

Modesto City Schools

Compensation Analysis

Board Presentation

November 30, 2020

Presented By:

Danyel Conolley

Director, Management Consulting Services

Kathleen Spencer

Vice President





Scope and Methodology

- **Modesto City Schools (District) requested that School Services of California Inc. (SSC) conduct a review of the Superintendent's Cabinet executive compensation as part of the District's ongoing efforts to review compensation**
 - **Associate Superintendent, Business Services**
 - **Associate Superintendent, Curriculum & Instruction/Professional Development**
 - **Associate Superintendent, Educational Services**
 - **Associate Superintendent, Human Resources**
 - **Associate Superintendent, Student Support Services**
 - **Assistant Superintendent, School Leadership**
 - **Chief Communications Officer**
 - **Chief Technology Officer**



Scope and Methodology

- The District identified the comparative group based upon geographically proximate and similarly sized districts that have historically been used for comparison purposes.
- The following eight comparative districts participated by providing the data requested:

District	Average Daily Attendance	Unduplicated Pupil Percentage
Ceres Unified School District (USD)	13,270	87%
Lodi USD	27,215	71%
<i>Modesto City Schools</i>	<i>28,985</i>	<i>77%</i>
Sacramento City USD	38,646	72%
San Juan USD	37,727	54%
Stockton USD	33,121	83%
Turlock USD	13,493	65%
Twin Rivers USD	22,431	87%
Visalia USD	26,770	68%



Scope and Methodology

- Data analyzed during the study included employee contracts, salary schedules, organizational charts, job descriptions, and other related documentation in order to identify comparable job classifications to those in the District
- Although there were identified differences in positions, SSC recognized comparative roles and responsibilities of each position for the comparable groupings. Factors used to evaluate comparative job classifications include:
 - Span of control
 - Essential functions
 - Placement within the organization
 - Level of responsibility
 - Education and experience
- Based on the data provided, SSC calculated the minimum and maximum salary offered for each executive job classification in order to arrange a ranking of the compensation, without longevity (unless otherwise noted), offered by each comparative district relative to the District's compensation.



Summary Analysis

- As previously noted, the maximum salary is used as the comparison point in the study because the District's executive administrators are paid at a contracted salary amount—no salary range currently exists for the job classifications; therefore, the salary paid is maximum salary
- As shown in the summary table below, the District's maximum salary offered to executive employees generally ranks low when compared to the similar districts

Job Classification	District Ranking			District's Maximum Salary	Median Maximum Salary	Median Dollar Difference Above/Below District	Median Percent Difference Above/Below District
Associate Superintendent, Business Services	8	of	8	\$168,738	\$184,878	\$16,140	9.6%
Associate Superintendent, Curriculum & Instruction/Professional Development	8	of	9	\$163,823	\$182,905	\$19,082	11.6%
Associate Superintendent, Educational Services	7	of	9	\$168,738	\$182,905	\$14,167	8.4%
Associate Superintendent, Human Resources	7	of	9	\$168,738	\$182,905	\$14,167	8.4%
Associate Superintendent, Student Support Services	5	of	6	\$168,738	\$178,992	\$10,254	6.1%
Assistant Superintendent, School Leadership	-	-	-	\$156,282	N/A	N/A	N/A
Chief Communications Officer	4	of	4	\$150,312	\$156,755	\$6,443	4.3%
Chief Technology Officer	1	of	5	\$177,999	\$168,057	\$9,942	(5.6%)

Note: The gray highlighted cells indicate the District's compensation is below the median



Comparative Group Salary Structure

- The salary analysis included the examination of compensation structures within the comparative group
- As shown below the majority of districts provided a pay grade range for executive cabinet, with the exception of the District and Ceres USD

District	Pay Grade Range
Ceres USD	No
Lodi USD	Yes
<i>Modesto City SD</i>	No
Sacramento USD	Yes
San Juan USD	Yes
Stockton USD	Yes
Turlock USD	Yes
Twin Rivers USD	Classified on salary schedule/Certificated 3% annual increase in employment contract
Visalia USD	Yes



