



ALEDO ISD BOARD MEETING TEMPLATE

MEETING DATE: April 18, 2016

AGENDA ITEM: TASB Pay Systems Review

PRESENTER: Earl Husfeld

ALIGNS TO BOARD GOAL(S): Financial/Facilities – The District shall exhibit excellence in financial and facility planning, management, and stewardship.

BACKGROUND INFORMATION:

- In September 2015, the District contracted with Texas Association of School Boards (TASB) to conduct a comprehensive review of our employee compensation plan in order to compare Aledo ISD with our market. Our market was defined as school districts that are either near us that we compete with for staff or districts that are similar in size and demographics.
- A previous review of this nature was performed by TASB during the 2012-2013 year with that report presented to the Board of Trustees in April 2013.

ADMINISTRATIVE CONSIDERATIONS:

- Zach Hobbs, HR Consultant with TASB, will share the results of the TASB review with the Board of Trustees during this evening's meeting and explain the project activities, data sources, market comparisons, etc.

FISCAL NOTE:

None at this time – Informational Report

ADMINISTRATIVE RECOMMENDATION:

None at this time – Informational Report

Pay Systems Review

Aledo Independent School District

Zach Hobbs
HR Consultant
April 18, 2016

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Aledo Independent School District (AISD) engaged the HR Services Division of the Texas Association of School Boards (TASB) to conduct a comprehensive review of its employee compensation plan. The HR Services Division has been providing compensation consulting and support services to Texas schools for over 30 years. This report presents a summary of the findings and recommendations from this project with supporting data.

Purpose of Study

This study was conducted to objectively examine the competitive job market and determine whether pay practices are internally fair and externally competitive. The primary goals for the project included the following:

- evaluate competitive market prices for key benchmark jobs;
- determine whether employees are being paid within an appropriate market range;
- determine whether jobs are placed correctly in the pay structure;
- build or align district pay structures with the competitive job market;
- develop an affordable implementation plan with recommended pay adjustments; and
- review and recommend administrative guidelines for managing pay systems.

All employee groups were included in this study, including:

- Teachers (and related instructional staff);
- Administrative/Professional;
- Clerical/Paraprofessional; and
- Auxiliary

Project Activities

The following work tasks were completed during the study.

- **Initial planning and data collection**
Consultants conferred with district administrators to ensure a clear understanding of the concerns and objectives for the study. Pay data collected on personnel employed at the start of the project was used for modeling proposed pay plans and costs.
- **Assess competitive pay levels for common jobs**
The competitive job market group was approved by the district. Consultants analyzed market data to determine where the district is at risk and identified priorities for pay system improvements.
- **Review job classifications**
Consultants reviewed job classifications and market pricing. Consultants also reviewed the exemption status of jobs for compliance with the Fair Labor Standards Act (FLSA).

- **Build or align pay range structures**
Pay structures were built or adjusted based on market benchmark rates. Pay structures were designed to provide competitive pay ranges and internal pay system controls.
- **Design implementation plan with recommended pay adjustments**
The implementation plan was designed to achieve the following:
 - provide a general pay increase to all employees paid within their pay range;
 - adjust all employees up to the minimum pay rate for their position;
 - add targeted adjustments to improve pay for identified employees at risk; and
 - hold harmless employees who are paid above the recommended maximum rates.
- **Review a draft of findings and recommendations and deliver a final report**
Consultants met with district leaders to review the initial draft of findings and recommendations.

Additional information about pay systems can be found in Appendix C – Understanding Pay Systems.

Data Sources

Data sources for this project were obtained from:

- District employee records;
- Peer districts;
- TASB annual surveys of salaries and wages in Texas schools; and
- Third-party salary surveys of the local metro area.

Market Comparisons

Comparison districts were selected on the basis of enrollment and location. School district data was obtained from the most recent available surveys conducted by TASB HR Services. Non-school market data for the Dallas metro area from multiple third-party sources was incorporated for positions with similar jobs outside of K-12 education. Statewide market data on districts of comparable size was used for high-level central administrator jobs.

Exhibit 1 – Comparison Districts

District	Enrollment ¹	Salaries	Stipends
Aledo ISD	5,037		
Azle ISD	6,156	✓	✓
Burleson ISD	10,983	✓	✓
Carroll ISD	7,884	✓	✓
Castleberry ISD	4,076	✓	✓
Cleburne ISD	6,573	✓	✓
Eagle Mountain-Saginaw ISD	18,659	✓	✓
Fort Worth ISD	85,975	✓	✓
Granbury ISD	6,869	✓	✓
Joshua ISD	5,025	✓	
Keller ISD	33,619	✓	✓
Northwest ISD	19,831	✓	✓
Weatherford ISD	7,735	✓	✓
White Settlement ISD	6,664	✓	✓

¹ Source: 2014-15 PEIMS Standard Reports

Background

District Profile



550+ Employees



5,030+ Students



**4 Elementary Schools
1 Intermediate School
1 Middle School
1 Ninth Grade Campus
1 High School**

Aledo ISD is located in Parker County, with a small portion extending into western Tarrant County. The district is bordered by both large districts, such as Fort Worth and Eagle Mountain-Saginaw, as well as smaller districts, such as Azle, Weatherford, Granbury, and Godley. The district has a reputation of high academic achievement and an experienced teaching staff.

TASB HR Services initially performed pay system development for Aledo ISD during the 2012-13 school year.

Teachers – Current Environment

Aledo ISD has an experienced teaching staff overall with an average of 13.7 years of total experience. Aledo is a fast-growth district and has seen about an eight percent increase in student enrollment over the past five years. The addition of teachers has been necessary to accommodate the student growth. Approximately 14 percent of teachers are new to the district this year. Eighty-two percent of new hires were experienced teachers and more than half of new teachers hired have over five years of experience. Aledo ISD continues to attract teachers with prior experience and has maintained a good balance of experienced teachers.

Exhibit 2 – Distribution of Teachers, Nurses, and Librarians by Experience

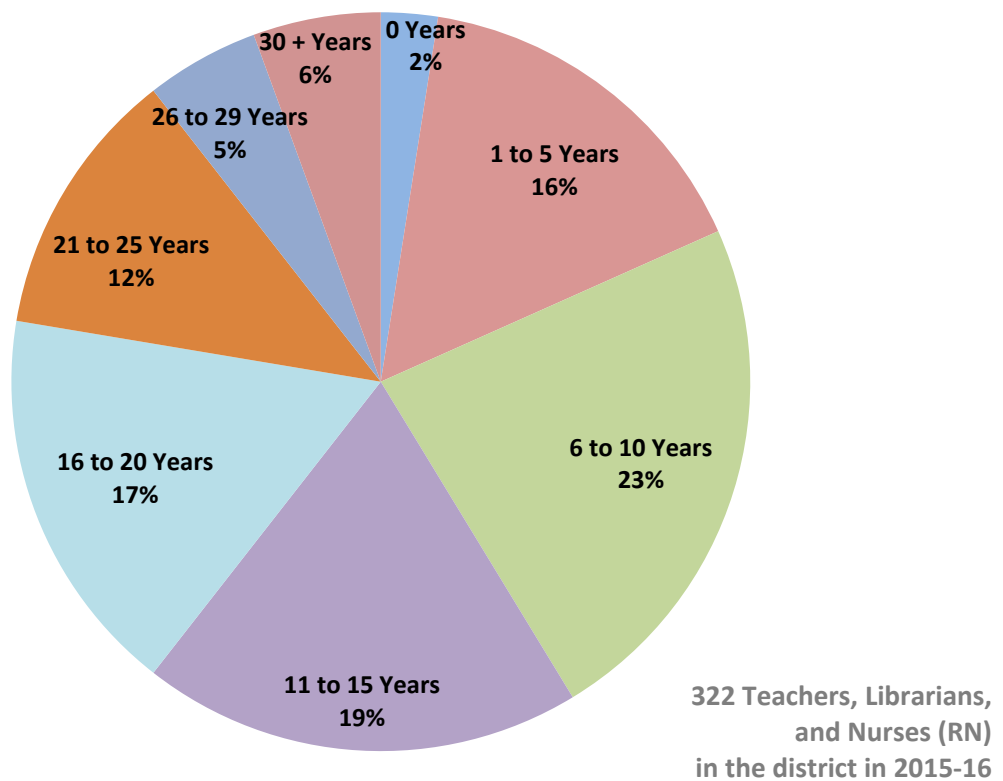
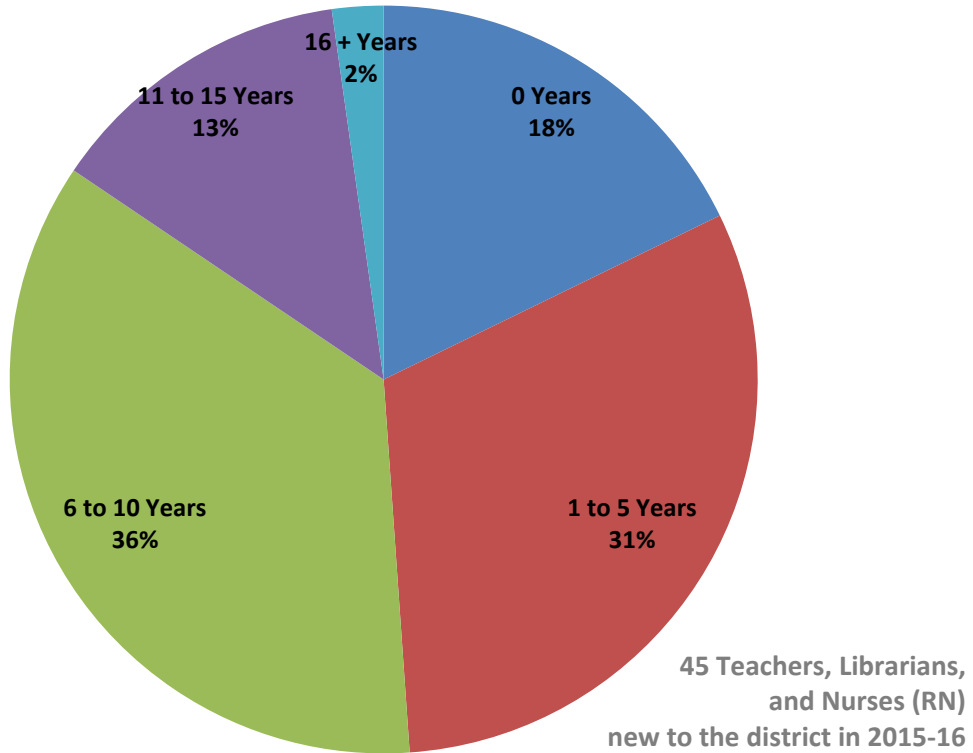


Exhibit 3 – Experience of Newly Hired Teachers, Nurses, and Librarians



Teachers – Market Comparison

Teacher starting pay is competitive, but slips slightly below the market median at 5 years and beyond. Despite lagging the market, Aledo has been able to attract and retain experienced teachers.

Exhibit 4 – Teacher Salary Schedule Comparison

	Beginning Salary	5-year Salary	10-year Salary	15-year Salary	20-year Salary	Highest Schedule
Aledo ISD Salary	\$48,950	\$49,950	\$51,285	\$52,286	\$54,616	\$64,792
Local Market Median	\$48,775	\$50,551	\$52,101	\$53,489	\$56,233	\$67,450
Percent of Market Median	100%	99%	98%	98%	97%	96%
Difference to Median	\$175	-\$601	-\$816	-\$1,203	-\$1,617	-\$2,658

Teacher Incentives: Aledo ISD pays a \$500 stipend for a master’s degree. Ten of the 13 peer districts currently pay a master’s degree, with a median value of \$1,250. All but one of the peer districts pay a bilingual stipend with a market median of \$3,500. Most of Aledo’s market group do not pay teaching stipends for content shortage fields. Aledo ISD currently does not pay bilingual or content shortage field stipends.

