



Learners   Community   Challenge   Growth

Superintendent's Funding Request  
2013-2014



## Goals

- Ensure students graduate with the knowledge and skills to be successful in further education and the workforce.
- Close gaps in achievement.
- Recruit, develop, and retain high quality teachers, administrators, and support staff.
- Institute a continuous improvement process to ensure effectiveness and competitive performance.
- Establish efficient, transparent systems for the allocation and alignment of resources to support the division's vision, mission, and goals.

## Accomack County Public Schools

*Strategic Planning: Values, Vision, Mission, and Goals*



**Goal 1:** Ensure students graduate with the knowledge and skills to be successful in further education and the workforce.

- Engage all students in authentic, rigorous work.
- Expand opportunities for students to explore and pursue career opportunities.
- Ensure students enter the 9th grade with the knowledge, skills, necessary support, guidance, and a plan to succeed in a course of study leading to further education and entry into the workforce.
- Ensure students connect what they have learned with new learning by aligning the curriculum vertically.

**Goal 2:** Close gaps in achievement.

- Use observational and student growth data to improve teaching and learning for all membership groups.
- Implement a learning community model to improve collaboration, effectiveness, and student outcomes.
- Ensure inclusion model and English-language learner support structures are effectively implemented.
- Respond to instructional audit recommendations, ensuring identified practices are in place.

**Goal 3:** Recruit, develop, and retain high quality teachers, administrators, and support staff.

- Expand and enhance recruiting efforts.
- Develop, implement, and refine a three-year induction program for novice teachers.
- Identify professional development priorities, aligning processes and resources.
- Research, identify, and implement additional strategies to improve retention in critical need areas.
- Implement performance-based evaluation systems for all employees.

**Goal 4:** Institute a continuous improvement process to ensure effectiveness and competitive performance.

- Establish and implement a well-defined process for universal strategic planning at the division, department and school levels, including performance measures.
- Conduct program and department audits.

**Goal 5:** Establish efficient, transparent systems for the allocation and alignment of resources to support the division's vision, mission, and goals.

- Develop and implement division-wide staffing formulas for all departments.
- Benchmark, analyze, develop, and implement revised compensation model.
- Plan use and allocation of operational and grant funds in an integrated manner.

Achieving Today....

Succeeding Tomorrow.

What We Value:

Learners  
Community  
Challenge  
Growth

Our Vision:

ACPS will be a community of diverse learners where all members are valued, challenged, and expected to grow.

Our Mission:

Provide a safe, engaging, student-centered environment where all learners are challenged, encouraged, and supported to maximize growth and be prepared for further education, citizenship, and work.

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# How do we measure success?

One child at a time.



*Our staff* is the **most significant factor** in our success.

This funding request places particular emphasis on funding support for Goal 3, recruiting, developing, and retaining high-quality teachers, administrators, and support staff.



# Budget Goals

- Aligning our compensation model with our cohort group;
- Realigning support for professional development strategies already identified to support the implementation of a challenging curriculum and the delivery of instruction that provides authentic connections to engage students; and,
- Improving workforce and college readiness through increased focus on our implementation of a challenging curriculum and delivery of instruction that provides authentic connections to engage students.

“We need to **fund education well**, while also looking for innovative and creative ways to ensure that our children are getting the very best education in the nation.”

