



November 30, 2020

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Dr. Sara Noguchi
Superintendent
Modesto City Schools
426 Locust Street
Modesto, CA 95351

Ms. Cindy Marks
Board President
Modesto City Schools
426 Locust Street
Modesto, CA 95351

Dear Dr. Noguchi and Ms. Marks :

Modesto City Schools (District) requested that School Services of California Inc. (SSC) conduct a review of the Superintendent's Cabinet executive compensation and develop a salary schedule for those positions as part of the District's ongoing efforts to review compensation. In 2018, SSC conducted a separate Total Compensation Study for senior leadership. This review comprises an analysis of compensation for the 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; and Chief Technology Officer job classifications.

This work focuses on reviewing compensation only and includes a review of the following:

- a. Base pay
- b. Educational stipends offered
- c. Longevity
- d. A review of existing contracts, if applicable

The following questions will be addressed in this study:

1. How do the salary levels offered for the executive positions compare to those of the other districts examined?
2. Do the comparative districts have in place a salary schedule for executives?

3. How should an executive salary schedule be constructed with regard to span of control, level of responsibility, essential functions performed, education and experience requirements, and placement within the organization?
4. What modifications to the executive salary structure are necessary to ensure an externally competitive and internally equitable compensation program?

Scope and Methodology

Compensation Analysis

In order to evaluate compensation of the District's Cabinet executives, SSC analyzed base pay ranges for the administrator job classifications as compared to other districts. In 2018, SSC conducted a Total Compensation Study for senior leadership. The following eight executive positions are included in this review:

- 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

The same comparative district group was used for this work. The District identified the comparative group based upon geographically proximate and similarly sized districts that have historically been used for comparison purposes. Participation in the study was voluntary on the part of the selected comparative districts.

The following eight comparative districts participated by providing the data requested:

- Ceres Unified School District (USD)
- Lodi USD

- Sacramento City USD
- San Juan USD
- Stockton USD
- Turlock USD
- Twin Rivers USD
- Visalia USD

Comparative District Data

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. It is noted that there were slight variances in staffing levels and position classifications of executive positions in each district in the comparative group. It is further noted that this is a commonality as configurations of executive cabinet positions are based on the unique needs and student populations of each 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
- Level of responsibility
- Essential functions
- Education and experience requirements
- Placement within the organization

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. Longevity incentives are discussed separately.

Calculating Salaries

The figures in this report include both the beginning and maximum salary data. The figures are ranked by the maximum salary offered for each job classification. The maximum salary is used as the comparison point in the study because the District's executive positions are paid at a contracted

salary amount—no salary range currently exists for the job classifications; therefore, the salary paid is the maximum salary.

For each executive job classification, the maximum salary has been calculated based on the following criteria:

- The maximum salary = the maximum step on the salary schedule (excluding longevity steps) or contract salary
- If a salary range is not in place for a job classification, i.e., there is one salary amount on a salary schedule or contract, that amount was used for both the beginning and maximum salary offered
- A maximum salary variance was calculated as the percentage difference between the District's maximum total compensation and each comparative district's maximum total compensation
- The median of salary range is the median for the salary range offered for each job classification for each comparative district; a median of salary range for the comparative group was also calculated
- The median maximum salary is the median for the maximum salary offered for each job classification for each comparative district; a median maximum salary for the comparative group was also calculated

Longevity Incentive Program

A longevity increase is a raise given to an employee to recognize and reward their time with an employer. Some longevity incentives are a percentage of salary, others are represented by additional steps on the salary schedule, and others are flat amounts added to salary. Also, each program of longevity has its own schedule of the number of years of service required to attain each new level of compensation, and the final year that provides an incentive increase varies widely. For the District's reference, we include a schedule of longevity incentive programs to supplement the study. Longevity figures were not included in the tables, as employees must remain with a district for a specific number of years before becoming eligible.

Longevity incentive programs can be an important element for districts to use to retain qualified and experienced staff by rewarding those individuals for their service to the district. In addition, longevity is a recruiting tool, which can be used to help attract new hires. We make specific recommendations related to the District's longevity program later in this report.

Cabinet Administrator Salary Schedule

The results from the compensation analysis were used to inform the development of a salary schedule for the District's executive positions. The median salary and median maximum salary for each job classification was used to develop salary schedule options for the District to consider. These median data points are used as anchors for the salary schedule development. We also provide the projected cost increases for each option based upon current placement of the incumbents and proposed adjustments to the longevity incentive program.

Compensation Analysis

Associate Superintendent, Business Services

Seven of the comparative districts provided data for an Associate Superintendent, Business Services or equivalent job classification. The District ranks last in maximum salary at \$168,738. Twin Rivers USD offers the highest maximum salary at \$242,393, which is \$73,655, or 43.7%, more than the District. The median maximum salary of \$184,878 is \$16,140, or 9.6%, more than the District's maximum salary.

