



**SELECTED CITY HIRING
& COMPETITIVENESS ISSUES**

SPECIAL AUDIT

JULY 1, 2019 THROUGH DECEMBER 31, 2019

**CITY OF CHESAPEAKE, VIRGINIA
AUDIT SERVICES DEPARTMENT**

March 5, 2020

The Honorable Rick W. West and
Members of the City Council
City of Chesapeake
City Hall – 6th Floor
Chesapeake, Virginia 23328

Dear Mayor West and Members of the City Council:

We have completed our audit of Selected City Hiring and Competitiveness Issues for the period July 1, 2019 to December 31, 2019. This audit has several purposes: Evaluate the City's employee application process and methodology; Review of the time required to hire new employees; and Compare requirements, salaries, and benefits for selected key positions in Virginia's largest cities. While we did compare positions that appeared to be similar, we did not attempt to evaluate the value of positions based upon job descriptions on a case by case basis.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusion based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

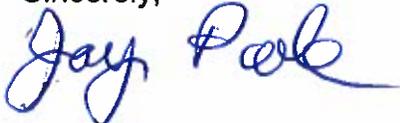
The City of Chesapeake (City) had budgeted 3,926.50 full-time equivalent (FTE) employees for fiscal year (FY) 2020. Police, Fire, and Sheriff's Office had 1,487.90 FTEs. As of FY 2020 there were 54 pay grades with 587 positions.

To conduct this audit, we interviewed large City departments and analyzed the time they indicated was utilized for a normal hiring process, and also time utilized during a more complicated process. We also compared the mean salary for selected City positions against salaries for comparable positions in Virginia largest cities. Finally, we reviewed how far employees had advanced in their pay ranges relative to the full range.

We generally found that the City's application and hiring process was reasonable under most normal circumstances, although we did identify some limited challenges. However, We did note that City employee salaries tended to be clustered at the lower ends of the City's pay ranges. As a result, their salaries were less competitive than their pay ranges suggested. Also, while the City was generally competitive with its peer cities in Virginia relative to pay ranges taken as a whole, it was less competitive on minimum salaries for certain positions than some of those. Finally, City departments identified a number of other hiring and competitiveness issues during our audit. These issues included delays in getting classifications updated, screening challenges, and hiring for some seasonal employees.

This report, in draft, was provided to management for review and response. Their comments have been considered in the preparation of this report. These comments have been included in the Managerial Summary, the Audit Report, and Appendix A. Management, Department Heads, Fiscal Administrators, Payroll Clerks, Information Technology (IT), and Finance were very helpful throughout the course of this audit. We appreciated their courtesy and cooperation on this assignment.

Sincerely,

A handwritten signature in blue ink that reads "Jay Poole". The signature is fluid and cursive, with the first name "Jay" being larger and more prominent than the last name "Poole".

Jay Poole
City Auditor
City of Chesapeake, Virginia

C: Christopher Price, City Manager
Dr. Wanda Barnard Bailey, Deputy City Manager
Allison Myers, Acting Director of Human Resources

Managerial Summary

A. Objectives, Scope, and Methodology

We have completed our audit of Selected City Hiring and Competitiveness Issues for the period July 1, 2019 to December 31, 2019. This audit has several purposes: Evaluate the City's employee application process and methodology; Review of the time required to hire new employees; and Compare requirements, salaries, and benefits for selected key positions in Virginia's largest cities. While we did compare positions that appeared to be similar, we did not attempt to evaluate the value of positions based upon job descriptions on a case by case basis.

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Major Observations and Conclusions

We generally found that the City's application and hiring process was reasonable under most normal circumstances, although we did identify some limited challenges. However, We did note that City employee salaries tended to be clustered at the lower ends of the City's pay ranges. As a result, their salaries were less competitive than their pay ranges suggested. Also, while the City was generally competitive with its peer cities in Virginia relative to pay ranges taken as a whole, it was less competitive on minimum salaries for certain positions than some of those. Finally, City Departments identified a number of other hiring and competitiveness issues during our audit. These issues included delays in getting classifications updated, screening challenges, and hiring for some seasonal employees.

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B. Performance Information

1. City Hiring and Compensation Practices

The City's Fiscal Year 2020 Human Resources Classification and Compensation Plan contained four pay scales for the following groups of employees: public safety sworn non-management employees, public safety sworn management employees, general employees, and executive employees."

The City provided two mechanisms for compensation adjustments citywide for general employees:

- As part of the annual budget process, the City Manager proposed a wage adjustment of a determined percentage with a minimum floor and then submitted the proposal to City Council for approval. A minimum floor of \$1,000 meant that an employee earning less than \$33,334 would receive \$1,000 for a 3% wage increase. Most of the wage adjustments were effective after the start of the fiscal year. At least one wage adjustment was effective several months after July 1. The State had made adjustments to the Virginia Retirement System increasing the employee obligation to 5% over several years for Plan 1 and 2 participants. The City made wage adjustments to offset those increases.

- Another mechanism was adjustment to the pay structure by adjustment of the minimum, mid-point, and maximum pay ranges. These adjustments could either be lower or could match the City Manager’s proposed wage adjustment. When these adjustments were lower, existing employees gained some salary separation from newly hired employees. However, when the adjustments matched, salary compression was often the result.

2. CLICK and Screening

The City used a software system called Career Link In the City of Chesapeake (CLICK) to advertise and accept applications, resumes, and cover letters. In 2019 and 2020, the City worked with the vendor to update the system. The new system was expected to go live in early 2020.

The existing CLICK accepted resumes and cover letters, but Human Resources used the online application as the main basis for screening. While there were instructions stating that applications were the basis for screening, the lack of emphasis on resumes was a source of concern for a number of City departmental users.

With the upgraded CLICK system, all existing applications were scheduled for deletion. The predetermined process was for all employees to submit new applications. This process should ensure that the skills, experience, and duties were made current to the “go live” date. Also, with the upgraded CLICK, resumes, cover letters, and LinkedIn data were expected to be captured and used for screening.

3. Hiring Process Timeline

The actual City hiring process included approximately 14 steps beginning with the anticipation of a job vacancy and ending with bringing a new employee onboard. Due to concerns we had heard about delays in the process, we reviewed it to see whether or not we could identify structural problems. However, we generally found that the process was timely in most instances, with exceptions caused by special situations or circumstances, such as disciplinary actions. The primary challenges we heard from departments appeared to be related to the screening process issues discussed in the previous section.

4. Incentives

Neighboring cities including Virginia Beach, Norfolk, and Newport News offered various employee incentives and supplements to assist with their recruitment and retention efforts. Some of these efforts are noted below.

a. Virginia Beach

For FY 2020, Virginia Beach was implementing a number of programs to enhance employee retention. For public safety employees, they were providing longevity increases. For general employees, Virginia Beach was insuring that supervisors who had been in their positions at least 3 years were brought to the midpoint of their ranges:

b. Norfolk

The City of Norfolk offered a number of supplemental pay incentives for employees included in our study. For general employees such as Auto Mechanics and Clinicians, they offered supplemental pay for certification and Virginia Independent Clinical Assessment Program (VICAP) clinical assessments, respectively. For public safety employees such as Fire and Police, they offered assignment supplements.

c. Newport News

Incentives for Newport News employees provided allowances for a number of public safety related assignments, and also provided some allowance for auto mechanics as well.

5. Pay Studies in Other localities

We reviewed to other relatively recent pay studies to determine whether the issues addressed in them were comparable to the issues we were addressing. These studies were done in Prince William County, Virginia, and Durham, North Carolina.

a. Prince William County Study:

In 2016, Prince William County commissioned PFM Consulting Group, LLC to conduct a Public Safety Retention and Recruitment Study. According to the study,

“Insights from focus groups and employee surveys indicate that compensation represents the principal factor driving Prince William County public safety employee attrition. While the particulars vary – sometimes considerably – across each public safety employee group, three general conditions contribute to Prince William County public safety employee dissatisfaction around compensation:

- Pay compression, where employees with more tenure or a higher rank earn less base compensation (or insufficient differentials) relative to less tenured employees.
- Lower pay levels for mid-career employees relative to other regional employers.
- An inability to project future earnings, where employees cannot clearly estimate earnings five, ten, or fifteen years into the future.”

b. Durham, NC Study

The City of Durham, North Carolina commissioned a 2018 Classification and Compensation Study by Gallagher Insurance, Risk Management, and Consulting. The firm surveyed 29 public organizations with 22 responses. Included in the report was the summary below indicating the number of job position matches to existing Durham job positions, the market salary average for the matched positions, and the average salary for matched Durham job positions. The survey information indicated that 72.7% of the responding cities (16 of 22) had higher market averages for matched job descriptions than Chesapeake.

C. Competitiveness and Hiring Issues

We generally found that the City's application and hiring process was reasonable under most normal circumstances, although we did identify some limited challenges. However, We did note that City employee salaries tended to be clustered at the lower ends of the City's pay ranges. As a result, their salaries were less competitive than their pay ranges suggested. Also, while the City was generally competitive with its peer cities in Virginia relative to pay ranges taken as a whole, it was less competitive on minimum salaries for certain positions than some of those. Finally, City departments identified a number of other hiring and competitiveness issues during our audit. These issues included delays in getting classifications updated, screening challenges, and hiring for some seasonal employees.

1. Salary Compression.

Finding – City employee salaries tended to be clustered at the lower ends of the City's pay ranges. As a result, their salaries were less competitive than their pay ranges suggested.

Recommendation – The City should consider steps to reduce clustering at the lower ends of its pay ranges to become more competitive.

City Response – *There are several factors that contribute to employee salaries being clustered at the lower end of the pay ranges, some of which were mentioned in the audit. Although City policy has contained provisions allowing departments to hire candidates above the minimum of the pay range since at least 2008, in practice, many departments infrequently did so until 2016 when HR began strongly encouraging departments to consider it in order to increase the City's competitiveness. In addition, when employees are promoted, their salary will be at a lower point within their new pay range than they were in their prior pay range. Finally, the need to increase the City's pay structure in order to ensure pay ranges*

stay competitive within the region, along with modest general wage increases, have limited movement of salaries within the pay ranges.

Human Resources will work with the City Manager's office to address this concern. (Note: the full text of their response is included in the audit report.)

2. Pay Range Competitiveness

Finding – The City was generally competitive with its peer cities in Virginia relative to pay ranges taken as a whole. However, it was less competitive on minimum salaries for certain positions than some of those.

Recommendation – The City should take steps to address salary issue for positions where it is less competitive.

City Response – ***HR regularly evaluates the competitiveness of the City's pay structure and job classifications. HR monitors the pay structure movement in surrounding cities and makes recommendations for adjustments as needed to ensure the City's pay scales remain competitive. In addition, HR staff regularly review market data on benchmark job classifications and identify certain job classifications for a market review each year. Benchmark jobs are those that have been identified as having comparable matches in most other cities in the Hampton Roads region. There are currently 587 job classifications in the City of Chesapeake including both general employee and public safety job titles. Of those, 266 are considered regional benchmark jobs. Jobs classifications are identified for review based on factors such as the number of incumbents, difficulty recruiting candidates, and difficulty retaining employees in the identified jobs.***

With the resources available, HR is adequately monitoring the competitiveness of the City's job classifications. The prior recommendations related to increasing funding for the merit pay program and hiring an external consultant to evaluate other pay-related proposals also apply to this finding. Human Resources will continue to regularly evaluate the competitiveness of the City's pay structure and will work with the City Manager's office to address this concern. (Note: the full text of their response is included in the audit report.)

3. Other Hiring and Competitiveness issues

Finding – City Departments identified a number of other hiring and competitiveness issues during our audit. These issues included delays in getting classifications updated, screening challenges, and some seasonal employee classifications.

Recommendation – The City should encourage the departments and Human Resources to work together to resolve these challenges.

City Response – The Recruitment, Training, Retention and Compensation (RTRC) committee was established approximately two years ago with the purpose of developing and implementing ideas and tools that enhance recruitment, retention, training, and compensation for City employees. The RTRC committee is currently researching and evaluating different methodologies for incentivizing new and existing employees. It is also considering an employee referral bonus program for present employees to aid with the recruitment of candidates to fill positions that are identified by HR, in conjunction with City departments, as difficult to recruit or retain. In addition, HR has developed a comprehensive recruiting, interviewing, selection, and onboarding (RISO) class designed for all employees involved in the hiring process to provide instruction on the process from beginning to end. The class is now offered every month.

HR will continue to work with departments to resolve the aforementioned challenges and encourages departmental feedback on other innovative solutions. (Note: the full text of their response is included in the audit report.)

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A. Objectives, Scope, and Methodology

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Exhibit #1 – Top 10 positions – Citywide

Job Description title	2020 Total FTE / Position
Deputy Sheriff	321.00
Firefighter EMT	252.00
Police Officer	147.00
Senior Police Officer	140.00
Clinician II	83.40
Fire-EMS Lieutenant (ALS)	58.00
Benefits Program Worker II	54.25
Juvenile Services Specialist I	54.00
Recreation Leader	52.30
Housekeeper I	51.98

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Methodology

We collected salary information for Virginia Beach, Norfolk, and Richmond and, in some cases, Newport News, from the localities websites and by contacting the cities. Richmond was included in the benchmarking collection except in instances where it did not have a readily comparable position. In those instances, data from Newport News was used. As job titles were not always the same among the localities, we compared positions that appeared to be closest to Chesapeake's.

We also conducted interviews of department heads and their payroll clerks and also had discussions with Human Resources and City Manager. We reviewed the hiring process and its associated practices. Additionally, we reviewed prior recent departmental audits for localized trends.

We reviewed MUNIS employee data including date hired, position, and salary for 91 positions covering 2,210 employees, including 1,261 general employees and 949 public safety employees. We compared the collected information to the salary ranges of the sampled localities. Additionally, we calculated the median salary for various positions. We chose to base our comparisons on medians rather than averages because nearly 62 percent of the employees studied earned less than the average salary for their positions (see Appendix C).

B. Performance Information

1. City Hiring and Compensation Practices

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- Another mechanism was adjustment to the pay structure by adjustment of the minimum, mid-point, and maximum pay ranges. These adjustments could either be lower or could match the City Manager's proposed wage adjustment. When these adjustments were lower, existing employees gained some salary separation from newly hired employees. However, when the adjustments matched, salary compression was often the result.

New employees were generally paid a pay rate not less than the minimum amount established for their pay grade, taking into account their experience and qualifications, as well as internal equity factors. The minimum pay rate for each job classification was based upon the assumption that a new employee met the minimum qualifications stated in the job classification description. The Director of Human Resources reviewed the competitive wage rates periodically and made recommendations to the City Manager based on the federal poverty guidelines, federal minimum wage, and other relevant information.

The City evaluated the hiring process and instituted a policy to allow department heads to hire candidates from the applicant pool who offered more than the minimum listed job classification. That process was called "Hire Above Minimum", commonly referred as HAM. Pay offers above the position's pay grade minimum required a written request for approval with justification. Most of the department heads we spoke to had been able to utilize the process to at least some degree.

The process for “Hire Above Minimum” included an evaluation of the job class (similar tasks and skills) and the incumbents in that position. The evaluation could result in adjustments in the pay range for position incumbents. However, if the incumbents were not adjusted, situations sometimes arose where these new hires were paid salaries that exceeded those of longer term employees. This situation was a contributing factor to why so many City employees in our study earned less than the average salary for their positions, and also caused some employee morale issues.

2. CLICK and Screening

The City used a software system called **C**areer **L**ink **I**n the City of **C**hesapeake (CLICK) to advertise and accept applications, resumes, and cover letters. In 2019 and 2020, the City worked with the vendor to update the system. The new system was expected to go live in early 2020.

The existing CLICK accepted resumes and cover letters, but Human Resources used the online application as the main basis for screening. While there were instructions stating that applications were the basis for screening, the lack of emphasis on resumes was a source of concern for a number of City departmental users.

The departments reviewed applicants’ resumes, cover letters, and online applications. Some departments negotiated with Human Resources to conduct interviews with applicants not included in the initial screening. Additionally, the departments worked with Human Resources to define technical or significance experience, skills, and education for weight and equivalence during the screening process. Although the screening process typically was relatively quick for many positions, the more complex and technical job positions tended to take longer.

There were vacancies for some positions which required repeated postings on CLICK to obtain qualified applicants. The departments and Human Resources reviewed job descriptions and compensation to identify causes. Some vacancies in positions such as registered nurses, engineers, and motor equipment operators were common in both the private sector and public sector.

With the upgraded CLICK system, all existing applications were scheduled for deletion. The predetermined process was for all employees to submit new applications. This process should ensure that the skills, experience, and duties were made current to the “go live” date. Also, with the upgraded CLICK, resumes, cover letters, and LinkedIn data were expected to be captured and used for screening.

3. Hiring Process Timeline

The actual City hiring process included approximately 14 steps beginning with the anticipation of a job vacancy and ending with bringing a new employee onboard. Due to concerns we had heard about delays in the process, we reviewed it to see whether or not we could identify structural problems. However, we generally found that the process was timely in most instances, with exceptions caused by special situations or circumstances, such as disciplinary actions. The primary challenges we heard from departments appeared to be related to the screening process issues discussed in the previous section. Exhibit 2 highlights the results of our review for five large City departments

Exhibit 2 – Hiring Process Timeline – Five Large Departments

Recruitment Process	Time to Complete - Days									
	Devel. & Permits		Fire		Libraries		Police		Public Utilities	
	Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
Anticipated Position Vacancy	1	7	1	3	1	3	1	1	1	7
Job Classification Review	1	2	1	7	1	2	1	5	1	5
Creating Requisitions	1	3	1	3	1	2	1	10	1	3
Posting	1	6	1	7	1	10	1	1	1	5
Interview Process Preparation	1	5	1	3	1	5	1	1	1	3
Screening	1	7	1	3	1	4	1	1	1	7
Certification for Interview	1	3	1	7	-	-	1	10	1	3
Pre Work Phase	1	6	1	3	-	-	1	1	1	7
Selction for Interview	1	3	1	3	-	-	1	1	1	3
Interview	1	3	1	5	1	14	1	3	1	3
Selection Documentation	1	5	1	3	1	4	1	10	1	5
Conditional Offer	1	3	1	3	1	3	1	1	1	3
Background Checks	1	10	1	5			1	10	1	10
Onboarding - Hire	1	5	1	3	1	5	1	1	1	7

4. Incentives

Neighboring cities including Virginia Beach, Norfolk, and Newport News offered various employee incentives and supplements to assist with their recruitment and retention efforts. Some of these efforts are noted below.

a. Virginia Beach

For FY 2020, Virginia Beach was implementing a number of programs to enhance employee retention. For public safety employees, they were providing longevity increases as noted below:

“Sworn employees in Fire, Police, Emergency Medical services and the Sheriff’s Office now have the opportunity to move through the ranks/gain promotions via workforce development. Based upon set parameters, public safety employees will be eligible to receive a 5% pay increase in year 3 of their employment, a 10% increase in year 6, and a 5% increase in year 9. These increases are in addition to any merit/general increase the City provides to all full time employees.”

For general employees, Virginia Beach was insuring that supervisors who had been in their positions at least 3 years were brought to the midpoint of their ranges:

NEW STRATEGY TO ADDRESS SUPERVISORS' PAY

A new approach has been approved to help reduce the number of supervisors who make less than those who report to them. We've referred to this in the past as vertical compression.

Here are the basics of how the new approach will work:

- Supervision must be part of the job description—not “may supervise” but “will supervise.”
- Current supervisors, who've been in their position for more than three years, will be taken to the midpoint of their pay range on July 1, 2019, if they're not already there. (Eligible employees will receive the 3% merit first, then the supervisor increase process will be applied.)
- In the future, employees promoted to a supervisor position will be advanced to the midpoint of their pay range within three years from the time the promotion occurs.

- When employees are promoted to a designated supervisory position, they'll receive a 10% pay increase OR the minimum of their pay range, whichever is greater. Over the following two years, these new supervisors will be brought to the midpoint of their range.
- These adjustments will be made based solely on the midpoint — the pay of those who directly report to supervisors will no longer be considered.

With this new approach, please realize there will be some instances where employees with several years of service may earn more than his/her supervisor.

b. Norfolk

The City of Norfolk offered a number of supplemental pay incentives for employees included in our study. For general employees such as Auto Mechanics and Clinicians, they offered supplemental pay for certification and Virginia Independent Clinical Assessment Program (VICAP) clinical assessments, respectively. For public safety

employees such as Fire and Police, they offered assignment supplements.

Exhibit 3 – City of Norfolk Incentives and Supplemental Pay

Highlights of Norfolk Supplemental Pay			
Assignment	Amount	Eligibility	Other Information
Autobody Repair Mechanic Automotive Repair Technician Automotive Service Attendant Automotive Repair Technician, Senior (<i>ineligible for VA State Inspection supplement</i>) Autobody Repair Mechanic, Senior	0.10 per hour for each automotive Certification currently held; up to 9 \$0.25 per hour for each EVT/Master Certification; maximum of 2 \$0.25 per hour for successfully completing the State Inspection program		Automotive Service Excellence (ASE) Certification Emergency Vehicle Technician (EVT)/Master Certification Virginia State Inspection Certification
Family Services Worker I, II and III; Family Svcs Supv.	\$150/month		Assigned to provide mandated child protective services
Clinician	\$150/assessment		VICAP Assessment - Child
Clinician	\$60/assessment		VICAP Assessment -Adult
Registered Nurse	\$65 per two hour block beyond regular work shift		Crisis Stabilization staff, Supervisor must approve additional time beyond regular work shift
Battalion Chief Aide	\$80/month	As assigned	For duration of assignment
Equipment Service Technician	\$80/month	As assigned	For duration of assignment
Fire Apparatus Operator	\$80/month	As assigned	For duration of assignment
Fire/Field Training Instructor	3% of minimum pay rate for pay grade	As assigned	For duration of assignment
Investigator	\$80/month	Police Captains and below assigned to the Investigative Services Bureau and the Office of Professional Standards	For duration of assignment

Highlights of Norfolk Supplemental Pay			
Assignment	Amount	Eligibility	Other Information
Police K-9 Officer	\$80/month	Police Sergeants and below assigned to the Investigative Services Bureau and Field Operations Bureau with the responsibility of handling a police working dog	For duration of assignment; stipend to defray dog care-related expenses; not included in calculation of regular rate of pay, consistent with FLSA

c. Newport News

Exhibit 4 – City of Newport News Incentives and Supplemental Pay

NEWPORT NEWS SUPPLEMENTAL PAY		
	ELIGIBILITY	ALLOWANCE AMOUNT
<u>Field Training Officer</u> - Fire - Police - Police Communications (Dispatch) - Juvenile Services	Firefighter/Medics, Sr. or Master Police Officers, Sr. or Master 911 Dispatchers Detention Specialists	\$2,000/yr. \$2,400/yr. \$2,400/yr. \$50/per emp.
<u>Specialty Team Members</u> - Fire: Hazardous Materials, Technical Rescue, Bomb Squad, and Marine Incident Response	Sworn Fire employees as determined through selection process	\$1,500/yr.
<u>Specialty Team Members</u> - Police: Tactical and Crisis Negotiation - Waterworks Asbestos Response	Sworn Police employees as determined through selection process Waterworks pipeline employees selected through selection process	\$1,500/yr. \$1,008/yr.
Specialty Team Coordinators	Sworn Fire employees that serve as coordinator on a designated team (not eligible for team member supplement)	\$3,000/yr.
Specialty Team Drivers	Sworn Police employees that serve as driver for Police Incident Response or Tactical Team	\$750/yr.
Police Captain Stipend	Police Captains assigned to oversee a Precinct	\$6,000/yr.
Police Investigation Stipend	Lieutenants in Major Crimes Division	\$3,600/yr.
<u>Emergency Medical Certifications</u> - Paramedic - EMT-I: Emergency Medical Technician-Intermediate	Sworn Fire employees who maintain approved medical certifications	\$5,000/yr. \$2,000/yr.

NEWPORT NEWS SUPPLEMENTAL PAY		
	ELIGIBILITY	ALLOWANCE AMOUNT
Heavy Duty Vehicle Repair	Automotive Technicians assigned to the Heavy Duty Shop	\$3,000/yr.
<u>Tool Allowance</u> - Automotive Tools	Employees required to possess a full set of automotive mechanic hand tools and a locking tool box	\$750/yr.
- Fire	Self-Contained Breathing Apparatus (SCBA) Technicians required to possess a full set of mechanical hand tools and a locking tool box	\$250/yr.

Incentives for Newport News employees are highlighted in Exhibit 4 above. Their program provided allowances for a number of public safety related assignments, and also provided some allowance for auto mechanics as well.

5. Pay Studies in Other localities

We reviewed to other relatively recent pay studies to determine whether the issues addressed in them were comparable to the issues we were addressing. These studies were done in Prince William County, Virginia, and Durham, North Carolina.

a. **Prince William County Study:**

In 2016, Prince William County commissioned PFM Consulting Group, LLC to conduct a Public Safety Retention and Recruitment Study. According to the study:

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- Lower pay levels for mid-career employees relative to other regional employers.
- An inability to project future earnings, where employees cannot clearly estimate earnings five, ten, or fifteen years into the future.

Generally, Prince William County offers competitive entry rates for each of the public safety classifications analyzed – police officer, fire and rescue technician, jail officer, and sheriff’s deputy.

The County’s strong starting rate, supported by recruitment processes that are perceived favorably by recruits and a positive reputation for the County’s public safety agencies, generates a consistent pipeline of recruits.”

Some of the consultant’s recommendations included developing pay scales for each employee group to alleviate pay compression pressure; and have a targeted pay adjustment above performance/cost of living increases. A step plan was developed for the Police based upon these recommendations and is highlighted in Exhibit 5 below.

Exhibit 5 – Police Pay Plan for Prince William County – FY20

GRADE	PD 01	PD 02	PD 03	PD 04	PD 05	PD 06	PD 07	PD 08	PD 09
Year	Police Officer	Master Police Officer	Police Sergeant	Police First Sergeant	Police Lieutenant	Police Captain	Police Major	Police Deputy Chief	Police Chief
0	\$52,749.00	-	-	-	-	-	-	-	-
1	\$54,331.47	-	-	-	-	-	-	-	-
2	\$55,961.41	\$58,759.48	-	-	-	-	-	-	-
3	\$57,640.26	\$60,522.27	-	-	-	-	-	-	-
4	\$59,369.46	\$62,337.94	\$65,454.83	-	-	-	-	-	-
5	\$61,150.55	\$64,208.08	\$67,418.48	-	-	-	-	-	-
6	\$62,985.06	\$66,134.32	\$69,441.03	\$72,913.09	-	-	-	-	-
7	\$64,874.62	\$68,118.35	\$71,524.26	\$75,100.48	-	-	-	-	-
8	\$66,820.86	\$70,161.90	\$73,669.99	\$77,353.49	\$81,221.17	-	-	-	-
9	\$68,825.48	\$72,266.75	\$75,880.09	\$79,674.10	\$83,657.80	-	-	-	-
10	\$70,890.25	\$74,434.76	\$78,156.50	\$82,064.32	\$86,167.54	\$94,784.29	-	-	-
11	\$73,016.95	\$76,667.80	\$80,501.19	\$84,526.25	\$88,752.56	\$97,627.82	-	-	-
12	\$75,207.46	\$78,967.83	\$82,916.23	\$87,062.04	\$91,415.14	\$100,556.65	\$110,612.32	-	-
13	\$77,463.68	\$81,336.87	\$85,403.71	\$89,673.90	\$94,157.59	\$103,573.35	\$113,930.69	-	-
14	\$79,787.60	\$83,776.98	\$87,965.82	\$92,364.12	\$96,982.32	\$106,680.55	\$117,348.61	\$129,083.47	-
15	\$82,181.22	\$86,290.28	\$90,604.80	\$95,135.04	\$99,891.79	\$109,880.97	\$120,869.07	\$132,955.97	-
16	\$84,646.66	\$88,878.99	\$93,322.94	\$97,989.09	\$102,888.54	\$113,177.40	\$124,495.14	\$136,944.65	\$143,791.88
17	\$87,186.06	\$91,545.36	\$96,122.63	\$100,928.76	\$105,975.20	\$116,572.72	\$128,229.99	\$141,052.99	\$148,105.64
18	\$89,801.64	\$94,291.72	\$99,006.31	\$103,956.63	\$109,154.46	\$120,069.90	\$132,076.89	\$145,284.58	\$152,548.81
19	\$92,495.69	\$97,120.48	\$101,976.50	\$107,075.32	\$112,429.09	\$123,672.00	\$136,039.20	\$149,643.12	\$157,125.28
20	\$95,270.56	\$100,034.09	\$105,035.79	\$110,287.58	\$115,801.96	\$127,382.16	\$140,120.38	\$154,132.41	\$161,839.03
21	\$95,270.56	\$103,035.11	\$108,186.87	\$113,596.21	\$119,276.02	\$131,203.62	\$144,323.99	\$158,756.39	\$166,694.20

b. Durham, NC Study

The City of Durham, North Carolina commissioned a 2018 Classification and Compensation Study by Gallagher Insurance, Risk Management, and Consulting. The firm surveyed 29 public organizations with 22 responses. Included in the report was the summary below indicating the number of job position matches to existing Durham job positions, the market salary average for the matched positions, and the average salary for matched Durham job positions. The survey information indicated that 72.7% of the responding cities (16 of 22) had higher market averages for matched job descriptions than Chesapeake. The results are highlighted in Exhibit 6 below.

Exhibit 6

Overall pay difference for benchmarked positions by City survey participant.

Organization	# of Job Matches	Market Average Actual	Durham Average Actual	Difference Comparison
City of Alexandria VA	32	\$50.87	\$44.83	-11.9%
Orange Water and Sewer Authority	21	\$35.03	\$33.80	-3.5%
City of Raleigh NC	63	\$34.78	\$33.76	-2.9%
City of Charlotte NC	63	\$34.42	\$33.81	-1.7%
Durham County NC	25	\$34.44	\$33.96	-1.4%
City of Cary NC	54	\$38.69	\$38.79	0.3%
Town of Wake Forest NC	36	\$31.32	\$31.42	0.3%
City of Apex NC	40	\$33.66	\$34.94	3.8%
City of Virginia Beach VA	62	\$37.01	\$38.67	4.5%
Town of Chapel Hill NC	55	\$36.24	\$38.31	5.7%
City of Greenville NC	38	\$39.10	\$41.94	7.3%
City of Atlanta GA	58	\$30.24	\$32.46	7.4%
City of Asheville NC	63	\$34.05	\$36.68	7.7%
City of Greensboro NC	62	\$29.00	\$32.14	10.8%
Orange County NC	29	\$33.34	\$37.03	11.0%
City of Wilmington NC	43	\$36.19	\$40.26	11.3%
City of Chesapeake VA	57	\$31.53	\$36.54	15.9%
City of Fayetteville NC	55	\$29.50	\$34.27	16.2%
City of Winston-Salem NC	64	\$27.13	\$32.19	18.7%
City of Knoxville TN	38	\$28.27	\$33.84	19.7%
City of Augusta GA	45	\$24.27	\$29.70	22.4%
City of Charleston SC	42	\$24.64	\$30.83	25.1%

C. Competitiveness and Hiring Issues

We generally found that the City's application and hiring process was reasonable under most normal circumstances, although we did identify some limited challenges. However, We did note that City employee salaries tended to be clustered at the lower ends of the City's pay ranges. As a result, their salaries were less competitive than their pay ranges suggested. Also, while the City was generally competitive with its peer cities in Virginia relative to pay ranges taken as a whole, it was less competitive on minimum salaries for certain positions than some of those. Finally, City departments identified a number of other hiring and competitiveness issues during our audit. These issues included delays in getting classifications updated, screening challenges, and hiring for some seasonal employees.

1. Salary Compression.

Finding – City employee salaries tended to be clustered at the lower ends of the City's pay ranges. As a result, their salaries were less competitive than their pay ranges suggested.

According to the Section 1.1 of the City's Fiscal Year (FY) 2020 Pay Plan,

“In order to recruit and retain a high performing workforce, it is the fundamental policy of the City of Chesapeake that a fair and uniform classification and compensation plan is established for its employees...

The specific objectives of the City's Human Resources Classification and Compensation Plan include the following:

- Establish a competitive pay structure that will attract and retain qualified employees;
- Maintain the pay structure in proper relation to competitive pay practices in the public sector labor markets in which the City competes;
- Establish and maintain pay ranges that assure internal equity of compensation based on a systematic evaluation of the job classifications within each range; and
- Provide a uniform basis for pay adjustments.”

We noted that the majority of the 2,210 City employees included in our review tended to be clustered towards the bottom of their respective pay ranges. Although the median City employee had served for 9.14 years and completed 33.81 % of their potential career, they had only advanced 15.28 percent of the way through the pay ranges for their respective positions. Furthermore, they were only 9.45% above the minimum salary for their positions. General employees had served 7.45 years, or 24.98% of a potential 30-year career. However, they had only completed 16.27% of their pay ranges, and they were only 10.58% above the minimums for their respective positions. For the public safety positions, the compression was even worse. Sworn public safety employees had completed 11.38 years or 45.54% of their potential 25-year careers, but were only 13.96 of the way through their pay ranges, and were only 7.94% above the minimums for their respective pay ranges. This information is highlighted in Exhibit 7.

Exhibit 7 Employee Median Salaries vs. Ranges and Minimums

Position	# of Staff	Med. Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Med. Yrs. Wkd. @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
A. General Employees									
Account Technician 1	9	\$41,748.27	\$33,029.00	\$43,764.00	\$54,498.00	15.17	50.56%	40.61%	26.40%
Account Technician 2	16	\$39,046.76	\$34,340.00	\$45,501.00	\$56,661.00	9.18	30.58%	21.09%	13.71%
Account Technician 3	17	\$44,012.72	\$36,525.00	\$48,396.00	\$60,267.00	10.14	33.81%	31.54%	20.50%
Accountant 1	9	\$55,937.61	\$47,878.00	\$63,439.00	\$78,999.00	12.40	41.34%	25.90%	16.83%
Accountant 2	8	\$56,449.31	\$51,808.00	\$68,646.00	\$85,484.00	7.57	25.23%	13.78%	8.96%
Admin. Assistant 1	18	\$47,697.41	\$41,329.00	\$54,761.00	\$68,193.00	9.42	31.39%	23.71%	15.41%
Animal Control Officer 1	9	\$37,238.69	\$35,651.00	\$47,238.00	\$58,825.00	3.63	12.08%	6.85%	4.45%
Asst. Comnwlth. Atty. 3	12	\$98,179.46	\$86,358.00	\$114,425.00	\$142,491.00	12.91	43.02%	21.06%	13.69%
Automotive Technician 3	18	\$54,876.64	\$46,133.00	\$61,127.00	\$76,120.00	14.01	46.71%	29.16%	18.95%
Benefit Program. Aide 1	14	\$30,528.00	\$29,099.00	\$38,557.00	\$48,014.00	3.94	13.14%	7.55%	4.91%
Benefit Program. Supv.1	12	\$58,598.01	\$51,808.00	\$68,646.00	\$85,484.00	15.00	50.00%	20.16%	13.11%
Benefit Program. Wkr. 2	49	\$43,600.41	\$43,073.00	\$57,072.00	\$71,071.00	6.12	20.40%	1.88%	1.22%
Benefit Program. Wkr. 3	9	\$51,708.04	\$46,133.00	\$61,127.00	\$76,120.00	12.91	43.02%	18.59%	12.08%
Call Center. Cust. Adv.	8	\$38,806.30	\$32,156.00	\$42,607.00	\$53,058.00	13.90	46.34%	31.82%	20.68%
Client Tech. Analyst 2	9	\$56,179.11	\$54,429.00	\$72,119.00	\$89,808.00	4.62	15.40%	4.95%	3.22%
Clinician 1	15	\$45,624.74	\$44,821.00	\$59,388.00	\$73,955.00	9.30	31.00%	2.76%	1.79%
Clinician 2	74	\$49,480.65	\$47,878.00	\$63,439.00	\$78,999.00	3.31	11.05%	5.15%	3.35%
Clinician 3	19	\$60,199.05	\$51,808.00	\$68,646.00	\$85,484.00	7.56	25.19%	24.92%	16.20%
Code Compliance Insp. 1	16	\$40,531.20	\$37,833.00	\$50,129.00	\$62,425.00	1.46	4.86%	10.97%	7.13%
Construction Inspector 2	17	\$44,252.35	\$41,329.00	\$54,761.00	\$68,193.00	3.43	11.44%	10.88%	7.07%
Construction Inspector 3	12	\$53,948.20	\$44,821.00	\$59,388.00	\$73,955.00	8.76	29.19%	31.33%	20.36%
Crew Leader	31	\$41,232.95	\$35,651.00	\$47,238.00	\$58,825.00	12.67	42.22%	24.09%	15.66%
Crew Supervisor	23	\$48,444.72	\$39,581.00	\$52,445.00	\$65,309.00	13.65	45.49%	34.45%	22.39%
Customer Service Clrk. 1	9	\$29,767.16	\$27,789.00	\$36,821.00	\$45,852.00	2.55	8.51%	10.95%	7.12%
Customer Service Clrk. 2	21	\$34,979.53	\$32,156.00	\$42,607.00	\$53,058.00	7.94	26.46%	13.51%	8.78%
Customer Service Clrk. 3	22	\$36,306.06	\$34,340.00	\$45,501.00	\$56,661.00	6.06	20.19%	8.81%	5.73%
Customer Service Mech.	8	\$28,867.62	\$26,916.00	\$35,664.00	\$44,412.00	7.78	25.94%	11.15%	7.25%
Customer Service Supv.	9	\$42,530.11	\$39,581.00	\$52,445.00	\$65,309.00	11.04	36.81%	11.46%	7.45%
Deputy Clerk Court 1	10	\$31,528.00	\$29,099.00	\$38,557.00	\$48,014.00	3.58	11.94%	12.84%	8.35%
Direct Support Tech.	24	\$36,525.00	\$30,846.00	\$40,871.00	\$50,896.00	0.81	2.70%	28.32%	18.41%
Dispatcher 1	26	\$36,525.00	\$36,525.00	\$48,396.00	\$60,267.00	0.54	1.80%	0.00%	0.00%
Dispatcher 2	19	\$43,944.73	\$39,581.00	\$52,445.00	\$65,309.00	5.22	17.39%	16.96%	11.02%
Dispatcher Supervisor	8	\$58,444.38	\$47,878.00	\$63,439.00	\$78,999.00	18.25	73.00%	33.95%	22.07%
Employment Svcs. Wkr. 1	10	\$44,905.22	\$44,821.00	\$59,388.00	\$73,955.00	10.20	34.00%	0.29%	0.19%
Engineer 2	14	\$66,532.22	\$60,544.00	\$80,221.00	\$99,898.00	5.52	18.41%	15.22%	9.89%
Engineering Tech. 3	8	\$52,412.97	\$47,878.00	\$63,439.00	\$78,999.00	5.69	18.95%	14.57%	9.47%
Facility Maint. Tech. 1	9	\$33,748.31	\$32,156.00	\$42,607.00	\$53,058.00	6.33	21.09%	7.62%	4.95%
Facility Maint. Tech. 2	9	\$39,829.32	\$35,651.00	\$47,238.00	\$58,825.00	7.29	24.30%	18.03%	11.72%
Family Svcs. Spectst. 1	23	\$42,247.27	\$41,329.00	\$54,761.00	\$68,193.00	5.29	17.65%	3.42%	2.22%
Family Svcs. Spectst. 2	10	\$51,507.58	\$46,133.00	\$61,127.00	\$76,120.00	13.97	46.56%	17.92%	11.65%
Family Svcs. Supv. 1	12	\$57,647.24	\$54,429.00	\$72,119.00	\$89,808.00	7.45	24.83%	9.10%	5.91%
Fiscal Administrator	11	\$74,337.13	\$64,885.00	\$85,973.00	\$107,061.00	6.89	22.96%	22.41%	14.57%

Position	# of Staff	Med. Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Med. Yrs. Wkd. @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
General Supervisor	20	\$57,027.97	\$44,821.00	\$59,388.00	\$73,955.00	21.68	72.25%	41.90%	27.23%
Groundskeeper	24	\$26,801.06	\$25,169.00	\$33,349.00	\$41,529.00	6.17	24.67%	9.98%	6.48%
Housekeeper 1	26	\$28,038.14	\$23,579.00	\$31,243.00	\$38,906.00	14.96	49.85%	29.09%	18.91%
Juvenile Svcs.Spec. 1	40	\$42,801.58	\$37,833.00	\$50,129.00	\$62,425.00	2.65	8.82%	20.20%	13.13%
Legal Secretary I	8	\$33,014.54	\$30,846.00	\$40,871.00	\$50,896.00	5.62	18.72%	10.82%	7.03%
Librarian 2	15	\$60,371.07	\$51,808.00	\$68,646.00	\$85,484.00	16.24	54.12%	25.43%	16.53%
Library Assistant 2	13	\$29,579.00	\$27,789.00	\$36,821.00	\$45,852.00	6.31	21.04%	9.91%	6.44%
Library Info. Speclst.	16	\$41,097.37	\$34,340.00	\$45,501.00	\$56,661.00	16.06	53.53%	30.27%	19.68%
Library Specialist 1	8	\$36,932.06	\$33,029.00	\$43,764.00	\$54,498.00	18.83	62.78%	18.18%	11.82%
Licensed Clinician 1	17	\$59,885.00	\$56,962.00	\$75,475.00	\$93,988.00	2.36	7.87%	7.89%	5.13%
Motor Equip. Oper. 1	32	\$27,429.48	\$26,916.00	\$35,664.00	\$44,412.00	1.91	6.35%	2.93%	1.91%
Motor Equip. Oper. 2	33	\$31,741.32	\$30,846.00	\$40,871.00	\$50,896.00	4.68	15.59%	4.47%	2.90%
Motor Equip. Oper. 3	31	\$36,122.84	\$33,029.00	\$43,764.00	\$54,498.00	7.44	24.80%	14.41%	9.37%
Maintenance Worker	52	\$25,977.64	\$24,453.00	\$32,401.00	\$40,348.00	4.76	15.88%	9.59%	6.23%
Office Assistant 1	12	\$28,977.96	\$24,453.00	\$32,401.00	\$40,348.00	12.17	40.56%	28.47%	18.50%
Office Assistant 2	16	\$30,449.85	\$26,042.00	\$34,506.00	\$42,970.00	9.24	30.80%	26.04%	16.93%
Office Coordinator	24	\$42,725.00	\$35,651.00	\$47,238.00	\$58,825.00	7.22	24.06%	30.53%	19.84%
Office Specialist 1	35	\$30,579.00	\$27,789.00	\$36,821.00	\$45,852.00	5.43	18.08%	15.45%	10.04%
Office Specialist 2	24	\$35,507.94	\$33,029.00	\$43,764.00	\$54,498.00	4.13	13.78%	11.55%	7.51%
Operations Coordinator	8	\$50,180.55	\$46,133.00	\$61,127.00	\$76,120.00	6.23	20.78%	13.50%	8.77%
Payroll/HR Technician 1	8	\$43,102.27	\$35,651.00	\$47,238.00	\$58,825.00	11.91	39.69%	32.15%	20.90%
Payroll/HR Technician 2	9	\$46,504.86	\$37,833.00	\$50,129.00	\$62,425.00	12.54	41.79%	35.26%	22.92%
Planner 2	9	\$59,324.73	\$54,429.00	\$72,119.00	\$89,808.00	7.13	23.78%	13.84%	8.99%
Program Supervisor	8	\$74,359.74	\$58,693.00	\$77,769.00	\$96,844.00	19.64	65.46%	41.07%	26.69%
Recreation Speclst. 2	19	\$46,789.09	\$43,073.00	\$57,072.00	\$71,071.00	6.75	22.50%	13.27%	8.63%
Sheriff's Clerk 2	8	\$32,596.35	\$30,846.00	\$40,871.00	\$50,896.00	5.75	19.17%	8.73%	5.67%
System Analyst 1	13	\$69,334.09	\$60,544.00	\$80,221.00	\$99,898.00	14.68	48.94%	22.34%	14.52%
Waste Mgt. Operator. 2	29	\$38,718.68	\$32,156.00	\$42,607.00	\$53,058.00	5.62	18.72%	31.40%	20.41%
Waste Mgt. Worker 1	10	\$29,440.06	\$26,042.00	\$34,506.00	\$42,970.00	7.82	26.07%	20.07%	13.05%
Water Treatment Oper. 1	8	\$38,293.05	\$36,525.00	\$48,396.00	\$60,267.00	4.46	14.86%	7.45%	4.84%
Total & Avgs.-Gen. Em.	1261					7.45	24.98%	16.27%	10.58%
B. Public Safety Employees									
Deputy Sheriff	222	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	4.41	17.64%	3.97%	2.22%
Deputy Sheriff, Sr.	67	\$60,394.91	\$51,696.00	\$66,119.00	\$80,541.00	18.75	74.99%	30.16%	16.83%
Deputy Sheriff, Master	14	\$68,299.47	\$54,152.00	\$69,260.00	\$84,367.00	24.68	98.73%	46.82%	26.13%
Deputy Sheriff, Sgt.	31	\$63,373.68	\$61,020.00	\$78,044.00	\$95,067.00	13.51	54.06%	6.91%	3.86%
Deputy Sheriff, Lieut.	14	\$76,080.71	\$67,896.00	\$89,963.00	\$112,029.00	22.02	88.07%	18.55%	12.05%
Firefighter EMT	119	\$45,591.01	\$44,326.00	\$56,693.00	\$69,058.00	7.33	29.30%	5.11%	2.85%
Firefighter EMT Sr.	38	\$60,356.46	\$51,696.00	\$66,119.00	\$80,541.00	19.03	76.10%	30.02%	16.75%
Firefighter Paramedic	22	\$53,359.91	\$51,696.00	\$66,119.00	\$80,541.00	5.16	20.64%	5.77%	3.22%
Firefighter Paramd. Mast.	8	\$68,590.86	\$54,152.00	\$69,260.00	\$84,367.00	20.97	83.87%	47.79%	26.66%
Firefighter EMS Lieut.	26	\$66,756.93	\$61,020.00	\$78,044.00	\$95,067.00	18.63	74.51%	16.85%	9.40%
Firefighter EMS Captain	20	\$78,460.27	\$67,896.00	\$89,963.00	\$112,029.00	20.45	81.80%	23.94%	15.56%
Firefighter Battalion Chief	10	\$91,341.60	\$75,553.00	\$100,108.00	\$124,663.00	27.17	108.67%	32.15%	20.90%
Police Officer	163	\$45,868.32	\$44,326.00	\$56,693.00	\$69,058.00	5.08	20.33%	6.24%	3.48%
Police Field Trng. Ofcr.	17	\$50,785.64	\$47,058.00	\$60,187.00	\$73,315.00	6.83	27.30%	14.20%	7.92%
Police Officer Sr.	99	\$59,676.66	\$51,696.00	\$66,119.00	\$80,541.00	18.54	74.14%	27.67%	15.44%
Police Officer, Master	10	\$73,093.80	\$54,152.00	\$69,260.00	\$84,367.00	25.73	102.93%	62.69%	34.98%
Police Sergeant	44	\$65,501.99	\$61,020.00	\$78,044.00	\$95,067.00	18.54	74.14%	13.16%	7.35%
Police Lieutenant	16	\$74,136.37	\$67,896.00	\$89,963.00	\$112,029.00	22.92	91.67%	14.14%	9.19%
Police Captain	9	\$91,551.67	\$75,553.00	\$100,108.00	\$124,663.00	26.17	104.67%	32.58%	21.18%
Total & Avgs.-Pub. Sfty	949					11.38	45.54%	13.96%	7.94%
Total & Avgs. - All Emp.	2210					9.14	33.81%	15.28%	9.45%

This situation occurred for two primary reasons. First, the City had recently increased its pay ranges at the same rate as General Wage Increases. The City had resumed salary increases after the Great Recession in FY 2011. From FY 2011 to FY 2014, Chesapeake provided a total of 4.6% in General Wage Increases without adjusting pay ranges. These actions had the effect of reducing salary compression.

However, from FY 2015 to FY 2019, the City provided 10.5% in General Wage Increases but also adjusted salary ranges by 9.5%, resulting in just a 1% difference between existing employees and newly hired employees. Thus, it was very difficult for an existing employee hired during that period to achieve a salary that was significantly different than the salary at which new employees were being hired. The General Wage Increases provided are shown in Exhibit 8. It should be noted that the City did provide some separation (3.25%-2.00%, or 1.25%) in FY 2020.

Exhibit 8
General Wage Increase vs. Pay Range (Structure) Adjustment

<u>Year</u> <i>(on 7/1 unless otherwise indicated in notes)</i>	<u>Cost of Living/ General Wage Increase</u>	<u>Pay Structure Adjustment</u>
2019 (FY20)	3.25%	2.00%
2018 (FY19)	2.50%	2.50%
2017 (FY18)	2.50%	2.50%
2016 (FY17)	2.50%	1.50%
2015 (FY16)	0%	0%
2014 (FY15)	3.00%	3.0%
2013 (FY14)	1.60%	0%
2012 (FY13)	0%	0%
2011 (FY12)	1.50%	0%
2010 (FY11)	1.50%	0%

Note: The FY 11, FY 12, and FY 14 increases occurred on January 1st.
The FY 15 increase occurred on October 1st.

Second, partially as a result of the aforementioned parity in increases, and partially as a result of resource constraints over many years, employees were generally not advancing through the ranges quickly enough. Many retirement eligible employees who had worked their full careers - 30 or more years for general employees, 25 or more years for sworn public safety employees - were not at or in some cases even near the top of their pay ranges. Exhibit 9 highlights this issue.

Exhibit 9
Retirement Eligible Employees Earning Less than Position Maximums

	Total > 30/25 Years	Total @ Max Salary	Yrs. Wkd. @12/31/19	% Retrmt. Complete	% Range Complete
Avg.-General Employees	61	8	34.55	115.65%	77.75%
Avg.-Sworn Public Safety	54	2	29.79	119.14%	60.18%
Retirement Eligible Employees < 50% of Range Completed					
Position	Annual Salary	Annual Maximum	Yrs. Wkd. @12/31/19	% Retrmt. Complete	% Range Complete
A. General Employees					
Crew Leader (#3)	\$46,758.65	\$58,825.00	33.39	111.30%	47.93%
Family Svcs. Supv. 1	\$71,960.31	\$89,808.00	30.21	100.69%	49.55%
Office Assistant 1 (#1)	\$32,192.88	\$40,348.00	34.21	114.03%	48.69%
Office Coordinator (#3)	\$46,884.27	\$58,825.00	32.21	107.37%	48.47%
System Analyst 1	\$79,414.07	\$99,898.00	34.31	114.35%	47.95%
B. Public Safety Employees					
Deputy Sheriff, Sr. (#2)	\$66,029.86	\$80,541.00	25.24	100.98%	49.69%
Deputy Sheriff, Master(#5)	\$67,130.92	\$84,367.00	26.38	105.50%	42.96%
Deputy Sheriff, Master(#6)	\$68,356.79	\$84,367.00	26.26	105.02%	47.01%
Deputy Sheriff, Master(#7)	\$68,449.98	\$84,367.00	25.45	101.81%	47.32%
Deputy Sheriff, Sgt.	\$65,911.63	\$95,067.00	26.60	106.39%	14.37%
Firefighter EMS Lieut.(#3)	\$70,390.10	\$95,067.00	31.45	125.81%	27.52%
Firefighter EMS Lieut.(#4)	\$69,677.26	\$95,067.00	29.92	119.67%	25.43%
Firefighter EMS Capt.(#4)	\$88,608.21	\$112,029.00	26.04	104.17%	46.93%
Firefighter Batt. Chief(#4)	\$90,557.26	\$124,663.00	30.21	120.83%	30.55%
Firefighter Batt. Chief(#6)	\$90,358.43	\$124,663.00	25.38	101.50%	30.15%
Police Officer, Master(#6)	\$68,357.12	\$84,367.00	25.30	101.21%	47.01%
Police Sergeant (#1)	\$76,804.06	\$95,067.00	27.33	109.33%	46.36%
Police Sergeant (#2)	\$76,537.57	\$95,067.00	25.30	101.21%	45.58%
Police Sergeant (#3)	\$71,254.33	\$95,067.00	26.58	106.33%	30.06%
Police Lieutenant (#3)	\$87,174.98	\$112,029.00	26.17	104.67%	43.68%
Police Lieutenant (#4)	\$77,130.00	\$112,029.00	30.53	122.13%	20.92%
Police Lieutenant (#5)	\$76,396.18	\$112,029.00	25.45	101.81%	19.26%
Police Captain (#5)	\$91,551.67	\$124,663.00	26.17	104.67%	32.58%

As Exhibit 9 indicates, the City had 61 retirement eligible general employees in the positions reviewed, but only 8 had reached the maximum salary for their position, despite the fact that their average tenure was 34.55 years. For sworn public safety employees, only 2 of 54 employees had reached maximum pay status despite an average service time of 29.79 years. We also noted that there were at least 5 general employees and 18 sworn public safety employees in this group (highlighted above) who had not even completed 50% of their position's salary range. While some of this situation was due to staff getting promotions later in their careers, it would still be reasonable to expect employees with these levels of service to be farther along in the salary ranges.

The lower level of actual salary for many employees makes the City less competitive than its pay ranges would otherwise suggest. As a result these employees may find opportunities in other localities more attractive, particularly in situations where longevity incentives are being offered. Finally, the City's inability to move employees through the salary ranges can adversely affect morale. One department head we spoke with indicated that employees had mentioned concerns about salary levels within that department and their ability to advance to the top of their salary ranges. The department head responded that, once an employee had completed sufficient time in a position, it would be addressed. Unfortunately, as we have illustrated, this was frequently not the case.

Recommendation - The City should consider steps to reduce clustering at the lower ends of its pay ranges to become more competitive.

There are a number of alternatives that the City can consider to reduce clustering near the bottom of its pay ranges. Two of the most widely used alternatives involve incentive programs and/or step plans. An incentive program, similar to the one used for sworn public safety employees in Virginia Beach, could provide pay incentives when employees completed a certain number of years of service with the locality. The downside would be a somewhat lower degree of salary certainty for employees. A step program, similar to one used in Prince William County, would provide certainty for the employees and could be structured to eliminate lower level compression. The concern here would be long term cost. The City may also wish to consider freezing the maximums and making smaller adjustments at the minimum and midpoint levels to create greater separation between existing and newly hired employees. In either case, the City should consider the long term financial viability of the approach before making a choice, to ensure its compatibility with the City's budgetary priorities.

City Response – There are several factors that contribute to employee salaries being clustered at the lower end of the pay ranges, some of which were mentioned in the audit. Although City policy has contained provisions allowing departments to hire candidates above the minimum of the pay range since at least 2008, in practice, many departments infrequently did so until 2016 when HR began strongly

encouraging departments to consider it in order to increase the City's competitiveness. In addition, when employees are promoted, their salary will be at a lower point within their new pay range than they were in their prior pay range. Finally, the need to increase the City's pay structure in order to ensure pay ranges stay competitive within the region, along with modest general wage increases, have limited movement of salaries within the pay ranges.

A new employee's salary is based on his/her education and experience compared to that of similarly situated employees in the City within that position or pay range, which is otherwise referred to as internal equity. The audit report conveys an expectation that employees should reach the maximum of their pay range (or close to it) after working a 'full' career with the City. However, since many employees were hired at the minimum of the pay range prior to 2016 (and some still are), an employee likely would not reach the maximum of his/her pay range by retirement with regular or even periodic movement of the pay ranges (which is necessary to maintain competitiveness) or if he/she was promoted. This expectation does not align with the City's current pay practices and structure. The following example of a 33.4 year employee, who has received general wage and merit pay increases throughout his career, along with several promotions, illustrates this point:

Date	Action	Job Title	Pay Grade	Progression
Sep-86	Hired	Tradeshelper	8	Hired at pay range minimum.
May-87	Promotion	Construction Worker	11	Promoted to pay range minimum.
Dec-87	Promotion	Sign Fabricator	110	Promoted to pay range minimum. After 27.5 years in this job, ending salary was 16.23% above midpoint, which was within 6.67% of max.
Jul-15	Promotion	Crew Supervisor 1	116	Employee received a 10% increase. Starting salary was 1.86% above new midpoint.
Oct-15	Upgrade	Crew Supervisor 1	117	Employee received a 5% increase. Ending salary was 4.26% above new midpoint.
Dec-17	Promotion	General Supervisor	121	Employee received a 10% increase. Starting salary was 3.30% below new midpoint.
Jul-19	Compression Adjustment	General Supervisor	121	Employee received a 5% increase. Current salary is 2.89% above midpoint.

The City implemented a Merit Pay Program for fiscal year 2015 that allows eligible employees to receive a base pay increase in recognition of excellent performance. Initially, approved amounts were \$500 and \$1,000. In FY20, an additional award amount of \$1,500 was added. Approximately 10-15% of the employee population has been eligible for merit pay each year since the inception of the program. This program has helped advance employees within their pay ranges; however, due to its fairly recent implementation, it has not yet had a significant impact. Over time, its impact may become more prominent.

Human Resources will work with the City Manager's office to address this concern.

2. Pay Range Competitiveness

Finding – The City was generally competitive with its peer cities in Virginia relative to pay ranges taken as a whole. However, it was less competitive on minimum salaries for certain positions than some of those.

According to the Section 1.1 of the City's FY 2020 Pay Plan,

The City of Chesapeake is committed to establishing pay ranges based upon comparable benchmark job classifications in the six (6) other Hampton Roads municipalities, while retaining internal equity.

We noted that the City was generally competitive in the pay ranges for the positions we reviewed. Using ordinals, we ranked the cities with the results shown below.

Exhibit 10
Ranking of City Pay Ranges for Positions Reviewed

A. General Employees

	Minimum		Midpoint		Maximum		Overall	
	Ordinal	Rank	Ordinal	Rank	Ordinal	Rank	Ordinal	Rank
Chesapeake	2.60	3	2.06	1	1.76	1	1.89	1
Virginia Beach	1.90	1	2.67	3	3.00	4	2.23	3
Norfolk	3.13	4	2.88	4	2.69	3	2.57	4
Richmond/Newport News	2.38	2	2.40	2	2.57	2	2.17	2

B. Public Safety Employees

	Minimum		Midpoint		Maximum		Overall	
	Ordinal	Rank	Ordinal	Rank	Ordinal	Rank	Ordinal	Rank
Chesapeake	1.68	1	1.26	1	1.32	1	1.42	1
Virginia Beach	2.00	2	2.84	3	3.11	3	2.65	3
Norfolk	3.00	3	3.53	4	3.74	4	3.42	4
Richmond/Newport News	3.32	4	2.37	2	1.84	2	2.51	2

C. Citywide Employees

	Minimum		Midpoint		Maximum		Overall	
	Ordinal	Rank	Ordinal	Rank	Ordinal	Rank	Ordinal	Rank
Chesapeake	2.41	2	1.89	1	1.67	1	1.99	1
Virginia Beach	1.92	1	2.70	3	3.02	4	2.55	3
Norfolk	3.10	4	3.01	4	2.91	3	3.01	4
Richmond/Newport News	2.57	3	2.40	2	2.42	2	2.46	2

As Exhibit 10 indicates, Chesapeake actually ranked first in five of the six categories for positions reviewed. It had the lowest ordinal (and highest ranking) for General Employee Midpoints and Maximums, and ranked highest among all three categories (including Minimums) for Public Safety positions. Thus, we concluded that the Chesapeake pay ranges themselves were generally competitive for these positions

While Chesapeake was generally competitive overall relative to the salary ranges reviewed, we did identify a number of positions where experienced Chesapeake employees receiving median salaries were paid less than the minimum salaries for comparable positions in some peer cities. These positions are listed in Exhibit 11.

Exhibit 11
Chesapeake Employees earning less than comparable minimums in peer cities.

Position	City	Minimum	Midpoint	Maximum	Min. Rank	Mid. Rank	Max. Rank	Vs. Minimum	# of staff	# < Min.	Pctg. < Min.
<u>Benefit Pgm. Wkr. 2</u>	Chesapeake	\$43,073.00	\$57,072.00	\$71,071.00	4	3	3	1.22%			
Med.Sal. \$43,600.41	Virginia Beach	\$43,888.00	\$54,111.20	\$64,334.40	3	4	4	(0.66%)	49	24	48.98%
Med.Exp. 6.12 Yrs.	Norfolk	\$44,339.00	\$58,324.00	\$72,308.00	2	2	2	(1.67%)			
	Newport News	\$44,117.00	\$60,052.00	\$75,987.00	1	1	1	(1.17%)			
<u>Clinician 1</u>	Chesapeake	\$44,821.00	\$59,388.00	\$73,955.00	4	3	3	1.79%			
Med.Sal. \$45,624.74	Virginia Beach	\$46,134.40	\$56,867.20	\$67,600.00	3	4	4	(1.10%)	15	9	60.00%
Med.Exp. 9.30 Yrs.	Norfolk	\$47,823.00	\$62,901.00	\$77,978.00	2	2	2	(4.60%)			
	Richmond	\$56,000.00	\$70,000.00	\$84,000.00	1	1	1	(18.53%)			
<u>Clinician 2</u>	Chesapeake	\$47,878.00	\$63,439.00	\$78,999.00	4	3	3	3.35%			
Med.Sal. \$49,480.65	Virginia Beach	\$50,918.40	\$62,764.00	\$74,609.60	3	4	4	(2.82%)	74	45	60.81%
Med.Exp. 3.31 Yrs.	Norfolk	\$52,020.00	\$69,031.00	\$86,041.00	2	2	1	(4.88%)			
	Richmond	\$56,000.00	\$70,000.00	\$84,000.00	1	1	2	(11.64%)			
<u>Emplymt Svcs Wkr 1</u>	Chesapeake	\$44,821.00	\$59,388.00	\$73,955.00	3	1	1	0.19%			
Med.Sal. \$44,905.22	Virginia Beach	\$46,134.40	\$56,867.20	\$67,600.00	1	4	4	(2.66%)			
Med.Exp. 10.20 Yrs.	Norfolk	\$44,339.00	\$58,324.00	\$72,308.00	4	2	2	1.28%			
	Richmond	\$45,840.00	\$57,300.00	\$68,760.00	2	3	3	(2.04%)	10	5	50.00%
<u>Facility Maint. Tech.1</u>	Chesapeake	\$32,156.00	\$42,607.00	\$53,058.00	2	1	1	4.95%			
Med.Sal. \$33,748.31	Virginia Beach	\$34,299.20	\$42,276.00	\$50,282.80	1	2	2	(1.61%)	9	5	55.56%
Med.Exp. 6.33 Yrs.	Norfolk	\$27,438.00	\$36,088.00	\$44,737.00	3	3	3	23.00%			
	Richmond	\$26,480.00	\$33,100.00	\$39,720.00	4	4	4	27.45%			
<u>Family Svcs. Spec.1</u>	Chesapeake	\$41,329.00	\$54,761.00	\$68,193.00	3	3	2	2.22%			
Med.Sal. \$42,247.27	Virginia Beach	\$46,134.40	\$56,867.20	\$67,600.00	1	2	3	(8.43%)			
Med.Exp. 5.29 Yrs.	Norfolk	\$37,337.00	\$49,111.00	\$60,884.00	4	4	4	13.15%			
	Richmond	\$45,840.00	\$57,300.00	\$68,760.00	2	1	1	(7.84%)	23	19	82.61%
<u>Family Svcs. Supv.1</u>	Chesapeake	\$54,429.00	\$72,119.00	\$89,808.00	2	2	2	5.91%			
Med.Sal. \$57,647.24	Virginia Beach	\$62,025.60	\$78,031.20	\$94,036.80	1	1	1	(7.06%)	12	10	83.33%
Med.Exp. 7.45 Yrs.	Norfolk	\$52,020.00	\$69,031.00	\$86,041.00	4	3	3	10.82%			
	Richmond	\$52,320.00	\$65,400.00	\$78,480.00	3	4	4	10.18%			

Position	City	Minimum	Midpoint	Maximum	Min. Rank	Mid. Rank	Max. Rank	Vs. Minimum	# of staff	# < Min.	Pctg. < Min.
<u>Groundskeeper</u>	Chesapeake	\$25,169.00	\$33,349.00	\$41,529.00	2	2	1	6.48%			
Med.Sal. \$26,801.06	Virginia Beach	\$28,142.40	\$34,694.40	\$41,246.40	1	1	2	(4.77%)	24	13	54.17%
Med.Exp. 6.17 Yrs.	Norfolk	\$23,333.00	\$30,690.00	\$38,047.00	4	4	3	14.86%			
	Richmond	\$25,105.00	\$30,900.00	\$37,080.00	3	3	4	6.76%			
<u>Legal Secretary 1</u>	Chesapeake	\$30,846.00	\$40,871.00	\$50,896.00	2	2	1	7.03%			
Med.Sal. \$27,429.48	Virginia Beach	\$34,299.20	\$42,276.00	\$50,252.80	1	1	2	(3.75%)	8	6	75.00%
Med.Exp. 5.62 Yrs.	Norfolk	\$29,391.00	\$38,677.00	\$47,962.00	3	3	3	12.33%			
	Newport News	\$27,468.00	\$37,458.00	\$47,448.00	4	4	4	20.19%			
<u>Library Assistant 2</u>	Chesapeake	\$27,789.00	\$36,821.00	\$45,852.00	3	2	2	6.44%			
Med.Sal. \$29,579.00	Virginia Beach	\$32,656.00	\$40,248.00	\$47,840.00	1	1	1	(9.42%)	13	10	76.92%
Med.Exp. 6.31 Yrs.	Norfolk	\$27,438.00	\$36,088.00	\$44,737.00	4	3	3	7.80%			
	Richmond	\$28,320.00	\$35,400.00	\$42,480.00	2	4	4	4.45%			
<u>Motor Equip. Oper. 1</u>	Chesapeake	\$26,916.00	\$35,664.00	\$44,412.00	2	2	1	1.91%			
Med.Sal. \$27,429.48	Virginia Beach	\$29,577.60	\$36,452.00	\$43,326.40	1	1	2	(7.26%)	32	29	90.63%
Med.Exp. 1.91 Yrs.	Norfolk	\$25,179.00	\$33,138.00	\$41,096.00	4	3	3	8.94%			
	Richmond	\$26,480.00	\$33,100.00	\$39,720.00	3	4	4	3.58%			
<u>Motor Equip. Oper. 2</u>	Chesapeake	\$30,846.00	\$40,871.00	\$50,896.00	3	2	1	2.90%			
Med.Sal. \$31,741.32	Virginia Beach	\$34,299.20	\$42,276.00	\$50,252.80	1	1	2	(7.46%)			
Med.Exp. 4.68 Yrs.	Norfolk	\$29,391.00	\$38,677.00	\$47,962.00	4	4	4	8.00%			
	Richmond	\$32,160.00	\$40,200.00	\$48,240.00	2	3	3	(1.30%)	33	21	63.64%
<u>Motor Equip. Oper. 3</u>	Chesapeake	\$33,029.00	\$43,764.00	\$54,498.00	3	3	2	9.37%			
Med.Sal. \$36,122.84	Virginia Beach	\$37,856.00	\$46,664.80	\$55,473.60	1	1	1	(4.58%)	31	21	67.74%
Med.Exp. 7.44 Yrs.	Norfolk	\$31,804.00	\$41,834.00	\$51,864.00	4	4	4	13.58%			
	Richmond	\$35,040.00	\$43,800.00	\$52,560.00	2	2	3	3.09%			
<u>Office Assistant 2</u>	Chesapeake	\$26,042.00	\$34,506.00	\$42,970.00	3	3	3	16.93%			
Med.Sal. \$30,449.85	Virginia Beach	\$31,075.20	\$38,303.20	\$45,531.20	1	1	1	(2.01%)	16	10	62.50%
Med.Exp. 9.24 Yrs.	Norfolk	\$27,717.00	\$35,889.00	\$44,060.00	2	2	2	9.86%			
	Richmond	\$25,105.00	\$30,900.00	\$37,080.00	4	4	4	21.29%			
<u>Office Specialist 1</u>	Chesapeake	\$27,789.00	\$36,821.00	\$45,852.00	2	2	1	10.04%			
Med.Sal. \$30,579.00	Virginia Beach	\$31,075.20	\$38,303.20	\$45,531.20	1	1	2	(1.60%)	35	19	54.29%
Med.Exp. 5.43 Yrs.	Norfolk	\$27,717.00	\$35,889.00	\$44,060.00	3	4	4	10.33%			
	Richmond	\$27,155.00	\$36,257.00	\$45,358.00	4	3	3	12.61%			
<u>Operations Coord.</u>	Chesapeake	\$46,133.00	\$61,127.00	\$76,120.00	3	3	2	11.65%			
Med.Sal. \$50,180.55	Virginia Beach	\$50,918.40	\$62,764.00	\$74,609.60	2	2	4	1.16%			
Med.Exp. 6.23 Yrs.	Norfolk	\$52,020.00	\$69,031.00	\$86,041.00	1	1	1	(0.99%)	8	6	75.00%
	Newport News	\$44,177.00	\$60,052.00	\$75,987.00	4	4	3	16.59%			
<u>Firefighter EMT</u>	Chesapeake	\$44,326.00	\$56,693.00	\$69,058.00	2	3	3	2.85%			
Med.Sal. \$45,591.01	Virginia Beach	\$50,148.80	\$61,828.00	\$73,507.20	1	1	2	(9.09%)	119	105	88.24%
Med.Exp. 7.33 Yrs.	Norfolk	\$41,168.00	\$47,667.00	\$54,166.00	4	4	4	10.74%			
	Richmond	\$42,000.00	\$58,122.00	\$74,244.00	3	2	1	8.55%			
Totals									511	357	69.86%

As Exhibit 11 indicates, there were 17 positions in our review where Chesapeake employees earned less than the minimum for comparable positions in peer localities. Some of these employees had median Chesapeake service in excess of ten years but were paid as much as nine percent less than the minimum salary in neighboring Virginia Beach. We identified a total of 511 employees in these positions; 357 of them, or nearly 70 percent, were paid less than the minimums for corresponding positions.

This situation was another result of the compression issue discussed in the previous finding. Because employees were not advancing quickly enough through their pay ranges, their salaries remained close to City minimums, and because Chesapeake minimums for the affected positions were lower than those in some peer cities (notably Virginia Beach), pay levels had not reached the other minimums in some cases. Additionally, Chesapeake pay ranges were often wider than those used by its peer cities, and the starting minimum salaries were often lower. As previously noted in Exhibit 10, Chesapeake ranked third overall in minimum starting salaries for general employee positions.

Chesapeake may continue to experience competitiveness challenges if these issues are not addressed. Also, employee morale in the affected positions could be adversely impacted.

Recommendation – The City should take steps to address salary issue for positions where it is less competitive.

In addition to the steps outlined in the previous recommendation, the City may wish to consider some other remedies as well. For example, since the City is already competitive at the midpoint and maximum levels, it might consider a onetime advance to bring affected employees closer to the minimums in peer cities. It may also wish to consider incentives on a position-by-position basis.

City Response – HR regularly evaluates the competitiveness of the City's pay structure and job classifications. HR monitors the pay structure movement in surrounding cities and makes recommendations for adjustments as needed to ensure the City's pay scales remain competitive. In addition, HR staff regularly review market data on benchmark job classifications and identify certain job classifications for a market review each year. Benchmark jobs are those that have been identified as having comparable matches in most other cities in the Hampton Roads region. There are currently 587 job classifications in the City of Chesapeake including both general employee and public safety job titles. Of those, 266 are considered regional benchmark jobs. Jobs classifications are identified for review based on factors such as the number of incumbents, difficulty recruiting candidates, and difficulty retaining employees in the identified jobs.

HR staff conduct ad hoc market reviews for job classifications as needed, e.g. when recruitment and/or retention issues arise or new positions are created. For jobs with no external benchmark among comparator cities, HR conducts general market research, including regional and national public and private sector comparisons. Intrinsic factors such as the scope and impact of a job, level of responsibility and accountability, complexity of the work, level of authority, and consequence of error may also be considered when changes have occurred.

Staff recommend market/equity adjustments as warranted based on the market data analysis and consideration of other relevant factors. When determining which job classifications to recommend for market/equity adjustments, HR staff consider not only the difference between the City's pay ranges and the market averages, but also whether there are any significant outliers impacting the market data (e.g. a city with an extremely high or low average salary), whether it is difficult to recruit and retain staff for the job, and the significance of any changes in the intrinsic factors mentioned above. Jobs are determined to be difficult to recruit based on input from HR and department staff involved in the recruitment process. This determination is based on factors that include, but are not limited to, a low response rate from qualified candidates, particularly when paid advertising is used, and the number of times individual positions are reposted due to a lack of qualified candidates, being mindful of any delays in the hiring department's recruitment process.

If there is a significant anomaly in the market data, HR staff will inquire of the comparator jurisdictions whether it is a true match and what other factors might be impacting the analysis. For example, with single incumbent job classifications, HR staff may request tenure data from comparator cities to determine if an outlier can be explained by an incumbent's long tenure. HR staff also review job descriptions to determine whether the scope of a job in one city may be larger or smaller than Chesapeake's matching job classification, as the scope of a job can impact pay range placement. Another consideration is the pay range spread (i.e. percentage from the minimum to the maximum of a pay range) among comparator pay ranges. Pay ranges with a much larger or smaller range spread can sometimes result in skewed comparisons at the midpoint and maximum levels. All of these factors are taken into consideration when recommendations for job classification pay range adjustments are made.

In the last three fiscal years, Human Resources has reviewed 147 job classifications and recommended 60 of those for market adjustments (i.e. pay grade changes) affecting over 400 incumbents.

With the resources available, HR is adequately monitoring the competitiveness of the City's job classifications. The prior recommendations related to increasing funding for the merit pay program and hiring an external consultant to evaluate other pay-related proposals also apply to this finding. Human Resources will continue to regularly evaluate the competitiveness of the City's pay structure and will work with the City Manager's office to address this concern.

3. Other Hiring and Competitiveness issues

Finding – City departments identified a number of other hiring and competitiveness issues during our audit. These issues included delays in getting classifications updated, screening challenges, and some seasonal employee classifications.

As was noted previously one of the City stated pay plan goals was recruiting and retaining a high performing workforce. However, in our discussions with City departments, they identified several challenges related to hiring and competitiveness. These challenges included the following:

- Several departments mentioned delays in getting job classifications updated when they were trying revise classifications for positions after a vacancy had occurred.
- Several departments mentioned screening challenges where screening lists developed by Human Resources did not include applicants with the qualifications the departments believed were most appropriate. This often occurred because items included on resumes were not included in the City's job application.
- Two departments identified challenges related to employees who were classified as seasonal. The Police Department indicated that they were having difficulties in filling and keeping School Crossing Guards. Parks and Recreation indicated they were having difficulty recruiting seasonal positions generally.

