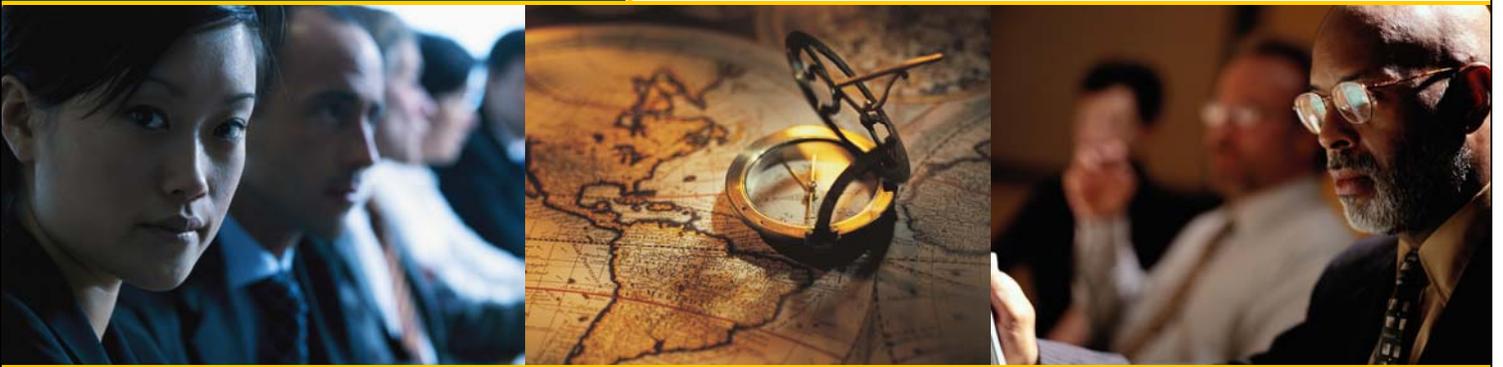


Job Classification and Compensation Study for the Escambia County School District

FINAL REPORT



Evergreen Solutions, LLC

July 8, 2016

Table of Contents

	PAGE
1.0 INTRODUCTION.....	1-1
1.1 Study Methodology.....	1-2
1.2 Report Organization.....	1-3
2.0 SUMMARY OF EMPLOYEE OUTREACH.....	2-1
2.1 General Feedback.....	2-2
2.2 Compensation.....	2-4
2.3 Classification.....	2-6
2.4 Benefits.....	2-10
2.5 Market Peers.....	2-13
2.6 January 2016 Additional Sessions.....	2-14
3.0 ASSESSMENT OF CURRENT CONDITIONS.....	3-1
3.1 Analysis of Salary Schedules.....	3-1
3.2 Grade Placement Analysis.....	3-11
3.3 Quartile Analysis.....	3-13
3.4 Compression Analysis.....	3-20
3.5 Department Distribution and Tenure.....	3-25
4.0 SALARY SURVEY RESULTS SUMMARY.....	4-1
4.1 Salary Survey Data.....	4-2
4.2 Salary Survey Results.....	4-12
4.3 Average Actual Salaries and Incentives.....	4-14
4.4 Salary Survey Conclusion.....	4-21
5.0 BENEFITS SURVEY RESULTS SUMMARY.....	5-1
6.0 RECOMMENDATIONS.....	6-1

APPENDIX A: ESP PAY GRADES + LONGEVITY



Chapter 1 – Introduction

In July 2015, Evergreen Solutions was retained by the Escambia County School District to conduct a Districtwide Job Compensation and Classification Study. A compensation and classification study is primarily designed to focus on internal and external equity of both the structure by which employees are compensated as well as the way positions relate and compare to one another across the organization. With summer break at the time of the study kick-off, the study was delayed until September 2015 to ensure ample employee participation.

Internal equity relates to the fairness of an organization's compensation practices among its current employees. Specifically, by reviewing the skills, capabilities, and duties of each position, it can be determined whether similar positions are being compensated in a similar manner within the organization. The Classification component of this study is aimed at resolving any inconsistencies related to job requirements and providing some clarity to the plan in place.

External equity deals with the differences between what an organization's classifications are valued and what compensation is available in the market place for the same skills, capabilities, and duties.

As part of the study, Evergreen Solutions was tasked with:

- collecting and reviewing current environmental data present in the Escambia County School District;
- reviewing job descriptions and obtaining job analysis questionnaires from employees;
- conducting a market salary and benefits survey, and providing feedback to the Escambia County School District regarding current market competitiveness;
- conducting a classification analysis to assess internal equity and the efficiency of the current classification plan;
- developing strategic positioning recommendations using market data and best practices;
- developing a compensation structure and implementation cost plan for the Escambia County School District; and
- developing and submitting draft and final reports summarizing findings and recommendations.



NOTE: When the study began, Evergreen was provided the current District salary schedules which were effective for the 2015-16 school year. However, in March 2016, the District's Project Manager requested that these schedules be updated to reflect the two (2) percent cross-the-board salary adjustment for 2015-16 which was approved by the School Board in December 2015. Salary information throughout this report reflects that increase.

1.1 STUDY METHODOLOGY

Evergreen Solutions combines qualitative as well as quantitative data analysis to produce an equitable solution in order to maximize the fairness and competitiveness of an organization's compensation structure and practices. Project activities included:

- conducting a project kick-off meeting;
- conducting orientation sessions with employees;
- facilitating two sets of employee focus group sessions (during the weeks of September 14, 2015 and January 11, 2016);
- conducting a salary survey;
- conducting a benefits survey;
- developing recommendations for compensation management;
- developed detailed implementation plans; and
- creating the draft and final reports.

Kickoff Meeting

The kickoff meeting provides an opportunity to discuss the history of the organization, finalize the work plan, and begin the data collection process. Data collection of relevant background material (including existing pay plans, organization charts, policies, procedures, training materials, job descriptions, and other pertinent material) is part of this process.

Orientation Sessions and Focus Groups

The orientation sessions are designed to brief employees and supervisors on the purpose and major processes of the study. Focus groups are intended to address any questions and resolve any misconceptions about the study and relevant tasks. During focus groups, employees are asked about their experience with the Escambia County School District and to identify any concerns they have about compensation. This information provides some basic perceptual background as well as a starting point for the research process.



Salary and Benefits Survey

The external market is defined as identified peers that have similar characteristics, demographics, and service offerings as the target organization and benchmark positions are identified from each area and level of the organization and typically include a large cross-section of positions in the District. The Escambia County School District requested that all positions be included in the salary survey. Once the target and benchmark information is finalized, a survey tool is created to solicit salary and benefits information from each of the peer organizations. When the results are received, the data are analyzed, cleaned, and entered to provide aggregate findings.

Solution Creation – Salary Schedule and Transition Costing

Solution creation follows agreement on the structure of the compensation system. During this phase, desired range spreads (distance from minimum to maximum) and midpoint progressions (distance from the midpoint of one pay grade to the next) are established. Once the structure is created, jobs can be slotted into the proposed pay grade structure using market data and Client Project Manager (CPM) feedback.

As part of the study, the District identifies its desired market position. Subsequently, the pay plan and job slotting within the system can be adjusted to account for this desired position in the market.

The final step in the creation of the solution is to identify the costs associated with each step of the analysis. The data from the job slotting are applied to the individual incumbents in the organization. This allows the District to view the total costs associated with the structural changes. Information is then provided to the District on various ways to implement the proposed structure and possible adjustments that can be made to address any remaining issues.

1.2 REPORT ORGANIZATION

This report includes the following chapters:

- Chapter 2 – Summary of Employee Outreach
- Chapter 3 - Assessment of Current Conditions
- Chapter 4 – Salary Survey Summary
- Chapter 5 – Benefits Survey Summary
- Chapter 6 – Recommendations



Chapter 2 – Summary of Employee Outreach

On September 8 and 9, 2015 Evergreen consultants conducted 16 orientation sessions for Escambia County School District employees. The orientation segment gave employees and supervisors an opportunity to learn about the job classification and compensation study and their role in the study. Orientation sessions generally lasted 45-50 minutes, and included a brief overview of the study, as well as a detailed walk-through of the Job Assessment Tool (JAT), which all employees included in the study were asked to complete. In addition, one orientation session was taped and placed on the District's website for other employees to view during the duration of the JAT completion process.

Next, five Evergreen consultants were in the Escambia County School District the week of September 14, 2015, to conduct outreach sessions. These sessions consisted of interviews and focus groups with employees and supervisors. During the interview and focus group segment, Evergreen consultants asked questions designed to gather feedback on several topics related to the study. This feedback provided the Evergreen Team with valuable knowledge of employee opinions on the current compensation and classification system in the Escambia County School District.

Evergreen consultants conducted sessions at:

- 10 Elementary Schools;
- 10 Secondary Schools;
- the Hall Center; and
- the Central Office (two Evergreen consultants were housed there).

Overall, 344 interviews and focus groups were held with 544 employee participants. Attendees represented a broad cross section of employees from various departments, including:

- Central Office and School Administrators
- Various ESP Employee Groups, including:
 - Custodial
 - Maintenance and Grounds
 - Food Services
 - Transportation
 - School-based Support
- Professional staff (e.g. Special Education staff and Technology staff)



Evergreen returned to the District the week of January 11, 2016 to conduct additional focus groups and interviews. In January 2016, 75 interviews and focus groups were held with 159 employees participating from various departments. Thus, a total of 419 interviews and focus groups were conducted with 703 employee participants during the entire study.

The comments made by interview and focus group participants are summarized in the remainder of this chapter. It is important to note that the views shared in this summary are not necessarily supported by Evergreen Solutions. Information that may identify the commenter has been removed.

Comments and feedback have been organized into the following six sections in this chapter:

- 2.1 General Feedback
- 2.2 Compensation
- 2.3 Classification
- 2.4 Benefits
- 2.5 Market Peers
- 2.6 January 2016 Additional Sessions

2.1 GENERAL FEEDBACK

Although the major purpose of the interview and focus group sessions was to discuss compensation and classification, the first two questions asked by Evergreen consultants generally received feedback related to issues beyond these two topics. In some cases, even questions related specifically to compensation and classification yielded feedback outside of these domains. This section provides feedback received unrelated to compensation and classification, per se, but important nonetheless to frame the context in which this study is occurring.

WHY HAVE YOU STAYED WITH THE DISTRICT?

District employees consistently shared that the positive environment is a major motivator for remaining an employee of the Escambia County School District. The “sense of community” among staff, noted during the majority of focus groups, clearly acts as a catalyst for coalescing employee attitudes and support. This contributes to significantly positive employee morale and a unified dedication to students in the Escambia County School District. Of significance, in more than half of all employee focus groups, participants unanimously agreed that their enjoyment in working with students is a main driver for why they come to work each day; this comment was shared by all types of employees—from transportation drivers, food service workers, to custodians and others.

Important factors frequently shared by employees as reasons for coming to work for and remaining with the District include:



- **The Children** – Working with, around, and for the students was the primary reason most employees gave for coming to the District and continuing to work in Escambia County School District. One school clerical employee summed it up by saying that she felt that working in the District was a “calling”—she said everything she did was done in an effort to help children.
- **Enjoy the People They Work With** – Across all interviews and focus groups, employees shared the sentiment that their co-workers are good people to work with, and that most employees share a true desire to support the schools and enjoy working in the District. In addition, comments regarding the management team were positive.
- **Family Friendly Environment** – Many office staff indicated they originally came to work in the District after having been a parent volunteer. They accepted the position offered because they would have the same days off and holidays as their children. Some employees stated that they like being able to work in the same school their child attends, making it possible to have daily interactions with their children and their teachers.
- **Stability** – Many employees were attracted to the District due to the inherent stability in working for a local education agency. One employee said “Children will always need schooling,” emphasizing the long-term stability of her position.
- **Benefits** – Over one-third of employees shared that they originally came to the District because of the quality of benefits offered to employees, and have stayed despite the perceived decline in the quality of benefits.
- **Safety and Security** – A number of employees said they felt working in the District provided them a safe and secure environment.
- **Variety of Work** – About 50 percent of the school clerical staff noted that they enjoy the variety of jobs they are assigned to do—each day is a new day, and the tasks to be performed are constantly changing—which keeps the work interesting.
- **Retirement** – Roughly one-third of interviewed employees identified the retirement plan as the main draw for continued work in the District. One employee shared that “it’s nice that [retirement] is offered here when so many private companies are cutting it.” Employees also shared a concern regarding retirement, as the District has so many employees nearing retirement and will need to attract and recruit a significant number of new employees. One employee shared that nearly “One-third of the district’s existing workforce could retire by 2020.”
- **Longevity Pay** – Many ESP employees stated that longevity pay for long-time employees was a reason they have stayed with the District.

While the overwhelmingly positive environment seems to be contributing to employee retention, the more tangible factors, such as pay and benefits, were also associated with retention. In fact, of the 544 employees in attendance during Evergreen interviews and focus groups, benefits (mainly health) were identified more frequently than pay as a reason for



employees staying with the District. Despite a sentiment that the value of the benefits package has declined, several individuals shared that benefits still “outweigh salary.”

WHAT IS WORKING WELL IN THE DISTRICT

When asked what is working well in the District, the following was noted most frequently:

- **Leave, Holidays and Breaks** – The majority of employees interviewed said they enjoyed having access to various types of leave (sick, personal and/or annual), holidays, and the Christmas Break.
- **Leadership Team** – Administrators and staff stated that the central office leaders were high quality, team players. In some instances, principals mentioned that the reorganization of a particular school district brought about significant improvements in the quality of their staff. Central office staff also cited this.
- **Wellness Program** – The majority of employees interviewed said they were or planned to participate in the Wellness Program. Of those currently participating, the positives included access for developing a healthier lifestyle through exercise and good nutrition. The refund/reimbursement for participating in the program was also mentioned as a positive benefit to the program.
- **Clinic** – The new clinic was praised by many employees.

2.2 COMPENSATION

During interviews and focus groups, Escambia County School District employees shared concerns about compensation. The most prevalent issues were not generally related to pay equity with the external market, but more so related to issues of internal equity.

Specific issues shared by employees related to the District’s compensation practices included the following:

- **Pay Progression and Internal Equity** – In over 50 percent of focus groups, at least one employee mentioned that internal equity has been significantly impacted by the District’s practice of increasing pay grade and step values as opposed to advancing employees through the pay grades. This has caused many instances where longer tenured employees are compensated the same as newly hired employees. Long-tenured employees shared that they have “remained at step 0,” which is the rate at which new employees are hired.
- **External Equity** – Many employees in various employee groups shared that they believe their position is compensated below market when compared to nearby districts. The majority of these employees had conducted their own research, some of which was provided to Evergreen.



- **Step System** – A few employees shared that there are many employees whose hourly rates do not fall onto a step due to promotions. This led them to question the need for the step system currently in place. In further discussing the issue, they shared that the District may be better suited implementing an open range salary structure. Note that Evergreen did assess using the data provided by the District, and it was not found to be a true issue (see **Chapter 3.0**) as all employees fall on step, with the exception of a few anomalies (<1%).
- **Supervision** – One employee shared that supervisors and their subordinates are on the same salary schedule (Educational Support Personnel), and that this causes issues for the management team as they need supervisors who act in the best interest of the District rather than the ESP group. They noted that this causes situations where they are hesitant to share information with these supervisors knowing that they are part of the same bargaining group as their subordinates.
- **Pay Grade Order** – Employees shared that, for the ESP salary schedule, as the pay grade numbering increases so does the value of the pay grade. However, for the Professional and Administrative salary schedules, as the pay grade numbering increases the value of the pay grade decreases. They noted that this acts to cause confusion and the District should revisit the nomenclature of the Professional and Administrative salary schedules.
- **Prior Studies** – About 25 percent of respondents shared that prior compensation studies have not yielded any change, and therefore they are skeptical that this study will lead to any real change.
- **Clarity of Compensation Plan** – Some employees (especially at the school level) noted that employees do not understand the District’s compensation plan. They noted that the District should improve its communications regarding the compensation plan with the goal of increasing understanding.
- **Compensatory/Overtime Pay for Non-Exempt Employees** – Many non-exempt staff interviewed said that they regularly work more hours than are called for in their contract, but are not reporting the additional time. Employees at two of ten secondary schools visited said they regularly claim compensatory time, and at one school employees said they were paid a lump sum for unused compensatory time at the end of the school year, which contradicts other employees’ understanding of how compensatory time is handled by the District.

Reasons given for not reporting the time include the following:

- management discourages the reporting of overtime or claiming of compensatory time;
- the job has to be done, and “if I don’t get it done, management will think I am not doing a good job;” and



- even if I claim compensatory time, “I will never get to take it as there is no one who can do my job if I am not here.”
- **Pay for ESP Pay Grades 12 and Below** – Employees at all pay levels gave the following anecdotal comments about the low hourly rates paid to employees in the ESP Pay Grade 12 and below:
 - “After working as a Custodial Worker I for more than 20 years, I am barely making \$10 per hour.”
 - One Library Media Clerk mentioned that she was surprised to find out that she was officially eligible for the free and reduced price meal program—indicating that she fell into the economically disadvantaged category.
 - One Secondary School Administrator and one Custodial Worker III pointed out that an individual could receive more in terms of money and benefits by NOT working than they could if they took a Custodial Worker I position.
- **Educational Supplements** – Some employees shared that the District should revisit the educational supplements provided to employees, as the supplement is provided regardless of whether the degree is needed in a given position. These employees further stated that perhaps this value should be included in the salary range for jobs that require the educational level, versus provided indiscriminately to anyone earning a degree.

2.3 CLASSIFICATION

General comments shared by employees related to classification included the following:

- **Career Path** – Employees said that advancement within the District was possible by applying for and getting a job in a higher classification. To do this, however, they said many times an employee had to look for jobs that were outside of their current school or location, and could only move up into jobs that were one or two pay grades higher than their current position. If an employee does not want to leave the current location, upward mobility might only be possible when someone above their pay grade retires or leaves the position.

Several employees in the District noted that there are limited career paths at the District. Many others shared that they feel there is little room for growth across departments and functional areas. They stated that there is a need to develop additional career paths/ladders for advancement opportunity. One employee noted that because there are not strong career paths, they feel that employees are placed into higher level job titles just so that they can be given a pay increase, but they don't actually perform the duties of the newly assigned position. Respondents also shared that employees know how to “game the system” and obtain raises through changing positions; they indicated that this contributes to instability in work assignments as



some employees constantly seek promotions to obtain raises knowing that remaining in one position will not yield pay increases.

- **Workload and Working out of Classification** – At the school level, although the titles and pay grades may be the same, there is a wide variety of work being performed, which is dependent on what a Principal has assigned to each position. Employees gave examples as follows:
 - Employees said the differentiation between the Administrative Clerk II and III and the Administrative School Secretary I and II is not clearly defined and, if defined, is not always adhered to by the Principal when making work assignments. Numerous examples were given by staff in these positions of permanent work assignments being made to specific individuals that were similar or the same as the work assigned to staff in other classifications. Staff in these positions said the assignments were often made based on the skill level of the person, rather than the job classification.
 - Approximately 50 percent of the ESP employees interviewed at secondary schools mentioned disparities in the hours or months worked as part of their contract in comparison to amount of work they were required to perform at their school. Employees and administrators noted that within the same classification there are often employees who work 10, 11 or 12 months and 7, 7.5 or 8 hours per day.
- **Differentiated pay for working in more demanding schools** - Title I and Specialty Schools have unique positions and demands. Staff in these schools indicated it is often hard to attract and keep staff at these schools and suggested that there be some type of bonus or differentiation in pay for those hard to fill positions.
- **Levels** – Approximately 60 percent of employees in coordinator- and director-level positions stated that a priority of this study should be to revisit the various levels of classifications used for these positions (Director I, II, III, etc. and Coordinator I, II, III, etc.). They stated that there is not necessarily a reason as to why a position is classified at one level or another, and stated that even in examining job requirements for these positions, there is not a rational delineation among the requirements at each level.
- **Level Order** – Employees shared that for some positions, the level order is confusing and should be revisited. For example, the position of Director I is assigned to a higher pay grade than a Director II, whereas traditionally the Director II would be a higher level position. Employees shared that the District should revisit this and consider adjusting classifications and leveling where this occurs.
- **Advertising Positions** – One employee shared that the District does not advertise positions extensively enough, and more channels should be used for advertising positions. For ESP classifications, vacant positions must be advertised and screened internally first, and only advertised externally if no eligible internal candidates are found.



- **Position Creation** – Employees shared that in many cases, job titles are arbitrarily created to suit the needs of specific individuals, versus being created based on the work requirements and needs of the District. These respondents elaborated that there is a need for a more stringent methodology for creating position titles.
- **Job Descriptions** – Several employee shared that there is a significant need to revise and update all District job descriptions, as they no longer accurately reflect the roles and responsibilities of each position or appropriate qualifications. Because hiring managers are held to the qualification requirements on the job description when hiring, they are not always able to find qualified candidates as the information is inaccurate on some job descriptions.

Job Titles

Employees were asked for feedback on issues related to specific job titles in the District (e.g. mistitled, misclassified, opportunities for consolidation, opportunities for breaking titles out). Based on this question, respondents provided the following titles for review as part of this study:

- Accounting Specialist II
- Accounting Specialist IV
- Accounting Supervisor
- Administrative Aide
- Administrative School Secretary I, II, or III (based on FTE)
- Administrative Secretary
- Administrative Support (in General)
- Air Condition & Refrigeration Mechanic II
- Benefits Specialist
- Carpenter II
- Certified Behavior Analyst
- Claims Adjuster
- Confidential Legal Assistant/Paralegal
- Construction/ Maintenance Supervisor
- Coordinator (all levels)
- Coordinator II - Employee Services
- Coordinator II - Public Relations
- Coordinator III – School Choice & Escambia Virtual Academy
- Coordinator III - Student Services
- Diesel Truck & Bus Technician
- Director III - Purchasing and Business Services
- Directors (all levels)
- Driver/Equipment Operator
- Educational Interpreter
- Equipment Operator I
- Equipment Operator II



- Executive Secretary
- Financial Analyst
- Food Service Assistant I and II
- Heavy Equipment Operator
- Human Resources ESP Positions
- Human Resources Specialist
- Maintenance Mechanic I
- Maintenance Worker II
- Program Coordinator – Mentor Program
- Property Control Technician – Finance
- Risk Management Specialist
- Safety Officer I
- Security Credentials Technician
- Senior Financial Analyst
- Shop Leader – Grounds
- Shop Leader – HVAC Operations
- Shop Leader – Locksmiths
- Specialist I – Educational Data
- Storekeeper/Warehouse Technician I, II, and III
- Subject Area Specialist – P.E., Health, Wellness, Driver’s Education, and Athletics
- Teacher Assistant (all)
- Test Scoring and Reporting Coordinator
- Zone Manager - Custodial Services

Job Requirements

When asked about positions where requirements (education and experience) need to be revisited, respondents shared the following:

- Administrative Clerk II
- Administrative Secretary II
- Assistant Garage Supervisor
- Custodial Worker I, II, and III
- Diesel Truck & Bus Technician
- Driver/Equipment Operator
- Food Service Assistant I and II
- HVAC Technician
- Manager I - Database Administration
- School Bus Assistant
- School Bus Operator
- Substitute Food Service Assistant
- Teacher Assistant - Bilingual
- Teacher Assistant – Special
- Transportation Dispatcher



2.4 BENEFITS

Consultants asked participants for feedback on the District's benefit offerings. This section summarizes the feedback received, and is organized based on benefit type.

Health

- **High Cost of Premiums** – While most agreed that the premiums for employee-only coverage are affordable, the cost for spouse or family coverage is viewed as cost prohibitive. If both a husband and wife work for the District, the premiums for the family coverage are affordable. However If only one spouse works for the District sometimes the premium for family coverage is cost prohibitive.
 - One Custodial Worker I stated that her husband was laid off and because of his medical issues, they had no choice but to add him to her plan. Her net paycheck after adding him to the plan was 43 cents.
 - One Custodial Worker I indicated that he had two children without insurance because he could not afford the premiums to put them on the District's plan.
- **Opting out of Health Coverage** – As an example, about 20 percent of school-based employees interviewed at the secondary school level said they had opted out of the District's health coverage. Some recommended that an opt-out bonus should be paid to employees who do not take the insurance, since the District is saving money by not having to cover them.
- **Out-of-Pocket Costs** – In all but a limited number of cases, employees said the amount of money required to be paid out of pocket was high.
 - One Custodial Worker I said that her out-of-pocket charges for a recent surgery exceeded \$18,000. She stated the plan will not pay for certain specialty doctors, even though all of her doctors said it was necessary.
 - As many as 10 percent of the Custodial Workers, Teacher Assistants, and other clerical staff interviewed stated they had not gone to the doctor or had cancelled a doctor appointment because they did not have the money to pay the co-pay.
 - Three employees cited instances where they were unable to pick up prescriptions (including insulin for diabetes) because they had not met the deductible and did not have the money to pay for the prescription.
- **Denial of Claims and Services** – Employees provided examples of services or claims being denied although their doctors said it was medically necessary:
 - One employee with a history of colon cancer in the family said she was denied more frequent colonoscopies, as recommended by her doctor.



- One employee who had previously had breast cancer said she was denied more frequent mammograms as recommended by her doctor.
- At least three employees described instances where a prescription drug was not approved because the claims handler said it did not appear medically necessary in contradiction to the advice of their doctor.

Dental

- **Advance Payment** – Most interviewees (over 75%) stated the requirement to pay for dental visits and procedures in advance created a hardship for the employee and in some instances prevented them from being able to have the work done. Administrators commented that although they were able to handle the advance payment, they were aware that some of their employees did not have the ability to pay up front. Only a few employees mentioned that they had found a dentist that would allow them to sign a promissory note for services, thereby deferring payment until after the claim was paid.
- **Claim Payment Delays** – Several employees mentioned that it may take two to three months for the dental claims to be paid.

Retirement

- **Retirement Benefits in General** - The majority of all employees interviewed said the retirement benefits were good. A number of staff acknowledged that fewer employers are offering retirement benefits and they were grateful to be working for the District, which made them eligible for state retirement.
- **DROP Program** – Tenured employees repeatedly mentioned the DROP program as a significant benefit.
- **Cost** – A few employees mentioned that the District used to completely pay for retirement; however, today the District pays half and the other half is deducted from the employee's pay. These individuals said they would like the District to pick up more of the cost.
- **401K and Other Investment Accounts** – Some employees stated they would like to see the District match contributions to a 401K or other investment account.

Leave

- **Spring Break** – Employees, in general, noted that the manner in which leave is handled for Spring Break has changed over the last few years, and most were in favor of being compensated for the days off in the same way they are compensated for the Christmas Break. Having to use personal/annual leave for Spring Break was cited as a problem. In addition, two administrators said they felt they should be given off during Spring Break like the teachers.



- **Sick versus Personal/Annual Leave** – About 30 percent of all employees interviewed voiced some level of discontent with the requirement that annual leave must be scheduled at least two-week in advance. Some administrators and staff noted that the policy is forcing or encouraging employees to claim sick leave when they are unable to comply with the two-week notice requirement. Note that this is not a District policy, but rather a requirement set by a department.
- **Accrual Rates** – Employees concurred that the leave accrual rates for all types of leave are very competitive and they are pleased with this offering. Employees are very appreciative of the two-week holiday break they receive in December.

Wellness Program/Clinic

- **Participation** – Many employees interviewed said they participated in the Wellness Program, and most participating said they felt the program was good. The reasons cited for non-participation included the location of the clinic, lack of time to participate, or reluctance to provide so much personal information—knowing that it is available to some school district staff.
- **Location of Clinic and Workout Facility** – Depending on the location of the school where the interviews were being conducted, employees said they liked the location, or expressed some concern about the location of and distance to the clinic and workout facility.

Other

- **Free admission to games and other district events** – One employee said they really appreciated the District giving employee's free admission to games and other events.
- **Education Reimbursement** – Some employees mentioned their desire to go back to school for addition education or certifications, which would make them eligible for higher paying positions in the District. Their suggestion was for the District to provide some reimbursement for employees who are seeking to better themselves by getting more education.
- **Professional Development** – Several employees interviewed mentioned the need for additional professional development or training for non-instructional personnel. Examples given included technical training on various new computer programs; additional training on the new evaluation system; general desk top computer programs such as Excel, Power Point and Word; and job specific training such as cleaning standards and skills for Custodial Workers.
- **Vision**– The vision insurance was noted favorably by employees. They appreciate this offering despite the decrease in value in this benefit.
- **Tobacco Free Policy** – Several respondents noted that the recently adopted Tobacco Free policy has significantly impacted their ability to recruit talent. One respondent shared that, upon implementing this policy, “their applicant pool



shrunk by over 90 percent, for a lower compensated position requiring extensive pre-requisites as is. “

2.5 MARKET PEERS

Focus group participants were asked to name organizations they consider to be market peers, including local peers as well as more distant peers who they believe have characteristics similar to the District. Respondents shared public and private peer organizations. Responses are listed below and were considered when developing the list of peers for the salary and benefits survey. Note that the peers mentioned in focus groups and listed below were not all included in the market survey. Rather, these were suggestions provided by employees in focus groups and interviews that were further analyzed by Evergreen before being considered as a market peer.

- Santa Rosa County Schools
- Okaloosa County Schools
- Walton County Public Schools, FL
- Leon County Public Schools, FL
- St. Johns County Public Schools, FL
- Bay County Public Schools, FL
- Polk County Public Schools, FL
- Other Florida school districts which are similar in size and demographics to Escambia
- Baldwin County Public Schools, AL
- Mobile Public Schools, AL
- City of Pensacola
- Escambia County Government
- University of West Florida
- Pensacola State College
- Naval and Airforce Bases and Facilities
- Navy Federal Credit Union
- Baptist Hospital, Sacred Heart Hospital, and other local hospitals
- Wind Creek Casino and Hotel
- Charter and Private Schools
- Liberty Mutual Insurance
- Gulf Power Utilities



2.6 JANUARY 2016 ADDITIONAL SESSIONS

Evergreen returned to the District the week of January 11, 2016 to conduct additional focus group and interview sessions. While many of the same questions were asked (and subsequently included in the presiding summary), three additional questions were posed to participants. These questions were designed to illicit feedback to their specific situation within the District. These responses were valuable to Evergreen when performing analyses. These questions are listed below, along with a summary of the types of information Evergreen received from each.

Specific Title Issues:

- **Incorrect Title** – Several employees shared that the title of their position does not correspond to the type of work they perform. In many such cases, the titles contained the wrong subject or area of work (e.g., referring to administrative secretary work, rather than the correct area of financial work).
- **Incorrect Level** – Several employees stated that, while their type of work signified in their title is correct, the level of responsibility implied is not. One such example was provided by an employee in a coordinator position who felt strongly the work merited director-level status.

Equivalent Title at Peer Organizations:

- **Best Practice Titles** – Several employees shared that their title is descriptive, but is not in line with what other organizations classify employees performing similar work. Some of these concerns included having a certification type or other professional designation in the job title (e.g., Board Certified Behavior Analyst).
- **Appropriate Level** – Some employees shared that their classification is presented at a higher level in other districts (Director rather than Coordinator, for example). These employees shared their desire for Evergreen to compare their salary scale to these positions—regardless of differences in perceived standing.

Job Factor-Related Functions

- **Working Outside of Class** – Several employees shared that they consistently work outside of their classification level. As such, their selections for the Job Factor Questions (included in the JAT), may vary greatly from a factor more appropriate for their job title. One such example is an Administrative Secretary with moderate levels of employee oversight selecting a higher level of Leadership or Decision making than the base job description might suggest.



Chapter 3 – Assessment of Current Conditions

This chapter contains an assessment of the current classification and compensation system in the Escambia County School District. The information contained in this chapter was captured at the start of the study, and should be considered a snapshot in time. The analysis includes employee counts by department and grade; an analysis of employee class tenure; and an assessment of employee salary placement (relative to the classification range) and salary compression. By reviewing these measures, Evergreen Solutions is able to identify issues for both further review and potential revision; however, this analysis is not sufficient for recommendations when considered in isolation.

3.1 ANALYSIS OF SALARY SCHEDULES

The District utilizes six distinct step-based salary schedules, five of which (Administrative District Level, Administrative School Based Performance Base, Administrative School Based Performance Plus, Professional, and Educational Support Professional) are being reviewed as part of this study. **Exhibits 3A** through **3E** display the District's five 2015-16 non-instructional salary schedules that are included in the study. The study includes a total of 307 classifications across all five salary schedules.

Exhibits 3A through **3C** display the Administrative Salary Schedules, including the Administrative District Level (**Exhibit 3A**), Administrative School Based Performance Base (**Exhibit 3B**), and Administrative School Based Performance Plus (**Exhibit 3C**) schedules. As can be seen, all three Administrative Salary Schedules contain 13 grades, with 21 steps per grade, and a consistent range spread of 48.6 percent. Midpoint progression—or the percent by which the midpoint of each grade increases from one grade to the next—is inconsistent throughout the schedules. Specifically, midpoint progression ranges from a low of 1.6 percent to a high of 9.5 percent. Step progression—or the percent increase from one step to the next—is a consistent 2.0 percent. The Administrative Salary Schedules contain 74 classifications.

The Professional Salary Schedule, displayed in **Exhibit 5D**, contains 18 grades with a consistent range spread of 48.6 percent. The midpoint progression ranges from 1.4 percent to 20.0 percent. The Professional Salary Schedule, like the Administrative Salary Schedule, contains 21 steps (numbered 0 to 20), with a consistent step progression of 2.0 percent. The Professional Salary Schedule contains 117 classifications.

Exhibit 3E displays the Educational Support Professional (ESP) Salary Schedule. The ESP Salary Schedule contains 26 pay grades (numbered 8 to 33) with slightly inconsistent range spreads ranging from 77.4 percent to 77.7 percent. Midpoint progression is slightly inconsistent, ranging from 4.7 percent to 5.2 percent. Each pay grade in the schedule contains 30 steps, with step progression ranging from 1.9 percent to 2.1 percent. The ESP Schedule contains 116 classifications.

**EXHIBIT 3A
ADMINISTRATIVE SALARY SCHEDULE (12-MONTH DISTRICT LEVEL)
IN THE ESCAMBIA COUNTY SCHOOL DISTRICT**

Grade	Emps*	0	1	2	3	4	5	6	7	8	9	10
1	2	\$102,745	\$104,800	\$106,896	\$109,033	\$111,215	\$113,438	\$115,708	\$118,022	\$120,382	\$122,791	\$125,247
2	4	\$100,004	\$102,003	\$104,043	\$106,125	\$108,248	\$110,412	\$112,621	\$114,873	\$117,170	\$119,514	\$121,904
3	8	\$94,524	\$96,416	\$98,343	\$100,310	\$102,316	\$104,362	\$106,450	\$108,579	\$110,751	\$112,966	\$115,225
4	0	\$86,306	\$88,032	\$89,794	\$91,590	\$93,422	\$95,289	\$97,196	\$99,140	\$101,123	\$103,145	\$105,209
5	0	\$84,936	\$86,635	\$88,367	\$90,134	\$91,937	\$93,775	\$95,651	\$97,563	\$99,513	\$101,503	\$103,534
6	11	\$83,565	\$85,236	\$86,941	\$88,680	\$90,454	\$92,262	\$94,107	\$95,988	\$97,909	\$99,867	\$101,864
7	8	\$78,771	\$80,346	\$81,953	\$83,592	\$85,264	\$86,969	\$88,709	\$90,484	\$92,294	\$94,140	\$96,023
8	2	\$76,031	\$77,551	\$79,102	\$80,683	\$82,297	\$83,943	\$85,623	\$87,334	\$89,082	\$90,864	\$92,681
9	0	\$71,922	\$73,360	\$74,828	\$76,325	\$77,852	\$79,408	\$80,996	\$82,616	\$84,269	\$85,954	\$87,674
10	4	\$68,498	\$69,868	\$71,264	\$72,690	\$74,144	\$75,627	\$77,140	\$78,682	\$80,255	\$81,860	\$83,496
11	4	\$67,125	\$68,469	\$69,837	\$71,235	\$72,660	\$74,113	\$75,594	\$77,106	\$78,649	\$80,222	\$81,825
12	16	\$65,754	\$67,070	\$68,412	\$69,780	\$71,177	\$72,601	\$74,052	\$75,533	\$77,044	\$78,585	\$80,158
13	0	\$64,386	\$65,674	\$66,987	\$68,327	\$69,694	\$71,088	\$72,509	\$73,959	\$75,438	\$76,946	\$78,485

Grade	11	12	13	14	15	16	17	18	19	20	Midpoint Progression	Range Spread
1	\$127,751	\$130,307	\$132,913	\$135,571	\$138,282	\$141,049	\$143,869	\$146,745	\$149,681	\$152,675	2.7%	48.6%
2	\$124,342	\$126,828	\$129,365	\$131,952	\$134,591	\$137,284	\$140,029	\$142,830	\$145,686	\$148,600	5.8%	48.6%
3	\$117,530	\$119,880	\$122,278	\$124,723	\$127,216	\$129,761	\$132,356	\$135,003	\$137,702	\$140,456	9.5%	48.6%
4	\$107,314	\$109,459	\$111,649	\$113,882	\$116,160	\$118,483	\$120,853	\$123,270	\$125,735	\$128,251	1.6%	48.6%
5	\$105,605	\$107,717	\$109,871	\$112,068	\$114,309	\$116,596	\$118,927	\$121,306	\$123,732	\$126,207	1.6%	48.6%
6	\$103,902	\$105,980	\$108,100	\$110,262	\$112,467	\$114,716	\$117,010	\$119,350	\$121,737	\$124,172	6.1%	48.6%
7	\$97,942	\$99,902	\$101,900	\$103,938	\$106,018	\$108,138	\$110,301	\$112,507	\$114,757	\$117,053	3.6%	48.6%
8	\$94,535	\$96,425	\$98,354	\$100,320	\$102,325	\$104,373	\$106,459	\$108,589	\$110,760	\$112,975	5.7%	48.6%
9	\$89,427	\$91,217	\$93,040	\$94,901	\$96,799	\$98,735	\$100,711	\$102,724	\$104,780	\$106,875	5.0%	48.6%
10	\$85,166	\$86,870	\$88,607	\$90,380	\$92,188	\$94,032	\$95,913	\$97,830	\$99,787	\$101,782	2.0%	48.6%
11	\$83,463	\$85,132	\$86,835	\$88,572	\$90,343	\$92,150	\$93,992	\$95,872	\$97,789	\$99,746	2.1%	48.6%
12	\$81,760	\$83,395	\$85,062	\$86,764	\$88,499	\$90,270	\$92,075	\$93,917	\$95,795	\$97,711	2.1%	48.6%
13	\$80,056	\$81,656	\$83,290	\$84,955	\$86,655	\$88,388	\$90,156	\$91,959	\$93,798	\$95,674	-	48.6%

*Includes count of 11-month and 12-month employees.

**EXHIBIT 3B
ADMINISTRATIVE SALARY SCHEDULE (12-MONTH SCHOOL LEVEL PERFORMANCE BASE)
IN THE ESCAMBIA COUNTY SCHOOL DISTRICT**

Grade	Emps*	0	1	2	3	4	5	6	7	8	9	10
1	0	\$101,349	\$103,375	\$105,444	\$107,552	\$109,704	\$111,897	\$114,135	\$116,417	\$118,746	\$121,121	\$123,545
2	0	\$98,644	\$100,618	\$102,629	\$104,683	\$106,776	\$108,911	\$111,088	\$113,310	\$115,577	\$117,890	\$120,247
3	0	\$93,240	\$95,105	\$97,007	\$98,947	\$100,926	\$102,944	\$105,004	\$107,105	\$109,246	\$111,431	\$113,660
4	0	\$85,134	\$86,835	\$88,573	\$90,345	\$92,151	\$93,994	\$95,874	\$97,792	\$99,748	\$101,743	\$103,778
5	4	\$83,782	\$85,458	\$87,168	\$88,911	\$90,689	\$92,504	\$94,354	\$96,241	\$98,166	\$100,129	\$102,131
6	0	\$82,429	\$84,078	\$85,759	\$87,474	\$89,224	\$91,008	\$92,829	\$94,685	\$96,579	\$98,510	\$100,481
7	0	\$77,700	\$79,254	\$80,839	\$82,456	\$84,105	\$85,788	\$87,504	\$89,254	\$91,038	\$92,858	\$94,717
8	0	\$74,997	\$76,498	\$78,028	\$79,588	\$81,179	\$82,804	\$84,459	\$86,149	\$87,872	\$89,629	\$91,423
9	0	\$70,945	\$72,364	\$73,811	\$75,288	\$76,793	\$78,330	\$79,897	\$81,494	\$83,125	\$84,787	\$86,483
10	8	\$67,567	\$68,918	\$70,296	\$71,702	\$73,137	\$74,599	\$76,090	\$77,612	\$79,165	\$80,748	\$82,362
11	9	\$66,214	\$67,538	\$68,888	\$70,266	\$71,671	\$73,104	\$74,567	\$76,058	\$77,580	\$79,131	\$80,713
12	0	\$64,861	\$66,160	\$67,483	\$68,832	\$70,209	\$71,613	\$73,044	\$74,505	\$75,996	\$77,515	\$79,065
13	18	\$63,511	\$64,781	\$66,077	\$67,398	\$68,747	\$70,122	\$71,524	\$72,955	\$74,414	\$75,902	\$77,421

Grade	11	12	13	14	15	16	17	18	19	20	Midpoint Progression	Range Spread
1	\$126,014	\$128,535	\$131,106	\$133,728	\$136,403	\$139,131	\$141,913	\$144,752	\$147,646	\$150,600	2.7%	48.6%
2	\$122,652	\$125,105	\$127,608	\$130,159	\$132,763	\$135,418	\$138,126	\$140,888	\$143,706	\$146,580	5.8%	48.6%
3	\$115,933	\$118,250	\$120,615	\$123,027	\$125,488	\$127,998	\$130,558	\$133,169	\$135,833	\$138,550	9.5%	48.6%
4	\$105,853	\$107,970	\$110,130	\$112,333	\$114,580	\$116,871	\$119,209	\$121,593	\$124,025	\$126,506	1.6%	48.6%
5	\$104,175	\$106,257	\$108,383	\$110,550	\$112,761	\$115,015	\$117,315	\$119,662	\$122,056	\$124,497	1.6%	48.6%
6	\$102,491	\$104,540	\$106,632	\$108,764	\$110,940	\$113,159	\$115,422	\$117,731	\$120,085	\$122,487	6.1%	48.6%
7	\$96,610	\$98,543	\$100,514	\$102,525	\$104,576	\$106,667	\$108,800	\$110,976	\$113,196	\$115,460	3.6%	48.6%
8	\$93,251	\$95,116	\$97,018	\$98,957	\$100,937	\$102,955	\$105,015	\$107,116	\$109,258	\$111,443	5.7%	48.6%
9	\$88,212	\$89,977	\$91,776	\$93,612	\$95,485	\$97,394	\$99,341	\$101,328	\$103,355	\$105,421	5.0%	48.6%
10	\$84,009	\$85,689	\$87,403	\$89,151	\$90,933	\$92,752	\$94,607	\$96,500	\$98,430	\$100,399	2.0%	48.6%
11	\$82,329	\$83,974	\$85,653	\$87,366	\$89,113	\$90,896	\$92,714	\$94,568	\$96,460	\$98,389	2.1%	48.6%
12	\$80,647	\$82,259	\$83,904	\$85,583	\$87,295	\$89,040	\$90,820	\$92,637	\$94,489	\$96,378	2.1%	48.6%
13	\$78,969	\$80,548	\$82,160	\$83,803	\$85,479	\$87,189	\$88,933	\$90,711	\$92,525	\$94,375	-	48.6%

*Includes count of 11-month and 12-month employees.



**EXHIBIT 3C
ADMINISTRATIVE SALARY SCHEDULE (12-MONTH SCHOOL LEVEL PERFORMANCE PLUS)
IN THE ESCAMBIA COUNTY SCHOOL DISTRICT**

Grade	Emps*	0	1	2	3	4	5	6	7	8	9	10
1	0	\$103,335	\$105,402	\$107,510	\$109,660	\$111,853	\$114,091	\$116,373	\$118,701	\$121,075	\$123,497	\$125,968
2	0	\$100,578	\$102,591	\$104,642	\$106,736	\$108,869	\$111,048	\$113,269	\$115,534	\$117,845	\$120,202	\$122,606
3	7	\$95,068	\$96,969	\$98,908	\$100,886	\$102,905	\$104,962	\$107,062	\$109,203	\$111,387	\$113,614	\$115,886
4	9	\$86,803	\$88,539	\$90,310	\$92,116	\$93,959	\$95,837	\$97,754	\$99,709	\$101,703	\$103,737	\$105,812
5	30	\$85,424	\$87,132	\$88,875	\$90,653	\$92,465	\$94,314	\$96,201	\$98,125	\$100,087	\$102,089	\$104,130
6	0	\$84,046	\$85,726	\$87,441	\$89,190	\$90,974	\$92,793	\$94,649	\$96,542	\$98,473	\$100,442	\$102,450
7	0	\$79,224	\$80,809	\$82,425	\$84,074	\$85,754	\$87,469	\$89,219	\$91,004	\$92,825	\$94,681	\$96,575
8	0	\$76,467	\$77,996	\$79,556	\$81,147	\$82,769	\$84,426	\$86,114	\$87,836	\$89,594	\$91,385	\$93,214
9	0	\$72,335	\$73,782	\$75,258	\$76,763	\$78,298	\$79,864	\$81,462	\$83,091	\$84,753	\$86,448	\$88,177
10	5	\$68,892	\$70,270	\$71,675	\$73,109	\$74,571	\$76,062	\$77,584	\$79,136	\$80,719	\$82,334	\$83,980
11	7	\$67,511	\$68,861	\$70,238	\$71,642	\$73,075	\$74,537	\$76,027	\$77,548	\$79,099	\$80,681	\$82,294
12	1	\$66,133	\$67,456	\$68,806	\$70,181	\$71,584	\$73,016	\$74,476	\$75,966	\$77,485	\$79,036	\$80,617
13	13	\$64,756	\$66,051	\$67,372	\$68,719	\$70,094	\$71,497	\$72,926	\$74,384	\$75,872	\$77,390	\$78,937

Grade	11	12	13	14	15	16	17	18	19	20	Midpoint Progression	Range Spread
1	\$128,486	\$131,056	\$133,677	\$136,351	\$139,078	\$141,859	\$144,697	\$147,590	\$150,543	\$153,553	2.7%	48.6%
2	\$125,058	\$127,560	\$130,110	\$132,713	\$135,367	\$138,074	\$140,835	\$143,652	\$146,525	\$149,456	5.8%	48.6%
3	\$118,203	\$120,567	\$122,978	\$125,438	\$127,947	\$130,505	\$133,115	\$135,778	\$138,494	\$141,264	9.5%	48.6%
4	\$107,929	\$110,087	\$112,289	\$114,535	\$116,826	\$119,162	\$121,544	\$123,975	\$126,455	\$128,985	1.6%	48.6%
5	\$106,213	\$108,336	\$110,503	\$112,714	\$114,968	\$117,267	\$119,613	\$122,005	\$124,445	\$126,933	1.6%	48.6%
6	\$104,500	\$106,590	\$108,722	\$110,896	\$113,114	\$115,377	\$117,684	\$120,038	\$122,439	\$124,889	6.1%	48.6%
7	\$98,506	\$100,477	\$102,487	\$104,536	\$106,627	\$108,760	\$110,936	\$113,155	\$115,418	\$117,727	3.6%	48.6%
8	\$95,077	\$96,979	\$98,920	\$100,898	\$102,916	\$104,974	\$107,073	\$109,215	\$111,399	\$113,627	5.7%	48.6%
9	\$89,940	\$91,739	\$93,573	\$95,444	\$97,353	\$99,301	\$101,287	\$103,313	\$105,380	\$107,488	5.0%	48.6%
10	\$85,660	\$87,373	\$89,120	\$90,903	\$92,721	\$94,575	\$96,467	\$98,397	\$100,364	\$102,371	2.0%	48.6%
11	\$83,941	\$85,619	\$87,332	\$89,079	\$90,861	\$92,677	\$94,532	\$96,421	\$98,350	\$100,318	2.1%	48.6%
12	\$82,229	\$83,873	\$85,551	\$87,261	\$89,007	\$90,788	\$92,603	\$94,455	\$96,344	\$98,272	2.1%	48.6%
13	\$80,516	\$82,126	\$83,768	\$85,445	\$87,152	\$88,896	\$90,675	\$92,487	\$94,338	\$96,225	-	48.6%

*Includes count of 11-month and 12-month employees.



