

Thomas Jefferson Planning District Commission Compensation Study

March 03, 2025

Gallagher
Human Resources & Compensation Consulting



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Compensation Study



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Compensation Study - Methodology

Benchmark jobs selected to ensure representation utilizing the below criteria:

Representative of significant portion employee population	Representation across all levels	Common in marketplace
High incumbent count	Representative of all functional areas	Difficult to recruit and/or where high turnover exists

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Custom Survey

- 25 organizations were asked to participate
- 9 organizations responded by completing the survey (36% response rate).

Labor Market

List of Participant Organizations (25 Total)

Cities	Counties	Commissions
City of Charlottesville, VA*	County of Albemarle, VA	Central Shenandoah Planning District Commission*
City of Richmond, VA*	County of Chesterfield, VA	Central Virginia Planning District Commission*
City of Roanoke, VA	County of Hanover, VA	George Washington Regional Commission*
	County of Henrico, VA	New River Valley Regional Commission*
		PlanRVA*
		Roanoke Valley-Alleghany Regional Commission*

* Participated

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List of Participant Organizations (25 Total)

Housing Development	Department of Transportation	Other
D.C. Department of Housing and Community Development (DHCD)	North Carolina Department of Transportation (NCDOT)	AECOM
U.S. Department of Housing and Urban Development (HUD)	U.S. Department of Transportation (USDOT)	Berkley Group, LLC
	Virginia Department of Rail and Public Transportation (DRPT)	EPR, PC*
	Virginia Department of Transportation (VDOT)	Kimley Horn
		Timmons Group

* *Participated*

Compensation Study - Methodology

Published Survey Sources

- Utilized to collect private sector market data for benchmark jobs
- Published sources utilized met following criteria:
 - Conducted by reputable salary survey firm
 - Conducted on continual basis
 - Data not self-reported
 - Data sources reported, effective date identified, and data tested to ensure accurate matches
- Market data collected from the published survey sources represent local, regional, and national geographic labor markets where applicable.

Published Surveys
CompData
Mercer
Willis Towers Watson
Economic Research Institute

Data Analysis



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Aging Salary Data

- Survey data was aged to a common effective date, March 1, 2025 using the *WorldatWork* prevailing market trend of 2.0% per year for actual salaries, 2.7% for salary ranges.

Geographic Adjustments

- Survey data was adjusted geographically to reflect the “cost of labor” for Charlottesville, VA area as calculated by the Economic Research Institute (ERI).
 - “Cost of labor” refers to the difference in pay or labor market for a job from one location to another. The cost of labor is what a particular geographic market offers as the “going rate” or compensation for its jobs and reflects the local demand for and supply of labor.

Outlier Analysis

- Gallagher applied statistical tools to identify and review any outliers.
 - Data points which did not meet the job matching criteria, or identified as statistical outliers were excluded from the analysis.

Compensation Study

Market Comparisons

- Compared average or actual TJPDC salaries to market for 19 benchmark jobs.
- For each benchmark comparison, the percentage difference was calculated between TJPDC's actual salary and market:
 - Positive (+) figures indicate TJPDC pays above market.
 - Negative (-) figures indicate TJPDC pays below market.
- The following guidelines are used when determining competitive nature of current actual compensation:



- Benchmark jobs that had a greater than 15% difference with the market are not necessarily misalignment. Factors such as performance, turnover, longevity, and job change would impact actual salaries and might explain some of the differences between TJPDC and the market actual salaries for individual jobs.

Compensation Study Findings



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Actual Salary Comparison to Market

- TJPDC's current salaries are 12% below 50th percentile of custom market and 15% below the combined market, which is considered possibly misaligned.

Comparison to Market - Actual Pay			
Employee Category	25 th Percentile	50th Percentile	75th Percentile
Custom Survey	1%	-12%	-27%
Published Data	2%	-10%	-21%
Overall	-5%	-15%	-25%

Comparison to Market – Salary Ranges			
Employee Category	25 th Percentile	50th Percentile	75th Percentile
Custom Survey	-15%	-22%	-25%
Published Data	-5%	-18%	-25%
Overall	-14%	-24%	-29%

Market Data Findings – Staff

Benchmark Job Comparison with Combined Market Actual Salaries (Base Pay):

Benchmark Position	Thomas Jefferson Planning District Commission Current Incumbent	Market Value 25th %ile	Comparison to Market 25th %ile	Market Median Value	Comparison to Market Median (50th %ile)	Market Value 75th %ile	Comparison to Market 75th %ile
Administrative Assistant	1	\$43,100	28%	\$47,434	16%	\$53,219	4%
Chief Operating Officer/Program Director	1	\$130,310	-30%	\$140,726	-35%	\$168,846	-46%
Compliance Officer, Blue Ridge Cigarette Tax Board	1	\$55,932	-10%	\$60,941	-17%	\$67,521	-25%
Deputy Director/Program Director, Legislative Affairs	1	\$92,039	-6%	\$115,911	-25%	\$132,445	-34%
Director, Finance and Human Resources	1	\$95,721	-8%	\$107,635	-18%	\$150,202	-41%
Director, Transportation	1	\$94,575	-7%	\$108,291	-19%	\$124,955	-30%
Executive Director	1	\$135,428	-5%	\$156,328	-18%	\$187,162	-31%
Grants Manager	0	\$54,655		\$60,095		\$67,361	
Partnership for Accessible Transportation Help (PATH) Tra	1	\$50,603	-10%	\$52,841	-13%	\$55,371	-17%
Partnership for Accessible Transportation Help (PATH) Tra	1	\$54,690	-7%	\$57,629	-12%	\$60,599	-16%
Program Director, Virginia Telecommunication Initiative (V	1	\$98,908	47%	\$114,032	28%	\$134,329	9%
Regional Planner I	0	\$56,852		\$62,737		\$69,192	
Regional Planner II	4	\$60,794	-4%	\$69,647	-16%	\$76,971	-24%
Regional Planner III	0	\$84,842		\$97,303		\$110,570	
Regional Program Manager I	1	\$92,016	-26%	\$96,573	-30%	\$100,769	-33%
Regional Program Manager, Virginia Telecommunication In	1	\$69,860	-16%	\$78,436	-25%	\$86,735	-33%
Senior Program Manager, Transportation Demand Manage	1	\$78,068	-9%	\$86,077	-17%	\$96,104	-26%
Senior Regional Planner	1	\$82,076	-4%	\$92,360	-15%	\$102,739	-24%
Senior Regional Planner, Transportation Demand Manager	0	\$87,835		\$94,055		\$100,370	
Comparison to Market		2025 Pay	-4%	2025 Pay	-14%	2025 Pay	-24%

Market Data Findings – Staff

Benchmark Job Comparison with Custom Market Actual Salaries (Base Pay):

Benchmark Position	Thomas Jefferson Planning District Commission Current Incumbent	Market Value 25th %ile	Comparison to Market 25th %ile	Market Median Value	Comparison to Market Median (50th %ile)	Market Value 75th %ile	Comparison to Market 75th %ile
Administrative Assistant	1	\$47,680	16%	\$51,228	8%	\$56,631	-3%
Chief Operating Officer/Program Director	1						
Compliance Officer, Blue Ridge Cigarette Tax Board	1						
Deputy Director/Program Director, Legislative Affairs	1	\$89,687	-3%	\$123,868	-30%	\$138,478	-37%
Director, Finance and Human Resources	1	\$88,959	-1%	\$99,363	-11%	\$171,046	-48%
Director, Transportation	1						
Executive Director	1	\$136,112	-6%	\$150,042	-15%	\$179,400	-29%
Grants Manager	0						
Partnership for Accessible Transportation Help (PATH) Tra	1						
Partnership for Accessible Transportation Help (PATH) Tra	1						
Program Director, Virginia Telecommunication Initiative (V	1						
Regional Planner I	0	\$56,733		\$61,626		\$63,240	
Regional Planner II	4	\$58,229	0%	\$65,342	-11%	\$70,477	-17%
Regional Planner III	0						
Regional Program Manager I	1						
Regional Program Manager, Virginia Telecommunication I	1						
Senior Program Manager, Transportation Demand Manage	1						
Senior Regional Planner	1						
Senior Regional Planner, Transportation Demand Manager	0						
Comparison to Market		2025 Pay	1%	2025 Pay	-12%	2025 Pay	-27%



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Salary Structure Development & Implementation



Staff Salary Structure Development

Recommended New Structures: Effective 7/1/2025

- Option 1:** This structure was developed using the base salary survey data at the combined 50th percentile of the market. Salary range width at 35% and weighted for multi-role positions.
- Option 2:** This structure was developed using the base salary survey data at the combined 75th percentile of the market. Salary range width at 35% and weighted for multi-role positions.
- Option 3:** This structure was developed using the base salary survey data at the combined 50th percentile of the market. Salary range width at 35% and not weighted for multi-role positions.
- Option 4:** This structure was developed using the base salary survey data at the combined 75th percentile of the market. Salary range width at 35% and not weighted for multi-role positions.
- Option 5:** This structure was developed using the base salary survey data between the combined 50th and 75th percentile of the market. Salary range width at 35% and weighted for multi-role positions.
- Option 6:** This structure was developed using the base salary survey data between the combined 50th and 75th percentile of the market. Salary range width at 35% not weighted for multi-role positions.

