



Employee Pay Program Recommendations

July 3, 2024

Confidential

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Final Report

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I. Introduction

A. Background

- The Village of Friendship Heights (**Village**) retained PRM Consulting Group, Inc. (**PRM**) in February 2024 to review and, if needed, recommend changes to the Village’s current employee pay and benefits compensation program.
 - The scope of the study covered twelve (12) Village employees, who are assigned to nine (9) distinct position titles.
 - It included assisting in the articulation of a Village employee compensation philosophy.
 - It included constructing a Village employee salary structure with salary grades and ranges.
 - It also included reviewing and assessing the external competitiveness of the Village’s current employee benefits.

- During the conduct of this assignment, PRM collaborated with the Village to assist in the completion of the following **work tasks**:
 - Interviewed the leadership of the Village’s staff to articulate its employee **compensation philosophy** and objectives;
 - Collected and analyzed current **job content data** (i.e., duties, responsibilities, and work requirements) on all covered Village positions based on available position descriptions;
 - Reviewed the exemption status of Village positions in the context of the Department of Labor’s **Fair Labor Standards Acts (FLSA)**;

A. Background

- Conducted a tailored pay survey among selected local and national municipalities to obtain pay data on similar Village positions;
 - Developed market pay – **base salary** – summary statistics for all covered Village positions;
 - Constructed a **salary structure with salary grades and ranges** based on the projected **market median base salaries** for covered Village positions;
 - Assigned Village positions to salary grades based on a blending of both their **internal and external** values;
 - Compared how the Village’s current **employee pay “stacks up”** against the recommended salary grade midpoints for their positions;
 - Reviewed and recommended changes to the Village’s current **reward and recognition program**; and
 - Assessed and recommended changes to the Village’s current **employee benefits program based on market “best practices”**.
- This **draft report** contains PRM’s study methodologies, market findings, and recommended employee compensation program changes for the Village’s upcoming fiscal year.

B. Executive Summary

- Overall, PRM’s review indicates the Village current programs generally provide **competitive employee compensation** -- pay and benefits -- relative to **market norms**.
 - But, the Village has the opportunity to enhance the effectiveness of its current employee compensation in several areas.
 - Specifically, the Village should establish a more formal program for managing employee pay in the future.
 - And the Village should maintain its current employee benefits which are comprehensive and competitive relative to market norms for its survey peers.
- We recommend the Village adopt a salary structure with **six salary grade** ranges to manage employee pay.
 - The recommended salary structure will become effective from July 1, 2024, to June 30, 2025, to coincide with the Village’s upcoming fiscal year.
 - The recommended salary grade midpoints reflect the projected **market median base salaries** for similar Village positions in comparable organizations.
 - Village positions were tentatively assigned to the recommended salary grades on the basis of both their internal and external values relative to each other.
- The Village’s current employee base salaries are, on average, **90.3%** of the recommended salary grade midpoints for their positions (i.e., compa-ratio).
 - A compa-ratio of 100% means an organization is paying exactly the same as its desired market target.

B. Executive Summary

- There is one Village employee whose current base salary falls below their recommended salary range entry point.
- It will cost the Village approximately \$700 to bring this employee’s current base salary up to their recommended entry point.
- The Village’s position within range analysis revealed current employee salaries may not fall appropriately within the assigned salary ranges for their positions based on their individual Village tenure.
 - Normally organizations determine a specified period of time in which employees will progress through their assigned position salary ranges.
 - Based on current Village employee tenure, it would cost approximately \$58,800 to place employees’ current base salaries appropriately within their recommended salary ranges assuming employees reaching their salary midpoints after six years of satisfactory performance in the current roles.
- Additionally, the Village should adopt a **four percent salary increase budget** for the upcoming fiscal year.
 - The suggested salary increase budget percentage is in addition to the below entry cost and salary increase adjustments based on salary range location.
 - Our market research indicates financially stable organizations are increasing employee base salaries between two percent and four percent, on average, during this calendar year.
 - It will cost the Village approximately \$61,800 total if all salary adjustment recommendations are considered.

B. Executive Summary

- The Village’s overall compa-ratio would be approximately **100.1%** at the end of its upcoming fiscal year assuming adoption of our employee pay recommendations.
 - The average Village employee tenure is 8.3 years of service, but it is skewed because of two long tenures employees, and the median tenure is only 3.2 years of service.

| Years of Service | | | |
|------------------|-------|--------|-----------|
| 25th %ile | Mean* | Median | 75th %ile |
| 2.0 | 8.3 | 3.2 | 6.4 |

* - The mean is skewed stemming from higher tenured employees.

- Accordingly, the Village should determine a specified time period for moving employees to their recommended salary midpoints in light of today’s economic climate and employee tenure.
- And PRM’s **employee benefits review** indicates the Village provides employees with a comprehensive program which protects them from income loss due to sickness, disability, retirement, and death.
 - The program also includes paid time off for vacation, holidays, and other life events.
 - Additionally, it provides both employee assistance and wellness programs.
- We rated all Village benefit levels and provisions as **competitive relative** to market norms, including:
 - Medical
 - Vision
 - PTO
 - Dental
 - Retirement
 - Life and AD&D Insurance

B. Executive Summary

- Long-term Disability
- Other Benefits

- Below will display the Village’s annual employee benefits expenditure costs which appear competitive with market norms on average:

| Employee Benefits | Village Market Cost as % of Payroll |
|------------------------------------|-------------------------------------|
| Health Insurance (Med/Dent/Vision) | 25.0% |
| Life Insurance | 0.3% |
| Mandated Benefits* | 7.7% |
| Retirement Contribution | 8.0% |
| Total | 41.0% |

*Includes FICA, Medicare, workman’s compensation, and unemployment compensation.

- The Village offers full benefits to employees who only work 25 hours per week, health insurance at no cost, and health insurance in retirement at a cost of 30% to the retiree.
- The Village’s current retiree health insurance plan approximates to \$7,068 per year for each retiree.
- The current rate being offered is consistently rising with market inflation and the amount being offered equates to a 6-digit average lifetime benefit which is above competitive with market norms.
- Based on market findings, we suggest the Village continue with the following for external market competitiveness.
 - The Village should maintain a fixed 457 plan contribution percentage and the overall eight percent contribution for employees.

