

**WASHINGTON ELEMENTARY SCHOOL DISTRICT No. 6**

TO: Governing Board X Action  
X Discussion  
FROM: Dr. Susan J. Cook, Superintendent Information  
1st Reading

DATE: April 10, 2008

AGENDA ITEM: Interest-Based Negotiations Recommendations for 2008-2009

INITIATED BY: IBN Team SUBMITTED BY: Dr. Susan J. Cook, Superintendent, and IBN Team  
Members Seith Lewis, Jessica Martinez, Ernie Talbott,  
David Velazquez, Justin Wing, and Suzanne Yeknik

GOVERNING BOARD POLICY REFERENCE OR STATUTORY CITATION: BBA and A.R.S. §15-502

**SUPPORTING DATA**

Funding Source: N/A  
 Budgeted: N/A

The 2007-2008 Interest-Based Negotiations Team was comprised of certified, classified, and administrative employee representatives. After completing training sessions on December 5 and 6, 2007, IBN Team members met on January 17, February 4, February 27, and March 12, 2008. Their work focused on the following areas:

- Market adjustment
- Individual adjustment
- Compression relief
- District service award
- Anomalies
- Stipends

The IBN Team utilized interest-based strategies, including consensus-building and trust-building techniques, in order to come to agreements about recommendations regarding compensation. The IBN Team unanimously supports the recommendations that resulted from their work.

The attached WESD decision-making template summarizes the IBN Team’s process and recommendations.

**SUMMARY AND RECOMMENDATION**

It is recommended the Governing Board approve the following (found on pages 2-3):

Superintendent \_\_\_\_\_

| <b>Board Action</b> | <b>Motion</b> | <b>Second</b> | <b>Aye</b> | <b>Nay</b> | <b>Abstain</b> |
|---------------------|---------------|---------------|------------|------------|----------------|
| Adams               |               |               |            |            |                |
| Braswell            |               |               |            |            |                |
| Kraft               |               |               |            |            |                |
| Lambert             |               |               |            |            |                |
| Maza                |               |               |            |            |                |

## Interest-Based Negotiations Recommendations for 2008-2009

April 10, 2008

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1. It is recommended the Governing Board approve salary compensation Option #1, including a \$635 market adjustment for certified employees (no market adjustment for classified, administrator, or professional employees), a 0.725% individual adjustment for certified employees (no individual adjustment for classified, administrator, or professional employees), the compression relief system for certified employees that is designated in *Attachment C* (no compression relief for classified administrator, or professional employees), and the District service award (one-time monies) of \$1,100 per employee for classified, administrator, and professional employees.
2. It is recommended the Governing Board approve the District service award (one-time monies) option 1c, which provides \$175 for certified employees in years one through five and an additional \$100 per five-year increment of employment as a teacher under contract with the District.
3. It is recommended the Governing Board approve that off-schedule employees receive one-time pay only.
4. It is recommended the Governing Board approve no increase to salaries at the end of each lane.
5. It is recommended the Governing Board approve considering speech therapists as part of the classified, administrator, professional employee group with regard to salary compensation.
6. It is recommended the Governing Board approve that one-time monies to certified employees be disbursed in a single payment and that one-time monies to classified, administrator, and professional employees be disbursed in two payments.
7. It is recommended the Governing Board approve aligning 80% of available Proposition 301 Pay for Performance funds to the school improvement goals and 20% of available Proposition 301 Pay for Performance funds to the teacher supervisory process.
8. It is recommended the Governing Board approve a salary increase to office support employees and administrators that matches the supplemental monies given to other employees; specifically, it is recommended that nonexempt employees receive a \$0.07 per hour increase and that exempt employees receive an annual increase of \$156.
9. It is recommended the Governing Board approve placing music therapists on the same salary schedule as social workers and placing music therapists on the salary schedule based on years of experience, comparable to placement of social workers with like experience. The projected cost for this adjustment is \$11,000.
10. It is recommended the Governing Board approve a starting pay rate of \$17.34 per hour for electricians, plumbers, HVAC, and working supervisors only; it is further recommended that the hourly rate of current employees in these positions be increased in order to avoid compression. The projected cost for this adjustment is \$49,834.00.
11. It is recommended the Governing Board approve a discretionary amount of \$50,000 for the superintendent to address anomalies that may be identified after the IBN process.
12. It is recommended the Governing Board approve that all appropriately certified and highly qualified special education, 7<sup>th</sup> and 8<sup>th</sup> grade mathematics, and 7<sup>th</sup> and 8<sup>th</sup> grade science teachers receive a one-time \$1,000 stipend to meet the demands of the labor market at a projected cost of \$300,000-400,000 to the maintenance and operations (M&O) budget for the 2008-2009 school year.

