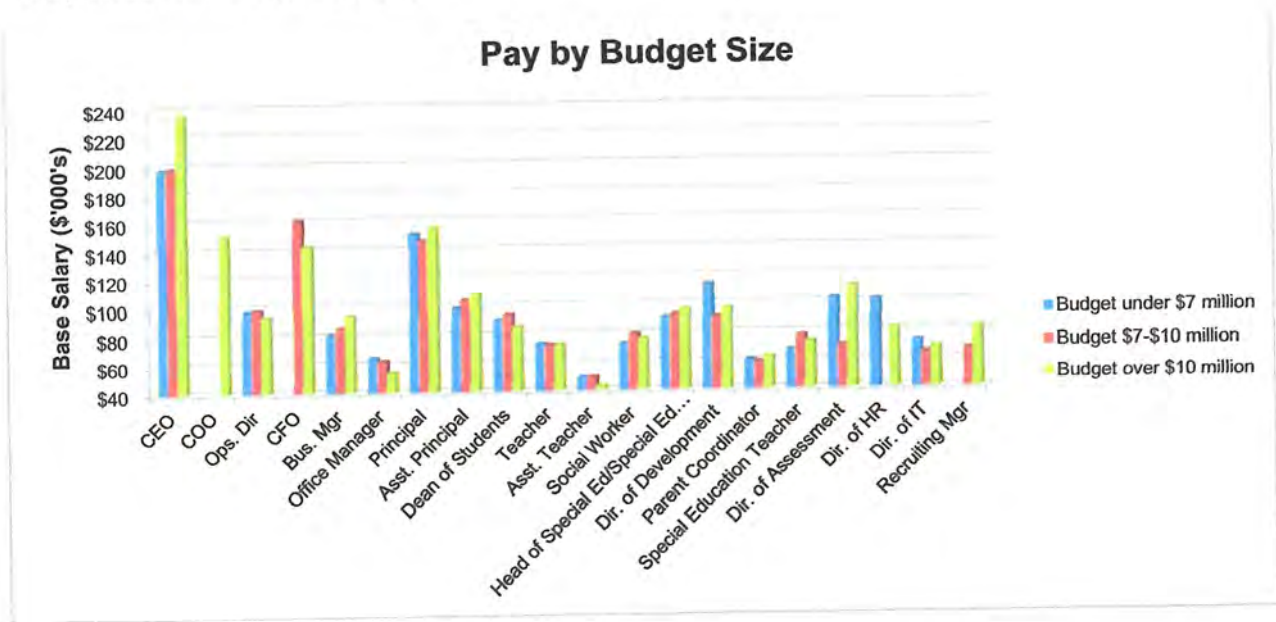
We present the median for this year's compensation vs. the data from 2018-2019 survey. The increases represent a two-year increase. Many of the large or negative increases are due to changes in sample, especially with the multi-titled roles. We report the salaries below:

Position Title	Median Base Salary (\$000's)		% increase ¹	Median Total Compensation (\$000's)		% increase ¹
	2018-2019	2020-2021		2018-2019	2020-2021	
Executive Director, CEO	\$ 190.0	\$ 190.0	0.00%	\$ 199.0	\$ 190.0	-4.52%
Chief Operating Officer	\$ 147.5	\$ 145.0	-1.69%	\$ 153.5	\$ 156.5	1.95%
Operations Director	\$ 95.0	\$ 95.7	0.74%	\$ 95.0	\$ 95.9	0.95%
Chief Financial Officer	\$ 144.2	\$ 149.8	3.88%	\$ 144.2	\$ 149.8	3.88%
Business Manager	\$ 83.9	\$ 84.4	0.60%	\$ 80.1	\$ 84.4	5.37%
Office Manager, Ops Assistant	\$ 59.0	\$ 58.9	-0.17%	\$ 59.1	\$ 58.9	-0.34%
Principal/Head of School	\$ 135.2	\$ 150.5	11.32%	\$ 141.5	\$ 151.6	7.14%
Assistant Principal	\$ 95.0	\$ 105.6	11.16%	\$ 97.0	\$ 106.3	9.59%
Dean of Students	\$ 85.0	\$ 89.5	5.29%	\$ 85.4	\$ 89.9	5.27%
Teacher	\$ 67.5	\$ 72.9	8.00%	\$ 68.1	\$ 74.1	8.81%
Assistant Teacher	\$ 48.0	\$ 50.0	4.17%	\$ 48.3	\$ 50.0	3.52%
Social Worker/Guid. Coun.	\$ 71.9	\$ 77.5	7.79%	\$ 72.5	\$ 78.8	8.69%
Special Education	\$ 80.0	\$ 92.9	16.13%	\$ 84.8	\$ 92.9	9.55%
Director of Development	\$ 83.0	\$ 95.0	14.46%	\$ 83.3	\$ 95.0	14.05%
Parent Coordinator	\$ 64.6	\$ 63.3	-2.01%	\$ 65.0	\$ 63.3	-2.62%
Special Education Teacher	\$ 68.2	\$ 73.4	7.62%	\$ 68.5	\$ 75.1	9.64%
Director of Assessment/Data	\$ 87.7	\$ 87.5	-0.23%	\$ 87.7	\$ 88.5	0.91%
Director HR, HR Manager	\$ 88.9	\$ 82.0	-7.76%	\$ 88.9	\$ 82.0	-7.76%
Director IT, Mgr IT	\$ 69.9	\$ 69.3	-0.86%	\$ 69.9	\$ 69.3	-0.86%
Recruiting Manager	\$ 76.5	\$ 76.3	-0.26%	\$ 76.5	\$ 78.0	1.96%

1. % Increase represents a two-year period

EXECUTIVE SUMMARY – (Cont'd)

We provide median pay for each job based on budget size. While bigger budgets are correlated to large base salaries, it is not a perfect correlation due to multi-incumbents and whether the school is independent or part of a CMO. We present the compensation numbers by budget below:

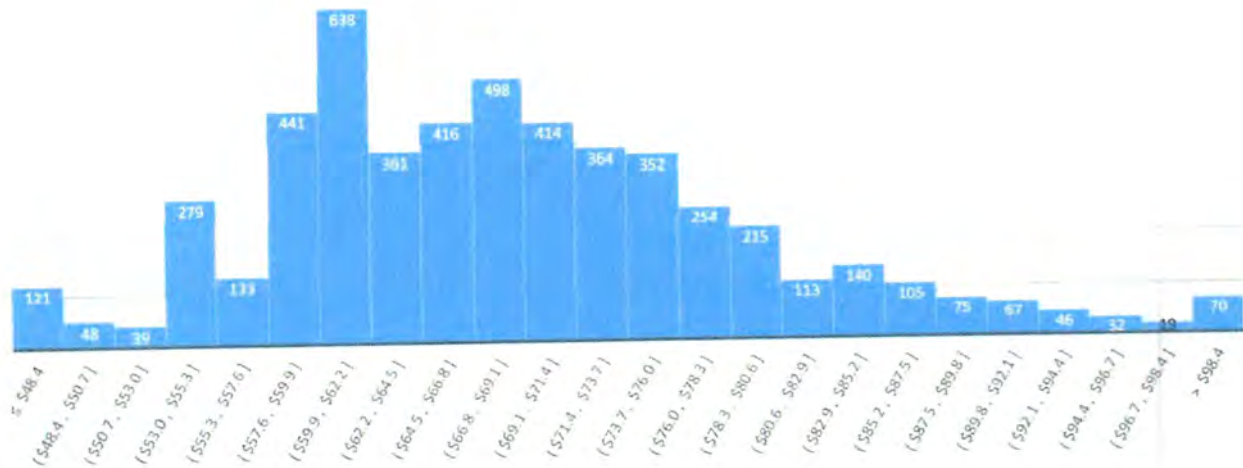


1. COO and CFO positions are not common at smaller schools.

EXECUTIVE SUMMARY – (Cont'd)

In addition to the traditional compensation data, we provide expanded information on Teachers' pay. We provide supplemental pay data on the following three pages. Below, we present a histogram that reports the number of Teachers that are paid in \$300 pay bands between \$48,400 and \$98,400. Pay between \$59,900 and \$62,200, which corresponds to newer Teachers, is the most prevalent bucket as presented below:

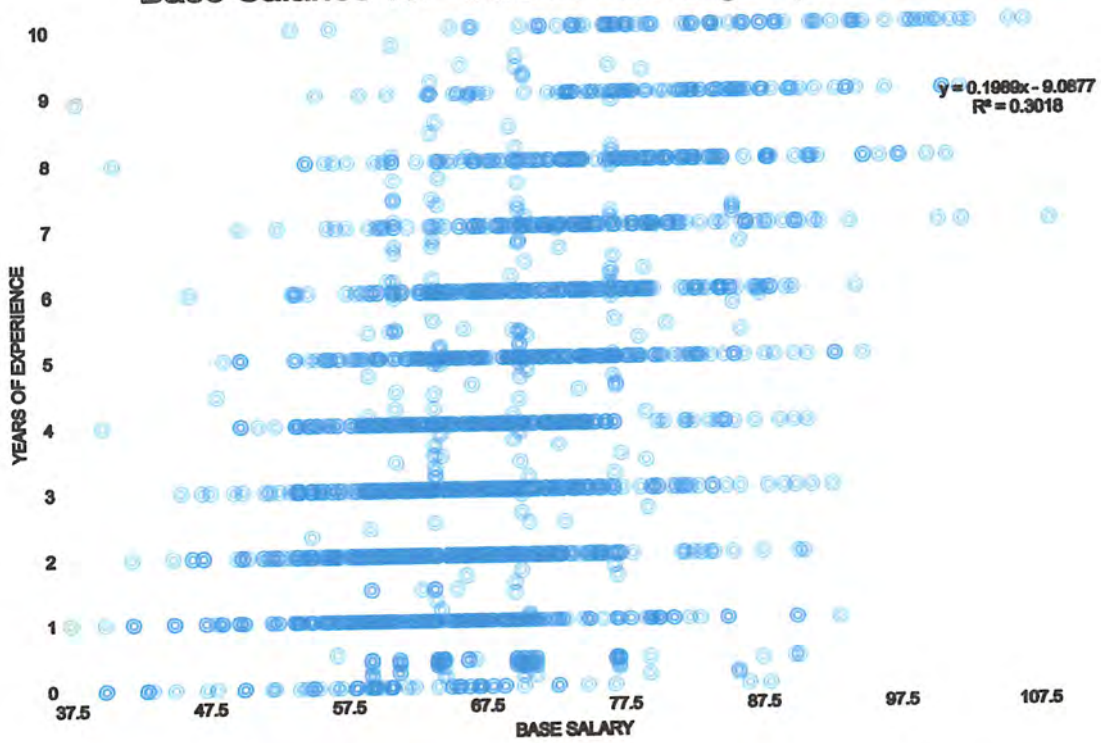
Prevalence of Teachers' Base Salaries



EXECUTIVE SUMMARY – (Cont'd)

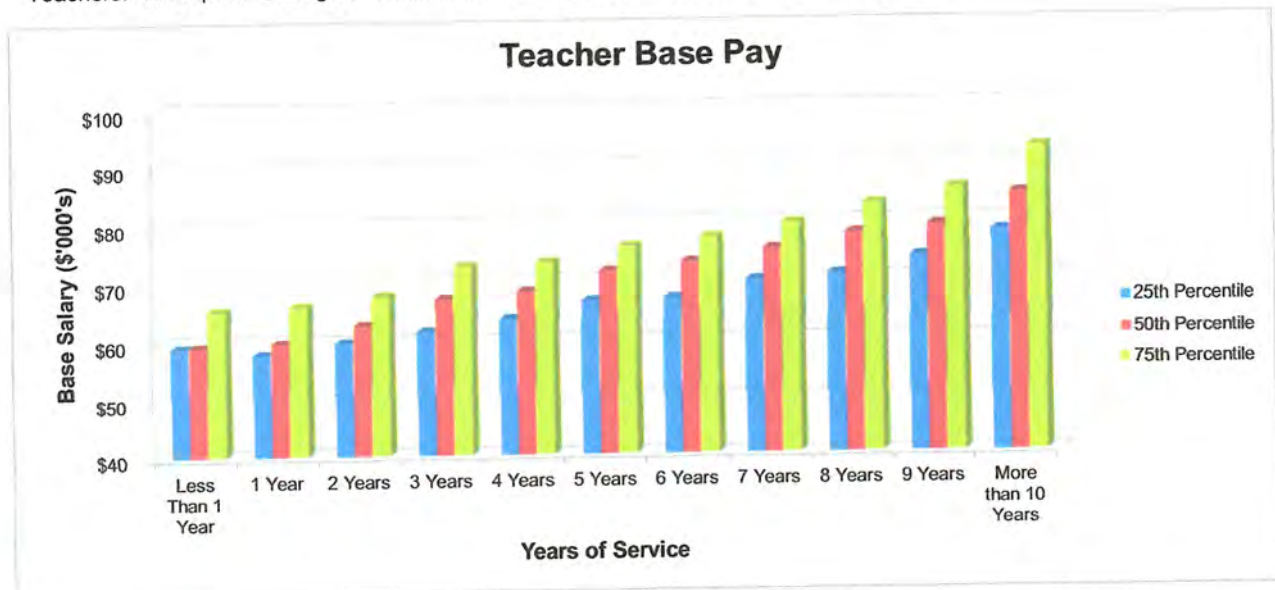
While survey respondents report relying more on performance to drive salary increases, tenure is still the biggest driver for Teachers' pay. As reported below, we find a correlation between years of service and base salary:

Base Salaries vs. Years of Teaching Experience



EXECUTIVE SUMMARY – (Cont'd)

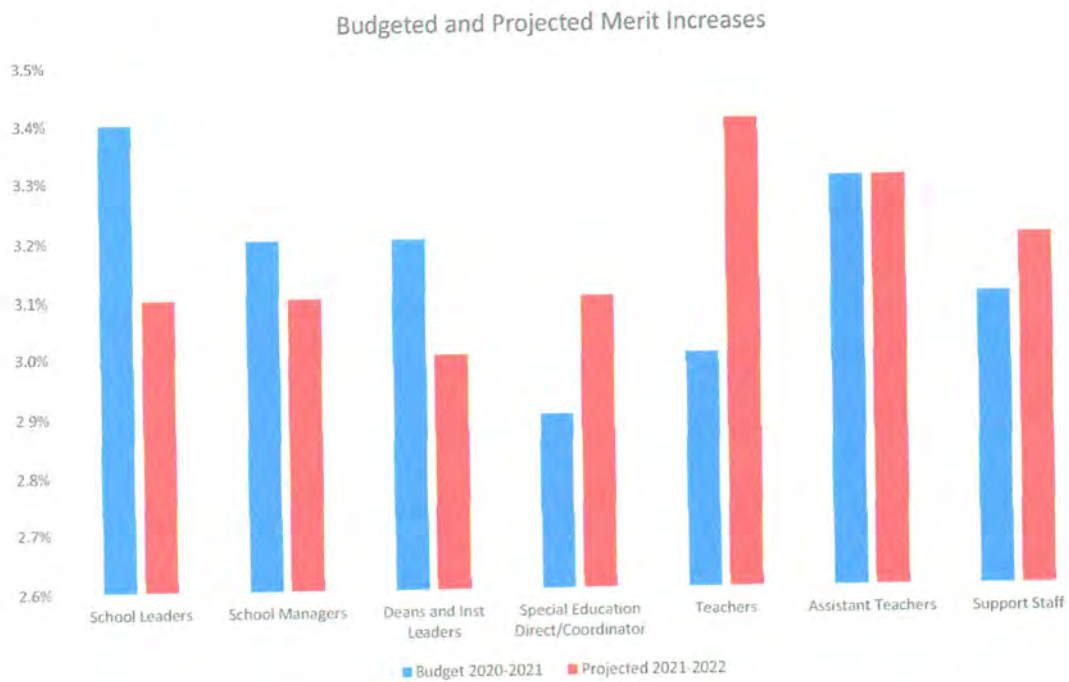
We further build on the correlation between pay and tenure by breaking apart base salaries by years of service. We present base salaries at the 25th, 50th, and 75th percentiles based on years of related service. The tenure numbers report a smaller increase than the aggregate Teachers' numbers; therefore, part of the aggregate data's increase is due to fewer new Teachers. We report a strong correlation between pay and years of related service below:



We report more Teachers in the buckets with at least five years of related service. This expanded sample can be observed with the tighter ranges between the 25th and 75th percentile resulting in a better data set.

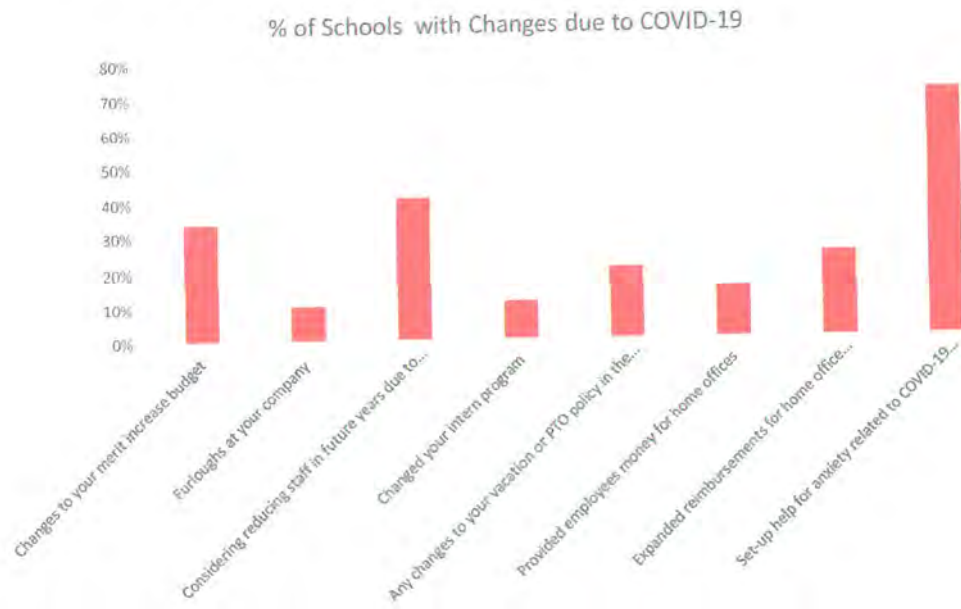
EXECUTIVE SUMMARY – (Cont'd)

In addition to the compensation and benefits data, we also collect merit increase budgets for this school year (2020-2021) and next (2021-2022). We present the average merit increases for each employee group in the table below. The average participant reported a larger increase this year for the school leaders and managers, while projecting a bigger increase in 2021-2022 for Teachers.



