



# Evergreen Solutions, LLC

*Partners in Public Sector Change*

Pay Plan Study for Licensed Teachers  
York County School Division, VA

*Final Presentation*  
*February 3, 2014*



# *Agenda*

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- York County School Division (YCSD) study scope
- Overview of study findings
- Recommended pay plan plus an alternative
- Additional supplements
- Recommendations



# *Study Scope*

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- Assessment of current compensation condition – teacher online survey plus an analytical review of compensation data – Chapter Two of the report
- Market salary summary of eight peer school districts – Chapter Three of the report
- Compensation structure and implementation cost plan – Chapter Four of the report



# Workplan Tasks

- From Page 1-2 of the Final Report

Project Tasks
1.0 Project Initiation
2.0 Evaluate YCSD's Teacher Salary Schedule
3.0 Identify List of Market Survey Benchmarks
4.0 Identify Approved List of Survey Targets
5.0 Conduct Market Salary Analysis
6.0 Develop Strategic Positioning Recommendations
7.0 Develop and Submit Draft and Final Reports and Deliver a Presentation
8.0 Develop Recommendations for Compensation Administration



# *Current Conditions*

- Chapter Two includes:
  - Results of online teacher survey, Sep 30 – Oct 11, 2013
  - Analysis of the current pay plan and pay practices
- Online teacher survey – report pages 2-1 through 2-6
  - Ten questions to understand perceptions and concerns
  - 453 of 894 personnel completed – strong participation
  - Generally positive comments regarding pay when teachers were first hired, reputation of the school system and peers and administrators
  - Most significant concern – freeze on pay step advancement



# *Current Conditions*

- Analysis of the current pay plan and pay practices – report pages 2-7 through 2-18
  - Current teacher salary schedules has three grades determined by teacher's education level
  - Inconsistency between step distances exists in all plans
  - Range spread inconsistency between Bachelors pay plan and Masters and Masters Plus 30 Hours plan
  - A Years with YCSD analysis indicates compression or slowed movement through the range than would be expected.



# Market Analysis

- Market analysis is found on pages 3-1 through 3-9 of the Final Report
- YCSD provided market data for analysis on eight market peers:

Chesapeake Public Schools	Hampton Public Schools
Newport News Public Schools	Norfolk Public Schools
Portsmouth Public Schools	Suffolk Public Schools
Virginia Beach City Public Schools	Williamsburg-James City County Public Schools

- The following calculations were included:
  - differences in cost of living
  - number of days worked by teachers
  - implementation of the Virginia Retirement System



# *Market Results*

- YCSD is slightly above market average at minimum, and slightly below market average at midpoint and maximum
- YCSD's ranking among market peers
  - BA: 4th at minimum, 6th at midpoint, 7th at maximum; avg ranking – 3.5
  - MA: 7th at minimum, 4th at midpoint, 4th at maximum; avg ranking – 3.4
  - MA+30: 5th at minimum, 4th at midpoint, and 5th at maximum; avg ranking – 2.6
- All eight market peers offer a PhD plan; YCSD does not
- Five peers offer a National Board Certified Teacher supplement; YCSD has discontinued the practice.





# *Pay Plan*

- Based on feedback after the Board meeting on Dec 16, 2013 and a follow-up call on Dec 20, 2013, the following parameters were taken into account in addition to the information gained in Chapter Two and Chapter Three of the report in developing recommended and alternate pay plans:
  - Minimum of \$400 increase between each step
  - No step could be lower than the same step on the current plan
  - Desire to be in the top third of peer group
  - Desire to get the cost for recommended and alternate plan closer
- Two plans were developed:
  - Recommended plan based on the career cycle of a teacher
  - Alternate plan with a uniform percent increase between steps



# *Recommended Plan Analysis*

- In meeting the development parameters:
  - Minimum of \$400 between steps
  - No step is lower than the same step on the current plan
  - Average ranking across the plan meets the top third criteria
- Specific design principles
  - Min salary for BA is \$5 more than the current third ranked peer
  - Min salary for MA is \$2,725 above BA (avg increase of peers)
  - Min salary for MA+30 is \$2,000 above MA (avg increase of peers is \$1,600, but needed to increase to meet other parameters)
  - Min salary for PhD is \$1,500 above MA+30
- Framework design
  - Focused on the career cycle of a teacher
  - BA plan designed to keep teachers in the first half of career
  - Other plans greater focus on meeting min between steps and no step lower than the current plan
  - PhD plan is \$1,500 above MA+30 at every step