Implementation Recommendations

Implementation Options

- Gallagher's implementation strategy/plan is based on the following aspects:
 - No pay cuts will occur.
 - Employees will be paid within the new salary ranges, meaning no employees will be paid below the minimum of the new salary ranges.
 - An assumed 1.5% per year increase for Time in Seat Adjustments. This is subject to change based on TJPDC's review.
- The following cost options are included for each salary structure option:
 - Bring to Minimum: Bring all employees to the proposed range minimum. Employees with salaries below the proposed range minimum would receive an increase to the range minimum.
 - Bring to Position in Range, w/ Time in Seat Adjustments: Bring all employees up to a competitive position in the range based on years of service in their current position. Employees with salaries at or exceeding the proposed salary range maximum will remain at range maximum or current salary (whichever is higher) without a reduction in pay.

Salary Structure Development

Option 1: 50th%ile; blended roles; weighted



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Job Titles	Range Minimum (Annual)	Range Midpoint (Annual)	Range Maximum (Annual)	Range Minimum (Hourly)	Range Midpoint (Hourly)	Range Maximum (Hourly)
Administrative Assistant	\$46,758	\$55,000	\$63,253	\$22.48	\$26.44	\$30.41
Compliance Officer	\$52,146	\$61,348	\$70,554	\$25.07	\$29.49	\$33.92
PATH Transportation Assistant, Program Assistant I, Regional Grants Assistant	\$45,053	\$53,000	\$60,944	\$21.66	\$25.48	\$29.30
PATH Transportation Counselor, Program Assistant II	\$47,382	\$55,750	\$64,106	\$22.78	\$26.80	\$30.82
Program Manager I, Regional Grants Manager I, Regional Program Manager I	\$63,190	\$70,995	\$78,811	\$30.38	\$34.13	\$37.89
Regional Grants Manager II, Regional Program Manager II	\$73,694	\$86,705	\$99,715	\$35.43	\$41.69	\$47.94
Senior Program Manager, Senior Regional Grants Manager	\$78,936	\$92,867	\$106,787	\$37.95	\$44.65	\$51.34
Planner I	\$56,930	\$63,959	\$70,990	\$27.37	\$30.75	\$34.13
Planner II	\$64,813	\$76,253	\$87,693	\$31.16	\$36.66	\$42.16
Planner III	\$71,906	\$84,589	\$97,282	\$34.57	\$40.67	\$46.77
Planner IV, Senior Regional Planner	\$91,291	\$107,412	\$123,531	\$43.89	\$51.64	\$59.39
Director (Trans, Planning, Housing, VATI, Legislative, etc.)	\$94,910	\$111,649	\$128,398	\$45.63	\$53.68	\$61.73
Finance Director	\$98,301	\$115,636	\$132,974	\$47.26	\$55.59	\$63.93
Chief Operating Officer/Program Director	\$97,989	\$115,275	\$132,558	\$47.11	\$55.42	\$63.73
Deputy Director/Program Director	\$94,453	\$111,127	\$127,795	\$45.41	\$53.43	\$61.44
Executive Director (Board determined)	\$137,363	\$161,601	\$185,848	\$66.04	\$77.69	\$89.35

Implementation Costs – Option 1

Additional Experience Included

Itemized Costs	Count	Cost (\$)	% of Payroll
Total Current Payroll Costs	18	\$1,191,410	
Adjustments to Minimum	13	\$88,244	7.4%
Adjustments for Time in Seat	16	\$165,753	13.9%
Total Increase in Payroll Costs	16	\$253,997	21.3%
Total Proposed Payroll Costs		\$1,445,407	

Note: Adjustment for time in seat are calculated at 1.5% per year and the actual cost may vary based on recent salary/personnel adjustments.

Implementation Costs – Option 1

Additional Experience Excluded

Itemized Costs	Count	Cost (\$)	% of Payroll
Total Current Payroll Costs	18	\$1,191,410	
Adjustments to Minimum	13	\$88,244	7.4%
Adjustments for Time in Seat	13	\$28,064	2.3%
Total Increase in Payroll Costs	14	\$116,308	9.7%
Total Proposed Payroll Costs		\$1,307,718	

Note: Adjustment for time in seat are calculated at 1.5% per year and the actual cost may vary based on recent salary/personnel adjustments.

Salary Structure Development

Option 2: 75th%ile; blended roles; weighted



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Job Titles	Range Minimum (Annual)	Range Midpoint (Annual)	Range Maximum (Annual)	Range Minimum (Hourly)	Range Midpoint (Hourly)	Range Maximum (Hourly)
Administrative Assistant	\$49,899	\$58,704	\$67,517	\$23.99	\$28.22	\$32.46
Compliance Officer	\$57,782	\$67,972	\$78,166	\$27.78	\$32.68	\$37.58
PATH Transportation Assistant, Program Assistant I, Regional Grants Assistant	\$46,758	\$55,000	\$63,253	\$22.48	\$26.44	\$30.41
PATH Transportation Counselor, Program Assistant II	\$47,840	\$56,286	\$64,730	\$23.00	\$27.06	\$31.12
Program Manager I, Regional Grants Manager I, Regional Program Manager I	\$70,262	\$78,937	\$87,630	\$33.78	\$37.95	\$42.13
Regional Grants Manager II, Regional Program Manager II	\$81,869	\$96,307	\$110,760	\$39.36	\$46.30	\$53.25
Senior Program Manager, Senior Regional Grants Manager	\$89,627	\$105,448	\$121,264	\$43.09	\$50.70	\$58.30
Planner I	\$65,562	\$73,654	\$81,765	\$31.52	\$35.41	\$39.31
Planner II	\$72,114	\$84,831	\$97,552	\$34.67	\$40.78	\$46.90
Planner III	\$85,467	\$100,547	\$115,627	\$41.09	\$48.34	\$55.59
Planner IV, Senior Regional Planner	\$102,440	\$120,520	\$138,590	\$49.25	\$57.94	\$66.63
Director (Trans, Planning, Housing, VATI, Legislative, etc.)	\$116,605	\$137,183	\$157,768	\$56.06	\$65.95	\$75.85
Finance Director	\$112,923	\$132,843	\$152,776	\$54.29	\$63.87	\$73.45
Chief Operating Officer/Program Director	\$112,549	\$132,400	\$152,256	\$54.11	\$63.65	\$73.20
Deputy Director/Program Director	\$108,202	\$127,293	\$146,390	\$52.02	\$61.20	\$70.38
Executive Director (Board determined)	\$164,154	\$193,120	\$222,082	\$78.92	\$92.85	\$106.77

Implementation Costs – Option 2

Additional Experience Included

Itemized Costs	Count	Cost (\$)	% of Payroll
Total Current Payroll Costs	18	\$1,191,410	
Adjustments to Minimum	14	\$235,693	19.8%
Adjustments for Time in Seat	17	\$202,016	16.9%
Total Increase in Payroll Costs	17	\$437,710	36.7%
Total Proposed Payroll Costs		\$1,629,119	

Note: Adjustment for time in seat are calculated at 1.5% per year and the actual cost may vary based on recent salary/personnel adjustments.

Implementation Costs – Option 2

Additional Experience Excluded

Itemized Costs	Count	Cost (\$)	% of Payroll
Total Current Payroll Costs	18	\$1,191,410	
Adjustments to Minimum	14	\$235,693	19.8%
Adjustments for Time in Seat	14	\$36,842	3.1%
Total Increase in Payroll Costs	15	\$272,536	22.9%
Total Proposed Payroll Costs		\$1,463,945	

Note: Adjustment for time in seat are calculated at 1.5% per year and the actual cost may vary based on recent salary/personnel adjustments.

