



Consulting Services: Classification and
Compensation Study
City of Concord, New Hampshire

Table of Contents

Executive Summary	4
External Competitiveness Takeaway	4
Process	5
Major Milestones for the Project	6
Recommendations - Non-Contractual.....	7
Benchmark Positions.....	8
Baseline Analysis.....	14
Current Salary Schedule - Non-Contractual.....	14
Current Salary Schedule - AFSMCE Local 1580.....	17
Current Salary Schedule - UAW Local 2322, 40-Hour	19
Current Salary Schedule - UAW Local 2322, 37.5-Hour	21
Current Salary Schedule - IAFF Local 1045.....	23
Current Salary Schedule - CFOA Local 3195	23
Current Salary Schedule - CPPA	24
Current Salary Schedule - CPSA	25
Salary Distribution by Department.....	27
Salary Distribution Observations by Grade.....	28
Compression Analysis	34
External Market Comparison.....	44
Proposed Salary Schedule	96
Proposed Internal Equity - 50 th Percentile.....	100

List of Tables

Table 1 - Benchmark Positions - Assessing.....	8
Table 2 - Benchmark Positions - City Clerk's Office	8
Table 3 - Benchmark Positions - City Manager's Office.....	8
Table 4 - Benchmark Positions - City Solicitor's Office.....	8
Table 5 - Benchmark Positions - Community Development.....	9
Table 6 - Benchmark Positions - Finance.....	9
Table 7 - Benchmark Positions - Fire.....	10
Table 8 - Benchmark Positions - General Services.....	10
Table 9 - Benchmark Positions - Human Resources.....	11
Table 10 - Benchmark Positions - Human Services	11
Table 11 - Benchmark Positions - Information Technology	12
Table 12 - Benchmark Positions - Library	12
Table 13 - Benchmark Positions - Parks & Recreation.....	12
Table 14 - Benchmark Positions - Police.....	13
Table 15 - Current Salary Schedule - Non-Contractual.....	15
Table 16 - Current Spread and Ladders - Non-Contractual.....	16
Table 17 - Current Salary Schedule - AFSMCE Local 1580.....	17
Table 18 - Current Spread and Ladders - AFSMCE Local 1580	18
Table 19 - Current Salary Schedule - UAW Local 2322, 40-Hour.....	19
Table 20 - Current Spread and Ladders - UAW Local 2322, 40-Hour.....	20
Table 21 - Current Salary Schedule - UAW Local 2322, 37.5-Hour	21
Table 22 - Current Spread and Ladders - UAW Local 2322, 37.5-Hour	22
Table 23 - Current Salary Schedule - IAFF Local 1045.....	23
Table 24 - Current Salary Schedule - CFOA Local 3195	23
Table 25 - Current Spread and Ladders - CFOA Local 3195.....	24
Table 26 - Current Salary Schedule - CPPA	24
Table 27 - Current Spread and Ladders - CPPA	24
Table 28 - Current Salary Schedule - CPSA	25
Table 29 - Current Spread and Ladders - CPSA.....	26
Table 30 - Employees Near Min/Max.....	28
Table 31 - Employees Near Midpoint	31
Table 32 - Compression.....	35
Table 33 - Compression within Departments	43
Table 34 - Full-Time Positions Substantially Below Market (Compa-Ratio % Diff < -10%)	44
Table 35 - Full-Time Positions Below Market (-10% < Compa-Ratio % Diff < -5%).....	44
Table 36 - Full-Time Positions Near Market (-5% < Compa-Ratio % Diff < +5%).....	46
Table 37 - Full-Time Positions Above Market (+5% < Compa-Ratio % Diff < +10%).....	48
Table 38 - Full-Time Positions Substantially Above Market (Compa-Ratio % Diff > +10%).....	48
Table 39 - External Market Comparison - Assessing	49
Table 40 - External Market Comparison - City Clerk's Office	50
Table 41 - External Market Comparison - City Manager's Office	51
Table 42 - External Market Comparison - City Solicitor's Office.....	52
Table 43 - External Market Comparison - Community Development	54
Table 44 - External Market Comparison - Finance	60