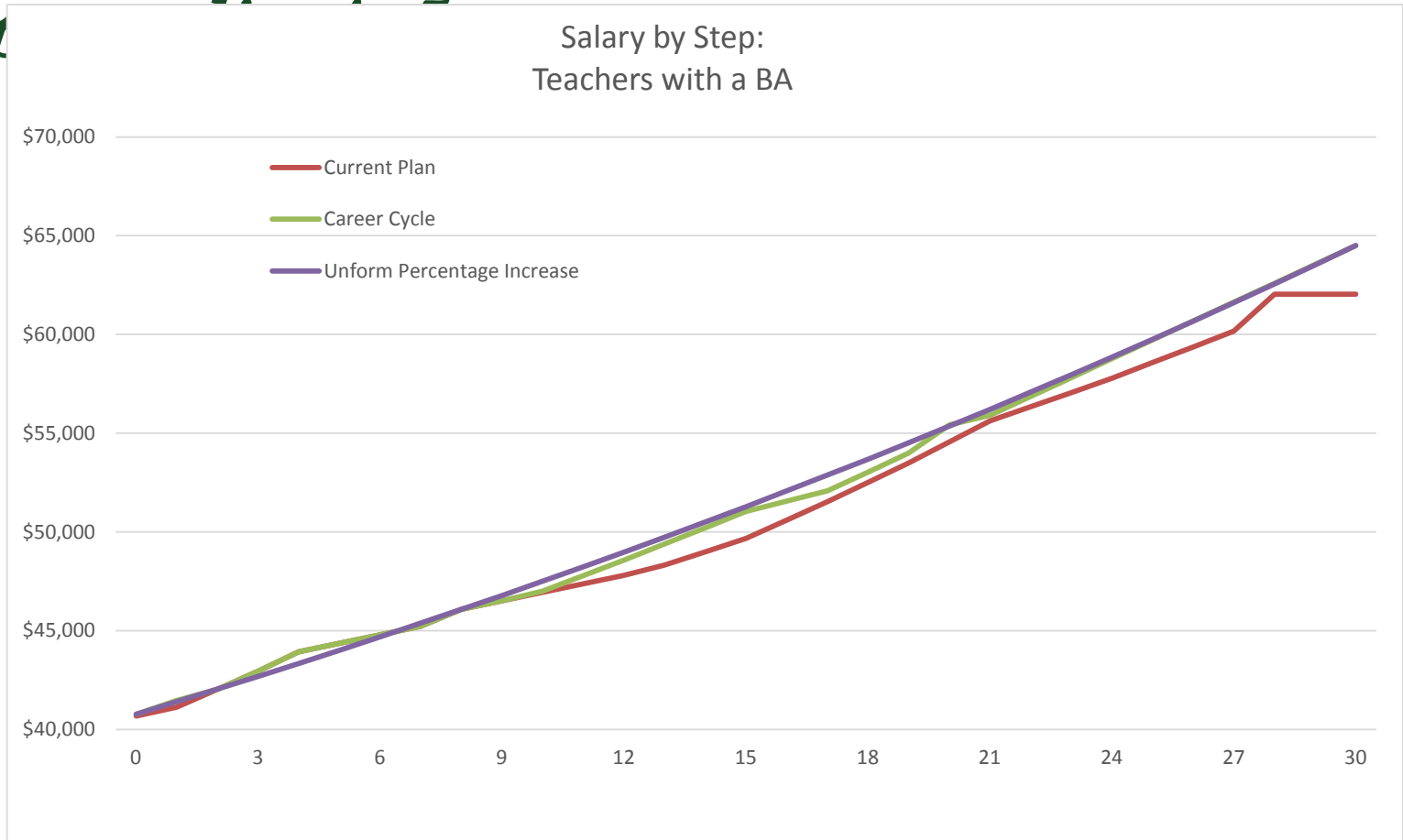
# *Alternate Plan Analysis*

- In meeting the development parameters:
  - Minimum of \$400 between steps
  - Five steps in the BA plan, two in the MA, and five in the MA +30 plan are below the same step on the current plan
  - Average ranking across the plan meets the top third criteria
- Specific design principles
  - Plan was designed to have the same minimum and a similar maximum as the recommended plan
  - Standard percentage increase was determined to meet similar minimum and maximum: 1.54 percent increase between steps



