

## Market Analysis Results for Director of the Office of Equity & Inclusion

### BACKGROUND

On February 2, 2023, the City Commission requested that the Mayor work with HR to conduct a market analysis on the salary for the Director of the Office of Equity & Inclusion position. This information will be used to assist the Mayor with negotiating the employment agreement with this Charter Officer.

### CURRENT AND HISTORICAL INFORMATION

The breakdown of the City of Gainesville's Charter Officer current compensation is as follows:

Charter Officer	2023 Salary	Min	Mid	Max	Compa-ratio*
General Manager	\$308,935.00	\$256,420	\$333,346	\$410,273	93%
City Manager	\$299,000.00	\$256,420	\$333,346	\$410,273	90%
City Attorney	\$228,000.00	\$169,476	\$220,318	\$271,161	103%
City Auditor (Interim)	\$167,700.00	\$145,191	\$188,748	\$232,305	89%
OEI Director	\$151,246.95	\$145,191	\$188,748	\$232,305	80%
City Clerk	\$157,781.43	\$112,463	\$143,390	\$174,317	110%

*\*Compa-ratio refers to the relationship of an individual's salary against the midpoint of a salary range.*

The previous Director of the Office of Equity & Inclusion, prior to Mr. Folston, earned \$167,700 annually.

While it is tempting to compare Charter Officers and their salaries, it is important to note that each Charter Officer has very different responsibilities. This is reflected in the associated pay ranges assigned to each Charter Officer position. The pay range assigns the value to the position, the salary defines the rate of pay for the individual performing the work. The salary should reflect the candidate's years of experience and education that they bring to the role.

### CONSIDERATIONS

As we consider the appropriate salary for this Charter Officer, it is important to highlight some additional information that must be considered when assigning value to the position.

- The City of Gainesville is very unique in that the decision was made some time ago to designate the Office of Equity & Inclusion as a Charter Officer position. In many agencies, this office commonly is part of the Human Resources function.
- The City's Office of Equity & Inclusion not only serves the employees of the City of Gainesville, but it also provides services to the Gainesville community and surrounding areas. This is not always typical at other agencies.

### STUDY PROCESS

Per the City Commission's direction, Human Resources staff utilized two sources of information to determine the appropriate pay range for the OEI Director.

First, we worked with Cody & Associates, an HR consultant within the state of Florida with a specialization classification and compensation, as well as working with a variety of government agencies within the state.

Secondly, we utilized the results of the Korn-Ferry comprehensive Total Rewards Study implemented in 2019 and aged the data to 2023.

The results are contained below:

	<b>Cody &amp; Associates</b>	<b>Korn-Ferry</b>
<b>Market Study</b>	<ul style="list-style-type: none"> <li>Reviewed similar positions in markets related to the City of Gainesville by size or revenue.</li> <li>Markets selected include: City of Tampa, City of Boise ID, City of Greensborough NC, City of Henderson, NV, Polk County, HCTRA.</li> <li>Positions selected for the relatability to the submitted job description.</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed similar positions in national markets</li> <li>Adjusted results based on the size of the City of Gainesville, using the Southeast labor market data.</li> <li>Positions selected for the relatability to the submitted job description.</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>Job description was reviewed.</li> <li>Had unique factors <ul style="list-style-type: none"> <li>Position covers both inside the City, and the City at large.</li> <li>Reports directly to the Commission</li> <li>Has autonomy over the actions of the Department</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Job description reviewed</li> <li>Considered unique factors <ul style="list-style-type: none"> <li>Position covers both inside the City, and the City at large</li> <li>Reports directly to the Commission.</li> <li>Has autonomy over the actions of the Department</li> </ul> </li> </ul>
<b>Comparators</b>	<p>In addition to the market information</p> <ul style="list-style-type: none"> <li>Compared information to comprehensive proprietary information</li> <li>Utilized compensation comparison tools such as the ERI database, a tool that is widely used and known in the Compensation field.</li> </ul>	<p>In addition to the market information</p> <ul style="list-style-type: none"> <li>Compared information to comprehensive proprietary survey data.</li> <li>Utilized multiple purchased survey databases</li> <li>Utilized compensation comparison tools such as the ERI database</li> </ul>
<b>Results</b>	<p>Cody &amp; Associates' professional opinion</p> <ul style="list-style-type: none"> <li>Pay Range: \$99,673 - \$157,706</li> <li>Median/Market Value: \$128,690</li> <li>Value of a year of experience is approximately \$8,000 - \$10,000</li> <li>Similar in scope to the EIO18 pay range in the City of Gainesville's pay plan.</li> </ul>	<p>Korn-Ferry recommendation</p> <ul style="list-style-type: none"> <li>Pay Range as of 2018: \$129,000 - \$167,700 - \$206,400</li> <li>Aged at 3%/Year for Five Years*: \$145,191 - \$188,748 - \$232,305</li> <li>Current Market Value: \$188,748</li> <li>Similar in scope to the 21 pay range in the City of Gainesville's pay plan.</li> </ul>

## **PAY STUDY RESULTS**

Cody & Associates current study indicates a market value of \$128,690.

Korn-Ferry aged data indicates a market value of \$188,748.

## **RECOMMENDATION**

The City of Gainesville's current pay plan assigns a Pay Grade 21 for the Director of the Office of Equity & Inclusion. This pay range is \$145,191 - \$188,748 - \$232,305. Due to the unique aspects of the office, HR recommends that the pay range remain the same for this position. Having said that, considering the incumbent and the compa-ratio, HR recommends that the Mayor consider offering a salary range between \$151,246.95 – \$169,873.20. The bottom of the recommended range represents an 80% compa-ratio and the top of the range represents a 90% compa-ratio. If additional negotiation room is needed, HR would not recommend exceeding the market value or 100% compa-ratio, which is \$188,748.