Figure 1: Associate Superintendent, Chief Business Officer

District	Job Classification	Median of Salary Range	Beginning Salary	Maximum Salary	Maximum Salary Variance
Twin Rivers USD	Chief Business Official	\$222,697	\$203,000	\$242,393	43.7%
Stockton USD	Chief Business Official	\$227,657	\$227,657	\$227,657	34.9%
Sacramento USD	Chief Business Officer	\$181,925	\$161,498	\$202,351	19.9%
Ceres USD	Assistant Superintendent, Business Services	\$186,851	\$186,851	\$186,851	10.7%
Turlock USD	Assistant Superintendent, Business Services	\$175,942	\$168,978	\$182,906	8.4%
Visalia USD	Chief Business Officer/COO	\$171,398	\$160,946	\$181,850	7.8%
Lodi USD	Chief Business Officer	\$179,401	\$179,401	\$179,401	6.3%
Modesto City SD	Associate Superintendent, Business Services	\$168,738	\$168,738	\$168,738	0.0%
Medians of the Comparative Group		\$180,663		\$184,878	

Associate Superintendent, Curriculum & Instruction/Professional Development

All of the comparative districts provided data for an Associate Superintendent, Curriculum & Instruction/Professional Development or equivalent job classification. The District ranks 8 of 9 in maximum salary at \$163,823. Visalia USD offers the highest maximum salary at \$222,214, which is \$58,391, or 35.6%, more than the District. The median maximum salary of \$182,905 is \$19,082, or 11.6%, more than the District's maximum salary.

Figure 2: Associate Superintendent, Curriculum & Instruction/Professional Development

District	Job Classification	Median of Range	Beginning Salary	Maximum Salary	Maximum Salary Variance
Visalia USD	Assistant Superintendent, Educational Services	\$210,794	\$199,373	\$222,214	35.6%
Twin Rivers USD	Associate Superintendent School Leadership	\$203,679	\$203,679	\$203,679	24.3%
Stockton USD	Assistant Superintendent, Educational Services	\$185,323	\$167,296	\$203,350	24.1%
Ceres USD	Assistant Superintendent, Educational Services	\$186,851	\$186,851	\$186,851	14.1%
Turlock USD	Assistant Superintendent, Educational Services	\$175,941	\$168,976	\$182,905	11.6%
Sacramento USD	Chief Academic Officer	\$157,341	\$139,602	\$175,079	6.9%
San Juan USD	Assistant Superintendent, Educational Services/Secondary Education ¹	\$167,599	\$167,599	\$167,599	2.3%
Modesto City SD	Associate Superintendent, Curriculum & Instruction/Professional Development	\$163,823	\$163,823	\$163,823	0.0%
Lodi USD	Assistant Superintendent, Elementary Education/Secondary Education/Curriculum, Instruction, Assessment ¹	\$139,437	\$129,076	\$149,798	-8.6%
Medians of the Comparative Group		\$175,941		\$182,905	

¹Multiple job classifications are noted because the roles and responsibilities reflect elements of the District's job classification. In these districts, the Assistant Superintendent positions are paid on the same salary range.

Associate Superintendent, Educational Services

All of the comparative districts provided data for an Associate Superintendent, Educational Services or equivalent job classification. The District ranks 7 of 9 in maximum salary at \$168,738. Visalia USD offers the highest maximum salary at \$222,214, which is \$53,476, or 31.7%, more than the District. The median maximum salary of \$182,905 is \$14,167, or 8.4%, more than the District's maximum salary.

Figure 3: Associate Superintendent, Educational Services

District	Job Classification	Median of Range	Beginning Salary	Maximum Salary	Maximum Salary Variance
Visalia USD	Assistant Superintendent, Educational Services	\$210,794	\$199,373	\$222,214	31.7%
Twin Rivers USD	Associate Superintendent School Leadership	\$203,679	\$203,679	\$203,679	20.7%
Stockton USD	Assistant Superintendent, Educational Services	\$185,323	\$167,296	\$203,350	20.5%
Ceres USD	Assistant Superintendent, Educational Services	\$186,851	\$186,851	\$186,851	10.7%
Turlock USD	Assistant Superintendent, Educational Services	\$175,941	\$168,976	\$182,905	8.4%
Sacramento USD	Chief Academic Officer	\$157,341	\$139,602	\$175,079	3.8%
Modesto City SD	Associate Superintendent, Educational Services	\$168,738	\$168,738	\$168,738	0.0%
San Juan USD	Assistant Superintendent, Educational Services/Secondary Education ¹	\$167,599	\$167,599	\$167,599	-0.7%
Lodi USD	Assistant Superintendent, Elementary Education/Secondary Education/Curriculum, Instruction, Assessment ¹	\$139,437	\$129,076	\$149,798	-11.2%
Medians of the Comparative Group		\$175,941		\$182,905	

¹Multiple job classifications are noted because the roles and responsibilities reflect elements of the District's job classification. In these districts the Assistant Superintendent positions are paid on the same salary range.