Salary Structure Development

Option 3: 50th%ile; individual roles; not weighted



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Job Titles	Range Minimum (Annual)	Range Midpoint (Annual)	Range Maximum (Annual)	Range Minimum (Hourly)	Range Midpoint (Hourly)	Range Maximum (Hourly)
Administrative Assistant	\$46,758	\$55,000	\$63,253	\$22.48	\$26.44	\$30.41
Compliance Officer	\$52,146	\$61,348	\$70,554	\$25.07	\$29.49	\$33.92
PATH Transportation Assistant, Program Assistant I, Regional Grants Assistant	\$45,053	\$53,000	\$60,944	\$21.66	\$25.48	\$29.30
PATH Transportation Counselor, Program Assistant II	\$47,382	\$55,750	\$64,106	\$22.78	\$26.80	\$30.82
Program Manager I, Regional Grants Manager I, Regional Program Manager I	\$63,190	\$70,995	\$78,811	\$30.38	\$34.13	\$37.89
Regional Grants Manager II, Regional Program Manager II	\$73,694	\$86,705	\$99,715	\$35.43	\$41.69	\$47.94
Senior Program Manager, Senior Regional Grants Manager	\$78,936	\$92,867	\$106,787	\$37.95	\$44.65	\$51.34
Planner I	\$56,930	\$63,959	\$70,990	\$27.37	\$30.75	\$34.13
Planner II	\$64,813	\$76,253	\$87,693	\$31.16	\$36.66	\$42.16
Planner III	\$71,906	\$84,589	\$97,282	\$34.57	\$40.67	\$46.77
Planner IV, Senior Regional Planner	\$91,291	\$107,412	\$123,531	\$43.89	\$51.64	\$59.39
Program Director (Trans, Planning, Housing, VATI, Legislative, etc.)	\$94,910	\$111,649	\$128,398	\$45.63	\$53.68	\$61.73
Finance Director	\$98,301	\$115,636	\$132,974	\$47.26	\$55.59	\$63.93
Chief Operating Officer	\$104,104	\$122,483	\$140,858	\$50.05	\$58.89	\$67.72
Deputy Director	\$94,578	\$111,259	\$127,941	\$45.47	\$53.49	\$61.51
Executive Director (Board determined)	\$137,363	\$161,601	\$185,848	\$66.04	\$77.69	\$89.35

Implementation Costs – Option 3

Additional Experience Included

Itemized Costs	Count	Cost (\$)	% of Payroll
Total Current Payroll Costs	18	\$1,191,410	
Adjustments to Minimum	13	\$94,817	7.9%
Adjustments for Time in Seat	16	\$166,668	14.0%
Total Increase in Payroll Costs	16	\$261,485	21.9%
Total Proposed Payroll Costs		\$1,452,895	

Note: Adjustment for time in seat are calculated at 1.5% per year and the actual cost may vary based on recent salary/personnel adjustments.

Implementation Costs – Option 3

Additional Experience Excluded

Itemized Costs	Count	Cost (\$)	% of Payroll
Total Current Payroll Costs	18	\$1,191,410	
Adjustments to Minimum	13	\$94,817	7.9%
Adjustments for Time in Seat	13	\$28,397	2.4%
Total Increase in Payroll Costs	14	\$123,134	10.3%
Total Proposed Payroll Costs		\$1,314,624	

Note: Adjustment for time in seat are calculated at 1.5% per year and the actual cost may vary based on recent salary/personnel adjustments.

Salary Structure Development

Option 4: 75th%ile; individual roles; not weighted



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Job Titles	Range Minimum (Annual)	Range Midpoint (Annual)	Range Maximum (Annual)	Range Minimum (Hourly)	Range Midpoint (Hourly)	Range Maximum (Hourly)
Administrative Assistant	\$49,899	\$58,704	\$67,517	\$23.99	\$28.22	\$32.46
Compliance Officer	\$57,782	\$67,972	\$78,166	\$27.78	\$32.68	\$37.58
PATH Transportation Assistant, Program Assistant I, Regional Grants Assistant	\$46,758	\$55,000	\$63,253	\$22.48	\$26.44	\$30.41
PATH Transportation Counselor, Program Assistant II	\$47,840	\$56,286	\$64,730	\$23.00	\$27.06	\$31.12
Program Manager I, Regional Grants Manager I, Regional Program Manager I	\$70,262	\$78,937	\$87,630	\$33.78	\$37.95	\$42.13
Regional Grants Manager II, Regional Program Manager II	\$81,869	\$96,307	\$110,760	\$39.36	\$46.30	\$53.25
Senior Program Manager, Senior Regional Grants Manager	\$89,627	\$105,448	\$121,264	\$43.09	\$50.70	\$58.30
Planner I	\$65,562	\$73,654	\$81,765	\$31.52	\$35.41	\$39.31
Planner II	\$72,114	\$84,831	\$97,552	\$34.67	\$40.78	\$46.90
Planner III	\$85,467	\$100,547	\$115,627	\$41.09	\$48.34	\$55.59
Planner IV, Senior Regional Planner	\$102,440	\$120,520	\$138,590	\$49.25	\$57.94	\$66.63
Program Director (Trans, Planning, Housing, VATI, Legislative, etc.)	\$116,605	\$137,183	\$157,768	\$56.06	\$65.95	\$75.85
Finance Director	\$112,923	\$132,843	\$152,776	\$54.29	\$63.87	\$73.45
Chief Operating Officer	\$118,331	\$139,219	\$160,098	\$56.89	\$66.93	\$76.97
Deputy Director	\$110,344	\$129,815	\$149,282	\$53.05	\$62.41	\$71.77
Executive Director (Board determined)	\$164,154	\$193,120	\$222,082	\$78.92	\$92.85	\$106.77

Implementation Costs – Option 4

Additional Experience Included

Itemized Costs	Count	Cost (\$)	% of Payroll
Total Current Payroll Costs	18	\$1,191,410	
Adjustments to Minimum	14	\$249,879	21.0%
Adjustments for Time in Seat	17	\$205,740	17.2%
Total Increase in Payroll Costs	17	\$455,618	38.2%
Total Proposed Payroll Costs		\$1,647,028	

Note: Adjustment for time in seat are calculated at 1.5% per year and the actual cost may vary based on recent salary/personnel adjustments.

Implementation Costs – Option 4

Additional Experience Excluded

Itemized Costs	Count	Cost (\$)	% of Payroll
Total Current Payroll Costs	18	\$1,191,410	
Adjustments to Minimum	14	\$249,879	20.9%
Adjustments for Time in Seat	14	\$37,758	3.2%
Total Increase in Payroll Costs	15	\$287,636	24.1%
Total Proposed Payroll Costs		\$1,479,046	

Note: Adjustment for time in seat are calculated at 1.5% per year and the actual cost may vary based on recent salary/personnel adjustments.

Salary Structure Development

Option 5: 50th and 75th%ile; blended roles; weighted

Job Titles	Range Minimum (Annual)	Range Midpoint (Annual)	Range Maximum (Annual)	Range Minimum (Hourly)	Range Midpoint (Hourly)	Range Maximum (Hourly)
Administrative Assistant	\$48,318	\$56,852	\$65,374	\$23.23	\$27.33	\$31.43
Compliance Officer	\$54,954	\$64,660	\$74,360	\$26.42	\$31.09	\$35.75
PATH Transportation Assistant, Program Assistant I, Regional Grants Assistant	\$45,906	\$54,000	\$62,109	\$22.07	\$25.96	\$29.86
PATH Transportation Counselor, Program Assistant II	\$47,611	\$56,018	\$64,418	\$22.89	\$26.93	\$30.97
Program Manager I, Regional Grants Manager I, Regional Program Manager I	\$66,726	\$74,966	\$83,221	\$32.08	\$36.04	\$40.01
Regional Grants Manager II, Regional Program Manager II	\$77,771	\$91,506	\$105,227	\$37.39	\$43.99	\$50.59
Senior Program Manager, Senior Regional Grants Manager	\$84,282	\$99,158	\$114,026	\$40.52	\$47.67	\$54.82
Planner I	\$61,235	\$68,807	\$76,378	\$29.44	\$33.08	\$36.72
Planner II	\$68,453	\$80,542	\$92,622	\$32.91	\$38.72	\$44.53
Planner III	\$78,686	\$92,568	\$106,454	\$37.83	\$44.50	\$51.18
Planner IV, Senior Regional Planner	\$96,866	\$113,966	\$131,061	\$46.57	\$54.79	\$63.01
Program Director (Trans, Planning, Housing, VATI, Legislative, etc.)	\$105,747	\$124,416	\$143,083	\$50.84	\$59.82	\$68.79
Finance Director	\$105,602	\$124,240	\$142,875	\$50.77	\$59.73	\$68.69
Chief Operating Officer/Program Director	\$105,269	\$123,838	\$142,418	\$50.61	\$59.54	\$68.47
Deputy Director/Program Director	\$101,338	\$119,210	\$137,093	\$48.72	\$57.31	\$65.91
Executive Director (Board determined)	\$150,758	\$177,361	\$203,965	\$72.48	\$85.27	\$98.06

Implementation Costs – Option 5

Additional Experience Included

Itemized Costs	Count	Cost (\$)	% of Payroll
Total Current Payroll Costs	18	\$1,191,410	
Adjustments to Minimum	13	\$160,612	13.5%
Adjustments for Time in Seat	16	\$183,524	15.4%
Total Increase in Payroll Costs	16	\$344,136	28.9%
Total Proposed Payroll Costs		\$1,535,546	

Note: Adjustment for time in seat are calculated at 1.5% per year and the actual cost may vary based on recent salary/personnel adjustments.

Implementation Costs – Option 5

Additional Experience Excluded

Itemized Costs	Count	Cost (\$)	% of Payroll
Total Current Payroll Costs	18	\$1,191,410	
Adjustments to Minimum	13	\$160,612	13.5%
Adjustments for Time in Seat	14	\$31,963	2.7%
Total Increase in Payroll Costs	15	\$192,575	16.2%
Total Proposed Payroll Costs		\$1,383,985	

Note: Adjustment for time in seat are calculated at 1.5% per year and the actual cost may vary based on recent salary/personnel adjustments.