B. Executive Summary

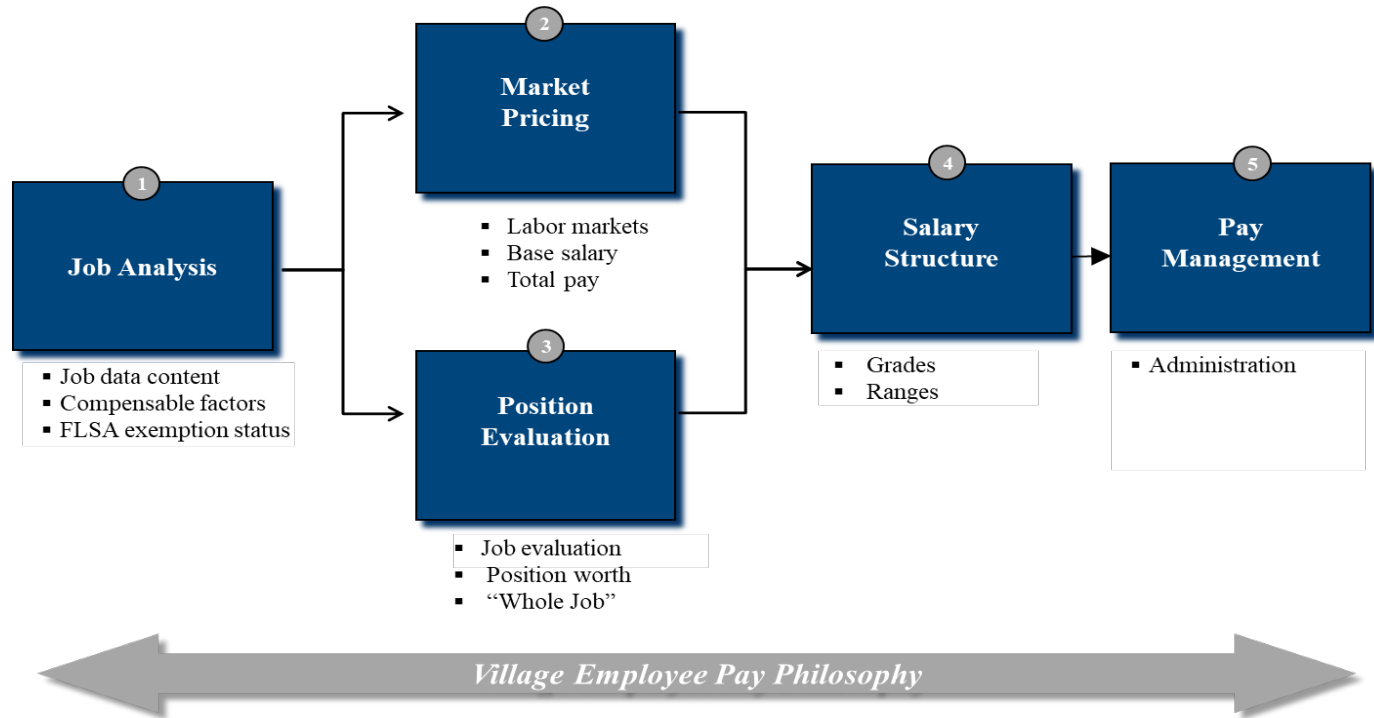
- The Village should maintain the three medical plan options provided, each playing an important role in the program.
- The Village should maintain the maximum ceiling for life insurance of \$250,000 without evidence of insurability.
- Finally, the Village should confirm its **employee compensation philosophy** prior to making any of the recommended program changes.
 - Provide a competitive total - pay and benefits - compensation program for all employees.
 - Utilize local and comparable size municipalities to establish competitive compensation for similar positions.
 - Target the market median base salaries which represent the market 50th percentile.
 - Use base salary increases to reward and recognize employee performance (e.g. COLA, merit, or general increases).
 - Provide broad-based benefits to employees to ensure income loss protection as well as a positive work life balance and career development opportunities.



II. Employee Pay Program

A. Program Design

- PRM developed the Village’s recommended employee pay program in the context of **five basic design elements**:



- We collaborated with the Village’s Leadership to articulate employee pay objectives.
 - We interviewed members of the Village Council along with the Village Manager and Assistant Village Manager to identify the various labor markets in which the Village competes for talent.

A. Program Design

- And we understand the Village desires to **target market median employee base salary** opportunities.
- Job analysis is the **foundation** of an effective employee pay program.
 - It is the collection and analysis of pertinent job content data (i.e., duties, responsibilities, and work requirements).
 - The Village provided us with existing position descriptions to obtain job content data on all covered positions.
- We analyzed the obtained **job content data** to become more familiar with the job duties, responsibilities and work requirements assigned to covered Village employees; and match them against similar survey positions for market pricing purposes.
- Additionally, we reviewed the Village’s current **FLSA exemption** designations for covered employees in the context of both the salary test and the duties test.
 - Effective July 1, 2024, the Fair Labor Standards Act’s (FLSA’s) annual salary-level threshold for white-collar exemptions to overtime requirements will increase from \$35,568 (\$684 per week) to \$43,888 (\$844 per week). As of January 1, 2025, the annual salary threshold will rise to \$58,656 (\$1,128 per week).
 - All Village positions meet the salary test requirements for overtime exemption.
 - There are five FLSA exemption categories – Executive, Professional, Administrative, Computer Professional and Outside Sales under the Duties Test (see Exhibit 1).

A. Program Design

- Based on our review of assigned employee job content data, all the Village positions assigned to the recommended salary grades 1 are nonexempt.
- There are two positions also considered nonexempt which are the Maintenance Supervisor and Assistant Program Director.
- Based on the job content of both positions, the Maintenance Supervisor is recommended to remain nonexempt. The Assistant Program Director is recommended to be exempt.
- We should note if the Village were to undergo an FLSA audit, the focus is on work actually performed by employees rather than the information contained in their job descriptions.
- Therefore, the Village should review current employee exemption designations to help validate their FLSA exemption status.

The Village of Friendship Heights

Fair Labor Standards Act Exemption Categories

| Executive Exemption | Professional Exemption | Administrative Exemption | Computer Professional Exemption | Outside Sales Exemption |
|--|--|--|---|---|
| <ul style="list-style-type: none"> • Must be compensated on a salary basis at a rate not less than \$844 per week. • Primarily manages a department or sub-division. • Directs the work of two or more full-time employees. • Has the authority to hire, fire and discipline or recommend changes in status. | <ul style="list-style-type: none"> • May be learned or creative professional. • Must be compensated on a salary basis at a rate not less than \$844 per week. • Predominantly intellectual, prolonged course of specialized instruction. • Performs work in a recognized field of artistic or creative endeavor. | <ul style="list-style-type: none"> • Must be compensated on a salary basis at a rate not less than \$844 per week. • Primary duty must be office or non-manual work. • Directly related to management policies or general business operations. • Customarily and regularly requires the exercise of discretion and independent judgment. | <ul style="list-style-type: none"> • Must be compensated on a salary basis at a rate not less than \$844 per week. • Employed as a computer systems analyst, programmer, software engineer or similarly skilled worker. • Primary duty consist of: <ul style="list-style-type: none"> • Application of systems analysis techniques and procedures; • Design, development, documentation, analysis creation, testing or modification or computer systems or programs, and operating systems. | <ul style="list-style-type: none"> • Minimum salary requirement does not apply. • Sales work is primarily performed off company premises. • Primarily making sales, obtaining orders or contracts for use of facilities. |

A. Program Design

- **Position evaluation** is the method of determining the **internal worth** of an organization’s positions relative to each other and their **job organizational structure**.
 - We developed a “whole job” career approach to classify covered Village positions based on their relative work function accountability levels to each other.
 - We defined the career levels in terms of Latitude, Level of Responsibility, Organizational Impact, Interactions, and the Level of Knowledge required to perform the work in defining the number of **distinct work levels** (see Exhibit 2).
- The “**whole job**” methodology approach (i.e., all job dimensions of a position are evaluated in the “aggregate” rather than on an individual basis). The “whole job” measures such compensable factors as the Latitude, Level of Responsibility, Interactions, Organizational Impact, and the Level of Knowledge needed to carry out a position’s assigned work duties and responsibilities.
- The definition of each compensable factor contained in the “whole job” approach is as follows:
 - **Latitude** – measures the degree of freedom given to a position to independently make decisions in performing its assigned duties and responsibilities. Consideration is given to the extent to which positions follow standard policies and procedures that are provided as reference materials and guides to aid employees in carrying out their work.
 - **Level of Responsibility** – measures the level of accountability and authority delegated to a position to perform their assigned duties and responsibilities. This factor measures accountability for people, budget strategic direction and output/results for an assigned organization unit which includes a Village work group, work unit, department and/or work function.

A. Program Design

- **Organizational Impact** – measures the degree of contribution that a position’s assigned work duties and responsibilities have on the achievement of the Village’s enterprise-wide mission, annual goals, objectives, and strategies. This factor measures the intended role of a position, rather than the adverse impact resulting from failure to perform the work properly.
- **Interactions** – measures the purpose of the interaction that a position has with others, both within and outside of the Village, in carrying out their assigned duties and responsibilities.
- **Level of Knowledge** – measures the minimum level of expertise required of positions to perform their assigned duties and responsibilities. The expertise may be gained from formal education/training, prior related work experience, and/or a combination of both.

