

Alexandria City Public Schools

# FY21 Compensation Study

## Report of Findings

Draft January 6, 2021



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# Executive Summary

## Background

This report presents findings of the second phase of a total compensation market assessment conducted on behalf of Alexandria City Public Schools (ACPS). The analysis reflects Fiscal Year 2021 pay and benefits offerings for 22 support staff jobs and four school administrator positions, as listed below.

*Exhibit 1*

### Job Titles Included in the Study

Job Family	Job Title	Job Family	Job Title
Facilities	Building Engineer I	Human Resources	Benefits Analyst
Facilities	Building Engineer II	Human Resources	Senior Benefits Analyst
Facilities	Skilled Maintenance Work Leader	Human Resources	HR Generalist I
Facilities	Supervisor I - Maintenance	Human Resources	HR Generalist II
Food & Nutrition	School Nutrition Assistant III	Human Resources	Senior Employment Specialist
Food & Nutrition	School Nutrition Asst Manager	Information Technology	TS Technician I
Food & Nutrition	School Nutrition Manager I	Information Technology	TS Technician II-Help Desk
Food & Nutrition	School Nutrition Manager II	Information Technology	TS Technician III
Food & Nutrition	School Nutrition Manager III	Information Technology	TS Technician IV
General Admin	Administrative Assistant I	School Administrators	Assistant Principal, Elementary
General Admin	Administrative Assistant II	School Administrators	Assistant Principal, Middle School
General Admin	Exec Admin Assistant-CAO	School Administrators	Assistant Principal, High Schools
General Admin	Exec Asst-Superintendent	School Administrators	Campus Administrator <sup>1</sup>

<sup>1</sup> The study did not find sufficient market data for the Campus Administrator position

The market comparisons reflect pay rates and employer contributions to health benefits and retirement plans offered by area school divisions, local governments, and private sector employers.

#### **School Divisions**

- Arlington County
- Fairfax County
- Falls Church City
- Loudoun County
- Manassas City
- Manassas Park City
- Prince William County

#### **Local Governments**

- City of Alexandria
- Arlington County

#### **Private Sector Data Sources**

- DC SHRM 2020 Compensation & Benefits Surveys
- CompAnalyst 2020 salary database
- Economic Research Institute, 2020 Salary Assessor and Benefits Surveys

The elements of compensation included in the study are those in effect as of July 2020, including:

#### **Base Pay Ranges**

- Minimum
- Midpoint
- Maximum

#### **Health Related Benefit Costs**

- PPO/POS medical plans
- Dental
- Vision

#### **Pay Scale Structure**

- Number and type of pay steps
- Pay range widths
- Pay progression increments

#### **Retirement Benefit Contributions**

- Primary plans
- Supplemental mandatory and voluntary plans

The study findings are summarized on the next several pages, followed by details for each compensation element and each job title.

# Summary of Findings

Overall, we found that current pay rates for the 22 support staff positions are 5% below market, but the higher employer contributions toward health and retirement benefits result in total compensation 5% above the market average, summarized in the chart below.

*Exhibit 2*

### Total Compensation (Hourly Rates) for 22 Support Staff Jobs Combined<sup>2</sup>

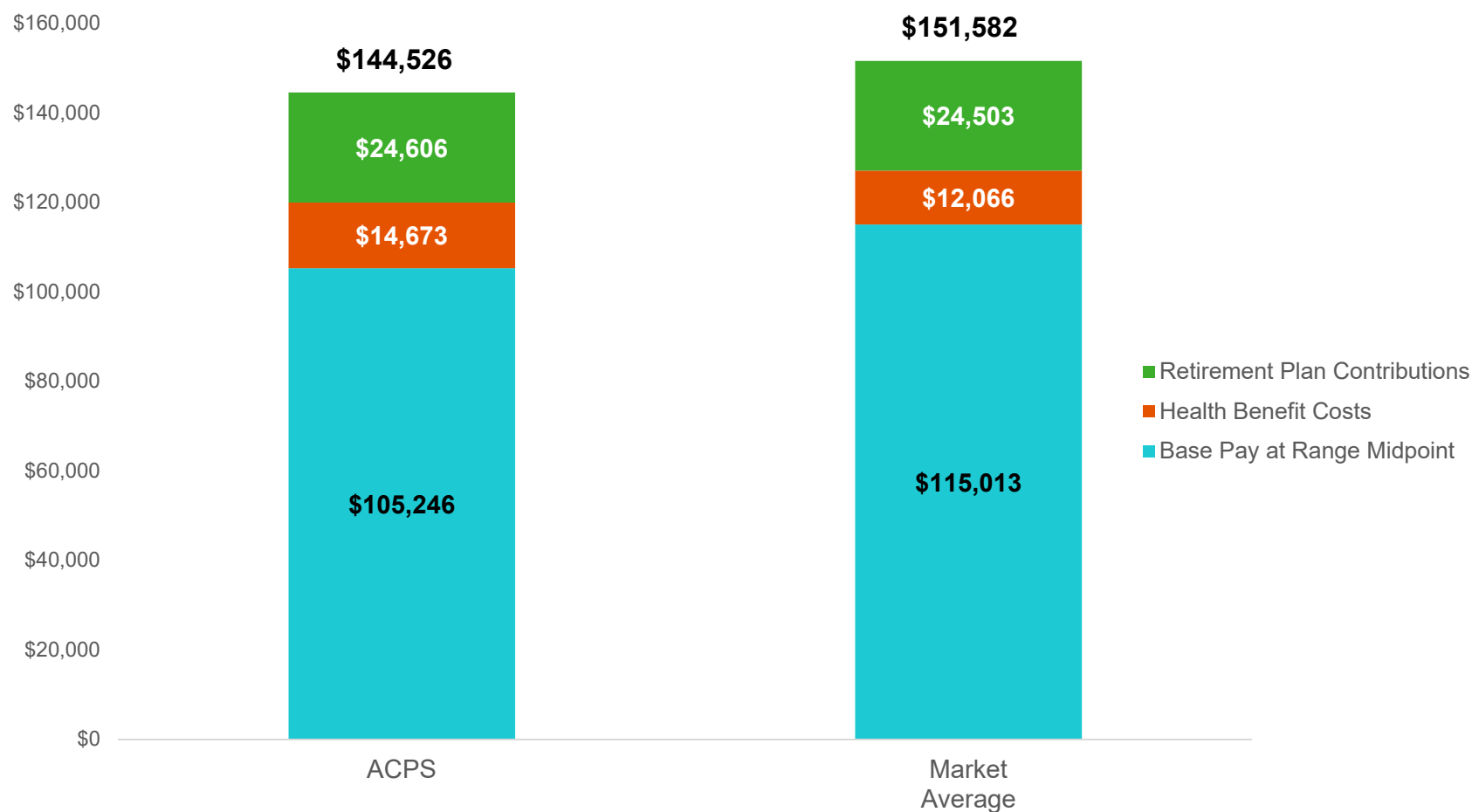


<sup>2</sup> Includes 22 job titles representing facilities, food & nutrition, administrative support, human resources, and information technology positions.

In contrast, total compensation for Assistant School Principals is about 5% below market. Base pay lags the market by 8.5% (about \$10,000 per year) and—while employer contributions to benefits are somewhat higher than the study average—the difference does not close the market gap.

Exhibit 3

### Total Compensation Summary (Annual Salary) for 3 Assistant Principal Jobs Combined



## Summary of Base Pay Findings

Of the 26 job titles in this study, 16 have midpoint base pay rates that lag the market by at least five percent (5%) and nine (9) are at least 10% below market. The jobs with below-market midpoint pay rates are:

Job Title	Market Ratio at Range Midpoint
Skilled Maintenance Work Leader*	89%
Maintenance Supervisor*	87%
School Nutrition Assistant Manager	95%
School Nutrition Manager I*	85%
School Nutrition Manager II	95%
School Nutrition Manager III*	90%
Executive Assistant to the Superintendent*	87%
Benefits Analyst	95%
HR Generalist I	94%
HR Generalist II*	86%
Senior Employment Specialist*	86%
TS Technician I*	90%
TS Technician IV	91%
Assistant Principal, Elementary	92%
Assistant Principal, Middle	94%
Assistant Principal, High School*	90%

\*Indicates jobs that are at least 10% below market

Many of those same job titles have salary rates ranked the lowest or second lowest among the local area public sector employers, as shown in the table on the next page.

More details can be found starting on **page 13** of this report.

### Base Pay Market Position by Job Title

Job Family	Job Title	Overall Market Ratio <sup>3</sup>			Rank among Public Sector		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
Facilities	Building Engineer I	98%	101%	100%	6 <sup>th</sup> of 9	<b>8<sup>th</sup> of 9</b>	7 <sup>th</sup> of 9
Facilities	Building Engineer II	105%	104%	105%	1 <sup>st</sup> of 8	3 <sup>rd</sup> of 8	3 <sup>rd</sup> of 8
Facilities	Skilled Maintenance Work Leader	<b>87%</b>	<b>89%</b>	<b>90%</b>	7 <sup>th</sup> of 9	<b>8<sup>th</sup> of 9</b>	<b>8<sup>th</sup> of 9</b>
Facilities	Maintenance Supervisor	<b>89%</b>	<b>87%</b>	<b>85%</b>	7 <sup>th</sup> of 9	<b>8<sup>th</sup> of 9</b>	<b>8<sup>th</sup> of 9</b>
Food & Nutrition	School Nutrition Assistant III	103%	107%	104%	3 <sup>rd</sup> of 7	3 <sup>rd</sup> of 7	5 <sup>th</sup> of 7
Food & Nutrition	School Nutrition Asst Manager	102%	95%	91%	2 <sup>nd</sup> of 6	4 <sup>th</sup> of 6	4 <sup>th</sup> of 6
Food & Nutrition	School Nutrition Manager I	<b>84%</b>	<b>85%</b>	<b>82%</b>	7 <sup>th</sup> of 9	<b>9<sup>th</sup> of 9</b>	<b>9<sup>th</sup> of 9</b>
Food & Nutrition	School Nutrition Manager II	95%	95%	92%	4 <sup>th</sup> of 9	4 <sup>th</sup> of 9	4 <sup>th</sup> of 9
Food & Nutrition	School Nutrition Manager III	<b>90%</b>	<b>90%</b>	<b>87%</b>	5 <sup>th</sup> of 7	<b>6<sup>th</sup> of 7</b>	<b>6<sup>th</sup> of 7</b>
General Admin	Administrative Assistant I	102%	104%	104%	3 <sup>rd</sup> of 10	5 <sup>th</sup> of 10	7 <sup>th</sup> of 10
General Admin	Administrative Assistant II	110%	112%	110%	2 <sup>nd</sup> of 10	5 <sup>th</sup> of 10	5 <sup>th</sup> of 10
General Admin	Exec Admin Assistant-CAO	97%	99%	99%	4 <sup>th</sup> of 10	5 <sup>th</sup> of 10	5 <sup>th</sup> of 10
General Admin	Exec Asst-Superintendent	<b>87%</b>	<b>87%</b>	<b>86%</b>	<b>5<sup>th</sup> of 6</b>	<b>5<sup>th</sup> of 6</b>	<b>5<sup>th</sup> of 6</b>

Red indicates at least 5% below the market average and/or ranking in the bottom third among the public sector employers.

**Red** indicates at least 10<sup>th</sup> below the market average and/or the lowest or second lowest among the public sector employers.

<sup>3</sup> The Overall Market Average includes both public sector and private sector data.



Base Pay Market Position  
by Job Title (continued)

Job Family	Job Title	Overall Market Ratio <sup>4</sup>			Rank among Public Sector		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
HR	Benefits Analyst	94%	95%	95%	6 <sup>th</sup> of 8	7 <sup>th</sup> of 8	7 <sup>th</sup> of 8
HR	Senior Benefits Analyst	100%	102%	101%	3 <sup>rd</sup> of 8	4 <sup>th</sup> of 8	4 <sup>th</sup> of 8
HR	HR Generalist I	94%	94%	93%	7 <sup>th</sup> of 10	9 <sup>th</sup> of 10	10 <sup>th</sup> of 10
HR	HR Generalist II	86%	86%	83%	7 <sup>th</sup> of 9	9 <sup>th</sup> of 9	9 <sup>th</sup> of 9
HR	Senior Employment Specialist	84%	86%	85%	7 <sup>th</sup> of 7	7 <sup>th</sup> of 7	7 <sup>th</sup> of 7
Info Tech	TS Technician I	91%	90%	89%	6 <sup>th</sup> of 8	8 <sup>th</sup> of 8	8 <sup>th</sup> of 8
Info Tech	TS Technician II-Help Desk	100%	100%	97%	4 <sup>th</sup> of 8	4 <sup>th</sup> of 8	4 <sup>th</sup> of 8
Info Tech	TS Technician III	104%	104%	102%	3 <sup>rd</sup> of 9	3 <sup>rd</sup> of 9	4 <sup>th</sup> of 9
Info Tech	TS Technician IV	93%	91%	89%	7 <sup>th</sup> of 9	8 <sup>th</sup> of 9	8 <sup>th</sup> of 9
Administrators	Assistant Principal, Elementary	90%	92%	92%	8 <sup>th</sup> of 8	7 <sup>th</sup> of 8	7 <sup>th</sup> of 8
Administrators	Assistant Principal, Middle	94%	94%	94%	8 <sup>th</sup> of 8	7 <sup>th</sup> of 8	6 <sup>th</sup> of 8
Administrators	Assistant Principal, High School	90%	90%	89%	8 <sup>th</sup> of 8	8 <sup>th</sup> of 8	8 <sup>th</sup> of 8
Administrators	Campus Administrator	Insufficient data			Insufficient data		

Red indicates at least 5% below the market average and/or ranking in the bottom third among the public sector employers.

**Red red** indicates at least 10<sup>th</sup> below the market average and/or the lowest among the public sector employers.

<sup>4</sup> The Overall Market Average includes both public sector and private sector data.

## Summary of Total Compensation Findings

After including employer contributions to benefits, however, ACPS’s market position improves substantially. Of the 26 job titles in this study, only four (4) are below market from a total compensation perspective:

- Skilled Maintenance Work Leader
- Senior Employment Specialist
- Assistant Principal, Elementary
- Assistant Principal, High School

The reason for the difference between base pay and total compensation is that ACPS pays a greater share of health benefit costs than most employers in this study. Specifically, ACPS contributes 90% and 80% of medical plan costs for support staff and administrators, respectively, which results in higher annual costs per employee compared with the market, as summarized below.

*Exhibit 5*

### Medical Plan\* Annual Employer Cost and Cost Sharing Percentages

	Employee Only Coverage	Family Coverage	Employee Only Coverage	Family Coverage
<b>ACPS—Support Staff</b>	<b>\$9,009</b>	<b>\$24,039</b>	<b>90%</b>	<b>90%</b>
<b>ACPS—Administrators</b>	<b>\$8,008</b>	<b>\$21,368</b>	<b>80%</b>	<b>80%</b>
School Division Average	\$7,122	\$16,900	82%	69%
Local Government Average	\$7,470	\$20,604	80%	77%
Private Sector Average	\$6,102	\$15,787	79%	71%

\*Reflects annual employer costs and employer cost sharing percentages for preferred provider and point-of-service plans (PPO/POS).

Total compensation findings for each job title are summarized on the table below.

### Total Compensation Market Position by Job Title

Job Family	Job Title	Overall Market Ratio <sup>5</sup>			Rank among Public Sector		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
Facilities	Building Engineer I	103%	103%	101%	3 <sup>rd</sup> of 9	7 <sup>th</sup> of 9	<b>8<sup>th</sup> of 9</b>
Facilities	Building Engineer II	108%	107%	106%	2 <sup>nd</sup> of 8	4 <sup>th</sup> of 8	5 <sup>th</sup> of 8
Facilities	Skilled Maintenance Work Leader	<b>93%</b>	<b>93%</b>	<b>92%</b>	5 <sup>th</sup> of 9	<b>8<sup>th</sup> of 9</b>	<b>8<sup>th</sup> of 9</b>
Facilities	Maintenance Supervisor	104%	100%	98%	3 <sup>rd</sup> of 9	5 <sup>th</sup> of 9	5 <sup>th</sup> of 9
Food & Nutrition	School Nutrition Assistant III	109%	111%	107%	2 <sup>nd</sup> of 7	3 <sup>rd</sup> of 7	4 <sup>th</sup> of 7
Food & Nutrition	School Nutrition Asst Manager	117%	109%	104%	1 <sup>st</sup> of 6	2 <sup>nd</sup> of 6	2 <sup>nd</sup> of 6
Food & Nutrition	School Nutrition Manager I	102%	101%	97%	4 <sup>th</sup> of 9	5 <sup>th</sup> of 9	5 <sup>th</sup> of 9
Food & Nutrition	School Nutrition Manager II	111%	110%	106%	1 <sup>st</sup> of 9	3 <sup>rd</sup> of 9	3 <sup>rd</sup> of 9
Food & Nutrition	School Nutrition Manager III	107%	105%	102%	2 <sup>nd</sup> of 7	4 <sup>th</sup> of 7	4 <sup>th</sup> of 7
General Admin	Administrative Assistant I	115%	115%	115%	2 <sup>nd</sup> of 10	3 <sup>rd</sup> of 10	4 <sup>th</sup> of 10
General Admin	Administrative Assistant II	121%	121%	119%	2 <sup>nd</sup> of 10	2 <sup>nd</sup> of 10	5 <sup>th</sup> of 10
General Admin	Exec Admin Assistant-CAO	109%	109%	108%	2 <sup>nd</sup> of 10	4 <sup>th</sup> of 10	4 <sup>th</sup> of 10
General Admin	Exec Asst-Superintendent	100%	98%	96%	4 <sup>th</sup> of 6	<b>5<sup>th</sup> of 6</b>	<b>5<sup>th</sup> of 6</b>

Red indicates at least 5% below the market average and/or ranking in the bottom third among the public sector employers.

**Red** indicates at least 10<sup>th</sup> below the market average and/or the lowest or second lowest among the public sector employers.

<sup>5</sup> The Overall Market Average includes both public sector and private sector data.

### Base Pay Market Position by Job Title (continued)

Job Family	Job Title	Overall Market Ratio <sup>6</sup>			Rank among Public Sector		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
HR	Benefits Analyst	105%	105%	103%	4 <sup>th</sup> of 8	6 <sup>th</sup> of 8	<b>7<sup>th</sup> of 8</b>
HR	Senior Benefits Analyst	111%	111%	110%	2 <sup>nd</sup> of 8	3 <sup>rd</sup> of 8	4 <sup>th</sup> of 8
HR	HR Generalist I	106%	105%	103%	4 <sup>th</sup> of 10	6 <sup>th</sup> of 10	8 <sup>th</sup> of 10
HR	HR Generalist II	98%	97%	<b>93%</b>	5 <sup>th</sup> of 9	7 <sup>th</sup> of 9	7 <sup>th</sup> of 9
HR	Senior Employment Specialist	<b>95%</b>	<b>95%</b>	<b>94%</b>	<b>6<sup>th</sup> of 7</b>	<b>6<sup>th</sup> of 7</b>	<b>6<sup>th</sup> of 7</b>
Info Tech	TS Technician I	104%	101%	99%	5 <sup>th</sup> of 8	<b>8<sup>th</sup> of 8</b>	<b>8<sup>th</sup> of 8</b>
Info Tech	TS Technician II-Help Desk	112%	111%	107%	2 <sup>nd</sup> of 8	3 <sup>rd</sup> of 8	3 <sup>rd</sup> of 8
Info Tech	TS Technician III	115%	114%	111%	1 <sup>st</sup> of 9	3 <sup>rd</sup> of 9	3 <sup>rd</sup> of 9
Info Tech	TS Technician IV	104%	101%	99%	5 <sup>th</sup> of 9	6 <sup>th</sup> of 9	7 <sup>th</sup> of 9
Administrators	Assistant Principal, Elementary	<b>95%</b>	<b>95%</b>	<b>95%</b>	6 <sup>th</sup> of 8	<b>7<sup>th</sup> of 8</b>	<b>7<sup>th</sup> of 8</b>
Administrators	Assistant Principal, Middle	97%	97%	96%	5 <sup>th</sup> of 8	6 <sup>th</sup> of 8	<b>7<sup>th</sup> of 8</b>
Administrators	Assistant Principal, High School	<b>94%</b>	<b>93%</b>	<b>92%</b>	<b>8<sup>th</sup> of 8</b>	<b>8<sup>th</sup> of 8</b>	<b>8<sup>th</sup> of 8</b>
Administrators	Campus Administrator	Insufficient data			Insufficient data		

**Red** indicates at least 5% below the market average and/or ranking in the bottom third among the public sector employers.

**Bold red** indicates at least 10<sup>th</sup> below the market average and/or the lowest among the public sector employers.

<sup>6</sup> The Overall Market Average includes both public sector and private sector data.

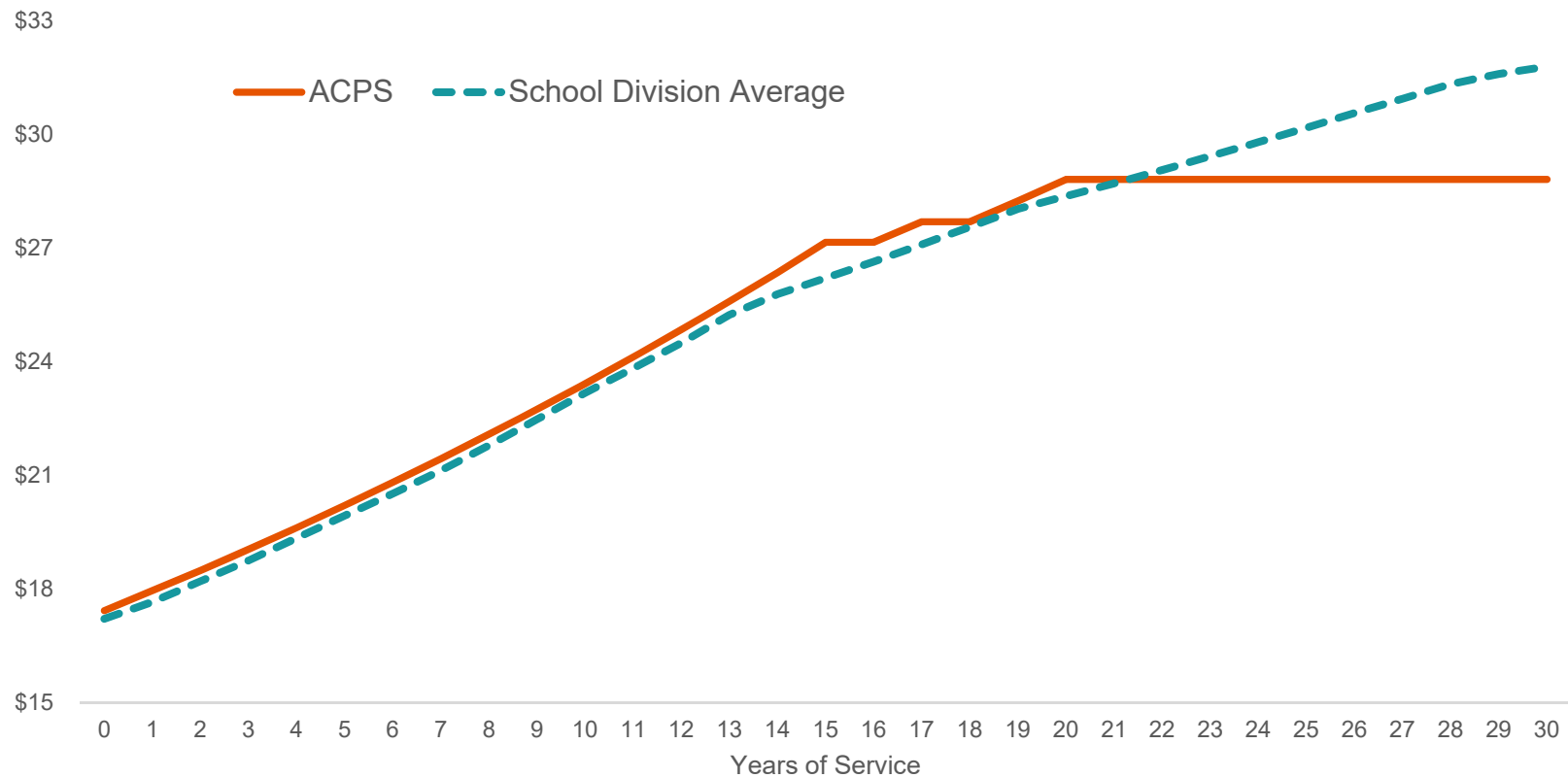
# Pay Scale Design

The study also evaluated the current salary scale design, including the number and structure of pay steps, length of pay progression through a pay range, and similar items.

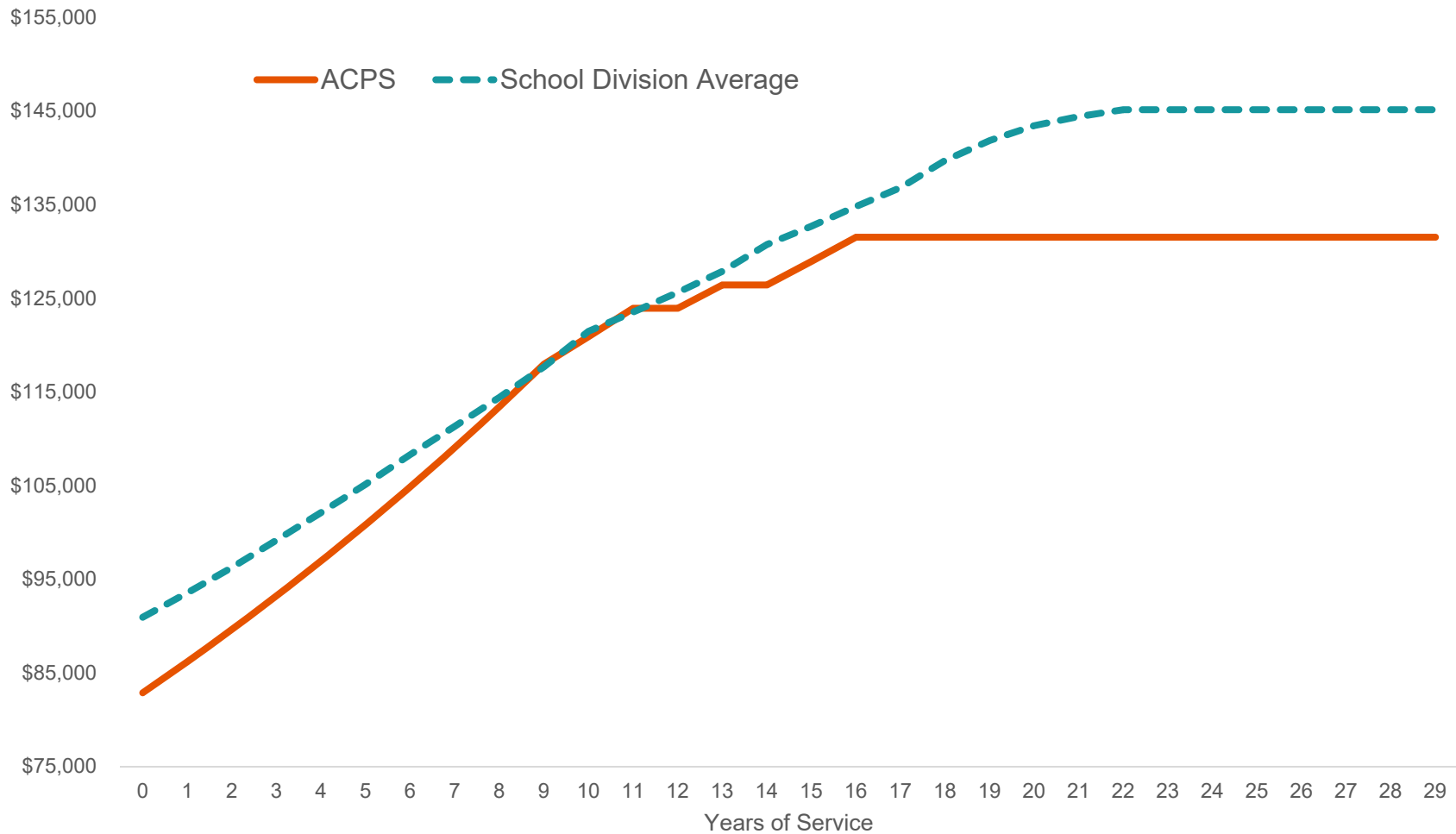
Overall, while pay scale structures vary among the peer employers, we found that that ACPS’s “hold steps” are unusual and the current range width is narrower than many other school divisions. These two differences in pay structure design (hold steps and narrower ranges) result in a market misalignment over the course of an employee’s career, as demonstrated in examples below.

Exhibit 7

## Building Engineer I 30-Year Pay Progression



### Assistant Principal, High School 30-Year Pay Progression



The School Division Average includes Arlington, Fairfax, Falls Church, Loudoun, and Prince William. Manassas and Manassas Park are excluded because their school administrator salary scale does not have steps.

# Findings by Job Family

## Facilities

Exhibit 9

### Building Engineer I

#### Base Pay Ranges (Hourly Rates)

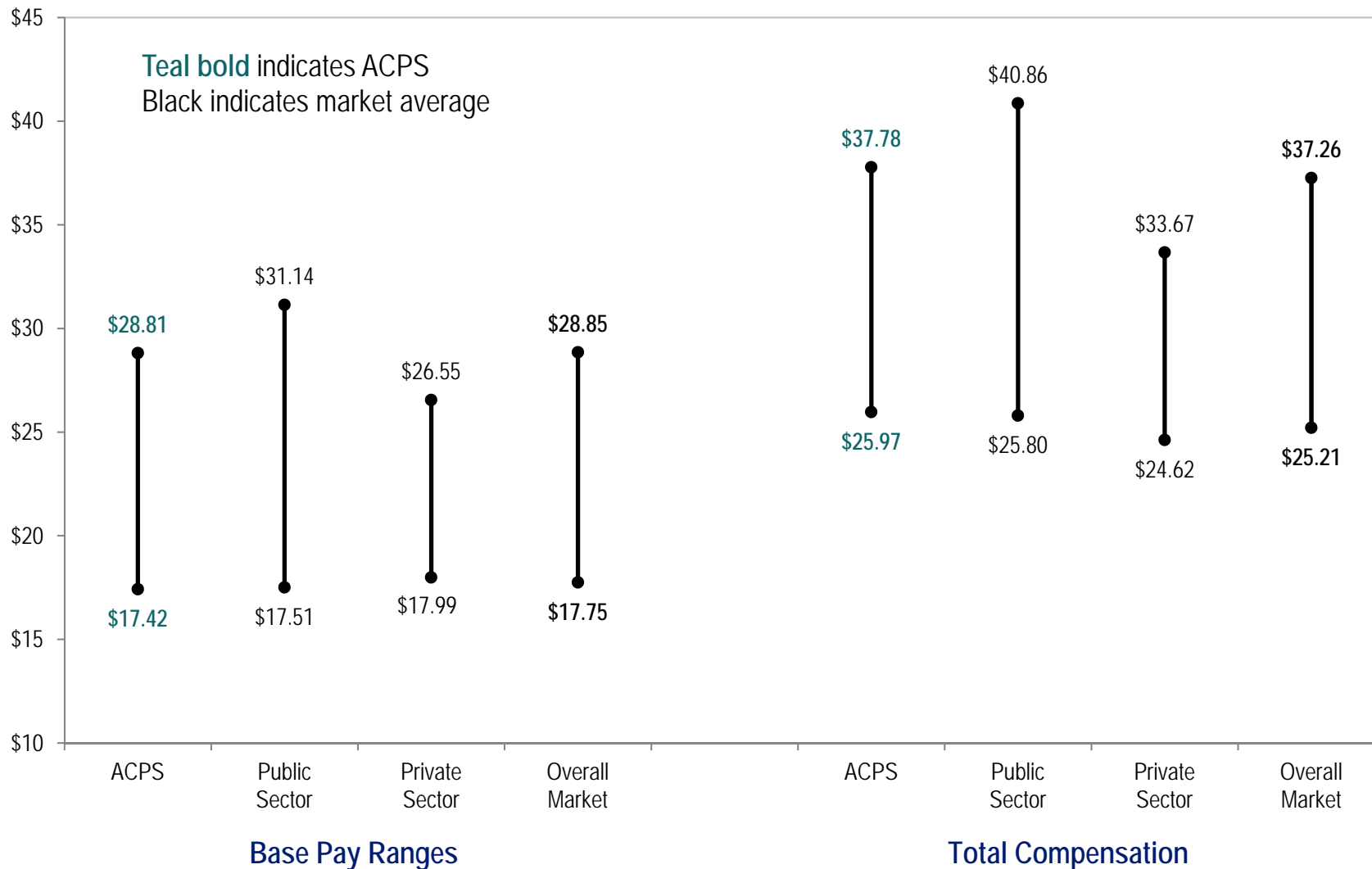
Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$17.42</b>	<b>\$23.12</b>	<b>\$28.81</b>
Public Sector	Market Average	\$17.51	\$24.33	\$31.14
	ACPS Ratio	99%	95%	93%
	<b>ACPS Rank</b>	<b>6 of 9</b>	<b>8 of 9</b>	<b>7 of 9</b>
Private Sector	Market Average	\$17.99	\$21.53	\$26.55
	ACPS Ratio	97%	107%	109%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$17.75</b>	<b>\$22.93</b>	<b>\$28.85</b>
	<b>ACPS Ratio</b>	<b>98%</b>	<b>101%</b>	<b>100%</b>

#### Total Compensation

Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$25.97</b>	<b>\$31.88</b>	<b>\$37.78</b>
Public Sector	Market Average	\$25.80	\$33.33	\$40.86
	ACPS Ratio	101%	96%	92%
	<b>ACPS Rank</b>	<b>3 of 9</b>	<b>7 of 9</b>	<b>8 of 9</b>
Private Sector	Market Average	\$24.62	\$28.36	\$33.67
	ACPS Ratio	105%	112%	112%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$25.21</b>	<b>\$30.84</b>	<b>\$37.26</b>
	<b>ACPS Ratio</b>	<b>103%</b>	<b>103%</b>	<b>101%</b>

Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions per hour. Market ratios below 95% are in red.