Salary Schedule Proposal


- Utilizing the results of the compensation analysis and a review of the qualifications and areas of oversight for the District's Cabinet-level job classifications, we propose the following related to the structure for the salary schedule in order to align levels of responsibility across the administrators and to reflect best practices industry-wide.
 - The District requested that a proposed range for a Deputy Superintendent be considered, in the event the District takes action to establish such a position. Based upon information provided by the comparative districts, and the placement of this position within the District's organizational structure as the "second in command" administrator, pay grade 1 is recommended for the job classification.
- The proposed salary schedule uses the median salary of the salary range within the comparative group as the midpoint for the salary schedule (step C)
 - Incremental step movement is calculated at 3% variance between steps



Salary Schedule Proposal

7

© 2020 School Services of California Inc.

<div>  <div> MODESTO CITY SCHOOLS Superintendent's Cabinet Salary Schedule 2020–21 (Effective Date: TBD Upon Board Review) </div> </div>								
Pay Grade	Title	Annual						
1		Step A	Step B	Step C	Step D	Step E	Step F	Step G
	Deputy Superintendent*	185,060	190,783	196,684	202,585	208,662		
2		Step A	Step B	Step C	Step D	Step E	Step F	Step G
	Associate Superintendent, Business Services	169,986	175,243	180,663	186,083	191,665		
3		Step A	Step B	Step C	Step D	Step E	Step F	Step G
	Associate Superintendent, Curriculum & Instruction/Professional Development	165,542	170,662	175,941	181,219	186,655		
	Associate Superintendent, Educational Services							
	Associate Superintendent, Human Resources							
	Associate Superintendent, Student Support Services							
4		Step A	Step B	Step C	Step D	Step E	Step F	Step G
	Chief III: Chief Technology Officer	167,479	172,659	177,999	183,339	188,839		
5		Step A	Step B	Step C	Step D	Step E	Step F	Step G
	Assistant Superintendent, School Leadership	148,988	153,596	158,346	163,097	167,990		
6		Step A	Step B	Step C	Step D	Step E	Step F	Step G
	Chief I: Chief Communications Officer	144,314	148,778	153,379	157,980	162,720		

*Deputy Superintendent position is vacant and currently not active



Longevity

- **The District also offers additional compensation for longevity in the District (years of service) and for advanced degrees; this additional compensation is common among school districts in California and in the comparative district group**
- **There are two essential elements to consider when reviewing longevity programs: the incremental award years and percentage of salary or flat monetary amount**
 - **Incremental award years are important when measuring effectiveness—the shorter the service year requirement the more effective the longevity program as related to the retention of employees**



- In review of the District's longevity structure for Cabinet-level executives, there are noted limitations in the effectiveness of the program, and in consideration of longevity offered within the comparative group, there is an opportunity for modification resulting in improved effectiveness
- We recommend the District consider changing the longevity program in order to encourage retention of current employees, and for use as an effective recruitment tool for external hires at the discretion of the Superintendent and the Board of Education
 - We propose offering the first increment at five years, and every three years thereafter

Proposed Modification to Longevity Program	
Longevity Awarded after Completion of Service Year	Amount
5 Years	\$2,004
8 Years	\$4,011
11 Years	\$6,015
14 Years	\$8,021
17 Years	\$10,026



Summary of Recommendations

10

© 2020 School Services of California Inc.

- We recommend that the District establish a salary schedule with the following:
 - Pay grades for Cabinet-level job classifications
 - Automatic steps allowing for incremental increases each year based upon service with the District and a satisfactory yearly evaluation—a five-step salary schedule is recommended with a 3% increase between each step
- We recommend that the District modify the longevity program in order to reward administrators for service to the reflecting the potential shorter tenure of administrators, and to acknowledge that administrators may be external hires in addition to promoted District staff
- The approximate cost for the 2020–21 fiscal year, if implemented 7/1/2020:
 - Proposed salary schedule: \$63,725
 - Proposed longevity structure: \$16,040
- Cost projections do not include commensurate increases to statutory fringe benefits

Recommendation:

To approve the management employment agreements and corresponding salary schedule

Danyel Conolley
DanyelC@sscal.com

Kathleen Spencer
KathleenS@sscal.com



© 2020 School Services of California Inc.