

Salary Scale Study

Loudoun County Public Schools (LCPS) retained Evergreen Solutions, LLC in the fall of 2012 to assess the relative market competitiveness of its FY13 pay scales for all employee groups. This brief summary provides a basic snapshot of our current progress and includes an overview of the current situation and several options for increasing market competitiveness and internal equity. As a draft report, the document is not intended to serve as a comprehensive report.

Summary of Current Situation

Structure and Tenure

LCPS currently has four pay structures for four different groups of employees which place employees into pay grades by classification. All four plans are organized in a step plan configuration that enables employees to progress through the pay grade with each year of tenure in their respective classifications. Mobility in each plan depends on years of service, yet does not allocate equal steps for each year. For example, in the Licensed pay plan, teachers realize a smaller percentage increase in the first four years than in later years. Moreover, while employees are guaranteed to move up a step in their grade each year (barring poor performance on an annual evaluation), in recent years this has not guaranteed an increase in salary. In order to enable employees to move up a step within their respective pay grade without receiving an increase in salary, and in response to the economic downturn, LCPS added steps to the beginning of each grade which were lower than the previous minimum to allow step mobility with minimal reoccurring cost. It is important to note that employees may be evenly distributed across steps within their respective pay grade, but this does not necessarily equate with an even distribution of employees across the pay plan in terms of compensation.

As part of the assessment of current conditions, an analysis was performed to determine where employee salaries fall within each of the four pay structures. This analysis divided each pay grade into four equal quartiles, and employees were assigned a quartile based on where their salaries fell.

Exhibit A captures average employee tenure by pay grade. Across all LCPS pay plans, tenure is approximately 9.11 years. This is slightly higher than the national average for school divisions, systems, or districts, and also the average among market peers who provided tenure data (Alexandria City Schools and Prince William Schools).



Exhibit A – LCPS Employee Tenure by Pay Grade

Licensed			Classified		
Grade	Count	Avg Tenure	Grade	Count	Avg Tenure
1 - Technical Professional License	11	14.5	5	438	7.0
2 - Bachelor's Degree	1010	6.1	6	234	9.2
3 - Bachelor's Plus 15	460	10.9	7	22	12.4
4 - Bachelor's Plus 30	312	13.6	8	199	7.9
5 - Master's Degree	2630	8.7	9	1424	7.8
6 - Master's Plus 30	735	12.4	10	114	9.6
7 - Doctoral Degree	93	7.8	11	909	9.2
Licensed Average		9.2	12	152	11.9
Administrator			13	221	11.1
Grade	Count	Avg Tenure	14	40	12.6
1	87	11.2	15	50	11.3
2	65	13.0	16	133	9.8
3	92	13.1	17	30	10.0
4	56	13.4	Classified Average		8.7
5	31	14.9	Auxiliary		
6	14	17.9	Grade	Count	Avg Tenure
7	7	10.7	1	34	7.0
Administrator Average		13.0	2	40	10.1
			3	13	7.7
			4	13	6.3
			Auxiliary Average		8.2
Overall Average			9.1		

Licensed Pay Plan

Teachers and other employees within the Licensed group are slotted into a single pay plan. The plan consists of seven pay grades, all of which are occupied by at least one employee. Range spreads vary from 79.0 percent to 97.0 percent, with an average range spread of 89.0 percent across the plan, respectively. The Quartile Analysis reveals that over half of employees within the Licensed group (57.6 percent) fall within the first quartile of their respective grade, taking employees within both pay plans into account.

Classified Pay Plan

The Classified pay plan consists of 13 grades, all of which are occupied by at least one employee. Range spreads vary from 85 percent to 89 percent, with an average range spread of 87 percent across the entire pay plan. The Quartile Analysis further reveals that 69.0 percent of employees within the Classified pay plan fall within the first quartile of their respective pay grades.

Auxiliary Pay Plan

The Auxiliary pay plan consists of four pay grades, all of which are occupied by at least one employee. Range spreads vary from 84 percent to 85 percent, with an average range spread of 84 across the entire plan. The Quartile Analysis reveals that there are slightly more employees within the first quartile of their respective pay grade compared to other quartiles, but for the most part, employees are evenly split across the four quartiles within the pay plan.

Administrator Pay Plan

The Administrator pay plan consists of seven grades, all of which are currently occupied by at least one employee. Range spreads vary from 44 percent to 48 percent, with an average range spread of 47 across the entire pay plan. The Quartile Analysis revealed that employees slotted in higher pay grades within the pay plan tended to fall within the third and fourth quartiles.

Market Competitiveness

Our market analysis incorporated four primary market competitors: school districts in Fairfax, Prince William, Arlington, and City of Alexandria. **Exhibit B** shows the market differential for all 38 surveyed benchmark classifications from LCPS.