## **Interest-Based Negotiations Recommendations for 2008-2009**

**April 10, 2008**

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13. It is recommended the Governing Board approve that all program coaches receive a one-time \$1,000 stipend for extra work required during the 2008-2009 summer at a projected cost of \$12,095 to the maintenance and operations (M&O) budget for the 2008-2009 school year, with remaining costs paid from Title funds.
14. It is recommended the Governing Board approve that all employees occupying certified teacher positions at schools with achievement challenges, defined as schools facing federal or state consequences in the 2008-2009 school year, receive an hourly rate, as determined by the approved rate of Grade 21 on the non-exempt salary structure, to instruct after-school and Saturday classes. The projected cost of this recommendation is \$120,000.
15. It is recommended the Governing Board approve that psychologists who have the distinction of being a National Certified School Psychologist, or who possess a valid Arizona State Licensure in Psychology, or who have earned a Doctorate in Psychology, receive a one-time stipend of \$2,500.
16. It is recommended the Governing Board approve that psychologists who demonstrate proficiency in both English and Spanish languages receive a one-time stipend of \$3,000.
17. It is recommended the Governing Board approve that social workers who possess a valid Licensed Clinical Social Worker certificate receive a one-time stipend of \$2,500.
18. It is recommended the Governing Board approve that speech therapists who possess a valid Certificate of Clinical Competency receive a one-time stipend of \$2,500, or those who have earned a Doctorate in Speech Pathology receive a one-time stipend of \$1,000.
19. It is recommended the Governing Board approve that mobility/orientation specialists who possess a Mobility and Orientation Certificate receive a one-time stipend of \$2,500.
20. It is recommended the Governing Board approve that teachers who possess National Board Certification receive a one-time stipend of \$4,000. It is further recommended that future consideration be given to adding an activity requirement for receipt of the stipend after the first year.
21. It is recommended the Governing Board approve that teachers who have earned a doctorate degree receive a one-time stipend of \$1,000. It is further recommended that future consideration be given to the appropriateness of the dollar amount of this stipend.
22. It is recommended the Governing Board approve that future consideration be given to childcare opportunities for employees.

Washington Elementary School District

**Interest-Based Negotiations Recommendations for 2008-2009**

April 10, 2008

**I. Identifying the issue, problem, or concern from the perspective of involved stakeholders.**

Each school year, the Interest-Based Negotiations (IBN) Team analyzes the District's compensation programs and makes a recommendation to the Governing Board. The recommendation should meet the best interests of the District, including, but not limited to, meeting market demands, attracting and retaining highly qualified personnel, and enhancing work performance, all for the purpose of maximizing student achievement.

As IBN Team members pursued their charge this school year, they were cognizant of federal, state, and District economic factors that are likely to impact available revenues. They were particularly aware of the anticipated funding decline associated with recent declining student enrollment numbers.

In developing recommendations for 2008-2009, the IBN Team focused on the following six areas:

- Market adjustment
- Individual adjustment
- Compression relief
- District service award
- Anomalies
- Stipends

Please refer to *Attachment A* for a glossary of key terms that are used in the IBN process. *Attachment B* is a list of 2007-2008 IBN members.