Village of Friendship Heights

Suggested Career Levels for Covered Positions

| Career Level | Definition | Position Title |
|------------------|--|---|
| <p>VI</p> | <p>Under broad direction from the Village Council, the position at this level has enterprise-wide leadership accountability for the Village’s operational, programmatic, and financial success. The position leads the execution of the Village Council’s policies as well as achievement of annual goals and objectives and is accountable for the development and management of the Village’s annual operating budget. It leads the Village’s executive leadership team. The position also represents the Village’s values and its culture. It has a primary impact on the achievement of the Village’s mission and strategic direction. This position requires extensive functional knowledge plus a minimum of fifteen years’ prior relevant experience.</p> | <ul style="list-style-type: none"> • Village Manager |

Village of Friendship Heights

Suggested Career Levels for Covered Positions

| Career Level | Definition | Position Title |
|--------------|--|--|
| V | <p>Under broad direction from the Village Manager, this position at this level assists in the overall day-to-day leadership and serves as the second in charge of the Village. The position assists in the management to help ensure the Village stays within the approved annual operating budget. The position is a member of the executive leadership team. The position also represents the Village both internally and externally to exemplify its values and to define its culture. It has a primary impact on the achievement of the Village’s mission and strategic direction. The position requires extensive functional knowledge plus a minimum of ten years of prior relevant management experience.</p> | <ul style="list-style-type: none"> Assistant Village Manager/Chief Innovation Officer |

Village of Friendship Heights

Suggested Career Levels for Covered Positions

| Career Level | Definition | Position Title |
|------------------|---|---|
| <p>IV</p> | <p>Under divisional supervision, positions at this level are responsible for directing the day-to-day work activities of an assigned Village work unit or program including input into and staying with the approved budget. They regularly interact with others to coordinate, facilitate, or execute work projects. The positions serve as members of assigned Board Committees. They have a definitive impact on the achievement of the Village's annual goals and objectives. They require functional knowledge and prior team and/or supervisory experience eight to ten years of prior relevant experience.</p> | <ul style="list-style-type: none"> • Facilities Manager/ Financial Assistant • Program Director |

Village of Friendship Heights

Suggested Career Levels for Covered Positions

| Career Level | Definition | Position Title |
|-------------------|---|--|
| <p>III</p> | <p>Under functional supervision, positions at this level are responsible for overseeing specialized functional work assignments. They interact with others to advise and to exchange specialized information related to functional work activities. They have a direct impact on the achievement of the Village's annual goals and objectives. They require specialized knowledge skills and abilities of their functional areas plus a minimum of five to seven years of prior relevant work experience.</p> | <ul style="list-style-type: none"> Assistant Program Director |

Village of Friendship Heights

Suggested Career Levels for Covered Positions

| Career Level | Definition | Position Title |
|------------------|--|---|
| <p>II</p> | <p>Under direct supervision, positions at this level perform semi-specialized operational and/or work assignments. They interact with others to collaborate and to exchange technical information related to their assigned functional work activities. They have an indirect impact on the achievement of the Village's annual goals and objectives. They require a working knowledge, skills, and abilities of an administrative and/or operational work area plus a minimum of three to four years of prior relevant work experience.</p> | <ul style="list-style-type: none"> • Front Desk Supervisor • Maintenance Supervisor |

Village of Friendship Heights

Suggested Career Levels for Covered Positions

| Career Level | Definition | Position Title |
|-----------------|---|--|
| <p>I</p> | <p>Under close supervision, positions at this level perform routine and repetitive administrative support work tasks. They interact regularly with others to exchange general information of a routine nature. They have a limited impact on the achievement of the annual goals and objectives within their assigned department. They require basic office support knowledge, skills, and abilities, and/or a minimum of less than one year of prior relevant work experience.</p> | <ul style="list-style-type: none"> • Front Desk Receptionist • Maintenance Staff |

A. Program Design

- **Market pricings** are developed to determine the **external market values** of an organization's positions.
- We established a **protocol** for market pricing covered Village positions against similar positions in comparable organizations.
 - The Village primarily competes for employee talent across various labor market sectors, including small local municipalities.
 - As a result, we developed a survey peer group which consists of 11 local municipalities located in the Washington, DC area – see [Exhibit 3](#).
 - We also developed a national municipality survey peer group which consists of 5 organizations for the comparison purposes of the Village and Assistant Manager positions only – see [Exhibit 4](#).
- We collected and analyzed the most recently reported budget documents and salary information to obtain demographic and compensation data on survey peer group organizations.

Village of Friendship Heights

Demographic Profile of Local Municipality Survey Peer Group

| Organization | | Total Revenue (\$Mill) | Number of Employees | Location |
|---|------------------------|------------------------|---------------------|---------------------|
| City of Rockville* | | \$101.6 | 541 | Rockville, MD |
| City of Gaithersburg* | | 86.2 | 332 | Gaithersburg, MD |
| Town of University Park | | 7.6 | 18 | University Park, MD |
| Chevy Chase Village | | 5.9 | 28 | Chevy Chase, MD |
| Town of Chevy Chase | | 5.4 | 5 | Chevy Chase, MD |
| Town of Poolesville | | 5.0 | 20 | Poolesville, MD |
| Town of Berwyn Heights | | 4.5 | 5 | Berwyn Heights, MD |
| Town of Kensington | | 4.1 | 17 | Kensington, MD |
| Town of Somerset | | 3.3 | 5 | Chevy Chase, MD |
| Town of Garrett Park | | 1.9 | 5 | Garrett Park, MD |
| Chevy Chase View | | 1.4 | 1 | Kensington, MD |
| SUMMARY STATISTICS | 25th Percentile | 3.5 | 5 | |
| | Mean | 12.5 | 44 | |
| | Median | 4.8 | 11 | |
| | 75th Percentile | 5.8 | 20 | |
| <i>Village of Friendship Heights</i> | | \$2.7 | 7 | Chevy Chase, MD |
| Village as a % of Survey Peer Group | Mean | 21.9% | 16.1% | |
| | Median | 57.6% | 63.6% | |

* - The mean is skewed stemming from higher peer revenue and employee counts.

Village of Friendship Heights

Demographic Profile of National Municipality Survey Peer Group

| Organization | | Total Revenue (\$Mill) | Number of Employees | Location |
|---|------------------------|------------------------|---------------------|------------------|
| City of Avalon | | \$34.2 | 126 | Avalon, CA |
| Town of Purcellville | | 23.9 | 100 | Purcellville, VA |
| Village of Pelham Manor | | 18.2 | 70 | Pelham Manor, NY |
| City of Pilot Point | | 8.5 | 87 | Pilot Point, TX |
| Village of Kenilworth | | 5.0 | 30 | Kenilworth, IL |
| SUMMARY STATISTICS | 25th Percentile | 8.5 | 70 | |
| | Mean | 18.0 | 83 | |
| | Median | 18.2 | 87 | |
| | 75th Percentile | 23.9 | 100 | |
| <i>Village of Friendship Heights</i> | | \$2.7 | 7 | Chevy Chase, MD |
| Village as a % of Survey Peer Group | Mean | 15.2% | 8.5% | |
| | Median | 15.0% | 8.1% | |

A. Program Design

- The Village is **much smaller than** typical organizations in the local municipality survey peer group in terms of both **annual operating revenues and staff size**.

| Demographic Data | Local Survey Peer Group Summary Statistics | | | | Village Actual | Village as % of Peer Group | |
|--------------------------|--|--------|--------|-----------|----------------|----------------------------|--------|
| | 25th %ile | Mean* | Median | 75th %ile | | Mean | Median |
| 2018 Annual Revenue | \$3.5 | \$12.5 | \$4.8 | \$5.8 | \$1.2M | 21.9% | 57.6% |
| 2018 Full-time Employees | 5 | 44 | 11 | 20 | 10 | 16.0% | 63.6% |

* - The mean is skewed stemming from higher peer revenue and employee counts.

