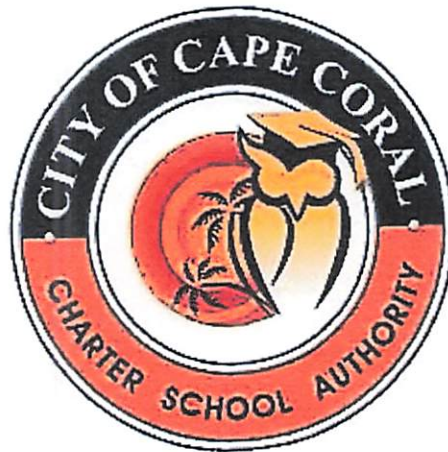




START **HERE.** Go **EVERYWHERE.**



**CHARTER SCHOOL AUTHORITY GOVERNING BOARD WORKSHOP
EMPLOYEE CLASSIFICATION & COMPENSATION**

TUESDAY, FEBRUARY 4, 2025

2:00PM

CAPE CORAL CITY COUNCIL CHAMBERS

CAPE TV LIVE STREAM:

https://www.capecoral.gov/departments/clerk/agendas_and_videos.php

**FOUR
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ONE
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CapeCharterSchools.org



3519 Oasis Blvd., Cape Coral, FL 33914





OASIS

CHARTER SCHOOLS

CITY OF CAPE CORAL

Classification and
Compensation Study

Evergreen Analysis by the Numbers

All Employees Implementation Option	Total Salary-Only Cost	Number of Employees Adjusted	Average Adjustment for Impacted Employees	Average Percent Adjustment
Bring to Min	\$ 473,929.55	284	\$ 1,668.77	5.8%
Tenure Years	\$ 1,421,537.10	284	\$ 5,005.41	15.0%
Class Years	\$ 1,280,427.41	284	\$ 4,508.55	12.1%
Hybrid Years	\$ 1,315,748.82	284	\$ 4,632.92	12.2%

Charter School decided to move forward with Class Years.

Evergreen Analysis	Annual Salary	Class Years	Adjustment
Instructional	\$ 10,483,859.05	\$ 11,370,042.16	\$ 886,183.11
Support	2,134,292.03	2,406,354.25	272,062.23
Administration	1,100,059.10	1,222,241.18	122,182.08
Total Adjustment	\$13,718,210.18	\$14,998,637.59	\$ 1,280,427.41

When analyzing the data provided by Evergreen a few things to note:

- Evergreen data was taken at a point and time and not the current data in the system.
- Evergreen Cost only includes Salary adjustments, not total Cost.
- Evergreen data does not include vacancies for any positions without a current person.

City Analysis by the Numbers

Taxes/Pension	Annual Salary	Class Years	Adjustment
2025	\$ 14,897,229.12	\$ 16,367,290.00	\$ 1,470,060.88
2026	14,897,229.12	16,663,226.94	1,765,997.82
2027	14,897,229.12	16,826,873.67	1,929,644.55
Total Adjustment over 3 years			\$ 5,165,703.25

FY 2025 represents a full year adjustment. When we implement in 2025 it will be based on the number of pay periods left.

City Analysis

- Data was brought current.
- All positions, including vacancies were brought into the report.
- Positions for future years were adjusted/increased based on the need in the High School.
- Reclasses of positions were completed as requested.
- Does not include overall payroll changes - only changes to Salary/Taxes/Pension

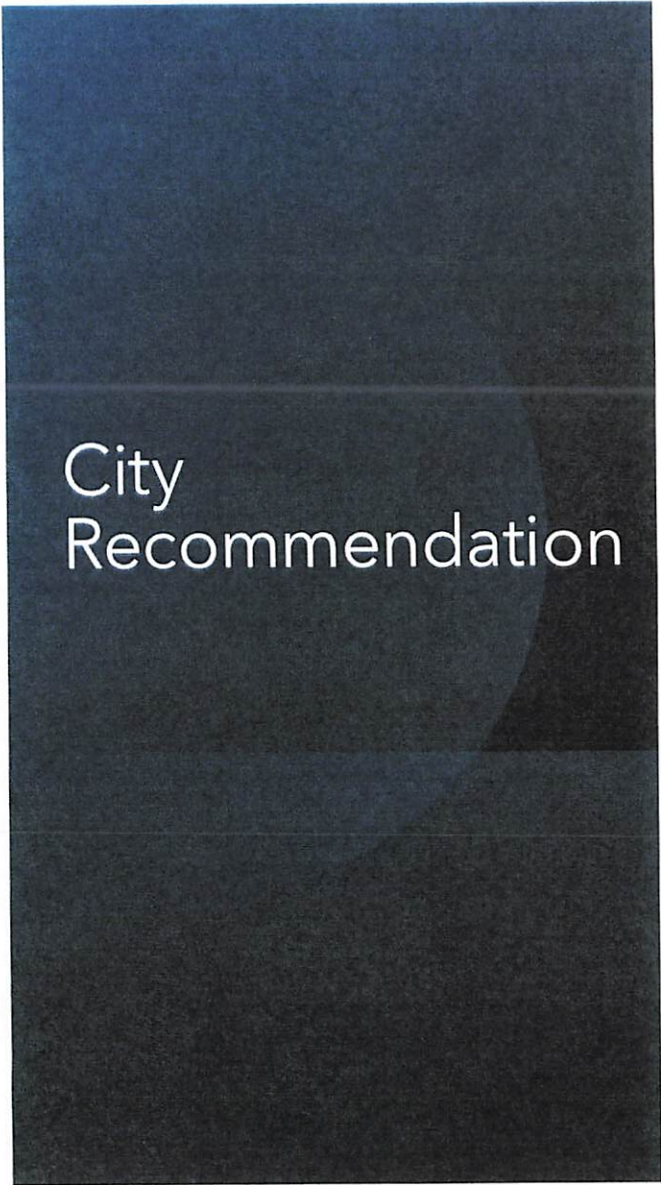
Charter School Budget to Actuals

	FY 2025 Original Budget	FY 2025 Adjustment	Adjusted FY 2025 Budget	FY 2026 Original Budget	FY 2026 Adjustment	Adjusted FY 2026 Budget	FY 2027 Original Budget	FY 2027 Adjustment	Adjusted FY 2027 Budget
Revenues									
Intergovernmental	\$ 29,590,958	\$ -	\$ 29,590,958	\$ 30,311,656	\$ -	\$ 30,311,656	\$ 31,110,843	\$ -	\$ 31,110,843
Capital Outlay (PECO)	1,960,832	-	1,960,832	1,980,440	-	1,980,440	2,000,245	-	2,000,245
Local Capital Improvement (LCI)	2,045,250	-	2,045,250	2,727,000	-	2,727,000	3,636,000	-	3,636,000
Charges for Services	1,061,962	-	1,061,962	1,092,977	-	1,092,977	1,103,907	-	1,103,907
Miscellaneous	474,498	-	474,498	478,994	-	478,994	460,516	-	460,516
Transfers In	38,000	-	38,000	38,380	-	38,380	38,765	-	38,765
Total Revenues	\$ 35,171,500	\$ -	\$ 35,171,500	\$ 36,629,447	\$ -	\$ 36,629,447	\$ 38,350,276	\$ -	\$ 38,350,276
Expenditures									
Personnel	\$ 23,046,632	\$ 1,298,568	\$ 24,345,200	\$ 23,167,426	\$ 1,594,807	\$ 24,762,233	\$ 23,456,331	\$ 1,517,222	\$ 24,973,553
Operating	7,582,576	-	7,582,576	8,002,332	204,291	8,206,623	8,075,092	376,590	8,451,682
Capital	586,376	-	586,376	464,864	-	464,864	316,368	-	316,368
Debt	1,551,264	-	1,551,264	1,551,264	-	1,551,264	1,551,264	-	1,551,264
Transfers Out	946,152	-	946,152	1,630,694	-	1,630,694	2,789,760	-	2,789,760
Unassigned Fund Balance	1,458,500	(1,298,568)	159,932	1,812,867	(1,799,098)	13,769	2,161,461	(1,893,812)	267,649
Total Expenditures	\$ 35,171,500	\$ -	\$ 35,171,500	\$ 36,629,447	\$ -	\$ 36,629,447	\$ 38,350,276	\$ -	\$ 38,350,276
Net Revenues and Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