**EXHIBIT 3D
PROFESSIONAL SALARY SCHEDULE
IN THE ESCAMBIA COUNTY SCHOOL DISTRICT**

Grade	Employees	0	1	2	3	4	5	6	7	8	9	10
18	5	\$27,398	\$27,946	\$28,505	\$29,075	\$29,657	\$30,250	\$30,855	\$31,472	\$32,101	\$32,743	\$33,398
17	7	\$32,879	\$33,536	\$34,207	\$34,891	\$35,589	\$36,301	\$37,027	\$37,768	\$38,523	\$39,293	\$40,079
16	3	\$35,618	\$36,330	\$37,057	\$37,798	\$38,554	\$39,325	\$40,112	\$40,914	\$41,732	\$42,567	\$43,418
15	2	\$38,357	\$39,124	\$39,906	\$40,704	\$41,518	\$42,348	\$43,195	\$44,059	\$44,940	\$45,839	\$46,756
14	22	\$39,044	\$39,825	\$40,622	\$41,434	\$42,263	\$43,108	\$43,970	\$44,849	\$45,746	\$46,661	\$47,594
13	28	\$40,413	\$41,221	\$42,045	\$42,886	\$43,744	\$44,619	\$45,511	\$46,421	\$47,349	\$48,296	\$49,262
12	7	\$45,894	\$46,811	\$47,747	\$48,702	\$49,676	\$50,670	\$51,683	\$52,717	\$53,771	\$54,846	\$55,943
11	19	\$49,317	\$50,303	\$51,309	\$52,335	\$53,382	\$54,450	\$55,539	\$56,650	\$57,783	\$58,939	\$60,118
10	11	\$50,002	\$51,003	\$52,023	\$53,063	\$54,124	\$55,206	\$56,310	\$57,436	\$58,585	\$59,757	\$60,952
9	3	\$50,687	\$51,701	\$52,735	\$53,790	\$54,866	\$55,963	\$57,082	\$58,224	\$59,388	\$60,576	\$61,788
8	12	\$52,057	\$53,098	\$54,160	\$55,243	\$56,348	\$57,475	\$58,625	\$59,798	\$60,994	\$62,214	\$63,458
7	3	\$54,796	\$55,893	\$57,011	\$58,151	\$59,314	\$60,500	\$61,710	\$62,944	\$64,203	\$65,487	\$66,797
6	23	\$58,906	\$60,084	\$61,286	\$62,512	\$63,762	\$65,037	\$66,338	\$67,665	\$69,018	\$70,398	\$71,806
5	92	\$63,017	\$64,277	\$65,563	\$66,874	\$68,211	\$69,575	\$70,967	\$72,386	\$73,834	\$75,311	\$76,817
4	2	\$65,754	\$67,070	\$68,411	\$69,779	\$71,175	\$72,599	\$74,051	\$75,532	\$77,043	\$78,584	\$80,156
3	12	\$69,868	\$71,264	\$72,689	\$74,143	\$75,626	\$77,139	\$78,682	\$80,256	\$81,861	\$83,498	\$85,168
2	3	\$71,236	\$72,661	\$74,114	\$75,596	\$77,108	\$78,650	\$80,223	\$81,827	\$83,464	\$85,133	\$86,836
1	1	\$73,977	\$75,457	\$76,966	\$78,505	\$80,075	\$81,677	\$83,311	\$84,977	\$86,677	\$88,411	\$90,179



**EXHIBIT 3D (Continued)
PROFESSIONAL SALARY SCHEDULE
IN THE ESCAMBIA COUNTY SCHOOL DISTRICT**

Grade	11	12	13	14	15	16	17	18	19	20	Midpoint Progression	Range Spread
18	\$34,066	\$34,747	\$35,442	\$36,151	\$36,874	\$37,611	\$38,363	\$39,130	\$39,913	\$40,711	-	48.6%
17	\$40,881	\$41,699	\$42,533	\$43,384	\$44,252	\$45,137	\$46,040	\$46,961	\$47,900	\$48,858	20.0%	48.6%
16	\$44,286	\$45,172	\$46,075	\$46,997	\$47,937	\$48,896	\$49,874	\$50,871	\$51,888	\$52,926	8.3%	48.6%
15	\$47,691	\$48,645	\$49,618	\$50,610	\$51,622	\$52,654	\$53,707	\$54,781	\$55,877	\$56,995	7.7%	48.6%
14	\$48,546	\$49,517	\$50,507	\$51,517	\$52,547	\$53,598	\$54,670	\$55,763	\$56,878	\$58,016	1.8%	48.6%
13	\$50,247	\$51,252	\$52,277	\$53,323	\$54,389	\$55,477	\$56,587	\$57,719	\$58,873	\$60,050	3.5%	48.6%
12	\$57,062	\$58,203	\$59,367	\$60,554	\$61,765	\$63,000	\$64,260	\$65,545	\$66,856	\$68,193	13.6%	48.6%
11	\$61,320	\$62,546	\$63,797	\$65,073	\$66,374	\$67,701	\$69,055	\$70,436	\$71,845	\$73,282	7.5%	48.6%
10	\$62,171	\$63,414	\$64,682	\$65,976	\$67,296	\$68,642	\$70,015	\$71,415	\$72,843	\$74,300	1.4%	48.6%
9	\$63,024	\$64,284	\$65,570	\$66,881	\$68,219	\$69,583	\$70,975	\$72,395	\$73,843	\$75,320	1.4%	48.6%
8	\$64,727	\$66,022	\$67,342	\$68,689	\$70,063	\$71,464	\$72,893	\$74,351	\$75,838	\$77,355	2.7%	48.6%
7	\$68,133	\$69,496	\$70,886	\$72,304	\$73,750	\$75,225	\$76,730	\$78,265	\$79,830	\$81,427	5.3%	48.6%
6	\$73,242	\$74,707	\$76,201	\$77,725	\$79,280	\$80,866	\$82,483	\$84,133	\$85,816	\$87,532	7.5%	48.6%
5	\$78,353	\$79,920	\$81,518	\$83,148	\$84,811	\$86,507	\$88,237	\$90,002	\$91,802	\$93,638	7.0%	48.6%
4	\$81,759	\$83,394	\$85,062	\$86,763	\$88,498	\$90,268	\$92,073	\$93,914	\$95,792	\$97,708	4.4%	48.6%
3	\$86,871	\$88,608	\$90,380	\$92,188	\$94,032	\$95,913	\$97,831	\$99,788	\$101,784	\$103,820	6.3%	48.6%
2	\$88,573	\$90,344	\$92,151	\$93,994	\$95,874	\$97,791	\$99,747	\$101,742	\$103,777	\$105,853	2.0%	48.6%
1	\$91,983	\$93,823	\$95,699	\$97,613	\$99,565	\$101,556	\$103,587	\$105,659	\$107,772	\$109,927	3.9%	48.6%



**EXHIBIT 3E
EDUCATIONAL SUPPORT PERSONNEL SALARY SCHEDULE
IN THE ESCAMBIA COUNTY SCHOOL DISTRICT***

Grade	Employees	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
8	338	\$18,685	\$19,070	\$19,434	\$19,819	\$20,225	\$20,631	\$21,037	\$21,465	\$21,892	\$22,341	\$22,769	\$23,218	\$23,688	\$24,180	\$24,650
9	6	\$19,626	\$20,011	\$20,417	\$20,823	\$21,251	\$21,657	\$22,085	\$22,534	\$22,983	\$23,453	\$23,902	\$24,394	\$24,864	\$25,377	\$25,890
10	104	\$20,588	\$21,016	\$21,422	\$21,871	\$22,299	\$22,726	\$23,196	\$23,667	\$24,137	\$24,629	\$25,121	\$25,591	\$26,104	\$26,638	\$27,173
11	565	\$21,614	\$22,063	\$22,512	\$22,961	\$23,410	\$23,881	\$24,351	\$24,843	\$25,334	\$25,847	\$26,361	\$26,895	\$27,430	\$27,985	\$28,541
12	20	\$22,705	\$23,154	\$23,624	\$24,094	\$24,586	\$25,078	\$25,570	\$26,083	\$26,596	\$27,130	\$27,665	\$28,221	\$28,798	\$29,375	\$29,952
13	296	\$23,838	\$24,330	\$24,821	\$25,313	\$25,826	\$26,339	\$26,874	\$27,408	\$27,943	\$28,520	\$29,076	\$29,653	\$30,252	\$30,850	\$31,470
14	56	\$25,035	\$25,548	\$26,061	\$26,574	\$27,109	\$27,665	\$28,221	\$28,776	\$29,354	\$29,931	\$30,529	\$31,128	\$31,769	\$32,411	\$33,052
15	61	\$26,296	\$26,810	\$27,365	\$27,900	\$28,456	\$29,033	\$29,610	\$30,187	\$30,807	\$31,406	\$32,047	\$32,667	\$33,330	\$34,014	\$34,677
16	68	\$27,601	\$28,156	\$28,712	\$29,290	\$29,867	\$30,465	\$31,064	\$31,684	\$32,347	\$32,988	\$33,651	\$34,314	\$34,998	\$35,703	\$36,409
17	88	\$28,990	\$29,589	\$30,166	\$30,765	\$31,385	\$32,005	\$32,646	\$33,287	\$33,972	\$34,656	\$35,340	\$36,045	\$36,772	\$37,499	\$38,247
18	9	\$30,423	\$31,021	\$31,641	\$32,304	\$32,945	\$33,587	\$34,271	\$34,934	\$35,661	\$36,366	\$37,093	\$37,820	\$38,589	\$39,359	\$40,150
19	65	\$31,941	\$32,582	\$33,223	\$33,886	\$34,592	\$35,276	\$35,981	\$36,687	\$37,435	\$38,183	\$38,932	\$39,723	\$40,514	\$41,326	\$42,138
20	38	\$33,544	\$34,228	\$34,891	\$35,596	\$36,323	\$37,029	\$37,777	\$38,547	\$39,295	\$40,107	\$40,898	\$41,689	\$42,545	\$43,378	\$44,255
21	36	\$35,233	\$35,917	\$36,644	\$37,392	\$38,119	\$38,867	\$39,658	\$40,449	\$41,262	\$42,074	\$42,929	\$43,785	\$44,661	\$45,538	\$46,457
22	18	\$36,986	\$37,734	\$38,504	\$39,252	\$40,043	\$40,856	\$41,647	\$42,502	\$43,336	\$44,212	\$45,110	\$45,987	\$46,927	\$47,868	\$48,809
23	4	\$38,825	\$39,616	\$40,385	\$41,219	\$42,032	\$42,887	\$43,720	\$44,597	\$45,495	\$46,393	\$47,334	\$48,274	\$49,236	\$50,220	\$51,246
24	1	\$40,770	\$41,583	\$42,416	\$43,250	\$44,127	\$45,003	\$45,901	\$46,842	\$47,761	\$48,723	\$49,707	\$50,690	\$51,695	\$52,721	\$53,790
25	0	\$42,801	\$43,656	\$44,554	\$45,431	\$46,329	\$47,248	\$48,210	\$49,172	\$50,156	\$51,139	\$52,165	\$53,213	\$54,282	\$55,372	\$56,484
26	12	\$44,939	\$45,837	\$46,778	\$47,697	\$48,659	\$49,621	\$50,605	\$51,609	\$52,657	\$53,705	\$54,795	\$55,885	\$56,997	\$58,130	\$59,306
27	0	\$47,184	\$48,146	\$49,108	\$50,091	\$51,075	\$52,101	\$53,149	\$54,218	\$55,308	\$56,398	\$57,531	\$58,686	\$59,862	\$61,038	\$62,256
28	0	\$49,557	\$50,540	\$51,545	\$52,571	\$53,640	\$54,709	\$55,800	\$56,911	\$58,066	\$59,220	\$60,396	\$61,593	\$62,833	\$64,095	\$65,378
29	1	\$52,037	\$53,063	\$54,132	\$55,222	\$56,313	\$57,446	\$58,600	\$59,755	\$60,952	\$62,171	\$63,432	\$64,693	\$65,976	\$67,280	\$68,649
30	0	\$54,624	\$55,736	\$56,847	\$57,980	\$59,135	\$60,311	\$61,508	\$62,748	\$64,009	\$65,292	\$66,575	\$67,922	\$69,269	\$70,680	\$72,069
31	0	\$57,360	\$58,515	\$59,669	\$60,867	\$62,085	\$63,325	\$64,608	\$65,891	\$67,195	\$68,542	\$69,910	\$71,321	\$72,732	\$74,186	\$75,682
32	0	\$60,225	\$61,422	\$62,662	\$63,902	\$65,185	\$66,489	\$67,815	\$69,183	\$70,551	\$71,962	\$73,395	\$74,870	\$76,388	\$77,906	\$79,445
33	0	\$63,240	\$64,480	\$65,784	\$67,109	\$68,456	\$69,824	\$71,214	\$72,625	\$74,100	\$75,554	\$77,072	\$78,633	\$80,193	\$81,797	\$83,443

*Note that the base salary amounts displayed on this ESP Salary Schedule do not reflect the additional 14 days of compensation provided to ESP employees for the Omnibus Agreement, the longevity supplements, the No Child Left Behind supplement, and the Food Service Manager supplement provided to some employees.



**EXHIBIT 3E (Continued)
EDUCATIONAL SUPPORT PERSONNEL SALARY SCHEDULE
IN THE ESCAMBIA COUNTY SCHOOL DISTRICT***

Grade	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	Midpoint Progression	Range Spread
8	\$25,142	\$25,655	\$26,147	\$26,681	\$27,216	\$27,750	\$28,306	\$28,862	\$29,439	\$30,038	\$30,658	\$31,256	\$31,898	\$32,518	\$33,159	-	77.5%
9	\$26,403	\$26,938	\$27,472	\$28,028	\$28,584	\$29,140	\$29,738	\$30,316	\$30,936	\$31,534	\$32,176	\$32,817	\$33,480	\$34,143	\$34,827	5.0%	77.5%
10	\$27,707	\$28,263	\$28,841	\$29,396	\$29,995	\$30,594	\$31,214	\$31,834	\$32,475	\$33,116	\$33,779	\$34,442	\$35,147	\$35,853	\$36,558	5.1%	77.6%
11	\$29,118	\$29,696	\$30,273	\$30,893	\$31,492	\$32,133	\$32,774	\$33,437	\$34,100	\$34,784	\$35,468	\$36,195	\$36,900	\$37,649	\$38,376	5.0%	77.5%
12	\$30,551	\$31,149	\$31,791	\$32,432	\$33,074	\$33,736	\$34,399	\$35,105	\$35,810	\$36,516	\$37,243	\$37,991	\$38,739	\$39,530	\$40,321	5.1%	77.6%
13	\$32,090	\$32,732	\$33,416	\$34,078	\$34,741	\$35,425	\$36,131	\$36,879	\$37,606	\$38,354	\$39,124	\$39,894	\$40,706	\$41,518	\$42,352	5.1%	77.7%
14	\$33,715	\$34,378	\$35,083	\$35,789	\$36,494	\$37,221	\$37,969	\$38,718	\$39,487	\$40,300	\$41,091	\$41,925	\$42,737	\$43,614	\$44,469	5.0%	77.6%
15	\$35,361	\$36,067	\$36,815	\$37,542	\$38,290	\$39,060	\$39,829	\$40,642	\$41,433	\$42,267	\$43,122	\$43,977	\$44,854	\$45,751	\$46,649	4.7%	77.4%
16	\$37,136	\$37,884	\$38,632	\$39,402	\$40,214	\$41,005	\$41,839	\$42,652	\$43,528	\$44,383	\$45,281	\$46,158	\$47,098	\$48,039	\$49,001	5.1%	77.5%
17	\$39,017	\$39,787	\$40,578	\$41,390	\$42,224	\$43,079	\$43,913	\$44,811	\$45,709	\$46,607	\$47,547	\$48,509	\$49,471	\$50,455	\$51,460	5.0%	77.5%
18	\$40,941	\$41,775	\$42,587	\$43,464	\$44,319	\$45,217	\$46,094	\$47,034	\$47,975	\$48,916	\$49,899	\$50,904	\$51,930	\$52,956	\$54,025	5.0%	77.6%
19	\$42,994	\$43,849	\$44,725	\$45,602	\$46,521	\$47,462	\$48,424	\$49,365	\$50,369	\$51,374	\$52,400	\$53,448	\$54,538	\$55,607	\$56,719	5.0%	77.6%
20	\$45,153	\$46,051	\$46,970	\$47,911	\$48,851	\$49,835	\$50,840	\$51,866	\$52,892	\$53,940	\$55,009	\$56,120	\$57,232	\$58,387	\$59,562	5.0%	77.6%
21	\$47,398	\$48,338	\$49,300	\$50,305	\$51,310	\$52,336	\$53,362	\$54,431	\$55,522	\$56,634	\$57,767	\$58,921	\$60,118	\$61,316	\$62,534	4.9%	77.5%
22	\$49,792	\$50,776	\$51,802	\$52,828	\$53,876	\$54,966	\$56,056	\$57,168	\$58,322	\$59,477	\$60,696	\$61,893	\$63,133	\$64,394	\$65,698	5.2%	77.6%
23	\$52,251	\$53,298	\$54,346	\$55,436	\$56,548	\$57,681	\$58,836	\$60,011	\$61,230	\$62,449	\$63,689	\$64,950	\$66,276	\$67,580	\$68,927	4.8%	77.5%
24	\$54,859	\$55,949	\$57,082	\$58,216	\$59,370	\$60,567	\$61,786	\$63,026	\$64,266	\$65,549	\$66,874	\$68,200	\$69,589	\$70,958	\$72,390	5.0%	77.6%
25	\$57,596	\$58,750	\$59,926	\$61,123	\$62,363	\$63,603	\$64,864	\$66,147	\$67,494	\$68,841	\$70,231	\$71,620	\$73,053	\$74,507	\$76,003	5.0%	77.6%
26	\$60,482	\$61,679	\$62,940	\$64,180	\$65,463	\$66,789	\$68,114	\$69,461	\$70,872	\$72,262	\$73,715	\$75,212	\$76,687	\$78,226	\$79,809	5.0%	77.6%
27	\$63,518	\$64,800	\$66,083	\$67,409	\$68,756	\$70,145	\$71,535	\$72,967	\$74,421	\$75,918	\$77,435	\$78,953	\$80,535	\$82,160	\$83,806	5.0%	77.6%
28	\$66,682	\$68,029	\$69,376	\$70,765	\$72,176	\$73,630	\$75,105	\$76,580	\$78,120	\$79,702	\$81,284	\$82,909	\$84,576	\$86,265	\$87,975	4.9%	77.5%
29	\$70,017	\$71,407	\$72,839	\$74,293	\$75,789	\$77,286	\$78,846	\$80,429	\$82,032	\$83,678	\$85,346	\$87,056	\$88,788	\$90,562	\$92,380	5.0%	77.5%
30	\$73,523	\$74,977	\$76,473	\$78,013	\$79,573	\$81,155	\$82,780	\$84,426	\$86,115	\$87,847	\$89,622	\$91,396	\$93,235	\$95,073	\$96,997	5.0%	77.6%
31	\$77,179	\$78,740	\$80,300	\$81,925	\$83,550	\$85,217	\$86,928	\$88,660	\$90,434	\$92,230	\$94,090	\$95,971	\$97,895	\$99,841	\$101,851	5.0%	77.6%
32	\$81,049	\$82,673	\$84,320	\$86,009	\$87,719	\$89,472	\$91,289	\$93,106	\$94,945	\$96,869	\$98,793	\$100,782	\$102,770	\$104,844	\$106,939	5.0%	77.6%
33	\$85,111	\$86,800	\$88,553	\$90,306	\$92,102	\$93,940	\$95,843	\$97,746	\$99,713	\$101,679	\$103,732	\$105,806	\$107,922	\$110,060	\$112,262	4.9%	77.5%

*Note that the base salary amounts displayed on this ESP Salary Schedule do not reflect the additional 14 days of compensation provided to ESP employees for the Omnibus Agreement, the longevity supplements, the No Child Left Behind supplement, and the Food Service Manager supplement provided to some employees.



It is important to note that this base salary schedule does not include salary additives, such as longevity supplements and other supplements including the No Child Left Behind supplement, the Food Service Manager supplement, and the Omnibus Agreement compensation, which can significantly increase the values of pay grades and their steps. **Appendix A** provides salary schedules that reflect the value of steps plus the longevity supplement for ESP employees

In addition to base salary, the District provides additional compensation on top of the base ESP Salary Schedule that acts to increase the value of this compensation plan. Specifically, longevity stipends are provided in various increments based on years of experience; the Omnibus Agreement provides up to 14 additional days of compensation to ESP employees; the No Child Left Behind (NCLB) supplement provides an additional 2, 4, or 6 percent for paraprofessionals on this career ladder; and the Food Service Manager Mentor supplement which provides a 5 percent supplement for Food Service Managers training others.

Longevity stipends for ESP employees are provided as a percentage of base salary, based on an employee's years of experience, in the following increments:

- 5-10 years of service = 2%
- 10-15 years of service = 4%
- 15-20 years of service = 6%
- 20-25 years of service = 8%
- 25-28 years of service = 10%
- 28+ years of service = 11%
- 30+ years of service = 12%

Step placement and years of experience are not necessarily equal, and therefore, at any given step on the ESP Salary Schedule, an employee can receive any of the levels of longevity supplements based on their years of experience. For example, an employee on Step 0 of a pay grade could theoretically receive the maximum longevity supplement of 12 percent. Longevity supplement values range from a low of \$373.71 for an employee at step 1 of pay grade 8 with 5-10 years of experience, to a high of \$13,471.46 for an employee at Step 30 of pay grade 33 with 30+ years of experience.

In addition to longevity pay, the Omnibus Agreement provides ESP employees with up to an additional 6-14 days of pay, which also increases the value of the base salary schedule for this employee group. Specifically, the Omnibus Agreement provides the following:

- all ESP employees receive six (6) paid days off over winter break;
- all 10-month and 11-month ESP employees receive an additional 4 days off each year;
- all 10-month and 11-month ESP employees with 6-10 years of experience receive an additional 2 days off each year; and
- all 10-month and 11-month ESP employees with 10+ years of experience receive an additional 4 days off each year.

For ESP employees on a 12-month schedule, the Omnibus Agreement increases the value of the base compensation by an estimated 2.3 percent (6/260 Days). For 10-month and 11-month ESP employees, the Omnibus Agreement increases the value of base compensation by an estimated 2.5-5.8 percent (6/238 Days or 14/238 Days) for 11-month employees and by an estimated 2.8-6.5 percent (6/217 Days or 14/217 Days) for 10-month employees.

The third type of supplement offered to ESP paraprofessionals is the NCLB supplement, which provides a 2-6 percent supplement on top of base pay. The purpose of this supplement is to provide a system for paraprofessionals—those who assist with the instruction of students in the core curriculum—to obtain higher levels of instructional skills. The various tiers of the supplement are:

1. Paygrade plus a supplement of 2 percent of base hourly rate: NCLB qualified by demonstrating knowledge of and the ability to assist in instruction by means of the locally approved academic assessment, (i.e. passing the test or producing equivalent documentation from another recognized school district).
2. Paygrade plus a supplement of 4 percent of base hourly rate: NCLB qualified by earning 48 college credit hours, or by passing the test and documenting 120 points of district approved staff development and/or CDA hours. Employees who have attained Rung III must earn 120 points of approved staff development hours every five years to maintain Rung III.
3. Paygrade plus a supplement of 6 percent of base hourly rate: NCLB qualified by earning an associate's degree or higher.

Between the longevity supplements, the Omnibus Agreement, the No Child Left Behind (NCLB) supplement, and the Food Service Manager Mentor supplement, the total base compensation for ESP employees can be increased by as much as 24.5 percent (however, note that the average supplement is 4.02 percent for ESP employees). When comparing the District's compensation to market values, these supplements must be considered.

Exhibit 3F provides a summary of the structural measures for each of the three salary schedules outlined above (note that the three Administrative Salary Schedules are consolidated for this analysis as all structural characteristics are the same).

**EXHIBIT 3F
SUMMARY OF CURRENT SALARY SCHEDULES**

Schedule	# of Pay Grades	# of Steps	Step Progression	Midpoint Progression	Range Spread	Supplemental Value Added
Administrative	13	21	2.0%	2.0 - 9.5%	48.6%	NA
Professional	18	21	2.0%	1.4 - 20.0%	48.6%	NA
ESP	26	30	1.9 - 2.1%	4.7 - 5.2%	77.4 - 77.7%	0% - 24.5%



Based on the analysis of existing salary schedules, the following was determined:

- Range spreads are close to the best practice standard of 50-70 percent.
- Midpoint progression across all salary schedules is inconsistent, and in many cases, not aligned with the best practice standard of between 3 and 5 percent.
- There is no continuity between schedules in terms of grade nomenclature. That is, the lowest grade of the Administrative and Professional schedule is labeled with the highest grade number (Grade 13 and 18, respectively), while this the lowest grade in the ESP schedule is Grade 8.
- The number of steps varies between schedules—at either 21 or 30.
- Significant supplements of as much as 24.5 percent are added to the ESP base salary schedule—whereas in most organizations positions are compensated at market value only. Since base pay grade values are considered market rate, these supplements have the potential to raise pay grade values significantly above the market rate.

3.2 GRADE PLACEMENT ANALYSIS

When assessing the effectiveness of an organization's salary schedules and policies, it is helpful to analyze where employee salaries stand in comparison to their classification's grade range. In general, an employee at the classification's grade minimum would indicate that they were a newer employee or recently promoted into their classification; and therefore have not had the opportunity or experience needed to progress through the range. By contrast, an employee at or near the maximum of their pay grade is generally an employee who has had the opportunity or experience necessary to progress to the top of the range, or an employee that may be nearing an opportunity for promotion.

Exhibits 3G through **3I** display the employees who are compensated at their classification's grade minimum or maximum. The percentages presented are based on the total number of employees in that grade. For the purpose of this analysis, all Administrative and Professional employee salaries were normalized to a full 2,000 hour work year, and ESP employees were normalized to a full 2,096 hour work year as these are the standard annual work hours for full-time employees in their respective schedule schedules (according to data provided by the District). Note that this analysis considers only base compensation, and does not account for additional compensation sources such as longevity or Omnibus Agreement compensation.



**EXHIBIT 3G
EMPLOYEES AT MINIMUM AND MAXIMUM BY GRADE**

Administrative Schedule					
Grade	Employees	At Min		At Max	
		#	%	#	%
13	31	10	32.3%	0	0.0%
12	17	9	52.9%	0	0.0%
11	20	10	50.0%	0	0.0%
10	17	10	58.8%	0	0.0%
9	1	0	0.0%	0	0.0%
8	1	0	0.0%	0	0.0%
7	8	2	25.0%	0	0.0%
6	11	5	45.5%	0	0.0%
5	34	6	17.6%	0	0.0%
4	9	5	55.6%	0	0.0%
3	15	6	40.0%	0	0.0%
2	4	0	0.0%	0	0.0%
1	2	0	0.0%	0	0.0%
Total	170	63	37.1%	0	0.0%

**EXHIBIT 3H
EMPLOYEES AT MINIMUM AND MAXIMUM BY GRADE**

Professional Schedule					
Grade	Employees	At Min		At Max	
		#	%	#	%
18	5	3	60.0%	0	0.0%
17	7	4	57.1%	0	0.0%
16	3	2	66.7%	0	0.0%
15	2	1	50.0%	0	0.0%
14	22	14	63.6%	0	0.0%
13	28	11	39.3%	0	0.0%
12	7	2	28.6%	0	0.0%
11	19	12	63.2%	0	0.0%
10	11	4	36.4%	0	0.0%
9	3	2	66.7%	0	0.0%
8	12	6	50.0%	0	0.0%
7	3	0	0.0%	0	0.0%
6	23	11	47.8%	0	0.0%
5	92	22	23.9%	0	0.0%
4	2	0	0.0%	0	0.0%
3	12	7	58.3%	0	0.0%
2	3	0	0.0%	0	0.0%
1	1	0	0.0%	0	0.0%
Total	255	101	39.6%	0	0.0%



**EXHIBIT 3I
EMPLOYEES AT MINIMUM AND MAXIMUM BY GRADE**

Educational Support Personnel Schedule					
Grade	Employees	At Min		At Max	
		#	%	#	%
8	339	183	54.0%	0	0.0%
9	5	1	0.1%	0	0.0%
10	103	36	2.0%	0	0.0%
11	566	201	11.3%	2	0.1%
12	20	7	0.4%	0	0.0%
13	295	97	5.4%	1	0.1%
14	57	22	1.2%	2	0.1%
15	61	17	1.0%	3	0.2%
16	69	23	1.3%	1	0.1%
17	86	26	1.5%	3	0.2%
18	9	1	0.1%	0	0.0%
19	66	22	1.2%	0	0.0%
20	39	12	0.7%	1	0.1%
21	36	6	0.3%	0	0.0%
22	17	4	0.2%	0	0.0%
23	4	2	0.1%	0	0.0%
24	1	0	0.0%	0	0.0%
25	0	0	0.0%	0	0.0%
26	12	3	0.2%	0	0.0%
27	0	0	0.0%	0	0.0%
28	0	0	0.0%	0	0.0%
29	1	0	0.0%	0	0.0%
30	0	0	0.0%	0	0.0%
31	0	0	0.0%	0	0.0%
32	0	0	0.0%	0	0.0%
33	0	0	0.0%	0	0.0%
Total	1,786	663	37.1%	13	0.7%

In general, minimum and maximum of a pay grade define the thresholds within which assigned employees should be compensated. However, as can be seen, a majority of District employees in many pay grades across the three schedules are compensated at their pay grade minimums. For example, in Grade 3 of the professional salary schedule, 58.3 percent of employees are compensated at pay grade minimum. Also, on the ESP schedule, 54.0 percent of the employees in pay grade 8 are compensated at pay grade minimum. Overall, across all salary schedules, 827 out of 2,211 (37.4 percent) employees included in this analysis are compensated at pay grade minimum. This percentage is relatively low considering many organizations have gone through salary freezes over the last several years.

3.3 QUARTILE ANALYSIS

In a quartile analysis, each pay grade possessing at least one full-time employee is divided into four equal segments, or quartiles, and employees are assigned a quartile based on which one their salary falls. This analysis can reveal areas of compression within a compensation system. Note that this analysis was completed using base salary only, and does not include any salary supplements employees may receive.



Exhibit 3J shows the number of employees that are in each quartile of each pay grade and the average class years of those employees within the Administrative Salary Schedule. Note that the employee data received from the District on years in classification was incorrect, and as a result average class tenure displayed in the exhibit may be incorrect. The exhibit shows that, overall, 84.7 percent of administrative employees are compensated in the first quartile of their grade. In addition, when considering the percentage of employees compensated in the second quartile (9.4 percent), it can be determined that 94.1 percent of employees on the Administrative Salary Schedule are compensated below midpoint.

**EXHIBIT 3J
QUARTILE AND CLASS YEARS ANALYSIS FOR
ADMINISTRATIVE SALARY SCHEDULE
COUNT OF EMPLOYEES**

Grade	Emps.	Administrative Salary Schedule											
		Q1			Q2			Q3			Q4		
		#	%	Avg. Class Tenure	#	%	Avg. Class Tenure	#	%	Avg. Class Tenure	#	%	Avg. Class Tenure
13	31	25	80.6%	2.2	3	9.7%	5.3	3	9.7%	1.1	0	0.0%	-
12	17	13	76.5%	4.3	1	5.9%	9.0	3	17.6%	7.5	0	0.0%	-
11	20	17	85.0%	2.5	1	5.0%	14.1	1	5.0%	2.1	1	5.0%	0.1
10	17	16	94.1%	2.4	1	5.9%	10.1	0	0.0%	-	0	0.0%	-
9	1	1	100.0%	13.9	0	0.0%	-	0	0.0%	-	0	0.0%	-
8	1	0	0.0%	-	1	100.0%	4.5	0	0.0%	-	0	0.0%	-
7	8	6	75.0%	3.7	2	25.0%	8.4	0	0.0%	-	0	0.0%	-
6	11	9	81.8%	3.5	1	9.1%	12.1	1	9.1%	11.1	0	0.0%	-
5	34	34	100.0%	5.8	0	0.0%	-	0	0.0%	-	0	0.0%	-
4	9	9	100.0%	3.6	0	0.0%	-	0	0.0%	-	0	0.0%	-
3	15	14	93.3%	6.2	1	6.7%	1.1	0	0.0%	-	0	0.0%	-
2	4	0	0.0%	-	4	100.0%	7.6	0	0.0%	-	0	0.0%	-
1	2	0	0.0%	-	1	50.0%	8.1	1	50.0%	5.2	0	0.0%	-
Overall	170	144	84.7%	4.0	16	9.4%	7.6	9	5.3%	4.9	1	0.6%	0.1

Exhibit 3K shows the number of employees that are in each quartile of each pay grade and the average class years of those employees on the Professional Salary Schedule. Note that the employee data received from the District on years in classification was incorrect, and as a result average class tenure displayed in the exhibit may be incorrect. The exhibit shows that, overall, 77.3 percent of professional employees are compensated in the first quartile of their grade. In addition, when considering the percentage of employees compensated in the second quartile (16.5 percent), it can be determined that 93.8 percent of employees on the Professional Salary Schedule are compensated below midpoint.



**EXHIBIT 3K
 QUARTILE AND CLASS YEARS ANALYSIS FOR THE
 PROFESSIONAL SALARY SCHEDULE
 COUNT OF EMPLOYEES**

Grade	Employees.	Professional Salary Schedule											
		Q1			Q2			Q3			Q4		
		#	%	Avg. Class Tenure	#	%	Avg. Class Tenure	#	%	Avg. Class Tenure	#	%	Avg. Class Tenure
18	5	4	80.0%	1.3	0	0.0%	-	1	20.0%	20.6	0	0.0%	-
17	7	5	71.4%	0.7	1	14.3%	0.1	1	14.3%	23.9	0	0.0%	-
16	3	2	66.7%	0.7	1	33.3%	27.7	0	0.0%	-	0	0.0%	-
15	2	1	50.0%	1.7	1	50.0%	19.0	0	0.0%	-	0	0.0%	-
14	22	20	90.9%	2.1	1	4.5%	25.9	1	4.5%	33.5	0	0.0%	-
13	28	22	78.6%	4.2	5	17.9%	23.8	1	3.6%	10.1	0	0.0%	-
12	7	4	57.1%	4.1	3	42.9%	15.3	0	0.0%	-	0	0.0%	-
11	19	18	94.7%	5.2	1	5.3%	2.1	0	0.0%	-	0	0.0%	-
10	11	10	90.9%	6.6	1	9.1%	20.1	0	0.0%	-	0	0.0%	-
9	3	3	100.0%	4.0	0	0.0%	-	0	0.0%	-	0	0.0%	-
8	12	9	75.0%	5.2	3	25.0%	10.3	0	0.0%	-	0	0.0%	-
7	3	0	0.0%	-	3	100.0%	20.3	0	0.0%	-	0	0.0%	-
6	23	19	82.6%	7.1	2	8.7%	1.1	2	8.7%	29.4	0	0.0%	-
5	92	64	69.6%	5.5	20	21.7%	16.6	8	8.7%	20.9	0	0.0%	-
4	2	1	50.0%	3.9	0	0.0%	-	1	50.0%	34.3	0	0.0%	-
3	12	12	100.0%	9.4	0	0.0%	-	0	0.0%	-	0	0.0%	-
2	3	2	66.7%	15.3	0	0.0%	-	0	0.0%	-	1	33.3%	22.3
1	1	1	100.0%	3.7	0	0.0%	-	0	0.0%	-	0	0.0%	-
Overall	255	197	77.3%	5.2	42	16.5%	16.3	15	5.9%	23.2	1	0.4%	22.3

Exhibit 3L shows the number of employees that are in each quartile of each pay grade and the average class years for those employees within the ESP Salary Schedule. Note that the employee data received from the District on years in classification was incorrect, and as a result average class tenure displayed in the exhibit may be incorrect. The exhibit shows that, overall, 78.0 percent of ESP employees are compensated in the first quartile of their grade. In addition, when considering the percentage of employees compensated in the second quartile (15.5 percent), it can be determined that 93.5 percent of employees on the ESP schedule are compensated below midpoint.



**EXHIBIT 3L
 QUARTILE AND CLASS YEARS ANALYSIS FOR THE
 EDUCATIONAL SUPPORT PERSONNEL (ESP) SALARY SCHEDULE
 COUNT OF EMPLOYEES**

Grade	Employees	Educational Support Personnel Salary Schedule											
		Q1			Q2			Q3			Q4		
		#	%	Avg. Class Tenure	#	%	Avg. Class Tenure	#	%	Avg. Class Tenure	#	%	Avg. Class Tenure
8	339	329	97.1%	7.8	6	1.8%	24.5	1	0.3%	30.7	3	0.9%	30.9
9	5	3	60.0%	7.7	2	40.0%	17.9	0	0.0%	-	0	0.0%	-
10	103	76	73.8%	7.8	18	17.5%	19.1	3	2.9%	30.2	6	5.8%	26.4
11	566	442	78.1%	6.0	96	17.0%	19.7	19	3.4%	21.2	9	1.6%	32.5
12	20	18	90.0%	7.0	2	10.0%	22.3	0	0.0%	-	0	0.0%	-
13	295	226	76.6%	7.2	53	18.0%	21.4	11	3.7%	26.2	5	1.7%	31.7
14	57	38	66.7%	6.8	11	19.3%	22.8	2	3.5%	28.5	6	10.5%	25.9
15	61	35	57.4%	4.9	15	24.6%	16.6	4	6.6%	13.4	7	11.5%	31.4
16	69	39	56.5%	7.1	20	29.0%	22.7	3	4.3%	21.1	7	10.1%	26.7
17	86	58	67.4%	10.0	14	16.3%	14.6	9	10.5%	19.0	5	5.8%	30.7
18	9	4	44.4%	10.0	2	22.2%	15.5	2	22.2%	19.2	1	11.1%	39.4
19	66	48	72.7%	10.3	15	22.7%	24.5	2	3.0%	24.6	1	1.5%	1.0
20	39	27	69.2%	6.4	5	12.8%	17.3	5	12.8%	24.5	2	5.1%	33.8
21	36	26	72.2%	10.1	9	25.0%	25.0	0	0.0%	-	1	2.8%	28.3
22	17	10	58.8%	9.4	5	29.4%	19.1	1	5.9%	33.4	1	5.9%	33.4
23	4	2	50.0%	2.4	2	50.0%	29.1	0	0.0%	-	0	0.0%	-
24	1	1	100.0%	19.8	0	0.0%	-	0	0.0%	-	0	0.0%	-
25	0	0	-	-	0	-	-	0	-	-	0	-	-
26	12	11	91.7%	14.5	1	8.3%	1.5	0	0.0%	-	0	0.0%	-
27	0	0	-	-	0	-	-	0	-	-	0	-	-
28	0	0	-	-	0	-	-	0	-	-	0	-	-
29	1	0	0.0%	-	0	0.0%	-	1	100.0%	29.5	0	0.0%	-
30	0	0	-	-	0	-	-	0	-	-	0	-	-
31	0	0	-	-	0	-	-	0	-	-	0	-	-
32	0	0	-	-	0	-	-	0	-	-	0	-	-
33	0	0	-	-	0	-	-	0	-	-	0	-	-
Overall	1,786	1,393	78.0%	7.3	276	15.5%	20.4	63	3.5%	22.7	54	3.0%	29.4

Exhibit 3M displays a graphical representation of these same data. Specifically, the exhibit displays the percentage of the total number of employees in each grade that had salaries in each quartile. The exhibit also displays the average tenure for employees in each grade and quartile. As mentioned previously, note that the employee data received from the District on years in classification was incorrect, and as a result average class tenure displayed in the exhibit may be incorrect.



EXHIBIT 3M
QUARTILE ANALYSIS – ADMINISTRATIVE SALARY SCHEDULE
PERCENTAGE OF EMPLOYEES PER PAY GRADE AND AVERAGE TENURE

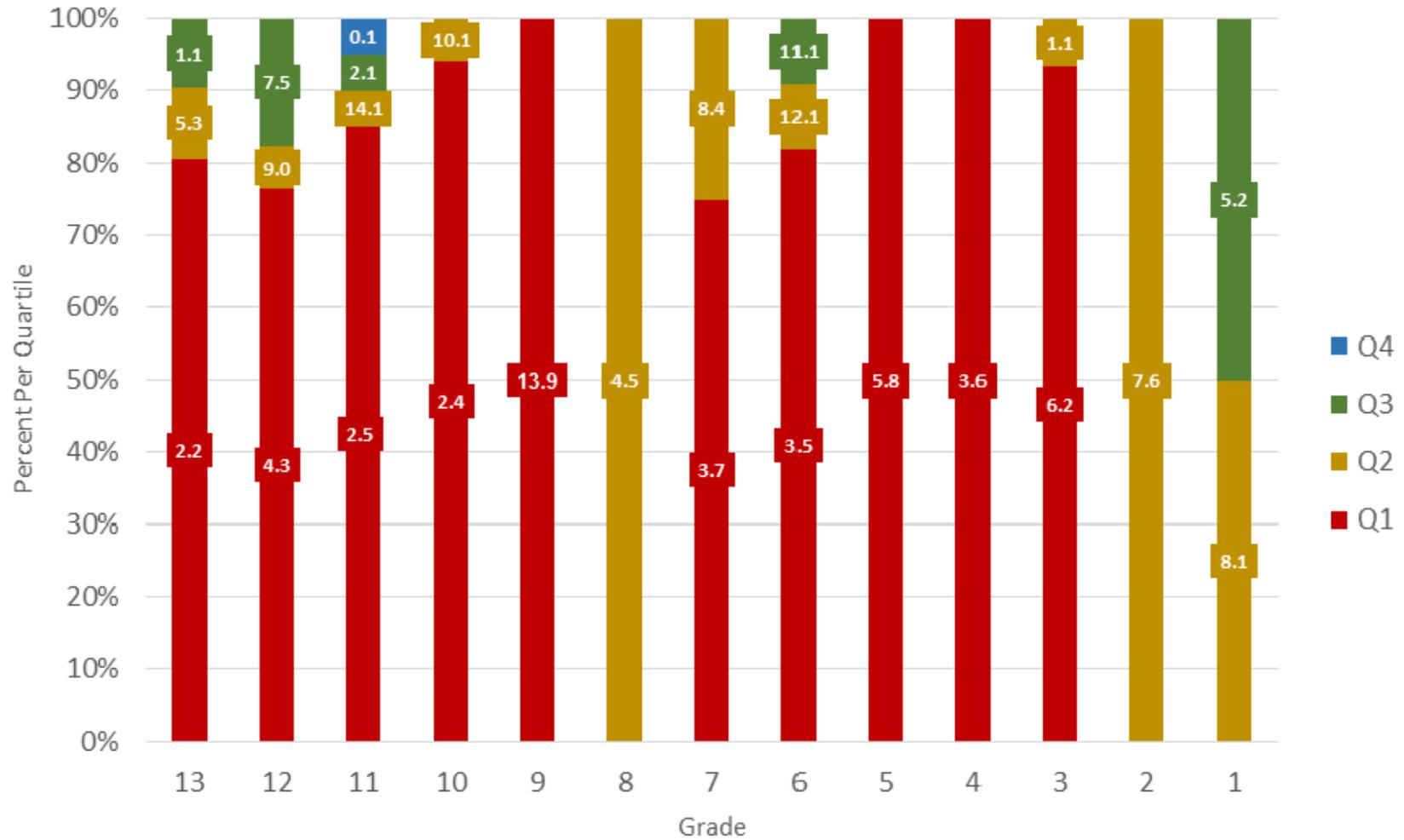


EXHIBIT 3M (Continued)
QUARTILE ANALYSIS – PROFESSIONAL SALARY SCHEDULE
PERCENTAGE OF EMPLOYEES PER PAY GRADE AND AVERAGE TENURE

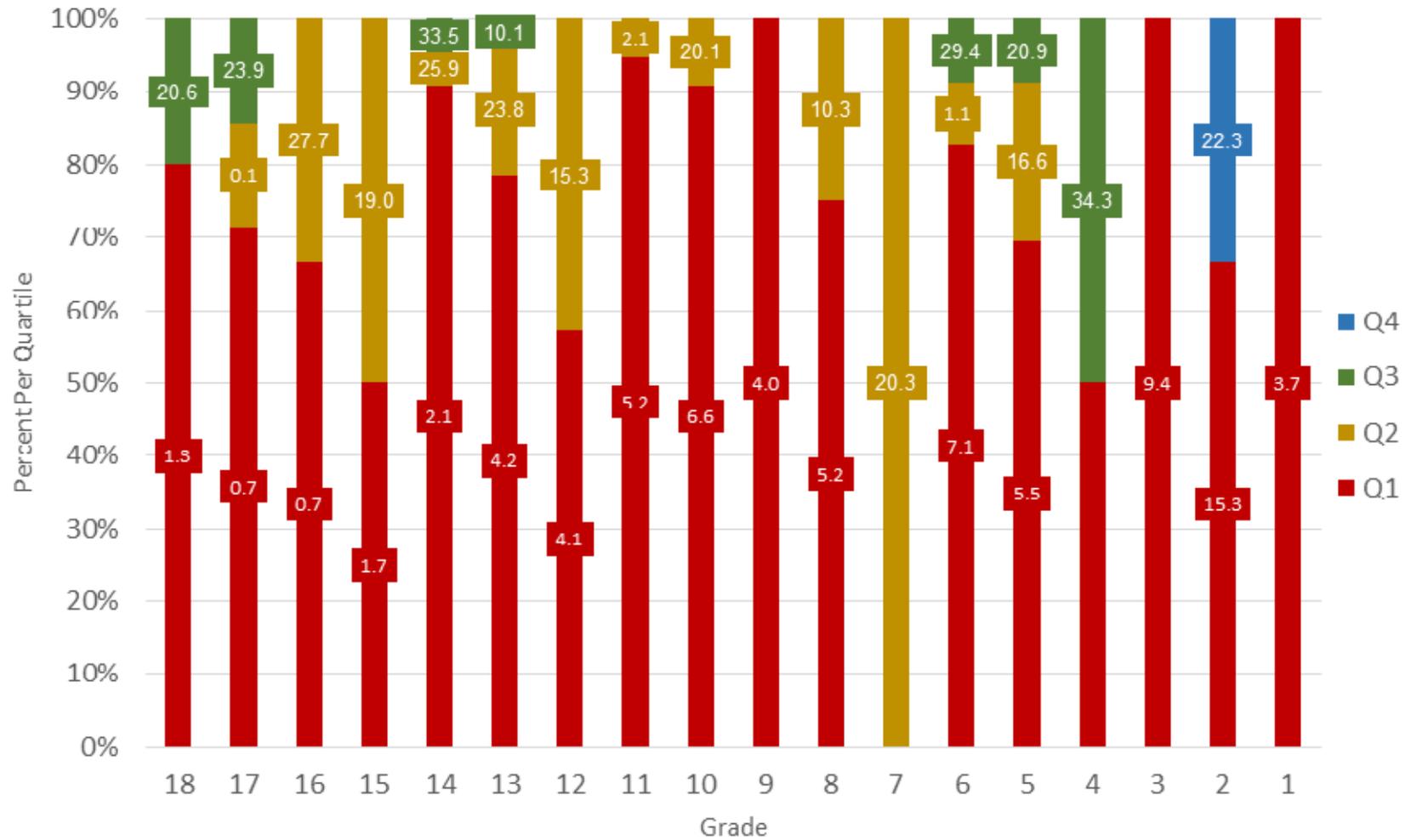
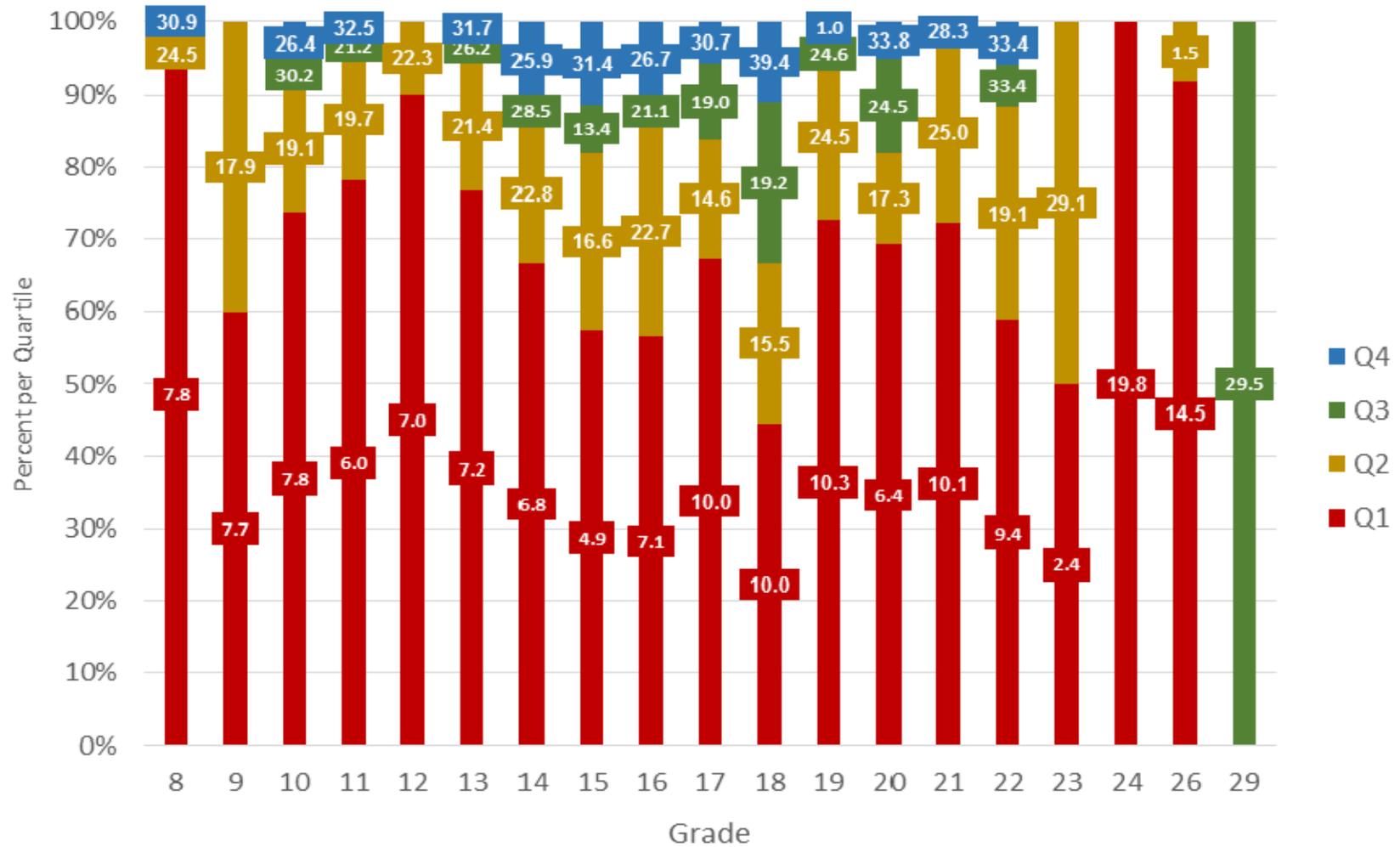


EXHIBIT 3M (Continued)
 QUARTILE ANALYSIS - ESP SALARY SCHEDULE
 PERCENTAGE OF EMPLOYEES PER PAY GRADE AND AVERAGE TENURE



This analytical tool was helpful in determining whether employee salaries were adequately distributed throughout the pay grades. Typically, it is expected that employee salaries and thus quartile placement increases as employee class tenure increases. While there are no set standards for the strength of this expected positive linear relationship, the correlation is expected to be generally healthy.

