



Albemarle County Public Schools

# FY22 Total Compensation Study

## Report of Findings

October 6, 2022

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# Executive Summary

This report presents the findings of Albemarle County Public Schools' FY22 total compensation market assessment. The goal of this study was to determine the school division's competitive position for pay and benefits offered to employees in the following job categories:

- Teachers
- Other licensed professionals
- Substitute teachers
- School administrators
- Teaching assistants
- Bus drivers
- Other staff and administrators working in schools and central office departments

The scope of the analysis includes a wide range of total compensation offerings, including:

- Pay ranges and salary scale structures
- Compensation policies and practices
- Paid leave programs
- Health benefits
- Retirement benefits

The comparison markets used in the analysis are:

- 15 school divisions in Virginia, chosen based on their proximity and comparability to Albemarle in terms of size and other characteristics
- Three other local area public sector employers (Albemarle county, Charlottesville city, and the University of Virginia)
- Local area private sector employers (represented by published data sources)

Segal collected the market data in April-June 2022 through custom surveys and correspondence with human resources staff at surveyed organizations, as well as web research of publicly available information (such as pay scales, job descriptions, organization charts, employee directories, handbooks and benefits guides, budget document, etc.).

Salary rates for school divisions outside the commuting area were adjusted to account for geographic cost differences. More information regarding these adjustments can be found in the [Methodology](#) section of this report.

## Summary of Findings

Overall, we found that ACPS's total compensation offerings—with a few notable exceptions—are market competitive.

High-level findings include:

1. **Teacher** starting salaries are the highest among the surveyed school divisions. Teacher pay rates are competitive throughout the scale, although Albemarle's rank slips from first to 5<sup>th</sup> or 6<sup>th</sup> among the surveyed school divisions starting at Step 15. This change is primarily due to having lower annual step increments compared with many other divisions (1.2% per step vs a survey median of 1.4%). Additional information can be found starting on [page 6](#).
2. Similarly, Albemarle's pay rates for **other licensed professionals** (social workers, psychologists, occupational/physical therapists, and speech language pathologists) have competitive starting rates, but less competitive maximum rates. See [page 17](#) for more information.
3. Pay rates for **school nurses** are competitive for licensed practical nurses (LPNs) but lag the market for registered nurses (RNs), as shown on [page 26](#).
4. Daily pay rates for **substitute teachers** are market competitive, both for short term and long-term substitutes (see [page 30](#) for more information).
5. Salary ranges for **school administrators** are generally competitive, although the rates for Elementary APs and High School Principals are somewhat less competitive than others, ranked 10<sup>th</sup> and 8<sup>th</sup> among the surveyed school divisions, respectively. Details can be found starting on [page 33](#).
6. Hourly rates for **teaching assistants** are market competitive, especially at entry (see [page 43](#)).
7. Starting pay rates for **bus drivers** lag the market by 9% (about \$1.50 per hour), ranked 12<sup>th</sup> among 15 school divisions. In addition, many divisions currently offer signing bonuses for new and returning drivers, ranging from \$400 to \$3,000. More information can be found starting on [page 48](#).

8. Among 30 other **hourly jobs** in the division, the study identified seven (7) positions with pay ranges that lag the market by at least ten percent (10%)

- Several facilities maintenance positions, including carpenter (21%), electrician (17%), general foreman (15%), maintenance mechanic (10%);
- Two office support roles: legal services assistant (26% below market) and executive assistant (10%);
- Area transportation supervisor (16%); and
- Food service manager II (10%)

Findings for benchmarked non-exempt positions can be found starting on [page 51](#).

9. Among 40 **salaried professional and managerial** positions, the study found nine (9) jobs with pay ranges that lag the market by at least ten percent (10%)

- Several information technology roles, including web programmer analyst (13%), technology support manager (13%), assistant director of enterprise applications (11%), and both manager and assistant director of infrastructure and support (10%);
- Two human resources roles: HR Generalist/business partner (16%) and recruitment & diversity coordinator (14%);
- The fleet operations manager (18%); and
- The director of accountability and research (16%)

Findings for salaried exempt positions can be found starting on [page 73](#).

Regarding employee benefits, the study found:

1. **Paid leave** for 10-month employees is lower than most surveyed school divisions. Specifically, Albemarle provides fewer paid personal days than others (two days vs 3-5 days). Similarly, paid leave offerings for 12-month employees is also less generous than the study average, ranging from one to five fewer days per year depending on the year of service. See [page 101](#) for details.
2. **Health benefit** offerings (medical and dental plans) are similar to those offered by other school divisions; however, Albemarle's costs and cost sharing arrangements are notably more favorable than others. Specifically:
  - ACPS's employees pay \$1,300 to \$3,600 less per year for family coverage depending on the plan chosen
  - Employer costs are also lower than the survey average by \$1,000 to \$2,300 depending on the plan and coverage tier
  - One potential explanation for these lower costs are differences in plan design. Albemarle's medical plans have higher annual deductibles than many other divisions. It's important to note, however, that many other factors can influence plan costs including the size and composition of the population, funding arrangements, provider networks and negotiated service rates, plan experience, managed care provisions, administrator fees, etc.

More information on health benefits can be found starting on [page 104](#).

3. **Retirement benefits** are consistent with most other school divisions since nearly all participate in VRS and offer a non-contributory supplemental savings plan. See [page 120](#) for details.

In summary, Albemarle County Public Schools offers market competitive pay and benefits and is well-positioned to recruit and retain highly qualified and talented educators, administrators, and staff to serve the community.

We suggest ACPS consider addressing the below-market pay rates for the few occupations noted above, as well as identifying other potential offerings that would help Albemarle stand out as a clear employer of choice. Such offerings might include:

- Additional paid time off for both 10-month and 12-month employees, including potentially paid family leave (not currently offered by any of the surveyed school divisions)
- Lower deductibles on medical benefits
- Employer contributions to the supplemental retirement plans
- Other aspects of total rewards beyond pay and benefits, such as those identified in Segal's Rewards of Work™ framework shown on the next page



# Segal's Rewards of Work™



Pay	Benefits	Affiliation	Culture	Profession	Possibilities
Base pay	Health and Wellness	Organization mission and vision	Diversity, equity, inclusion and access	Work environment	Professional development
Incentives	Retirement	Organization reputation	Peer relationships	Clarity of expectations	Personnel growth
Cash recognition	Time off	Community commitment	Supervisor relationship	Work content and structure	Advancement opportunity
Ownership pay process	Work-Life effectiveness		Senior leadership	Variety and impact of work	Job security
			Recognition	Level of autonomy	
				Career architecture	



# Teachers and Other Licensed Professionals

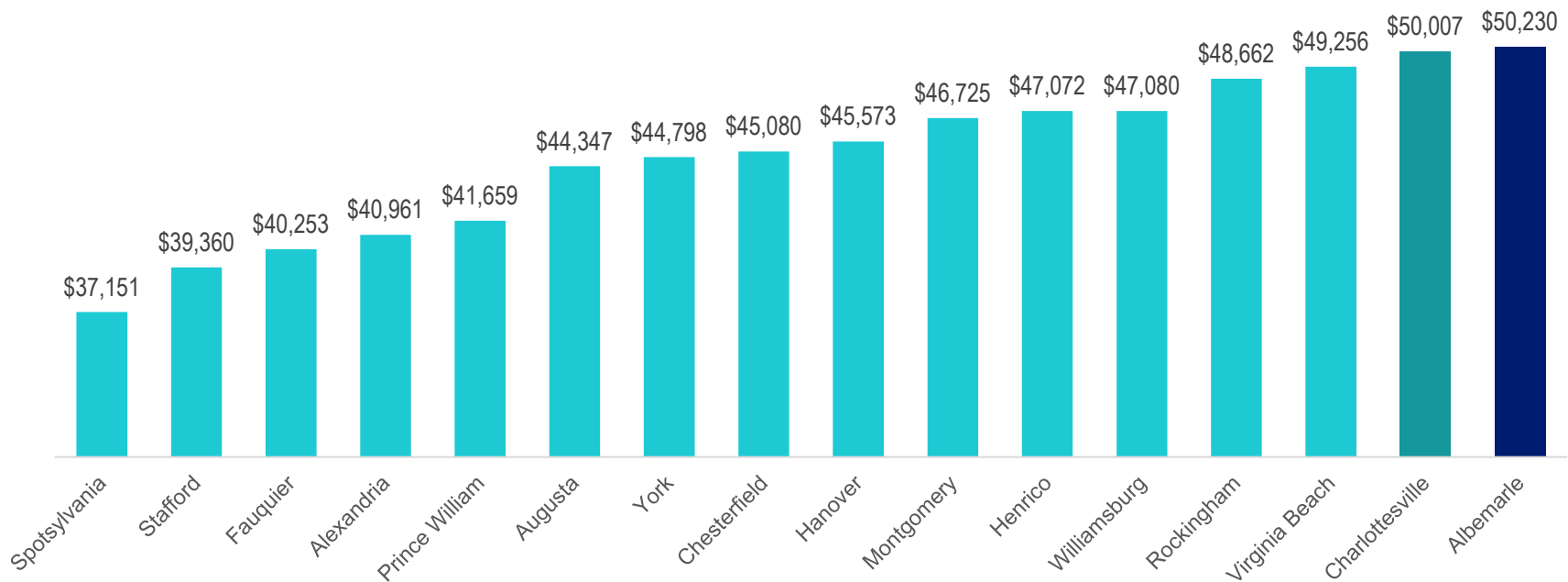
## Teachers

### Salary Rates

Albemarle's starting salary rate is the highest among the surveyed divisions for both the bachelor's lane and the master's lane, as shown in the exhibits below. Albemarle's main competitor for educators (Charlottesville PS) is highlighted in dark green.

Exhibit 1

Teacher Starting Salaries  
FY22 Bachelor's Lane



Pay rates have been geographically adjusted.

### Teacher Starting Salaries FY22 Master's Lane



Pay rates have been geographically adjusted. Albemarle's main competitor for educators (Charlottesville PS) is highlighted in green.

Albemarle’s teacher salary rates are above the survey average at all lanes and steps, although it ranks below the #1 position after Step 5. As shown in the charts on the following pages, Charlottesville’s teacher salary rates exceed Albemarle’s starting at Step 13. Other divisions that exceed Albemarle’s salary rates at some point in the range are Alexandria, Henrico, and Prince William.

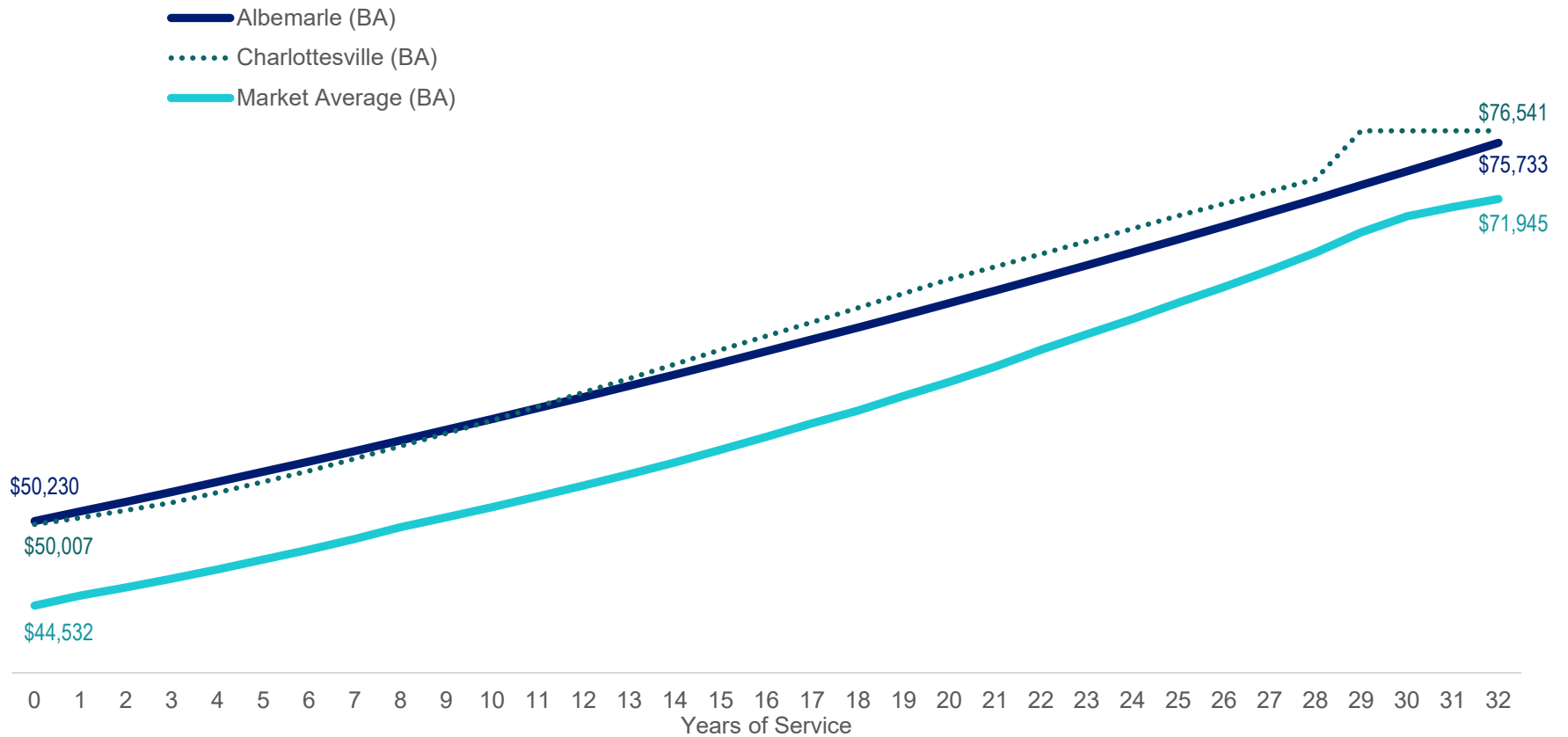
Exhibit 3

FY22 Ten-Month Teacher Salary Scales (Selected Steps)

	Entry	Step 5	Step 10	Step 15	Step 20	Step 25	Step 30	Highest	
<b>Bachelors</b>	<b>Albemarle</b>	<b>\$50,230</b>	<b>\$53,558</b>	<b>\$57,106</b>	<b>\$60,890</b>	<b>\$64,925</b>	<b>\$69,227</b>	<b>\$73,814</b>	<b>\$75,733</b>
	<b>Market Average</b>	<b>\$44,532</b>	<b>\$47,636</b>	<b>\$51,169</b>	<b>\$55,044</b>	<b>\$59,620</b>	<b>\$64,948</b>	<b>\$70,769</b>	<b>\$71,945</b>
	Dollar Difference	\$5,698	\$5,922	\$5,937	\$5,846	\$5,305	\$4,279	\$3,045	\$3,788
	Percent Difference	11%	11%	10%	10%	8%	6%	4%	5%
	ACPS Rank	1	1	3	5	5	5	4	4
<b>Masters</b>	<b>Albemarle</b>	<b>\$52,776</b>	<b>\$56,104</b>	<b>\$59,652</b>	<b>\$63,436</b>	<b>\$67,471</b>	<b>\$71,772</b>	<b>\$76,360</b>	<b>\$78,279</b>
	<b>Market Average</b>	<b>\$47,595</b>	<b>\$50,646</b>	<b>\$54,472</b>	<b>\$58,737</b>	<b>\$63,695</b>	<b>\$69,231</b>	<b>\$75,239</b>	<b>\$76,693</b>
	Dollar Difference	\$5,181	\$5,458	\$5,180	\$4,699	\$3,776	\$2,541	\$1,121	\$1,586
	Percent Difference	10%	10%	9%	7%	6%	4%	1%	2%
	ACPS Rank <sup>1</sup>	1	1	4	5	5	5	5	5
<b>Masters+30</b>	<b>Albemarle</b>	<b>\$53,991</b>	<b>\$57,319</b>	<b>\$60,867</b>	<b>\$64,651</b>	<b>\$68,686</b>	<b>\$72,987</b>	<b>\$77,575</b>	<b>\$79,493</b>
	<b>Market Average</b>	<b>\$48,402</b>	<b>\$51,597</b>	<b>\$55,483</b>	<b>\$59,845</b>	<b>\$64,902</b>	<b>\$70,563</b>	<b>\$76,415</b>	<b>\$77,876</b>
	Dollar Difference	\$5,589	\$5,722	\$5,384	\$4,806	\$3,784	\$2,424	\$1,160	\$1,617
	Percent Difference	10%	10%	9%	7%	6%	3%	1%	2%
	ACPS Rank <sup>1</sup>	1	1	4	5	5	6	6	5
<b>Doctorate</b>	<b>Albemarle</b>	<b>\$55,205</b>	<b>\$58,533</b>	<b>\$62,082</b>	<b>\$65,865</b>	<b>\$69,900</b>	<b>\$74,202</b>	<b>\$78,789</b>	<b>\$80,708</b>
	<b>Market Average</b>	<b>\$49,716</b>	<b>\$52,948</b>	<b>\$56,868</b>	<b>\$61,257</b>	<b>\$66,360</b>	<b>\$72,111</b>	<b>\$78,020</b>	<b>\$79,512</b>
	Dollar Difference	\$5,489	\$5,585	\$5,214	\$4,608	\$3,540	\$2,091	\$769	\$1,196
	Percent Difference	10%	10%	8%	7%	5%	3%	1%	1%
	ACPS Rank <sup>1</sup>	1	1	4	5	5	6	6	6

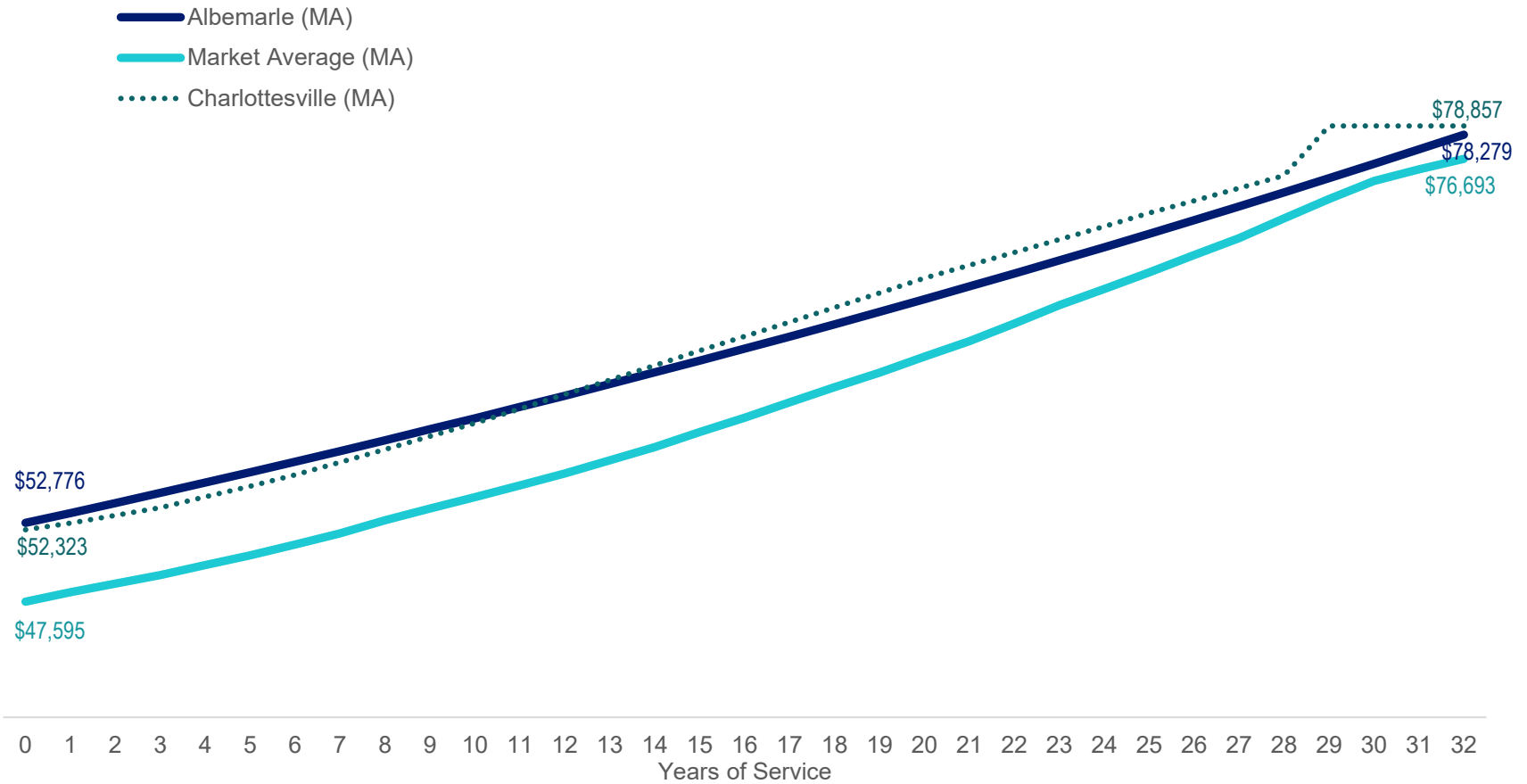
Pay rates for other school divisions have been geographically adjusted to the Charlottesville area.

### Teacher Salary Progression FY22 Bachelor's Lane 10-month Salaries



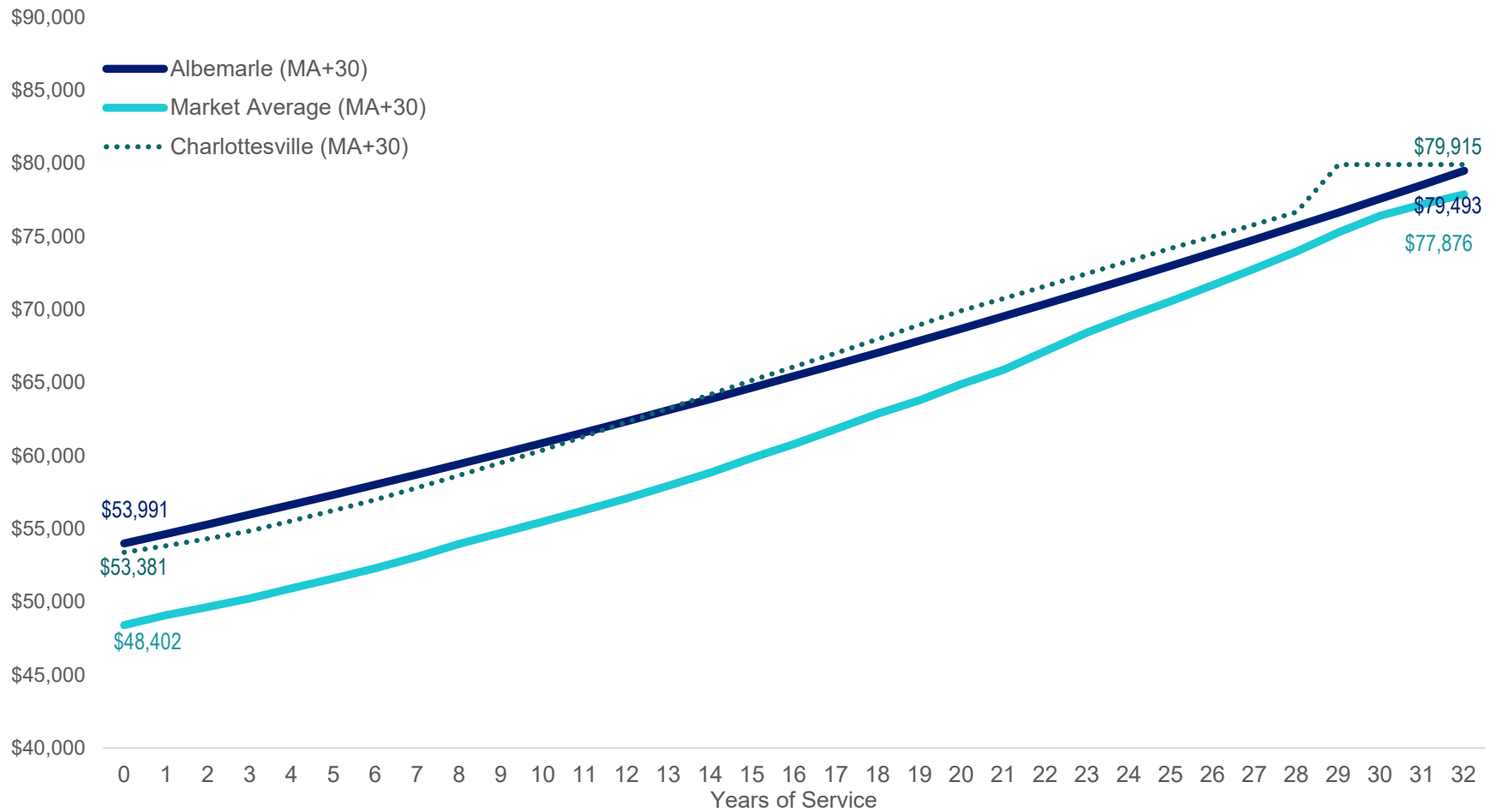
Pay rates have been geographically adjusted to the Charlottesville area

### Teacher Salary Progression FY22 Master's Lane 10-month Salaries



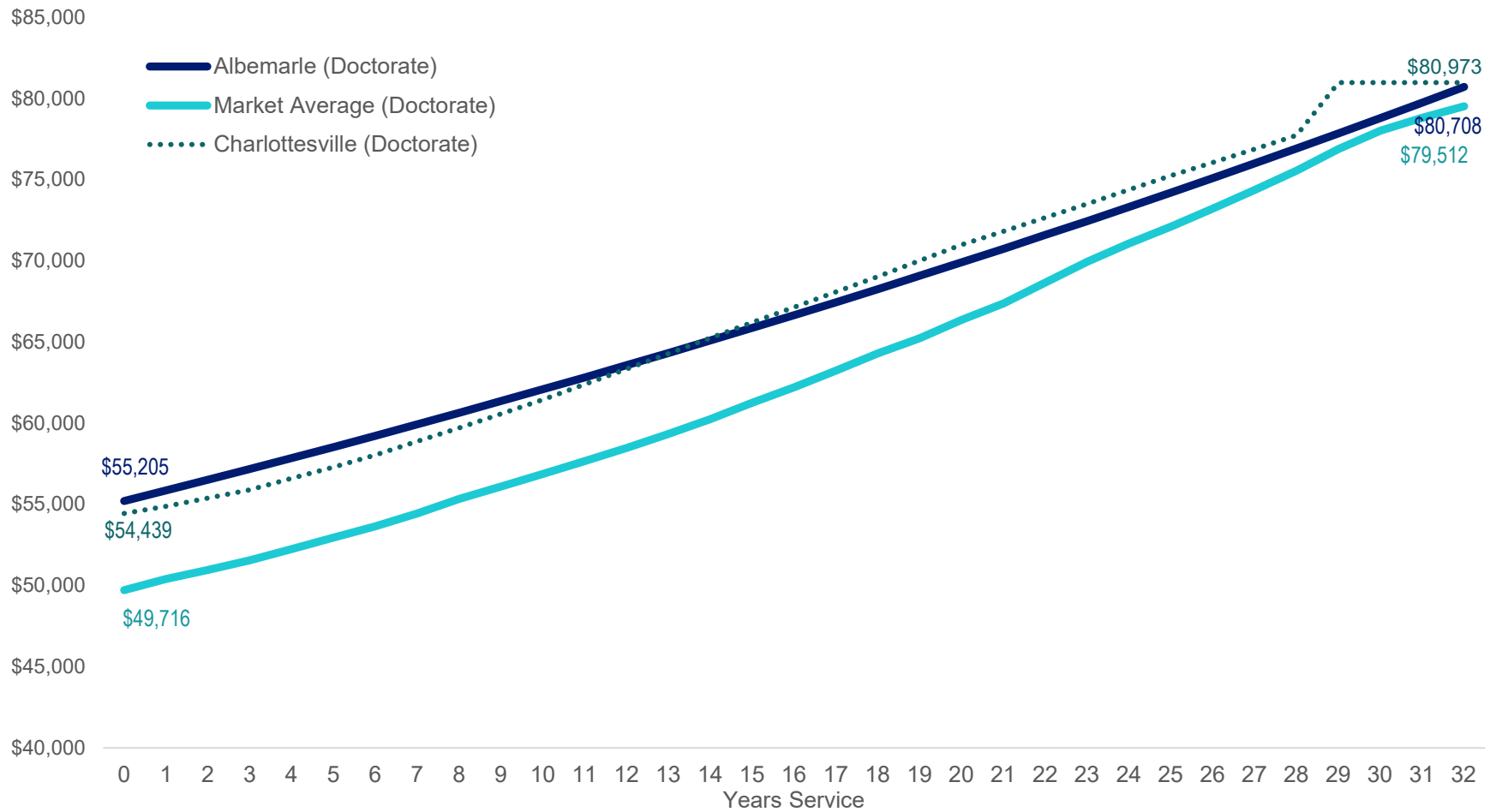
Pay rates have been geographically adjusted to the Charlottesville area

### Teacher Salary Progression FY22 Masters-plus-30 Lane 10-month Salaries



Pay rates have been geographically adjusted to the Charlottesville area

### Teacher Salary Progression FY22 Doctorate Lane 10-month Salaries



Pay rates have been geographically adjusted to the Charlottesville area



## Pay Scale Structure

All school divisions in this study have traditional lane-and-step teacher pay scales, segmented by educational attainment. The most common lanes are Bachelors, Masters, and Doctorate, although several also have lanes for BA+15 and/or MA + additional credits.

Exhibit 8

### Number and Type of Pay Lanes on the Teacher Salary Scale

School Division	# of Pay Lanes	Bachelors	Bachelors +15	Masters	Masters +15	Masters +30	Doctorate
<b>Albemarle</b>	<b>4</b>	✓		✓		✓	✓
Alexandria	3	✓		✓		✓	
Augusta**	3	✓		✓			✓
Charlottesville	5	✓	✓	✓		✓	✓
Chesterfield	3	✓		✓			✓
Fauquier	5	✓	✓	✓	✓	✓	
Hanover	5	✓	✓	✓			✓
Henrico	2	✓		✓			
Montgomery	5	✓	✓*	✓		✓*	✓
Prince William	4	✓	✓	✓		✓	✓
Rockingham**	4	✓		✓	✓		✓
Spotsylvania	5	✓	✓	✓	✓		✓
Stafford**	6	✓	✓	✓	✓	✓	✓
Virginia Beach**	3	✓		✓			✓
Williamsburg-James City	4	✓		✓		✓	✓
York	4	✓		✓		✓	✓
<b>Count</b>		<b>15</b>	<b>7</b>	<b>15</b>	<b>4</b>	<b>8</b>	<b>12</b>

\*Montgomery County PS has BA+20 and MA+20 lanes

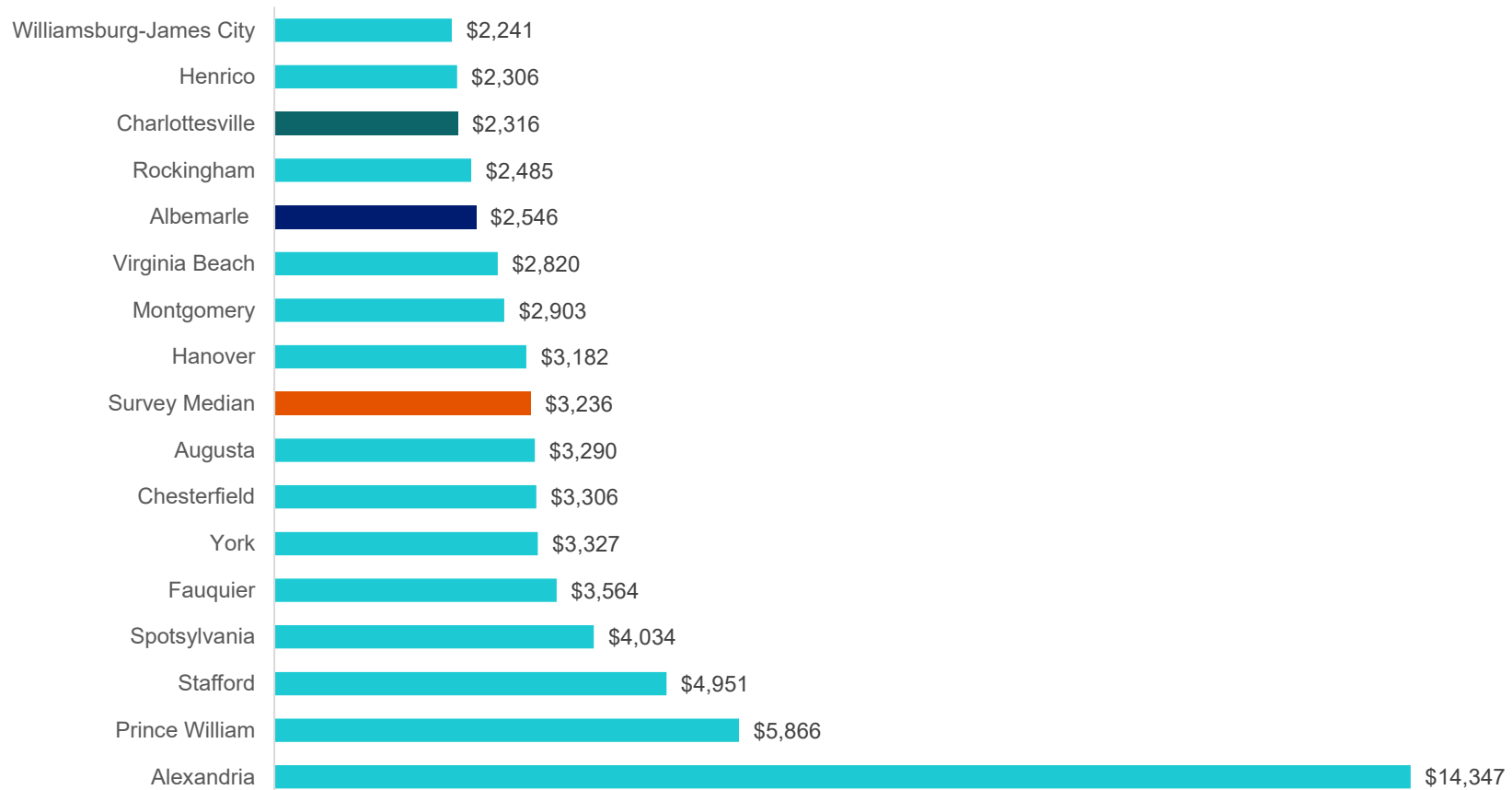
\*\*These school divisions provide a fixed dollar supplement above a bachelor's degree (instead of a separate salary lane)

The difference between salary lanes among these school divisions varies considerably from a low of about \$2,200 to a high of about \$14,000 from the bachelor's to the master's salary lane.

Albemarle's rate of \$2,546 is on the lower end of this array, indicating that the financial reward for earning a master's degree is higher at most other school divisions compared with Albemarle.

Exhibit 9

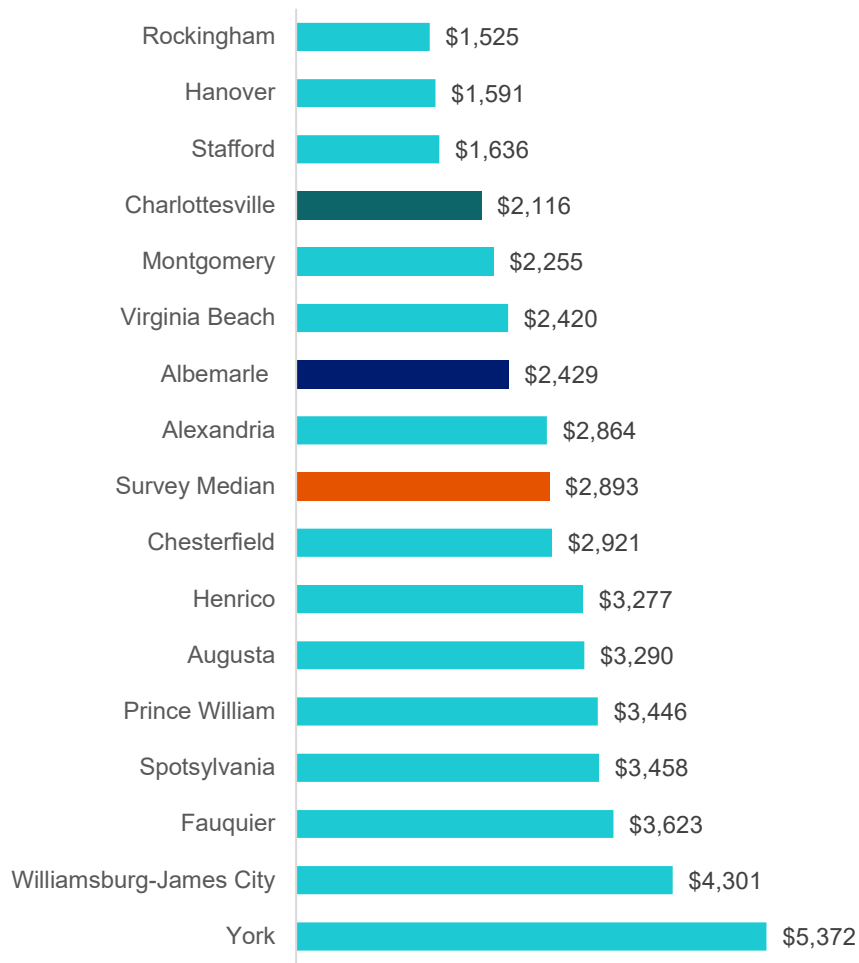
### Average Difference between Bachelors and Masters Pay Lanes FY22 Teacher Salary Scale



Similarly, Albemarle’s difference between the master’s and doctorate lanes is lower than many other school divisions and about \$460 lower than the survey median. See [Appendix B](#) for more details on each school division.

Exhibit 10

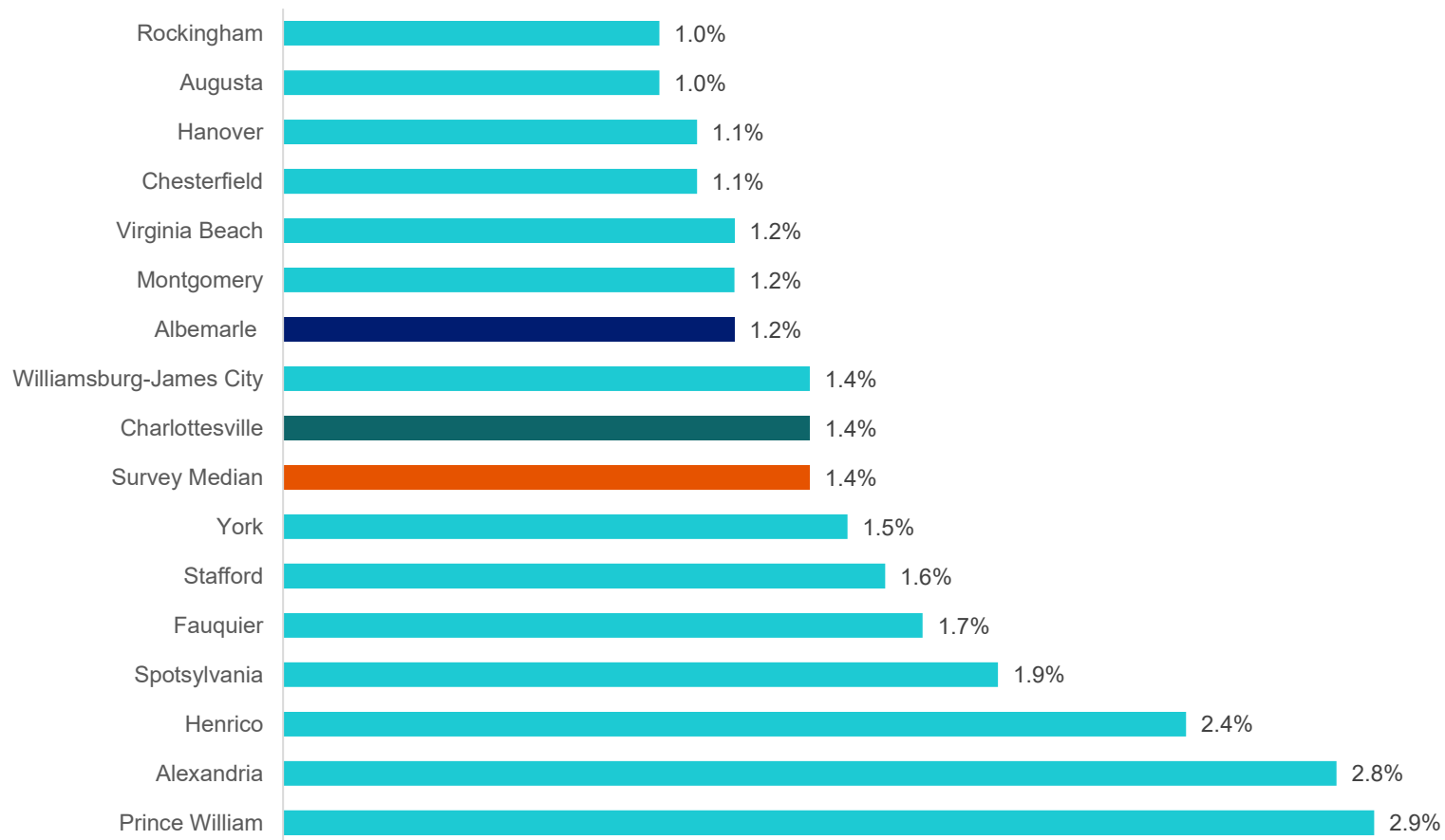
### Average Difference between Masters and Doctorate Pay Lanes FY22 Teacher Salary Scale



Albemarle’s teacher step progression is 1.2% on the master’s salary lane, which is slightly lower than the survey median of 1.4%, which indicates that teachers in many other divisions can expect higher annual pay increases than they would at Albemarle. See [Appendix B](#) for more details on each school division.

Exhibit 11

### Average Step Increase Percentage FY22 Teacher Master’s Lane



## Other Licensed Professionals

### Pay Scale Designation

All surveyed school divisions compensate librarians and school counselors the same as teachers. In contrast, many divisions pay social workers, psychologists, and therapist positions on a separate pay scale, usually higher than the teacher scale.

Exhibit 12

#### Pay Scale Designation for Selected Licensed Professional Positions

School Division	Library Media Specialist	School Counselor	School Social Worker	School Psychologist	Occupational/ Physical Therapist	Speech Language Pathologist
<b>Albemarle</b>	✓	✓	✓	✓	✓	✓
Alexandria	✓	✓	✓	✓	✓	✓
Augusta	✓	✓	separate scale	separate scale	separate scale	<i>unknown</i>
Charlottesville	✓	✓	✓	separate scale	<i>unknown</i>	✓
Chesterfield	✓	✓	separate scale	separate scale	separate scale	✓
Fauquier	✓	✓	separate scale	separate scale	separate scale	separate scale
Hanover	✓	✓	separate scale	separate scale	separate scale	separate scale
Henrico	✓	✓	✓	✓	✓	✓
Montgomery	✓	✓	<i>unknown</i>	separate scale	separate scale	separate scale
Prince William	✓	✓	✓	✓	✓	✓
Rockingham	✓	✓	separate scale	separate scale	separate scale	✓
Spotsylvania	✓	✓	✓	✓	✓	✓
Stafford	✓	✓	✓	✓	separate scale	separate scale
Virginia Beach	✓	✓	separate scale	separate scale	separate scale	✓
Williamsburg	✓	✓	✓	separate scale	separate scale	separate scale
York	✓	✓	✓	separate scale	separate scale	separate scale
<b>Teacher Scale Count</b>	<b>15</b>	<b>15</b>	<b>8</b>	<b>5</b>	<b>4</b>	<b>8</b>

✓ indicates the position is paid on the teacher pay scale

## Pay Range Comparisons

Prevailing salaries for librarians and counselors can be found in the teacher pay comparison section, since all comparison school divisions pay these positions on the teacher pay scale.

For the other four positions, Albemarle's starting salary rates are market competitive, but the maximum/top rates lag the market by 7% to 16%, as shown in the exhibits below.

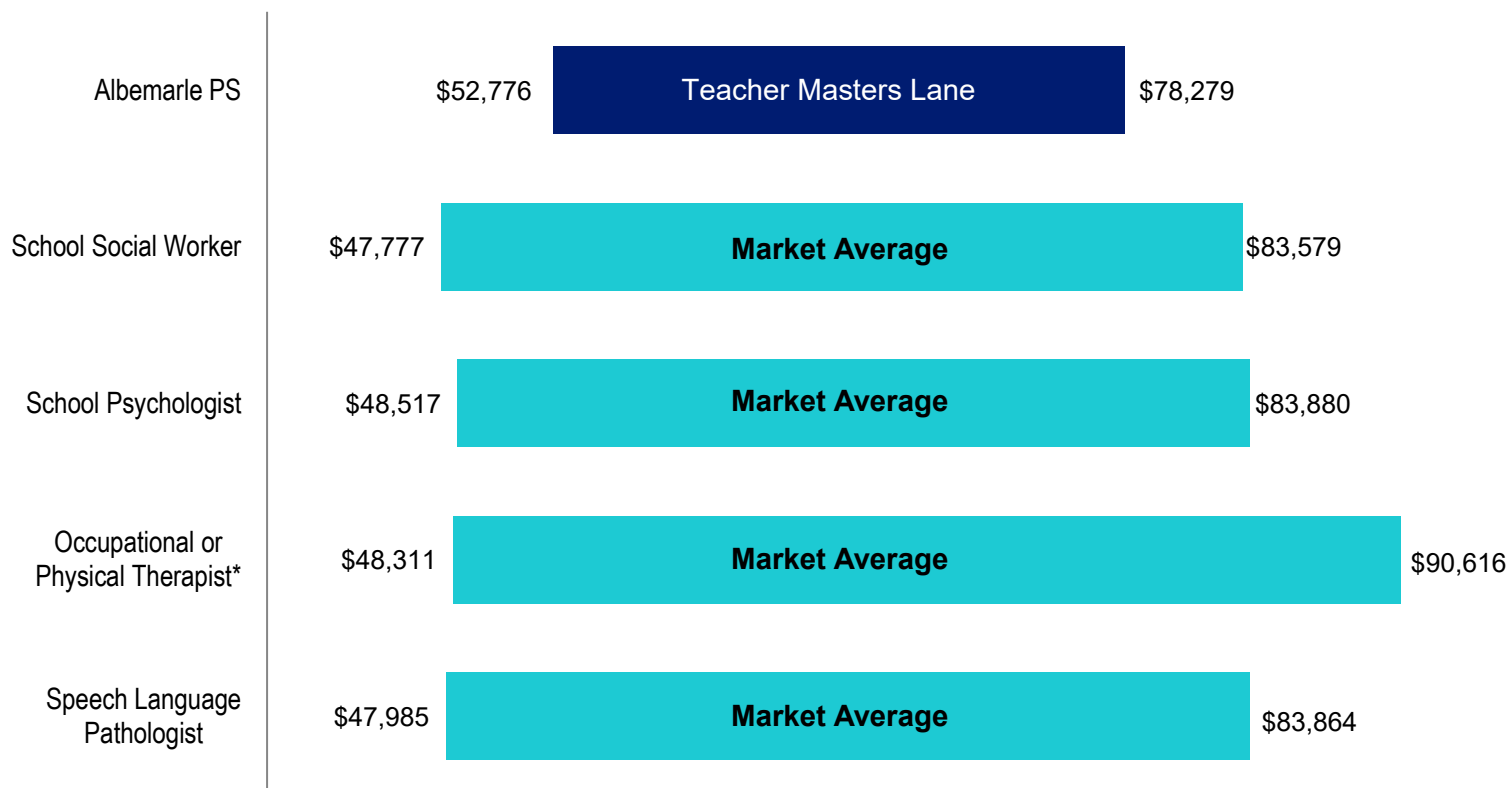
Exhibit 13

### Other Licensed Professionals FY22 Pay Range Comparisons

		Minimum	Midpoint	Maximum
<b>School Social Worker</b>	<b>Albemarle</b>	<b>\$52,776</b>	<b>\$65,528</b>	<b>\$78,279</b>
	School Division Average	\$47,777	\$65,678	\$83,579
	Dollar Difference	\$4,999	-\$150	-\$5,300
	Percent Difference	9%	0%	-7%
<b>School Psychologist</b>	<b>Albemarle</b>	<b>\$52,776</b>	<b>\$65,528</b>	<b>\$78,279</b>
	School Division Average	\$48,517	\$66,199	\$83,880
	Dollar Difference	\$4,259	-\$671	-\$5,601
	Percent Difference	8%	-1%	-7%
<b>Occupational or Physical Therapist (OT and PT)</b>	<b>Albemarle</b>	<b>\$52,776</b>	<b>\$65,528</b>	<b>\$78,279</b>
	School Division Average	\$48,311	\$69,464	\$90,616
	Dollar Difference	\$4,465	-\$3,936	-\$12,337
	Percent Difference	8%	-6%	-16%
<b>Speech Language Pathologist (SLP)</b>	<b>Albemarle</b>	<b>\$52,776</b>	<b>\$65,528</b>	<b>\$78,279</b>
	School Division Average	\$47,985	\$65,924	\$83,864
	Dollar Difference	\$4,791	-\$397	-\$5,585
	Percent Difference	9%	-1%	-7%

Pay rates have been geographically adjusted and reflect 10-month salaries

### Other Licensed Professionals FY22 Salary Range Comparison

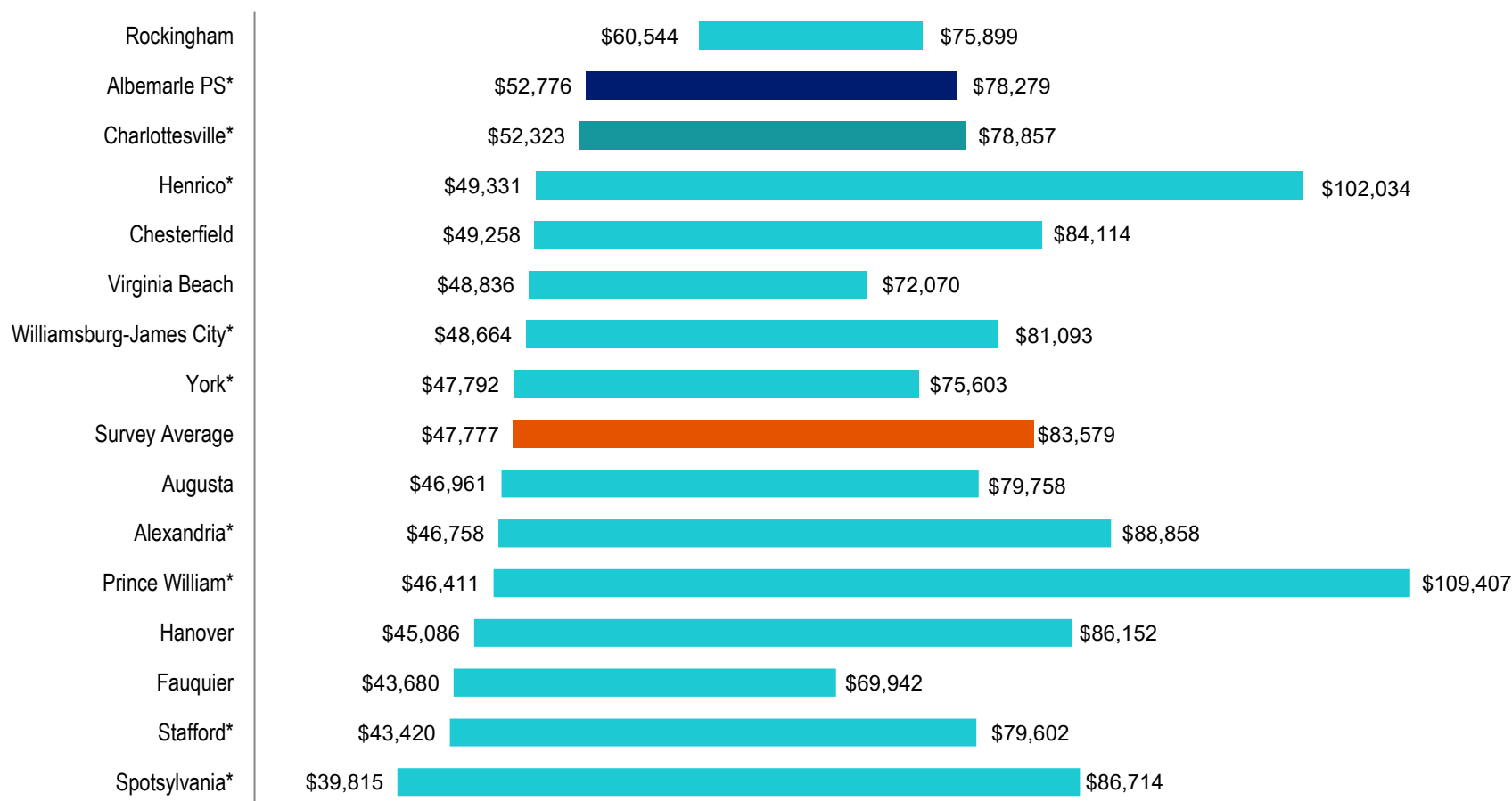


Salaries have been geographically adjusted and reflect a 10-month work schedule

\* Two school divisions contract for OT/PT services with the Shenandoah Valley Regional Program (SVRP), which has a notably higher maximum rate compared with the school districts. Without the SVRP pay ranges, the average maximum rate would be about \$86,500.



