



Compensation and Classification Study  
City of Delray Beach, Florida

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## Executive Summary

### External Competitiveness Takeaway

Overall, job titles at Delray Beach are compensated 3.0% below the 50<sup>th</sup> percentile of the market (for reference, in comparison to the 60<sup>th</sup> percentile of the market job titles are 9.6% below market and 15.3% below market in comparison to the 70<sup>th</sup> percentile). The 50<sup>th</sup> percentile indicates that half of the comparators pay more/half less than Delray Beach. Recommendations for holistic compensation adjustments for all job titles in the City are delineated in the report. No wage reductions are recommended.

Department	50 <sup>th</sup> Percentile External Market
City Attorney	2.5% below market
City Clerk	5.2% below market
City Manager	4.5% below market
Communications	1.1% below market
Development Services	4.5% below market
Finance	2.3% below market
Fire	3.7% below market
Human Resources	2.6% below market
Information Technology	3.1% below market
Neighborhood & Community Services	2.3% below market
Parks & Recreation	3.4% below market
Police	3.5% below market
Public Works	1.6% below market
Utilities	2.7% below market
<b>Overall Average</b>	3.0% below market

Department	60 <sup>th</sup> Percentile External Market	70 <sup>th</sup> Percentile External Market
City Attorney	9.0% below market	15.1% below market
City Clerk	12.7% below market	17.8% below market
City Manager	10.3% below market	16.5% below market
Communications	7.4% below market	13.3% below market
Development Services	10.6% below market	16.3% below market
Finance	9.0% below market	14.8% below market
Fire	10.2% below market	15.5% below market
Human Resources	8.8% below market	15.4% below market
Information Technology	9.7% below market	15.0% below market
Neighborhood & Community Services	8.7% below market	14.6% below market
Parks & Recreation	9.9% below market	16.1% below market
Police	10.2% below market	15.7% below market
Public Works	8.7% below market	14.3% below market
Utilities	9.7% below market	15.1% below market
<b>Overall Average</b>	9.6% below market	15.3% below market

WORK PAPER

## Process

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Paypoint HR is pleased to present this comprehensive Compensation and Classification Study to Delray Beach, Florida. The study began with an initial kick-off meeting with the Human Resources Director and Assistant Human Resources Director on March 12, 2024. The Final Report was completed for presentation to the City in Summer 2024.

The point of the Executive Summary is to give an overview of the most important issues and opportunities identified by the consulting team during the study. The reader is highly encouraged to read the document in its entirety to gain an understanding of the recommendations within the report. The study takes into consideration both short and long-term concerns. The intent of the study was to provide leadership with a process for ascertaining equitable value of positions on a competitive salary scale. The study compared existing pay to compensation scales of organizations identified to be valid comparators to the City. This report provides a review and update of the classification and compensation plan for the City's employees. Paypoint HR has identified opportunities, but it is up to the City's leadership to determine which are most appropriate and the timing of implementation.

In considering the options for implementation, it is critical to understand the costs and benefits related to each option. By utilizing market data and analysis it is possible to make informed decisions regarding possible changes. However, in addition to the quantitative economic cost and benefit, it is important to consider the social/cultural impact of implementation and management. Delray Beach will need to consider all components in making final decisions.

The study was divided into two parts: a classification phase and a compensation phase. The classification phase included identification, review, and analysis of specific work being performed in various positions. That data was then used to simplify positions and match them to the external market in an "apples to apples" comparison. The compensation phase consisted of an initial baseline analysis and an external market survey of public organizations to determine what the labor market pays for specific jobs.

The study included approximately 387 employees within roughly 239 classifications. The study recommendations indicate what actions should be taken to avoid the loss of qualified staff and address difficulties in recruiting new employees for the City. In addition, it was expected that the study would recommend adjustments to the City's salary placement procedures, policies, and salary structure, to allow appropriate ongoing compensation administration.

Comprehensive surveys like this establish a credible pay structure that is fair for the work completed and strategically positions Delray Beach competitively in the labor market. The desired result is the improved ability to attract and retain quality staff that perform at high levels to meet the growing demands of the community.

## Major Milestones for the Project

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The study began with an initial kick-off meeting with the Human Resources Director and Assistant Human Resources Director on March 12, 2024.

Employee Briefing Sessions were held in the City on April 11<sup>th</sup> with groups of employees from all departments to discuss the project, their roles, and to review the job analysis questionnaire.

Paypoint HR conducted a job evaluation for an internal review of job family classifications based on the responses to the PVPs from the previous study.

An analysis of the existing pay scale was completed.

Internal positions were reviewed, and benchmark positions were selected for inclusion in the external survey.

An external market survey was sent out to a total of 51 comparator organizations and responses from 28 participants were collected. Typical surveys of this type yield a 5-10% response rate.

### Survey Respondents

Aventura	Boca Ration	Coconut Creek	Dania Beach
Deerfield Beach	Doral	Ft. Lauderdale	Hialeah Gardens
Hollywood	Jupiter	Lantana	Margate
Miami Beach	Miami Lakes	Miami Springs	Miramar
North Miami	North Palm Beach	Palm Beach County	Palm Beach Gardens
Plantation	Pompano Beach	Royal Palm Beach	Stuart
Sunny Isles Beach	Tamarac	Wellington	West Palm Beach

## Recommendations - Non-Represented

### 50<sup>th</sup> Percentile of Market

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1. Raise the salary of 24 positions that are below grade minimum market, first, at a cost of \$24,169.
  - 1 Accounting Clerk (\$101),
  - 1 Aquatics Operations Supervisor (\$2,222),
  - 1 Code Board Specialist (\$2,009),
  - 2 Communications Specialists (\$17 total),
  - 1 Community Improvement Specialist (\$33),
  - 3 Community Service Officers (\$2,075 total),
  - 2 Crime Scene Investigators (\$2,825 total),
  - 1 Fire and Life Safety Inspector (\$13),
  - 3 Lifeguards - Pool (\$3,845 total),
  - 1 Litter Prevention Officer (\$142),
  - 1 Logistics Technician (\$8),
  - 1 Neighborhood Planner (\$2,986),
  - 1 Parks Maintenance Supervisor (\$663),
  - 2 Planners (\$2,856 total),
  - 1 Police Information Public Records Assistant (\$1,824),
  - 1 Staff Assistant (\$540), and
  - 1 Support Services Specialist (\$2,009).
  
2. Raise the salary of 20 positions that are *substantially* below market, second, at a cost of \$248,318.
  - 1 Accreditation Manager (\$6,725),
  - 3 Assistant Fire Chiefs (\$54,113 total),
  - 1 Benefits Manager (\$12,193),
  - 1 Communications Manager (\$13,320),
  - 6 Executive Assistants (\$68,457 total),
  - 2 Executive Legal Secretaries (\$16,960 total),
  - 1 Human Resources Manager (\$15,682),
  - 1 IPP Administrator (\$11,486),
  - 1 Lead Code Enforcement Officer (\$7,655),
  - 1 Structural Plan Reviewer (\$15,280), and
  - 2 System Administrators (\$26,446 total).

3. Raise the salary of 125 positions that are below market, third, at a cost of \$550,160.

- 1 Accounting Manager (\$11,131),
- 24 Administrative Assistants (\$75,312 total),
- 1 Administrative Services Manager (\$7,849),
- 1 Agenda Coordinator (\$3,835),
- 1 Assistant City Attorney II (\$8,041),
- 2 Building Inspectors (\$15,178 total),
- 1 Building Maintenance Superintendent (\$6,384),
- 1 Cemetery Manager (\$3,407),
- 1 Chief Parking Facilities Administrator (\$5,155),
- 1 Code Enforcement Coordinator (\$3,297),
- 12 Code Enforcement Officers (\$47,363 total),
- 1 Code Enforcement Officer Supervisor (\$4,153),
- 4 Communications Supervisors (\$19,897 total),
- 1 Crime Scene Investigation Supervisor (\$6,221),
- 1 Cross Connect Control Program Administrator (\$5,621),
- 1 Cross Connect Control Specialist I (\$2,618),
- 5 Customer Service Representatives (\$13,918 total),
- 1 Data Analyst Accreditation Manager (\$5,979),
- 1 Deputy City Clerk (\$5,659),
- 1 Economic Development Manager (\$4,904),
- 2 Engineers III (\$12,175 total),
- 1 Environmental Resources Compliance Manager (\$6,467),
- 1 Fleet Coordinator (\$3,891),
- 1 Human Resources Specialist Benefits (\$5,356),
- 1 Infrastructure Engineer (\$8,235),
- 1 Inventory Control Specialist (\$3,589),
- 1 Lead Lifeguard (\$2,799),
- 1 Legal Office Manager (\$6,152),
- 2 Network Engineers (\$9,715 total),
- 2 Nuisance Abatement Officers (\$7,514 total),
- 6 Permit Clerks (\$18,272 total),
- 6 Police Information Specialists (\$16,431 total),
- 1 Police Records Management Assistant (\$2,392),
- 3 Principal Planners (\$19,446 total),
- 4 Project Managers II (\$36,177 total),
- 1 Public Information Officer (\$6,279),
- 4 Recreation Supervisors I (\$17,832 total),
- 1 Recreation Supervisor II (\$3,419),
- 6 Recreation Supervisors III (\$29,350 total),
- 1 Senior Chemist (\$3,034),
- 1 Senior Infrastructure Engineer (\$8,591),
- 1 Senior Landscape Planner (\$5,036),
- 4 Senior Planners (\$23,108 total),

- 2 Senior Police Information Specialists (\$8,103 total),
- 1 Stormwater Streets Maintenance Supervisor (\$3,517),
- 1 Support Services Supervisor (\$3,400),
- 3 Technical Support Analysts I (\$11,189 total),
- 1 Technical Support Analyst II (\$3,633),
- 1 Treasury Specialist (\$3,254),
- 1 Utility Billing Specialist (\$2,517), and
- 1 Utility Inspector (\$3,366),

Total: 169 positions, \$822,647

## 60<sup>th</sup> Percentile of Market

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1. Raise the salary of 10 positions that are below grade minimum market, first, at a cost of \$37,186.
  - 1 Business License Inspector (\$828),
  - 5 Communications Specialists (\$16,116 total),
  - 3 Lifeguards - Pool (\$15,070 total), and
  - 1 Purchasing Agent (\$5,172).
  
2. Raise the salary of 200 positions that are *substantially* below market, second, at a cost of \$1,995,636.
  - 2 Accountants (\$14,667 total),
  - 1 Accounting Clerk (\$4,804),
  - 1 Accounting Manager (\$19,841),
  - 1 Accreditation Manager (\$11,619),
  - 24 Administrative Assistants (\$201,183 total),
  - 8 Administrative Office Coordinators (\$58,272 total),
  - 1 Administrative Services Manager (\$17,079),
  - 1 Agenda Coordinator (\$8,593),
  - 1 Assistant City Attorney Police Legal Advisor (\$17,716),
  - 3 Assistant Fire Chiefs (\$79,892 total),
  - 1 Benefits Manager (\$14,903),
  - 1 Budget Coordinator - Fire Rescue (\$11,925),
  - 1 Building Division Coordinator (\$6,946),
  - 2 Building Inspectors (\$25,604 total),
  - 1 Building Maintenance Superintendent (\$13,785),
  - 1 Cemetery Manager (\$8,143),
  - 1 Chief Parking Facilities Administrator (\$11,336),
  - 1 Code Board Specialist (\$4,907),

- 1 Code Enforcement Coordinator (\$7,436),
- 12 Code Enforcement Officers (\$71,317 total),
- 1 Code Enforcement Officer Supervisor (\$9,053),
- 1 Communications Manager (\$23,916),
- 4 Communications Supervisors (\$40,396 total),
- 9 Community Service Officers (\$55,344 total),
- 1 Crime Scene Investigation Supervisor (\$12,635),
- 1 Cross Connect Control Program Administrator (\$11,739),
- 1 Cross Connect Control Specialist I (\$6,997),
- 1 Cross Connect Control Specialist II (\$7,309),
- 5 Customer Service Representatives (\$32,290 total),
- 1 Data Analyst Accreditation Manager (\$14,043),
- 1 Deputy City Clerk (\$14,328),
- 1 Economic Development Manager (\$11,864),
- 2 Engineers III (\$29,524 total),
- 1 Environmental Laboratory Manager (\$12,134),
- 1 Environmental Resources Compliance Manager (\$14,475),
- 2 Evidence Custodians (\$10,947 total),
- 4 Executive Administrative Assistants (\$33,790 total),
- 6 Executive Assistants (\$89,745 total),
- 2 Executive Legal Secretaries (\$23,250 total),
- 1 Fire Technology Manager (\$14,737),
- 1 Fleet Coordinator (\$9,776),
- 1 Fleet Supervisor (\$8,055),
- 1 Housing Rehab Inspector (\$9,346),
- 1 Human Resources Assistant (\$5,259),
- 2 Human Resources Generalists (\$16,774 total),
- 1 Human Resources Manager (\$18,692),
- 1 Human Resources Specialist Benefits (\$11,462),
- 1 Infrastructure Engineer (\$15,393),
- 7 Inspectors II (\$97,708 total),
- 1 Inventory Control Specialist (\$7,383),
- 1 IPP Administrator (\$18,900),
- 1 Lead Code Enforcement Officer (\$14,488),
- 1 Lead Lifeguard (\$6,112),
- 1 Legal Office Manager (\$12,632),
- 1 Manager of Maintenance (\$12,164),
- 2 Network Engineers (\$26,265 total),
- 2 Nuisance Abatement Officers (\$14,829 total),
- 2 Parks Maintenance Supervisors (\$16,664 total),
- 1 Pension Administrator (\$11,883),
- 1 Pension Specialist (\$5,331),
- 6 Permit Clerks (\$36,665 total),
- 6 Police Information Specialists (\$36,987 total),
- 1 Police Information Specialist Supervisor (\$8,101),

- 1 Police Records Management Assistant (\$5,753),
- 3 Principal Planners (\$44,617 total),
- 4 Project Managers II (\$73,759 total),
- 1 Public Affairs Outreach Officer (\$9,894),
- 1 Public Information Officer (\$15,111),
- 1 Quality Assurance Officer (\$9,892),
- 4 Recreation Supervisors I (\$34,205 total),
- 1 Recreation Supervisor II (\$7,286),
- 6 Recreation Supervisors III (\$63,383 total),
- 1 Senior Chemist (\$7,310),
- 1 Senior Customer Service Representative (\$6,054),
- 1 Senior Infrastructure Engineer (\$17,719),
- 1 Senior Landscape Planner (\$12,154),
- 1 Senior Permit Technician (\$8,608),
- 2 Senior Police Information Specialists (\$14,695 total),
- 1 Stormwater Streets Maintenance Supervisor (\$8,299),
- 1 Structural Plan Reviewer (\$19,422),
- 1 Support Services Supervisor (\$7,986),
- 1 Sustainability Officer (\$11,706),
- 2 System Administrators (\$31,467 total),
- 3 Technical Support Analysts I (\$24,092 total),
- 1 Technical Support Analyst II (\$8,567),
- 1 Traffic Maintenance Supervisor (\$6,866),
- 1 Treasury Specialist (\$7,429),
- 1 Utilities Office Supervisor (\$7,359),
- 1 Utility Billing Specialist (\$5,896),
- 1 Utility Inspector (\$7,581),
- 1 Videographer (\$6,357), and
- 1 Water & Sewer Network Manager (\$12,818).

3. Raise the salary of 144 positions that are below market, third, at a cost of \$1,030,938.

- 1 Accountant Budget Analyst (\$4,004),
- 1 Accounts Payable Specialist (\$3,193),
- 3 Application Support Specialists (\$20,255 total),
- 1 Aquatics Operations Supervisor (\$4,675),
- 1 Assistant City Attorney II (\$10,449),
- 1 Assistant Development Services Director (\$13,993),
- 1 Assistant Finance Director (\$16,220),
- 1 Assistant Neighborhood & Community Services Director (\$11,696),
- 1 Assistant Parks & Recreation Director (\$9,965),
- 1 Assistant Parks Superintendent (\$8,805),
- 2 Assistant Police Chiefs (\$34,154 total),

- 1 Assistant Public Works Director (\$15,119),
- 1 Assistant Utilities Director (\$11,737),
- 1 Assistant Utilities Financial Manager (\$5,199),
- 1 Assistant Utilities Maintenance Manager (\$7,488),
- 2 Assistant Water Sewer Network Managers (\$10,310 total),
- 1 Budget Administrator (\$4,039),
- 1 Building & Inspection Administrator (\$11,252),
- 3 Building Permit Expeditors (\$18,515 total),
- 3 Business Operations Administrators (\$19,311 total),
- 1 Chief Accounting Officer (\$10,920),
- 1 Chief Financial Officer (\$16,647),
- 1 Clean & Safe Administrator (\$5,152),
- 2 Clean & Safe Streetscape Supervisors (\$6,407 total),
- 1 Code Enforcement Administrator (\$6,480),
- 3 Community Improvement Specialists (\$14,989 total),
- 1 Contracts Administrator (\$6,482),
- 1 Crime Analyst (\$7,330),
- 5 Crime Scene Investigators (\$31,244 total),
- 1 Customer Service Assistant (\$4,110),
- 1 Deputy Director of Public Works (\$6,753),
- 1 Development Services Director (\$17,706),
- 1 Education Workforce Coordinator (\$7,157),
- 1 Emergency Manager (\$13,922),
- 1 Employee Engagement Administrator (\$8,977),
- 1 Engineering Division Manager (\$7,335),
- 3 Engineering Inspectors (\$12,908 total),
- 3 Fire and Life Safety Inspectors (\$10,269 total),
- 1 Fire Chief (\$15,355),
- 2 GIS Analysts II (\$12,848 total),
- 1 GIS Manager (\$10,398),
- 1 GIS Specialist (\$5,429),
- 1 Housing Property Coordinator (\$4,142),
- 1 Information Security Manager (\$8,246),
- 1 IT Infrastructure Manager (\$10,280),
- 1 IT Services Coordinator (\$7,781),
- 1 IT Support Manager (\$4,397),
- 1 Landscape Site Inspector (\$4,597),
- 1 Lead Nuisance Abatement Officer (\$7,436),
- 2 Litter Prevention Officers (\$8,717 total),
- 2 Logistics Technicians (\$10,724 total),
- 1 Meter Operations Supervisor (\$7,798),
- 1 Neighborhood & Community Services Coordinator (\$4,237),
- 1 Neighborhood Planner (\$6,249),
- 1 Neighborhood Services Administrator (\$8,221),
- 1 Out of School Program Supervisor (\$8,054),

- 1 Parks Superintendent (\$6,250),
- 1 Payroll Supervisor (\$3,952),
- 1 Permit Supervisor (\$6,819),
- 2 Permit Technicians (\$6,689 total),
- 6 Planners (\$36,902 total),
- 1 Police Chief (\$9,619),
- 1 Police Digital Public Records Specialist (\$5,701),
- 1 Police Information Public Records Assistant (\$3,788),
- 1 Police Technology Manager (\$12,486),
- 2 Principal Engineers (\$21,912 total),
- 1 Public Education Specialist (\$4,056),
- 1 Public Records Management Coordinator (\$4,354),
- 1 Purchasing Assistant (\$3,431),
- 1 Purchasing Manager (\$7,593),
- 2 Quality Assurance Analysts (\$8,496 total),
- 1 Recreation Superintendent (\$4,796),
- 1 Rehabilitation Specialist (\$7,405),
- 1 Risk Manager (\$11,226),
- 1 Safety Coordinator (\$5,738),
- 1 Sanitation Administrator (\$4,270),
- 1 Seasonal Senior Accountant (\$5,571),
- 1 Senior Accountant (\$5,283),
- 1 Senior Assistant City Attorney (\$11,918),
- 4 Senior Planners (\$35,301 total),
- 2 Senior Technology Strategists (\$23,306 total),
- 1 Service Population Advocate (\$4,269),
- 1 Service Population Advocate Manager (\$5,197),
- 3 Special Events Administrators (\$21,224 total),
- 1 Special Events Manager (\$9,280),
- 1 Sr Human Resources Generalist (\$4,841),
- 2 Staff Assistants (\$8,995 total),
- 1 Staff Assistant City Attorney (\$6,577),
- 1 Stormwater Engineer (\$8,429),
- 1 Stormwater Superintendent (\$7,433),
- 1 Streets Superintendent (\$6,456),
- 3 Support Services Specialists (\$13,206 total),
- 1 Sustainability Coordinator (\$8,227),
- 1 Transportation Engineer (\$7,591),
- 1 Treasury Analyst (\$6,156),
- 1 Utilities Department Coordinator (\$5,240),
- 1 Utilities Director (\$11,465),
- 6 Utilities Supervisors (\$47,366 total),
- 1 Water Treatment Plant Superintendent (\$6,914),
- 1 WTP Operations Supervisor (\$5,134),

Total: 354 positions, \$3,063,760.

## 70<sup>th</sup> Percentile of Market

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1. Raise the salary of 7 positions that are below grade minimum market, first, at a cost of \$31,648.

- 1 City Clerk (\$602), and
- 6 Communications Specialists (\$31,047 total).

2. Raise the salary of 353 positions that are *substantially* below market, second, at a cost of \$4,869,583.

- 2 Accountants (\$22,803 total),
- 1 Accountant Budget Analyst (\$8,956),
- 1 Accounting Clerk (\$8,190),
- 1 Accounting Manager (\$27,592),
- 1 Accounts Payable Specialist (\$6,906),
- 1 Accreditation Manager (\$16,291),
- 24 Administrative Assistants (\$258,599 total),
- 8 Administrative Office Coordinators (\$96,378 total),
- 1 Administrative Services Manager (\$25,004),
- 1 Agenda Coordinator (\$13,665),
- 3 Application Support Specialists (\$35,432 total),
- 1 Aquatics Operations Supervisor (\$8,214),
- 1 Assistant City Attorney II (\$19,659),
- 1 Assistant City Attorney Police Legal Advisor (\$26,843),
- 1 Assistant Development Services Director (\$22,603),
- 1 Assistant Finance Director (\$26,547),
- 3 Assistant Fire Chiefs (\$101,388 total),
- 1 Assistant Neighborhood & Community Services Director (\$18,821),
- 1 Assistant Parks & Recreation Director (\$17,270),
- 1 Assistant Parks Superintendent (\$14,807),
- 2 Assistant Police Chiefs (\$48,536 total),
- 1 Assistant Public Works Director (\$25,396),
- 1 Assistant Utilities Director (\$21,466),
- 1 Assistant Utilities Financial Manager (\$10,820),
- 1 Assistant Utilities Maintenance Manager (\$13,384),
- 2 Assistant Water Sewer Network Managers (\$21,400 total),
- 1 Benefits Manager (\$21,448),
- 1 Budget Administrator (\$9,098),
- 1 Budget Coordinator - Fire Rescue (\$19,108),

- 1 Building & Inspection Administrator (\$20,700),
- 1 Building Division Coordinator (\$11,679),
- 2 Building Inspectors (\$35,355 total),
- 1 Building Maintenance Superintendent (\$20,696),
- 3 Building Permit Expeditors (\$31,930 total),
- 1 Business License Inspector (\$5,899),
- 3 Business Operations Administrators (\$36,114 total),
- 1 Cemetery Manager (\$12,864),
- 1 Chief Accounting Officer (\$19,245),
- 1 Chief Financial Officer (\$24,703),
- 1 Chief Parking Facilities Administrator (\$16,815),
- 1 Clean & Safe Administrator (\$11,297),
- 2 Clean & Safe Streetscape Supervisors (\$14,425 total),
- 1 Code Board Specialist (\$8,670),
- 1 Code Enforcement Administrator (\$12,438),
- 1 Code Enforcement Coordinator (\$11,645),
- 12 Code Enforcement Officers (\$126,034 total),
- 1 Code Enforcement Officer Supervisor (\$14,025),
- 1 Communications Manager (\$29,768),
- 4 Communications Supervisors (\$62,196 total),
- 3 Community Improvement Specialists (\$26,311 total),
- 9 Community Service Officers (\$73,127 total),
- 1 Contracts Administrator (\$11,775),
- 1 Crime Analyst (\$12,684),
- 1 Crime Scene Investigation Supervisor (\$18,973),
- 5 Crime Scene Investigators (\$60,729 total),
- 1 Cross Connect Control Program Administrator (\$17,670),
- 1 Cross Connect Control Specialist I (\$9,565),
- 1 Cross Connect Control Specialist II (\$11,982),
- 1 Customer Service Assistant (\$7,374),
- 5 Customer Service Representatives (\$51,386 total),
- 1 Data Analyst Accreditation Manager (\$21,208),
- 1 Deputy City Clerk (\$18,663),
- 1 Deputy Director of Public Works (\$13,570),
- 1 Development Services Director (\$28,316),
- 1 Digital Social Media Coordinator (\$6,515),
- 1 Economic Development Manager (\$18,056),
- 1 Education Workforce Coordinator (\$13,187),
- 1 Emergency Manager (\$22,864),
- 1 Employee Engagement Administrator (\$15,342),
- 2 Engineers III (\$44,958 total),
- 1 Engineering Division Manager (\$15,406),
- 3 Engineering Inspectors (\$25,368 total),
- 1 Environmental Laboratory Manager (\$19,120),
- 1 Environmental Resources Compliance Manager (\$21,578),

- 2 Evidence Custodians (\$18,270 total),
- 4 Executive Administrative Assistants (\$56,524 total),
- 6 Executive Assistants (\$126,372 total),
- 2 Executive Legal Secretaries (\$29,463 total),
- 3 Fire and Life Safety Inspectors (\$23,966 total),
- 1 Fire Chief (\$32,000),
- 1 Fire Technology Manager (\$22,634),
- 1 Fleet Coordinator (\$15,081),
- 1 Fleet Supervisor (\$13,160),
- 2 GIS Analysts II (\$22,785 total),
- 1 GIS Manager (\$17,661),
- 1 GIS Specialist (\$10,114),
- 1 Housing Property Coordinator (\$8,899),
- 1 Housing Rehab Inspector (\$15,415),
- 1 Human Resources Assistant (\$8,777),
- 1 Human Resources Director (\$18,859),
- 2 Human Resources Generalists (\$30,870 total),
- 1 Human Resources Manager (\$34,705),
- 1 Human Resources Specialist Benefits (\$17,651),
- 1 Information Security Manager (\$16,136),
- 1 Infrastructure Engineer (\$21,898),
- 7 Inspectors II (\$150,522 total),
- 1 Inventory Control Specialist (\$11,743),
- 1 IPP Administrator (\$25,935),
- 1 IT Infrastructure Manager (\$18,769),
- 1 IT Services Coordinator (\$13,494),
- 1 IT Support Manager (\$9,522),
- 1 Landscape Site Inspector (\$9,468),
- 1 Lead Code Enforcement Officer (\$20,609),
- 1 Lead Lifeguard (\$10,174),
- 1 Lead Nuisance Abatement Officer (\$12,810),
- 1 Legal Office Manager (\$18,907),
- 3 Lifeguards - Pool (\$21,107 total),
- 2 Litter Prevention Officers (\$15,998 total),
- 2 Logistics Technicians (\$18,530 total),
- 1 Manager of Maintenance (\$19,469),
- 1 Meter Operations Supervisor (\$13,125),
- 1 Neighborhood & Community Services Coordinator (\$9,165),
- 1 Neighborhood Planner (\$10,623),
- 1 Neighborhood Services Administrator (\$14,879),
- 2 Network Engineers (\$36,471 total),
- 2 Nuisance Abatement Officers (\$23,722 total),
- 1 Out of School Program Supervisor (\$13,619),
- 2 Parks Maintenance Supervisors (\$26,884 total),
- 1 Parks Superintendent (\$12,732),