Exhibit 5 – Teacher Stipend Comparison

Stipend	Aledo ISD	Median Stipend	Districts Reporting
Master’s Degree	\$500	\$1,250	10 of 13
Secondary Math	-	\$2,150	2 of 13
Secondary Science	-	\$2,150	2 of 13
Special Education - General/Resource	-	\$2,225	2 of 13
Special Education - Self-Contained	-	\$2,040	3 of 13
Bilingual	-	\$3,500	12 of 13
ESL	-	\$563	4 of 13
Signing Bonus	-	\$2,000	3 of 13
Other Incentive	-	\$2,000	5 of 13

The following market comparison graphs in this section reflect the market benchmark job titles. The corresponding district job titles are reflected on the market comparison tables located in the Detailed Market Comparison Tables appendix of this report.

Exempt Positions – Current Environment

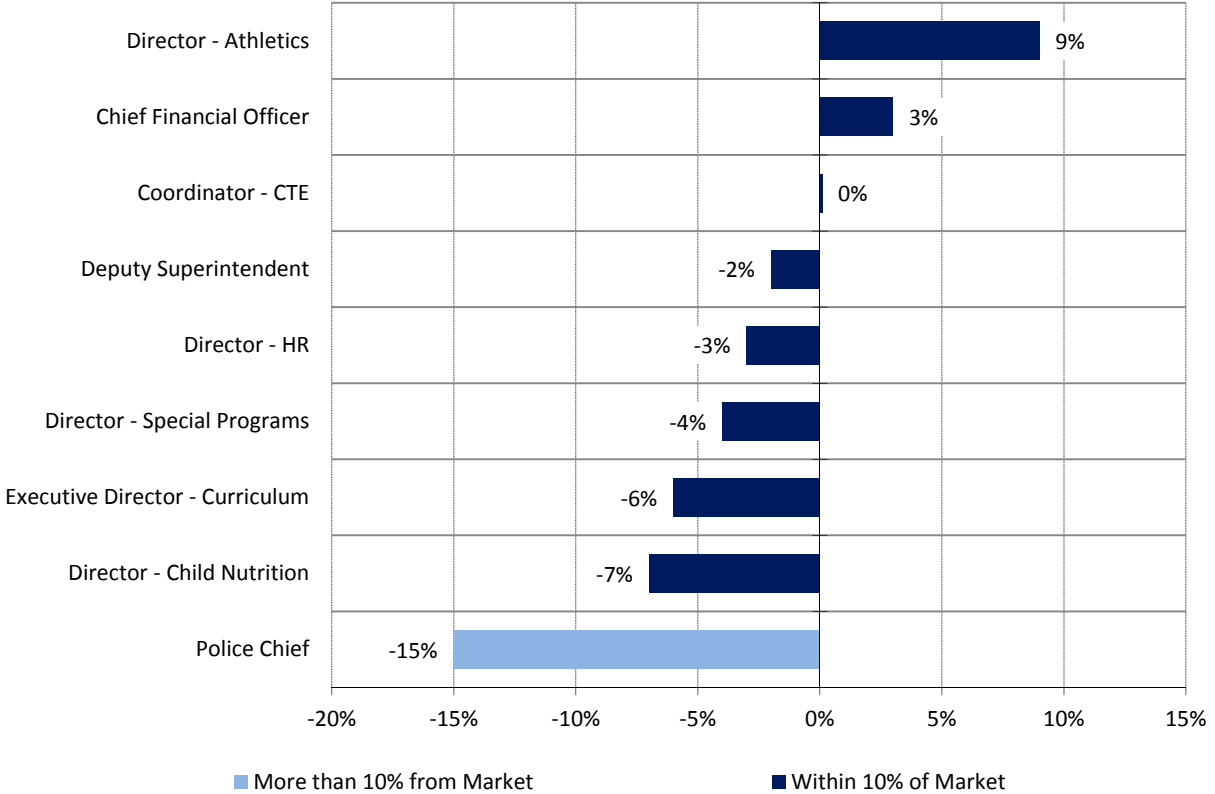
The district maintains seven pay grades for their Administrator and Professional jobs with a range width, or distance from the minimum to maximum, of 38 to 44 percent for each pay grade, which provides tight control to maintain competitive pay. The structure has been well managed and only slight modifications are needed to better align pay grades with the market.

Exempt Positions – Market Comparison

Across all surveyed exempt positions, Aledo ISD is paying relatively close to market median values at five percent below market median pay. Some individual jobs fall outside recommended market ranges of 10 percent above or below market median pay. Most of these positions are in the professional support job group.

Exhibit 6

**Aledo ISD:
Central Administration Rate Comparisons to Market, 2015-16**

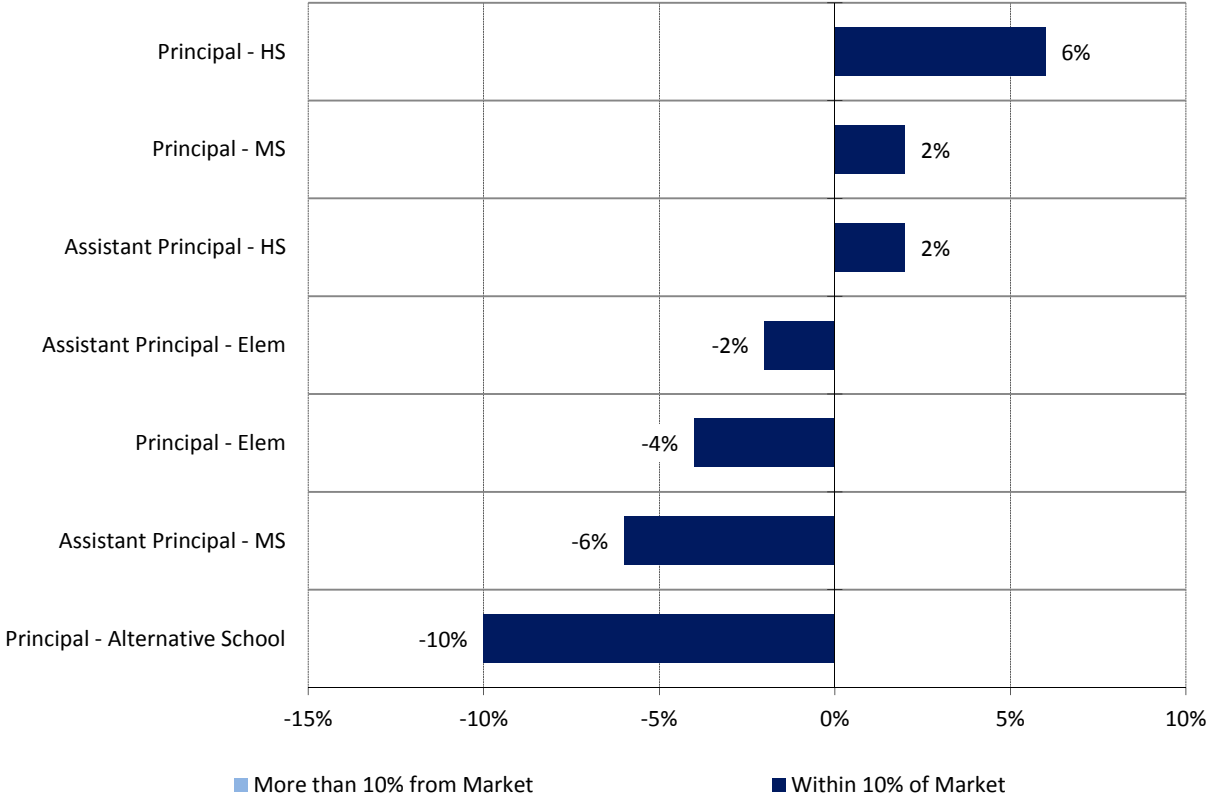


Central Administration: Overall, Central Administration positions are 3 percent below market values. Only one position is more than 10 percent below market median pay. Pay range midpoints are eight percent below market midpoint values, indicating a need for slight adjustment to the pay ranges.

The market comparison group selected for central administrators includes all survey participants in Texas with student enrollment of 5,000 to 9,999. This pay group includes primarily single-incumbent jobs, so variance from the market may be impacted by the individual's specific experience, credentials, skill set, and unique job responsibilities.

Exhibit 7

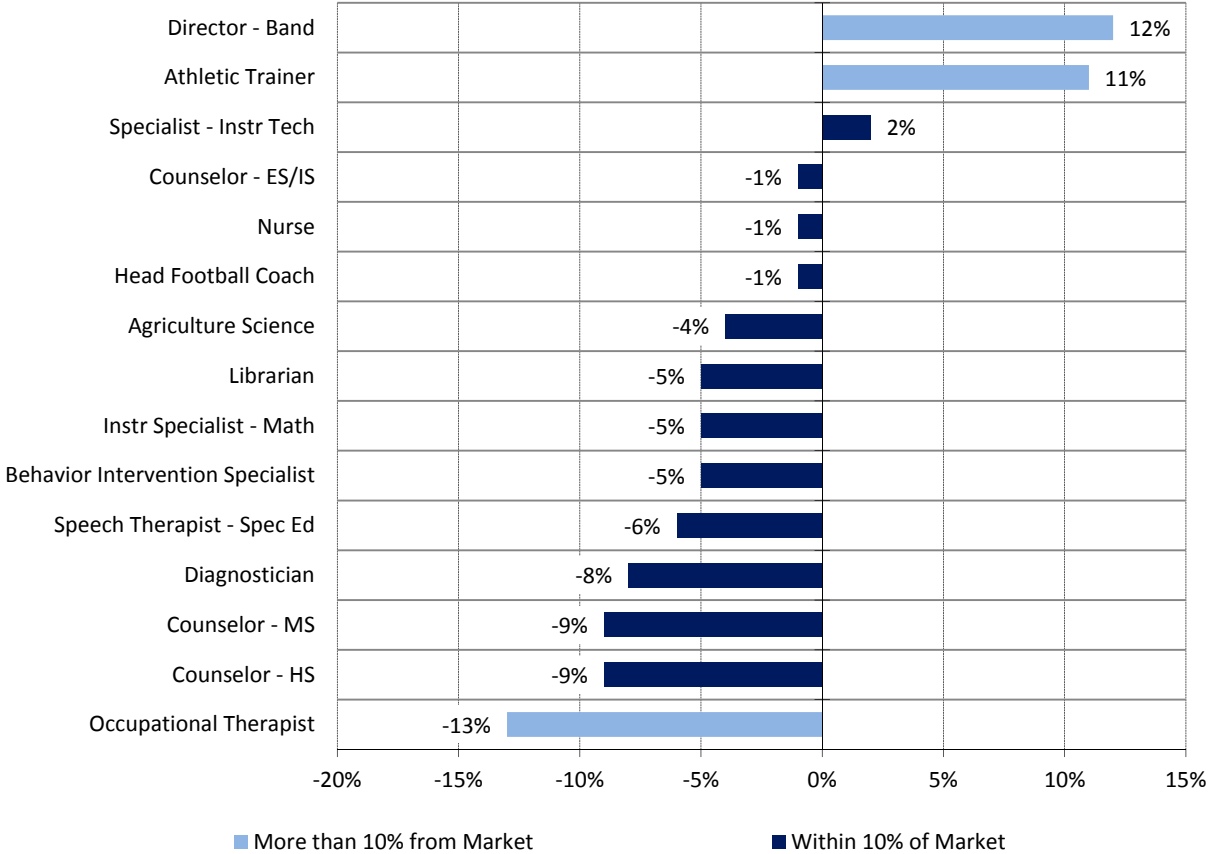
**Aledo ISD:
Campus Administration Salary Comparisons to Market, 2015-16**



Campus Administration: On average, Campus Administration positions are two percent below market values with all positions within 10 percent of market values. Pay range midpoints are two percent below market midpoint values, indicating a need for only minor adjustment to the pay ranges to remain competitive.

Exhibit 8

**Aledo ISD:
Professional Support Rate Comparisons to Market, 2015-16**



Professional Support: Overall this group is three percent below market value. Only the Occupational Therapist is more than 10 percent below market values. The single Occupational Therapist employed by the district has fewer than five years of experience. Diagnosticians and Middle School Counselors work fewer days in Aledo ISD compared to the market median. The market value for these positions has been adjusted to reflect the duty days for Aledo ISD. Pay range midpoints are competitive at two percent above market midpoint values.