- The Village is also **much smaller than** typical organizations in the national municipality survey peer group in terms of both **annual operating revenues and staff size**.

| Demographic Data | National Survey Peer Group Summary Statistics | | | | Village Actual | Village as % of Peer Group | |
|--------------------------|---|--------|--------|-----------|----------------|----------------------------|--------|
| | 25th %ile | Mean | Median | 75th %ile | | Mean | Median |
| 2018 Annual Revenue | \$8.5 | \$18.0 | \$18.2 | \$23.9 | \$1.2M | 15.2% | 15.0% |
| 2018 Full-time Employees | 70 | 83 | 87 | 100 | 10 | 8.5% | 8.1% |

A. Program Design

- The covered Village positions were matched against **similar survey positions** based on their assigned job content data (see [Appendix](#)).
- The reported pay survey data were projected to **July 1, 2024**, to correspond with the beginning of the upcoming fiscal year.
 - A **3.5%** annualized adjustment factor was used to update the reported base salary summary statistics to this common reporting date.
 - All pay figures were rounded to the **nearest \$1,000** for amounts of \$100,000 and higher, or to the **nearest \$500** for amounts below \$100,000.
 - A **premium or discount** of 10% to 15% was used to adjust the reported market summary statistics, where necessary, in order to reflect Village positions with **broader or narrower responsibilities**, respectively, relative to their survey position matches to employees earning below or above \$100,000 per year.
- The definitions of the reported summary statistics are as follows:
 - **25th percentile** represents the figure above which 75% of all reported figures fall.
 - **Mean** represents the average of all figures reported.
 - **Median** represents the figure above and below which half of all reported figures fall.
 - **75th percentile** represents the figure above which 25% of all reported figures fall.

A. Program Design

- Exhibit 5 contains the projected July 2024 **market pay summary statistics** for covered Village positions.
 - The Village benchmark positions are arrayed from high to low based on their projected **market median base salaries**.
 - **Market pay** reflects developed **market base salaries** provided to position incumbents during the organization's most recently completed fiscal year.

Village of Friendship Heights

Competitive Market Pay Summary Statistics for Covered Benchmark Positions

| Benchmark Position Title | Match Count | 07/24 Market Pay Summary Statistics | | | |
|---|-------------|-------------------------------------|--------------|----------------|-------------------|
| | | 25th %ile (\$000) | Mean (\$000) | Median (\$000) | 75th %ile (\$000) |
| VILLAGE MANAGER | 15 | \$158.0 | \$187.0 | \$202.0 | \$211.0 |
| ASSISTANT VILLAGE MANAGER/ CHIEF INNOVATION OFFICER | 14 | 112.0 | 140.0 | 125.0 | 170.0 |
| FACILITIES MANAGER/FINANCIAL ASSISTANT | 9 | 90.0 | 105.0 | 104.0 | 122.0 |
| PROGRAM DIRECTOR | 9 | 88.0 | 97.0 | 92.0 | 96.0 |
| ASSISTANT PROGRAM DIRECTOR | 8 | 81.0 | 88.0 | 86.0 | 95.0 |
| MAINTENANCE SUPERVISOR | 8 | 74.0 | 80.0 | 82.0 | 90.0 |
| FRONT DESK SUPERVISOR | 9 | 54.0 | 62.0 | 65.0 | 69.0 |
| MAINTENANCE STAFF | 8 | 52.0 | 57.0 | 56.0 | 61.0 |
| FRONT DESK RECEPTIONIST | 9 | 46.0 | 55.0 | 54.0 | 62.0 |

A. Program Design

- The **competitive market base salary levels** for covered Village positions are as follows:

| Salary Market Level | Position Title | 7/24 Market Median | |
|---------------------|---|---------------------|----------------------|
| | | Base Salary (\$000) | Salary Level (\$000) |
| 6 | VILLAGE MANAGER | \$202.0 | \$202.0 |
| 5 | ASSISTANT VILLAGE MANAGER/ CHIEF INNOVATION OFFICER | 125.0 | 125.0 |
| 4 | FACILITIES MANAGER/FINANCIAL ASSISTANT | 104.0 | 98.0 |
| 4 | PROGRAM DIRECTOR | 92.0 | |
| 3 | ASSISTANT PROGRAM DIRECTOR | 86.0 | 86.0 |
| 2 | MAINTENANCE SUPERVISOR | 82.0 | 73.5 |
| 2 | FRONT DESK SUPERVISOR | 65.0 | |
| 1 | MAINTENANCE STAFF | 56.0 | 55.0 |
| 1 | FRONT DESK RECEPTIONIST | 54.0 | |

- Village positions were grouped into salary levels based on the closeness of their developed market **median base** salaries to each other.
- The market salary levels reflect the average of the market median base salaries for all Village positions assigned to the same position level.

A. Program Design

- The **market salary levels** are also associated with the Village's recommended **career levels**, which assists with determining future position classifications based on their internal value along with factoring in their developed market salary levels.
- Accordingly, the market analysis indicates there are **six distinct market levels** for Village positions based on their developed market median base salaries.

A. Program Design

- A **salary structure** identifies the minimum and maximum base salary opportunities an organization is willing to provide any of its employees.
- The Village should adopt a **salary structure with 6 grade ranges** to manage employee salary opportunities in the future.

| Salary Grade | Village of Friendship Heights | Recommended 2024 Salary Structure | | | | |
|--------------|---|-----------------------------------|------------------------|-------------------|-----------------------|-------------------|
| | | <i>Qtl:</i> | <i>1st</i> | <i>2nd</i> | <i>3rd</i> | <i>4th</i> |
| | Recommended Position Title | Entry Point (\$000) | Progress Point (\$000) | Mid Point (\$000) | Advance Point (\$000) | Max Point (\$000) |
| 6 | Village Manager | \$150.0 | \$176.0 | \$202.0 | \$232.3 | \$262.5 |
| 5 | Asst. Village Mgr./Chief Innovation Officer | 93.0 | 109.0 | 125.0 | 143.9 | 162.8 |
| 4 | Program Director | 73.0 | 85.5 | 98.0 | 112.9 | 127.8 |
| 4 | Facilities Mgr./Financial Asst | 73.0 | 85.5 | 98.0 | 112.9 | 127.8 |
| 3 | Assistant Program Director | 64.0 | 75.0 | 86.0 | 99.0 | 112.0 |
| 2 | Maintenance Supervisor | 54.0 | 63.8 | 73.5 | 84.0 | 94.5 |
| 2 | Front Desk Supervisor | 54.0 | 63.8 | 73.5 | 84.0 | 94.5 |
| 1 | Maintenance Staff | 41.0 | 48.0 | 55.0 | 63.4 | 71.8 |
| 1 | Front Desk Receptionist | 41.0 | 48.0 | 55.0 | 63.4 | 71.8 |

- The recommended salary structure will be effective from July 1st, 2024, through June 30th, 2025.
 - We substituted the **market median base salaries levels** as the salary midpoint for each grade.

A. Program Design

- Next, we established a 75% spread between the recommended entry points and max points.
- The recommended progress points reflect the average of the entry points and midpoints, while the advance points reflect the average of the midpoints and the max points.
- The **purpose** of each **component** of the recommended salary structure is as follows:
 - The **entry point** is the lowest rate paid an employee who possesses minimal qualifications and is expected to be able to perform the basic duties and responsibilities of a job after normal training.
 - The **progress point** is the rate paid an employee who possesses more than the minimal qualifications needed to perform the basic duties and responsibilities of a position.
 - The **midpoint** is the “going rate” for an employee whose performance satisfactorily fulfills the requirements of a position and who typically has four to six years of experience in the position.
 - The **advance point** is the rate paid an employee whose performance exceeds the full requirements of the position.
 - The **max point** is the highest rate available for employees whose performance consistently exceeds most position requirements, or for those employees with long service in the same position.
- For the future, the Village should update the recommended salary structure each year to reflect anticipated market changes for similar organizations.
 - The salary **structure should be updated** as of July 1st of each year.

A. Program Design

- Adjustments to pay ranges **do not** result in automatic changes in individual employee base salaries.
- Exhibit 6 compares Village employees' actual base salaries to the recommended **salary grade midpoints** for their positions.
- The Village's current employee **base salaries** are, on average, **90.3%** of their recommended salary grade midpoints.
 - A compa-ratio of 100% means an organization is paying exactly the same as the market.
 - A summary of Village employees' current position tenure is as follows:

| Years of Service | | | |
|------------------|-------|--------|-----------|
| 25th %ile | Mean* | Median | 75th %ile |
| 2.0 | 8.3 | 3.2 | 6.4 |

* - The mean is skewed stemming from higher tenured employees.

- Normally, it typically takes employees between four to six years to reach their salary midpoints in the same position in today's environment.