### School Social Worker FY22 Salary Ranges (Sorted by Starting Salary)

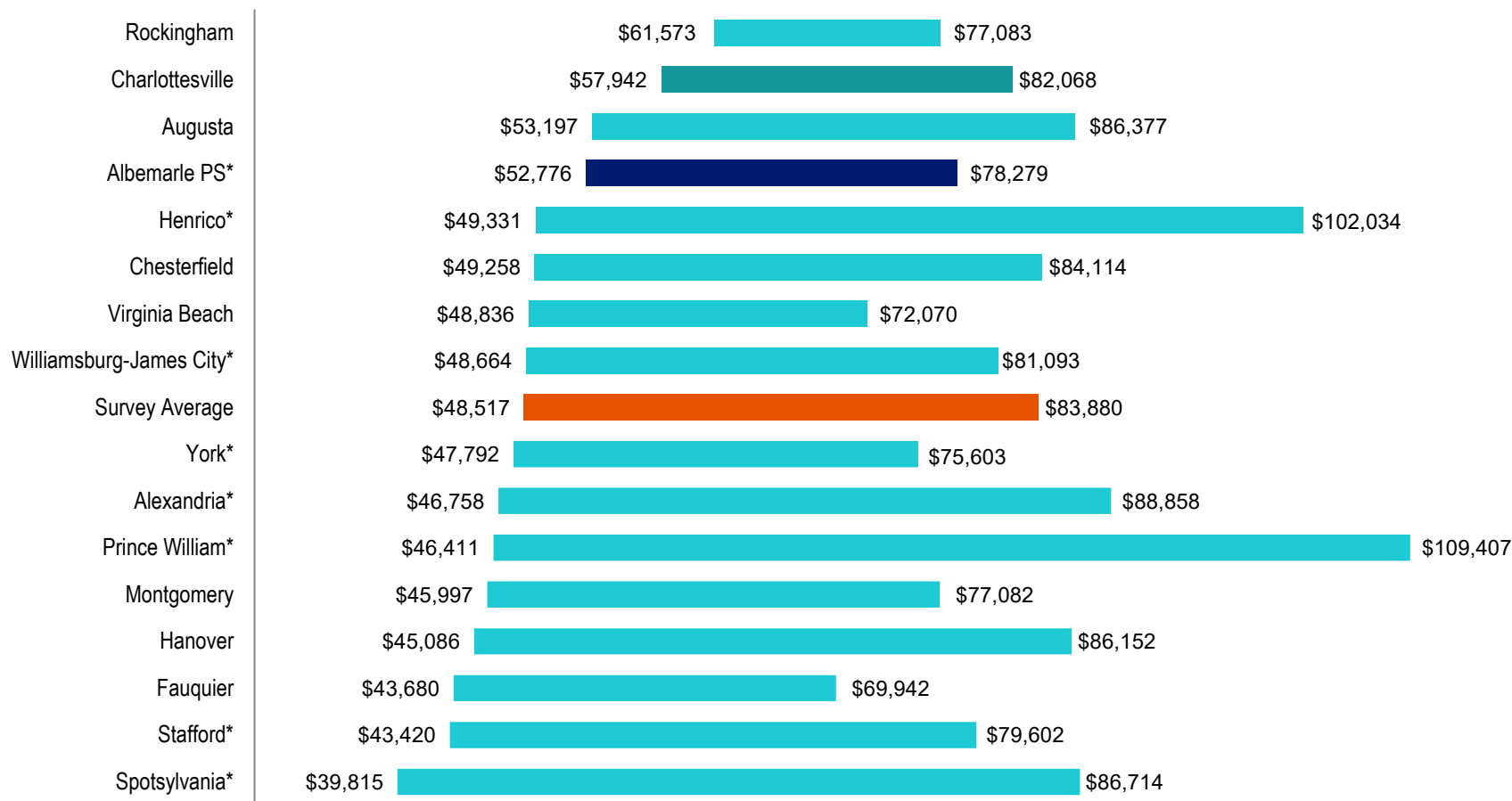


Salaries have been geographically adjusted and reflect a 10-month work schedule.

\*Indicates teacher pay scale master's lane

## School Psychologist

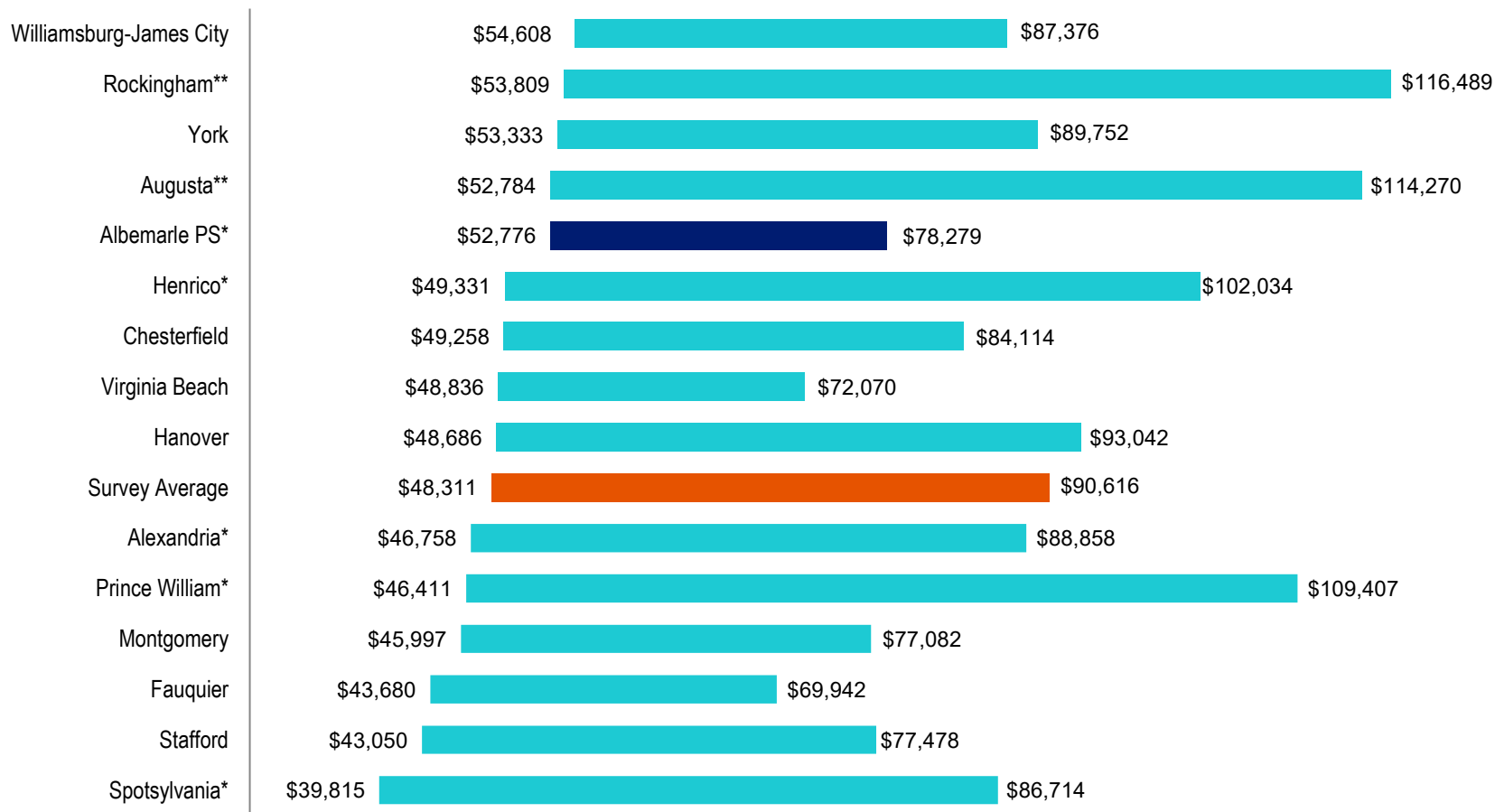
### FY22 Salary Ranges (Sorted by Starting Salary)



Salaries have been geographically adjusted and reflect a 10-month work schedule.

\*Indicates teacher pay scale master's lane

### Occupational or Physical Therapist FY22 Salary Ranges (Sorted by Starting Salary)



Salaries have been geographically adjusted and reflect a 10-month work schedule.

\*Indicates teacher pay scale master's lane. \*\*Indicates the school district contracts with the Shenandoah Valley Regional Program for OT/PT services.

Salary rates for OTs and PTs in other settings tend to be higher than in public schools, as shown below, although it is important to note the work schedule, responsibilities, and patient population may be quite different.

Exhibit 18

## Occupational or Physical Therapist

### *Non-School District Data Sources*

### *12-month Salaries*

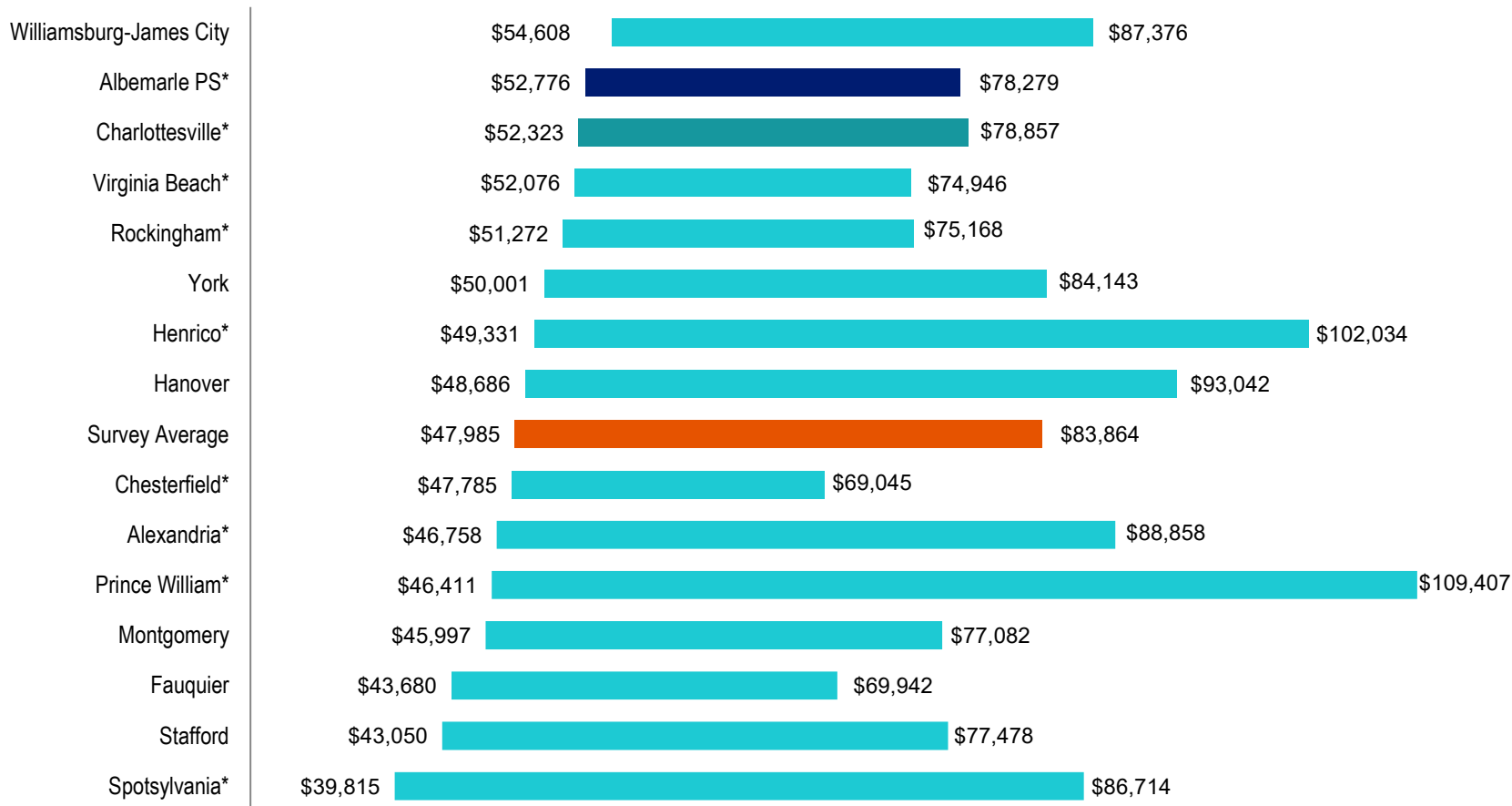
Source	Minimum or 10 <sup>th</sup> Percentile	Midpoint or 50 <sup>th</sup> Percentile	Maximum or 90 <sup>th</sup> Percentile	Notes
UVa Home Health*	\$76,398	\$99,320	\$122,142	OT Clinician 2. Supervises staff and serves as clinical instructor for students.
BLS OEWS—OT	\$62,090	\$100,390	\$102,290	Occupational Therapists
BLS OEWS—PT	\$65,390	\$82,160	\$105,840	Physical Therapists
ERI—OT	\$65,902	\$76,866	\$91,656	Occupational Therapists
ERI—PT	\$69,036	\$79,938	\$94,294	Physical Therapists
<b>Average</b>	<b>\$67,763</b>	<b>\$87,735</b>	<b>\$103,244</b>	
<b>10-month equivalent</b>	<b>\$56,469</b>	<b>\$73,112</b>	<b>\$86,037</b>	

\*In addition, part-time positions are advertised as \$55 per hour

BLS OES = U.S. Bureau of Labor Statistics, Occupational Employment and Wage Statistics; Charlottesville VA; May 2021

ERI = Economic Research Institute, Salary Assessor, April 2022

## Speech Language Pathologist FY22 Salary Ranges



Salaries have been geographically adjusted and reflect a 10-month work schedule

Salary rates for SLPs in other settings vary but are generally consistent with the school district data when adjusted for work schedule. The University of Virginia Medical Center currently advertises an hourly rate of \$55 for part-time SLP roles.

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*Exhibit 20*

## Speech Language Pathologist Non-School District Data Sources *12-month Salaries*

Source	Minimum or 10 <sup>th</sup> Percentile	Midpoint or 50 <sup>th</sup> Percentile	Maximum or 90 <sup>th</sup> Percentile
BLS OEWS	\$47,580	\$79,710	\$105,330
ERI	\$66,850	\$77,336	\$91,223
<b>Average</b>	<b>\$57,215</b>	<b>\$78,523</b>	<b>\$98,277</b>
<b>10-month equivalent</b>	<b>\$47,679</b>	<b>\$65,436</b>	<b>\$81,897</b>

BLS OES = U.S. Bureau of Labor Statistics, Occupational Employment and Wage Statistics; Charlottesville VA; May 2021  
 ERI = Economic Research Institute, Salary Assessor, April 2022

## School Nurses

Albemarle’s pay range for licensed practical nurses (LPNs) is market competitive. The range for Registered Nurses (RNs), however, is notably below the survey average. Starting rates for RNs ranks 14<sup>th</sup> among 16 school divisions.

Exhibit 21

### School Nurses FY22 Pay Range Comparisons

		Minimum	Midpoint	Maximum
<b>Licensed Practical Nurse (LPN)</b>	<b>Albemarle</b>	<b>\$20.78</b>	<b>\$27.36</b>	<b>\$33.93</b>
	School Division Average	\$20.43	\$27.08	\$34.78
	Dollar Difference	\$0.36	\$0.27	(\$0.86)
	Percent Difference	2%	1%	-3%
<b>Registered Nurse (RN)</b>	<b>Albemarle</b>	<b>\$22.30</b>	<b>\$29.35</b>	<b>\$36.40</b>
	School Division Average	\$27.25	\$37.33	\$47.41
	Dollar Difference	(\$4.95)	(\$7.98)	(\$11.01)
	Percent Difference	-22%	-27%	-30%

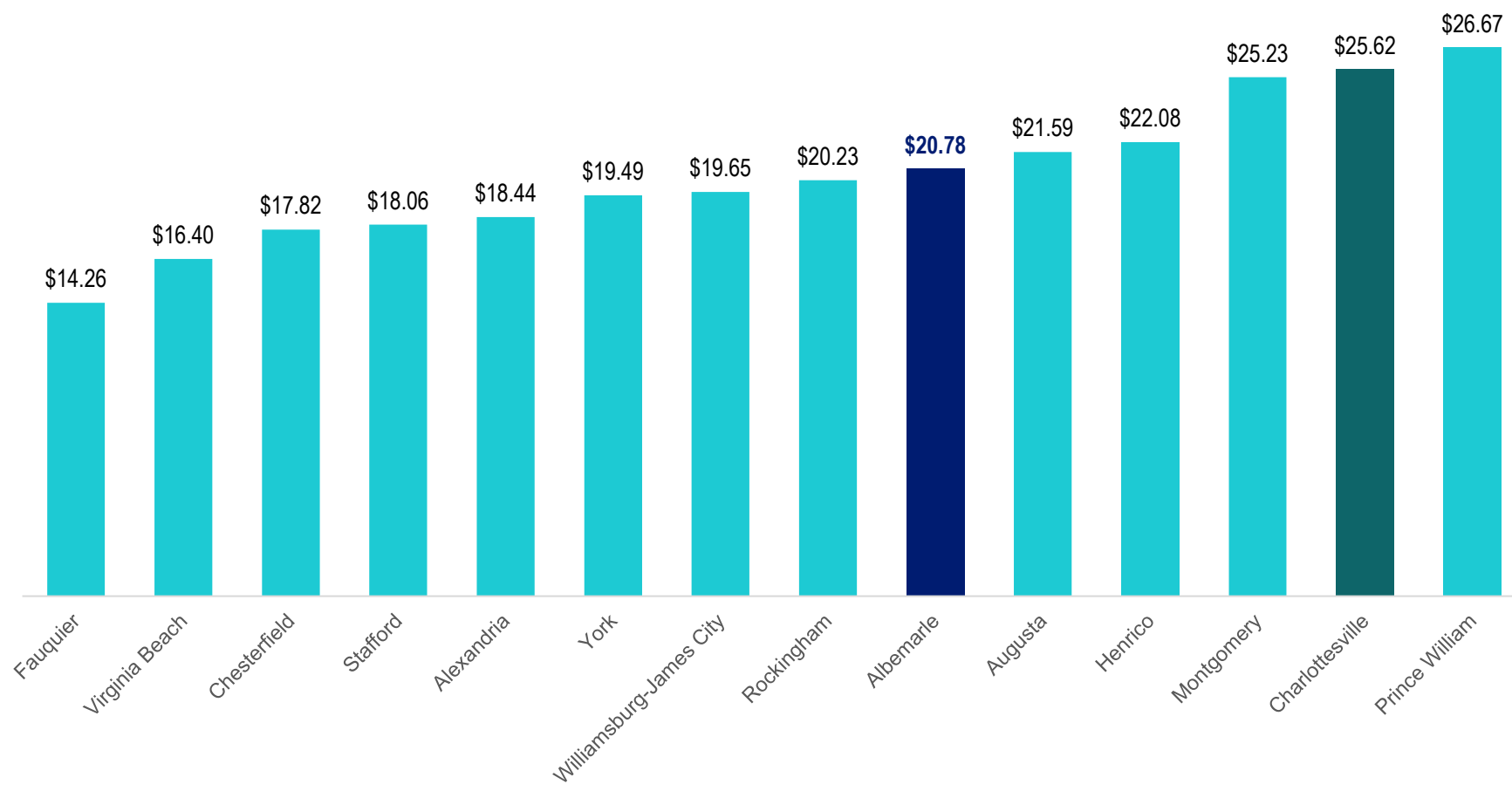


### School Nurses Salary Range Comparison



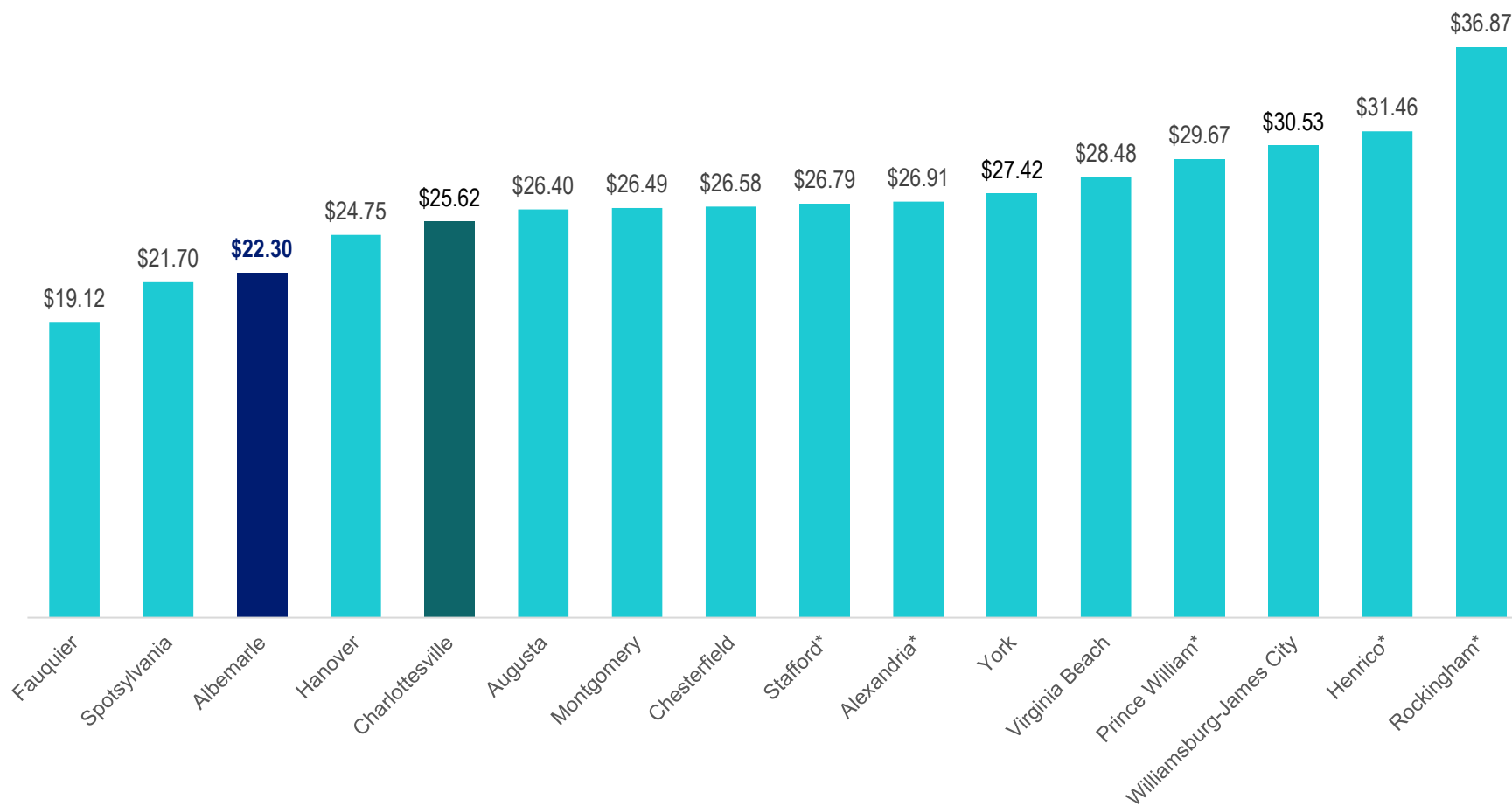
Pay rates have been geographically adjusted and reflect hourly rates

### Licensed Practical Nurse (LPN) Starting Hourly Pay Rates



Pay rates have been geographically adjusted

### Registered Nurse (RN) Starting Hourly Pay Rates



Pay rates have been geographically adjusted

\*Indicates these school divisions pay Registered Nurses on the teacher pay scale

# Substitute Teachers

Albemarle’s daily pay rates for substitute teachers are market competitive, as shown in the exhibits below.

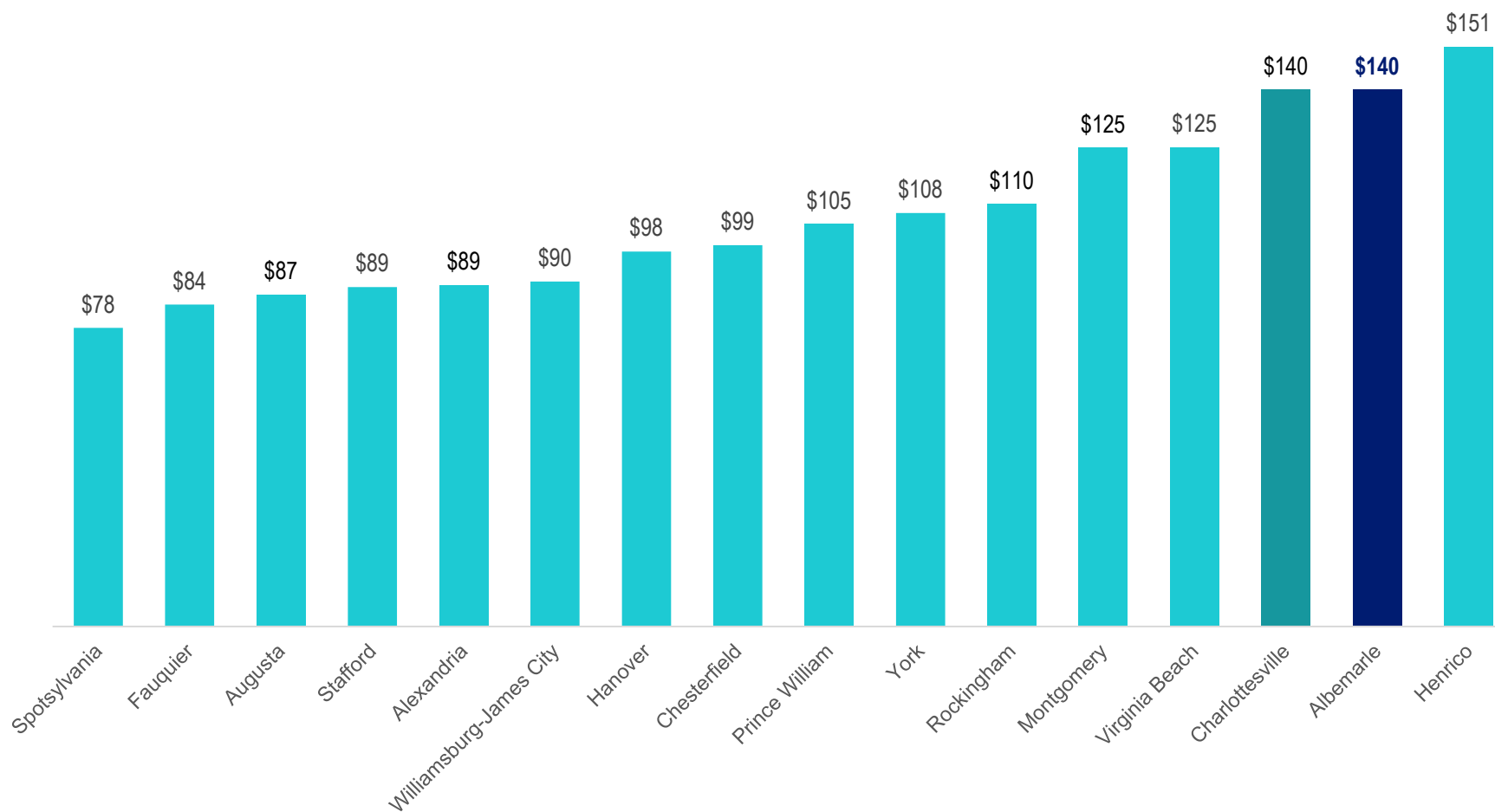
Exhibit 25

## Substitute Teachers FY22 Pay Range Comparisons

		Minimum	Midpoint	Maximum
<b>Short-Term</b>	<b>Albemarle</b>	<b>\$140</b>	<b>\$154</b>	<b>\$168</b>
	School Division Average	\$105	\$107	\$110
	Dollar Difference	\$35	\$47	\$58
	Percent Difference	25%	31%	34%
<b>Long-Term</b>	<b>Albemarle</b>	<b>\$228</b>	<b>\$228</b>	<b>\$228</b>
	School Division Average	\$157	\$163	\$169
	Dollar Difference	\$71	\$65	\$59
	Percent Difference	31%	29%	26%

Pay rates have been geographically adjusted and reflect daily rates

### Substitute Teachers (Short-Term) Starting/Lowest Daily Pay Rate



Pay rates have been geographically adjusted

### Substitute Teachers (Long-Term) Starting/Lowest Daily Pay Rate



Pay rates have been geographically adjusted

# School Administrators

Albemarle’s salary ranges for school administrators (assistant principals and school principals) are generally consistent with the survey average. As shown in the exhibits below, the current salary ranges are within 5% of the survey average for all positions at all school levels.

Exhibit 28

## Assistant Principals FY22 Pay Range Comparisons

		Minimum	Midpoint	Maximum
<b>AP, Elementary</b>	<b>Albemarle</b>	<b>\$65,947</b>	<b>\$86,796</b>	<b>\$107,645</b>
	School Division Average	\$68,405	\$88,642	\$108,879
	Dollar Difference	(\$2,458)	(\$1,846)	(\$1,234)
	Percent Difference	-4%	-2%	-1%
<b>AP, Middle School</b>	<b>Albemarle</b>	<b>\$70,753</b>	<b>\$93,123</b>	<b>\$115,493</b>
	School Division Average	\$71,976	\$93,312	\$114,649
	Dollar Difference	(\$1,223)	(\$189)	\$844
	Percent Difference	-2%	-0.2%	1%
<b>AP, High School</b>	<b>Albemarle</b>	<b>\$75,913</b>	<b>\$99,913</b>	<b>\$123,913</b>
	School Division Average	\$75,622	\$97,994	\$120,366
	Dollar Difference	\$291	\$1,919	\$3,547
	Percent Difference	0%	2%	3%

Salaries have been geographically adjusted and reflect a 12-month work schedule



## School Principals FY22 Pay Range Comparisons

		Minimum	Midpoint	Maximum
<b>Principal, Elementary</b>	<b>Albemarle</b>	<b>\$81,447</b>	<b>\$107,197</b>	<b>\$132,948</b>
	School Division Average	\$81,908	\$106,589	\$131,270
	Dollar Difference	(\$461)	\$608	\$1,678
	Percent Difference	-1%	1%	1%
<b>Principal, Middle Schools</b>	<b>Albemarle</b>	<b>\$87,386</b>	<b>\$115,014</b>	<b>\$142,642</b>
	School Division Average	\$87,138	\$113,873	\$140,607
	Dollar Difference	\$248	\$1,141	\$2,035
	Percent Difference	0%	1%	1%
<b>Principal, High School</b>	<b>Albemarle</b>	<b>\$93,757</b>	<b>\$123,400</b>	<b>\$153,042</b>
	School Division Average	\$97,101	\$126,120	\$155,138
	Dollar Difference	(\$3,344)	(\$2,720)	(\$2,096)
	Percent Difference	-4%	-2%	-1%

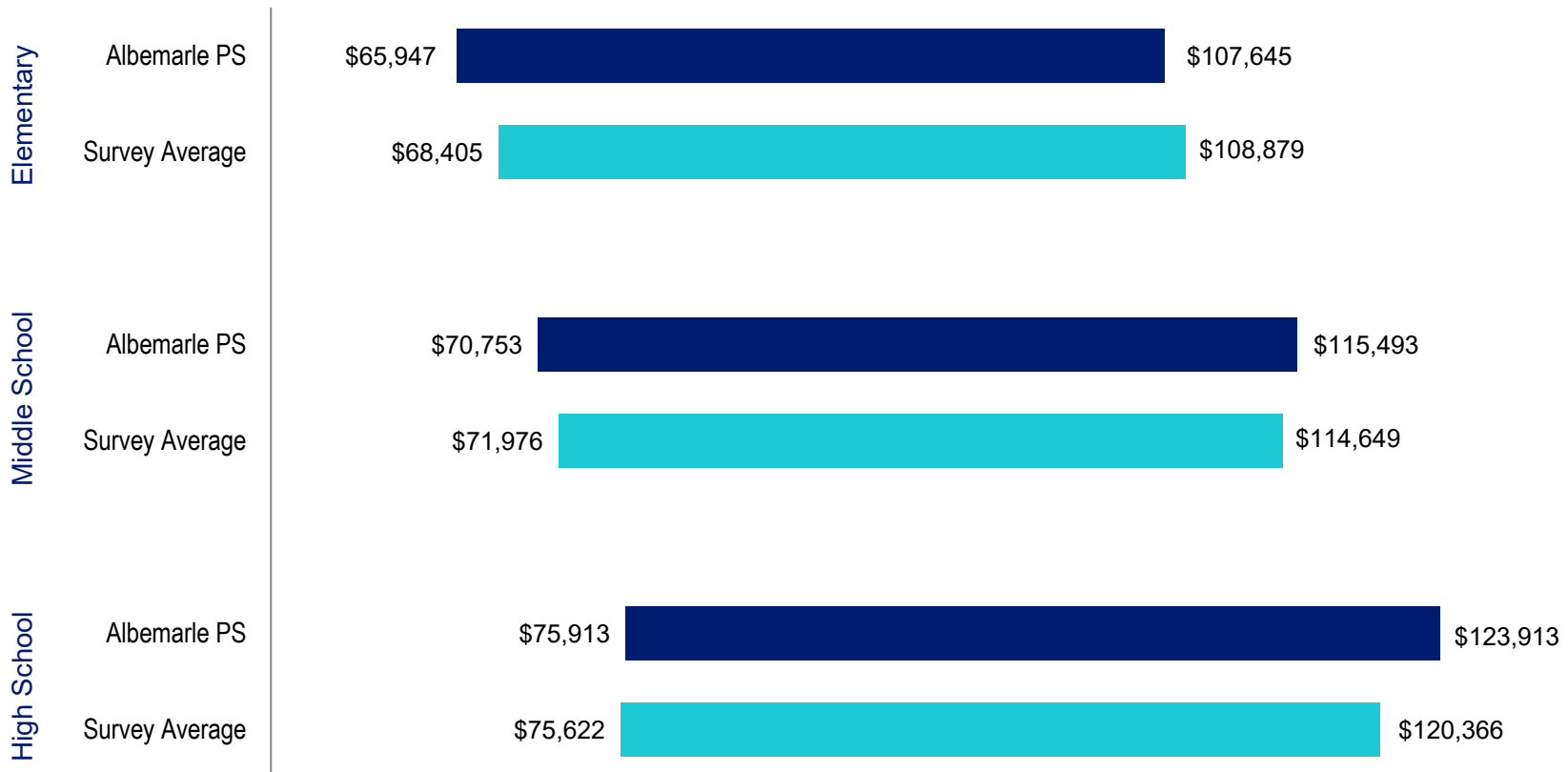
Salaries have been geographically adjusted and reflect a 12-month work schedule

# Assistant Principals

The salary ranges assistant principals (APs) are consistent with the survey average for Middle School and High School, as shown below, although the starting rate for Elementary APs lags the average by about \$2,500.

Exhibit 30

**Assistant Principals**  
*FY22 Salary Range Comparison*

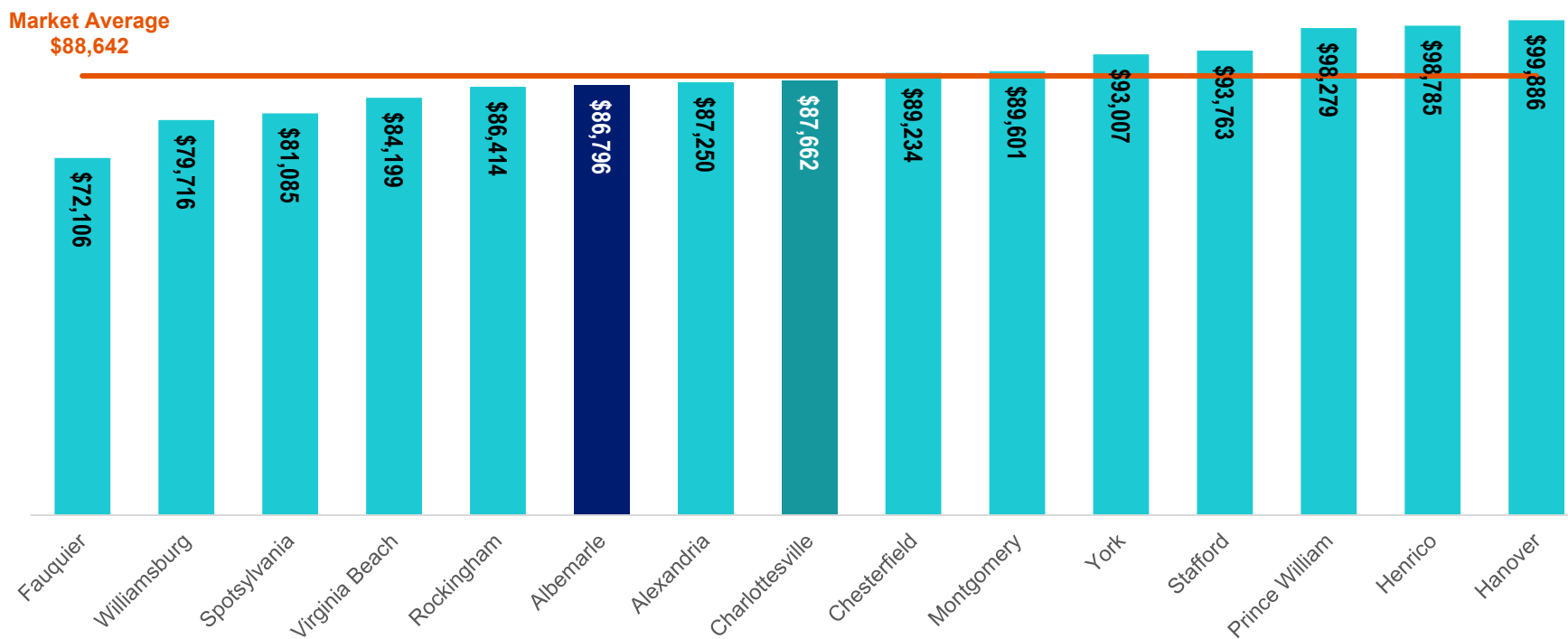


Salaries have been geographically adjusted and reflect a 12-month work schedule

Looking at pay range midpoints, Albemarle’s salary rates for assistant principals are close the survey average; however, the rate for Elementary APs is ranked 10<sup>th</sup> out of 15 divisions, while the rates for Middle School and High School APs are ranked 7<sup>th</sup> and 6<sup>th</sup> respectively.

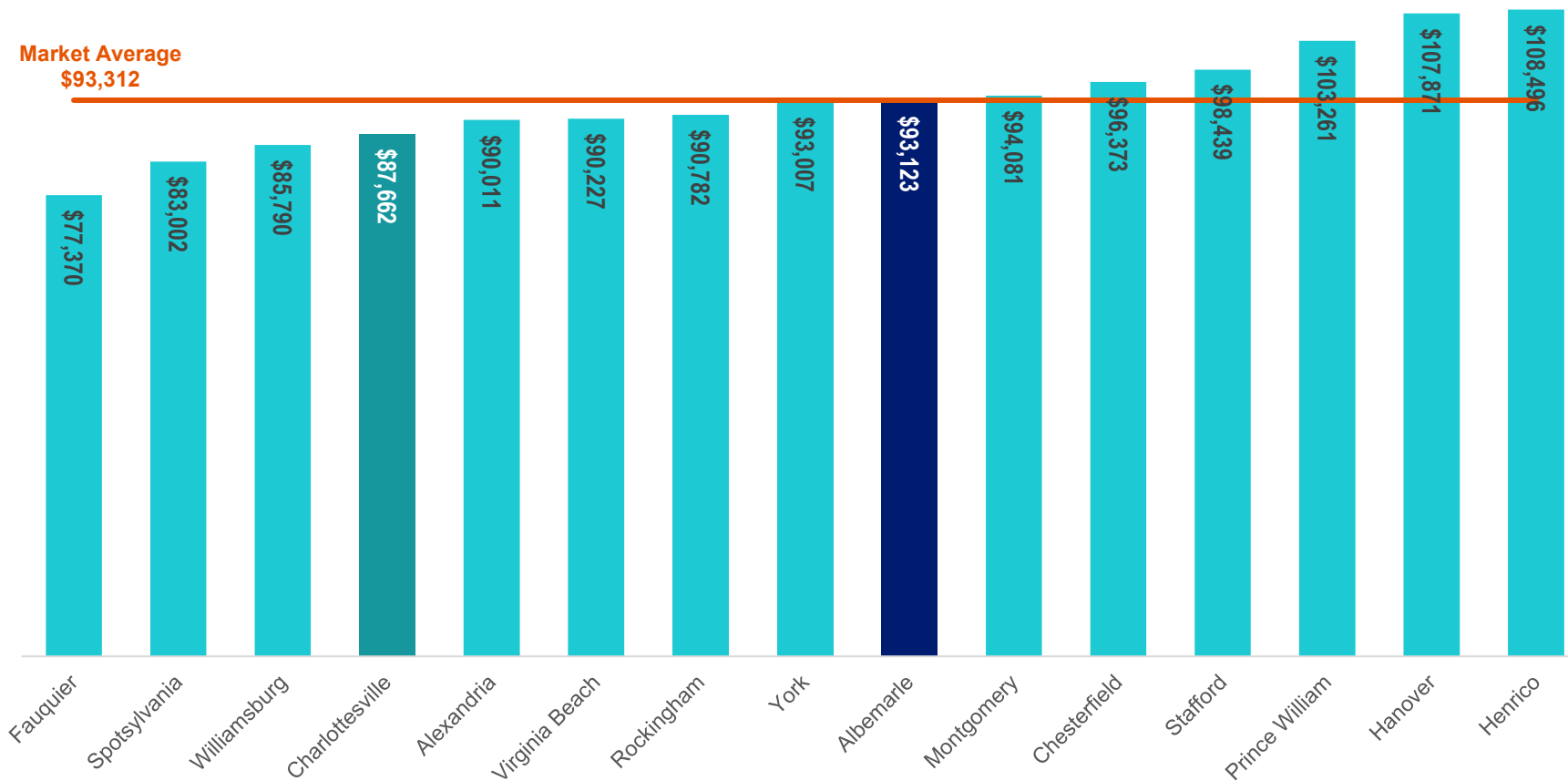
Exhibit 31

### Assistant Principal – Elementary FY22 Salary Range Midpoint



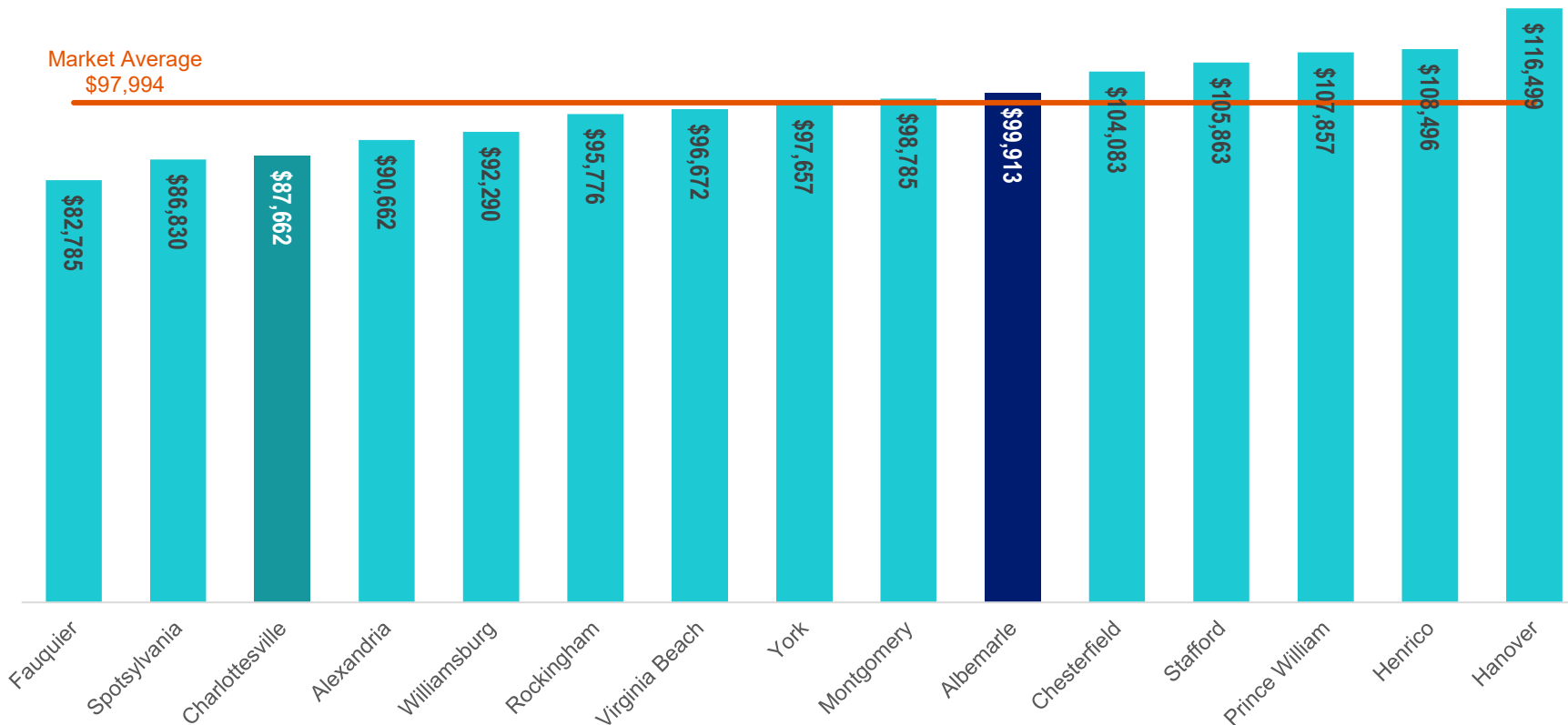
Salaries have been geographically adjusted and reflect a 12-month work schedule

### Assistant Principal – Middle School FY22 Salary Range Midpoint



Salaries have been geographically adjusted and reflect a 12-month work schedule

### Assistant Principal – High School FY22 Salary Range Midpoint



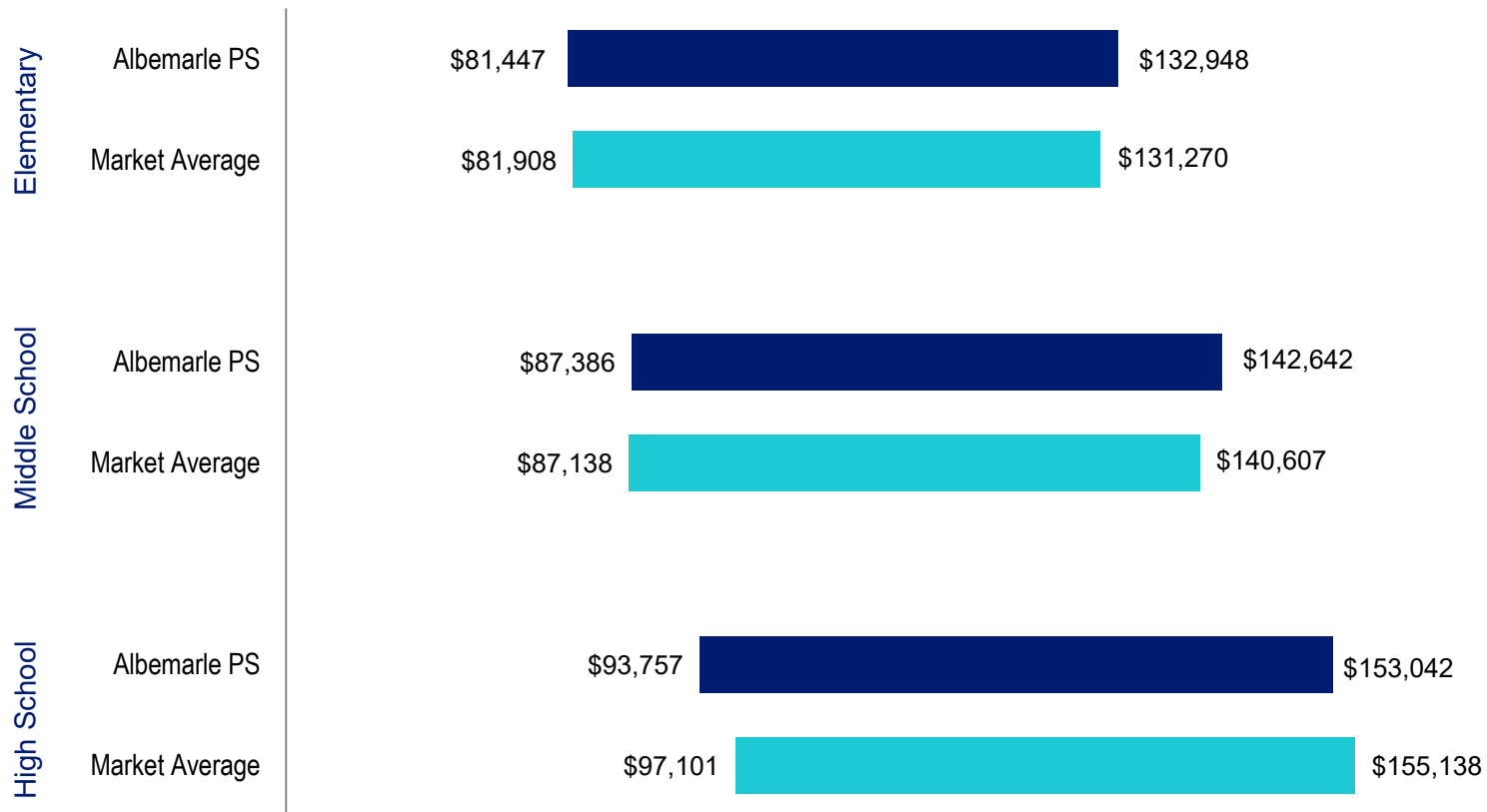
Salaries have been geographically adjusted and reflect a 12-month work schedule

# Principals

Albemarle’s salary ranges for school principals are also consistent with the survey average. Pay range midpoints are ranked 6<sup>th</sup>, 7<sup>th</sup>, or 8<sup>th</sup> among the school divisions, depending on school level, as shown on the following pages.