EXECUTIVE SUMMARY – (Cont'd)

New this year, we asked participants about changes due to COVID-19 and we summarize the prevalent responses in the graph below. We find roughly 40% of participating schools are concerned about future operations due to COVID-19, while over 70% of schools have set-up help for staff related to COVID-19



EXECUTIVE SUMMARY – (Cont'd)

SCHOOL PROFILE

TCS compiles financial and operating statistics to give context on the size of the schools providing data. In addition to the operating statistics, we provide in the table below, we also provide financial data, budget cuts, and student size for each job in the compensation data section. The same way Teachers' pay is driven by related years of service, TCS finds school size plays a major role in determining pay for the management level roles. Survey users can compare their Director level positions to positions at similarly sized schools.

TOTAL SCHOOL STATISTICS CATEGORY	# of Schools	25 TH Percentile	MEDIAN	75 TH Percentile	AVERAGE
Total Staff	108	43	61	80	66
Total Full-Time Staff	108	42	58	76	63
Total Students	105	289	414	525	433
Days Open for Teachers	103	193	200	204	201
Days open for Administrators	102	222	227	240	231
Days open for Students	103	180	183	185	186
Operating Budget (\$ '000's)	103	6,100	8,300	10,897	8,841
Grades Taught (total grades)	102	4	4	9	6
Years of Operations	105	4	8	12	9
Hours Per Week for Admin.	105	40.0	45.0	45.0	43.5
Hours per Week for Teachers	105	40.0	40.0	45.0	41.8
Hours per Week for Students	93	35.0	40.0	40.0	37.6

SECTION II - COMPENSATION ANALYSIS

COMPENSATION DATA

Introduction

This section of the 2020/2021 NYC Charter School Compensation Survey provides data for twenty executive and staff positions.

In addition, salary data is provided for the following peer groups for each position:

- All schools combined
- Three data cuts based on the school budget.
- Three data cuts based on the number of students attending the school.
- Two data cuts based on the school being Independent or a CMO

We have changed the peer groupings from last survey due to changes in operating budgets and students among participants.

The following tables provide the number of schools, number of employees, the weighted average, the average and the 25th, 50th, and 75th percentile levels for all compensation elements offered to each survey position. The survey also provides survey match quality, bonus information, stipend information, typical title, typical reports to, and exempt/nonexempt status for each position.

Key abbreviations used in the Compensation Data Section:

- EE = Employees matching position
- Wtd. = Weighted
- Ptile = Percentile
- TCC = Total Cash Compensation

For a complete definition of terms used in the Compensation Data Section, please refer to the Appendix.

001 Executive Director, CEO

Reports directly to the Board of Trustees. Responsible for all activities in the school building including fundraising, strategic planning and serving as the spokesman for the school. Leads the school's senior management team including the highest level instructional and operational leaders and ensures that day-to-day operations and programs are professionally and efficiently organized and administered.

All Schools	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Annual Budget (\$000's)	34	39	9,667.9	9,604.3	4,000.0	5,885.7	8,308.5	12,209.3	15,440.0
Annual Base Salary (\$000's)	37	45	192.7	189.6	132.5	150.2	190.0	212.8	258.0
Prior Annual Base Salary (\$000's)	35	43	185.0	182.2	128.8	137.6	187.0	206.2	262.3
Annual Bonus Paid (\$000's)	12	14	22.7	20.6	1.8	10.5	19.5	21.3	47.5
TCC (\$000's)-All	37	45	199.8	196.3	132.5	155.0	190.0	219.6	280.0
Budget Under \$7 Million	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Annual Budget (\$000's)	12	14	4,949.2	4,915.0	3,766.7	3,979.3	4,858.5	5,885.7	6,100.0
Annual Base Salary (\$000's)	12	14	193.6	185.6	133.1	137.6	156.6	198.0	306.6
TCC (\$000's)-All	12	14	200.5	192.3	133.1	137.6	159.3	204.2	327.1
Budget \$7-10 Million	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Annual Budget (\$000's)	8	8	8,103.2	8,103.2	--	7,455.6	7,700.0	8,750.5	--
Annual Base Salary (\$000's)	8	8	172.6	172.6	--	150.2	177.8	198.5	--
TCC (\$000's)-All	8	8	172.7	172.7	--	151.0	177.8	198.5	--
Budget Over \$10 Million	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Annual Budget (\$000's)	14	17	14,290.3	14,481.4	11,513.6	12,191.4	13,254.9	15,500.0	19,919.0
Annual Base Salary (\$000's)	14	17	210.6	207.9	150.4	173.0	213.1	234.8	264.0
TCC (\$000's)-All	14	17	223.6	219.6	155.9	175.1	219.4	243.3	302.5

Typically Reports to: Board of Trustees
 Typical Title: Executive Director

Match Less than	6	Bonus Eligible	29	Exempt	43	Avg. Years Current Service	5.9	Avg. Years Related Service	N/A
Match Equal to	30	Not Bonus Eligible	16	Non-Exempt	1				
Match Greater than	9	Stipend Eligible	--						

001 Executive Director, CEO

Reports directly to the Board of Trustees. Responsible for all activities in the school building including fundraising, strategic planning and serving as the spokesman for the school. Leads the school's senior management team including the highest level instructional and operational leaders and ensures that day-to-day operations and programs are professionally and efficiently organized and administered.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Less than 300 Students									
Annual Budget (\$000's)	13	15	4,619.2	4,915.0	3,766.7	3,979.3	4,858.5	5,885.7	6,100.0
Annual Base Salary (\$000's)	13	15	189.0	180.9	132.0	133.9	155.0	193.0	296.2
TCC (\$000's)-All	13	15	195.5	187.2	132.0	133.9	159.0	193.0	317.2
300-500 Students									
Annual Budget (\$000's)	8	8	8,390.7	8,390.7	--	7,455.6	7,700.0	8,750.5	--
Annual Base Salary (\$000's)	8	8	180.7	180.7	--	162.2	192.9	198.5	--
TCC (\$000's)-All	8	8	180.8	180.8	--	162.5	192.9	198.5	--
Over 500 Students									
Annual Budget (\$000's)	14	17	13,572.6	14,656.9	11,509.1	12,188.4	14,000.0	15,800.0	20,236.0
Annual Base Salary (\$000's)	14	17	211.2	208.6	150.4	173.0	213.1	234.8	264.0
TCC (\$000's)-All	14	17	224.2	220.3	155.9	175.1	219.4	243.3	302.5
Independent									
Annual Budget (\$000's)	34	40	8,222.7	9,696.7	4,000.0	6,100.0	8,717.1	12,206.3	14,600.0
Annual Base Salary (\$000's)	34	40	178.2	179.0	132.1	150.0	167.4	205.0	223.3
TCC (\$000's)-All	34	40	182.1	183.5	132.1	152.0	169.6	205.0	237.9
CMO									
Annual Budget (\$000's)	3	5	9,628.3	8,648.6	--	--	4,495.7	--	--
Annual Base Salary (\$000's)	3	5	309.0	310.3	--	--	317.0	--	--
TCC (\$000's)-All	3	5	341.4	340.7	--	--	337.0	--	--

Typically Reports to: Board of Trustees
 Typical Title: Executive Director

Match Less than	6	Bonus Eligible	29	Exempt	43	Avg. Years	5.9	Avg. Years	N/A
Match Equal to	30	Not Bonus Eligible	16	Non-Exempt	1	Current Service		Related Service	
Match Greater than	9	Stipend Eligible	--						

002a Chief Operations Officer

Directs the operations of the school. Responsibilities may include (some but not all) managing building maintenance, student recruitment, student records, enrollment, admissions, food services, transportation and uniforms. Directs the management of the operations team including the nurse, security guard, receptionist, and operations manager/ assistant. This position may also be responsible for finance, assessment, after-school programs and scheduling and planning.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
All Schools									
Annual Budget (\$000's)	11	11	13,369.4	13,369.4	7,400.0	9,207.2	11,500.0	19,285.0	21,000.0
Annual Base Salary (\$000's)	12	12	164.2	164.2	124.7	137.8	145.0	176.7	244.0
Prior Annual Base Salary (\$000's)	12	12	159.6	159.6	121.3	132.3	142.2	172.8	238.0
Annual Bonus Paid (\$000's)	6	6	15.9	15.9	--	4.5	7.4	20.6	--
TCC (\$000's)-All	12	12	172.1	172.1	124.7	137.8	156.5	182.3	252.3
Budget Under \$7 Million									
Annual Budget (\$000's)	1	1	--	--	--	--	--	--	--
Annual Base Salary (\$000's)	1	1	--	--	--	--	--	--	--
TCC (\$000's)-All	1	1	--	--	--	--	--	--	--
Budget \$7-10 Million									
Annual Budget (\$000's)	2	2	--	--	--	--	--	--	--
Annual Base Salary (\$000's)	2	2	--	--	--	--	--	--	--
TCC (\$000's)-All	2	2	--	--	--	--	--	--	--
Budget Over \$10 Million									
Annual Budget (\$000's)	8	8	15,933.2	15,933.2	--	11,373.7	14,944.2	20,902.5	--
Annual Base Salary (\$000's)	8	8	164.7	164.7	--	140.0	150.5	176.7	--
TCC (\$000's)-All	8	8	175.7	175.7	--	142.6	164.0	182.3	--

Typically Reports to: Executive Director

Typical Title: Chief Operations Officer

Match Less than	2	Bonus Eligible	9	Exempt	12	Avg. Years Current Service	4.4	Avg. Years Related Service	N/A
Match Equal to	7	Not Bonus Eligible	3	Non-Exempt	--				
Match Greater than	3	Stipend Eligible	--						

002a Chief Operations Officer

Directs the operations of the school. Responsibilities may include (some but not all) managing building maintenance, student recruitment, student records, enrollment, admissions, food services, transportation and uniforms. Directs the management of the operations team including the nurse, security guard, receptionist, and operations manager/ assistant. This position may also be responsible for finance, assessment, after-school programs and scheduling and planning.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Less than 300 Students									
Annual Budget (\$000's)	1	1	--	--	--	--	--	--	--
Annual Base Salary (\$000's)	1	1	--	--	--	--	--	--	--
TCC (\$000's)-All	1	1	--	--	--	--	--	--	--
300-500 Students									
Annual Budget (\$000's)	3	3	8,604.8	8,604.8	--	--	7,701.9	--	--
Annual Base Salary (\$000's)	3	3	130.4	130.4	--	--	131.3	--	--
TCC (\$000's)-All	3	3	131.6	131.6	--	--	131.3	--	--
Over 500 Students									
Annual Budget (\$000's)	8	8	14,594.1	16,679.0	--	11,844.2	17,700.0	20,935.0	--
Annual Base Salary (\$000's)	8	8	165.9	165.9	--	140.0	155.5	176.7	--
TCC (\$000's)-All	8	8	176.5	176.5	--	147.5	164.0	182.3	--
Independent									
Annual Budget (\$000's)	10	10	12,486.8	13,874.2	7,641.5	10,712.5	11,500.0	20,870.0	21,300.0
Annual Base Salary (\$000's)	10	10	146.9	146.9	123.6	133.5	140.0	158.3	174.0
TCC (\$000's)-All	10	10	150.7	150.7	123.6	133.5	146.8	164.5	180.7
CMO									
Annual Budget (\$000's)	2	2	--	--	--	--	--	--	--
Annual Base Salary (\$000's)	2	2	--	--	--	--	--	--	--
TCC (\$000's)-All	2	2	--	--	--	--	--	--	--

Typically Reports to: Executive Director

Typical Title: Chief Operations Officer

Match Less than	2	Bonus Eligible	9	Exempt	12	Avg. Years Current Service	4.4	Avg. Years Related Service	N/A
Match Equal to	7	Not Bonus Eligible	3	Non-Exempt	--				
Match Greater than	3	Stipend Eligible	--						

002b Operations Director, Operations Manager

Manages, administers and coordinates the day-to-day operations of the school. Responsibilities may include (some but not all) managing building maintenance, student recruitment, student records, enrollment, admissions, food services, transportation and uniforms. Directs the management of the operations team including the nurse, security guard, receptionist, and operations manager/ assistant. This position may also be responsible for finance, assessment, after-school programs and scheduling and planning.

All Schools	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Annual Budget (\$000's)	90	129	10,172.8	9,085.2	4,073.0	6,150.0	8,300.0	11,092.6	14,156.9
Annual Base Salary (\$000's)	94	143	96.1	97.4	80.0	87.6	95.9	103.1	120.8
Prior Annual Base Salary (\$000's)	81	123	92.9	94.2	72.2	86.7	94.0	103.0	116.2
Annual Bonus Paid (\$000's)	18	25	5.3	5.8	1.0	2.1	3.9	5.0	15.4
TCC (\$000's)-All	94	143	97.1	98.3	80.0	88.0	95.9	105.0	121.0
Budget Under \$7 Million	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Annual Budget (\$000's)	29	32	4,981.7	4,890.1	2,759.4	4,000.0	5,152.0	6,100.0	6,500.0
Annual Base Salary (\$000's)	29	32	98.1	97.4	79.0	90.0	97.6	103.5	113.8
TCC (\$000's)-All	29	32	98.4	97.7	80.4	90.0	97.6	103.5	113.8
Budget \$7-10 Million	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Annual Budget (\$000's)	28	35	8,427.5	8,267.5	7,200.0	7,493.5	7,950.0	8,938.2	9,900.0
Annual Base Salary (\$000's)	28	35	99.5	99.6	84.8	90.9	98.5	105.9	121.1
TCC (\$000's)-All	28	35	100.5	100.4	84.9	90.9	98.5	106.6	121.1
Budget Over \$10 Million	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Annual Budget (\$000's)	33	62	13,837.3	13,465.6	10,500.0	10,994.7	12,209.5	14,500.0	19,620.0
Annual Base Salary (\$000's)	33	62	95.3	96.7	79.8	86.7	93.6	101.5	120.0
TCC (\$000's)-All	33	62	96.7	98.2	79.8	87.4	93.6	108.0	123.6

Typically Reports to: Executive Director
 Typical Title: Operations Director

Match Less than	54	Bonus Eligible	42	Exempt	131	Avg. Years	3.4	Avg. Years	N/A
Match Equal to	68	Not Bonus Eligible	99	Non-Exempt	4	Current Service		Related Service	
Match Greater than	21	Stipend Eligible	--						

002b Operations Director, Operations Manager

Manages, administers and coordinates the day-to-day operations of the school. Responsibilities may include (some but not all) managing building maintenance, student recruitment, student records, enrollment, admissions, food services, transportation and uniforms. Directs the management of the operations team including the nurse, security guard, receptionist, and operations manager/ assistant. This position may also be responsible for finance, assessment, after-school programs and scheduling and planning.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Less than 300 Students									
Annual Budget (\$000's)	23	26	4,396.6	4,395.9	2,707.4	3,730.3	4,697.8	5,282.2	6,071.3
Annual Base Salary (\$000's)	23	26	96.5	95.4	76.0	85.7	95.9	98.7	108.4
TCC (\$000's)-All	23	26	96.8	95.8	78.6	85.7	95.9	98.7	108.4
300-500 Students									
Annual Budget (\$000's)	39	47	8,433.8	8,248.0	6,500.0	7,200.0	7,700.0	9,224.3	10,500.0
Annual Base Salary (\$000's)	39	47	98.7	99.6	83.4	90.4	98.0	110.1	121.0
TCC (\$000's)-All	39	47	99.4	100.3	83.8	90.6	98.0	111.6	121.0
Over 500 Students									
Annual Budget (\$000's)	29	57	13,715.6	13,906.5	10,574.5	11,405.9	12,504.9	14,900.0	20,331.0
Annual Base Salary (\$000's)	29	57	94.9	96.1	79.9	87.4	94.7	99.5	116.2
TCC (\$000's)-All	29	57	96.5	97.7	79.9	87.4	94.7	102.0	122.8
Independent									
Annual Budget (\$000's)	50	83	9,180.0	10,079.6	4,000.0	6,345.8	9,574.3	12,428.0	15,200.0
Annual Base Salary (\$000's)	50	83	93.4	94.2	78.4	85.1	91.0	99.8	115.6
TCC (\$000's)-All	50	83	94.7	95.6	78.8	85.1	92.1	104.1	121.1
CMO									
Annual Budget (\$000's)	44	60	9,172.5	8,045.5	4,617.0	6,200.7	7,550.0	10,012.1	11,597.1
Annual Base Salary (\$000's)	44	60	100.0	101.0	88.2	92.0	97.9	106.0	120.8
TCC (\$000's)-All	44	60	100.3	101.3	88.2	92.0	97.9	106.7	120.8

Typically Reports to: Executive Director
 Typical Title: Operations Director

Match Less than	54	Bonus Eligible	42	Exempt	131	Avg. Years Current Service	3.4	Avg. Years Related Service	N/A
Match Equal to	68	Not Bonus Eligible	99	Non-Exempt	4				
Match Greater than	21	Stipend Eligible	--						

003a Chief Financial Officer

Directs all financial functions of the school. Responsibilities may include fiscal management and reporting, payroll, purchasing and occasionally human resources.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
All Schools									
Annual Budget (\$000's)	11	12	12,183.8	12,246.0	7,083.3	8,536.5	11,500.0	15,200.0	17,700.0
Annual Base Salary (\$000's)	11	12	152.9	151.5	130.0	130.0	149.8	164.5	171.7
Prior Annual Base Salary (\$000's)	11	12	140.1	137.5	111.4	127.4	135.0	149.1	165.4
Annual Bonus Paid (\$000's)	6	6	4.2	4.2	--	2.0	3.0	4.0	--
TCC (\$000's)-All	11	12	155.0	153.8	130.0	136.6	149.8	165.5	175.7
Budget Under \$7 Million									
Annual Budget (\$000's)	1	1	--	--	--	--	--	--	--
Annual Base Salary (\$000's)	1	1	--	--	--	--	--	--	--
TCC (\$000's)-All	1	1	--	--	--	--	--	--	--
Budget \$7-10 Million									
Annual Budget (\$000's)	4	4	8,527.5	8,527.5	--	7,695.8	8,536.5	9,368.2	--
Annual Base Salary (\$000's)	4	4	162.6	162.6	--	144.5	160.8	178.8	--
TCC (\$000's)-All	4	4	166.7	166.7	--	147.7	162.8	181.8	--
Budget Over \$10 Million									
Annual Budget (\$000's)	6	7	15,371.4	16,016.7	--	14,150.0	15,200.0	17,225.0	--
Annual Base Salary (\$000's)	6	7	149.0	145.8	--	130.0	143.0	159.8	--
TCC (\$000's)-All	6	7	149.7	146.6	--	130.5	144.4	161.5	--

