

To: Members
Dunwoody City Council

From: Heather Vseer
Human Resources Manager

Re: Discussion of Amendment of City Position Allocation and Compensation Chart

Date: July 10, 2023

Action

Authorize the Mayor, City Manager, or designee to approve an amendment to the City's Position Allocation and Compensation Chart and to provide pay adjustments for all City employees.

Summary

On a regular basis, Staff conducts and participates in salary and benefits surveys to verify that the City's salary structure and benefits remain market competitive. To review the adequacy of the City's current compensation plan, Staff recently worked with Evergreen Solutions to conduct a study and analyze salary and benefits data from several comparable and/or competitive municipalities.

Current survey data indicates that in order to remain competitive with surrounding cities, the City should update its salary ranges. The following Position Allocation and Compensation Charts show the current and proposed salary ranges. Evergreen's final report also is attached, which notes proposed changes to the City's current salary ranges, range spreads, and grade progressions. This proposed structure addresses concerns of compression between supervisors and subordinates and provides more flexibility for future growth. The proposed Position Allocation and Compensation Chart now incorporates midpoints.

At the recommendation of Evergreen Solutions, and after consultation with the internal project team, the decision was made to increase the grades for the following positions based on market data and plan structure: Executive Assistant (grade 107), Human Resources Generalist (grade 108), Records Supervisor (grade 109), Human Resources Manager (grade 112), Lieutenant (grade 112), Deputy Community Development Director (grade 114), Technology Manager (grade 114), Assistant Finance Director (grade 115), Major (grade 115), Deputy Public Works Director (grade 116), Human Resources Director (grade 118), Technology Director (grade 118), and Assistant City Manager (grade 119).

Details

Inflation has greatly impacted the local job market, and it is becoming increasingly challenging to maintain a competitive position in this market. For both recruitment and retention reasons, Staff recommends the following:

- Increasing the City's salary ranges by 11.5% based on survey data in order to benchmark the City's pay at 85% of the local market.
- Increasing the hiring grid for the Police Officer position by the same 11.5% to fall within the new salary range.
- An average increase of 10% for Police Officers and Detectives.
 - This increase results from placing existing Police Officers and Detectives on the new hiring grid to maintain equity between new hires and existing employees.
 - No Police Officer or Detective will receive a pay reduction if current pay exceeds position on the proposed hiring grid.
- A 10% increase for Sergeants and Lieutenants, to match the average increase for Police Officers and Detectives, which will alleviate compression and maintain internal equity.
- Increasing the pay for all other City positions by 4%.
- Any Police Officer or Detective whose current pay already exceeds their position on the proposed hiring grid also will receive the 4% increase.
- Any employee who does not reach the minimum of their pay grade with the 4% increase will receive an additional increase to bring them to the new minimum.

If approved, the City will implement these actions effective August 1st.

With estimated City salaries and benefits, the additional cost to the City would be \$636,892 for a full year. If approved by Council, a budget amendment from the Finance Director will be forthcoming.

Recommendation

Authorize the Mayor, City Manager, or designee to approve an amendment to the City's Position Allocation and Compensation Chart and to provide pay adjustments for all City employees.

Compensation Study Dunwoody, Georgia



Evergreen Solutions, LLC



Study Goals



Project Phases



Recommendations

Purpose of a Compensation Study

An organization's employees are its most valuable resource and greatest asset. A compensation study is an important tool used by organizations to maintain a competitive advantage.

Recruiting &
Retaining Top-Tier
Talent

Improving
Employee Morale

Improving
Organization
Culture

Creating and
Maintaining a
Healthy Budget

Study Goals

Review current compensation system to ensure internal equity

Survey peer organizations to ensure external equity

Produce recommendations to provide the City with a system that is equitable, both internally and externally

Project Kick-Off Meeting

- January 2023

Data Collection

- Employee Database
- Salary Schedules
- Job Descriptions
- Organizational Charts
- Personnel Policies and Procedures

Assessment of Current Conditions

One pay plan for all general and sworn employees;
hiring grid for police officers

92 Employees Included in the Study
12 Departments/Offices
37 Classification Titles

Range Spread

PG 101 – 110: 60%
PG 111 – 118: 65%

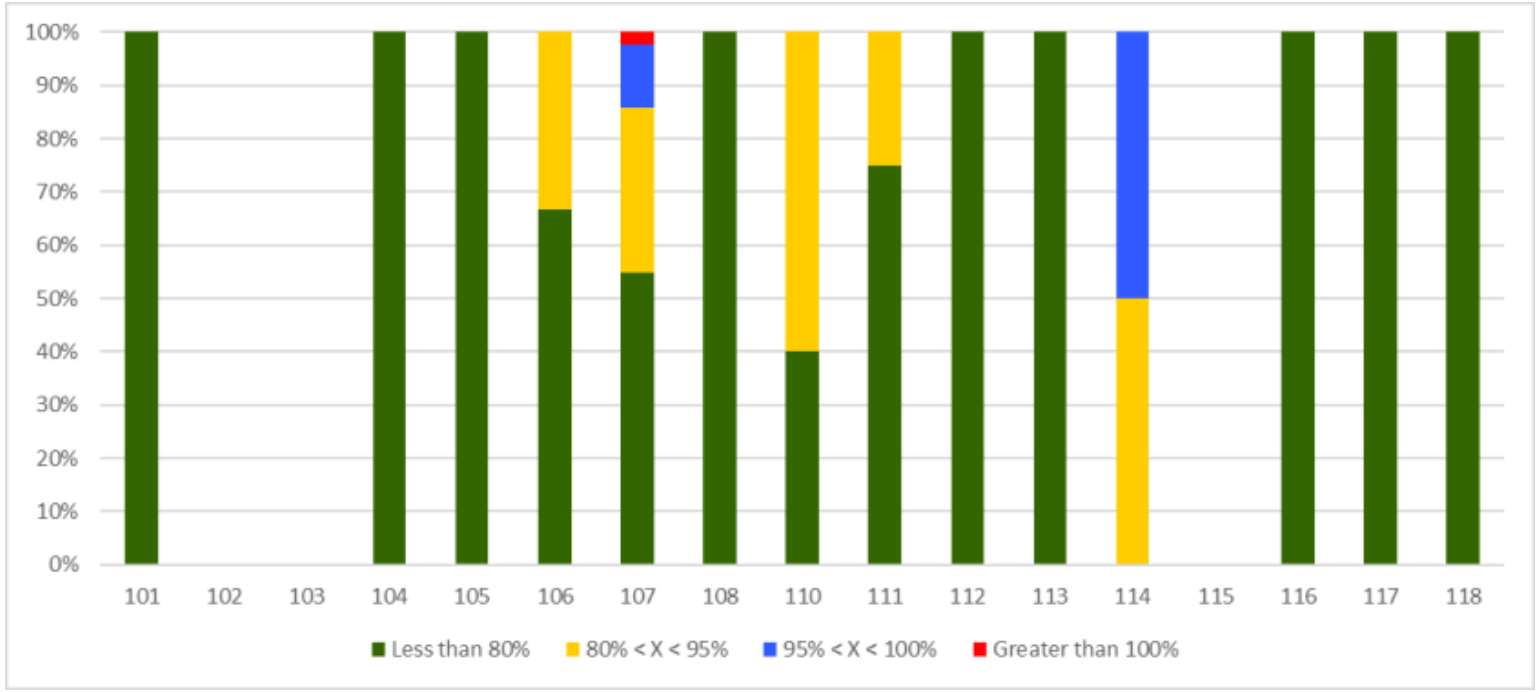
Midpoint Grade Progression

8% between all levels except
PG 111 at 10%

Significant Findings

1. Structure follows best management practices;
2. Approximately 60% of employees are below the midpoint; 31 employees fall within the 2nd quartile;
3. Average tenure is 6.2 years;
4. Compression between supervisors and employees; 6 are within 95% of supervisor salaries and 1 exceeds supervisor salary
5. Sworn employees' salaries appear to have increased at a faster rate than general employees

Assessment of Current Conditions



Areas of compression identified – noted in the red, blue and yellow sections of the chart. Primarily occurs between police officers and higher-ranking positions.



Market Salary Survey

- Data was solicited from 20 peers
- Identified peers are close in proximity and represent employers that the City often competes with for quality employees.
- List includes 18 Cities and 2 Counties

Selected Peers
Alpharetta
Atlanta
Brookhaven
Chamblee
Cumming
Decatur
Duluth
Johns Creek
Kennesaw
Marietta
Milton
Norcross
Roswell
Sandy Springs
Smyrna
Suwanee
Tucker
Woodstock
Cobb County
DeKalb County



Market Salary Survey, cont.

- 45 classifications used as benchmarks
- 520+ data points collected
- Results finalized in March 2023

Market Comparison at the 85th Percentile

At the Minimum
13.7% Below

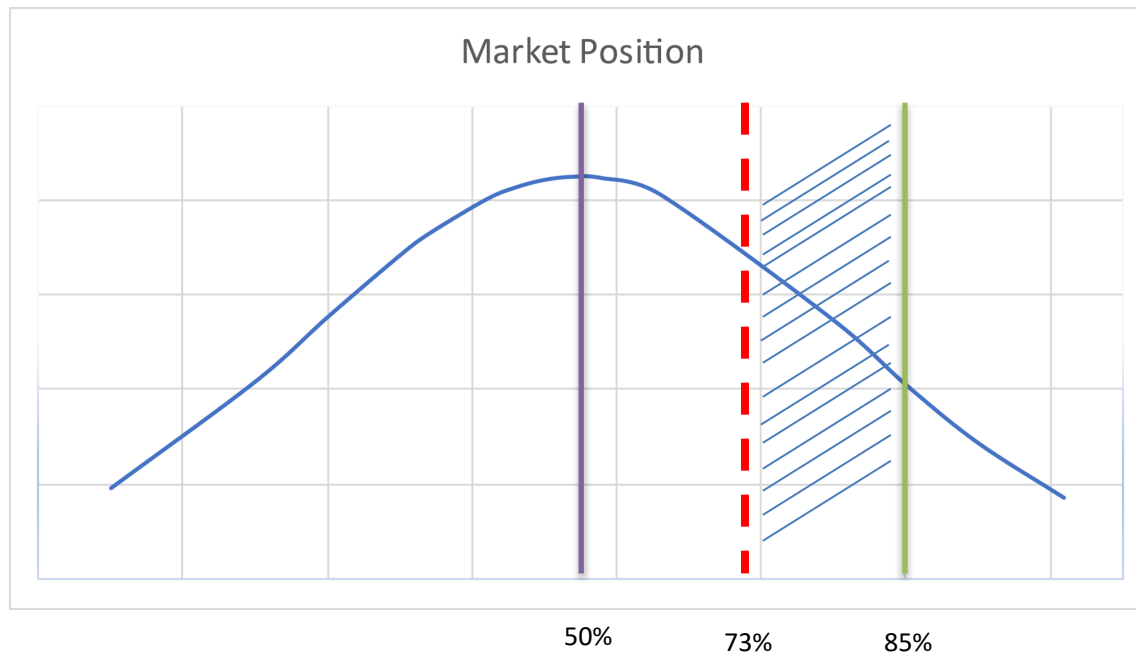
At the Midpoint
11.5% Below

At the Maximum
10.4% Below

Average Range
Spread: 58%

Market Salary Survey, cont.

- Bell curve representation of market position
- Current data indicates that the City has slipped in market position
- To maintain competitive position with peers, desired placement is at the 85th percentile



Market Salary Survey, cont.

At the 85th percentile, there are 22 classifications that are greater than 10% behind market at the salary midpoint:

Classification
Technology Manager
Records Supervisor
Technology Director
Assistant Finance Director
Executive Assistant
Human Resources Director
Deputy Police Chief
Police Chief
Major - Police
Detective
Property and Evidence Technician

Classification
Lieutenant - Police
Human Resources Generalist
Deputy Community Development Director
Human Resources Manager
Public Works Director
Crime and Intelligence Analyst
Deputy City Clerk
Sergeant - Police
Finance Director
Parks and Recreation Director
Deputy Municipal Court Clerk



Benefits Survey

Overall, the City's benefit package is slightly more competitive than peers.

