



COMMONWEALTH of VIRGINIA

Office of the Attorney General

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July 30, 2017

The Honorable S. Chris Jones
Chair, House Appropriations Committee
Pocahontas Building, Room W1312
900 E. Main Street
Richmond, Virginia 23219

The Honorable Thomas K. Norment, Jr.
Co-Chair, Senate Finance Committee
Pocahontas Building, Room E603
900 E. Main Street
Richmond, Virginia 23219

The Honorable Emmett W. Hanger, Jr.
Co-Chair, Senate Finance Committee
Pocahontas Building, Room E507
900 E. Main Street
Richmond, Virginia 23219

Dear Chairman Jones, Chairman Norment, and Chairman Hanger:

The purpose of this report is to provide additional information pursuant to Item 63 #1c of the budget related to steps the Office of Attorney General (OAG) has taken to establish a fiscally responsible personnel and compensation structure without the need for additional general fund appropriation. This new structure, which is similar to those employed by other state agencies, has helped alleviate some of the OAG's severe competitiveness issues without needing to ask taxpayers for additional funds.

Even with the implementation of the agency's new personnel and compensation structure, the OAG maintains a responsible, fiscally-sound, structurally-balanced budget that will not require new general fund monies.

The Need to Address Anti-Competitive Compensation at the Office of Attorney General

The work of the Office of Attorney General undergirds much of what happens in state government. The breadth and scope of work done in support of state agencies and Virginia residents is truly remarkable. This agency does everything from prosecuting dangerous criminals who try to exploit children online to cracking down on predatory lenders that target veterans to defending state agencies against lawsuits. Our prosecutors and investigators have helped put hundreds of child predators behind bars, won convictions against dangerous gang members, worked more than 90 cases against heroin dealers and traffickers, and worked more than 140 firearm cases.

This office is also a revenue-generating operation that is a net-contributor to the Commonwealth, consistently returning funds to Virginians and the state treasury in excess of those it is appropriated. During Attorney General Herring's term, the OAG has recovered more than \$220 million in relief for consumers and payments from violators, more than \$131 million through its Division of Debt Collection, and more than \$65 million in Medicaid fraud recoveries.

Like many state agencies, the Office of Attorney General must be able to offer salaries that are competitive with other opportunities in the public and private sector if it is to attract and retain the legal expertise that the taxpayers of Virginia deserve. In recent years, the OAG had struggled with attrition, turnover, and recruitment challenges because salaries had become so out of line compared to other opportunities in both the public sector and private sector. The Department of Human Resources Management found that attorneys in state government make 89% less than their private sector counterparts, the largest disparity of any position in state government relative to the private sector. (Exhibit 1.) This contributed to turnover of personnel which impaired the OAG's ability to provide consistent, high-quality legal work for the people of Virginia and their government.

In order to better understand the agency's needs and the depth of its competitiveness issue, the OAG commissioned HR Business Solutions to conduct a comprehensive compensation study that examined our relative weaknesses compared to the private sector, other state attorney general's offices of similar size, and other public sector opportunities in Virginia. (Exhibit 2.) The last evaluation of this kind was performed more than a decade ago by an in-house attorney who was not trained in this kind of work.

The results of the compensation study were striking.

- The starting salary for an attorney in the OAG had remained at \$51,000 since 2005. According to the federal Bureau of Labor Statistics, this would equal \$65,509.73 in 2017 when adjusted for inflation.
- In addition to being 89% lower than private sector counter parts, OAG salaries were also remarkably lower than nearly any other **public** sector legal office in Virginia (Exhibit 2, Pg.4) For example, the salary for an entry-level attorney in the OAG was:
 - 21% lower than in a Virginia city attorney's office,

- 48% lower than a Virginia county attorney's office
- 35% lower than a commonwealth's attorney's office.
- Virginia OAG salaries, and budgets in general, are lower than similarly sized state AG offices around the country (Exhibit 2, Pg. 5). For example:
 - The North Carolina Attorney General's Office, which has a similar number of attorneys on staff, has a budget that is 227% bigger than Virginia's and a median salary for an entry level attorney that is 31% higher.
 - Michigan and Oregon's attorneys general also have a similar number of attorneys and Virginia's salaries were about 18% behind them.
 - When compared to offices with similar sized budgets, Virginia OAG's salaries were 33% behind Connecticut and 12% behind Delaware in salaries.

The research and data clearly show the OAG was facing a serious competitiveness problem. Not only was Virginia's state government constantly in danger of losing attorneys to the private sector, but also to more attractive public sector opportunities in Virginia local government and at other state agencies. During this administration numerous attorneys chose to pursue more lucrative opportunities in Commonwealth's attorneys' offices or city/county attorneys' offices around the state.

Addressing Competitiveness Issues and Bringing Order to the Agency's Compensation Structure

In addition to salaries that were severely non-competitive, the agency also seemed to have no consistency in how attorneys were classified into their position and how each position was compensated. This led to inconsistencies in compensation throughout the agency, including situations that could expose the agency to claims of unequal pay.