Salary Structure Development

Option 6: 50th and 75th%ile; individual roles; not weighted

Job Titles	Range Minimum (Annual)	Range Midpoint (Annual)	Range Maximum (Annual)	Range Minimum (Hourly)	Range Midpoint (Hourly)	Range Maximum (Hourly)
Administrative Assistant	\$48,318	\$56,852	\$65,374	\$23.23	\$27.33	\$31.43
Compliance Officer	\$54,954	\$64,660	\$74,360	\$26.42	\$31.09	\$35.75
PATH Transportation Assistant, Program Assistant I, Regional Grants Assistant	\$45,906	\$54,000	\$62,109	\$22.07	\$25.96	\$29.86
PATH Transportation Counselor, Program Assistant II	\$47,611	\$56,018	\$64,418	\$22.89	\$26.93	\$30.97
Program Manager I, Regional Grants Manager I, Regional Program Manager I	\$66,726	\$74,966	\$83,221	\$32.08	\$36.04	\$40.01
Regional Grants Manager II, Regional Program Manager II	\$77,771	\$91,506	\$105,227	\$37.39	\$43.99	\$50.59
Senior Program Manager, Senior Regional Grants Manager	\$84,282	\$99,158	\$114,026	\$40.52	\$47.67	\$54.82
Planner I	\$61,235	\$68,807	\$76,378	\$29.44	\$33.08	\$36.72
Planner II	\$68,453	\$80,542	\$92,622	\$32.91	\$38.72	\$44.53
Planner III	\$78,686	\$92,568	\$106,454	\$37.83	\$44.50	\$51.18
Planner IV, Senior Regional Planner	\$96,866	\$113,966	\$131,061	\$46.57	\$54.79	\$63.01
Program Director (Trans, Planning, Housing, VATI, Legislative, etc.)	\$105,747	\$124,416	\$143,083	\$50.84	\$59.82	\$68.79
Finance Director	\$105,602	\$124,240	\$142,875	\$50.77	\$59.73	\$68.69
Chief Operating Officer	\$111,218	\$130,851	\$150,488	\$53.47	\$62.91	\$72.35
Deputy Director	\$102,461	\$120,537	\$138,611	\$49.26	\$57.95	\$66.64
Executive Director (Board determined)	\$150,758	\$177,361	\$203,965	\$72.48	\$85.27	\$98.06

Implementation Costs – Option 6

Additional Experience Included

Itemized Costs	Count	Cost (\$)	% of Payroll
Total Current Payroll Costs	18	\$1,191,410	
Adjustments to Minimum	13	\$170,971	14.3%
Adjustments for Time in Seat	16	\$185,853	15.6%
Total Increase in Payroll Costs	16	\$356,824	29.9%
Total Proposed Payroll Costs		\$1,548,234	

Note: Adjustment for time in seat are calculated at 1.5% per year and the actual cost may vary based on recent salary/personnel adjustments.

Implementation Costs – Option 6

Additional Experience Excluded

Itemized Costs	Count	Cost (\$)	% of Payroll
Total Current Payroll Costs	18	\$1,191,410	
Adjustments to Minimum	13	\$170,971	14.4%
Adjustments for Time in Seat	14	\$32,566	2.7%
Total Increase in Payroll Costs	15	\$203,537	17.1%
Total Proposed Payroll Costs		\$1,394,947	

Note: Adjustment for time in seat are calculated at 1.5% per year and the actual cost may vary based on recent salary/personnel adjustments.



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Summary of Comparable Organizations' Data

Participating Organizations

The following nine (9) organizations participated in the custom survey:

EPR, P.C.

New River
Valley Regional
Commission

George
Washington
Regional
Commission

Roanoke Valley-
Alleghany
Regional
Commission

Central
Shenandoah
Planning District
Commission

City of
Richmond

City of
Charlottesville

PlanRVA

Central Virginia
Planning District
Commission



Pay Practices & Benefits Summary

The following data are aggregated from the data submitted by the nine (9) participating organizations and TJPDC. Please note that not all participating organizations answered all questions.

Comparable Organization Data

	Median	TJPDC
Annual Gross Revenue (\$)	\$6,700,000	\$42,677,053
Annual Pass-Through Revenue (\$)	\$3,200,000	\$40,634,997
Annual Operating Expenses (\$)	\$3,919,301	\$2,042,056
Annual Payroll (\$)	\$1,468,538	\$1,433,497
Number of full-time employees (30+ hours per week)	18	16
Number of full-time employees (<30 hours per week)	2	2



Pay Practices & Benefits Summary

Base Salary Increase – Executive/Management

		Median	TJPDC
Most Recent Base Salary Adjustment	COLA (Cost of Living Adjustment)	3.0%	3.2%
	Merit	2.5%	0%
	Step Progression	n/a	0%
	General Increase (not COLA)	n/a	0%
	Internal Equity/Market Adjustments	n/a	2.6%
Effective Date of Most Recent Increase		7/1/2024	7/1/2024



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Pay Practices & Benefits Summary

Base Salary Increase - Exempt

		Median	TJPDC
Most Recent Base Salary Adjustment	COLA (Cost of Living Adjustment)	3.0%	3.2%
	Merit	2.5%	0%
	Step Progression	n/a	0%
	General Increase (not COLA)	n/a	0%
	Internal Equity/Market Adjustments	n/a	2.4%
Effective Date of Most Recent Increase		7/1/2024	7/1/2024



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Pay Practices & Benefits Summary

Base Salary Increase – Non-Exempt

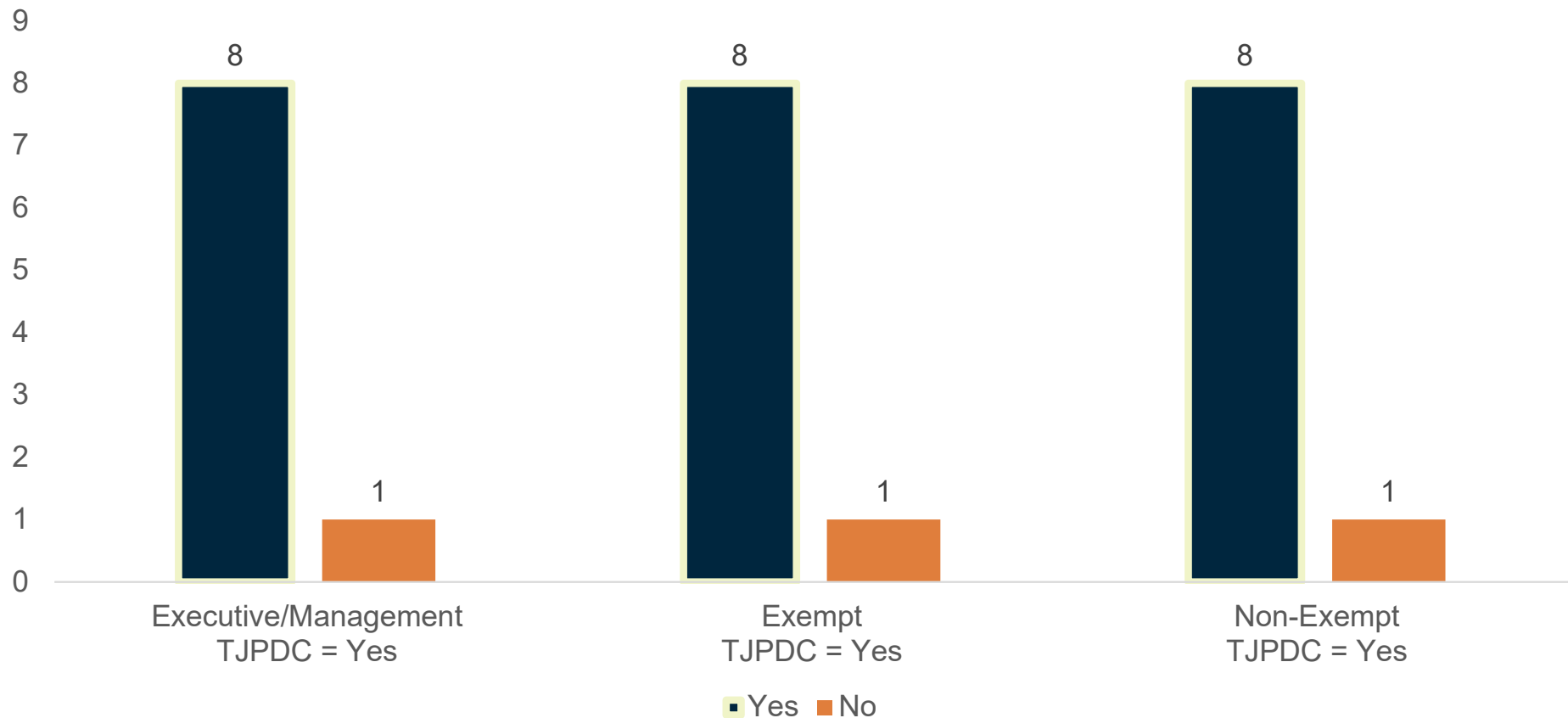
		Median	TJPDC
Most Recent Base Salary Adjustment	COLA (Cost of Living Adjustment)	3.0%	3.2%
	Merit	3.0%	0%
	Step Progression	n/a	0%
	General Increase (not COLA)	n/a	0%
	Internal Equity/Market Adjustments	n/a	1.27%
Effective Date of Most Recent Increase		7/1/2024	7/1/2024



Pay Practices & Benefits Summary

Established Salary Structure

Does your organization have an established pay structure for the following employee types?

