



**PEAK TO PEAK**  
CHARTER SCHOOL

## EMPLOYEE COMPENSATION PROGRAM

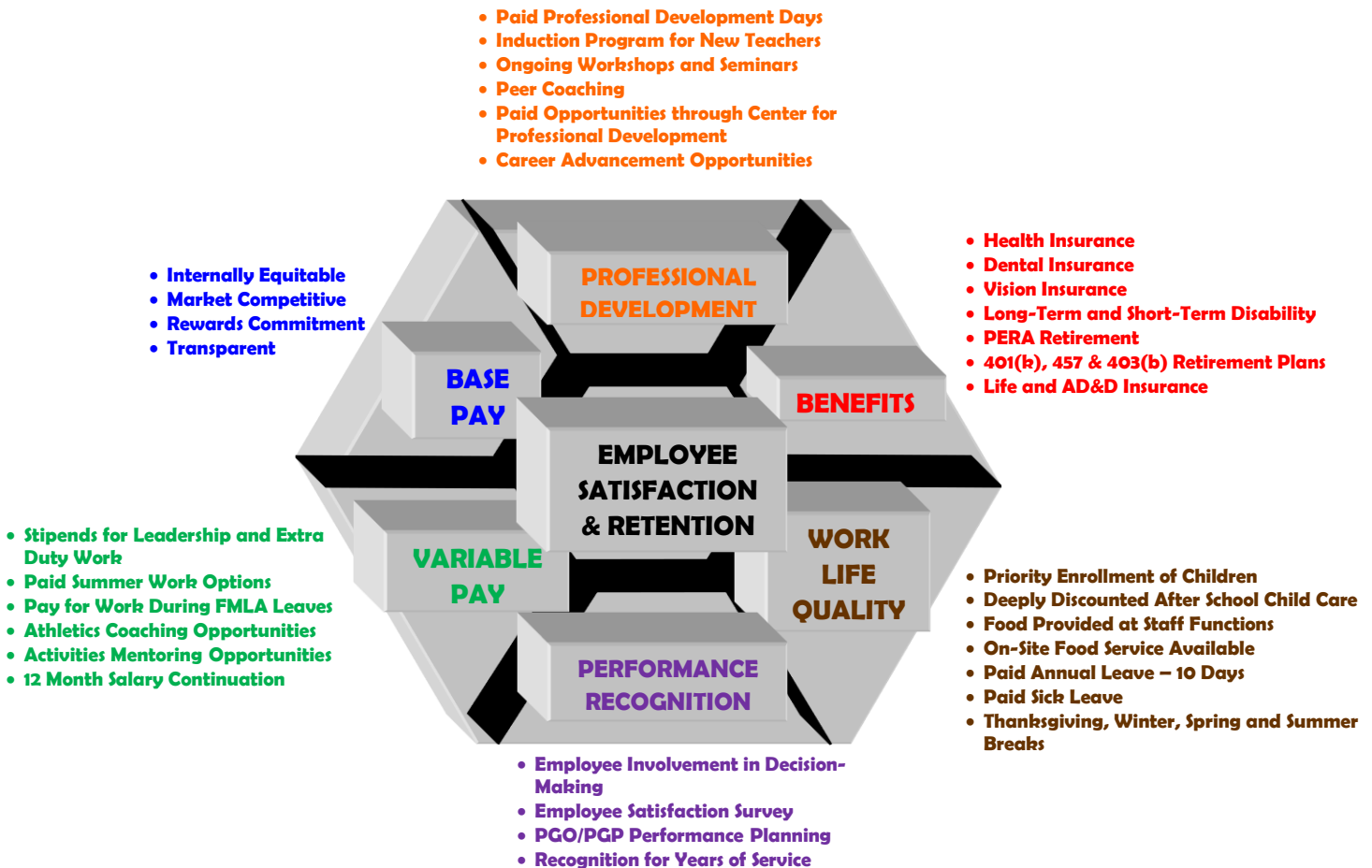
### Overview

As a charter school, Peak to Peak manages its human resources functions and budget independently of its authorizing school district. Accordingly, Peak to Peak has its own employee compensation system or 'total rewards' structure, which has been developed and refined over time with input from human resources professionals, board members, administrators, teachers and staff. The goals of Peak to Peak's compensation system are as follows:

- Reflect competitive market rates
- Reward employee performance
- Ensure internal pay equity
- Provide consistent compensation administration
- Present clear communication of the compensation program to staff.

