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PRODUCED FOR:



**WAGE & BENEFIT SURVEY FOR
HARRISONBURG – PAGE – ROCKINGHAM -SHENANDOAH**



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About Mangum Economics, LLC

Mangum Economics, LLC is a Richmond, Virginia based firm that specializes in producing objective economic, quantitative, and qualitative analysis in support of strategic decision making. Examples of typical studies include:

POLICY ANALYSIS

Identify the intended and, more importantly, unintended consequences of proposed legislation and other policy initiatives.

ECONOMIC IMPACT ASSESMENTS AND RETURN ON INVESTMENT ANALYSES

Measure the economic contribution that business, education, or other enterprises make to their localities.

WORKFORCE INFORMATION

Project the demand for, and supply of, qualified workers.

CLUSTER ANALYSIS

Use occupation and industry clusters to illuminate regional workforce and industry strengths and identify connections between the two.

ENVIRONMENTAL SCANNING

Assess the economic, demographic, and other factors likely to affect your enterprise in the future.

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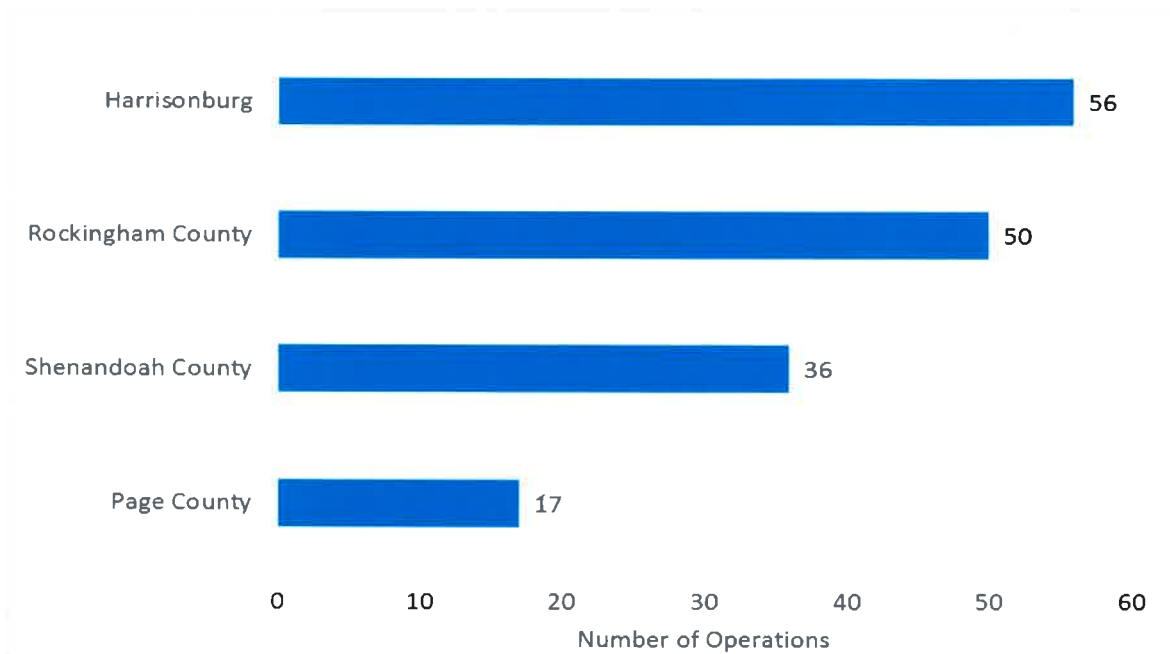
Survey Respondents

This report is a companion to the *Regional Benefits & Wages* report, both of which describe the results of the wage and benefit survey conducted by Mangum Economics for the Greater Augusta Regional Chamber of Commerce. The survey and its methodology are described in the *Regional Benefits & Wages* report. The following sections will discuss the survey results of all 108 respondents located in the four-locality sub-region consisting of the counties of Page, Rockingham, and Shenandoah, and the City of Harrisonburg. This section provides background information on these organizations, including the location of their operations, profit or nonprofit status of the organization, and size of the establishments.

LOCATION OF OPERATIONS

Respondents were asked to provide information on the location of all of their establishments in the region. Based on their responses, the 108 survey participants have a combined 159 operations in the four-locality sub-region. Of these operations, most are located in the City of Harrisonburg, followed by Rockingham County, Shenandoah County, and Page County. Six organizations have operations in all four localities, seven organizations have establishments in three of the four localities, nine organizations have operations in two of the four localities, and 76 organizations have operations in one of the four localities only.

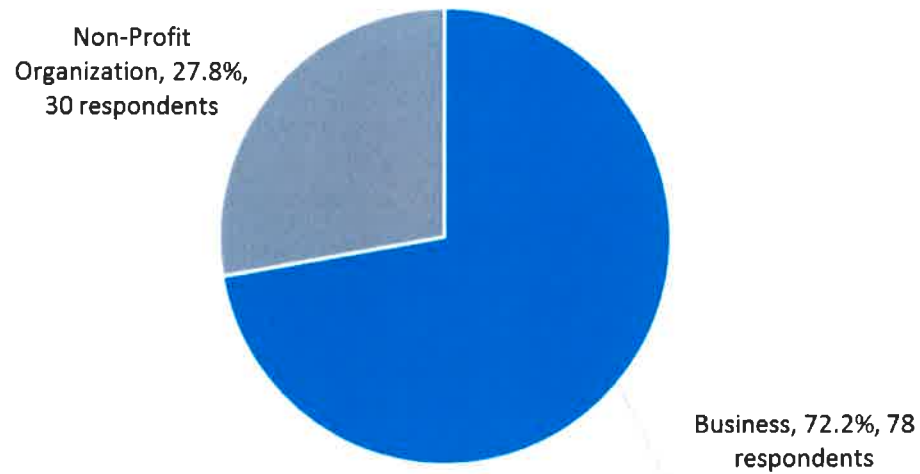
Figure 1: Locations of Operations



PROFIT OR NONPROFIT STATUS

Figure 2 shows that 72 percent of the survey respondents are businesses and the remaining 28 percent are nonprofit organizations.