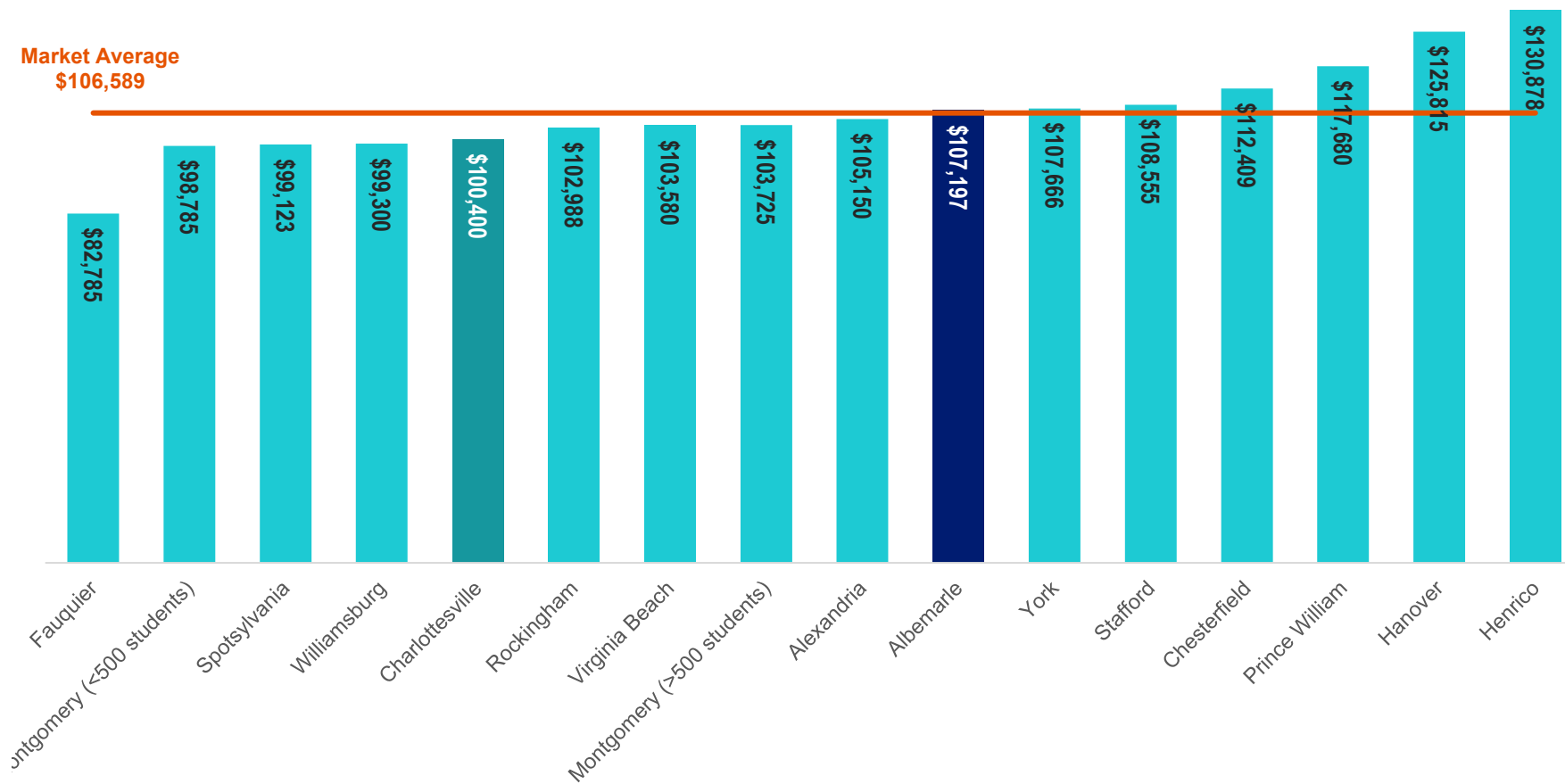
Exhibit 34

**School Principals**  
*FY22 Salary Range Comparison*



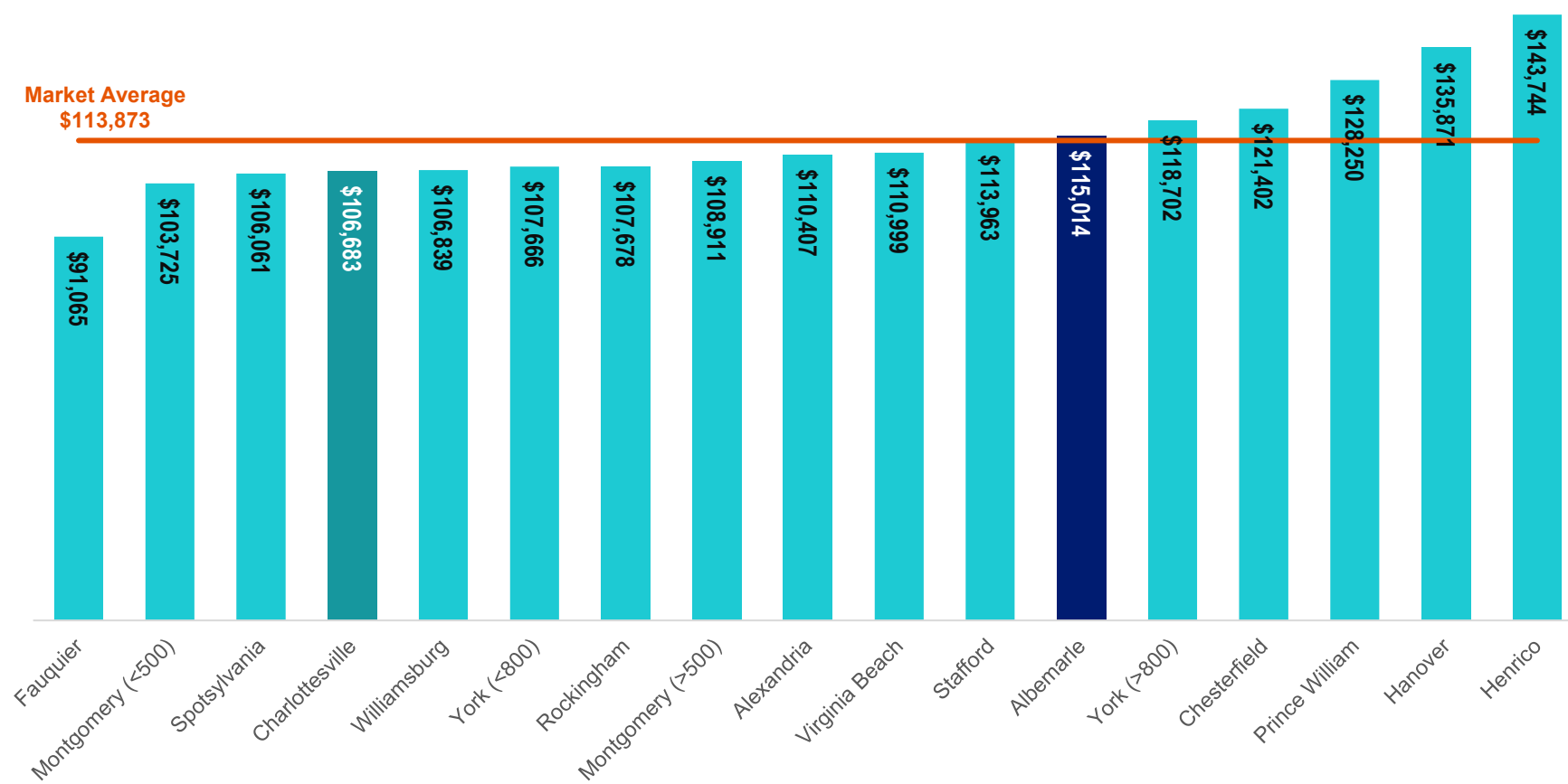
Salaries have been geographically adjusted and reflect a 12-month work schedule

### Principal – Elementary FY22 Salary Range Midpoint



Salaries have been geographically adjusted and reflect a 12-month work schedule

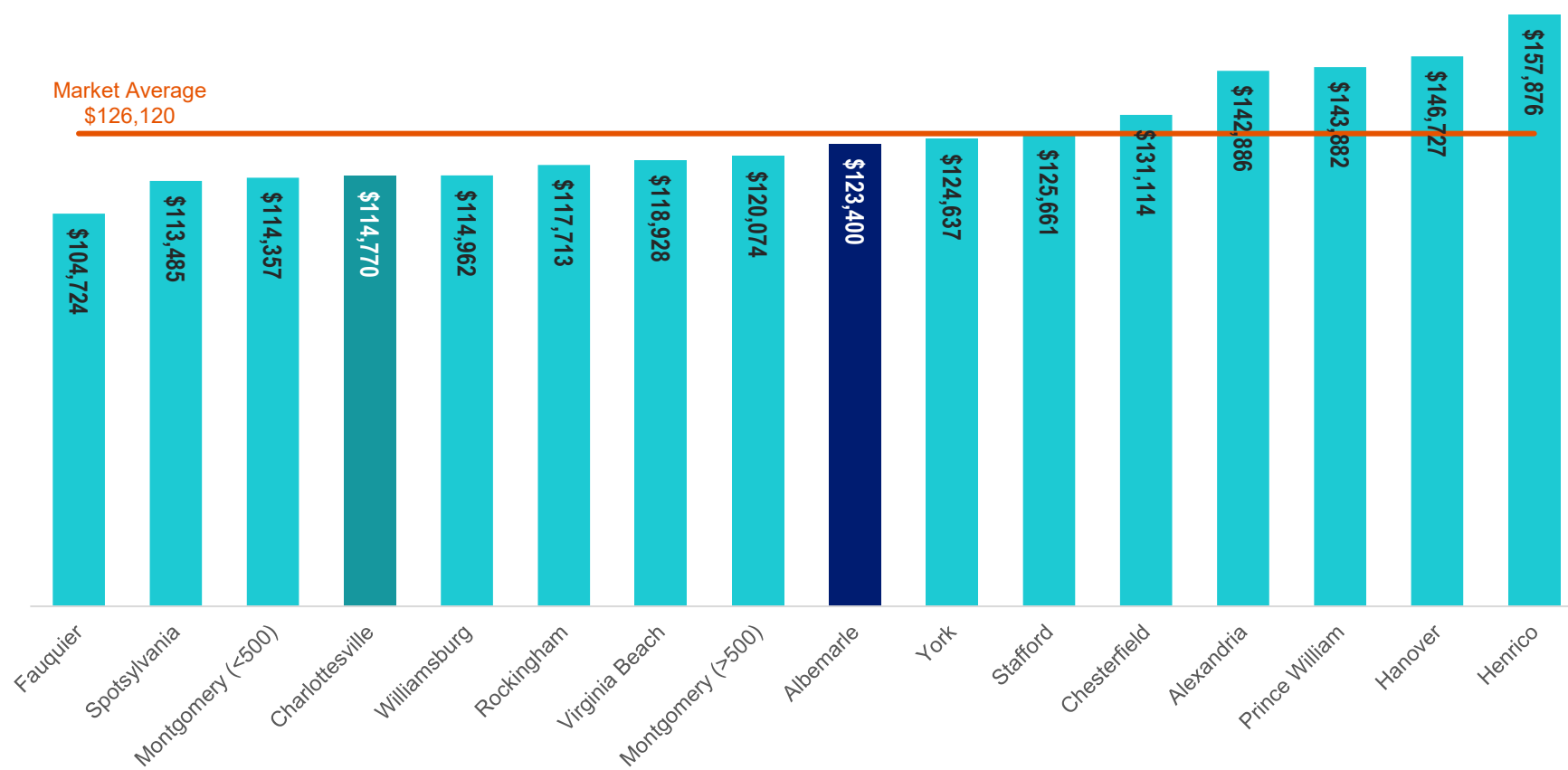
### Principal – Middle School FY22 Salary Range Midpoint



Salaries have been geographically adjusted and reflect a 12-month work schedule



### Principal – High School FY22 Salary Range Midpoint



Salaries have been geographically adjusted and reflect a 12-month work schedule

# Teaching Assistants

Albemarle's pay rates for para-educators are market competitive, with starting/minimum rates notably higher than the survey average and maximum/top rates close to the average.

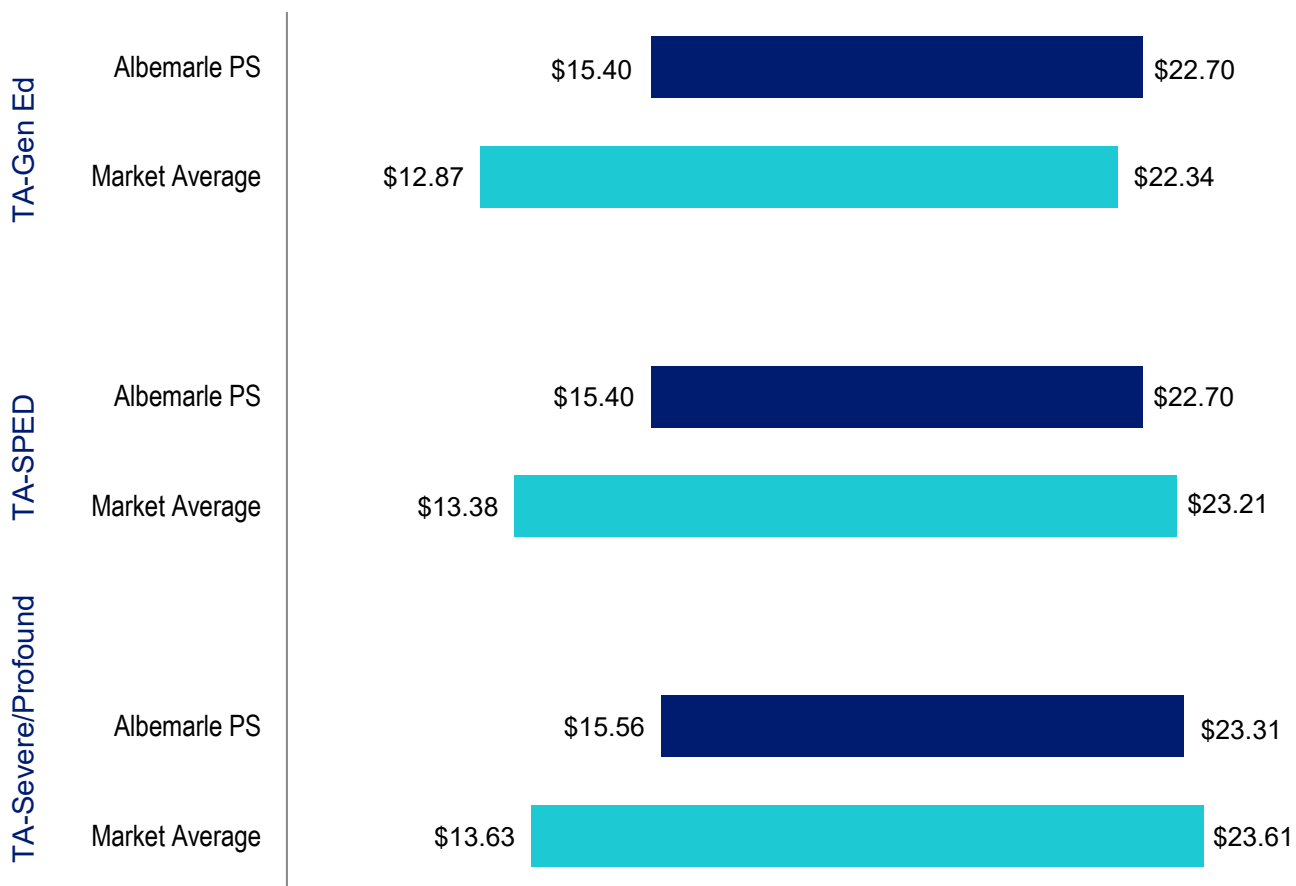
Exhibit 38

## Teaching Assistants FY22 Pay Range Comparisons

		Minimum	Midpoint	Maximum
TA General Education	<b>Albemarle</b>	<b>\$15.40</b>	<b>\$19.05</b>	<b>\$22.70</b>
	Market Average	\$12.87	\$17.61	\$22.34
	Dollar Difference	\$2.53	\$1.44	\$0.36
	Percent Difference	16%	8%	2%
TA Special Education	<b>Albemarle</b>	<b>\$15.40</b>	<b>\$19.05</b>	<b>\$22.70</b>
	Market Average	\$13.38	\$18.30	\$23.21
	Dollar Difference	\$2.02	\$0.75	(\$0.52)
	Percent Difference	13%	4%	-2%
TA Special Education Severe/Profound	<b>Albemarle</b>	<b>\$15.56</b>	<b>\$19.43</b>	<b>\$23.31</b>
	Market Average	\$13.63	\$18.62	\$23.61
	Dollar Difference	\$1.92	\$0.81	(\$0.31)
	Percent Difference	12%	4%	-1%

Pay rates have been geographically adjusted and reflect hourly rates

### Teaching Assistants FY22 Pay Range Comparisons

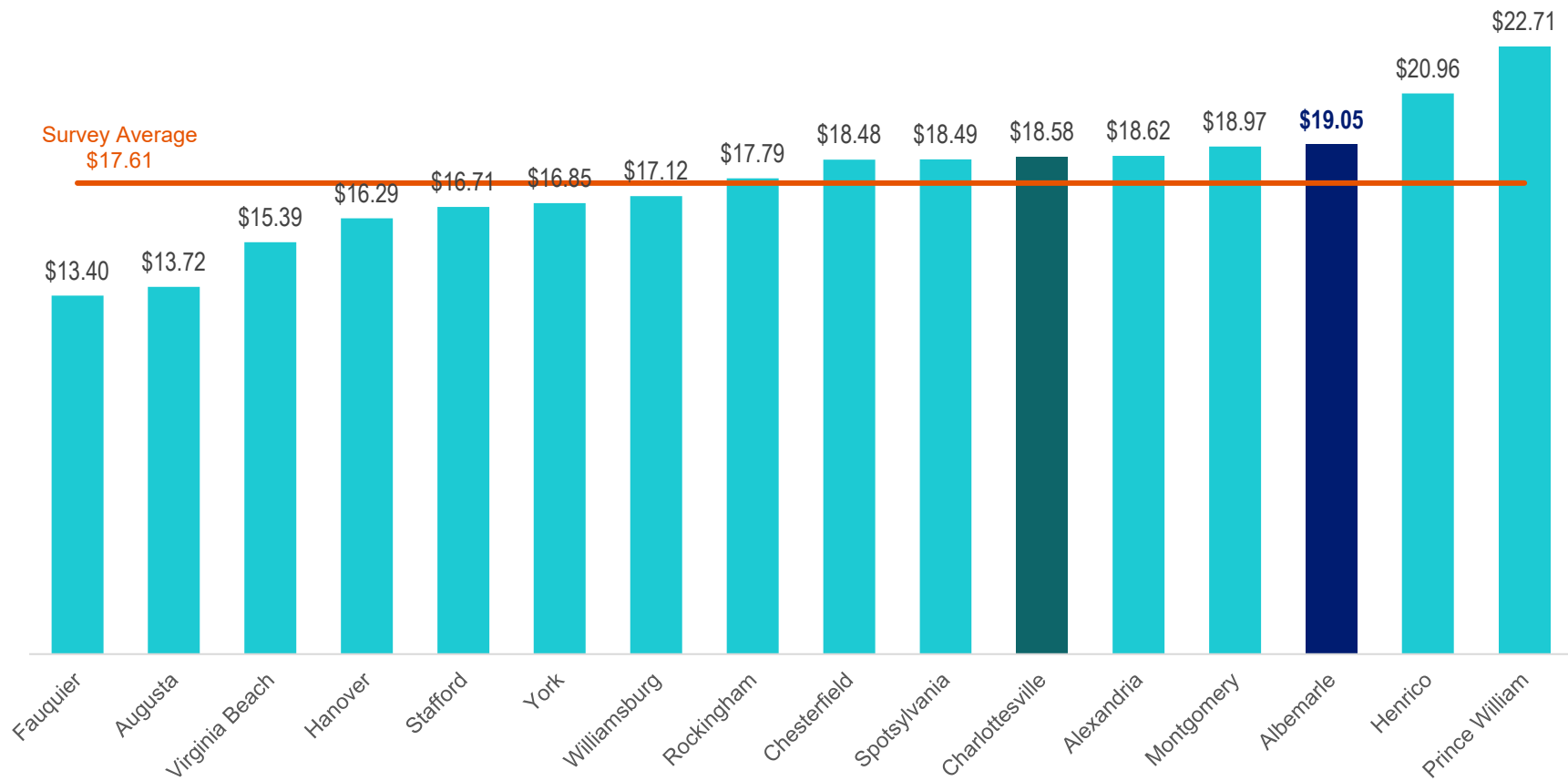


Salaries have been geographically adjusted and reflect hourly rates

Looking at the range midpoint, Albemarle’s pay rate for general education TAs is above the survey average and ranks 3<sup>rd</sup> out of 16 school divisions.

Exhibit 40

### Teaching Assistant—General Education FY22 Pay Range Midpoints

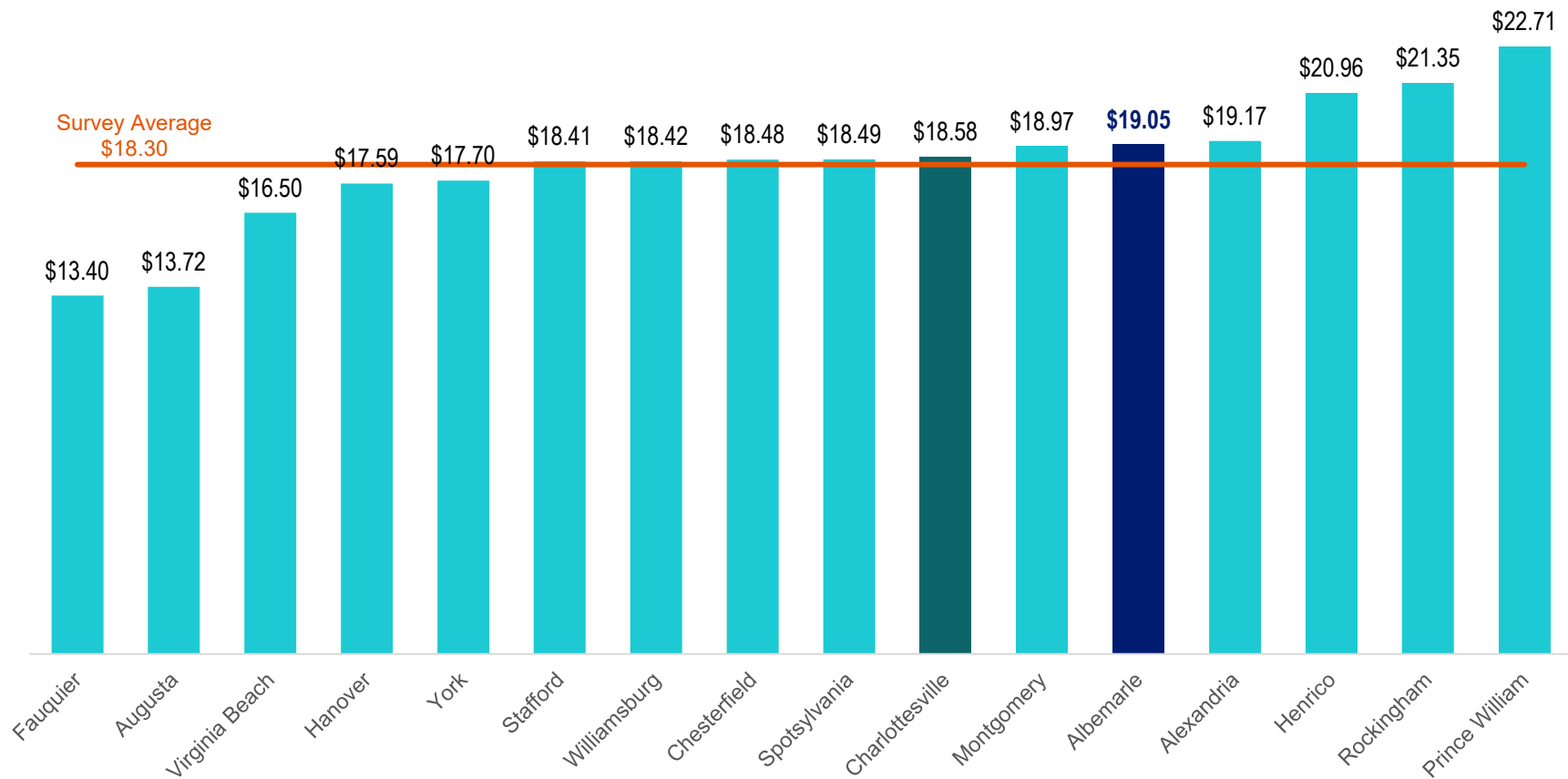


Pay rates have been geographically adjusted

Albemarle’s pay range midpoint for special education TAs is also competitive, slightly above the survey average and ranked 5<sup>th</sup> out of 16 school divisions.

Exhibit 41

### Teaching Assistant—Special Education FY22 Pay Range Midpoints

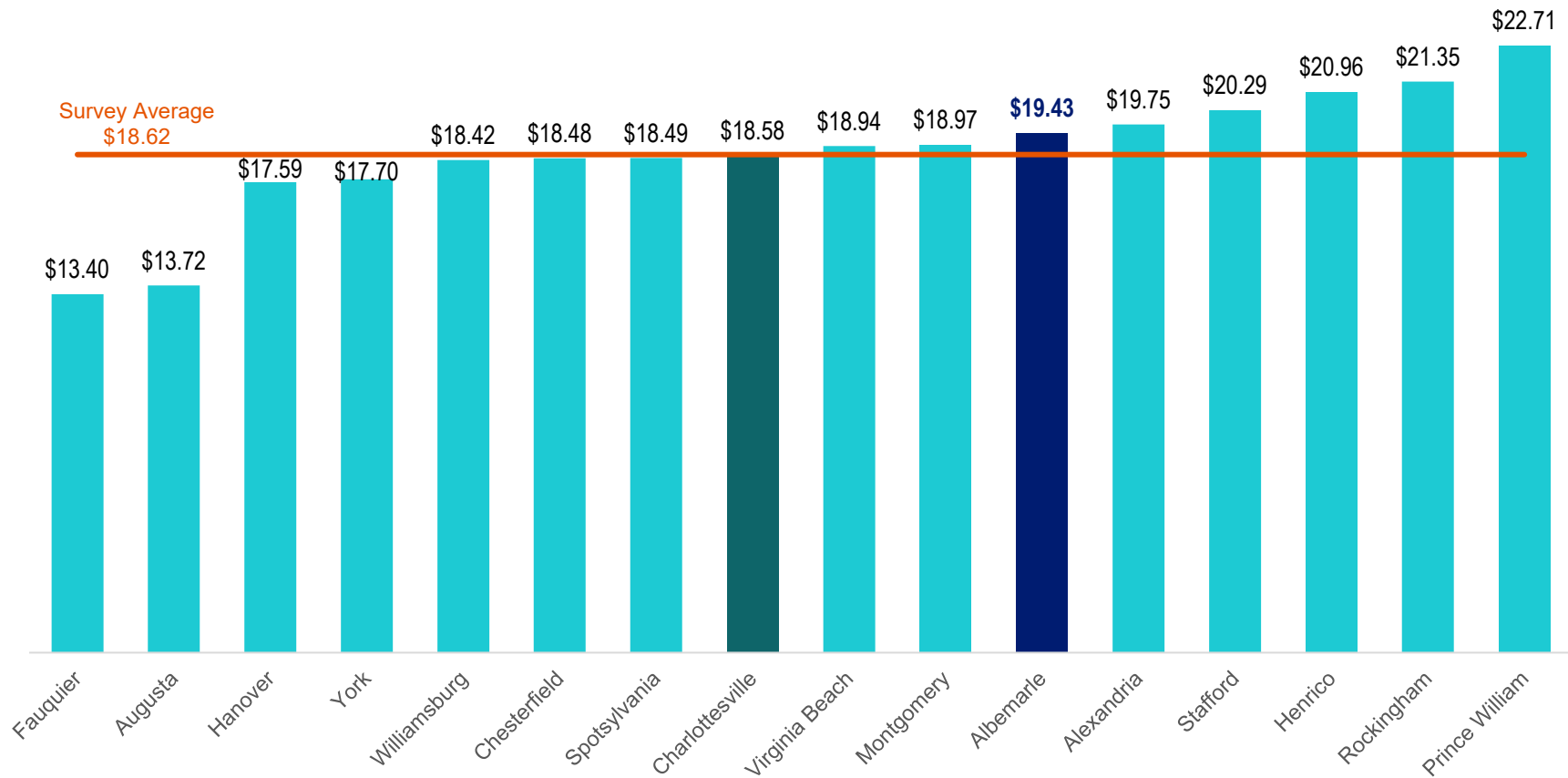


Pay rates have been geographically adjusted

Similarly, the midpoint pay rate for severe/profound SPED teaching assistants is above the market average, ranked 6<sup>th</sup> out of 16.

Exhibit 42

### Teaching Assistant—Special Education Severe/Profound FY22 Pay Range Midpoints



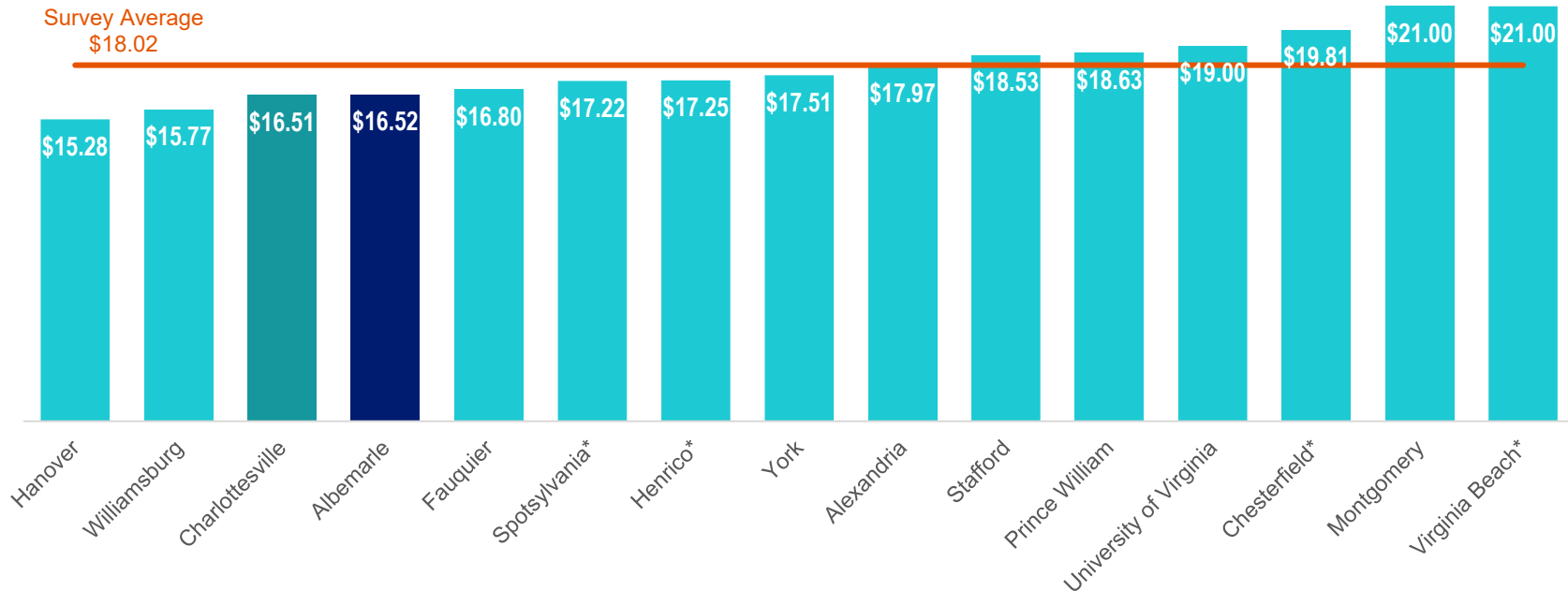
Pay rates have been geographically adjusted

# Bus Drivers

Competition for school bus drivers has been high in recent months, with many school divisions offering higher-than-usual pay rates and signing bonuses. The chart below shows the current advertised starting pay for bus drivers, which ranges from \$15.28 to \$21.00 per hour, with Albemarle's rate of \$16.52 on the lower end of the spectrum and \$1.50 below the average.

Exhibit 43

**School Bus Driver**  
*Starting Hourly Pay Rate*



Pay rates have been geographically adjusted

\*Indicates school divisions that are advertising starting rates for bus drivers above the pay range minimum

Albemarle’s starting rate for bus drivers is eight percent (8%) or \$1.50 per hour below the average advertised rate. The pay range midpoint and maximum are also below the survey average by 7% and 10% respectively.

Exhibit 44

### School Bus Driver Hourly Pay Rates

Organization	Advertised Starting Rates	Range Minimum	Range Midpoint	Range Maximum
<b>Albemarle PS</b>	<b>\$16.52</b>	<b>\$16.52</b>	<b>\$21.45</b>	<b>\$26.37</b>
Alexandria PS	\$17.97*	\$17.97*	\$23.83	\$29.69
Charlottesville PS and City	\$16.51**	\$16.51	\$22.98	\$29.45
Chesterfield PS	\$19.81	\$16.87	\$23.41	\$29.96
Fauquier PS	\$16.80	\$16.80	\$19.37	\$21.95
Hanover PS	\$15.28	\$15.28	\$22.48	\$29.69
Henrico PS	\$17.25	\$14.60	\$20.42	\$26.24
Montgomery PS	\$21.00	\$21.00	\$26.81	\$32.61
Prince William PS	\$18.63	\$18.63	\$31.27	\$43.92
Spotsylvania PS	\$17.22	\$14.89	\$19.57	\$24.24
Stafford PS	\$18.53	\$18.53	\$29.02	\$39.50
University of Virginia	\$19.00	Unknown		
Virginia Beach PS	\$21.00	\$16.40	\$20.30	\$24.20
Williamsburg PS	\$15.77	\$15.77	\$20.51	\$25.24
York PS	\$17.51	\$17.51	\$21.45	\$25.40
<b>Average</b>	<b>\$18.02</b>	<b>\$16.98</b>	<b>\$23.19</b>	<b>\$29.39</b>
<b>Dollar Difference</b>	<b>(\$1.50)</b>	<b>(\$0.46)</b>	<b>(\$1.74)</b>	<b>(\$3.02)</b>
<b>Percent Difference</b>	<b>-9%</b>	<b>-3%</b>	<b>-8%</b>	<b>-11%</b>

Pay rates have been geographically adjusted

\*Alexandria advertises a lower training rate for drivers who are in the process of obtaining a CDL (\$16.77, geographically adjusted)

\*\*Charlottesville’s job posting indicates a hiring range of \$16.51 to \$18.32, with a typical starting rate of \$17.99



Several of the surveyed school divisions also offer signing bonuses (or similar hiring incentive) for new and returning drivers, summarized in the table below.

Exhibit 45

### Advertised Signing Bonuses for *School Bus Drivers*

Organization	Advertised Amount	Notes
<b>Albemarle PS</b>	<b>None</b>	
Alexandria PS	None	
Charlottesville PS	\$2,400	Paid in three \$800 installments: 1) After completion on training and selected a route; 2) After the first semester of school is complete in January; 3) After the completion of the school year
Chesterfield PS	\$3,000	Paid in increments through the year. Drivers are also eligible for a \$50 perfect-attendance bonus each month and \$100 safe-driving bonus each semester.
Fauquier PS	None	
Hanover PS	\$1,000	\$500 after first 60 days, \$500 at the end of the first semester
Henrico PS	\$1,000/\$2,000/\$3,000	\$1,000 without CDL; \$2,000 with a CDL but no P or S endorsements; \$3,000 with a CDL and passenger and school bus endorsements
Montgomery PS	None	
Prince William PS	None	
Spotsylvania PS	None	
Stafford PS	\$1,000 or \$3,000	\$1,000 without CDL; \$3,000 with a CDL Class B with passenger and school bus endorsements
University of Virginia	\$1,000 and \$1,000	\$1,000 for all who complete the hiring process, plus an additional \$1,500 when a CDL is issued, training is completed, and 2 semesters of service are completed
Virginia Beach PS	\$3,000	
Williamsburg PS	\$400 or \$600	\$400 without a CDL; \$600 with a CDL
York PS	None	

Other school divisions in Virginia currently offering incentives for bus drivers include Roanoke County (\$3,000 signing bonus and retention incentive), Richmond (\$2,000 without a CDL or \$4,000 with a CDL), Norfolk (\$250 to \$480), and Hampton (\$1,000).

# Other Non-Exempt Positions

Among 30 other non-exempt<sup>1</sup> positions, we found that Albemarle’s pay rates lag the market for several jobs. Most notably:

- Carpenter—21% below the market average
- Electrician—17% below
- Facilities General Foreman—15% below
- Legal Services Assistant—21% below
- Area Transportation Supervisor—15% below

Additional details regarding each job title are shown on the [following pages](#) and in [Appendix B](#).

Exhibit 46

## FY22 Market Position Summary for Other Non-Exempt Jobs<sup>1</sup>

Job Family	Job Title	Albemarle PS Pay Grade	Pay Range Midpoint		
			Albemarle	Market Average	Percent Difference
Facilities—Custodial	Custodian	5	\$18.74	\$17.14	9%
Facilities—Custodial	Lead Custodian III	8	\$19.94	\$19.67	1%
Facilities—Custodial	Custodial Supervisor II	12	\$23.79	\$24.98	-5%
Facilities	Maintenance Mechanic II	9	\$20.63	\$22.78	-10%
Facilities	Carpenter	9	\$20.63	\$24.90	-21%
Facilities	Electrician	11	\$22.54	\$26.41	-17%
Facilities	Grounds Foreman	11	\$22.54	\$23.68	-5%

<sup>1</sup> **Non-exempt** positions are those that are covered by the federal Fair Labor Standards Act (FLSA) regulations regarding overtime pay; that is, employees in these positions are paid on an hourly basis and are legally entitled to time-and-a-half compensation for work beyond 40 hours per week. Teaching Assistants and Bus Drivers are non-exempt roles.

FY22 Market Position Summary for  
Other Non-Exempt Jobs<sup>1</sup>

Job Family	Job Title	Albemarle PS Pay Grade	Pay Range Midpoint		
			Albemarle	Market Average	Percent Difference
Facilities	General Foreman	11	\$22.54	\$25.90	-15%
Facilities	HVAC Mechanic	12	\$23.79	\$25.91	-9%
Facilities	Energy Management Tech	15	\$29.35	\$30.27	-3%
Facilities	Environmental Safety, GIS Coordinator	16	\$31.49	\$32.43	-3%
Finance & HR	Office Associate/Bookkeeper	9	\$20.63	\$21.72	-5%
Finance & HR	Fiscal Administrator	10	\$21.45	\$21.95	-2%
Finance & HR	HR Specialist II	12	\$23.79	\$23.60	1%
Food & Nutrition	Food Service Associate	5	\$18.74	\$15.44	18%
Food & Nutrition	Food Service Manager II	9	\$20.63	\$22.60	-10%
Food & Nutrition	Food Service Manager IV	11	\$22.54	\$23.55	-4%
IT	Infrastructure Technician	15	\$29.35	\$32.14	-9%
IT	Technology Support Specialist	15	\$29.35	\$29.06	1%
Office Support	Office Associate III	6	\$19.05	\$20.70	-9%
Office Support	Legal Services Assistant	11	\$22.54	\$28.40	-26%
Office Support	Database Admin - High School	12	\$23.79	\$25.06	-5%

FY22 Market Position Summary for  
Other Non-Exempt Jobs<sup>1</sup>

Job Family	Job Title	Albemarle PS Pay Grade	Pay Range Midpoint		
			Albemarle	Market Average	Percent Difference
Office Support	Executive Assistant	12	\$23.79	\$26.19	-10%
Office Support	Management Analyst II	14	\$27.36	\$29.55	-8%
Student/Family Services	School Security Assistant	6	\$19.05	\$17.83	6%
Student/Family Services	Intl Welcome Ctr Support Specialist	12	\$23.79	\$23.27	2%
Student/Family Services	ESOL Family Engagement Specialist	14	\$27.36	\$29.04	-6%
Transportation	Automotive Equipment Mechanic	12	\$23.79	\$24.50	-3%
Transportation	Parts and Service Supervisor	12	\$23.79	\$25.54	-7%
Transportation	Area Transportation Supervisor	14	\$27.36	\$31.76	-16%

The survey included four additional jobs (EDEP Assistant, EDEP Teacher, EDEP Site Facilitator, and Student Support Program Manager), however, an insufficient number of divisions reported matches to these positions.

## Facilities

Albemarle’s pay ranges for Custodians and Lead Custodians are consistent with the prevailing market rates. The pay range for Custodial Supervisors, however, lags the market by about five percent, as shown in the exhibits below.

Exhibit 47

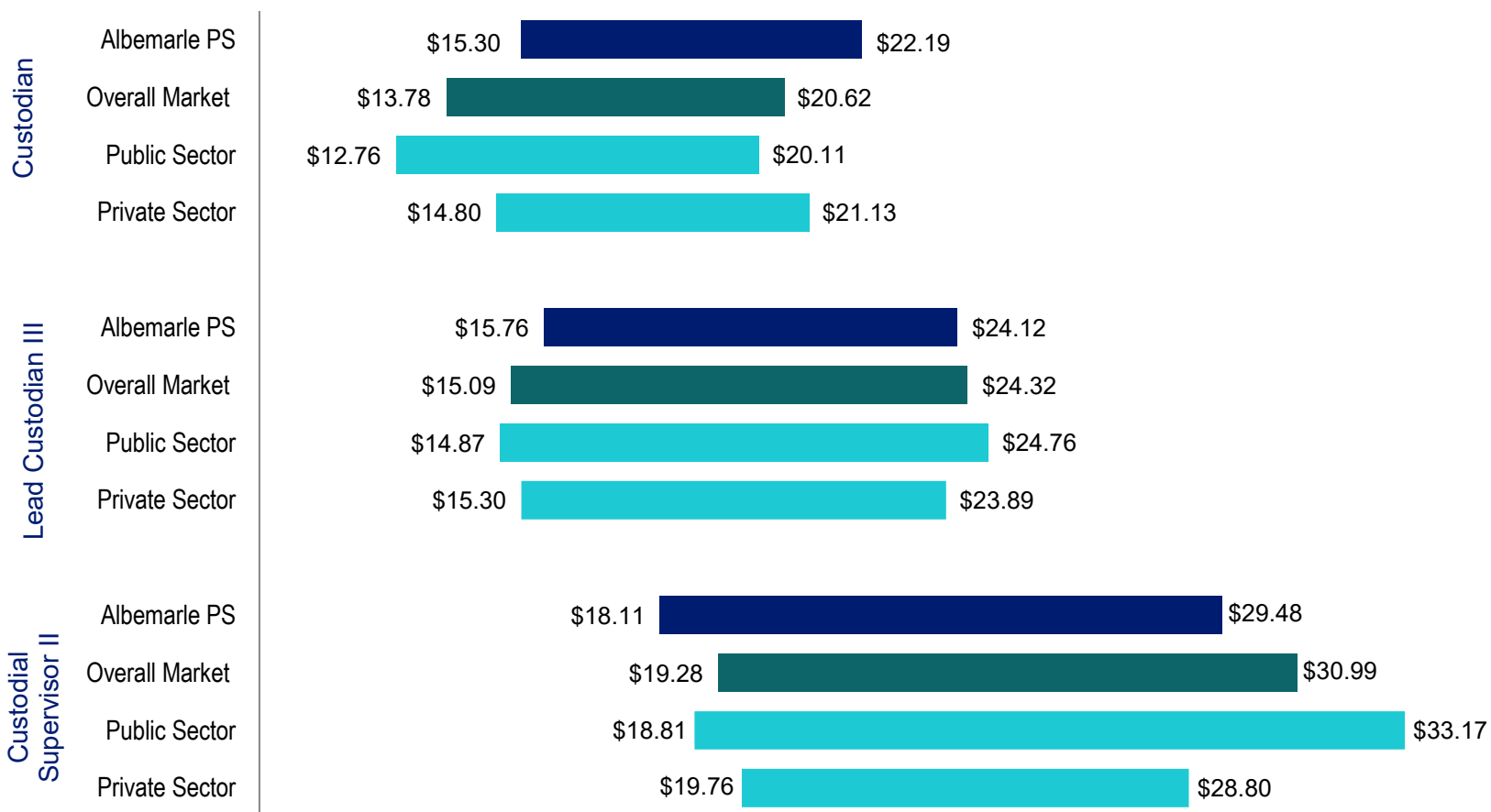
### Facilities – Custodial FY22 Pay Range Comparisons

Job Title		Overall Market*		
		Minimum	Midpoint	Maximum
Custodian Grade 5	<b>Albemarle PS</b>	<b>\$15.30</b>	<b>\$18.74</b>	<b>\$22.19</b>
	Market Average	\$13.78	\$17.14	\$20.62
	Dollar Difference	\$1.52	\$1.60	\$1.56
	Percent Difference	10%	9%	7%
Lead Custodian III Grade 8	<b>Albemarle PS</b>	<b>\$15.76</b>	<b>\$19.94</b>	<b>\$24.12</b>
	Market Average	\$15.09	\$19.67	\$24.32
	Dollar Difference	\$0.67	\$0.27	(\$0.20)
	Percent Difference	4%	1%	-1%
Custodial Supervisor II Grade 12	<b>Albemarle PS</b>	<b>\$18.11</b>	<b>\$23.79</b>	<b>\$29.48</b>
	Market Average	\$19.28	\$24.98	\$30.99
	Dollar Difference	(\$1.18)	(\$1.18)	(\$1.51)
	Percent Difference	-6%	-5%	-5%

Salaries have been geographically adjusted and reflect hourly rates.

