

# Thomas Jefferson Planning District Commission Compensation Study

April 10, 2025

Gallagher  
Human Resources & Compensation Consulting



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# Compensation Study

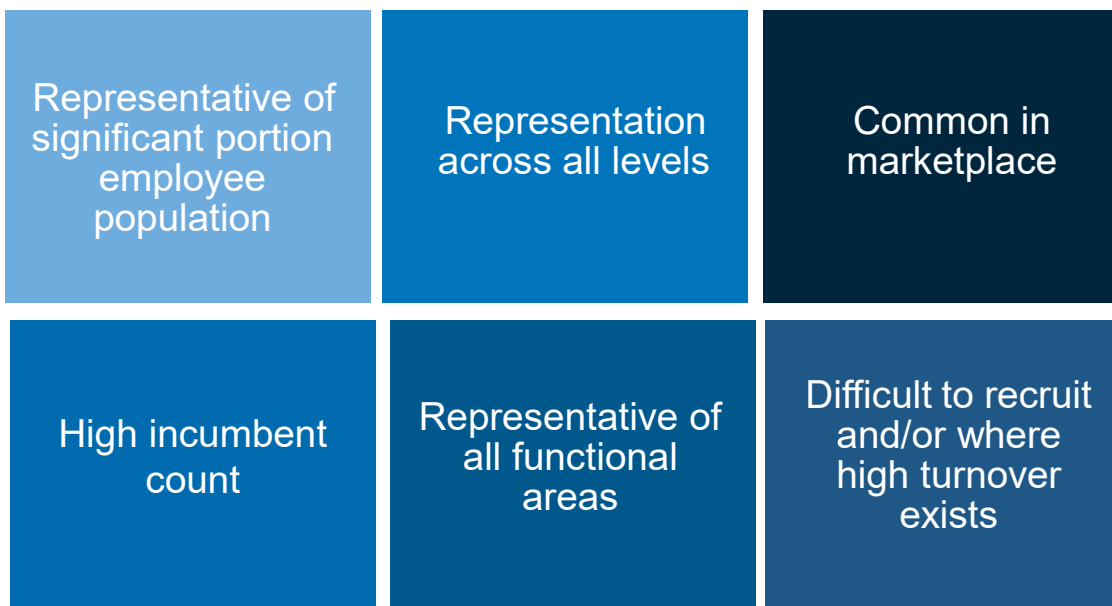


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# Compensation Study - Methodology

Benchmark jobs selected to ensure representation utilizing the below criteria:



# Compensation Study - Methodology



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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

# Compensation Study - Methodology



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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.

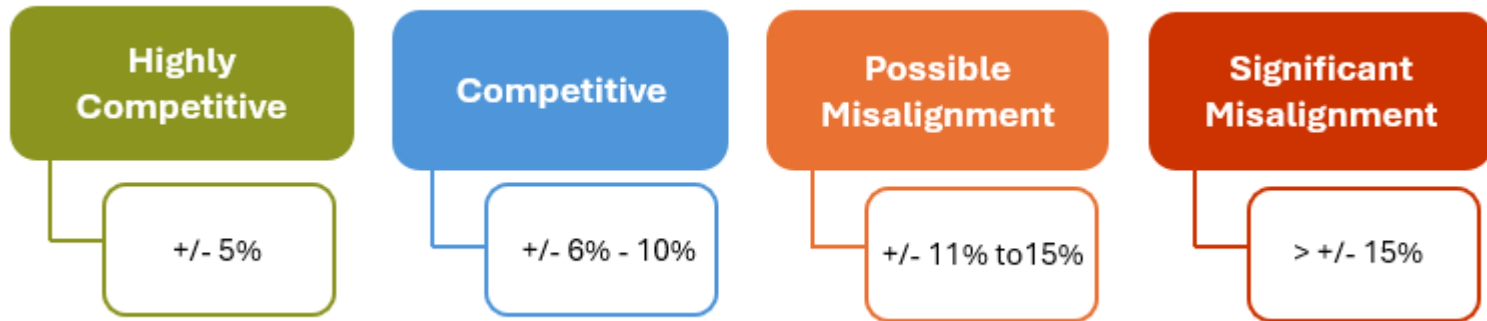
## Outlier Analysis

- 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

## 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 <sup>th</sup> Percentile | 50th Percentile | 75th Percentile |
| Custom Survey                     | 1%                          | -12%            | -27%            |
| Published Data                    | 2%                          | -10%            | -21%            |
| Overall                           | -5%                         | -15%            | -25%            |

| Comparison to Market – Salary Ranges |         |          |         |
|--------------------------------------|---------|----------|---------|
| Category                             | Minimum | Midpoint | Maximum |
| 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 I     | 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 Manage      | 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 In    | 1                                                               |                        |                                |                     |                                         |                        |                                |
| Senior Program Manager, Transportation Demand Manage       | 1                                                               |                        |                                |                     |                                         |                        |                                |
| Senior Regional Planner                                    | 1                                                               |                        |                                |                     |                                         |                        |                                |
| Senior Regional Planner, Transportation Demand Manage      | 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 50<sup>th</sup> 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 75<sup>th</sup> percentile of the market. Salary range width at 35% and weighted for multi-role positions.

**Option 3a:** This structure was developed using the base salary survey data between the combined 50<sup>th</sup> and 75<sup>th</sup> percentile of the market. Salary range width at 35% and weighted for multi-role positions.

**Option 3b:** This structure was developed using the base salary survey data between the combined 50<sup>th</sup> and 75<sup>th</sup> percentile of the market. Salary range width at 25% to 50% and weighted for multi-role positions.



# Implementation Assumptions

## Implementation Options 1, 2, 3a

- 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.
  - An assumed weighting of prior experience of 25% for prior transferrable skills, 50% for prior relevant experience and 60% for time in organization in another role
- 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 and Additional Years of Experience Adjustments: Bring all employees up to a competitive position in the range based on years of service in their current position and additional years of relevant experience. 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.