- 1 Payroll Manager (\$8,300),
- 1 Payroll Supervisor (\$7,363),
- 1 Pension Administrator (\$19,110),
- 1 Pension Specialist (\$9,133),
- 6 Permit Clerks (\$56,261 total),
- 1 Permit Supervisor (\$13,168),
- 2 Permit Technicians (\$14,641 total),
- 1 Plan Review Superintendent (\$9,271),
- 6 Planners (\$61,544 total),
- 1 Police Digital Public Records Specialist (\$10,337),
- 1 Police Information Public Records Assistant (\$7,866),
- 6 Police Information Specialists (\$63,588 total),
- 1 Police Information Specialist Supervisor (\$13,289),
- 1 Police Payroll Coordinator (\$6,820),
- 1 Police Records Management Assistant (\$8,140),
- 1 Police Technology Manager (\$20,340),
- 2 Principal Engineers (\$39,389 total),
- 3 Principal Planners (\$66,967 total),
- 4 Project Managers II (\$91,269 total),
- 1 Public Affairs Outreach Officer (\$15,565),
- 1 Public Education Specialist (\$7,803),
- 1 Public Information Officer (\$22,966),
- 1 Public Records Management Coordinator (\$8,600),
- 1 Purchasing Assistant (\$7,391),
- 1 Purchasing Manager (\$14,840),
- 2 Quality Assurance Analysts (\$16,029 total),
- 1 Quality Assurance Officer (\$15,775),
- 1 Recreation Superintendent (\$12,220),
- 4 Recreation Supervisors I (\$52,285 total),
- 1 Recreation Supervisor II (\$11,297),
- 6 Recreation Supervisors III (\$95,804 total),
- 1 Rehabilitation Specialist (\$12,918),
- 1 Risk Management Coordinator (\$8,225),
- 1 Risk Manager (\$19,240),
- 1 Safety Coordinator (\$10,319),
- 1 Sanitation Administrator (\$9,480),
- 1 Seasonal Senior Accountant (\$9,887),
- 1 Senior Accountant (\$10,916),
- 1 Senior Assistant City Attorney (\$20,790),
- 1 Senior Chemist (\$11,575),
- 1 Senior Customer Service Representative (\$10,154),
- 1 Senior Infrastructure Engineer (\$25,787),
- 1 Senior Landscape Planner (\$18,708),
- 1 Senior Permit Technician (\$14,175),
- 4 Senior Planners (\$56,245 total),

- 2 Senior Police Information Specialists (\$22,175 total),
- 2 Senior Technology Strategists (\$38,552 total),
- 1 Service Population Advocate (\$8,598),
- 1 Service Population Advocate Manager (\$10,756),
- 3 Special Events Administrators (\$39,886 total),
- 1 Special Events Manager (\$15,212),
- 1 Sr Human Resources Generalist (\$10,522),
- 2 Staff Assistants (\$16,523 total),
- 1 Staff Assistant City Attorney (\$12,237),
- 1 Stormwater Engineer (\$15,981),
- 1 Stormwater Streets Maintenance Supervisor (\$13,286),
- 1 Stormwater Superintendent (\$16,475),
- 1 Streets Superintendent (\$14,300),
- 1 Structural Plan Reviewer (\$26,804),
- 3 Support Services Specialists (\$24,474 total),
- 1 Support Services Supervisor (\$12,657),
- 1 Sustainability Coordinator (\$14,241),
- 1 Sustainability Officer (\$18,872),
- 2 System Administrators (\$40,663 total),
- 3 Technical Support Analysts I (\$37,177 total),
- 1 Technical Support Analyst II (\$13,483),
- 1 Traffic Maintenance Supervisor (\$11,653),
- 1 Transportation Engineer (\$15,172),
- 1 Treasury Analyst (\$12,441),
- 1 Treasury Specialist (\$11,777),
- 1 Utilities Department Coordinator (\$10,401),
- 1 Utilities Office Supervisor (\$12,254),
- 1 Utilities Project Manager I (\$5,850),
- 6 Utilities Supervisors (\$62,330 total),
- 1 Utility Billing Specialist (\$9,930),
- 1 Utility Inspector (\$11,966),
- 1 Videographer (\$10,669),
- 1 Water & Sewer Network Manager (\$19,838),
- 1 Water Treatment Plant Superintendent (\$15,634), and
- 1 WTP Operations Supervisor (\$12,635).

3. Raise the salary of 15 positions that are below market, third, at a cost of \$182,174.

- 1 Assistant City Manager (\$15,360),
- 1 Assistant HR Director (\$8,000),
- 1 Assistant IT Director (\$9,421),
- 1 Chief Technology Officer (\$13,855),
- 1 City Engineer (\$14,386),
- 1 Director of Communications (\$6,909),

- 1 Parks & Recreation Director (\$16,196),
- 3 Police Captains (\$33,549 total),
- 1 Police Chief (\$15,960),
- 1 Public Works Director (\$16,072),
- 2 Purchasing Agents (\$14,875 total), and
- 1 Utilities Director (\$17,590).

Total: 375 positions, \$5,083,405.

Work Product

## Comparators

### Purpose

To determine economically comparable organizations for inclusion in the external market study by comparing economic metrics of Delray Beach to those of similar coastal communities within approximately 60 miles of the city, an hour travel, though excluding the city of Miami due to population size.

### Methodology

The goal was to understand how each of the fifty-five (55) identified communities compared with Delray Beach. The six (6) metrics that were chosen for evaluation were Population, Median Property Value (MPV), Median Household Income (MHI), Poverty Rate (Pov Rate), Labor Force Participation Rate (LFP Rate), and Unemployment Rate (U Rate). Each metric was assumed to be equally important.

A statistic was produced for each metric by first taking the absolute value of the difference between the metric for a similar community and the same metric for Delray Beach, for example, the difference between the population of Delray Beach and Boynton Beach. The difference was then divided by the standard deviation to understand how the difference varied for each similar community in relation to the sample population of the fifty-five (55) communities as a whole.

If any of the metrics had a value in excess of three standard deviations, then the community was considered to not be a good comparator for Delray Beach – highlighted in **red** below. Comparators highlighted in **green** were identified separately by the client as appropriate competitors for labor in the region.

From a statistical perspective, Chebyshev's Inequality Theorem indicates that 88.8% of all data values would be within three (3) standard deviations of the mean for a generic distribution. If a normal distribution exists, then values less than three (3) standard deviations account for 99.73% of the population. The choice of comparison is therefore statistically sound and appropriate.

A summary table of these calculations is presented in the following tables. (Sample calculations are also presented.)

**Table 1 – Potential Comparators – Broward County**

Coconut Creek	Cooper City	Coral Springs	Dania Beach
Davie	<b>Deerfield Beach</b>	<b>Fort Lauderdale</b>	Hallandale Beach
<b>Hollywood</b>	Lauderdale Lakes	Lauderhill	Lighthouse Point
Margate	<b>Miramar</b>	North Lauderdale	Oakland Park
Parkland	Pembroke Pines	Plantation	<b>Pompano Beach</b>
Sunrise	Tamarac	West Park	Weston
Wilton Manors			

**Table 2 – Potential Comparators – Martin County**

Stuart			
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**Table 3 – Potential Comparators – Miami-Dade County**

Aventura	<b>Coral Gables</b>	Cutler Bay	Doral
Florida City	Haileah	Haleah Gardens	Homestead
Key Biscayne	Miami	<b>Miami Beach</b>	Miami Gardens
Miami Lakes	Miami Shores	Miami Springs	<b>North Miami</b>
North Miami Beach	Opa-locka	Palmetto Bay	Pinecrest
South Miami	Sunny Isles Beach	Sweetwater	

**Table 4 – Potential Comparators – Palm Beach County**

Belle Glade	<b>Boca Raton</b>	<b>Boynton Beach</b>	Greenacres
Jupiter	Lake Worth Beach	Lantana	North Palm Beach
<b>Palm Beach Gardens</b>	Palm Springs	Riviera Beach	Royal Palm Beach
Wellington	<b>West Palm Beach</b>		

**Table 5 - Potential Comparators - St. Lucie County**

Fort Pierce	Port St. Lucie		
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## Additional Comparators

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The following list of additional comparators was added by the project team to ensure that all staff are fairly represented in the study.

- Palm Beach County

Work Product

**Table 6 - Economic Data of the Delray Beach and Potential Comparators**

Community	Population	MPV	MHI	Pov Rate	LFP Rate	U Rate
<b>Delray Beach</b>	66,434	\$320,300	\$76,558	12.16%	60.4%	5.8%
<b>Broward County</b>						
Coconut Creek	57,553	\$216,900	\$72,740	9.94%	66.7%	4.8%
Cooper City	33,867	\$431,200	\$119,567	4.70%	68.1%	3.9%
Coral Springs	133,693	\$393,300	\$87,488	8.70%	70.5%	6.2%
Dania Beach	31,703	\$217,400	\$46,330	19.32%	63.9%	9.0%
Davie	104,782	\$344,800	\$84,346	11.47%	69.2%	4.5%
Deerfield Beach	86,062	\$204,700	\$53,741	15.52%	61.4%	6.3%
Fort Lauderdale	182,247	\$364,100	\$75,376	14.91%	64.6%	5.4%
Hallandale Beach	41,004	\$230,300	\$45,417	20.89%	61.5%	9.3%
Hollywood	152,597	\$296,000	\$61,958	12.58%	68.1%	6.1%
Lauderdale Lakes	35,898	\$160,300	\$41,644	23.92%	63.0%	9.0%
Lauderhill	73,935	\$190,800	\$48,523	18.60%	65.7%	8.6%
Lighthouse Point	10,529	\$541,500	\$86,586	6.64%	59.3%	2.2%
Margate	58,331	\$230,900	\$56,324	12.32%	63.7%	4.2%
Miramar	134,306	\$333,500	\$81,812	8.23%	72.0%	4.2%
North Lauderdale	44,579	\$199,700	\$60,168	16.86%	74.2%	6.2%
<b>Oakland Park</b>	44,092	\$267,400	\$64,989	13.93%	<b>75.7%</b>	6.4%
<b>Parkland</b>	33,772	\$655,300	<b>\$188,544</b>	3.87%	64.2%	4.5%
Pembroke Pines	170,346	\$324,300	\$77,657	11.03%	63.0%	4.7%
Plantation	92,212	\$353,400	\$83,074	10.37%	68.3%	4.4%
Pompano Beach	111,423	\$245,100	\$61,155	15.90%	63.0%	8.7%
Sunrise	96,220	\$249,700	\$66,001	11.13%	67.1%	6.5%
Tamarac	71,140	\$197,300	\$59,140	12.74%	61.1%	5.9%
West Park	15,074	\$251,300	\$58,712	15.93%	68.2%	8.6%
Weston	68,148	\$528,800	\$132,832	5.82%	64.9%	3.6%
Wilton Manors	11,525	\$425,000	\$81,424	5.91%	64.0%	3.9%
<b>Marin County</b>						
Stuart	17,269	\$224,600	\$61,878	13.93%	57.0%	4.4%

Community	Population	MPV	MHI	Pov Rate	LFP Rate	U Rate
<b>Miami-Dade County</b>						
Aventura	39,734	\$347,800	\$75,211	12.44%	55.2%	4.8%
Coral Gables	49,269	\$867,700	\$118,203	9.54%	57.7%	4.8%
Doral	73,126	\$420,300	\$83,823	10.76%	69.0%	3.1%
<b>Hialeah</b>	<b>224,362</b>	\$280,000	\$49,531	17.81%	61.7%	3.7%
Hialeah Gardens	22,917	\$249,200	\$58,497	14.65%	65.6%	2.9%
<b>Key Biscayne</b>	14,530	<b>\$1,250,000</b>	<b>\$173,015</b>	8.37%	57.4%	4.1%
Miami Beach	83,469	\$450,700	\$65,116	13.57%	68.8%	4.0%
Miami Gardens	111,706	\$252,600	\$56,071	15.43%	61.1%	7.9%
Miami Lakes	30,582	\$443,600	\$90,339	4.58%	69.6%	3.2%
Miami Shores	11,551	\$590,100	\$120,833	7.45%	62.9%	7.0%
Miami Springs	13,880	\$436,700	\$88,196	11.67%	66.3%	1.3%
North Miami	60,449	\$250,200	\$49,069	18.89%	64.1%	6.1%
North Miami Beach	43,357	\$230,800	\$56,122	13.52%	67.8%	5.3%
Opa-locka	16,310	\$197,400	\$30,101	27.99%	57.3%	5.2%
Sunny Isles Beach	22,234	\$363,400	\$57,145	13.64%	55.8%	4.0%
<b>Palm Beach County</b>						
<b>Belle Glade</b>	16,983	\$119,900	\$42,314	<b>32.53%</b>	61.5%	<b>12.5%</b>
Boca Raton	95,347	\$495,000	\$95,570	9.35%	57.5%	5.9%
Boynton Beach	79,479	\$246,700	\$68,875	11.43%	65.2%	5.5%
Greenacres	43,482	\$185,800	\$58,981	14.71%	65.4%	5.4%
Jupiter	60,629	\$423,100	\$105,413	8.07%	62.0%	4.0%
Lake Worth Beach	38,548	\$273,000	\$58,852	15.55%	65.2%	6.0%
Lantana	11,516	\$260,700	\$67,009	11.53%	65.9%	9.3%
North Palm Beach	13,096	\$366,400	\$89,175	6.37%	53.0%	1.9%
Palm Beach Gardens	58,482	\$414,300	\$106,544	6.27%	56.6%	3.5%
Palm Springs	26,611	\$183,200	\$55,254	13.85%	70.7%	6.9%
Riviera Beach	37,301	\$237,600	\$57,851	20.01%	61.6%	9.2%
Royal Palm Beach	38,697	\$294,800	\$90,143	5.35%	69.6%	4.8%
Wellington	61,445	\$433,100	\$105,848	6.32%	63.3%	4.6%
West Palm Beach	115,877	\$275,700	\$64,044	15.97%	63.0%	6.2%

**Table 7 – Statistics of Potential Comparators**

Community	Population	MHP	MHI	Pov Rate	LFP Rate	U Rate
<b>Broward County</b>						
Coconut Creek	0.19	0.56	0.13	0.39	1.30	0.46
Cooper City	0.69	0.60	1.43	1.31	1.59	0.88
Coral Springs	1.42	0.40	0.36	0.61	2.09	0.19
Dania Beach	0.73	0.56	1.01	1.26	0.72	1.48
Davie	0.81	0.13	0.26	0.12	1.82	0.60
Deerfield Beach	0.41	0.63	0.76	0.59	0.21	0.23
Fort Lauderdale	2.44	0.24	0.04	0.48	0.87	0.19
Hallandale Beach	0.54	0.49	1.04	1.54	0.23	1.62
Hollywood	1.81	0.13	0.49	0.07	1.59	0.14
Lauderdale Lakes	0.64	0.87	1.16	2.07	0.54	1.48
Lauderhill	0.16	0.71	0.93	1.13	1.10	1.30
Lighthouse Point	1.18	1.20	0.33	0.97	0.23	1.67
Margate	0.17	0.49	0.67	0.03	0.68	0.74
Miramar	1.43	0.07	0.18	0.69	2.40	0.74
North Lauderdale	0.46	0.66	0.55	0.83	2.86	0.19
<b>Oakland Park</b>	0.47	0.29	0.39	0.31	3.17	0.28
<b>Parkland</b>	0.69	1.82	3.73	1.46	0.79	0.60
Pembroke Pines	2.19	0.02	0.04	0.20	0.54	0.51
Plantation	0.54	0.18	0.22	0.32	1.64	0.65
Pompano Beach	0.95	0.41	0.51	0.66	0.54	1.34
Sunrise	0.63	0.38	0.35	0.18	1.39	0.32
Tamarac	0.10	0.67	0.58	0.10	0.14	0.05
West Park	1.08	0.38	0.60	0.66	1.62	1.30
Weston	0.04	1.14	1.88	1.12	0.93	1.02
Wilton Manors	1.16	0.57	0.16	1.10	0.75	0.88
<b>Marin County</b>						
Stuart	1.04	0.52	0.49	0.31	0.70	0.65

Community	Population	MHP	MHI	Pov Rate	LFP Rate	U Rate
<b>Miami-Dade County</b>						
Aventura	0.56	0.15	0.04	0.05	1.08	0.46
Coral Gables	0.36	2.98	1.39	0.46	0.56	0.46
Doral	0.14	0.54	0.24	0.25	1.78	1.25
<b>Hialeah</b>	3.33	0.22	0.90	0.99	0.27	0.97
Hialeah Gardens	0.92	0.39	0.60	0.44	1.08	1.34
<b>Key Biscayne</b>	1.09	5.06	3.22	0.67	0.62	0.79
Miami Beach	0.36	0.71	0.38	0.25	1.74	0.83
Miami Gardens	0.95	0.37	0.68	0.58	0.14	0.97
Miami Lakes	0.76	0.67	0.46	1.33	1.91	1.21
Miami Shores	1.16	1.47	1.48	0.83	0.52	0.56
Miami Springs	1.11	0.63	0.39	0.09	1.22	2.09
North Miami	0.13	0.38	0.92	1.18	0.77	0.14
North Miami Beach	0.49	0.49	0.68	0.24	1.53	0.23
Opa-locka	1.06	0.67	1.55	2.79	0.64	0.28
Sunny Isles Beach	0.93	0.23	0.65	0.26	0.95	0.83
<b>Palm Beach County</b>						
<b>Belle Glade</b>	1.04	1.09	1.14	3.59	0.23	3.11
Boca Raton	0.61	0.95	0.63	0.49	0.60	0.05
Boynton Beach	0.27	0.40	0.26	0.13	0.99	0.14
Greenacres	0.48	0.73	0.59	0.45	1.04	0.19
Jupiter	0.12	0.56	0.96	0.72	0.33	0.83
Lake Worth Beach	0.59	0.26	0.59	0.60	0.99	0.09
Lantana	1.16	0.32	0.32	0.11	1.14	1.62
North Palm Beach	1.12	0.25	0.42	1.02	1.53	1.81
Palm Beach Gardens	0.17	0.51	1.00	1.04	0.79	1.07
Palm Springs	0.84	0.75	0.71	0.30	2.13	0.51
Riviera Beach	0.61	0.45	0.62	1.38	0.25	1.58
Royal Palm Beach	0.58	0.14	0.45	1.20	1.91	0.46
Wellington	0.11	0.61	0.98	1.03	0.60	0.56
West Palm Beach	1.04	0.24	0.42	0.67	0.54	0.19

## Sample Calculation

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Sample Calculation for Boynton Beach

Population Statistic

Maximum Population = 224,362 (Hialeah)

Minimum Population = 10,529 (Lighthouse Point)

Delray Beach Population = 66,424

Boynton Beach Population = 79,479

Sample Average = 62,388

Sample Standard Deviation = 47,481

$$\text{Statistic} = \frac{|\text{Boynton Beach} - \text{Delray Beach}|}{s}$$

$$\text{Statistic} = \frac{|79,479 - 66,424|}{62,388}$$

$$\text{Statistic} = 0.27$$

Work Product

## Benchmark Positions

In Table 8 through Table 21 the benchmark positions, highlighted in **green**, used in the external survey are presented. Positions that were analyzed but not included in the external survey are unhighlighted.

**Table 8 – Benchmark Positions – City Attorney**

Job Title	Job Title
<b>Assistant City Attorney II</b>	Legal Office Manager
Assistant City Attorney Police Legal Advisor	Public Records Management Coordinator
<b>City Attorney</b>	Senior Assistant City Attorney
<b>Executive Legal Secretary</b>	Staff Assistant City Attorney

**Table 9 – Benchmark Positions – City Clerk**

Job Title	Job Title
<b>Administrative Assistant</b>	<b>City Clerk</b>
Administrative Office Coordinator	<b>Deputy City Clerk</b>
Agenda Coordinator	<b>Executive Assistant</b>

**Table 10 – Benchmark Positions – City Manager**

Job Title	Job Title
<b>Assistant City Manager</b>	<b>Executive Assistant</b>
<b>City Manager</b>	Special Events Manager
Economic Development Manager	Sustainability Coordinator
Education Workforce Coordinator	Sustainability Officer
Executive Administrative Assistant	

**Table 11 – Benchmark Positions – Communications**

Job Title	Job Title
Digital Social Media Coordinator	Public Information Officer
<b>Director of Communications</b>	Videographer
Public Affairs Outreach Officer	

**Table 12 – Benchmark Positions – Development Services**

Job Title	Job Title
Administrative Office Coordinator	Permit Clerk
Assistant Development Services Director	Permit Supervisor
Building & Inspection Administrator	Permit Technician
Building Division Coordinator	<b>Planner</b>
<b>Building Inspector</b>	Principal Planner
Building Permit Expeditor	Senior Landscape Planner
Business License Inspector	Senior Permit Technician
<b>Development Services Director</b>	<b>Senior Planner</b>
<b>Executive Assistant</b>	<b>Structural Plan Reviewer</b>
Inspector II	Support Services Specialist
Landscape Site Inspector	Support Services Supervisor

**Table 13 – Benchmark Positions – Finance**

Job Title	Job Title
<b>Accountant</b>	Chief Accounting Officer
Accountant Budget Analyst	<b>Chief Financial Officer</b>
Accounting Clerk	Contracts Administrator
Accounting Manager	<b>Customer Service Representative</b>
Accounts Payable Specialist	<b>Executive Assistant</b>
<b>Assistant Finance Director</b>	Meter Operations Supervisor
Assistant Utilities Financial Manager	Payroll Manager
Budget Administrator	Payroll Supervisor

Job Title
Pension Administrator
Pension Specialist
<b>Purchasing Agent</b>
Purchasing Assistant
Purchasing Manager
Seasonal Senior Accountant

Job Title
Senior Accountant
Senior Customer Service Representative
Treasury Analyst
Treasury Specialist
Utilities Office Supervisor
Utility Billing Specialist

**Table 14 - Benchmark Positions - Fire**

Job Title
<b>Administrative Assistant</b>
<b>Assistant Fire Chief</b>
Budget Coordinator - Fire Rescue
Data Analyst Accreditation Manager
Emergency Manager
Executive Administrative Assistant

Job Title
<b>Fire and Life Safety Inspector</b>
<b>Fire Chief</b>
Fire Technology Manager
Logistics Technician
Public Education Specialist

**Table 15 - Benchmark Positions - Human Resources**

Job Title
<b>Assistant HR Director</b>
<b>Benefits Manager</b>
Employee Engagement Administrator
Human Resources Assistant
<b>Human Resources Director</b>
<b>Human Resources Generalist</b>

Job Title
<b>Human Resources Manager</b>
Human Resources Specialist Benefits
Risk Management Coordinator
Risk Manager
Safety Coordinator
Sr Human Resources Generalist

**Table 16 – Benchmark Positions – Information Technology**

Job Title	Job Title
Application Support Specialist	IT Support Manager
<b>Assistant IT Director</b>	<b>Network Engineer</b>
<b>Chief Technology Officer</b>	Senior Infrastructure Engineer
GIS Manager	Senior Technology Strategist
Information Security Manager	<b>System Administrator</b>
Infrastructure Engineer	Technical Support Analyst I
IT Infrastructure Manager	Technical Support Analyst II
IT Services Coordinator	

**Table 17 – Benchmark Positions – Neighborhood & Community Services**

Job Title	Job Title
Administrative Office Coordinator	Housing Rehab Inspector
Assistant Neighborhood & Community Services Director	Lead Code Enforcement Officer
Clean & Safe Administrator	Lead Nuisance Abatement Officer
Clean & Safe Streetscape Supervisor	Litter Prevention Officer
Code Board Specialist	Neighborhood & Community Services Coordinator
Code Enforcement Administrator	<b>Neighborhood &amp; Community Services Director</b>
Code Enforcement Coordinator	Neighborhood Planner
<b>Code Enforcement Officer</b>	Neighborhood Services Administrator
Code Enforcement Officer Supervisor	Nuisance Abatement Officer
Community Improvement Specialist	Rehabilitation Specialist
Housing Property Coordinator	Sanitation Administrator

**Table 18 – Benchmark Positions – Parks & Recreation**

Job Title	Job Title
<b>Administrative Assistant</b>	Out of School Program Supervisor
Administrative Office Coordinator	<b>Parks &amp; Recreation Director</b>
Aquatics Operations Supervisor	Parks Maintenance Supervisor
Assistant Parks & Recreation Director	Parks Superintendent
<b>Assistant Parks Superintendent</b>	<b>Recreation Superintendent</b>
Business Operations Administrator	<b>Recreation Supervisor I</b>
Cemetery Manager	Recreation Supervisor II
Customer Service Assistant	Recreation Supervisor III
<b>Executive Assistant</b>	Special Events Administrator
Lead Lifeguard	Staff Assistant
<b>Lifeguard - Pool</b>	

**Table 19 – Benchmark Positions – Police**

Job Title	Job Title
Accreditation Manager	Fleet Coordinator
<b>Administrative Assistant</b>	<b>Police Captain</b>
Administrative Office Coordinator	<b>Police Chief</b>
Administrative Services Manager	Police Digital Public Records Specialist
<b>Assistant Police Chief</b>	Police Information Public Records Assistant
<b>Communications Manager</b>	Police Information Specialist
<b>Communications Specialist</b>	Police Information Specialist Supervisor
<b>Communications Supervisor</b>	Police Payroll Coordinator
<b>Community Service Officer</b>	Police Records Management Assistant
Crime Analyst	Police Technology Manager
Crime Scene Investigation Supervisor	Senior Police Information Specialist
<b>Crime Scene Investigator</b>	Service Population Advocate
Evidence Custodian	Service Population Advocate Manager
Executive Administrative Assistant	Technical Support Analyst I

**Table 20 – Benchmark Positions – Public Works**

Job Title	Job Title
<b>Administrative Assistant</b>	Fleet Supervisor
<b>Assistant Public Works Director</b>	GIS Analyst II
Building Maintenance Superintendent	Plan Review Superintendent
Business Operations Admin	Principal Engineer
Chief Parking Facilities Administrator	<b>Project Manager II</b>
<b>City Engineer</b>	<b>Public Works Director</b>
<b>Deputy Director of Public Works</b>	Stormwater Streets Maintenance Supervisor
Engineer III	<b>Stormwater Superintendent</b>
Engineering Division Manager	<b>Streets Superintendent</b>
Engineering Inspector	Traffic Maintenance Supervisor
<b>Executive Assistant</b>	Transportation Engineer
<b>Fleet Manager</b>	

**Table 21 – Benchmark Positions – Utilities**

Job Title	Job Title
<b>Administrative Assistant</b>	Manager of Maintenance
Assistant Utilities Director	Principal Engineer
Assistant Utilities Maintenance Manager	Quality Assurance Analyst
Assistant Water Sewer Network Manager	Quality Assurance Officer
Business Operations Administrator	Senior Chemist
Cross Connect Control Program Administrator	Stormwater Engineer
Cross Connect Control Specialist I	Utilities Department Coordinator
Cross Connect Control Specialist II	<b>Utilities Director</b>
Engineer III	Utilities Project Manager I
Environmental Laboratory Manager	<b>Utilities Supervisor</b>
Environmental Resources Compliance Manager	Utility Inspector
GIS Analyst II	Water & Sewer Network Manager
GIS Specialist	<b>Water Treatment Plant Superintendent</b>
Inventory Control Specialist	WTP Operations Supervisor
IPP Administrator	

## Baseline Analysis

### Current Salary Schedule

Paypoint reviewed the salary schedule for all job titles, presented in Table 22. Midpoints for each salary grade have also been calculated for comparison with external market data.