Associate Superintendent, Human Resources

All of the comparative districts provided data for an Associate Superintendent, Human Resources or equivalent job classification. The District ranks 7 of 9 in maximum salary at \$168,738. Visalia USD offers the highest maximum salary at \$222,214, which is \$53,476, or 31.7%, more than the District. The median maximum salary of \$182,905 is \$14,167, or 8.4%, more than the District's maximum salary.

Figure 4: Associate Superintendent, Human Resources

District	Job Classification	Median of Range	Beginning Salary	Maximum Salary	Maximum Salary Variance
Visalia USD	Assistant Superintendent Human Resources	\$210,794	\$199,373	\$222,214	31.7%
Twin Rivers USD	Chief Human Resources Official	\$208,000	\$208,000	\$208,000	23.3%
Stockton USD	Assistant Superintendent, Human Resources	\$185,323	\$167,296	\$203,350	20.5%
Ceres USD	Deputy Superintendent, Personnel	\$196,685	\$196,685	\$196,685	16.6%
Turlock USD	Assistant Superintendent, Human Resources	\$175,941	\$168,976	\$182,905	8.4%
Sacramento USD	Chief Human Resources Officer	\$157,341	\$139,602	\$175,079	3.8%
Modesto City SD	Associate Superintendent, Human Resources	\$168,738	\$168,738	\$168,738	0.0%
San Juan USD	Assistant Superintendent, Human Resources	\$167,599	\$167,599	\$167,599	-0.7%
Lodi USD	Assistant Superintendent, Personnel	\$139,437	\$129,076	\$149,798	-11.2%
Medians of the Comparative Group		\$175,941		\$182,905	

Associate Superintendent, Student Support Services

Five of the comparative districts provided data for an Associate Superintendent, Student Support Services or equivalent job classification. Many of the comparative districts do not employ an assistant superintendent with direct oversight over both the special education and student services functions. In many cases, the special education and student services functions are assigned to a director-level position (often one director over each function) and those directors report to an assistant superintendent, and often not the same assistant superintendent. As a result, the level of responsibility of the District's Associate Superintendent, Student Support Services is greater than similar positions in the comparable district group. Additionally, some districts in the comparative group have organized oversight over one of the functional areas under a senior director position, but the responsibility level, education, and experience were not comparable to the District's job classification. In the cases where an assistant superintendent of educational services job classification is used in the comparison, it was found to be the most appropriate comparison in terms of level of responsibility an oversight, and one or both functions (special education and student services) report to that position.

The District ranks 5 of 6 in maximum salary at \$168,738. Stockton USD offers the highest maximum salary at \$203,350, which is \$34,612, or 20.5%, more than the District. The median maximum salary of \$178,992 is \$10,254, or 6.1%, more than the District's maximum salary.

Figure 5: Associate Superintendent, Student Support Services

District	Job Classification	Median of Range	Beginning Salary	Maximum Salary	Maximum Salary Variance
Stockton USD	Assistant Superintendent, Student Support Services	\$185,323	\$167,296	\$203,350	20.5%
Ceres USD	Assistant Superintendent, Student Support Services Division	\$186,851	\$186,851	\$186,851	10.7%
Turlock USD	Assistant Superintendent, Educational Services	\$175,941	\$168,976	\$182,905	8.4%
Sacramento USD	Chief Academic Officer	\$157,341	\$139,602	\$175,079	3.8%
Modesto City SD	Associate Superintendent, Student Support Services	\$168,738	\$168,738	\$168,738	0.0%
Lodi USD	Assistant Superintendent, Elementary Education/Secondary Education/Curriculum, Instruction, Assessment	\$139,437	\$129,076	\$149,798	-11.2%
Medians of the Comparative Group		\$172,339		\$178,992	

Assistant Superintendent, School Leadership

None of the comparative districts provided data for a comparable job classification to the District's Assistant Superintendent, School Leadership. This is a unique position to the District, and one that performs a specific role in support of the District's goals and strategic plan, and the MCS Principals' Leadership Pipeline. Figure 6 illustrates the compensation for the District only.