# Implementation Costs – Additional Experience Included

| Itemized Costs – Option 1              | Count     | Cost (\$)        | % of Payroll |
|----------------------------------------|-----------|------------------|--------------|
| Adjustments to Minimum                 | 13        | \$88,244         | 7.4%         |
| Adjustments for Time in Seat           | 16        | \$165,753        | 13.9%        |
| <b>Total Increase in Payroll Costs</b> | <b>16</b> | <b>\$253,997</b> | <b>21.3%</b> |

| Itemized Costs – Option 2              | Count     | Cost (\$)        | % of Payroll |
|----------------------------------------|-----------|------------------|--------------|
| Adjustments to Minimum                 | 14        | \$235,693        | 19.8%        |
| Adjustments for Time in Seat           | 17        | \$202,016        | 16.9%        |
| <b>Total Increase in Payroll Costs</b> | <b>17</b> | <b>\$437,710</b> | <b>36.7%</b> |

| Itemized Costs – Option 3a             | Count     | Cost (\$)        | % of Payroll |
|----------------------------------------|-----------|------------------|--------------|
| Adjustments to Minimum                 | 13        | \$160,612        | 13.5%        |
| Adjustments for Time in Seat           | 16        | \$183,524        | 15.4%        |
| <b>Total Increase in Payroll Costs</b> | <b>16</b> | <b>\$344,136</b> | <b>28.9%</b> |

# Implementation Assumptions

## Implementation Option 3b

- 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 2.25% per year increase for Time in Seat Adjustments and 3% COLA adjustment. An assumed weighting of prior experience of 10% for prior transferrable skills, 10% for prior relevant experience and 15% for time in organization in another role.
- 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 and Additional Years of Experience Adjustments: Bring all employees up to a competitive position in the range based on years of service in their current position and additional years of relevant experience. 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.

# Implementation Costs – Recommended Option 3b



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Combined the 50<sup>th</sup> and 75<sup>th</sup> percentile of the market with salary range width at 25% to 50% and weighted for multi-role positions.

| Itemized Costs – Option 3b             | Count     | Cost (\$)        | % of Payroll |
|----------------------------------------|-----------|------------------|--------------|
| Adjustments to Minimum                 | 13        | \$128,639        | 10.8%        |
| Adjustments for Time in Seat           | 14        | \$104,811        | 8.8%         |
| 3% COLA Increase                       | 18        | \$34,947         | 2.9%         |
| <b>Total Increase in Payroll Costs</b> | <b>18</b> | <b>\$268,397</b> | <b>22.5%</b> |

# Salary Structure

Combined the 50<sup>th</sup> and 75th percentile of the market with salary range width at 25% to 50% and weighted for multi-role positions.

| Job Title                                                                     | Range<br>Minimum<br>(Annual) | Range<br>Midpoint<br>(Annual) | Range<br>Maximum<br>(Annual) | Range<br>Minimum<br>(Hourly) | Range<br>Midpoint<br>(Hourly) | Range<br>Maximum<br>(Hourly) |
|-------------------------------------------------------------------------------|------------------------------|-------------------------------|------------------------------|------------------------------|-------------------------------|------------------------------|
| Administrative Assistant                                                      | \$45,490                     | \$56,852                      | \$68,224                     | \$21.87                      | \$27.33                       | \$32.80                      |
| Compliance Officer                                                            | \$54,954                     | \$64,660                      | \$74,360                     | \$26.42                      | \$31.09                       | \$35.75                      |
| PATH Transportation Assistant, Program Assistant I, Regional Grants Assistant | \$48,069                     | \$54,000                      | \$59,946                     | \$23.11                      | \$25.96                       | \$28.82                      |
| PATH Transportation Counselor, Program Assistant II                           | \$49,858                     | \$56,018                      | \$62,171                     | \$23.97                      | \$26.93                       | \$29.89                      |
| Program Manager I, Regional Grants Manager I, Regional Program Manager I      | \$62,587                     | \$74,966                      | \$87,339                     | \$30.09                      | \$36.04                       | \$41.99                      |
| 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                        | \$82,805                     | \$99,158                      | \$115,523                    | \$39.81                      | \$47.67                       | \$55.54                      |
| 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                                           | \$95,160                     | \$113,966                     | \$132,766                    | \$45.75                      | \$54.79                       | \$63.83                      |
| Director (Trans, Planning, Housing, VATI, Legislative, etc.)                  | \$103,834                    | \$124,416                     | \$144,997                    | \$49.92                      | \$59.82                       | \$69.71                      |
| Finance Director                                                              | \$103,730                    | \$124,240                     | \$144,747                    | \$49.87                      | \$59.73                       | \$69.59                      |
| Chief Operating Officer/Program Director                                      | \$106,038                    | \$126,990                     | \$147,950                    | \$50.98                      | \$61.05                       | \$71.13                      |
| Deputy Director/Program Director                                              | \$103,730                    | \$124,224                     | \$144,726                    | \$49.87                      | \$59.72                       | \$69.58                      |
| Executive Director (Board determined)                                         | \$148,096                    | \$177,361                     | \$206,627                    | \$71.20                      | \$85.27                       | \$99.34                      |



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# Questions and Discussion



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# Summary of Comparable Organizations' Data



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# 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 | \$1,191,410  |
| Number of full-time employees<br>(30+ hours per week) | 18          | 16           |
| Number of full-time employees<br>(<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 |