Spread measures the percentage difference between the maximum and minimum salary for a position. It is also an indication of the lateral progression available to an employee within their job title. A narrow spread often leads to wage compression as the maximum salary is quickly achieved. A narrow spread can also lead to low morale and high turnover as economic advancement is limited. The salary schedule from Table 22 has a consistent spread of 60% as is shown in Table 23. It is important that the spread is consistent amongst all employees so that all positions have relatively equal advancement opportunities.

**Table 22 – Current Salary Schedule**

Current Grade	Min	Mid	Max
101	\$15.16	\$19.71	\$24.25
102	\$15.92	\$20.69	\$25.46
103	\$16.71	\$21.72	\$26.73
104	\$17.55	\$22.81	\$28.07
105	\$18.43	\$23.95	\$29.47
106	\$19.35	\$25.15	\$30.95
107	\$20.31	\$26.41	\$32.50
108	\$21.33	\$27.73	\$34.12
109	\$22.40	\$29.12	\$35.83
110	\$23.52	\$30.57	\$37.62
111	\$24.69	\$32.10	\$39.50
112	\$25.93	\$33.70	\$41.47
113	\$27.22	\$35.39	\$43.55
114	\$28.58	\$37.15	\$45.72
115	\$30.01	\$39.01	\$48.01
116	\$31.51	\$40.96	\$50.41

Current Grade	Min	Mid	Max
117	\$33.09	\$43.01	\$52.93
118	\$34.75	\$45.17	\$55.58
119	\$36.49	\$47.43	\$58.36
120	\$38.31	\$49.79	\$61.27
121	\$40.22	\$52.28	\$64.34
122	\$42.23	\$54.90	\$67.56
123	\$44.34	\$57.64	\$70.93
124	\$46.56	\$60.52	\$74.48
125	\$48.89	\$63.55	\$78.20
126	\$51.33	\$66.72	\$82.11
127	\$53.90	\$70.06	\$86.22
128	\$56.60	\$73.57	\$90.53
129	\$59.43	\$77.75	\$96.06
130	\$62.40	\$81.11	\$99.81
131	\$65.52	\$85.16	\$104.80
136	\$83.62	\$108.69	\$133.76

**Table 23 – Current Spread and Ladders**

Current Grade	Spread	Min Ladder	Mid Ladder	Max Ladder
101	60.0%			
102	59.9%	5.0%	5.0%	5.0%
103	60.0%	5.0%	5.0%	5.0%
104	59.9%	5.0%	5.0%	5.0%
105	59.9%	5.0%	5.0%	5.0%
106	59.9%	5.0%	5.0%	5.0%
107	60.0%	5.0%	5.0%	5.0%
108	60.0%	5.0%	5.0%	5.0%

Current Grade	Spread	Min Ladder	Mid Ladder	Max Ladder
109	60.0%	5.0%	5.0%	5.0%
110	59.9%	5.0%	5.0%	5.0%
111	60.0%	5.0%	5.0%	5.0%
112	59.9%	5.0%	5.0%	5.0%
113	60.0%	5.0%	5.0%	5.0%
114	60.0%	5.0%	5.0%	5.0%
115	60.0%	5.0%	5.0%	5.0%
116	60.0%	5.0%	5.0%	5.0%
117	60.0%	5.0%	5.0%	5.0%
118	59.9%	5.0%	5.0%	5.0%
119	59.9%	5.0%	5.0%	5.0%
120	59.9%	5.0%	5.0%	5.0%
121	60.0%	5.0%	5.0%	5.0%
122	60.0%	5.0%	5.0%	5.0%
123	60.0%	5.0%	5.0%	5.0%
124	60.0%	5.0%	5.0%	5.0%
125	60.0%	5.0%	5.0%	5.0%
126	60.0%	5.0%	5.0%	5.0%
127	60.0%	5.0%	5.0%	5.0%
128	59.9%	5.0%	5.0%	5.0%
129	61.6%	5.0%	5.7%	6.1%
130	60.0%	5.0%	4.3%	3.9%
131	60.0%	5.0%	5.0%	5.0%
136	60.0%	-	-	-

Ladders define the percentage salary difference between consecutive groups of job titles. Ladders can be used to differentiate employees with different knowledge, skills, and abilities and motivate career advancement. The ladders, that is, the percentage difference between consecutive minimums, consecutive midpoints, and consecutive maximums, is consistent at 5.0%. It is recommended that the ladders be consistent between grades.

## Salary Distribution by Department

The salary distribution at the City is shown in Figure 1. The label “Percentage of Employees” on the ordinate y-axis reflects the total number of employees. The three departments with more than 10% of the workforce, Development Services, Police, and Utilities, are highlighted.

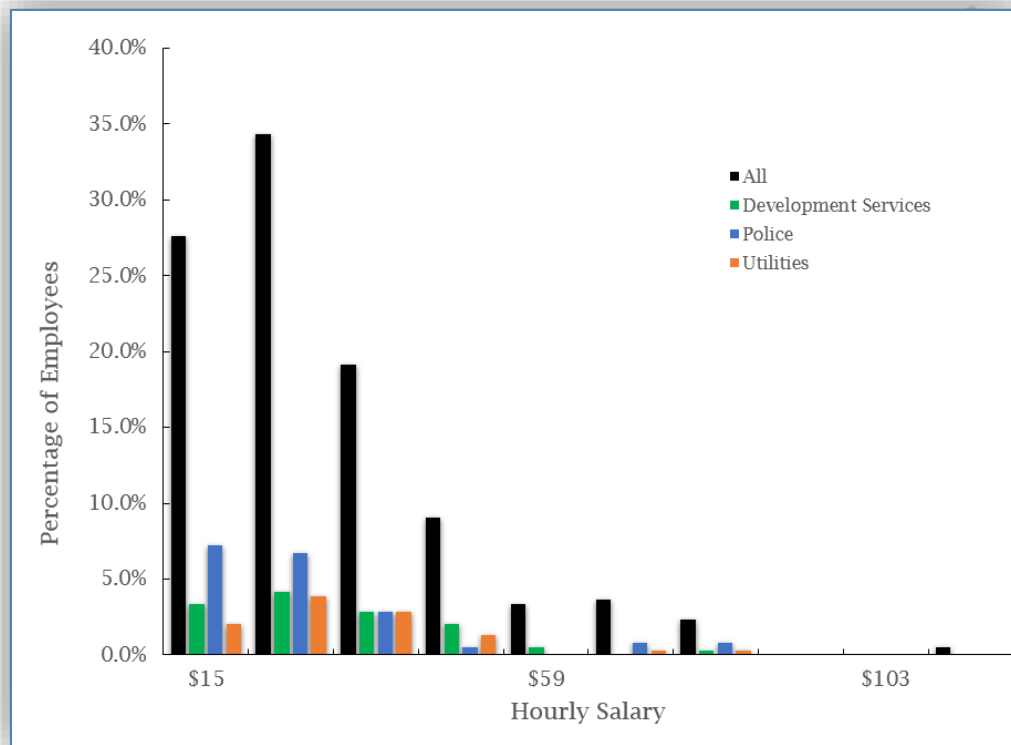


Figure 1 - Salary Distribution

### Observations

- The concentration of employees in the upper end, top 20%, of the salary range (2 of 387 employees, 0.5%) in comparison to the lower end is not elevated, meaning that the organization is not top-heavy with respect to compensation.
- In examining Quantile-Quantile plots of the highlighted departments, excluding the respective Chiefs/Department Heads, compensation is approximately normally distributed in two of the departments (94.8%  $R^2$  for Development Services and 93.5%  $R^2$  for Utilities). This is highly desirable as it demonstrates clear wage progression in the respective departments without an abundance of entry wage or max wage employees - 64% of Development Services and 65% of Utilities are within 1 standard

deviation of the average salary. Compensation in Police, however, is not normally distributed, which would be preferable, and may be attributed to the differences in the number of command staff and non-supervisory administrative and community service officer positions and their respective compensation levels.

## Salary Distribution Observations by Grade

Table 24 examines salaries of all employees with respect to the maximum and minimum of each job title. In Table 25 the distribution of salaries above or below the midpoint of each job title is presented. Grades with more than 10% of the workforce were further analyzed. Grades with no employees were not included.

### Observations

- There is a high concentration of employees (1 in 5 or 20%) in grades 106 and 111 near the minimum of the respective grades. This is not true for the organization overall. In general, a high concentration of employees at the extremes can lead to or be the cause of systemic employment issues including low morale, retention, etc., but also can be due to the terms of collective bargaining.
- There is a high concentration of employees (2 in 3 or 67%) in grade 106 below the midpoint of the respective grade which would suggest a skewed distribution of salaries. This is not true for the organization overall.

**Table 24 – Employees Near Min/Max**

Current Grade	Staff #	# near Min	% near Min	# near Max	% near Max
101	0	0	-	0	-
102	0	0	-	0	-
103	5	4	80.0%	0	0.0%
104	17	4	23.5%	3	17.6%
105	10	7	70.0%	0	0.0%
<b>106</b>	<b>48</b>	<b>10</b>	<b>20.8%</b>	9	18.8%
107	11	2	18.2%	2	18.2%
108	35	9	25.7%	3	8.6%

Current Grade	Staff #	# near Min	% near Min	# near Max	% near Max
109	5	0	0.0%	1	20.0%
110	19	3	15.8%	1	5.3%
<b>111</b>	<b>43</b>	<b>10</b>	<b>23.3%</b>	5	11.6%
112	16	2	12.5%	1	6.3%
113	35	5	14.3%	6	17.1%
114	17	2	11.8%	2	11.8%
115	13	0	0.0%	0	0.0%
116	31	1	3.2%	2	6.5%
117	2	0	0.0%	0	0.0%
118	26	1	3.8%	4	15.4%
119	0	0	-	0	-
120	3	0	0.0%	0	0.0%
121	0	0	-	0	-
122	9	0	0.0%	0	0.0%
123	3	0	0.0%	0	0.0%
124	6	0	0.0%	0	0.0%
125	8	0	0.0%	0	0.0%
126	9	0	0.0%	5	55.6%
127	8	0	0.0%	2	25.0%
128	3	0	0.0%	0	0.0%
129	0	0	-	0	-
130	2	0	0.0%	0	0.0%
131	1	0	0.0%	0	0.0%
136	2	0	0.0%	0	0.0%
<b>Total</b>	<b>387</b>	<b>60</b>	<b>15.5%</b>	<b>46</b>	<b>11.9%</b>

**Table 25 – Employees Near Midpoint**

Current Grade	Staff #	Below Mid	Below Mid %	Above Mid	Above Mid %
101	0	0	-	0	-
102	0	0	-	0	-
103	5	4	80.0%	1	20.0%
104	17	11	64.7%	6	35.3%
105	10	10	100.0%	0	0.0%
<b>106</b>	<b>48</b>	<b>34</b>	<b>70.8%</b>	14	29.2%
107	11	8	72.7%	3	27.3%
108	35	25	71.4%	10	28.6%
109	5	2	40.0%	3	60.0%
110	19	12	63.2%	7	36.8%
111	43	27	62.8%	16	37.2%
112	16	7	43.8%	9	56.3%
113	35	21	60.0%	14	40.0%
114	17	8	47.1%	9	52.9%
115	13	8	61.5%	5	38.5%
116	31	15	48.4%	16	51.6%
117	2	0	0.0%	2	100.0%
118	26	4	15.4%	22	84.6%
119	0	0	-	0	-
120	3	0	0.0%	3	100.0%
121	0	0	-	0	-
122	9	3	33.3%	6	66.7%
123	3	3	100.0%	0	0.0%
124	6	3	50.0%	3	50.0%
125	8	5	62.5%	3	37.5%

Current Grade	Staff #	Below Mid	Below Mid %	Above Mid	Above Mid %
126	9	0	0.0%	9	100.0%
127	8	2	25.0%	6	75.0%
128	3	0	0.0%	3	100.0%
129	0	0	-	0	-
130	2	0	0.0%	2	100.0%
131	1	1	100.0%	0	0.0%
136	2	0	0.0%	2	100.0%
Total	387	213	55.0%	174	45.0%

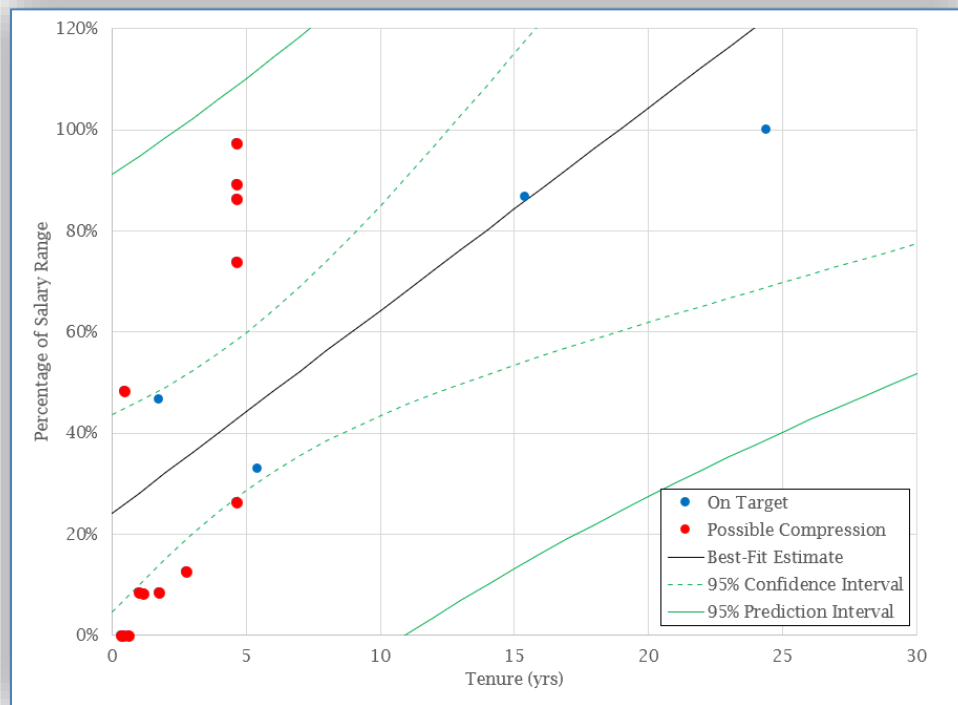
## Compression Analysis

Wage compression primarily occurs for one of two reasons: one, employees in the same pay grade with similar knowledge, skills, and abilities are compensated substantially different when considering their respective lengths of service in the position; and two, supervisors are compensated similar to or even less than the employees they supervise.

### Across Grades

To examine this first issue a compression analysis was conducted for the city looking at each grade. For grades where there was no correlation between salary and tenure, no compression analysis was possible.

A graphical illustration of the compression analysis is presented in Figure 2. The vertical axis shows current pay as a percentage of where it falls in the pay range. The horizontal axis identifies the tenure each employee has in the position as of March 1, 2024. The solid black line is a linear regression “Best-Fit Estimate” line of where compensation nominally should be based on current compensation practices in the grade. The dashed green lines bound the 95% confidence intervals. More specifically, the two dashed lines bound with 95% confidence the average expected values of the salary percentage for a given level of tenure. In other words, current actual salaries should fall between the dashed green lines. The solid green lines bound the 95% prediction intervals where future compensation levels for the pay grade should be bounded.



**Figure 2 - Compression Plot for Grade 104**

When a salary is above the dashed green lines, then the employee may be over-compensated relative to their peers in the grade. In such instances, future pay adjustments may need to be minimized to bring salaries into alignment. In instances, where a salary is below the dashed green lines in Figure 2, then the employee may be under compensated relative to peers. Positive adjustments may be warranted when budgetarily permissible. The results are presented in tabular form in Table 26 including the job title in question, the current rate of pay, and an estimate rate of pay based on the 95% confidence intervals.

Further examination of the positions identified may reveal other reasons, e.g., prior experience, certifications, education, or performance, that may justify the compensation differences.

**Table 26 – Possible Compression – Grade 104**

Job Title	Over Under	Current	Estimate
Customer Service Representative	Under	\$18.41	\$18.69
Customer Service Representative	Under	\$17.55	\$18.22
Customer Service Representative	Under	\$18.88	\$19.54
Customer Service Assistant	Under	\$18.43	\$19.02
Lead Lifeguard	<b>Over</b>	<b>\$22.64</b>	<b>\$22.26</b>
Customer Service Representative	Under	\$18.88	\$19.54
Police Info Public Records Assistant	Under	\$17.55	\$18.37
Police Info Specialist	<b>Over</b>	<b>\$26.93</b>	<b>\$23.67</b>
Police Info Specialist	Under	\$18.43	\$18.62
Police Info Specialist	<b>Over</b>	<b>\$25.33</b>	<b>\$23.67</b>
Police Info Specialist	Under	\$20.31	\$20.40
Police Info Specialist	<b>Over</b>	<b>\$27.79</b>	<b>\$23.67</b>
Police Info Specialist	<b>Over</b>	<b>\$26.64</b>	<b>\$23.67</b>
Records Management Assistant-Police	Under	\$17.55	\$18.28

Plots for other grades are shown below in Figure 3 through Figure 9.

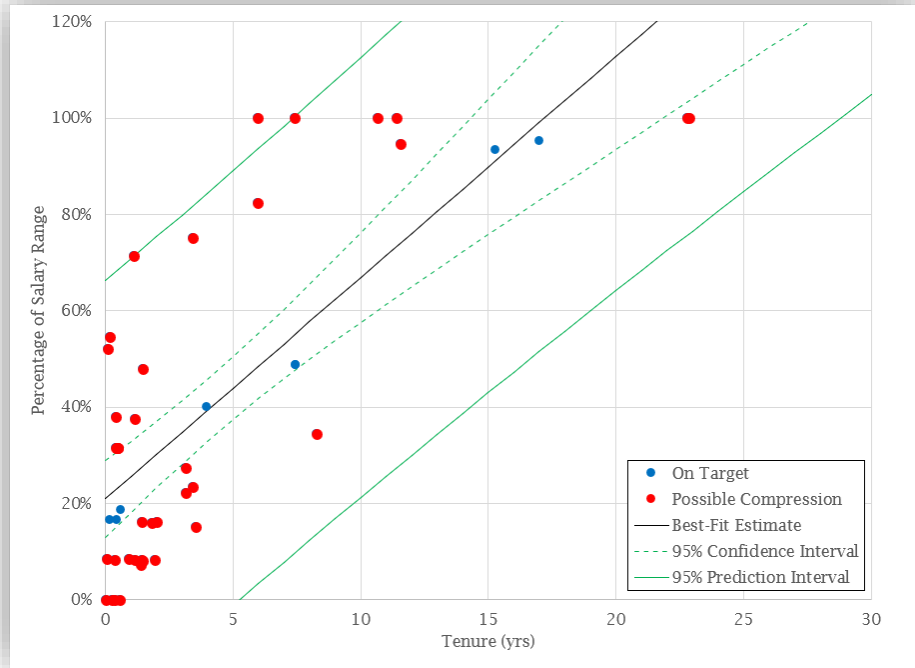


Figure 3 - Compression Plot for Grade 106

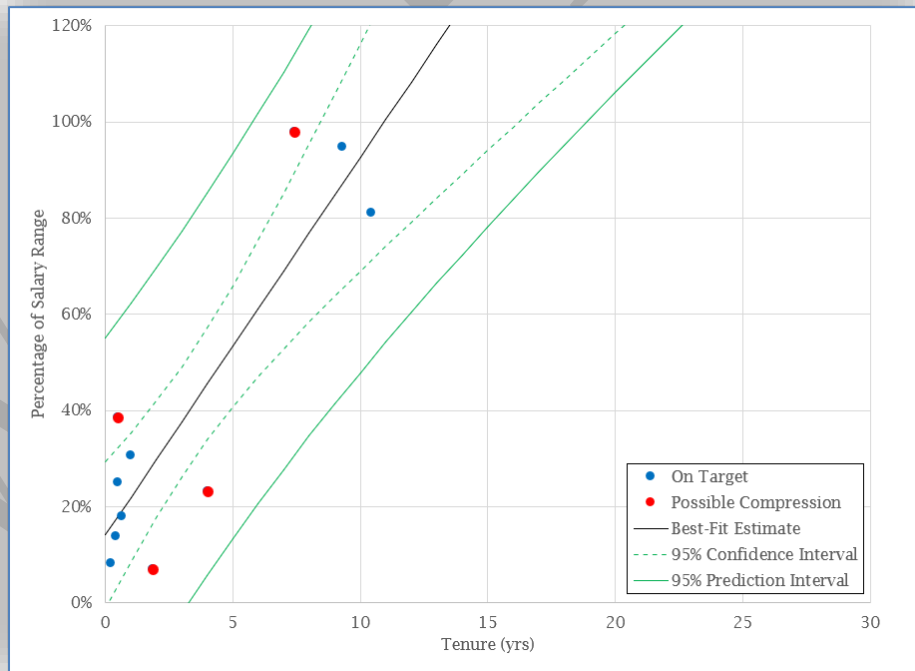


Figure 4 - Compression Plot for Grade 107

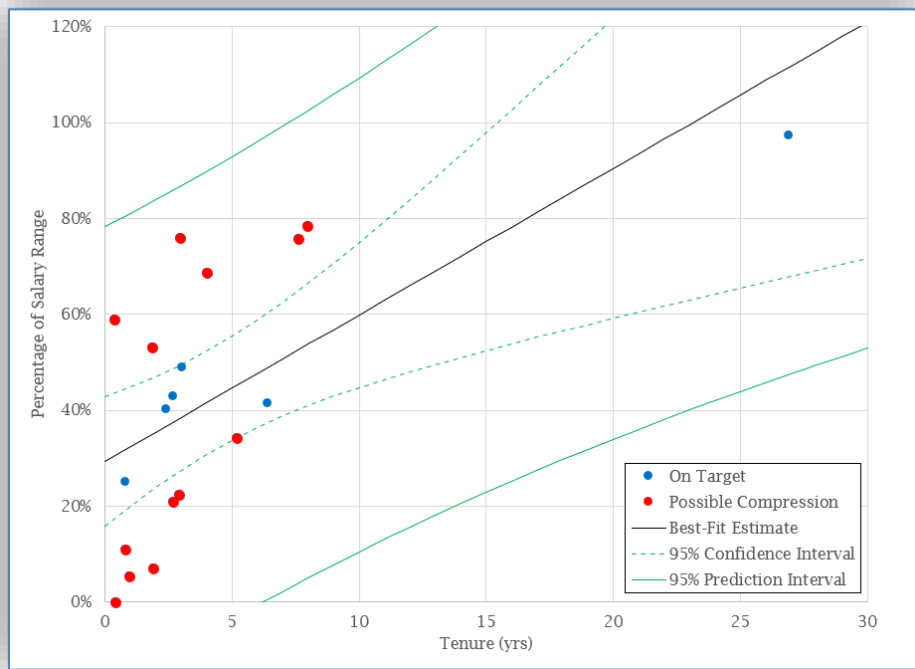


Figure 5 - Compression Plot for Grade 110

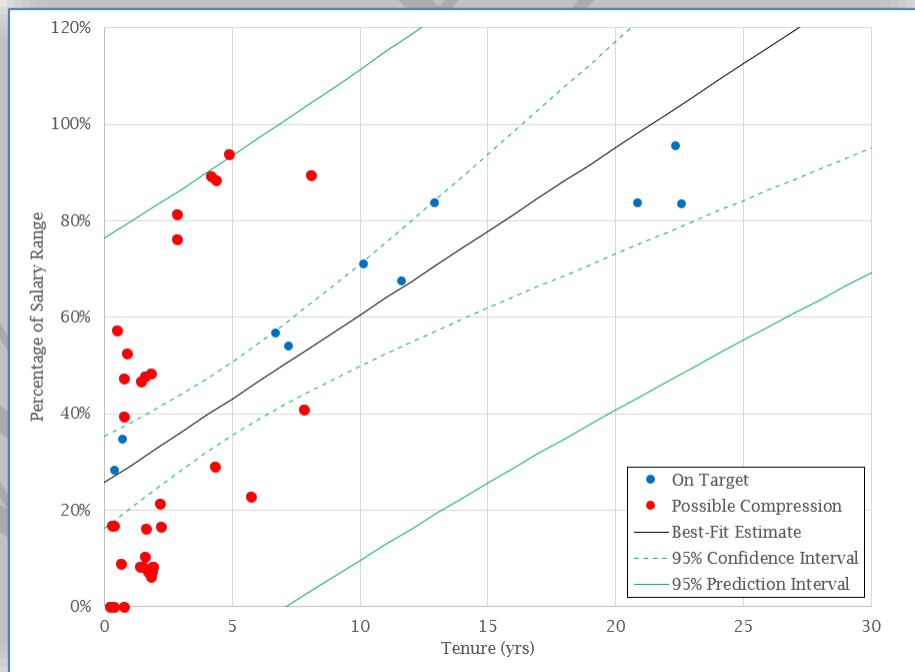


Figure 6 - Compression Plot for Grade 111

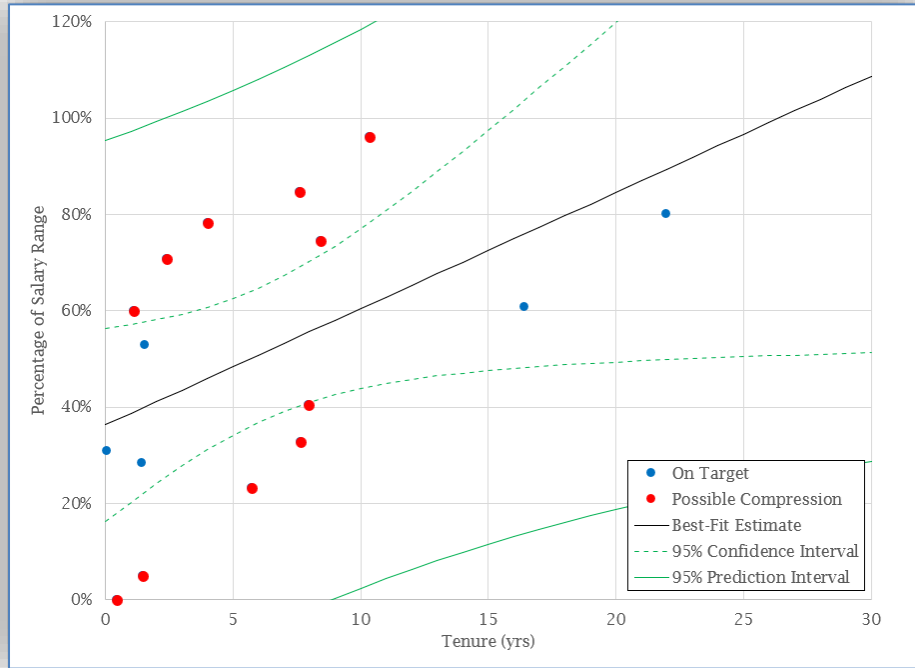


Figure 7 - Compression Plot for Grade 112

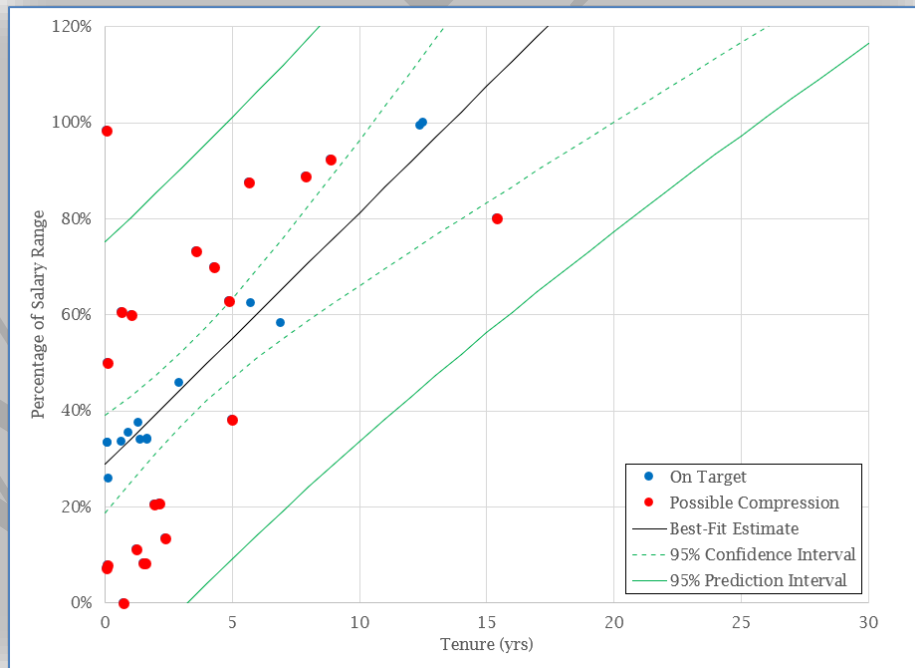
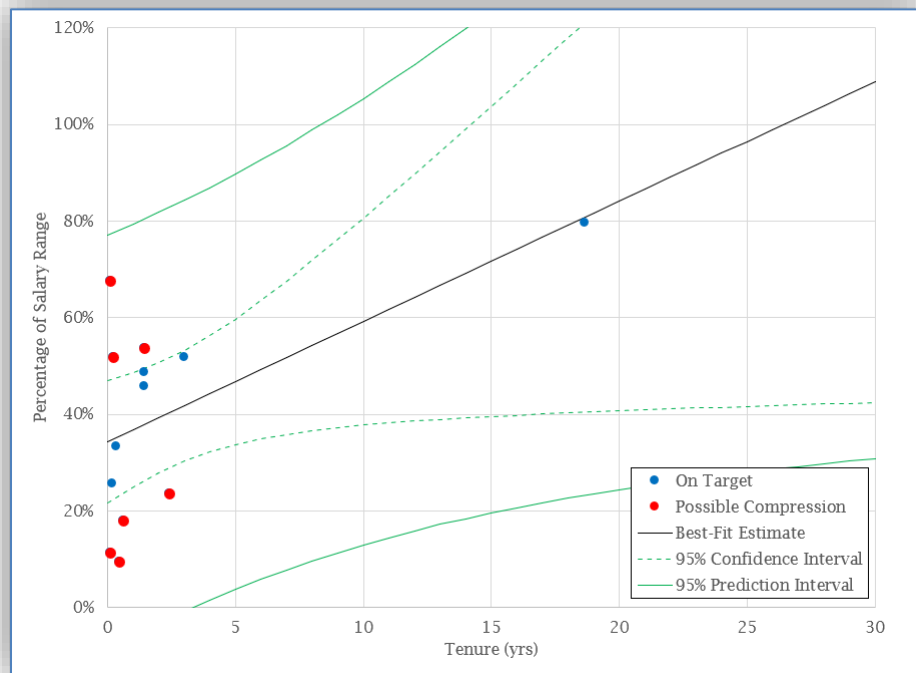


Figure 8 - Compression Plot for Grade 113



**Figure 9 - Compression Plot for Grade 115**

## Across Departments

Unlike the first compression analysis, this second one examines employee compensation relative to the compensation of other employees only within their department. In instances where an employee's compensation was similar to that of a higher-level position in the same job family or that of a supervisor, then compression may be occurring.