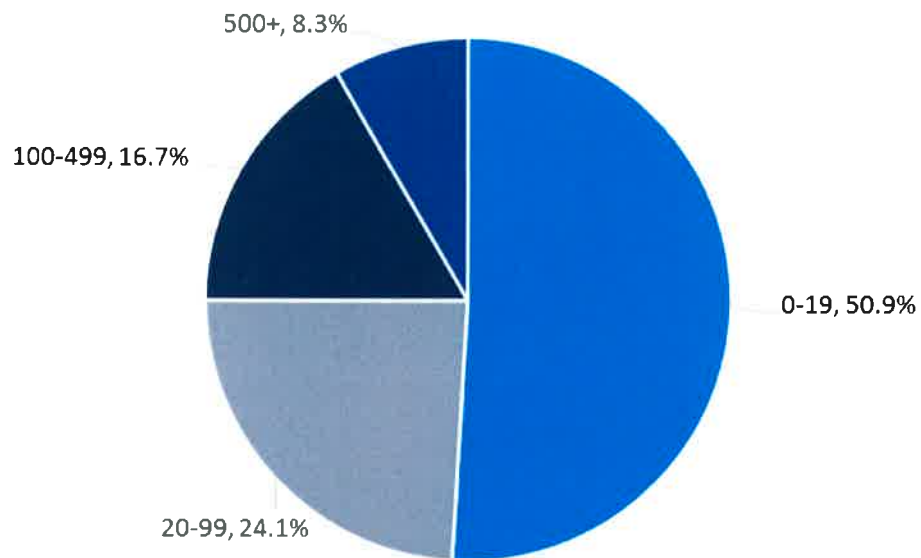
Figure 2: Business / Nonprofit Status



ESTABLISHMENT SIZE

Figure 3 details the sizes of the organizations by number of employees in the region. More than half of the respondents have fewer than twenty employees. About a quarter of respondents employ between 20-99 employees. Seventeen percent employ 100-499 individuals, and about eight percent have more than 500 employees.

Figure 3: Respondents by Establishment Size



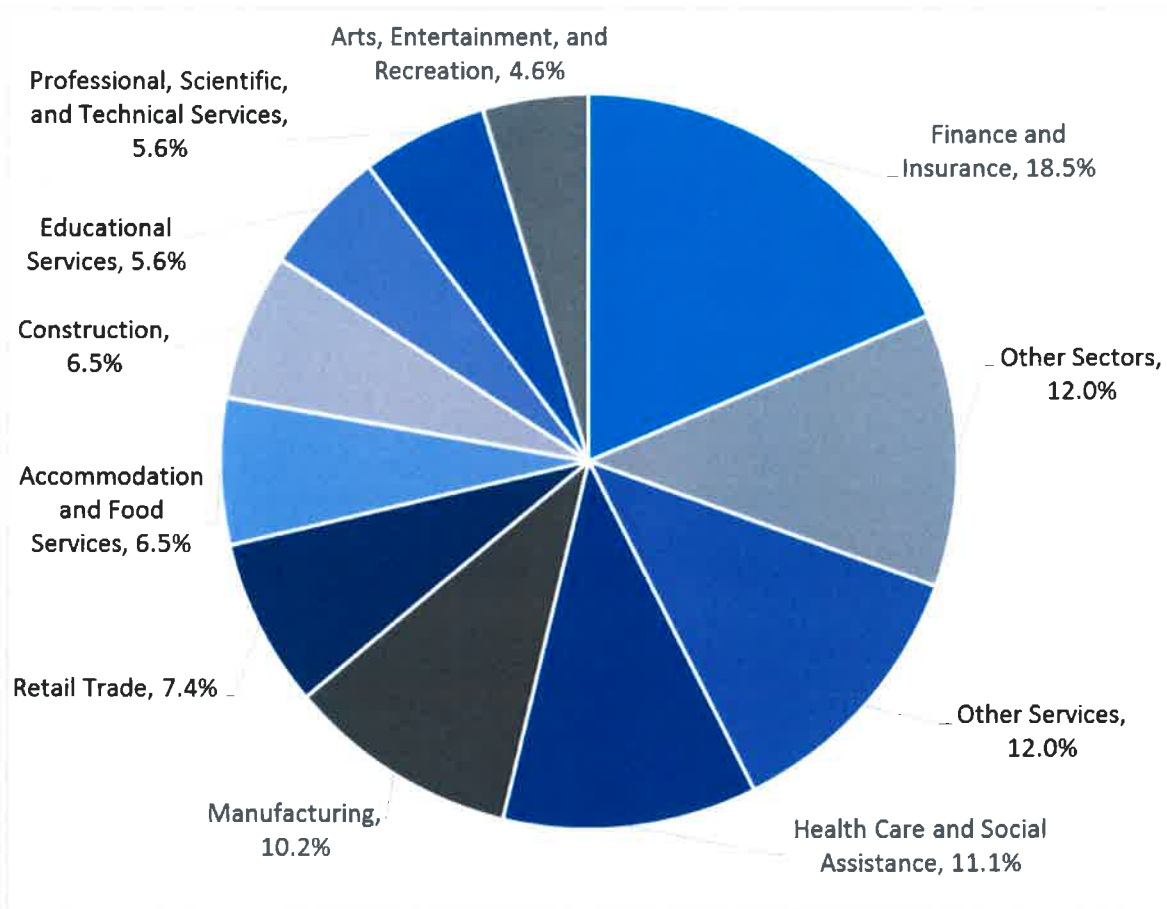


INDUSTRY

The survey respondents can be grouped into ten industry sectors plus an additional “Other Sectors”¹ category, which contains all industries with fewer than five respondents to ensure company privacy.

The largest percentage of respondents operates in the Finance and Insurance sector, followed by the combined “Other Sectors” group of companies. The next largest group of companies operates in the Other Services sector, followed by the Health Care and Social Assistance, and Manufacturing sectors.

Figure 4: Respondents by Industry



¹ Other Sectors includes the following industries, which had less than five respondents per sector: Agriculture, Forestry, Fishing & Hunting; Mining, Quarrying & Oil & Gas Extraction; Real Estate & Rental & Leasing; Transportation & Warehousing; Utilities; Wholesale Trade, and Not Specified.

Benefit Survey Results for the Sub-Region

The following sections will discuss the responses of all 108 survey participants in the four localities.

LEAVE BENEFITS

Businesses and Nonprofit Organizations

Figure 5 summarizes the leave benefits organizations in the region offer to their employees, distinguishing between businesses and nonprofit organizations. About 77 percent of all businesses offer paid vacation leave to their employees and 74 percent offer paid holiday leave. A somewhat larger percentage of nonprofit organizations offers paid vacation and holiday leave than their business counterparts do. Paid sick leave, paid personal leave, and paid dependent care leave is much higher for nonprofit organizations than for businesses, while paid community service leave is less prevalent in nonprofits than in businesses. Overall, 15 percent of all organizations offer no paid leave.