City Analysis

- Reviewed Forecasted Revenue
- Reviewed and Adjusted Forecasted Expenditures
- Adjusted Categories to realign Expenditures

City Analysis by the Numbers



City Recommendation

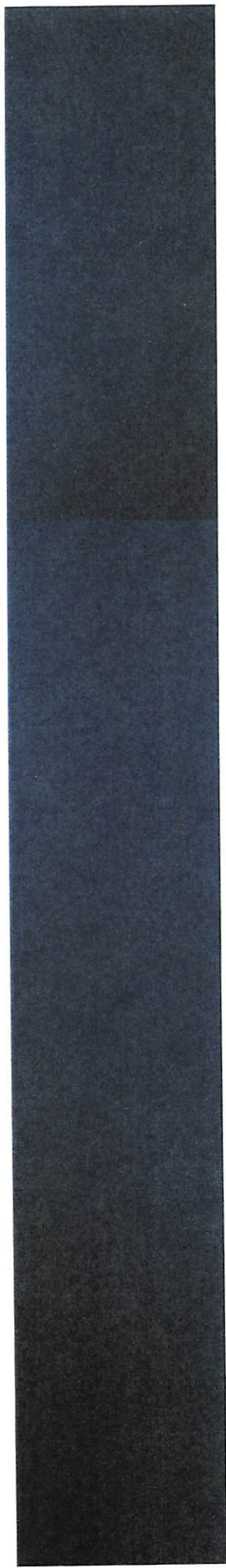
- The City recommends moving forward with the Class Parity Adjustment to Pay.
- The 1% increase in FY 2026 and FY 2027 will be re-evaluated during the budget process to confirm.
- No additional positions will be added without a dedicated revenue source.
- In the summer of FY 2026, start of FY 2027 Budget, reengage with Evergreen to complete an updated study for the next 3 years.

Any Questions?

THANK YOU



Classification and Compensation Study



Market Comparables

Market Salary Survey

- Data was collected from 7 peers
- Identified peers are close in proximity and represent employers that Oasis often competes with for quality employees, or that have a similar structure/size to Oasis.
- Supplementary data also collected from Economic Research Institute (ERI) to support market findings

Charlotte County Schools

ERI – Charlotte County (All Industry)

Collier County Schools

ERI – Charlotte County (Private Education)

Desoto County Schools

ERI – Charlotte County (Public Education)

Franklin Academy Charter Schools

ERI – Collier County (All Industry)

Hendry County Schools

ERI – Collier County (Private Education)

Lee County Schools

ERI – Collier County (Public Education)

Pembroke Pines Charter Schools

ERI – Lee County (All Industry)

ERI – Lee County (Private Education)

Cost Explanations

Option	Explanation	Option Pros	Option Cons
Bring to Minimum	Realigns employees who are below the minimum of their recommended pay range by bringing them up to the minimum, with no further adjustments made.	- Least Expensive Option - Ensures all employees are in new pay grade	- Does not address compression - Can cause additional compression at grade minimum
Class Parity	Realigns employees along their salary range on the basis of how long they have been serving in their current classification. This is done on a total 30-year basis, meaning employees with 30 or more years of experience in their current classification would be placed at maximum, whereas employees with 15 years would be placed at the midpoint of the range.	- Credits employees for time in classification - Addresses compression on the basis of time in classification - Adjusts for market	- Can erase performance gains - Does not account for organizational tenure - Does not account for outside experience
Hybrid Parity	Realigns employees along their salary range on the basis of their "hybrid years." A hybrid year would give full credit to an employee for each year they have been serving in their current classification and one-half credit for the amount of time they have spent in any other classification. This is done on a total 30-year basis.	- Credits employees for time in classification and organizational tenure - Addresses compression on the basis of time in classification and organizational tenure - Adjusts for market	- Can erase performance gains - Does not account for outside experience
Tenure Parity	Realigns employees along their salary range on the basis of how long they have been serving at the organization in any job title. This is done on a total 30-year basis.	- Credits employees for organizational tenure - Addresses compression on the basis of organizational tenure - Adjusts for market	- Can erase performance gains - Does not account for time in classification - Does not account for outside experience

Salary Only Cost

Support Employees Implementation Option	Total Salary-Only Cost	Number of Employees Adjusted	Average Adjustment for Impacted Employees	Average Percentage Adjustment
Bring to Min	\$ 162,422.90	78	\$ 2,082.34	7.8%
Tenure Years	\$ 345,256.00	78	\$ 4,426.36	16.3%
Class Years	\$ 272,062.23	78	\$ 3,487.98	13.1%
Hybrid Years	\$ 308,432.49	78	\$ 3,954.26	14.7%

Administrative Employees Implementation Option	Total Salary-Only Cost	Number of Employees Adjusted	Average Adjustment for Impacted Employees	Average Percentage Adjustment
Bring to Min	\$ 56,200.71	11	\$ 5,109.16	7.0%
Tenure Years	\$ 173,026.09	11	\$ 15,729.64	19.9%
Class Years	\$ 122,182.08	11	\$ 11,107.46	14.5%
Hybrid Years	\$ 112,604.46	11	\$ 10,236.77	13.4%

Instructional Employees Implementation Option	Total Salary-Only Cost	Number of Employees Adjusted	Average Adjustment for Impacted Employees	Average Percentage Adjustment
Bring to Min	\$ 255,305.93	195	\$ 1,309.26	2.5%
Tenure Years	\$ 903,255.02	195	\$ 4,632.08	8.7%
Class Years	\$ 886,183.11	195	\$ 4,544.53	8.6%
Hybrid Years	\$ 894,711.87	195	\$ 4,588.27	8.6%

Projected Implementation Date	Min. % Increase	Parity Length	% Increase Cap	Salary Range Cap
7/1/2025	1.00%	30.0	100.0%	100.0%
7/1/2025	1.00%	20.0	100.0%	100.0%
7/1/2025	1.00%	30.0	100.0%	100.0%

SUPPORT ADJUSTMENTS
ADMINISTRATION ADJUSTMENTS
INSTRUCTIONAL ADJUSTMENTS

All Employees Implementation Option	Total Salary-Only Cost	Number of Employees Adjusted	Average Adjustment for Impacted Employees	Average Percentage Adjustment
Bring to Min	\$ 473,929.55	284	\$ 1,668.77	5.8%
Tenure Years	\$ 1,421,537.10	284	\$ 5,005.41	15.0%
Class Years	\$ 1,280,427.41	284	\$ 4,508.55	12.1%
Hybrid Years	\$ 1,315,748.82	284	\$ 4,632.92	12.2%

Salary recommendations were built using the 50th percentile of the full market (including ERI data) placing Oasis right in the middle of the market (meaning half of our peers would be paying higher than the average median, and half of them would be lower).