The metric that was used for comparison: the current salary of an employee and the maximum salary of the grade was compared in relation to the salary ranges two, three, and four grades higher. In instances where compensation was higher and a higher-level job title in the same family or supervisor exists in the pay plan, then compression was identified.

Using the 5% ladder and 60% spread currently in use at the city, the metric flags employee compensation when it is in the top 25% of the salary range two grades higher, top 36% of the salary range three grades higher, and top 47% of the range four grades higher.

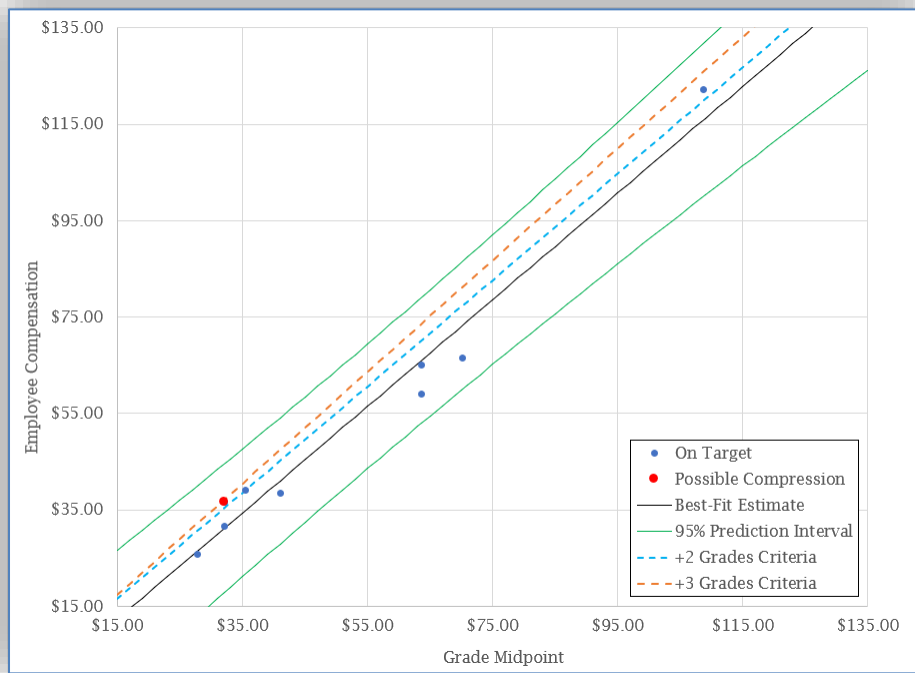


Figure 10 - Compression Plot for City Attorney

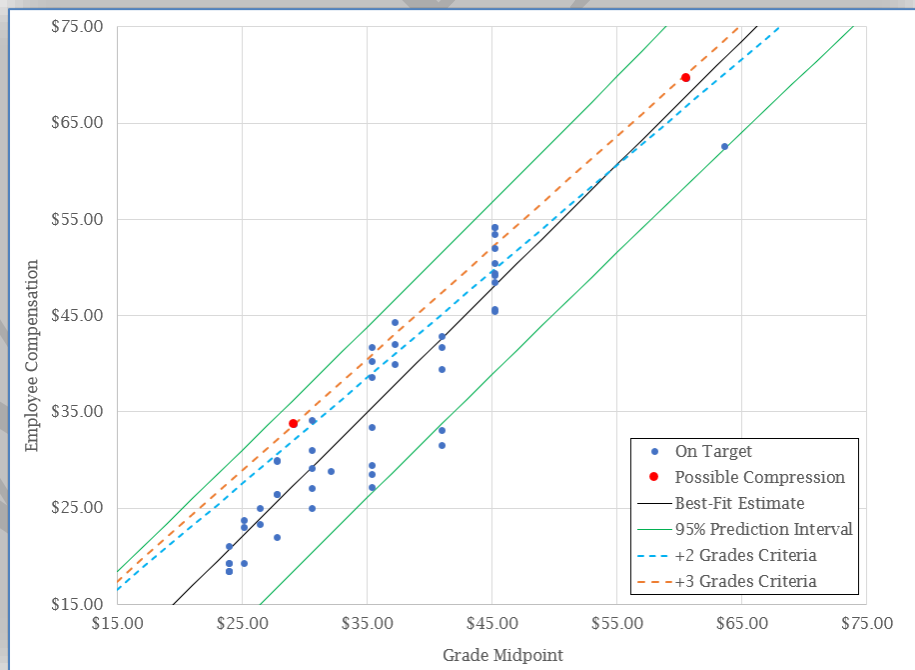


Figure 11 - Compression Plot for Development Services

**Table 27 - Possible Compression - Departmental**

Job Title	Current Grade	Current Pay	Compressed Grade	Criteria
<b>City Attorney</b>				
Executive Legal Secretary	111	\$36.75	113	\$35.39
<b>Development Services</b>				
Permit Technician	109	\$33.70	110*	\$32.10
Building & Inspection Administrator	124	\$69.70	125*	\$66.72

\* - next highest grade was analyzed

Work Pro

## Compensable Factor Score from Position Vantage Point

Employees and supervisors participated in the Position Vantage Point Job Survey to assist in determining the internal hierarchy of positions in the City. Questions asked in the PVP are divided into four areas: Background, Authority, Skill, and Environment. In these four areas, the following compensable factors were examined:

Education	Complexity
Certifications	Independence
Work Duties	Impact
Work Experience	Physical
Financial Authority	Working Conditions
Supervision	Interaction

Points are assigned to each of the different compensable factors and correlated with the findings of the external market survey, producing the Compensable Factor Score (CFS) as is shown below in Table 28. All job titles were examined as part of this study.

**Table 28 – Compensable Factor Score**

Position Classification	CFS Score
Assistant City Manager	787.8
Police Chief	517.1
Fire Chief	445.8
Utilities Director	374.4
Chief Financial Officer	353.5
Public Works Director	329.4
Assistant Fire Chief	303.4
Development Services Director	229.5
Senior Assistant City Attorney	216.8
Human Resources Director	215.3
Neighborhood & Community Services Director	212.4
Parks & Recreation Director	210.2
Chief Technology Officer	193.8
Assistant Police Chief	188.2

Assistant Finance Director	180.2
Assistant City Attorney II	177.9
Assistant Public Works Director	174.1
Assistant Utilities Director	159.2
Assistant City Attorney Police Legal Advisor	158.7
Police Captain	154.0
Assistant Development Services Director	142.5
City Clerk	135.1
Director of Communications	125.8
City Engineer	113.4
Principal Engineer	113.1
Engineering Division Manager	113.0
Assistant Neighborhood & Community Services Director	112.5
Assistant IT Director	105.0
Assistant Parks & Recreation Director	103.0
Building & Inspection Administrator	97.6
Assistant HR Director	89.3
Stormwater Engineer	76.2
Transportation Engineer	73.7
Deputy Director of Public Works	73.5
Emergency Manager	69.9
Senior Technology Strategist	69.4
GIS Manager	67.4
Risk Manager	66.8
Chief Accounting Officer	65.1
IT Infrastructure Manager	63.3
Purchasing Manager	60.4
Information Security Manager	60.4
Administrative Services Manager	55.2

Fire Technology Manager	50.8
Police Technology Manager	47.0
Communications Manager	40.9
Senior Infrastructure Engineer	38.1
Chief Parking Facilities Administrator	36.8
Fleet Manager	36.6
Environmental Resources Compliance Manager	36.5
Human Resources Manager	36.4
Principal Planner	36.1
Data Analyst Accreditation Manager	35.8
Public Information Officer	35.4
Economic Development Manager	35.4
Engineer III	35.3
Accounting Manager	35.2
Inspector II	34.8
Water & Sewer Network Manager	34.5
Water Treatment Plant Superintendent	34.4
Public Affairs Outreach Officer	33.8
Environmental Laboratory Manager	33.8
Benefits Manager	33.4
Manager of Maintenance	33.1
Sustainability Officer	32.9
Special Events Manager	32.3
Project Manager II	29.6
Network Engineer	29.5
Infrastructure Engineer	28.2
Streets Superintendent	26.8
Stormwater Superintendent	26.8
Senior Planner	26.3
System Administrator	25.5

Senior Landscape Planner	24.8
Budget Coordinator - Fire Rescue	23.6
Pension Administrator	23.5
Structural Plan Reviewer	22.3
Building Maintenance Superintendent	21.9
Neighborhood Services Administrator	21.4
Contracts Administrator	21.4
Staff Assistant City Attorney	21.1
Business Operations Administrator	21.0
Code Enforcement Administrator	20.7
Parks Superintendent	20.1
Service Population Advocate Manager	20.0
IT Support Manager	19.7
Clean & Safe Administrator	19.6
Recreation Superintendent	19.5
Sanitation Administrator	19.5
Employee Engagement Administrator	19.1
IPP Administrator	19.1
Building Inspector	18.8
Seasonal Senior Accountant	18.6
Assistant Utilities Maintenance Manager	18.5
Labor and Employee Relations Administrator	18.3
Accreditation Manager	18.2
Senior Accountant	17.2
Assistant Water Sewer Network Manager	17.2
Sr Human Resources Generalist	16.9
Budget Administrator	16.7
Deputy City Clerk	16.7
Neighborhood Planner	16.6
Utilities Project Manager I	16.5

Payroll Manager	16.4
Sustainability Coordinator	16.3
Legal Office Manager	16.3
Cross Connect Control Program Administrator	16.2
GIS Analyst II	16.1
Education Workforce Coordinator	15.7
Purchasing Agent	15.7
Payroll Supervisor	15.6
Special Events Administrator	15.6
Assistant Utilities Financial Manager	14.9
Accountant	14.8
Utilities Supervisor	14.8
Planner	14.4
Fire and Life Safety Inspector	14.4
Plan Review Superintendent	14.3
Communications Supervisor	14.2
Crime Scene Investigation Supervisor	14.2
Application Support Specialist	14.1
Recreation Supervisor III	13.9
Technical Support Analyst II	13.4
Cemetery Manager	13.4
Permit Supervisor	13.4
Senior Chemist	13.4
Quality Assurance Officer	13.3
Service Population Advocate	13.2
Treasury Analyst	13.1
Executive Legal Secretary	13.0
WTP Operations Supervisor	13.0
Fleet Supervisor	13.0
Housing Rehab Inspector	12.9

Utilities Office Supervisor	12.8
Human Resources Generalist	12.7
Accountant Budget Analyst	12.7
Assistant Parks Superintendent	12.7
Out of School Program Supervisor	12.7
Human Resources Specialist Benefits	12.1
Technical Support Analyst I	12.1
Code Enforcement Officer Supervisor	12.0
Code Enforcement Coordinator	11.9
Support Services Supervisor	11.7
Parks Maintenance Supervisor	11.6
Executive Administrative Assistant	11.2
IT Services Coordinator	11.0
Safety Coordinator	10.7
Crime Scene Investigator	10.6
Recreation Supervisor II	10.6
GIS Specialist	10.5
Lead Code Enforcement Officer	10.4
Logistics Technician	10.4
Utility Inspector	10.4
Treasury Specialist	10.4
Communications Specialist	10.4
Engineering Inspector	10.3
Stormwater Streets Maintenance Supervisor	10.3
Utilities Department Coordinator	10.3
Police Information Specialist Supervisor	10.1
Senior Permit Technician	10.1
Housing Property Coordinator	10.0
Neighborhood & Community Services Coordinator	10.0

Building Division Coordinator	9.9
Clean & Safe Streetscape Supervisor	9.9
Traffic Maintenance Supervisor	9.9
Executive Assistant	9.8
Building Permit Expeditor	9.8
Crime Analyst	9.7
Rehabilitation Specialist	9.7
Risk Management Coordinator	9.7
Meter Operations Supervisor	9.6
Police Payroll Coordinator	9.6
Agenda Coordinator	9.2
Cross Connect Control Specialist II	9.0
Code Enforcement Officer	8.9
Videographer	8.8
Cross Connect Control Specialist I	8.2
Administrative Office Coordinator	8.0
Lead Nuisance Abatement Officer	7.8
Aquatics Operations Supervisor	7.7
Recreation Supervisor I	7.7
Police Digital Public Records Specialist	7.6
Fleet Coordinator	7.5
Public Records Management Coordinator	7.3
Landscape Site Inspector	7.2
Accounts Payable Specialist	7.1
Senior Police Information Specialist	7.0
Business License Inspector	6.9
Digital Social Media Coordinator	6.9
Quality Assurance Analyst	6.7
Inventory Control Specialist	6.7
Public Education Specialist	6.7

Evidence Custodian	6.5
Human Resources Assistant	6.5
Senior Customer Service Representative	6.5
Code Board Specialist	6.5
Purchasing Assistant	6.5
Permit Technician	6.4
Pension Specialist	6.4
Community Improvement Specialist	6.3
Support Services Specialist	6.3
Administrative Assistant	6.3
Community Service Officer	6.2
Permit Clerk	6.1
Customer Service Representative	6.1
Utility Billing Specialist	5.9
Accounting Clerk	5.8
Litter Prevention Officer	5.6
Nuisance Abatement Officer	5.5
Police Records Management Assistant	5.5
Lead Lifeguard	5.4
Police Information Specialist	5.3
Customer Service Assistant	5.2
Police Information Public Records Assistant	5.2
Lifeguard - Pool	5.1
Staff Assistant	4.7

## External Market Comparison

A summary of the findings of the external market analysis is presented in Table 29 through Table 33. In Table 34 through Table 47, the external market findings for all position classifications is presented, sorted alphabetically. The minimum, midpoint, and maximum hourly salary for each position classification is presented first. The market average (mean) and the various market quantiles are then presented. Lastly the Compa-Ratio, the ratio of the grade's midpoint divided by the **50th percentile** from the external market, which measures the extent of the deviation of the current salary range in comparison to the market median, is presented.

**Table 29 – Full-Time Positions Substantially Below Market (Compa-Ratio % Diff < -10%)**

Accreditation Manager	Human Resources Manager
Assistant Fire Chief	IPP Administrator
Benefits Manager	Lead Code Enforcement Officer
Communications Manager	Structural Plan Reviewer
Executive Assistant	System Administrator
Executive Legal Secretary	

**Table 30 – Full-Time Positions Below Market (-10% < Compa-Ratio % Diff < -5%)**

Accounting Manager	Code Enforcement Officer
Administrative Services Manager	Code Enforcement Officer Supervisor
Agenda Coordinator	Communications Supervisor
Assistant City Attorney II	Crime Scene Investigation Supervisor
Building Inspector	Cross Connect Control Program Administrator
Building Maintenance Superintendent	Cross Connect Control Specialist I
Cemetery Manager	Customer Service Representative
Chief Parking Facilities Administrator	Data Analyst Accreditation Manager
City Manager	Deputy City Clerk
Code Enforcement Coordinator	Economic Development Manager

Engineer III	Public Information Officer
Environmental Resources Compliance Manager	Recreation Supervisor I
Evidence Custodian	Recreation Supervisor II
Fleet Coordinator	Recreation Supervisor III
Human Resources Assistant	Senior Chemist
Human Resources Specialist Benefits	Senior Infrastructure Engineer
Infrastructure Engineer	Senior Landscape Planner
Inventory Control Specialist	Senior Planner
Lead Lifeguard	Senior Police Information Specialist
Legal Office Manager	Stormwater Streets Maintenance Supervisor
Network Engineer	Support Services Supervisor
Nuisance Abatement Officer	Technical Support Analyst I
Permit Clerk	Technical Support Analyst II
Police Information Specialist	Treasury Specialist
Police Records Management Assistant	Utility Billing Specialist
Principal Planner	Utility Inspector
Project Manager II	

**Table 31 – Full-Time Positions Near Market (-5% < Compa-Ratio % Diff < +5%)**

Accountant	Assistant City Manager
Accountant Budget Analyst	Assistant Development Services Director
Accounting Clerk	Assistant Finance Director
Accounts Payable Specialist	Assistant IT Director
Administrative Office Coordinator	Assistant Neighborhood & Community Services Director
Application Support Specialist	Assistant Parks & Recreation Director
Aquatics Operations Supervisor	Assistant Parks Superintendent
Assistant City Attorney Police Legal Advisor	Assistant Police Chief

Assistant Public Works Director	Digital Social Media Coordinator
Assistant Utilities Director	Education Workforce Coordinator
Assistant Utilities Financial Manager	Emergency Manager
Assistant Utilities Maintenance Manager	Employee Engagement Administrator
Assistant Water Sewer Network Manager	Engineering Division Manager
Budget Administrator	Engineering Inspector
Budget Coordinator - Fire Rescue	Environmental Laboratory Manager
Building & Inspection Administrator	Executive Administrative Assistant
Building Division Coordinator	Fire and Life Safety Inspector
Building Permit Expeditor	Fire Chief
Business License Inspector	Fire Technology Manager
Business Operations Administrator	Fleet Supervisor
Chief Accounting Officer	GIS Analyst II
Chief Financial Officer	GIS Manager
City Engineer	GIS Specialist
Clean & Safe Administrator	Housing Property Coordinator
Clean & Safe Streetscape Supervisor	Housing Rehab Inspector
Code Board Specialist	Human Resources Director
Code Enforcement Administrator	Human Resources Generalist
Community Improvement Specialist	Information Security Manager
Community Service Officer	Inspector II
Contracts Administrator	IT Infrastructure Manager
Crime Analyst	IT Services Coordinator
Crime Scene Investigator	IT Support Manager
Cross Connect Control Specialist II	Labor and Employee Relations Administrator
Customer Service Assistant	Landscape Site Inspector
Deputy Director of Public Works	Lead Code Enforcement Officer
Development Services Director	Lead Nuisance Abatement Officer

Lifeguard - Pool	Public Records Management Coordinator
Litter Prevention Officer	Purchasing Agent
Logistics Technician	Purchasing Assistant
Manager of Maintenance	Purchasing Manager
Meter Operations Supervisor	Quality Assurance Analyst
Neighborhood & Community Services Coordinator	Quality Assurance Officer
Neighborhood Planner	Recreation Superintendent
Neighborhood Services Administrator	Rehabilitation Specialist
Out of School Program Supervisor	Risk Management Coordinator
Parks Maintenance Supervisor	Risk Manager
Parks Superintendent	Safety Coordinator
Payroll Manager	Sanitation Administrator
Payroll Supervisor	Seasonal Senior Accountant
Pension Administrator	Senior Accountant
Pension Specialist	Senior Assistant City Attorney
Permit Supervisor	Senior Customer Service Representative
Permit Technician	Senior Permit Technician
Plan Review Superintendent	Senior Technology Strategist
Planner	Service Population Advocate
Police Chief	Service Population Advocate Manager
Police Digital Public Records Specialist	Special Events Administrator
Police Information Public Records Assistant	Special Events Manager
Police Information Specialist Supervisor	Sr Human Resources Generalist
Police Payroll Coordinator	Staff Assistant
Police Technology Manager	Staff Assistant City Attorney
Principal Engineer	Stormwater Engineer
Public Affairs Outreach Officer	Stormwater Superintendent
Public Education Specialist	Streets Superintendent

Support Services Specialist	Utilities Office Supervisor
Sustainability Coordinator	Utilities Project Manager
Sustainability Officer	Utilities Supervisor
Traffic Maintenance Supervisor	Videographer
Transportation Engineer	Water & Sewer Network Manager
Treasury Analyst	Water Treatment Plant Superintendent
Utilities Department Coordinator	WTP Operations Supervisor

**Table 32 – Full-Time Positions Above Market (+5% < Compa-Ratio % Diff < +10%)**

Assistant HR Director	Parks & Recreation Director
Chief Technology Officer	Police Captain
Communications Specialist	Public Works Director
Director of Communications	Utilities Director

**Table 33 – Full-Time Positions Substantially Above Market (Compa-Ratio % Diff > +10%)**

City Attorney	Fleet Manager
City Clerk	Neighborhood & Community Services Director

### Sample Calculation of Compa-Ratio

Current Midpoint of Grade = \$46.02

50<sup>th</sup> Percentile of Market = \$48.67

$$\text{Compa - Ratio} = \frac{\text{Current Midpoint}}{\text{50th Percentile}} - 1$$

$$\text{Compa - Ratio} = \frac{\$46.02}{\$48.67} - 1$$

$$\text{Compa - Ratio} = -5.5\%$$

**Table 34 - External Market Comparison - City Attorney**

	Assistant City Attorney II	Asst City Attorney PLA	City Attorney	Executive Legal Secretary	Legal Office Manager
<b>Current Scale</b>	125	125	136	111	113
Minimum	\$48.89	\$48.89	\$83.62	\$24.69	\$27.22
Midpoint	\$63.55	\$63.55	\$108.69	\$32.10	\$35.39
Maximum	\$78.20	\$78.20	\$133.76	\$39.50	\$43.55
<b>Market Percentiles</b>					
20%	\$54.95	\$53.70	\$78.06	\$28.17	\$30.46
25%	\$59.79	\$55.77	\$83.62	\$30.47	\$31.69
30%	\$60.43	\$58.20	\$91.35	\$31.62	\$32.82
35%	\$61.73	\$60.39	\$91.37	\$31.89	\$33.97
40%	\$63.16	\$62.64	\$91.45	\$32.91	\$35.36
45%	\$64.14	\$64.46	\$91.93	\$35.24	\$36.78
50%	\$67.70	\$66.55	\$96.75	\$36.58	\$38.06
55%	\$68.48	\$68.99	\$108.92	\$37.94	\$39.43
60%	\$68.94	\$71.84	\$109.08	\$38.24	\$40.87
65%	\$71.17	\$74.23	\$112.86	\$39.25	\$42.39
70%	\$73.70	\$76.12	\$123.16	\$39.88	\$43.59
75%	\$75.88	\$79.38	\$134.98	\$40.95	\$45.38
80%	\$77.31	\$82.22	\$135.91	\$43.67	\$47.14
Mean	\$67.08	\$68.21	\$107.42	\$36.20	\$38.88
Compa-Ratio	-6.1%	-4.5%	+12.3%	-12.3%	-7.0%

	Pub Rec Mgmt Coordinator	Senior Asst City Attorney	Staff Asst City Attorney
<b>Current Scale</b>	108	127	116
Minimum	\$21.33	\$53.90	\$31.51
Midpoint	\$27.73	\$70.06	\$40.96
Maximum	\$34.12	\$86.22	\$50.41
<b>Market Percentiles</b>			
20%	\$22.27	\$56.88	\$33.05
25%	\$23.20	\$59.07	\$34.38
30%	\$23.88	\$61.67	\$35.65
35%	\$24.67	\$64.01	\$36.92
40%	\$25.76	\$66.38	\$38.41
45%	\$27.03	\$68.25	\$39.87
50%	\$28.02	\$70.46	\$41.24
55%	\$29.02	\$73.04	\$42.73
60%	\$29.96	\$76.09	\$44.33
65%	\$31.18	\$78.59	\$45.95
70%	\$32.14	\$80.58	\$47.22
75%	\$33.41	\$84.04	\$49.18
80%	\$34.78	\$87.02	\$51.05
Mean	\$28.54	\$72.23	\$42.15
Compa-Ratio	-1.0%	-0.6%	-0.7%