Typically Reports to: Executive Director

Typical Title: Chief Financial Officer

Match Less than	--	Bonus Eligible	10	Exempt	12	Avg. Years Current Service	4.3	Avg. Years Related Service	N/A
Match Equal to	9	Not Bonus Eligible	2	Non-Exempt	--				
Match Greater than	3	Stipend Eligible	--						

003a Chief Financial Officer

Directs all financial functions of the school. Responsibilities may include fiscal management and reporting, payroll, purchasing and occasionally human resources.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Less than 300 Students									
Annual Budget (\$000's)	1	1	--	--	--	--	--	--	--
Annual Base Salary (\$000's)	1	1	--	--	--	--	--	--	--
TCC (\$000's)-All	1	1	--	--	--	--	--	--	--
300-500 Students									
Annual Budget (\$000's)	3	3	8,052.1	8,052.1	--	--	7,900.0	--	--
Annual Base Salary (\$000's)	3	3	159.5	159.5	--	--	149.8	--	--
TCC (\$000's)-All	3	3	163.7	163.7	--	--	149.8	--	--
Over 500 Students									
Annual Budget (\$000's)	7	8	14,694.2	15,150.6	--	12,750.0	14,600.0	16,750.0	--
Annual Base Salary (\$000's)	7	8	151.9	149.5	--	130.0	156.0	164.5	--
TCC (\$000's)-All	7	8	153.0	150.8	--	131.0	156.8	165.5	--
Independent									
Annual Budget (\$000's)	9	10	12,401.0	12,501.1	--	9,173.0	11,500.0	14,600.0	--
Annual Base Salary (\$000's)	9	10	156.3	155.0	--	130.0	156.0	168.1	--
TCC (\$000's)-All	9	10	158.5	157.4	--	141.2	156.8	168.1	--
CMO									
Annual Budget (\$000's)	2	2	--	--	--	--	--	--	--
Annual Base Salary (\$000's)	2	2	--	--	--	--	--	--	--
TCC (\$000's)-All	2	2	--	--	--	--	--	--	--

Typically Reports to: Executive Director
 Typical Title: Chief Financial Officer

Match Less than	--	Bonus Eligible	10	Exempt	12	Avg. Years Current Service	4.3	Avg. Years Related Service	N/A
Match Equal to	9	Not Bonus Eligible	2	Non-Exempt	--				
Match Greater than	3	Stipend Eligible	--						

003b Business Manager, Director of Finance and Administration

Manages and/or coordinates all financial functions of the school. Responsibilities may include fiscal management and reporting, payroll, purchasing and occasionally human resources.

All Schools	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Annual Budget (\$000's)	23	32	10,241.7	10,445.7	5,404.9	6,800.0	9,000.0	12,210.8	19,519.8
Annual Base Salary (\$000's)	25	34	87.2	88.0	67.2	72.9	84.4	98.6	116.0
Prior Annual Base Salary (\$000's)	23	31	84.0	85.8	65.0	69.1	80.7	94.7	118.0
Annual Bonus Paid (\$000's)	4	5	5.8	5.7	--	4.9	6.4	7.1	--
TCC (\$000's)-All	25	34	88.0	88.7	67.2	72.9	84.4	100.0	116.0
Budget Under \$7 Million	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Annual Budget (\$000's)	6	8	5,033.7	5,131.3	--	4,325.6	5,558.4	5,880.6	--
Annual Base Salary (\$000's)	6	8	85.3	81.7	--	70.8	81.7	91.4	--
TCC (\$000's)-All	6	8	86.9	82.7	--	70.8	81.7	95.1	--
Budget \$7-10 Million	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Annual Budget (\$000's)	6	10	8,244.6	8,241.1	--	7,682.9	8,209.5	8,817.5	--
Annual Base Salary (\$000's)	6	10	89.4	89.0	--	76.3	86.1	97.7	--
TCC (\$000's)-All	6	10	90.0	89.4	--	76.3	86.1	99.3	--
Budget Over \$10 Million	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Annual Budget (\$000's)	11	14	14,644.1	14,547.1	10,994.7	11,782.4	12,212.2	17,494.4	21,000.0
Annual Base Salary (\$000's)	11	14	86.5	90.8	68.3	74.3	94.0	101.7	120.0
TCC (\$000's)-All	11	14	87.2	91.7	68.3	74.3	94.5	101.7	129.0

Typically Reports to: Executive Director, COO

Typical Title: Business Manager, Director of Finance

Match Less than	10	Bonus Eligible	10	Exempt	28	Avg. Years Current Service	4.3	Avg. Years Related Service	N/A
Match Equal to	18	Not Bonus Eligible	24	Non-Exempt	5				
Match Greater than	6	Stipend Eligible	--						

003b Business Manager, Director of Finance and Administration

Manages and/or coordinates all financial functions of the school. Responsibilities may include fiscal management and reporting, payroll, purchasing and occasionally human resources.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Less than 300 Students									
Annual Budget (\$000's)	5	7	4,909.6	4,976.9	--	4,000.0	5,302.5	5,814.2	--
Annual Base Salary (\$000's)	5	7	87.8	84.4	--	79.0	84.4	93.8	--
TCC (\$000's)-All	5	7	89.6	85.7	--	79.0	84.4	98.6	--
300-500 Students									
Annual Budget (\$000's)	7	11	8,031.7	7,907.0	--	7,588.3	7,701.9	8,784.0	--
Annual Base Salary (\$000's)	7	11	87.5	86.0	--	71.5	80.3	95.7	--
TCC (\$000's)-All	7	11	88.0	86.3	--	71.5	80.3	96.8	--
Over 500 Students									
Annual Budget (\$000's)	12	15	13,667.8	14,547.1	10,994.7	11,782.4	12,212.2	17,494.4	21,000.0
Annual Base Salary (\$000's)	12	15	88.1	92.4	68.7	75.0	94.4	106.6	119.0
TCC (\$000's)-All	12	15	88.7	93.2	68.7	75.0	94.6	106.6	127.1
Independent									
Annual Budget (\$000's)	20	27	9,726.3	11,069.8	5,270.0	7,550.5	9,997.3	12,428.0	20,909.0
Annual Base Salary (\$000's)	20	27	92.6	92.7	72.3	76.7	93.9	101.1	120.0
TCC (\$000's)-All	20	27	93.6	93.5	72.3	76.7	94.6	102.7	120.9
CMO									
Annual Budget (\$000's)	5	7	9,303.5	8,199.0	--	5,902.8	7,676.5	10,048.2	--
Annual Base Salary (\$000's)	5	7	66.5	69.4	--	67.5	68.0	68.3	--
TCC (\$000's)-All	5	7	66.5	69.4	--	67.5	68.0	68.3	--

Typically Reports to: Executive Director, COO

Typical Title: Business Manager, Director of Finance

Match Less than	10	Bonus Eligible	10	Exempt	28	Avg. Years Current Service	4.3	Avg. Years Related Service	N/A
Match Equal to	18	Not Bonus Eligible	24	Non-Exempt	5				
Match Greater than	6	Stipend Eligible	--						

004 Office Manager, Operations Assistant

Provides administrative support and assists with student programs and services including transportation, food services, etc. Position typically reports to the Operations Leader of the school.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
All Schools									
Annual Budget (\$000's)	83	292	11,034.7	8,779.2	4,576.6	6,001.4	7,701.9	10,611.9	13,701.9
Annual Base Salary (\$000's)	86	300	57.0	59.1	44.5	50.9	58.9	66.4	70.6
Prior Annual Base Salary (\$000's)	82	251	55.4	57.5	42.1	49.6	58.8	64.4	71.1
Annual Bonus Paid (\$000's)	11	43	1.5	2.5	0.8	1.2	2.0	2.8	4.0
TCC (\$000's)-All	86	300	57.3	59.2	44.7	50.9	58.9	66.6	70.9
Budget Under \$7 Million									
Annual Budget (\$000's)	28	57	5,121.1	5,004.5	3,399.9	4,060.9	5,186.6	5,952.1	6,500.0
Annual Base Salary (\$000's)	28	57	62.3	62.6	44.5	53.4	65.3	69.6	71.8
TCC (\$000's)-All	28	57	62.5	62.8	44.5	53.4	65.3	70.0	73.2
Budget \$7-10 Million									
Annual Budget (\$000's)	29	87	8,598.0	8,265.8	7,200.0	7,500.0	8,000.0	9,000.0	9,580.0
Annual Base Salary (\$000's)	29	87	58.9	60.0	47.2	54.3	62.8	66.4	71.7
TCC (\$000's)-All	29	87	59.1	60.1	47.2	54.3	62.8	66.4	71.7
Budget Over \$10 Million									
Annual Budget (\$000's)	26	148	14,744.6	13,417.0	10,322.0	10,848.7	12,132.6	14,089.0	20,485.0
Annual Base Salary (\$000's)	26	148	54.1	55.0	44.9	49.2	54.6	61.8	64.4
TCC (\$000's)-All	26	148	54.4	55.2	45.0	49.2	55.4	61.8	65.6

Typically Reports to: Director of Ops, Principal

Typical Title: Office Manager, Operations Ast

Match Less than	23	Bonus Eligible	86	Exempt	155	Avg. Years Current Service	3.1	Avg. Years Related Service	N/A
Match Equal to	214	Not Bonus Eligible	211	Non-Exempt	134				
Match Greater than	63	Stipend Eligible	--						

004 Office Manager, Operations Assistant

Provides administrative support and assists with student programs and services including transportation, food services, etc. Position typically reports to the Operations Leader of the school.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Less than 300 Students									
Annual Budget (\$000's)	21	42	4,661.8	4,524.9	2,774.2	3,917.3	5,000.0	5,302.5	5,813.0
Annual Base Salary (\$000's)	21	42	60.8	60.8	44.6	53.0	62.0	67.4	69.6
TCC (\$000's)-All	21	42	61.0	61.1	44.6	53.0	62.0	67.4	70.5
300-500 Students									
Annual Budget (\$000's)	39	111	8,639.0	8,196.3	6,500.0	7,200.0	7,700.0	9,062.5	10,215.2
Annual Base Salary (\$000's)	39	111	59.5	61.3	47.9	52.7	62.8	69.2	74.5
TCC (\$000's)-All	39	111	59.5	61.4	47.9	52.7	62.8	69.2	74.5
Over 500 Students									
Annual Budget (\$000's)	24	142	14,559.1	13,652.1	10,009.6	10,997.3	12,212.2	14,959.4	20,716.0
Annual Base Salary (\$000's)	24	142	54.1	54.4	44.7	48.4	54.3	61.7	64.6
TCC (\$000's)-All	24	142	54.4	54.7	44.9	48.4	54.8	61.7	65.7
Independent									
Annual Budget (\$000's)	42	164	12,706.4	10,005.8	4,905.2	5,957.1	9,000.0	12,356.1	16,660.0
Annual Base Salary (\$000's)	42	164	54.7	54.9	41.0	49.3	54.6	61.2	66.8
TCC (\$000's)-All	42	164	55.1	55.2	41.0	49.3	55.4	61.2	67.0
CMO									
Annual Budget (\$000's)	44	136	8,369.6	7,692.0	4,617.0	6,200.7	7,550.0	9,600.0	10,549.9
Annual Base Salary (\$000's)	44	136	59.8	63.0	46.6	54.4	65.3	69.6	74.9
TCC (\$000's)-All	44	136	59.9	63.1	46.6	54.7	65.3	69.6	74.9

Typically Reports to: Director of Ops, Principal

Typical Title: Office Manager, Operations Ast

Match Less than	23	Bonus Eligible	86	Exempt	155	Avg. Years Current Service	3.1	Avg. Years Related Service	N/A
Match Equal to	214	Not Bonus Eligible	211	Non-Exempt	134				
Match Greater than	63	Stipend Eligible	--						

005 Principal/Head of School (Instructional Leader)

This position acts as the instructional leader for the school. Supervises, observes and evaluates all teaching staff and secondary school leaders. In charge of recruiting, interviewing and selecting teachers. Reports to either the Executive Director or the Board of Trustees.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
All Schools									
Annual Budget (\$000's)	91	129	10,323.2	9,121.6	4,900.0	6,500.0	8,600.0	10,900.0	14,000.0
Annual Base Salary (\$000's)	94	137	148.2	150.9	120.3	135.7	150.5	162.0	182.0
Prior Annual Base Salary (\$000's)	84	119	143.2	144.1	105.0	129.1	147.5	155.9	175.0
Annual Bonus Paid (\$000's)	28	45	8.3	7.7	2.0	2.5	6.0	10.1	15.8
TCC (\$000's)-All	94	137	150.9	153.1	122.5	137.9	151.6	168.2	184.7
Budget Under \$7 Million									
Annual Budget (\$000's)	26	28	4,965.9	4,900.8	2,737.1	4,020.3	5,141.7	6,050.7	6,500.0
Annual Base Salary (\$000's)	26	28	144.3	147.8	117.5	130.0	151.1	157.1	177.5
TCC (\$000's)-All	26	28	146.0	149.6	123.8	135.0	151.9	157.9	177.5
Budget \$7-10 Million									
Annual Budget (\$000's)	34	46	8,446.7	8,314.8	7,200.0	7,500.0	8,150.0	9,056.5	9,780.0
Annual Base Salary (\$000's)	34	46	146.7	148.0	124.4	135.7	146.3	155.6	175.7
TCC (\$000's)-All	34	46	148.4	149.5	124.6	138.0	147.7	156.3	175.7
Budget Over \$10 Million									
Annual Budget (\$000's)	31	55	14,619.9	13,546.4	10,500.0	10,900.0	12,209.5	14,550.0	20,100.0
Annual Base Salary (\$000's)	31	55	152.1	157.5	120.0	145.2	155.0	176.5	185.0
TCC (\$000's)-All	31	55	156.6	161.2	122.5	146.5	167.5	182.0	193.6

Typically Reports to: Executive Director

Typical Title: Principal

Match Less than	6	Bonus Eligible	64	Exempt	131	Avg. Years Current Service	3.3	Avg. Years Related Service	N/A
Match Equal to	120	Not Bonus Eligible	72	Non-Exempt	1				
Match Greater than	11	Stipend Eligible	--						

005 Principal/Head of School (Instructional Leader)

This position acts as the instructional leader for the school. Supervises, observes and evaluates all teaching staff and secondary school leaders. In charge of recruiting, interviewing and selecting teachers. Reports to either the Executive Director or the Board of Trustees.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Less than 300 Students									
Annual Budget (\$000's)	19	21	4,473.5	4,332.5	2,699.2	3,328.7	4,900.0	5,227.3	5,813.2
Annual Base Salary (\$000's)	19	21	140.9	145.3	115.0	126.6	150.0	156.4	178.0
TCC (\$000's)-All	19	21	143.1	147.7	122.0	127.5	151.9	161.4	178.0
300-500 Students									
Annual Budget (\$000's)	44	56	8,400.1	8,260.5	6,560.0	7,200.0	7,801.0	9,143.8	10,393.2
Annual Base Salary (\$000's)	44	56	148.3	150.9	124.4	142.5	148.1	156.4	180.3
TCC (\$000's)-All	44	56	149.4	151.8	125.2	144.9	150.2	156.7	183.6
Over 500 Students									
Annual Budget (\$000's)	28	53	14,104.5	13,866.0	10,028.9	11,334.5	12,500.0	15,200.0	20,408.0
Annual Base Salary (\$000's)	28	53	152.6	156.5	126.6	145.3	154.4	173.8	183.8
TCC (\$000's)-All	28	53	157.7	160.9	127.4	149.7	162.3	179.2	189.9
Independent									
Annual Budget (\$000's)	47	81	10,611.7	10,196.9	5,137.6	7,350.0	9,224.3	12,284.1	15,440.0
Annual Base Salary (\$000's)	47	81	144.7	147.6	117.3	129.7	146.7	162.8	181.7
TCC (\$000's)-All	47	81	147.4	149.9	119.0	130.0	150.0	166.7	184.9
CMO									
Annual Budget (\$000's)	47	56	8,431.1	8,114.9	4,738.3	6,400.0	7,600.0	10,000.0	11,394.1
Annual Base Salary (\$000's)	47	56	153.2	154.2	133.0	146.0	151.9	160.2	181.2
TCC (\$000's)-All	47	56	155.9	156.3	136.1	146.0	151.9	168.1	183.6

Typically Reports to: Executive Director

Typical Title: Principal

Match Less than	6	Bonus Eligible	64	Exempt	131	Avg. Years Current Service	3.3	Avg. Years Related Service	N/A
Match Equal to	120	Not Bonus Eligible	72	Non-Exempt	1				
Match Greater than	11	Stipend Eligible	--						

006 Assistant Principal/Director of Instruction/Instructional Coach/ Academy Director
 Assists in professional development for teachers. Assists in supervising, observing and evaluating teachers. Coaches and mentors teachers. Responsible for the development and implementation of the curriculum.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
All Schools									
Annual Budget (\$000's)	93	308	11,372.9	9,290.7	5,000.0	6,700.0	8,717.1	11,000.0	14,095.0
Annual Base Salary (\$000's)	96	319	109.3	110.5	94.1	97.0	105.6	118.9	137.0
Prior Annual Base Salary (\$000's)	91	282	105.8	106.1	88.4	93.0	103.0	118.0	129.0
Annual Bonus Paid (\$000's)	21	79	5.5	5.5	1.1	2.5	3.9	6.0	15.0
TCC (\$000's)-All	96	319	110.7	111.4	94.6	97.9	106.3	121.3	137.6
Budget Under \$7 Million									
Annual Budget (\$000's)	25	53	5,193.8	5,118.7	3,700.8	4,081.1	5,152.0	6,100.0	6,500.0
Annual Base Salary (\$000's)	25	53	106.6	107.4	92.2	94.9	98.8	120.1	130.4
TCC (\$000's)-All	25	53	106.9	107.8	92.8	95.6	98.8	120.1	130.4
Budget \$7-10 Million									
Annual Budget (\$000's)	35	98	8,549.8	8,334.4	7,200.0	7,500.0	8,300.0	9,062.5	9,740.0
Annual Base Salary (\$000's)	35	98	107.2	109.7	95.3	96.8	104.4	115.5	137.4
TCC (\$000's)-All	35	98	108.2	110.7	95.3	97.6	104.4	116.3	138.9
Budget Over \$10 Million									
Annual Budget (\$000's)	33	157	15,221.1	13,465.6	10,500.0	10,994.7	12,209.5	14,500.0	19,620.0
Annual Base Salary (\$000's)	33	157	111.6	114.1	95.7	100.0	108.7	122.4	145.1
TCC (\$000's)-All	33	157	113.7	115.4	96.3	100.2	108.7	132.9	145.1

