



Compensation Study Overview



CONSULTANTS TO MANAGEMENT

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Project Background

- The City of Gahanna requested that Clemans, Nelson & Associates, Inc. conduct a comprehensive compensation study as a result of the following:
 - A study has not been conducted since 2016 (3-5 years is recommended)
 - Turbulent labor market
 - Wage indices
 - Inflation



Recommendations

- Shift the Wage Scale
- Collective Bargaining Driven Adjustments
- Other Market / Internal Adjustments
- Job Audits



Recommendations

- Shift the Wage Scale by 10%

CITY OF GAHANNA											
Compensation Study - Wage Scale Recommendations											
Pay Grade	2021 Wage Ordinance			Range	Interval	10.00%			Range	Interval	
	MIN	MID	MAX			MIN	MID	MAX			
1	\$11.47	\$13.72	\$15.98	39.32%		\$12.62	\$15.10	\$17.58	39.32%		
2	\$12.35	\$14.77	\$17.19	39.19%	7.67%	\$13.59	\$16.25	\$18.91	39.19%	7.67%	
3	\$12.94	\$15.48	\$18.02	39.26%	4.78%	\$14.23	\$17.03	\$19.82	39.26%	4.78%	
4	\$13.72	\$16.46	\$19.20	39.94%	6.03%	\$15.09	\$18.11	\$21.12	39.94%	6.03%	
5	\$14.54	\$17.45	\$20.36	40.03%	5.98%	\$15.99	\$19.20	\$22.40	40.03%	5.98%	
6	\$15.38	\$18.40	\$21.42	39.27%	5.78%	\$16.92	\$20.24	\$23.56	39.27%	5.78%	
7	\$16.30	\$19.56	\$22.83	40.06%	5.98%	\$17.93	\$21.52	\$25.11	40.06%	5.98%	
8	\$18.05	\$21.60	\$25.14	39.28%	10.74%	\$19.86	\$23.75	\$27.65	39.28%	10.74%	
9	\$18.36	\$22.03	\$25.70	39.98%	1.72%	\$20.20	\$24.23	\$28.27	39.98%	1.72%	
10	\$18.90	\$22.61	\$26.32	39.26%	2.94%	\$20.79	\$24.87	\$28.95	39.26%	2.94%	
11	\$20.63	\$24.75	\$28.88	39.99%	9.15%	\$22.69	\$27.23	\$31.77	39.99%	9.15%	
12	\$21.87	\$26.24	\$30.61	39.96%	6.01%	\$24.06	\$28.86	\$33.67	39.96%	6.01%	



Recommendations

- Shift the Wage Scale by 10%

CITY OF GAHANNA											
Compensation Study - Wage Scale Recommendations											
Pay Grade	2021 Wage Ordinance			Range	Interval	10.00%			Range	Interval	
	MIN	MID	MAX			MIN	MID	MAX			
13	\$23.18	\$27.81	\$32.45	39.99%	5.99%	\$25.50	\$30.60	\$35.70	39.99%	5.99%	
14	\$24.57	\$29.48	\$34.40	40.01%	6.00%	\$27.03	\$32.43	\$37.84	40.01%	6.00%	
15	\$26.04	\$31.25	\$36.46	40.02%	5.98%	\$28.64	\$34.38	\$40.11	40.02%	5.98%	
16	\$27.61	\$33.13	\$38.65	39.99%	6.03%	\$30.37	\$36.44	\$42.52	39.99%	6.03%	
17	\$29.26	\$35.11	\$40.97	40.02%	5.98%	\$32.19	\$38.63	\$45.07	40.02%	5.98%	
18	\$31.02	\$37.22	\$43.42	39.97%	6.02%	\$34.12	\$40.94	\$47.76	39.97%	6.02%	
19	\$32.88	\$39.45	\$46.03	39.99%	6.00%	\$36.17	\$43.40	\$50.63	39.99%	6.00%	
20	\$34.85	\$41.82	\$48.79	40.00%	5.99%	\$38.34	\$46.00	\$53.67	40.00%	5.99%	
21	\$36.94	\$44.33	\$51.72	40.01%	6.00%	\$40.63	\$48.76	\$56.89	40.01%	6.00%	
22	\$39.16	\$46.99	\$54.82	39.99%	6.01%	\$43.08	\$51.69	\$60.30	39.99%	6.01%	
23	\$41.51	\$49.81	\$58.11	39.99%	6.00%	\$45.66	\$54.79	\$63.92	39.99%	6.00%	
24	\$44.00	\$52.80	\$61.60	40.00%	6.00%	\$48.40	\$58.08	\$67.76	40.00%	6.00%	
25	\$46.64	\$55.97	\$65.29	39.99%	6.00%	\$51.30	\$61.56	\$71.82	39.99%	6.00%	
26	\$49.44	\$59.32	\$69.21	39.99%	6.00%	\$54.38	\$65.26	\$76.13	39.99%	6.00%	