Nonexempt Positions – Current Environment

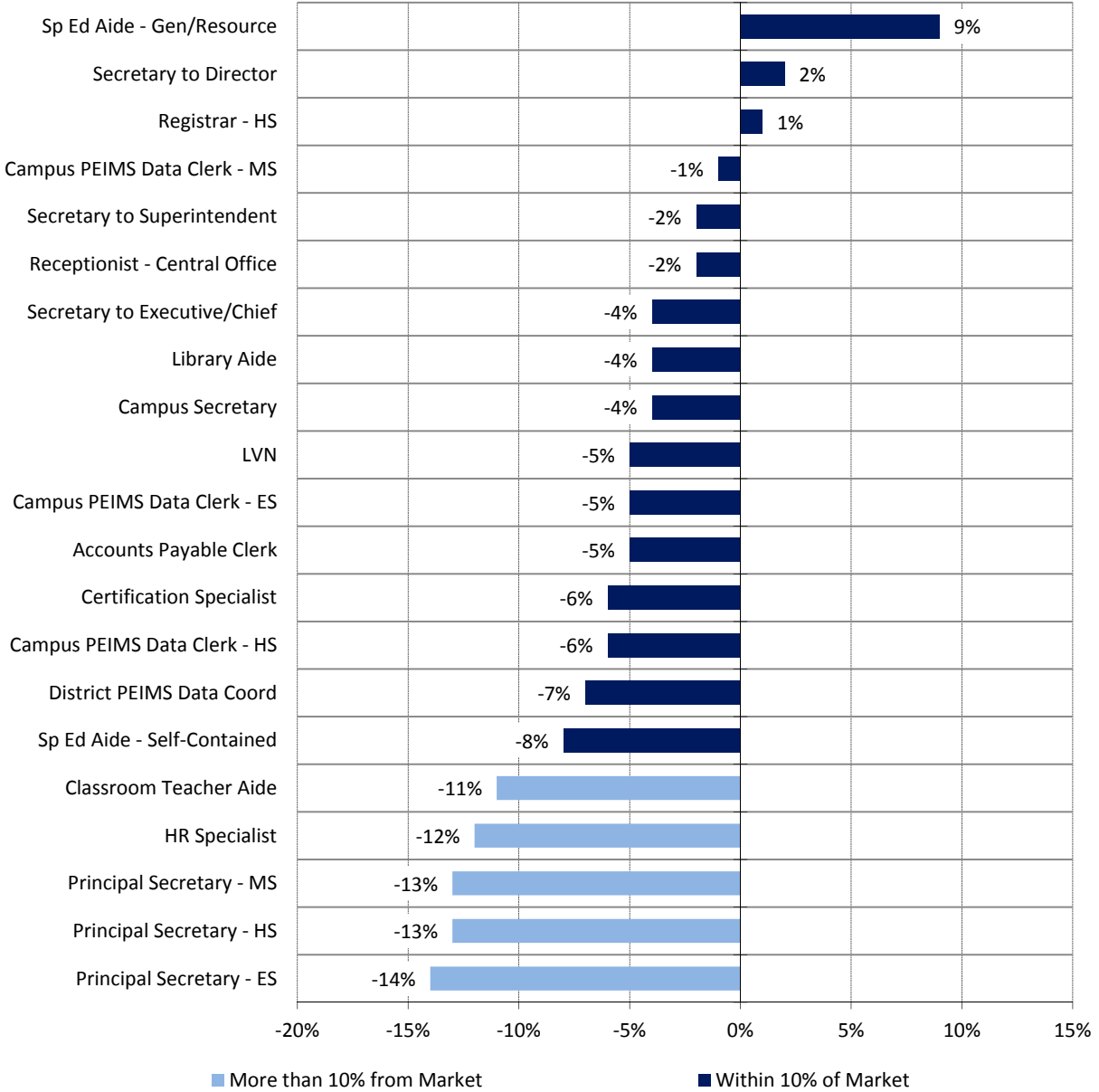
The district maintains eight pay grades for their Clerical/Paraprofessional jobs with a range width of 35 to 44 percent for each pay grade. The current pay structure for the Auxiliary staff consists of six pay grades with a range width of 44 percent for each pay grade. A separate (seventh) pay grade contains part-time lunch room monitors who are paid a single rate of \$8.49 per hour. The structure for each group has been well managed and only slight modifications are needed to improve market competitiveness.

Nonexempt Positions – Market Comparison

Across all nonexempt jobs for which survey data exists, Aledo ISD is paying six percent below market median pay. Several individual jobs fall outside recommended market ranges of 10 percent above or below market median pay.

Exhibit 9

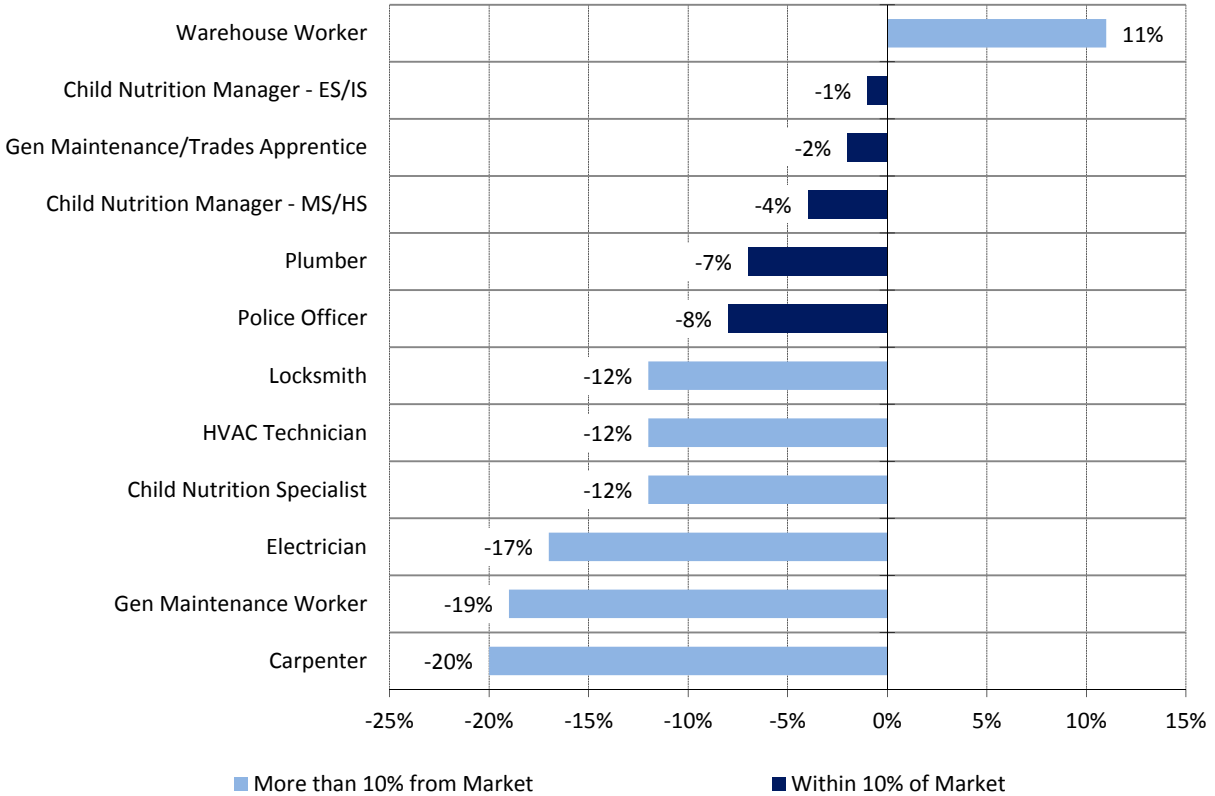
**Aledo ISD:
Clerical/Paraprofessional Rate Comparisons to Market, 2015-16**



Clerical/Paraprofessional: On average, Clerical/Paraprofessional positions are five percent below market values, which reflects a lower level of experience in this group. On average the Clerical Paraprofessional staff has approximately five years with the district and seven years of total experience. Only three jobs are above market value, with five positions falling below 90 percent of their market values.

Exhibit 10

**Aledo ISD:
Auxiliary Rate Comparisons to Market, 2015-16**



Auxiliary: Auxiliary positions show more variation with one position more than 10 percent above market values, and six positions more than 10 percent below market values. As a group, Auxiliary positions are 9 percent below market values. The Auxiliary group is the least competitive to market, and employees in this pay group generally have little experience. Lack of pay competitiveness may be contributing to turnover, which also drives down employee average experience levels.

Extra Duty Stipends – Current Environment

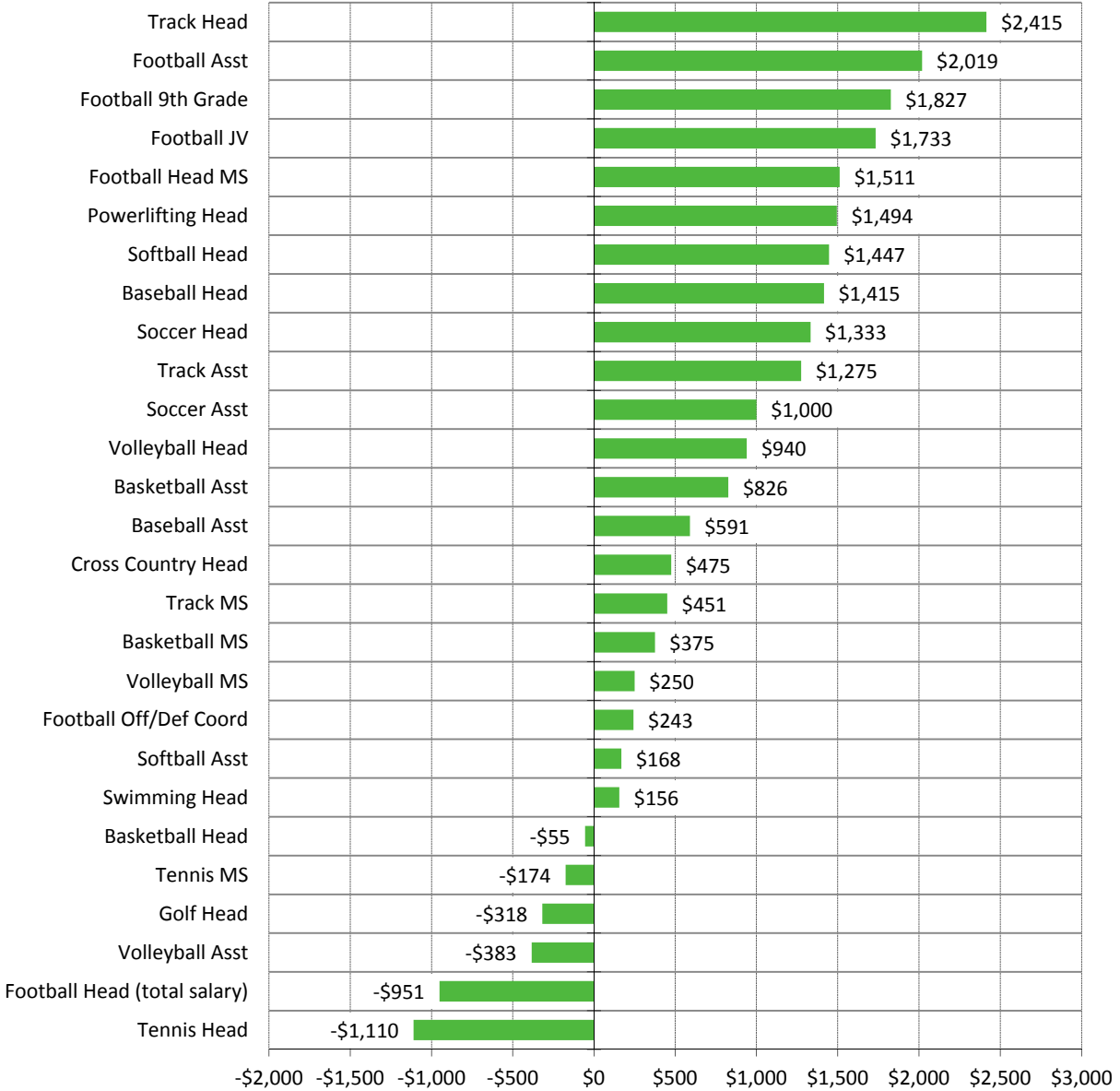
Aledo ISD currently pays a single stipend amount for each duty with no payment for extra days. This method is more easily communicated, managed, and maintained. There are a few employees that have been grandfathered with additional days (Soccer Head Coach and Assistant Band Directors).