## Building Engineer I



Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions



## Building Engineer II

### Base Pay Ranges (Hourly Rates)

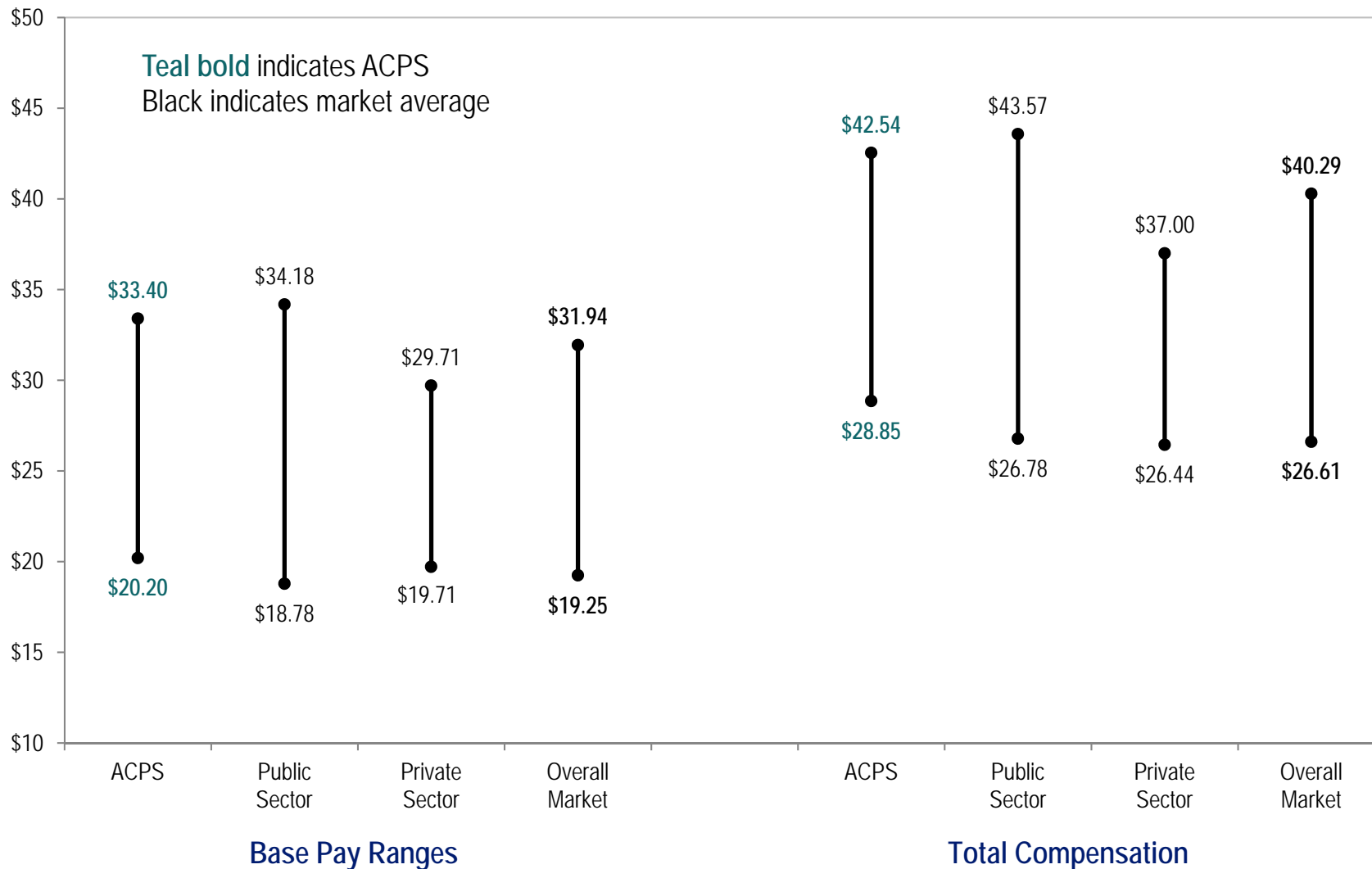
Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$20.20</b>	<b>\$26.80</b>	<b>\$33.40</b>
Public Sector	Market Average	\$18.78	\$26.48	\$34.18
	ACPS Ratio	108%	101%	98%
	<b>ACPS Rank</b>	<b>1 of 8</b>	<b>3 of 8</b>	<b>3 of 8</b>
Private Sector	Market Average	\$19.71	\$24.83	\$29.71
	ACPS Ratio	102%	108%	112%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$19.25</b>	<b>\$25.65</b>	<b>\$31.94</b>
	<b>ACPS Ratio</b>	<b>105%</b>	<b>104%</b>	<b>105%</b>

### Total Compensation

Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$28.85</b>	<b>\$35.70</b>	<b>\$42.54</b>
Public Sector	Market Average	\$26.78	\$35.18	\$43.57
	ACPS Ratio	108%	101%	98%
	<b>ACPS Rank</b>	<b>2 of 8</b>	<b>4 of 8</b>	<b>5 of 8</b>
Private Sector	Market Average	\$26.44	\$31.85	\$37.00
	ACPS Ratio	109%	112%	115%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$26.61</b>	<b>\$33.51</b>	<b>\$40.29</b>
	<b>ACPS Ratio</b>	<b>108%</b>	<b>107%</b>	<b>106%</b>

Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions per hour. Market ratios below 95% are in red.

## Building Engineer II



Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions

## Skilled Maintenance Work Leader

### Base Pay Ranges (Hourly Rates)

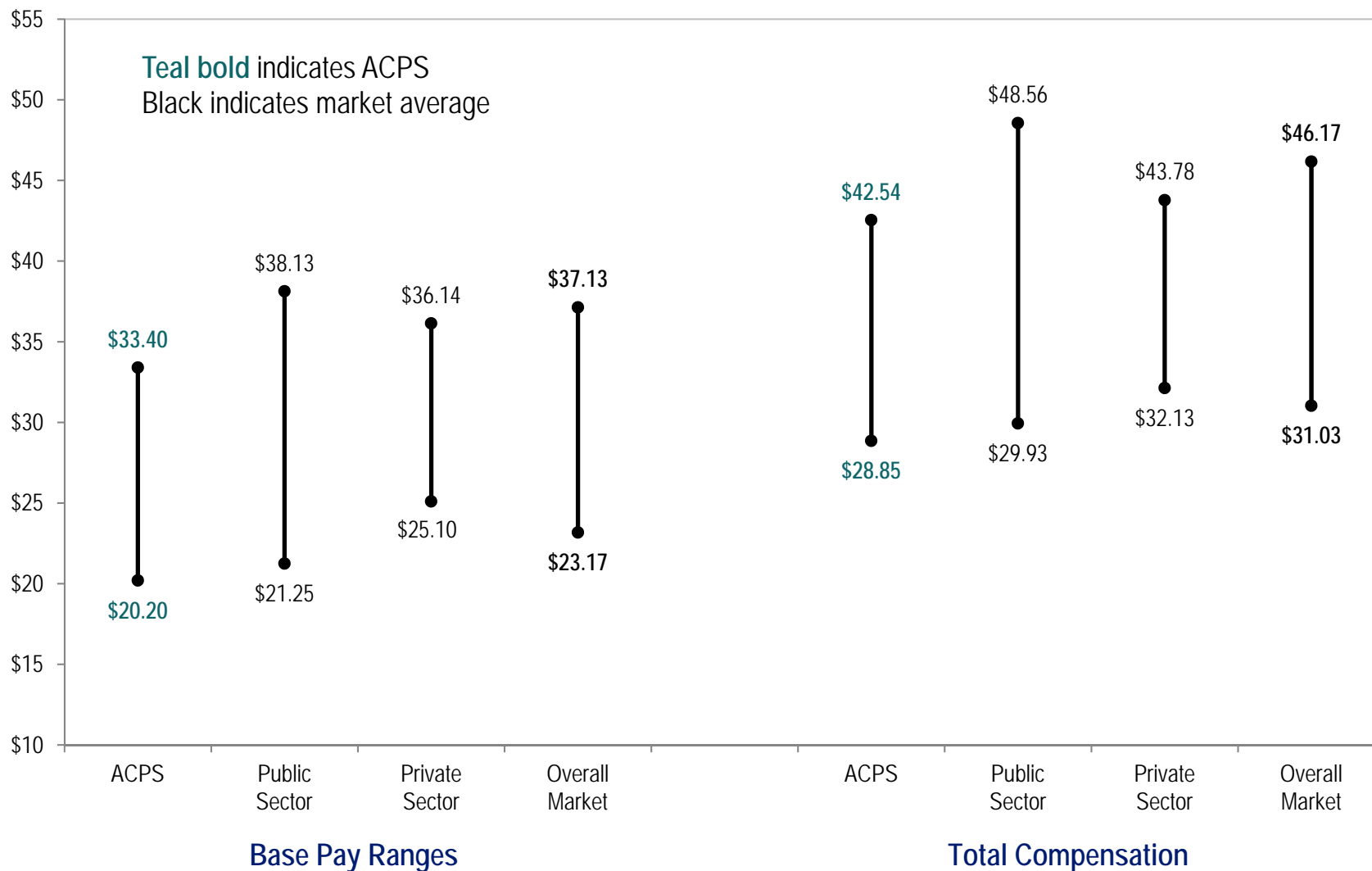
Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$20.20</b>	<b>\$26.80</b>	<b>\$33.40</b>
Public Sector	Market Average	\$21.25	\$29.69	\$38.13
	ACPS Ratio	95%	90%	88%
	<b>ACPS Rank</b>	<b>7 of 9</b>	<b>8 of 9</b>	<b>8 of 9</b>
Private Sector	Market Average	\$25.10	\$30.47	\$36.14
	ACPS Ratio	80%	88%	92%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$23.17</b>	<b>\$30.08</b>	<b>\$37.13</b>
	<b>ACPS Ratio</b>	<b>87%</b>	<b>89%</b>	<b>90%</b>

### Total Compensation

Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$28.85</b>	<b>\$35.70</b>	<b>\$42.54</b>
Public Sector	Market Average	\$29.93	\$39.24	\$48.56
	ACPS Ratio	96%	91%	88%
	<b>ACPS Rank</b>	<b>5 of 9</b>	<b>8 of 9</b>	<b>8 of 9</b>
Private Sector	Market Average	\$32.13	\$37.79	\$43.78
	ACPS Ratio	90%	94%	97%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$31.03</b>	<b>\$38.52</b>	<b>\$46.17</b>
	<b>ACPS Ratio</b>	<b>93%</b>	<b>93%</b>	<b>92%</b>

Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions per hour. Market ratios below 95% are in red.

## Skilled Maintenance Work Leader



Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions per hour.

## Maintenance Supervisor

### Base Pay Ranges (Hourly Rates)

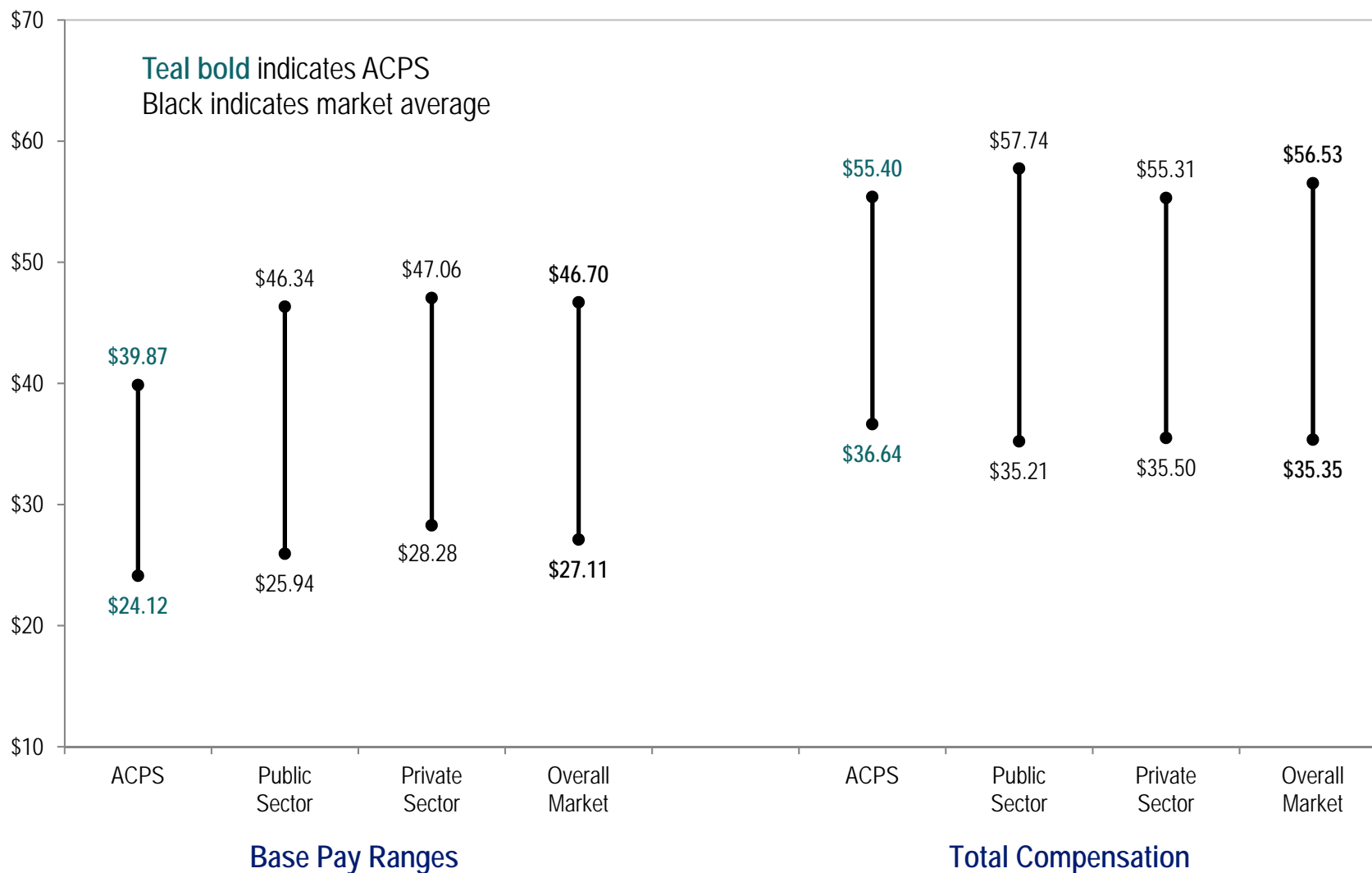
Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$24.12</b>	<b>\$32.00</b>	<b>\$39.87</b>
Public Sector	Market Average	\$25.94	\$36.14	\$46.34
	ACPS Ratio	93%	89%	86%
	<b>ACPS Rank</b>	<b>7 of 9</b>	<b>8 of 9</b>	<b>8 of 9</b>
Private Sector	Market Average	\$28.28	\$37.81	\$47.06
	ACPS Ratio	85%	85%	85%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$27.11</b>	<b>\$36.97</b>	<b>\$46.70</b>
	<b>ACPS Ratio</b>	<b>89%</b>	<b>87%</b>	<b>85%</b>

### Total Compensation

Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$36.64</b>	<b>\$46.02</b>	<b>\$55.40</b>
Public Sector	Market Average	\$35.21	\$46.48	\$57.74
	ACPS Ratio	104%	99%	96%
	<b>ACPS Rank</b>	<b>3 of 9</b>	<b>5 of 9</b>	<b>5 of 9</b>
Private Sector	Market Average	\$35.50	\$45.55	\$55.31
	ACPS Ratio	103%	101%	100%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$35.35</b>	<b>\$46.01</b>	<b>\$56.53</b>
	<b>ACPS Ratio</b>	<b>104%</b>	<b>100%</b>	<b>98%</b>

Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions per hour. Market ratios below 95% are in red.

## Maintenance Supervisor



Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions

# Food & Nutrition

Exhibit 17

## School Nutrition Assistant III

### Base Pay Ranges (Hourly Rates)

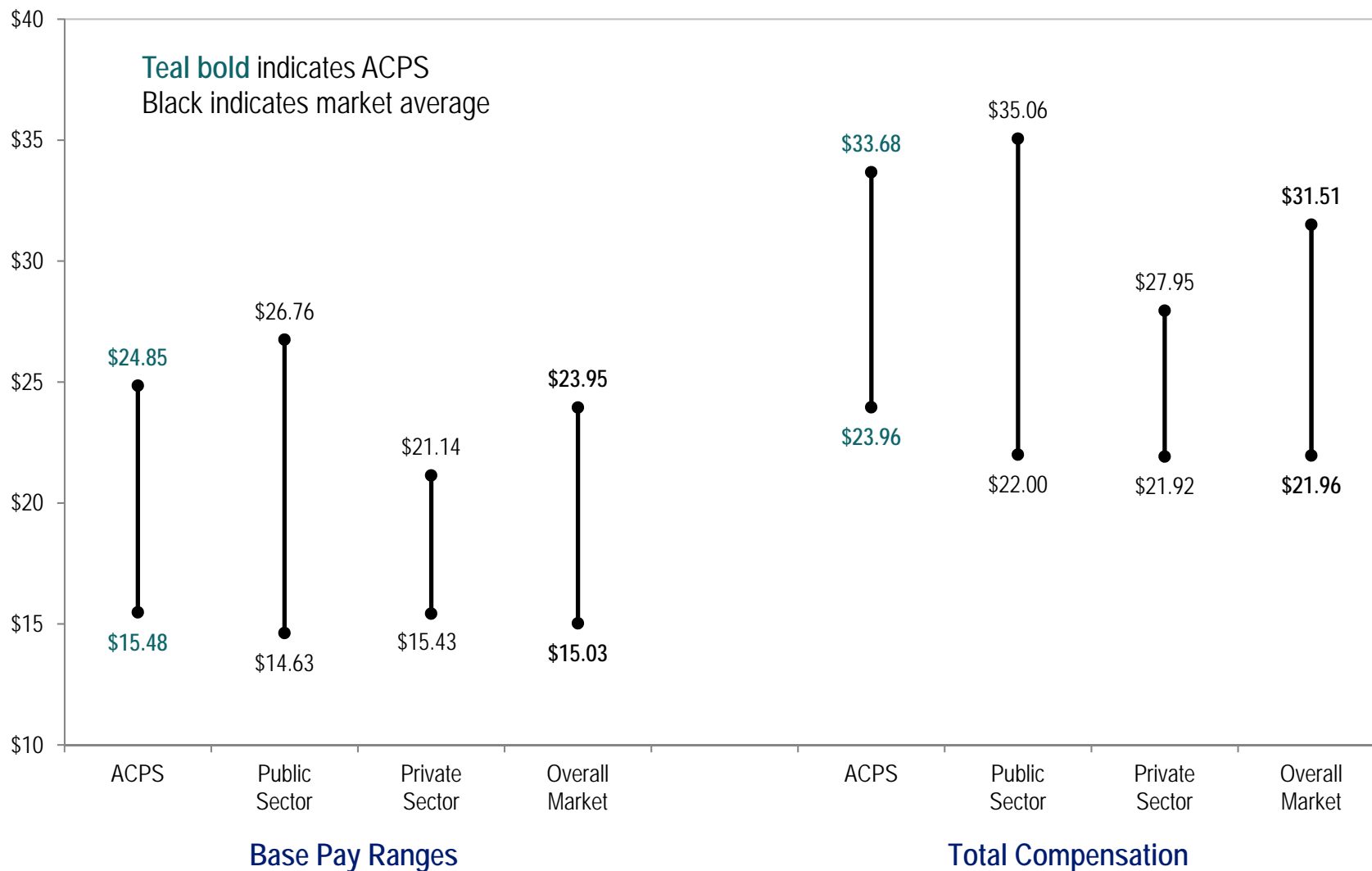
Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$15.48</b>	<b>\$20.17</b>	<b>\$24.85</b>
Public Sector	Market Average	\$14.63	\$20.69	\$26.76
	ACPS Ratio	106%	97%	93%
	<b>ACPS Rank</b>	<b>3 of 7</b>	<b>3 of 7</b>	<b>5 of 7</b>
Private Sector	Market Average	\$15.43	\$16.92	\$21.14
	ACPS Ratio	100%	119%	118%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$15.03</b>	<b>\$18.80</b>	<b>\$23.95</b>
	<b>ACPS Ratio</b>	<b>103%</b>	<b>107%</b>	<b>104%</b>

### Total Compensation

Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$23.96</b>	<b>\$28.82</b>	<b>\$33.68</b>
Public Sector	Market Average	\$22.00	\$28.53	\$35.06
	ACPS Ratio	109%	101%	96%
	<b>ACPS Rank</b>	<b>2 of 7</b>	<b>3 of 7</b>	<b>4 of 7</b>
Private Sector	Market Average	\$21.92	\$23.49	\$27.95
	ACPS Ratio	109%	123%	120%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$21.96</b>	<b>\$26.01</b>	<b>\$31.51</b>
	<b>ACPS Ratio</b>	<b>109%</b>	<b>111%</b>	<b>107%</b>

Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions per hour. Market ratios below 95% are in red.

### School Nutrition Assistant III



Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions



## School Nutrition Assistant Manager

### Base Pay Ranges (Hourly Rates)

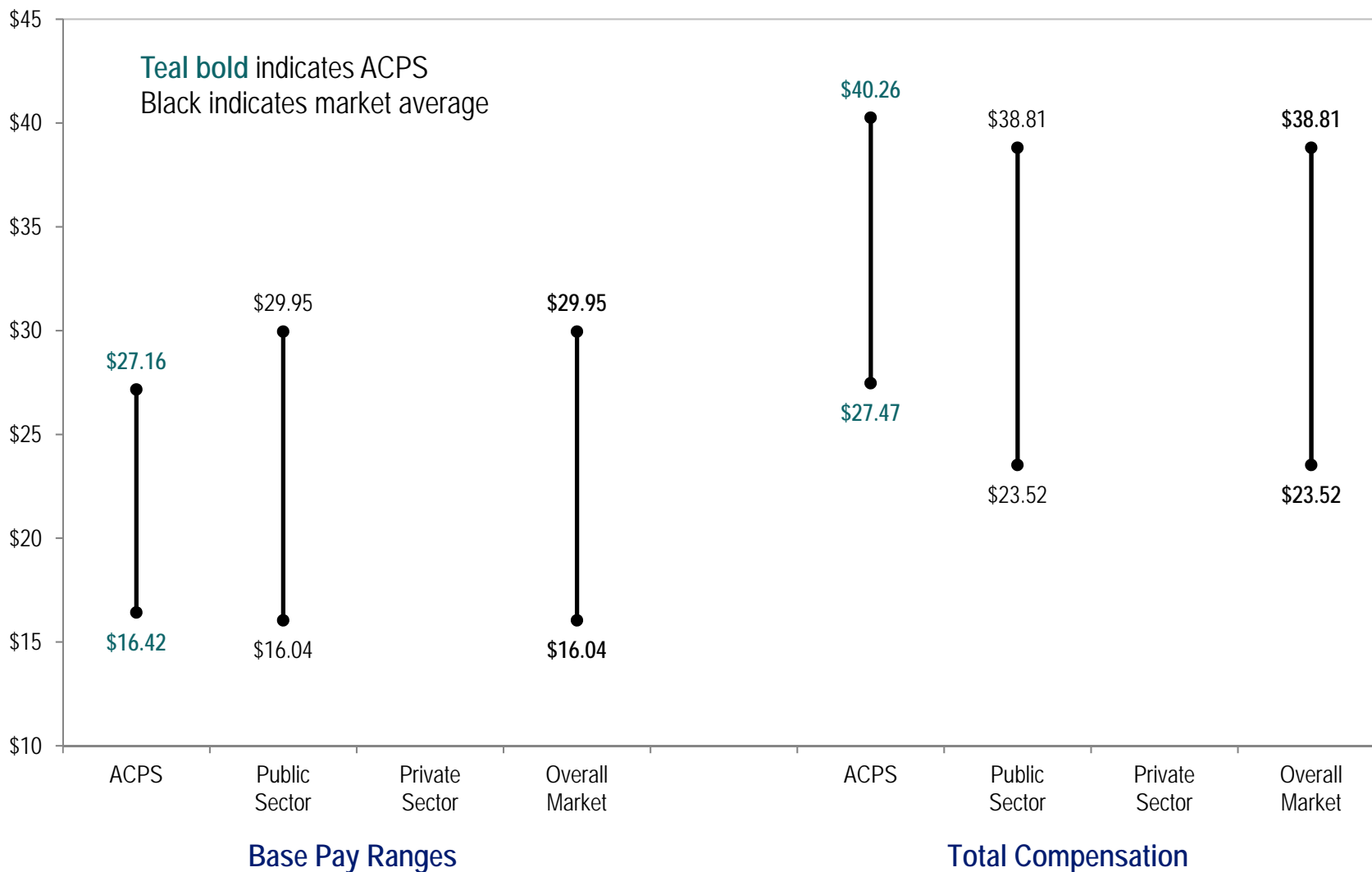
Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$16.42</b>	<b>\$21.79</b>	<b>\$27.16</b>
Public Sector	Market Average	\$16.04	\$22.99	\$29.95
	ACPS Ratio	102%	95%	91%
	<b>ACPS Rank</b>	<b>2 of 6</b>	<b>4 of 6</b>	<b>4 of 6</b>
Private Sector	Market Average	--	--	--
	ACPS Ratio	--	--	--
<b>Overall Market</b>	<b>Market Average</b>	<b>\$16.04</b>	<b>\$22.99</b>	<b>\$29.95</b>
	<b>ACPS Ratio</b>	<b>102%</b>	<b>95%</b>	<b>91%</b>

### Total Compensation

Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$27.47</b>	<b>\$33.86</b>	<b>\$40.26</b>
Public Sector	Market Average	\$23.52	\$31.17	\$38.81
	ACPS Ratio	117%	109%	104%
	<b>ACPS Rank</b>	<b>1 of 6</b>	<b>2 of 6</b>	<b>2 of 6</b>
Private Sector	Market Average	--	--	--
	ACPS Ratio	--	--	--
<b>Overall Market</b>	<b>Market Average</b>	<b>\$23.52</b>	<b>\$31.17</b>	<b>\$38.81</b>
	<b>ACPS Ratio</b>	<b>117%</b>	<b>109%</b>	<b>104%</b>

Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions per hour. Market ratios below 95% are in red.

## School Nutrition Assistant Manager



Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions

## School Nutrition Manager I

### Base Pay Ranges (Hourly Rates)

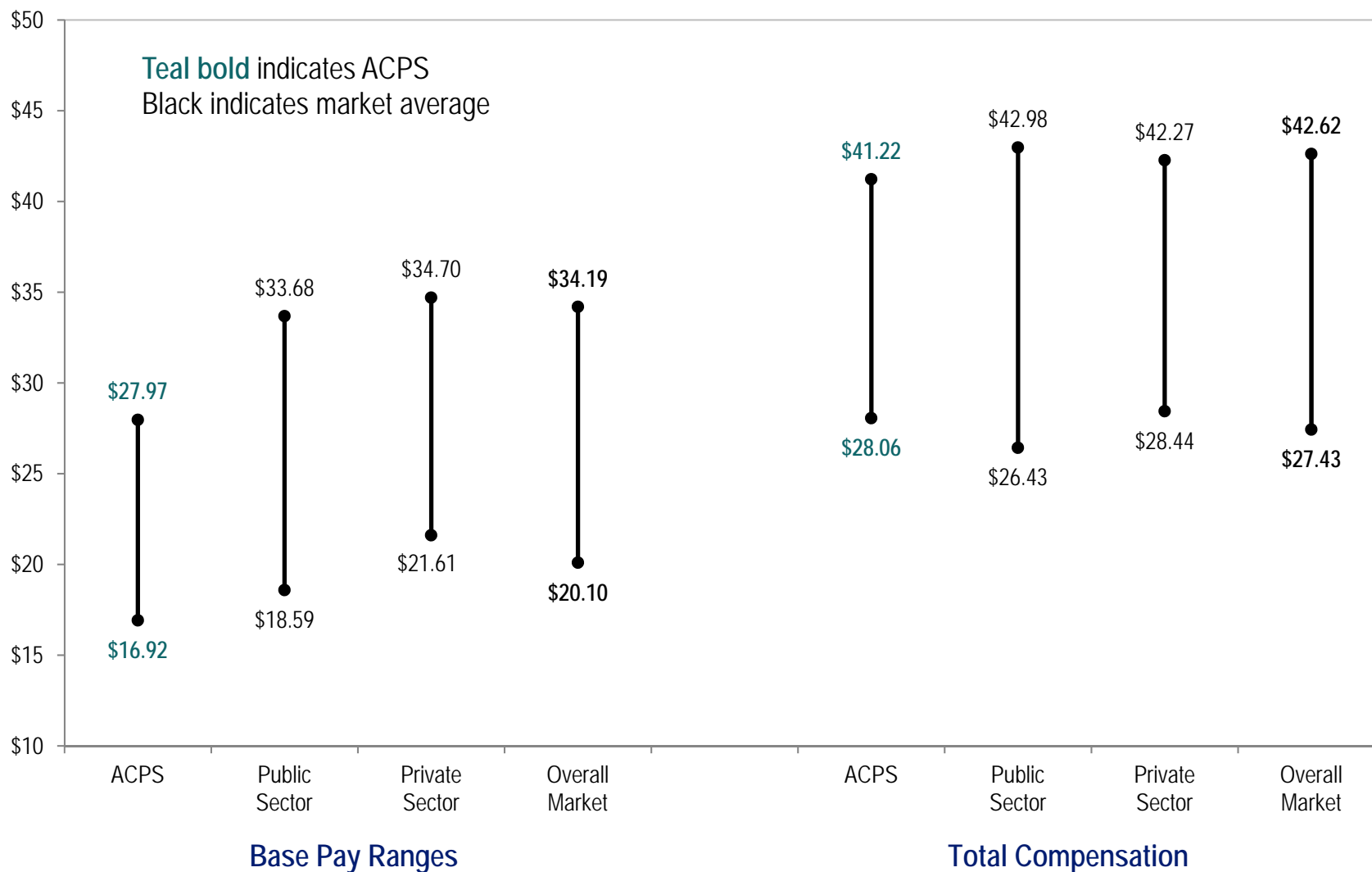
Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$16.92</b>	<b>\$22.45</b>	<b>\$27.97</b>
Public Sector	Market Average	\$18.59	\$26.14	\$33.68
	ACPS Ratio	91%	86%	83%
	<b>ACPS Rank</b>	<b>7 of 9</b>	<b>9 of 9</b>	<b>9 of 9</b>
Private Sector	Market Average	\$21.61	\$26.70	\$34.70
	ACPS Ratio	78%	84%	81%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$20.10</b>	<b>\$26.42</b>	<b>\$34.19</b>
	<b>ACPS Ratio</b>	<b>84%</b>	<b>85%</b>	<b>82%</b>

### Total Compensation

Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$28.06</b>	<b>\$34.64</b>	<b>\$41.22</b>
Public Sector	Market Average	\$26.43	\$34.70	\$42.98
	ACPS Ratio	106%	100%	96%
	<b>ACPS Rank</b>	<b>4 of 9</b>	<b>5 of 9</b>	<b>5 of 9</b>
Private Sector	Market Average	\$28.44	\$33.82	\$42.27
	ACPS Ratio	99%	102%	98%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$27.43</b>	<b>\$34.26</b>	<b>\$42.62</b>
	<b>ACPS Ratio</b>	<b>102%</b>	<b>101%</b>	<b>97%</b>

Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions per hour. Market ratios below 95% are in red.

## School Nutrition Manager I



Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions

## School Nutrition Manager II

### Base Pay Ranges (Hourly Rates)

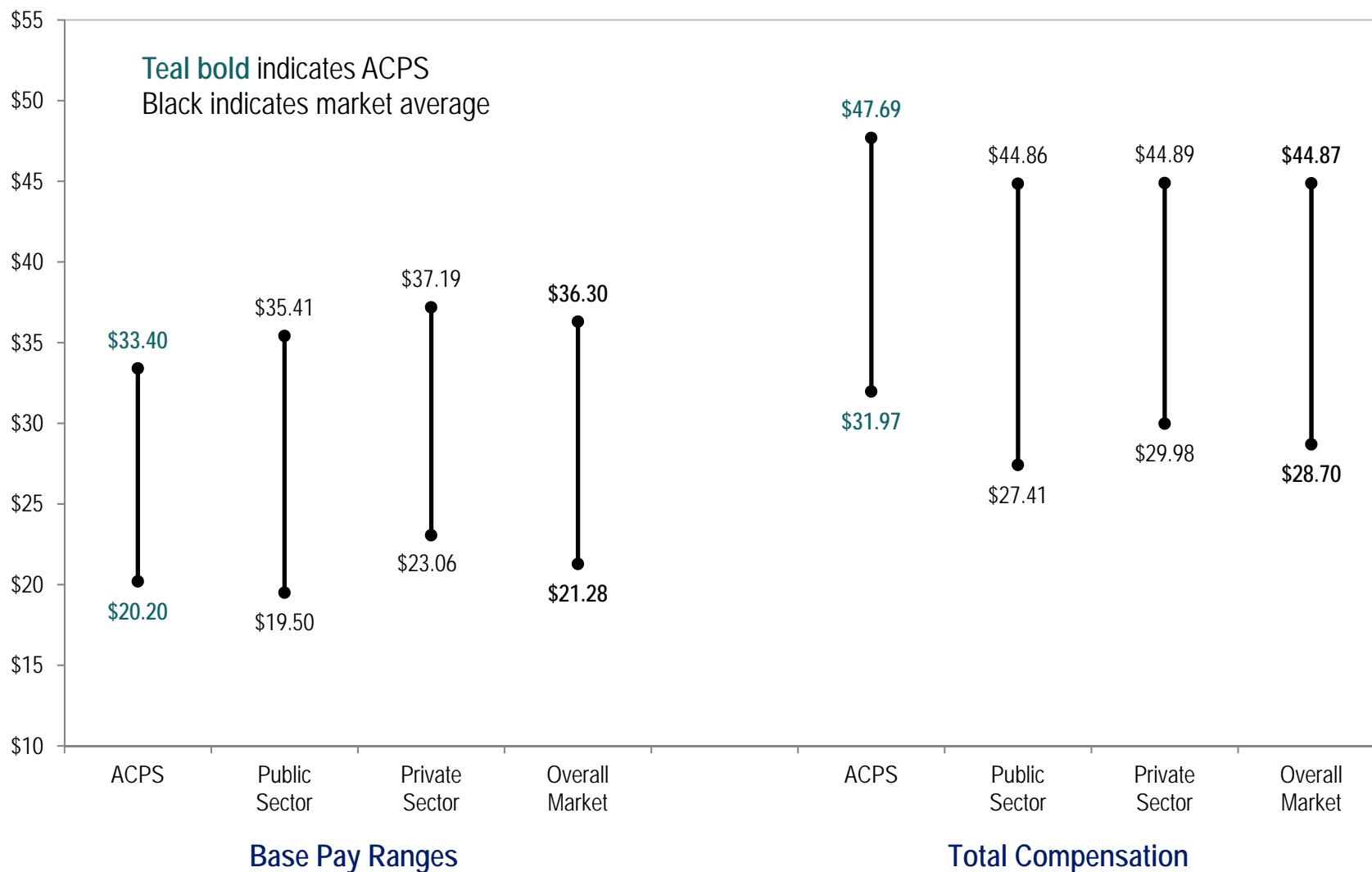
Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$20.20</b>	<b>\$26.80</b>	<b>\$33.40</b>
Public Sector	Market Average	\$19.50	\$27.45	\$35.41
	ACPS Ratio	104%	98%	94%
	<b>ACPS Rank</b>	<b>4 of 9</b>	<b>4 of 9</b>	<b>4 of 9</b>
Private Sector	Market Average	\$23.06	\$29.09	\$37.19
	ACPS Ratio	88%	92%	90%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$21.28</b>	<b>\$28.27</b>	<b>\$36.30</b>
	<b>ACPS Ratio</b>	<b>95%</b>	<b>95%</b>	<b>92%</b>

### Total Compensation

Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$31.97</b>	<b>\$39.83</b>	<b>\$47.69</b>
Public Sector	Market Average	\$27.41	\$36.14	\$44.86
	ACPS Ratio	117%	110%	106%
	<b>ACPS Rank</b>	<b>1 of 9</b>	<b>3 of 9</b>	<b>3 of 9</b>
Private Sector	Market Average	\$29.98	\$36.35	\$44.89
	ACPS Ratio	107%	110%	106%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$28.70</b>	<b>\$36.24</b>	<b>\$44.87</b>
	<b>ACPS Ratio</b>	<b>111%</b>	<b>110%</b>	<b>106%</b>

Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions per hour. Market ratios below 95% are in red.