Table 45 - External Market Comparison - Fire.....	63
Table 46 - External Market Comparison - General Services	67
Table 47 - External Market Comparison - Human Resources	81
Table 48 - External Market Comparison - Human Services	82
Table 49 - External Market Comparison - Information Technology	83
Table 50 - External Market Comparison - Library	85
Table 51 - External Market Comparison - Parks & Recreation.....	87
Table 52 - External Market Comparison - Police.....	92
Table 53 - Proposed Salary Schedule - Non-Contractual Wage Schedule	97
Table 54 - Proposed Internal Equity - 50 th Percentile.....	100
Table 55 - Proposed Internal Equity - Assessing	106
Table 56 - Proposed Internal Equity - City Clerk's Office.....	106
Table 57 - Proposed Internal Equity - City Manager's Office	106
Table 58 - Proposed Internal Equity - City Solicitor's Office.....	107
Table 59 - Proposed Internal Equity - Community Development	108
Table 60 - Proposed Internal Equity - Finance	109
Table 61 - Proposed Internal Equity - Fire.....	110
Table 62 - Proposed Internal Equity - General Services	111
Table 63 - Proposed Internal Equity - Human Resources	113
Table 64 - Proposed Internal Equity - Human Services	113
Table 65 - Proposed Internal Equity - Information Technology.....	113
Table 66 - Proposed Internal Equity - Library	114
Table 67 - Proposed Internal Equity - Parks & Recreation.....	115
Table 68 - Proposed Internal Equity - Police.....	116

List of Figures

Figure 1 - Salary Distribution.....	27
Figure 2 - Compression Plot for Grade 23	34
Figure 3 - Compression Plot for Grade AFSMCE-10.....	38
Figure 4 - Compression Plot for Grade AFSMCE-11.....	38
Figure 5 - Compression Plot for Grade AFSMCE-14.....	39
Figure 6 - Compression Plot for Grade CPPA-1	39
Figure 7 - Compression Plot for Grade CPPA-3	40
Figure 8 - Compression Plot for Grade IAFF42-15.....	40
Figure 9 - Compression Plot for Grade IAFF42-16.....	41
Figure 10 - Compression Plot for Grade UAW40-06.....	41
Figure 11 - Compression Plot for Grade UAW40-12.....	42
Figure 12 - Compression Plot for Grade UAW40-14.....	42

Executive Summary

External Competitiveness Takeaway

Overall, job titles at Concord are compensated 3.2% below the 50th percentile of the market (for reference, in comparison to the 60th percentile of the market job titles are 7.1% below market and 11.3% below market in comparison to the 70th percentile). The 50th percentile indicates that half of the comparators pay more/half less than Concord. Recommendations for holistic compensation adjustments for all job titles in the City are delineated in the report. No wage reductions are recommended.

Department	50 th Percentile External Market
Assessing	0.9% above market
City Clerk's Office	3.3% below market
City Manager's Office	1.1% below market
City Solicitor's Office	1.3% below market
Community Development	2.3% below market
Finance	4.4% below market
Fire	2.0% below market
General Services	4.1% below market
Human Resources	2.1% below market
Human Services	3.9% below market
Information Technology	4.8% below market
Library	1.3% above market
Parks & Recreation	4.2% below market
Police	4.1% below market
Overall Average	3.2% below market

Process

Paypoint HR is pleased to present this comprehensive Classification and Compensation Study to the City of Concord, New Hampshire. The study began with an initial kick-off meeting with the Human Resource Director on July 8, 2024. The Final Report was completed for presentation to the City in Fall 2025.

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. Concord 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 472 employees within roughly 206 distinct 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 Concord 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

The study began with an initial kick-off meeting with the Human Resource Director on July 8, 2024.

Briefing Sessions were held with department heads on October 1st and on October 17th and 18th 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.

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 33 comparator organizations and responses from 27 participants were collected. Typical surveys of this type yield a 5-10% response rate.

Survey Respondents

Amherst	Bedford	Claremont	Derry
Dover	Durham	Goffstown	Hampton
Hooksett	Hudson	Keene	Laconia
Lebanon	Londonderry	Manchester	Merrimack
Merrimack County	Methuen, MA	Nashua	Portland, ME
Portsmouth	Raymond	Rochester	Rockingham County
Salem, MA	Salem	Somersworth	

Recommendations - Non-Contractual

The fiscal impact of the recommendations below is the approximate cost for salary adjustments only. It does not factor associated costs for employee-related benefits. Step placement was made with respect to the 50th percentile of the market for each position. Implementation of the recommendations is distributed across a two-year timeframe with the first year focused on placing employees on the new pay scale and the second year focused on making market and compression adjustments.

Year 1

1. Raise the salary of all 98 positions to the closest step on the pay scale with respect to current pay, first, at a cost of \$183,722.
2. Raise the salary of 1 position that is below grade minimum market, second, at a cost of \$4,294.

Year 2

3. Raise the salary of 26 positions that are below market, third, at a cost of \$147,459.
4. Raise the salary of 64 positions that are experiencing compression within the limitations of the respective collective bargaining agreements.