Extra Duty Stipends – Market Comparison

Extra duty stipends were compared with the group of market districts in Exhibit 1 found on page 3. Some districts in the comparison group pay a stipend plus extra days. For those districts, the value of extra days paid is included in the total value of the stipend amount used in the comparison.

Exhibit 11

**Aledo ISD:
Athletics Stipend Comparisons (\$), 2014-15**

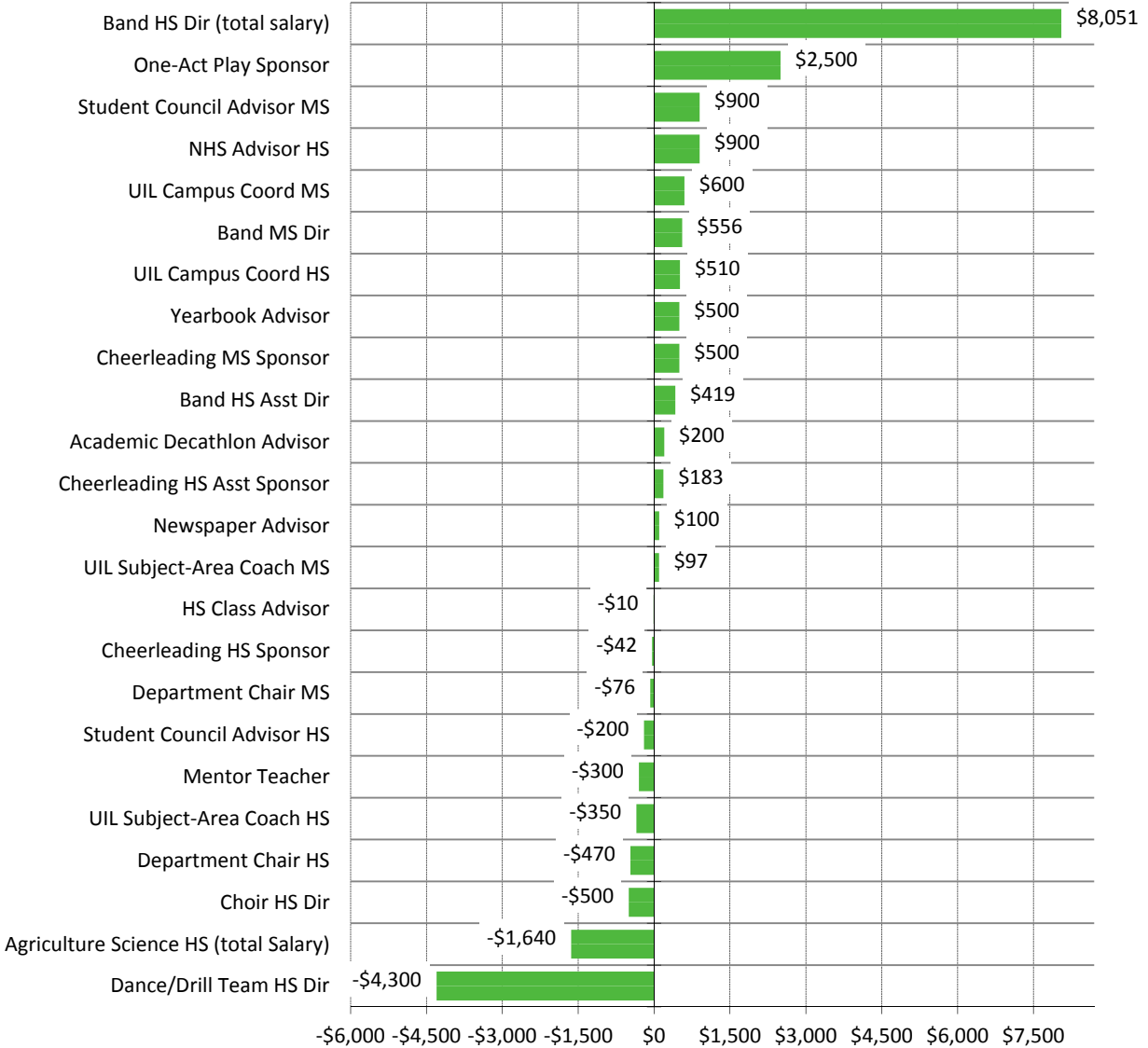


Athletics Stipends: Athletics stipends in general are above market median values. For all athletic stipends surveyed, just six are below market values. However, only the head tennis coach is significantly below market value.

The total salary for the head football coach is \$951 below market value, which equates to only one percent of total salary.

Exhibit 12

**Aledo ISD:
Performing Arts and Academics Stipend Comparisons (\$), 2014-15**



Performing Arts and Academic Stipends: On average, Performing Arts and Academic stipends are above market values. The dance/drill team high school director stipend is the only stipend significantly below market value at \$4,300 below the market median.

The total salary for the agriculture science teacher is comparable to the market median total salary at only three percent below.

The total salary for the high school band director is 10 percent above market median total salary.

Following are a priority listing of recommendations for the AISD compensation plan.

Recommendation 1

Increase the teacher starting salary and provide a general pay increase (GPI) to all continuing teachers. Two GPI models have been proposed.

- Model 1 includes:
 - Increase teacher starting salary to \$49,500 to better align with the market;
 - Provide continuing teachers a \$1,350 pay increase, which equates to a 2.5% GPI; and
 - Provide additional market-based adjustments at years two through twenty-five.

- Model 2 includes:
 - Increase teacher starting salary to \$50,000 to better align with the market;
 - Provide continuing teachers a \$1,900 pay increase, which equates to a 3.5% GPI; and
 - Provide additional market-based adjustments at years two through thirty.

Recommendation 2

Consider moving elementary librarians and elementary counselors to a 10.5 month (197 days) duty calendar.

- The elementary librarians and elementary counselors are currently the only employees on a 10.25 month (192 days) duty calendar. Annual salaries are also slightly below market rates for these jobs. The adjustment will improve annual pay and simplify calendars by eliminating quarter months.

- This will cause a slight increase of approximately \$8,000 in personnel cost due to paying five additional days to these employees.

Recommendation 3

Consider moving the middle school counselors to an 11 month (207 days) duty calendar.

- The middle school counselors are currently on a 10.5 month (197 days) duty calendar and annual salaries are slightly below market rates. Moving this position to an 11 month calendar would improve annual salary and align the duty calendar with the market median.

Recommendation 4

Add pay grade 8 in the administrative professional group.

- Upgrade job placement of the Chief Financial Officer and Deputy Superintendent into the new pay grade to better align with market values for these jobs.

Recommendation 5

Upgrade job placement in the administrative professional pay group for jobs that are placed too low relative to market value.

- Upgrade the police chief position from pay grade 1 to pay grade 2.
- Upgrade director of child nutrition position from pay grade 2 to pay grade 3.

Recommendation 6

Upgrade job placement of resource special education aides from pay grade 1 to pay grade 2 in the clerical/paraprofessional pay group.

- This movement will place this position in the same pay grade as self-contained special education aides. The district indicated that employees are moved between these two positions.

Recommendation 7

Adjust pay ranges slightly in all pay groups to improve competitive alignment in today's job market.

- The basic framework of pay grades and ranges for all of the non-teacher pay plans are built well and no structural changes are needed.
- Adjustment of pay ranges upward is needed to improve midpoint alignment with today's marketplace.

Recommendation 8

Apply a general pay increase to employees on the administrative/professional, clerical/paraprofessional, and auxiliary pay structures whose pay is less than the proposed pay grade maximum.

- Two models are proposed to allow for flexibility in district financial planning for the following year.
- The general pay increase is calculated on the midpoint of the employee's new salary range. This provides an equal increase to all employees in the same pay grade.

Recommendation 9

Provide individual adjustments to those employees paid below the minimum of their proposed pay range to bring them to 0.5 percent above the proposed pay range minimum.

- While the general pay increase provides a mechanism to move current employees further into the proposed pay ranges, there are some employees for whom the general pay increase is not enough to move them to the minimum of their pay range or to move their pay far enough into the range to help create market equity.
- Any employee whose pay rate after the general pay increase is applied is less than the recommended pay range minimum was moved to 0.5 percent above the new pay range minimum.

Recommendation 10

Apply additional adjustments to educator career path jobs as needed to ensure pay equity with teachers.

- Employees in the administrative/professional pay group will receive targeted adjustments to place them at 4 percent above a teacher's daily rate for comparable experience based on the adopted teacher hiring salary schedule.

Recommendation 11

Adjust stipends for athletics, performing arts, and academic extracurricular assignments to improve market competitiveness and preserve internal equity among equivalent assignments.

- Stipend increases are recommended for the following positions to improve market competitiveness: head tennis coach, high school athletic coordinator, high school dance/drill team director, high school choir director, and high school student council advisor.
- Stipend increases are recommended for the following positions to preserve internal equity among equivalent assignments: 9th grade student council advisor, high school newspaper advisor, and middle school UIL coordinator.

Additional details regarding pay system implementation and management can be found in Appendix D – Pay System Implementation and Management.

These estimates are based on employee pay data collected at the beginning of the pay study and are reflective of a snapshot in time.

Model 1 – 2.5 general pay increase

	Total Staff	Count of Increases	Cost Increase	Percent of Current Costs	2015-16 Current Costs
Teachers, Librarians, and Nurses (RN)					
\$49,500 starting salary	322		\$576,439		\$16,996,540
^{1a} 2.5% general pay increase (\$1,350)		322	\$432,975	2.5%	
Adjustments to years 2-25		283	\$143,463	0.8%	
Administrative/Professional	69		\$171,150		\$4,799,241
^{1a} 2.5% of pay range midpoint increase		69	\$129,338	2.7%	
Targeted adjustments		8	\$5,255	0.1%	
Teacher pay equity adjustments		18	\$27,925	0.6%	
Adjusted duty months		6	\$8,632	0.2%	
Clerical/Paraprofessional	87		\$59,815		\$2,173,232
^{1a} 2.5% of pay range midpoint increase		83	\$55,623	2.6%	
Adjustments to 0.5% above pay range minimum		4	\$4,192	0.2%	
Auxiliary	75		\$48,902		\$1,471,662
^{1a} 2.5% of pay range midpoint increase		74	\$39,736	2.7%	
Adjustments to 0.5% above pay range minimum		24	\$7,621	0.5%	
Targeted adjustments		1	\$1,545	0.1%	
Subtotal - General Pay Increase	553	548	\$657,672	2.5%	
Subtotal - Implementation/Equity Adjustments		344	\$198,633	0.8%	
Extra Duty Stipends			\$6,950		\$660,753
Performing Arts		2	\$3,500	0.5%	
Athletics		3	\$2,000	0.3%	
Academics		4	\$1,450	0.2%	
Subtotal - Extra Duty Stipends		9	\$6,950	0.0%	
Total Cost Estimate			\$863,256	3.3%	\$26,101,428

Footnotes:

^{1a} Pay increases were not applied to employees at or above the maximum rate.

Model 2 – 3.5 percent general pay increase

	Total Staff	Count of Increases	Cost Increase	Percent of Current Costs	2015-16 Current Costs
Teachers, Librarians, and Nurses (RN)					
\$50,000 starting salary	322		\$776,356		\$16,996,540
^{1a} 3.5% general pay increase (\$1,900)		322	\$609,370	3.6%	
Adjustments to years 2-30		298	\$166,986	1.0%	
Administrative/Professional	69		\$211,313		\$4,799,241
^{1a} 3.5% of pay range midpoint increase		69	\$180,320	3.8%	
Targeted adjustments		7	\$4,625	0.1%	
Teacher pay equity adjustments		13	\$17,736	0.4%	
Adjusted duty months		6	\$8,632	0.2%	
Clerical/Paraprofessional	87		\$80,689		\$2,173,232
^{1a} 3.5% of pay range midpoint increase		83	\$77,219	3.6%	
Adjustments to 0.5% above pay range minimum		2	\$3,470	0.2%	
Auxiliary	75		\$60,828		\$1,471,662
^{1a} 3.5% of pay range midpoint increase		74	\$55,246	3.8%	
Adjustments to 0.5% above pay range minimum		19	\$4,037	0.3%	
Targeted adjustments		1	\$1,545	0.1%	
Subtotal - General Pay Increase	553	548	\$922,155	3.5%	
Subtotal - Implementation/Equity Adjustments		346	\$207,031	0.8%	
Extra Duty Stipends			\$6,950		\$660,753
Performing Arts		2	\$3,500	0.5%	
Athletics		3	\$2,000	0.3%	
Academics		4	\$1,450	0.2%	
Subtotal - Extra Duty Stipends		9	\$6,950	0.0%	
Total Cost Estimate			\$1,136,136	4.4%	\$26,101,428

Footnotes:

^{1a} Pay increases were not applied to employees at or above the maximum rate.