## School Nutrition Manager II



Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions

## School Nutrition Manager III

### Base Pay Ranges (Hourly Rates)

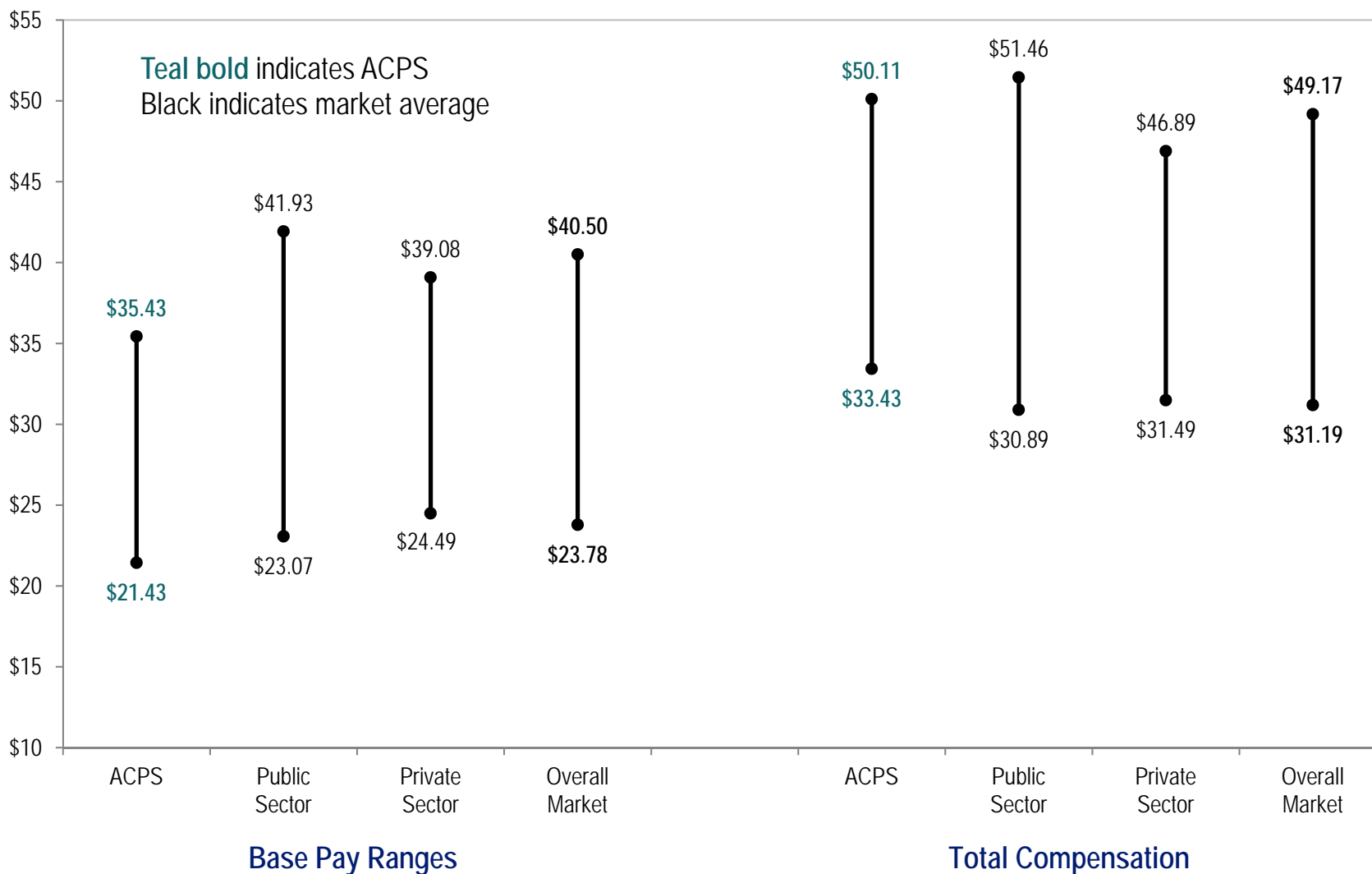
Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$21.43</b>	<b>\$28.43</b>	<b>\$35.43</b>
Public Sector	Market Average	\$23.07	\$32.50	\$41.93
	ACPS Ratio	93%	87%	85%
	<b>ACPS Rank</b>	<b>5 of 7</b>	<b>6 of 7</b>	<b>6 of 7</b>
Private Sector	Market Average	\$24.49	\$30.72	\$39.08
	ACPS Ratio	87%	93%	91%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$23.78</b>	<b>\$31.61</b>	<b>\$40.50</b>
	<b>ACPS Ratio</b>	<b>90%</b>	<b>90%</b>	<b>87%</b>

### Total Compensation

Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$33.43</b>	<b>\$41.77</b>	<b>\$50.11</b>
Public Sector	Market Average	\$30.89	\$41.17	\$51.46
	ACPS Ratio	108%	101%	97%
	<b>ACPS Rank</b>	<b>2 of 7</b>	<b>4 of 7</b>	<b>4 of 7</b>
Private Sector	Market Average	\$31.49	\$38.07	\$46.89
	ACPS Ratio	106%	110%	107%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$31.19</b>	<b>\$39.62</b>	<b>\$49.17</b>
	<b>ACPS Ratio</b>	<b>107%</b>	<b>105%</b>	<b>102%</b>

Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions per hour. Market ratios below 95% are in red.

## School Nutrition Manager III



Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions



# General Administration

Exhibit 27

## Administrative Assistant I Base Pay Ranges (Hourly Rates)

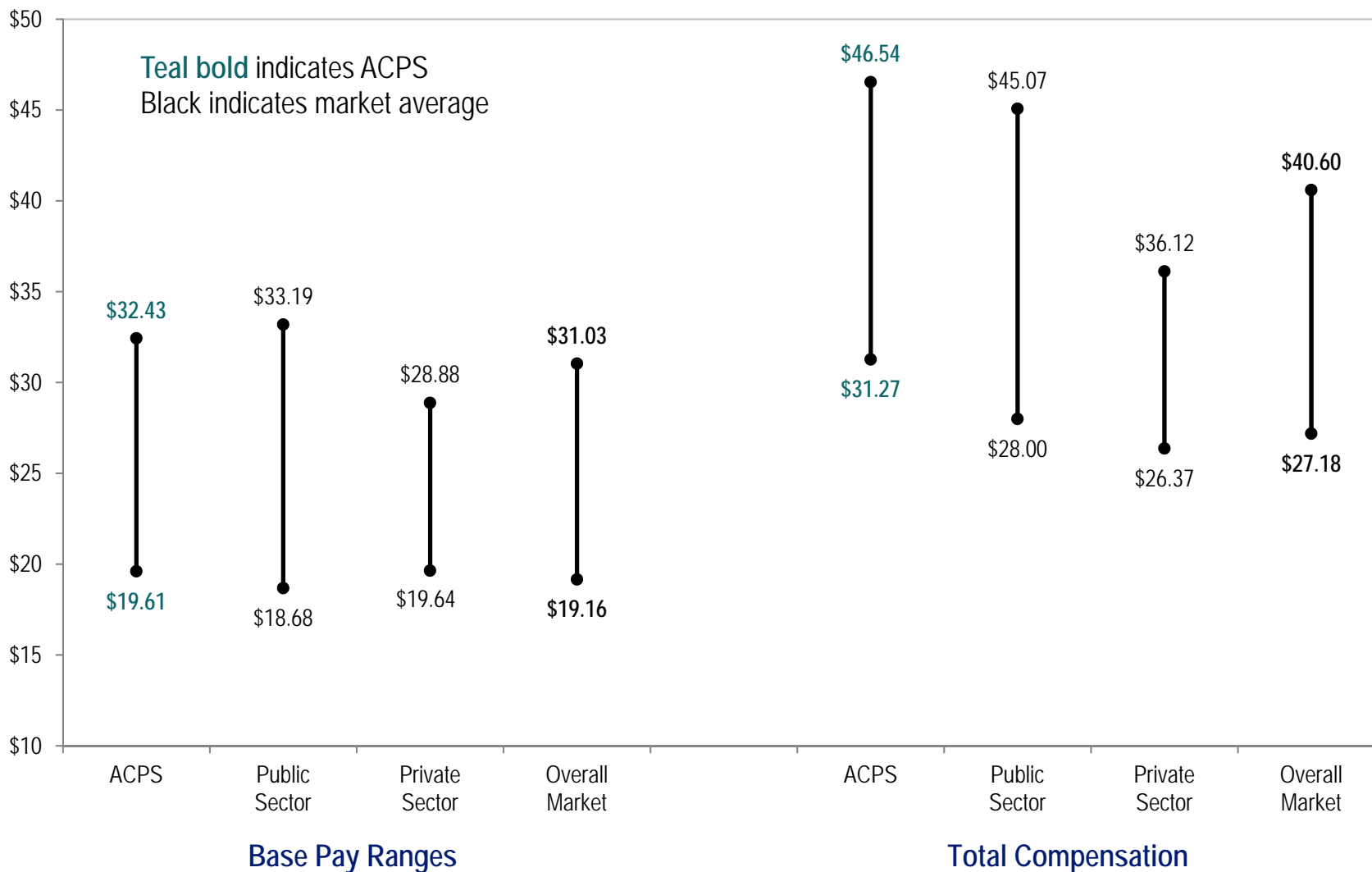
Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$19.61</b>	<b>\$26.02</b>	<b>\$32.43</b>
Public Sector	Market Average	\$18.68	\$25.93	\$33.19
	ACPS Ratio	105%	100%	98%
	<b>ACPS Rank</b>	<b>3 of 10</b>	<b>5 of 10</b>	<b>7 of 10</b>
Private Sector	Market Average	\$19.64	\$24.01	\$28.88
	ACPS Ratio	100%	108%	112%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$19.16</b>	<b>\$24.97</b>	<b>\$31.03</b>
	<b>ACPS Ratio</b>	<b>102%</b>	<b>104%</b>	<b>104%</b>

## Total Compensation

Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$31.27</b>	<b>\$38.90</b>	<b>\$46.54</b>
Public Sector	Market Average	\$28.00	\$36.53	\$45.07
	ACPS Ratio	112%	106%	103%
	<b>ACPS Rank</b>	<b>2 of 10</b>	<b>3 of 10</b>	<b>4 of 10</b>
Private Sector	Market Average	\$26.37	\$30.98	\$36.12
	ACPS Ratio	119%	126%	129%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$27.18</b>	<b>\$33.76</b>	<b>\$40.60</b>
	<b>ACPS Ratio</b>	<b>115%</b>	<b>115%</b>	<b>115%</b>

Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions per hour. Market ratios below 95% are in red.

## Administrative Assistant I



Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions

## Administrative Assistant II

### Base Pay Ranges (Hourly Rates)

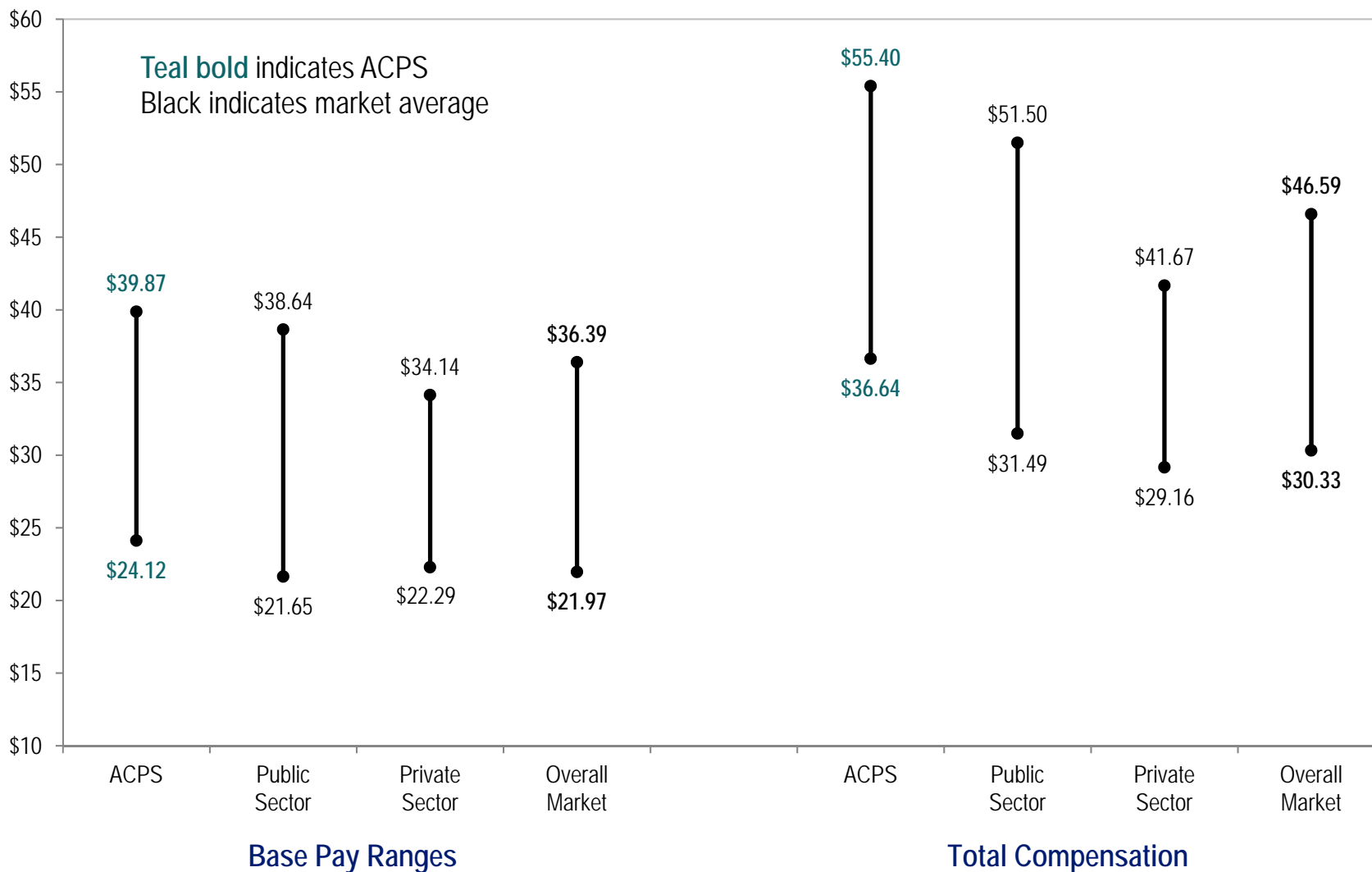
Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$24.12</b>	<b>\$32.00</b>	<b>\$39.87</b>
Public Sector	Market Average	\$21.65	\$30.15	\$38.64
	ACPS Ratio	111%	106%	103%
	<b>ACPS Rank</b>	<b>2 of 10</b>	<b>5 of 10</b>	<b>5 of 10</b>
Private Sector	Market Average	\$22.29	\$27.12	\$34.14
	ACPS Ratio	108%	118%	117%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$21.97</b>	<b>\$28.64</b>	<b>\$36.39</b>
	<b>ACPS Ratio</b>	<b>110%</b>	<b>112%</b>	<b>110%</b>

### Total Compensation

Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$36.64</b>	<b>\$46.02</b>	<b>\$55.40</b>
Public Sector	Market Average	\$31.49	\$41.50	\$51.50
	ACPS Ratio	116%	111%	108%
	<b>ACPS Rank</b>	<b>2 of 10</b>	<b>2 of 10</b>	<b>5 of 10</b>
Private Sector	Market Average	\$29.16	\$34.27	\$41.67
	ACPS Ratio	126%	134%	133%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$30.33</b>	<b>\$37.88</b>	<b>\$46.59</b>
	<b>ACPS Ratio</b>	<b>121%</b>	<b>121%</b>	<b>119%</b>

Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions per hour. Market ratios below 95% are in red.

## Administrative Assistant II



Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions

## Executive Administrative Assistant—CAO

### Base Pay Ranges (Hourly Rates)

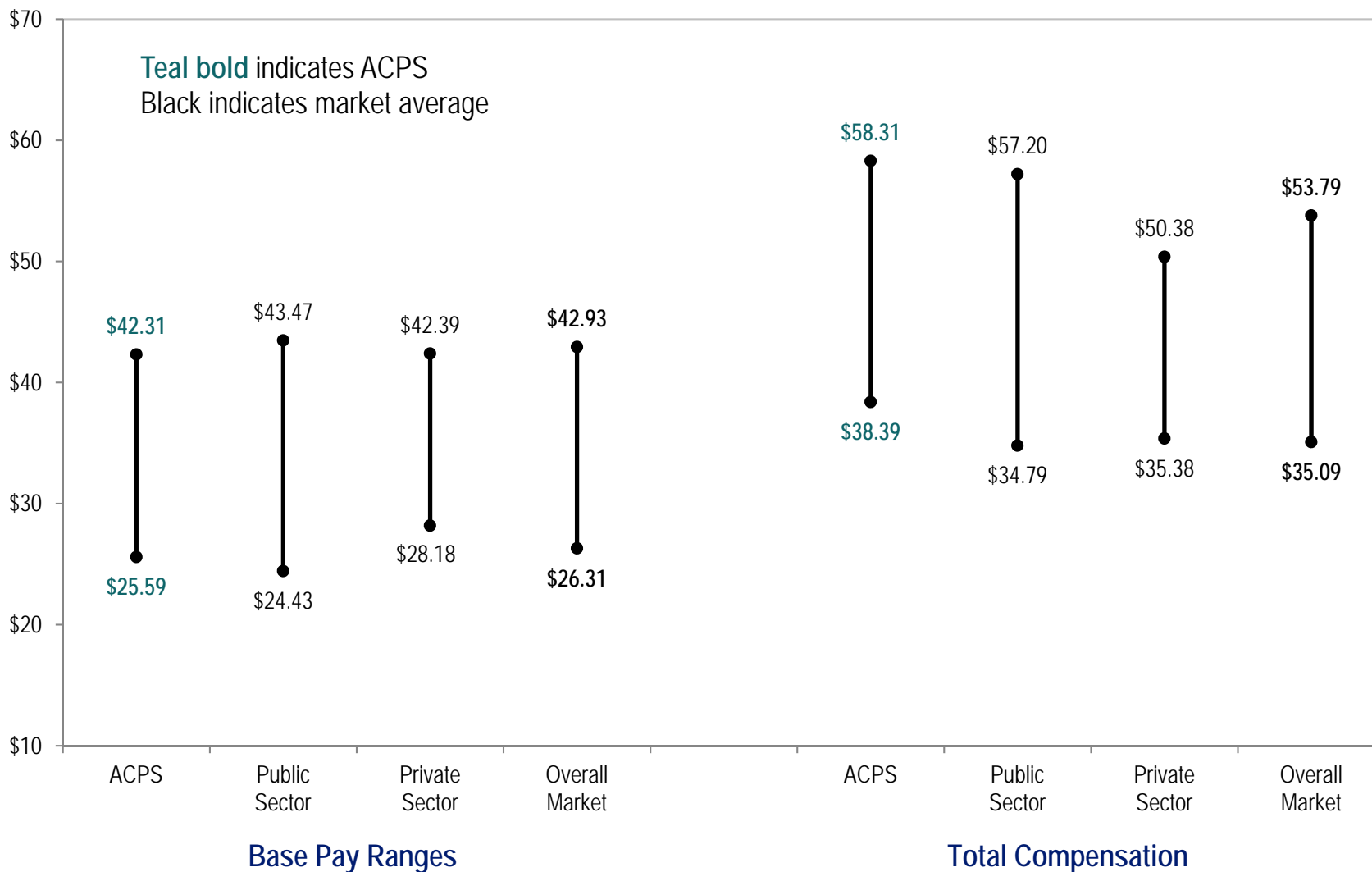
Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$25.59</b>	<b>\$33.95</b>	<b>\$42.31</b>
Public Sector	Market Average	\$24.43	\$33.95	\$43.47
	ACPS Ratio	105%	100%	97%
	<b>ACPS Rank</b>	<b>4 of 10</b>	<b>5 of 10</b>	<b>5 of 10</b>
Private Sector	Market Average	\$28.18	\$34.84	\$42.39
	ACPS Ratio	91%	97%	100%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$26.31</b>	<b>\$34.40</b>	<b>\$42.93</b>
	<b>ACPS Ratio</b>	<b>97%</b>	<b>99%</b>	<b>99%</b>

### Total Compensation

Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$38.39</b>	<b>\$48.35</b>	<b>\$58.31</b>
Public Sector	Market Average	\$34.79	\$46.00	\$57.20
	ACPS Ratio	110%	105%	102%
	<b>ACPS Rank</b>	<b>2 of 10</b>	<b>4 of 10</b>	<b>4 of 10</b>
Private Sector	Market Average	\$35.38	\$42.41	\$50.38
	ACPS Ratio	109%	114%	116%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$35.09</b>	<b>\$44.20</b>	<b>\$53.79</b>
	<b>ACPS Ratio</b>	<b>109%</b>	<b>109%</b>	<b>108%</b>

Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions per hour. Market ratios below 95% are in red.

## Executive Administrative Assistant—CAO



Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions

## Executive Assistant—Superintendent

### Base Pay Ranges (Hourly Rates)

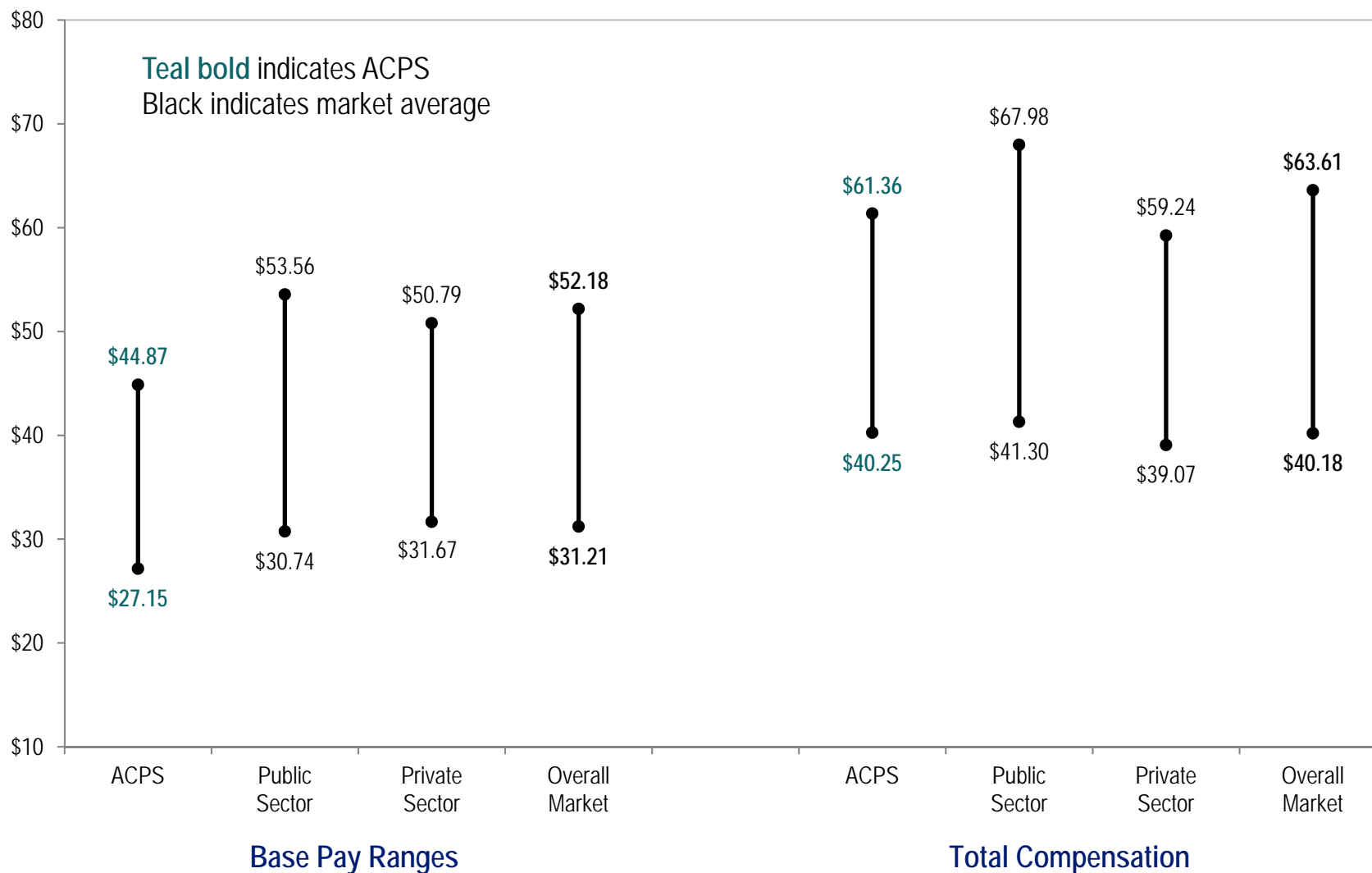
Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$27.15</b>	<b>\$36.01</b>	<b>\$44.87</b>
Public Sector	Market Average	\$30.74	\$42.15	\$53.56
	ACPS Ratio	88%	85%	84%
	<b>ACPS Rank</b>	<b>5 of 6</b>	<b>5 of 6</b>	<b>5 of 6</b>
Private Sector	Market Average	\$31.67	\$41.05	\$50.79
	ACPS Ratio	86%	88%	88%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$31.21</b>	<b>\$41.60</b>	<b>\$52.18</b>
	<b>ACPS Ratio</b>	<b>87%</b>	<b>87%</b>	<b>86%</b>

### Total Compensation

Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$40.25</b>	<b>\$50.80</b>	<b>\$61.36</b>
Public Sector	Market Average	\$41.30	\$54.64	\$67.98
	ACPS Ratio	97%	93%	90%
	<b>ACPS Rank</b>	<b>4 of 6</b>	<b>5 of 6</b>	<b>5 of 6</b>
Private Sector	Market Average	\$39.07	\$48.96	\$59.24
	ACPS Ratio	103%	104%	104%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$40.18</b>	<b>\$51.80</b>	<b>\$63.61</b>
	<b>ACPS Ratio</b>	<b>100%</b>	<b>98%</b>	<b>96%</b>

Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions per hour. Market ratios below 95% are in red.

## Executive Assistant—Superintendent



Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions



# Human Resources

Exhibit 35

## Benefits Analyst

### Base Pay Ranges (Hourly Rates)

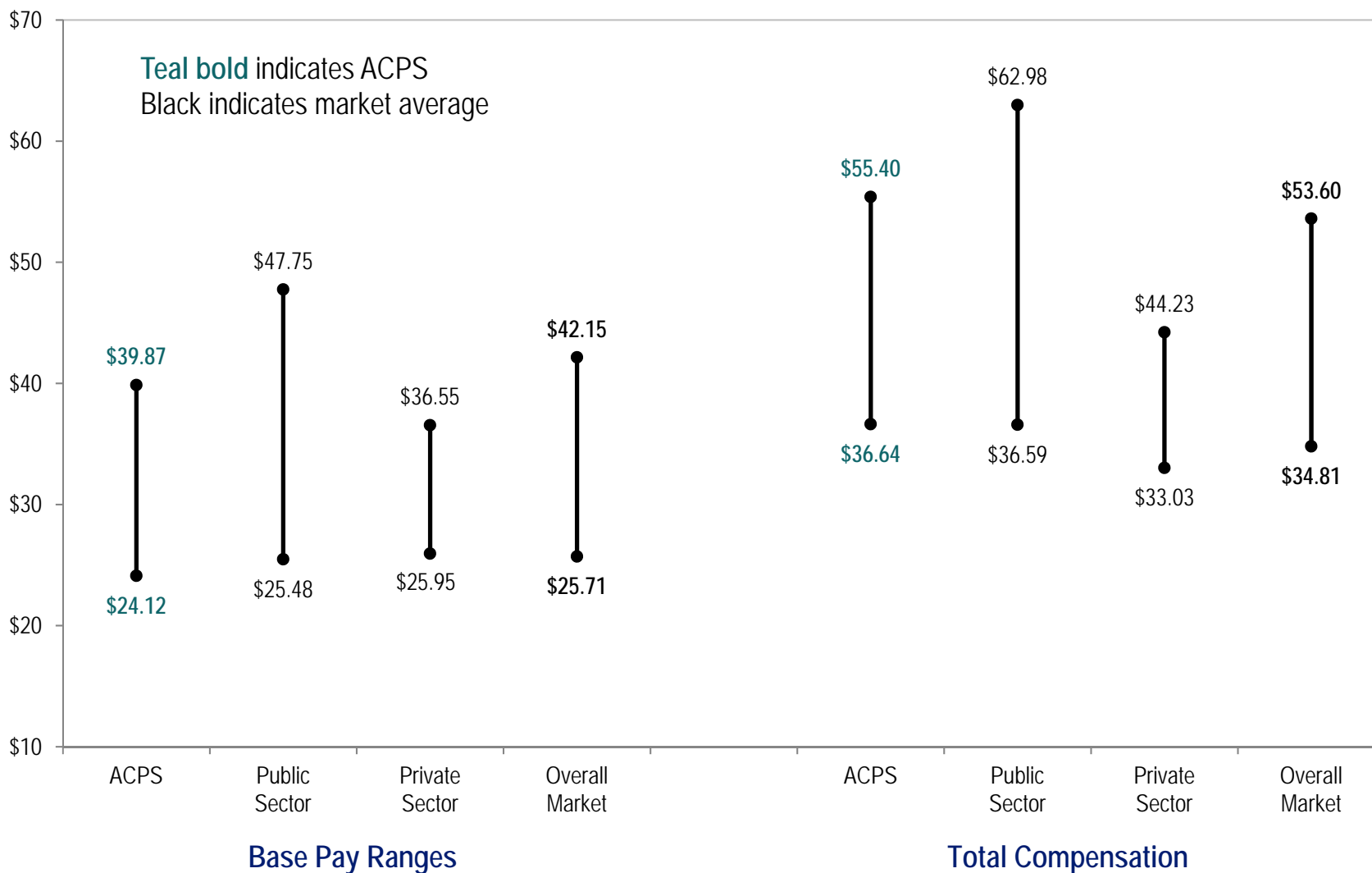
Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$24.12</b>	<b>\$32.00</b>	<b>\$39.87</b>
Public Sector	Market Average	\$25.48	\$36.62	\$47.75
	ACPS Ratio	95%	87%	83%
	<b>ACPS Rank</b>	<b>6 of 8</b>	<b>7 of 8</b>	<b>7 of 8</b>
Private Sector	Market Average	\$25.95	\$30.80	\$36.55
	ACPS Ratio	93%	104%	109%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$25.71</b>	<b>\$33.71</b>	<b>\$42.15</b>
	<b>ACPS Ratio</b>	<b>94%</b>	<b>95%</b>	<b>95%</b>

### Total Compensation

Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$36.64</b>	<b>\$46.02</b>	<b>\$55.40</b>
Public Sector	Market Average	\$36.59	\$49.79	\$62.98
	ACPS Ratio	100%	92%	88%
	<b>ACPS Rank</b>	<b>4 of 8</b>	<b>6 of 8</b>	<b>7 of 8</b>
Private Sector	Market Average	\$33.03	\$38.15	\$44.23
	ACPS Ratio	111%	121%	125%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$34.81</b>	<b>\$43.97</b>	<b>\$53.60</b>
	<b>ACPS Ratio</b>	<b>105%</b>	<b>105%</b>	<b>103%</b>

Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions per hour. Market ratios below 95% are in red.

## Benefits Analyst



Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions

## Senior Benefits Analyst

### Base Pay Ranges (Hourly Rates)

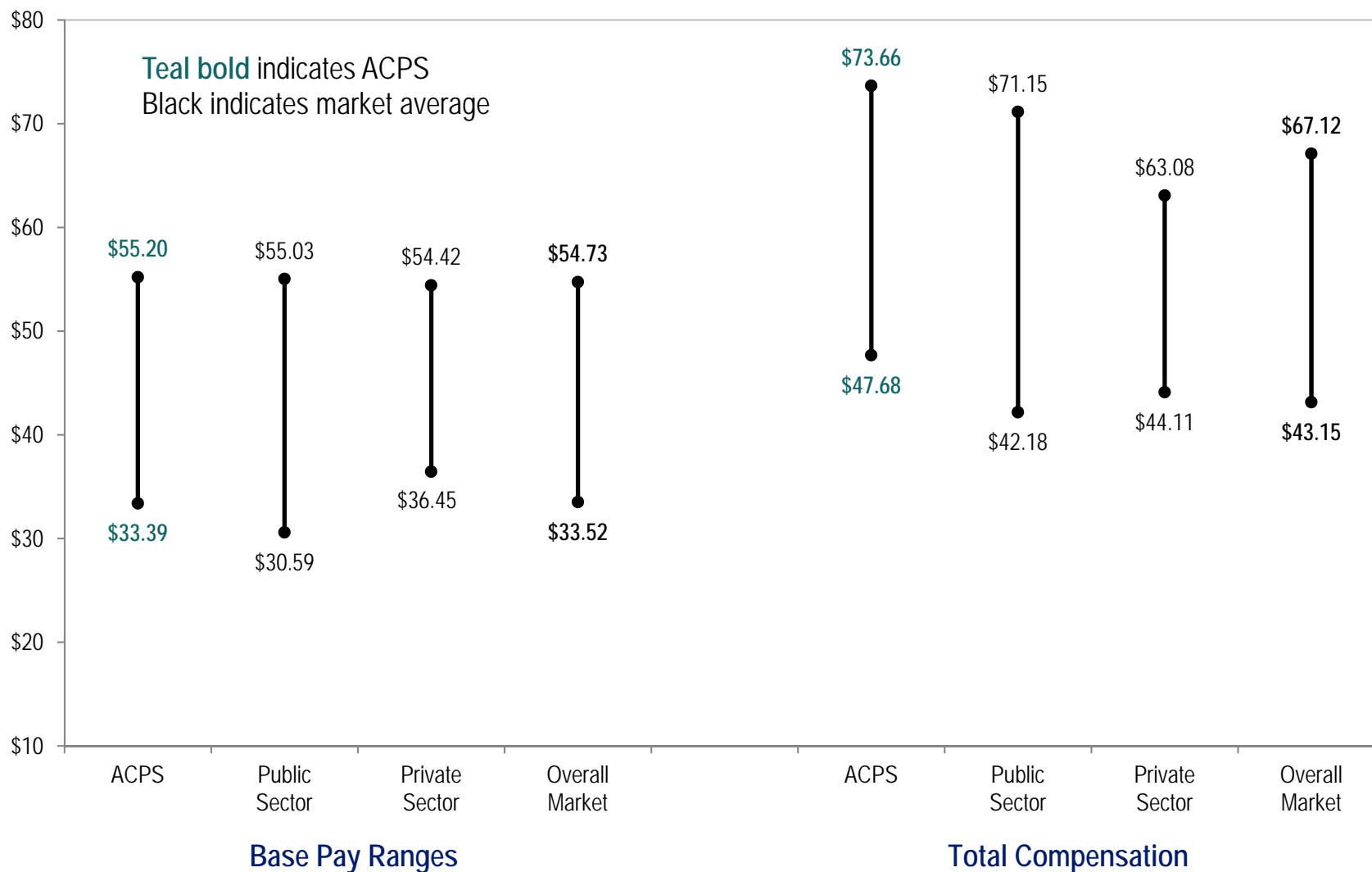
Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$33.39</b>	<b>\$44.30</b>	<b>\$55.20</b>
Public Sector	Market Average	\$30.59	\$42.81	\$55.03
	ACPS Ratio	109%	103%	100%
	<b>ACPS Rank</b>	<b>3 of 8</b>	<b>4 of 8</b>	<b>4 of 8</b>
Private Sector	Market Average	\$36.45	\$44.12	\$54.42
	ACPS Ratio	92%	100%	101%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$33.52</b>	<b>\$43.47</b>	<b>\$54.73</b>
	<b>ACPS Ratio</b>	<b>100%</b>	<b>102%</b>	<b>101%</b>

### Total Compensation

Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$47.68</b>	<b>\$60.67</b>	<b>\$73.66</b>
Public Sector	Market Average	\$42.18	\$56.66	\$71.15
	ACPS Ratio	113%	107%	104%
	<b>ACPS Rank</b>	<b>2 of 8</b>	<b>3 of 8</b>	<b>4 of 8</b>
Private Sector	Market Average	\$44.11	\$52.22	\$63.08
	ACPS Ratio	108%	116%	117%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$43.15</b>	<b>\$54.44</b>	<b>\$67.12</b>
	<b>ACPS Ratio</b>	<b>111%</b>	<b>111%</b>	<b>110%</b>

Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions per hour. Market ratios below 95% are in red.