Exhibit B Aggregate Market Survey Results

ID	Classification	Pay Grade	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range Spread	# Resp.
			Average	% Diff	Average	% Diff	Average	% Diff		
1	ASST PRINCIPAL - ELEMENTARY	ADMIN: 1	\$ 71,481.29	-0.30%	\$ 97,475.26	-10.25%	\$ 123,469.23	-16.97%	72.73%	4
2	ASST PRINCIPAL - MIDDLE	ADMIN: 2	\$ 75,208.79	1.30%	\$ 101,117.51	-6.92%	\$ 127,026.23	-12.47%	68.90%	4
3	ASST PRINCIPAL - HIGH SCHOOL	ADMIN: 3	\$ 76,702.77	5.86%	\$ 100,727.75	0.43%	\$ 124,752.73	-3.23%	62.64%	4
4	SUPERVISORS	ADMIN: 3	\$ 83,464.75	-2.44%	\$ 111,748.79	-10.47%	\$ 140,032.84	-15.87%	67.77%	4
5	PRINCIPAL - ELEMENTARY	ADMIN: 4	\$ 86,630.44	0.56%	\$ 113,381.96	-4.78%	\$ 140,133.48	-8.37%	61.76%	4
6	DIRECTORS	ADMIN: 5	\$ 84,786.44	8.99%	\$ 112,225.93	1.36%	\$ 138,879.81	-3.35%	63.80%	4
7	PRINCIPAL - INTERMEDIATE/MIDDLE	ADMIN: 5	\$ 89,417.72	4.02%	\$ 117,034.65	-2.87%	\$ 144,651.57	-7.64%	61.77%	4
8	PRINCIPAL - HIGH	ADMIN: 6	\$ 106,310.49	-6.71%	\$ 132,441.90	-8.82%	\$ 158,573.31	-10.28%	49.16%	4
9	ASSISTANT/ASSOCIATE SUPERINTENDENTS	ADMIN: 7	\$ 132,426.15	-24.29%	\$ 157,766.90	-21.17%	\$ 183,107.64	-19.01%	38.27%	4
10	PSYCHOLOGIST	AUXILIARY:	\$ 57,086.66	-4.28%	\$ 79,432.58	-1.99%	\$ 101,778.50	-0.75%	78.29%	4
11	SOCIAL WORKER	AUXILIARY:	\$ 56,167.12	-2.60%	\$ 81,555.14	-4.71%	\$ 106,943.17	-5.86%	90.40%	4
12	CUSTODIAN	CLASSIFIED: 5	\$ 25,233.73	-7.05%	\$ 33,796.02	-0.53%	\$ 42,358.30	3.00%	67.86%	4
13	CAFETERIA WORKER	CLASSIFIED: 6	\$ 11.62	6.10%	\$ 16.06	9.09%	\$ 20.49	10.71%	76.28%	4
14	HEAD CUSTODIAN I	CLASSIFIED: 7	\$ 28,613.20	-6.52%	\$ 39,586.65	-3.16%	\$ 50,560.09	-1.35%	76.70%	4
15	BUS ATTENDANT	CLASSIFIED: 8	\$ 12.94	8.47%	\$ 17.71	12.46%	\$ 22.48	14.60%	73.67%	4
16	COURIER	CLASSIFIED: 9	\$ 29,500.45	3.54%	\$ 40,460.30	7.71%	\$ 51,420.15	9.95%	74.30%	4
17	SECRETARY I	CLASSIFIED: 9	\$ 16.95	-12.61%	\$ 22.81	-5.71%	\$ 28.67	-2.01%	69.14%	4
18	TEACHER ASSISTANT	CLASSIFIED: 9	\$ 13.94	7.40%	\$ 19.75	8.47%	\$ 25.56	9.04%	83.41%	4
19	GENERAL MAINTENANCE WORKER I	CLASSIFIED: 10	\$ 31,068.75	4.91%	\$ 41,274.10	12.03%	\$ 51,479.45	15.83%	65.70%	4
20	BUS DRIVER	CLASSIFIED: 11	\$ 16.80	2.18%	\$ 23.23	5.90%	\$ 29.66	7.87%	76.63%	4
21	ACCOUNTS RECEIVABLE CLERK	CLASSIFIED: 12	\$ 42,816.07	-14.77%	\$ 59,030.12	-9.93%	\$ 75,244.16	-7.36%	75.74%	4
22	CAFETERIA MANAGER	CLASSIFIED: 12	\$ 18.36	0.03%	\$ 25.58	3.20%	\$ 32.80	4.89%	78.71%	4
23	DISPATCHER	CLASSIFIED: 12	\$ 35,742.47	4.19%	\$ 49,330.79	8.13%	\$ 62,919.11	10.22%	76.03%	4
24	COMPUTER TECHNICIAN, INSTRUCTIONAL	CLASSIFIED: 13	\$ 38,247.26	4.11%	\$ 49,690.95	13.45%	\$ 73,267.60	2.23%	91.56%	4
25	PAYROLL SPECIALIST III	CLASSIFIED: 14	\$ 48,703.95	-14.46%	\$ 66,798.82	-8.87%	\$ 84,893.69	-5.90%	74.31%	4
26	NETWORK SPECIALIST	CLASSIFIED: 15	\$ 56,755.51	-24.86%	\$ 77,693.82	-18.52%	\$ 98,632.12	-15.16%	73.78%	4
27	ACCOUNTANT/ACCOUNTING	CLASSIFIED: 16	\$ 53,500.75	-10.16%	\$ 73,799.69	-5.26%	\$ 94,098.64	-2.66%	75.88%	3
28	BENEFITS SPECIALIST	CLASSIFIED: 16	\$ 44,442.11	10.60%	\$ 61,545.04	14.25%	\$ 78,647.97	16.18%	76.97%	4
29	FINANCIAL ANALYST	CLASSIFIED: 16	\$ 47,963.70	1.24%	\$ 65,754.60	6.22%	\$ 83,545.49	8.86%	74.18%	4
30	MAINTENANCE SUPERVISOR, FACILITIES	CLASSIFIED: 16	\$ 44,592.55	8.18%	\$ 59,165.35	15.62%	\$ 73,738.15	19.56%	65.36%	4
31	PERSONNEL ANALYST, EMPLOYEE RELATIONS	CLASSIFIED: 16	\$ 52,775.05	-8.67%	\$ 76,737.00	-9.45%	\$ 94,180.95	-2.75%	78.46%	4
32	NURSE	CLASSIFIED: 17	\$ 24.67	3.42%	\$ 36.90	0.02%	\$ 49.13	-1.78%	99.16%	4
33	SENIOR NETWORK ENGINEER	CLASSIFIED: 17	\$ 54,586.76	-5.18%	\$ 80,427.50	-7.25%	\$ 94,582.38	3.57%	73.27%	4
34	ATTENDANCE OFFICER	LICENSED: 2	\$ 38,938.47	13.79%	\$ 55,064.60	16.69%	\$ 71,190.73	18.19%	62.64%	4
35	LIBRARIAN	LICENSED: 4	\$ 46,101.99	0.95%	\$ 68,614.57	-0.74%	\$ 91,127.15	-1.62%	97.66%	4
36	SCHOOL COUNSELOR	LICENSED: 4	\$ 52,732.99	0.82%	\$ 78,851.93	-3.49%	\$ 104,970.87	-5.80%	99.06%	4
37	TEACHER BA	TEACHER: BA	\$ 45,816.50	-1.44%	\$ 68,454.50	-10.68%	\$ 81,529.25	6.31%	77.95%	4
38	TEACHER MA	TEACHER: MA	\$ 51,454.50	-1.68%	\$ 80,024.75	-18.94%	\$ 96,537.75	-2.24%	87.62%	4

Source: Evergreen Solutions, January 2013

The results of the overall pay plan analysis reveal that some jobs are above market while others are behind. Moreover, while some pay grades seem competitive at the certain points in the range, the level of competitiveness is not uniform. This is a common occurrence in

most public education organizations, especially those utilizing step plans. Some of the plausible explanations for this occurrence include:

- Classifications fall in the wrong pay grade;
 - Classifications may be slotted in a pay grade in order to maintain internal equity with similar positions at the cost of external competitiveness or equity. When grade placement does not factor in external equity, market competitiveness may be hampered when competing to retain or recruit quality employees for a given classification.
- Certain pay grades are competitive while others are not due to market changes;
 - Over the years, market peers may make adjustments to specific areas of their pay structure in order to address internal inequities or to maintain a competitive position relative to the market. Especially in the field of public education, organizations adjust pay grades reserved for principals and teachers with regularity to prevent recruitment and retention issues. This can result in certain areas of a pay structure having different market competitiveness compared to other areas of the pay structure.
- Pay ranges are competitive during certain segments and lose competitiveness within others;
 - When organizations implement step plans as a means for progressing employees through their respective pay grades, it is important to consider the market competitiveness of major steps within each pay grade in addition to the minimum and maximum of each respective pay grade. Since the distance between each step can vary from organization to organization, in addition to the overall number of steps, it is possible for an organization's competitiveness to vary across segments of pay ranges. For instance, if one organization has ten steps within a grade for a certain classification, and a competing organization has a similar minimum and maximum, but 15 steps within a grade for that same classification, employees at each organization will move through their grades at a different pace, and the market competitiveness of their respective salaries will vary depending on which step of the plan they currently occupy.

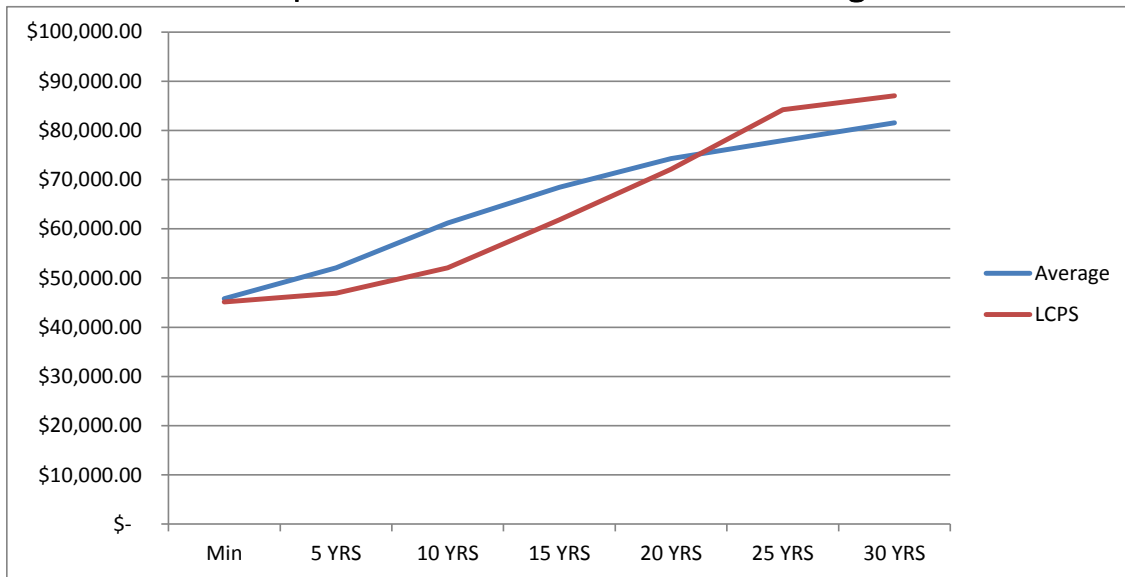
When joining the distributional or placement analysis with the results of the competitive analysis, the last explanation seems likely. With this concern in mind, we conducted another round of competitiveness analyses for key classifications most likely impacted by variation in market competitiveness within its range: Teachers, Assistant Principals, Principals, and Assistant/Associate Superintendents. Teachers more than any other group suffered from these competitiveness challenges due to the structure of their step plan and recent mobility decisions influenced by the economic downturn. **Exhibits C and D** compare the competitiveness of compensation for Teachers with Bachelor's and Master's degrees. These graphs show that LCPS may fall in line with the market average at the minimum and even rise above the market at the maximum for Teachers with Bachelor's degrees, but LCPS falls below the market when compensating teachers after hiring and until 20 years of experience.