Typically Reports to: Principal
 Typical Title: Assistant Principal

Match Less than	18	Bonus Eligible	131	Exempt	310	Avg. Years Current Service	3.3	Avg. Years Related Service	N/A
Match Equal to	254	Not Bonus Eligible	184	Non-Exempt	3				
Match Greater than	47	Stipend Eligible	--						

006 Assistant Principal/Director of Instruction/Instructional Coach/ Academy Director
 Assists in professional development for teachers. Assists in supervising, observing and evaluating teachers. Coaches and mentors teachers. Responsible for the development and implementation of the curriculum.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Less than 300 Students									
Annual Budget (\$000's)	19	36	4,598.9	4,692.9	3,532.3	4,000.0	5,000.0	5,261.9	6,100.0
Annual Base Salary (\$000's)	19	36	108.9	109.0	92.3	95.9	100.0	124.6	131.6
TCC (\$000's)-All	19	36	109.2	109.7	93.5	97.2	100.0	124.6	131.6
300-500 Students									
Annual Budget (\$000's)	44	115	8,338.1	8,321.8	6,700.0	7,338.2	7,950.0	9,143.8	10,393.2
Annual Base Salary (\$000's)	44	115	108.4	110.5	92.7	96.0	104.2	120.8	146.8
TCC (\$000's)-All	44	115	109.2	111.3	92.7	96.4	104.2	121.4	146.8
Over 500 Students									
Annual Budget (\$000's)	30	158	14,677.4	13,752.0	10,038.6	11,123.5	12,500.0	14,600.0	20,254.0
Annual Base Salary (\$000's)	30	158	110.2	111.8	98.6	100.5	108.6	116.0	134.3
TCC (\$000's)-All	30	158	112.3	113.4	98.6	100.7	108.6	120.5	136.6
Independent									
Annual Budget (\$000's)	51	165	12,604.4	10,220.5	5,145.8	7,350.0	9,224.3	12,284.1	14,960.0
Annual Base Salary (\$000's)	51	165	110.5	111.5	92.6	99.0	112.1	120.4	130.7
TCC (\$000's)-All	51	165	112.9	113.1	95.7	100.0	113.5	122.3	133.8
CMO									
Annual Budget (\$000's)	45	154	9,241.2	8,298.9	4,940.0	6,500.0	7,676.5	10,000.0	11,529.4
Annual Base Salary (\$000's)	45	154	108.1	109.4	94.6	96.1	99.8	113.0	143.4
TCC (\$000's)-All	45	154	108.4	109.6	94.6	96.5	101.7	114.2	143.4

Typically Reports to: Principal

Typical Title: Assistant Principal

Match Less than	18	Bonus Eligible	131	Exempt	310	Avg. Years	3.3	Avg. Years	N/A
Match Equal to	254	Not Bonus Eligible	184	Non-Exempt	3	Current Service		Related Service	
Match Greater than	47	Stipend Eligible	--						

007 Dean of Students

Responsible for establishing school culture. Responsible for coaching teachers to improve their work around student discipline and school culture. Responsible for students' attendance. Serves as the point person for all discipline and culture issues and routines. Responsible for maintaining documentation of discipline issues, parent conferences, and suspensions.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
All Schools									
Annual Budget (\$000's)	84	224	11,071.0	9,141.1	4,930.0	6,500.0	8,643.5	11,030.9	14,083.1
Annual Base Salary (\$000's)	87	236	81.9	85.7	62.3	76.2	89.5	98.1	103.1
Prior Annual Base Salary (\$000's)	79	193	78.9	82.7	59.1	69.8	86.0	96.5	103.8
Annual Bonus Paid (\$000's)	17	43	3.8	3.3	1.0	1.2	2.4	5.0	7.2
TCC (\$000's)-All	87	236	82.6	86.2	63.8	76.9	89.9	98.2	103.8
Budget Under \$7 Million									
Annual Budget (\$000's)	25	34	5,087.9	5,023.6	3,260.9	4,081.1	5,152.0	6,100.0	6,500.0
Annual Base Salary (\$000's)	25	34	83.8	84.6	62.8	75.3	90.0	98.0	99.6
TCC (\$000's)-All	25	34	84.2	85.0	63.4	75.4	90.0	98.0	99.6
Budget \$7-10 Million									
Annual Budget (\$000's)	31	69	8,584.6	8,383.7	7,200.0	7,500.0	8,300.0	9,100.0	9,900.0
Annual Base Salary (\$000's)	31	69	88.6	90.9	72.7	81.8	93.8	98.9	108.2
TCC (\$000's)-All	31	69	88.9	91.2	73.3	82.5	93.9	100.0	108.2
Budget Over \$10 Million									
Annual Budget (\$000's)	28	121	14,170.1	13,656.1	10,541.9	11,092.6	12,210.8	14,525.0	20,331.0
Annual Base Salary (\$000's)	28	121	76.4	80.0	45.8	71.8	85.5	91.5	101.8
TCC (\$000's)-All	28	121	77.6	80.9	45.8	73.9	85.7	91.8	102.1

Typically Reports to: Principal

Typical Title: Dean of Students

Match Less than	44	Bonus Eligible	75	Exempt	186	Avg. Years Current Service	2.9	Avg. Years Related Service	N/A
Match Equal to	147	Not Bonus Eligible	158	Non-Exempt	46				
Match Greater than	45	Stipend Eligible	--						

007 Dean of Students

Responsible for establishing school culture. Responsible for coaching teachers to improve their work around student discipline and school culture. Responsible for students' attendance. Serves as the point person for all discipline and culture issues and routines. Responsible for maintaining documentation of discipline issues, parent conferences, and suspensions.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Less than 300 Students									
Annual Budget (\$000's)	19	26	4,645.8	4,546.9	2,931.6	3,875.0	5,000.0	5,351.3	5,871.4
Annual Base Salary (\$000's)	19	26	80.0	81.1	61.3	71.5	82.0	91.1	99.7
TCC (\$000's)-All	19	26	80.4	81.5	62.1	72.6	82.0	91.1	99.7
300-500 Students									
Annual Budget (\$000's)	37	78	8,473.6	8,150.0	6,620.0	7,200.0	7,900.0	8,850.9	10,040.0
Annual Base Salary (\$000's)	37	78	85.4	89.7	69.5	83.5	93.9	98.2	107.5
TCC (\$000's)-All	37	78	85.6	89.9	69.5	85.0	94.1	99.7	107.5
Over 500 Students									
Annual Budget (\$000's)	28	118	14,055.7	13,704.3	10,028.9	11,311.8	12,212.2	14,550.0	20,408.0
Annual Base Salary (\$000's)	28	118	79.5	83.6	57.9	76.9	87.8	97.8	101.8
TCC (\$000's)-All	28	118	80.6	84.5	61.2	78.5	88.0	97.8	102.1
Independent									
Annual Budget (\$000's)	47	147	11,478.8	10,042.6	5,137.6	7,170.8	8,925.5	12,284.1	15,440.0
Annual Base Salary (\$000's)	47	147	84.4	87.1	71.7	76.9	86.5	94.4	106.8
TCC (\$000's)-All	47	147	85.4	87.9	73.7	77.8	87.4	94.5	106.8
CMO									
Annual Budget (\$000's)	40	89	8,904.8	8,149.5	4,859.6	6,450.0	7,638.3	10,012.1	11,191.2
Annual Base Salary (\$000's)	40	89	77.9	84.1	46.4	70.7	92.9	98.8	101.6
TCC (\$000's)-All	40	89	78.0	84.2	46.4	71.2	92.9	98.8	101.6

Typically Reports to: Principal

Typical Title: Dean of Students

Match Less than	44	Bonus Eligible	75	Exempt	186	Avg. Years	2.9	Avg. Years	N/A
Match Equal to	147	Not Bonus Eligible	158	Non-Exempt	46	Current Service		Related Service	
Match Greater than	45	Stipend Eligible	--						

008 Teacher

Responsible for implementing the based curriculum. Upholds the school's mission and culture. Responsible for providing immediate and frequent feedback to students about their work/progress.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
All Schools									
Annual Budget (\$000's)	102	3467	10,393.0	8,924.2	4,122.6	6,100.0	8,300.0	10,946.0	14,000.0
Annual Base Salary (\$000's)	106	3652	72.7	72.4	63.8	68.8	72.9	76.8	79.7
Prior Annual Base Salary (\$000's)	105	2939	71.3	70.7	62.8	66.9	72.1	74.8	77.6
Annual Bonus Paid (\$000's)	28	441	3.2	2.6	1.0	1.2	1.9	2.7	6.8
TCC (\$000's)-All	106	3652	73.4	73.0	63.9	69.1	74.1	77.0	80.2
Budget Under \$7 Million									
Annual Budget (\$000's)	33	629	5,317.5	4,909.6	2,817.2	4,000.0	5,152.0	6,100.0	6,500.0
Annual Base Salary (\$000's)	33	629	73.1	72.3	63.7	68.9	74.0	77.0	80.1
TCC (\$000's)-All	33	629	73.5	72.7	63.7	68.9	74.1	77.0	80.2
Budget \$7-10 Million									
Annual Budget (\$000's)	35	1242	8,430.9	8,334.4	7,200.0	7,500.0	8,300.0	9,062.5	9,740.0
Annual Base Salary (\$000's)	35	1242	72.6	72.3	64.0	68.5	73.1	76.7	79.1
TCC (\$000's)-All	35	1242	72.8	72.7	64.4	68.8	73.4	76.7	79.1
Budget Over \$10 Million									
Annual Budget (\$000's)	34	1596	13,920.2	13,428.0	10,500.0	10,996.0	12,205.0	14,404.7	19,380.0
Annual Base Salary (\$000's)	34	1596	73.5	73.4	67.1	69.9	73.2	76.6	79.6
TCC (\$000's)-All	34	1596	74.8	74.6	67.8	71.2	74.6	77.4	80.2

Typically Reports to: Principal

Typical Title: Teacher

Match Less than	23	Bonus Eligible	1226	Exempt	2616	Avg. Years Current Service	2.6	Avg. Years Related Service	5.3
Match Equal to	3543	Not Bonus Eligible	2321	Non-Exempt	822				
Match Greater than	86	Stipend Eligible	2257						

008 Teacher

Responsible for implementing the based curriculum. Upholds the school's mission and culture. Responsible for providing immediate and frequent feedback to students about their work/progress.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Less than 300 Students									
Annual Budget (\$000's)	27	406	4,527.1	4,496.6	2,737.1	3,791.8	4,950.0	5,375.6	5,957.1
Annual Base Salary (\$000's)	27	406	71.5	71.0	61.6	65.2	72.3	76.4	80.0
TCC (\$000's)-All	27	406	72.1	71.5	62.3	66.1	72.8	76.4	80.3
300-500 Students									
Annual Budget (\$000's)	45	1553	8,337.5	8,276.9	6,580.0	7,200.0	7,900.0	9,125.0	10,357.6
Annual Base Salary (\$000's)	45	1553	73.5	73.3	66.1	68.9	74.1	77.2	79.8
TCC (\$000's)-All	45	1553	73.7	73.5	66.1	69.4	74.4	77.2	79.8
Over 500 Students									
Annual Budget (\$000's)	31	1564	13,521.5	13,699.9	10,043.4	11,217.6	12,356.1	14,575.0	20,177.0
Annual Base Salary (\$000's)	31	1564	72.8	72.8	66.2	69.8	72.2	75.9	79.0
TCC (\$000's)-All	31	1564	74.1	74.1	66.8	71.0	74.2	77.3	80.3
Independent									
Annual Budget (\$000's)	58	1940	10,851.1	9,724.5	4,339.4	6,100.0	8,925.5	12,207.2	14,455.6
Annual Base Salary (\$000's)	58	1940	71.6	70.4	62.9	66.3	69.9	75.5	79.3
TCC (\$000's)-All	58	1940	72.7	71.3	63.5	66.8	71.5	76.8	80.3
CMO									
Annual Budget (\$000's)	48	1712	8,750.9	8,023.9	4,371.3	6,200.7	7,600.0	10,000.0	11,326.5
Annual Base Salary (\$000's)	48	1712	74.0	74.7	69.2	71.2	75.1	77.5	79.6
TCC (\$000's)-All	48	1712	74.3	75.0	70.4	72.3	75.1	77.5	79.7

Typically Reports to: Principal

Typical Title: Teacher

Match Less than	23	Bonus Eligible	1226	Exempt	2616	Avg. Years	2.6	Avg. Years	5.3
Match Equal to	3543	Not Bonus Eligible	2321	Non-Exempt	822	Current Service		Related Service	
Match Greater than	86	Stipend Eligible	2257						

009 Assistant Teacher

Assists lead teacher with teaching responsibilities. Tutors students in need of additional assistance.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
All Schools									
Annual Budget (\$000's)	70	442	11,005.0	9,018.4	4,073.0	6,350.0	8,150.0	10,778.1	14,156.9
Annual Base Salary (\$000's)	73	454	49.0	47.7	39.8	42.5	50.0	50.7	53.3
Prior Annual Base Salary (\$000's)	49	289	47.7	45.2	36.3	40.0	45.6	48.0	52.8
Annual Bonus Paid (\$000's)	12	70	3.1	2.5	0.8	1.0	1.2	3.3	6.0
TCC (\$000's)-All	73	454	49.7	48.2	39.8	43.5	50.0	50.8	54.7
Budget Under \$7 Million									
Annual Budget (\$000's)	23	90	4,738.1	5,074.2	3,684.4	4,000.0	5,152.0	6,200.0	6,500.0
Annual Base Salary (\$000's)	23	90	47.9	48.8	42.1	45.0	50.0	50.8	52.4
TCC (\$000's)-All	23	90	48.2	49.0	42.6	45.4	50.0	50.8	52.4
Budget \$7-10 Million									
Annual Budget (\$000's)	25	155	8,631.4	8,341.1	7,200.0	7,500.0	8,300.0	9,000.0	9,710.0
Annual Base Salary (\$000's)	25	155	56.0	49.6	41.3	46.6	50.0	50.5	55.4
TCC (\$000's)-All	25	155	56.2	50.1	42.1	47.0	50.0	50.7	56.6
Budget Over \$10 Million									
Annual Budget (\$000's)	22	197	15,735.6	13,911.6	10,521.3	11,136.3	12,354.7	14,575.0	20,793.0
Annual Base Salary (\$000's)	22	197	44.0	44.6	36.6	38.2	43.2	50.0	53.2
TCC (\$000's)-All	22	197	45.3	45.6	37.4	39.6	45.5	50.0	55.5

Typically Reports to: Principal

Typical Title: Assistant Teacher

Match Less than	6	Bonus Eligible	111	Exempt	275	Avg. Years Current Service	1.8	Avg. Years Related Service	N/A
Match Equal to	403	Not Bonus Eligible	336	Non-Exempt	172				
Match Greater than	45	Stipend Eligible	191						

009 Assistant Teacher

Assists lead teacher with teaching responsibilities. Tutors students in need of additional assistance.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Less than 300 Students									
Annual Budget (\$000's)	17	70	4,228.9	4,559.2	3,396.6	3,917.3	4,900.0	5,221.3	5,813.5
Annual Base Salary (\$000's)	17	70	47.2	48.3	41.7	44.3	49.0	51.5	52.6
TCC (\$000's)-All	17	70	47.6	48.5	42.0	44.3	49.0	51.5	52.6
300-500 Students									
Annual Budget (\$000's)	33	204	8,772.4	8,255.0	6,540.0	7,200.0	7,900.0	9,000.0	10,420.0
Annual Base Salary (\$000's)	33	204	54.4	49.9	41.1	50.0	50.0	50.7	55.9
TCC (\$000's)-All	33	204	54.5	50.3	42.1	50.0	50.0	50.8	57.1
Over 500 Students									
Annual Budget (\$000's)	21	169	16,441.6	14,068.3	9,990.0	11,409.0	12,504.9	14,900.0	20,883.0
Annual Base Salary (\$000's)	21	169	43.3	43.6	36.5	37.6	43.1	48.3	51.5
TCC (\$000's)-All	21	169	44.8	44.6	37.4	39.5	45.5	48.3	51.5
Independent									
Annual Budget (\$000's)	41	346	11,614.7	10,231.3	4,000.0	6,375.0	9,224.3	12,427.4	17,090.0
Annual Base Salary (\$000's)	41	346	49.2	47.1	37.6	41.9	45.3	52.3	56.4
TCC (\$000's)-All	41	346	50.0	47.9	38.7	42.0	46.0	52.4	57.7
CMO									
Annual Budget (\$000's)	32	108	7,829.1	7,578.2	4,910.0	6,450.0	7,350.0	8,990.0	10,090.0
Annual Base Salary (\$000's)	32	108	48.5	48.5	42.1	48.8	50.0	50.1	50.8
TCC (\$000's)-All	32	108	48.7	48.7	43.0	48.8	50.0	50.1	50.8

Typically Reports to: Principal

Typical Title: Assistant Teacher

Match Less than	6	Bonus Eligible	111	Exempt	275	Avg. Years	1.8	Avg. Years	N/A
Match Equal to	403	Not Bonus Eligible	336	Non-Exempt	172	Current Service		Related Service	
Match Greater than	45	Stipend Eligible	191						