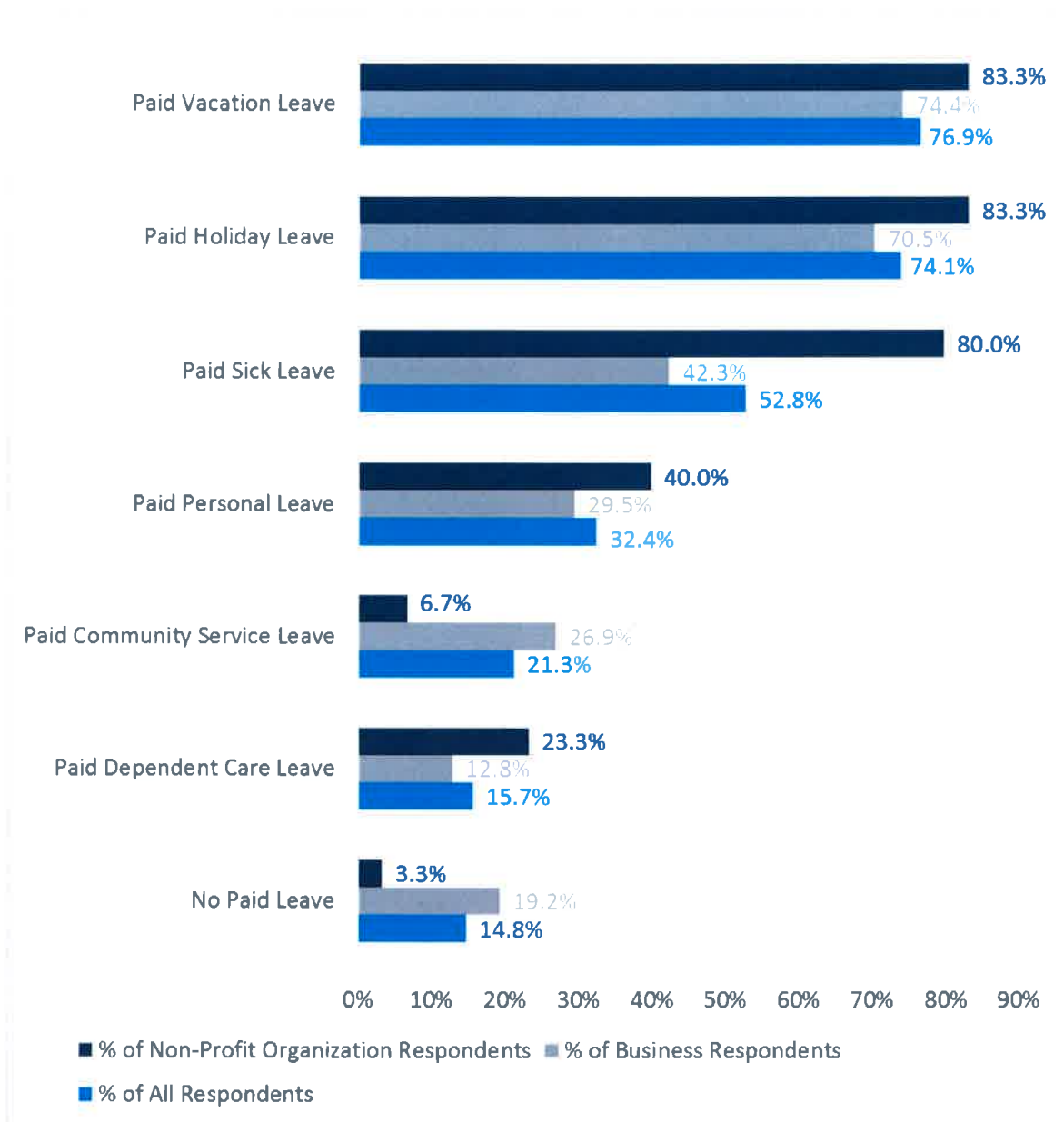
Other Paid Leave

In addition to the leave benefits mentioned above, survey participants were given the option to add “Other Paid Leave”. Nine percent of all respondents stated that they offer additional paid leave benefits. Their responses included (some were mentioned multiple times):

- Bereavement Leave
- Civil/Jury Duty Leave
- Family and Medical Leave
- Military Leave
- Accrued Personal Leave
- General/Paid Time Off Leave



Figure 5: Leave Benefits – All Respondents by Business Type in Sub-Region





The leave benefits for each industry are included in the table below.

Table 1: Leave Benefits – All Respondents by Industry in Sub-Region

	Paid Vacation Leave	Paid Holiday Leave	Paid Sick Leave	Paid Personal Leave	Paid Community Service Leave	Paid Dependent Care Leave	No Paid Leave
Accommodation and Food Services	71.4%	28.6%	28.6%	14.3%	0.0%	0.0%	28.6%
Arts, Entertainment, and Recreation	80.0%	80.0%	60.0%	0.0%	0.0%	0.0%	20.0%
Construction	100.0%	100.0%	57.1%	14.3%	57.1%	14.3%	0.0%
Educational Services	83.3%	83.3%	100.0%	66.7%	33.3%	33.3%	0.0%
Finance and Insurance	70.0%	75.0%	60.0%	50.0%	45.0%	25.0%	15.0%
Health Care and Social Assistance	91.7%	83.3%	75.0%	41.7%	16.7%	8.3%	0.0%
Manufacturing	100.0%	90.9%	36.4%	27.3%	27.3%	9.1%	0.0%
Other Sectors ²	61.5%	61.5%	23.1%	38.5%	7.7%	23.1%	23.1%
Other Services	69.2%	76.9%	61.5%	23.1%	7.7%	23.1%	23.1%
Professional, Scientific, and Technical Services	66.7%	83.3%	33.3%	50.0%	16.7%	16.7%	16.7%
Retail Trade	62.5%	50.0%	50.0%	0.0%	0.0%	0.0%	37.5%
All Industries	76.9%	74.1%	52.8%	32.4%	21.3%	15.7%	14.8%

² Other Sectors includes the following industries, which had less than five respondents per sector: Agriculture, Forestry, Fishing & Hunting; Mining, Quarrying & Oil & Gas Extraction; Real Estate & Rental & Leasing; Transportation & Warehousing; Utilities; Wholesale Trade, and Not Specified.