There were a number of reasons for these challenges. The classification and screening issues generally arose from communication issues between Human Resources and the affected departments. These issues could generally be worked out, but sometimes mid and lower level supervisors in larger departments were unaware of how to approach them. As for the seasonal employees, they were considered regular part time employees in a neighboring City (Virginia Beach), which made the positions more attractive there.

These situations created challenges for the City's competitiveness image. It can also result in recruiting difficulties for the affected positions.

Recommendation - The City should encourage the departments and Human Resources to work together to resolve these challenges.

City departments should work with Human Resources whenever there are differences related to proposed reclassifications or screened employees for open positions to ensure that both parties have the correct mutual understanding of requirements. The CLICK update is expected to resolve the resume issue. The City should also evaluate whether some of its seasonal positions can be made more attractive by converting them to permanent part time positions.

City Response – The Recruitment, Training, Retention and Compensation (RTRC) committee was established approximately two years ago with the purpose of developing and implementing ideas and tools that enhance recruitment, retention, training, and compensation for City employees. The RTRC committee is currently researching and evaluating different methodologies for incentivizing new and existing employees. It is also considering an employee referral bonus program for present employees to aid with the recruitment of candidates to fill positions that are identified by HR, in conjunction with City departments, as difficult to recruit or retain. In addition, HR has developed a comprehensive recruiting, interviewing, selection, and onboarding (RISO) class designed for all employees involved in the hiring process to provide instruction on the process from beginning to end. The class is now offered every month.

HR currently works very closely with departments to update job classifications in a timely manner. In the newly revised recruitment guide, departments are encouraged to update job classifications in the beginning of the recruitment process instead of right before a requisition is posted, which previously delayed the process. The recruitment team also works in collaboration with the departments to ensure they are screening applications based on the specific needs of the department. The recruiters will contact departments to get specifics on the technical experience, specialized training, and/or certifications desired in order to know specifically what to look for in the screening process. When departments have identified candidates they felt should be among the top group being considered, HR staff has worked closely with the hiring managers to resolve the discrepancies and will continue to do so.

The City will begin 'banning the box' in the upgraded applicant tracking system (Career Link in the City of Chesapeake, i.e. CLICK), which will remove the check box from employment applications inquiring if applicants have a criminal record. The 'ban the box' initiative will apply to those applications for positions that do not serve the vulnerable population. This will increase the City's applicant pool for hard-to-recruit positions.

With the CLICK upgrade, it will still be the applicant's responsibility to ensure everything from the resume is included on the application, as is currently the case. This expectation is clearly stated within the City's employment website. Still, HR staff review resumes as needed to clarify information in the application or to further ascertain the qualifications of candidates for hard-to-fill positions.

Converting seasonal/substitute positions to regular part-time, as suggested for consideration within the Special Audit, will create a budgetary impact, as those positions will then be required to accrue leave and/or other benefits. HR and the Budget Department will work with departments to help facilitate the conversion of seasonal/substitute positions to regular part-time positions as operational needs dictate and budgets permit.

HR will continue to work with departments to resolve the aforementioned challenges and encourages departmental feedback on other innovative solutions.

APPENDIX A

RESPONSE FROM CITY MANAGER'S OFFICE

M E M O R A N D U M

TO: Jay Poole, City Auditor
FROM: Christopher M. Price, City Manager *OMP*
DATE: March 4, 2020
SUBJECT: Overview of Market and Equity Review Processes

In the Special Audit on Selective City Hiring and Competitiveness Issues, Human Resources (HR) has provided responses below to the three findings identified in the report.

1. Salary Compression

Finding – City employee salaries tended to be clustered at the lower ends of the City’s pay ranges. As a result, their salaries were less competitive than their pay ranges suggested.

Audit Recommendation - The City should consider steps to reduce clustering at the lower ends of the its’ pay ranges to become more competitive.

There are a number of alternatives that the City can consider to reduce clustering near the bottom of its pay ranges. Two of the most widely used alternatives involve incentive programs and/or step plans. An incentive program, similar to the one used for sworn public safety employees in Virginia Beach, could provide pay incentives when employees completed a certain number of years of service with the locality. The downside would be a somewhat lower degree of salary certainty for employees. A step program, similar to one used in Prince William County, would provide certainty for the employees and could be structured to eliminate lower level compression. The concern here would be long term cost. The City may also wish to consider freezing the maximums and making smaller adjustments at the minimum and midpoint levels to create greater separation between existing and newly hired employees. In either case, the City should consider the long term financial viability of the approach before making a choice.

City Response – *There are several factors that contribute to employee salaries being clustered at the lower end of the pay ranges, some of which were mentioned in the audit. Although City policy has contained provisions allowing departments to hire candidates above the minimum of the pay range since at least 2008, in practice, many departments infrequently did so until 2016 when HR began strongly encouraging departments to consider it in order to increase the City’s competitiveness. In addition, when employees are promoted, their salary will be at a lower point within their new pay range than they were in their prior pay range. Finally, the need to increase the City’s pay structure in order to ensure pay ranges stay competitive within the region, along with modest general wage increases, have limited movement of salaries within the pay ranges.*

“The City of Chesapeake adheres to the principles of equal employment opportunity.
This policy extends to all programs and services supported by the City.”

A new employee's salary is based on his/her education and experience compared to that of similarly situated employees in the City within that position or pay range, which is otherwise referred to as internal equity. The audit report conveys an expectation that employees should reach the maximum of their pay range (or close to it) after working a 'full' career with the City. However, since many employees were hired at the minimum of the pay range prior to 2016 (and some still are), an employee likely would not reach the maximum of his/her pay range by retirement with regular or even periodic movement of the pay ranges (which is necessary to maintain competitiveness) or if he/she was promoted. This expectation does not align with the City's current pay practices and structure. The following example of a 33.4 year employee, who has received general wage and merit pay increases throughout his career, along with several promotions, illustrates this point:

Date	Action	Job Title	Pay Grade	Progression
Sep-86	Hired	Tradeshelper	8	Hired at pay range minimum.
May-87	Promotion	Construction Worker	11	Promoted to pay range minimum.
Dec-87	Promotion	Sign Fabricator	110	Promoted to pay range minimum. After 27.5 years in this job, ending salary was 16.23% above midpoint, which was within 6.67% of max.
Jul-15	Promotion	Crew Supervisor 1	116	Employee received a 10% increase. Starting salary was 1.86% above new midpoint.
Oct-15	Upgrade	Crew Supervisor 1	117	Employee received a 5% increase. Ending salary was 4.26% above new midpoint.
Dec-17	Promotion	General Supervisor	121	Employee received a 10% increase. Starting salary was 3.30% below new midpoint.
Jul-19	Compression Adjustment	General Supervisor	121	Employee received a 5% increase. Current salary is 2.89% above midpoint.

The City implemented a Merit Pay Program for fiscal year 2015 that allows eligible employees to receive a base pay increase in recognition of excellent performance. Initially, approved amounts were \$500 and \$1,000. In FY20, an additional award amount of \$1,500 was added. Approximately 10-15% of the employee population has been eligible for merit pay each year since the inception of the program. This program has helped advance employees within their pay ranges; however, due to its fairly recent implementation, it has not yet had a significant impact. Over time, its impact may become more prominent.

Human Resources will work with the City Manager's office to address this concern.

2. Pay Range Competitiveness

Finding – The City was generally competitive with its peer cities in Virginia relative to pay ranges taken as a whole. However, it was less competitive on minimum salaries for certain positions than some of those.

Audit Recommendation – The City should take steps to address salary issue for positions where it is less competitive.

In addition to the steps outlined in the previous recommendation, the City may wish to consider some other remedies as well. For example, since the City is already competitive at the midpoint and maximum levels, it might consider a onetime advance to bring affected employees closer to the minimums in peer cities. It may also wish to consider incentives on a position-by-position basis.

City Response – *HR regularly evaluates the competitiveness of the City's pay structure and job classifications. HR monitors the pay structure movement in surrounding cities and makes recommendations for adjustments as needed to ensure the City's pay scales remain competitive. In addition, HR staff regularly review market data on benchmark job classifications and identify certain job classifications for a market review each year. Benchmark jobs are those that have been identified as having comparable matches in most other cities in the Hampton Roads region. There are currently 587 job classifications in the City of Chesapeake including both general employee and public safety job titles. Of those, 266 are considered regional benchmark jobs. Jobs classifications are identified for review based on factors such as the number of incumbents, difficulty recruiting candidates, and difficulty retaining employees in the identified jobs.*

HR staff conduct ad hoc market reviews for job classifications as needed, e.g. when recruitment and/or retention issues arise or new positions are created. For jobs with no external benchmark among comparator cities, HR conducts general market research, including regional and national public and private sector comparisons. Intrinsic factors such as the scope and impact of a job, level of responsibility and accountability, complexity of the work, level of authority, and consequence of error may also be considered when changes have occurred.

Staff recommend market/equity adjustments as warranted based on the market data analysis and consideration of other relevant factors. When determining which job classifications to recommend for market/equity adjustments, HR staff consider not only the difference between the City's pay ranges and the market averages, but also whether there are any significant outliers impacting the market data (e.g. a city with an extremely high or low average salary), whether it is difficult to recruit and retain staff for the job, and the significance of any changes in the intrinsic factors mentioned above. Jobs are determined to be difficult to recruit based on input from HR and department staff involved in the recruitment process. This determination is based on factors that include, but are not limited to, a low response rate from qualified candidates, particularly when paid advertising is used, and the number of times individual positions are reposted due to a lack of qualified candidates, being mindful of any delays in the hiring department's recruitment process.

If there is a significant anomaly in the market data, HR staff will inquire of the comparator jurisdictions whether it is a true match and what other factors might be impacting the analysis. For example, with single incumbent job classifications, HR staff may request tenure data from comparator cities to determine if an outlier can be explained by an incumbent's long tenure. HR staff also review job descriptions to

determine whether the scope of a job in one city may be larger or smaller than Chesapeake's matching job classification, as the scope of a job can impact pay range placement. Another consideration is the pay range spread (i.e. percentage from the minimum to the maximum of a pay range) among comparator pay ranges. Pay ranges with a much larger or smaller range spread can sometimes result in skewed comparisons at the midpoint and maximum levels. All of these factors are taken into consideration when recommendations for job classification pay range adjustments are made.

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Audit Recommendation - The City should encourage the departments and Human Resources to work together to resolve these challenges.

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HR will continue to work with departments to resolve the aforementioned challenges and encourages departmental feedback on other innovative solutions.

APPENDIX B

DATA FROM POSITIONS REVIEWED

Employee	Grade	Original Hire Date	Position Start Date	ACCOUNT TECHNICIAN 1				Tot Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
ACT TCH 1	1	12/16/1982	12/16/1982	\$52,411.70	\$33,029.00	\$43,764.00	\$54,498.00	37.04	123.47%	90.28%	58.68%
ACT TCH 1	2	09/01/1995	09/01/1995	\$41,980.14	\$33,029.00	\$43,764.00	\$54,498.00	24.33	81.11%	41.69%	27.10%
ACT TCH 1	3	05/01/2000	05/01/2000	\$41,748.27	\$33,029.00	\$43,764.00	\$54,498.00	19.67	65.56%	40.61%	26.40%
ACT TCH 1	4	07/10/2000	07/10/2000	\$44,477.81	\$33,029.00	\$43,764.00	\$54,498.00	19.48	64.92%	53.33%	34.66%
ACT TCH 1	5	11/01/2004	11/01/2004	\$40,233.28	\$33,029.00	\$43,764.00	\$54,498.00	15.17	50.56%	33.56%	21.81%
ACT TCH 1	6	03/19/2007	03/19/2007	\$36,432.34	\$33,029.00	\$43,764.00	\$54,498.00	12.78	42.61%	15.85%	10.30%
ACT TCH 1	7	08/30/2010	08/30/2010	\$36,494.63	\$33,029.00	\$43,764.00	\$54,498.00	9.33	31.11%	16.14%	10.49%
ACT TCH 1	8	10/16/2017	10/16/2017	\$33,650.21	\$33,029.00	\$43,764.00	\$54,498.00	2.21	7.36%	2.89%	1.88%
ACT TCH 1	9	11/05/2018	11/05/2018	\$42,332.50	\$33,029.00	\$43,764.00	\$54,498.00	1.16	3.85%	43.33%	28.17%
ACT TCH 1 Avg		04/24/2004	04/24/2004	\$41,084.54	\$33,029.00	\$43,764.00	\$54,498.00	15.69	52.29%	37.52%	24.39%
ACT TCH 1 Med		11/01/2004	11/01/2004	\$41,748.27	\$33,029.00	\$43,764.00	\$54,498.00	15.17	50.56%	40.61%	26.40%
Va Beach (Acct Clerk 1)		vs. Average		\$41,084.54	\$25,500.80	\$31,439.20	\$37,377.60				61.11%
		vs. Median		\$41,748.27	\$25,500.80	\$31,439.20	\$37,377.60				63.71%
Norfolk (Acctng Tech 1)		vs. Average		\$41,084.54	\$27,438.00	\$36,088.00	\$44,737.00				49.74%
		vs. Median		\$41,748.27	\$27,438.00	\$36,088.00	\$44,737.00				52.15%
Richmond (Acctng Tech)		vs. Average		\$41,084.54	\$30,300.00	\$37,900.00	\$45,500.00				35.59%
		vs. Median		\$41,748.27	\$30,300.00	\$37,900.00	\$45,500.00				37.78%
Chesapeake Pct Below Avg		vs. Average			9	4	44.44%				

Employee	Grade	Original Hire Date	Position Start Date	ACCOUNT TECHNICIAN 2				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
ACT TCH 2	1	114	01/06/1986	01/06/1986	\$53,943.33	\$34,340.00	\$45,501.00	\$56,661.00	33.99	113.29%	87.82%	57.09%
ACT TCH 2	2	114	07/16/1990	07/16/1990	\$45,391.82	\$34,340.00	\$45,501.00	\$56,661.00	29.46	98.19%	49.51%	32.18%
ACT TCH 2	3	114	06/01/1995	06/01/1995	\$44,365.50	\$34,340.00	\$45,501.00	\$56,661.00	24.58	81.94%	44.92%	29.19%
ACT TCH 2	4	114	01/25/1999	01/25/1999	\$44,865.50	\$34,340.00	\$45,501.00	\$56,661.00	20.93	69.78%	47.16%	30.65%
ACT TCH 2	5	114	04/01/2000	04/01/2000	\$44,365.50	\$34,340.00	\$45,501.00	\$56,661.00	19.75	65.83%	44.92%	29.19%
ACT TCH 2	6	114	05/23/2005	05/23/2005	\$43,159.96	\$34,340.00	\$45,501.00	\$56,661.00	14.61	48.69%	39.51%	25.68%
ACT TCH 2	7	114	01/29/2007	01/29/2007	\$38,644.96	\$34,340.00	\$45,501.00	\$56,661.00	12.92	43.07%	19.29%	12.54%
ACT TCH 2	8	114	11/26/2007	11/26/2007	\$39,448.55	\$34,340.00	\$45,501.00	\$56,661.00	12.10	40.32%	22.89%	14.88%
ACT TCH 2	9	114	09/30/2013	04/21/2014	\$36,292.78	\$34,340.00	\$45,501.00	\$56,661.00	6.25	20.83%	8.75%	5.69%
ACT TCH 2	10	114	12/16/2013	12/16/2013	\$37,019.88	\$34,340.00	\$45,501.00	\$56,661.00	6.04	20.14%	12.01%	7.80%
ACT TCH 2	11	114	01/20/2015	01/20/2015	\$36,309.03	\$34,340.00	\$45,501.00	\$56,661.00	4.95	16.49%	8.82%	5.73%
ACT TCH 2	12	114	04/20/2015	04/20/2015	\$35,805.69	\$34,340.00	\$45,501.00	\$56,661.00	4.70	15.66%	6.57%	4.27%
ACT TCH 2	13	114	12/19/2016	12/19/2016	\$36,478.89	\$34,340.00	\$45,501.00	\$56,661.00	3.03	10.11%	9.58%	6.23%
ACT TCH 2	14	114	10/09/2018	10/09/2018	\$41,300.00	\$34,340.00	\$45,501.00	\$56,661.00	1.23	4.09%	31.18%	20.27%
ACT TCH 2	15	114	10/15/2018	10/15/2018	\$34,760.15	\$34,340.00	\$45,501.00	\$56,661.00	1.21	4.04%	1.88%	1.22%
ACT TCH 2	16	114	04/22/2019	04/22/2019	\$34,340.00	\$34,340.00	\$45,501.00	\$56,661.00	0.69	2.31%	0.00%	0.00%
ACT TCH 2 Avg			09/21/2007	10/03/2007	\$40,405.72	\$34,340.00	\$45,501.00	\$56,661.00	12.28	40.93%	27.17%	17.66%
ACT TCH 2 Med			10/28/2010	12/06/2010	\$39,046.76	\$34,340.00	\$45,501.00	\$56,661.00	9.18	30.58%	21.09%	13.71%
Va Beach (Acct Clerk 2)			vs. Average		\$40,405.72	\$31,075.20	\$38,303.20	\$45,531.20	-			30.03%
			vs. Median		\$39,046.76	\$31,075.20	\$38,303.20	\$45,531.20	-			25.65%
Norfolk (Acctng Tech 2)			vs. Average		\$40,405.72	\$29,391.00	\$38,677.00	\$47,962.00	-			37.48%
			vs. Median		\$39,046.76	\$29,391.00	\$38,677.00	\$47,962.00				32.85%
Richmond (Acctng Speclst)			vs. Average		\$40,405.72	\$37,440.00	\$46,800.00	\$56,160.00	-			7.92%
			vs. Median		\$39,046.76	\$37,440.00	\$46,800.00	\$56,160.00				4.29%
Chesapeake Pct Below Avg			vs. Average		16	9	56.25%					

Employee	Grade	Original Hire Date	Position Start Date	ACCOUNT TECHNICIAN 3				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
ACT TCH 3	1	116	08/17/1992	02/16/1996	\$48,644.23	\$36,525.00	\$48,396.00	\$60,267.00	27.37	91.24%	51.05%	33.18%
ACT TCH 3	2	116	11/02/1992	11/02/1992	\$49,753.96	\$36,525.00	\$48,396.00	\$60,267.00	27.16	90.55%	55.72%	36.22%
ACT TCH 3	3	116	02/16/1997	02/16/1997	\$54,909.78	\$36,525.00	\$48,396.00	\$60,267.00	22.88	76.25%	77.44%	50.33%
ACT TCH 3	4	116	03/03/1997	03/03/1997	\$44,953.72	\$36,525.00	\$48,396.00	\$60,267.00	22.83	76.09%	35.50%	23.08%
ACT TCH 3	5	116	09/11/2000	09/11/2000	\$46,219.37	\$36,525.00	\$48,396.00	\$60,267.00	19.31	64.35%	40.83%	26.54%
ACT TCH 3	6	116	08/13/2001	08/13/2001	\$46,433.63	\$36,525.00	\$48,396.00	\$60,267.00	18.38	61.28%	41.73%	27.13%
ACT TCH 3	7	116	03/06/2006	03/06/2006	\$44,830.21	\$36,525.00	\$48,396.00	\$60,267.00	13.82	46.06%	34.98%	22.74%
ACT TCH 3	8	116	12/04/2006	12/04/2006	\$44,966.58	\$36,525.00	\$48,396.00	\$60,267.00	13.08	43.58%	35.56%	23.11%
ACT TCH 3	9	116	11/09/2009	11/09/2009	\$44,012.72	\$36,525.00	\$48,396.00	\$60,267.00	10.14	33.81%	31.54%	20.50%
ACT TCH 3	10	116	06/01/2010	07/16/2016	\$38,634.36	\$36,525.00	\$48,396.00	\$60,267.00	9.58	31.94%	8.88%	5.78%
ACT TCH 3	11	116	07/22/2013	07/22/2013	\$37,367.51	\$36,525.00	\$48,396.00	\$60,267.00	6.44	21.47%	3.55%	2.31%
ACT TCH 3	12	116	11/04/2013	11/04/2013	\$40,607.14	\$36,525.00	\$48,396.00	\$60,267.00	6.16	20.53%	17.19%	11.18%
ACT TCH 3	13	116	11/03/2014	11/03/2014	\$39,546.65	\$36,525.00	\$48,396.00	\$60,267.00	5.16	17.20%	12.73%	8.27%
ACT TCH 3	14	116	10/05/2015	10/05/2015	\$37,455.84	\$36,525.00	\$48,396.00	\$60,267.00	4.24	14.13%	3.92%	2.55%
ACT TCH 3	15	116	04/24/2017	04/24/2017	\$39,189.62	\$36,525.00	\$48,396.00	\$60,267.00	2.69	8.95%	11.22%	7.30%
ACT TCH 3	16	116	09/10/2018	09/10/2018	\$37,101.86	\$36,525.00	\$48,396.00	\$60,267.00	1.31	4.36%	2.43%	1.58%
ACT TCH 3	17	116	10/15/2018	10/15/2018	\$36,971.76	\$36,525.00	\$48,396.00	\$60,267.00	1.21	4.04%	1.88%	1.22%
ACT TCH 3 Avg			07/18/2007	02/09/2008	\$43,035.23	\$36,525.00	\$48,396.00	\$60,267.00	12.45	41.51%	27.42%	17.82%
ACT TCH 3 Med			11/09/2009	11/09/2009	\$44,012.72	\$36,525.00	\$48,396.00	\$60,267.00	10.14	33.81%	31.54%	20.50%
Va Beach (Acct Clerk 3)			vs. Average		\$43,035.23	\$34,299.20	\$42,276.00	\$50,252.80				25.47%
			vs. Median		\$44,012.72	\$34,299.20	\$42,276.00	\$50,252.80				28.32%
Norfolk (Acctng Tech 3)			vs. Average		\$43,035.23	\$31,804.00	\$41,834.00	\$51,864.00				35.31%
			vs. Median		\$44,012.72	\$31,804.00	\$41,834.00	\$51,864.00				38.39%
Richmond (Acctng Speclst)			vs. Average		\$43,035.23	\$37,440.00	\$46,800.00	\$56,160.00				14.94%
			vs. Median		\$44,012.72	\$37,440.00	\$46,800.00	\$56,160.00				17.56%
Chesapeake Pct Below Avg			vs. Average			17	8	47.06%				

Employee	Grade	Original Hire Date	Position Start Date	ACCOUNTANT 1				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
ACCTNT 1	1	123	10/05/1987	10/05/1987	\$69,484.93	\$47,878.00	\$63,439.00	\$78,999.00	32.24	107.46%	69.43%	45.13%
ACCTNT 1	2	123	12/11/1989	12/11/1989	\$67,984.93	\$47,878.00	\$63,439.00	\$78,999.00	30.06	100.19%	64.61%	42.00%
ACCTNT 1	3	123	05/03/1999	05/03/1999	\$58,919.70	\$47,878.00	\$63,439.00	\$78,999.00	20.66	68.87%	35.48%	23.06%
ACCTNT 1	4	123	08/16/2004	08/16/2004	\$56,055.47	\$47,878.00	\$63,439.00	\$78,999.00	15.38	51.25%	26.28%	17.08%
ACCTNT 1	5	123	08/06/2007	08/06/2007	\$55,937.61	\$47,878.00	\$63,439.00	\$78,999.00	12.40	41.34%	25.90%	16.83%
ACCTNT 1	6	123	03/14/2016	03/14/2016	\$51,026.02	\$47,878.00	\$63,439.00	\$78,999.00	3.80	12.66%	10.12%	6.58%
ACCTNT 1	7	123	05/04/2017	05/04/2017	\$55,043.10	\$47,878.00	\$63,439.00	\$78,999.00	2.66	8.86%	23.02%	14.97%
ACCTNT 1	8	123	01/22/2018	01/22/2018	\$50,989.25	\$47,878.00	\$63,439.00	\$78,999.00	1.94	6.47%	10.00%	6.50%
ACCTNT 1	9	123	04/15/2019	04/15/2019	\$47,878.00	\$47,878.00	\$63,439.00	\$78,999.00	0.71	2.37%	0.00%	0.00%
ACCTNT 1 Avg			09/06/2006	09/06/2006	\$57,035.45	\$47,878.00	\$63,439.00	\$78,999.00	13.32	44.40%	29.43%	19.13%
ACCTNT 1 Med			08/06/2007	08/06/2007	\$55,937.61	\$47,878.00	\$63,439.00	\$78,999.00	12.40	41.34%	25.90%	16.83%
Va Beach (Accountant 1)			vs. Average		\$57,035.45	\$46,134.40	\$58,032.00	\$69,929.60	-			23.63%
			vs. Median		\$55,937.61	\$46,134.40	\$58,032.00	\$69,929.60	-			21.25%
Norfolk (Accountant 1)			vs. Average		\$57,035.45	\$40,805.00	\$53,696.00	\$66,586.00	-			39.78%
			vs. Median		\$55,937.61	\$40,805.00	\$53,696.00	\$66,586.00				37.09%
Richmond (Accountant)			vs. Average		\$57,035.45	\$45,840.00	\$57,300.00	\$68,760.00	-			24.42%
			vs. Median		\$55,937.61	\$45,840.00	\$57,300.00	\$68,760.00				22.03%
Chesapeake Pct Below Avg			vs. Average		9	6	66.67%					

Employee	Grade	Original Hire Date	Position Start Date	ACCOUNTANT 2				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
ACCTNT 2	1	125	11/16/1995	11/16/1995	\$56,940.57	\$51,808.00	\$68,646.00	\$85,484.00	24.13	80.42%	15.24%	9.91%
ACCTNT 2	2	125	09/03/1996	09/03/1996	\$63,482.40	\$51,808.00	\$68,646.00	\$85,484.00	23.33	77.76%	34.67%	22.53%
ACCTNT 2	3	125	02/17/1998	02/17/1998	\$60,713.42	\$51,808.00	\$68,646.00	\$85,484.00	21.87	72.91%	26.44%	17.19%
ACCTNT 2	4	125	06/25/2007	10/07/2013	\$55,958.04	\$51,808.00	\$68,646.00	\$85,484.00	12.52	41.72%	12.32%	8.01%
ACCTNT 2	5	125	05/19/2017	05/19/2017	\$52,915.63	\$51,808.00	\$68,646.00	\$85,484.00	2.62	8.72%	3.29%	2.14%
ACCTNT 2	6	125	11/06/2017	08/22/2018	\$53,442.74	\$51,808.00	\$68,646.00	\$85,484.00	2.15	7.18%	4.85%	3.16%
ACCTNT 2	7	125	01/16/2018	01/16/2018	\$53,442.74	\$51,808.00	\$68,646.00	\$85,484.00	1.96	6.53%	4.85%	3.16%
ACCTNT 2	8	125	06/04/2018	06/04/2018	\$57,820.00	\$51,808.00	\$68,646.00	\$85,484.00	1.58	5.25%	17.85%	11.60%
ACCTNT 2 Avg			09/24/2008	08/13/2009	\$56,839.44	\$51,808.00	\$68,646.00	\$85,484.00	11.27	37.56%	14.94%	9.71%
ACCTNT 2 Med			06/06/2012	07/29/2015	\$56,449.31	\$51,808.00	\$68,646.00	\$85,484.00	7.57	25.23%	13.78%	8.96%
Va Beach (Accountant 2)			vs. Average		\$56,839.44	\$50,918.40	\$64,053.60	\$77,188.80				11.63%
			vs. Median		\$56,449.31	\$50,918.40	\$64,053.60	\$77,188.80				10.86%
Norfolk (Accountant 2)			vs. Average		\$56,839.44	\$44,339.00	\$58,324.00	\$72,308.00				28.19%
			vs. Median		\$56,449.31	\$44,339.00	\$58,324.00	\$72,308.00				27.31%
Richmond (Accountant, Sr)			vs. Average		\$56,839.44	\$52,320.00	\$65,400.00	\$78,480.00				8.64%
			vs. Median		\$56,449.31	\$52,320.00	\$65,400.00	\$78,480.00				7.89%
Chesapeake Pct Below Avg			vs. Average		8	4	50.00%					

Employee	Grade	Original Hire Date	Position Start Date	ADMINISTRATIVE ASSISTANT 1				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
ADM AST 1	1	119	09/01/1989	09/01/1989	\$55,404.40	\$41,329.00	\$54,761.00	\$68,193.00	30.33	101.11%	52.40%	34.06%
ADM AST 1	2	119	12/29/1992	12/29/1992	\$53,943.67	\$41,329.00	\$54,761.00	\$68,193.00	27.01	90.02%	46.96%	30.52%
ADM AST 1	3	119	11/17/1997	11/17/1997	\$52,256.55	\$41,329.00	\$54,761.00	\$68,193.00	22.12	73.74%	40.68%	26.44%
ADM AST 1	4	119	01/08/2001	01/08/2001	\$54,515.94	\$41,329.00	\$54,761.00	\$68,193.00	18.98	63.27%	49.09%	31.91%
ADM AST 1	5	119	09/10/2001	09/10/2001	\$56,853.63	\$41,329.00	\$54,761.00	\$68,193.00	18.31	61.03%	57.79%	37.56%
ADM AST 1	6	119	10/17/2005	10/17/2005	\$49,023.54	\$41,329.00	\$54,761.00	\$68,193.00	14.21	47.35%	28.64%	18.62%
ADM AST 1	7	119	08/28/2006	08/28/2006	\$54,788.44	\$41,329.00	\$54,761.00	\$68,193.00	13.34	44.47%	50.10%	32.57%
ADM AST 1	8	119	11/26/2007	11/26/2007	\$49,049.84	\$41,329.00	\$54,761.00	\$68,193.00	12.10	40.32%	28.74%	18.68%
ADM AST 1	9	119	01/07/2008	09/16/2016	\$41,329.00	\$41,329.00	\$54,761.00	\$68,193.00	11.98	39.94%	0.00%	0.00%
ADM AST 1	10	119	02/19/2013	02/19/2013	\$43,346.19	\$41,329.00	\$54,761.00	\$68,193.00	6.87	22.89%	7.51%	4.88%
ADM AST 1	11	119	05/19/2014	05/19/2014	\$46,371.27	\$41,329.00	\$54,761.00	\$68,193.00	5.62	18.72%	18.77%	12.20%
ADM AST 1	12	119	09/21/2015	08/01/2016	\$43,346.19	\$41,329.00	\$54,761.00	\$68,193.00	4.28	14.26%	7.51%	4.88%
ADM AST 1	13	119	06/27/2016	06/27/2016	\$49,151.17	\$41,329.00	\$54,761.00	\$68,193.00	3.51	11.70%	29.12%	18.93%
ADM AST 1	14	119	03/05/2018	03/05/2018	\$41,834.84	\$41,329.00	\$54,761.00	\$68,193.00	1.82	6.07%	1.88%	1.22%
ADM AST 1	15	119	04/02/2018	04/02/2018	\$41,834.84	\$41,329.00	\$54,761.00	\$68,193.00	1.75	5.82%	1.88%	1.22%
ADM AST 1	16	119	07/09/2018	07/09/2018	\$41,834.84	\$41,329.00	\$54,761.00	\$68,193.00	1.48	4.93%	1.88%	1.22%
ADM AST 1	17	119	12/03/2018	12/03/2018	\$41,834.84	\$41,329.00	\$54,761.00	\$68,193.00	1.08	3.59%	1.88%	1.22%
ADM AST 1	18	119	03/04/2019	03/04/2019	\$41,329.00	\$41,329.00	\$54,761.00	\$68,193.00	0.83	2.75%	0.00%	0.00%
ADM AST 1 Avg			02/17/2009	08/30/2009	\$47,669.34	\$41,329.00	\$54,761.00	\$68,193.00	10.87	36.24%	23.60%	15.34%
ADM AST 1 Med			07/30/2010	10/04/2013	\$47,697.41	\$41,329.00	\$54,761.00	\$68,193.00	9.42	31.39%	23.71%	15.41%
Va Beach (Admin Spec 1)			vs. Average		\$47,669.34	\$39,769.60	\$49,025.60	\$58,281.60				19.86%
			vs. Median		\$47,697.41	\$39,769.60	\$49,025.60	\$58,281.60				19.93%
Norfolk Admin Asst 1)			vs. Average		\$47,669.34	\$34,445.00	\$45,303.00	\$56,161.00				38.39%
			vs. Median		\$47,697.41	\$34,445.00	\$45,303.00	\$56,161.00				38.47%
Richmond (Cust Svc Spec)			vs. Average		\$47,669.34	\$37,440.00	\$46,800.00	\$56,160.00				27.32%
			vs. Median		\$47,697.41	\$37,440.00	\$46,800.00	\$56,160.00				27.40%
Chesapeake Pct Below Avg			vs. Average		18	9	50.00%					

Employee	Grade	Original Hire Date	Position Start Date	ANIMAL CONTROL OFFICER 1				Annual Maximum	Tot Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	% vs. Midpoint	% vs. Maximum
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum							
ACO 1	1	115	08/18/1993	08/18/1993	\$50,505.36	\$35,651.00	\$47,238.00	\$58,825.00	26.37	87.90%	64.10%	41.67%	106.92%	85.86%
ACO 1	2	115	12/04/2006	12/04/2006	\$42,683.01	\$35,651.00	\$47,238.00	\$58,825.00	13.08	43.58%	30.34%	19.72%	90.36%	72.56%
ACO 1	3	115	12/02/2013	12/02/2013	\$38,218.33	\$35,651.00	\$47,238.00	\$58,825.00	6.08	20.27%	11.08%	7.20%	80.91%	64.97%
ACO 1	4	115	08/25/2014	08/01/2016	\$37,271.19	\$35,651.00	\$47,238.00	\$58,825.00	5.35	17.83%	6.99%	4.54%	78.90%	63.36%
ACO 1	5	115	07/03/2017	07/03/2017	\$37,238.69	\$35,651.00	\$47,238.00	\$58,825.00	2.49	8.31%	6.85%	4.45%	78.83%	63.30%
ACO 1	6	115	05/16/2016	05/16/2016	\$36,238.69	\$35,651.00	\$47,238.00	\$58,825.00	3.63	12.08%	2.54%	1.65%	76.72%	61.60%
ACO 1	7	115	08/28/2017	08/28/2017	\$36,238.69	\$35,651.00	\$47,238.00	\$58,825.00	2.34	7.81%	2.54%	1.65%	76.72%	61.60%
ACO 1	8	115	03/05/2018	11/19/2018	\$36,086.91	\$35,651.00	\$47,238.00	\$58,825.00	1.82	6.07%	1.88%	1.22%	76.39%	61.35%
ACO 1	9	115	11/26/2018	11/26/2018	\$36,086.91	\$35,651.00	\$47,238.00	\$58,825.00	1.10	3.66%	1.88%	1.22%	76.39%	61.35%
ACO 1 Avg			01/29/2013	05/17/2013	\$38,951.98	\$35,651.00	\$47,238.00	\$58,825.00	6.92	23.07%	14.24%	9.26%	82.46%	66.22%
ACO 1 Med			05/16/2016	08/01/2016	\$37,238.69	\$35,651.00	\$47,238.00	\$58,825.00	3.63	12.08%	6.85%	4.45%	78.83%	63.30%
Va Beach			vs. Average		\$38,951.98	\$36,025.60	\$44,408.00	\$52,790.40				8.12%	87.71%	73.79%
(Anml Ctrl Ofc 1)			vs. Median		\$37,238.69	\$36,025.60	\$44,408.00	\$52,790.40				3.37%	83.86%	70.54%
Norfolk			vs. Average		\$38,951.98	\$34,445.00	\$45,303.00	\$56,161.00				13.08%	85.98%	69.36%
(Anml Ctrl Registr)			vs. Median		\$37,238.69	\$34,445.00	\$45,303.00	\$56,161.00				8.11%	82.20%	66.31%
Richmond			vs. Average		\$38,951.98	\$35,040.00	\$43,800.00	\$52,560.00				11.16%	88.93%	74.11%
(Anml Ctrl Ofc 1)			vs. Median		\$37,238.69	\$35,040.00	\$43,800.00	\$52,560.00				6.27%	85.02%	70.85%
Chesapeake			vs. Average			9	7	77.78%						
Pct Below Avg														

ASSISTANT COMMONWEALTH ATTORNEY 3												
Employee	Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
A CO ATT 3	1	137	01/13/1992	01/13/1992	\$122,346.78	\$86,358.00	\$114,425.00	\$142,491.00	27.97	93.22%	64.11%	41.67%
A CO ATT 3	2	137	06/17/1996	06/17/1996	\$115,178.41	\$86,358.00	\$114,425.00	\$142,491.00	23.54	78.46%	51.34%	33.37%
A CO ATT 3	3	137	03/06/2006	03/06/2006	\$102,624.08	\$86,358.00	\$114,425.00	\$142,491.00	13.82	46.06%	28.98%	18.84%
A CO ATT 3	4	137	06/05/2006	06/05/2006	\$95,330.50	\$86,358.00	\$114,425.00	\$142,491.00	13.57	45.24%	15.98%	10.39%
A CO ATT 3	5	137	10/16/2006	10/16/2006	\$94,424.48	\$86,358.00	\$114,425.00	\$142,491.00	13.21	44.03%	14.37%	9.34%
A CO ATT 3	6	137	02/05/2007	02/05/2007	\$100,830.59	\$86,358.00	\$114,425.00	\$142,491.00	12.91	43.02%	25.78%	16.76%
A CO ATT 3	7	137	02/05/2007	02/05/2007	\$100,830.59	\$86,358.00	\$114,425.00	\$142,491.00	12.91	43.02%	25.78%	16.76%
A CO ATT 3	8	137	08/31/2009	08/31/2009	\$98,152.66	\$86,358.00	\$114,425.00	\$142,491.00	10.33	34.44%	21.01%	13.66%
A CO ATT 3	9	137	09/14/2009	03/01/2011	\$90,773.93	\$86,358.00	\$114,425.00	\$142,491.00	10.30	34.32%	7.87%	5.11%
A CO ATT 3	10	137	11/15/2010	11/15/2010	\$98,206.25	\$86,358.00	\$114,425.00	\$142,491.00	9.13	30.43%	21.11%	13.72%
A CO ATT 3	11	137	08/20/2012	08/20/2012	\$86,358.00	\$86,358.00	\$114,425.00	\$142,491.00	7.36	24.55%	0.00%	0.00%
A CO ATT 3	12	137	04/10/2017	04/10/2017	\$94,189.81	\$86,358.00	\$114,425.00	\$142,491.00	2.73	9.08%	13.95%	9.07%
A CO ATT 3 Avg			11/07/2006	12/22/2006	\$99,937.17	\$86,358.00	\$114,425.00	\$142,491.00	13.15	43.83%	24.19%	15.72%
A CO ATT 3 Med			02/05/2007	02/05/2007	\$98,179.46	\$86,358.00	\$114,425.00	\$142,491.00	12.91	43.02%	21.06%	13.69%
Va Beach (Assoc Com Atty)			vs. Average		\$99,937.17	\$87,526.40	\$110,115.20	\$132,704.00				14.18%
			vs. Median		\$98,179.46	\$87,526.40	\$110,115.20	\$132,704.00				12.17%
Norfolk (Asst Com Atty 3)			vs. Average		\$99,937.17	\$74,618.00	\$96,631.00	\$118,643.00				33.93%
			vs. Median		\$98,179.46	\$74,618.00	\$96,631.00	\$118,643.00				31.58%
Newport News (Asst Co Atty Sr)			vs. Average		\$99,937.17	\$73,000.00	\$96,500.00	\$120,000.00				36.90%
			vs. Median		\$98,179.46	\$73,000.00	\$96,500.00	\$120,000.00				34.49%
Chesapeake Pct Below Avg			vs. Average			12	7	58.33%				

Employee	Grade	Original Hire Date	Position Start Date	AUTOMOTIVE TECHNICIAN 3				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
AUT TCH 3	1	122	09/12/1988	07/01/1996	\$64,938.12	\$46,133.00	\$61,127.00	\$76,120.00	31.30	104.34%	62.71%	40.76%
AUT TCH 3	2	122	10/04/1993	07/03/2000	\$61,068.80	\$46,133.00	\$61,127.00	\$76,120.00	26.24	87.47%	49.81%	32.38%
AUT TCH 3	3	122	11/05/2001	11/10/2003	\$58,295.12	\$46,133.00	\$61,127.00	\$76,120.00	18.16	60.52%	40.56%	26.36%
AUT TCH 3	4	122	11/16/1998	10/28/2002	\$58,172.40	\$46,133.00	\$61,127.00	\$76,120.00	21.13	70.42%	40.15%	26.10%
AUT TCH 3	5	122	11/16/1998	11/11/2002	\$58,172.40	\$46,133.00	\$61,127.00	\$76,120.00	21.13	70.42%	40.15%	26.10%
AUT TCH 3	6	122	02/16/2010	02/16/2010	\$56,820.40	\$46,133.00	\$61,127.00	\$76,120.00	9.88	32.92%	35.64%	23.17%
AUT TCH 3	7	122	07/24/2006	09/19/2016	\$56,743.96	\$46,133.00	\$61,127.00	\$76,120.00	13.44	44.79%	35.39%	23.00%
AUT TCH 3	8	122	08/09/2004	08/22/2005	\$55,847.48	\$46,133.00	\$61,127.00	\$76,120.00	15.39	51.31%	32.40%	21.06%
AUT TCH 3	9	122	03/14/2005	11/28/2005	\$55,276.00	\$46,133.00	\$61,127.00	\$76,120.00	14.80	49.32%	30.49%	19.82%
AUT TCH 3	10	122	11/08/2010	12/16/2013	\$54,477.28	\$46,133.00	\$61,127.00	\$76,120.00	9.15	30.49%	27.83%	18.09%
AUT TCH 3	11	122	12/10/2001	05/09/2007	\$54,310.88	\$46,133.00	\$61,127.00	\$76,120.00	18.06	60.19%	27.27%	17.73%
AUT TCH 3	12	122	02/26/2007	12/01/2008	\$52,965.12	\$46,133.00	\$61,127.00	\$76,120.00	12.85	42.82%	22.78%	14.81%
AUT TCH 3	13	122	06/11/2007	12/01/2008	\$52,379.60	\$46,133.00	\$61,127.00	\$76,120.00	12.56	41.85%	20.83%	13.54%
AUT TCH 3	14	122	06/13/2011	01/02/2017	\$52,368.68	\$46,133.00	\$61,127.00	\$76,120.00	8.55	28.50%	20.79%	13.52%
AUT TCH 3	15	122	02/05/2018	02/05/2018	\$51,632.88	\$46,133.00	\$61,127.00	\$76,120.00	1.91	6.35%	18.34%	11.92%
AUT TCH 3	16	122	05/31/2005	06/19/2017	\$50,920.48	\$46,133.00	\$61,127.00	\$76,120.00	14.58	48.61%	15.97%	10.38%
AUT TCH 3	17	122	11/19/2018	11/19/2018	\$50,619.40	\$46,133.00	\$61,127.00	\$76,120.00	1.12	3.72%	14.96%	9.72%
AUT TCH 3	18	122	11/10/2014	07/23/2018	\$47,685.04	\$46,133.00	\$61,127.00	\$76,120.00	5.14	17.14%	5.18%	3.36%
AUT TCH 3 Avg			10/24/2005	09/02/2009	\$55,149.67	\$46,133.00	\$61,127.00	\$76,120.00	14.19	47.29%	30.07%	19.54%
AUT TCH 3 Med			12/26/2005	12/01/2008	\$54,876.64	\$46,133.00	\$61,127.00	\$76,120.00	14.01	46.71%	29.16%	18.95%
Va Beach (Mechanic 3)			vs. Average		\$55,149.67	\$48,443.20	\$59,727.20	\$71,011.20				13.84%
			vs. Median		\$54,876.64	\$48,443.20	\$59,727.20	\$71,011.20				13.28%
Norfolk (Auto Oper Mgr)			vs. Average		\$55,149.67	\$47,823.00	\$62,901.00	\$77,978.00				15.32%
			vs. Median		\$54,876.64	\$47,823.00	\$62,901.00	\$77,978.00				14.75%
Richmond (Flt Mnt Shp Supv)			vs. Average		\$55,149.67	\$45,840.00	\$57,300.00	\$68,760.00				20.31%
			vs. Median		\$54,876.64	\$45,840.00	\$57,300.00	\$68,760.00				19.71%
Chesapeake Pct Below Avg			vs. Average			18	9	50.00%				

Employee	Grade	Original Hire Date	Position Start Date	BENEFIT PROGRAM AIDE 1				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
BN PG AD 1	1	110	05/22/1993	07/17/1995	\$36,739.61	\$29,099.00	\$38,557.00	\$48,014.00	26.61	88.69%	40.39%	26.26%
BN PG AD 1	2	110	10/16/1995	10/16/1995	\$40,505.60	\$29,099.00	\$38,557.00	\$48,014.00	24.21	80.69%	60.30%	39.20%
BN PG AD 1	3	110	04/23/2001	04/23/2001	\$34,944.59	\$29,099.00	\$38,557.00	\$48,014.00	18.69	62.30%	30.90%	20.09%
BN PG AD 1	4	110	09/10/2007	09/10/2007	\$35,499.42	\$29,099.00	\$38,557.00	\$48,014.00	12.31	41.03%	33.84%	22.00%
BN PG AD 1	5	110	11/03/2008	11/03/2008	\$33,226.66	\$29,099.00	\$38,557.00	\$48,014.00	11.16	37.20%	21.82%	14.18%
BN PG AD 1	6	110	02/17/2015	02/17/2015	\$30,056.99	\$29,099.00	\$38,557.00	\$48,014.00	4.87	16.24%	5.06%	3.29%
BN PG AD 1	7	110	09/14/2015	09/14/2015	\$30,000.00	\$29,099.00	\$38,557.00	\$48,014.00	4.30	14.32%	4.76%	3.10%
BN PG AD 1	8	110	05/31/2016	05/31/2016	\$29,528.00	\$29,099.00	\$38,557.00	\$48,014.00	3.58	11.94%	2.27%	1.47%
BN PG AD 1	9	110	06/12/2017	10/07/2017	\$29,528.00	\$29,099.00	\$38,557.00	\$48,014.00	2.55	8.51%	2.27%	1.47%
BN PG AD 1	10	110	08/07/2017	06/07/2019	\$30,528.00	\$29,099.00	\$38,557.00	\$48,014.00	2.40	8.00%	7.55%	4.91%
BN PG AD 1	11	110	11/13/2017	11/13/2017	\$30,832.00	\$29,099.00	\$38,557.00	\$48,014.00	2.13	7.11%	9.16%	5.96%
BN PG AD 1	12	110	12/18/2017	05/07/2018	\$30,528.00	\$29,099.00	\$38,557.00	\$48,014.00	2.04	6.79%	7.55%	4.91%
BN PG AD 1	13	110	06/04/2018	06/04/2018	\$29,528.00	\$29,099.00	\$38,557.00	\$48,014.00	1.58	5.25%	2.27%	1.47%
BN PG AD 1	14	110	06/25/2018	06/25/2018	\$29,528.00	\$29,099.00	\$38,557.00	\$48,014.00	1.52	5.06%	2.27%	1.47%
BN PG AD 1 Avg			07/29/2011	11/28/2011	\$32,212.35	\$29,099.00	\$38,557.00	\$48,014.00	8.42	28.07%	16.46%	10.70%
BN PG AD 1 Med			01/22/2016	01/22/2016	\$30,528.00	\$29,099.00	\$38,557.00	\$48,014.00	3.94	13.14%	7.55%	4.91%
Va Beach (Elig Wkr Asst)			vs. Average		\$32,212.35	\$29,577.60	\$36,452.00	\$43,326.40				8.91%
			vs. Median		\$30,528.00	\$29,577.60	\$36,452.00	\$43,326.40				3.21%
Norfolk (Fmly Svs Assc)			vs. Average		\$32,212.35	\$29,391.00	\$38,677.00	\$47,962.00				9.60%
			vs. Median		\$30,528.00	\$29,391.00	\$38,677.00	\$47,962.00				3.87%
Richmond (Human Svs Asst)			vs. Average		\$32,212.35	\$26,480.00	\$33,100.00	\$39,720.00				21.65%
			vs. Median		\$30,528.00	\$26,480.00	\$33,100.00	\$39,720.00				15.29%
Chesapeake Pct Below Avg			vs. Average		14	9	64.29%					

Employee	Grade	Original Hire Date	BENEFIT PROGRAM SUPERVISOR 1					Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
			Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
BN PG SP 1 1	125	10/16/1996	10/16/1996	\$61,301.20	\$51,808.00	\$68,646.00	\$85,484.00	23.21	77.36%	28.19%	18.32%
BN PG SP 1 2	125	06/05/2000	06/05/2000	\$59,400.79	\$51,808.00	\$68,646.00	\$85,484.00	19.57	65.24%	22.55%	14.66%
BN PG SP 1 3	125	11/06/2000	11/06/2000	\$59,910.69	\$51,808.00	\$68,646.00	\$85,484.00	19.15	63.84%	24.06%	15.64%
BN PG SP 1 4	125	11/13/2000	11/13/2000	\$58,598.07	\$51,808.00	\$68,646.00	\$85,484.00	19.13	63.78%	20.16%	13.11%
BN PG SP 1 5	125	11/27/2000	09/24/2007	\$58,598.07	\$51,808.00	\$68,646.00	\$85,484.00	19.09	63.65%	20.16%	13.11%
BN PG SP 1 6	125	11/01/2004	11/01/2004	\$58,598.01	\$51,808.00	\$68,646.00	\$85,484.00	15.17	50.56%	20.16%	13.11%
BN PG SP 1 7	125	02/28/2005	02/28/2005	\$58,598.00	\$51,808.00	\$68,646.00	\$85,484.00	14.84	49.45%	20.16%	13.11%
BN PG SP 1 8	125	08/16/2010	08/16/2010	\$58,072.90	\$51,808.00	\$68,646.00	\$85,484.00	9.38	31.25%	18.60%	12.09%
BN PG SP 1 9	125	11/26/2012	11/26/2012	\$53,990.69	\$51,808.00	\$68,646.00	\$85,484.00	7.10	23.66%	6.48%	4.21%
BN PG SP 1 10	125	08/26/2013	08/26/2013	\$52,442.74	\$51,808.00	\$68,646.00	\$85,484.00	6.35	21.16%	1.88%	1.23%
BN PG SP 1 11	125	05/04/2015	05/22/2019	\$52,442.74	\$51,808.00	\$68,646.00	\$85,484.00	4.66	15.53%	1.88%	1.23%
BN PG SP 1 12	125	05/02/2016	05/02/2016	\$52,442.74	\$51,808.00	\$68,646.00	\$85,484.00	3.66	12.21%	1.88%	1.23%
BN PG SP 1 Avg		07/23/2006	06/18/2007	\$57,033.05	\$51,808.00	\$68,646.00	\$85,484.00	13.44	44.80%	15.52%	10.09%
BN PG SP 1 Med		12/30/2004	06/12/2006	\$58,598.01	\$51,808.00	\$68,646.00	\$85,484.00	15.00	50.00%	20.16%	13.11%
Va Beach (Elig Wkr Supv)		vs. Average		\$57,033.05	\$50,918.40	\$62,764.00	\$74,609.60				12.01%
		vs. Median		\$58,598.01	\$50,918.40	\$62,764.00	\$74,609.60				15.08%
Norfolk (Fmly Svs Supv)		vs. Average		\$57,033.05	\$52,020.00	\$69,041.00	\$86,041.00				9.64%
		vs. Median		\$58,598.01	\$52,020.00	\$69,041.00	\$86,041.00				12.65%
Richmond (Human Svs Supv)		vs. Average		\$57,033.05	\$49,120.00	\$61,400.00	\$73,680.00				16.11%
		vs. Median		\$58,598.01	\$49,120.00	\$61,400.00	\$73,680.00				19.30%
Chesapeake Pct Below Avg		vs. Average		12	4	33.33%					

Employee	Grade	Original Hire Date	Position Start Date	BENEFIT PROGRAM WORKER 2				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
BN PG WK 2 1	120	10/01/1997	10/01/1997	\$56,193.58	\$43,073.00	\$57,072.00	\$71,071.00	22.25	74.17%	46.86%	30.46%
BN PG WK 2 2	120	03/29/1999	03/29/1999	\$57,251.89	\$43,073.00	\$57,072.00	\$71,071.00	20.76	69.19%	50.64%	32.92%
BN PG WK 2 3	120	04/26/1999	04/26/1999	\$55,651.19	\$43,073.00	\$57,072.00	\$71,071.00	20.68	68.94%	44.93%	29.20%
BN PG WK 2 4	120	07/19/1999	07/19/1999	\$51,287.44	\$43,073.00	\$57,072.00	\$71,071.00	20.45	68.17%	29.34%	19.07%
BN PG WK 2 5	120	03/06/2000	03/06/2000	\$55,651.19	\$43,073.00	\$57,072.00	\$71,071.00	19.82	66.06%	44.93%	29.20%
BN PG WK 2 6	120	07/14/2003	07/14/2003	\$52,075.36	\$43,073.00	\$57,072.00	\$71,071.00	16.46	54.88%	32.15%	20.90%
BN PG WK 2 7	120	12/22/2003	12/22/2003	\$43,600.41	\$43,073.00	\$57,072.00	\$71,071.00	16.03	53.42%	1.88%	1.22%
BN PG WK 2 8	120	10/25/2004	10/25/2004	\$53,107.86	\$43,073.00	\$57,072.00	\$71,071.00	15.18	50.61%	35.84%	23.30%
BN PG WK 2 9	120	06/13/2005	06/13/2005	\$53,075.36	\$43,073.00	\$57,072.00	\$71,071.00	14.55	48.50%	35.73%	23.22%
BN PG WK 2 10	120	07/01/2005	09/29/2014	\$43,600.41	\$43,073.00	\$57,072.00	\$71,071.00	14.50	48.33%	1.88%	1.22%
BN PG WK 2 11	120	10/10/2005	02/22/2016	\$43,600.41	\$43,073.00	\$57,072.00	\$71,071.00	14.23	47.42%	1.88%	1.22%
BN PG WK 2 12	120	12/19/2005	12/19/2005	\$51,181.39	\$43,073.00	\$57,072.00	\$71,071.00	14.03	46.78%	28.96%	18.82%
BN PG WK 2 13	120	05/07/2007	05/07/2007	\$52,819.94	\$43,073.00	\$57,072.00	\$71,071.00	12.65	42.17%	34.81%	22.63%
BN PG WK 2 14	120	10/22/2008	07/13/2015	\$44,029.71	\$43,073.00	\$57,072.00	\$71,071.00	11.19	37.31%	3.42%	2.22%
BN PG WK 2 15	120	03/15/2010	10/16/2016	\$43,600.41	\$43,073.00	\$57,072.00	\$71,071.00	9.79	32.65%	1.88%	1.22%
BN PG WK 2 16	120	03/22/2010	03/22/2010	\$46,789.08	\$43,073.00	\$57,072.00	\$71,071.00	9.78	32.58%	13.27%	8.63%
BN PG WK 2 17	120	08/16/2010	08/16/2010	\$47,796.37	\$43,073.00	\$57,072.00	\$71,071.00	9.38	31.25%	16.87%	10.97%
BN PG WK 2 18	120	08/16/2010	08/16/2010	\$46,711.60	\$43,073.00	\$57,072.00	\$71,071.00	9.38	31.25%	13.00%	8.45%
BN PG WK 2 19	120	11/08/2010	11/08/2010	\$46,498.57	\$43,073.00	\$57,072.00	\$71,071.00	9.15	30.49%	12.24%	7.95%
BN PG WK 2 20	120	01/24/2011	04/04/2016	\$43,600.41	\$43,073.00	\$57,072.00	\$71,071.00	8.94	29.79%	1.88%	1.22%
BN PG WK 2 21	120	11/14/2011	11/14/2011	\$44,572.11	\$43,073.00	\$57,072.00	\$71,071.00	8.13	27.10%	5.35%	3.48%
BN PG WK 2 22	120	07/23/2012	07/23/2012	\$44,029.71	\$43,073.00	\$57,072.00	\$71,071.00	7.44	24.80%	3.42%	2.22%
BN PG WK 2 23	120	08/19/2013	08/19/2013	\$44,734.61	\$43,073.00	\$57,072.00	\$71,071.00	6.37	21.22%	5.93%	3.86%
BN PG WK 2 24	120	09/16/2013	09/16/2013	\$45,277.00	\$43,073.00	\$57,072.00	\$71,071.00	6.29	20.97%	7.87%	5.12%
BN PG WK 2 25	120	11/18/2013	11/18/2013	\$43,326.50	\$43,073.00	\$57,072.00	\$71,071.00	6.12	20.40%	0.91%	0.59%
BN PG WK 2 26	120	11/18/2013	11/18/2013	\$44,734.61	\$43,073.00	\$57,072.00	\$71,071.00	6.12	20.40%	5.93%	3.86%
BN PG WK 2 27	120	11/18/2013	11/18/2013	\$45,767.11	\$43,073.00	\$57,072.00	\$71,071.00	6.12	20.40%	9.62%	6.25%
BN PG WK 2 28	120	06/01/2015	10/16/2015	\$43,600.41	\$43,073.00	\$57,072.00	\$71,071.00	4.58	15.28%	1.88%	1.22%
BN PG WK 2 29	120	06/15/2015	11/01/2015	\$43,600.41	\$43,073.00	\$57,072.00	\$71,071.00	4.54	15.15%	1.88%	1.22%
BN PG WK 2 30	120	11/30/2015	11/13/2017	\$43,600.41	\$43,073.00	\$57,072.00	\$71,071.00	4.08	13.61%	1.88%	1.22%
BN PG WK 2 31	120	12/07/2015	04/30/2018	\$43,600.41	\$43,073.00	\$57,072.00	\$71,071.00	4.07	13.56%	1.88%	1.22%
BN PG WK 2 32	120	12/14/2015	12/14/2015	\$44,029.71	\$43,073.00	\$57,072.00	\$71,071.00	4.05	13.49%	3.42%	2.22%

Employee	Grade	Original Hire Date	Position Start Date	BENEFIT PROGRAM WORKER 2				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
BN PG WK 2 33	120	02/29/2016	02/29/2016	\$43,600.41	\$43,073.00	\$57,072.00	\$71,071.00	3.84	12.79%	1.88%	1.22%
BN PG WK 2 34	120	04/04/2016	04/04/2016	\$43,600.41	\$43,073.00	\$57,072.00	\$71,071.00	3.74	12.47%	1.88%	1.22%
BN PG WK 2 35	120	09/12/2016	06/04/2018	\$43,600.41	\$43,073.00	\$57,072.00	\$71,071.00	3.30	11.01%	1.88%	1.22%
BN PG WK 2 36	120	10/17/2016	10/17/2016	\$43,600.41	\$43,073.00	\$57,072.00	\$71,071.00	3.21	10.69%	1.88%	1.22%
BN PG WK 2 37	120	11/07/2016	11/07/2016	\$43,600.41	\$43,073.00	\$57,072.00	\$71,071.00	3.15	10.50%	1.88%	1.22%
BN PG WK 2 38	120	01/17/2017	01/17/2017	\$43,600.41	\$43,073.00	\$57,072.00	\$71,071.00	2.96	9.85%	1.88%	1.22%
BN PG WK 2 39	120	01/17/2017	01/17/2017	\$43,600.41	\$43,073.00	\$57,072.00	\$71,071.00	2.96	9.85%	1.88%	1.22%
BN PG WK 2 40	120	04/03/2017	04/03/2017	\$43,600.41	\$43,073.00	\$57,072.00	\$71,071.00	2.74	9.15%	1.88%	1.22%
BN PG WK 2 41	120	04/24/2017	04/24/2017	\$43,600.41	\$43,073.00	\$57,072.00	\$71,071.00	2.69	8.95%	1.88%	1.22%
BN PG WK 2 42	120	05/01/2017	05/01/2017	\$43,600.41	\$43,073.00	\$57,072.00	\$71,071.00	2.67	8.89%	1.88%	1.22%
BN PG WK 2 43	120	05/15/2017	05/15/2017	\$43,600.41	\$43,073.00	\$57,072.00	\$71,071.00	2.63	8.76%	1.88%	1.22%
BN PG WK 2 44	120	06/12/2017	06/12/2017	\$43,600.41	\$43,073.00	\$57,072.00	\$71,071.00	2.55	8.51%	1.88%	1.22%
BN PG WK 2 45	120	07/31/2017	07/31/2017	\$43,600.41	\$43,073.00	\$57,072.00	\$71,071.00	2.42	8.06%	1.88%	1.22%
BN PG WK 2 46	120	12/18/2017	07/07/2018	\$43,073.00	\$43,073.00	\$57,072.00	\$71,071.00	2.04	6.79%	0.00%	0.00%
BN PG WK 2 47	120	04/22/2019	04/22/2019	\$43,073.00	\$43,073.00	\$57,072.00	\$71,071.00	0.69	2.31%	0.00%	0.00%
BN PG WK 2 48	120	06/10/2019	06/10/2019	\$43,073.00	\$43,073.00	\$57,072.00	\$71,071.00	0.56	1.86%	0.00%	0.00%
BN PG WK 2 49	120	06/10/2019	06/10/2019	\$43,073.00	\$43,073.00	\$57,072.00	\$71,071.00	0.56	1.86%	0.00%	0.00%
BN PG WK 2 Avg		11/03/2011	10/07/2012	\$46,083.53	\$43,073.00	\$57,072.00	\$71,071.00	8.16	27.20%	10.75%	6.99%
BN PG WK 2 Med		11/18/2013	10/16/2015	\$43,600.41	\$43,073.00	\$57,072.00	\$71,071.00	6.12	20.40%	1.88%	1.22%
Va Beach (Elig Wkr 2)		vs. Average		\$46,083.53	\$43,888.00	\$54,111.20	\$64,334.40				5.00%
		vs. Median		\$43,600.41	\$43,888.00	\$54,111.20	\$64,334.40				(0.66%)
Norfolk (Fmly Svs Wkr 2)		vs. Average		\$46,083.53	\$44,339.00	\$58,324.00	\$72,308.00				3.93%
		vs. Median		\$43,600.41	\$44,339.00	\$58,324.00	\$72,308.00				(1.67%)
Newport News (Fam Svs Spec)		vs. Average		\$46,083.53	\$44,117.00	\$60,052.00	\$75,987.00				4.46%
		vs. Median		\$43,600.41	\$44,117.00	\$60,052.00	\$75,987.00				(1.17%)
Chesapeake Pct Below Avg		vs. Average			49	35	71.43%				

Employee	Grade	Original Hire Date	Position Start Date	BENEFIT PROGRAM WORKER 3				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
BN PG WK : 1	122	02/17/1998	02/17/1998	\$54,525.57	\$46,133.00	\$61,127.00	\$76,120.00	21.87	72.91%	27.99%	18.19%
BN PG WK : 2	122	09/27/1999	05/15/2000	\$53,270.92	\$46,133.00	\$61,127.00	\$76,120.00	20.26	67.54%	23.80%	15.47%
BN PG WK : 3	122	10/30/2000	10/30/2000	\$59,249.60	\$46,133.00	\$61,127.00	\$76,120.00	19.17	63.89%	43.74%	28.43%
BN PG WK : 4	122	10/16/2006	10/16/2006	\$51,708.04	\$46,133.00	\$61,127.00	\$76,120.00	13.21	44.03%	18.59%	12.08%
BN PG WK : 5	122	02/05/2007	02/05/2007	\$53,271.04	\$46,133.00	\$61,127.00	\$76,120.00	12.91	43.02%	23.80%	15.47%
BN PG WK : 6	122	09/12/2011	09/12/2011	\$50,344.03	\$46,133.00	\$61,127.00	\$76,120.00	8.30	27.68%	14.04%	9.13%
BN PG WK : 7	122	08/19/2013	08/19/2013	\$50,266.40	\$46,133.00	\$61,127.00	\$76,120.00	6.37	21.22%	13.78%	8.96%
BN PG WK : 8	122	03/20/2017	05/07/2019	\$47,960.60	\$46,133.00	\$61,127.00	\$76,120.00	2.78	9.27%	6.09%	3.96%
BN PG WK : 9	122	05/09/2016	05/09/2016	\$46,697.91	\$46,133.00	\$61,127.00	\$76,120.00	3.64	12.15%	1.88%	1.22%
BN PG WK 3 Avg		12/10/2007	04/01/2008	\$51,921.57	\$46,133.00	\$61,127.00	\$76,120.00	12.06	40.19%	19.30%	12.55%
BN PG WK 3 Med		02/05/2007	02/05/2007	\$51,708.04	\$46,133.00	\$61,127.00	\$76,120.00	12.91	43.02%	18.59%	12.08%
Va Beach (Elig Wkr 3)		vs. Average		\$51,921.57	\$48,443.20	\$59,727.20	\$71,011.20				7.18%
		vs. Median		\$51,708.04	\$48,443.20	\$59,727.20	\$71,011.20				6.74%
Norfolk (Fmly Svs Wkr 2)		vs. Average		\$51,921.57	\$47,823.00	\$62,901.00	\$77,978.00				8.57%
		vs. Median		\$51,708.04	\$47,823.00	\$62,901.00	\$77,978.00				8.12%
Newport News (Fam Svs Spec Sr)		vs. Average		\$51,921.57	\$46,884.00	\$63,821.00	\$80,758.00				10.74%
		vs. Median		\$51,708.04	\$46,884.00	\$63,821.00	\$80,758.00				10.29%
Chesapeake Pct Below Avg		vs. Average			9	5	55.56%				

Employee	Grade	Original Hire Date	CALL CENTER CUSTOMER ADVOCATE					Tot Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
			Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
CLCT CSAD 1	112	08/01/1997	08/01/1997	\$42,404.56	\$32,156.00	\$42,607.00	\$53,058.00	22.42	74.72%	49.03%	31.87%
CLCT CSAD 2	112	02/08/2002	02/08/2002	\$38,957.16	\$32,156.00	\$42,607.00	\$53,058.00	17.90	59.66%	32.54%	21.15%
CLCT CSAD 3	112	08/12/2002	08/12/2002	\$40,423.57	\$32,156.00	\$42,607.00	\$53,058.00	17.39	57.95%	39.55%	25.71%
CLCT CSAD 4	112	07/05/2005	07/05/2005	\$38,957.16	\$32,156.00	\$42,607.00	\$53,058.00	14.49	48.30%	32.54%	21.15%
CLCT CSAD 5	112	09/11/2006	09/11/2006	\$38,655.44	\$32,156.00	\$42,607.00	\$53,058.00	13.31	44.35%	31.09%	20.21%
CLCT CSAD 6	112	09/08/2008	12/03/2012	\$35,308.58	\$32,156.00	\$42,607.00	\$53,058.00	11.31	37.71%	15.08%	9.80%
CLCT CSAD 7	112	11/10/2008	11/10/2008	\$36,359.81	\$32,156.00	\$42,607.00	\$53,058.00	11.14	37.14%	20.11%	13.07%
CLCT CSAD 8	112	03/18/2013	03/18/2013	\$33,779.54	\$32,156.00	\$42,607.00	\$53,058.00	6.79	22.62%	7.77%	5.05%
CLCT CSAD Avg		08/28/2005	03/09/2006	\$38,105.73	\$32,156.00	\$42,607.00	\$53,058.00	14.34	47.81%	28.46%	18.50%
CLCT CSAD Med		02/06/2006	02/06/2006	\$38,806.30	\$32,156.00	\$42,607.00	\$53,058.00	13.90	46.34%	31.82%	20.68%
Va Beach (Call Taker 2)		vs. Average		\$38,105.73	\$31,075.20	\$38,303.20	\$45,531.20				22.62%
		vs. Median		\$38,806.30	\$31,075.20	\$38,303.20	\$45,531.20				24.88%
Norfolk (Ctzn Svc Adv 2)		vs. Average		\$38,105.73	\$29,391.00	\$38,677.00	\$47,962.00				29.65%
		vs. Median		\$38,806.30	\$29,391.00	\$38,677.00	\$47,962.00				32.03%
Richmond (Cust Svc Tech)		vs. Average		\$38,105.73	\$30,300.00	\$37,900.00	\$45,500.00				25.76%
		vs. Median		\$38,806.30	\$30,300.00	\$37,900.00	\$45,500.00				28.07%
Chesapeake Pct Below Avg		vs. Average			8	3	37.50%				

Employee	Grade	Original Hire Date	CLIENT TECHNOLOGY ANALYST 2					Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
			Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
CTA 2	1	126	11/03/1986	09/01/2001	\$81,050.54	\$54,429.00	\$72,119.00	\$89,808.00	33.16	110.54%	75.25%	48.91%
CTA 2	2	126	10/25/2010	06/29/2013	\$57,878.29	\$54,429.00	\$72,119.00	\$89,808.00	9.18	30.61%	9.75%	6.34%
CTA 2	3	126	12/14/2015	12/14/2015	\$57,669.23	\$54,429.00	\$72,119.00	\$89,808.00	4.05	13.49%	9.16%	5.95%
CTA 2	4	126	03/04/2013	07/01/2014	\$56,695.04	\$54,429.00	\$72,119.00	\$89,808.00	6.83	22.75%	6.41%	4.16%
CTA 2	5	126	05/18/2015	05/18/2015	\$56,179.11	\$54,429.00	\$72,119.00	\$89,808.00	4.62	15.40%	4.95%	3.22%
CTA 2	6	126	04/13/2015	01/07/2018	\$55,095.23	\$54,429.00	\$72,119.00	\$89,808.00	4.72	15.72%	1.88%	1.22%
CTA 2	7	126	10/29/2018	11/22/2018	\$55,095.23	\$54,429.00	\$72,119.00	\$89,808.00	1.17	3.91%	1.88%	1.22%
CTA 2	8	126	02/29/2016	02/29/2016	\$55,095.23	\$54,429.00	\$72,119.00	\$89,808.00	3.84	12.79%	1.88%	1.22%
CTA 2	9	126	04/23/2018	04/23/2018	\$53,361.00	\$54,429.00	\$72,119.00	\$89,808.00	1.69	5.63%	-3.02%	-1.96%
CTA 2 Avg			04/20/2012	09/15/2014	\$58,679.88	\$54,429.00	\$72,119.00	\$89,808.00	7.70	25.66%	12.02%	7.81%
CTA 2 Med			05/18/2015	12/14/2015	\$56,179.11	\$54,429.00	\$72,119.00	\$89,808.00	4.62	15.40%	4.95%	3.22%
Va Beach (Bus App Spec 2)			vs. Average		\$58,679.88	\$53,476.80	\$67,277.60	\$81,078.40				9.73%
			vs. Median		\$56,179.11	\$53,476.80	\$67,277.60	\$81,078.40				5.05%
Norfolk (Micr Sys Anl Sr)			vs. Average		\$58,679.88	\$52,020.00	\$69,031.00	\$86,041.00				12.80%
			vs. Median		\$56,179.11	\$52,020.00	\$69,031.00	\$86,041.00				8.00%
Richmond (Bus Sys Anlyst)			vs. Average		\$58,679.88	\$56,000.00	\$70,000.00	\$84,000.00				4.79%
			vs. Median		\$56,179.11	\$56,000.00	\$70,000.00	\$84,000.00				0.32%
Chesapeake Pct Below Avg			vs. Average			9	8	88.89%				

Employee	Grade	Original Hire Date	Position Start Date	CLINICIAN 1				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
CLIN 1	1	121	09/17/2001	09/17/2001	\$57,335.11	\$44,821.00	\$59,388.00	\$73,955.00	18.29	60.96%	42.95%	27.92%
CLIN 1	2	121	02/26/2007	08/27/2007	\$52,387.87	\$44,821.00	\$59,388.00	\$73,955.00	12.85	42.82%	25.97%	16.88%
CLIN 1	3	121	05/07/2018	12/07/2018	\$49,937.79	\$44,821.00	\$59,388.00	\$73,955.00	1.65	5.50%	17.56%	11.42%
CLIN 1	4	121	09/01/1994	11/01/2012	\$49,726.98	\$44,821.00	\$59,388.00	\$73,955.00	25.33	84.44%	16.84%	10.95%
CLIN 1	5	121	03/20/2006	08/16/2011	\$47,755.39	\$44,821.00	\$59,388.00	\$73,955.00	13.78	45.94%	10.07%	6.55%
CLIN 1	6	121	02/16/2010	02/01/2014	\$47,740.64	\$44,821.00	\$59,388.00	\$73,955.00	9.88	32.92%	10.02%	6.51%
CLIN 1	7	121	11/19/2018	11/19/2018	\$45,886.37	\$44,821.00	\$59,388.00	\$73,955.00	1.12	3.72%	3.66%	2.38%
CLIN 1	8	121	09/13/2010	06/01/2016	\$45,624.74	\$44,821.00	\$59,388.00	\$73,955.00	9.30	31.00%	2.76%	1.79%
CLIN 1	9	121	10/28/2013	12/16/2014	\$45,624.74	\$44,821.00	\$59,388.00	\$73,955.00	6.18	20.58%	2.76%	1.79%
CLIN 1	10	121	02/06/2008	03/16/2017	\$45,370.12	\$44,821.00	\$59,388.00	\$73,955.00	11.90	39.68%	1.88%	1.23%
CLIN 1	11	121	12/15/2008	04/04/2016	\$45,370.12	\$44,821.00	\$59,388.00	\$73,955.00	11.04	36.81%	1.88%	1.23%
CLIN 1	12	121	09/06/2016	09/06/2016	\$45,370.12	\$44,821.00	\$59,388.00	\$73,955.00	3.32	11.06%	1.88%	1.23%
CLIN 1	13	121	01/03/2017	01/03/2017	\$45,370.12	\$44,821.00	\$59,388.00	\$73,955.00	2.99	9.98%	1.88%	1.23%
CLIN 1	14	121	10/16/2017	10/16/2017	\$45,370.12	\$44,821.00	\$59,388.00	\$73,955.00	2.21	7.36%	1.88%	1.23%
CLIN 1	15	121	11/26/2018	11/26/2018	\$45,370.12	\$44,821.00	\$59,388.00	\$73,955.00	1.10	3.66%	1.88%	1.23%
CLIN 1 Avg			04/09/2011	09/23/2014	\$47,616.02	\$44,821.00	\$59,388.00	\$73,955.00	8.73	29.09%	9.59%	6.24%
CLIN 1 Med			09/13/2010	06/01/2016	\$45,624.74	\$44,821.00	\$59,388.00	\$73,955.00	9.30	31.00%	2.76%	1.79%
Va Beach (BH/DS Clin 1)			vs. Average		\$47,616.02	\$46,134.40	\$56,867.20	\$67,600.00				3.21%
			vs. Median		\$45,624.74	\$46,134.40	\$56,867.20	\$67,600.00				(1.10%)
Norfolk (Clinician)			vs. Average		\$47,616.02	\$47,823.00	\$62,901.00	\$77,978.00				(0.43%)
			vs. Median		\$45,624.74	\$47,823.00	\$62,901.00	\$77,978.00				(4.60%)
Richmond (Clinician)			vs. Average		\$47,616.02	\$56,000.00	\$70,000.00	\$84,000.00				(14.97%)
			vs. Median		\$45,624.74	\$56,000.00	\$70,000.00	\$84,000.00				(18.53%)
Chesapeake Pct Below Avg			vs. Average		15	9	60.00%					