The OAG evaluated a number of revised compensation structures recommended by HR Business Solutions to help alleviate the agency's significant anti-competitive disparity and to bring more order, consistency, predictability, objectivity, and accountability to the personnel and compensation structure. This is similar to nearly every other state agency that utilizes a structure for classifying employees and establishing associated compensation.

Several more aggressive, and more expensive, recommendations were not accepted. Instead, the OAG selected a more conservative recommendation for new objective, structured qualifications for each position and the associated pay bands for each position—Assistant Attorney General I, II, III; Senior Assistant Attorney General I, II, III.

Once the new structure was established, some attorneys were brought to the new minimum of their position. Attorneys' compensation was adjusted solely on the basis of whether they were already in the range for their position. If an attorney's salary was already within the range for their position, no adjustment was made. No deputy attorneys general, who are essentially the Attorney General's cabinet secretaries or senior leadership team, received an adjustment as part of this process.

To provide an example, the new minimum for an entry level AAG I is now \$65,900, approximately the same as the starting salary as in 2005 when adjusted for inflation. Twenty two current AAG I attorneys who were still being paid in the \$50,000 or low \$60,000 range were brought to the new minimum for their position. This makes the position more competitive with similar positions in public and private sector law operations, which will allow the OAG to attract and retain talented attorneys. It also puts current attorneys on even footing with attorneys who have been or will be hired under the new compensation structure.

In all, OAG was responsible for bringing sixty two attorneys to the new minimum for their position at a total obligation to the OAG of \$487,935 in salaries and \$117,104 in associated benefits and deductions. The average dollar amount to bring an attorney to the new minimum for his or her position was about \$7,000. Only ten attorneys who were brought to their position's new minimum and still work at the OAG were hired during Attorney General Herring's tenure. Twenty one were hired by then-Attorney General Cuccinelli's administration. Twenty have left the agency despite attempts to address compensation challenges.

The new compensation structure and number of adjusted attorneys are below:

Title	Old Minimum	New Minimum	Adjusted Attorneys
Assistant Attorney General I	\$51,000	\$65,900	22
Assistant Attorney General II	\$61,200	\$79,200	18
Assistant Attorney General III	\$71,400	\$90,800	18
Senior Assistant Attorney General I	\$91,800	\$92,600	2
Senior Assistant Attorney General II	\$102,000	\$100,000	2

Implementing the New Personnel and Compensation Structure

To reiterate, the OAG rejected a number of more aggressive recommendations that would have made our agency even more competitive in attracting and retaining qualified and experienced attorneys. In the interest of maintaining a fiscally responsible and structurally sound budget, the OAG went only so far as to establish a responsible compensation structure that the agency's current budget could accommodate.

Implementation was facilitated by the General Assembly's generous inclusion of a 2% pay raise for all state employees in its FY16 budget. This 2% raise provided by the General Assembly was used to help move employees to the new minimum for their position, rather than being calculated on top of the new minimum, thereby reducing the fiscal impact of implementation on the OAG and on the state budget.

The OAG budget is built with a combination of general and non-general funds including directly appropriated funds, federal grants, payments for services from client agencies, and recoveries from certain legal actions. Any salary adjustments were paid for and will continue to be paid for out of this pool of resources available to the agency, subject to any limitations or restrictions on specific funds. OAG budgets for the FY15, FY16, FY17, and FY18 are attached (Exhibits 3, 4, 5, 6.)

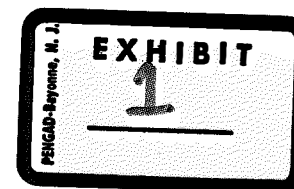
For two years, the OAG finance team has created and managed a budget that supports the new personnel and compensation structure within the confines of the agency's existing budget and there is no doubt the team can continue to do so in the years ahead.

Conclusion

This report and supporting documentation should provide a clearer picture of the fiscally responsible and conservative steps taken by OAG to correct a personnel and compensation structure that had been allowed to stagnate and become disjointed, haphazard, and anti-competitive. Bringing order, structure, consistency, and competitiveness to the personnel and compensation structure was a necessary step for the effective operation of this office and the client state agencies it serves.

The OAG budget, finance, and leadership teams found a way to address this long-standing problem without having to ask the taxpayers of Virginia or the General Assembly for additional general fund monies during challenging fiscal times. The personnel and compensation structure has also been implemented in a fiscally responsible way that maintains the structural integrity of the OAG budget.