Organization Demographics	Peer Average		City of Dunwoody	
Full-Time Employees	277	95.5%	103	100.0%
Part-Time Employees	13	4.5%	0	0.0%
Benefits as a Percentage of Total Compensation	27.6%		32.9%	
Number of Medical Plans Offered	2.5		1.0	

Benefits Survey

- The City covers a larger percentage of health insurance costs compared to peers.
- In comparison to peers, the health plan offered to the City of Dunwoody employees is provided at little to no cost for dependent and single coverage. The annual deductible is also significantly less than peer organizations.
- The City requires fewer years to be vested for retirement.
- The City offers more holidays to employees than peer organizations.
- The allowable vacation/sick leave accrual rates are slightly less than peer organizations, but the City does allow for a greater number of hours to be carried forward.
- In comparison to some peers, Dunwoody does not currently offer insurance benefits to retirees.

Salary Plan Considerations

Base plans on being competitive at the 85th percentile; adjust pay plans by market midpoint of 11.5%

Maintain consistency and transparency in structure; adjust hiring grid consistent with salary schedule

Adjust Sergeant and Lieutenants at a consistent rate as Police Officer average to address compression

Allow for a minimum percent increase for all employees

Allow for flexibility to meet future need

Classification Adjustments

Classification	Pay Grade Adjustment
Executive Assistant	107
Human Resources Generalist	108
Records Supervisor	109
Human Resources Manager	112
Lieutenant	112
Deputy Community Development Director	114
Technology Manager	114
Assistant Finance Director	115
Major	115
Deputy Public Works Director	116
Human Resources Director	118
Technology Director	118
Assistant City Manager	119

Pay grade adjustments are recommended based on both market and organizational structure.

Proposed Salary Plans

Pay Grades: 20

Blue pay grades indicate placement of sworn employee classifications

Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Grade Progression
101	\$35,900	\$46,670	\$57,440	60%	-
102	\$38,772	\$50,403	\$62,035	60%	8.0%
103	\$41,874	\$54,436	\$66,998	60%	8.0%
104	\$45,224	\$58,792	\$72,359	60%	8.0%
105	\$48,843	\$63,495	\$78,148	60%	8.0%
106	\$52,750	\$68,576	\$84,401	60%	8.0%
107	\$56,970	\$74,061	\$91,152	60%	8.0%
108	\$61,527	\$79,986	\$98,444	60%	8.0%
109	\$66,450	\$86,385	\$106,320	60%	8.0%
110	\$73,095	\$95,023	\$116,952	60%	10.0%
111	\$78,942	\$102,625	\$126,308	60%	8.0%
112	\$85,258	\$110,836	\$136,413	60%	8.0%
113	\$92,080	\$119,703	\$147,327	60%	8.0%
114	\$101,287	\$131,674	\$162,060	60%	10.0%
115	\$109,391	\$142,208	\$175,025	60%	8.0%
116	\$118,142	\$153,585	\$189,028	60%	8.0%
117	\$127,594	\$165,872	\$204,150	60%	8.0%
118	\$137,802	\$179,142	\$220,482	60%	8.0%
119	\$148,826	\$193,473	\$238,121	60%	8.0%
120	\$160,732	\$208,951	\$257,171	60%	8.0%

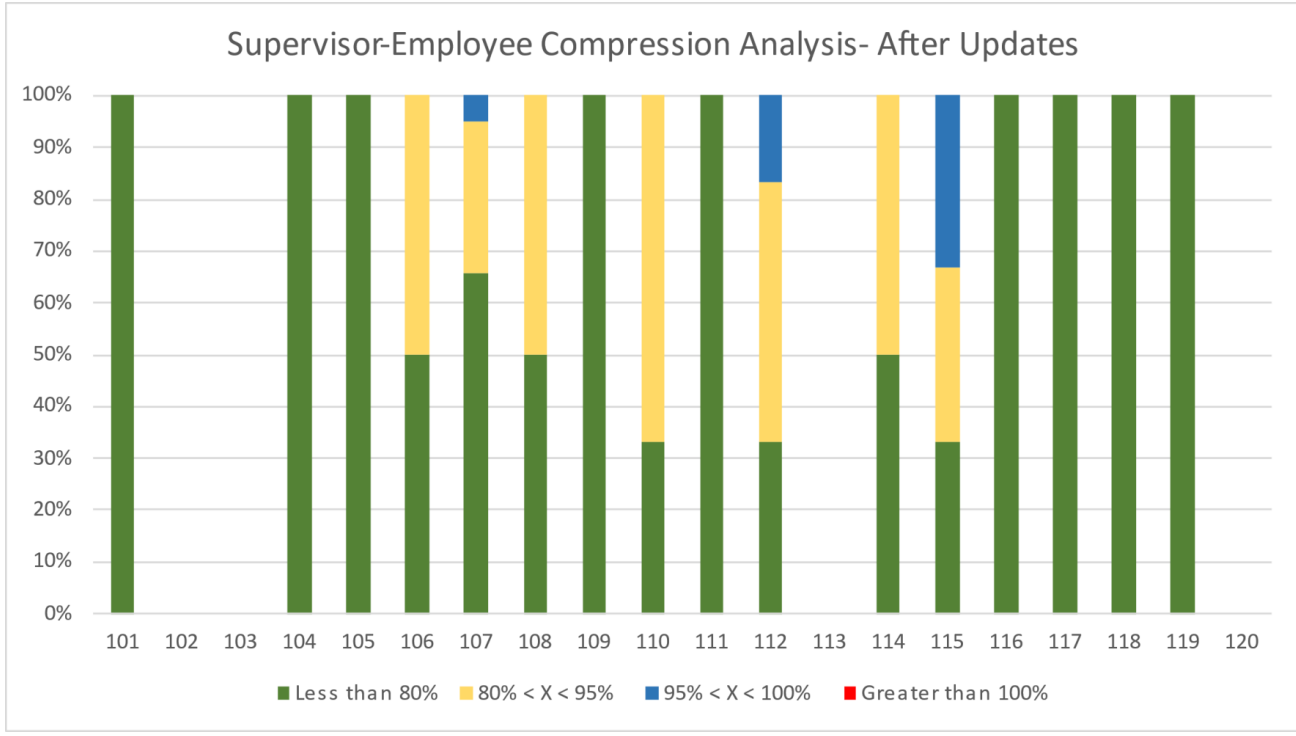
Proposed Salary Plans

Proposed Hiring Grid

Proposed - Grid w/ Proposed Pay Range		Degree Supplement: \$1,250.00	Degree Supplement: \$1,250.00	Degree Supplement: \$1,250.00
Police Officer with:	HS Diploma or Equivalent	Associate Degree	Bachelor's Degree	Master's Degree
No Experience	\$56,970	\$58,220	\$59,470	\$60,720
1 Year	\$58,679	\$59,929	\$61,179	\$62,429
2 Years	\$60,440	\$61,690	\$62,940	\$64,190
3 Years	\$62,253	\$63,503	\$64,753	\$66,003
4 Years	\$64,120	\$65,370	\$66,620	\$67,870
5 Years	\$66,044	\$67,294	\$68,544	\$69,794
6 Years	\$68,025	\$69,275	\$70,525	\$71,775
7 Years	\$70,066	\$71,316	\$72,566	\$73,816
8 Years	\$72,168	\$73,418	\$74,668	\$75,918
9 Years	\$74,333	\$75,583	\$76,833	\$78,083
10+ Years	\$76,563	\$77,813	\$79,063	\$80,313



Updated Compression Chart



Areas of compression identified – noted in the red, blue and yellow sections of the chart. Still primarily occurs between police officers and their higher-ranking positions but the compression issues are minimized compared to current.



Implementation Costs by

Option

All Employees w/out Police Officers & Detectives

Implementation Option	Total Implementation Cost	# Employees Receiving Adjustments	Average Salary Adjustment	Average Percentage Adjustment
Current Range Placement with a min of 4% Adjustment	281,124	55	\$5,111	5.7%

Police Officers & Detectives

Implementation Option	Total Implementation Cost	# Employees Receiving Adjustments	Average Salary Adjustment	Average Percentage Adjustment
Hiring Grid or 4% for Officers Off-Grid	\$238,152	40	\$5,954	10.0%

Total Cost	\$519,276
Average Percentage Adjustment	7.5%
Average Salary Adjustment	\$5,466

Recommendations

Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues and make changes to pay grade assignments if necessary.

Conduct a comprehensive classification and compensation study every three to five years subject to budget constraints and as market conditions are warranted.

Review and revise, as appropriate, existing pay practice guidelines including those for determining salaries of newly hired employees, progressing employee salaries through the pay plans, and determining pay increase for employees who have been promoted to a different classification.

Thank You!

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Compensation Study for the City of Dunwoody, GA

FINAL REPORT



Evergreen Solutions, LLC

June 29, 2023

EVERGREEN SOLUTIONS, LLC

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Chapter 1 - Introduction

In January 2023, Evergreen Solutions was retained by the City of Dunwoody, GA to conduct a compensation study for all employees. The compensation study was designed to focus on the external equity of both the structure by which employees are compensated, as well as the way in which positions relate and compare to one another across the City. The recommendations offered in this study are intended to meet the City's desire to attract and retain qualified employees.

External equity deals with the differences between what the City is paying for each classification of employees and what compensation is available in the market place for the same skills, capabilities, and duties.

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

- holding a study kick-off meeting;
- analyzing the City's current salary structure to determine its strengths and weaknesses;
- conducting salary and benefits surveys and providing feedback to the City regarding current market competitiveness;
- developing a competitive compensation structure and slotting classifications into that structure while ensuring internal and external equity;
- developing optional methods for transitioning salaries into the new structure and calculating cost estimates for implementation;
- preparing and submitting draft and final reports that summarize the study findings and recommendations.

1.1 STUDY METHODOLOGY

To provide relevant information to the City, Evergreen combined qualitative with quantitative data analysis to produce recommendations that maximize the fairness and competitiveness of the City's classification structure and practices.



Project activities included:

- conducting a project kick-off meeting;
- analyzing the City's current salary structure;
- conducting a salary and benefits survey;
- developing recommendations for compensation management;
- developing detailed implementation plans; and
- creating the draft and final reports.

Kickoff Meeting

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

Assessment of Current Conditions

This analysis provides an overall assessment of the existing pay plans and related data for the City's employees at the time the study began. The current pay plans, the progression of employee salaries through pay grades, employee tenure, and the distribution of employees in the City are all examined during this process. The findings of this analysis are summarized in **Chapter 2** of this report.

Salary and Benefits Surveys

The external market is defined as identified peers with which the City competes for qualified employees, including those that have similar characteristics, demographics, and service offerings as the target organization. Benchmark positions are identified from each area and level of the organization and include a large cross-section of positions in the City. Once the target and benchmark information is finalized, survey tools are created to solicit salary and benefits information from each of the peer organizations. When the results are received, the data are analyzed, cleaned, and entered to provide aggregate findings. The results of the surveys are provided in **Chapter 3** and **Chapter 4**.

Recommendations

The development of recommendations followed agreement on the structure of the compensation system. During this phase, desired range spreads (distance from minimum to maximum) and midpoint progressions (distance from the midpoint of one pay grade to the next) were established. In addition, the City identified its desired market position and compensation philosophy. Subsequently, the pay plan and job slotting within the system were adjusted to account for this desired position in the market.

The final step in the development of recommendations was to identify the costs associated with each step of the analysis. The data from the job slotting were applied to the individual incumbents in the organization. This gave the City the opportunity to view the total costs associated with the structural changes. Information was then provided to the City on various ways to implement the proposed structure and possible adjustments that can be made to address any remaining issues. A summary of the findings and the associated recommendations in the study can be found in **Chapter 5**.

1.2 REPORT ORGANIZATION

This report includes the following five chapters:

- Chapter 1 – Introduction
- Chapter 2 – Assessment of Current Conditions
- Chapter 3 – Salary Survey Summary
- Chapter 4 – Benefits Survey Summary
- Chapter 5 – Recommendations



EVERGREEN SOLUTIONS, LLC

Chapter 2 – Assessment of Current Conditions

Chapter 2 provides an overall assessment of the compensation system in place for employees at the City of Dunwoody, GA. Data included here reflect the demographics in place at the time of the study and should be considered a snapshot in time. The data provide the baseline for analysis throughout the course of this study but are not sufficient cause for recommendations in isolation. By conducting this review, Evergreen gained a better understanding of the structure and associated salary practices in place and identified issues for both further review and potential revision.