Figure 6: Assistant Superintendent, School Leadership

District	Job Classification	Median of Range	Beginning Salary	Maximum Salary	Maximum Salary Variance
Modesto City SD	Assistant Superintendent, School Leadership	N/A	\$156,282	\$156,282	N/A

Chief Communications Officer

Three of the comparative districts provided data for a Chief Communications Officer or equivalent job classification. The District ranks last in maximum salary at \$150,312. Sacramento USD offers the highest maximum salary at \$175,079, which is \$24,767, or 16.5%, more than the District. The median maximum salary of \$156,755 is \$6,443, or 4.3%, more than the District's maximum salary.

Figure 7: Chief Communications Officer

District	Job Classification	Median of Range	Beginning Salary	Maximum Salary	Maximum Salary Variance
Sacramento USD	Chief Communications Officer	\$157,341	\$139,602	\$175,079	16.5%
Stockton USD	Director of Marketing and Communications	\$143,140	\$129,216	\$157,063	4.5%
San Juan USD	Senior Director, Community Relations	\$156,446	\$156,446	\$156,446	4.1%
Modesto City SD	Chief Communications Officer	\$150,312	\$150,312	\$150,312	0.0%
Medians of the Comparative Group		\$153,379		\$156,755	

Chief Technology Officer

Four of the comparative districts provided data for a Chief Technology Officer or equivalent job classification. The District ranks first in maximum salary at \$177,999. Sacramento USD offers the next highest maximum salary at \$175,079, which is \$2,920, or 1.6 %, less than the District. The median maximum salary of \$168,057 is \$9,942, or 5.6%, less than the District's maximum salary.

Figure 8: Chief Technology Officer

District	Job Classification	Median of Range	Beginning Salary	Maximum Salary	Maximum Salary Variance
Modesto City SD	Chief Technology Officer	\$177,999	\$177,999	\$177,999	0.0%
Sacramento USD	Chief Information Officer	\$157,341	\$139,602	\$175,079	-1.6%
Stockton USD	Chief Technology Officer	\$153,159	\$138,261	\$168,057	-5.6%
San Juan USD	Senior Director Technology Services	\$156,446	\$156,446	\$156,446	-12.1%
Twin Rivers USD	Executive Director of Information and Education Technology Services	\$138,510	\$123,624	\$153,395	-13.8%
Medians of the Comparative Group		\$156,446		\$168,057	

Longevity Incentive Program and Education Stipends

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, as the shorter the service year requirement, the more effective the longevity program as related to the retention of employees. The percentage of salary longevity award is beneficial as the longevity amount increases as a result of increases in salary. Whereas a flat longevity amount is static and dependent on additional action in order to experience an increase. 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.

The current longevity structure includes a longevity award beginning after the completion of 10 years of service, then increments of 5 years thereafter, ending at 30 years of service. The years of service calculation is currently based on years of service within the District. While this current structure may be beneficial to internal candidates who promote from within to an executive position, there are limitations for external candidates; thus, limiting the use of longevity as a recruitment tool. It is important to note that longevity programs provided to administrators should acknowledge that, while some administrators may begin work in a district and promote up to a cabinet level executive, it is also possible, more so than for other school district positions, that these administrators may be hired externally, outside of the district, and those incumbents may be toward the end of their careers.

As such, longevity programs for administrators are most effective when longevity is provided at increments reflecting a shorter tenure of administrators who may be external hires in addition to promoted district staff—in other words beginning longevity increments sooner than one might see for other employee groups in a district. With the adjustment of yearly increments of longevity, this limitation will be resolved by awarding longevity sooner, and for a longer duration of time. The consideration of basing the longevity amount off of a percentage of base salary can be examined in later years as part of a multi-phase plan to improve compensation, while keeping fiscal impacts contained.

The following tables detail the additional compensation offered in the comparative districts.

Figure 9: Longevity Programs

District	Longevity Programs
Ceres USD	No longevity provided
Lodi USD	Assistant superintendents are eligible for the three longevity steps on the salary schedule at years 10, 13, and 16. Each step represents an increase of approximately 5% CBO does not receive longevity
Modesto City SD	<i>After completing 10 years of service: \$2,004</i> <i>After completing 15 years of service: \$4,011</i> <i>After completing 20 years of service: \$6,015</i> <i>After completing 25 years of service: \$8,021</i> <i>After completing 30 years of service: \$10,026</i> <i>(each increment includes the previous increase)</i>
Sacramento USD	At 17 years of service: \$1,454 At 20 years of service: \$1,454 At 23 years of service: \$1,454 At 25 years of service: \$1,454
San Juan USD	After completing 9 years of service: 2% After completing 14 years of service: 4% After completing 19 years of service: 6% After completing 24 years of service: 8% (each increment includes the previous increase)
Stockton USD	At 15 years of service: \$1,903.50 At 20 years of service: \$3,807.00 At 24 years of service: \$5,710.50 At 30 years of service: \$7,613.99
Turlock USD	No longevity provided
Twin Rivers USD	No longevity provided
Visalia USD	No longevity provided