## Senior Benefits Analyst



Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions

## HR Generalist I

### Base Pay Ranges (Hourly Rates)

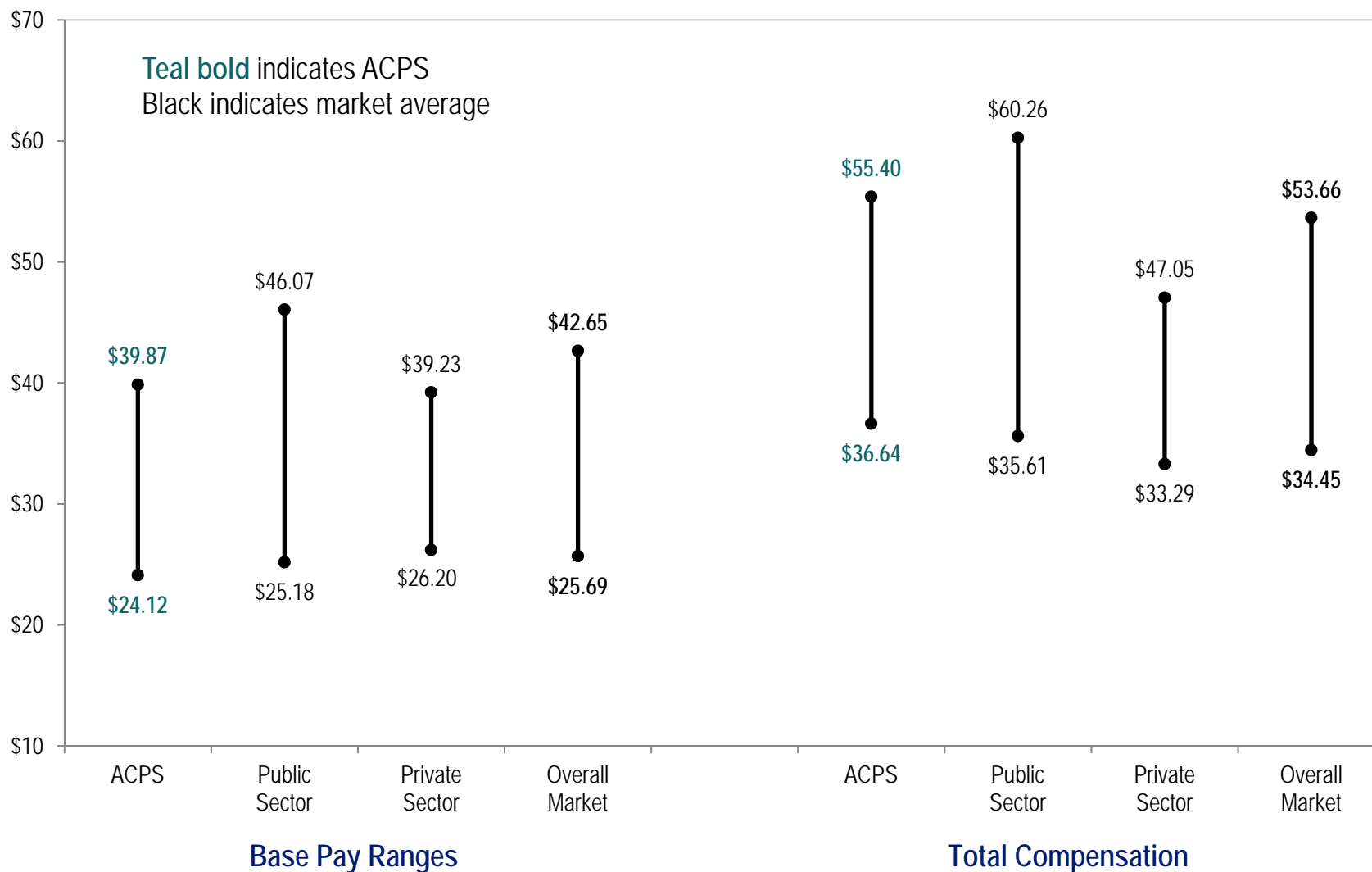
Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$24.12</b>	<b>\$32.00</b>	<b>\$39.87</b>
Public Sector	Market Average	\$25.18	\$35.63	\$46.07
	ACPS Ratio	96%	90%	87%
	<b>ACPS Rank</b>	<b>7 of 10</b>	<b>9 of 10</b>	<b>10 of 10</b>
Private Sector	Market Average	\$26.20	\$32.27	\$39.23
	ACPS Ratio	92%	99%	102%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$25.69</b>	<b>\$33.95</b>	<b>\$42.65</b>
	<b>ACPS Ratio</b>	<b>94%</b>	<b>94%</b>	<b>93%</b>

### Total Compensation

Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$36.64</b>	<b>\$46.02</b>	<b>\$55.40</b>
Public Sector	Market Average	\$35.61	\$47.94	\$60.26
	ACPS Ratio	103%	96%	92%
	<b>ACPS Rank</b>	<b>4 of 10</b>	<b>6 of 10</b>	<b>8 of 10</b>
Private Sector	Market Average	\$33.29	\$39.70	\$47.05
	ACPS Ratio	110%	116%	118%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$34.45</b>	<b>\$43.82</b>	<b>\$53.66</b>
	<b>ACPS Ratio</b>	<b>106%</b>	<b>105%</b>	<b>103%</b>

Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions per hour. Market ratios below 95% are in red.

## HR Generalist I



Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions

## HR Generalist II

### Base Pay Ranges (Hourly Rates)

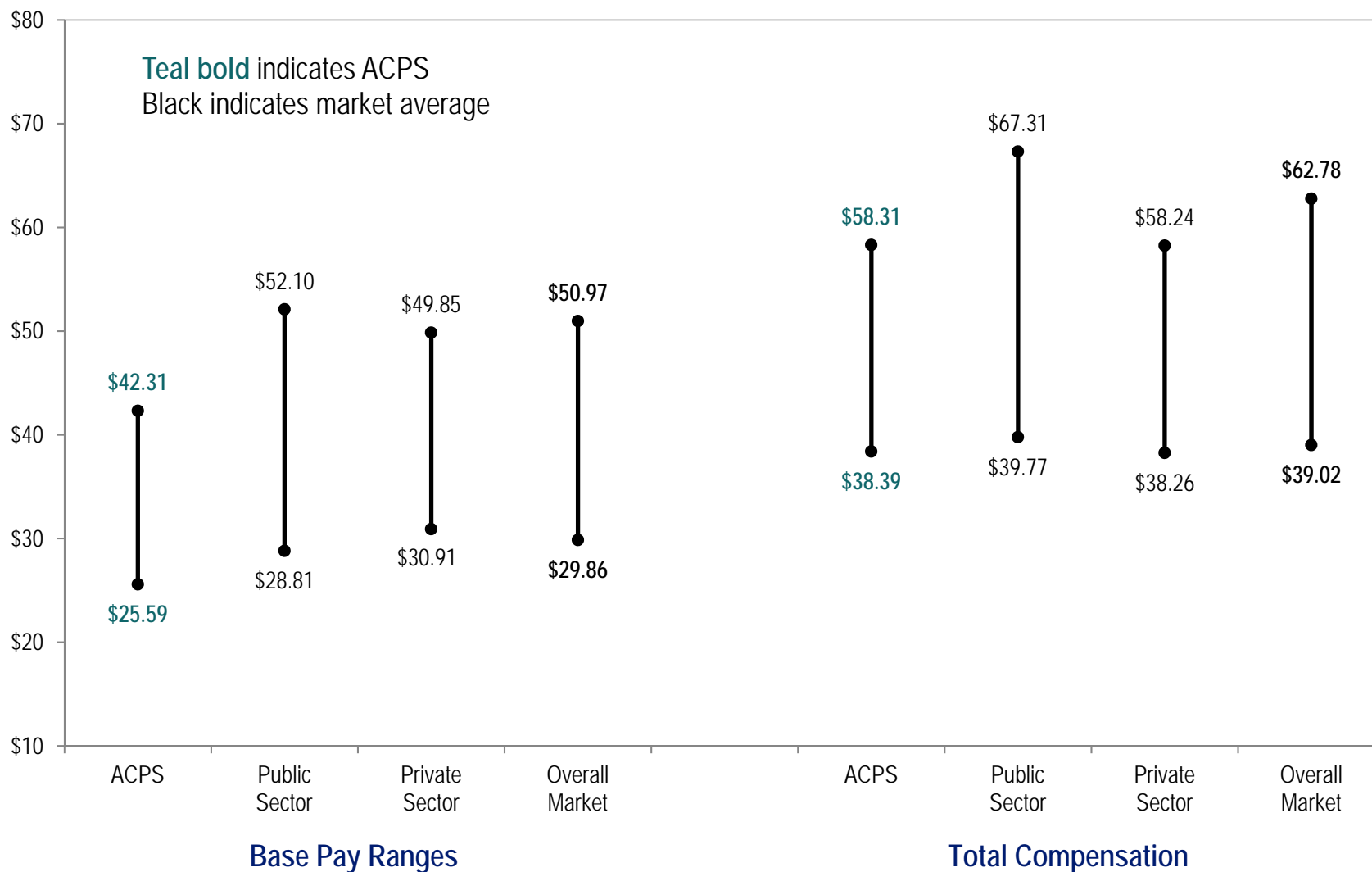
Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$25.59</b>	<b>\$33.95</b>	<b>\$42.31</b>
Public Sector	Market Average	\$28.81	\$40.45	\$52.10
	ACPS Ratio	89%	84%	81%
	<b>ACPS Rank</b>	<b>7 of 9</b>	<b>9 of 9</b>	<b>9 of 9</b>
Private Sector	Market Average	\$30.91	\$38.12	\$49.85
	ACPS Ratio	83%	89%	85%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$29.86</b>	<b>\$39.29</b>	<b>\$50.97</b>
	<b>ACPS Ratio</b>	<b>86%</b>	<b>86%</b>	<b>83%</b>

### Total Compensation

Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$38.39</b>	<b>\$48.35</b>	<b>\$58.31</b>
Public Sector	Market Average	\$39.77	\$53.54	\$67.31
	ACPS Ratio	97%	90%	87%
	<b>ACPS Rank</b>	<b>5 of 9</b>	<b>7 of 9</b>	<b>7 of 9</b>
Private Sector	Market Average	\$38.26	\$45.87	\$58.24
	ACPS Ratio	100%	105%	100%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$39.02</b>	<b>\$49.71</b>	<b>\$62.78</b>
	<b>ACPS Ratio</b>	<b>98%</b>	<b>97%</b>	<b>93%</b>

Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions per hour. Market ratios below 95% are in red.

## HR Generalist II



Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions



## Senior Employment Specialist

### Base Pay Ranges (Hourly Rates)

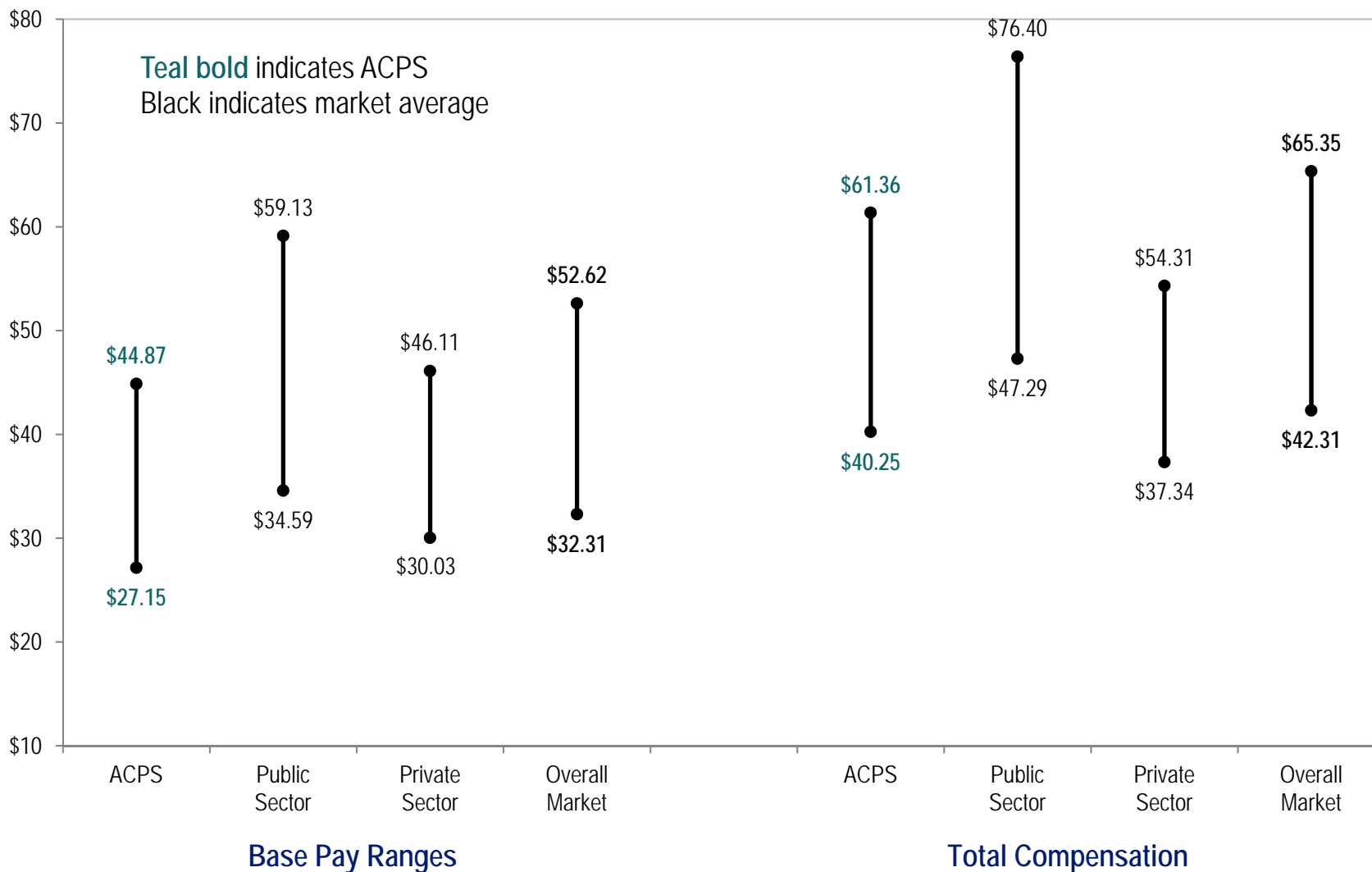
Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$27.15</b>	<b>\$36.01</b>	<b>\$44.87</b>
Public Sector	Market Average	\$34.59	\$46.86	\$59.13
	ACPS Ratio	78%	77%	76%
	<b>ACPS Rank</b>	<b>7 of 7</b>	<b>7 of 7</b>	<b>7 of 7</b>
Private Sector	Market Average	\$30.03	\$37.16	\$46.11
	ACPS Ratio	90%	97%	97%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$32.31</b>	<b>\$42.01</b>	<b>\$52.62</b>
	<b>ACPS Ratio</b>	<b>84%</b>	<b>86%</b>	<b>85%</b>

### Total Compensation

Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$40.25</b>	<b>\$50.80</b>	<b>\$61.36</b>
Public Sector	Market Average	\$47.29	\$61.85	\$76.40
	ACPS Ratio	85%	82%	80%
	<b>ACPS Rank</b>	<b>6 of 7</b>	<b>6 of 7</b>	<b>6 of 7</b>
Private Sector	Market Average	\$37.34	\$44.86	\$54.31
	ACPS Ratio	108%	113%	113%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$42.31</b>	<b>\$53.35</b>	<b>\$65.35</b>
	<b>ACPS Ratio</b>	<b>95%</b>	<b>95%</b>	<b>94%</b>

Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions per hour. Market ratios below 95% are in red.

## Senior Employment Specialist



Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions

# Information Technology

Exhibit 45

## TS Technician I

### Base Pay Ranges (Hourly Rates)

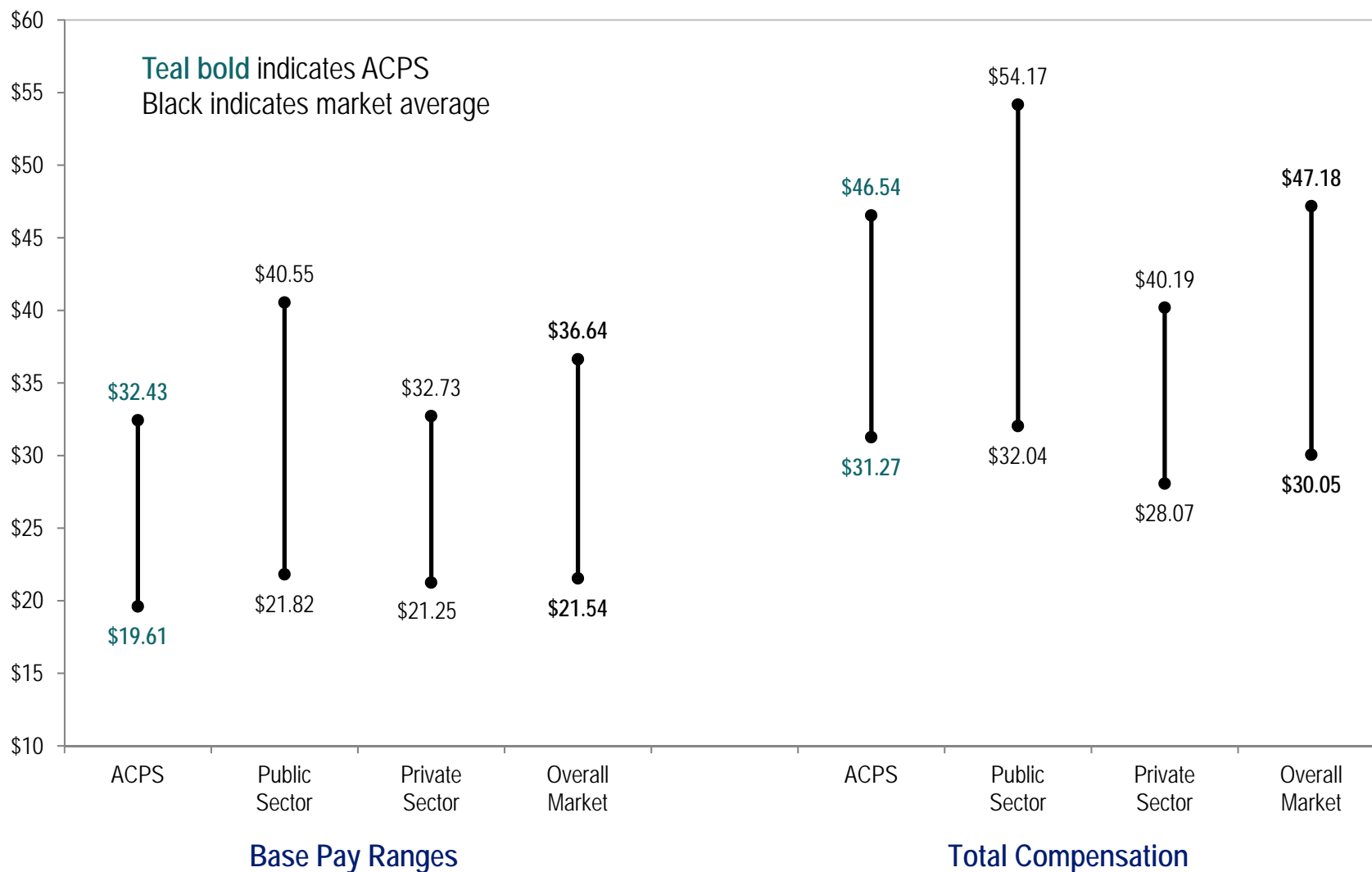
Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$19.61</b>	<b>\$26.02</b>	<b>\$32.43</b>
Public Sector	Market Average	\$21.82	\$31.18	\$40.55
	ACPS Ratio	90%	83%	80%
	<b>ACPS Rank</b>	<b>6 of 8</b>	<b>8 of 8</b>	<b>8 of 8</b>
Private Sector	Market Average	\$21.25	\$26.64	\$32.73
	ACPS Ratio	92%	98%	99%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$21.54</b>	<b>\$28.91</b>	<b>\$36.64</b>
	<b>ACPS Ratio</b>	<b>91%</b>	<b>90%</b>	<b>89%</b>

### Total Compensation

Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$31.27</b>	<b>\$38.90</b>	<b>\$46.54</b>
Public Sector	Market Average	\$32.04	\$43.10	\$54.17
	ACPS Ratio	98%	90%	86%
	<b>ACPS Rank</b>	<b>5 of 8</b>	<b>8 of 8</b>	<b>8 of 8</b>
Private Sector	Market Average	\$28.07	\$33.77	\$40.19
	ACPS Ratio	111%	115%	116%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$30.05</b>	<b>\$38.43</b>	<b>\$47.18</b>
	<b>ACPS Ratio</b>	<b>104%</b>	<b>101%</b>	<b>99%</b>

Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions per hour. Market ratios below 95% are in red.

## TS Technician I



Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions

## TS Technician II

### Base Pay Ranges (Hourly Rates)

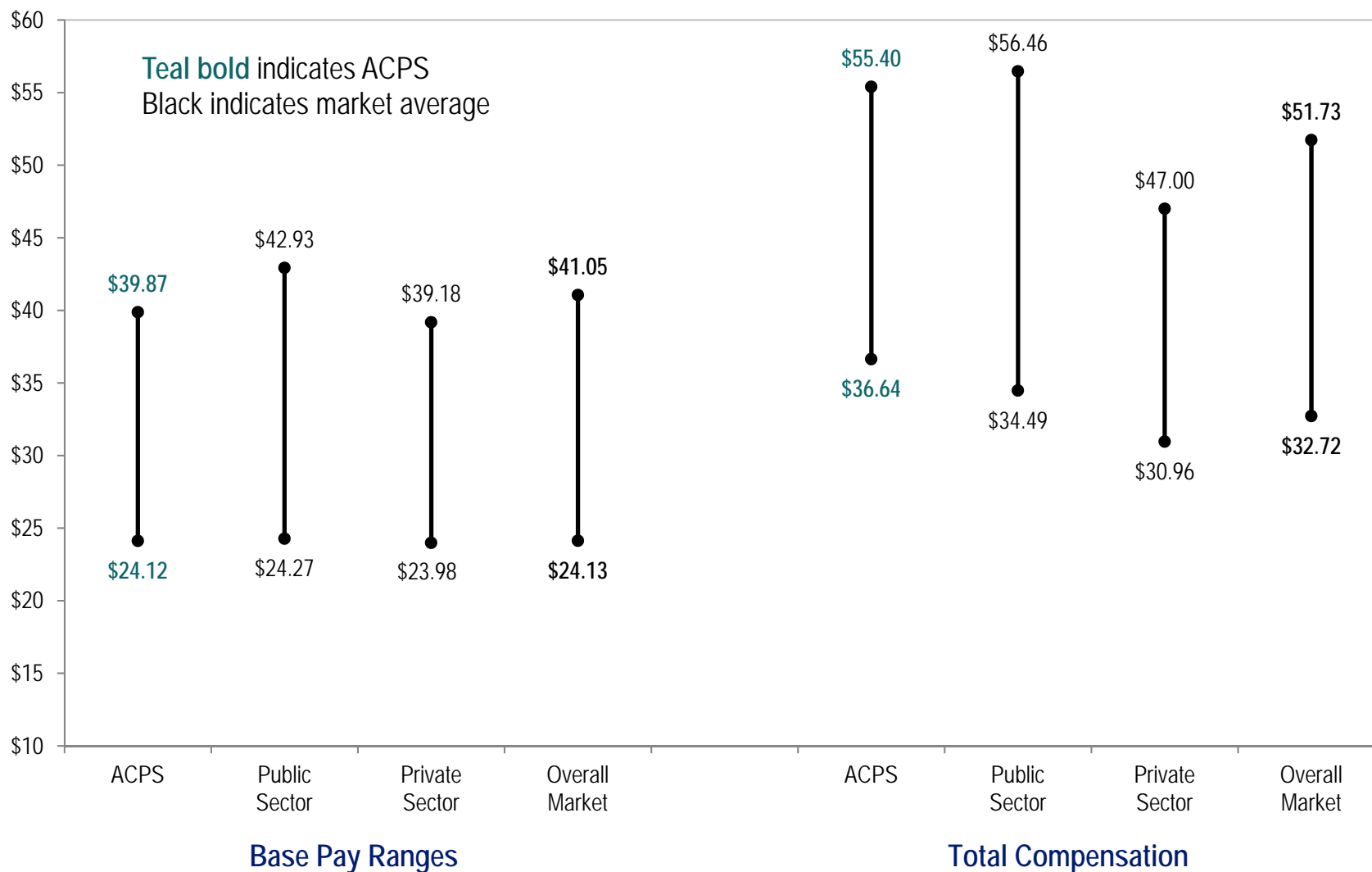
Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$24.12</b>	<b>\$32.00</b>	<b>\$39.87</b>
Public Sector	Market Average	\$24.27	\$33.60	\$42.93
	ACPS Ratio	99%	95%	93%
	<b>ACPS Rank</b>	<b>4 of 8</b>	<b>4 of 8</b>	<b>4 of 8</b>
Private Sector	Market Average	\$23.98	\$30.24	\$39.18
	ACPS Ratio	101%	106%	102%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$24.13</b>	<b>\$31.92</b>	<b>\$41.05</b>
	<b>ACPS Ratio</b>	<b>100%</b>	<b>100%</b>	<b>97%</b>

### Total Compensation

Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$36.64</b>	<b>\$46.02</b>	<b>\$55.40</b>
Public Sector	Market Average	\$34.49	\$45.47	\$56.46
	ACPS Ratio	106%	101%	98%
	<b>ACPS Rank</b>	<b>2 of 8</b>	<b>3 of 8</b>	<b>3 of 8</b>
Private Sector	Market Average	\$30.96	\$37.57	\$47.00
	ACPS Ratio	118%	122%	118%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$32.72</b>	<b>\$41.52</b>	<b>\$51.73</b>
	<b>ACPS Ratio</b>	<b>112%</b>	<b>111%</b>	<b>107%</b>

Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions per hour. Market ratios below 95% are in red.

## TS Technician II



Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions

## TS Technician III

### Base Pay Ranges (Hourly Rates)

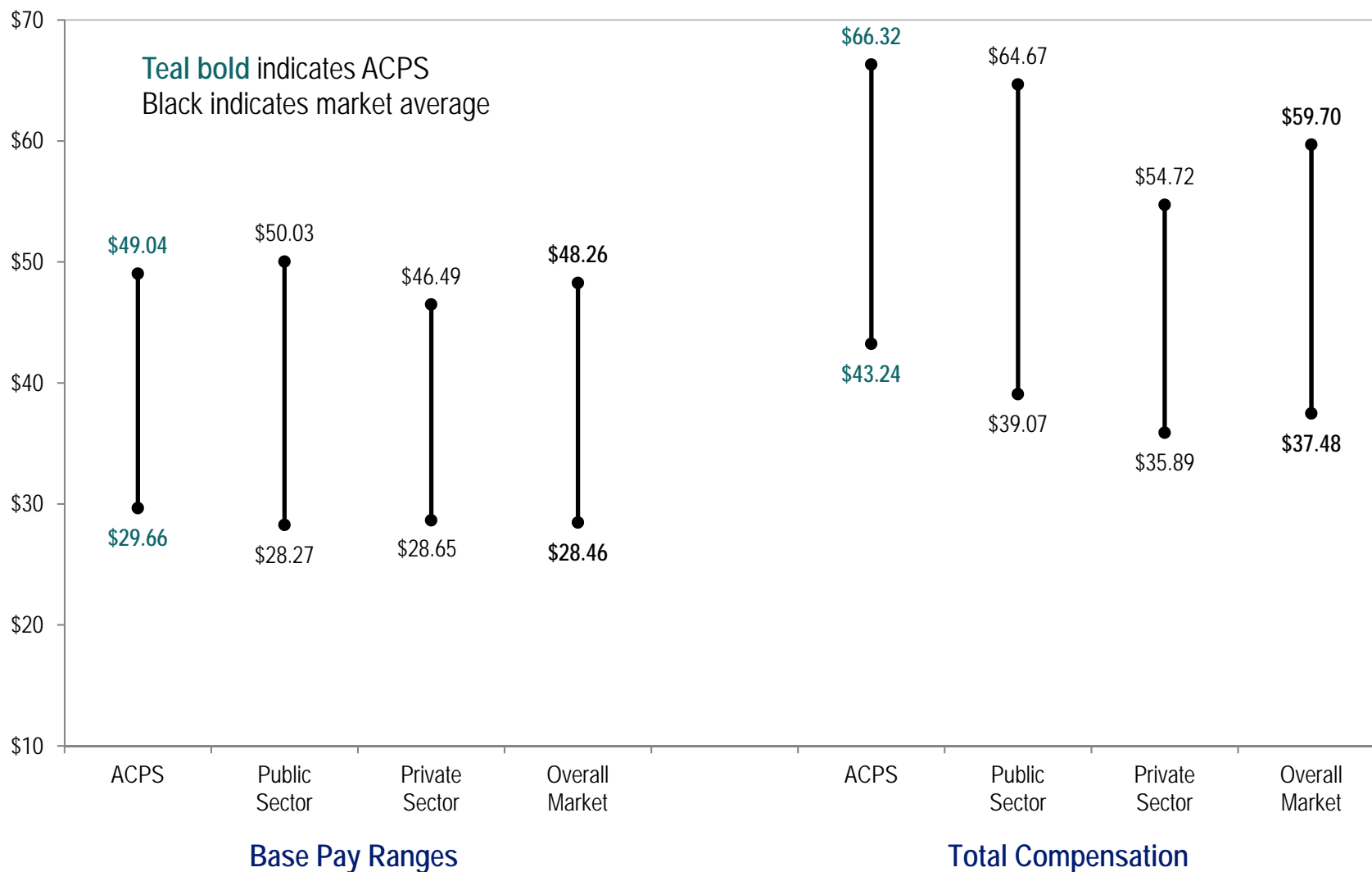
Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$29.66</b>	<b>\$39.35</b>	<b>\$49.04</b>
Public Sector	Market Average	\$28.27	\$39.15	\$50.03
	ACPS Ratio	105%	101%	98%
	<b>ACPS Rank</b>	<b>3 of 9</b>	<b>3 of 9</b>	<b>4 of 9</b>
Private Sector	Market Average	\$28.65	\$36.56	\$46.49
	ACPS Ratio	104%	108%	105%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$28.46</b>	<b>\$37.86</b>	<b>\$48.26</b>
	<b>ACPS Ratio</b>	<b>104%</b>	<b>104%</b>	<b>102%</b>

### Total Compensation

Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$43.24</b>	<b>\$54.78</b>	<b>\$66.32</b>
Public Sector	Market Average	\$39.07	\$51.87	\$64.67
	ACPS Ratio	111%	106%	103%
	<b>ACPS Rank</b>	<b>1 of 9</b>	<b>3 of 9</b>	<b>3 of 9</b>
Private Sector	Market Average	\$35.89	\$44.24	\$54.72
	ACPS Ratio	120%	124%	121%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$37.48</b>	<b>\$48.06</b>	<b>\$59.70</b>
	<b>ACPS Ratio</b>	<b>115%</b>	<b>114%</b>	<b>111%</b>

Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions per hour. Market ratios below 95% are in red.

## TS Technician III



Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions



## TS Technician IV

### Base Pay Ranges (Hourly Rates)

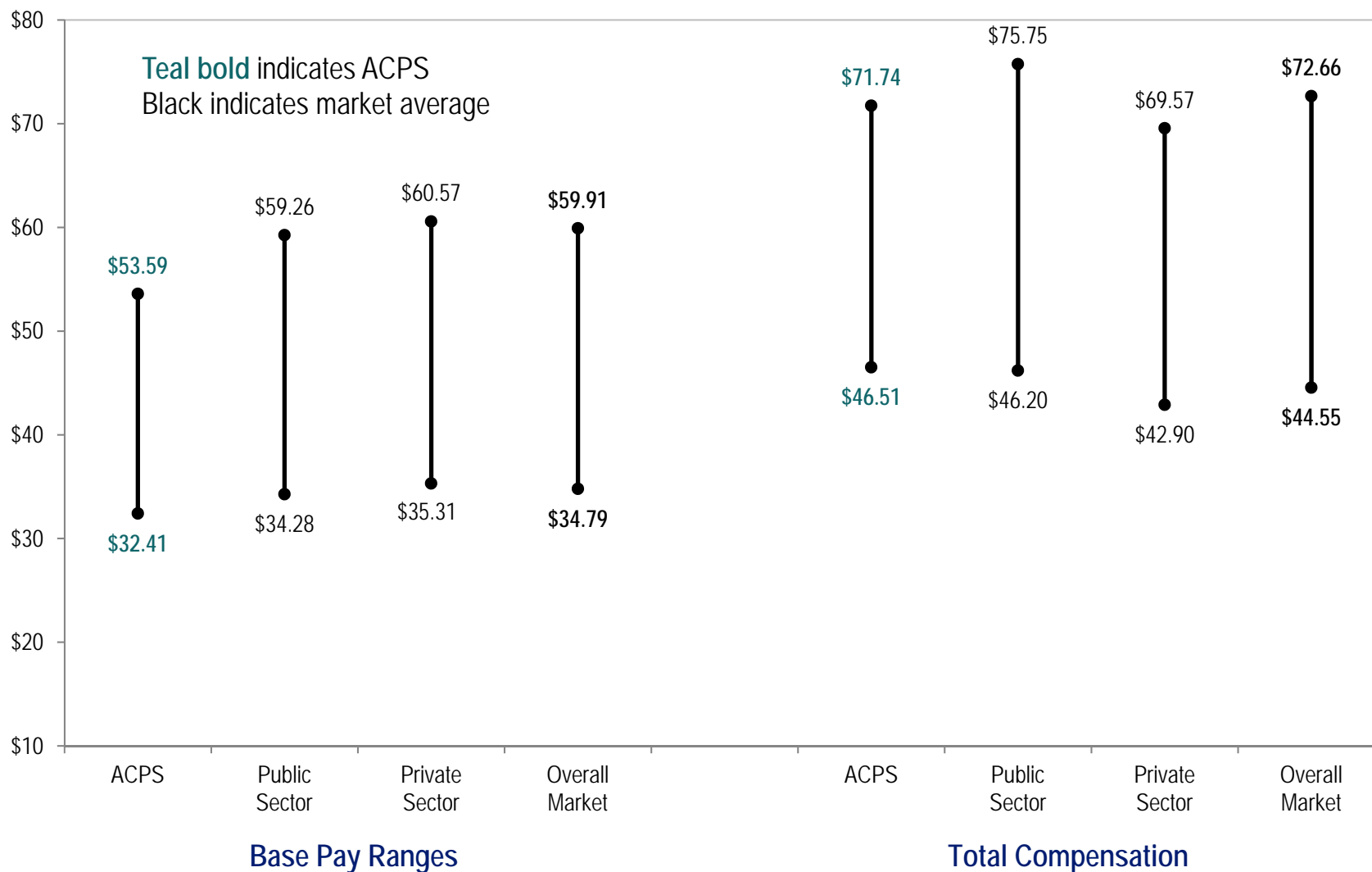
Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$32.41</b>	<b>\$43.00</b>	<b>\$53.59</b>
Public Sector	Market Average	\$34.28	\$46.77	\$59.26
	ACPS Ratio	95%	92%	90%
	<b>ACPS Rank</b>	<b>7 of 9</b>	<b>8 of 9</b>	<b>8 of 9</b>
Private Sector	Market Average	\$35.31	\$47.65	\$60.57
	ACPS Ratio	92%	90%	88%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$34.79</b>	<b>\$47.21</b>	<b>\$59.91</b>
	<b>ACPS Ratio</b>	<b>93%</b>	<b>91%</b>	<b>89%</b>

### Total Compensation

Sector	Data	Minimum	Midpoint	Maximum
	<b>ACPS</b>	<b>\$46.51</b>	<b>\$59.13</b>	<b>\$71.74</b>
Public Sector	Market Average	\$46.20	\$60.98	\$75.75
	ACPS Ratio	101%	97%	95%
	<b>ACPS Rank</b>	<b>5 of 9</b>	<b>6 of 9</b>	<b>7 of 9</b>
Private Sector	Market Average	\$42.90	\$55.94	\$69.57
	ACPS Ratio	108%	106%	103%
<b>Overall Market</b>	<b>Market Average</b>	<b>\$44.55</b>	<b>\$58.46</b>	<b>\$72.66</b>
	<b>ACPS Ratio</b>	<b>104%</b>	<b>101%</b>	<b>99%</b>

Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions per hour. Market ratios below 95% are in red.