Exhibits E through M show LCPS market competitiveness for additional positions: Assistant Principals at the Elementary, Middle, and High School levels, Supervisors, Principals at the Elementary and Middle School levels, Directors, High School Principals, and Assistant/Associate Superintendents. As these exhibits show, compensation at LCPS for



many of these positions is not as competitive as one would expect in these key positions. Moreover, the Assistant/Associate Superintendents fall well below the market across the entire estimated range. Comparison to the average midpoint provides insight into the relative market position of a classification assuming full competence and all but one classification falls below market at midpoint. **Exhibits H** and **K** show LCPS market competitiveness for Supervisor and Director positions. These exhibits show the Administrator pay grades 3 and 5 and the average market minimum, midpoint, and maximum for comparable director and supervisor positions. As these exhibits show, compensation at LCPS for these positions is very close to market or above market for director and supervisor positions at the minimum, but the supervisors fall noticeably below market when approaching the maximum, while the directors fall approximately 3.4 percent below market at the maximum.

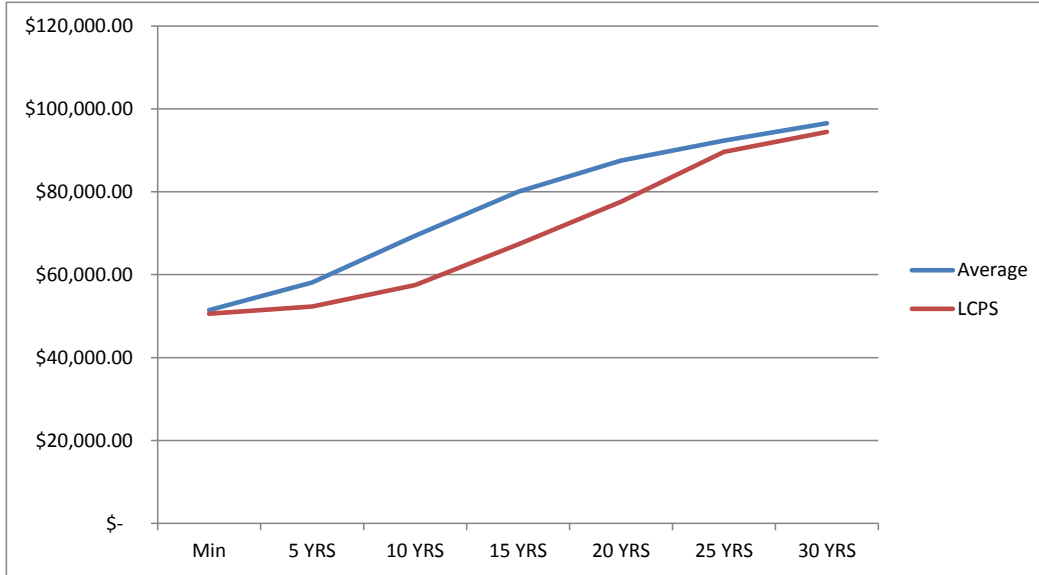
Exhibit C
Compensation for Teacher with Bachelor's Degree



Source: Evergreen Solutions, January 2013

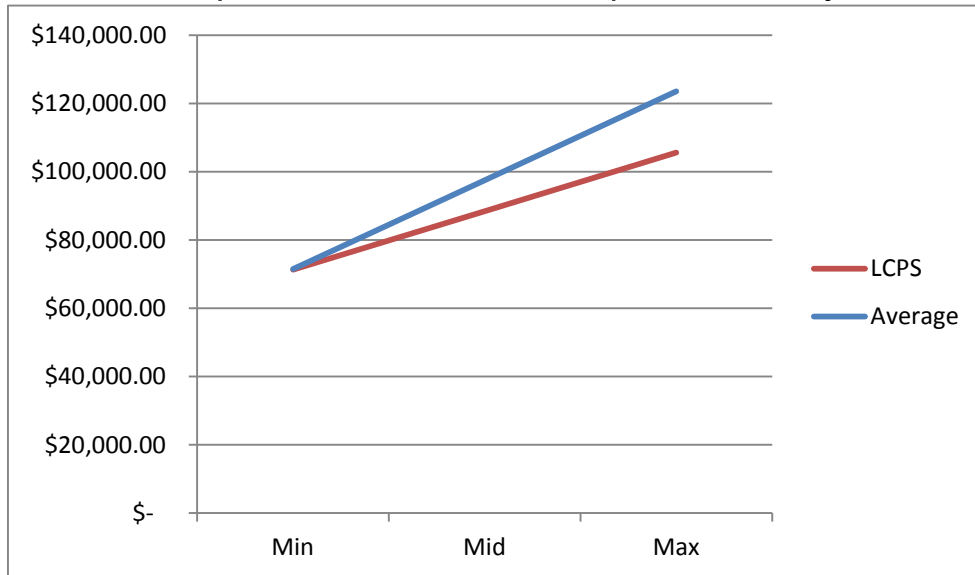


Exhibit D Compensation for Teacher with Master's Degree



Source: Evergreen Solutions, January 2013

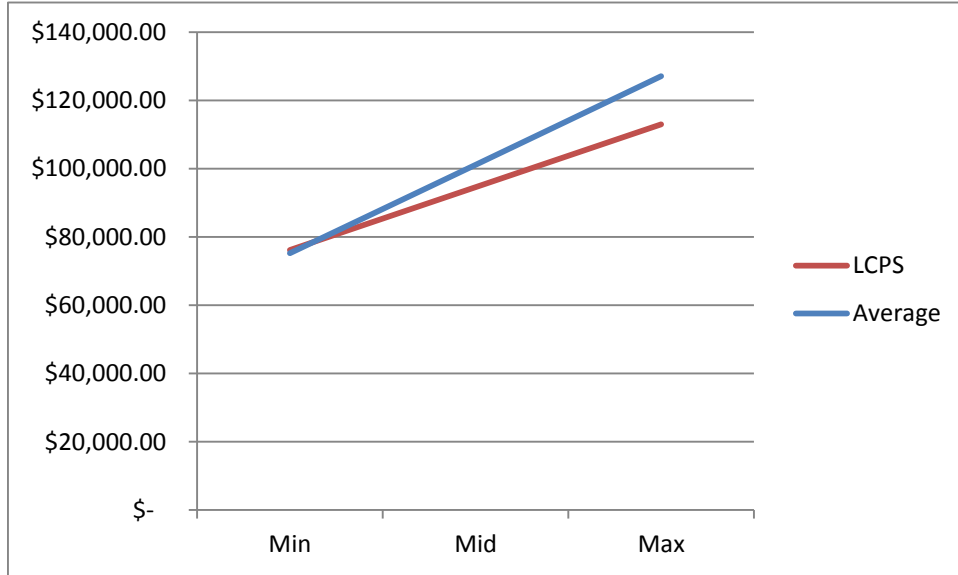
Exhibit E Compensation for Assistant Principal - Elementary