# 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 |



# Pay Practices & Benefits Summary

## Base Salary Increase – Non-Exempt

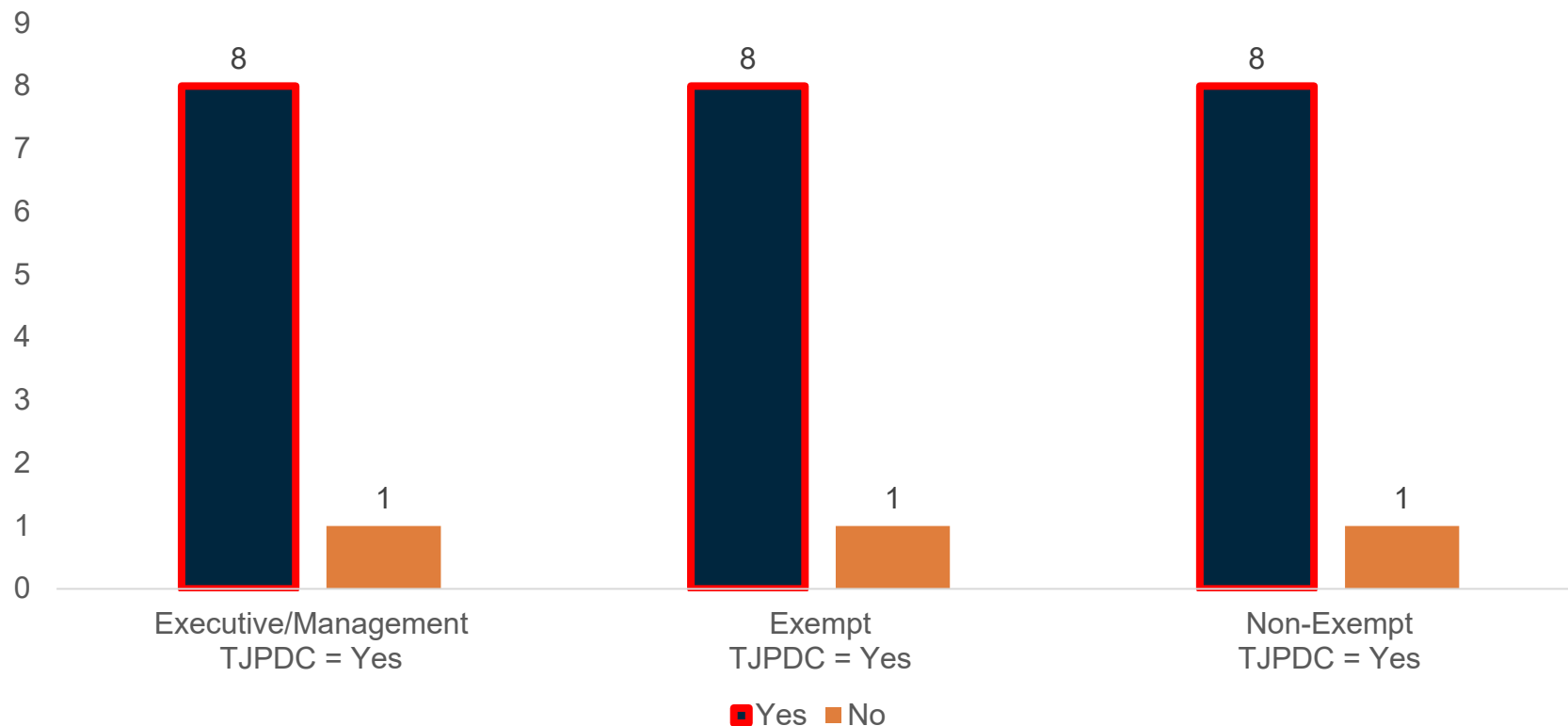
|                                        |                                    | Median   | TJPDC    |
|----------------------------------------|------------------------------------|----------|----------|
| Most Recent Base Salary Adjustment     | COLA (Cost of Living Adjustment)   | 3.0%     | 3.2%     |
|                                        | 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?