## TS Technician IV



Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions

# Assistant School Administrators

Exhibit 53

## Assistant Principal, Elementary School

### Base Pay Ranges (11 month salaries)

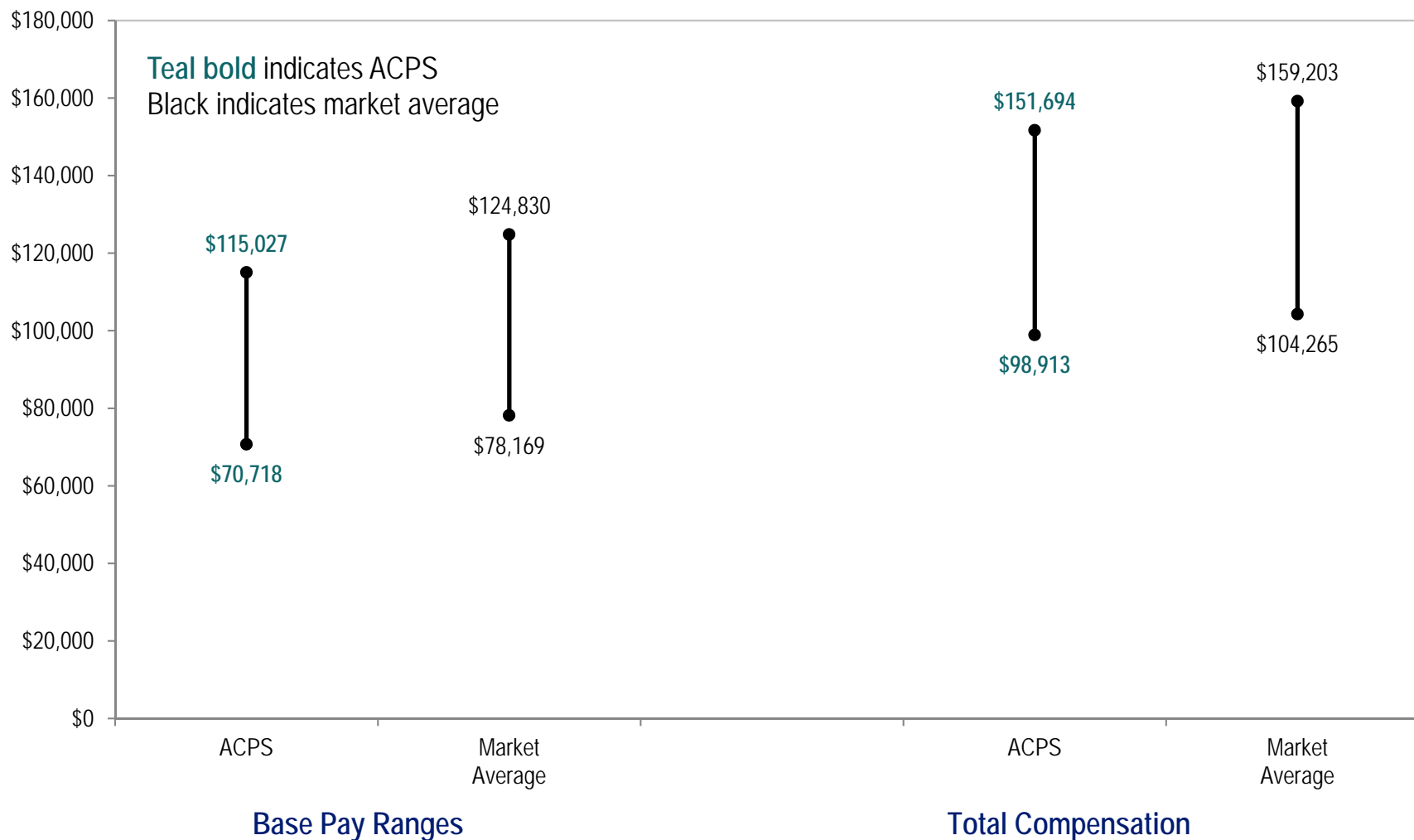
Data	Minimum	Midpoint	Maximum
<b>ACPS</b>	\$70,718	\$92,872	\$115,027
Market Average	\$78,169	\$101,499	\$124,830
ACPS Ratio	90%	92%	92%
<b>ACPS Rank</b>	<b>8 of 8</b>	<b>7 of 8</b>	<b>7 of 8</b>

### Total Compensation

Data	Minimum	Midpoint	Maximum
<b>ACPS</b>	<b>\$98,913</b>	<b>\$125,303</b>	<b>\$151,694</b>
Market Average	\$104,265	\$131,734	\$159,203
ACPS Ratio	95%	95%	95%
<b>ACPS Rank</b>	<b>6 of 8</b>	<b>7 of 8</b>	<b>7 of 8</b>

Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions per year. Market ratios below 95% are in red.

## Assistant Principal, Elementary School *11 month salaries*



Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions

## Assistant Principal, Middle School

### Base Pay Ranges (12 month salaries)

Data	Minimum	Midpoint	Maximum
<b>ACPS</b>	<b>\$82,889</b>	<b>\$107,212</b>	<b>\$131,534</b>
Market Average	\$88,453	\$114,536	\$140,620
ACPS Ratio	94%	94%	94%
<b>ACPS Rank</b>	<b>8 of 8</b>	<b>7 of 8</b>	<b>6 of 8</b>

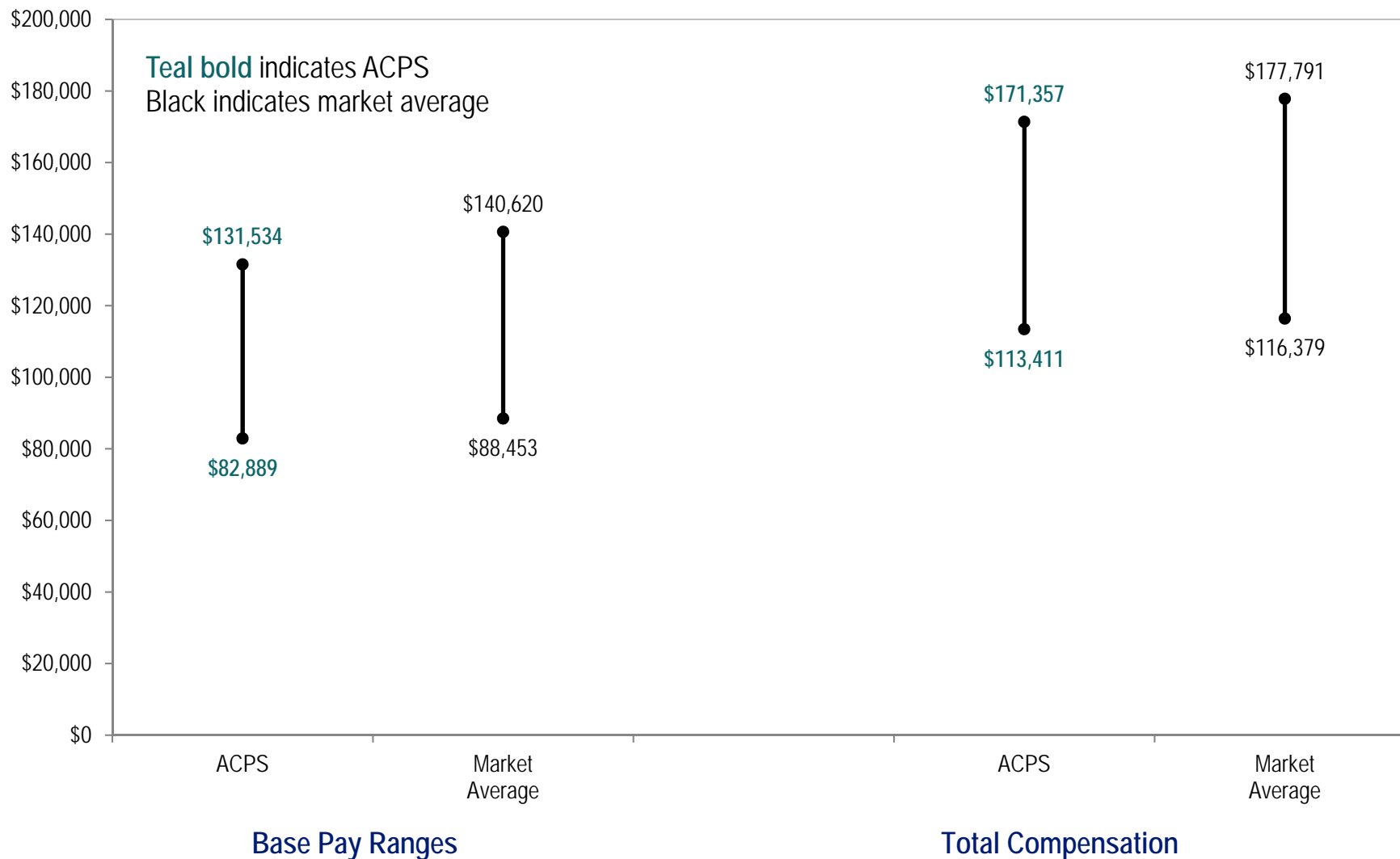
### Total Compensation

Data	Minimum	Midpoint	Maximum
<b>ACPS</b>	<b>\$113,411</b>	<b>\$142,384</b>	<b>\$171,357</b>
Market Average	\$116,379	\$147,085	\$177,791
ACPS Ratio	97%	97%	96%
<b>ACPS Rank</b>	<b>5 of 8</b>	<b>6 of 8</b>	<b>7 of 8</b>

Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions per year. Market ratios below 95% are in red.

## Assistant Principal, Middle School

### 12 month salaries



Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions

## Assistant Principal, High School

### Base Pay Ranges (12 month salaries)

Data	Minimum	Midpoint	Maximum
<b>ACPS</b>	\$82,889	\$107,212	\$131,534
Market Average	\$92,524	\$119,777	\$147,029
ACPS Ratio	90%	90%	89%
<b>ACPS Rank</b>	<b>8 of 8</b>	<b>8 of 8</b>	<b>8 of 8</b>

### Total Compensation

Data	Minimum	Midpoint	Maximum
<b>ACPS</b>	\$113,411	\$142,384	\$171,357
Market Average	\$121,164	\$153,243	\$185,321
ACPS Ratio	94%	93%	92%
<b>ACPS Rank</b>	<b>8 of 8</b>	<b>8 of 8</b>	<b>7 of 8</b>

Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions per year. Market ratios below 95% are in red.

## Assistant Principal, High School *12 month salaries*



Total compensation includes base pay rates, employer costs for health-related benefits, and employer retirement plan contributions



# Pay Scale Design

The study evaluated the structural characteristics of pay scales among the public sector comparators. Specifically, we identified the number and value of pay step increments, pay range widths (the distance from the minimum to the maximum), and similar items.

While the characteristics of pay scales vary significantly, we noticed that ACPS's "hold steps" are unusual. In addition, the current range width of 65% is narrower than many other school divisions. These two differences in pay structure design (hold steps and narrower ranges) result in a market misalignment over the course of an employee's career, as demonstrated in the following charts.

*Exhibit 53*

## Pay Steps and Pay Range Widths for Support Staff

Entity	Predominant # of Pay Steps	Step Increase Percentages	Hold Steps? <sup>7</sup>	Pay Range Width	Years to Maximum (Top Step)
<b>Alexandria PS</b>	<b>21<sup>8</sup></b>	<b>2.0%-3.0%</b>	<b>Yes</b>	<b>65%</b>	<b>20 years</b>
Arlington PS	14	2.5%-4.0%	Yes, some positions <sup>9</sup>	65%	13-22 years
Fairfax County PS	15-19	1.0%-4.3%	No	61%-74%	14-18 years
Falls Church City PS	20	1.1%-5.1%	No	84%	19 years
Loudoun County PS	29	1.0%-3.6%	No	88%-91%	28 years
Manassas City PS	30	1.5%-2.6%	No	76%	29 years
Manassas Park PS	n/a	n/a	No	70%	n/a
Prince William PS	31	2.9%	No	136%	30 years
City of Alexandria	18	2.3%-5.0%	No	64%	17 years
Arlington County	n/a	n/a	No	53%-100%	n/a

<sup>7</sup> Hold steps are those in which the scale is structured to hold an employee's pay rate constant for one or more years.

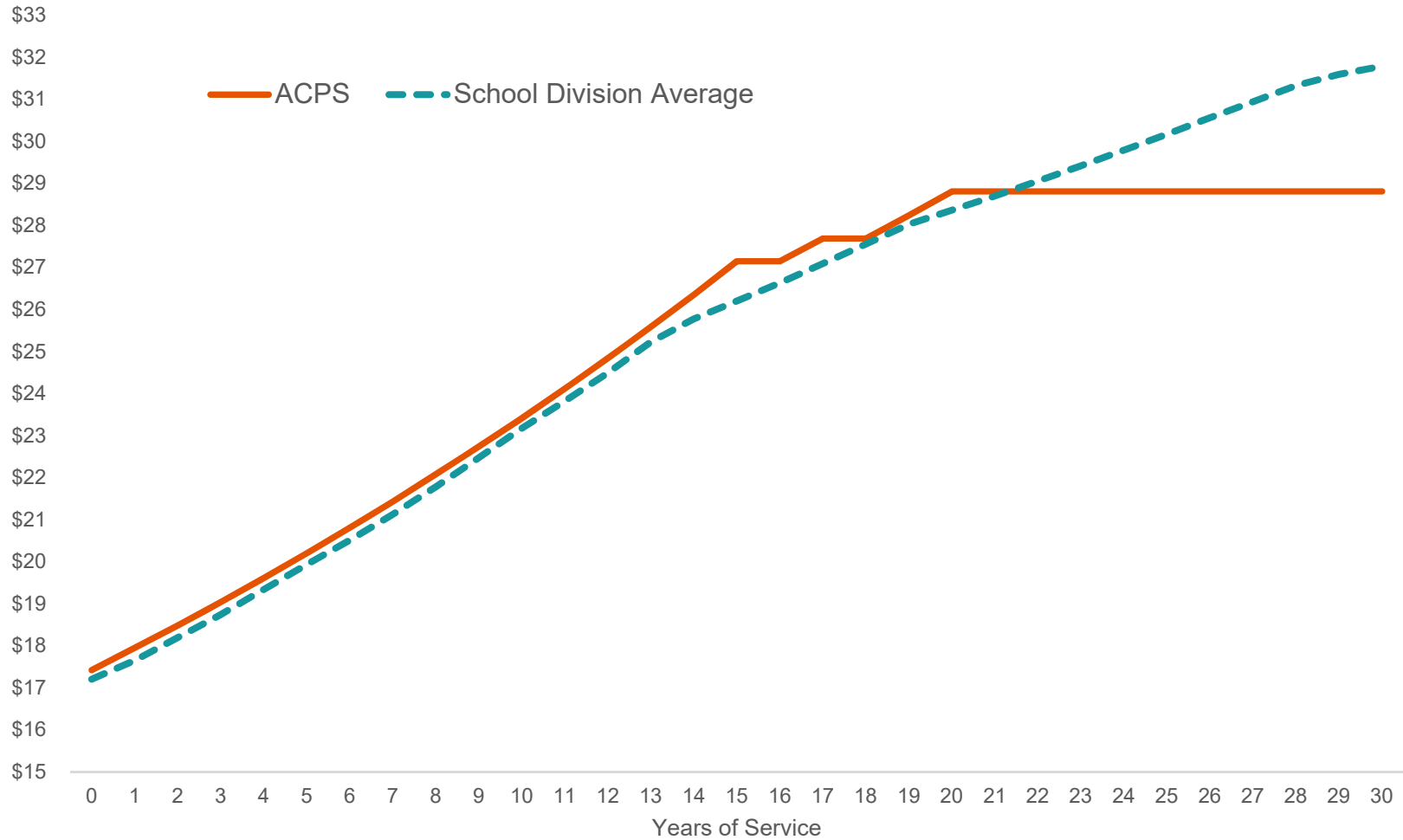
<sup>8</sup> Selected jobs have fewer pay steps as a result of living wage minimum rates for support positions in grades 1-9.

<sup>9</sup> For selected professional and administrator positions, Arlington PS has three longevity pay steps (the 12<sup>th</sup>, 13<sup>th</sup>, and 14<sup>th</sup> steps on the scale) with a four-year waiting periods.

In the first example, ACPS pay rates for Building Engineers are close to the market average for about 14 years, after which pay progression is uneven for a few years due to the hold steps, and then pay lags the market because of the narrower range width.

Exhibit 59

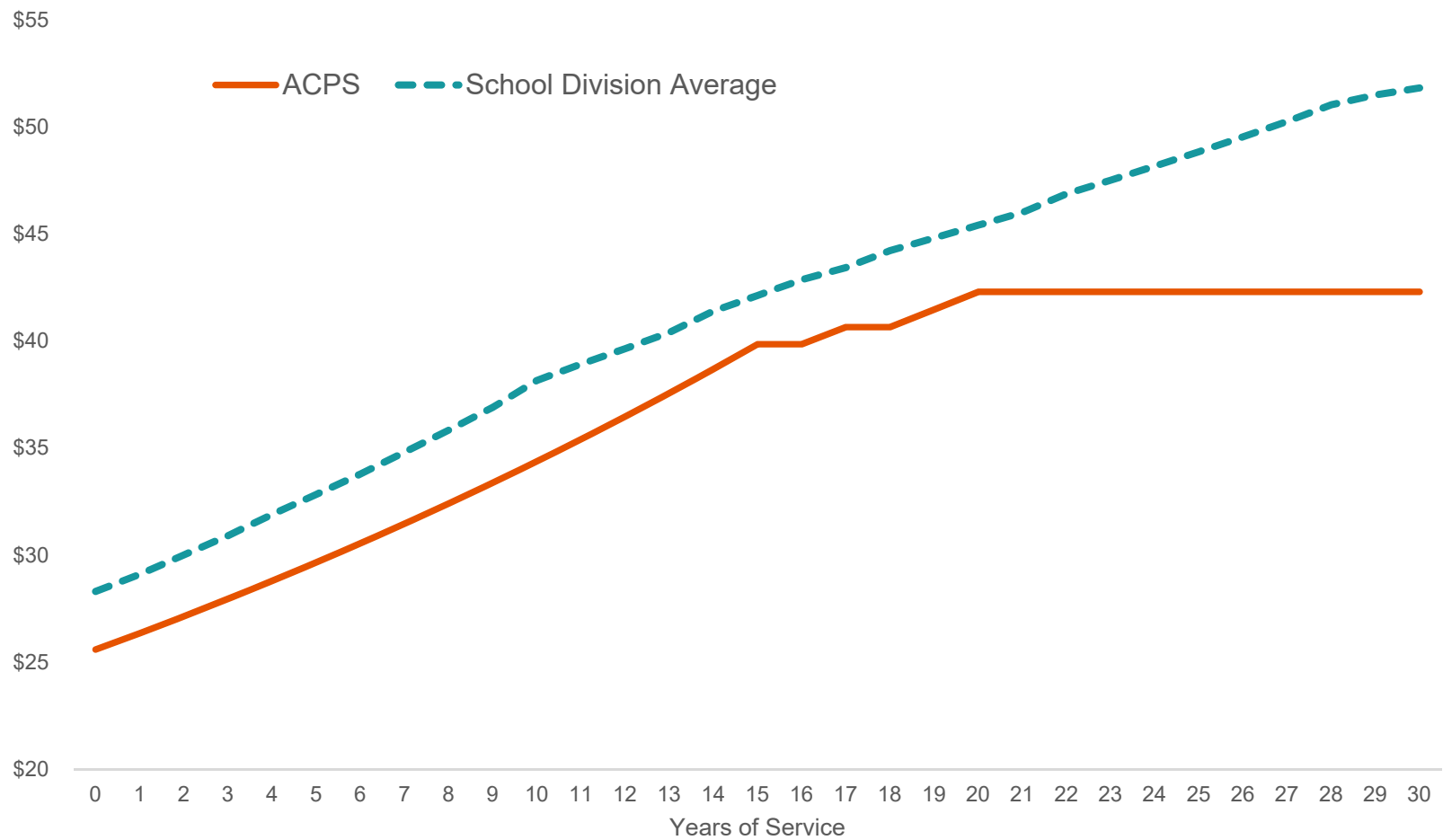
### Building Engineer I 30-Year Pay Progression



In another example, HR Generalist pay rates lag the market throughout the range, which is exacerbated by the hold steps and lack of pay progression after 20 years.

Exhibit 60

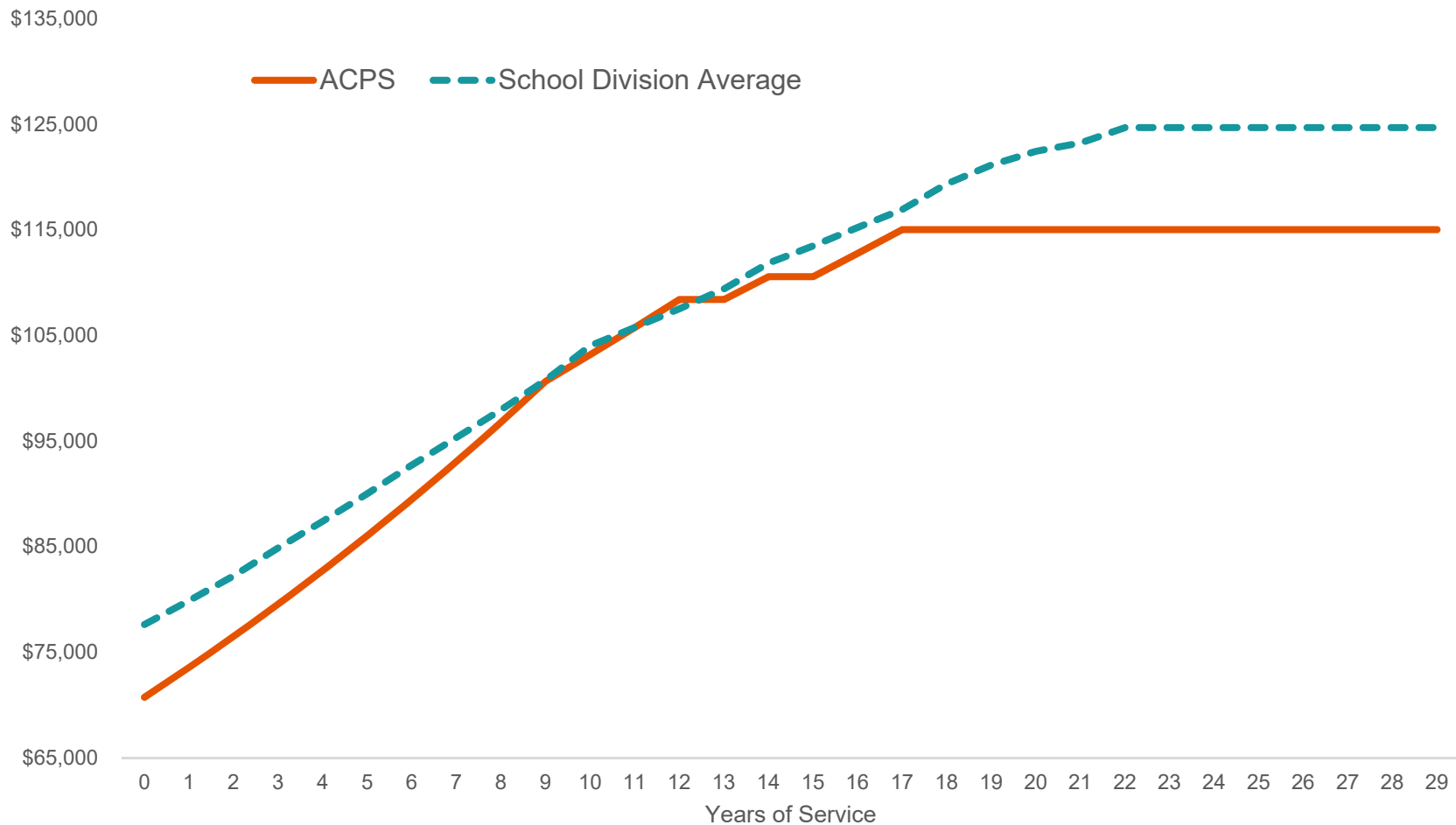
### Human Resources Generalist II 30-Year Pay Progression



For assistant principals, the differences in pay structures result in a similar misalignment with the market, as shown below.

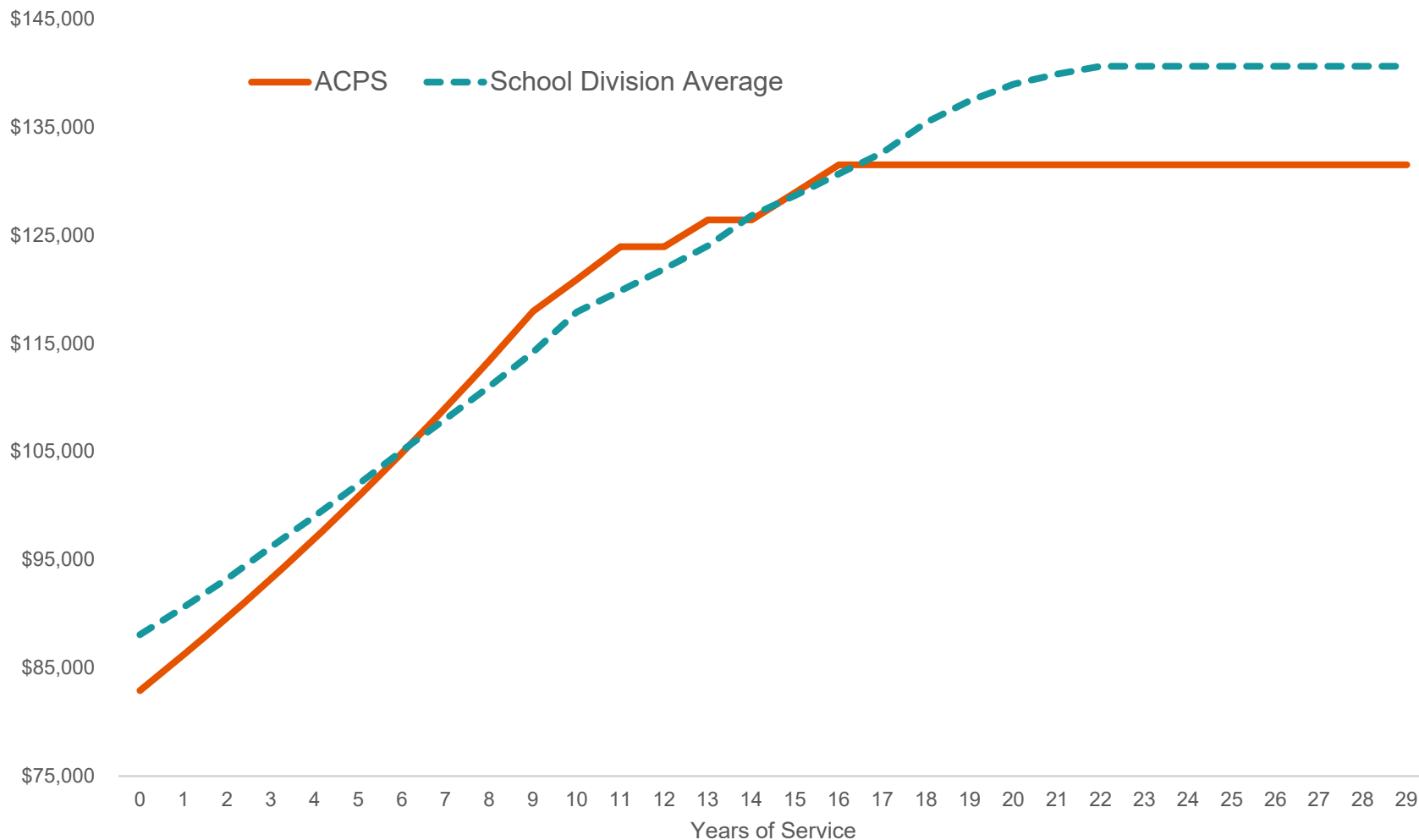
Exhibit 61

### Assistant Principal, Elementary School 30-Year Pay Progression (11 month salaries)



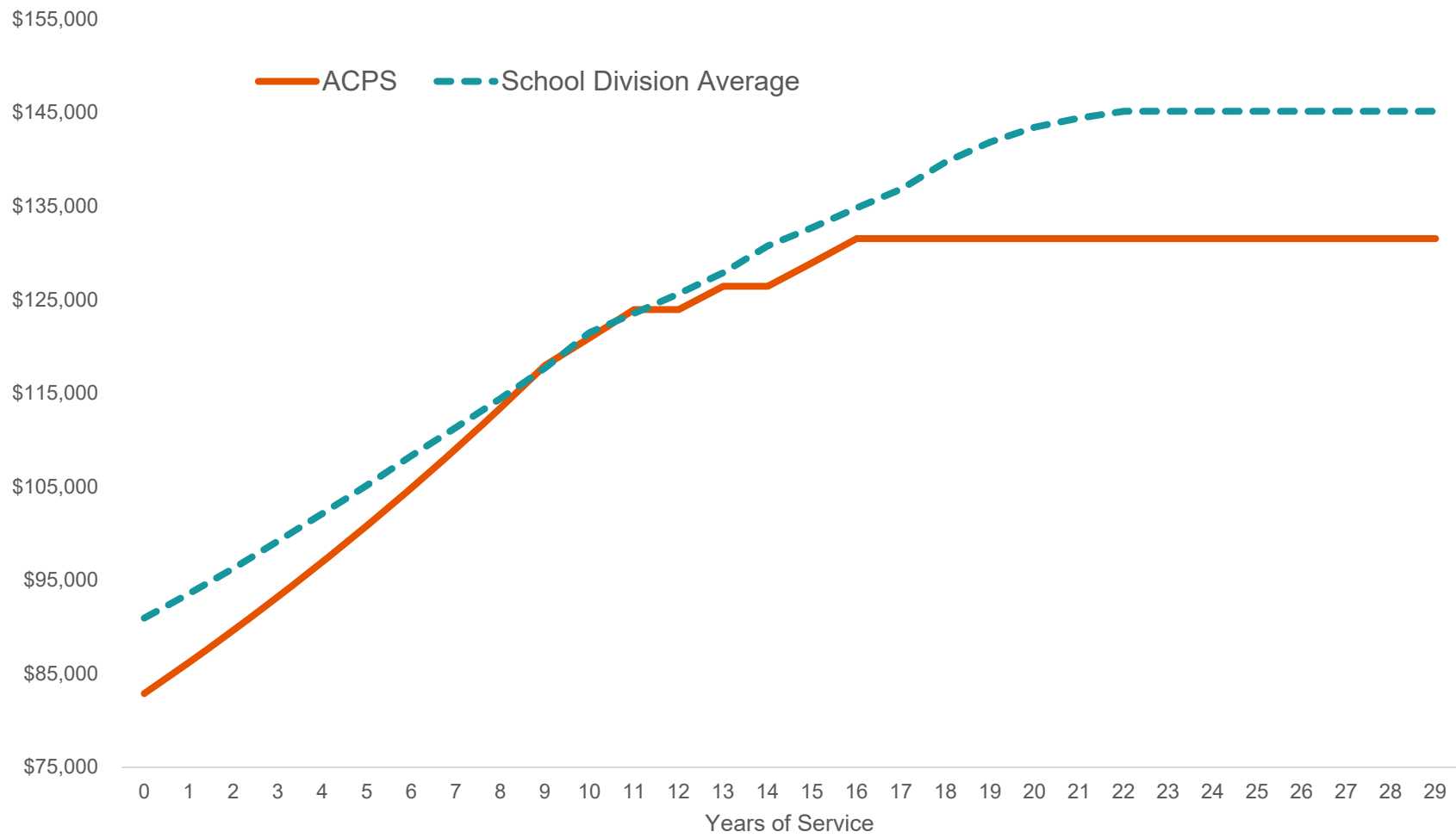
The School Division Average includes Arlington, Fairfax, Falls Church, Loudoun, and Prince William. Manassas and Manassas Park are excluded because their school administrator salary scale does not have steps.

### Assistant Principal, Middle School 30-Year Pay Progression



The School Division Average includes Arlington, Fairfax, Falls Church, Loudoun, and Prince William. Manassas and Manassas Park are excluded because their school administrator salary scale does not have steps.

### Assistant Principal, High School 30-Year Pay Progression



The School Division Average includes Arlington, Fairfax, Falls Church, Loudoun, and Prince William. Manassas and Manassas Park are excluded because their school administrator salary scale does not have steps.

### Pay Steps and Pay Range Widths for Assistant School Administrators

Entity	Predominant # of Pay Steps	Step Increase Percentages	Hold Steps?	Pay Range Width	Years to Maximum (Top Step)
<b>Alexandria PS</b>	<b>17-18<sup>10</sup></b>	<b>2.0%-4.0%</b>	<b>Yes</b>	<b>59%-63%</b>	<b>16-17 years</b>
Arlington PS	14	2.5%-6.0%	Yes <sup>11</sup>	62%	22 years
Fairfax County PS	15	1.0%-4.0%	No	38%	14 years
Falls Church City PS	14	2.1%-3.2%	No	63%	13 years
Loudoun County PS	20	1.0%-3.6%	No	51%	19 years
Manassas City PS	n/a	n/a	No	50%	n/a
Manassas Park PS	n/a	n/a	No	65%	n/a
Prince William PS	20-21	3.0%%	No	86%-92%	19-20 years

<sup>10</sup> Elementary Assistant Principals have 18 steps, while Middle and High School Assistant Principals have 17 steps.