As discussed in the recommendations, TASB HR Services has recommended adjustments to the district’s current pay structures. The following exhibits depict the proposed pay structures, including updated pay rates.

Model 1

2016-17 New Hire Guide for Teachers, Nurses (RN), and Librarians

Years of Experience	New Hire Salary	Years (continued)	Salary (continued)
0	\$49,500	18	\$55,200
1	\$50,300	19	\$55,800
2	\$50,700	20	\$56,400
3	\$50,900	21	\$57,000
4	\$51,100	22	\$57,600
5	\$51,300	23	\$58,200
6	\$51,500	24	\$58,800
7	\$51,700	25	\$59,400
8	\$52,000	26	\$60,074
9	\$52,300	27	\$60,665
10	\$52,600	28	\$61,257
11	\$52,900	29	\$61,849
12	\$53,200	30	\$62,441
13	\$53,500	31	\$63,032
14	\$53,800	32	\$63,550
15	\$54,100	33	\$64,068
16	\$54,400	34	\$64,586
17	\$54,800	35+	\$65,104

Master’s Degree stipend: \$500

Salaries listed above are based on 10-month employment.

This salary plan is for the 2016-17 school year only. It does not represent salaries for future years. Salary advancement is based on the annual pay raise budget approved by the Board of Trustees each year.

Model 2

2016-17 New Hire Guide for Teachers, Nurses (RN), and Librarians

Years of Experience	New Hire Salary	Years (continued)	Salary (continued)
0	\$50,000	18	\$55,850
1	\$50,850	19	\$56,450
2	\$51,250	20	\$57,050
3	\$51,450	21	\$57,650
4	\$51,650	22	\$58,250
5	\$51,850	23	\$58,850
6	\$52,050	24	\$59,450
7	\$52,350	25	\$60,050
8	\$52,650	26	\$60,650
9	\$52,950	27	\$61,250
10	\$53,250	28	\$61,850
11	\$53,550	29	\$62,450
12	\$53,850	30	\$63,050
13	\$54,150	31	\$63,582
14	\$54,450	32	\$64,100
15	\$54,750	33	\$64,618
16	\$55,050	34	\$65,136
17	\$55,450	35+	\$65,654

Master's Degree stipend: \$500

Salaries listed above are based on 10-month employment.

This salary plan is for the 2016-17 school year only. It does not represent salaries for future years. Salary advancement is based on the annual pay raise budget approved by the Board of Trustees each year.

2016-17 Proposed Administrative/Professional Pay Plan

Aledo ISD

Pay Grade	Job Title	Calendars	Minimum	Midpoint	Maximum	
1						
	Business Manager	12	Monthly	\$4,755	\$5,800	\$6,845
	Communications Specialist	10	10 Months	47,554	58,000	68,446
			12 Months	57,065	69,600	82,135
2						
	Assistant Principal - ES	11	Monthly	\$5,160	\$6,293	\$7,426
	Assistant Principal - IS	11	10 Months	51,596	62,930	74,264
	Behavior Intervention Specialist	10	10.5 Months	54,176	66,077	77,977
	Counselor - 9th	11	11 Months	56,756	69,223	81,690
	Counselor - AEP	10.5	12 Months	61,916	75,516	89,116
	Counselor - ES	10.5				
	Counselor - HS	11				
	Counselor - IS	10.5				
	Counselor - MS	10.5				
	Counselor - Spec Ed	10				
	Diagnostician	10				
	Instructional Specialist - Math	12				
	Instructional Specialist - Science	12				
	Network Administrator	12				
	Occupational Therapist	10				
	Police Chief	12				
	Specialist - Instructional Tech	12				
	Speech Therapist - Spec Ed	10				
3						
	Assistant Principal - 9th	11	Monthly	\$5,600	\$6,828	\$8,056
	Assistant Principal - MS	11	11 Months	61,595	75,107	88,619
	Coordinator - CTE	12	11.5 Months	64,395	78,521	92,647
	Database Administrator	12	12 Months	67,195	81,935	96,675
	Director - Band	11.5				
	Director - Child Nutrition	11.5				
4						
	Assistant Principal - HS	11	Monthly	\$6,047	\$7,374	\$8,701
	Principal - AEP	11.5	11 Months	66,515	81,116	95,716
	Principal - ES	11.5	11.5 Months	69,538	84,803	100,067
	Principal - IS	11.5				
5						
	Director - Construction Services	12	Monthly	\$6,531	\$7,964	\$9,397
	Principal - 9th	11.5	11.5 Months	75,110	91,587	108,063
	Principal - MS	11.5	12 Months	78,376	95,569	112,762
6						
	Director - Athletics	12	Monthly	\$7,225	\$8,601	\$9,977
	Director - Human Resources	12	12 Months	86,700	103,214	119,729
	Director - Special Programs	12				
	Director - Student Services/Safety	12				
	Director - Technology	12				

2016-17 Proposed Administrative/Professional Pay Plan

Aledo ISD

Pay Grade	Job Title	Calendars	Minimum	Midpoint	Maximum	
7			Monthly	\$7,804	\$9,290	\$10,777
	Executive Director - Curriculum	12	11.5 Months	89,743	106,837	123,931
	Executive Director - Prof Dev and Accountability	12	12 Months	93,645	111,482	129,319
	Principal - HS	11.5				
8			Monthly	\$8,740	\$10,405	\$12,070
	Chief Financial Officer	12	12 Months	104,882	124,860	144,837
	Deputy Superintendent	12				

2016-17 Proposed Clerical/Paraprofessional Pay Plan

Aledo ISD

Pay Grade	Job Title	Calendars	Minimum	Midpoint	Maximum
1					
	Choral Accompanist	176	Hourly \$10.83	\$13.20	\$15.57
	Physical Education Aide	187	176 Days	15,249	18,586
	Teacher's Aide	184, 187	184 Days	15,942	19,430
			187 Days	16,202	19,747
				21,923	22,919
				23,293	
2					
	ISS Aide	187	Hourly \$11.69	\$14.26	\$16.83
	Library Aide	187	187 Days	17,488	21,333
	Receptionist - HS	197	197 Days	18,423	22,474
	Receptionist - IS	187			25,178
	Receptionist - MS	197			
	Spec Ed/Special Needs Aide	187			
	Special Ed Aide	187			
3					
	Attendance Clerk - HS	187	Hourly \$13.45	\$16.40	\$19.35
	Bearcat Sales/Events Clerk	207	187 Days	20,121	24,534
	Data Specialist - Special Ed	197	197 Days	21,197	25,846
	Distance Learning Aide	216	207 Days	22,273	27,158
	Receptionist	236	216 Days	23,242	28,339
	Registrar/PEIMS Clerk - 9th	222	222 Days	23,887	29,126
	Registrar/PEIMS Clerk - ES	222	236 Days	25,394	30,963
	Registrar/PEIMS Clerk - IS	222			36,533
	Registrar/PEIMS Clerk - MS	222			
	Secretary - Counselor	207			
4					
	Registrar/PEIMS Clerk - HS	222	Hourly \$15.06	\$18.36	\$21.66
	Secretary - Principal 9th	222	197 Days	23,735	28,935
	Secretary - Principal AEP	197	222 Days	26,747	32,607
	Secretary - Principal ES	222			38,468
	Secretary - Principal IS	222			
	Secretary - Principal MS	222			
5					
	Accounts Payable Clerk	236	Hourly \$16.87	\$20.57	\$24.27
	LVN	187	187 Days	25,238	30,773
	Secretary - Athletic Director	236	207 Days	27,937	34,064
	Secretary - Child Nutrition	207	222 Days	29,961	36,532
	Secretary - Maintenance	261	236 Days	31,851	38,836
	Secretary - Principal HS	222	261 Days	35,225	42,950
	Secretary - Security/Technology	236			50,676

2016-17 Proposed Clerical/Paraprofessional Pay Plan

Aledo ISD

Pay Grade	Job Title	Calendars	Minimum	Midpoint	Maximum
6					
	Certification Specialist	236	\$20.98	\$24.68	\$28.38
	Help Desk Technician	236	236 Days	39,610	46,596
	Human Resources Specialist	236			53,581
	Secretary - Business Office	236			
	Secretary - Exec Dir Curr/Sppr	236			
	Secretary - PD & Accountability	236			
7					
	District PEIMS Coordinator	236	\$25.19	\$29.62	\$34.05
	Payroll/Benefits Coordinator	236	236 Days	47,559	55,923
				64,286	
8					
	Secretary - Superintendent	236	\$27.19	\$31.99	\$36.79
			236 Days	51,335	60,397
				69,460	

2016-17 Proposed Auxiliary Pay Plan

Aledo ISD

*Annual amounts are based on 6.5 hours per day.

Pay Grade	Job Title	Calendars	Minimum	Midpoint	Maximum				
1	Child Nutrition Specialist	178	Hourly	\$9.80	\$11.95	\$14.10			
			178 Days	11,339	13,826	16,314			
2	Child Nutrition Manager - ES/IS	183	Hourly	\$13.00	\$15.85	\$18.70			
			183 Days	15,464	18,854	22,244			
			261 Days	22,055	26,890	31,725			
3	General Maintenance Worker	261	Hourly	\$15.60	\$19.02	\$22.44			
			183 Days	18,556	22,624	26,692			
			261 Days	26,465	32,267	38,069			
4	Warehouse Worker	261	Hourly	\$18.25	\$22.25	\$26.25			
			183 Days	18,556	22,624	26,692			
			261 Days	26,465	32,267	38,069			
5	Child Nutrition Manager - MS/HS	183	Hourly	\$20.25	\$24.70	\$29.15			
			197 Days	25,930	31,628	37,327			
6	General Maintenance/Trades Apprentice	261	222 Days	29,221	35,642	42,063			
			261 Days	34,354	41,904	49,453			
			5	Electrician	261	Hourly	\$22.50	\$27.42	\$32.34
						261 Days	38,171	46,518	54,865
6	HVAC Technician	261	Hourly	\$22.50	\$27.42	\$32.34			
			261 Days	38,171	46,518	54,865			
			261 Days	38,171	46,518	54,865			
LRM	Lunch Room Monitor	176, 178	Flat Rate	\$8.53					