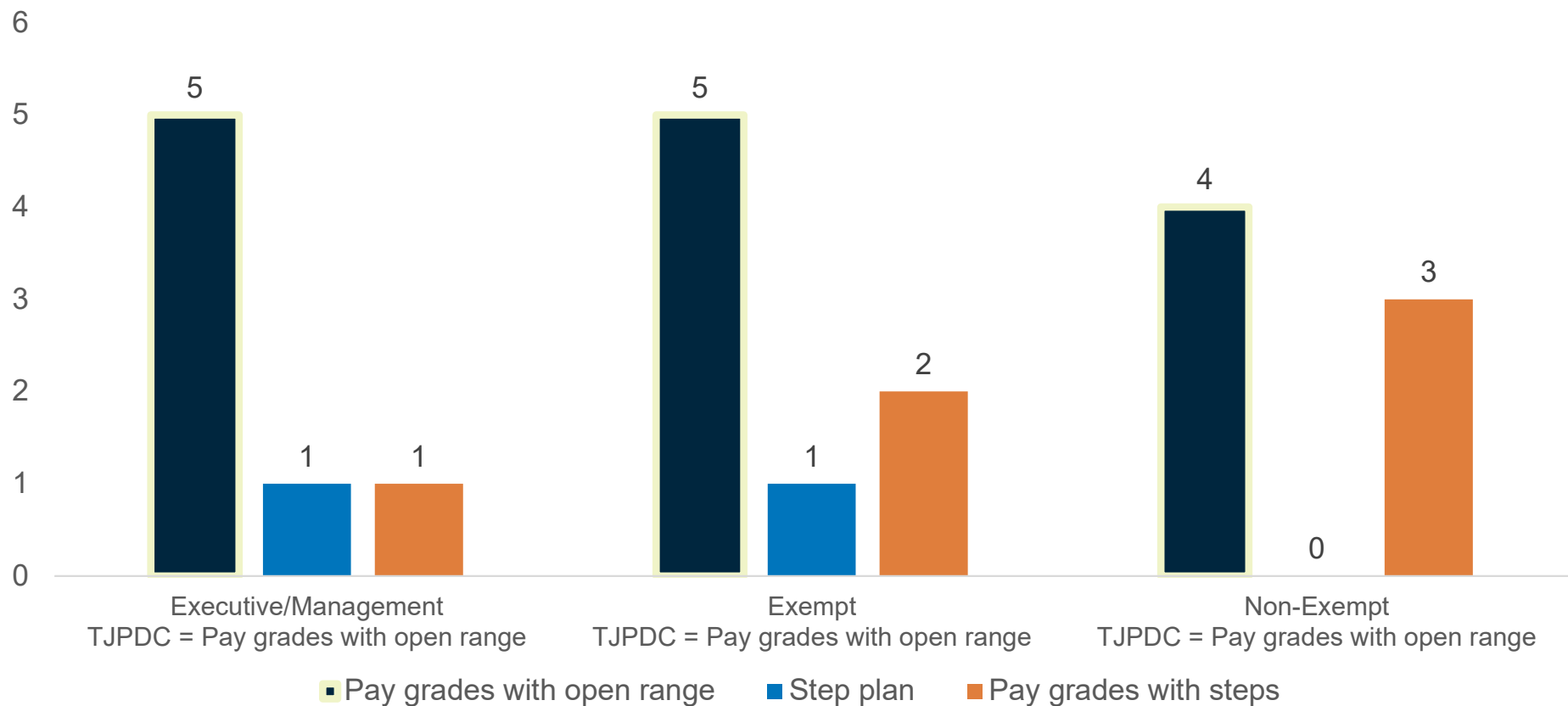




Pay Practices & Benefits Summary

Type of Pay Structure

Type of pay structure (data reported by participating organizations with pay structures)

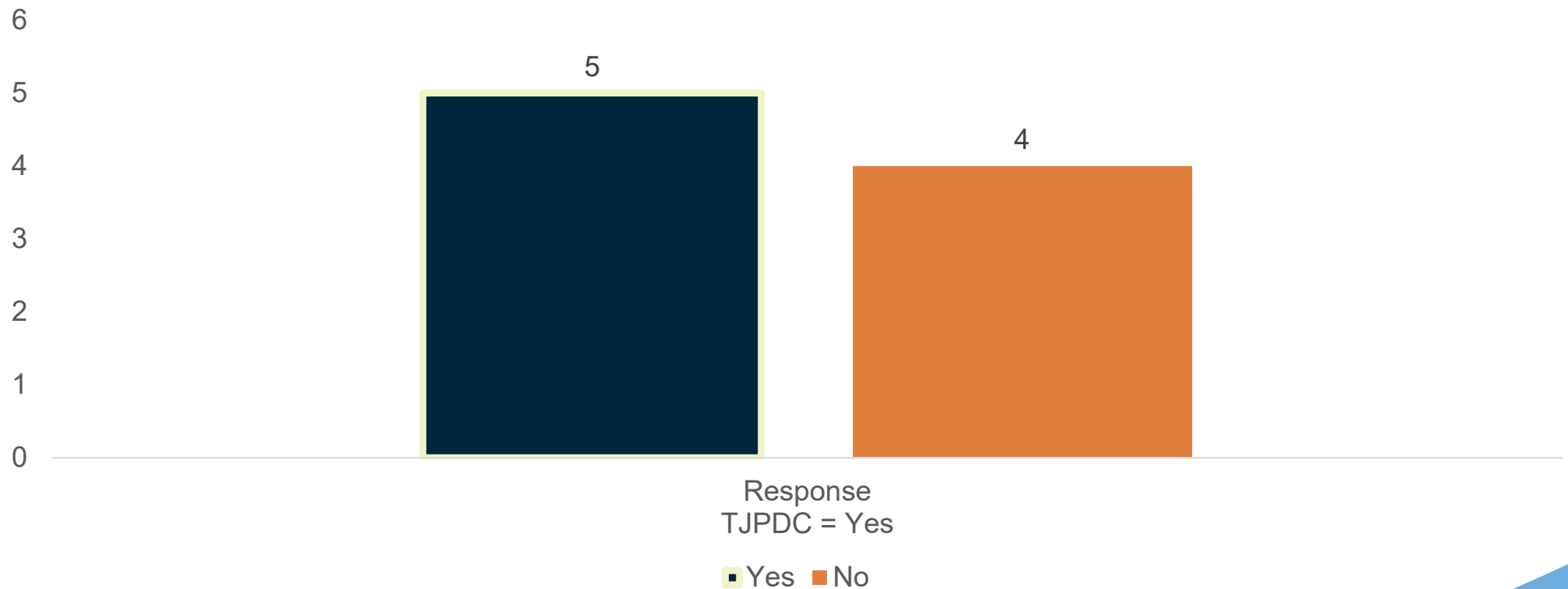




Pay Practices & Benefits Summary

Variable Pay Programs

Does your organization have a variable pay program (i.e. one or more of the following: annual bonus, performance bonus, hiring/signing bonus, incentive pay, project bonus, spot bonus, etc.)?