This expected trend is present in both the Professional and ESP schedules; however, this is not the case for employees in the Administrative Salary Schedule. In the Administrative Salary Schedule, average class tenure appears to peak in the second quartile, and decline in the subsequent quartiles. Specifically, the average class tenure of quartile two is 7.6 years, while the average class tenure of quartile three is 4.9 years, and the average class tenure of quartile four is 0.1 years. However, there are relatively few employees in these quartiles, so the sample size may be too small to identify a compression issue as there are multiple factors affecting actual salaries of employees. For example, this analysis is not able to address outside experience.

The weaknesses identified in the analysis conducted in this section include:

- a larger than expected percentage of employees are found to be placed in quartile 1 and 2 of their respective pay grades; and
- the correlation between years of experience and placement in the range appears weak.

3.4 COMPRESSION ANALYSIS

Pay compression is defined as variances in salaries between employees with a vastly different level of experience or levels of supervisor responsibility that are too narrow to be considered internally equitable. Pay compression can result when the pay of supervisors and their subordinates are too close; the pay of highly tenured staff and newly hired employees in the same job are too close; and/or the pay grade midpoints in sequential job grades are too close.

According to the Society for Human Resources Management (SHRM)¹, specific examples of actions that may cause pay compression include the following:

- Reorganizations change peer relationships and can create compression if jobs are not reevaluated.
- In some organizations, certain departments or divisions may be relatively liberal with salary increases, market adjustments, and promotions—while others are not.
- Some employers have overlooked their HR policies designed to regulate pay, paying new hires more than incumbents for similar jobs under the mantra of “paying what it takes to get the best talent.”

¹ Kochanski, J., & Stiles, Y. (2013). *Put a Lid on Salary Compression Before It Boils Over*. Retrieved from <http://www.shrm.org/hrdisciplines/compensation/articles/pages/salary-compression-lid.aspx>



- Many organizations have found it easy to hire people who had already done the same work for another organization, eliminating the need for training. Rather than hiring people with high potential and developing them for the long term, they have opted for people who could “hit the ground running”—regardless of their potential.

Exhibits 3N, O, and P display by pay grade the percentage of employees whose actual base salary varies from their expected base salary, and the percentage variance between these figures. Employees have been grouped into one of four categories for ease of analysis, including: those whose actual base salaries are 10 percent or more above expected base salary; those whose actual base salaries are between 0 and 10 percent above expected base salary; those whose actual base salaries are between 0 and -10 percent below expected base salary; and those whose actual base salaries are -10 percent or greater below expected base salary.

Expected placement is calculated by completing the following process for each employee based on base salary, and not including longevity or paid days off supplements:

- **Step 1: Calculate** Expected Range Penetration % = Years of Experience in Current Job/Number of Steps in Grade*
- **Step 2: Calculate** Expected Salary Placement = (Expected Range Penetration % X (Max – Min)) + Min

**21 years for Administrative and Professional employees and 30 years for ESP employees. These values were determined using the number of steps present in these schedules, under the assumption of awarding one step per year. As mentioned previously, note that the employee data received from the District on years in classification was incorrect, and as a result average class tenure used in this analysis may be incorrect.*

Once the expected base salary placement is determined, it is compared to each employee’s base actual salary to determine the variance. Then, employees are grouped by the variance from expected to determine the uniformity in compensation practices for employees in like grades.

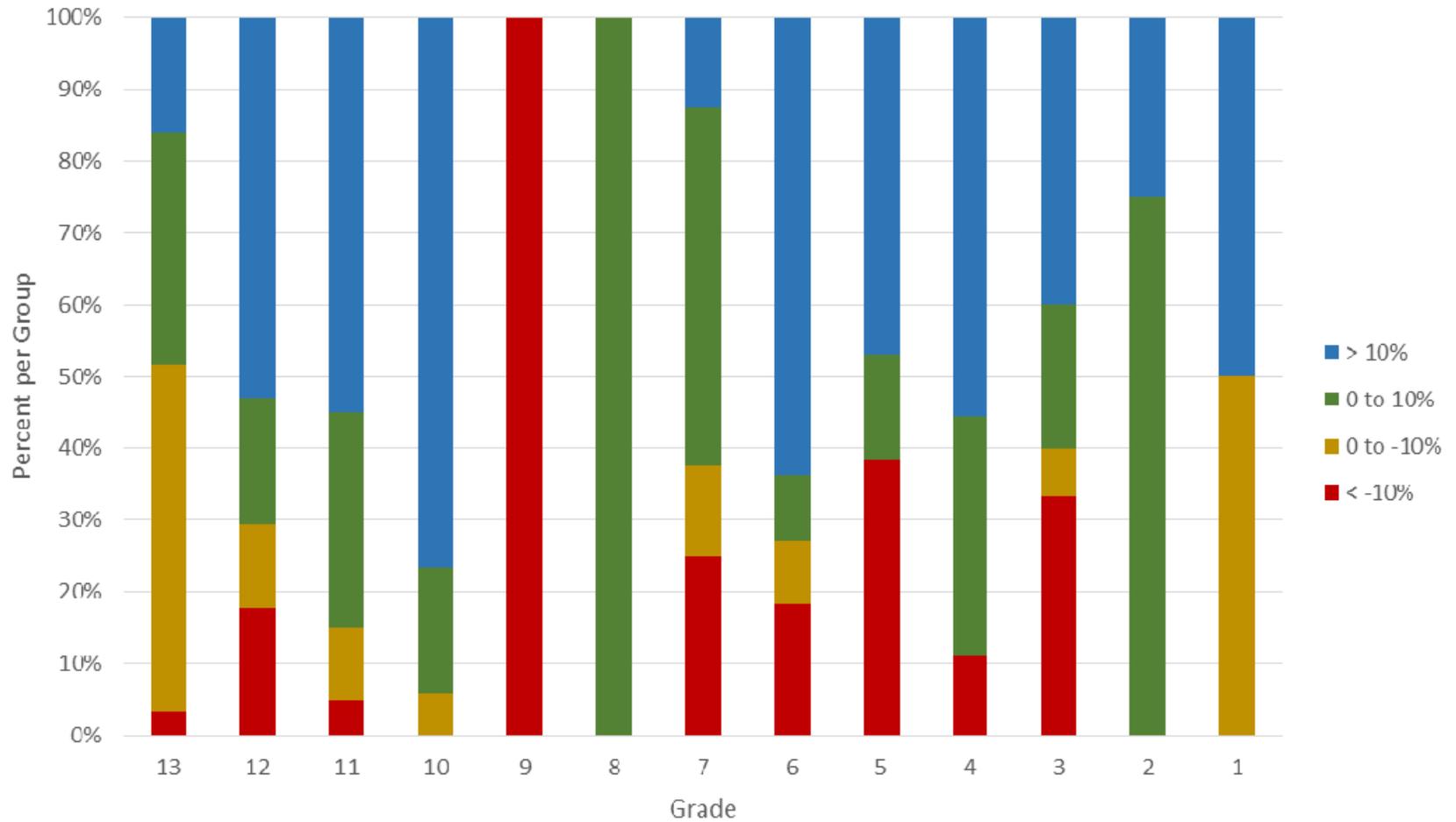
In an organization where compensation practices are uniformly administered, employees should be clustered into similar variance groupings within each pay grade. In an organization with employees scattered across different variance groups in each pay grade, possible inequities in compensation administration practices exist. In this analysis, this would amount to inequities in the way the organization recognizes years of experience.

Note that this analysis only considers base pay, and does not take into consideration supplemental pay such as longevity. This analysis also does not reveal employees that are over- or underpaid; rather, it identifies anomalies in base pay relative to a standardized metric that does not account for variations in the District’s historical pay practices.

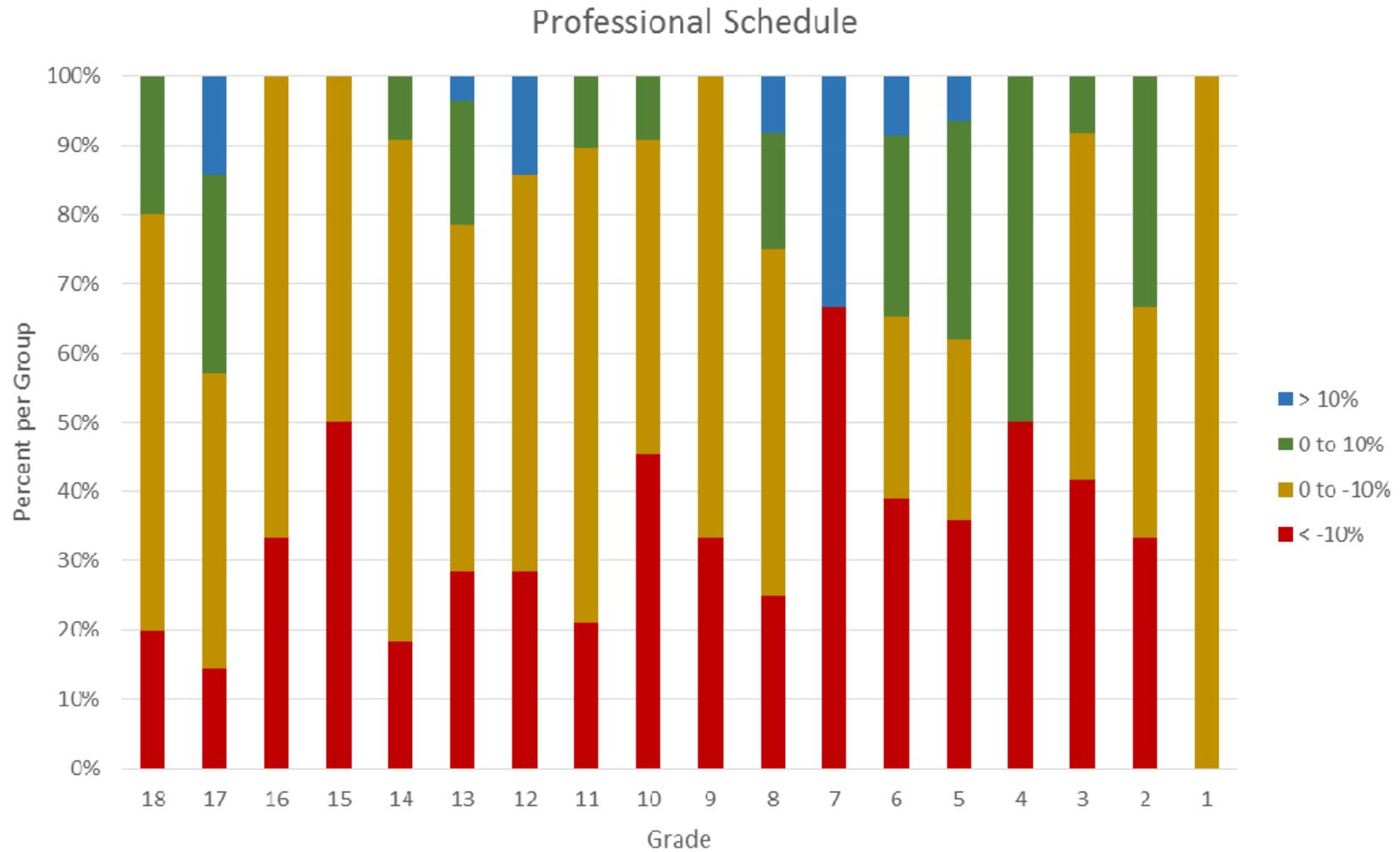


**EXHIBIT 3N
ACTUAL VERSUS EXPECTED SALARY VARIANCE
BY PAY GRADE**

Administrative Schedule

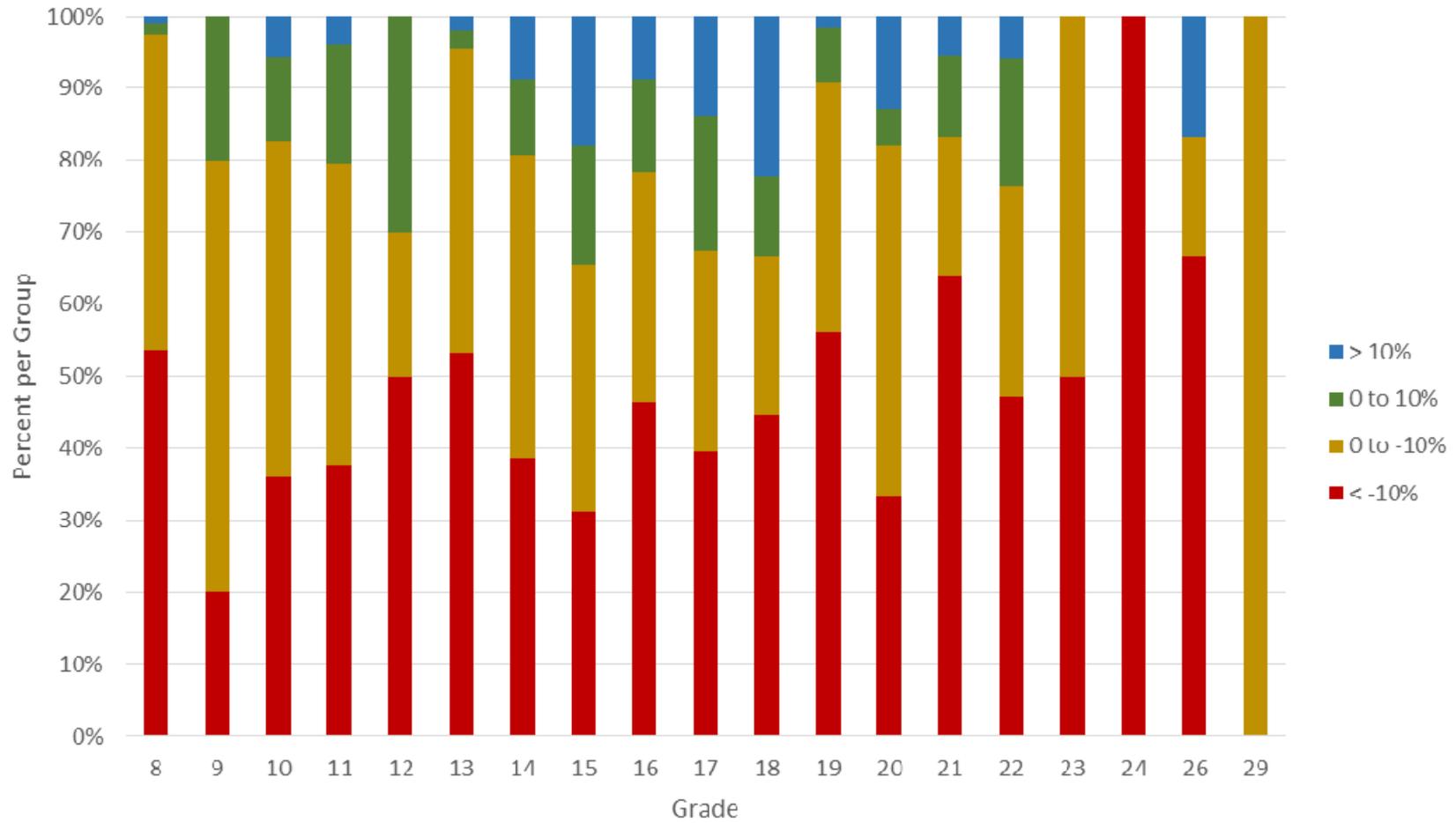


**EXHIBIT 30
ACTUAL VERSUS EXPECTED SALARY VARIANCE
BY PAY GRADE**



**EXHIBIT 3P
ACTUAL VERSUS EXPECTED SALARY VARIANCE
BY PAY GRADE**

Educational Support Professional Schedule



3.5 DEPARTMENT DISTRIBUTION AND TENURE

As of August 6, 2015, the District employed 2,211 non-instructional employees; all of whom were included in this section of the study. The following analyses are intended to provide basic information regarding how employees are distributed among District departments, as well as the tenure of employees.

District employees are spread across 99 departments. **Exhibit 3Q** depicts the number of classifications that are present in each department, along with the number and overall percentage of total employees by department. As the exhibit illustrates, the largest department is the Transportation Department, with 399 employees, representing 18.0 percent of the District's total non-instructional workforce. The Affirmative Action & Recruiting, Escambia County Public Schools Foundation, Escambia County Jail, Pensacola Boys Base, and School Board departments are the smallest, each with one employee, representing nearly 0.05 percent of the workforce.

**EXHIBIT 3Q
EMPLOYEES BY DEPARTMENT**

Department	Class Titles	# of EEs	% of EEs
Accounting Operations	7	15	0.7%
Affirmative Action & Recruit.	1	1	0.0%
Alternative Education	4	5	0.2%
Auditing	4	4	0.2%
Bailey Middle	9	18	0.8%
Bellview Elementary	9	15	0.7%
Bellview Middle	10	16	0.7%
Beulah Elementary	7	11	0.5%
Blue Angels Elementary	8	13	0.6%
Bratt Elementary	8	12	0.5%
Brentwood Elementary	10	15	0.7%
Brown-Barge Middle	8	8	0.4%
Budgeting, Cost Accounting	6	10	0.5%
Caro Elementary	8	14	0.6%
Continuous Imp & School Choice	9	9	0.4%
Cook Elementary	7	7	0.3%
Cordova Park Elementary	7	9	0.4%
Curr. & Inst-Elem/Middle/High	3	5	0.2%
Curriculum & Instruction	2	2	0.1%
Custodial Services	7	202	9.1%
District Administered Education	4	11	0.5%
District Itinerants	6	33	1.5%
District Media Services	4	4	0.2%
Energy Management	1	2	0.1%
Ensley Elementary	8	11	0.5%
Ernest Ward Middle	7	11	0.5%
Esc Cty Public Schs Foundation	1	1	0.0%
Escambia County Jail	1	1	0.0%
Escambia High	8	18	0.8%
Escambia Juvenile Justice Cent	1	2	0.1%
Escambia Westgate Center	14	71	3.2%
Evaluation Services	5	6	0.3%
Exceptional Student Education	19	33	1.5%
F.R.A.M.E	2	6	0.3%
Facilities Planning	12	26	1.2%
FDLRS	3	4	0.2%
Ferry Pass Elementary	9	9	0.4%
Ferry Pass Middle	10	16	0.7%
Finance & Business Services	3	3	0.1%
Global Learning Academy	9	12	0.5%



EXHIBIT 3Q (Continued)
EMPLOYEES BY DEPARTMENT

Department	Class Titles	# of EEs	% of EEs
Henry Mcmillan Comm Learn Ctr	7	13	0.6%
Holm Elementary	15	42	1.9%
Human Resource Management	9	10	0.5%
Human Resources Services	2	2	0.1%
Information Technology	27	53	2.4%
Inventory Systems	9	17	0.8%
Jim Allen Elementary	10	16	0.7%
Judy Andrews Center	2	2	0.1%
Lakeview Center	2	14	0.6%
Lincoln Park Elementary	8	10	0.5%
Lipscomb Elementary	8	23	1.0%
Longleaf Elementary	8	18	0.8%
Maintenance Services	38	130	5.9%
Mcarthur Elementary	10	24	1.1%
Molino Park Elementary	8	12	0.5%
Montclair Elementary	7	9	0.4%
Myrtle Grove Elementary	9	10	0.5%
Navy Point Elementary	10	15	0.7%
Northview High	10	12	0.5%
Oakcrest Elementary	10	14	0.6%
Operations	2	2	0.1%
Payroll & Benefits Accounting	4	9	0.4%
Pensacola Boys Base	1	1	0.0%
Pensacola High	13	20	0.9%
Personnel Services	9	11	0.5%
Pine Forest High	9	19	0.9%
Pine Meadow Elementary	9	14	0.6%
Pleasant Grove Elementary	8	8	0.4%
Professional Learning	3	3	0.1%
Protection Services	3	4	0.2%
Purchasing & Business Services	4	6	0.3%
Ransom Middle	9	21	0.9%
Risk Management	7	9	0.4%
Scenic Heights Elementary	9	14	0.6%
School Volunteer Bus. Partnership	3	3	0.1%
School Board	1	1	0.0%
School Board Attorney	2	2	0.1%
School Food Services	20	278	12.6%
Semmes Elementary	10	15	0.7%
Sherwood Elementary	9	11	0.5%
Stone Vocational Center	14	18	0.8%
Student Services	5	19	0.9%
Subject Area Specialists	10	15	0.7%
Superintendent-General	9	9	0.4%
Suter Elementary	5	7	0.3%
Tate High	8	18	0.8%
Title I	12	12	0.5%
Transportation Services	21	399	18.0%
Virtual School	2	2	0.1%
Warrington Elementary	9	19	0.9%
Warrington Middle	9	13	0.6%
Washington High	11	23	1.0%
Weis Elementary	11	14	0.6%
West Florida Tech High	7	9	0.4%
West Pensacola Elementary	10	24	1.1%
Woodham Middle	10	17	0.8%
Workers' Comp Light Duty	3	3	0.1%
Workforce Education	5	7	0.3%
Workman Middle	11	15	0.7%
Total	777*	2,211	100.0%

*Contains count of duplicate titles in different departments.



Evaluating average employee tenure is another valuable tool by which the workforce can be demographically analyzed as it helps to understand the relative experience of the workforce and identify areas that might be experiencing high turnover. **Exhibit 3R** shows average employee tenure by pay grade and salary schedule. As mentioned previously, note that the employee data received from the District on years in classification was incorrect, and as a result average class tenure displayed in the exhibit may be incorrect. Across all salary schedules, data show that average tenure in the District is approximately 9.8 years. The overall average tenure of District employees is 24.1 percent higher than the national median, which, according to recent statistics from the Department of Labor, is 7.9 years for employees working for local governments².

Grade 29 of the ESP Salary Schedule has the highest average class tenure, with 29.5 years. The employee in this classification undoubtedly possesses a wealth of institutional knowledge which, if lost without preparation, could leave the District with a knowledge gap that could significantly affect the quality of services provided in the future. Lower than average tenure is also important to evaluate because it can identify positions with significant turnover or retention issues. Grade 13 of the Administrative Salary Schedule possess the lowest average class tenure with 2.3 years.

² United States Department of Labor, Bureau of Labor Statistics. (September 2015). Employee Tenure Summary [Economic News Release]. Retrieved from <http://www.bls.gov/news.release/tenure.nr0.htm>



**EXHIBIT 3R
EMPLOYEE TENURE BY PAY GRADE**

Administrative Salary Schedule		
Grade	# of EEs	Avg. Class Tenure
13	31	2.3
12	17	5.1
11	20	2.9
10	17	2.9
9	1	13.9
8	1	4.5
7	8	4.9
6	11	5.0
5	34	5.8
4	9	3.6
3	15	5.9
2	4	7.6
1	2	6.7
Total/Average	170	5.5

Professional Salary Schedule		
Grade	# of EEs	Avg. Class Tenure
18	5	5.1
17	7	3.9
16	3	9.7
15	2	10.3
14	22	4.6
13	28	7.9
12	7	8.9
11	19	5.1
10	11	7.8
9	3	4.0
8	12	6.5
7	3	20.3
6	23	8.5
5	92	9.2
4	2	19.1
3	12	9.4
2	3	17.6
1	1	3.7
Total/Average	255	8.9

Educational Support Schedule		
Grade	# of EEs	Avg Class Tenure
8	339	8.4
9	5	11.8
10	103	11.5
11	566	9.2
12	20	8.5
13	295	10.9
14	57	12.6
15	61	11.4
16	69	14.2
17	86	12.9
18	9	16.6
19	66	13.8
20	39	11.5
21	36	14.3
22	17	15.1
23	4	15.7
24	1	19.8
25	0	-
26	12	13.4
27	0	-
28	0	-
29	1	29.5
30	0	-
31	0	-
32	0	-
33	0	-
Total/Average	1,786	13.6



Chapter 4 – Salary Survey Results Summary

One of the best and most direct methods of determining the relative competitive position of an organization in the market place is to conduct a market salary comparison study. A study of this nature focuses on the average salary ranges offered by the market for selected benchmark positions. The data are used to evaluate overall structure, summarize overall market competitiveness, and capture the current highs and lows of Escambia County School District's pay plan at a fixed point in time. This methodology was used to provide an overall analysis and not to evaluate salaries for individual employees. Market comparisons do not translate well at the individual level because individual pay is determined through a combination of factors, including demand for the type of job, performance, prior experience, and, in some cases, an individual's negotiation skills during the hiring process. A combination of factors, one of which was the market survey, was used when developing recommended compensation plans and salary ranges for individual classifications.

A market salary comparison analysis is best thought of as a snapshot of current market conditions, as the data were collected at the time of the study and provided the most up-to-date market information. It should be noted that market conditions can change, and in some cases, change quickly. Therefore, although market surveys are useful for making updates to a salary structure, they must be done at regular intervals if the organization wishes to stay current with the marketplace.

Evergreen consultants conducted a comprehensive market salary survey for the Escambia County School District which included 30 target market peers and 305 benchmarked classifications. The 30 target market peers included 11 school districts, two institutions of higher education, four governmental organizations, and 13 private organizations (including private schools). Of the market peers contacted, information was gathered from 16 in total. Of the 305 benchmarked classifications, 74 had fewer than three market-relevant matches and the average number of matches was 5.2. Overall, a total of 1,579 relevant market matches were made.

When seeking to compare the District to its peers, a number of factors were taken into account, including location and relative population. Data were collected from the list of 16 market peers in **Exhibit 4A**. Data collected outside of the immediate geographic region were adjusted for cost of living using a national cost of living index factor. This calculation allowed salary dollars from entities across the state and country to be compared in spending power relevant to the Escambia County School District. Data were also collected from the Economic Research Institute's salary database, which provides private sector data for comparison.

**EXHIBIT 4A
SALARY SURVEY RESPONDENTS**

Baldwin County Public Schools, AL	Mobile Public Schools, AL
City of Pensacola	Naval Hospital Pensacola
Clay County School District	Okaloosa County Schools
Collier County Public Schools	Pensacola Christian Academy
Escambia County Government	Santa Rosa County Schools
Lake County Schools	Sarasota County Schools
Leon County Public Schools	St. Lucie Public Schools
Marion County Public Schools	University of West Florida

4.1 SALARY SURVEY DATA

Exhibit 4B displays the aggregated and averaged target peer data and the percent differentials of the District’s current (2015-16) pay ranges. Note that market matched jobs used in the salary survey must have at least a 70 percent duties match rate to Escambia County School District positions. Survey minimum indicates the average peer response to the minimum pay for that classification. Survey midpoint indicates the average midpoint in the peer response range for that classification and the survey maximum indicates the average peer response to the maximum salary for that classification. Percent differentials are shown for all three, which indicate how the District compares to targets at those points. A positive differential indicates the District is above market, and a negative differential indicates the Escambia County School District is below market.

Also included in **Exhibit 4B** is the average salary range spread for each classification surveyed, which represents the percentage difference between the average minimum and average maximum salaries. The last column in **Exhibit 4B** indicates the number of market-relevant matches made for each classification surveyed. Note that for the 16 positions with no market data, (indicated by a “-“ in the last column), Evergreen did not find comparable positions at peer organizations. It could be that a comparable position did not exist at the peer organization or a job is similar, but not a good match at the peer organization. Evergreen typically defines an appropriate match as a job that has a 70 percent or greater match in duties to the District’s job.

Note that in **Exhibit 4B**, the District’s ESP position pay grades were adjusted by 4.02 percent based on the average salary supplement received by District ESP employees (for Longevity, Omnibus supplement, NCLB supplement, or Food Service Manager supplement). Likewise, comparable market position pay grades were adjusted by 3.2 percent based on the average salary supplement provided by market peer organizations.

**EXHIBIT 4B
SALARY SURVEY MARKET SUMMARY WITH DIFFERENTIALS***

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
		Average	% Diff	Average	% Diff	Average	% Diff		
1	Accounting Specialist II	\$27,393.15	-0.9%	\$32,783.50	12.9%	\$40,459.90	16.0%	62.0%	9.0
2	Accounting Specialist III	\$27,303.88	8.8%	\$35,533.66	14.4%	\$43,763.44	17.6%	60.1%	7.0
3	Accounting Specialist IV	\$32,390.90	1.8%	\$41,618.38	9.1%	\$51,055.18	12.8%	56.7%	9.0
4	Accounting Supervisor	\$61,612.09	-14.7%	\$74,162.14	0.5%	\$90,282.41	5.3%	37.4%	7.0
5	Administrative Aide	\$30,396.54	7.8%	\$37,676.92	17.7%	\$43,708.24	25.3%	57.2%	7.0
6	Administrative Clerk I	\$21,387.50	-5.6%	\$29,309.67	-4.3%	\$37,100.70	-3.2%	74.3%	10.0
7	Administrative Clerk II	\$25,360.83	-13.7%	\$32,424.35	-4.7%	\$41,067.28	-3.7%	63.7%	10.0
8	Administrative Clerk III	\$27,373.64	-5.9%	\$34,426.34	4.0%	\$42,867.92	6.6%	65.0%	8.0
9	Administrative Recording Secretary	\$36,100.58	-69.9%	\$43,188.75	-46.4%	\$46,009.58	-21.9%	23.6%	3.0
10	Administrative School Secretary I	\$25,350.78	-3.0%	\$33,603.35	1.6%	\$43,634.62	0.2%	72.9%	13.0
11	Administrative School Secretary II	\$28,036.71	-3.3%	\$37,159.70	1.3%	\$47,193.12	2.0%	68.0%	10.0
12	Administrative School Secretary III	\$30,166.90	-0.8%	\$39,017.18	6.0%	\$48,637.33	8.4%	65.3%	10.0
13	Administrative Secretary I	\$26,558.00	-7.9%	\$34,019.43	0.4%	\$43,345.60	0.9%	61.8%	12.0
14	Administrative Secretary II	\$26,876.21	1.0%	\$35,531.48	5.6%	\$45,387.31	5.7%	69.1%	10.0
15	Administrative Secretary III	\$28,940.65	3.3%	\$36,793.51	11.4%	\$45,665.76	14.0%	63.2%	9.0
16	Administrative Specialist	\$33,300.22	-1.3%	\$44,467.47	-8.8%	\$55,634.73	-13.9%	68.9%	5.0
17	Administrative Specialist-School Food Services	\$36,114.24	7.5%	\$42,477.09	12.5%	\$52,653.25	9.2%	47.2%	4.0
18	Administrator On Special Assignment	\$48,413.35	23.8%	\$63,872.27	19.1%	\$79,331.19	15.9%	63.9%	1.0
19	Air Conditioning & Refrigeration Mechanic II	\$39,418.53	-19.6%	\$48,316.77	-5.6%	\$59,000.83	-0.8%	47.3%	5.0
20	Analyst-Network Systems	\$52,157.76	25.3%	\$59,858.24	31.1%	\$69,604.29	33.0%	33.3%	7.0
21	Analyst-Systems	\$55,883.23	20.0%	\$64,978.71	25.2%	\$73,869.46	28.8%	32.7%	8.0
22	Area Manager-School Food Services	\$43,902.98	-8.6%	\$46,874.91	6.7%	\$49,846.84	17.0%	13.5%	1.0
23	Assistant Director-Maintenance Services	\$68,638.26	-0.2%	\$85,203.13	-0.1%	\$107,525.7	-5.6%	22.8%	4.0
24	Assistant Director-Title I & Related Activities	\$70,571.93	10.4%	\$75,211.18	23.2%	\$79,850.43	31.8%	13.1%	1.0
25	Assistant Garage Supervisor	\$44,065.35	-10.0%	\$52,248.54	6.1%	\$82,697.52	-16.2%	92.4%	3.0
26	Assistant Superintendent-Curriculum & Instruction	\$101,032.08	-1.0%	\$111,753.76	10.1%	\$125,025.4	15.9%	24.2%	8.0
27	Assistant Superintendent-Finance & Business Services	\$100,401.34	-0.4%	\$110,871.56	10.8%	\$124,143.8	16.5%	24.0%	8.0
28	Assistant Superintendent-Human Resource Services	\$100,401.34	-0.4%	\$110,871.56	10.8%	\$124,143.8	16.5%	24.0%	8.0
29	Assistant Superintendent-Operations	\$100,664.89	-0.7%	\$111,763.65	10.1%	\$125,409.6	15.6%	24.9%	8.0
30	Audiologist	\$56,132.24	10.9%	\$68,900.00	12.0%	\$81,274.08	13.2%	33.4%	4.0
31	Audiometric Technician	\$39,931.13	-62.3%	-	-	-	-	-	1.0
32	Auditing Administration Specialist	\$55,487.22	-55.8%	\$73,204.74	-65.4%	\$90,922.25	-71.8%	63.9%	1.0
33	Auditor	\$54,935.23	-11.4%	\$64,948.52	-6.0%	\$75,954.36	-3.6%	38.8%	7.0
34	Automotive Equipment Mechanic	\$34,265.22	-3.9%	\$41,818.13	8.6%	\$51,467.67	12.1%	49.4%	8.0
35	Automotive Service Worker	\$27,931.04	-8.1%	\$34,193.73	4.7%	\$40,456.41	11.9%	44.8%	4.0
36	Behavior Technician	\$27,073.82	-4.8%	\$29,921.11	16.6%	\$37,577.94	18.1%	68.8%	2.0

**EXHIBIT 4B (Continued)
SALARY SURVEY MARKET SUMMARY WITH DIFFERENTIALS***

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
		Average	% Diff	Average	% Diff	Average	% Diff		
37	Benefits Specialist	\$41,814.54	-39.7%	\$51,763.21	-24.7%	\$61,342.42	-15.5%	42.8%	8.0
38	Carpenter I	\$30,645.75	-7.6%	\$38,557.32	2.5%	\$49,754.29	1.6%	64.3%	10.0
39	Carpenter II	\$37,048.98	-12.4%	\$48,187.32	-5.3%	\$61,387.32	-4.8%	60.2%	8.0
40	Certification Specialist	\$40,122.42	-15.9%	\$49,418.21	-2.8%	\$60,149.31	2.2%	46.5%	7.0
41	Certified Behavior Analyst	\$48,485.84	23.1%	\$62,363.93	20.4%	\$77,533.56	17.2%	52.7%	6.0
42	Certified Educational Interpreter I	\$26,357.10	11.9%	\$36,987.26	10.9%	\$51,630.65	2.8%	99.9%	6.0
43	Certified Educational Interpreter II	\$31,146.75	18.4%	\$43,770.52	17.4%	\$56,394.29	16.8%	79.5%	5.0
44	Certified Educational Interpreter III	\$34,415.78	25.8%	\$48,503.94	24.7%	\$63,184.10	23.3%	82.6%	6.0
45	Claims Adjustor	\$37,478.66	36.4%	\$46,738.08	36.2%	\$55,997.49	36.0%	-	1.0
46	Clerk-Data Control-Transportation	\$26,429.31	3.5%	\$30,982.40	9.0%	\$35,535.50	12.7%	34.8%	6.0
47	Clerk-Inventory Control & Warehouse Operations	\$27,726.80	-1.2%	\$34,631.33	-1.7%	\$41,116.23	-1.0%	46.2%	4.0
48	Computer Operator	\$28,385.88	13.7%	\$34,407.97	15.8%	\$45,372.85	7.1%	74.9%	9.0
49	Confidential Human Resource Office Administration	\$38,716.28	4.2%	\$44,200.17	12.0%	\$52,593.63	12.4%	33.9%	5.0
50	Confidential Legal Assistant/Paralegal	\$42,405.87	-4.9%	\$49,204.34	2.0%	\$56,467.63	6.0%	24.7%	5.0
51	Confidential Risk Management Administrative Specialist	\$43,511.81	-11.4%	\$50,894.40	-4.9%	\$58,276.99	-0.5%	34.3%	5.0
52	CONSTRUCTION MECHANIC I	\$32,991.28	-10.2%	\$40,405.55	2.7%	\$47,819.83	10.0%	44.8%	3.0
53	CONSTRUCTION MECHANIC II	\$33,369.74	8.2%	\$41,395.21	18.0%	\$49,420.68	23.4%	48.3%	2.0
54	Construction/Maintenance Supervisor	\$50,754.06	-9.4%	\$58,804.42	8.7%	\$66,854.78	18.8%	31.6%	6.0
55	Coordinator I-Cost Analysis	\$70,746.45	18.0%	\$79,085.65	26.3%	\$87,424.85	31.8%	23.6%	7.0
56	Coordinator II-Benefits & Employee Wellness	\$68,879.98	17.6%	\$80,136.86	22.8%	\$91,393.74	26.4%	28.6%	8.0
57	Coordinator II-District Media Resources & Services	\$71,219.88	-4.0%	\$81,508.63	4.3%	\$91,797.38	9.8%	28.9%	7.0
58	Coordinator II-DJJ Transitions	\$70,612.59	15.5%	\$81,204.99	21.8%	\$91,797.38	26.1%	30.0%	7.0
59	Coordinator II-EEOC	\$71,220.18	-4.0%	\$81,508.78	4.3%	\$91,797.38	9.8%	28.9%	7.0
60	Coordinator II-Employee Services	\$71,605.22	14.3%	\$81,481.16	21.6%	\$91,357.10	26.4%	27.7%	7.0
61	Coordinator II-Health Services	\$69,104.25	17.3%	\$78,497.75	24.4%	\$87,891.26	29.2%	27.3%	6.0
62	Coordinator III-Aquatic Sports	\$65,283.22	17.1%	\$74,781.21	23.6%	\$86,368.01	26.2%	28.7%	4.0
63	Coordinator III-Criminal Justice Training	\$65,283.22	17.1%	\$74,781.21	23.6%	\$86,368.01	26.2%	28.7%	4.0
64	Coordinator III-FDLRS	\$66,368.72	1.1%	\$77,384.29	7.3%	\$88,399.85	11.4%	33.1%	4.0
65	Coordinator III-I.B. Program	\$66,368.72	1.1%	\$77,384.29	7.3%	\$88,399.85	11.4%	33.1%	4.0
66	Coordinator III-School Choice & Escambia Virtual Academy	\$65,305.70	2.7%	\$76,852.78	7.9%	\$88,399.85	11.4%	35.2%	4.0
67	Coordinator III-Second Chance	\$66,368.72	1.1%	\$77,384.29	7.3%	\$88,399.85	11.4%	33.1%	4.0
68	Coordinator III-Student Services	\$66,368.72	1.1%	\$77,384.29	7.3%	\$88,399.85	11.4%	33.1%	4.0
69	Coordinator II-Migrant Education	\$70,612.74	15.5%	\$80,673.21	22.3%	\$90,733.69	26.9%	28.6%	7.0
70	Coordinator II-Public Relations	\$72,932.60	12.7%	\$84,614.30	18.5%	\$96,295.99	22.4%	28.9%	8.0
71	Coordinator I-Program Planning	-	-	-	-	-	-	-	-
72	Coordinator IV-Adult Education-School Based	\$65,088.34	1.0%	\$76,103.91	6.9%	\$87,119.47	10.8%	33.8%	4.0
73	Coordinator IV-Comm School/Adult Education	\$65,088.34	9.5%	\$76,103.91	14.9%	\$87,119.47	18.5%	33.8%	4.0

**EXHIBIT 4B (Continued)
SALARY SURVEY MARKET SUMMARY WITH DIFFERENTIALS***

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
		Average	% Diff	Average	% Diff	Average	% Diff		
74	Coordinator IV-Financial Aid/Veterans	\$61,137.81	15.0%	\$76,103.91	14.9%	\$87,119.47	18.5%	40.5%	5.0
75	Coordinator IV-Financial Aid/Veterans Affairs/Scholarships	\$61,137.81	15.0%	\$76,103.91	14.9%	\$87,119.47	18.5%	40.5%	5.0
76	Coordinator Of Board Affairs	\$68,975.41	17.5%	\$79,250.96	23.7%	\$89,526.51	27.9%	29.9%	5.0
77	Coordinator V-Community Involvement	\$71,934.76	-9.4%	\$80,973.34	0.9%	\$90,011.93	7.9%	25.2%	5.0
78	Coordinator V-Drama Production	\$69,211.83	-5.3%	\$76,809.37	6.0%	\$87,614.71	10.3%	21.7%	3.0
79	Coordinator V-Drama Production (N.B. Cook	\$69,211.83	-5.3%	\$76,809.37	6.0%	\$87,614.71	10.3%	21.7%	3.0
80	Coordinator V-I.B. Middle Years Program	\$72,076.52	-11.9%	\$82,233.37	-2.8%	\$92,390.22	3.4%	28.3%	3.0
81	Coordinator VI-Human Resources	\$62,796.41	2.5%	\$75,298.64	5.9%	\$87,800.87	8.2%	31.8%	6.0
82	Coordinator VII-Project Touch	\$64,025.32	0.6%	\$74,641.66	6.7%	\$85,258.00	10.9%	33.1%	4.0
83	Coordinator VI-Operations	\$58,849.57	8.6%	\$68,948.62	13.8%	\$79,047.67	17.4%	34.4%	5.0
84	Coordinator VI-Retirement Specialist	-	-	-	-	-	-	-	-
85	Coordinator VI-Title I & Related Activities	\$67,152.16	-4.3%	\$77,806.69	2.8%	\$88,461.22	7.5%	31.8%	5.0
86	Coordinator-Educator Certification	\$70,876.96	17.9%	\$79,362.01	26.0%	\$87,847.07	31.5%	24.2%	5.0
87	Coordinator-Management Information Systems	\$69,777.80	11.4%	\$81,284.76	17.0%	\$92,791.72	20.7%	23.5%	7.0
88	Coordinator-Student Data Systems	\$70,876.96	10.0%	\$79,362.01	18.9%	\$87,847.07	25.0%	24.2%	5.0
89	Coordinator-Technology Services	\$72,595.16	7.8%	\$85,357.82	12.8%	\$98,120.48	16.2%	24.7%	6.0
90	Court Liaison	\$38,875.20	22.3%	\$41,381.60	33.4%	\$43,888.00	40.9%	12.9%	1.0
91	Custodial Worker I	\$21,729.36	-12.7%	\$28,936.26	-8.1%	\$38,429.30	-12.3%	73.3%	12.0
92	Custodial Worker II	\$23,977.61	-12.8%	\$30,935.74	-4.9%	\$41,040.70	-8.8%	68.8%	9.0
93	Custodial Worker III	\$26,408.96	-2.2%	\$34,661.52	3.4%	\$45,251.56	1.4%	65.8%	9.0
94	Deputy Superintendent	\$110,968.64	-8.0%	\$116,906.22	8.5%	-	-	20.2%	9.0
95	Diagnostician-ESE Pre-K	-	-	-	-	-	-	-	0.0
96	Diagnostician-Speech Language	\$37,757.76	40.1%	\$47,816.17	39.0%	\$57,874.59	38.2%	53.3%	1.0
97	Diesel Truck and Bus Technician	\$39,787.86	-9.4%	\$43,580.10	13.6%	\$50,409.32	21.9%	13.5%	7.0
98	Director I-Elementary School Education	\$87,428.75	7.5%	\$98,999.86	15.7%	\$110,570.9	21.3%	26.6%	9.0
99	Director I-High School Education	\$85,783.08	9.2%	\$97,174.19	17.3%	\$108,565.3	22.7%	26.7%	9.0
100	Director I-Human Resource Services	\$86,467.84	8.5%	\$101,026.67	14.0%	\$114,967.9	18.1%	25.6%	12.0
101	Director II-Alternative Education, Charter Schools &	\$82,486.98	1.3%	\$94,435.11	9.1%	\$104,261.8	16.0%	24.0%	9.0
102	Director II-Budgeting	\$78,274.44	6.3%	\$91,416.56	12.0%	\$103,312.4	16.8%	30.9%	12.0
103	Director II-Continuous Improvement & School Choice	\$83,943.61	-0.5%	\$94,102.71	9.4%	\$104,261.8	16.0%	24.3%	7.0
104	Director II-Evaluation Services	\$83,943.61	-0.5%	\$94,102.71	9.4%	\$104,261.8	16.0%	24.3%	7.0
105	Director II-Facilities Planning	\$85,678.84	-2.5%	\$98,641.23	5.0%	\$111,603.6	10.1%	23.0%	10.0
106	Director II-Human Resource Services	\$83,418.73	0.2%	\$97,666.86	6.0%	\$112,476.2	9.4%	27.6%	11.0
107	Director III-Accounting Operations	\$76,492.69	2.9%	\$92,025.59	6.0%	\$109,417.9	6.5%	46.1%	11.0
108	Director III-Internal Auditing	\$81,061.00	-2.9%	\$100,768.51	-2.9%	\$120,476.0	-2.9%	42.6%	6.0
109	Director III-Payroll Accounting	\$76,130.27	3.4%	\$90,713.88	7.4%	\$108,850.0	7.0%	35.0%	7.0
110	Director III-Purchasing & Business Services	\$78,706.22	0.1%	\$97,096.16	0.8%	\$118,048.1	-0.9%	34.7%	8.0

**EXHIBIT 4B (Continued)
SALARY SURVEY MARKET SUMMARY WITH DIFFERENTIALS***

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
		Average	% Diff	Average	% Diff	Average	% Diff		
111	Director II-Maintenance	\$83,861.76	-0.4%	\$97,024.37	6.6%	\$110,186.9	11.3%	23.2%	9.0
112	Director I-Information Technology	\$80,966.96	14.3%	\$97,846.52	16.7%	\$113,694.4	19.1%	34.7%	14.0
113	Director II-Professional Learning	\$84,353.34	-0.9%	\$94,435.11	9.1%	\$104,516.8	15.8%	24.0%	8.0
114	Director II-Risk Management	\$78,549.65	6.0%	\$91,531.22	11.9%	\$104,512.7	15.8%	23.0%	12.0
115	Director II-School Food Services	\$82,139.76	1.7%	\$94,435.11	9.1%	\$104,516.8	15.8%	24.0%	9.0
116	Director II-Transportation	\$83,960.72	-0.5%	\$93,614.22	9.9%	\$103,267.7	16.8%	23.0%	9.0
117	Director I-Middle School Education	\$85,783.08	9.2%	\$97,174.24	17.3%	\$108,565.4	22.7%	26.7%	9.0
118	Director I-Special Education	\$86,653.32	8.3%	\$98,999.86	15.7%	\$110,570.9	21.3%	26.6%	10.0
119	Director I-Title I & Related Activities	\$86,789.56	8.2%	\$97,811.96	16.7%	\$108,834.3	22.5%	25.5%	10.0
120	Director I-Workforce Education	\$85,095.90	10.0%	\$96,102.95	18.2%	\$107,110.0	23.7%	26.1%	9.0
121	Driver/Equipment Operator	\$26,395.70	-7.3%	\$33,268.27	2.6%	\$43,759.76	-0.1%	67.0%	9.0
122	Early Childhood Assistant	\$25,237.34	-18.8%	\$33,655.74	-14.1%	\$54,109.13	-43.4%	120.8%	2.0
123	Educational Interpreter	\$23,160.99	1.2%	\$28,230.77	13.2%	\$39,869.26	4.2%	75.8%	5.0
124	Electrician I	\$30,397.59	-1.6%	\$38,492.46	7.3%	\$50,223.61	5.5%	78.1%	9.0
125	Electrician II	\$37,984.23	-9.7%	\$48,442.33	-0.8%	\$60,365.94	1.8%	63.4%	11.0
126	Electronics Technician	\$31,280.20	9.7%	\$41,284.85	14.1%	\$51,289.50	16.6%	63.9%	7.0
127	Elementary School Assistant Principal	\$65,549.53	-3.2%	\$78,208.66	0.9%	\$89,934.56	4.7%	38.3%	11.0
128	Elementary School Principal	\$81,637.61	2.6%	\$95,087.02	8.7%	\$106,795.5	14.2%	32.4%	11.0
129	Employee Management Specialist	-	-	-	-	-	-	-	0.0
130	Energy Manager	\$48,408.81	4.5%	\$64,290.76	-2.0%	\$77,743.76	-3.2%	39.2%	5.0
131	Equipment Operator I	\$27,183.48	-10.5%	\$31,800.28	6.9%	\$37,137.18	15.1%	40.3%	4.0
132	Equipment Operator II	\$30,962.00	-14.1%	\$38,172.03	-1.4%	\$45,382.07	5.8%	46.5%	5.0
133	Escambia County Public Schools Foundation-Exe	\$52,647.31	30.8%	\$56,205.41	40.5%	\$59,763.51	47.1%	13.5%	1.0
134	Executive Assistant To The Superintendent	\$37,416.03	36.5%	\$49,446.45	32.5%	\$62,161.78	29.0%	69.1%	11.0
135	Executive Secretary	\$33,405.24	3.5%	\$40,612.59	15.5%	\$49,573.70	19.4%	57.0%	8.0
136	Facilities Financial Specialist	\$38,612.34	22.8%	\$57,268.13	7.9%	\$75,923.92	-2.2%	95.8%	3.0
137	Facilities Resource Manager	\$37,736.66	1.2%	\$43,637.80	17.7%	\$49,538.93	27.0%	30.6%	3.0
138	Financial Analyst	\$39,822.76	1.5%	\$53,209.57	-5.9%	\$67,336.76	-12.1%	79.0%	7.0
139	Fire Suppression Technician II	-	-	-	-	-	-	-	0.0
140	Food Service Assistant I	\$20,951.33	-8.6%	\$26,272.56	1.8%	\$31,195.09	8.9%	46.1%	8.0
141	Food Service Assistant II	\$21,069.18	0.9%	\$29,509.87	-0.1%	\$37,950.57	-0.6%	79.0%	4.0
142	Food Service Assistant Manager	\$25,043.87	-6.9%	\$30,827.38	5.2%	\$36,610.88	12.0%	46.0%	6.0
143	Food Service Manager I	-	-	\$33,450.18	11.2%	\$51,247.52	-6.4%	95.3%	8.0
144	Food Service Manager II	\$28,071.78	6.2%	\$36,309.79	12.6%	\$44,547.80	16.1%	58.4%	6.0
145	Food Service Manager III	\$30,695.34	6.9%	\$39,604.59	13.5%	\$48,513.85	17.1%	57.8%	6.0
146	Food Service Manager IV	\$34,762.33	4.4%	\$40,457.03	19.8%	\$46,151.74	28.5%	33.2%	5.0
147	Free & Reduced Price Meal Program Technician	-	-	-	-	-	-	-	0.0