COMPENSATION MARKET



- State salaries for certain positions deviate from the private sector on average by - 26.30%

Average Performance Increase

FY14 Market movement	2.88%
FY15 Forecast	2.98%
FY15 Projected State Deviation	-24.82%

Average Structure Adjustments

FY14 Actual	1.93%
FY15 Forecast	1.94%

Occupation	Private Industry Average Salary	Avg State Employee Salary	Deviation
Attorney	143,938	76,298	-88.70%
Environmental Engineer	104,316	61,700	-69.10%
Systems Analysis Supv	158,286	101,847	-55.40%
Generic Engineer Supv	159,004	104,353	-52.40%
Chemist	79,486	56,029	-41.90%
Accountant	81,346	57,416	-41.70%
Internal Auditor	81,346	57,416	-41.70%
Marketing Specialist	75,017	55,176	-36.00%
Truck Driver, Light	36,283	27,110	-33.80%
HR Admin Supv	131,618	98,682	-33.40%
Data Base Administrator	98,315	76,873	-27.90%
Employee Training Specialist	74,351	58,607	-26.90%
Architect	87,601	72,003	-21.70%
Security Guard, Unarmed	33,250	28,302	-17.50%
Laboratory Aide	42,390	36,459	-16.30%
Maintenance Electrician	48,708	42,130	-15.60%
Social Worker (MSW)	54,646	47,852	-14.20%
Medical Lab Tech	57,879	52,105	-11.10%
Yard Laborer/Janitorial Supv	32,204	29,442	-9.40%
Cook	25,981	24,203	-7.30%
Mail Clerk	29,056	27,501	-5.70%
Staff RN	66,786	63,898	-4.50%
Physical Therapist	87,950	84,506	-4.10%
Secretary	36,082	36,860	2.10%
Cashier	21,058	24,963	15.60%
Average			-26.30%



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Office of the Attorney General Compensation Review

Introduction

The Attorneys in the Office of the Attorney General (“OAG”) act as Virginia’s in-house counsel and defenders of the public interest, providing legal guidance to state agencies and elected officials, enforcing state laws, and defending criminal convictions and challenges to the constitution.

This analysis of the Attorney positions within the Office of the Attorney General was completed at the request of management by Katherine Earle, VP and Senior Human Resources Consultant at HR Business Solutions, Inc. (“HRBS”). Following are our findings and recommendations. Please note that HRBS provides consulting services; this report does not constitute legal advice.

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Office of the Attorney General Compensation Review

Objective

It is the practice of the Office of the Attorney General to periodically check the competitiveness of its Attorney compensation plan. The objective of this analysis is to review the available market data and determine if adjustments in the pay structure should be proposed for the upcoming budget cycle.

Competitive Research

To provide an overview of the market, we researched Attorney salaries via published public information, direct outreach to sources, the Bureau of Labor Statistics, and national surveys. We looked for the most current data, but in some cases the available data was from 2012 or 2013. In addition, the data came in a variety of formats: starting salaries, average salaries, median salaries, salary ranges, or actual (incumbents') salaries. And, job titles were not consistently explained in relation to the number of years' experience (since admitted to Bar). Where we could make reasonable assumptions and calculations, to align the data more consistently in order to do our analyses, we did so. We considered base pay only, as variable/bonus pay is not a significant component of compensation in the public sector. Where geography was a factor, we focused on the Richmond market for our comparisons.

Competitive Research – Other Public Attorney Positions

To provide perspective, we researched public databases and contacted individual agencies to gather data on other public sector Attorney positions in the Richmond region. These include City and County Attorneys, Commonwealth Attorneys, Public Defenders, and the Virginia State Bar. Following is a snapshot of how similar positions compare. More detail is included in Appendix A.



Chart 1: Comparison of Other Public Attorney Salaries

OAG Title	Current Midpoint	City Attorney Match	City Attorney Midpoint	County Attorney Match	County Attorney Midpoint Average	Commonwealth Attorney Match	Commonwealth Attorney Midpoint Average	Public Defender Match	Starting Salary	Virginia State Bar Match	Midpoint
AAG-I	\$61,200	Assistant City Attorney I	\$74,125	Assistant County Attorney I	\$90,421	Assistant Commonwealth Attorney I	\$82,602	Assistant Public Defender I	\$49,147	Assistant Bar Counsel	\$87,204
AAG-II	\$71,400	Assistant City Attorney II	\$96,334	Assistant County Attorney II	\$102,543	Assistant Commonwealth Attorney II	\$97,920	Assistant Public Defender II	\$56,339	Assistant Bar Counsel	\$87,204
AAG-III	\$81,600	Senior Assistant City Attorney	\$111,387	Assistant County Attorney III	\$117,791	Assistant Commonwealth Attorney III	\$111,201	Senior Assistant Public Defender	\$65,929	Assistant Bar Counsel	\$87,204
SAAG-I	\$102,000	Senior Assistant City Attorney	\$111,387	Senior Assistant County Attorney	\$114,013	Assistant Commonwealth Attorney - Senior	\$121,893	Deputy Public Defender	\$74,319	Senior Assistant Bar Counsel	\$94,180
SAAG-II	\$109,650	Senior Assistant City Attorney	\$111,387	Senior Assistant County Attorney	\$114,013	Assistant Commonwealth Attorney - Senior	\$121,893	Assistant Capital Defender	\$74,680	Senior Assistant Bar Counsel	\$94,180
Deputy AG	\$131,500			Deputy County Attorney	\$145,511	Deputy Commonwealth Attorney	\$112,787	Deputy Capital Defender	\$84,185	Deputy Bar Counsel	\$101,713
Chief Deputy AG	\$155,000					Chief Deputy Commonwealth Attorney	\$137,109	Chief Public Defender	\$101,890		