2.1 ANALYSIS OF PAY PLAN

The City administers one open range plan for its employees. **Exhibit 2A** provides details related to the value of the pay ranges at the minimum, midpoint, and maximum; the range spread for each (the distance between the pay range minimum and maximum); the midpoint progression between grades (the percentage increase between the midpoints of consecutive grades); and the number of employees in each grade. As shown, the plan features 18 grades and serves 92 employees. Range spreads are consistent at 60 percent in grades 101 to 110, then increases to 65 percent for grades 111 to 118. (*Note: The City Manager has a negotiated salary; therefore, this position is not included in the tables referencing pay grades.*)

**EXHIBIT 2A
PAY PLAN SUMMARY**

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression	Employees
101	\$32,198.00	\$41,858.00	\$51,518.00	60%	-	1
102	\$34,774.00	\$45,206.50	\$55,639.00	60%	8%	0
103	\$37,556.00	\$48,823.50	\$60,091.00	60%	8%	0
104	\$40,562.00	\$52,730.00	\$64,898.00	60%	8%	7
105	\$43,806.00	\$56,948.50	\$70,091.00	60%	8%	4
106	\$47,312.00	\$61,505.00	\$75,698.00	60%	8%	3
107	\$51,096.00	\$66,425.00	\$81,754.00	60%	8%	42
108	\$55,183.00	\$71,738.50	\$88,294.00	60%	8%	1
109	\$59,598.00	\$77,478.00	\$95,358.00	60%	8%	0
110	\$64,367.00	\$83,676.50	\$102,986.00	60%	8%	10
111	\$69,515.00	\$92,108.50	\$114,702.00	65%	10%	8
112	\$75,077.00	\$99,477.50	\$123,878.00	65%	8%	1
113	\$81,084.00	\$107,436.50	\$133,789.00	65%	8%	1

**EXHIBIT 2A (CONTINUED)
PAY PLAN SUMMARY**

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression	Employees
114	\$87,570.00	\$116,030.00	\$144,490.00	65%	8%	3
115	\$94,576.00	\$125,312.50	\$156,049.00	65%	8%	0
116	\$102,142.00	\$135,338.00	\$168,534.00	65%	8%	7
117	\$110,314.00	\$146,165.50	\$182,017.00	65%	8%	1
118	\$119,138.00	\$157,858.00	\$196,578.00	65%	8%	3

Exhibit 2B shows the 37 unique job titles that are currently utilized by the City.

**EXHIBIT 2B
CLASSIFICATION TITLES**

Classification Title	Classification Title
Accounting Manager	Human Resources Generalist
Assistant City Manager	Human Resources Manager
Assistant Finance Director*	Lieutenant
Business Retention and Cultural Dev. Manager	Major
City Clerk	Municipal Court Clerk
City Manager	Parks & Recreation Director
Communications Director	Police Chief
Communications Manager	Police Crime Scene Technician
Community Development Director	Police Officer
Crime and Intelligence Analyst	Police Service Rep (PSR)
Deputy Chief	Prisoner Transport Officer
Deputy City Clerk	Property & Evidence Technician
Deputy Community Development Director	Public Works Director
Deputy Municipal Court Clerk	Records Clerk
Detective	Records Supervisor
Economic Development Director	Sergeant
Executive Assistant - Chief of Police	Technology Director
Finance Director	Technology Manager
Human Resources Director	

*Vacant at time of analysis

2.2 SALARY PLACEMENT ANALYSIS

When assessing the effectiveness of a pay plan and associated policies, it is helpful to analyze where employee salaries stand in comparison to their classification’s pay range. Identifying areas where there are clusters of employee salaries can illuminate potential pay progression concerns within a pay plan. It should be noted that employee salaries, and the progression of the same, is associated with an organization’s compensation philosophy—specifically, the

method of salary progression and the availability of resources. Therefore, the placement of employee salaries should be viewed with this context in mind.

Below and At Minimum and At or Above Maximum

In general, the placement of an employee’s salary at a classification’s pay range minimum would generally indicate a newer employee or an employee that was recently promoted into a classification who has not had the opportunity or experience needed to progress through the range. In contrast, an employee with a salary at or near the maximum of their pay range is generally an employee with longer tenure who has had the opportunity, experience, and/or performance to progress their salary toward the top of the pay range.

Exhibit 2C displays the percentage of employees whose salaries are at or below their respective pay range minimum and at or above the pay range maximum of their respective pay range maximum. Employees not included in these charts are compensated somewhere between the upper and lower thresholds. The percentages presented are based on the total number of employees in that grade. As shown, zero employees (0.0 percent) have salaries below their respective pay range minimum, at the minimum, at the maximum, or above the maximum.

**EXHIBIT 2C
BELOW AND AT MINIMUM AND AT OR ABOVE MAXIMUM BY GRADE**

Grade	Employees	Below Min		At Min		At Max		Above Max	
		#	%	#	%	#	%	#	%
101	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
104	7	0	0.0%	0	0.0%	0	0.0%	0	0.0%
105	4	0	0.0%	0	0.0%	0	0.0%	0	0.0%
106	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
107	42	0	0.0%	0	0.0%	0	0.0%	0	0.0%
108	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
110	10	0	0.0%	0	0.0%	0	0.0%	0	0.0%
111	8	0	0.0%	0	0.0%	0	0.0%	0	0.0%
112	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
113	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
114	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
116	7	0	0.0%	0	0.0%	0	0.0%	0	0.0%
117	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
118	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	92	0	0	0	0.0%	0	0.0%	0	0.0%

Below and Above Midpoint

In addition to assessing the number of employee salaries at minimum and maximum, an analysis was conducted to determine the number of employees with salaries below and above pay range midpoint. Employees with salaries close to the midpoint of a pay range typically would be fully proficient in their classification and require minimal supervision to complete their job duties while performing satisfactorily. Within this framework, pay range midpoint is commonly considered to be the salary an individual could reasonably expect for similar work in the market. Therefore, it is important to examine the percentage and number of employees with salaries above and below the calculated midpoint.

Exhibit 2D displays the percentage of employee whose salaries are below or above their respective pay range midpoint. The percentages presented are based on the total number of employees in that grade. As can be seen, 55 (59.8 percent) employees are compensated below the midpoint and 37 (40.2 percent) are compensated above.

**EXHIBIT 2D
BELOW AND ABOVE MIDPOINT BY CLASSIFICATION**

Grade	Employees	<Mid		Mid>	
		#	%	#	%
101	1	0	0.0%	1	100.0%
104	7	7	100.0%	0	0.0%
105	4	3	75.0%	1	25.0%
106	3	1	33.3%	2	66.7%
107	42	26	61.9%	16	38.1%
108	1	0	0.0%	1	100.0%
110	10	10	100.0%	0	0.0%
111	8	3	37.5%	5	62.5%
112	1	1	100.0%	0	0.0%
113	1	0	0.0%	1	100.0%
114	3	1	33.3%	2	66.7%
116	7	2	28.6%	5	71.4%
117	1	0	0.0%	1	100.0%
118	3	1	33.3%	2	66.7%
Total	92	55	59.8%	37	40.2%

2.3 QUARTILE ANALYSIS

In a quartile analysis, each salary range is divided into four equal segments (quartiles) and employees are assigned a quartile based on where their current salary falls. While there is no best practice for what average tenure should be for each quartile, and other factors outside of the breadth of this analysis can impact placement (e.g., promotional and hiring practices), this analysis is useful in revealing areas of compression within a compensation system when paired with tenure data. Generally, the ideal outcome is for the analysis to show a strong

correlation between tenure and quartile, where higher tenure would be experienced in higher quartiles.

Exhibit 2E shows the number of employee salaries that are in each quartile of each pay range. Also, the average overall tenure (i.e., how long an employee has been at the City) by quartile is shown. As displayed, 24 (26.1 percent) employees have salaries in the first quartile of their respective range, 31 (33.7 percent) employees have salaries in the second quartile, 21 (22.8 percent) employees have salaries in the third quartile, and 16 (17.4 percent) employees have salaries in the fourth quartile. Additionally, increases in tenure is consistent through the quartiles: average tenure in the first quartile is 1.4 years, is 6.9 years in the second quartile, is 7.2 years in the third quartile, and is 10.5 years in the fourth quartile. *(Note: The City's hiring practice includes providing credit for significant outside experience when determining salary placement; this chart does not take this factor into account.)*



**EXHIBIT 2E
QUARTILE ANALYSIS**

Grade	Total Employees	Avg. Tenure	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
			#	Avg. Tenure	#	Avg. Tenure	#	Avg. Tenure	#	Avg. Tenure
101	1	6	0	-	0	-	1	5.9	0	-
104	7	2	4	0.7	3	4.4	0	-	0	-
105	4	6	0	-	3	3.3	1	13.9	0	-
106	3	10	0	-	1	2.1	0	-	2	13.8
107	42	5	20	1.3	6	4.9	8	7.2	8	10.1
108	1	0	0	-	0	-	1	0.5	0	-
110	10	9	0	-	10	9.4	0	-	0	-
111	8	8	0	-	3	5.8	3	9.9	2	7.2
112	1	13	0	-	1	12.9	0	-	0	-
113	1	0	0	-	0	-	1	0.2	0	-
114	3	14	0	-	1	13.9	1	14.0	1	14.0
116	7	6	0	-	2	7.6	4	5.8	1	5.6
117	1	10	0	-	0	-	0	-	1	9.8
118	3	7	0	-	1	2.8	1	3.7	1	14.2
Overall	92	6.2	24	1.4	31	6.9	21	7.2	16	10.5

2.4 COMPRESSION ANALYSIS

Comparison with Supervisor Salaries

Compression (when pay differentials are too small to be considered equitable) can be seen as a threat to internal equity and morale. One common form of pay compression can be defined as the lack of variation in salaries between employees with significantly different levels of experience and responsibility. An example of this can be observed when the pay of supervisors and their subordinates are too similar. The following analysis attempts to determine if such compression can be observed in the City.

Employee salary data were utilized to determine if the employee’s salary was either less than 80 percent, less than 95 percent, or more than 95 percent of their supervisor’s salary; **Exhibit 2F** shows that 61 (66.3 percent) employee salaries fall below 80 percent of their supervisor’s salary, 23 (25.0 percent) fall below 95 percent, six (6.5 percent) are above 95 percent, and one (1.1 percent) is above 100 percent. This seems to indicate that some compression of salaries is beginning to take place.

**EXHIBIT 2F
EMPLOYEE TO SUPERVISOR SALARY RATIO BY GRADE**

Grade	Less than 80%	80% < X < 95%	95% < X < 100%	Greater than 100%
101	1	0	0	0
104	7	0	0	0
105	4	0	0	0
106	2	1	0	0
107	23	13	5	1
108	1	0	0	0
110	4	6	0	0
111	6	2	0	0
112	1	0	0	0
113	1	0	0	0
114	0	1	1	0
116	7	0	0	0
117	1	0	0	0
118	3	0	0	0
Total	61	23	6	1

Actual Versus Expected Salary Placement

Another form of pay compression can occur when employees have not progressed through their pay range as their years of experience increase. The following analysis examines how far each employee has penetrated into his/her current pay range and compares it with their expected placement—assuming a 30-year period between minimum and maximum. Generally, the only source of concern would be employees that are more than ten percent below

expected placement. Simply having employees in this group does not necessarily mean there are corresponding compression issues, assuming there is a reason for these placements. It is also acknowledged that the City’s compensation practices may differ from progressing employee salaries based upon tenure.