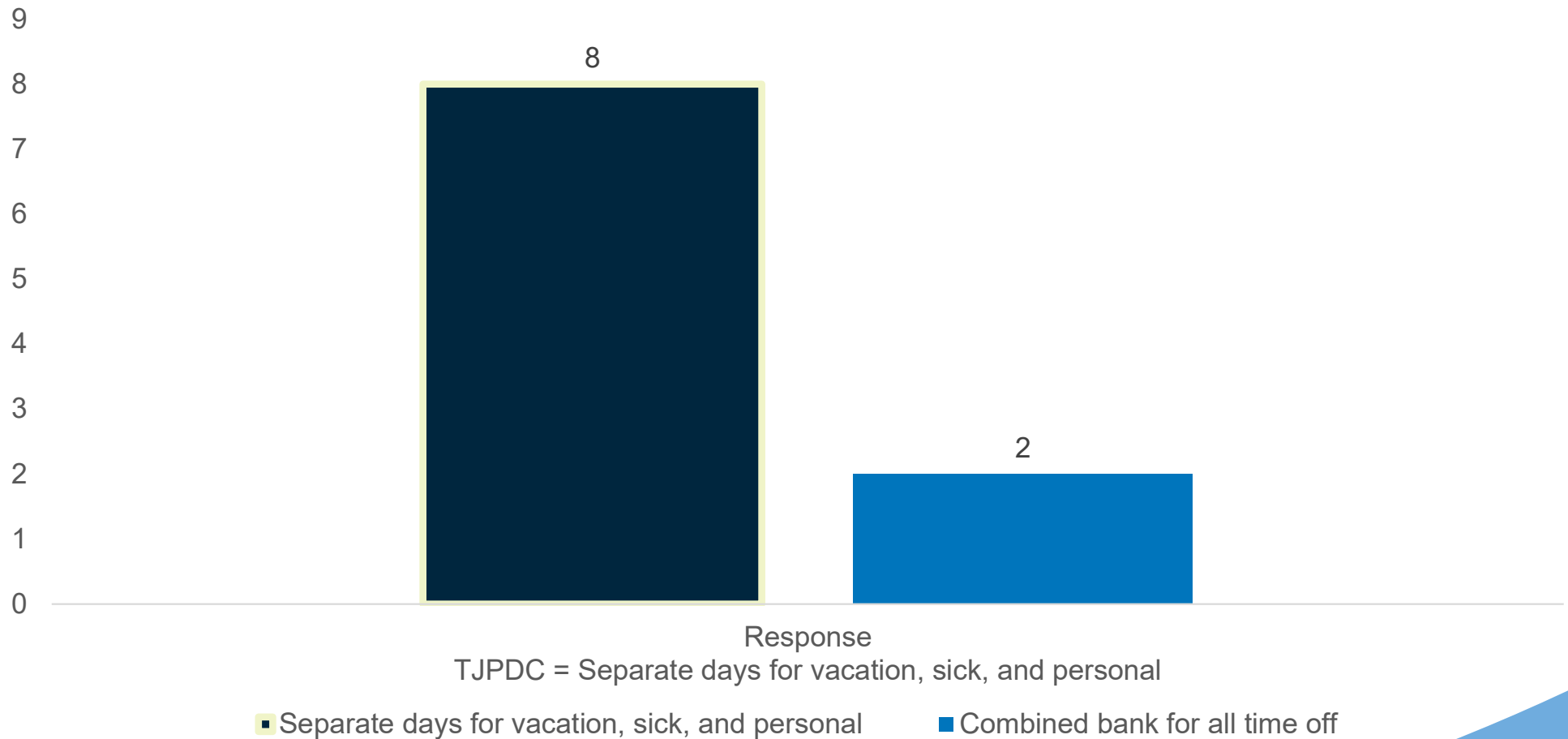
Pay Practices & Benefits Summary



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Personal/Vacation Leave

What is your organization's approach for providing paid time off?





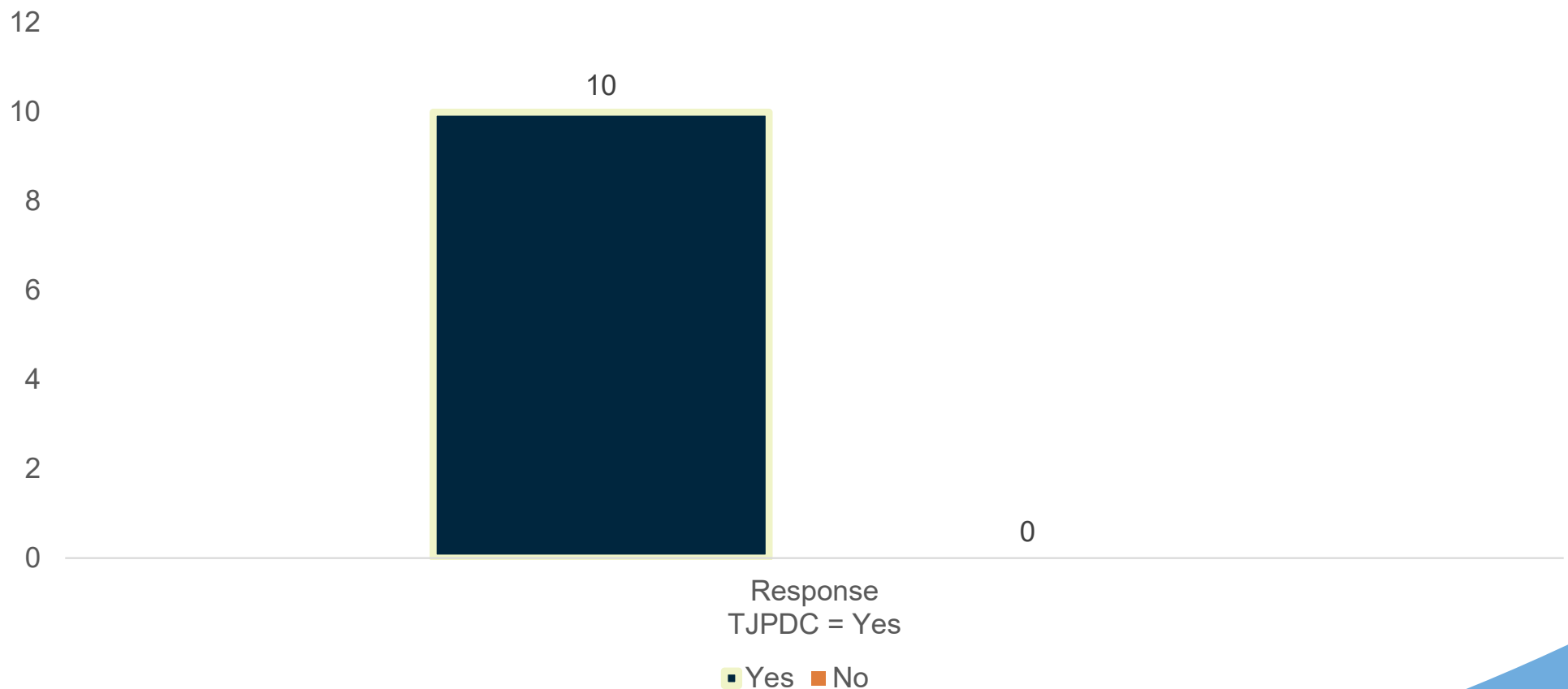
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Pay Practices & Benefits Summary

Personal/Vacation Leave

Does your organization differentiate leave based on an employee's length of service with the organization?



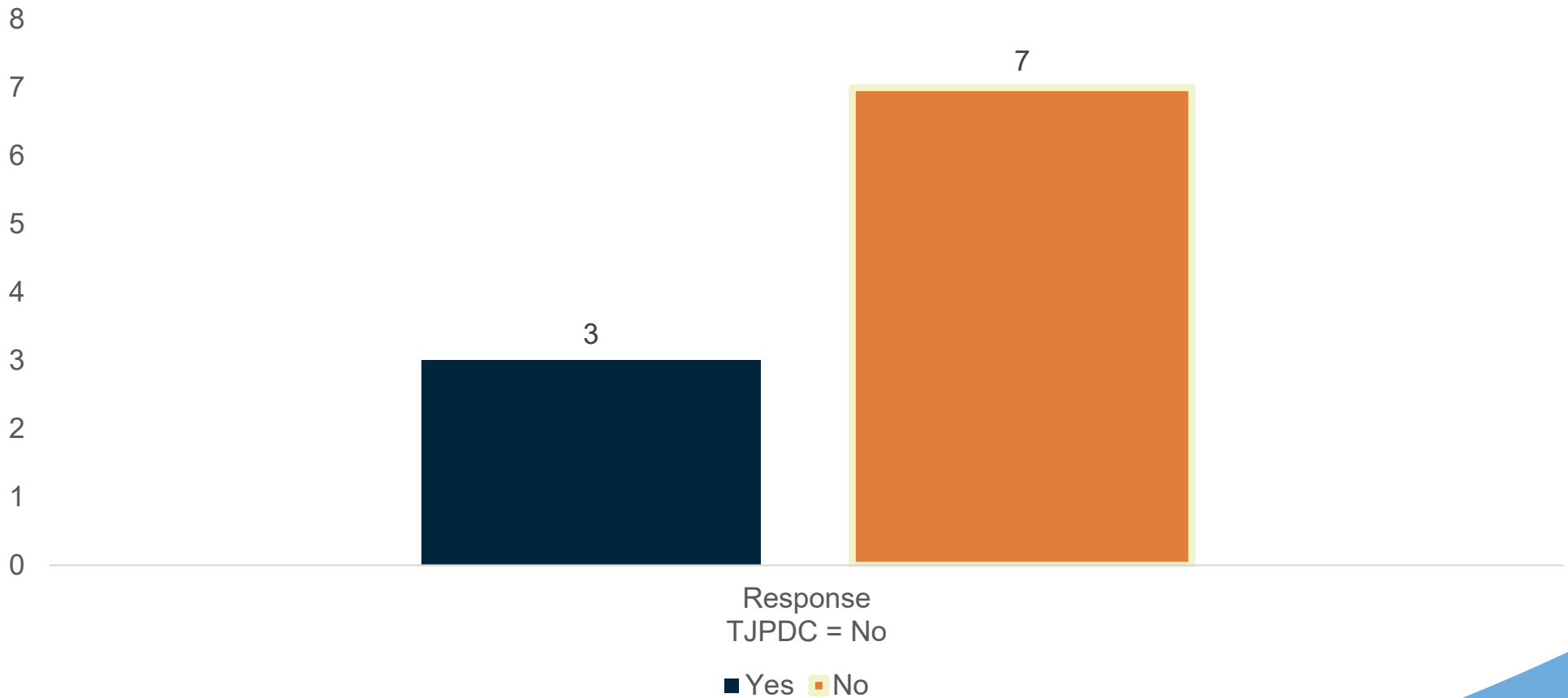
Pay Practices & Benefits Summary



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Personal/Vacation Leave

For the purpose of determining an employee's annual leave allotment, does your organization give credit for an employee's experience outside of the organization?