*~ Bob McDonnell, as a candidate for Governor*

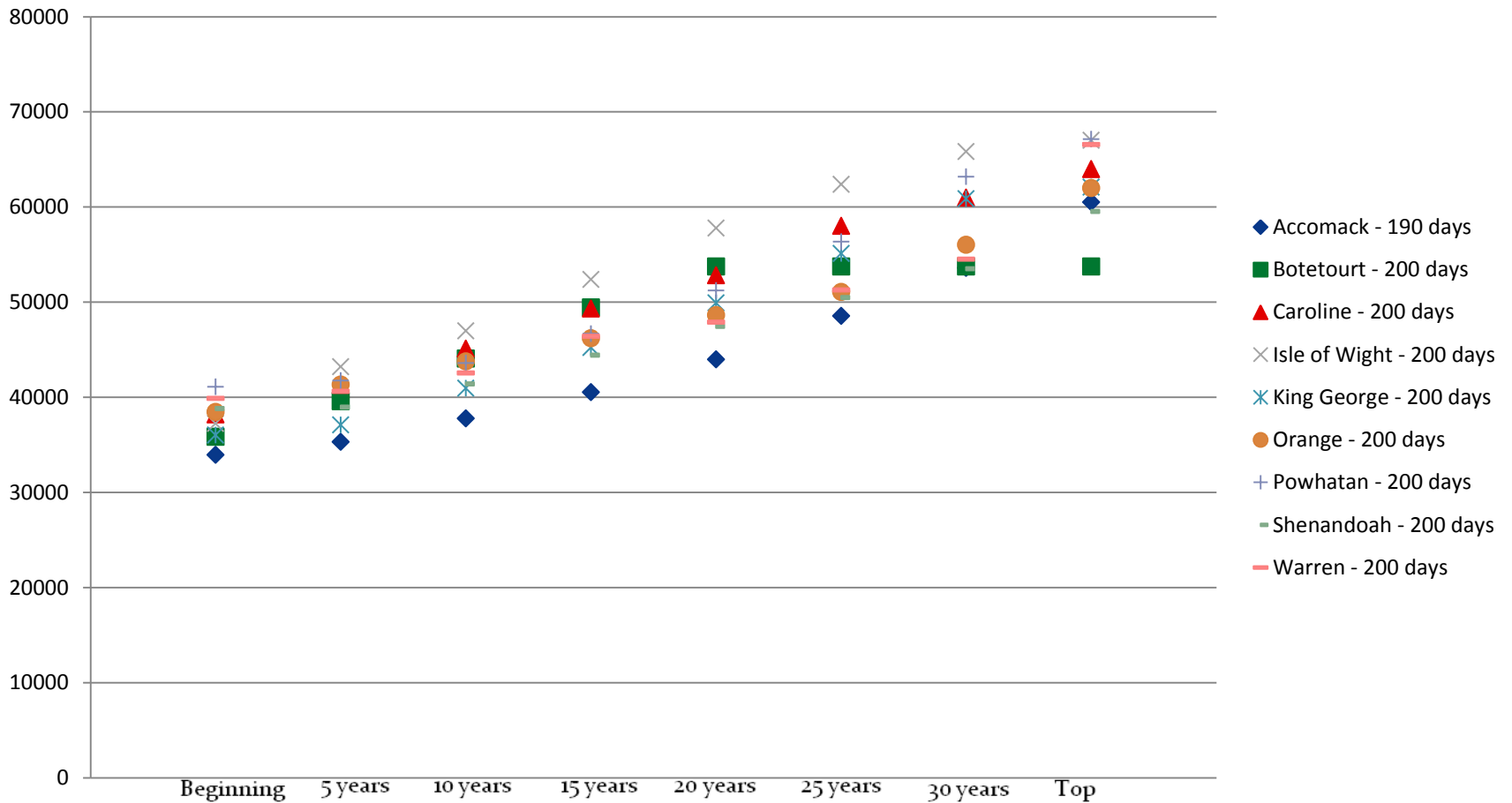
Governor is asking the General Assembly to fund the Commonwealth's share of a 2% raise for teachers, as well as incentives for STEM-H (Science, Technology, Engineering, Math, and Health) teachers and support for professional development.

Governor's proposal *only pertains to SOQ (Standards of Quality) instructional positions* and requires a local match.

The Governor's proposal does not address school division employees outside of the Standards of Quality.

# Cohort Comparison

## *Teacher Salaries*





A 2% across-the-board salary increase will not begin to address inequities within our compensation model.

The School Board formally adopted a comparison group of 8 school divisions similar to Accomack County Public Schools.