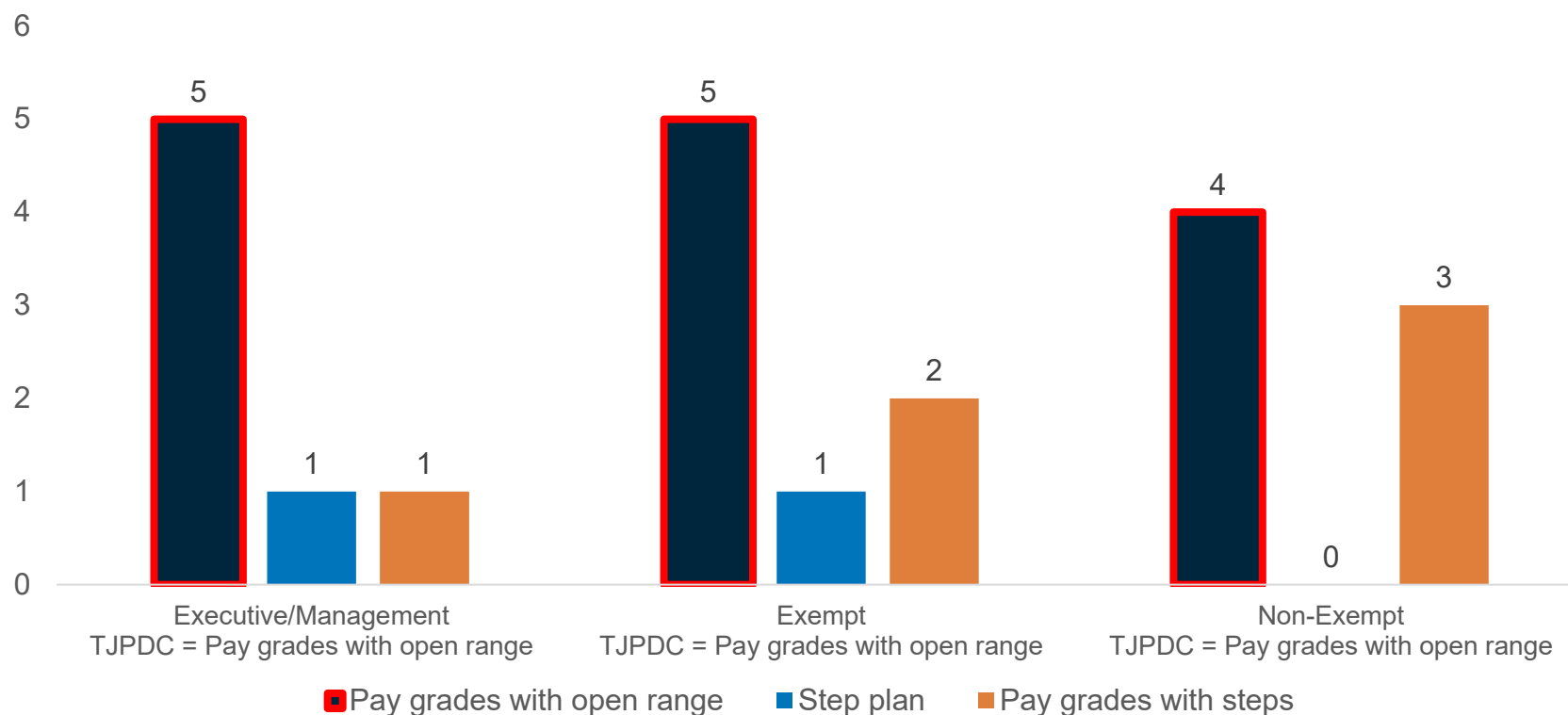




# Pay Practices & Benefits Summary

## Type of Pay Structure

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

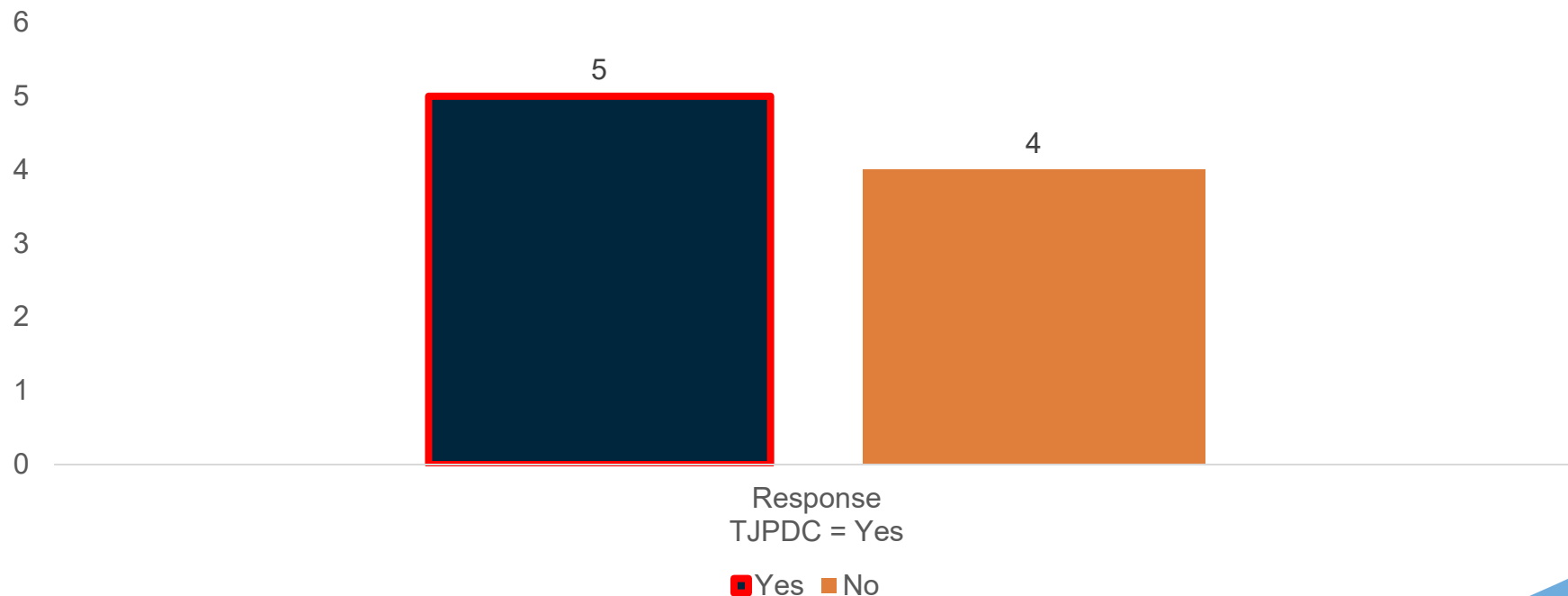




# Pay Practices & Benefits Summary

## Variable