Figure 10: Education Stipends

District	Education Stipends
Ceres USD	Master's degree: \$1,000 Doctorate degree: \$2,000
Lodi USD	Master's degree: \$1,000 Doctorate degree: \$1,500 (replaces master's degree stipend) CBO not eligible
Modesto City SD	Master's degree: \$1,200 Doctorate degree: \$1,800
Sacramento USD	Master's degree: None Doctorate degree: \$3,000
San Juan USD	Not provided
Stockton USD	Master's degree: \$3,000 Doctorate degree: \$6,000
Turlock USD	Not provided
Twin Rivers USD	Not provided
Visalia USD	Master's degree: \$400 Doctorate degree: \$650

Summary Analysis of Salary

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 the maximum salary.

As shown in the summary table, figure 11, the District's maximum salary offered to executive generally ranks low when compared to the similar districts:

- For the Associate Superintendent level job classifications, the median maximum salary ranges from 6.1% to 11.6% above the District's maximum salary offered.
- The Assistant Superintendent level job classification does not have any comparative data to measure the median comparability.
- For the Chief Communications Officer job classification, the median maximum salary is 4.3% above the District's maximum salary offered.
- The Chief Technology Officer job classification is the sole cabinet administrator job classification with a maximum salary above the median. The median maximum salary is 5.6% less than the District's maximum salary offered for this job classification.

The results of the salary analysis are an important data point that should be used in development of the cabinet-level administrator salary schedule; however, other factors must also be considered.

As the analysis showed, some of the District’s executive job classifications—specifically the Assistant Superintendent, School Leadership; Associate Superintendent, Student Support Services; and Chief Communications Officer—are unique to the District, and therefore comparability data is not as accurate or not available. Second, the ability of the District to recruit and retain staff, as well as the fair market value of a job classification, must be considered.

Figure 11: Summary Analysis

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: Bold text indicates the District's compensation is below the median

Proposed Salary Schedule

In this section, we provide recommendations and considerations for modifications to the current pay structure which encourage comparability and longevity and are an accurate reflection of work performed by each respective job classification.

Review of District documentation indicates that the executive-level positions each have individual employment contracts. Meaning that conditions of employment, including employee compensation, are outlined in an individual employment contract relative to each incumbent's employment. In reviewing the salary amounts assigned to individual positions, we determined that each job classification does not have an assigned salary range. The compensation structure is a singular pay grade resulting in restricted opportunity for incremental increases in salary or cost-of-living adjustments (COLAs).

The individual pay grade assigned to executive positions represents limitations in compensation structure for this classification of employees. Unlike other employee classifications in the District which are paid based on a salary schedule and, as a result, have the potential to receive incremental increases driven by employment service, the executive employees are the only group that does not receive such an automatic increase.

In order for executive employees to receive an annual compensation increase, the board must take action, versus an established compensation structure which contemplates ongoing service of employees. In contrast, an established compensation structure, which includes incremental movement, does not require board action during a public meeting, as it is built in as an annual increase. The current structure presents risk in years when every other employee group gets an annual increase, based solely on years of service, while executives may not, which puts this particular group at a disadvantage.

Compensation Structure Considerations

A salary schedule is a critical tool for establishing expectations between the employer and employee and defining the job classification's role within an organization. The establishment of pay ranges for each executive job classification will assist in maintaining consistency, transparency, and a competitive pay structure which allows employees to receive an increase without formal board action.

A salary structure is established by examining the following factors:

- **Comparability:** Consider similar job classifications identified in districts comparable to the District. Establishing a similar salary structure helps to ensure that pay levels are externally competitive and internally fair and also encourages the compensation to be set at market value for the work.

- **Level of Responsibility:** The level of responsibility assigned to the job classification is studied to determine if the salary is reflective of the essential duties and responsibilities. This factor may change periodically dependent on the needs of the District and it is important that it is examined on an annual basis.
- **Scope of Supervision:** The number of direct reports, or departments and divisions within the job classification oversight contributes to the compensation analysis for a job classification. The higher the number of employees and functions supervised reflects an increased level of responsibility and accountability.
- **Certifications, Education, Technical Skills:** Qualifications necessary to complete the assigned work influence the calculation of the job's worth within an organization.

It is important to note that establishment of pay grade should not consider job performance of the individual incumbents of the position. In order to maintain fairness and equity in pay structure, a focused examination of the evaluation of essential functions and the role within the District for each job classification is essential in the process.