Chart 2: Comparison of Other Public Attorney Salaries – Percentage Higher/Lower

Title	OAG % Higher / Lower (-) Than Other Public Attorney Salaries				
	City	Counties	Commonwealth	Public Defender	VSB
AAG-I	-21%	-48%	-35%	20%	-42%
AAG-II	-35%	-44%	-37%	21%	-22%
AAG-III	-37%	-44%	-36%	19%	-7%
SAAG-I	-9%	-12%	-20%	27%	8%
SAAG-II	-2%	-4%	-11%	32%	14%

The City, County, and Commonwealth Attorney positions seem to be the most comparable positions for our market analysis. The OAG salaries do not appear to be competitive.

Competitive Research – Other State OAGs

The Virginia OAG participates in the National Association of Attorneys General (“NAAG”). We began our analysis with a review of the NAAG’s *2012 Statistics on the Office of Attorney General*, the most recent published survey of its members. This report proved helpful in several ways. It provided parameters for our market comparison amongst similar OAGs. We looked at states with similar numbers of Attorneys and states with similar size OAG budgets. But, there is no state that matches Virginia in both number of Attorneys and budget.

Chart 3A: Comparison of Similar States – Close Matches by Number of Attorneys

State	Number of Attorneys	Budget
Virginia	270	\$37 Million
North Carolina	273	\$121 Million
Michigan	275	\$81 Million
Oregon	278	\$207 Million

Note significant differences in budgets. Our neighbor North Carolina has a budget that is \$84 Million (227%) higher.

Chart 3B: Comparison of Similar States – Close Matches by Budget

State	Number of Attorneys	Budget
Connecticut	211	\$34 Million
Virginia	270	\$37 Million
Tennessee	180	\$37 Million
Delaware	204	\$39 Million

Unfortunately, the salary ranges supplied in the report are summarized to the point where it is difficult to make any further analysis using the published ranges:

Chart 4: Comparison of Similar States – NAAG Published Summary Salary Ranges

State	Entry-Level Starting	Next-Level Supervisory	Executive
Virginia	\$50,000 – 55,000	\$88,000 – 117,300*	\$126,000 – 180,000
North Carolina	\$55,724	\$80,139 – 135,227	\$83,977 – 141,797
Michigan	\$48,630	\$91,714 – 128,254	\$67,886 – 200,000
Oregon	\$63,456	\$79,956 – 117,756	\$87,984 – 143,076
Connecticut	\$72,741 – 88,505	\$107,679 – 138,123	\$85,099 – 160,000
Tennessee	\$50,000	\$83,000 – 114,000	\$118,000 – 122,000
Delaware	\$55,947 – 60,423	\$92,915 – 102,542	\$107,668 – 121,768

* Corrected amount (reported incorrectly as \$32,000 in the NAAG survey report).

To gather more useful data, we contacted the targeted OAG offices directly. Following is a summary of their ranges. Note, in some cases we had to make assumptions about which positions reflected the closest match. For this purpose, we focused on the AAG and SAAG positions, as not all OAG offices have comparable positions, particularly at the more senior/managerial levels.



Chart 5A: Comparison of Similar States – By Number of Attorneys – Salary Ranges

Title or Closest Match	Virginia Midpoint	North Carolina Midpoint ¹	Michigan Midpoint	Oregon Midpoint ²
AAG-I	\$61,200	\$88,807	\$74,333	\$73,289
AAG-II	\$71,400	\$106,502	\$97,126	\$73,289
AAG-III	\$81,600	\$106,502	\$97,126	\$105,204
SAAG-I	\$102,000	\$106,502	\$97,126	\$105,204
SAAG-II	\$109,650	\$106,502	\$97,126	\$105,204

Chart 5B: Comparison of Similar States – By Budget – Salary Ranges

Title or Closest Match	Connecticut Midpoint ³	Virginia Midpoint	Tennessee Midpoint	Delaware Midpoint ⁴
AAG-I	\$90,434	\$61,200	\$54,606	\$69,371
AAG-II	\$90,434	\$71,400	\$60,012	\$79,414
AAG-III	\$101,731	\$81,600	\$68,640	\$90,934
SAAG-I	\$105,794	\$102,000	\$95,832	\$104,102
SAAG-II	\$105,794	\$109,650	\$105,528	\$119,197

¹Includes adjustment of -6% (differential in labor cost between Richmond and North Carolina)

²Includes adjustment of -6.5% (differential in labor cost between Richmond and Oregon)

³Includes adjustment of -18.5% (differential in labor cost between Richmond and Connecticut)

⁴Includes adjustment of -7% (differential in labor cost between Richmond and Delaware)

Note: Pay differentials are based on variations in the cost of labor between different markets, not the cost of living. Labor rates are based on the value of work, driven primarily by the nature and level of work performed, and influenced by economic factors like supply and demand of particular skills sets in the labor market. While the cost of living influences pay variations, it is not a straight correlation, nor do pay rates accommodate the breadth of differences in living costs. Many aspects of the cost of living are due to an employee’s personal preferences, which are outside of the control of the employer.