Source: Evergreen Solutions, January 2013

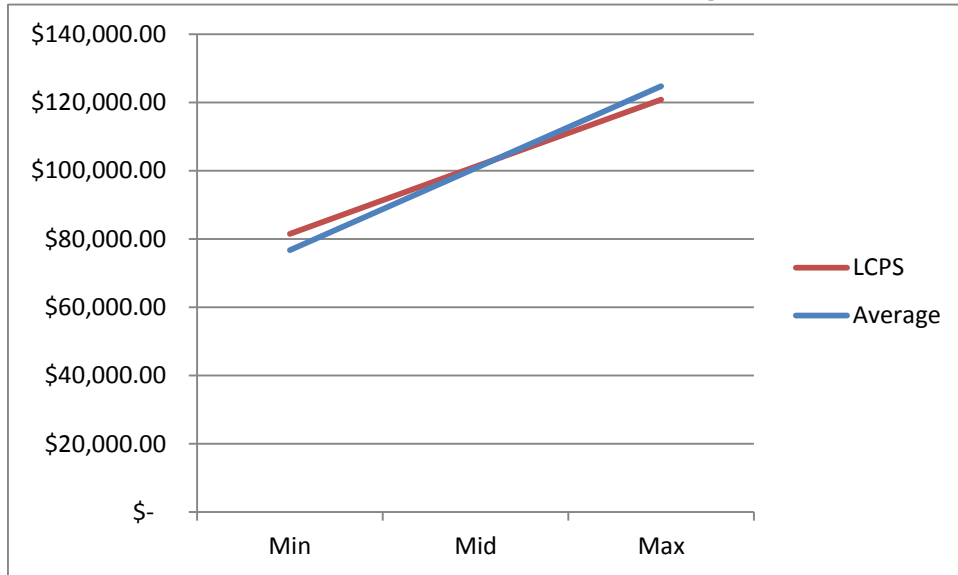


Exhibit F Compensation for Assistant Principal – Middle



Source: Evergreen Solutions, January 2013

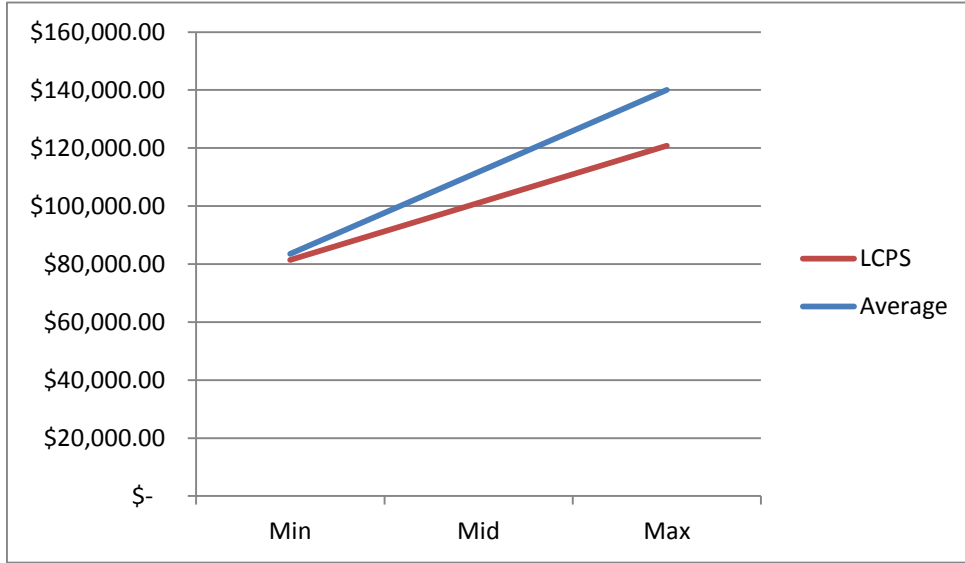
Exhibit G Compensation for Assistant Principal – High School



Source: Evergreen Solutions, January 2013

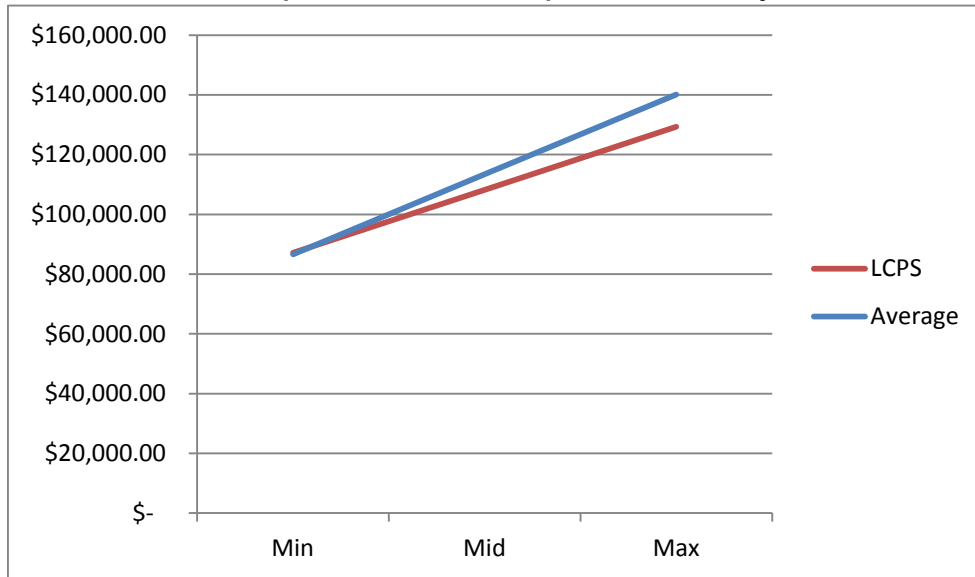


Exhibit H Compensation for Supervisors – Administrator 3



Source: Evergreen Solutions, January 2013

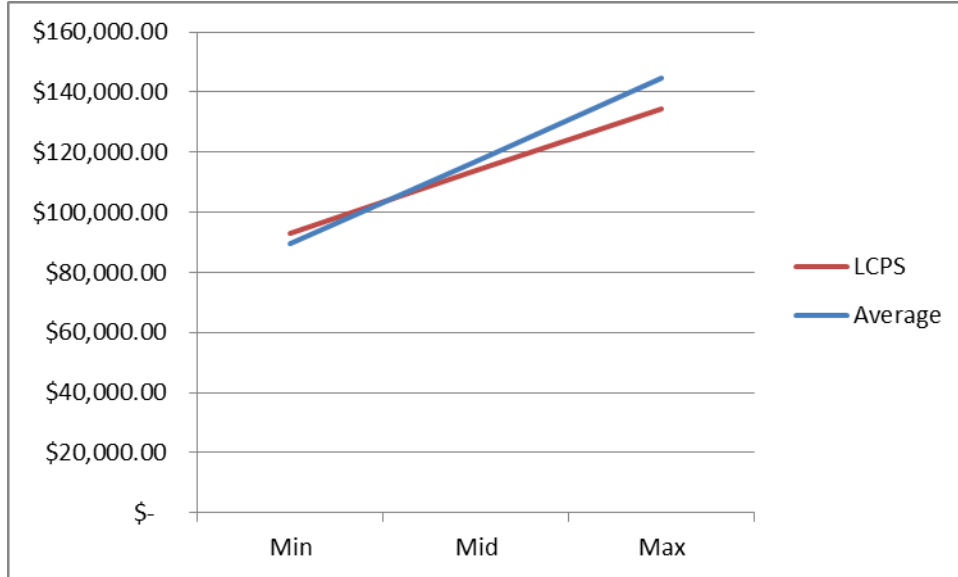
Exhibit I Compensation for Principal – Elementary