**Table 35 – External Market Comparison – City Clerk**

	Admin Assistant	Admin Office Coordinator	Agenda Coordinator	City Clerk	Deputy City Clerk
<b>Current Scale</b>	106	108	109	125	113
Minimum	\$19.35	\$21.33	\$22.40	\$48.89	\$27.22
Midpoint	\$25.15	\$27.73	\$29.12	\$63.55	\$35.39
Maximum	\$30.95	\$34.12	\$35.83	\$78.20	\$43.55
<b>Market Percentiles</b>					
20%	\$20.84	\$23.16	\$24.61	\$49.14	\$29.80
25%	\$22.49	\$24.13	\$25.62	\$51.02	\$31.44
30%	\$23.05	\$24.85	\$26.42	\$51.79	\$32.77
35%	\$24.00	\$25.68	\$27.32	\$53.40	\$34.75
40%	\$24.99	\$26.80	\$28.49	\$55.56	\$35.95
45%	\$25.61	\$28.09	\$29.81	\$56.97	\$37.52
50%	\$26.71	\$29.11	\$30.88	\$57.75	\$38.27
55%	\$28.52	\$30.15	\$31.99	\$60.75	\$41.02
60%	\$29.79	\$31.15	\$33.07	\$63.20	\$42.69
65%	\$30.58	\$32.40	\$34.38	\$65.90	\$43.35
70%	\$30.77	\$33.38	\$35.40	\$66.51	\$44.91
75%	\$31.59	\$34.71	\$36.82	\$67.74	\$46.34
80%	\$33.87	\$36.13	\$38.30	\$70.88	\$49.42
Mean	\$27.47	\$29.67	\$31.49	\$60.16	\$39.34
Compa-Ratio	-5.9%	-4.8%	-5.7%	+10.0%	-7.5%

	Executive Assistant
<b>Current Scale</b>	108
Minimum	\$21.33
Midpoint	\$27.73
Maximum	\$34.12
<b>Market Percentiles</b>	
20%	\$26.92
25%	\$28.24
30%	\$28.60
35%	\$29.80
40%	\$31.04
45%	\$32.79
50%	\$33.46
55%	\$34.45
60%	\$35.20
65%	\$36.75
70%	\$38.47
75%	\$39.90
80%	\$40.56
Mean	\$34.06
Compa-Ratio	-17.1%

World Product

**Table 36 – External Market Comparison – City Manager**

	Assistant City Manager	City Manager	Econ Dev Manager	Education Workforce Coordinator	Executive Admin Assistant
<b>Current Scale</b>	131	136	118	114	111
Minimum	\$65.52	\$83.62	\$34.75	\$28.58	\$24.69
Midpoint	\$85.16	\$108.69	\$45.17	\$37.15	\$32.10
Maximum	\$104.80	\$133.76	\$55.58	\$45.72	\$39.50
<b>Market Percentiles</b>					
20%	\$69.67	\$91.35	\$38.36	\$30.07	\$26.63
25%	\$71.39	\$96.16	\$39.87	\$31.29	\$27.72
30%	\$73.04	\$104.75	\$41.44	\$32.39	\$28.63
35%	\$78.05	\$105.95	\$42.95	\$33.53	\$29.62
40%	\$82.15	\$109.07	\$44.63	\$34.91	\$30.87
45%	\$83.58	\$113.58	\$46.19	\$36.32	\$32.22
50%	\$84.15	\$114.52	\$47.74	\$37.58	\$33.36
55%	\$85.79	\$115.84	\$49.48	\$38.94	\$34.56
60%	\$87.77	\$119.26	\$51.40	\$40.35	\$35.76
65%	\$91.03	\$128.73	\$53.21	\$41.86	\$37.15
70%	\$93.52	\$133.88	\$54.65	\$43.05	\$38.23
75%	\$97.36	\$146.32	\$56.94	\$44.82	\$39.78
80%	\$99.92	\$147.64	\$59.06	\$46.55	\$41.36
Mean	\$84.71	\$121.87	\$48.84	\$38.39	\$34.04
Compa-Ratio	+1.2%	-5.1%	-5.4%	-1.1%	-3.8%

	Executive Assistant	Special Events Manager	Sustain Coordinator	Sustain Officer
<b>Current Scale</b>	108	118	114	118
Minimum	\$21.33	\$34.75	\$28.58	\$34.75
Midpoint	\$27.73	\$45.17	\$37.15	\$45.17
Maximum	\$34.12	\$55.58	\$45.72	\$55.58
<b>Market Percentiles</b>				
20%	\$26.92	\$37.43	\$30.46	\$37.61
25%	\$28.24	\$38.91	\$31.69	\$39.09
30%	\$28.60	\$40.42	\$32.82	\$40.62
35%	\$29.80	\$41.89	\$33.98	\$42.10
40%	\$31.04	\$43.54	\$35.37	\$43.75
45%	\$32.79	\$45.08	\$36.79	\$45.29
50%	\$33.46	\$46.60	\$38.06	\$46.82
55%	\$34.45	\$48.29	\$39.44	\$48.52
60%	\$35.20	\$50.15	\$40.88	\$50.40
65%	\$36.75	\$51.94	\$42.40	\$52.19
70%	\$38.47	\$53.34	\$43.60	\$53.60
75%	\$39.90	\$55.57	\$45.39	\$55.84
80%	\$40.56	\$57.65	\$47.15	\$57.93
Mean	\$34.06	\$47.67	\$38.88	\$47.90
Compa-Ratio	-17.1%	-3.1%	-2.4%	-3.5%

**Table 37 – External Market Comparison – Communications**

	Digi Social Media Coordinator	Director Comm	Pub Affair Outreach Officer	Public Information Officer	Video-grapher
<b>Current Scale</b>	108	125	118	118	109
Minimum	\$21.33	\$48.89	\$34.75	\$34.75	\$22.40
Midpoint	\$27.73	\$63.55	\$45.17	\$45.17	\$29.12
Maximum	\$34.12	\$78.20	\$55.58	\$55.58	\$35.83
<b>Market Percentiles</b>					
20%	\$21.60	\$47.04	\$37.90	\$38.38	\$24.19
25%	\$22.51	\$48.53	\$39.40	\$39.89	\$25.19
30%	\$23.15	\$50.85	\$40.94	\$41.46	\$25.97
35%	\$23.91	\$53.31	\$42.43	\$42.97	\$26.85
40%	\$24.97	\$56.10	\$44.10	\$44.66	\$28.01
45%	\$26.24	\$59.14	\$45.64	\$46.21	\$29.32
50%	\$27.20	\$59.79	\$47.18	\$47.76	\$30.37
55%	\$28.17	\$60.56	\$48.89	\$49.50	\$31.46
60%	\$29.07	\$62.76	\$50.78	\$51.42	\$32.51
65%	\$30.26	\$65.18	\$52.59	\$53.24	\$33.81
70%	\$31.20	\$67.03	\$54.01	\$54.67	\$34.82
75%	\$32.43	\$70.14	\$56.27	\$56.97	\$36.21
80%	\$33.77	\$71.61	\$58.37	\$59.09	\$37.68
Mean	\$27.70	\$59.08	\$48.27	\$48.87	\$30.96
Compa-Ratio	+1.9%	+6.3%	-4.3%	-5.4%	-4.1%

**Table 38 – External Market Comparison – Development Services**

	Admin Office Coordinator	Asst Dev Services Director	Building & Inspection Admin	Building Division Coordinator	Building Inspector
<b>Current Scale</b>	108	125	124	110	114
Minimum	\$21.33	\$48.89	\$46.56	\$23.52	\$28.58
Midpoint	\$27.73	\$63.55	\$60.52	\$30.57	\$37.15
Maximum	\$34.12	\$78.20	\$74.48	\$37.62	\$45.72
<b>Market Percentiles</b>					
20%	\$23.16	\$52.60	\$48.73	\$25.36	\$30.89
25%	\$24.13	\$54.63	\$50.62	\$26.40	\$32.81
30%	\$24.85	\$56.99	\$52.77	\$27.24	\$33.46
35%	\$25.68	\$59.14	\$54.74	\$28.17	\$34.94
40%	\$26.80	\$61.35	\$56.80	\$29.37	\$35.77
45%	\$28.09	\$63.14	\$58.54	\$30.71	\$37.08
50%	\$29.11	\$65.20	\$60.46	\$31.80	\$40.34
55%	\$30.15	\$67.58	\$62.66	\$32.94	\$41.68
60%	\$31.15	\$70.37	\$65.22	\$34.07	\$42.45
65%	\$32.40	\$72.72	\$67.42	\$35.40	\$43.36
70%	\$33.38	\$74.58	\$69.16	\$36.45	\$44.46
75%	\$34.71	\$77.77	\$72.11	\$37.92	\$45.94
80%	\$36.13	\$80.55	\$74.71	\$39.44	\$50.35
Mean	\$29.67	\$66.81	\$61.93	\$32.44	\$39.86
Compa-Ratio	-4.8%	-2.5%	+0.1%	-3.9%	-7.9%

	Building Permit Expeditor	Business License Inspector	Dev Services Director	Executive Assistant	Inspector II
<b>Current Scale</b>	110	108	127	108	118
Minimum	\$23.52	\$21.33	\$53.90	\$21.33	\$34.75
Midpoint	\$30.57	\$27.73	\$70.06	\$27.73	\$45.17
Maximum	\$37.62	\$34.12	\$86.22	\$34.12	\$55.58
<b>Market Percentiles</b>					
20%	\$25.19	\$21.68	\$56.47	\$26.92	\$38.18
25%	\$26.22	\$22.58	\$59.05	\$28.24	\$39.69
30%	\$27.06	\$23.22	\$61.17	\$28.60	\$41.25
35%	\$27.98	\$23.99	\$61.92	\$29.80	\$42.75
40%	\$29.18	\$25.05	\$65.76	\$31.04	\$44.42
45%	\$30.51	\$26.32	\$67.90	\$32.79	\$45.98
50%	\$31.59	\$27.29	\$70.06	\$33.46	\$47.52
55%	\$32.73	\$28.26	\$73.93	\$34.45	\$49.25
60%	\$33.84	\$29.16	\$77.31	\$35.20	\$51.16
65%	\$35.17	\$30.36	\$80.04	\$36.75	\$52.97
70%	\$36.22	\$31.30	\$81.65	\$38.47	\$54.40
75%	\$37.67	\$32.53	\$84.53	\$39.90	\$56.68
80%	\$39.18	\$33.88	\$85.28	\$40.56	\$58.79
Mean	\$32.22	\$27.79	\$72.10	\$34.06	\$48.62
Compa-Ratio	-3.2%	+1.6%	0.0%	-17.1%	-5.0%

	Landscape Site Inspector	Permit Clerk	Permit Supervisor	Permit Technician	Planner
<b>Current Scale</b>	108	105	113	107	113
Minimum	\$21.33	\$18.43	\$27.22	\$20.31	\$27.22
Midpoint	\$27.73	\$23.95	\$35.39	\$26.41	\$35.39
Maximum	\$34.12	\$29.47	\$43.55	\$32.50	\$43.55
<b>Market Percentiles</b>					
20%	\$22.13	\$20.45	\$28.43	\$20.93	\$29.81
25%	\$23.06	\$21.31	\$29.58	\$21.81	\$30.39
30%	\$23.72	\$21.88	\$30.60	\$22.40	\$31.06
35%	\$24.51	\$22.59	\$31.67	\$23.14	\$32.34
40%	\$25.59	\$23.61	\$32.98	\$24.17	\$34.49
45%	\$26.87	\$24.86	\$34.37	\$25.43	\$35.33
50%	\$27.85	\$25.78	\$35.57	\$26.36	\$35.99
55%	\$28.84	\$26.70	\$36.85	\$27.31	\$37.90
60%	\$29.77	\$27.52	\$38.16	\$28.16	\$38.49
65%	\$30.99	\$28.68	\$39.62	\$29.33	\$39.11
70%	\$31.94	\$29.58	\$40.75	\$30.25	\$40.64
75%	\$33.20	\$30.73	\$42.41	\$31.43	\$42.75
80%	\$34.57	\$32.02	\$44.08	\$32.75	\$43.57
Mean	\$28.37	\$26.24	\$36.32	\$26.84	\$36.44
Compa-Ratio	-0.4%	-7.1%	-0.5%	+0.2%	-1.7%

	Principal Planner	Senior Landscape Planner	Senior Permit Technician	Senior Planner	Structural Plan Reviewer
<b>Current Scale</b>	118	116	110	116	114
Minimum	\$34.75	\$31.51	\$23.52	\$31.51	\$28.58
Midpoint	\$45.17	\$40.96	\$30.57	\$40.96	\$37.15
Maximum	\$55.58	\$50.41	\$37.62	\$50.41	\$45.72
<b>Market Percentiles</b>					
20%	\$38.57	\$34.71	\$25.51	\$34.26	\$35.71
25%	\$40.10	\$36.09	\$26.56	\$35.66	\$37.15
30%	\$41.68	\$37.46	\$27.41	\$38.15	\$37.84
35%	\$43.20	\$38.81	\$28.35	\$38.96	\$39.32
40%	\$44.89	\$40.36	\$29.55	\$40.36	\$40.98
45%	\$46.45	\$41.85	\$30.89	\$42.95	\$42.61
50%	\$48.01	\$43.27	\$31.99	\$44.08	\$43.97
55%	\$49.75	\$44.84	\$33.14	\$44.60	\$44.82
60%	\$51.68	\$46.54	\$34.27	\$45.26	\$45.82
65%	\$53.51	\$48.22	\$35.61	\$46.06	\$47.34
70%	\$54.95	\$49.55	\$36.66	\$48.21	\$49.12
75%	\$57.25	\$51.60	\$38.14	\$50.30	\$49.89
80%	\$59.39	\$53.56	\$39.67	\$51.37	\$52.26
Mean	\$49.12	\$44.24	\$32.63	\$43.44	\$44.30
Compa-Ratio	-5.9%	-5.3%	-4.4%	-7.1%	-15.5%

	Support Services Specialist	Support Services Supervisor
<b>Current Scale</b>	106	111
Minimum	\$19.35	\$24.69
Midpoint	\$25.15	\$32.10
Maximum	\$30.95	\$39.50
<b>Market Percentiles</b>		
20%	\$20.68	\$27.08
25%	\$21.55	\$28.19
30%	\$22.13	\$29.13
35%	\$22.85	\$30.13
40%	\$23.88	\$31.40
45%	\$25.13	\$32.76
50%	\$26.06	\$33.91
55%	\$26.99	\$35.14
60%	\$27.83	\$36.37
65%	\$28.99	\$37.77
70%	\$29.90	\$38.86
75%	\$31.07	\$40.44
80%	\$32.37	\$42.04
Mean	\$26.53	\$34.61
Compa-Ratio	-3.5%	-5.4%

**Table 39 – External Market Comparison – Finance**

	Accountant	Accountant Budget Analyst	Accounting Clerk	Accounting Manager	Accounts Payable Specialist
<b>Current Scale</b>	113	113	105	117	108
Minimum	\$27.22	\$27.22	\$18.43	\$33.09	\$21.33
Midpoint	\$35.39	\$35.39	\$23.95	\$43.01	\$27.73
Maximum	\$43.55	\$43.55	\$29.47	\$52.93	\$34.12
<b>Market Percentiles</b>					
20%	\$29.88	\$27.89	\$19.92	\$38.30	\$21.99
25%	\$30.56	\$29.03	\$20.76	\$39.82	\$22.91
30%	\$31.61	\$30.01	\$21.30	\$41.38	\$23.57
35%	\$32.74	\$31.06	\$21.99	\$42.89	\$24.35
40%	\$34.44	\$32.35	\$22.99	\$44.57	\$25.42
45%	\$34.98	\$33.73	\$24.23	\$46.12	\$26.70
50%	\$36.14	\$34.91	\$25.13	\$47.67	\$27.67
55%	\$38.64	\$36.17	\$26.02	\$49.41	\$28.66
60%	\$39.47	\$37.45	\$26.82	\$51.32	\$29.58
65%	\$40.67	\$38.88	\$27.95	\$53.14	\$30.79
70%	\$41.73	\$40.00	\$28.84	\$54.57	\$31.74
75%	\$43.07	\$41.63	\$29.96	\$56.86	\$32.99
80%	\$43.54	\$43.27	\$31.22	\$58.98	\$34.36
Mean	\$37.30	\$35.64	\$25.57	\$48.78	\$28.19
Compa- Ratio	-2.1%	+1.4%	-4.7%	-9.8%	+0.2%

	Assistant Finance Director	Assistant Utility Fin Manager	Budget Admin	Chief Accounting Officer	Chief Financial Officer
<b>Current Scale</b>	126	114	115	122	128
Minimum	\$51.33	\$28.58	\$30.01	\$42.23	\$56.60
Midpoint	\$66.72	\$37.15	\$39.01	\$54.90	\$73.57
Maximum	\$82.11	\$45.72	\$48.01	\$67.56	\$90.53
<b>Market Percentiles</b>					
20%	\$54.99	\$29.52	\$30.71	\$44.59	\$59.44
25%	\$57.11	\$30.71	\$31.94	\$46.33	\$61.19
30%	\$59.61	\$31.79	\$33.09	\$48.25	\$63.51
35%	\$61.86	\$32.90	\$34.25	\$50.04	\$65.10
40%	\$64.16	\$34.26	\$35.65	\$51.95	\$68.86
45%	\$66.00	\$35.66	\$37.08	\$53.61	\$70.23
50%	\$68.14	\$36.90	\$38.36	\$55.39	\$74.05
55%	\$70.63	\$38.23	\$39.75	\$57.41	\$76.22
60%	\$73.57	\$39.61	\$41.20	\$59.71	\$80.66
65%	\$76.01	\$41.10	\$42.73	\$61.76	\$82.64
70%	\$77.93	\$42.27	\$43.94	\$63.37	\$84.09
75%	\$81.28	\$44.00	\$45.74	\$66.06	\$85.93
80%	\$84.17	\$45.71	\$47.51	\$68.47	\$87.01
Mean	\$69.84	\$37.69	\$39.19	\$56.71	\$74.53
Compa-Ratio	-2.1%	+0.7%	+1.7%	-0.9%	-0.7%

	Contracts Admin	Customer Service Rep	Executive Assistant	Meter Operations Supervisor	Payroll Manager
<b>Current Scale</b>	116	104	108	110	115
Minimum	\$31.51	\$17.55	\$21.33	\$23.52	\$30.01
Midpoint	\$40.96	\$22.81	\$27.73	\$30.57	\$39.01
Maximum	\$50.41	\$28.07	\$34.12	\$37.62	\$48.01
<b>Market Percentiles</b>					
20%	\$33.20	\$19.22	\$26.92	\$25.04	\$30.53
25%	\$34.53	\$20.13	\$28.24	\$26.07	\$31.76
30%	\$35.81	\$21.28	\$28.60	\$26.90	\$32.89
35%	\$37.09	\$22.29	\$29.80	\$27.81	\$34.05
40%	\$38.58	\$23.27	\$31.04	\$29.00	\$35.45
45%	\$40.04	\$23.93	\$32.79	\$30.33	\$36.87
50%	\$41.41	\$24.10	\$33.46	\$31.41	\$38.14
55%	\$42.91	\$24.75	\$34.45	\$32.54	\$39.52
60%	\$44.52	\$25.77	\$35.20	\$33.65	\$40.96
65%	\$46.15	\$26.74	\$36.75	\$34.97	\$42.49
70%	\$47.43	\$28.05	\$38.47	\$36.01	\$43.69
75%	\$49.39	\$28.86	\$39.90	\$37.46	\$45.48
80%	\$51.27	\$30.88	\$40.56	\$38.96	\$47.24
Mean	\$42.33	\$25.07	\$34.06	\$32.04	\$38.96
Compa-Ratio	-1.1%	-5.4%	-17.1%	-2.7%	+2.3%

	Payroll Supervisor	Pension Admin	Pension Specialist	Purchasing Agent	Purchasing Assistant
<b>Current Scale</b>	114	116	106	113	107
Minimum	\$28.58	\$31.51	\$19.35	\$27.22	\$20.31
Midpoint	\$37.15	\$40.96	\$25.15	\$35.39	\$26.41
Maximum	\$45.72	\$50.41	\$30.95	\$43.55	\$32.50
<b>Market Percentiles</b>					
20%	\$30.01	\$34.20	\$20.86	\$27.16	\$20.97
25%	\$31.22	\$35.56	\$21.74	\$28.29	\$21.85
30%	\$32.33	\$36.90	\$22.33	\$28.73	\$22.45
35%	\$33.46	\$38.22	\$23.06	\$30.07	\$23.18
40%	\$34.84	\$39.75	\$24.09	\$33.05	\$24.22
45%	\$36.25	\$41.23	\$25.35	\$33.82	\$25.48
50%	\$37.51	\$42.64	\$26.28	\$33.91	\$26.42
55%	\$38.86	\$44.18	\$27.22	\$34.53	\$27.36
60%	\$40.27	\$45.85	\$28.07	\$36.58	\$28.22
65%	\$41.78	\$47.51	\$29.24	\$37.83	\$29.39
70%	\$42.97	\$48.82	\$30.15	\$38.73	\$30.31
75%	\$44.73	\$50.85	\$31.34	\$39.97	\$31.49
80%	\$46.46	\$52.78	\$32.65	\$41.92	\$32.81
Mean	\$38.31	\$43.59	\$26.76	\$33.74	\$26.90
Compa-Ratio	-1.0%	-3.9%	-4.3%	+4.4%	0.0%

	Purchasing Manager	Seasonal Senior Accountant	Senior Accountant	Senior Customer Serv Rep	Treasury Analyst
<b>Current Scale</b>	122	115	115	106	113
Minimum	\$42.23	\$30.01	\$30.01	\$19.35	\$27.22
Midpoint	\$54.90	\$39.01	\$39.01	\$25.15	\$35.39
Maximum	\$67.56	\$48.01	\$48.01	\$30.95	\$43.55
<b>Market Percentiles</b>					
20%	\$43.82	\$31.79	\$31.01	\$20.98	\$28.24
25%	\$45.54	\$33.07	\$32.25	\$21.87	\$29.38
30%	\$47.41	\$34.27	\$33.41	\$22.47	\$30.39
35%	\$49.17	\$35.48	\$34.60	\$23.20	\$31.45
40%	\$51.05	\$36.92	\$36.01	\$24.24	\$32.76
45%	\$52.70	\$38.37	\$37.43	\$25.50	\$34.14
50%	\$54.45	\$39.69	\$38.73	\$26.43	\$35.33
55%	\$56.43	\$41.12	\$40.13	\$27.38	\$36.61
60%	\$58.68	\$42.64	\$41.60	\$28.24	\$37.91
65%	\$60.70	\$44.22	\$43.15	\$29.41	\$39.35
70%	\$62.30	\$45.45	\$44.36	\$30.33	\$40.48
75%	\$64.94	\$47.33	\$46.18	\$31.52	\$42.13
80%	\$67.31	\$49.15	\$47.97	\$32.83	\$43.79
Mean	\$55.74	\$40.55	\$39.57	\$26.92	\$36.07
Compa-Ratio	+0.8%	-1.7%	+0.7%	-4.9%	+0.1%

	Treasury Specialist	Utilities Officer Supervisor	Utility Billing Specialist
<b>Current Scale</b>	110	112	105
Minimum	\$23.52	\$25.93	\$18.43
Midpoint	\$30.57	\$33.70	\$23.95
Maximum	\$37.62	\$41.47	\$29.47
<b>Market Percentiles</b>			
20%	\$25.83	\$27.97	\$19.99
25%	\$26.89	\$29.10	\$20.83
30%	\$27.76	\$30.09	\$21.38
35%	\$28.71	\$31.14	\$22.07
40%	\$29.93	\$32.44	\$23.07
45%	\$31.27	\$33.81	\$24.31
50%	\$32.38	\$35.00	\$25.21
55%	\$33.54	\$36.26	\$26.11
60%	\$34.70	\$37.54	\$26.91
65%	\$36.05	\$38.98	\$28.05
70%	\$37.11	\$40.10	\$28.93
75%	\$38.61	\$41.73	\$30.06
80%	\$40.15	\$43.37	\$31.33
Mean	\$33.03	\$35.73	\$25.66
Compa-Ratio	-5.6%	-3.7%	-5.0%

**Table 40 – External Market Comparison – Fire**

	Admin Assistant	Assistant Fire Chief	Budget Coordinator Fire Rescue	Data Analyst Accred Mgr	Emergency Manager
<b>Current Scale</b>	106	126	116	118	122
Minimum	\$19.35	\$51.33	\$31.51	\$34.75	\$42.23
Midpoint	\$25.15	\$66.72	\$40.96	\$45.17	\$54.90
Maximum	\$30.95	\$82.11	\$50.41	\$55.58	\$67.56
<b>Market Percentiles</b>					
20%	\$20.84	\$56.89	\$34.23	\$38.47	\$45.32
25%	\$22.49	\$58.59	\$35.60	\$39.99	\$47.09
30%	\$23.05	\$60.52	\$36.94	\$41.57	\$49.05
35%	\$24.00	\$67.44	\$38.26	\$43.08	\$50.87
40%	\$24.99	\$70.39	\$39.79	\$44.77	\$52.81
45%	\$25.61	\$72.20	\$41.28	\$46.33	\$54.48
50%	\$26.71	\$74.34	\$42.69	\$47.88	\$56.28
55%	\$28.52	\$75.50	\$44.23	\$49.62	\$58.34
60%	\$29.79	\$77.22	\$45.90	\$51.55	\$60.68
65%	\$30.58	\$78.78	\$47.57	\$53.37	\$62.76
70%	\$30.77	\$80.05	\$48.88	\$54.81	\$64.40
75%	\$31.59	\$84.09	\$50.91	\$57.11	\$67.13
80%	\$33.87	\$88.85	\$52.84	\$59.24	\$69.58
Mean	\$27.47	\$73.90	\$43.64	\$48.99	\$57.64
Compa-Ratio	-5.9%	-10.3%	-4.0%	-5.7%	-2.5%

	Executive Admin Assistant	Fire and Life Safety Inspector	Fire Chief	Fire Technology Manager	Logistics Technician
<b>Current Scale</b>	111	114	130	120	111
Minimum	\$24.69	\$28.58	\$62.40	\$38.31	\$24.69
Midpoint	\$32.10	\$37.15	\$81.11	\$49.79	\$32.10
Maximum	\$39.50	\$45.72	\$99.81	\$61.27	\$39.50
<b>Market Percentiles</b>					
20%	\$26.63	\$29.15	\$63.14	\$42.05	\$25.87
25%	\$27.72	\$30.33	\$64.89	\$43.70	\$26.93
30%	\$28.63	\$31.39	\$72.79	\$45.47	\$27.80
35%	\$29.62	\$32.49	\$76.68	\$47.15	\$28.75
40%	\$30.87	\$33.83	\$79.71	\$48.97	\$29.97
45%	\$32.22	\$35.23	\$81.23	\$50.59	\$31.31
50%	\$33.36	\$36.45	\$83.55	\$52.27	\$32.43
55%	\$34.56	\$37.77	\$84.98	\$54.17	\$33.59
60%	\$35.76	\$39.13	\$88.04	\$56.32	\$34.75
65%	\$37.15	\$40.60	\$93.11	\$58.27	\$36.11
70%	\$38.23	\$41.76	\$95.56	\$59.82	\$37.17
75%	\$39.78	\$43.47	\$97.93	\$62.34	\$38.67
80%	\$41.36	\$45.17	\$101.53	\$64.63	\$40.21
Mean	\$34.04	\$37.23	\$85.50	\$53.50	\$33.08
Compa-Ratio	-3.8%	+1.9%	-2.9%	-4.7%	-1.0%

	Public Education Specialist
<b>Current Scale</b>	107
Minimum	\$20.31
Midpoint	\$26.41
Maximum	\$32.50
<b>Market Percentiles</b>	
20%	\$21.32
25%	\$22.22
30%	\$22.84
35%	\$23.59
40%	\$24.64
45%	\$25.90
50%	\$26.85
55%	\$27.81
60%	\$28.69
65%	\$29.88
70%	\$30.81
75%	\$32.02
80%	\$33.35
Mean	\$27.35
Compa-Ratio	-1.7%