Village of Friendship Heights

Comparison Between Current Employee Base Salaries and Recommended Salary Range Midpoints

| Salary Grade | Village of Friendship Heights | | | | Recommended 2024 Salary Structure | | | | | Compa Ratio (%) | Cost to Entry Point (\$000) | Within Range Adj. (\$000) |
|-------------------------|---|-----------------------------|--------|---------------------|-----------------------------------|------------------------|-------------------|-----------------------|-------------------|-----------------|-----------------------------|---------------------------|
| | | | | | Qtl: | 1st | 2nd | 3rd | 4th | | | |
| | Recommended Position Title | Incumbent | Tenure | Base Salary (\$000) | Entry Point (\$000) | Progress Point (\$000) | Mid Point (\$000) | Advance Point (\$000) | Max Point (\$000) | | | |
| 6 | Village Manager | Mansfield, Julian P. | 27.9 | \$189.6 | \$150.0 | \$176.0 | \$202.0 | \$232.3 | \$262.5 | 93.9% | – | \$12.4 |
| 5 | Asst. Village Mgr./Chief Innovation Officer | Goldstein, Jason | 1.9 | 121.5 | 93.0 | 109.0 | 125.0 | 143.9 | 162.8 | 97.2% | – | 3.5 |
| 4 | Program Director | O’Neil, Anne H. | 5.9 | 106.3 | 73.0 | 85.5 | 98.0 | 112.9 | 127.8 | 108.5% | – | – |
| 4 | Facilities Mgr./Financial Asst | Bryant, Donna L. | 1.9 | 81.3 | 73.0 | 85.5 | 98.0 | 112.9 | 127.8 | 83.0% | – | 25.0 |
| 3 | Assistant Program Director | Conway, Dale | 1.4 | 67.0 | 64.0 | 75.0 | 86.0 | 99.0 | 112.0 | 77.9% | – | 8.0 |
| 2 | Maintenance Supervisor | Garcia, Hector | 3.5 | 64.5 | 54.0 | 63.8 | 73.5 | 84.0 | 94.5 | 87.7% | – | – |
| 2 | Front Desk Supervisor | Hudzina, Bryan | 2.0 | 53.3 | 54.0 | 63.8 | 73.5 | 84.0 | 94.5 | 72.5% | 0.7 | 9.8 |
| 1 | Front Desk Receptionist | Martin, Pauline | 38.0 | 62.8 | 41.0 | 48.0 | 55.0 | 63.4 | 71.8 | 114.1% | – | – |
| 1 | Front Desk Receptionist | Bonilla-Salamanca, Milagros | 2.3 | 48.0 | 41.0 | 48.0 | 55.0 | 63.4 | 71.8 | 87.4% | – | – |
| 1 | Front Desk Receptionist | Chatterjee, Rajni | 7.8 | 48.0 | 41.0 | 48.0 | 55.0 | 63.4 | 71.8 | 87.4% | – | – |
| 1 | Front Desk Receptionist | Strong, Judith | 2.9 | 48.0 | 41.0 | 48.0 | 55.0 | 63.4 | 71.8 | 87.4% | – | – |
| 1 | Maintenance Staff | Ramos De Escobar, Sandra | 3.5 | 48.0 | 41.0 | 48.0 | 55.0 | 63.4 | 71.8 | 87.4% | – | – |
| Overall Average: | | | | | | | | | | 90.3% | | |

Total Amount
Under Adj.
 \$ 0.7 \$ 58.8

A. Program Design

- The distribution of Village employees' **actual base salaries** in their recommended 2024 salary ranges is as follows:

| | Salary Range Quartile | No. of EEs | Percent of Total |
|--------------------------|--------------------------|---------------|---------------------|
| | Below Entry Point | 1 | 8.3% |
| | First | 8 | 66.7% |
| <i>Competitive Range</i> | 3 rd @ \$ | 0 | 0.0% |
| | 4 th @ \$ | 0 | 0.0% |
| | Fourth | 1 | 8.3% |
| | Above Max Point | 0 | 0.0% |
| | Total | 10 | 100.0% |

- The current base salary for one Village employee falls below the recommended entry points for their positions.
- It will cost the Village approximately \$700 to bring the base salary of this employee to the recommended entry point for their position.
- The Village's position within range analysis revealed current employee salaries may not fall appropriately within the assigned salary ranges for their positions based on their individual Village tenure.
 - Normally organizations determine a specified period of time in which employees will progress through their assigned position salary ranges.
 - The suggested salary adjustments are aligning incumbent salaries more specifically with where their base salaries should be within their recommended salary ranges based on their tenure within position.

A. Program Design

- Incumbents who typically have four to six years of experience in the position should be close to or at the midpoint of their salary ranges.
- Whereas incumbents who typically have two to four years of experience in the position should be close to or at the progress point of their salary ranges.
- Aligning incumbent base salaries within their new recommended salary ranges allows for an easier transition to more effective starting pay practices within the ranges.
- We did identify in some cases for individual incumbents whose base salaries perhaps should be more aligned with the midpoint or advance point in their salary ranges due to prior work experience with the Village.
- The Village can consider evaluating these specific incumbents on a case-by-case basis to further adjust their pay.
- It will cost the Village approximately \$58,800 to bring the employees' current base salaries up to their recommended equitable base salary within their assigned salary range.

B. Program Management

- Effective administration of the Village’s employee pay program should be a shared responsibility among its volunteer leadership and staff management.
- The **Village Council** should be responsible for:
 - Approving the overall compensation philosophy and objectives;
 - Approving the annual salary increase budget and salary structure adjustment; and
 - Determining the Village Manager’s performance objectives and salary change.
- The **Village Manager** should be responsible for the overall program management, including:
 - Recommending the overall compensation philosophy and objectives;
 - Recommending the annual salary increase budget and salary structure adjustment; and
 - Determining annual goals, assessing performance results, and salary changes for leadership team, if any.
- The **Assistant Village Manager/Chief Innovation Officer** should be responsible for the daily administration of the program, including:
 - Recommending annual salary program changes (including salary increase budget and salary structure movement);
 - Approving starting base salary offers for new employees at or above their salary range midpoints in conjunction with the Village Manager;

B. Program Management

- Recommending salary changes (including incentive payments) for direct reports;
 - Tracking market salary movement (including salary increase budget and salary structure movement);
 - Determining starting base salary offers in conjunction with appropriate leadership staff of new employees;
 - Ensuring base salary increase adjustments are in compliance with merit increase guidelines; and
 - Preparing the annual merit plan for the Village Manager’s review.
- The **Leadership Team** should be responsible for:
- Approving the accuracy and completeness of position descriptions;
 - Working with Human Resources to determine salary grades for their newly created and/or changed positions;
 - Working with Human Resources to determine base salary offers below the salary range progress points for their new hires; and
 - Recommending performance ratings and salary increase adjustments for their subordinates.
- Federal and state laws may affect the administration of or impact the Village’s employee compensation policies and practices. Compliance with these laws will:
- Alleviate potential employee relations and morale problems; and
 - Reduce potential liability for claims for payment of back wages and, in some cases, penalties and/or criminal prosecution.

C. Pay Delivery

Starting Salary

- Starting salaries for new hires should be set at the salary range entry point if they meet the minimum work requirements of the position.
- Starting salaries for new hires that exceed the minimum work requirements should be established on the basis of salaries provided to other Village employees with similar qualifications and related work experience.
- Starting salaries should not usually exceed the assigned salary range midpoints without the approval of the Village Manager.

Below Minimum Increases

- Also, the Village should set aside additional monies to **bring all employees' current base salaries** up to the recommended salary range entry points for their positions.
 - Specifically, the Village should budget an additional \$700 to raise the salaries of the below entry point employees.
 - The Village should increase the pay for the employees whose base salaries are below their salary range entry points, assuming they meet performance expectations.

Within Range Adjustments

- Also, the Village should set aside additional monies to **bring all employees' current base salaries** up to their recommended within-range salary adjustments.

C. Pay Delivery

- Specifically, the Village should budget an additional \$58,800 to raise the salaries of the impacted employees.
- The Village should increase the pay for the employees whose base salaries are below their recommended within range salary adjustment, assuming they meet performance expectations.