### Total Rewards Philosophy

Peak to Peak's compensation program is designed to attract and retain top quality employees. Employee compensation comes in multiple forms for Peak to Peak employees. These include base salaries, employee benefits, free staff services, work-life balance programs, staff appreciation events, leadership stipends, enhanced professional development, and consulting opportunities through Peak to Peak Center for Professional Development. Please see the graphic below which illustrates the Peak to Peak total rewards structure with employee satisfaction and retention at the center.



## Compensation and the Budget

Salaries and benefits comprise more than 69 percent of the school's general fund; thus, the human resources at Peak to Peak are clearly the school's most substantial and valuable asset. Peak to Peak's compensation system allows the school to manage this significant portion of the budget in a competitive and fiscally responsible way. The Peak to Peak board of directors has made competitive employee compensation a priority in its budget planning process, which can be seen by the percentage of total expenditures that staff salaries and benefits have comprised of the total budget, which has grown steadily to over 69% of budgeted expenditures.

Peak to Peak's budget, and by implication its salary pool, is affected by several consistent factors each year, all of which must be considered when determining the portion of the budget that is available for salaries and benefits. Some of these factors include:

- Percentage increase or decrease in state funding (per pupil revenue, or PPR)
- Availability of local revenue sources, including mill levy dollars and bond proceeds
- Successful open enrollment (student enrollment drives the budget)
- Number of classes each teacher has and class size
- Successful fundraising efforts (fundraised dollars that pay for programs and supplies allow more operational dollars to be allocated for salaries)
- Successful local programs (food service, BAASC, athletics & activities)

## Teacher and Counselor Pay System Structure

The Peak to Peak instructional staff, administrators, and board of directors spent much time over several years revamping the compensation system for teachers and counselors. The goal of these efforts is to develop a compensation system that supports P2P's strongest values of high morale, positive staff climate, high student achievement, transparency, job security, long-term organizational stability, and high expectations.

### Teacher/Counselor Pay Scales

Peak to Peak initially used the BVSD pay scales implemented in January 2013 as the model for its teacher and counselor pay scales. The scales have since been customized to reflect the school's values as stated above. Although Peak to Peak monitors BVSD's pay scales to ensure that the school is staying market competitive, pay scales are no longer benchmarked directly against the district. Each year, available financial resources determine increases to the scales. Peak to Peak's salary scales are published on the school's website to provide transparency. Peak to Peak calculates average teacher salary each year and compares that to BVSD and neighboring school districts to ensure that pay levels are competitive. This data is also used as a KPI in the school's strategic plan.

### Peak Option

To honor P2P's long-term commitment to high performance and the staff's strong desire to maintain performance as a component of staff compensation, the Peak Option salary lane was implemented in 2015 to reward teachers and counselors for their high performance, commitment to the school and their contributions to the school beyond their base responsibilities. To qualify for the Peak Option, staff must complete seven years of service at Peak to Peak, earn a master's degree, complete an online professional teaching portfolio that documents significant contributions to the school, and achieve a high performance rubric. The Peak Option salary lane provides a 10% pay increase on top of the master's pay scale.

## Administrative and Support Staff Pay System Structure

Factors influencing administrative and support staff pay include available budget (determined by the Board of Directors), market factors, and internal equity considerations.

## Admin/Support Staff Benchmarking

For benchmarking purposes, the Human Resources Director at Peak to Peak gathers competitive market salary information from a variety of sources: local and neighboring school districts, other charter schools, Employers Council, Economic Research Institute, and Watson Wyatt Data Services. This data is used to identify appropriate benchmarks for every administrative and support staff position.