2016-17 Proposed Extra Duty Stipends

Aledo ISD

Category	Assignment	Level	Count of Stipends	Average	Proposed Stipend	+/-	Comments
				Total Value			
Academics							
	Yearbook, IS	IS	1	1,000	1,000	--	
	Dept Chair, MS	MS	4	1,000	1,000	--	
	GT, MS	MS	1	500	500	--	
	Intramural, MS	MS	1	500	500	--	
	Newspaper, MS	MS	1	500	500	--	
	NJHS	MS	3	500	500	--	
	Spelling Bee, MS	MS	1	500	500	--	
	Student Council, MS	MS	2	1,500	1,500	--	
	UIL Coord, MS	MS	1	1,200	1,500	300	
	Whiz Quiz	MS	2	250	250	--	
	Yearbook, MS	MS	1	1,850	1,850	--	
	Dept Chair, HS	HS	4	1,200	1,200	--	
	FBLA	HS	1	500	500	--	
	FFA	HS	2	11,000	11,000	--	
	Newspaper, HS	HS	1	1,300	1,500	200	
	NGC Dept Chair	HS	4	1,000	1,000	--	
	NHS	HS	3	1,515	1,500	-15	
	Sr Class	HS	2	1,000	1,000	--	
	Student Council, 9th	HS	1	500	1,000	500	
	Student Council, HS	HS	1	1,300	1,750	450	
	Yearbook, HS	HS	1	2,000	2,000	--	
	Lead Nurse	Admin	1	2,000	2,000	--	
	Web	Admin	4	500	500	--	
	Web	Admin	1	500	500	--	
Athletics							
	Basketball, MS	MS	9	3,000	3,000	--	
	Coord, MS Athletics	MS	1	2,000	2,000	--	
	Cross Country, MS	MS	1	2,500	2,500	--	
	Football, MS	MS	6	5,500	5,500	--	
	Track, MS	MS	8	3,000	3,000	--	
	Volleyball, MS	MS	4	3,000	3,000	--	
	Baseball, Asst	HS	4	5,000	5,000	--	
	Baseball, Head	HS	1	8,500	8,500	--	
	Basketball, Asst	HS	5	5,000	5,000	--	
	Basketball, Head	HS	2	8,500	8,500	--	
	Coord, B Athletics	HS	1	2,000	2,500	500	
	Coord, G Athletics	HS	1	2,000	2,500	500	
	Cross Country, Asst	HS	1	4,500	4,500	--	
	Cross Country, Head	HS	1	6,500	6,500	--	
	Football, Asst Fresh	HS	5	6,500	6,500	--	
	Football, Asst JV	HS	3	7,000	7,000	--	
	Football, Asst Varsity	HS	6	7,500	7,500	--	
	Football, Coord	HS	4	1,000	1,000	--	
	Football, Equip Man	HS	1	1,000	1,000	--	
	Football, Head Asst	HS	1	1,000	1,000	--	

2016-17 Proposed Extra Duty Stipends

Aledo ISD

Category	Assignment	Level	Count of Stipends	Average	Proposed Stipend	+/-	Comments
				Total Value			
	Football, Head Coach	HS	1	28,198	28,198	--	
	Golf, Asst	HS	1	4,500	4,500	--	
	Golf, Head	HS	1	7,500	7,500	--	
	Powerlift, Head	HS	1	6,500	6,500	--	
	Soccer, Asst	HS	2	5,000	5,000	--	
	Soccer, Head	HS	2	10,722	8,500	-2,222	one coach gran
	Softball, Asst	HS	3	5,000	5,000	--	
	Softball, Head	HS	1	8,500	8,500	--	
	Swimming, Head	HS	1	7,500	7,500	--	
	Tennis, Asst	HS	1	5,000	5,000	--	
	Tennis, Head	HS	1	7,500	8,500	1,000	
	Track, Asst	HS	8	5,000	5,000	--	
	Track, Head	HS	2	8,500	8,500	--	
	Trainer, Asst	HS	1	15,000	15,000	--	
	Trainer, Head	HS	1	16,500	16,500	--	
	Volleyball, Asst	HS	3	5,000	5,000	--	
	Volleyball, Head	HS	1	8,500	8,500	--	

Performing Arts							
	Band, MS	MS	3	9,087	7,000	-2,087	two employees
	Cheerleader, MS	MS	3	2,500	2,500	--	
	Theater Arts, MS	MS	1	1,000	2,000	1,000	
	Band, HS Asst	HS	2	11,070	8,500	-2,570	one employee
	Cheerleader, 9th	HS	1	3,500	3,500	--	
	Cheerleader, HS	HS	2	5,000	5,000	--	
	Cheerleader, HS Asst	HS	1	2,500	2,500	--	
	Choir, HS	HS	1	8,760	6,000	-2,760	grandfathered
	Drill Team	HS	1	2,000	5,000	3,000	
	OneAct/Musical	HS	1	4,000	5,000	1,000	
	Theater Art Asst	HS	1	2,000	3,000	1,000	

Aledo ISD
Teacher Salary Plan Comparisons, 2015-16

District	Student Enrollment	Number Tch Staff	0-Year Salary	5-Year Salary	10-Year Salary	15-Year Salary	20-Year Salary	Highest Salary on Schedule	Average Teacher Salary	Highest Actual Teacher Salary	Max Yrs Credit	Last % Increase
1 Keller ISD	34,190	2,221	\$51,000	\$53,206	\$55,825	\$57,569	\$59,619	\$65,783	\$56,199	\$71,861	30	3.0%
2 Northwest ISD	20,924	1,391	\$51,000	\$52,250	\$53,900	\$55,850	\$59,000	\$68,500	\$56,227	\$78,551	30	2.0%
3 Castleberry ISD	4,072	245	\$50,784	\$53,694	\$54,248	\$55,445	\$58,644	\$67,514	\$54,255	\$70,977	32	3.0%
4 Fort Worth ISD	86,800	5,692	\$50,000	\$52,315	\$54,509	\$56,486	\$58,943	\$77,306	\$55,698	\$77,306	32	3.0%
5 Eagle Mountain-Saginaw ISD	19,099	1,145	\$49,415	\$51,615	\$54,048	\$56,089	\$58,716	\$67,937	\$55,080	\$70,443	25	5.0%
6 Carroll ISD	8,040	544	\$49,400	\$50,658	\$52,685	\$54,458	\$56,233	\$66,531	\$53,863	\$69,971	35	3.0%
7 Joshua ISD	5,141	368	\$48,775	\$50,551	\$52,101	\$53,489	\$55,053	\$67,450	\$54,719	\$72,351	30	3.0%
8 Burleson ISD	11,259	717	\$48,000	\$48,700	\$50,700	\$53,000	\$55,700	\$68,700	\$50,700	\$70,200	45	5.0%
9 Weatherford ISD	7,845	518	\$46,000	\$49,368	\$50,638	\$52,608	\$55,028	\$60,288	\$51,770	\$65,654	28	4.0%
10 Granbury ISD	6,966	445	\$45,500	\$46,934	\$48,249	\$49,523	\$53,679	\$65,250	\$51,423	\$65,250	34	3.0%
11 White Settlement ISD	6,654	415	\$45,500	\$46,800	\$48,050	\$49,600	\$53,350	\$59,400	\$50,000	\$59,400	33	2.0%
12 Cleburne ISD	6,734	458	\$45,400	\$47,993	\$49,928	\$53,228	\$56,578	\$66,537	\$50,035	\$66,537	25	3.0%
13 Azle ISD	6,213	381	\$44,000	\$46,395	\$48,284	\$50,932	\$54,132	\$75,141	\$48,991	\$75,141	43	3.0%
Aledo ISD	5,251	308	\$48,950	\$49,950	\$51,285	\$52,286	\$54,616	\$64,792	\$52,992	\$64,792	35	4.0%
25th Percentile			\$45,500	\$47,993	\$49,928	\$52,608	\$55,028	\$65,783	\$50,700	\$66,537	30	3.0%
Median			\$48,775	\$50,551	\$52,101	\$53,489	\$56,233	\$67,450	\$53,863	\$70,443	32	3.0%
75th Percentile			\$50,000	\$52,250	\$54,048	\$55,850	\$58,716	\$68,500	\$55,080	\$72,351	34	3.0%
Comparison to Median Dollar Difference			100% \$175	99% (\$601)	98% (\$816)	98% (\$1,203)	97% (\$1,617)	96% (\$2,658)	98% (\$871)	92% (\$5,651)		

Aledo ISD
Teacher Stipend Comparisons, 2015-16

District	Student Enrollment	Master's Degree	Secondary		Special Education General/Resource	Special Education Self-Contained	Bilingual	ESL	Signing Bonus	Other Incentive
			Math	Science						
1 Azle ISD	6,213						\$2,000			
2 Burleson ISD	11,259	\$1,500					\$3,750	\$625		\$3,000
3 Carroll ISD	8,040	\$1,000								\$2,000
4 Castleberry ISD	4,072	\$1,000					\$3,500			\$500
5 Cleburne ISD	6,734	\$1,500					\$3,000	\$500		
6 Eagle Mountain-Saginaw ISD	19,099						\$3,500		\$3,000	\$4,000
7 Fort Worth ISD	86,800		\$1,800	\$1,800	\$450	\$1,350	\$3,150	\$450	\$2,000	
8 Granbury ISD	6,966	\$2,160	\$2,500	\$2,500			\$3,500		\$2,000	
9 Joshua ISD	5,141	\$1,000					\$5,000			
10 Keller ISD	34,190	\$1,000				\$2,040	\$3,570			\$1,500
11 Northwest ISD	20,924	\$2,000					\$1,000			
12 Weatherford ISD	7,845	\$1,000			\$4,000	\$4,000	\$4,500	\$1,000		
13 White Settlement ISD	6,654	\$2,000					\$2,500			
Aledo ISD	5,251	\$500								
Median Stipend		\$1,250	\$2,150	\$2,150	\$2,225	\$2,040	\$3,500	\$563	\$2,000	\$2,000
Count		10	2	2	2	3	12	4	3	5

Footnotes:

Special Education General/Resource:

Weatherford ISD - critical shortage

Special Education Self-Contained:

Fort Worth ISD - More restrictive setting for the following needs: communication and functional life skills programs

Keller ISD - STRIDES, STACC, Visually Impaired

Weatherford ISD - critical shortage

Other Incentives:

Birdville ISD, Burleson ISD, Castleberry ISD, Keller ISD - PhD

Eagle Mountain-Saginaw ISD - Advanced Placement- based on sections

Aledo ISD
Teacher Incentive Comparisons, 2015-16

District	Student Enrollment	Mentor Teacher	Dept Chair HS	Dept Chair MS	Dept Chair ES
1 Azle ISD	6,213	\$324	\$417	\$417	\$417
2 Burleson ISD	11,259		\$2,000	\$1,100	\$600
3 Carroll ISD	8,040		\$1,500	\$1,500	\$1,000
4 Castleberry ISD	4,072		\$1,500	\$1,500	\$1,500
5 Cleburne ISD	6,734		\$4,500	\$1,200	
6 Eagle Mountain-Saginaw ISD	19,099		\$1,839	\$1,051	
7 Fort Worth ISD	86,800				
8 Granbury ISD	6,966		\$2,500	\$1,000	\$1,000
9 Joshua ISD	5,141		\$1,000	\$500	
10 Keller ISD	34,190		\$2,550	\$1,530	\$255
11 Northwest ISD	20,924	\$750	\$1,500	\$1,500	\$1,500
12 Weatherford ISD	7,845		\$2,000	\$2,000	\$2,000
13 White Settlement ISD	6,654	\$400	\$1,200	\$500	

Aledo ISD	5,251	\$200	\$1,200	\$1,000	
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Median Stipend	\$400	\$1,670	\$1,150	\$1,000	
Count	3	12	12	8	

Aledo ISD

Exempt Market - Salary Comparisons, 2015-16

Positions Sorted by Other

Central Administration

	Benchmark Position	District Job Title	Note	Districts Reporting	2015-16 Market Salary	2015-16 District Salary	2015-16 District Salary Compared to Market	2015-16 District Range Midpoint	2015-16 Pay Range Midpoint Compared to Market
1	Chief Academic Officer	Executive Director - Curriculum	S	47	\$114,264	\$107,403	94%	\$106,512	93%
2	Chief Financial Officer	Chief Financial Officer	S	55	\$119,800	\$123,552	103%	\$106,512	89%
3	Chief of Police/Security	Police Chief	S	20	\$73,366	\$62,521	85%	\$63,036	86%
4	Deputy Superintendent	Deputy Superintendent	S	39	\$125,766	\$123,552	98%	\$106,512	85%
5	Director of Athletics (Non-Coaching)	Director - Athletics	S	27	\$105,888	\$115,492	109%	\$98,616	93%
6	Director of Career & Technical Education	Coordinator - CTE	S	30	\$80,480	\$80,642	100%	\$78,300	97%
7	Director of Child Nutrition	Director - Child Nutrition	S	41	\$80,437	\$74,786	93%	\$69,472	86%
8	Director of Human Resources	Director - Human Resources	E	17	\$103,418	\$100,693	97%	\$98,616	95%
9	Director of Special Education	Director - Special Programs	S	64	\$92,004	\$88,766	96%	\$98,616	107%
						Pay		Plan	92%