Merit Increase Plan

- The Village should continue to grant annual merit-based salary increase adjustments in the future.
 - The size of the Village’s annual salary increase budget, if any, should be based on anticipated market salary movement and the Village’s financial condition within any given year.
 - PRM’s market research indicates that small local municipalities and general industry employers with financial stability are increasing employee base salaries, on average, between 2.0% and 4.0% during the current calendar year given the inflation.
- Assuming financial stability, we suggest the Village adopt a 4.0% salary increase budget to improve the external market competitiveness of its employee pay program.
 - The recommended merit increase budget percentage should be allocated to individual employees based upon individual employee performance rating.
 - However, no merit increase should be granted to Village employees whose current salaries equal or exceed the salary range max points of their grades.
 - It will cost the Village approximately \$61,800 total if all salary adjustment recommendations are considered.

C. Pay Delivery

- The Village's overall compa-ratio would be approximately **100.1%** at the end of the next fiscal year assuming the adoption of the recommended pay program changes.

Promotional Increases

- Further, the Village should grant promotional salary increases when employees are assigned to higher salary grades than their current positions.
 - The size of promotional increases should vary between 8% and 12% of an employee's current base salary. However, promotional increases should bring the current salaries of promoted employees at least up to the recommended salary range entry points for their positions.
 - Promotional increases should be granted as soon as possible after the effective date of the promotion.
- In addition, the following salary actions should be taken in the event of the relevant personnel-related actions:
 - **Lateral Transfer:** Occurs when an employee is reassigned to a different position within the same salary range as his/her present position. No salary action is required.
 - **Demotion:** Occurs when an employee is reassigned to a different position with a lower salary range than the one assigned to his/her present position. A reduction in an employee's salary will be reviewed on a case-by-case basis.
 - **Temporary Reassignment:** Occurs when an employee is assigned to a position with a higher salary grade than his/her current position for a scheduled period of time. A variable pay award opportunity may be provided for temporary assignment after a certain period of time.



III. Employee Benefits Review

A. *Market Analysis*

- PRM analyzed the Village’s employee benefits which is essentially offered by Montgomery County Government, MD in the context of the demographics of its current employee workforce and market norms within the local municipality market sector.
 - The Village has a total of 12 employees (including the Village Manager) located in the Washington metropolitan area.
 - The Village’s typical employee population is mostly females which represents 58% of the workforce.
 - The median annual base salary for all the Village employees is \$62,600 with 8.3 years of service.
- Our review indicates the Village provides a comprehensive broad-based benefits program which protects employees from income loss due to sickness, death, disability, and retirement, plus paid time off.
 - Exhibit 7 contains our assessment of the external market competitiveness of the Village’s current employee benefits.
 - The Village’s broad-based benefits include both employer-paid benefits as well as voluntary, employee paid benefits.
 - For active employees, the Village Council will pay 100% of the premiums for employee coverage only with less than five years of service and 100% of the premiums for employees and dependents with more than five years of service.
 - Additionally, the Village provides **other benefits** to promote employee well-being and a work life balance.
- The Village offers fully competitive **medical benefits** through CareFirst, Kaiser Permanente, and United Healthcare and the employee premiums are age based and there is the option to waive the coverage.
 - The Village’s plans provide two medical options HMO and POS from which employees may choose.

Village of Friendship Heights

Summary of Broad-Based Employee Benefits Market Competitiveness

| Employee Benefits | Degree of Competitiveness | Description |
|----------------------|--|--|
| Medical | | CareFirst (CF) BCBS Standard and High POS (Monthly Rates-Self \$699.45-Family \$2,190.67), Kaiser Permanente (KP) HMO + Rx (Monthly Rates-Self \$766.21-Family \$2,268.01), United Healthcare (UH) HMO (Monthly Rates-Self \$615.66-Family \$1,881.48). CF BCBS Standard Copay \$15/\$30 (Spec.), KP Copay \$5, UH \$5/\$10 (Spec.). Caremark Prescription Coverage – Generic Drugs: \$10 Copay, Preferred Brand-Name Drugs: \$20 Copay, Non-Preferred Brand Name Drugs: \$35. Out-of-network benefits: None for KP and UH; Available for CF BCBS. Out-of-Pocket Annual Maximums - CF BCBS Standard and High POS in-network \$1,000/\$2,000, out-of-network \$2,000/\$4,000, UH \$1,100/\$3,600, KP \$0. |
| Vision | | EyeMed Vision Program In-network eye exams co-pay \$0. Retinal Imaging \$39 Copay. Prescription Lenses – Single Vision, Bifocal, Trifocal, or Lenticular – \$0 Copay, Progressive – Copay ranges \$65 to \$110. Frames – No Copay: \$130 Allowance. Contact Lenses – Standard – No Copay; \$40 Allowance, Contact Lenses – No Copay; \$100 Allowance, Medically Necessary Contact Lenses – No Copay; Paid in Full. |
| Dental | | Cigna DHMO (Monthly Rates-Self \$14.65-Family \$40.57) and PPO (Monthly Rates-Self \$42.90-Family \$137.54) plans are available. In-network deductible PPO \$50/\$150; waived for preventative care. Out-of-network benefits: None for DHMO; Available for PPO. Annual maximum - DHMO unlimited, PPO \$2000. Preventative and diagnostic services covered 100% with participating providers depending on “in-progress” orthodontic treatments. Orthodontic Maximum (Lifetime) – DHMO unlimited amount (treatment limited to 24 months), PPO \$1,000. |
| Life AD&D Insurance | | 1 x annual salary or up to maximum \$250,000. |
| Long-Term Disability | | 60% of earnings up to a maximum benefit of \$2500 per month. |
| Retirement 457 Plan | | Contributes 8% of annual salary for all benefit eligible employees. |
| Paid Time Off (PTO) | | Accrued based on years of employment: 0-2 years – 1.6 accrual hours per 40 hours worked; 3-4 years – 2.4 accrual hours per 40 hours worked and over 5 years 3.1 accrual hours per 40 hours worked. Unused PTO rolls over year after year but not allowed to exceed 160 hours per year. |
| Paid Holidays | | Twelve (12) paid holidays a year. |
| Other Benefits | | Flexible spending account, jury duty, disability/family and medical leave, military family leave, sick leave, employee assistance, mental well-being support, and EAP resources (i.e., Legal). |
| | <div style="display: flex; justify-content: space-around; width: 100%;"> Less than Competitive Competitive More Than Competitive </div> | |

A. Market Analysis

- All three options include various co-pays, including \$5 - \$15 range per primary physician office visit, and \$10 per specialist office visit or out-of-network 80% covered after deductible, \$25 - \$50 range per emergency room visit which if admitted will be waived.
- The Village offers retail pharmacy coverage, co-pays vary based on generic, preferred brands, non-preferred brand drugs while mail order.
- The Village offers **EyeMed Vision Program** if you are not enrolled in the UHC or Kaiser medical plans that covers both exams and materials, i.e., lenses, frames, and contacts.
 - Specifically, annual exams are subjected to no co-pay while retinal imaging and prescription lenses may vary from \$65 to \$110 copay.
 - The Village covers a portion of the premiums for employee only costs for the core plan, employee and children costs, and employee and spouse or family amounts for most benefits-eligible employees.
- The Village provides **dental benefits** through Cigna DHMO and PPO plans for coverage.
 - The Village employees pays \$14.65 (DHMO) and \$42.90 (PPO) for individuals and \$40.57 (DHMO) and \$137.54 (PPO) for family coverage, respectively.
 - The plan pays up to \$2,000 maximum per year for all basic and major services.
- The Village's **life insurance** benefits are fully competitive relative to market.
 - The Village pays 100% of the cost under the group life policy, and the plan provides a death benefit of one-time annual salary and up to a \$250,000 maximum.
 - Also, accidental death and dismemberment (AD&D) coverage is available as an employer-paid benefit and the level of coverage is up to a \$600,000 maximum.