Benchmark Positions

In Table 1 through Table 14 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 1 – Benchmark Positions – Assessing

Job Title	Job Title
Administrative Assistant	Deputy Assessor
Appraisal Technician	Director of Real Estate Assessments
Appraiser	

Table 2 – Benchmark Positions – City Clerk’s Office

Job Title	Job Title
Administrative Technician II	Deputy City Clerk
City Clerk	

Table 3 – Benchmark Positions – City Manager’s Office

Job Title	Job Title
Executive Assistant	Public Information Officer

Table 4 – Benchmark Positions – City Solicitor’s Office

Job Title	Job Title
Assistant City Prosecutor	Legal Secretary
City Prosecutor	Paralegal
City Solicitor	Victim Witness Advocate
Deputy City Solicitor	

Table 5 – Benchmark Positions – Community Development

Job Title	Job Title
Administrative Specialist II	Engineering Technician I
Assistant City Planner	Engineering Technician II
Assistant Director Community Development	Fiscal Supervisor A
Associate Engineer	GIS Analyst
Building Inspector	GIS Coordinator
Chief Building Inspector	Health & Licensing Officer
City Engineer	Health Inspector
City Planner	Housing Inspector
City Surveyor	Licensing Coordinator
Civil Engineer / Project Manager	Permit Technician
Code Administrator	Plumbing, Mechanical & Fire Inspector
Code Inspector	Senior Engineering Technician
Deputy City Manager - Development	Senior Planner
Director of Special Projects & Strategic Initiatives	Transportation Engineer
Electrical Inspector	

Table 6 – Benchmark Positions – Finance

Job Title	Job Title
Accountant	Management & Budget Analyst
Accounts Payable Clerk	Municipal Customer Service Representative
Assistant Finance Director	Payroll Coordinator
City Treasurer	Purchasing Agent I
Deputy City Manager - Finance	Purchasing Manager
Director of OMB	Revenue Account Specialist
Fiscal Supervisor A	Senior Accountant
Fiscal Technician III	

Table 7 – Benchmark Positions – Fire

Job Title	Job Title
Administrative Specialist II	Fire Dispatcher
Battalion Chief	Fire Lieutenant
Deputy Fire Chief	Fire Lieutenant Paramedic
Fire Alarm & Traffic Superintendent	Fire Marshal
Fire Captain Communications	Firefighter/Advanced EMT
Fire Captain EMS	Firefighter/EMT
Fire Captain Suppression	Firefighter/Paramedic
Fire Captain Training	Fiscal Supervisor A
Fire Chief	Lead Fire Dispatcher

Table 8 – Benchmark Positions – General Services

Job Title	Job Title
Administration Division Manager	Field Technician
Administrative Support Specialist	Fiscal Supervisor A
Arena & Properties Manager	Fiscal Technician III
Arena Supervisor	Fleet Body & Maintenance Technician/Welder
Assistant Highway & Utilities Superintendent	Fleet Maintenance Technician
Automotive Parts Technician	Fleet Manager
Building Systems Supervisor	General Services Director
Communication Coordinator	Highway & Utilities Superintendent
Communication Technician	HVAC Technician
Custodial Supervisor	Ice Maintenance Technician
Custodian	Laboratory/Operations Manager
Deputy General Services Director	Laborer/Truck Driver
Engineering Technician II	Maintenance & Operations Flex Tech
Environmental Compliance Manager	Maintenance Aide
Equipment Operator II	Maintenance Technician
Equipment Operator III	Meter Technician
Facilities Maintenance Supervisor	Office Manager

Job Title
Painter
Pavement Marking & Signage Technician
Police Mechanic/Equipment Technician
Public Properties Superintendent
Public Properties Supervisor
Road Crew Supervisor
Senior Maintenance Aide
Senior Road Crew Supervisor
Sewer Maintenance Supervisor
Sewer System Supervisor
Shop Supervisor
Sign & Pavement Crew Lead
Sing & Pavement Marking Supervisor
Tree Maintenance Specialist
Tree Supervisor
Utility Billing Program Manager
Utility Customer Service Representative

Job Title
Utility Electrician
Utility Mechanic
Utility Technician
Wastewater Crew Leader
Wastewater Plant Operator
Wastewater Maintenance Supervisor
Wastewater Operations & Maintenance Supervisor
Wastewater Plant Operator
Wastewater Treatment Plant Superintendent
Water Conservation Technician
Water Distribution Supervisor
Water Metering Operations Lead
Water Systems Supervisor
Water Treatment Plant Operations Supervisor
Water Treatment Plant Operator
Water Treatment Plant Superintendent
Welder/Mechanic