Recommendations

- Collective Bargaining Driven Adjustments
 - Two (2) non-bargaining unit positions compressed with subordinate bargaining unit positions
 - Chief of Police – 12% differential
 - Deputy Chief of Police – 8% differential



Recommendations

- Other Market Driven / Internal Adjustments

- Assistant City Engineer Pay Grade 18 to Pay Grade 19
- City Engineer Pay Grade 21 to Pay Grade 23
- Director of Parks & Recreation Pay Grade 23 to Pay Grade 24
- Director of Planning Pay Grade 21 to Pay Grade 24
- Engineering Program Technician Pay Grade 13 to Pay Grade 14
- Human Resources Assistant Pay Grade 9 to Pay Grade 11
- Recreation Coordinator I Pay Grade 6 to Pay Grade 8
- Recreation Coordinator II Pay Grade 8 to Pay Grade 10
- Water Resources Engineer Pay Grade 18 to Pay Grade 19



Recommendations

- Job Audits

CITY OF GAHANNA				
JOB AUDITS				
	Current		Recommended	
Department	Position Title	Pay Grade	Title	Pay Grade
Police	Administrative Assistant	C9	Court Liaison/Victim Advocate Coordinator	C12
Court	Director of Court Services	C19	Same	C20
PS & Engineering	Manager - Public Service	C20	Same	C21
PS & Engineering	Administrative Technician	C13	Compliance & Program Manager	C15
PS & Engineering	Project Administrator	C17	Same	C18
Parks & Rec	Golf Course Supervisor	C14	Same	C15
IT	Manager - IT	C20	Same	C22
Parks & Rec	Manager - Projects	C20	Same	C20
Planning	Office Support Worker III	C6	Planning & Zoning Coordinator	C13
Development	Administrative Assistant	C9	Administrative Coordinator	C12
Communications	Communications Manager	C19	Communications Manager	C20



Recommendations

- Progress Current Employees through their Pay Range
 - Employees are approximately 11.02% through their pay range (after shift)
 - 91.21% of non-bargaining unit employees' current wages fall below the midpoint
 - Targeted where an employee should fall within a pay grade based on their current time in position and assuming a 30 year career with the City



Cost of Implementation

Cost to Minimum	Cost to Progress through scale based on Years of Service	Total Cost to Implement
\$61,572.16	\$134,781.62	\$196,353.78
PHASE IN OVER 2 YEARS		
YEAR 1	\$142,126.55	
YEAR 2	\$54,260.36	



Market Study

- A survey was conducted consisting of 13 municipalities across Central Ohio

Canal Winchester

New Albany

Columbus

Pickerington

Delaware

Reynoldsburg

Dublin

Upper Arlington

Grandview Heights

Westerville

Grove City

Worthington

Hilliard

- Each respondent is asked to provide wage ranges, as well as current wage rates, for each position



City of Gahanna Wage Survey Results

Summary of Data from Responding Jurisdictions

Position	City of Gahanna			Market - All Responses			Variance to Market			PROPOSED WAGE RANGES	PROPOSED WAGE SCALE #1 (10%)		Variance to Market	
	Minimum	Maximum	Current	Minimum	Maximum	Current	Minimum	Maximum	Current					
Administration														
Clerk of Council	\$34.85	\$48.79	\$38.46	\$26.44	\$37.07	\$35.32	132%	132%	109%	20	\$38.34	\$53.67	145%	145%
Communications Manager	\$34.85	\$48.79	\$37.70	\$35.03	\$49.74	\$50.15	99%	98%	75%	19	\$36.17	\$50.63	103%	102%
Director of Administrative Services	\$44.00	\$61.60	\$52.55	\$46.77	\$71.18	\$64.02	94%	87%	82%	24	\$48.40	\$67.76	103%	95%
Clerk of Court (Director of Court Services)	\$32.88	\$46.03	---	\$24.01	\$37.04	\$35.15	137%	124%	---	20	\$38.34	\$53.67	160%	145%
Director of Public Safety (PT)	\$49.44	\$69.21	---	\$41.24	\$65.18	---	120%	106%	---	26	\$54.38	\$76.13	132%	117%
Marketing Manager	\$32.88	\$46.03	\$37.70	\$38.27	\$54.73	---	86%	84%	---	19	\$36.17	\$50.63	95%	93%
City Planner & Zoning Administrator	\$36.94	\$51.72	\$0.00	\$34.01	\$51.06	\$0.00	109%	101%	n/a	24	\$48.40	\$67.76	142%	133%
Building														
Chief Building Official	\$32.88	\$46.03	\$40.23	\$37.71	\$46.01	\$51.25	87%	100%	78%	19	\$36.17	\$50.63	96%	110%
City Engineer's Office														
City Engineer	\$36.94	\$51.72	\$43.47	\$42.83	\$62.82	\$59.00	86%	82%	74%	23	\$45.66	\$63.92	107%	102%
Assistant City Engineer	\$31.02	\$43.42	\$36.06	\$36.32	\$49.17	\$45.62	85%	88%	79%	19	\$36.17	\$50.63	100%	103%
Engineering Program Technician	\$23.18	\$32.45	\$28.23	\$24.45	\$36.21	\$39.09	95%	90%	72%	14	\$27.03	\$37.84	111%	105%
Project Engineer	\$26.04	\$36.46	\$33.30	\$26.19	\$38.65	---	99%	94%	---	15	\$28.64	\$40.11	109%	104%
Water Resources Engineer	\$31.02	\$43.42	\$35.58	\$31.55	\$43.84	\$40.83	98%	99%	87%	19	\$36.17	\$50.63	115%	115%