Pay Practices & Benefits Summary

Personal/Vacation Leave: 0-4 years of service

If your organization uses different "buckets" for years of service, enter the highest number of leave days an employee in the provided bucket may be allowed.

Type	Median Number of days	TJPDC Number of days
Vacation Leave	12	12
Sick Leave	12	15
Combined Vacation/Sick Leave	N/A	N/A
Bereavement Leave	3	3
Paid Holidays	14.5	14.5
Paid Volunteer Days	N/A	N/A
Other Paid Days	N/A	N/A



Pay Practices & Benefits Summary

Personal/Vacation Leave: 5-9 years of service

If your organization uses different "buckets" for years of service, enter the highest number of leave days an employee in the provided bucket may be allowed.

Type	Median Number of days	TJPDC Number of days
Vacation Leave	15	15
Sick Leave	12	15
Combined Vacation/Sick Leave	N/A	N/A
Bereavement Leave	3	3
Paid Holidays	14.5	14.5
Paid Volunteer Days	N/A	N/A
Other Paid Days	N/A	N/A



Pay Practices & Benefits Summary

Personal/Vacation Leave: 10-14 years of service

If your organization uses different "buckets" for years of service, enter the highest number of leave days an employee in the provided bucket may be allowed.

Type	Median Number of days	TJPDC Number of days
Vacation Leave	18	18
Sick Leave	12	15
Combined Vacation/Sick Leave	N/A	N/A
Bereavement Leave	3	3
Paid Holidays	14.5	14.5
Paid Volunteer Days	N/A	N/A
Other Paid Days	N/A	N/A



Pay Practices & Benefits Summary

Personal/Vacation Leave: 15-19 years of service

If your organization uses different "buckets" for years of service, enter the highest number of leave days an employee in the provided bucket may be allowed.

Type	Median Number of days	TJPDC Number of days
Vacation Leave	22.5	18
Sick Leave	12	15
Combined Vacation/Sick Leave	N/A	N/A
Bereavement Leave	3	3
Paid Holidays	14.5	14.5
Paid Volunteer Days	N/A	N/A
Other Paid Days	N/A	N/A



Pay Practices & Benefits Summary

Personal/Vacation Leave: 20 or more years of service

If your organization uses different "buckets" for years of service, enter the highest number of leave days an employee in the provided bucket may be allowed.

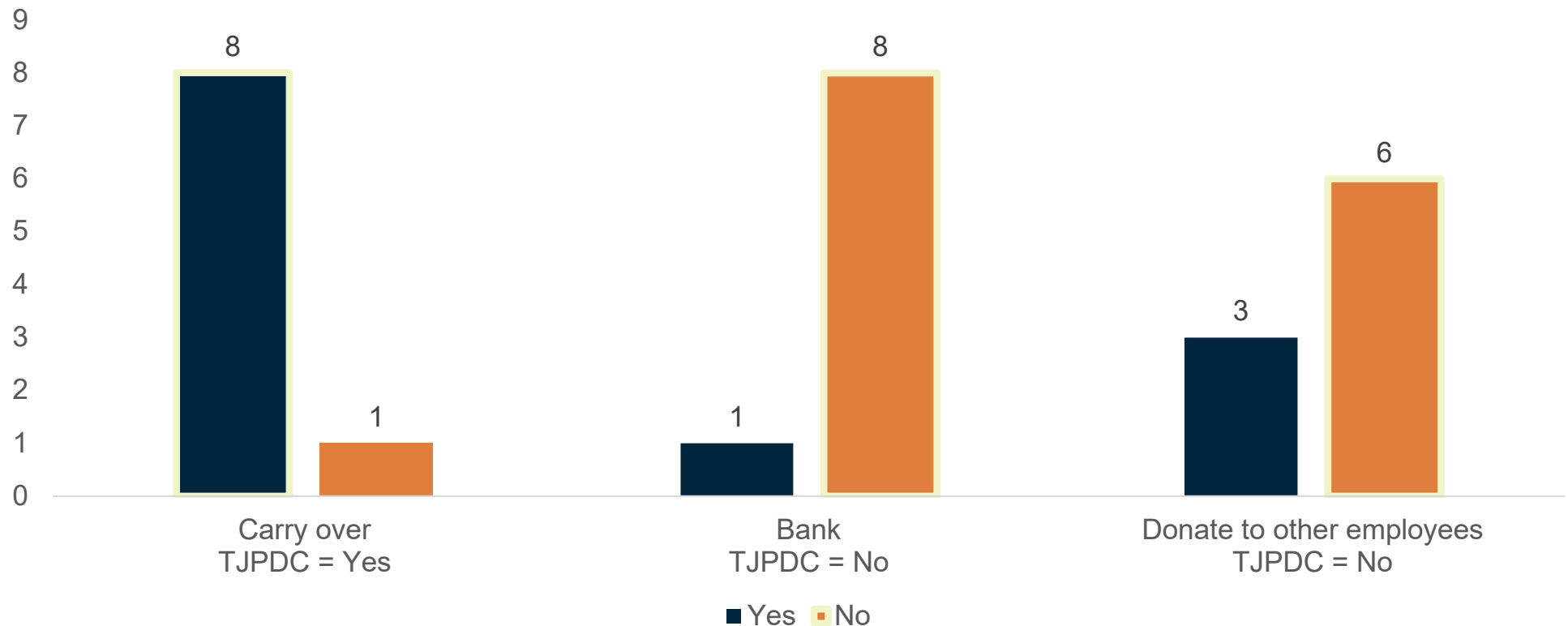
Type	Median Number of days	TJPDC Number of days
Vacation Leave	24	18
Sick Leave	13.5	15
Combined Vacation/Sick Leave	N/A	N/A
Bereavement Leave	3	3
Paid Holidays	14.5	14.5
Paid Volunteer Days	N/A	N/A
Other Paid Days	N/A	N/A



Pay Practices & Benefits Summary

Personal/Vacation Leave – Carryover, Bank, and Donations

Does your organization allow employees to carry over, “bank,” or “donate” unused leave? Please select all that apply.





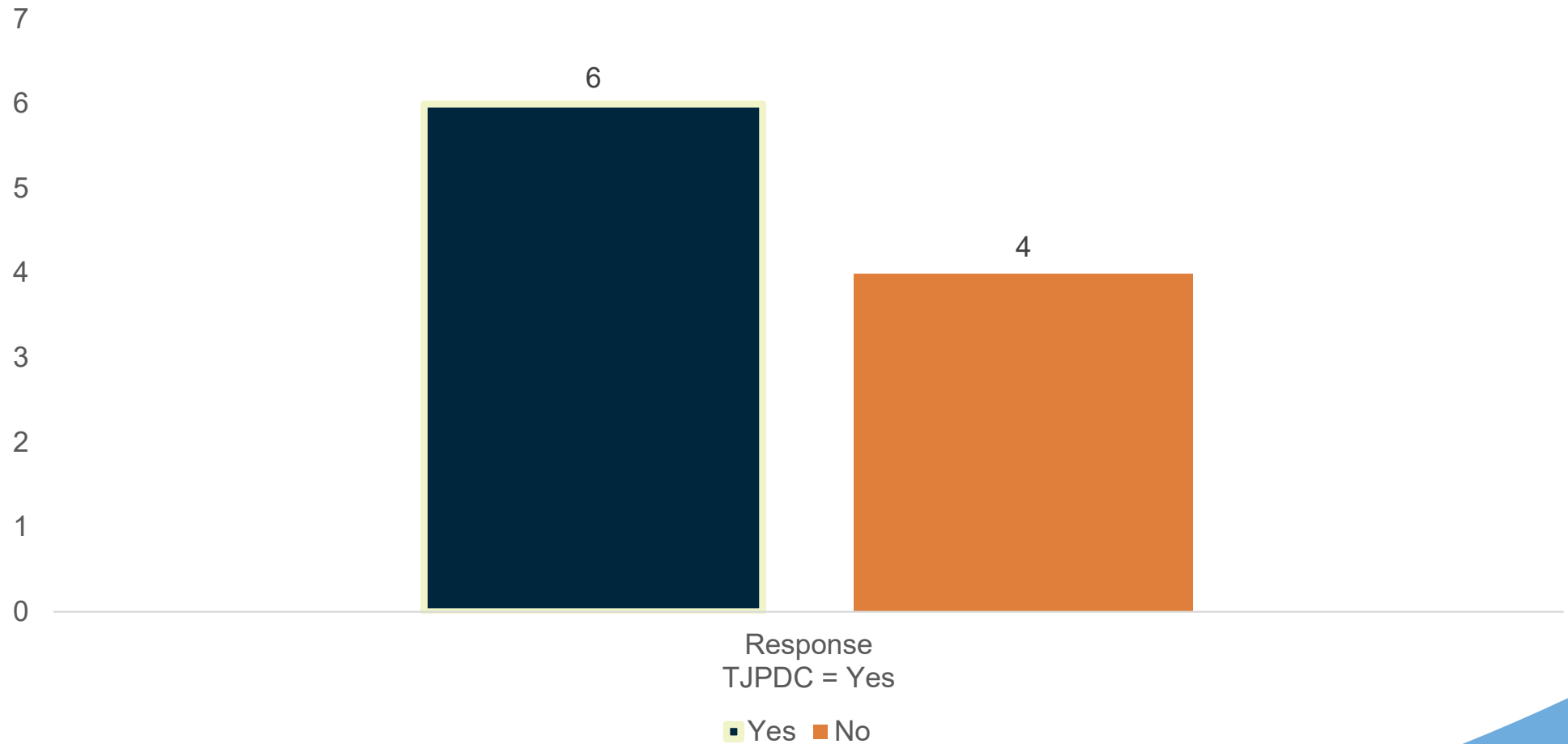
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Pay Practices & Benefits Summary