## Determining Admin/Support Pay Levels

Each year, Peak to Peak evaluates available financial resources and grants an annual pay increase based on these factors. In addition, a thorough job analysis is completed for each position at Peak to Peak which may require individual components of a job description to be benchmarked separately against different types of jobs. The goal is to determine a target range for each position that is competitive, internally equitable, and workable within Peak to Peak's budget. Importantly, while Peak to Peak strives to be competitive with BVSD and other surrounding school districts, we do not try to match salary levels dollar for dollar. Once the target ranges are determined each employee's salary is compared to the target salary; periodic adjustments may be made to bring salaries in closer proximity to the target ranges.

## Employee Benefits

Peak to Peak seeks employee input on an ongoing basis to maintain a competitive employee benefits program. A committee of Peak to Peak employees worked with school officials in 2010 to revamp the employee benefits program, which now outpaces BVSD's benefits program with the addition of short term disability insurance, increased life insurance benefit, and an expanded network for vision insurance. Employee benefits now exceed \$2.5 million a year, which now represents over 16% of Peak to Peak's total budget. Peak to Peak's compensation package includes the following benefits for employees that work a minimum of 0.5 FTE per week:

- **Medical Insurance:** choice of two UMR United Healthcare Plans or Kaiser HMO (employee premiums for all plans are paid 100% by Peak to Peak)
- **Dental Insurance** (employee premiums paid 100% by Peak to Peak)
- **Flexible Spending Plans** (pre-tax benefit for health, childcare, transportation)
- **Short Term Disability Insurance** (premiums are paid 100% by Peak to Peak)
- **Long Term Disability Insurance** (premiums are paid 100% by Peak to Peak)
- **\$50,000 Term Life Insurance** (premiums are paid 100% by Peak to Peak); voluntary supplemental life insurance available
- **Colorado Public Employees' Retirement Association (PERA) Pension Plan.** Employees contribute 10 percent of their gross income to the PERA fund and Peak to Peak contributes an additional 20.9 percent on the employee's behalf. The percentage that Peak to Peak is required to contribute as the employer will continue to increase annually until the contribution level reaches 22.4 percent. PERA also offers a supplemental life insurance policy
- **Voluntary Vision Insurance**
- **Voluntary Retirement Savings Plans** (401K, 403b and 457 tax deferred savings plans available)
- **Employee Assistance Program** (no cost to employees) – provides 24/7 confidential support, guidance and resources via phone or web access as well as the following benefits:
  1. Confidential counseling on personal issues offering up to six in-person visits at no cost
  2. Legal services providing telephone access to licensed attorneys and a 25% discount on follow-up services
  3. Financial services allowing you to consult directly with a financial professional by telephone

In addition to the benefits listed above, Peak to Peak employees enjoy a number of valuable opportunities and rewards, including:

- **Paid Annual Leave (PAL)** provides eligible staff members with paid time away from work that can be used for vacation, personal time, personal illness, or time off to care for dependents. Peak to Peak provides 10 paid days per eligible employee per school year; this benefit is prorated for eligible employees that work less than 1.0 FTE.
- **Paid Sick Leave (PSL)** provides all staff members with paid sick leave at a rate of one hour for every 30 hours

worked. This leave is provided as a form of income protection during periods of illness, injury or a need to take care of an ill or injured family member.

- Peak to Peak Charter school **enrollment for children of staff members** in alignment with the provisions outlined in Peak to Peak's Open Enrollment policy (JECC-R: Open Enrollment Procedures and Information), which is posted on the school's website.
- For benefit eligible employees, deeply discounted rates for **after school care** program for elementary children of staff
- Ongoing **professional development opportunities**: Peak to Peak has established a first rate professional development program that earned a strong reputation for excellence. As a result, the Center for Professional Development at Peak to Peak was established, and now sells PD services to other schools throughout the state. This not only brings in additional revenues for the school, but allows several of our staff members to earn extra compensation for their expertise by consulting with other schools
- **Ongoing leadership opportunities**: each year, a large number of staff assumes additional leadership positions for which they are compensated (leadership positions amount to more than \$100,000 in stipends paid to staff)
- Year-long **Induction Program** for all teachers and counselors new to Peak to Peak
- Ongoing employee **recognition events**
- Several times a year, Peak to Peak parents organize and host **parties and free meals** for staff members
- **Gift cards** to staff members at various times of the year
- The opportunity to be part of a community, and to work in a rich, collegial, supportive environment