\*The Overall Market Average reflects a 50/50 blend of the public sector and private sector market averages.

### Facilities – Custodial FY22 Pay Range Comparisons



Salaries have been geographically adjusted and reflect hourly rates.

The Overall Market average reflects a 50/50 blend of the public sector and private sector market averages.

Albemarle’s pay ranges for many facilities maintenance positions lag the market average, as shown in the exhibits below. Most notably, see findings for Carpenter, Electrician, and General Foreman.

Exhibit 49

## Facilities – Maintenance FY22 Pay Range Comparisons

Job Title	Overall Market*			
	Minimum	Midpoint	Maximum	
<b>Maintenance Mechanic II</b> Grade 9	<b>Albemarle PS</b>	<b>\$16.07</b>	<b>\$20.63</b>	<b>\$25.19</b>
	Market Average	\$17.95	\$22.78	\$28.03
	Dollar Difference	(\$1.88)	(\$2.15)	(\$2.84)
	Percent Difference	-12%	-10%	-11%
<b>Carpenter</b> Grade 9	<b>Albemarle PS</b>	<b>\$16.07</b>	<b>\$20.63</b>	<b>\$25.19</b>
	Market Average	\$19.46	\$24.90	\$29.92
	Dollar Difference	(\$3.39)	(\$4.27)	(\$4.73)
	Percent Difference	-21%	-21%	-19%
<b>Electrician</b> Grade 11	<b>Albemarle PS</b>	<b>\$17.29</b>	<b>\$22.54</b>	<b>\$27.80</b>
	Market Average	\$20.74	\$26.41	\$32.54
	Dollar Difference	(\$3.45)	(\$3.86)	(\$4.75)
	Percent Difference	-20%	-17%	-17%
<b>Grounds Foreman</b> Grade 11	<b>Albemarle PS</b>	<b>\$17.29</b>	<b>\$22.54</b>	<b>\$27.80</b>
	Market Average	\$18.94	\$23.68	\$29.82
	Dollar Difference	(\$1.65)	(\$1.14)	(\$2.03)
	Percent Difference	-10%	-5%	-7%
<b>General Foreman</b> Grade 11	<b>Albemarle PS</b>	<b>\$17.29</b>	<b>\$22.54</b>	<b>\$27.80</b>
	Market Average	\$19.52	\$25.90	\$31.71
	Dollar Difference	(\$2.23)	(\$3.36)	(\$3.92)
	Percent Difference	-13%	-15%	-14%

Salaries have been geographically adjusted and reflect hourly rates.

\*The Overall Market Average reflects a 50/50 blend of the public sector and private sector market averages.

**Facilities—Maintenance** *CONTINUED*  
**FY22 Pay Range Comparisons**

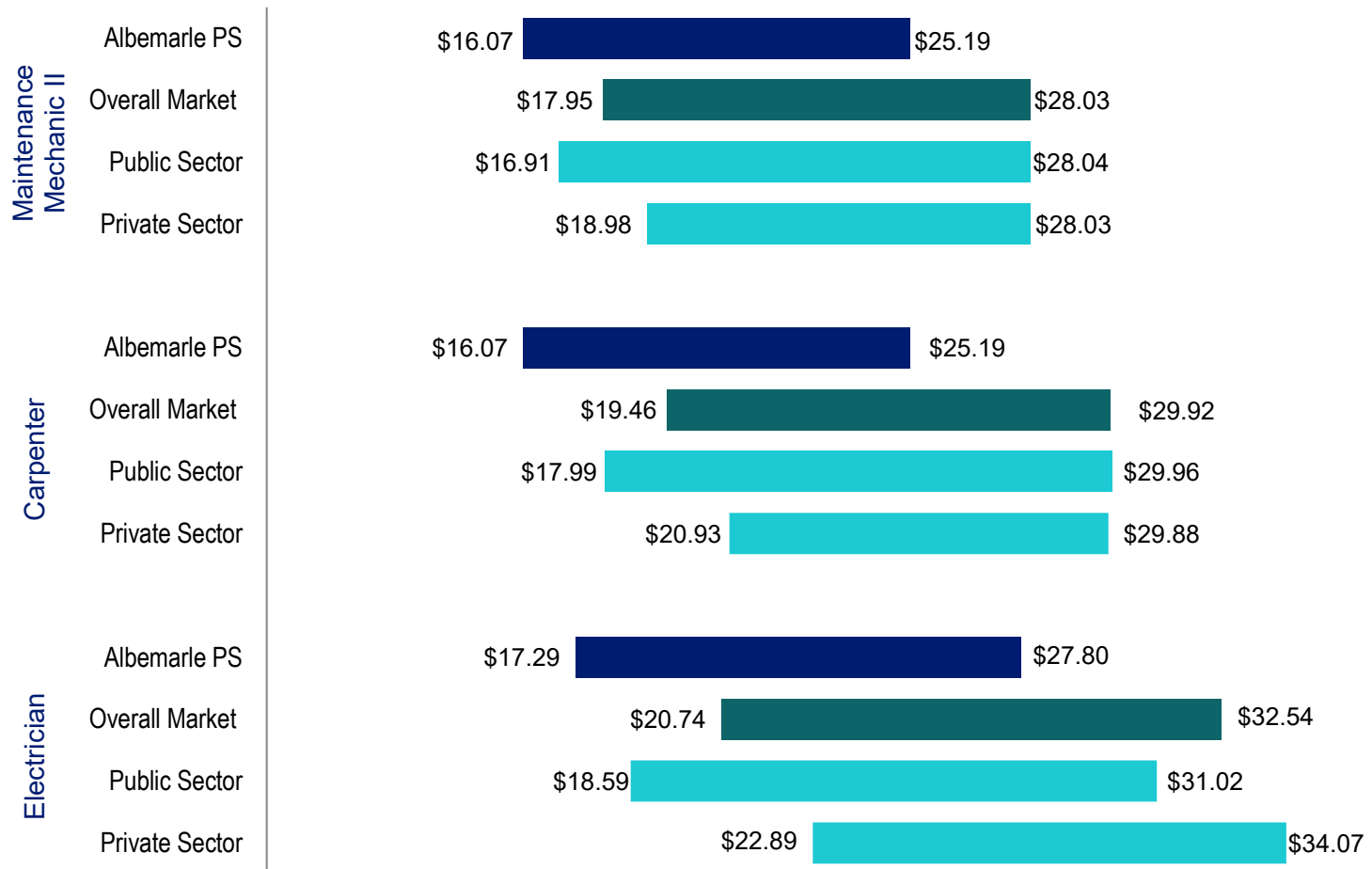
Job Title	Overall Market*			
	Minimum	Midpoint	Maximum	
<b>HVAC Mechanic</b> Grade 12	<b>Albemarle PS</b>	<b>\$18.11</b>	<b>\$23.79</b>	<b>\$29.48</b>
	Market Average	\$20.41	\$25.91	\$31.94
	Dollar Difference	(\$2.31)	(\$2.12)	(\$2.46)
	Percent Difference	-13%	-9%	-8%
<b>Energy Management Technician</b> Grade 15	<b>Albemarle PS</b>	<b>\$22.30</b>	<b>\$29.35</b>	<b>\$36.40</b>
	Market Average	\$23.56	\$30.27	\$37.36
	Dollar Difference	(\$1.26)	(\$0.92)	(\$0.96)
	Percent Difference	-6%	-3%	-3%
<b>Environmental, Safety &amp; GIS Coordinator</b> Grade 16	<b>Albemarle PS</b>	<b>\$23.93</b>	<b>\$31.49</b>	<b>\$39.06</b>
	Market Average	\$24.81	\$32.43	\$40.60
	Dollar Difference	(\$0.88)	(\$0.94)	(\$1.54)
	Percent Difference	-4%	-3%	-4%

Salaries have been geographically adjusted and reflect hourly rates.

\*The Overall Market Average reflects a 50/50 blend of the public sector and private sector market averages.

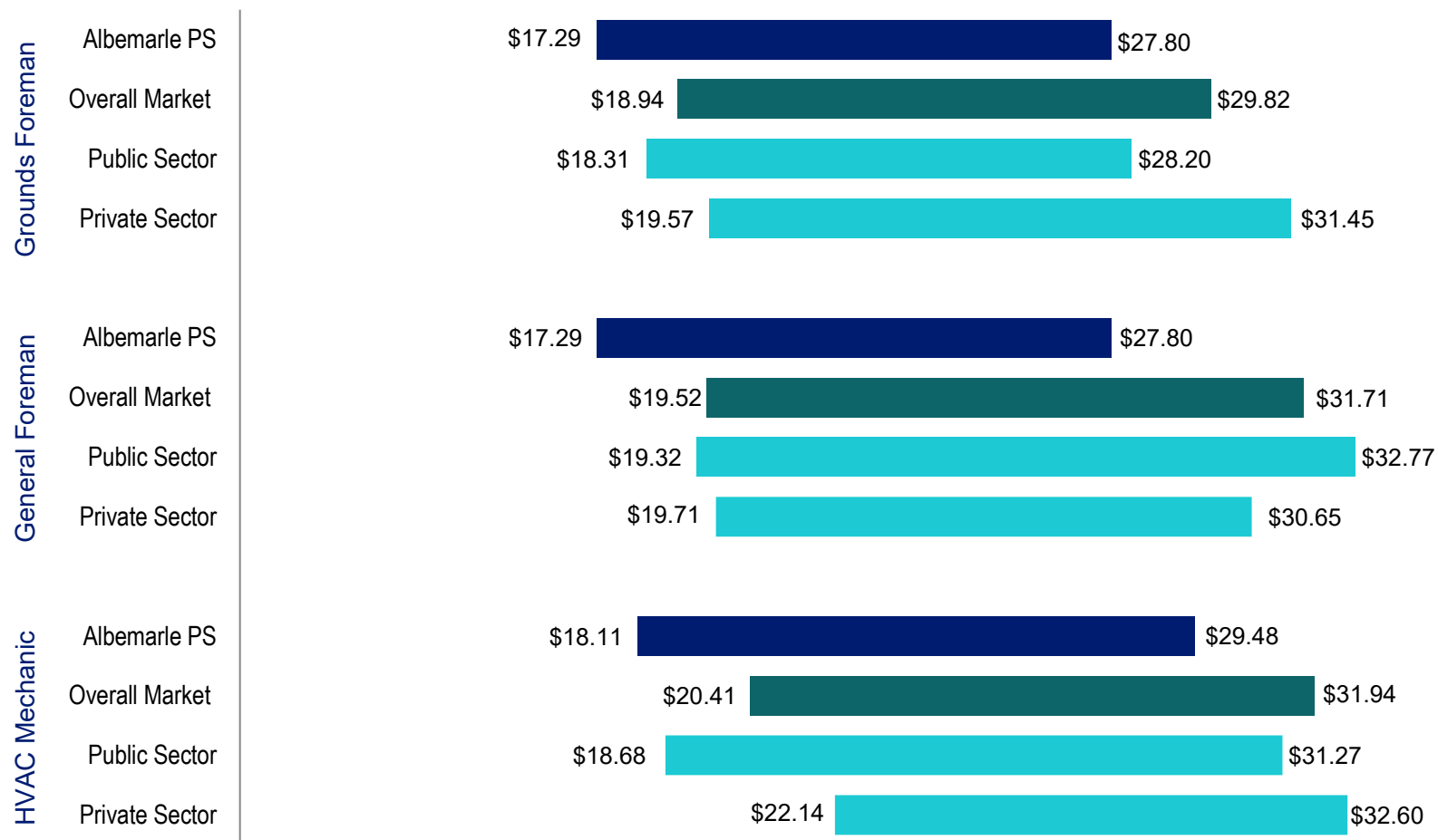


### Facilities—Maintenance FY22 Pay Range Comparisons



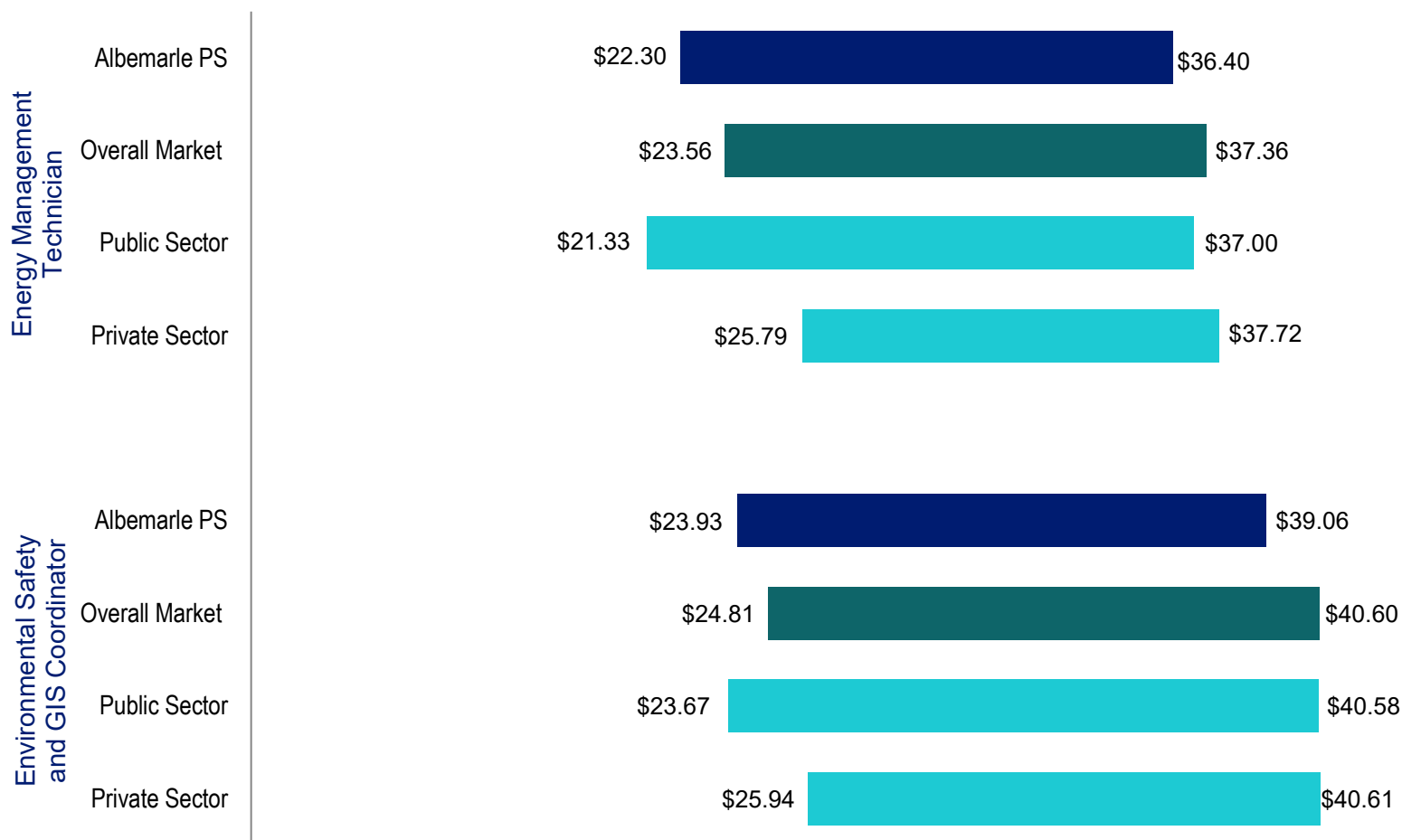
Salaries have been geographically adjusted and reflect hourly rates.  
The Overall Market average reflects a 50/50 blend of the public sector and private sector market averages.

**Facilities—Maintenance** *CONTINUED*  
*FY22 Pay Range Comparisons*



Salaries have been geographically adjusted and reflect hourly rates.  
 The Overall Market average reflects a 50/50 blend of the public sector and private sector market averages.

**Facilities—Maintenance** *CONTINUED*  
*FY22 Pay Range Comparisons*



Salaries have been geographically adjusted and reflect hourly rates.  
 The Overall Market average reflects a 50/50 blend of the public sector and private sector market averages.

## Finance and Human Resources

Albemarle's pay ranges for non-exempt finance and HR positions are close to the market average, although the range for Bookkeeper position lags the market average by 5-7%.

Exhibit 54

### Finance and Human Resources FY22 Pay Range Comparisons

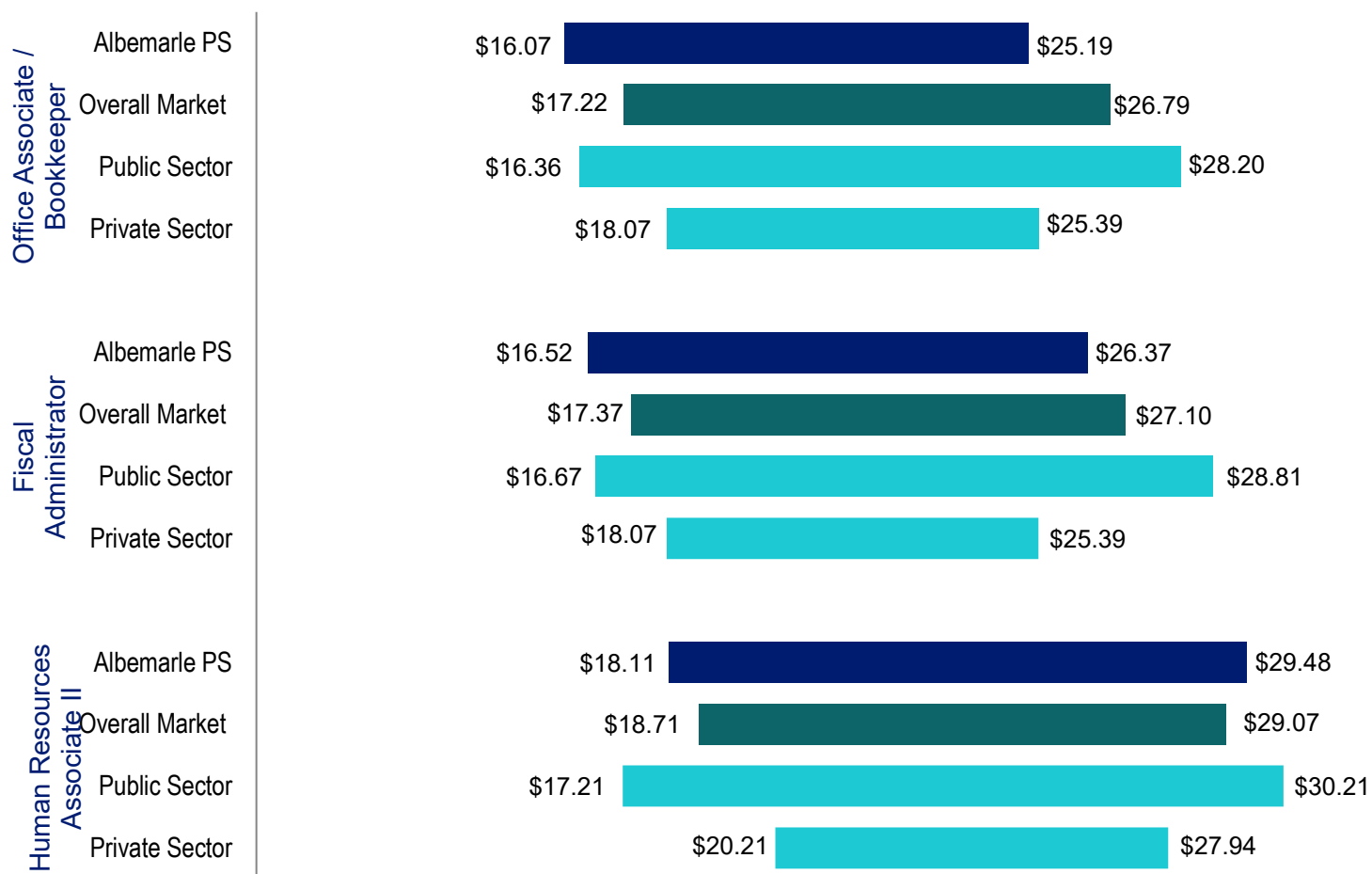
Job Title	Overall Market*			
	Minimum	Midpoint	Maximum	
<b>Office Associate / Bookkeeper</b> Grade 9	<b>Albemarle PS</b>	<b>\$16.07</b>	<b>\$20.63</b>	<b>\$25.19</b>
	Market Average	\$17.22	\$21.72	\$26.79
	Dollar Difference	(\$1.15)	(\$1.09)	(\$1.60)
	Percent Difference	-7%	-5%	-6%
<b>Fiscal Administrator</b> Grade 10	<b>Albemarle PS</b>	<b>\$16.52</b>	<b>\$21.45</b>	<b>\$26.37</b>
	Market Average	\$17.37	\$21.95	\$27.10
	Dollar Difference	(\$0.85)	(\$0.51)	(\$0.73)
	Percent Difference	-5%	-2%	-3%
<b>HR Specialist II</b> Grade 12	<b>Albemarle PS</b>	<b>\$18.11</b>	<b>\$23.79</b>	<b>\$29.48</b>
	Market Average	\$18.71	\$23.60	\$29.07
	Dollar Difference	(\$0.60)	\$0.19	\$0.41
	Percent Difference	-3%	1%	1%

Salaries have been geographically adjusted and reflect hourly rates.

\*The Overall Market Average reflects a 50/50 blend of the public sector and private sector market averages.

## Finance and Human Resources

### FY22 Pay Range Comparisons



Salaries have been geographically adjusted and reflect hourly rates.  
 The Overall Market average reflects a 50/50 blend of the public sector and private sector market averages.

## Food and Nutrition

Albemarle's pay range for Food Service Associates is highly market competitive. The ranges for managers, however, lag the market, especially when compared to the private sector, as shown below and on the following pages.

Exhibit 56

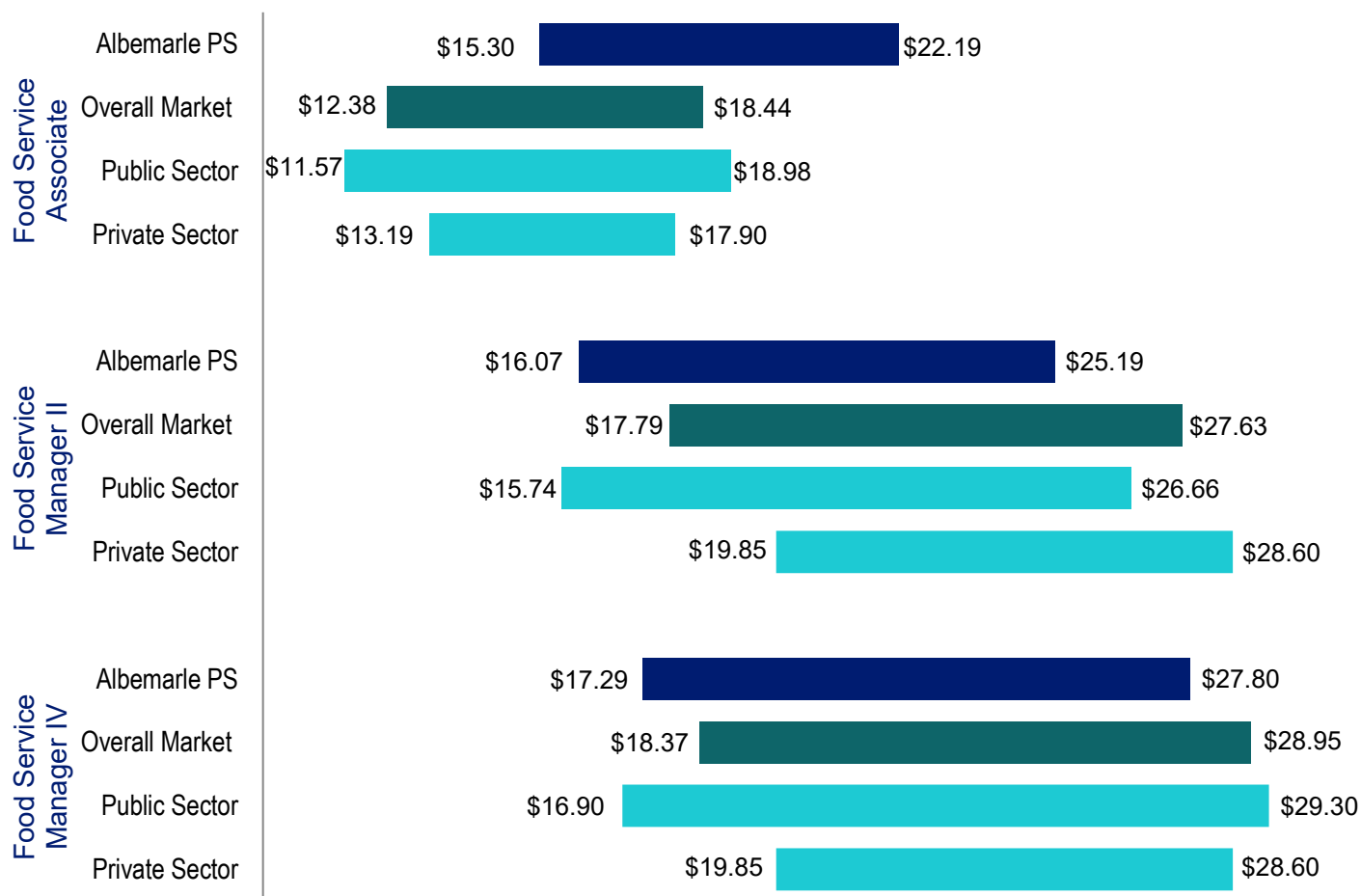
### Food and Nutrition FY22 Pay Range Comparisons

Job Title		Overall Market*		
		Minimum	Midpoint	Maximum
Food Service Associate Grade 5	<b>Albemarle PS</b>	<b>\$15.30</b>	<b>\$18.74</b>	<b>\$22.19</b>
	Market Average	\$12.38	\$15.44	\$18.44
	Dollar Difference	\$2.92	\$3.31	\$3.75
	Percent Difference	19%	18%	17%
Food Service Manager II Grade 9	<b>Albemarle PS</b>	<b>\$16.07</b>	<b>\$20.63</b>	<b>\$25.19</b>
	Market Average	\$17.79	\$22.60	\$27.63
	Dollar Difference	(\$1.73)	(\$1.97)	(\$2.44)
	Percent Difference	-11%	-10%	-10%
Food Service Manager IV Grade 11	<b>Albemarle PS</b>	<b>\$17.29</b>	<b>\$22.54</b>	<b>\$27.80</b>
	Market Average	\$18.37	\$23.55	\$28.95
	Dollar Difference	(\$1.08)	(\$1.01)	(\$1.16)
	Percent Difference	-6%	-4%	-4%

Salaries have been geographically adjusted and reflect hourly rates.

\*The Overall Market Average reflects a 50/50 blend of the public sector and private sector market averages.

## Food and Nutrition FY22 Pay Range Comparisons



Salaries have been geographically adjusted and reflect hourly rates.  
The Overall Market average reflects a 50/50 blend of the public sector and private sector market averages.

## Information Technology

Albemarle's pay range for Infrastructure Technicians lags the market by about nine percent (9%), while the range for Technology Support Specialists is consistent with the prevailing market rates.

Exhibit 58

### Information Technology FY22 Pay Range Comparisons

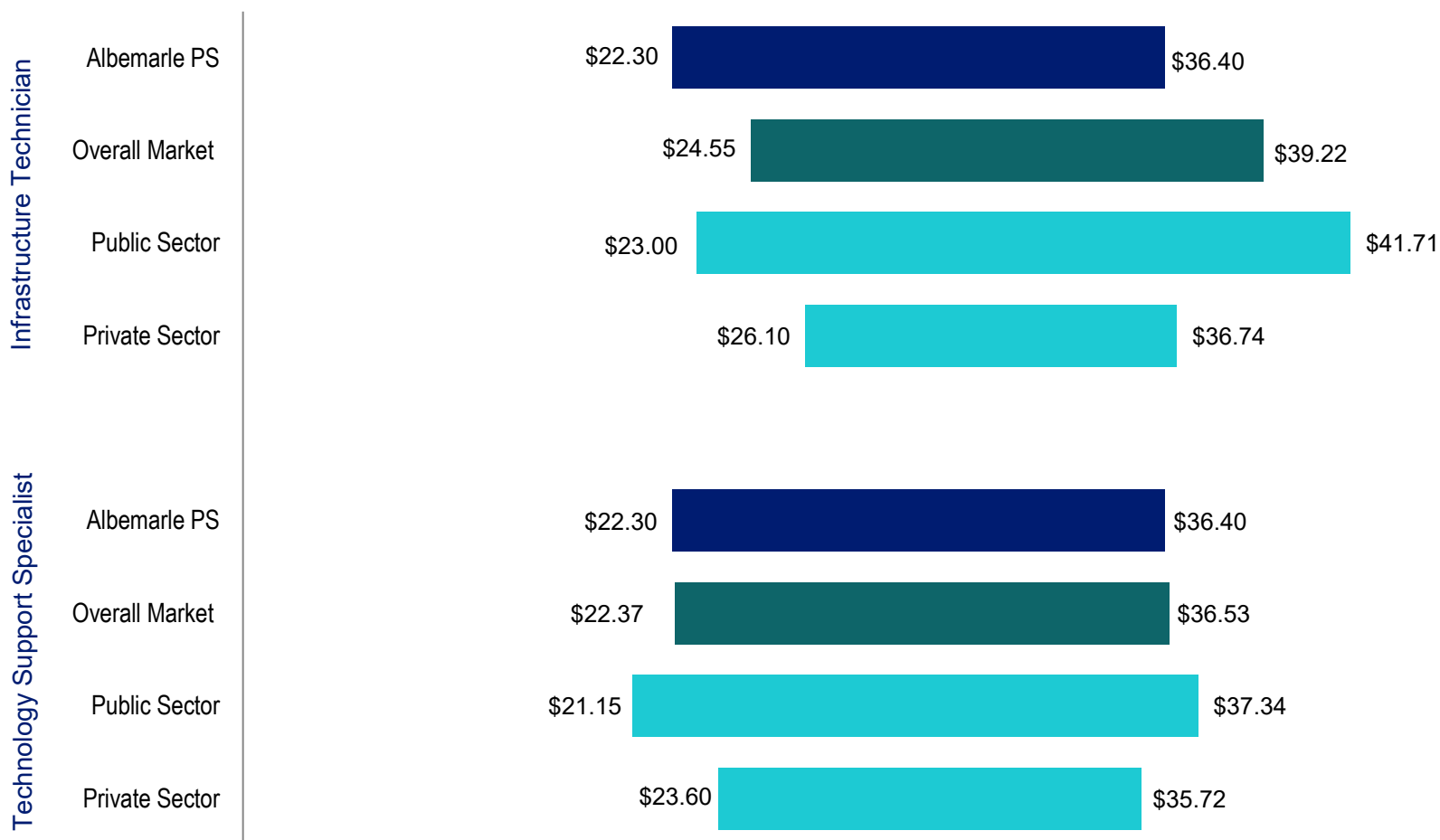
Job Title	Overall Market*			
	Minimum	Midpoint	Maximum	
<b>Infrastructure Technician</b> Grade 15	<b>Albemarle PS</b>	<b>\$22.30</b>	<b>\$29.35</b>	<b>\$36.40</b>
	Market Average	\$24.55	\$32.14	\$39.22
	Dollar Difference	(\$2.25)	(\$2.79)	(\$2.82)
	Percent Difference	-10%	-9%	-8%
<b>Technology Support Specialist</b> Grade 15	<b>Albemarle PS</b>	<b>\$22.30</b>	<b>\$29.35</b>	<b>\$36.40</b>
	Market Average	\$22.37	\$29.06	\$36.53
	Dollar Difference	(\$0.07)	\$0.29	(\$0.13)
	Percent Difference	-0.3%	1.0%	-0.4%

Salaries have been geographically adjusted and reflect hourly rates.

\*The Overall Market Average reflects a 50/50 blend of the public sector and private sector market averages.



### Information Technology FY22 Pay Range Comparisons



Salaries have been geographically adjusted and reflect hourly rates.  
The Overall Market average reflects a 50/50 blend of the public sector and private sector market averages.

## Office Support

Albemarle's pay ranges for office support positions all lag the market, with Legal Assistant and Executive Assistant further behind market than the others.

Exhibit 60

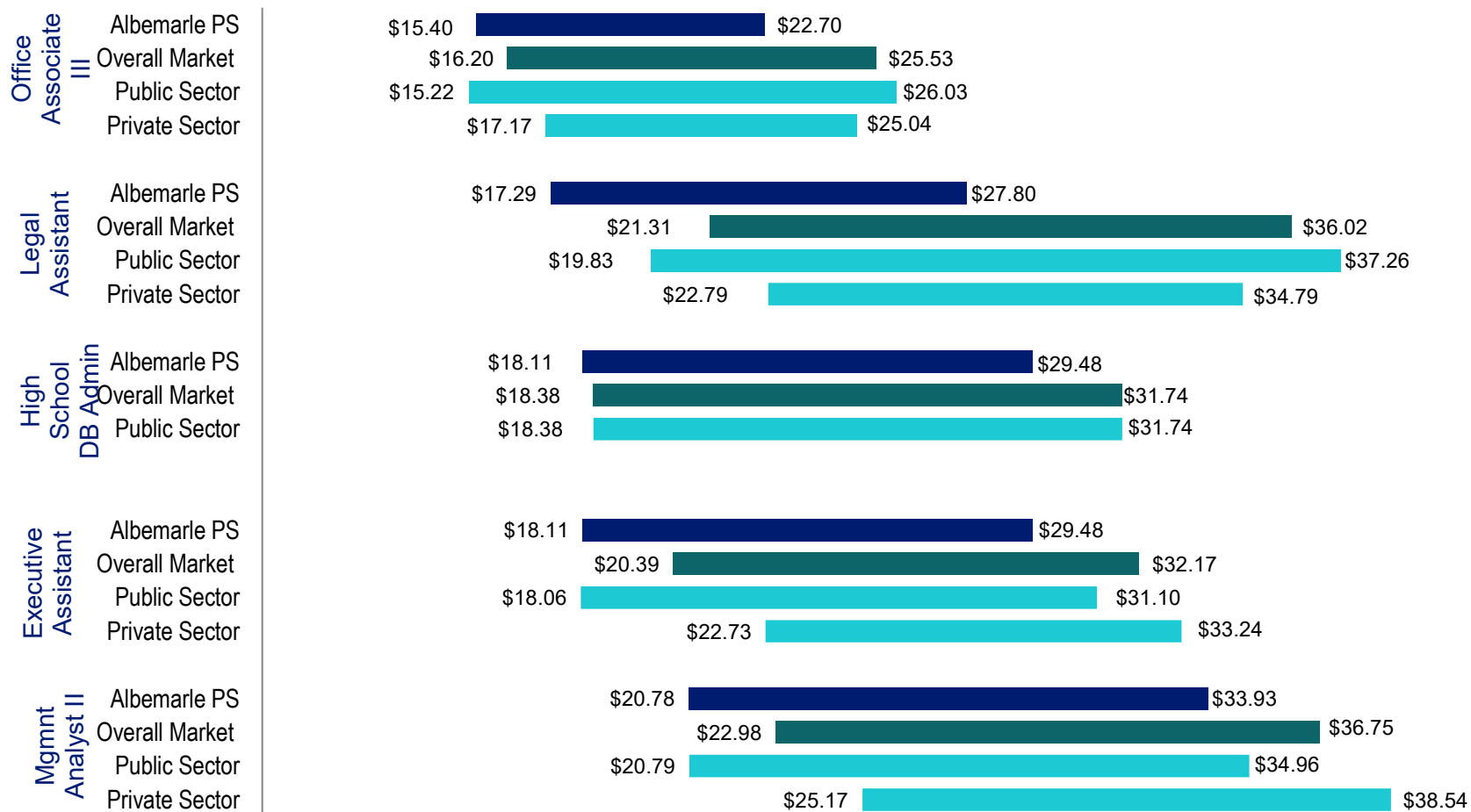
### Office Support FY22 Pay Range Comparisons

Job Title	Overall Market*			
	Minimum	Midpoint	Maximum	
<b>Office Associate III</b> Grade 6	<b>Albemarle PS</b>	<b>\$15.40</b>	<b>\$19.05</b>	<b>\$22.70</b>
	Market Average	\$16.20	\$20.70	\$25.53
	Dollar Difference	(\$0.80)	(\$1.65)	(\$2.84)
	Percent Difference	-5%	-9%	-12%
<b>Legal Assistant</b> Grade 11	<b>Albemarle PS</b>	<b>\$17.29</b>	<b>\$22.54</b>	<b>\$27.80</b>
	Market Average	\$21.31	\$28.40	\$36.02
	Dollar Difference	(\$4.02)	(\$5.86)	(\$8.23)
	Percent Difference	-23%	-26%	-30%
<b>Database Administrator High School</b> Grade 12	<b>Albemarle PS</b>	<b>\$18.11</b>	<b>\$23.79</b>	<b>\$29.48</b>
	Market Average	\$18.38	\$25.06	\$31.74
	Dollar Difference	(\$0.27)	(\$1.27)	(\$2.27)
	Percent Difference	-1%	-5%	-8%
<b>Executive Assistant</b> Grade 12	<b>Albemarle PS</b>	<b>\$18.11</b>	<b>\$23.79</b>	<b>\$29.48</b>
	Market Average	\$20.39	\$26.19	\$32.17
	Dollar Difference	(\$2.29)	(\$2.39)	(\$2.69)
	Percent Difference	-13%	-10%	-9%
<b>Management Analyst II</b> Grade 14	<b>Albemarle PS</b>	<b>\$20.78</b>	<b>\$27.36</b>	<b>\$33.93</b>
	Market Average	\$22.98	\$29.55	\$36.75
	Dollar Difference	(\$2.20)	(\$2.20)	(\$2.82)
	Percent Difference	-11%	-8%	-8%

Salaries have been geographically adjusted and reflect hourly rates.

\*The Overall Market Average reflects a 50/50 blend of the public sector and private sector market averages.

## Office Support FY22 Pay Range Comparisons



Salaries have been geographically adjusted and reflect hourly rates.  
The Overall Market average reflects a 50/50 blend of the public sector and private sector market averages.

## Student/Family Services

Albemarle's pay ranges for School Security Assistant and Welcome Center Support Specialist are market competitive. The range for ESOL Family Liaisons, however, lags the market by six percent (6%) at the range midpoint.

Exhibit 62

### Student/Family Services FY22 Pay Range Comparisons

Job Title	Overall Market*			
	Minimum	Midpoint	Maximum	
	<b>Albemarle PS</b>	<b>\$15.40</b>	<b>\$19.05</b>	<b>\$22.70</b>
<b>School Security Assistant</b> Grade 6	Market Average	\$13.90	\$17.83	\$22.08
	Dollar Difference	\$1.51	\$1.22	\$0.62
	Percent Difference	10%	6%	3%
	<b>Albemarle PS</b>	<b>\$18.11</b>	<b>\$23.79</b>	<b>\$29.48</b>
<b>International Welcome Center Support Specialist</b> Grade 12	Market Average	\$15.89	\$23.27	\$30.64
	Dollar Difference	\$2.21	\$0.53	(\$1.16)
	Percent Difference	14%	2%	-4%
	<b>Albemarle PS</b>	<b>\$20.78</b>	<b>\$27.36</b>	<b>\$33.93</b>
<b>ESOL Family Engagement &amp; Student Support Liaison</b> Grade 14	Market Average	\$20.99	\$29.04	\$37.09
	Dollar Difference	(\$0.20)	(\$1.68)	(\$3.16)
	Percent Difference	-1%	-6%	-9%

Salaries have been geographically adjusted and reflect hourly rates.

\*The Overall Market Average reflects a 50/50 blend of the public sector and private sector market averages.

## Student/Family Services FY22 Pay Range Comparisons



Salaries have been geographically adjusted and reflect hourly rates.

The Overall Market average reflects a 50/50 blend of the public sector and private sector market averages.

## Transportation

Albemarle’s pay range for Automotive Mechanics is slightly below market, while ranges for the supervisory roles have a larger market gap—seven percent (7%) for the Parts & Service Supervisor and 16% for the Area Transportation Supervisor at the midpoint.

Exhibit 64

### Transportation FY22 Pay Range Comparisons

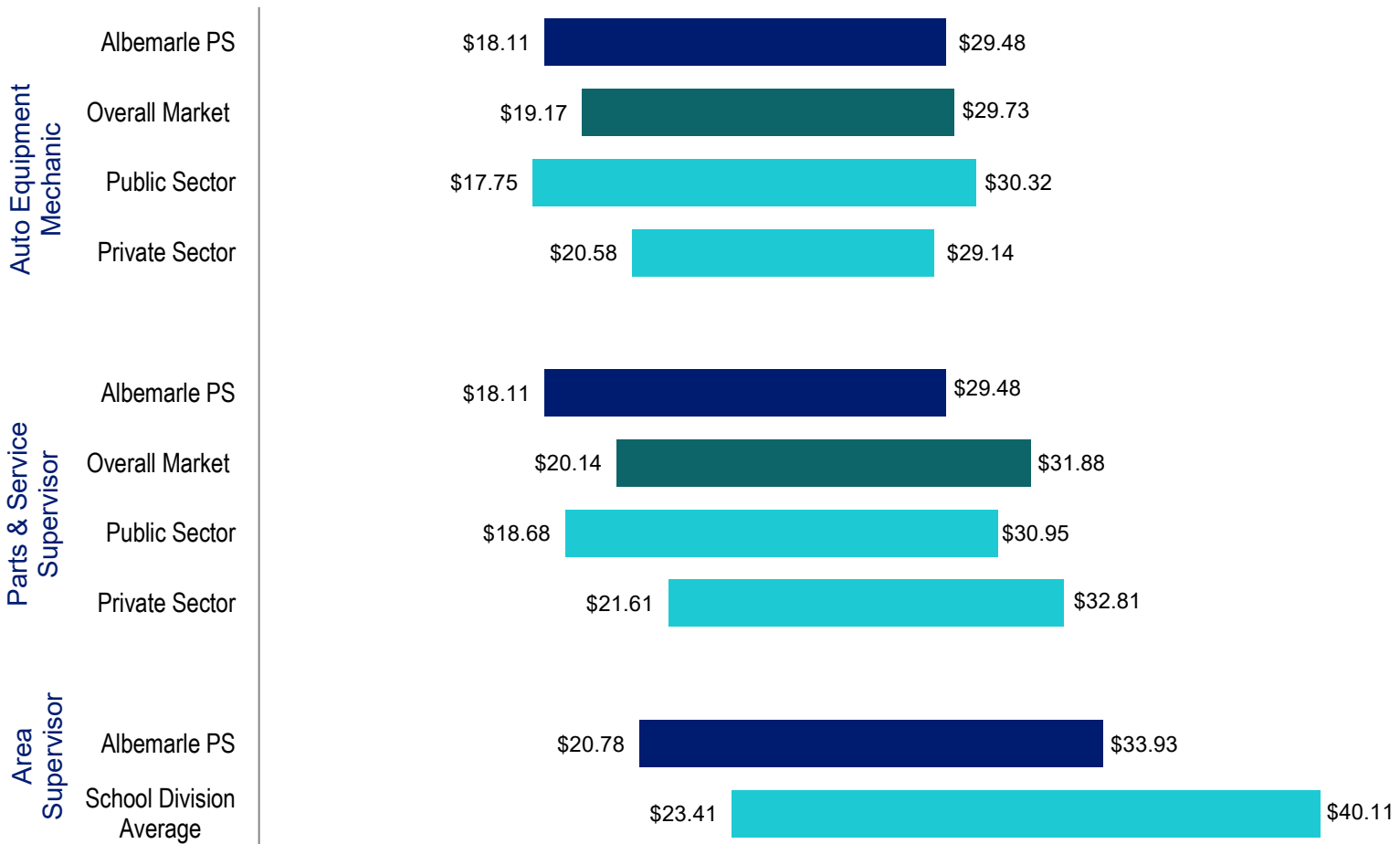
Job Title	Overall Market*			
	Minimum	Midpoint	Maximum	
<b>Automotive Equipment Mechanic</b> Grade 12	<b>Albemarle PS</b>	<b>\$18.11</b>	<b>\$23.79</b>	<b>\$29.48</b>
	Market Average	\$19.17	\$24.50	\$29.73
	Dollar Difference	(\$1.06)	(\$0.71)	(\$0.26)
	Percent Difference	-6%	-3%	-1%
<b>Parts and Service Supervisor</b> Grade 12	<b>Albemarle PS</b>	<b>\$18.11</b>	<b>\$23.79</b>	<b>\$29.48</b>
	Market Average	\$20.14	\$25.54	\$31.88
	Dollar Difference	(\$2.04)	(\$1.75)	(\$2.40)
	Percent Difference	-11%	-7%	-8%
<b>Area Transportation Supervisor</b> Grade 14	<b>Albemarle PS</b>	<b>\$20.78</b>	<b>\$27.36</b>	<b>\$33.93</b>
	Market Average	\$23.41	\$31.76	\$40.11
	Dollar Difference	(\$2.63)	(\$4.40)	(\$6.18)
	Percent Difference	-13%	-16%	-18%

Salaries have been geographically adjusted and reflect hourly rates.

\*The Overall Market Average reflects a 50/50 blend of the public sector and private sector market averages.

## Transportation

### FY22 Pay Range Comparisons



Salaries have been geographically adjusted and reflect hourly rates.  
 The Overall Market average reflects a 50/50 blend of the public sector and private sector market averages.

# Other Exempt Positions

Among 40 exempt<sup>2</sup> jobs, we found that Albemarle's pay rates lag the market for several professional and managerial roles, including:

- Fleet Operations Manager—18% below the market average
- Director of Accountability & Research—16% below
- HR Generalist/Business Partner II—16% below
- Recruitment and Diversity Coordinator—14% below
- Web Programmer Analyst—13% below
- Manager, Technology Support—13%

Additional details regarding each job title are shown on the [following pages](#) and [Appendix B](#).

<sup>2</sup> **Exempt** positions are those that are exempt from the federal Fair Labor Standards Act (FLSA) regulations regarding overtime pay; that is, employees in these positions are paid on a salary basis and are not legally entitled to time-and-a-half compensation for work beyond 40 hours per week. Teachers and School Administrators are exempt positions.