**II. Identifying the options or alternatives that address the issue, problem, or concern, (including an option to maintain the status quo), utilizing the efficient and sufficient use of research and data.**

The IBN Team developed and analyzed 37 options regarding salary, compression, and retention of staff issues. Additionally, the IBN Team considered six anomaly groups and eight stipend proposals, as well as 15 employee morale issues and a proposal for the distribution of Proposition 301 "pay for performance" monies.

## Salary Options

After extensive analysis, and with careful scrutiny of interests that were identified by the Governing Board, the IBN team, and District employees, two basic salary options were identified for further consideration. Neither option includes the Supplemental Compensation Funds that were appropriated by the 2007 Arizona legislature and approved for distribution by the Governing Board on August 23, 2007.

- **Salary Option #1**

- Teachers
  - Market increase of \$635
  - Individual increase of 0.725%
  - Compression relief system that focuses on teachers with 11 to 15 years of experience (*Attachment C*)
  - District service award (one-time monies) – **three options:**
    - \$290 per teacher, regardless of years of experience (*option 1a*)
    - \$200 for first-year teacher; additional \$12 per year of experience (*option 1b*)
    - \$175 for teachers in years one through five; additional \$100 per five-year increment (*option 1c*)
- Classified, administrator, professional employees
  - No market increase
  - No individual increase
  - No compression relief
  - District service award (one-time monies) of \$1,100

- **Salary Option #2**

- Teachers
  - Market increase of \$635
  - Individual increase of 0.500%
  - No compression relief
  - District service award (one-time monies) – **three options:**
    - \$520 per teacher, regardless of years of experience (*option 2a*)
    - \$300 for first-year teacher; additional \$30 per year of experience (*option 2b*)
    - \$350 for teachers in years one through five; additional \$150 per five-year increment (*option 2c*)
- Classified, administrator, professional employees
  - Market increase of \$0.08 per hour for nonexempt employees and \$167.40 for full-time, 12-month exempt employees
  - Individual increase of 0.725%
  - No compression relief
  - District service award (one-time monies) of \$875

- **Consensus Recommendation: Salary Option #1**

### Other Salary Issues

- Options Regarding Teachers' One-time Monies, Included as Part of Salary Option #1
  - Three options
    - \$290 per teacher, regardless of years of experience (*option 1a*)
    - \$200 for first-year teacher; additional \$12 per year of experience (*option 1b*)
    - \$175 for teachers in years one through five; additional \$100 per five-year increment (*option 1c*)
  - Consensus recommendation: Option 1c
- Off-Schedule
  - Refers to situations where employees' individual pay is above the range maximum
  - Consensus recommendation: Off-schedule employees receive one-time pay only
- Ending Salaries
  - Is the ending salary on each lane of the teacher salary schedule to be increased by \$635?
    - Current salary at end of lane 5 is \$62,922
    - 70 employees on lane 5 are currently at or above \$62,922.
    - Rationale in support of increasing ending salaries:
      - Teachers have to be employed for over 30 years in order to reach the end of lane 5.
      - For recruiting purposes, would provide perception of greater salary opportunities
    - Rational in support of not increasing ending salaries:
      - WESD is above the market on ending salary for lane 5
      - No process to get to end of lane
  - Consensus recommendation: No increase to salary at end of each lane
- Speech Therapists
  - In which employee classification group should speech therapists fall with regard to salary recommendations?
  - Consensus recommendation: Treat speech therapists as part of classified, administrator, professional employee group
- Adjustment Between Lanes for Educational Advancement
  - This issue to be moved to "ongoing work" category for further, long-range consideration

- Tiered Salary System for Teachers
  - This issue to be moved to “ongoing work” category for further, long-range consideration
- Hiring Protocol
  - IBN subcommittee to pursue development of hiring salary placement procedures in accordance with IBN philosophy
- Timing for Distribution of One-Time Monies
  - Consensus recommendation: One pay for certified employees; two-pays for classified, administrator, professional employees

**Proposition 301 – Pay for Performance**

- Key Points
  - Applies to certified employees only
  - Since inception, has been based on school improvement plans in WESD
  - Arizona Department of Education has questioned if every certified employee contributes to school improvement plan
- Consensus Recommendation: Teachers to have opportunity to earn 80% of available Pay for Performance funds based on school improvement plan and remaining 20% based on teacher supervisory process