Position Grade Assignments

Support Personnel

Pay Plan	Classification	Recommended Title	Proposed Grade
Support	Substitute Food Service Worker	SUB FOOD SERVICE WORKER	C01
Support	FOOD SERVICE WORKER	FOOD SERVICE WORKER	C01
Support	Instructor - Before And After Care	Instructor - Before And After Care	C02
Support	OFFICE ASSISTANT	OFFICE ASSISTANT	C02
Support	CLINIC ASSISTANT	CLINIC ASSISTANT	C02
Support	Substitute Paraprofessional I	SUB PARAPROFESSIONAL I	C03
Support	SECURITY GUARD	SECURITY GUARD	C03
Support	INFORMATION SPECIALIST	INFORMATION SPECIALIST	C05
Support	RECEPTIONIST	RECEPTIONIST	C03
Support	PARAPROFESSIONAL I	PARAPROFESSIONAL I	C03
Support	SECRETARY	SECRETARY	C03
Support	FOOD SERVICE WORKER LEAD	FOOD SERVICE WORKER LEAD	C03
Support	SUBSTITUTE TEACHER	SUBSTITUTE TEACHER	C04
Support	Long term Substitute Teacher	LONGTERM SUB TEACHER	C04
Support	PARAPROFESSIONAL II	PARAPROFESSIONAL II	C04
Support	BOOKKEEPER	BOOKKEEPER	C05
Support	TRANSPORTATION DISPATCHER	TRANSPORTATION DISPATCHER	C05
Support	BUS DRIVER	BUS DRIVER	C07
Support	EXECUTIVE ASSISTANT	EXECUTIVE ASSISTANT	C09
Support	ESOL Coordinator	ESOL COORDINATOR	C10
Support	TRANSPORTATION MANAGER	TRANSPORTATION MANAGER	C13
Support	TESTING COORDINATOR	TESTING COORDINATOR	C12
Support	Director of Before and After Care	BEFORE AND AFTER CARE COORDINATOR	C12
Support	FOOD SERVICE MANAGER	FOOD SERVICE PROGRAM MANAGER	C13
Support	NURSE - RN	NURSE - RN	C14

Pay range for each Position Grade Assignment

Grade	Minimum	Midpoint	Maximum	Range Spread
SECURITY GUARD	\$15.00	\$16.87	\$18.73	25%
OFFICE ASSISTANT	\$15.00	\$17.19	\$19.38	29%
PARAPROFESSIONAL I	\$15.00	\$17.39	\$19.78	32%
INFORMATION SPECIALIST	\$15.00	\$17.58	\$20.15	34%
CLINIC ASSISTANT	\$15.00	\$17.58	\$20.15	34%
PARAPROFESSIONAL II	\$15.00	\$18.26	\$21.51	43%
SECRETARY	\$15.00	\$19.13	\$23.25	55%
TRANSPORTATION DISPATCHER	\$16.45	\$20.72	\$24.99	52%
EXECUTIVE ASSISTANT	\$17.07	\$21.88	\$26.69	56%
BUS DRIVER	\$17.50	\$19.58	\$21.66	24%
BOOKKEEPER	\$17.69	\$22.68	\$27.66	56%
TRANSPORTATION MGR	\$20.56	\$26.34	\$32.12	56%
NURSE	\$21.05	\$27.07	\$33.09	57%
ATHLETIC DIRECTOR	\$25.40	\$30.80	\$36.19	42%
TESTING COORDINATOR	\$26.26	\$28.03	\$29.79	13%
SPEECH PATHOLOGIST	\$27.63	\$37.90	\$48.16	74%
FOOD SERVICE MANAGER	\$29.71	\$35.66	\$41.60	40%

Starting Rate for Support Percent Adjustment					\$15.00 0.0%
Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
Support Staff					
C01	\$ 15.00	\$ 18.00	\$ 21.00	40.0%	-
C02	\$ 15.90	\$ 19.08	\$ 22.26	40.0%	6.0%
C03	\$ 16.85	\$ 20.22	\$ 23.60	40.0%	6.0%
C04	\$ 17.87	\$ 21.44	\$ 25.01	40.0%	6.0%
C05	\$ 18.94	\$ 22.72	\$ 26.51	40.0%	6.0%
C06	\$ 20.07	\$ 24.09	\$ 28.10	40.0%	6.0%
C07	\$ 21.28	\$ 25.53	\$ 29.79	40.0%	6.0%
C08	\$ 22.55	\$ 27.07	\$ 31.58	40.0%	6.0%
C09	\$ 23.91	\$ 28.69	\$ 33.47	40.0%	6.0%
C10	\$ 25.34	\$ 30.41	\$ 35.48	40.0%	6.0%
C11	\$ 26.86	\$ 32.24	\$ 37.61	40.0%	6.0%
C12	\$ 28.47	\$ 34.17	\$ 39.86	40.0%	6.0%
C13	\$ 30.18	\$ 36.22	\$ 42.26	40.0%	6.0%
C14	\$ 31.99	\$ 38.39	\$ 44.79	40.0%	6.0%
C15	\$ 33.91	\$ 40.70	\$ 47.48	40.0%	6.0%

Position Grade Assignments

Instructional Personnel

Pay Plan	Classification	Recommended Title	Proposed Grade
Instructional	Teacher - Bachelors 1	TEACHER Elementary	I01
Instructional	EXCEPTIONAL TEACHER Elementary	EXCEPTIONAL TEACHER Elementary	I01
Instructional	Guidance/Teacher Counselor - HS/MS	GUIDANCE/TEACH COUNS - HS/MS	I02
Instructional	Teacher - Bachelors 2	TEACHER Secondary	I01
Instructional	EXCEPTIONAL TEACHER Secondary	EXCEPTIONAL TEACHER Secondary	I01
Instructional	SPEECH PATHOLOGIST	SPEECH PATHOLOGIST	I03
Instructional	SOCIAL WORKER	SOCIAL WORKER	I04

TEACHER Elementary	\$32.89	\$34.58	\$36.27	10%
TEACHER Secondary	\$35.09	\$36.89	\$38.69	10%
EXCEPTIONAL TEACHER Elementary	\$44.43	\$46.12	\$47.81	8%
EXCEPTIONAL TEACHER Secondary	\$46.63	\$48.43	\$50.23	8%

Starting Rate for Instructional Plan Percent Adjustment					\$35.09 0.0%
Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
Instructional Staff					
I01	\$ 35.09	\$ 42.11	\$ 49.13	40.0%	-
I02	\$ 36.84	\$ 44.21	\$ 51.58	40.0%	5.0%
I03	\$ 38.69	\$ 46.42	\$ 54.16	40.0%	5.0%
I04	\$ 40.62	\$ 48.75	\$ 56.87	40.0%	5.0%
I05	\$ 42.65	\$ 51.18	\$ 59.71	40.0%	5.0%
I06	\$ 44.78	\$ 53.74	\$ 62.70	40.0%	5.0%
I07	\$ 47.02	\$ 56.43	\$ 65.83	40.0%	5.0%

Grade	Minimum	Midpoint	Maximum
Instructional Staff			
I01	\$ 53,336.80	\$ 64,004.16	\$ 74,671.52
I02	\$ 56,003.64	\$ 67,204.37	\$ 78,405.10
I03	\$ 58,803.82	\$ 70,564.59	\$ 82,325.35
I04	\$ 61,744.01	\$ 74,092.82	\$ 86,441.62
I05	\$ 64,831.21	\$ 77,797.46	\$ 90,763.70
I06	\$ 68,072.77	\$ 81,687.33	\$ 95,301.88
I07	\$ 71,476.41	\$ 85,771.70	\$ 100,066.98