PAY BENEFITS

Businesses and Nonprofit Organizations

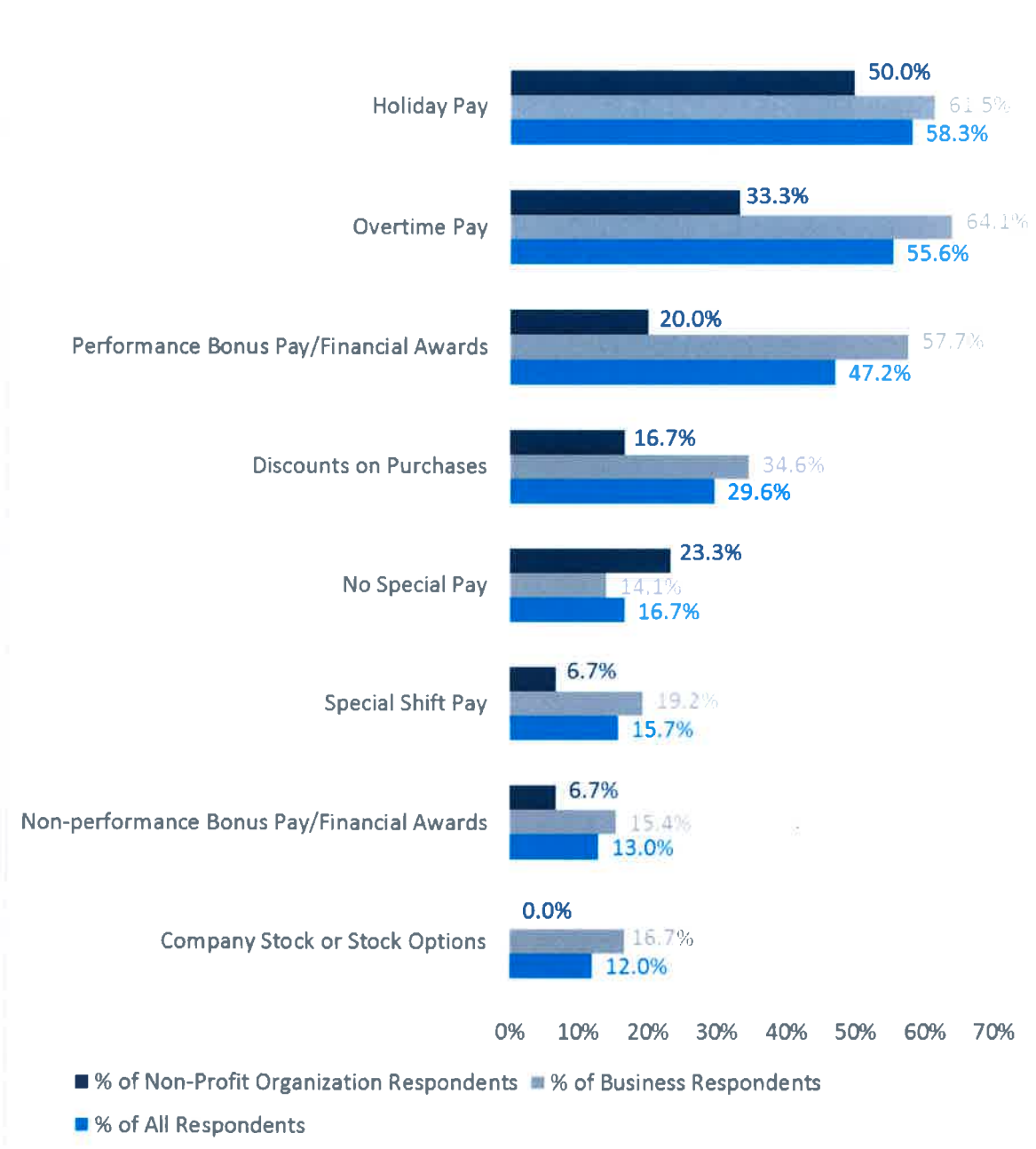
Figure 6 provides an overview of the pay benefits the organizations in the sub-region offer. Businesses offer a larger number of pay benefits than nonprofit organizations in the region. Almost two-thirds of businesses offer overtime pay compared to one third of nonprofit organizations. Similarly, 58 percent of businesses offer performance bonus pay compared to only 20 percent of nonprofits and more than one third of the businesses provide discounts on purchases compared to 17 percent of nonprofits. Overall, 23 percent of all nonprofit organizations do not offer any special pay benefits compared to 14 percent of businesses.

Other Pay Benefits

In addition to the pay benefits detailed in Figure 6, survey participants could provide information on “Other Special Pay” they offer. Seven percent of all respondents said that they offer additional pay benefits. Their responses included (some were mentioned multiple times):

- Attendance incentives
- Merit raises
- On-call Pay for Facilities

Figure 6: Pay Benefits – All Respondents in Sub-Region





The pay benefits for each industry are included in the table below.

Table 2: Pay Benefits – All Respondents by Industry in Sub-Region

	Holiday Pay	Overtime Pay	Performance Bonus Pay/Financial Awards	Discounts on Purchases	No Special Pay	Special Shift Pay	Non-performance Bonus Pay/Financial Awards	Company Stock or Stock Options
Accommodation and Food Services	57.1%	71.4%	71.4%	57.1%	14.3%	14.3%	42.9%	0.0%
Arts, Entertainment, and Recreation	40.0%	0.0%	40.0%	40.0%	0.0%	0.0%	20.0%	0.0%
Construction	100.0%	100.0%	85.7%	0.0%	0.0%	42.9%	14.3%	42.9%
Educational Services	50.0%	50.0%	16.7%	0.0%	0.0%	16.7%	0.0%	0.0%
Finance and Insurance	70.0%	55.0%	65.0%	20.0%	10.0%	0.0%	25.0%	25.0%
Health Care and Social Assistance	41.7%	41.7%	8.3%	16.7%	33.3%	8.3%	0.0%	0.0%
Manufacturing	72.7%	90.9%	72.7%	45.5%	0.0%	72.7%	18.2%	18.2%
Other Sectors	69.2%	69.2%	53.8%	38.5%	15.4%	7.7%	7.7%	15.4%
Other Services	53.8%	30.8%	38.5%	23.1%	23.1%	0.0%	7.7%	0.0%
Professional, Scientific, and Technical Services	33.3%	50.0%	50.0%	33.3%	50.0%	33.3%	0.0%	16.7%
Retail Trade	25.0%	37.5%	0.0%	62.5%	37.5%	0.0%	0.0%	0.0%
All Industries	58.3%	55.6%	47.2%	29.6%	16.7%	15.7%	13.0%	12.0%