**Anomalies**

The IBN Team reviewed the following positions to determine if they are, indeed, anomalies, i.e., positions for which pay is not competitive with the market:

- Office Support Employees and Administrators
  - Identified as anomaly
  - Consensus recommendation: Salary increase that matches the supplemental monies given to other employees
    - Must have started WESD employment on or before 1/9/07 to qualify
    - Nonexempt employees to receive \$0.07 per hour
    - Exempt employees to receive \$156
- Music Therapists
  - Identified as anomaly
  - Options considered:
    - Create own salary schedule
    - Place on social worker salary schedule
    - Place on occupational therapist/physical therapist salary schedule

- Consensus recommendation: Place on same salary schedules as social workers, as market value is comparable; based on years of experience, place relative to social worker experience placement
- Total cost of resulting salary adjustment: \$11,000
- Occupational Therapists/Physical Therapists
  - Request for anomaly consideration was submitted by individual employees, not on behalf of whole group
  - Not identified as anomaly
  - Not considered hard-to-fill positions
- Trades Specialists (Electricians, Plumbers, HVAC only) and Working Supervisors
  - Identified as anomaly
    - Because of current vacancies, have to contract with outside vendors to meet some District needs in these trades areas; meeting needs in-house would represent significant savings
    - Vacancies negatively impact service to schools, sometimes impairing ability of schools to function optimally
    - Current noncompetitive pay rate impacts District's ability to attract and to retain employees
  - Consensus recommendation: Increase starting pay rate to \$17.34 per hour, and increase hourly rate for current personnel in order to avoid compression
  - Total cost of resulting salary adjustment: \$50,000
- Program Coaches
  - Request for anomaly consideration was not submitted
  - Concern is that some districts treat as quasi assistant principals with regard to salary
  - Not to be considered anomaly at this time; need to research practices in other districts with regard to hiring requirements, number of contract days, etc.
- Anomalies Identified After IBN Process
  - Consensus recommendation: Superintendent to address post-IBN requests for anomaly consideration via discretionary funds of \$50,000

### **Stipends**

A stipend is a fixed sum of money paid to an employee above and beyond his or her regular salary. Some stipends are paid to employees as an incentive for accepting a hard-to-fill position. Others reward employees for possessing a specialized certificate or licensure; still others compensate employees for performing a specified task or providing a particular service.



The IBN reviewed the following areas for possible stipend eligibility:

- **Hard-to-Fill Classroom Teaching Positions**
  - During 2007-2008, teachers in special education positions, teachers in seventh and/or eighth grade mathematics positions, and teachers in seventh and/or eighth grade science positions each received a \$1,000 stipend.
  - Consensus recommendation: Continue described practice for 2008-2009
  - Total projected cost: \$300,000 - \$400,000
  - Funding is from Title II
  
- **Program Coach Positions**
  - During 2007-2008, program coaches each received a \$1,000 stipend for completing additional required work during the summer.
  - Consensus recommendation: Continue described practice for 2008-2009
  - Total projected cost from M&O: \$12,095 (remaining funded through Title funds)
  
- **Teachers in Schools with Achievement Challenges**
  - During 2007-2008, teachers in schools for which there was potential of facing federal and/or state consequences during the school year received tutoring stipends at the approved rate for instructing after-school or Saturday classes.
  - Consensus recommendation: Continue described practice for 2008-2009
  - Total projected cost: \$120,000 (funded via carryover in 2007-2008; 2008-2009 funding requires further discussion)
  
- **Certified Professionals**
  - During 2007-2008, the following stipends were offered:
    - Psychologists - \$2,500 for being a National Certified School Psychologist, or for possessing valid Arizona State Licensure in Psychology, or for having earned a Doctorate in Psychology
    - Psychologists - \$3,000 for demonstrating proficiency in both English and Spanish languages
    - Social Workers - \$2,500 for possessing a valid Licensed Clinical Social Worker certificate
    - Speech Therapists - \$2,500 for possessing a valid Certificate of Clinical Competency, or \$1,000 for having earned a Doctorate in Speech Pathology
    - Mobility/Orientation Specialist - \$2,500 for possessing a Mobility and Orientation Certificate
  - Consensus recommendation: Continue described practice for 2008-2009
  