Competitive Research – National Compensation Statistics/Surveys

To view the broader employment picture, we studied several large national databases and surveys. These include the Bureau of Labor Statistics, Kenexa, Robert Half Legal, and ALM Legal Intelligence. While perhaps not as useful as public sector salary data because of the expected (institutionalized) disparity in public/private sector compensation, the data is useful as additional points of reference.

Bureau of Labor Statistics

The Bureau of Labor Statistics reports Attorney salaries for the Richmond Metropolitan Statistical Area (May 2013) as follows. These estimates are calculated with data collected from employers in all industry sectors.



Chart 6: Bureau of Labor Statistics Salary Data

Title	25 th Percentile	Median	75 th Percentile	Mean
Lawyer	\$71,530	\$96,850	\$149,310	\$117,830

Median = Midpoint Mean = Average

Kenexa

We accessed Richmond area Attorney salary data (all industries, 200-500 employees) from the Kenexa CompAnalyst version of Salary.com, which provides a greater breadth of data than the public Salary.com website. Kenexa data is a consolidation of top quality compensation surveys, including Hewitt, Mercer, TowersWatson, and many others. Kenexa provided the following insight on Attorney compensation:

Chart 7: Kenexa Salary Data

Title	25 th Percentile	50 th Percentile (Median)	75 th Percentile	Mean
Attorney I	\$73,300	\$85,200	\$99,000	\$88,000
Attorney II	\$94,000	\$110,900	\$128,600	\$112,400
Attorney III	\$127,000	\$146,000	\$166,800	\$146,700
Attorney IV	\$137,400	\$154,700	\$173,900	\$156,200
Attorney V	\$169,700	\$182,900	\$199,000	\$184,500

The Median is more useful than the Mean. The Mean is sensitive to outliers that can skew the data.
--

Robert Half Legal

The Robert Half Legal Division monitors compensation trends as they assist clients in recruiting for legal professionals. Each year they publish a *Salary Guide* with the latest information on starting salaries. The *2014 Salary Guide* provides the following starting pay data for large law firms (75+ attorneys). Richmond is considered to have a local variance of .98 from the national data. We have adjusted the data accordingly.

Chart 8: Robert Half Salary Data

Title	Starting Salaries
Lawyer (1-3 Years' Experience)	\$114,170-148,960
Lawyer (4-9 Years' Experience)	\$147,735-208,985
Lawyer (10+ Years' Experience)	\$171,010-258,965

ALM Legal Intelligence/Corporate Counsel

Since the Attorneys in the OAG act as in-house counsel to state entities, we explored using a survey of corporate counsel for additional comparison. To further this aim, we reviewed the ALM Legal Intelligence *Law Department Compensation Benchmarking Survey for 2013*. While this survey proved to include many data points that are not relevant for these purposes (e.g., bonuses, stock options, specific industries, legal department organization), it did give us median salaries for various in-house positions in our Mid-Atlantic region.



Chart 9: ALM Salary Data

Title	Median
Staff Attorney	\$77,800
Attorney	\$102,100
Senior Attorney	\$157,300
Managing Attorney	\$257,500

Salary Structure Development

Based on our analysis, we are recommending a new salary structure. We matched jobs to the market data as closely as possible, based on our understanding of the corresponding level of responsibility and required years of experience. As indicated, the City, County, and Commonwealth Attorney positions are our closest matches. The new structure is intended to incorporate market competitiveness, internal equity, and appropriate pay relationships. We grouped similarly-valued positions into grades, with Minimums, Market Values, and Maximums, and with a logical progression. Our Midpoint equals the Market Value for that position, rather than intentionally lagging or leading the market. Grades are broader than the existing grades (20% higher and lower than the Market Value) and are intended to overlap.