RETIREMENT BENEFITS

Businesses and Non-Profit Organizations

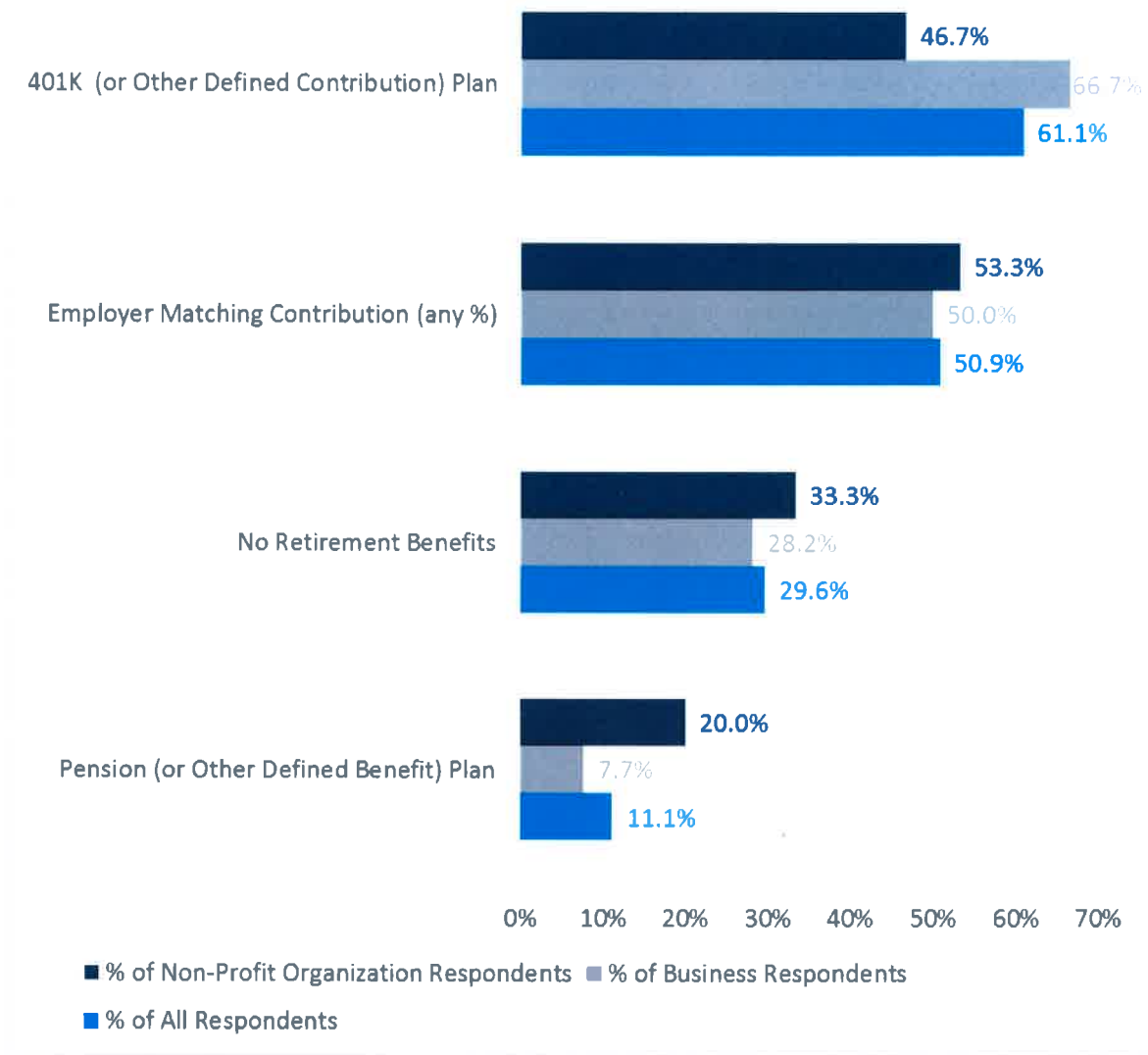
Figure 7 details the retirement benefits provided by the sub-region's businesses and nonprofit organizations. Almost one third of all respondents do not offer any retirement benefits to their employees. 401K plans are more prevalent in businesses than in nonprofit organizations. However, pensions are offered more frequently by nonprofit organizations than businesses.

Other Retirement Benefits

Respondents were provided the option to provide detail on additional retirement benefits their organizations offer. Seven percent of all respondents stated that they offer additional retirement benefits. Their responses included (some were mentioned multiple times):

- Employer Safe Harbor Non-elective
- Profit-sharing
- IRA/SEP
- Residual income
- SERP

Figure 7: Retirement Benefits – All Respondents in Sub-Region



The retirement benefits for each industry are included in the table below.

Table 3: Retirement Benefits – All Respondents by Industry in Sub-Region

	401K (or Other Defined Contribution) Plan	Employer Matching Contribution (any %)	No Retirement Benefits	Pension (or Other Defined Benefit) Plan
Accommodation and Food Services	14.3%	0.0%	85.7%	0.0%
Arts, Entertainment, and Recreation	20.0%	40.0%	60.0%	0.0%
Construction	85.7%	71.4%	14.3%	0.0%
Educational Services	50.0%	50.0%	33.3%	50.0%
Finance and Insurance	90.0%	75.0%	0.0%	20.0%
Health Care and Social Assistance	50.0%	50.0%	25.0%	25.0%
Manufacturing	100.0%	63.6%	0.0%	0.0%
Other Sectors	61.5%	53.8%	23.1%	0.0%
Other Services	46.2%	46.2%	46.2%	7.7%
Professional, Scientific, and Technical Services	50.0%	50.0%	50.0%	16.7%
Retail Trade	37.5%	12.5%	62.5%	0.0%
All Industries	61.1%	50.9%	29.6%	11.1%

INSURANCE BENEFITS

Businesses and Nonprofit Organizations

Figure 8 displays the insurance benefits offered by companies in the sub-region. Generally, businesses offer a wider range of insurance benefits than the nonprofit organizations. However, about one-fourth of businesses and nonprofit organizations in the region offer no insurance benefits to their employees. A greater percentage of businesses than nonprofit organizations offer dental, life, and vision insurance. About the same percentage of both types of organizations offer flexible spending and savings accounts but health savings accounts are more prevalent in businesses.