FY22 Market Position Summary for  
Other Exempt Jobs

Job Family	Job Title	Albemarle Pay Grade	Pay Range Midpoint (12-month salaries)		
			Albemarle	Market Average	Percent Difference
Education/Instruction	Lead Coach—Instruction	20	\$86,796	\$85,097	2%
Education/Instruction	Director of Accountability & Research	22	\$99,913	\$115,580	-16%
Education/Instruction	Exec Director of PreK12 Instruction	25	\$123,400	\$126,246	-2%
Special Education	Sign Language Interpreter (Level III)	17	\$70,276	\$63,349	10%
Special Education	Coordinator of Special Education	20	\$86,796	\$89,538	-3%
Special Education	Director of Special Education	23	\$107,198	\$116,452	-9%
Student/Family Services	Athletic Trainer	16	\$65,501	\$62,094	5%
Student/Family Services	Director of School Counseling (HS)	22	\$99,913	\$96,610	3%
Student/Family Services	Director of Student Services	25	\$123,400	\$121,079	2%
Communications/Community Relations	Senior Communications Analyst	16	\$65,501	\$69,625	-6%
Communications/Community Relations	Web and Social Media Specialist	16	\$65,501	\$70,282	-7%
Communications/Community Relations	Public Affairs & Strategic Comm Officer	24	\$115,014	\$114,944	0%
Communications/Community Relations	Asst Supt, School & Community Empowerment	27	\$142,074	\$137,547	3%
Facilities	Supervisor of Facilities Management	17	\$70,276	\$72,416	-3%
Facilities	Asst Director for Custodial Services	19	\$80,897	\$78,921	2%
Facilities	Director of Building Services	25	\$123,400	\$123,656	-0.2%

FY22 Market Position Summary for  
Other Exempt Jobs

Job Family	Job Title	Albemarle Pay Grade	Pay Range Midpoint (12-month salaries)		
			Albemarle	Market Average	Percent Difference
Finance, Budget, Procurement	Senior Budget Analyst	18	\$75,400	\$78,845	-5%
Finance, Budget, Procurement	School Procurement Officer	20	\$86,796	\$86,243	1%
Finance, Budget, Procurement	Director of Budget & Planning	24	\$115,014	\$121,750	-6%
Food Service & Transportation	Fleet Operations Manager	16	\$65,501	\$77,383	-18%
Food Service & Transportation	Routing and Planning Manager	16	\$65,501	\$66,370	-1%
Food Service & Transportation	Director of Transportation	25	\$123,400	\$121,775	1%
Food Service & Transportation	Director of Food Service	25	\$123,400	\$120,246	3%
Human Resources	Human Resources Generalist II	15	\$61,050	\$70,628	-16%
Human Resources	Recruitment & Diversity Coordinator	17	\$70,276	\$80,414	-14%
Human Resources	Director of Professional Development	25	\$123,400	\$111,254	10%
Human Resources	Asst Superintendent for OD, HR, PD	27	\$142,074	\$144,883	-2%
IT / Data, Applications & Web	Enterprise Application Specialist	17	\$70,276	\$73,622	-5%
IT / Data, Applications & Web	Web Programmer Analyst	17	\$70,276	\$79,438	-13%
IT / Data, Applications & Web	Database Programmer Analyst	19	\$80,897	\$83,926	-4%
IT / Data, Applications & Web	Senior Data Systems Analyst	19	\$80,897	\$84,530	-4%
IT / Data, Applications & Web	Manager, Enterprise Apps & Communications	20	\$86,796	\$88,063	-1%

FY22 Market Position Summary for  
Other Exempt Jobs

Job Family	Job Title	Albemarle Pay Grade	Pay Range Midpoint (12-month salaries)		
			Albemarle	Market Average	Percent Difference
IT / Data, Applications & Web	Asst Director, Enterprise Apps & Web Svcs	21	\$93,123	\$103,571	-11%
IT / Infrastructure & Support	Service Desk & Systems Engineer	18	\$75,400	\$79,466	-5%
IT / Infrastructure & Support	Senior Infrastructure & Systems Engineer	19	\$80,897	\$87,380	-8%
IT / Infrastructure & Support	Manager, Technology Support	19	\$80,897	\$91,466	-13%
IT / Infrastructure & Support	Manager, Infrastructure & Support	22	\$99,913	\$109,915	-10%
IT / Infrastructure & Support	Asst Director, Infrastructure & Support	22	\$99,913	\$109,546	-10%
IT / Leadership	Chief Technology Officer	26	\$132,409	\$139,923	-5%
Operational Leadership	Chief Operating Officer	26	\$132,409	\$142,756	-8%

The survey also included the Director of the Extended Day Enrichment Program; however, an insufficient number of school divisions have a matching position.

# Academics/Instruction/Learning

Exhibit 67

## Academics / Instruction / Learning FY22 Pay Range Comparisons 12-month salaries

		Minimum	Midpoint	Maximum
	<b>Albemarle</b>	<b>\$65,947</b>	<b>\$86,796</b>	<b>\$107,645</b>
<b>Lead Coach—Instruction</b>	Market Average	\$60,625	\$85,097	\$109,569
Grade 20	Dollar Difference	\$5,322	\$1,699	-\$1,924
	Percent Difference	8%	2%	-2%
	<b>Albemarle</b>	<b>\$75,913</b>	<b>\$99,913</b>	<b>\$123,913</b>
<b>Director, Accounting &amp; Research</b>	Market Average	\$86,399	\$115,580	\$144,760
Grade 22	Dollar Difference	-\$10,486	-\$15,667	-\$20,847
	Percent Difference	-14%	-16%	-17%
	<b>Albemarle</b>	<b>\$93,757</b>	<b>\$123,400</b>	<b>\$153,042</b>
<b>Executive Director, PreK-12 Instruction</b>	Market Average	\$94,686	\$126,246	\$157,807
Grade 25	Dollar Difference	-\$929	-\$2,847	-\$4,765
	Percent Difference	-1%	-2%	-3%

Pay rates have been geographically adjusted and reflect 12-month annual salaries

### Academics / Instruction / Learning FY22 Pay Range Comparisons



Salaries have been geographically adjusted and reflect 12-month annual rates.

# Special Education

Exhibit 69

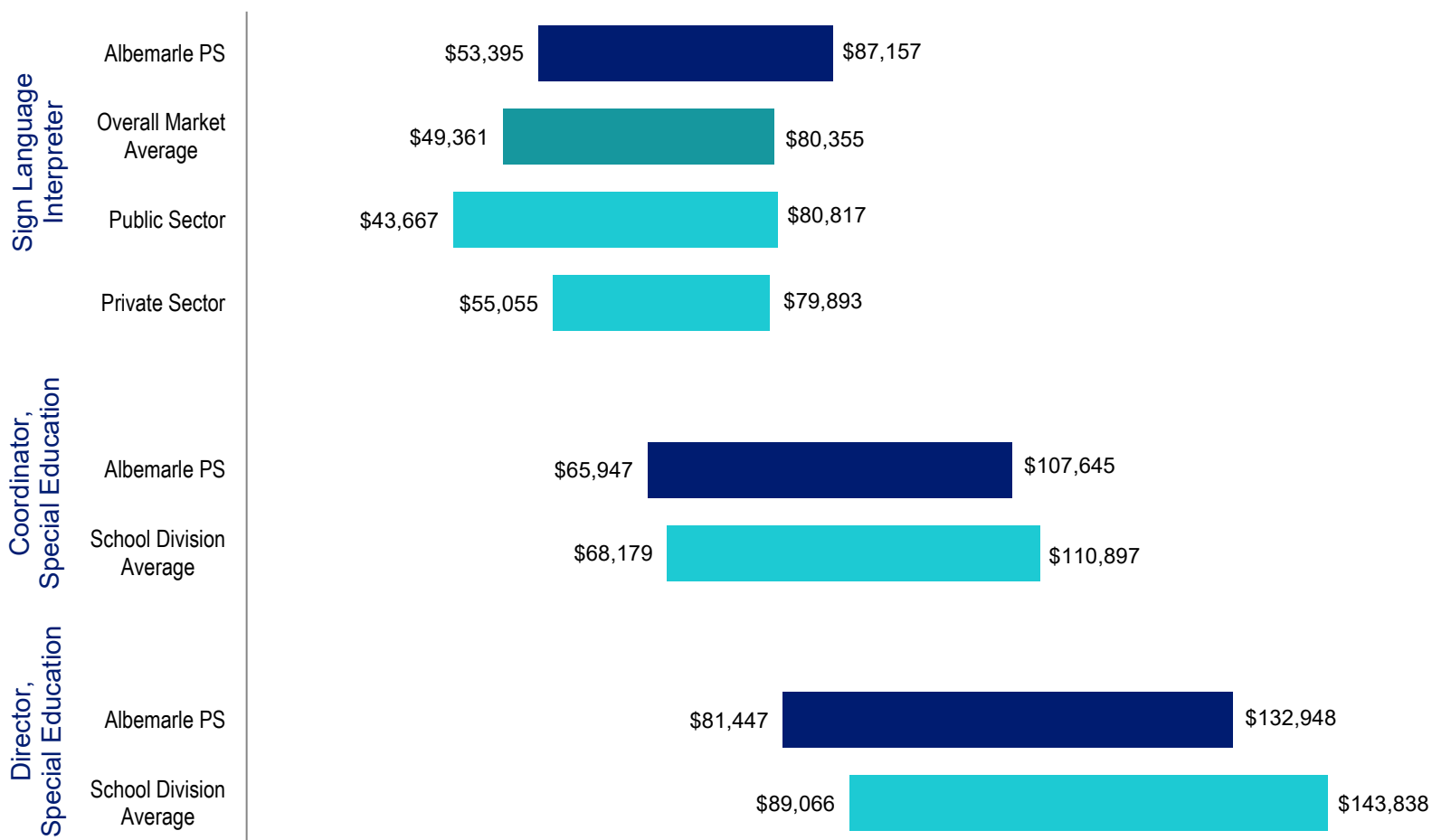
## Special Education FY22 Pay Range Comparisons *12-month salaries*

		Minimum	Midpoint	Maximum
<b>Sign Language Interpreter (Level III)*</b> Grade 17	<b>Albemarle</b>	<b>\$53,395</b>	<b>\$70,276</b>	<b>\$87,157</b>
	Market Average	\$49,361	\$63,349	\$80,355
	Dollar Difference	\$4,034	\$6,927	\$6,802
	Percent Difference	8%	10%	8%
<b>Coordinator of Special Education</b> Grade 20	<b>Albemarle</b>	<b>\$65,947</b>	<b>\$86,796</b>	<b>\$107,645</b>
	Market Average	\$68,179	\$89,538	\$110,897
	Dollar Difference	-\$2,232	-\$2,742	-\$3,252
	Percent Difference	-3%	-3%	-3%
<b>Director of Special Education</b> Grade 23	<b>Albemarle</b>	<b>\$81,447</b>	<b>\$107,198</b>	<b>\$132,948</b>
	Market Average	\$89,066	\$116,452	\$143,838
	Dollar Difference	-\$7,619	-\$9,255	-\$10,890
	Percent Difference	-9%	-9%	-8%

Pay rates have been geographically adjusted and reflect 12-month annual salaries

\*Many of the comparison school divisions treat Sign Language Interpreters as non-exempt hourly positions.

## Special Education FY22 Pay Range Comparisons



Salaries have been geographically adjusted and reflect 12-month annual rates.  
The Overall Market average reflects a 50/50 blend of the public sector and private sector market averages.

# Student and Family Services

Exhibit 71

## Student and Family Services FY22 Pay Range Comparisons *12-month salaries*

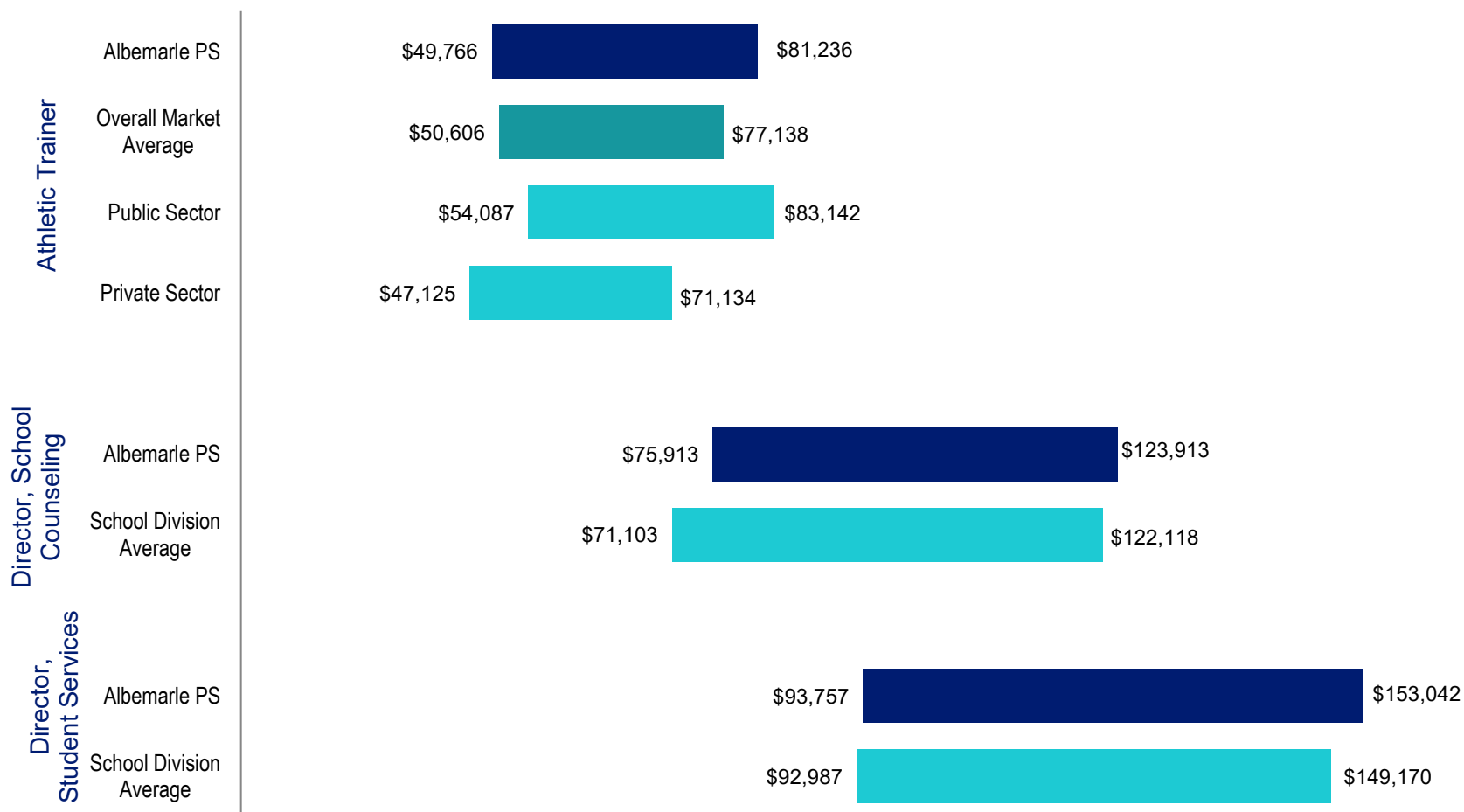
		Minimum	Midpoint	Maximum
<b>Athletic Trainer*</b> Grade 16	<b>Albemarle</b>	<b>\$49,766</b>	<b>\$65,501</b>	<b>\$81,236</b>
	Market Average	\$50,606	\$62,094	\$77,138
	Dollar Difference	-\$840	\$3,407	\$4,098
	Percent Difference	-2%	5%	5%
<b>Director of School Counseling (HS)</b> Grade 22	<b>Albemarle</b>	<b>\$75,913</b>	<b>\$99,913</b>	<b>\$123,913</b>
	Market Average	\$71,103	\$96,610	\$122,118
	Dollar Difference	\$4,810	\$3,303	\$1,795
	Percent Difference	6%	3%	1%
<b>Director of Student Services</b> Grade 25	<b>Albemarle</b>	<b>\$93,757</b>	<b>\$123,400</b>	<b>\$153,042</b>
	Market Average	\$92,987	\$121,079	\$149,170
	Dollar Difference	\$770	\$2,321	\$3,872
	Percent Difference	1%	2%	3%

Pay rates have been geographically adjusted and reflect 12-month annual salaries

\*Athletic trainers are often 10-month or 11-month positions. All pay ranges have been adjusted to 12-month equivalents for this analysis.



### Student and Family Services FY22 Pay Range Comparisons



Salaries have been geographically adjusted and reflect 12-month annual rates.  
The Overall Market average reflects a 50/50 blend of the public sector and private sector market averages.

# Communications & Community Engagement

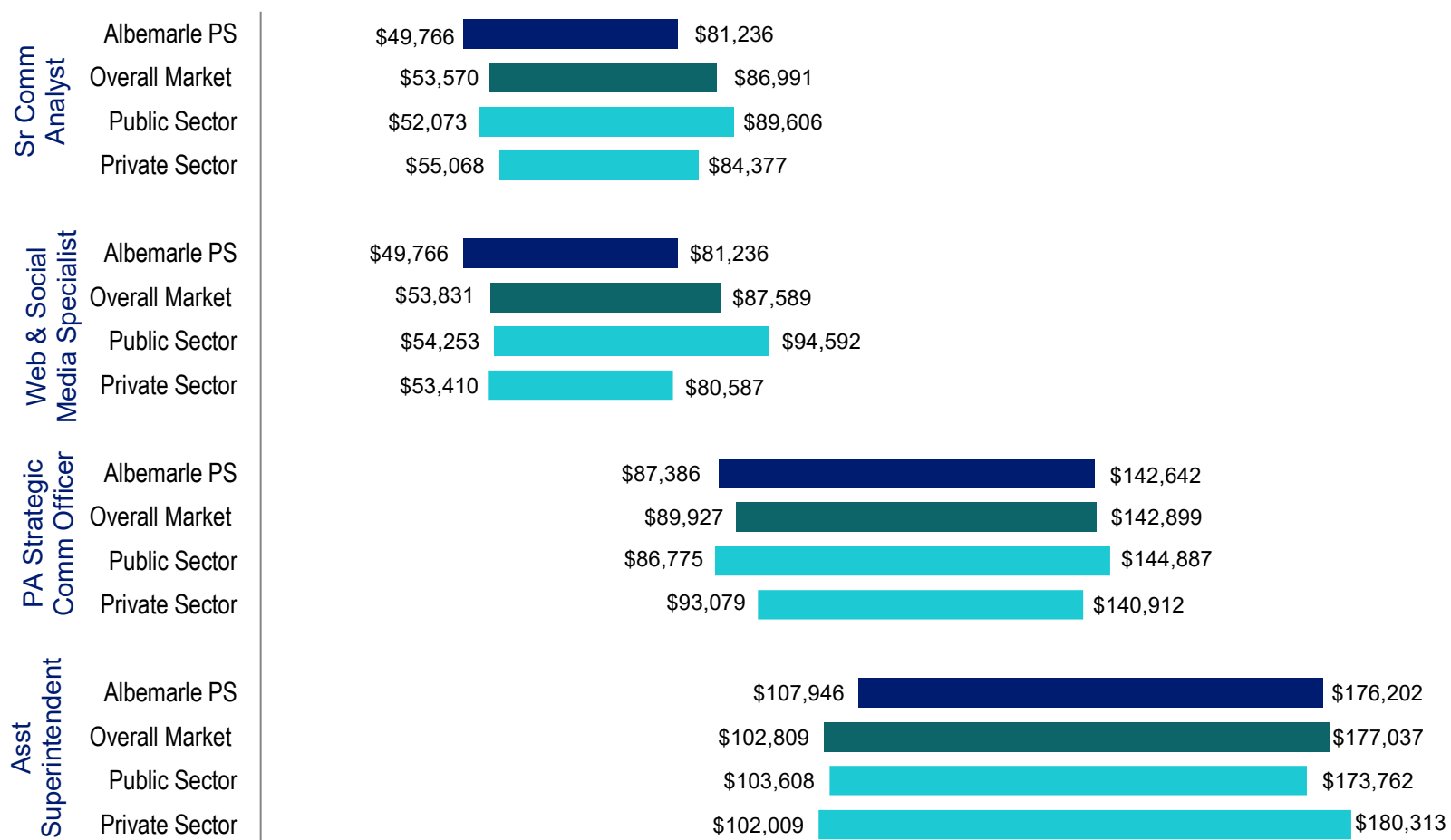
Exhibit 73

## Communications / Community Engagement FY22 Pay Range Comparisons *12-month salaries*

		Minimum	Midpoint	Maximum
<b>Senior Communications Analyst</b> Grade 16	<b>Albemarle</b>	<b>\$49,766</b>	<b>\$65,501</b>	<b>\$81,236</b>
	Market Average	\$53,570	\$69,625	\$86,991
	Dollar Difference	-\$3,804	-\$4,124	-\$5,755
	Percent Difference	-8%	-6%	-7%
<b>Web and Social Media Specialist</b> Grade 16	<b>Albemarle</b>	<b>\$49,766</b>	<b>\$65,501</b>	<b>\$81,236</b>
	Market Average	\$53,831	\$70,282	\$87,589
	Dollar Difference	-\$4,065	-\$4,781	-\$6,353
	Percent Difference	-8%	-7%	-8%
<b>Public Affairs Strategic Communications Officer</b> Grade 24	<b>Albemarle</b>	<b>\$87,386</b>	<b>\$115,014</b>	<b>\$142,642</b>
	Market Average	\$89,927	\$114,944	\$142,899
	Dollar Difference	-\$2,541	\$70	-\$257
	Percent Difference	-3%	0%	-0.2%
<b>Assistant Superintendent for School Community Empowerment</b> Grade 27	<b>Albemarle</b>	<b>\$107,946</b>	<b>\$142,074</b>	<b>\$176,202</b>
	Market Average	\$102,809	\$137,547	\$177,037
	Dollar Difference	\$5,137	\$4,527	-\$835
	Percent Difference	5%	3%	-0.5%

Pay rates have been geographically adjusted and reflect 12-month annual salaries

## Communications & Community Engagement FY22 Pay Range Comparisons



Salaries have been geographically adjusted and reflect 12-month annual rates.  
The Overall Market average reflects a 50/50 blend of the public sector and private sector market averages.

# Facilities

Exhibit 75

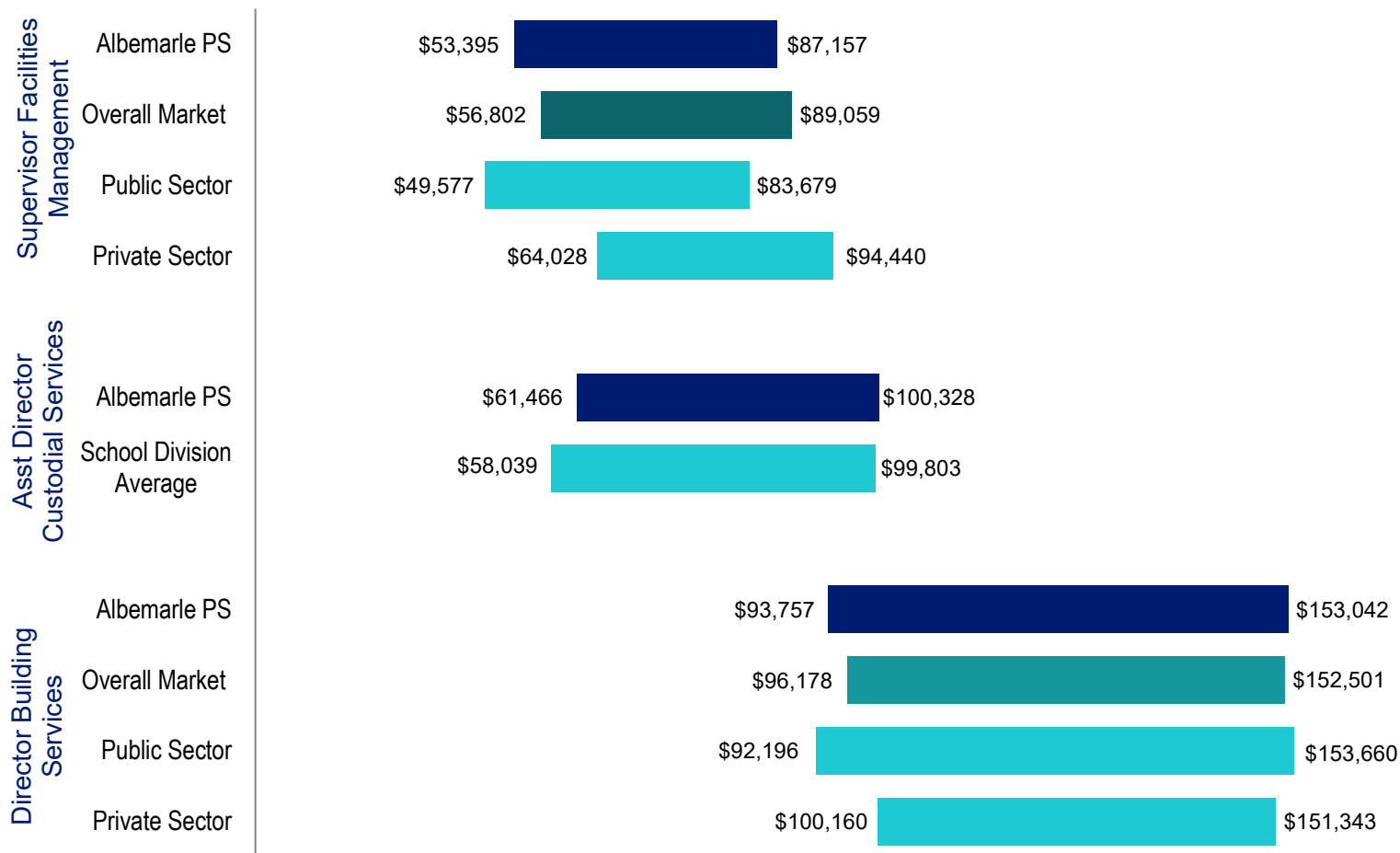
## Facilities FY22 Pay Range Comparisons *12-month salaries*

		Minimum	Midpoint	Maximum
<b>Supervisor of Facilities Management</b> Grade 17	<b>Albemarle</b>	<b>\$53,395</b>	<b>\$70,276</b>	<b>\$87,157</b>
	Market Average	\$56,802	\$72,416	\$89,059
	Dollar Difference	-\$3,407	-\$2,140	-\$1,902
	Percent Difference	-6%	-3%	-2%
<b>Assistant Director for Custodial Services</b> Grade 19	<b>Albemarle</b>	<b>\$61,466</b>	<b>\$80,897</b>	<b>\$100,328</b>
	Market Average	\$58,039	\$78,921	\$99,803
	Dollar Difference	\$3,427	\$1,976	\$525
	Percent Difference	6%	2%	1%
<b>Director of Building Services</b> Grade 25	<b>Albemarle</b>	<b>\$93,757</b>	<b>\$123,400</b>	<b>\$153,042</b>
	Market Average	\$96,178	\$123,656	\$152,501
	Dollar Difference	-\$2,421	-\$256	\$541
	Percent Difference	-3%	-0.2%	0%

Pay rates have been geographically adjusted and reflect 12-month annual salaries

## Facilities

### FY22 Pay Range Comparisons



Salaries have been geographically adjusted and reflect 12-month annual rates.  
 The Overall Market average reflects a 50/50 blend of the public sector and private sector market averages.

# Finance, Budget, Procurement

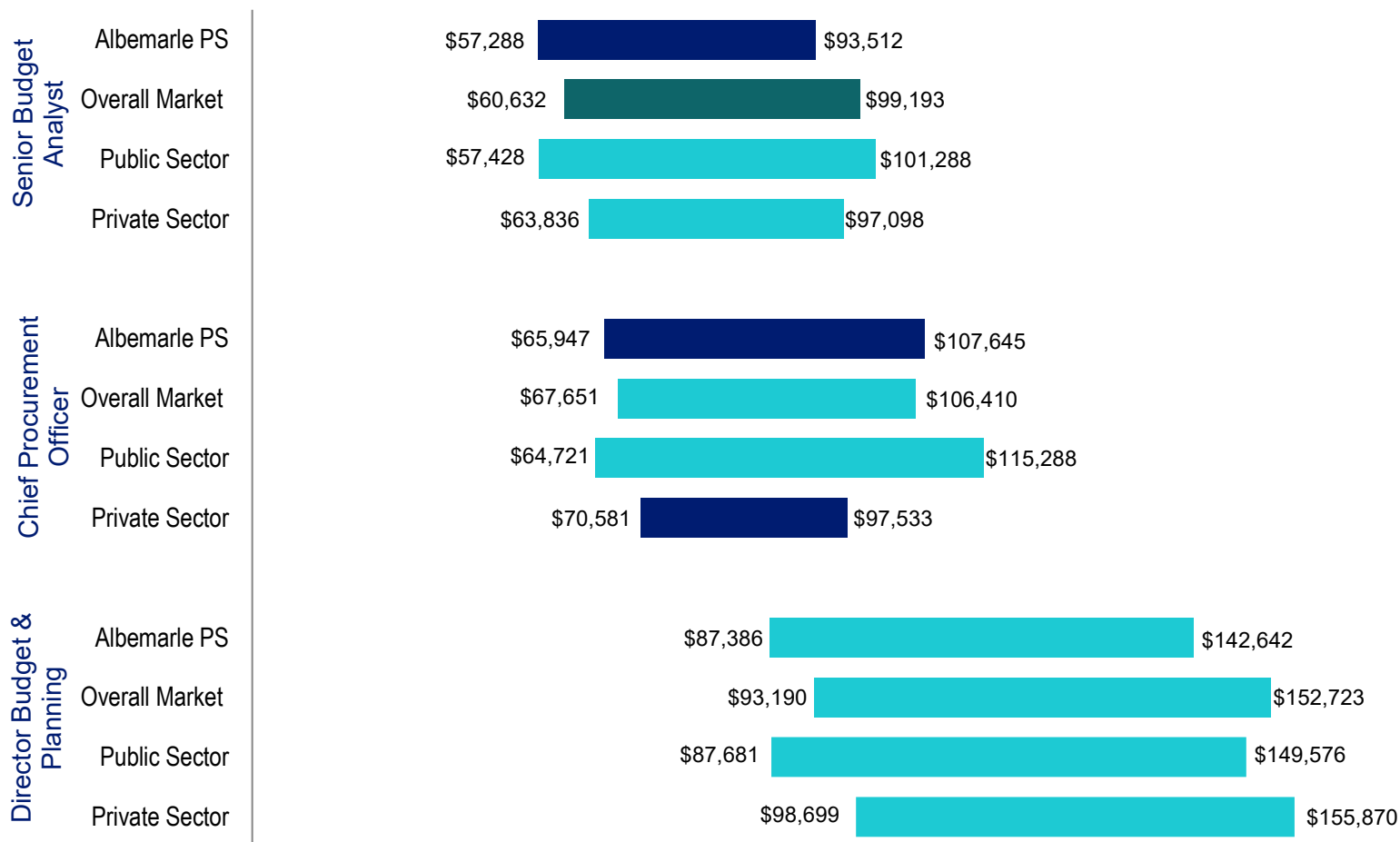
Exhibit 77

## Finance / Budget / Procurement FY22 Pay Range Comparisons

		Minimum	Midpoint	Maximum
<b>Senior Budget Analyst</b> Grade 18	<b>Albemarle</b>	<b>\$57,288</b>	<b>\$75,400</b>	<b>\$93,512</b>
	Market Average	\$60,632	\$78,845	\$99,193
	Dollar Difference	-\$3,344	-\$3,445	-\$5,681
	Percent Difference	-6%	-5%	-6%
<b>School Procurement Officer</b> Grade 20	<b>Albemarle</b>	<b>\$65,947</b>	<b>\$86,796</b>	<b>\$107,645</b>
	Market Average	\$67,651	\$86,243	\$106,410
	Dollar Difference	-\$1,704	\$553	\$1,235
	Percent Difference	-3%	1%	1%
<b>Director of Budget and Planning</b> Grade 21	<b>Albemarle</b>	<b>\$87,386</b>	<b>\$115,014</b>	<b>\$142,642</b>
	Market Average	\$93,190	\$121,750	\$152,723
	Dollar Difference	-\$5,804	-\$6,736	-\$10,081
	Percent Difference	-7%	-6%	-7%

Pay rates have been geographically adjusted and reflect 12-month annual salaries

### Finance, Procurement, Budget FY22 Pay Range Comparisons



Salaries have been geographically adjusted and reflect 12-month annual rates.  
The Overall Market average reflects a 50/50 blend of the public sector and private sector market averages.

# Food Service & Transportation

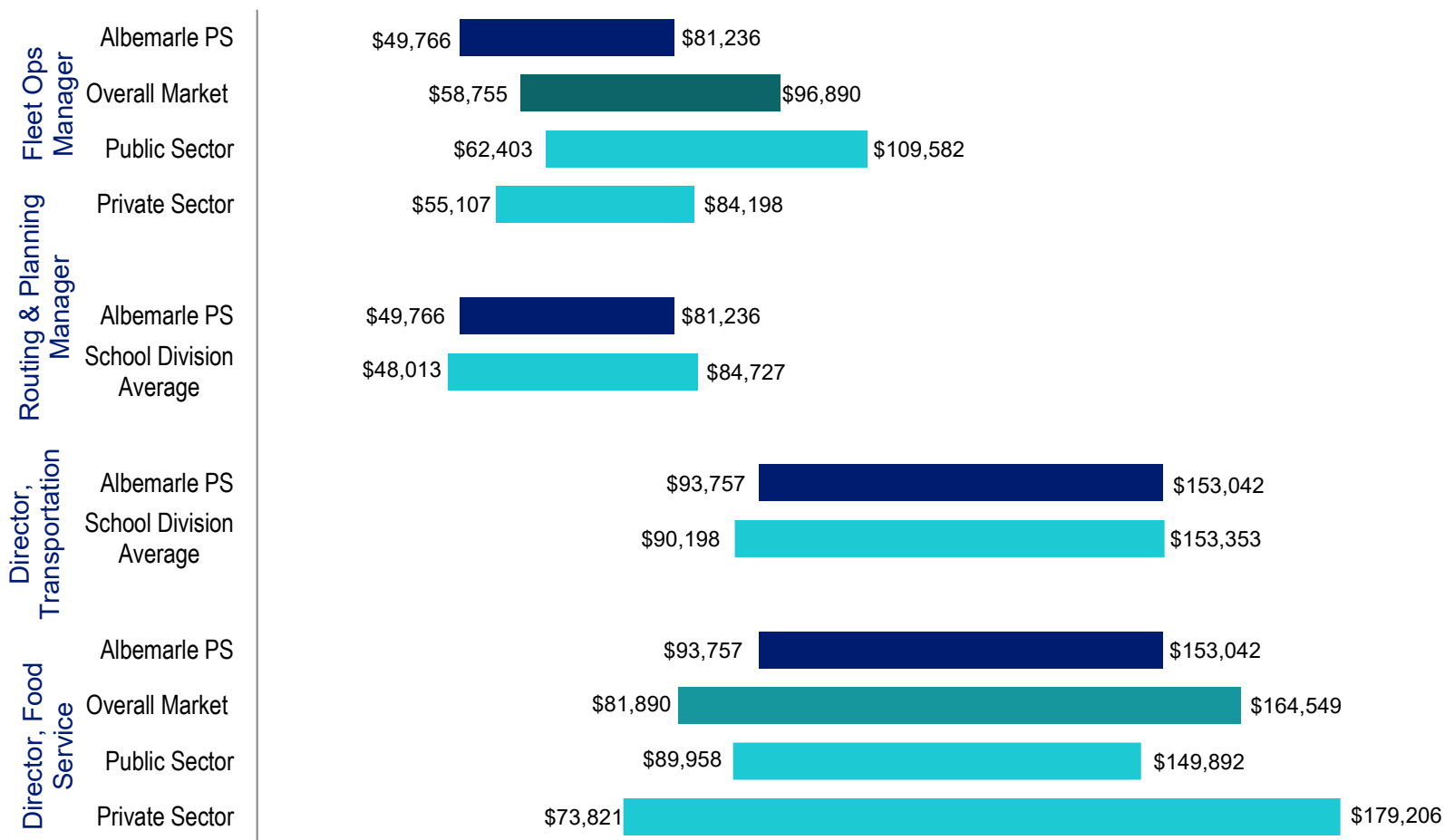
Exhibit 79

## Transportation and Food Service FY22 Pay Range Comparisons

		Minimum	Midpoint	Maximum
<b>Fleet Operations Manager</b> Grade 16	<b>Albemarle</b>	<b>\$49,766</b>	<b>\$65,501</b>	<b>\$81,236</b>
	Market Average	\$58,755	\$77,383	\$96,890
	Dollar Difference	-\$8,989	-\$11,882	-\$15,654
	Percent Difference	-18%	-18%	-19%
<b>Routing &amp; Planning Manager</b> Grade 16	<b>Albemarle</b>	<b>\$49,766</b>	<b>\$65,501</b>	<b>\$81,236</b>
	Market Average	\$48,013	\$66,370	\$84,727
	Dollar Difference	\$1,753	-\$869	-\$3,491
	Percent Difference	4%	-1%	-4%
<b>Director of Transportation</b> Grade 25	<b>Albemarle</b>	<b>\$93,757</b>	<b>\$123,400</b>	<b>\$153,042</b>
	Market Average	\$90,198	\$121,775	\$153,353
	Dollar Difference	\$3,559	\$1,624	-\$311
	Percent Difference	4%	1%	0%
<b>Director of Food Service</b> Grade 25	<b>Albemarle</b>	<b>\$93,757</b>	<b>\$123,400</b>	<b>\$153,042</b>
	Market Average	\$81,890	\$120,246	\$164,549
	Dollar Difference	\$11,867	\$3,153	-\$11,507
	Percent Difference	13%	3%	-8%



## Transportation & Food Service FY22 Pay Range Comparisons



Salaries have been geographically adjusted and reflect 12-month annual rates.  
The Overall Market average reflects a 50/50 blend of the public sector and private sector market averages.

# Human Resources

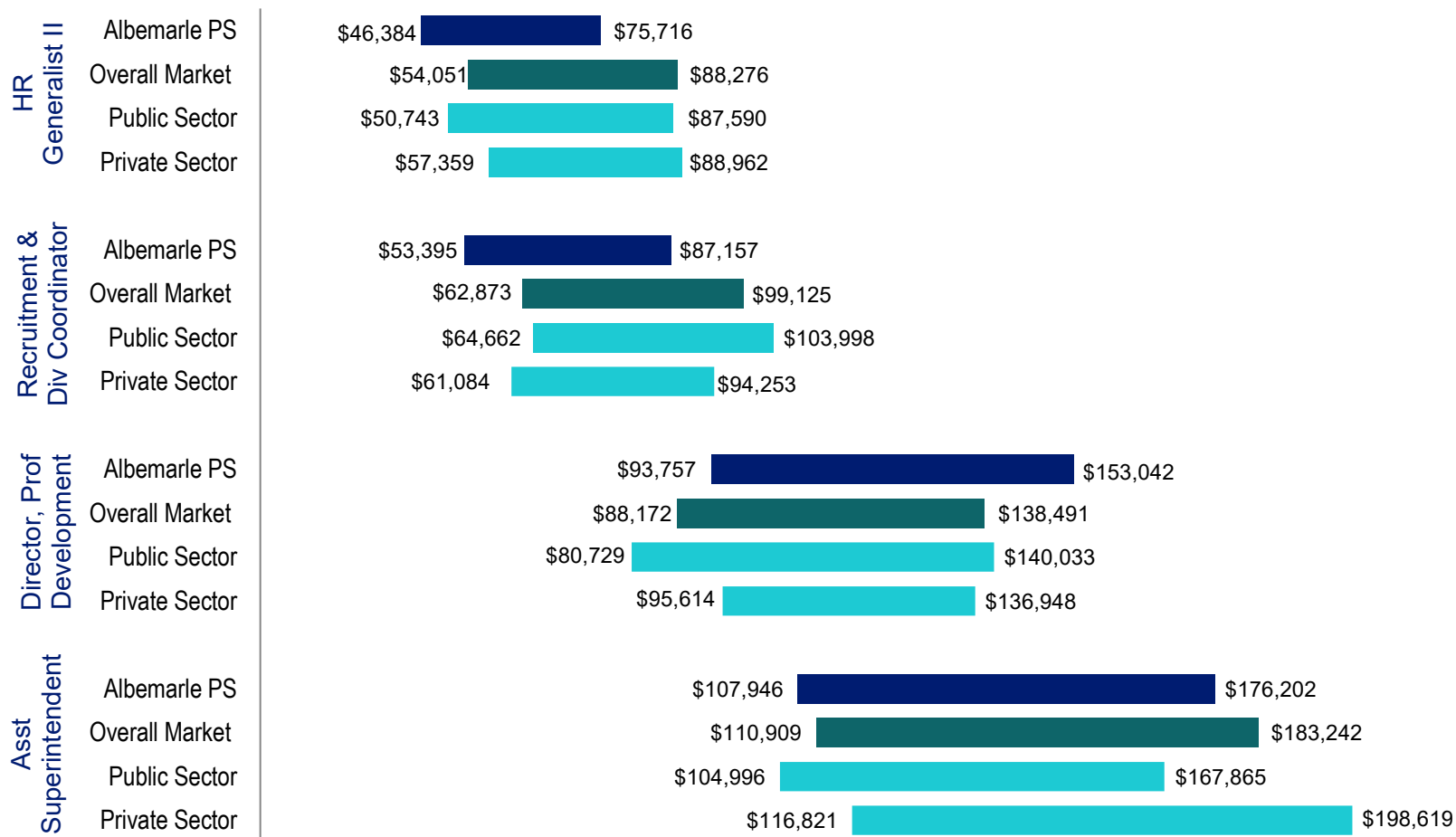
Exhibit 81

## Human Resources FY22 Pay Range Comparisons

		Minimum	Midpoint	Maximum
<b>HR Generalist/ Business Partner II</b> Grade 15	<b>Albemarle</b>	<b>\$46,384</b>	<b>\$61,050</b>	<b>\$75,716</b>
	Market Average	\$54,051	\$70,628	\$88,276
	Dollar Difference	-\$7,667	-\$9,578	-\$12,560
	Percent Difference	-17%	-16%	-17%
	<hr/>			
<b>Recruitment &amp; Diversity Coordinator</b> Grade 17	<b>Albemarle</b>	<b>\$53,395</b>	<b>\$70,276</b>	<b>\$87,157</b>
	Market Average	\$62,873	\$80,414	\$99,125
	Dollar Difference	-\$9,478	-\$10,138	-\$11,968
	Percent Difference	-18%	-14%	-14%
	<hr/>			
<b>Director of Professional Development</b> Grade 25	<b>Albemarle</b>	<b>\$93,757</b>	<b>\$123,400</b>	<b>\$153,042</b>
	Market Average	\$88,172	\$111,254	\$138,491
	Dollar Difference	\$5,585	\$12,145	\$14,551
	Percent Difference	6%	10%	10%
	<hr/>			
<b>Assistant Superintendent for Organizational, HR, and Professional Development</b> Grade 27	<b>Albemarle</b>	<b>\$107,946</b>	<b>\$142,074</b>	<b>\$176,202</b>
	Market Average	\$110,909	\$144,883	\$183,242
	Dollar Difference	-\$2,963	-\$2,809	-\$7,040
	Percent Difference	-3%	-2%	-4%

Pay rates have been geographically adjusted and reflect 12-month annual salaries

## Human Resources FY22 Pay Range Comparisons



Salaries have been geographically adjusted and reflect 12-month annual rates.  
The Overall Market average reflects a 50/50 blend of the public sector and private sector market averages.

# Information Technology

Exhibit 83

## Information Technology – Data, Applications, Web FY22 Pay Range Comparisons

		Minimum	Midpoint	Maximum
	<b>Albemarle</b>	<b>\$53,395</b>	<b>\$70,276</b>	<b>\$87,157</b>
<b>Enterprise Application Specialist</b> Grade 17	Market Average	\$56,479	\$73,622	\$92,587
	Dollar Difference	-\$3,084	-\$3,346	-\$5,430
	Percent Difference	-6%	-5%	-6%
	<b>Albemarle</b>	<b>\$53,395</b>	<b>\$70,276</b>	<b>\$87,157</b>
<b>Web Programmer Analyst</b> Grade 17	Market Average	\$61,039	\$79,438	\$98,678
	Dollar Difference	-\$7,644	-\$9,162	-\$11,521
	Percent Difference	-14%	-13%	-13%
	<b>Albemarle</b>	<b>\$61,466</b>	<b>\$80,897</b>	<b>\$100,328</b>
<b>Database Programmer Analyst</b> Grade 19	Market Average	\$62,021	\$83,926	\$102,335
	Dollar Difference	-\$555	-\$3,029	-\$2,007
	Percent Difference	-1%	-4%	-2%
	<b>Albemarle</b>	<b>\$61,466</b>	<b>\$80,897</b>	<b>\$100,328</b>
<b>Senior Data Systems Analyst</b> Grade 19	Market Average	\$64,791	\$84,530	\$105,406
	Dollar Difference	-\$3,325	-\$3,633	-\$5,078
	Percent Difference	-5%	-4%	-5%

Pay rates have been geographically adjusted and reflect 12-month annual salaries

**Information Technology** CONTINUED  
 FY22 Pay Range Comparisons  
*Data, Applications, and Web*

		<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<b>Manager, Enterprise Applications &amp; Communications</b> Grade 20	<b>Albemarle</b>	<b>\$65,947</b>	<b>\$86,796</b>	<b>\$107,645</b>
	Market Average	\$66,546	\$88,063	\$110,403
	Dollar Difference	-\$599	-\$1,267	-\$2,758
	Percent Difference	-1%	-1%	-3%
<b>Assistant Director, Enterprise Applications &amp; Web Services</b> Grade 21	<b>Albemarle</b>	<b>\$70,753</b>	<b>\$93,123</b>	<b>\$115,493</b>
	Market Average	\$79,307	\$103,571	\$129,040
	Dollar Difference	-\$8,554	-\$10,448	-\$13,547
	Percent Difference	-12%	-11%	-12%

Pay rates have been geographically adjusted and reflect 12-month annual salaries

**Information Technology** CONTINUED  
 FY22 Pay Range Comparisons  
*Infrastructure & Support*

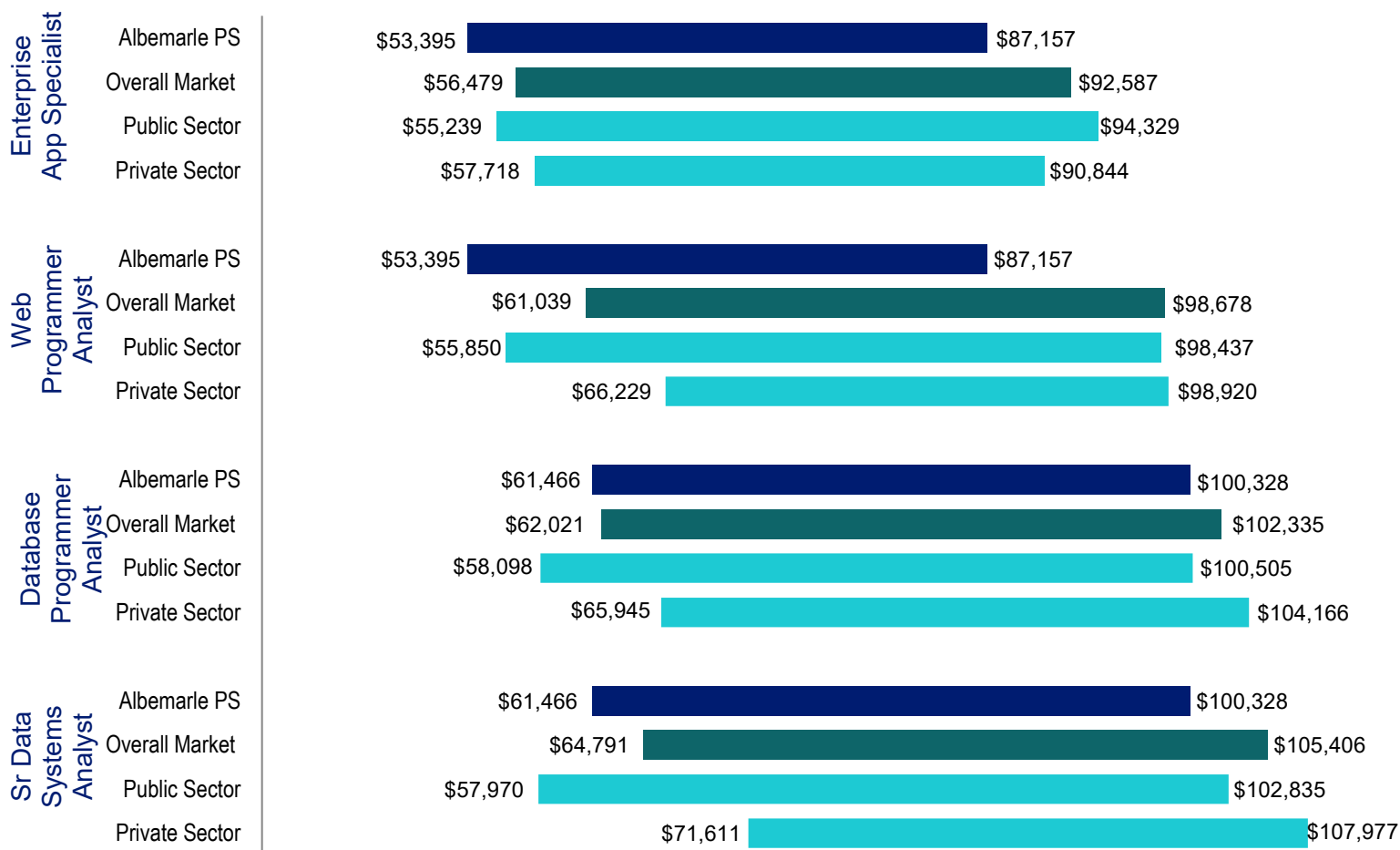
		Minimum	Midpoint	Maximum
<b>Service Desk &amp; Systems Engineer</b> Grade 18	<b>Albemarle</b>	<b>\$57,288</b>	<b>\$75,400</b>	<b>\$93,512</b>
	Market Average	\$61,362	\$79,466	\$98,635
	Dollar Difference	-\$4,074	-\$4,066	-\$5,123
	Percent Difference	-7%	-5%	-5%
<b>Senior Infrastructure &amp; Systems Engineer</b> Grade 19	<b>Albemarle</b>	<b>\$61,466</b>	<b>\$80,897</b>	<b>\$100,328</b>
	Market Average	\$67,008	\$87,380	\$109,247
	Dollar Difference	-\$5,542	-\$6,483	-\$8,919
	Percent Difference	-9%	-8%	-9%
<b>Manager for Technology Support Services</b> Grade 19	<b>Albemarle</b>	<b>\$61,466</b>	<b>\$80,897</b>	<b>\$100,328</b>
	Market Average	\$70,828	\$91,466	\$113,258
	Dollar Difference	-\$9,362	-\$10,569	-\$12,930
	Percent Difference	-15%	-13%	-13%
<b>Manager of Infrastructure &amp; Support Services</b> Grade 22	<b>Albemarle</b>	<b>\$75,913</b>	<b>\$99,913</b>	<b>\$123,913</b>
	Market Average	\$84,964	\$109,915	\$136,311
	Dollar Difference	-\$9,051	-\$10,002	-\$12,398
	Percent Difference	-12%	-10%	-10%
<b>Assistant Director of Infrastructure &amp; Support Services</b> Grade 22	<b>Albemarle</b>	<b>\$75,913</b>	<b>\$99,913</b>	<b>\$123,913</b>
	Market Average	\$84,566	\$109,546	\$136,563
	Dollar Difference	-\$8,653	-\$9,633	-\$12,650
	Percent Difference	-11%	-10%	-10%

Pay rates have been geographically adjusted and reflect 12-month annual salaries

**Information Technology** CONTINUED  
 FY22 Pay Range Comparisons  
*Leadership*

	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<b>Chief Technology Officer</b> Grade 26	<b>\$100,602</b>	<b>\$132,409</b>	<b>\$164,215</b>
Albemarle	\$110,025	\$139,923	\$175,167
Market Average	-\$9,423	-\$7,515	-\$10,952
Dollar Difference	-9%	-6%	-7%
Percent Difference			

## Information Technology FY22 Pay Range Comparisons

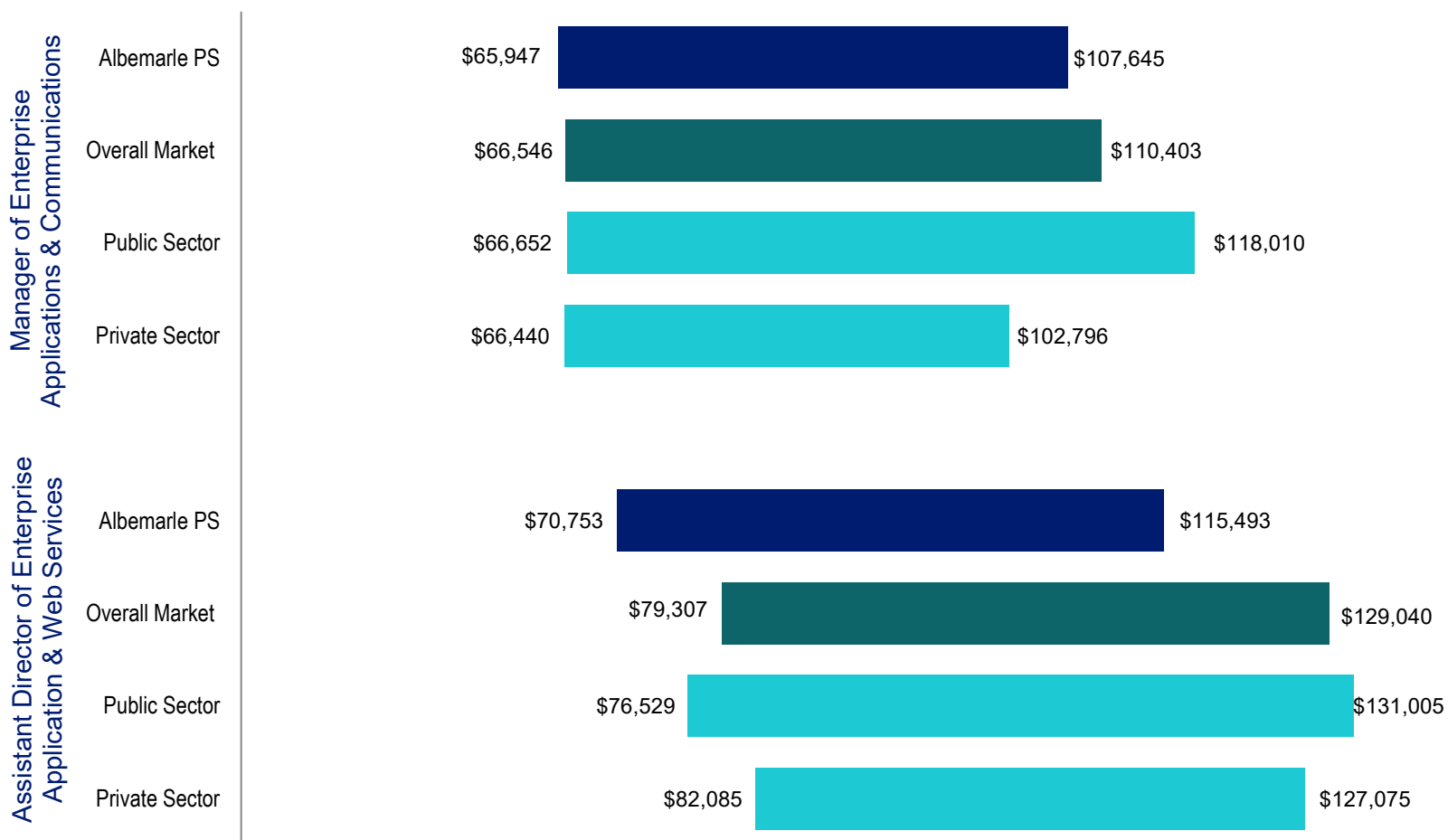


Salaries have been geographically adjusted and reflect 12-month annual rates.  
The Overall Market average reflects a 50/50 blend of the public sector and private sector market averages.