Summary of Pay Comparisons to Market	
Above (Over 110%)	-
At market (90% - 110%)	8
Below (Less than 90%)	1

Notes

E Market salary is median of ESC Region 11 responses

S Market salary is median of statewide responses for student enrollment of 5,000-9,999

Aledo ISD

Exempt Market - Salary Comparisons, 2015-16

Positions Sorted by Other

Campus Administration

	Benchmark Position	District Job Title	Note	Districts Reporting	2015-16 Market Salary	2015-16 District Salary	2015-16 District Salary Compared to Market	2015-16 District Pay Range Midpoint	2015-16 Pay Range Midpoint Compared to Market
1	Assistant Principal - Elementary School	Assistant Principal - ES/IS	M	13	\$64,774	\$63,375	98%	\$66,451	103%
2	Assistant Principal - High School	Assistant Principal - HS	M	13	\$74,030	\$75,431	102%	\$77,506	105%
3	Assistant Principal - Middle School	Assistant Principal - MS	M	13	\$69,604	\$65,121	94%	\$71,775	103%
4	Principal - Alternative School	Principal - AEP	M	12	\$88,735	\$80,244	90%	\$81,029	91%
5	Principal - Elementary School	Principal - ES/IS	M	13	\$84,929	\$81,534	96%	\$81,029	95%
6	Principal - High School	Principal - HS	M	13	\$105,389	\$112,055	106%	\$102,074	97%
7	Principal - Middle School	Principal - MS	M	13	\$91,800	\$93,576	102%	\$87,527	95%
						Pay		Plan	
						98%		98%	

Summary of Pay Comparisons to Market	
Above (Over 110%)	-
At market (90% - 110%)	7
Below (Less than 90%)	-

Notes

M Market salary is median of reporting comparison districts

Aledo ISD

Exempt Market - Salary Comparisons, 2015-16

Positions Sorted by Other

Professional Support

	Benchmark Position	District Job Title	Note	Districts Reporting	2015-16 Market Salary	2015-16 District Salary	2015-16 District Salary Compared to Market	2015-16 District Pay Range Midpoint	2015-16 Pay Range Midpoint Compared to Market
1	Agriculture Science Teacher	Agriculture Science	M	7	\$63,049	\$60,693	96%	\$67,871	108%
2	Athletic Trainer	Athletic Trainer	M	13	\$61,017	\$67,440	111%	\$72,621	119%
3	Behavior Specialist	Behavior Intervention Specialist	M	7	\$55,152	\$52,618	95%	\$60,410	110%
4	Diagnostician	Diagnostician	M	13	\$64,968	\$55,899	86%	\$60,410	93%
5	Head Football Coach	Head Football Coach	M	10	\$92,903	\$91,952	99%	\$85,069	92%
6	High School Band Director	Director - Band	M	13	\$80,999	\$90,765	112%	\$75,038	93%
7	Instructional Coordinator	Instructional Specialist - Math	M	10	\$70,223	\$66,883	95%	\$72,492	103%
8	Instructional Technology Specialist	Specialist - Instructional Tech	M	10	\$66,241	\$67,828	102%	\$72,492	109%
9	Librarian	Librarian	M	13	\$58,932	\$56,047	95%	\$58,392	99%
10	Nurse (RN)	Nurse	M	13	\$51,683	\$50,915	99%	\$56,871	110%
11	Occupational Therapist	Occupational Therapist	M	9	\$62,811	\$54,716	87%	\$60,410	96%
12	School Counselor - Elementary	Counselor - ES/S	M	13	\$59,620	\$58,988	99%	\$61,920	104%
13	School Counselor - High School	Counselor - HS	M	13	\$66,233	\$60,175	91%	\$66,451	100%
14	School Counselor - Middle School	Counselor - MS	M	13	\$63,582	\$55,883	88%	\$63,431	100%
15	Speech-Language Pathologist	Speech Therapist - Spec Ed	M	13	\$62,134	\$58,502	94%	\$60,410	97%
						Pay		Plan	102%

Summary of Pay Comparisons to Market	
Above (Over 110%)	2
At market (90% - 110%)	10
Below (Less than 90%)	3

Notes

M Market salary is median of reporting comparison districts

Aledo ISD

Nonexempt Market - Rate Comparisons, 2015-16

Positions Sorted by Other

Clerical/Paraprofessional

	Benchmark Position	District Job Title	Note	Districts Reporting	2015-16 Market Rate	2015-16 District Rate	2015-16 District Rate Compared to Market	2015-16 District Range Midpoint	2015-16 Pay Range Midpoint Compared to Market
1	Accounts Payable Clerk	Accounts Payable Clerk	C	13	\$19.57	\$18.59	95%	\$20.01	102%
2	Campus PEIMS Data Clerk - Elementary School	Registrar/PEIMS Clerk - ES/IS	M	4	\$15.60	\$14.79	95%	\$15.95	102%
3	Campus PEIMS Data Clerk - High School	Attendance Clerk - HS	M	11	\$17.45	\$16.49	94%	\$15.95	91%
4	Campus PEIMS Data Clerk - Middle School	Registrar/PEIMS Clerk - MS	M	10	\$17.25	\$17.05	99%	\$15.95	92%
5	Campus Secretary	Secretary - Counselor	M	8	\$13.97	\$13.47	96%	\$15.95	114%
6	Certification Specialist	Certification Specialist	M	9	\$25.51	\$24.01	94%	\$24.01	94%
7	Classroom Teacher Aide	Teacher's Aide	M	13	\$12.84	\$11.39	89%	\$12.61	98%
8	District PEIMS Data Coordinator	District PEIMS Coordinator	M	13	\$31.62	\$29.29	93%	\$28.81	91%
9	Human Resources Specialist	Human Resources Specialist	C	10	\$21.28	\$18.81	88%	\$20.01	94%
10	Library Aide	Library Aide	M	11	\$13.84	\$13.25	96%	\$13.87	100%
11	Licensed Vocational Nurse (LVN)	LVN	C	8	\$19.99	\$19.07	95%	\$20.01	100%
12	Principal Secretary - Elementary School	Secretary - Principal ES/IS	M	13	\$18.10	\$15.55	86%	\$17.86	99%
13	Principal Secretary - High School	Secretary - Principal HS	M	13	\$20.10	\$17.58	87%	\$20.01	100%
14	Principal Secretary - Middle School	Secretary - Principal MS	M	13	\$18.06	\$15.75	87%	\$17.86	99%
15	Receptionist - Central Office	Receptionist	M	11	\$15.69	\$15.32	98%	\$15.95	102%
16	Registrar - High School	Registrar/PEIMS Clerk - HS/9th	M	12	\$17.03	\$17.21	101%	\$16.91	99%
17	Secretary to Director	Secretary - Director	M	13	\$19.12	\$19.41	102%	\$20.01	105%
18	Secretary to Executive/Chief	Secretary - Chief/Exec Dir	M	12	\$24.44	\$23.52	96%	\$24.01	98%
19	Secretary to Superintendent	Secretary - Superintendent	M	13	\$30.82	\$30.10	98%	\$31.68	103%
20	Special Education Aide - General/Resource	Special Ed Aide	M	11	\$12.96	\$14.12	109%	\$12.61	97%
21	Special Education Aide - Self-Contained	Spec Ed/Special Needs Aide	M	12	\$13.53	\$12.38	92%	\$13.87	103%
					Pay			Plan	

Summary of Pay Comparisons to Market	
Above (Over 110%)	-
At market (90% - 110%)	16
Below (Less than 90%)	5

Notes

- M Market salary is median of reporting comparison districts
- C Market salary is average of non-school and school markets

Aledo ISD

Nonexempt Market - Rate Comparisons, 2015-16

Positions Sorted by Job Title

Auxiliary

	Benchmark Position	District Job Title	Note	Districts Reporting	2015-16 Market Rate	2015-16 District Rate	2015-16 District Rate Compared to Market	2015-16 District Pay Range Midpoint	2015-16 Pay Range Midpoint Compared to Market
1	Cafeteria Worker	Child Nutrition Specialist	M	12	\$11.44	\$10.05	88%	\$11.30	99%
2	Carpenter	Carpenter	C	10	\$21.63	\$17.30	80%	\$20.10	93%
3	Electrician	Electrician	C	12	\$24.24	\$20.10	83%	\$23.11	95%
4	Elementary School Cafeteria Manager	Child Nutrition Manager - ES/IS	M	12	\$15.28	\$15.16	99%	\$14.69	96%
5	General Maintenance Worker - Level 1	General Maintenance Worker	NS		\$17.26	\$13.97	81%		
6	General Maintenance Worker - Level 2	General Maintenance/Trades Apprentice	NS		\$19.78	\$19.39	98%		
7	High School Cafeteria Manager	Child Nutrition Manager - MS/HS	M	12	\$18.57	\$17.79	96%	\$17.64	95%
8	HVAC Mechanic	HVAC Technician	C	12	\$24.31	\$21.45	88%	\$23.11	95%
9	Locksmith	Locksmith	NS		\$22.73	\$19.97	88%	\$20.10	88%
10	Maintenance Foreman	General Foreman	C	10	\$25.76	\$29.83	116%	\$27.28	106%
11	Plumber	Plumber	C	11	\$23.78	\$22.06	93%	\$23.11	97%
12	Police Officer/Certified Peace Officer	Police Officer	C	2	\$26.48	\$24.42	92%	\$23.11	87%
13	Warehouse Assistant	Warehouse Worker	C	6	\$15.66	\$17.33	111%	\$14.69	94%
						Pay	93%	Plan	95%

Summary of Pay Comparisons to Market	
Above (Over 110%)	2
At market (90% - 110%)	5
Below (Less than 90%)	6

Notes

- M** Market salary is median of reporting comparison districts
- C** Market salary is average of non-school and school markets
- NS** Market salary is median value of non-school market

Aledo ISD

Extra Duty Stipend Market, 2014-15

Positions Sorted by Stipend Assignment

Athletics

	Stipend Assignment	Level	Note	Market			District - Current			District - Proposed		
				Districts Reporting Stipend	Districts Reporting Days	Market Total Value ¹	Total Stipend Value	Compare to Market \$	Compare to Market %	Proposed Stipend	Compare to Market \$	Compare to Market %
1	Baseball Asst	HS	M	12	4	\$4,409	\$5,000	\$591	113%	\$5,000	\$591	113%
2	Baseball Head	HS	M	12	5	\$7,085	\$8,500	\$1,415	120%	\$8,500	\$1,415	120%
3	Basketball Asst	HS	M	12	5	\$4,174	\$5,000	\$826	120%	\$5,000	\$826	120%
4	Basketball Head	HS	M	12	5	\$8,555	\$8,500	-\$55	99%	\$8,500	-\$55	99%
5	Basketball MS	MS	M	12	2	\$2,625	\$3,000	\$375	114%	\$3,000	\$375	114%
6	Cross Country Head	HS	M	12	5	\$6,025	\$6,500	\$475	108%	\$6,500	\$475	108%
7	Football 9th Grade	HS	M	10	6	\$4,673	\$6,500	\$1,827	139%	\$6,500	\$1,827	139%
8	Football Asst	HS	M	12	7	\$5,481	\$7,500	\$2,019	137%	\$7,500	\$2,019	137%
9	Football Offensive/Defensive Coord	HS	M	12	7	\$8,257	\$8,500	\$243	103%	\$8,500	\$243	103%
10	Football Head (total salary)	HS	M	7	5	\$92,903	\$91,952	-\$951	99%			
11	Football Head MS	MS	M	8	4	\$3,989	\$5,500	\$1,511	138%	\$5,500	\$1,511	138%
12	Football JV	HS	M	9	7	\$5,267	\$7,000	\$1,733	133%	\$7,000	\$1,733	133%
13	Golf Head	HS	M	11	4	\$7,818	\$7,500	-\$318	96%	\$7,500	-\$318	96%
14	Powerlifting Head	HS	M	10	3	\$5,006	\$6,500	\$1,494	130%	\$6,500	\$1,494	130%
15	Soccer Asst	HS	M	12	3	\$4,000	\$5,000	\$1,000	125%	\$5,000	\$1,000	125%
16	Soccer Head	HS	M	12	5	\$7,167	\$8,500	\$1,333	119%	\$8,500	\$1,333	119%
17	Softball Asst	HS	M	12	4	\$4,832	\$5,000	\$168	103%	\$5,000	\$168	103%
18	Softball Head	HS	M	12	5	\$7,054	\$8,500	\$1,447	121%	\$8,500	\$1,447	121%
19	Swimming Head	HS	M	9	3	\$7,344	\$7,500	\$156	102%	\$7,500	\$156	102%
20	Tennis Head	HS	M	12	5	\$8,610	\$7,500	-\$1,110	87%	\$8,500	-\$110	99%
21	Tennis MS	MS	M	8	1	\$2,674	\$2,500	-\$174	93%	\$3,000	\$326	112%
22	Track Asst	HS	M	12	3	\$3,725	\$5,000	\$1,275	134%	\$5,000	\$1,275	134%