Chart 10: Proposed Salary Structure

Title	Current Salary Structure			Grade	2015 Proposed Salary Structure		
	Minimum	Midpoint (Market Value)	Maximum		Minimum	Midpoint (Market Value)	Maximum
AAG/ University Counsel							
AAG/System Counsel	\$102,000	\$109,650	\$117,300	107	\$109,700	\$137,100	\$164,500
AAG/General Counsel							
Deputy AG	\$120,000	\$131,500	\$143,000	106	\$103,300	\$129,200	\$155,000
SAAG-SC	\$102,000	\$109,650	\$117,300	105	\$100,000	\$125,000	\$150,000
SAAG-II							
Chief Section Counsel	\$91,800	\$102,000	\$112,200	104	\$92,600	\$115,800	\$138,900
SAAG-I							



Title	Current Salary Structure			2015 Proposed Salary Structure			
	Minimum	Midpoint (Market Value)	Maximum	Grade	Minimum	Midpoint (Market Value)	Maximum
AAG/Associate University Counsel III							
AAG/Associate System Counsel III	\$71,400	\$81,600	\$91,800	103	\$90,800	\$113,500	\$136,200
AAG/Associate General Counsel III							
AAG-III							
AAG/Associate University Counsel II							
AAG/Associate System Counsel II	\$61,200	\$71,400	\$81,600	102	\$79,200	\$98,900	\$118,700
AAG/Associate General Counsel II							
AAG-II							
AAG/Associate University Counsel I							
AAG/Associate System Counsel I	\$51,000	\$61,200	\$71,400	101	\$65,900	\$82,400	\$98,900
AAG/Associate General Counsel I							
AAG-I							



Impact Analysis

Our impact analysis is detailed in a separate spreadsheet. It addresses the impact of our grading recommendations on current employees. It includes a Compa-ratio which compares each employee's pay to the new Market Value and a Range Penetration percentage which shows how their current salary relates to the new salary range. So, for example, if an employee has a Compa-ratio of 106% and a Range Penetration of 64%, it means that they are currently paid slightly above the new Market Value and that they are 64% into the new range.

The impact analysis shows 6 employees are above the Maximum of their proposed salary ranges and 155 employees are below the Minimum of their new ranges. About half of those who are below the Minimum are below by 25% or more. If you elect to bring each employee up to the Minimum of their proposed new range, it will increase your annual salary budget by about \$1.5 Million (from \$23.8 Million to \$25.3 Million). If you elect to bring each employee up to at least 10% Range Penetration in their proposed new range, it will add another \$714,000 to the increase in your annual salary budget. The total increase will be \$2.2 Million (from \$23.8 Million to \$26 Million). In addition, you may wish to make market adjustments in situations where an employee is low in the range relative to their performance and experience.

Evaluation and Implementation

HR Business Solutions is available to assist the Office of the Attorney General in evaluating the information which has been provided in this report and the attached spreadsheets, to determine if additional assessment or any adjustment is needed. We appreciate that the OAG management team will have additional insight into the relative value and salary history of positions and individuals that may prompt further discussion.



Appendix

Following is the more detailed salary information for the public attorney positions. This was summarized in Chart 1.

Chart 11: City Attorney – Salary Ranges

Title	Min	Max
Richmond Assistant City Attorney I	\$56,101	\$92,149
Richmond Assistant City Attorney II	\$68,696	\$123,971
Richmond Senior Assistant City Attorney	\$84,897	\$137,877
Richmond City Attorney	\$124,500	\$210,091

Chart 12: County Attorney – Salary Ranges

Title	Min	Mid	Max	Actual
Henrico Assistant County Attorney I (Exempt UP.32)	\$62,616		\$112,517	
Henrico Assistant County Attorney II (Exempt UP.35)	\$72,073		\$129,511	
Henrico Assistant County Attorney III (Exempt UP.37)	\$79,159		\$143,243	
Henrico Senior Assistant County Attorney (Exempt UP.41)	\$95,488		\$171,585	
Henrico Deputy County Attorney (Exempt UP.43)	\$104,876		\$188,454	
Hanover Assistant County Attorney I	\$60,730	\$81,985	\$103,240	
Hanover Assistant County Attorney II	\$70,416	\$95,048	\$119,690	
Hanover Assistant County Attorney - Senior	\$85,791	\$115,808	\$145,832	
Hanover County Attorney	N/A			
Goochland Assistant County Attorney	\$57,388	\$80,343	\$103,298	



Chesterfield Assistant County Attorney				\$111,788
Chesterfield Senior Assistant County Attorney	\$119,065	\$126,364	\$130,833	
Chesterfield Deputy County Attorney				\$144,356
Chesterfield County Attorney				\$199,983

Chart 13: Commonwealth Attorney – Salary Ranges

Title	Min	Mid	Max	Actual
Henrico Assistant Attorney I/Commonwealth (Exempt UP.32)	\$62,616		\$112,517	
Henrico Assistant Attorney II/Commonwealth (Exempt UP.35)	\$72,073		\$129,511	
Henrico Assistant Attorney III/Commonwealth (Exempt UP.37)	\$79,159		\$143,243	
Henrico Senior Asst Attorney/Commonwealth (Exempt UP.41)	\$95,488		\$171,585	
Henrico Chief Deputy Attorney/Commonwealth (Exempt UP.43)	\$104,876		\$188,454	
Hanover Assistant Commonwealth Attorney I	\$60,730	\$81,985	\$103,240	
Hanover Assistant Commonwealth Attorney II	\$70,416	\$95,048	\$119,690	
Hanover Assistant Commonwealth Attorney - Senior	\$81,662	\$110,250	\$138,834	
Hanover Chief Deputy Commonwealth Attorney	\$90,140	\$121,684	\$153,232	
Hanover Commonwealth Attorney	\$115,069	\$155,347	\$195,622	
Goochland Deputy Commonwealth Attorney	\$86,124	\$120,573	\$155,023	