### Information Technology CONTINUED

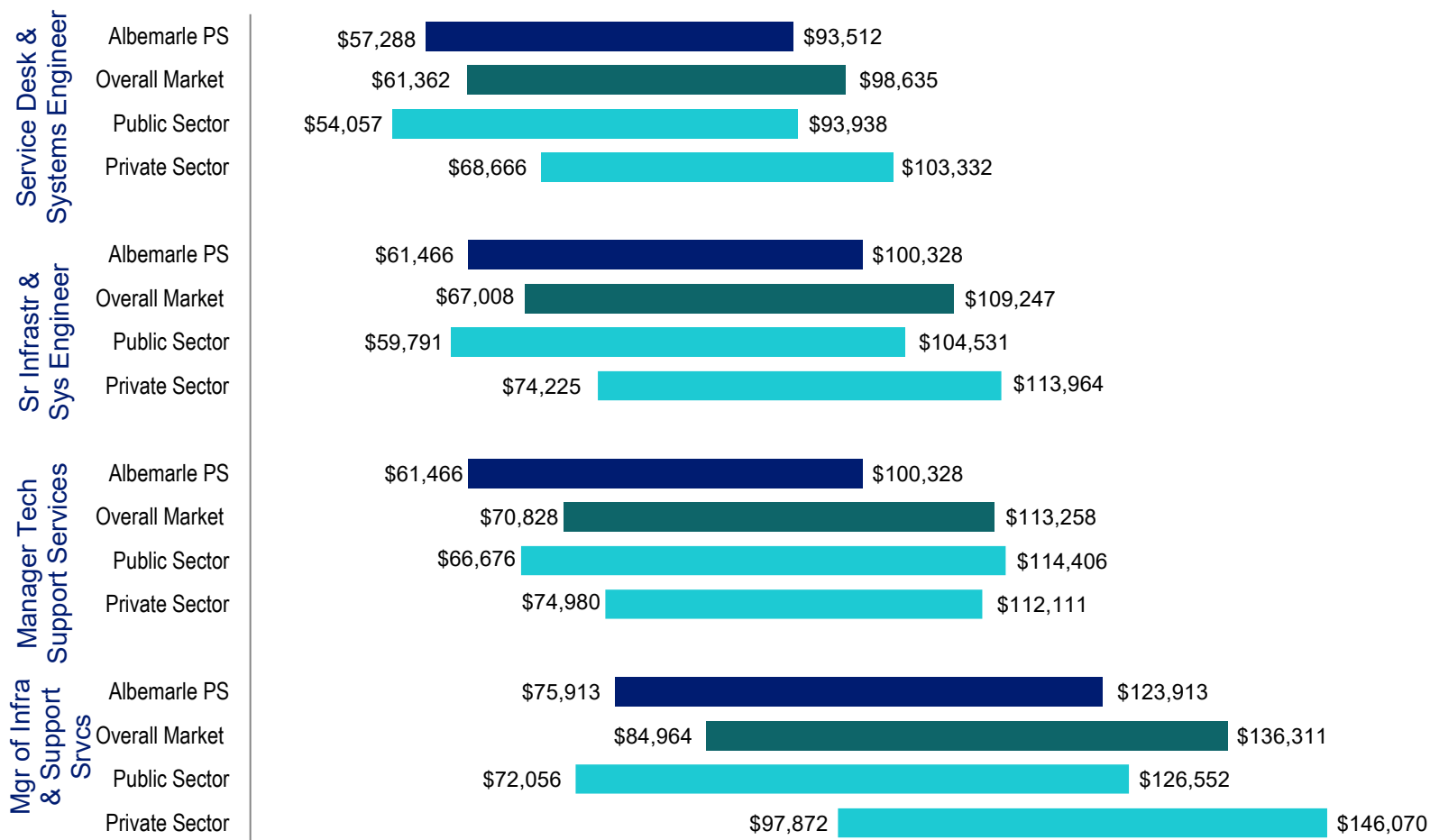
*FY22 Pay Range Comparisons*



Salaries have been geographically adjusted and reflect 12-month annual rates.  
 The Overall Market average reflects a 50/50 blend of the public sector and private sector market averages.

### Information Technology CONTINUED

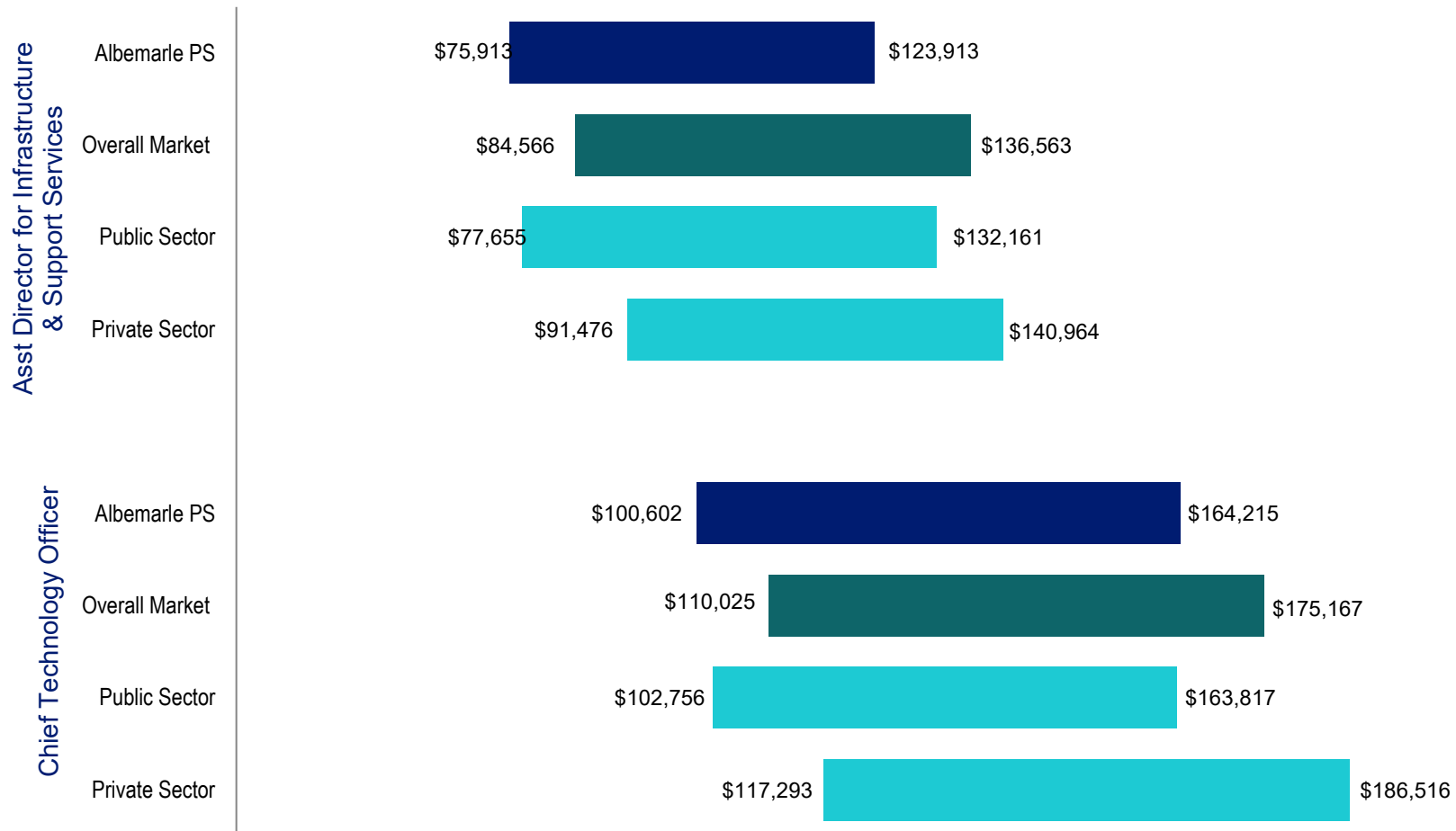
#### FY22 Pay Range Comparisons



Salaries have been geographically adjusted and reflect 12-month annual rates.  
 The Overall Market average reflects a 50/50 blend of the public sector and private sector market averages.

### Information Technology CONTINUED

#### FY22 Pay Range Comparisons



Salaries have been geographically adjusted and reflect 12-month annual rates.  
 The Overall Market average reflects a 50/50 blend of the public sector and private sector market averages.

# Employee Benefits

## Paid Leave

### 10-month Employees

Albemarle provides ten-month employees up to 12 paid leave days per year, including 10 sick days and two (2) personal days, which is slightly less than many of the surveyed school divisions, as shown below.

*Exhibit 91*

### Paid Leave for 10-month Licensed Employees

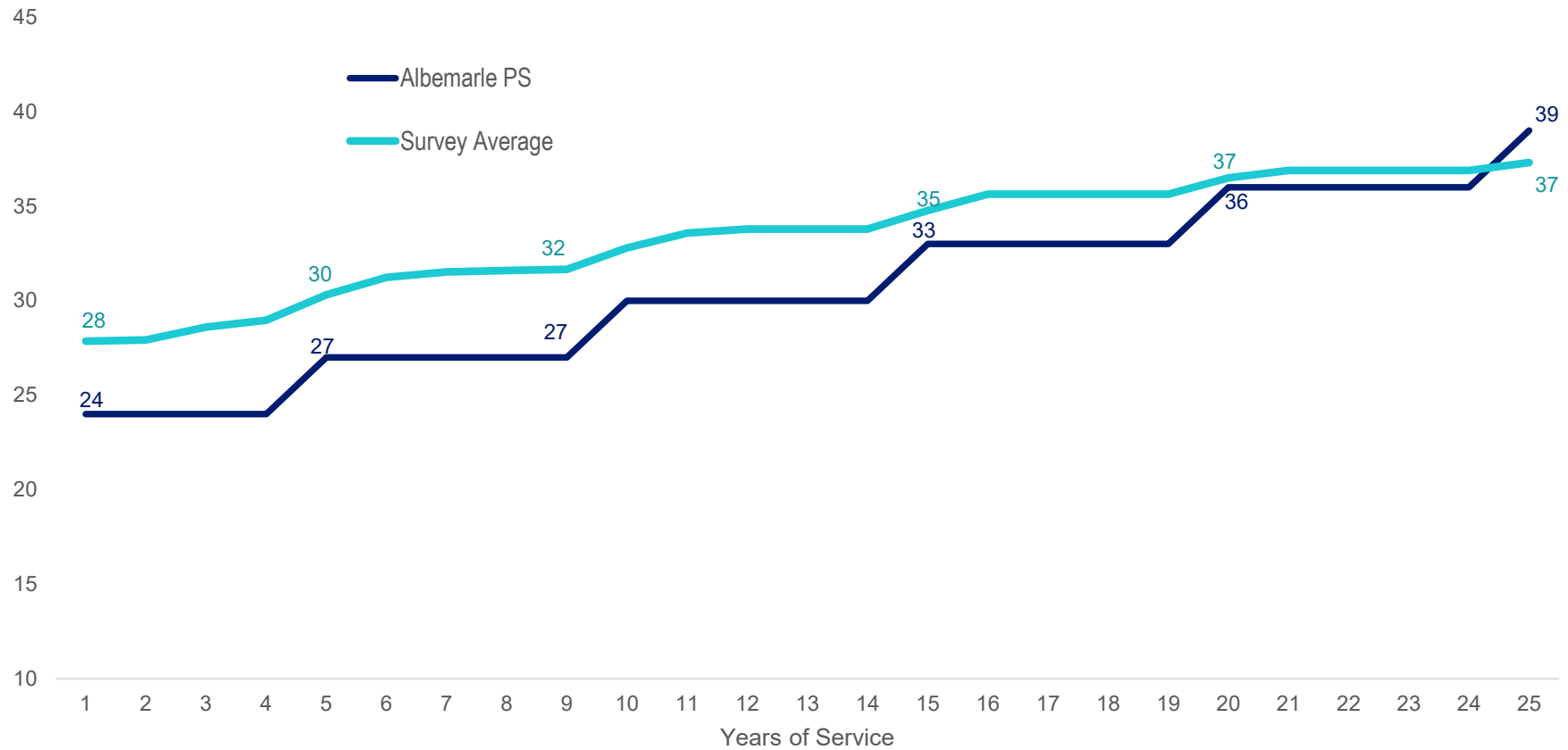
School Division	Sick Leave	Personal	Total	Difference
<b>Albemarle</b>	<b>10</b>	<b>2</b>	<b>12</b>	<b>--</b>
Alexandria	11	4	<b>15</b>	-3 days
Augusta	10	2	<b>12</b>	same
Charlottesville	12.5	3	<b>15.5</b>	-3.5 days
Chesterfield	10	2	<b>12</b>	same
Fauquier	10	3	<b>13</b>	-1 day
Hanover	10	2-3	<b>13</b>	-1 day
Henrico	10	2	<b>12</b>	same
Prince William	12	3	<b>15</b>	-3 days
Rockingham	10	3	<b>13</b>	-1 day
Spotsylvania	10	2	<b>12</b>	same
Virginia Beach	10	3	<b>13</b>	-1 day
Williamsburg	10	5	<b>15</b>	-3 days
York	10	3	<b>13</b>	-1 day
<b>Average</b>	<b>10.4</b>	<b>2.8-2.9</b>	<b>13.3</b>	<b>-1.3 days</b>

## Paid Leave for 12-month Employees

Albemarle's paid leave for 12-month employees is less generous than the survey average, ranging from one to five fewer days annually depending on the year of service.

Exhibit 92

Paid Leave Comparisons  
*Total Annual/Vacation, Sick, and Personal Days per year*  
*12-month employees*



Typical vacation/annual leave accrual is 12 days to 24 days (increasing with years of service). The predominant sick leave policy is 12 days per year (one day per month) and personal days vary from none to five (5).

Exhibit 93

### Paid Leave for 12-month Employees

Organization	Vacation/ Annual	Sick Leave	Personal	Total
<b>Albemarle PS</b>	<b>12-27</b>	<b>12</b>	<b>0</b>	<b>24-39</b>
Alexandria PS	18	14	4	<b>36</b>
Augusta PS	12-24	12	0	<b>24-36</b>
Charlottesville PS	15-18	15	3	<b>33-36</b>
Charlottesville City	10-25	15	1	<b>26-41</b>
Chesterfield PS	13-14	12	0	<b>25-26</b>
Fauquier PS	12-24	12	3	<b>27-39</b>
Hanover PS	12-18	12	2-3	<b>26-33</b>
Henrico PS	13-29	13	1	<b>27-43</b>
Prince William PS	15-25	15	3	<b>33-43</b>
Rockingham PS	12-24	12	3	<b>27-39</b>
Spotsylvania PS	12-24	12	2	<b>26-38</b>
Virginia Beach PS	12-24	12	0	<b>24-36</b>
Williamsburg PS	12-20	12	5	<b>29-37</b>
York PS	12-24	12	3	<b>27-39</b>
<b>Average</b>	<b>13-22</b>	<b>13</b>	<b>2</b>	<b>28-37</b>

## Health Benefits

### Plan Types and Coverage Tiers

Most of the surveyed organizations offer three (3) medical plans—typically two PPOs and a high deductible plan, as shown below. The primary differences among these plan options are the deductibles and coinsurance percentages. See [page 115](#) for more information on medical plan design characteristics.

Exhibit 94

#### Number and Types of Medical Plans Offered

Entity	# of Plans	PPO/POS <sup>3</sup>	High Deductible	HMO
<b>Albemarle</b>	<b>2</b>	<b>1</b>	<b>1</b>	--
Alexandria PS	3	1	1	1
Augusta PS	1	1	--	--
Charlottesville PS	3	2	1	--
City of Charlottesville	3	2	--	1
Chesterfield PS	3	2	1	--
Fauquier PS	3	2	1	--
Hanover PS	3	2	1	--
Henrico PS	3	2	1	--
Montgomery PS	3	2	1	--
Prince William PS	4	2	--	2
Rockingham PS	2	1	1	--
Spotsylvania PS	3	2	1	--
Stafford PS	3	2	1	--
University of Virginia	3	2	1	--
Virginia Beach PS	2	1	1	--
Williamsburg-James City PS	3	2	1	--
York PS	3	2	1	--

<sup>3</sup> PPO = Preferred Provider Organization. POS = Point of Service Plan. HMO = Health Maintenance Organization. High Deductible plans are those with annual deductibles of at least \$1,400 for an individual and \$2,800 for a family (as of 2022)

All surveyed organizations offer a dental plan to employees. Most offer high and low options, similar to Albemarle, although some offer a single stand-alone plan.

Exhibit 95

### Number and Types of Dental Plans Offered

Entity	# of Plans	Notes
<b>Albemarle</b>	<b>2</b>	<b>High/low options</b>
Alexandria PS	1	Stand-alone plan
Augusta PS	2	High/low options
Charlottesville PS	1	Stand-alone plan
City of Charlottesville	1	Stand-alone plan
Chesterfield PS	3	High/Low/EPO options
Fauquier PS	2	High/low options
Hanover PS	3	High/Low/EPO options
Henrico PS	3	High/Low/EPO options
Montgomery PS	2	High/low options
Prince William PS	2	High/low options
Rockingham PS	1	Stand-alone plan
Spotsylvania PS	1	Stand-alone plan
Stafford PS	2	High/low options
University of Virginia	2	High/low options
Virginia Beach PS	2	High/low options
Williamsburg-James City PS	1	Stand-alone plan
York PS	2	High/low options



Albemarle’s coverage tiers are consistent with the surveyed organizations—single, family, plus one child, plus spouse, and plus children. A few also offer special rates for families with two employees of the organization, similar to Albemarle.

Exhibit 96

### Coverage Tiers Offered *Aside from Employee-Only and Family*

Entity	Total # of Tiers	Plus 1 Child	Plus Spouse	Plus One <sup>4</sup>	Plus Children	Employee+ Employee	Employee+ Employee Family
<b>Albemarle PS</b>	<b>7</b>	✓	✓		✓	✓	✓
Alexandria PS	3			✓			
Augusta PS	5	✓	✓		✓		
Charlottesville PS	5	✓	✓		✓		
City of Charlottesville	5	✓	✓		✓		
Chesterfield PS	5	✓	✓		✓		
Fauquier PS	4	✓	✓				
Hanover PS	6	✓	✓		✓		✓
Henrico PS	5	✓	✓		✓		
Montgomery PS	6	✓	✓		✓		✓
Prince William PS	6	✓	✓			✓	✓
Rockingham PS	5	✓	✓		✓		
Spotsylvania PS	5	✓	✓				✓
Stafford PS	6	✓	✓		✓		✓
University of Virginia	4		✓		✓		
Virginia Beach PS	5	✓	✓		✓		
Williamsburg-James City PS	7	✓	✓		✓	✓	✓
York PS	4	✓	✓				

<sup>4</sup> “Plus one” means employee plus one child or spouse

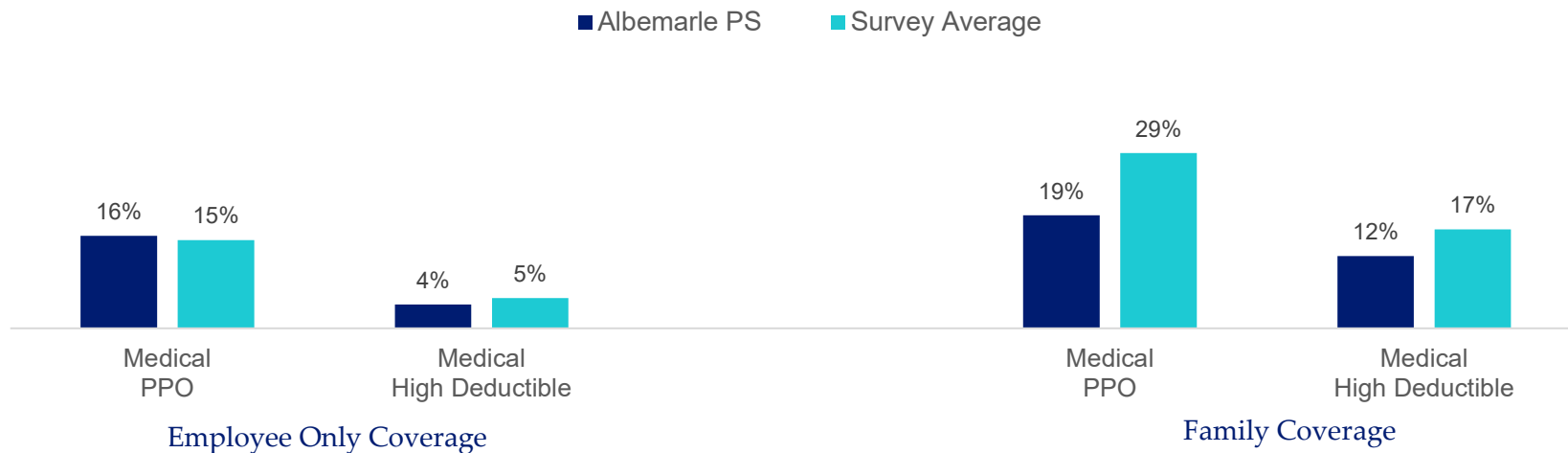
## Cost Sharing Percentage

For individual medical coverage, Albemarle's cost sharing percentages are comparable to the survey average (16%/15% for PPO plan and 4%/5% for the high deductible plan).

For family coverage, however, Albemarle employees pay a lower share of the cost compared with the survey average—ten percentage points less for the PPO plan and five percentage points less for the high deductible plan.

Exhibit 97

### Medical Plan Cost Sharing Employee Contribution Percentage<sup>5</sup>

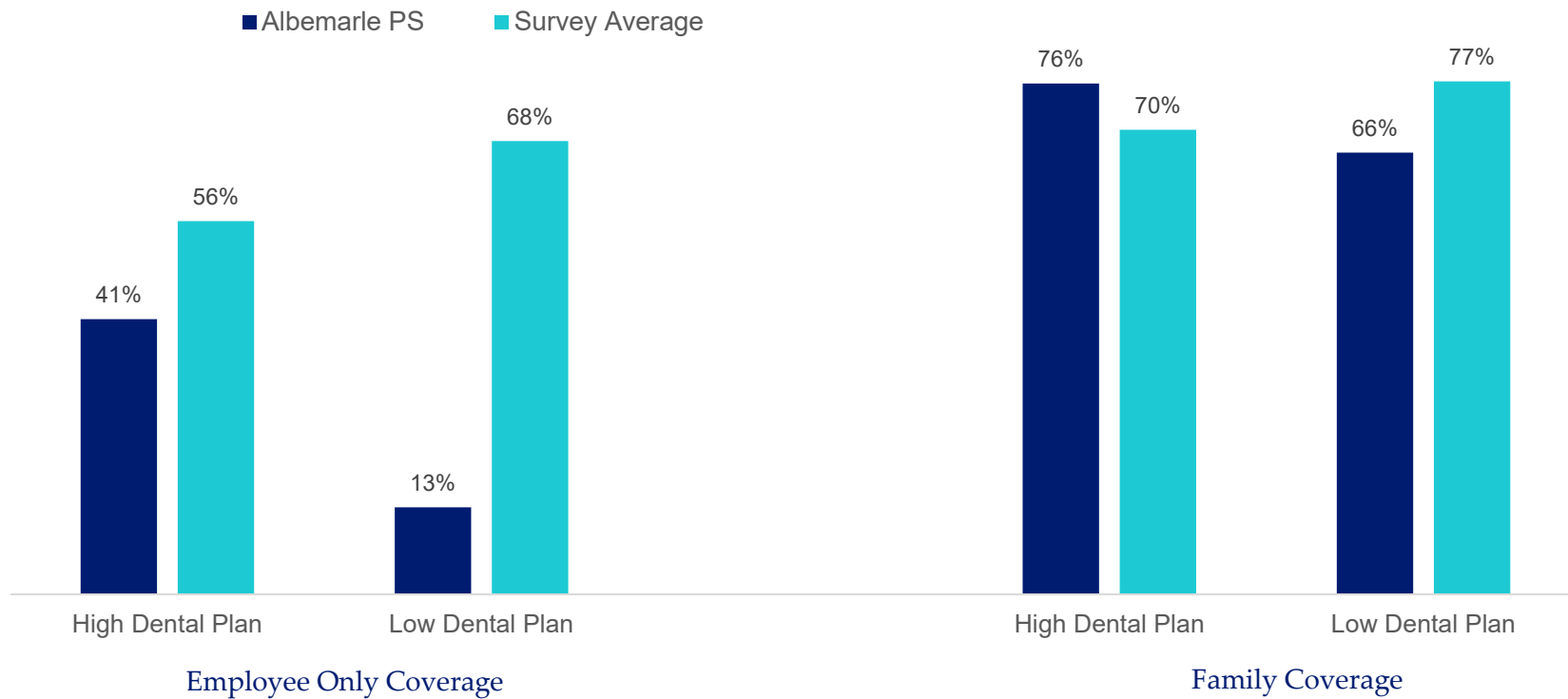


<sup>5</sup> Reflects the "high" option if two plans are offered.

For dental benefits, Albemarle's employees pay a lower share than the survey average for individual coverage. For family coverage, Albemarle's dental cost sharing is above the average for the 'high' plan and lower than the average for the 'low' plan. Several of the surveyed divisions offer dental as a voluntary benefit, paid entirely by the employee.

Exhibit 98

### Dental Plan Cost Sharing Employee Contribution Percentage<sup>6</sup>



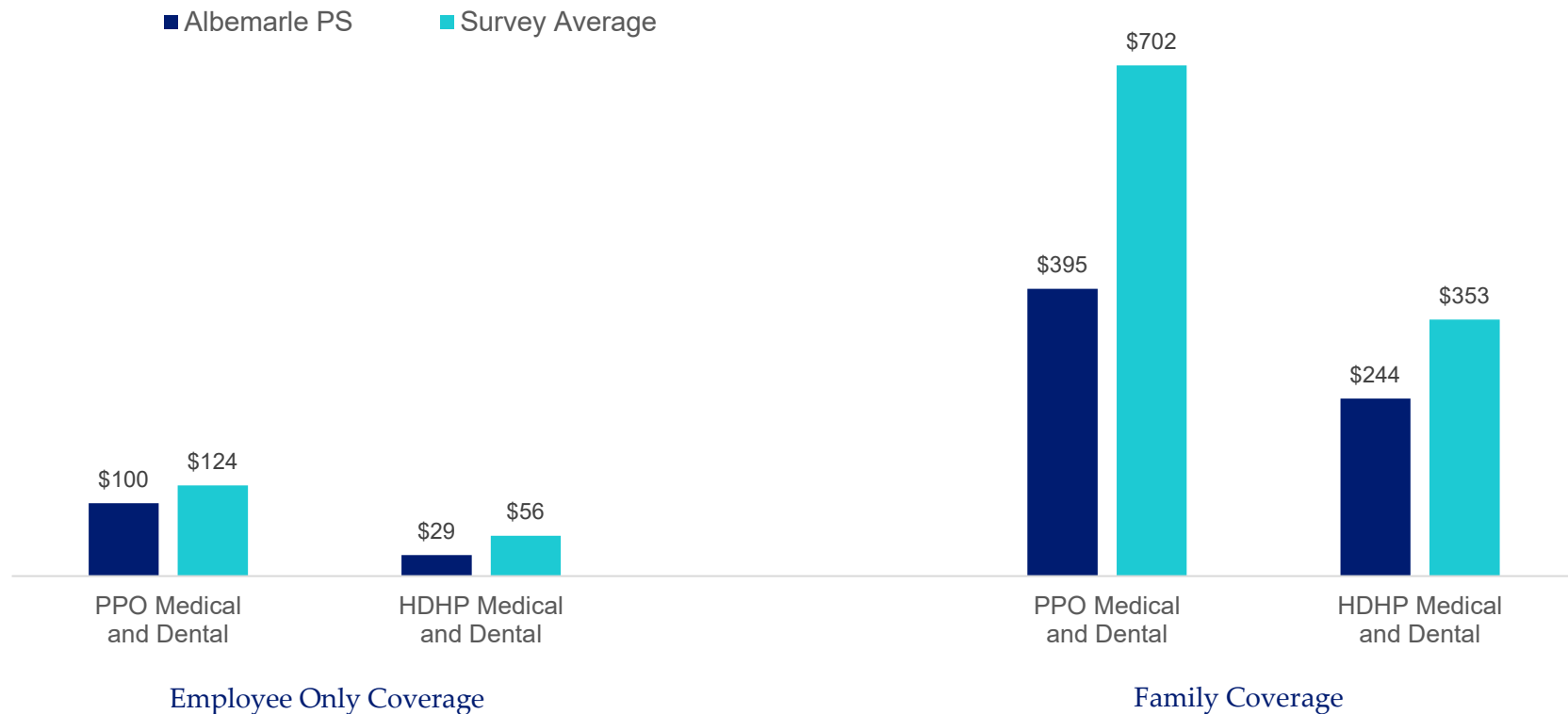
<sup>6</sup> Reflects the "high" option if two plans are offered.

## Costs and Contributions

Combining the cost of medical and dental benefits, we found that Albemarle's employees pay notably less for these benefits than the survey average. On an annual basis, the difference in employee cost is between \$290 and \$3,600 (on average) depending on the plan and coverage tier.

Exhibit 99

### Employee Monthly Cost Medical and Dental Plans Combined<sup>7</sup>



<sup>7</sup> Reflects the "high" option if two plans are offered.

Albemarle employee costs for medical and dental benefits are lower than nearly all surveyed entities, especially for family coverage, as shown below.

Exhibit 100

### Annual Employee Cost of Medical and Dental Benefits<sup>8</sup>

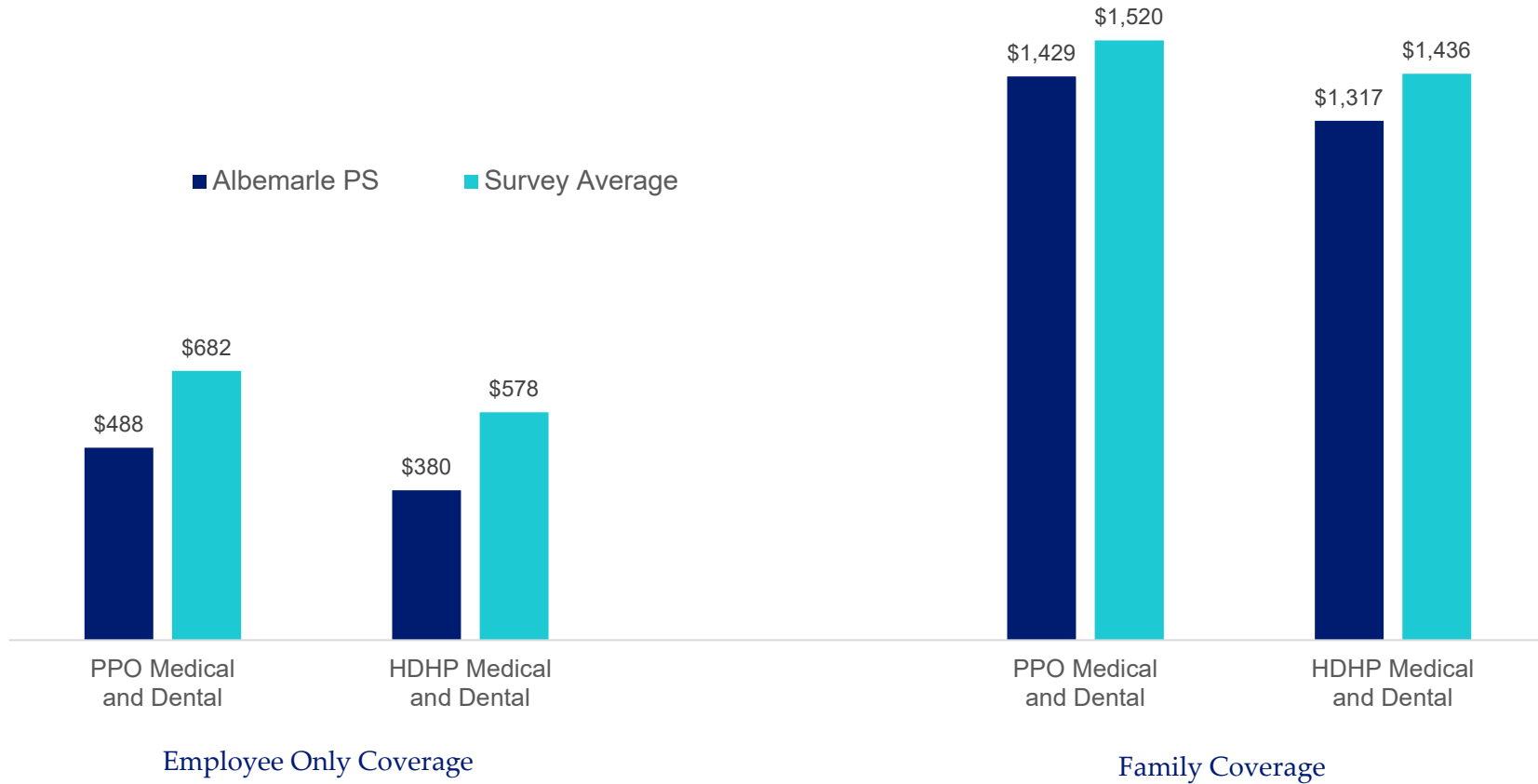
Entity	Employee-Only Coverage				Family Coverage			
	PPO	Albemarle Difference	HDHP	Albemarle Difference	PPO	Difference with ACPS	HDHP	Albemarle Difference
<b>Albemarle PS</b>	<b>\$1,200</b>	<b>--</b>	<b>\$348</b>	<b>--</b>	<b>\$4,740</b>	<b>--</b>	<b>\$2,928</b>	
Alexandria PS (licensed)	\$2,233	(\$1,033)	\$1,583	(\$1,235)	\$5,948	(\$1,208)	\$4,212	(\$1,284)
Alexandria PS (support)	\$1,232	(\$32)	\$1,132	(\$784)	\$3,277	\$1,463	\$3,010	(\$82)
Augusta PS	\$300	\$900	No HDHP		\$8,856	(\$4,116)	No HDHP	
Charlottesville PS	\$1,579	(\$379)	\$489	(\$141)	\$8,413	(\$3,673)	\$4,377	(\$1,449)
City of Charlottesville	\$943	\$257	No HDHP		\$8,408	(\$3,668)	No HDHP	
Chesterfield PS	\$1,265	(\$65)	\$677	(\$329)	\$10,255	(\$5,515)	\$8,119	(\$5,191)
Fauquier PS	\$1,016	\$184	\$269	\$79	\$8,093	(\$3,353)	\$2,975	(\$47)
Hanover PS	\$1,804	(\$604)	\$736	(\$388)	\$12,216	(\$7,476)	\$5,832	(\$2,904)
Henrico PS	\$1,221	(\$21)	\$623	(\$275)	\$9,422	(\$4,682)	\$4,692	(\$1,764)
Prince William PS	\$1,634	(\$434)	No HDHP		\$10,381	(\$5,641)	No HDHP	
Rockingham PS	\$1,201	(\$1)	\$889	(\$541)	\$6,965	(\$2,225)	\$4,109	(\$1,181)
Spotsylvania PS	\$2,070	(\$870)	\$435	(\$87)	\$9,039	(\$4,299)	\$3,408	(\$480)
University of Virginia	\$2,322	(\$1,122)	\$366	(\$18)	\$9,069	(\$4,329)	\$1,353	\$1,575
Virginia Beach PS	\$1,687	(\$487)	\$516	(\$168)	\$9,302	(\$4,562)	\$5,481	(\$2,553)
Williamsburg PS	\$2,243	(\$1,043)	\$839	(\$491)	\$9,371	(\$4,631)	\$3,155	(\$227)
York PS	\$1,142	\$58	\$122	\$226	\$5,761	(\$1,021)	\$4,309	(\$1,381)
<b>Survey Average</b>	<b>\$1,493</b>	<b>(\$293)</b>	<b>\$667</b>	<b>(\$319)</b>	<b>\$8,423</b>	<b>(\$3,683)</b>	<b>\$4,223</b>	<b>(\$1,305)</b>

<sup>8</sup> Reflects the "high" option if two plans are offered.

Albemarle’s employer costs for medical and dental benefits are also lower than the survey average, as shown below.

Exhibit 101

### Employer Monthly Cost Medical and Dental Plans Combined<sup>9</sup>



<sup>9</sup> Reflects the “high” option if two plans are offered.

On an annual basis, Albemarle pays \$1,000 to \$2,300 less per person than the survey average, depending on the plan and coverage tier.

Exhibit 102

## Annual Employer Cost of Medical and Dental Benefits<sup>10</sup>

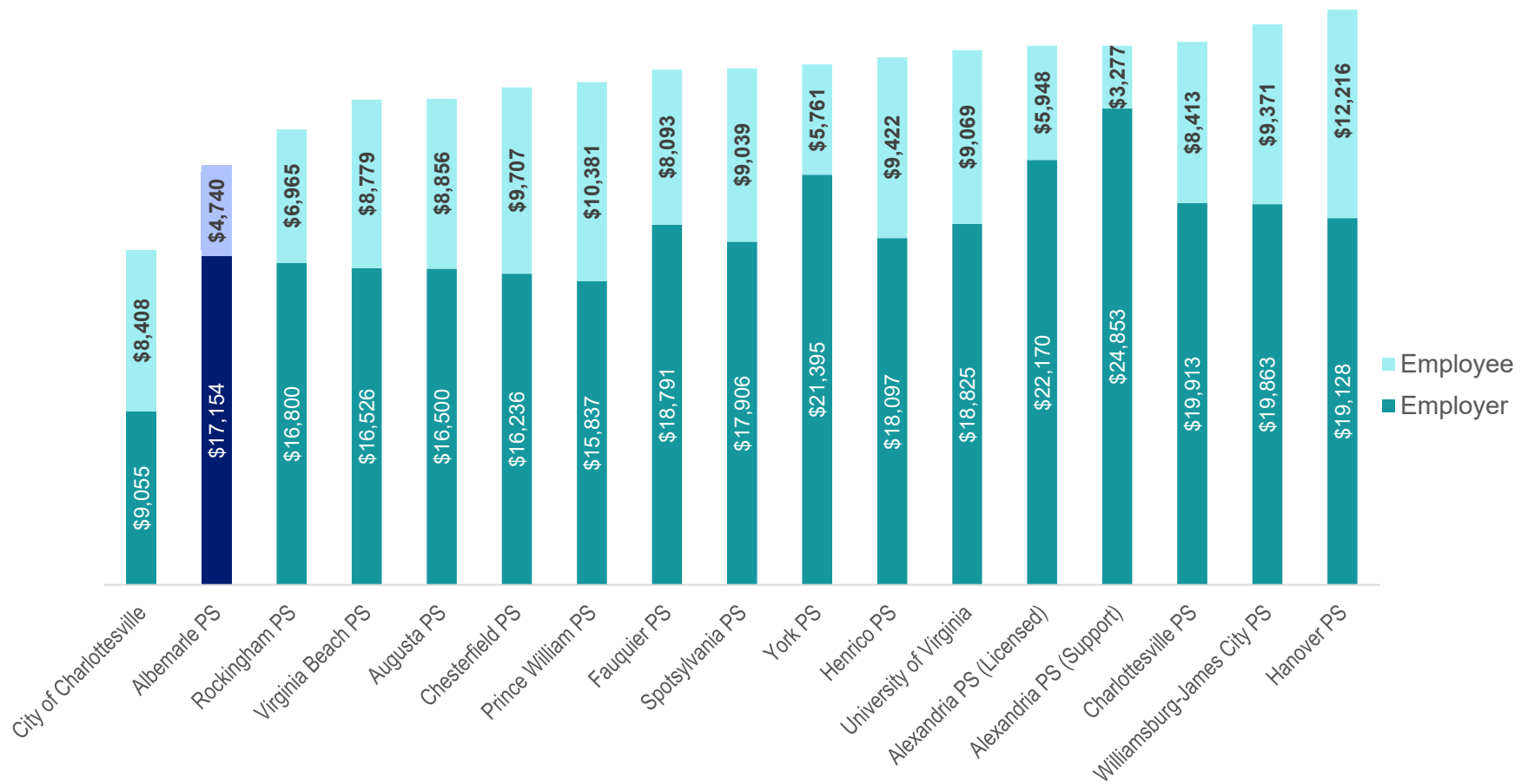
Entity	Employee-Only Coverage				Family Coverage			
	PPO	Difference with ACPS	HDHP	Difference with ACPS	PPO	Difference with ACPS	HDHP	Difference with ACPS
<b>Albemarle PS</b>	<b>\$5,856</b>		<b>\$4,559</b>		<b>\$17,154</b>		<b>\$15,799</b>	
Alexandria PS (licensed)	\$8,314	(\$2,458)	\$7,964	(\$3,405)	\$22,170	(\$5,016)	\$21,236	(\$5,438)
Alexandria PS (support)	\$9,315	(\$3,459)	\$8,414	(\$3,856)	\$24,853	(\$7,699)	\$22,450	(\$6,652)
Augusta PS	\$8,676	(\$2,820)	No HDHP		\$16,500	\$654	No HDHP	
Charlottesville PS	\$8,840	(\$2,984)	\$7,099	(\$2,540)	\$19,913	(\$2,760)	\$18,550	(\$2,751)
City of Charlottesville	\$9,055	(\$3,199)	No HDHP		\$9,055	\$8,098	No HDHP	
Chesterfield PS	\$7,728	(\$1,872)	\$7,608	(\$3,049)	\$16,236	\$918	\$16,236	(\$437)
Fauquier PS	\$10,231	(\$4,375)	\$8,277	(\$3,718)	\$18,791	(\$1,637)	\$17,365	(\$1,567)
Hanover PS	\$9,228	(\$3,372)	\$5,664	(\$1,105)	\$19,128	(\$1,974)	\$12,480	\$3,319
Henrico PS	\$8,248	(\$2,392)	\$3,786	\$772	\$18,097	(\$944)	\$8,108	\$7,691
Prince William PS	\$7,126	(\$1,270)	No HDHP		\$15,837	\$1,317	No HDHP	
Rockingham PS	\$7,224	(\$1,368)	\$5,760	(\$1,201)	\$16,800	\$354	\$15,240	\$559
Spotsylvania PS	\$8,058	(\$2,202)	\$8,058	(\$3,499)	\$17,906	(\$752)	\$17,906	(\$2,107)
University of Virginia	\$6,180	(\$324)	\$5,832	(\$1,273)	\$18,825	(\$1,671)	\$18,825	(\$3,026)
Virginia Beach PS	\$6,317	(\$461)	\$6,307	(\$1,748)	\$16,526	\$628	\$16,525	(\$727)
Williamsburg PS	\$8,394	(\$2,538)	\$7,002	(\$2,444)	\$19,863	(\$2,710)	\$18,531	(\$2,733)
York PS	\$8,086	(\$2,229)	\$8,350	(\$3,791)	\$21,395	(\$4,241)	\$20,579	(\$4,780)
<b>Survey Average</b>	<b>\$8,189</b>	<b>(\$2,333)</b>	<b>\$6,932</b>	<b>(\$2,374)</b>	<b>\$18,244</b>	<b>(\$1,090)</b>	<b>\$17,233</b>	<b>(\$1,435)</b>

<sup>10</sup> Reflects the "high" option if two plans are offered.

Albemarle’s total costs for medical and dental family coverage are among the lowest of surveyed organizations, as shown in the exhibits below.