A. Market Analysis

- Our market research indicates local municipality organizations the size of the Village typically provides a flat dollar amount up to \$250,000.
- The Village provides a **long-term disability (LTD)** and pays 75% of the premium for each employee.
 - The plan guarantees 60% of monthly earnings to a maximum of \$2,500 month, which fully covers employees and coverage is no longer than 12 months.
 - The benefit is offset by unemployment compensation and typically the benefit commences after 6 months of continuous employment.
 - The Village currently does not provide a short-term disability (STD) plan.
- The Village provides **retirement benefits** through a 457 deferred compensation plan managed by the International City Management Association Retirement Corporation (RC).
 - The Plan is a safe harbor plan that has been approved by the Internal Revenue Service to meet ERISA plan document compliance purposes.
 - Village employees are eligible to make voluntary tax-deferred or Roth contributions immediately upon being hired and are 100% vested in their contributions at all times.
 - The Village’s plan design is an elective safe harbor plan, where all eligible employees receive non-safe harbor matching contributions and profit-sharing contributions.
- The IRS limitations on qualified retirement plan benefits for the 2024 calendar year are as follows:
 - Maximum 457 plan elective deferral limit - \$23,000, and
 - Catch-up contribution for individual over to - \$7,500.

A. *Market Analysis*

- The Village’s PTO policy includes annual and sick leave captured in individual leave banks and is trending below market competitiveness.
 - The Village provides paid time off (“PTO”) to full-time employees and part-time employees who are scheduled to work a minimum of 25 hours per week. Probationary or temporary employees are not entitled to annual leave.
 - Employees must have accrued the PTO before taking paid time off. Probationary employees and temporary employees will neither accrue nor be permitted to utilize annual leave until completion of probationary period or temporary status is converted to permanent. Retroactive leave can be administered at that time.
 - Accrual is as follows:

| Years of Employment | Accrual of Hours | Number of Days |
|---------------------|------------------|----------------|
| 0 to 2 years | 1.6 | 10.4 |
| After 3 years | 2.4 | 15.6 |
| After 5 years | 3.1 | 20.2 |

- Additionally, the Village provides employees with **other benefits** to help ensure their well-being, development, and work life balance.
 - The Village provides employees both dependent and healthcare flexible spending accounts which allows them to set aside pre-tax dollars from their earnings to pay for or be reimbursed for qualified healthcare or dependent care expenses, non-employer sponsored premiums (NESP).

A. Market Analysis

- The Village provides optional life insurance in addition to basic life insurance. Employees have the capability to purchase 1 to 8 times the amount of their base salaries, subject to a maximum of \$1,000,000.
- The Village provides 1.6 hours of sick leave per 40 hours worked. Employees can carry over unlimited sick leave each year if unused. Sick leave may be used for bereavement leave as necessary.

B. Recommendations

- PRM’s review indicates the Village generally has a fully competitive employee benefits program relative to similar size local peer municipality organizations.
 - The current benefits plans are both cost effective and provides income replacement due to sickness, disability, retirement, and death.
 - However, there are a few gaps that the Village might desire to enhance relative to market norms.
- The Village should maintain the three medical plan options provided, each playing an important role in the program.
- The Village should maintain the maximum ceiling under for life insurance of \$250,000 without evidence of insurability.
- Additionally, the Village might consider providing monetary incentives to encourage married employees to opt out in favor of their spouse’s health plan coverage and standardizing the cost as a percentage of base salary for all employees.
- The Village’s Holidays currently offered are trending at market competitiveness based on the number of Holidays offered by other comparators, however, the Village should consider adding Employee Appreciation Day (Day After Thanksgiving), Christmas Eve, and Good Friday (typically half day) to the Holiday schedule.
 - The Village currently offers twelve (12) holidays whereas in some cases local peer municipality organizations offer up to fourteen (14) and 1 half days.
- Also, the Village should consider modifying its PTO plan to increase the limit of hours accrued per pay period based on years of service.

B. Recommendations

- The Village’s comparators are in many cases providing higher hour accrual limits which assists with work-life balance initiatives for their organizations.
- Should the Village decide to review its current PTO hour accrual limits the same should be performed for the sick leave accrual limit currently offered.
- We suggest the Village maintain a fixed 457 plan contribution percentage and the overall eight percent contribution.
 - Specifically, the Village should continue to contribute a flat eight percent of employee base salaries. The eight percent contribution currently provided is highly competitive amongst the Village’s identified peers.



IV. Next Steps

IV. Next Steps

- Submit PRM's draft study report for the Village's review and feedback.
- Confirm the Village articulated employee compensation philosophy:
 - Survey peer group organizations;
 - Desired compensation posture;
 - Compensation elements.
- Review and finalize salary structure and position grades.
- Determine appropriate changes to employee benefits program.
- Adopt, document, and communicate any changes to the current employee compensation program.

Appendix – Listing of Position Matches and Market Rates for Covered Positions

Village of Friendship Heights

Listing of Position Matches and Market Rates for Covered Positions

| Organization | Position | Projected 7/24 Compensation for Survey Peer Group | | | |
|--|---|---|----------------|-------------|---------------------|
| | | Salary Range | | | Base Salary (\$000) |
| | | Min (\$000) | Mid-Pt (\$000) | Max (\$000) | |
| VILLAGE MANAGER | | | | | |
| City of Rockville | City Manager | -- | -- | -- | \$253.0 |
| City of Gaithersburg | City Manager | -- | -- | -- | 241.0 |
| Chevy Chase Village | Village Manager | -- | -- | -- | 208.0 |
| Village of Kenilworth | Village Manager | -- | -- | -- | 206.0 |
| Town of Chevy Chase | Town Manager | -- | -- | -- | 202.0 |
| City of Avalon | City Manager | -- | -- | -- | 196.0 |
| Village of Pelham Manor | Village Manager | -- | -- | -- | 195.0 |
| Town of Purcellville | Town Manager | 106.0 | 133.0 | 160.0 | 195.0 |
| City of Pilot Point | City Manager | -- | -- | -- | 170.0 |
| Town of Kensington | Town Manager | 127.0 | 153.0 | 179.0 | 161.0 |
| Town of Garrett Park | Town Manager | -- | -- | -- | 156.0 |
| Town of University Park | Town Administrator | 106.0 | 133.0 | 160.0 | 150.0 |
| Town of Poolesville | Town Manager | 102.0 | 123.0 | 144.0 | 144.0 |
| Chevy Chase View | Town Manager | -- | -- | -- | 105.0 |
| Town of Berwyn Heights | Town Manager | 105.0 | 121.0 | 137.0 | -- |
| ASSISTANT VILLAGE MANAGER/ CHIEF INNOVATION OFFICER | | | | | |
| City of Gaithersburg | Deputy City Manager | \$152.0 | \$182.0 | \$212.0 | \$209.0 |
| City of Rockville | Deputy City Manager | -- | -- | -- | 197.0 |
| City of Avalon | City Manager (-15%) | -- | -- | -- | 171.0 |
| Town of Purcellville | Town Manager (-15%) | 106.0 | 133.0 | 160.0 | 170.0 |
| City of Pilot Point | City Manager (-15%) | -- | -- | -- | 148.0 |
| Town of University Park | Treasurer | 106.0 | 133.0 | 160.0 | 138.0 |
| Chevy Chase Village | Director of Municipal Operations | 74.0 | 101.0 | 128.0 | 123.0 |
| Town of Chevy Chase | Permitting and Code Enforcement Manager | -- | -- | -- | 118.0 |
| Village of Pelham Manor | Treasurer | -- | -- | -- | 118.0 |
| Town of Poolesville | Assistant Manager | 85.0 | 101.0 | 117.0 | 117.0 |
| Village of Kenilworth | Assistant to the Village Manager | -- | -- | -- | 103.0 |
| Town of Garrett Park | Assistant Town Manager | -- | -- | -- | 92.0 |
| Town of Kensington | Assistant Town Manager | 67.0 | 85.0 | 103.0 | 82.0 |
| Town of Berwyn Heights | Town Manager (-15%) | -- | 105.0 | -- | -- |