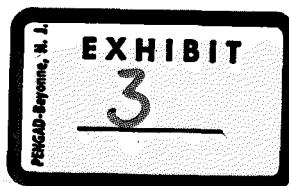
Chesterfield Assistant Commonwealth Attorney	\$71,121	\$78,255	\$89,987	
Chesterfield Deputy Commonwealth Attorney	\$87,427	\$105,000	\$120,020	
Chesterfield Chief Deputy Commonwealth Attorney				\$142,977
Chesterfield Commonwealth Attorney				\$199,384

Chart 14: Virginia Public Defender – Salary Ranges

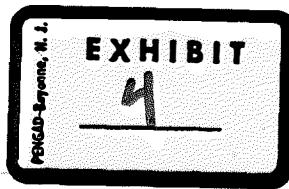
Title	Entry
Assistant Public Defender I	\$49,147
Assistant Public Defender II	\$56,339
Senior Assistant Public Defender	\$65,929
Deputy Public Defender	\$74,319
Chief Public Defender	\$101,890
Assistant Capital Defender	\$74,680
Deputy Capital Defender	\$84,185
Chief Capital Defender	\$115,415

Chart 15: Virginia State Bar – Salary Ranges

Title	Min	Mid	Max
Assistant Bar Counsel	\$64,596	\$87,204	\$109,812
Senior Assistant Bar Counsel	\$69,763	\$94,180	\$118,596
Deputy Bar Counsel	\$75,343	\$101,713	\$128,084
Bar Counsel	\$87,881	\$118,640	\$149,397



FY	Agy Cd	Agency Name	Pgm Cd	Program Name	Fund Cd	Fund Name	FY 2015 Legislative Appropriation (2014 Appropriation Act)
2015	141	Attorney General and Department of Law	320	Legal Advice	1000	General Fund	\$19,526,192
2015	141	Attorney General and Department of Law	320	Legal Advice	2141	Oag Special Revenue Fund	\$7,294,997
2015	141	Attorney General and Department of Law	320	Legal Advice	2290	Federal Asset Forfeiture Fund	\$2,598,359
2015	141	Attorney General and Department of Law	320	Legal Advice	2800	Appropriated Idc Recoveries	\$526,495
2015	141	Attorney General and Department of Law	320	Legal Advice	2820	Abbott Lab Settlement Fund	\$0
2015	141	Attorney General and Department of Law	320	Legal Advice	10000	Federal Trust	\$574,743
2015	141	Attorney General and Department of Law	456	Medicaid Program Services	2031	Medicaid Fraud Control Unit	\$3,000,509
2015	141	Attorney General and Department of Law	456	Medicaid Program Services	2141	Oag Special Revenue Fund	\$150,000
2015	141	Attorney General and Department of Law	456	Medicaid Program Services	10000	Federal Trust	\$9,004,612
2015	141	Attorney General and Department of Law	552	Regulation of Business Practices	1000	General Fund	\$1,435,982
2015	141	Attorney General and Department of Law	552	Regulation of Business Practices	2141	Oag Special Revenue Fund	\$666,500
2015	141	Attorney General and Department of Law	552	Regulation of Business Practices	2395	Reg & Cnsmr Advocacy Rvlv Trst	\$1,252,784
2015	141	Attorney General and Department of Law	704	Personnel Management Services	1000	General Fund	\$402,773
2015	141	Attorney General and Department of Law	704	Personnel Management Services	10000	Federal Trust	\$26,449