Current Annual Salaries

Annual Salary	Class Years	Final Annual Salary
\$ 53,336.80	1.92	\$54,698.72
\$ 59,021.60	19.94	\$67,519.03
\$ 53,975.20	3.61	\$55,902.81
\$ 57,836.00	16.90	\$65,354.38
\$ 51,148.00	2.76	\$55,302.71
\$ 51,148.00	2.76	\$55,302.71
\$ 59,219.20	15.89	\$64,637.38
\$ 54,005.60	3.57	\$55,875.53
\$ 56,194.40	4.88	\$56,808.81
\$ 60,982.40	1.92	\$61,592.22
\$ 55,844.80	0.91	\$56,403.25
\$ 50,600.80	4.68	\$56,666.58
\$ 50,646.40	4.87	\$56,801.01
\$ 50,600.80	3.92	\$56,121.03
\$ 54,522.40	9.91	\$60,382.13
\$ 50,600.80	3.92	\$56,121.03
\$ 53,352.00	12.92	\$62,527.29
\$ 53,428.00	2.92	\$55,411.82
\$ 50,600.80	4.34	\$56,421.08
\$ 56,635.20	0.91	\$57,201.55
\$ 50,099.20	2.92	\$55,409.87
\$ 50,904.80	0.91	\$53,985.61
\$ 50,616.00	5.92	\$57,545.29
\$ 52,303.20	11.92	\$61,816.13
\$ 60,268.00	15.89	\$64,637.38
\$ 51,680.00	2.92	\$55,409.87
\$ 52,379.20	11.92	\$61,816.13
\$ 49,992.80	0.80	\$53,907.67
\$ 54,522.40	9.91	\$60,382.13
\$ 58,672.00	0.91	\$59,258.72

Proposed Annual Salaries



Position Grade Assignments (Administrative Personnel)

Pay Plan	Classification	Recommended Title	Proposed Grade
Admin	DIRECTOR OF STEM EDUCATION	DIRECTOR OF STEM EDUCATION	I07
Admin	ATHLETIC DIRECTOR	ATHLETIC DIRECTOR	A01
Admin	Assistant Principal - Elem	ASSISTANT PRINCIPAL ELEMENTARY	A01
Admin	Assistant Principal - Middle	ASSISTANT PRINCIPAL MIDDLE	A01
Admin	Assistant Principal - High	ASSISTANT PRINCIPAL HIGH	A02
Admin	Principal - Elem	PRINCIPAL ELEMENTARY	A03
Admin	Principal - Middle	PRINCIPAL MIDDLE	A03
Admin	Principal - High	PRINCIPAL HIGH	A04

ASSISTANT PRINCIPAL E	\$36.06	\$39.67	\$43.27	20%
ASSISTANT PRINCIPAL M	\$36.06	\$39.67	\$43.27	20%
ASSISTANT PRINCIPAL H	\$36.06	\$39.67	\$43.27	20%
DIR OF STEM EDUCATION	\$40.28	\$47.33	\$54.37	35%
PRINCIPAL E	\$46.54	\$50.84	\$55.14	18%
PRINCIPAL M	\$46.54	\$50.84	\$55.14	18%
PRINCIPAL H	\$46.54	\$50.84	\$55.14	18%
ATHLETIC DIRECTOR	\$25.40	\$30.80	\$36.19	42%

Starting Rate for Administrative Plan					\$40.50
Percent Adjustment					0.0%
Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
Administrative Staff					
A01	\$ 40.50	\$ 48.60	\$ 56.70	40.0%	-
A02	\$ 43.54	\$ 52.25	\$ 60.95	40.0%	7.5%
A03	\$ 46.80	\$ 56.16	\$ 65.52	40.0%	7.5%
A04	\$ 50.31	\$ 60.38	\$ 70.44	40.0%	7.5%
A05	\$ 54.09	\$ 64.90	\$ 75.72	40.0%	7.5%

Grade	Minimum	Midpoint	Maximum
Administrative Staff			
A01	\$ 84,240.00	\$ 101,088.00	\$ 117,936.00
A02	\$ 90,558.00	\$ 108,669.60	\$ 126,781.20
A03	\$ 97,349.85	\$ 116,819.82	\$ 136,289.79
A04	\$ 104,651.09	\$ 125,581.31	\$ 146,511.52
A05	\$ 112,499.92	\$ 134,999.90	\$ 157,499.89

Supplement for Administrators

* Extracurricular activities for athletics and events that take place throughout the school year.

Principals		Assistant Principals	
Elementary	\$1500	Elementary	\$1000
Middle	\$3000	Middle	\$1000
High	\$6000	High	\$3000

Substitute Teacher Pay

Current pay plan:

- Substitutes must have a minimum AA degree (or 60 + college credits). Hourly rate \$15.25/hr. or \$114.00 per day before tax

Recommended pay plan:

- Substitutes must have a minimum AA degree (or 60+ college credits). Hourly rate \$22.00/hr or \$165.00 per day before tax
- Substitutes who are retired teachers, hourly rate \$27.00/hr or \$202.00 per day before tax

Hiring Salary Schedule

Instructional Personnel

Current Plan:

\$50,000 - \$55,000

(honoring up to 20 years of outside experience)

Recommended Plan:

\$53,135 - \$55,635

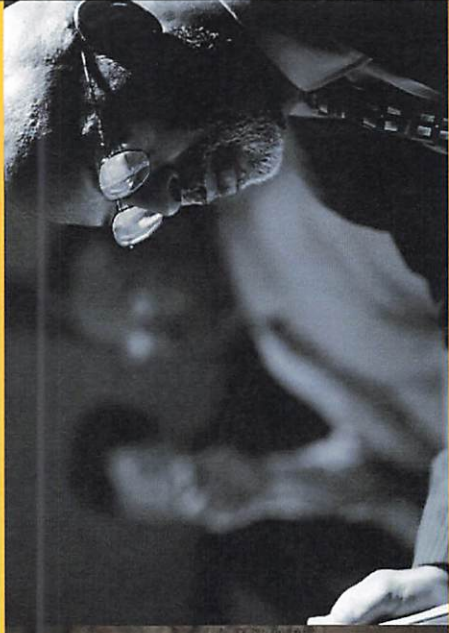
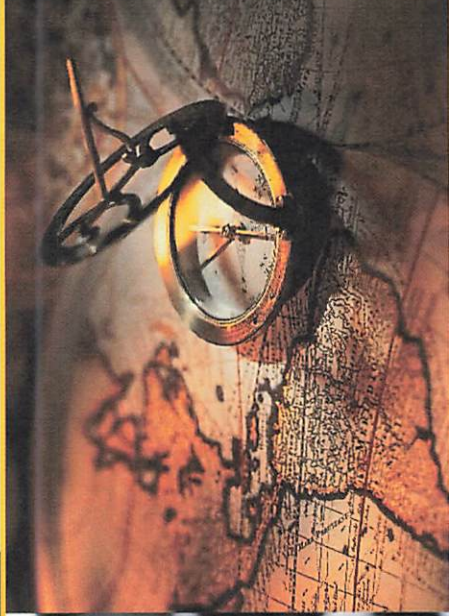
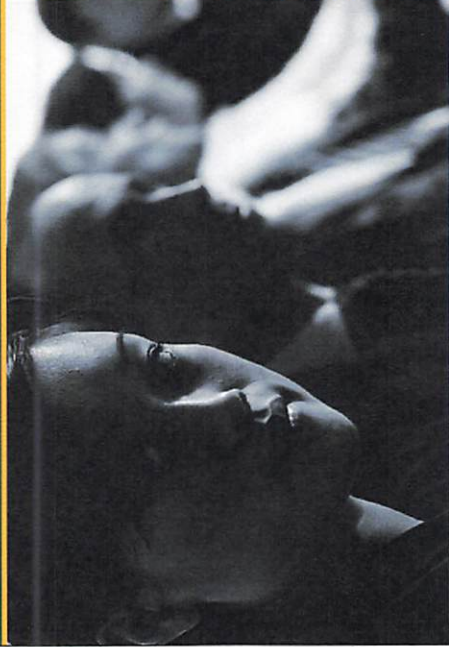
(honoring up to 20 years of outside experience)