010 Social Worker/ Guidance Counselor

Counsels students to help them understand and overcome personal, social or behavioral challenges. Refers students and families to community resources when needed. Effectively and appropriately assesses and addresses the needs of students, families, school personnel and community.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
All Schools	92	284	10,296.2	9,197.7	5,013.1	6,500.0	8,450.0	11,030.9	14,106.9
Annual Budget (\$000's)									
Annual Base Salary (\$000's)	96	300	76.7	77.5	65.7	71.1	77.5	82.4	89.7
Prior Annual Base Salary (\$000's)	90	252	74.5	75.6	65.0	69.0	74.7	79.9	89.0
Annual Bonus Paid (\$000's)	15	41	3.5	3.2	0.6	1.0	1.5	4.9	8.2
TCC (\$000's)-All	96	300	77.3	78.0	65.9	71.2	78.8	82.7	89.7
Budget Under \$7 Million	27	59	5,136.9	5,151.7	3,460.1	4,697.8	5,302.5	6,100.0	6,500.0
Annual Budget (\$000's)									
Annual Base Salary (\$000's)	27	59	71.6	74.4	61.2	68.6	73.7	81.8	86.0
TCC (\$000's)-All	27	59	71.7	74.4	61.2	68.6	73.7	81.8	86.0
Budget \$7-10 Million	32	76	8,271.9	8,267.0	7,200.0	7,493.5	7,950.0	8,888.2	9,860.0
Annual Budget (\$000's)									
Annual Base Salary (\$000's)	32	76	78.9	79.8	69.4	75.0	80.0	82.8	89.0
TCC (\$000's)-All	32	76	79.3	80.2	69.9	75.3	80.0	82.8	89.0
Budget Over \$10 Million	33	149	13,371.8	13,410.7	10,500.0	10,994.7	12,200.4	14,500.0	19,620.0
Annual Budget (\$000's)									
Annual Base Salary (\$000's)	33	149	77.6	78.2	67.4	71.2	77.7	82.5	89.6
TCC (\$000's)-All	33	149	78.6	79.2	67.4	71.2	79.8	82.8	89.6

Typically Reports to: Principal

Typical Title: Social Worker, Guidance Counselor

Match Less than	22	Bonus Eligible	117	Exempt	234	Avg. Years Current Service	2.6	Avg. Years Related Service	N/A
Match Equal to	246	Not Bonus Eligible	177	Non-Exempt	62				
Match Greater than	32	Stipend Eligible	106						

010 Social Worker/ Guidance Counselor

Counsels students to help them understand and overcome personal, social or behavioral challenges. Refers students and families to community resources when needed. Effectively and appropriately assesses and addresses the needs of students, families, school personnel and community.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Pile	25th Pile	50th Pile	75th Pile	90th Pile
Less than 300 Students									
Annual Budget (\$000's)	21	51	4,695.5	4,699.6	2,766.4	4,060.9	5,065.7	5,426.5	6,100.0
Annual Base Salary (\$000's)	21	51	69.8	72.3	60.0	63.0	70.7	80.7	82.9
TCC (\$000's)-All	21	51	70.0	72.4	60.0	63.0	70.7	80.7	82.9
300-500 Students									
Annual Budget (\$000's)	42	112	8,783.6	8,221.5	6,520.0	7,200.0	7,701.0	8,962.7	10,464.4
Annual Base Salary (\$000's)	42	112	78.7	78.3	69.4	74.7	79.6	82.2	84.1
TCC (\$000's)-All	42	112	78.9	78.6	69.8	75.2	79.6	82.3	84.1
Over 500 Students									
Annual Budget (\$000's)	30	125	13,528.1	13,689.5	10,038.6	11,123.5	12,212.2	14,600.0	20,254.0
Annual Base Salary (\$000's)	30	125	77.5	79.4	66.8	71.8	78.5	82.9	97.7
TCC (\$000's)-All	30	125	78.7	80.5	67.1	74.8	80.5	83.9	98.6
Independent									
Annual Budget (\$000's)	51	186	10,403.5	10,140.8	5,193.6	7,141.6	9,200.0	12,210.8	15,080.0
Annual Base Salary (\$000's)	51	186	76.5	76.3	63.0	69.1	74.5	82.5	93.8
TCC (\$000's)-All	51	186	77.4	77.1	63.0	69.1	76.1	82.7	93.8
CMO									
Annual Budget (\$000's)	45	114	8,676.1	8,212.7	4,940.0	6,500.0	7,600.0	10,000.0	11,529.4
Annual Base Salary (\$000's)	45	114	77.0	78.9	70.2	75.2	79.9	82.3	83.7
TCC (\$000's)-All	45	114	77.3	79.1	70.3	75.2	79.9	82.6	84.0

Typically Reports to: Principal

Typical Title: Social Worker, Guidance Counselor

Match Less than	22	Bonus Eligible	117	Exempt	234	Avg. Years Current Service	2.6	Avg. Years Related Service	N/A
Match Equal to	246	Not Bonus Eligible	177	Non-Exempt	62				
Match Greater than	32	Stipend Eligible	106						

011 Head of Special Education/Special Education Coordinator

Ensures that special education students receive necessary interventions. Coordinates the process of referring students to the Committee on Special Education. Manages related services providers and sees that each child's mandates are being met. Oversees special education compliance.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
All Schools									
Annual Budget (\$000's)	70	92	10,427.0	9,355.5	5,390.3	6,700.0	8,300.0	11,092.6	14,050.0
Annual Base Salary (\$000's)	72	95	93.6	93.9	77.3	85.5	92.9	100.1	114.7
Prior Annual Base Salary (\$000's)	60	76	92.8	92.8	75.0	84.5	92.5	97.3	111.0
Annual Bonus Paid (\$000's)	9	15	5.6	4.9	--	2.0	2.4	3.5	--
TCC (\$000's)-All	72	95	94.5	94.5	77.3	85.7	92.9	101.0	115.0
Budget Under \$7 Million									
Annual Budget (\$000's)	19	21	5,371.2	5,420.9	3,883.9	4,813.6	5,814.2	6,200.0	6,540.0
Annual Base Salary (\$000's)	19	21	91.9	92.1	76.3	83.0	91.1	99.7	116.4
TCC (\$000's)-All	19	21	91.9	92.1	76.3	83.0	91.1	99.7	116.4
Budget \$7-10 Million									
Annual Budget (\$000's)	26	32	8,365.0	8,206.9	7,200.0	7,418.5	7,701.0	8,962.7	9,900.0
Annual Base Salary (\$000's)	26	32	91.6	92.6	85.0	86.2	92.9	98.9	103.7
TCC (\$000's)-All	26	32	91.7	92.7	85.0	86.9	92.9	98.9	103.7
Budget Over \$10 Million									
Annual Budget (\$000's)	25	39	14,841.2	13,540.3	10,500.0	11,000.0	12,212.2	14,500.0	19,602.0
Annual Base Salary (\$000's)	25	39	95.2	96.1	72.0	82.1	96.2	102.9	123.1
TCC (\$000's)-All	25	39	97.3	97.7	72.0	83.6	96.2	111.7	123.1

Typically Reports to: Principal

Typical Title: Learning Support Specialist, Education Specialist

Match Less than	5	Bonus Eligible	29	Exempt	72	Avg. Years Current Service	3.1	Avg. Years Related Service	N/A
Match Equal to	69	Not Bonus Eligible	65	Non-Exempt	21				
Match Greater than	21	Stipend Eligible	38						

011 Head of Special Education/Special Education Coordinator
 Ensures that special education students receive necessary interventions. Coordinates the process of referring students to the Committee on Special Education. Manages related services providers and sees that each child's mandates are being met. Oversees special education compliance.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Less than 300 Students									
Annual Budget (\$000's)	14	16	4,637.0	4,953.4	3,783.5	4,081.1	5,302.5	5,814.2	6,100.0
Annual Base Salary (\$000's)	14	16	92.6	93.0	78.0	81.8	88.9	94.0	119.9
TCC (\$000's)-All	14	16	92.6	93.0	78.0	81.8	88.9	94.0	119.9
300-500 Students									
Annual Budget (\$000's)	34	38	8,119.5	8,062.9	6,560.0	7,200.0	7,600.0	8,962.7	10,130.8
Annual Base Salary (\$000's)	34	38	88.8	89.3	72.7	85.4	91.8	98.3	100.3
TCC (\$000's)-All	34	38	89.0	89.5	72.7	85.4	91.8	98.3	100.3
Over 500 Students									
Annual Budget (\$000's)	22	37	15,047.3	13,929.6	10,995.2	11,511.3	12,504.9	14,575.0	20,553.0
Annual Base Salary (\$000's)	22	37	97.4	100.3	82.6	87.9	97.8	106.0	124.5
TCC (\$000's)-All	22	37	99.5	102.0	83.5	88.3	99.6	113.9	124.5
Independent									
Annual Budget (\$000's)	39	53	11,081.5	10,300.5	5,985.7	7,400.0	9,200.0	12,212.2	14,240.0
Annual Base Salary (\$000's)	39	53	94.0	94.5	72.6	82.8	91.7	103.8	121.1
TCC (\$000's)-All	39	53	95.6	95.6	72.6	84.2	91.7	108.1	121.1
CMO									
Annual Budget (\$000's)	33	42	8,856.3	8,295.9	4,657.1	6,500.0	7,500.0	10,000.0	11,664.7
Annual Base Salary (\$000's)	33	42	93.0	93.1	82.7	88.9	93.8	99.5	102.8
TCC (\$000's)-All	33	42	93.1	93.2	83.5	88.9	93.8	99.5	102.8

Typically Reports to: Principal
 Typical Title: Learning Support Specialist, Education Specialist

Match Less than	5	Bonus Eligible	29	Exempt	72	Avg. Years Current Service	3.1	Avg. Years Related Service	N/A
Match Equal to	69	Not Bonus Eligible	65	Non-Exempt	21				
Match Greater than	21	Stipend Eligible	38						

012 Director of External Affairs/Director of Communication/Director of Development

Plans and coordinates fundraising and development programs and events. Works with the board and school leadership to develop and implement the strategic plan. Manages relationships with internal and external constituencies, including corporate and foundation contacts, the business community and others. Oversees public relations campaigns and supervises the creation, production and distribution of school materials.

All Schools	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Annual Budget (\$000's)	15	28	11,244.5	11,289.3	5,404.6	7,487.1	9,000.0	14,300.0	19,602.0
Annual Base Salary (\$000's)	15	28	97.4	102.3	79.8	89.2	95.0	111.5	123.6
Prior Annual Base Salary (\$000's)	14	22	93.4	98.0	77.9	84.9	90.8	101.5	121.3
Annual Bonus Paid (\$000's)	3	3	3.4	3.4	--	--	3.0	--	--
TCC (\$000's)-All	15	28	97.8	102.9	79.8	89.2	95.0	111.5	123.6
Budget Under \$7 Million	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Annual Budget (\$000's)	3	3	5,147.1	5,147.1	--	--	5,131.5	--	--
Annual Base Salary (\$000's)	3	3	125.0	125.0	--	--	114.0	--	--
TCC (\$000's)-All	3	3	126.8	126.8	--	--	114.0	--	--
Budget \$7-10 Million	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Annual Budget (\$000's)	5	10	8,163.3	8,105.4	--	7,500.0	7,701.9	8,850.9	--
Annual Base Salary (\$000's)	5	10	89.5	92.6	--	88.3	90.9	95.0	--
TCC (\$000's)-All	5	10	89.5	92.6	--	88.3	90.9	95.0	--
Budget Over \$10 Million	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Annual Budget (\$000's)	7	15	14,518.1	16,195.8	--	13,100.2	14,600.0	19,285.0	--
Annual Base Salary (\$000's)	7	15	97.2	99.4	--	90.5	96.7	110.0	--
TCC (\$000's)-All	7	15	97.5	100.1	--	90.5	96.7	111.5	--

Typically Reports to: Executive Director

Typical Title: Director of Development

Match Less than	6	Bonus Eligible	16	Exempt	28	Avg. Years Current Service	3.4	Avg. Years Related Service	N/A
Match Equal to	15	Not Bonus Eligible	12	Non-Exempt	--				
Match Greater than	7	Stipend Eligible	--						

012 Director of External Affairs/Director of Communication/Director of Development

Plans and coordinates fundraising and development programs and events. Works with the board and school leadership to develop and implement the strategic plan. Manages relationships with internal and external constituencies, including corporate and foundation contacts, the business community and others. Oversees public relations campaigns and supervises the creation, production and distribution of school materials.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Less than 300 Students									
Annual Budget (\$000's)	3	3	5,147.1	5,147.1	--	--	5,131.5	--	--
Annual Base Salary (\$000's)	3	3	125.0	125.0	--	--	114.0	--	--
TCC (\$000's)-All	3	3	126.8	126.8	--	--	114.0	--	--
300-500 Students									
Annual Budget (\$000's)	6	13	9,094.9	8,787.9	--	7,550.5	8,276.4	8,962.7	--
Annual Base Salary (\$000's)	6	13	91.1	93.2	--	88.9	92.9	96.3	--
TCC (\$000's)-All	6	13	91.1	93.2	--	88.9	92.9	96.3	--
Over 500 Students									
Annual Budget (\$000's)	6	12	15,097.5	16,861.7	--	14,150.0	16,150.0	20,077.5	--
Annual Base Salary (\$000's)	6	12	97.3	99.9	--	90.2	98.5	112.0	--
TCC (\$000's)-All	6	12	97.7	100.7	--	90.2	100.0	112.8	--
Independent									
Annual Budget (\$000's)	13	26	11,255.8	11,318.7	6,146.2	7,500.0	9,000.0	14,000.0	19,616.0
Annual Base Salary (\$000's)	13	26	94.5	97.1	79.7	88.3	95.0	109.0	114.0
TCC (\$000's)-All	13	26	94.7	97.5	79.7	88.3	95.0	109.0	114.0
CMO									
Annual Budget (\$000's)	2	2	--	--	--	--	--	--	--
Annual Base Salary (\$000's)	2	2	--	--	--	--	--	--	--
TCC (\$000's)-All	2	2	--	--	--	--	--	--	--

Typically Reports to: Executive Director

Typical Title: Director of Development

Match Less than	6	Bonus Eligible	16	Exempt	28	Avg. Years Current Service	3.4	Avg. Years Related Service	N/A
Match Equal to	15	Not Bonus Eligible	12	Non-Exempt	--				
Match Greater than	7	Stipend Eligible	--						

013 Parent Coordinator

Engages parents in the school community by working with school leaders, instructional leaders, teachers, and community groups to identify parent and related community issues at the school. Focuses on creating a welcoming environment for parents. Organizes school events that involve parents. Assists with student recruitment and enrollment.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
All Schools									
Annual Budget (\$000's)	32	43	11,286.8	10,338.2	5,218.1	6,925.0	9,450.0	12,202.7	19,501.9
Annual Base Salary (\$000's)	33	44	66.3	65.3	45.6	51.0	63.3	75.9	91.4
Prior Annual Base Salary (\$000's)	30	41	64.6	63.2	45.4	51.2	57.8	73.5	89.4
Annual Bonus Paid (\$000's)	3	3	2.3	2.3	--	--	2.0	--	--
TCC (\$000's)-All	33	44	66.4	65.5	45.6	51.0	63.3	75.9	92.2
Budget Under \$7 Million									
Annual Budget (\$000's)	8	8	5,222.3	5,222.3	--	4,848.6	5,482.5	5,885.7	--
Annual Base Salary (\$000's)	8	8	61.3	61.3	--	45.7	61.2	71.5	--
TCC (\$000's)-All	8	8	61.8	61.8	--	45.7	61.2	71.5	--
Budget \$7-10 Million									
Annual Budget (\$000's)	9	11	8,237.8	8,232.1	--	7,474.1	7,900.0	8,850.9	--
Annual Base Salary (\$000's)	9	11	61.5	59.3	--	48.7	59.8	66.0	--
TCC (\$000's)-All	9	11	61.5	59.3	--	48.7	59.8	66.0	--
Budget Over \$10 Million									
Annual Budget (\$000's)	15	24	14,705.8	14,330.3	10,747.5	11,059.1	12,209.5	17,109.4	20,948.0
Annual Base Salary (\$000's)	15	24	70.6	71.7	52.0	55.8	63.3	84.3	97.1
TCC (\$000's)-All	15	24	70.8	71.9	52.0	55.8	63.3	85.3	97.4

Typically Reports to: Principal

Typical Title: Parent Coordinator, Family Coordinator

Match Less than	2	Bonus Eligible	10	Exempt	28	Avg. Years Current Service	3.9	Avg. Years Related Service	N/A
Match Equal to	30	Not Bonus Eligible	34	Non-Exempt	15				
Match Greater than	12	Stipend Eligible	--						

013 Parent Coordinator

Engages parents in the school community by working with school leaders, instructional leaders, teachers, and community groups to identify parent and related community issues at the school. Focuses on creating a welcoming environment for parents. Organizes school events that involve parents. Assists with student recruitment and enrollment.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Less than 300 Students									
Annual Budget (\$000's)	9	9	4,642.1	5,222.3	--	4,848.6	5,482.5	5,885.7	--
Annual Base Salary (\$000's)	9	9	60.5	60.5	--	45.7	53.7	69.0	--
TCC (\$000's)-All	9	9	60.9	60.9	--	45.7	53.7	69.0	--
300-500 Students									
Annual Budget (\$000's)	10	13	8,910.0	8,710.2	7,380.0	7,524.7	8,293.5	8,962.7	10,861.3
Annual Base Salary (\$000's)	10	13	66.7	63.2	45.0	49.1	62.4	71.3	84.2
TCC (\$000's)-All	10	13	66.7	63.2	45.0	49.1	62.4	71.3	84.2
Over 500 Students									
Annual Budget (\$000's)	13	21	15,134.5	14,772.4	10,838.9	11,123.5	12,212.2	20,100.0	20,974.0
Annual Base Salary (\$000's)	13	21	68.5	70.2	51.5	54.3	63.3	76.0	98.4
TCC (\$000's)-All	13	21	68.7	70.4	51.5	54.3	63.3	78.0	98.8
Independent									
Annual Budget (\$000's)	29	37	11,206.2	10,353.9	5,145.8	6,100.0	8,925.5	12,210.1	20,331.0
Annual Base Salary (\$000's)	29	37	66.8	65.7	45.5	50.9	63.3	76.0	92.6
TCC (\$000's)-All	29	37	67.0	65.9	45.5	50.9	63.3	78.0	92.6
CMO									
Annual Budget (\$000's)	4	7	10,100.4	10,228.3	--	9,455.3	10,585.9	11,358.8	--
Annual Base Salary (\$000's)	4	7	63.4	62.3	--	57.9	59.4	63.8	--
TCC (\$000's)-All	4	7	63.4	62.3	--	57.9	59.4	63.8	--

Typically Reports to: Principal

Typical Title: Parent Coordinator, Family Coordinator

Match Less than	2	Bonus Eligible	10	Exempt	28	Avg. Years Current Service	3.9	Avg. Years Related Service	N/A
Match Equal to	30	Not Bonus Eligible	34	Non-Exempt	15				
Match Greater than	12	Stipend Eligible	--						