Salary Schedule Proposals

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 (see figure 1 in Attachment A) we propose the following related to the structure for the salary schedule to align levels of responsibility across the administrators and to reflect best practices industrywide.

- We recommend the District establish separate pay grades for the job classifications, as shown in figure 12.
- The District requested that a proposed range for a Deputy Superintendent be considered. 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.

Figure 12: Recommended Salary Schedule Ranges

Pay Grade	Job Classification
1	Deputy Superintendent
2	Associate Superintendent, Business Services
3	Associate Superintendent, Curriculum & Instruction/Professional Development
	Associate Superintendent, Educational Services
	Associate Superintendent, Human Resources
	Associate Superintendent, Student Support Services
4	Chief Technology Officer (Chief III)
5	Assistant Superintendent, School Leadership
6	Chief Communications Officer (Chief I)

- We recommend that the salary schedule include automatic steps that allow for incremental increases each year based upon service with the District, similar to other salary schedules utilized in the District. A five-step salary schedule is recommended with a 3% increase between each step. Such a schedule would allow for appropriate placement of each incumbent based upon skills and ability.
- We provide two salary schedule options. The first uses the median salary of the salary range as the midpoint for the salary schedule (Option 1). This option provides a smaller increase in compensation to the administrators. The second option uses the median maximum salary from the previous analysis as the midpoint of the salary schedule (Option 2). The two proposed salary schedules are provided in Appendix B.
- Both salary schedule options 1 and 2 provide scenarios for increases to salary for all Cabinet-level administrators with the exception of the Chief Technology Officer. The current salary for this job classification is comparable within the similar district group but is greater than the median maximum salary. As a result, we recommend using the current salary as the midpoint for this salary scale.
- Additionally, because no comparative data was found for the Assistant Superintendent, School Leadership, it is recommended that the salary is calculated using the current differential of 10% less than the Associate Superintendent, Educational Services salary. This differential reflects the difference between the positions with regard to level of responsibility and span of control, and also acknowledges that the Associate Superintendent, Educational Services supervises the Assistant Superintendent, School Leadership.

SSC staff created salary placement scenarios for each incumbent for District consideration. These scenarios were applied to the two salary schedule options proposed—Option 1: the median of the salary range for the job classifications, and Option 2: the median maximum salary for the job

classifications. Due to the absence of a pay grade range which reflect years of experience in the current pay structure, proposed salary placements do not contemplate years of experience, or time spent in the job classification. The methodology used was the application of a percentage increase of the current base salary. The increments applied are the common incremental step percentage amounts of 3% or 5%. In circumstances where a position is significantly low within the comparative group, an adjusted percentage was used. Due to the ranking of the Associate Superintendent, Business Services position within the comparative group, an adjusted percentage of 5% was applied in all scenarios to adjust the salary to market value. In addition, the Associate Superintendent, Curriculum & Instruction/Professional Development was compensated at a lower rate than other positions in the same classification. After review of the job requirements, including experience and education, there was an absence of indicators which explained why there was an existing salary discrepancy. In order to maintain internal equity within similar classifications, this position was adjusted at a higher percentage, to be in alignment with the other Associate Superintendent positions. It is noted that the salary percentages are applied as a standard baseline, and it is recognized that salary placements will be implemented at the discretion of the District.

Salary Schedule Placement

As previously detailed, we formulated salary schedule placement with a 3% adjustment factor and a 5% adjustment factor. We analyzed salary schedule placement on both salary schedule options below. As a reminder, Salary Schedule Option 1 is built upon the median of the salary range for the job classifications. Salary Schedule Option 2 is built upon the median maximum salary for the job classifications.

Placing the executives on the salary schedules based upon a 3% increase would annually cost the District an additional \$63,725 for Salary Schedule Option 1 and \$68,406 for Salary Schedule Option 2. These increases do not include any commensurate increases to statutory fringe benefits.

Figure 13: Salary Placements at 3% Increase Factor Analysis

Position	Current Salary	3%	Proposed: Salary Schedule Option 1 (median of the salary range)	Approximate Cost	Proposed: Salary Schedule Option 2 (median of the maximum salary)	Approximate Cost
Associate Superintendent, Human Resources	\$168,738	\$173,800	\$175,941	\$7,203	\$177,418	\$8,680
Associate Superintendent, Student Support Services	\$168,738	\$173,800	\$175,941	\$7,203	\$177,418	\$8,680
Associate Superintendent, Educational Services	\$168,738	\$173,800	\$175,941	\$7,203	\$177,418	\$8,680
Associate Superintendent, Curriculum & Instruction/Professional Development	\$163,823	\$168,738	\$175,941	\$12,118	\$177,418	\$13,595
Assistant Superintendent, School Leadership	\$153,282	\$157,880	\$158,346	\$5,064	\$159,676	\$6,394
Associate Superintendent, Business Services	\$167,738	\$176,125 ¹	\$180,663	\$11,926	\$179,332	\$10,595
Chief Communications Officer	\$150,312	\$154,821	\$157,980	\$7,669	\$156,755	\$6,443
Chief Technology Officer	\$178,000	\$183,340	\$183,339	\$5,339	\$183,339	\$5,339
Immediate Cost to Implement (excluding statutory fringe benefits)				\$63,725		\$68,406