Pay Programs

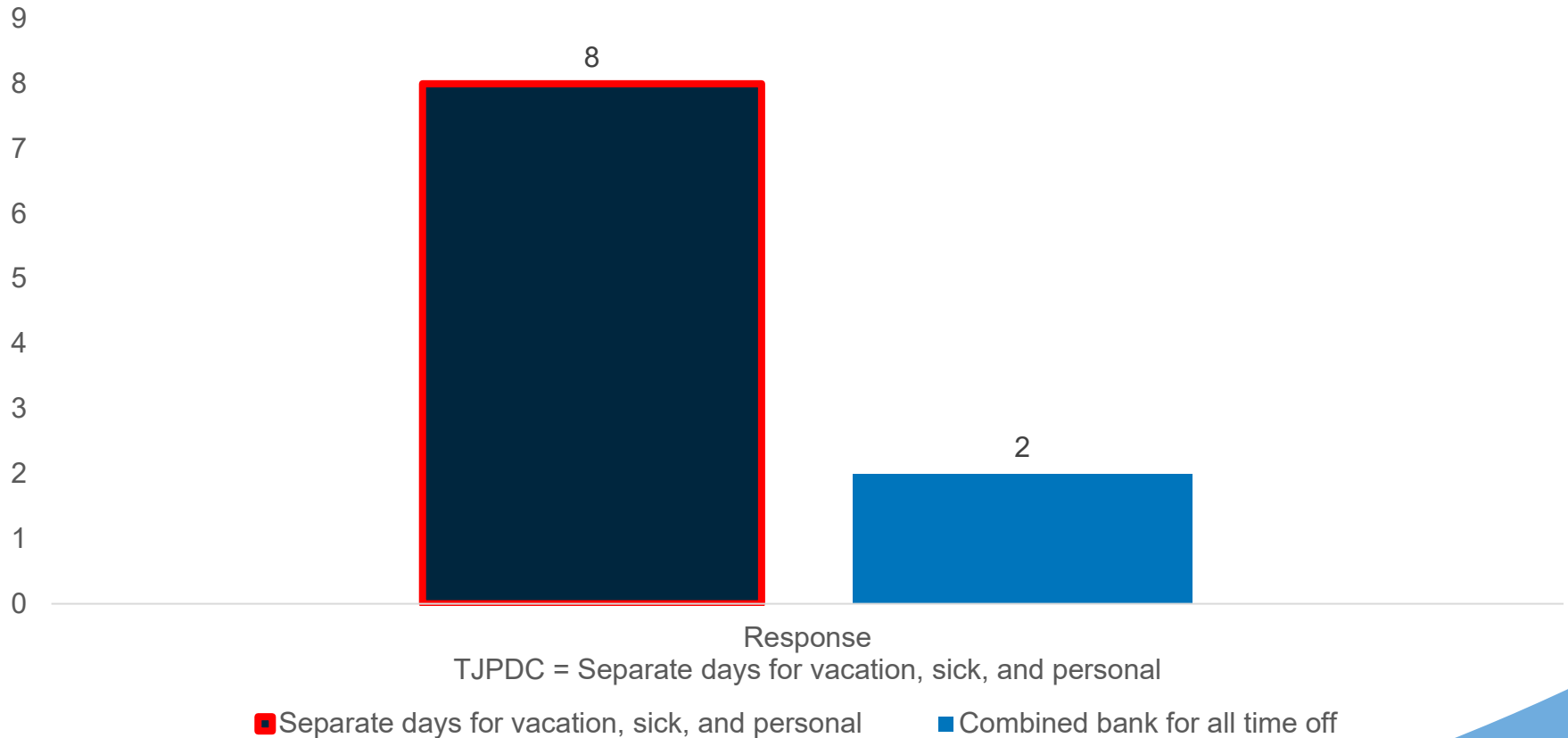
Does your organization have a variable pay program (i.e. one or more of the following: annual bonus, performance bonus, hiring/signing bonus, incentive pay, project bonus, spot bonus, etc.)?