New Hire Salary Plan - **Secondary**

Proposed - 2025-2026 - **BASED ON 190 WORKING DAYS

Years	SALARY	DAILY RATE	HOURLY RATE CT	HOURLY RATE ANNUALIZED	BI-WEEKLY PAY ADJUSTMENT
0	\$53,135.00	\$279.66	\$37.29	\$27.2487	\$2,043.65
1	\$53,135.00	\$279.66	\$37.29	\$27.2487	\$2,043.65
2	\$53,135.00	\$279.66	\$37.29	\$27.2487	\$2,043.65
3	\$53,135.00	\$279.66	\$37.29	\$27.2487	\$2,043.65
4	\$53,135.00	\$279.66	\$37.29	\$27.2487	\$2,043.65
5	\$53,135.00	\$279.66	\$37.29	\$27.2487	\$2,043.65
6	\$53,135.00	\$279.66	\$37.29	\$27.2487	\$2,043.65
7	\$52,135.00	\$274.39	\$36.59	\$26.7359	\$2,005.19
8	\$53,135.00	\$279.66	\$37.29	\$27.2487	\$2,043.65
9	\$53,135.00	\$279.66	\$37.29	\$27.2487	\$2,043.65
10	\$53,135.00	\$279.66	\$37.29	\$27.2487	\$2,043.65
11	\$53,600.00	\$282.11	\$37.61	\$27.4872	\$2,061.54
12	\$53,600.00	\$282.11	\$37.61	\$27.4872	\$2,061.54
13	\$53,600.00	\$282.11	\$37.61	\$27.4872	\$2,061.54
14	\$53,600.00	\$282.11	\$37.61	\$27.4872	\$2,061.54
15	\$54,640.00	\$287.58	\$38.34	\$28.0205	\$2,101.54
16	\$54,640.00	\$287.58	\$38.34	\$28.0205	\$2,101.54
17	\$54,640.00	\$287.58	\$38.34	\$28.0205	\$2,101.54
18	\$54,640.00	\$287.58	\$38.34	\$28.0205	\$2,101.54
19	\$54,640.00	\$287.58	\$38.34	\$28.0205	\$2,101.54
20	\$55,640.00	\$292.84	\$39.05	\$28.5333	\$2,140.00

Classification and Compensation Study Oasis Charter Schools, FL



Evergreen Solutions, LLC

Overview



Study Goals



Project Phases

Internal Review
External Review



Recommendations

Purpose of a Compensation Study

An organization's employees are its most valuable resource and greatest asset. A compensation study is an important tool used by organizations to maintain a competitive advantage.