014 Special Education Teacher

Responsible for implementing the based curriculum, preparing educational progress reports, and individual education plans; Upholds the school's mission and culture. Responsible for providing immediate and frequent feedback to all students, including those with Individualized Education Plans, about their work/progress.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
All Schools									
Annual Budget (\$000's)	48	407	12,097.9	10,414.4	4,816.4	6,925.0	9,662.5	14,000.0	16,500.1
Annual Base Salary (\$000's)	50	427	73.9	74.4	63.4	68.1	73.4	79.0	86.2
Prior Annual Base Salary (\$000's)	48	349	73.4	73.7	62.7	66.8	73.6	78.8	82.6
Annual Bonus Paid (\$000's)	16	83	3.0	3.4	0.9	1.4	2.6	5.2	7.2
TCC (\$000's)-All	50	427	74.8	75.4	64.2	69.8	75.1	79.3	86.2
Budget Under \$7 Million									
Annual Budget (\$000's)	12	64	4,931.9	4,628.7	2,795.7	3,498.4	5,141.7	5,813.3	6,071.4
Annual Base Salary (\$000's)	12	64	70.1	70.0	61.9	64.6	68.0	73.2	76.7
TCC (\$000's)-All	12	64	71.0	70.7	63.7	65.0	68.0	75.4	77.0
Budget \$7-10 Million									
Annual Budget (\$000's)	13	70	8,228.9	8,362.3	7,402.2	7,500.0	8,687.0	8,850.9	9,365.0
Annual Base Salary (\$000's)	13	70	76.3	78.1	65.1	73.5	77.9	80.0	86.4
TCC (\$000's)-All	13	70	76.8	78.5	66.1	74.3	77.9	80.0	86.4
Budget Over \$10 Million									
Annual Budget (\$000's)	23	273	14,769.9	14,592.9	11,095.7	11,994.2	14,000.0	15,892.9	20,716.0
Annual Base Salary (\$000's)	23	273	74.3	74.7	65.9	68.1	73.9	80.0	84.9
TCC (\$000's)-All	23	273	75.4	76.3	66.9	71.0	76.5	81.2	85.1

Typically Reports to: Assistant Principal

Typical Title: Special Education Teacher

Match Less than	1	Bonus Eligible	141	Exempt	396	Avg. Years Current Service	3.1	Avg. Years Related Service	N/A
Match Equal to	421	Not Bonus Eligible	270	Non-Exempt	7				
Match Greater than	5	Stipend Eligible	189						

014 Special Education Teacher

Responsible for implementing the based curriculum, preparing educational progress reports, and individual education plans;. Upholds the school's mission and culture. Responsible for providing immediate and frequent feedback to all students, including those with Individualized Education Plans, about their work/progress.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Less than 300 Students									
Annual Budget (\$000's)	12	64	4,931.9	4,628.7	2,795.7	3,498.4	5,141.7	5,813.3	6,071.4
Annual Base Salary (\$000's)	12	64	70.1	70.0	61.9	64.6	68.0	73.2	76.7
TCC (\$000's)-All	12	64	71.0	70.7	63.7	65.0	68.0	75.4	77.0
300-500 Students									
Annual Budget (\$000's)	12	77	8,548.8	8,341.5	7,393.3	7,493.5	8,293.5	8,846.5	9,097.6
Annual Base Salary (\$000's)	12	77	76.0	75.8	64.3	73.0	77.6	78.7	85.6
TCC (\$000's)-All	12	77	76.5	76.3	65.2	74.1	77.8	78.7	85.6
Over 500 Students									
Annual Budget (\$000's)	23	265	14,868.1	14,536.9	11,095.7	11,994.2	14,000.0	15,892.9	20,716.0
Annual Base Salary (\$000's)	23	265	74.2	74.8	65.9	68.1	73.9	80.0	84.9
TCC (\$000's)-All	23	265	75.4	76.4	66.9	71.0	76.5	81.2	85.1
Independent									
Annual Budget (\$000's)	39	336	11,080.3	10,691.1	5,193.6	7,200.0	10,712.5	14,000.0	17,520.0
Annual Base Salary (\$000's)	39	336	73.9	74.9	63.4	67.8	73.5	80.0	86.5
TCC (\$000's)-All	39	336	75.1	76.1	64.2	70.2	75.9	81.2	86.9
CMO									
Annual Budget (\$000's)	11	91	13,196.2	9,483.7	2,774.2	5,732.7	9,125.0	13,150.0	15,985.9
Annual Base Salary (\$000's)	11	91	73.6	72.5	66.6	69.5	73.4	76.6	79.0
TCC (\$000's)-All	11	91	73.7	72.8	66.6	69.7	75.0	76.6	79.0

Typically Reports to: Assistant Principal

Typical Title: Special Education Teacher

Match Less than	1	Bonus Eligible	141	Exempt	396	Avg. Years Current Service	3.1	Avg. Years Related Service	N/A
Match Equal to	421	Not Bonus Eligible	270	Non-Exempt	7				
Match Greater than	5	Stipend Eligible	189						

015 Director of Assessment/Data

Manages activities related to assessment and data analysis throughout the school. Implements functioning of the school's comprehensive assessment and data cycle including implementing and advancing assessments plans, coordinating of administration and developing of data action plans for the school. Analyzes data and compiles internal and external reports of the school's performance for all staff and stakeholders.

All Schools	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Annual Budget (\$000's)	25	38	10,862.2	11,143.8	5,912.2	8,300.0	9,900.0	12,509.7	19,602.0
Annual Base Salary (\$000's)	26	40	93.2	93.2	61.8	68.5	87.5	123.3	135.5
Prior Annual Base Salary (\$000's)	24	38	92.6	92.7	61.8	66.1	88.8	123.0	132.6
Annual Bonus Paid (\$000's)	6	7	5.2	5.5	--	2.0	2.0	3.3	--
TCC (\$000's)-All	26	40	94.1	94.4	61.8	68.5	88.5	124.8	136.5
Budget Under \$7 Million	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Annual Budget (\$000's)	3	9	4,069.2	4,459.0	--	--	4,495.7	--	--
Annual Base Salary (\$000's)	3	9	100.7	110.3	--	--	103.2	--	--
TCC (\$000's)-All	3	9	101.5	111.5	--	--	106.8	--	--
Budget \$7-10 Million	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Annual Budget (\$000's)	10	12	8,445.8	8,526.7	7,368.3	7,700.0	8,817.4	9,150.0	9,313.8
Annual Base Salary (\$000's)	10	12	74.4	74.7	61.4	63.4	71.0	76.0	90.3
TCC (\$000's)-All	10	12	74.6	74.9	61.4	63.4	71.0	76.0	92.1
Budget Over \$10 Million	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Annual Budget (\$000's)	12	17	16,164.3	14,996.0	10,522.4	11,306.0	13,554.9	18,492.5	20,987.0
Annual Base Salary (\$000's)	12	17	105.7	106.4	66.8	84.3	111.8	131.9	139.7
TCC (\$000's)-All	12	17	107.3	108.7	66.8	84.3	112.8	133.0	139.9

Typically Reports to: Principal, COO

Typical Title: Data Director

Match Less than	9	Bonus Eligible	12	Exempt	37	Avg. Years	3.4	Avg. Years	N/A
Match Equal to	25	Not Bonus Eligible	28	Non-Exempt	2	Current Service		Related Service	
Match Greater than	6	Stipend Eligible	--						

015 Director of Assessment/Data

Manages activities related to assessment and data analysis throughout the school. Implements functioning of the school's comprehensive assessment and data cycle including implementing and advancing assessments plans, coordinating of administration and developing of data action plans for the school. Analyzes data and compiles internal and external reports of the school's performance for all staff and stakeholders.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Less than 300 Students									
Annual Budget (\$000's)	3	9	4,069.2	4,459.0	--	--	4,495.7	--	--
Annual Base Salary (\$000's)	3	9	100.7	110.3	--	--	103.2	--	--
TCC (\$000's)-All	3	9	101.5	111.5	--	--	106.8	--	--
300-500 Students									
Annual Budget (\$000's)	12	14	8,919.6	9,065.9	7,410.0	8,100.0	8,925.5	9,561.5	10,701.5
Annual Base Salary (\$000's)	12	14	79.8	81.0	61.8	66.5	72.0	82.8	117.4
TCC (\$000's)-All	12	14	79.8	81.0	61.8	66.5	72.0	82.8	117.4
Over 500 Students									
Annual Budget (\$000's)	9	14	17,240.6	16,280.9	--	12,509.7	15,800.0	20,870.0	--
Annual Base Salary (\$000's)	9	14	106.0	107.3	--	88.0	124.5	129.9	--
TCC (\$000's)-All	9	14	108.0	110.3	--	88.0	126.5	130.7	--
Independent									
Annual Budget (\$000's)	21	26	11,142.4	11,593.9	7,368.3	8,662.9	9,574.3	13,032.3	20,883.0
Annual Base Salary (\$000's)	21	26	88.0	92.6	61.8	68.0	77.4	124.5	137.9
TCC (\$000's)-All	21	26	89.1	94.0	61.8	68.0	77.4	126.5	139.9
CMO									
Annual Budget (\$000's)	5	14	8,790.2	9,343.6	--	4,495.7	10,048.2	10,723.9	--
Annual Base Salary (\$000's)	5	14	102.9	95.6	--	94.5	99.0	103.2	--
TCC (\$000's)-All	5	14	103.4	96.4	--	94.5	99.0	106.8	--

Typically Reports to: Principal, COO

Typical Title: Data Director

Match Less than	9	Bonus Eligible	12	Exempt	37	Avg. Years	3.4	Avg. Years	N/A
Match Equal to	25	Not Bonus Eligible	28	Non-Exempt	2	Current Service		Related Service	
Match Greater than	6	Stipend Eligible	--						

016 Director of Human Resources, Manager Human Resources, Human Resources Coordinator

Directs, administers and coordinates the day-to-day human resources functions of the school. Responsibilities may include managing compensation, benefits, recruiting, and other human resource areas.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
All Schools									
Annual Budget (\$000's)	13	24	11,167.6	12,642.9	4,099.1	9,900.0	14,000.0	15,800.0	20,236.0
Annual Base Salary (\$000's)	13	24	98.8	95.3	77.6	80.0	82.0	103.8	122.6
Prior Annual Base Salary (\$000's)	11	22	95.1	92.3	75.9	78.2	80.6	101.4	124.0
Annual Bonus Paid (\$000's)	4	12	3.0	2.1	--	1.7	2.0	2.4	--
TCC (\$000's)-All	13	24	100.3	96.0	78.1	80.0	82.0	107.5	123.0
Budget Under \$7 Million									
Annual Budget (\$000's)	3	10	4,371.6	4,081.9	--	--	4,000.0	--	--
Annual Base Salary (\$000's)	3	10	101.1	94.6	--	--	102.0	--	--
TCC (\$000's)-All	3	10	104.0	95.8	--	--	102.0	--	--
Budget \$7-10 Million									
Annual Budget (\$000's)	1	1	--	--	--	--	--	--	--
Annual Base Salary (\$000's)	1	1	--	--	--	--	--	--	--
TCC (\$000's)-All	1	1	--	--	--	--	--	--	--
Budget Over \$10 Million									
Annual Budget (\$000's)	9	13	16,492.8	15,801.4	--	14,000.0	14,600.0	17,700.0	--
Annual Base Salary (\$000's)	9	13	98.3	97.1	--	80.0	82.0	116.8	--
TCC (\$000's)-All	9	13	98.9	97.6	--	80.0	82.0	118.8	--

Typically Reports to: Executive Director, COO

Typical Title: Director of Human Resources, Human Resources Manager

Match Less than	--	Bonus Eligible	15	Exempt	23	Avg. Years Current Service	3	Avg. Years Related Service	N/A
Match Equal to	12	Not Bonus Eligible	8	Non-Exempt	--				
Match Greater than	12	Stipend Eligible	--						

016 Director of Human Resources, Manager Human Resources, Human Resources Coordinator

Directs, administers and coordinates the day-to-day human resources functions of the school. Responsibilities may include managing compensation, benefits, recruiting, and other human resource areas.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Less than 300 Students									
Annual Budget (\$000's)	3	10	4,371.6	4,081.9	--	--	4,000.0	--	--
Annual Base Salary (\$000's)	3	10	101.1	94.6	--	--	102.0	--	--
TCC (\$000's)-All	3	10	104.0	95.8	--	--	102.0	--	--
300-500 Students									
Annual Budget (\$000's)	--	--	--	--	--	--	--	--	--
Annual Base Salary (\$000's)	--	--	--	--	--	--	--	--	--
TCC (\$000's)-All	--	--	--	--	--	--	--	--	--
Over 500 Students									
Annual Budget (\$000's)	9	13	16,492.8	15,801.4	--	14,000.0	14,600.0	17,700.0	--
Annual Base Salary (\$000's)	9	13	98.3	97.1	--	80.0	82.0	116.8	--
TCC (\$000's)-All	9	13	98.9	97.6	--	80.0	82.0	118.8	--
Independent									
Annual Budget (\$000's)	9	11	15,514.4	14,143.2	--	11,500.0	14,118.7	15,800.0	--
Annual Base Salary (\$000's)	9	11	95.4	94.6	--	80.0	81.8	102.0	--
TCC (\$000's)-All	9	11	96.1	95.1	--	80.0	81.8	102.0	--
CMO									
Annual Budget (\$000's)	4	13	7,489.4	9,267.3	--	4,309.3	7,809.6	12,767.6	--
Annual Base Salary (\$000's)	4	13	101.6	96.9	--	81.0	92.9	108.9	--
TCC (\$000's)-All	4	13	103.9	97.9	--	81.0	94.7	111.6	--

Typically Reports to: Executive Director, COO

Typical Title: Director of Human Resources, Human Resources Manager

Match Less than	--	Bonus Eligible	15	Exempt	23	Avg. Years Current Service	3	Avg. Years Related Service	N/A
Match Equal to	12	Not Bonus Eligible	8	Non-Exempt	--				
Match Greater than	12	Stipend Eligible	--						

017 Director of Information Technology, Manager Information Technology, IT Coordinator

Directs, administers and coordinates the day-to-day IT and programming activities including systems design, programming of procedures and operation of computer equipment. Responsible for evaluating the current system and the selection of new hardware and software. Provides advice and counsel to management concerning the application of the computing techniques to school requirement.

All Schools	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Annual Budget (\$000's)	24	33	9,719.3	10,078.3	4,891.3	7,320.8	9,449.6	11,641.2	16,625.6
Annual Base Salary (\$000's)	24	33	76.1	75.5	59.0	64.5	69.3	83.7	97.3
Prior Annual Base Salary (\$000's)	18	25	76.3	75.9	58.1	62.8	68.2	83.5	99.4
Annual Bonus Paid (\$000's)	3	5	8.2	11.2	--	--	5.0	--	--
TCC (\$000's)-All	24	33	77.4	76.6	59.0	64.5	69.3	84.9	97.3
Budget Under \$7 Million	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Annual Budget (\$000's)	5	11	4,660.7	4,858.8	--	4,081.1	4,495.7	5,814.2	--
Annual Base Salary (\$000's)	5	11	78.7	74.1	--	70.0	73.5	82.5	--
TCC (\$000's)-All	5	11	79.7	74.4	--	70.0	73.5	84.1	--
Budget \$7-10 Million	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Annual Budget (\$000's)	7	7	7,871.1	7,871.1	--	7,450.0	7,676.5	8,293.5	--
Annual Base Salary (\$000's)	7	7	70.2	70.2	--	60.0	65.5	79.0	--
TCC (\$000's)-All	7	7	70.2	70.2	--	60.0	65.5	79.0	--
Budget Over \$10 Million	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Annual Budget (\$000's)	12	15	14,291.5	13,540.7	10,201.9	10,927.0	11,782.4	15,014.0	20,553.0
Annual Base Salary (\$000's)	12	15	77.0	79.1	63.2	65.6	69.3	80.0	98.0
TCC (\$000's)-All	12	15	79.0	81.3	63.2	65.6	70.1	80.0	98.0

Typically Reports to: Director of IT

Typical Title: Director of Information Technology, IT Associate

Match Less than	2	Bonus Eligible	9	Exempt	27	Avg. Years Current Service	4.7	Avg. Years Related Service	N/A
Match Equal to	15	Not Bonus Eligible	24	Non-Exempt	6				
Match Greater than	16	Stipend Eligible	--						

017 Director of Information Technology, Manager Information Technology, IT Coordinator

Directs, administers and coordinates the day-to-day IT and programming activities including systems design, programming of procedures and operation of computer equipment. Responsible for evaluating the current system and the selection of new hardware and software. Provides advice and counsel to management concerning the application of the computing techniques to school requirement.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Less than 300 Students									
Annual Budget (\$000's)	4	10	4,536.5	4,597.8	--	4,060.9	4,288.4	4,825.3	--
Annual Base Salary (\$000's)	4	10	79.5	75.1	--	69.4	78.0	83.7	--
TCC (\$000's)-All	4	10	80.6	75.5	--	69.4	78.8	84.9	--
300-500 Students									
Annual Budget (\$000's)	11	12	8,684.4	8,551.7	7,083.3	7,450.0	7,900.0	9,497.4	10,723.9
Annual Base Salary (\$000's)	11	12	68.9	69.2	60.0	62.5	65.8	69.3	90.0
TCC (\$000's)-All	11	12	68.9	69.2	60.0	62.5	65.8	69.3	90.0
Over 500 Students									
Annual Budget (\$000's)	9	11	15,560.0	14,380.0	--	11,123.5	12,064.8	17,700.0	--
Annual Base Salary (\$000's)	9	11	80.9	83.3	--	67.0	73.0	95.0	--
TCC (\$000's)-All	9	11	83.6	86.3	--	67.0	73.0	95.0	--
Independent									
Annual Budget (\$000's)	14	16	11,853.7	10,565.7	6,194.9	7,425.0	8,769.0	12,025.3	18,844.6
Annual Base Salary (\$000's)	14	16	74.1	74.7	57.5	60.0	66.7	74.6	99.9
TCC (\$000's)-All	14	16	76.0	76.6	57.5	60.0	66.7	74.6	99.9
CMO									
Annual Budget (\$000's)	10	17	7,710.5	9,396.0	4,454.2	6,346.2	10,096.1	11,023.6	12,628.3
Annual Base Salary (\$000's)	10	17	78.0	76.5	65.6	67.3	71.5	86.2	90.8
TCC (\$000's)-All	10	17	78.7	76.7	65.6	67.3	71.5	86.6	90.8

Typically Reports to: Director of IT

Typical Title: Director of Information Technology, IT Associate

Match Less than	2	Bonus Eligible	9	Exempt	27	Avg. Years	4.7	Avg. Years	N/A
Match Equal to	15	Not Bonus Eligible	24	Non-Exempt	6	Current Service		Related Service	
Match Greater than	16	Stipend Eligible	--						

018 Recruiting Manager

Manages all aspects of recruiting processes including methods and tactics. Works with the Director of Human Resources on defining the recruiting strategy. Serves as first line of contact for new candidates.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
All Schools									
Annual Budget (\$000's)	13	24	10,408.3	11,089.4	5,076.6	7,474.1	10,723.9	14,000.0	16,983.7
Annual Base Salary (\$000's)	13	24	79.3	76.2	53.9	67.3	76.3	85.5	97.2
Prior Annual Base Salary (\$000's)	11	20	80.4	77.2	51.0	61.9	75.3	86.1	97.1
Annual Bonus Paid (\$000's)	3	5	2.4	2.0	--	--	2.0	--	--
TCC (\$000's)-All	13	24	79.8	76.5	53.9	67.3	78.0	85.5	97.4
Budget Under \$7 Million									
Annual Budget (\$000's)	2	8	--	--	--	--	--	--	--
Annual Base Salary (\$000's)	2	8	--	--	--	--	--	--	--
TCC (\$000's)-All	2	8	--	--	--	--	--	--	--
Budget \$7-10 Million									
Annual Budget (\$000's)	4	4	7,843.5	7,843.5	--	7,455.6	7,487.1	7,875.0	--
Annual Base Salary (\$000's)	4	4	67.7	67.7	--	57.1	67.6	78.1	--
TCC (\$000's)-All	4	4	67.9	67.9	--	57.1	67.6	78.4	--
Budget Over \$10 Million									
Annual Budget (\$000's)	7	12	15,453.6	14,934.7	--	12,750.0	14,000.0	15,909.4	--
Annual Base Salary (\$000's)	7	12	85.5	81.2	--	72.6	82.5	92.8	--
TCC (\$000's)-All	7	12	85.7	81.3	--	72.6	83.5	92.8	--

Typically Reports to: Director of HR

Typical Title: Assistant Director of Recruiting

Match Less than	1	Bonus Eligible	10	Exempt	22	Avg. Years	2.7	Avg. Years	N/A
Match Equal to	13	Not Bonus Eligible	13	Non-Exempt	1	Current Service		Related Service	
Match Greater than	10	Stipend Eligible	--						

018 Recruiting Manager

Manages all aspects of recruiting processes including methods and tactics. Works with the Director of Human Resources on defining the recruiting strategy. Serves as first line of contact for new candidates.