**EXHIBIT 4B (Continued)
SALARY SURVEY MARKET SUMMARY WITH DIFFERENTIALS***

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
		Average	% Diff	Average	% Diff	Average	% Diff		
148	General Counsel	\$115,633.14	-12.5%	\$128,942.66	-1.0%	\$142,252.1	6.8%	23.6%	3.0
149	Heating and Ventilating Mechanic II	\$34,458.92	-4.5%	\$43,088.63	5.8%	\$52,630.39	10.1%	56.7%	7.0
150	Heavy Equipment Operator	\$37,064.93	-23.9%	\$46,381.25	-11.7%	\$57,079.47	-7.5%	54.4%	7.0
151	High School Assistant Principal	\$67,084.41	0.7%	\$80,521.12	4.1%	\$91,772.53	8.6%	41.3%	10.0
152	High School Principal	\$79,799.41	14.4%	\$99,327.64	14.3%	\$116,004.7	16.3%	50.2%	10.0
153	Human Resources Aide	\$28,743.98	8.5%	\$34,637.46	20.5%	\$41,922.90	24.8%	53.1%	7.0
154	Human Resources Generalist	\$41,016.48	-24.4%	\$51,828.14	-13.3%	\$62,556.51	-6.8%	45.7%	6.0
155	Human Resources Specialist	\$35,650.41	-30.1%	\$44,089.10	-29.5%	\$52,569.93	-29.1%	45.7%	8.0
156	HVAC Controls Technician	\$36,296.77	13.8%	\$44,293.73	24.2%	\$53,807.16	28.0%	54.8%	7.0
157	HVAC Technician	\$34,335.09	0.8%	\$42,866.28	10.8%	\$53,246.80	13.4%	58.3%	12.0
158	Industrial Plant Mechanic I	\$33,711.11	-7.3%	\$42,682.28	2.1%	\$57,495.70	-3.1%	106.4%	3.0
159	Inventory Control Technician-School Food Services	\$34,238.32	12.3%	\$44,584.38	8.1%	\$54,930.43	5.3%	58.8%	3.0
160	Investigator	-	-	-	-	-	-	-	0.0
161	Job Facilitator – Special Needs	\$31,715.67	-35.3%	\$31,070.62	4.5%	\$34,862.90	16.2%	29.4%	3.0
162	Lead Accounting Specialist	\$46,538.13	-21.9%	\$53,159.79	-0.3%	\$61,616.82	9.1%	31.3%	4.0
163	Lead Electronics Technician	\$39,334.97	-8.2%	\$50,144.31	0.6%	\$61,152.38	5.3%	55.9%	4.0
164	Lead Employee Management Specialist	\$40,840.30	-7.0%	\$50,480.37	4.8%	\$60,120.44	11.3%	47.0%	2.0
165	Lead Microimaging Technician	\$34,668.16	-5.1%	-	-	-	-	-	1.0
166	LEAD PAYROLL SPECIALIST	\$38,289.75	-0.3%	\$49,547.38	6.5%	\$62,186.71	8.3%	58.5%	4.0
167	Library Media Clerk	\$22,546.25	-1.1%	\$26,075.72	15.8%	\$36,778.29	7.2%	46.8%	5.0
168	Locksmith	\$36,070.40	-9.4%	\$46,956.69	-2.6%	\$57,045.73	2.6%	50.4%	7.0
169	Maintenance Mechanic I	\$30,035.98	-5.4%	\$35,560.19	10.1%	\$44,664.35	11.7%	50.1%	7.0
170	Maintenance Mechanic II	\$35,546.10	-7.8%	\$43,059.14	5.9%	\$50,572.18	13.6%	42.5%	6.0
171	Maintenance Worker I	\$23,884.91	-12.4%	\$30,133.63	-2.2%	\$36,954.00	2.1%	50.8%	7.0
172	Maintenance Worker II	\$27,949.13	-13.6%	\$37,505.36	-9.8%	\$47,410.23	-8.4%	68.8%	5.0
173	Manager II-Garage	\$48,481.09	30.6%	\$61,170.51	29.6%	\$71,613.40	31.0%	41.1%	3.0
174	Manager III-Custodial Services	\$60,543.35	3.9%	\$64,449.67	17.7%	\$95,820.00	-2.3%	67.2%	2.0
175	Manager II-Inventory & Warehouse Operations	\$45,879.44	34.3%	\$68,650.40	20.9%	\$91,421.35	11.9%	239.4%	3.0
176	Manager III-Telecommunications	\$60,954.52	3.3%	\$73,769.66	5.8%	\$87,280.13	6.8%	38.5%	6.0
177	Manager I-Network Services	\$61,096.85	14.2%	\$82,885.56	6.4%	\$105,341.1	0.5%	77.8%	6.0
178	Manager I-Systems Integration	\$57,278.17	19.6%	\$77,743.27	12.2%	\$97,594.60	7.8%	69.4%	4.0
179	Manager I-Systems, Communications & Operations	\$54,475.10	23.5%	\$68,091.18	23.1%	\$82,188.15	22.4%	51.4%	3.0
180	Manager IV-Construction Projects	\$60,871.47	-3.3%	\$76,148.55	-4.0%	\$91,048.90	-4.0%	39.7%	5.0
181	Manager IV-Protection Services	\$55,487.22	5.8%	\$73,204.74	0.0%	\$90,922.25	-3.9%	63.9%	1.0
182	Manager IV-Technology Support	\$59,577.31	-1.1%	\$74,824.91	-2.2%	\$90,072.51	-2.9%	52.7%	3.0
183	Manager VI-Central Stores	-	-	-	-	-	-	-	0.0
184	Manager VI-GIS Transportation	\$49,876.16	-1.1%	\$73,204.74	-19.4%	\$90,922.25	-24.1%	63.9%	2.0

**EXHIBIT 4B (Continued)
SALARY SURVEY MARKET SUMMARY WITH DIFFERENTIALS***

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
		Average	% Diff	Average	% Diff	Average	% Diff		
185	Manager VII-Central Shipping & Receiving	\$31,637.92	19.0%	\$44,500.57	8.3%	\$55,761.18	3.9%	67.7%	3.0
186	Manager VIII - Central Inventory Textbook Control	\$60,890.54	-71.0%	-	-	-	-	-	1.0
187	Manager VIII-Financial Aid/Veterans	-	-	-	-	-	-	-	0.0
188	Manager VII-Transportation Stores	\$44,271.06	-13.4%	\$53,387.99	-10.0%	\$60,645.55	-4.5%	31.2%	4.0
189	Manager VI-Route	\$36,242.50	26.5%	\$64,699.54	-5.5%	\$93,156.59	-27.1%	157.2%	3.0
190	Mechanical Engineer	\$51,510.39	30.4%	\$73,099.38	20.5%	\$88,279.65	19.7%	66.6%	3.0
191	Media Acquisition Specialist	\$34,294.83	-14.6%	\$43,563.10	-4.9%	\$52,831.36	0.5%	54.1%	3.0
192	Microimaging Technician	\$27,662.47	2.9%	\$34,971.61	11.5%	\$42,280.75	16.4%	52.9%	2.0
193	Middle School Assistant Principal	\$66,634.92	-0.6%	\$79,455.04	3.5%	\$90,708.36	7.8%	38.9%	11.0
194	Middle School Principal	\$84,581.02	0.6%	\$98,143.71	7.3%	\$109,582.8	13.4%	31.8%	11.0
195	Occupational Therapist	\$52,554.57	16.6%	\$66,063.98	15.7%	\$78,571.06	16.1%	55.0%	9.0
196	Office Administration Specialist	-	-	-	-	-	-	-	0.0
197	Office Machine Technician	\$39,862.74	-15.1%	\$45,926.83	4.4%	\$51,990.91	15.4%	30.4%	3.0
198	Office Service Assistant	\$21,894.91	23.2%	\$23,537.03	40.5%	\$25,179.15	50.2%	15.0%	1.0
199	Paint and Body Repairer	\$38,240.04	-21.8%	\$43,611.79	-0.1%	\$48,983.53	12.2%	27.9%	5.0
200	Painter I	\$31,434.49	-10.3%	\$38,176.15	3.4%	\$44,569.35	11.9%	34.5%	7.0
201	Painter II	\$36,915.04	-12.0%	\$46,375.59	-1.3%	\$56,213.16	4.0%	48.8%	9.0
202	Pathologist-Speech Language	\$56,445.76	10.4%	\$68,346.34	12.7%	\$90,302.46	3.6%	56.8%	4.0
203	Payroll Specialist	\$40,176.89	-16.0%	\$49,315.58	-2.6%	\$59,992.24	2.4%	50.1%	5.0
204	Pest Control Technician II	\$35,282.35	-7.0%	\$44,708.08	2.3%	\$54,133.81	7.5%	53.2%	4.0
205	Physical Therapist	\$53,863.89	14.5%	\$65,951.92	15.8%	\$80,637.83	13.9%	56.5%	8.0
206	Physical Therapy Assistant (PTA)	\$33,987.01	32.0%	\$46,082.92	25.9%	\$57,409.77	22.7%	70.9%	6.0
207	Plumber I	\$34,714.00	-16.0%	\$41,804.72	-0.7%	\$45,958.81	13.5%	46.2%	9.0
208	Plumber II	\$38,875.77	-12.3%	\$48,462.53	-0.8%	\$58,864.27	4.3%	51.9%	9.0
209	Programmer Analyst I	\$43,649.76	12.7%	\$59,643.93	4.0%	\$74,867.66	-0.8%	67.9%	11.0
210	Programmer Analyst I-Web Technologies	\$44,883.33	10.2%	\$59,903.11	3.6%	\$74,029.11	0.4%	62.3%	11.0
211	Programmer I	\$47,272.15	-3.0%	\$61,210.23	-7.3%	\$76,864.21	-12.7%	70.5%	11.0
212	Programmer II	\$49,619.45	-29.4%	\$62,736.93	-31.6%	\$75,854.41	-33.1%	49.9%	6.0
213	Project Coordinator-Mentor Program	-	-	-	-	-	-	-	0.0
214	Property Audit Specialist	\$45,895.59	-69.1%	\$49,094.77	-30.4%	\$52,293.96	-8.6%	13.9%	2.0
215	Property Control Technician-Finance	\$47,121.68	-20.7%	\$50,297.46	-3.6%	\$53,473.23	7.8%	13.5%	1.0
216	Purchasing Agent	\$40,482.36	-0.2%	\$50,972.18	-1.5%	\$62,827.01	-4.6%	56.1%	9.0
217	Registered Nurse	\$47,419.14	5.2%	\$55,982.73	9.9%	\$67,507.84	9.1%	49.9%	7.0
218	Risk Management Specialist	\$56,645.92	-89.3%	\$60,465.87	-45.6%	\$64,285.81	-21.0%	13.5%	1.0
219	Safety Officer I	\$27,769.57	22.0%	\$35,066.12	20.8%	\$42,362.68	20.0%	52.6%	1.0
220	Safety Officer II	\$35,660.77	11.8%	\$49,638.98	1.2%	\$63,617.20	-5.9%	78.4%	2.0

**EXHIBIT 4B (Continued)
SALARY SURVEY MARKET SUMMARY WITH DIFFERENTIALS***

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
		Average	% Diff	Average	% Diff	Average	% Diff		
221	School Bus Assistant	\$21,114.27	5.4%	\$26,055.92	15.8%	\$32,728.22	17.4%	38.3%	8.0
222	School Bus Operator	\$23,758.62	3.4%	\$33,908.58	0.7%	\$45,434.74	-3.9%	82.4%	11.0
223	School Data Specialist I	\$27,656.42	-7.0%	\$44,628.99	-24.4%	\$60,403.80	-31.6%	110.9%	5.0
224	School Data Specialist II	\$34,266.03	-20.3%	\$40,567.49	-2.6%	\$47,434.91	6.2%	40.9%	6.0
225	School Finance Specialist	\$37,585.88	-31.9%	\$48,715.55	-23.2%	\$59,845.22	-18.3%	58.2%	3.0
226	Security Credentials Technician	-	-	-	-	-	-	-	0.0
227	Security/Safety Program Specialist	-	-	-	-	-	-	-	0.0
228	SEDNET Specialist	-	-	-	-	-	-	-	0.0
229	Senior Auditor	\$61,907.77	-18.9%	\$80,197.47	-23.9%	\$97,978.55	-26.7%	63.9%	3.0
230	Senior Executive Secretary	\$36,970.19	3.2%	\$45,112.00	14.9%	\$56,854.10	16.2%	61.8%	7.0
231	Senior Financial Analyst	\$49,696.56	4.5%	\$58,529.36	9.5%	\$66,899.50	13.5%	33.3%	3.0
232	Senior Human Resources Analyst	\$53,101.32	-2.0%	\$69,856.61	-8.0%	\$86,611.89	-12.0%	64.1%	3.0
233	Senior Purchasing Agent	\$44,002.79	15.5%	\$53,146.05	17.9%	\$63,110.85	18.4%	46.2%	9.0
234	Senior School Finance Specialist	\$33,939.70	-2.9%	\$50,573.96	-10.5%	\$67,208.22	-14.8%	98.0%	1.0
235	Shop Leader – Auto Equipment Mechanics	\$41,622.63	-9.0%	\$51,339.40	3.1%	\$72,713.83	-7.2%	80.2%	7.0
236	Shop Leader – Construction/Maintenance	\$40,859.08	-2.0%	\$47,838.11	14.0%	\$54,631.55	23.2%	33.6%	6.0
237	Shop Leader – Electronics	\$41,507.32	-8.7%	\$45,439.51	14.3%	\$50,343.78	25.8%	24.5%	5.0
238	Shop Leader – Grounds	\$40,535.24	-6.2%	\$45,439.51	14.3%	\$50,343.78	25.8%	24.5%	4.0
239	Shop Leader – HVAC Operations	\$41,507.32	-3.6%	\$45,439.51	18.3%	\$50,343.78	29.2%	24.5%	5.0
240	Shop Leader – Locksmiths	\$39,447.62	-3.3%	\$44,845.11	15.4%	\$50,242.60	25.9%	28.0%	5.0
241	Shop Leader – Office Machines	\$41,609.05	-9.0%	\$46,664.43	12.0%	\$52,982.01	21.9%	31.7%	4.0
242	Shop Leader – Paint and Body Repair	\$41,506.78	-8.7%	\$49,636.69	6.3%	\$57,631.15	15.0%	40.8%	4.0
243	Shop Leader – Painters	\$40,228.40	-5.4%	\$45,209.76	14.7%	\$50,116.79	26.1%	24.7%	5.0
244	Social Worker	\$46,891.86	-2.2%	\$60,206.70	-5.5%	\$76,214.58	-11.8%	61.1%	5.0
245	Social Worker-Title I	\$48,349.27	-5.4%	\$66,710.76	-16.9%	\$74,614.32	-9.4%	26.9%	2.0
246	Special Center Assistant Principal-George Stone	\$69,670.57	-5.2%	\$77,293.15	6.1%	\$84,915.72	13.7%	21.9%	1.0
247	Special Center Principal	\$87,003.22	-3.8%	\$104,654.16	-0.5%	\$114,976.2	7.6%	21.9%	2.0
248	Special Center Principal-Escambia Westgate	\$87,003.74	-3.8%	\$104,654.16	-0.5%	\$114,976.2	7.6%	21.9%	2.0
249	Special Center Principal-George Stone Career Center	\$87,004.27	-3.8%	\$104,654.16	-0.5%	\$114,976.2	7.6%	21.9%	2.0
250	Specialist I-Continuous Improvement & School Choice	\$34,441.16	41.5%	\$41,919.86	42.7%	\$49,398.56	43.6%	43.4%	1.0
251	Specialist I-Data Reporting	\$39,424.53	33.1%	\$55,381.82	24.4%	\$73,759.38	15.7%	96.2%	3.0
252	Specialist I-Educational Data	\$40,538.41	31.2%	\$58,201.98	20.5%	\$77,728.89	11.2%	97.9%	3.0
253	Specialist II-Technology Support	\$45,892.50	8.2%	\$57,245.35	7.9%	\$73,096.97	1.6%	75.4%	4.0
254	Specialist I-Network Infrastructure	\$47,084.58	20.1%	\$58,419.63	20.2%	\$71,512.44	18.3%	57.6%	8.0
255	Specialist Resource-Speech Language Impaired	-	-	-	-	-	-	-	0.0
256	Specialist-Evaluation Services	\$43,005.81	31.8%	\$55,651.66	28.9%	\$69,556.80	25.7%	66.6%	2.0
257	Specialist-School Psychologist	\$51,800.20	17.8%	\$59,716.14	23.8%	\$68,541.26	26.8%	34.8%	5.0

**EXHIBIT 4B (Continued)
SALARY SURVEY MARKET SUMMARY WITH DIFFERENTIALS***

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
		Average	% Diff	Average	% Diff	Average	% Diff		
258	Specialist-Workforce Education	\$34,441.16	25.0%	\$41,919.86	26.5%	\$49,398.56	27.6%	43.4%	1.0
259	Storekeeper/Warehouse Technician I	\$25,090.84	-7.1%	\$32,905.12	-1.2%	\$41,275.42	0.8%	66.1%	5.0
260	Storekeeper/Warehouse Technician II	\$26,902.53	0.9%	\$34,032.23	9.6%	\$41,161.93	14.5%	53.0%	4.0
261	Storekeeper/Warehouse Technician III	\$29,899.31	4.8%	\$40,692.09	6.6%	\$51,345.96	7.9%	71.2%	5.0
262	Subject Area Specialist/ESE-Emotional or Behavioral	\$58,775.43	-28.1%	\$90,466.78	-58.6%	\$101,274.0	-48.5%	27.1%	2.0
263	Subject Area Specialist/ESE-Physically Impaired	\$79,659.50	-73.6%	\$90,466.78	-58.6%	\$101,274.0	-48.5%	27.1%	1.0
264	Subject Area Specialist/ESE-Physically Impaired (OI, OHI,	\$79,659.50	-73.6%	\$90,466.78	-58.6%	\$101,274.0	-48.5%	27.1%	1.0
265	Subject Area Specialist/ESE-Specific Learning Disability	\$79,659.50	-73.6%	\$90,466.78	-58.6%	\$101,274.0	-48.5%	27.1%	1.0
266	Subject Area Specialist/ESE-Speech Language Impaired	\$79,659.50	-73.6%	\$90,466.78	-58.6%	\$101,274.0	-48.5%	27.1%	1.0
267	Subject Area Specialist/Gifted	\$60,891.60	-32.7%	-	-	-	-	-	1.0
268	Subject Area Specialist-Elementary Mathematics	\$63,941.23	-39.3%	\$74,317.43	-30.3%	\$81,644.00	-19.7%	21.9%	2.0
269	Subject Area Specialist-Language Arts	\$63,941.23	-39.3%	\$74,317.43	-30.3%	\$81,644.00	-19.7%	21.9%	2.0
270	Subject Area Specialist-Mathematics	\$63,941.23	-39.3%	\$74,317.43	-30.3%	\$81,644.00	-19.7%	21.9%	2.0
271	Subject Area Specialist-Music/Fine Arts	\$63,941.23	-39.3%	\$74,317.43	-30.3%	\$81,644.00	-19.7%	21.9%	2.0
272	Subject Area Specialist-P.E., Health, Wellness, Driver's	\$57,881.04	-26.1%	\$74,317.43	-30.3%	\$81,644.00	-19.7%	21.9%	2.0
273	Subject Area Specialist-Primary Grades	\$63,941.23	-39.3%	\$74,317.43	-30.3%	\$81,644.00	-19.7%	21.9%	2.0
274	Subject Area Specialist-Reading	\$63,941.23	-39.3%	\$74,317.43	-30.3%	\$81,644.00	-19.7%	21.9%	2.0
275	Subject Area Specialist-Science	\$63,941.23	-39.3%	\$74,317.43	-30.3%	\$81,644.00	-19.7%	21.9%	2.0
276	Subject Area Specialist-Social Studies	\$63,941.23	-39.3%	\$74,317.43	-30.3%	\$81,644.00	-19.7%	21.9%	2.0
277	Supervisory Dietitian	\$51,318.53	18.6%	\$55,651.66	28.9%	\$69,556.80	25.7%	66.6%	2.0
278	Supervisory Technician I-School Food Services	\$48,380.02	1.9%	\$63,988.52	-4.4%	\$79,988.25	-9.2%	66.7%	2.0
279	Teacher Assistant – Alternative Education	\$20,300.03	4.5%	\$26,565.44	9.9%	\$31,897.47	15.5%	50.3%	7.0
280	Teacher Assistant – Bilingual	\$20,300.03	9.0%	\$26,565.44	14.2%	\$31,897.47	19.5%	50.3%	7.0
281	Teacher Assistant – Computer Lab	\$19,886.76	10.9%	\$26,283.06	15.1%	\$31,814.85	19.7%	53.5%	7.0
282	Teacher Assistant – Elementary	\$20,048.56	1.0%	\$26,409.67	6.0%	\$32,006.65	11.0%	53.9%	8.0
283	Teacher Assistant – Secondary	\$19,726.73	7.2%	\$25,880.36	12.3%	\$31,196.16	17.3%	51.9%	7.0
284	Teacher Assistant Special	\$19,396.29	13.1%	\$26,133.08	15.6%	\$31,695.72	20.0%	53.8%	5.0
285	Technical Systems Administrator	\$49,690.22	-51.1%	\$59,690.59	-46.1%	\$72,564.28	-48.5%	54.3%	3.0
286	Technician I-Data Support	\$37,337.48	24.3%	\$45,091.48	26.4%	\$55,154.69	24.7%	46.9%	4.0
287	Technician II-Energy Management Control Systems	\$38,137.47	16.9%	\$48,583.72	14.8%	\$59,029.97	13.4%	54.0%	2.0
288	Technician III-Data Support	\$37,347.53	7.6%	\$47,681.90	5.1%	\$58,016.27	3.4%	45.5%	4.0
289	Technician III-Technology Support	\$30,856.71	23.6%	\$38,053.45	24.2%	\$45,250.18	24.6%	46.7%	4.0
290	Technician III-TV & Video	\$35,024.84	13.3%	\$35,864.92	28.6%	\$36,704.99	38.9%	4.8%	1.0
291	Technician I-School Food Services	-	-	-	-	-	-	-	0.0
292	Technician I-Systems Support	\$42,538.02	13.7%	\$50,248.58	18.0%	\$58,390.91	20.3%	27.3%	5.0
293	Technician I-Systems Support Telephone	\$42,588.07	13.6%	\$52,200.90	14.8%	\$61,813.73	15.6%	41.3%	8.0
294	Technician IV-School Based IT	\$27,618.59	29.3%	\$31,949.49	34.2%	\$36,280.40	37.5%	31.4%	1.0

EXHIBIT 4B (Continued)
SALARY SURVEY MARKET SUMMARY WITH DIFFERENTIALS*

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
		Average	% Diff	Average	% Diff	Average	% Diff		
295	Technician IV-Technology Support	\$29,186.31	25.2%	\$37,057.74	23.6%	\$44,929.17	22.6%	53.9%	5.0
296	Technician V-Information Technology	\$27,538.15	16.2%	\$34,276.44	16.1%	\$41,014.72	16.1%	49.4%	2.0
297	Technology Specialist-School Food Services	\$38,395.15	39.1%	\$47,940.34	38.8%	\$57,485.54	38.6%	49.5%	2.0
298	Test Scoring and Reporting Coordinator	\$62,839.04	-90.6%	-	-	-	-	-	1.0
299	Transportation Dispatcher	\$30,740.74	-24.9%	\$34,428.08	-0.8%	\$40,233.75	8.0%	41.1%	4.0
300	Transportation Video/GPS Specialist	\$33,233.30	-21.3%	\$39,343.13	-15.5%	\$45,452.96	-11.6%	37.0%	4.0
301	Upholsterer and Glazier	\$34,352.97	-26.6%	\$43,670.00	-16.0%	\$51,985.18	-8.0%	37.1%	6.0
302	Wastewater Treatment Plant Operator II	\$30,411.16	-11.0%	\$39,990.25	-17.4%	\$48,580.69	-19.3%	55.0%	3.0
303	Workers' Compensation Claims Adjuster	\$30,237.00	34.1%	\$32,507.00	43.0%	\$34,777.00	49.0%	15.0%	1.0
304	Workforce Finance Specialist	\$34,441.16	3.3%	\$41,919.86	5.3%	\$49,398.56	6.7%	43.4%	1.0
305	Zone Manager-Custodial Services	\$37,356.80	7.6%	\$40,383.20	19.6%	\$43,409.60	27.7%	16.2%	1.0
Overall Average			-1.7%		5.5%		8.2%	46.0%	5.2

*Note that for positions with no comparable market data, (indicated by a "-" in the last column), Evergreen did not find comparable positions at peer organizations. It could be that a comparable position did not exist at the peer organization or a job is similar, but not a good match at the peer organization. Evergreen typically defines an appropriate match as a job that has a 70 percent or greater match in duties to the District's job.

4.2 SALARY SURVEY RESULTS

This section provides a synopsis of the outcomes of the salary survey at market average range minimum, midpoint, and maximum. Note that these market data alone are not used for recommendations on pay grade placement; rather, market data, in combination with internal equity scoring collected through the Job Assessment Tool (JAT) are used to determine recommended placement

Range Minimums

As **Exhibit 4B** illustrates, at the minimum of the respective salary ranges, the Escambia County School District was an average of 1.7 percent below the market across all surveyed job titles. While some classifications were closer to market at the minimum, others exhibit a greater difference from market values. Market minimums are considered entry level salary points, either entry into the organization or entry into a next level of classification. It is, therefore, important for an organization to be competitive with the market at range minimums in order to recruit qualified employees.

Based on the data gathered in the market at range minimum for these benchmark positions, the following was determined:

- At the market minimum, the benchmark positions ranged from a low of 90.6 percent below market in the case of the Test Scoring and Reporting Coordinator classification to a high of 41.5 percent above market minimum for the Specialist I-Continuous Improvement & School Choice.
- In total, 144 of the surveyed classifications were found to be below market at the minimum, which represents 47.1 percent of benchmarks. These 144 classifications were an average of 16.3 percent below market at the minimum.
- A total of 65 surveyed positions indicated market differentials at the pay range minimum that were greater than 10 percent below market; 37 have market differentials of 20 percent below market or greater; and 25 have market differentials of 30 percent below market or greater.

Range Midpoints

Range midpoint is important to compare to the market because it is often considered the market salary of employees who are fully trained and functional in their classification. As **Exhibit 4B** indicates, the Escambia County School District was an average of 5.5 percent above market at the midpoint for benchmarked classifications.

Based on the data gathered at the market midpoint of the salary range, the following was determined:

- At the market midpoint, the benchmark positions ranged from a low of 65.4 percent below market in the case of the Auditing Administration Specialist classification to a high of 43.0 percent above market midpoint for the Workers' Compensation Claims Adjuster classification.

- In total, 80 of the surveyed classifications were found to be below market at the midpoint, which represents 26.1 percent of benchmarks. These 80 classifications were an average of 15.6 percent below market at the midpoint.
- A total of 35 surveyed positions indicated market differentials at the pay range midpoint that were greater than 10 percent below market; 25 have market differentials of 20 percent below market or greater; and 20 have market differentials of 30 percent below market or greater.

Range Maximums

Salary range maximum values as they compared to the survey respondent average are also illustrated in **Exhibit 4B**. Maintaining competitiveness at range maximums can help an organization in its efforts to retain talented and experienced employees. As **Exhibit 4B** shows, the Escambia County School District is, on average, 8.2 percent above market at the maximum of its pay ranges for the benchmarked positions.

The comparison of market maximums yielded the following considerations:

- At the market maximum, the benchmark positions ranged from a low of 71.8 percent below market in the case of the Auditing Administration Specialist classification to a high of 50.2 percent above market maximum for the Office Service Assistant classification.
- In total, 71 of the surveyed classifications were found to be below market at the maximum, which represents 23.2 percent of benchmarks. These 71 classifications were an average of 15.7 percent below market at the maximum.
- A total of 37 surveyed positions indicated market differentials at the pay range maximum that were greater than 10 percent below market; 16 have market differentials of 20 percent below market or greater; and 10 have market differentials of 30 percent below market or greater.

It should be noted that the standing of a classification's pay range compared to the market is not a definitive assessment of the individual employee's salary being equally above or below market. It does, however, speak to the the District's ability to recruit and retain talent over time. For example, if starting pay is significantly lower than the market would offer, the District may find itself losing out to its market peers when seeking to fill a position. Additionally, if midpoint or maximum pay is significantly lower than the market, experienced employees may leave for other opportunities.

From the analysis of the data gathered in the external labor market assessment, the following major conclusions were reached:

- The Escambia County School District is an average of 1.7 percent below market at range minimum.

- The Escambia County School District is an average of 5.5 percent above market at range midpoint.
- The Escambia County School District is an average of 8.2 percent above market at range maximum.

Another important consideration is pay grade range spread, or the percentage difference between pay grade minimum and maximum. The average range spread for the benchmarked classifications was 46.0 percent. For Administrative classifications, the average market range spread was 29.0 percent; for ESP it was 54.3 percent; and for Professionals it was 50.0 percent.

Comparatively, as noted in **Chapter 3**, the average range spread at the Escambia County School District is 48.6 percent for the Administrative and Professional Salary Schedule and between 77.4 and 77.7 for the Educational Support Professional (ESP) Salary Schedule. The larger than average range spread at the District is a strength of the existing salary schedules, as employees at the District have greater opportunity for growth within their pay grade than employees at peer organizations. This wider than average range spread also provides an explanation for the increasing competitiveness of the District's pay grades from minimum through maximum of the pay range. Essentially, the District's pay grade minimums start out slightly less competitive than the market, but because of the wider than average range spread, catch up to market averages and become more competitive toward the middle and top of the pay range.

4.3 AVERAGE ACTUAL SALARIES AND INCENTIVES

In addition to comparing market average salaries at pay range minimum, midpoint, and maximum, Evergreen collected market data on average actual salaries as well as incentive compensation. That is, for each benchmark position, peers were asked to provide an average of the base salaries actually paid to employees in those positions as well as the base plus incentive amount (if any) paid to those employees. Although this is yet another point of comparison that can be useful in assessing market competitiveness, it is often a less used approach as the actual salaries of employees are based on a number of variables that cannot be gleaned from the data collected, including tenure with the organization, experience outside of the organization, an organization's hiring policies, and an individual's ability to negotiate, to name a few. Further, oftentimes organizations maintain job titles without incumbents, or vacant positions, and therefore average actual data are not available for comparison.

Exhibit 4C displays average actual salary for each benchmark classification as well as average actual incentive where available. Note that the averages displayed do not include District average actuals. Also, "average actual incentive" is defined as any supplemental compensation provided on top of an employee's base salary, including longevity or stipends. The average incentive as a percent of base salary is 1.6 percent, and ranges from a low of 0.1 percent to a high of 12.6 percent.

**EXHIBIT 4C
SALARY SURVEY AVERAGE ACTUAL SALARY AND INCENTIVES**

Classification	Average Base Salary	Average Incentive*	# Resp.
Accounting Specialist II	\$26,395.26	-	2
Accounting Specialist III	\$36,584.64	-	2
Accounting Specialist IV	\$48,733.51	\$2,008.00	4
Accounting Supervisor	\$79,795.57	-	3
Administrative Aide	\$27,538.67	-	3
Administrative Clerk I	\$26,199.93	-	2
Administrative Clerk II	\$32,954.44	\$1,506.00	3
Administrative Clerk III	-	-	-
Administrative Recording Secretary	\$29,406.00	-	1
Administrative School Secretary I	\$34,014.77	\$108.76	3
Administrative School Secretary II	\$34,766.58	\$1,506.00	3
Administrative School Secretary III	\$30,503.78	-	2
Administrative Secretary I	\$29,973.44	\$108.76	5
Administrative Secretary II	\$33,835.92	\$1,506.00	5
Administrative Secretary III	\$36,338.35	-	4
Administrative Specialist	\$43,552.77	-	3
Administrative Specialist-School Food Services	\$41,269.67	\$108.76	1
Administrator On Special Assignment	-	-	-
Affairs/Scholarships	-	-	-
Air Conditioning & Refrigeration Mechanic II	\$44,752.08	\$560.00	2
Analyst-Network Systems	\$62,266.78	-	4
Analyst-Systems	\$65,771.92	-	3
Area Manager-School Food Services	-	-	-
Assistant Director-Maintenance Services	\$52,631.11	-	1
Assistant Director-Title I & Related Activities	\$52,631.11	-	1
Assistant Garage Supervisor	\$59,542.63	\$300.00	2
Assistant Superintendent-Curriculum & Instruction	\$109,986.84	\$900.00	2
Assistant Superintendent-Finance & Business Services	\$119,843.67	\$900.00	4
Assistant Superintendent-Human Resource Services	\$109,554.11	-	3
Assistant Superintendent-Operations	\$123,726.00	\$900.00	2
Audiologist	\$67,243.00	-	1
Audiometric Technician	-	-	-
Auditing Administration Specialist	-	-	-
Auditor	\$57,000.00	-	1
Automotive Equipment Mechanic	\$35,927.77	-	3
Automotive Service Worker	\$23,287.89	-	1
Behavior Technician	-	-	-
Benefits Specialist	\$38,967.50	\$2,789.80	2
Carpenter I	\$43,066.00	-	2
Carpenter II	\$55,827.20	-	1
Certification Specialist	\$53,110.80	-	2
Certified Behavior Analyst	\$53,296.33	\$1,782.67	1
Certified Educational Interpreter I	\$28,439.34	\$84.59	2
Certified Educational Interpreter II	\$24,249.24	-	1
Certified Educational Interpreter III	\$28,654.74	-	1
Claims Adjustor	-	-	-
Clerk-Data Control-Transportation	-	-	-
Clerk-Inventory Control & Warehouse Operations	\$52,582.40	-	1
Computer Operator	\$36,237.98	\$1,506.00	3
Confidential Human Resource Office Administration Specialist	\$40,260.72	-	2

EXHIBIT 4C (Continued)
SALARY SURVEY AVERAGE ACTUAL SALARY AND INCENTIVES

Classification	Average Base Salary	Average Incentive*	# Resp.
Confidential Legal Assistant/Paralegal	\$62,016.99	-	2
Confidential Risk Management Administrative Specialist	\$60,160.00	-	1
Construction Mechanic I	-	-	-
Construction Mechanic II	-	-	-
Construction/Maintenance Supervisor	\$54,869.55	-	5
Coordinator I-Cost Analysis	\$61,808.24	-	1
Coordinator II-Benefits & Employee Wellness	\$92,622.50	-	1
Coordinator II-District Media Resources & Services	\$81,566.00	-	1
Coordinator II-DJJ Transitions	-	-	-
Coordinator II-EEOC	-	-	-
Coordinator II-Employee Services	-	-	-
Coordinator II-Health Services	-	-	-
Coordinator III-Aquatic Sports	\$56,982.00	-	1
Coordinator III-Criminal Justice Training	-	-	-
Coordinator III-FDLRS	-	-	-
Coordinator III-I.B. Program	-	-	-
Coordinator III-School Choice & Virtual Academy	-	-	-
Coordinator III-Second Chance	-	-	-
Coordinator III-Student Services	\$67,127.00	-	1
Coordinator II-Migrant Education	-	-	-
Coordinator II-Public Relations	\$81,265.60	-	1
Coordinator I-Program Planning	-	-	-
Coordinator IV-Adult Education-School Based	-	-	-
Coordinator IV-Comm School/Adult Education	-	-	-
Coordinator IV-Financial Aid/Veterans	\$49,920.00	-	1
Coordinator IV-Financial Aid/Veterans Affairs/Scholarships	\$49,920.00	-	1
Coordinator Of Board Affairs	-	-	-
Coordinator V-Community Involvement	-	-	-
Coordinator V-Drama Production	-	-	-
Coordinator V-Drama Production	-	-	-
Coordinator V-I.B. Middle Years Program	-	-	-
Coordinator VI-Human Resources	\$70,442.11	-	1
Coordinator VI-Operations	-	-	-
Coordinator VI-Retirement Specialist	-	-	-
Coordinator VI-Title I & Related Activities	-	-	-
Coordinator-Educator Certification	-	-	-
Coordinator-Management Information Systems	\$54,459.81	-	1
Coordinator-Student Data Systems	\$50,460.00	-	1
Coordinator-Technology Services	\$73,698.00	-	1
Court Liaison	\$45,204.64	-	1
Custodial Worker I	\$30,452.41	-	5
Custodial Worker II	\$33,083.59	-	4
Custodial Worker III	\$30,679.37	\$3,858.26	3
Deputy Superintendent	\$136,900.88	\$675.00	2
Diagnostician-ESE Pre-K	-	-	-
Diagnostician-Speech Language	-	-	-
Diesel Truck and Bus Technician	\$47,299.50	-	3
Director I-Elementary School Education	\$118,790.75	\$900.00	2
Director I-High School Education	\$108,253.25	\$900.00	2

EXHIBIT 4C (Continued)
SALARY SURVEY AVERAGE ACTUAL SALARY AND INCENTIVES

Classification	Average Base Salary	Average Incentive*	# Resp.
Director I-Human Resource Services	\$102,941.46	\$900.00	3
Director II-Alternative Education, Charter Schools & Juvenile Justice	\$116,325.00	-	1
Director II-Budgeting	\$103,783.65	-	3
Director II-Continuous Improvement & School Choice	-	-	-
Director II-Evaluation Services	-	-	-
Director II-Facilities Planning	\$111,246.48	-	2
Director II-Human Resource Services	\$98,000.79	-	3
Director III-Accounting Operations	\$109,643.44	-	3
Director III-Internal Auditing	\$109,712.31	-	1
Director III-Payroll Accounting	\$103,836.15	-	2
Director III-Purchasing & Business Services	\$91,195.89	-	4
Director II-Maintenance	\$100,427.48	-	2
Director I-Information Technology	\$96,183.14	\$900.00	5
Director II-Professional Learning	\$104,195.00	-	1
Director II-Risk Management	\$104,755.23	-	2
Director II-School Food Services	\$109,642.25	-	2
Director II-Transportation	\$100,670.82	-	3
Director I-Middle School Education	\$108,253.25	\$900.00	2
Director I-Special Education	\$119,244.00	\$900.00	1
Director I-Title I & Related Activities	\$103,894.70	\$900.00	2
Director I-Workforce Education	\$103,894.70	\$900.00	2
Driver/Equipment Operator	\$24,440.91	-	3
Early Childhood Assistant	\$22,519.87	-	2
Educational Interpreter	\$28,654.74	-	1
Electrician I	\$38,950.50	\$135.00	2
Electrician II	\$44,550.09	\$900.00	4
Electronics Technician	\$35,303.66	-	2
Elementary School Assistant Principal	\$74,116.91	\$144.00	3
Elementary School Principal	\$91,228.54	\$197.50	3
Employee Management Specialist	-	-	-
Energy Manager	\$44,548.40	-	2
Equipment Operator I	\$28,404.33	-	2
Equipment Operator II	\$34,675.08	-	3
Executive Assistant To The Superintendent	\$57,569.87	-	3
Executive Secretary	\$43,393.20	-	2
Facilities Financial Specialist	\$55,563.00	\$2,008.00	2
Facilities Resource Manager	\$40,355.18	-	2
Financial Analyst	\$54,131.60	\$2,008.00	4
Fire Suppression Technician II	-	-	-
Food Service Assistant I	\$22,811.88	-	2
Food Service Assistant II	-	-	-
Food Service Assistant Manager	\$28,386.80	-	1
Food Service Manager I	\$32,371.91	\$28.95	4
Food Service Manager II	\$34,535.59	-	2
Food Service Manager III	\$34,079.73	-	2
Food Service Manager IV	\$34,079.73	-	2
Free & Reduced Price Meal Program Technician	-	-	-
General Counsel	\$181,784.65	-	2
Heating and Ventilating Mechanic II	-	-	-

EXHIBIT 4C (Continued)
SALARY SURVEY AVERAGE ACTUAL SALARY AND INCENTIVES

Classification	Average Base Salary	Average Incentive*	# Resp.
Heavy Equipment Operator	\$35,359.52	-	2
High School Assistant Principal	\$74,614.42	-	3
High School Principal	\$115,320.22	\$450.00	3
Human Resources Aide	\$33,357.17	-	1
Human Resources Generalist	\$40,260.72	-	2
Human Resources Specialist	\$42,287.38	-	2
HVAC Controls Technician	\$44,655.25	-	3
HVAC Technician	\$38,300.73	\$560.00	6
Industrial Plant Mechanic I	-	-	-
Inventory Control Technician-School Food Services	\$52,728.00	-	1
Investigator	-	-	-
Job Facilitator – Special Needs	\$25,841.60	-	1
Lead Accounting Specialist	\$53,801.63	-	2
Lead Electronics Technician	-	-	-
Lead Employee Management Specialist	-	-	-
Lead Microimaging Technician	\$36,982.40	-	1
Lead Payroll Specialist	\$36,714.00	\$3,840.00	1
Library Media Clerk	\$31,798.37	\$228.40	3
Locksmith	\$35,464.00	-	1
Maintenance Mechanic I	\$32,632.18	-	5
Maintenance Mechanic II	\$41,229.42	-	1
Maintenance Worker I	\$26,746.94	-	3
Maintenance Worker II	\$29,182.42	-	2
Manager II-Garage	\$56,442.80	-	2
Manager III-Custodial Services	\$51,007.00	\$900.00	1
Manager II-Inventory & Warehouse Operations	\$54,563.00	\$360.00	1
Manager III-Telecommunications	\$59,117.50	-	1
Manager I-Network Services	\$68,723.97	\$230.63	3
Manager I-Systems Integration	\$82,125.08	\$230.63	3
Manager I-Systems, Communications & Operations	\$73,005.00	-	1
Manager IV-Construction Projects	\$61,594.00	-	1
Manager IV-Protection Services	-	-	-
Manager IV-Technology Support	\$72,271.85	\$230.63	5
Manager VI-Central Stores	-	-	-
Manager VI-GIS Transportation	-	-	-
Manager VII-Central Shipping & Receiving	\$29,085.03	-	1
Manager VIII - Central Inventory Textbook Control	-	-	-
Manager VIII-Financial Aid/Veterans	-	-	-
Manager VII-Transportation Stores	-	-	-
Manager VI-Route	\$55,461.67	\$300.00	2
Mechanical Engineer	\$71,944.00	-	1
Media Acquisition Specialist	-	-	-
Microimaging Technician	-	-	-
Middle School Assistant Principal	\$71,087.50	-	3
Middle School Principal	\$97,566.82	\$225.00	4
Occupational Therapist	\$66,059.63	-	2
Office Administration Specialist	\$44,657.50	-	1
Office Machine Technician	-	-	-
Office Service Assistant	\$26,501.29	-	2

**EXHIBIT 4C (Continued)
SALARY SURVEY AVERAGE ACTUAL SALARY AND INCENTIVES**

Classification	Average Base Salary	Average Incentive*	# Resp.
Paint and Body Repairer	\$40,309.60	-	3
Painter I	\$37,325.60	-	2
Painter II	\$38,911.75	-	2
Pathologist-Speech Language	\$57,613.35	\$1,358.56	2
Payroll Specialist	\$39,188.20	\$3,840.00	2
Pest Control Technician II	-	-	-
Physical Therapist	\$59,030.50	\$1,036.00	2
Physical Therapy Assistant (PTA)	-	-	-
Plumber I	\$40,237.37	\$180.00	3
Plumber II	\$43,409.60	-	1
Programmer Analyst I	\$54,058.79	-	4
Programmer Analyst I-Web Technologies	\$54,163.85	-	5
Programmer I	\$63,079.92	-	3
Programmer II	\$58,240.57	-	3
Project Coordinator-Mentor Program	-	-	-
Property Audit Specialist	-	-	-
Property Control Technician-Finance	-	-	-
Purchasing Agent	\$45,195.45	-	5
Registered Nurse	\$51,500.74	-	4
Risk Management Specialist	-	-	-
Safety Officer I	\$44,717.89	-	1
Safety Officer II	-	-	-
School Bus Assistant	\$26,709.75	-	3
School Bus Operator	\$25,040.28	-	4
School Data Specialist I	\$45,078.00	\$1,506.00	1
School Data Specialist II	-	-	-
School Finance Specialist	-	-	-
Security Credentials Technician	-	-	-
Security/Safety Program Specialist	-	-	-
SEDNET Specialist	-	-	-
Senior Auditor	\$79,000.00	-	1
Senior Executive Secretary	\$39,187.40	\$240.00	2
Senior Financial Analyst	\$42,000.00	-	1
Senior Human Resources Analyst	\$59,358.51	\$300.00	2
Senior Purchasing Agent	\$57,191.59	-	4
Senior School Finance Specialist	-	-	-
Shop Leader – Auto Equipment Mechanics	\$58,222.02	\$300.00	3
Shop Leader – Construction/Maintenance	\$51,705.13	-	3
Shop Leader – Electronics	\$58,987.20	-	2
Shop Leader – Grounds	\$51,441.80	-	3
Shop Leader – HVAC Operations	\$58,987.20	-	2
Shop Leader – Locksmiths	\$54,793.07	-	3
Shop Leader – Office Machines	\$58,987.20	-	2
Shop Leader – Paint and Body Repair	\$55,348.80	-	2
Shop Leader – Painters	\$58,987.20	-	2
Social Worker	\$48,655.14	\$320.00	1
Social Worker-Title I	-	-	-
Special Center Principal	\$121,805.00	-	1

**EXHIBIT 4C (Continued)
SALARY SURVEY AVERAGE ACTUAL SALARY AND INCENTIVES**

Classification	Average Base Salary	Average Incentive*	# Resp.
Specialist I-Continuous Improvement & School Choice	-	-	-
Specialist I-Data Reporting	-	-	-
Specialist I-Educational Data	\$41,368.13	-	1
Specialist II-Technology Support	\$46,377.50	-	1
Specialist I-Network Infrastructure	\$54,924.27	-	3
Specialist Resource-Speech Language Impaired	-	-	-
Specialist-Evaluation Services	-	-	-
Specialist-School Psychologist	\$58,590.00	-	1
Specialist-Workforce Education	-	-	-
Storekeeper/Warehouse Technician I	-	-	-
Storekeeper/Warehouse Technician II	-	-	-
Storekeeper/Warehouse Technician III	-	-	-
Subject Area Specialist/ESE-Emotional or Behavioral Disabilities Programs	-	-	-
Subject Area Specialist/ESE-Physically Impaired	-	-	-
Subject Area Specialist/ESE-Physically Impaired (OI, OHI, TBI)	-	-	-
Subject Area Specialist/ESE-Specific Learning Disability	-	-	-
Subject Area Specialist/ESE-Speech Language Impaired	-	-	-
Subject Area Specialist/Gifted	-	-	-
Subject Area Specialist-Elementary Mathematics	\$93,656.60	-	1
Subject Area Specialist-Language Arts	\$80,650.64	-	1
Subject Area Specialist-Mathematics	\$84,889.20	-	1
Subject Area Specialist-Music/Fine Arts	\$82,463.12	-	1
Subject Area Specialist-P.E., Health, Wellness, Driver's Education & Athletics	-	-	-
Subject Area Specialist-Primary Grades	\$98,197.50	-	1
Subject Area Specialist-Reading	\$80,650.64	-	1
Subject Area Specialist-Science	\$91,808.72	-	1
Subject Area Specialist-Social Studies	\$84,889.20	-	1
Supervisory Dietitian	-	-	-
Supervisory Technician I-School Food Services	-	-	-
Teacher Assistant – Alternative Education	-	-	-
Teacher Assistant – Bilingual	\$28,435.68	-	1
Teacher Assistant – Computer Lab	-	-	-
Teacher Assistant – Elementary	-	-	-
Teacher Assistant – Secondary	-	-	-
Teacher Assistant Special	-	-	-
Technical Systems Administrator	\$50,460.00	-	1
Technician I-Data Support	\$39,269.00	-	2
Technician II-Energy Management Control Systems	\$61,674.32	-	2
Technician III-Data Support	\$40,120.17	-	3
Technician III-Technology Support	\$40,992.18	-	3
Technician III-TV & Video	-	-	-
Technician I-School Food Services	-	-	-
Technician I-Systems Support	\$42,554.00	-	1
Technician I-Systems Support Telephone	\$54,810.00	-	1
Technician IV-School Based IT	\$56,552.67	-	1
Technician IV-Technology Support	\$48,000.00	-	1
Technician V-Information Technology	\$55,258.50	-	1
Technology Specialist-School Food Services	-	-	-
Test Scoring and Reporting Coordinator	-	-	-

EXHIBIT 4C (Continued)
SALARY SURVEY AVERAGE ACTUAL SALARY AND INCENTIVES

Classification	Average Base Salary	Average Incentive*	# Resp.
Transportation Dispatcher	-	-	-
Transportation Video/GPS Specialist	\$38,453.38	-	1
Upholsterer and Glazier	\$46,051.20	-	1
Wastewater Treatment Plant Operator II	-	-	-
Workers' Compensation Claims Adjuster	\$34,963.97	-	1
Workforce Finance Specialist	\$47,075.06	-	1
Zone Manager-Custodial Services	\$34,642.27	-	2
Average	\$58,781.89	\$950.30	2.1

*Note that the averages displayed do not include District average actuals.