Exhibit 103

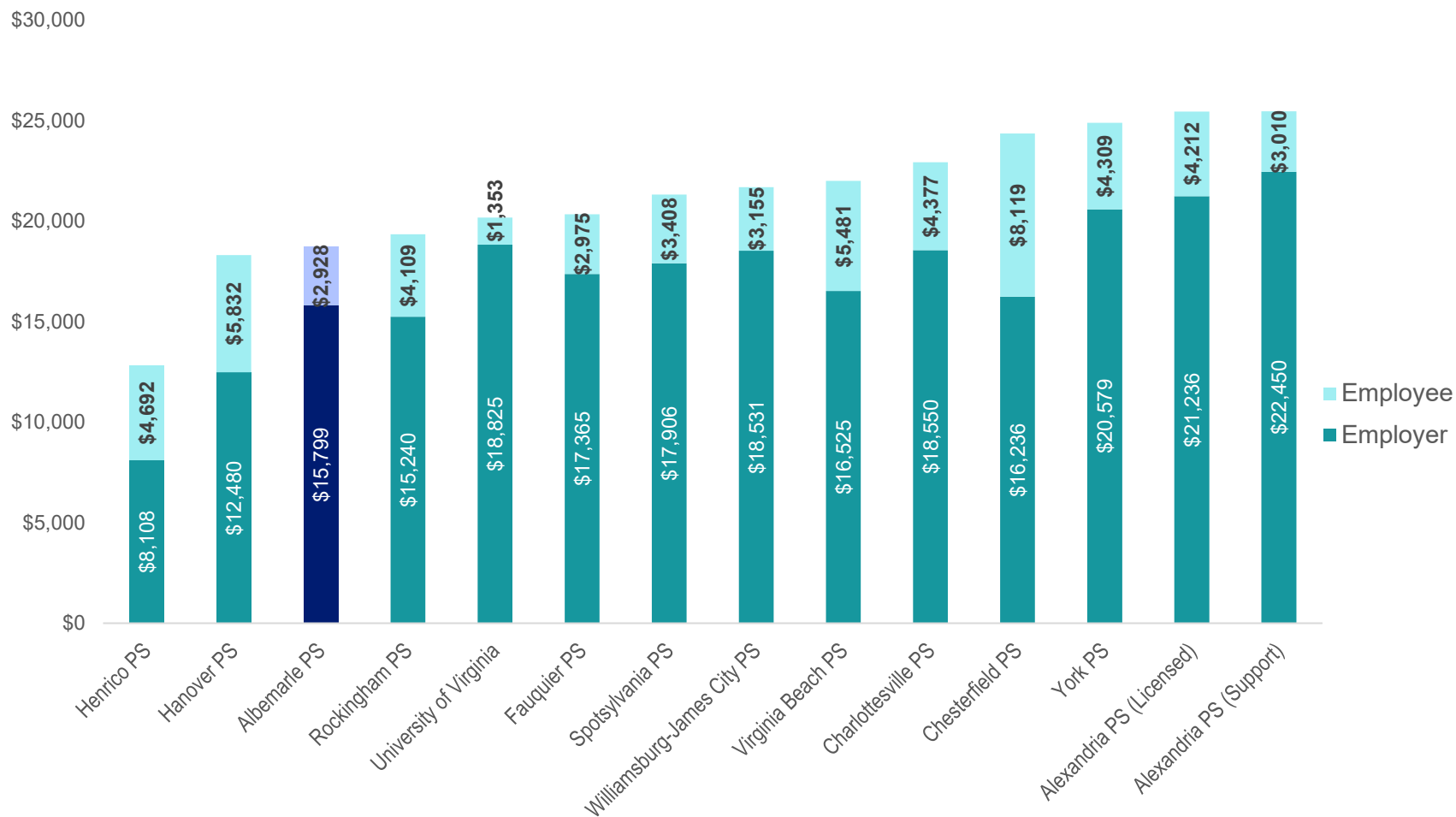
### Annual Cost and Cost Sharing—Family Coverage PPO Medical and Dental Plans Combined<sup>11</sup>



<sup>11</sup> Reflects the “high” option if two plans are offered.



### Monthly Cost and Cost Sharing—Family Coverage HDHP Medical and Dental Plans Combined<sup>12</sup>



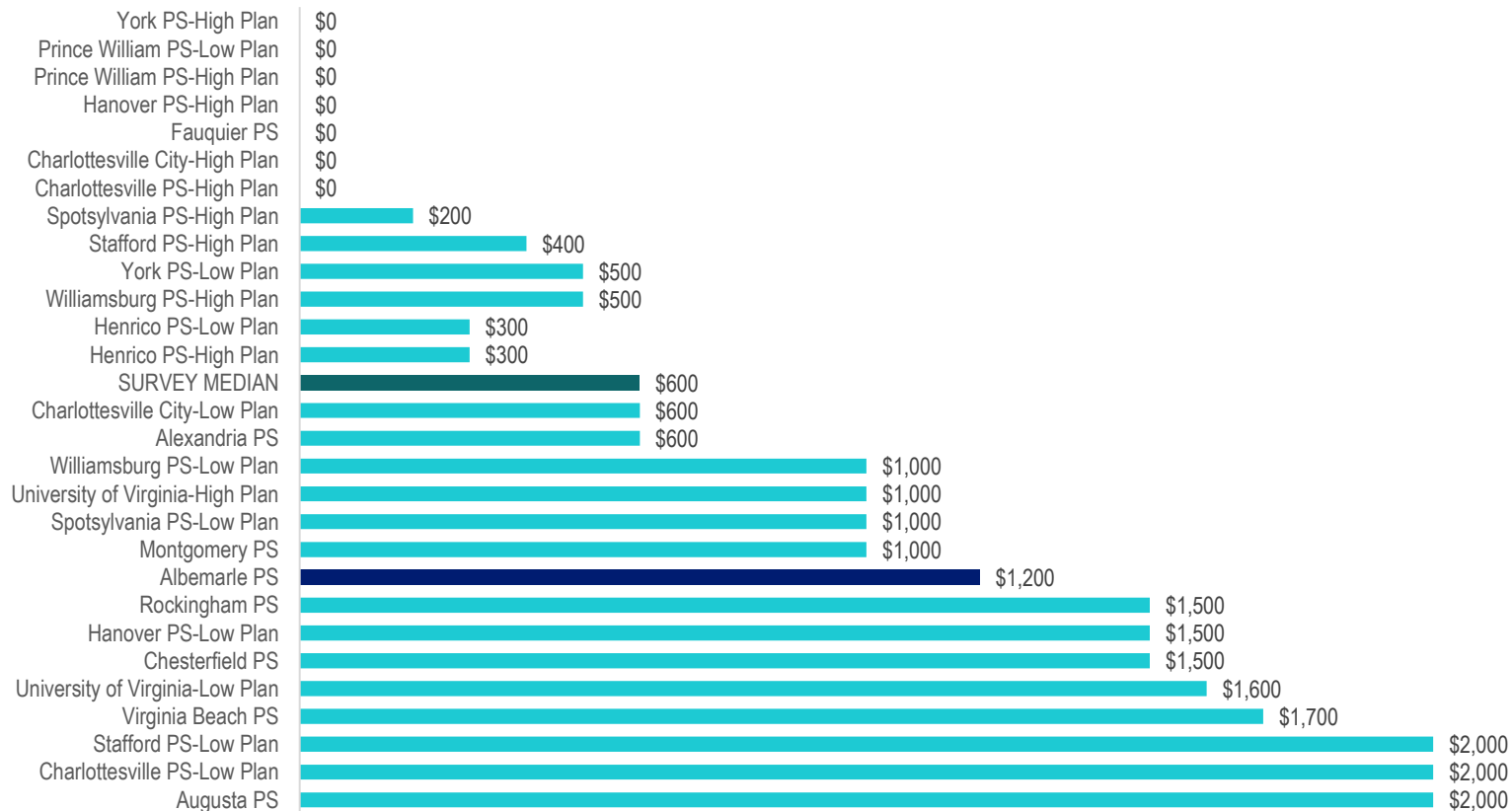
<sup>12</sup> Reflects the “high” option if two plans are offered.

## Plan Design

One potential explanation for differences in costs is plan design<sup>13</sup>. Specifically, annual deductibles, out-of-pocket maximums, and copayments (among other plan elements) can have an impact on monthly health plan rates. The following exhibits show the plan design basics for each organization's PPO/POS and HDHP medical plans. Among PPO plans, Albemarle's annual deductibles are higher than many of the surveyed jurisdictions and twice the survey median.

*Exhibit 105*

### PPO/POS In-Network Family Deductible



<sup>13</sup> Many other factors affect medical plan costs, including the size and composition of the population, funding arrangements, provider networks and negotiated rates for services, plan experience, managed care provisions, administrator fees, etc.

PPO/POS Medical Plan Design Basics  
Sorted by In-Network Deductible

Entity	Plan	In-Network Deductible		In-Network OOP Maximum		In-Network Copayments	
		Single	Family	Single	Family	Specialist Copay	General Coinsurance
Augusta PS	One plan	\$1,000	\$2,000	\$4,000	\$8,000	\$50	30%
Charlottesville PS	Low plan	\$1,000	\$2,000	\$3,500	\$7,000	\$30	20%
Stafford PS	Low plan	\$1,000	\$2,000	\$3,000	\$6,000	\$30	20%
Virginia Beach PS	One plan	\$850	\$1,700	\$3,000	\$6,000	\$60	15%
University of Virginia	Low plan	\$800	\$1,600	\$5,500	\$11,000	\$80	20%
Chesterfield PS	One plan	\$750	\$1,500	\$4,000	\$8,000	\$50	20%
Hanover PS	Low plan	\$750	\$1,500	no info	no info	no info	20%
Rockingham PS	One plan	\$750	\$1,500	\$3,000	\$6,000	\$40	20%
<b>Albemarle PS</b>	<b>One plan</b>	<b>\$600</b>	<b>\$1,200</b>	<b>\$3,500</b>	<b>\$7,000</b>	<b>\$40</b>	<b>20%</b>
Montgomery PS	One plan	\$500	\$1,000	\$2,500	\$5,000	\$30	20%
Spotsylvania PS	Low plan	\$500	\$1,000	\$3,000	\$6,000	\$45	20%
University of Virginia	High plan	\$500	\$1,000	\$5,500	\$11,000	15%	15%
Williamsburg-James City PS	Low plan	\$500	\$1,000	\$4,000	\$8,000	\$40	20%
Alexandria PS	One plan	\$300	\$600	\$3,000	\$6,000	\$35	10%
Charlottesville City	Low plan	\$300	\$600	\$3,500	\$7,000	\$40	30%
Henrico PS	High plan	\$300	\$300	\$2,500	\$5,000	\$40	5%
Henrico PS	Low plan	\$300	\$300	\$2,500	\$5,000	\$45	30%
Williamsburg-James City PS	High plan	\$250	\$500	\$3,000	\$6,000	\$35	20%

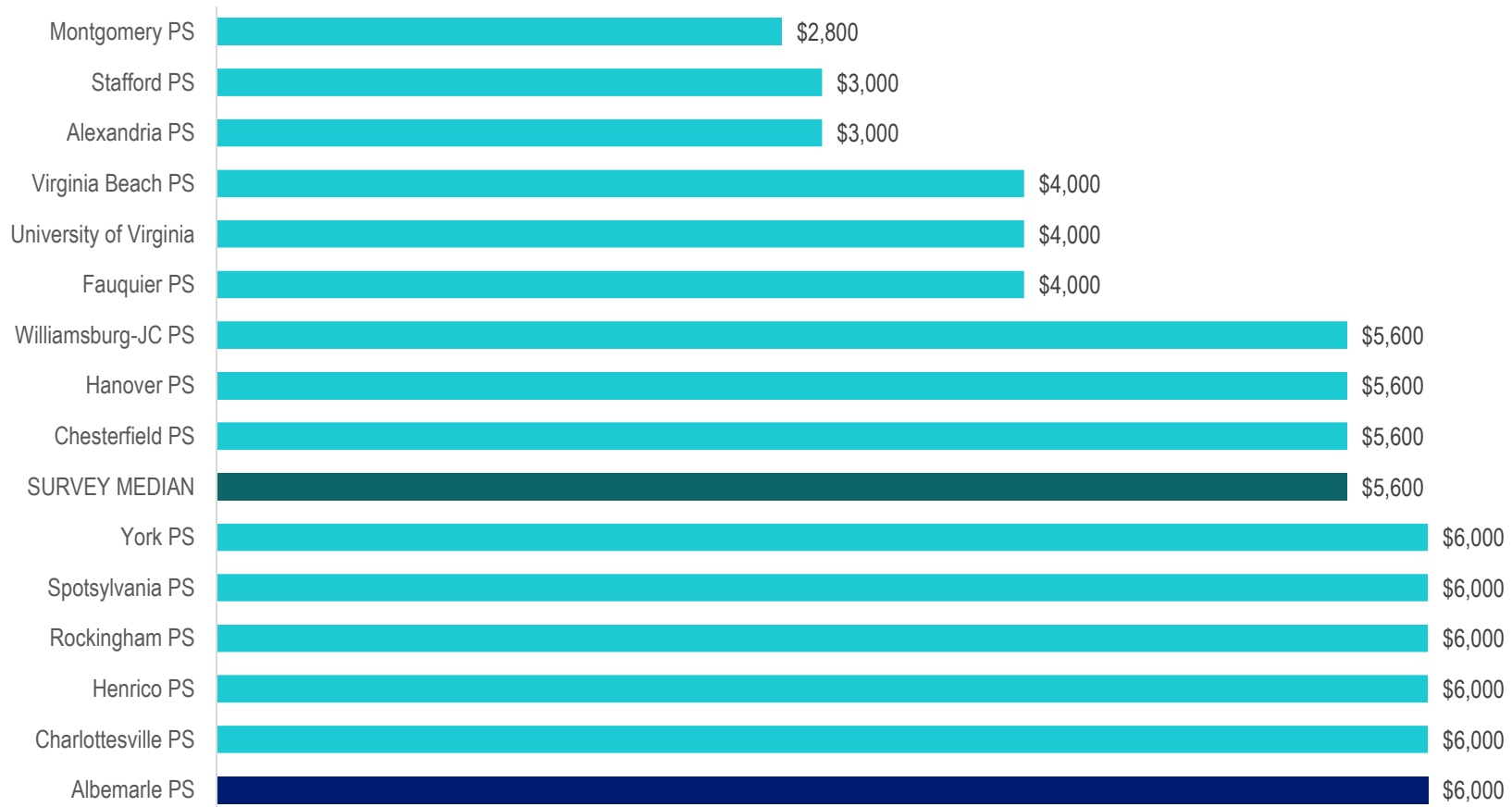
PPO/POS Medical Plan Design Basics  
*Sorted by In-Network Deductible*

Entity	Plan	In-Network Deductible		In-Network OOP Maximum		In-Network Copayments	
		Single	Family	Single	Family	Specialist Copay	General Coinsurance
York PS	Low plan	\$250	\$500	\$3,500	\$7,000	\$40	0%
Stafford PS	High plan	\$200	\$400	\$3,000	\$6,000	\$40	20%
Spotsylvania PS	High plan	\$100	\$200	\$1,000	\$2,000	\$30	0%
Charlottesville PS	High plan	\$0	\$0	\$3,000	\$6,000	\$40	20%
Charlottesville City	High plan	\$0	\$0	\$2,000	\$4,000	\$30	20%
Fauquier PS	One plan	\$0	\$0	\$2,000	\$4,000	\$30	20%
Hanover PS	High plan	\$0	\$0	no info	no info	no info	0%
Prince William PS	High plan	\$0	\$0	\$1,500	\$3,000	\$35	0%
Prince William PS	Low plan	\$0	\$0	\$3,000	\$6,000	\$50	20%
York PS	High plan	\$0	\$0	\$3,500	\$7,000	\$35	0%
<b>Survey Average</b>		<b>\$404</b>	<b>\$785</b>	<b>\$3,120</b>	<b>\$6,240</b>	<b>\$41</b>	<b>16%</b>
<b>Survey Median</b>		<b>\$300</b>	<b>\$600</b>	<b>\$3,000</b>	<b>\$6,000</b>	<b>\$40</b>	<b>20%</b>

For the high deductible plan, Albemarle's family deductible is among the highest in this study, but consistent with Charlottesville PS and several others in the area. (For 2022, the IRS defines a high deductible health plan as a plan with a deductible of at least \$1,400 for an individual and \$2,800 for a family.)

Exhibit 107

### High Deductible Plans In-Network Family Deductible



## High Deductible Plan Design Basics

*Sorted by In-Network Deductible*

Entity	In-Network Deductible		In-Network OOP Maximum		In-Network Copayments	
	Single	Family	Single	Family	Specialist Copay	General Coinsurance
<b>Albemarle PS</b>	<b>\$3,000</b>	<b>\$6,000</b>	<b>\$4,000</b>	<b>\$8,000</b>	<b>0%</b>	<b>0%</b>
Charlottesville PS	\$3,000	\$6,000	\$5,500	\$11,000	20%	20%
Henrico PS	\$3,000	\$6,000	\$4,000	\$8,000	0%	0%
Rockingham PS	\$3,000	\$6,000	\$3,000	\$6,000	0%	0%
Spotsylvania PS	\$3,000	\$6,000	\$4,000	\$8,000	0%	0%
York PS	\$3,000	\$6,000	\$4,000	\$8,000	0%	0%
Chesterfield PS	\$2,800	\$5,600	\$4,000	\$8,000	0%	0%
Hanover PS	\$2,800	\$5,600	no info	no info	no info	no info
Williamsburg-JC PS	\$2,800	\$5,600	\$5,000	\$10,000	20%	20%
Fauquier PS	\$2,000	\$4,000	\$4,000	\$8,000	20%	20%
University of Virginia	\$2,000	\$4,000	\$5,500	\$11,000	20%	20%
Virginia Beach PS	\$2,000	\$4,000	\$4,500	\$9,000	10%	20%
Alexandria PS	\$1,500	\$3,000	\$6,500	\$13,000	10%	10%
Stafford PS	\$1,500	\$3,000	\$3,000	\$6,000	20%	20%
Montgomery PS	\$1,400	\$2,800	\$3,425	\$6,850	20%	20%
<b>Survey Average</b>	<b>\$2,414</b>	<b>\$4,829</b>	<b>\$4,340</b>	<b>\$8,681</b>	<b>11%</b>	<b>12%</b>
<b>Survey Median</b>	<b>\$2,800</b>	<b>\$5,600</b>	<b>\$4,000</b>	<b>\$8,000</b>	<b>10%</b>	<b>20%</b>

## Retirement Benefits

Albemarle's retirement benefits are consistent with the offerings of the surveyed school divisions:

- Nearly all participate in the Virginia Retirement System (VRS)
- All offer supplemental savings vehicles (defined contribution and/or deferred compensation plans), but few make employer contributions to the supplemental plans

Details for each surveyed organization are shown in the exhibits on the following pages.

## VRS Participation

Nearly all surveyed school divisions and local governments participate in VRS. Required contribution rates for non-teachers varies from less than one percent (<1%) to over 30%.

Exhibit 109

### VRS Participation and FY22 Contribution Rates

Surveyed Entity	VRS Participating Employer?	Employer Contribution Rate (Teachers)	Employer Contribution Rate (non-Teachers)	Employee Contribution Rate
<b>Albemarle PS</b>	✓	<b>16.62%</b>	<b>4.34%</b>	<b>5.00%</b>
Albemarle County	✓	--	14.12%	5.00%
Alexandria PS	✓	16.62%	0.55%	5.00%
Augusta PS	✓	16.62%	5.70%	5.00%
Charlottesville PS	✓	16.62%	2.38%	5.00%
City of Charlottesville	No	--	--	--
Chesterfield PS	✓	16.62%	9.57%	5.00%
Fauquier PS	✓	16.62%	5.09%	5.00%
Hanover PS	✓	16.62%	1.42%	5.00%
Henrico PS	✓	16.62%	33.50%	5.00%
Montgomery PS	✓	16.62%	10.31%	5.00%
Prince William PS	✓	16.62%	6.07%	5.00%
Rockingham PS	✓	16.62%	5.85%	5.00%
Spotsylvania PS	✓	16.62%	6.70%	5.00%
Stafford PS	✓	16.62%	6.33%	5.00%
University of Virginia	some	--	Unknown	5.00%
Virginia Beach PS	✓	16.62%	8.04%	5.00%
Williamsburg-James City PS	✓	16.62%	3.66%	5.00%
York PS	✓	16.62%	6.27%	5.00%



# Supplemental Retirement Plans

Exhibit 110

## Supplemental Retirement Savings Plans

Surveyed Entity	Supplemental Plan(s) Offered?	Plan Type(s)	Employer Contribution	Notes/Description
<b>Albemarle PS</b>	✓	<b>403b, 457</b>	<b>0%</b>	
Albemarle County	✓	457	0%	
Alexandria PS	✓	DB, 403b, 457	0%	DB plan is mandatory; 1.5% employee contributions
Augusta PS	✓	403b	0%	
Charlottesville PS	✓	403b, 457	0%	
City of Charlottesville	✓	DB or 401a	8% <sup>14</sup>	<b>Not supplemental.</b> Employees choose DB or DC.
Chesterfield PS	✓	457	0%	
Fauquier PS	✓	403b, 457	0%	
Hanover PS	✓	457	0%	
Henrico PS	✓	403b, 457	0%	
Montgomery PS	✓	403b, 457	0%	
Prince William PS	✓	403b, 457	Up to 2%	Up to 2% matching based on years of service
Rockingham PS	✓	403b	0%	
Spotsylvania PS	✓	403b, 457	0%	
Stafford PS	✓	403b, 457	0%	
University of Virginia	✓	403b, 457	0%	
Virginia Beach PS	✓	403b, 457	0%	
Williamsburg-James City PS	✓	403b, 457	0%	
York PS	✓	403b, 457	0%	

<sup>14</sup> For those who enroll in the 401a plan, the City of Charlottesville contributes 8% of salary. Employer contributions to the DB plan are actuarially determined each year.

# Appendix A—Methodology

## Market Comparators and Data Sources

Albemarle PS chose 15 Virginia school divisions to serve as market comparators for this study. The selection criteria included:

- Proximity to Albemarle
- School divisions in counties that have a large public university (Virginia Tech, James Madison University)
- Representatives of selected regions throughout the state (northern Virginia, Hampton Roads, Richmond metro, etc.)
- Comparability in terms of size, expenditures per pupil, and other characteristics

Information about each comparison division is shown on the [next page](#).

In addition to school divisions, the study also sought information from other local area public sector employers, including:

- Albemarle County government
- Charlottesville City
- University of Virginia

For private sector data, Segal used three published data sources in our company's subscription library:

- Bureau of Labor Statistics (BLS), Occupational Employment and Wage Statistics (OEWS) Survey, wages for selected occupational categories reported by employers (all industries) in the Charlottesville statistical metropolitan area as of May 2021
- Salary.com's CompAnalyst, average base salary structures as of July 2022
- Economic Research Institute's (ERI) Salary Assessor and Executive Assessor database, base salary percentiles (10<sup>th</sup>, 50<sup>th</sup>, 90<sup>th</sup>) as of July 2022

# Comparison School Divisions

Exhibit 111

## Comparison School Divisions

Division	Notes	Total Student Count 2021-22	Total expenditures per pupil 2019-20	% Enrolled in HE within 16 months of graduation 2018	% of Teachers with Masters or Doctorate 2020-21	AP Course Enrollment Percent 2020-21
<b>Albemarle</b>		<b>13,749</b>	<b>\$13,178</b>	<b>78</b>	<b>63</b>	<b>40</b>
Alexandria	Northern VA	15,712	\$17,741	71	71	7
Augusta	Borders Alb	9,931	\$10,349	58	49	10
Charlottesville	Borders Alb	4,290	\$16,828	69	65	44
Chesterfield	Richmond area	62,500	\$10,012	70	57	25
Fauquier	Btw Alb and NoVA	10,874	\$12,380	71	54	29
Hanover	Richmond area	16,865	\$10,481	75	66	21
Henrico	Richmond area	49,991	\$10,296	73	61	28
Montgomery	Virginia Tech	9,704	\$11,454	76	58	24
Prince William	Northern VA	90,135	\$11,462	72	65	21
Rockingham	Borders Alb; JMU	11,310	\$10,998	62	51	20
Spotsylvania	Btw Alb and NoVA	23,794	\$10,865	65	55	33
Stafford	Btw Alb and NoVA	30,473	\$10,288	71	53	22
Virginia Beach	Hampton Roads	65,498	\$11,402	66	54	33
Williamsburg-James City	Similar characteristics	11,322	\$12,033	72	72	33
York	Similar characteristics	12,874	\$10,301	75	61	41

## Data Collection

To collect the market information, Segal distributed a custom survey document to the human resources departments of each comparison organization. For those that declined to participate in the survey, we used information provided on each entity’s website as of June 2022, including:

- Pay scales
- Job classification lists
- Job descriptions or job postings
- Compensation and benefits policy documents
- Employee handbooks
- Employee benefits documents (such as rate charts, summary plan descriptions, and open enrollment information)

As detailed below, most surveyed entities chose not to participate in the survey.

### Data Collection Method for Each Surveyed Entity

Entity	Data Collection Method	Entity	Data Collection Method
Alexandria PS	Segal compiled data	Prince William PS	Segal compiled data
Augusta PS	Completed survey	Rockingham PS	Segal compiled data
Charlottesville PS	Segal compiled data	Spotsylvania PS	Segal compiled data
Charlottesville City	Completed survey	Stafford PS	Segal compiled data
Chesterfield PS	Completed survey	Virginia Beach PS	Segal compiled data
Fauquier PS	Completed survey	University of Virginia	Segal compiled data
Hanover PS	Segal compiled data	Williamsburg-James City PS	Segal compiled data
Henrico PS	Segal compiled data	York PS	Segal compiled data
Montgomery PS	Segal compiled data		

## Geographic Adjustments

To account for geographic cost differences between Charlottesville and survey respondents outside the immediate area, we adjusted each school division's salary rates using cost-of-labor differentials reported by the Economic Research Institute (ERI) Geographic Assessor as of May 2022. These differentials represent the aggregate difference in salaries and wages between two locations and allow us to "hold constant" the different labor conditions between Charlottesville and other regions in Virginia.

It is important to keep in mind that cost of labor indices can be different from cost-of-living indices. While they are often similar, cost of living numbers are driven by the demand and supply of goods and services, while cost of labor differences are based on the demand and supply of labor. It is standard practice among compensation professionals to adjust pay data using cost of labor vs cost of living when making market comparisons between different geographic locations.

The table below shows the adjustment factors for each organization.

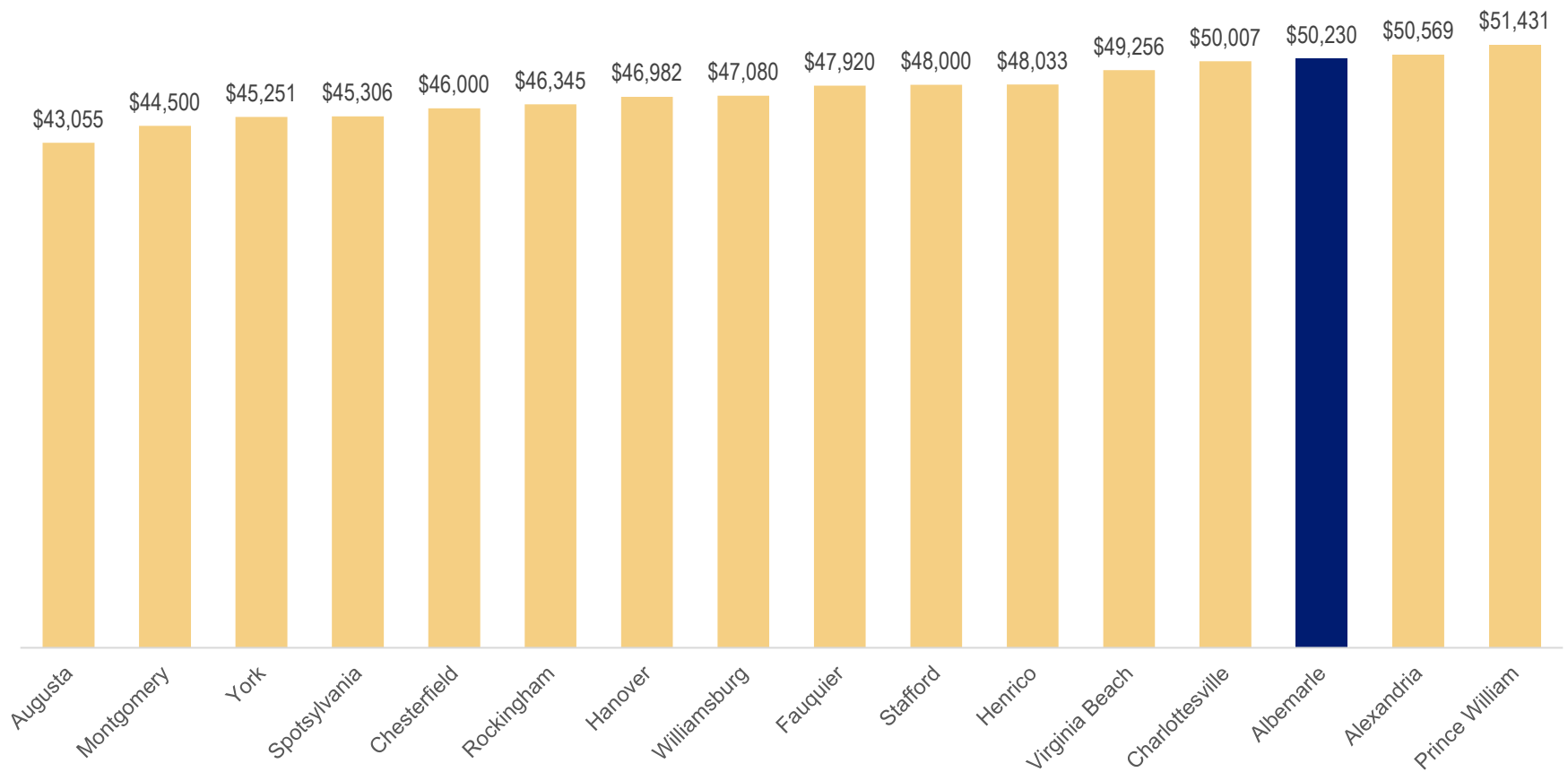
Entity	Geographic Adjustment Factor
Alexandria	81%
Augusta	103%
Charlottesville	100%
Chesterfield	98%
Fauquier	84%
Hanover	97%
Henrico	98%
Montgomery	105%
Prince William	81%
Rockingham	105%
Spotsylvania	82%
Stafford	82%
Virginia Beach	100%
Williamsburg-James City	100%
York	99%

# | Appendix B—Additional Pay Information

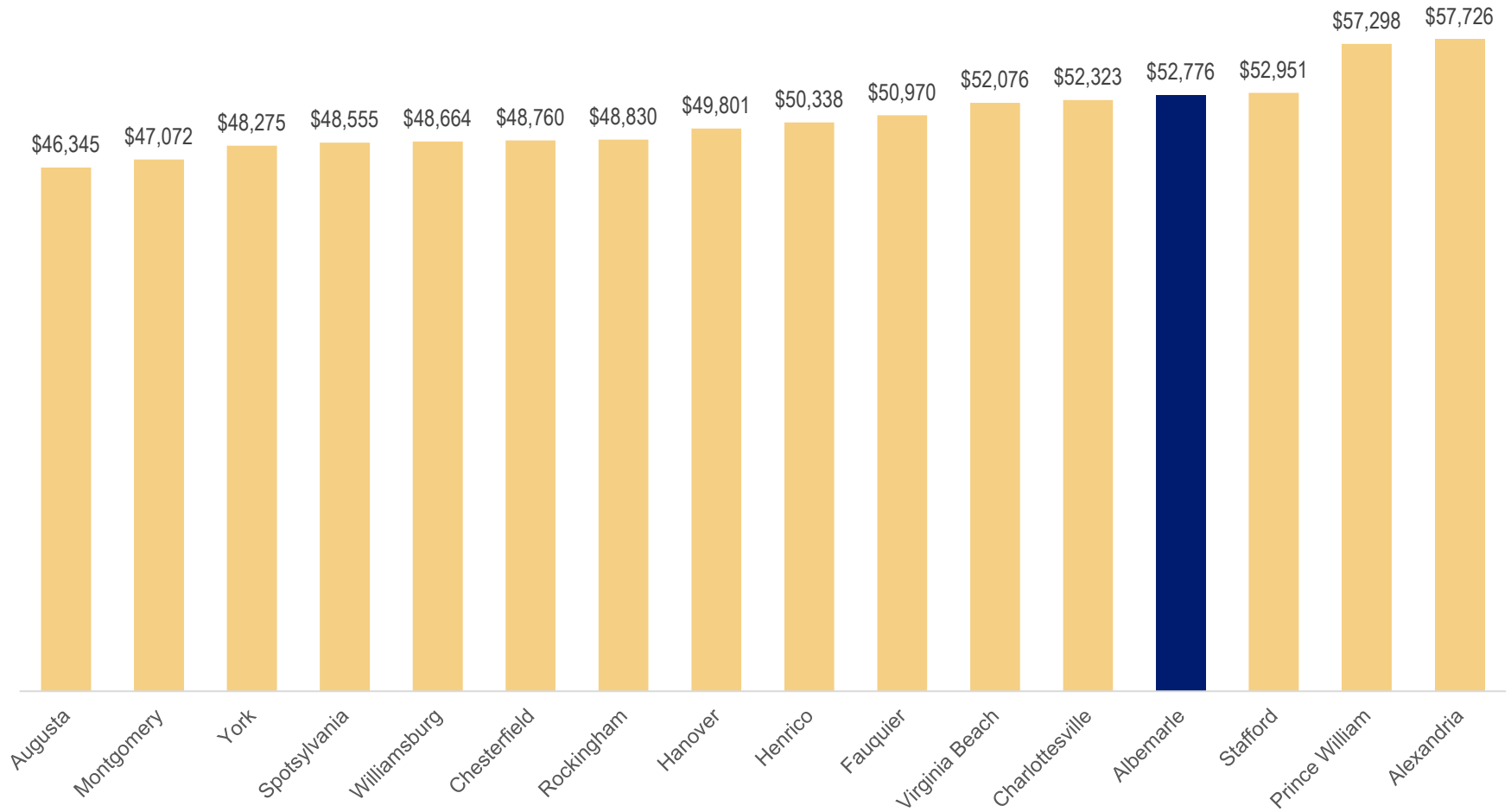
# Teachers

Exhibit 112

Teacher Starting Salaries—NOT Geographically Adjusted  
FY22 Bachelor's Lane

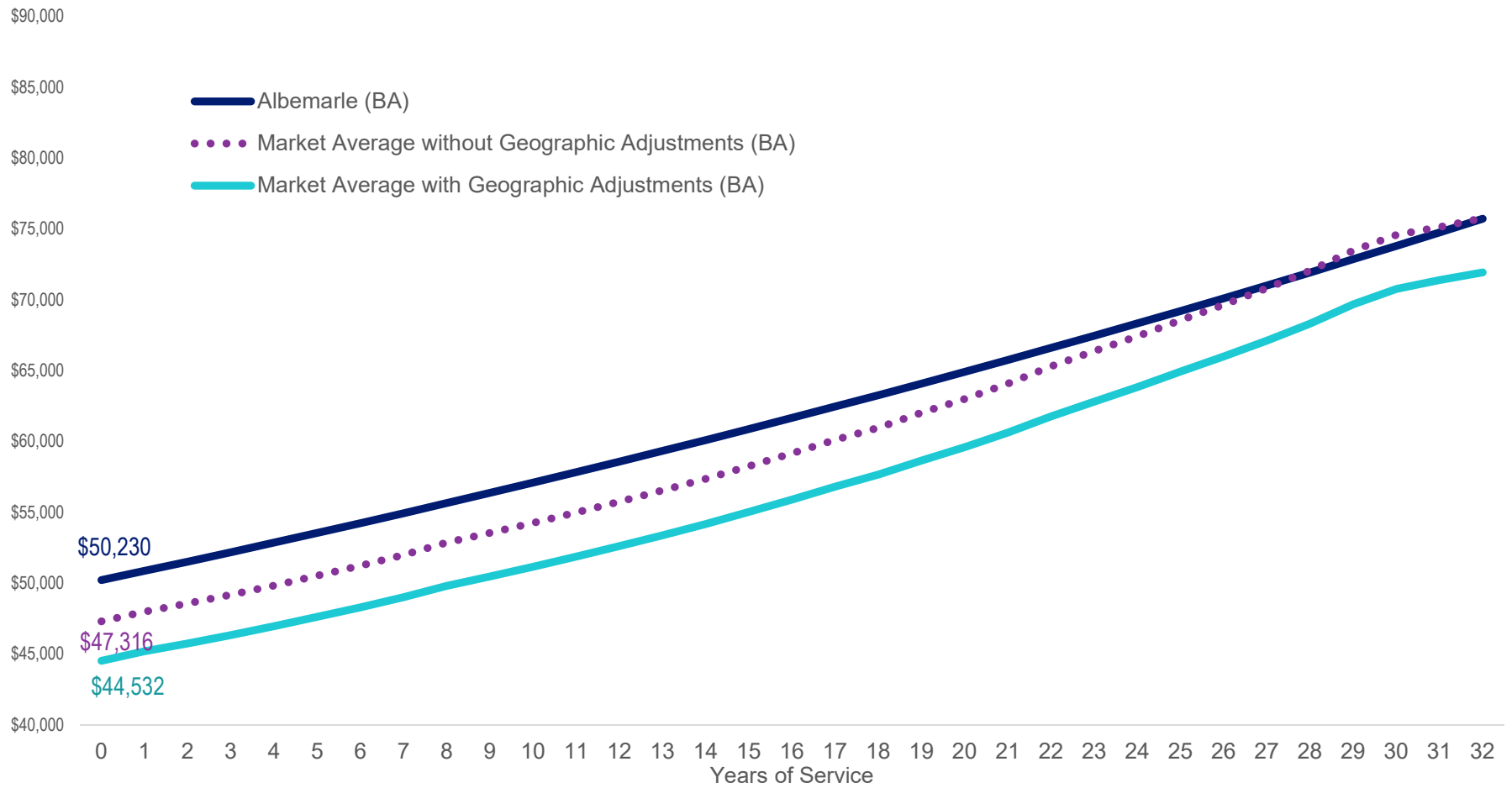


### Teacher Starting Salaries—NOT Geographically Adjusted FY22 Master's Lane

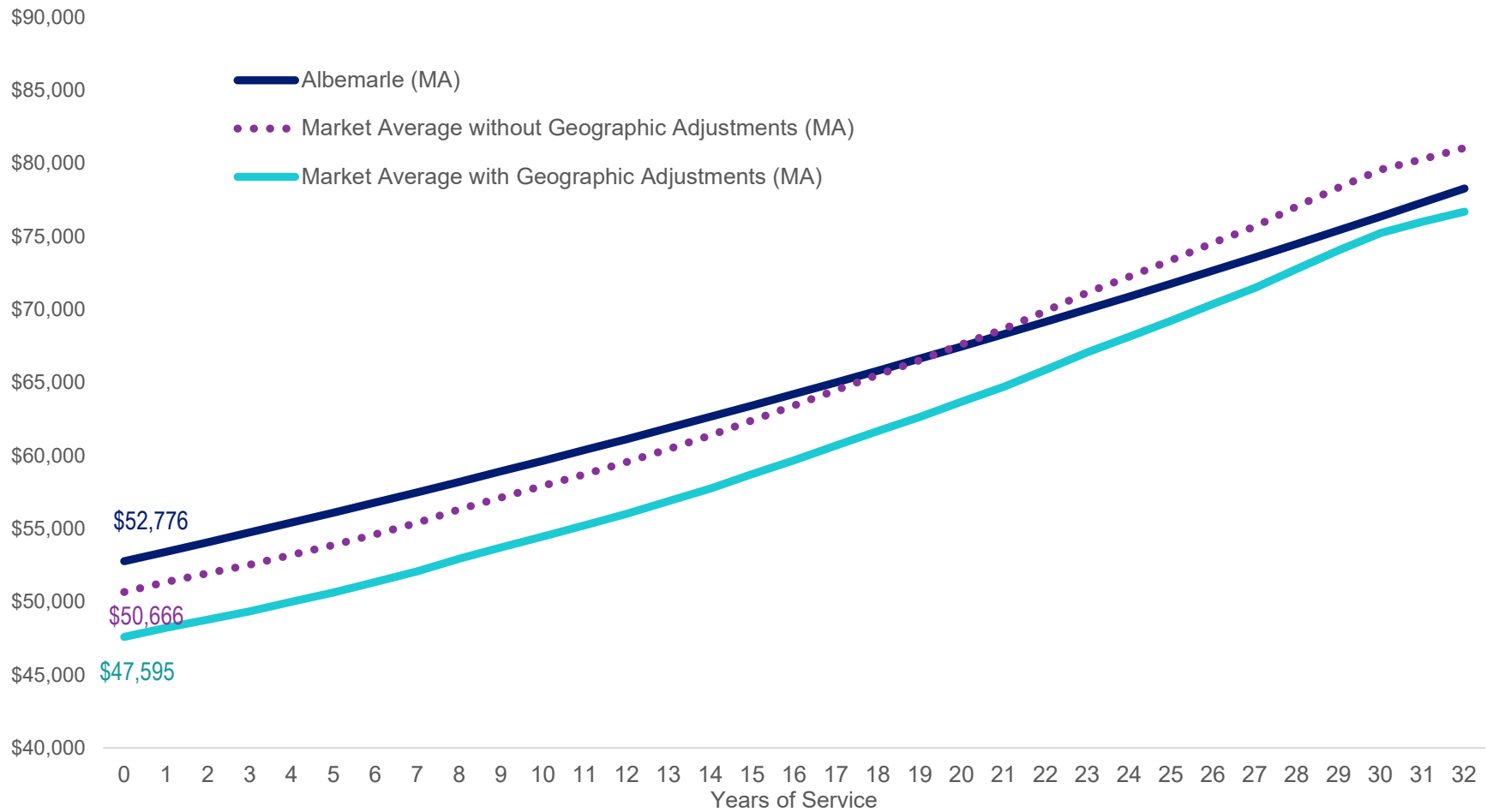




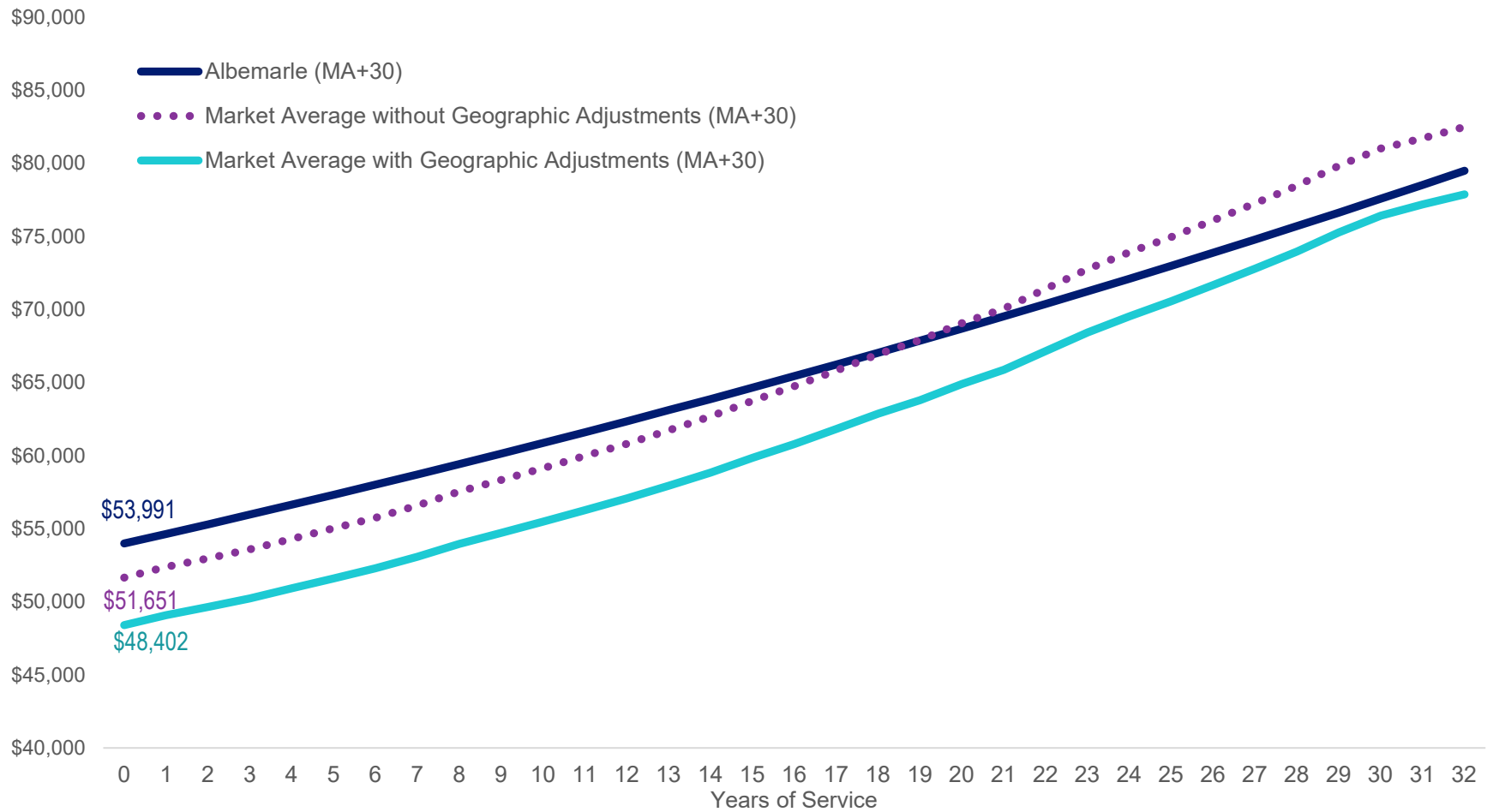
### Teacher Salary Progression FY22 Bachelor's Lane 10-month Salaries



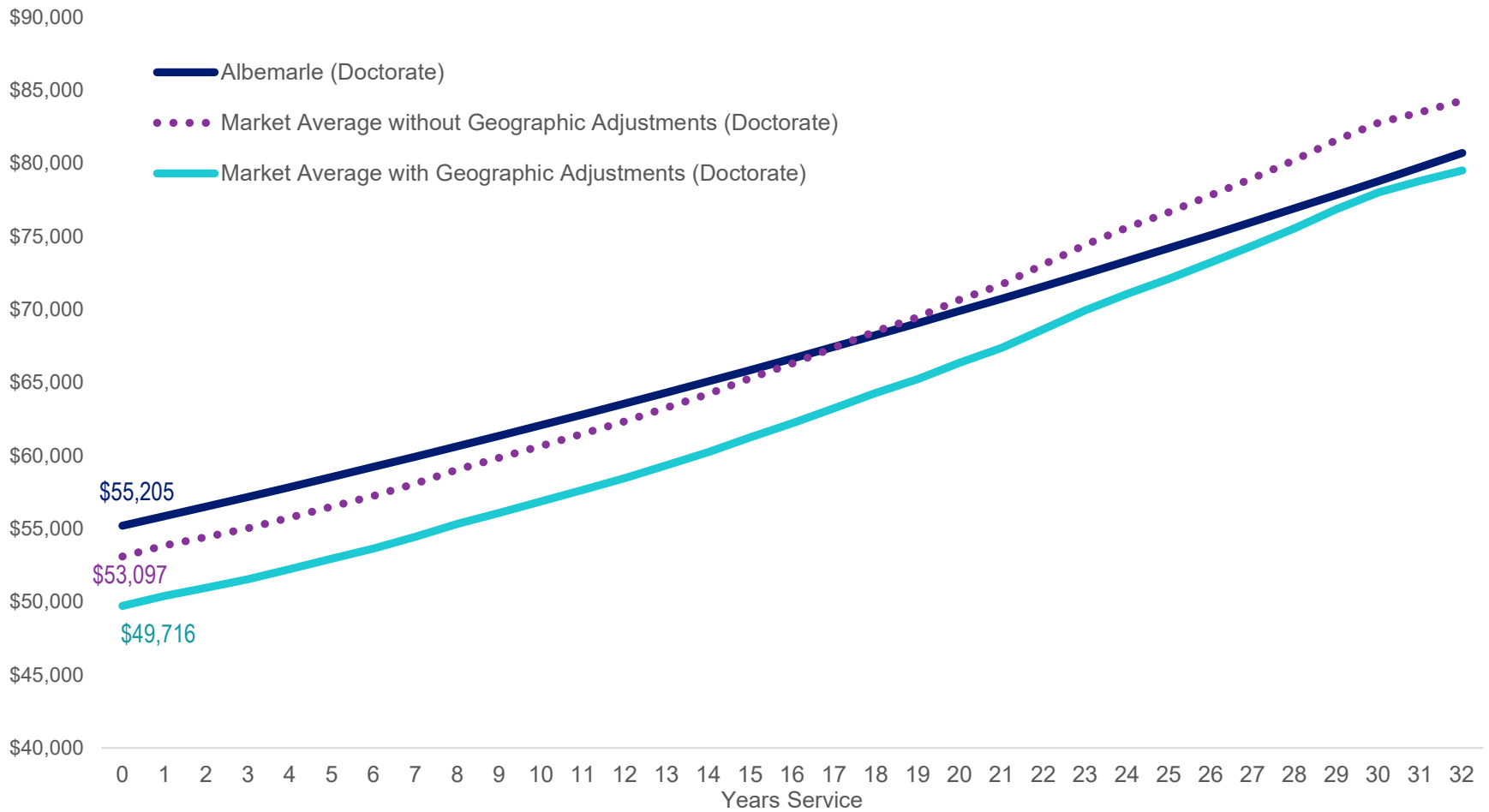
### Teacher Salary Progression FY22 Master's Lane 10-month Salaries



### Teacher Salary Progression FY22 Masters-plus-30 Lane 10-month Salaries



### Teacher Salary Progression FY22 Doctorate Lane 10-month Salaries



Difference between Pay Lanes  
*Teacher Salary Scale*

School Division	Bachelors to Masters Lane		Masters to Doctorate Lane	
	Average Dollar (\$) Difference	Average Percent (%) Difference	Average Dollar (\$) Difference	Average Percent (%) Difference
<b>Albemarle</b>	<b>\$2,546</b>	<b>4.2%</b>	<b>\$2,429</b>	<b>3.8%</b>
Alexandria	\$14,347	17.8%	\$2,864	3.1%
Augusta	\$3,290	6.5%	\$3,290	6.1%
Charlottesville	\$2,316	3.8%	\$2,116	3.3%
Chesterfield	\$3,306	6.0%	\$2,921	5.0%
Fauquier	\$3,564	5.5%	\$3,623	5.3%
Hanover	\$3,182	6.0%	\$1,591	2.8%
Henrico	\$2,306	4.8%	\$3,277	4.8%
Montgomery	\$2,903	5.7%	\$2,255	4.2%
Prince William	\$5,866	7.4%	\$3,446	4.0%
Rockingham	\$2,485	4.7%	\$1,525	2.8%
Spotsylvania	\$4,034	7.0%	\$3,458	5.6%
Stafford	\$4,951	8.5%	\$1,636	2.6%
Virginia Beach	\$2,820	4.9%	\$2,420	4.0%
Williamsburg-James City	\$2,241	3.9%	\$4,301	7.4%
York	\$3,327	5.6%	\$5,372	8.7%
<b>Survey Average</b>	<b>\$4,188</b>	<b>6.7%</b>	<b>\$2,915</b>	<b>4.6%</b>

Dollars are not geographically adjusted. Reflects average difference between lanes up to Step 32

Number of Pay Steps and Range Width  
FY22 Teacher Salary Scale

School Division	Bachelors Lane		Masters Lane		Doctorate (or Highest) Lane	
	No. of Pay Steps	Range Width	No. of Pay Steps	Range Width	No. of Pay Steps	Range Width
<b>Albemarle</b>	<b>33</b>	<b>51%</b>	<b>33</b>	<b>48%</b>	<b>33</b>	<b>46%</b>
Alexandria	23	77%	24	90%	24	88%
Augusta	40	54%	40	50%	40	47%
Charlottesville	30	53%	30	51%	30	49%
Chesterfield	36	44%	36	44%	36	44%
Fauquier	31	70%	31	68%	31	74%
Hanover	43	56%	42	56%	42	56%
Henrico	32	107%	32	107%	32	107%
Montgomery	33	45%	33	44%	33	43%
Prince William	31	151%	31	136%	31	128%
Rockingham	40	49%	40	47%	40	45%
Spotsylvania	42	118%	42	118%	42	118%
Stafford	39	92%	39	83%	39	81%
Virginia Beach	31	46%	31	44%	31	42%
Williamsburg-James City	30	46%	38	67%	40	71%
York	31	58%	31	58%	31	55%
<b>Survey Average</b>	<b>34.1</b>	<b>71%</b>	<b>34.7</b>	<b>71%</b>	<b>34.8</b>	<b>70%</b>

Average Step Increments—Dollar Value  
FY22 Teacher Salary Scale

School Division	Bachelors	Masters	Masters+30	Doctorate (or Highest)
<b>Albemarle</b>	<b>\$797</b>	<b>\$797</b>	<b>\$797</b>	<b>\$797</b>
Alexandria	\$1,769	\$2,260	\$2,309	\$2,309
Augusta	\$592	\$592	\$592	\$592
Charlottesville	\$915	\$915	\$915	\$915
Chesterfield	\$585	\$620	\$620	\$651
Fauquier	\$1,113	\$1,156	\$1,280	\$1,280
Hanover	\$647	\$686	\$686	\$705
Henrico	\$1,655	\$1,735	\$1,735	\$1,735
Montgomery	\$630	\$653	\$648	\$659
Prince William	\$2,593	\$2,592	\$2,592	\$2,592
Rockingham	\$584	\$584	\$584	\$584
Spotsylvania	\$1,305	\$1,395	\$1,433	\$1,472
Stafford	\$1,161	\$1,161	\$1,161	\$1,161
Virginia Beach	\$762	\$762	\$762	\$762
Williamsburg-James City	\$751	\$876	\$906	\$943
York	\$878	\$936	\$961	\$961
<b>Survey Average</b>	<b>\$1,063</b>	<b>\$1,128</b>	<b>\$1,146</b>	<b>\$1,155</b>

Figures reflects the average value of each step increment on the 10-month teacher salary scale from entry to the highest step. Not geographically adjusted.