¹The Associate Superintendent, Business Services salary was adjusted at a 5% increase factor due to results of the comparative analysis as detailed on page 21.

Placing the executives on the salary schedules based upon a 5% increase would annually cost the District an additional \$90,856 for Salary Schedule Option 1 and \$106,540 for Salary Schedule Option 2. These increases do not include any commensurate increases to statutory fringe benefits.

Figure 14: Salary Placements at 5% Increase Factor Analysis

Position	Current Salary	5%	Proposed: Salary Schedule Option 1 (median of the salary range)	Approximate Cost	Proposed: Salary Schedule Option 2 (median of the maximum salary)	Approximate Cost
Associate Superintendent, Human Resources	\$168,738	\$177,175	\$181,219	\$12,481	\$182,905	\$14,167
Associate Superintendent, Student Support Services	\$168,738	\$177,175	\$181,219	\$12,481	\$182,905	\$14,167
Associate Superintendent, Educational Services	\$168,738	\$177,175	\$181,219	\$12,481	\$182,905	\$14,167
Associate Superintendent, Curriculum & Instruction/Professional Development	\$163,823	\$172,014	\$181,219	\$17,396	\$182,905	\$19,082
Assistant Superintendent, School Leadership	\$153,282	\$160,946	\$163,097	\$9,815	\$164,615	\$11,333
Associate Superintendent, Business Services	\$167,738	\$176,125	\$180,663	\$12,925	\$184,878	\$17,140
Chief Communications Officer	\$150,312	\$157,828	\$157,980	\$7,668	\$161,457	\$11,145
Chief Technology Officer	\$178,000	\$186,900	\$183,339	\$5,339	\$183,339	\$5,339
Immediate Cost to Implement (excluding statutory fringe benefits)				\$90,586		\$106,540

The following figure summarizes the increased annual costs for each model shown in figures 13 and 14. Again, these cost projections do not include any commensurate increases to statutory fringe benefits.

Figure 15: Summary Table of Additional Costs

	Proposed: Salary Schedule Option 1 (median of the salary range)	Proposed: Salary Schedule Option 2 (median of the maximum salary)
3% Increase	\$63,725	\$68,406
5% Increase	\$90,586	\$106,540

Education Stipends and Longevity

We recommend the District continue with its current education stipends program—no changes are proposed.

We recommend the District consider changing the longevity program in order to reward administrators for their service to the District in a manner that reflects the potential shorter tenure of administrators, and also acknowledges that administrators may be external hires in addition to promoted district staff. We propose offering the first increment at five years, and every three years thereafter, to more appropriately reflect the executive job classification. In addition, we recommend that longevity is based on years of service within the District for employees already hired. However, for newly hired candidates, credit for experience within the industry can be applied at the discretion of the Superintendent. Figures 16 and 17 provide the proposed modification to the longevity program, in addition to the current and proposed longevity award for each job classification, and an approximate cost differential of implementing the recommended longevity structure. Please note that the longevity amounts proposed in figure 16 do not include costs related to statutory fringe benefits.

Figure 16: Longevity

Incumbent in Job Classification ¹	Years of Completed MCS ² Service	Current Longevity Award	Proposed Longevity Award	Approximate Cost Differential
Associate Superintendent, Human Resources	17	\$4,011	\$10,026	\$6,015
Associate Superintendent, Student Support Services	15	\$4,011	\$8,021	\$4,010
Associate Superintendent, Educational Services	22	\$6,015	\$10,026	\$4,011
Associate Superintendent, Curriculum & Instruction/Professional Development	1	N/A	N/A	N/A
Assistant Superintendent, School Leadership	6	\$0	\$2,004	\$2,004
Associate Superintendent, Business Services	3	N/A	N/A	N/A
Chief Communications Officer	1	N/A	N/A	N/A
Chief Technology Officer	1	N/A	N/A	N/A
Total		\$14,037³	\$30,077³	\$16,040³

¹Represent individual employee years of service

²Modesto City School (MCS)

³Amounts in figure 16 do not include the cost of statutory fringe benefits

Figure 17: Proposed Modification to Longevity Program

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

Conclusion

It is recommended that the District consider the proposed salary schedules, which include incremental opportunities and contemplate longevity with the District for the executive employee classification. The establishment of a pay range for each classification would assist in the development of a competitive compensation plan for these essential job classifications.