Employee	Grade	Original Hire Date	Position Start Date	CLINICIAN 2				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
CLIN 2	1	123	10/29/1990	10/29/1990	\$72,309.83	\$47,878.00	\$63,439.00	\$78,999.00	29.17	97.24%	78.51%	51.03%
CLIN 2	2	123	01/01/1993	01/01/1993	\$70,443.72	\$47,878.00	\$63,439.00	\$78,999.00	27.00	90.00%	72.51%	47.13%
CLIN 2	3	123	03/03/1997	03/03/1997	\$67,153.18	\$47,878.00	\$63,439.00	\$78,999.00	22.83	76.09%	61.94%	40.26%
CLIN 2	4	123	07/18/1994	03/04/1997	\$66,567.40	\$47,878.00	\$63,439.00	\$78,999.00	25.45	84.84%	60.05%	39.04%
CLIN 2	5	123	05/16/2005	05/16/2005	\$61,216.64	\$47,878.00	\$63,439.00	\$78,999.00	14.63	48.75%	42.86%	27.86%
CLIN 2	6	123	05/17/2004	05/17/2004	\$59,531.69	\$47,878.00	\$63,439.00	\$78,999.00	15.62	52.07%	37.45%	24.34%
CLIN 2	7	123	06/16/2004	06/16/2004	\$59,531.69	\$47,878.00	\$63,439.00	\$78,999.00	15.54	51.81%	37.45%	24.34%
CLIN 2	8	123	10/01/1992	10/16/2016	\$58,577.60	\$47,878.00	\$63,439.00	\$78,999.00	27.25	90.83%	34.38%	22.35%
CLIN 2	9	123	10/01/2001	07/01/2015	\$58,207.19	\$47,878.00	\$63,439.00	\$78,999.00	18.25	60.83%	33.19%	21.57%
CLIN 2	10	123	02/25/2002	01/31/2008	\$57,807.12	\$47,878.00	\$63,439.00	\$78,999.00	17.85	59.50%	31.90%	20.74%
CLIN 2	11	123	08/09/2004	07/17/2006	\$57,521.47	\$47,878.00	\$63,439.00	\$78,999.00	15.39	51.31%	30.99%	20.14%
CLIN 2	12	123	12/12/2005	12/12/2005	\$57,521.47	\$47,878.00	\$63,439.00	\$78,999.00	14.05	46.84%	30.99%	20.14%
CLIN 2	13	123	10/28/2013	08/16/2014	\$57,148.88	\$47,878.00	\$63,439.00	\$78,999.00	6.18	20.58%	29.79%	19.36%
CLIN 2	14	123	10/01/2007	10/01/2007	\$56,712.11	\$47,878.00	\$63,439.00	\$78,999.00	12.25	40.83%	28.39%	18.45%
CLIN 2	15	123	07/24/2006	07/24/2006	\$56,516.37	\$47,878.00	\$63,439.00	\$78,999.00	13.44	44.79%	27.76%	18.04%
CLIN 2	16	123	04/17/2006	02/16/2015	\$56,232.12	\$47,878.00	\$63,439.00	\$78,999.00	13.71	45.69%	26.84%	17.45%
CLIN 2	17	123	11/09/2015	11/09/2015	\$56,090.56	\$47,878.00	\$63,439.00	\$78,999.00	4.14	13.81%	26.39%	17.15%
CLIN 2	18	123	01/22/2019	01/22/2019	\$55,900.00	\$47,878.00	\$63,439.00	\$78,999.00	0.94	3.14%	25.78%	16.76%
CLIN 2	19	123	04/09/2018	04/09/2018	\$55,755.00	\$47,878.00	\$63,439.00	\$78,999.00	1.73	5.76%	25.31%	16.45%
CLIN 2	20	123	03/02/2009	11/07/2017	\$55,285.99	\$47,878.00	\$63,439.00	\$78,999.00	10.83	36.10%	23.80%	15.47%
CLIN 2	21	123	02/12/2007	06/16/2011	\$55,199.61	\$47,878.00	\$63,439.00	\$78,999.00	12.89	42.95%	23.53%	15.29%
CLIN 2	22	123	04/29/2002	09/01/2014	\$55,119.92	\$47,878.00	\$63,439.00	\$78,999.00	17.67	58.91%	23.27%	15.13%
CLIN 2	23	123	01/28/2019	01/28/2019	\$53,462.00	\$47,878.00	\$63,439.00	\$78,999.00	0.93	3.08%	17.94%	11.66%
CLIN 2	24	123	04/16/2012	10/07/2018	\$52,886.75	\$47,878.00	\$63,439.00	\$78,999.00	7.71	25.69%	16.09%	10.46%
CLIN 2	25	123	07/18/2005	04/16/2013	\$52,303.52	\$47,878.00	\$63,439.00	\$78,999.00	14.45	48.18%	14.22%	9.24%
CLIN 2	26	123	06/11/2012	06/11/2012	\$51,490.85	\$47,878.00	\$63,439.00	\$78,999.00	7.56	25.19%	11.61%	7.55%
CLIN 2	27	123	03/24/2014	07/16/2016	\$51,123.23	\$47,878.00	\$63,439.00	\$78,999.00	5.77	19.23%	10.43%	6.78%
CLIN 2	28	123	04/08/2013	10/16/2014	\$50,989.67	\$47,878.00	\$63,439.00	\$78,999.00	6.73	22.44%	10.00%	6.50%
CLIN 2	29	123	10/27/2014	10/27/2014	\$50,652.20	\$47,878.00	\$63,439.00	\$78,999.00	5.18	17.26%	8.91%	5.79%
CLIN 2	30	123	09/04/2012	09/04/2012	\$50,485.75	\$47,878.00	\$63,439.00	\$78,999.00	7.33	24.42%	8.38%	5.45%
CLIN 2	31	123	04/22/2013	04/22/2013	\$50,485.75	\$47,878.00	\$63,439.00	\$78,999.00	6.69	22.31%	8.38%	5.45%
CLIN 2	32	123	08/05/2013	08/05/2013	\$50,272.51	\$47,878.00	\$63,439.00	\$78,999.00	6.41	21.35%	7.69%	5.00%

Employee	Grade	Original Hire Date	Position Start Date	CLINICIAN 2				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
CLIN 2	33	123	04/24/2017	04/24/2017	\$49,964.52	\$47,878.00	\$63,439.00	\$78,999.00	2.69	8.95%	6.70%	4.36%
CLIN 2	34	123	04/17/2017	08/22/2017	\$49,906.85	\$47,878.00	\$63,439.00	\$78,999.00	2.71	9.02%	6.52%	4.24%
CLIN 2	35	123	10/02/2017	05/22/2018	\$49,906.85	\$47,878.00	\$63,439.00	\$78,999.00	2.25	7.49%	6.52%	4.24%
CLIN 2	36	123	04/02/2018	04/02/2018	\$49,500.00	\$47,878.00	\$63,439.00	\$78,999.00	1.75	5.82%	5.21%	3.39%
CLIN 2	37	123	08/11/2014	08/11/2014	\$49,480.65	\$47,878.00	\$63,439.00	\$78,999.00	5.39	17.96%	5.15%	3.35%
CLIN 2	38	123	06/15/2015	06/15/2015	\$49,480.65	\$47,878.00	\$63,439.00	\$78,999.00	4.54	15.15%	5.15%	3.35%
CLIN 2	39	123	06/20/2016	06/20/2016	\$49,205.18	\$47,878.00	\$63,439.00	\$78,999.00	3.53	11.77%	4.26%	2.77%
CLIN 2	40	123	04/21/2008	11/01/2016	\$48,998.99	\$47,878.00	\$63,439.00	\$78,999.00	11.69	38.98%	3.60%	2.34%
CLIN 2	41	123	08/22/2016	08/22/2016	\$48,998.99	\$47,878.00	\$63,439.00	\$78,999.00	3.36	11.19%	3.60%	2.34%
CLIN 2	42	123	08/29/2016	08/29/2016	\$48,998.99	\$47,878.00	\$63,439.00	\$78,999.00	3.34	11.13%	3.60%	2.34%
CLIN 2	43	123	09/19/2016	09/19/2016	\$48,998.99	\$47,878.00	\$63,439.00	\$78,999.00	3.28	10.94%	3.60%	2.34%
CLIN 2	44	123	10/11/2016	10/11/2016	\$48,998.99	\$47,878.00	\$63,439.00	\$78,999.00	3.22	10.74%	3.60%	2.34%
CLIN 2	45	123	10/24/2016	10/24/2016	\$48,998.99	\$47,878.00	\$63,439.00	\$78,999.00	3.19	10.62%	3.60%	2.34%
CLIN 2	46	123	08/20/2018	08/20/2018	\$48,527.50	\$47,878.00	\$63,439.00	\$78,999.00	1.36	4.55%	2.09%	1.36%
CLIN 2	47	123	04/08/2019	04/08/2019	\$48,500.00	\$47,878.00	\$63,439.00	\$78,999.00	0.73	2.44%	2.00%	1.30%
CLIN 2	48	123	04/29/2019	04/29/2019	\$48,500.00	\$47,878.00	\$63,439.00	\$78,999.00	0.67	2.24%	2.00%	1.30%
CLIN 2	49	123	09/17/2007	04/16/2018	\$48,464.52	\$47,878.00	\$63,439.00	\$78,999.00	12.29	40.96%	1.88%	1.23%
CLIN 2	50	123	06/13/2016	10/15/2018	\$48,464.52	\$47,878.00	\$63,439.00	\$78,999.00	3.55	11.83%	1.88%	1.23%
CLIN 2	51	123	01/03/2017	01/03/2017	\$48,464.52	\$47,878.00	\$63,439.00	\$78,999.00	2.99	9.98%	1.88%	1.23%
CLIN 2	52	123	01/23/2017	01/23/2017	\$48,464.52	\$47,878.00	\$63,439.00	\$78,999.00	2.94	9.80%	1.88%	1.23%
CLIN 2	53	123	02/27/2017	02/27/2017	\$48,464.52	\$47,878.00	\$63,439.00	\$78,999.00	2.84	9.48%	1.88%	1.23%
CLIN 2	54	123	03/06/2017	03/06/2017	\$48,464.52	\$47,878.00	\$63,439.00	\$78,999.00	2.82	9.40%	1.88%	1.23%
CLIN 2	55	123	05/01/2017	05/01/2017	\$48,464.52	\$47,878.00	\$63,439.00	\$78,999.00	2.67	8.89%	1.88%	1.23%
CLIN 2	56	123	06/12/2017	06/12/2017	\$48,464.52	\$47,878.00	\$63,439.00	\$78,999.00	2.55	8.51%	1.88%	1.23%
CLIN 2	57	123	08/28/2017	08/28/2017	\$48,464.52	\$47,878.00	\$63,439.00	\$78,999.00	2.34	7.81%	1.88%	1.23%
CLIN 2	58	123	09/11/2017	09/11/2017	\$48,464.52	\$47,878.00	\$63,439.00	\$78,999.00	2.31	7.69%	1.88%	1.23%
CLIN 2	59	123	11/20/2017	11/20/2017	\$48,464.52	\$47,878.00	\$63,439.00	\$78,999.00	2.11	7.05%	1.88%	1.23%
CLIN 2	60	123	12/04/2017	12/04/2017	\$48,464.52	\$47,878.00	\$63,439.00	\$78,999.00	2.08	6.92%	1.88%	1.23%
CLIN 2	61	123	03/05/2018	03/05/2018	\$48,464.52	\$47,878.00	\$63,439.00	\$78,999.00	1.82	6.07%	1.88%	1.23%
CLIN 2	62	123	07/16/2018	07/16/2018	\$48,464.52	\$47,878.00	\$63,439.00	\$78,999.00	1.46	4.86%	1.88%	1.23%
CLIN 2	63	123	08/27/2018	08/27/2018	\$48,464.52	\$47,878.00	\$63,439.00	\$78,999.00	1.34	4.48%	1.88%	1.23%
CLIN 2	64	123	10/01/2018	10/01/2018	\$48,464.52	\$47,878.00	\$63,439.00	\$78,999.00	1.25	4.17%	1.88%	1.23%

Employee	Grade	Original Hire Date	Position Start Date	CLINICIAN 2				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
CLIN 2	65	123	10/29/2018	10/29/2018	\$48,464.52	\$47,878.00	\$63,439.00	\$78,999.00	1.17	3.91%	1.88%	1.23%
CLIN 2	66	123	11/19/2018	11/19/2018	\$48,464.52	\$47,878.00	\$63,439.00	\$78,999.00	1.12	3.72%	1.88%	1.23%
CLIN 2	67	123	11/19/2018	11/19/2018	\$48,464.52	\$47,878.00	\$63,439.00	\$78,999.00	1.12	3.72%	1.88%	1.23%
CLIN 2	68	123	12/10/2018	07/22/2019	\$48,211.00	\$47,878.00	\$63,439.00	\$78,999.00	1.06	3.53%	1.07%	0.70%
CLIN 2	69	123	03/04/2019	03/04/2019	\$48,211.00	\$47,878.00	\$63,439.00	\$78,999.00	0.83	2.75%	1.07%	0.70%
CLIN 2	70	123	03/11/2019	03/11/2019	\$48,000.00	\$47,878.00	\$63,439.00	\$78,999.00	0.81	2.69%	0.39%	0.25%
CLIN 2	71	123	01/28/2019	01/28/2019	\$47,878.00	\$47,878.00	\$63,439.00	\$78,999.00	0.93	3.08%	0.00%	0.00%
CLIN 2	72	123	05/06/2019	05/06/2019	\$47,878.00	\$47,878.00	\$63,439.00	\$78,999.00	0.65	2.18%	0.00%	0.00%
CLIN 2	73	123	06/10/2019	06/10/2019	\$47,878.00	\$47,878.00	\$63,439.00	\$78,999.00	0.56	1.86%	0.00%	0.00%
CLIN 2	74	123	10/15/2018	10/15/2018	\$46,939.00	\$47,878.00	\$63,439.00	\$78,999.00	1.21	4.04%	-3.02%	-1.96%
CLIN 2 Avg			01/09/2013	09/15/2014	\$52,206.61	\$47,878.00	\$63,439.00	\$78,999.00	6.98	23.26%	13.91%	9.04%
CLIN 2 Med			09/08/2016	01/13/2017	\$49,480.65	\$47,878.00	\$63,439.00	\$78,999.00	3.31	11.05%	5.15%	3.35%
Va Beach (BH/DS Clin 2)			vs. Average		\$52,206.61	\$50,918.40	\$62,764.00	\$74,609.60				2.53%
			vs. Median		\$49,480.65	\$50,918.40	\$62,764.00	\$74,609.60				(2.82%)
Norfolk Clinical Coord)			vs. Average		\$52,206.61	\$52,020.00	\$69,031.00	\$86,041.00				0.36%
			vs. Median		\$49,480.65	\$52,020.00	\$69,031.00	\$86,041.00				(4.88%)
Richmond (Clinician)			vs. Average		\$52,206.61	\$56,000.00	\$70,000.00	\$84,000.00				(6.77%)
			vs. Median		\$49,480.65	\$56,000.00	\$70,000.00	\$84,000.00				(11.64%)
Chesapeake Pct Below Avg			vs. Average		74	49	66.22%					

Employee	Grade	Original Hire Date	Position Start Date	CLINICIAN 3				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
CLIN 3	1	125	12/06/1999	12/06/1999	\$67,885.94	\$51,808.00	\$68,646.00	\$85,484.00	20.07	66.90%	47.74%	31.03%
CLIN 3	2	125	01/15/2004	11/16/2016	\$65,484.86	\$51,808.00	\$68,646.00	\$85,484.00	15.96	53.20%	40.61%	26.40%
CLIN 3	3	125	08/16/1990	02/28/2011	\$64,175.87	\$51,808.00	\$68,646.00	\$85,484.00	29.38	97.92%	36.73%	23.87%
CLIN 3	4	125	09/24/2007	05/01/2012	\$63,738.00	\$51,808.00	\$68,646.00	\$85,484.00	12.27	40.90%	35.43%	23.03%
CLIN 3	5	125	10/16/2017	10/16/2017	\$63,051.46	\$51,808.00	\$68,646.00	\$85,484.00	2.21	7.36%	33.39%	21.70%
CLIN 3	6	125	02/21/2012	06/07/2017	\$61,694.84	\$51,808.00	\$68,646.00	\$85,484.00	7.86	26.20%	29.36%	19.08%
CLIN 3	7	125	04/12/2010	08/01/2014	\$61,066.61	\$51,808.00	\$68,646.00	\$85,484.00	9.72	32.40%	27.49%	17.87%
CLIN 3	8	125	12/17/2007	03/07/2018	\$61,062.40	\$51,808.00	\$68,646.00	\$85,484.00	12.04	40.13%	27.48%	17.86%
CLIN 3	9	125	09/10/2007	08/22/2017	\$60,719.44	\$51,808.00	\$68,646.00	\$85,484.00	12.31	41.03%	26.46%	17.20%
CLIN 3	10	125	01/07/2008	06/01/2012	\$60,199.05	\$51,808.00	\$68,646.00	\$85,484.00	11.98	39.94%	24.92%	16.20%
CLIN 3	11	125	08/06/2012	11/01/2015	\$59,824.74	\$51,808.00	\$68,646.00	\$85,484.00	7.40	24.68%	23.81%	15.47%
CLIN 3	12	125	01/25/2016	09/01/2016	\$59,024.32	\$51,808.00	\$68,646.00	\$85,484.00	3.93	13.11%	21.43%	13.93%
CLIN 3	13	125	11/26/2012	04/16/2017	\$57,371.50	\$51,808.00	\$68,646.00	\$85,484.00	7.10	23.66%	16.52%	10.74%
CLIN 3	14	125	06/11/2012	06/01/2016	\$56,639.94	\$51,808.00	\$68,646.00	\$85,484.00	7.56	25.19%	14.35%	9.33%
CLIN 3	15	125	04/14/2014	04/14/2014	\$56,560.25	\$51,808.00	\$68,646.00	\$85,484.00	5.71	19.05%	14.11%	9.17%
CLIN 3	16	125	11/28/2016	11/28/2016	\$53,475.24	\$51,808.00	\$68,646.00	\$85,484.00	3.09	10.31%	4.95%	3.22%
CLIN 3	17	125	04/24/2017	04/22/2019	\$53,310.97	\$51,808.00	\$68,646.00	\$85,484.00	2.69	8.95%	4.46%	2.90%
CLIN 3	18	125	06/06/2016	04/22/2019	\$52,442.74	\$51,808.00	\$68,646.00	\$85,484.00	3.57	11.90%	1.88%	1.23%
CLIN 3	19	125	09/26/2016	07/22/2017	\$52,442.74	\$51,808.00	\$68,646.00	\$85,484.00	3.26	10.88%	1.88%	1.23%
CLIN 3 Avg			08/16/2010	05/13/2015	\$59,482.68	\$51,808.00	\$68,646.00	\$85,484.00	9.38	31.25%	22.79%	14.81%
CLIN 3 Med			06/11/2012	11/16/2016	\$60,199.05	\$51,808.00	\$68,646.00	\$85,484.00	7.56	25.19%	24.92%	16.20%
Va Beach (BH/DS Clin 3)			vs. Average		\$59,482.68	\$59,030.40	\$74,266.40	\$89,502.40	-			0.77%
			vs. Median		\$60,199.05	\$59,030.40	\$74,266.40	\$89,502.40	-			1.98%
Norfolk (Clinician Supv)			vs. Average		\$59,482.68	\$56,314.00	\$74,195.00	\$92,075.00	-			5.63%
			vs. Median		\$60,199.05	\$56,314.00	\$74,195.00	\$92,075.00				6.90%
Richmond (Clinical Supv)			vs. Average		\$59,482.68	\$56,000.00	\$70,000.00	\$84,000.00	-			6.22%
			vs. Median		\$60,199.05	\$56,000.00	\$70,000.00	\$84,000.00				7.50%
Chesapeake Pct Below Avg			vs. Average		19	9	47.37%					

Employee	Grade	Original Hire Date	CODE COMPLIANCE INSPECTOR 1					Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
			Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
CC11	1	117	08/01/2005	06/01/2016	\$40,744.29	\$37,833.00	\$50,129.00	\$62,425.00	14.42	48.06%	11.84%	7.70%
CC11	2	117	07/06/2015	05/16/2017	\$42,147.00	\$37,833.00	\$50,129.00	\$62,425.00	4.49	14.95%	17.54%	11.40%
CC11	3	117	06/20/2016	06/20/2016	\$40,762.65	\$37,833.00	\$50,129.00	\$62,425.00	3.53	11.77%	11.91%	7.74%
CC11	4	117	08/29/2016	08/29/2016	\$43,337.85	\$37,833.00	\$50,129.00	\$62,425.00	3.34	11.13%	22.38%	14.55%
CC11	5	117	07/24/2017	07/24/2017	\$40,318.11	\$37,833.00	\$50,129.00	\$62,425.00	2.44	8.12%	10.11%	6.57%
CC11	6	117	08/14/2017	08/14/2017	\$42,334.02	\$37,833.00	\$50,129.00	\$62,425.00	2.38	7.94%	18.30%	11.90%
CC11	7	117	02/26/2018	02/26/2018	\$45,004.47	\$37,833.00	\$50,129.00	\$62,425.00	1.85	6.16%	29.16%	18.96%
CC11	8	117	04/30/2018	04/30/2018	\$38,296.46	\$37,833.00	\$50,129.00	\$62,425.00	1.67	5.56%	1.88%	1.23%
CC11	9	117	10/01/2018	10/01/2018	\$45,946.25	\$37,833.00	\$50,129.00	\$62,425.00	1.25	4.17%	32.99%	21.44%
CC11	10	117	11/13/2018	11/13/2018	\$38,296.46	\$37,833.00	\$50,129.00	\$62,425.00	1.13	3.78%	1.88%	1.23%
CC11	11	117	02/04/2019	02/04/2019	\$39,000.00	\$37,833.00	\$50,129.00	\$62,425.00	0.91	3.03%	4.75%	3.08%
CC11	12	117	02/04/2019	02/04/2019	\$37,833.00	\$37,833.00	\$50,129.00	\$62,425.00	0.91	3.03%	0.00%	0.00%
CC11	13	117	02/11/2019	02/11/2019	\$37,833.00	\$37,833.00	\$50,129.00	\$62,425.00	0.89	2.96%	0.00%	0.00%
CC11	14	117	04/29/2019	04/29/2019	\$37,833.00	\$37,833.00	\$50,129.00	\$62,425.00	0.67	2.24%	0.00%	0.00%
CC11	15	117	05/06/2019	05/06/2019	\$43,000.00	\$37,833.00	\$50,129.00	\$62,425.00	0.65	2.18%	21.01%	13.66%
CC11	16	117	06/17/2019	06/17/2019	\$37,833.00	\$37,833.00	\$50,129.00	\$62,425.00	0.54	1.80%	0.00%	0.00%
CC1 Avg			06/07/2017	03/24/2018	\$40,657.47	\$37,833.00	\$50,129.00	\$62,425.00	2.57	8.56%	11.49%	7.47%
CC1 Med			07/16/2018	07/16/2018	\$40,531.20	\$37,833.00	\$50,129.00	\$62,425.00	1.46	4.86%	10.97%	7.13%
Va Beach (Code Inspector 1)			vs. Average		\$40,657.47	\$39,769.60	\$49,025.60	\$58,281.60				2.23%
			vs. Median		\$40,531.20	\$39,769.60	\$49,025.60	\$58,281.60				1.92%
Norfolk (Codes Specialist)			vs. Average		\$40,657.47	\$37,337.00	\$49,111.00	\$60,884.00				8.89%
			vs. Median		\$40,531.20	\$37,337.00	\$49,111.00	\$60,884.00				8.56%
Richmond (Code Enfmt Insp)			vs. Average		\$40,657.47	\$45,840.00	\$57,300.00	\$68,760.00				(11.31%)
			vs. Median		\$40,531.20	\$45,840.00	\$57,300.00	\$68,760.00				(11.58%)
Chesapeake Pct Below Avg			vs. Average		16	8	50.00%					

Employee	Grade	Original Hire Date	Position Start Date	CONSTRUCTION INSPECTOR 2				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
CN INSP 2	1	119	10/01/1998	10/01/1998	\$47,743.25	\$41,329.00	\$54,761.00	\$68,193.00	21.25	70.83%	23.88%	15.52%
CN INSP 2	2	119	01/18/2000	09/04/2012	\$46,250.06	\$41,329.00	\$54,761.00	\$68,193.00	19.95	66.51%	18.32%	11.91%
CN INSP 2	3	119	08/20/2001	08/04/2003	\$43,089.59	\$41,329.00	\$54,761.00	\$68,193.00	18.36	61.21%	6.55%	4.26%
CN INSP 2	4	119	11/27/2006	11/27/2006	\$46,789.09	\$41,329.00	\$54,761.00	\$68,193.00	13.09	43.65%	20.32%	13.21%
CN INSP 2	5	119	09/13/2010	09/13/2010	\$45,608.62	\$41,329.00	\$54,761.00	\$68,193.00	9.30	31.00%	15.93%	10.36%
CN INSP 2	6	119	07/29/2013	07/29/2013	\$45,737.84	\$41,329.00	\$54,761.00	\$68,193.00	6.42	21.41%	16.41%	10.67%
CN INSP 2	7	119	08/10/2015	08/10/2015	\$42,862.44	\$41,329.00	\$54,761.00	\$68,193.00	4.39	14.64%	5.71%	3.71%
CN INSP 2	8	119	07/11/2016	07/11/2016	\$47,851.12	\$41,329.00	\$54,761.00	\$68,193.00	3.47	11.57%	24.28%	15.78%
CN INSP 2	9	119	07/25/2016	07/25/2016	\$46,051.73	\$41,329.00	\$54,761.00	\$68,193.00	3.43	11.44%	17.58%	11.43%
CN INSP 2	10	119	01/09/2017	01/09/2017	\$41,834.84	\$41,329.00	\$54,761.00	\$68,193.00	2.98	9.93%	1.88%	1.22%
CN INSP 2	11	119	03/20/2017	03/20/2017	\$41,846.19	\$41,329.00	\$54,761.00	\$68,193.00	2.78	9.27%	1.93%	1.25%
CN INSP 2	12	119	03/27/2017	03/27/2017	\$44,252.35	\$41,329.00	\$54,761.00	\$68,193.00	2.76	9.20%	10.88%	7.07%
CN INSP 2	13	119	01/08/2018	01/08/2018	\$41,834.84	\$41,329.00	\$54,761.00	\$68,193.00	1.98	6.60%	1.88%	1.22%
CN INSP 2	14	119	06/04/2018	06/04/2018	\$41,834.84	\$41,329.00	\$54,761.00	\$68,193.00	1.58	5.25%	1.88%	1.22%
CN INSP 2	15	119	11/30/2018	05/13/2019	\$41,329.00	\$41,329.00	\$54,761.00	\$68,193.00	1.08	3.61%	0.00%	0.00%
CN INSP 2	16	119	04/22/2019	04/22/2019	\$45,000.00	\$41,329.00	\$54,761.00	\$68,193.00	0.69	2.31%	13.67%	8.88%
CN INSP 2	17	119	05/06/2019	05/06/2019	\$41,329.00	\$41,329.00	\$54,761.00	\$68,193.00	0.65	2.18%	0.00%	0.00%
CN INSP 2 Avg			04/13/2013	03/02/2014	\$44,190.87	\$41,329.00	\$54,761.00	\$68,193.00	6.72	22.39%	10.65%	6.92%
CN INSP 2 Med			07/25/2016	07/25/2016	\$44,252.35	\$41,329.00	\$54,761.00	\$68,193.00	3.43	11.44%	10.88%	7.07%
Va Beach (Const Insp 2)			vs. Average		\$44,190.87	\$43,888.00	\$54,111.20	\$64,334.40				0.69%
			vs. Median		\$44,252.35	\$43,888.00	\$54,111.20	\$64,334.40				0.83%
Norfolk (Const Insp 2)			vs. Average		\$44,190.87	\$40,805.00	\$53,696.00	\$66,586.00				8.30%
			vs. Median		\$44,252.35	\$40,805.00	\$53,696.00	\$66,586.00				8.45%
Richmond (Cn Insp Sr)			vs. Average		\$44,190.87	\$45,840.00	\$57,300.00	\$68,760.00				(3.60%)
			vs. Median		\$44,252.35	\$45,840.00	\$57,300.00	\$68,760.00				(3.46%)
Chesapeake Pct Below Avg			vs. Average		17	8	47.06%					

Employee	Grade	Original Hire Date	Position Start Date	CONSTRUCTION INSPECTOR 3				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
CN INSP 3	1	121	08/01/1985	08/01/1985	\$70,055.30	\$44,821.00	\$59,388.00	\$73,955.00	34.42	114.72%	86.61%	56.30%
CN INSP 3	2	121	03/01/1988	03/01/1988	\$63,046.55	\$44,821.00	\$59,388.00	\$73,955.00	31.83	106.11%	62.56%	40.66%
CN INSP 3	3	121	07/12/1993	07/12/1993	\$59,237.93	\$44,821.00	\$59,388.00	\$73,955.00	26.47	88.23%	49.48%	32.17%
CN INSP 3	4	121	03/02/1998	03/02/1998	\$61,267.29	\$44,821.00	\$59,388.00	\$73,955.00	21.83	72.77%	56.45%	36.69%
CN INSP 3	5	121	01/08/2007	01/08/2007	\$59,739.30	\$44,821.00	\$59,388.00	\$73,955.00	12.98	43.27%	51.21%	33.28%
CN INSP 3	6	121	01/04/2010	01/04/2010	\$50,385.44	\$44,821.00	\$59,388.00	\$73,955.00	9.99	33.31%	19.10%	12.41%
CN INSP 3	7	121	06/18/2012	06/18/2012	\$48,837.25	\$44,821.00	\$59,388.00	\$73,955.00	7.54	25.12%	13.79%	8.96%
CN INSP 3	8	121	08/20/2012	08/20/2012	\$50,169.48	\$44,821.00	\$59,388.00	\$73,955.00	7.36	24.55%	18.36%	11.93%
CN INSP 3	9	121	07/22/2013	07/22/2013	\$51,108.89	\$44,821.00	\$59,388.00	\$73,955.00	6.44	21.47%	21.58%	14.03%
CN INSP 3	10	121	04/15/2014	10/01/2018	\$56,787.50	\$44,821.00	\$59,388.00	\$73,955.00	5.71	19.04%	41.07%	26.70%
CN INSP 3	11	121	10/01/2018	10/01/2018	\$46,018.32	\$44,821.00	\$59,388.00	\$73,955.00	1.25	4.17%	4.11%	2.67%
CN INSP 3	12	121	06/17/2019	06/17/2019	\$44,821.00	\$44,821.00	\$59,388.00	\$73,955.00	0.54	1.80%	0.00%	0.00%
CN INSP 3 Avg			02/18/2006	07/04/2006	\$55,122.85	\$44,821.00	\$59,388.00	\$73,955.00	13.87	46.23%	35.36%	22.98%
CN INSP 3 Med			03/28/2011	03/28/2011	\$53,948.20	\$44,821.00	\$59,388.00	\$73,955.00	8.76	29.19%	31.33%	20.36%
Va Beach (Const Insp 3)			vs. Average		\$55,122.85	\$48,443.20	\$59,727.20	\$71,011.20				13.79%
			vs. Median		\$53,948.20	\$48,443.20	\$59,727.20	\$71,011.20				11.36%
Norfolk (Const Insp 3)			vs. Average		\$55,122.85	\$44,339.00	\$58,324.00	\$72,308.00				24.32%
			vs. Median		\$53,948.20	\$44,339.00	\$58,324.00	\$72,308.00				21.67%
Richmond (Con Insp Sr.)			vs. Average		\$55,122.85	\$49,120.00	\$64,100.00	\$73,680.00				12.22%
			vs. Median		\$53,948.20	\$49,120.00	\$64,100.00	\$73,680.00				9.83%
Chesapeake Pct Below Avg			vs. Average		12	6	50.00%					

Employee	Grade	Original Hire Date	Position Start Date	CREW LEADER				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
CRW LDR	1	115	07/27/1988	06/01/2007	\$48,946.21	\$35,651.00	\$47,238.00	\$58,825.00	31.43	104.76%	57.37%	37.29%
CRW LDR	2	115	09/14/1988	10/06/1997	\$48,833.52	\$35,651.00	\$47,238.00	\$58,825.00	31.30	104.32%	56.88%	36.98%
CRW LDR	3	115	08/11/1986	02/01/2002	\$46,758.65	\$35,651.00	\$47,238.00	\$58,825.00	33.39	111.30%	47.93%	31.16%
CRW LDR	4	115	03/15/1993	06/16/2010	\$46,534.32	\$35,651.00	\$47,238.00	\$58,825.00	26.79	89.31%	46.96%	30.53%
CRW LDR	5	115	01/16/1996	02/21/2005	\$45,771.42	\$35,651.00	\$47,238.00	\$58,825.00	23.96	79.86%	43.67%	28.39%
CRW LDR	6	115	03/26/2007	08/16/2016	\$45,438.76	\$35,651.00	\$47,238.00	\$58,825.00	12.76	42.55%	42.24%	27.45%
CRW LDR	7	115	01/19/1993	07/20/2005	\$44,666.92	\$35,651.00	\$47,238.00	\$58,825.00	26.95	89.83%	38.91%	25.29%
CRW LDR	8	115	04/13/2015	11/22/2018	\$44,423.11	\$35,651.00	\$47,238.00	\$58,825.00	4.72	15.72%	37.85%	24.61%
CRW LDR	9	115	09/16/1994	01/16/2004	\$44,341.41	\$35,651.00	\$47,238.00	\$58,825.00	25.29	84.31%	37.50%	24.38%
CRW LDR	10	115	02/25/2008	03/01/2017	\$42,811.67	\$35,651.00	\$47,238.00	\$58,825.00	11.85	39.50%	30.90%	20.09%
CRW LDR	11	115	02/12/2007	08/07/2018	\$42,754.08	\$35,651.00	\$47,238.00	\$58,825.00	12.89	42.95%	30.65%	19.92%
CRW LDR	12	115	01/04/2010	04/22/2018	\$42,750.24	\$35,651.00	\$47,238.00	\$58,825.00	9.99	33.31%	30.63%	19.91%
CRW LDR	13	115	08/28/2006	12/27/2007	\$42,518.66	\$35,651.00	\$47,238.00	\$58,825.00	13.34	44.47%	29.64%	19.26%
CRW LDR	14	115	10/27/2003	07/05/2007	\$42,151.09	\$35,651.00	\$47,238.00	\$58,825.00	16.18	53.93%	28.05%	18.23%
CRW LDR	15	115	04/28/2008	06/22/2009	\$41,246.50	\$35,651.00	\$47,238.00	\$58,825.00	11.68	38.92%	24.15%	15.70%
CRW LDR	16	115	02/28/2000	06/01/2009	\$41,232.95	\$35,651.00	\$47,238.00	\$58,825.00	19.84	66.14%	24.09%	15.66%
CRW LDR	17	115	07/01/2002	10/01/2011	\$41,217.71	\$35,651.00	\$47,238.00	\$58,825.00	17.50	58.33%	24.02%	15.61%
CRW LDR	18	115	04/30/2007	07/07/2018	\$41,051.29	\$35,651.00	\$47,238.00	\$58,825.00	12.67	42.22%	23.30%	15.15%
CRW LDR	19	115	10/05/2015	03/07/2018	\$40,957.90	\$35,651.00	\$47,238.00	\$58,825.00	4.24	14.13%	22.90%	14.89%
CRW LDR	20	115	07/07/2008	11/16/2014	\$40,934.08	\$35,651.00	\$47,238.00	\$58,825.00	11.48	38.28%	22.80%	14.82%
CRW LDR	21	115	08/27/2012	08/22/2018	\$40,610.92	\$35,651.00	\$47,238.00	\$58,825.00	7.34	24.48%	21.40%	13.91%
CRW LDR	22	115	09/08/2015	03/16/2017	\$40,331.29	\$35,651.00	\$47,238.00	\$58,825.00	4.31	14.38%	20.20%	13.13%
CRW LDR	23	115	06/21/1999	02/01/2013	\$40,162.49	\$35,651.00	\$47,238.00	\$58,825.00	20.53	68.43%	19.47%	12.65%
CRW LDR	24	115	08/06/2012	12/16/2014	\$39,734.98	\$35,651.00	\$47,238.00	\$58,825.00	7.40	24.68%	17.62%	11.46%
CRW LDR	25	115	08/15/2011	09/01/2014	\$39,021.51	\$35,651.00	\$47,238.00	\$58,825.00	8.38	27.93%	14.54%	9.45%
CRW LDR	26	115	05/02/2011	07/22/2018	\$38,711.84	\$35,651.00	\$47,238.00	\$58,825.00	8.66	28.88%	13.21%	8.59%
CRW LDR	27	115	09/06/2016	02/07/2019	\$38,370.70	\$35,651.00	\$47,238.00	\$58,825.00	3.32	11.06%	11.74%	7.63%
CRW LDR	28	115	07/24/2017	02/07/2019	\$38,081.37	\$35,651.00	\$47,238.00	\$58,825.00	2.44	8.12%	10.49%	6.82%
CRW LDR	29	115	05/06/2019	05/06/2019	\$37,800.00	\$35,651.00	\$47,238.00	\$58,825.00	0.65	2.18%	9.27%	6.03%
CRW LDR	30	115	05/27/2014	03/22/2019	\$37,309.66	\$35,651.00	\$47,238.00	\$58,825.00	5.59	18.65%	7.16%	4.65%
CRW LDR	31	115	08/14/2006	05/20/2019	\$35,651.00	\$35,651.00	\$47,238.00	\$58,825.00	13.38	44.60%	0.00%	0.00%

Employee	Grade	Original Hire Date	Position Start Date	CREW LEADER				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
CRW LDR Avg		10/18/2005	04/27/2013	\$41,971.81	\$35,651.00	\$47,238.00	\$58,825.00	14.20	47.34%	27.28%	17.73%
CRW LDR Med		04/30/2007	12/16/2014	\$41,232.95	\$35,651.00	\$47,238.00	\$58,825.00	12.67	42.22%	24.09%	15.66%
Va Beach		vs. Average		\$41,971.81	\$36,025.60	\$44,408.00	\$52,790.40				16.51%
(Maint Crw Ldr)		vs. Median		\$41,232.95	\$36,025.60	\$44,408.00	\$52,790.40				14.45%
Norfolk		vs. Average		\$41,971.81	\$34,445.00	\$45,303.00	\$56,161.00				21.85%
(Crew Leader 1)		vs. Median		\$41,232.95	\$34,445.00	\$45,303.00	\$56,161.00				19.71%
Richmond		vs. Average		\$41,971.81	\$37,440.00	\$46,800.00	\$56,160.00				12.10%
(M&O Crew Chief)		vs. Median		\$41,232.95	\$37,440.00	\$46,800.00	\$56,160.00				10.13%
Chesapeake		vs. Average			31	17	54.84%				
Pct Below Avg											

Employee	Grade	Original Hire Date	Position Start Date	CREW SUPERVISOR				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
CRW SUPV 1	118	08/07/1984	08/07/1984	\$63,309.22	\$39,581.00	\$52,445.00	\$65,309.00	35.40	118.00%	92.23%	59.95%
CRW SUPV 2	118	08/13/1986	08/13/1986	\$65,309.00	\$39,581.00	\$52,445.00	\$65,309.00	33.38	111.28%	100.00%	65.00%
CRW SUPV 3	118	12/12/1986	12/12/1986	\$63,782.80	\$39,581.00	\$52,445.00	\$65,309.00	33.05	110.18%	94.07%	61.14%
CRW SUPV 4	118	07/27/1987	07/27/1987	\$56,249.99	\$39,581.00	\$52,445.00	\$65,309.00	32.43	108.09%	64.79%	42.11%
CRW SUPV 5	118	01/04/1989	01/04/1989	\$63,618.07	\$39,581.00	\$52,445.00	\$65,309.00	30.99	103.31%	93.43%	60.73%
CRW SUPV 6	118	12/19/1989	12/19/1989	\$56,579.60	\$39,581.00	\$52,445.00	\$65,309.00	30.03	100.11%	66.07%	42.95%
CRW SUPV 7	118	12/04/1991	12/04/1991	\$50,680.21	\$39,581.00	\$52,445.00	\$65,309.00	28.08	93.58%	43.14%	28.04%
CRW SUPV 8	118	03/16/1995	08/16/1999	\$54,066.55	\$39,581.00	\$52,445.00	\$65,309.00	24.79	82.64%	56.30%	36.60%
CRW SUPV 9	118	11/22/1999	11/22/1999	\$43,546.74	\$39,581.00	\$52,445.00	\$65,309.00	20.11	67.03%	15.41%	10.02%
CRW SUPV 10	118	01/12/2004	01/12/2004	\$50,467.19	\$39,581.00	\$52,445.00	\$65,309.00	15.97	53.23%	42.31%	27.50%
CRW SUPV 11	118	04/04/2005	04/04/2005	\$48,685.67	\$39,581.00	\$52,445.00	\$65,309.00	14.74	49.14%	35.39%	23.00%
CRW SUPV 12	118	05/08/2006	05/08/2006	\$48,770.75	\$39,581.00	\$52,445.00	\$65,309.00	13.65	45.49%	35.72%	23.22%
CRW SUPV 13	118	02/12/2007	02/12/2007	\$45,776.25	\$39,581.00	\$52,445.00	\$65,309.00	12.89	42.95%	24.08%	15.65%
CRW SUPV 14	118	03/03/2008	03/03/2008	\$44,973.26	\$39,581.00	\$52,445.00	\$65,309.00	11.83	39.43%	20.96%	13.62%
CRW SUPV 15	118	09/07/2010	09/07/2010	\$46,011.87	\$39,581.00	\$52,445.00	\$65,309.00	9.32	31.06%	25.00%	16.25%
CRW SUPV 16	118	11/05/2012	11/05/2012	\$47,108.87	\$39,581.00	\$52,445.00	\$65,309.00	7.16	23.85%	29.26%	19.02%
CRW SUPV 17	118	01/22/2013	01/22/2013	\$40,211.28	\$39,581.00	\$52,445.00	\$65,309.00	6.94	23.14%	2.45%	1.59%
CRW SUPV 18	118	01/05/2015	01/05/2015	\$43,209.97	\$39,581.00	\$52,445.00	\$65,309.00	4.99	16.63%	14.11%	9.17%
CRW SUPV 19	118	03/02/2015	03/02/2015	\$48,303.60	\$39,581.00	\$52,445.00	\$65,309.00	4.83	16.10%	33.90%	22.04%
CRW SUPV 20	118	07/20/2015	07/20/2015	\$48,444.72	\$39,581.00	\$52,445.00	\$65,309.00	4.45	14.82%	34.45%	22.39%
CRW SUPV 21	118	01/04/2016	01/04/2016	\$42,194.17	\$39,581.00	\$52,445.00	\$65,309.00	3.99	13.31%	10.16%	6.60%
CRW SUPV 22	118	10/03/2016	10/03/2016	\$40,856.33	\$39,581.00	\$52,445.00	\$65,309.00	3.24	10.81%	4.96%	3.22%
CRW SUPV 23	118	09/18/2017	09/18/2017	\$43,365.00	\$39,581.00	\$52,445.00	\$65,309.00	2.29	7.62%	14.71%	9.56%

Employee	Grade	Original Hire Date	Position Start Date	CREW SUPERVISOR				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
CRW SUPV Avg		04/12/2003	06/22/2003	\$50,240.05	\$39,581.00	\$52,445.00	\$65,309.00	16.72	55.73%	41.43%	26.93%
CRW SUPV Med		05/08/2006	05/08/2006	\$48,444.72	\$39,581.00	\$52,445.00	\$65,309.00	13.65	45.49%	34.45%	22.39%
Va Beach		vs. Average		\$50,240.05	\$43,888.00	\$54,111.20	\$64,334.40				14.47%
(Maint Supv)		vs. Median		\$48,444.72	\$43,888.00	\$54,111.20	\$64,334.40				10.38%
Norfolk		vs. Average		\$50,240.05	\$37,337.00	\$49,111.00	\$60,884.00				34.56%
(Crew Leader 2)		vs. Median		\$48,444.72	\$37,337.00	\$49,111.00	\$60,884.00				29.75%
Richmond		vs. Average		\$50,240.05	\$40,080.00	\$50,100.00	\$60,120.00				25.35%
(M&O Crew Supv)		vs. Median		\$48,444.72	\$40,080.00	\$50,100.00	\$60,120.00				20.87%
Chesapeake		vs. Average		23	14	60.87%					
Pct Below Avg											

Employee	Grade	Original Hire Date	Position Start Date	CUSTOMER SERVICE CLERK 1				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
C SV CLK 1	1	109	01/02/2001	01/02/2001	\$34,887.14	\$27,789.00	\$36,821.00	\$45,852.00	19.00	63.32%	39.30%	25.54%
C SV CLK 1	2	109	05/24/2004	07/07/2017	\$32,272.11	\$27,789.00	\$36,821.00	\$45,852.00	15.60	52.01%	24.82%	16.13%
C SV CLK 1	3	109	03/30/2015	03/30/2015	\$29,767.16	\$27,789.00	\$36,821.00	\$45,852.00	4.75	15.83%	10.95%	7.12%
C SV CLK 1	4	109	10/03/2016	10/03/2016	\$29,498.80	\$27,789.00	\$36,821.00	\$45,852.00	3.24	10.81%	9.47%	6.15%
C SV CLK 1	5	109	06/12/2017	06/12/2017	\$29,998.80	\$27,789.00	\$36,821.00	\$45,852.00	2.55	8.51%	12.23%	7.95%
C SV CLK 1	6	109	08/07/2017	08/07/2017	\$30,498.80	\$27,789.00	\$36,821.00	\$45,852.00	2.40	8.00%	15.00%	9.75%
C SV CLK 1	7	109	08/07/2017	08/07/2017	\$28,579.00	\$27,789.00	\$36,821.00	\$45,852.00	2.40	8.00%	4.37%	2.84%
C SV CLK 1	8	109	08/21/2017	08/21/2017	\$29,498.80	\$27,789.00	\$36,821.00	\$45,852.00	2.36	7.87%	9.47%	6.15%
C SV CLK 1	9	109	10/10/2017	10/10/2017	\$29,079.00	\$27,789.00	\$36,821.00	\$45,852.00	2.23	7.42%	7.14%	4.64%
C SV CLK 1 Avg			12/09/2013	05/25/2015	\$30,453.29	\$27,789.00	\$36,821.00	\$45,852.00	6.06	20.20%	14.75%	9.59%
C SV CLK 1 Med			06/12/2017	07/07/2017	\$29,767.16	\$27,789.00	\$36,821.00	\$45,852.00	2.55	8.51%	10.95%	7.12%
Va Beach (Call Taker 1)			vs. Average		\$30,453.29	\$28,142.40	\$34,694.40	\$41,246.40				8.21%
			vs. Median		\$29,767.16	\$28,142.40	\$34,694.40	\$41,246.40				5.77%
Norfolk (Cust Svc Rep)			vs. Average		\$30,453.29	\$25,179.00	\$33,138.00	\$41,096.00				20.95%
			vs. Median		\$29,767.16	\$25,179.00	\$33,138.00	\$41,096.00				18.22%
Richmond (Cust Care Spec)			vs. Average		\$30,453.29	\$31,330.00	\$43,780.00	\$56,240.00				-2.80%
			vs. Median		\$29,767.16	\$31,330.00	\$43,780.00	\$56,240.00				-4.99%
Chesapeake Pct Below Avg			vs. Average			9	7	77.78%				

Note: We did not use the customer service positions in our analysis of positions under minimums because of differences in job levels and responsibilities

Employee	Grade	Original Hire Date	Position Start Date	CUSTOMER SERVICE CLERK 2				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
C SV CLK 2	1	112	04/01/1993	04/01/1993	\$47,903.54	\$32,156.00	\$42,607.00	\$53,058.00	26.75	89.17%	75.34%	48.97%
C SV CLK 2	2	112	11/30/1998	11/30/1998	\$38,062.89	\$32,156.00	\$42,607.00	\$53,058.00	21.08	70.28%	28.26%	18.37%
C SV CLK 2	3	112	06/28/1999	06/28/1999	\$36,359.81	\$32,156.00	\$42,607.00	\$53,058.00	20.51	68.36%	20.11%	13.07%
C SV CLK 2	4	112	03/20/2000	03/20/2000	\$37,004.57	\$32,156.00	\$42,607.00	\$53,058.00	19.78	65.94%	23.20%	15.08%
C SV CLK 2	5	112	04/17/2000	04/17/2000	\$42,100.88	\$32,156.00	\$42,607.00	\$53,058.00	19.71	65.69%	47.58%	30.93%
C SV CLK 2	6	112	12/19/2005	03/27/2007	\$37,655.44	\$32,156.00	\$42,607.00	\$53,058.00	14.03	46.78%	26.31%	17.10%
C SV CLK 2	7	112	10/16/2006	10/16/2006	\$38,713.75	\$32,156.00	\$42,607.00	\$53,058.00	13.21	44.03%	31.37%	20.39%
C SV CLK 2	8	112	05/21/2007	05/21/2007	\$36,974.21	\$32,156.00	\$42,607.00	\$53,058.00	12.61	42.04%	23.05%	14.98%
C SV CLK 2	9	112	06/09/2008	06/09/2008	\$40,535.50	\$32,156.00	\$42,607.00	\$53,058.00	11.56	38.54%	40.09%	26.06%
C SV CLK 2	10	112	06/09/2008	06/09/2008	\$38,579.14	\$32,156.00	\$42,607.00	\$53,058.00	11.56	38.54%	30.73%	19.97%
C SV CLK 2	11	112	01/23/2012	01/23/2012	\$34,979.53	\$32,156.00	\$42,607.00	\$53,058.00	7.94	26.46%	13.51%	8.78%
C SV CLK 2	12	112	08/19/2013	08/19/2013	\$34,444.57	\$32,156.00	\$42,607.00	\$53,058.00	6.37	21.22%	10.95%	7.12%
C SV CLK 2	13	112	10/07/2013	10/07/2013	\$34,780.81	\$32,156.00	\$42,607.00	\$53,058.00	6.23	20.78%	12.56%	8.16%
C SV CLK 2	14	112	11/18/2013	10/16/2016	\$33,304.32	\$32,156.00	\$42,607.00	\$53,058.00	6.12	20.40%	5.49%	3.57%
C SV CLK 2	15	112	12/14/2015	12/14/2015	\$32,788.07	\$32,156.00	\$42,607.00	\$53,058.00	4.05	13.49%	3.02%	1.97%
C SV CLK 2	16	112	08/01/2016	08/01/2016	\$32,788.07	\$32,156.00	\$42,607.00	\$53,058.00	3.42	11.39%	3.02%	1.97%
C SV CLK 2	17	112	10/03/2016	10/03/2016	\$33,820.57	\$32,156.00	\$42,607.00	\$53,058.00	3.24	10.81%	7.96%	5.18%
C SV CLK 2	18	112	05/08/2017	08/22/2017	\$32,788.07	\$32,156.00	\$42,607.00	\$53,058.00	2.65	8.82%	3.02%	1.97%
C SV CLK 2	19	112	09/18/2017	09/18/2017	\$32,788.07	\$32,156.00	\$42,607.00	\$53,058.00	2.29	7.62%	3.02%	1.97%
C SV CLK 2	20	112	09/25/2017	09/25/2017	\$33,288.07	\$32,156.00	\$42,607.00	\$53,058.00	2.27	7.56%	5.42%	3.52%
C SV CLK 2	21	112	08/27/2018	08/27/2018	\$32,549.56	\$32,156.00	\$42,607.00	\$53,058.00	1.34	4.48%	1.88%	1.22%
C SV CLK 2 Avg			09/05/2009	11/21/2009	\$36,295.69	\$32,156.00	\$42,607.00	\$53,058.00	10.32	34.41%	19.81%	12.87%
C SV CLK 2 Med			01/23/2012	01/23/2012	\$34,979.53	\$32,156.00	\$42,607.00	\$53,058.00	7.94	26.46%	13.51%	8.78%
Va Beach (Call Taker 2)			vs. Average		\$36,295.69	\$31,075.20	\$38,303.20	\$45,531.20				16.80%
			vs. Median		\$34,979.53	\$31,075.20	\$38,303.20	\$45,531.20				12.56%
Norfolk (Cust Svc Supv)			vs. Average		\$36,295.69	\$47,823.00	\$62,901.00	\$77,978.00				-24.10%
			vs. Median		\$34,979.53	\$47,823.00	\$62,901.00	\$77,978.00				-26.86%
Richmond (Cust Svc Spec Sr)			vs. Average		\$36,295.69	\$40,080.00	\$50,100.00	\$60,120.00				-9.44%
			vs. Median		\$34,979.53	\$40,080.00	\$50,100.00	\$60,120.00				-12.73%
Chesapeake Pct Below Avg			vs. Average		21	11	52.38%					
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Note: We did not use the customer service positions in our analysis of positions under minimums because of differences in job levels and responsibilities

Employee	Grade	Original Hire Date	Position Start Date	CUSTOMER SERVICE CLERK 3				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
C SV CLK 3 1	114	07/03/1991	11/01/2012	\$37,427.66	\$34,340.00	\$45,501.00	\$56,661.00	28.49	94.98%	13.83%	8.99%
C SV CLK 3 2	114	02/01/1994	02/01/1994	\$46,320.11	\$34,340.00	\$45,501.00	\$56,661.00	25.92	86.39%	53.67%	34.89%
C SV CLK 3 3	114	09/16/1996	09/16/1996	\$46,136.54	\$34,340.00	\$45,501.00	\$56,661.00	23.29	77.64%	52.85%	34.35%
C SV CLK 3 4	114	08/16/1998	08/16/1998	\$44,685.29	\$34,340.00	\$45,501.00	\$56,661.00	21.38	71.25%	46.35%	30.13%
C SV CLK 3 5	114	11/01/1999	09/24/2018	\$37,845.26	\$34,340.00	\$45,501.00	\$56,661.00	20.17	67.22%	15.70%	10.21%
C SV CLK 3 6	114	08/16/2004	08/16/2004	\$42,261.16	\$34,340.00	\$45,501.00	\$56,661.00	15.38	51.25%	35.49%	23.07%
C SV CLK 3 7	114	03/17/2008	03/17/2008	\$39,829.40	\$34,340.00	\$45,501.00	\$56,661.00	11.79	39.30%	24.59%	15.99%
C SV CLK 3 8	114	07/21/2008	12/07/2017	\$37,652.18	\$34,340.00	\$45,501.00	\$56,661.00	11.44	38.15%	14.84%	9.65%
C SV CLK 3 9	114	04/04/2011	09/19/2016	\$36,911.41	\$34,340.00	\$45,501.00	\$56,661.00	8.74	29.14%	11.52%	7.49%
C SV CLK 3 10	114	12/16/2012	12/16/2012	\$35,332.72	\$34,340.00	\$45,501.00	\$56,661.00	7.04	23.47%	4.45%	2.89%
C SV CLK 3 11	114	01/02/2013	11/21/2016	\$36,911.41	\$34,340.00	\$45,501.00	\$56,661.00	7.00	23.32%	11.52%	7.49%
C SV CLK 3 12	114	11/17/2014	11/17/2014	\$36,306.06	\$34,340.00	\$45,501.00	\$56,661.00	5.12	17.07%	8.81%	5.73%
C SV CLK 3 13	114	07/06/2015	07/06/2015	\$36,306.06	\$34,340.00	\$45,501.00	\$56,661.00	4.49	14.95%	8.81%	5.73%
C SV CLK 3 14	114	03/07/2016	03/07/2016	\$34,943.93	\$34,340.00	\$45,501.00	\$56,661.00	3.82	12.72%	2.71%	1.76%
C SV CLK 3 15	114	01/03/2017	01/03/2017	\$34,943.93	\$34,340.00	\$45,501.00	\$56,661.00	2.99	9.98%	2.71%	1.76%
C SV CLK 3 16	114	06/12/2017	06/12/2017	\$34,943.93	\$34,340.00	\$45,501.00	\$56,661.00	2.55	8.51%	2.71%	1.76%
C SV CLK 3 17	114	11/06/2017	11/06/2017	\$34,943.93	\$34,340.00	\$45,501.00	\$56,661.00	2.15	7.18%	2.71%	1.76%
C SV CLK 3 18	114	11/13/2017	11/13/2017	\$34,943.93	\$34,340.00	\$45,501.00	\$56,661.00	2.13	7.11%	2.71%	1.76%
C SV CLK 3 19	114	11/27/2017	11/27/2017	\$34,943.93	\$34,340.00	\$45,501.00	\$56,661.00	2.09	6.98%	2.71%	1.76%
C SV CLK 3 20	114	02/12/2018	02/12/2018	\$34,760.15	\$34,340.00	\$45,501.00	\$56,661.00	1.89	6.29%	1.88%	1.22%
C SV CLK 3 21	114	08/20/2018	08/20/2018	\$33,666.00	\$34,340.00	\$45,501.00	\$56,661.00	1.36	4.55%	-3.02%	-1.96%
C SV CLK 3 22	114	02/04/2019	02/04/2019	\$34,340.00	\$34,340.00	\$45,501.00	\$56,661.00	0.91	3.03%	0.00%	0.00%
C SV CLK 3 Avg		06/12/2010	02/15/2013	\$37,561.59	\$34,340.00	\$45,501.00	\$56,661.00	9.55	31.84%	14.43%	9.38%
C SV CLK 3 Med		12/10/2013	10/20/2016	\$36,306.06	\$34,340.00	\$45,501.00	\$56,661.00	6.06	20.19%	8.81%	5.73%
Va Beach (Call Taker 3)		vs. Average		\$37,561.59	\$32,656.00	\$40,248.00	\$47,840.00				15.02%
		vs. Median		\$36,306.06	\$32,656.00	\$40,248.00	\$47,840.00				11.18%
Norfolk (Cust Svc Sup)		vs. Average		\$37,561.59	\$47,823.00	\$62,901.00	\$77,978.00				-21.46%
		vs. Median		\$36,306.06	\$47,823.00	\$62,901.00	\$77,978.00				-24.08%
Richmond (Cust Sv Spc Sup)		vs. Average		\$37,561.59	\$42,880.00	\$53,600.00	\$64,320.00				-12.40%
		vs. Median		\$36,306.06	\$42,880.00	\$53,600.00	\$64,320.00				-15.33%
Chesapeake Pct Below Avg		vs. Average			22	15	68.18%				
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Note: We did not use the customer service positions in our analysis of positions under minimums because of differences in job levels and responsibilities

Employee	Grade	Original Hire Date	Position Start Date	CUSTOMER SERVICE MECHANIC				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
C SV MCH	1	108	02/04/2002	02/04/2002	\$31,224.38	\$26,916.00	\$35,664.00	\$44,412.00	17.91	59.69%	24.62%	16.01%
C SV MCH	2	108	04/12/2010	04/12/2010	\$31,252.38	\$26,916.00	\$35,664.00	\$44,412.00	9.72	32.40%	24.78%	16.11%
C SV MCH	3	108	07/25/2011	07/25/2011	\$30,260.36	\$26,916.00	\$35,664.00	\$44,412.00	8.43	28.11%	19.11%	12.43%
C SV MCH	4	108	11/14/2011	04/02/2012	\$29,481.83	\$26,916.00	\$35,664.00	\$44,412.00	8.13	27.10%	14.67%	9.53%
C SV MCH	5	108	07/23/2012	04/15/2013	\$28,101.53	\$26,916.00	\$35,664.00	\$44,412.00	7.44	24.80%	6.78%	4.40%
C SV MCH	6	108	11/28/2016	11/28/2016	\$28,203.40	\$26,916.00	\$35,664.00	\$44,412.00	3.09	10.31%	7.36%	4.78%
C SV MCH	7	108	04/17/2017	06/17/2019	\$26,916.00	\$26,916.00	\$35,664.00	\$44,412.00	2.71	9.02%	0.00%	0.00%
C SV MCH	8	108	05/15/2017	07/07/2017	\$28,253.40	\$26,916.00	\$35,664.00	\$44,412.00	2.63	8.76%	7.64%	4.97%
C SV MCH Avg			06/28/2012	12/01/2012	\$29,211.66	\$26,916.00	\$35,664.00	\$44,412.00	7.51	25.03%	13.12%	8.53%
C SV MCH Med			03/19/2012	10/08/2012	\$28,867.62	\$26,916.00	\$35,664.00	\$44,412.00	7.78	25.94%	11.15%	7.25%
Va Beach (Util Mech Aid)			vs. Average		\$29,211.66	\$26,790.40	\$33,030.40	\$39,270.40				9.04%
			vs. Median		\$28,867.62	\$26,790.40	\$33,030.40	\$39,270.40				7.75%
Norfolk (Util Mnt Mech 1)			vs. Average		\$29,211.66	\$29,391.00	\$38,677.00	\$47,962.00				-0.61%
			vs. Median		\$28,867.62	\$29,391.00	\$38,677.00	\$47,962.00				-1.78%
Richmond (Util Fld PI Tk)			vs. Average		\$29,211.66	\$26,480.00	\$33,100.00	\$39,720.00				10.32%
			vs. Median		\$28,867.62	\$26,480.00	\$33,100.00	\$39,720.00				9.02%
Chesapeake Pct Below Avg			vs. Average			8	4	50.00%				

Note: We did not use the customer service positions in our analysis of positions under minimums because of differences in job levels and responsibilities

Employee	Grade	Original Hire Date	CUSTOMER SERVICE SUPERVISOR					Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
			Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
C SV SUP	1	118	01/04/1988	01/04/1988	\$58,130.91	\$39,581.00	\$52,445.00	\$65,309.00	31.99	106.64%	72.10%	46.87%
C SV SUP	2	118	01/07/1991	01/07/1991	\$49,361.05	\$39,581.00	\$52,445.00	\$65,309.00	28.98	96.61%	38.01%	24.71%
C SV SUP	3	118	08/29/2005	08/29/2005	\$47,574.20	\$39,581.00	\$52,445.00	\$65,309.00	14.34	47.80%	31.07%	20.19%
C SV SUP	4	118	04/23/2007	04/23/2007	\$45,611.23	\$39,581.00	\$52,445.00	\$65,309.00	12.69	42.30%	23.44%	15.24%
C SV SUP	5	118	12/15/2008	12/15/2008	\$42,530.11	\$39,581.00	\$52,445.00	\$65,309.00	11.04	36.81%	11.46%	7.45%
C SV SUP	6	118	08/11/2014	08/11/2014	\$40,119.85	\$39,581.00	\$52,445.00	\$65,309.00	5.39	17.96%	2.09%	1.36%
C SV SUP	7	118	10/14/2014	10/14/2014	\$42,199.53	\$39,581.00	\$52,445.00	\$65,309.00	5.21	17.38%	10.18%	6.62%
C SV SUP	8	118	07/13/2015	07/13/2015	\$41,020.82	\$39,581.00	\$52,445.00	\$65,309.00	4.47	14.89%	5.60%	3.64%
C SV SUP	9	118	08/15/2016	08/15/2016	\$41,097.63	\$39,581.00	\$52,445.00	\$65,309.00	3.38	11.26%	5.89%	3.83%
C SV SUP Avg			12/11/2006	12/11/2006	\$45,293.93	\$39,581.00	\$52,445.00	\$65,309.00	13.06	43.52%	22.21%	14.43%
C SV SUP Med		118	12/15/2008	12/15/2008	\$42,530.11	\$39,581.00	\$52,445.00	\$65,309.00	11.04	36.81%	11.46%	7.45%
Va Beach (Cust Svcs Crd)			vs. Average		\$45,293.93	\$59,030.40	\$74,266.40	\$89,502.40				-23.27%
			vs. Median		\$42,530.11	\$59,030.40	\$74,266.40	\$89,502.40				-27.95%
Norfolk (Cust Svcs Supv)			vs. Average		\$45,293.93	\$47,823.00	\$62,901.00	\$77,978.00				-5.29%
			vs. Median		\$42,530.11	\$47,823.00	\$62,901.00	\$77,978.00				-11.07%
Richmond (Cust Svcs Supv)			vs. Average		\$45,293.93	\$42,880.00	\$53,600.00	\$64,320.00				5.63%
			vs. Median		\$42,530.11	\$42,880.00	\$53,600.00	\$64,320.00				-0.82%
Chesapeake Pct Below Avg			vs. Average			9	5	55.56%				

Note: We did not use the customer service positions in our analysis of positions under minimums because of differences in job levels and responsibilities

DEPUTY CLERK COURT 1												
Employee	Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
DP CK CT 1	1	110	10/16/2006	10/13/2015	\$37,020.85	\$29,099.00	\$38,557.00	\$48,014.00	13.21	44.03%	41.88%	27.22%
DP CK CT 1	2	110	11/01/2007	02/20/2018	\$33,873.23	\$29,099.00	\$38,557.00	\$48,014.00	12.17	40.56%	25.24%	16.41%
DP CK CT 1	3	110	01/07/2008	07/22/2019	\$32,939.01	\$29,099.00	\$38,557.00	\$48,014.00	11.98	39.94%	20.30%	13.20%
DP CK CT 1	4	110	03/31/2008	05/07/2019	\$31,750.88	\$29,099.00	\$38,557.00	\$48,014.00	11.75	39.17%	14.02%	9.11%
DP CK CT 1	5	110	10/13/2015	05/02/2016	\$31,528.00	\$29,099.00	\$38,557.00	\$48,014.00	4.22	14.06%	12.84%	8.35%
DP CK CT 1	6	110	01/17/2017	01/17/2017	\$31,528.00	\$29,099.00	\$38,557.00	\$48,014.00	2.96	9.85%	12.84%	8.35%
DP CK CT 1	7	110	07/10/2017	07/10/2017	\$31,528.00	\$29,099.00	\$38,557.00	\$48,014.00	2.48	8.25%	12.84%	8.35%
DP CK CT 1	8	110	09/25/2017	09/25/2017	\$31,528.00	\$29,099.00	\$38,557.00	\$48,014.00	2.27	7.56%	12.84%	8.35%
DP CK CT 1	9	110	02/20/2018	03/11/2019	\$31,381.00	\$29,099.00	\$38,557.00	\$48,014.00	1.86	6.21%	12.06%	7.84%
DP CK CT 1	10	110	04/15/2019	04/15/2019	\$29,099.00	\$29,099.00	\$38,557.00	\$48,014.00	0.71	2.37%	0.00%	0.00%
DP CK CT 1	Avg		08/21/2013	12/28/2017	\$32,217.60	\$29,099.00	\$38,557.00	\$48,014.00	6.36	21.20%	16.49%	10.72%
DP CK CT 1	Med		05/31/2016	12/08/2017	\$31,528.00	\$29,099.00	\$38,557.00	\$48,014.00	3.58	11.94%	12.84%	8.35%
Va Beach (Legal Info Clrk)			vs. Average		\$32,217.60	\$31,075.20	\$38,303.20	\$45,531.20				3.68%
			vs. Median		\$31,528.00	\$31,075.20	\$38,303.20	\$45,531.20				1.46%
Norfolk (Dep Clrk Crt !)			vs. Average		\$32,217.60	\$25,917.00	\$33,674.00	\$41,431.00				24.31%
			vs. Median		\$31,528.00	\$25,917.00	\$33,674.00	\$41,431.00				21.65%
Richmond Asst City Clrk			vs. Average		\$32,217.60	\$31,330.00	\$43,785.00	\$56,240.00				2.83%
			vs. Median		\$31,528.00	\$31,330.00	\$43,785.00	\$56,240.00				0.63%
Chesapeake Pct Below Avg			vs. Average		10	7	70.00%					

Employee	Grade	Original Hire Date	Position Start Date	DIRECT SUPPORT TECHNICIAN				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
DIR SP TCH 1	111	10/22/2007	10/22/2007	\$43,314.11	\$30,846.00	\$40,871.00	\$50,896.00	12.19	40.64%	62.19%	40.42%
DIR SP TCH 2	111	10/13/2014	10/13/2014	\$38,362.38	\$30,846.00	\$40,871.00	\$50,896.00	5.22	17.39%	37.49%	24.37%
DIR SP TCH 3	111	06/06/2016	06/06/2016	\$37,101.86	\$30,846.00	\$40,871.00	\$50,896.00	3.57	11.90%	31.20%	20.28%
DIR SP TCH 4	111	10/03/2016	10/03/2016	\$37,101.86	\$30,846.00	\$40,871.00	\$50,896.00	3.24	10.81%	31.20%	20.28%
DIR SP TCH 5	111	10/02/2017	10/02/2017	\$37,101.86	\$30,846.00	\$40,871.00	\$50,896.00	2.25	7.49%	31.20%	20.28%
DIR SP TCH 6	111	10/02/2017	10/02/2017	\$37,101.86	\$30,846.00	\$40,871.00	\$50,896.00	2.25	7.49%	31.20%	20.28%
DIR SP TCH 7	111	10/02/2017	10/02/2017	\$37,101.86	\$30,846.00	\$40,871.00	\$50,896.00	2.25	7.49%	31.20%	20.28%
DIR SP TCH 8	111	05/21/2018	05/21/2018	\$36,971.76	\$30,846.00	\$40,871.00	\$50,896.00	1.61	5.37%	30.55%	19.86%
DIR SP TCH 9	111	05/21/2018	05/21/2018	\$36,971.76	\$30,846.00	\$40,871.00	\$50,896.00	1.61	5.37%	30.55%	19.86%
DIR SP TCH 10	111	05/21/2018	05/21/2018	\$36,971.76	\$30,846.00	\$40,871.00	\$50,896.00	1.61	5.37%	30.55%	19.86%
DIR SP TCH 11	111	05/21/2018	05/21/2018	\$36,971.76	\$30,846.00	\$40,871.00	\$50,896.00	1.61	5.37%	30.55%	19.86%
DIR SP TCH 12	111	11/30/2018	06/17/2019	\$36,525.00	\$30,846.00	\$40,871.00	\$50,896.00	1.08	3.61%	28.32%	18.41%
DIR SP TCH 13	111	06/17/2019	06/17/2019	\$36,525.00	\$30,846.00	\$40,871.00	\$50,896.00	0.54	1.80%	28.32%	18.41%
DIR SP TCH 14	111	06/17/2019	06/17/2019	\$36,525.00	\$30,846.00	\$40,871.00	\$50,896.00	0.54	1.80%	28.32%	18.41%
DIR SP TCH 15	111	06/17/2019	06/17/2019	\$36,525.00	\$30,846.00	\$40,871.00	\$50,896.00	0.54	1.80%	28.32%	18.41%
DIR SP TCH 16	111	06/17/2019	06/17/2019	\$36,525.00	\$30,846.00	\$40,871.00	\$50,896.00	0.54	1.80%	28.32%	18.41%
DIR SP TCH 17	111	06/17/2019	06/17/2019	\$36,525.00	\$30,846.00	\$40,871.00	\$50,896.00	0.54	1.80%	28.32%	18.41%
DIR SP TCH 18	111	06/17/2019	06/17/2019	\$36,525.00	\$30,846.00	\$40,871.00	\$50,896.00	0.54	1.80%	28.32%	18.41%
DIR SP TCH 19	111	06/17/2019	06/17/2019	\$36,525.00	\$30,846.00	\$40,871.00	\$50,896.00	0.54	1.80%	28.32%	18.41%
DIR SP TCH 20	111	06/17/2019	06/17/2019	\$36,525.00	\$30,846.00	\$40,871.00	\$50,896.00	0.54	1.80%	28.32%	18.41%
DIR SP TCH 21	111	06/17/2019	06/17/2019	\$36,525.00	\$30,846.00	\$40,871.00	\$50,896.00	0.54	1.80%	28.32%	18.41%
DIR SP TCH 22	111	06/17/2019	06/17/2019	\$36,525.00	\$30,846.00	\$40,871.00	\$50,896.00	0.54	1.80%	28.32%	18.41%
DIR SP TCH 23	111	06/17/2019	06/17/2019	\$36,525.00	\$30,846.00	\$40,871.00	\$50,896.00	0.54	1.80%	28.32%	18.41%
DIR SP TCH 24	111	06/17/2019	06/17/2019	\$36,525.00	\$30,846.00	\$40,871.00	\$50,896.00	0.54	1.80%	28.32%	18.41%

Employee	Grade	Original Hire Date	Position Start Date	DIRECT SUPPORT TECHNICIAN				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
DIR SP TCH Avg		02/14/2018	02/23/2018	\$37,079.08	\$30,846.00	\$40,871.00	\$50,896.00	1.88	6.27%	31.09%	20.21%
DIR SP TCH Med		03/09/2019	06/17/2019	\$36,525.00	\$30,846.00	\$40,871.00	\$50,896.00	0.81	2.70%	28.32%	18.41%
Va Beach (BH/DS Fee Clk)		vs. Average		\$37,079.08	\$37,856.00	\$46,664.80	\$55,473.60				(2.05%)
		vs. Median		\$36,525.00	\$37,856.00	\$46,664.80	\$55,473.60				(3.52%)
Norfolk (Dir Sup Prof 2)		vs. Average		\$37,079.08	\$27,438.00	\$36,088.00	\$44,737.00				35.14%
		vs. Median		\$36,525.00	\$27,438.00	\$36,088.00	\$44,737.00				33.12%
Richmond (Socl Casewk Tch)		vs. Average		\$37,079.08	\$26,480.00	\$33,100.00	\$39,720.00				40.03%
		vs. Median		\$36,525.00	\$26,480.00	\$33,100.00	\$39,720.00				37.93%
Chesapeake Pct Below Avg		vs. Average			24	17	70.83%				