Exhibit 2G displays the number and percentage of employees whose actual salary placement varies from their expected placement. As can be seen, 33 (35.9 percent) employees have salaries that are within ten percent of their expected salary placement, whereas zero (0.0 percent) have salaries that are more than ten percent below expected placement and 59 (64.1 percent) have salaries that are more than ten percent above. *(Note: Given the City’s current range spread, a 30-year career trajectory would call for annual raises of 1.6 to 1.7 percent; the City currently provides a higher percentage increase than this, thus explaining the number of employees earning more than 10 percent above expected placement.)*

**EXHIBIT 2G
ACTUAL VERSUS EXPECTED PLACEMENT BY CLASSIFICATION**

Grade	Less than -10%	-10 < X < -5%	-5% < X < 5%	5% < X < 10%	Greater than 10%
101	0	0	0	0	1
104	0	0	3	1	3
105	0	0	0	1	3
106	0	0	0	0	3
107	0	0	11	13	18
108	0	0	0	0	1
110	0	0	0	3	7
111	0	0	0	0	8
112	0	0	1	0	0
113	0	0	0	0	1
114	0	0	0	0	3
116	0	0	0	0	7
117	0	0	0	0	1
118	0	0	0	0	3
Total	0	0	15	18	59

2.5 DEPARTMENT/LOCATION DISTRIBUTION

As of February 2023, the City employed 93 employees across 12 different departments. The following analysis was intended to provide basic information regarding how employees are distributed among departments and locations.

Exhibit 2H depicts the number of classifications that are present in each department, along with the number and overall percentage of total employees by department. As illustrated, the largest department (in terms of employees) is the Police Department, with 69 employees representing 74.2 percent of the City’s workforce.

**EXHIBIT 2H
EMPLOYEES AND CLASSIFICATIONS BY DEPARTMENT**

Department	Employees	Classes	% of Total
City Clerk	3	3	3.2%
City Manager	2	2	2.2%
Communications	2	2	2.2%
Community Development	2	2	2.2%
Economic Development	2	2	2.2%
Finance	2	3	2.2%
Human Resources	3	3	3.2%
Municipal Court	4	2	4.3%
Parks and Recreation	1	1	1.1%
Police Department	69	14	74.2%
Public Works	1	1	1.1%
Technology	2	2	2.2%
Total	93	37	100.0%

2.6 SUMMARY

The information contained in this chapter identifies features of the overall structure of the compensation system, as well as the administration of it at the individual employee level. Notably, the following was found:

- **Pay Plans** – The compensation structure utilized by the City is fairly organized with a consistency in range spreads for grades 101 to 110 (60 percent) as well as 111 to 118 (65 percent).
- **Salary Distribution** – It was noted that the majority of salaries (59.8 percent) fall below the midpoint. This may indicate possible compression between newer and tenured employees.

This analysis serves as a starting point for the development of recommendations in this report. These observations were reviewed and considered in more detail throughout the course of the study. Paired with market data, Evergreen was able to make recommendations that will ensure that the compensation system at the City is structurally sound, competitive with the market, and equitable.

Chapter 3 – Market Summary

The purpose of the market summary chapter is to benchmark the City's compensation practices against that of its market peers, in order to establish how competitive the City is with the market. To complete this market study, Evergreen compared pay ranges of select benchmark positions that the City possesses against the compensation of positions performing those same duties within peer organizations. By aggregating the differences in pay ranges across all the positions, a reasonable determination is made as to the City's competitive position within the market.

It is important to note that individual salaries are not analyzed in this methodology, since individual compensation can be affected by a number of variables such as experience and job performance. For this reason, Evergreen looked at pay ranges across the entire classification to make the most accurate comparison. The results of this market study should be considered reflective of the current state of the market at the time of this study; however, market conditions can change rapidly. Consequently, it is necessary to perform market surveys of peer organizations at regular intervals in order for an organization to consistently monitor its position within the market. Furthermore, the market results detailed in this chapter provide a foundation for understanding the City's overall structural standing to the market, and the rates reflected in this chapter, while an important factor, are not the sole determinant for how classifications were placed into the proposed salary ranges outlined in **Chapter 5**.

Evergreen conducted a comprehensive market salary survey for the City, which included soliciting 20 target peer organizations (18 cities and 2 counties) for 45 benchmark positions. Of the 20 total organizations contacted, 20 responded and provided data for the benchmark positions. Target peers were selected based on a number of factors, including geographic proximity, resource level, job overlap, and size. Target organizations were also identified for their competition to the City for employee recruitment and retention efforts. The list of targets that provided data for the purpose of this study are included in **Exhibit 3A**.



**EXHIBIT 3A
RESPONDENT MARKET PEERS**

Selected Peers
Alpharetta
Atlanta
Brookhaven
Chamblee
Cumming
Decatur
Duluth
Johns Creek
Kennesaw
Marietta
Milton
Norcross
Roswell
Sandy Springs
Smyrna
Suwanee
Tucker
Woodstock
Cobb County
DeKalb County

3.1 MARKET DATA

The results of the market study are displayed in **Exhibit 3B**, which includes the benchmark job titles and the market salaries at the 85th percentile for each position at the minimum, midpoint, and maximum points of the pay ranges. Also included within the exhibit are the percent differentials of the City’s pay ranges at each respective point, relative to the market pay. A positive percent differential is indicative of the City’s pay range exceeding that of its market peers at the 85th percentile; alternatively, a negative percent differential indicates the City’s pay range for a given position lagging behind its peers at the 85th percentile. Classifications where no differential is shown is due to the City not possessing a pay range for comparison to the market. The exhibit also includes the range spreads for each position, as well as how many responses each benchmark received.

While all benchmarks are included in the survey, not every peer organization possesses an appropriate match. Consequently, the benchmarks receive varying levels of response. For the purpose of this study, all positions that received fewer than five matches from market peers were not considered in establishing the City’s competitive position. The rationale behind these positions being excluded is that insufficient response can lead to unreliable averages that may skew the aggregated data, blurring the reality of the City’s actual position in the market. Of the 45 positions surveyed, 44 had a sufficient response for inclusion.

**EXHIBIT 3B
MARKET SURVEY RESULTS – 85TH PERCENTILE**

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range Spread	# Resp.
	Average	% Diff	Average	% Diff	Average	% Diff		
Accounting Manager	\$75,839.20	-8.7%	\$97,620.45	-5.8%	\$120,906.43	-5.3%	59.4%	13
Assistant City Manager	\$116,344.23	2.4%	\$147,979.12	6.5%	\$181,053.99	8.2%	55.6%	10
Assistant Finance Director	\$104,016.39	-24.8%	\$134,963.24	-22.7%	\$171,006.07	-24.4%	64.4%	13
Business License Specialist	\$45,010.52	-	\$60,321.51	-	\$75,632.51	-	68.0%	12
Business Retention and Cultural Development Manager	\$68,087.19	-5.6%	\$87,275.48	-4.2%	\$106,240.03	-3.1%	56.0%	12
City Clerk	\$100,200.70	-13.5%	\$128,271.22	-10.0%	\$156,268.58	-7.8%	56.0%	12
Communications Director	\$108,666.59	-6.2%	\$139,252.72	-2.9%	\$169,838.85	-0.8%	56.3%	11
Communications Manager	\$69,111.49	0.6%	\$89,070.92	3.4%	\$110,340.34	3.9%	59.7%	12
Community Development Director	\$115,276.01	-12.1%	\$147,273.64	-8.4%	\$179,271.27	-6.2%	55.5%	13
Crime and Intelligence Analyst	\$53,696.35	-12.6%	\$69,805.26	-12.6%	\$85,914.16	-12.6%	60.0%	13
Crime Scene Technician	\$52,853.84	-11.1%	\$67,393.55	-9.1%	\$79,519.13	-4.9%	50.5%	8
Deputy Chief of Police	\$134,612.26	-27.4%	\$161,869.05	-17.9%	\$199,198.00	-16.7%	48.0%	10
Deputy City Clerk	\$62,576.00	-12.6%	\$81,273.35	-12.5%	\$99,899.88	-12.3%	59.6%	15
Deputy Community Development Director	\$95,259.22	-16.1%	\$124,977.88	-15.1%	\$154,696.54	-14.5%	62.4%	5
Deputy Municipal Court Clerk	\$48,861.80	-10.9%	\$62,991.80	-10.1%	\$77,121.80	-9.6%	57.8%	13
Deputy/Assistant Parks and Recreation Director	\$98,425.89	-	\$126,024.21	-	\$154,726.84	-	57.2%	9
Deputy/Assistant Public Works Director	\$121,180.82	-	\$160,617.59	-	\$200,054.36	-	65.1%	8
Detective	\$60,902.77	-17.5%	\$78,567.50	-16.7%	\$96,311.95	-16.4%	58.1%	8
Economic Development Director	\$110,249.75	-7.6%	\$142,916.09	-5.4%	\$175,486.86	-4.0%	59.2%	13
Executive Assistant	\$56,897.55	-18.4%	\$75,085.14	-19.9%	\$93,642.45	-21.2%	64.6%	15
Finance Director	\$134,844.85	-12.4%	\$176,450.24	-11.1%	\$219,451.68	-11.0%	62.7%	14
Financial Analyst	\$54,013.47	-	\$70,080.64	-	\$86,147.82	-	59.5%	13
Human Resources Director	\$123,706.29	-19.1%	\$162,243.83	-18.1%	\$200,781.37	-17.5%	62.3%	12
Human Resources Generalist	\$59,861.06	-15.8%	\$77,800.74	-15.8%	\$95,693.72	-15.7%	59.9%	14
Human Resources Manager	\$80,360.09	-14.5%	\$105,191.04	-13.3%	\$130,022.00	-12.5%	61.8%	12



EXHIBIT 3B (CONTINUED)
MARKET SURVEY RESULTS – 85TH PERCENTILE

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range Spread	# Resp.
	Average	% Diff	Average	% Diff	Average	% Diff		
Lieutenant - Police	\$87,595.44	-23.0%	\$108,005.05	-15.9%	\$129,173.60	-11.9%	47.5%	15
Major - Police	\$113,783.36	-26.0%	\$137,629.75	-17.0%	\$165,867.63	-13.8%	45.8%	11
Municipal Court Clerk	\$67,400.66	10.8%	\$86,124.01	14.4%	\$104,847.35	16.6%	55.6%	14
Parks and Recreation Director	\$114,656.90	-11.5%	\$149,951.64	-10.2%	\$185,246.38	-9.4%	61.6%	10
Police Chief	\$143,632.16	-18.6%	\$188,238.13	-17.6%	\$232,844.09	-16.9%	62.1%	14
Police Officer	\$55,775.45	-8.8%	\$70,930.63	-6.6%	\$89,014.25	-8.5%	59.6%	16
Police Service Representative	\$42,954.08	-5.7%	\$55,560.65	-5.2%	\$67,624.90	-4.1%	57.4%	15
Prisoner Transport Officer*	\$40,847.14	-23.7%	\$50,342.94	-18.4%	\$59,838.74	-14.9%	46.5%	2
Property and Evidence Technician	\$52,482.58	-18.0%	\$66,947.91	-16.1%	\$79,322.30	-12.4%	51.1%	15
Public Works Director	\$126,074.32	-13.3%	\$166,257.08	-12.9%	\$206,911.43	-12.8%	64.1%	10
Purchasing Manager	\$74,536.31	-	\$96,178.90	-	\$118,021.32	-	58.3%	11
Receptionist	\$43,274.78	-	\$53,704.46	-	\$64,134.14	-	48.2%	11
Records Clerk	\$43,681.39	-7.4%	\$53,774.85	-2.0%	\$66,161.35	-1.9%	51.5%	12
Records Supervisor	\$63,948.50	-22.3%	\$86,641.69	-26.4%	\$109,334.88	-28.9%	71.0%	13
Revenue Accountant	\$60,049.38	-	\$77,915.14	-	\$95,839.16	-	59.6%	15
Risk Manager	\$74,868.41	-	\$97,529.80	-	\$120,191.19	-	60.5%	5
Senior Financial Analyst	\$63,668.66	-	\$82,135.52	-	\$100,602.37	-	58.0%	9
Sergeant - Police	\$75,183.32	-15.5%	\$93,691.70	-11.3%	\$107,941.26	-4.7%	43.6%	15
Technology Director	\$133,208.97	-26.4%	\$173,835.37	-24.9%	\$214,020.91	-23.8%	60.7%	12
Technology Manager	\$95,389.23	-31.4%	\$124,575.66	-30.0%	\$153,762.09	-29.1%	61.2%	11
Overall Average		-14.0%		-11.7%		-10.6%	57.9%	11.7
Outliers Removed*		-13.7%		-11.5%		-10.5%		

*This classification is considered an outlier as it did not receive sufficient response from peers.