An analysis of teacher compensation at various years of experience across these divisions shows that while our teacher salaries are within the range of the other divisions above 30 years of experience, they are out of range at other years of experience with gap variability ranging from 0.67% to 9.32%.

A ***differentiated*** distribution of funds based on the size of the gap must be applied to begin to move teachers at various years of experience toward the target level of compensation.

Gap variability ranges  
from 0.67% to 9.32%.

Teachers  
with 4 to 21 years  
are the most out of target.

As we raise expectations for increased levels of critical thinking, student engagement, and authentic opportunities for students to apply what they know in our classrooms, there is a need for additional support for our teaching professionals, in both terms of time and professional development.

The number of contract days in our teacher contracts is **among the lowest** in Virginia at **190 days**.

All of the school divisions in our comparison group issue 200 day teacher contracts.

**Accomack County Public Schools  
Administrator and Classified Pay Ranges**

Classified Hiring Range Guideline	Minimum	Up to 5%	Up to 10%	Up to 15%	Up to 20%	Up to Midpoint and Beyond
	Meets minimum requirements	1 year to less than 3 years relevant experience	3 years to less than 5 years relevant experience	5 years to less than 7 years relevant experience	More than 7 years relevant experience	Requires Superintendent and Board Approval
Administrative Hiring Range Guideline	Range Minimum(Base) + (Base x 1% per year for total experience) + (Base x 1% per year for relevant experience)					Requires Superintendent and Board Approval

Factors considered: nature of job responsibilities, total experience, years experience in similar positions, and level of education

The Superintendent is authorized to grant or withhold up to 5% credit for quasi-administrative experience or to achieve greater equity between salaries.

Salary ranges do not include stipends for advanced degrees.

Contract Name	Beginning Salary	Middle Salary	Maximum Salary
Bus Drivers	\$ 8,495	\$ 11,028	\$ 14,614
Teaching Assistants	\$ 16,389	\$ 20,786	\$ 26,891
School Secretary I-A	\$ 16,452	\$ 23,039	\$ 32,906
Custodial	\$ 19,029	\$ 25,108	\$ 33,793
Receptionist	\$ 20,862	\$ 29,215	\$ 41,728
School Secretary I-B	\$ 20,862	\$ 29,215	\$ 41,724
Admin. Sec. I	\$ 22,997	\$ 32,207	\$ 46,001
School Secretary II	\$ 22,997	\$ 32,207	\$ 46,001
Account Clerk I	\$ 25,366	\$ 35,520	\$ 50,733
Admin. Sec. II	\$ 25,366	\$ 35,520	\$ 50,733
Sign Language Interpreter	\$ 27,152	\$ 34,437	\$ 44,547
Account Clerk II	\$ 28,473	\$ 39,873	\$ 56,947
Admin. Sec. III	\$ 28,473	\$ 39,873	\$ 56,947
Computer Repair Tech	\$ 30,789	\$ 39,048	\$ 49,523
Custodial Supervisor	\$ 32,952	\$ 41,790	\$ 54,060
Data Specialist	\$ 33,941	\$ 44,832	\$ 60,507
School Nurse	\$ 33,941	\$ 44,832	\$ 60,507
Analyst	\$ 47,581	\$ 62,637	\$ 75,306
Elem. Asst. Principal	\$ 48,292	\$ 61,360	\$ 77,292
MS Asst. Principal	\$ 49,655	\$ 63,192	\$ 79,747
Transportation Supervisor	\$ 50,840	\$ 61,976	\$ 77,059
Food Serv. Supervisor	\$ 50,967	\$ 62,129	\$ 77,249
Health Serv. Coordinator	\$ 51,316	\$ 60,125	\$ 71,858
HS Asst. Principal	\$ 51,864	\$ 66,038	\$ 83,284
Elem. Principal	\$ 56,576	\$ 71,256	\$ 86,360
MS Principal	\$ 59,177	\$ 74,553	\$ 90,278
Coordinator	\$ 59,568	\$ 75,058	\$ 89,512
Facilities Coordinator	\$ 60,716	\$ 71,139	\$ 85,017
Director	\$ 61,688	\$ 77,672	\$ 93,251
HS Principal	\$ 65,525	\$ 82,509	\$ 100,052
Finance Director	\$ 68,481	\$ 80,237	\$ 95,890
Asst. Superintendent	\$ 74,636	\$ 92,964	\$ 109,484