Table 9 – Benchmark Positions – Human Resources

Job Title
Human Resources Benefits Administrator
Human Resources Generalist

Job Title
Human Resources & Labor Relations Director
Safety & Training Coordinator

Table 10 – Benchmark Positions – Human Services

Job Title
Administrative Specialist II
Human Services Director

Job Title
Welfare Case Technician

Table 11 – Benchmark Positions – Information Technology

Job Title
Assistant IT Director
IT Director
IT Helpdesk
Network Security Engineer

Job Title
Systems Administrator I
Systems Administrator II
Systems Analyst I

Table 12 – Benchmark Positions – Library

Job Title
Administrative Library Technician
Adult Services & Outreach Coordinator
Assistant Library Director & Technical Services Manager
Circulation Supervisor
Library Assistant II

Job Title
Library Director
Library Page
Library Technician
Reference Librarian
Youth Services Manager

Table 13 – Benchmark Positions – Parks & Recreation

Job Title
Administrative Technician III
Assistant Director Parks & Recreation
Assistant Golf Professional
Building & Grounds Supervisor
Cemetery Administrator
Cemetery Maintenance Specialist
Course & Facilities
Custodian
Equipment Maintenance Mechanic
Equipment Maintenance Mechanic II
Equipment Operator III
Field Maintenance Specialist

Job Title
Fiscal Supervisor B
Fiscal Technician II
Golf Operations - Professional
Guest Services Associate
Laborer/Truck Driver
Maintenance Technician
Parks & Recreation Director
Parks Supervisor
Recreation Assistant
Recreation Specialist
Recreation Supervisor
Senior Maintenance Aide

Table 14 – Benchmark Positions – Police

Job Title	Job Title
Administrative Assistant	Police Chief
Administrative Technician I	Police Dispatch Supervisor
Administrative Technician II	Police Dispatcher
Administrative Technician III	Police Dispatcher II
Community Services Aide	Police Lieutenant
Deputy Police Chief - Administration/Operations	Police Officer
Fiscal Supervisor B	Police Sergeant
Fiscal Technician III	Police Social Worker
Parking Officer & Equipment Technician	Property Room Technician
Parking Supervisor	Records Supervisor

Baseline Analysis

Current Salary Schedule – Non-Contractual

Paypoint reviewed the 16-step salary schedule for all non-contractual job titles, presented in Table 15. 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 15 has an inconsistent spread ranging from 31.2% to 45.1%, as is shown in Table 16. It is important that the spread is consistent amongst all employees so that all positions have relatively equal advancement opportunities.

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 inconsistent ranging from 4.9% to 10.5%. It is recommended that the ladders be consistent between grades.

Table 15 – Current Salary Schedule – Non-Contractual

Current Grade	Min	Mid	Max	Min	Mid	Max
1	\$12.44	\$15.23	\$18.02	\$25,875	\$31,678	\$37,482
2	\$13.09	\$16.01	\$18.92	\$27,227	\$33,290	\$39,354
3	\$13.75	\$16.81	\$19.86	\$28,600	\$34,954	\$41,309
4	\$14.42	\$17.66	\$20.89	\$29,994	\$36,722	\$43,451
5	\$15.18	\$18.55	\$21.92	\$31,574	\$38,584	\$45,594
6	\$15.93	\$19.51	\$23.08	\$33,134	\$40,570	\$48,006
7	\$16.72	\$20.48	\$24.24	\$34,778	\$42,598	\$50,419
8	\$17.59	\$21.52	\$25.45	\$36,587	\$44,762	\$52,936
9	\$18.49	\$22.62	\$26.75	\$38,459	\$47,050	\$55,640
10	\$19.40	\$23.76	\$28.11	\$40,352	\$49,410	\$58,469
11	\$20.37	\$24.95	\$29.52	\$42,370	\$51,886	\$61,402
12	\$21.42	\$26.22	\$31.01	\$44,554	\$54,527	\$64,501
13	\$22.52	\$27.57	\$32.61	\$46,842	\$57,335	\$67,829
14	\$23.67	\$28.95	\$34.23	\$49,234	\$60,216	\$71,198
15	\$24.84	\$30.40	\$35.96	\$51,667	\$63,232	\$74,797
16	\$26.10	\$31.95	\$37.80	\$54,288	\$66,456	\$78,624
17	\$27.40	\$33.57	\$39.73	\$56,992	\$69,815	\$82,638
18	\$28.78	\$35.27	\$41.75	\$59,862	\$73,351	\$86,840
19	\$30.26	\$37.05	\$43.84	\$62,941	\$77,064	\$91,187
20	\$31.82	\$38.94	\$46.06	\$66,186	\$80,995	\$95,805
21	\$35.08	\$42.96	\$50.84	\$72,966	\$89,357	\$105,747
22	\$38.75	\$47.44	\$56.12	\$80,600	\$98,665	\$116,730
23	\$42.78	\$52.36	\$61.94	\$88,982	\$108,909	\$128,835
24	\$47.22	\$56.96	\$66.70	\$98,218	\$118,477	\$138,736
25	\$52.12	\$61.98	\$71.83	\$108,410	\$128,908	\$149,406
26	\$57.53	\$67.44	\$77.34	\$119,662	\$140,265	\$160,867
27	\$63.48	\$73.39	\$83.30	\$132,038	\$152,651	\$173,264