Employee	Grade	Original Hire Date	Position Start Date	DISPATCHER 1				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
DISPT 1	1	116	10/22/2007	03/16/2017	\$43,314.11	\$36,525.00	\$48,396.00	\$60,267.00	12.19	40.64%	28.60%	18.59%
DISPT 1	2	116	10/13/2014	06/01/2016	\$38,362.38	\$36,525.00	\$48,396.00	\$60,267.00	5.22	17.39%	7.74%	5.03%
DISPT 1	3	116	06/06/2016	12/01/2016	\$37,101.86	\$36,525.00	\$48,396.00	\$60,267.00	3.57	11.90%	2.43%	1.58%
DISPT 1	4	116	10/03/2016	12/01/2016	\$37,101.86	\$36,525.00	\$48,396.00	\$60,267.00	3.24	10.81%	2.43%	1.58%
DISPT 1	5	116	10/02/2017	10/02/2017	\$37,101.86	\$36,525.00	\$48,396.00	\$60,267.00	2.25	7.49%	2.43%	1.58%
DISPT 1	6	116	10/02/2017	10/02/2017	\$37,101.86	\$36,525.00	\$48,396.00	\$60,267.00	2.25	7.49%	2.43%	1.58%
DISPT 1	7	116	10/02/2017	10/02/2017	\$37,101.86	\$36,525.00	\$48,396.00	\$60,267.00	2.25	7.49%	2.43%	1.58%
DISPT 1	8	116	05/21/2018	05/21/2018	\$36,971.76	\$36,525.00	\$48,396.00	\$60,267.00	1.61	5.37%	1.88%	1.22%
DISPT 1	9	116	05/21/2018	05/21/2018	\$36,971.76	\$36,525.00	\$48,396.00	\$60,267.00	1.61	5.37%	1.88%	1.22%
DISPT 1	10	116	05/21/2018	05/21/2018	\$36,971.76	\$36,525.00	\$48,396.00	\$60,267.00	1.61	5.37%	1.88%	1.22%
DISPT 1	11	116	05/21/2018	05/21/2018	\$36,971.76	\$36,525.00	\$48,396.00	\$60,267.00	1.61	5.37%	1.88%	1.22%
DISPT 1	12	116	11/30/2018	06/17/2019	\$36,525.00	\$36,525.00	\$48,396.00	\$60,267.00	1.08	3.61%	0.00%	0.00%
DISPT 1	13	116	06/17/2019	06/17/2019	\$36,525.00	\$36,525.00	\$48,396.00	\$60,267.00	0.54	1.80%	0.00%	0.00%
DISPT 1	14	116	06/17/2019	06/17/2019	\$36,525.00	\$36,525.00	\$48,396.00	\$60,267.00	0.54	1.80%	0.00%	0.00%
DISPT 1	15	116	06/17/2019	06/17/2019	\$36,525.00	\$36,525.00	\$48,396.00	\$60,267.00	0.54	1.80%	0.00%	0.00%
DISPT 1	16	116	06/17/2019	06/17/2019	\$36,525.00	\$36,525.00	\$48,396.00	\$60,267.00	0.54	1.80%	0.00%	0.00%
DISPT 1	17	116	06/17/2019	06/17/2019	\$36,525.00	\$36,525.00	\$48,396.00	\$60,267.00	0.54	1.80%	0.00%	0.00%
DISPT 1	18	116	06/17/2019	06/17/2019	\$36,525.00	\$36,525.00	\$48,396.00	\$60,267.00	0.54	1.80%	0.00%	0.00%
DISPT 1	19	116	06/17/2019	06/17/2019	\$36,525.00	\$36,525.00	\$48,396.00	\$60,267.00	0.54	1.80%	0.00%	0.00%
DISPT 1	20	116	06/17/2019	06/17/2019	\$36,525.00	\$36,525.00	\$48,396.00	\$60,267.00	0.54	1.80%	0.00%	0.00%
DISPT 1	21	116	06/17/2019	06/17/2019	\$36,525.00	\$36,525.00	\$48,396.00	\$60,267.00	0.54	1.80%	0.00%	0.00%
DISPT 1	22	116	06/17/2019	06/17/2019	\$36,525.00	\$36,525.00	\$48,396.00	\$60,267.00	0.54	1.80%	0.00%	0.00%
DISPT 1	23	116	06/17/2019	06/17/2019	\$36,525.00	\$36,525.00	\$48,396.00	\$60,267.00	0.54	1.80%	0.00%	0.00%
DISPT 1	24	116	06/17/2019	06/17/2019	\$36,525.00	\$36,525.00	\$48,396.00	\$60,267.00	0.54	1.80%	0.00%	0.00%
DISPT 1	25	116	06/17/2019	06/17/2019	\$36,525.00	\$36,525.00	\$48,396.00	\$60,267.00	0.54	1.80%	0.00%	0.00%
DISPT 1	26	116	06/17/2019	06/17/2019	\$36,525.00	\$36,525.00	\$48,396.00	\$60,267.00	0.54	1.80%	0.00%	0.00%

Employee	Grade	Original Hire Date	Position Start Date	DISPATCHER 1				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	% vs. Midpoint	% vs. Maximum
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum						
DISPT 1 Avg		03/24/2018	09/12/2018	\$37,036.46	\$36,525.00	\$48,396.00	\$60,267.00	1.77	5.90%	2.15%	1.40%	76.53%	61.45%
DISPT 1 Med		06/17/2019	06/17/2019	\$36,525.00	\$36,525.00	\$48,396.00	\$60,267.00	0.54	1.80%	0.00%	0.00%	75.47%	60.61%
Va Beach		vs. Average		\$37,036.46	\$36,025.60	\$44,408.00	\$52,790.40				2.81%	83.40%	70.16%
(Pb Sft Emr Tlcm 1)		vs. Median		\$36,525.00	\$36,025.60	\$44,408.00	\$52,790.40				1.39%	82.25%	69.19%
Norfolk		vs. Average		\$37,036.46	\$34,445.00	\$45,303.00	\$56,161.00				7.52%	81.75%	65.95%
(Pub Sfty Telcm 1)		vs. Median		\$36,525.00	\$34,445.00	\$45,303.00	\$56,161.00				6.04%	80.62%	65.04%
Richmond		vs. Average		\$37,036.46	\$36,030.00	\$50,350.00	\$64,680.00				2.79%	73.56%	57.26%
(Emer Comm Ofcr)		vs. Median		\$36,525.00	\$36,030.00	\$50,350.00	\$64,680.00				1.37%	72.54%	56.47%
Chesapeake		vs. Average		26	19	73.08%							
Pct Below Avg													

Employee	Grade	Original Hire Date	Position Start Date	DISPATCHER 2				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
DISPT 2	1	118	03/16/1987	10/01/1992	\$59,386.88	\$39,581.00	\$52,445.00	\$65,309.00	32.79	109.31%	76.98%	50.04%
DISPT 2	2	118	10/18/2004	08/01/2008	\$49,001.22	\$39,581.00	\$52,445.00	\$65,309.00	15.20	50.68%	36.61%	23.80%
DISPT 2	3	118	10/06/2008	12/01/2015	\$48,635.45	\$39,581.00	\$52,445.00	\$65,309.00	11.24	37.45%	35.19%	22.88%
DISPT 2	4	118	03/02/2009	09/01/2016	\$47,351.20	\$39,581.00	\$52,445.00	\$65,309.00	10.83	36.10%	30.20%	19.63%
DISPT 2	5	118	05/02/2005	07/22/2017	\$47,183.48	\$39,581.00	\$52,445.00	\$65,309.00	14.66	48.88%	29.55%	19.21%
DISPT 2	6	118	06/09/2008	02/16/2017	\$46,292.89	\$39,581.00	\$52,445.00	\$65,309.00	11.56	38.54%	26.09%	16.96%
DISPT 2	7	118	11/07/2006	01/07/2018	\$44,832.52	\$39,581.00	\$52,445.00	\$65,309.00	13.15	43.83%	20.41%	13.27%
DISPT 2	8	118	04/01/2013	09/01/2016	\$44,463.96	\$39,581.00	\$52,445.00	\$65,309.00	6.75	22.50%	18.98%	12.34%
DISPT 2	9	118	10/13/2014	10/07/2017	\$44,342.36	\$39,581.00	\$52,445.00	\$65,309.00	5.22	17.39%	18.51%	12.03%
DISPT 2	10	118	11/14/2011	02/16/2017	\$43,944.73	\$39,581.00	\$52,445.00	\$65,309.00	8.13	27.10%	16.96%	11.02%
DISPT 2	11	118	10/13/2014	02/01/2017	\$43,342.35	\$39,581.00	\$52,445.00	\$65,309.00	5.22	17.39%	14.62%	9.50%
DISPT 2	12	118	10/13/2014	01/16/2017	\$42,095.48	\$39,581.00	\$52,445.00	\$65,309.00	5.22	17.39%	9.77%	6.35%
DISPT 2	13	118	10/13/2014	11/22/2017	\$42,095.38	\$39,581.00	\$52,445.00	\$65,309.00	5.22	17.39%	9.77%	6.35%
DISPT 2	14	118	06/06/2016	05/07/2019	\$41,812.04	\$39,581.00	\$52,445.00	\$65,309.00	3.57	11.90%	8.67%	5.64%
DISPT 2	15	118	06/06/2016	05/07/2019	\$40,812.04	\$39,581.00	\$52,445.00	\$65,309.00	3.57	11.90%	4.78%	3.11%
DISPT 2	16	118	06/06/2016	05/07/2019	\$40,812.04	\$39,581.00	\$52,445.00	\$65,309.00	3.57	11.90%	4.78%	3.11%
DISPT 2	17	118	10/03/2016	05/07/2019	\$40,812.04	\$39,581.00	\$52,445.00	\$65,309.00	3.24	10.81%	4.78%	3.11%
DISPT 2	18	118	10/03/2016	05/07/2019	\$40,812.04	\$39,581.00	\$52,445.00	\$65,309.00	3.24	10.81%	4.78%	3.11%
DISPT 2	19	118	10/03/2016	05/07/2019	\$40,812.04	\$39,581.00	\$52,445.00	\$65,309.00	3.24	10.81%	4.78%	3.11%
DISPT 2 Avg			04/13/2011	02/13/2016	\$44,675.80	\$39,581.00	\$52,445.00	\$65,309.00	8.72	29.06%	19.80%	12.87%
DISPT 2 Med			10/13/2014	07/22/2017	\$43,944.73	\$39,581.00	\$52,445.00	\$65,309.00	5.22	17.39%	16.96%	11.02%
Va Beach (Pb Sft Emr Tlcm 2)			vs. Average		\$44,675.80	\$37,856.00	\$46,664.80	\$55,473.60				18.02%
			vs. Median		\$43,944.73	\$37,856.00	\$46,664.80	\$55,473.60				16.08%
Norfolk (Pub Sfty Telcm 2)			vs. Average		\$44,675.80	\$37,337.00	\$49,111.00	\$60,884.00				19.66%
			vs. Median		\$43,944.73	\$37,337.00	\$49,111.00	\$60,884.00				17.70%
Richmond (Emer Comm Ofcr)			vs. Average		\$44,675.80	\$36,030.00	\$50,350.00	\$64,680.00				24.00%
			vs. Median		\$43,944.73	\$36,030.00	\$50,350.00	\$64,680.00				21.97%
Chesapeake Pct Below Avg			vs. Average		19	12	63.16%					

Employee	Grade	Original Hire Date	Position Start Date	DISPATCHER SUPERVISOR				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
DISP SUPV	1	123	11/05/1986	11/05/1986	\$74,722.53	\$47,878.00	\$63,439.00	\$78,999.00	33.16	110.52%	86.26%	56.07%
DISP SUPV	2	123	08/16/1991	08/16/1991	\$64,608.57	\$47,878.00	\$63,439.00	\$78,999.00	28.38	94.58%	53.76%	34.94%
DISP SUPV	3	123	08/16/1996	08/16/1996	\$57,928.88	\$47,878.00	\$63,439.00	\$78,999.00	23.38	77.92%	32.30%	20.99%
DISP SUPV	4	123	10/09/2000	10/09/2000	\$62,203.15	\$47,878.00	\$63,439.00	\$78,999.00	19.23	64.09%	46.03%	29.92%
DISP SUPV	5	123	09/23/2002	09/23/2002	\$58,647.06	\$47,878.00	\$63,439.00	\$78,999.00	17.27	57.57%	34.60%	22.49%
DISP SUPV	6	123	10/18/2004	10/18/2004	\$58,157.82	\$47,878.00	\$63,439.00	\$78,999.00	15.20	50.68%	33.03%	21.47%
DISP SUPV	7	123	05/02/2005	05/02/2005	\$58,241.70	\$47,878.00	\$63,439.00	\$78,999.00	14.66	48.88%	33.30%	21.65%
DISP SUPV	8	123	09/29/2008	09/29/2008	\$54,500.79	\$47,878.00	\$63,439.00	\$78,999.00	11.26	37.52%	21.28%	13.83%
DISP SUPV Avg			09/07/1999	09/07/1999	\$61,126.31	\$47,878.00	\$63,439.00	\$78,999.00	20.32	81.27%	42.57%	27.67%
DISP SUPV Med			10/01/2001	10/01/2001	\$58,444.38	\$47,878.00	\$63,439.00	\$78,999.00	18.25	73.00%	33.95%	22.07%
Va Beach (Pb Sft Emr Tlcm Sp)			vs. Average		\$61,126.31	\$48,443.20	\$59,727.20	\$71,011.20				26.18%
			vs. Median		\$58,444.38	\$48,443.20	\$59,727.20	\$71,011.20				20.65%
Norfolk (Pub Sfty Telcm Sup)			vs. Average		\$61,126.31	\$44,339.00	\$58,324.00	\$72,308.00				37.86%
			vs. Median		\$58,444.38	\$44,339.00	\$58,324.00	\$72,308.00				31.81%
Richmond (Emer Comm Supv)			vs. Average		\$61,126.31	\$56,000.00	\$70,000.00	\$84,000.00				9.15%
			vs. Median		\$58,444.38	\$56,000.00	\$70,000.00	\$84,000.00				4.36%
Chesapeake Pct Below Avg			vs. Average			8	6	75.00%				

Employee	Grade	Original Hire Date	EMPLOYMENT SERVICES WORKER 1					Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
			Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
EM SV WK	1	121	09/16/1997	09/16/1997	\$57,033.05	\$44,821.00	\$59,388.00	\$73,955.00	22.29	74.31%	41.92%	27.25%
EM SV WK	2	121	12/03/2007	12/03/2007	\$47,395.41	\$44,821.00	\$59,388.00	\$73,955.00	12.08	40.26%	8.84%	5.74%
EM SV WK	3	121	07/07/2008	07/07/2008	\$48,507.29	\$44,821.00	\$59,388.00	\$73,955.00	11.48	38.28%	12.65%	8.22%
EM SV WK	4	121	09/26/2008	11/02/2015	\$43,346.19	\$44,821.00	\$59,388.00	\$73,955.00	11.26	37.55%	-5.06%	-3.29%
EM SV WK	5	121	09/28/2009	09/28/2009	\$46,464.24	\$44,821.00	\$59,388.00	\$73,955.00	10.26	34.19%	5.64%	3.67%
EM SV WK	6	121	11/09/2009	11/09/2009	\$47,576.14	\$44,821.00	\$59,388.00	\$73,955.00	10.14	33.81%	9.46%	6.15%
EM SV WK	7	121	12/30/2013	12/30/2013	\$42,920.61	\$44,821.00	\$59,388.00	\$73,955.00	6.00	20.00%	-6.52%	-4.24%
EM SV WK	8	121	02/01/2016	02/01/2016	\$42,878.69	\$44,821.00	\$59,388.00	\$73,955.00	3.92	13.06%	-6.67%	-4.33%
EM SV WK	9	121	11/13/2017	11/13/2017	\$41,846.19	\$44,821.00	\$59,388.00	\$73,955.00	2.13	7.11%	-10.21%	-6.64%
EM SV WK	10	121	11/13/2017	11/13/2017	\$41,846.19	\$44,821.00	\$59,388.00	\$73,955.00	2.13	7.11%	-10.21%	-6.64%
EM SV WK 1 Avg			10/30/2010	07/16/2011	\$45,981.40	\$44,821.00	\$59,388.00	\$73,955.00	9.17	30.56%	3.98%	2.59%
EM SV WK 1 Med			10/19/2009	12/05/2011	\$44,905.22	\$44,821.00	\$59,388.00	\$73,955.00	10.20	34.00%	0.29%	0.19%
Va Beach (Fam Svs Wkr 1)			vs. Average		\$45,981.40	\$46,134.40	\$56,867.20	\$67,600.00				(0.33%)
			vs. Median		\$44,905.22	\$46,134.40	\$56,867.20	\$67,600.00				(2.66%)
Norfolk (Fam Svs Wkr 2)			vs. Average		\$45,981.40	\$44,339.00	\$58,324.00	\$72,308.00				3.70%
			vs. Median		\$44,905.22	\$44,339.00	\$58,324.00	\$72,308.00				1.28%
Richmond (Fam Svs Wkr)			vs. Average		\$45,981.40	\$45,840.00	\$57,300.00	\$68,760.00				0.31%
			vs. Median		\$44,905.22	\$45,840.00	\$57,300.00	\$68,760.00				(2.04%)
Chesapeake Pct Below Avg			vs. Average			10	5	50.00%				

Employee	Grade	Original Hire Date	Position Start Date	ENGINEER 2				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
ENG 2	1	129	07/16/1990	07/16/1990	\$90,442.21	\$60,544.00	\$80,221.00	\$99,898.00	29.46	98.19%	75.97%	49.38%
ENG 2	2	129	07/03/2000	08/14/2006	\$71,232.99	\$60,544.00	\$80,221.00	\$99,898.00	19.49	64.98%	27.16%	17.65%
ENG 2	3	129	07/18/2005	07/18/2005	\$78,962.46	\$60,544.00	\$80,221.00	\$99,898.00	14.45	48.18%	46.80%	30.42%
ENG 2	4	129	06/09/2008	12/07/2018	\$67,447.99	\$60,544.00	\$80,221.00	\$99,898.00	11.56	38.54%	17.54%	11.40%
ENG 2	5	129	12/06/2010	12/06/2010	\$74,340.00	\$60,544.00	\$80,221.00	\$99,898.00	9.07	30.23%	35.06%	22.79%
ENG 2	6	129	08/12/2013	03/01/2015	\$65,616.44	\$60,544.00	\$80,221.00	\$99,898.00	6.39	21.29%	12.89%	8.38%
ENG 2	7	129	05/05/2014	05/05/2014	\$80,018.75	\$60,544.00	\$80,221.00	\$99,898.00	5.66	18.85%	49.49%	32.17%
ENG 2	8	129	08/11/2014	08/11/2014	\$62,972.55	\$60,544.00	\$80,221.00	\$99,898.00	5.39	17.96%	6.17%	4.01%
ENG 2	9	129	12/07/2015	02/07/2018	\$64,048.96	\$60,544.00	\$80,221.00	\$99,898.00	4.07	13.56%	8.91%	5.79%
ENG 2	10	129	01/11/2016	06/01/2016	\$72,758.75	\$60,544.00	\$80,221.00	\$99,898.00	3.97	13.24%	31.04%	20.17%
ENG 2	11	129	09/12/2016	09/12/2016	\$65,086.22	\$60,544.00	\$80,221.00	\$99,898.00	3.30	11.01%	11.54%	7.50%
ENG 2	12	129	02/05/2018	02/05/2018	\$61,285.07	\$60,544.00	\$80,221.00	\$99,898.00	1.91	6.35%	1.88%	1.22%
ENG 2	13	129	04/30/2018	04/30/2018	\$64,015.00	\$60,544.00	\$80,221.00	\$99,898.00	1.67	5.56%	8.82%	5.73%
ENG 2	14	129	10/15/2018	10/15/2018	\$62,982.50	\$60,544.00	\$80,221.00	\$99,898.00	1.21	4.04%	6.20%	4.03%
ENG 2 Avg			08/07/2011	01/29/2013	\$70,086.42	\$60,544.00	\$80,221.00	\$99,898.00	8.40	28.00%	24.25%	15.76%
ENG 2 Med			06/23/2014	10/16/2015	\$66,532.22	\$60,544.00	\$80,221.00	\$99,898.00	5.52	18.41%	15.22%	9.89%
Va Beach (Engineer 2)			vs. Average		\$70,086.42	\$62,025.60	\$78,031.20	\$94,036.80				13.00%
			vs. Median		\$66,532.22	\$62,025.60	\$78,031.20	\$94,036.80				7.27%
Norfolk (Traffic Eng Sr)			vs. Average		\$70,086.42	\$56,314.00	\$74,195.00	\$92,075.00				24.46%
			vs. Median		\$66,532.22	\$56,314.00	\$74,195.00	\$77,978.00				18.15%
Richmond (Engineer, Sr)			vs. Average		\$70,086.42	\$57,830.00	\$75,100.00	\$92,370.00				21.19%
			vs. Median		\$66,532.22	\$57,830.00	\$75,100.00	\$92,370.00				15.05%
Chesapeake Pct Below Avg			vs. Average			14	8	57.14%				

Employee	Grade	Original Hire Date	Position Start Date	ENGINEERING TECHNICIAN 3				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
EN TCH 3	1	123	02/22/1988	08/07/1997	\$65,346.52	\$47,878.00	\$63,439.00	\$78,999.00	31.86	106.19%	56.13%	36.49%
EN TCH 3	2	123	10/02/2006	05/23/2007	\$55,899.14	\$47,878.00	\$63,439.00	\$78,999.00	13.25	44.16%	25.77%	16.75%
EN TCH 3	3	123	12/11/2006	09/01/2015	\$54,310.44	\$47,878.00	\$63,439.00	\$78,999.00	13.06	43.52%	20.67%	13.44%
EN TCH 3	4	123	04/14/2014	09/01/2015	\$50,499.57	\$47,878.00	\$63,439.00	\$78,999.00	5.71	19.05%	8.42%	5.48%
EN TCH 3	5	123	05/05/2014	01/01/2016	\$55,699.00	\$47,878.00	\$63,439.00	\$78,999.00	5.66	18.85%	25.13%	16.34%
EN TCH 3	6	123	08/18/2014	04/16/2016	\$50,515.50	\$47,878.00	\$63,439.00	\$78,999.00	5.37	17.90%	8.47%	5.51%
EN TCH 3	7	123	12/15/2014	09/01/2016	\$49,497.02	\$47,878.00	\$63,439.00	\$78,999.00	5.04	16.81%	5.20%	3.38%
EN TCH 3	8	123	04/10/2017	02/22/2019	\$48,464.52	\$47,878.00	\$63,439.00	\$78,999.00	2.73	9.08%	1.88%	1.23%
EN TCH 3 Avg.			08/31/2009	01/19/2013	\$53,778.96	\$47,878.00	\$63,439.00	\$78,999.00	10.33	34.44%	18.96%	12.33%
EN TCH 3 M	8	123	04/24/2014	11/01/2015	\$52,412.97	\$47,878.00	\$63,439.00	\$78,999.00	5.69	18.95%	14.57%	9.47%
Va Beach (Eng Tech 3)			vs. Average		\$53,778.96	\$50,918.40	\$62,764.00	\$74,609.60				5.62%
			vs. Median		\$52,412.97	\$50,918.40	\$62,764.00	\$74,609.60				2.94%
Norfolk (Eng Tech 3)			vs. Average		\$53,778.96	\$44,339.00	\$58,324.00	\$72,308.00				21.29%
			vs. Median		\$52,412.97	\$44,339.00	\$58,324.00	\$72,308.00				18.21%
Richmond (Eng Tech Sr)			vs. Average		\$53,778.96	\$40,080.00	\$50,100.00	\$60,120.00				34.18%
			vs. Median		\$52,412.97	\$40,080.00	\$50,100.00	\$60,120.00				30.77%
Chesapeake Pct Below Avg			vs. Average			8	4	50.00%				

Employee	Grade	Original Hire Date	FACILITY MAINTENANCE TECHNICIAN 1					Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
			Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
FMT 1	1	112	02/20/1985	08/01/1992	\$52,411.70	\$32,156.00	\$42,607.00	\$53,058.00	34.86	116.21%	96.91%	62.99%
FMT 1	2	112	08/30/1999	04/17/2000	\$42,211.47	\$32,156.00	\$42,607.00	\$53,058.00	20.33	67.78%	48.11%	31.27%
FMT 1	3	112	02/23/2009	02/23/2009	\$37,392.31	\$32,156.00	\$42,607.00	\$53,058.00	10.86	36.19%	25.05%	16.28%
FMT 1	4	112	06/02/2008	06/02/2008	\$37,004.57	\$32,156.00	\$42,607.00	\$53,058.00	11.58	38.60%	23.20%	15.08%
FMT 1	5	112	12/09/2013	12/09/2013	\$33,748.31	\$32,156.00	\$42,607.00	\$53,058.00	6.06	20.20%	7.62%	4.95%
FMT 1	6	112	04/10/2017	04/10/2017	\$32,788.07	\$32,156.00	\$42,607.00	\$53,058.00	2.73	9.08%	3.02%	1.97%
FMT 1	7	112	09/03/2013	01/25/2016	\$32,788.07	\$32,156.00	\$42,607.00	\$53,058.00	6.33	21.09%	3.02%	1.97%
FMT 1	8	112	03/19/2018	03/19/2018	\$32,549.56	\$32,156.00	\$42,607.00	\$53,058.00	1.78	5.94%	1.88%	1.22%
FMT 1	9	112	05/28/2019	05/28/2019	\$32,156.00	\$32,156.00	\$42,607.00	\$53,058.00	0.59	1.97%	0.00%	0.00%
FMT 1 Avg			06/06/2009	08/05/2010	\$37,005.56	\$32,156.00	\$42,607.00	\$53,058.00	10.57	35.23%	23.20%	15.08%
FMT 1 Med			09/03/2013	12/09/2013	\$33,748.31	\$32,156.00	\$42,607.00	\$53,058.00	6.33	21.09%	7.62%	4.95%
Va Beach (Maint Mech 1)			vs. Average		\$37,005.56	\$34,299.20	\$42,276.00	\$50,282.80				7.89%
			vs. Median		\$33,748.31	\$34,299.20	\$42,276.00	\$50,282.80				(1.61%)
Norfolk (Maint Mech 1)			vs. Average		\$37,005.56	\$27,438.00	\$36,088.00	\$44,737.00				34.87%
			vs. Median		\$33,748.31	\$27,438.00	\$36,088.00	\$44,737.00				23.00%
Richmond (Maint Tech)			vs. Average		\$37,005.56	\$26,480.00	\$33,100.00	\$39,720.00				39.75%
			vs. Median		\$33,748.31	\$26,480.00	\$33,100.00	\$39,720.00				27.45%
Chesapeake Pct Below Avg			vs. Average			9	6	66.67%				

Employee	Grade	Original Hire Date	FACILITY MAINTENANCE TECHNICIAN 2					Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
			Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
FMT 2	1	115	05/08/1985	10/01/1999	\$58,825.00	\$35,651.00	\$47,238.00	\$58,825.00	34.65	115.49%	100.00%	65.00%
FMT 2	2	115	10/30/2000	10/30/2000	\$46,067.82	\$35,651.00	\$47,238.00	\$58,825.00	19.17	63.89%	44.95%	29.22%
FMT 2	3	115	12/02/2013	12/02/2013	\$42,564.81	\$35,651.00	\$47,238.00	\$58,825.00	6.08	20.27%	29.83%	19.39%
FMT 2	4	115	10/02/2017	10/02/2017	\$41,077.25	\$35,651.00	\$47,238.00	\$58,825.00	2.25	7.49%	23.42%	15.22%
FMT 2	5	115	02/02/2009	04/16/2013	\$39,829.32	\$35,651.00	\$47,238.00	\$58,825.00	10.91	36.38%	18.03%	11.72%
FMT 2	6	115	11/05/2018	11/05/2018	\$37,686.25	\$35,651.00	\$47,238.00	\$58,825.00	1.16	3.85%	8.78%	5.71%
FMT 2	7	115	01/22/2007	06/07/2019	\$36,586.91	\$35,651.00	\$47,238.00	\$58,825.00	12.94	43.14%	4.04%	2.63%
FMT 2	8	115	09/17/2012	03/07/2019	\$36,086.91	\$35,651.00	\$47,238.00	\$58,825.00	7.29	24.30%	1.88%	1.22%
FMT 2	9	115	02/08/2016	07/22/2019	\$35,651.00	\$35,651.00	\$47,238.00	\$58,825.00	3.90	12.99%	0.00%	0.00%
FMT 2 Avg			01/27/2009	08/13/2013	\$41,597.25	\$35,651.00	\$47,238.00	\$58,825.00	10.93	36.43%	25.66%	16.68%
FMT 2 Med			09/17/2012	10/02/2017	\$39,829.32	\$35,651.00	\$47,238.00	\$58,825.00	7.29	24.30%	18.03%	11.72%
Va Beach (Maint Mech 2)			vs. Average		\$41,597.25	\$36,025.60	\$44,408.00	\$52,790.40				15.47%
			vs. Median		\$39,829.32	\$36,025.60	\$44,408.00	\$52,790.40				10.56%
Norfolk (Maint Mech 2)			vs. Average		\$41,597.25	\$31,804.00	\$41,834.00	\$51,864.00				30.79%
			vs. Median		\$39,829.32	\$31,804.00	\$41,834.00	\$51,864.00				25.23%
Richmond (Maint Tech Sr)			vs. Average		\$41,597.25	\$32,160.00	\$40,200.00	\$48,240.00				29.34%
			vs. Median		\$39,829.32	\$32,160.00	\$40,200.00	\$48,240.00				23.85%
Chesapeake Pct Below Avg			vs. Average			9	6	66.67%				

Employee	Grade	Original Hire Date	Position Start Date	FAMILY SERVICES SPECIALIST 1				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
FM SV SP 1 1	119	12/04/1982	12/01/1995	\$55,974.74	\$41,329.00	\$54,761.00	\$68,193.00	37.08	123.58%	54.52%	35.44%
FM SV SP 1 2	119	02/17/1998	02/17/1998	\$45,001.85	\$41,329.00	\$54,761.00	\$68,193.00	21.87	72.91%	13.67%	8.89%
FM SV SP 1 3	119	02/17/1998	02/17/1998	\$42,247.27	\$41,329.00	\$54,761.00	\$68,193.00	21.87	72.91%	3.42%	2.22%
FM SV SP 1 4	119	01/11/1999	01/11/1999	\$55,120.81	\$41,329.00	\$54,761.00	\$68,193.00	20.97	69.91%	51.34%	33.37%
FM SV SP 1 5	119	11/22/1999	11/22/1999	\$42,247.27	\$41,329.00	\$54,761.00	\$68,193.00	20.11	67.03%	3.42%	2.22%
FM SV SP 1 6	119	02/04/2008	02/04/2008	\$47,395.41	\$41,329.00	\$54,761.00	\$68,193.00	11.91	39.69%	22.58%	14.68%
FM SV SP 1 7	119	09/28/2009	09/28/2009	\$49,049.02	\$41,329.00	\$54,761.00	\$68,193.00	10.26	34.19%	28.74%	18.68%
FM SV SP 1 8	119	12/20/2010	12/20/2010	\$44,820.27	\$41,329.00	\$54,761.00	\$68,193.00	9.03	30.10%	13.00%	8.45%
FM SV SP 1 9	119	10/01/2012	10/01/2012	\$43,103.51	\$41,329.00	\$54,761.00	\$68,193.00	7.25	24.17%	6.61%	4.29%
FM SV SP 1 10	119	09/09/2013	09/09/2013	\$43,978.92	\$41,329.00	\$54,761.00	\$68,193.00	6.31	21.04%	9.86%	6.41%
FM SV SP 1 11	119	09/15/2014	09/15/2014	\$43,747.27	\$41,329.00	\$54,761.00	\$68,193.00	5.29	17.65%	9.00%	5.85%
FM SV SP 1 12	119	09/15/2014	09/15/2014	\$42,247.27	\$41,329.00	\$54,761.00	\$68,193.00	5.29	17.65%	3.42%	2.22%
FM SV SP 1 13	119	10/20/2014	10/22/2018	\$41,834.84	\$41,329.00	\$54,761.00	\$68,193.00	5.20	17.32%	1.88%	1.22%
FM SV SP 1 14	119	11/02/2015	01/22/2019	\$41,834.84	\$41,329.00	\$54,761.00	\$68,193.00	4.16	13.88%	1.88%	1.22%
FM SV SP 1 15	119	02/08/2016	02/08/2016	\$41,834.84	\$41,329.00	\$54,761.00	\$68,193.00	3.90	12.99%	1.88%	1.22%
FM SV SP 1 16	119	05/01/2017	05/01/2017	\$41,846.19	\$41,329.00	\$54,761.00	\$68,193.00	2.67	8.89%	1.93%	1.25%
FM SV SP 1 17	119	11/13/2017	01/07/2019	\$41,329.00	\$41,329.00	\$54,761.00	\$68,193.00	2.13	7.11%	0.00%	0.00%
FM SV SP 1 18	119	04/16/2018	04/16/2018	\$41,834.84	\$41,329.00	\$54,761.00	\$68,193.00	1.71	5.69%	1.88%	1.22%
FM SV SP 1 19	119	06/04/2018	06/04/2018	\$41,834.84	\$41,329.00	\$54,761.00	\$68,193.00	1.58	5.25%	1.88%	1.22%
FM SV SP 1 20	119	08/20/2018	08/20/2018	\$41,834.84	\$41,329.00	\$54,761.00	\$68,193.00	1.36	4.55%	1.88%	1.22%
FM SV SP 1 21	119	09/10/2018	09/10/2018	\$41,834.84	\$41,329.00	\$54,761.00	\$68,193.00	1.31	4.36%	1.88%	1.22%
FM SV SP 1 22	119	04/08/2019	04/08/2019	\$41,329.00	\$41,329.00	\$54,761.00	\$68,193.00	0.73	2.44%	0.00%	0.00%
FM SV SP 1 23	119	05/13/2019	05/13/2019	\$41,329.00	\$41,329.00	\$54,761.00	\$68,193.00	0.63	2.11%	0.00%	0.00%

Employee	Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
FM SV SP 1 Avg		03/10/2011	02/13/2012	\$44,070.03	\$41,329.00	\$54,761.00	\$68,193.00	8.81	29.36%	10.20%	6.63%
FM SV SP1 Med		09/15/2014	09/15/2014	\$42,247.27	\$41,329.00	\$54,761.00	\$68,193.00	5.29	17.65%	3.42%	2.22%
Va Beach		vs. Average		\$44,070.03	\$46,134.40	\$56,867.20	\$67,600.00				(4.47%)
(Fam Svs Spc 1)		vs. Median		\$42,247.27	\$46,134.40	\$56,867.20	\$67,600.00				(8.43%)
Norfolk		vs. Average		\$44,070.03	\$37,337.00	\$49,111.00	\$60,884.00				18.03%
(Fam Svs Wkr 1)		vs. Median		\$42,247.27	\$37,337.00	\$49,111.00	\$60,884.00				13.15%
Richmond		vs. Average		\$44,070.03	\$45,840.00	\$57,300.00	\$68,760.00				(3.86%)
(Fam Svs Wkr)		vs. Median		\$42,247.27	\$45,840.00	\$57,300.00	\$68,760.00				(7.84%)
Chesapeake		vs. Average			23	17	73.91%				
Pct Below Avg											

Employee	Grade	Original Hire Date	Position Start Date	FAMILY SERVICES SPECIALIST 2				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
FM SV SP 2	1	122 09/16/1986	09/16/1986	\$72,426.13	\$46,133.00	\$61,127.00	\$76,120.00	33.29	110.97%	87.68%	56.99%
FM SV SP 2	2	122 03/01/1995	03/01/1995	\$56,792.32	\$46,133.00	\$61,127.00	\$76,120.00	24.83	82.78%	35.55%	23.11%
FM SV SP 2	3	122 03/08/1999	05/10/2010	\$54,185.72	\$46,133.00	\$61,127.00	\$76,120.00	20.81	69.38%	26.85%	17.46%
FM SV SP 2	4	122 06/05/2000	06/05/2000	\$60,326.54	\$46,133.00	\$61,127.00	\$76,120.00	19.57	65.24%	47.33%	30.77%
FM SV SP 2	5	122 04/11/2005	04/11/2005	\$51,904.48	\$46,133.00	\$61,127.00	\$76,120.00	14.72	49.07%	19.25%	12.51%
FM SV SP 2	6	122 10/16/2006	10/16/2006	\$51,110.67	\$46,133.00	\$61,127.00	\$76,120.00	13.21	44.03%	16.60%	10.79%
FM SV SP 2	7	122 10/03/2007	06/04/2018	\$46,697.91	\$46,133.00	\$61,127.00	\$76,120.00	12.24	40.81%	1.88%	1.22%
FM SV SP 2	8	122 12/30/2013	07/30/2018	\$46,697.91	\$46,133.00	\$61,127.00	\$76,120.00	6.00	20.00%	1.88%	1.22%
FM SV SP 2	9	122 12/19/2016	12/19/2016	\$48,197.91	\$46,133.00	\$61,127.00	\$76,120.00	3.03	10.11%	6.89%	4.48%
FM SV SP 2	10	122 04/30/2018	04/30/2018	\$46,697.91	\$46,133.00	\$61,127.00	\$76,120.00	1.67	5.56%	1.88%	1.22%
FM SV SP 2 Avg		01/21/2005	09/13/2007	\$53,503.75	\$46,133.00	\$61,127.00	\$76,120.00	14.94	49.81%	24.58%	15.98%
FM SV SP 2 Mec		112 01/12/2006	07/28/2008	\$51,507.58	\$46,133.00	\$61,127.00	\$76,120.00	13.97	46.56%	17.92%	11.65%
Va Beach (Fam Svs Spc 2)		vs. Average		\$53,503.75	\$50,918.40	\$62,764.00	\$74,609.60				5.08%
		vs. Median		\$51,507.58	\$50,918.40	\$62,764.00	\$74,609.60				1.16%
Norfolk (Fam Svs Wkr 2)		vs. Average		\$53,503.75	\$44,339.00	\$58,324.00	\$72,308.00				20.67%
		vs. Median		\$51,507.58	\$44,339.00	\$58,324.00	\$72,308.00				16.17%
Richmond (Fam Svs Spc)		vs. Average		\$53,503.75	\$49,120.00	\$61,400.00	\$73,480.00				8.92%
		vs. Median		\$51,507.58	\$49,120.00	\$61,400.00	\$73,480.00				4.86%
Chesapeake Pct Below Avg		vs. Average			10	6	60.00%				

Employee	Grade	Original Hire Date	FAMILY SERVICES SUPERVISOR 1					Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
			Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
FM SV SP 1 1	126	10/16/1989	10/16/1989	\$71,960.31	\$54,429.00	\$72,119.00	\$89,808.00	30.21	100.69%	49.55%	32.21%
FM SV SP 1 2	126	02/19/1991	02/19/1991	\$80,240.18	\$54,429.00	\$72,119.00	\$89,808.00	28.87	96.22%	72.96%	47.42%
FM SV SP 1 3	126	02/16/1995	06/17/2019	\$55,000.00	\$54,429.00	\$72,119.00	\$89,808.00	24.88	82.92%	1.61%	1.05%
FM SV SP 1 4	126	11/06/2000	11/06/2000	\$57,444.99	\$54,429.00	\$72,119.00	\$89,808.00	19.15	63.84%	8.52%	5.54%
FM SV SP 1 5	126	10/29/2007	12/30/2013	\$55,095.23	\$54,429.00	\$72,119.00	\$89,808.00	12.17	40.57%	1.88%	1.22%
FM SV SP 1 6	126	04/02/2012	04/02/2012	\$58,716.28	\$54,429.00	\$72,119.00	\$89,808.00	7.75	25.82%	12.12%	7.88%
FM SV SP 1 7	126	11/05/2012	11/05/2012	\$55,637.20	\$54,429.00	\$72,119.00	\$89,808.00	7.16	23.85%	3.42%	2.22%
FM SV SP 1 8	126	03/25/2013	03/25/2013	\$56,695.04	\$54,429.00	\$72,119.00	\$89,808.00	6.77	22.56%	6.41%	4.16%
FM SV SP 1 9	126	10/27/2014	10/27/2014	\$57,862.20	\$54,429.00	\$72,119.00	\$89,808.00	5.18	17.26%	9.70%	6.31%
FM SV SP 1 10	126	05/04/2015	05/04/2015	\$59,630.77	\$54,429.00	\$72,119.00	\$89,808.00	4.66	15.53%	14.70%	9.56%
FM SV SP 1 11	126	03/13/2017	03/13/2017	\$55,095.23	\$54,429.00	\$72,119.00	\$89,808.00	2.80	9.33%	1.88%	1.22%
FM SV SP 1 12	126	11/06/2017	11/06/2017	\$57,849.48	\$54,429.00	\$72,119.00	\$89,808.00	2.15	7.18%	9.67%	6.28%
FM SV SP 1 Avg		05/10/2007	11/23/2009	\$60,102.24	\$54,429.00	\$72,119.00	\$89,808.00	12.64	42.14%	16.04%	10.42%
FM SV SP 1 Med		07/19/2012	08/12/2013	\$57,647.24	\$54,429.00	\$72,119.00	\$89,808.00	7.45	24.83%	9.10%	5.91%
Va Beach		vs. Average		\$60,102.24	\$62,025.60	\$78,031.20	\$94,036.80				(3.10%)
(Human Svs Sup 1)		vs. Median		\$57,647.24	\$62,025.60	\$78,031.20	\$94,036.80				(7.06%)
Norfolk		vs. Average		\$60,102.24	\$52,020.00	\$69,031.00	\$86,041.00				15.54%
(Fam Svs Sup)		vs. Median		\$57,647.24	\$52,020.00	\$69,031.00	\$86,041.00				10.82%
Richmond		vs. Average		\$60,102.24	\$52,320.00	\$65,400.00	\$78,480.00				14.87%
(Fam Svs Wkr)		vs. Median		\$57,647.24	\$52,320.00	\$65,400.00	\$78,480.00				10.18%
Chesapeake		vs. Average			12	10	83.33%				
Pct Below Avg											

Employee	Grade	Original Hire Date	Position Start Date	FISCAL ADMINISTRATOR				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
FIS ADMIN	1	130	12/01/2014	12/01/2014	\$84,282.19	\$64,885.00	\$85,973.00	\$107,061.00	5.08	16.94%	45.99%	29.89%
FIS ADMIN	2	130	12/17/2001	07/22/2017	\$78,029.94	\$64,885.00	\$85,973.00	\$107,061.00	18.04	60.13%	31.17%	20.26%
FIS ADMIN	3	130	10/16/1989	08/01/2007	\$77,528.26	\$64,885.00	\$85,973.00	\$107,061.00	30.21	100.69%	29.98%	19.49%
FIS ADMIN	4	130	02/11/2013	02/11/2013	\$76,638.70	\$64,885.00	\$85,973.00	\$107,061.00	6.89	22.96%	27.87%	18.11%
FIS ADMIN	5	130	08/13/2018	08/13/2018	\$75,000.00	\$64,885.00	\$85,973.00	\$107,061.00	1.38	4.61%	23.98%	15.59%
FIS ADMIN	6	130	10/09/2007	07/16/2016	\$74,337.13	\$64,885.00	\$85,973.00	\$107,061.00	12.23	40.76%	22.41%	14.57%
FIS ADMIN	7	130	07/07/2015	02/01/2017	\$73,940.65	\$64,885.00	\$85,973.00	\$107,061.00	4.48	14.94%	21.47%	13.96%
FIS ADMIN	8	130	06/03/1996	03/16/2015	\$73,760.77	\$64,885.00	\$85,973.00	\$107,061.00	23.58	78.59%	21.04%	13.68%
FIS ADMIN	9	130	10/16/2000	01/07/2013	\$71,558.78	\$64,885.00	\$85,973.00	\$107,061.00	19.21	64.03%	15.82%	10.29%
FIS ADMIN	10	130	06/17/2019	06/17/2019	\$69,000.00	\$64,885.00	\$85,973.00	\$107,061.00	0.54	1.80%	9.76%	6.34%
FIS ADMIN	11	130	03/24/2014	04/01/2017	\$65,868.97	\$64,885.00	\$85,973.00	\$107,061.00	5.77	19.23%	2.33%	1.52%
FIS ADMIN Avg			05/31/2008	06/26/2015	\$74,540.49	\$64,885.00	\$85,973.00	\$107,061.00	11.58	38.61%	22.89%	14.88%
FIS ADMIN Med			02/11/2013	07/16/2016	\$74,337.13	\$64,885.00	\$85,973.00	\$107,061.00	6.89	22.96%	22.41%	14.57%
Va Beach (Actng & Invst Ad)			vs. Average		\$74,540.49	\$71,926.40	\$90,490.40	\$109,504.40				3.63%
			vs. Median		\$74,337.13	\$71,926.40	\$90,490.40	\$109,504.40				3.35%
Norfolk (Acctng Mgr Sr.)			vs. Average		\$74,540.49	\$68,697.00	\$90,359.00	\$112,020.00				8.51%
			vs. Median		\$74,337.13	\$68,697.00	\$90,359.00	\$112,020.00				8.21%
Richmond (Fincl Mgr.)			vs. Average		\$74,540.49	\$69,970.00	\$90,870.00	\$111,770.00				6.53%
			vs. Median		\$74,337.13	\$69,970.00	\$90,870.00	\$111,770.00				6.24%
Chesapeake Pct Below Avg			vs. Average		11	6	54.55%					

Employee	Grade	Original Hire Date	Position Start Date	GENERAL SUPERVISOR				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
GEN SUPV 1	121	12/05/1979	12/05/1979	\$73,736.93	\$44,821.00	\$59,388.00	\$73,955.00	40.07	133.57%	99.25%	64.51%
GEN SUPV 2	121	04/03/1981	04/03/1981	\$69,604.05	\$44,821.00	\$59,388.00	\$73,955.00	38.74	129.15%	85.07%	55.29%
GEN SUPV 3	121	08/24/1981	08/24/1981	\$66,638.09	\$44,821.00	\$59,388.00	\$73,955.00	38.35	127.84%	74.89%	48.68%
GEN SUPV 4	121	06/16/1982	06/16/1982	\$66,853.01	\$44,821.00	\$59,388.00	\$73,955.00	37.54	125.14%	75.62%	49.16%
GEN SUPV 5	121	03/28/1986	03/28/1986	\$73,543.55	\$44,821.00	\$59,388.00	\$73,955.00	33.76	112.53%	98.59%	64.08%
GEN SUPV 6	121	09/05/1986	09/05/1986	\$61,106.38	\$44,821.00	\$59,388.00	\$73,955.00	33.32	111.07%	55.90%	36.33%
GEN SUPV 7	121	03/10/1987	03/10/1987	\$63,960.27	\$44,821.00	\$59,388.00	\$73,955.00	32.81	109.36%	65.69%	42.70%
GEN SUPV 8	121	07/17/1991	07/17/1991	\$57,940.70	\$44,821.00	\$59,388.00	\$73,955.00	28.46	94.85%	45.03%	29.27%
GEN SUPV 9	121	07/17/1995	07/17/1995	\$58,165.57	\$44,821.00	\$59,388.00	\$73,955.00	24.46	81.52%	45.80%	29.77%
GEN SUPV 10	121	07/25/1996	07/25/1996	\$56,115.23	\$44,821.00	\$59,388.00	\$73,955.00	23.43	78.11%	38.77%	25.20%
GEN SUPV 11	121	01/31/2000	01/31/2000	\$54,653.47	\$44,821.00	\$59,388.00	\$73,955.00	19.92	66.39%	33.75%	21.94%
GEN SUPV 12	121	07/31/2000	07/31/2000	\$64,004.92	\$44,821.00	\$59,388.00	\$73,955.00	19.42	64.72%	65.85%	42.80%
GEN SUPV 13	121	08/21/2000	08/21/2000	\$54,976.23	\$44,821.00	\$59,388.00	\$73,955.00	19.36	64.54%	34.86%	22.66%
GEN SUPV 14	121	07/26/2004	07/26/2004	\$53,966.59	\$44,821.00	\$59,388.00	\$73,955.00	15.43	51.44%	31.39%	20.40%
GEN SUPV 15	121	11/28/2005	11/28/2005	\$47,638.62	\$44,821.00	\$59,388.00	\$73,955.00	14.09	46.97%	9.67%	6.29%
GEN SUPV 16	121	04/23/2007	04/23/2007	\$47,638.62	\$44,821.00	\$59,388.00	\$73,955.00	12.69	42.30%	9.67%	6.29%
GEN SUPV 17	121	04/30/2007	04/30/2007	\$48,138.62	\$44,821.00	\$59,388.00	\$73,955.00	12.67	42.22%	11.39%	7.40%
GEN SUPV 18	121	05/05/2008	05/05/2008	\$48,180.68	\$44,821.00	\$59,388.00	\$73,955.00	11.66	38.85%	11.53%	7.50%
GEN SUPV 19	121	11/04/2013	11/04/2013	\$49,217.42	\$44,821.00	\$59,388.00	\$73,955.00	6.16	20.53%	15.09%	9.81%
GEN SUPV 20	121	04/10/2017	04/10/2017	\$49,680.68	\$44,821.00	\$59,388.00	\$73,955.00	2.73	9.08%	16.68%	10.84%
GEN SUPV Avg.		09/29/1996	09/29/1996	\$58,287.98	\$44,821.00	\$59,388.00	\$73,955.00	23.26	77.52%	46.22%	30.05%
GEN SUPV Med		04/28/1998	04/28/1998	\$57,027.97	\$44,821.00	\$59,388.00	\$73,955.00	21.68	72.25%	41.90%	27.23%
Va Beach General Supv)		vs. Average		\$58,287.98	\$43,888.00	\$54,111.20	\$64,334.40				32.81%
		vs. Median		\$57,027.97	\$43,888.00	\$54,111.20	\$64,334.40				29.94%
Norfolk (Maint Supv 2)		vs. Average		\$58,287.98	\$44,339.00	\$58,324.00	\$72,308.00				31.46%
		vs. Median		\$57,027.97	\$44,339.00	\$58,324.00	\$72,308.00				28.62%
Richmond M&O Crew Sp Sr)		vs. Average		\$58,287.98	\$42,880.00	\$53,600.00	\$64,320.00				35.93%
		vs. Median		\$57,027.97	\$42,880.00	\$53,600.00	\$64,320.00				32.99%
Chesapeake Pct Below Avg		vs. Average			20	12	60.00%				

Employee	Grade	Original Hire Date	Position Start Date	GROUNDSKEEPER				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
GRDSKPR	1	106	01/17/1977	01/17/1977	\$41,529.28	\$25,169.00	\$33,349.00	\$41,529.00	42.96	171.82%	100.00%	65.00%
GRDSKPR	2	106	10/17/1994	09/01/2003	\$31,246.28	\$25,169.00	\$33,349.00	\$41,529.00	25.21	100.82%	37.15%	24.15%
GRDSKPR	3	106	12/16/1997	04/01/1998	\$35,303.84	\$25,169.00	\$33,349.00	\$41,529.00	22.04	88.17%	61.95%	40.27%
GRDSKPR	4	106	10/16/1998	10/03/2016	\$26,073.32	\$25,169.00	\$33,349.00	\$41,529.00	21.21	84.83%	5.53%	3.59%
GRDSKPR	5	106	02/28/2000	09/01/2003	\$33,343.44	\$25,169.00	\$33,349.00	\$41,529.00	19.84	79.37%	49.97%	32.48%
GRDSKPR	6	106	07/30/2001	07/30/2001	\$32,248.84	\$25,169.00	\$33,349.00	\$41,529.00	18.42	73.67%	43.28%	28.13%
GRDSKPR	7	106	12/22/2003	12/22/2003	\$31,246.28	\$25,169.00	\$33,349.00	\$41,529.00	16.03	64.10%	37.15%	24.15%
GRDSKPR	8	106	08/16/2004	08/16/2004	\$30,752.80	\$25,169.00	\$33,349.00	\$41,529.00	15.38	61.50%	34.13%	22.19%
GRDSKPR	9	106	08/21/2006	05/02/2011	\$28,802.28	\$25,169.00	\$33,349.00	\$41,529.00	13.36	53.44%	22.21%	14.44%
GRDSKPR	10	106	11/27/2006	11/27/2006	\$30,009.20	\$25,169.00	\$33,349.00	\$41,529.00	13.09	52.38%	29.59%	19.23%
GRDSKPR	11	106	08/11/2008	08/11/2008	\$31,572.32	\$25,169.00	\$33,349.00	\$41,529.00	11.39	45.56%	39.14%	25.44%
GRDSKPR	12	106	02/19/2013	02/19/2013	\$27,029.08	\$25,169.00	\$33,349.00	\$41,529.00	6.87	27.47%	11.37%	7.39%
GRDSKPR	13	106	07/14/2014	07/14/2014	\$27,371.76	\$25,169.00	\$33,349.00	\$41,529.00	5.46	21.86%	13.46%	8.75%
GRDSKPR	14	106	05/11/2015	05/11/2015	\$24,072.88	\$25,169.00	\$33,349.00	\$41,529.00	4.64	18.56%	-6.70%	-4.36%
GRDSKPR	15	106	05/15/2017	05/15/2017	\$26,073.32	\$25,169.00	\$33,349.00	\$41,529.00	2.63	10.51%	5.53%	3.59%
GRDSKPR	16	106	07/17/2017	07/17/2017	\$25,073.36	\$25,169.00	\$33,349.00	\$41,529.00	2.46	9.82%	-0.58%	-0.38%
GRDSKPR	17	106	09/05/2017	09/05/2017	\$26,573.04	\$25,169.00	\$33,349.00	\$41,529.00	2.32	9.29%	8.58%	5.58%
GRDSKPR	18	106	01/03/2018	01/03/2018	\$24,072.88	\$25,169.00	\$33,349.00	\$41,529.00	1.99	7.98%	-6.70%	-4.36%
GRDSKPR	19	106	04/02/2018	04/02/2018	\$25,675.00	\$25,169.00	\$33,349.00	\$41,529.00	1.75	6.99%	3.09%	2.01%
GRDSKPR	20	106	04/02/2018	04/02/2018	\$25,675.00	\$25,169.00	\$33,349.00	\$41,529.00	1.75	6.99%	3.09%	2.01%
GRDSKPR	21	106	05/14/2018	05/14/2018	\$24,675.04	\$25,169.00	\$33,349.00	\$41,529.00	1.63	6.52%	-3.02%	-1.96%
GRDSKPR	22	106	05/21/2018	05/21/2018	\$25,675.00	\$25,169.00	\$33,349.00	\$41,529.00	1.61	6.44%	3.09%	2.01%
GRDSKPR	23	106	11/13/2018	11/13/2018	\$25,675.00	\$25,169.00	\$33,349.00	\$41,529.00	1.13	4.53%	3.09%	2.01%
GRDSKPR	24	106	04/15/2019	04/15/2019	\$24,675.04	\$25,169.00	\$33,349.00	\$41,529.00	0.71	2.84%	-3.02%	-1.96%

Employee	Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
GRDSKPR Avg		06/02/2009	11/22/2010	\$28,518.51	\$25,169.00	\$33,349.00	\$41,529.00	10.58	42.32%	20.47%	13.31%
GRDSKPR Med		11/01/2013	12/11/2014	\$26,801.06	\$25,169.00	\$33,349.00	\$41,529.00	6.17	24.67%	9.98%	6.48%
Va Beach (Groundskpr 2)		vs. Average		\$28,518.51	\$28,142.40	\$34,694.40	\$41,246.40				1.34%
		vs. Median		\$26,801.06	\$28,142.40	\$34,694.40	\$41,246.40				(4.77%)
Norfolk (Groundskpr)		vs. Average		\$28,518.51	\$23,333.00	\$30,690.00	\$38,047.00				22.22%
		vs. Median		\$26,801.06	\$23,333.00	\$30,690.00	\$38,047.00				14.86%
Richmond (Maint Wrkr)		vs. Average		\$28,518.51	\$25,105.00	\$30,900.00	\$37,080.00				13.60%
		vs. Median		\$26,801.06	\$25,105.00	\$30,900.00	\$37,080.00				6.76%
Chesapeake Pct Below Avg		vs. Average			24	13	54.17%				

Employee	Grade	Original Hire Date	Position Start Date	HOUSEKEEPER 1				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
HSEKPR 1	1	104	06/25/1975	10/29/1990	\$38,906.40	\$23,579.00	\$31,243.00	\$38,906.00	44.52	148.39%	100.00%	65.00%
HSEKPR 1	2	104	02/01/1990	01/01/1993	\$35,393.28	\$23,579.00	\$31,243.00	\$38,906.00	29.92	99.72%	77.08%	50.11%
HSEKPR 1	3	104	03/14/1990	03/03/1997	\$35,393.28	\$23,579.00	\$31,243.00	\$38,906.00	29.80	99.32%	77.08%	50.11%
HSEKPR 1	4	104	09/01/1995	03/04/1997	\$33,141.68	\$23,579.00	\$31,243.00	\$38,906.00	24.33	81.11%	62.39%	40.56%
HSEKPR 1	5	104	10/11/2004	05/16/2005	\$32,912.88	\$23,579.00	\$31,243.00	\$38,906.00	15.22	50.74%	60.90%	39.59%
HSEKPR 1	6	104	01/02/1997	05/17/2004	\$32,664.32	\$23,579.00	\$31,243.00	\$38,906.00	23.00	76.66%	59.28%	38.53%
HSEKPR 1	7	104	10/18/1999	06/16/2004	\$31,244.20	\$23,579.00	\$31,243.00	\$38,906.00	20.20	67.34%	50.01%	32.51%
HSEKPR 1	8	104	03/05/2001	10/16/2016	\$30,000.36	\$23,579.00	\$31,243.00	\$38,906.00	18.82	62.74%	41.90%	27.23%
HSEKPR 1	9	104	05/18/1998	07/01/2015	\$29,907.80	\$23,579.00	\$31,243.00	\$38,906.00	21.62	72.06%	41.29%	26.84%
HSEKPR 1	10	104	11/16/1990	01/31/2008	\$29,395.08	\$23,579.00	\$31,243.00	\$38,906.00	29.13	97.08%	37.95%	24.67%
HSEKPR 1	11	104	01/08/2007	07/17/2006	\$29,059.16	\$23,579.00	\$31,243.00	\$38,906.00	12.98	43.27%	35.75%	23.24%
HSEKPR 1	12	104	03/19/2007	12/12/2005	\$28,375.36	\$23,579.00	\$31,243.00	\$38,906.00	12.78	42.61%	31.29%	20.34%
HSEKPR 1	13	104	11/15/2004	08/16/2014	\$28,262.52	\$23,579.00	\$31,243.00	\$38,906.00	15.13	50.43%	30.56%	19.86%
HSEKPR 1	14	104	08/23/2004	10/01/2007	\$27,813.76	\$23,579.00	\$31,243.00	\$38,906.00	15.36	51.19%	27.63%	17.96%
HSEKPR 1	15	104	11/13/2012	07/24/2006	\$27,514.24	\$23,579.00	\$31,243.00	\$38,906.00	7.13	23.78%	25.68%	16.69%
HSEKPR 1	16	104	08/17/2009	02/16/2015	\$27,375.40	\$23,579.00	\$31,243.00	\$38,906.00	10.37	34.57%	24.77%	16.10%
HSEKPR 1	17	104	09/11/2006	11/09/2015	\$26,353.08	\$23,579.00	\$31,243.00	\$38,906.00	13.31	44.35%	18.10%	11.77%
HSEKPR 1	18	104	03/21/2005	01/22/2019	\$26,199.16	\$23,579.00	\$31,243.00	\$38,906.00	14.78	49.26%	17.10%	11.11%
HSEKPR 1	19	104	12/19/2005	04/09/2018	\$26,199.16	\$23,579.00	\$31,243.00	\$38,906.00	14.03	46.78%	17.10%	11.11%
HSEKPR 1	20	104	07/02/1987	11/07/2017	\$25,856.48	\$23,579.00	\$31,243.00	\$38,906.00	32.50	108.32%	14.86%	9.66%
HSEKPR 1	21	104	09/02/2014	06/16/2011	\$24,772.28	\$23,579.00	\$31,243.00	\$38,906.00	5.33	17.77%	7.79%	5.06%
HSEKPR 1	22	104	03/03/2014	09/01/2014	\$24,739.52	\$23,579.00	\$31,243.00	\$38,906.00	5.83	19.43%	7.57%	4.92%
HSEKPR 1	23	104	12/06/2017	01/28/2019	\$24,552.32	\$23,579.00	\$31,243.00	\$38,906.00	2.07	6.90%	6.35%	4.13%
HSEKPR 1	24	104	10/14/2014	10/07/2018	\$24,341.20	\$23,579.00	\$31,243.00	\$38,906.00	5.21	17.38%	4.97%	3.23%
HSEKPR 1	25	104	03/26/2018	04/16/2013	\$24,116.04	\$23,579.00	\$31,243.00	\$38,906.00	1.76	5.88%	3.50%	2.28%
HSEKPR 1	26	104	04/09/2018	06/11/2012	\$24,116.04	\$23,579.00	\$31,243.00	\$38,906.00	1.73	5.76%	3.50%	2.28%

Employee	Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
HSEKPR 1 Avg		07/31/2003	08/13/2009	\$28,792.50	\$23,579.00	\$31,243.00	\$38,906.00	16.42	54.72%	34.02%	22.11%
HSEKPR 2 Med		01/17/2005	12/13/2011	\$28,038.14	\$23,579.00	\$31,243.00	\$38,906.00	14.96	49.85%	29.09%	18.91%
Va Beach (Custodial Wkr 1)		vs. Average		\$28,792.50	\$22,048.00	\$27,185.60	\$32,323.20				30.59%
		vs. Median		\$28,038.14	\$22,048.00	\$27,185.60	\$32,323.20				27.17%
Norfolk (Custodian)		vs. Average		\$28,792.50	\$20,099.00	\$26,089.00	\$32,078.00				43.25%
		vs. Median		\$28,038.14	\$20,099.00	\$26,089.00	\$32,078.00				39.50%
Richmond (Custodian)		vs. Average		\$28,792.50	\$25,105.00	\$30,900.00	\$37,080.00				14.69%
		vs. Median		\$28,038.14	\$25,105.00	\$30,900.00	\$37,080.00				11.68%
Chesapeake Pct Below Avg		vs. Average			26	15	57.69%				

Employee	Grade	Original Hire Date	JUVENILE SERVICES SPECIALIST 1					Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
			Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
JV SVS SP 1	117	04/01/1990	04/01/1990	\$56,517.35	\$37,833.00	\$50,129.00	\$62,425.00	29.75	99.17%	75.98%	49.39%
JV SVS SP 2	117	09/01/1995	09/01/1995	\$52,813.64	\$37,833.00	\$50,129.00	\$62,425.00	24.33	81.11%	60.92%	39.60%
JV SVS SP 3	117	05/01/1996	05/01/1996	\$53,925.54	\$37,833.00	\$50,129.00	\$62,425.00	23.67	78.89%	65.44%	42.54%
JV SVS SP 4	117	10/01/1999	01/10/2005	\$45,747.59	\$37,833.00	\$50,129.00	\$62,425.00	20.25	67.50%	32.18%	20.92%
JV SVS SP 5	117	06/23/2000	11/03/2014	\$38,761.90	\$37,833.00	\$50,129.00	\$62,425.00	19.52	65.07%	3.78%	2.46%
JV SVS SP 6	117	09/11/2000	08/27/2001	\$49,605.91	\$37,833.00	\$50,129.00	\$62,425.00	19.31	64.35%	47.87%	31.12%
JV SVS SP 7	117	01/03/2005	01/03/2005	\$45,747.59	\$37,833.00	\$50,129.00	\$62,425.00	14.99	49.98%	32.18%	20.92%
JV SVS SP 8	117	07/09/2007	07/09/2007	\$45,260.14	\$37,833.00	\$50,129.00	\$62,425.00	12.48	41.59%	30.20%	19.63%
JV SVS SP 9	117	10/15/2007	03/22/2018	\$42,330.44	\$37,833.00	\$50,129.00	\$62,425.00	12.21	40.70%	18.29%	11.89%
JV SVS SP 10	117	09/15/2008	09/15/2008	\$42,603.16	\$37,833.00	\$50,129.00	\$62,425.00	11.29	37.65%	19.40%	12.61%
JV SVS SP 11	117	03/03/2014	12/04/2017	\$42,603.16	\$37,833.00	\$50,129.00	\$62,425.00	5.83	19.43%	19.40%	12.61%
JV SVS SP 12	117	02/02/2015	02/02/2015	\$48,891.92	\$37,833.00	\$50,129.00	\$62,425.00	4.91	16.38%	44.97%	29.23%
JV SVS SP 13	117	05/04/2015	04/22/2018	\$47,699.44	\$37,833.00	\$50,129.00	\$62,425.00	4.66	15.53%	40.12%	26.08%
JV SVS SP 14	117	08/03/2015	08/03/2015	\$48,105.60	\$37,833.00	\$50,129.00	\$62,425.00	4.41	14.70%	41.77%	27.15%
JV SVS SP 15	117	09/14/2015	09/14/2015	\$39,794.40	\$37,833.00	\$50,129.00	\$62,425.00	4.30	14.32%	7.98%	5.18%
JV SVS SP 16	117	11/02/2015	03/01/2016	\$38,761.90	\$37,833.00	\$50,129.00	\$62,425.00	4.16	13.88%	3.78%	2.46%
JV SVS SP 17	117	06/13/2016	06/13/2016	\$38,394.55	\$37,833.00	\$50,129.00	\$62,425.00	3.55	11.83%	2.28%	1.48%
JV SVS SP 18	117	03/06/2017	03/06/2017	\$38,394.55	\$37,833.00	\$50,129.00	\$62,425.00	2.82	9.40%	2.28%	1.48%
JV SVS SP 19	117	04/03/2017	04/03/2017	\$38,394.55	\$37,833.00	\$50,129.00	\$62,425.00	2.74	9.15%	2.28%	1.48%
JV SVS SP 20	117	04/03/2017	04/03/2017	\$38,394.55	\$37,833.00	\$50,129.00	\$62,425.00	2.74	9.15%	2.28%	1.48%
JV SVS SP 21	117	06/12/2017	06/12/2017	\$38,394.55	\$37,833.00	\$50,129.00	\$62,425.00	2.55	8.51%	2.28%	1.48%
JV SVS SP 22	117	08/07/2017	09/07/2018	\$45,746.98	\$37,833.00	\$50,129.00	\$62,425.00	2.40	8.00%	32.18%	20.92%
JV SVS SP 23	117	10/02/2017	10/02/2017	\$43,388.70	\$37,833.00	\$50,129.00	\$62,425.00	2.25	7.49%	22.59%	14.68%
JV SVS SP 24	117	10/02/2017	10/02/2017	\$48,891.92	\$37,833.00	\$50,129.00	\$62,425.00	2.25	7.49%	44.97%	29.23%
JV SVS SP 25	117	10/02/2017	10/02/2017	\$48,891.92	\$37,833.00	\$50,129.00	\$62,425.00	2.25	7.49%	44.97%	29.23%
JV SVS SP 26	117	03/05/2018	03/05/2018	\$38,296.46	\$37,833.00	\$50,129.00	\$62,425.00	1.82	6.07%	1.88%	1.23%
JV SVS SP 27	117	03/05/2018	03/05/2018	\$38,296.46	\$37,833.00	\$50,129.00	\$62,425.00	1.82	6.07%	1.88%	1.23%
JV SVS SP 28	117	03/05/2018	03/05/2018	\$42,330.44	\$37,833.00	\$50,129.00	\$62,425.00	1.82	6.07%	18.29%	11.89%
JV SVS SP 29	117	03/05/2018	03/05/2018	\$48,699.44	\$37,833.00	\$50,129.00	\$62,425.00	1.82	6.07%	44.19%	28.72%
JV SVS SP 30	117	08/27/2018	08/27/2018	\$38,296.46	\$37,833.00	\$50,129.00	\$62,425.00	1.34	4.48%	1.88%	1.23%
JV SVS SP 31	117	09/10/2018	09/10/2018	\$56,516.99	\$37,833.00	\$50,129.00	\$62,425.00	1.31	4.36%	75.98%	49.39%
JV SVS SP 32	117	10/01/2018	10/01/2018	\$52,813.41	\$37,833.00	\$50,129.00	\$62,425.00	1.25	4.17%	60.92%	39.60%

Employee	Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
JV SVS SP 33	117	11/05/2018	11/05/2018	\$38,296.46	\$37,833.00	\$50,129.00	\$62,425.00	1.16	3.85%	1.88%	1.23%
JV SVS SP 34	117	12/10/2018	12/10/2018	\$38,296.46	\$37,833.00	\$50,129.00	\$62,425.00	1.06	3.53%	1.88%	1.23%
JV SVS SP 35	117	12/10/2018	12/10/2018	\$38,296.46	\$37,833.00	\$50,129.00	\$62,425.00	1.06	3.53%	1.88%	1.23%
JV SVS SP 36	117	01/07/2019	01/07/2019	\$44,300.00	\$37,833.00	\$50,129.00	\$62,425.00	0.98	3.28%	26.30%	17.09%
JV SVS SP 37	117	02/25/2019	02/25/2019	\$43,000.00	\$37,833.00	\$50,129.00	\$62,425.00	0.85	2.83%	21.01%	13.66%
JV SVS SP 38	117	02/25/2019	02/25/2019	\$46,198.00	\$37,833.00	\$50,129.00	\$62,425.00	0.85	2.83%	34.02%	22.11%
JV SVS SP 39	117	06/03/2019	06/03/2019	\$42,500.00	\$37,833.00	\$50,129.00	\$62,425.00	0.58	1.93%	18.98%	12.34%
JV SVS SP 40	117	06/03/2019	06/03/2019	\$37,833.00	\$37,833.00	\$50,129.00	\$62,425.00	0.58	1.93%	0.00%	0.00%
JV SVS SP 1 Avg		07/20/2013	07/12/2014	\$44,050.80	\$37,833.00	\$50,129.00	\$62,425.00	6.45	21.49%	25.28%	16.43%
JV SVS SP 1 Med		05/08/2017	10/02/2017	\$42,801.58	\$37,833.00	\$50,129.00	\$62,425.00	2.65	8.82%	20.20%	13.13%
Va Beach (Juv Det Cnslr)		vs. Average		\$44,050.80	\$41,787.20	\$51,511.20	\$61,235.20				5.42%
		vs. Median		\$42,801.58	\$41,787.20	\$51,511.20	\$61,235.20				2.43%
Norfolk (Fam Svs Wkr 1)		vs. Average		\$44,050.80	\$37,337.00	\$49,111.00	\$60,884.00				17.98%
		vs. Median		\$42,801.58	\$37,337.00	\$49,111.00	\$60,884.00				14.64%
Richmond (Fam Svs Wkr)		vs. Average		\$44,050.80	\$45,840.00	\$57,300.00	\$68,760.00				(3.90%)
		vs. Median		\$42,801.58	\$45,840.00	\$57,300.00	\$68,760.00				(6.63%)
Chesapeake Pct Below Avg		vs. Average			40	22	55.00%				

Employee	Grade	Original Hire Date	Position Start Date	LEGAL SECRETARY 1				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
LGL SEC 1	1	111	02/17/1998	02/17/1998	\$40,540.93	\$30,846.00	\$40,871.00	\$50,896.00	21.87	72.91%	48.35%	31.43%
LGL SEC 1	2	111	07/16/1999	07/16/1999	\$41,165.75	\$30,846.00	\$40,871.00	\$50,896.00	20.46	68.19%	51.47%	33.46%
LGL SEC 1	3	111	11/12/2013	11/12/2013	\$32,989.08	\$30,846.00	\$40,871.00	\$50,896.00	6.14	20.45%	10.69%	6.95%
LGL SEC 1	4	111	04/28/2014	04/28/2014	\$31,793.34	\$30,846.00	\$40,871.00	\$50,896.00	5.68	18.92%	4.72%	3.07%
LGL SEC 1	5	111	06/09/2014	06/09/2014	\$30,967.16	\$30,846.00	\$40,871.00	\$50,896.00	5.56	18.54%	0.60%	0.39%
LGL SEC 1	6	111	12/01/2014	10/03/2016	\$31,503.00	\$30,846.00	\$40,871.00	\$50,896.00	5.08	16.94%	3.28%	2.13%
LGL SEC 1	7	111	04/25/2016	04/25/2016	\$33,159.70	\$30,846.00	\$40,871.00	\$50,896.00	3.68	12.28%	11.54%	7.50%
LGL SEC 1	8	111	12/10/2018	12/10/2018	\$33,040.00	\$30,846.00	\$40,871.00	\$50,896.00	1.06	3.53%	10.94%	7.11%
LGL SEC 1 Avg			04/23/2011	07/16/2011	\$34,394.87	\$30,846.00	\$40,871.00	\$50,896.00	8.69	28.96%	17.70%	11.51%
LGL SEC 1 Med			05/19/2014	05/19/2014	\$33,014.54	\$30,846.00	\$40,871.00	\$50,896.00	5.62	18.72%	10.82%	7.03%
Va Beach Legal Sec 1)			vs. Average		\$34,394.87	\$34,299.20	\$42,276.00	\$50,252.80				0.28%
			vs. Median		\$33,014.54	\$34,299.20	\$42,276.00	\$50,252.80				(3.75%)
Norfolk Legal Sec 1)			vs. Average		\$34,394.87	\$29,391.00	\$38,677.00	\$47,962.00				17.03%
			vs. Median		\$33,014.54	\$29,391.00	\$38,677.00	\$47,962.00				12.33%
Newport News (Com Att Tech 1)			vs. Average		\$34,394.87	\$27,468.00	\$37,458.00	\$47,448.00				25.22%
			vs. Median		\$33,014.54	\$27,468.00	\$37,458.00	\$47,448.00				20.19%
Chesapeake Pct Below Avg			vs. Average		8	6	75.00%					

Employee	Grade	Original Hire Date	Position Start Date	LIBRARIAN 2				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
LIBRN 2	1	125	11/01/1992	11/01/1992	\$72,181.34	\$51,808.00	\$68,646.00	\$85,484.00	27.17	90.56%	60.50%	39.32%
LIBRN 2	2	125	06/09/1993	08/01/1994	\$63,689.72	\$51,808.00	\$68,646.00	\$85,484.00	26.56	88.54%	35.28%	22.93%
LIBRN 2	3	125	05/16/1996	05/16/1996	\$68,959.49	\$51,808.00	\$68,646.00	\$85,484.00	23.63	78.75%	50.93%	33.11%
LIBRN 2	4	125	12/20/1999	12/20/1999	\$68,011.04	\$51,808.00	\$68,646.00	\$85,484.00	20.03	66.77%	48.11%	31.28%
LIBRN 2	5	125	03/13/2000	03/13/2000	\$68,402.19	\$51,808.00	\$68,646.00	\$85,484.00	19.80	66.00%	49.28%	32.03%
LIBRN 2	6	125	11/05/2001	11/05/2001	\$65,738.83	\$51,808.00	\$68,646.00	\$85,484.00	18.16	60.52%	41.37%	26.89%
LIBRN 2	7	125	04/01/2002	04/01/2002	\$65,738.83	\$51,808.00	\$68,646.00	\$85,484.00	17.75	59.17%	41.37%	26.89%
LIBRN 2	8	125	10/06/2003	10/29/2012	\$60,177.76	\$51,808.00	\$68,646.00	\$85,484.00	16.24	54.12%	24.85%	16.16%
LIBRN 2	9	125	11/01/2005	11/03/2014	\$54,428.70	\$51,808.00	\$68,646.00	\$85,484.00	14.17	47.22%	7.78%	5.06%
LIBRN 2	10	125	08/28/2006	08/28/2006	\$60,371.07	\$51,808.00	\$68,646.00	\$85,484.00	13.34	44.47%	25.43%	16.53%
LIBRN 2	11	125	06/25/2007	11/15/2010	\$58,449.26	\$51,808.00	\$68,646.00	\$85,484.00	12.52	41.72%	19.72%	12.82%
LIBRN 2	12	125	03/01/2010	03/01/2010	\$58,135.70	\$51,808.00	\$68,646.00	\$85,484.00	9.83	32.78%	18.79%	12.21%
LIBRN 2	13	125	07/09/2012	04/01/2014	\$53,385.36	\$51,808.00	\$68,646.00	\$85,484.00	7.48	24.93%	4.68%	3.04%
LIBRN 2	14	125	09/23/2013	11/20/2017	\$52,442.74	\$51,808.00	\$68,646.00	\$85,484.00	6.27	20.91%	1.88%	1.23%
LIBRN 2	15	125	12/10/2018	12/10/2018	\$52,442.74	\$51,808.00	\$68,646.00	\$85,484.00	1.06	3.53%	1.88%	1.23%
LIBRN 2 Avg			05/25/2004	04/19/2006	\$61,503.65	\$51,808.00	\$68,646.00	\$85,484.00	15.60	52.00%	28.79%	18.71%
LIBRN 2 Med			10/06/2003	08/28/2006	\$60,371.07	\$51,808.00	\$68,646.00	\$85,484.00	16.24	54.12%	25.43%	16.53%
Va Beach (Librarian 2)			vs. Average		\$61,503.65	\$50,918.40	\$64,053.60	\$77,188.80				20.79%
			vs. Median		\$60,371.07	\$50,918.40	\$64,053.60	\$77,188.80				18.56%
Norfolk (Librarian 2)			vs. Average		\$61,503.65	\$52,020.00	\$69,031.00	\$86,041.00				18.23%
			vs. Median		\$60,371.07	\$52,020.00	\$69,031.00	\$86,041.00				16.05%
Richmond (Librarian Sr)			vs. Average		\$61,503.65	\$52,320.00	\$65,400.00	\$78,480.00				17.55%
			vs. Median		\$60,371.07	\$52,320.00	\$65,400.00	\$78,480.00				15.39%
Chesapeake Pct Below Avg			vs. Average		15	8	53.33%					