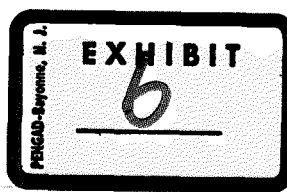


FY	Agy Cd	Agency Name	Pgm Cd	Program Name	Fund Cd	Fund Name	FY 2016 Legislative Appropriation (2015 Appropriation Act)
2016	141	Attorney General and Department of Law	320	Legal Advice	1000	General Fund	\$19,556,017
2016	141	Attorney General and Department of Law	320	Legal Advice	2141	Oag Special Revenue Fund	\$7,310,053
2016	141	Attorney General and Department of Law	320	Legal Advice	2290	Federal Asset Forfeiture Fund	\$2,598,359
2016	141	Attorney General and Department of Law	320	Legal Advice	2800	Appropriated Idc Recoveries	\$531,011
2016	141	Attorney General and Department of Law	320	Legal Advice	2820	Abbott Lab Settlement Fund	\$0
2016	141	Attorney General and Department of Law	320	Legal Advice	10000	Federal Trust	\$574,743
2016	141	Attorney General and Department of Law	456	Medicaid Program Services	2031	Medicaid Fraud Control Unit	\$3,304,402
2016	141	Attorney General and Department of Law	456	Medicaid Program Services	2141	Oag Special Revenue Fund	\$150,000
2016	141	Attorney General and Department of Law	456	Medicaid Program Services	10000	Federal Trust	\$9,996,104
2016	141	Attorney General and Department of Law	552	Regulation of Business Practices	1000	General Fund	\$1,435,982
2016	141	Attorney General and Department of Law	552	Regulation of Business Practices	2141	Oag Special Revenue Fund	\$666,500
2016	141	Attorney General and Department of Law	552	Regulation of Business Practices	2395	Reg & Cnsmr Advocacy Rvlv Trst	\$1,253,157
2016	141	Attorney General and Department of Law	704	Personnel Management Services	1000	General Fund	\$402,773
2016	141	Attorney General and Department of Law	704	Personnel Management Services	10000	Federal Trust	\$26,449

EXHIBIT
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FISCAL-REVENUE, M. 1.

FY	Agy Cd	Agency Name	Pgm Cd	Program Name	Fund Cd	Fund Name	FY 2017 Legislative Appropriation (2016 Appropriation Act)
2017	141	Attorney General and Department of Law	320	Legal Advice	1000	General Fund	\$20,804,247
2017	141	Attorney General and Department of Law	320	Legal Advice	2141	Oag Special Revenue Fund	\$8,475,259
2017	141	Attorney General and Department of Law	320	Legal Advice	2290	Federal Asset Forfeiture Fund	\$98,359
2017	141	Attorney General and Department of Law	320	Legal Advice	2800	Appropriated Idc Recoveries	\$605,761
2017	141	Attorney General and Department of Law	320	Legal Advice	2820	Abbott Lab Settlement Fund	\$250,000
2017	141	Attorney General and Department of Law	320	Legal Advice	10000	Federal Trust	\$574,743
2017	141	Attorney General and Department of Law	456	Medicaid Program Services	2031	Medicaid Fraud Control Unit	\$3,304,402
2017	141	Attorney General and Department of Law	456	Medicaid Program Services	2141	Oag Special Revenue Fund	\$249,920
2017	141	Attorney General and Department of Law	456	Medicaid Program Services	10000	Federal Trust	\$9,996,104
2017	141	Attorney General and Department of Law	552	Regulation of Business Practices	1000	General Fund	\$1,620,729
2017	141	Attorney General and Department of Law	552	Regulation of Business Practices	2141	Oag Special Revenue Fund	\$666,500
2017	141	Attorney General and Department of Law	552	Regulation of Business Practices	2395	Reg & Cnsmr Advocacy Rvlv Trst	\$1,253,157
2017	141	Attorney General and Department of Law	704	Personnel Management Services	1000	General Fund	\$402,773
2017	141	Attorney General and Department of Law	704	Personnel Management Services	10000	Federal Trust	\$26,449



FY	Agy Cd	Agency Name	Pgm Cd	Program Name	Fund Cd	Fund Name	FY 2018 Legislative Appropriation (2017 Appropriation Act)
2018	141	Attorney General and Department of Law	320	Legal Advice	1000	General Fund	\$20,805,007
2018	141	Attorney General and Department of Law	320	Legal Advice	2141	Oag Special Revenue Fund	\$8,476,372
2018	141	Attorney General and Department of Law	320	Legal Advice	2290	Federal Asset Forfeiture Fund	\$98,359
2018	141	Attorney General and Department of Law	320	Legal Advice	2800	Appropriated Idc Recoveries	\$605,761
2018	141	Attorney General and Department of Law	320	Legal Advice	2820	Abbott Lab Settlement Fund	\$250,000
2018	141	Attorney General and Department of Law	320	Legal Advice	10000	Federal Trust	\$574,743
2018	141	Attorney General and Department of Law	456	Medicaid Program Services	2031	Medicaid Fraud Control Unit	\$3,304,402
2018	141	Attorney General and Department of Law	456	Medicaid Program Services	2141	Oag Special Revenue Fund	\$249,920
2018	141	Attorney General and Department of Law	456	Medicaid Program Services	10000	Federal Trust	\$9,996,104
2018	141	Attorney General and Department of Law	552	Regulation of Business Practices	1000	General Fund	\$1,620,729
2018	141	Attorney General and Department of Law	552	Regulation of Business Practices	2141	Oag Special Revenue Fund	\$666,500
2018	141	Attorney General and Department of Law	552	Regulation of Business Practices	2395	Reg & Cnsmr Advocacy Rvlv Trst	\$753,157
2018	141	Attorney General and Department of Law	704	Personnel Management Services	1000	General Fund	\$402,773
2018	141	Attorney General and Department of Law	704	Personnel Management Services	10000	Federal Trust	\$26,449