Village of Friendship Heights

Listing of Position Matches and Market Rates for Covered Positions

| Organization | Position | Projected 7/24 Compensation for Survey Peer Group | | | |
|--|---|---|----------------|-------------|---------------------|
| | | Salary Range | | | Base Salary (\$000) |
| | | Min (\$000) | Mid-Pt (\$000) | Max (\$000) | |
| <i>FACILITIES MANAGER/FINANCIAL ASSISTANT</i> | | | | | |
| City of Rockville | Senior Management and Budget Analyst | \$81.0 | \$105.0 | \$129.0 | \$122.0 |
| Town of Kensington | Clerk-Treasurer | 91.0 | 111.0 | 132.0 | 118.0 |
| Town of Chevy Chase | Maintenance Manager | -- | -- | -- | 114.0 |
| City of Gaithersburg | Facilities & Administrative Services Division Chief | 91.0 | 121.0 | 151.0 | 95.0 |
| Town of Garrett Park | Maintenance Supervisor | -- | -- | -- | 93.0 |
| Chevy Chase Village | Director of Public Works | 74.0 | 101.0 | 128.0 | 77.0 |
| Town of University Park | Bookkeeper | 55.0 | 69.0 | 83.0 | 76.0 |
| Town of Poolesville | Clerk-Treasurer | 70.0 | 87.0 | 105.0 | -- |
| Town of Berwyn Heights | Town Treasurer | 72.0 | 79.0 | 93.0 | -- |
| <i>PROGRAM DIRECTOR</i> | | | | | |
| Chevy Chase Village | Director of Municipal Operations | \$74.0 | \$101.0 | \$128.0 | \$123.0 |
| City of Gaithersburg | Recreation Services Division Chief | 91.0 | 121.0 | 151.0 | 95.0 |
| Town of Garrett Park | Assistant Town Manager | -- | -- | -- | 92.0 |
| Town of University Park | Town Clerk | 68.0 | 86.0 | 104.0 | 89.0 |
| City of Rockville | Recreation Program Supervisor | 73.0 | 93.0 | 113.0 | 88.0 |
| Town of Kensington | Assistant Town Manager | 67.0 | 85.0 | 103.0 | 82.0 |
| Town of Chevy Chase | Special Projects Director | -- | -- | -- | 72.0 |
| Town of Poolesville | Water & Sewer Superintendent, Wastewater Superintendent Supervisor of Parks | 66.0 | 86.0 | 105.0 | -- |
| Town of Berwyn Heights | Administrative Manager/Special Events | 72.0 | 79.0 | 93.0 | -- |
| <i>ASSISTANT PROGRAM DIRECTOR</i> | | | | | |
| Chevy Chase Village | Director of Municipal Operations (-15%) | \$74.0 | \$101.0 | \$128.0 | \$104.0 |
| City of Gaithersburg | Recreation Services Division Chief (-15%) | -- | 105.0 | -- | 95.0 |
| City of Rockville | Recreation Program Supervisor (-10%) | -- | -- | -- | 88.0 |
| Town of University Park | Town Clerk (-10%) | -- | -- | -- | 81.0 |
| Town of Garrett Park | Assistant Town Manager (-15%) | -- | -- | -- | 80.0 |
| Town of Kensington | Assistant Town Manager (-10%) | 67.0 | 85.0 | 103.0 | 75.0 |
| Town of Poolesville | Wastewater 5/P&S Assistant Superintendent/Deputy Clerk/Events Coordinator | 53.0 | 73.0 | 93.0 | -- |
| Town of Berwyn Heights | Supervisor of Operations | 59.0 | 65.0 | 76.0 | -- |

Village of Friendship Heights

Listing of Position Matches and Market Rates for Covered Positions

| Organization | Position | Projected 7/24 Compensation for Survey Peer Group | | | |
|-------------------------------|--|---|----------------|-------------|---------------------|
| | | Salary Range | | | Base Salary (\$000) |
| | | Min (\$000) | Mid-Pt (\$000) | Max (\$000) | |
| MAINTENANCE SUPERVISOR | | | | | |
| City of Gaithersburg | Facilities & Equipment Specialist III | \$58.0 | \$83.0 | \$108.0 | \$96.0 |
| Town of Kensington | Public Works Supervisor | 61.0 | 81.0 | 100.0 | 93.0 |
| Town of Garrett Park | Maintenance Supervisor(-10%) | -- | -- | -- | 85.0 |
| City of Rockville | Crew Supervisor II R&P | 58.0 | 74.0 | 90.0 | 80.0 |
| Chevy Chase Village | Supervisor | 48.0 | 65.0 | 82.0 | 79.0 |
| Town of University Park | Supervisor | 59.0 | 74.0 | 90.0 | 65.0 |
| Town of Poolesville | Maintenance Staff (+10%) | 36.0 | 45.0 | 53.0 | 49.0 |
| Town of Berwyn Heights | Supervisor of Operations | 59.0 | 65.0 | 76.0 | -- |
| MAINTENANCE STAFF | | | | | |
| Town of Kensington | Facilities Maintenance | \$48.0 | \$61.0 | \$75.0 | \$73.0 |
| Town of Garrett Park | Maintenance Assistant | -- | -- | -- | 60.0 |
| Chevy Chase Village | Laborer | 43.0 | 59.0 | 75.0 | 57.0 |
| City of Rockville | Maintenance Worker II | 41.0 | 51.0 | 61.0 | 54.0 |
| City of Gaithersburg | Facilities & Equipment Maintenance Worker II | 37.0 | 53.0 | 69.0 | 54.0 |
| Town of University Park | Laborer | 36.0 | 45.0 | 54.0 | 44.0 |
| Town of Berwyn Heights | Public Works Maintenance Worker III | 47.0 | 52.0 | 61.0 | -- |
| Town of Poolesville | Maintenance Staff | 36.0 | 45.0 | 53.0 | -- |
| FRONT DESK SUPERVISOR | | | | | |
| Town of Kensington | Administrative Coordinator | \$54.0 | \$67.0 | \$80.0 | \$75.0 |
| City of Gaithersburg | Administrative Assistant III | 46.0 | 60.0 | 75.0 | 66.0 |
| Town of University Park | Administrative Assistant (+10%) | -- | -- | -- | 66.0 |
| City of Rockville | Administrative Assistant | 48.0 | 63.0 | 77.0 | 60.0 |
| Chevy Chase Village | Administrative & Constituent Services | 58.0 | 79.0 | 100.0 | 59.0 |
| Town of Chevy Chase | Constituent Services Aide | -- | -- | -- | 52.0 |
| Town of Poolesville | Front Desk Receptionist (+10%) | 36.0 | 45.0 | 53.0 | 49.0 |
| Town of Garrett Park | Administrative Assistant(+10%) | -- | -- | -- | 39.0 |
| Town of Berwyn Heights | Administrative Coordinator | 50.0 | 55.0 | 65.0 | -- |

Village of Friendship Heights

Listing of Position Matches and Market Rates for Covered Positions

| Organization | Position | Projected 7/24 Compensation for Survey Peer Group | | | |
|---------------------------------------|-----------------------------|---|----------------|-------------|---------------------|
| | | Salary Range | | | Base Salary (\$000) |
| | | Min (\$000) | Mid-Pt (\$000) | Max (\$000) | |
| <i>FRONT DESK RECEPTIONIST</i> | | | | | |
| Town of Kensington | Administrative Coordinator | \$54.0 | \$67.0 | \$80.0 | \$75.0 |
| Town of University Park | Administrative Assistant | 44.0 | 56.0 | 67.0 | 60.0 |
| Chevy Chase Village | Communication Clerk I | 48.0 | 65.0 | 82.0 | 54.0 |
| Town of Chevy Chase | Constituent Services Aide | -- | -- | -- | 52.0 |
| City of Rockville | Secretary | 44.0 | 55.0 | 66.0 | 47.0 |
| City of Gaithersburg | Administrative Assistant II | 40.0 | 52.0 | 64.0 | 46.0 |
| Town of Garrett Park | Administrative Assistant | -- | -- | -- | 35.0 |
| Town of Poolesville | Front Desk Receptionist | 36.0 | 45.0 | 53.0 | -- |
| Town of Berwyn Heights | Administrative Associate I | 39.0 | 43.0 | 50.0 | -- |