Employee	Grade	Original Hire Date	Position Start Date	LIBRARY ASSISTANT 2				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
LIB ASST 2	1	109	12/16/1999	02/01/2000	\$37,710.75	\$27,789.00	\$36,821.00	\$45,852.00	20.04	66.81%	54.93%	35.70%
LIB ASST 2	2	109	07/16/2004	07/16/2004	\$35,458.78	\$27,789.00	\$36,821.00	\$45,852.00	15.46	51.53%	42.46%	27.60%
LIB ASST 2	3	109	05/07/2007	12/11/2006	\$32,793.87	\$27,789.00	\$36,821.00	\$45,852.00	12.65	42.17%	27.71%	18.01%
LIB ASST 2	4	109	10/01/2003	04/01/2011	\$31,787.46	\$27,789.00	\$36,821.00	\$45,852.00	16.25	54.17%	22.14%	14.39%
LIB ASST 2	5	109	10/18/2004	11/16/2015	\$30,914.36	\$27,789.00	\$36,821.00	\$45,852.00	15.20	50.68%	17.30%	11.25%
LIB ASST 2	6	109	04/23/2007	06/16/2012	\$30,429.82	\$27,789.00	\$36,821.00	\$45,852.00	12.69	42.30%	14.62%	9.50%
LIB ASST 2	7	109	05/02/2016	10/11/2016	\$29,579.00	\$27,789.00	\$36,821.00	\$45,852.00	3.66	12.21%	9.91%	6.44%
LIB ASST 2	8	109	12/16/2013	05/01/2017	\$29,079.00	\$27,789.00	\$36,821.00	\$45,852.00	6.04	20.14%	7.14%	4.64%
LIB ASST 2	9	109	02/18/2014	08/29/2016	\$29,079.00	\$27,789.00	\$36,821.00	\$45,852.00	5.87	19.56%	7.14%	4.64%
LIB ASST 2	10	109	09/09/2013	12/01/2016	\$28,779.27	\$27,789.00	\$36,821.00	\$45,852.00	6.31	21.04%	5.48%	3.56%
LIB ASST 2	11	109	03/16/2015	12/22/2017	\$28,579.00	\$27,789.00	\$36,821.00	\$45,852.00	4.79	15.97%	4.37%	2.84%
LIB ASST 2	12	109	11/07/2016	12/22/2018	\$28,244.00	\$27,789.00	\$36,821.00	\$45,852.00	3.15	10.50%	2.52%	1.64%
LIB ASST 2	13	109	02/18/2019	02/18/2019	\$27,789.00	\$27,789.00	\$36,821.00	\$45,852.00	0.87	2.90%	0.00%	0.00%
Lib Asst 2 Avg			07/16/2010	06/15/2013	\$30,786.41	\$27,789.00	\$36,821.00	\$45,852.00	9.46	31.53%	16.59%	10.79%
Lib Asst 2 Med			09/09/2013	08/29/2016	\$29,579.00	\$27,789.00	\$36,821.00	\$45,852.00	6.31	21.04%	9.91%	6.44%
Va Beach (Lib Tch Op Sp 2)			vs. Average		\$30,786.41	\$32,656.00	\$40,248.00	\$47,840.00				(5.73%)
			vs. Median		\$29,579.00	\$32,656.00	\$40,248.00	\$47,840.00				(9.42%)
Norfolk (Lib Asst 2)			vs. Average		\$30,786.41	\$27,438.00	\$36,088.00	\$44,737.00				12.20%
			vs. Median		\$29,579.00	\$27,438.00	\$36,088.00	\$44,737.00				7.80%
Richmond (Lib Tech Sr)			vs. Average		\$30,786.41	\$28,320.00	\$35,400.00	\$42,480.00				8.71%
			vs. Median		\$29,579.00	\$28,320.00	\$35,400.00	\$42,480.00				4.45%
Chesapeake Pct Below Avg			vs. Average			13	8	61.54%				

Employee	Grade	Original Hire Date	LIBRARY INFORMATION SPECIALIST					Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
			Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
LIB INF SPC 1	114	08/13/1975	03/01/1978	\$55,701.60	\$34,340.00	\$45,501.00	\$56,661.00	44.38	147.94%	95.70%	62.21%
LIB INF SPC 2	114	04/26/1977	04/26/1977	\$56,661.00	\$34,340.00	\$45,501.00	\$56,661.00	42.68	142.27%	100.00%	65.00%
LIB INF SPC 3	114	10/01/1979	08/15/1985	\$56,106.46	\$34,340.00	\$45,501.00	\$56,661.00	40.25	134.17%	97.52%	63.39%
LIB INF SPC 4	114	04/01/1986	04/01/1986	\$53,651.56	\$34,340.00	\$45,501.00	\$56,661.00	33.75	112.50%	86.52%	56.24%
LIB INF SPC 5	114	01/04/1993	01/04/1993	\$49,970.54	\$34,340.00	\$45,501.00	\$56,661.00	26.99	89.97%	70.03%	45.52%
LIB INF SPC 6	114	06/02/1997	06/02/1997	\$42,729.91	\$34,340.00	\$45,501.00	\$56,661.00	22.58	75.27%	37.59%	24.43%
LIB INF SPC 7	114	11/27/2000	11/27/2000	\$45,185.29	\$34,340.00	\$45,501.00	\$56,661.00	19.09	63.65%	48.59%	31.58%
LIB INF SPC 8	114	08/01/2003	08/01/2003	\$41,355.49	\$34,340.00	\$45,501.00	\$56,661.00	16.42	54.72%	31.43%	20.43%
LIB INF SPC 9	114	04/19/2004	05/16/2013	\$36,476.43	\$34,340.00	\$45,501.00	\$56,661.00	15.70	52.33%	9.57%	6.22%
LIB INF SPC 10	114	11/07/2005	11/07/2005	\$38,697.23	\$34,340.00	\$45,501.00	\$56,661.00	14.15	47.17%	19.52%	12.69%
LIB INF SPC 11	114	12/18/2006	12/18/2006	\$40,839.24	\$34,340.00	\$45,501.00	\$56,661.00	13.04	43.45%	29.12%	18.93%
LIB INF SPC 12	114	07/23/2012	08/01/2014	\$35,276.53	\$34,340.00	\$45,501.00	\$56,661.00	7.44	24.80%	4.20%	2.73%
LIB INF SPC 13	114	09/08/2014	08/22/2017	\$34,943.93	\$34,340.00	\$45,501.00	\$56,661.00	5.31	17.71%	2.71%	1.76%
LIB INF SPC 14	114	11/03/2014	05/01/2017	\$34,943.93	\$34,340.00	\$45,501.00	\$56,661.00	5.16	17.20%	2.71%	1.76%
LIB INF SPC 15	114	10/13/2015	01/01/2017	\$34,943.93	\$34,340.00	\$45,501.00	\$56,661.00	4.22	14.06%	2.71%	1.76%
LIB INF SPC 16	114	11/06/2017	11/06/2017	\$35,443.93	\$34,340.00	\$45,501.00	\$56,661.00				
LIB INF SPC Avg		06/01/2000	01/19/2002	\$43,307.94	\$34,340.00	\$45,501.00	\$56,661.00	19.58	65.28%	40.18%	26.12%
LIB INF SPC Med		12/10/2003	09/18/2004	\$41,097.37	\$34,340.00	\$45,501.00	\$56,661.00	16.06	53.53%	30.27%	19.68%
Va Beach (Lib Pgm Spec)		vs. Average		\$43,307.94	\$36,025.60	\$44,408.00	\$52,790.40				20.21%
		vs. Median		\$41,097.37	\$36,025.60	\$44,408.00	\$52,790.40				14.08%
Norfolk (Lib Assoc 2)		vs. Average		\$43,307.94	\$34,445.00	\$45,303.00	\$56,161.00				25.73%
		vs. Median		\$41,097.37	\$34,445.00	\$45,303.00	\$56,161.00				19.31%
Richmond (Lib Assoc 2)		vs. Average		\$43,307.94	\$37,440.00	\$46,800.00	\$56,160.00				15.67%
		vs. Median		\$41,097.37	\$37,440.00	\$46,800.00	\$56,160.00				9.77%
Chesapeake Pct Below Avg		vs. Average			16	10	62.50%				

Employee	Grade	Original Hire Date	Position Start Date	LIBRARY SPECIALIST 1				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
LIB SPC 1	1	113	11/08/1976	11/08/1976	\$54,498.00	\$33,029.00	\$43,764.00	\$54,498.00	43.15	143.82%	100.00%	65.00%
LIB SPC 1	2	113	10/15/1990	10/15/1990	\$48,065.88	\$33,029.00	\$43,764.00	\$54,498.00	29.21	97.37%	70.04%	45.53%
LIB SPC 1	3	113	10/16/1995	06/01/2006	\$39,713.90	\$33,029.00	\$43,764.00	\$54,498.00	24.21	80.69%	31.14%	20.24%
LIB SPC 1	4	113	10/09/2000	05/16/2017	\$33,650.21	\$33,029.00	\$43,764.00	\$54,498.00	19.23	64.09%	2.89%	1.88%
LIB SPC 1	5	113	07/23/2001	07/24/2017	\$34,150.21	\$33,029.00	\$43,764.00	\$54,498.00	18.44	61.46%	5.22%	3.39%
LIB SPC 1	6	113	03/14/2005	03/14/2005	\$39,994.20	\$33,029.00	\$43,764.00	\$54,498.00	14.80	49.32%	32.44%	21.09%
LIB SPC 1	7	113	01/21/2014	06/16/2014	\$33,650.21	\$33,029.00	\$43,764.00	\$54,498.00	5.94	19.81%	2.89%	1.88%
LIB SPC 1	8	113	06/11/2018	12/22/2018	\$33,433.38	\$33,029.00	\$43,764.00	\$54,498.00	1.56	5.19%	1.88%	1.22%
LIB SPC 1 Avg			06/06/2000	12/14/2005	\$39,644.50	\$33,029.00	\$43,764.00	\$54,498.00	19.57	65.23%	30.81%	20.03%
LIB SPC 1 Med			03/01/2001	06/08/2010	\$36,932.06	\$33,029.00	\$43,764.00	\$54,498.00	18.83	62.78%	18.18%	11.82%
Va Beach (Lib Svs Speclst)			vs. Average		\$39,644.50	\$31,075.20	\$38,303.20	\$45,531.20				27.58%
			vs. Median		\$36,932.06	\$31,075.20	\$38,303.20	\$45,531.20				18.85%
Norfolk (Lib Assoc 1)			vs. Average		\$39,644.50	\$31,804.00	\$41,834.00	\$51,864.00				24.65%
			vs. Median		\$36,932.06	\$31,804.00	\$41,834.00	\$51,864.00				16.12%
Richmond (Lib Assoc)			vs. Average		\$39,644.50	\$37,440.00	\$46,800.00	\$56,160.00				5.89%
			vs. Median		\$36,932.06	\$37,440.00	\$46,800.00	\$56,160.00				(1.36%)
Chesapeake Pct Below Avg			vs. Average		8	4	50.00%					

Employee	Grade	Original Hire Date	Position Start Date	LICENSED CLINICIAN 1				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
LIC CLIN 1	1	127	12/18/1989	06/16/2013	\$84,981.37	\$56,962.00	\$75,475.00	\$93,988.00	30.04	100.12%	75.67%	49.19%
LIC CLIN 1	2	127	08/18/1997	03/01/2001	\$73,135.46	\$56,962.00	\$75,475.00	\$93,988.00	22.37	74.56%	43.68%	28.39%
LIC CLIN 1	3	127	03/15/1999	07/07/2018	\$71,314.31	\$56,962.00	\$75,475.00	\$93,988.00	20.79	69.31%	38.76%	25.20%
LIC CLIN 1	4	127	05/07/2018	05/07/2018	\$69,177.50	\$56,962.00	\$75,475.00	\$93,988.00	1.65	5.50%	32.99%	21.44%
LIC CLIN 1	5	127	08/21/2017	08/21/2017	\$66,403.71	\$56,962.00	\$75,475.00	\$93,988.00	2.36	7.87%	25.50%	16.58%
LIC CLIN 1	6	127	01/02/1996	08/01/2012	\$63,774.50	\$56,962.00	\$75,475.00	\$93,988.00	24.00	79.99%	18.40%	11.96%
LIC CLIN 1	7	127	07/03/2006	09/22/2018	\$61,397.54	\$56,962.00	\$75,475.00	\$93,988.00	13.49	44.98%	11.98%	7.79%
LIC CLIN 1	8	127	05/21/2018	05/21/2018	\$60,885.00	\$56,962.00	\$75,475.00	\$93,988.00	1.61	5.37%	10.60%	6.89%
LIC CLIN 1	9	127	06/18/2018	06/18/2018	\$59,885.00	\$56,962.00	\$75,475.00	\$93,988.00	1.54	5.12%	7.89%	5.13%
LIC CLIN 1	10	127	05/04/2015	02/22/2018	\$59,159.96	\$56,962.00	\$75,475.00	\$93,988.00	4.66	15.53%	5.94%	3.86%
LIC CLIN 1	11	127	03/12/2018	03/12/2018	\$59,159.96	\$56,962.00	\$75,475.00	\$93,988.00	1.80	6.01%	5.94%	3.86%
LIC CLIN 1	12	127	06/19/2017	06/19/2017	\$57,659.96	\$56,962.00	\$75,475.00	\$93,988.00	2.53	8.44%	1.89%	1.23%
LIC CLIN 1	13	127	12/17/2018	04/22/2019	\$57,659.96	\$56,962.00	\$75,475.00	\$93,988.00	1.04	3.46%	1.89%	1.23%
LIC CLIN 1	14	127	05/13/2019	07/07/2019	\$56,962.00	\$56,962.00	\$75,475.00	\$93,988.00	0.63	2.11%	0.00%	0.00%
LIC CLIN 1	15	127	07/09/2018	01/07/2019	\$54,776.96	\$56,962.00	\$75,475.00	\$93,988.00	1.48	4.93%	-5.90%	-3.84%
LIC CLIN 1	16	127	12/01/2014	02/22/2019	\$54,776.96	\$56,962.00	\$75,475.00	\$93,988.00	5.08	16.94%	-5.90%	-3.84%
LIC CLIN 1	17	127	06/25/2018	06/25/2018	\$53,051.85	\$56,962.00	\$75,475.00	\$93,988.00	1.52	5.06%	-10.56%	-6.86%
LIC CLIN 1 Avg			12/18/2011	11/08/2016	\$62,597.76	\$56,962.00	\$75,475.00	\$93,988.00	8.04	26.79%	15.22%	9.89%
LIC CLIN 1 Med			08/21/2017	05/21/2018	\$59,885.00	\$56,962.00	\$75,475.00	\$93,988.00	2.36	7.87%	7.89%	5.13%
Va Beach (BH/DS Clinician III)			vs. Average		\$62,597.76	\$59,030.40	\$74,266.40	\$89,502.40				6.04%
			vs. Median		\$59,885.00	\$59,030.40	\$74,266.40	\$89,502.40				1.45%
Norfolk (Clinician Supervisor)			vs. Average		\$62,597.76	\$56,314.00	\$74,195.00	\$92,075.00				11.16%
			vs. Median		\$59,885.00	\$56,314.00	\$74,195.00	\$92,075.00				6.34%
Richmond (Clinical Supervisor)			vs. Average		\$62,597.76	\$56,000.00	\$70,000.00	\$84,000.00				11.78%
			vs. Median		\$59,885.00	\$56,000.00	\$70,000.00	\$84,000.00				6.94%
Chesapeake Pct Below Avg			vs. Average		17	11	64.71%					

Employee	Grade	Original Hire Date	MOTOR EQUIPMENT OPERATOR 1						Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
			Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
MEO 1	1	108	10/03/1994	07/03/2017	\$38,129.52	\$26,916.00	\$35,664.00	\$44,412.00	25.24	84.15%	64.09%	41.66%
MEO 1	2	108	07/16/2012	07/03/2017	\$32,327.36	\$26,916.00	\$35,664.00	\$44,412.00	7.46	24.86%	30.93%	20.10%
MEO 1	3	108	09/30/2013	07/03/2017	\$29,760.64	\$26,916.00	\$35,664.00	\$44,412.00	6.25	20.83%	16.26%	10.57%
MEO 1	4	108	09/05/2017	12/03/2018	\$28,827.24	\$26,916.00	\$35,664.00	\$44,412.00	2.32	7.74%	10.92%	7.10%
MEO 1	5	108	11/23/2015	07/03/2017	\$28,739.36	\$26,916.00	\$35,664.00	\$44,412.00	4.11	13.69%	10.42%	6.77%
MEO 1	6	108	09/25/2017	09/17/2018	\$28,580.24	\$26,916.00	\$35,664.00	\$44,412.00	2.27	7.56%	9.51%	6.18%
MEO 1	7	108	08/29/2016	07/03/2017	\$28,479.36	\$26,916.00	\$35,664.00	\$44,412.00	3.34	11.13%	8.94%	5.81%
MEO 1	8	108	08/01/2016	07/03/2017	\$28,479.36	\$26,916.00	\$35,664.00	\$44,412.00	3.42	11.39%	8.94%	5.81%
MEO 1	9	108	05/07/2007	08/06/2018	\$28,351.96	\$26,916.00	\$35,664.00	\$44,412.00	12.65	42.17%	8.21%	5.33%
MEO 1	10	108	10/26/2015	10/23/2017	\$28,350.92	\$26,916.00	\$35,664.00	\$44,412.00	4.18	13.94%	8.20%	5.33%
MEO 1	11	108	07/09/2018	07/09/2018	\$28,039.96	\$26,916.00	\$35,664.00	\$44,412.00	1.48	4.93%	6.42%	4.18%
MEO 1	12	108	03/13/2017	08/19/2019	\$27,927.12	\$26,916.00	\$35,664.00	\$44,412.00	2.80	9.33%	5.78%	3.76%
MEO 1	13	108	01/30/2017	07/03/2017	\$27,833.52	\$26,916.00	\$35,664.00	\$44,412.00	2.92	9.72%	5.24%	3.41%
MEO 1	14	108	05/15/2017	07/03/2017	\$27,833.52	\$26,916.00	\$35,664.00	\$44,412.00	2.63	8.76%	5.24%	3.41%
MEO 1	15	108	09/25/2017	09/25/2017	\$27,744.08	\$26,916.00	\$35,664.00	\$44,412.00	2.27	7.56%	4.73%	3.08%
MEO 1	16	108	01/29/2018	07/08/2019	\$27,470.56	\$26,916.00	\$35,664.00	\$44,412.00	1.92	6.41%	3.17%	2.06%
MEO 1	17	108	07/09/2018	07/09/2018	\$27,388.40	\$26,916.00	\$35,664.00	\$44,412.00	1.48	4.93%	2.70%	1.76%
MEO 1	18	108	02/12/2018	02/12/2018	\$27,388.40	\$26,916.00	\$35,664.00	\$44,412.00	1.89	6.29%	2.70%	1.76%
MEO 1	19	108	06/11/2018	06/11/2018	\$27,388.40	\$26,916.00	\$35,664.00	\$44,412.00	1.56	5.19%	2.70%	1.76%
MEO 1	20	108	06/25/2018	06/25/2018	\$27,388.40	\$26,916.00	\$35,664.00	\$44,412.00	1.52	5.06%	2.70%	1.76%
MEO 1	21	108	07/23/2018	07/23/2018	\$27,388.40	\$26,916.00	\$35,664.00	\$44,412.00	1.44	4.80%	2.70%	1.76%
MEO 1	22	108	08/27/2018	08/27/2018	\$27,388.40	\$26,916.00	\$35,664.00	\$44,412.00	1.34	4.48%	2.70%	1.76%
MEO 1	23	108	10/09/2018	10/09/2018	\$27,388.40	\$26,916.00	\$35,664.00	\$44,412.00	1.23	4.09%	2.70%	1.76%
MEO 1	24	108	12/03/2018	12/03/2018	\$27,388.40	\$26,916.00	\$35,664.00	\$44,412.00	1.08	3.59%	2.70%	1.76%
MEO 1	25	108	11/25/2013	06/17/2019	\$26,916.24	\$26,916.00	\$35,664.00	\$44,412.00	6.10	20.33%	0.00%	0.00%
MEO 1	26	108	02/25/2019	02/25/2019	\$26,916.24	\$26,916.00	\$35,664.00	\$44,412.00	0.85	2.83%	0.00%	0.00%
MEO 1	27	108	04/29/2019	04/29/2019	\$26,916.24	\$26,916.00	\$35,664.00	\$44,412.00	0.67	2.24%	0.00%	0.00%
MEO 1	28	108	04/29/2019	04/29/2019	\$26,916.24	\$26,916.00	\$35,664.00	\$44,412.00	0.67	2.24%	0.00%	0.00%
MEO 1	29	108	05/28/2019	05/28/2019	\$26,916.24	\$26,916.00	\$35,664.00	\$44,412.00	0.59	1.97%	0.00%	0.00%
MEO 1	30	108	06/17/2019	06/17/2019	\$26,916.24	\$26,916.00	\$35,664.00	\$44,412.00	0.54	1.80%	0.00%	0.00%
MEO 1	31	108	01/28/2019	01/28/2019	\$26,916.24	\$26,916.00	\$35,664.00	\$44,412.00	0.93	3.08%	0.00%	0.00%
MEO 1	32	108	06/04/2018	06/04/2018	\$26,387.92	\$26,916.00	\$35,664.00	\$44,412.00	1.58	5.25%	-3.02%	-1.96%

Employee	Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
MEO 1 Avg.		08/07/2016	06/26/2018	\$28,149.49	\$26,916.00	\$35,664.00	\$44,412.00	3.40	11.33%	7.05%	4.58%
MEO 1 Med	32 108	02/05/2018	07/16/2018	\$27,429.48	\$26,916.00	\$35,664.00	\$44,412.00	1.91	6.35%	2.93%	1.91%
Va Beach (Mtr Eqpt Op 1)		vs. Average		\$28,149.49	\$29,577.60	\$36,452.00	\$43,326.40				(4.83%)
		vs. Median		\$27,429.48	\$29,577.60	\$36,452.00	\$43,326.40				(7.26%)
Norfolk (Equip Oper 1)		vs. Average		\$28,149.49	\$25,179.00	\$33,138.00	\$41,096.00				11.80%
		vs. Median		\$27,429.48	\$25,179.00	\$33,138.00	\$41,096.00				8.94%
Richmond (Equi Oper)		vs. Average		\$28,149.49	\$26,480.00	\$33,100.00	\$39,720.00				6.30%
		vs. Median		\$27,429.48	\$26,480.00	\$33,100.00	\$39,720.00				3.59%
Chesapeake Pct Below Avg		vs. Average		32	22	68.75%					

Employee	Grade	Original Hire Date	MOTOR EQUIPMENT OPERATOR 2				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum		
			Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint					Annual Maximum	
MEO 2	1	111	08/09/1989	08/09/1989	\$48,748.44	\$30,846.00	\$40,871.00	\$50,896.00	30.39	101.31%	89.29%	58.04%
MEO 2	2	111	05/04/1993	10/23/2006	\$37,251.76	\$30,846.00	\$40,871.00	\$50,896.00	26.66	88.86%	31.95%	20.77%
MEO 2	3	111	12/02/1996	11/21/2016	\$32,010.68	\$30,846.00	\$40,871.00	\$50,896.00	23.08	76.94%	5.81%	3.78%
MEO 2	4	111	01/16/1997	07/01/2005	\$37,945.96	\$30,846.00	\$40,871.00	\$50,896.00	22.96	76.53%	35.41%	23.02%
MEO 2	5	111	09/01/1998	05/10/2010	\$37,065.60	\$30,846.00	\$40,871.00	\$50,896.00	21.33	71.11%	31.02%	20.16%
MEO 2	6	111	01/13/2003	01/13/2003	\$39,183.04	\$30,846.00	\$40,871.00	\$50,896.00	16.97	56.56%	41.58%	27.03%
MEO 2	7	111	01/03/2005	09/25/2017	\$31,503.16	\$30,846.00	\$40,871.00	\$50,896.00	14.99	49.98%	3.28%	2.13%
MEO 2	8	111	06/05/2006	05/27/2019	\$30,846.40	\$30,846.00	\$40,871.00	\$50,896.00	13.57	45.24%	0.00%	0.00%
MEO 2	9	111	06/02/2008	12/06/2010	\$35,997.00	\$30,846.00	\$40,871.00	\$50,896.00	11.58	38.60%	25.69%	16.70%
MEO 2	10	111	07/12/2010	01/11/2016	\$31,793.32	\$30,846.00	\$40,871.00	\$50,896.00	9.47	31.56%	4.72%	3.07%
MEO 2	11	111	02/28/2011	02/25/2013	\$33,493.20	\$30,846.00	\$40,871.00	\$50,896.00	8.84	29.45%	13.20%	8.58%
MEO 2	12	111	10/01/2012	06/17/2019	\$33,039.76	\$30,846.00	\$40,871.00	\$50,896.00	7.25	24.17%	10.94%	7.11%
MEO 2	13	111	11/04/2013	05/05/2014	\$32,511.44	\$30,846.00	\$40,871.00	\$50,896.00	6.16	20.53%	8.31%	5.40%
MEO 2	14	111	03/24/2014	07/24/2017	\$31,503.16	\$30,846.00	\$40,871.00	\$50,896.00	5.77	19.23%	3.28%	2.13%
MEO 2	15	111	01/12/2015	10/29/2018	\$31,503.16	\$30,846.00	\$40,871.00	\$50,896.00	4.97	16.56%	3.28%	2.13%
MEO 2	16	111	04/20/2015	08/21/2017	\$31,503.16	\$30,846.00	\$40,871.00	\$50,896.00	4.70	15.66%	3.28%	2.13%
MEO 2	17	111	04/27/2015	07/16/2018	\$31,513.04	\$30,846.00	\$40,871.00	\$50,896.00	4.68	15.59%	3.33%	2.16%
MEO 2	18	111	06/08/2015	04/17/2017	\$31,503.16	\$30,846.00	\$40,871.00	\$50,896.00	4.56	15.21%	3.28%	2.13%
MEO 2	19	111	06/29/2015	01/07/2019	\$32,322.68	\$30,846.00	\$40,871.00	\$50,896.00	4.51	15.02%	7.36%	4.79%
MEO 2	20	111	01/11/2016	04/16/2018	\$31,503.16	\$30,846.00	\$40,871.00	\$50,896.00	3.97	13.24%	3.28%	2.13%
MEO 2	21	111	03/07/2016	01/08/2018	\$31,503.16	\$30,846.00	\$40,871.00	\$50,896.00	3.82	12.72%	3.28%	2.13%
MEO 2	22	111	08/01/2016	04/16/2018	\$32,010.68	\$30,846.00	\$40,871.00	\$50,896.00	3.42	11.39%	5.81%	3.78%
MEO 2	23	111	12/19/2016	08/20/2018	\$32,241.04	\$30,846.00	\$40,871.00	\$50,896.00	3.03	10.11%	6.96%	4.52%
MEO 2	24	111	01/17/2017	04/16/2018	\$31,503.16	\$30,846.00	\$40,871.00	\$50,896.00	2.96	9.85%	3.28%	2.13%
MEO 2	25	111	02/21/2017	08/13/2018	\$32,240.00	\$30,846.00	\$40,871.00	\$50,896.00	2.86	9.54%	6.95%	4.52%
MEO 2	26	111	07/17/2017	03/12/2018	\$31,503.16	\$30,846.00	\$40,871.00	\$50,896.00	2.46	8.19%	3.28%	2.13%
MEO 2	27	111	09/11/2017	02/18/2019	\$31,741.32	\$30,846.00	\$40,871.00	\$50,896.00	2.31	7.69%	4.47%	2.90%
MEO 2	28	111	10/23/2017	12/03/2018	\$31,741.32	\$30,846.00	\$40,871.00	\$50,896.00	2.19	7.30%	4.47%	2.90%
MEO 2	29	111	01/03/2018	04/01/2019	\$31,241.08	\$30,846.00	\$40,871.00	\$50,896.00	1.99	6.65%	1.97%	1.28%
MEO 2	30	111	07/08/2018	05/13/2019	\$31,241.08	\$30,846.00	\$40,871.00	\$50,896.00	1.48	4.94%	1.97%	1.28%
MEO 2	31	111	11/19/2018	04/22/2019	\$31,241.08	\$30,846.00	\$40,871.00	\$50,896.00	1.12	3.72%	1.97%	1.28%
MEO 2	32	111	12/03/2018	12/03/2018	\$31,241.08	\$30,846.00	\$40,871.00	\$50,896.00	1.08	3.59%	1.97%	1.28%
MEO 2	33	111	01/14/2019	01/14/2019	\$30,846.40	\$30,846.00	\$40,871.00	\$50,896.00	0.96	3.21%	0.00%	0.00%

Employee	Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
MEO 2 Avg		08/19/2011	08/02/2015	\$33,122.30	\$30,846.00	\$40,871.00	\$50,896.00	8.37	27.89%	11.35%	7.38%
MEO 2 Med		04/27/2015	04/16/2018	\$31,741.32	\$30,846.00	\$40,871.00	\$50,896.00	4.68	15.59%	4.47%	2.90%
Va Beach (Mtr Eqpt Op 2)		vs. Average		\$33,122.30	\$34,299.20	\$42,276.00	\$50,252.80				(3.43%)
		vs. Median		\$31,741.32	\$34,299.20	\$42,276.00	\$50,252.80				(7.46%)
Norfolk (Equip Oper 2)		vs. Average		\$33,122.30	\$29,391.00	\$38,677.00	\$47,962.00				12.70%
		vs. Median		\$31,741.32	\$29,391.00	\$38,677.00	\$47,962.00				8.00%
Richmond (Equpi Oper Sr.)		vs. Average		\$33,122.30	\$32,160.00	\$40,200.00	\$48,240.00				2.99%
		vs. Median		\$31,741.32	\$32,160.00	\$40,200.00	\$48,240.00				(1.30%)
Chesapeake Pct Below Avg		vs. Average		33	26	78.79%					

Employee	Grade	Original Hire Date	MOTOR EQUIPMENT OPERATOR 3				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum		
			Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint					Annual Maximum	
MEO 3	1	113	09/25/1980	02/04/2019	\$48,244.56	\$33,029.00	\$43,764.00	\$54,498.00	39.27	130.89%	70.87%	46.07%
MEO 3	2	113	03/16/1993	03/02/2009	\$40,964.56	\$33,029.00	\$43,764.00	\$54,498.00	26.79	89.31%	36.96%	24.03%
MEO 3	3	113	02/16/1996	06/09/2008	\$38,515.36	\$33,029.00	\$43,764.00	\$54,498.00	23.88	79.58%	25.55%	16.61%
MEO 3	4	113	09/16/1997	05/04/2015	\$37,475.88	\$33,029.00	\$43,764.00	\$54,498.00	22.29	74.31%	20.71%	13.46%
MEO 3	5	113	03/02/1998	06/19/2017	\$33,967.96	\$33,029.00	\$43,764.00	\$54,498.00	21.83	72.77%	4.37%	2.84%
MEO 3	6	113	11/09/1998	10/05/2016	\$41,858.96	\$33,029.00	\$43,764.00	\$54,498.00	21.14	70.48%	41.13%	26.73%
MEO 3	7	113	12/20/1999	11/19/2007	\$39,408.72	\$33,029.00	\$43,764.00	\$54,498.00	20.03	66.77%	29.72%	19.32%
MEO 3	8	113	01/18/2000	05/04/2015	\$33,970.56	\$33,029.00	\$43,764.00	\$54,498.00	19.95	66.51%	4.39%	2.85%
MEO 3	9	113	06/05/2000	01/11/2010	\$39,334.88	\$33,029.00	\$43,764.00	\$54,498.00	19.57	65.24%	29.37%	19.09%
MEO 3	10	113	07/30/2001	07/09/2018	\$42,158.48	\$33,029.00	\$43,764.00	\$54,498.00	18.42	61.39%	42.52%	27.64%
MEO 3	11	113	04/15/2002	04/01/2019	\$41,158.52	\$33,029.00	\$43,764.00	\$54,498.00	17.71	59.04%	37.87%	24.61%
MEO 3	12	113	11/01/2004	02/05/2018	\$37,521.64	\$33,029.00	\$43,764.00	\$54,498.00	15.17	50.56%	20.93%	13.60%
MEO 3	13	113	01/08/2007	02/12/2008	\$37,986.52	\$33,029.00	\$43,764.00	\$54,498.00	12.98	43.27%	23.09%	15.01%
MEO 3	14	113	01/22/2007	08/06/2018	\$33,871.76	\$33,029.00	\$43,764.00	\$54,498.00	12.94	43.14%	3.93%	2.55%
MEO 3	15	113	07/07/2008	07/07/2008	\$38,986.48	\$33,029.00	\$43,764.00	\$54,498.00	11.48	38.28%	27.75%	18.04%
MEO 3	16	113	07/23/2012	09/01/2014	\$36,011.04	\$33,029.00	\$43,764.00	\$54,498.00	7.44	24.80%	13.89%	9.03%
MEO 3	17	113	08/06/2012	08/28/2017	\$36,579.40	\$33,029.00	\$43,764.00	\$54,498.00	7.40	24.68%	16.54%	10.75%
MEO 3	18	113	11/19/2012	06/12/2017	\$35,576.84	\$33,029.00	\$43,764.00	\$54,498.00	7.12	23.72%	11.87%	7.71%
MEO 3	19	113	01/22/2013	04/01/2019	\$36,122.84	\$33,029.00	\$43,764.00	\$54,498.00	6.94	23.14%	14.41%	9.37%
MEO 3	20	113	08/11/2014	10/19/2015	\$36,415.08	\$33,029.00	\$43,764.00	\$54,498.00	5.39	17.96%	15.77%	10.25%
MEO 3	21	113	01/05/2015	04/16/2018	\$34,540.48	\$33,029.00	\$43,764.00	\$54,498.00	4.99	16.63%	7.04%	4.58%
MEO 3	22	113	02/02/2015	02/02/2015	\$33,970.56	\$33,029.00	\$43,764.00	\$54,498.00	4.91	16.38%	4.39%	2.85%
MEO 3	23	113	03/23/2015	08/21/2017	\$35,885.72	\$33,029.00	\$43,764.00	\$54,498.00	4.77	15.91%	13.31%	8.65%
MEO 3	24	113	04/13/2015	01/14/2019	\$36,822.24	\$33,029.00	\$43,764.00	\$54,498.00	4.72	15.72%	17.67%	11.48%
MEO 3	25	113	11/07/2016	10/30/2017	\$34,682.96	\$33,029.00	\$43,764.00	\$54,498.00	3.15	10.50%	7.70%	5.01%
MEO 3	26	113	01/23/2017	08/28/2017	\$34,540.48	\$33,029.00	\$43,764.00	\$54,498.00	2.94	9.80%	7.04%	4.58%
MEO 3	27	113	09/11/2017	08/19/2019	\$35,743.76	\$33,029.00	\$43,764.00	\$54,498.00	2.31	7.69%	12.65%	8.22%
MEO 3	28	113	09/18/2017	07/30/2018	\$33,433.40	\$33,029.00	\$43,764.00	\$54,498.00	2.29	7.62%	1.88%	1.22%
MEO 3	29	113	12/11/2017	12/11/2017	\$33,650.24	\$33,029.00	\$43,764.00	\$54,498.00	2.06	6.85%	2.89%	1.88%
MEO 3	30	113	04/15/2019	04/15/2019	\$33,029.36	\$33,029.00	\$43,764.00	\$54,498.00	0.71	2.37%	0.00%	0.00%
MEO 3	31	113	05/13/2019	05/13/2019	\$33,280.00	\$33,029.00	\$43,764.00	\$54,498.00	0.63	2.11%	1.17%	0.76%

Employee	Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
MEO 3 Avg		01/09/2008	12/29/2015	\$36,958.36	\$33,029.00	\$43,764.00	\$54,498.00	11.98	39.93%	18.30%	11.90%
MEO 3 Med		07/23/2012	08/28/2017	\$36,122.84	\$33,029.00	\$43,764.00	\$54,498.00	7.44	24.80%	14.41%	9.37%
Va Beach		vs. Average		\$36,958.36	\$37,856.00	\$46,664.80	\$55,473.60				(2.37%)
(Mtr Eqpt Op 3)		vs. Median		\$36,122.84	\$37,856.00	\$46,664.80	\$55,473.60				(4.58%)
Norfolk		vs. Average		\$36,958.36	\$31,804.00	\$41,834.00	\$51,864.00				16.21%
Equip Oper 3)		vs. Median		\$36,122.84	\$31,804.00	\$41,834.00	\$51,864.00				13.58%
Richmond		vs. Average		\$36,958.36	\$35,040.00	\$43,800.00	\$52,560.00				5.47%
(Equpi Oper Pm.)		vs. Median		\$36,122.84	\$35,040.00	\$43,800.00	\$52,560.00				3.09%
Chesapeake		vs. Average		31	19	61.29%					
Pct Below Avg											

Employee	Grade	Original Hire Date	Position Start Date	MAINTENANCE WORKER				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
MNT WKR	1	105	08/01/1997	06/01/2015	\$24,955.32	\$24,453.00	\$32,401.00	\$40,348.00	22.42	74.72%	3.16%	2.05%
MNT WKR	2	105	12/08/1999	12/08/1999	\$32,373.12	\$24,453.00	\$32,401.00	\$40,348.00	20.06	66.88%	49.83%	32.39%
MNT WKR	3	105	12/08/1999	12/08/1999	\$32,373.12	\$24,453.00	\$32,401.00	\$40,348.00	20.06	66.88%	49.83%	32.39%
MNT WKR	4	105	06/06/2000	06/06/2000	\$29,212.56	\$24,453.00	\$32,401.00	\$40,348.00	19.57	65.23%	29.94%	19.46%
MNT WKR	5	105	03/12/2001	03/12/2001	\$32,152.64	\$24,453.00	\$32,401.00	\$40,348.00	18.80	62.68%	48.44%	31.49%
MNT WKR	6	105	03/12/2001	03/12/2001	\$28,621.84	\$24,453.00	\$32,401.00	\$40,348.00	18.80	62.68%	26.23%	17.05%
MNT WKR	7	105	03/12/2001	03/12/2001	\$31,221.84	\$24,453.00	\$32,401.00	\$40,348.00	18.80	62.68%	42.58%	27.68%
MNT WKR	8	105	10/15/2001	10/15/2001	\$33,627.36	\$24,453.00	\$32,401.00	\$40,348.00	18.21	60.70%	57.72%	37.52%
MNT WKR	9	105	03/25/2002	03/25/2002	\$33,658.56	\$24,453.00	\$32,401.00	\$40,348.00	17.77	59.22%	57.91%	37.65%
MNT WKR	10	105	11/18/2002	11/18/2002	\$33,257.12	\$24,453.00	\$32,401.00	\$40,348.00	17.12	57.06%	55.39%	36.00%
MNT WKR	11	105	10/11/2004	10/11/2004	\$29,521.44	\$24,453.00	\$32,401.00	\$40,348.00	15.22	50.74%	31.89%	20.73%
MNT WKR	12	105	12/20/2004	12/20/2004	\$31,021.64	\$24,453.00	\$32,401.00	\$40,348.00	15.03	50.10%	41.33%	26.86%
MNT WKR	13	105	10/17/2005	10/17/2005	\$37,686.48	\$24,453.00	\$32,401.00	\$40,348.00	14.21	47.35%	83.26%	54.12%
MNT WKR	14	105	04/23/2007	08/08/2016	\$25,716.60	\$24,453.00	\$32,401.00	\$40,348.00	12.69	42.30%	7.95%	5.17%
MNT WKR	15	105	08/27/2007	01/08/2018	\$24,973.00	\$24,453.00	\$32,401.00	\$40,348.00	12.34	41.15%	3.27%	2.13%
MNT WKR	16	105	06/02/2008	06/02/2008	\$31,561.92	\$24,453.00	\$32,401.00	\$40,348.00	11.58	38.60%	44.72%	29.07%
MNT WKR	17	105	03/09/2009	03/09/2009	\$27,729.52	\$24,453.00	\$32,401.00	\$40,348.00	10.81	36.04%	20.61%	13.40%
MNT WKR	18	105	07/19/2010	08/12/2013	\$28,842.84	\$24,453.00	\$32,401.00	\$40,348.00	9.45	31.50%	27.62%	17.95%
MNT WKR	19	105	09/13/2010	10/26/2015	\$26,000.00	\$24,453.00	\$32,401.00	\$40,348.00	9.30	31.00%	9.73%	6.33%
MNT WKR	20	105	12/06/2010	12/06/2010	\$27,492.40	\$24,453.00	\$32,401.00	\$40,348.00	9.07	30.23%	19.12%	12.43%
MNT WKR	21	105	06/13/2011	06/13/2011	\$29,999.84	\$24,453.00	\$32,401.00	\$40,348.00	8.55	28.50%	34.90%	22.68%
MNT WKR	22	105	10/24/2011	10/24/2011	\$25,777.96	\$24,453.00	\$32,401.00	\$40,348.00	8.19	27.29%	8.34%	5.42%
MNT WKR	23	105	09/17/2012	09/17/2012	\$28,466.36	\$24,453.00	\$32,401.00	\$40,348.00	7.29	24.30%	25.25%	16.41%
MNT WKR	24	105	06/03/2013	06/03/2013	\$28,913.04	\$24,453.00	\$32,401.00	\$40,348.00	6.58	21.93%	28.06%	18.24%
MNT WKR	25	105	09/22/2014	09/22/2014	\$29,166.80	\$24,453.00	\$32,401.00	\$40,348.00	5.28	17.58%	29.66%	19.28%
MNT WKR	26	105	03/09/2015	03/09/2015	\$25,955.28	\$24,453.00	\$32,401.00	\$40,348.00	4.81	16.04%	9.45%	6.14%
MNT WKR	27	105	04/13/2015	01/07/2019	\$23,973.04	\$24,453.00	\$32,401.00	\$40,348.00	4.72	15.72%	-3.02%	-1.96%
MNT WKR	28	105	08/03/2015	08/03/2015	\$26,455.52	\$24,453.00	\$32,401.00	\$40,348.00	4.41	14.70%	12.60%	8.19%
MNT WKR	29	105	11/02/2015	11/02/2015	\$25,955.28	\$24,453.00	\$32,401.00	\$40,348.00	4.16	13.88%	9.45%	6.14%
MNT WKR	30	105	01/11/2016	01/11/2016	\$26,216.32	\$24,453.00	\$32,401.00	\$40,348.00	3.97	13.24%	11.09%	7.21%
MNT WKR	31	105	03/07/2016	03/07/2016	\$25,716.60	\$24,453.00	\$32,401.00	\$40,348.00	3.82	12.72%	7.95%	5.17%
MNT WKR	32	105	04/11/2016	04/11/2016	\$26,000.00	\$24,453.00	\$32,401.00	\$40,348.00	3.72	12.41%	9.73%	6.33%

Employee	Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
MNT WKR	33	105	05/16/2016	05/16/2016	\$25,716.60	\$24,453.00	\$32,401.00	\$40,348.00	3.63	12.08%	7.95%	5.17%
MNT WKR	34	105	08/01/2016	08/01/2016	\$26,216.32	\$24,453.00	\$32,401.00	\$40,348.00	3.42	11.39%	11.09%	7.21%
MNT WKR	35	105	09/12/2016	09/12/2016	\$26,716.56	\$24,453.00	\$32,401.00	\$40,348.00	3.30	11.01%	14.24%	9.26%
MNT WKR	36	105	09/26/2016	09/26/2016	\$25,716.60	\$24,453.00	\$32,401.00	\$40,348.00	3.26	10.88%	7.95%	5.17%
MNT WKR	37	105	01/30/2017	01/30/2017	\$23,388.04	\$24,453.00	\$32,401.00	\$40,348.00	2.92	9.72%	-6.70%	-4.36%
MNT WKR	38	105	09/25/2017	09/25/2017	\$25,388.48	\$24,453.00	\$32,401.00	\$40,348.00	2.27	7.56%	5.89%	3.83%
MNT WKR	39	105	10/16/2017	10/16/2017	\$23,388.04	\$24,453.00	\$32,401.00	\$40,348.00	2.21	7.36%	-6.70%	-4.36%
MNT WKR	40	105	11/27/2017	11/27/2017	\$25,388.48	\$24,453.00	\$32,401.00	\$40,348.00	2.09	6.98%	5.89%	3.83%
MNT WKR	41	105	05/14/2018	05/14/2018	\$24,973.00	\$24,453.00	\$32,401.00	\$40,348.00	1.63	5.44%	3.27%	2.13%
MNT WKR	42	105	05/21/2018	05/21/2018	\$24,973.00	\$24,453.00	\$32,401.00	\$40,348.00	1.61	5.37%	3.27%	2.13%
MNT WKR	43	105	08/13/2018	08/13/2018	\$24,973.00	\$24,453.00	\$32,401.00	\$40,348.00	1.38	4.61%	3.27%	2.13%
MNT WKR	44	105	08/20/2018	08/20/2018	\$23,973.04	\$24,453.00	\$32,401.00	\$40,348.00	1.36	4.55%	-3.02%	-1.96%
MNT WKR	45	105	09/04/2018	09/04/2018	\$23,973.04	\$24,453.00	\$32,401.00	\$40,348.00	1.33	4.42%	-3.02%	-1.96%
MNT WKR	46	105	09/17/2018	09/17/2018	\$23,973.04	\$24,453.00	\$32,401.00	\$40,348.00	1.29	4.30%	-3.02%	-1.96%
MNT WKR	47	105	10/29/2018	10/29/2018	\$24,973.00	\$24,453.00	\$32,401.00	\$40,348.00	1.17	3.91%	3.27%	2.13%
MNT WKR	48	105	01/14/2019	01/14/2019	\$24,453.00	\$24,453.00	\$32,401.00	\$40,348.00	0.96	3.21%	0.00%	0.00%
MNT WKR	49	105	01/14/2019	01/14/2019	\$24,453.00	\$24,453.00	\$32,401.00	\$40,348.00	0.96	3.21%	0.00%	0.00%
MNT WKR	50	105	05/13/2019	05/13/2019	\$24,453.00	\$24,453.00	\$32,401.00	\$40,348.00	0.63	2.11%	0.00%	0.00%
MNT WKR	51	105	06/10/2019	06/10/2019	\$24,453.00	\$24,453.00	\$32,401.00	\$40,348.00	0.56	1.86%	0.00%	0.00%
MNT WKR	52	105	06/17/2019	06/17/2019	\$24,453.00	\$24,453.00	\$32,401.00	\$40,348.00	0.54	1.80%	0.00%	0.00%
MNT WKR Avg			01/19/2012	12/31/2012	\$27,319.05	\$24,453.00	\$32,401.00	\$40,348.00	7.95	26.50%	18.03%	11.72%
MNT WKR Med			03/26/2015	12/07/2015	\$25,977.64	\$24,453.00	\$32,401.00	\$40,348.00	4.76	15.88%	9.59%	6.23%
Va Beach (Maint Worker)			vs. Average		\$27,319.05	\$25,500.80	\$31,439.20	\$37,377.60				7.13%
			vs. Median		\$25,977.64	\$25,500.80	\$31,439.20	\$37,377.60				1.87%
Norfolk (Maint Wkr 1)			vs. Average		\$27,319.05	\$23,333.00	\$30,690.00	\$38,047.00				17.08%
			vs. Median		\$25,977.64	\$23,333.00	\$30,690.00	\$38,047.00				11.33%
Richmond (Maint Worker)			vs. Average		\$27,319.05	\$25,105.00	\$30,900.00	\$37,080.00				8.82%
			vs. Median		\$25,977.64	\$25,105.00	\$30,900.00	\$37,080.00				3.48%
Chesapeake Pct Below Avg			vs. Average		52	31	59.62%					

Employee	Grade	Original Hire Date	Position Start Date	OFFICE ASSISTANT 1				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
OFC AST 1	1	105	10/16/1985	07/30/1990	\$32,192.88	\$24,453.00	\$32,401.00	\$40,348.00	34.21	114.03%	48.69%	31.65%
OFC AST 1	2	105	11/18/1985	07/01/1990	\$36,669.37	\$24,453.00	\$32,401.00	\$40,348.00	34.12	113.73%	76.86%	49.96%
OFC AST 1	3	105	07/14/1986	07/14/1986	\$37,904.24	\$24,453.00	\$32,401.00	\$40,348.00	33.46	111.55%	84.63%	55.01%
OFC AST 1	4	105	03/10/2003	03/10/2003	\$30,028.57	\$24,453.00	\$32,401.00	\$40,348.00	16.81	56.03%	35.08%	22.80%
OFC AST 1	5	105	11/28/2005	11/28/2005	\$29,458.09	\$24,453.00	\$32,401.00	\$40,348.00	14.09	46.97%	31.49%	20.47%
OFC AST 1	6	105	08/06/2007	07/07/2018	\$26,885.48	\$24,453.00	\$32,401.00	\$40,348.00	12.40	41.34%	15.30%	9.95%
OFC AST 1	7	105	01/28/2008	01/28/2008	\$28,497.82	\$24,453.00	\$32,401.00	\$40,348.00	11.93	39.75%	25.45%	16.54%
OFC AST 1	8	105	09/08/2008	09/08/2008	\$31,345.27	\$24,453.00	\$32,401.00	\$40,348.00	11.31	37.71%	43.36%	28.19%
OFC AST 1	9	105	02/09/2015	02/09/2015	\$25,617.00	\$24,453.00	\$32,401.00	\$40,348.00	4.89	16.31%	7.32%	4.76%
OFC AST 1	10	105	12/14/2015	12/14/2015	\$25,617.00	\$24,453.00	\$32,401.00	\$40,348.00	4.05	13.49%	7.32%	4.76%
OFC AST 1	11	105	01/04/2016	01/04/2016	\$27,388.00	\$24,453.00	\$32,401.00	\$40,348.00	3.99	13.31%	18.46%	12.00%
OFC AST 1	12	105	08/01/2016	08/01/2016	\$25,888.00	\$24,453.00	\$32,401.00	\$40,348.00	3.42	11.39%	9.03%	5.87%
OFC AST 1 Avg			08/10/2004	04/20/2006	\$29,790.98	\$24,453.00	\$32,401.00	\$40,348.00	15.39	51.31%	33.58%	21.83%
OFC AST 1 Med			11/01/2007	05/19/2008	\$28,977.96	\$24,453.00	\$32,401.00	\$40,348.00	12.17	40.56%	28.47%	18.50%
Va Beach (Office Asst 1)			vs. Average		\$29,790.98	\$28,142.40	\$34,694.40	\$41,246.40				5.86%
			vs. Median		\$28,977.96	\$28,142.40	\$34,694.40	\$41,246.40				2.97%
Norfolk (Office Asst)			vs. Average		\$29,790.98	\$27,717.00	\$35,889.00	\$44,060.00				7.48%
			vs. Median		\$28,977.96	\$27,717.00	\$35,889.00	\$44,060.00				4.55%
Richmond (Office Asst)			vs. Average		\$29,790.98	\$25,105.00	\$30,900.00	\$37,080.00				18.67%
			vs. Median		\$28,977.96	\$25,105.00	\$30,900.00	\$37,080.00				15.43%
Chesapeake Pct Below Avg			vs. Average			12	7	58.33%				

Employee	Grade	Original Hire Date	Position Start Date	OFFICE ASSISTANT 2				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
OFC AST 2	1	107	08/16/1989	08/01/2016	\$36,525.00	\$26,042.00	\$34,506.00	\$42,970.00	30.38	101.25%	61.93%	40.25%
OFC AST 2	2	107	09/16/1994	09/16/1994	\$34,913.79	\$26,042.00	\$34,506.00	\$42,970.00	25.29	84.31%	52.41%	34.07%
OFC AST 2	3	107	03/02/1998	03/02/1998	\$34,909.88	\$26,042.00	\$34,506.00	\$42,970.00	21.83	72.77%	52.39%	34.05%
OFC AST 2	4	107	04/16/1998	07/17/2000	\$34,386.60	\$26,042.00	\$34,506.00	\$42,970.00	21.71	72.36%	49.29%	32.04%
OFC AST 2	5	107	08/28/2000	08/28/2000	\$34,887.98	\$26,042.00	\$34,506.00	\$42,970.00	19.34	64.47%	52.26%	33.97%
OFC AST 2	6	107	05/16/2005	05/16/2005	\$31,913.75	\$26,042.00	\$34,506.00	\$42,970.00	14.63	48.75%	34.69%	22.55%
OFC AST 2	7	107	08/21/2006	08/21/2006	\$30,172.11	\$26,042.00	\$34,506.00	\$42,970.00	13.36	44.54%	24.40%	15.86%
OFC AST 2	8	107	07/07/2008	07/07/2008	\$30,896.61	\$26,042.00	\$34,506.00	\$42,970.00	11.48	38.28%	28.68%	18.64%
OFC AST 2	9	107	01/02/2013	07/09/2018	\$26,531.00	\$26,042.00	\$34,506.00	\$42,970.00	7.00	23.32%	2.89%	1.88%
OFC AST 2	10	107	12/16/2013	10/22/2017	\$26,908.00	\$26,042.00	\$34,506.00	\$42,970.00	6.04	20.14%	5.12%	3.33%
OFC AST 2	11	107	09/15/2014	09/15/2014	\$30,727.59	\$26,042.00	\$34,506.00	\$42,970.00	5.29	17.65%	27.68%	17.99%
OFC AST 2	12	107	01/11/2016	01/11/2016	\$26,908.00	\$26,042.00	\$34,506.00	\$42,970.00	3.97	13.24%	5.12%	3.33%
OFC AST 2	13	107	10/02/2017	10/02/2017	\$26,908.00	\$26,042.00	\$34,506.00	\$42,970.00	2.25	7.49%	5.12%	3.33%
OFC AST 2	14	107	10/02/2017	10/02/2017	\$26,872.48	\$26,042.00	\$34,506.00	\$42,970.00	2.25	7.49%	4.91%	3.19%
OFC AST 2	15	107	10/09/2018	10/09/2018	\$26,531.00	\$26,042.00	\$34,506.00	\$42,970.00	1.23	4.09%	2.89%	1.88%
OFC AST 2	16	107	06/10/2019	06/10/2019	\$29,000.00	\$26,042.00	\$34,506.00	\$42,970.00	0.56	1.86%	17.47%	11.36%
OFC AST 2 Avg			05/02/2008	09/30/2010	\$30,561.99	\$26,042.00	\$34,506.00	\$42,970.00	11.66	38.88%	26.70%	17.36%
OFC AST 2 Med			10/05/2010	05/14/2015	\$30,449.85	\$26,042.00	\$34,506.00	\$42,970.00	9.24	30.80%	26.04%	16.93%
Va Beach (Office Asst 2)			vs. Average		\$30,561.99	\$31,075.20	\$38,303.20	\$45,531.20				(1.65%)
			vs. Median		\$30,449.85	\$31,075.20	\$38,303.20	\$45,531.20				(2.01%)
Norfolk (Secretary 1)			vs. Average		\$30,561.99	\$27,717.00	\$35,889.00	\$44,060.00				10.26%
			vs. Median		\$30,449.85	\$27,717.00	\$35,889.00	\$44,060.00				9.86%
Richmond (Office Asst)			vs. Average		\$30,561.99	\$25,105.00	\$30,900.00	\$37,080.00				21.74%
			vs. Median		\$30,449.85	\$25,105.00	\$30,900.00	\$37,080.00				21.29%
Chesapeake Pct Below Avg			vs. Average		16	8	50.00%					

Employee	Grade	Original Hire Date	Position Start Date	OFFICE COORDINATOR				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
OFC CRD	1	115	03/11/1985	08/12/1987	\$51,945.27	\$35,651.00	\$47,238.00	\$58,825.00	34.81	116.02%	70.31%	45.70%
OFC CRD	2	115	04/20/1987	04/20/1987	\$58,044.12	\$35,651.00	\$47,238.00	\$58,825.00	32.70	108.99%	96.63%	62.81%
OFC CRD	3	115	10/15/1987	03/05/1991	\$46,884.27	\$35,651.00	\$47,238.00	\$58,825.00	32.21	107.37%	48.47%	31.51%
OFC CRD	4	115	01/19/1988	01/19/1988	\$55,040.19	\$35,651.00	\$47,238.00	\$58,825.00	31.95	106.50%	83.67%	54.39%
OFC CRD	5	115	04/01/1988	04/01/1988	\$54,373.94	\$35,651.00	\$47,238.00	\$58,825.00	31.75	105.83%	80.79%	52.52%
OFC CRD	6	115	05/01/1990	05/01/1990	\$44,960.22	\$35,651.00	\$47,238.00	\$58,825.00	29.67	98.89%	40.17%	26.11%
OFC CRD	7	115	06/01/1990	06/01/1990	\$46,843.15	\$35,651.00	\$47,238.00	\$58,825.00	29.58	98.61%	48.30%	31.39%
OFC CRD	8	115	07/16/2001	07/16/2001	\$46,822.52	\$35,651.00	\$47,238.00	\$58,825.00	18.46	61.53%	48.21%	31.34%
OFC CRD	9	115	03/01/2004	03/01/2004	\$51,257.16	\$35,651.00	\$47,238.00	\$58,825.00	15.83	52.78%	67.34%	43.77%
OFC CRD	10	115	10/22/2007	02/19/2013	\$43,149.99	\$35,651.00	\$47,238.00	\$58,825.00	12.19	40.64%	32.36%	21.03%
OFC CRD	11	115	11/01/2007	11/01/2007	\$41,977.82	\$35,651.00	\$47,238.00	\$58,825.00	12.17	40.56%	27.30%	17.75%
OFC CRD	12	115	06/04/2012	06/04/2012	\$41,300.00	\$35,651.00	\$47,238.00	\$58,825.00	7.58	25.25%	24.38%	15.85%
OFC CRD	13	115	02/19/2013	10/16/2014	\$43,919.97	\$35,651.00	\$47,238.00	\$58,825.00	6.87	22.89%	35.68%	23.19%
OFC CRD	14	115	12/16/2013	12/16/2013	\$37,271.19	\$35,651.00	\$47,238.00	\$58,825.00	6.04	20.14%	6.99%	4.54%
OFC CRD	15	115	06/16/2014	09/22/2018	\$36,603.16	\$35,651.00	\$47,238.00	\$58,825.00	5.54	18.47%	4.11%	2.67%
OFC CRD	16	115	09/22/2014	12/01/2016	\$41,300.00	\$35,651.00	\$47,238.00	\$58,825.00	5.28	17.58%	24.38%	15.85%
OFC CRD	17	115	05/04/2015	05/04/2015	\$43,708.31	\$35,651.00	\$47,238.00	\$58,825.00	4.66	15.53%	34.77%	22.60%
OFC CRD	18	115	05/11/2015	05/11/2015	\$39,175.57	\$35,651.00	\$47,238.00	\$58,825.00	4.64	15.46%	15.21%	9.89%
OFC CRD	19	115	10/03/2016	10/03/2016	\$37,944.48	\$35,651.00	\$47,238.00	\$58,825.00	3.24	10.81%	9.90%	6.43%
OFC CRD	20	115	04/03/2017	04/03/2017	\$37,015.23	\$35,651.00	\$47,238.00	\$58,825.00	2.74	9.15%	5.89%	3.83%
OFC CRD	21	115	04/09/2018	04/09/2018	\$42,300.00	\$35,651.00	\$47,238.00	\$58,825.00	1.73	5.76%	28.69%	18.65%
OFC CRD	22	115	06/25/2018	06/25/2018	\$36,776.72	\$35,651.00	\$47,238.00	\$58,825.00	1.52	5.06%	4.86%	3.16%
OFC CRD	23	115	11/13/2018	11/13/2018	\$36,086.91	\$35,651.00	\$47,238.00	\$58,825.00	1.13	3.78%	1.88%	1.22%
OFC CRD	24	115	03/11/2019	03/11/2019	\$40,000.00	\$35,651.00	\$47,238.00	\$58,825.00	0.81	2.69%	18.77%	12.20%

Employee	Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
OFC CRD Avg		02/13/2006	12/03/2006	\$43,945.84	\$35,651.00	\$47,238.00	\$58,825.00	13.88	46.28%	35.79%	23.27%
OFC CRD Med		10/12/2012	07/19/2013	\$42,725.00	\$35,651.00	\$47,238.00	\$58,825.00	7.22	24.06%	30.53%	19.84%
Va Beach Office Supv)		vs. Average		\$43,945.84	\$41,787.20	\$51,511.20	\$61,235.20				5.17%
		vs. Median		\$42,725.00	\$41,787.20	\$51,511.20	\$61,235.20				2.24%
Norfolk (Office Mgr)		vs. Average		\$43,945.84	\$34,445.00	\$45,303.00	\$56,161.00				27.58%
		vs. Median		\$42,725.00	\$34,445.00	\$45,303.00	\$56,161.00				24.04%
Newport news (Office Mgr)		vs. Average		\$43,945.84	\$41,520.00	\$56,523.00	\$71,526.00				5.84%
		vs. Median		\$42,725.00	\$41,520.00	\$56,523.00	\$71,526.00				2.90%
Chesapeake Pct Below Avg		vs. Average		24	15	62.50%					

Employee	Grade	Original Hire Date	Position Start Date	OFFICE SPECIALIST 1				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
OFC SPC 1	1	109	06/01/1973	06/01/1973	\$45,852.00	\$27,789.00	\$36,821.00	\$45,852.00	46.58	155.28%	100.00%	65.00%
OFC SPC 1	2	109	03/11/1981	03/11/1981	\$45,852.00	\$27,789.00	\$36,821.00	\$45,852.00	38.81	129.35%	100.00%	65.00%
OFC SPC 1	3	109	08/16/1996	08/16/1996	\$40,925.39	\$27,789.00	\$36,821.00	\$45,852.00	23.38	77.92%	72.73%	47.27%
OFC SPC 1	4	109	10/01/1997	10/01/1997	\$38,808.12	\$27,789.00	\$36,821.00	\$45,852.00	22.25	74.17%	61.00%	39.65%
OFC SPC 1	5	109	05/01/2000	05/01/2000	\$34,755.46	\$27,789.00	\$36,821.00	\$45,852.00	19.67	65.56%	38.57%	25.07%
OFC SPC 1	6	109	10/23/2000	09/10/2018	\$30,000.00	\$27,789.00	\$36,821.00	\$45,852.00	19.19	63.96%	12.24%	7.96%
OFC SPC 1	7	109	01/07/2002	01/07/2002	\$45,852.00	\$27,789.00	\$36,821.00	\$45,852.00	17.98	59.94%	100.00%	65.00%
OFC SPC 1	8	109	07/26/2002	07/26/2002	\$36,121.97	\$27,789.00	\$36,821.00	\$45,852.00	17.43	58.10%	46.13%	29.99%
OFC SPC 1	9	109	12/27/2004	12/27/2004	\$33,811.01	\$27,789.00	\$36,821.00	\$45,852.00	15.01	50.04%	33.34%	21.67%
OFC SPC 1	10	109	05/22/2006	05/22/2006	\$33,248.01	\$27,789.00	\$36,821.00	\$45,852.00	13.61	45.36%	30.22%	19.64%
OFC SPC 1	11	109	04/02/2007	04/02/2007	\$33,654.72	\$27,789.00	\$36,821.00	\$45,852.00	12.75	42.49%	32.47%	21.11%
OFC SPC 1	12	109	09/10/2007	09/10/2007	\$33,706.90	\$27,789.00	\$36,821.00	\$45,852.00	12.31	41.03%	32.76%	21.30%
OFC SPC 1	13	109	05/21/2012	11/12/2013	\$30,550.15	\$27,789.00	\$36,821.00	\$45,852.00	7.61	25.37%	15.29%	9.94%
OFC SPC 1	14	109	02/11/2013	02/11/2013	\$31,550.15	\$27,789.00	\$36,821.00	\$45,852.00	6.89	22.96%	20.82%	13.53%
OFC SPC 1	15	109	05/06/2013	07/25/2016	\$27,382.00	\$27,789.00	\$36,821.00	\$45,852.00	6.65	22.18%	-2.25%	-1.46%
OFC SPC 1	16	109	09/23/2013	05/01/2016	\$31,683.97	\$27,789.00	\$36,821.00	\$45,852.00	6.27	20.91%	21.56%	14.02%
OFC SPC 1	17	109	01/21/2014	01/21/2014	\$31,133.23	\$27,789.00	\$36,821.00	\$45,852.00	5.94	19.81%	18.51%	12.03%
OFC SPC 1	18	109	07/28/2014	03/22/2019	\$28,244.00	\$27,789.00	\$36,821.00	\$45,852.00	5.43	18.08%	2.52%	1.64%
OFC SPC 1	19	109	09/29/2014	09/29/2014	\$30,839.27	\$27,789.00	\$36,821.00	\$45,852.00	5.26	17.52%	16.89%	10.98%
OFC SPC 1	20	109	03/23/2015	03/23/2015	\$28,839.27	\$27,789.00	\$36,821.00	\$45,852.00	4.77	15.91%	5.81%	3.78%
OFC SPC 1	21	109	01/11/2016	08/22/2017	\$29,436.73	\$27,789.00	\$36,821.00	\$45,852.00	3.97	13.24%	9.12%	5.93%
OFC SPC 1	22	109	05/31/2016	05/31/2016	\$30,579.00	\$27,789.00	\$36,821.00	\$45,852.00	3.58	11.94%	15.45%	10.04%
OFC SPC 1	23	109	11/07/2016	11/07/2016	\$30,675.00	\$27,789.00	\$36,821.00	\$45,852.00	3.15	10.50%	15.98%	10.39%
OFC SPC 1	24	109	01/23/2017	01/23/2017	\$31,230.00	\$27,789.00	\$36,821.00	\$45,852.00	2.94	9.80%	19.05%	12.38%
OFC SPC 1	25	109	01/30/2017	01/30/2017	\$29,579.00	\$27,789.00	\$36,821.00	\$45,852.00	2.92	9.72%	9.91%	6.44%
OFC SPC 1	26	109	03/20/2017	08/07/2018	\$28,244.00	\$27,789.00	\$36,821.00	\$45,852.00	2.78	9.27%	2.52%	1.64%
OFC SPC 1	27	109	09/05/2017	09/05/2017	\$29,579.00	\$27,789.00	\$36,821.00	\$45,852.00	2.32	7.74%	9.91%	6.44%
OFC SPC 1	28	109	10/01/2018	10/01/2018	\$28,244.00	\$27,789.00	\$36,821.00	\$45,852.00	1.25	4.17%	2.52%	1.64%
OFC SPC 1	29	109	01/28/2019	01/28/2019	\$27,789.00	\$27,789.00	\$36,821.00	\$45,852.00	0.93	3.08%	0.00%	0.00%
OFC SPC 1	30	109	02/11/2019	02/11/2019	\$27,789.00	\$27,789.00	\$36,821.00	\$45,852.00	0.89	2.96%	0.00%	0.00%
OFC SPC 1	31	109	02/11/2019	02/11/2019	\$28,000.00	\$27,789.00	\$36,821.00	\$45,852.00	0.89	2.96%	1.17%	0.76%
OFC SPC 1	32	109	03/04/2019	03/04/2019	\$27,789.00	\$27,789.00	\$36,821.00	\$45,852.00	0.83	2.75%	0.00%	0.00%

Employee	Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
OFC SPC 1	33	109	04/01/2019	04/01/2019	\$27,789.00	\$27,789.00	\$36,821.00	\$45,852.00	0.75	2.50%	0.00%	0.00%
OFC SPC 1	34	109	04/08/2019	04/08/2019	\$27,789.00	\$27,789.00	\$36,821.00	\$45,852.00	0.73	2.44%	0.00%	0.00%
OFC SPC 1	35	109	04/23/2019	04/23/2019	\$27,789.00	\$27,789.00	\$36,821.00	\$45,852.00	0.69	2.30%	0.00%	0.00%
OFC SPC 1 Avg.			05/21/2010	04/29/2011	\$32,146.01	\$27,789.00	\$36,821.00	\$45,852.00	9.61	32.04%	24.12%	15.68%
OFC SPC 1 Med.			07/28/2014	05/31/2016	\$30,579.00	\$27,789.00	\$36,821.00	\$45,852.00	5.43	18.08%	15.45%	10.04%
Va Beach (Office Asst 2)			vs. Average		\$32,146.01	\$31,075.20	\$38,303.20	\$45,531.20				3.45%
			vs. Median		\$30,579.00	\$31,075.20	\$38,303.20	\$45,531.20				(1.60%)
Norfolk (Secretary 1)			vs. Average		\$32,146.01	\$27,717.00	\$35,889.00	\$44,060.00				15.98%
			vs. Median		\$30,579.00	\$27,717.00	\$35,889.00	\$44,060.00				10.33%
Newport News (Acctng Asst 2)			vs. Average		\$32,146.01	\$27,155.00	\$36,257.00	\$45,358.00				18.38%
			vs. Median		\$30,579.00	\$27,155.00	\$36,257.00	\$45,358.00				12.61%
Chesapeake Pct Below Avg			vs. Average			35	24	68.57%				

Employee	Grade	Original Hire Date	Position Start Date	OFFICE SPECIALIST 2				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
OFC SPC 2 1	113	08/15/1988	08/15/1988	\$51,112.11	\$33,029.00	\$43,764.00	\$54,498.00	31.38	104.59%	84.23%	54.75%
OFC SPC 2 2	113	10/16/1997	05/15/2000	\$41,230.74	\$33,029.00	\$43,764.00	\$54,498.00	22.21	74.03%	38.20%	24.83%
OFC SPC 2 3	113	07/28/1998	03/05/2018	\$37,137.50	\$33,029.00	\$43,764.00	\$54,498.00	21.43	71.42%	19.14%	12.44%
OFC SPC 2 4	113	08/14/2006	06/06/2016	\$35,500.00	\$33,029.00	\$43,764.00	\$54,498.00	13.38	44.60%	11.51%	7.48%
OFC SPC 2 5	113	06/25/2007	06/25/2007	\$36,290.28	\$33,029.00	\$43,764.00	\$54,498.00	12.52	41.72%	15.19%	9.87%
OFC SPC 2 6	113	01/05/2009	01/05/2009	\$48,045.94	\$33,029.00	\$43,764.00	\$54,498.00	10.99	36.63%	69.95%	45.47%
OFC SPC 2 7	113	06/25/2012	11/16/2013	\$33,433.38	\$33,029.00	\$43,764.00	\$54,498.00	7.52	25.06%	1.88%	1.22%
OFC SPC 2 8	113	09/30/2013	09/30/2013	\$38,915.35	\$33,029.00	\$43,764.00	\$54,498.00	6.25	20.83%	27.42%	17.82%
OFC SPC 2 9	113	11/03/2014	06/24/2019	\$35,308.00	\$33,029.00	\$43,764.00	\$54,498.00	5.16	17.20%	10.62%	6.90%
OFC SPC 2 10	113	02/09/2015	02/09/2015	\$35,028.78	\$33,029.00	\$43,764.00	\$54,498.00	4.89	16.31%	9.31%	6.05%
OFC SPC 2 11	113	03/09/2015	03/09/2015	\$36,182.71	\$33,029.00	\$43,764.00	\$54,498.00	4.81	16.04%	14.69%	9.55%
OFC SPC 2 12	113	05/26/2015	05/26/2015	\$35,515.87	\$33,029.00	\$43,764.00	\$54,498.00	4.60	15.32%	11.58%	7.53%
OFC SPC 2 13	113	05/02/2016	05/02/2016	\$33,433.38	\$33,029.00	\$43,764.00	\$54,498.00	3.66	12.21%	1.88%	1.22%
OFC SPC 2 14	113	08/01/2016	08/01/2016	\$34,870.00	\$33,029.00	\$43,764.00	\$54,498.00	3.42	11.39%	8.58%	5.57%
OFC SPC 2 15	113	03/29/2017	03/29/2017	\$37,741.94	\$33,029.00	\$43,764.00	\$54,498.00	2.76	9.19%	21.95%	14.27%
OFC SPC 2 16	113	04/10/2017	07/07/2018	\$33,433.38	\$33,029.00	\$43,764.00	\$54,498.00	2.73	9.08%	1.88%	1.22%
OFC SPC 2 17	113	08/14/2017	08/14/2017	\$33,650.21	\$33,029.00	\$43,764.00	\$54,498.00	2.38	7.94%	2.89%	1.88%
OFC SPC 2 18	113	11/20/2017	11/20/2017	\$41,192.62	\$33,029.00	\$43,764.00	\$54,498.00	2.11	7.05%	38.03%	24.72%
OFC SPC 2 19	113	02/12/2018	02/12/2018	\$37,473.78	\$33,029.00	\$43,764.00	\$54,498.00	1.89	6.29%	20.70%	13.46%
OFC SPC 2 20	113	07/09/2018	07/09/2018	\$33,433.38	\$33,029.00	\$43,764.00	\$54,498.00	1.48	4.93%	1.88%	1.22%
OFC SPC 2 21	113	08/13/2018	08/13/2018	\$36,137.50	\$33,029.00	\$43,764.00	\$54,498.00	1.38	4.61%	14.48%	9.41%
OFC SPC 2 22	113	10/01/2018	10/01/2018	\$33,433.38	\$33,029.00	\$43,764.00	\$54,498.00	1.25	4.17%	1.88%	1.22%
OFC SPC 2 23	113	01/14/2019	01/14/2019	\$33,029.00	\$33,029.00	\$43,764.00	\$54,498.00	0.96	3.21%	0.00%	0.00%
OFC SPC 2 24	113	01/22/2019	01/22/2019	\$33,029.00	\$33,029.00	\$43,764.00	\$54,498.00	0.94	3.14%	0.00%	0.00%