<sup>11</sup> Arlington PS's administrator scale has three longevity pay steps (the 12<sup>th</sup>, 13<sup>th</sup>, and 14<sup>th</sup> steps on the scale) with a four-year waiting periods.

# Benefits Costs & Contributions

## Health Benefits for Support Staff

ACPS offers comprehensive health benefits to support staff, paying 90% of the cost for medical benefits and 57% of the cost for dental benefits. Voluntary vision benefits are also offered. For all three benefit categories, ACPS pays 88% of the cost, which ranges from about \$9,000 per person per year (for employee-only coverage) to about \$25,000 per person per year for family coverage. These costs are higher than the market average, as shown in the tables below.

Exhibit 65

Medical, Dental, and Vision Benefits  
Annual Premium Cost Sharing Percentage for Support Staff

	Employer Percentage			Employee Percentage		
	Employee Only	Two Person	Family	Employee Only	Two Person	Family
<b>Alexandria PS</b>	<b>88%</b>	<b>88%</b>	<b>88%</b>	<b>12%</b>	<b>12%</b>	<b>12%</b>
Arlington PS	70%	64%	59%	30%	36%	41%
Fairfax PS	84%	75%	75%	16%	25%	25%
Falls Church PS	80%	80%	80%	20%	20%	20%
Loudoun PS	86%	74%	72%	14%	26%	28%
Manassas PS	76%	67%	67%	24%	33%	33%
Manassas Park PS	83%	62%	59%	17%	38%	41%
Prince William PS	90%	66%	67%	10%	34%	33%
City of Alexandria*	80%	80%	84%	20%	20%	16%
Arlington County	80%	75%	75%	20%	25%	25%
<b>Average</b>	<b>81%</b>	<b>71%</b>	<b>71%</b>	<b>19%</b>	<b>29%</b>	<b>29%</b>

Reflects cost sharing percentage for PPO/POS medical, dental, and vision benefits combined.

\*City of Alexandria reflects cost sharing for employees with an annual salary of less than \$70,000



For family coverage, ACPS's contributes almost \$6,500 more per year than the market average, while employees contribute about \$3,850 less than their counterparts at other school divisions, as shown below. For employee-only coverage, ACPS pays about \$1,850 more per year than the market average and employees contribute about \$420 less.

Exhibit 66

### Medical, Dental, and Vision Benefits Annual Premium Cost for Support Staff

	Employer Cost			Employee Cost			Total Cost		
	Employee Only	Two Person	Family	Employee Only	Two Person	Family	Employee Only	Two Person	Family
<b>Alexandria PS</b>	<b>\$9,306</b>	<b>\$17,784</b>	<b>\$24,818</b>	<b>\$1,301</b>	<b>\$2,432</b>	<b>\$3,471</b>	<b>\$10,607</b>	<b>\$20,216</b>	<b>\$28,288</b>
Arlington PS	\$5,301	\$10,089	\$13,400	\$2,260	\$5,655	\$9,188	\$7,561	\$15,744	\$22,587
Fairfax PS	\$8,813	\$15,525	\$19,531	\$1,665	\$5,245	\$6,609	\$10,478	\$20,770	\$26,140
Falls Church PS	\$7,584	\$17,361	\$25,299	\$1,896	\$4,365	\$6,360	\$9,480	\$21,726	\$31,659
Loudoun PS	\$9,605	\$16,714	\$20,157	\$1,613	\$5,722	\$7,891	\$11,218	\$22,436	\$28,048
Manassas PS	\$7,152	\$11,544	\$16,836	\$2,220	\$5,796	\$8,472	\$9,372	\$17,340	\$25,308
Manassas Park PS	\$6,360	\$8,772	\$12,072	\$1,260	\$5,328	\$8,508	\$7,620	\$14,100	\$20,580
Prince William PS	\$6,963	\$10,666	\$15,451	\$750	\$5,433	\$7,689	\$7,712	\$16,099	\$23,140
City of Alexandria*	\$7,637	\$15,524	\$20,665	\$1,895	\$3,909	\$3,960	\$9,532	\$19,433	\$24,625
Arlington County	\$7,657	\$14,699	\$21,552	\$1,914	\$4,900	\$7,184	\$9,572	\$19,599	\$28,737
<b>Average</b>	<b>\$7,452</b>	<b>\$13,433</b>	<b>\$18,329</b>	<b>\$1,719</b>	<b>\$5,150</b>	<b>\$7,318</b>	<b>\$9,172</b>	<b>\$18,583</b>	<b>\$25,647</b>
<b>\$ Difference</b>	<b>\$1,853</b>	<b>\$4,351</b>	<b>\$6,488</b>	<b>(\$418)</b>	<b>(\$2,718)</b>	<b>(\$3,847)</b>	<b>\$1,435</b>	<b>\$1,633</b>	<b>\$2,641</b>
<b>% Difference</b>	<b>25%</b>	<b>32%</b>	<b>35%</b>	<b>-24%</b>	<b>-53%</b>	<b>-53%</b>	<b>16%</b>	<b>9%</b>	<b>10%</b>

Reflects annual premium costs for PPO/POS medical, dental, and vision benefits combined.

\*City of Alexandria reflects cost sharing for employees with an annual salary of less than \$70,000

On a weighted average basis (blending the three coverage tiers), ACPS's costs at \$16,445 per year are 32% higher than the market average, while employee costs are about \$2,000 lower.

Exhibit 67

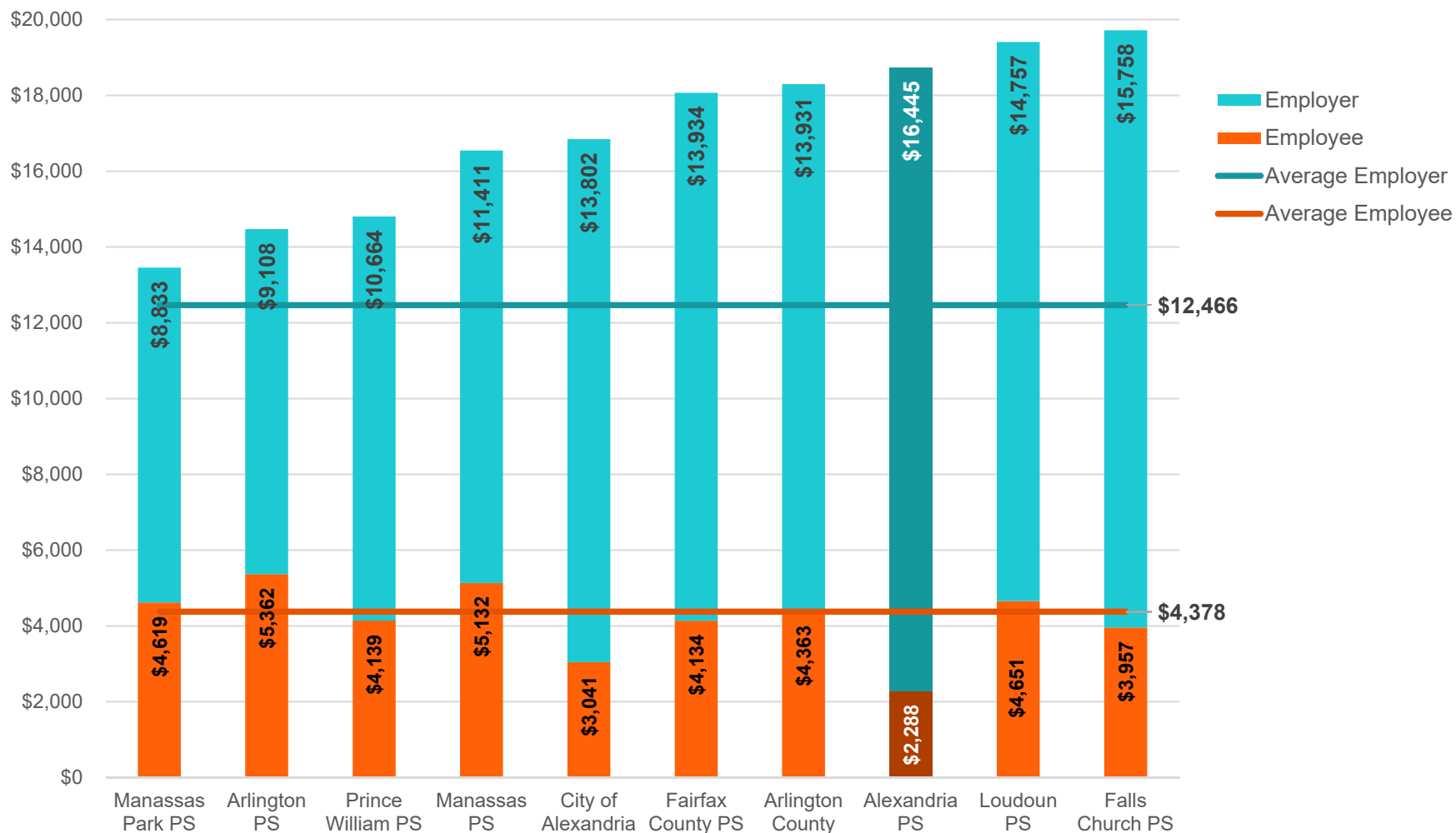
### Medical, Dental, and Vision Benefits Estimated Annual Cost per Support Employee

	Employer Contribution	Employee Contribution	Total Cost	Average Employer Share
<b>Alexandria PS</b>	<b>\$16,445</b>	<b>\$2,288</b>	<b>\$18,733</b>	<b>88%</b>
Arlington PS	\$9,108	\$5,362	\$14,470	63%
Fairfax PS	\$13,934	\$4,134	\$18,067	77%
Falls Church PS	\$15,758	\$3,957	\$19,715	80%
Loudoun PS	\$14,757	\$4,651	\$19,408	76%
Manassas PS	\$11,411	\$5,132	\$16,543	69%
Manassas Park PS	\$8,833	\$4,619	\$13,452	66%
Prince William PS	\$10,664	\$4,139	\$14,803	72%
City of Alexandria*	\$13,802	\$3,041	\$16,842	82%
Arlington County	\$13,931	\$4,363	\$18,294	76%
<b>Average</b>	<b>\$12,466</b>	<b>\$4,378</b>	<b>\$16,844</b>	<b>73%</b>
<b>\$ Difference</b>	<b>\$3,979</b>	<b>(\$2,090)</b>	<b>\$1,889</b>	--
<b>% Difference</b>	<b>32%</b>	<b>-48%</b>	<b>11%</b>	--

Estimates are based on an enrollment distribution of 44% employee only, 22% two person, 34% family

\*City of Alexandria reflects cost sharing for employees with an annual salary of less than \$70,000

### Medical, Dental, and Vision Benefits Estimated Annual Cost per Support Employee



Sorted by total annual cost. Estimated costs are based on an enrollment distribution of 44% employee only, 22% two person, 34% family for PPO medical, dental, and vision coverage.

## Health Benefits for Administrators

ACPS offers administrators the same health benefits that are offered to support staff, however, cost sharing for medical benefits is 80%/20% (compared with 90%/10% for staff). For medical, dental, and vision benefits combined, ACPS pays 78% of the cost, which ranges from about \$8,300 per person per year (for employee-only coverage) to about \$22,150 per person per year for family coverage. These costs are somewhat higher than the market average, as shown in the tables below.

Exhibit 69

### Medical, Dental, and Vision Benefits Annual Premium Cost Sharing Percentage for Administrators

	Employer Percentage			Employee Percentage		
	Employee Only	Two Person	Family	Employee Only	Two Person	Family
<b>Alexandria PS</b>	<b>78%</b>	<b>78%</b>	<b>78%</b>	<b>22%</b>	<b>22%</b>	<b>22%</b>
Arlington PS	70%	64%	59%	30%	36%	41%
Fairfax PS	84%	75%	75%	16%	25%	25%
Falls Church PS	80%	80%	80%	20%	20%	20%
Loudoun PS	86%	74%	72%	14%	26%	28%
Manassas PS	76%	67%	67%	24%	33%	33%
Manassas Park PS	83%	62%	59%	17%	38%	41%
Prince William PS	90%	66%	67%	10%	34%	33%
City of Alexandria*	75%	75%	79%	25%	25%	21%
Arlington County	80%	75%	75%	20%	25%	25%
<b>Average</b>	<b>81%</b>	<b>71%</b>	<b>70%</b>	<b>20%</b>	<b>29%</b>	<b>30%</b>

Reflects cost sharing percentage for PPO/POS medical, dental, and vision benefits combined.

\*City of Alexandria reflects cost sharing for employees with an annual salary \$70,000 or more

For family coverage, ACPS's contributes almost \$3,950 more per year than the market average for administrators, while employees contribute about \$1,300 less than their counterparts at other school divisions, as shown below.

Exhibit 70

### Medical, Dental, and Vision Benefits Annual Premium Cost for Administrators

	Employer Cost			Employee Cost			Total Cost		
	Employee Only	Two Person	Family	Employee Only	Two Person	Family	Employee Only	Two Person	Family
<b>Alexandria PS</b>	<b>\$8,305</b>	<b>\$15,862</b>	<b>\$22,147</b>	<b>\$2,302</b>	<b>\$4,354</b>	<b>\$6,142</b>	<b>\$10,607</b>	<b>\$20,216</b>	<b>\$28,288</b>
Arlington PS	\$5,301	\$10,089	\$13,400	\$2,260	\$5,655	\$9,188	\$7,561	\$15,744	\$22,587
Fairfax PS	\$8,813	\$15,525	\$19,531	\$1,665	\$5,245	\$6,609	\$10,478	\$20,770	\$26,140
Falls Church PS	\$7,584	\$17,361	\$25,299	\$1,896	\$4,365	\$6,360	\$9,480	\$21,726	\$31,659
Loudoun PS	\$9,605	\$16,714	\$20,157	\$1,613	\$5,722	\$7,891	\$11,218	\$22,436	\$28,048
Manassas PS	\$7,152	\$11,544	\$16,836	\$2,220	\$5,796	\$8,472	\$9,372	\$17,340	\$25,308
Manassas Park PS	\$6,360	\$8,772	\$12,072	\$1,260	\$5,328	\$8,508	\$7,620	\$14,100	\$20,580
Prince William PS	\$6,963	\$10,666	\$15,451	\$750	\$5,433	\$7,689	\$7,712	\$16,099	\$23,140
City of Alexandria*	\$7,188	\$14,611	\$19,450	\$2,345	\$4,823	\$5,176	\$9,532	\$19,433	\$24,625
Arlington County	\$7,657	\$14,699	\$21,552	\$1,914	\$4,900	\$7,184	\$9,572	\$19,599	\$28,737
<b>Average</b>	<b>\$7,403</b>	<b>\$13,331</b>	<b>\$18,194</b>	<b>\$1,769</b>	<b>\$5,252</b>	<b>\$7,453</b>	<b>\$9,172</b>	<b>\$18,583</b>	<b>\$25,647</b>
<b>\$ Difference</b>	<b>\$902</b>	<b>\$2,530</b>	<b>\$3,952</b>	<b>\$533</b>	<b>(\$897)</b>	<b>(\$1,311)</b>	<b>\$1,435</b>	<b>\$1,633</b>	<b>\$2,641</b>
<b>% Difference</b>	<b>12%</b>	<b>19%</b>	<b>22%</b>	<b>30%</b>	<b>-17%</b>	<b>-18%</b>	<b>16%</b>	<b>9%</b>	<b>10%</b>

Reflects annual premium costs for PPO/POS medical, dental, and vision benefits combined.

\*City of Alexandria reflects cost sharing for employees with an annual salary \$70,000 or more

On a weighted average basis (blending the three coverage tiers), ACPS's costs at \$14,673 per year are 19% higher than the market average, while employee costs are \$409 per year lower.

Exhibit 71

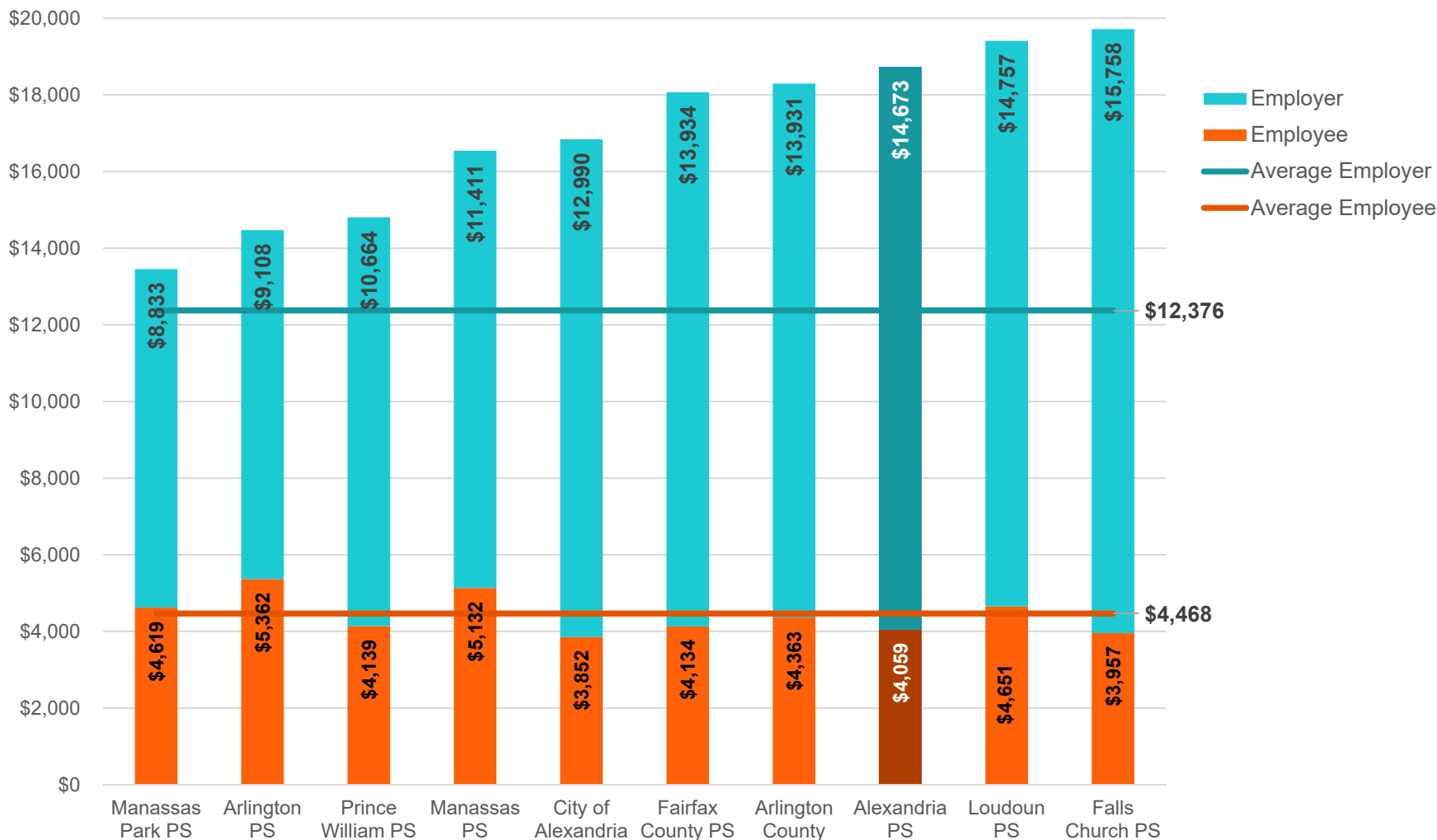
### Medical, Dental, and Vision Benefits Estimated Annual Cost per Administrator

	Employer Contribution	Employee Contribution	Total Cost	Average Employer Share
<b>Alexandria PS</b>	<b>\$14,673</b>	<b>\$4,059</b>	<b>\$18,733</b>	<b>78%</b>
Arlington PS	\$9,108	\$5,362	\$14,470	63%
Fairfax PS	\$13,934	\$4,134	\$18,067	77%
Falls Church PS	\$15,758	\$3,957	\$19,715	80%
Loudoun PS	\$14,757	\$4,651	\$19,408	76%
Manassas PS	\$11,411	\$5,132	\$16,543	69%
Manassas Park PS	\$8,833	\$4,619	\$13,452	66%
Prince William PS	\$10,664	\$4,139	\$14,803	72%
City of Alexandria	\$13,802	\$3,041	\$16,842	82%
Arlington County	\$13,931	\$4,363	\$18,294	76%
<b>Average</b>	<b>\$12,376</b>	<b>\$4,468</b>	<b>\$16,844</b>	<b>73%</b>
<b>\$ Difference</b>	<b>\$2,297</b>	<b>(\$409)</b>	<b>\$1,889</b>	<b>--</b>
<b>% Difference</b>	<b>19%</b>	<b>-9%</b>	<b>11%</b>	<b>--</b>

Estimated costs are based on an enrollment distribution of 44% employee only, 22% two person, 34% family for PPO medical, dental, and vision coverage.

\*City of Alexandria reflects cost sharing for employees with an annual salary \$70,000 or more

### Medical, Dental, and Vision Benefits Estimated Annual Cost per School Administrator



Sorted by total annual cost. Estimated costs are based on an enrollment distribution of 44% employee only, 22% two person, 34% family for PPO medical, dental, and vision coverage.

## Retirement Plan Contributions

Most of the peer employers participate in the Virginia Retirement System (VRS) as their primary plan. A few also contribute to a supplemental plan. Overall, ACPS's retirement contributions for staff are lower than the market average, while contributions for teachers are slightly higher.

Exhibit 73

### Retirement Plan Current Employer Contribution Rates\*

	Support Staff				Teachers & Administrators			
	Primary Plan	Primary	Supplemental*	Total	Primary Plan	Primary	Supplemental*	Total
<b>Alexandria PS</b>	<b>VRS</b>	<b>1.20%</b>	<b>2.50%</b>	<b>3.70%</b>	<b>VRS</b>	<b>16.62%</b>	<b>2.50%</b>	<b>19.12%</b>
Arlington PS	VRS	5.98%	0.40%	<b>6.38%</b>	VRS	16.62%	0.40%	<b>17.02%</b>
Fairfax PS	County	28.35%	0.00%	<b>28.35%</b>	VRS	16.62%	6.44%	<b>23.06%</b>
Falls Church PS	City	4.11%	0.00%	<b>4.11%</b>	VRS	16.62%	0.00%	<b>16.62%</b>
Loudoun PS	VRS	6.89%	0.00%	<b>6.89%</b>	VRS	16.62%	0.00%	<b>16.62%</b>
Manassas PS	VRS	4.78%	0.00%	<b>4.78%</b>	VRS	16.62%	0.00%	<b>16.62%</b>
Manassas Park PS	VRS	1.07%	0.00%	<b>1.07%</b>	VRS	16.62%	0.00%	<b>16.62%</b>
Prince William PS	VRS	6.07%	2.00%	<b>8.07%</b>	VRS	16.62%	2.00%	<b>18.62%</b>
City of Alexandria	VRS	8.93%	0.00%	<b>8.93%</b>	n/a	--	--	--
Arlington County	County	20.90%	4.20%	<b>25.10%</b>	n/a	--	--	--
<b>Average</b>		<b>9.68%</b>	<b>0.73%</b>	<b>10.41%</b>		<b>16.62%</b>	<b>1.26%</b>	<b>17.88%</b>

\*Includes both mandatory and voluntary supplemental plans; assumes maximum employer match for voluntary plans.



# Appendix – Detailed Market Data

## Facilities

Exhibit 74

### Building Engineer I

	Base Pay Range			Health Benefit Costs	Retirement Contribution Rates	Total Compensation		
	Minimum	Midpoint	Maximum			Minimum	Midpoint	Maximum
<b>Alexandria PS</b>	<b>\$17.42</b>	<b>\$23.12</b>	<b>\$28.81</b>	<b>\$7.91</b>	<b>3.7%</b>	<b>\$25.97</b>	<b>\$31.88</b>	<b>\$37.78</b>
Arlington PS	\$16.39	\$21.70	\$27.01	\$4.38	6.4%	\$21.81	\$27.46	\$33.11
Fairfax County PS	\$17.90	\$23.33	\$28.77	\$6.70	28.4%	\$29.68	\$36.65	\$43.62
Falls Church City PS	\$16.83	\$23.90	\$30.96	\$7.58	4.1%	\$25.10	\$32.45	\$39.81
Loudoun County PS	\$16.50	\$23.74	\$30.98	\$7.09	6.9%	\$24.73	\$32.47	\$40.21
Manassas City PS	\$18.10	\$24.94	\$31.78	\$5.49	4.8%	\$24.45	\$31.62	\$38.79
Manassas Park PS	--	--	--	--	--	--	--	--
Prince William PS	\$17.49	\$29.36	\$41.24	\$5.13	8.1%	\$24.03	\$36.86	\$49.69
City of Alexandria	\$17.75	\$23.46	\$29.17	\$6.64	8.9%	\$25.97	\$32.19	\$38.42
Arlington County	\$19.14	\$24.19	\$29.24	\$6.70	25.1%	\$30.64	\$36.96	\$43.28
<b>Public Sector Average</b>	<b>\$17.51</b>	<b>\$24.33</b>	<b>\$31.14</b>	<b>\$6.21</b>	<b>11.6%</b>	<b>\$25.80</b>	<b>\$33.33</b>	<b>\$40.86</b>
<b>ACPS Ratio</b>	<b>99%</b>	<b>95%</b>	<b>93%</b>	--	--	<b>101%</b>	<b>96%</b>	<b>92%</b>
<b>Rank</b>	<b>6 of 9</b>	<b>8 of 9</b>	<b>7 of 9</b>	--	--	<b>3 of 9</b>	<b>7 of 9</b>	<b>8 of 9</b>
<b>Private Sector</b>								
DC SHRM	\$19.17	\$22.00	\$27.08	\$6.33	5.3%	\$26.52	\$29.49	\$34.84
Comp Analyst	\$15.58	\$20.58	\$27.07	\$5.39	6.0%	\$21.90	\$27.20	\$34.08
ERI	\$19.23	\$22.00	\$25.51	\$5.19	5.4%	\$25.45	\$28.37	\$32.07
<b>Private Sector Average</b>	<b>\$17.99</b>	<b>\$21.53</b>	<b>\$26.55</b>	<b>\$5.63</b>	<b>5.6%</b>	<b>\$24.62</b>	<b>\$28.36</b>	<b>\$33.67</b>
<b>ACPS Ratio</b>	<b>97%</b>	<b>107%</b>	<b>109%</b>	--	--	<b>105%</b>	<b>112%</b>	<b>112%</b>
<b>Overall Market Average</b>	<b>\$17.75</b>	<b>\$22.93</b>	<b>\$28.85</b>	<b>\$5.92</b>	<b>8.6%</b>	<b>\$25.21</b>	<b>\$30.84</b>	<b>\$37.26</b>
<b>Overall Market Ratio</b>	<b>98%</b>	<b>101%</b>	<b>100%</b>	--	--	<b>103%</b>	<b>103%</b>	<b>101%</b>

## Building Engineer II

	Base Pay Range			Health Benefit Costs	Retirement Contribution Rates	Total Compensation		
	Minimum	Midpoint	Maximum			Minimum	Midpoint	Maximum
<b>Alexandria PS</b>	<b>\$20.20</b>	<b>\$26.80</b>	<b>\$33.40</b>	<b>\$7.91</b>	<b>3.7%</b>	<b>\$28.85</b>	<b>\$35.70</b>	<b>\$42.54</b>
Arlington PS	\$17.56	\$23.23	\$28.90	\$4.38	6.4%	\$23.06	\$29.09	\$35.12
Fairfax County PS	\$20.20	\$26.32	\$32.45	\$6.70	28.4%	\$32.62	\$40.49	\$48.35
Falls Church City PS	\$19.41	\$27.57	\$35.72	\$7.58	4.1%	\$27.78	\$36.27	\$44.76
Loudoun County PS	\$17.61	\$25.41	\$33.20	\$7.09	6.9%	\$25.92	\$34.25	\$42.58
Manassas City PS	\$19.01	\$26.20	\$33.38	\$5.49	4.8%	\$25.40	\$32.93	\$40.46
Manassas Park PS	--	--	--	--	--	--	--	--
Prince William PS	\$19.11	\$32.08	\$45.06	\$5.13	8.1%	\$25.78	\$39.80	\$53.82
City of Alexandria	\$18.59	\$24.57	\$30.55	\$6.64	8.9%	\$26.88	\$33.40	\$39.92
Arlington County	--	--	--	--	--	--	--	--
<b>Public Sector Average</b>	<b>\$18.78</b>	<b>\$26.48</b>	<b>\$34.18</b>	<b>\$6.14</b>	<b>9.6%</b>	<b>\$26.78</b>	<b>\$35.18</b>	<b>\$43.57</b>
<b>ACPS Ratio</b>	<b>108%</b>	<b>101%</b>	<b>98%</b>	--	--	<b>108%</b>	<b>101%</b>	<b>98%</b>
<b>Rank</b>	<b>1 of 8</b>	<b>3 of 8</b>	<b>3 of 8</b>	--	--	<b>2 of 8</b>	<b>4 of 8</b>	<b>5 of 8</b>
<b>Private Sector</b>								
DC SHRM	\$18.59	\$24.21	\$28.75	\$6.33	5.3%	\$25.90	\$31.82	\$36.60
Comp Analyst	\$19.13	\$25.82	\$32.07	\$5.39	6.0%	\$25.67	\$32.76	\$39.38
ERI	\$21.41	\$24.45	\$28.31	\$5.19	5.4%	\$27.75	\$30.96	\$35.03
<b>Private Sector Average</b>	<b>\$19.71</b>	<b>\$24.83</b>	<b>\$29.71</b>	<b>\$5.63</b>	<b>5.6%</b>	<b>\$26.44</b>	<b>\$31.85</b>	<b>\$37.00</b>
<b>ACPS Ratio</b>	<b>102%</b>	<b>108%</b>	<b>112%</b>	--	--	<b>109%</b>	<b>112%</b>	<b>115%</b>
<b>Overall Market Average</b>	<b>\$19.25</b>	<b>\$25.65</b>	<b>\$31.94</b>	<b>\$5.89</b>	<b>7.6%</b>	<b>\$26.61</b>	<b>\$33.51</b>	<b>\$40.29</b>
<b>Overall Market Ratio</b>	<b>105%</b>	<b>104%</b>	<b>105%</b>	--	--	<b>108%</b>	<b>107%</b>	<b>106%</b>

## Skilled Maintenance Work Leader

	Base Pay Range			Health Benefit Costs	Retirement Contribution Rates	Total Compensation		
	Minimum	Midpoint	Maximum			Minimum	Midpoint	Maximum
<b>Alexandria PS</b>	<b>\$20.20</b>	<b>\$26.80</b>	<b>\$33.40</b>	<b>\$7.91</b>	<b>3.7%</b>	<b>\$28.85</b>	<b>\$35.70</b>	<b>\$42.54</b>
Arlington PS	\$20.11	\$26.61	\$33.10	\$4.38	6.4%	\$25.77	\$32.68	\$39.59
Fairfax County PS	\$21.03	\$27.40	\$33.78	\$6.70	28.4%	\$33.69	\$41.87	\$50.06
Falls Church City PS	\$20.72	\$29.43	\$38.14	\$7.58	4.1%	\$29.15	\$38.22	\$47.28
Loudoun County PS	\$18.79	\$27.14	\$35.49	\$7.09	6.9%	\$27.18	\$36.10	\$45.03
Manassas City PS	\$22.00	\$30.32	\$38.63	\$5.49	4.8%	\$28.54	\$37.25	\$45.96
Manassas Park PS	--	--	--	--	--	--	--	--
Prince William PS	\$24.92	\$41.83	\$58.75	\$5.13	8.1%	\$32.06	\$50.34	\$68.62
City of Alexandria	\$20.38	\$26.94	\$33.50	\$6.64	8.9%	\$28.84	\$35.99	\$43.13
Arlington County	\$22.02	\$27.83	\$33.64	\$6.70	25.1%	\$34.24	\$41.51	\$48.78
<b>Public Sector Average</b>	<b>\$21.25</b>	<b>\$29.69</b>	<b>\$38.13</b>	<b>\$6.21</b>	<b>11.6%</b>	<b>\$29.93</b>	<b>\$39.24</b>	<b>\$48.56</b>
<b>ACPS Ratio</b>	<b>95%</b>	<b>90%</b>	<b>88%</b>	--	--	<b>96%</b>	<b>91%</b>	<b>88%</b>
<b>Rank</b>	<b>7 of 9</b>	<b>8 of 9</b>	<b>8 of 9</b>	--	--	<b>5 of 9</b>	<b>8 of 9</b>	<b>8 of 9</b>
<b>Private Sector</b>								
DC SHRM	\$26.30	\$33.42	\$39.94	\$6.33	5.3%	\$34.02	\$41.52	\$48.38
Comp Analyst	\$24.71	\$30.29	\$36.44	\$5.39	6.0%	\$31.58	\$37.50	\$44.02
ERI	\$24.29	\$27.69	\$32.03	\$5.19	5.4%	\$30.79	\$34.37	\$38.95
<b>Private Sector Average</b>	<b>\$25.10</b>	<b>\$30.47</b>	<b>\$36.14</b>	<b>\$5.63</b>	<b>5.6%</b>	<b>\$32.13</b>	<b>\$37.79</b>	<b>\$43.78</b>
<b>ACPS Ratio</b>	<b>80%</b>	<b>88%</b>	<b>92%</b>	--	--	<b>90%</b>	<b>94%</b>	<b>97%</b>
<b>Overall Market Average</b>	<b>\$23.17</b>	<b>\$30.08</b>	<b>\$37.13</b>	<b>\$5.92</b>	<b>8.6%</b>	<b>\$31.03</b>	<b>\$38.52</b>	<b>\$46.17</b>
<b>Overall Market Ratio</b>	<b>87%</b>	<b>89%</b>	<b>90%</b>	--	--	<b>93%</b>	<b>93%</b>	<b>92%</b>