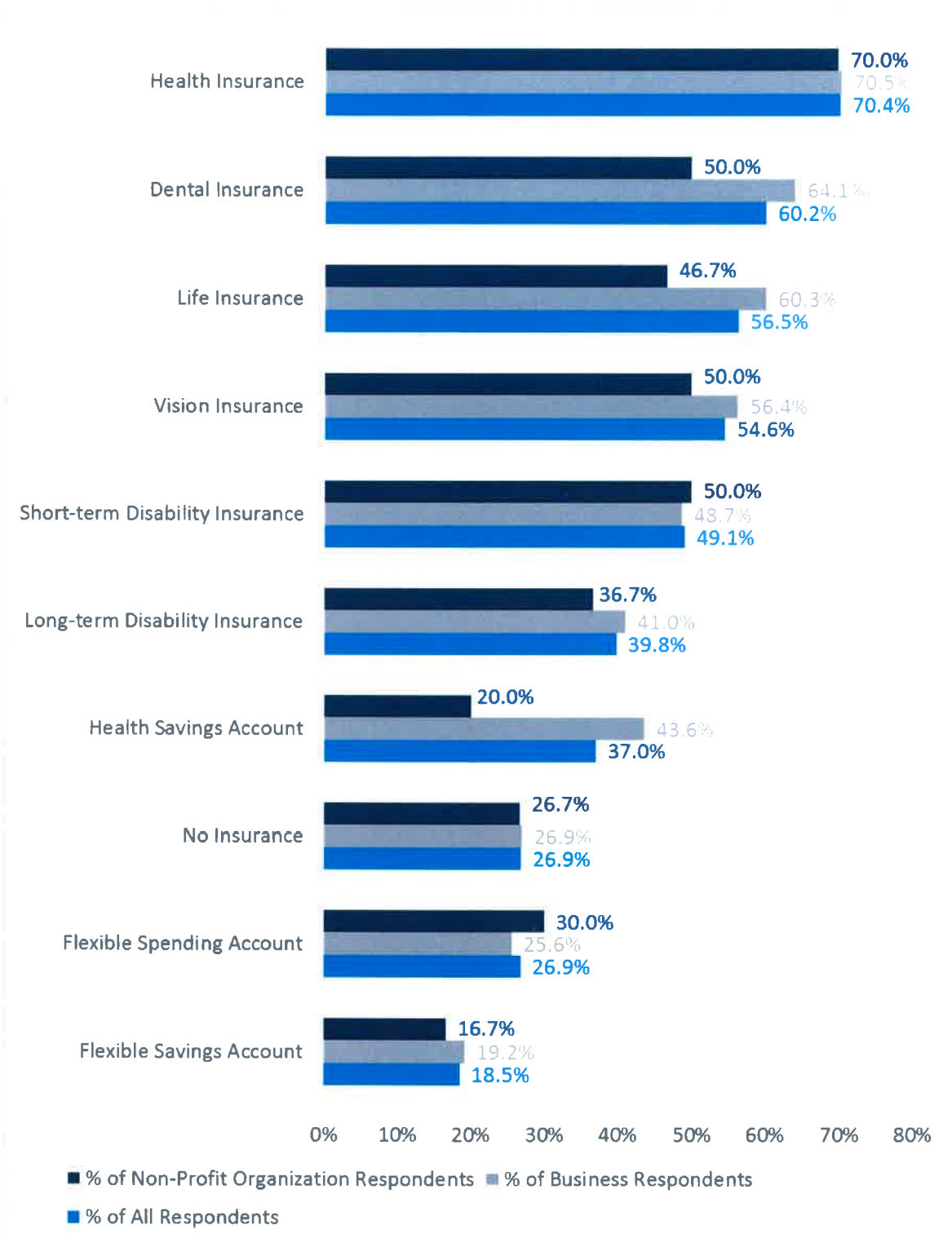
Other Insurance Benefits

Survey participants were given the option to add “Other Insurance Benefits” to their responses. Seven percent of all respondents stated that they offer additional insurance benefits. Their responses included (some were mentioned multiple times):

- Accident and Cancer Insurance
- Critical Care
- Supplemental Insurance (e.g. AFLAC)
- Additional Voluntary Life for self, spouse and children
- Healthcare Reimbursement Account



Figure 8: Insurance Benefits – All Respondents in Sub-Region



The insurance benefits for each industry are included in the table below.

Table 4: Insurance Benefits – All Respondents by Industry in Sub-Region

	Health Insurance	Dental Insurance	Life Insurance	Vision Insurance	Short-term Disability Insurance	Long-term Disability Insurance	Health Savings Account	Flexible Spending Account	No Insurance	Flexible Savings Account
Accommodation and Food Services	28.6%	14.3%	14.3%	14.3%	14.3%	0.0%	0.0%	0.0%	71.4%	0.0%
Arts, Entertainment, and Recreation	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	80.0%	0.0%
Construction	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%	0.0%
Educational Services	100.0%	83.3%	83.3%	83.3%	66.7%	33.3%	50.0%	50.0%	0.0%	33.3%
Finance and Insurance	85.0%	75.0%	85.0%	75.0%	75.0%	50.0%	60.0%	35.0%	10.0%	25.0%
Health Care and Social Assistance	75.0%	50.0%	41.7%	33.3%	33.3%	25.0%	8.3%	25.0%	16.7%	8.3%
Manufacturing	100.0%	100.0%	100.0%	100.0%	81.8%	81.8%	81.8%	72.7%	0.0%	63.6%
Other Sectors	69.2%	61.5%	53.8%	46.2%	46.2%	46.2%	46.2%	23.1%	23.1%	7.7%
Other Services	61.5%	61.5%	46.2%	53.8%	53.8%	38.5%	7.7%	15.4%	38.5%	7.7%
Professional, Scientific, and Technical Services	50.0%	50.0%	33.3%	50.0%	33.3%	33.3%	33.3%	33.3%	50.0%	33.3%
Retail Trade	37.5%	25.0%	12.5%	12.5%	25.0%	12.5%	0.0%	0.0%	62.5%	0.0%
All Industries	70.4%	60.2%	56.5%	54.6%	49.1%	39.8%	37.0%	26.9%	26.9%	18.5%