Table 16 – Current Spread and Ladders – Non-Contractual

Current Grade	Spread	Min Ladder	Mid Ladder	Max Ladder
1	44.9%			
2	44.5%	5.2%	5.1%	5.0%
3	44.4%	5.0%	5.0%	5.0%
4	44.9%	4.9%	5.1%	5.2%
5	44.4%	5.3%	5.1%	4.9%
6	44.9%	4.9%	5.1%	5.3%
7	45.0%	5.0%	5.0%	5.0%
8	44.7%	5.2%	5.1%	5.0%
9	44.7%	5.1%	5.1%	5.1%
10	44.9%	4.9%	5.0%	5.1%
11	44.9%	5.0%	5.0%	5.0%
12	44.8%	5.2%	5.1%	5.0%
13	44.8%	5.1%	5.1%	5.2%
14	44.6%	5.1%	5.0%	5.0%
15	44.8%	4.9%	5.0%	5.1%
16	44.8%	5.1%	5.1%	5.1%
17	45.0%	5.0%	5.1%	5.1%
18	45.1%	5.0%	5.1%	5.1%
19	44.9%	5.1%	5.1%	5.0%
20	44.8%	5.2%	5.1%	5.1%
21	44.9%	10.2%	10.3%	10.4%
22	44.8%	10.5%	10.4%	10.4%
23	44.8%	10.4%	10.4%	10.4%
24	41.3%	10.4%	8.8%	7.7%
25	37.8%	10.4%	8.8%	7.7%
26	34.4%	10.4%	8.8%	7.7%
27	31.2%	10.3%	8.8%	7.7%

Current Salary Schedule – AFSMCE Local 1580

Paypoint also reviewed the salary schedules for all job titles represented by the American Association of State, County, and Municipal Employees (AFSMCE) Local 1580, presented in Table 17. Midpoints for each salary grade have also been calculated for comparison with external market data. The salary schedule from Table 17 has varying spreads ranging from 44.5% to 45.1% as is shown in Table 18. The ladders are also inconsistent ranging from 4.8% to 5.4%.

Table 17 – Current Salary Schedule – AFSMCE Local 1580

Current Grade	Min	Mid	Max	Min	Mid	Max
AFSMCE-1	\$12.94	\$15.85	\$18.75	\$26,915	\$32,958	\$39,000
AFSMCE-2	\$13.59	\$16.64	\$19.68	\$28,267	\$34,601	\$40,934
AFSMCE-3	\$14.27	\$17.46	\$20.65	\$29,682	\$36,317	\$42,952
AFSMCE-4	\$15.04	\$18.39	\$21.73	\$31,283	\$38,241	\$45,198
AFSMCE-5	\$15.77	\$19.29	\$22.81	\$32,802	\$40,123	\$47,445
AFSMCE-6	\$16.56	\$20.28	\$24.00	\$34,445	\$42,182	\$49,920
AFSMCE-7	\$17.40	\$21.31	\$25.22	\$36,192	\$44,325	\$52,458
AFSMCE-8	\$18.30	\$22.39	\$26.48	\$38,064	\$46,571	\$55,078
AFSMCE-9	\$19.19	\$23.51	\$27.82	\$39,915	\$48,890	\$57,866
AFSMCE-10	\$20.17	\$24.69	\$29.20	\$41,954	\$51,345	\$60,736
AFSMCE-11	\$21.20	\$25.96	\$30.71	\$44,096	\$53,986	\$63,877
AFSMCE-12	\$22.26	\$27.27	\$32.27	\$46,301	\$56,711	\$67,122
AFSMCE-13	\$23.42	\$28.66	\$33.90	\$48,714	\$59,613	\$70,512
AFSMCE-14	\$24.61	\$30.12	\$35.62	\$51,189	\$62,639	\$74,090
AFSMCE-15	\$25.81	\$31.60	\$37.39	\$53,685	\$65,728	\$77,771
AFSMCE-16	\$27.13	\$33.22	\$39.31	\$56,430	\$69,098	\$81,765