- **National Board Certified (NBC) Teachers**
  - Currently receive annual stipend of \$4,000, funded through Indian gaming, for possessing valid National Board Certification

- Consensus recommendation: Continue described practice for 2008-2009
- Consensus recommendation on studying and pursuing the following concept for future consideration:
  - During first year in District, NBC teacher would receive stipend automatically
  - After first year, to receive stipend NBC teacher would be required to participate in District- and school-selected activities that are above and beyond regular teacher job duties
- Teachers Having Earned Doctorate Degrees
  - Currently receive \$1,000 stipend for having earned a doctorate degree
  - Equity concern, because NBC teachers receive \$4,000 stipend
  - Consensus recommendation: Continue described practice for 2008-2009, but include equity concern as part of ongoing discussion for future consideration
- Master Teachers at Underperforming School
  - Suggestion that master teachers receive stipend for being placed, on rotating basis, at schools in need (underperforming or hard-to-staff schools)

Recommendation that task force be developed to study for future consideration

#### Teacher Compensation for Performing Additional Duties

- Suggestion that general/vocal and instrumental music teachers receive stipend for concerts
  - Some other districts pay \$1,000 stipend
  - Concern that concerts are scheduled differently at each school
  - Schools already have some discretionary money, and some teachers (honors band, honors choir) already receive stipend
  - Recommendation that this concept requires further study by IBN subcommittee
- Suggestion that team leaders/team specialists/grade-level chairs/committee work receive stipend for extra duties performed
  - Question about whether this would apply to employees other than teachers
  - Option that teachers receive recertification hours for extra duties mentioned
  - Recommendation that this will require further study, but that it is not to be addressed this year

### **Morale Considerations**

An IBN task force addressed working conditions, morale, and climate issues as a means of providing no-cost benefits to employees.

- Issues discussed:
  - Childcare for employees
  - Employee communication
  - Marketing
  - Retirement benefits
  - Flex-time
  - Payroll savings for classified employees
  - Major medical policies
  - Professional time
  - Working conditions
  - Dress code
  - School environment/furnishing staff lounges
  - WDEA, WPE, and other associations
  - Lane changing on certified salary schedule
  - Professional development for classified staff
  - Supervisory process for classified staff
  
- Task force agreed to focus on feasibility of providing employee childcare
  - Peoria Unified School District offers at \$600/month; no infants
  - Paradise Valley Unified School District offers at \$355/two-week pay period for unlimited number of children; includes infant care
  - Licensing is most challenging aspect
  - Consider partnering with John C. Lincoln or other agencies
  - Other considerations related to childcare
    - Possibility of offering employee discount for MOST (currently used by 90 employees)
    - Educating employees about flexible spending (pre-tax) option for childcare
  
- Consensus recommendation: Move forward in pursuing childcare opportunities for employees

**III. Identifying the advantages and disadvantages of each option, accounting for the effect on student achievement.**

**Salary Option #1 (recommended option)**

| <b>Advantages</b>  | <b>Disadvantages</b>  |
|--|---|
| The Governing Board, District employees (per survey), and IBN indicated desire to focus on compression | Ongoing monies only allocated to teachers, not to other employees |
| Honors commitment from last year to teachers in years 5, 10, 15, 20, etc.                              | Compression addressed in only certain areas                       |

|   |   |
|---|---|
| Increases starting salary for teachers  | Doesn't increase base salary level for non-teachers |
| Applies compression relief for teachers in individual market; avoids future teacher compression                                       | Does not offer long-term benefits to non-teachers   |
| All teachers receive at least \$635 increase; some receive more; percentage increase for teachers is greater than in Salary Option #2 |   |
| Regardless of pay grade or work calendar, all non-teachers receive same amount of District service award                              |   |