Employee	Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
OFC SPC 2 Avg		11/28/2012	07/19/2014	\$36,856.59	\$33,029.00	\$43,764.00	\$54,498.00	7.09	23.64%	17.83%	11.59%
OFC SPC 2 Med		11/13/2015	11/29/2016	\$35,507.94	\$33,029.00	\$43,764.00	\$54,498.00	4.13	13.78%	11.55%	7.51%
Va Beach (Acct Clk 3)		vs. Average		\$36,856.59	\$34,299.20	\$42,276.00	\$50,252.80				7.46%
		vs. Median		\$35,507.94	\$34,299.20	\$42,276.00	\$50,252.80				3.52%
Norfolk (Secretary 2)		vs. Average		\$36,856.59	\$30,558.00	\$39,567.00	\$48,575.00				20.61%
		vs. Median		\$35,507.94	\$30,558.00	\$39,567.00	\$48,575.00				16.20%
Richmond (Acctng Speclst)		vs. Average		\$36,856.59	\$37,440.00	\$46,800.00	\$56,160.00				(1.56%)
		vs. Median		\$35,507.94	\$37,440.00	\$46,800.00	\$56,160.00				(5.16%)
Chesapeake Pct Below Avg		vs. Average			24	16	66.67%				

Employee	Grade	OPERATIONS COORDINATOR										
		Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
OPER CRD 1	122	06/16/1989	04/16/1996	\$56,739.72	\$46,133.00	\$61,127.00	\$76,120.00	30.54	101.81%	35.37%	22.99%	
OPER CRD 2	122	04/01/1990	04/01/1990	\$64,230.15	\$46,133.00	\$61,127.00	\$76,120.00	29.75	99.17%	60.35%	39.23%	
OPER CRD 3	122	01/10/2000	01/10/2000	\$51,389.70	\$46,133.00	\$61,127.00	\$76,120.00	19.98	66.58%	17.53%	11.39%	
OPER CRD 4	122	06/11/2012	06/11/2012	\$48,971.40	\$46,133.00	\$61,127.00	\$76,120.00	7.56	25.19%	9.47%	6.15%	
OPER CRD 5	122	02/02/2015	02/02/2015	\$47,638.62	\$46,133.00	\$61,127.00	\$76,120.00	4.91	16.38%	5.02%	3.26%	
OPER CRD 6	122	04/04/2016	04/04/2016	\$46,133.00	\$46,133.00	\$61,127.00	\$76,120.00	3.74	12.47%	0.00%	0.00%	
OPER CRD 7	122	09/10/2018	09/10/2018	\$47,727.62	\$46,133.00	\$61,127.00	\$76,120.00	1.31	4.36%	5.32%	3.46%	
OPER CRD 8	122	09/10/2018	09/10/2018	\$54,103.00	\$46,133.00	\$61,127.00	\$76,120.00	1.31	4.36%	26.58%	17.28%	
OPER CRD Avg		08/12/2007	06/19/2008	\$52,116.65	\$46,133.00	\$61,127.00	\$76,120.00	12.39	41.29%	19.95%	12.97%	
OPER CRD Med.		10/07/2013	10/07/2013	\$50,180.55	\$46,133.00	\$61,127.00	\$76,120.00	6.23	20.78%	13.50%	8.77%	
Va Beach		vs. Average		\$52,116.65	\$50,918.40	\$62,764.00	\$74,609.60				2.35%	
(Fam Svs Spc 2)		vs. Median		\$50,180.55	\$50,918.40	\$62,764.00	\$74,609.60				(1.45%)	
Norfolk		vs. Average		\$52,116.65	\$52,020.00	\$69,031.00	\$86,041.00				0.19%	
(Oper Mgr)		vs. Median		\$50,180.55	\$52,020.00	\$69,031.00	\$86,041.00				(3.54%)	
Newport News		vs. Average		\$52,116.65	\$44,177.00	\$60,052.00	\$75,987.00				17.97%	
(Juv Svs Sup)		vs. Median		\$50,180.55	\$44,177.00	\$60,052.00	\$75,987.00				13.59%	
Chesapeake		vs. Average		8	5	62.50%						
Pct Below Avg												

Employee	Grade	Original Hire Date	PAYROLL/HUMAN RESOURCES TECHNICIAN 1					Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
			Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
PR HR TC 1	1	115	10/01/1987	10/01/1987	\$48,925.71	\$35,651.00	\$47,238.00	\$58,825.00	32.25	107.50%	57.28%	37.24%
PR HR TC 1	2	115	04/22/2002	04/22/2002	\$42,126.23	\$35,651.00	\$47,238.00	\$58,825.00	17.69	58.97%	27.94%	18.16%
PR HR TC 1	3	115	10/18/2004	07/01/2015	\$41,558.13	\$35,651.00	\$47,238.00	\$58,825.00	15.20	50.68%	25.49%	16.57%
PR HR TC 1	4	115	06/25/2007	06/25/2007	\$47,831.47	\$35,651.00	\$47,238.00	\$58,825.00	12.52	41.72%	52.56%	34.17%
PR HR TC 1	5	115	09/15/2008	09/15/2008	\$43,204.53	\$35,651.00	\$47,238.00	\$58,825.00	11.29	37.65%	32.59%	21.19%
PR HR TC 1	6	115	09/29/2008	09/29/2008	\$44,180.03	\$35,651.00	\$47,238.00	\$58,825.00	11.26	37.52%	36.80%	23.92%
PR HR TC 1	7	115	04/01/2013	04/01/2013	\$37,307.22	\$35,651.00	\$47,238.00	\$58,825.00	6.75	22.50%	7.15%	4.65%
PR HR TC 1	8	115	03/11/2019	03/11/2019	\$43,000.00	\$35,651.00	\$47,238.00	\$58,825.00	0.81	2.69%	31.71%	20.61%
PR HR TC 1 Avg.			07/12/2006	11/12/2007	\$43,516.67	\$35,651.00	\$47,238.00	\$58,825.00	13.47	44.90%	33.94%	22.06%
PR HR TC 1 Med.			02/04/2008	09/22/2008	\$43,102.27	\$35,651.00	\$47,238.00	\$58,825.00	11.91	39.69%	32.15%	20.90%
Va Beach (Payroll Tech 2)			vs. Average		\$43,516.67	\$36,025.60	\$44,408.00	\$52,790.40				20.79%
			vs. Median		\$43,102.27	\$36,025.60	\$44,408.00	\$52,790.40				19.64%
Norfolk (PR Bnfts Coord)			vs. Average		\$43,516.67	\$35,375.00	\$45,804.00	\$56,233.00				23.02%
			vs. Median		\$43,102.27	\$35,375.00	\$45,804.00	\$56,233.00				21.84%
Newport News (PR Coord)			vs. Average		\$43,516.67	\$39,056.00	\$53,162.00	\$67,267.00				11.42%
			vs. Median		\$43,102.27	\$39,056.00	\$53,162.00	\$67,267.00				10.36%
Chesapeake Pct Below Avg			vs. Average		8	5	62.50%					

PAYROLL/HUMAN RESOURCES TECHNICIAN 2												
Employee	Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
PR HR TC 2 1	117	10/20/1986	11/16/1987	\$51,974.31	\$37,833.00	\$50,129.00	\$62,425.00	33.20	110.66%	57.50%	37.38%	
PR HR TC 2 2	117	04/06/1990	01/06/2003	\$52,922.90	\$37,833.00	\$50,129.00	\$62,425.00	29.74	99.12%	61.36%	39.89%	
PR HR TC 2 3	117	03/28/2005	03/28/2005	\$49,527.50	\$37,833.00	\$50,129.00	\$62,425.00	14.76	49.19%	47.55%	30.91%	
PR HR TC 2 4	117	10/09/2006	10/09/2006	\$46,504.86	\$37,833.00	\$50,129.00	\$62,425.00	13.23	44.09%	35.26%	22.92%	
PR HR TC 2 5	117	06/18/2007	06/18/2007	\$47,817.68	\$37,833.00	\$50,129.00	\$62,425.00	12.54	41.79%	40.60%	26.39%	
PR HR TC 2 6	117	12/16/2013	12/16/2013	\$43,494.42	\$37,833.00	\$50,129.00	\$62,425.00	6.04	20.14%	23.02%	14.96%	
PR HR TC 2 7	117	11/17/2014	11/17/2014	\$44,866.06	\$37,833.00	\$50,129.00	\$62,425.00	5.12	17.07%	28.60%	18.59%	
PR HR TC 2 8	117	09/01/2016	09/01/2016	\$39,894.55	\$37,833.00	\$50,129.00	\$62,425.00	3.33	11.11%	8.38%	5.45%	
PR HR TC 2 9	117	12/17/2018	12/17/2018	\$40,783.75	\$37,833.00	\$50,129.00	\$62,425.00	1.04	3.46%	12.00%	7.80%	
PR HR TC 2 Avg.		10/11/2006	04/24/2008	\$46,420.67	\$37,833.00	\$50,129.00	\$62,425.00	13.22	44.07%	34.92%	22.70%	
PR HR TC 2 Med.		06/18/2007	06/18/2007	\$46,504.86	\$37,833.00	\$50,129.00	\$62,425.00	12.54	41.79%	35.26%	22.92%	
Va Beach (Payroll Tech 3)		vs. Average		\$46,420.67	\$37,856.00	\$46,664.80	\$55,473.60				22.62%	
		vs. Median		\$46,504.86	\$37,856.00	\$46,664.80	\$55,473.60				22.85%	
Norfolk (Payroll Spec)		vs. Average		\$46,420.67	\$40,805.00	\$53,696.00	\$66,586.00				13.76%	
		vs. Median		\$46,504.86	\$40,805.00	\$53,696.00	\$66,586.00				13.97%	
Newport News (PR Coord)		vs. Average		\$46,420.67	\$39,056.00	\$53,162.00	\$67,267.00				18.86%	
		vs. Median		\$46,504.86	\$39,056.00	\$53,162.00	\$67,267.00				19.07%	
Chesapeake Pct Below Avg		vs. Average			9	4	44.44%					

Employee	Grade	Original Hire Date	Position Start Date	PLANNER 2				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
PLANNER 2	1	126	04/16/1986	04/16/1986	\$86,590.20	\$54,429.00	\$72,119.00	\$89,808.00	33.71	112.36%	90.90%	59.09%
PLANNER 2	2	126	10/06/2003	10/06/2003	\$66,933.53	\$54,429.00	\$72,119.00	\$89,808.00	16.24	54.12%	35.34%	22.97%
PLANNER 2	3	126	06/18/2007	06/18/2007	\$61,513.09	\$54,429.00	\$72,119.00	\$89,808.00	12.54	41.79%	20.02%	13.02%
PLANNER 2	4	126	10/01/2012	10/01/2012	\$67,199.06	\$54,429.00	\$72,119.00	\$89,808.00	7.25	24.17%	36.10%	23.46%
PLANNER 2	5	126	11/13/2012	11/13/2012	\$59,324.73	\$54,429.00	\$72,119.00	\$89,808.00	7.13	23.78%	13.84%	8.99%
PLANNER 2	6	126	03/13/2017	03/13/2017	\$55,095.23	\$54,429.00	\$72,119.00	\$89,808.00	2.80	9.33%	1.88%	1.22%
PLANNER 2	7	126	03/27/2017	03/27/2017	\$55,095.23	\$54,429.00	\$72,119.00	\$89,808.00	2.76	9.20%	1.88%	1.22%
PLANNER 2	8	126	07/16/2018	07/16/2018	\$55,095.23	\$54,429.00	\$72,119.00	\$89,808.00	1.46	4.86%	1.88%	1.22%
PLANNER 2	9	126	01/07/2019	01/07/2019	\$54,429.00	\$54,429.00	\$72,119.00	\$89,808.00	0.98	3.28%	0.00%	0.00%
PLANNER 2 Avg			07/27/2010	07/27/2010	\$62,363.92	\$54,429.00	\$72,119.00	\$89,808.00	9.43	31.43%	22.43%	14.58%
PLANNER 2 Med			11/13/2012	11/13/2012	\$59,324.73	\$54,429.00	\$72,119.00	\$89,808.00	7.13	23.78%	13.84%	8.99%
Va Beach (Planner 2)			vs. Average		\$62,363.92	\$56,201.60	\$70,699.20	\$85,196.80				10.96%
			vs. Median		\$59,324.73	\$56,201.60	\$70,699.20	\$85,196.80				5.56%
Norfolk (Princpl Planner)			vs. Average		\$62,363.92	\$56,314.00	\$74,195.00	\$92,075.00				10.74%
			vs. Median		\$59,324.73	\$56,314.00	\$74,195.00	\$92,075.00				5.35%
Richmond Planning Supv)			vs. Average		\$62,363.92	\$54,790.00	\$76,580.00	\$98,370.00				13.82%
			vs. Median		\$59,324.73	\$54,790.00	\$76,580.00	\$98,370.00				8.28%
Chesapeake Pct Below Avg			vs. Average			9	6	66.67%				

Employee	Grade	Original Hire Date	Position Start Date	PROGRAM SUPERVISOR				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
PGM SUP	1	128	08/03/1992	08/03/1992	\$79,943.02	\$58,693.00	\$77,769.00	\$96,844.00	27.41	91.37%	55.70%	36.21%
PGM SUP	2	128	06/01/1994	06/01/1994	\$76,172.69	\$58,693.00	\$77,769.00	\$96,844.00	25.58	85.28%	45.82%	29.78%
PGM SUP	3	128	06/01/1998	06/01/1998	\$83,220.67	\$58,693.00	\$77,769.00	\$96,844.00	21.58	71.94%	64.29%	41.79%
PGM SUP	4	128	08/30/1999	08/30/1999	\$71,548.07	\$58,693.00	\$77,769.00	\$96,844.00	20.33	67.78%	33.70%	21.90%
PGM SUP	5	128	01/22/2001	01/22/2001	\$75,671.40	\$58,693.00	\$77,769.00	\$96,844.00	18.94	63.14%	44.50%	28.93%
PGM SUP	6	128	11/28/2005	11/28/2005	\$73,048.07	\$58,693.00	\$77,769.00	\$96,844.00	14.09	46.97%	37.63%	24.46%
PGM SUP	7	128	09/17/2007	09/17/2007	\$72,576.42	\$58,693.00	\$77,769.00	\$96,844.00	12.29	40.96%	36.39%	23.65%
PGM SUP	8	128	06/01/2015	06/01/2015	\$68,447.93	\$58,693.00	\$77,769.00	\$96,844.00	4.58	15.28%	25.57%	16.62%
PGM SUP Avg			11/23/2001	11/23/2001	\$75,078.53	\$58,693.00	\$77,769.00	\$96,844.00	18.11	60.35%	42.95%	27.92%
PGM SUP Med			05/11/2000	05/11/2000	\$74,359.74	\$58,693.00	\$77,769.00	\$96,844.00	19.64	65.46%	41.07%	26.69%
Va Beach			vs. Average		\$75,078.53	\$62,025.60	\$78,031.20	\$94,036.80				21.04%
(BH/DS Supv 1)			vs. Median		\$74,359.74	\$62,025.60	\$78,031.20	\$94,036.80				19.89%
Norfolk			vs. Average		\$75,078.53	\$56,314.00	\$74,195.00	\$92,075.00				33.32%
(Programs Mgr)			vs. Median		\$74,359.74	\$56,314.00	\$74,195.00	\$92,075.00				32.04%
Richmond			vs. Average		\$75,078.53	\$57,830.00	\$75,100.00	\$92,370.00				29.83%
(Pgm & Oper Supv)			vs. Median		\$74,359.74	\$57,830.00	\$75,100.00	\$92,370.00				28.58%
Chesapeake			vs. Average		8	4	50.00%					
Pct Below Avg												

Employee	Grade	Original Hire Date	Position Start Date	RECREATION SPECIALIST 2				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
REC SPC 2 1	120	09/18/1989	09/18/1989	\$64,873.10	\$43,073.00	\$57,072.00	\$71,071.00	30.29	100.95%	77.86%	50.61%
REC SPC 2 2	120	12/16/1994	12/16/1994	\$60,127.66	\$43,073.00	\$57,072.00	\$71,071.00	25.04	83.47%	60.91%	39.59%
REC SPC 2 3	120	06/12/1991	09/13/1999	\$55,651.19	\$43,073.00	\$57,072.00	\$71,071.00	28.55	95.18%	44.93%	29.20%
REC SPC 2 4	120	03/01/1999	08/16/2004	\$54,219.74	\$43,073.00	\$57,072.00	\$71,071.00	20.83	69.44%	39.81%	25.88%
REC SPC 2 5	120	11/23/1998	08/14/2006	\$51,399.33	\$43,073.00	\$57,072.00	\$71,071.00	21.11	70.35%	29.74%	19.33%
REC SPC 2 6	120	09/18/2017	09/18/2017	\$50,799.00	\$43,073.00	\$57,072.00	\$71,071.00	2.29	7.62%	27.59%	17.94%
REC SPC 2 7	120	06/27/1990	05/16/1996	\$49,393.48	\$43,073.00	\$57,072.00	\$71,071.00	29.51	98.37%	22.57%	14.67%
REC SPC 2 8	120	01/07/2008	01/07/2008	\$48,400.97	\$43,073.00	\$57,072.00	\$71,071.00	11.98	39.94%	19.03%	12.37%
REC SPC 2 9	120	03/19/2018	03/19/2018	\$47,446.25	\$43,073.00	\$57,072.00	\$71,071.00	1.78	5.94%	15.62%	10.15%
REC SPC 2 10	120	01/09/2006	01/09/2006	\$46,789.09	\$43,073.00	\$57,072.00	\$71,071.00	13.98	46.59%	13.27%	8.63%
REC SPC 2 11	120	04/01/2013	07/29/2013	\$45,263.77	\$43,073.00	\$57,072.00	\$71,071.00	6.75	22.50%	7.82%	5.09%
REC SPC 2 12	120	03/20/2017	03/20/2017	\$44,600.41	\$43,073.00	\$57,072.00	\$71,071.00	2.78	9.27%	5.46%	3.55%
REC SPC 2 13	120	08/31/2015	04/01/2016	\$43,600.41	\$43,073.00	\$57,072.00	\$71,071.00	4.33	14.44%	1.88%	1.22%
REC SPC 2 14	120	09/05/2017	09/05/2017	\$43,600.41	\$43,073.00	\$57,072.00	\$71,071.00	2.32	7.74%	1.88%	1.22%
REC SPC 2 15	120	07/09/2018	07/09/2018	\$43,600.41	\$43,073.00	\$57,072.00	\$71,071.00	1.48	4.93%	1.88%	1.22%
REC SPC 2 16	120	08/13/2018	08/13/2018	\$43,600.41	\$43,073.00	\$57,072.00	\$71,071.00	1.38	4.61%	1.88%	1.22%
REC SPC 2 17	120	07/16/2001	01/07/2019	\$43,500.00	\$43,073.00	\$57,072.00	\$71,071.00	18.46	61.53%	1.53%	0.99%
REC SPC 2 18	120	03/04/2019	03/04/2019	\$43,073.00	\$43,073.00	\$57,072.00	\$71,071.00	0.83	2.75%	0.00%	0.00%
REC SPC 2 19	120	05/26/2015	01/03/2018	\$42,228.00	\$43,073.00	\$57,072.00	\$71,071.00	4.60	15.32%	-3.02%	-1.96%
REC SPC 2 Avg		12/25/2007	07/11/2010	\$48,535.09	\$43,073.00	\$57,072.00	\$71,071.00	12.02	40.06%	19.51%	12.68%
REC SPC 2 Med		04/01/2013	04/01/2016	\$46,789.09	\$43,073.00	\$57,072.00	\$71,071.00	6.75	22.50%	13.27%	8.63%
Va Beach (Rec Spec 2)		vs. Average		\$48,535.09	\$46,134.40	\$58,032.00	\$69,929.60				5.20%
		vs. Median		\$46,789.09	\$46,134.40	\$58,032.00	\$69,929.60				1.42%
Norfolk (Rec. Supv.)		vs. Average		\$48,535.09	\$44,339.00	\$58,324.00	\$72,308.00				9.46%
		vs. Median		\$46,789.09	\$44,339.00	\$58,324.00	\$72,308.00				5.53%
Richmond (Rec. Svs. Supv.)		vs. Average		\$48,535.09	\$49,120.00	\$61,400.00	\$73,680.00				(1.19%)
		vs. Median		\$46,789.09	\$49,120.00	\$61,400.00	\$73,680.00				(4.75%)
Chesapeake Pct Below Avg		vs. Average			19	12	63.16%				

Employee	Grade	Original Hire Date	Position Start Date	SHERIFF'S CLERK 2				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
SHF CLK 2	1	111	05/17/1990	01/16/1996	\$37,160.45	\$30,846.00	\$40,871.00	\$50,896.00	29.62	98.74%	31.49%	20.47%
SHF CLK 2	2	111	03/12/2007	10/30/2017	\$31,336.90	\$30,846.00	\$40,871.00	\$50,896.00	12.80	42.68%	2.45%	1.59%
SHF CLK 2	3	111	09/17/2007	09/17/2007	\$36,880.88	\$30,846.00	\$40,871.00	\$50,896.00	12.29	40.96%	30.10%	19.56%
SHF CLK 2	4	111	10/28/2013	06/22/2015	\$33,526.85	\$30,846.00	\$40,871.00	\$50,896.00	6.18	20.58%	13.37%	8.69%
SHF CLK 2	5	111	09/02/2014	09/02/2014	\$32,526.85	\$30,846.00	\$40,871.00	\$50,896.00	5.33	17.77%	8.38%	5.45%
SHF CLK 2	6	111	06/29/2015	06/29/2015	\$32,552.23	\$30,846.00	\$40,871.00	\$50,896.00	4.51	15.02%	8.51%	5.53%
SHF CLK 2	7	111	08/31/2015	08/31/2015	\$32,640.47	\$30,846.00	\$40,871.00	\$50,896.00	4.33	14.44%	8.95%	5.82%
SHF CLK 2	8	111	11/26/2018	11/26/2018	\$31,068.40	\$30,846.00	\$40,871.00	\$50,896.00	1.10	3.66%	1.11%	0.72%
SHF CLK 2 Avg			06/24/2010	09/20/2012	\$33,461.63	\$30,846.00	\$40,871.00	\$50,896.00	9.52	31.73%	13.05%	8.48%
SHF CLK 2 Med			03/31/2014	06/25/2015	\$32,596.35	\$30,846.00	\$40,871.00	\$50,896.00	5.75	19.17%	8.73%	5.67%
Va Beach (Account Clk 2)			vs. Average		\$33,461.63	\$31,075.30	\$38,303.20	\$45,531.20				7.68%
			vs. Median		\$32,596.35	\$31,075.30	\$38,303.20	\$45,531.20				4.89%
Norfolk (Dep Clk 2 CC)			vs. Average		\$33,461.63	\$29,323.00	\$38,102.00	\$46,880.00				14.11%
			vs. Median		\$32,596.35	\$29,323.00	\$38,102.00	\$46,880.00				11.16%
Newport News (Shrf Secry 2)			vs. Average		\$33,461.63	\$26,881.00	\$40,107.00	\$53,334.00				24.48%
			vs. Median		\$32,596.35	\$26,881.00	\$40,107.00	\$53,334.00				21.26%
Chesapeake Pct Below Avg			vs. Average		8	5	62.50%					

Employee	Grade	Original Hire Date	Position Start Date	SYSTEMS ANALYST 1				Tot Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
SYS ANL 1	1	129	09/11/1985	05/16/2014	\$79,414.07	\$60,544.00	\$80,221.00	\$99,898.00	34.31	114.35%	47.95%	31.17%
SYS ANL 1	2	129	12/16/1997	01/01/2000	\$78,041.84	\$60,544.00	\$80,221.00	\$99,898.00	22.04	73.47%	44.46%	28.90%
SYS ANL 1	3	129	03/02/1998	03/02/1998	\$83,615.77	\$60,544.00	\$80,221.00	\$99,898.00	21.83	72.77%	58.63%	38.11%
SYS ANL 1	4	129	11/15/1999	10/16/2010	\$74,710.15	\$60,544.00	\$80,221.00	\$99,898.00	20.13	67.09%	36.00%	23.40%
SYS ANL 1	5	129	10/14/2002	04/01/2014	\$68,314.09	\$60,544.00	\$80,221.00	\$99,898.00	17.21	57.38%	19.74%	12.83%
SYS ANL 1	6	129	01/31/2005	06/16/2015	\$69,334.09	\$60,544.00	\$80,221.00	\$99,898.00	14.92	49.72%	22.34%	14.52%
SYS ANL 1	7	129	04/25/2005	04/25/2005	\$81,387.85	\$60,544.00	\$80,221.00	\$99,898.00	14.68	48.94%	52.97%	34.43%
SYS ANL 1	8	129	07/01/2006	05/01/2015	\$69,642.48	\$60,544.00	\$80,221.00	\$99,898.00	13.50	45.00%	23.12%	15.03%
SYS ANL 1	9	129	09/22/2008	08/16/2015	\$66,048.38	\$60,544.00	\$80,221.00	\$99,898.00	11.28	37.58%	13.99%	9.09%
SYS ANL 1	10	129	02/11/2013	02/11/2013	\$68,752.29	\$60,544.00	\$80,221.00	\$99,898.00	6.89	22.96%	20.86%	13.56%
SYS ANL 1	11	129	07/06/2015	07/06/2015	\$62,946.08	\$60,544.00	\$80,221.00	\$99,898.00	4.49	14.95%	6.10%	3.97%
SYS ANL 1	12	129	12/14/2015	11/07/2017	\$62,285.07	\$60,544.00	\$80,221.00	\$99,898.00	4.05	13.49%	4.42%	2.88%
SYS ANL 1	13	129	12/27/2016	12/27/2016	\$61,285.07	\$60,544.00	\$80,221.00	\$99,898.00	3.01	10.04%	1.88%	1.22%
SYS ANL 1 Avg			07/06/2005	10/01/2011	\$71,213.63	\$60,544.00	\$80,221.00	\$99,898.00	14.49	48.29%	27.11%	17.62%
SYS ANL 1 Med			04/25/2005	05/16/2014	\$69,334.09	\$60,544.00	\$80,221.00	\$99,898.00	14.68	48.94%	22.34%	14.52%
Va Beach (Systems Anlyst 1)			vs. Average		\$71,213.63	\$62,025.60	\$78,031.20	\$94,036.80	-			14.81%
			vs. Median		\$69,334.09	\$62,025.60	\$78,031.20	\$94,036.80	-			11.78%
Norfolk (Systems Pmgr)			vs. Average		\$71,213.63	\$60,149.00	\$79,109.00	\$98,068.00	-			18.40%
			vs. Median		\$69,334.09	\$60,149.00	\$79,109.00	\$98,068.00	-			15.27%
Richmond (Tech Sys Dev)			vs. Average		\$71,213.63	\$55,545.00	\$83,318.00	\$111,090.00	-			28.21%
			vs. Median		\$69,334.09	\$55,545.00	\$83,318.00	\$111,090.00	-			24.83%
Chesapeake Pct Below Avg			vs. Average			13	8	61.54%				

Employee	Grade	WASTE MANAGEMENT OPERATOR 2							Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
		Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
WT MT OP 2 1	112	10/17/1991	07/01/2001	\$42,995.68	\$32,156.00	\$42,607.00	\$53,058.00	28.21	94.02%	51.86%	33.71%	
WT MT OP 2 2	112	09/27/1993	05/08/1995	\$45,552.00	\$32,156.00	\$42,607.00	\$53,058.00	26.26	87.54%	64.09%	41.66%	
WT MT OP 2 3	112	06/14/1999	06/14/1999	\$43,417.92	\$32,156.00	\$42,607.00	\$53,058.00	20.55	68.49%	53.88%	35.02%	
WT MT OP 2 4	112	11/22/1999	06/07/2004	\$40,108.12	\$32,156.00	\$42,607.00	\$53,058.00	20.11	67.03%	38.04%	24.73%	
WT MT OP 2 5	112	08/28/2000	08/28/2000	\$41,560.48	\$32,156.00	\$42,607.00	\$53,058.00	19.34	64.47%	44.99%	29.25%	
WT MT OP 2 6	112	08/11/2003	08/11/2003	\$39,607.88	\$32,156.00	\$42,607.00	\$53,058.00	16.39	54.63%	35.65%	23.17%	
WT MT OP 2 7	112	10/27/2003	06/14/2004	\$39,607.88	\$32,156.00	\$42,607.00	\$53,058.00	16.18	53.93%	35.65%	23.17%	
WT MT OP 2 8	112	11/28/2005	02/04/2019	\$36,137.40	\$32,156.00	\$42,607.00	\$53,058.00	14.09	46.97%	19.05%	12.38%	
WT MT OP 2 9	112	01/08/2007	12/03/2007	\$40,767.48	\$32,156.00	\$42,607.00	\$53,058.00	12.98	43.27%	41.20%	26.78%	
WT MT OP 2 10	112	04/23/2007	06/01/2015	\$36,151.44	\$32,156.00	\$42,607.00	\$53,058.00	12.69	42.30%	19.12%	12.43%	
WT MT OP 2 11	112	08/25/2008	08/25/2008	\$38,718.68	\$32,156.00	\$42,607.00	\$53,058.00	11.35	37.83%	31.40%	20.41%	
WT MT OP 2 12	112	02/28/2011	07/25/2011	\$40,783.60	\$32,156.00	\$42,607.00	\$53,058.00	8.84	29.45%	41.28%	26.83%	
WT MT OP 2 13	112	02/28/2011	02/28/2011	\$40,767.48	\$32,156.00	\$42,607.00	\$53,058.00	8.84	29.45%	41.20%	26.78%	
WT MT OP 2 14	112	10/07/2013	10/07/2013	\$39,235.04	\$32,156.00	\$42,607.00	\$53,058.00	6.23	20.78%	33.87%	22.01%	
WT MT OP 2 15	112	05/19/2014	10/24/2016	\$34,886.80	\$32,156.00	\$42,607.00	\$53,058.00	5.62	18.72%	13.06%	8.49%	
WT MT OP 2 16	112	06/22/2015	06/22/2015	\$39,751.40	\$32,156.00	\$42,607.00	\$53,058.00	4.53	15.08%	36.34%	23.62%	
WT MT OP 2 17	112	07/13/2015	12/14/2015	\$38,718.68	\$32,156.00	\$42,607.00	\$53,058.00	4.47	14.89%	31.40%	20.41%	
WT MT OP 2 18	112	07/18/2016	07/18/2016	\$36,137.40	\$32,156.00	\$42,607.00	\$53,058.00	3.45	11.51%	19.05%	12.38%	
WT MT OP 2 19	112	09/12/2016	02/06/2017	\$36,653.76	\$32,156.00	\$42,607.00	\$53,058.00	3.30	11.01%	21.52%	13.99%	
WT MT OP 2 20	112	11/21/2016	11/21/2016	\$33,814.56	\$32,156.00	\$42,607.00	\$53,058.00	3.11	10.37%	7.93%	5.16%	
WT MT OP 2 21	112	06/19/2017	10/08/2018	\$33,069.40	\$32,156.00	\$42,607.00	\$53,058.00	2.53	8.44%	4.37%	2.84%	
WT MT OP 2 22	112	09/11/2017	04/15/2019	\$32,549.92	\$32,156.00	\$42,607.00	\$53,058.00	2.31	7.69%	1.88%	1.23%	
WT MT OP 2 23	112	04/09/2018	04/09/2018	\$36,137.40	\$32,156.00	\$42,607.00	\$53,058.00	1.73	5.76%	19.05%	12.38%	
WT MT OP 2 24	112	06/04/2018	11/05/2018	\$33,298.20	\$32,156.00	\$42,607.00	\$53,058.00	1.58	5.25%	5.46%	3.55%	
WT MT OP 2 25	112	07/23/2018	08/05/2019	\$32,803.16	\$32,156.00	\$42,607.00	\$53,058.00	1.44	4.80%	3.10%	2.01%	
WT MT OP 2 26	112	08/27/2018	01/07/2019	\$40,267.76	\$32,156.00	\$42,607.00	\$53,058.00	1.34	4.48%	38.81%	25.23%	
WT MT OP 2 27	112	03/11/2019	06/17/2019	\$32,156.28	\$32,156.00	\$42,607.00	\$53,058.00	0.81	2.69%	0.00%	0.00%	
WT MT OP 2 28	112	05/06/2019	05/06/2019	\$32,156.28	\$32,156.00	\$42,607.00	\$53,058.00	0.65	2.18%	0.00%	0.00%	
WT MT OP 2 29	112	05/28/2019	05/28/2019	\$33,500.48	\$32,156.00	\$42,607.00	\$53,058.00	0.59	1.97%	6.43%	4.18%	

Employee	Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
WT MT OP 2 Avg		01/18/2011	09/05/2012	\$37,631.47	\$32,156.00	\$42,607.00	\$53,058.00	8.95	29.84%	26.20%	17.03%
WT MT OP 2 Med		05/19/2014	12/14/2015	\$38,718.68	\$32,156.00	\$42,607.00	\$53,058.00	5.62	18.72%	31.40%	20.41%
Va Beach (Same)		vs. Average		\$37,631.47	\$31,075.20	\$38,303.20	\$45,531.20				21.10%
		vs. Median		\$38,718.68	\$31,075.20	\$38,303.20	\$45,531.20				24.60%
Norfolk (Refuse Coll 2)		vs. Average		\$37,631.47	\$34,445.00	\$45,303.00	\$56,161.00				9.25%
		vs. Median		\$38,718.68	\$34,445.00	\$45,303.00	\$56,161.00				12.41%
Richmond (Refuse Trk Op)		vs. Average		\$37,631.47	\$35,040.00	\$43,800.00	\$52,560.00				7.40%
		vs. Median		\$38,718.68	\$35,040.00	\$43,800.00	\$52,560.00				10.50%
Chesapeake Pct Below Avg		vs. Average		29	14	48.28%					

Employee	Grade	Original Hire Date	WASTE MANAGEMENT WORKER 1					Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
			Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
WT MT WK	1	107	06/01/1994	07/01/2001	\$34,372.00	\$26,042.00	\$34,506.00	\$42,970.00	25.58	85.28%	49.21%	31.99%
WT MT WK	1	107	10/01/2001	10/01/2001	\$34,374.08	\$26,042.00	\$34,506.00	\$42,970.00	18.25	60.83%	49.22%	31.99%
WT MT WK	2	107	12/03/2001	12/03/2001	\$34,357.44	\$26,042.00	\$34,506.00	\$42,970.00	18.08	60.26%	49.12%	31.93%
WT MT WK	3	107	09/15/2003	09/15/2003	\$33,835.88	\$26,042.00	\$34,506.00	\$42,970.00	16.29	54.31%	46.04%	29.93%
WT MT WK	4	107	06/09/2008	06/09/2008	\$31,228.08	\$26,042.00	\$34,506.00	\$42,970.00	11.56	38.54%	30.64%	19.91%
WT MT WK	5	107	11/30/2015	11/23/2015	\$27,652.04	\$26,042.00	\$34,506.00	\$42,970.00	4.08	13.61%	9.51%	6.18%
WT MT WK	6	107	01/30/2017	01/30/2017	\$26,907.92	\$26,042.00	\$34,506.00	\$42,970.00	2.92	9.72%	5.12%	3.33%
WT MT WK	7	107	09/05/2017	09/05/2017	\$26,907.92	\$26,042.00	\$34,506.00	\$42,970.00	2.32	7.74%	5.12%	3.33%
WT MT WK	8	107	09/11/2017	09/11/2017	\$26,907.92	\$26,042.00	\$34,506.00	\$42,970.00	2.31	7.69%	5.12%	3.33%
WT MT WK	9	107	12/18/2017	12/18/2017	\$27,408.16	\$26,042.00	\$34,506.00	\$42,970.00	2.04	6.79%	8.07%	5.25%
WT MT WK 1 Avg			08/27/2009	05/12/2010	\$30,395.14	\$26,042.00	\$34,506.00	\$42,970.00	10.34	34.48%	25.72%	16.72%
WT MT WK 1 Med			03/05/2012	03/01/2012	\$29,440.06	\$26,042.00	\$34,506.00	\$42,970.00	7.82	26.07%	20.07%	13.05%
Va Beach (Wst Mgt Op 1)			vs. Average		\$30,395.14	\$28,142.40	\$34,694.40	\$41,246.40				8.00%
			vs. Median		\$29,440.06	\$28,142.40	\$34,694.40	\$41,246.40				4.61%
Norfolk Refuse Coll 1)			vs. Average		\$30,395.14	\$29,391.00	\$38,677.00	\$47,962.00				3.42%
			vs. Median		\$29,440.06	\$29,391.00	\$38,677.00	\$47,962.00				0.17%
Richmond (Refuse Coll)			vs. Average		\$30,395.14	\$25,105.00	\$30,900.00	\$37,080.00				21.07%
			vs. Median		\$29,440.06	\$25,105.00	\$30,900.00	\$37,080.00				17.27%
Chesapeake Pct Below Avg			vs. Average			9	5	55.56%				

Employee	Grade	Original Hire Date	WATER TREATMENT OPERATOR 1					Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
			Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
WT TM OP 1	116	03/26/2001	03/26/2001	\$44,917.00	\$36,525.00	\$48,396.00	\$60,267.00	18.76	62.55%	35.35%	22.98%
WT TM OP 2	116	07/17/2006	07/17/2006	\$43,400.39	\$36,525.00	\$48,396.00	\$60,267.00	13.46	44.85%	28.96%	18.82%
WT TM OP 3	116	03/25/2013	03/25/2013	\$39,130.25	\$36,525.00	\$48,396.00	\$60,267.00	6.77	22.56%	10.97%	7.13%
WT TM OP 4	116	04/06/2015	06/03/2019	\$36,525.00	\$36,525.00	\$48,396.00	\$60,267.00	4.74	15.79%	0.00%	0.00%
WT TM OP 5	116	10/26/2015	10/26/2015	\$37,455.84	\$36,525.00	\$48,396.00	\$60,267.00	4.18	13.94%	3.92%	2.55%
WT TM OP 6	116	04/25/2016	04/25/2016	\$37,101.86	\$36,525.00	\$48,396.00	\$60,267.00	3.68	12.28%	2.43%	1.58%
WT TM OP 7	116	10/11/2016	10/11/2016	\$41,030.52	\$36,525.00	\$48,396.00	\$60,267.00	3.22	10.74%	18.98%	12.34%
WT TM OP 8	116	01/23/2017	01/23/2017	\$37,101.86	\$36,525.00	\$48,396.00	\$60,267.00	2.94	9.80%	2.43%	1.58%
PGM SUP Avg.		10/11/2012	04/19/2013	\$39,582.84	\$36,525.00	\$48,396.00	\$60,267.00	7.22	24.07%	12.88%	8.37%
PGM SUP Med.		07/16/2015	01/25/2016	\$38,293.05	\$36,525.00	\$48,396.00	\$60,267.00	4.46	14.86%	7.45%	4.84%
Va Beach (Nfk-Wtrwks Op 2)		vs. Average		\$39,582.84	\$34,445.00	\$45,303.00	\$56,161.00				14.92%
		vs. Median		\$38,293.05	\$34,445.00	\$45,303.00	\$56,161.00				11.17%
Norfolk (Wtwks Op 2)		vs. Average		\$39,582.84	\$34,445.00	\$45,303.00	\$56,161.00				14.92%
		vs. Median		\$38,293.05	\$34,445.00	\$45,303.00	\$56,161.00				11.17%
Newport News (WTP Op 1st cl)		vs. Average		\$39,582.84	\$41,520.00	\$56,523.00	\$71,526.00				(4.67%)
		vs. Median		\$38,293.05	\$41,520.00	\$56,523.00	\$71,526.00				(7.77%)
Chesapeake Pct Below Avg		vs. Average		8	5	62.50%					

Employee	Grade	Original Hire Date	Position Start Date	DEPUTY SHERIFF				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
DEP SHRF	1	PS02	11/20/1995	11/20/1995	\$51,364.85	\$44,326.00	\$56,693.00	\$69,058.00	24.11	96.46%	28.46%	15.88%
DEP SHRF	2	PS02	12/18/1995	07/26/1999	\$55,971.21	\$44,326.00	\$56,693.00	\$69,058.00	24.04	96.14%	47.09%	26.27%
DEP SHRF	3	PS02	04/01/1996	04/20/1997	\$57,395.74	\$44,326.00	\$56,693.00	\$69,058.00	23.75	95.00%	52.85%	29.49%
DEP SHRF	4	PS02	06/03/1996	07/01/2013	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	23.58	94.31%	3.97%	2.22%
DEP SHRF	5	PS02	05/01/1998	07/01/1998	\$56,559.60	\$44,326.00	\$56,693.00	\$69,058.00	21.67	86.67%	49.46%	27.60%
DEP SHRF	6	PS02	05/01/1998	05/01/1998	\$58,507.63	\$44,326.00	\$56,693.00	\$69,058.00	21.67	86.67%	57.34%	31.99%
DEP SHRF	7	PS02	07/10/2000	07/10/2000	\$57,024.79	\$44,326.00	\$56,693.00	\$69,058.00	19.48	77.90%	51.35%	28.65%
DEP SHRF	8	PS02	12/11/2000	12/11/2000	\$54,912.89	\$44,326.00	\$56,693.00	\$69,058.00	19.06	76.22%	42.81%	23.88%
DEP SHRF	9	PS02	07/02/2001	07/02/2001	\$50,836.56	\$44,326.00	\$56,693.00	\$69,058.00	18.50	73.99%	26.32%	14.69%
DEP SHRF	10	PS02	12/01/2003	12/01/2003	\$52,819.00	\$44,326.00	\$56,693.00	\$69,058.00	16.08	64.33%	34.34%	19.16%
DEP SHRF	11	PS02	02/23/2004	02/23/2004	\$52,525.67	\$44,326.00	\$56,693.00	\$69,058.00	15.86	63.42%	33.15%	18.50%
DEP SHRF	12	PS02	06/21/2004	06/21/2004	\$51,760.69	\$44,326.00	\$56,693.00	\$69,058.00	15.53	62.11%	30.06%	16.77%
DEP SHRF	13	PS02	08/30/2004	08/30/2004	\$51,760.69	\$44,326.00	\$56,693.00	\$69,058.00	15.33	61.33%	30.06%	16.77%
DEP SHRF	14	PS02	06/13/2005	06/13/2005	\$51,760.69	\$44,326.00	\$56,693.00	\$69,058.00	14.55	58.20%	30.06%	16.77%
DEP SHRF	15	PS02	08/15/2005	08/15/2005	\$52,695.34	\$44,326.00	\$56,693.00	\$69,058.00	14.38	57.51%	33.84%	18.88%
DEP SHRF	16	PS02	09/12/2005	09/12/2005	\$52,107.59	\$44,326.00	\$56,693.00	\$69,058.00	14.30	57.21%	31.46%	17.56%
DEP SHRF	17	PS02	12/12/2005	03/03/2014	\$46,308.39	\$44,326.00	\$56,693.00	\$69,058.00	14.05	56.21%	8.02%	4.47%
DEP SHRF	18	PS02	03/13/2006	03/13/2006	\$51,311.27	\$44,326.00	\$56,693.00	\$69,058.00	13.80	55.20%	28.24%	15.76%
DEP SHRF	19	PS02	05/15/2006	06/17/2019	\$48,534.67	\$44,326.00	\$56,693.00	\$69,058.00	13.63	54.51%	17.02%	9.49%
DEP SHRF	20	PS02	05/15/2006	05/15/2006	\$50,920.09	\$44,326.00	\$56,693.00	\$69,058.00	13.63	54.51%	26.66%	14.88%
DEP SHRF	21	PS02	06/26/2006	02/16/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	13.51	54.06%	2.19%	1.22%
DEP SHRF	22	PS02	07/31/2006	07/31/2006	\$50,252.96	\$44,326.00	\$56,693.00	\$69,058.00	13.42	53.67%	23.96%	13.37%
DEP SHRF	23	PS02	10/16/2006	10/16/2006	\$50,252.96	\$44,326.00	\$56,693.00	\$69,058.00	13.21	52.83%	23.96%	13.37%
DEP SHRF	24	PS02	01/08/2007	01/08/2007	\$51,285.46	\$44,326.00	\$56,693.00	\$69,058.00	12.98	51.92%	28.14%	15.70%
DEP SHRF	25	PS02	02/01/2007	08/29/2011	\$47,432.88	\$44,326.00	\$56,693.00	\$69,058.00	12.92	51.67%	12.56%	7.01%
DEP SHRF	26	PS02	02/12/2007	02/12/2007	\$50,622.11	\$44,326.00	\$56,693.00	\$69,058.00	12.89	51.54%	25.46%	14.20%
DEP SHRF	27	PS02	06/18/2007	06/18/2007	\$51,446.51	\$44,326.00	\$56,693.00	\$69,058.00	12.54	50.14%	28.79%	16.06%
DEP SHRF	28	PS02	08/13/2007	04/30/2012	\$46,668.23	\$44,326.00	\$56,693.00	\$69,058.00	12.38	49.53%	9.47%	5.28%
DEP SHRF	29	PS02	09/17/2007	02/05/2018	\$46,462.50	\$44,326.00	\$56,693.00	\$69,058.00	12.29	49.16%	8.64%	4.82%
DEP SHRF	30	PS02	11/05/2007	11/05/2007	\$51,594.99	\$44,326.00	\$56,693.00	\$69,058.00	12.16	48.62%	29.39%	16.40%
DEP SHRF	31	PS02	12/10/2007	12/10/2007	\$54,006.96	\$44,326.00	\$56,693.00	\$69,058.00	12.06	48.23%	39.14%	21.84%
DEP SHRF	32	PS02	02/11/2008	02/11/2008	\$50,836.43	\$44,326.00	\$56,693.00	\$69,058.00	11.89	47.56%	26.32%	14.69%
DEP SHRF	33	PS02	02/11/2008	02/11/2008	\$50,466.99	\$44,326.00	\$56,693.00	\$69,058.00	11.89	47.56%	24.83%	13.85%
DEP SHRF	34	PS02	05/12/2008	05/12/2008	\$50,542.72	\$44,326.00	\$56,693.00	\$69,058.00	11.64	46.54%	25.14%	14.02%

Employee		Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
DEP SHRF	35	PS02	07/07/2008	07/07/2008	\$49,355.10	\$44,326.00	\$56,693.00	\$69,058.00	11.48	45.93%	20.33%	11.35%
DEP SHRF	36	PS02	07/07/2008	07/07/2008	\$50,439.88	\$44,326.00	\$56,693.00	\$69,058.00	11.48	45.93%	24.72%	13.79%
DEP SHRF	37	PS02	08/18/2008	08/18/2008	\$50,413.41	\$44,326.00	\$56,693.00	\$69,058.00	11.37	45.48%	24.61%	13.73%
DEP SHRF	38	PS02	09/15/2008	09/15/2008	\$50,413.41	\$44,326.00	\$56,693.00	\$69,058.00	11.29	45.18%	24.61%	13.73%
DEP SHRF	39	PS02	10/20/2008	10/20/2008	\$50,836.43	\$44,326.00	\$56,693.00	\$69,058.00	11.20	44.79%	26.32%	14.69%
DEP SHRF	40	PS02	11/17/2008	07/20/2015	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	11.12	44.49%	3.97%	2.22%
DEP SHRF	41	PS02	01/05/2009	01/05/2009	\$51,525.30	\$44,326.00	\$56,693.00	\$69,058.00	10.99	43.96%	29.11%	16.24%
DEP SHRF	42	PS02	01/05/2009	01/05/2009	\$52,953.70	\$44,326.00	\$56,693.00	\$69,058.00	10.99	43.96%	34.88%	19.46%
DEP SHRF	43	PS02	01/05/2009	01/05/2009	\$50,387.60	\$44,326.00	\$56,693.00	\$69,058.00	10.99	43.96%	24.51%	13.68%
DEP SHRF	44	PS02	03/02/2009	02/16/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	10.83	43.32%	2.19%	1.22%
DEP SHRF	45	PS02	06/01/2009	06/01/2009	\$49,355.10	\$44,326.00	\$56,693.00	\$69,058.00	10.58	42.33%	20.33%	11.35%
DEP SHRF	46	PS02	01/04/2010	01/04/2010	\$50,836.43	\$44,326.00	\$56,693.00	\$69,058.00	9.99	39.97%	26.32%	14.69%
DEP SHRF	47	PS02	02/01/2010	02/01/2010	\$52,360.69	\$44,326.00	\$56,693.00	\$69,058.00	9.92	39.67%	32.49%	18.13%
DEP SHRF	48	PS02	05/24/2010	05/24/2010	\$49,355.41	\$44,326.00	\$56,693.00	\$69,058.00	9.60	38.41%	20.34%	11.35%
DEP SHRF	49	PS02	06/21/2010	06/21/2010	\$51,379.65	\$44,326.00	\$56,693.00	\$69,058.00	9.53	38.11%	28.52%	15.91%
DEP SHRF	50	PS02	06/21/2010	06/21/2010	\$49,625.84	\$44,326.00	\$56,693.00	\$69,058.00	9.53	38.11%	21.43%	11.96%
DEP SHRF	51	PS02	06/21/2010	06/21/2010	\$52,360.69	\$44,326.00	\$56,693.00	\$69,058.00	9.53	38.11%	32.49%	18.13%
DEP SHRF	52	PS02	09/27/2010	07/01/2013	\$46,393.16	\$44,326.00	\$56,693.00	\$69,058.00	9.26	37.04%	8.36%	4.66%
DEP SHRF	53	PS02	11/29/2010	11/29/2010	\$52,360.69	\$44,326.00	\$56,693.00	\$69,058.00	9.09	36.36%	32.49%	18.13%
DEP SHRF	54	PS02	11/29/2010	11/29/2010	\$47,367.61	\$44,326.00	\$56,693.00	\$69,058.00	9.09	36.36%	12.30%	6.86%
DEP SHRF	55	PS02	01/31/2011	01/31/2011	\$47,780.12	\$44,326.00	\$56,693.00	\$69,058.00	8.92	35.67%	13.97%	7.79%
DEP SHRF	56	PS02	01/31/2011	01/31/2011	\$46,668.23	\$44,326.00	\$56,693.00	\$69,058.00	8.92	35.67%	9.47%	5.28%
DEP SHRF	57	PS02	01/31/2011	01/31/2011	\$46,668.23	\$44,326.00	\$56,693.00	\$69,058.00	8.92	35.67%	9.47%	5.28%
DEP SHRF	58	PS02	05/02/2011	04/01/2013	\$46,623.51	\$44,326.00	\$56,693.00	\$69,058.00	8.66	34.66%	9.29%	5.18%
DEP SHRF	59	PS02	08/29/2011	08/29/2011	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	8.34	33.36%	3.97%	2.22%
DEP SHRF	60	PS02	08/29/2011	08/29/2011	\$47,073.65	\$44,326.00	\$56,693.00	\$69,058.00	8.34	33.36%	11.11%	6.20%
DEP SHRF	61	PS02	08/29/2011	08/29/2011	\$49,452.05	\$44,326.00	\$56,693.00	\$69,058.00	8.34	33.36%	20.73%	11.56%
DEP SHRF	62	PS02	09/12/2011	04/01/2013	\$45,591.01	\$44,326.00	\$56,693.00	\$69,058.00	8.30	33.21%	5.11%	2.85%
DEP SHRF	63	PS02	10/03/2011	09/05/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	8.24	32.98%	2.19%	1.22%
DEP SHRF	64	PS02	07/23/2012	07/23/2012	\$45,988.87	\$44,326.00	\$56,693.00	\$69,058.00	7.44	29.76%	6.72%	3.75%
DEP SHRF	65	PS02	07/23/2012	07/23/2012	\$49,367.29	\$44,326.00	\$56,693.00	\$69,058.00	7.44	29.76%	20.38%	11.37%
DEP SHRF	66	PS02	09/04/2012	09/04/2012	\$45,591.01	\$44,326.00	\$56,693.00	\$69,058.00	7.33	29.30%	5.11%	2.85%
DEP SHRF	67	PS02	01/14/2013	01/14/2013	\$45,988.87	\$44,326.00	\$56,693.00	\$69,058.00	6.96	27.86%	6.72%	3.75%
DEP SHRF	68	PS02	01/14/2013	01/14/2013	\$46,988.87	\$44,326.00	\$56,693.00	\$69,058.00	6.96	27.86%	10.77%	6.01%

Employee		Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
DEP SHRF	69	PS02	04/01/2013	04/01/2013	\$45,591.01	\$44,326.00	\$56,693.00	\$69,058.00	6.75	27.00%	5.11%	2.85%
DEP SHRF	70	PS02	04/15/2013	04/15/2013	\$45,591.01	\$44,326.00	\$56,693.00	\$69,058.00	6.71	26.84%	5.11%	2.85%
DEP SHRF	71	PS02	04/15/2013	04/15/2013	\$49,399.79	\$44,326.00	\$56,693.00	\$69,058.00	6.71	26.84%	20.52%	11.45%
DEP SHRF	72	PS02	05/13/2013	05/13/2013	\$47,991.87	\$44,326.00	\$56,693.00	\$69,058.00	6.63	26.53%	14.82%	8.27%
DEP SHRF	73	PS02	05/13/2013	05/13/2013	\$48,663.91	\$44,326.00	\$56,693.00	\$69,058.00	6.63	26.53%	17.54%	9.79%
DEP SHRF	74	PS02	05/13/2013	05/13/2013	\$50,484.55	\$44,326.00	\$56,693.00	\$69,058.00	6.63	26.53%	24.90%	13.89%
DEP SHRF	75	PS02	07/01/2013	10/05/2015	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	6.50	26.00%	3.97%	2.22%
DEP SHRF	76	PS02	07/01/2013	07/01/2013	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	6.50	26.00%	3.97%	2.22%
DEP SHRF	77	PS02	07/01/2013	07/01/2013	\$46,366.70	\$44,326.00	\$56,693.00	\$69,058.00	6.50	26.00%	8.25%	4.60%
DEP SHRF	78	PS02	07/01/2013	07/01/2013	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	6.50	26.00%	3.97%	2.22%
DEP SHRF	79	PS02	07/01/2013	07/01/2013	\$47,844.83	\$44,326.00	\$56,693.00	\$69,058.00	6.50	26.00%	14.23%	7.94%
DEP SHRF	80	PS02	07/01/2013	07/01/2013	\$46,219.85	\$44,326.00	\$56,693.00	\$69,058.00	6.50	26.00%	7.66%	4.27%
DEP SHRF	81	PS02	07/01/2013	07/01/2013	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	6.50	26.00%	3.97%	2.22%
DEP SHRF	82	PS02	07/01/2013	07/01/2013	\$46,219.85	\$44,326.00	\$56,693.00	\$69,058.00	6.50	26.00%	7.66%	4.27%
DEP SHRF	83	PS02	07/01/2013	07/01/2013	\$49,638.10	\$44,326.00	\$56,693.00	\$69,058.00	6.50	26.00%	21.48%	11.98%
DEP SHRF	84	PS02	01/13/2014	01/13/2014	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	5.97	23.87%	3.97%	2.22%
DEP SHRF	85	PS02	01/13/2014	01/13/2014	\$46,340.89	\$44,326.00	\$56,693.00	\$69,058.00	5.97	23.87%	8.15%	4.55%
DEP SHRF	86	PS02	02/03/2014	02/03/2014	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	5.91	23.64%	3.97%	2.22%
DEP SHRF	87	PS02	06/16/2014	06/16/2014	\$46,308.39	\$44,326.00	\$56,693.00	\$69,058.00	5.54	22.17%	8.02%	4.47%
DEP SHRF	88	PS02	07/07/2014	07/20/2015	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	5.48	21.93%	3.97%	2.22%
DEP SHRF	89	PS02	08/18/2014	07/20/2015	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	5.37	21.48%	3.97%	2.22%
DEP SHRF	90	PS02	09/08/2014	09/08/2014	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	5.31	21.26%	3.97%	2.22%
DEP SHRF	91	PS02	11/03/2014	07/20/2015	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	5.16	20.64%	3.97%	2.22%
DEP SHRF	92	PS02	01/12/2015	01/12/2015	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	4.97	19.88%	3.97%	2.22%
DEP SHRF	93	PS02	01/12/2015	01/12/2015	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	4.97	19.88%	3.97%	2.22%
DEP SHRF	94	PS02	01/12/2015	01/12/2015	\$46,366.70	\$44,326.00	\$56,693.00	\$69,058.00	4.97	19.88%	8.25%	4.60%
DEP SHRF	95	PS02	01/12/2015	01/12/2015	\$46,308.39	\$44,326.00	\$56,693.00	\$69,058.00	4.97	19.88%	8.02%	4.47%
DEP SHRF	96	PS02	07/20/2015	01/07/2019	\$44,326.00	\$44,326.00	\$56,693.00	\$69,058.00	4.45	17.79%	0.00%	0.00%
DEP SHRF	97	PS02	07/20/2015	07/20/2015	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	4.45	17.79%	3.97%	2.22%
DEP SHRF	98	PS02	07/20/2015	07/20/2015	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	4.45	17.79%	3.97%	2.22%
DEP SHRF	99	PS02	07/20/2015	07/20/2015	\$46,340.89	\$44,326.00	\$56,693.00	\$69,058.00	4.45	17.79%	8.15%	4.55%
DEP SHRF	100	PS02	07/20/2015	07/20/2015	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	4.45	17.79%	3.97%	2.22%
DEP SHRF	101	PS02	07/20/2015	07/20/2015	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	4.45	17.79%	3.97%	2.22%
DEP SHRF	102	PS02	07/20/2015	07/20/2015	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	4.45	17.79%	3.97%	2.22%

Employee		Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
DEP SHRF	103	PS02	07/20/2015	07/20/2015	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	4.45	17.79%	3.97%	2.22%
DEP SHRF	104	PS02	07/20/2015	07/20/2015	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	4.45	17.79%	3.97%	2.22%
DEP SHRF	105	PS02	07/20/2015	07/20/2015	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	4.45	17.79%	3.97%	2.22%
DEP SHRF	106	PS02	07/20/2015	07/20/2015	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	4.45	17.79%	3.97%	2.22%
DEP SHRF	107	PS02	07/20/2015	07/20/2015	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	4.45	17.79%	3.97%	2.22%
DEP SHRF	108	PS02	07/20/2015	07/20/2015	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	4.45	17.79%	3.97%	2.22%
DEP SHRF	109	PS02	07/20/2015	07/20/2015	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	4.45	17.79%	3.97%	2.22%
DEP SHRF	110	PS02	07/20/2015	07/20/2015	\$46,340.89	\$44,326.00	\$56,693.00	\$69,058.00	4.45	17.79%	8.15%	4.55%
DEP SHRF	111	PS02	07/27/2015	07/27/2015	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	4.43	17.71%	3.97%	2.22%
DEP SHRF	112	PS02	08/10/2015	08/10/2015	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	4.39	17.57%	3.97%	2.22%
DEP SHRF	113	PS02	01/04/2016	01/04/2016	\$46,926.53	\$44,326.00	\$56,693.00	\$69,058.00	3.99	15.97%	10.51%	5.87%
DEP SHRF	114	PS02	01/04/2016	01/04/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.99	15.97%	2.19%	1.22%
DEP SHRF	115	PS02	02/01/2016	02/01/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.92	15.67%	2.19%	1.22%
DEP SHRF	116	PS02	02/16/2016	02/16/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.88	15.50%	2.19%	1.22%
DEP SHRF	117	PS02	02/16/2016	02/16/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.88	15.50%	2.19%	1.22%
DEP SHRF	118	PS02	02/16/2016	02/16/2016	\$45,368.32	\$44,326.00	\$56,693.00	\$69,058.00	3.88	15.50%	4.21%	2.35%
DEP SHRF	119	PS02	02/16/2016	02/16/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.88	15.50%	2.19%	1.22%
DEP SHRF	120	PS02	02/16/2016	02/16/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.88	15.50%	2.19%	1.22%
DEP SHRF	121	PS02	03/07/2016	10/01/2016	\$43,456.00	\$44,326.00	\$56,693.00	\$69,058.00	3.82	15.27%	-3.52%	-1.96%
DEP SHRF	122	PS02	08/15/2016	05/15/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.38	13.51%	2.19%	1.22%
DEP SHRF	123	PS02	08/15/2016	05/15/2017	\$43,456.00	\$44,326.00	\$56,693.00	\$69,058.00	3.38	13.51%	-3.52%	-1.96%
DEP SHRF	124	PS02	08/15/2016	08/15/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.38	13.51%	2.19%	1.22%
DEP SHRF	125	PS02	10/03/2016	10/03/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.24	12.98%	2.19%	1.22%
DEP SHRF	126	PS02	10/03/2016	10/03/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.24	12.98%	2.19%	1.22%
DEP SHRF	127	PS02	10/03/2016	10/03/2016	\$45,900.82	\$44,326.00	\$56,693.00	\$69,058.00	3.24	12.98%	6.37%	3.55%
DEP SHRF	128	PS02	10/03/2016	10/03/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.24	12.98%	2.19%	1.22%
DEP SHRF	129	PS02	10/03/2016	10/03/2016	\$45,900.82	\$44,326.00	\$56,693.00	\$69,058.00	3.24	12.98%	6.37%	3.55%
DEP SHRF	130	PS02	10/03/2016	10/03/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.24	12.98%	2.19%	1.22%
DEP SHRF	131	PS02	10/03/2016	10/03/2016	\$45,900.82	\$44,326.00	\$56,693.00	\$69,058.00	3.24	12.98%	6.37%	3.55%
DEP SHRF	132	PS02	10/31/2016	01/01/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.17	12.67%	2.19%	1.22%
DEP SHRF	133	PS02	01/04/2017	01/04/2017	\$45,368.32	\$44,326.00	\$56,693.00	\$69,058.00	2.99	11.97%	4.21%	2.35%
DEP SHRF	134	PS02	05/12/2017	09/05/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.64	10.54%	2.19%	1.22%
DEP SHRF	135	PS02	05/12/2017	05/12/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.64	10.54%	2.19%	1.22%
DEP SHRF	136	PS02	05/12/2017	05/12/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.64	10.54%	2.19%	1.22%

Employee		Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
DEP SHRF	137	PS02	05/12/2017	05/12/2017	\$45,368.32	\$44,326.00	\$56,693.00	\$69,058.00	2.64	10.54%	4.21%	2.35%
DEP SHRF	138	PS02	05/12/2017	05/12/2017	\$45,368.32	\$44,326.00	\$56,693.00	\$69,058.00	2.64	10.54%	4.21%	2.35%
DEP SHRF	139	PS02	05/12/2017	05/12/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.64	10.54%	2.19%	1.22%
DEP SHRF	140	PS02	05/12/2017	05/12/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.64	10.54%	2.19%	1.22%
DEP SHRF	141	PS02	05/12/2017	05/12/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.64	10.54%	2.19%	1.22%
DEP SHRF	142	PS02	05/12/2017	05/12/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.64	10.54%	2.19%	1.22%
DEP SHRF	143	PS02	07/10/2017	04/07/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.48	9.90%	2.19%	1.22%
DEP SHRF	144	PS02	07/10/2017	07/10/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.48	9.90%	2.19%	1.22%
DEP SHRF	145	PS02	08/21/2017	05/22/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.36	9.44%	2.19%	1.22%
DEP SHRF	146	PS02	08/21/2017	05/22/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.36	9.44%	2.19%	1.22%
DEP SHRF	147	PS02	08/21/2017	05/07/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.36	9.44%	2.19%	1.22%
DEP SHRF	148	PS02	08/21/2017	12/22/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.36	9.44%	2.19%	1.22%
DEP SHRF	149	PS02	08/28/2017	12/27/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.34	9.37%	2.19%	1.22%
DEP SHRF	150	PS02	09/05/2017	02/20/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.32	9.29%	2.19%	1.22%
DEP SHRF	151	PS02	09/05/2017	09/05/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.32	9.29%	2.19%	1.22%
DEP SHRF	152	PS02	09/05/2017	09/05/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.32	9.29%	2.19%	1.22%
DEP SHRF	153	PS02	09/05/2017	09/05/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.32	9.29%	2.19%	1.22%
DEP SHRF	154	PS02	09/05/2017	09/05/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.32	9.29%	2.19%	1.22%
DEP SHRF	155	PS02	09/05/2017	09/05/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.32	9.29%	2.19%	1.22%
DEP SHRF	156	PS02	09/05/2017	09/05/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.32	9.29%	2.19%	1.22%
DEP SHRF	157	PS02	09/05/2017	09/05/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.32	9.29%	2.19%	1.22%
DEP SHRF	158	PS02	09/05/2017	09/05/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.32	9.29%	2.19%	1.22%
DEP SHRF	159	PS02	09/05/2017	09/05/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.32	9.29%	2.19%	1.22%
DEP SHRF	160	PS02	09/05/2017	09/05/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.32	9.29%	2.19%	1.22%
DEP SHRF	161	PS02	09/05/2017	09/05/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.32	9.29%	2.19%	1.22%
DEP SHRF	162	PS02	09/05/2017	09/05/2017	\$45,368.32	\$44,326.00	\$56,693.00	\$69,058.00	2.32	9.29%	4.21%	2.35%
DEP SHRF	163	PS02	09/05/2017	09/05/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.32	9.29%	2.19%	1.22%
DEP SHRF	164	PS02	12/04/2017	12/04/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.08	8.30%	2.19%	1.22%
DEP SHRF	165	PS02	12/18/2017	12/18/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.04	8.14%	2.19%	1.22%
DEP SHRF	166	PS02	12/27/2017	12/27/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.01	8.04%	2.19%	1.22%
DEP SHRF	167	PS02	12/27/2017	12/27/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.01	8.04%	2.19%	1.22%
DEP SHRF	168	PS02	01/08/2018	01/08/2018	\$46,462.50	\$44,326.00	\$56,693.00	\$69,058.00	1.98	7.92%	8.64%	4.82%
DEP SHRF	169	PS02	02/05/2018	02/05/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.91	7.62%	2.19%	1.22%
DEP SHRF	170	PS02	02/05/2018	02/05/2018	\$43,456.00	\$44,326.00	\$56,693.00	\$69,058.00	1.91	7.62%	-3.52%	-1.96%

Employee		Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
DEP SHRF	205	PS02	09/10/2018	09/10/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.31	5.23%	2.19%	1.22%
DEP SHRF	206	PS02	09/24/2018	09/24/2018	\$49,043.75	\$44,326.00	\$56,693.00	\$69,058.00	1.27	5.08%	19.08%	10.64%
DEP SHRF	207	PS02	10/09/2018	10/09/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.23	4.91%	2.19%	1.22%
DEP SHRF	208	PS02	01/07/2019	01/07/2019	\$44,326.00	\$44,326.00	\$56,693.00	\$69,058.00	0.98	3.93%	0.00%	0.00%
DEP SHRF	209	PS02	01/07/2019	01/07/2019	\$44,326.00	\$44,326.00	\$56,693.00	\$69,058.00	0.98	3.93%	0.00%	0.00%
DEP SHRF	210	PS02	01/22/2019	01/22/2019	\$44,326.00	\$44,326.00	\$56,693.00	\$69,058.00	0.94	3.77%	0.00%	0.00%
DEP SHRF	211	PS02	01/22/2019	01/22/2019	\$44,326.00	\$44,326.00	\$56,693.00	\$69,058.00	0.94	3.77%	0.00%	0.00%
DEP SHRF	212	PS02	01/28/2019	01/28/2019	\$44,326.00	\$44,326.00	\$56,693.00	\$69,058.00	0.93	3.70%	0.00%	0.00%
DEP SHRF	213	PS02	01/28/2019	01/28/2019	\$44,326.00	\$44,326.00	\$56,693.00	\$69,058.00	0.93	3.70%	0.00%	0.00%
DEP SHRF	214	PS02	01/28/2019	01/28/2019	\$44,326.00	\$44,326.00	\$56,693.00	\$69,058.00	0.93	3.70%	0.00%	0.00%
DEP SHRF	215	PS02	01/28/2019	01/28/2019	\$44,326.00	\$44,326.00	\$56,693.00	\$69,058.00	0.93	3.70%	0.00%	0.00%
DEP SHRF	216	PS02	01/28/2019	01/28/2019	\$44,326.00	\$44,326.00	\$56,693.00	\$69,058.00	0.93	3.70%	0.00%	0.00%
DEP SHRF	217	PS02	01/28/2019	01/28/2019	\$44,326.00	\$44,326.00	\$56,693.00	\$69,058.00	0.93	3.70%	0.00%	0.00%
DEP SHRF	218	PS02	01/28/2019	01/28/2019	\$44,326.00	\$44,326.00	\$56,693.00	\$69,058.00	0.93	3.70%	0.00%	0.00%
DEP SHRF	219	PS02	01/28/2019	01/28/2019	\$44,326.00	\$44,326.00	\$56,693.00	\$69,058.00	0.93	3.70%	0.00%	0.00%
DEP SHRF	220	PS02	01/28/2019	01/28/2019	\$44,326.00	\$44,326.00	\$56,693.00	\$69,058.00	0.93	3.70%	0.00%	0.00%
DEP SHRF	221	PS02	03/25/2019	03/25/2019	\$44,326.00	\$44,326.00	\$56,693.00	\$69,058.00	0.77	3.07%	0.00%	0.00%
DEP SHRF	222	PS02	04/01/2019	04/01/2019	\$44,326.00	\$44,326.00	\$56,693.00	\$69,058.00	0.75	3.00%	0.00%	0.00%
DEP SHRF Avg			01/12/2014	07/17/2014	\$46,766.67	\$44,326.00	\$56,693.00	\$69,058.00	5.97	23.88%	9.87%	5.51%
DEP SHRF Med			08/03/2015	02/16/2016	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	4.41	17.64%	3.97%	2.22%
Va Beach (Deputy Sheriff 1)			vs. Average		\$46,766.67	\$45,448.00	\$56,035.20	\$66,601.60				2.90%
			vs. Median		\$45,308.39	\$45,448.00	\$56,035.20	\$66,601.60				(0.31%)
Norfolk (Deputy Sheriff)			vs. Average		\$46,766.67	\$35,118.00	\$45,114.00	\$55,109.00				33.17%
			vs. Median		\$45,308.39	\$35,118.00	\$45,114.00	\$55,109.00				29.02%
Newport News (Deputy Sheriff 1)			vs. Average		\$46,766.67	\$37,120.00	\$51,008.00	\$64,895.00				25.99%
			vs. Median		\$45,308.39	\$37,120.00	\$51,008.00	\$64,895.00				22.06%
Chesapeake Pct Below Avg			vs. Average		222	169	76.13%					

Employee		Grade	Original Hire Date	Position Start Date	DEPUTY SHERIFF, SENIOR				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
					Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
DP SHF SR	1	PS04	07/01/1993	07/01/1993	\$70,960.32	\$51,696.00	\$66,119.00	\$80,541.00	26.50	106.00%	66.79%	37.26%
DP SHF SR	2	PS04	10/03/1994	10/03/1994	\$66,029.86	\$51,696.00	\$66,119.00	\$80,541.00	25.24	100.98%	49.69%	27.73%
DP SHF SR	3	PS04	01/16/1996	04/20/1997	\$63,135.31	\$51,696.00	\$66,119.00	\$80,541.00	23.96	95.83%	39.66%	22.13%
DP SHF SR	4	PS04	02/01/1996	04/20/1997	\$65,193.62	\$51,696.00	\$66,119.00	\$80,541.00	23.92	95.67%	46.79%	26.11%
DP SHF SR	5	PS04	02/16/1996	02/16/1996	\$59,511.35	\$51,696.00	\$66,119.00	\$80,541.00	23.88	95.50%	27.09%	15.12%
DP SHF SR	6	PS04	04/01/1996	04/20/1997	\$63,869.16	\$51,696.00	\$66,119.00	\$80,541.00	23.75	95.00%	42.20%	23.55%
DP SHF SR	7	PS04	04/01/1996	04/20/1997	\$63,135.31	\$51,696.00	\$66,119.00	\$80,541.00	23.75	95.00%	39.66%	22.13%
DP SHF SR	8	PS04	04/01/1996	04/20/1997	\$64,826.84	\$51,696.00	\$66,119.00	\$80,541.00	23.75	95.00%	45.52%	25.40%
DP SHF SR	9	PS04	05/16/1996	08/16/1997	\$64,220.09	\$51,696.00	\$66,119.00	\$80,541.00	23.63	94.50%	43.42%	24.23%
DP SHF SR	10	PS04	07/01/1996	07/01/1996	\$64,167.81	\$51,696.00	\$66,119.00	\$80,541.00	23.50	94.00%	43.24%	24.13%
DP SHF SR	11	PS04	08/01/1996	08/16/1997	\$65,358.40	\$51,696.00	\$66,119.00	\$80,541.00	23.42	93.67%	47.36%	26.43%
DP SHF SR	12	PS04	07/01/1997	08/16/1997	\$64,358.40	\$51,696.00	\$66,119.00	\$80,541.00	22.50	90.00%	43.90%	24.49%
DP SHF SR	13	PS04	08/01/1997	05/01/1998	\$64,358.40	\$51,696.00	\$66,119.00	\$80,541.00	22.42	89.67%	43.90%	24.49%
DP SHF SR	14	PS04	10/16/1997	05/01/1998	\$64,220.09	\$51,696.00	\$66,119.00	\$80,541.00	22.21	88.83%	43.42%	24.23%
DP SHF SR	15	PS04	11/03/1997	07/01/1998	\$61,295.80	\$51,696.00	\$66,119.00	\$80,541.00	22.16	88.64%	33.28%	18.57%
DP SHF SR	16	PS04	11/03/1997	02/01/1998	\$65,492.70	\$51,696.00	\$66,119.00	\$80,541.00	22.16	88.64%	47.83%	26.69%
DP SHF SR	17	PS04	01/16/1998	05/01/1998	\$64,927.47	\$51,696.00	\$66,119.00	\$80,541.00	21.96	87.83%	45.87%	25.59%
DP SHF SR	18	PS04	05/01/1998	05/01/1998	\$63,135.31	\$51,696.00	\$66,119.00	\$80,541.00	21.67	86.67%	39.66%	22.13%
DP SHF SR	19	PS04	05/01/1998	05/01/1998	\$64,358.40	\$51,696.00	\$66,119.00	\$80,541.00	21.67	86.67%	43.90%	24.49%
DP SHF SR	20	PS04	05/01/1998	05/01/1998	\$65,294.40	\$51,696.00	\$66,119.00	\$80,541.00	21.67	86.67%	47.14%	26.30%
DP SHF SR	21	PS04	06/16/1998	06/16/1998	\$63,273.87	\$51,696.00	\$66,119.00	\$80,541.00	21.54	86.17%	40.14%	22.40%
DP SHF SR	22	PS04	08/03/1998	08/03/1998	\$59,001.31	\$51,696.00	\$66,119.00	\$80,541.00	21.41	85.64%	25.33%	14.13%
DP SHF SR	23	PS04	09/01/1998	09/01/1998	\$63,438.64	\$51,696.00	\$66,119.00	\$80,541.00	21.33	85.33%	40.71%	22.71%
DP SHF SR	24	PS04	02/01/1999	02/01/1999	\$61,295.80	\$51,696.00	\$66,119.00	\$80,541.00	20.92	83.67%	33.28%	18.57%
DP SHF SR	25	PS04	06/28/1999	06/28/1999	\$61,295.80	\$51,696.00	\$66,119.00	\$80,541.00	20.51	82.03%	33.28%	18.57%
DP SHF SR	26	PS04	08/02/1999	08/02/1999	\$63,589.82	\$51,696.00	\$66,119.00	\$80,541.00	20.41	81.66%	41.23%	23.01%
DP SHF SR	27	PS04	10/25/1999	06/03/2002	\$59,511.34	\$51,696.00	\$66,119.00	\$80,541.00	20.18	80.73%	27.09%	15.12%
DP SHF SR	28	PS04	04/24/2000	04/24/2000	\$61,627.25	\$51,696.00	\$66,119.00	\$80,541.00	19.69	78.74%	34.43%	19.21%
DP SHF SR	29	PS04	06/26/2000	06/26/2000	\$62,627.25	\$51,696.00	\$66,119.00	\$80,541.00	19.51	78.06%	37.90%	21.15%
DP SHF SR	30	PS04	07/10/2000	07/10/2000	\$61,138.02	\$51,696.00	\$66,119.00	\$80,541.00	19.48	77.90%	32.73%	18.26%
DP SHF SR	31	PS04	08/28/2000	08/28/2000	\$61,596.10	\$51,696.00	\$66,119.00	\$80,541.00	19.34	77.37%	34.32%	19.15%
DP SHF SR	32	PS04	10/23/2000	10/23/2000	\$59,511.34	\$51,696.00	\$66,119.00	\$80,541.00	19.19	76.76%	27.09%	15.12%
DP SHF SR	33	PS04	04/02/2001	04/02/2001	\$59,511.35	\$51,696.00	\$66,119.00	\$80,541.00	18.75	74.99%	27.09%	15.12%

