



**COMPENSATION SURVEY REPORT
DECEMBER 2021**

I. Background

The Regional Commission directed staff to conduct a compensation review for currently active positions in October 2020. Staff has collected salary and pay scale information from two primary sources to support the information contained within this salary and compensation report.

1. Biennial VAPDC Salary Survey: Every two years, the Virginia Association of Planning District Commissions (VAPDC) conducts a voluntary salary survey of the 21 Planning District/Regional Commissions in Virginia. Common positions – Executive Director, Administrative Staff, Regional Planners, etc. – are included, as are blank spaces for those positions that are only in place at individual Commissions.

2. Local Government Pay Scale Information: Staff collected pay scale information from Fauquier County, Madison County, Orange County, Town of Culpeper and Town of Warrenton to provide an overview of local government salary scales across the region. While there are differences between local government staff responsibilities and RRRC staff responsibilities, to the extent possible, local government positions were matched to Regional Commission positions based on title and position description information.

Per Article X, Section 1 of the Rappahannock-Rapidan Regional Commission Bylaw, “The COMMISSION shall employ a staff of qualified professional and other persons, pay to them such compensation as it shall deem necessary and advisable to carry out its duties and implement its projects, programs and other functions.”

Further, Article XI, Section 2 of the Bylaws reads as “Compensation for the Executive Director, and all other employees of the COMMISSION, shall be determined by the COMMISSION.”

As such, recommendations contained in this salary and compensation report are made by the RRRC Executive Director and subject to review and approval by the Rappahannock-Rapidan Regional Commission. The Executive Director makes no recommendation as regards his compensation, but does provide information regarding compensation for other Regional Commission Executive Directors contained in the 2021 VAPDC Salary Survey for the Commission’s information.

II. Positions / Classifications

As of July 2021, the Commission has a staff of eight full-time employees and two part-time employees (see Appendix A – Organizational Chart).

Position titles have historically been adapted to meet the specific requirements of each job, often based on grant funding programs that provide the primary source of funding for Commission salaries. The Commission also does not have defined career ladders for positions, primarily due to uncertainty over grant funding year over year and because certain positions fulfill specific obligations for mandated or grant-funded programs that may not offer opportunities for adjusting position title or responsibilities.

For the reasons above, this report separates positions into classes based on responsibilities, with secondary consideration given to experience of the current staff member. While the organizational chart shows that most employees report directly to the Executive Director, the level of responsibility can vary greatly between positions. The positions are grouped as identified below based on position responsibility and projected organizational needs in the future:

- Regional Planner II, Fiscal Officer/Grants Administrator
- Continuum of Care Coordinator, TDM/Mobility Coordinator, Regional Planner I (no current employee in this position)
- Regional Planner, Farm to School Liaison
- Planning Assistant, Coordinated Entry Specialist

III. Comparable Positions

Current positions approved by the Regional Commission were compared with similar positions at local governments in the region, as well as comparable positions at other regional commissions in Virginia. An outline of those comparable positions can be found below.

It is important to note that many local governments in the Rappahannock-Rapidan region have adopted salary ranges and pay scale plans. Fewer regional commissions have such ranges and plans formalized.

A. Regional Planner II

VAPDC Salary Survey: This position most closely relates to Senior Planner.

Local Government: This position was compared to Senior Planner, Principal Planner, and Planner II.

B. Fiscal Officer/Grants Administrator

VAPDC Salary Survey: This position most closely relates to Finance Director.

Local Government: This position was compared to Deputy Clerk, Human Resources Generalist, Accountant, General Accountant, Finance Operations Manager

C. Continuum of Care Coordinator

VAPDC Salary Survey: Position compared to other Continuum of Care Coordinators (1).

Local Government: This position was compared to Case Manager III, Social Worker III, Planning Coordinator

D. TDM/Mobility Coordinator

VAPDC Salary Survey: This position most closely relates to Rideshare Manager, Rideshare Coordinator.