Recruiting &
Retaining Top-Tier
Talent

Improving
Employee Morale

Improving
Organizational
Culture

Creating and
Maintaining a
Healthy Budget

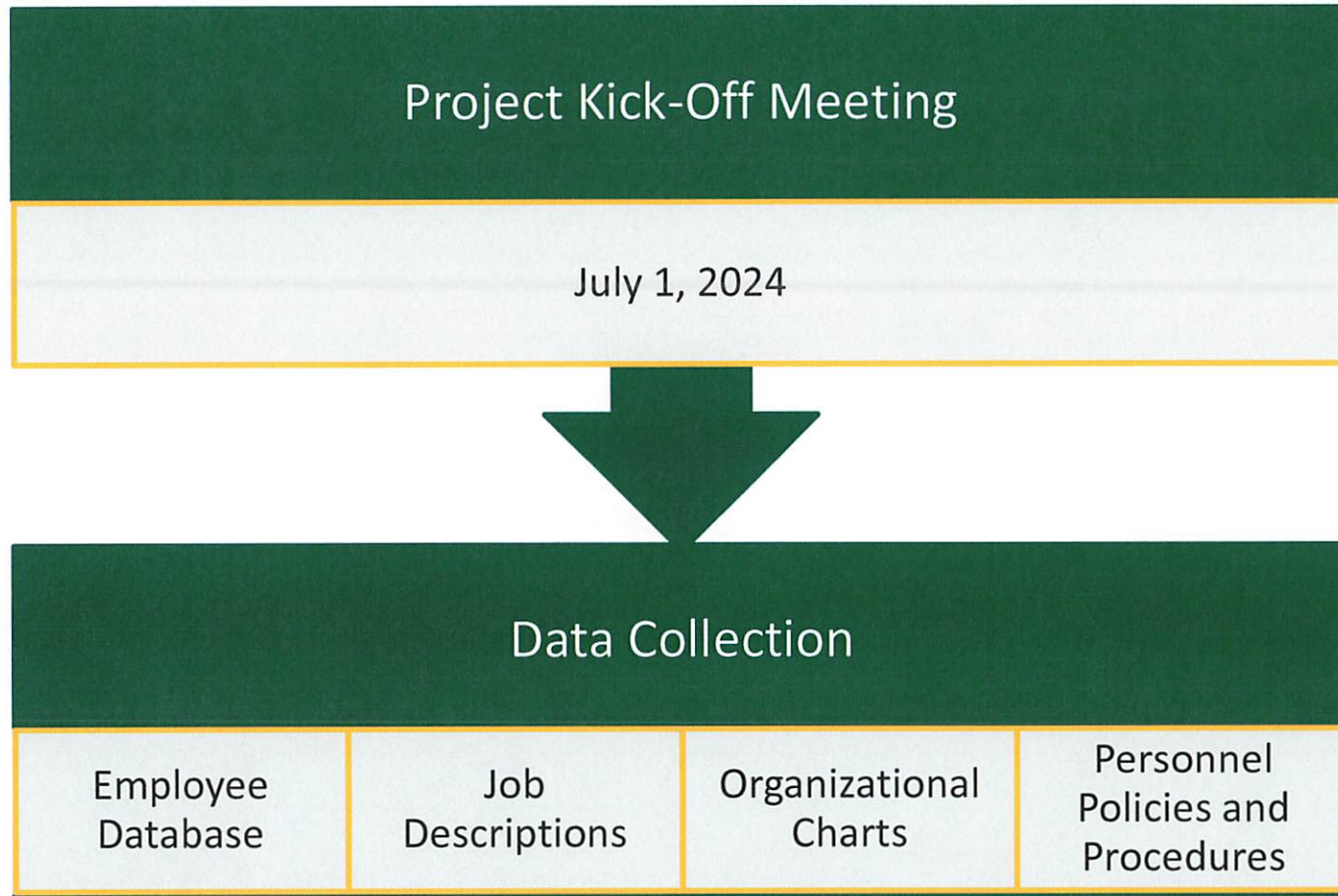
Study Goals

Review current
compensation system
to ensure internal
equity

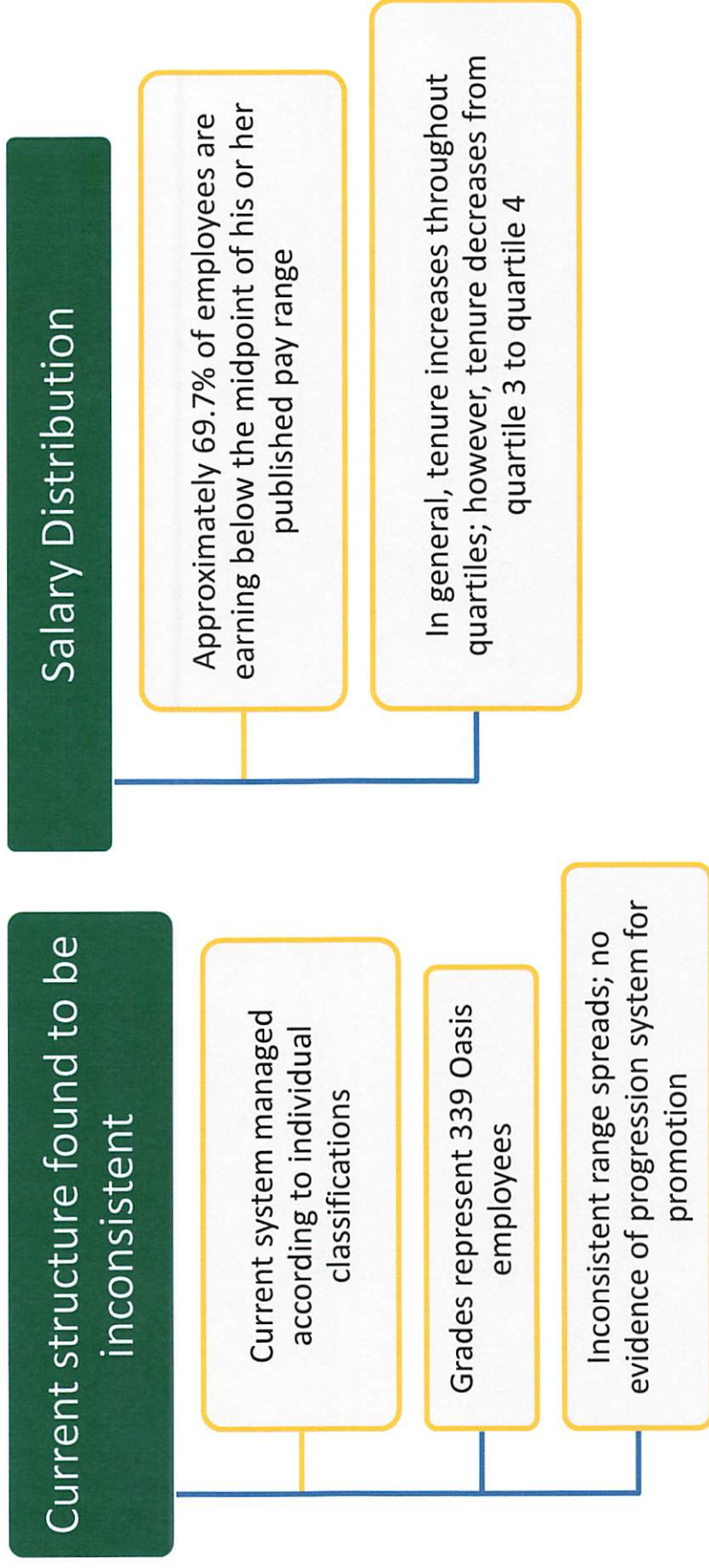
Survey peer
organizations to ensure
external equity

Produce
recommendations to
provide Oasis with a
system that is
equitable, both
internally and externally

Study Initiation

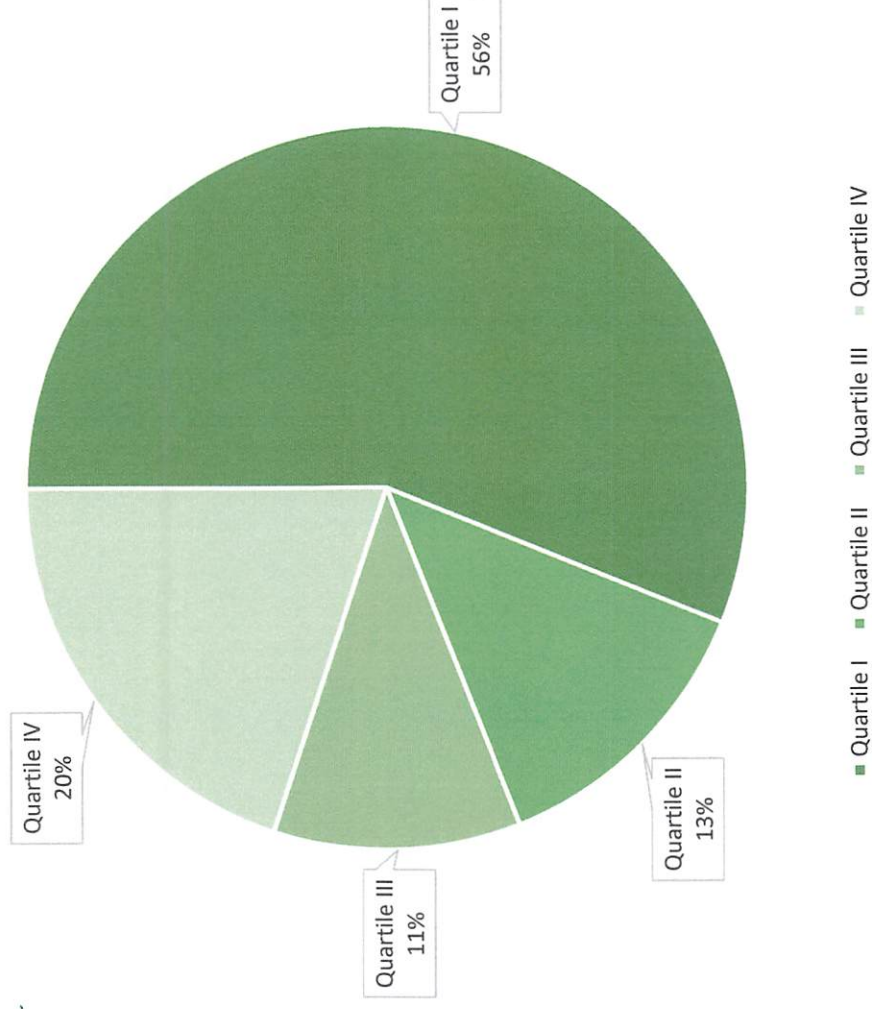


Assessment of Current Conditions



Assessment of Current Conditions

Quartile Analysis by Pay Grade



Employee Outreach

Virtual Interviews and Focus Groups

- September 10-11, 2024
- Cross section of employee classifications across included bargaining units

Survey to all employees

- Released September 11, 2024
- Received over 185 responses

Employee Outreach

Employees shared that they came to work for Oasis as well as remain because of the following:

Location

Opportunity to Make a Positive Impact

Type of Work

Coworkers/Work Environment

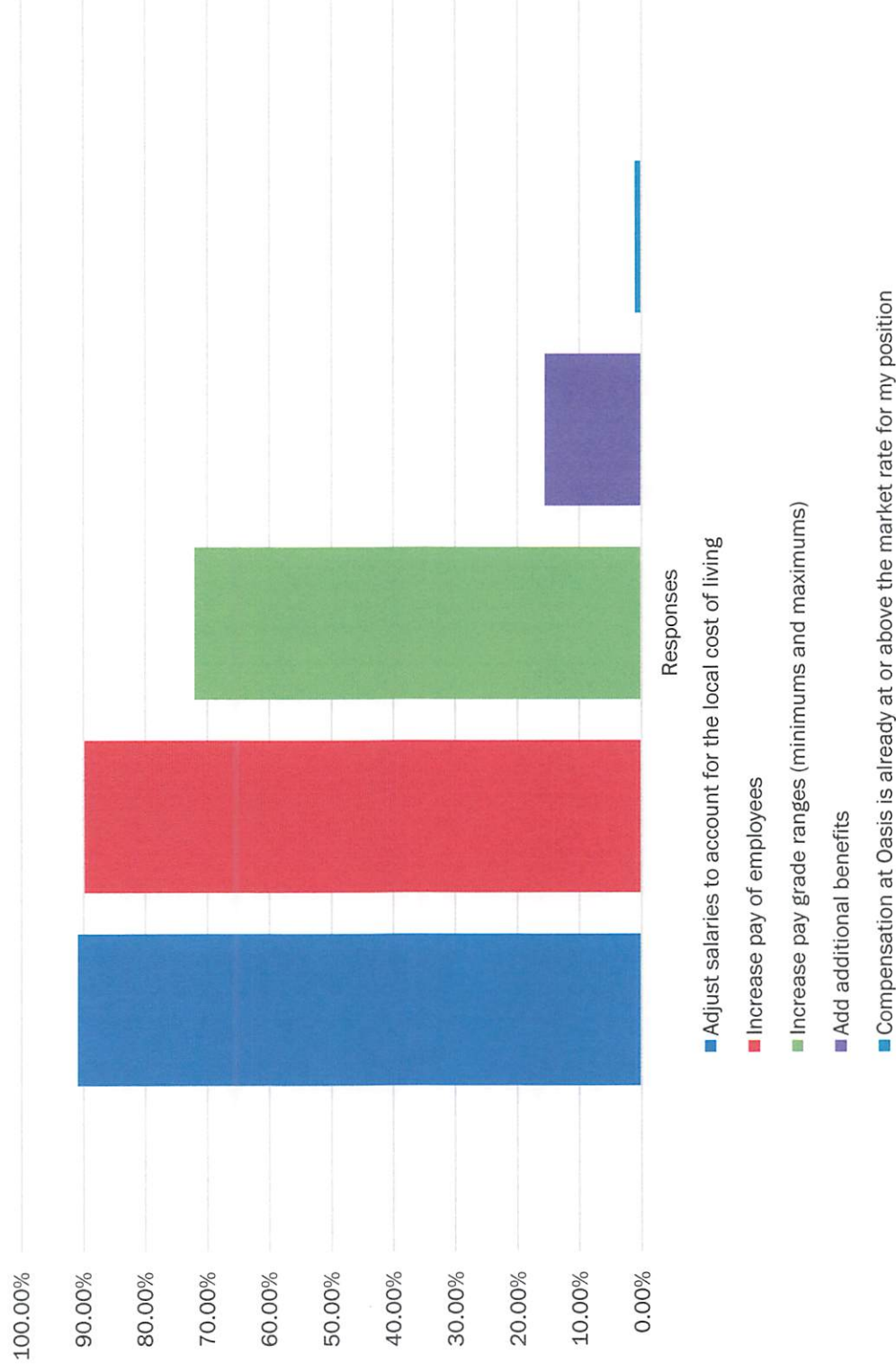
Employee Outreach

Compensation Concerns

- Approximately 36% of participants have little to no understanding of Oasis's pay plan structure
- A large majority of participants (87.8 percent) felt that Oasis's salaries are not competitive with surrounding organizations
- The average satisfaction level in relation to base compensation was 2.87
- More than half of participants felt that raises, incentives, and paygrade assignments are not fair/equitable between employees and/or departments
- Staff members were vocal about compression between new and tenured employees

Employee Outreach

Methods for Oasis to be More Competitive with Market



Employee Outreach

Classification Concerns

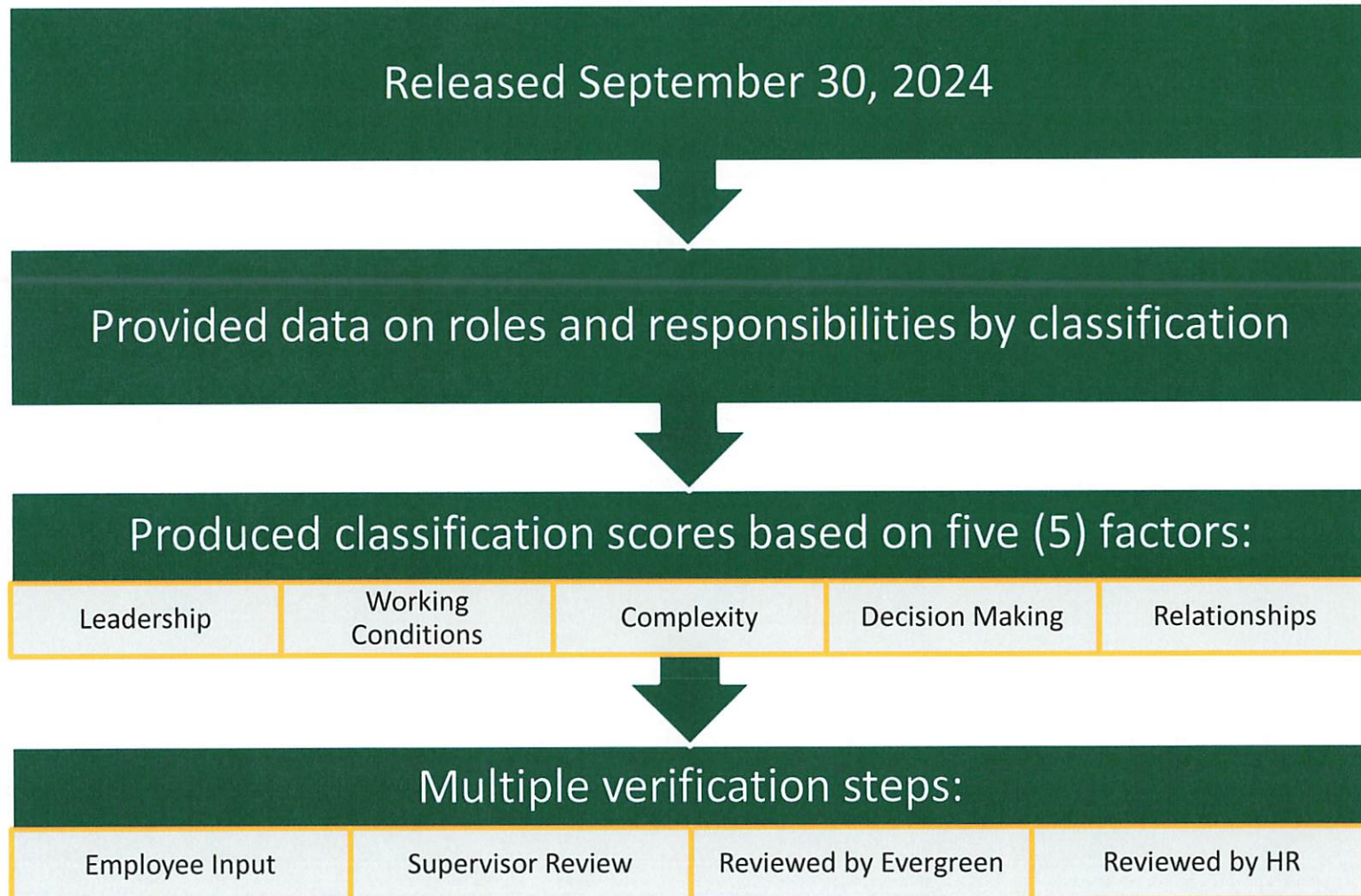
- Some classification titles are very generic and do not accurately describe the position
- Job descriptions are outdated and do not include all roles and responsibilities
- Many employees requested additional support positions to help teachers with their workloads