## Analysis – Substitute Pay

Rates	Accomack	Botetourt	Caroline	Isle of Wight	King George	Orange	Powhatan	Shenandoah	Warren
Teacher (non-degree)	\$47.00	\$75.00 +\$28.00	\$55.00 +\$8.00	\$71.00 +\$24.00	\$55.00 +\$8.00	\$65.00 +\$18.00	\$62.40 +\$15.40	\$60.00 +\$13.00	\$55.00 +\$8.00
Teacher (degreed)	\$57.00	\$75.00 +\$18.00	\$72.00 +\$15.00	\$79.25 +\$22.25	\$85.00 +\$28.00	\$90.00 +\$33.00	\$72.80 +\$15.80	\$75.00 +\$18.00	\$60.00 +\$3.00
Teacher (long-term) with BS	\$178.64 6 consecutive days	Per diem rate of pay 21 consecutive days	\$151.60 6 consecutive days	\$122.50 11 consecutive day	\$155.00 12 consecutive days		\$185.00 16 consecutive days	\$150.00 12 consecutive days	\$90.00 30 consecutive days.
Instructional Assistant	\$40.00	\$56.00 +\$16.00	\$55.00 +\$15.00	\$53.55 +\$13.55	\$47.00 +\$7.00	\$48.00 +\$8.00	\$56.16 +\$16.16	\$53.55 +\$13.55	\$55.00 +\$15.00

## Recommendation – Substitute Pay

Rates	Accomack
Teacher (non-degree)	\$55.00
Teacher (degreed)	\$67.00
Teacher (long-term) with BS	\$178.64 6 consecutive days
Instructional Assistant	\$45.00



## **Analysis - Early Retirement Incentive**

- Accomack County pays retirees 10% of their retirement salary as a daily rate for 10 days of substitute teaching or working in a job similar to their last job. Accomack also allows retirees to remain on the group health insurance policy; however the retiree has to pay the full cost.
- None of the school division's in our cohort have a benefit similar to our 10% for 10 days.
- Most school divisions allowed retirees to remain on their group health insurance policy and pay the full cost of the premium. This is their only ERI.
- In Powhatan, retirees must have served at least 10 years in the division before they are eligible for ERI. The retiree only pays 75% of their health insurance rate and the division pays 25%. This is limited to 5 years and reviewed each year as a budget item.
- In Isle of Wight retirees are offered health insurance benefits at the group rate only if they agree to substitute (at no expense to the division) for 25 days over a 5 year period of time.

## **Recommendation - Early Retirement Incentive**

- Eliminate 10% for 10 days as of July 1, 2014 for new retirees.
- Allow retirees to remain on group health insurance with retiree paying full cost.

# Support for Capital Improvement Program



2% across-the-board salary increases  
Compensation equity  
Health insurance  
Classroom materials and supplies  
Professional development  
Planning support for STEM-H, teacher cadets

**Above the Line**

**Below the Line**

Guidance support/staffing  
Technology staffing (instructional and technical)  
Arts staffing  
Talented and Gifted staffing  
New teacher mentors  
Athletics  
Universal pre-K

# Operate Sustainably



- Utilize salary lapse to offset portion of recurring costs
- Utilize carry forward to offset one-time costs
- Maintain  $\sim 4\%$  contingency

# Proposed Expenses vs. Projected Revenues

(\$472,668)





The economic forecast is still unclear.

We may be challenged  
by slow economic recovery,  
but we know that

**strong  
K-12 public  
schools**  
are directly linked to  
**economic prosperity.**