	No. of Schools	No. of EEs	Wtd. Avg.	Average	10th Ptile	25th Ptile	50th Ptile	75th Ptile	90th Ptile
Less than 300 Students									
Annual Budget (\$000's)	2	8	--	--	--	--	--	--	--
Annual Base Salary (\$000's)	2	8	--	--	--	--	--	--	--
TCC (\$000's)-All	2	8	--	--	--	--	--	--	--
300-500 Students									
Annual Budget (\$000's)	5	5	8,419.6	8,419.6	--	7,474.1	7,500.0	9,000.0	--
Annual Base Salary (\$000's)	5	5	67.6	67.6	--	59.5	67.3	75.6	--
TCC (\$000's)-All	5	5	67.8	67.8	--	59.5	67.3	75.6	--
Over 500 Students									
Annual Budget (\$000's)	6	11	15,883.5	15,636.5	--	14,000.0	14,059.4	16,804.7	--
Annual Base Salary (\$000's)	6	11	87.2	83.5	--	79.1	84.0	96.5	--
TCC (\$000's)-All	6	11	87.4	83.7	--	79.4	84.5	96.5	--
Independent									
Annual Budget (\$000's)	9	12	12,749.4	11,943.7	--	7,500.0	11,500.0	14,000.0	--
Annual Base Salary (\$000's)	9	12	81.1	76.2	--	59.5	78.0	85.6	--
TCC (\$000's)-All	9	12	81.4	76.5	--	59.5	78.0	86.6	--
CMO									
Annual Budget (\$000's)	4	12	8,067.2	9,167.4	--	4,309.3	7,609.8	12,467.9	--
Annual Base Salary (\$000's)	4	12	77.5	76.1	--	73.3	75.8	78.6	--
TCC (\$000's)-All	4	12	78.2	76.6	--	73.3	76.9	80.2	--

Typically Reports to: Director of HR

Typical Title: Assistant Director of Recruiting

Match Less than	1	Bonus Eligible	10	Exempt	22	Avg. Years Current Service	2.7	Avg. Years Related Service	N/A
Match Equal to	13	Not Bonus Eligible	13	Non-Exempt	1				
Match Greater than	10	Stipend Eligible	--						

SECTION III – PERSONNEL POLICIES AND PRACTICES

MERIT INCREASES

Schools continue to rely on a mix of factors including years of services, education, performance, and cost of living when determining increases. We report prevalence data on salary increases from 108 schools starting with criteria for increases in the table below:

Criteria for increases	Years of Service	Education	Performance	Cost of Living
School Leaders	65%	31%	77%	68%
School Managers	61%	28%	75%	69%
Deans and Instructional Leaders	60%	30%	72%	67%
Special Education Director/Coordinator	55%	47%	72%	68%
Teachers	88%	71%	70%	58%
Assistant Teachers	75%	42%	61%	63%
Support Staff	60%	28%	70%	63%

We observe a growing trend towards performance and education, although tenure remains a prevalent reason for the size of the increase.

MERIT INCREASES (Cont'd)

We provide the actual merit increases for 2019-2020, the budgeted merit increases for 2020-2021, and the projected merit increases for 2021-2022 in the table below:

Merit Increase Budgets	# of Responses ¹	25 th Percentile	50 th Percentile	75 th Percentile	Average
School Leaders²					
Actual 2019-2020	91	3.0%	3.0%	3.3%	3.4%
Budget 2020-2021	79	3.0%	3.0%	3.4%	3.4%
Projected 2021-2022	29	2.1%	3.0%	4.0%	3.1%
School Managers³					
Actual 2019-2020	95	3.0%	3.0%	4.0%	3.7%
Budget 2020-2021	83	2.5%	3.0%	3.0%	3.2%
Projected 2021-2022	30	2.5%	3.0%	3.0%	3.1%
Deans and Instructional Directors					
Actual 2019-2020	88	3.0%	3.0%	3.0%	3.2%
Budget 2020-2021	77	2.5%	3.0%	3.0%	3.2%
Projected 2021-2022	25	2.5%	3.0%	3.0%	3.0%
Special Education Director/Coordinator					
Actual 2019-2020	85	3.0%	3.0%	3.0%	3.2%
Budget 2020-2021	74	2.5%	3.0%	3.0%	2.9%
Projected 2021-2022	28	2.5%	3.0%	4.0%	3.1%
Teachers					
Actual 2019-2020	94	3.0%	3.0%	3.4%	3.6%
Budget 2020-2021	78	2.5%	3.0%	3.0%	3.0%
Projected 2021-2022	30	2.5%	3.0%	4.8%	3.4%
Assistant Teachers					
Actual 2019-2020	78	3.0%	3.0%	3.0%	3.5%
Budget 2020-2021	63	2.0%	3.0%	3.0%	3.3%
Projected 2021-2022	26	2.6%	3.0%	3.9%	3.3%

1. Please note that numbers will not always compare to the total number of participants. This is the result of missing data.
2. School Leaders include Head of School and Executive Director.
3. School Managers include Director of Finance, Director of Operations, Director of Development, etc.

The average increases outpace the increases we observe in the external market, as schools are "catching-up" with the market.

MERIT INCREASES (Cont'd)

Merit Increase Budgets (Cont'd)	# of Responses ¹	25 th Percentile	50 th Percentile	75 th Percentile	Average
Support Staff					
Actual 2019-2020	92	3.0%	3.0%	4.0%	3.4%
Budget 2020-2021	80	2.5%	3.0%	3.0%	3.1%
Projected 2021-2022	29	3.0%	3.0%	4.0%	3.2%
Overall					
Actual 2019-2020	94	3.0%	3.0%	3.5%	3.4%
Budget 2020-2021	83	2.5%	3.0%	3.0%	3.2%
Projected 2021-2022	30	2.5%	3.0%	3.5%	3.3%

1. Please note that numbers will not always compare to the total number of participants. This is the result of a lack of response from some schools.

- Fifty-two percent of participating schools report a higher increase budget for certain teachers or groups of teachers. These increases are offered to special groups of teachers such as: those that took on additional duties, teachers with more years of service, performance, and certain specialist.
- For participants that use merit-based pay increase system, performance is measured by test scores, performance and place in range, evaluations, performance ratings, and observations from management.
- No school reports using the PICCS program for the performance-based pay.
- 17% of schools pay staff based on the NYC DOE pay scale. As schools grow, fewer schools rely directly on the DOE scale to set pay.
- Schools that use the "DOE scale plus a percentage" average 5%, with a participant range of 3-10%, above the DOE scale. This scale is lower than we have reported in previous surveys. We heard from a number of schools that they use the DOE plus scale as a starting point and pay higher performers more.
- Ten percent of schools report having union employees that are governed under a collective bargaining agreement. This is the same percentage as 2019.
- Forty-three percent of schools report paying a specified premium for certified teachers. These premiums average \$8,800.
- Seventy-six schools report paying a specified premium for teachers with a master's degree. These premiums average \$4,500 above non-MD for schools that give a dollar premium.

Below, we provide median starting pay salaries for teachers based on certification and degree levels:

Starting Pay	College Degree	Masters' Degree
With Teaching Certification	\$61,753	\$66,652
Without Teaching Certification	\$60,000	\$64,500

HEALTH & WELFARE BENEFITS SUMMARY

BENEFITS¹

Benefits represent an important part of the total compensation package for charter schools as well as the larger school market. We collect and report the prevalence and costs associated with benefit plans. Most benefits are competitive with what we see in the external market. A summary of the number of schools offering health and welfare benefits is provided below:

Benefit Program	Number of Schools Offering
Standard Set of Benefits	45
Flexible or Cafeteria Benefits	10
Combination of Both	52

- Forty percent of schools have a waiting period for the start of benefits. The typical waiting period is 30 days or the start of the next month. This number is down from two years ago since there are fewer CMO's in the database this year.
- Eighty-four schools, roughly 80%, cover domestic partner benefits.
- Seventy-two percent of schools offer *Difference cards* to help employees with their co-pay.
- Twenty-eight percent of schools participate in a Professional Employee Organization (PEO). This allows schools to outsource many of the administrative tasks of the benefit policies. We observe a steady increase in the number of schools participating in a PEO.
- Eleven schools are self-insured.

TCS reports information on benefits that are non-contributory, paid entirely by the school, and contributory, where the cost is split between the school and the employee. We report the cost splits for contributory benefits on the following page.

- The most prevalent *non-contributory* benefits (those paid for exclusively by the employer) are Basic Life Insurance (83 schools); Long-term Disability (80 schools); AD&D Insurance (69 schools); Short-term Disability (62 schools); and Prescription Drug (46 schools).
- The most prevalent *contributory* benefits (those paid for on a shared basis by employee and employer) are Basic Medical (107 schools); Vision Coverage (105 schools); and Dental (105 schools).

1. Information about benefits prevalence and plans was collected from 107 schools.

HEALTH AND WELFARE BENEFITS SUMMARY (CONTINUED)

New York City Charter Schools' health and welfare benefits are summarized in the table below (please note, schools that pay 100% of the benefit are not included in the "Average % Paid" categories):

Health & Welfare Benefits (For Individuals)	Number of Schools Offering (Out of 107)	Number of Schools Paying 100% of Cost	Average % Paid by Employer	Average % Paid by Employee
Medical Insurance	107	28	85%	15%
Dental Insurance	105	34	70%	30%
Vision Coverage	105	17	85%	15%
Prescription Drug Coverage	90	46	75%	25%
Short-term Disability	97	62	82%	18%
Long-term Disability	102	80	84%	16%
Health Care – Flex Spending	70	9	76%	24%
Life Insurance – Basic	104	83	N/A	N/A
Life Insurance – Supplemental	84	2	--	100%
AD & D Insurance	91	69	N/A	N/A
Defined Pension Plan	6	N/A	N/A	N/A
Defined Contribution Plan (401 (k) or 403(b) plan)	105	3	N/A	N/A

Health & Welfare Benefits (For Individuals + Spouse)	Number of Schools Offering (Out of 107)	Number of Schools Paying 100% of Cost	Average % Paid by Employer	Average % Paid by Employee
Medical Insurance	104	5	77%	23%
Dental Insurance	104	15	75%	25%
Vision Coverage	104	15	75%	25%
Prescription Drug Coverage	86	30	71%	29%

HEALTH AND WELFARE BENEFITS SUMMARY (CONTINUED)

Health & Welfare Benefits (For Individuals + Child)	Number of Schools Offering (Out of 107)	Number of Schools Paying 100% of Cost	Average % Paid by Employer	Average % Paid by Employee
Medical Insurance	105	9	77%	23%
Dental Insurance	105	16	75%	25%
Vision Coverage	105	16	75%	25%
Prescription Drug Coverage	88	32	72%	28%

Health & Welfare Benefits (For Families)	Number of Schools Offering (Out of 107)	Number of Schools Paying 100% of Cost	Average % Paid by Employer	Average % Paid by Employee
Medical Insurance	105	7	75%	25%
Dental Insurance	105	15	74%	26%
Vision Coverage	104	15	73%	27%
Prescription Drug Coverage	88	30	66%	34%

We also report the school's annual cost of benefits per employee for medical, dental, and vision insurance. The costs are heavily reliant on the cost splits and the benefit plans offered.

Annual Cost of Benefits per Employee	25 th Percentile	50 th Percentile	75 th Percentile
Medical Insurance	\$6,050.00	\$7,002.15	\$8,646.75
Dental Insurance	\$435.48	\$526.28	\$611.41
Vision Coverage	\$77.79	\$100.96	\$112.92

Larger schools tend to have lower costs per employees due to economies of scale, although we have seen less variance in the dollar amounts reported for medical and dental insurance.

RETIREMENT PLANS

Charter schools differ from DOE schools by typically offering a defined contribution plan rather than a pension plan. These plans allow employees to defer funds into a tax-free account and then most schools match a portion of this deferral (401(k) or 403 (b) plans). TCS compiled data on the level of match for the 97 schools that provided information on their match. We find the 100% match of first 3% of salary to be the most prevalent school match, which is in line with the previous study.

Defined Contribution School Match	# of Schools (of 97)	% of Schools
100% of first 2%	2	2%
100% of first 3%	28	29%
100% of first 4%	25	26%
100% of first 5%	14	14%
100% of first 6%	1	1%
100% of first 4%, 50% on next 2%	4	4%
Various formulas	10	10%
No match (but have plan)	13	13%

In addition to the DC match, twenty-two schools contribute to the employee's defined contribution account even when the employee does not contribute. The median school contribution is 8.0% and the average school contribution is 6.1%. These contributions are higher than what we observe in the external market.

PAID TIME OFF POLICY

Pay for time not worked through a paid time off (PTO) or vacation policy form a part of the total rewards package. A PTO policy combines vacation, sick and other days into one program, and a vacation policy separates vacation, sick, and other paid days off. Currently, seventy-one percent of schools have a PTO policy and twenty-nine percent have a vacation policy. PTO days are calculated on a days per monthly basis, while vacation days are expressed on an annual basis. The tables below report the average days off for both policies and report details of the policies.

PTO Policies

Average PTO Days a Month by Level	Days at Hire	After 1 Year	After 5 Years	After 10 Years	After 15 Years	After 20 Years
School Leaders	1.6	1.6	1.8	1.8	2.0	2.0
School Managers	1.6	1.6	1.8	1.8	1.8	1.8
Deans and Instructional Leaders	1.2	1.2	1.3	1.3	1.3	1.3
Teachers	1.0	1.0	1.0	1.0	1.0	1.0
Assistant Teachers ¹	1.0	1.0	1.0	1.0	1.0	1.0
Support Staff ¹	1.6	1.6	1.6	1.6	1.6	1.6

1. Only applies to full-time staff

We observe a marginal increase in the PTO days for Teachers and Assistant Teachers. However, most of the other changes are due to sample size changes.

PTO Components

PTO days are driven by which components are included. The table below presents the prevalence of components offered.

Components of PTO Policies	Number of Schools
Vacation	100%
Sick	100%
Bereavement	49%
Community Work	3%
Other	25%

PAID TIME OFF POLICY (Cont'd)

TCS observes a growing number of schools including the "other" category in PTO policies. This is in line with trends in the external market where community service days are becoming more popular.

PERSONAL/VACATION DAYS

We break apart vacation days for administrative and academic employees due to the nature of their jobs. We find the vacation days continue to increase since the last survey.

Average Personal/Vacation Days by Level for Admin Employees	Days at Hire	After 1 Year	After 5 Years
School Leaders	17	18	18
School Managers	15	18	18
Deans and Instructional Leaders*	13	16	17

*Work all year

Average Personal/Vacation Days by Level for Academic Employees	Days at Hire	After 1 Year	After 5 Years
Deans and Instructional Leaders*	7	10	11
Teachers	6	6	6
Assistant Teachers	6	6	6
Support Staff	6	7	8

*Work only during the school year

We observe an increase in the number of schools following the DOE calendar (31 schools), while most of the rest follow a modified DOE calendar. In fact, even schools that do not follow the DOE calendar, report following a similar schedule.

PAID TIME OFF POLICY (Cont'd)

SICK DAYS

Schools that offer a separate vacation policy also offer employees sick days. Employees typically do not earn more days with years of service. The median number of sick days allowed is shown on the table below.