Average Step Increments—Percent  
FY22 Teacher Salary Scale

School Division	Bachelors	Masters	Masters+30	Doctorate (or Highest)
<b>Albemarle</b>	<b>1.3%</b>	<b>1.2%</b>	<b>1.2%</b>	<b>1.2%</b>
Alexandria	2.6%	2.8%	2.8%	2.8%
Augusta	1.1%	1.0%	1.0%	1.0%
Charlottesville	1.5%	1.4%	1.4%	1.4%
Chesterfield	1.1%	1.1%	1.1%	1.1%
Fauquier	1.8%	1.7%	1.9%	1.9%
Hanover	1.1%	1.1%	1.1%	1.1%
Henrico	2.4%	2.4%	2.4%	2.4%
Montgomery	1.2%	1.2%	1.1%	1.1%
Prince William	3.1%	2.9%	2.8%	2.8%
Rockingham	1.0%	1.0%	1.0%	1.0%
Spotsylvania	1.9%	1.9%	1.9%	1.9%
Stafford	1.7%	1.6%	1.6%	1.6%
Virginia Beach	1.3%	1.2%	1.2%	1.2%
Williamsburg-James City	1.3%	1.4%	1.4%	1.4%
York	1.5%	1.5%	1.5%	1.5%
<b>Survey Average</b>	<b>1.6%</b>	<b>1.6%</b>	<b>1.6%</b>	<b>1.6%</b>

Figures reflects the average step percent increase on the 10-month teacher salary scale from entry to the highest step.



# School Administrators

Exhibit 122

## Pay Structure Characteristics *School Administrators*

School Division	Open Range <sup>15</sup>	Steps	Number of Steps	Range Width
<b>Albemarle</b>	✓		n/a	<b>63%</b>
Alexandria		✓	15 - 18	55% - 63%
Augusta		✓	20	n/a
Charlottesville		✓	15	28% - 30%
Chesterfield		✓	40	61%
Fauquier	✓		n/a	64%
Hanover	✓		n/a	91%
Henrico		✓	26	80%
Montgomery	✓		n/a	68%
Prince William		✓	24 - 26	92% - 97%
Rockingham		✓	31	19% - 25%
Spotsylvania		✓	27 - 35	12% - 32%
Stafford	✓		n/a	80%
Virginia Beach		✓	31	48%
Williamsburg	✓		n/a	60%
York		✓	30	68%

<sup>15</sup> "Open range" means that the salary range/band has minimum and maximum rates, but no pay steps.

# Teaching Assistants

Exhibit 123

## Pay Structure Characteristics *Teaching Assistants*

School Division	Open Range	Steps	Number of Steps	Range Width
<b>Albemarle</b>	✓			<b>17% - 50%</b>
Alexandria		✓	21	65%
Augusta		✓	25	42%
Charlottesville		✓	30	33% - 39%
Chesterfield	✓			71%
Fauquier	✓			54%
Hanover	✓			91%
Henrico		✓	26	80%
Montgomery	✓			81%
Prince William		✓	31	143%
Rockingham		✓	39	77%
Spotsylvania		✓	36	107%
Stafford	✓			80%
Virginia Beach		✓	31	48%
Williamsburg	✓			60%
York		✓	31	68%

# Other Non-Exempt Positions

Exhibit 124

## Facilities – Custodial FY22 Pay Range Comparisons by Market Sector

Job Title		Public Sector			Private Sector		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
Custodian Grade 5	<b>Albemarle PS</b>	<b>\$15.30</b>	<b>\$18.74</b>	<b>\$22.19</b>	<b>\$15.30</b>	<b>\$18.74</b>	<b>\$22.19</b>
	Market Average	\$12.76	\$16.44	\$20.11	\$14.80	\$17.84	\$21.13
	Dollar Difference	\$2.54	\$2.31	\$2.08	\$0.50	\$0.90	\$1.05
	Percent Difference	17%	12%	9%	3%	5%	5%
Lead Custodian III Grade 8	<b>Albemarle PS</b>	<b>\$15.76</b>	<b>\$19.94</b>	<b>\$24.12</b>	<b>\$15.76</b>	<b>\$19.94</b>	<b>\$24.12</b>
	Market Average	\$14.87	\$19.81	\$24.76	\$15.30	\$19.53	\$23.89
	Dollar Difference	\$0.89	\$0.13	(\$0.63)	\$0.46	\$0.41	\$0.23
	Percent Difference	6%	1%	-3%	3%	2%	1%
Custodial Supervisor II Grade 12	<b>Albemarle PS</b>	<b>\$18.11</b>	<b>\$23.79</b>	<b>\$29.48</b>	<b>\$18.11</b>	<b>\$23.79</b>	<b>\$29.48</b>
	Market Average	\$18.81	\$25.99	\$33.17	\$19.76	\$23.96	\$28.80
	Dollar Difference	(\$0.70)	(\$2.20)	(\$3.69)	(\$1.65)	(\$0.17)	\$0.68
	Percent Difference	-4%	-9%	-13%	-9%	-1%	2%

**Facilities—Maintenance**  
**FY22 Pay Range Comparisons**  
**by Market Sector**

Job Title		Public Sector			Private Sector		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
Maintenance Mechanic II Grade 9	<b>Albemarle PS</b>	<b>\$16.07</b>	<b>\$20.63</b>	<b>\$25.19</b>	<b>\$16.07</b>	<b>\$20.63</b>	<b>\$25.19</b>
	Market Average	\$16.91	\$22.47	\$28.04	\$18.98	\$23.08	\$28.03
	Dollar Difference	(\$0.85)	(\$1.84)	(\$2.84)	(\$2.92)	(\$2.45)	(\$2.83)
	Percent Difference	-5%	-9%	-11%	-18%	-12%	-11%
Carpenter Grade 9	<b>Albemarle PS</b>	<b>\$16.07</b>	<b>\$20.63</b>	<b>\$25.19</b>	<b>\$16.07</b>	<b>\$20.63</b>	<b>\$25.19</b>
	Market Average	\$17.99	\$23.98	\$29.96	\$20.93	\$25.81	\$29.88
	Dollar Difference	(\$1.92)	(\$3.35)	(\$4.77)	(\$4.86)	(\$5.18)	(\$4.68)
	Percent Difference	-12%	-16%	-19%	-30%	-25%	-19%
Electrician Grade 11	<b>Albemarle PS</b>	<b>\$17.29</b>	<b>\$22.54</b>	<b>\$27.80</b>	<b>\$17.29</b>	<b>\$22.54</b>	<b>\$27.80</b>
	Market Average	\$18.59	\$24.80	\$31.02	\$22.89	\$28.01	\$34.07
	Dollar Difference	(\$1.30)	(\$2.26)	(\$3.22)	(\$5.60)	(\$5.47)	(\$6.28)
	Percent Difference	-8%	-10%	-12%	-32%	-24%	-23%
Grounds Foreman Grade 11	<b>Albemarle PS</b>	<b>\$17.29</b>	<b>\$22.54</b>	<b>\$27.80</b>	<b>\$17.29</b>	<b>\$22.54</b>	<b>\$27.80</b>
	Market Average	\$18.31	\$23.25	\$28.20	\$19.57	\$24.11	\$31.45
	Dollar Difference	(\$1.02)	(\$0.71)	(\$0.40)	(\$2.29)	(\$1.57)	(\$3.65)

**Facilities—Maintenance**  
**FY22 Pay Range Comparisons**  
**by Market Sector**

Job Title		Public Sector			Private Sector		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
	Percent Difference	-6%	-3%	-1%	-13%	-7%	-13%
<b>General Foreman</b> Grade 11	<b>Albemarle PS</b>	<b>\$17.29</b>	<b>\$22.54</b>	<b>\$27.80</b>	<b>\$17.29</b>	<b>\$22.54</b>	<b>\$27.80</b>
	Market Average	\$19.32	\$26.05	\$32.77	\$19.71	\$25.75	\$30.65
	Dollar Difference	(\$2.03)	(\$3.51)	(\$4.98)	(\$2.42)	(\$3.21)	(\$2.85)
	Percent Difference	-12%	-16%	-18%	-14%	-14%	-10%
<b>HVAC Mechanic</b> Grade 12	<b>Albemarle PS</b>	<b>\$18.11</b>	<b>\$23.79</b>	<b>\$29.48</b>	<b>\$18.11</b>	<b>\$23.79</b>	<b>\$29.48</b>
	Market Average	\$18.68	\$24.98	\$31.27	\$22.14	\$26.85	\$32.60
	Dollar Difference	(\$0.58)	(\$1.19)	(\$1.80)	(\$4.04)	(\$3.06)	(\$3.12)
	Percent Difference	-3%	-5%	-6%	-22%	-13%	-11%
<b>Energy Management Technician</b> Grade 15	<b>Albemarle PS</b>	<b>\$22.30</b>	<b>\$29.35</b>	<b>\$36.40</b>	<b>\$22.30</b>	<b>\$29.35</b>	<b>\$36.40</b>
	Market Average	\$21.33	\$29.17	\$37.00	\$25.79	\$31.38	\$37.72
	Dollar Difference	\$0.97	\$0.18	(\$0.60)	(\$3.49)	(\$2.03)	(\$1.32)
	Percent Difference	4%	1%	-2%	-16%	-7%	-4%
<b>Environmental, Safety &amp; GIS Coordinator</b> Grade 16	<b>Albemarle PS</b>	<b>\$23.93</b>	<b>\$31.49</b>	<b>\$39.06</b>	<b>\$23.93</b>	<b>\$31.49</b>	<b>\$39.06</b>
	Market Average	\$23.67	\$32.13	\$40.58	\$25.94	\$32.74	\$40.61
	Dollar Difference	\$0.25	(\$0.64)	(\$1.53)	(\$2.02)	(\$1.25)	(\$1.55)
	Percent Difference	1%	-2%	-4%	-8%	-4%	-4%

Pay rates have been geographically adjusted and reflect hourly rates

**Finance and Human Resources  
FY22 Pay Range Comparisons  
by Market Sector**

Job Title		Public Sector			Private Sector		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
<b>Office Associate / Bookkeeper</b> Grade 9	<b>Albemarle PS</b>	<b>\$16.07</b>	<b>\$20.63</b>	<b>\$25.19</b>	<b>\$16.07</b>	<b>\$20.63</b>	<b>\$25.19</b>
	Market Average	\$16.36	\$22.28	\$28.20	\$18.07	\$21.17	\$25.39
	Dollar Difference	(\$0.30)	(\$1.65)	(\$3.00)	(\$2.01)	(\$0.54)	(\$0.19)
	Percent Difference	-2%	-8%	-12%	-12%	-3%	-1%
<b>Fiscal Administrator</b> Grade 10	<b>Albemarle PS</b>	<b>\$16.52</b>	<b>\$21.45</b>	<b>\$26.37</b>	<b>\$16.52</b>	<b>\$21.45</b>	<b>\$26.37</b>
	Market Average	\$16.67	\$22.74	\$28.81	\$18.07	\$21.17	\$25.39
	Dollar Difference	(\$0.15)	(\$1.30)	(\$2.45)	(\$1.55)	\$0.28	\$0.98
	Percent Difference	-1%	-6%	-8%	-9%	1%	4%
<b>HR Specialist II</b> Grade 12	<b>Albemarle PS</b>	<b>\$18.11</b>	<b>\$23.79</b>	<b>\$29.48</b>	<b>\$18.11</b>	<b>\$23.79</b>	<b>\$29.48</b>
	Market Average	\$17.21	\$23.71	\$30.21	\$20.21	\$23.49	\$27.94
	Dollar Difference	\$0.90	\$0.09	(\$0.73)	(\$2.11)	\$0.30	\$1.54
	Percent Difference	5%	0%	-2%	-12%	1%	5%

Pay rates have been geographically adjusted and reflect hourly rates

### Food and Nutrition FY22 Pay Range Comparisons by Market Sector

Job Title		Public Sector			Private Sector		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
<b>Food Service Associate</b> Grade 5	<b>Albemarle PS</b>	<b>\$15.30</b>	<b>\$18.74</b>	<b>\$22.19</b>	<b>\$15.30</b>	<b>\$18.74</b>	<b>\$22.19</b>
	Market Average	\$11.57	\$15.28	\$18.98	\$13.19	\$15.60	\$17.90
	Dollar Difference	\$3.73	\$3.46	\$3.20	\$2.11	\$3.15	\$4.29
	Percent Difference	24%	18%	14%	14%	17%	19%
<b>Food Service Manager II</b> Grade 9	<b>Albemarle PS</b>	<b>\$16.07</b>	<b>\$20.63</b>	<b>\$25.19</b>	<b>\$16.07</b>	<b>\$20.63</b>	<b>\$25.19</b>
	Market Average	\$15.74	\$21.20	\$26.66	\$19.85	\$24.01	\$28.60
	Dollar Difference	\$0.33	(\$0.57)	(\$1.46)	(\$3.78)	(\$3.38)	(\$3.41)
	Percent Difference	2%	-3%	-6%	-24%	-16%	-14%
<b>Food Service Manager IV</b> Grade 11	<b>Albemarle PS</b>	<b>\$17.29</b>	<b>\$22.54</b>	<b>\$27.80</b>	<b>\$17.29</b>	<b>\$22.54</b>	<b>\$27.80</b>
	Market Average	\$16.90	\$23.10	\$29.30	\$19.85	\$24.01	\$28.60
	Dollar Difference	\$0.39	(\$0.56)	(\$1.50)	(\$2.56)	(\$1.46)	(\$0.81)
	Percent Difference	2%	-2%	-5%	-15%	-6%	-3%

### Information Technology FY22 Pay Range Comparisons by Market Sector

Job Title		Public Sector			Private Sector		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
<b>Infrastructure Technician</b> Grade 15	<b>Albemarle PS</b>	<b>\$22.30</b>	<b>\$29.35</b>	<b>\$36.40</b>	<b>\$22.30</b>	<b>\$29.35</b>	<b>\$36.40</b>
	Market Average	\$23.00	\$32.36	\$41.71	\$26.10	\$31.92	\$36.74
	Dollar Difference	(\$0.70)	(\$3.00)	(\$5.31)	(\$3.80)	(\$2.57)	(\$0.33)
	Percent Difference	-3%	-10%	-15%	-17%	-9%	-1%
<b>Technology Support Specialist</b> Grade 15	<b>Albemarle PS</b>	<b>\$22.30</b>	<b>\$29.35</b>	<b>\$36.40</b>	<b>\$22.30</b>	<b>\$29.35</b>	<b>\$36.40</b>
	Market Average	\$21.15	\$29.24	\$37.34	\$23.60	\$28.87	\$35.72
	Dollar Difference	\$1.15	\$0.11	(\$0.94)	(\$1.30)	\$0.48	\$0.68
	Percent Difference	5%	0%	-3%	-6%	2%	2%



**Office Support**  
**FY22 Pay Range Comparisons**  
**by Market Sector**

Job Title		Public Sector			Private Sector		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
<b>Office Associate III</b> Grade 6	<b>Albemarle PS</b>	<b>\$15.40</b>	<b>\$19.05</b>	<b>\$22.70</b>	<b>\$15.40</b>	<b>\$19.05</b>	<b>\$22.70</b>
	Market Average	\$15.22	\$20.62	\$26.03	\$17.17	\$20.78	\$25.04
	Dollar Difference	\$0.18	(\$1.57)	(\$3.33)	(\$1.77)	(\$1.73)	(\$2.34)
	Percent Difference	1%	-8%	-15%	-12%	-9%	-10%
<b>Legal Assistant</b> Grade 11	<b>Albemarle PS</b>	<b>\$17.29</b>	<b>\$22.54</b>	<b>\$27.80</b>	<b>\$17.29</b>	<b>\$22.54</b>	<b>\$27.80</b>
	Market Average	\$19.83	\$28.55	\$37.26	\$22.79	\$28.25	\$34.79
	Dollar Difference	(\$2.54)	(\$6.00)	(\$9.47)	(\$5.50)	(\$5.71)	(\$6.99)
	Percent Difference	-15%	-27%	-34%	-32%	-25%	-25%
<b>Database Administrator</b> <b>High School</b> Grade 12	<b>Albemarle PS</b>	<b>\$18.11</b>	<b>\$23.79</b>	<b>\$29.48</b>	<b>\$18.11</b>	<b>\$23.79</b>	<b>\$29.48</b>
	Market Average	\$18.38	\$25.06	\$31.74	N/A	N/A	N/A
	Dollar Difference	(\$0.27)	(\$1.27)	(\$2.27)	N/A	N/A	N/A
	Percent Difference	-1%	-5%	-8%	N/A	N/A	N/A
<b>Executive Assistant</b> Grade 12	<b>Albemarle PS</b>	<b>\$18.11</b>	<b>\$23.79</b>	<b>\$29.48</b>	<b>\$18.11</b>	<b>\$23.79</b>	<b>\$29.48</b>
	Market Average	\$18.06	\$24.58	\$31.10	\$22.73	\$27.79	\$33.24
	Dollar Difference	\$0.05	(\$0.79)	(\$1.62)	(\$4.62)	(\$4.00)	(\$3.76)
	Percent Difference	0%	-3%	-6%	-26%	-17%	-13%
<b>Management Analyst II</b> Grade 14	<b>Albemarle PS</b>	<b>\$20.78</b>	<b>\$27.36</b>	<b>\$33.93</b>	<b>\$20.78</b>	<b>\$27.36</b>	<b>\$33.93</b>
	Market Average	\$20.79	\$27.88	\$34.96	\$25.17	\$31.23	\$38.54
	Dollar Difference	(\$0.01)	(\$0.52)	(\$1.03)	(\$4.39)	(\$3.87)	(\$4.61)
	Percent Difference	0%	-2%	-3%	-21%	-14%	-14%

Pay rates have been geographically adjusted and reflect hourly rates

### Student/Family Services FY22 Pay Range Comparisons by Market Sector

Job Title		Public Sector			Private Sector		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
<b>School Security Assistant</b> Grade 6	<b>Albemarle PS</b>	<b>\$15.40</b>	<b>\$19.05</b>	<b>\$22.70</b>	<b>\$15.40</b>	<b>\$19.05</b>	<b>\$22.70</b>
	Market Average	\$13.73	\$18.83	\$23.92	\$14.06	\$16.82	\$20.23
	Dollar Difference	\$1.67	\$0.22	(\$1.23)	\$1.34	\$2.22	\$2.46
	Percent Difference	11%	1%	-5%	9%	12%	11%
<b>International Welcome Center Support Specialist</b> Grade 12	<b>Albemarle PS</b>	<b>\$18.11</b>	<b>\$23.79</b>	<b>\$29.48</b>	<b>\$18.11</b>	<b>\$23.79</b>	<b>\$29.48</b>
	Market Average	\$15.89	\$23.27	\$30.64	N/A	N/A	N/A
	Dollar Difference	\$2.21	\$0.53	(\$1.16)	N/A	N/A	N/A
	Percent Difference	12%	2%	-4%	N/A	N/A	N/A
<b>ESOL Family Engagement &amp; Student Support Liaison</b> Grade 14	<b>Albemarle PS</b>	<b>\$20.78</b>	<b>\$27.36</b>	<b>\$33.93</b>	<b>\$20.78</b>	<b>\$27.36</b>	<b>\$33.93</b>
	Market Average	\$20.99	\$29.04	\$37.09	N/A	N/A	N/A
	Dollar Difference	(\$0.20)	(\$1.68)	(\$3.16)	N/A	N/A	N/A
	Percent Difference	-1%	-6%	-9%	N/A	N/A	N/A

Pay rates have been geographically adjusted and reflect hourly rates

### Transportation FY22 Pay Range Comparisons by Market Sector

Job Title		Public Sector			Private Sector		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
<b>Automotive Equipment Mechanic</b> Grade 12	<b>Albemarle PS</b>	<b>\$18.11</b>	<b>\$23.79</b>	<b>\$29.48</b>	<b>\$18.11</b>	<b>\$23.79</b>	<b>\$29.48</b>
	Market Average	\$17.75	\$24.04	\$30.32	\$20.58	\$24.96	\$29.14
	Dollar Difference	\$0.35	(\$0.25)	(\$0.85)	(\$2.47)	(\$1.17)	\$0.33
	Percent Difference	2%	-1%	-3%	-14%	-5%	1%
<b>Parts and Service Supervisor</b> Grade 12	<b>Albemarle PS</b>	<b>\$18.11</b>	<b>\$23.79</b>	<b>\$29.48</b>	<b>\$18.11</b>	<b>\$23.79</b>	<b>\$29.48</b>
	Market Average	\$18.68	\$24.82	\$30.95	\$21.61	\$26.26	\$32.81
	Dollar Difference	(\$0.58)	(\$1.03)	(\$1.48)	(\$3.50)	(\$2.47)	(\$3.33)
	Percent Difference	-3%	-4%	-5%	-19%	-10%	-11%
<b>Area Transportation Supervisor</b> Grade 14	<b>Albemarle PS</b>	<b>\$20.78</b>	<b>\$27.36</b>	<b>\$33.93</b>	<b>\$20.78</b>	<b>\$27.36</b>	<b>\$33.93</b>
	Market Average	\$23.41	\$31.76	\$40.11	N/A	N/A	N/A
	Dollar Difference	(\$2.63)	(\$4.40)	(\$6.18)	N/A	N/A	N/A
	Percent Difference	-13%	-16%	-18%	N/A	N/A	N/A

Pay rates have been geographically adjusted and reflect hourly rates

## Other Exempt Positions

Exhibit 132

### Academics / Instruction / Learning FY22 Pay Range Comparisons by Market Sector

Job Title		Public Sector			Private Sector		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
Lead Coach—Instruction Grade 20	<b>Albemarle PS</b>	<b>\$65,947</b>	<b>\$86,796</b>	<b>\$107,645</b>	<b>\$65,947</b>	<b>\$86,796</b>	<b>\$107,645</b>
	Market Average	\$60,625	\$85,097	\$109,569	N/A	N/A	N/A
	Dollar Difference	\$5,322	\$1,699	-\$1,924	N/A	N/A	N/A
	Percent Difference	8%	2%	-2%	N/A	N/A	N/A
Director, Accounting & Research Grade 22	<b>Albemarle PS</b>	<b>\$75,913</b>	<b>\$99,913</b>	<b>\$123,913</b>	<b>\$75,913</b>	<b>\$99,913</b>	<b>\$123,913</b>
	Market Average	\$86,399	\$115,580	\$144,760	N/A	N/A	N/A
	Dollar Difference	-\$10,486	-\$15,667	-\$20,847	N/A	N/A	N/A
	Percent Difference	-14%	-16%	-17%	N/A	N/A	N/A
Executive Director, PreK- 12 Instruction Grade 25	<b>Albemarle PS</b>	<b>\$93,757</b>	<b>\$123,400</b>	<b>\$153,042</b>	<b>\$93,757</b>	<b>\$123,400</b>	<b>\$153,042</b>
	Market Average	\$94,686	\$126,246	\$157,807	N/A	N/A	N/A
	Dollar Difference	-\$929	-\$2,847	-\$4,765	N/A	N/A	N/A
	Percent Difference	-1%	-2%	-3%	N/A	N/A	N/A

### Special Education FY22 Pay Range Comparisons by Market Sector

Job Title		Public Sector			Private Sector		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
<b>Sign Language Interpreter (Level III)*</b> Grade 17	<b>Albemarle PS</b>	<b>\$53,395</b>	<b>\$70,276</b>	<b>\$87,157</b>	<b>\$53,395</b>	<b>\$70,276</b>	<b>\$87,157</b>
	Market Average	\$43,667	\$62,242	\$80,817	\$55,055	\$64,455	\$79,893
	Dollar Difference	\$9,728	\$8,034	\$6,340	-\$1,660	\$5,821	\$7,264
	Percent Difference	18%	11%	7%	-3%	8%	8%
<b>Coordinator of Special Education</b> Grade 20	<b>Albemarle PS</b>	<b>\$65,947</b>	<b>\$86,796</b>	<b>\$107,645</b>	<b>\$65,947</b>	<b>\$86,796</b>	<b>\$107,645</b>
	Market Average	\$68,179	\$89,538	\$110,897	N/A	N/A	N/A
	Dollar Difference	-\$2,232	-\$2,742	-\$3,252	N/A	N/A	N/A
	Percent Difference	-3%	-3%	-3%	N/A	N/A	N/A
<b>Director of Special Education</b> Grade 23	<b>Albemarle PS</b>	<b>\$81,447</b>	<b>\$107,198</b>	<b>\$132,948</b>	<b>\$81,447</b>	<b>\$107,198</b>	<b>\$132,948</b>
	Market Average	\$89,066	\$116,452	\$143,838	N/A	N/A	N/A
	Dollar Difference	-\$7,619	-\$9,255	-\$10,890	N/A	N/A	N/A
	Percent Difference	-9%	-9%	-8%	N/A	N/A	N/A

### Student & Family Services FY22 Pay Range Comparisons by Market Sector

Job Title		Public Sector			Private Sector		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
<b>Athletic Trainer*</b> Grade 16	<b>Albemarle PS</b>	<b>\$49,766</b>	<b>\$65,501</b>	<b>\$81,236</b>	<b>\$49,766</b>	<b>\$65,501</b>	<b>\$81,236</b>
	Market Average	\$54,087	\$69,452	\$83,142	\$47,125	\$54,737	\$71,134
	Dollar Difference	<b>-\$4,321</b>	<b>-\$3,951</b>	<b>-\$1,906</b>	\$2,641	\$10,764	\$10,102
	Percent Difference	<b>-9%</b>	<b>-6%</b>	<b>-2%</b>	6%	20%	14%
<b>Director of School Counseling (HS)</b> Grade 22	<b>Albemarle PS</b>	<b>\$75,913</b>	<b>\$99,913</b>	<b>\$123,913</b>	<b>\$75,913</b>	<b>\$99,913</b>	<b>\$123,913</b>
	Market Average	\$71,103	\$96,610	\$122,118	N/A	N/A	N/A
	Dollar Difference	\$4,810	\$3,303	\$1,795	N/A	N/A	N/A
	Percent Difference	6%	3%	1%	N/A	N/A	N/A
<b>Director of Student Services</b> Grade 25	<b>Albemarle PS</b>	<b>\$93,757</b>	<b>\$123,400</b>	<b>\$153,042</b>	<b>\$93,757</b>	<b>\$123,400</b>	<b>\$153,042</b>
	Market Average	\$92,987	\$121,079	\$149,170	N/A	N/A	N/A
	Dollar Difference	\$770	\$2,321	\$3,872	N/A	N/A	N/A
	Percent Difference	1%	2%	3%	N/A	N/A	N/A

**Communications & Community Engagement**  
**FY22 Pay Range Comparisons**  
**by Market Sector**

Job Title		Public Sector			Private Sector		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
<b>Senior Communications Analyst</b> Grade 16	<b>Albemarle PS</b>	<b>\$49,766</b>	<b>\$65,501</b>	<b>\$81,236</b>	<b>\$49,766</b>	<b>\$65,501</b>	<b>\$81,236</b>
	Market Average	\$52,073	\$70,839	\$89,606	\$55,068	\$68,410	\$84,377
	Dollar Difference	-\$2,307	-\$5,338	-\$8,370	-\$5,302	-\$2,909	-\$3,141
	Percent Difference	-5%	-8%	-10%	-11%	-4%	-4%
<b>Web and Social Media Specialist</b> Grade 16	<b>Albemarle PS</b>	<b>\$49,766</b>	<b>\$65,501</b>	<b>\$81,236</b>	<b>\$49,766</b>	<b>\$65,501</b>	<b>\$81,236</b>
	Market Average	\$54,253	\$74,422	\$94,592	\$53,410	\$66,142	\$80,587
	Dollar Difference	-\$4,487	-\$8,921	-\$13,356	-\$3,644	-\$641	\$649
	Percent Difference	-9%	-14%	-16%	-7%	-1%	1%
<b>Public Affairs Strategic Communications Officer</b> Grade 24	<b>Albemarle PS</b>	<b>\$87,386</b>	<b>\$115,014</b>	<b>\$142,642</b>	<b>\$87,386</b>	<b>\$115,014</b>	<b>\$142,642</b>
	Market Average	\$86,775	\$115,831	\$144,887	\$93,079	\$114,057	\$140,912
	Dollar Difference	\$611	-\$817	-\$2,245	-\$5,693	\$957	\$1,730
	Percent Difference	1%	-1%	-2%	-7%	1%	1%
<b>Assistant Superintendent for School Community Empowerment</b> Grade 27	<b>Albemarle PS</b>	<b>\$107,946</b>	<b>\$142,074</b>	<b>\$176,202</b>	<b>\$107,946</b>	<b>\$142,074</b>	<b>\$176,202</b>
	Market Average	\$103,608	\$138,685	\$173,762	\$102,009	\$136,408	\$180,313
	Dollar Difference	\$4,338	\$3,389	\$2,440	\$5,937	\$5,666	-\$4,111
	Percent Difference	4%	2%	1%	5%	4%	-2%

**Facilities**  
**FY22 Pay Range Comparisons**  
**by Market Sector**

Job Title		Public Sector			Private Sector		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
<b>Supervisor of Facilities Management</b> Grade 17	<b>Albemarle PS</b>	<b>\$53,395</b>	<b>\$70,276</b>	<b>\$87,157</b>	<b>\$53,395</b>	<b>\$70,276</b>	<b>\$87,157</b>
	Market Average	\$49,577	\$66,628	\$83,679	\$64,028	\$78,204	\$94,440
	Dollar Difference	\$3,818	\$3,648	\$3,478	-\$10,633	-\$7,928	-\$7,283
	Percent Difference	7%	5%	4%	-20%	-11%	-8%
<b>Assistant Director for Custodial Services</b> Grade 19	<b>Albemarle PS</b>	<b>\$61,466</b>	<b>\$80,897</b>	<b>\$100,328</b>	<b>\$61,466</b>	<b>\$80,897</b>	<b>\$100,328</b>
	Market Average	\$58,039	\$78,921	\$99,803	N/A	N/A	N/A
	Dollar Difference	\$3,427	\$1,976	\$525	N/A	N/A	N/A
	Percent Difference	6%	2%	1%	N/A	N/A	N/A
<b>Director of Building Services</b> Grade 25	<b>Albemarle PS</b>	<b>\$93,757</b>	<b>\$123,400</b>	<b>\$153,042</b>	<b>\$93,757</b>	<b>\$123,400</b>	<b>\$153,042</b>
	Market Average	\$92,196	\$122,928	\$153,660	\$100,160	\$124,384	\$151,343
	Dollar Difference	\$1,561	\$471	-\$618	-\$6,403	-\$984	\$1,699
	Percent Difference	2%	0%	0%	-7%	-1%	1%



### Finance, Budget, Procurement FY22 Pay Range Comparisons by Market Sector

Job Title		Public Sector			Private Sector		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
<b>Senior Budget Analyst</b> Grade 18	<b>Albemarle PS</b>	<b>\$57,288</b>	<b>\$75,400</b>	<b>\$93,512</b>	<b>\$57,288</b>	<b>\$75,400</b>	<b>\$93,512</b>
	Market Average	\$57,428	\$79,358	\$101,288	\$63,836	\$78,333	\$97,098
	Dollar Difference	-\$140	-\$3,958	-\$7,776	-\$6,548	-\$2,933	-\$3,586
	Percent Difference	0%	-5%	-8%	-11%	-4%	-4%
<b>School Procurement Officer</b> Grade 20	<b>Albemarle PS</b>	<b>\$65,947</b>	<b>\$86,796</b>	<b>\$107,645</b>	<b>\$65,947</b>	<b>\$86,796</b>	<b>\$107,645</b>
	Market Average	\$64,721	\$90,004	\$115,288	\$70,581	\$82,481	\$97,533
	Dollar Difference	\$1,226	-\$3,208	-\$7,643	-\$4,634	\$4,315	\$10,112
	Percent Difference	2%	-4%	-7%	-7%	5%	9%
<b>Director of Budget and Planning</b> Grade 21	<b>Albemarle PS</b>	<b>\$87,386</b>	<b>\$115,014</b>	<b>\$142,642</b>	<b>\$87,386</b>	<b>\$115,014</b>	<b>\$142,642</b>
	Market Average	\$87,681	\$118,628	\$149,576	\$98,699	\$124,872	\$155,870
	Dollar Difference	-\$295	-\$3,614	-\$6,934	-\$11,313	-\$9,858	-\$13,228
	Percent Difference	0%	-3%	-5%	-13%	-9%	-9%

**Food Service & Transportation**  
**FY22 Pay Range Comparisons**  
**by Market Sector**

Job Title		Public Sector			Private Sector		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
<b>Fleet Operations Manager</b> Grade 16	<b>Albemarle PS</b>	<b>\$49,766</b>	<b>\$65,501</b>	<b>\$81,236</b>	<b>\$49,766</b>	<b>\$65,501</b>	<b>\$81,236</b>
	Market Average	\$62,403	\$85,993	\$109,582	\$55,107	\$68,773	\$84,198
	Dollar Difference	-\$12,637	-\$20,492	-\$28,346	-\$5,341	-\$3,272	-\$2,962
	Percent Difference	-25%	-31%	-35%	-11%	-5%	-4%
<b>Routing &amp; Planning Manager</b> Grade 16	<b>Albemarle PS</b>	<b>\$49,766</b>	<b>\$65,501</b>	<b>\$81,236</b>	<b>\$49,766</b>	<b>\$65,501</b>	<b>\$81,236</b>
	Market Average	\$48,013	\$66,370	\$84,727	N/A	N/A	N/A
	Dollar Difference	\$1,753	-\$869	-\$3,491	N/A	N/A	N/A
	Percent Difference	4%	-1%	-4%	N/A	N/A	N/A
<b>Director of Transportation</b> Grade 25	<b>Albemarle PS</b>	<b>\$93,757</b>	<b>\$123,400</b>	<b>\$153,042</b>	<b>\$93,757</b>	<b>\$123,400</b>	<b>\$153,042</b>
	Market Average	\$90,198	\$121,775	\$153,353	N/A	N/A	N/A
	Dollar Difference	\$3,559	\$1,624	-\$311	N/A	N/A	N/A
	Percent Difference	4%	1%	0%	N/A	N/A	N/A
<b>Director of Food Service</b> Grade 25	<b>Albemarle PS</b>	<b>\$93,757</b>	<b>\$123,400</b>	<b>\$153,042</b>	<b>\$93,757</b>	<b>\$123,400</b>	<b>\$153,042</b>
	Market Average	\$89,958	\$119,925	\$149,892	\$73,821	\$120,568	\$179,206
	Dollar Difference	\$3,799	\$3,475	\$3,150	\$19,936	\$2,832	-\$26,164
	Percent Difference	4%	3%	2%	21%	2%	-17%

## Human Resources FY22 Pay Range Comparisons by Market Sector

Job Title		Public Sector			Private Sector		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
HR Generalist/ Business Partner II Grade 15	<b>Albemarle PS</b>	<b>\$46,384</b>	<b>\$61,050</b>	<b>\$75,716</b>	<b>\$46,384</b>	<b>\$61,050</b>	<b>\$75,716</b>
	Market Average	\$50,743	\$69,166	\$87,590	\$57,359	\$72,090	\$88,962
	Dollar Difference	-\$4,359	-\$8,116	-\$11,874	-\$10,975	-\$11,040	-\$13,246
	Percent Difference	-9%	-13%	-16%	-24%	-18%	-17%
Recruitment & Diversity Coordinator Grade 17	<b>Albemarle PS</b>	<b>\$53,395</b>	<b>\$70,276</b>	<b>\$87,157</b>	<b>\$53,395</b>	<b>\$70,276</b>	<b>\$87,157</b>
	Market Average	\$64,662	\$84,330	\$103,998	\$61,084	\$76,498	\$94,253
	Dollar Difference	-\$11,267	-\$14,054	-\$16,841	-\$7,689	-\$6,222	-\$7,096
	Percent Difference	-21%	-20%	-19%	-14%	-9%	-8%
Director of Professional Development Grade 25	<b>Albemarle PS</b>	<b>\$93,757</b>	<b>\$123,400</b>	<b>\$153,042</b>	<b>\$93,757</b>	<b>\$123,400</b>	<b>\$153,042</b>
	Market Average	\$80,729	\$110,381	\$140,033	\$95,614	\$112,127	\$136,948
	Dollar Difference	\$13,028	\$13,018	\$13,009	-\$1,857	\$11,272	\$16,094
	Percent Difference	14%	11%	9%	-2%	9%	11%
Assistant Superintendent for Organizational, HR, and Professional Development Grade 27	<b>Albemarle PS</b>	<b>\$107,946</b>	<b>\$142,074</b>	<b>\$176,202</b>	<b>\$107,946</b>	<b>\$142,074</b>	<b>\$176,202</b>
	Market Average	\$104,996	\$135,915	\$167,865	\$116,821	\$153,850	\$198,619
	Dollar Difference	\$2,950	\$6,159	\$8,337	-\$8,875	-\$11,776	-\$22,417
	Percent Difference	3%	4%	5%	-8%	-8%	-13%

**Information Technology**  
**FY22 Pay Range Comparisons**  
**by Market Sector**

Job Title		Public Sector			Private Sector		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
<b>Enterprise Application Specialist</b> Grade 17	<b>Albemarle PS</b>	<b>\$53,395</b>	<b>\$70,276</b>	<b>\$87,157</b>	<b>\$53,395</b>	<b>\$70,276</b>	<b>\$87,157</b>
	Market Average	\$55,239	\$74,784	\$94,329	\$57,718	\$72,459	\$90,844
	Dollar Difference	-\$1,844	-\$4,508	-\$7,172	-\$4,323	-\$2,183	-\$3,687
	Percent Difference	-3%	-6%	-8%	-8%	-3%	-4%
<b>Web Programmer Analyst</b> Grade 17	<b>Albemarle PS</b>	<b>\$53,395</b>	<b>\$70,276</b>	<b>\$87,157</b>	<b>\$53,395</b>	<b>\$70,276</b>	<b>\$87,157</b>
	Market Average	\$55,850	\$77,143	\$98,437	\$66,229	\$81,733	\$98,920
	Dollar Difference	-\$2,455	-\$6,867	-\$11,280	-\$12,834	-\$11,457	-\$11,763
	Percent Difference	-5%	-10%	-13%	-24%	-16%	-13%
<b>Database Programmer Analyst</b> Grade 19	<b>Albemarle PS</b>	<b>\$61,466</b>	<b>\$80,897</b>	<b>\$100,328</b>	<b>\$61,466</b>	<b>\$80,897</b>	<b>\$100,328</b>
	Market Average	\$58,098	\$79,301	\$100,505	\$65,945	\$88,551	\$104,166
	Dollar Difference	\$3,368	\$1,596	-\$177	-\$4,479	-\$7,654	-\$3,838
	Percent Difference	5%	2%	0%	-7%	-9%	-4%
<b>Senior Data Systems Analyst</b> Grade 19	<b>Albemarle PS</b>	<b>\$61,466</b>	<b>\$80,897</b>	<b>\$100,328</b>	<b>\$61,466</b>	<b>\$80,897</b>	<b>\$100,328</b>
	Market Average	\$57,970	\$80,403	\$102,835	\$71,611	\$88,656	\$107,977
	Dollar Difference	\$3,496	\$494	-\$2,507	-\$10,145	-\$7,759	-\$7,649
	Percent Difference	6%	1%	-2%	-17%	-10%	-8%

**Information Technology CONTINUED**  
**FY22 Pay Range Comparisons**  
**by Market Sector**

Job Title		Public Sector			Private Sector		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
<b>Manager, Enterprise Applications &amp; Communications</b> Grade 20	<b>Albemarle PS</b>	<b>\$65,947</b>	<b>\$86,796</b>	<b>\$107,645</b>	<b>\$65,947</b>	<b>\$86,796</b>	<b>\$107,645</b>
	Market Average	\$66,652	\$92,331	\$118,010	\$66,440	\$83,795	\$102,796
	Dollar Difference	-\$705	-\$5,535	-\$10,365	-\$493	\$3,001	\$4,849
	Percent Difference	-1%	-6%	-10%	-1%	3%	5%
<b>Assistant Director, Enterprise Applications &amp; Web Services</b> Grade 21	<b>Albemarle PS</b>	<b>\$70,753</b>	<b>\$93,123</b>	<b>\$115,493</b>	<b>\$70,753</b>	<b>\$93,123</b>	<b>\$115,493</b>
	Market Average	\$76,529	\$103,767	\$131,005	\$82,085	\$103,374	\$127,075
	Dollar Difference	-\$5,776	-\$10,644	-\$15,512	-\$11,332	-\$10,251	-\$11,582
	Percent Difference	-8%	-11%	-13%	-16%	-11%	-10%

**Information Technology CONTINUED**  
**FY22 Pay Range Comparisons**  
**by Market Sector**

Job Title		Public Sector			Private Sector		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
<b>Service Desk &amp; Systems Engineer</b> Grade 18	<b>Albemarle PS</b>	<b>\$57,288</b>	<b>\$75,400</b>	<b>\$93,512</b>	<b>\$57,288</b>	<b>\$75,400</b>	<b>\$93,512</b>
	Market Average	\$54,057	\$73,998	\$93,938	\$68,666	\$84,933	\$103,332
	Dollar Difference	\$3,231	\$1,402	-\$426	-\$11,378	-\$9,533	-\$9,820
	Percent Difference	6%	2%	0%	-20%	-13%	-11%
<b>Senior Infrastructure &amp; Systems Engineer</b> Grade 19	<b>Albemarle PS</b>	<b>\$61,466</b>	<b>\$80,897</b>	<b>\$100,328</b>	<b>\$61,466</b>	<b>\$80,897</b>	<b>\$100,328</b>
	Market Average	\$59,791	\$82,161	\$104,531	\$74,225	\$92,599	\$113,964
	Dollar Difference	\$1,675	-\$1,264	-\$4,203	-\$12,759	-\$11,702	-\$13,636
	Percent Difference	3%	-2%	-4%	-21%	-14%	-14%
<b>Manager for Technology Support Services</b> Grade 19	<b>Albemarle PS</b>	<b>\$61,466</b>	<b>\$80,897</b>	<b>\$100,328</b>	<b>\$61,466</b>	<b>\$80,897</b>	<b>\$100,328</b>
	Market Average	\$66,676	\$90,541	\$114,406	\$74,980	\$92,391	\$112,111
	Dollar Difference	-\$5,210	-\$9,644	-\$14,078	-\$13,514	-\$11,494	-\$11,783
	Percent Difference	-8%	-12%	-14%	-22%	-14%	-12%
<b>Manager of Infrastructure &amp; Support Services</b> Grade 22	<b>Albemarle PS</b>	<b>\$75,913</b>	<b>\$99,913</b>	<b>\$123,913</b>	<b>\$75,913</b>	<b>\$99,913</b>	<b>\$123,913</b>
	Market Average	\$72,056	\$99,304	\$126,552	\$97,872	\$120,525	\$146,070
	Dollar Difference	\$3,857	\$609	-\$2,639	-\$21,959	-\$20,612	-\$22,157
	Percent Difference	5%	1%	-2%	-29%	-21%	-18%

Job Title		Public Sector			Private Sector		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
<b>Assistant Director of Infrastructure &amp; Support Services</b> Grade 22	<b>Albemarle PS</b>	<b>\$75,913</b>	<b>\$99,913</b>	<b>\$123,913</b>	<b>\$75,913</b>	<b>\$99,913</b>	<b>\$123,913</b>
	Market Average	\$77,655	\$104,908	\$132,161	\$91,476	\$114,183	\$140,964
	Dollar Difference	-\$1,742	-\$4,995	-\$8,248	-\$15,563	-\$14,270	-\$17,051
	Percent Difference	-2%	-5%	-7%	-21%	-14%	-14%
<b>Chief Technology Officer</b> Grade 26	<b>Albemarle PS</b>	<b>\$100,602</b>	<b>\$132,409</b>	<b>\$164,215</b>	<b>\$100,602</b>	<b>\$132,409</b>	<b>\$164,215</b>
	Market Average	\$102,756	\$133,287	\$163,817	\$117,293	\$146,560	\$186,516
	Dollar Difference	-\$2,154	-\$878	\$398	-\$16,691	-\$14,151	-\$22,301
	Percent Difference	-2%	-1%	0%	-17%	-11%	-14%