### **Salary Option #2**

| <b>Advantages</b>  | <b>Disadvantages</b>   |
|--|--|
| More advantageous to non-teachers than Salary Option #1, since more ongoing monies will help add to their lifetime earnings                                  | Doesn't address compression relief for any employees                           |
| Not committing to money for teachers that may not exist in the future (more one-time money and less ongoing money for teachers compared to Salary Option #1) | For teachers, individual percentage increase is lower than in Salary Option #1 |
| For non-teachers, addresses hourly employees more than it does exempt employees  | Doesn't have significant impact on non-teacher, exempt employees               |

### **Teachers' One-time Monies – Option 1a**

| <b>Advantages</b> | <b>Disadvantages</b>                    |
|-------------------|---|
|                   | Does not reward employees for longevity |

### **Teachers' One-time Monies – Option 1b**

| <b>Advantages</b>  | <b>Disadvantages</b> |
|--|----------------------|
| More money up front to newer employees to promote retention  |                      |
| Gives employees a little more money for each year of service; doesn't lump those with varying longevity together |                      |

### **Teachers' One-time Monies – Option 1c (recommended option)**

| <b>Advantages</b>   | <b>Disadvantages</b> |
|---|----------------------|
| Bigger reward for years of service  |                      |
| Gives more one-time money to employees who are off-schedule and who will not receive any other increase |                      |

### **Addressing Anomalies**

| <b>Advantages</b>   | <b>Disadvantages</b>  |
|---|---|
| Enables employee groups to remain competitive with their respective market groups, thereby enhancing employee retention | Will pursue addressing anomalies on a systematic, annual rotation in the future |
| Supports District's employee recruitment efforts  |   |
| Meets Governing Board's interests   |   |
| Meets IBN Team's interests  |   |
| Values classified employees   |   |

### **Stipends**

| <b>Advantages</b>   | <b>Disadvantages</b>  |
|---|---|
| Assists with attracting and retaining employees in hard-to-fill positions   | Need to determine if stipend amounts are sufficient to attract and retain employees |
| Assists with remaining competitive with surrounding districts that provide stipends   | Can create moral issues among employee groups                                       |
| Meets Governing Board's interests   | May be difficult to discern when a stipend is appropriate                           |
| Meets IBN Team's interests  |   |
| Assists with meeting federal and legal requirements   |   |
| Could result in a cost savings in special education if there is less reliance on contracting with external agencies for special education personnel |   |

## **IV. Identifying policy, legal and taxation consequences and/or implications.**

The following District policies have implications with regard to the IBN recommendations:

- Governing Board Policy GCB/GDB, Staff Compensation, specifies that the “Superintendent will provide recommendations on salaries and fringe benefits to the Board each year. After receipt of the Superintendent’s recommendations, the Board will annually establish the salaries and benefits for all employees within the budgetary constraints of the District.”
- Governing Board Policy GA, Personnel Goals/Priority Objectives, states that the “Board recognizes that dynamic and efficient staff members dedicated to education are necessary to maintain a constantly improving educational program. The Board is interested in its personnel as individuals, and it recognizes its responsibility for promoting the general welfare of the staff members.” Among the “personnel service goals” established by the Governing Board is a “staff compensation program sufficient to attract and retain qualified employees within the fiscal limitations of the District.”
- Governing Board Policy BDHA, Consultants (Interest Based Negotiation Team), outlines the responsibility of the IBN Team to include presenting “recommendations to the Governing Board with regard to...Employee salaries and benefits...Preparing all budget proposals related to changes in employee compensation”.
- The Strategic Plan adopted by the Governing Board includes the following values that most directly apply to IBN recommendations:
  - We value open and honest communication.
  - We value the health, safety, and welfare of our students, parents, community, and staff.
  - We value the commitment and contributions of all members of our diverse school community – students, parents, community, and staff.
  - We value our community, which entrusts us to responsibly manage the fiscal resources of the District.