Source: Evergreen Solutions, January 2013

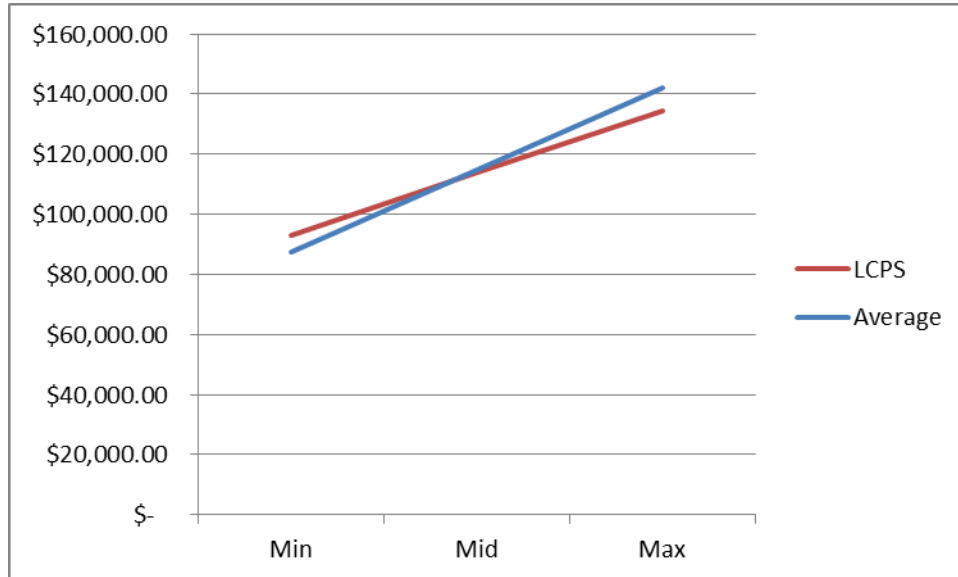


Exhibit J Compensation for Principal – Middle



Source: Evergreen Solutions, January 2013

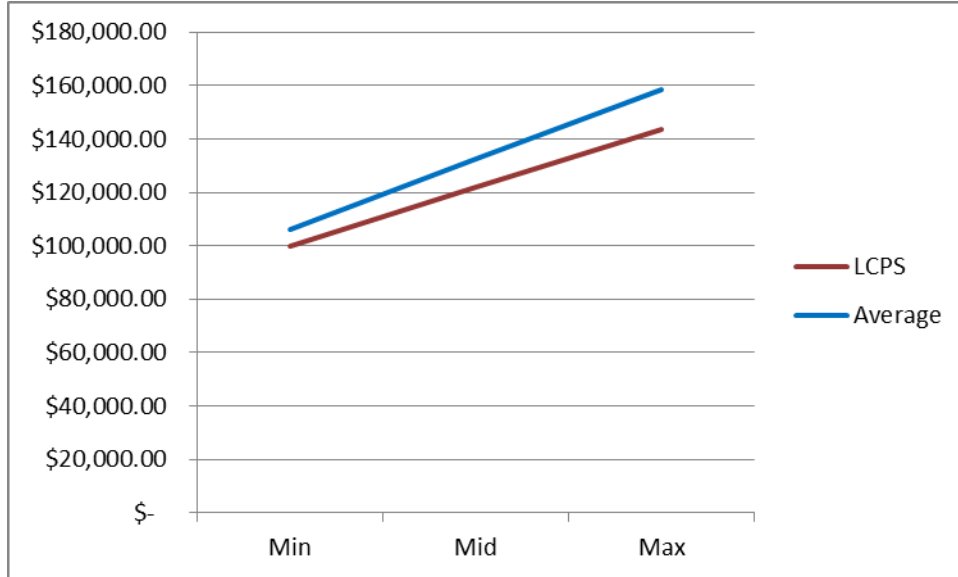
Exhibit K Compensation for Directors – Administrator 5



Source: Evergreen Solutions, January 2013

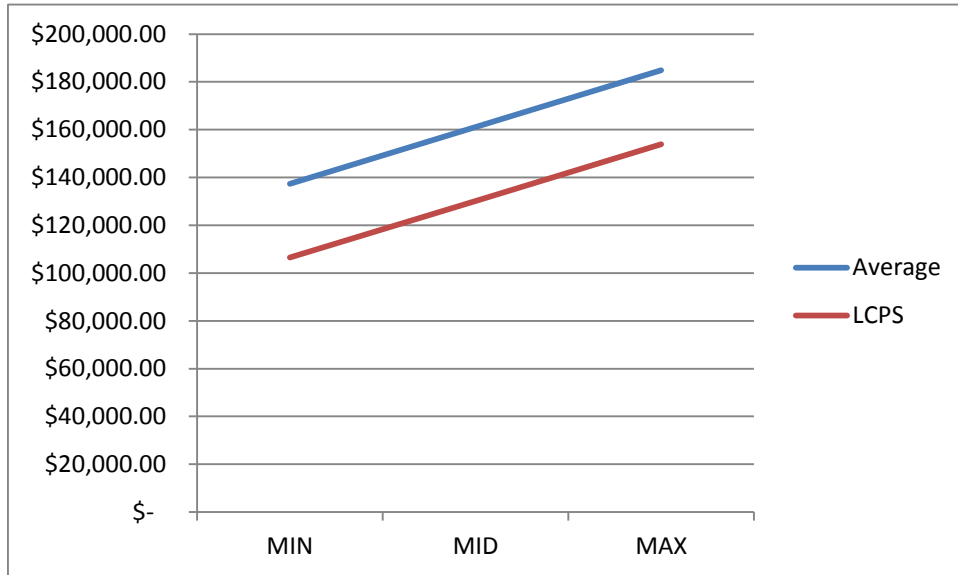


**Exhibit L
Compensation for Principal – High School**



Source: Evergreen Solutions, January 2013

**Exhibit M
Compensation for Assistant/Associate Superintendents**



Source: Evergreen Solutions, January 2013

Summary

Overall, Evergreen Solutions’ analysis reveals that some key LCPS positions have fallen behind in recent years. As a result, some adjustments will be necessary to the current ranges to realize equity based on the currently selected market average. In addition, tenure and distribution analyses indicate that LCPS employees in the Classified and Licensed plans fail to fall in the predicted placement by quartile based on years of service. These findings

occur when a division utilizes a responsive pay plan structure, but fails to move employees to coincide with market changes and when structures differ in mobility and placement. In other words, these results occur when an organization does not move employees in regular increments that mirror their competition.

Recommendation Options

Taking current conditions and market competitiveness into account, four potential options can be implemented to address the issues found throughout the analysis. These options are more structural in nature and would be joined with the minor range changes necessitated for select classifications. Although we presented the options as discrete solutions, they can easily be combined based on LCPS preference and feedback.



Option 1: Adjust Licensed Pay Plan to Account for Market Competitiveness

Under this option, the Licensed pay plan is adjusted to match the market average, and employees are slotted into steps within the new structure based on their current salary. The new plan is calculated based on a daily per diem so that employees with a differing number of contract days and full-time status can be slotted within the same pay structure. The total approximate cost of moving employees to the closest step based on current pay is **\$5,642,452.25**.

Exhibit N depicts the proposed pay structure for the market adjusted option. The range spread for this structure varies from 79.6 percent to 93.7 percent, and maintains the step structure and numeric order of LCPS' current Licensed pay plan.