# Graph of BA Schedules

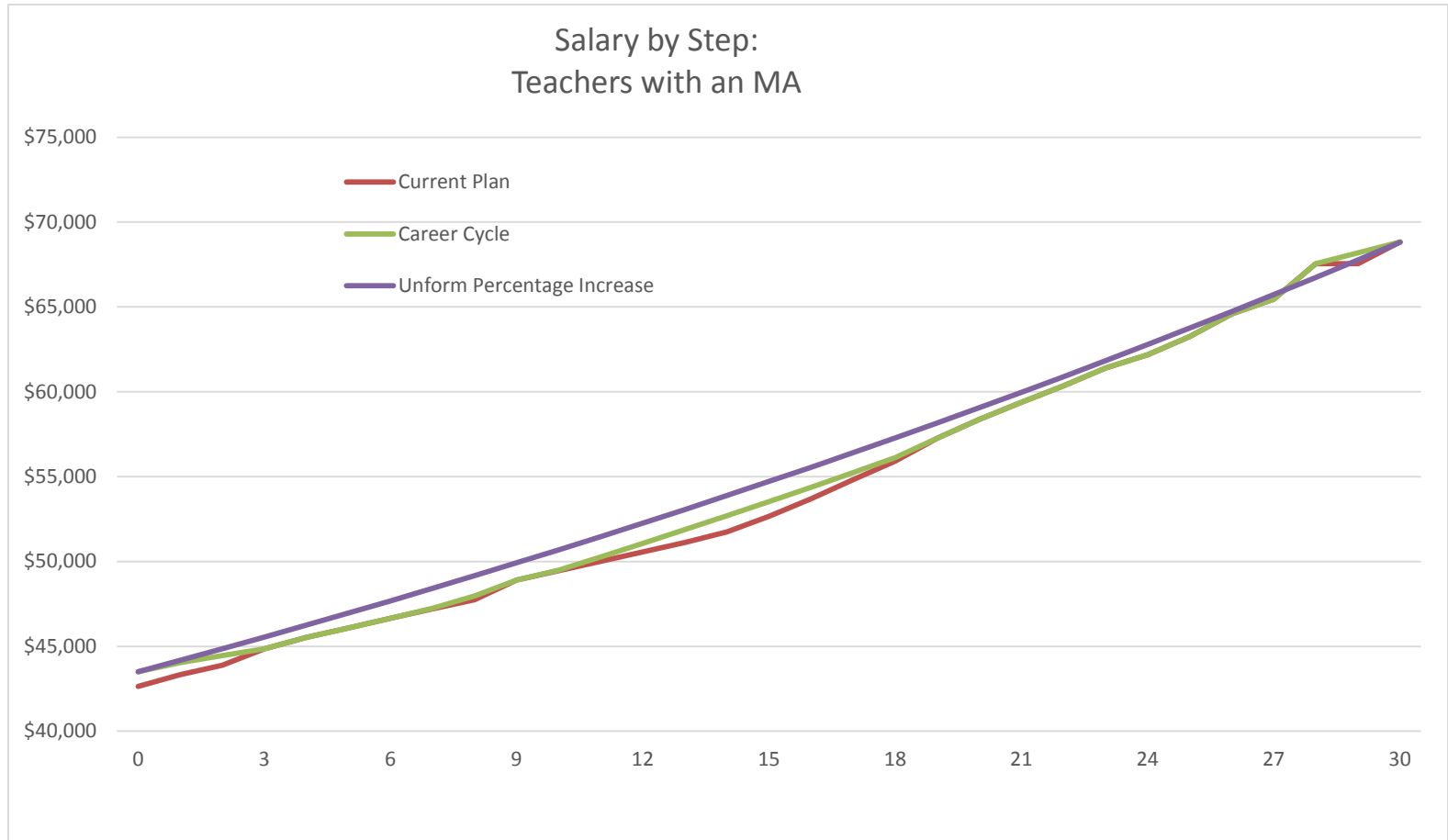
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Career Cycle = Recommended Plan  
Uniform Percentage Increase = Alternate Plan