Employee		Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
DP SHF SR	34	PS04	04/02/2001	04/02/2001	\$60,596.10	\$51,696.00	\$66,119.00	\$80,541.00	18.75	74.99%	30.85%	17.22%
DP SHF SR	35	PS04	05/07/2001	05/07/2001	\$61,835.19	\$51,696.00	\$66,119.00	\$80,541.00	18.65	74.60%	35.15%	19.61%
DP SHF SR	36	PS04	07/09/2001	07/09/2001	\$59,867.24	\$51,696.00	\$66,119.00	\$80,541.00	18.48	73.91%	28.33%	15.81%
DP SHF SR	37	PS04	07/23/2001	07/23/2001	\$61,670.42	\$51,696.00	\$66,119.00	\$80,541.00	18.44	73.76%	34.58%	19.29%
DP SHF SR	38	PS04	07/23/2001	07/23/2001	\$61,734.42	\$51,696.00	\$66,119.00	\$80,541.00	18.44	73.76%	34.80%	19.42%
DP SHF SR	39	PS04	08/13/2001	08/13/2001	\$59,702.47	\$51,696.00	\$66,119.00	\$80,541.00	18.38	73.53%	27.76%	15.49%
DP SHF SR	40	PS04	04/22/2002	04/22/2002	\$59,001.31	\$51,696.00	\$66,119.00	\$80,541.00	17.69	70.77%	25.33%	14.13%
DP SHF SR	41	PS04	06/17/2002	06/17/2002	\$58,644.16	\$51,696.00	\$66,119.00	\$80,541.00	17.54	70.16%	24.09%	13.44%
DP SHF SR	42	PS04	08/05/2002	08/05/2002	\$60,968.03	\$51,696.00	\$66,119.00	\$80,541.00	17.41	69.62%	32.14%	17.94%
DP SHF SR	43	PS04	08/05/2002	08/05/2002	\$58,644.16	\$51,696.00	\$66,119.00	\$80,541.00	17.41	69.62%	24.09%	13.44%
DP SHF SR	44	PS04	12/16/2002	12/16/2002	\$56,471.50	\$51,696.00	\$66,119.00	\$80,541.00	17.04	68.17%	16.56%	9.24%
DP SHF SR	45	PS04	06/01/2003	06/01/2003	\$56,936.75	\$51,696.00	\$66,119.00	\$80,541.00	16.58	66.33%	18.17%	10.14%
DP SHF SR	46	PS04	09/22/2003	09/22/2003	\$60,001.31	\$51,696.00	\$66,119.00	\$80,541.00	16.28	65.10%	28.79%	16.07%
DP SHF SR	47	PS04	12/15/2003	12/15/2003	\$58,512.07	\$51,696.00	\$66,119.00	\$80,541.00	16.04	64.18%	23.63%	13.18%
DP SHF SR	48	PS04	07/19/2004	07/19/2004	\$60,394.91	\$51,696.00	\$66,119.00	\$80,541.00	15.45	61.80%	30.16%	16.83%
DP SHF SR	49	PS04	11/15/2004	11/15/2004	\$57,995.06	\$51,696.00	\$66,119.00	\$80,541.00	15.13	60.51%	21.84%	12.18%
DP SHF SR	50	PS04	11/15/2004	11/15/2004	\$56,936.75	\$51,696.00	\$66,119.00	\$80,541.00	15.13	60.51%	18.17%	10.14%
DP SHF SR	51	PS04	05/16/2005	05/16/2005	\$56,677.83	\$51,696.00	\$66,119.00	\$80,541.00	14.63	58.50%	17.27%	9.64%
DP SHF SR	52	PS04	06/13/2005	06/13/2005	\$57,318.35	\$51,696.00	\$66,119.00	\$80,541.00	14.55	58.20%	19.49%	10.88%
DP SHF SR	53	PS04	06/13/2005	06/13/2005	\$56,095.28	\$51,696.00	\$66,119.00	\$80,541.00	14.55	58.20%	15.25%	8.51%
DP SHF SR	54	PS04	09/12/2005	09/12/2005	\$58,946.39	\$51,696.00	\$66,119.00	\$80,541.00	14.30	57.21%	25.14%	14.03%
DP SHF SR	55	PS04	06/26/2006	06/26/2006	\$55,461.25	\$51,696.00	\$66,119.00	\$80,541.00	13.51	54.06%	13.05%	7.28%
DP SHF SR	56	PS04	08/14/2006	08/14/2006	\$55,278.26	\$51,696.00	\$66,119.00	\$80,541.00	13.38	53.52%	12.42%	6.93%
DP SHF SR	57	PS04	10/16/2006	10/16/2006	\$56,310.76	\$51,696.00	\$66,119.00	\$80,541.00	13.21	52.83%	16.00%	8.93%
DP SHF SR	58	PS04	10/30/2006	10/30/2006	\$56,442.41	\$51,696.00	\$66,119.00	\$80,541.00	13.17	52.67%	16.45%	9.18%
DP SHF SR	59	PS04	03/12/2007	03/12/2007	\$56,471.51	\$51,696.00	\$66,119.00	\$80,541.00	12.80	51.21%	16.56%	9.24%
DP SHF SR	60	PS04	06/11/2007	06/11/2007	\$59,307.31	\$51,696.00	\$66,119.00	\$80,541.00	12.56	50.22%	26.39%	14.72%
DP SHF SR	61	PS04	07/16/2007	07/16/2007	\$55,323.12	\$51,696.00	\$66,119.00	\$80,541.00	12.46	49.83%	12.57%	7.02%
DP SHF SR	62	PS04	09/10/2007	09/10/2007	\$55,461.24	\$51,696.00	\$66,119.00	\$80,541.00	12.31	49.23%	13.05%	7.28%
DP SHF SR	63	PS04	11/05/2007	11/05/2007	\$55,684.33	\$51,696.00	\$66,119.00	\$80,541.00	12.16	48.62%	13.83%	7.71%
DP SHF SR	64	PS04	12/10/2007	12/10/2007	\$55,684.33	\$51,696.00	\$66,119.00	\$80,541.00	12.06	48.23%	13.83%	7.71%
DP SHF SR	65	PS04	02/11/2008	02/11/2008	\$55,483.87	\$51,696.00	\$66,119.00	\$80,541.00	11.89	47.56%	13.13%	7.33%
DP SHF SR	66	PS04	03/10/2008	03/10/2008	\$54,290.62	\$51,696.00	\$66,119.00	\$80,541.00	11.81	47.23%	9.00%	5.02%
DP SHF SR	67	PS04	05/12/2008	05/12/2008	\$55,625.39	\$51,696.00	\$66,119.00	\$80,541.00	11.64	46.54%	13.62%	7.60%

Employee	Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
DP SHF SR Avg		06/29/2001	09/09/2001	\$60,463.30	\$51,696.00	\$66,119.00	\$80,541.00	18.51	74.02%	30.39%	16.96%
DP SHF SR Med		04/02/2001	05/07/2001	\$60,394.91	\$51,696.00	\$66,119.00	\$80,541.00	18.75	74.99%	30.16%	16.83%
Va Beach		vs. Average		\$60,463.30	\$47,715.20	\$58,822.40	\$69,929.60				26.72%
(Deputy Sheriff 2)		vs. Median		\$60,394.91	\$47,715.20	\$58,822.40	\$69,929.60				26.57%
Norfolk		vs. Average		\$60,463.30	\$44,505.00	\$57,173.00	\$69,841.00				35.86%
(Deputy Shrf Sgt)		vs. Median		\$60,394.91	\$44,505.00	\$57,173.00	\$69,841.00				35.70%
Newport News		vs. Average		\$60,463.30	\$46,600.00	\$61,941.00	\$77,281.00				29.75%
(Deputy Mast Sgt)		vs. Median		\$60,394.91	\$46,600.00	\$61,941.00	\$77,281.00				29.60%
Chesapeake		vs. Average			67	34	50.75%				
Pct Below Avg											

Employee	Grade	Original Hire Date	Position Start Date	DEPUTY SHERIFF, MASTER				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
DEP SHF M	1	PS05	08/01/1984	08/01/1984	\$84,367.00	\$54,152.00	\$69,260.00	\$84,367.00	35.42	141.67%	100.00%	55.80%
DEP SHF M	2	PS05	03/16/1989	03/16/1989	\$75,556.47	\$54,152.00	\$69,260.00	\$84,367.00	30.79	123.17%	70.84%	39.53%
DEP SHF M	3	PS05	07/01/1992	03/01/1994	\$70,178.50	\$54,152.00	\$69,260.00	\$84,367.00	27.50	110.00%	53.04%	29.60%
DEP SHF M	4	PS05	07/01/1992	07/01/1992	\$71,574.61	\$54,152.00	\$69,260.00	\$84,367.00	27.50	110.00%	57.66%	32.17%
DEP SHF M	5	PS05	08/16/1993	08/16/1993	\$67,130.92	\$54,152.00	\$69,260.00	\$84,367.00	26.38	105.50%	42.96%	23.97%
DEP SHF M	6	PS05	09/29/1993	08/16/1994	\$68,356.79	\$54,152.00	\$69,260.00	\$84,367.00	26.26	105.02%	47.01%	26.23%
DEP SHF M	7	PS05	07/18/1994	04/20/1997	\$68,449.98	\$54,152.00	\$69,260.00	\$84,367.00	25.45	101.81%	47.32%	26.40%
DEP SHF M	8	PS05	02/01/1996	04/20/1997	\$65,532.08	\$54,152.00	\$69,260.00	\$84,367.00	23.92	95.67%	37.66%	21.02%
DEP SHF M	9	PS05	02/01/1996	04/20/1997	\$64,311.02	\$54,152.00	\$69,260.00	\$84,367.00	23.92	95.67%	33.62%	18.76%
DEP SHF M	10	PS05	04/01/1996	04/20/1997	\$64,417.53	\$54,152.00	\$69,260.00	\$84,367.00	23.75	95.00%	33.97%	18.96%
DEP SHF M	11	PS05	05/16/1996	08/16/1997	\$65,491.15	\$54,152.00	\$69,260.00	\$84,367.00	23.63	94.50%	37.53%	20.94%
DEP SHF M	12	PS05	05/16/1996	08/16/1997	\$64,278.53	\$54,152.00	\$69,260.00	\$84,367.00	23.63	94.50%	33.51%	18.70%
DEP SHF M	13	PS05	05/16/1996	08/16/1997	\$68,242.15	\$54,152.00	\$69,260.00	\$84,367.00	23.63	94.50%	46.63%	26.02%
DEP SHF M	14	PS05	04/20/1997	04/20/1997	\$71,301.45	\$54,152.00	\$69,260.00	\$84,367.00	22.70	90.79%	56.76%	31.67%
DEP SHF M Avg			12/19/1993	11/11/1994	\$69,227.73	\$54,152.00	\$69,260.00	\$84,367.00	26.03	104.13%	49.89%	27.84%
DEP SHF M Med			04/25/1995	04/20/1997	\$68,299.47	\$54,152.00	\$69,260.00	\$84,367.00	24.68	98.73%	46.82%	26.13%
Va Beach (Deputy Shrf Mast)			vs. Average		\$69,227.73	\$52,707.20	\$64,979.20	\$77,230.40				31.34%
			vs. Median		\$68,299.47	\$52,707.20	\$64,979.20	\$77,230.40				29.58%
Norfolk (Deputy Shrf Mast)			vs. Average		\$69,227.73	\$41,553.00	\$53,381.00	\$65,208.00				66.60%
			vs. Median		\$68,299.47	\$41,553.00	\$53,381.00	\$65,208.00				64.37%
Newport News (Deputy Shrf Mast)			vs. Average		\$69,227.73	\$40,695.00	\$54,045.00	\$67,395.00				70.11%
			vs. Median		\$68,299.47	\$40,695.00	\$54,045.00	\$67,395.00				67.83%
Chesapeake Pct Below Avg			vs. Average			14	9	64.29%				

Employee	Grade	Original Hire Date	Position Start Date	DEPUTY SERGEANT				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
DEP SGT	1	PS06	05/26/1993	04/20/1997	\$65,911.63	\$61,020.00	\$78,044.00	\$95,067.00	26.60	106.39%	14.37%	8.02%
DEP SGT	2	PS06	02/01/1996	04/20/1997	\$69,339.51	\$61,020.00	\$78,044.00	\$95,067.00	23.92	95.67%	24.44%	13.63%
DEP SGT	3	PS06	04/01/1996	04/20/1997	\$68,433.83	\$61,020.00	\$78,044.00	\$95,067.00	23.75	95.00%	21.78%	12.15%
DEP SGT	4	PS06	11/03/1997	07/01/1998	\$62,518.09	\$61,020.00	\$78,044.00	\$95,067.00	22.16	88.64%	4.40%	2.46%
DEP SGT	5	PS06	11/03/1997	07/01/1998	\$62,373.68	\$61,020.00	\$78,044.00	\$95,067.00	22.16	88.64%	3.98%	2.22%
DEP SGT	6	PS06	11/03/1997	11/03/1997	\$69,257.36	\$61,020.00	\$78,044.00	\$95,067.00	22.16	88.64%	24.19%	13.50%
DEP SGT	7	PS06	10/25/1999	10/25/1999	\$69,770.77	\$61,020.00	\$78,044.00	\$95,067.00	20.18	80.73%	25.70%	14.34%
DEP SGT	8	PS06	03/06/2000	03/06/2000	\$67,444.60	\$61,020.00	\$78,044.00	\$95,067.00	19.82	79.28%	18.87%	10.53%
DEP SGT	9	PS06	07/10/2000	07/10/2000	\$67,615.09	\$61,020.00	\$78,044.00	\$95,067.00	19.48	77.90%	19.37%	10.81%
DEP SGT	10	PS06	09/17/2001	09/17/2001	\$63,431.99	\$61,020.00	\$78,044.00	\$95,067.00	18.29	73.16%	7.08%	3.95%
DEP SGT	11	PS06	10/06/2003	10/06/2003	\$64,901.45	\$61,020.00	\$78,044.00	\$95,067.00	16.24	64.94%	11.40%	6.36%
DEP SGT	12	PS06	03/29/2004	03/29/2004	\$61,767.25	\$61,020.00	\$78,044.00	\$95,067.00	15.76	63.02%	2.19%	1.22%
DEP SGT	13	PS06	03/01/2005	03/01/2005	\$63,485.56	\$61,020.00	\$78,044.00	\$95,067.00	14.83	59.33%	7.24%	4.04%
DEP SGT	14	PS06	08/15/2005	08/15/2005	\$64,150.19	\$61,020.00	\$78,044.00	\$95,067.00	14.38	57.51%	9.19%	5.13%
DEP SGT	15	PS06	01/23/2006	01/23/2006	\$64,017.39	\$61,020.00	\$78,044.00	\$95,067.00	13.94	55.76%	8.80%	4.91%
DEP SGT	16	PS06	06/26/2006	03/12/2007	\$61,767.25	\$61,020.00	\$78,044.00	\$95,067.00	13.51	54.06%	2.19%	1.22%
DEP SGT	17	PS06	12/11/2006	12/11/2006	\$63,373.68	\$61,020.00	\$78,044.00	\$95,067.00	13.06	52.22%	6.91%	3.86%
DEP SGT	18	PS06	06/11/2007	06/11/2007	\$62,767.25	\$61,020.00	\$78,044.00	\$95,067.00	12.56	50.22%	5.13%	2.86%
DEP SGT	19	PS06	08/13/2007	08/13/2007	\$61,767.25	\$61,020.00	\$78,044.00	\$95,067.00	12.38	49.53%	2.19%	1.22%
DEP SGT	20	PS06	12/10/2007	12/10/2007	\$61,767.25	\$61,020.00	\$78,044.00	\$95,067.00	12.06	48.23%	2.19%	1.22%
DEP SGT	21	PS06	01/07/2008	01/07/2008	\$62,388.51	\$61,020.00	\$78,044.00	\$95,067.00	11.98	47.93%	4.02%	2.24%
DEP SGT	22	PS06	02/11/2008	02/11/2008	\$62,799.75	\$61,020.00	\$78,044.00	\$95,067.00	11.89	47.56%	5.23%	2.92%
DEP SGT	23	PS06	02/11/2008	02/11/2008	\$63,799.75	\$61,020.00	\$78,044.00	\$95,067.00	11.89	47.56%	8.16%	4.56%
DEP SGT	24	PS06	03/10/2008	03/10/2008	\$64,669.02	\$61,020.00	\$78,044.00	\$95,067.00	11.81	47.23%	10.72%	5.98%
DEP SGT	25	PS06	05/12/2008	05/12/2008	\$61,767.25	\$61,020.00	\$78,044.00	\$95,067.00	11.64	46.54%	2.19%	1.22%
DEP SGT	26	PS06	09/15/2008	09/15/2008	\$62,373.68	\$61,020.00	\$78,044.00	\$95,067.00	11.29	45.18%	3.98%	2.22%
DEP SGT	27	PS06	09/15/2008	09/15/2008	\$62,767.25	\$61,020.00	\$78,044.00	\$95,067.00	11.29	45.18%	5.13%	2.86%
DEP SGT	28	PS06	07/06/2009	07/06/2009	\$61,020.00	\$61,020.00	\$78,044.00	\$95,067.00	10.49	41.94%	0.00%	0.00%
DEP SGT	29	PS06	04/12/2010	04/12/2010	\$64,406.18	\$61,020.00	\$78,044.00	\$95,067.00	9.72	38.88%	9.95%	5.55%
DEP SGT	30	PS06	05/24/2010	05/24/2010	\$61,767.25	\$61,020.00	\$78,044.00	\$95,067.00	9.60	38.41%	2.19%	1.22%
DEP SGT	31	PS06	06/21/2010	06/21/2010	\$62,767.25	\$61,020.00	\$78,044.00	\$95,067.00	9.53	38.11%	5.13%	2.86%

Employee	Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
DEP SGT Avg		07/26/2004	10/30/2004	\$64,077.00	\$61,020.00	\$78,044.00	\$95,067.00	15.43	61.72%	8.98%	5.01%
DEP SGT Med		06/26/2006	12/11/2006	\$63,373.68	\$61,020.00	\$78,044.00	\$95,067.00	13.51	54.06%	6.91%	3.86%
Va Beach (Deputy Sgt)		vs. Average		\$64,077.00	\$61,131.20	\$75,358.40	\$89,564.80				4.82%
		vs. Median		\$63,373.68	\$61,131.20	\$75,358.40	\$89,564.80				3.67%
Norfolk (Captain)		vs. Average		\$64,077.00	\$53,850.00	\$69,178.00	\$84,505.00				18.99%
		vs. Median		\$63,373.68	\$53,850.00	\$69,178.00	\$84,505.00				17.69%
Newport News (Captain)		vs. Average		\$64,077.00	\$56,721.00	\$75,521.00	\$94,320.00				12.97%
		vs. Median		\$63,373.68	\$56,721.00	\$75,521.00	\$94,320.00				11.73%
Chesapeake Pct Below Avg		vs. Average			31	18	58.06%				

Employee	Grade	Original Hire Date	Position Start Date	DEPUTY LIEUTENANT				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
DEP LIEUT 1	PS08	07/01/1992	07/01/1992	\$90,114.29	\$67,896.00	\$89,963.00	\$112,029.00	27.50	110.00%	50.34%	32.72%
DEP LIEUT 2	PS08	07/01/1993	07/01/1993	\$93,927.80	\$67,896.00	\$89,963.00	\$112,029.00	26.50	106.00%	58.98%	38.34%
DEP LIEUT 3	PS08	01/16/1996	05/01/1998	\$74,119.72	\$67,896.00	\$89,963.00	\$112,029.00	23.96	95.83%	14.10%	9.17%
DEP LIEUT 4	PS08	04/01/1996	04/20/1997	\$80,262.18	\$67,896.00	\$89,963.00	\$112,029.00	23.75	95.00%	28.02%	18.21%
DEP LIEUT 5	PS08	06/16/1997	08/16/1997	\$75,068.68	\$67,896.00	\$89,963.00	\$112,029.00	22.54	90.17%	16.25%	10.56%
DEP LIEUT 6	PS08	11/03/1997	03/01/2005	\$77,539.92	\$67,896.00	\$89,963.00	\$112,029.00	22.16	88.64%	21.85%	14.20%
DEP LIEUT 7	PS08	11/03/1997	05/01/1998	\$76,195.35	\$67,896.00	\$89,963.00	\$112,029.00	22.16	88.64%	18.81%	12.22%
DEP LIEUT 8	PS08	02/16/1998	05/01/1998	\$73,149.80	\$67,896.00	\$89,963.00	\$112,029.00	21.88	87.50%	11.90%	7.74%
DEP LIEUT 9	PS08	06/28/1999	06/28/1999	\$76,283.63	\$67,896.00	\$89,963.00	\$112,029.00	20.51	82.03%	19.01%	12.35%
DEP LIEUT 10	PS08	08/28/2000	08/28/2000	\$76,202.47	\$67,896.00	\$89,963.00	\$112,029.00	19.34	77.37%	18.82%	12.23%
DEP LIEUT 11	PS08	07/07/2003	07/07/2003	\$75,966.06	\$67,896.00	\$89,963.00	\$112,029.00	16.48	65.93%	18.29%	11.89%
DEP LIEUT 12	PS08	04/04/2005	04/04/2005	\$69,933.78	\$67,896.00	\$89,963.00	\$112,029.00	14.74	58.97%	4.62%	3.00%
DEP LIEUT 13	PS08	04/18/2005	04/18/2005	\$74,375.75	\$67,896.00	\$89,963.00	\$112,029.00	14.70	58.81%	14.68%	9.54%
DEP LIEUT 14	PS08	02/12/2007	02/12/2007	\$70,804.30	\$67,896.00	\$89,963.00	\$112,029.00	12.89	51.54%	6.59%	4.28%
DEP LIEUT Avg		05/07/1999	03/03/2000	\$77,424.55	\$67,896.00	\$89,963.00	\$112,029.00	20.65	82.60%	21.59%	14.03%
DEP LIEUT Med		12/25/1997	11/28/1998	\$76,080.71	\$67,896.00	\$89,963.00	\$112,029.00	22.02	88.07%	18.55%	12.05%
Va Beach (Deputy Lieut)		vs. Average		\$77,424.55	\$67,454.40	\$84,864.00	\$102,273.60				14.78%
		vs. Median		\$76,080.71	\$67,454.40	\$84,864.00	\$102,273.60				12.79%
Norfolk (Lieut Colonel)		vs. Average		\$77,424.55	\$65,209.00	\$83,770.00	\$102,331.00				18.73%
		vs. Median		\$76,080.71	\$65,209.00	\$83,770.00	\$102,331.00				16.67%
Newport News (Major)		vs. Average		\$77,424.55	\$63,470.00	\$84,572.00	\$105,674.00				21.99%
		vs. Median		\$76,080.71	\$63,470.00	\$84,572.00	\$105,674.00				19.87%
Chesapeake Pct Below Avg		vs. Average			14	10	71.43%				

Employee	Grade	Original Hire Date	Position Start Date	FIREFIGHTER EMT				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
FF EMT	1	PS02	01/17/1991	01/17/1991	\$62,718.37	\$44,326.00	\$56,693.00	\$69,058.00	28.96	115.82%	74.37%	41.49%
FF EMT	2	PS02	03/02/1998	08/01/1998	\$56,559.60	\$44,326.00	\$56,693.00	\$69,058.00	21.83	87.32%	49.46%	27.60%
FF EMT	3	PS02	03/02/1998	08/01/1998	\$56,559.60	\$44,326.00	\$56,693.00	\$69,058.00	21.83	87.32%	49.46%	27.60%
FF EMT	4	PS02	03/02/1998	08/01/1998	\$56,559.60	\$44,326.00	\$56,693.00	\$69,058.00	21.83	87.32%	49.46%	27.60%
FF EMT	5	PS02	07/19/1999	11/16/1999	\$55,723.46	\$44,326.00	\$56,693.00	\$69,058.00	20.45	81.80%	46.08%	25.71%
FF EMT	6	PS02	10/18/1999	02/18/2000	\$55,723.46	\$44,326.00	\$56,693.00	\$69,058.00	20.20	80.81%	46.08%	25.71%
FF EMT	7	PS02	11/08/1999	05/31/2000	\$55,723.46	\$44,326.00	\$56,693.00	\$69,058.00	20.15	80.59%	46.08%	25.71%
FF EMT	8	PS02	04/01/1996	04/01/2002	\$55,550.12	\$44,326.00	\$56,693.00	\$69,058.00	23.75	95.00%	45.38%	25.32%
FF EMT	9	PS02	04/10/2000	08/05/2000	\$54,912.89	\$44,326.00	\$56,693.00	\$69,058.00	19.73	78.90%	42.81%	23.88%
FF EMT	10	PS02	09/04/2001	09/22/2001	\$54,101.22	\$44,326.00	\$56,693.00	\$69,058.00	18.33	73.30%	39.52%	22.05%
FF EMT	11	PS02	05/05/2003	10/16/2003	\$52,525.67	\$44,326.00	\$56,693.00	\$69,058.00	16.66	66.62%	33.15%	18.50%
FF EMT	12	PS02	05/05/2003	10/16/2003	\$52,525.67	\$44,326.00	\$56,693.00	\$69,058.00	16.66	66.62%	33.15%	18.50%
FF EMT	13	PS02	11/01/1996	11/01/2003	\$52,525.67	\$44,326.00	\$56,693.00	\$69,058.00	23.17	92.67%	33.15%	18.50%
FF EMT	14	PS02	05/03/2004	10/16/2004	\$51,760.69	\$44,326.00	\$56,693.00	\$69,058.00	15.66	62.64%	30.06%	16.77%
FF EMT	15	PS02	03/02/2009	09/28/2009	\$50,413.41	\$44,326.00	\$56,693.00	\$69,058.00	10.83	43.32%	24.61%	13.73%
FF EMT	16	PS02	03/13/2006	11/01/2006	\$50,252.96	\$44,326.00	\$56,693.00	\$69,058.00	13.80	55.20%	23.96%	13.37%
FF EMT	17	PS02	03/13/2006	11/01/2006	\$50,252.96	\$44,326.00	\$56,693.00	\$69,058.00	13.80	55.20%	23.96%	13.37%
FF EMT	18	PS02	03/13/2006	11/01/2006	\$50,252.96	\$44,326.00	\$56,693.00	\$69,058.00	13.80	55.20%	23.96%	13.37%
FF EMT	19	PS02	03/13/2006	11/01/2006	\$50,252.96	\$44,326.00	\$56,693.00	\$69,058.00	13.80	55.20%	23.96%	13.37%
FF EMT	20	PS02	03/13/2006	11/01/2006	\$50,252.96	\$44,326.00	\$56,693.00	\$69,058.00	13.80	55.20%	23.96%	13.37%
FF EMT	21	PS02	06/18/2007	01/16/2008	\$49,510.22	\$44,326.00	\$56,693.00	\$69,058.00	12.54	50.14%	20.96%	11.70%
FF EMT	22	PS02	06/18/2007	01/16/2008	\$49,510.22	\$44,326.00	\$56,693.00	\$69,058.00	12.54	50.14%	20.96%	11.70%
FF EMT	23	PS02	06/18/2007	01/16/2008	\$49,510.22	\$44,326.00	\$56,693.00	\$69,058.00	12.54	50.14%	20.96%	11.70%
FF EMT	24	PS02	06/18/2007	01/16/2008	\$49,510.22	\$44,326.00	\$56,693.00	\$69,058.00	12.54	50.14%	20.96%	11.70%
FF EMT	25	PS02	06/18/2007	01/16/2008	\$49,510.22	\$44,326.00	\$56,693.00	\$69,058.00	12.54	50.14%	20.96%	11.70%
FF EMT	26	PS02	06/18/2007	01/16/2008	\$49,510.22	\$44,326.00	\$56,693.00	\$69,058.00	12.54	50.14%	20.96%	11.70%
FF EMT	27	PS02	06/18/2007	01/16/2008	\$49,510.22	\$44,326.00	\$56,693.00	\$69,058.00	12.54	50.14%	20.96%	11.70%
FF EMT	28	PS02	07/02/2007	01/16/2008	\$49,510.22	\$44,326.00	\$56,693.00	\$69,058.00	12.50	49.99%	20.96%	11.70%
FF EMT	29	PS02	12/01/2011	06/16/2012	\$49,407.22	\$44,326.00	\$56,693.00	\$69,058.00	8.08	32.33%	20.55%	11.46%
FF EMT	30	PS02	08/31/2009	08/31/2009	\$49,355.10	\$44,326.00	\$56,693.00	\$69,058.00	10.33	41.33%	20.33%	11.35%
FF EMT	31	PS02	03/02/2009	09/28/2009	\$49,355.10	\$44,326.00	\$56,693.00	\$69,058.00	10.83	43.32%	20.33%	11.35%
FF EMT	32	PS02	03/02/2009	09/28/2009	\$49,355.10	\$44,326.00	\$56,693.00	\$69,058.00	10.83	43.32%	20.33%	11.35%
FF EMT	33	PS02	03/02/2009	09/28/2009	\$49,355.10	\$44,326.00	\$56,693.00	\$69,058.00	10.83	43.32%	20.33%	11.35%

Employee		Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
FF EMT	34	PS02	03/02/2009	09/28/2009	\$49,355.10	\$44,326.00	\$56,693.00	\$69,058.00	10.83	43.32%	20.33%	11.35%
FF EMT	35	PS02	03/02/2009	09/28/2009	\$49,355.10	\$44,326.00	\$56,693.00	\$69,058.00	10.83	43.32%	20.33%	11.35%
FF EMT	36	PS02	03/02/2009	09/28/2009	\$49,355.10	\$44,326.00	\$56,693.00	\$69,058.00	10.83	43.32%	20.33%	11.35%
FF EMT	37	PS02	12/01/2011	06/16/2012	\$48,939.72	\$44,326.00	\$56,693.00	\$69,058.00	8.08	32.33%	18.65%	10.41%
FF EMT	38	PS02	12/01/2011	06/16/2012	\$48,168.23	\$44,326.00	\$56,693.00	\$69,058.00	8.08	32.33%	15.54%	8.67%
FF EMT	39	PS02	05/16/2011	11/16/2011	\$47,907.22	\$44,326.00	\$56,693.00	\$69,058.00	8.63	34.50%	14.48%	8.08%
FF EMT	40	PS02	12/01/2011	06/16/2012	\$47,780.12	\$44,326.00	\$56,693.00	\$69,058.00	8.08	32.33%	13.97%	7.79%
FF EMT	41	PS02	05/16/2011	11/16/2011	\$47,335.37	\$44,326.00	\$56,693.00	\$69,058.00	8.63	34.50%	12.17%	6.79%
FF EMT	42	PS02	04/18/2011	04/01/2012	\$46,668.23	\$44,326.00	\$56,693.00	\$69,058.00	8.70	34.81%	9.47%	5.28%
FF EMT	43	PS02	05/16/2011	11/16/2011	\$46,668.23	\$44,326.00	\$56,693.00	\$69,058.00	8.63	34.50%	9.47%	5.28%
FF EMT	44	PS02	05/16/2011	11/16/2011	\$46,668.23	\$44,326.00	\$56,693.00	\$69,058.00	8.63	34.50%	9.47%	5.28%
FF EMT	45	PS02	09/16/2011	04/01/2012	\$46,668.23	\$44,326.00	\$56,693.00	\$69,058.00	8.29	33.17%	9.47%	5.28%
FF EMT	46	PS02	09/16/2011	04/01/2012	\$46,668.23	\$44,326.00	\$56,693.00	\$69,058.00	8.29	33.17%	9.47%	5.28%
FF EMT	47	PS02	09/16/2011	04/01/2012	\$46,668.23	\$44,326.00	\$56,693.00	\$69,058.00	8.29	33.17%	9.47%	5.28%
FF EMT	48	PS02	09/16/2011	04/01/2012	\$46,668.23	\$44,326.00	\$56,693.00	\$69,058.00	8.29	33.17%	9.47%	5.28%
FF EMT	49	PS02	09/16/2011	04/01/2012	\$46,668.23	\$44,326.00	\$56,693.00	\$69,058.00	8.29	33.17%	9.47%	5.28%
FF EMT	50	PS02	09/16/2011	04/01/2012	\$46,668.23	\$44,326.00	\$56,693.00	\$69,058.00	8.29	33.17%	9.47%	5.28%
FF EMT	51	PS02	12/01/2011	06/16/2012	\$46,668.23	\$44,326.00	\$56,693.00	\$69,058.00	8.08	32.33%	9.47%	5.28%
FF EMT	52	PS02	12/01/2011	06/16/2012	\$46,668.23	\$44,326.00	\$56,693.00	\$69,058.00	8.08	32.33%	9.47%	5.28%
FF EMT	53	PS02	12/01/2011	06/16/2012	\$46,668.23	\$44,326.00	\$56,693.00	\$69,058.00	8.08	32.33%	9.47%	5.28%
FF EMT	54	PS02	12/01/2011	06/16/2012	\$46,668.23	\$44,326.00	\$56,693.00	\$69,058.00	8.08	32.33%	9.47%	5.28%
FF EMT	55	PS02	12/01/2011	06/16/2012	\$46,668.23	\$44,326.00	\$56,693.00	\$69,058.00	8.08	32.33%	9.47%	5.28%
FF EMT	56	PS02	12/01/2011	06/16/2012	\$46,668.23	\$44,326.00	\$56,693.00	\$69,058.00	8.08	32.33%	9.47%	5.28%
FF EMT	57	PS02	09/16/2011	10/11/2013	\$46,623.51	\$44,326.00	\$56,693.00	\$69,058.00	8.29	33.17%	9.29%	5.18%
FF EMT	58	PS02	05/16/2011	10/11/2013	\$45,591.01	\$44,326.00	\$56,693.00	\$69,058.00	8.63	34.50%	5.11%	2.85%
FF EMT	59	PS02	05/01/2013	10/11/2013	\$45,591.01	\$44,326.00	\$56,693.00	\$69,058.00	6.67	26.67%	5.11%	2.85%
FF EMT	60	PS02	05/01/2013	10/11/2013	\$45,591.01	\$44,326.00	\$56,693.00	\$69,058.00	6.67	26.67%	5.11%	2.85%
FF EMT	61	PS02	05/01/2013	10/11/2013	\$45,591.01	\$44,326.00	\$56,693.00	\$69,058.00	6.67	26.67%	5.11%	2.85%
FF EMT	62	PS02	04/02/2012	10/01/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	7.75	30.99%	2.19%	1.22%
FF EMT	63	PS02	09/04/2012	10/01/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	7.33	29.30%	2.19%	1.22%
FF EMT	64	PS02	01/19/2016	02/16/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.95	15.80%	2.19%	1.22%
FF EMT	65	PS02	01/19/2016	02/16/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.95	15.80%	2.19%	1.22%
FF EMT	66	PS02	04/01/2016	10/01/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.75	15.00%	2.19%	1.22%

Employee		Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
FF EMT	67	PS02	04/01/2016	10/01/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.75	15.00%	2.19%	1.22%
FF EMT	68	PS02	04/01/2016	10/01/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.75	15.00%	2.19%	1.22%
FF EMT	69	PS02	04/01/2016	10/01/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.75	15.00%	2.19%	1.22%
FF EMT	70	PS02	04/01/2016	10/01/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.75	15.00%	2.19%	1.22%
FF EMT	71	PS02	04/01/2016	10/01/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.75	15.00%	2.19%	1.22%
FF EMT	72	PS02	04/01/2016	10/01/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.75	15.00%	2.19%	1.22%
FF EMT	73	PS02	04/01/2016	10/01/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.75	15.00%	2.19%	1.22%
FF EMT	74	PS02	04/01/2016	10/01/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.75	15.00%	2.19%	1.22%
FF EMT	75	PS02	04/01/2016	10/01/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.75	15.00%	2.19%	1.22%
FF EMT	76	PS02	04/01/2016	10/01/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.75	15.00%	2.19%	1.22%
FF EMT	77	PS02	04/01/2016	10/01/2016	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.75	15.00%	2.19%	1.22%
FF EMT	78	PS02	07/11/2016	07/07/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.47	13.89%	2.19%	1.22%
FF EMT	79	PS02	09/19/2016	10/22/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.28	13.13%	2.19%	1.22%
FF EMT	80	PS02	04/17/2017	10/22/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.71	10.82%	2.19%	1.22%
FF EMT	81	PS02	04/17/2017	10/22/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.71	10.82%	2.19%	1.22%
FF EMT	82	PS02	04/17/2017	10/22/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.71	10.82%	2.19%	1.22%
FF EMT	83	PS02	04/17/2017	10/22/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.71	10.82%	2.19%	1.22%
FF EMT	84	PS02	04/17/2017	10/22/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.71	10.82%	2.19%	1.22%
FF EMT	85	PS02	04/17/2017	10/22/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.71	10.82%	2.19%	1.22%
FF EMT	86	PS02	04/17/2017	10/22/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.71	10.82%	2.19%	1.22%
FF EMT	87	PS02	03/05/2018	10/07/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
FF EMT	88	PS02	03/05/2018	10/07/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
FF EMT	89	PS02	03/05/2018	10/07/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
FF EMT	90	PS02	03/05/2018	10/07/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
FF EMT	91	PS02	03/05/2018	10/07/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
FF EMT	92	PS02	03/05/2018	10/07/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
FF EMT	93	PS02	03/05/2018	10/07/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
FF EMT	94	PS02	03/05/2018	07/07/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
FF EMT	95	PS02	03/05/2018	10/07/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
FF EMT	96	PS02	03/05/2018	10/07/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
FF EMT	97	PS02	03/05/2018	07/07/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
FF EMT	98	PS02	03/05/2018	10/07/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
FF EMT	99	PS02	03/05/2018	07/30/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%

Employee		Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
FF EMT	100	PS02	03/05/2018	10/07/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
FF EMT	101	PS02	03/05/2018	10/07/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
FF EMT	102	PS02	03/05/2018	10/07/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
FF EMT	103	PS02	03/05/2018	10/07/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
FF EMT	104	PS02	03/05/2018	10/07/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
FF EMT	105	PS02	03/05/2018	10/07/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
FF EMT	106	PS02	03/05/2018	10/07/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
FF EMT	107	PS02	03/05/2018	10/07/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
FF EMT	108	PS02	03/05/2018	10/07/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
FF EMT	109	PS02	03/05/2018	10/07/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
FF EMT	110	PS02	11/02/2018	06/07/2019	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.16	4.66%	2.19%	1.22%
FF EMT	111	PS02	11/02/2018	06/07/2019	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.16	4.66%	2.19%	1.22%
FF EMT	112	PS02	11/02/2018	03/22/2019	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.16	4.66%	2.19%	1.22%
FF EMT	113	PS02	11/02/2018	06/07/2019	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.16	4.66%	2.19%	1.22%
FF EMT	114	PS02	11/02/2018	06/07/2019	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.16	4.66%	2.19%	1.22%
FF EMT	115	PS02	11/02/2018	06/07/2019	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.16	4.66%	2.19%	1.22%
FF EMT	116	PS02	11/02/2018	06/07/2019	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.16	4.66%	2.19%	1.22%
FF EMT	117	PS02	11/02/2018	06/07/2019	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.16	4.66%	2.19%	1.22%
FF EMT	118	PS02	10/03/2016	04/22/2019	\$44,326.00	\$44,326.00	\$56,693.00	\$69,058.00	3.24	12.98%	0.00%	0.00%
FF EMT	119	PS02	06/03/2019	06/03/2019	\$44,326.00	\$44,326.00	\$56,693.00	\$69,058.00	0.58	2.31%	0.00%	0.00%
FF EMT Avg			05/26/2012	02/20/2013	\$47,365.90	\$44,326.00	\$56,693.00	\$69,058.00	7.60	30.39%	12.29%	6.86%
FF EMT Med			09/04/2012	10/11/2013	\$45,591.01	\$44,326.00	\$56,693.00	\$69,058.00	7.33	29.30%	5.11%	2.85%
Va Beach (FF Medic)			vs. Average		\$47,365.90	\$50,148.80	\$61,828.00	\$73,507.20				(5.55%)
			vs. Median		\$45,591.01	\$50,148.80	\$61,828.00	\$73,507.20				(9.09%)
Norfolk (FF EMT)			vs. Average		\$47,365.90	\$41,168.00	\$47,667.00	\$54,166.00				15.06%
			vs. Median		\$45,591.01	\$41,168.00	\$47,667.00	\$54,166.00				10.74%
Richmond (Firefighter 1)			vs. Average		\$47,365.90	\$42,000.00	\$58,122.00	\$74,244.00				12.78%
			vs. Median		\$45,591.01	\$42,000.00	\$58,122.00	\$74,244.00				8.55%
Chesapeake Pct Below Avg			vs. Average		119	79	66.39%					

Employee		Grade	Original Hire Date	Position Start Date	FIREFIGHTER EMT, SENIOR				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
					Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
FF EMT SR	1	PS04	10/15/1984	11/16/2016	\$76,419.39	\$51,696.00	\$66,119.00	\$80,541.00	35.21	140.84%	85.71%	47.82%
FF EMT SR	2	PS04	05/01/1989	10/07/2017	\$71,059.65	\$51,696.00	\$66,119.00	\$80,541.00	30.67	122.67%	67.13%	37.46%
FF EMT SR	3	PS04	11/01/1996	10/07/2017	\$67,051.64	\$51,696.00	\$66,119.00	\$80,541.00	23.17	92.67%	53.24%	29.70%
FF EMT SR	4	PS04	05/16/1996	10/07/2017	\$65,029.88	\$51,696.00	\$66,119.00	\$80,541.00	23.63	94.50%	46.23%	25.79%
FF EMT SR	5	PS04	04/17/1995	11/16/2016	\$63,934.22	\$51,696.00	\$66,119.00	\$80,541.00	24.71	98.82%	42.43%	23.67%
FF EMT SR	6	PS04	03/02/1998	11/16/2016	\$63,438.64	\$51,696.00	\$66,119.00	\$80,541.00	21.83	87.32%	40.71%	22.71%
FF EMT SR	7	PS04	11/01/1996	11/16/2016	\$63,135.31	\$51,696.00	\$66,119.00	\$80,541.00	23.17	92.67%	39.66%	22.13%
FF EMT SR	8	PS04	11/18/1996	11/16/2016	\$63,135.31	\$51,696.00	\$66,119.00	\$80,541.00	23.12	92.48%	39.66%	22.13%
FF EMT SR	9	PS04	07/19/1999	11/16/2016	\$62,518.88	\$51,696.00	\$66,119.00	\$80,541.00	20.45	81.80%	37.52%	20.94%
FF EMT SR	10	PS04	10/18/1999	10/07/2017	\$62,489.05	\$51,696.00	\$66,119.00	\$80,541.00	20.20	80.81%	37.42%	20.88%
FF EMT SR	11	PS04	10/18/1999	10/07/2017	\$62,489.05	\$51,696.00	\$66,119.00	\$80,541.00	20.20	80.81%	37.42%	20.88%
FF EMT SR	12	PS04	06/28/1999	11/16/2016	\$61,295.80	\$51,696.00	\$66,119.00	\$80,541.00	20.51	82.03%	33.28%	18.57%
FF EMT SR	13	PS04	07/19/1999	11/16/2016	\$61,295.80	\$51,696.00	\$66,119.00	\$80,541.00	20.45	81.80%	33.28%	18.57%
FF EMT SR	14	PS04	10/18/1999	11/16/2016	\$61,295.80	\$51,696.00	\$66,119.00	\$80,541.00	20.20	80.81%	33.28%	18.57%
FF EMT SR	15	PS04	10/18/1999	10/07/2017	\$61,295.80	\$51,696.00	\$66,119.00	\$80,541.00	20.20	80.81%	33.28%	18.57%
FF EMT SR	16	PS04	10/18/1999	10/07/2017	\$61,295.80	\$51,696.00	\$66,119.00	\$80,541.00	20.20	80.81%	33.28%	18.57%
FF EMT SR	17	PS04	10/01/2001	10/07/2017	\$60,569.65	\$51,696.00	\$66,119.00	\$80,541.00	18.25	73.00%	30.76%	17.17%
FF EMT SR	18	PS04	09/04/2001	11/16/2016	\$60,543.84	\$51,696.00	\$66,119.00	\$80,541.00	18.33	73.30%	30.67%	17.12%
FF EMT SR	19	PS04	04/10/2000	11/16/2016	\$60,404.19	\$51,696.00	\$66,119.00	\$80,541.00	19.73	78.90%	30.19%	16.84%
FF EMT SR	20	PS04	03/02/1998	10/07/2017	\$60,308.73	\$51,696.00	\$66,119.00	\$80,541.00	21.83	87.32%	29.86%	16.66%
FF EMT SR	21	PS04	10/01/2001	10/07/2017	\$59,511.35	\$51,696.00	\$66,119.00	\$80,541.00	18.25	73.00%	27.09%	15.12%
FF EMT SR	22	PS04	09/04/2001	11/16/2016	\$59,511.34	\$51,696.00	\$66,119.00	\$80,541.00	18.33	73.30%	27.09%	15.12%
FF EMT SR	23	PS04	05/05/2003	10/07/2017	\$59,001.31	\$51,696.00	\$66,119.00	\$80,541.00	16.66	66.62%	25.33%	14.13%
FF EMT SR	24	PS04	06/18/2007	10/07/2018	\$57,984.22	\$51,696.00	\$66,119.00	\$80,541.00	12.54	50.14%	21.80%	12.16%
FF EMT SR	25	PS04	05/05/2003	11/16/2016	\$57,778.24	\$51,696.00	\$66,119.00	\$80,541.00	16.66	66.62%	21.09%	11.77%
FF EMT SR	26	PS04	07/19/1999	10/07/2018	\$57,699.39	\$51,696.00	\$66,119.00	\$80,541.00	20.45	81.80%	20.81%	11.61%
FF EMT SR	27	PS04	05/03/2004	11/16/2016	\$56,936.75	\$51,696.00	\$66,119.00	\$80,541.00	15.66	62.64%	18.17%	10.14%
FF EMT SR	28	PS04	06/18/2007	10/07/2018	\$56,877.58	\$51,696.00	\$66,119.00	\$80,541.00	12.54	50.14%	17.96%	10.02%
FF EMT SR	29	PS04	03/13/2006	11/16/2016	\$56,336.57	\$51,696.00	\$66,119.00	\$80,541.00	13.80	55.20%	16.09%	8.98%
FF EMT SR	30	PS04	03/13/2006	11/16/2016	\$56,310.75	\$51,696.00	\$66,119.00	\$80,541.00	13.80	55.20%	16.00%	8.93%
FF EMT SR	31	PS04	06/18/2007	10/07/2018	\$55,961.25	\$51,696.00	\$66,119.00	\$80,541.00	12.54	50.14%	14.79%	8.25%
FF EMT SR	32	PS04	06/18/2007	10/07/2018	\$55,625.39	\$51,696.00	\$66,119.00	\$80,541.00	12.54	50.14%	13.62%	7.60%
FF EMT SR	33	PS04	06/18/2007	10/07/2018	\$55,625.39	\$51,696.00	\$66,119.00	\$80,541.00	12.54	50.14%	13.62%	7.60%

Employee		Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
FF EMT SR	34	PS04	03/13/2006	10/07/2017	\$55,278.26	\$51,696.00	\$66,119.00	\$80,541.00	13.80	55.20%	12.42%	6.93%
FF EMT SR	35	PS04	03/13/2006	10/07/2018	\$55,278.26	\$51,696.00	\$66,119.00	\$80,541.00	13.80	55.20%	12.42%	6.93%
FF EMT SR	36	PS04	03/13/2006	10/07/2018	\$55,278.26	\$51,696.00	\$66,119.00	\$80,541.00	13.80	55.20%	12.42%	6.93%
FF EMT SR	37	PS04	05/15/2006	11/16/2016	\$55,278.25	\$51,696.00	\$66,119.00	\$80,541.00	13.63	54.51%	12.42%	6.93%
FF EMT SR	38	PS04	06/18/2007	10/07/2018	\$54,461.25	\$51,696.00	\$66,119.00	\$80,541.00	12.54	50.14%	9.59%	5.35%
FF EMT SR Avg			04/25/2001	08/09/2017	\$60,256.32	\$51,696.00	\$66,119.00	\$80,541.00	18.68	74.73%	29.68%	16.56%
FF EMT SR Med			12/22/2000	10/07/2017	\$60,356.46	\$51,696.00	\$66,119.00	\$80,541.00	19.03	76.10%	30.02%	16.75%
Va Beach (FF Medic)			vs. Average		\$60,256.32	\$50,148.80	\$61,828.00	\$73,507.20				20.16%
			vs. Median		\$60,356.46	\$50,148.80	\$61,828.00	\$73,507.20				20.35%
Norfolk (FF EMT Intrmed)			vs. Average		\$60,256.32	\$43,500.00	\$47,667.00	\$64,384.00				38.52%
			vs. Median		\$60,356.46	\$43,500.00	\$47,667.00	\$64,384.00				38.75%
Richmond (Firefighter 4)			vs. Average		\$60,256.32	\$45,009.00	\$62,286.00	\$79,563.00				33.88%
			vs. Median		\$60,356.46	\$45,009.00	\$62,286.00	\$79,563.00				34.10%
Chesapeake Pct Below Avg			vs. Average			38	18	47.37%				

Employee	Grade	Original Hire Date	Position Start Date	Annual Salary	FIREFIGHTER PARAMEDIC			Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
					Annual Minimum	Annual Midpoint	Annual Maximum					
FF PMDC	1	PS04	12/27/2000	07/16/2002	\$63,098.63	\$51,696.00	\$66,119.00	\$80,541.00	19.01	76.04%	39.53%	22.06%
FF PMDC	2	PS04	10/01/2001	05/01/2002	\$63,098.63	\$51,696.00	\$66,119.00	\$80,541.00	18.25	73.00%	39.53%	22.06%
FF PMDC	3	PS04	06/18/2007	02/04/2008	\$57,841.41	\$51,696.00	\$66,119.00	\$80,541.00	12.54	50.14%	21.30%	11.89%
FF PMDC	4	PS04	03/13/2006	06/16/2008	\$57,841.36	\$51,696.00	\$66,119.00	\$80,541.00	13.80	55.20%	21.30%	11.89%
FF PMDC	5	PS04	03/13/2006	05/01/2011	\$56,986.62	\$51,696.00	\$66,119.00	\$80,541.00	13.80	55.20%	18.34%	10.23%
FF PMDC	6	PS04	12/01/2011	02/16/2016	\$55,376.16	\$51,696.00	\$66,119.00	\$80,541.00	8.08	32.33%	12.76%	7.12%
FF PMDC	7	PS04	09/14/2015	09/24/2018	\$55,376.16	\$51,696.00	\$66,119.00	\$80,541.00	4.30	17.19%	12.76%	7.12%
FF PMDC	8	PS04	06/18/2007	04/07/2018	\$54,461.24	\$51,696.00	\$66,119.00	\$80,541.00	12.54	50.14%	9.59%	5.35%
FF PMDC	9	PS04	03/02/2009	12/01/2014	\$54,429.23	\$51,696.00	\$66,119.00	\$80,541.00	10.83	43.32%	9.48%	5.29%
FF PMDC	10	PS04	11/03/2014	08/01/2015	\$53,876.16	\$51,696.00	\$66,119.00	\$80,541.00	5.16	20.64%	7.56%	4.22%
FF PMDC	11	PS04	11/03/2014	08/01/2015	\$53,876.16	\$51,696.00	\$66,119.00	\$80,541.00	5.16	20.64%	7.56%	4.22%
FF PMDC	12	PS04	07/21/2008	09/01/2015	\$52,843.66	\$51,696.00	\$66,119.00	\$80,541.00	11.44	45.78%	3.98%	2.22%
FF PMDC	13	PS04	05/22/2012	08/01/2015	\$52,843.66	\$51,696.00	\$66,119.00	\$80,541.00	7.61	30.43%	3.98%	2.22%
FF PMDC	14	PS04	11/03/2014	08/01/2015	\$52,843.66	\$51,696.00	\$66,119.00	\$80,541.00	5.16	20.64%	3.98%	2.22%
FF PMDC	15	PS04	11/03/2014	08/01/2015	\$52,843.66	\$51,696.00	\$66,119.00	\$80,541.00	5.16	20.64%	3.98%	2.22%
FF PMDC	16	PS04	11/02/2015	01/16/2016	\$52,843.66	\$51,696.00	\$66,119.00	\$80,541.00	4.16	16.66%	3.98%	2.22%
FF PMDC	17	PS04	11/02/2015	01/16/2016	\$52,843.66	\$51,696.00	\$66,119.00	\$80,541.00	4.16	16.66%	3.98%	2.22%
FF PMDC	18	PS04	11/02/2015	01/16/2016	\$52,843.66	\$51,696.00	\$66,119.00	\$80,541.00	4.16	16.66%	3.98%	2.22%
FF PMDC	19	PS04	11/02/2015	01/16/2016	\$52,843.66	\$51,696.00	\$66,119.00	\$80,541.00	4.16	16.66%	3.98%	2.22%
FF PMDC	20	PS04	04/01/2016	09/28/2017	\$52,329.17	\$51,696.00	\$66,119.00	\$80,541.00	3.75	15.00%	2.20%	1.22%
FF PMDC	21	PS04	11/02/2018	03/22/2019	\$52,329.17	\$51,696.00	\$66,119.00	\$80,541.00	1.16	4.66%	2.20%	1.22%
FF PMDC	22	PS04	03/05/2018	10/24/2018	\$52,329.17	\$51,696.00	\$66,119.00	\$80,541.00	1.82	7.29%	2.20%	1.22%
FF PMDC Avg			12/27/2011	04/14/2014	\$54,818.12	\$51,696.00	\$66,119.00	\$80,541.00	8.01	32.04%	10.82%	6.04%
FF PMDC Med			11/03/2014	08/16/2015	\$53,359.91	\$51,696.00	\$66,119.00	\$80,541.00	5.16	20.64%	5.77%	3.22%
Va Beach (FF Medic)			vs. Average		\$54,818.12	\$50,148.80	\$61,828.00	\$73,507.20				9.31%
			vs. Median		\$53,359.91	\$50,148.80	\$61,828.00	\$73,507.20				6.40%
Norfolk (FF EMT PMD)			vs. Average		\$54,818.12	\$49,073.00	\$61,061.00	\$73,049.00				11.71%
			vs. Median		\$53,359.91	\$49,073.00	\$61,061.00	\$73,049.00				8.74%
Richmond (Firefighter 4)			vs. Average		\$54,818.12	\$45,009.00	\$62,286.00	\$79,563.00				21.79%
			vs. Median		\$53,359.91	\$45,009.00	\$62,286.00	\$79,563.00				18.55%
Chesapeake Pct Below Avg			vs. Average		22	15	68.18%					
						B-111						

Employee	Grade	Original Hire Date	FIREFIGHTER PARAMEDIC, MASTER					Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
			Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
FF PRMD M	1	PS05	11/01/1988	07/18/1994	\$70,582.87	\$54,152.00	\$69,260.00	\$84,367.00	31.17	124.67%	54.38%	30.34%
FF PRMD M	2	PS05	08/16/1993	08/16/1993	\$72,713.63	\$54,152.00	\$69,260.00	\$84,367.00	26.38	105.50%	61.43%	34.28%
FF PRMD M	3	PS05	03/02/1998	03/02/1998	\$66,320.54	\$54,152.00	\$69,260.00	\$84,367.00	21.83	87.32%	40.27%	22.47%
FF PRMD M	4	PS05	08/01/1998	08/01/1998	\$68,240.61	\$54,152.00	\$69,260.00	\$84,367.00	21.42	85.67%	46.63%	26.02%
FF PRMD M	5	PS05	06/28/1999	06/28/1999	\$69,379.62	\$54,152.00	\$69,260.00	\$84,367.00	20.51	82.03%	50.40%	28.12%
FF PRMD M	6	PS05	10/18/1999	10/18/1999	\$68,941.10	\$54,152.00	\$69,260.00	\$84,367.00	20.20	80.81%	48.95%	27.31%
FF PRMD M	7	PS05	05/15/2000	05/15/2000	\$65,024.19	\$54,152.00	\$69,260.00	\$84,367.00	19.63	78.51%	35.98%	20.08%
FF PRMD M	8	PS05	10/01/2001	10/01/2001	\$66,455.53	\$54,152.00	\$69,260.00	\$84,367.00	18.25	73.00%	40.72%	22.72%
FF PRMD M Avg			07/29/1997	04/16/1998	\$68,457.26	\$54,152.00	\$69,260.00	\$84,367.00	22.42	89.69%	47.34%	26.42%
FF PRMD M Med			01/13/1999	01/13/1999	\$68,590.86	\$54,152.00	\$69,260.00	\$84,367.00	20.97	83.87%	47.79%	26.66%
Va Beach (FF PRMD Mast)			vs. Average		\$68,457.26	\$55,369.60	\$68,255.20	\$81,140.80				23.64%
			vs. Median		\$68,590.86	\$55,369.60	\$68,255.20	\$81,140.80				23.88%
Norfolk (FF EMT Prmd)			vs. Average		\$68,457.26	\$49,354.00	\$61,202.00	\$73,049.00				38.71%
			vs. Median		\$68,590.86	\$49,354.00	\$61,202.00	\$73,049.00				38.98%
Richmond (FF Master)			vs. Average		\$68,457.26	\$46,449.00	\$64,278.00	\$82,106.00				47.38%
			vs. Median		\$68,590.86	\$46,449.00	\$64,278.00	\$82,106.00				47.67%
Chesapeake Pct Below Avg			vs. Average			8	4	50.00%				

Employee		Grade	Original Hire Date	Position Start Date	FIREFIGHTER EMS LIEUTENANT				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
					Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
F EMS LT	1	PS06	08/03/1981	01/01/1997	\$91,842.88	\$61,020.00	\$78,044.00	\$95,067.00	38.41	153.64%	90.53%	50.51%
F EMS LT	2	PS06	01/16/1986	12/01/1998	\$92,927.64	\$61,020.00	\$78,044.00	\$95,067.00	33.96	135.83%	93.72%	52.29%
F EMS LT	3	PS06	07/18/1988	04/16/2009	\$70,390.10	\$61,020.00	\$78,044.00	\$95,067.00	31.45	125.81%	27.52%	15.36%
F EMS LT	4	PS06	02/01/1990	06/16/2013	\$69,677.26	\$61,020.00	\$78,044.00	\$95,067.00	29.92	119.67%	25.43%	14.19%
F EMS LT	5	PS06	04/17/1995	01/01/2001	\$76,917.40	\$61,020.00	\$78,044.00	\$95,067.00	24.71	98.82%	46.69%	26.05%
F EMS LT	6	PS06	05/16/1996	01/01/2016	\$72,308.41	\$61,020.00	\$78,044.00	\$95,067.00	23.63	94.50%	33.16%	18.50%
F EMS LT	7	PS06	11/01/1996	07/16/2004	\$72,308.41	\$61,020.00	\$78,044.00	\$95,067.00	23.17	92.67%	33.16%	18.50%
F EMS LT	8	PS06	11/01/1996	04/01/2007	\$69,179.54	\$61,020.00	\$78,044.00	\$95,067.00	23.17	92.67%	23.97%	13.37%
F EMS LT	9	PS06	03/02/1998	04/16/2009	\$67,164.80	\$61,020.00	\$78,044.00	\$95,067.00	21.83	87.32%	18.05%	10.07%
F EMS LT	10	PS06	03/16/1998	04/01/2007	\$69,179.54	\$61,020.00	\$78,044.00	\$95,067.00	21.79	87.17%	23.97%	13.37%
F EMS LT	11	PS06	07/19/1999	12/01/2015	\$72,308.41	\$61,020.00	\$78,044.00	\$95,067.00	20.45	81.80%	33.16%	18.50%
F EMS LT	12	PS06	10/18/1999	06/16/2008	\$68,156.61	\$61,020.00	\$78,044.00	\$95,067.00	20.20	80.81%	20.96%	11.70%
F EMS LT	13	PS06	12/27/2000	06/13/2013	\$66,172.56	\$61,020.00	\$78,044.00	\$95,067.00	19.01	76.04%	15.13%	8.44%
F EMS LT	14	PS06	10/01/2001	05/01/2015	\$73,393.18	\$61,020.00	\$78,044.00	\$95,067.00	18.25	73.00%	36.34%	20.28%
F EMS LT	15	PS06	10/01/2001	10/16/2010	\$66,349.06	\$61,020.00	\$78,044.00	\$95,067.00	18.25	73.00%	15.65%	8.73%
F EMS LT	16	PS06	05/05/2003	06/16/2015	\$65,277.48	\$61,020.00	\$78,044.00	\$95,067.00	16.66	66.62%	12.50%	6.98%
F EMS LT	17	PS06	03/13/2006	06/16/2015	\$64,906.18	\$61,020.00	\$78,044.00	\$95,067.00	13.80	55.20%	11.41%	6.37%
F EMS LT	18	PS06	03/13/2006	06/16/2013	\$64,849.56	\$61,020.00	\$78,044.00	\$95,067.00	13.80	55.20%	11.25%	6.28%
F EMS LT	19	PS06	03/13/2006	10/07/2017	\$64,683.87	\$61,020.00	\$78,044.00	\$95,067.00	13.80	55.20%	10.76%	6.00%
F EMS LT	20	PS06	03/13/2006	11/16/2016	\$61,767.25	\$61,020.00	\$78,044.00	\$95,067.00	13.80	55.20%	2.19%	1.22%
F EMS LT	21	PS06	06/18/2007	08/01/2015	\$66,018.06	\$61,020.00	\$78,044.00	\$95,067.00	12.54	50.14%	14.68%	8.19%
F EMS LT	22	PS06	06/18/2007	06/01/2016	\$66,180.56	\$61,020.00	\$78,044.00	\$95,067.00	12.54	50.14%	15.16%	8.46%
F EMS LT	23	PS06	06/18/2007	12/01/2016	\$63,267.25	\$61,020.00	\$78,044.00	\$95,067.00	12.54	50.14%	6.60%	3.68%
F EMS LT	24	PS06	06/18/2007	09/07/2017	\$62,824.61	\$61,020.00	\$78,044.00	\$95,067.00	12.54	50.14%	5.30%	2.96%
F EMS LT	25	PS06	03/02/2009	08/01/2015	\$65,549.26	\$61,020.00	\$78,044.00	\$95,067.00	10.83	43.32%	13.30%	7.42%
F EMS LT	26	PS06	05/16/2011	01/07/2018	\$61,767.25	\$61,020.00	\$78,044.00	\$95,067.00	8.63	34.50%	2.19%	1.22%

Employee	Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
F EMS LT Avg		05/24/2000	10/24/2011	\$69,437.20	\$61,020.00	\$78,044.00	\$95,067.00	19.60	78.41%	24.72%	13.79%
F EMS LT Med		05/15/2001	05/24/2014	\$66,756.93	\$61,020.00	\$78,044.00	\$95,067.00	18.63	74.51%	16.85%	9.40%
Va Beach (Fire Captain)		vs. Average		\$69,437.20	\$61,131.20	\$75,348.00	\$89,564.80				13.59%
		vs. Median		\$66,756.93	\$61,131.20	\$75,348.00	\$89,564.80				9.20%
Norfolk (Fire Lieutenant)		vs. Average		\$69,437.20	\$54,550.00	\$66,660.00	\$78,770.00				27.29%
		vs. Median		\$66,756.93	\$54,550.00	\$66,660.00	\$78,770.00				22.38%
Richmond (Firefighter 4)		vs. Average		\$69,437.20	\$58,481.00	\$78,100.00	\$97,718.00				18.73%
		vs. Median		\$66,756.93	\$58,481.00	\$78,100.00	\$97,718.00				14.15%
Chesapeake Pct Below Avg		vs. Average		26	17	65.38%					

Employee	Grade	Original Hire Date	Position Start Date	FIREFIGHTER EMS CAPTAIN				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
F EMS CPT	1	PS08 07/18/1988	07/18/1988	\$101,286.84	\$67,896.00	\$89,963.00	\$112,029.00	31.45	125.81%	75.66%	49.18%
F EMS CPT	2	PS08 01/17/1991	01/17/1991	\$92,085.80	\$67,896.00	\$89,963.00	\$112,029.00	28.96	115.82%	54.81%	35.63%
F EMS CPT	3	PS08 08/16/1993	08/16/1993	\$91,974.37	\$67,896.00	\$89,963.00	\$112,029.00	26.38	105.50%	54.56%	35.46%
F EMS CPT	4	PS08 12/16/1993	12/16/1993	\$88,608.21	\$67,896.00	\$89,963.00	\$112,029.00	26.04	104.17%	46.93%	30.51%
F EMS CPT	5	PS08 01/03/1995	01/03/1995	\$78,348.69	\$67,896.00	\$89,963.00	\$112,029.00	24.99	99.98%	23.68%	15.40%
F EMS CPT	6	PS08 04/17/1995	04/17/1995	\$80,602.52	\$67,896.00	\$89,963.00	\$112,029.00	24.71	98.82%	28.79%	18.71%
F EMS CPT	7	PS08 11/01/1996	11/01/1996	\$79,069.81	\$67,896.00	\$89,963.00	\$112,029.00	23.17	92.67%	25.32%	16.46%
F EMS CPT	8	PS08 06/02/1997	06/02/1997	\$82,144.25	\$67,896.00	\$89,963.00	\$112,029.00	22.58	90.32%	32.28%	20.99%
F EMS CPT	9	PS08 04/16/1999	04/16/1999	\$78,306.28	\$67,896.00	\$89,963.00	\$112,029.00	20.71	82.83%	23.59%	15.33%
F EMS CPT	10	PS08 07/19/1999	07/19/1999	\$77,429.11	\$67,896.00	\$89,963.00	\$112,029.00	20.45	81.80%	21.60%	14.04%
F EMS CPT	11	PS08 07/19/1999	07/19/1999	\$73,259.02	\$67,896.00	\$89,963.00	\$112,029.00	20.45	81.80%	12.15%	7.90%
F EMS CPT	12	PS08 10/18/1999	10/18/1999	\$80,795.27	\$67,896.00	\$89,963.00	\$112,029.00	20.20	80.81%	29.23%	19.00%
F EMS CPT	13	PS08 04/10/2000	04/10/2000	\$78,379.77	\$67,896.00	\$89,963.00	\$112,029.00	19.73	78.90%	23.75%	15.44%
F EMS CPT	14	PS08 12/27/2000	12/27/2000	\$71,334.52	\$67,896.00	\$89,963.00	\$112,029.00	19.01	76.04%	7.79%	5.06%
F EMS CPT	15	PS08 09/04/2001	09/04/2001	\$74,207.04	\$67,896.00	\$89,963.00	\$112,029.00	18.33	73.30%	14.30%	9.30%
F EMS CPT	16	PS08 09/04/2001	09/04/2001	\$78,540.76	\$67,896.00	\$89,963.00	\$112,029.00	18.33	73.30%	24.12%	15.68%
F EMS CPT	17	PS08 09/04/2001	09/04/2001	\$74,230.89	\$67,896.00	\$89,963.00	\$112,029.00	18.33	73.30%	14.35%	9.33%
F EMS CPT	18	PS08 05/03/2004	05/03/2004	\$73,156.76	\$67,896.00	\$89,963.00	\$112,029.00	15.66	62.64%	11.92%	7.75%
F EMS CPT	19	PS08 10/03/2005	10/03/2005	\$88,283.47	\$67,896.00	\$89,963.00	\$112,029.00	14.24	56.98%	46.20%	30.03%
F EMS CPT	20	PS08 03/13/2006	03/13/2006	\$72,336.79	\$67,896.00	\$89,963.00	\$112,029.00	13.80	55.20%	10.06%	6.54%
F EMS CPT Avg		08/16/1998	08/16/1998	\$80,719.01	\$67,896.00	\$89,963.00	\$112,029.00	21.38	85.50%	29.06%	18.89%
F EMS CPT Med		07/19/1999	07/19/1999	\$78,460.27	\$67,896.00	\$89,963.00	\$112,029.00	20.45	81.80%	23.94%	15.56%
Va Beach (Fire Captain)		vs. Average		\$80,719.01	\$61,131.20	\$75,348.00	\$89,564.80				32.04%
		vs. Median		\$78,460.27	\$61,131.20	\$75,348.00	\$89,564.80				28.35%
Norfolk (Fire Captain)		vs. Average		\$80,719.01	\$64,100.00	\$77,202.00	\$90,303.00				25.93%
		vs. Median		\$78,460.27	\$64,100.00	\$77,202.00	\$90,303.00				22.40%
Richmond (Fire Captain)		vs. Average		\$80,719.01	\$66,109.00	\$88,286.00	\$110,462.00				22.10%
		vs. Median		\$78,460.27	\$66,109.00	\$88,286.00	\$110,462.00				18.68%
Chesapeake Pct Below Avg		vs. Average			20	13	65.00%				

Employee	Grade	Original Hire Date	Position Start Date	FIREFIGHTER BATTALION CHIEF				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
FF BAT CHI 1	PS10	10/15/1984	10/15/1984	\$114,190.67	\$75,553.00	\$100,108.00	\$124,663.00	35.21	140.84%	78.68%	51.14%
FF BAT CHI 2	PS10	03/16/1987	03/16/1987	\$116,375.74	\$75,553.00	\$100,108.00	\$124,663.00	32.79	131.17%	83.13%	54.03%
FF BAT CHI 3	PS10	07/18/1988	07/18/1988	\$112,258.90	\$75,553.00	\$100,108.00	\$124,663.00	31.45	125.81%	74.74%	48.58%
FF BAT CHI 4	PS10	10/16/1989	04/17/1995	\$90,557.26	\$75,553.00	\$100,108.00	\$124,663.00	30.21	120.83%	30.55%	19.86%
FF BAT CHI 5	PS10	01/16/1991	01/16/1991	\$107,386.93	\$75,553.00	\$100,108.00	\$124,663.00	28.96	115.83%	64.82%	42.13%
FF BAT CHI 6	PS10	08/16/1994	08/16/1994	\$90,358.43	\$75,553.00	\$100,108.00	\$124,663.00	25.38	101.50%	30.15%	19.60%
FF BAT CHI 7	PS10	04/17/1995	04/17/1995	\$82,698.63	\$75,553.00	\$100,108.00	\$124,663.00	24.71	98.82%	14.55%	9.46%
FF BAT CHI 8	PS10	04/17/1995	04/17/1995	\$92,125.93	\$75,553.00	\$100,108.00	\$124,663.00	24.71	98.82%	33.75%	21.94%
FF BAT CHI 9	PS10	10/18/1999	10/18/1999	\$87,529.41	\$75,553.00	\$100,108.00	\$124,663.00	20.20	80.81%	24.39%	15.85%
FF BAT CHI 10	PS10	05/05/2003	05/05/2003	\$85,120.88	\$75,553.00	\$100,108.00	\$124,663.00	16.66	66.62%	19.48%	12.66%
FF BAT CHF Avg		12/20/1992	07/09/1993	\$97,860.28	\$75,553.00	\$100,108.00	\$124,663.00	27.03	108.12%	45.42%	29.53%
FF BAT CHF Med		10/31/1992	12/16/1994	\$91,341.60	\$75,553.00	\$100,108.00	\$124,663.00	27.17	108.67%	32.15%	20.90%
Va Beach (Fire Bat Ofcr)		vs. Average		\$97,860.28	\$67,454.40	\$84,864.00	\$102,273.60				45.08%
		vs. Median		\$91,341.60	\$67,454.40	\$84,864.00	\$102,273.60				35.41%
Norfolk (FF Bat Chief)		vs. Average		\$97,860.28	\$88,550.00	\$99,470.00	\$110,390.00				10.51%
		vs. Median		\$91,341.60	\$88,550.00	\$99,470.00	\$110,390.00				3.15%
Richmond (FF Bat Chief)		vs. Average		\$97,860.28	\$73,228.00	\$97,792.00	\$122,356.00				33.64%
		vs. Median		\$91,341.60	\$73,228.00	\$97,792.00	\$122,356.00				24.74%
Chesapeake Pct Below Avg		vs. Average			10	6	60.00%				