**Exhibit N
LCPS Proposed Licensed Pay Plan (197 Contract Days)**

Steps	Grades						
	1	2	3	4	5	6	7
A	\$ 45,816.50	\$ 45,816.50	\$ 47,191.00	\$ 48,570.43	\$ 51,454.50	\$ 52,836.40	\$ 56,981.06
B	\$ 47,066.05	\$ 47,066.05	\$ 48,478.03	\$ 49,880.02	\$ 52,786.85	\$ 54,190.66	\$ 58,401.04
C	\$ 48,315.60	\$ 48,315.60	\$ 49,765.07	\$ 51,201.20	\$ 54,119.20	\$ 55,555.60	\$ 59,863.74
D	\$ 49,565.15	\$ 49,565.15	\$ 51,052.10	\$ 52,522.13	\$ 55,451.55	\$ 56,920.33	\$ 61,325.59
E	\$ 50,814.70	\$ 50,814.70	\$ 52,288.33	\$ 53,778.86	\$ 56,783.90	\$ 58,276.19	\$ 62,746.48
F	\$ 52,064.25	\$ 52,064.25	\$ 53,574.11	\$ 55,083.07	\$ 58,116.25	\$ 59,625.63	\$ 64,152.67
G	\$ 53,892.15	\$ 53,892.15	\$ 55,455.02	\$ 56,998.59	\$ 60,372.40	\$ 61,923.34	\$ 66,575.00
H	\$ 55,720.05	\$ 55,720.05	\$ 57,280.21	\$ 58,857.19	\$ 62,628.55	\$ 64,222.55	\$ 68,995.17
I	\$ 57,547.95	\$ 57,547.95	\$ 59,159.29	\$ 60,769.29	\$ 64,884.70	\$ 66,517.32	\$ 71,409.18
J	\$ 59,375.85	\$ 59,375.85	\$ 60,979.00	\$ 62,584.05	\$ 67,140.85	\$ 68,777.67	\$ 73,688.12
K	\$ 61,203.75	\$ 61,203.75	\$ 62,795.05	\$ 64,392.37	\$ 69,397.00	\$ 71,038.33	\$ 75,956.30
L	\$ 62,653.90	\$ 62,653.90	\$ 64,220.25	\$ 65,801.20	\$ 71,522.55	\$ 73,162.26	\$ 78,075.35
M	\$ 64,104.05	\$ 64,104.05	\$ 65,642.55	\$ 67,203.99	\$ 73,648.10	\$ 75,284.54	\$ 80,189.04
N	\$ 65,554.20	\$ 65,554.20	\$ 67,127.50	\$ 68,671.48	\$ 75,773.65	\$ 77,405.23	\$ 82,293.97
O	\$ 67,004.35	\$ 67,004.35	\$ 68,545.45	\$ 70,070.95	\$ 77,899.20	\$ 79,524.47	\$ 84,394.29
P	\$ 68,454.50	\$ 68,454.50	\$ 69,960.50	\$ 71,464.73	\$ 80,024.75	\$ 81,642.32	\$ 86,489.10
Q	\$ 69,621.40	\$ 69,621.40	\$ 71,083.45	\$ 72,566.51	\$ 81,530.35	\$ 83,131.20	\$ 87,932.58
R	\$ 70,788.30	\$ 70,788.30	\$ 72,274.85	\$ 73,738.01	\$ 83,035.95	\$ 84,620.73	\$ 89,373.90
S	\$ 71,955.20	\$ 71,955.20	\$ 73,394.30	\$ 74,835.95	\$ 84,541.55	\$ 86,110.94	\$ 90,814.49
T	\$ 73,122.10	\$ 73,122.10	\$ 74,511.42	\$ 75,931.47	\$ 86,047.15	\$ 87,599.52	\$ 92,250.94
U	\$ 74,289.00	\$ 74,289.00	\$ 75,700.49	\$ 77,100.22	\$ 87,552.75	\$ 89,088.84	\$ 93,688.09
V	\$ 75,016.80	\$ 75,016.80	\$ 76,367.10	\$ 77,738.06	\$ 88,513.55	\$ 90,020.30	\$ 94,538.33
W	\$ 75,744.60	\$ 75,744.60	\$ 77,108.00	\$ 78,450.92	\$ 89,474.35	\$ 90,954.21	\$ 95,391.61
X	\$ 76,472.40	\$ 76,472.40	\$ 77,772.43	\$ 79,085.43	\$ 90,435.15	\$ 91,888.35	\$ 96,246.88
Y	\$ 77,200.20	\$ 77,200.20	\$ 78,512.60	\$ 79,799.37	\$ 91,395.95	\$ 92,822.68	\$ 97,102.88
Z	\$ 77,928.00	\$ 77,928.00	\$ 79,174.85	\$ 80,432.66	\$ 92,356.75	\$ 93,757.23	\$ 97,957.66
AA	\$ 79,747.80	\$ 79,747.80	\$ 81,023.76	\$ 82,273.25	\$ 93,192.95	\$ 94,565.59	\$ 98,681.48
BB	\$ 81,567.60	\$ 81,567.60	\$ 82,872.68	\$ 85,593.02	\$ 94,029.15	\$ 95,414.37	\$ 99,568.04
CC	\$ 84,014.63	\$ 83,387.40	\$ 84,721.60	\$ 87,502.62	\$ 94,865.35	\$ 96,286.03	\$ 100,545.07
DD	\$ 88,767.54	\$ 87,027.00	\$ 88,419.43	\$ 91,590.00	\$ 96,537.75	\$ 97,983.48	\$ 102,317.60

Placement on scale does not equate to years of experience.

Source: Evergreen Solutions, January 2013



Option 2: Classified Plan Remains Unchanged

Based on market data and findings from Evergreen’s analysis, the Classified pay plan is competitive with current market figures for positions within this employee group. As a result, Evergreen recommends maintaining the current pay plan and step structure, with no changes to classification slotting within the structure. **Exhibit O** shows the proposed pay plan. The proposed plan maintains the structure and step configuration of the current Classified pay plan, with letters replacing the numeric labels for steps to maintain consistency with other proposed new pay plans. The minimum and maximum of each grade remain unchanged within the pay plan as well.

**Exhibit O
LCPS Current Classified Pay Plan**

Steps	Level												
	5	6	7	8	9	10	11	12	13	14	15	16	17
A	\$ 11.60	\$ 12.38	\$ 13.22	\$ 14.14	\$ 15.05	\$ 16.08	\$ 17.17	\$ 18.36	\$ 19.63	\$ 20.94	\$ 22.37	\$ 23.90	\$ 25.54
B	\$ 11.75	\$ 12.53	\$ 13.37	\$ 14.29	\$ 15.20	\$ 16.23	\$ 17.32	\$ 18.51	\$ 19.78	\$ 21.09	\$ 22.52	\$ 24.05	\$ 25.69
C	\$ 11.78	\$ 12.56	\$ 13.40	\$ 14.32	\$ 15.23	\$ 16.27	\$ 17.36	\$ 18.55	\$ 19.82	\$ 21.14	\$ 22.57	\$ 24.10	\$ 25.76
D	\$ 11.80	\$ 12.59	\$ 13.43	\$ 14.35	\$ 15.26	\$ 16.30	\$ 17.39	\$ 18.59	\$ 19.86	\$ 21.18	\$ 22.61	\$ 24.15	\$ 25.81
E	\$ 11.92	\$ 12.72	\$ 13.55	\$ 14.48	\$ 15.41	\$ 16.46	\$ 17.56	\$ 18.77	\$ 20.04	\$ 21.39	\$ 22.84	\$ 24.39	\$ 26.05
F	\$ 12.26	\$ 13.08	\$ 13.94	\$ 14.90	\$ 15.85	\$ 16.95	\$ 18.07	\$ 19.31	\$ 20.62	\$ 22.01	\$ 23.51	\$ 25.10	\$ 26.82
G	\$ 12.60	\$ 13.45	\$ 14.33	\$ 15.31	\$ 16.32	\$ 17.44	\$ 18.59	\$ 19.88	\$ 21.22	\$ 22.66	\$ 24.18	\$ 25.85	\$ 27.59
H	\$ 12.98	\$ 13.83	\$ 14.74	\$ 15.77	\$ 16.79	\$ 17.94	\$ 19.14	\$ 20.46	\$ 21.84	\$ 23.33	\$ 24.90	\$ 26.60	\$ 28.39
I	\$ 13.35	\$ 14.23	\$ 15.17	\$ 16.21	\$ 17.27	\$ 18.47	\$ 19.70	\$ 21.05	\$ 22.48	\$ 24.00	\$ 25.62	\$ 27.37	\$ 29.24
J	\$ 13.73	\$ 14.63	\$ 15.60	\$ 16.69	\$ 17.76	\$ 19.00	\$ 20.28	\$ 21.67	\$ 23.13	\$ 24.71	\$ 26.36	\$ 28.19	\$ 30.10
K	\$ 14.12	\$ 15.06	\$ 16.07	\$ 17.17	\$ 18.28	\$ 19.55	\$ 20.86	\$ 22.30	\$ 23.80	\$ 25.44	\$ 27.14	\$ 29.01	\$ 30.99
L	\$ 14.53	\$ 15.49	\$ 16.51	\$ 17.66	\$ 18.82	\$ 20.12	\$ 21.48	\$ 22.93	\$ 24.50	\$ 26.18	\$ 27.93	\$ 29.86	\$ 31.89
M	\$ 14.95	\$ 15.94	\$ 17.00	\$ 18.19	\$ 19.37	\$ 20.69	\$ 22.11	\$ 23.62	\$ 25.21	\$ 26.96	\$ 28.75	\$ 30.73	\$ 32.83
N	\$ 15.37	\$ 16.41	\$ 17.49	\$ 18.70	\$ 19.92	\$ 21.31	\$ 22.76	\$ 24.31	\$ 25.95	\$ 27.74	\$ 29.59	\$ 31.63	\$ 33.80
O	\$ 15.82	\$ 16.87	\$ 18.00	\$ 19.25	\$ 20.50	\$ 21.91	\$ 23.41	\$ 25.02	\$ 26.71	\$ 28.55	\$ 30.47	\$ 32.57	\$ 34.79
P	\$ 16.27	\$ 17.36	\$ 18.52	\$ 19.80	\$ 21.10	\$ 22.56	\$ 24.08	\$ 25.78	\$ 27.47	\$ 29.40	\$ 31.36	\$ 33.53	\$ 35.82
Q	\$ 16.75	\$ 17.87	\$ 19.06	\$ 20.39	\$ 21.72	\$ 23.22	\$ 24.80	\$ 26.52	\$ 28.30	\$ 30.26	\$ 32.28	\$ 34.52	\$ 36.89
R	\$ 17.23	\$ 18.38	\$ 19.60	\$ 20.98	\$ 22.35	\$ 23.91	\$ 25.52	\$ 27.30	\$ 29.13	\$ 31.15	\$ 33.23	\$ 35.54	\$ 37.98
S	\$ 17.72	\$ 18.91	\$ 20.17	\$ 21.60	\$ 23.00	\$ 24.61	\$ 26.26	\$ 28.10	\$ 29.98	\$ 32.07	\$ 34.21	\$ 36.58	\$ 39.09
T	\$ 18.24	\$ 19.46	\$ 20.76	\$ 22.22	\$ 23.68	\$ 25.31	\$ 27.04	\$ 28.94	\$ 30.87	\$ 33.00	\$ 35.22	\$ 37.66	\$ 40.24
U	\$ 18.77	\$ 20.02	\$ 21.36	\$ 22.87	\$ 24.37	\$ 26.06	\$ 27.84	\$ 29.78	\$ 31.77	\$ 33.98	\$ 36.25	\$ 38.76	\$ 41.43
V	\$ 19.31	\$ 20.61	\$ 21.98	\$ 23.54	\$ 25.08	\$ 26.83	\$ 28.64	\$ 30.65	\$ 32.71	\$ 34.98	\$ 37.32	\$ 39.91	\$ 42.63
W	\$ 19.88	\$ 21.21	\$ 22.63	\$ 24.23	\$ 25.83	\$ 27.61	\$ 29.47	\$ 31.56	\$ 33.68	\$ 36.01	\$ 38.41	\$ 41.10	\$ 43.90
X	\$ 20.46	\$ 21.83	\$ 23.28	\$ 24.94	\$ 26.58	\$ 28.40	\$ 30.36	\$ 32.49	\$ 34.67	\$ 37.09	\$ 39.54	\$ 42.30	\$ 45.22
Y	\$ 21.05	\$ 22.47	\$ 23.97	\$ 25.66	\$ 27.35	\$ 29.25	\$ 31.24	\$ 33.45	\$ 35.69	\$ 38.17	\$ 40.72	\$ 43.55	\$ 46.56
Z	\$ 21.49	\$ 22.95	\$ 24.55	\$ 26.32	\$ 28.10	\$ 30.10	\$ 32.17	\$ 34.43	\$ 36.75	\$ 39.29	\$ 41.93	\$ 44.83	\$ 47.92
AA	\$ 21.49	\$ 22.95	\$ 24.55	\$ 26.32	\$ 28.10	\$ 30.10	\$ 32.20	\$ 34.49	\$ 36.88	\$ 39.45	\$ 42.15	\$ 45.11	\$ 48.27