Employee Outreach

Top three issues based on employee feedback:

- Competitive compensation with market peers
- Adjusting compensation/pay to account for the local cost of living
- Adding career ladders for employees to allow for promotional opportunities and career growth

Job Assessment Tool (JAT)



Market Salary Survey

- Data was collected from 7 peers
- Identified peers are close in proximity and represent employers that Oasis often competes with for quality employees, or that have a similar structure/size to Oasis.
- Supplementary data also collected from Economic Research Institute (ERI) to support market findings

Charlotte County Schools

ERI – Charlotte County (All Industry)

Collier County Schools

ERI – Charlotte County (Private Education)

Desoto County Schools

ERI – Charlotte County (Public Education)

Franklin Academy Charter Schools

ERI – Collier County (All Industry)

Hendry County Schools

ERI – Collier County (Private Education)

Lee County Schools

ERI – Collier County (Public Education)

Pembroke Pines Charter Schools

ERI – Lee County (All Industry)

ERI – Lee County (Private Education)

Market Salary Survey, cont.

- 43 classifications used as benchmarks
- Over 500 data points collected
- Results finalized in October 2024

Market Comparison at the 50th Percentile

At the Minimum
10.4% Below

At the Midpoint
6.7% Below

At the Maximum
3.0% Below

Salary Plan Considerations

Allow for flexibility to meet future needs and that is fiscally sustainable

Base plans at the 50th percentile; Create three pay plans that are consistent in design and allows for movement within pay grades as well as for consistent progressions

Proposed Pay Plan – Instructional Employees

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
Instructional Staff					
I01	\$ 53,336.80	\$ 64,004.16	\$ 74,671.52	40.0%	-
I02	\$ 56,003.64	\$ 67,204.37	\$ 78,405.10	40.0%	5.0%
I03	\$ 58,803.82	\$ 70,564.59	\$ 82,325.35	40.0%	5.0%
I04	\$ 61,744.01	\$ 74,092.82	\$ 86,441.62	40.0%	5.0%
I05	\$ 64,831.21	\$ 77,797.46	\$ 90,763.70	40.0%	5.0%
I06	\$ 68,072.77	\$ 81,687.33	\$ 95,301.88	40.0%	5.0%
I07	\$ 71,476.41	\$ 85,771.70	\$ 100,066.98	40.0%	5.0%

Based on 1520 hours



Proposed Pay Plan – Support Employees

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
Support Staff					
C01	\$15.00	\$18.00	\$21.00	40.0%	-
C02	\$15.90	\$19.08	\$22.26	40.0%	6.0%
C03	\$16.85	\$20.22	\$23.60	40.0%	6.0%
C04	\$17.87	\$21.44	\$25.01	40.0%	6.0%
C05	\$18.94	\$22.72	\$26.51	40.0%	6.0%
C06	\$20.07	\$24.09	\$28.10	40.0%	6.0%
C07	\$21.28	\$25.53	\$29.79	40.0%	6.0%
C08	\$22.55	\$27.07	\$31.58	40.0%	6.0%
C09	\$23.91	\$28.69	\$33.47	40.0%	6.0%
C10	\$25.34	\$30.41	\$35.48	40.0%	6.0%
C11	\$26.86	\$32.24	\$37.61	40.0%	6.0%
C12	\$28.47	\$34.17	\$39.86	40.0%	6.0%
C13	\$30.18	\$36.22	\$42.26	40.0%	6.0%
C14	\$31.99	\$38.39	\$44.79	40.0%	6.0%
C15	\$33.91	\$40.70	\$47.48	40.0%	6.0%

Proposed Pay Plan – Administrative Employees

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
Administrative Staff					
A01	\$ 84,240.00	\$ 101,088.00	\$ 117,936.00	40.0%	-
A02	\$ 90,558.00	\$ 108,669.60	\$ 126,781.20	40.0%	7.5%
A03	\$ 97,349.85	\$ 116,819.82	\$ 136,289.79	40.0%	7.5%
A04	\$ 104,651.09	\$ 125,581.31	\$ 146,511.52	40.0%	7.5%
A05	\$ 112,499.92	\$ 134,999.90	\$ 157,499.89	40.0%	7.5%

Based on 2080 hours

Implementation Cost Explanations

Option	Explanation
Bring to Minimum	Realigns employees who are below the minimum of their recommended pay range by bringing them up to the minimum, with no further adjustments made.
Class Parity	Realigns employees along their salary range on the basis of how long they have been serving in their current classification. This is done on a total 30-year basis, meaning employees with 30 or more years of experience in their current classification would be placed at maximum, whereas employees with 15 years would be placed at the midpoint of the range.
Hybrid Parity	Realigns employees along their salary range on the basis of their “hybrid years.” A hybrid year would give full credit to an employee for each year they have been serving in their current classification and one-half credit for the amount of time they have spent in any other classification. This is done on a total 30-year basis.
Tenure Parity	Realigns employees along their salary range on the basis of how long they have been serving at the organization in any job title. This is done on a total 30-year basis.

Implementation Costs by Option

All Employees Implementation Option	Total Salary-Only Cost	Number of Employees Adjusted	Average Adjustment for Impacted Employees	Average Percentage Adjustment
Bring to Min	\$ 473,929.55	284	\$ 1,668.77	5.8%
Tenure Years	\$ 1,421,537.10	284	\$ 5,005.41	15.0%
Class Years	\$ 1,280,427.41	284	\$ 4,508.55	12.1%
Hybrid Years	\$ 1,315,748.82	284	\$ 4,632.92	12.2%

Implementation Costs by Option

Implementation Option Examples – Instructional Staff

Employee	Overall Tenure	Class Tenure	Current Hourly	Bring to Min	Tenure Years	Class Years	Hybrid Years
Employee A	12.78	11.92	\$34.46	\$35.09	\$41.07	\$40.67	\$40.87
Employee B	3.92	3.92	\$35.39	\$35.74*	\$36.92	\$36.92	\$36.92
Employee C	19.94	19.94	\$39.91	\$40.31*	\$44.42	\$44.42	\$44.42

Recommendations

Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues and make changes to pay grade assignments if necessary.

Conduct a comprehensive classification and compensation study every three to five years subject to budget constraints and as market conditions are warranted.

Review and revise, as appropriate, existing pay practice guidelines including those for determining salaries of newly hired employees, progressing employee salaries through the pay plans, and determining pay increase for employees who have been promoted to a different classification.

Next Steps

- Review performance evaluation system
- Update job descriptions
- Provide plan management training to HR

Thank You!

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