4.4 SALARY SURVEY CONCLUSION

Information gained from the market survey was used, in conjunction with stakeholder feedback and current environmental factors (such as the budget) to develop a recommended compensation plan that places the Escambia County School District in a strong position to grow and stay competitive in today’s market. Discussion of potential recommended changes to the pay plan can be found in **Chapter 6** of this report.

Chapter 5 – Benefits Survey Results Summary

As a component of this study, Evergreen conducted a benefits market analysis in addition to a salary survey. A benefits analysis, much like a salary evaluation, represents a snapshot in time of what is available in peer organizations. The Benefit Survey can provide the organization with an understanding of the total compensation (salary and benefits) offered by its peers. It is important to realize that there are intricacies involved with benefits programs that are not captured by a market survey alone.

This information should be used as a cursory overview and not a line-by-line comparison, since benefits can be weighted differently depending on the importance to the organization. It should also be noted that benefits are usually negotiated and acquired through third parties, so one-to-one comparisons can be difficult. The analysis in this chapter highlights aspects of the benefits survey that provide pertinent information and had high completion rates by target peers. **Exhibit 5A** provides a list of the 11 target peers from which full or partial benefits data were obtained for this analysis.

EXHIBIT 5A BENEFITS SURVEY RESPONDENTS

Baldwin County Public Schools, AL
City of Pensacola
Clay County School District
Collier County Public Schools
Escambia County Government
Lake County Schools
Leon County Public Schools
Okaloosa County Schools
Santa Rosa County Schools
Sarasota County Schools
University of West Florida

General Benefits

Exhibit 5B displays a basic overview of peer organization size, benefits as a percent of total compensation, and the average number of health plans offered. As can be seen, market peers have an average of 3,950 full-time employees and 1,666 part-time employees. Comparatively, the Escambia County School District has 2,100 full-time employees and 120 part-time employees.



**EXHIBIT 5B
OVERALL BENEFITS INFORMATION**

Organization Demographics	Peer Average		Escambia County School District	
Full-Time Employees	3,950	70.3%	2,100	94.6%
Part-Time Employees	1,666	29.7%	120	5.4%
Benefits as a Percent of Total Compensation	21.5%		21.9%	
Average Number of Health Plans Offered	3.2		4	

Exhibit 5B also displays the market average benefits as a percentage of total compensation. Benefits as a percent of total compensation is a common broad indicator that organizations use to assess how generous benefits are at individual organizations. Total compensation refers to the total dollar amount an employee receives from the organization, and is generally calculated as the employee’s salary plus all benefits, expressed as a dollar amount. Therefore, benefits as a percentage of total compensation is calculated by dividing benefits expressed as a dollar amount by the amount of total compensation. The benefits as a percentage of total compensation for the Escambia County School District is approximately 21.9 percent—very much in line with the market average of 21.5 percent.

Lastly, **Exhibit 5B** displays that the average number of health plans offered by peers (any combination of HMO, HSA, PPO, or other options), is 3.2. The Escambia County School District offers four types of health plans—including a HSA plan, two HRA plans, and an IHI plan.

Health Plans

Exhibit 5C displays data on the types of health plans offered. As can be seen, 55.6 percent of peers offer a HMO plan, 100.0 percent offer a PPO plan, and 22.2 percent offer a HSA plan. The data show that the percentage of an individual employee’s premium paid by the employer is, on average, 94.0 percent for HMO plans, 92.1 percent for PPO plans, and 100.0 percent for HSA plans. For employee plus family plans, employers contribute 37.4 percent for the HMO plan, 48.2 percent for the PPO plan, and 92.0 percent for the HSA plan. The exhibit also shows that coinsurance ranges from a low of 7.5 percent for the HMO plan, to a high of 23.0 percent for the PPO plan. Notably, 50.0 percent of peers indicated that their HMO plans are offered to all employees, while the other 50.0 percent indicated that only full-time employees receive the offering. For the PPO plan, only 20.0 percent of peers offer the plan to full-time employees only, whereas the other 80.0 percent of peers offer the coverage to part-time employees as well as full-time employees.

For comparison purposes, a summary of the plans offered by the Escambia County School District are displayed in **Exhibit 5D**. As can be seen, the District offers HSA, HRA-Base, HRA-\$500, and the IHI plans to all employees working a minimum of 20 hours per week. The District covers anywhere from 74.0 percent to 100.0 percent of the premium for individual coverage across all plans. Notably, the District covers anywhere from between 63.0 percent to 75.0 percent of the premium for family coverage across all plans.

**EXHIBIT 5C
OVERVIEW OF HEALTH PLANS OFFERED BY PEERS**

Health Plan Premiums & Deductibles	Peer HMO Average	Peer PPO Average	Peer HSA Average
Plan Offered? (Yes)	55.6%	100.0%	22.2%
What is the minimum hours per week an employee must work to be eligible?	21.9	15.1	-
What percentage of an individual employee's premium is paid by the employer?	94.0%	92.1%	100.0%
What dollar amount (monthly) is paid by the employer for individual coverage?	\$460.03	\$553.69	\$314.41
What is the deductible for individual coverage ?	\$250.00	\$1,341.18	\$2,600.00
What is the OOP for individual coverage ?	\$2,462.50	\$3,663.64	\$3,600.00
What percentage is paid by the employer for employee plus child ?	21.4%	53.2%	91.9%
What dollar amount (monthly) is paid by the employer for employee plus child coverage?	\$264.99	\$599.91	\$843.23
What is the deductible for each plan for employee plus child ?	\$1,312.50	\$2,761.11	-
What is the OOP for employee plus child ?	\$2,333.33	\$7,100.00	-
What percentage is paid by the employer for employee plus spouse ?	21.3%	47.3%	91.9%
What dollar amount (monthly) is paid by the employer for employee plus spouse ?	\$264.99	\$618.50	\$931.35
What is the deductible for each plan for employee plus spouse ?	\$200.00	\$2,538.89	-
20. What is the OOP for employee plus spouse ?	\$2,333.33	\$5,085.71	-
What percentage is paid by the employer for employee plus family ?	37.4%	48.2%	92.0%
What dollar amount (monthly) is paid by the employer for employee plus family ?	\$592.55	\$762.12	\$1,195.73
What is the deductible for each plan for employee plus family ?	\$2,062.50	\$2,740.00	\$3,600.00
What is the OOP for family coverage ?	\$4,925.00	\$7,540.00	\$6,600.00
Average coinsurance %	7.5%	23.0%	6.7%

**EXHIBIT 5D
OVERVIEW OF HEALTH PLANS OFFERED BY THE
ESCAMBIA COUNTY SCHOOL DISTRICT**

Health Plan Premiums & Deductibles	Escambia County School District Health Plans			
	HSA	HRA-BASE	HRA-\$500	IHI
Which employee groups or bargaining units are covered by each health plan?	ALL	ALL	ALL	ALL
What is the minimum hours per week an employee must work to be eligible for health benefits?	20	20	20	20
What percentage of an individual employee's (employee only) premium is paid by the employer?	93.0%	81.0%	74.0%	100.0%
What dollar amount (monthly) is paid by the employer for individual (employee only) coverage?	\$396	\$396	\$396	\$70
What percentage is paid by the employer for employee plus child ?	74.0%	68.0%	60.0%	-
What dollar amount (monthly) is paid by the employer for employee plus child coverage?	\$562	\$562	\$562	-
What percentage is paid by the employer for employee plus spouse ?	74.0%	68.0%	60.0%	-
What dollar amount (monthly) is paid by the employer for employee plus spouse ?	\$659	\$659	\$659	-
What percentage is paid by the employer for employee plus family ?	75.0%	69.0%	63.0%	-
What dollar amount (monthly) is paid by the employer for employee plus family ?	\$1,259	\$1,376	\$1,554	-
What is the deductible for each plan for individuals ?	\$3,000	\$2,500	\$2,300	-
What is the deductible for each plan for employee plus child ?	\$3,000/per	\$2,500/per	\$2,300/per	-
What is the deductible for each plan for employee plus spouse ?	\$3,000/per	\$2,500/per	\$2,300/per	-
What is the deductible for each plan for employee plus family ?	\$6,000	\$7,500	\$5,400	-
What is the OOP for employee only coverage?	\$6,000	\$5,000	\$4,000	-
What is the OOP for employee plus child ?	\$6,000/per	\$5,000/per	\$4,000/per	-
What is the OOP for employee plus spouse ?	\$6,000/per	\$5,000/per	\$4,000/per	-
What is the OOP for family coverage ?	\$12,000	\$12,700	\$12,000	-
Coinsurance?	80/20%	80/20%	80/20%	-

Exhibit 5E displays responses for miscellaneous questions asked of peers related to health care. As can be seen, under general coverage plans, 14.3 percent of peers offer an employee medical facility; 57.1 percent offer a wellness program incentive; 42.9 percent offer an employee fitness center; and 14.3 percent offer athletic event passes. Comparatively, the Escambia County School District offers all of these benefits.

**EXHIBIT 5E
MISCELLANEOUS HEALTH COVERAGE QUESTIONS**

Question	Peer Percentage Yes	Escambia County School District
Do you offer an Employee Medical Facility under the general coverage plan?	14.3%	Yes
Do you offer a Wellness Program Incentive under the general coverage plan?	57.1%	Yes
Do you offer an Employee Fitness Center under the general coverage plan?	42.9%	Yes
Do you offer Athletic Event ID Badges/Passes under the general coverage plan?	14.3%	Yes
Is health insurance provided to retirees younger than 65 years?	85.7%*	Yes
Is health insurance provided to retirees 65 years of age or older?	85.7%*	Yes
Does your organization have a tobacco-free policy?	83.3%	Yes

*100% of peers responding yes indicated that the employer contributes \$0. The District also does not contribute.

Peers were also asked if health insurance is offered to retirees and if so, what dollar amount is paid by the employer. As can be seen, 85.7 percent of respondents offer health insurance to retirees regardless of age. Of the peers that responded ‘yes,’ 100.0 percent indicated that the employer contributes \$0. Likewise, the Escambia County School District offers health insurance to all retirees and contributes \$0. Finally, the exhibit shows that 83.3 percent of peers have a tobacco-free policy in place. The Escambia County School District also has a tobacco-free policy in place for its employees.

Retirement

Exhibit 5F displays the participation rate in a state retirement system and other retirement options at peer organizations. As can be seen, 100.0 percent of peer respondents participate in a state retirement system (FRS); 80.0 percent offer D.R.O.P; 83.3 percent offer a 401k or similar plan; and 71.4 percent offer an additional type of retirement option. Of the peers that indicated they offer a retirement system option other than the state retirement system, 100.0 percent indicated they contribute in some capacity to these Plans.

Exhibit 5G displays a summary of the details on peer pension plans. As can be seen, the average years to fully vest is 8.2; the definition of early retirement age is 61.2 and the definition of normal retirement age is 64.7; and 100.0 percent of peers offer a COLA for retiree pensions. Further, the average employee percentage contribution required is 3.0

percent and the average employer percentage match is 7.3 percent. Finally, 100.0 percent of peer respondents indicated that their plans offer a disability provision. Because a majority of peers responding are on the FRS, the District’s data was very much in line with the market average.

**EXHIBIT 5F
RETIREMENT OPTIONS**

Retirement Participation	Peer Percentage Yes	Escambia County School District
Does your organization participate in a State Retirement System?	100.0%	Yes
Is a retirement option other than a state plan offered?	0.0%	Yes
Is D.R.O.P. offered?	80.0%	Yes
Is a 401k, 401a, 403(b), or 457 offered?	83.3%	Yes
Is a type of plan other than a 401k, 401a, 403(b) or 457 offered?	71.4%	No
Does the employer contribute to any of these non-state retirement options?	100.0%	No

**EXHIBIT 5G
PENSION PLAN DETAILS**

Number of Plans	Peer Average	Escambia County School District	
		Hired Prior 7/1/2011	Hired After 7/1/2011
Years to Fully Vest	8.2	6	8
Definition of Normal Retirement Age?	64.7*	62 or 30 Years	65 or 33 Years
Definition of Early Retirement Age?	61.2*	Prior to 62	Prior to 65
Is COLA Offered to Retiree Pensions (Percent “Yes”)?	100.0%	Varies on # of Years	
Employee’s Percentage of Contribution Required?	3.0%	3.0%	
Employer’s Percentage Match?	7.26%	7.26%	
Does the organization's retirement plan offer a disability provision?	100.0%	Yes	

*One peer provided that the definition of normal retirement age is “age 65 or 33 years” and that early retirement age is “prior to age 65.”

Life Insurance

Exhibit 5H summarizes the life insurance offerings of responding peers and at the Escambia County School District. Overall, 90.0 percent of peers who responded offer some type of life insurance and 66.7 percent offer accidental death insurance to employees. The average cost to the employer for individual coverage is \$10.69, and the average dollar amount of the death benefit for most peer life insurance is \$34,285.71. However, two peers indicated that the death benefit is calculated as 1x the employee’s base salary. The Escambia County

School District provides employer-paid life insurance at no cost to the employee, and 1x the employee’s base salary is paid out under the plan.

**EXHIBIT 5H
LIFE INSURANCE**

Life Insurance	Peer Percentage Yes	Peer Average	Escambia County School District
Is employer-paid life insurance offered?	90.0%	-	Yes
Cost (monthly) to employer for individual coverage	-	\$10.69	\$.211/\$1,000 of Salary
Dollar amount of death benefit	-	\$34,285.71*	1x Employees Base Salary
Is accidental death insurance provided?	66.7%	-	-

*Two peers also indicated that the dollar amount of death benefit is based on salary, at 1X the employee’s base salary.

Employee Leave and Holidays

Exhibit 5I provides the average minimum and maximum accrual rates, the average years of service required to achieve the maximum accrual rate, and the average maximum amount accruable for Personal Leave, Sick Leave, Annual/Vacation Leave and Paid Time off (PTO) leave for respondents. As can be seen, 80.0 percent of respondents offer sick leave; 90.0 percent offer annual/vacation leave; 33.3 percent of respondents offer Personal Leave; and 22.2 percent offer Paid Time Off (PTO). Employees at peer organizations can accrue an average maximum of 480 hours of sick leave, 321.3 hours of annual/vacation leave, and 500 hours of PTO. Maximum average monthly accrual rates for sick leave is 9.0 hours for sick leave, 12.2 hours for annual vacation leave, 8.0 hours for personal leave, and 31.0 hours for PTO.

**EXHIBIT 5I
LEAVE TIME ACCRUAL**

Leave Accrual	Offered? (Percent “Yes”)	Minimum Accrual Rate (Monthly)	How many years of service does it require to begin to accrue the minimum rate?	Maximum Accrual Rate (Monthly)	Years to Achieve Maximum Accrual Rate	Maximum Accrual Allowed for a Year
Sick Leave	80.0%	6.1	0.0	9.0	10.5	480.0
Annual/Vacation Leave	90.0%	8.4	0.0	12.2	12.3	321.3
Personal Leave	33.3%	-*	-	8.0	-	-
Paid-Time Off	22.2%	16.0	0.0	31.0	25.0	500.0

*One peer provided that the minimum accrual rate is “6 days per year.”

Exhibit 5J summarizes respondent policies regarding sick leave payout. Sick leave is paid out upon voluntary separation in 60.0 percent of responding peer organizations. Only 40.0 percent of peers pay out sick leave upon involuntary separation. Further, 20.0 percent of the responding peers count unused sick leave in calculating retirement. As can be seen, the average maximum number of hours that are paid out upon both voluntary and involuntary separation is 480.0.

**EXHIBIT 5J
SICK LEAVE PAYOUT**

Sick Leave Policies	Peer Percentage Yes	Peer Average
Is unused sick leave paid out upon voluntary separation?	60.0%	-
Max hours of sick leave paid out upon voluntary separation	-	480.0
Is unused sick leave paid out upon involuntary separation?	40.0%	-
Max hours of sick leave paid out upon involuntary separation	-	480.0
Can unused sick leave count towards retirement?	20.0%	-

Exhibit 5K summarizes respondent policies regarding annual/vacation leave payout. Annual/vacation leave is paid out by 100 percent of respondents for voluntary separation and 83.3 percent for involuntary separation, with an average maximum payout of 420.5 hours for voluntary and 427.3 for involuntary separation.

**EXHIBIT 5K
ANNUAL/VACATION LEAVE PAYOUT**

Vacation Leave Policies	Peer Percentage Yes	Peer Average
Is unused annual/vacation leave paid out upon voluntary separation?	100.0%	-
Max hours of annual/vacation leave paid out upon voluntary separation	-	420.5
Is unused annual/vacation leave paid out upon involuntary separation?	83.3%	-
Max hours of annual/vacation leave paid out upon involuntary separation	-	427.3

In comparison to the data listed in **Exhibits 5I through 5K**, School Board policy in Escambia County provides that administrative, professional and other eligible personnel employed 12 months per fiscal year are entitled to annual leave. For the first five years of employment,



one day of annual leave is accrued for each full month of employment. For the sixth through the tenth year of employment, one and one-quarter days of annual leave is accrued for each full month of employment. Finally, for the years of employment above ten, one and one-half days of annual leave is accrued for each full month of employment. No more than 500 hours can be carried forward into the next year.

For retirees, annual leave accrued can not exceed 500 hours (62.5 days) for employees hired on or before June 30, 1995, is paid upon retirement, and for employees hired on or after July 1, 1995 a maximum of 480 hours is paid out upon retirement. Upon normal retirement or termination of employment, employees hired on or before June 30, 1995 are paid one 100.0 percent of accrued annual leave up to 500 hours. Employees hired on or after July 1, 1995 are paid one 100.0 percent of accrued annual leave up to four hundred eighty 480 hours.

Sick leave for all administrative and professional personnel employed on a full-time basis receive four days of sick leave as of the first day of employment of each contract year and then accrue one day for sick leave at the end of each month of employment. Full-time permanent employees have the opportunity to redeem a portion of their accrued sick leave earned during the prior fiscal year. Only leave earned during the prior fiscal year that is in excess of a ten day accrued leave balance is eligible for payment. The eligible leave payments are 80.0 percent of the rate of pay of the year it was earned. Payment of accrued sick leave is made to personnel upon retirement as defined by the Florida Retirement System (FRS), and the amount is contingent on years of service. Sick leave is not paid out to employees upon separation.

For personal leave, personnel with accrued sick leave may use up to six (6) days per fiscal year (non-cumulative) of sick leave for personal reasons which must first be approved by the Superintendent or a designee.

The percentage of peers that offer various holidays are shown in **Exhibit 5L**. On average, peers offer 10.3 holidays to employees, compared to 11 at the Escambia County School District. The majority of peer respondents also indicated that fixed time off is provided to employees, such as Winter Break and Spring Break.

Supplemental Benefits

Exhibit 5M displays respondent information on employer and employee paid dental coverage. As can be seen, peers offer an average of 1.6 types of employer paid dental plans, whereas the Escambia County School District offers two types. The average monthly cost to the employee for coverage is \$22.50 across peers, and \$12.65 for the District. Overall, 100 percent of peer respondents indicated that they offer employer paid dental insurance to retirees; however, none contribute to the cost. The Escambia County School District does not offer employer paid dental coverage to retirees. Further, the average cost of employee paid dental coverage is \$30.80, compared to \$5.28 for District employees. Despite being lower cost, the District employee paid plan only covers up to \$800, compared to \$1,863 in peer organizations.

**EXHIBIT 5L
HOLIDAYS**

Paid Holiday observed by peer organizations	Peer Percentage Yes	Escambia County School District
New Year's Day	90.0%	Yes
New Year's Eve	40.0%	Yes
Martin Luther King, Jr. Day	100.0%	Yes
Lincoln's Birthday	0.0%	No
Washington's Birthday	0.0%	No
Presidents Day	60.0%	No
Good Friday	30.0%	No
Memorial Day	100.0%	Yes
Independence Day	70.0%	Yes
Labor Day	90.0%	Yes
Veteran's Day	90.0%	Yes
Thanksgiving Day	100.0%	Yes
Day after Thanksgiving	90.0%	Yes
Christmas Eve	70.0%	Yes
Christmas Day	90.0%	Yes
Personal Holiday	10.0%	No
Employee Birthday	0.0%	No
Other	0.0%	No
Other	0.0%	No
Other	0.0%	No

**EXHIBIT 5M
DENTAL COVERAGE**

Question	Peer Average		Escambia County School District	
	Employer Paid	Employee Paid	Employer Paid	Employee Paid
Percent Offering Coverage	83.3%	100%	Yes	Yes
How many types of dental plans do you offer?	1.6	2.0	2	2
Average monthly cost for individual/family coverage?	\$22.50	\$30.80	\$12.65/\$12.65	\$5.28/\$26.73
Maximum dollar amount the plans will cover for individual/family?	\$1,750	\$1,863	\$800/\$1,200	
Is dental insurance provided to retirees? (Percent "Yes")	100%	60%	No	Yes
If yes, does the employer contribute? (Percent "Yes")	0.0%	0.0%	No	No

Exhibit 5N displays respondent information on vision coverage. As can be seen, 25.0 percent of peers offer employer paid vision coverage, while 87.5 percent offer employee paid vision coverage. The average monthly cost across peers for employee paid coverage is \$6.61, compared to \$7.82 at the District. Further, the average monthly cost for employee paid family vision coverage is \$20.27 across peer organizations and \$22.40 at the Escambia County School District.

**EXHIBIT 5N
VISION COVERAGE**

Question	Peer Average		Escambia County School District	
	Employer Paid	Employee Paid	Employer Paid	Employee Paid
Percent Offering Coverage	25.0%	87.5%	No	Yes
Monthly cost for individual coverage?	\$4.19	\$6.61	-	\$7.82
Monthly cost for family coverage?	\$9.44	\$20.27	-	\$22.40

Exhibit 5O displays respondent information on employer and employee paid short-term and long-term disability. As can be seen, 16.7 percent of peers offer employer paid short-term disability and 60.0 percent offer employer paid long-term disability. The Escambia County School District does not offer either type. Overall, 66.7 percent of peers offer employee paid short-term disability and 85.7 percent offer employee paid long-term disability. Similarly, the Escambia County School District offers both types. The majority of peer respondents indicated that the cost for coverage varies based on salary across all types of coverage, and therefore a dollar amount could not be determined. The cost to District employees for both types of coverage is dependent on salary as well at the individual level, and is 60.0 percent for family coverage.

**EXHIBIT 5O
SHORT- AND LONG-TERM DISABILITY**

Question	Peer Average		Escambia County School District	
	Employer Paid	Employee Paid	Employer Paid	Employee Paid
Short Term Disability				
Percent Offering Coverage	16.7%	66.7%	No	Yes
Monthly cost for individual coverage?	-	\$10.80	-	Varies Based on Salary
Monthly cost for family coverage?	-	-	-	60.0%
Long Term Disability				
Percent Offering Coverage	60.0%	85.7%	No	Yes
Monthly cost for individual coverage?	\$7.10	-	-	Varies Based on Salary
Monthly cost for family coverage?	-	-	-	60.0%

Exhibit 5P summarizes the offering of Employee Assistance Programs (EAP) and tuition reimbursement among peers and at the District. All peers offered an EAP to employees, and 42.9 percent had a tuition reimbursement program. For peers who offered EAP to employees, an average of 4.0 annual visits is offered to employees. The Escambia County School District offers a maximum of four visits per incident.

**EXHIBIT 5P
EAP AND TUITION REIMBURSEMENT**

EAP	Peer Percentage Yes	Peer Average	Escambia County School District
Is an EAP offered?	100.0%	-	Yes
Number of Annual EAP Visits Provided?	-	4.0	4 Visits per Incident
Is Tuition Reimbursement offered?	42.9%	6 Credits*	No

*One peer also provided that only college degree programs that ‘benefit the County’ are reimbursed.

Overall, the Escambia County School District was found to be comparable to the market with respect to the benefits portion of total compensation. The results were not surprising in that when single benefits were analyzed in isolation, some of the District’s offerings appeared more or less generous than those offered by peers. However, when taken as a whole, the total package (i.e. benefits as a percentage of total compensation) appeared to be in alignment with the market.

Chapter 6.0 Recommendations

The recommendations in this chapter seek to build on the strengths of the Escambia County School District's compensation and classification plan and also to address the challenges observed over the course of the study. Internal factors such as the future direction of the District, the organizational culture, and availability of resources influenced these recommendations. Each has also been developed to address a specific need based on the collected information while taking into account the external environment. Arriving at the overall solution for the District was a detailed process involving all components of the research conducted which was reviewed and discussed in previous chapters of this report.

Analysis of the District's compensation and classification system revealed a number of commendable practices and opportunities for improvement that are common in the public sector. The recommendations presented in this chapter seek to build on the strengths of the current system while addressing the areas of opportunity discovered over the course of the study. Evergreen is proposing changes to the District's structure that use the existing plan as a foundation while improving internal equity, market competitiveness, and transparency and ease of administration of the system. Each classification was reviewed relative to market equity data and internal equity relationships. Using this methodology, Evergreen developed a solution that improves the District's competitive position relative to its market peers while seeking to preserve internal equity.

A classification analysis is designed to identify and rectify issues of internal equity as well as help the organization reflect on recent task and responsibility changes. The combination of competition from local communities as well as the private sector causes even more importance to be placed on the quality and responsiveness of the classification system. Classification illustrates how work is organized as well as how the human resources are utilized to meet the needs and perform the core services of any organization. It is critical that an organization possess a system that realistically captures what work is being performed by their employees.

FINDING

Three of the District's four salary schedules were reviewed as part of this study, including the Administrative Salary Schedule, the Professional Salary Schedule, and the Education Staff Professional (ESP) Salary Schedule. Each of the salary schedules reviewed possesses its own unique strengths and weaknesses:

Administrative

- **Weakness** – Midpoint progression, or the percent by which the midpoint of each grade increases from one grade to the next sequential grade, is inconsistent throughout the schedule. Specifically, midpoint progression ranges from a low of



1.6 percent to a high of 9.5 percent. Best practice calls for a midpoint progression of between three and five percent. This allows for placement of positions throughout the schedule at a paygrade commensurate with the market. In the current schedule, if the market rate for a position falls between two pay grades with a midpoint progression of 9.5 percent, that position must be placed on a pay grade rounded up or down from market.

- **Strength** – Range spread, or the percentage difference between minimum and maximum of any given pay grade, is a consistent 48.6 percent. Comparatively, the average market range spread for similar positions is 29.0 percent. This provides District Administrators with a greater opportunity for growth than what is offered at similar peer organizations.
- **Strength** - Step progression, or the percent increase from one step to the next, is a consistent 2.0 percent. While step progression is generally dependent on the number of steps and overall range spread, consistency in step progression provides all employees with an equitable percentage increase regardless of years of experience.

Professional

- **Weakness** – Midpoint progression ranges from 1.4 percent to 20.0 percent. This could result in a position being placed up to 10 percent above or below market.
- **Weakness** – Range spread is a consistent 48.6 percent. Comparatively, the average market range spread for similar positions is 50.0 percent. This provides District Professionals with slightly less opportunity for growth than what is offered at similar peer organizations.
- **Strength** – Step progression is a consistent 2.0 percent. As mentioned previously, consistency in step progression provides all employees with an equitable percentage increase regardless of years of experience.

Education Staff Professional (ESP)

- **Weakness** – Midpoint progression is slightly inconsistent—ranging from 4.7 percent to 5.2 percent. Although not far off from best practice midpoint progression (3-5 percent), organizations generally maintain a uniform midpoint progression across all pay grades.
- **Weakness** – Range spread is slightly inconsistent, ranging from 77.4 percent to 77.7 percent. A uniform range spread provides equity in growth across pay grades and positions. Despite this, the range spread far exceeds the 54.3 percent market average range spread for similar market positions, providing ESP employees with significantly more room for growth than at comparable peer organizations.



- **Weakness** – Step progression is inconsistent, ranging from 1.9 percent to 2.1 percent. This results in some employees receiving greater increases than others when step increases are provided.
- **Weakness** – The salary schedule does not reflect actual compensation received by employees on it. Specifically, longevity supplements, the No Child Left Behind supplement, the Food Service Manager supplement, and the Omnibus Agreement compensation are not factored into the base pay rates displayed on the schedule, and significantly increase the value of pay grades. In **Chapter 3**, Evergreen found that the schedule rates can be increased by as much as 24.5 percent by these supplements. Because base pay rates are typically aligned with market rates, these supplements act to increase compensation significantly above market value. Further, the current longevity supplement acts to double-reward employees for their years of experience. This is because employees have already progressed through the pay grade based on years of experience, and the longevity supplements then act to again reward employees for their tenure.

Overall

- **Weakness** – The number of steps per pay grade varies across the schedules. The Administrative Salary Schedule and the Professional Schedule contain 21 steps each, and the ESP Salary Schedule contains 30 steps. Generally, organizations maintain a uniform number of steps across all salary schedules, and the number of steps is set to align with the organization’s philosophy on the length of an employee’s career.
- **Weakness** – The steps on the salary schedules are not necessarily used to determine employee salary. That is, in recent years, employees in each group have received salary increases based on a flat percentage, versus receiving step increases. For example, in 2014-15, all employee groups received a four percent increase and no step increase was provided. In the event steps are abandoned and no longer correlate with years of experience, organizations may be better suited to move to away from a step plan to an open-range salary schedule.
- **Weakness** – There is no continuity between schedules in terms of grade nomenclature. That is, the lowest valued grade of the Administrative and Professional schedule is labeled with the highest grade number (Grade 13 and 18, respectively), while this the lowest valued grade in the ESP schedule is the lowest numbered grade (Grade 8).

Addressing these weaknesses, while building on existing strengths, will act to improve the District’s existing salary schedules.

RECOMMENDATION 1: Adopt the proposed salary schedule displayed in Exhibit 6A to address the weaknesses identified by Evergreen.



EXHIBIT 6A PROPOSED SALARY SCHEDULE*

Band	Grade	Hourly Min	Hourly Mid	Hourly Max	Min*	Mid*	Max*	Midpoint Progression	Range Spread
Educational Support Personnel (Annual Rates based on 2096 Hours)	101	\$8.91	\$12.37	\$15.82	\$18,677.17	\$25,922.28	\$33,167.39	-	77.6%
	102	\$9.36	\$12.99	\$16.62	\$19,611.03	\$27,218.39	\$34,825.76	5.0%	77.6%
	103	\$9.82	\$13.64	\$17.45	\$20,591.58	\$28,579.31	\$36,567.05	5.0%	77.6%
	104	\$10.32	\$14.32	\$18.32	\$21,621.16	\$30,008.28	\$38,395.40	5.0%	77.6%
	105	\$10.83	\$15.03	\$19.23	\$22,702.21	\$31,508.69	\$40,315.17	5.0%	77.6%
	106	\$11.37	\$15.78	\$20.20	\$23,837.32	\$33,084.13	\$42,330.93	5.0%	77.6%
	107	\$11.94	\$16.57	\$21.21	\$25,029.19	\$34,738.33	\$44,447.48	5.0%	77.6%
	108	\$12.54	\$17.40	\$22.27	\$26,280.65	\$36,475.25	\$46,669.85	5.0%	77.6%
	109	\$13.17	\$18.27	\$23.38	\$27,594.68	\$38,299.01	\$49,003.35	5.0%	77.6%
	110	\$13.82	\$19.19	\$24.55	\$28,974.42	\$40,213.96	\$51,453.51	5.0%	77.6%
	111	\$14.51	\$20.15	\$25.78	\$30,423.14	\$42,224.66	\$54,026.19	5.0%	77.6%
	112	\$15.24	\$21.15	\$27.06	\$31,944.29	\$44,335.90	\$56,727.50	5.0%	77.6%
	113	\$16.00	\$22.21	\$28.42	\$33,541.51	\$46,552.69	\$59,563.87	5.0%	77.6%
	114	\$16.80	\$23.32	\$29.84	\$35,218.58	\$48,880.33	\$62,542.07	5.0%	77.6%
	115	\$17.64	\$24.49	\$31.33	\$36,979.51	\$51,324.34	\$65,669.17	5.0%	77.6%
	116	\$18.53	\$25.71	\$32.90	\$38,828.49	\$53,890.56	\$68,952.63	5.0%	77.6%
	117	\$19.45	\$27.00	\$34.54	\$40,769.91	\$56,585.09	\$72,400.26	5.0%	77.6%
	118	\$20.42	\$28.35	\$36.27	\$42,808.41	\$59,414.34	\$76,020.27	5.0%	77.6%
	119	\$21.45	\$29.76	\$38.08	\$44,948.83	\$62,385.06	\$79,821.29	5.0%	77.6%
	120	\$22.52	\$31.25	\$39.99	\$47,196.27	\$65,504.31	\$83,812.35	5.0%	77.6%
121	\$23.64	\$32.81	\$41.99	\$49,556.08	\$68,779.53	\$88,002.97	5.0%	77.6%	
122	\$24.83	\$34.46	\$44.09	\$52,033.89	\$72,218.50	\$92,403.12	5.0%	77.6%	
Professional (Annual Rates based on 2000 Hours)	201	\$13.62	\$17.03	\$20.43	\$27,243.79	\$34,054.74	\$40,865.69	5.0%	50.0%
	202	\$14.30	\$17.88	\$21.45	\$28,605.98	\$35,757.48	\$42,908.97	5.0%	50.0%
	203	\$15.02	\$18.77	\$22.53	\$30,036.28	\$37,545.35	\$45,054.42	5.0%	50.0%
	204	\$15.77	\$19.71	\$23.65	\$31,538.09	\$39,422.62	\$47,307.14	5.0%	50.0%
	205	\$16.56	\$20.70	\$24.84	\$33,115.00	\$41,393.75	\$49,672.50	5.0%	50.0%
	206	\$17.39	\$21.73	\$26.08	\$34,770.75	\$43,463.44	\$52,156.12	5.0%	50.0%
	207	\$18.25	\$22.82	\$27.38	\$36,509.29	\$45,636.61	\$54,763.93	5.0%	50.0%
	208	\$19.17	\$23.96	\$28.75	\$38,334.75	\$47,918.44	\$57,502.13	5.0%	50.0%
	209	\$20.13	\$25.16	\$30.19	\$40,251.49	\$50,314.36	\$60,377.23	5.0%	50.0%
	210	\$21.13	\$26.42	\$31.70	\$42,264.06	\$52,830.08	\$63,396.09	5.0%	50.0%
	211	\$22.19	\$27.74	\$33.28	\$44,377.27	\$55,471.58	\$66,565.90	5.0%	50.0%
	212	\$23.30	\$29.12	\$34.95	\$46,596.13	\$58,245.16	\$69,894.19	5.0%	50.0%
	213	\$24.46	\$30.58	\$36.69	\$48,925.94	\$61,157.42	\$73,388.90	5.0%	50.0%
	214	\$25.69	\$32.11	\$38.53	\$51,372.23	\$64,215.29	\$77,058.35	5.0%	50.0%
	215	\$26.97	\$33.71	\$40.46	\$53,940.84	\$67,426.06	\$80,911.27	5.0%	50.0%

**EXHIBIT 6A (Continued)
PROPOSED SALARY SCHEDULE***

Band	Grade	Hourly Min	Hourly Mid	Hourly Max	Min*	Mid*	Max*	Midpoint Progression	Range Spread
Professional (Continued)	216	\$28.32	\$35.40	\$42.48	\$56,637.89	\$70,797.36	\$84,956.83	5.0%	50.0%
	217	\$29.73	\$37.17	\$44.60	\$59,469.78	\$74,337.23	\$89,204.67	5.0%	50.0%
	218	\$31.22	\$39.03	\$46.83	\$62,443.27	\$78,054.09	\$93,664.91	5.0%	50.0%
	219	\$32.78	\$40.98	\$49.17	\$65,565.43	\$81,956.79	\$98,348.15	5.0%	50.0%
	220	\$34.42	\$43.03	\$51.63	\$68,843.71	\$86,054.63	\$103,265.56	5.0%	50.0%
	221	\$36.14	\$45.18	\$54.21	\$72,285.89	\$90,357.36	\$108,428.84	5.0%	50.0%
Administrative** (Annual Rates based on 2000 Hours)	222	\$37.95	\$47.44	\$56.93	\$75,900.19	\$94,875.23	\$113,850.28	5.0%	50.0%
	301	\$32.19	\$40.02	\$47.84	\$64,386.43	\$80,030.73	\$95,675.03	5.0%	48.6%
	302	\$33.80	\$42.02	\$50.23	\$67,605.75	\$84,032.27	\$100,458.79	5.0%	48.6%
	303	\$35.49	\$44.12	\$52.74	\$70,986.03	\$88,233.88	\$105,481.73	5.0%	48.6%
	304	\$37.27	\$46.32	\$55.38	\$74,535.34	\$92,645.57	\$110,755.81	5.0%	48.6%
	305	\$39.15	\$48.66	\$58.17	\$78,295.23	\$97,319.03	\$116,342.83	5.0%	48.6%
	306	\$41.12	\$51.11	\$61.11	\$82,244.79	\$102,228.23	\$122,211.68	5.0%	48.6%
	307	\$43.20	\$53.69	\$64.19	\$86,393.58	\$107,385.08	\$128,376.58	5.0%	48.6%
	308	\$45.38	\$56.40	\$67.43	\$90,751.66	\$112,802.06	\$134,852.46	5.0%	48.6%
	309	\$47.66	\$59.25	\$70.83	\$95,329.57	\$118,492.30	\$141,655.02	5.0%	48.6%
310	\$50.07	\$62.23	\$74.40	\$100,138.42	\$124,469.58	\$148,800.73	5.0%	48.6%	
311	\$52.59	\$65.37	\$78.15	\$105,189.85	\$130,748.37	\$156,306.90	5.0%	48.6%	

*Annual rates displayed are calculated based on 2096 annual hours for ESP positions and 2000 annual hours for Professional and Administrative positions.

**School administrators are still eligible for a 2.0 percent performance bonus on the proposed schedule, applied to the base rates displayed.



The recommended salary schedule in **Exhibit 6A**:

- provides three pay bands—one for each employee group—which is similar to the three separate salary schedules maintained currently;
- provides an adequate number of pay grades to place all included positions in line with market value, including 22 pay grades for ESP classifications, 22 pay grades for Professional classifications, and 11 pay grades for Administrative classifications;
- has an open-range configuration versus a step configuration, allowing for more flexibility in administration and eliminating the confusion surrounding step placement;
- maintains a consistent range spread of 5.0 percent, allowing for positions to be placed at or near market value;
- continues to provide a 2.0 percent performance bonus to school-based administrators;
- maintains a consistent range spread for each band, which has either been increased to market average range spread or left as is if the existing range spread already exceeded market average range spread; and
- incorporates supplement values previously provided on top of base salary, essentially building the value of supplements into base compensation and eliminating the practice of double-rewarding employees for length of service.

The proposed salary schedule conforms to best practice, while using existing District salary schedules as its framework. In addition, the proposed salary schedule will allow the District to slot classifications at or near market value now and moving forward as positions are created or revised.

FINDING

The current Administrative and Professional Salary Schedules provide various supplements based on educational attainment. On the Administrative Salary Schedule, employees receive \$3,720 annually for a Specialist Degree and \$4,320 annually for a Doctorate Degree. On the current Professional Salary Schedule, employees receive \$3,000 annually for a Master's Degree, \$3,720 for a Specialist Degree, and \$4,320 for a Doctorate Degree. Note that these figures are for employees working 12-month schedules. This supplement provides compensation to employees above and beyond that of base market value, and was therefore assessed to determine if it should be maintained.

In determining if this practice should be continued, Evergreen assessed market peer salary schedules to determine if this practice is in place at similar organizations. A review of peer schedules found that a significant number of peers include these supplements on their salary



schedules for both professional and administrative staff. Therefore, Evergreen believes that they should be maintained on Escambia County School District's salary schedule moving forward.

In addition to assessing market salary schedules, this practice was compared to best practice. While best practice calls for providing these supplements only for degrees related to an employee's job functions, the District is currently providing this supplement to employees receiving a degree in any area, even if unrelated to the position they hold and the tasks they perform. Further, for positions that require a degree, it is not typical practice to provide an educational supplement for the required degree; despite this, the District provides supplements to employees for educational degrees required by the position.

RECOMMENDATION 2: Continue the practice of providing education supplements to employees on the Administrative and Professional salary schedules, but limit the supplements to those earning a degree greater than that which is required for their position and only provide supplements for education obtained that is related to the position's job functions.

FINDING

In order to determine appropriate placement of all classifications onto the proposed salary schedule, Evergreen conducted a two-part analysis. This process included an external equity analysis of market compensation data collected using a salary survey instrument, and an internal equity analysis of each of the District's classifications using a job assessment questionnaire completed by employees, reviewed by supervisors, and then reviewed by Evergreen to ensure accuracy. The job assessment questionnaire produced an internal score for each District classification based on five job factors, which in essence reflects a classification's level of complexity. Using these data, Evergreen analyzed the correlation between the scores and each classification's assigned pay grade—attempting to identify anomalies between score level and assigned pay grade value.

The external market compensation analysis identified District classifications compensated below market average, while the internal equity analysis identified District classifications compensated disproportionately to other District classifications based on complexity of the job performed—where classifications with like complexity levels would be expected to be compensated similarly. The results from these analyses were combined using regression to determine appropriate placement on the proposed salary schedule. Specifically, regression analysis established a trend line between market values and job questionnaire scores. The formula for this trend line was then applied to each classification's JAT score to determine an approximate appropriate level of compensation for each classification. This approximate level of compensation was then translated to a specific pay grade on the proposed salary schedule.

Proposed placement ensures that classifications are being compensated competitively in comparison to the market, and that internally classifications are being equitably compensated based on similar levels of job complexity and responsibility. Based on this two-fold analysis, Evergreen identified proposed placement for each District classification into the proposed salary schedule as well as recommendations for title changes. Title changes recommended



by employees and supervisors were assessed to determine appropriateness given the job questionnaire data and market data.

RECOMMENDATION 3: Adopt the proposed title changes displayed in Exhibit 6B and the proposed grade order list in Exhibit 6C which ensure both internal and external equity for all District classifications.

Exhibit 6B displays the proposed title changes. Possible title changes were sourced from employees during focus groups, collected from supervisors through the MIT process, and identified by Evergreen based on Evergreen’s review of JAT information. Once a complete list of all title changes was gathered, Evergreen evaluated each one for appropriateness. Only those deemed appropriate and recommended for action are displayed in **Exhibit 6B**.

Exhibit 6C displays the proposed titles for all District classifications and proposed pay grade value. Note that classifications were assigned a pay grade value that was closest to, but not less than the regression value, and that is equal to or greater than existing value. Note that in proposing title changes in **Exhibit 6B**, and position slotting in **Exhibit 6C**, both supervisor feedback from the Job Assessment Tool process and the Management Issues Tool process was considered.

This recommendation has several implementation options with different costs—note that none propose reducing an employee’s current salary. The District has four options to roll employees into the new proposed grade order list—each of which carries different annual fiscal impacts. The options include:

- **Bring to Minimum** – This approach maintains employee salaries as-is unless their existing salary falls below their newly assigned pay grade’s minimum. When this occurs, the employee’s salary is raised to the new minimum to bring them into range. This option does not address compression between employee salaries, as placement is not based on years of experience.
- **Range Penetration Parity** – This approach applies each employee’s current pay range penetration percentage to their newly assigned pay grade. That is, if an employee is currently 40 percent into their current pay grade’s range, they are placed 40 percent into their newly assigned pay grade’s range.
- **Compa-Ratio Parity** – A compa-ratio measures the relationship between the current salary of an employee, and the current midpoint of the pay range for that employee, resulting in a value between 0-100 percent. This compa-ratio is then applied to the proposed pay grade to find the employee’s proposed salary. If the compa-ratio was over 100 percent, then employees were capped at midpoint, or their current salary—whichever is greater.
- **Classification Date Parity** – This approach places employees into their newly assigned pay grade based on their years of experience in that classification compared to the length of a typical career. In this model, an employee with 15 years of experience in their current classification is expected to be 50 percent into their



pay grade range (i.e. midpoint) based on a 30 year career (15 years/30 years = 50%). Employees whose salaries are already at or above this expected amount are unchanged, but employees whose current salaries fall below this expected amount are brought up to this level. This option addresses class compression, but does not factor in previous experience outside the District or experience out of class. Note that the employee data received from the District on years in classification was incorrect, and because this option uses these data in the cost calculation, the calculated cost impact may be incorrect.

There is not a “correct” approach for transitioning employees into the proposed system and each has its own unique strengths. For example, a strength of the “bring to minimum” approach is that it minimizes transition costs, whereas a strength of the classification date parity model is that it addresses compression to the extent possible. Based on current employee data, the cost for a one-year implementation of each option is shown.

One-Year Implementation Cost	
Option	Cost
Option 1: Bring to Minimum	\$690,511.45
Option 2: Range Penetration Parity	\$1,963,142.82
Option 3: Compa-Ratio Parity	\$1,791,952.56
Option 4: Class Date Parity	\$6,326,914.07

Alternatively, the District may elect to phase-in the options proposed above. As such, Evergreen calculated the cost of a two-year implementation for each option. This option proposes breaking out the cost over two years so that employees reach their proposed salary after two years, receiving 50 percent of the increase each year (note that the percentage applied each year can be adjusted, for example 60/40). Based on current employee data, the cost for a two-year implementation of each option is shown.

Two-Year Implementation Cost		
Option	Year One Cost	Year Two Cost
Option 1: Bring to Minimum	\$345,255.73	\$345,255.73
Option 2: Range Penetration Parity	\$981,571.41	\$981,571.41
Option 3: Compa-Ratio Parity	\$895,976.28	\$895,976.28
Option 4: Class Date Parity	\$3,163,457.04	\$3,163,457.04

Finally, the District may elect to phase-in the options based on a three-year phase-in approach. As such, Evergreen calculated the cost of a three-year implementation for each option. This option proposes breaking out the cost over three years so that employees reach their proposed salary after three years, receiving 1/3 of the increase each year. Based on current employee data, the cost for a three-year implementation of each option is shown.

Three-Year Implementation Cost			
Option	Year One Cost	Year Two Cost	Year Three Cost
Option 1: Bring to Minimum	\$230,170.48	\$230,170.48	\$230,170.48
Option 2: Range Penetration Parity	\$654,380.94	\$654,380.94	\$654,380.94
Option 3: Compa-Ratio Parity	\$597,317.52	\$597,317.52	\$597,317.52
Option 4: Class Date Parity	\$2,108,971.36	\$2,108,971.36	\$2,108,971.36



EXHIBIT 6B PROPOSED TITLE CHANGES

Current Title	Proposed Title
Administrative Clerk I	Title Removed
Administrative Clerk II	Administrative Secretary I
Administrative Clerk III	Administrative Secretary II
Certified Behavior Analyst	Board Certified Behavior Analyst
Confidential Legal Assistant/Paralegal	Paralegal
Coordinator I-Cost Analysis	Coordinator - Cost Analysis
Coordinator I-Grants Management	Coordinator - Grants Management
Coordinator I-Program Planning	Coordinator - Program Planning
Coordinator II-Benefits & Employee Wellness	Coordinator - Benefits & Employee Wellness
Coordinator II-District Media Resources & Services	Coordinator - District Media Resources & Services
Coordinator II-DJJ Transitions	Coordinator - DJJ Transitions
Coordinator II-EEOC	Coordinator - EEOC
Coordinator II-Employee Services	Coordinator - Employee Services
Coordinator II-Health Services	Coordinator - Health Services
Coordinator II-Migrant Education	Coordinator - Migrant Education
Coordinator II-Public Relations	Coordinator - Public Relations
Coordinator III-Aquatic Sports	Coordinator - Aquatic Sports
Coordinator III-Criminal Justice Training	Coordinator - Criminal Justice Training
Coordinator III-FDLRS, SEDNET, FIN	Coordinator - FDLRS, SEDNET, & FIN
Coordinator III-I.B. Program	Coordinator - I.B. Program
Coordinator III-K-12 Virtual Education	Coordinator - K-12 Virtual Education
Coordinator III-School Choice	Coordinator - School Choice
Coordinator III-Second Chance	Coordinator - Second Chance
Coordinator III-Student Services	Coordinator - Student Services
Coordinator IV-Adult Education - School Based	Coordinator - Adult Education - School Based
Coordinator IV-Financial Aid/Veterans Affairs/Scholarships	Coordinator - Financial Aid/Veterans Affairs/Scholarships
Coordinator of Board Affairs	Coordinator - Board Affairs
Coordinator of Operations-School Food Services	Coordinator - School Food Services Operations
Coordinator V-Community Involvement	Coordinator - Community Involvement
Coordinator V-Drama Production (N.B. Cook Elementary)	Coordinator - Drama Production
Coordinator V-I.B. Middle Years Program	Coordinator - I.B. Middle Years Program
Coordinator VI-Human Resources	Coordinator - Human Resources
Coordinator VI-Retirement Specialist	Coordinator - Retirement Specialist
Coordinator VI-Title I & Related Activities	Coordinator - Title I & Related Activities
Coordinator VII-Project Touch	Coordinator - Project Touch
Custodial Worker I	Custodial Worker
Custodial Worker II	Lead Custodial Worker I
Custodial Worker III	Lead Custodial Worker II
Diesel Truck and Bus Technician	Diesel Truck and Bus Technician I
Director I-Elementary School Education	Director - Elementary School Education
Director I-High School Education	Director - High School Education
Director I-Human Resource Services	Director - Human Resource Services II
Director I-Information Technology	Director - Information Technology
Director I-Middle School Education	Director - Middle School Education
Director I-Special Education	Director - Special Education
Director I-Title I & Related Activities	Director - Title I & Related Activities
Director I-Workforce Education	Director - Workforce Education
Director II-Alternative Education, Charter Schools & Juvenile Justice	Director - Alternative Education, Charter Schools & Juvenile Justice
Director II-Budgeting	Director - Budgeting
Director II-Continuous Improvement & School Choice	Director - Continuous Improvement & School Choice
Director II-Evaluation Services	Director - Evaluation Services
Director II-Facilities Planning	Director - Facilities Planning
Director II-Human Resource Services	Director - Human Resource Services I
Director II-Maintenance	Director - Maintenance
Director II-Professional Learning	Director - Professional Learning
Director II-Risk Management	Director - Risk Management
Director II-School Food Services	Director - School Food Services



EXHIBIT 6B (Continued)

PROPOSED TITLE CHANGES

Current Title	Proposed Title
Director II-Transportation	Director - Transportation
Director III-Accounting Operations	Director - Accounting Operations
Director III-Internal Auditing	Director - Internal Auditing
Director III-Payroll Accounting	Director - Payroll Accounting
Director III-Purchasing & Business Services	Director - Purchasing & Business Services
Escambia County Public Schools Foundation Executive Director	Executive Director - Escambia County Public Schools Foundation
Free & Reduced Price Meal Program Technician	Meal Program Technician
HVAC Technician	HVAC/R Technician
Manager I-Database Administration	Manager - Database Administration
Manager I-Information Systems Security	Manager - Information Systems Security
Manager I-Network Services	Manager - Network Services
Manager I-Systems Integration	Manager - Systems Integration
Manager II-Garage	Manager - Garage
Manager II-Inventory & Warehouse Operations	Manager - Inventory & Warehouse Operations
Manager III-Custodial Services	Manager - Custodial Services
Manager III-Telecommunications	Manager - Telecommunications
Manager IV-Construction Projects	Manager - Construction Projects
Manager IV-Protection Services	Manager - Protection Services
Manager IV-Technology Support	Manager - Technology Support
Manager VI-Central Stores	Manager - Central Stores
Manager VI-GIS Transportation	Manager - GIS Transportation
Manager VI-Route	Manager - Route
Manager VII-Central Shipping & Receiving	Manager - Central Shipping & Receiving
Manager VII-Transportation Stores	Manager - Transportation Stores
Manager VIII - Central Inventory Textbook Control	Manager - Central Inventory Textbook Control
Manager VIII - Financial Aid/Veterans Affairs/Scholarships	Manager - Financial Aid/ Veterans Affairs/ Scholarships
Media Acquisition Specialist	Acquisition Specialist
New	Diesel Truck and Bus Technician II
New	Painter III
New	Teacher Assistant Special - Severe Needs
Programmer Analyst I	Programmer Analyst
Programmer Analyst I - Web Technologies	Programmer Analyst
Programmer I	Programmer II
Programmer II	Programmer I
Property Audit Specialist	Audit Specialist
Safety Officer I	Safety Officer
Safety Officer II	Safety Officer
Special Center Assistant Principal-George Stone	Special Center Assistant Principal - George Stone Center
Specialist-Evaluation Services	Specialist - Evaluation Services II
Specialist I-Continuous Improvement & School Choice	Specialist - Continuous Improvement & School Choice
Specialist I-Data Reporting	Specialist - Data Reporting
Specialist I-Educational Data	Specialist - Educational Data
Specialist I-Evaluation Services	Specialist - Evaluation Services I
Specialist I-Network Infrastructure	Specialist - Network Infrastructure
Specialist II-Technology Support	Specialist - Technology Support
Storekeeper/Warehouse Technician I	Title Removed
Storekeeper/Warehouse Technician II	Warehouse Technician I
Storekeeper/Warehouse Technician III	Warehouse Technician II
Subject Area Specialist/ESE-Physically Impaired (OI, OHI, TBI), Visually Impaired, Physical Therapy, Occupational Therapy, & Adapted Physical Education	Subject Area Specialist/ESE - Physical Disability Services
Technician I-Data Support	Technician - Data Support II
Technician I-School Food Services	Technician - School Food Services
Technician I-Systems Support	Technician - Systems Support
Technician I-Systems Support Telephone	Technician - Systems Support Telephone



**EXHIBIT 6B (Continued)
PROPOSED TITLE CHANGES**

Current Title	Proposed Title
Technician II-Energy Management Control Systems	Technician - Energy Management Control Systems
Technician III-Data Support	Technician - Data Support I
Technician III-Information Systems Security	Technician - Information Systems Security
Technician III-Technology Support	Technician - Technology Support II
Technician III-TV & Video	Technician - TV & Video
Technician IV-School Based IT	Technician - School Based IT
Technician IV-Technology Support	Technician - Technology Support I
Technician V-Information Technology	Technician - Information Technology
Zone Manager-Custodial Services	Area Manager-Custodial Services



EXHIBIT 6C PROPOSED GRADE ORDER LIST*

Proposed Title	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max
Custodial Worker	101	\$8.91	\$12.37	\$15.82
Food Service Assistant I	101	\$8.91	\$12.37	\$15.82
Office Services Assistant	101	\$8.91	\$12.37	\$15.82
Maintenance Worker I	102	\$9.36	\$12.99	\$16.62
PBX Operator	102	\$9.36	\$12.99	\$16.62
School Bus Assistant	102	\$9.36	\$12.99	\$16.62
Early Childhood Assistant	103	\$9.82	\$13.64	\$17.45
Food Service Assistant II	103	\$9.82	\$13.64	\$17.45
Educational Interpreter	104	\$10.32	\$14.32	\$18.32
Library Media Clerk	104	\$10.32	\$14.32	\$18.32
Teacher Assistant – Alternative Education	104	\$10.32	\$14.32	\$18.32
Teacher Assistant – Elementary	104	\$10.32	\$14.32	\$18.32
Teacher Assistant – Secondary	104	\$10.32	\$14.32	\$18.32
Lead Custodial Worker I	105	\$10.83	\$15.03	\$19.23
Administrative School Secretary I	106	\$11.37	\$15.78	\$20.20
Administrative Secretary I	106	\$11.37	\$15.78	\$20.20
Automotive Service Worker	106	\$11.37	\$15.78	\$20.20
Lead Custodial Worker II	106	\$11.37	\$15.78	\$20.20
School Bus Operator	106	\$11.37	\$15.78	\$20.20
School Data Specialist I	106	\$11.37	\$15.78	\$20.20
Teacher Assistant – Bilingual	106	\$11.37	\$15.78	\$20.20
Teacher Assistant – Computer Lab	106	\$11.37	\$15.78	\$20.20
Teacher Assistant Special	106	\$11.37	\$15.78	\$20.20
Transportation Dispatcher	106	\$11.37	\$15.78	\$20.20
Accounting Specialist II	107	\$11.94	\$16.57	\$21.21
Administrative School Secretary II	107	\$11.94	\$16.57	\$21.21
Administrative Secretary II	107	\$11.94	\$16.57	\$21.21
Audiometric Technician	107	\$11.94	\$16.57	\$21.21
Audit Specialist	107	\$11.94	\$16.57	\$21.21
Equipment Operator I	107	\$11.94	\$16.57	\$21.21
Food Service Assistant Manager	107	\$11.94	\$16.57	\$21.21
Maintenance Worker II	107	\$11.94	\$16.57	\$21.21
Teacher Assistant Special - Severe Needs	107	\$11.94	\$16.57	\$21.21
Maintenance Mechanic I	108	\$12.54	\$17.40	\$22.27
Microimaging Technician	108	\$12.54	\$17.40	\$22.27
Painter I	108	\$12.54	\$17.40	\$22.27
Upholsterer and Glazier	108	\$12.54	\$17.40	\$22.27
Administrative School Secretary III	109	\$13.17	\$18.27	\$23.38
Administrative Secretary III	109	\$13.17	\$18.27	\$23.38
Construction Mechanic I	109	\$13.17	\$18.27	\$23.38
Driver/Equipment Operator	109	\$13.17	\$18.27	\$23.38
Equipment Operator II	109	\$13.17	\$18.27	\$23.38
School Data Specialist II	109	\$13.17	\$18.27	\$23.38
School Finance Specialist	109	\$13.17	\$18.27	\$23.38
Accounting Specialist III	110	\$13.82	\$19.19	\$24.55
Behavior Technician	110	\$13.82	\$19.19	\$24.55
Benefits Specialist	110	\$13.82	\$19.19	\$24.55
Carpenter I	110	\$13.82	\$19.19	\$24.55



EXHIBIT 6C (Continued)
PROPOSED GRADE ORDER LIST*

Proposed Title	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max
Employee Management Specialist	110	\$13.82	\$19.19	\$24.55
Food Service Manager I	110	\$13.82	\$19.19	\$24.55
Job Facilitator – Special Needs	110	\$13.82	\$19.19	\$24.55
Paint and Body Repairer	110	\$13.82	\$19.19	\$24.55
Risk Management Specialist	110	\$13.82	\$19.19	\$24.55
Security/Safety Program Specialist	110	\$13.82	\$19.19	\$24.55
Certified Educational Interpreter I	111	\$14.51	\$20.15	\$25.78
Fire Suppression Technician II	111	\$14.51	\$20.15	\$25.78
Food Service Manager II	111	\$14.51	\$20.15	\$25.78
Painter II	111	\$14.51	\$20.15	\$25.78
Pest Control Technician II	111	\$14.51	\$20.15	\$25.78
Plumber I	111	\$14.51	\$20.15	\$25.78
Accounting Specialist IV	112	\$15.24	\$21.15	\$27.06
Acquisition Specialist	112	\$15.24	\$21.15	\$27.06
Administrative Aide	112	\$15.24	\$21.15	\$27.06
Carpenter II	112	\$15.24	\$21.15	\$27.06
Electrician I	112	\$15.24	\$21.15	\$27.06
Electrician II	112	\$15.24	\$21.15	\$27.06
Electronics Technician	112	\$15.24	\$21.15	\$27.06
Food Service Manager III	112	\$15.24	\$21.15	\$27.06
Heating and Ventilating Mechanic II	112	\$15.24	\$21.15	\$27.06
Heavy Equipment Operator	112	\$15.24	\$21.15	\$27.06
Human Resources Aide	112	\$15.24	\$21.15	\$27.06
Payroll Specialist	112	\$15.24	\$21.15	\$27.06
Warehouse Technician I	112	\$15.24	\$21.15	\$27.06
Automotive Equipment Mechanic	113	\$16.00	\$22.21	\$28.42
Certification Specialist	113	\$16.00	\$22.21	\$28.42
Construction Mechanic II	113	\$16.00	\$22.21	\$28.42
Human Resources Generalist	113	\$16.00	\$22.21	\$28.42
Locksmith	113	\$16.00	\$22.21	\$28.42
Maintenance Mechanic II	113	\$16.00	\$22.21	\$28.42
Painter III	113	\$16.00	\$22.21	\$28.42
Senior School Finance Specialist	113	\$16.00	\$22.21	\$28.42
Test Scoring and Reporting Coordinator	113	\$16.00	\$22.21	\$28.42
Warehouse Technician II	113	\$16.00	\$22.21	\$28.42
Assistant Garage Supervisor	114	\$16.80	\$23.32	\$29.84
Food Service Manager IV	114	\$16.80	\$23.32	\$29.84
Industrial Plant Mechanic I	114	\$16.80	\$23.32	\$29.84
Lead Electronics Technician	114	\$16.80	\$23.32	\$29.84
Lead Microimaging Technician	114	\$16.80	\$23.32	\$29.84
Lead Payroll Specialist	114	\$16.80	\$23.32	\$29.84
Plumber II	114	\$16.80	\$23.32	\$29.84
Air Conditioning & Refrigeration Mechanic II	115	\$17.64	\$24.49	\$31.33
Certified Educational Interpreter II	115	\$17.64	\$24.49	\$31.33
HVAC/R Technician	115	\$17.64	\$24.49	\$31.33
Lead Employee Management Specialist	115	\$17.64	\$24.49	\$31.33
Office Machine Technician	115	\$17.64	\$24.49	\$31.33
Diesel Truck and Bus Technician I	116	\$18.53	\$25.71	\$32.90
Executive Secretary	116	\$18.53	\$25.71	\$32.90
HVAC Controls Technician	116	\$18.53	\$25.71	\$32.90



EXHIBIT 6C (Continued)
PROPOSED GRADE ORDER LIST*

Proposed Title	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max
Lead Accounting Specialist	116	\$18.53	\$25.71	\$32.90
Shop Leader – Office Machines	116	\$18.53	\$25.71	\$32.90
Shop Leader – Paint and Body Repair	116	\$18.53	\$25.71	\$32.90
Diesel Truck and Bus Technician II	117	\$19.45	\$27.00	\$34.54
Facilities Resource Manager	117	\$19.45	\$27.00	\$34.54
Senior Executive Secretary	117	\$19.45	\$27.00	\$34.54
Shop Leader – Auto Equipment Mechanics	117	\$19.45	\$27.00	\$34.54
Shop Leader – Construction/Maintenance	117	\$19.45	\$27.00	\$34.54
Shop Leader – Grounds	117	\$19.45	\$27.00	\$34.54
Shop Leader – Painters	117	\$19.45	\$27.00	\$34.54
Certified Educational Interpreter III	118	\$20.42	\$28.35	\$36.27
Construction/Maintenance Supervisor	118	\$20.42	\$28.35	\$36.27
Shop Leader – Electronics	118	\$20.42	\$28.35	\$36.27
Shop Leader – HVAC Operations	118	\$20.42	\$28.35	\$36.27
Shop Leader – Locksmiths	118	\$20.42	\$28.35	\$36.27
Accounting Supervisor	121	\$23.64	\$32.81	\$41.99
Security Credentials Technician	201	\$27,243.79	\$34,054.74	\$40,865.69
Confidential Benefits Specialist	202	\$28,605.98	\$35,757.48	\$42,908.97
Meal Program Technician	202	\$28,605.98	\$35,757.48	\$42,908.97
Administrative Specialist	204	\$31,538.09	\$39,422.62	\$47,307.14
Clerk-Data Control-Transportation	204	\$31,538.09	\$39,422.62	\$47,307.14
Clerk-Inventory Control & Warehouse Operations	204	\$31,538.09	\$39,422.62	\$47,307.14
Human Resources Specialist	204	\$31,538.09	\$39,422.62	\$47,307.14
Transportation Video/GPS Specialist	204	\$31,538.09	\$39,422.62	\$47,307.14
Computer Operator	205	\$33,115.00	\$41,393.75	\$49,672.50
Security Specialist	205	\$33,115.00	\$41,393.75	\$49,672.50
Technical Systems Administrator	206	\$34,770.75	\$43,463.44	\$52,156.12
Administrative Specialist-School Food Services	207	\$36,509.29	\$45,636.61	\$54,763.93
Inventory Control Technician-School Food Services	207	\$36,509.29	\$45,636.61	\$54,763.93
Programmer I	207	\$36,509.29	\$45,636.61	\$54,763.93
Property Control Technician-Finance	207	\$36,509.29	\$45,636.61	\$54,763.93
Technician - Information Technology	207	\$36,509.29	\$45,636.61	\$54,763.93
Workforce Finance Specialist	207	\$36,509.29	\$45,636.61	\$54,763.93
Auditing Administration Specialist	208	\$38,334.75	\$47,918.44	\$57,502.13
Project Coordinator-Mentor Program	208	\$38,334.75	\$47,918.44	\$57,502.13
Confidential Risk Management Administrative Specialist	209	\$40,251.49	\$50,314.36	\$60,377.23
Manager - Financial Aid/ Veterans Affairs/ Scholarships	209	\$40,251.49	\$50,314.36	\$60,377.23
Purchasing Agent	209	\$40,251.49	\$50,314.36	\$60,377.23
Safety Officer	209	\$40,251.49	\$50,314.36	\$60,377.23
Technician - Technology Support I	209	\$40,251.49	\$50,314.36	\$60,377.23
Financial Analyst	210	\$42,264.06	\$52,830.08	\$63,396.09
Manager - Central Inventory Textbook Control	210	\$42,264.06	\$52,830.08	\$63,396.09
Manager - Central Shipping & Receiving	210	\$42,264.06	\$52,830.08	\$63,396.09
Manager - Transportation Stores	210	\$42,264.06	\$52,830.08	\$63,396.09
Paralegal	210	\$42,264.06	\$52,830.08	\$63,396.09
Technician - Data Support I	210	\$42,264.06	\$52,830.08	\$63,396.09
Technician - Energy Management Control Systems	210	\$42,264.06	\$52,830.08	\$63,396.09
Technician - School Based IT	210	\$42,264.06	\$52,830.08	\$63,396.09
Technician - Technology Support II	210	\$42,264.06	\$52,830.08	\$63,396.09
Technician - TV & Video	210	\$42,264.06	\$52,830.08	\$63,396.09
Area Manager-Custodial Services	211	\$44,377.27	\$55,471.58	\$66,565.90
Area Manager-School Food Services	211	\$44,377.27	\$55,471.58	\$66,565.90
Confidential Human Resource Office Administration Specialist	211	\$44,377.27	\$55,471.58	\$66,565.90
Administrative Recording Secretary	212	\$46,596.13	\$58,245.16	\$69,894.19



EXHIBIT 6C (Continued)
PROPOSED GRADE ORDER LIST*

Proposed Title	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max
Auditor	212	\$46,596.13	\$58,245.16	\$69,894.19
Energy Manager	212	\$46,596.13	\$58,245.16	\$69,894.19
Facilities Financial Specialist	212	\$46,596.13	\$58,245.16	\$69,894.19
Physical Therapy Assistant (PTA)	212	\$46,596.13	\$58,245.16	\$69,894.19
Registered Nurse	212	\$46,596.13	\$58,245.16	\$69,894.19
Technician - Data Support II	212	\$46,596.13	\$58,245.16	\$69,894.19
Technician - School Food Services	212	\$46,596.13	\$58,245.16	\$69,894.19
Technician - Systems Support	212	\$46,596.13	\$58,245.16	\$69,894.19
Technician - Systems Support Telephone	212	\$46,596.13	\$58,245.16	\$69,894.19
Worker's Compensation Claims Adjuster	212	\$46,596.13	\$58,245.16	\$69,894.19
Programmer Analyst	213	\$48,925.94	\$61,157.42	\$73,388.90
SEDNET Specialist	213	\$48,925.94	\$61,157.42	\$73,388.90
Senior Auditor	213	\$48,925.94	\$61,157.42	\$73,388.90
Senior Financial Analyst	213	\$48,925.94	\$61,157.42	\$73,388.90
Senior Financial Analyst - ERP Systems	213	\$48,925.94	\$61,157.42	\$73,388.90
Senior Human Resources Analyst	213	\$48,925.94	\$61,157.42	\$73,388.90
Coordinator - Retirement Specialist	214	\$51,372.23	\$64,215.29	\$77,058.35
Coordinator - Title I & Related Activities	214	\$51,372.23	\$64,215.29	\$77,058.35
Dietitian - School Food Services	214	\$51,372.23	\$64,215.29	\$77,058.35
Manager - Central Stores	214	\$51,372.23	\$64,215.29	\$77,058.35
Manager - GIS Transportation	214	\$51,372.23	\$64,215.29	\$77,058.35
Manager - Route	214	\$51,372.23	\$64,215.29	\$77,058.35
Programmer II	214	\$51,372.23	\$64,215.29	\$77,058.35
Senior Purchasing Agent	214	\$51,372.23	\$64,215.29	\$77,058.35
Social Worker	214	\$51,372.23	\$64,215.29	\$77,058.35
Social Worker-Title I	214	\$51,372.23	\$64,215.29	\$77,058.35
Specialist - Technology Support	214	\$51,372.23	\$64,215.29	\$77,058.35
Coordinator - DJJ Transitions	215	\$53,940.84	\$67,426.06	\$80,911.27
Coordinator - Drama Production	215	\$53,940.84	\$67,426.06	\$80,911.27
Coordinator - Financial Aid/Veterans Affairs/Scholarships	215	\$53,940.84	\$67,426.06	\$80,911.27
Coordinator - Human Resources	215	\$53,940.84	\$67,426.06	\$80,911.27
Coordinator - Project Touch	215	\$53,940.84	\$67,426.06	\$80,911.27
Office Administration Specialist	215	\$53,940.84	\$67,426.06	\$80,911.27
Technician - Information Systems Security	215	\$53,940.84	\$67,426.06	\$80,911.27
Claims Adjustor	216	\$56,637.89	\$70,797.36	\$84,956.83
Coordinator - Aquatic Sports	216	\$56,637.89	\$70,797.36	\$84,956.83
Coordinator - Criminal Justice Training	216	\$56,637.89	\$70,797.36	\$84,956.83
Coordinator - Employee Services	216	\$56,637.89	\$70,797.36	\$84,956.83
Coordinator - Migrant Education	216	\$56,637.89	\$70,797.36	\$84,956.83
Coordinator - Public Relations	216	\$56,637.89	\$70,797.36	\$84,956.83
Executive Director - Escambia County Public Schools Foundation	216	\$56,637.89	\$70,797.36	\$84,956.83
Investigator	216	\$56,637.89	\$70,797.36	\$84,956.83
Specialist - Continuous Improvement & School Choice	216	\$56,637.89	\$70,797.36	\$84,956.83
Specialist - Data Reporting	216	\$56,637.89	\$70,797.36	\$84,956.83
Specialist - Educational Data	216	\$56,637.89	\$70,797.36	\$84,956.83
Specialist - Evaluation Services I	216	\$56,637.89	\$70,797.36	\$84,956.83
Specialist - Network Infrastructure	216	\$56,637.89	\$70,797.36	\$84,956.83
Coordinator - Benefits & Employee Wellness	217	\$59,469.78	\$74,337.23	\$89,204.67
Coordinator - Board Affairs	217	\$59,469.78	\$74,337.23	\$89,204.67
Coordinator - Community Involvement	217	\$59,469.78	\$74,337.23	\$89,204.67
Executive Assistant To The Superintendent	217	\$59,469.78	\$74,337.23	\$89,204.67



EXHIBIT 6C (Continued)
PROPOSED GRADE ORDER LIST*

Proposed Title	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max
Manager - Construction Projects	217	\$59,469.78	\$74,337.23	\$89,204.67
Manager - Protection Services	217	\$59,469.78	\$74,337.23	\$89,204.67
Manager - Technology Support	217	\$59,469.78	\$74,337.23	\$89,204.67
Pathologist-Speech Language	217	\$59,469.78	\$74,337.23	\$89,204.67
Specialist - Evaluation Services II	217	\$59,469.78	\$74,337.23	\$89,204.67
Audiologist	218	\$62,443.27	\$78,054.09	\$93,664.91
Board Certified Behavior Analyst	218	\$62,443.27	\$78,054.09	\$93,664.91
Coordinator - Cost Analysis	218	\$62,443.27	\$78,054.09	\$93,664.91
Coordinator - Health Services	218	\$62,443.27	\$78,054.09	\$93,664.91
Coordinator - School Food Services Operations	218	\$62,443.27	\$78,054.09	\$93,664.91
Diagnostician-ESE Pre-K	218	\$62,443.27	\$78,054.09	\$93,664.91
Diagnostician-Speech Language	218	\$62,443.27	\$78,054.09	\$93,664.91
District Athletic Director	218	\$62,443.27	\$78,054.09	\$93,664.91
Manager - Custodial Services	218	\$62,443.27	\$78,054.09	\$93,664.91
Manager - Telecommunications	218	\$62,443.27	\$78,054.09	\$93,664.91
Occupational Therapist	218	\$62,443.27	\$78,054.09	\$93,664.91
Physical Therapist	218	\$62,443.27	\$78,054.09	\$93,664.91
Specialist - School Psychologist	218	\$62,443.27	\$78,054.09	\$93,664.91
Specialist Resource - Speech Language Impaired	218	\$62,443.27	\$78,054.09	\$93,664.91
Technology Specialist-School Food Services	218	\$62,443.27	\$78,054.09	\$93,664.91
Analyst-Systems	219	\$65,565.43	\$81,956.79	\$98,348.15
Coordinator - Educator Certification	219	\$65,565.43	\$81,956.79	\$98,348.15
Analyst-Network Systems	220	\$68,843.71	\$86,054.63	\$103,265.56
Manager - Database Administration	220	\$68,843.71	\$86,054.63	\$103,265.56
Manager - Garage	220	\$68,843.71	\$86,054.63	\$103,265.56
Manager - Information Systems Security	220	\$68,843.71	\$86,054.63	\$103,265.56
Manager - Inventory & Warehouse Operations	220	\$68,843.71	\$86,054.63	\$103,265.56
Manager - Network Services	220	\$68,843.71	\$86,054.63	\$103,265.56
Manager - Systems Integration	220	\$68,843.71	\$86,054.63	\$103,265.56
Mechanical Engineer	221	\$72,285.89	\$90,357.36	\$108,428.84
Administrator on Special Assignment	301	\$64,386.43	\$80,030.73	\$95,675.03
Coordinator - Adult Education - School Based	301	\$64,386.43	\$80,030.73	\$95,675.03
Coordinator - FDLRS, SEDNET, & FIN	301	\$64,386.43	\$80,030.73	\$95,675.03
Coordinator - I.B. Middle Years Program	301	\$64,386.43	\$80,030.73	\$95,675.03
Coordinator - I.B. Program	301	\$64,386.43	\$80,030.73	\$95,675.03
Coordinator - K-12 Virtual Education	301	\$64,386.43	\$80,030.73	\$95,675.03
Coordinator - School Choice	301	\$64,386.43	\$80,030.73	\$95,675.03
Coordinator - Second Chance	301	\$64,386.43	\$80,030.73	\$95,675.03
Coordinator - Student Services	301	\$64,386.43	\$80,030.73	\$95,675.03
Elementary School Assistant Principal	301	\$64,386.43	\$80,030.73	\$95,675.03
Specialist - Workforce Education	301	\$64,386.43	\$80,030.73	\$95,675.03
Middle School Assistant Principal	302	\$67,605.75	\$84,032.27	\$100,458.79
Special Center Assistant Principal - Escambia Westgate	302	\$67,605.75	\$84,032.27	\$100,458.79
Special Center Assistant Principal - George Stone Center	302	\$67,605.75	\$84,032.27	\$100,458.79
Subject Area Specialist - Elementary Mathematics	302	\$67,605.75	\$84,032.27	\$100,458.79
Subject Area Specialist - Language Arts	302	\$67,605.75	\$84,032.27	\$100,458.79
Subject Area Specialist - Mathematics	302	\$67,605.75	\$84,032.27	\$100,458.79
Subject Area Specialist - Music/Fine Arts	302	\$67,605.75	\$84,032.27	\$100,458.79
Subject Area Specialist - Physical Education, Health, Wellness & Drivers Education	302	\$67,605.75	\$84,032.27	\$100,458.79
Subject Area Specialist - Preschool/Primary	302	\$67,605.75	\$84,032.27	\$100,458.79
Subject Area Specialist - Reading	302	\$67,605.75	\$84,032.27	\$100,458.79
Subject Area Specialist - Science	302	\$67,605.75	\$84,032.27	\$100,458.79



EXHIBIT 6C (Continued)
PROPOSED GRADE ORDER LIST*

Proposed Title	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max
Subject Area Specialist - Social Studies	302	\$67,605.75	\$84,032.27	\$100,458.79
Subject Area Specialist/ESE - Emotional or Behavioral Disabilities Programs	302	\$67,605.75	\$84,032.27	\$100,458.79
Subject Area Specialist/ESE - Physical Disability Services	302	\$67,605.75	\$84,032.27	\$100,458.79
Subject Area Specialist/ESE - Specific Learning Disability	302	\$67,605.75	\$84,032.27	\$100,458.79
Subject Area Specialist/ESE - Speech Language Impaired	302	\$67,605.75	\$84,032.27	\$100,458.79
Subject Area Specialist/ESE-Prekindergarten Disabilities	302	\$67,605.75	\$84,032.27	\$100,458.79
Subject Area Specialist/Gifted	302	\$67,605.75	\$84,032.27	\$100,458.79
Assistant Director-Maintenance Services	303	\$70,986.03	\$88,233.88	\$105,481.73
Coordinator - District Media Resources & Services	303	\$70,986.03	\$88,233.88	\$105,481.73
Coordinator - EEOC	303	\$70,986.03	\$88,233.88	\$105,481.73
Court Liaison	303	\$70,986.03	\$88,233.88	\$105,481.73
High School Assistant Principal	303	\$70,986.03	\$88,233.88	\$105,481.73
Coordinator - Program Planning	304	\$74,535.34	\$92,645.57	\$110,755.81
Assistant Director-Title I & Related Activities	305	\$78,295.23	\$97,319.03	\$116,342.83
Coordinator - Management Information Systems	305	\$78,295.23	\$97,319.03	\$116,342.83
Coordinator - Student Data Systems	305	\$78,295.23	\$97,319.03	\$116,342.83
Coordinator - Technology Services	305	\$78,295.23	\$97,319.03	\$116,342.83
Director - Accounting Operations	305	\$78,295.23	\$97,319.03	\$116,342.83
Director - Internal Auditing	305	\$78,295.23	\$97,319.03	\$116,342.83
Director - Payroll Accounting	305	\$78,295.23	\$97,319.03	\$116,342.83
Director - Purchasing & Business Services	305	\$78,295.23	\$97,319.03	\$116,342.83
Coordinator - Grants Management	306	\$82,244.79	\$102,228.23	\$122,211.68
Director - Alternative Education, Charter Schools & Juvenile Justice	306	\$82,244.79	\$102,228.23	\$122,211.68
Director - Budgeting	306	\$82,244.79	\$102,228.23	\$122,211.68
Director - Continuous Improvement & School Choice	306	\$82,244.79	\$102,228.23	\$122,211.68
Director - Evaluation Services	306	\$82,244.79	\$102,228.23	\$122,211.68
Director - Facilities Planning	306	\$82,244.79	\$102,228.23	\$122,211.68
Director - Human Resource Services I	306	\$82,244.79	\$102,228.23	\$122,211.68
Director - Maintenance	306	\$82,244.79	\$102,228.23	\$122,211.68
Director - Professional Learning	306	\$82,244.79	\$102,228.23	\$122,211.68
Director - Risk Management	306	\$82,244.79	\$102,228.23	\$122,211.68
Director - School Food Services	306	\$82,244.79	\$102,228.23	\$122,211.68
Director - Transportation	306	\$82,244.79	\$102,228.23	\$122,211.68
Elementary School Principal	306	\$82,244.79	\$102,228.23	\$122,211.68
Middle School Principal	307	\$86,393.58	\$107,385.08	\$128,376.58
Special Center Principal	307	\$86,393.58	\$107,385.08	\$128,376.58
Special Center Principal - Escambia Westgate	307	\$86,393.58	\$107,385.08	\$128,376.58
Special Center Principal - George Stone Career Center	307	\$86,393.58	\$107,385.08	\$128,376.58
Director - Elementary School Education	308	\$90,751.66	\$112,802.06	\$134,852.46
Director - High School Education	308	\$90,751.66	\$112,802.06	\$134,852.46
Director - Human Resource Services II	308	\$90,751.66	\$112,802.06	\$134,852.46
Director - Information Technology	308	\$90,751.66	\$112,802.06	\$134,852.46
Director - Middle School Education	308	\$90,751.66	\$112,802.06	\$134,852.46
Director - Special Education	308	\$90,751.66	\$112,802.06	\$134,852.46
Director - Title I & Related Activities	308	\$90,751.66	\$112,802.06	\$134,852.46
Director - Workforce Education	308	\$90,751.66	\$112,802.06	\$134,852.46
High School Principal	308	\$90,751.66	\$112,802.06	\$134,852.46
Assistant Superintendent-Curriculum & Instruction	310	\$100,138.42	\$124,469.58	\$148,800.73
Assistant Superintendent-Finance & Business Services	310	\$100,138.42	\$124,469.58	\$148,800.73
Assistant Superintendent-Human Resource Services	310	\$100,138.42	\$124,469.58	\$148,800.73
Assistant Superintendent-Operations	310	\$100,138.42	\$124,469.58	\$148,800.73
General Counsel	310	\$100,138.42	\$124,469.58	\$148,800.73
Deputy Superintendent	311	\$105,189.85	\$130,748.37	\$156,306.90

*Annual amounts are based on a 2000 hour work year.



FINDING

As stated throughout this report, the District currently provides four types of additional compensation on top of the base ESP Salary Schedule that acts to significantly increase the value of this compensation plan. Specifically, longevity stipends are provided in various increments based on years of experience; the Omnibus Agreement provides up to 14 additional days of compensation to ESP employees; the No Child Left Behind (NCLB) supplement provides an additional 2, 4, or 6 percent for paraprofessionals on this career ladder; and the Food Service Manager Mentor supplement provides a 5 percent supplement for Food Service Managers who train others.

Longevity stipends for ESP employees are provided as a percentage of base salary, based on an employee's years of experience, and range from a low of 2.0 percent for 5-10 years of service to 12.0 percent for 30+ years of service. Because step placement and years of experience are not necessarily equal, at any given step on the ESP Salary Schedule an employee can receive any of the levels of longevity supplements based on their years of experience. For example, an employee on the first step of a pay grade could theoretically receive the maximum longevity supplement of 12 percent. Longevity supplement values range from a low of \$366.38 for an employee at step 1 of pay grade 8 with 5-10 years of experience, to a high of \$13,207.32 for an employee at Step 30 of pay grade 33 with 30+ years of experience.

In addition to longevity pay, the Omnibus Agreement provides ESP employees with up to an additional 6-14 days of pay, which also increases the value of the base salary schedule for this employee group. For ESP employees on a 12-month schedule, the Omnibus Agreement increases the value of the base compensation by an estimated 2.3 percent (6/260 Days). For 10-month and 11-month ESP employees, the Omnibus Agreement increases the value of base compensation by an estimated 2.5-5.8 percent (6/238 Days or 14/238 Days) for 11-month employees and by an estimated 2.8-6.5 percent (6/217 Days or 14/217 Days) for 10-month employees.

The third type of supplement offered to ESP paraprofessionals is the NCLB supplement, which provides a 2-6 percent supplement on top of base pay. The purpose of this supplement is to provide a system for paraprofessionals—those who assist with the instruction of students in the core curriculum—to obtain higher levels of instructional skills. The various tiers provide anywhere between a 2.0 to 6.0 percent increase to employees receiving this supplement.

Between the longevity supplements, the Omnibus Agreement, the No Child Left Behind (NCLB) supplement, and the Food Service Manager Mentor supplement, the total base compensation for ESP employees can be increased by as much as 24.5 percent (It should be noted that the average supplement is 4.02 percent for ESP employees and there are not necessarily employees receiving this 24.5 percent maximum). This acts to increase compensation of employees well beyond the market average rate and double-reward employees for years of service—a practice that is not recommended for continuation.

RECOMMENDATION 4: Eliminate the four types of supplement pay for the ESP Salary Schedule.



District supplements, as well as supplements received by market peers, were accounted for when determining job title slotting into the proposed salary schedule (see **Exhibit 6C – Proposed Grade Order List**) so that the District, in adopting the proposed salary schedule, will be competitive with the market but not compensate employees above and beyond market rates. In addition, removing these supplements will eliminate the practice of double-rewarding employees for years of service which is already accomplished by the pay grade itself. In implementing this recommendation, the compensation of employees currently receiving the supplement will not be reduced; rather, their current base rate plus supplement amount will be considered when calculating their newly proposed salary.

FINDING

Current ESP demotion rules restrict the District's ability to avoid compression among employees. That is, because of the current rules on demotion, employees with fewer years of experience can earn more than employees with greater years of experience in the same position. The current rule, as outlined in the Master Contract between the School District of Escambia County and the Union of Escambia Education Staff Professionals, is:

VII.5 DEMOTIONS

A. Demotion shall be defined as the movement of a permanent employee to a position in a classification description that is in a lower pay grade than the employee's current classification. A demotion may be either voluntary or involuntary.

B. Employees who voluntarily or involuntarily demote to a lower pay grade classification shall receive a decrease of 5% to their hourly rate of pay but not more than 5%.

As a direct result of this rule, employees who promote into a position several pay grades higher than their existing position and receive a greater than five percent increase can later be voluntarily or involuntarily demoted and earn a higher salary than employees in the same position with greater years of experience. This acts to cause compression among employees, and is not considered best practice.

RECOMMENDATION 5: Revise the rules for ESP demotions.

Demoted employees should be informed of their newly assigned classification, and salary reduced by a set percentage, but not below the minimum of the employee's new pay grade. The average demotion percentage is between 5 and 10 percent, and in all cases where a demotion occurs, the amount of a salary adjustment may not reduce the employee's salary below the minimum of the salary range of the classification to which he or she is demoted. Generally, organizations set demotion percentages based on the number of pay grades an employee is demoted, with a 5 percent demotion for a one-pay grade decrease, 6-8 percent for a two-pay grade decrease, and 9-10 percent for a greater than two-pay grade decrease.



FINDING

The District's current benefits package was found to be competitive with market average offerings. Specifically, benefits as a percent of total compensation at the District was found to be 21.9 percent and across market peers is an average of 21.5 percent. While there are specific offerings that are stronger on the market when compared to the District's plan (e.g. the lowest percentage of an individual employee's premium paid by the employer by market peers is 92.1 percent compared to 74.0 percent at the District), overall the value of the District's benefits package is slightly higher (0.4 percent) than the market peer average.

The District should be proud that the benefits offered to employees are highly competitive with market offerings, especially considering that the District's plan is self-funded. Moving forward, the District should continue to assess the total value of its benefits offerings in comparison to market to see if changes need to be made to increase the total compensation of employees. However, at this time, no adjustments are necessary.

COMMENDATION: The Escambia County School District is commended for maintaining benefits offerings that are highly competitive with market peers.

FINDING

The District does not currently have an established systematic approach which can be followed to evaluate positions either at the time they are created, when they have changed or evolved, or on systematically on an annual basis. As such, as part of this study, Evergreen was tasked with establishing a job evaluation process for the District which can be used moving forward. Further, this action ensures alignment with the process used by Evergreen and resulting outcomes.

The tool used by Evergreen to assess internal job worth is the Job Assessment Tool (JAT). The results of this tool, paired with market data, provide a final, data-driven value that is used to match the classification under review up to an appropriate midpoint on the District's salary schedule. With all District classifications now assessed and slotted using this methodology, the District has an excellent foundation on which to base compensation and classification-related decisions surrounding any position. All that is needed to maintain this foundation is fresh market data and updated JAT scores as any District position evolves or new positions are created.

RECOMMENDATION 6: Adopt the Job Assessment Tool and market data-based methodology from Evergreen to consistently evaluate new and updated position titles.

The District should adopt the JAT and market driven approach to be used for all future job evaluations. This process serves as an unbiased means to capture a snapshot of a position's current duties and requirements, as well as identify a reasonable level of compensation.

Using this process, the District should evaluate new and updated position titles, as needed or annually, to determine an appropriate title and appropriate pay grade as follows:



1. Supervisor completes and submits a Job Review Form to Human Resources to request a job evaluation for either a new or modified existing position. The proposed form is displayed in **Exhibit 6D**. Note that one form per job issue should be submitted.
2. Human Resources (HR) staff receives the Job Review Form and determines what action is needed; if action requires completion of JAT, a blank JAT is emailed by HR to Supervisor for completion. If the position is new, the JAT should be filled out by the person with the most knowledge of the position. If no JAT is needed, HR staff proceeds to **Step 6**.
3. Supervisor completes JAT and submits to HR within five (5) business days of receiving.
4. HR receives and reviews the JAT for accuracy. The score is put into existing regression database (provided by Evergreen).
5. If market data on file are greater than one year old or not available for the position in question, fresh market data are collected from market peers.
6. Average market midpoint is entered into existing regression database by HR.
7. With JAT and market data, the regression database provides HR staff with a **projected midpoint** driven strictly by data. The projected midpoint is used to place the position on the District's salary schedule. However, factors such as turnover, recruitment difficulty/market demand, and District hierarchy are not captured in this analysis and must also be considered when determining final placement.
8. HR staff record final recommended pay grade and job title in the second section of the Job Review Form within 14 days of receiving request (see **Exhibit 6E**).
9. A copy is emailed to the Supervisor, as well as to the Assistant Superintendent of Human Resources for final approval.

With this process in place, and continued use of the JAT and market data in making classification and compensation decisions, the District will ensure an equitable system is maintained. **Evergreen will be providing HR staff with training and access to all the tools necessary for this process.**



**EXHIBIT 6D
PROPOSED JOB REVIEW FORM – PART ONE**

Job Review Form

Escambia County School District, FL

Please complete all fields, scan, and electronically submit to the Human Resources Department. Please allow as many as 14 business days for processing.

DEPARTMENT HEAD COMPLETES

Requester Name and Title:	
Phone:	
E-mail Address:	
Department:	
Today's Date:	
Job Title for Review:	
Position Type (New or Existing):	
Reason for Review:	
Expected outcome:	



EXHIBIT 6E PROPOSED JOB REVIEW FORM – PART TWO*

HR USE ONLY	
Form Received by:	
Form Reviewed by:	
Today's Date:	
Action:	
JAT Sent (Y/N):	<input type="checkbox"/> Yes <input type="checkbox"/> No Once Returned, record date received _____
Market Data Needed (Y/N):	<input type="checkbox"/> Yes <input type="checkbox"/> No
Final JAT Score	
Market Midpoint Value	
Regression Midpoint	
Title Recommendation:	
Grade Recommendation:	
Explanation of Findings:	
Reviewer Notes:	

Signature: _____ Assistant Superintendent of HR	Signature: _____ Supervisor
Date: _____	Date: _____

*Part One and Part Two are contained on the same sheet.

FINDING

As part of this study, the District sought guidance on compensation administration methods to attract and retain valuable employees. The most common approach to ensuring the system is maintained in a way that promotes recruitment and retention of employees in an open range salary schedule is to assess the average market movement of peers and determine if any pay grade adjustments are warranted to maintain market competitiveness; and if so, the amount of the increase and the type of increase to provide. Specifically, an organization should annually contact market peers to determine: 1) if peers are providing an increase; 2) the amount of the increase (e.g. \$1,000 flat increase or a 2 percent across the board increase); and 3) the type of adjustment that is being applied (e.g. cost of living versus merit increase).



Types of potential adjustments include a cost of living adjustment (COLA) where pay grade values themselves are increased, or a merit increase, where pay grade values remain the same, but employee salaries are increased by a uniform percentage. Typically, with a COLA increase, employee salaries are also increased so that the same range penetration (the percentage into the range each employee salary falls) is maintained. Organizations often provide an annual COLA increase, merit increase, or a combination of the two. The important task for the District is to determine the average increase and types of increases being given in peer organizations, and keep pace with average market movement. Alternatively, some organizations base COLA increases on changes on the consumer price index (CPI). Although this is an acceptable approach, when the objective is to keep pace with the local market, the majority of public sector organizations turn to local indicators based on peer data to determine average market movement.

RECOMMENDATION 7: Monitor market average movement on an annual basis to determine what method should be used to adjust pay grades—thereby remaining competitive with the market and ensuring a positive impact on recruitment and retention.

In order to maintain competitiveness between compensation and classification studies, the District should continue adjusting salary schedule on an annual basis, as necessary. Rather than relying only on consumer price index (CPI) values for cost of living adjustments, the District would benefit from contacting their local peer group and determining their approach to salary schedule adjustments. Once the average market movement is determined, the District should consider providing a similar adjustment to employee salaries. Generally, organizations provide an increase of between 1 and 5 percent; however, this varies dramatically based on local markets.

FINDING

Even with these efforts to maintain the effectiveness of a classification and compensation system, an organization may find it struggles to navigate through changing economic conditions and with organizations competing for the same human resources. For this reason, an organization should conduct a comprehensive classification and compensation study every three to five years.

RECOMMENDATION 8: Conduct a comprehensive classification and compensation study every three to five years.

The recommendations in this chapter provide a competitive salary schedule, internally equitable classification structure, and system administration practices that will provide the Escambia County School District with a responsive compensation and classification system for years to come. While the upkeep of this recommended system and associated pay and classification guidelines will require work, the District will find that having a competitive compensation and classification system that encourages strong recruitment and employee retention is well worth the effort.



**Escambia County School District
Educational Support Personnel Salary Schedule
Pay Grade 8 + Longevity Supplement**

Grade	Step	Base	Base + Longevity						
			+2%	+4%	+6%	+8%	+10%	+11%	+12%
8	1	\$8.91	\$9.09	\$9.27	\$9.44	\$9.62	\$9.80	\$9.89	\$9.98
8	2	\$9.10	\$9.28	\$9.46	\$9.65	\$9.83	\$10.01	\$10.10	\$10.19
8	3	\$9.27	\$9.46	\$9.64	\$9.83	\$10.01	\$10.20	\$10.29	\$10.38
8	4	\$9.46	\$9.65	\$9.84	\$10.03	\$10.22	\$10.41	\$10.50	\$10.60
8	5	\$9.65	\$9.84	\$10.04	\$10.23	\$10.42	\$10.62	\$10.71	\$10.81
8	6	\$9.84	\$10.04	\$10.23	\$10.43	\$10.63	\$10.82	\$10.92	\$11.02
8	7	\$10.04	\$10.24	\$10.44	\$10.64	\$10.84	\$11.04	\$11.14	\$11.24
8	8	\$10.24	\$10.44	\$10.65	\$10.85	\$11.06	\$11.26	\$11.37	\$11.47
8	9	\$10.44	\$10.65	\$10.86	\$11.07	\$11.28	\$11.48	\$11.59	\$11.69
8	10	\$10.66	\$10.87	\$11.09	\$11.30	\$11.51	\$11.73	\$11.83	\$11.94
8	11	\$10.86	\$11.08	\$11.29	\$11.51	\$11.73	\$11.95	\$12.05	\$12.16
8	12	\$11.08	\$11.30	\$11.52	\$11.74	\$11.97	\$12.19	\$12.30	\$12.41
8	13	\$11.30	\$11.53	\$11.75	\$11.98	\$12.20	\$12.43	\$12.54	\$12.66
8	14	\$11.54	\$11.77	\$12.00	\$12.23	\$12.46	\$12.69	\$12.81	\$12.92
8	15	\$11.76	\$12.00	\$12.23	\$12.47	\$12.70	\$12.94	\$13.05	\$13.17
8	16	\$12.00	\$12.24	\$12.48	\$12.72	\$12.96	\$13.20	\$13.32	\$13.44
8	17	\$12.24	\$12.48	\$12.73	\$12.97	\$13.22	\$13.46	\$13.59	\$13.71
8	18	\$12.47	\$12.72	\$12.97	\$13.22	\$13.47	\$13.72	\$13.84	\$13.97
8	19	\$12.73	\$12.98	\$13.24	\$13.49	\$13.75	\$14.00	\$14.13	\$14.26
8	20	\$12.98	\$13.24	\$13.50	\$13.76	\$14.02	\$14.28	\$14.41	\$14.54
8	21	\$13.24	\$13.50	\$13.77	\$14.03	\$14.30	\$14.56	\$14.70	\$14.83
8	22	\$13.50	\$13.77	\$14.04	\$14.31	\$14.58	\$14.85	\$14.99	\$15.12
8	23	\$13.77	\$14.05	\$14.32	\$14.60	\$14.87	\$15.15	\$15.28	\$15.42
8	24	\$14.05	\$14.33	\$14.61	\$14.89	\$15.17	\$15.46	\$15.60	\$15.74
8	25	\$14.33	\$14.62	\$14.90	\$15.19	\$15.48	\$15.76	\$15.91	\$16.05
8	26	\$14.63	\$14.92	\$15.22	\$15.51	\$15.80	\$16.09	\$16.24	\$16.39
8	27	\$14.91	\$15.21	\$15.51	\$15.80	\$16.10	\$16.40	\$16.55	\$16.70
8	28	\$15.22	\$15.52	\$15.83	\$16.13	\$16.44	\$16.74	\$16.89	\$17.05
8	29	\$15.51	\$15.82	\$16.13	\$16.44	\$16.75	\$17.06	\$17.22	\$17.37
8	30	\$15.82	\$16.14	\$16.45	\$16.77	\$17.09	\$17.40	\$17.56	\$17.72

**Escambia County School District
Educational Support Personnel Salary Schedule
Pay Grade 9 + Longevity Supplement**

Grade	Step	Base	Base + Longevity						
			+2%	+4%	+6%	+8%	+10%	+11%	+12%
9	1	\$9.36	\$9.55	\$9.73	\$9.92	\$10.11	\$10.30	\$10.39	\$10.48
9	2	\$9.55	\$9.74	\$9.93	\$10.12	\$10.31	\$10.51	\$10.60	\$10.70
9	3	\$9.74	\$9.93	\$10.13	\$10.32	\$10.52	\$10.71	\$10.81	\$10.91
9	4	\$9.93	\$10.13	\$10.33	\$10.53	\$10.72	\$10.92	\$11.02	\$11.12
9	5	\$10.14	\$10.34	\$10.55	\$10.75	\$10.95	\$11.15	\$11.26	\$11.36
9	6	\$10.33	\$10.54	\$10.74	\$10.95	\$11.16	\$11.36	\$11.47	\$11.57
9	7	\$10.54	\$10.75	\$10.96	\$11.17	\$11.38	\$11.59	\$11.70	\$11.80
9	8	\$10.75	\$10.97	\$11.18	\$11.40	\$11.61	\$11.83	\$11.93	\$12.04
9	9	\$10.97	\$11.19	\$11.41	\$11.63	\$11.85	\$12.07	\$12.18	\$12.29
9	10	\$11.19	\$11.41	\$11.64	\$11.86	\$12.09	\$12.31	\$12.42	\$12.53
9	11	\$11.40	\$11.63	\$11.86	\$12.08	\$12.31	\$12.54	\$12.65	\$12.77
9	12	\$11.64	\$11.87	\$12.11	\$12.34	\$12.57	\$12.80	\$12.92	\$13.04
9	13	\$11.86	\$12.10	\$12.33	\$12.57	\$12.81	\$13.05	\$13.16	\$13.28
9	14	\$12.11	\$12.35	\$12.59	\$12.84	\$13.08	\$13.32	\$13.44	\$13.56
9	15	\$12.35	\$12.60	\$12.84	\$13.09	\$13.34	\$13.59	\$13.71	\$13.83
9	16	\$12.60	\$12.85	\$13.10	\$13.36	\$13.61	\$13.86	\$13.99	\$14.11
9	17	\$12.85	\$13.11	\$13.36	\$13.62	\$13.88	\$14.14	\$14.26	\$14.39
9	18	\$13.11	\$13.37	\$13.63	\$13.90	\$14.16	\$14.42	\$14.55	\$14.68
9	19	\$13.37	\$13.64	\$13.90	\$14.17	\$14.44	\$14.71	\$14.84	\$14.97
9	20	\$13.64	\$13.91	\$14.19	\$14.46	\$14.73	\$15.00	\$15.14	\$15.28
9	21	\$13.90	\$14.18	\$14.46	\$14.73	\$15.01	\$15.29	\$15.43	\$15.57
9	22	\$14.19	\$14.47	\$14.76	\$15.04	\$15.33	\$15.61	\$15.75	\$15.89
9	23	\$14.46	\$14.75	\$15.04	\$15.33	\$15.62	\$15.91	\$16.05	\$16.20
9	24	\$14.76	\$15.06	\$15.35	\$15.65	\$15.94	\$16.24	\$16.38	\$16.53
9	25	\$15.05	\$15.35	\$15.65	\$15.95	\$16.25	\$16.56	\$16.71	\$16.86
9	26	\$15.35	\$15.66	\$15.96	\$16.27	\$16.58	\$16.89	\$17.04	\$17.19
9	27	\$15.66	\$15.97	\$16.29	\$16.60	\$16.91	\$17.23	\$17.38	\$17.54
9	28	\$15.97	\$16.29	\$16.61	\$16.93	\$17.25	\$17.57	\$17.73	\$17.89
9	29	\$16.29	\$16.62	\$16.94	\$17.27	\$17.59	\$17.92	\$18.08	\$18.24
9	30	\$16.62	\$16.95	\$17.28	\$17.62	\$17.95	\$18.28	\$18.45	\$18.61

**Escambia County School District
Educational Support Personnel Salary Schedule
Pay Grade 10 + Longevity Supplement**

Grade	Step	Base	Base + Longevity						
			+2%	+4%	+6%	+8%	+10%	+11%	+12%
10	1	\$9.82	\$10.02	\$10.21	\$10.41	\$10.61	\$10.80	\$10.90	\$11.00
10	2	\$10.03	\$10.23	\$10.43	\$10.63	\$10.83	\$11.03	\$11.13	\$11.23
10	3	\$10.22	\$10.42	\$10.63	\$10.83	\$11.04	\$11.24	\$11.34	\$11.45
10	4	\$10.43	\$10.64	\$10.85	\$11.06	\$11.26	\$11.47	\$11.58	\$11.68
10	5	\$10.64	\$10.85	\$11.07	\$11.28	\$11.49	\$11.70	\$11.81	\$11.92
10	6	\$10.84	\$11.06	\$11.27	\$11.49	\$11.71	\$11.92	\$12.03	\$12.14
10	7	\$11.07	\$11.29	\$11.51	\$11.73	\$11.96	\$12.18	\$12.29	\$12.40
10	8	\$11.29	\$11.52	\$11.74	\$11.97	\$12.19	\$12.42	\$12.53	\$12.64
10	9	\$11.52	\$11.75	\$11.98	\$12.21	\$12.44	\$12.67	\$12.79	\$12.90
10	10	\$11.75	\$11.99	\$12.22	\$12.46	\$12.69	\$12.93	\$13.04	\$13.16
10	11	\$11.99	\$12.23	\$12.47	\$12.71	\$12.95	\$13.19	\$13.31	\$13.43
10	12	\$12.21	\$12.45	\$12.70	\$12.94	\$13.19	\$13.43	\$13.55	\$13.68
10	13	\$12.45	\$12.70	\$12.95	\$13.20	\$13.45	\$13.70	\$13.82	\$13.94
10	14	\$12.71	\$12.96	\$13.22	\$13.47	\$13.73	\$13.98	\$14.11	\$14.24
10	15	\$12.96	\$13.22	\$13.48	\$13.74	\$14.00	\$14.26	\$14.39	\$14.52
10	16	\$13.22	\$13.48	\$13.75	\$14.01	\$14.28	\$14.54	\$14.67	\$14.81
10	17	\$13.48	\$13.75	\$14.02	\$14.29	\$14.56	\$14.83	\$14.96	\$15.10
10	18	\$13.76	\$14.04	\$14.31	\$14.59	\$14.86	\$15.14	\$15.27	\$15.41
10	19	\$14.03	\$14.31	\$14.59	\$14.87	\$15.15	\$15.43	\$15.57	\$15.71
10	20	\$14.31	\$14.60	\$14.88	\$15.17	\$15.45	\$15.74	\$15.88	\$16.03
10	21	\$14.60	\$14.89	\$15.18	\$15.48	\$15.77	\$16.06	\$16.21	\$16.35
10	22	\$14.89	\$15.19	\$15.49	\$15.78	\$16.08	\$16.38	\$16.53	\$16.68
10	23	\$15.19	\$15.49	\$15.80	\$16.10	\$16.41	\$16.71	\$16.86	\$17.01
10	24	\$15.49	\$15.80	\$16.11	\$16.42	\$16.73	\$17.04	\$17.19	\$17.35
10	25	\$15.80	\$16.12	\$16.43	\$16.75	\$17.06	\$17.38	\$17.54	\$17.70
10	26	\$16.12	\$16.44	\$16.76	\$17.09	\$17.41	\$17.73	\$17.89	\$18.05
10	27	\$16.43	\$16.76	\$17.09	\$17.42	\$17.74	\$18.07	\$18.24	\$18.40
10	28	\$16.77	\$17.11	\$17.44	\$17.78	\$18.11	\$18.45	\$18.61	\$18.78
10	29	\$17.10	\$17.44	\$17.78	\$18.13	\$18.47	\$18.81	\$18.98	\$19.15
10	30	\$17.44	\$17.79	\$18.14	\$18.49	\$18.84	\$19.18	\$19.36	\$19.53

**Escambia County School District
Educational Support Personnel Salary Schedule
Pay Grade 11 + Longevity Supplement**

Grade	Step	Base	Base + Longevity						
			+2%	+4%	+6%	+8%	+10%	+11%	+12%
11	1	\$10.31	\$10.52	\$10.72	\$10.93	\$11.13	\$11.34	\$11.44	\$11.55
11	2	\$10.53	\$10.74	\$10.95	\$11.16	\$11.37	\$11.58	\$11.69	\$11.79
11	3	\$10.74	\$10.95	\$11.17	\$11.38	\$11.60	\$11.81	\$11.92	\$12.03
11	4	\$10.95	\$11.17	\$11.39	\$11.61	\$11.83	\$12.05	\$12.15	\$12.26
11	5	\$11.17	\$11.39	\$11.62	\$11.84	\$12.06	\$12.29	\$12.40	\$12.51
11	6	\$11.39	\$11.62	\$11.85	\$12.07	\$12.30	\$12.53	\$12.64	\$12.76
11	7	\$11.62	\$11.85	\$12.08	\$12.32	\$12.55	\$12.78	\$12.90	\$13.01
11	8	\$11.85	\$12.09	\$12.32	\$12.56	\$12.80	\$13.04	\$13.15	\$13.27
11	9	\$12.09	\$12.33	\$12.57	\$12.82	\$13.06	\$13.30	\$13.42	\$13.54
11	10	\$12.33	\$12.58	\$12.82	\$13.07	\$13.32	\$13.56	\$13.69	\$13.81
11	11	\$12.58	\$12.83	\$13.08	\$13.33	\$13.59	\$13.84	\$13.96	\$14.09
11	12	\$12.83	\$13.09	\$13.34	\$13.60	\$13.86	\$14.11	\$14.24	\$14.37
11	13	\$13.09	\$13.35	\$13.61	\$13.88	\$14.14	\$14.40	\$14.53	\$14.66
11	14	\$13.35	\$13.62	\$13.88	\$14.15	\$14.42	\$14.69	\$14.82	\$14.95
11	15	\$13.62	\$13.89	\$14.16	\$14.44	\$14.71	\$14.98	\$15.12	\$15.25
11	16	\$13.89	\$14.17	\$14.45	\$14.72	\$15.00	\$15.28	\$15.42	\$15.56
11	17	\$14.17	\$14.45	\$14.74	\$15.02	\$15.30	\$15.59	\$15.73	\$15.87
11	18	\$14.44	\$14.73	\$15.02	\$15.31	\$15.60	\$15.88	\$16.03	\$16.17
11	19	\$14.74	\$15.03	\$15.33	\$15.62	\$15.92	\$16.21	\$16.36	\$16.51
11	20	\$15.02	\$15.32	\$15.62	\$15.92	\$16.22	\$16.52	\$16.67	\$16.82
11	21	\$15.33	\$15.64	\$15.94	\$16.25	\$16.56	\$16.86	\$17.02	\$17.17
11	22	\$15.64	\$15.95	\$16.27	\$16.58	\$16.89	\$17.20	\$17.36	\$17.52
11	23	\$15.95	\$16.27	\$16.59	\$16.91	\$17.23	\$17.55	\$17.70	\$17.86
11	24	\$16.27	\$16.60	\$16.92	\$17.25	\$17.57	\$17.90	\$18.06	\$18.22
11	25	\$16.60	\$16.93	\$17.26	\$17.60	\$17.93	\$18.26	\$18.43	\$18.59
11	26	\$16.92	\$17.26	\$17.60	\$17.94	\$18.27	\$18.61	\$18.78	\$18.95
11	27	\$17.27	\$17.62	\$17.96	\$18.31	\$18.65	\$19.00	\$19.17	\$19.34
11	28	\$17.61	\$17.96	\$18.31	\$18.67	\$19.02	\$19.37	\$19.55	\$19.72
11	29	\$17.96	\$18.32	\$18.68	\$19.04	\$19.40	\$19.76	\$19.94	\$20.12
11	30	\$18.31	\$18.68	\$19.04	\$19.41	\$19.77	\$20.14	\$20.32	\$20.51

**Escambia County School District
Educational Support Personnel Salary Schedule
Pay Grade 12 + Longevity Supplement**

Grade	Step	Base	Base + Longevity						
			+2%	+4%	+6%	+8%	+10%	+11%	+12%
12	1	\$10.83	\$11.05	\$11.26	\$11.48	\$11.70	\$11.91	\$12.02	\$12.13
12	2	\$11.08	\$11.30	\$11.52	\$11.74	\$11.97	\$12.19	\$12.30	\$12.41
12	3	\$11.27	\$11.50	\$11.72	\$11.95	\$12.17	\$12.40	\$12.51	\$12.62
12	4	\$11.50	\$11.73	\$11.96	\$12.19	\$12.42	\$12.65	\$12.77	\$12.88
12	5	\$11.73	\$11.96	\$12.20	\$12.43	\$12.67	\$12.90	\$13.02	\$13.14
12	6	\$11.96	\$12.20	\$12.44	\$12.68	\$12.92	\$13.16	\$13.28	\$13.40
12	7	\$12.20	\$12.44	\$12.69	\$12.93	\$13.18	\$13.42	\$13.54	\$13.66
12	8	\$12.44	\$12.69	\$12.94	\$13.19	\$13.44	\$13.68	\$13.81	\$13.93
12	9	\$12.69	\$12.94	\$13.20	\$13.45	\$13.71	\$13.96	\$14.09	\$14.21
12	10	\$12.94	\$13.20	\$13.46	\$13.72	\$13.98	\$14.23	\$14.36	\$14.49
12	11	\$13.20	\$13.46	\$13.73	\$13.99	\$14.26	\$14.52	\$14.65	\$14.78
12	12	\$13.46	\$13.73	\$14.00	\$14.27	\$14.54	\$14.81	\$14.94	\$15.08
12	13	\$13.74	\$14.01	\$14.29	\$14.56	\$14.84	\$15.11	\$15.25	\$15.39
12	14	\$14.01	\$14.29	\$14.57	\$14.85	\$15.13	\$15.41	\$15.55	\$15.69
12	15	\$14.29	\$14.58	\$14.86	\$15.15	\$15.43	\$15.72	\$15.86	\$16.00
12	16	\$14.58	\$14.87	\$15.16	\$15.45	\$15.75	\$16.04	\$16.18	\$16.33
12	17	\$14.86	\$15.16	\$15.45	\$15.75	\$16.05	\$16.35	\$16.49	\$16.64
12	18	\$15.17	\$15.47	\$15.78	\$16.08	\$16.38	\$16.69	\$16.84	\$16.99
12	19	\$15.47	\$15.78	\$16.09	\$16.40	\$16.71	\$17.02	\$17.17	\$17.33
12	20	\$15.78	\$16.10	\$16.41	\$16.73	\$17.04	\$17.36	\$17.52	\$17.67
12	21	\$16.10	\$16.42	\$16.74	\$17.07	\$17.39	\$17.71	\$17.87	\$18.03
12	22	\$16.41	\$16.74	\$17.07	\$17.39	\$17.72	\$18.05	\$18.22	\$18.38
12	23	\$16.75	\$17.09	\$17.42	\$17.76	\$18.09	\$18.43	\$18.59	\$18.76
12	24	\$17.09	\$17.43	\$17.77	\$18.12	\$18.46	\$18.80	\$18.97	\$19.14
12	25	\$17.42	\$17.77	\$18.12	\$18.47	\$18.81	\$19.16	\$19.34	\$19.51
12	26	\$17.77	\$18.13	\$18.48	\$18.84	\$19.19	\$19.55	\$19.72	\$19.90
12	27	\$18.13	\$18.49	\$18.86	\$19.22	\$19.58	\$19.94	\$20.12	\$20.31
12	28	\$18.48	\$18.85	\$19.22	\$19.59	\$19.96	\$20.33	\$20.51	\$20.70
12	29	\$18.86	\$19.24	\$19.61	\$19.99	\$20.37	\$20.75	\$20.93	\$21.12
12	30	\$19.24	\$19.62	\$20.01	\$20.39	\$20.78	\$21.16	\$21.36	\$21.55

**Escambia County School District
Educational Support Personnel Salary Schedule
Pay Grade 13 + Longevity Supplement**

Grade	Step	Base	Base + Longevity						
			+2%	+4%	+6%	+8%	+10%	+11%	+12%
13	1	\$11.37	\$11.60	\$11.82	\$12.05	\$12.28	\$12.51	\$12.62	\$12.73
13	2	\$11.61	\$11.84	\$12.07	\$12.31	\$12.54	\$12.77	\$12.89	\$13.00
13	3	\$11.84	\$12.08	\$12.31	\$12.55	\$12.79	\$13.02	\$13.14	\$13.26
13	4	\$12.08	\$12.32	\$12.56	\$12.80	\$13.05	\$13.29	\$13.41	\$13.53
13	5	\$12.32	\$12.57	\$12.81	\$13.06	\$13.31	\$13.55	\$13.68	\$13.80
13	6	\$12.57	\$12.82	\$13.07	\$13.32	\$13.58	\$13.83	\$13.95	\$14.08
13	7	\$12.82	\$13.08	\$13.33	\$13.59	\$13.85	\$14.10	\$14.23	\$14.36
13	8	\$13.08	\$13.34	\$13.60	\$13.86	\$14.13	\$14.39	\$14.52	\$14.65
13	9	\$13.33	\$13.60	\$13.86	\$14.13	\$14.40	\$14.66	\$14.80	\$14.93
13	10	\$13.61	\$13.88	\$14.15	\$14.43	\$14.70	\$14.97	\$15.11	\$15.24
13	11	\$13.87	\$14.15	\$14.42	\$14.70	\$14.98	\$15.26	\$15.40	\$15.53
13	12	\$14.15	\$14.43	\$14.72	\$15.00	\$15.28	\$15.57	\$15.71	\$15.85
13	13	\$14.43	\$14.72	\$15.01	\$15.30	\$15.58	\$15.87	\$16.02	\$16.16
13	14	\$14.72	\$15.01	\$15.31	\$15.60	\$15.90	\$16.19	\$16.34	\$16.49
13	15	\$15.01	\$15.31	\$15.61	\$15.91	\$16.21	\$16.51	\$16.66	\$16.81
13	16	\$15.31	\$15.62	\$15.92	\$16.23	\$16.53	\$16.84	\$16.99	\$17.15
13	17	\$15.62	\$15.93	\$16.24	\$16.56	\$16.87	\$17.18	\$17.34	\$17.49
13	18	\$15.94	\$16.26	\$16.58	\$16.90	\$17.22	\$17.53	\$17.69	\$17.85
13	19	\$16.26	\$16.59	\$16.91	\$17.24	\$17.56	\$17.89	\$18.05	\$18.21
13	20	\$16.58	\$16.91	\$17.24	\$17.57	\$17.91	\$18.24	\$18.40	\$18.57
13	21	\$16.90	\$17.24	\$17.58	\$17.91	\$18.25	\$18.59	\$18.76	\$18.93
13	22	\$17.24	\$17.58	\$17.93	\$18.27	\$18.62	\$18.96	\$19.14	\$19.31
13	23	\$17.60	\$17.95	\$18.30	\$18.66	\$19.01	\$19.36	\$19.54	\$19.71
13	24	\$17.94	\$18.30	\$18.66	\$19.02	\$19.38	\$19.73	\$19.91	\$20.09
13	25	\$18.30	\$18.67	\$19.03	\$19.40	\$19.76	\$20.13	\$20.31	\$20.50
13	26	\$18.67	\$19.04	\$19.42	\$19.79	\$20.16	\$20.54	\$20.72	\$20.91
13	27	\$19.03	\$19.41	\$19.79	\$20.17	\$20.55	\$20.93	\$21.12	\$21.31
13	28	\$19.42	\$19.81	\$20.20	\$20.59	\$20.97	\$21.36	\$21.56	\$21.75
13	29	\$19.81	\$20.21	\$20.60	\$21.00	\$21.39	\$21.79	\$21.99	\$22.19
13	30	\$20.21	\$20.61	\$21.02	\$21.42	\$21.83	\$22.23	\$22.43	\$22.64

**Escambia County School District
Educational Support Personnel Salary Schedule
Pay Grade 14 + Longevity Supplement**

Grade	Step	Base	Base + Longevity						
			+2%	+4%	+6%	+8%	+10%	+11%	+12%
14	1	\$11.94	\$12.18	\$12.42	\$12.66	\$12.90	\$13.13	\$13.25	\$13.37
14	2	\$12.19	\$12.43	\$12.68	\$12.92	\$13.17	\$13.41	\$13.53	\$13.65
14	3	\$12.43	\$12.68	\$12.93	\$13.18	\$13.42	\$13.67	\$13.80	\$13.92
14	4	\$12.68	\$12.93	\$13.19	\$13.44	\$13.69	\$13.95	\$14.07	\$14.20
14	5	\$12.93	\$13.19	\$13.45	\$13.71	\$13.96	\$14.22	\$14.35	\$14.48
14	6	\$13.20	\$13.46	\$13.73	\$13.99	\$14.26	\$14.52	\$14.65	\$14.78
14	7	\$13.46	\$13.73	\$14.00	\$14.27	\$14.54	\$14.81	\$14.94	\$15.08
14	8	\$13.73	\$14.00	\$14.28	\$14.55	\$14.83	\$15.10	\$15.24	\$15.38
14	9	\$14.00	\$14.28	\$14.56	\$14.84	\$15.12	\$15.40	\$15.54	\$15.68
14	10	\$14.28	\$14.57	\$14.85	\$15.14	\$15.42	\$15.71	\$15.85	\$15.99
14	11	\$14.57	\$14.86	\$15.15	\$15.44	\$15.74	\$16.03	\$16.17	\$16.32
14	12	\$14.85	\$15.15	\$15.44	\$15.74	\$16.04	\$16.34	\$16.48	\$16.63
14	13	\$15.16	\$15.46	\$15.77	\$16.07	\$16.37	\$16.68	\$16.83	\$16.98
14	14	\$15.46	\$15.77	\$16.08	\$16.39	\$16.70	\$17.01	\$17.16	\$17.32
14	15	\$15.77	\$16.09	\$16.40	\$16.72	\$17.03	\$17.35	\$17.50	\$17.66
14	16	\$16.09	\$16.41	\$16.73	\$17.06	\$17.38	\$17.70	\$17.86	\$18.02
14	17	\$16.40	\$16.73	\$17.06	\$17.38	\$17.71	\$18.04	\$18.20	\$18.37
14	18	\$16.74	\$17.07	\$17.41	\$17.74	\$18.08	\$18.41	\$18.58	\$18.75
14	19	\$17.07	\$17.41	\$17.75	\$18.09	\$18.44	\$18.78	\$18.95	\$19.12
14	20	\$17.41	\$17.76	\$18.11	\$18.45	\$18.80	\$19.15	\$19.33	\$19.50
14	21	\$17.76	\$18.12	\$18.47	\$18.83	\$19.18	\$19.54	\$19.71	\$19.89
14	22	\$18.12	\$18.48	\$18.84	\$19.21	\$19.57	\$19.93	\$20.11	\$20.29
14	23	\$18.47	\$18.84	\$19.21	\$19.58	\$19.95	\$20.32	\$20.50	\$20.69
14	24	\$18.84	\$19.22	\$19.59	\$19.97	\$20.35	\$20.72	\$20.91	\$21.10
14	25	\$19.23	\$19.61	\$20.00	\$20.38	\$20.77	\$21.15	\$21.35	\$21.54
14	26	\$19.60	\$19.99	\$20.38	\$20.78	\$21.17	\$21.56	\$21.76	\$21.95
14	27	\$20.00	\$20.40	\$20.80	\$21.20	\$21.60	\$22.00	\$22.20	\$22.40
14	28	\$20.39	\$20.80	\$21.21	\$21.61	\$22.02	\$22.43	\$22.63	\$22.84
14	29	\$20.81	\$21.23	\$21.64	\$22.06	\$22.47	\$22.89	\$23.10	\$23.31
14	30	\$21.22	\$21.64	\$22.07	\$22.49	\$22.92	\$23.34	\$23.55	\$23.77

**Escambia County School District
Educational Support Personnel Salary Schedule
Pay Grade 15 + Longevity Supplement**

Grade	Step	Base	Base + Longevity						
			+2%	+4%	+6%	+8%	+10%	+11%	+12%
15	1	\$12.55	\$12.80	\$13.05	\$13.30	\$13.55	\$13.81	\$13.93	\$14.06
15	2	\$12.79	\$13.05	\$13.30	\$13.56	\$13.81	\$14.07	\$14.20	\$14.32
15	3	\$13.06	\$13.32	\$13.58	\$13.84	\$14.10	\$14.37	\$14.50	\$14.63
15	4	\$13.31	\$13.58	\$13.84	\$14.11	\$14.37	\$14.64	\$14.77	\$14.91
15	5	\$13.58	\$13.85	\$14.12	\$14.39	\$14.67	\$14.94	\$15.07	\$15.21
15	6	\$13.85	\$14.13	\$14.40	\$14.68	\$14.96	\$15.24	\$15.37	\$15.51
15	7	\$14.13	\$14.41	\$14.70	\$14.98	\$15.26	\$15.54	\$15.68	\$15.83
15	8	\$14.40	\$14.69	\$14.98	\$15.26	\$15.55	\$15.84	\$15.98	\$16.13
15	9	\$14.70	\$14.99	\$15.29	\$15.58	\$15.88	\$16.17	\$16.32	\$16.46
15	10	\$14.98	\$15.28	\$15.58	\$15.88	\$16.18	\$16.48	\$16.63	\$16.78
15	11	\$15.29	\$15.60	\$15.90	\$16.21	\$16.51	\$16.82	\$16.97	\$17.12
15	12	\$15.59	\$15.90	\$16.21	\$16.53	\$16.84	\$17.15	\$17.30	\$17.46
15	13	\$15.90	\$16.22	\$16.54	\$16.85	\$17.17	\$17.49	\$17.65	\$17.81
15	14	\$16.23	\$16.55	\$16.88	\$17.20	\$17.53	\$17.85	\$18.02	\$18.18
15	15	\$16.54	\$16.87	\$17.20	\$17.53	\$17.86	\$18.19	\$18.36	\$18.52
15	16	\$16.87	\$17.21	\$17.54	\$17.88	\$18.22	\$18.56	\$18.73	\$18.89
15	17	\$17.21	\$17.55	\$17.90	\$18.24	\$18.59	\$18.93	\$19.10	\$19.28
15	18	\$17.56	\$17.91	\$18.26	\$18.61	\$18.96	\$19.32	\$19.49	\$19.67
15	19	\$17.91	\$18.27	\$18.63	\$18.98	\$19.34	\$19.70	\$19.88	\$20.06
15	20	\$18.27	\$18.64	\$19.00	\$19.37	\$19.73	\$20.10	\$20.28	\$20.46
15	21	\$18.64	\$19.01	\$19.39	\$19.76	\$20.13	\$20.50	\$20.69	\$20.88
15	22	\$19.00	\$19.38	\$19.76	\$20.14	\$20.52	\$20.90	\$21.09	\$21.28
15	23	\$19.39	\$19.78	\$20.17	\$20.55	\$20.94	\$21.33	\$21.52	\$21.72
15	24	\$19.77	\$20.17	\$20.56	\$20.96	\$21.35	\$21.75	\$21.94	\$22.14
15	25	\$20.17	\$20.57	\$20.98	\$21.38	\$21.78	\$22.19	\$22.39	\$22.59
15	26	\$20.57	\$20.98	\$21.39	\$21.80	\$22.22	\$22.63	\$22.83	\$23.04
15	27	\$20.98	\$21.40	\$21.82	\$22.24	\$22.66	\$23.08	\$23.29	\$23.50
15	28	\$21.40	\$21.83	\$22.26	\$22.68	\$23.11	\$23.54	\$23.75	\$23.97
15	29	\$21.83	\$22.27	\$22.70	\$23.14	\$23.58	\$24.01	\$24.23	\$24.45
15	30	\$22.26	\$22.71	\$23.15	\$23.60	\$24.04	\$24.49	\$24.71	\$24.93



**Escambia County School District
Educational Support Personnel Salary Schedule
Pay Grade 16 + Longevity Supplement**

Grade	Step	Base	Base + Longevity						
			+2%	+4%	+6%	+8%	+10%	+11%	+12%
16	1	\$13.17	\$13.43	\$13.70	\$13.96	\$14.22	\$14.49	\$14.62	\$14.75
16	2	\$13.43	\$13.70	\$13.97	\$14.24	\$14.50	\$14.77	\$14.91	\$15.04
16	3	\$13.70	\$13.97	\$14.25	\$14.52	\$14.80	\$15.07	\$15.21	\$15.34
16	4	\$13.97	\$14.25	\$14.53	\$14.81	\$15.09	\$15.37	\$15.51	\$15.65
16	5	\$14.25	\$14.54	\$14.82	\$15.11	\$15.39	\$15.68	\$15.82	\$15.96
16	6	\$14.54	\$14.83	\$15.12	\$15.41	\$15.70	\$15.99	\$16.14	\$16.28
16	7	\$14.82	\$15.12	\$15.41	\$15.71	\$16.01	\$16.30	\$16.45	\$16.60
16	8	\$15.12	\$15.42	\$15.72	\$16.03	\$16.33	\$16.63	\$16.78	\$16.93
16	9	\$15.43	\$15.74	\$16.05	\$16.36	\$16.66	\$16.97	\$17.13	\$17.28
16	10	\$15.74	\$16.05	\$16.37	\$16.68	\$17.00	\$17.31	\$17.47	\$17.63
16	11	\$16.05	\$16.37	\$16.69	\$17.01	\$17.33	\$17.66	\$17.82	\$17.98
16	12	\$16.37	\$16.70	\$17.02	\$17.35	\$17.68	\$18.01	\$18.17	\$18.33
16	13	\$16.70	\$17.03	\$17.37	\$17.70	\$18.04	\$18.37	\$18.54	\$18.70
16	14	\$17.03	\$17.37	\$17.71	\$18.05	\$18.39	\$18.73	\$18.90	\$19.07
16	15	\$17.37	\$17.72	\$18.06	\$18.41	\$18.76	\$19.11	\$19.28	\$19.45
16	16	\$17.72	\$18.07	\$18.43	\$18.78	\$19.14	\$19.49	\$19.67	\$19.85
16	17	\$18.07	\$18.43	\$18.79	\$19.15	\$19.52	\$19.88	\$20.06	\$20.24
16	18	\$18.43	\$18.80	\$19.17	\$19.54	\$19.90	\$20.27	\$20.46	\$20.64
16	19	\$18.80	\$19.18	\$19.55	\$19.93	\$20.30	\$20.68	\$20.87	\$21.06
16	20	\$19.19	\$19.57	\$19.96	\$20.34	\$20.73	\$21.11	\$21.30	\$21.49
16	21	\$19.56	\$19.95	\$20.34	\$20.73	\$21.12	\$21.52	\$21.71	\$21.91
16	22	\$19.96	\$20.36	\$20.76	\$21.16	\$21.56	\$21.96	\$22.16	\$22.36
16	23	\$20.35	\$20.76	\$21.16	\$21.57	\$21.98	\$22.39	\$22.59	\$22.79
16	24	\$20.77	\$21.19	\$21.60	\$22.02	\$22.43	\$22.85	\$23.05	\$23.26
16	25	\$21.18	\$21.60	\$22.03	\$22.45	\$22.87	\$23.30	\$23.51	\$23.72
16	26	\$21.60	\$22.03	\$22.46	\$22.90	\$23.33	\$23.76	\$23.98	\$24.19
16	27	\$22.02	\$22.46	\$22.90	\$23.34	\$23.78	\$24.22	\$24.44	\$24.66
16	28	\$22.47	\$22.92	\$23.37	\$23.82	\$24.27	\$24.72	\$24.94	\$25.17
16	29	\$22.92	\$23.38	\$23.84	\$24.30	\$24.75	\$25.21	\$25.44	\$25.67
16	30	\$23.38	\$23.85	\$24.32	\$24.78	\$25.25	\$25.72	\$25.95	\$26.19

**Escambia County School District
Educational Support Personnel Salary Schedule
Pay Grade 17 + Longevity Supplement**

Grade	Step	Base	Base + Longevity						
			+2%	+4%	+6%	+8%	+10%	+11%	+12%
17	1	\$13.83	\$14.11	\$14.38	\$14.66	\$14.94	\$15.21	\$15.35	\$15.49
17	2	\$14.12	\$14.40	\$14.68	\$14.97	\$15.25	\$15.53	\$15.67	\$15.81
17	3	\$14.39	\$14.68	\$14.97	\$15.25	\$15.54	\$15.83	\$15.97	\$16.12
17	4	\$14.68	\$14.97	\$15.27	\$15.56	\$15.85	\$16.15	\$16.29	\$16.44
17	5	\$14.97	\$15.27	\$15.57	\$15.87	\$16.17	\$16.47	\$16.62	\$16.77
17	6	\$15.27	\$15.58	\$15.88	\$16.19	\$16.49	\$16.80	\$16.95	\$17.10
17	7	\$15.58	\$15.89	\$16.20	\$16.51	\$16.83	\$17.14	\$17.29	\$17.45
17	8	\$15.88	\$16.20	\$16.52	\$16.83	\$17.15	\$17.47	\$17.63	\$17.79
17	9	\$16.21	\$16.53	\$16.86	\$17.18	\$17.51	\$17.83	\$17.99	\$18.16
17	10	\$16.53	\$16.86	\$17.19	\$17.52	\$17.85	\$18.18	\$18.35	\$18.51
17	11	\$16.86	\$17.20	\$17.53	\$17.87	\$18.21	\$18.55	\$18.71	\$18.88
17	12	\$17.20	\$17.54	\$17.89	\$18.23	\$18.58	\$18.92	\$19.09	\$19.26
17	13	\$17.54	\$17.89	\$18.24	\$18.59	\$18.94	\$19.29	\$19.47	\$19.64
17	14	\$17.89	\$18.25	\$18.61	\$18.96	\$19.32	\$19.68	\$19.86	\$20.04
17	15	\$18.25	\$18.62	\$18.98	\$19.35	\$19.71	\$20.08	\$20.26	\$20.44
17	16	\$18.62	\$18.99	\$19.36	\$19.74	\$20.11	\$20.48	\$20.67	\$20.85
17	17	\$18.98	\$19.36	\$19.74	\$20.12	\$20.50	\$20.88	\$21.07	\$21.26
17	18	\$19.36	\$19.75	\$20.13	\$20.52	\$20.91	\$21.30	\$21.49	\$21.68
17	19	\$19.75	\$20.15	\$20.54	\$20.94	\$21.33	\$21.73	\$21.92	\$22.12
17	20	\$20.15	\$20.55	\$20.96	\$21.36	\$21.76	\$22.17	\$22.37	\$22.57
17	21	\$20.55	\$20.96	\$21.37	\$21.78	\$22.19	\$22.61	\$22.81	\$23.02
17	22	\$20.95	\$21.37	\$21.79	\$22.21	\$22.63	\$23.05	\$23.25	\$23.46
17	23	\$21.38	\$21.81	\$22.24	\$22.66	\$23.09	\$23.52	\$23.73	\$23.95
17	24	\$21.81	\$22.25	\$22.68	\$23.12	\$23.55	\$23.99	\$24.21	\$24.43
17	25	\$22.24	\$22.68	\$23.13	\$23.57	\$24.02	\$24.46	\$24.69	\$24.91
17	26	\$22.68	\$23.13	\$23.59	\$24.04	\$24.49	\$24.95	\$25.17	\$25.40
17	27	\$23.14	\$23.60	\$24.07	\$24.53	\$24.99	\$25.45	\$25.69	\$25.92
17	28	\$23.60	\$24.07	\$24.54	\$25.02	\$25.49	\$25.96	\$26.20	\$26.43
17	29	\$24.07	\$24.55	\$25.03	\$25.51	\$26.00	\$26.48	\$26.72	\$26.96
17	30	\$24.55	\$25.04	\$25.53	\$26.02	\$26.51	\$27.01	\$27.25	\$27.50



**Escambia County School District
Educational Support Personnel Salary Schedule
Pay Grade 18 + Longevity Supplement**

Grade	Step	Base	Base + Longevity						
			+2%	+4%	+6%	+8%	+10%	+11%	+12%
18	1	\$14.51	\$14.80	\$15.09	\$15.38	\$15.67	\$15.96	\$16.11	\$16.25
18	2	\$14.80	\$15.10	\$15.39	\$15.69	\$15.98	\$16.28	\$16.43	\$16.58
18	3	\$15.10	\$15.40	\$15.70	\$16.01	\$16.31	\$16.61	\$16.76	\$16.91
18	4	\$15.41	\$15.72	\$16.03	\$16.33	\$16.64	\$16.95	\$17.11	\$17.26
18	5	\$15.72	\$16.03	\$16.35	\$16.66	\$16.98	\$17.29	\$17.45	\$17.61
18	6	\$16.02	\$16.34	\$16.66	\$16.98	\$17.30	\$17.62	\$17.78	\$17.94
18	7	\$16.35	\$16.68	\$17.00	\$17.33	\$17.66	\$17.99	\$18.15	\$18.31
18	8	\$16.67	\$17.00	\$17.34	\$17.67	\$18.00	\$18.34	\$18.50	\$18.67
18	9	\$17.01	\$17.35	\$17.69	\$18.03	\$18.37	\$18.71	\$18.88	\$19.05
18	10	\$17.35	\$17.70	\$18.04	\$18.39	\$18.74	\$19.09	\$19.26	\$19.43
18	11	\$17.70	\$18.05	\$18.41	\$18.76	\$19.12	\$19.47	\$19.65	\$19.82
18	12	\$18.04	\$18.40	\$18.76	\$19.12	\$19.48	\$19.84	\$20.02	\$20.20
18	13	\$18.41	\$18.78	\$19.15	\$19.51	\$19.88	\$20.25	\$20.44	\$20.62
18	14	\$18.78	\$19.16	\$19.53	\$19.91	\$20.28	\$20.66	\$20.85	\$21.03
18	15	\$19.16	\$19.54	\$19.93	\$20.31	\$20.69	\$21.08	\$21.27	\$21.46
18	16	\$19.53	\$19.92	\$20.31	\$20.70	\$21.09	\$21.48	\$21.68	\$21.87
18	17	\$19.93	\$20.33	\$20.73	\$21.13	\$21.52	\$21.92	\$22.12	\$22.32
18	18	\$20.32	\$20.73	\$21.13	\$21.54	\$21.95	\$22.35	\$22.56	\$22.76
18	19	\$20.74	\$21.15	\$21.57	\$21.98	\$22.40	\$22.81	\$23.02	\$23.23
18	20	\$21.14	\$21.56	\$21.99	\$22.41	\$22.83	\$23.25	\$23.47	\$23.68
18	21	\$21.57	\$22.00	\$22.43	\$22.86	\$23.30	\$23.73	\$23.94	\$24.16
18	22	\$21.99	\$22.43	\$22.87	\$23.31	\$23.75	\$24.19	\$24.41	\$24.63
18	23	\$22.44	\$22.89	\$23.34	\$23.79	\$24.24	\$24.68	\$24.91	\$25.13
18	24	\$22.89	\$23.35	\$23.81	\$24.26	\$24.72	\$25.18	\$25.41	\$25.64
18	25	\$23.34	\$23.81	\$24.27	\$24.74	\$25.21	\$25.67	\$25.91	\$26.14
18	26	\$23.81	\$24.29	\$24.76	\$25.24	\$25.71	\$26.19	\$26.43	\$26.67
18	27	\$24.29	\$24.78	\$25.26	\$25.75	\$26.23	\$26.72	\$26.96	\$27.20
18	28	\$24.78	\$25.28	\$25.77	\$26.27	\$26.76	\$27.26	\$27.51	\$27.75
18	29	\$25.27	\$25.78	\$26.28	\$26.79	\$27.29	\$27.80	\$28.05	\$28.30
18	30	\$25.78	\$26.30	\$26.81	\$27.33	\$27.84	\$28.36	\$28.62	\$28.87



**Escambia County School District
Educational Support Personnel Salary Schedule
Pay Grade 19 + Longevity Supplement**

Grade	Step	Base	Base + Longevity						
			+2%	+4%	+6%	+8%	+10%	+11%	+12%
19	1	\$15.24	\$15.54	\$15.85	\$16.15	\$16.46	\$16.76	\$16.92	\$17.07
19	2	\$15.54	\$15.85	\$16.16	\$16.47	\$16.78	\$17.09	\$17.25	\$17.40
19	3	\$15.85	\$16.17	\$16.48	\$16.80	\$17.12	\$17.44	\$17.59	\$17.75
19	4	\$16.17	\$16.49	\$16.82	\$17.14	\$17.46	\$17.79	\$17.95	\$18.11
19	5	\$36.50	\$37.23	\$37.96	\$38.69	\$39.42	\$40.15	\$40.52	\$40.88
19	6	\$16.83	\$17.17	\$17.50	\$17.84	\$18.18	\$18.51	\$18.68	\$18.85
19	7	\$17.17	\$17.51	\$17.86	\$18.20	\$18.54	\$18.89	\$19.06	\$19.23
19	8	\$17.50	\$17.85	\$18.20	\$18.55	\$18.90	\$19.25	\$19.43	\$19.60
19	9	\$17.86	\$18.22	\$18.57	\$18.93	\$19.29	\$19.65	\$19.82	\$20.00
19	10	\$18.22	\$18.58	\$18.95	\$19.31	\$19.68	\$20.04	\$20.22	\$20.41
19	11	\$18.57	\$18.94	\$19.31	\$19.68	\$20.06	\$20.43	\$20.61	\$20.80
19	12	\$18.95	\$19.33	\$19.71	\$20.09	\$20.47	\$20.85	\$21.03	\$21.22
19	13	\$19.33	\$19.72	\$20.10	\$20.49	\$20.88	\$21.26	\$21.46	\$21.65
19	14	\$19.72	\$20.11	\$20.51	\$20.90	\$21.30	\$21.69	\$21.89	\$22.09
19	15	\$20.10	\$20.50	\$20.90	\$21.31	\$21.71	\$22.11	\$22.31	\$22.51
19	16	\$20.51	\$20.92	\$21.33	\$21.74	\$22.15	\$22.56	\$22.77	\$22.97
19	17	\$20.92	\$21.34	\$21.76	\$22.18	\$22.59	\$23.01	\$23.22	\$23.43
19	18	\$21.34	\$21.77	\$22.19	\$22.62	\$23.05	\$23.47	\$23.69	\$23.90
19	19	\$21.76	\$22.20	\$22.63	\$23.07	\$23.50	\$23.94	\$24.15	\$24.37
19	20	\$22.20	\$22.64	\$23.09	\$23.53	\$23.98	\$24.42	\$24.64	\$24.86
19	21	\$22.64	\$23.09	\$23.55	\$24.00	\$24.45	\$24.90	\$25.13	\$25.36
19	22	\$23.10	\$23.56	\$24.02	\$24.49	\$24.95	\$25.41	\$25.64	\$25.87
19	23	\$23.55	\$24.02	\$24.49	\$24.96	\$25.43	\$25.91	\$26.14	\$26.38
19	24	\$24.03	\$24.51	\$24.99	\$25.47	\$25.95	\$26.43	\$26.67	\$26.91
19	25	\$24.51	\$25.00	\$25.49	\$25.98	\$26.47	\$26.96	\$27.21	\$27.45
19	26	\$25.00	\$25.50	\$26.00	\$26.50	\$27.00	\$27.50	\$27.75	\$28.00
19	27	\$25.50	\$26.01	\$26.52	\$27.03	\$27.54	\$28.05	\$28.31	\$28.56
19	28	\$26.02	\$26.54	\$27.06	\$27.58	\$28.10	\$28.62	\$28.88	\$29.14
19	29	\$26.53	\$27.06	\$27.59	\$28.12	\$28.65	\$29.18	\$29.45	\$29.71
19	30	\$27.06	\$27.60	\$28.14	\$28.68	\$29.22	\$29.77	\$30.04	\$30.31



**Escambia County School District
Educational Support Personnel Salary Schedule
Pay Grade 20 + Longevity Supplement**

Grade	Step	Base	Base + Longevity						
			+2%	+4%	+6%	+8%	+10%	+11%	+12%
20	1	\$16.00	\$16.32	\$16.64	\$16.96	\$17.28	\$17.60	\$17.92	\$18.24
20	2	\$16.33	\$16.66	\$16.98	\$17.31	\$17.64	\$17.96	\$18.29	\$18.61
20	3	\$16.65	\$16.98	\$17.32	\$17.65	\$17.98	\$18.32	\$18.65	\$18.98
20	4	\$16.98	\$17.32	\$17.66	\$18.00	\$18.34	\$18.68	\$19.02	\$19.36
20	5	\$17.33	\$17.68	\$18.02	\$18.37	\$18.72	\$19.06	\$19.41	\$19.75
20	6	\$17.67	\$18.02	\$18.38	\$18.73	\$19.08	\$19.44	\$19.79	\$20.14
20	7	\$18.02	\$18.38	\$18.74	\$19.10	\$19.46	\$19.82	\$20.18	\$20.54
20	8	\$18.39	\$18.76	\$19.13	\$19.49	\$19.86	\$20.23	\$20.60	\$20.97
20	9	\$18.75	\$19.13	\$19.50	\$19.88	\$20.25	\$20.63	\$21.00	\$21.38
20	10	\$19.14	\$19.52	\$19.91	\$20.29	\$20.67	\$21.05	\$21.44	\$21.82
20	11	\$19.51	\$19.90	\$20.29	\$20.68	\$21.07	\$21.46	\$21.85	\$22.24
20	12	\$19.89	\$20.29	\$20.69	\$21.08	\$21.48	\$21.88	\$22.28	\$22.68
20	13	\$20.30	\$20.71	\$21.11	\$21.52	\$21.92	\$22.33	\$22.74	\$23.14
20	14	\$20.70	\$21.11	\$21.53	\$21.94	\$22.36	\$22.77	\$23.18	\$23.59
20	15	\$21.11	\$21.53	\$21.95	\$22.38	\$22.80	\$23.22	\$23.64	\$24.06
20	16	\$21.54	\$21.97	\$22.40	\$22.83	\$23.26	\$23.69	\$24.12	\$24.55
20	17	\$21.97	\$22.41	\$22.85	\$23.29	\$23.73	\$24.17	\$24.61	\$25.05
20	18	\$22.41	\$22.86	\$23.31	\$23.75	\$24.20	\$24.65	\$25.10	\$25.55
20	19	\$22.86	\$23.32	\$23.77	\$24.23	\$24.69	\$25.15	\$25.60	\$26.06
20	20	\$23.31	\$23.78	\$24.24	\$24.71	\$25.17	\$25.64	\$26.11	\$26.57
20	21	\$23.78	\$24.26	\$24.73	\$25.21	\$25.68	\$26.16	\$26.63	\$27.10
20	22	\$24.26	\$24.75	\$25.23	\$25.72	\$26.20	\$26.69	\$27.17	\$27.66
20	23	\$24.75	\$25.25	\$25.74	\$26.24	\$26.73	\$27.23	\$27.72	\$28.21
20	24	\$25.23	\$25.73	\$26.24	\$26.74	\$27.25	\$27.75	\$28.26	\$28.76
20	25	\$25.73	\$26.24	\$26.76	\$27.27	\$27.79	\$28.30	\$28.82	\$29.33
20	26	\$26.24	\$26.76	\$27.29	\$27.81	\$28.34	\$28.86	\$29.39	\$29.91
20	27	\$26.78	\$27.32	\$27.85	\$28.39	\$28.92	\$29.46	\$29.99	\$30.52
20	28	\$27.31	\$27.86	\$28.40	\$28.95	\$29.49	\$30.04	\$30.59	\$31.13
20	29	\$27.86	\$28.42	\$28.97	\$29.53	\$30.09	\$30.65	\$31.20	\$31.76
20	30	\$28.42	\$28.99	\$29.56	\$30.13	\$30.69	\$31.26	\$31.83	\$32.40

**Escambia County School District
Educational Support Personnel Salary Schedule
Pay Grade 21 + Longevity Supplement**

Grade	Step	Base	Base + Longevity						
			+2%	+4%	+6%	+8%	+10%	+11%	+12%
21	1	\$16.81	\$17.15	\$17.48	\$17.82	\$18.15	\$18.49	\$18.66	\$18.83
21	2	\$17.14	\$17.48	\$17.83	\$18.17	\$18.51	\$18.85	\$19.03	\$19.20
21	3	\$17.48	\$17.83	\$18.18	\$18.53	\$18.88	\$19.23	\$19.40	\$19.58
21	4	\$17.84	\$18.20	\$18.55	\$18.91	\$19.27	\$19.62	\$19.80	\$19.98
21	5	\$18.19	\$18.55	\$18.92	\$19.28	\$19.65	\$20.01	\$20.19	\$20.37
21	6	\$18.54	\$18.91	\$19.28	\$19.65	\$20.02	\$20.39	\$20.58	\$20.76
21	7	\$18.92	\$19.30	\$19.68	\$20.06	\$20.43	\$20.81	\$21.00	\$21.19
21	8	\$19.30	\$19.69	\$20.07	\$20.46	\$20.84	\$21.23	\$21.42	\$21.62
21	9	\$19.69	\$20.08	\$20.48	\$20.87	\$21.27	\$21.66	\$21.86	\$22.05
21	10	\$20.07	\$20.47	\$20.87	\$21.27	\$21.68	\$22.08	\$22.28	\$22.48
21	11	\$20.48	\$20.89	\$21.30	\$21.71	\$22.12	\$22.53	\$22.73	\$22.94
21	12	\$20.89	\$21.31	\$21.73	\$22.14	\$22.56	\$22.98	\$23.19	\$23.40
21	13	\$21.31	\$21.74	\$22.16	\$22.59	\$23.01	\$23.44	\$23.65	\$23.87
21	14	\$21.73	\$22.16	\$22.60	\$23.03	\$23.47	\$23.90	\$24.12	\$24.34
21	15	\$22.16	\$22.60	\$23.05	\$23.49	\$23.93	\$24.38	\$24.60	\$24.82
21	16	\$22.61	\$23.06	\$23.51	\$23.97	\$24.42	\$24.87	\$25.10	\$25.32
21	17	\$23.06	\$23.52	\$23.98	\$24.44	\$24.90	\$25.37	\$25.60	\$25.83
21	18	\$23.52	\$23.99	\$24.46	\$24.93	\$25.40	\$25.87	\$26.11	\$26.34
21	19	\$24.00	\$24.48	\$24.96	\$25.44	\$25.92	\$26.40	\$26.64	\$26.88
21	20	\$24.48	\$24.97	\$25.46	\$25.95	\$26.44	\$26.93	\$27.17	\$27.42
21	21	\$24.97	\$25.47	\$25.97	\$26.47	\$26.97	\$27.47	\$27.72	\$27.97
21	22	\$25.46	\$25.97	\$26.48	\$26.99	\$27.50	\$28.01	\$28.26	\$28.52
21	23	\$25.97	\$26.49	\$27.01	\$27.53	\$28.05	\$28.57	\$28.83	\$29.09
21	24	\$26.49	\$27.02	\$27.55	\$28.08	\$28.61	\$29.14	\$29.40	\$29.67
21	25	\$27.02	\$27.56	\$28.10	\$28.64	\$29.18	\$29.72	\$29.99	\$30.26
21	26	\$27.56	\$28.11	\$28.66	\$29.21	\$29.76	\$30.32	\$30.59	\$30.87
21	27	\$28.11	\$28.67	\$29.23	\$29.80	\$30.36	\$30.92	\$31.20	\$31.48
21	28	\$28.68	\$29.25	\$29.83	\$30.40	\$30.97	\$31.55	\$31.83	\$32.12
21	29	\$29.25	\$29.84	\$30.42	\$31.01	\$31.59	\$32.18	\$32.47	\$32.76
21	30	\$29.84	\$30.44	\$31.03	\$31.63	\$32.23	\$32.82	\$33.12	\$33.42

**Escambia County School District
Educational Support Personnel Salary Schedule
Pay Grade 22 + Longevity Supplement**

Grade	Step	Base	Base + Longevity						
			+2%	+4%	+6%	+8%	+10%	+11%	+12%
22	1	\$17.65	\$18.00	\$18.36	\$18.71	\$19.06	\$19.42	\$19.59	\$19.77
22	2	\$18.00	\$18.36	\$18.72	\$19.08	\$19.44	\$19.80	\$19.98	\$20.16
22	3	\$18.37	\$18.74	\$19.10	\$19.47	\$19.84	\$20.21	\$20.39	\$20.57
22	4	\$18.73	\$19.10	\$19.48	\$19.85	\$20.23	\$20.60	\$20.79	\$20.98
22	5	\$19.10	\$19.48	\$19.86	\$20.25	\$20.63	\$21.01	\$21.20	\$21.39
22	6	\$19.49	\$19.88	\$20.27	\$20.66	\$21.05	\$21.44	\$21.63	\$21.83
22	7	\$19.87	\$20.27	\$20.66	\$21.06	\$21.46	\$21.86	\$22.06	\$22.25
22	8	\$20.28	\$20.69	\$21.09	\$21.50	\$21.90	\$22.31	\$22.51	\$22.71
22	9	\$20.68	\$21.09	\$21.51	\$21.92	\$22.33	\$22.75	\$22.95	\$23.16
22	10	\$21.09	\$21.51	\$21.93	\$22.36	\$22.78	\$23.20	\$23.41	\$23.62
22	11	\$21.52	\$21.95	\$22.38	\$22.81	\$23.24	\$23.67	\$23.89	\$24.10
22	12	\$21.94	\$22.38	\$22.82	\$23.26	\$23.70	\$24.13	\$24.35	\$24.57
22	13	\$22.39	\$22.84	\$23.29	\$23.73	\$24.18	\$24.63	\$24.85	\$25.08
22	14	\$22.84	\$23.30	\$23.75	\$24.21	\$24.67	\$25.12	\$25.35	\$25.58
22	15	\$23.29	\$23.76	\$24.22	\$24.69	\$25.15	\$25.62	\$25.85	\$26.08
22	16	\$23.76	\$24.24	\$24.71	\$25.19	\$25.66	\$26.14	\$26.37	\$26.61
22	17	\$24.23	\$24.71	\$25.20	\$25.68	\$26.17	\$26.65	\$26.90	\$27.14
22	18	\$24.71	\$25.20	\$25.70	\$26.19	\$26.69	\$27.18	\$27.43	\$27.68
22	19	\$25.20	\$25.70	\$26.21	\$26.71	\$27.22	\$27.72	\$27.97	\$28.22
22	20	\$25.70	\$26.21	\$26.73	\$27.24	\$27.76	\$28.27	\$28.53	\$28.78
22	21	\$26.22	\$26.74	\$27.27	\$27.79	\$28.32	\$28.84	\$29.10	\$29.37
22	22	\$26.74	\$27.27	\$27.81	\$28.34	\$28.88	\$29.41	\$29.68	\$29.95
22	23	\$27.27	\$27.82	\$28.36	\$28.91	\$29.45	\$30.00	\$30.27	\$30.54
22	24	\$27.83	\$28.39	\$28.94	\$29.50	\$30.06	\$30.61	\$30.89	\$31.17
22	25	\$28.38	\$28.95	\$29.52	\$30.08	\$30.65	\$31.22	\$31.50	\$31.79
22	26	\$28.96	\$29.54	\$30.12	\$30.70	\$31.28	\$31.86	\$32.15	\$32.44
22	27	\$29.53	\$30.12	\$30.71	\$31.30	\$31.89	\$32.48	\$32.78	\$33.07
22	28	\$30.12	\$30.72	\$31.32	\$31.93	\$32.53	\$33.13	\$33.43	\$33.73
22	29	\$30.72	\$31.33	\$31.95	\$32.56	\$33.18	\$33.79	\$34.10	\$34.41
22	30	\$31.34	\$31.97	\$32.59	\$33.22	\$33.85	\$34.47	\$34.79	\$35.10

**Escambia County School District
Educational Support Personnel Salary Schedule
Pay Grade 23 + Longevity Supplement**

Grade	Step	Base	Base + Longevity						
			+2%	+4%	+6%	+8%	+10%	+11%	+12%
23	1	\$18.52	\$18.89	\$19.26	\$19.63	\$20.00	\$20.37	\$20.56	\$20.74
23	2	\$18.90	\$19.28	\$19.66	\$20.03	\$20.41	\$20.79	\$20.98	\$21.17
23	3	\$19.27	\$19.66	\$20.04	\$20.43	\$20.81	\$21.20	\$21.39	\$21.58
23	4	\$19.67	\$20.06	\$20.46	\$20.85	\$21.24	\$21.64	\$21.83	\$22.03
23	5	\$20.05	\$20.45	\$20.85	\$21.25	\$21.65	\$22.06	\$22.26	\$22.46
23	6	\$20.46	\$20.87	\$21.28	\$21.69	\$22.10	\$22.51	\$22.71	\$22.92
23	7	\$20.86	\$21.28	\$21.69	\$22.11	\$22.53	\$22.95	\$23.15	\$23.36
23	8	\$21.28	\$21.71	\$22.13	\$22.56	\$22.98	\$23.41	\$23.62	\$23.83
23	9	\$21.71	\$22.14	\$22.58	\$23.01	\$23.45	\$23.88	\$24.10	\$24.32
23	10	\$22.13	\$22.57	\$23.02	\$23.46	\$23.90	\$24.34	\$24.56	\$24.79
23	11	\$22.58	\$23.03	\$23.48	\$23.93	\$24.39	\$24.84	\$25.06	\$25.29
23	12	\$23.03	\$23.49	\$23.95	\$24.41	\$24.87	\$25.33	\$25.56	\$25.79
23	13	\$23.49	\$23.96	\$24.43	\$24.90	\$25.37	\$25.84	\$26.07	\$26.31
23	14	\$23.96	\$24.44	\$24.92	\$25.40	\$25.88	\$26.36	\$26.60	\$26.84
23	15	\$24.45	\$24.94	\$25.43	\$25.92	\$26.41	\$26.90	\$27.14	\$27.38
23	16	\$24.93	\$25.43	\$25.93	\$26.43	\$26.92	\$27.42	\$27.67	\$27.92
23	17	\$25.43	\$25.94	\$26.45	\$26.96	\$27.46	\$27.97	\$28.23	\$28.48
23	18	\$25.93	\$26.45	\$26.97	\$27.49	\$28.00	\$28.52	\$28.78	\$29.04
23	19	\$26.45	\$26.98	\$27.51	\$28.04	\$28.57	\$29.10	\$29.36	\$29.62
23	20	\$26.98	\$27.52	\$28.06	\$28.60	\$29.14	\$29.68	\$29.95	\$30.22
23	21	\$27.52	\$28.07	\$28.62	\$29.17	\$29.72	\$30.27	\$30.55	\$30.82
23	22	\$28.07	\$28.63	\$29.19	\$29.75	\$30.32	\$30.88	\$31.16	\$31.44
23	23	\$28.63	\$29.20	\$29.78	\$30.35	\$30.92	\$31.49	\$31.78	\$32.07
23	24	\$29.21	\$29.79	\$30.38	\$30.96	\$31.55	\$32.13	\$32.42	\$32.72
23	25	\$29.79	\$30.39	\$30.98	\$31.58	\$32.17	\$32.77	\$33.07	\$33.36
23	26	\$30.39	\$31.00	\$31.61	\$32.21	\$32.82	\$33.43	\$33.73	\$34.04
23	27	\$30.99	\$31.61	\$32.23	\$32.85	\$33.47	\$34.09	\$34.40	\$34.71
23	28	\$31.62	\$32.25	\$32.88	\$33.52	\$34.15	\$34.78	\$35.10	\$35.41
23	29	\$32.24	\$32.88	\$33.53	\$34.17	\$34.82	\$35.46	\$35.79	\$36.11
23	30	\$32.88	\$33.54	\$34.20	\$34.85	\$35.51	\$36.17	\$36.50	\$36.83

**Escambia County School District
Educational Support Personnel Salary Schedule
Pay Grade 24 + Longevity Supplement**

Grade	Step	Base	Base + Longevity						
			+2%	+4%	+6%	+8%	+10%	+11%	+12%
24	1	\$19.45	\$19.84	\$20.23	\$20.62	\$21.01	\$21.40	\$21.59	\$21.78
24	2	\$19.84	\$20.24	\$20.63	\$21.03	\$21.43	\$21.82	\$22.02	\$22.22
24	3	\$20.24	\$20.64	\$21.05	\$21.45	\$21.86	\$22.26	\$22.47	\$22.67
24	4	\$20.63	\$21.04	\$21.46	\$21.87	\$22.28	\$22.69	\$22.90	\$23.11
24	5	\$21.05	\$21.47	\$21.89	\$22.31	\$22.73	\$23.16	\$23.37	\$23.58
24	6	\$21.47	\$21.90	\$22.33	\$22.76	\$23.19	\$23.62	\$23.83	\$24.05
24	7	\$21.90	\$22.34	\$22.78	\$23.21	\$23.65	\$24.09	\$24.31	\$24.53
24	8	\$22.35	\$22.80	\$23.24	\$23.69	\$24.14	\$24.59	\$24.81	\$25.03
24	9	\$22.79	\$23.25	\$23.70	\$24.16	\$24.61	\$25.07	\$25.30	\$25.52
24	10	\$23.25	\$23.72	\$24.18	\$24.65	\$25.11	\$25.58	\$25.81	\$26.04
24	11	\$23.72	\$24.19	\$24.67	\$25.14	\$25.62	\$26.09	\$26.33	\$26.57
24	12	\$24.18	\$24.66	\$25.15	\$25.63	\$26.11	\$26.60	\$26.84	\$27.08
24	13	\$24.66	\$25.15	\$25.65	\$26.14	\$26.63	\$27.13	\$27.37	\$27.62
24	14	\$25.15	\$25.65	\$26.16	\$26.66	\$27.16	\$27.67	\$27.92	\$28.17
24	15	\$25.66	\$26.17	\$26.69	\$27.20	\$27.71	\$28.23	\$28.48	\$28.74
24	16	\$26.17	\$26.69	\$27.22	\$27.74	\$28.26	\$28.79	\$29.05	\$29.31
24	17	\$26.69	\$27.22	\$27.76	\$28.29	\$28.83	\$29.36	\$29.63	\$29.89
24	18	\$27.23	\$27.77	\$28.32	\$28.86	\$29.41	\$29.95	\$30.23	\$30.50
24	19	\$27.77	\$28.33	\$28.88	\$29.44	\$29.99	\$30.55	\$30.82	\$31.10
24	20	\$28.33	\$28.90	\$29.46	\$30.03	\$30.60	\$31.16	\$31.45	\$31.73
24	21	\$28.90	\$29.48	\$30.06	\$30.63	\$31.21	\$31.79	\$32.08	\$32.37
24	22	\$29.48	\$30.07	\$30.66	\$31.25	\$31.84	\$32.43	\$32.72	\$33.02
24	23	\$30.07	\$30.67	\$31.27	\$31.87	\$32.48	\$33.08	\$33.38	\$33.68
24	24	\$30.66	\$31.27	\$31.89	\$32.50	\$33.11	\$33.73	\$34.03	\$34.34
24	25	\$31.27	\$31.90	\$32.52	\$33.15	\$33.77	\$34.40	\$34.71	\$35.02
24	26	\$31.91	\$32.55	\$33.19	\$33.82	\$34.46	\$35.10	\$35.42	\$35.74
24	27	\$32.54	\$33.19	\$33.84	\$34.49	\$35.14	\$35.79	\$36.12	\$36.44
24	28	\$33.20	\$33.86	\$34.53	\$35.19	\$35.86	\$36.52	\$36.85	\$37.18
24	29	\$33.85	\$34.53	\$35.20	\$35.88	\$36.56	\$37.24	\$37.57	\$37.91
24	30	\$34.54	\$35.23	\$35.92	\$36.61	\$37.30	\$37.99	\$38.34	\$38.68



**Escambia County School District
Educational Support Personnel Salary Schedule
Pay Grade 25 + Longevity Supplement**

Grade	Step	Base	Base + Longevity						
			+2%	+4%	+6%	+8%	+10%	+11%	+12%
25	1	\$20.42	\$20.83	\$21.24	\$21.65	\$22.05	\$22.46	\$22.67	\$22.87
25	2	\$20.83	\$21.25	\$21.66	\$22.08	\$22.50	\$22.91	\$23.12	\$23.33
25	3	\$21.26	\$21.69	\$22.11	\$22.54	\$22.96	\$23.39	\$23.60	\$23.81
25	4	\$21.68	\$22.11	\$22.55	\$22.98	\$23.41	\$23.85	\$24.06	\$24.28
25	5	\$22.10	\$22.54	\$22.98	\$23.43	\$23.87	\$24.31	\$24.53	\$24.75
25	6	\$22.54	\$22.99	\$23.44	\$23.89	\$24.34	\$24.79	\$25.02	\$25.24
25	7	\$23.00	\$23.46	\$23.92	\$24.38	\$24.84	\$25.30	\$25.53	\$25.76
25	8	\$23.46	\$23.93	\$24.40	\$24.87	\$25.34	\$25.81	\$26.04	\$26.28
25	9	\$23.93	\$24.41	\$24.89	\$25.37	\$25.84	\$26.32	\$26.56	\$26.80
25	10	\$24.40	\$24.89	\$25.38	\$25.86	\$26.35	\$26.84	\$27.08	\$27.33
25	11	\$24.89	\$25.39	\$25.89	\$26.38	\$26.88	\$27.38	\$27.63	\$27.88
25	12	\$25.39	\$25.90	\$26.41	\$26.91	\$27.42	\$27.93	\$28.18	\$28.44
25	13	\$25.90	\$26.42	\$26.94	\$27.45	\$27.97	\$28.49	\$28.75	\$29.01
25	14	\$26.42	\$26.95	\$27.48	\$28.01	\$28.53	\$29.06	\$29.33	\$29.59
25	15	\$26.95	\$27.49	\$28.03	\$28.57	\$29.11	\$29.65	\$29.91	\$30.18
25	16	\$27.48	\$28.03	\$28.58	\$29.13	\$29.68	\$30.23	\$30.50	\$30.78
25	17	\$28.03	\$28.59	\$29.15	\$29.71	\$30.27	\$30.83	\$31.11	\$31.39
25	18	\$28.59	\$29.16	\$29.73	\$30.31	\$30.88	\$31.45	\$31.73	\$32.02
25	19	\$29.16	\$29.74	\$30.33	\$30.91	\$31.49	\$32.08	\$32.37	\$32.66
25	20	\$29.75	\$30.35	\$30.94	\$31.54	\$32.13	\$32.73	\$33.02	\$33.32
25	21	\$30.35	\$30.96	\$31.56	\$32.17	\$32.78	\$33.39	\$33.69	\$33.99
25	22	\$30.95	\$31.57	\$32.19	\$32.81	\$33.43	\$34.05	\$34.35	\$34.66
25	23	\$31.56	\$32.19	\$32.82	\$33.45	\$34.08	\$34.72	\$35.03	\$35.35
25	24	\$32.20	\$32.84	\$33.49	\$34.13	\$34.78	\$35.42	\$35.74	\$36.06
25	25	\$32.84	\$33.50	\$34.15	\$34.81	\$35.47	\$36.12	\$36.45	\$36.78
25	26	\$33.51	\$34.18	\$34.85	\$35.52	\$36.19	\$36.86	\$37.20	\$37.53
25	27	\$34.17	\$34.85	\$35.54	\$36.22	\$36.90	\$37.59	\$37.93	\$38.27
25	28	\$34.85	\$35.55	\$36.24	\$36.94	\$37.64	\$38.34	\$38.68	\$39.03
25	29	\$35.55	\$36.26	\$36.97	\$37.68	\$38.39	\$39.11	\$39.46	\$39.82
25	30	\$36.26	\$36.99	\$37.71	\$38.44	\$39.16	\$39.89	\$40.25	\$40.61



**Escambia County School District
Educational Support Personnel Salary Schedule
Pay Grade 26 + Longevity Supplement**

Grade	Step	Base	Base + Longevity						
			+2%	+4%	+6%	+8%	+10%	+11%	+12%
26	1	\$21.44	\$21.87	\$22.30	\$22.73	\$23.16	\$23.58	\$23.80	\$24.01
26	2	\$21.87	\$22.31	\$22.74	\$23.18	\$23.62	\$24.06	\$24.28	\$24.49
26	3	\$22.32	\$22.77	\$23.21	\$23.66	\$24.11	\$24.55	\$24.78	\$25.00
26	4	\$22.76	\$23.22	\$23.67	\$24.13	\$24.58	\$25.04	\$25.26	\$25.49
26	5	\$23.22	\$23.68	\$24.15	\$24.61	\$25.08	\$25.54	\$25.77	\$26.01
26	6	\$23.67	\$24.14	\$24.62	\$25.09	\$25.56	\$26.04	\$26.27	\$26.51
26	7	\$24.14	\$24.62	\$25.11	\$25.59	\$26.07	\$26.55	\$26.80	\$27.04
26	8	\$24.62	\$25.11	\$25.60	\$26.10	\$26.59	\$27.08	\$27.33	\$27.57
26	9	\$25.12	\$25.62	\$26.12	\$26.63	\$27.13	\$27.63	\$27.88	\$28.13
26	10	\$25.62	\$26.13	\$26.64	\$27.16	\$27.67	\$28.18	\$28.44	\$28.69
26	11	\$26.14	\$26.66	\$27.19	\$27.71	\$28.23	\$28.75	\$29.02	\$29.28
26	12	\$26.66	\$27.19	\$27.73	\$28.26	\$28.79	\$29.33	\$29.59	\$29.86
26	13	\$27.19	\$27.73	\$28.28	\$28.82	\$29.37	\$29.91	\$30.18	\$30.45
26	14	\$27.73	\$28.28	\$28.84	\$29.39	\$29.95	\$30.50	\$30.78	\$31.06
26	15	\$28.29	\$28.86	\$29.42	\$29.99	\$30.55	\$31.12	\$31.40	\$31.68
26	16	\$28.86	\$29.44	\$30.01	\$30.59	\$31.17	\$31.75	\$32.03	\$32.32
26	17	\$29.43	\$30.02	\$30.61	\$31.20	\$31.78	\$32.37	\$32.67	\$32.96
26	18	\$30.03	\$30.63	\$31.23	\$31.83	\$32.43	\$33.03	\$33.33	\$33.63
26	19	\$30.62	\$31.23	\$31.84	\$32.46	\$33.07	\$33.68	\$33.99	\$34.29
26	20	\$31.23	\$31.85	\$32.48	\$33.10	\$33.73	\$34.35	\$34.67	\$34.98
26	21	\$31.86	\$32.50	\$33.13	\$33.77	\$34.41	\$35.05	\$35.36	\$35.68
26	22	\$32.50	\$33.15	\$33.80	\$34.45	\$35.10	\$35.75	\$36.08	\$36.40
26	23	\$33.14	\$33.80	\$34.47	\$35.13	\$35.79	\$36.45	\$36.79	\$37.12
26	24	\$33.81	\$34.49	\$35.16	\$35.84	\$36.51	\$37.19	\$37.53	\$37.87
26	25	\$34.48	\$35.17	\$35.86	\$36.55	\$37.24	\$37.93	\$38.27	\$38.62
26	26	\$35.17	\$35.87	\$36.58	\$37.28	\$37.98	\$38.69	\$39.04	\$39.39
26	27	\$35.88	\$36.60	\$37.32	\$38.03	\$38.75	\$39.47	\$39.83	\$40.19
26	28	\$36.59	\$37.32	\$38.05	\$38.79	\$39.52	\$40.25	\$40.61	\$40.98
26	29	\$37.32	\$38.07	\$38.81	\$39.56	\$40.31	\$41.05	\$41.43	\$41.80
26	30	\$38.08	\$38.84	\$39.60	\$40.36	\$41.13	\$41.89	\$42.27	\$42.65



**Escambia County School District
Educational Support Personnel Salary Schedule
Pay Grade 27 + Longevity Supplement**

Grade	Step	Base	Base + Longevity						
			+2%	+4%	+6%	+8%	+10%	+11%	+12%
27	1	\$22.51	\$22.96	\$23.41	\$23.86	\$24.31	\$24.76	\$24.99	\$25.21
27	2	\$22.97	\$23.43	\$23.89	\$24.35	\$24.81	\$25.27	\$25.50	\$25.73
27	3	\$23.43	\$23.90	\$24.37	\$24.84	\$25.30	\$25.77	\$26.01	\$26.24
27	4	\$23.90	\$24.38	\$24.86	\$25.33	\$25.81	\$26.29	\$26.53	\$26.77
27	5	\$24.37	\$24.86	\$25.34	\$25.83	\$26.32	\$26.81	\$27.05	\$27.29
27	6	\$24.86	\$25.36	\$25.85	\$26.35	\$26.85	\$27.35	\$27.59	\$27.84
27	7	\$25.36	\$25.87	\$26.37	\$26.88	\$27.39	\$27.90	\$28.15	\$28.40
27	8	\$25.87	\$26.39	\$26.90	\$27.42	\$27.94	\$28.46	\$28.72	\$28.97
27	9	\$26.39	\$26.92	\$27.45	\$27.97	\$28.50	\$29.03	\$29.29	\$29.56
27	10	\$26.91	\$27.45	\$27.99	\$28.52	\$29.06	\$29.60	\$29.87	\$30.14
27	11	\$27.45	\$28.00	\$28.55	\$29.10	\$29.65	\$30.20	\$30.47	\$30.74
27	12	\$28.00	\$28.56	\$29.12	\$29.68	\$30.24	\$30.80	\$31.08	\$31.36
27	13	\$28.56	\$29.13	\$29.70	\$30.27	\$30.84	\$31.42	\$31.70	\$31.99
27	14	\$29.12	\$29.70	\$30.28	\$30.87	\$31.45	\$32.03	\$32.32	\$32.61
27	15	\$29.70	\$30.29	\$30.89	\$31.48	\$32.08	\$32.67	\$32.97	\$33.26
27	16	\$30.30	\$30.91	\$31.51	\$32.12	\$32.72	\$33.33	\$33.63	\$33.94
27	17	\$30.92	\$31.54	\$32.16	\$32.78	\$33.39	\$34.01	\$34.32	\$34.63
27	18	\$31.53	\$32.16	\$32.79	\$33.42	\$34.05	\$34.68	\$35.00	\$35.31
27	19	\$32.16	\$32.80	\$33.45	\$34.09	\$34.73	\$35.38	\$35.70	\$36.02
27	20	\$32.80	\$33.46	\$34.11	\$34.77	\$35.42	\$36.08	\$36.41	\$36.74
27	21	\$33.47	\$34.14	\$34.81	\$35.48	\$36.15	\$36.82	\$37.15	\$37.49
27	22	\$34.13	\$34.81	\$35.50	\$36.18	\$36.86	\$37.54	\$37.88	\$38.23
27	23	\$34.81	\$35.51	\$36.20	\$36.90	\$37.59	\$38.29	\$38.64	\$38.99
27	24	\$35.51	\$36.22	\$36.93	\$37.64	\$38.35	\$39.06	\$39.42	\$39.77
27	25	\$36.22	\$36.94	\$37.67	\$38.39	\$39.12	\$39.84	\$40.20	\$40.57
27	26	\$36.94	\$37.68	\$38.42	\$39.16	\$39.90	\$40.63	\$41.00	\$41.37
27	27	\$37.67	\$38.42	\$39.18	\$39.93	\$40.68	\$41.44	\$41.81	\$42.19
27	28	\$38.42	\$39.19	\$39.96	\$40.73	\$41.49	\$42.26	\$42.65	\$43.03
27	29	\$39.20	\$39.98	\$40.77	\$41.55	\$42.34	\$43.12	\$43.51	\$43.90
27	30	\$39.98	\$40.78	\$41.58	\$42.38	\$43.18	\$43.98	\$44.38	\$44.78



**Escambia County School District
Educational Support Personnel Salary Schedule
Pay Grade 28 + Longevity Supplement**

Grade	Step	Base	Base + Longevity						
			+2%	+4%	+6%	+8%	+10%	+11%	+12%
28	1	\$23.64	\$24.11	\$24.59	\$25.06	\$25.53	\$26.00	\$26.24	\$26.48
28	2	\$24.11	\$24.59	\$25.07	\$25.56	\$26.04	\$26.52	\$26.76	\$27.00
28	3	\$24.59	\$25.08	\$25.57	\$26.07	\$26.56	\$27.05	\$27.29	\$27.54
28	4	\$25.08	\$25.58	\$26.08	\$26.58	\$27.09	\$27.59	\$27.84	\$28.09
28	5	\$25.59	\$26.10	\$26.61	\$27.13	\$27.64	\$28.15	\$28.40	\$28.66
28	6	\$26.10	\$26.62	\$27.14	\$27.67	\$28.19	\$28.71	\$28.97	\$29.23
28	7	\$26.62	\$27.15	\$27.68	\$28.22	\$28.75	\$29.28	\$29.55	\$29.81
28	8	\$27.15	\$27.69	\$28.24	\$28.78	\$29.32	\$29.87	\$30.14	\$30.41
28	9	\$27.70	\$28.25	\$28.81	\$29.36	\$29.92	\$30.47	\$30.75	\$31.02
28	10	\$28.25	\$28.82	\$29.38	\$29.95	\$30.51	\$31.08	\$31.36	\$31.64
28	11	\$28.08	\$28.64	\$29.21	\$29.77	\$30.33	\$30.89	\$31.17	\$31.45
28	12	\$29.39	\$29.98	\$30.57	\$31.15	\$31.74	\$32.33	\$32.62	\$32.92
28	13	\$29.98	\$30.58	\$31.18	\$31.78	\$32.38	\$32.98	\$33.28	\$33.58
28	14	\$30.58	\$31.19	\$31.80	\$32.41	\$33.03	\$33.64	\$33.94	\$34.25
28	15	\$31.19	\$31.81	\$32.44	\$33.06	\$33.69	\$34.31	\$34.62	\$34.93
28	16	\$31.81	\$32.45	\$33.08	\$33.72	\$34.35	\$34.99	\$35.31	\$35.63
28	17	\$32.46	\$33.11	\$33.76	\$34.41	\$35.06	\$35.71	\$36.03	\$36.36
28	18	\$33.10	\$33.76	\$34.42	\$35.09	\$35.75	\$36.41	\$36.74	\$37.07
28	19	\$33.76	\$34.44	\$35.11	\$35.79	\$36.46	\$37.14	\$37.47	\$37.81
28	20	\$34.44	\$35.13	\$35.82	\$36.51	\$37.20	\$37.88	\$38.23	\$38.57
28	21	\$35.13	\$35.83	\$36.54	\$37.24	\$37.94	\$38.64	\$38.99	\$39.35
28	22	\$35.83	\$36.55	\$37.26	\$37.98	\$38.70	\$39.41	\$39.77	\$40.13
28	23	\$36.54	\$37.27	\$38.00	\$38.73	\$39.46	\$40.19	\$40.56	\$40.92
28	24	\$37.27	\$38.02	\$38.76	\$39.51	\$40.25	\$41.00	\$41.37	\$41.74
28	25	\$38.03	\$38.79	\$39.55	\$40.31	\$41.07	\$41.83	\$42.21	\$42.59
28	26	\$38.78	\$39.56	\$40.33	\$41.11	\$41.88	\$42.66	\$43.05	\$43.43
28	27	\$39.56	\$40.35	\$41.14	\$41.93	\$42.72	\$43.52	\$43.91	\$44.31
28	28	\$40.35	\$41.16	\$41.96	\$42.77	\$43.58	\$44.39	\$44.79	\$45.19
28	29	\$41.16	\$41.98	\$42.81	\$43.63	\$44.45	\$45.28	\$45.69	\$46.10
28	30	\$41.97	\$42.81	\$43.65	\$44.49	\$45.33	\$46.17	\$46.59	\$47.01



**Escambia County School District
Educational Support Personnel Salary Schedule
Pay Grade 29 + Longevity Supplement**

Grade	Step	Base	Base + Longevity						
			+2%	+4%	+6%	+8%	+10%	+11%	+12%
29	1	\$24.83	\$25.33	\$25.82	\$26.32	\$26.82	\$27.31	\$27.56	\$27.81
29	2	\$25.32	\$25.83	\$26.33	\$26.84	\$27.35	\$27.85	\$28.11	\$28.36
29	3	\$25.83	\$26.35	\$26.86	\$27.38	\$27.90	\$28.41	\$28.67	\$28.93
29	4	\$26.35	\$26.88	\$27.40	\$27.93	\$28.46	\$28.99	\$29.25	\$29.51
29	5	\$26.87	\$27.41	\$27.94	\$28.48	\$29.02	\$29.56	\$29.83	\$30.09
29	6	\$27.41	\$27.96	\$28.51	\$29.05	\$29.60	\$30.15	\$30.43	\$30.70
29	7	\$27.96	\$28.52	\$29.08	\$29.64	\$30.20	\$30.76	\$31.04	\$31.32
29	8	\$28.51	\$29.08	\$29.65	\$30.22	\$30.79	\$31.36	\$31.65	\$31.93
29	9	\$29.08	\$29.66	\$30.24	\$30.82	\$31.41	\$31.99	\$32.28	\$32.57
29	10	\$29.66	\$30.25	\$30.85	\$31.44	\$32.03	\$32.63	\$32.92	\$33.22
29	11	\$30.26	\$30.87	\$31.47	\$32.08	\$32.68	\$33.29	\$33.59	\$33.89
29	12	\$30.87	\$31.49	\$32.10	\$32.72	\$33.34	\$33.96	\$34.27	\$34.57
29	13	\$31.48	\$32.11	\$32.74	\$33.37	\$34.00	\$34.63	\$34.94	\$35.26
29	14	\$32.10	\$32.74	\$33.38	\$34.03	\$34.67	\$35.31	\$35.63	\$35.95
29	15	\$32.75	\$33.41	\$34.06	\$34.72	\$35.37	\$36.03	\$36.35	\$36.68
29	16	\$33.41	\$34.08	\$34.75	\$35.41	\$36.08	\$36.75	\$37.09	\$37.42
29	17	\$34.07	\$34.75	\$35.43	\$36.11	\$36.80	\$37.48	\$37.82	\$38.16
29	18	\$34.75	\$35.45	\$36.14	\$36.84	\$37.53	\$38.23	\$38.57	\$38.92
29	19	\$35.45	\$36.16	\$36.87	\$37.58	\$38.29	\$39.00	\$39.35	\$39.70
29	20	\$36.16	\$36.88	\$37.61	\$38.33	\$39.05	\$39.78	\$40.14	\$40.50
29	21	\$36.87	\$37.61	\$38.34	\$39.08	\$39.82	\$40.56	\$40.93	\$41.29
29	22	\$37.62	\$38.37	\$39.12	\$39.88	\$40.63	\$41.38	\$41.76	\$42.13
29	23	\$38.37	\$39.14	\$39.90	\$40.67	\$41.44	\$42.21	\$42.59	\$42.97
29	24	\$39.14	\$39.92	\$40.71	\$41.49	\$42.27	\$43.05	\$43.45	\$43.84
29	25	\$39.92	\$40.72	\$41.52	\$42.32	\$43.11	\$43.91	\$44.31	\$44.71
29	26	\$40.72	\$41.53	\$42.35	\$43.16	\$43.98	\$44.79	\$45.20	\$45.61
29	27	\$41.53	\$42.36	\$43.19	\$44.02	\$44.85	\$45.68	\$46.10	\$46.51
29	28	\$42.36	\$43.21	\$44.05	\$44.90	\$45.75	\$46.60	\$47.02	\$47.44
29	29	\$43.21	\$44.07	\$44.94	\$45.80	\$46.67	\$47.53	\$47.96	\$48.40
29	30	\$44.07	\$44.95	\$45.83	\$46.71	\$47.60	\$48.48	\$48.92	\$49.36



**Escambia County School District
Educational Support Personnel Salary Schedule
Pay Grade 30 + Longevity Supplement**

Grade	Step	Base	Base + Longevity						
			+2%	+4%	+6%	+8%	+10%	+11%	+12%
30	1	\$26.06	\$26.58	\$27.10	\$27.62	\$28.14	\$28.67	\$28.93	\$29.19
30	2	\$26.59	\$27.12	\$27.65	\$28.19	\$28.72	\$29.25	\$29.51	\$29.78
30	3	\$27.12	\$27.66	\$28.20	\$28.75	\$29.29	\$29.83	\$30.10	\$30.37
30	4	\$27.66	\$28.21	\$28.77	\$29.32	\$29.87	\$30.43	\$30.70	\$30.98
30	5	\$28.21	\$28.77	\$29.34	\$29.90	\$30.47	\$31.03	\$31.31	\$31.60
30	6	\$28.77	\$29.35	\$29.92	\$30.50	\$31.07	\$31.65	\$31.93	\$32.22
30	7	\$29.35	\$29.94	\$30.52	\$31.11	\$31.70	\$32.29	\$32.58	\$32.87
30	8	\$29.94	\$30.54	\$31.14	\$31.74	\$32.34	\$32.93	\$33.23	\$33.53
30	9	\$30.54	\$31.15	\$31.76	\$32.37	\$32.98	\$33.59	\$33.90	\$34.20
30	10	\$31.15	\$31.77	\$32.40	\$33.02	\$33.64	\$34.27	\$34.58	\$34.89
30	11	\$31.76	\$32.40	\$33.03	\$33.67	\$34.30	\$34.94	\$35.25	\$35.57
30	12	\$32.41	\$33.06	\$33.71	\$34.35	\$35.00	\$35.65	\$35.98	\$36.30
30	13	\$33.05	\$33.71	\$34.37	\$35.03	\$35.69	\$36.36	\$36.69	\$37.02
30	14	\$33.72	\$34.39	\$35.07	\$35.74	\$36.42	\$37.09	\$37.43	\$37.77
30	15	\$34.38	\$35.07	\$35.76	\$36.44	\$37.13	\$37.82	\$38.16	\$38.51
30	16	\$35.08	\$35.78	\$36.48	\$37.18	\$37.89	\$38.59	\$38.94	\$39.29
30	17	\$35.77	\$36.49	\$37.20	\$37.92	\$38.63	\$39.35	\$39.70	\$40.06
30	18	\$36.49	\$37.22	\$37.95	\$38.68	\$39.41	\$40.14	\$40.50	\$40.87
30	19	\$37.22	\$37.96	\$38.71	\$39.45	\$40.20	\$40.94	\$41.31	\$41.69
30	20	\$37.96	\$38.72	\$39.48	\$40.24	\$41.00	\$41.76	\$42.14	\$42.52
30	21	\$38.72	\$39.49	\$40.27	\$41.04	\$41.82	\$42.59	\$42.98	\$43.37
30	22	\$39.49	\$40.28	\$41.07	\$41.86	\$42.65	\$43.44	\$43.83	\$44.23
30	23	\$40.28	\$41.09	\$41.89	\$42.70	\$43.50	\$44.31	\$44.71	\$45.11
30	24	\$41.09	\$41.91	\$42.73	\$43.56	\$44.38	\$45.20	\$45.61	\$46.02
30	25	\$41.91	\$42.75	\$43.59	\$44.42	\$45.26	\$46.10	\$46.52	\$46.94
30	26	\$42.76	\$43.62	\$44.47	\$45.33	\$46.18	\$47.04	\$47.46	\$47.89
30	27	\$43.61	\$44.48	\$45.35	\$46.23	\$47.10	\$47.97	\$48.41	\$48.84
30	28	\$44.48	\$45.37	\$46.26	\$47.15	\$48.04	\$48.93	\$49.37	\$49.82
30	29	\$45.36	\$46.27	\$47.17	\$48.08	\$48.99	\$49.90	\$50.35	\$50.80
30	30	\$46.28	\$47.21	\$48.13	\$49.06	\$49.98	\$50.91	\$51.37	\$51.83



**Escambia County School District
Educational Support Personnel Salary Schedule
Pay Grade 31 + Longevity Supplement**

Grade	Step	Base	Base + Longevity						
			+2%	+4%	+6%	+8%	+10%	+11%	+12%
31	1	\$27.37	\$27.92	\$28.46	\$29.01	\$29.56	\$30.11	\$30.38	\$30.65
31	2	\$27.92	\$28.48	\$29.04	\$29.60	\$30.15	\$30.71	\$30.99	\$31.27
31	3	\$28.47	\$29.04	\$29.61	\$30.18	\$30.75	\$31.32	\$31.60	\$31.89
31	4	\$29.04	\$29.62	\$30.20	\$30.78	\$31.36	\$31.94	\$32.23	\$32.52
31	5	\$29.62	\$30.21	\$30.80	\$31.40	\$31.99	\$32.58	\$32.88	\$33.17
31	6	\$30.21	\$30.81	\$31.42	\$32.02	\$32.63	\$33.23	\$33.53	\$33.84
31	7	\$30.82	\$31.44	\$32.05	\$32.67	\$33.29	\$33.90	\$34.21	\$34.52
31	8	\$31.44	\$32.07	\$32.70	\$33.33	\$33.96	\$34.58	\$34.90	\$35.21
31	9	\$32.06	\$32.70	\$33.34	\$33.98	\$34.62	\$35.27	\$35.59	\$35.91
31	10	\$32.70	\$33.35	\$34.01	\$34.66	\$35.32	\$35.97	\$36.30	\$36.62
31	11	\$33.35	\$34.02	\$34.68	\$35.35	\$36.02	\$36.69	\$37.02	\$37.35
31	12	\$34.03	\$34.71	\$35.39	\$36.07	\$36.75	\$37.43	\$37.77	\$38.11
31	13	\$34.70	\$35.39	\$36.09	\$36.78	\$37.48	\$38.17	\$38.52	\$38.86
31	14	\$35.39	\$36.10	\$36.81	\$37.51	\$38.22	\$38.93	\$39.28	\$39.64
31	15	\$36.11	\$36.83	\$37.55	\$38.28	\$39.00	\$39.72	\$40.08	\$40.44
31	16	\$36.82	\$37.56	\$38.29	\$39.03	\$39.77	\$40.50	\$40.87	\$41.24
31	17	\$37.57	\$38.32	\$39.07	\$39.82	\$40.58	\$41.33	\$41.70	\$42.08
31	18	\$38.31	\$39.08	\$39.84	\$40.61	\$41.37	\$42.14	\$42.52	\$42.91
31	19	\$39.09	\$39.87	\$40.65	\$41.44	\$42.22	\$43.00	\$43.39	\$43.78
31	20	\$39.86	\$40.66	\$41.45	\$42.25	\$43.05	\$43.85	\$44.24	\$44.64
31	21	\$40.66	\$41.47	\$42.29	\$43.10	\$43.91	\$44.73	\$45.13	\$45.54
31	22	\$41.47	\$42.30	\$43.13	\$43.96	\$44.79	\$45.62	\$46.03	\$46.45
31	23	\$42.30	\$43.15	\$43.99	\$44.84	\$45.68	\$46.53	\$46.95	\$47.38
31	24	\$43.15	\$44.01	\$44.88	\$45.74	\$46.60	\$47.47	\$47.90	\$48.33
31	25	\$44.00	\$44.88	\$45.76	\$46.64	\$47.52	\$48.40	\$48.84	\$49.28
31	26	\$44.89	\$45.79	\$46.69	\$47.58	\$48.48	\$49.38	\$49.83	\$50.28
31	27	\$45.79	\$46.71	\$47.62	\$48.54	\$49.45	\$50.37	\$50.83	\$51.28
31	28	\$46.71	\$47.64	\$48.58	\$49.51	\$50.45	\$51.38	\$51.85	\$52.32
31	29	\$47.63	\$48.58	\$49.54	\$50.49	\$51.44	\$52.39	\$52.87	\$53.35
31	30	\$48.59	\$49.56	\$50.53	\$51.51	\$52.48	\$53.45	\$53.93	\$54.42

**Escambia County School District
Educational Support Personnel Salary Schedule
Pay Grade 32 + Longevity Supplement**

Grade	Step	Base	Base + Longevity						
			+2%	+4%	+6%	+8%	+10%	+11%	+12%
32	1	\$28.73	\$29.30	\$29.88	\$30.45	\$31.03	\$31.60	\$31.89	\$32.18
32	2	\$29.30	\$29.89	\$30.47	\$31.06	\$31.64	\$32.23	\$32.52	\$32.82
32	3	\$29.90	\$30.50	\$31.10	\$31.69	\$32.29	\$32.89	\$33.19	\$33.49
32	4	\$30.49	\$31.10	\$31.71	\$32.32	\$32.93	\$33.54	\$33.84	\$34.15
32	5	\$31.10	\$31.72	\$32.34	\$32.97	\$33.59	\$34.21	\$34.52	\$34.83
32	6	\$31.72	\$32.35	\$32.99	\$33.62	\$34.26	\$34.89	\$35.21	\$35.53
32	7	\$32.35	\$33.00	\$33.64	\$34.29	\$34.94	\$35.59	\$35.91	\$36.23
32	8	\$33.01	\$33.67	\$34.33	\$34.99	\$35.65	\$36.31	\$36.64	\$36.97
32	9	\$33.66	\$34.33	\$35.01	\$35.68	\$36.35	\$37.03	\$37.36	\$37.70
32	10	\$34.33	\$35.02	\$35.70	\$36.39	\$37.08	\$37.76	\$38.11	\$38.45
32	11	\$35.02	\$35.72	\$36.42	\$37.12	\$37.82	\$38.52	\$38.87	\$39.22
32	12	\$35.72	\$36.43	\$37.15	\$37.86	\$38.58	\$39.29	\$39.65	\$40.01
32	13	\$36.44	\$37.17	\$37.90	\$38.63	\$39.36	\$40.08	\$40.45	\$40.81
32	14	\$37.17	\$37.91	\$38.66	\$39.40	\$40.14	\$40.89	\$41.26	\$41.63
32	15	\$37.90	\$38.66	\$39.42	\$40.17	\$40.93	\$41.69	\$42.07	\$42.45
32	16	\$38.67	\$39.44	\$40.22	\$40.99	\$41.76	\$42.54	\$42.92	\$43.31
32	17	\$39.44	\$40.23	\$41.02	\$41.81	\$42.60	\$43.38	\$43.78	\$44.17
32	18	\$40.23	\$41.03	\$41.84	\$42.64	\$43.45	\$44.25	\$44.66	\$45.06
32	19	\$41.03	\$41.85	\$42.67	\$43.49	\$44.31	\$45.13	\$45.54	\$45.95
32	20	\$41.85	\$42.69	\$43.52	\$44.36	\$45.20	\$46.04	\$46.45	\$46.87
32	21	\$42.69	\$43.54	\$44.40	\$45.25	\$46.11	\$46.96	\$47.39	\$47.81
32	22	\$43.55	\$44.42	\$45.29	\$46.16	\$47.03	\$47.91	\$48.34	\$48.78
32	23	\$44.42	\$45.31	\$46.20	\$47.09	\$47.97	\$48.86	\$49.31	\$49.75
32	24	\$45.30	\$46.21	\$47.11	\$48.02	\$48.92	\$49.83	\$50.28	\$50.74
32	25	\$46.22	\$47.14	\$48.07	\$48.99	\$49.92	\$50.84	\$51.30	\$51.77
32	26	\$47.13	\$48.07	\$49.02	\$49.96	\$50.90	\$51.84	\$52.31	\$52.79
32	27	\$48.08	\$49.04	\$50.00	\$50.96	\$51.93	\$52.89	\$53.37	\$53.85
32	28	\$49.03	\$50.01	\$50.99	\$51.97	\$52.95	\$53.93	\$54.42	\$54.91
32	29	\$50.02	\$51.02	\$52.02	\$53.02	\$54.02	\$55.02	\$55.52	\$56.02
32	30	\$51.02	\$52.04	\$53.06	\$54.08	\$55.10	\$56.12	\$56.63	\$57.14



**Escambia County School District
Educational Support Personnel Salary Schedule
Pay Grade 33 + Longevity Supplement**

Grade	Step	Base	Base + Longevity						
			+2%	+4%	+6%	+8%	+10%	+11%	+12%
33	1	\$30.17	\$30.77	\$31.38	\$31.98	\$32.58	\$33.19	\$33.49	\$33.79
33	2	\$30.76	\$31.38	\$31.99	\$32.61	\$33.22	\$33.84	\$34.14	\$34.45
33	3	\$31.39	\$32.02	\$32.65	\$33.27	\$33.90	\$34.53	\$34.84	\$35.16
33	4	\$32.02	\$32.66	\$33.30	\$33.94	\$34.58	\$35.22	\$35.54	\$35.86
33	5	\$32.66	\$33.31	\$33.97	\$34.62	\$35.27	\$35.93	\$36.25	\$36.58
33	6	\$33.31	\$33.98	\$34.64	\$35.31	\$35.97	\$36.64	\$36.97	\$37.31
33	7	\$33.98	\$34.66	\$35.34	\$36.02	\$36.70	\$37.38	\$37.72	\$38.06
33	8	\$34.65	\$35.34	\$36.04	\$36.73	\$37.42	\$38.12	\$38.46	\$38.81
33	9	\$35.35	\$36.06	\$36.76	\$37.47	\$38.18	\$38.89	\$39.24	\$39.59
33	10	\$36.05	\$36.77	\$37.49	\$38.21	\$38.93	\$39.66	\$40.02	\$40.38
33	11	\$36.77	\$37.51	\$38.24	\$38.98	\$39.71	\$40.45	\$40.81	\$41.18
33	12	\$37.52	\$38.27	\$39.02	\$39.77	\$40.52	\$41.27	\$41.65	\$42.02
33	13	\$38.26	\$39.03	\$39.79	\$40.56	\$41.32	\$42.09	\$42.47	\$42.85
33	14	\$39.03	\$39.81	\$40.59	\$41.37	\$42.15	\$42.93	\$43.32	\$43.71
33	15	\$39.81	\$40.61	\$41.40	\$42.20	\$42.99	\$43.79	\$44.19	\$44.59
33	16	\$40.61	\$41.42	\$42.23	\$43.05	\$43.86	\$44.67	\$45.08	\$45.48
33	17	\$41.41	\$42.24	\$43.07	\$43.89	\$44.72	\$45.55	\$45.97	\$46.38
33	18	\$42.25	\$43.10	\$43.94	\$44.79	\$45.63	\$46.48	\$46.90	\$47.32
33	19	\$43.08	\$43.94	\$44.80	\$45.66	\$46.53	\$47.39	\$47.82	\$48.25
33	20	\$43.94	\$44.82	\$45.70	\$46.58	\$47.46	\$48.33	\$48.77	\$49.21
33	21	\$44.82	\$45.72	\$46.61	\$47.51	\$48.41	\$49.30	\$49.75	\$50.20
33	22	\$45.73	\$46.64	\$47.56	\$48.47	\$49.39	\$50.30	\$50.76	\$51.22
33	23	\$46.63	\$47.56	\$48.50	\$49.43	\$50.36	\$51.29	\$51.76	\$52.23
33	24	\$47.57	\$48.52	\$49.47	\$50.42	\$51.38	\$52.33	\$52.80	\$53.28
33	25	\$48.51	\$49.48	\$50.45	\$51.42	\$52.39	\$53.36	\$53.85	\$54.33
33	26	\$49.49	\$50.48	\$51.47	\$52.46	\$53.45	\$54.44	\$54.93	\$55.43
33	27	\$50.48	\$51.49	\$52.50	\$53.51	\$54.52	\$55.53	\$56.03	\$56.54
33	28	\$51.49	\$52.52	\$53.55	\$54.58	\$55.61	\$56.64	\$57.15	\$57.67
33	29	\$52.51	\$53.56	\$54.61	\$55.66	\$56.71	\$57.76	\$58.29	\$58.81
33	30	\$53.56	\$54.63	\$55.70	\$56.77	\$57.84	\$58.92	\$59.45	\$59.99