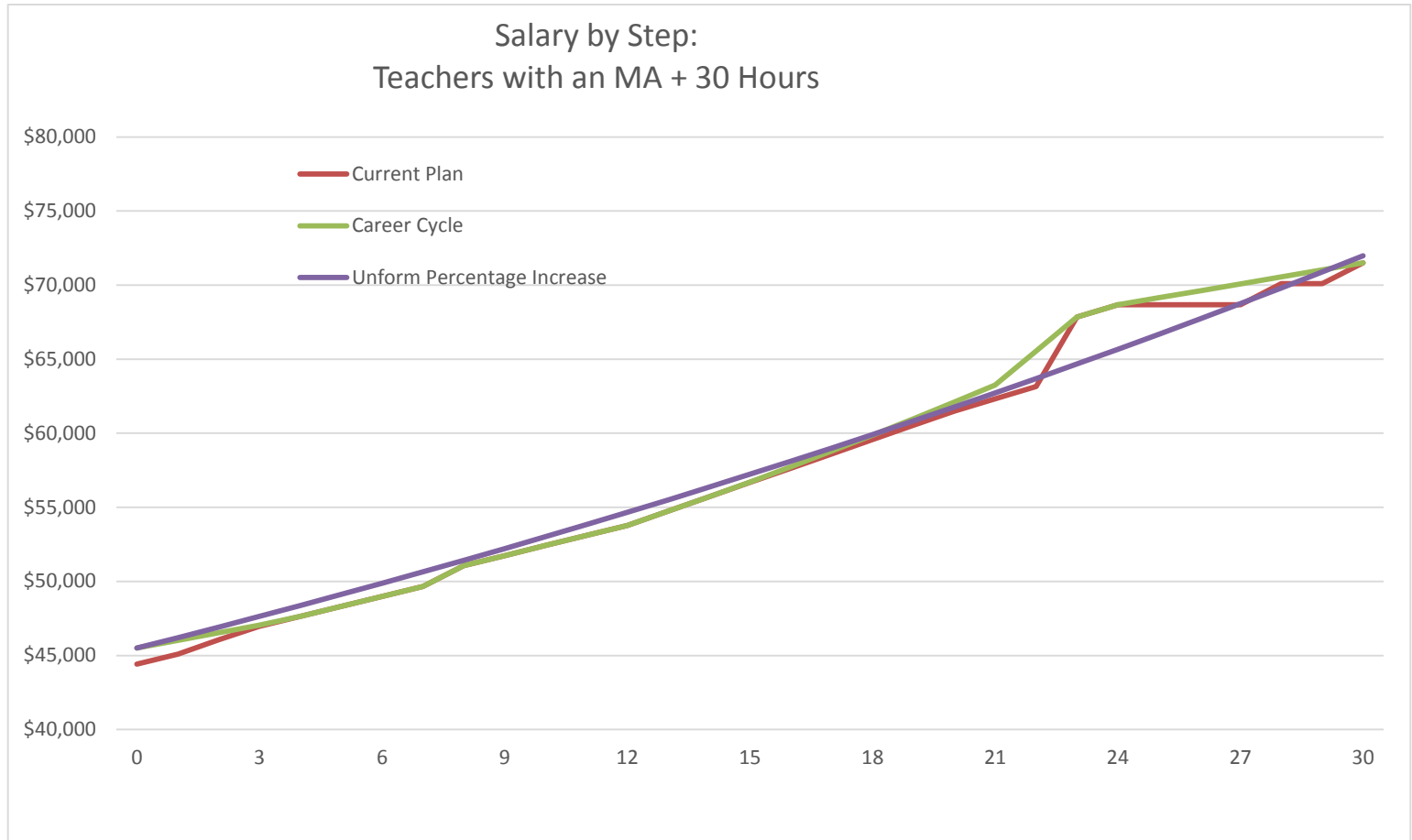


# Graph of MA Schedules – Appendix A-6



Career Cycle = Recommended Plan  
Uniform Percentage Increase = Alternate Plan

# Graph of MA+30 Schedules – Appendix A-7



Career Cycle = Recommended Plan  
Uniform Percentage Increase = Alternate Plan



# Pay Plan Overview and Cost

- Overview

Recommended	Minimum	Maximum	Avg Rank	York Current Plan Avg Rank	Alternate	Minimum	Maximum	Avg Rank
BA	\$40,780	\$64,505	2.5	3.5	BA	\$40,780	\$64,500	2.5
MA	\$43,505	\$68,822	2.7	3.4	MA	\$43,505	\$68,810	2.3
MA+30	\$45,505	\$71,494	2.1	2.6	MA+30	\$45,505	\$71,974	1.9
PhD	\$47,005	\$72,994	2.4		PhD	\$47,005	\$74,346	1.9