3.2 SALARY SURVEY RESULTS

Market Minimums

It is important to assess where an organization is relative to its market minimum salaries, as they are the beginning salaries of employees with minimal qualifications for a given position. Organizations that are significantly below market may experience recruitment challenges with entry-level employees. As seen in **Exhibit 3B**, the City is currently 13.7 percent below the market minimum at the 85th percentile when considering positions with sufficient responses.

The following points are regarding the City’s position relative to the market average minimum:

- One (1) position was more than 10 percent above the market minimum at the 85th percentile. This position is displayed in **Exhibit 3C**.
- Twenty-five (25) positions were more than 10 percent below the minimum at the 85th percentile. These positions are displayed in **Exhibit 3D**.

**EXHIBIT 3C
CLASSIFICATIONS MORE THAN 10 PERCENT ABOVE THE MINIMUM (85TH PERCENTILE)**

Classification	% Diff
Municipal Court Clerk	10.8%

**EXHIBIT 3D
CLASSIFICATIONS MORE THAN 10 PERCENT BELOW THE MINIMUM (85TH PERCENTILE)**

Classification	% Diff
Assistant Finance Director	-24.8%
City Clerk	-13.5%
Community Development Director	-12.1%
Crime and Intelligence Analyst	-12.6%
Crime Scene Technician	-11.1%
Deputy Chief of Police	-27.4%
Deputy City Clerk	-12.6%
Deputy Community Development Director	-16.1%
Deputy Municipal Court Clerk	-10.9%
Detective	-17.5%
Executive Assistant	-18.4%
Finance Director	-12.4%
Human Resources Director	-19.1%
Human Resources Generalist	-15.8%
Human Resources Manager	-14.5%

**EXHIBIT 3D (CONTINUED)
CLASSIFICATIONS MORE THAN 10 PERCENT BELOW THE MINIMUM (85TH PERCENTILE)**

Classification	% Diff
Lieutenant - Police	-23.0%
Major - Police	-26.0%
Parks and Recreation Director	-11.5%
Police Chief	-18.6%
Property and Evidence Technician	-18.0%
Public Works Director	-13.3%
Records Supervisor	-22.3%
Sergeant - Police	-15.5%
Technology Director	-26.4%
Technology Manager	-31.4%

Market Midpoints

The market midpoint is exceptionally important to analyze, as it is often considered the closest estimation of market compensation. As seen in **Exhibit 3B**, the City is currently 11.5 percent below the market midpoint at the 85th percentile when considering positions with sufficient responses.

The following points are regarding the City’s position relative to the market average midpoint:

- One (1) position was more than 10 percent above the market midpoint at the 85th percentile. This position is displayed in **Exhibit 3E**.
- Twenty-two (22) positions were more than 10 percent below the midpoint at the 85th percentile. These positions are displayed in **Exhibit 3F**.

**EXHIBIT 3E
CLASSIFICATIONS MORE THAN 10 PERCENT ABOVE THE MIDPOINT (85TH PERCENTILE)**

Classification	% Diff
Municipal Court Clerk	14.4%

**EXHIBIT 3F
CLASSIFICATIONS MORE THAN 10 PERCENT BELOW THE MIDPOINT (85TH PERCENTILE)**

Classification	% Diff
Assistant Finance Director	-22.7%
Crime and Intelligence Analyst	-12.6%
Deputy Chief of Police	-17.9%
Deputy City Clerk	-12.5%

**EXHIBIT 3F (CONTINUED)
CLASSIFICATIONS MORE THAN 10 PERCENT BELOW THE MIDPOINT (85TH PERCENTILE)**

Classification	% Diff
Deputy Community Development Director	-15.1%
Deputy Municipal Court Clerk	-10.1%
Detective	-16.7%
Executive Assistant	-19.9%
Finance Director	-11.1%
Human Resources Director	-18.1%
Human Resources Generalist	-15.8%
Human Resources Manager	-13.3%
Lieutenant - Police	-15.9%
Major - Police	-17.0%
Parks and Recreation Director	-10.2%
Police Chief	-17.6%
Property and Evidence Technician	-16.1%
Public Works Director	-12.9%
Records Supervisor	-26.4%
Sergeant - Police	-11.3%
Technology Director	-24.9%
Technology Manager	-30.0%

Market Maximums

The market maximums, and how they compare to the City’s, are also detailed in **Exhibit 3B**. As seen in **Exhibit 3B**, the City is currently 10.5 percent below the market maximum at the 85th percentile when considering positions with sufficient responses.

The following points are regarding the City’s position relative to the market average maximum:

- One (1) position was more than 10 percent above the market maximum at the 85th percentile. This position is displayed in **Exhibit 3G**.
- Nineteen (19) positions were more than 10 percent below the market maximum at the 85th percentile. These positions are displayed in **Exhibit 3H**.

**EXHIBIT 3G
CLASSIFICATIONS MORE THAN 10 PERCENT ABOVE THE MAXIMUM (85TH PERCENTILE)**

Classification	% Diff
Municipal Court Clerk	16.6%

**EXHIBIT 3H
CLASSIFICATIONS MORE THAN 10 PERCENT BELOW THE MAXIMUM (85TH PERCENTILE)**

Classification	% Diff
Assistant Finance Director	-24.4%
Crime and Intelligence Analyst	-12.6%
Deputy Chief of Police	-16.7%
Deputy City Clerk	-12.3%
Deputy Community Development Director	-14.5%
Detective	-16.4%
Executive Assistant	-21.2%
Finance Director	-11.0%
Human Resources Director	-17.5%
Human Resources Generalist	-15.7%
Human Resources Manager	-12.5%
Lieutenant – Police	-11.9%
Major – Police	-13.8%
Police Chief	-16.9%
Property and Evidence Technician	-12.4%
Public Works Director	-12.8%
Records Supervisor	-28.9%
Technology Director	-23.8%
Technology Manager	-29.1%

3.3 SALARY SURVEY CONCLUSION

The standing of individual classifications pay range relative to the market should not be considered a definitive assessment of actual employee salaries being similarly above or below the market; however, such differentials can, in part, explain symptomatic issues with recruitment and retention of employees.

The main summary points of the market study are as follows:

- The City’s pay ranges are approximately 13.7 percent below the market minimum at the 85th percentile.

- The City's pay ranges are approximately 11.5 percent below the market midpoint at the 85th percentile.
- The City's pay ranges are approximately 10.5 percent below the market maximum at the 85th percentile.

The results of the market summary chapter are pivotal in the formulation of recommendations by Evergreen Solutions. By establishing the City's market position relative to its peers, Evergreen is better able to propose recommendations that enable the City to occupy its desired competitive position.



Chapter 4 – Benefits Survey Results

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

This information should be used as a cursory overview and not a line-by-line comparison since benefits can be weighted differently depending on the importance to the organization. It should also be noted that benefits are sometimes negotiated and acquired through third parties, so one-to-one comparisons can be difficult. The analysis in this chapter highlights aspects of the benefits survey that provide pertinent information and had high completion rates by target peers. The information reported also does not include federal or state mandated benefit deductions (FICA, tax withholding, etc).

Exhibit 4A provides a list of the 12 target peers from which full or partial benefits data were obtained for this analysis.

EXHIBIT 4A BENEFITS SURVEY RESPONDENTS

Survey Respondents
Alpharetta
Atlanta
Brookhaven
Chamblee
Decatur
Duluth
Johns Creek
Roswell
Sandy Springs
Smyrna
Tucker
Woodstock



4.1 EMPLOYEE INSURANCE COVERAGES AND MISCELLANEOUS BENEFITS

Exhibit 4B displays a basic overview of peer organization size, benefits as a percent of total compensation, and the average number of health plans offered. Market peers have an average of 277 full-time employees and 13 part-time employees. Comparatively, Dunwoody has 103 authorized full-time positions and no part-time employees. Additionally, the average number of health plans offered by peers (any combination of HMO, PPO, HSA/HRA, or other type of plan) is 2.5; Dunwoody offers one health option, a Cigna POS plan.

Based on the data provided, the City of Dunwoody has a smaller full-time work force than peer organizations but covers a greater percentage of benefit costs for its employees.

**EXHIBIT 4B
OVERALL BENEFITS INFORMATION**

Organization Demographics	Peer Average		City of Dunwoody	
Full-Time Employees	277	95.5%	103	100.0%
Part-Time Employees	13	4.5%	0	0.0%
Benefits as a Percentage of Total Compensation	27.6%		32.9%	
Number of Plans Offered	2.5		1.0	

4.2 HEALTH PLANS

Exhibit 4C displays data on the types of health plans offered by peers. As can be seen, 50.0 percent of peers offer a HMO plan, 16.7 percent offer a PPO plan, 69.2 percent offer a Health Savings Account or Health Reimbursement Account plan, and 73.3 percent offer some other type of plan, such as Enhanced PPO plans, High Deductible health plans, or OAP/OAPIN plans. Because respondents offer a combination of plans, these percentages do not add up to 100 percent.

The data show that the average percentage of an individual employee’s premium paid by the employer across all plans is 82.8 percent. Dunwoody pays 100 percent of the individual employee’s premium.

For employee plus child plans, peer employers contribute 83.4 percent across all plans, while Dunwoody pays 95.1 percent of this premium.

For employee plus spouse plans, peer employers contribute 83.0 percent across all plans, while Dunwoody pays 94.8 percent of this premium.

For employee plus family plans, peer employers contribute 83.0 percent across all plans, while Dunwoody pays 93.3 percent of this premium.

Evergreen surveyed respondents for health plan deductible and co-pay amounts, which are also shown in **Exhibit 4C**.



**EXHIBIT 4C
OVERVIEW OF HEALTH PLANS OFFERED BY PEERS**

Health Plan Premiums & Deductibles	Peer HMO Average	Peer PPO Average	Peer HRA/HSA Average	Other Plans Average	City of Dunwoody
Percentage of peers offering each plan	50.0%	16.7%	69.2%	73.3%	Cigna POS
DOLLAR AMOUNT (monthly) of employee premium paid by employer (on average)	\$707.05	\$743.07	\$568.70	\$612.08	\$1,045.20
PERCENTAGE (monthly) of employee premium paid by employer	82.7%	81.6%	90.3%	76.7%	100.0%
DOLLAR AMOUNT (monthly) of employee premium paid by employee	\$143.08	\$168.24	\$68.21	\$125.46	\$0.00
PERCENTAGE (monthly) of employee premium paid by employee	17.3%	18.4%	9.7%	23.3%	0.0%
Individual Maximum Deductible In Network	\$1,250.00	\$1,000.00	\$2,677.78	\$1,270.58	\$500.00
Individual Maximum Deductible Out of Network	\$3,625.00	\$3,000.00	\$7,614.29	\$4,450.00	\$1,500.00
DOLLAR AMOUNT (monthly) of employee plus child premium paid by employer	\$1,385.06	\$1,417.07	\$1,128.39	\$1,201.65	\$1,938.85
PERCENTAGE (monthly) of employee plus child premium paid by employer	82.6%	82.4%	89.9%	78.8%	95.1%
DOLLAR AMOUNT (monthly) of employee plus child premium paid by employee	\$274.91	\$302.58	\$139.72	\$225.80	\$99.30
PERCENTAGE (monthly) of employee plus child premium paid by employee	17.4%	17.6%	10.1%	21.2%	4.9%
Employee Plus Child Maximum Deductible In Network	\$3,000.00	\$3,000.00	\$5,088.89	\$3,307.50	\$1,500.00
Employee Plus Child Maximum Deductible Out of Network	\$8,087.50	\$7,000.00	\$14,371.43	\$9,627.78	\$4,500.00