City of Gahanna

Wage Survey Results

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	Minimum	Maximum	Current	Minimum	Maximum	Current	Minimum	Maximum	Current					
Economic Development														
Director of Development	\$44.00	\$61.60	\$49.28	\$41.35	\$60.78	\$52.03	106%	101%	95%	24	\$48.40	\$67.76	117%	111%
Economic Development Coordinator	\$23.18	\$32.45	---	\$27.14	\$39.99	\$28.23	85%	81%	---	13	\$25.50	\$35.70	94%	89%
Finance														
Director of Finance	\$44.00	\$61.60	\$53.59	\$47.14	\$69.26	\$57.58	93%	89%	93%	24	\$48.40	\$67.76	103%	98%
Finance Coordinator	\$23.18	\$32.45	\$28.34	\$25.07	\$36.47	\$32.20	92%	89%	88%	13	\$25.50	\$35.70	102%	98%
Payroll Coordinator	\$23.18	\$32.45	---	\$24.79	\$34.87	\$33.05	93%	93%	---	13	\$25.50	\$35.70	103%	102%
Fleet Management														
Fleet Management Superintendent	\$31.02	\$43.42	\$37.78	\$31.43	\$44.01	\$30.54	99%	99%	124%	18	\$34.12	\$47.76	109%	109%
Human Resources														
Human Resources Manager	\$41.51	\$58.11	---	\$38.53	\$55.36	\$50.97	108%	105%	---	23	\$45.66	\$63.92	119%	115%
Human Resources Administrator	\$27.61	\$38.65	\$32.19	\$25.04	\$37.26	\$38.34	110%	104%	84%	16	\$30.37	\$42.52	121%	114%
Human Resources Assistant	\$18.36	\$25.70	\$22.36	\$24.22	\$34.97	\$31.89	76%	74%	70%	11	\$22.69	\$31.77	94%	91%
Information Technology														
Manager - IT	\$34.85	\$48.79	---	\$35.75	\$54.81	\$47.33	97%	89%	---	22	\$43.08	\$60.30	120%	110%
GIS Administrator	\$29.26	\$40.97	\$34.64	\$32.28	\$45.58	\$37.54	91%	90%	92%	17	\$32.19	\$45.07	100%	99%
IT Support Specialist	\$20.63	\$28.88	\$27.47	\$24.83	\$35.92	\$29.57	83%	80%	93%	11	\$22.69	\$31.77	91%	88%
Network Administrator	\$32.88	\$46.03	\$40.04	\$34.31	\$50.57	\$45.55	96%	91%	88%	19	\$36.17	\$50.63	105%	100%
Systems Administrator	\$27.61	\$38.65	\$34.62	\$32.52	\$47.61	\$41.13	85%	81%	84%	16	\$30.37	\$42.52	93%	89%