**Table 41 - External Market Comparison - Human Resources**

	Assistant HR Director	Benefits Manager	Employee Engage Admin	Human Resources Assistant	Human Resources Director
<b>Current Scale</b>	124	116	115	106	127
Minimum	\$46.56	\$31.51	\$30.01	\$19.35	\$53.90
Midpoint	\$60.52	\$40.96	\$39.01	\$25.15	\$70.06
Maximum	\$74.48	\$50.41	\$48.01	\$30.95	\$86.22
<b>Market Percentiles</b>					
20%	\$47.42	\$35.60	\$32.06	\$21.01	\$56.12
25%	\$47.63	\$37.29	\$33.35	\$21.90	\$57.22
30%	\$49.88	\$41.20	\$34.56	\$22.50	\$59.74
35%	\$51.50	\$41.76	\$35.79	\$23.24	\$60.10
40%	\$52.87	\$42.68	\$37.24	\$24.28	\$61.83
45%	\$53.40	\$44.17	\$38.69	\$25.53	\$65.70
50%	\$55.13	\$47.12	\$40.02	\$26.47	\$67.26
55%	\$57.28	\$48.09	\$41.47	\$27.42	\$68.83
60%	\$60.37	\$48.49	\$43.00	\$28.28	\$70.60
65%	\$62.46	\$50.49	\$44.59	\$29.46	\$72.64
70%	\$64.35	\$51.79	\$45.83	\$30.37	\$78.45
75%	\$67.59	\$56.91	\$47.72	\$31.56	\$80.71
80%	\$68.37	\$59.96	\$49.55	\$32.88	\$81.92
Mean	\$58.17	\$48.20	\$40.90	\$26.96	\$68.85
Compa-Ratio	+9.8%	-13.1%	-2.5%	-5.0%	+4.2%

	Human Resources Generalist	Human Resources Manager	HR Specialist Benefits	Labor and Employee Rel Mgr	Risk Mgmt Coordinator
<b>Current Scale</b>	113	116	111	115	111
Minimum	\$27.22	\$31.51	\$24.69	\$30.01	\$24.69
Midpoint	\$35.39	\$40.96	\$32.10	\$39.01	\$32.10
Maximum	\$43.55	\$50.41	\$39.50	\$48.01	\$39.50
<b>Market Percentiles</b>					
20%	\$30.46	\$37.54	\$27.37	\$31.64	\$25.11
25%	\$31.09	\$39.07	\$28.49	\$32.91	\$26.15
30%	\$31.32	\$40.54	\$29.45	\$34.10	\$26.98
35%	\$32.53	\$41.99	\$30.47	\$35.31	\$27.90
40%	\$35.15	\$45.80	\$31.74	\$36.75	\$29.09
45%	\$36.00	\$47.41	\$33.11	\$38.19	\$30.42
50%	\$36.74	\$48.44	\$34.27	\$39.50	\$31.50
55%	\$37.37	\$48.90	\$35.51	\$40.93	\$32.63
60%	\$39.85	\$49.88	\$36.76	\$42.44	\$33.74
65%	\$42.44	\$53.45	\$38.17	\$44.01	\$35.07
70%	\$43.61	\$57.52	\$39.28	\$45.24	\$36.11
75%	\$44.56	\$59.40	\$40.87	\$47.11	\$37.56
80%	\$45.54	\$60.67	\$42.48	\$48.92	\$39.07
Mean	\$38.17	\$48.69	\$34.98	\$40.37	\$32.13
Compa-Ratio	-3.7%	-15.4%	-6.4%	-1.2%	+1.9%

	Risk Manager	Safety Coordinator	Sr HR Generalist
<b>Current Scale</b>	122	111	115
Minimum	\$42.23	\$24.69	\$30.01
Midpoint	\$54.90	\$32.10	\$39.01
Maximum	\$67.56	\$39.50	\$48.01
<b>Market Percentiles</b>			
20%	\$44.86	\$26.17	\$30.82
25%	\$46.61	\$27.24	\$32.06
30%	\$48.54	\$28.13	\$33.21
35%	\$50.34	\$29.09	\$34.39
40%	\$52.26	\$30.33	\$35.79
45%	\$53.93	\$31.67	\$37.21
50%	\$55.71	\$32.79	\$38.50
55%	\$57.74	\$33.97	\$39.89
60%	\$60.06	\$35.15	\$41.35
65%	\$62.12	\$36.52	\$42.89
70%	\$63.74	\$37.59	\$44.10
75%	\$66.44	\$39.10	\$45.91
80%	\$68.87	\$40.66	\$47.69
Mean	\$57.05	\$33.46	\$39.33
Compa-Ratio	-1.5%	-2.1%	+1.3%

**Table 42 – External Market Comparison – Information Technology**

	Application Support Specialist	Assistant IT Director	Chief Technology Officer	GIS Manager	Information Security Manager
<b>Current Scale</b>	113	124	127	122	122
Minimum	\$27.22	\$46.56	\$53.90	\$42.23	\$42.23
Midpoint	\$35.39	\$60.52	\$70.06	\$54.90	\$54.90
Maximum	\$43.55	\$74.48	\$86.22	\$67.56	\$67.56
<b>Market Percentiles</b>					
20%	\$28.97	\$47.42	\$55.46	\$44.95	\$43.82
25%	\$30.15	\$47.73	\$56.61	\$46.70	\$45.53
30%	\$31.19	\$49.47	\$59.74	\$48.64	\$47.40
35%	\$32.28	\$51.02	\$60.03	\$50.44	\$49.16
40%	\$33.62	\$52.22	\$61.56	\$52.37	\$51.04
45%	\$35.01	\$54.76	\$66.02	\$54.04	\$52.69
50%	\$36.23	\$58.18	\$66.63	\$55.82	\$54.44
55%	\$37.54	\$60.37	\$69.04	\$57.86	\$56.42
60%	\$38.89	\$62.31	\$71.16	\$60.18	\$58.67
65%	\$40.36	\$63.82	\$73.45	\$62.24	\$60.70
70%	\$41.51	\$64.57	\$76.34	\$63.87	\$62.29
75%	\$43.21	\$70.22	\$79.18	\$66.58	\$64.93
80%	\$44.89	\$75.18	\$81.52	\$69.01	\$67.30
Mean	\$37.00	\$60.04	\$68.75	\$57.16	\$55.74
Compa-Ratio	-2.3%	+4.0%	+5.1%	-1.7%	+0.8%

	Infra Engineer	IT Infra Manager	IT Services Coordinator	IT Support Manager	Network Engineer
<b>Current Scale</b>	116	122	111	116	116
Minimum	\$31.51	\$42.23	\$24.69	\$31.51	\$31.51
Midpoint	\$40.96	\$54.90	\$32.10	\$40.96	\$40.96
Maximum	\$50.41	\$67.56	\$39.50	\$50.41	\$50.41
<b>Market Percentiles</b>					
20%	\$36.02	\$44.30	\$26.38	\$32.36	\$34.45
25%	\$37.45	\$46.03	\$27.46	\$33.66	\$36.68
30%	\$38.89	\$47.93	\$28.36	\$34.89	\$38.31
35%	\$40.30	\$49.70	\$29.34	\$36.14	\$39.70
40%	\$41.89	\$51.61	\$30.58	\$37.60	\$40.94
45%	\$43.41	\$53.26	\$31.93	\$39.05	\$41.44
50%	\$44.88	\$55.02	\$33.06	\$40.39	\$43.25
55%	\$46.51	\$57.03	\$34.25	\$41.85	\$45.96
60%	\$48.29	\$59.31	\$35.43	\$43.41	\$47.16
65%	\$50.02	\$61.35	\$36.81	\$45.00	\$48.93
70%	\$51.38	\$62.96	\$37.89	\$46.26	\$49.57
75%	\$53.52	\$65.63	\$39.42	\$48.17	\$50.13
80%	\$55.54	\$68.03	\$40.98	\$50.01	\$51.16
Mean	\$45.90	\$56.34	\$33.73	\$41.28	\$44.15
Compa-Ratio	-8.7%	-0.2%	-2.9%	+1.4%	-5.3%

	Senior Infra Engineer	Senior Technology Strategist	System Admin	Tech Support Analyst I	Tech Support Analyst II
<b>Current Scale</b>	118	122	115	111	112
Minimum	\$34.75	\$42.23	\$30.01	\$24.69	\$25.93
Midpoint	\$45.17	\$54.90	\$39.01	\$32.10	\$33.70
Maximum	\$55.58	\$67.56	\$48.01	\$39.50	\$41.47
<b>Market Percentiles</b>					
20%	\$39.12	\$45.24	\$36.63	\$27.35	\$28.47
25%	\$40.67	\$47.00	\$37.46	\$28.47	\$29.62
30%	\$42.28	\$48.96	\$38.42	\$29.42	\$30.64
35%	\$43.82	\$50.77	\$39.67	\$30.44	\$31.71
40%	\$45.53	\$52.71	\$42.88	\$31.72	\$33.03
45%	\$47.10	\$54.38	\$45.60	\$33.08	\$34.41
50%	\$48.68	\$56.18	\$46.53	\$34.25	\$35.61
55%	\$50.45	\$58.23	\$47.12	\$35.48	\$36.90
60%	\$52.42	\$60.57	\$47.95	\$36.73	\$38.22
65%	\$54.27	\$62.64	\$49.17	\$38.14	\$39.67
70%	\$55.72	\$64.28	\$50.57	\$39.25	\$40.81
75%	\$58.06	\$67.00	\$54.45	\$40.84	\$42.47
80%	\$60.22	\$69.45	\$56.88	\$42.45	\$44.13
Mean	\$49.81	\$57.53	\$46.30	\$34.96	\$36.36
Compa-Ratio	-7.2%	-2.3%	-16.2%	-6.3%	-5.4%

**Table 43 – External Market Comparison – Neighborhood & Community Services**

	Admin Office Coordinator	Asst N&CS Director	Clean & Safe Admi	Clean & Safe Street Supervisor	Code Board Specialist
<b>Current Scale</b>	108	124	116	111	106
Minimum	\$21.33	\$46.56	\$31.51	\$24.69	\$19.35
Midpoint	\$27.73	\$60.52	\$40.96	\$32.10	\$25.15
Maximum	\$34.12	\$74.48	\$50.41	\$39.50	\$30.95
<b>Market Percentiles</b>					
20%	\$23.16	\$50.18	\$32.32	\$25.30	\$20.97
25%	\$24.13	\$52.12	\$33.61	\$26.34	\$21.85
30%	\$24.85	\$54.35	\$34.85	\$27.19	\$22.45
35%	\$25.68	\$56.39	\$36.09	\$28.11	\$23.18
40%	\$26.80	\$58.51	\$37.55	\$29.31	\$24.22
45%	\$28.09	\$60.27	\$39.00	\$30.64	\$25.48
50%	\$29.11	\$62.24	\$40.34	\$31.73	\$26.42
55%	\$30.15	\$64.51	\$41.80	\$32.87	\$27.36
60%	\$31.15	\$67.15	\$43.35	\$34.00	\$28.22
65%	\$32.40	\$69.41	\$44.94	\$35.33	\$29.39
70%	\$33.38	\$71.19	\$46.20	\$36.38	\$30.31
75%	\$34.71	\$74.23	\$48.10	\$37.84	\$31.49
80%	\$36.13	\$76.91	\$49.95	\$39.36	\$32.81
Mean	\$29.67	\$63.77	\$41.22	\$32.37	\$26.90
Compa-Ratio	-4.8%	-2.8%	+1.5%	+1.1%	-4.8%

	Code Enforce Admin	Code Enforce Coordinator	Code Enforce Officer	Code Enforce Off Supervisor	Community Improve Specialist
<b>Current Scale</b>	116	111	108	111	106
Minimum	\$31.51	\$24.69	\$21.33	\$24.69	\$19.35
Midpoint	\$40.96	\$32.10	\$27.73	\$32.10	\$25.15
Maximum	\$50.41	\$39.50	\$34.12	\$39.50	\$30.95
<b>Market Percentiles</b>					
20%	\$32.88	\$27.20	\$23.72	\$27.31	\$20.73
25%	\$34.20	\$28.31	\$24.29	\$28.42	\$21.60
30%	\$35.46	\$29.26	\$25.05	\$29.38	\$22.19
35%	\$36.73	\$30.27	\$25.48	\$30.39	\$22.91
40%	\$38.21	\$31.54	\$26.40	\$31.67	\$23.94
45%	\$39.67	\$32.90	\$28.78	\$33.03	\$25.19
50%	\$41.03	\$34.06	\$29.83	\$34.19	\$26.12
55%	\$42.51	\$35.29	\$30.19	\$35.43	\$27.05
60%	\$44.10	\$36.52	\$30.87	\$36.67	\$27.90
65%	\$45.71	\$37.93	\$31.97	\$38.08	\$29.06
70%	\$46.98	\$39.03	\$33.03	\$39.19	\$29.97
75%	\$48.93	\$40.61	\$34.79	\$40.78	\$31.14
80%	\$50.80	\$42.22	\$36.31	\$42.39	\$32.45
Mean	\$41.93	\$34.76	\$29.79	\$34.90	\$26.59
Compa-Ratio	-0.2%	-5.8%	-7.1%	-6.1%	-3.7%

	Housing Property Coordinator	Housing Rehab Inspector	Lead Code Enforce Officer	Lead Nuisance Abate Off	Litter Prevention Officer
<b>Current Scale</b>	111	112	109	108	105
Minimum	\$24.69	\$25.93	\$22.40	\$21.33	\$18.43
Midpoint	\$32.10	\$33.70	\$29.12	\$27.73	\$23.95
Maximum	\$39.50	\$41.47	\$35.83	\$34.12	\$29.47
<b>Market Percentiles</b>					
20%	\$25.44	\$28.04	\$25.89	\$22.90	\$19.56
25%	\$26.48	\$29.18	\$26.95	\$23.85	\$20.39
30%	\$27.33	\$30.18	\$27.82	\$24.56	\$20.91
35%	\$28.26	\$31.23	\$28.78	\$25.38	\$21.58
40%	\$29.47	\$32.53	\$30.00	\$26.49	\$22.57
45%	\$30.80	\$33.90	\$31.34	\$27.78	\$23.80
50%	\$31.90	\$35.09	\$32.45	\$28.79	\$24.69
55%	\$33.04	\$36.36	\$33.62	\$29.82	\$25.57
60%	\$34.18	\$37.65	\$34.78	\$30.80	\$26.34
65%	\$35.52	\$39.08	\$36.13	\$32.04	\$27.46
70%	\$36.56	\$40.21	\$37.19	\$33.01	\$28.34
75%	\$38.04	\$41.85	\$38.69	\$34.33	\$29.44
80%	\$39.56	\$43.49	\$40.24	\$35.73	\$30.68
Mean	\$32.54	\$35.82	\$33.11	\$29.34	\$25.12
Compa-Ratio	+0.6%	-4.0%	-10.3%	-3.7%	-3.0%

	N&CS Coordinator	N&CS Director	Neighbor Planner	Neighbor Services Admin	Nuisance Abate Officer
<b>Current Scale</b>	111	127	114	116	104
Minimum	\$24.69	\$53.90	\$28.58	\$31.51	\$17.55
Midpoint	\$32.10	\$70.06	\$37.15	\$40.96	\$22.81
Maximum	\$39.50	\$86.22	\$45.72	\$50.41	\$28.07
<b>Market Percentiles</b>					
20%	\$25.42	\$44.38	\$30.60	\$33.22	\$19.39
25%	\$26.46	\$51.24	\$31.83	\$34.55	\$20.22
30%	\$27.31	\$53.37	\$32.97	\$35.83	\$20.73
35%	\$28.24	\$53.75	\$34.13	\$37.11	\$21.39
40%	\$29.45	\$54.18	\$35.53	\$38.61	\$22.38
45%	\$30.78	\$55.37	\$36.95	\$40.07	\$23.60
50%	\$31.87	\$61.64	\$38.23	\$41.44	\$24.49
55%	\$33.02	\$64.09	\$39.61	\$42.94	\$25.36
60%	\$34.15	\$66.22	\$41.06	\$44.55	\$26.12
65%	\$35.49	\$68.97	\$42.59	\$46.18	\$27.24
70%	\$36.53	\$70.65	\$43.79	\$47.46	\$28.11
75%	\$38.01	\$74.99	\$45.59	\$49.42	\$29.19
80%	\$39.53	\$76.92	\$47.35	\$51.31	\$30.44
Mean	\$32.51	\$61.32	\$39.05	\$42.36	\$24.91
Compa- Ratio	+0.7%	+13.7%	-2.8%	-1.2%	-6.8%

	Rehab Specialist	Sanitation Admin
<b>Current Scale</b>	110	116
Minimum	\$23.52	\$31.51
Midpoint	\$30.57	\$40.96
Maximum	\$37.62	\$50.41
<b>Market Percentiles</b>		
20%	\$25.12	\$32.28
25%	\$26.15	\$33.57
30%	\$26.98	\$34.80
35%	\$27.90	\$36.04
40%	\$29.09	\$37.50
45%	\$30.42	\$38.95
50%	\$31.51	\$40.29
55%	\$32.64	\$41.74
60%	\$33.75	\$43.29
65%	\$35.08	\$44.89
70%	\$36.12	\$46.14
75%	\$37.57	\$48.04
80%	\$39.08	\$49.88
Mean	\$32.13	\$41.17
Compa-Ratio	-3.0%	+1.7%

**Table 44 – External Market Comparison – Parks & Recreation**

	Admin Assistant	Admin Office Coordinator	Aquatics Operations Supervisor	Assistant Parks & Rec Director	Assistant Parks Supt
<b>Current Scale</b>	106	108	108	124	112
Minimum	\$19.35	\$21.33	\$21.33	\$46.56	\$25.93
Midpoint	\$25.15	\$27.73	\$27.73	\$60.52	\$33.70
Maximum	\$30.95	\$34.12	\$34.12	\$74.48	\$41.47
<b>Market Percentiles</b>					
20%	\$20.84	\$23.16	\$22.79	\$49.28	\$27.89
25%	\$22.49	\$24.13	\$23.74	\$51.19	\$29.02
30%	\$23.05	\$24.85	\$24.44	\$53.37	\$30.01
35%	\$24.00	\$25.68	\$25.26	\$55.36	\$31.05
40%	\$24.99	\$26.80	\$26.36	\$57.45	\$32.35
45%	\$25.61	\$28.09	\$27.65	\$59.19	\$33.72
50%	\$26.71	\$29.11	\$28.65	\$61.13	\$34.91
55%	\$28.52	\$30.15	\$29.68	\$63.36	\$36.16
60%	\$29.79	\$31.15	\$30.65	\$65.95	\$37.44
65%	\$30.58	\$32.40	\$31.89	\$68.17	\$38.88
70%	\$30.77	\$33.38	\$32.86	\$69.93	\$40.00
75%	\$31.59	\$34.71	\$34.16	\$72.91	\$41.62
80%	\$33.87	\$36.13	\$35.56	\$75.54	\$43.26
Mean	\$27.47	\$29.67	\$29.20	\$62.62	\$35.63
Compa-Ratio	-5.9%	-4.8%	-3.2%	-1.0%	-3.5%

	Business Operations Admin	Cemetery Manager	Customer Service Assistant	Executive Assistant	Lead Lifeguard
<b>Current Scale</b>	116	112	104	108	104
Minimum	\$31.51	\$25.93	\$17.55	\$21.33	\$17.55
Midpoint	\$40.96	\$33.70	\$22.81	\$27.73	\$22.81
Maximum	\$50.41	\$41.47	\$28.07	\$34.12	\$28.07
<b>Market Percentiles</b>					
20%	\$33.02	\$28.43	\$18.75	\$26.92	\$19.13
25%	\$34.35	\$29.58	\$19.55	\$28.24	\$19.95
30%	\$35.62	\$30.60	\$20.02	\$28.60	\$20.45
35%	\$36.89	\$31.67	\$20.66	\$29.80	\$21.10
40%	\$38.37	\$32.98	\$21.61	\$31.04	\$22.07
45%	\$39.84	\$34.37	\$22.83	\$32.79	\$23.29
50%	\$41.20	\$35.57	\$23.69	\$33.46	\$24.17
55%	\$42.69	\$36.85	\$24.53	\$34.45	\$25.03
60%	\$44.29	\$38.16	\$25.26	\$35.20	\$25.77
65%	\$45.91	\$39.62	\$26.35	\$36.75	\$26.88
70%	\$47.18	\$40.75	\$27.20	\$38.47	\$27.74
75%	\$49.13	\$42.41	\$28.25	\$39.90	\$28.81
80%	\$51.01	\$44.08	\$29.46	\$40.56	\$30.04
Mean	\$42.11	\$36.32	\$24.09	\$34.06	\$24.58
Compa-Ratio	-0.6%	-5.3%	-3.7%	-17.1%	-5.6%

	Lifeguard Pool	Out of School Prog Supervisor	Parks & Rec Director	Parks Maint Supervisor	Parks Supt
<b>Current Scale</b>	103	112	127	111	116
Minimum	\$16.71	\$25.93	\$53.90	\$24.69	\$31.51
Midpoint	\$21.72	\$33.70	\$70.06	\$32.10	\$40.96
Maximum	\$26.73	\$41.47	\$86.22	\$39.50	\$50.41
<b>Market Percentiles</b>					
20%	\$16.79	\$27.85	\$54.22	\$26.92	\$32.60
25%	\$17.03	\$28.98	\$56.33	\$28.02	\$33.91
30%	\$17.37	\$29.97	\$59.74	\$28.95	\$35.16
35%	\$17.94	\$31.01	\$59.98	\$29.95	\$36.41
40%	\$18.78	\$32.30	\$61.17	\$31.21	\$37.88
45%	\$20.01	\$33.67	\$63.29	\$32.57	\$39.33
50%	\$20.90	\$34.86	\$66.09	\$33.72	\$40.68
55%	\$21.58	\$36.11	\$68.48	\$34.93	\$42.16
60%	\$22.12	\$37.39	\$70.44	\$36.15	\$43.72
65%	\$23.23	\$38.82	\$73.12	\$37.55	\$45.33
70%	\$24.67	\$39.94	\$77.11	\$38.64	\$46.59
75%	\$26.18	\$41.56	\$80.04	\$40.20	\$48.52
80%	\$26.31	\$43.20	\$82.25	\$41.80	\$50.37
Mean	\$21.87	\$35.58	\$68.21	\$34.41	\$41.58
Compa-Ratio	+3.9%	-3.3%	+6.0%	-4.8%	+0.7%

	Recreation Supt	Recreation Supervisor I	Recreation Supervisor II	Recreation Supervisor III	Specialist Events Admin
<b>Current Scale</b>	116	107	110	112	114
Minimum	\$31.51	\$20.31	\$23.52	\$25.93	\$28.58
Midpoint	\$40.96	\$26.41	\$30.57	\$33.70	\$37.15
Maximum	\$50.41	\$32.50	\$37.62	\$41.47	\$45.72
<b>Market Percentiles</b>					
20%	\$34.48	\$22.72	\$26.04	\$28.83	\$29.97
25%	\$35.35	\$23.67	\$27.11	\$30.00	\$31.18
30%	\$36.75	\$24.37	\$27.99	\$31.03	\$32.28
35%	\$37.71	\$25.18	\$28.95	\$32.12	\$33.41
40%	\$39.16	\$26.28	\$30.18	\$33.45	\$34.78
45%	\$39.83	\$27.57	\$31.52	\$34.84	\$36.19
50%	\$40.76	\$28.57	\$32.64	\$36.05	\$37.45
55%	\$42.31	\$29.59	\$33.81	\$37.36	\$38.80
60%	\$43.56	\$30.56	\$34.98	\$38.69	\$40.21
65%	\$46.53	\$31.80	\$36.34	\$40.16	\$41.72
70%	\$47.58	\$32.77	\$37.41	\$41.31	\$42.90
75%	\$48.61	\$34.06	\$38.92	\$42.99	\$44.66
80%	\$49.31	\$35.46	\$40.47	\$44.67	\$46.39
Mean	\$42.01	\$29.11	\$33.30	\$36.82	\$38.25
Compa-Ratio	+0.5%	-7.6%	-6.3%	-6.5%	-0.8%

	Staff Assistant
<b>Current Scale</b>	103
Minimum	\$16.71
Midpoint	\$21.72
Maximum	\$26.73
<b>Market Percentiles</b>	
20%	\$17.78
25%	\$18.54
30%	\$18.96
35%	\$19.56
40%	\$20.48
45%	\$21.68
50%	\$22.50
55%	\$23.30
60%	\$23.96
65%	\$25.02
70%	\$25.84
75%	\$26.83
80%	\$27.99
Mean	\$22.87
Compa-Ratio	-3.5%

World Product

**Table 45 – External Market Comparison – Police**

	Accred Manager	Admin Assistant	Admin Office Coordinator	Admin Services Manager	Assistant Police Chief
<b>Current Scale</b>	113	106	108	120	127
Minimum	\$27.22	\$19.35	\$21.33	\$38.31	\$53.90
Midpoint	\$35.39	\$25.15	\$27.73	\$49.79	\$70.06
Maximum	\$43.55	\$30.95	\$34.12	\$61.27	\$86.22
<b>Market Percentiles</b>					
20%	\$31.56	\$20.84	\$23.16	\$42.90	\$58.30
25%	\$32.83	\$22.49	\$24.13	\$44.58	\$60.15
30%	\$34.02	\$23.05	\$24.85	\$46.40	\$65.00
35%	\$35.23	\$24.00	\$25.68	\$48.11	\$68.78
40%	\$36.66	\$24.99	\$26.80	\$49.97	\$70.06
45%	\$38.10	\$25.61	\$28.09	\$51.60	\$70.86
50%	\$39.41	\$26.71	\$29.11	\$53.31	\$70.93
55%	\$40.84	\$28.52	\$30.15	\$55.25	\$74.95
60%	\$42.34	\$29.79	\$31.15	\$57.45	\$77.47
65%	\$43.91	\$30.58	\$32.40	\$59.44	\$78.59
70%	\$45.14	\$30.77	\$33.38	\$61.00	\$79.99
75%	\$47.00	\$31.59	\$34.71	\$63.58	\$83.92
80%	\$48.81	\$33.87	\$36.13	\$65.92	\$86.06
Mean	\$40.27	\$27.47	\$29.67	\$54.58	\$72.61
Compa-Ratio	-10.2%	-5.9%	-4.8%	-6.6%	-1.2%

	Comm Manager	Comm Specialist	Comm Supervisor	Community Service Officer	Crime Analyst
<b>Current Scale</b>	117	111	113	106	110
Minimum	\$33.09	\$24.69	\$27.22	\$19.35	\$23.52
Midpoint	\$43.01	\$32.10	\$35.39	\$25.15	\$30.57
Maximum	\$52.93	\$39.50	\$43.55	\$30.95	\$37.62
<b>Market Percentiles</b>					
20%	\$40.67	\$23.44	\$28.90	\$20.20	\$25.17
25%	\$41.85	\$24.59	\$29.71	\$20.99	\$26.20
30%	\$42.92	\$25.24	\$31.26	\$22.41	\$27.04
35%	\$43.31	\$26.21	\$33.88	\$22.77	\$27.96
40%	\$46.05	\$27.10	\$35.25	\$23.55	\$29.15
45%	\$47.90	\$28.76	\$35.56	\$24.86	\$30.48
50%	\$49.08	\$29.48	\$38.02	\$25.44	\$31.57
55%	\$52.84	\$30.53	\$38.67	\$26.92	\$32.70
60%	\$53.91	\$31.28	\$40.74	\$28.45	\$33.82
65%	\$54.73	\$32.65	\$43.34	\$28.80	\$35.15
70%	\$56.58	\$33.30	\$43.68	\$29.37	\$36.19
75%	\$56.58	\$34.43	\$45.17	\$31.24	\$37.64
80%	\$57.12	\$35.58	\$47.94	\$31.57	\$39.15
Mean	\$48.99	\$29.89	\$38.39	\$26.27	\$32.20
Compa-Ratio	-12.4%	+8.9%	-6.9%	-1.1%	-3.2%