Source: Evergreen Solutions, January 2013

Option 3: New Step Plan for Auxiliary Employees

Under this option, the minimum and maximum range data from the current Auxiliary pay structure are used to develop a new step structure with even increments between each step. This enables employees to move through their respective grade at a consistent pace throughout their career. Once each step within the new structure is determined, employees are slotted in the closest step based on their current salary. The total approximate cost to implement this step is **\$72,051.21**.

Exhibits P shows the proposed pay plan for the Auxiliary group. The plan maintains the numeric structure of the current plan, but the plan now has even increments between each step. **Exhibit P** also maintains the same minimums and maximums for each pay grade as the current Auxiliary pay plan.

Exhibit P
LCPS Proposed Auxiliary Pay Plan

Steps	Grades			
	1 (208 Days)	2 (12 Month)	3	4
A	\$ 50,014.00	\$ 54,745.00	\$ 47,649.00	\$ 43,957.00
B	\$ 51,846.57	\$ 56,757.13	\$ 49,391.91	\$ 45,559.78
C	\$ 53,679.13	\$ 58,769.26	\$ 51,134.83	\$ 47,162.57
D	\$ 55,511.70	\$ 60,781.39	\$ 52,877.74	\$ 48,765.35
E	\$ 57,344.26	\$ 62,793.52	\$ 54,620.65	\$ 50,368.13
F	\$ 59,176.83	\$ 64,805.65	\$ 56,363.57	\$ 51,970.91
G	\$ 61,009.39	\$ 66,817.78	\$ 58,106.48	\$ 53,573.70
H	\$ 62,841.96	\$ 68,829.91	\$ 59,849.39	\$ 55,176.48
I	\$ 64,674.52	\$ 70,842.04	\$ 61,592.30	\$ 56,779.26
J	\$ 66,507.09	\$ 72,854.17	\$ 63,335.22	\$ 58,382.04
K	\$ 68,339.65	\$ 74,866.30	\$ 65,078.13	\$ 59,984.83
L	\$ 70,172.22	\$ 76,878.43	\$ 66,821.04	\$ 61,587.61
M	\$ 72,004.78	\$ 78,890.57	\$ 68,563.96	\$ 63,190.39
N	\$ 73,837.35	\$ 80,902.70	\$ 70,306.87	\$ 64,793.17
O	\$ 75,669.91	\$ 82,914.83	\$ 72,049.78	\$ 66,395.96
P	\$ 77,502.48	\$ 84,926.96	\$ 73,792.70	\$ 67,998.74
Q	\$ 79,335.04	\$ 86,939.09	\$ 75,535.61	\$ 69,601.52
R	\$ 81,167.61	\$ 88,951.22	\$ 77,278.52	\$ 71,204.30
S	\$ 83,000.17	\$ 90,963.35	\$ 79,021.43	\$ 72,807.09
T	\$ 84,832.74	\$ 92,975.48	\$ 80,764.35	\$ 74,409.87
U	\$ 86,665.30	\$ 94,987.61	\$ 82,507.26	\$ 76,012.65
V	\$ 88,497.87	\$ 96,999.74	\$ 84,250.17	\$ 77,615.43
W	\$ 90,330.43	\$ 99,011.87	\$ 85,993.09	\$ 79,218.22
X	\$ 92,163.00	\$ 101,024.00	\$ 87,736.00	\$ 80,821.00

Placement on scale does not equate to years of experience.

Source: Evergreen Solutions, January 2013



Option 4: Adjust Administrator Step Plan to Account for Market Competitiveness

Under this option, the Administrator pay plan is adjusted to better address the market, and employees are slotted into steps within the new structure based on their current salary. To address market inequities within the Administrator group, one pay grade was added to the higher levels of the Administrator pay plan, and the maximum of each grade was increased so that the range spread for all grades is 55.0 percent. The total approximate cost to move employees in classifications funded by the Capital Improvements Program (CIP) Budget to the closest step based on current pay is **\$3,354.02**. The total approximate cost of moving all employees (including CIP-funded positions) to the closest step based on current pay is **\$376,265.46**.

Exhibit Q depicts the proposed pay structure for the market option. The range spread for this structure is consistently 55.0 percent, and maintains the step structure and numeric order of LCPS' current Administrator pay plan with the addition of a new grade, **8**. **Exhibit R** depicts the proposed grade order list for this option, which shows each classification's proposed pay grade.