EMPLOYEE ASSISTANCE BENEFITS

Businesses and Nonprofit Organizations

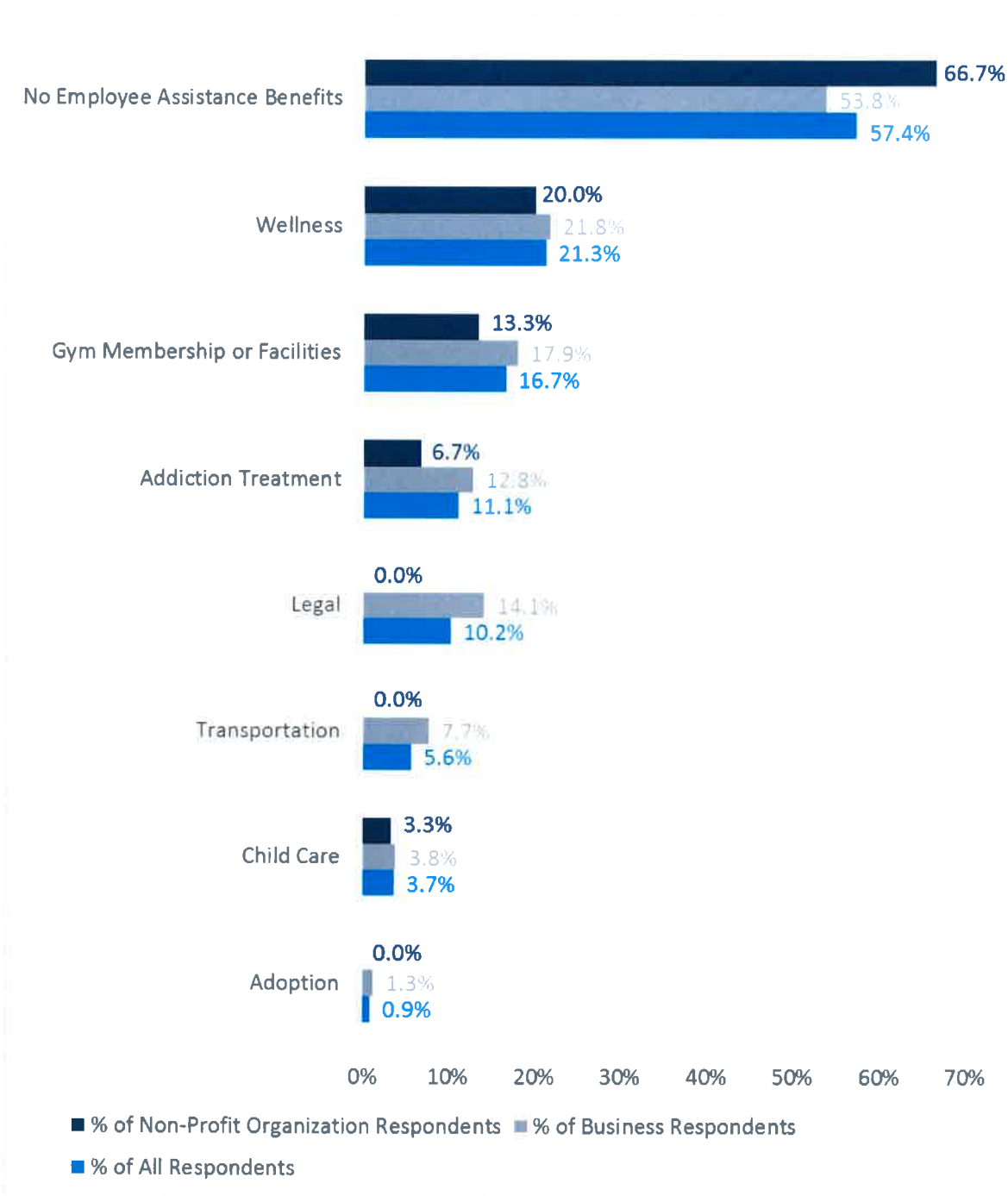
Figure 9 summarizes the employee assistance benefits provided by businesses in the sub-region. More than half of all organizations do not offer any employee assistance benefits. The most common benefit offered in a little less than one quarter of all companies is wellness, followed by gym memberships or facilities. Benefits such as child care and adoption assistance are not common.

Other Employee Assistance Benefits

In addition to the employee assistance benefits listed in Figure 9, survey participants were given the option to list “Other Employee Assistance Benefits”. Fourteen percent of all respondents (Fifteen percent of businesses and ten percent of nonprofit organizations) stated that they offer additional employee assistance benefits. Their responses included (some were mentioned multiple times):

- Credit
- Employee Assistance Program – Life Coaching/Counseling
- Financial literacy classes
- Free dietary supplements

Figure 9: Employee Assistance Benefits – All Respondents in Sub-Region





The employee assistance benefits for each industry are included in the table below.

Table 5: Employee Assistance Benefits – All Respondents by Industry in Sub-Region

	No Employee Assistance Benefits	Wellness	Gym Membership or Facilities	Other Employee Assistance Benefit	Addiction Treatment	Legal	Transportation	Child Care	Adoption
Accommodation and Food Services	71.4%	0.0%	28.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Arts, Entertainment, and Recreation	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Construction	42.9%	0.0%	14.3%	28.6%	14.3%	0.0%	14.3%	0.0%	0.0%
Educational Services	33.3%	50.0%	33.3%	33.3%	16.7%	16.7%	0.0%	0.0%	0.0%
Finance and Insurance	30.0%	60.0%	40.0%	20.0%	20.0%	40.0%	5.0%	5.0%	0.0%
Health Care and Social Assistance	75.0%	16.7%	8.3%	8.3%	0.0%	0.0%	0.0%	8.3%	0.0%
Manufacturing	36.4%	18.2%	18.2%	9.1%	27.3%	9.1%	18.2%	18.2%	9.1%
Other Sectors	69.2%	7.7%	7.7%	15.4%	7.7%	0.0%	0.0%	0.0%	0.0%
Other Services	76.9%	7.7%	0.0%	7.7%	7.7%	7.7%	7.7%	0.0%	0.0%
Professional, Scientific, and Technical Services	66.7%	16.7%	16.7%	16.7%	16.7%	0.0%	0.0%	0.0%	0.0%
Retail Trade	62.5%	12.5%	0.0%	12.5%	0.0%	0.0%	12.5%	0.0%	0.0%
All Industries	57.4%	21.3%	16.7%	13.9%	11.1%	10.2%	5.6%	3.7%	0.9%

EDUCATION BENEFITS

Businesses and Non-Profit Organizations

Figure 10 displays the types of education benefits provided by the organizations located in the sub-region. About half of all organizations do not offer any kind of education benefits. The percentage of nonprofit organizations that do not offer any education benefits is higher than businesses. Of the benefits offered, tuition assistance for degree programs is the most commonly named benefit, followed by tuition assistance for occupational certifications, and tuition assistance for non-degree programs.