	CSI Supervisor	Crime Scene Invest	Evidence Custodian	Executive Admin Assistant	Fleet Coordinator
<b>Current Scale</b>	112	110	106	111	107
Minimum	\$25.93	\$23.52	\$19.35	\$24.69	\$20.31
Midpoint	\$33.70	\$30.57	\$25.15	\$32.10	\$26.41
Maximum	\$41.47	\$37.62	\$30.95	\$39.50	\$32.50
<b>Market Percentiles</b>					
20%	\$29.01	\$24.92	\$21.01	\$26.63	\$22.49
25%	\$30.18	\$25.23	\$21.90	\$27.72	\$23.43
30%	\$31.23	\$26.23	\$22.50	\$28.63	\$24.12
35%	\$32.33	\$27.07	\$23.24	\$29.62	\$24.92
40%	\$33.66	\$29.24	\$24.28	\$30.87	\$26.01
45%	\$35.06	\$30.34	\$25.53	\$32.22	\$27.30
50%	\$36.28	\$31.65	\$26.47	\$33.36	\$28.29
55%	\$37.59	\$31.95	\$27.42	\$34.56	\$29.30
60%	\$38.94	\$33.42	\$28.28	\$35.76	\$30.25
65%	\$40.41	\$35.85	\$29.46	\$37.15	\$31.48
70%	\$41.56	\$36.89	\$30.37	\$38.23	\$32.44
75%	\$43.26	\$37.45	\$31.56	\$39.78	\$33.73
80%	\$44.95	\$38.85	\$32.88	\$41.36	\$35.12
Mean	\$37.05	\$32.14	\$26.96	\$34.04	\$28.82
Compa-Ratio	-7.1%	-3.4%	-5.0%	-3.8%	-6.7%

	Police Captain	Police Chief	Police Digi Pub Rec Assistant	Police Info Pub Rec Assistant	Police Information Specialist
<b>Current Scale</b>	126	130	108	104	104
Minimum	\$51.33	\$62.40	\$21.33	\$17.55	\$17.55
Midpoint	\$66.72	\$81.11	\$27.73	\$22.81	\$22.81
Maximum	\$82.11	\$99.81	\$34.12	\$28.07	\$28.07
<b>Market Percentiles</b>					
20%	\$52.36	\$62.80	\$22.63	\$18.69	\$19.04
25%	\$53.74	\$67.54	\$23.57	\$19.49	\$19.85
30%	\$53.89	\$69.90	\$24.27	\$19.96	\$20.34
35%	\$58.01	\$71.66	\$25.07	\$20.59	\$20.99
40%	\$60.29	\$75.45	\$26.17	\$21.55	\$21.96
45%	\$61.86	\$75.87	\$27.46	\$22.76	\$23.18
50%	\$62.73	\$80.02	\$28.45	\$23.62	\$24.05
55%	\$64.24	\$81.75	\$29.47	\$24.46	\$24.90
60%	\$66.81	\$85.38	\$30.43	\$25.18	\$25.64
65%	\$70.00	\$86.01	\$31.67	\$26.27	\$26.75
70%	\$71.28	\$88.20	\$32.63	\$27.11	\$27.60
75%	\$72.80	\$90.59	\$33.93	\$28.16	\$28.67
80%	\$75.70	\$94.87	\$35.32	\$29.37	\$29.90
Mean	\$63.84	\$79.42	\$28.99	\$24.02	\$24.46
Compa-Ratio	+6.4%	+1.4%	-2.6%	-3.4%	-5.2%

	Police Info Specialist Supervisor	Police Payroll Coordinator	Police Records Mgmt Asst	Police Technology Manager	Senior Police Info Specialist
<b>Current Scale</b>	110	111	104	120	106
Minimum	\$23.52	\$24.69	\$17.55	\$38.31	\$19.35
Midpoint	\$30.57	\$32.10	\$22.81	\$49.79	\$25.15
Maximum	\$37.62	\$39.50	\$28.07	\$61.27	\$30.95
<b>Market Percentiles</b>					
20%	\$25.54	\$25.02	\$19.25	\$41.26	\$21.83
25%	\$26.59	\$26.05	\$20.07	\$42.88	\$22.75
30%	\$27.44	\$26.88	\$20.57	\$44.61	\$23.39
35%	\$28.38	\$27.79	\$21.23	\$46.25	\$24.17
40%	\$29.59	\$28.98	\$22.20	\$48.04	\$25.24
45%	\$30.92	\$30.31	\$23.43	\$49.65	\$26.51
50%	\$32.02	\$31.39	\$24.30	\$51.30	\$27.48
55%	\$33.17	\$32.52	\$25.17	\$53.17	\$28.46
60%	\$34.31	\$33.62	\$25.92	\$55.27	\$29.37
65%	\$35.65	\$34.94	\$27.03	\$57.19	\$30.58
70%	\$36.71	\$35.98	\$27.90	\$58.71	\$31.52
75%	\$38.18	\$37.43	\$28.98	\$61.19	\$32.76
80%	\$39.71	\$38.93	\$30.21	\$63.44	\$34.12
Mean	\$32.67	\$32.01	\$24.72	\$52.51	\$27.99
Compa-Ratio	-4.5%	+2.3%	-6.1%	-2.9%	-8.5%

	Service Population Advocate	Service Pop Advocate Manager	Tech Support Analyst I
<b>Current Scale</b>	113	116	111
Minimum	\$27.22	\$31.51	\$24.69
Midpoint	\$35.39	\$40.96	\$32.10
Maximum	\$43.55	\$50.41	\$39.50
<b>Market Percentiles</b>			
20%	\$28.25	\$32.54	\$27.35
25%	\$29.40	\$33.84	\$28.47
30%	\$30.40	\$35.08	\$29.42
35%	\$31.46	\$36.33	\$30.44
40%	\$32.77	\$37.80	\$31.72
45%	\$34.15	\$39.25	\$33.08
50%	\$35.35	\$40.60	\$34.25
55%	\$36.62	\$42.07	\$35.48
60%	\$37.93	\$43.64	\$36.73
65%	\$39.37	\$45.24	\$38.14
70%	\$40.50	\$46.50	\$39.25
75%	\$42.15	\$48.42	\$40.84
80%	\$43.81	\$50.27	\$42.45
Mean	\$36.09	\$41.50	\$34.96
Compa-Ratio	+0.1%	+0.9%	-6.3%

**Table 46 – External Market Comparison – Public Works**

	Admin Assistant	Assistant PW Director	Building Maint Supt	Business Operations Admin	Chief Parking Fac Admin
<b>Current Scale</b>	106	126	115	116	118
Minimum	\$19.35	\$51.33	\$30.01	\$31.51	\$34.75
Midpoint	\$25.15	\$66.72	\$39.01	\$40.96	\$45.17
Maximum	\$30.95	\$82.11	\$48.01	\$50.41	\$55.58
<b>Market Percentiles</b>					
20%	\$20.84	\$54.64	\$33.44	\$33.02	\$38.77
25%	\$22.49	\$56.75	\$34.78	\$34.35	\$40.30
30%	\$23.05	\$59.23	\$36.07	\$35.62	\$41.89
35%	\$24.00	\$61.46	\$37.36	\$36.89	\$43.42
40%	\$24.99	\$63.75	\$38.86	\$38.37	\$45.12
45%	\$25.61	\$65.58	\$40.33	\$39.84	\$46.68
50%	\$26.71	\$67.71	\$41.71	\$41.20	\$48.25
55%	\$28.52	\$70.19	\$43.22	\$42.69	\$50.00
60%	\$29.79	\$73.10	\$44.84	\$44.29	\$51.95
65%	\$30.58	\$75.52	\$46.48	\$45.91	\$53.78
70%	\$30.77	\$77.44	\$47.76	\$47.18	\$55.23
75%	\$31.59	\$80.76	\$49.74	\$49.13	\$57.54
80%	\$33.87	\$83.64	\$51.64	\$51.01	\$59.69
Mean	\$27.47	\$69.40	\$42.64	\$42.11	\$49.37
Compa-Ratio	-5.9%	-1.5%	-6.5%	-0.6%	-6.4%

	City Engineer	Deputy Director PW	Engineer III	Engineering Division Manager	Engineering Inspector
<b>Current Scale</b>	125	123	118	125	111
Minimum	\$48.89	\$44.34	\$34.75	\$48.89	\$24.69
Midpoint	\$63.55	\$57.64	\$45.17	\$63.55	\$32.10
Maximum	\$78.20	\$70.93	\$55.58	\$78.20	\$39.50
<b>Market Percentiles</b>					
20%	\$49.17	\$45.82	\$38.35	\$50.23	\$25.75
25%	\$51.12	\$47.61	\$39.86	\$52.18	\$26.81
30%	\$51.95	\$49.60	\$41.43	\$54.41	\$27.67
35%	\$54.32	\$51.44	\$42.94	\$56.45	\$28.62
40%	\$56.02	\$53.40	\$44.62	\$58.57	\$29.84
45%	\$56.96	\$55.08	\$46.18	\$60.33	\$31.17
50%	\$61.58	\$56.90	\$47.73	\$62.30	\$32.28
55%	\$64.89	\$58.97	\$49.46	\$64.57	\$33.44
60%	\$66.73	\$61.35	\$51.38	\$67.22	\$34.59
65%	\$67.73	\$63.44	\$53.20	\$69.48	\$35.94
70%	\$69.49	\$65.10	\$54.63	\$71.26	\$37.00
75%	\$77.61	\$67.86	\$56.92	\$74.31	\$38.49
80%	\$79.00	\$70.33	\$59.05	\$76.98	\$40.03
Mean	\$63.10	\$58.27	\$48.83	\$63.83	\$32.93
Compa-Ratio	+3.2%	+1.3%	-5.4%	+2.0%	-0.6%

	Executive Assistant	Fleet Manager	Fleet Supervisor	GIS Analyst II	Plan Review Supt
<b>Current Scale</b>	108	118	112	114	114
Minimum	\$21.33	\$34.75	\$25.93	\$28.58	\$28.58
Midpoint	\$27.73	\$45.17	\$33.70	\$37.15	\$37.15
Maximum	\$34.12	\$55.58	\$41.47	\$45.72	\$45.72
<b>Market Percentiles</b>					
20%	\$26.92	\$33.39	\$28.12	\$30.30	\$29.13
25%	\$28.24	\$34.69	\$29.26	\$31.52	\$30.31
30%	\$28.60	\$36.59	\$30.26	\$32.64	\$31.36
35%	\$29.80	\$36.65	\$31.31	\$33.79	\$32.46
40%	\$31.04	\$36.87	\$32.62	\$35.18	\$33.80
45%	\$32.79	\$38.49	\$34.00	\$36.59	\$35.20
50%	\$33.46	\$40.47	\$35.19	\$37.86	\$36.43
55%	\$34.45	\$42.25	\$36.46	\$39.23	\$37.74
60%	\$35.20	\$44.24	\$37.75	\$40.66	\$39.10
65%	\$36.75	\$44.83	\$39.19	\$42.18	\$40.57
70%	\$38.47	\$46.00	\$40.32	\$43.37	\$41.73
75%	\$39.90	\$48.01	\$41.96	\$45.15	\$43.44
80%	\$40.56	\$50.78	\$43.61	\$46.90	\$45.13
Mean	\$34.06	\$41.65	\$35.92	\$38.68	\$37.20
Compa-Ratio	-17.1%	+11.6%	-4.2%	-1.9%	+2.0%

	Principal Engineer	Project Manager II	Public Works Director	Stormwater Streets Main Sup	Stormwater Supt
<b>Current Scale</b>	125	116	128	110	116
Minimum	\$48.89	\$31.51	\$56.60	\$23.52	\$31.51
Midpoint	\$63.55	\$40.96	\$73.57	\$30.57	\$40.96
Maximum	\$78.20	\$50.41	\$90.53	\$37.62	\$50.41
<b>Market Percentiles</b>					
20%	\$50.23	\$38.10	\$56.47	\$25.74	\$32.46
25%	\$52.18	\$39.03	\$57.75	\$26.80	\$34.31
30%	\$54.41	\$39.57	\$59.74	\$27.66	\$36.77
35%	\$56.45	\$40.27	\$61.66	\$28.61	\$36.97
40%	\$58.58	\$41.80	\$63.66	\$29.82	\$38.39
45%	\$60.33	\$43.23	\$67.11	\$31.16	\$39.50
50%	\$62.31	\$44.87	\$68.45	\$32.27	\$40.61
55%	\$64.58	\$47.88	\$69.71	\$33.43	\$41.27
60%	\$67.23	\$48.94	\$72.87	\$34.58	\$44.17
65%	\$69.49	\$50.22	\$80.00	\$35.93	\$46.55
70%	\$71.27	\$50.84	\$80.89	\$36.99	\$48.07
75%	\$74.31	\$51.88	\$82.33	\$38.48	\$50.00
80%	\$76.99	\$55.51	\$85.46	\$40.01	\$50.51
Mean	\$63.83	\$46.34	\$70.58	\$32.92	\$41.70
Compa-Ratio	+2.0%	-8.7%	+7.5%	-5.3%	+0.9%

	Streets Supt	Traffic Maint Supervisor	Transport Engineer
<b>Current Scale</b>	116	110	123
Minimum	\$31.51	\$23.52	\$44.34
Midpoint	\$40.96	\$30.57	\$57.64
Maximum	\$50.41	\$37.62	\$70.93
<b>Market Percentiles</b>			
20%	\$31.96	\$25.29	\$45.86
25%	\$34.84	\$26.33	\$47.64
30%	\$36.91	\$27.17	\$49.63
35%	\$38.38	\$28.10	\$51.48
40%	\$38.64	\$29.30	\$53.44
45%	\$40.21	\$30.63	\$55.12
50%	\$41.58	\$31.72	\$56.94
55%	\$43.21	\$32.86	\$59.01
60%	\$44.19	\$33.98	\$61.39
65%	\$46.51	\$35.32	\$63.49
70%	\$48.11	\$36.36	\$65.14
75%	\$49.81	\$37.82	\$67.91
80%	\$51.47	\$39.34	\$70.38
Mean	\$42.05	\$32.36	\$58.31
Compa-Ratio	-1.5%	-3.6%	+1.2%

**Table 47 – External Market Comparison – Utilities**

	Admin Assistant	Assistant Utilities Director	Assistant Utilities Maint Mgr	Asst Water Sewer Net Manager	Business Operations Admin
<b>Current Scale</b>	106	126	115	115	116
Minimum	\$19.35	\$51.33	\$30.01	\$30.01	\$31.51
Midpoint	\$25.15	\$66.72	\$39.01	\$39.01	\$40.96
Maximum	\$30.95	\$82.11	\$48.01	\$48.01	\$50.41
<b>Market Percentiles</b>					
20%	\$20.84	\$53.72	\$31.74	\$30.99	\$33.02
25%	\$22.49	\$55.80	\$33.02	\$32.24	\$34.35
30%	\$23.05	\$58.22	\$34.22	\$33.40	\$35.62
35%	\$24.00	\$60.42	\$35.43	\$34.58	\$36.89
40%	\$24.99	\$62.67	\$36.87	\$35.99	\$38.37
45%	\$25.61	\$64.49	\$38.31	\$37.41	\$39.84
50%	\$26.71	\$66.59	\$39.63	\$38.71	\$41.20
55%	\$28.52	\$69.02	\$41.06	\$40.11	\$42.69
60%	\$29.79	\$71.88	\$42.58	\$41.58	\$44.29
65%	\$30.58	\$74.27	\$44.15	\$43.12	\$45.91
70%	\$30.77	\$76.16	\$45.39	\$44.34	\$47.18
75%	\$31.59	\$79.42	\$47.26	\$46.16	\$49.13
80%	\$33.87	\$82.26	\$49.07	\$47.94	\$51.01
Mean	\$27.47	\$68.24	\$40.49	\$39.55	\$42.11
Compa-Ratio	-5.9%	+0.2%	-1.6%	+0.8%	-0.6%

	Cross Conn Ctrl Prog Admin	Cross Conn Control Specialist I	Cross Con Control Specialist II	Engineer III	Enviro Lab Manager
<b>Current Scale</b>	113	108	109	118	118
Minimum	\$27.22	\$21.33	\$22.40	\$34.75	\$34.75
Midpoint	\$35.39	\$27.73	\$29.12	\$45.17	\$45.17
Maximum	\$43.55	\$34.12	\$35.83	\$55.58	\$55.58
<b>Market Percentiles</b>					
20%	\$30.38	\$23.37	\$24.36	\$38.35	\$37.88
25%	\$31.61	\$24.34	\$25.36	\$39.86	\$39.37
30%	\$32.73	\$25.07	\$26.15	\$41.43	\$40.92
35%	\$33.89	\$25.91	\$27.04	\$42.94	\$42.41
40%	\$35.27	\$27.04	\$28.20	\$44.62	\$44.07
45%	\$36.69	\$28.34	\$29.52	\$46.18	\$45.62
50%	\$37.96	\$29.36	\$30.58	\$47.73	\$47.15
55%	\$39.33	\$30.41	\$31.67	\$49.46	\$48.87
60%	\$40.77	\$31.42	\$32.74	\$51.38	\$50.76
65%	\$42.29	\$32.68	\$34.04	\$53.20	\$52.56
70%	\$43.49	\$33.67	\$35.05	\$54.63	\$53.98
75%	\$45.27	\$35.01	\$36.46	\$56.92	\$56.24
80%	\$47.02	\$36.44	\$37.93	\$59.05	\$58.34
Mean	\$38.78	\$29.93	\$31.18	\$48.83	\$48.24
Compa-Ratio	-6.8%	-5.6%	-4.8%	-5.4%	-4.2%

	Enviro Resources Comp Mgr	GIS Analyst II	GIS Specialist	Inventory Control Specialist	IPP Admin
<b>Current Scale</b>	118	114	111	106	113
Minimum	\$34.75	\$28.58	\$24.69	\$19.35	\$27.22
Midpoint	\$45.17	\$37.15	\$32.10	\$25.15	\$35.39
Maximum	\$55.58	\$45.72	\$39.50	\$30.95	\$43.55
<b>Market Percentiles</b>					
20%	\$38.69	\$30.30	\$25.98	\$21.36	\$32.05
25%	\$40.21	\$31.52	\$27.05	\$22.25	\$33.33
30%	\$41.80	\$32.64	\$27.93	\$22.87	\$34.55
35%	\$43.33	\$33.79	\$28.89	\$23.62	\$35.78
40%	\$45.02	\$35.18	\$30.11	\$24.68	\$37.23
45%	\$46.58	\$36.59	\$31.45	\$25.94	\$38.68
50%	\$48.15	\$37.86	\$32.57	\$26.89	\$40.01
55%	\$49.90	\$39.23	\$33.74	\$27.85	\$41.45
60%	\$51.84	\$40.66	\$34.90	\$28.73	\$42.99
65%	\$53.67	\$42.18	\$36.27	\$29.92	\$44.57
70%	\$55.11	\$43.37	\$37.33	\$30.85	\$45.82
75%	\$57.42	\$45.15	\$38.84	\$32.06	\$47.71
80%	\$59.56	\$46.90	\$40.38	\$33.40	\$49.54
Mean	\$49.26	\$38.68	\$33.23	\$27.39	\$40.88
Compa-Ratio	-6.2%	-1.9%	-1.5%	-6.5%	-11.5%

	Manager Maint	Principal Engineer	Quality Assurance Analyst	Quality Assurance Officer	Senior Chemist
<b>Current Scale</b>	118	125	107	112	112
Minimum	\$34.75	\$48.89	\$20.31	\$25.93	\$25.93
Midpoint	\$45.17	\$63.55	\$26.41	\$33.70	\$33.70
Maximum	\$55.58	\$78.20	\$32.50	\$41.47	\$41.47
<b>Market Percentiles</b>					
20%	\$37.69	\$50.23	\$21.40	\$28.34	\$28.41
25%	\$39.18	\$52.18	\$22.30	\$29.49	\$29.56
30%	\$40.71	\$54.41	\$22.92	\$30.50	\$30.58
35%	\$42.19	\$56.45	\$23.68	\$31.56	\$31.64
40%	\$43.85	\$58.58	\$24.73	\$32.87	\$32.96
45%	\$45.39	\$60.33	\$25.99	\$34.26	\$34.34
50%	\$46.92	\$62.31	\$26.95	\$35.46	\$35.54
55%	\$48.62	\$64.58	\$27.91	\$36.73	\$36.82
60%	\$50.50	\$67.23	\$28.79	\$38.04	\$38.13
65%	\$52.30	\$69.49	\$29.99	\$39.49	\$39.58
70%	\$53.71	\$71.27	\$30.91	\$40.62	\$40.72
75%	\$55.96	\$74.31	\$32.13	\$42.28	\$42.38
80%	\$58.05	\$76.99	\$33.47	\$43.94	\$44.04
Mean	\$48.00	\$63.83	\$27.44	\$36.20	\$36.29
Compa- Ratio	-3.7%	+2.0%	-2.0%	-5.0%	-5.2%

	Stormwater Engineer	Utilities Dept Coordinator	Utilities Director	Utilities Project Manager I	Utilities Supervisor
<b>Current Scale</b>	123	111	128	115	113
Minimum	\$44.34	\$24.69	\$56.60	\$30.01	\$27.22
Midpoint	\$57.64	\$32.10	\$73.57	\$39.01	\$35.39
Maximum	\$70.93	\$39.50	\$90.53	\$48.01	\$43.55
<b>Market Percentiles</b>					
20%	\$46.20	\$25.71	\$56.60	\$30.56	\$29.33
25%	\$48.00	\$26.76	\$59.74	\$31.79	\$30.97
30%	\$50.01	\$27.63	\$61.54	\$32.92	\$31.54
35%	\$51.87	\$28.57	\$63.03	\$34.09	\$32.66
40%	\$53.84	\$29.79	\$64.18	\$35.48	\$33.65
45%	\$55.53	\$31.13	\$65.50	\$36.90	\$35.55
50%	\$57.36	\$32.23	\$67.90	\$38.18	\$35.97
55%	\$59.45	\$33.39	\$71.34	\$39.56	\$36.73
60%	\$61.85	\$34.54	\$78.37	\$41.00	\$39.19
65%	\$63.96	\$35.89	\$80.01	\$42.53	\$40.03
70%	\$65.62	\$36.95	\$80.94	\$43.73	\$40.40
75%	\$68.41	\$38.43	\$84.26	\$45.53	\$42.70
80%	\$70.90	\$39.97	\$86.06	\$47.29	\$43.93
Mean	\$58.74	\$32.88	\$71.66	\$39.00	\$37.58
Compa-Ratio	+0.5%	-0.4%	+8.3%	+2.2%	-1.6%

	Utility Inspector	Water & Sewer Net Manager	WTP Supt	WTP Operations Supervisor
<b>Current Scale</b>	110	118	118	113
Minimum	\$23.52	\$34.75	\$34.75	\$27.22
Midpoint	\$30.57	\$45.17	\$45.17	\$35.39
Maximum	\$37.62	\$55.58	\$55.58	\$43.55
<b>Market Percentiles</b>				
20%	\$25.87	\$38.11	\$36.59	\$28.14
25%	\$26.93	\$39.62	\$37.63	\$29.29
30%	\$27.80	\$41.18	\$39.59	\$30.29
35%	\$28.75	\$42.67	\$40.41	\$31.34
40%	\$29.97	\$44.35	\$43.06	\$32.65
45%	\$31.31	\$45.90	\$44.41	\$34.03
50%	\$32.43	\$47.44	\$45.52	\$35.22
55%	\$33.59	\$49.17	\$47.70	\$36.49
60%	\$34.75	\$51.07	\$48.23	\$37.78
65%	\$36.11	\$52.88	\$49.71	\$39.22
70%	\$37.17	\$54.31	\$52.09	\$40.35
75%	\$38.67	\$56.58	\$55.39	\$42.00
80%	\$40.21	\$58.69	\$56.72	\$43.64
Mean	\$33.08	\$48.54	\$46.60	\$35.95
Compa-Ratio	-5.7%	-4.8%	-0.8%	+0.5%

## Proposed Salary Schedules

A regression analysis of the CFS Score and the salary survey results indicate that market median salary for all positions is predicted very well by the CFS Score. The coefficient of determination is **96%**, in other words, the knowledge, skills, and abilities identified in the employee/manager Position Vantage Point job description survey correlate very well with the external markets' valuation of the job positions at Delray Beach. As a result, the city's existing salary scales is recommended with the inclusion of additional grades, presented in Table 48.

It is recommended that in subsequent years after the adoption of the recommended pay plan, the City should adjust the entire salary scale by the CPI annually as budget permits.

**Table 48 – Proposed Salary Schedule**

Grade	Min	Mid	Max	Min	Mid	Max
101	\$15.16	\$19.71	\$24.26	\$31,533	\$40,993	\$50,452
102	\$15.92	\$20.69	\$25.47	\$33,109	\$43,042	\$52,975
103	\$16.71	\$21.73	\$26.74	\$34,765	\$45,194	\$55,624
104	\$17.55	\$22.81	\$28.08	\$36,503	\$47,454	\$58,405
105	\$18.43	\$23.96	\$29.48	\$38,328	\$49,827	\$61,325
106	\$19.35	\$25.15	\$30.96	\$40,245	\$52,318	\$64,392
107	\$20.32	\$26.41	\$32.51	\$42,257	\$54,934	\$67,611
108	\$21.33	\$27.73	\$34.13	\$44,370	\$57,681	\$70,992
109	\$22.40	\$29.12	\$35.84	\$46,588	\$60,565	\$74,541
110	\$23.52	\$30.57	\$37.63	\$48,918	\$63,593	\$78,268
111	\$24.69	\$32.10	\$39.51	\$51,364	\$66,773	\$82,182
112	\$25.93	\$33.71	\$41.49	\$53,932	\$70,111	\$86,291
113	\$27.23	\$35.39	\$43.56	\$56,628	\$73,617	\$90,605
114	\$28.59	\$37.16	\$45.74	\$59,460	\$77,298	\$95,136
115	\$30.02	\$39.02	\$48.03	\$62,433	\$81,163	\$99,892
116	\$31.52	\$40.97	\$50.43	\$65,554	\$85,221	\$104,887
117	\$33.09	\$43.02	\$52.95	\$68,832	\$89,482	\$110,131
118	\$34.75	\$45.17	\$55.60	\$72,274	\$93,956	\$115,638

Grade	Min	Mid	Max	Min	Mid	Max
119	\$36.48	\$47.43	\$58.37	\$75,887	\$98,654	\$121,420
120	\$38.31	\$49.80	\$61.29	\$79,682	\$103,586	\$127,491
121	\$40.22	\$52.29	\$64.36	\$83,666	\$108,766	\$133,865
122	\$42.24	\$54.91	\$67.58	\$87,849	\$114,204	\$140,559
123	\$44.35	\$57.65	\$70.96	\$92,242	\$119,914	\$147,587
124	\$46.56	\$60.53	\$74.50	\$96,854	\$125,910	\$154,966
125	\$48.89	\$63.56	\$78.23	\$101,696	\$132,205	\$162,714
126	\$51.34	\$66.74	\$82.14	\$106,781	\$138,816	\$170,850
127	\$53.90	\$70.08	\$86.25	\$112,120	\$145,756	\$179,393
128	\$56.60	\$73.58	\$90.56	\$117,726	\$153,044	\$188,362
129	\$59.43	\$77.26	\$95.09	\$123,613	\$160,696	\$197,780
130	\$62.40	\$81.12	\$99.84	\$129,793	\$168,731	\$207,669
131	\$65.52	\$85.18	\$104.83	\$136,283	\$177,168	\$218,053
132	\$68.80	\$89.44	\$110.07	\$143,097	\$186,026	\$228,955
133	\$72.24	\$93.91	\$115.58	\$150,252	\$195,328	\$240,403
134	\$75.85	\$98.60	\$121.36	\$157,765	\$205,094	\$252,423
135	\$79.64	\$103.53	\$127.43	\$165,653	\$215,349	\$265,044
136	\$83.62	\$108.71	\$133.80	\$173,935	\$226,116	\$278,297
137	\$87.80	\$114.15	\$140.49	\$182,632	\$237,422	\$292,211
138	\$92.19	\$119.85	\$147.51	\$191,764	\$249,293	\$306,822
139	\$96.80	\$125.84	\$154.89	\$201,352	\$261,758	\$322,163
140	\$101.64	\$132.14	\$162.63	\$211,420	\$274,845	\$338,271

WOL

## Proposed Internal Equity – 50<sup>th</sup> Percentile

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In Table 49 through \* - **grade change**

Work Product

Table 63, the resulting proposed internal equity, assuming the strategic objective of the 50<sup>th</sup> percentile of the market, for the City is presented.