**EXHIBIT 4C (CONTINUED)
OVERVIEW OF HEALTH PLANS OFFERED BY PEERS**

Health Plan Premiums & Deductibles	Peer HMO Average	Peer PPO Average	Peer HRA/HSA Average	Other Plans Average	City of Dunwoody
DOLLAR AMOUNT (monthly) of employee plus spouse premium paid by employer	\$1,610.82	\$1,532.97	\$1,356.09	\$1,378.74	\$2,079.88
PERCENTAGE (monthly) of employee plus spouse premium paid by employer	83.5%	82.5%	88.6%	77.3%	94.8%
DOLLAR AMOUNT (monthly) of employee plus spouse premium paid by employee	\$310.49	\$326.77	\$177.34	\$270.13	\$114.96
PERCENTAGE (monthly) of employee plus spouse premium paid by employee	16.5%	17.5%	11.4%	22.7%	5.2%
Employee Plus Spouse Maximum Deductible In Network	\$3,000.00	\$3,000.00	\$5,088.89	\$3,307.50	\$1,500.00
Employee Plus Spouse Maximum Deductible Out of Network	\$8,087.50	\$7,000.00	\$14,371.43	\$9,627.78	\$4,500.00
DOLLAR AMOUNT (monthly) of employee plus family premium paid by employer	\$2,318.35	\$2,212.64	\$1,893.99	\$1,970.02	\$2,973.60
PERCENTAGE (monthly) of employee plus family premium paid by employer	82.7%	82.7%	89.1%	77.3%	93.3%
DOLLAR AMOUNT (monthly) of employee plus family premium paid by employee	\$452.54	\$460.80	\$240.65	\$375.63	\$214.27
PERCENTAGE (monthly) of employee plus family premium paid by employee	17.3%	17.3%	10.9%	22.7%	6.7%
Employee Plus Family Maximum Deductible In Network	\$3,166.67	\$3,000.00	\$5,088.89	\$3,279.55	\$1,500.00
Employee Plus Family Maximum Deductible Out of Network	\$9,587.50	\$7,000.00	\$14,371.43	\$10,294.44	\$4,500.00



4.3 DENTAL AND VISION PLANS

In addition to questions regarding health care coverages, Evergreen asked peers to provide information on dental, vision, short-term disability, long-term disability, and life coverages.

Exhibit 4D shows that 8.3 percent of peers offer employer-paid dental insurance, while 92.3 percent offer one or more employee-paid dental plan options. The employee’s premiums for optional employee-paid plans averaged \$9.78 for employee only coverage, while the average employee cost for employee plus family coverage is \$41.00. Dunwoody does offer a shared-cost dental plan and covers 100 percent of the premium for employee only coverage. The average Dunwoody employee cost for employee plus family coverage is \$56.62.

Exhibit 4D also shows that no peers offer employer-paid vision insurance for employees, while 100 percent offer one or more employee-paid vision plan options. The employee premium for optional employee-paid plans averaged \$5.59 for employee only coverage, while the average employer cost for employee plus family coverage is \$14.95. Dunwoody offers an employee-paid vision insurance plan; the employee’s premiums for optional employee paid plans average \$6.37 for employee only coverage, while the average employee cost for employee plus family coverage is \$18.68.

**EXHIBIT 4D
DENTAL AND VISION COVERAGE QUESTIONS**

Dental and Vision Offerings		Peer Percentage Offered	Average Number of Plans Offered	Average maximum monthly amount that the employee pays for employee only coverage	Average maximum monthly amount that the employee pays for employee plus family coverage
Dental Insurance	Employer Paid	8.3%	1.0	-	-
	City of Dunwoody	No	0.0	-	-
	Employee Paid	92.3%	2.0	\$9.78	\$41.00
	City of Dunwoody	Yes	1.0	\$0.00	\$56.62
Vision Plan	Employer Paid	0.0%	0.0	-	-
	City of Dunwoody	No	0.0	-	-
	Employee Paid	100.0%	1.1	\$5.59	\$14.95
	City of Dunwoody	Yes	1.0	\$6.37	\$18.68

4.4 SHORT-TERM AND LONG-TERM DISABILITY COVERAGE

Exhibit 4E displays information related to short- and long-term disability insurance. For short-term disability coverage, 64.3 percent of responding peers offer an employer-paid plan, and 20.0 percent offer an employee-paid plan. On average, peers pay an average of 64.5 percent of salary at the time of a disability, up to \$6,285.71 per month with an average coverage period of 163.8 days. Dunwoody does offer employer-paid short-term disability coverage but does not offer employee-paid short-term disability coverage. The monthly cost to Dunwoody for employer-paid employee only coverage depends on salary. Dunwoody pays 60.0 percent



of salary up to \$10,000.00 a month at the time of disability, for up to 90.0 days. Beyond 90 days, employees are eligible to receive long-term disability benefits.

Regarding long-term disability coverage, 90.9 percent of responding peers offer an employer-paid long-term disability plan; no peer offers an employee-paid plan. On average, employer-paid plans pay 60.7 percent of salary at the time of a disability, up to \$6,785.71 per month. Dunwoody provides an employer-paid long-term disability plan that gives employees 60.0 percent of salary, not to exceed \$12,500 a month at the time of disability.

**EXHIBIT 4E
DISABILITY COVERAGE QUESTIONS**

Disability Insurance		Peer Percentage Offered	Average Number of Plans Offered	Average maximum monthly benefit amount to employees	Average maximum coverage period	Percentage of salary the employee receives
Short-Term Disability	Employer Paid	64.3%	1.0	\$6,285.71	163.8 days	64.5%
	City of Dunwoody	Yes	1.0	\$10,000.00	90.0 days	60.0%
	Employee Paid	20.0%	1.0	\$8,000.00	77.0 days	60.0%
	City of Dunwoody	No	0.0	-	-	-
Long-Term Disability	Employer Paid	90.9%	1.0	\$6,785.71	To age 65	60.7%
	City of Dunwoody	Yes	1.0	\$12,500.00	To age 65	60.0%
	Employee Paid	0%	0.0	-	-	-
	City of Dunwoody	No	0.0	-	-	-

Exhibit 4F summarizes the life insurance offerings of responding peers compared to Dunwoody. Overall, 100 percent of the responding peers offer life insurance, with a maximum benefit of \$368,750.00 on average. All responding peers indicated that they also offer optional dependent coverage. Dunwoody offers employer-paid life insurance with a maximum benefit of \$600,000.00 and additional voluntary life insurance policies.

Of the responding peers, 100 percent indicated that they provide accidental death insurance, which Dunwoody also offers at no cost to employees.

**EXHIBIT 4F
LIFE INSURANCE**

Life Insurance	Peer Percentage Yes/Peer Average	City of Dunwoody
Is employer-paid life insurance offered?	100.0%	Yes
Maximum dollar amount of death benefit	\$368,750.00	\$600,000.00
Is optional dependent coverage offered?	100.0%	Yes
Can the employee purchase (additional) life insurance if desired?	100.0%	Yes
Is accidental death insurance provided?	100.0%	Yes



4.5 EAP, TUITION REIMBURSEMENT, AND HOUSING STIPENDS

Exhibit 4G displays questions regarding Employee Assistance Programs (EAP). As shown, 75.0 percent of participating peers offer an EAP. For 75.0 percent of respondents, benefits are available to family members in addition to the employee. On average, peers provide five EAP visits per year. Dunwoody offers EAP with unlimited annual visits (three per issue) and allows the benefits to be available to family members in addition to the employee.

**EXHIBIT 4G
EMPLOYEE ASSISTANCE PROGRAMS**

EAP	Peer Percentage Yes	Peer Average	City of Dunwoody
Is an EAP offered?	75.0%	-	Yes
Are benefits available to family members as well as the employee?	75.0%	-	Yes
Number of Annual EAP Visits Provided	-	5.0	Unlimited

Exhibit 4H displays questions regarding tuition reimbursement. As shown, 58.3 percent of the responding peers indicated that they have provisions to provide some type of tuition reimbursement for employees. On average, peers’ tuition reimbursement limit was \$4,570.00. Dunwoody offers tuition reimbursement with a maximum \$4,000.00 limit per calendar year.

**EXHIBIT 4H
TUITION REIMBURSEMENT**

Tuition Reimbursement	Peer Percentage Yes	Peer Average	City of Dunwoody
Is Tuition Reimbursement offered?	58.3%	-	Yes
Tuition Reimbursement Limit	-	\$4,570.00	\$4,000.00*

*The reimbursement amount depends on the degree being sought; the amount shown is for a master’s degree. If the employee is pursuing an associate or bachelor’s degree, the reimbursement amount is \$3,000.00.

Exhibit 4I displays questions regarding housing stipends. As shown, 25.0 percent of participating peers offer a housing stipend for active Police Officers, with an average maximum monthly allowance of \$700.00. Dunwoody also offers a housing stipend for active Uniformed Officers of the Dunwoody Police Department, with a maximum monthly allowance of \$800.00.



**EXHIBIT 4I
HOUSING STIPEND**

Housing Stipend	Peer Percentage Yes/ Peer Average	City of Dunwoody
Is a housing stipend offered?	25.0%	Yes
Maximum dollar amount of housing stipend (monthly)	\$700.00	\$800.00

4.6 RETIREMENT

Exhibit 4J shows the average number of retirement plans offered by peers is 2.3; Dunwoody offers three plans.

**EXHIBIT 4J
NUMBER OF RETIREMENT PLANS**

Number of Plans	Peer Average	City of Dunwoody
Number of retirement plans offered	2.3	3.0

Exhibit 4K provides questions regarding retirement details. On average, participating peers require 6.9 years to fully vest. As shown, 62.5 percent of participating peers indicated that their retirement plans offer a disability provision. For participating peers, organization contribution to an employee’s retirement averaged 8.5 percent while the employee contributes, on average, 5.5 percent of their salary. Additionally, 16.7 percent of peers indicated offering COLA adjustments to retirees.

**EXHIBIT 4K
RETIREMENT DETAILS**

Retirement Details	Peer Average	City of Dunwoody
Years to Fully Vest	6.9	1.0
COLA Offered to Retiree Pensions	16.7%	No
Does the organization's retirement plan offer a disability provision?	62.5%	Yes
What percent of salary does the organization contribute to this retirement option?	8.5%	11.0%
What percent of salary does the employee contribute to this retirement option?	5.5%	0% to 100%

Exhibit 4L shows that neither peers nor Dunwoody participate in a state retirement plan.



**EXHIBIT 4L
RETIREMENT OPTIONS**

Retirement Participation	Peer Percentage Yes	City of Dunwoody
Does the organization participate in a State Retirement System?	0.0%	No

Exhibit 4M shows that 33.3 percent of participating peers offer health insurance and dental insurance to retired employees, while 42.9 percent offer life insurance to retired employees. Dunwoody does not offer health, dental, or life insurance to retired employees.

**EXHIBIT 4M
INSURANCE FOR RETIREES**

Insurance for Retirees	Peer Average	City of Dunwoody
Does your organization offer health insurance to retired employees?	33.3%	No
Does your organization offer dental insurance to retired employees?	33.3%	No
Does your organization offer life insurance to retired employees?	42.9%	No

4.7 EMPLOYEE LEAVE AND HOLIDAYS

Exhibit 4N provides the average minimum and maximum accrual rates—the average years of service required to achieve the maximum accrual rate for Sick Leave, Annual/Vacation Leave, and Paid Time Off (PTO) leave for respondents working a general 40-hour work week. Paid Time Off (PTO) is one combined accrual rate for leave that takes the place of separate accruals for sick leave and vacation.



**EXHIBIT 4N
LEAVE TIME ACCRUAL**

Leave Accrual	Organization	Offered?	Minimum Accrual Rate (Monthly)	How many years of service does it require to begin to accrue the minimum rate?	Maximum Accrual Rate (Monthly)	Years to Achieve Maximum Accrual Rate	Maximum Allowed to Roll Over to Following Year
Sick Leave	Peer Percentage Yes/Average	62.5%	6.9	0.0	7.9	0.0	239.0
	City of Dunwoody	Yes	6.7	0.0	6.7	0.0	No limit
Annual/Vacation Leave	Peer Percentage Yes/Average	62.5%	7.0	0.2	18.1	21.8	252.0
	City of Dunwoody	Yes	6.7	0.0	16.7	15.0	340.0
Paid Time Off	Peer Percentage Yes/Average	37.5%	11.2	0.0	21.7	12.4	245.3
	City of Dunwoody	No	-	-	-	-	-

As shown, 37.5 percent of respondent peers reported that employees accrue paid time off (PTO), and 62.5 percent reported offering both sick leave and annual/vacation leave. Dunwoody offers sick leave and annual/vacation leave in lieu of paid time off.