Aledo ISD

Extra Duty Stipend Market, 2014-15

Positions Sorted by Stipend Assignment

Athletics

	Stipend Assignment	Level	Note	Market			District - Current			District - Proposed		
				Districts Reporting Stipend	Districts Reporting Days	Market Total Value ¹	Total Stipend Value	Compare to Market \$	Compare to Market %	Proposed Stipend	Compare to Market \$	Compare to Market %
23	Track Head	HS	M	12	4	\$6,085	\$8,500	\$2,415	140%	\$8,500	\$2,415	140%
24	Track MS	MS	M	12	2	\$2,549	\$3,000	\$451	118%	\$3,000	\$451	118%
25	Volleyball Asst	HS	M	12	6	\$5,383	\$5,000	-\$383	93%	\$5,000	-\$383	93%
26	Volleyball Head	HS	M	12	6	\$7,560	\$8,500	\$940	112%	\$8,500	\$940	112%
27	Volleyball MS	MS	M	11	4	\$2,750	\$3,000	\$250	109%	\$3,000	\$250	109%
District Comparison to Market								\$702	115%		\$823	117%
							Current			Proposed		

Summary of Stipend Comparisons		Comparison Distance	
	Above (Over 110%)	16	17
	At market (90% - 110%)	10	9
	Below (Less than 90%)	1	-

Notes

- M Market stipend is median of reporting comparison districts
- (1) Market total value includes the cost of extra days for those districts that pay extra days. The cost of extra days was added to the stipend amount paid for each district using that district's standard daily rate or average teacher daily rate.

**Performing Arts and
Academics**

Aledo ISD
Extra Duty Stipend Market, 2014-15
Positions Sorted by Stipend Assignment

	Stipend Assignment	Level	Note	Market			District - Current			District - Proposed		
				Districts Reporting Stipend	Districts Reporting Days	Market Total Value ¹	Total Stipend Value	Compare to Market \$	Compare to Market %	Proposed Stipend	Compare to Market \$	Compare to Market %
1	Academic Decathlon Advisor	HS	M	5	0	\$1,800	\$2,000	\$200	111%	\$2,000	\$200	111%
2	Agriculture Science HS (total salary)	HS	M	4	1	\$62,333	\$60,693	-\$1,640	97%			
3	Band HS Asst Director	HS	M	12	5	\$7,581	\$8,000	\$419	106%	\$8,500	\$919	112%
4	Band HS Director (total salary)	HS	M	10	6	\$82,714	\$90,765	\$8,051	110%	\$0		
5	Band MS Director	MS	M	11	4	\$6,444	\$7,000	\$556	109%	\$7,000	\$556	109%
6	Cheerleading HS Asst Sponsor	HS	M	11	3	\$2,317	\$2,500	\$183	108%	\$2,500	\$183	108%
7	Cheerleading HS Sponsor	HS	M	12	4	\$5,042	\$5,000	-\$42	99%	\$5,000	-\$42	99%
8	Cheerleading MS Sponsor	MS	M	10	1	\$2,000	\$2,500	\$500	125%	\$2,500	\$500	125%
9	Choir HS Director	HS	M	12	2	\$5,500	\$5,000	-\$500	91%	\$6,000	\$500	109%
10	Dance/Drill Team HS Director	HS	M	11	4	\$6,300	\$2,000	-\$4,300	32%	\$5,000	-\$1,300	79%
11	Department Chair HS	HS	M*	12	--	\$1,670	\$1,200	-\$470	72%	\$1,200	-\$470	72%
12	Department Chair MS	MS	M*	12	--	\$1,076	\$1,000	-\$76	93%	\$1,000	-\$76	93%
13	HS Class Advisor	HS	M	4	0	\$1,010	\$1,000	-\$10	99%	\$1,000	-\$10	99%
14	Mentor Teacher	All	M*	3	--	\$500	\$200	-\$300	40%	\$500	\$0	100%
15	National Honor Society Advisor HS	HS	M	7	0	\$600	\$1,500	\$900	250%	\$1,500	\$900	250%
16	Newspaper Advisor	HS	M	9	0	\$1,200	\$1,300	\$100	108%	\$1,500	\$300	125%
17	One-Act Play Sponsor	HS	M	7	0	\$1,500	\$4,000	\$2,500	267%	\$4,000	\$2,500	267%
18	Student Council Advisor HS	HS	M	11	2	\$1,500	\$1,300	-\$200	87%	\$1,750	\$250	117%
19	Student Council Advisor MS	MS	M	9	0	\$600	\$1,500	\$900	250%	\$1,500	\$900	250%
20	UIL Campus Coordinator HS	HS	M	12	0	\$1,240	\$1,750	\$510	141%	\$1,750	\$510	141%
21	UIL Campus Coordinator MS	MS	M	11	0	\$600	\$1,200	\$600	200%	\$1,500	\$900	250%
22	UIL Subject-Area Coach HS	HS	M	9	0	\$600	\$250	-\$350	42%	\$750	\$150	125%

Aledo ISD

Extra Duty Stipend Market, 2014-15

Positions Sorted by Stipend Assignment

**Performing Arts and
Academics**

Stipend Assignment	Level	Note	Market			District - Current			District - Proposed		
			Districts Reporting Stipend	Districts Reporting Days	Market Total Value ¹	Total Stipend Value	Compare to Market \$	Compare to Market %	Proposed Stipend	Compare to Market \$	Compare to Market %
23 UIL Subject-Area Coach MS	MS	M	6	0	\$303	\$400	\$97	132%	\$500	\$197	165%
24 Yearbook Advisor	MS	M	11	0	\$1,500	\$2,000	\$500	133%	\$2,000	\$500	133%
District Comparison to Market						\$339	121%	\$367	138%	Proposed	

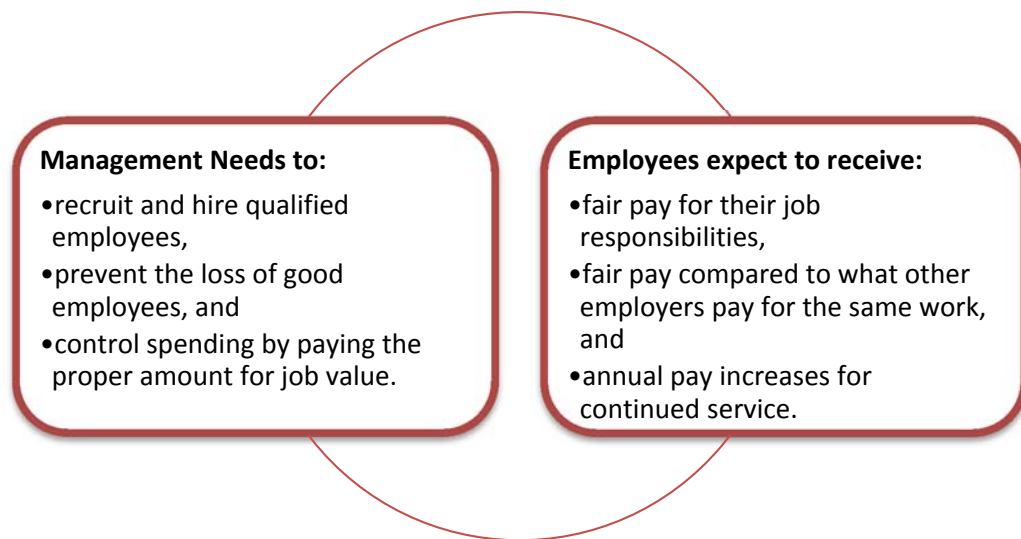
Summary of Stipend Comparisons		Comparison Distance	
		Current	Proposed
	Above (Over 110%)	9	13
	At market (90% - 110%)	10	7
	Below (Less than 90%)	5	2

Notes

- M** Market stipend is median of reporting comparison districts
- M*** The list of districts for these incentives can be found on the teacher market.
- (1)** Market total value includes the cost of extra days for those districts that pay extra days. The cost of extra days was added to the stipend amount paid for each district using that district's standard daily rate or average teacher daily rate.

Objectives of Pay Systems

All organizations have common management needs and employee expectations that must be translated into pay practices. An effective pay system should address both the needs of the organization and the expectations of its employees.



Basic Pay System Elements

Job Families

A job family includes jobs that share common characteristics and are grouped into a common pay structure. These characteristics include the type of work performed, the competitive job market, potential career paths for employees, and state and federal laws regulating wages and salaries. Separate pay range structures are typically built for each job family.

Pay Grades

Compensable job factors such as skill, effort, and responsibility serve as the basis for assigning jobs to different pay levels to achieve internal pay equity among employees. The greater the degree of skill, effort, and responsibility required by a job, the higher the level of pay. Jobs that have similar value and are grouped into the same range of pay are assigned or classified to pay grades.

Job Pricing

While objective job evaluation and classification contributes to internal pay equity, job pricing contributes to external pay equity. Job pricing uses data collected from salary and wage surveys of other employers to determine the external market value of benchmark jobs. This data is used to set pay ranges that are competitive with the external job market. Because jobs have been analyzed and classified into groups of similar value, job pricing does not require a survey match for each unique job.

Job Market

Job markets may be different for different employee groups. By definition, a job market represents the employers that a district typically competes with to attract and retain employees. Professional employees may be recruited from a larger geographic area than paraprofessional or auxiliary employees. School districts may be the only competitors for instructional positions while other types of businesses may be competitors for business or technology jobs. For this reason, different job markets and survey sources may be used to accurately assess the district's true competitive job market.

Pay Structure

The pay structure itself is the key management tool that provides control over the district's competitive position in the marketplace and internal pay equity among all employees. Designing the pay structure involves setting the proper control points (midpoint, minimum, and maximum rates of pay) for each pay grade and ensuring that appropriate pay differentials between pay grade levels are established.

Issues that must be weighed and balanced in the design of pay structures include:

- positioning the district competitively,
- impact on current pay practices,
- adequate pay differentials for higher levels of job responsibility,
- internal consistency and rationality, and
- controlled variance within each pay range.

Pay System Implementation and System Administration

Current employees may not be paid within the recommended pay ranges initially. Decisions must be made during this transition period of how to deal with employees who are paid outside the pay range for their position. If employees are paid below the minimum rate of their pay range, additional adjustments should be provided to increase their pay to at least the minimum rate of pay. If employees are paid above the maximum of the pay range, they are left outside the range. No employee's pay should be reduced in this event.

Employees advance in pay through pay adjustments tied to budget planning that are determined on an annual basis. These management decisions are based on current economic conditions, including projected district revenues, the cost of living, and market competition.

The midpoint of the range is recommended as the basis for calculating employee increases. This ensures a more equitable distribution of the dollars available for pay increases and moves employees up to the range midpoint (market rate) more quickly. Using the range midpoints instead of current salaries will deliver equal dollars to employees at the same job level and helps the district to control the rate of advancement through the pay range.

Long-Term Salary Administration

For any pay plan to meet its intended goals on a long-term basis, it must be updated regularly and administered properly. Salary administration involves four primary activities requiring administrative decisions:

- adjusting pay ranges for job market changes and general economic inflation,
- budgeting for annual salary increases for employees,
- placing new employees in the system, and
- calculating special increases for promotions or other job changes.

Pay System Management

The recommendations provided in Chapter V help ensure a market-competitive and equitable system for AISD. However, pay systems are dynamic and are impacted by numerous factors. To maintain a competitive and equitable system, the district must work to manage its pay system. Following are recommendations to aid the district in this endeavor:

