

Competitive Compensation Analysis Report Leadership Team

For



Prepared by



Gallagher

Insurance | Risk Management | Consulting

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Table of Contents

Background and Project Overview	3
Key Findings	4
Methodology.....	5
Custom Survey Methodology	6
Compensation Market Strategy	8
Published Surveys	10
Compensation Analysis Findings – Custom Survey.....	11
Competitive Market Details – Base Pay - Published and Custom Surveys	15
Custom Survey Pay Practice Tables.....	20
Custom Survey Benefits Practice Tables	21
Overall Compensation Summary/Next Steps	22
Appendix	23
Suggested Job Leveling	24

Background and Project Overview

Gallagher Benefits Services, Inc. (Gallagher) was engaged by the City of Charlottesville (City) to conduct a confidential, third-party review of the compensation program including a compensation analysis for 82 benchmark jobs.

This report summarizes our findings with respect to the following project deliverables:

1. Develop and refine Compensation Comparator Groups.
2. Create a draft compensation philosophy that will articulate the approach to compensation and the comparators for job groups.
3. Conduct a custom market survey of 82 benchmark jobs with similar organizations.
4. Use published surveys to make the market data robust for all 82 jobs.
5. Conduct data analytics and reporting to include competitive analysis of both jobs and job incumbents.
6. Provide draft and final report.
7. Deliver final report to Human Resources in person.

Key Findings

Base Salary Compensation – Leadership Team

- Generally, average salaries are slightly low as compared to the market median (50th percentile) with an average of 5% below market median:
 - One (1) job has an employee with an average salary more than 10% below market median.
 - Two (2) jobs have employees with an average salary more than 20% below market median.
 - No jobs have employees with an average salary 10% or more above market median.

Salary Ranges – Leadership Team

- Overall, salary ranges are low as compared to the market median (50th percentile) with an average of 17% below market median.
 - Five (5) jobs have midpoints which are more than 10% below market median.
 - Eleven (11) jobs have midpoints which are more than 20% below market median.
 - No jobs have midpoints which are more than 10% above market median.

Methodology

The following approach was used in this study:

- We met with Human Resources and from that discussion crafted a compensation philosophy and survey comparator group around which the market pricing work was done.
- We reviewed job descriptions to confirm our understanding of the City organizational structure and positions.
- Gallagher conducted a custom survey targeted at the specific organizations of relevance to the City. Gallagher:
 - Developed a survey data collection package, with completion instructions, benchmark job descriptions, and data collection tools for each target participant
 - Crafted a draft cover letter requesting assistance
 - Provided these to the appropriate City staff to finalize and send to contact people in each of the target localities
 - Served as the third-party responsible for data confidentiality, data analysis and the preparation of a summary report.
 - Provided copies of the summary report to the participants.
- Gallagher applied the data from the custom survey to the published survey data.
- We used data from eight (8) published compensation surveys which included data specific to the general and government industries.
- We compared our understanding of City positions with survey job descriptions. When necessary, data was adjusted to reflect significant job differences between City job responsibilities and survey job responsibilities.
- All data was aged to 7/1/18 using a 2.7% annualized aging factor.

Custom Survey Methodology

A custom survey of compensation for 82 benchmark jobs was conducted. The goal was to ensure data on pay competitiveness was gathered from highly relevant, similar industry employers. This is how this was done.

- The City provided job descriptions for the eighty-two (82) jobs to be market priced using published surveys and the custom survey. A custom survey was designed to collect market data for all jobs. City incumbent data as well as pay structure details were collected.
- Twenty-four (24) organizations were identified by City for inclusion in the custom survey. Sixteen (16) organizations participated in the survey, shown in Table 1 on the next page. Participants were promised a copy of the summary data as an appreciation for completing the survey. Gallagher:
 - Developed a survey data collection package, with completion instructions, benchmark job descriptions, and data collection tools for each target participant;
 - Crafted a draft cover letter requesting assistance;
 - Provided these to the appropriate City staff to finalize and send to contact people in each of the target localities; and
 - Served as the third-party responsible for data confidentiality, data analysis and the preparation of a summary report.
- The City data was excluded from all summary market analysis for this review, but it is included in the summary data provided to the participating organizations.

**Table 1
2018 Custom Survey Participant Demographics**

Organization Name	Location	# FTEs	# Part Time EEs	# Temp EEs	Cost of Labor Diff. from City
City of Alexandria	Alexandria, VA	2,307	174	1,196	120%
City of Chesapeake	Chesapeake, VA	3,325	225	858	100%
City of Falls Church	Falls Church, VA	199	72	35	119%
City of Fredericksburg	Fredericksburg, VA	460	190	-	119%
City of Hampton	Hampton, VA	1,716	54	820	101%
City of Harrisonburg	Harrisonburg, VA	610	87	41	97%
City of Lynchburg	Lynchburg, VA	1,195	64	186	96%
City of Newport News	Newport News, VA	3,099	535	471	101%
City of Richmond	Richmond, VA	3,500	293	-	103%
City of Virginia Beach	Virginia Beach, VA	6,078	1,328	500	101%
County of Albemarle	Charlottesville, VA	2,745	582	1,382	100%
Culpeper County	Culpeper, VA	413	186	-	101%
Fairfax County Government	Fairfax, VA	11,747	1,961	3,394	119%
James City County	Williamsburg, VA	900	57	379	100%
Prince William County Government	Woodbridge, VA	4,100	1,667	-	119%
University of Virginia	Charlottesville, VA	9,633	14,377	859	100%
City of Charlottesville	Charlottesville, VA	885	63	643	100%

25th P	828	83	186
50th P	2,526	208	500
75th P	3,650	769	859
Average	3,252	1,366	779

Compensation Market Strategy

The City wished to have good data on jobs from markets broader than the custom survey participants. This was prudent because the City recruits and loses talent to this broader market. And, to ensure reliable data, a larger data set for all jobs is a good path to pursue. This is how the broader market was identified and the published survey resources were used to build this comparison.

A compensation market strategy is an articulation of the markets which are the most likely to be talent competitors. Based on conversations with City Human Resources, the following grid was developed and approved as the definition of market for purposes of comparing compensation with defined comparator groups.

The Market Strategy Grid (Table 2, on the next page) defines the competitive talent market. This pay philosophy statement is an articulation of the markets which are the most likely to be talent competitors for the City. The following grid reflects the definition of market for purposes of comparing compensation with defined comparator groups as approved by City Management. Gallagher followed this philosophy and provided analysis based on the market median (50th percentile).

The grid below outlines the market for talent and was used to compare Charlottesville with competitive pay from survey sources.

**Table 2
2018 - Charlottesville Market Strategy Grid**

Job Group	Industries or Business Sectors	Geographies	Size of Budget/Scope/Staff Size	Salary and Bonus Positioning
Executive and Directors	Public Sector	VA	976 FTEs/\$379 M Operating Budget	Median
Managers	Public Sector	Central VA	976 FTEs/\$379 M Operating Budget	Median
Professional - Finance, HR, etc.	Public Sector	Central VA	976 FTEs/\$379 M Operating Budget	Median
IT	All Industries	Central VA	All Sizes	Median
Public Safety and Security/Attorneys/Court Clerk	Public Sector	Central VA	All Sizes	Median
Social Services	Public Sector	Central VA	All Sizes	Median
Public Works and Utilities	Public Sector/All Industries	Central VA	All Sizes	Median
Administrative and Support Staff	All Industries	Charlottesville, VA	All Sizes	Median

Central VA includes: Charlottesville, Albemarle County, Greene, Fluvanna, Louisa, Nelson, Augusta, Orange, and Richmond Metro

Data aged to 7/1/2018

Published Surveys

The market for talent often is more than the custom survey participants. The City recruits from and loses people to a variety of employers. For example, the demand for IT, Finance, and HR talent is broad based. See the Compensation Market Strategy Grid, above, for this in more detail. To ensure that the City has full information on what the competitive pay market is like, Gallagher “market priced” City jobs to the other comparators identified in the Compensation Market statement. Gallagher supplied the relevant survey data from well-known surveys.

Published survey sources included:

- A. Mercer Benchmark Survey Combining data from Mercer's top general industry modules into a single data source, the Mercer Benchmark Survey covers positions in several functional areas. The Metropolitan Benchmark survey includes 407 positions. March 1, 2017.
- B. Salary Assessor (ERI) 2018 A national compensation database that contains compensation data on more than 5,000 positions and can be segmented by city, region, industry and financial measures.
- C. CompAnalyst, Job Analyzer (CA) 2018 A national compensation database of compiled salary and total compensation data. Data is updated quarterly in an interactive database of update market data. The database has compensation data on more than 20 million employees and 1,500 unique job titles.
- D. 2017 Towers Watson Salary Survey Towers Watson offers an expansive array of published compensation surveys including specific surveys for Sales, Staff, Management, IT, Finance, Engineering and Administration. April 2016. Data is broken out by geography, size, industry, sector and profit status.
- E. CompData Benchmark Surveys – 2017 CompData Surveys is a national compensation survey data and consulting firm. Over the last 25 years, they have amassed the largest and most comprehensive database of current compensation and benefits information. Each year, they gather compensation information from more than 50,000 organizations covering 30.5 million employees across the country.
- F. 2017 Management Compensation Report for Not-For-Profit Organizations (PRM Consulting) Annual report of management positions commonly found at nonprofit organizations throughout the Mid-Atlantic region. The report includes compensation data for over 100 jobs. Data reported as of July 1, 2017
- G. 2015 American Public Gas Association (APGA) Salary Survey. The survey includes data from 146 public natural gas systems nationwide. The APGA is a non-for-profit nationwide association for municipal and community owned natural gas utilities. Data effective November 2015.

H. 2015 American Water Works (AWWA) Salary Survey. The survey includes data from 556 water and wastewater facilities nationwide and covers 63 jobs. Data effective March 2015.

Each job was compared with jobs in published compensation survey sources based on the descriptions provided by the City and the descriptions in the survey. Once each job was matched to surveys, we made adjustments to the data based on our understanding of the scope and relevance of the survey job description compared to the job at the City.

Compensation Analysis Findings – Custom Survey

Table 3, on the next page, shows the information that was gleaned from the input from the custom survey participants.

- Each of the twenty-three (23) leadership jobs is listed by title.
- All data is adjusted from the market of origin for the data to the Charlottesville market using ERI cost of labor information (see Table 1).
- Not every organization provided data for every job so the number of organizations providing data is listed. Where the participating organization number is four (4), we advise the City to use the data, but be cautious. City data is not included in Comparator Data in this table.
- The number of employees in the data set is shown.
- For small data sets like this one we find the 50th percentile, or median, more reliable as an indicator of the market than the average because it is less susceptible to the impact of outlier data.
- Also provided are the practices regarding FLSA Exempt and Non Exempt (NE) classification of the jobs.

Tables 3 and 4 below, show custom survey data compared to City average salaries and midpoint. Those highlighted in yellow indicate a salary that is greater than +/-10% of market, those highlighted in blue indicate average salaries that are greater than +/-20% of market. The same color scheme is used for comparison of midpoint to market. The jobs which have the number of organizations highlighted in green indicate that there was insufficient data to provide results.

**Table 3– Department Directors
Compensation Results for the Custom Survey – Salary**

Benchmark Title	No. Orgs.	No. EEs.	FLSA Exemption Status	Mkt. Avg. Salary	Mkt. 25th P	Mkt. 50th P (Median)	Mkt. 75th P	City Avg. Salary	City Midpoint	City Avg. Sal. vs. Mkt. Avg. Salary	City Avg. Sal. vs. Mkt. 25th	City Avg. Sal. vs. Mkt. 50th	City Avg. Sal. vs. Mkt. 75th
Assistant City Manager	12	23	100% Exempt	\$140,087	\$121,726	\$140,374	\$156,680	\$140,982	\$114,239	101%	116%	100%	90%
Commissioner of Revenue	12	11	100% Exempt	\$120,608	\$99,346	\$111,172	\$141,802	\$89,232	\$99,091	74%	90%	80%	63%
Fire Chief	13	13	100% Exempt	\$128,610	\$110,334	\$125,840	\$143,728	\$131,622	\$99,091	102%	119%	105%	92%
Police Chief	15	14	100% Exempt	\$145,251	\$128,387	\$139,944	\$162,577	\$134,514	\$129,409	93%	105%	96%	83%
Clerk of City Council	11	11	82% Exempt	\$80,861	\$62,687	\$90,011	\$98,000	\$72,842	\$63,294	90%	116%	81%	74%
Director Social Services	9	9	100% Exempt	\$123,074	\$116,491	\$121,547	\$130,599	\$127,400	\$99,091	104%	109%	105%	98%
Director Public Works	14	20	100% Exempt	\$134,148	\$120,015	\$133,784	\$149,086	\$130,562	\$99,091	97%	109%	98%	88%
Director Parks and Recreation	15	14	100% Exempt	\$122,127	\$102,308	\$117,420	\$135,969	\$140,774	\$129,409	115%	138%	120%	104%
Director Neighborhood Development Services	11	11	100% Exempt	\$133,298	\$124,621	\$133,213	\$142,874	\$130,042	\$99,091	98%	104%	98%	91%
Director Information Technology	16	37	100% Exempt	\$128,884	\$109,092	\$136,027	\$150,081	\$143,562	\$114,239	111%	132%	106%	96%
Director Human Services	7	6	100% Exempt	\$127,905	\$118,584	\$127,157	\$134,210	\$116,542	\$99,091	91%	98%	92%	87%
Director Human Resources	15	18	100% Exempt	\$126,677	\$109,400	\$128,658	\$140,707	\$132,808	\$99,091	105%	121%	103%	94%
Director Finance	16	30	100% Exempt	\$133,702	\$123,842	\$133,095	\$142,048	\$146,453	\$99,091	110%	118%	110%	103%

Benchmark Title	No. Orgs.	No. EEs.	FLSA Exemption Status	Mkt. Avg. Salary	Mkt. 25th P	Mkt. 50th P (Median)	Mkt. 75th P	City Avg. Salary	City Midpoint	City Avg. Sal. vs. Mkt. Avg. Salary	City Avg. Sal. vs. Mkt. 25th	City Avg. Sal. vs. Mkt. 50th	City Avg. Sal. vs. Mkt. 75th
Director Economic Development	12	11	100% Exempt	\$128,624	\$108,326	\$117,598	\$141,830	\$130,811	\$99,091	102%	121%	111%	92%
Director Communications	12	20	100% Exempt	\$118,303	\$113,071	\$125,942	\$129,498	\$98,010	\$99,091	83%	87%	78%	76%
City Sheriff	12	10	100% Exempt	\$133,522	\$111,795	\$140,940	\$154,443	\$92,165	\$114,239	69%	82%	65%	60%
City Treasurer	10	8	100% Exempt	\$115,641	\$92,439	\$103,763	\$148,224	\$98,509	\$99,091	85%	107%	95%	66%
General Registrar	14	11	93% Exempt	\$71,347	\$59,124	\$66,807	\$80,174	\$63,690	\$66,858	89%	108%	95%	79%
Clerk of Circuit Court	11	10	100% Exempt	\$122,492	\$117,488	\$131,768	\$137,889	\$121,139	\$99,091	99%	103%	92%	88%
Director of Public Utilities	8	7	100% Exempt	\$137,377	\$128,434	\$144,619	\$147,170	\$148,491	\$129,409	108%	116%	103%	101%
Director of Public Transit	5	5	100% Exempt	\$120,223	\$105,210	\$116,075	\$140,799	\$119,413	\$129,409	99%	113%	103%	85%
Commonwealth's Attorney	11	10	100% Exempt	\$167,316	\$156,298	\$161,286	\$180,937	\$150,010	\$129,409	90%	96%	93%	83%
City Attorney	13	13	100% Exempt	\$171,185	\$150,212	\$176,109	\$190,464	-	\$129,409	-	-	-	-

Averages **96%** **109%** **97%** **86%**

**Table 4– Department Directors
Compensation Results for the Custom Survey – Salary Range**

Benchmark Title	No. Orgs.	No. EEs.	Mkt. 50th P (Median)	Mkt. Range Min.	Mkt. Range Mid.	Mkt. Range Max.	City Avg. Salary	City Midpoint	City Range Mid. vs. Mkt Range Mid.
Assistant City Manager	12	23	\$140,374	\$86,997	\$123,659	\$160,318	\$140,982	\$114,239	92%
Commissioner of Revenue	12	11	\$111,172	\$77,922	\$118,837	\$159,781	\$89,232	\$99,091	83%
Fire Chief	13	13	\$125,840	\$77,764	\$113,142	\$148,517	\$131,622	\$99,091	88%
Police Chief	15	14	\$139,944	\$87,759	\$126,198	\$165,022	\$134,514	\$129,409	103%
Clerk of City Council	11	11	\$90,011	\$49,370	\$84,133	\$118,896	\$72,842	\$63,294	75%
Director Social Services	9	9	\$121,547	\$85,022	\$114,044	\$143,066	\$127,400	\$99,091	87%
Director Public Works	14	20	\$133,784	\$88,526	\$126,761	\$165,379	\$130,562	\$99,091	78%
Director Parks and Recreation	15	14	\$117,420	\$81,678	\$115,075	\$148,469	\$140,774	\$129,409	112%
Director Neighborhood Development Services	11	11	\$133,213	\$83,702	\$122,846	\$161,985	\$130,042	\$99,091	81%
Director Information Technology	16	37	\$136,027	\$83,985	\$118,432	\$152,879	\$143,562	\$114,239	96%
Director Human Services	7	6	\$127,157	\$80,652	\$122,553	\$164,454	\$116,542	\$99,091	81%
Director Human Resources	15	18	\$128,658	\$83,126	\$119,658	\$156,188	\$132,808	\$99,091	83%
Director Finance	16	30	\$133,095	\$85,732	\$120,969	\$156,206	\$146,453	\$99,091	82%
Director Economic Development	12	11	\$117,598	\$84,922	\$120,243	\$155,561	\$130,811	\$99,091	82%
Director Communications	12	20	\$125,942	\$79,944	\$117,107	\$154,266	\$98,010	\$99,091	85%
City Sheriff	12	10	\$140,940	Insufficient Data			\$92,165	\$114,239	-
City Treasurer	10	8	\$103,763	\$70,459	\$109,221	\$148,559	\$98,509	\$99,091	91%
General Registrar	14	11	\$66,807	\$53,654	\$85,248	\$117,446	\$63,690	\$66,858	78%
Clerk of Circuit Court	11	10	\$131,768	Insufficient Data			\$121,139	\$99,091	-
Director of Public Utilities	8	7	\$144,619	\$93,083	\$120,960	\$148,836	\$148,491	\$129,409	107%
Director of Public Transit	5	5	\$116,075	\$84,439	\$111,666	\$138,894	\$119,413	\$129,409	116%
Commonwealth's Attorney	11	10	\$161,286	Insufficient Data			\$150,010	\$129,409	-
City Attorney	13	13	\$176,109	Insufficient Data			-	\$129,409	-

Average 89%

Competitive Market Details – Base Pay - Published and Custom Surveys

Two data collection/market comparison resource approaches were part of this study. One was the custom survey, the other was market pricing using the published surveys. This competitive market survey work covered all 23 leadership jobs in the study, looking at the market using the guidance in Table 2, the Compensation Market Strategy Grid. This section contains market data from published surveys. The advantage of the published survey data set is that Gallagher was able to market price all City jobs. The average salaries highlighted in blue are more than 20% from market median and those highlighted in gold are more than 10% from market median.

**Table 5 Department Directors
Market Review Published and Custom Surveys –Salary – Alphabetically**

Job Title	Market 25th Salary	Market Median Salary	Market 75th Salary	City Average Salary vs. 25th	City Average Salary vs. 50th	City Average Salary vs. 75th	City Average Salary	City Salary Midpoint
Assistant City Manager	\$128,525	\$144,877	\$163,017	10%	-3%	-14%	\$140,982	\$114,239
City Attorney	\$146,248	\$170,654	\$202,421	-	-	-	-	\$129,409
City Sheriff	\$112,298	\$141,575	\$155,138	-18%	-35%	-41%	\$92,165	\$114,239
City Treasurer	\$94,286	\$103,189	\$129,989	4%	-5%	-24%	\$98,509	\$99,091
Clerk of Circuit Court	\$118,017	\$132,361	\$138,509	3%	-8%	-13%	\$121,139	\$99,091
Clerk of City Council	\$62,969	\$90,416	\$98,441	16%	-19%	-26%	\$72,842	\$63,294
Commissioner of Revenue	\$89,730	\$99,675	\$114,301	-1%	-10%	-22%	\$89,232	\$99,091
Commonwealth's Attorney	\$148,286	\$165,691	\$199,231	1%	-9%	-25%	\$150,010	\$129,409
Director Communications	\$111,416	\$123,656	\$133,401	-12%	-21%	-27%	\$98,010	\$99,091
Director Economic Development	\$108,163	\$120,223	\$142,890	21%	9%	-8%	\$130,811	\$99,091
Director Finance	\$121,736	\$141,443	\$165,964	20%	4%	-12%	\$146,453	\$99,091
Director Human Resources	\$114,178	\$130,132	\$139,402	16%	2%	-5%	\$132,808	\$99,091
Director Human Services	\$108,149	\$123,201	\$133,699	8%	-5%	-13%	\$116,542	\$99,091

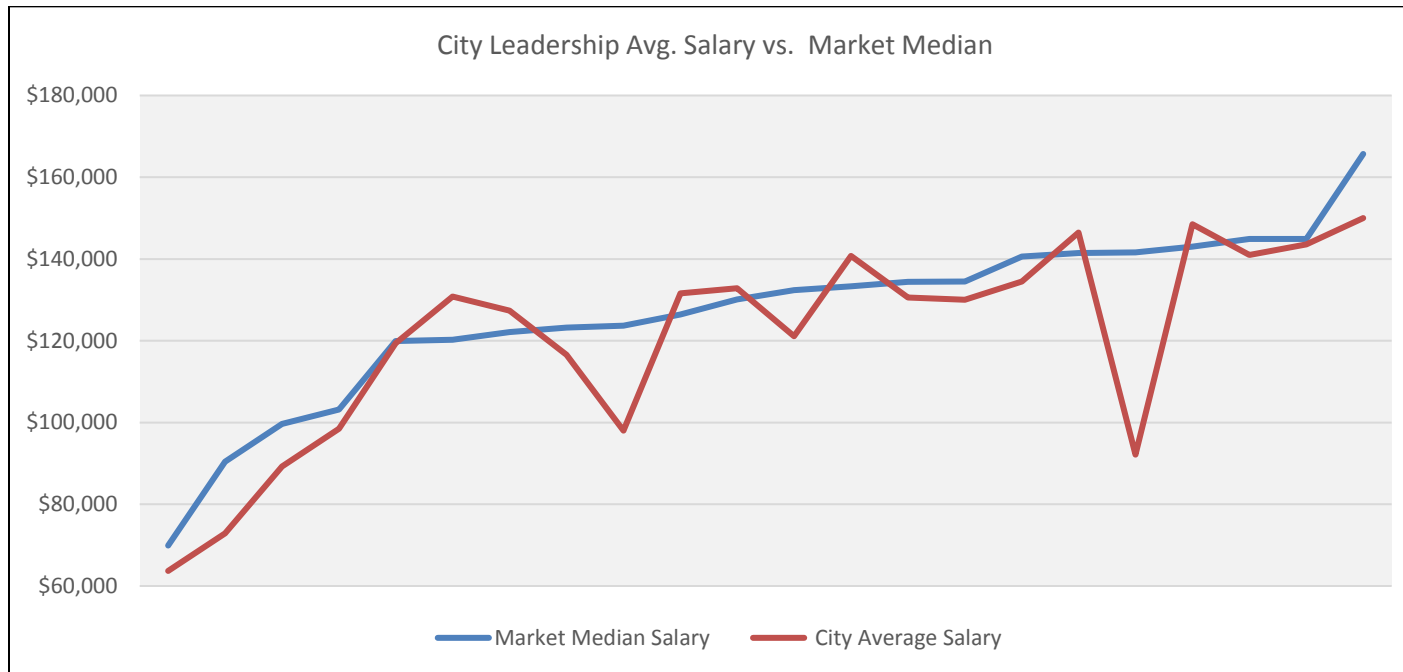
Job Title	Market 25th Salary	Market Median Salary	Market 75th Salary	City Average Salary vs. 25th	City Average Salary vs. 50th	City Average Salary vs. 75th	City Average Salary	City Salary Midpoint
Director Information Technology	\$125,666	\$144,937	\$170,637	14%	-1%	-16%	\$143,562	\$114,239
Director Neighborhood Development Services	\$109,802	\$134,509	\$151,666	18%	-3%	-14%	\$130,042	\$99,091
Director of Public Transit	\$109,946	\$119,913	\$148,434	9%	0%	-20%	\$119,413	\$129,409
Director of Public Utilities	\$110,179	\$143,023	\$153,122	35%	4%	-3%	\$148,491	\$129,409
Director Parks and Recreation	\$118,772	\$133,348	\$152,615	19%	6%	-8%	\$140,774	\$129,409
Director Public Works	\$120,555	\$134,386	\$149,757	8%	-3%	-13%	\$130,562	\$99,091
Director Social Services	\$117,015	\$122,094	\$131,187	9%	4%	-3%	\$127,400	\$99,091
Fire Chief	\$110,830	\$126,406	\$144,375	19%	4%	-9%	\$131,622	\$99,091
General Registrar	\$59,574	\$69,897	\$85,063	7%	-9%	-25%	\$63,690	\$66,858
Police Chief	\$128,965	\$140,574	\$163,308	4%	-4%	-18%	\$134,514	\$129,409

Averages

10%	-5%	-16%
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What this robust data set provides is a good assessment of City’s competitive market position. Overall, average pay is below the market median. But, there are significant differences across individual jobs and the average salaries of the incumbents in those jobs. Graphically, Figure 1, below, shows the alignment issues regarding base salary versus the market.

Figure 1



Because averages of pay in low incumbency positions may be distorted by new hires with low starting salaries or long term employees with high salaries, the City needs to go further before applying this data.

**Table 6 – Department Directors
Market Review Published and Custom Surveys –Midpoints – Alphabetically**

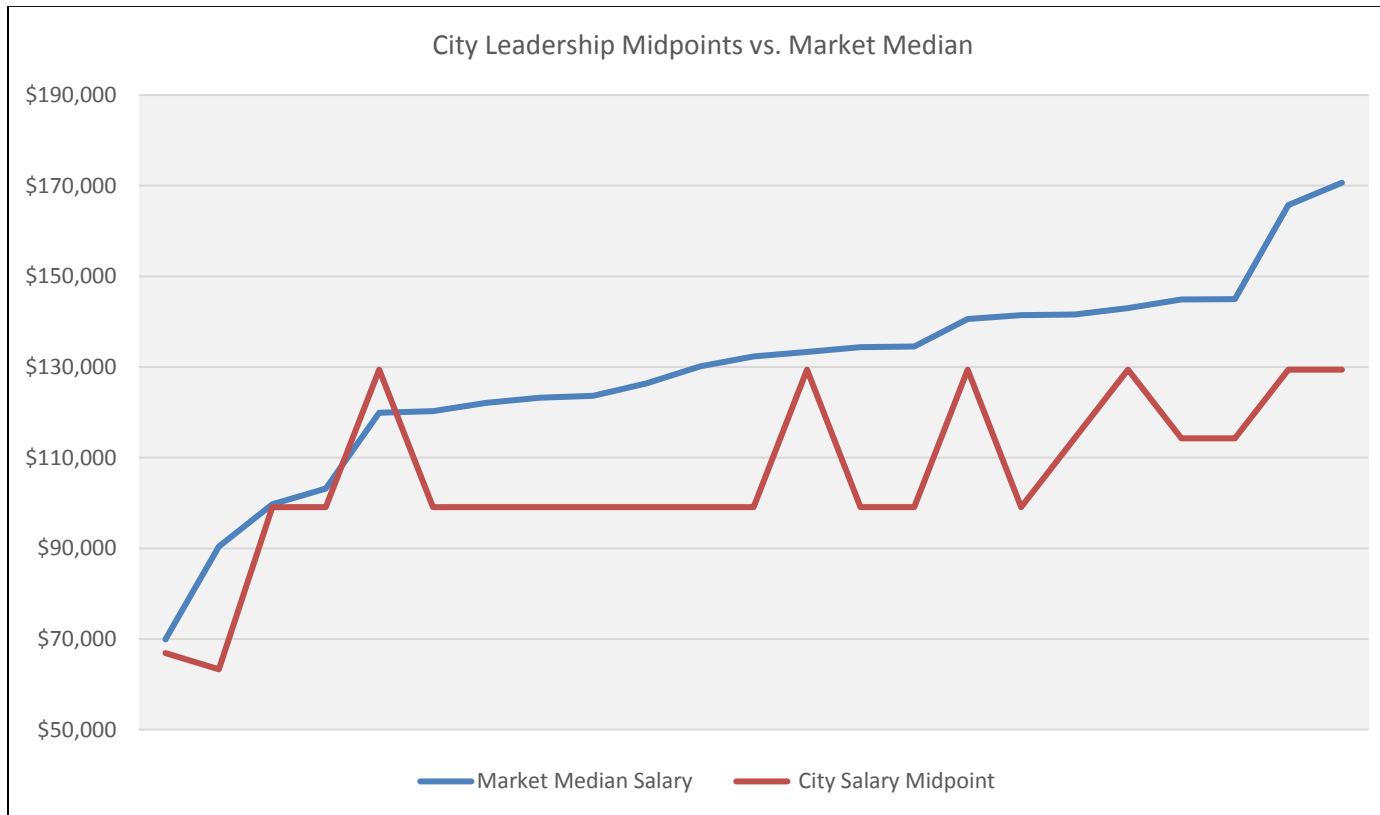
Job Title	Market 25th Salary	Market Median Salary	Market 75th Salary	City Salary Midpoint	City Midpoint as % of Market Median
Assistant City Manager	\$128,525	\$144,877	\$163,017	\$114,239	-21%
City Attorney	\$146,248	\$170,654	\$202,421	\$129,409	-24%
City Sheriff	\$112,298	\$141,575	\$155,138	\$114,239	-19%
City Treasurer	\$94,286	\$103,189	\$129,989	\$99,091	-4%
Clerk of Circuit Court	\$118,017	\$132,361	\$138,509	\$99,091	-25%
Clerk of City Council	\$62,969	\$90,416	\$98,441	\$63,294	-30%
Commissioner of Revenue	\$89,730	\$99,675	\$114,301	\$99,091	-1%
Commonwealth's Attorney	\$148,286	\$165,691	\$199,231	\$129,409	-22%
Director Communications	\$111,416	\$123,656	\$133,401	\$99,091	-20%
Director Economic Development	\$108,163	\$120,223	\$142,890	\$99,091	-18%
Director Finance	\$121,736	\$141,443	\$165,964	\$99,091	-30%
Director Human Resources	\$114,178	\$130,132	\$139,402	\$99,091	-24%
Director Human Services	\$108,149	\$123,201	\$133,699	\$99,091	-20%
Director Information Technology	\$125,666	\$144,937	\$170,637	\$114,239	-21%
Director Neighborhood Development Services	\$109,802	\$134,509	\$151,666	\$99,091	-26%
Director of Public Transit	\$109,946	\$119,913	\$148,434	\$129,409	8%
Director of Public Utilities	\$110,179	\$143,023	\$153,122	\$129,409	-10%
Director Parks and Recreation	\$118,772	\$133,348	\$152,615	\$129,409	-3%
Director Public Works	\$120,555	\$134,386	\$149,757	\$99,091	-26%
Director Social Services	\$117,015	\$122,094	\$131,187	\$99,091	-19%
Fire Chief	\$110,830	\$126,406	\$144,375	\$99,091	-22%
General Registrar	\$59,574	\$69,897	\$85,063	\$66,858	-4%
Police Chief	\$128,965	\$140,574	\$163,308	\$129,409	-8%

Averages

-17%

A graphic, Figure 2, below, shows the alignment issues for the alignment of current City pay grades with the market.

Figure 2



Custom Survey Pay Practice Tables

The following tables display participant responses to questions within the custom survey.

Table 7

Source	Last Salary Increase	Avg. Amount (%)	Last Salary Str. Adj.	Str. Adj. (%)
Custom Survey	2017 - 71%	2.13%	2017 - 42%	1.67%
City	2017	2%	2017	~3%

Which Type of Pay Increases Does Your Company Provide?

Table 8

Source	Merit/Perf. based	COLA	Step increase	Market-based Salary Adj.	Tenure	Other
Custom Survey	79%	67%	38%	63%	17%	33%
City		X				

Custom Survey Benefits Practice Tables

Medical Health Plan Questions

Table 9

Source	In the last year, did you increase your employer contribution to your health plan?	- if yes, by what percent?	In the last year, did you increase the employee contribution to your health plan?	- if yes, by what percent?	Total Dollar Amt. for Full Premium Medical Plan
Custom Survey	42% Yes	4.85%	42% Yes	6.60%	\$641/mo. EE only
City	Yes	9%	No	-	\$769/mo. EE only

Overall Compensation Summary/Next Steps

In summary, the City's salaries are, overall, low to the 50th percentile of the marketplace. The City's salary ranges are also low compared to the 50th percentile of the marketplace.

1. Overall the alignment of the City's salary structure and average base salaries are low compared to the market median.
2. Gallagher recommends moving jobs with low midpoints compared to market into a band/zone which is more strongly aligned with market median. Further discussion is needed and not included in the final report.
3. Once benchmark jobs have been placed into the appropriate salary ranges, a review of non-benchmark jobs should take place to ensure internal alignment.
4. Gallagher recommends that additional zones be added to all of the pay bands to allow for salary ranges which are more competitive with the market. Further discussion is needed and not included in the final report.
5. Individual pay is low compared to market and this is the amount Gallagher recommends adjustments to move individuals into the new salary ranges be in the City's 2019-20 salary budget to achieve competitiveness.
6. Gallagher recommends that as a second phase of implementation, the City provide additional adjustments to alleviate compression within jobs for jobs that have changed levels.
7. Gallagher recommends conducting a market review every 2 – 3 years to remain market competitive. Jobs that are difficult to hire or retain employees may need to be reviewed more frequently.

Appendix

Suggested Job Leveling

Table 10 below, lists all benchmark jobs with a proposed midpoint based on the new (2018/2019) salary structure. Fields highlighted in blue indicate jobs where the highest level zone midpoint is low compared to the market median for the job. Fields highlighted in green indicate jobs where the proposed pay band is changing (i.e. Technical to Professional). Once changes are made overall, the comparison between the market and the midpoints are more closely aligned with market median (100%). This is displayed graphically in Figure 3, located after the table. The City should review these suggestions and determine if any additional leveling changes are needed for non-benchmark jobs to maintain internal equity.

Table 10
Benchmark Jobs Listed Alphabetically – All Jobs

Job Title	Market Median Salary	City Average Salary	City Salary Midpoint	Proposed Band/Zone 2019 Midpoint	Proposed vs. Market Median	Proposed Pay Band/ Zone	Notes - No Change (NC) in Level
Account Clerk III	\$40,269	\$37,939	\$38,480	\$39,558	98%	Tech/3/I	
Accountant II	\$57,180	\$49,525	\$51,874	\$60,025	105%	Prof/3/II	
Animal Control Officer	\$37,520	\$36,150	\$35,984	\$37,764	101%	Tech/2/III	
Applications Manager	\$102,453	\$97,573	\$81,584	\$104,035	102%	Mgmt/3/III	
Appraiser II	\$58,770	\$51,813	\$47,108	\$60,026	102%	Prof/3/II	
Assistant City Engineer	\$89,435	\$81,162	\$69,805	\$81,915	92%	Prof/4/III	
Assistant City Manager	\$144,877	\$140,982	\$114,239	\$139,950	97%	Mgmt/5/II	
Assistant Transit Manager	\$70,816	\$65,146	\$63,294	\$67,784	96%	Prof/4/I	
Asst City Atty	\$90,309	\$80,018	\$69,805	\$81,915	91%	Prof/4/III	
Auto Mechanic III	\$50,486	\$46,842	\$47,486	\$49,778	99%	Tech/4/II	
Benefits Administrator	\$76,101	\$87,048	\$63,294	\$74,853	98%	Prof/4/II	
Bicycle and Pedestrian Coordinator	\$56,844	\$52,478	\$56,722	\$60,026	106%	Prof/3/II	NC
Building Combination Inspector	\$52,039	\$44,158	\$42,120	\$49,778	96%	Tech/4/II	
Building Maintenance Mechanic III	\$46,505	\$43,763	\$38,480	\$45,887	99%	Tech/4/I	
Building Trades III	\$41,481	\$38,376	\$38,480	\$42,034	101%	Tech/3/II	
Business Application Specialist	\$62,777	\$55,349	\$53,352	\$60,026	96%	Prof/3/II	
Business Tax Auditor	\$52,848	\$45,926	\$47,108	\$51,766	98%	Prof/2/III	

Job Title	Market Median Salary	City Average Salary	City Salary Midpoint	Proposed Band/Zone 2019 Midpoint	Proposed vs. Market Median	Proposed Pay Band/Zone	Notes - No Change (NC) in Level
Cash Management Tech	\$42,208	\$38,750	\$38,480	\$42,034	100%	Tech/3/II	
City Attorney	\$170,654	-	\$129,409	\$154,945	91%	Mgmt/5/III	
City Sheriff	\$141,575	\$92,165	\$114,239	\$139,950	99%	Mgmt/5/II	
City Treasurer	\$103,189	\$98,509	\$99,091	\$109,238	106%	Mgmt/4/I	NC
Civil Engineer	\$72,536	\$67,101	\$56,722	\$74,853	103%	Prof/4/II	
Clerk of Circuit Court	\$132,361	\$121,139	\$99,091	\$134,938	102%	Mgmt/5/I	
Clerk of City Council	\$90,416	\$72,842	\$63,294	\$81,914	91%	Prof/4/III	
Collections Agent	\$46,790	\$38,938	\$38,480	\$45,867	98%	Tech/4/1	
Commissioner of Revenue	\$99,675	\$89,232	\$99,091	\$109,238	110%	Mgmt/4/I	NC
Commonwealth's Attorney	\$165,691	\$150,010	\$129,409	\$154,945	94%	Mgmt/5/III	
Communications Coordinator	\$67,919	\$60,362	\$56,722	\$67,784	100%	Prof/4/I	
Communications Specialist	\$45,803	\$46,301	\$39,666	\$46,126	101%	Prof/2/I	
Community Service Officer	\$35,980	\$31,845	\$31,552	\$34,445	96%	Tech/1/III	
Customer Service Representative	\$35,433	\$32,365	\$33,488	\$36,167	102%	Tech/2/I	NC
Deputy City Attorney	\$117,533	\$113,838	\$83,207	\$117,803	100%	Mgmt/4/II	
Deputy Fire Chief	\$115,127	\$97,136	\$91,300	\$117,803	102%	Mgmt/4/II	
Deputy Sheriff	\$54,321	\$37,710	\$37,232	\$54,174	100%	Prot/3/I	
Director Communications	\$123,656	\$98,010	\$99,091	\$117,803	95%	Mgmt/4/II	
Director Economic Development	\$120,223	\$130,811	\$99,091	\$117,803	98%	Mgmt/4/II	
Director Finance	\$141,443	\$146,453	\$99,091	\$138,000	98%	Mgmt/5/II	
Director Human Resources	\$130,132	\$132,808	\$99,091	\$128,513	99%	Mgmt/4/III	
Director Human Services	\$123,201	\$116,542	\$99,091	\$128,513	104%	Mgmt/4/III	
Director Information Technology	\$144,937	\$143,562	\$114,239	\$139,951	97%	Mgmt/5/II	
Director Neighborhood Development Services	\$134,509	\$130,042	\$99,091	\$134,938	100%	Mgmt/5/I	
Director of Public Transit	\$119,913	\$119,413	\$129,409	\$128,512	107%	Mgmt/4/III	NC
Director of Public Utilities	\$143,023	\$148,491	\$129,409	\$139,951	98%	Mgmt/5/II	