- Cost – found on Page 4-10 of the Final Report

Recommended - FY15	Salary Cost	Benefit Cost	Total Cost	Alternate - FY15	Salary	Benefits	Total Cost
No Steps Added	\$333,685	\$84,522	\$418,207	No Steps Added	\$678,194	\$171,787	\$849,981
One Step Added	\$942,074	\$238,627	\$1,180,701	One Step Added	\$1,286,164	\$325,785	\$1,611,949
One Step Added, One Step Restored	\$1,494,796	\$378,632	\$1,873,428	One Step Added, One Step Restored	\$1,872,067	\$474,195	\$2,346,262
One step added, Four Steps Restored	\$2,996,347	\$758,975	\$3,755,322	One step added, Four Steps Restored	\$3,376,922	\$855,374	\$4,232,296
One step added, Five Steps Restored	\$3,431,616	\$869,228	\$4,300,844	One step added, Five Steps Restored	\$3,808,648	\$964,731	\$4,773,379



# Pay Plan Transition Options

- Furthest Behind First – Page 4-11

Fiscal Year	Proposal	Budget Salary Cost Above Fiscal Year 2014	Budget Benefit Cost Above Fiscal Year 2014	Budget Total Cost Above Fiscal Year 2014
2015	One step for all teachers plus one additional step for all teachers who have missed five steps	\$1,372,298	\$347,603	\$1,719,901
2016	One step for all teachers plus one additional step for all teachers who have missed four steps	\$2,433,712	\$616,459	\$3,050,172
2017	One step for all teachers plus one additional step for all teachers who have missed three steps	\$3,555,613	\$900,637	\$4,456,250
2018	One step for all teachers plus one additional step for all teachers who have missed two steps	\$4,743,814	\$1,201,608	\$5,945,422
2019	One step for all teachers plus one additional step for all teachers who have missed one step	\$5,943,181	\$1,505,408	\$7,448,589
<b>Cumulative Cost Over Five Years</b>		<b>\$18,048,619</b>	<b>\$4,571,715</b>	<b>\$22,620,334</b>





# Pay Plan Transition Options

- Least Behind First – Page 4-11

Fiscal Year	Proposal	Budget Salary Cost Above Fiscal Year 2014	Budget Benefit Cost Above Fiscal Year 2014	Budget Total Cost Above Fiscal Year 2014
2015	One step for all teachers plus one additional step for all teachers who have missed at least one step	\$1,494,796	\$378,632	\$1,873,428
2016	One step for all teachers plus one additional step for all teachers who have missed at least one step	\$2,666,833	\$675,509	\$3,342,342
2017	One step for all teachers plus one additional step for all teachers who have missed at least one step	\$3,776,688	\$956,635	\$4,733,323
2018	One step for all teachers plus one additional step for all teachers who have missed at least one step	\$4,881,945	\$1,236,597	\$6,118,541
2019	One step for all teachers plus one additional step for all teachers who have missed at least one step	\$5,943,181	\$1,505,408	\$7,448,589
<b>Cumulative Cost Over Five Years</b>		<b>\$18,763,443</b>	<b>\$4,752,780</b>	<b>\$23,516,223</b>



# *Additional Supplements*

- Based on the data gathered from the market survey, the following additional supplements are recommended:
  - Implement a Phd pay plan
  - Implement the National Board Certified Teacher supplement at \$2,000 which places YCSD tied for third among peers offering the supplement
- Other supplements such as longevity (two peers provide) and hard to fill positions (no peer provides) are not recommended given the absence of these in the market



# *Recommendations*

- Recommendations found on Page 4-3 through Page 4-9 of the Final Report
- Implement the recommended plan
  - Meets as many parameters as possible
- Implement a PhD plan and National Board Certified Teacher supplement
- Restore five steps
  - Best case: restore all five at once
  - Alternative: restore five steps over five years



*Thank You!*

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