**Table 49 – Proposed Internal Equity – 50<sup>th</sup> Percentile**

Grade	Title
140	
139	
138	
137	City Manager
136	City Attorney
135	
134	
133	
132	
131	Assistant City Manager
130	Fire Chief Police Chief
129	Chief Financial Officer Public Works Director Utilities Director
128	Assistant Fire Chief
127	Assistant Police Chief Chief Technology Officer Development Services Director Human Resources Director Neighborhood & Community Services Director Parks & Recreation Director Senior Assistant City Attorney
126	Assistant City Attorney II Assistant City Attorney Police Legal Advisor Assistant Finance Director Assistant Public Works Director Assistant Utilities Director Police Captain

Grade	Title
125	Assistant Development Services Director Assistant Neighborhood & Community Services Director City Clerk City Engineer Director of Communications Engineering Division Manager Principal Engineer
124	Assistant HR Director Assistant IT Director Assistant Parks & Recreation Director Building & Inspection Administrator
123	Deputy Director of Public Works Stormwater Engineer Transportation Engineer
122	Chief Accounting Officer Emergency Manager GIS Manager Information Security Manager IT Infrastructure Manager Purchasing Manager Risk Manager Senior Technology Strategist
121	Administrative Services Manager Fire Technology Manager Police Technology Manager
120	Communications Manager Senior Infrastructure Engineer

WORK

Grade	Title
119	Accounting Manager Benefits Manager Chief Parking Facilities Administrator Data Analyst Accreditation Manager Economic Development Manager Engineer III Environmental Laboratory Manager Environmental Resources Compliance Manager Fleet Manager Human Resources Manager Inspector II Manager of Maintenance Principal Planner Public Affairs Outreach Officer Public Information Officer Special Events Manager Sustainability Officer Water & Sewer Network Manager Water Treatment Plant Superintendent
118	Infrastructure Engineer Network Engineer Project Manager II Stormwater Superintendent Streets Superintendent
117	Budget Coordinator - Fire Rescue Pension Administrator Senior Landscape Planner Senior Planner System Administrator
116	Building Maintenance Superintendent Business Operations Administrator Clean & Safe Administrator Code Enforcement Administrator Contracts Administrator IT Support Manager Neighborhood Services Administrator Parks Superintendent Recreation Superintendent Sanitation Administrator Service Population Advocate Manager Staff Assistant City Attorney Structural Plan Reviewer

Grade	Title
115	Accreditation Manager Assistant Utilities Maintenance Manager Assistant Water Sewer Network Manager Budget Administrator Building Inspector Deputy City Clerk Employee Engagement Administrator IPP Administrator Labor and Employee Relations Administrator Neighborhood Planner Payroll Manager Seasonal Senior Accountant Senior Accountant Sr Human Resources Generalist Utilities Project Manager I
114	Accountant Assistant Utilities Financial Manager Communications Supervisor Cross Connect Control Program Administrator Education Workforce Coordinator Fire and Life Safety Inspector GIS Analyst II Legal Office Manager Payroll Supervisor Plan Review Superintendent Planner Purchasing Agent Special Events Administrator Sustainability Coordinator Utilities Supervisor

WOL

Grade	Title
113	Accountant Budget Analyst Application Support Specialist Assistant Parks Superintendent Cemetery Manager Crime Scene Investigation Supervisor Executive Legal Secretary Fleet Supervisor Housing Rehab Inspector Human Resources Generalist Out of School Program Supervisor Permit Supervisor Quality Assurance Officer Recreation Supervisor III Senior Chemist Service Population Advocate Technical Support Analyst II Treasury Analyst Utilities Office Supervisor WTP Operations Supervisor
112	Code Enforcement Coordinator Code Enforcement Officer Supervisor Executive Administrative Assistant Human Resources Specialist Benefits IT Services Coordinator Parks Maintenance Supervisor Support Services Supervisor Technical Support Analyst I

Work

Grade	Title
111	Building Division Coordinator Building Permit Expeditor Clean & Safe Streetscape Supervisor Communications Specialist Crime Analyst Crime Scene Investigator Engineering Inspector Executive Assistant GIS Specialist Housing Property Coordinator Lead Code Enforcement Officer Logistics Technician Meter Operations Supervisor Neighborhood & Community Services Coordinator Police Information Specialist Supervisor Police Payroll Coordinator Recreation Supervisor II Rehabilitation Specialist Risk Management Coordinator Safety Coordinator Senior Permit Technician Stormwater Streets Maintenance Supervisor Traffic Maintenance Supervisor Treasury Specialist Utilities Department Coordinator Utility Inspector
110	Agenda Coordinator Code Enforcement Officer Cross Connect Control Specialist II Videographer
109	Administrative Office Coordinator Aquatics Operations Supervisor Cross Connect Control Specialist I Lead Nuisance Abatement Officer Police Digital Public Records Specialist Recreation Supervisor I
108	Accounts Payable Specialist Business License Inspector Digital Social Media Coordinator Fleet Coordinator Landscape Site Inspector Public Records Management Coordinator Senior Police Information Specialist

Grade	Title
107	Administrative Assistant Code Board Specialist Community Improvement Specialist Community Service Officer Evidence Custodian Human Resources Assistant Inventory Control Specialist Pension Specialist Permit Technician Public Education Specialist Purchasing Assistant Quality Assurance Analyst Senior Customer Service Representative Support Services Specialist
106	Accounting Clerk Customer Service Representative Litter Prevention Officer Permit Clerk Utility Billing Specialist
105	Customer Service Assistant Lead Lifeguard Nuisance Abatement Officer Police Information Public Records Assistant Police Information Specialist Police Records Management Assistant
104	Lifeguard - Pool Staff Assistant
103	
102	
101	

**Table 50 – Proposed Internal Equity – City Attorney**

Grade	Title
136	City Attorney
127	Senior Assistant City Attorney
126	<b>Assistant City Attorney II</b> <b>Assistant City Attorney Police Legal Advisor</b>
116	Staff Assistant City Attorney
114	<b>Legal Office Manager</b>
113	<b>Executive Legal Secretary</b>
108	Public Records Management Coordinator

\* - grade change

**Table 51 – Proposed Internal Equity – City Clerk**

Grade	Title
125	City Clerk
115	<b>Deputy City Clerk</b>
111	<b>Executive Assistant</b>
110	<b>Agenda Coordinator</b>
109	<b>Administrative Office Coordinator</b>
107	<b>Administrative Assistant</b>

\* - grade change

**Table 52 – Proposed Internal Equity – City Manager**

Grade	Title
137	City Manager
131	Assistant City Manager
119	Economic Development Manager Special Events Manager Sustainability Officer
114	Education Workforce Coordinator Sustainability Coordinator
112	Executive Administrative Assistant
111	Executive Assistant

\* - grade change

**Table 53 – Proposed Internal Equity – Communications**

Grade	Title
125	Director of Communications
119	Public Affairs Outreach Officer Public Information Officer
110	Videographer
108	Digital Social Media Coordinator

\* - grade change

Table 54 – Proposed Internal Equity – Development Services

Grade	Title
127	Development Services Director
125	Assistant Development Services Director
124	Building & Inspection Administrator
119	<b>Inspector II</b> <b>Principal Planner</b>
117	<b>Senior Landscape Planner</b> <b>Senior Planner</b>
116	<b>Structural Plan Reviewer</b>
115	<b>Building Inspector</b>
114	<b>Planner</b>
113	Permit Supervisor
112	<b>Support Services Supervisor</b>
111	<b>Building Division Coordinator</b> <b>Building Permit Expeditor</b> <b>Executive Assistant</b> <b>Senior Permit Technician</b>
109	<b>Administrative Office Coordinator</b>
108	Business License Inspector Landscape Site Inspector
107	Permit Technician <b>Support Services Specialist</b>
106	<b>Permit Clerk</b>

\* - grade change

Table 55 - Proposed Internal Equity - Finance

Grade	Title
129	<b>Chief Financial Officer</b>
126	Assistant Finance Director
122	Chief Accounting Officer Purchasing Manager
119	<b>Accounting Manager</b>
117	<b>Pension Administrator</b>
116	Contracts Administrator
115	Budget Administrator Payroll Manager Seasonal Senior Accountant Senior Accountant
114	<b>Accountant</b> Assistant Utilities Financial Manager Payroll Supervisor <b>Purchasing Agent</b>
113	Accountant Budget Analyst Treasury Analyst <b>Utilities Office Supervisor</b>
111	<b>Executive Assistant</b> <b>Meter Operations Supervisor</b> <b>Treasury Specialist</b>
108	Accounts Payable Specialist
107	<b>Pension Specialist</b> Purchasing Assistant <b>Senior Customer Service Representative</b>
106	<b>Accounting Clerk</b> <b>Customer Service Representative</b> <b>Utility Billing Specialist</b>

\* - grade change

Table 56 – Proposed Internal Equity – Fire

Grade	Title
130	Fire Chief
128	Assistant Fire Chief
122	Emergency Manager
121	Fire Technology Manager
119	Data Analyst Accreditation Manager
117	Budget Coordinator - Fire Rescue
114	Fire and Life Safety Inspector
112	Executive Administrative Assistant
111	Logistics Technician
107	Administrative Assistant Public Education Specialist

\* - grade change

Table 57 – Proposed Internal Equity – Human Resources

Grade	Title
127	Human Resources Director
124	Assistant HR Director
122	Risk Manager
119	Benefits Manager Human Resources Manager
115	Employee Engagement Administrator Labor and Employee Relations Administrator Sr Human Resources Generalist
113	Human Resources Generalist
112	Human Resources Specialist Benefits
111	Risk Management Coordinator Safety Coordinator
107	Human Resources Assistant

\* - grade change

**Table 58 – Proposed Internal Equity – Information Technology**

Grade	Title
127	Chief Technology Officer
124	Assistant IT Director
122	GIS Manager Information Security Manager IT Infrastructure Manager Senior Technology Strategist
120	<b>Senior Infrastructure Engineer</b>
118	<b>Infrastructure Engineer</b> <b>Network Engineer</b>
117	<b>System Administrator</b>
116	IT Support Manager
113	Application Support Specialist <b>Technical Support Analyst II</b>
112	<b>IT Services Coordinator</b> <b>Technical Support Analyst I</b>

\* - grade change

Work in Progress

**Table 59 – Proposed Internal Equity – Neighborhood & Community Services**

Grade	Title
127	Neighborhood & Community Services Director
125	<b>Assistant Neighborhood &amp; Community Services Director</b>
116	Clean & Safe Administrator Code Enforcement Administrator Neighborhood Services Administrator Sanitation Administrator
115	<b>Neighborhood Planner</b>
113	<b>Housing Rehab Inspector</b>
112	<b>Code Enforcement Coordinator</b> <b>Code Enforcement Officer Supervisor</b>
111	Clean & Safe Streetscape Supervisor Housing Property Coordinator <b>Lead Code Enforcement Officer</b> Neighborhood & Community Services Coordinator <b>Rehabilitation Specialist</b>
110	<b>Code Enforcement Officer</b>
109	<b>Administrative Office Coordinator</b> <b>Lead Nuisance Abatement Officer</b>
107	<b>Code Board Specialist</b> <b>Community Improvement Specialist</b>
106	<b>Litter Prevention Officer</b>
105	<b>Nuisance Abatement Officer</b>

\* - grade change

**Table 60 – Proposed Internal Equity – Parks & Recreation**

Grade	Title
127	Parks & Recreation Director
124	Assistant Parks & Recreation Director
116	Business Operations Administrator Parks Superintendent Recreation Superintendent
114	Special Events Administrator
113	Assistant Parks Superintendent Cemetery Manager Out of School Program Supervisor Recreation Supervisor III
112	Parks Maintenance Supervisor
111	Executive Assistant Recreation Supervisor II
109	Administrative Office Coordinator Aquatics Operations Supervisor Recreation Supervisor I
107	Administrative Assistant
105	Customer Service Assistant Lead Lifeguard
104	Lifeguard - Pool Staff Assistant

\* - grade change

Table 61 – Proposed Internal Equity – Police

Grade	Title
130	Police Chief
127	Assistant Police Chief
126	Police Captain
121	Administrative Services Manager Police Technology Manager
120	Communications Manager
116	Service Population Advocate Manager
115	Accreditation Manager
114	Communications Supervisor
113	Crime Scene Investigation Supervisor Service Population Advocate
112	Executive Administrative Assistant Technical Support Analyst I
111	Communications Specialist Crime Analyst Crime Scene Investigator Police Information Specialist Supervisor Police Payroll Coordinator
109	Administrative Office Coordinator Police Digital Public Records Specialist
108	Fleet Coordinator Senior Police Information Specialist
107	Administrative Assistant Community Service Officer Evidence Custodian
105	Police Information Public Records Assistant Police Information Specialist Police Records Management Assistant

\* - grade change

**Table 62 – Proposed Internal Equity – Public Works**

Grade	Title
129	<b>Public Works Director</b>
126	Assistant Public Works Director
125	City Engineer Engineering Division Manager Principal Engineer
123	Deputy Director of Public Works Transportation Engineer
119	<b>Chief Parking Facilities Administrator</b> <b>Engineer III</b> <b>Fleet Manager</b>
118	<b>Project Manager II</b> <b>Stormwater Superintendent</b> <b>Streets Superintendent</b>
116	<b>Building Maintenance Superintendent</b> Business Operations Administrator
114	GIS Analyst II Plan Review Superintendent
113	<b>Fleet Supervisor</b>
111	Engineering Inspector <b>Executive Assistant</b> <b>Stormwater Streets Maintenance Supervisor</b> <b>Traffic Maintenance Supervisor</b>
107	<b>Administrative Assistant</b>

\* - grade change

Table 63 - Proposed Internal Equity - Utilities

Grade	Title
129	<b>Utilities Director</b>
126	Assistant Utilities Director
125	Principal Engineer
123	Stormwater Engineer
119	<b>Engineer III</b> <b>Environmental Laboratory Manager</b> <b>Environmental Resources Compliance Manager</b> <b>Manager of Maintenance</b> <b>Water &amp; Sewer Network Manager</b> <b>Water Treatment Plant Superintendent</b>
116	Business Operations Administrator
115	Assistant Utilities Maintenance Manager Assistant Water Sewer Network Manager <b>IPP Administrator</b> Utilities Project Manager I
114	<b>Cross Connect Control Program Administrator</b> GIS Analyst II <b>Utilities Supervisor</b>
113	<b>Quality Assurance Officer</b> <b>Senior Chemist</b> WTP Operations Supervisor
111	GIS Specialist Utilities Department Coordinator <b>Utility Inspector</b>
110	<b>Cross Connect Control Specialist II</b>
109	<b>Cross Connect Control Specialist I</b>
107	<b>Administrative Assistant</b> <b>Inventory Control Specialist</b> Quality Assurance Analyst

\* - grade change

## Proposed Internal Equity – 60<sup>th</sup> Percentile

In Table 64 the resulting proposed internal equity, assuming the strategic objective of the 60<sup>th</sup> percentile of the market, for the City is presented.

**Table 64 – Proposed Internal Equity – 60<sup>th</sup> Percentile**

Grade	Title
140	
139	City Manager
138	City Attorney
137	
136	
135	
134	
133	Assistant City Manager
132	Police Chief
131	Fire Chief Utilities Director
130	Assistant Fire Chief Chief Financial Officer Public Works Director
129	Development Services Director Human Resources Director Neighborhood & Community Services Director Parks & Recreation Director Senior Assistant City Attorney
128	Assistant City Attorney II Assistant Finance Director Assistant Police Chief Assistant Public Works Director Chief Technology Officer
127	Assistant City Attorney Police Legal Advisor Assistant Development Services Director Assistant Utilities Director City Clerk Director of Communications Police Captain

Grade	Title
126	Assistant IT Director Assistant Neighborhood & Community Services Director Assistant Parks & Recreation Director City Engineer Engineering Division Manager Principal Engineer
125	Assistant HR Director Building & Inspection Administrator
124	Chief Accounting Officer Deputy Director of Public Works Emergency Manager GIS Manager IT Infrastructure Manager Risk Manager Senior Technology Strategist Stormwater Engineer Transportation Engineer
123	Administrative Services Manager Information Security Manager Purchasing Manager
122	Fire Technology Manager Police Technology Manager
121	Accounting Manager Chief Parking Facilities Administrator Communications Manager Data Analyst Accreditation Manager Economic Development Manager Engineer III Environmental Resources Compliance Manager Fleet Manager Human Resources Manager Inspector II Principal Planner Public Information Officer Senior Infrastructure Engineer
120	Benefits Manager Environmental Laboratory Manager Manager of Maintenance Network Engineer Project Manager II Public Affairs Outreach Officer Special Events Manager Sustainability Officer Water & Sewer Network Manager Water Treatment Plant Superintendent

Grade	Title
119	Infrastructure Engineer Senior Landscape Planner Senior Planner Stormwater Superintendent Streets Superintendent System Administrator
118	Budget Coordinator - Fire Rescue Building Maintenance Superintendent Business Operations Administrator Contracts Administrator Neighborhood Services Administrator Pension Administrator Staff Assistant City Attorney Structural Plan Reviewer
117	Accreditation Manager Assistant Utilities Maintenance Manager Building Inspector Clean & Safe Administrator Code Enforcement Administrator Employee Engagement Administrator IPP Administrator IT Support Manager Labor and Employee Relations Administrator Parks Superintendent Recreation Superintendent Sanitation Administrator Seasonal Senior Accountant Service Population Advocate Manager
116	Assistant Water Sewer Network Manager Budget Administrator Cross Connect Control Program Administrator Deputy City Clerk Education Workforce Coordinator GIS Analyst II Legal Office Manager Neighborhood Planner Payroll Manager Payroll Supervisor Purchasing Agent Senior Accountant Special Events Administrator Sr Human Resources Generalist Sustainability Coordinator Utilities Project Manager I

Grade	Title
115	Accountant Application Support Specialist Assistant Utilities Financial Manager Cemetery Manager Communications Supervisor Crime Scene Investigation Supervisor Fire and Life Safety Inspector Permit Supervisor Plan Review Superintendent Planner Recreation Supervisor III Senior Chemist Technical Support Analyst II Utilities Supervisor
114	Accountant Budget Analyst Assistant Parks Superintendent Code Enforcement Coordinator Code Enforcement Officer Supervisor Executive Legal Secretary Fleet Supervisor Housing Rehab Inspector Human Resources Generalist Human Resources Specialist Benefits Out of School Program Supervisor Quality Assurance Officer Service Population Advocate Support Services Supervisor Technical Support Analyst I Treasury Analyst Utilities Office Supervisor WTP Operations Supervisor
113	Communications Specialist Crime Scene Investigator Engineering Inspector Executive Administrative Assistant GIS Specialist IT Services Coordinator Lead Code Enforcement Officer Logistics Technician Parks Maintenance Supervisor Recreation Supervisor II Safety Coordinator Stormwater Streets Maintenance Supervisor Treasury Specialist Utility Inspector

Grade	Title
112	Agenda Coordinator Building Division Coordinator Building Permit Expeditor Clean & Safe Streetscape Supervisor Crime Analyst Executive Assistant Housing Property Coordinator Meter Operations Supervisor Neighborhood & Community Services Coordinator Police Information Specialist Supervisor Police Payroll Coordinator Rehabilitation Specialist Risk Management Coordinator Senior Permit Technician Traffic Maintenance Supervisor Utilities Department Coordinator
111	Code Enforcement Officer Cross Connect Control Specialist I Cross Connect Control Specialist II Videographer
110	Administrative Office Coordinator Aquatics Operations Supervisor Fleet Coordinator Lead Nuisance Abatement Officer Police Digital Public Records Specialist Public Records Management Coordinator Recreation Supervisor I
109	Accounts Payable Specialist Business License Inspector Digital Social Media Coordinator Inventory Control Specialist Landscape Site Inspector Public Education Specialist Quality Assurance Analyst Senior Police Information Specialist

Grade	Title
108	Administrative Assistant Code Board Specialist Community Improvement Specialist Community Service Officer Customer Service Representative Evidence Custodian Human Resources Assistant Pension Specialist Permit Clerk Permit Technician Purchasing Assistant Senior Customer Service Representative Support Services Specialist
107	Accounting Clerk Litter Prevention Officer Nuisance Abatement Officer Police Records Management Assistant Utility Billing Specialist
106	Lead Lifeguard Police Information Public Records Assistant Police Information Specialist
105	Lifeguard - Pool Staff Assistant
104	
103	
102	
101	

## Proposed Internal Equity – 70<sup>th</sup> Percentile

In Table 65 the resulting proposed internal equity, assuming the strategic objective of the 70<sup>th</sup> percentile of the market, for the City is presented.

**Table 65 – Proposed Internal Equity – 70<sup>th</sup> Percentile**

Grade	Title
140	City Manager
139	City Attorney
138	
137	
136	
135	
134	Assistant City Manager
133	Police Chief
132	Chief Financial Officer Fire Chief Utilities Director
131	Assistant Fire Chief Public Works Director
130	Development Services Director Human Resources Director Neighborhood & Community Services Director Parks & Recreation Director Senior Assistant City Attorney
129	Assistant City Attorney II Assistant City Attorney Police Legal Advisor Assistant Finance Director Assistant Police Chief Assistant Public Works Director Assistant Utilities Director Chief Technology Officer Police Captain
128	Assistant Development Services Director City Clerk Director of Communications

Grade	Title
127	Assistant IT Director Assistant Neighborhood & Community Services Director Assistant Parks & Recreation Director Building & Inspection Administrator City Engineer Engineering Division Manager Principal Engineer
126	Assistant HR Director Stormwater Engineer
125	Chief Accounting Officer Deputy Director of Public Works Emergency Manager GIS Manager Information Security Manager IT Infrastructure Manager Purchasing Manager Risk Manager Senior Technology Strategist Transportation Engineer
124	Administrative Services Manager Fire Technology Manager
123	Communications Manager Police Technology Manager
122	Accounting Manager Benefits Manager Chief Parking Facilities Administrator Data Analyst Accreditation Manager Economic Development Manager Engineer III Environmental Laboratory Manager Environmental Resources Compliance Manager Fleet Manager Human Resources Manager Inspector II Manager of Maintenance Principal Planner Public Affairs Outreach Officer Public Information Officer Senior Infrastructure Engineer Water & Sewer Network Manager Water Treatment Plant Superintendent

Grade	Title
121	Infrastructure Engineer Network Engineer Project Manager II Special Events Manager Sustainability Officer
120	Budget Coordinator - Fire Rescue Pension Administrator Senior Landscape Planner Senior Planner Stormwater Superintendent Streets Superintendent System Administrator
119	Building Maintenance Superintendent Business Operations Administrator Code Enforcement Administrator Contracts Administrator Neighborhood Services Administrator Parks Superintendent Service Population Advocate Manager Staff Assistant City Attorney Structural Plan Reviewer
118	Accreditation Manager Assistant Utilities Maintenance Manager Assistant Water Sewer Network Manager Building Inspector Clean & Safe Administrator Employee Engagement Administrator IPP Administrator IT Support Manager Labor and Employee Relations Administrator Recreation Superintendent Sanitation Administrator Seasonal Senior Accountant Senior Accountant

Grade	Title
117	Accountant Assistant Utilities Financial Manager Budget Administrator Cross Connect Control Program Administrator Deputy City Clerk Education Workforce Coordinator GIS Analyst II Legal Office Manager Neighborhood Planner Payroll Manager Payroll Supervisor Purchasing Agent Special Events Administrator Sr Human Resources Generalist Sustainability Coordinator Utilities Project Manager I Utilities Supervisor
116	Application Support Specialist Cemetery Manager Communications Supervisor Crime Scene Investigation Supervisor Executive Legal Secretary Fire and Life Safety Inspector Fleet Supervisor Housing Rehab Inspector Human Resources Generalist Permit Supervisor Plan Review Superintendent Planner Quality Assurance Officer Recreation Supervisor III Senior Chemist Service Population Advocate Technical Support Analyst II Treasury Analyst Utilities Office Supervisor WTP Operations Supervisor
115	Accountant Budget Analyst Assistant Parks Superintendent Code Enforcement Coordinator Code Enforcement Officer Supervisor Executive Administrative Assistant Human Resources Specialist Benefits Out of School Program Supervisor Parks Maintenance Supervisor Support Services Supervisor Technical Support Analyst I

Grade	Title
114	Building Division Coordinator Clean & Safe Streetscape Supervisor Communications Specialist Crime Scene Investigator Engineering Inspector GIS Specialist Housing Property Coordinator IT Services Coordinator Lead Code Enforcement Officer Logistics Technician Neighborhood & Community Services Coordinator Police Information Specialist Supervisor Recreation Supervisor II Safety Coordinator Senior Permit Technician Stormwater Streets Maintenance Supervisor Traffic Maintenance Supervisor Treasury Specialist Utilities Department Coordinator Utility Inspector
113	Agenda Coordinator Building Permit Expeditor Code Enforcement Officer Crime Analyst Cross Connect Control Specialist II Executive Assistant Meter Operations Supervisor Police Payroll Coordinator Rehabilitation Specialist Risk Management Coordinator Videographer
112	Administrative Office Coordinator Cross Connect Control Specialist I Lead Nuisance Abatement Officer
111	Accounts Payable Specialist Aquatics Operations Supervisor Fleet Coordinator Landscape Site Inspector Police Digital Public Records Specialist Public Records Management Coordinator Recreation Supervisor I Senior Police Information Specialist

Grade	Title
110	Business License Inspector Code Board Specialist Community Improvement Specialist Digital Social Media Coordinator Evidence Custodian Human Resources Assistant Inventory Control Specialist Pension Specialist Permit Technician Public Education Specialist Purchasing Assistant Quality Assurance Analyst Senior Customer Service Representative Support Services Specialist
109	Accounting Clerk Administrative Assistant Community Service Officer Customer Service Representative Permit Clerk Utility Billing Specialist
108	Customer Service Assistant Lead Lifeguard Litter Prevention Officer Nuisance Abatement Officer Police Information Public Records Assistant Police Information Specialist Police Records Management Assistant
107	Lifeguard - Pool Staff Assistant
106	
105	
104	
103	
102	
101	