Exhibit 4O summarizes respondent policies regarding sick leave payout. Sick leave is paid out upon voluntary separation in 33.3 percent of responding peer organizations, with a maximum of 320 hours paid out, on average. No peer organization offers sick leave payout upon involuntary separation. Unused sick leave counts towards retirement for 16.6 percent of participating peers, with no reported limit to the number of credited hours.

**EXHIBIT 4O
SICK LEAVE PAYOUT**

Sick Leave Policies	Peer Percentage Yes	Peer Average	City of Dunwoody
Is unused sick leave paid out upon voluntary separation?	33.3%	-	No
Max hours of sick leave paid out upon voluntary separation	-	320.0	-
Is unused sick leave paid out upon involuntary separation?	0.0%	-	No
Max hours of sick leave paid out upon involuntary separation	-	-	-
Can unused sick leave count towards retirement?	16.6%	-	No
Max hours of sick leave that can count towards retirement	-	No limit	-

As shown in **Exhibit 4P**, vacation leave is paid out upon voluntary and involuntary separation in 100 percent of responding peer organizations, with a maximum of 100.0 hours paid out on average. Comparatively, Dunwoody does pay out vacation leave upon voluntary separation, up to 340.0 hours. Annual/vacation leave may be paid out upon involuntary separation, but this is at the discretion of Dunwoody’s City Manager.



**EXHIBIT 4P
VACATION LEAVE PAYOUT**

Vacation Leave Policies	Peer Percentage Yes	Peer Average	City of Dunwoody
Is unused annual/vacation leave paid out upon voluntary separation?	100.0%	-	Yes
Max hours of annual/vacation leave paid out upon voluntary separation	-	100.0	340.0
Is unused annual/vacation leave paid out upon involuntary separation?	100.0%	-	At City Manager's Discretion
Max hours of annual/vacation leave paid out upon involuntary separation	-	100.0	-

The percentage of peers that offer various holidays are shown in **Exhibit 4Q**. On average, peers offer 10.6 holidays to employees, compared to 15 offered by Dunwoody.

**EXHIBIT 4Q
HOLIDAYS**

Paid Holiday observed by peer organizations	Peer Percentage Yes	City of Dunwoody
New Year's Day	100.0%	Yes
New Year's Eve	0.0%	No
Martin Luther King, Jr. Day	100.0%	Yes
Lincoln's Birthday	0.0%	No
Presidents Day	57.1%	Yes
Good Friday	7.1%	Yes
Easter	7.1%	No
Memorial Day	100.0%	Yes
Juneteenth	57.1%	Yes
Independence Day	100.0%	Yes
Labor Day	100.0%	Yes
Veteran's Day	64.3%	Yes
Thanksgiving Day	100.0%	Yes
Day after Thanksgiving	100.0%	Yes
Christmas Eve	64.3%	Yes
Christmas Day	100.0%	Yes
Personal Holiday	58.3%	Yes
Employee Birthday	0.0%	No
Other - Additional Holiday/Floating Holiday	36.4%	Yes - Columbus Day



4.8 WELLNESS PROGRAMS AND GYM INCENTIVES

Exhibit 4R displays questions regarding wellness programs. As shown, 83.3 percent of participating peers offer a wellness program for employees, with 50.0 percent of respondents offering gym membership incentives as part of that program. A few peers (16.7 percent) offer a gym on-site. Dunwoody offers a wellness program to active employees that includes membership to a local gym.

EXHIBIT 4R
WELLNESS PROGRAMS

Wellness Program	Peer Percentage Yes	City of Dunwoody
Is a wellness program offered?	83.3%	Yes
Is a gym membership incentive offered?	50.0%	Yes
Is a free on-site gym offered to employees?	16.7%	No

4.9 SUMMARY

Overall, the City of Dunwoody has a slightly higher percent contribution of benefits to total compensation than peer organizations. When single benefits were analyzed in isolation, the City is more competitive than peers in certain areas but falls behind in others. For example:

- The City covers a larger percentage of health insurance costs compared to peers.
- In comparison to peers, the health plan offered to the City of Dunwoody employees is provided at little to no cost for dependent and single coverage. The annual deductible is also significantly less than peer organizations.
- The City requires less years to be vested for retirement.
- The City offers more holidays to employees than peer organizations.
- The allowable vacation/sick leave accrual rates are slightly less than peer organizations, but the City does allow for a greater amount of hours to be carried forward.
- In comparison to some peers, Dunwoody does not currently offer insurance benefits to retirees.

The health plan offered to employees provides the City with a competitive advantage compared to its peer organizations. When analyzed as a whole, the total benefits package (health, retirement, leave) offered to full-time employees by the City of Dunwoody appears to be ahead of the market.



Chapter 5 - Recommendations

The analysis of the City’s compensation system revealed some areas of opportunity for improvement. Study recommendations, as well as the findings that led to each, are discussed in this chapter.

5.1 COMPENSATION SYSTEM

The compensation system analysis consisted of an external market assessment. During the external market assessment, the City’s pay ranges for its classifications were compared to the 85th percentile of the market. Details regarding the external market assessment were provided in **Chapter 3** of this report.

FINDING

The City’s salary ranges were overall found to be behind the 85th percentile of the market at the minimum, midpoint, and maximum. Implementing a new competitive pay structure (pay plan) would provide the City with an improved ability to attract, hire, and retain employees.

RECOMMENDATION 1: Implement an updated open range plan; slot all classifications into the plans based on external and internal equity; and transition employees’ salaries into the new plans.

Exhibit 5A shows an overview of the new plan. As can be seen, the plan has 20 pay grades with a consistent range spread of 60 percent, a midpoint grade progression of ten percent at mid-level manager and senior-level manager, and a midpoint grade progression of eight percent at all other levels. This structure is intended to address the current concerns regarding compression between supervisors and employees and provides the City with a flexible and adaptable plan to meet future needs.

**EXHIBIT 5A
PROPOSED PAY PLAN**

Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Grade Progression
101	\$35,900	\$46,670	\$57,440	60%	-
102	\$38,772	\$50,403	\$62,035	60%	8%
103	\$41,874	\$54,436	\$66,998	60%	8%
104	\$45,224	\$58,792	\$72,359	60%	8%
105	\$48,843	\$63,495	\$78,148	60%	8%
106	\$52,750	\$68,576	\$84,401	60%	8%



**EXHIBIT 5A (CONTINUED)
PROPOSED PAY PLAN**

Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Grade Progression
107	\$56,970	\$74,061	\$91,152	60%	8%
108	\$61,527	\$79,986	\$98,444	60%	8%
109	\$66,450	\$86,385	\$106,320	60%	8%
110	\$73,095	\$95,023	\$116,952	60%	10.0%
111	\$78,942	\$102,625	\$126,308	60%	8.0%
112	\$85,258	\$110,836	\$136,413	60%	8.0%
113	\$92,080	\$119,703	\$147,327	60%	8.0%
114	\$101,287	\$131,674	\$162,060	60%	10.0%
115	\$109,391	\$142,208	\$175,025	60%	8.0%
116	\$118,142	\$153,585	\$189,028	60%	8.0%
117	\$127,594	\$165,872	\$204,150	60%	8.0%
118	\$137,802	\$179,142	\$220,482	60%	8.0%
119	\$148,826	\$193,473	\$238,121	60%	8.0%
120	\$160,732	\$208,951	\$257,171	60%	8.0%

Evergreen then slotted each classification into the appropriate pay range within the plan. Both internal and external equity were analyzed when slotting the classifications. Assigning pay grades to classifications requires a balance of internal equity, desired market position, and recruitment and retention concerns. Thus, market range data shown in **Chapter 3** were not the sole criteria for the proposed pay ranges. Some classifications' grade assignments varied from their associated market range due to the other factors mentioned above. **Exhibit 5B** shows the proposed pay grades for all classifications.

**EXHIBIT 5B
PROPOSED PAY GRADES**

Proposed Grade	Proposed Min	Proposed Max	Classification Title
101	\$35,900	\$57,440	Prisoner Transport Officer
102	\$38,772	\$62,035	
103	\$41,874	\$66,998	
104	\$45,224	\$72,359	Police Service Rep (PSR) Records Clerk
105	\$48,843	\$78,148	Deputy Municipal Court Clerk Property & Evidence Technician
106	\$52,750	\$84,401	Crime and Intelligence Analyst Police Crime Scene Technician



**EXHIBIT 5B (CONTINUED)
PROPOSED PAY GRADES**

Proposed Grade	Proposed Min	Proposed Max	Classification Title
107	\$56,970	\$91,152	Detective Executive Assistant - Chief of Police Police Officer
108	\$61,527	\$98,444	Deputy City Clerk Human Resources Generalist
109	\$66,450	\$106,320	Records Supervisor
110	\$73,095	\$116,952	Business Retention and Cultural Development Manager Police Sergeant
111	\$78,942	\$126,308	Accounting Manager Communications Manager
112	\$85,258	\$136,413	Human Resources Manager Police Lieutenant Municipal Court Clerk
113	\$92,080	\$147,327	
114	\$101,287	\$162,060	City Clerk Deputy Community Development Director Technology Manager
115	\$109,391	\$175,025	Assistant Finance Director Police Major
116	\$118,142	\$189,028	Communications Director Community Development Director Deputy Police Chief Deputy/Assistant Public Works Director Economic Development Director Parks & Recreation Director
117	\$127,594	\$204,150	Public Works Director
118	\$137,802	\$220,482	Finance Director Human Resources Director Police Chief Technology Director
119	\$148,826	\$238,121	Assistant City Manager
120	\$160,732	\$257,171	

Vacant grades for future growth



After assigning classifications to pay grades, the next step was to develop appropriate methods (options) for transitioning employees’ salaries into the proposed plan. This was done utilizing equitable methods (options) for calculating salaries in the plan and determining whether adjustments were necessary to individual salaries to bring them to their calculated salary. Evergreen calculated and provided transition methods for implementing the new plan, described below.

Current Range Penetration with a Capped Percentage Adjustment

This option places an employee’s salary in the new pay range based on relative position in the employee’s current pay range; however, a cap on the salary adjustment is applied. The salary adjustment that general, non-sworn, and police department leadership employees would receive is a four percent salary adjustment; sergeant and lieutenants are capped at the average of the police officer adjustment, which is a 10% salary adjustment. As with any implementation approach, the recommended salary adjustment ensures that all employees are at or above the proposed minimums of their pay grades.

Hiring Grid or Capped Percentage (Police Officers & Detectives Only)

Salaries for current Police Officers and Detectives were adjusted based on the updated hiring grid displayed in **Exhibit 5C**. As can be seen, the hiring grid takes into account years of experience as well as education level. Any Police Officer or Detective whose current salary surpassed the hiring grid (based on their level of education and experience) was transitioned to the new plan via the Current Range Penetration Capped at 4 Percent option.

**EXHIBIT 5C
POLICE OFFICER AND DETECTIVE HIRING GRID**

	No Experience	1 Year	2 Years	3 Years	4 Years	5 Years
HS Diploma or Equivalent	\$56,970	\$58,679	\$60,440	\$62,253	\$64,120	\$66,044
Associate’s Degree	\$58,220	\$59,929	\$61,690	\$63,503	\$65,370	\$67,294
Bachelor’s Degree	\$59,470	\$61,179	\$62,940	\$64,753	\$66,620	\$68,544
Master’s Degree	\$60,720	\$62,429	\$64,190	\$66,003	\$67,870	\$69,794
	6 Years	7 Years	8 Years	9 Years	10+ Years	
HS Diploma or Equivalent	\$68,025	\$70,066	\$72,168	\$74,333	\$76,563	
Associate’s Degree	\$69,275	\$71,316	\$73,418	\$75,583	\$77,813	
Bachelor’s Degree	\$70,525	\$72,566	\$74,668	\$76,833	\$79,063	
Master’s Degree	\$71,775	\$73,816	\$75,918	\$78,083	\$80,313	

As illustrated in **Exhibit 5D**, adjustments are recommended for 95 employees with a total approximate annualized (salary only) cost of **\$519,276** and an average adjusted salary of **\$5,466** per employee.