# Pay Practices & Benefits Summary

## Personal/Vacation Leave

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

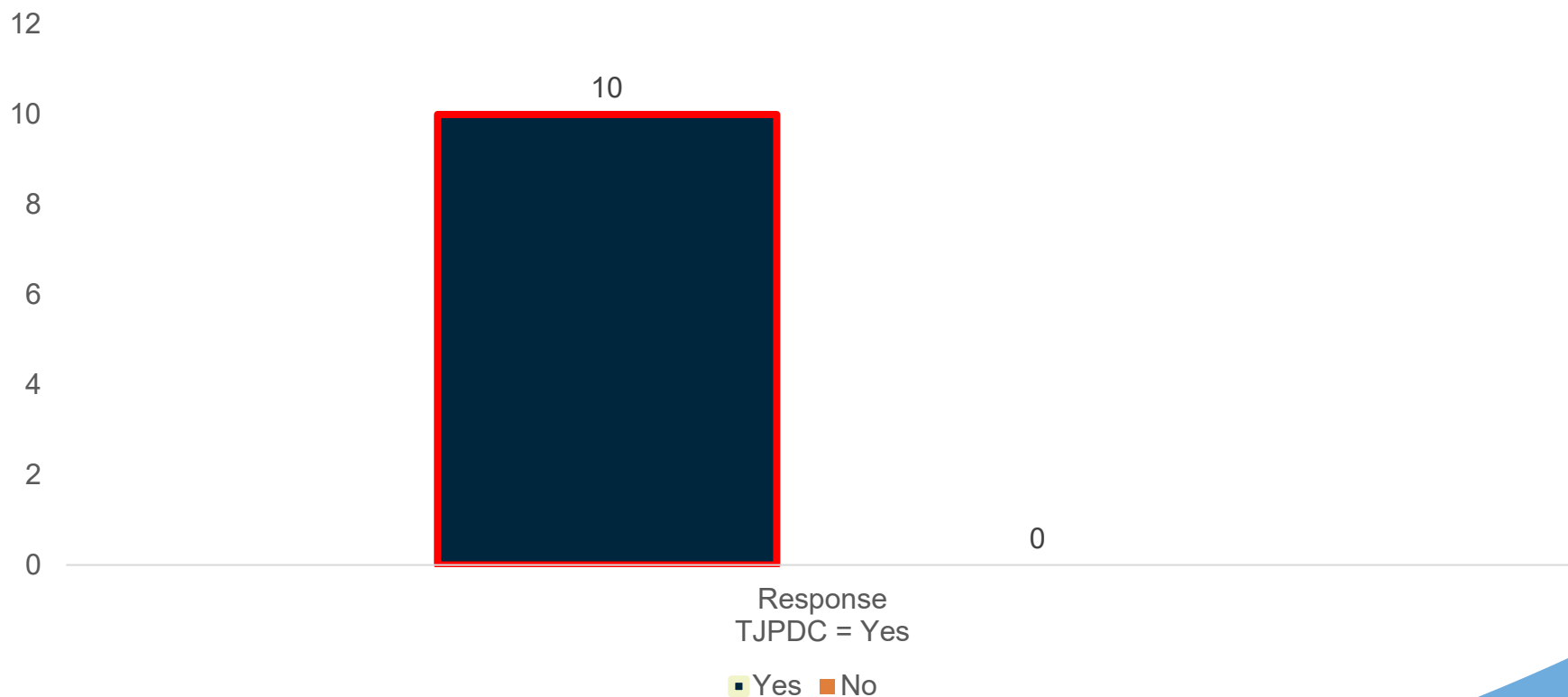




# Pay Practices & Benefits Summary

## Personal/Vacation Leave

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



# Pay Practices & Benefits Summary

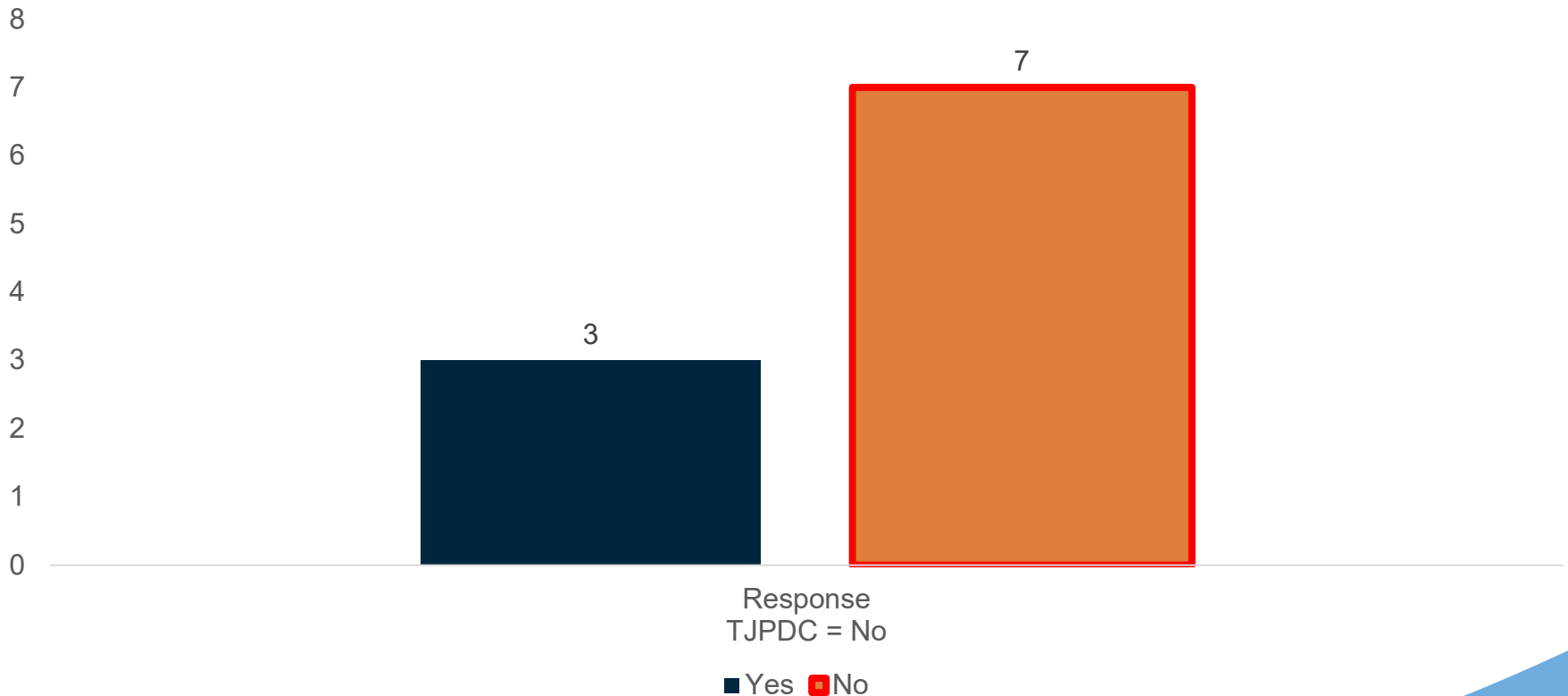


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## Personal/Vacation Leave

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<br>Number of days | TJPDC<br>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<br>Number of days | TJPDC<br>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<br>Number of days | TJPDC<br>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<br>Number of days | TJPDC<br>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

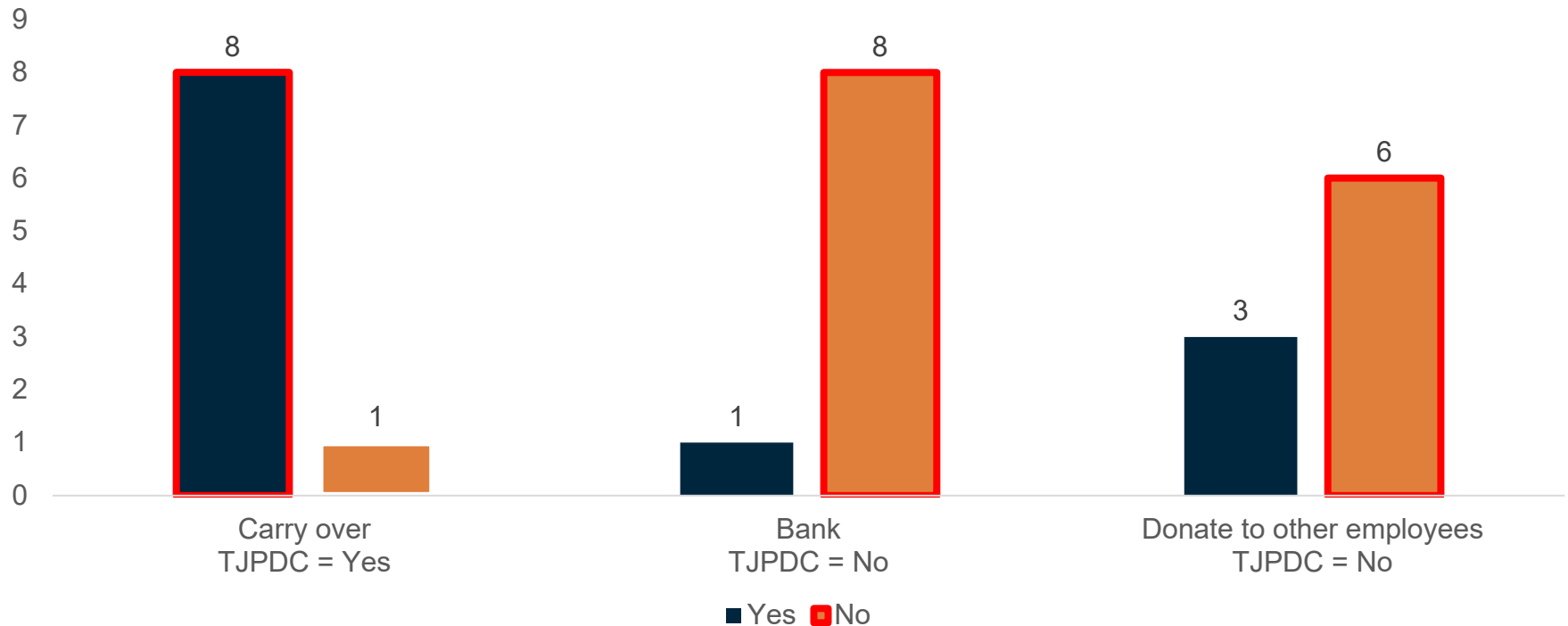
*If your organization uses different "buckets" for years of service, enter the highest number of leave days an employee in the provided bucket may be allowed.*

| Type                         | Median<br>Number of days | TJPDC<br>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.