Employee		Grade	Original Hire Date	Position Start Date	POLICE OFFICER				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
					Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
POL OFCR	1	PS02	08/01/1995	11/16/2010	\$54,451.50	\$44,326.00	\$56,693.00	\$69,058.00	24.42	97.67%	40.94%	22.84%
POL OFCR	2	PS02	01/31/2000	04/01/2012	\$53,525.67	\$44,326.00	\$56,693.00	\$69,058.00	19.92	79.67%	37.20%	20.75%
POL OFCR	3	PS02	06/01/2009	11/16/2009	\$53,472.59	\$44,326.00	\$56,693.00	\$69,058.00	10.58	42.33%	36.98%	20.63%
POL OFCR	4	PS02	05/03/2010	11/16/2010	\$53,472.59	\$44,326.00	\$56,693.00	\$69,058.00	9.66	38.64%	36.98%	20.63%
POL OFCR	5	PS02	05/03/2010	11/16/2010	\$53,472.59	\$44,326.00	\$56,693.00	\$69,058.00	9.66	38.64%	36.98%	20.63%
POL OFCR	6	PS02	09/10/2007	03/16/2008	\$53,445.46	\$44,326.00	\$56,693.00	\$69,058.00	12.31	49.23%	36.87%	20.57%
POL OFCR	7	PS02	06/01/2009	11/16/2009	\$53,445.46	\$44,326.00	\$56,693.00	\$69,058.00	10.58	42.33%	36.87%	20.57%
POL OFCR	8	PS02	05/03/2010	11/16/2010	\$53,360.69	\$44,326.00	\$56,693.00	\$69,058.00	9.66	38.64%	36.53%	20.38%
POL OFCR	9	PS02	05/03/2010	11/16/2010	\$53,015.82	\$44,326.00	\$56,693.00	\$69,058.00	9.66	38.64%	35.14%	19.60%
POL OFCR	10	PS02	10/26/2009	11/16/2010	\$52,948.33	\$44,326.00	\$56,693.00	\$69,058.00	10.18	40.72%	34.86%	19.45%
POL OFCR	11	PS02	11/29/2004	05/16/2005	\$52,845.46	\$44,326.00	\$56,693.00	\$69,058.00	15.09	60.36%	34.45%	19.22%
POL OFCR	12	PS02	10/23/2000	05/16/2005	\$52,819.00	\$44,326.00	\$56,693.00	\$69,058.00	19.19	76.76%	34.34%	19.16%
POL OFCR	13	PS02	11/29/2004	05/16/2005	\$52,819.00	\$44,326.00	\$56,693.00	\$69,058.00	15.09	60.36%	34.34%	19.16%
POL OFCR	14	PS02	05/24/2004	03/16/2008	\$52,360.69	\$44,326.00	\$56,693.00	\$69,058.00	15.60	62.41%	32.49%	18.13%
POL OFCR	15	PS02	09/10/2007	12/16/2007	\$51,894.87	\$44,326.00	\$56,693.00	\$69,058.00	12.31	49.23%	30.60%	17.08%
POL OFCR	16	PS02	05/03/2010	11/16/2010	\$51,836.43	\$44,326.00	\$56,693.00	\$69,058.00	9.66	38.64%	30.37%	16.94%
POL OFCR	17	PS02	11/29/2004	05/16/2005	\$51,760.69	\$44,326.00	\$56,693.00	\$69,058.00	15.09	60.36%	30.06%	16.77%
POL OFCR	18	PS02	05/03/2010	07/24/2017	\$51,322.15	\$44,326.00	\$56,693.00	\$69,058.00	9.66	38.64%	28.29%	15.78%
POL OFCR	19	PS02	10/15/2018	10/15/2018	\$51,213.62	\$44,326.00	\$56,693.00	\$69,058.00	1.21	4.84%	27.85%	15.54%
POL OFCR	20	PS02	08/29/2005	02/16/2006	\$50,995.71	\$44,326.00	\$56,693.00	\$69,058.00	14.34	57.36%	26.97%	15.05%
POL OFCR	21	PS02	06/01/2009	03/01/2019	\$50,849.16	\$44,326.00	\$56,693.00	\$69,058.00	10.58	42.33%	26.38%	14.72%
POL OFCR	22	PS02	10/03/2011	04/01/2012	\$50,511.67	\$44,326.00	\$56,693.00	\$69,058.00	8.24	32.98%	25.01%	13.95%
POL OFCR	23	PS02	01/08/2007	04/16/2017	\$50,510.22	\$44,326.00	\$56,693.00	\$69,058.00	12.98	51.92%	25.00%	13.95%
POL OFCR	24	PS02	02/01/2007	05/01/2007	\$50,501.62	\$44,326.00	\$56,693.00	\$69,058.00	12.92	51.67%	24.97%	13.93%
POL OFCR	25	PS02	02/25/2008	08/16/2008	\$50,466.99	\$44,326.00	\$56,693.00	\$69,058.00	11.85	47.40%	24.83%	13.85%
POL OFCR	26	PS02	05/03/2010	11/16/2010	\$50,466.99	\$44,326.00	\$56,693.00	\$69,058.00	9.66	38.64%	24.83%	13.85%
POL OFCR	27	PS02	02/23/2009	07/22/2017	\$50,439.88	\$44,326.00	\$56,693.00	\$69,058.00	10.86	43.42%	24.72%	13.79%
POL OFCR	28	PS02	02/25/2008	08/16/2008	\$50,439.88	\$44,326.00	\$56,693.00	\$69,058.00	11.85	47.40%	24.72%	13.79%
POL OFCR	29	PS02	06/01/2009	11/16/2009	\$50,439.88	\$44,326.00	\$56,693.00	\$69,058.00	10.58	42.33%	24.72%	13.79%
POL OFCR	30	PS02	02/25/2008	08/16/2008	\$50,387.60	\$44,326.00	\$56,693.00	\$69,058.00	11.85	47.40%	24.51%	13.68%
POL OFCR	31	PS02	10/20/2008	11/16/2009	\$50,355.10	\$44,326.00	\$56,693.00	\$69,058.00	11.20	44.79%	24.38%	13.60%
POL OFCR	32	PS02	03/04/2013	03/04/2013	\$49,818.26	\$44,326.00	\$56,693.00	\$69,058.00	6.83	27.30%	22.21%	12.39%
POL OFCR	33	PS02	05/03/2010	11/04/2013	\$49,583.73	\$44,326.00	\$56,693.00	\$69,058.00	9.66	38.64%	21.26%	11.86%

Employee		Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
POL OFCR	34	PS02	07/02/2007	12/14/2007	\$49,510.22	\$44,326.00	\$56,693.00	\$69,058.00	12.50	49.99%	20.96%	11.70%
POL OFCR	35	PS02	09/10/2007	03/16/2008	\$49,510.22	\$44,326.00	\$56,693.00	\$69,058.00	12.31	49.23%	20.96%	11.70%
POL OFCR	36	PS02	07/01/2013	07/01/2013	\$49,425.60	\$44,326.00	\$56,693.00	\$69,058.00	6.50	26.00%	20.62%	11.50%
POL OFCR	37	PS02	03/04/2013	09/06/2013	\$49,399.79	\$44,326.00	\$56,693.00	\$69,058.00	6.83	27.30%	20.52%	11.45%
POL OFCR	38	PS02	03/04/2013	09/06/2013	\$49,367.29	\$44,326.00	\$56,693.00	\$69,058.00	6.83	27.30%	20.38%	11.37%
POL OFCR	39	PS02	02/25/2008	08/16/2008	\$49,355.10	\$44,326.00	\$56,693.00	\$69,058.00	11.85	47.40%	20.33%	11.35%
POL OFCR	40	PS02	02/25/2008	08/16/2008	\$49,355.10	\$44,326.00	\$56,693.00	\$69,058.00	11.85	47.40%	20.33%	11.35%
POL OFCR	41	PS02	02/25/2008	08/16/2008	\$49,355.10	\$44,326.00	\$56,693.00	\$69,058.00	11.85	47.40%	20.33%	11.35%
POL OFCR	42	PS02	03/10/2008	09/29/2015	\$49,355.10	\$44,326.00	\$56,693.00	\$69,058.00	11.81	47.23%	20.33%	11.35%
POL OFCR	43	PS02	10/04/2010	04/16/2011	\$49,092.79	\$44,326.00	\$56,693.00	\$69,058.00	9.24	36.97%	19.27%	10.75%
POL OFCR	44	PS02	07/01/2013	01/07/2014	\$48,690.38	\$44,326.00	\$56,693.00	\$69,058.00	6.50	26.00%	17.65%	9.85%
POL OFCR	45	PS02	07/01/2013	01/07/2014	\$48,690.38	\$44,326.00	\$56,693.00	\$69,058.00	6.50	26.00%	17.65%	9.85%
POL OFCR	46	PS02	07/01/2013	01/07/2014	\$48,663.91	\$44,326.00	\$56,693.00	\$69,058.00	6.50	26.00%	17.54%	9.79%
POL OFCR	47	PS02	07/01/2013	01/07/2014	\$48,638.10	\$44,326.00	\$56,693.00	\$69,058.00	6.50	26.00%	17.44%	9.73%
POL OFCR	48	PS02	10/04/2010	04/16/2011	\$48,625.84	\$44,326.00	\$56,693.00	\$69,058.00	9.24	36.97%	17.39%	9.70%
POL OFCR	49	PS02	10/04/2010	04/16/2011	\$48,425.92	\$44,326.00	\$56,693.00	\$69,058.00	9.24	36.97%	16.58%	9.25%
POL OFCR	50	PS02	10/03/2011	04/01/2012	\$48,367.29	\$44,326.00	\$56,693.00	\$69,058.00	8.24	32.98%	16.34%	9.12%
POL OFCR	51	PS02	10/03/2011	04/01/2012	\$48,367.29	\$44,326.00	\$56,693.00	\$69,058.00	8.24	32.98%	16.34%	9.12%
POL OFCR	52	PS02	03/04/2013	09/06/2013	\$48,367.29	\$44,326.00	\$56,693.00	\$69,058.00	6.83	27.30%	16.34%	9.12%
POL OFCR	53	PS02	03/04/2013	09/06/2013	\$48,367.29	\$44,326.00	\$56,693.00	\$69,058.00	6.83	27.30%	16.34%	9.12%
POL OFCR	54	PS02	03/04/2013	09/06/2013	\$48,367.29	\$44,326.00	\$56,693.00	\$69,058.00	6.83	27.30%	16.34%	9.12%
POL OFCR	55	PS02	10/15/2018	10/15/2018	\$48,100.54	\$44,326.00	\$56,693.00	\$69,058.00	1.21	4.84%	15.26%	8.52%
POL OFCR	56	PS02	03/04/2013	09/06/2013	\$48,071.26	\$44,326.00	\$56,693.00	\$69,058.00	6.83	27.30%	15.14%	8.45%
POL OFCR	57	PS02	03/04/2013	09/06/2013	\$47,991.87	\$44,326.00	\$56,693.00	\$69,058.00	6.83	27.30%	14.82%	8.27%
POL OFCR	58	PS02	06/01/2009	06/01/2015	\$47,981.41	\$44,326.00	\$56,693.00	\$69,058.00	10.58	42.33%	14.78%	8.25%
POL OFCR	59	PS02	10/03/2011	10/03/2011	\$47,700.73	\$44,326.00	\$56,693.00	\$69,058.00	8.24	32.98%	13.65%	7.61%
POL OFCR	60	PS02	07/01/2013	01/07/2014	\$47,605.60	\$44,326.00	\$56,693.00	\$69,058.00	6.50	26.00%	13.26%	7.40%
POL OFCR	61	PS02	06/02/2014	12/03/2014	\$47,399.20	\$44,326.00	\$56,693.00	\$69,058.00	5.58	22.32%	12.43%	6.93%
POL OFCR	62	PS02	12/01/2014	12/01/2014	\$47,393.16	\$44,326.00	\$56,693.00	\$69,058.00	5.08	20.33%	12.40%	6.92%
POL OFCR	63	PS02	10/04/2010	04/16/2011	\$47,367.61	\$44,326.00	\$56,693.00	\$69,058.00	9.24	36.97%	12.30%	6.86%
POL OFCR	64	PS02	06/02/2014	12/03/2014	\$47,366.70	\$44,326.00	\$56,693.00	\$69,058.00	5.58	22.32%	12.29%	6.86%
POL OFCR	65	PS02	10/03/2011	04/01/2012	\$47,335.37	\$44,326.00	\$56,693.00	\$69,058.00	8.24	32.98%	12.17%	6.79%
POL OFCR	66	PS02	07/01/2013	01/07/2014	\$47,304.62	\$44,326.00	\$56,693.00	\$69,058.00	6.50	26.00%	12.04%	6.72%

Employee		Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
POL OFCR	67	PS02	10/03/2011	08/07/2019	\$46,957.80	\$44,326.00	\$56,693.00	\$69,058.00	8.24	32.98%	10.64%	5.94%
POL OFCR	68	PS02	10/03/2011	04/01/2012	\$46,668.23	\$44,326.00	\$56,693.00	\$69,058.00	8.24	32.98%	9.47%	5.28%
POL OFCR	69	PS02	06/18/2007	06/03/2015	\$46,366.70	\$44,326.00	\$56,693.00	\$69,058.00	12.54	50.14%	8.25%	4.60%
POL OFCR	70	PS02	05/29/2012	12/03/2014	\$46,366.70	\$44,326.00	\$56,693.00	\$69,058.00	7.59	30.36%	8.25%	4.60%
POL OFCR	71	PS02	06/02/2014	12/03/2014	\$46,340.89	\$44,326.00	\$56,693.00	\$69,058.00	5.58	22.32%	8.15%	4.55%
POL OFCR	72	PS02	06/02/2014	12/03/2014	\$46,340.89	\$44,326.00	\$56,693.00	\$69,058.00	5.58	22.32%	8.15%	4.55%
POL OFCR	73	PS02	06/02/2014	12/03/2014	\$46,340.89	\$44,326.00	\$56,693.00	\$69,058.00	5.58	22.32%	8.15%	4.55%
POL OFCR	74	PS02	12/01/2014	06/03/2015	\$46,340.89	\$44,326.00	\$56,693.00	\$69,058.00	5.08	20.33%	8.15%	4.55%
POL OFCR	75	PS02	12/01/2014	06/03/2015	\$46,308.39	\$44,326.00	\$56,693.00	\$69,058.00	5.08	20.33%	8.02%	4.47%
POL OFCR	76	PS02	12/01/2014	06/03/2015	\$46,308.39	\$44,326.00	\$56,693.00	\$69,058.00	5.08	20.33%	8.02%	4.47%
POL OFCR	77	PS02	12/01/2014	06/03/2015	\$46,308.39	\$44,326.00	\$56,693.00	\$69,058.00	5.08	20.33%	8.02%	4.47%
POL OFCR	78	PS02	10/05/2015	04/21/2016	\$46,308.39	\$44,326.00	\$56,693.00	\$69,058.00	4.24	16.96%	8.02%	4.47%
POL OFCR	79	PS02	08/01/2016	02/16/2017	\$45,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.42	13.67%	6.24%	3.48%
POL OFCR	80	PS02	08/01/2016	02/16/2017	\$45,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.42	13.67%	6.24%	3.48%
POL OFCR	81	PS02	08/01/2016	02/16/2017	\$45,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.42	13.67%	6.24%	3.48%
POL OFCR	82	PS02	08/01/2016	02/16/2017	\$45,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.42	13.67%	6.24%	3.48%
POL OFCR	83	PS02	01/12/2015	10/15/2018	\$45,719.52	\$44,326.00	\$56,693.00	\$69,058.00	4.97	19.88%	5.63%	3.14%
POL OFCR	84	PS02	03/04/2013	09/06/2013	\$45,591.01	\$44,326.00	\$56,693.00	\$69,058.00	6.83	27.30%	5.11%	2.85%
POL OFCR	85	PS02	03/04/2013	09/06/2013	\$45,591.01	\$44,326.00	\$56,693.00	\$69,058.00	6.83	27.30%	5.11%	2.85%
POL OFCR	86	PS02	03/04/2013	09/06/2013	\$45,591.01	\$44,326.00	\$56,693.00	\$69,058.00	6.83	27.30%	5.11%	2.85%
POL OFCR	87	PS02	03/26/2018	03/26/2018	\$45,529.98	\$44,326.00	\$56,693.00	\$69,058.00	1.76	7.06%	4.87%	2.72%
POL OFCR	88	PS02	06/02/2014	12/03/2014	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	5.58	22.32%	3.97%	2.22%
POL OFCR	89	PS02	06/02/2014	12/03/2014	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	5.58	22.32%	3.97%	2.22%
POL OFCR	90	PS02	12/01/2014	06/03/2015	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	5.08	20.33%	3.97%	2.22%
POL OFCR	91	PS02	12/01/2014	12/01/2014	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	5.08	20.33%	3.97%	2.22%
POL OFCR	92	PS02	10/05/2015	04/21/2016	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	4.24	16.96%	3.97%	2.22%
POL OFCR	93	PS02	10/05/2015	04/21/2016	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	4.24	16.96%	3.97%	2.22%
POL OFCR	94	PS02	10/05/2015	04/21/2016	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	4.24	16.96%	3.97%	2.22%
POL OFCR	95	PS02	10/05/2015	04/21/2016	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	4.24	16.96%	3.97%	2.22%
POL OFCR	96	PS02	10/05/2015	04/21/2016	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	4.24	16.96%	3.97%	2.22%
POL OFCR	97	PS02	10/05/2015	04/21/2016	\$45,308.39	\$44,326.00	\$56,693.00	\$69,058.00	4.24	16.96%	3.97%	2.22%
POL OFCR	98	PS02	05/04/2015	02/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	4.66	18.63%	2.19%	1.22%
POL OFCR	99	PS02	07/20/2015	11/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	4.45	17.79%	2.19%	1.22%

Employee		Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
POL OFCR	100	PS02	02/16/2016	11/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.88	15.50%	2.19%	1.22%
POL OFCR	101	PS02	07/11/2016	11/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.47	13.89%	2.19%	1.22%
POL OFCR	102	PS02	08/01/2016	02/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.42	13.67%	2.19%	1.22%
POL OFCR	103	PS02	08/01/2016	02/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.42	13.67%	2.19%	1.22%
POL OFCR	104	PS02	08/01/2016	02/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.42	13.67%	2.19%	1.22%
POL OFCR	105	PS02	08/01/2016	02/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.42	13.67%	2.19%	1.22%
POL OFCR	106	PS02	08/01/2016	02/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.42	13.67%	2.19%	1.22%
POL OFCR	107	PS02	08/01/2016	02/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.42	13.67%	2.19%	1.22%
POL OFCR	108	PS02	08/01/2016	02/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.42	13.67%	2.19%	1.22%
POL OFCR	109	PS02	08/01/2016	02/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.42	13.67%	2.19%	1.22%
POL OFCR	110	PS02	08/01/2016	02/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.42	13.67%	2.19%	1.22%
POL OFCR	111	PS02	08/01/2016	02/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.42	13.67%	2.19%	1.22%
POL OFCR	112	PS02	08/01/2016	02/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.42	13.67%	2.19%	1.22%
POL OFCR	113	PS02	08/15/2016	11/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.38	13.51%	2.19%	1.22%
POL OFCR	114	PS02	10/03/2016	09/20/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	3.24	12.98%	2.19%	1.22%
POL OFCR	115	PS02	05/01/2017	11/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.67	10.67%	2.19%	1.22%
POL OFCR	116	PS02	05/01/2017	11/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.67	10.67%	2.19%	1.22%
POL OFCR	117	PS02	05/01/2017	11/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.67	10.67%	2.19%	1.22%
POL OFCR	118	PS02	05/01/2017	11/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.67	10.67%	2.19%	1.22%
POL OFCR	119	PS02	05/01/2017	11/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.67	10.67%	2.19%	1.22%
POL OFCR	120	PS02	05/01/2017	11/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.67	10.67%	2.19%	1.22%
POL OFCR	121	PS02	05/01/2017	11/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.67	10.67%	2.19%	1.22%
POL OFCR	122	PS02	05/01/2017	11/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.67	10.67%	2.19%	1.22%
POL OFCR	123	PS02	05/01/2017	11/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.67	10.67%	2.19%	1.22%
POL OFCR	124	PS02	05/01/2017	11/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.67	10.67%	2.19%	1.22%
POL OFCR	125	PS02	05/01/2017	11/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.67	10.67%	2.19%	1.22%
POL OFCR	126	PS02	05/01/2017	11/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.67	10.67%	2.19%	1.22%
POL OFCR	127	PS02	05/01/2017	11/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.67	10.67%	2.19%	1.22%
POL OFCR	128	PS02	05/01/2017	11/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.67	10.67%	2.19%	1.22%
POL OFCR	129	PS02	05/01/2017	11/16/2017	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.67	10.67%	2.19%	1.22%
POL OFCR	130	PS02	05/12/2017	07/02/2019	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.64	10.54%	2.19%	1.22%
POL OFCR	131	PS02	08/21/2017	07/02/2019	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	2.36	9.44%	2.19%	1.22%
POL OFCR	132	PS02	02/12/2018	02/12/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.89	7.54%	2.19%	1.22%

Employee		Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
POL OFCR	133	PS02	03/05/2018	09/20/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
POL OFCR	134	PS02	03/05/2018	09/20/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
POL OFCR	135	PS02	03/05/2018	09/20/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
POL OFCR	136	PS02	03/05/2018	09/20/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
POL OFCR	137	PS02	03/05/2018	09/20/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
POL OFCR	138	PS02	03/05/2018	09/20/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
POL OFCR	139	PS02	03/05/2018	09/20/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
POL OFCR	140	PS02	03/05/2018	09/20/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
POL OFCR	141	PS02	03/05/2018	09/20/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
POL OFCR	142	PS02	03/05/2018	09/20/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
POL OFCR	143	PS02	03/05/2018	09/20/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
POL OFCR	144	PS02	03/05/2018	09/20/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	2.19%	1.22%
POL OFCR	145	PS02	10/15/2018	10/15/2018	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.21	4.84%	2.19%	1.22%
POL OFCR	146	PS02	11/30/2018	07/02/2019	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.08	4.33%	2.19%	1.22%
POL OFCR	147	PS02	11/30/2018	07/02/2019	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.08	4.33%	2.19%	1.22%
POL OFCR	148	PS02	11/30/2018	07/02/2019	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.08	4.33%	2.19%	1.22%
POL OFCR	149	PS02	11/30/2018	07/02/2019	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.08	4.33%	2.19%	1.22%
POL OFCR	150	PS02	11/30/2018	07/02/2019	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.08	4.33%	2.19%	1.22%
POL OFCR	151	PS02	11/30/2018	07/02/2019	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.08	4.33%	2.19%	1.22%
POL OFCR	152	PS02	11/30/2018	07/02/2019	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.08	4.33%	2.19%	1.22%
POL OFCR	153	PS02	11/30/2018	07/02/2019	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.08	4.33%	2.19%	1.22%
POL OFCR	154	PS02	11/30/2018	07/02/2019	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.08	4.33%	2.19%	1.22%
POL OFCR	155	PS02	11/30/2018	07/02/2019	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.08	4.33%	2.19%	1.22%
POL OFCR	156	PS02	11/30/2018	07/02/2019	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.08	4.33%	2.19%	1.22%
POL OFCR	157	PS02	11/30/2018	07/02/2019	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.08	4.33%	2.19%	1.22%
POL OFCR	158	PS02	11/30/2018	07/02/2019	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.08	4.33%	2.19%	1.22%
POL OFCR	159	PS02	11/30/2018	07/02/2019	\$44,868.32	\$44,326.00	\$56,693.00	\$69,058.00	1.08	4.33%	2.19%	1.22%
POL OFCR	160	PS02	03/25/2019	03/25/2019	\$44,326.00	\$44,326.00	\$56,693.00	\$69,058.00	0.77	3.07%	0.00%	0.00%
POL OFCR	161	PS02	03/25/2019	03/25/2019	\$44,326.00	\$44,326.00	\$56,693.00	\$69,058.00	0.77	3.07%	0.00%	0.00%
POL OFCR	162	PS02	03/25/2019	03/25/2019	\$44,326.00	\$44,326.00	\$56,693.00	\$69,058.00	0.77	3.07%	0.00%	0.00%
POL OFCR	163	PS02	03/05/2018	09/20/2018	\$43,456.00	\$44,326.00	\$56,693.00	\$69,058.00	1.82	7.29%	-3.52%	-1.96%

Employee	Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
POL OCFR Avg		01/13/2014	03/21/2015	\$47,165.46	\$44,326.00	\$56,693.00	\$69,058.00	5.97	23.87%	11.48%	6.41%
POL OCFR Med		12/01/2014	04/21/2016	\$45,868.32	\$44,326.00	\$56,693.00	\$69,058.00	5.08	20.33%	6.24%	3.48%
Va Beach		vs. Average		\$47,165.46	\$45,448.00	\$56,024.80	\$66,601.60				3.78%
(Police Officer 1)		vs. Median		\$45,868.32	\$45,448.00	\$56,024.80	\$66,601.60				0.92%
Norfolk		vs. Average		\$47,165.46	\$43,500.00	\$53,942.00	\$64,384.00				8.43%
(Police Officer)		vs. Median		\$45,868.32	\$43,500.00	\$53,942.00	\$64,384.00				5.44%
Richmond		vs. Average		\$47,165.46	\$42,000.00	\$58,122.00	\$74,244.00				12.30%
(Police Officer 1)		vs. Median		\$45,868.32	\$42,000.00	\$58,122.00	\$74,244.00				9.21%
Chesapeake		vs. Average		163	97	59.51%					
Pct Below Avg											

Employee	Grade	Original Hire Date	POLICE FIELD TRAINING OFFICER					Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
			Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
FD TNG OF 1	PS03	01/31/2000	01/31/2000	\$62,328.30	\$47,058.00	\$60,187.00	\$73,315.00	19.92	79.67%	58.16%	32.45%
FD TNG OF 2	PS03	02/01/2007	02/01/2007	\$54,129.46	\$47,058.00	\$60,187.00	\$73,315.00	12.92	51.67%	26.93%	15.03%
FD TNG OF 3	PS03	07/02/2007	07/02/2007	\$53,562.37	\$47,058.00	\$60,187.00	\$73,315.00	12.50	49.99%	24.77%	13.82%
FD TNG OF 4	PS03	02/25/2008	02/25/2008	\$53,136.39	\$47,058.00	\$60,187.00	\$73,315.00	11.85	47.40%	23.15%	12.92%
FD TNG OF 5	PS03	05/03/2010	05/03/2010	\$57,089.95	\$47,058.00	\$60,187.00	\$73,315.00	9.66	38.64%	38.21%	21.32%
FD TNG OF 6	PS03	10/04/2010	10/04/2010	\$52,063.79	\$47,058.00	\$60,187.00	\$73,315.00	9.24	36.97%	19.06%	10.64%
FD TNG OF 7	PS03	10/04/2010	10/04/2010	\$51,057.14	\$47,058.00	\$60,187.00	\$73,315.00	9.24	36.97%	15.23%	8.50%
FD TNG OF 8	PS03	10/03/2011	10/03/2011	\$51,593.43	\$47,058.00	\$60,187.00	\$73,315.00	8.24	32.98%	17.27%	9.64%
FD TNG OF 9	PS03	03/04/2013	03/04/2013	\$50,785.64	\$47,058.00	\$60,187.00	\$73,315.00	6.83	27.30%	14.20%	7.92%
FD TNG OF 10	PS03	03/04/2013	03/04/2013	\$49,009.57	\$47,058.00	\$60,187.00	\$73,315.00	6.83	27.30%	7.43%	4.15%
FD TNG OF 11	PS03	03/04/2013	03/04/2013	\$48,870.56	\$47,058.00	\$60,187.00	\$73,315.00	6.83	27.30%	6.90%	3.85%
FD TNG OF 12	PS03	06/02/2014	06/02/2014	\$48,634.39	\$47,058.00	\$60,187.00	\$73,315.00	5.58	22.32%	6.00%	3.35%
FD TNG OF 13	PS03	12/01/2014	12/01/2014	\$48,685.04	\$47,058.00	\$60,187.00	\$73,315.00	5.08	20.33%	6.20%	3.46%
FD TNG OF 14	PS03	12/01/2014	12/01/2014	\$47,634.39	\$47,058.00	\$60,187.00	\$73,315.00	5.08	20.33%	2.20%	1.22%
FD TNG OF 15	PS03	12/01/2014	12/01/2014	\$48,657.94	\$47,058.00	\$60,187.00	\$73,315.00	5.08	20.33%	6.09%	3.40%
FD TNG OF 16	PS03	10/05/2015	10/05/2015	\$47,634.39	\$47,058.00	\$60,187.00	\$73,315.00	4.24	16.96%	2.20%	1.22%
FD TNG OF 17	PS03	10/05/2015	10/05/2015	\$47,634.39	\$47,058.00	\$60,187.00	\$73,315.00	4.24	16.96%	2.20%	1.22%
FD TNG OFC Avg		07/26/2011	07/26/2011	\$51,323.95	\$47,058.00	\$60,187.00	\$73,315.00	8.43	33.72%	16.25%	9.07%
FD TNG OFC Med		03/04/2013	03/04/2013	\$50,785.64	\$47,058.00	\$60,187.00	\$73,315.00	6.83	27.30%	14.20%	7.92%
Va Beach (Pub Sfty Tng Spc)		vs. Average		\$51,323.95	\$41,787.20	\$51,511.20	\$61,235.20				22.82%
		vs. Median		\$50,785.64	\$41,787.20	\$51,511.20	\$61,235.20				21.53%
Norfolk (Training Spclst)		vs. Average		\$51,323.95	\$40,805.00	\$53,696.00	\$66,586.00				25.78%
		vs. Median		\$50,785.64	\$40,805.00	\$53,696.00	\$66,586.00				24.46%
Richmond (Training Anlyst)		vs. Average		\$51,323.95	\$49,120.00	\$61,400.00	\$73,480.00				4.49%
		vs. Median		\$50,785.64	\$49,120.00	\$61,400.00	\$73,480.00				3.39%
Chesapeake Pct Below Avg		vs. Average			17	10	58.82%				

Employee		Grade	Original Hire Date	Position Start Date	POLICE OFFICER, SENIOR				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
					Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
PL OFC SR	1	PS04	02/01/1979	02/01/1979	\$77,648.37	\$51,696.00	\$66,119.00	\$80,541.00	40.92	163.67%	89.97%	50.20%
PL OFC SR	2	PS04	03/17/1992	03/17/1992	\$74,048.13	\$51,696.00	\$66,119.00	\$80,541.00	27.79	111.16%	77.49%	43.24%
PL OFC SR	3	PS04	09/12/1994	09/12/1994	\$71,031.00	\$51,696.00	\$66,119.00	\$80,541.00	25.30	101.21%	67.03%	37.40%
PL OFC SR	4	PS04	04/03/1995	04/03/1995	\$68,644.85	\$51,696.00	\$66,119.00	\$80,541.00	24.74	98.98%	58.76%	32.79%
PL OFC SR	5	PS04	09/16/1996	09/16/1996	\$68,028.15	\$51,696.00	\$66,119.00	\$80,541.00	23.29	93.17%	56.62%	31.59%
PL OFC SR	6	PS04	04/03/1995	04/03/1995	\$65,853.34	\$51,696.00	\$66,119.00	\$80,541.00	24.74	98.98%	49.08%	27.39%
PL OFC SR	7	PS04	09/12/1994	09/12/1994	\$65,029.86	\$51,696.00	\$66,119.00	\$80,541.00	25.30	101.21%	46.23%	25.79%
PL OFC SR	8	PS04	10/16/1997	10/16/1997	\$64,220.09	\$51,696.00	\$66,119.00	\$80,541.00	22.21	88.83%	43.42%	24.23%
PL OFC SR	9	PS04	01/31/2000	01/31/2000	\$63,577.19	\$51,696.00	\$66,119.00	\$80,541.00	19.92	79.67%	41.19%	22.98%
PL OFC SR	10	PS04	04/01/1996	04/20/1997	\$63,434.14	\$51,696.00	\$66,119.00	\$80,541.00	23.75	95.00%	40.69%	22.71%
PL OFC SR	11	PS04	06/01/1998	06/01/1998	\$63,408.81	\$51,696.00	\$66,119.00	\$80,541.00	21.58	86.33%	40.61%	22.66%
PL OFC SR	12	PS04	06/01/1998	06/01/1998	\$63,131.59	\$51,696.00	\$66,119.00	\$80,541.00	21.58	86.33%	39.64%	22.12%
PL OFC SR	13	PS04	06/16/1998	06/16/1998	\$63,073.28	\$51,696.00	\$66,119.00	\$80,541.00	21.54	86.17%	39.44%	22.01%
PL OFC SR	14	PS04	04/01/2002	04/01/2002	\$62,611.54	\$51,696.00	\$66,119.00	\$80,541.00	17.75	71.00%	37.84%	21.11%
PL OFC SR	15	PS04	04/16/1999	04/16/1999	\$62,518.88	\$51,696.00	\$66,119.00	\$80,541.00	20.71	82.83%	37.52%	20.94%
PL OFC SR	16	PS04	01/31/2000	01/31/2000	\$62,354.11	\$51,696.00	\$66,119.00	\$80,541.00	19.92	79.67%	36.95%	20.62%
PL OFC SR	17	PS04	04/16/1999	04/16/1999	\$62,328.30	\$51,696.00	\$66,119.00	\$80,541.00	20.71	82.83%	36.86%	20.57%
PL OFC SR	18	PS04	04/16/1999	04/16/1999	\$62,328.30	\$51,696.00	\$66,119.00	\$80,541.00	20.71	82.83%	36.86%	20.57%
PL OFC SR	19	PS04	01/31/2000	01/31/2000	\$62,328.30	\$51,696.00	\$66,119.00	\$80,541.00	19.92	79.67%	36.86%	20.57%
PL OFC SR	20	PS04	06/16/1998	06/16/1998	\$62,215.56	\$51,696.00	\$66,119.00	\$80,541.00	21.54	86.17%	36.47%	20.35%
PL OFC SR	21	PS04	11/16/2000	11/16/2000	\$62,170.52	\$51,696.00	\$66,119.00	\$80,541.00	19.13	76.50%	36.31%	20.26%
PL OFC SR	22	PS04	11/16/2000	11/16/2000	\$62,138.02	\$51,696.00	\$66,119.00	\$80,541.00	19.13	76.50%	36.20%	20.20%
PL OFC SR	23	PS04	11/01/1995	11/01/1995	\$62,073.28	\$51,696.00	\$66,119.00	\$80,541.00	24.17	96.67%	35.98%	20.07%
PL OFC SR	24	PS04	09/16/1996	09/16/1996	\$62,073.28	\$51,696.00	\$66,119.00	\$80,541.00	23.29	93.17%	35.98%	20.07%
PL OFC SR	25	PS04	06/01/1998	06/01/1998	\$62,073.28	\$51,696.00	\$66,119.00	\$80,541.00	21.58	86.33%	35.98%	20.07%
PL OFC SR	26	PS04	06/18/2001	06/18/2001	\$61,835.19	\$51,696.00	\$66,119.00	\$80,541.00	18.54	74.14%	35.15%	19.61%
PL OFC SR	27	PS04	06/06/1998	11/16/2000	\$61,627.25	\$51,696.00	\$66,119.00	\$80,541.00	21.57	86.28%	34.43%	19.21%
PL OFC SR	28	PS04	11/16/2000	11/16/2000	\$61,488.95	\$51,696.00	\$66,119.00	\$80,541.00	19.13	76.50%	33.95%	18.94%
PL OFC SR	29	PS04	11/16/2000	11/16/2000	\$61,436.69	\$51,696.00	\$66,119.00	\$80,541.00	19.13	76.50%	33.77%	18.84%
PL OFC SR	30	PS04	11/16/2000	11/16/2000	\$61,436.68	\$51,696.00	\$66,119.00	\$80,541.00	19.13	76.50%	33.77%	18.84%
PL OFC SR	31	PS04	04/03/1995	04/16/1999	\$61,432.76	\$51,696.00	\$66,119.00	\$80,541.00	24.74	98.98%	33.76%	18.83%
PL OFC SR	32	PS04	04/16/1999	04/16/1999	\$61,432.76	\$51,696.00	\$66,119.00	\$80,541.00	20.71	82.83%	33.76%	18.83%
PL OFC SR	33	PS04	04/16/1999	04/16/1999	\$61,295.80	\$51,696.00	\$66,119.00	\$80,541.00	20.71	82.83%	33.28%	18.57%

Employee		Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
PL OFC SR	34	PS04	08/18/1993	08/18/1993	\$60,957.19	\$51,696.00	\$66,119.00	\$80,541.00	26.37	105.48%	32.11%	17.91%
PL OFC SR	35	PS04	04/01/2002	04/01/2002	\$60,925.55	\$51,696.00	\$66,119.00	\$80,541.00	17.75	71.00%	32.00%	17.85%
PL OFC SR	36	PS04	02/03/2003	02/03/2003	\$60,829.71	\$51,696.00	\$66,119.00	\$80,541.00	16.91	67.64%	31.66%	17.67%
PL OFC SR	37	PS04	02/03/2003	02/03/2003	\$60,829.71	\$51,696.00	\$66,119.00	\$80,541.00	16.91	67.64%	31.66%	17.67%
PL OFC SR	38	PS04	04/01/2002	04/01/2002	\$60,823.09	\$51,696.00	\$66,119.00	\$80,541.00	17.75	71.00%	31.64%	17.66%
PL OFC SR	39	PS04	06/18/2001	06/18/2001	\$60,612.11	\$51,696.00	\$66,119.00	\$80,541.00	18.54	74.14%	30.91%	17.25%
PL OFC SR	40	PS04	06/18/2001	06/18/2001	\$60,569.65	\$51,696.00	\$66,119.00	\$80,541.00	18.54	74.14%	30.76%	17.17%
PL OFC SR	41	PS04	11/29/2004	11/29/2004	\$60,569.65	\$51,696.00	\$66,119.00	\$80,541.00	15.09	60.36%	30.76%	17.17%
PL OFC SR	42	PS04	10/16/1996	10/16/1996	\$60,543.84	\$51,696.00	\$66,119.00	\$80,541.00	23.21	92.83%	30.67%	17.12%
PL OFC SR	43	PS04	06/18/2001	06/18/2001	\$60,511.34	\$51,696.00	\$66,119.00	\$80,541.00	18.54	74.14%	30.56%	17.05%
PL OFC SR	44	PS04	09/16/1996	08/29/2005	\$60,486.92	\$51,696.00	\$66,119.00	\$80,541.00	23.29	93.17%	30.48%	17.01%
PL OFC SR	45	PS04	11/16/2000	11/16/2000	\$60,404.18	\$51,696.00	\$66,119.00	\$80,541.00	19.13	76.50%	30.19%	16.84%
PL OFC SR	46	PS04	03/01/2004	03/01/2004	\$60,359.22	\$51,696.00	\$66,119.00	\$80,541.00	15.83	63.33%	30.03%	16.76%
PL OFC SR	47	PS04	02/01/2007	02/01/2007	\$60,094.76	\$51,696.00	\$66,119.00	\$80,541.00	12.92	51.67%	29.12%	16.25%
PL OFC SR	48	PS04	02/05/2003	02/05/2003	\$59,867.24	\$51,696.00	\$66,119.00	\$80,541.00	16.91	67.62%	28.33%	15.81%
PL OFC SR	49	PS04	04/01/2002	04/01/2002	\$59,744.94	\$51,696.00	\$66,119.00	\$80,541.00	17.75	71.00%	27.90%	15.57%
PL OFC SR	50	PS04	01/02/2001	01/02/2001	\$59,676.66	\$51,696.00	\$66,119.00	\$80,541.00	19.00	75.99%	27.67%	15.44%
PL OFC SR	51	PS04	05/01/1998	05/01/1998	\$59,676.31	\$51,696.00	\$66,119.00	\$80,541.00	21.67	86.67%	27.67%	15.44%
PL OFC SR	52	PS04	05/14/1994	06/18/2001	\$59,655.61	\$51,696.00	\$66,119.00	\$80,541.00	25.63	102.52%	27.59%	15.40%
PL OFC SR	53	PS04	06/16/1998	06/16/1998	\$59,567.16	\$51,696.00	\$66,119.00	\$80,541.00	21.54	86.17%	27.29%	15.23%
PL OFC SR	54	PS04	06/18/2001	06/18/2001	\$59,511.34	\$51,696.00	\$66,119.00	\$80,541.00	18.54	74.14%	27.09%	15.12%
PL OFC SR	55	PS04	06/18/2001	06/18/2001	\$59,511.34	\$51,696.00	\$66,119.00	\$80,541.00	18.54	74.14%	27.09%	15.12%
PL OFC SR	56	PS04	03/01/2004	03/01/2004	\$59,260.60	\$51,696.00	\$66,119.00	\$80,541.00	15.83	63.33%	26.22%	14.63%
PL OFC SR	57	PS04	11/29/2004	11/29/2004	\$59,037.52	\$51,696.00	\$66,119.00	\$80,541.00	15.09	60.36%	25.45%	14.20%
PL OFC SR	58	PS04	02/01/2007	02/01/2007	\$58,942.38	\$51,696.00	\$66,119.00	\$80,541.00	12.92	51.67%	25.12%	14.02%
PL OFC SR	59	PS04	02/25/2008	02/25/2008	\$58,760.90	\$51,696.00	\$66,119.00	\$80,541.00	11.85	47.40%	24.49%	13.67%
PL OFC SR	60	PS04	02/01/2007	02/01/2007	\$58,732.50	\$51,696.00	\$66,119.00	\$80,541.00	12.92	51.67%	24.39%	13.61%
PL OFC SR	61	PS04	08/29/2005	08/29/2005	\$58,681.54	\$51,696.00	\$66,119.00	\$80,541.00	14.34	57.36%	24.22%	13.51%
PL OFC SR	62	PS04	04/01/2002	04/01/2002	\$58,644.17	\$51,696.00	\$66,119.00	\$80,541.00	17.75	71.00%	24.09%	13.44%
PL OFC SR	63	PS04	04/01/2002	04/01/2002	\$58,644.17	\$51,696.00	\$66,119.00	\$80,541.00	17.75	71.00%	24.09%	13.44%
PL OFC SR	64	PS04	03/01/2004	03/01/2004	\$58,551.66	\$51,696.00	\$66,119.00	\$80,541.00	15.83	63.33%	23.77%	13.26%
PL OFC SR	65	PS04	01/31/2000	01/31/2000	\$58,508.84	\$51,696.00	\$66,119.00	\$80,541.00	19.92	79.67%	23.62%	13.18%
PL OFC SR	66	PS04	04/01/2002	04/01/2002	\$58,508.84	\$51,696.00	\$66,119.00	\$80,541.00	17.75	71.00%	23.62%	13.18%

Employee		Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
PL OFC SR	67	PS04	02/03/2003	02/03/2003	\$58,508.84	\$51,696.00	\$66,119.00	\$80,541.00	16.91	67.64%	23.62%	13.18%
PL OFC SR	68	PS04	07/10/2000	07/10/2000	\$58,415.81	\$51,696.00	\$66,119.00	\$80,541.00	19.48	77.90%	23.30%	13.00%
PL OFC SR	69	PS04	04/16/1999	03/16/2006	\$58,403.13	\$51,696.00	\$66,119.00	\$80,541.00	20.71	82.83%	23.25%	12.97%
PL OFC SR	70	PS04	08/29/2005	08/29/2005	\$58,259.42	\$51,696.00	\$66,119.00	\$80,541.00	14.34	57.36%	22.75%	12.70%
PL OFC SR	71	PS04	11/29/2004	11/29/2004	\$58,021.51	\$51,696.00	\$66,119.00	\$80,541.00	15.09	60.36%	21.93%	12.24%
PL OFC SR	72	PS04	03/01/2004	03/01/2004	\$57,969.26	\$51,696.00	\$66,119.00	\$80,541.00	15.83	63.33%	21.75%	12.13%
PL OFC SR	73	PS04	03/01/2004	03/01/2004	\$57,969.25	\$51,696.00	\$66,119.00	\$80,541.00	15.83	63.33%	21.75%	12.13%
PL OFC SR	74	PS04	11/29/2004	11/29/2004	\$57,936.75	\$51,696.00	\$66,119.00	\$80,541.00	15.09	60.36%	21.64%	12.07%
PL OFC SR	75	PS04	09/10/2007	09/10/2007	\$57,778.24	\$51,696.00	\$66,119.00	\$80,541.00	12.31	49.23%	21.09%	11.77%
PL OFC SR	76	PS04	04/01/1998	05/01/1998	\$57,596.76	\$51,696.00	\$66,119.00	\$80,541.00	21.75	87.00%	20.46%	11.41%
PL OFC SR	77	PS04	02/25/2008	02/25/2008	\$57,596.75	\$51,696.00	\$66,119.00	\$80,541.00	11.85	47.40%	20.46%	11.41%
PL OFC SR	78	PS04	08/29/2005	08/29/2005	\$57,259.42	\$51,696.00	\$66,119.00	\$80,541.00	14.34	57.36%	19.29%	10.76%
PL OFC SR	79	PS04	06/05/2006	06/05/2006	\$57,113.46	\$51,696.00	\$66,119.00	\$80,541.00	13.57	54.29%	18.78%	10.48%
PL OFC SR	80	PS04	06/18/2001	06/18/2001	\$57,050.73	\$51,696.00	\$66,119.00	\$80,541.00	18.54	74.14%	18.56%	10.36%
PL OFC SR	81	PS04	03/01/2004	03/01/2004	\$56,936.76	\$51,696.00	\$66,119.00	\$80,541.00	15.83	63.33%	18.17%	10.14%
PL OFC SR	82	PS04	11/29/2004	11/29/2004	\$56,936.76	\$51,696.00	\$66,119.00	\$80,541.00	15.09	60.36%	18.17%	10.14%
PL OFC SR	83	PS04	11/29/2004	11/29/2004	\$56,936.76	\$51,696.00	\$66,119.00	\$80,541.00	15.09	60.36%	18.17%	10.14%
PL OFC SR	84	PS04	03/01/2004	03/01/2004	\$56,936.75	\$51,696.00	\$66,119.00	\$80,541.00	15.83	63.33%	18.17%	10.14%
PL OFC SR	85	PS04	09/10/2007	09/10/2007	\$56,845.69	\$51,696.00	\$66,119.00	\$80,541.00	12.31	49.23%	17.85%	9.96%
PL OFC SR	86	PS04	02/25/2008	02/25/2008	\$56,294.91	\$51,696.00	\$66,119.00	\$80,541.00	11.85	47.40%	15.94%	8.90%
PL OFC SR	87	PS04	06/26/2006	06/26/2006	\$56,278.26	\$51,696.00	\$66,119.00	\$80,541.00	13.51	54.06%	15.89%	8.86%
PL OFC SR	88	PS04	07/02/2007	07/02/2007	\$56,190.48	\$51,696.00	\$66,119.00	\$80,541.00	12.50	49.99%	15.58%	8.69%
PL OFC SR	89	PS04	02/25/2008	02/25/2008	\$55,738.33	\$51,696.00	\$66,119.00	\$80,541.00	11.85	47.40%	14.01%	7.82%
PL OFC SR	90	PS04	07/02/2007	07/02/2007	\$55,674.88	\$51,696.00	\$66,119.00	\$80,541.00	12.50	49.99%	13.79%	7.70%
PL OFC SR	91	PS04	02/25/2008	02/25/2008	\$55,654.49	\$51,696.00	\$66,119.00	\$80,541.00	11.85	47.40%	13.72%	7.66%
PL OFC SR	92	PS04	02/25/2008	02/25/2008	\$55,555.89	\$51,696.00	\$66,119.00	\$80,541.00	11.85	47.40%	13.38%	7.47%
PL OFC SR	93	PS04	02/25/2008	02/25/2008	\$55,513.68	\$51,696.00	\$66,119.00	\$80,541.00	11.85	47.40%	13.24%	7.38%
PL OFC SR	94	PS04	02/25/2008	02/25/2008	\$55,513.68	\$51,696.00	\$66,119.00	\$80,541.00	11.85	47.40%	13.24%	7.38%
PL OFC SR	95	PS04	06/26/2006	06/26/2006	\$55,278.26	\$51,696.00	\$66,119.00	\$80,541.00	13.51	54.06%	12.42%	6.93%
PL OFC SR	96	PS04	09/10/2007	09/10/2007	\$55,190.48	\$51,696.00	\$66,119.00	\$80,541.00	12.31	49.23%	12.11%	6.76%
PL OFC SR	97	PS04	02/25/2008	02/25/2008	\$55,127.45	\$51,696.00	\$66,119.00	\$80,541.00	11.85	47.40%	11.90%	6.64%
PL OFC SR	98	PS04	02/25/2008	02/25/2008	\$54,542.52	\$51,696.00	\$66,119.00	\$80,541.00	11.85	47.40%	9.87%	5.51%
PL OFC SR	99	PS04	02/25/2008	02/25/2008	\$54,290.62	\$51,696.00	\$66,119.00	\$80,541.00	11.85	47.40%	9.00%	5.02%

Employee	Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
PL OFC SR Avg		11/02/2001	02/23/2002	\$60,137.83	\$51,696.00	\$66,119.00	\$80,541.00	18.16	72.66%	29.27%	16.33%
PL OFC SR Med		06/18/2001	04/01/2002	\$59,676.66	\$51,696.00	\$66,119.00	\$80,541.00	18.54	74.14%	27.67%	15.44%
Va Beach		vs. Average		\$60,137.83	\$47,715.20	\$58,822.40	\$69,929.60				26.03%
(Police Officer 2)		vs. Median		\$59,676.66	\$47,715.20	\$58,822.40	\$69,929.60				25.07%
Norfolk		vs. Average		\$60,137.83	\$43,500.00	\$53,942.00	\$64,384.00				38.25%
(Police Officer)		vs. Median		\$59,676.66	\$43,500.00	\$53,942.00	\$64,384.00				37.19%
Richmond		vs. Average		\$60,137.83	\$42,840.00	\$59,285.00	\$75,729.00				40.38%
(Police Officer 1)		vs. Median		\$59,676.66	\$42,840.00	\$59,285.00	\$75,729.00				39.30%
Chesapeake		vs. Average		99	53	53.54%					
Pct Below Avg											

Employee	Grade	Original Hire Date	Position Start Date	POLICE OFFICER, MASTER				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
POL OFC M	1	PS05	10/16/1982	10/16/1982	\$85,078.35	\$54,152.00	\$69,260.00	\$84,367.00	37.21	148.83%	102.35%	57.11%
POL OFC M	2	PS05	08/01/1985	08/01/1985	\$80,411.05	\$54,152.00	\$69,260.00	\$84,367.00	34.42	137.67%	86.91%	48.49%
POL OFC M	3	PS05	09/30/1991	09/30/1991	\$74,695.08	\$54,152.00	\$69,260.00	\$84,367.00	28.25	113.00%	67.99%	37.94%
POL OFC M	4	PS05	11/01/1993	11/01/1993	\$75,050.28	\$54,152.00	\$69,260.00	\$84,367.00	26.17	104.67%	69.17%	38.59%
POL OFC M	5	PS05	11/01/1993	11/01/1993	\$73,612.99	\$54,152.00	\$69,260.00	\$84,367.00	26.17	104.67%	64.41%	35.94%
POL OFC M	6	PS05	09/12/1994	09/12/1994	\$68,357.12	\$54,152.00	\$69,260.00	\$84,367.00	25.30	101.21%	47.01%	26.23%
POL OFC M	7	PS05	09/12/1994	09/12/1994	\$72,574.61	\$54,152.00	\$69,260.00	\$84,367.00	25.30	101.21%	60.97%	34.02%
POL OFC M	8	PS05	07/03/1995	07/03/1995	\$65,465.23	\$54,152.00	\$69,260.00	\$84,367.00	24.49	97.98%	37.44%	20.89%
POL OFC M	9	PS05	11/01/1995	11/01/1995	\$71,546.09	\$54,152.00	\$69,260.00	\$84,367.00	24.17	96.67%	57.57%	32.12%
POL OFC M	10	PS05	10/16/1997	10/16/1997	\$67,365.27	\$54,152.00	\$69,260.00	\$84,367.00	22.21	88.83%	43.73%	24.40%
POL OFC M Avg			08/18/1992	08/18/1992	\$73,415.61	\$54,152.00	\$69,260.00	\$84,367.00	27.37	109.48%	63.76%	35.57%
POL OFC M Med			04/07/1994	04/07/1994	\$73,093.80	\$54,152.00	\$69,260.00	\$84,367.00	25.73	102.93%	62.69%	34.98%
Va Beach (Police Ofcr Mast)			vs. Average		\$73,415.61	\$52,707.20	\$64,968.60	\$77,230.40				39.29%
			vs. Median		\$73,093.80	\$52,707.20	\$64,968.60	\$77,230.40				38.68%
Norfolk Police Officer			vs. Average		\$73,415.61	\$43,500.00	\$53,942.00	\$64,384.00				68.77%
			vs. Median		\$73,093.80	\$43,500.00	\$53,942.00	\$64,384.00				68.03%
Richmond (Police Ofcr Mast)			vs. Average		\$73,415.61	\$46,449.00	\$64,278.00	\$82,106.00				58.06%
			vs. Median		\$73,093.80	\$46,449.00	\$64,278.00	\$82,106.00				57.36%
Chesapeake Pct Below Avg			vs. Average			10	5	50.00%				

Employee		Grade	Original Hire Date	Position Start Date	POLICE SERGEANT				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
					Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum				
POL SGT	1	PS06	09/01/1992	09/01/1992	\$76,804.06	\$61,020.00	\$78,044.00	\$95,067.00	27.33	109.33%	46.36%	25.87%
POL SGT	2	PS06	09/12/1994	09/12/1994	\$76,537.57	\$61,020.00	\$78,044.00	\$95,067.00	25.30	101.21%	45.58%	25.43%
POL SGT	3	PS06	06/01/1993	06/01/1993	\$71,254.33	\$61,020.00	\$78,044.00	\$95,067.00	26.58	106.33%	30.06%	16.77%
POL SGT	4	PS06	10/16/1997	10/16/1997	\$71,254.33	\$61,020.00	\$78,044.00	\$95,067.00	22.21	88.83%	30.06%	16.77%
POL SGT	5	PS06	10/16/1997	10/16/1997	\$70,904.99	\$61,020.00	\$78,044.00	\$95,067.00	22.21	88.83%	29.03%	16.20%
POL SGT	6	PS06	07/01/1994	09/16/1994	\$70,397.49	\$61,020.00	\$78,044.00	\$95,067.00	25.50	102.00%	27.54%	15.37%
POL SGT	7	PS06	09/12/1994	09/12/1994	\$69,846.67	\$61,020.00	\$78,044.00	\$95,067.00	25.30	101.21%	25.92%	14.47%
POL SGT	8	PS06	06/16/1998	06/16/1998	\$69,683.54	\$61,020.00	\$78,044.00	\$95,067.00	21.54	86.17%	25.45%	14.20%
POL SGT	9	PS06	01/31/2000	01/31/2000	\$69,578.00	\$61,020.00	\$78,044.00	\$95,067.00	19.92	79.67%	25.14%	14.02%
POL SGT	10	PS06	04/16/1999	04/16/1999	\$69,519.27	\$61,020.00	\$78,044.00	\$95,067.00	20.71	82.83%	24.96%	13.93%
POL SGT	11	PS06	09/12/1994	09/12/1994	\$69,423.96	\$61,020.00	\$78,044.00	\$95,067.00	25.30	101.21%	24.68%	13.77%
POL SGT	12	PS06	11/01/1993	11/01/1993	\$69,189.11	\$61,020.00	\$78,044.00	\$95,067.00	26.17	104.67%	23.99%	13.39%
POL SGT	13	PS06	09/16/1996	09/16/1996	\$69,189.11	\$61,020.00	\$78,044.00	\$95,067.00	23.29	93.17%	23.99%	13.39%
POL SGT	14	PS06	04/03/1995	04/03/1995	\$68,276.70	\$61,020.00	\$78,044.00	\$95,067.00	24.74	98.98%	21.31%	11.89%
POL SGT	15	PS06	06/18/2001	06/18/2001	\$68,193.46	\$61,020.00	\$78,044.00	\$95,067.00	18.54	74.14%	21.07%	11.76%
POL SGT	16	PS06	11/16/2000	11/16/2000	\$67,655.44	\$61,020.00	\$78,044.00	\$95,067.00	19.13	76.50%	19.49%	10.87%
POL SGT	17	PS06	04/16/1999	04/16/1999	\$66,348.75	\$61,020.00	\$78,044.00	\$95,067.00	20.71	82.83%	15.65%	8.73%
POL SGT	18	PS06	04/01/2002	04/01/2002	\$65,943.05	\$61,020.00	\$78,044.00	\$95,067.00	17.75	71.00%	14.46%	8.07%
POL SGT	19	PS06	02/03/2003	02/03/2003	\$65,853.98	\$61,020.00	\$78,044.00	\$95,067.00	16.91	67.64%	14.20%	7.92%
POL SGT	20	PS06	08/29/2005	08/29/2005	\$65,618.71	\$61,020.00	\$78,044.00	\$95,067.00	14.34	57.36%	13.51%	7.54%
POL SGT	21	PS06	06/18/2001	06/18/2001	\$65,528.81	\$61,020.00	\$78,044.00	\$95,067.00	18.54	74.14%	13.24%	7.39%
POL SGT	22	PS06	06/18/2001	06/18/2001	\$65,516.76	\$61,020.00	\$78,044.00	\$95,067.00	18.54	74.14%	13.21%	7.37%
POL SGT	23	PS06	11/16/2000	11/16/2000	\$65,487.21	\$61,020.00	\$78,044.00	\$95,067.00	19.13	76.50%	13.12%	7.32%
POL SGT	24	PS06	11/29/2004	11/29/2004	\$65,394.24	\$61,020.00	\$78,044.00	\$95,067.00	15.09	60.36%	12.85%	7.17%
POL SGT	25	PS06	06/16/1998	06/16/1998	\$65,244.98	\$61,020.00	\$78,044.00	\$95,067.00	21.54	86.17%	12.41%	6.92%
POL SGT	26	PS06	11/29/2004	11/29/2004	\$64,619.61	\$61,020.00	\$78,044.00	\$95,067.00	15.09	60.36%	10.57%	5.90%
POL SGT	27	PS06	02/01/2007	02/01/2007	\$64,485.56	\$61,020.00	\$78,044.00	\$95,067.00	12.92	51.67%	10.18%	5.68%
POL SGT	28	PS06	06/18/2001	06/18/2001	\$64,458.45	\$61,020.00	\$78,044.00	\$95,067.00	18.54	74.14%	10.10%	5.63%
POL SGT	29	PS06	04/16/1999	04/16/1999	\$63,485.56	\$61,020.00	\$78,044.00	\$95,067.00	20.71	82.83%	7.24%	4.04%
POL SGT	30	PS06	02/03/2003	02/03/2003	\$63,485.56	\$61,020.00	\$78,044.00	\$95,067.00	16.91	67.64%	7.24%	4.04%
POL SGT	31	PS06	08/29/2005	08/29/2005	\$63,431.99	\$61,020.00	\$78,044.00	\$95,067.00	14.34	57.36%	7.08%	3.95%
POL SGT	32	PS06	02/03/2003	02/03/2003	\$63,406.18	\$61,020.00	\$78,044.00	\$95,067.00	16.91	67.64%	7.01%	3.91%

Employee		Grade	Original Hire Date	Position Start Date	Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum	Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum
POL SGT	33	PS06	11/29/2004	11/29/2004	\$63,373.68	\$61,020.00	\$78,044.00	\$95,067.00	15.09	60.36%	6.91%	3.86%
POL SGT	34	PS06	05/03/2010	05/03/2010	\$62,767.25	\$61,020.00	\$78,044.00	\$95,067.00	9.66	38.64%	5.13%	2.86%
POL SGT	35	PS06	07/02/2007	07/02/2007	\$62,767.25	\$61,020.00	\$78,044.00	\$95,067.00	12.50	49.99%	5.13%	2.86%
POL SGT	36	PS06	02/25/2008	02/25/2008	\$62,767.25	\$61,020.00	\$78,044.00	\$95,067.00	11.85	47.40%	5.13%	2.86%
POL SGT	37	PS06	08/29/2005	08/29/2005	\$62,512.03	\$61,020.00	\$78,044.00	\$95,067.00	14.34	57.36%	4.38%	2.45%
POL SGT	38	PS06	04/16/1999	09/20/2004	\$62,373.68	\$61,020.00	\$78,044.00	\$95,067.00	20.71	82.83%	3.98%	2.22%
POL SGT	39	PS06	01/31/2000	01/31/2000	\$62,373.68	\$61,020.00	\$78,044.00	\$95,067.00	19.92	79.67%	3.98%	2.22%
POL SGT	40	PS06	02/25/2008	02/25/2008	\$62,373.68	\$61,020.00	\$78,044.00	\$95,067.00	11.85	47.40%	3.98%	2.22%
POL SGT	41	PS06	02/01/2007	02/25/2008	\$61,767.25	\$61,020.00	\$78,044.00	\$95,067.00	12.92	51.67%	2.19%	1.22%
POL SGT	42	PS06	09/10/2007	09/10/2007	\$61,767.25	\$61,020.00	\$78,044.00	\$95,067.00	12.31	49.23%	2.19%	1.22%
POL SGT	43	PS06	02/25/2008	02/25/2008	\$61,767.25	\$61,020.00	\$78,044.00	\$95,067.00	11.85	47.40%	2.19%	1.22%
POL SGT	44	PS06	05/03/2010	05/03/2010	\$61,767.25	\$61,020.00	\$78,044.00	\$95,067.00	9.66	38.64%	2.19%	1.22%
POL SGT Avg			06/28/2001	08/23/2001	\$66,236.25	\$61,020.00	\$78,044.00	\$95,067.00	18.51	74.03%	15.32%	8.55%
POL SGT Med			06/18/2001	06/18/2001	\$65,501.99	\$61,020.00	\$78,044.00	\$95,067.00	18.54	74.14%	13.16%	7.35%
Va Beach (Police Sergeant)			vs. Average		\$66,236.25	\$61,131.20	\$75,348.00	\$89,564.80	-			8.35%
			vs. Median		\$65,501.99	\$61,131.20	\$75,348.00	\$89,564.80	-			7.15%
Norfolk (Police Sergeant)			vs. Average		\$66,236.25	\$64,100.00	\$77,202.00	\$90,303.00	-			3.33%
			vs. Median		\$65,501.99	\$64,100.00	\$77,202.00	\$90,303.00				2.19%
Richmond (Police Sergeant)			vs. Average		\$66,236.25	\$58,481.00	\$78,100.00	\$97,718.00	-			13.26%
			vs. Median		\$65,501.99	\$58,481.00	\$78,100.00	\$97,718.00				12.01%
Chesapeake Pct Below Avg			vs. Average			44	27	61.36%				

Employee	Grade	Original Hire Date	Position Start Date	POLICE LIEUTENANT				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
POL LT	1	PS08	07/01/1980	07/01/1980	\$101,027.16	\$67,896.00	\$89,963.00	\$112,029.00	39.50	158.00%	75.07%	48.80%
POL LT	2	PS08	01/16/1989	01/16/1989	\$94,909.52	\$67,896.00	\$89,963.00	\$112,029.00	30.96	123.83%	61.21%	39.79%
POL LT	3	PS08	11/01/1993	11/01/1993	\$87,174.98	\$67,896.00	\$89,963.00	\$112,029.00	26.17	104.67%	43.68%	28.39%
POL LT	4	PS08	04/03/1995	04/03/1995	\$78,652.01	\$67,896.00	\$89,963.00	\$112,029.00	24.74	98.98%	24.37%	15.84%
POL LT	5	PS08	06/19/1989	11/16/2000	\$77,130.00	\$67,896.00	\$89,963.00	\$112,029.00	30.53	122.13%	20.92%	13.60%
POL LT	6	PS08	07/18/1994	07/18/1994	\$76,396.18	\$67,896.00	\$89,963.00	\$112,029.00	25.45	101.81%	19.26%	12.52%
POL LT	7	PS08	11/16/2000	11/16/2000	\$75,207.06	\$67,896.00	\$89,963.00	\$112,029.00	19.13	76.50%	16.57%	10.77%
POL LT	8	PS08	06/18/2001	06/18/2001	\$74,177.22	\$67,896.00	\$89,963.00	\$112,029.00	18.54	74.14%	14.23%	9.25%
POL LT	9	PS08	05/01/1996	05/01/1996	\$74,095.51	\$67,896.00	\$89,963.00	\$112,029.00	23.67	94.67%	14.05%	9.13%
POL LT	10	PS08	07/18/1994	02/03/2003	\$73,983.90	\$67,896.00	\$89,963.00	\$112,029.00	25.45	101.81%	13.79%	8.97%
POL LT	11	PS08	06/18/2001	06/18/2001	\$73,937.07	\$67,896.00	\$89,963.00	\$112,029.00	18.54	74.14%	13.69%	8.90%
POL LT	12	PS08	11/03/1997	11/03/1997	\$73,277.76	\$67,896.00	\$89,963.00	\$112,029.00	22.16	88.64%	12.19%	7.93%
POL LT	13	PS08	09/10/2007	09/10/2007	\$72,963.51	\$67,896.00	\$89,963.00	\$112,029.00	12.31	49.23%	11.48%	7.46%
POL LT	14	PS08	04/01/2002	04/01/2002	\$72,937.82	\$67,896.00	\$89,963.00	\$112,029.00	17.75	71.00%	11.42%	7.43%
POL LT	15	PS08	06/23/2005	06/23/2005	\$71,968.44	\$67,896.00	\$89,963.00	\$112,029.00	14.52	58.09%	9.23%	6.00%
POL LT	16	PS08	04/01/2002	04/01/2002	\$69,727.33	\$67,896.00	\$89,963.00	\$112,029.00	17.75	71.00%	4.15%	2.70%
POL LT Avg			01/18/1997	04/19/1998	\$77,972.84	\$67,896.00	\$89,963.00	\$112,029.00	22.95	91.81%	22.83%	14.84%
POL LT Med			01/31/1997	11/16/2000	\$74,136.37	\$67,896.00	\$89,963.00	\$112,029.00	22.92	91.67%	14.14%	9.19%
Va Beach (Police Lieut)				vs. Average	\$77,972.84	\$67,454.50	\$84,864.00	\$102,273.60				15.59%
				vs. Median	\$74,136.37	\$67,454.50	\$84,864.00	\$102,273.60				9.91%
Norfolk (Police Lieut)				vs. Average	\$77,972.84	\$78,698.00	\$88,403.00	\$98,108.00				(0.92%)
				vs. Median	\$74,136.37	\$78,698.00	\$88,403.00	\$98,108.00				(5.80%)
Richmond (Police Lieut)				vs. Average	\$77,972.84	\$66,109.00	\$88,286.00	\$110,462.00				17.95%
				vs. Median	\$74,136.37	\$66,109.00	\$88,286.00	\$110,462.00				12.14%
Chesapeake Pct Below Avg				vs. Average		16	12	75.00%				

Employee	Grade	Original Hire Date	Position Start Date	POLICE CAPTAIN				Yrs Wkd @12/31/19	% Retrmt. Complete	% Range Complete	% Above Minimum	
				Annual Salary	Annual Minimum	Annual Midpoint	Annual Maximum					
POL CAPT	1	PS10	12/01/1977	12/01/1977	\$116,796.54	\$75,553.00	\$100,108.00	\$124,663.00	42.08	168.33%	83.98%	54.59%
POL CAPT	2	PS10	09/16/1987	09/16/1987	\$114,551.20	\$75,553.00	\$100,108.00	\$124,663.00	32.29	129.17%	79.41%	51.62%
POL CAPT	3	PS10	09/11/1989	09/11/1989	\$112,499.66	\$75,553.00	\$100,108.00	\$124,663.00	30.31	121.22%	75.23%	48.90%
POL CAPT	4	PS10	08/17/1985	08/17/1985	\$109,935.43	\$75,553.00	\$100,108.00	\$124,663.00	34.37	137.49%	70.01%	45.51%
POL CAPT	5	PS10	11/01/1993	11/01/1993	\$91,551.67	\$75,553.00	\$100,108.00	\$124,663.00	26.17	104.67%	32.58%	21.18%
POL CAPT	6	PS10	09/16/1996	09/16/1996	\$91,551.67	\$75,553.00	\$100,108.00	\$124,663.00	23.29	93.17%	32.58%	21.18%
POL CAPT	7	PS10	04/03/1995	04/03/1995	\$86,204.24	\$75,553.00	\$100,108.00	\$124,663.00	24.74	98.98%	21.69%	14.10%
POL CAPT	8	PS10	04/16/1999	04/16/1999	\$86,171.74	\$75,553.00	\$100,108.00	\$124,663.00	20.71	82.83%	21.62%	14.05%
POL CAPT	9	PS10	06/16/1998	06/16/1998	\$85,171.82	\$75,553.00	\$100,108.00	\$124,663.00	21.54	86.17%	19.59%	12.73%
POL CAPT Avg			08/11/1991	08/11/1991	\$99,381.55	\$75,553.00	\$100,108.00	\$124,663.00	28.39	113.56%	48.52%	31.54%
POL CAPT Med			11/01/1993	11/01/1993	\$91,551.67	\$75,553.00	\$100,108.00	\$124,663.00	26.17	104.67%	32.58%	21.18%
Va Beach			vs. Average		\$99,381.55	\$78,228.80	\$98,415.20	\$118,601.60				27.04%
(Police Captain)			vs. Median		\$91,551.67	\$78,228.80	\$98,415.20	\$118,601.60				17.03%
Norfolk			vs. Average		\$99,381.55	\$88,550.00	\$99,470.00	\$110,390.00				12.23%
(Police Captain)			vs. Median		\$91,551.67	\$88,550.00	\$99,470.00	\$110,390.00				3.39%
Richmond			vs. Average		\$99,381.55	\$73,228.00	\$97,792.00	\$122,326.00				35.72%
(Police Captain)			vs. Median		\$91,551.67	\$73,228.00	\$97,792.00	\$122,326.00				25.02%
Chesapeake			vs. Average			9	5	55.56%				
Pct Below Avg												

APPENDIX C

EMPLOYEES PAID LESS THAN AVERAGE SALARY FOR POSITION

Appendix C - Employees Paid Below Avg for Position				
Position		# of Staff	# Under Average	% under average
Account Technician 1		9	4	44.44%
Account Technician 2		16	9	56.25%
Account Technician 3		17	8	47.06%
Accountant 1		9	6	66.67%
Accountant 2		8	4	50.00%
Admin. Assistant. 1		18	9	50.00%
Animal Control Ofc. 1		9	7	77.78%
Asst. Comn. Atty. 3		12	7	58.33%
Automotive Tech. 3		18	9	50.00%
Benefit Pgm. Aide 1		14	9	64.29%
Benefit Pgm. Supv.1		12	4	33.33%
Benefit Pgm. Wkr. 2		49	35	71.43%
Benefit Pgm. Wkr. 3		9	5	55.56%
Call Cntr. Cust. Adv.		8	3	37.50%
Client Tech. Anlyst. 2		9	8	88.89%
Clinician 1		15	9	60.00%
Clinician 2		74	49	66.22%
Clinician 3		19	9	47.37%
Code Compl. Insp. 1		16	8	50.00%
Construction Insp. 2		17	8	47.06%
Construction Insp. 3		12	6	50.00%
Crew Leader		31	17	54.84%
Crew Supervisor		23	14	60.87%
Cust. Service Clrk.1		9	7	77.78%
Cust. Service Clrk.2		21	11	52.38%
Cust. Service Clrk.3		22	15	68.18%
Cust. Service Mech.		8	4	50.00%
Cust. Service Supv.		9	5	55.56%
Dep. Clrk Crt 1		10	7	70.00%
Direct Supt. Tech		24	17	70.83%
Dispatcher 1		26	19	73.08%
Dispatcher 2		19	12	63.16%
Dispatcher Supv. `		8	6	75.00%
Emplmt Svcs Wkr 1		10	5	50.00%
Engineer 2		14	8	57.14%
Engineer Tech. 3		8	4	50.00%
Facility Maint.Tech.1		9	6	66.67%
Facility Maint.Tech.2		9	6	66.67%
Family Svcs. Spec.1		23	17	73.91%

Appendix C - Employees Paid Below Avg for Position				
Position		# of Staff	# Under Average	% under average
Family Svcs. Spec.2		10	6	60.00%
Family Svcs. Sup.1		12	10	83.33%
Fiscal Administrator		11	6	54.55%
General Supervisor		20	12	60.00%
Groundskeeper		24	13	54.17%
Housekeeper 1		26	15	57.69%
Juvenile Svcs.Spec. 1		40	22	55.00%
Legal Secretary !		8	6	75.00%
Librarian 2		15	8	53.33%
Library Assistant 2		13	8	61.54%
Library Info. Spec.		16	10	62.50%
Library Spec. 1		8	4	50.00%
Licensed Clinician 1		17	11	64.71%
Motor Equip. Oper. 1		32	22	68.75%
Motor Equip. Oper. 2		33	26	78.79%
Motor Equip. Oper. 3		31	19	61.29%
Maintenance Worker		52	31	59.62%
Office Assistant 1		12	7	58.33%
Office Assistant 2		16	8	50.00%
Office Coordinator		24	15	62.50%
Office Specialist 1		35	24	68.57%
Office Specialist 2		24	16	66.67%
Operations Coord.		8	5	62.50%
Payroll/HR Tech. 1		8	5	62.50%
Payroll/HR Tech. 2		9	4	44.44%
Planner 2		9	6	66.67%
Program Supervisor		8	4	50.00%
Recreation. Spec. 2		19	12	63.16%
Sheriff's Clerk 2		8	5	62.50%
System Analyst 1		13	8	61.54%
Waste Mgt. Oper. 2		29	14	48.28%
Waste Mgt. Wkr. 1		10	5	50.00%
Water Trmt. Oper, 1		8	5	62.50%
Total		1,261	768	60.90%

Appendix C - Employees Paid Below Avg for Position				
Position		# of Staff	# Under Average	% under average
Deputy Sheriff		222	169	76.13%
Deputy Sheriff, Sr.		67	34	50.75%
Deputy Sheriff, Master		14	9	64.29%
Deputy Sheriff, Sgt.		31	18	58.06%
Deputy Sheriff, Lieut.		14	10	71.43%
Firefighter EMT		119	79	66.39%
Firefighter EMT Sr.		38	18	47.37%
Firefighter Paramed.		22	15	68.18%
Firefighter Para. Mast.		8	4	50.00%
Firefighter EMT Lt.		26	17	65.38%
Firefighter EMT Capt.		20	13	65.00%
Firefighter Bat.Chief		10	6	60.00%
Police Officer		163	97	59.51%
Police Fld Trng Ofcr.		17	10	58.82%
Police Officer Sr.		99	53	53.54%
Police Officer, Mast.		10	5	50.00%
Police Sergeant		44	27	61.36%
Police Lieutenant		16	12	75.00%
Police Captain		9	5	55.56%
Total		949	601	63.33%
Combined		2,210	1,369	61.95%