Local Government: This position was compared to Planner II, Planner I and Administrative Manager

E. Regional Planner I

VAPDC Salary Survey: This position most closely relates to Transportation Staff or Planning Staff

Local Government: This position was compared to Planner I, GIS Analyst

F. Regional Planner

VAPDC Salary Survey: This position most closely relates to Transportation Staff or Planning Staff

Local Government: This position was compared to Planner I, Planning & Zoning Assistant, GIS Technician, Planning Associate

G. Farm to School Liaison

VAPDC Salary Survey: This position most closely relates to Marketing Coordinator.

Local Government: This position was compared to FRESH Dietician, Support Analyst I, Classified Specialist

H. Planning Assistant

VAPDC Salary Survey: This position most closely relates to Office Manager, Administrative Staff

Local Government: This position was compared to Administrative Assistant, Administrative Specialist, Social Services Program Assistant, Social Services Program Associate

I. Coordinated Entry Specialist

VAPDC Salary Survey: No comparable positions.

Local Government: This position was compared to Administrative Assistant, Social Services Program Assistant, Social Services Associate

IV. Recommendations

As detailed in the compensation comparison matrix, RRRC compensation is generally in line with similar Regional Commissions based on population. It is important to note that the level of service and the number of staff can vary widely between regional commissions, and more information regarding overall budget, number of staff, and salary ranges is included in the VAPDC Salary Survey document.

Likewise, staffing positions and pay scales also vary within the local governments in the Rappahannock-Rapidan region. This report made use of available information from three counties and two towns. In general, compensation is higher in Fauquier County than in other counties. Other local governments have taken more aggressive approaches to compensation adjustments on an annual or biennial basis. It should also be noted that local government compensation is generally found to be higher than the benchmark regional commissions in this report, likely reflecting geographic impacts from Northern Virginia and Charlottesville which allow for more economic opportunities compared to some benchmark regions in other parts of Virginia.

Included here is a proposed pay plan outlining minimum, mid-range, and maximum levels for current positions, as well as positions that are not currently in place, but may be considered in the future. The recommendation would be to utilize the pay plan to make adjustments to current staff salaries as part of the upcoming FY 2023 budget or at other time determined by the Commission.

I also recommend the Commission consider a more in-depth compensation report, likely to be consultant-led, within the next several years, to include a review of the general pay plan. Given the Commission's overall reliance on grant funding, which can be uncertain on a year-to-year basis, long-term compensation plans may necessitate commitment to local contribution increases or use of Commission reserve funds to fully implement.

General Pay Plan

*Note: This is a proposed pay plan developed as part of the Compensation Survey Report completed by the RRRC Executive Director in July 2021. If the Commission approves this pay plan, it is recommended to be incorporated into upcoming revisions to the RRRC Personnel Policies.

Initial employment is entry level for each position. Historically, RRRC has advertised positions with an initial hiring range designed to allow for offers to reflect applicant experience and qualifications. In such cases, employees may be hired above minimum or entry level salary.

Position	Grade	Min	Mid	Max
Executive Director	10	Commission Discretion		
Deputy Director*	9	\$65,000	\$83,000	\$101,000
Finance Director**	8	\$55,000	\$72,500	\$90,000
Regional Planner II	8	\$55,000	\$72,500	\$90,000
Program Manager*	8	\$55,000	\$72,500	\$90,000
Continuum of Care Coordinator	7	\$50,000	\$62,500	\$75,000
TDM & Mobility Coordinator	7	\$50,000	\$62,500	\$75,000
Regional Planner I***	6	\$45,000	\$57,000	\$69,000
Farm to School Liaison	6	\$45,000	\$57,000	\$69,000
Regional Planner	5	\$41,000	\$52,000	\$63,000
Planning Assistant	3	\$35,000	\$42,000	\$49,000
Coordinated Entry Specialist	2	\$32,000	\$38,500	\$45,000
Temporary / Part-Time	1	Placeholder; Dependent upon Position Description		

* Position not currently authorized; Included here as placeholder

** Position currently filled in part-time capacity; Included here based on projected future needs

*** Position currently vacant based on existing staff capacity/experience