Retirement

Is your organization a Virginia Retirement System entity?



Pay Practices & Benefits Summary

Medical + Dental + Vision Insurance Costs

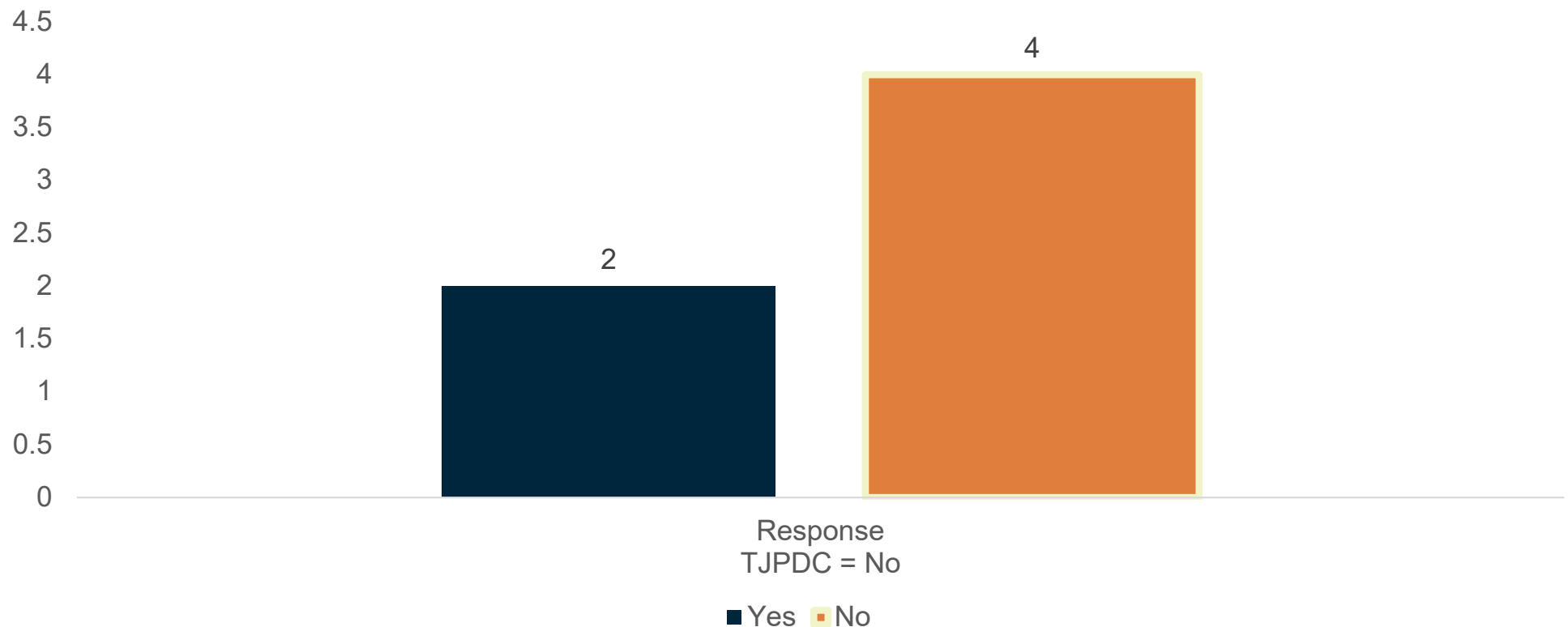
	Median Monthly Employer Cost		Median Monthly Employee Cost		Median Annual Out-of-Pocket Maximum	
	All	TJPDC	All	TJPDC	All	TJPDC
Employee only	\$779	\$738	\$0	\$0	\$3,500	\$5,000
Employee + One	\$801	\$738	\$475	\$627	\$7,000	\$10,000
Employee + Family	\$801	\$738	\$945	\$1,254	\$7,000	\$10,000



Pay Practices & Benefits Summary

Health Savings Accounts/Health Reimbursement Accounts

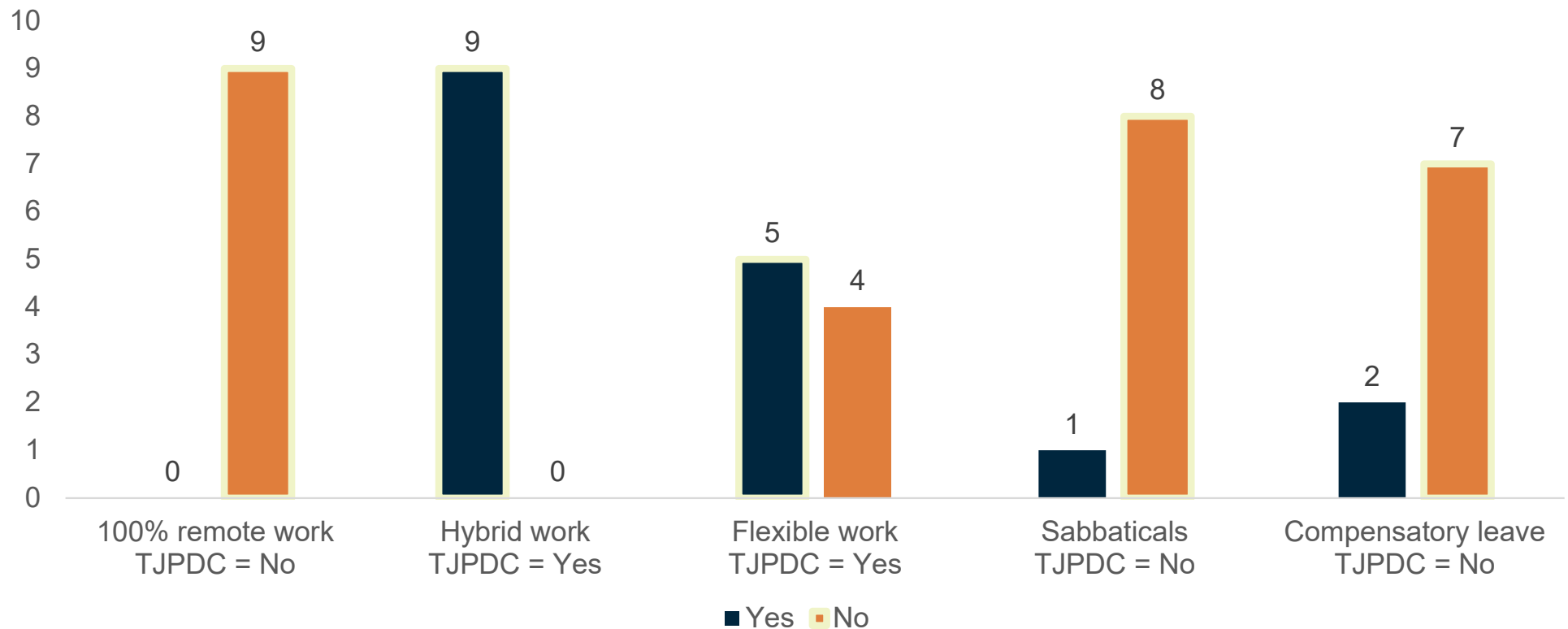
Does your organization contribute to employees' health savings accounts (HSA) or health reimbursement accounts (HRA)?



Pay Practices & Benefits Summary

Workforce Planning – Flexible Work

Does your organization offer remote work, hybrid work, flexible work, sabbaticals, and/or compensatory leave? Please select all that apply.



Thank You!



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