Well-designed salary structures will also encourage qualified candidates for recruitment purposes and assist with retaining highly qualified employees. In addition, a salary schedule allows for flexibility when compensation adjustments are necessary based on fluctuations in market value for essential work. Finally, the establishment of salary pay grades for the executive classifications will encourage equity within the classification, and with other employee classifications as they will also share the opportunity for incremental movement based on years of service.

Appendix A—Qualifications

Figure 1: Qualifications

Position	Degree	Experience Requirement	Required Credentials or Certifications	Desired Qualifications	Areas of Oversight
Associate Superintendent, Business Services <i>(Reports to Superintendent)</i>	Combination of training/education equivalent to a graduate degree	Five (5) years in business administration	Not specified	Not specified	Al Business services operations of the District (including planning, fiscal management, facilities, data processing, maintenance and operations, food services, purchasing, transportation, warehousing, duplicating, and energy control)
Associate Superintendent, Curriculum & Instruction/Professional Development <i>(Reports to Superintendent)</i>	Bachelor’s degree Master’s degree	Five (5) years successful experience as classroom teacher Successful experience as a principal or other site/district office administrator	Administrative Credential	Doctorate degree	All functions of the Curriculum & Instruction/ Professional Development office; professional learning, instructional technology and curriculum implementation
Associate Superintendent, Educational Services <i>(Reports to Superintendent)</i>	Bachelor’s degree Master’s degree	Five (5) years successful experience as classroom teacher Successful experience as a principal or other site/district office administrator	Administrative Credential	Doctorate degree	Oversight of the educational programs at designated schools and for specified District-wide programs and services; oversee curriculum, staff development, evaluation, testing assessment, personnel and community issues, District initiatives
Associate Superintendent, Human Resources <i>(Reports to Superintendent)</i>	Bachelor’s degree	Five (5) years certificated administrative experience in public or private schools	Teaching credential Administrative credential with authorization to serve as an associate superintendent	Master’s degree Five (5) years human resources management experience	All personnel programs and activities of the District

Lozano Smith (Modesto City Schools)

Compensation Analysis

November 30, 2020

Position	Degree	Experience Requirement	Required Credentials or Certifications	Desired Qualifications	Areas of Oversight
Associate Superintendent, Student Support Services (Reports to Superintendent)	Bachelor's degree Master's degree	Not specified	Teaching credential in regular and special education Administrative credential	Doctorate degree	Oversight of Modesto City Schools Special Education Local Plan Area (SELPA), counseling and guidance services, child welfare and attendance, safe schools, and District afterschool programs
Assistant Superintendent, School Leadership (Reports to Associate Superintendent, Educational Services)	Bachelor's degree	Five (5) years successful experience as a classroom teacher Successful experience as a principal	Administrative credential	Master's degree Doctorate degree	The District's PK–12 instructional program, the MCS Principals' Leadership Pipeline professional development program
Chief Communications Officer (Reports to Superintendent)	Bachelor's degree	Five (5) years successful experience with internal and external communication for, or on behalf of, a public agency with at least three years successful experience in communications-media relationships preferably involving programs or services regarding major public interest or public education issues.		Master's degree Doctorate degree	District communication plan. Serves as District spokesperson, media coordinator, and as a public relations advisor to the Superintendent and Cabinet
Chief Technology Officer (Reports to Superintendent)	Bachelor's degree	Five (5) years of experience in the management and development of complex information systems	Not specified	Not specified	All information technology services districtwide

Appendix B—Proposed Salary Schedule



MODESTO CITY SCHOOLS

Superintendent's Cabinet Salary Schedule
2020–21 (Effective Date: TBD Upon Board Review)

Pay Grade	Title	Annual						
		Step A	Step B	Step C	Step D	Step E	Step F	Step G
1	Deputy Superintendent*	185,060	190,783	196,684	202,585	208,662		
2	Associate Superintendent, Business Services	169,986	175,243	180,663	186,083	191,665		
3	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	Chief III: Chief Technology Officer	167,479	172,659	177,999	183,339	188,839		
5	Assistant Superintendent, School Leadership	148,988	153,596	158,346	163,097	167,990		
6	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:

After completing 5 years of service: \$2,004

After completing 8 years of service: \$4,011

After completing 11 years of service: \$6,015

After completing 14 years of service: \$8,021

After completing 17 years of service: \$10,026