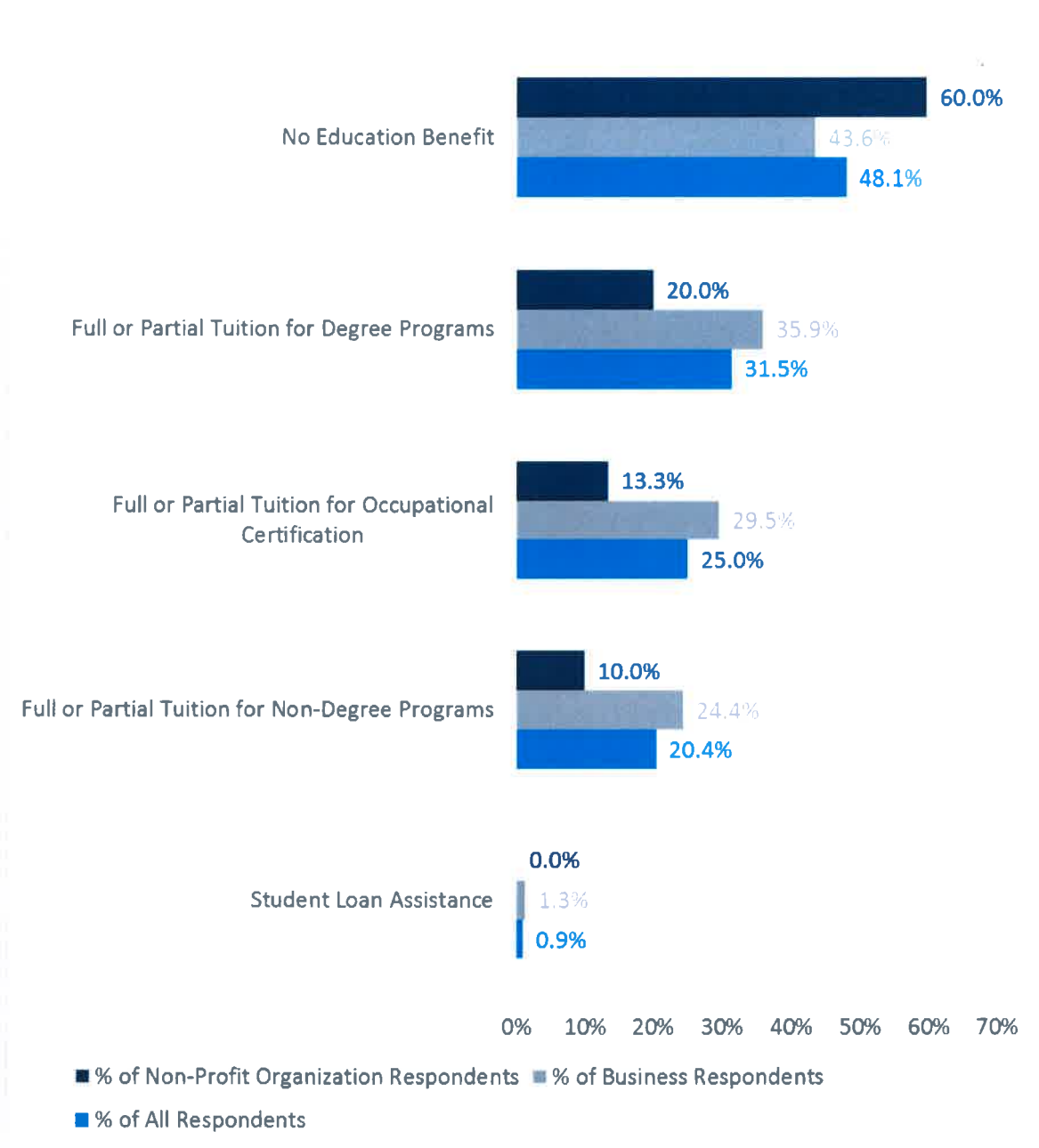
Other Education Benefits

Nine percent of all survey respondents also provided information on “Other Education Benefits”. Their responses included (some were mentioned multiple times):

- Certain percent refund of tuition per year for certain courses under certain conditions
- Tuition Remission and Exchange Program
- All continuing education training for those who hold licenses and certifications
- Professional conferences
- Continuing Education allowance
- Professional Development/Training
- Professional association dues and associated training
- Continuing Education allowance
- Company pays up to a fixed amount per year for educational benefits
- Company pays for school if it directly benefits the company
- Education reimbursements



Figure 10: Education Benefits – All Respondents in Sub-Region





The education benefits for each industry are included in the table below.

Table 6: Education Benefits – All Respondents by Industry in Sub-Region

	No Education Benefit	Full or Partial Tuition for Degree Programs	Full or Partial Tuition for Occupational Certification	Full or Partial Tuition for Non-Degree Programs	Other Education Benefit	Student Loan Assistance
Accommodation and Food Services	71.4%	0.0%	28.6%	0.0%	0.0%	0.0%
Arts, Entertainment, and Recreation	60.0%	0.0%	0.0%	0.0%	40.0%	0.0%
Construction	14.3%	57.1%	71.4%	14.3%	14.3%	0.0%
Educational Services	33.3%	50.0%	33.3%	33.3%	16.7%	0.0%
Finance and Insurance	40.0%	50.0%	10.0%	20.0%	10.0%	5.0%
Health Care and Social Assistance	75.0%	8.3%	16.7%	8.3%	16.7%	0.0%
Manufacturing	9.1%	63.6%	81.8%	63.6%	0.0%	0.0%
Other Sectors	38.5%	30.8%	15.4%	30.8%	0.0%	0.0%
Other Services	69.2%	23.1%	7.7%	15.4%	7.7%	0.0%
Professional, Scientific, and Technical Services	50.0%	33.3%	16.7%	0.0%	16.7%	0.0%
Retail Trade	75.0%	0.0%	12.5%	12.5%	0.0%	0.0%
All Industries	48.1%	31.5%	25.0%	20.4%	9.3%	0.9%



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The work of this report could not have been completed without the partnership of all the Chambers of Commerce in the reporting region.

- Harrisonburg-Rockingham Chamber of Commerce
- Highland County Chamber of Commerce
- Lexington, Rockbridge County, Buena Vista Chamber of Commerce
- Luray-Page County Chamber of Commerce
- Shenandoah County Chamber of Commerce