Average Sick Days by Level	Median Days
School Leaders	8
School Managers	8
Deans and Instructional Leaders	8
Teachers	8
Assistant Teachers	7
Support Staff	8

BONUS/SHORT-TERM INCENTIVES

The majority of participating schools offer a bonus/incentive plan to certain employee groups. Incentive plans have consistently grown at the leader and teacher levels. We report out the prevalence of plans, incentive metrics used, payout frequency, and bonus plans on the next two pages:

Employee Group	Offer an Incentive Plan
School Leaders	79%
School Managers	52%
Deans and Instructional Leaders	48%
Special Education Director/Coordinator	45%
Teachers	69%
Assistant Teachers	34%
Support Staff	35%

Metrics of Plan	Individual Awards Based on School Guidelines	Combined CMO and School Plans	Individual Objectives	Discretionary
School Leaders	26%	23%	26%	61%
School Managers	19%	11%	16%	37%
Deans and Inst. Leaders	34%	10%	10%	53%
Special Ed. Dir/Coord	34%	10%	10%	53%
Teachers	37%	11%	6%	52%
Support Staff	35%	5%	6%	44%
Assistant Teachers	18%	3%	3%	29%

BONUS/SHORT-TERM INCENTIVES (Cont'd)

Much of the growth in incentive plans have grown through the discretionary element. These types of plans are easy to administer and are often used to reward top performers.

Incentive/bonus plans typically payout on an annual basis, although about 20% of schools payout using a different timeframe in the table below:

Payout Period	Prevalence
Annual	80%
Semiannual	3%
Quarterly	3%
Other Period	15%

Alternative bonus plans are used to encourage a certain type of behavior or assist in solving problems. We find more schools are offering sign-on and referral bonuses to employees below management level, which should help recruitment of new Teachers. The prevalence of alternative bonus plans is shown below:

Bonus/Incentive Plans by Level	Relocation (% of Schools)	Sign-On Bonuses (% of Schools)	Referral Bonuses (% of Schools)	Special Recognition or Spot Awards (% of Schools)
School Leaders	38%	10%	56%	16%
School Managers	14%	7%	64%	15%
Deans and Instructional Leaders	14%	10%	78%	15%
Special Education Director/Coordinator	18%	12%	79%	16%
Teachers	21%	12%	82%	25%
Support Staff	12%	9%	70%	16%
Assistant Teachers	11%	6%	78%	16%

PERQUISITES AND MATERNITY/PATERNITY BENEFITS

Eighty-four percent of schools offer stipends. These stipends are typically awarded for employees that perform extracurricular work and/or obtain certification.

Typically, schools offer certain employee groups perquisites. These benefits help encourage specific behaviors (e.g. tuition reimbursements for additional education or training), boost employee moral (e.g. flexible hours), or offer group savings (e.g. fitness club memberships). We present the prevalence of perquisites in the table below:

Perquisite Category	Leadership/Admin	Teachers	Assistant Teachers
Tuition Reimbursement/Professional Fees	44%	53%	46%
Personal Home Computer	7%	4%	4%
Laptop	79%	79%	73%
Cell Phone	62%	10%	6%
Employment Contracts	21%	18%	18%
Hours per Work Day	18%	17%	17%

- Eight-two percent (82%) of schools offer maternity leave benefits longer than the amount required by law.
- These schools offer an average of seven weeks of fully paid *additional* time.
- We observe 65% of schools require a tenure level to qualify for the additional maternity benefit.
- We also report 80% of schools offer paternity leave benefits after what is required by law, while 62% of schools require a tenure level to qualify.
- Eight weeks is the average maximum amount of time an employee can be out on paternity leave.
- Sixty-four percent of schools pay full salary for paternity benefits, while five percent pay a partial salary. In addition, three schools offer both (first pay at 100%, then pay at partial salary).
- Twenty-eight percent of schools offer teachers a sabbatical.

PERQUISITES AND MATERNITY/PATERNITY BENEFITS

In addition to the perquisites, we collect and report information on fringe benefits for the leadership and Teacher level reported below:

Fringe Benefits	Leadership/Admin	Teachers
Smart Phone	62%	10%
Tablet Device (Electronic)	18%	18%
Gym Membership	11%	11%
Debit Cards for Flexible Spending Accounts	53%	54%
Identity Theft Program	14%	14%
Wellness Program	56%	57%
Dependent Life Insurance	29%	30%
Pet Insurance	9%	9%
Home/Auto Insurance	7%	7%
Long-term Care Insurance	20%	20%
Critical Illness Insurance	21%	21%
Pre-tax Commuter Payments	85%	86%
Employee Assistance Program (EAP)	67%	68%
Job Sharing	--	--

Work-Life Benefits

We collected and report information on work-life benefits. Work-life benefits have grown in prevalence as organizations help employees balance their work and life. We present the prevalence of each benefit offered and the schools that have a formal policy for each benefit below:

Perquisite Category	Offered	Formal Policy
Flexible Hours	65%	8%
Compressed Work Week	6%	4%
Reduced Work Week	17%	10%
Work at Home	46%	14%
Back-Up Child Care	36%	4%
Elder Care	4%	4%
Adoption Assistance	1%	1%
Flex-Life Program	4%	4%

COVID-19 Policy Changes

New this year, we asked about potential policy changes due to the ongoing challenges presented by the COVID-19 pandemic. The table below shows the number of schools implementing certain policy changes:

Policy Changes Due to COVID-19	% of Schools
Changes to your merit increase budget	34%
Temporarily cut pay	1%
Layoffs at your school	9%
Furloughs at your school	10%
Any additional pay to key employees	8%
Implemented a hiring freeze	7%
Rescinded any job offers	1%
Considering reducing staff in future years due to potential budget cuts	41%
Changed the number of hours required to work to be eligible for benefits	--
Changed your intern program	11%
Cut back on any retirement, benefits or perquisites	4%
Required employees to use vacation/PTO	2%
Any changes to your vacation or PTO policy in the past two months	21%
Provided employees money for home offices	15%
Expanded reimbursements for home office equipment	24%
Set-up help for anxiety related to COVID-19 among employees	71%

- The changes to merit increases included a number of schools that are considering freezing the merit increase.
- Participants reported that employees who were laid off or furloughed were part-time employees or staff that wasn't needed due to schools moving to remote learning.
- Staff reduction is primarily caused by unknowns in future student enrollment and possible budget reductions.
- We observe a range of \$150- \$500 being offered for home offices. Reimbursements were offered for equipment such as monitors, printers, school supplies, etc.
- Many schools report that counseling services were already in place but have since ramped up efforts to encourage employees to take advantage of these benefits.

Diversity Equity Inclusion

Also new this year, we have collected and report out details on the diversity, equity, and inclusion plans member schools currently employ.

DEI Questions	Percent of Schools
School has a specific DEI training program	85%
Schools with a DEI program specific to talent recruitment	4%
Schools with a DEI program specific to teaching staff	8%
Schools with a DEI program specific to all staff	88%
Percent of schools that contract with an outside organization to to conduct training	85%
Identified someone within the school as the Equity Officer	45%

Most of these DEI programs are widespread at the Charter Schools, TCS would expect the Equity Officer position to become more common in the coming years.

SECTION IV - APPENDIX

SURVEY METHODOLOGY

The 2020-2021 NYC Charter School Compensation Survey is conducted according to procedures originally developed by TCS and the New York City Charter School Center. Conference calls were held between Total Compensation Solutions, and Randall Iserman and Alexandria Aponte of the New York City Charter School Center. During these calls, we reviewed the jobs and the questions from previous surveys. Since most schools have participated in this survey in the past, we kept the input document and jobs consistent with previous versions.

TCS emailed out the survey questionnaire to 60 CMO's and Independent NYC Charter Schools. Many of these schools were independent, while others were CMO's with ten schools. The Charter Center and TCS followed up via e-mail and phone on numerous occasions to discuss the school's interest, offer support in providing data, and explain the value of this survey. The survey database was closed on February 8, 2021. Data was received on over 5,244 employees.

TCS followed our data review standards, where we reviewed and screened all survey questionnaires immediately upon receipt and followed up with survey participants, when necessary, by e-mail, ensuring data validity. Turnaround on this follow-up typically occurred within 2 to 3 business days. Upon completion of the follow-up responses, all compensation and personnel data were compiled in the NYC Charter School Compensation Survey Database. In addition, data verification was performed on all data submitted to the survey to ensure data was captured accurately.

TCS reviewed each individual school's data (micro checks). TCS also reviewed the compiled database by position (macro checks). In the process, data anomalies and inconsistent responses were identified. These items were thoroughly researched, verified with participants, and in some cases removed or moved to more appropriate job codes within the database after consultation with the survey participants.

SURVEY METHODOLOGY- (Cont'd)

TCS applied the following data verification steps to ensure the quality and accuracy of the survey database:

- Assignment and verification of new school ID
- Verification of valid survey position code
- Verification of job title to job match
- Verification of valid job match quality (L=Less than, E=Equal to, G=Greater than)
- Verification of bonus eligibility =Y/N
- Verification of stipend eligibility =Y/N
- Verification of salary range minimum and maximum
- Verification of relationship between reported base salary and salary range.
- Verification of job title
- Verification of reporting relationship

Once the survey analysis was completed, TCS prepared the final survey report. The results were reviewed for consistency, accuracy, and noteworthy trends. In addition, TCS completed a review of the peer groups that are used in this report. The peer groups displayed consistent pay practices across the various size categories. This year, peer groupings were changed to reflect the current size of participants.

DEFINITION AND EXPLANATION OF TERMS

Average (School Average) – The school average represents a compilation of data that gives equal weight to each school's data. This data point reflects what an average school is paying in the market, regardless of the number of people it employs. This average tends to be skewed by any individual school or a small number of schools that pay extremely high or low rates.

Base Salary – The regular salary earned by reported employees as of the survey effective date. It does not include stipends, overtime pay, bonuses, incentive payments, or perquisites.

Benefits – Group and individual health and welfare programs that include medical, dental, vision, life and disability insurance as well as pension benefits for employees of the organization. Benefits may be contributory (partially employee paid) or non-contributory (fully paid by employer).

Bonus Eligible – Employees reported in specific positions may be eligible to participate in the school bonus plan during the most recent plan year. Statistics are reported for all eligible employees regardless of whether or not a bonus is paid in the most recent plan year.

Bonus Paid – The actual amount, usually disbursed in a lump sum, earned for the most recent performance period. This is typically based on school, group or individual performance in the most recent fiscal year. Employees that are eligible for bonuses but did not receive a payout in the most recent year are excluded from the summary calculations for actual bonuses paid.

Exempt Employee – An employee or class of employees not subject to the overtime pay requirements set forth in the Fair Labor Standards Act (FLSA) and paid on a salaried basis, generally without receiving pay for overtime worked.

Merit Increases – An adjustment to an employee's base pay based on performance or some other individual measure.

DEFINITION AND EXPLANATION OF TERMS – (Cont'd)

Nonexempt Employee – An employee or class of employees subject to the overtime pay requirements of the Fair Labor Standards Act (FLSA) and paid either an hourly rate or a salaried rate that reflects payment for overtime worked. Overtime is typically paid at a minimum rate of 1.5 times the normal hourly rate for hours worked in excess of the standard work week.

Number of Employees – Includes the total number of staff reported by all schools matching the specific position. This reflects the number of market jobs represented by the sample.

Percentiles – Statistical reference points that show the dispersion of the market data and provide information about the data without listing all of the actual data points. Multiple-incumbent data are summarized prior to analysis so that equal weight is given to each school's data (a large school's data, if they have a large number of employees, would tend to skew the percentiles).

To compute a percentile, the data is ranked from lowest to highest. The resulting percentile value is the actual or interpolated data point that a percent of the observations is less than.

Common percentiles used in compensation surveys include:

- the 25th percentile (also known as the **first quartile**), below which lies 25% of the sample;
- the 50th percentile (also known as the **median**), below which lies 50% of the sample;
(The median is also the exact middle point of the data when the values are ranked from lowest to highest. It is less affected by extremely high or low values than the average or weighted average);
- the 75th percentile (also known as the **third quartile**), below which lies 75% of the sample.

Perquisites - Special benefits granted to individuals including tuition reimbursement, home computer, cell phone, fitness club membership, employee contracts, hours/workday, transit reimbursement and sabbaticals.

DEFINITION AND EXPLANATION OF TERMS – (Cont'd)

Salary Range – The school-established minimum, midpoint and maximum rates of pay applicable to each position. Ranges are used as guidelines to set individual pay rates.

School Profile – Information relevant to understanding organizational operations including: budget, number of staff, number of students and number of required work days.

Strength of Match – Survey organizations use this to test the appropriateness of each school's match to the responsibilities of the survey positions. In general:

- "Greater than" means the participant's position has more responsibility than the benchmark.
- "Equal to" means the participant's position is a reasonable match to the benchmark.
- "Less than" means the participant's position has less responsibility than the benchmark.

Total Compensation – The amount of direct cash earned in the most recent fiscal year including base salary, bonus and all other cash payments.

Weighted Average – The weighted average represents individual employee data and weights the data using the number of employees in each position. Participating schools report individual rates of pay for each employee and the resulting data point reflects the rates of pay for the market represented by individuals rather than schools. The weighted average tends to reflect market conditions that are influenced by schools that have the most employees in a position.

DATA SUPPRESSION

Total Compensation Solutions maintains strict guidelines for data suppression to protect the confidentiality of individual participant data and to ensure that the survey sample is not overly influenced by a single participant. The following policies are used to complete the analytical process and produce this report:

- If a single school is reported for a position, only the number of schools and number of employees are displayed;
- If two schools are reported for a position only the number of schools and number of employees are displayed;
- If three schools are reported for a position, the number of schools, number of employees, weighted average, average and median rates are reported;
- If four or more schools are reported for a position, the number of schools, number of employees, weighted average, average and all quartiles (25th, 50th, 75th) are reported;
- If ten or more schools are reported for a position, we report the same statistics for four or more schools plus the 10th and 90th percentiles are also reported;
- If one school represents more than 33 percent of the sample for a position, individual observations (data points) for that school are eliminated using statistical sampling techniques until the number of data points is reduced to less than 33 percent of the overall count for the position.

UPDATING SALARY SURVEY DATA

In order to keep pace with inflation or changes in the marketplace that may have occurred since the data was collected, an update factor is typically applied to compensation survey data. Survey participants who are using this report may want to adjust the data reported here to their annual salary and wage adjustment date.

TCS recommends use of planned salary growth as represented by the 2020/2021 merit increase budget figure in conjunction with the number of months elapsed since the survey effective date. The example shown below illustrates this technique:

STEP I: Determine pro-rated monthly estimate of the 2020/2021 merit increase budget.

Assuming an average 2020/2021 merit increase budget of 3.0% for Teachers:

Divide 3.0% by 12 (months) = 0.25% (pro-rated one-month merit increase figure).

STEP II: Multiply pro-rated monthly figure by the number of months elapsed since the data effective date.

Assuming that a survey effective date of October 3, 2020 and an update factor to April 3, 2021 is desired:

Multiply 0.25% X 6 (months) = 1.50% (pro-rated 6 month salary increase figure).

STEP III: Apply this pro-rated merit increase figure to the salary of the Teacher position in question.

Average base salary as of October 3, 2020 = \$72,700 per annum

Add 1.5% (6 month pro-rated merit increase figure) = \$1,091

Estimated average salary as of April 3, 2021 = \$73,791 per annum

Note: This wage-indexing approach is generally more valid in times of relative economic stability. During periods of dramatic inflation or recession the figure should be adjusted upward or downward as the economic climate dictates.

DOE SCALE

Teacher Salary Schedule

	BA C1	C1 + PD	BA + 30 C2	C2 + ID	MA C2 + PD	C2 + ID + PD	MA + 30 C6	MA + 30 C6 + PD
1A	61,070	66,601	63,120	66,909	68,652	72,437	70,703	76,231
1B	61,070	66,601	63,120	66,909	68,652	72,437	70,703	76,231
2A	62,284	67,815	64,334	68,123	69,866	73,651	71,917	77,445
2B	62,284	67,815	64,334	68,123	69,866	73,651	71,917	77,445
3A	62,799	68,330	64,849	68,638	70,381	74,166	72,432	77,960
3B	62,799	68,330	64,849	68,638	70,381	74,166	72,432	77,960
4A	63,708	69,239	65,758	69,547	71,290	75,075	73,341	78,869
4B	63,708	69,239	65,758	69,547	71,290	75,075	73,341	78,869
5A	64,494	70,025	66,544	70,333	72,076	75,861	74,127	79,655
5B	64,494	70,025	66,544	70,333	72,076	75,861	74,127	79,655
6A	65,340	70,871	67,390	71,179	72,922	76,707	74,973	80,501
6A + L5	66,626	72,157	68,676	72,465	74,208	77,993	76,259	81,787
6B	66,540	72,071	68,590	72,379	74,122	77,907	76,173	81,701
6B + L5	67,826	73,357	69,876	73,665	75,408	79,193	77,459	82,987
7A	68,320	73,851	70,370	74,159	75,902	79,687	77,953	83,481

7A + L5	69,606	75,137	71,656	75,445	77,188	80,973	79,239	84,767
7B	72,490	78,021	74,540	78,329	80,072	83,857	82,123	87,651
7B + L5	73,776	79,307	75,826	79,615	81,358	85,143	83,409	88,937
8A	76,390	81,921	78,440	82,229	83,972	87,757	86,023	91,551
8A + L5	77,676	83,207	79,726	83,515	85,258	89,043	87,309	92,837
8B	81,022	86,553	83,072	86,861	88,604	92,389	90,655	96,183
8B + L5	82,308	87,839	84,358	88,147	89,890	93,675	91,941	97,469
8B + L10	86,280	91,811	88,330	92,119	93,862	97,647	95,913	101,441
8B + L13	88,984	94,515	91,034	94,823	96,566	100,351	98,617	104,145
8B + L15	94,691	100,222	96,741	100,530	102,273	106,058	104,324	109,852
8B + L18	96,189	101,720	98,239	102,028	103,771	107,556	105,822	111,350
8B + L20	107,263	112,794	109,313	113,102	114,845	118,630	116,896	122,424
8B + L22	113,496	119,027	115,546	119,335	121,078	124,863	123,129	128,657
L5	1,286							
L10	5,258							
L13	7,962							
L15	13,669							
L18	15,167							
L20	26,241							
L22	32,474							



Total Compensation Solutions is a human resources consulting firm dedicated to applied research and *assisting clients achieve their total compensation objectives*. Our approach to compensation and benefits issues is to utilize data to identify "best practices" in the marketplace. We utilize that data to advise our clients on strategic approaches to a variety of issues including Board Compensation, Executive, Middle Management and Professional Compensation, Performance Management, Organization Structure, Health and Welfare and Retirement Benefits Plans. With client interaction, we apply the most effective solution to each organization's unique set of circumstances. From our offices in Armonk, NY, we are able to link with our clients via traditional and online media. For more information, please visit our website www.total-comp.com or contact us at:

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