## Maintenance Supervisor

	Base Pay Range			Health Benefit Costs	Retirement Contribution Rates	Total Compensation		
	Minimum	Midpoint	Maximum			Minimum	Midpoint	Maximum
<b>Alexandria PS</b>	<b>\$24.12</b>	<b>\$32.00</b>	<b>\$39.87</b>	<b>\$7.91</b>	<b>19.1%</b>	<b>\$36.64</b>	<b>\$46.02</b>	<b>\$55.40</b>
Arlington PS	\$24.64	\$32.62	\$40.60	\$4.38	6.4%	\$30.59	\$39.08	\$47.57
Fairfax County PS	\$23.72	\$30.91	\$38.11	\$6.70	28.4%	\$37.14	\$46.38	\$55.61
Falls Church City PS	\$23.29	\$33.07	\$42.84	\$7.58	4.1%	\$31.82	\$42.00	\$52.18
Loudoun County PS	\$26.06	\$37.88	\$49.70	\$7.09	6.9%	\$34.95	\$47.58	\$60.22
Manassas City PS	\$26.74	\$36.86	\$46.97	\$5.49	4.8%	\$33.50	\$44.10	\$54.70
Manassas Park PS	--	--	--	--	--	--	--	--
Prince William PS	\$27.36	\$45.94	\$64.51	\$5.13	8.1%	\$34.70	\$54.77	\$74.85
City of Alexandria	\$24.79	\$32.76	\$40.74	\$6.64	8.9%	\$33.63	\$42.32	\$51.01
Arlington County	\$30.90	\$39.06	\$47.22	\$6.70	25.1%	\$45.35	\$55.56	\$65.77
<b>Public Sector Average</b>	<b>\$25.94</b>	<b>\$36.14</b>	<b>\$46.34</b>	<b>\$6.21</b>	<b>11.6%</b>	<b>\$35.21</b>	<b>\$46.48</b>	<b>\$57.74</b>
<b>ACPS Ratio</b>	<b>93%</b>	<b>89%</b>	<b>86%</b>	--	--	<b>104%</b>	<b>99%</b>	<b>96%</b>
<b>Rank</b>	<b>7 of 9</b>	<b>8 of 9</b>	<b>8 of 9</b>	--	--	<b>3 of 9</b>	<b>5 of 9</b>	<b>5 of 9</b>
<b>Private Sector</b>								
DC SHRM	\$25.02	\$39.38	\$50.44	\$6.33	5.3%	\$32.67	\$47.79	\$59.44
Comp Analyst	\$30.87	\$39.76	\$49.57	\$5.39	6.0%	\$38.11	\$47.54	\$57.93
ERI	\$28.96	\$34.29	\$41.16	\$5.19	5.4%	\$35.71	\$41.33	\$48.57
<b>Private Sector Average</b>	<b>\$28.28</b>	<b>\$37.81</b>	<b>\$47.06</b>	<b>\$5.63</b>	<b>5.6%</b>	<b>\$35.50</b>	<b>\$45.55</b>	<b>\$55.31</b>
<b>ACPS Ratio</b>	<b>85%</b>	<b>85%</b>	<b>85%</b>	--	--	<b>103%</b>	<b>101%</b>	<b>100%</b>
<b>Overall Market Average</b>	<b>\$27.11</b>	<b>\$36.97</b>	<b>\$46.70</b>	<b>\$5.92</b>	<b>8.6%</b>	<b>\$35.35</b>	<b>\$46.01</b>	<b>\$56.53</b>
<b>Overall Market Ratio</b>	<b>89%</b>	<b>87%</b>	<b>85%</b>	--	--	<b>104%</b>	<b>100%</b>	<b>98%</b>

# Food & Nutrition

Exhibit 78

## School Nutrition Assistant III

	Base Pay Range			Health Benefit Costs	Retirement Contribution Rates	Total Compensation		
	Minimum	Midpoint	Maximum			Minimum	Midpoint	Maximum
<b>Alexandria PS</b>	<b>\$15.48</b>	<b>\$20.17</b>	<b>\$24.85</b>	<b>\$7.91</b>	<b>3.7%</b>	<b>\$23.96</b>	<b>\$28.82</b>	<b>\$33.68</b>
Arlington PS	--	--	--	--	--	--	--	--
Fairfax County PS	\$15.50	\$18.78	\$22.06	\$6.70	28.4%	\$26.59	\$30.80	\$35.01
Falls Church City PS	\$13.52	\$19.20	\$24.87	\$7.58	4.1%	\$21.65	\$27.56	\$33.47
Loudoun County PS	\$13.57	\$19.52	\$25.47	\$7.09	6.9%	\$21.60	\$27.96	\$34.32
Manassas City PS	\$14.89	\$20.52	\$26.15	\$5.49	4.8%	\$21.09	\$26.99	\$32.89
Manassas Park PS	\$14.26	\$19.25	\$24.24	\$4.25	1.1%	\$18.66	\$23.70	\$28.75
Prince William PS	\$16.01	\$26.88	\$37.75	\$5.13	8.1%	\$22.43	\$34.18	\$45.92
City of Alexandria	--	--	--	--	--	--	--	--
Arlington County	--	--	--	--	--	--	--	--
<b>Public Sector Average</b>	<b>\$14.63</b>	<b>\$20.69</b>	<b>\$26.76</b>	<b>\$6.04</b>	<b>8.9%</b>	<b>\$22.00</b>	<b>\$28.53</b>	<b>\$35.06</b>
<b>ACPS Ratio</b>	<b>106%</b>	<b>97%</b>	<b>93%</b>	--	--	<b>109%</b>	<b>101%</b>	<b>96%</b>
<b>Rank</b>	<b>3 of 7</b>	<b>3 of 7</b>	<b>5 of 7</b>	--	--	<b>2 of 7</b>	<b>3 of 7</b>	<b>4 of 7</b>
<b>Private Sector</b>								
DC SHRM	\$16.18	\$17.91	\$22.25	\$6.33	5.3%	\$23.36	\$25.19	\$29.76
Comp Analyst	\$15.00	\$16.92	\$22.45	\$5.39	6.0%	\$21.29	\$23.33	\$29.19
ERI	\$15.11	\$15.92	\$18.71	\$5.19	5.4%	\$21.11	\$21.97	\$24.91
<b>Private Sector Average</b>	<b>\$15.43</b>	<b>\$16.92</b>	<b>\$21.14</b>	<b>\$5.63</b>	<b>5.6%</b>	<b>\$21.92</b>	<b>\$23.49</b>	<b>\$27.95</b>
<b>ACPS Ratio</b>	<b>100%</b>	<b>119%</b>	<b>118%</b>	--	--	<b>109%</b>	<b>123%</b>	<b>120%</b>
<b>Overall Market Average</b>	<b>\$15.03</b>	<b>\$18.80</b>	<b>\$23.95</b>	<b>\$5.84</b>	<b>7.2%</b>	<b>\$21.96</b>	<b>\$26.01</b>	<b>\$31.51</b>
<b>Overall Market Ratio</b>	<b>103%</b>	<b>107%</b>	<b>104%</b>	--	--	<b>109%</b>	<b>111%</b>	<b>107%</b>

## School Nutrition Assistant Manager

	Base Pay Range			Health Benefit Costs	Retirement Contribution Rates	Total Compensation		
	Minimum	Midpoint	Maximum			Minimum	Midpoint	Maximum
<b>Alexandria PS</b>	<b>\$16.42</b>	<b>\$21.79</b>	<b>\$27.16</b>	<b>\$7.91</b>	<b>19.1%</b>	<b>\$27.47</b>	<b>\$33.86</b>	<b>\$40.26</b>
Arlington PS	\$15.33	\$20.30	\$25.27	\$4.38	6.4%	\$20.69	\$25.97	\$31.26
Fairfax County PS	\$15.50	\$20.44	\$25.38	\$6.70	28.4%	\$26.59	\$32.94	\$39.28
Falls Church City PS	--	--	--	--	--	--	--	--
Loudoun County PS	\$15.46	\$22.24	\$29.02	\$7.09	6.9%	\$23.62	\$30.87	\$38.11
Manassas City PS	\$16.42	\$22.63	\$28.83	\$5.49	4.8%	\$22.69	\$29.19	\$35.69
Manassas Park PS	--	--	--	--	--	--	--	--
Prince William PS	\$17.49	\$29.36	\$41.24	\$5.13	8.1%	\$24.03	\$36.86	\$49.69
City of Alexandria	--	--	--	--	--	--	--	--
Arlington County	--	--	--	--	--	--	--	--
<b>Public Sector Average</b>	<b>\$16.04</b>	<b>\$22.99</b>	<b>\$29.95</b>	<b>\$5.76</b>	<b>10.9%</b>	<b>\$23.52</b>	<b>\$31.17</b>	<b>\$38.81</b>
<b>ACPS Ratio</b>	<b>102%</b>	<b>95%</b>	<b>91%</b>	--	--	<b>117%</b>	<b>109%</b>	<b>104%</b>
<b>Rank</b>	<b>2</b>	<b>4</b>	<b>4</b>	--	--	<b>1</b>	<b>2</b>	<b>2</b>
<b>Private Sector</b>								
DC SHRM	--	--	--	--	--	--	--	--
Comp Analyst	--	--	--	--	--	--	--	--
ERI	--	--	--	--	--	--	--	--
<b>Private Sector Average</b>	--	--	--	--	--	--	--	--
<b>ACPS Ratio</b>	--	--	--	--	--	--	--	--
<b>Overall Market Average</b>	<b>\$16.04</b>	<b>\$22.99</b>	<b>\$29.95</b>	<b>\$5.76</b>	<b>10.9%</b>	<b>\$23.52</b>	<b>\$31.17</b>	<b>\$38.81</b>
<b>Overall Market Ratio</b>	<b>102%</b>	<b>95%</b>	<b>91%</b>	--	--	<b>117%</b>	<b>109%</b>	<b>104%</b>

## School Nutrition Manager I

	Base Pay Range			Health Benefit Costs	Retirement Contribution Rates	Total Compensation		
	Minimum	Midpoint	Maximum			Minimum	Midpoint	Maximum
<b>Alexandria PS</b>	<b>\$16.92</b>	<b>\$22.45</b>	<b>\$27.97</b>	<b>\$7.91</b>	<b>19.1%</b>	<b>\$28.06</b>	<b>\$34.64</b>	<b>\$41.22</b>
Arlington PS	\$17.56	\$23.22	\$28.88	\$4.38	6.4%	\$23.06	\$29.08	\$35.10
Fairfax County PS	\$16.83	\$23.27	\$29.71	\$6.70	28.4%	\$28.30	\$36.56	\$44.83
Falls Church City PS	\$16.83	\$23.90	\$30.96	\$7.58	4.1%	\$25.10	\$32.45	\$39.81
Loudoun County PS	\$20.06	\$29.03	\$38.00	\$7.09	6.9%	\$28.54	\$38.12	\$47.71
Manassas City PS	\$18.10	\$24.94	\$31.78	\$5.49	4.8%	\$24.45	\$31.62	\$38.79
Manassas Park PS	\$21.08	\$28.46	\$35.84	\$4.25	1.1%	\$25.55	\$33.01	\$40.47
Prince William PS	\$19.11	\$32.08	\$45.06	\$5.13	8.1%	\$25.78	\$39.80	\$53.82
City of Alexandria	--	--	--	--	--	--	--	--
Arlington County	\$19.14	\$24.20	\$29.25	\$6.70	25.1%	\$30.64	\$36.97	\$43.29
<b>Public Sector Average</b>	<b>\$18.59</b>	<b>\$26.14</b>	<b>\$33.68</b>	<b>\$5.91</b>	<b>10.6%</b>	<b>\$26.43</b>	<b>\$34.70</b>	<b>\$42.98</b>
<b>ACPS Ratio</b>	<b>91%</b>	<b>86%</b>	<b>83%</b>	--	--	<b>106%</b>	<b>100%</b>	<b>96%</b>
<b>Rank</b>	<b>7 of 9</b>	<b>9 of 9</b>	<b>9 of 9</b>	--	--	<b>4 of 9</b>	<b>5 of 9</b>	<b>5 of 9</b>
<b>Private Sector</b>								
DC SHRM	\$21.43	\$26.53	\$38.20	\$6.33	5.3%	\$28.89	\$34.27	\$46.55
Comp Analyst	\$21.01	\$28.03	\$36.30	\$5.39	6.0%	\$27.66	\$35.10	\$43.87
ERI	\$22.38	\$25.54	\$29.61	\$5.19	5.4%	\$28.77	\$32.11	\$36.40
<b>Private Sector Average</b>	<b>\$21.61</b>	<b>\$26.70</b>	<b>\$34.70</b>	<b>\$5.63</b>	<b>5.6%</b>	<b>\$28.44</b>	<b>\$33.82</b>	<b>\$42.27</b>
<b>ACPS Ratio</b>	<b>78%</b>	<b>84%</b>	<b>81%</b>	\$6.33	5.3%	\$28.89	\$34.27	\$46.55
<b>Overall Market Average</b>	<b>\$20.10</b>	<b>\$26.42</b>	<b>\$34.19</b>	<b>\$5.77</b>	<b>8.1%</b>	<b>\$27.43</b>	<b>\$34.26</b>	<b>\$42.62</b>
<b>Overall Market Ratio</b>	<b>84%</b>	<b>85%</b>	<b>82%</b>	--	--	<b>102%</b>	<b>101%</b>	<b>97%</b>

## School Nutrition Manager II

	Base Pay Range			Health Benefit Costs	Retirement Contribution Rates	Total Compensation		
	Minimum	Midpoint	Maximum			Minimum	Midpoint	Maximum
<b>Alexandria PS</b>	<b>\$20.20</b>	<b>\$26.80</b>	<b>\$33.40</b>	<b>\$7.91</b>	<b>19.1%</b>	<b>\$31.97</b>	<b>\$39.83</b>	<b>\$47.69</b>
Arlington PS	\$20.11	\$26.60	\$33.09	\$4.38	6.4%	\$25.77	\$32.68	\$39.58
Fairfax County PS	\$17.51	\$24.20	\$30.89	\$6.70	28.4%	\$29.17	\$37.76	\$46.35
Falls Church City PS	\$16.83	\$23.90	\$30.96	\$7.58	4.1%	\$25.10	\$32.45	\$39.81
Loudoun County PS	\$21.41	\$31.04	\$40.66	\$7.09	6.9%	\$29.98	\$40.27	\$50.56
Manassas City PS	\$19.01	\$26.20	\$33.38	\$5.49	4.8%	\$25.40	\$32.93	\$40.46
Manassas Park PS	\$21.08	\$28.46	\$35.84	\$4.25	1.1%	\$25.55	\$33.01	\$40.47
Prince William PS	\$20.88	\$35.05	\$49.23	\$5.13	8.1%	\$27.69	\$43.01	\$58.33
City of Alexandria	--	--	--	--	--	--	--	--
Arlington County	\$19.14	\$24.20	\$29.25	\$6.70	25.1%	\$30.64	\$36.97	\$43.29
<b>Public Sector Average</b>	<b>\$19.50</b>	<b>\$27.45</b>	<b>\$35.41</b>	<b>\$5.91</b>	<b>10.6%</b>	<b>\$27.41</b>	<b>\$36.14</b>	<b>\$44.86</b>
<b>ACPS Ratio</b>	<b>104%</b>	<b>98%</b>	<b>94%</b>	--	--	<b>117%</b>	<b>110%</b>	<b>106%</b>
<b>Rank</b>	<b>4 of 9</b>	<b>4 of 9</b>	<b>4 of 9</b>	--	--	<b>1 of 9</b>	<b>3 of 9</b>	<b>3 of 9</b>
<b>Private Sector</b>								
DC SHRM	\$21.43	\$26.53	\$38.20	\$6.33	5.3%	\$28.89	\$34.27	\$46.55
Comp Analyst	\$22.02	\$31.35	\$39.28	\$5.39	6.0%	\$28.73	\$38.62	\$47.03
ERI	\$25.74	\$29.38	\$34.08	\$5.19	5.4%	\$32.32	\$36.15	\$41.11
<b>Private Sector Average</b>	<b>\$23.06</b>	<b>\$29.09</b>	<b>\$37.19</b>	<b>\$5.63</b>	<b>5.6%</b>	<b>\$29.98</b>	<b>\$36.35</b>	<b>\$44.89</b>
<b>ACPS Ratio</b>	<b>88%</b>	<b>92%</b>	<b>90%</b>	--	--	<b>107%</b>	<b>110%</b>	<b>106%</b>
<b>Overall Market Average</b>	<b>\$21.28</b>	<b>\$28.27</b>	<b>\$36.30</b>	<b>\$5.77</b>	<b>8.1%</b>	<b>\$28.70</b>	<b>\$36.24</b>	<b>\$44.87</b>
<b>Overall Market Ratio</b>	<b>95%</b>	<b>95%</b>	<b>92%</b>	--	--	<b>111%</b>	<b>110%</b>	<b>106%</b>



## School Nutrition Manager III

	Base Pay Range			Health Benefit Costs	Retirement Contribution Rates	Total Compensation		
	Minimum	Midpoint	Maximum			Minimum	Midpoint	Maximum
<b>Alexandria PS</b>	<b>\$21.43</b>	<b>\$28.43</b>	<b>\$35.43</b>	<b>\$7.91</b>	<b>19.1%</b>	<b>\$33.43</b>	<b>\$41.77</b>	<b>\$50.11</b>
Arlington PS	\$23.02	\$30.45	\$37.87	\$4.38	6.4%	\$28.87	\$36.77	\$44.66
Fairfax County PS	\$28.24	\$37.21	\$46.18	\$6.70	28.4%	\$42.94	\$54.46	\$65.98
Falls Church City PS	\$23.29	\$33.07	\$42.84	\$7.58	4.1%	\$31.82	\$42.00	\$52.18
Loudoun County PS	--	--	--	--	--	--	--	--
Manassas City PS	\$19.96	\$27.51	\$35.05	\$5.49	4.8%	\$26.40	\$34.31	\$42.21
Manassas Park PS	\$21.08	\$28.46	\$35.84	\$4.25	1.1%	\$25.55	\$33.01	\$40.47
Prince William PS	\$22.81	\$38.29	\$53.77	\$5.13	8.1%	\$29.78	\$46.51	\$63.24
City of Alexandria	--	--	--	--	--	--	--	--
Arlington County	--	--	--	--	--	--	--	--
<b>Public Sector Average</b>	<b>\$23.07</b>	<b>\$32.50</b>	<b>\$41.93</b>	<b>\$5.59</b>	<b>8.8%</b>	<b>\$30.89</b>	<b>\$41.17</b>	<b>\$51.46</b>
<b>ACPS Ratio</b>	<b>93%</b>	<b>87%</b>	<b>85%</b>	--	--	<b>108%</b>	<b>101%</b>	<b>97%</b>
<b>Rank</b>	<b>5</b>	<b>6</b>	<b>6</b>	--	--	<b>2</b>	<b>4</b>	<b>4</b>
<b>Private Sector</b>								
DC SHRM	\$21.43	\$26.53	\$38.20	\$6.33	5.3%	\$28.89	\$34.27	\$46.55
Comp Analyst	\$22.02	\$31.35	\$39.28	\$5.39	6.0%	\$28.73	\$38.62	\$47.03
ERI	\$30.03	\$34.29	\$39.77	\$5.19	5.4%	\$36.84	\$41.33	\$47.10
<b>Private Sector Average</b>	<b>\$24.49</b>	<b>\$30.72</b>	<b>\$39.08</b>	<b>\$5.63</b>	<b>5.6%</b>	<b>\$31.49</b>	<b>\$38.07</b>	<b>\$46.89</b>
<b>ACPS Ratio</b>	<b>87%</b>	<b>93%</b>	<b>91%</b>	--	--	<b>106%</b>	<b>110%</b>	<b>107%</b>
<b>Overall Market Average</b>	<b>\$23.78</b>	<b>\$31.61</b>	<b>\$40.50</b>	<b>\$5.61</b>	<b>7.2%</b>	<b>\$31.19</b>	<b>\$39.62</b>	<b>\$49.17</b>
<b>Overall Market Ratio</b>	<b>90%</b>	<b>90%</b>	<b>87%</b>	--	--	<b>107%</b>	<b>105%</b>	<b>102%</b>

# General Administration

Exhibit 83

## Administrative Assistant I

	Base Pay Range			Health Benefit Costs	Retirement Contribution Rates	Total Compensation		
	Minimum	Midpoint	Maximum			Minimum	Midpoint	Maximum
<b>Alexandria PS</b>	<b>\$19.61</b>	<b>\$26.02</b>	<b>\$32.43</b>	<b>\$7.91</b>	<b>19.1%</b>	<b>\$31.27</b>	<b>\$38.90</b>	<b>\$46.54</b>
Arlington PS	\$17.56	\$23.23	\$28.90	\$4.38	17.0%	\$24.93	\$31.56	\$38.20
Fairfax County PS	\$20.20	\$26.99	\$33.78	\$6.70	23.1%	\$31.55	\$39.91	\$48.27
Falls Church City PS	\$18.11	\$25.72	\$33.32	\$7.58	16.6%	\$28.70	\$37.56	\$46.43
Loudoun County PS	\$18.79	\$27.14	\$35.49	\$7.09	16.6%	\$29.01	\$38.75	\$48.48
Manassas City PS	\$19.96	\$27.51	\$35.05	\$5.49	16.6%	\$28.76	\$37.56	\$46.36
Manassas Park PS	\$19.12	\$25.81	\$32.50	\$4.25	16.6%	\$26.54	\$34.35	\$42.15
Prince William PS	\$17.49	\$29.36	\$41.24	\$5.13	18.6%	\$25.87	\$39.96	\$54.04
City of Alexandria	\$17.75	\$23.46	\$29.17	\$6.64	8.9%	\$25.97	\$32.19	\$38.42
Arlington County	\$19.14	\$24.20	\$29.25	\$6.70	25.1%	\$30.64	\$36.97	\$43.29
<b>Public Sector Average</b>	<b>\$18.68</b>	<b>\$25.93</b>	<b>\$33.19</b>	<b>\$5.99</b>	<b>17.7%</b>	<b>\$28.00</b>	<b>\$36.53</b>	<b>\$45.07</b>
<b>ACPS Ratio</b>	<b>105%</b>	<b>100%</b>	<b>98%</b>	--	--	<b>112%</b>	<b>106%</b>	<b>103%</b>
<b>Rank</b>	<b>3 of 10</b>	<b>5 of 10</b>	<b>7 of 10</b>	--	--	<b>2 of 10</b>	<b>3 of 10</b>	<b>4 of 10</b>
<b>Private Sector</b>								
DC SHRM	\$19.37	\$23.92	\$27.93	\$6.33	5.3%	\$26.72	\$31.51	\$35.74
Comp Analyst	\$17.84	\$22.36	\$27.69	\$5.39	6.0%	\$24.30	\$29.09	\$34.74
ERI	\$21.73	\$25.77	\$31.02	\$5.19	5.4%	\$28.09	\$32.35	\$37.88
<b>Private Sector Average</b>	<b>\$19.64</b>	<b>\$24.01</b>	<b>\$28.88</b>	<b>\$5.63</b>	<b>5.6%</b>	<b>\$26.37</b>	<b>\$30.98</b>	<b>\$36.12</b>
<b>ACPS Ratio</b>	<b>100%</b>	<b>108%</b>	<b>112%</b>	--	--	<b>119%</b>	<b>126%</b>	<b>129%</b>
<b>Overall Market Average</b>	<b>\$19.16</b>	<b>\$24.97</b>	<b>\$31.03</b>	<b>\$5.81</b>	<b>11.6%</b>	<b>\$27.18</b>	<b>\$33.76</b>	<b>\$40.60</b>
<b>Overall Market Ratio</b>	<b>102%</b>	<b>104%</b>	<b>104%</b>	--	--	<b>115%</b>	<b>115%</b>	<b>115%</b>

## Administrative Assistant II

	Base Pay Range			Health Benefit Costs	Retirement Contribution Rates	Total Compensation		
	Minimum	Midpoint	Maximum			Minimum	Midpoint	Maximum
<b>Alexandria PS</b>	<b>\$24.12</b>	<b>\$32.00</b>	<b>\$39.87</b>	<b>\$7.91</b>	<b>19.1%</b>	<b>\$36.64</b>	<b>\$46.02</b>	<b>\$55.40</b>
Arlington PS	\$23.04	\$30.45	\$37.86	\$4.38	17.0%	\$31.34	\$40.01	\$48.68
Fairfax County PS	\$24.69	\$33.89	\$43.08	\$6.70	23.1%	\$37.08	\$48.40	\$59.72
Falls Church City PS	\$22.66	\$32.17	\$41.67	\$7.58	16.6%	\$34.00	\$45.09	\$56.17
Loudoun County PS	\$22.86	\$33.16	\$43.46	\$7.09	16.6%	\$33.75	\$45.77	\$57.78
Manassas City PS	\$22.00	\$30.32	\$38.63	\$5.49	16.6%	\$31.14	\$40.84	\$50.54
Manassas Park PS	\$19.12	\$25.81	\$32.50	\$4.25	16.6%	\$26.54	\$34.35	\$42.15
Prince William PS	\$19.11	\$32.08	\$45.06	\$5.13	18.6%	\$27.80	\$43.19	\$58.58
City of Alexandria	\$20.38	\$26.94	\$33.50	\$6.64	8.9%	\$28.84	\$35.99	\$43.13
Arlington County	\$20.97	\$26.50	\$32.03	\$6.70	25.1%	\$32.93	\$39.85	\$46.77
<b>Public Sector Average</b>	<b>\$21.65</b>	<b>\$30.15</b>	<b>\$38.64</b>	<b>\$5.99</b>	<b>17.7%</b>	<b>\$31.49</b>	<b>\$41.50</b>	<b>\$51.50</b>
<b>ACPS Ratio</b>	<b>111%</b>	<b>106%</b>	<b>103%</b>	--	--	<b>116%</b>	<b>111%</b>	<b>108%</b>
<b>Rank</b>	<b>2 of 10</b>	<b>5 of 10</b>	<b>5 of 10</b>	--	--	<b>2 of 10</b>	<b>2 of 10</b>	<b>5 of 10</b>
<b>Private Sector</b>								
DC SHRM	\$20.58	\$25.02	\$33.58	\$6.33	5.3%	\$28.00	\$32.67	\$41.69
Comp Analyst	\$20.48	\$25.67	\$31.88	\$5.39	6.0%	\$27.10	\$32.60	\$39.18
ERI	\$25.80	\$30.68	\$36.97	\$5.19	5.4%	\$32.38	\$37.52	\$44.15
<b>Private Sector Average</b>	<b>\$22.29</b>	<b>\$27.12</b>	<b>\$34.14</b>	<b>\$5.63</b>	<b>5.6%</b>	<b>\$29.16</b>	<b>\$34.27</b>	<b>\$41.67</b>
<b>ACPS Ratio</b>	<b>108%</b>	<b>118%</b>	<b>117%</b>	--	--	<b>126%</b>	<b>134%</b>	<b>133%</b>
<b>Overall Market Average</b>	<b>\$21.97</b>	<b>\$28.64</b>	<b>\$36.39</b>	<b>\$5.81</b>	<b>11.6%</b>	<b>\$30.33</b>	<b>\$37.88</b>	<b>\$46.59</b>
<b>Overall Market Ratio</b>	<b>110%</b>	<b>112%</b>	<b>110%</b>	--	--	<b>121%</b>	<b>121%</b>	<b>119%</b>

## Executive Administrative Assistant—CAO

	Base Pay Range			Health Benefit Costs	Retirement Contribution Rates	Total Compensation		
	Minimum	Midpoint	Maximum			Minimum	Midpoint	Maximum
<b>Alexandria PS</b>	<b>\$25.59</b>	<b>\$33.95</b>	<b>\$42.31</b>	<b>\$7.91</b>	<b>19.1%</b>	<b>\$38.39</b>	<b>\$48.35</b>	<b>\$58.31</b>
Arlington PS	\$23.04	\$30.45	\$37.86	\$4.38	17.0%	\$31.34	\$40.01	\$48.68
Fairfax County PS	\$28.24	\$37.21	\$46.18	\$6.70	23.1%	\$41.45	\$52.49	\$63.53
Falls Church City PS	\$20.72	\$29.43	\$38.14	\$7.58	16.6%	\$31.74	\$41.90	\$52.05
Loudoun County PS	\$26.06	\$37.88	\$49.70	\$7.09	16.6%	\$37.49	\$51.27	\$65.05
Manassas City PS	\$23.10	\$31.84	\$40.57	\$5.49	16.6%	\$32.43	\$42.61	\$52.80
Manassas Park PS	\$26.90	\$36.32	\$45.73	\$4.25	16.6%	\$35.62	\$46.60	\$57.58
Prince William PS	\$24.92	\$41.83	\$58.75	\$5.13	18.6%	\$34.69	\$54.75	\$74.82
City of Alexandria	\$22.48	\$29.72	\$36.95	\$6.64	8.9%	\$31.12	\$39.00	\$46.89
Arlington County	\$24.44	\$30.90	\$37.36	\$6.70	25.1%	\$37.27	\$45.35	\$53.43
<b>Public Sector Average</b>	<b>\$24.43</b>	<b>\$33.95</b>	<b>\$43.47</b>	<b>\$5.99</b>	<b>17.7%</b>	<b>\$34.79</b>	<b>\$46.00</b>	<b>\$57.20</b>
<b>ACPS Ratio</b>	<b>105%</b>	<b>100%</b>	<b>97%</b>	--	--	<b>110%</b>	<b>105%</b>	<b>102%</b>
<b>Rank</b>	<b>4 of 10</b>	<b>5 of 10</b>	<b>5 of 10</b>	--	--	<b>2 of 10</b>	<b>4 of 10</b>	<b>4 of 10</b>
<b>Private Sector</b>								
DC SHRM	\$28.34	\$36.06	\$44.09	\$6.33	5.3%	\$36.17	\$44.30	\$52.75
Comp Analyst	\$25.29	\$31.63	\$38.75	\$5.39	6.0%	\$32.20	\$38.92	\$46.47
ERI	\$30.92	\$36.83	\$44.33	\$5.19	5.4%	\$37.78	\$44.01	\$51.91
<b>Private Sector Average</b>	<b>\$28.18</b>	<b>\$34.84</b>	<b>\$42.39</b>	<b>\$5.63</b>	<b>5.6%</b>	<b>\$35.38</b>	<b>\$42.41</b>	<b>\$50.38</b>
<b>ACPS Ratio</b>	<b>91%</b>	<b>97%</b>	<b>100%</b>	\$6.33	5.3%	<b>109%</b>	<b>114%</b>	<b>116%</b>
<b>Overall Market Average</b>	<b>\$26.31</b>	<b>\$34.40</b>	<b>\$42.93</b>	<b>\$5.81</b>	<b>11.6%</b>	<b>\$35.09</b>	<b>\$44.20</b>	<b>\$53.79</b>
<b>Overall Market Ratio</b>	<b>97%</b>	<b>99%</b>	<b>99%</b>	--	--	<b>109%</b>	<b>109%</b>	<b>108%</b>

## Executive Assistant—Superintendent

	Base Pay Range			Health Benefit Costs	Retirement Contribution Rates	Total Compensation		
	Minimum	Midpoint	Maximum			Minimum	Midpoint	Maximum
<b>Alexandria PS</b>	<b>\$27.15</b>	<b>\$36.01</b>	<b>\$44.87</b>	<b>\$7.91</b>	<b>19.1%</b>	<b>\$40.25</b>	<b>\$50.80</b>	<b>\$61.36</b>
Arlington PS	\$26.37	\$34.89	\$43.41	\$4.38	17.0%	\$35.24	\$45.21	\$55.18
Fairfax County PS	\$29.39	\$38.74	\$48.08	\$6.70	23.1%	\$42.87	\$54.37	\$65.86
Falls Church City PS	--	--	--	--	--	--	--	--
Loudoun County PS	--	--	--	--	--	--	--	--
Manassas City PS	--	--	--	--	--	--	--	--
Manassas Park PS	\$29.66	\$40.04	\$50.42	\$4.25	16.6%	\$38.84	\$50.94	\$63.05
Prince William PS	\$35.09	\$53.21	\$71.33	\$5.13	18.6%	\$46.74	\$68.24	\$89.73
City of Alexandria	\$33.21	\$43.90	\$54.59	\$6.64	8.9%	\$42.81	\$54.46	\$66.10
Arlington County	--	--	--	--	--	--	--	--
<b>Public Sector Average</b>	<b>\$30.74</b>	<b>\$42.15</b>	<b>\$53.56</b>	<b>\$5.42</b>	<b>16.9%</b>	<b>\$41.30</b>	<b>\$54.64</b>	<b>\$67.98</b>
<b>ACPS Ratio</b>	<b>88%</b>	<b>85%</b>	<b>84%</b>	--	--	<b>97%</b>	<b>93%</b>	<b>90%</b>
<b>Rank</b>	<b>5 of 6</b>	<b>5 of 6</b>	<b>5 of 6</b>	--	--	<b>4 of 6</b>	<b>5 of 6</b>	<b>5 of 6</b>
<b>Private Sector</b>								
DC SHRM	\$30.00	\$43.56	\$55.75	\$6.33	5.3%	\$37.92	\$52.20	\$65.03
Comp Analyst	\$30.05	\$37.60	\$45.82	\$5.39	6.0%	\$37.24	\$45.24	\$53.96
ERI	\$34.97	\$41.99	\$50.82	\$5.19	5.4%	\$42.04	\$49.44	\$58.75
<b>Private Sector Average</b>	<b>\$31.67</b>	<b>\$41.05</b>	<b>\$50.79</b>	<b>\$5.63</b>	<b>5.6%</b>	<b>\$39.07</b>	<b>\$48.96</b>	<b>\$59.24</b>
<b>ACPS Ratio</b>	<b>86%</b>	<b>88%</b>	<b>88%</b>	--	--	<b>103%</b>	<b>104%</b>	<b>104%</b>
<b>Overall Market Average</b>	<b>\$31.21</b>	<b>\$41.60</b>	<b>\$52.18</b>	<b>\$5.53</b>	<b>11.2%</b>	<b>\$40.18</b>	<b>\$51.80</b>	<b>\$63.61</b>
<b>Overall Market Ratio</b>	<b>87%</b>	<b>87%</b>	<b>86%</b>	--	--	<b>100%</b>	<b>98%</b>	<b>96%</b>

# Human Resources

Exhibit 87

## Benefits Analyst

	Base Pay Range			Health Benefit Costs	Retirement Contribution Rates	Total Compensation		
	Minimum	Midpoint	Maximum			Minimum	Midpoint	Maximum
<b>Alexandria PS</b>	<b>\$24.12</b>	<b>\$32.00</b>	<b>\$39.87</b>	<b>\$7.91</b>	<b>19.1%</b>	<b>\$36.64</b>	<b>\$46.02</b>	<b>\$55.40</b>
Arlington PS	--	--	--	--	--	--	--	--
Fairfax County PS	\$29.39	\$38.74	\$48.08	\$6.70	23.1%	\$42.87	\$54.37	\$65.86
Falls Church City PS	\$22.66	\$32.17	\$41.67	\$7.58	16.6%	\$34.00	\$45.09	\$56.17
Loudoun County PS	\$26.06	\$37.88	\$49.70	\$7.09	16.6%	\$37.49	\$51.27	\$65.05
Manassas City PS	\$25.47	\$35.11	\$44.74	\$5.49	16.6%	\$35.19	\$46.43	\$57.66
Manassas Park PS	--	--	--	--	--	--	--	--
Prince William PS	\$24.92	\$41.83	\$58.75	\$5.13	18.6%	\$34.69	\$54.75	\$74.82
City of Alexandria	\$23.61	\$31.20	\$38.80	\$6.64	8.9%	\$32.35	\$40.63	\$48.90
Arlington County	\$26.27	\$39.40	\$52.53	\$6.70	25.1%	\$39.56	\$55.99	\$72.41
<b>Public Sector Average</b>	<b>\$25.48</b>	<b>\$36.62</b>	<b>\$47.75</b>	<b>\$6.47</b>	<b>17.9%</b>	<b>\$36.59</b>	<b>\$49.79</b>	<b>\$62.98</b>
<b>ACPS Ratio</b>	<b>95%</b>	<b>87%</b>	<b>83%</b>	--	--	<b>100%</b>	<b>92%</b>	<b>88%</b>
<b>Rank</b>	<b>6 of 8</b>	<b>7 of 8</b>	<b>7 of 8</b>	--	--	<b>4 of 8</b>	<b>6 of 8</b>	<b>7 of 8</b>
<b>Private Sector</b>								
DC SHRM	\$23.69	\$27.40	\$31.94	\$6.33	5.3%	\$31.28	\$35.18	\$39.96
Comp Analyst	\$26.06	\$32.21	\$38.89	\$5.39	6.0%	\$33.01	\$39.53	\$46.62
ERI	\$28.09	\$32.78	\$38.82	\$5.19	5.4%	\$34.79	\$39.74	\$46.10
<b>Private Sector Average</b>	<b>\$25.95</b>	<b>\$30.80</b>	<b>\$36.55</b>	<b>\$5.63</b>	<b>5.6%</b>	<b>\$33.03</b>	<b>\$38.15</b>	<b>\$44.23</b>
<b>ACPS Ratio</b>	<b>93%</b>	<b>104%</b>	<b>109%</b>	--	--	<b>111%</b>	<b>121%</b>	<b>125%</b>
<b>Overall Market Average</b>	<b>\$25.71</b>	<b>\$33.71</b>	<b>\$42.15</b>	<b>\$6.05</b>	<b>11.8%</b>	<b>\$34.81</b>	<b>\$43.97</b>	<b>\$53.60</b>
<b>Overall Market Ratio</b>	<b>94%</b>	<b>95%</b>	<b>95%</b>	--	--	<b>105%</b>	<b>105%</b>	<b>103%</b>