**V. Preparing a cost-benefit analysis/cost assessment of each option.**

**Revenue for 2008-2009**

|  |                     |
|--|---------------------|
| <b>Total Estimated 2008-2009 Revenue</b> (accounts for reduced TEI and reduced ADM; presumes receipt of the 2% inflation factor) | \$ 147,628,300      |
| Less Estimated 2008-2009 Budget  | (\$ 142,497,886)    |
| <b>Total Balance</b> (includes estimated M&O budget  | <b>\$ 5,130,414</b> |

|                                      |  |
|--------------------------------------|--|
| balance carryforward of \$4 million) |  |
|--------------------------------------|--|

The following is a recap of the costs for each salary option:

|  | <u>Option 1</u>    | <u>Option 2</u>                        |
|--|--------------------|--|
| <b><i>Ongoing Distribution</i></b>                               |                    |  |
| Compression Relief<br>(Market + Individual + Compression Relief) | \$1,535,220        | \$1,632,880<br>(No Compression Relief) |
| Anomalies – Music Therapists                                     | \$8,756            | \$8,756                                |
| Anomalies – Electricians, Plumbers, HVAC and Supervisors         | \$49,844           | \$49,844                               |
| Match Supplemental<br>(Office Support and Administration)        | \$130,000          | \$130,000                              |
| <b>Total Cost – Ongoing</b>                                      | <b>\$1,723,820</b> | <b>\$1,821,480</b>                     |
|  |                    |  |
| <b><i>One-Time Distribution</i></b>                              |                    |  |
| One-Time Monies  | \$2,490,909        | \$2,482,499                            |
| Stipends<br>(Hard To Fill Stipend)*                              | \$355,600          | \$355,600                              |
| Superintendent’s Discretionary                                   | \$50,000           | \$50,000                               |
|  |                    |  |
| <b>Total Cost – One Time</b>                                     | <b>\$2,896,509</b> | <b>\$2,888,099</b>                     |
| <b>Total IBN Recommendation of Ongoing and One Time</b>          | <b>\$4,620,329</b> | <b>\$4,709,579</b>                     |

\* This is a one-time payment to employees who occupy a math, science, or special education teacher position. It is paid in two equal increments (one in December and one in May). This is listed as one-time because IBN must consider continuation each year. This is paid from Title II funds (this has been budgeted for).

## **VI. Seeking stakeholder feedback when relevant and/or necessary.**

The IBN Team is comprised of 17 members who, collectively, represent every employee group within the District. Via the District Intranet, employees were made aware of the IBN Team member(s) who represented the group to which they belong. Employees were encouraged to contact their representatives with questions and concerns, and Team members responded promptly to constituents’ inquiries.

In order to keep employees apprised of the IBN Team’s progress, written IBN communiqués were periodically e-mailed to employees and posted on the Intranet.

During January 2008, employees were asked to complete an online IBN Team salary survey. Survey results indicated that employees' primary concerns were compression and longevity, health benefits, compensation for extra duties, and salary increases that help balance out the rising cost of living.

**VII. Use conclusion(s) to develop a rationale and prepare recommendation(s) to present to the Governing Board for action.**

- a. Evidence of alignment with Strategic Plan.**
- b. Include any further Board decisions that may be required.**
- c. If a person or stakeholder group desires, they may prepare and submit a written minority report directly to the Governing Board for review and consideration.**

Recommendations:

- It is recommended the Governing Board approve salary compensation Option #1, including a \$635 market adjustment for certified employees (no market adjustment for classified, administrator, or professional employees), a 0.725% individual adjustment for certified employees (no individual adjustment for classified, administrator, or professional employees), the compression relief system for certified employees that is designated in *Attachment C* (no compression relief for classified administrator, or professional employees), and the District service award (one-time monies) of \$1,100 per employee for classified, administrator, and professional employees.
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- It is recommended the Governing Board approve considering speech therapists as part of the classified, administrator, professional employee group with regard to salary compensation.