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	Minimum	Maximum	Current	Minimum	Maximum	Current	Minimum	Maximum	Current					
Parks & Recreation														
Director of Parks & Recreation	\$41.51	\$58.11	\$46.24	\$43.02	\$65.25	\$57.19	96%	89%	81%	24	\$48.40	\$67.76	113%	104%
Manager - Projects	\$34.85	\$48.79	\$43.71	\$32.55	\$44.39	---	107%	110%	---	20	\$38.34	\$53.67	118%	121%
Parks Superintendent	\$31.02	\$43.42	\$35.58	\$30.47	\$44.56	\$32.60	102%	97%	109%	18	\$34.12	\$47.76	112%	107%
Recreation Coordinator I	\$15.38	\$21.42	---	\$19.68	\$29.63	\$25.17	78%	72%	---	8	\$19.86	\$27.65	101%	93%
Recreation Coordinator II	\$18.05	\$25.14	\$19.97	\$22.72	\$33.06	\$31.80	79%	76%	63%	10	\$20.79	\$28.95	91%	88%
Recreation Superintendent	\$31.02	\$43.42	\$33.24	\$33.38	\$48.73	---	93%	89%	---	18	\$34.12	\$47.76	102%	98%
Recreation Supervisor	\$24.57	\$34.40	\$29.06	\$23.63	\$35.35	\$31.85	104%	97%	91%	14	\$27.03	\$37.84	114%	107%
Recreation Team Member (PT)	\$11.47	\$15.98	---	\$11.84	\$18.69	\$15.25	97%	86%	---	1	\$12.62	\$17.58	107%	94%
Team Member I	\$12.94	\$18.02	\$14.08	\$13.59	\$19.63	\$14.39	95%	92%	98%	3	\$14.23	\$19.82	105%	101%
Team Member II	\$13.72	\$19.20	---	\$13.59	\$16.30	---	101%	118%	---	4	\$15.09	\$21.12	111%	130%
Planning														
Director of Planning	\$44.00	\$61.60	\$47.15	\$43.71	\$66.67	\$52.03	101%	92%	91%	24	\$48.40	\$67.76	111%	102%
Planning & Zoning Administrator	\$29.26	\$40.97	---	\$28.59	\$41.46	\$35.05	102%	99%	---	17	\$32.19	\$45.07	113%	109%
Planning & Zoning Coordinator	\$23.18	\$32.45	---	\$23.29	\$34.26	\$29.23	100%	95%	---	13	\$25.50	\$35.70	109%	104%
Administrative Assistant	\$18.36	\$25.70	\$21.34	\$20.35	\$28.19	\$25.02	90%	91%	85%	9	\$20.20	\$28.27	99%	100%



City of Gahanna

Wage Survey Results

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	Minimum	Maximum	Current	Minimum	Maximum	Current	Minimum	Maximum	Current					
Police														
Chief of Police	\$46.64	\$65.29	\$64.89	\$49.80	\$68.76	\$63.93	94%	95%	102%	---	\$69.03		108%	
Court Liaison / Victim Advocate Coordinator	\$21.87	\$30.61	---	\$22.47	\$35.21	---	97%	87%	---	12	\$24.06	\$33.67	107%	96%
Crime Analyst	\$21.87	\$30.61	\$26.63	\$24.46	\$36.72	\$29.05	89%	83%	92%	12	\$24.06	\$33.67	98%	92%
Deputy Chief of Police	\$41.51	\$58.11	\$58.11	\$46.93	\$62.24	\$58.59	88%	93%	99%	---	\$66.56		114%	
Management Analyst	\$23.18	\$32.45	\$27.54	\$21.48	\$30.78	\$28.67	108%	105%	96%	13	\$25.50	\$35.70	119%	116%
Public Service														
Director of Public Service & Engineering	\$44.00	\$61.60	\$50.60	\$43.56	\$64.44	\$55.64	101%	96%	91%	24	\$48.40	\$67.76	111%	105%
Administrative Coordinator	\$21.87	\$30.61	\$26.63	\$20.88	\$27.94	\$29.61	105%	110%	90%	12	\$24.06	\$33.67	115%	120%
Compliance & Program Manager	\$26.04	\$36.46	---	\$29.99	\$44.92	---	87%	81%	---	15	\$28.64	\$40.11	96%	89%
Manager - Public Service	\$34.85	\$48.79	\$41.21	\$30.49	\$44.76	\$37.87	114%	109%	109%	21	\$40.63	\$56.89	133%	127%
Project Administrator	\$29.26	\$40.97	\$32.04	\$30.55	\$40.64	---	96%	101%	---	18	\$34.12	\$47.76	112%	118%
Project Inspector	\$24.57	\$34.40	\$28.14	\$26.31	\$38.18	\$31.84	93%	90%	88%	14	\$27.03	\$37.84	103%	99%
Street & Utilities Superintendent	\$34.85	\$48.79	\$40.20	\$34.55	\$47.94	\$49.26	101%	102%	82%	20	\$38.34	\$53.67	111%	112%



Job Audits

- Review of current position descriptions
- Review position analysis questionnaires completed by employee and their supervisor
- Meet individually with each employee and his/her supervisor in order to gain an in depth understanding of the job and the required minimum qualifications and essential functions
- Ensure position has been assigned appropriate classification and pay grade