## Senior Benefits Analyst

	Base Pay Range			Health Benefit Costs	Retirement Contribution Rates	Total Compensation		
	Minimum	Midpoint	Maximum			Minimum	Midpoint	Maximum
<b>Alexandria PS</b>	<b>\$33.39</b>	<b>\$44.30</b>	<b>\$55.20</b>	<b>\$7.91</b>	<b>19.1%</b>	<b>\$47.68</b>	<b>\$60.67</b>	<b>\$73.66</b>
Arlington PS	\$30.00	\$39.33	\$48.66	\$4.38	17.0%	\$39.49	\$50.41	\$61.33
Fairfax County PS	\$35.07	\$46.22	\$57.36	\$6.70	23.1%	\$49.86	\$63.57	\$77.29
Falls Church City PS	--	--	--	--	--	--	--	--
Loudoun County PS	\$27.82	\$40.51	\$53.20	\$7.09	16.6%	\$39.54	\$54.34	\$69.14
Manassas City PS	\$32.51	\$44.80	\$57.09	\$5.49	16.6%	\$43.40	\$57.73	\$72.06
Manassas Park PS	--	--	--	--	--	--	--	--
Prince William PS	\$35.09	\$53.21	\$71.33	\$5.13	18.6%	\$46.74	\$68.24	\$89.73
City of Alexandria	\$26.03	\$34.40	\$42.78	\$6.64	8.9%	\$34.99	\$44.11	\$53.24
Arlington County	\$27.59	\$41.20	\$54.81	\$6.70	25.1%	\$41.21	\$58.24	\$75.26
<b>Public Sector Average</b>	<b>\$30.59</b>	<b>\$42.81</b>	<b>\$55.03</b>	<b>\$6.02</b>	<b>18.0%</b>	<b>\$42.18</b>	<b>\$56.66</b>	<b>\$71.15</b>
<b>ACPS Ratio</b>	<b>109%</b>	<b>103%</b>	<b>100%</b>	--	--	<b>113%</b>	<b>107%</b>	<b>104%</b>
<b>Rank</b>	<b>3 of 8</b>	<b>4 of 8</b>	<b>4 of 8</b>	--	--	<b>2 of 8</b>	<b>3 of 8</b>	<b>4 of 8</b>
<b>Private Sector</b>								
DC SHRM	\$34.42	\$43.46	\$57.28	\$6.33	5.3%	\$42.57	\$52.09	\$66.64
Comp Analyst	\$37.60	\$45.38	\$54.52	\$5.39	6.0%	\$45.24	\$53.50	\$63.18
ERI	\$37.33	\$43.52	\$51.46	\$5.19	5.4%	\$44.53	\$51.06	\$59.43
<b>Private Sector Average</b>	<b>\$36.45</b>	<b>\$44.12</b>	<b>\$54.42</b>	<b>\$5.63</b>	<b>5.6%</b>	<b>\$44.11</b>	<b>\$52.22</b>	<b>\$63.08</b>
<b>ACPS Ratio</b>	<b>92%</b>	<b>100%</b>	<b>101%</b>	--	--	<b>108%</b>	<b>116%</b>	<b>117%</b>
<b>Overall Market Average</b>	<b>\$33.52</b>	<b>\$43.47</b>	<b>\$54.73</b>	<b>\$5.83</b>	<b>11.8%</b>	<b>\$43.15</b>	<b>\$54.44</b>	<b>\$67.12</b>
<b>Overall Market Ratio</b>	<b>100%</b>	<b>102%</b>	<b>101%</b>	--	--	<b>111%</b>	<b>111%</b>	<b>110%</b>

## HR Generalist I

	Base Pay Range			Health Benefit Costs	Retirement Contribution Rates	Total Compensation		
	Minimum	Midpoint	Maximum			Minimum	Midpoint	Maximum
<b>Alexandria PS</b>	<b>\$24.12</b>	<b>\$32.00</b>	<b>\$39.87</b>	<b>\$7.91</b>	<b>19.1%</b>	<b>\$36.64</b>	<b>\$46.02</b>	<b>\$55.40</b>
Arlington PS	\$24.64	\$32.62	\$40.59	\$4.38	17.0%	\$33.21	\$42.54	\$51.88
Fairfax County PS	\$24.69	\$33.89	\$43.08	\$6.70	23.1%	\$37.08	\$48.40	\$59.72
Falls Church City PS	\$22.66	\$32.17	\$41.67	\$7.58	16.6%	\$34.00	\$45.09	\$56.17
Loudoun County PS	\$24.40	\$35.42	\$46.43	\$7.09	16.6%	\$35.55	\$48.40	\$61.24
Manassas City PS	\$23.10	\$31.84	\$40.57	\$5.49	16.6%	\$32.43	\$42.61	\$52.80
Manassas Park PS	\$32.70	\$44.15	\$55.59	\$4.25	16.6%	\$42.38	\$55.73	\$69.08
Prince William PS	\$20.88	\$35.05	\$49.23	\$5.13	18.6%	\$29.89	\$46.71	\$63.52
City of Alexandria	\$27.32	\$36.12	\$44.92	\$6.64	8.9%	\$36.40	\$45.98	\$55.56
Arlington County	\$26.27	\$39.40	\$52.53	\$6.70	25.1%	\$39.56	\$55.99	\$72.41
<b>Public Sector Average</b>	<b>\$25.18</b>	<b>\$35.63</b>	<b>\$46.07</b>	<b>\$5.99</b>	<b>17.7%</b>	<b>\$35.61</b>	<b>\$47.94</b>	<b>\$60.26</b>
<b>ACPS Ratio</b>	<b>96%</b>	<b>90%</b>	<b>87%</b>	--	--	<b>103%</b>	<b>96%</b>	<b>92%</b>
<b>Rank</b>	<b>7 of 10</b>	<b>9 of 10</b>	<b>10 of 10</b>	--	--	<b>4 of 10</b>	<b>6 of 10</b>	<b>8 of 10</b>
<b>Private Sector</b>								
DC SHRM	\$24.53	\$30.74	\$37.97	\$6.33	5.3%	\$32.16	\$38.70	\$46.31
Comp Analyst	\$24.13	\$30.72	\$37.40	\$5.39	6.0%	\$30.97	\$37.95	\$45.04
ERI	\$29.94	\$35.35	\$42.32	\$5.19	5.4%	\$36.74	\$42.45	\$49.79
<b>Private Sector Average</b>	<b>\$26.20</b>	<b>\$32.27</b>	<b>\$39.23</b>	<b>\$5.63</b>	<b>5.6%</b>	<b>\$33.29</b>	<b>\$39.70</b>	<b>\$47.05</b>
<b>ACPS Ratio</b>	<b>92%</b>	<b>99%</b>	<b>102%</b>	--	--	<b>110%</b>	<b>116%</b>	<b>118%</b>
<b>Overall Market Average</b>	<b>\$25.69</b>	<b>\$33.95</b>	<b>\$42.65</b>	<b>\$5.81</b>	<b>11.6%</b>	<b>\$34.45</b>	<b>\$43.82</b>	<b>\$53.66</b>
<b>Overall Market Ratio</b>	<b>94%</b>	<b>94%</b>	<b>93%</b>	--	--	<b>106%</b>	<b>105%</b>	<b>103%</b>



## HR Generalist II

	Base Pay Range			Health Benefit Costs	Retirement Contribution Rates	Total Compensation		
	Minimum	Midpoint	Maximum			Minimum	Midpoint	Maximum
<b>Alexandria PS</b>	<b>\$25.59</b>	<b>\$33.95</b>	<b>\$42.31</b>	<b>\$7.91</b>	<b>19.1%</b>	<b>\$38.39</b>	<b>\$48.35</b>	<b>\$58.31</b>
Arlington PS	\$30.00	\$39.33	\$48.66	\$4.38	17.0%	\$39.49	\$50.41	\$61.33
Fairfax County PS	\$35.07	\$46.22	\$57.36	\$6.70	23.1%	\$49.86	\$63.57	\$77.29
Falls Church City PS	--	--	--	--	--	--	--	--
Loudoun County PS	\$26.06	\$37.88	\$49.70	\$7.09	16.6%	\$37.49	\$51.27	\$65.05
Manassas City PS	\$25.47	\$35.11	\$44.74	\$5.49	16.6%	\$35.19	\$46.43	\$57.66
Manassas Park PS	\$32.70	\$44.15	\$55.59	\$4.25	16.6%	\$42.38	\$55.73	\$69.08
Prince William PS	\$24.92	\$41.83	\$58.75	\$5.13	18.6%	\$34.69	\$54.75	\$74.82
City of Alexandria	\$28.69	\$37.92	\$47.16	\$6.64	8.9%	\$37.89	\$47.95	\$58.00
Arlington County	\$27.59	\$41.20	\$54.81	\$6.70	25.1%	\$41.21	\$58.24	\$75.26
<b>Public Sector Average</b>	<b>\$28.81</b>	<b>\$40.45</b>	<b>\$52.10</b>	<b>\$5.80</b>	<b>17.8%</b>	<b>\$39.77</b>	<b>\$53.54</b>	<b>\$67.31</b>
<b>ACPS Ratio</b>	<b>89%</b>	<b>84%</b>	<b>81%</b>	--	--	<b>97%</b>	<b>90%</b>	<b>87%</b>
<b>Rank</b>	<b>7 of 9</b>	<b>9 of 9</b>	<b>9 of 9</b>	--	--	<b>5 of 9</b>	<b>7 of 9</b>	<b>7 of 9</b>
<b>Private Sector</b>								
DC SHRM	\$31.25	\$39.65	\$58.78	\$6.33	5.3%	\$39.23	\$48.08	\$68.22
Comp Analyst	\$28.70	\$36.01	\$44.47	\$5.39	6.0%	\$35.81	\$43.56	\$52.53
ERI	\$32.78	\$38.69	\$46.29	\$5.19	5.4%	\$39.74	\$45.97	\$53.98
<b>Private Sector Average</b>	<b>\$30.91</b>	<b>\$38.12</b>	<b>\$49.85</b>	<b>\$5.63</b>	<b>5.6%</b>	<b>\$38.26</b>	<b>\$45.87</b>	<b>\$58.24</b>
<b>ACPS Ratio</b>	<b>83%</b>	<b>89%</b>	<b>85%</b>	--	--	<b>100%</b>	<b>105%</b>	<b>100%</b>
<b>Overall Market Average</b>	<b>\$29.86</b>	<b>\$39.29</b>	<b>\$50.97</b>	<b>\$5.72</b>	<b>11.7%</b>	<b>\$39.02</b>	<b>\$49.71</b>	<b>\$62.78</b>
<b>Overall Market Ratio</b>	<b>86%</b>	<b>86%</b>	<b>83%</b>	--	--	<b>98%</b>	<b>97%</b>	<b>93%</b>

## Senior Employment Specialist

	Base Pay Range			Health Benefit Costs	Retirement Contribution Rates	Total Compensation		
	Minimum	Midpoint	Maximum			Minimum	Midpoint	Maximum
<b>Alexandria PS</b>	<b>\$27.15</b>	<b>\$36.01</b>	<b>\$44.87</b>	<b>\$7.91</b>	<b>19.1%</b>	<b>\$40.25</b>	<b>\$50.80</b>	<b>\$61.36</b>
Arlington PS	--	--	--	--	--	--	--	--
Fairfax County PS	\$35.07	\$46.22	\$57.36	\$6.70	23.1%	\$49.86	\$63.57	\$77.29
Falls Church City PS	--	--	--	--	--	--	--	--
Loudoun County PS	\$38.22	\$48.01	\$57.80	\$7.09	16.6%	\$51.66	\$63.08	\$74.50
Manassas City PS	\$32.51	\$44.80	\$57.09	\$5.49	16.6%	\$43.40	\$57.73	\$72.06
Manassas Park PS	--	--	--	--	--	--	--	--
Prince William PS	\$35.09	\$53.21	\$71.33	\$5.13	18.6%	\$46.74	\$68.24	\$89.73
City of Alexandria	\$28.69	\$37.92	\$47.16	\$6.64	8.9%	\$37.89	\$47.95	\$58.00
Arlington County	\$37.98	\$51.00	\$64.02	\$6.70	25.1%	\$54.21	\$70.50	\$86.79
<b>Public Sector Average</b>	<b>\$34.59</b>	<b>\$46.86</b>	<b>\$59.13</b>	<b>\$6.29</b>	<b>18.2%</b>	<b>\$47.29</b>	<b>\$61.85</b>	<b>\$76.40</b>
<b>ACPS Ratio</b>	<b>78%</b>	<b>77%</b>	<b>76%</b>	--	--	<b>85%</b>	<b>82%</b>	<b>80%</b>
<b>Rank</b>	<b>7 of 7</b>	<b>7 of 7</b>	<b>7 of 7</b>	--	--	<b>6 of 7</b>	<b>6 of 7</b>	<b>6 of 7</b>
<b>Private Sector</b>								
DC SHRM	\$29.81	\$36.06	\$45.64	\$6.33	5.3%	\$37.72	\$44.30	\$54.39
Comp Analyst	\$27.60	\$36.35	\$45.43	\$5.39	6.0%	\$34.64	\$43.92	\$53.55
ERI	\$32.70	\$39.07	\$47.26	\$5.19	5.4%	\$39.65	\$46.37	\$55.00
<b>Private Sector Average</b>	<b>\$30.03</b>	<b>\$37.16</b>	<b>\$46.11</b>	<b>\$5.63</b>	<b>5.6%</b>	<b>\$37.34</b>	<b>\$44.86</b>	<b>\$54.31</b>
<b>ACPS Ratio</b>	<b>90%</b>	<b>97%</b>	<b>97%</b>	--	--	<b>108%</b>	<b>113%</b>	<b>113%</b>
<b>Overall Market Average</b>	<b>\$32.31</b>	<b>\$42.01</b>	<b>\$52.62</b>	<b>\$5.96</b>	<b>11.9%</b>	<b>\$42.31</b>	<b>\$53.35</b>	<b>\$65.35</b>
<b>Overall Market Ratio</b>	<b>84%</b>	<b>86%</b>	<b>85%</b>	--	--	<b>95%</b>	<b>95%</b>	<b>94%</b>

# Information Technology

Exhibit 92

## TS Technician I

	Base Pay Range			Health Benefit Costs	Retirement Contribution Rates	Total Compensation		
	Minimum	Midpoint	Maximum			Minimum	Midpoint	Maximum
<b>Alexandria PS</b>	<b>\$19.61</b>	<b>\$26.02</b>	<b>\$32.43</b>	<b>\$7.91</b>	<b>19.1%</b>	<b>\$31.27</b>	<b>\$38.90</b>	<b>\$46.54</b>
Arlington PS	\$23.51	\$30.82	\$38.13	\$4.38	17.0%	\$31.89	\$40.44	\$49.00
Fairfax County PS	\$21.89	\$28.53	\$35.17	\$6.70	23.1%	\$33.63	\$41.80	\$49.97
Falls Church City PS	\$19.41	\$27.57	\$35.72	\$7.58	16.6%	\$30.21	\$39.72	\$49.23
Loudoun County PS	\$21.41	\$31.04	\$40.66	\$7.09	16.6%	\$32.06	\$43.29	\$54.51
Manassas City PS	--	--	--	--	--	--	--	--
Manassas Park PS	--	--	--	--	--	--	--	--
Prince William PS	\$24.92	\$41.83	\$58.75	\$5.13	18.6%	\$34.69	\$54.75	\$74.82
City of Alexandria	\$22.48	\$29.72	\$36.95	\$6.64	8.9%	\$31.12	\$39.00	\$46.89
Arlington County	\$19.14	\$28.79	\$38.44	\$6.70	25.1%	\$30.64	\$42.71	\$54.79
<b>Public Sector Average</b>	<b>\$21.82</b>	<b>\$31.18</b>	<b>\$40.55</b>	<b>\$6.32</b>	<b>18.0%</b>	<b>\$32.04</b>	<b>\$43.10</b>	<b>\$54.17</b>
<b>ACPS Ratio</b>	<b>90%</b>	<b>83%</b>	<b>80%</b>	--	--	<b>98%</b>	<b>90%</b>	<b>86%</b>
<b>Rank</b>	<b>6 of 8</b>	<b>8 of 8</b>	<b>8 of 8</b>	--	--	<b>5 of 8</b>	<b>8 of 8</b>	<b>8 of 8</b>
<b>Private Sector</b>								
DC SHRM	\$20.42	\$26.30	\$31.69	\$6.33	5.3%	\$27.83	\$34.02	\$39.70
Comp Analyst	\$22.74	\$28.99	\$36.68	\$5.39	6.0%	\$29.50	\$36.12	\$44.27
ERI	\$20.59	\$24.64	\$29.80	\$5.19	5.4%	\$26.89	\$31.16	\$36.60
<b>Private Sector Average</b>	<b>\$21.25</b>	<b>\$26.64</b>	<b>\$32.73</b>	<b>\$5.63</b>	<b>5.6%</b>	<b>\$28.07</b>	<b>\$33.77</b>	<b>\$40.19</b>
<b>ACPS Ratio</b>	<b>92%</b>	<b>98%</b>	<b>99%</b>	--	--	<b>111%</b>	<b>115%</b>	<b>116%</b>
<b>Overall Market Average</b>	<b>\$21.54</b>	<b>\$28.91</b>	<b>\$36.64</b>	<b>\$5.98</b>	<b>11.8%</b>	<b>\$30.05</b>	<b>\$38.43</b>	<b>\$47.18</b>
<b>Overall Market Ratio</b>	<b>91%</b>	<b>90%</b>	<b>89%</b>	--	--	<b>104%</b>	<b>101%</b>	<b>99%</b>

## TS Technician II

	Base Pay Range			Health Benefit Costs	Retirement Contribution Rates	Total Compensation		
	Minimum	Midpoint	Maximum			Minimum	Midpoint	Maximum
<b>Alexandria PS</b>	<b>\$24.12</b>	<b>\$32.00</b>	<b>\$39.87</b>	<b>\$7.91</b>	<b>19.1%</b>	<b>\$36.64</b>	<b>\$46.02</b>	<b>\$55.40</b>
Arlington PS	\$25.92	\$33.98	\$42.04	\$4.38	17.0%	\$34.71	\$44.14	\$53.57
Fairfax County PS	\$23.72	\$30.91	\$38.11	\$6.70	23.1%	\$35.89	\$44.74	\$53.60
Falls Church City PS	--	--	--	--	--	--	--	--
Loudoun County PS	\$24.40	\$35.42	\$46.43	\$7.09	16.6%	\$35.55	\$48.40	\$61.24
Manassas City PS	--	--	--	--	--	--	--	--
Manassas Park PS	\$23.24	\$31.38	\$39.51	\$4.25	16.6%	\$31.35	\$40.84	\$50.32
Prince William PS	\$24.92	\$41.83	\$58.75	\$5.13	18.6%	\$34.69	\$54.75	\$74.82
City of Alexandria	\$23.61	\$31.20	\$38.80	\$6.64	8.9%	\$32.35	\$40.63	\$48.90
Arlington County	\$24.12	\$30.48	\$36.84	\$6.70	25.1%	\$36.87	\$44.83	\$52.78
<b>Public Sector Average</b>	<b>\$24.27</b>	<b>\$33.60</b>	<b>\$42.93</b>	<b>\$5.84</b>	<b>18.0%</b>	<b>\$34.49</b>	<b>\$45.47</b>	<b>\$56.46</b>
<b>ACPS Ratio</b>	<b>99%</b>	<b>95%</b>	<b>93%</b>	--	--	<b>106%</b>	<b>101%</b>	<b>98%</b>
<b>Rank</b>	<b>4 of 8</b>	<b>4 of 8</b>	<b>4 of 8</b>	--	--	<b>2 of 8</b>	<b>3 of 8</b>	<b>3 of 8</b>
<b>Private Sector</b>								
DC SHRM	\$22.32	\$28.86	\$41.07	\$6.33	5.3%	\$29.83	\$36.71	\$49.58
Comp Analyst	\$26.44	\$34.18	\$42.98	\$5.39	6.0%	\$33.42	\$41.62	\$50.95
ERI	\$23.19	\$27.69	\$33.49	\$5.19	5.4%	\$29.63	\$34.37	\$40.48
<b>Private Sector Average</b>	<b>\$23.98</b>	<b>\$30.24</b>	<b>\$39.18</b>	<b>\$5.63</b>	<b>5.6%</b>	<b>\$30.96</b>	<b>\$37.57</b>	<b>\$47.00</b>
<b>ACPS Ratio</b>	<b>101%</b>	<b>106%</b>	<b>102%</b>	--	--	<b>118%</b>	<b>122%</b>	<b>118%</b>
<b>Overall Market Average</b>	<b>\$24.13</b>	<b>\$31.92</b>	<b>\$41.05</b>	<b>\$5.74</b>	<b>11.8%</b>	<b>\$32.72</b>	<b>\$41.52</b>	<b>\$51.73</b>
<b>Overall Market Ratio</b>	<b>100%</b>	<b>100%</b>	<b>97%</b>	--	--	<b>112%</b>	<b>111%</b>	<b>107%</b>

## TS Technician III

	Base Pay Range			Health Benefit Costs	Retirement Contribution Rates	Total Compensation		
	Minimum	Midpoint	Maximum			Minimum	Midpoint	Maximum
<b>Alexandria PS</b>	<b>\$29.66</b>	<b>\$39.35</b>	<b>\$49.04</b>	<b>\$7.91</b>	<b>19.1%</b>	<b>\$43.24</b>	<b>\$54.78</b>	<b>\$66.32</b>
Arlington PS	\$28.58	\$37.46	\$46.35	\$4.38	17.0%	\$37.82	\$48.22	\$58.61
Fairfax County PS	\$26.81	\$34.95	\$43.08	\$6.70	23.1%	\$39.70	\$49.71	\$59.72
Falls Church City PS	--	--	--	--	--	--	--	--
Loudoun County PS	\$26.06	\$37.88	\$49.70	\$7.09	16.6%	\$37.49	\$51.27	\$65.05
Manassas City PS	\$30.96	\$42.67	\$54.37	\$5.49	16.6%	\$41.59	\$55.24	\$68.89
Manassas Park PS	\$28.25	\$38.14	\$48.03	\$4.25	16.6%	\$37.19	\$48.73	\$60.26
Prince William PS	\$29.89	\$50.19	\$70.48	\$5.13	18.6%	\$40.59	\$64.66	\$88.73
City of Alexandria	\$28.69	\$37.92	\$47.16	\$6.64	8.9%	\$37.89	\$47.95	\$58.00
Arlington County	\$26.89	\$34.00	\$41.10	\$6.70	25.1%	\$40.34	\$49.23	\$58.11
<b>Public Sector Average</b>	<b>\$28.27</b>	<b>\$39.15</b>	<b>\$50.03</b>	<b>\$5.80</b>	<b>17.8%</b>	<b>\$39.07</b>	<b>\$51.87</b>	<b>\$64.67</b>
<b>ACPS Ratio</b>	<b>105%</b>	<b>101%</b>	<b>98%</b>	--	--	<b>111%</b>	<b>106%</b>	<b>103%</b>
<b>Rank</b>	<b>3 of 9</b>	<b>3 of 9</b>	<b>4 of 9</b>	--	--	<b>1 of 9</b>	<b>3 of 9</b>	<b>3 of 9</b>
<b>Private Sector</b>								
DC SHRM	\$25.17	\$33.75	\$44.58	\$6.33	5.3%	\$32.83	\$41.87	\$53.27
Comp Analyst	\$29.71	\$39.28	\$51.01	\$5.39	6.0%	\$36.88	\$47.03	\$59.46
ERI	\$31.08	\$36.65	\$43.88	\$5.19	5.4%	\$37.94	\$43.82	\$51.44
<b>Private Sector Average</b>	<b>\$28.65</b>	<b>\$36.56</b>	<b>\$46.49</b>	<b>\$5.63</b>	<b>5.6%</b>	<b>\$35.89</b>	<b>\$44.24</b>	<b>\$54.72</b>
<b>ACPS Ratio</b>	<b>104%</b>	<b>108%</b>	<b>105%</b>	--	--	<b>120%</b>	<b>124%</b>	<b>121%</b>
<b>Overall Market Average</b>	<b>\$28.46</b>	<b>\$37.86</b>	<b>\$48.26</b>	<b>\$5.72</b>	<b>11.7%</b>	<b>\$37.48</b>	<b>\$48.06</b>	<b>\$59.70</b>
<b>Overall Market Ratio</b>	<b>104%</b>	<b>104%</b>	<b>102%</b>	--	--	<b>115%</b>	<b>114%</b>	<b>111%</b>

## TS Technician IV

	Base Pay Range			Health Benefit Costs	Retirement Contribution Rates	Total Compensation		
	Minimum	Midpoint	Maximum			Minimum	Midpoint	Maximum
<b>Alexandria PS</b>	<b>\$32.41</b>	<b>\$43.00</b>	<b>\$53.59</b>	<b>\$7.91</b>	<b>19.1%</b>	<b>\$46.51</b>	<b>\$59.13</b>	<b>\$71.74</b>
Arlington PS	\$34.73	\$45.53	\$56.34	\$4.38	17.0%	\$45.02	\$57.66	\$70.30
Fairfax County PS	\$33.69	\$44.40	\$55.10	\$6.70	23.1%	\$48.16	\$61.33	\$74.51
Falls Church City PS	--	--	--	--	--	--	--	--
Loudoun County PS	\$38.22	\$48.01	\$57.80	\$7.09	16.6%	\$51.66	\$63.08	\$74.50
Manassas City PS	\$32.51	\$44.80	\$57.09	\$5.49	16.6%	\$43.40	\$57.73	\$72.06
Manassas Park PS	\$39.75	\$53.67	\$67.58	\$4.25	16.6%	\$50.60	\$66.83	\$83.06
Prince William PS	\$35.09	\$53.21	\$71.33	\$5.13	18.6%	\$46.74	\$68.24	\$89.73
City of Alexandria	\$28.69	\$37.92	\$47.16	\$6.64	8.9%	\$37.89	\$47.95	\$58.00
Arlington County	\$31.53	\$46.60	\$61.66	\$6.70	25.1%	\$46.14	\$64.99	\$83.83
<b>Public Sector Average</b>	<b>\$34.28</b>	<b>\$46.77</b>	<b>\$59.26</b>	<b>\$5.80</b>	<b>17.8%</b>	<b>\$46.20</b>	<b>\$60.98</b>	<b>\$75.75</b>
<b>ACPS Ratio</b>	<b>95%</b>	<b>92%</b>	<b>90%</b>	--	--	<b>101%</b>	<b>97%</b>	<b>95%</b>
<b>Rank</b>	<b>7 of 9</b>	<b>8 of 9</b>	<b>8 of 9</b>	--	--	<b>5 of 9</b>	<b>6 of 9</b>	<b>7 of 9</b>
<b>Private Sector</b>								
DC SHRM	\$33.20	\$46.15	\$64.37	\$6.33	5.3%	\$41.29	\$54.93	\$74.10
Comp Analyst	\$30.87	\$47.40	\$58.27	\$5.39	6.0%	\$38.11	\$55.64	\$67.16
ERI	\$41.86	\$49.39	\$59.07	\$5.19	5.4%	\$49.31	\$57.24	\$67.45
<b>Private Sector Average</b>	<b>\$35.31</b>	<b>\$47.65</b>	<b>\$60.57</b>	<b>\$5.63</b>	<b>5.6%</b>	<b>\$42.90</b>	<b>\$55.94</b>	<b>\$69.57</b>
<b>ACPS Ratio</b>	<b>92%</b>	<b>90%</b>	<b>88%</b>	--	--	<b>108%</b>	<b>106%</b>	<b>103%</b>
<b>Overall Market Average</b>	<b>\$34.79</b>	<b>\$47.21</b>	<b>\$59.91</b>	<b>\$5.72</b>	<b>11.7%</b>	<b>\$44.55</b>	<b>\$58.46</b>	<b>\$72.66</b>
<b>Overall Market Ratio</b>	<b>93%</b>	<b>91%</b>	<b>89%</b>	--	--	<b>104%</b>	<b>101%</b>	<b>99%</b>

# Assistant School Administrators

Exhibit 96

## Assistant Principal, Elementary

	Base Pay Range*			Health Benefit Costs	Retirement Contribution Rates	Total Compensation*		
	Minimum	Midpoint	Maximum			Minimum	Midpoint	Maximum
<b>Alexandria PS</b>	<b>\$70,718</b>	<b>\$92,872</b>	<b>\$115,027</b>	<b>\$14,673</b>	<b>19.1%</b>	<b>\$98,913</b>	<b>\$125,303</b>	<b>\$151,694</b>
Arlington PS	\$80,496	\$105,528	\$130,560	\$9,108	17.0%	\$103,304	\$132,597	\$161,889
Fairfax County PS	\$85,178	\$101,554	\$117,930	\$13,934	23.1%	\$118,754	\$138,906	\$159,059
Falls Church City PS	\$78,023	\$102,522	\$127,021	\$15,758	16.6%	\$106,748	\$135,319	\$163,890
Loudoun County PS	\$71,182	\$89,425	\$107,667	\$14,757	16.6%	\$97,769	\$119,044	\$140,318
Manassas City PS	\$80,961	\$101,201	\$121,441	\$11,411	16.6%	\$105,827	\$129,431	\$153,035
Manassas Park PS	\$78,148	\$103,543	\$128,939	\$8,833	16.6%	\$99,969	\$129,585	\$159,201
Prince William PS	\$73,194	\$106,722	\$140,251	\$10,664	18.6%	\$97,486	\$137,258	\$177,029
<b>Market Average</b>	<b>\$78,169</b>	<b>\$101,499</b>	<b>\$124,830</b>	<b>\$12,066</b>	<b>17.9%</b>	<b>\$104,265</b>	<b>\$131,734</b>	<b>\$159,203</b>
<b>Market Ratio</b>	<b>90%</b>	<b>92%</b>	<b>92%</b>	--	--	<b>95%</b>	<b>95%</b>	<b>95%</b>
<b>ACPS Rank</b>	<b>8 of 8</b>	<b>7 of 8</b>	<b>7 of 8</b>	--	--	<b>6</b>	<b>7</b>	<b>7</b>

Reflects 11-month salaries

## Assistant Principal, Middle

	Base Pay Range			Health Benefit Costs	Retirement Contribution Rates	Total Compensation		
	Minimum	Midpoint	Maximum			Minimum	Midpoint	Maximum
<b>Alexandria PS</b>	<b>\$82,889</b>	<b>\$107,212</b>	<b>\$131,534</b>	<b>\$14,673</b>	<b>19.1%</b>	<b>\$113,411</b>	<b>\$142,384</b>	<b>\$171,357</b>
Arlington PS	\$92,203	\$120,878	\$149,552	\$9,108	17.0%	\$117,004	\$150,559	\$184,113
Fairfax County PS	\$93,686	\$111,698	\$129,709	\$13,934	23.1%	\$129,224	\$151,389	\$173,554
Falls Church City PS	\$85,825	\$112,784	\$139,743	\$15,758	16.6%	\$115,847	\$147,287	\$178,726
Loudoun County PS	\$83,035	\$104,063	\$125,090	\$14,757	16.6%	\$111,592	\$136,114	\$160,637
Manassas City PS	\$93,621	\$117,027	\$140,432	\$11,411	16.6%	\$120,592	\$147,887	\$175,183
Manassas Park PS	\$85,252	\$112,956	\$140,660	\$8,833	16.6%	\$108,254	\$140,562	\$172,871
Prince William PS	\$85,549	\$122,351	\$159,153	\$10,664	18.6%	\$112,142	\$155,796	\$199,451
<b>Market Average</b>	<b>\$88,453</b>	<b>\$114,536</b>	<b>\$140,620</b>	<b>\$12,066</b>	<b>17.9%</b>	<b>\$116,379</b>	<b>\$147,085</b>	<b>\$177,791</b>
<b>Market Ratio</b>	<b>94%</b>	<b>94%</b>	<b>94%</b>	--	--	<b>97%</b>	<b>97%</b>	<b>96%</b>
<b>ACPS Rank</b>	<b>8 of 8</b>	<b>7 of 8</b>	<b>6 of 8</b>	--	--	<b>5 of 8</b>	<b>6 of 8</b>	<b>7 of 8</b>



## Assistant Principal, High School

	Base Pay Range			Health Benefit Costs	Retirement Contribution Rates	Total Compensation		
	Minimum	Midpoint	Maximum			Minimum	Midpoint	Maximum
<b>Alexandria PS</b>	<b>\$82,889</b>	<b>\$107,212</b>	<b>\$131,534</b>	<b>\$14,673</b>	<b>19.1%</b>	<b>\$113,411</b>	<b>\$142,384</b>	<b>\$171,357</b>
Arlington PS	\$92,203	\$120,878	\$149,552	\$9,108	17.0%	\$117,004	\$150,559	\$184,113
Fairfax County PS	\$96,497	\$115,050	\$133,602	\$13,934	23.1%	\$132,683	\$155,514	\$178,344
Falls Church City PS	\$87,905	\$115,515	\$143,124	\$15,758	16.6%	\$118,273	\$150,471	\$182,669
Loudoun County PS	\$88,793	\$111,007	\$133,221	\$14,757	16.6%	\$118,307	\$144,213	\$170,119
Manassas City PS	\$98,919	\$123,649	\$148,379	\$11,411	16.6%	\$126,770	\$155,610	\$184,450
Manassas Park PS	\$93,996	\$124,544	\$155,091	\$8,833	16.6%	\$118,451	\$154,075	\$189,700
Prince William PS	\$89,358	\$127,797	\$166,235	\$10,664	18.6%	\$116,660	\$162,256	\$207,851
<b>Market Average</b>	<b>\$92,524</b>	<b>\$119,777</b>	<b>\$147,029</b>	<b>\$12,066</b>	<b>17.9%</b>	<b>\$121,164</b>	<b>\$153,243</b>	<b>\$185,321</b>
<b>Market Ratio</b>	<b>90%</b>	<b>90%</b>	<b>89%</b>	--	--	<b>94%</b>	<b>93%</b>	<b>92%</b>
<b>ACPS Rank</b>	<b>8 of 8</b>	<b>8 of 8</b>	<b>8 of 8</b>	--	--	<b>8 of 8</b>	<b>8 of 8</b>	<b>7 of 8</b>