Exhibit Q
LCPS Proposed Administrator Step Pay Plan

Steps	Grades							
	1	2	3	4	5	6	7	8
A	\$ 71,265.00	\$ 76,196.00	\$ 81,474.00	\$ 87,120.00	\$ 93,160.00	\$ 99,626.00	\$ 106,543.00	\$ 114,001.01
B	\$ 73,442.10	\$ 78,523.05	\$ 83,963.68	\$ 89,779.92	\$ 96,004.87	\$ 102,670.75	\$ 109,799.63	\$ 117,485.60
C	\$ 75,619.19	\$ 80,850.11	\$ 86,453.36	\$ 92,439.84	\$ 98,849.74	\$ 105,715.50	\$ 113,056.25	\$ 120,970.19
D	\$ 77,796.29	\$ 83,177.16	\$ 88,943.04	\$ 95,099.77	\$ 101,694.61	\$ 108,760.26	\$ 116,312.88	\$ 124,454.78
E	\$ 79,973.39	\$ 85,504.21	\$ 91,432.72	\$ 97,759.69	\$ 104,539.48	\$ 111,805.01	\$ 119,569.50	\$ 127,939.37
F	\$ 82,150.49	\$ 87,831.26	\$ 93,922.40	\$ 100,419.61	\$ 107,384.35	\$ 114,849.76	\$ 122,826.13	\$ 131,423.96
G	\$ 84,327.58	\$ 90,158.32	\$ 96,412.08	\$ 103,079.53	\$ 110,229.22	\$ 117,894.51	\$ 126,082.76	\$ 134,908.55
H	\$ 86,504.68	\$ 92,485.37	\$ 98,901.76	\$ 105,739.45	\$ 113,074.09	\$ 120,939.26	\$ 129,339.38	\$ 138,393.14
I	\$ 88,681.78	\$ 94,812.42	\$ 101,391.44	\$ 108,399.38	\$ 115,918.96	\$ 123,984.02	\$ 132,596.01	\$ 141,877.73
J	\$ 90,858.88	\$ 97,139.48	\$ 103,881.13	\$ 111,059.30	\$ 118,763.83	\$ 127,028.77	\$ 135,852.63	\$ 145,362.32
K	\$ 93,035.97	\$ 99,466.53	\$ 106,370.81	\$ 113,719.22	\$ 121,608.70	\$ 130,073.52	\$ 139,109.26	\$ 148,846.91
L	\$ 95,213.07	\$ 101,793.58	\$ 108,860.49	\$ 116,379.14	\$ 124,453.57	\$ 133,118.27	\$ 142,365.89	\$ 152,331.50
M	\$ 97,390.17	\$ 104,120.63	\$ 111,350.17	\$ 119,039.06	\$ 127,298.44	\$ 136,163.02	\$ 145,622.51	\$ 155,816.09
N	\$ 99,567.27	\$ 106,447.69	\$ 113,839.85	\$ 121,698.99	\$ 130,143.31	\$ 139,207.77	\$ 148,879.14	\$ 159,300.68
O	\$ 101,744.36	\$ 108,774.74	\$ 116,329.53	\$ 124,358.91	\$ 132,988.18	\$ 142,252.53	\$ 152,135.76	\$ 162,785.27
P	\$ 103,921.46	\$ 111,101.79	\$ 118,819.21	\$ 127,018.83	\$ 135,833.05	\$ 145,297.28	\$ 155,392.39	\$ 166,269.86
Q	\$ 106,098.56	\$ 113,428.85	\$ 121,308.89	\$ 129,678.75	\$ 138,677.92	\$ 148,342.03	\$ 158,649.02	\$ 169,754.45
R	\$ 108,275.65	\$ 115,755.90	\$ 123,798.57	\$ 132,338.67	\$ 141,522.79	\$ 151,386.78	\$ 161,905.64	\$ 173,239.04
S	\$ 110,452.75	\$ 118,082.95	\$ 126,288.25	\$ 134,998.60	\$ 144,367.66	\$ 154,431.53	\$ 165,162.27	\$ 176,723.63

Placement on scale does not equate to years of experience.

Source: Evergreen Solutions, January 2013



Exhibit R LCPS Proposed Administrator Grade Order List

Classification Title	Proposed Grade	Classification Title	Proposed Grade
Administration Building Coordinator	1	Guidance Services Supervisor	3
Administrative Technology Coordinator	1	Health & Physical Education Supervisor	3
Behavior Support Title VIB Coordinator	1	High School Assistant Principal	3
Child Find Title VIB Coordinator	1	Math Supervisor	3
Early Intervention Title VIB Specialist	1	Music Supervisor	3
Elementary School Assistant Principal	1	Outreach Programs Supervisor	3
Eligibility Coordinator	1	Pathways to Reading & Writing Supervisor	3
Employee Benefits Coordinator	1	Payroll Supervisor	3
Energy Education Specialist	1	Personnel Supervisor	3
English Language Learners Specialist	1	Planning Supervisor	3
English Specialist	1	Purchasing Supervisor	3
Facility Contract Manager	1	Safety Supervisor	3
Financial Services Coordinator	1	Science Supervisor	3
Guidance Specialist	1	Social Science & Global Studies Supervisor	3
Instructional Technology Coordinator	1	Special Education Supervisor	3
Math Specialist	1	Staff Development Supervisor	3
Media Services Specialist	1	Student Health Services Supervisor	3
Monitoring & Compliance Specialist	1	Student Information Services Supervisor	3
Music Specialist	1	Student Support Services Supervisor	3
Personnel Specialist	1	Technology Resource Supervisor	3
Public Information Coordinator	1	Testing Supervisor	3
Purchasing Coordinator	1	Transportation Supervisor	3
School Improvement & Achievement Coordinator	1	World Languages & Cultures Supervisor	3
Science Specialist	1	Administrative Technology Supervisor	4
Social Science & Global Studies Specialist	1	Architect	4
Special Education Coordinator	1	Civil Engineer	4
Special Education Specialist	1	Elementary Education Supervisor	4
Staff Development Specialist	1	Elementary School Principal (Large)	4
Substance Abuse Prevention Coordinator	1	Food Services Supervisor	4
Support Services Coordinator	1	Instructional Technology Services Supervisor	4
Systems Integration Coordinator	1	Kindergarten/Reading/STEP Supervisor	4
Technology Resource Specialist	1	Land Management Supervisor	4
Testing Specialist	1	Mechanical Engineer	4
World Languages & Cultures Specialist	1	Public Information Officer	4
Adult Education Coordinator	2	Director of Budget	5
Assistant Principal (DCS)	2	Director of Career, Technical & Adult Education	5
Assistant Principal (MTC)	2	Director of Construction	5
Athletic Director	2	Director of Curriculum & Instruction	5
Civil Engineering Coordinator	2	Director of Diagnostic & Prevention Services	5
Electrical Engineering Coordinator	2	Director of Elementary Education	5
Head Start Administrative Coordinator	2	Director of Employee Relations	5
High School Academy Guidance Director	2	Director of Facilities Services	5
High School Guidance Director	2	Director of Financial Services	5
Mechanical Engineering Design Coordinator	2	Director of Instructional Services	5
Middle School Assistant Principal	2	Director of Middle School Education	5
Pupil Services Coordinator	2	Director of Research	5
Risk Manager	2	Director of Special Education	5
Site/Building Plan Supervisor	2	Director of Staffing Services	5
Academy Director	3	Director of Student Services	5
Accounting Supervisor	3	Director of Transportation	5
Art Supervisor	3	Middle School Principal	5
Athletics Supervisor	3	Principal (DCS)	5
Attendance & Homebound Services Supervisor	3	Principal (MTC)	5
Career & Technical Education Supervisor	3	Director of High School Education	7
Construction Supervisor	3	High School Principal	7
Custodial Operations Supervisor	3	Assistant Superintendent for Business & Financial Services	8
Diagnostic & Prevention Services Supervisor	3	Assistant Superintendent for Instruction	8
Elementary School Principal (Small)	3	Assistant Superintendent for Personnel Services	8
Employee Benefits Supervisor	3	Assistant Superintendent for Pupil Services	8
English Language Learners Supervisor	3	Assistant Superintendent for Support Services	8
English Supervisor	3	Assistant Superintendent for Technology Services	8
Facilities Services Supervisor	3	Deputy Superintendent	8
Federal Programs Supervisor	3	Division Counsel	8
Fleet Manager	3	Executive Director of Planning & Legislative Services	8
Gifted and Talented Supervisor	3		

Source: Evergreen Solutions, January 2013