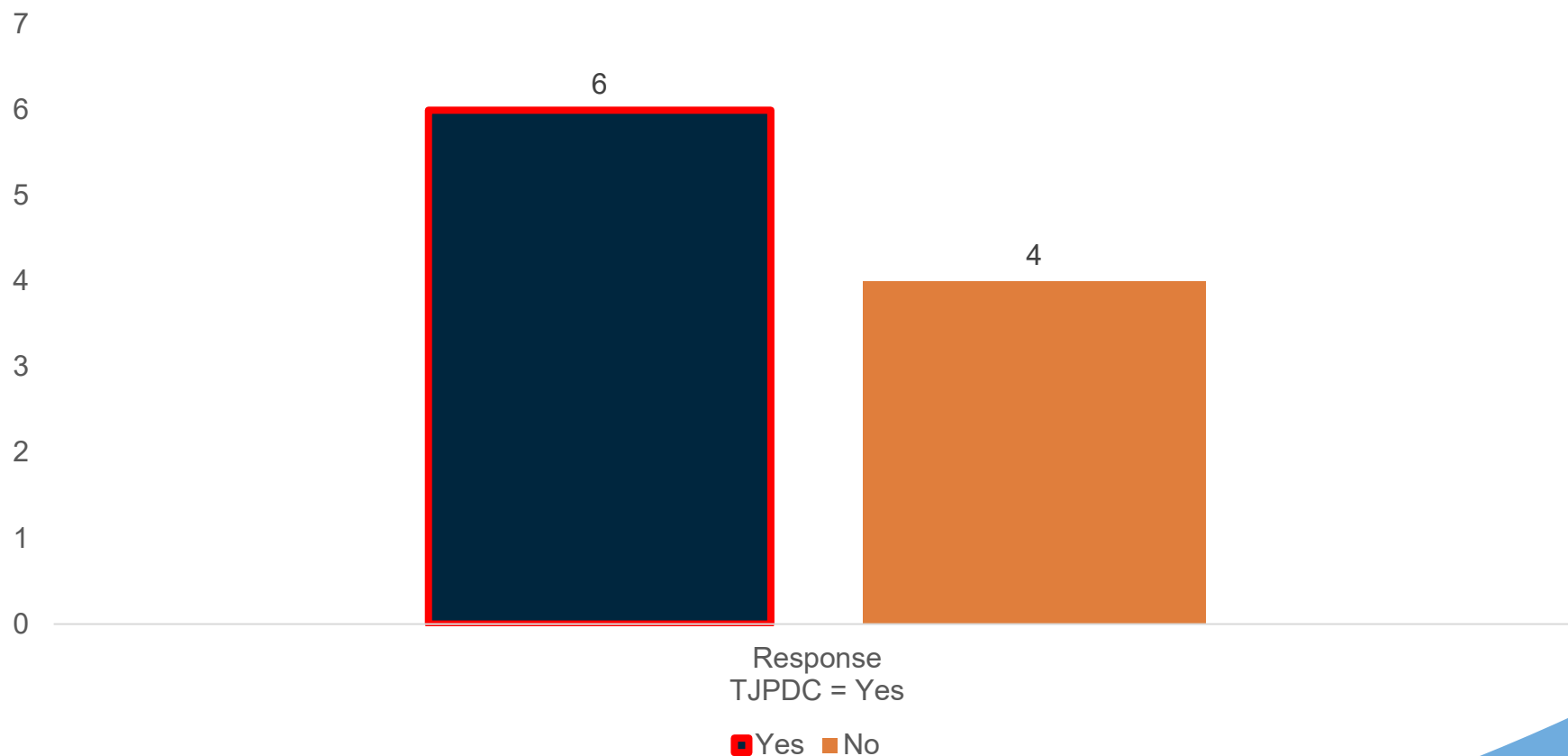




# Pay Practices & Benefits Summary

## Retirement

Is your organization a Virginia Retirement System entity?



# Pay Practices & Benefits Summary

## Medical + Dental + Vision Insurance Costs

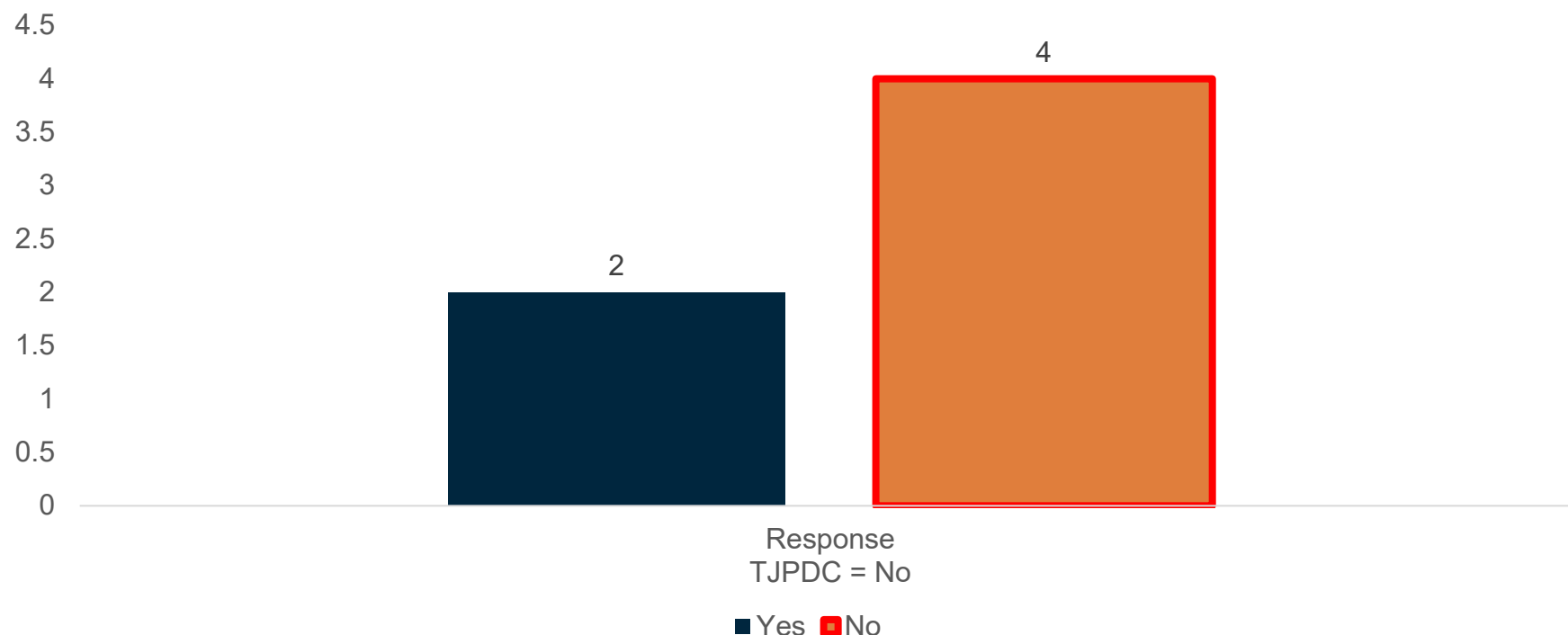
|                   | Median Monthly Employer Cost |       | Median Monthly Employee Cost |         | Median Annual Out-of-Pocket Maximum |          |
|-------------------|------------------------------|-------|------------------------------|---------|-------------------------------------|----------|
|                   | 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