Table 18 – Current Spread and Ladders – AFSMCE Local 1580

Current Grade	Spread	Min Ladder	Mid Ladder	Max Ladder
AFSMCE-1	44.9%			
AFSMCE-2	44.8%	5.0%	5.0%	5.0%
AFSMCE-3	44.7%	5.0%	5.0%	4.9%
AFSMCE-4	44.5%	5.4%	5.3%	5.2%
AFSMCE-5	44.6%	4.9%	4.9%	5.0%
AFSMCE-6	44.9%	5.0%	5.1%	5.2%
AFSMCE-7	44.9%	5.1%	5.1%	5.1%
AFSMCE-8	44.7%	5.2%	5.1%	5.0%
AFSMCE-9	45.0%	4.9%	5.0%	5.1%
AFSMCE-10	44.8%	5.1%	5.0%	5.0%
AFSMCE-11	44.9%	5.1%	5.1%	5.2%
AFSMCE-12	45.0%	5.0%	5.0%	5.1%
AFSMCE-13	44.7%	5.2%	5.1%	5.1%
AFSMCE-14	44.7%	5.1%	5.1%	5.1%
AFSMCE-15	44.9%	4.9%	4.9%	5.0%
AFSMCE-16	44.9%	5.1%	5.1%	5.1%

Current Salary Schedule – UAW Local 2322, 40-Hour

Paypoint also reviewed the salary schedules for all 40-Hour job titles represented by the United Automobile, Aerospace, and Agricultural Implement Works of America (UAW) Local 2322, presented in Table 19. Midpoints for each salary grade have also been calculated for comparison with external market data. The salary schedule from Table 19 has varying spreads ranging from 44.5% to 45.1% as is shown in Table 20. The ladders are also inconsistent ranging from 4.8% to 5.4%.

Table 19 – Current Salary Schedule – UAW Local 2322, 40-Hour

Current Grade	Min	Mid	Max	Min	Mid	Max
UAW40-1	\$12.43	\$15.20	\$17.97	\$25,854	\$31,616	\$37,378
UAW40-2	\$13.04	\$15.97	\$18.89	\$27,123	\$33,207	\$39,291
UAW40-3	\$13.72	\$16.77	\$19.82	\$28,538	\$34,882	\$41,226
UAW40-4	\$14.38	\$17.62	\$20.86	\$29,910	\$36,650	\$43,389
UAW40-5	\$15.12	\$18.51	\$21.89	\$31,450	\$38,490	\$45,531
UAW40-6	\$15.90	\$19.44	\$22.98	\$33,072	\$40,435	\$47,798
UAW40-7	\$16.69	\$20.43	\$24.17	\$34,715	\$42,494	\$50,274
UAW40-8	\$17.50	\$21.44	\$25.37	\$36,400	\$44,585	\$52,770
UAW40-9	\$18.44	\$22.57	\$26.70	\$38,355	\$46,946	\$55,536
UAW40-10	\$19.38	\$23.70	\$28.01	\$40,310	\$49,286	\$58,261
UAW40-11	\$20.33	\$24.89	\$29.45	\$42,286	\$51,771	\$61,256
UAW40-12	\$21.39	\$26.16	\$30.92	\$44,491	\$54,402	\$64,314
UAW40-13	\$22.44	\$27.47	\$32.50	\$46,675	\$57,138	\$67,600
UAW40-14	\$23.58	\$28.87	\$34.15	\$49,046	\$60,039	\$71,032
UAW40-15	\$24.76	\$30.32	\$35.87	\$51,501	\$63,055	\$74,610
UAW40-16	\$26.04	\$31.87	\$37.70	\$54,163	\$66,290	\$78,416
UAW40-17	\$27.34	\$33.47	\$39.60	\$56,867	\$69,618	\$82,368
UAW40-18	\$28.75	\$35.18	\$41.61	\$59,800	\$73,174	\$86,549
UAW40-19	\$30.19	\$36.95	\$43.70	\$62,795	\$76,846	\$90,896