**EXHIBIT 5D
RECOMMENDATIONS AND ESTIMATED SALARY COSTS**

Implementation Options	Total Implementation Cost	# Employees Receiving Adjustments	Average Salary Adjustment	Average Percentage Adjustment
Current Range Penetration Capped at 4 Percent	\$281,124	55	\$5,111	5.7%
Hiring Grid or Current Range Penetration Capped at 4 Percent (Police Officers & Detectives Only)	\$238,152	40	\$5,954	10.0%
Overall Total	\$519,276	95	\$5,466	7.5%

5.2 SYSTEM ADMINISTRATION

The City’s compensation system will continue to require periodic maintenance. The recommendations provided to improve the competitiveness of the plan were developed based on conditions at the time the data was collected. Without proper upkeep, the potential for recruitment and retention issues may increase as the compensation system becomes dated and less competitive.

RECOMMENDATION 2: Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues; make changes to pay grade assignments, if necessary.

While it is unlikely that the pay structure (plan) in total will need to be adjusted for several years, a small number of classifications’ pay grades may need to be reassigned more frequently. If the City is experiencing difficulty with high turnover or challenges with recruiting one or more classifications, the City should collect salary range data from peer organizations to determine whether an adjustment is needed for the pay grade of the classification(s).

RECOMMENDATION 3: Conduct a comprehensive classification and compensation study every three to five years, subject to budget constraints and as market conditions are warranted.

Small-scale salary surveys can improve the market position of specific classifications, but it is recommended that a full classification and compensation study be conducted every three to five years to preserve both internal and external equity. Changes to classification and compensation do occur, and while the increments of change may seem minor, they can compound over time. A failure to react to these changes quickly has the potential to place the City in a less than desirable position for recruiting and retaining quality employees.

RECOMMENDATION 4: Review and revise, as appropriate, existing pay practice guidelines including those for determining salaries of newly hired employees, progressing employee salaries through the pay plans, and determining pay increases for employees who have been promoted to a different classification.



The method of moving salaries through the pay plan and setting new salaries for new hires, promotions, and transfers depends largely on an organization's compensation philosophy. It is important for the City to have established guidelines for each of these situations and to ensure that they are followed consistently for all employees. Common practices for progressing and establishing employee salaries are outlined below.

New Hire Salaries

Typically, an employee holding the minimum education and experience requirements for an existing classification is hired at or near the classification's pay grade minimum. Sometimes, for recruiting purposes, an organization might need to consider the ability to offer salaries to new employees that consider prior related experience. It is recommended that the City continue its current practices of establishing new hire salaries while preserving the internal equity of employees' salaries within each classification to the extent possible.

Salary Progression

There are several common methods for salary progression, including cost of living adjustments (COLA) and performance-based increases. It is recommended that the City evaluate annually whether a COLA needs to be applied (to both the pay plan and employees' salaries) to keep up with cost of living. It is also recommended that the City continuously evaluate its practices to progress employees' salaries, and if necessary, make improvements to preserve equitable pay practices.

5.3 SUMMARY

The City should be commended for its desire and commitment to provide competitive and fair compensation for its employees. The recommendations in this report include an updated competitive pay plan, externally and internally equitable pay grade assignments, and system administration practices that will provide the City with a responsive compensation and classification system for years to come.





POSITION ALLOCATION AND COMPENSATION CHART

Grade	Department	Title	Full Time	Elected Officials	Salary Range	
					Minimum	Maximum
101	Police	Prisoner Transport Officer	2		\$32,198	\$51,518
104	Police	Police Service Representative	6		\$40,562	\$64,898
104	City Clerk	Records Clerk	1		\$40,562	\$64,898
105	Municipal Court	Deputy Municipal Court Clerk	3		\$43,806	\$70,091
105	Police	Property and Evidence Technician	2		\$43,806	\$70,091
106	Police	Crime and Intelligence Analyst	1		\$47,312	\$75,698
106	Police	Crime Scene Technician	1		\$47,312	\$75,698
106	Police	Executive Assistant	1		\$47,312	\$75,698
107	Police	Detective	8		\$51,096	\$81,754
107	Human Resources	Human Resources Generalist	1		\$51,096	\$81,754
107	Police	Police Officer	37		\$51,096	\$81,754
107	Police	Records Supervisor	1		\$51,096	\$81,754
108	City Clerk	Deputy City Clerk	1		\$55,183	\$88,294
110	Economic Development	Business Retention and Cultural Development Manager	1		\$64,367	\$102,986
110	Police	Sergeant	11		\$64,367	\$102,986
111	Finance and Administration	Accounting Manager	1		\$69,515	\$114,702
111	Communications	Communications Manager	1		\$69,515	\$114,702
111	Human Resources	Human Resources Manager	1		\$69,515	\$114,702
111	Police	Lieutenant	4		\$69,515	\$114,702
111	Technology	Technology Manager	1		\$69,515	\$114,702
112	Municipal Court	Municipal Court Clerk	1		\$75,077	\$123,878
113	Finance and Administration	Assistant Finance Director	1		\$81,084	\$133,789
113	Community Development	Deputy Community Development Director	1		\$81,084	\$133,789
113	Public Works	Deputy Public Works Director	1		\$81,084	\$133,789
114	City Clerk	City Clerk	1		\$87,570	\$144,490
114	Police	Major	2		\$87,570	\$144,490
116	Communications	Communications Director	1		\$102,142	\$168,534
116	Community Development	Community Development Director	1		\$102,142	\$168,534
116	Police	Deputy Chief	1		\$102,142	\$168,534
116	Economic Development	Economic Development Director	1		\$102,142	\$168,534
116	Human Resources	Human Resources Director	1		\$102,142	\$168,534
116	Parks and Recreation	Parks and Recreation Director	1		\$102,142	\$168,534
116	Technology	Technology Director	1		\$102,142	\$168,534
117	Public Works	Public Works Director	1		\$110,314	\$182,017
118	City Manager	Assistant City Manager	1		\$119,138	\$196,578
118	Finance and Administration	Finance Director	1		\$119,138	\$196,578

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Grade	Department	Title	Full Time	Elected Officials	Salary Range	
					Minimum	Maximum
118	Police	Police Chief	1		\$119,138	\$196,578
	City Manager	City Manager	1		Set by Council	Set by Council
	General Government	City Council		6	Set by Charter	Set by Charter
	General Government	Mayor		1	Set by Charter	Set by Charter



PROPOSED POSITION ALLOCATION AND COMPENSATION CHART

Grade	Department	Title	Full Time	Elected Officials	Salary Range		
					Minimum	Midpoint	Maximum
101	Police	Prisoner Transport Officer	2		\$35,900	\$46,670	\$57,440
104	Police	Police Service Representative	6		\$45,224	\$58,792	\$72,359
104	City Clerk	Records Clerk	1		\$45,224	\$58,792	\$72,359
105	Municipal Court	Deputy Municipal Court Clerk	3		\$48,843	\$63,495	\$78,148
105	Police	Property and Evidence Technician	2		\$48,843	\$63,495	\$78,148
106	Police	Crime and Intelligence Analyst	1		\$52,750	\$68,576	\$84,401
106	Police	Crime Scene Technician	1		\$52,750	\$68,576	\$84,401
107	Police	Detective	8		\$56,970	\$74,061	\$91,152
107	Police	Executive Assistant	1		\$56,970	\$74,061	\$91,152
107	Police	Police Officer	37		\$56,970	\$74,061	\$91,152
108	City Clerk	Deputy City Clerk	1		\$61,527	\$79,986	\$98,444
108	Human Resources	Human Resources Generalist	1		\$61,527	\$79,986	\$98,444
109	Police	Records Supervisor	1		\$66,450	\$86,385	\$106,320
110	Economic Development	Business Retention and Cultural Development Manager	1		\$73,095	\$95,023	\$116,952
110	Police	Sergeant	11		\$73,095	\$95,023	\$116,952
111	Finance and Administration	Accounting Manager	1		\$78,942	\$102,625	\$126,308
111	Communications	Communications Manager	1		\$78,942	\$102,625	\$126,308
112	Human Resources	Human Resources Manager	1		\$85,258	\$110,836	\$136,413
112	Police	Lieutenant	4		\$85,258	\$110,836	\$136,413
112	Municipal Court	Municipal Court Clerk	1		\$85,258	\$110,836	\$136,413
114	City Clerk	City Clerk	1		\$101,287	\$131,674	\$162,060



Grade	Department	Title	Full Time	Elected Officials	Salary Range		
					Minimum	Midpoint	Maximum
114	Community Development	Deputy Community Development Director	1		\$101,287	\$131,674	\$162,060
114	Technology	Technology Manager	1		\$101,287	\$131,674	\$162,060
115	Finance	Assistant Finance Director	1		\$109,391	\$142,208	\$175,025
115	Police	Major	2		\$109,391	\$142,208	\$175,025
116	Communications	Communications Director	1		\$118,142	\$153,585	\$189,028
116	Community Development	Community Development Director	1		\$118,142	\$153,585	\$189,028
116	Police	Deputy Chief	1		\$118,142	\$153,585	\$189,028
116	Public Works	Deputy Public Works Director	1		\$118,142	\$153,585	\$189,028
116	Economic Development	Economic Development Director	1		\$118,142	\$153,585	\$189,028
116	Parks and Recreation	Parks and Recreation Director	1		\$118,142	\$153,585	\$189,028
117	Public Works	Public Works Director	1		\$127,594	\$165,872	\$204,150
118	Finance and Administration	Finance Director	1		\$137,802	\$179,142	\$220,482
118	Human Resources	Human Resources Director	1		\$137,802	\$179,142	\$220,482
118	Police	Police Chief	1		\$137,802	\$179,142	\$220,482
118	Technology	Technology Director	1		\$137,802	\$179,142	\$220,482
119	City Manager	Assistant City Manager	1		\$148,826	\$193,473	\$238,121
	City Manager	City Manager	1		Set by Council	Set by Council	Set by Council
	General Government	City Council		6	Set by Charter	Set by Charter	Set by Charter
	General Government	Mayor		1	Set by Charter	Set by Charter	Set by Charter

City of Dunwoody Police Officer Hiring Scale

Grid w/Current Pay Range

Police Officer with:	No Experience	1 Year	2 Years	3 Years	4 Years	5 Years	6 Years	7 Years	8 Years	9 Years	10+ Years
HS Diploma or Equivalent	\$51,096	\$52,629	\$54,208	\$55,834	\$57,509	\$59,234	\$61,011	\$62,842	\$64,727	\$66,669	\$68,669
Associate Degree	\$52,346	\$53,879	\$55,458	\$57,084	\$58,759	\$60,484	\$62,261	\$64,092	\$65,977	\$67,919	\$69,919
Bachelor's Degree	\$53,596	\$55,129	\$56,708	\$58,334	\$60,009	\$61,734	\$63,511	\$65,342	\$67,227	\$69,169	\$71,169
Master's Degree	\$54,846	\$56,379	\$57,958	\$59,584	\$61,259	\$62,984	\$64,761	\$66,592	\$68,477	\$70,419	\$72,419

Grid w/Proposed Pay Range

Police Officer with:	No Experience	1 Year	2 Years	3 Years	4 Years	5 Years	6 Years	7 Years	8 Years	9 Years	10+ Years
HS Diploma or Equivalent	\$56,970	\$58,679	\$60,440	\$62,253	\$64,120	\$66,044	\$68,025	\$70,066	\$72,168	\$74,333	\$76,563
Associate Degree	\$58,220	\$59,929	\$61,690	\$63,503	\$65,370	\$67,294	\$69,275	\$71,316	\$73,418	\$75,583	\$77,813
Bachelor's Degree	\$59,470	\$61,179	\$62,940	\$64,753	\$66,620	\$68,544	\$70,525	\$72,566	\$74,668	\$76,833	\$79,063
Master's Degree	\$60,720	\$62,429	\$64,190	\$66,003	\$67,870	\$69,794	\$71,775	\$73,816	\$75,918	\$78,083	\$80,313