Job Title	Market Median Salary	City Average Salary	City Salary Midpoint	Proposed Band/Zone 2019 Midpoint	Proposed vs. Market Median	Proposed Pay Band/Zone	Notes - No Change (NC) in Level
Director Parks and Recreation	\$133,348	\$140,774	\$129,409	\$134,938	101%	Mgmt/5/I	
Director Public Works	\$134,386	\$130,562	\$99,091	\$134,938	100%	Mgmt/5/I	
Director Social Services	\$122,094	\$127,400	\$99,091	\$117,803	96%	Mgmt/4/II	
E&S/VSMP Specialist	\$54,604	\$50,190	\$53,352	\$53,682	98%	Tech/4/III	
Employee Development & Relations Coord.	\$78,741	\$75,962	\$63,294	\$81,915	104%	Prof/4/III	
Fire Chief	\$126,406	\$131,622	\$99,091	\$128,513	102%	Mgmt/4/III	
Forensic Support Specialist	\$39,670	\$42,619	\$38,480	\$39,558	100%	Tech/3/I	NC
Gas Dispatcher	\$37,354	\$32,157	\$33,488	\$36,167	97%	Tech/2/I	NC
Gas Maintenance Worker	\$37,278	\$32,614	\$33,488	\$36,167	97%	Tech/2/I	NC
Gas Motor Equipment Operator	\$40,794	\$36,150	\$38,480	\$39,558	97%	Tech/3/I	NC
Gas Service Technician	\$42,979	\$37,149	\$42,120	\$42,034	98%	Tech/3/II	NC
General Registrar	\$69,897	\$63,690	\$66,858	\$68,522	98%	Mgmt/2/I	NC
GIS Analyst	\$61,389	\$47,927	\$53,352	\$60,026	98%	Prof/3/II	
Housing Program Coordinator	\$66,409	\$63,045	\$69,805	\$74,853	113%	Prof/4/II	NC
Human Resources Specialist	\$48,787	\$48,859	\$47,108	\$48,942	100%	Prof/2/II	NC
IT Operations Manager	\$110,533	\$109,304	\$81,584	\$109,238	99%	Mgmt/4/I	
Network Engineer	\$80,255	\$68,806	\$62,379	\$81,915	102%	Prof/4/III	
Paralegal	\$53,709	\$53,747	\$51,522	\$54,354	101%	Prof/3/I	NC
Payroll Technician	\$46,043	\$44,470	\$42,120	\$45,867	100%	Tech/4/I	
Permit Technician	\$38,019	\$34,403	\$33,488	\$37,674	99%	Tech/2/III	
Police Chief	\$140,574	\$134,514	\$129,409	\$139,951	100%	Mgmt/5/II	
Police Records Specialist	\$34,990	\$32,261	\$33,488	\$36,167	103%	Tech/2/I	NC
Program Coordinator	\$63,939	\$56,243	\$51,522	\$64,556	100%	Prof/3/III	
Project Manager	\$76,331	\$68,349	\$69,805	\$74,853	98%	Prof/4/II	NC
Property Maintenance Inspector	\$50,306	\$46,675	\$53,352	\$49,778	99%	Tech/4/II	NC
SAP Software Engineer	\$77,208	-	\$56,722	\$74,853	97%	Prof/4/II	
Senior Human Resources Analyst	\$74,970	\$77,251	\$69,805	\$74,853	100%	Prof/4/II	NC

Job Title	Market Median Salary	City Average Salary	City Salary Midpoint	Proposed Band/Zone 2019 Midpoint	Proposed vs. Market Median	Proposed Pay Band/ Zone	Notes - No Change (NC) in Level
Senior Planner	\$65,991	\$57,782	\$56,722	\$64,556	98%	Prof/3/III	
Software Engineer	\$79,157	\$63,003	\$62,379	\$81,915	103%	Prof/4/III	
Software Systems Architect	\$91,375	\$89,294	\$76,898	\$81,915	90%	Prof/4/III	NC
Sr. Budget & Management Analyst	\$72,328	\$68,266	\$69,805	\$74,853	103%	Prof/4/II	NC
Survey Technician	\$46,210	\$43,451	\$38,480	\$45,867	99%	Tech/4/I	
Systems Administrator	\$70,407	\$64,958	\$42,765	\$67,784	96%	Prof/4/I	
Systems Engineer	\$72,705	\$72,842	\$62,379	\$74,853	103%	Prof/4/II	
Tax Specialist II	\$43,596	\$40,061	\$42,120	\$42,034	96%	Tech/3/II	NC
Technical Support Specialist	\$46,992	\$43,747	\$46,051	\$45,867	98%	Tech/4/I	
Transit Operations Supervisor	\$53,731	\$43,846	\$47,486	\$53,682	100%	Tech/4/III	
Transit Operator	\$40,336	\$43,846	\$47,486	\$45,867	114%	Tech/4/I	NC
Utility Account Supervisor	\$56,352	\$66,248	\$63,294	\$67,784	120%	Prof/4/I	NC

Average **100%**