- It is recommended the Governing Board approve that one-time monies to certified employees be disbursed in a single payment and that one-time monies to classified, administrator, and professional employees be disbursed in two payments.
- It is recommended the Governing Board approve aligning 80% of available Proposition 301 Pay for Performance funds to the school improvement goals and 20% of available Proposition 301 Pay for Performance funds to the teacher supervisory process.
- It is recommended the Governing Board approve a salary increase to office support employees and administrators that matches the supplemental monies given to other employees; specifically, it is recommended that nonexempt employees receive a \$0.07 per hour increase and that exempt employees receive an annual increase of \$156.
- It is recommended the Governing Board approve placing music therapists on the same salary schedule as social workers and placing music therapists on the salary schedule based on years of experience, comparable to placement of social workers with like experience. The projected cost for this adjustment is \$11,000.
- It is recommended the Governing Board approve a starting pay rate of \$17.34 per hour for electricians, plumbers, HVAC, and working supervisors only; it is further recommended that the hourly rate of current employees in these positions be increased in order to avoid compression. The projected cost for this adjustment is \$50,000.
- It is recommended the Governing Board approve a discretionary amount of \$50,000 for the superintendent to address anomalies that may be identified after the IBN process.
- It is recommended the Governing Board approve that all appropriately certified and highly qualified special education, 7<sup>th</sup> and 8<sup>th</sup> grade mathematics, and 7<sup>th</sup> and 8<sup>th</sup> grade science teachers receive a one-time \$1,000 stipend to meet the demands of the labor market at a projected cost of \$300,000-400,000 to the maintenance and operations (M&O) budget for the 2008-2009 school year.
- It is recommended the Governing Board approve that all program coaches receive a one-time \$1,000 stipend for extra work required during the 2008-2009 summer at a projected cost of \$12,095 to the maintenance and operations (M&O) budget for the 2008-2009 school year, with remaining costs paid from Title funds.
- It is recommended the Governing Board approve that all employees occupying certified teacher positions at schools with achievement challenges, defined as schools facing federal or state consequences in the 2008-2009 school year, receive

an hourly rate, as determined by the approved rate of Grade 21 on the non-exempt salary structure, to instruct after-school and Saturday classes. The projected cost of this recommendation is \$120,000.

- It is recommended the Governing Board approve that psychologists who have the distinction of being a National Certified School Psychologist, or who possess a valid Arizona State Licensure in Psychology, or who have earned a Doctorate in Psychology, receive a one-time stipend of \$2,500.
- It is recommended the Governing Board approve that psychologists who demonstrate proficiency in both English and Spanish languages receive a one-time stipend of \$3,000.
- It is recommended the Governing Board approve that social workers who possess a valid Licensed Clinical Social Worker certificate receive a one-time stipend of \$2,500.
- It is recommended the Governing Board approve that speech therapists who possess a valid Certificate of Clinical Competency receive a one-time stipend of \$2,500, or those who have earned a Doctorate in Speech Pathology receive a one-time stipend of \$1,000.
- It is recommended the Governing Board approve that mobility/orientation specialists who possess a Mobility and Orientation Certificate receive a one-time stipend of \$2,500.
- It is recommended the Governing Board approve that teachers who possess National Board Certification receive a one-time stipend of \$4,000. It is further recommended that future consideration be given to adding an activity requirement for receipt of the stipend after the first year.
- It is recommended the Governing Board approve that teachers who have earned a doctorate degree receive a one-time stipend of \$1,000. It is further recommended that future consideration be given to the appropriateness of the dollar amount of this stipend.
- It is recommended the Governing Board approve that future consideration be given to childcare opportunities for employees.

Caveats:

Because of the declining enrollment and the increase in the number of beginning teachers (resulting in a reduced Teacher Experience Index), fiscal resources during Fiscal Year 09 will need to be expended prudently.

It is anticipated that the available dollars for a compensation package for 2009-2010 may be limited, pending the Legislature's appropriation of funding for education among other factors, e.g. student enrollment, passage of a potential K-3 Override in November 2009, and the potential for redistricting.

Future agenda items brought to the Governing Board may be impacted by limited resources. For example, the attendance incentives will be carefully analyzed before a recommendation is offered to the Governing Board.