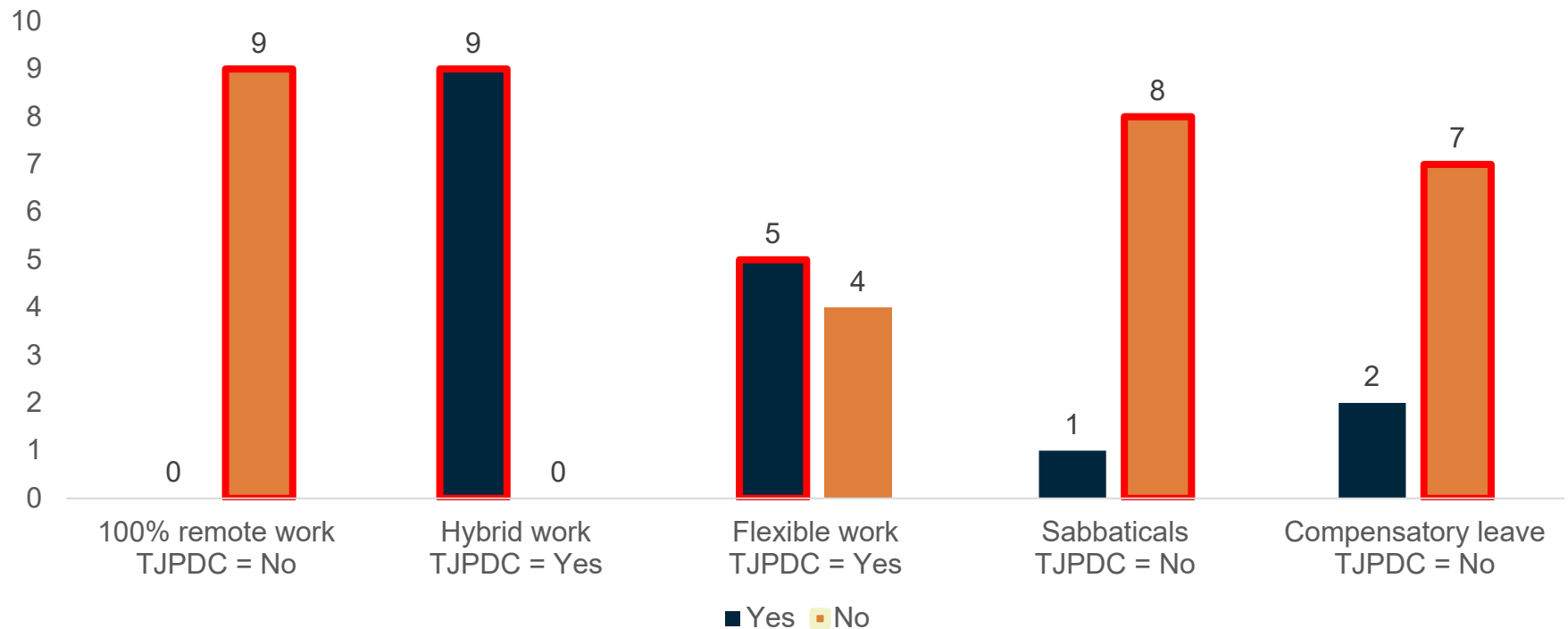
## Workforce Planning – Flexible Work



**Gallagher**

Insurance | Risk Management | Consulting

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



# Thank You!



**Gallagher**

Insurance | Risk Management | Consulting

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**Gallagher**

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# Appendix

# Salary Structure Development

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



Insurance | Risk Management | Consulting

| 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                |
| PAIH Transportation Assistant, Program Assistant I, Regional Grants Assistant | \$45,053               | \$53,000                | \$60,944               | \$21.66                | \$25.48                 | \$29.30                |
| PAIH 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, VAIL, 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                |

# Salary Structure Development

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



Insurance | Risk Management | Consulting

| 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, VAIL, 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               |

# Salary Structure Development

## Option 3a: 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, VAP, 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

| Itemized Costs – Option 1              | Count     | Cost (\$)        | % of Payroll |
|----------------------------------------|-----------|------------------|--------------|
| Adjustments to Minimum                 | 13        | \$51,216         | 4.3%         |
| Adjustments for Time in Seat           | 14        | \$94,917         | 8.0%         |
| 3% COLA Increase                       | 18        | \$34,947         | 2.9%         |
| <b>Total Increase in Payroll Costs</b> | <b>18</b> | <b>\$181,079</b> | <b>15.2%</b> |

| Itemized Costs – Option 2              | Count     | Cost (\$)        | % of Payroll |
|----------------------------------------|-----------|------------------|--------------|
| Adjustments to Minimum                 | 13        | \$206,553        | 17.3%        |
| Adjustments for Time in Seat           | 14        | \$114,747        | 9.3%         |
| 3% COLA Increase                       | 18        | \$35,765         | 3.0%         |
| <b>Total Increase in Payroll Costs</b> | <b>18</b> | <b>\$357,065</b> | <b>29.6%</b> |

| Itemized Costs – Option 3b             | Count     | Cost (\$)        | % of Payroll |
|----------------------------------------|-----------|------------------|--------------|
| Adjustments to Minimum                 | 13        | \$128,639        | 10.8%        |
| Adjustments for Time in Seat           | 14        | \$104,811        | 8.8%         |
| 3% COLA Increase                       | 18        | \$34,947         | 2.9%         |
| <b>Total Increase in Payroll Costs</b> | <b>18</b> | <b>\$268,397</b> | <b>22.5%</b> |