Table 20 – Current Spread and Ladders – UAW Local 2322, 40-Hour

Current Grade	Spread	Min Ladder	Mid Ladder	Max Ladder
UAW40-1	44.6%			
UAW40-2	44.9%	4.9%	5.0%	5.1%
UAW40-3	44.5%	5.2%	5.0%	4.9%
UAW40-4	45.1%	4.8%	5.1%	5.2%
UAW40-5	44.8%	5.1%	5.0%	4.9%
UAW40-6	44.5%	5.2%	5.1%	5.0%
UAW40-7	44.8%	5.0%	5.1%	5.2%
UAW40-8	45.0%	4.9%	4.9%	5.0%
UAW40-9	44.8%	5.4%	5.3%	5.2%
UAW40-10	44.5%	5.1%	5.0%	4.9%
UAW40-11	44.9%	4.9%	5.0%	5.1%
UAW40-12	44.6%	5.2%	5.1%	5.0%
UAW40-13	44.8%	4.9%	5.0%	5.1%
UAW40-14	44.8%	5.1%	5.1%	5.1%
UAW40-15	44.9%	5.0%	5.0%	5.0%
UAW40-16	44.8%	5.2%	5.1%	5.1%
UAW40-17	44.8%	5.0%	5.0%	5.0%
UAW40-18	44.7%	5.2%	5.1%	5.1%
UAW40-19	44.7%	5.0%	5.0%	5.0%

Current Salary Schedule – UAW Local 2322, 37.5-Hour

Paypoint also reviewed the salary schedules for all 37.5-Hour job titles represented by UAW Local 1580, presented in Table 21. Midpoints for each salary grade have also been calculated for comparison with external market data. The salary schedule from Table 21 have varying spreads ranging from 44.5% to 45.1% as is shown in Table 22. The ladders are also inconsistent ranging from 4.8% to 5.4%.

Table 21 – Current Salary Schedule – UAW Local 2322, 37.5-Hour

Current Grade	Min	Mid	Max	Min	Mid	Max
UAW375-1	\$12.43	\$15.20	\$17.97	\$24,239	\$29,640	\$35,042
UAW375-2	\$13.04	\$15.97	\$18.89	\$25,428	\$31,132	\$36,836
UAW375-3	\$13.72	\$16.77	\$19.82	\$26,754	\$32,702	\$38,649
UAW375-4	\$14.38	\$17.62	\$20.86	\$28,041	\$34,359	\$40,677
UAW375-5	\$15.12	\$18.51	\$21.89	\$29,484	\$36,085	\$42,686
UAW375-6	\$15.90	\$19.44	\$22.98	\$31,005	\$37,908	\$44,811
UAW375-7	\$16.69	\$20.43	\$24.17	\$32,546	\$39,839	\$47,132
UAW375-8	\$17.50	\$21.44	\$25.37	\$34,125	\$41,798	\$49,472
UAW375-9	\$18.44	\$22.57	\$26.70	\$35,958	\$44,012	\$52,065
UAW375-10	\$19.38	\$23.70	\$28.01	\$37,791	\$46,205	\$54,620
UAW375-11	\$20.33	\$24.89	\$29.45	\$39,644	\$48,536	\$57,428
UAW375-12	\$21.39	\$26.16	\$30.92	\$41,711	\$51,002	\$60,294
UAW375-13	\$22.44	\$27.47	\$32.50	\$43,758	\$53,567	\$63,375
UAW375-14	\$23.58	\$28.87	\$34.15	\$45,981	\$56,287	\$66,593
UAW375-15	\$24.76	\$30.32	\$35.87	\$48,282	\$59,114	\$69,947
UAW375-16	\$26.04	\$31.87	\$37.70	\$50,778	\$62,147	\$73,515
UAW375-17	\$27.34	\$33.47	\$39.60	\$53,313	\$65,267	\$77,220
UAW375-18	\$28.75	\$35.18	\$41.61	\$56,063	\$68,601	\$81,140
UAW375-19	\$30.19	\$36.95	\$43.70	\$58,871	\$72,043	\$85,215

Table 22 – Current Spread and Ladders – UAW Local 2322, 37.5-Hour

Current Grade	Spread	Min Ladder	Mid Ladder	Max Ladder
UAW375-1	44.6%			
UAW375-2	44.9%	4.9%	5.0%	5.1%
UAW375-3	44.5%	5.2%	5.0%	4.9%
UAW375-4	45.1%	4.8%	5.1%	5.2%
UAW375-5	44.8%	5.1%	5.0%	4.9%
UAW375-6	44.5%	5.2%	5.1%	5.0%
UAW375-7	44.8%	5.0%	5.1%	5.2%
UAW375-8	45.0%	4.9%	4.9%	5.0%
UAW375-9	44.8%	5.4%	5.3%	5.2%
UAW375-10	44.5%	5.1%	5.0%	4.9%
UAW375-11	44.9%	4.9%	5.0%	5.1%
UAW375-12	44.6%	5.2%	5.1%	5.0%
UAW375-13	44.8%	4.9%	5.0%	5.1%
UAW375-14	44.8%	5.1%	5.1%	5.1%
UAW375-15	44.9%	5.0%	5.0%	5.0%
UAW375-16	44.8%	5.2%	5.1%	5.1%
UAW375-17	44.8%	5.0%	5.0%	5.0%
UAW375-18	44.7%	5.2%	5.1%	5.1%
UAW375-19	44.7%	5.0%	5.0%	5.0%

Current Salary Schedule – IAFF Local 1045

Paypoint also reviewed the salary schedules for all 40-Hour and 42-Hour job titles represented by the International Association of Fire Fighters (IAFF) Local 1045, presented in Table 17. Midpoints for each salary grade have also been calculated for comparison with external market data. The salary schedule from Table 23 has a consistent spread of 44.9%. The ladders are also consistent at 5.1%.

Table 23 – Current Salary Schedule – IAFF Local 1045

Current Grade	Min	Mid	Max	Min	Mid	Max
IAFF40-12	\$21.76	\$26.65	\$31.53	\$45,261	\$55,422	\$65,582
IAFF40-13	\$22.88	\$28.01	\$33.14	\$47,590	\$58,261	\$68,931
IAFF40-16	\$26.52	\$32.47	\$38.42	\$55,162	\$67,538	\$79,914
IAFF42-15	\$25.23	\$30.90	\$36.56	\$55,102	\$67,475	\$79,847
IAFF42-16	\$26.52	\$32.47	\$38.42	\$57,920	\$70,914	\$83,909
IAFF42-17	\$27.86	\$34.11	\$40.36	\$60,846	\$74,496	\$88,146

Current Salary Schedule – CFOA Local 3195

Table 24 – Current Salary Schedule – CFOA Local 3195

Current Grade	Min	Mid	Max	Min	Mid	Max
CFOA40-18	\$28.43	\$34.81	\$41.18	\$59,134	\$72,394	\$85,654
CFOA40-20	\$31.42	\$38.45	\$45.47	\$65,354	\$79,966	\$94,578
CFOA42-18	\$28.43	\$34.81	\$41.18	\$62,091	\$76,014	\$89,937
CFOA42-19	\$29.89	\$36.58	\$43.27	\$65,280	\$79,891	\$94,502
CFOA42-20	\$31.42	\$38.45	\$45.47	\$68,621	\$83,964	\$99,306
CFOA42-21	\$34.65	\$42.42	\$50.18	\$75,676	\$92,634	\$109,593

Paypoint also reviewed the salary schedules for all 40-Hour and 42-Hour job titles represented by the Concord Fire Officers Association (CFOA) Local 3195, presented in Table 24. Midpoints for each salary grade have also been calculated for comparison with external market data. The salary schedule from Table 24 has a consistent spread of 44.8% as is shown in Table 25. The ladders are inconsistent ranging from 5.1% to 10.5%.

Table 25 – Current Spread and Ladders – CFOA Local 3195

Current Grade	Spread	Min Ladder	Mid Ladder	Max Ladder
CFOA40-18	44.8%			
CFOA40-20	44.7%	10.5%	10.5%	10.4%
CFOA42-18	44.8%			
CFOA42-19	44.8%	5.1%	5.1%	5.1%
CFOA42-20	44.7%	5.1%	5.1%	5.1%
CFOA42-21	44.8%	10.3%	10.3%	10.4%

Current Salary Schedule – CPPA

Table 26 – Current Salary Schedule – CPPA

Current Grade	Min	Mid	Max	Min	Mid	Max
CPPA-1	\$29.65	\$34.48	\$39.31	\$61,672	\$71,718	\$81,765
CPPA-2	\$31.72	\$36.90	\$42.07	\$65,978	\$76,742	\$87,506
CPPA-3	\$30.09	\$35.01	\$39.92	\$62,587	\$72,810	\$83,034

Table 27 – Current Spread and Ladders – CPPA

Current Grade	Spread	Min Ladder	Mid Ladder	Max Ladder
CPPA-1	32.6%			
CPPA-2	32.6%	7.0%	7.0%	7.0%
CPPA-3	32.7%	-5.1%	-5.1%	-5.1%

Paypoint also reviewed the salary schedules for all job titles represented by the Concord Police Patrolmen’s Association (CPPA), presented in Table 26. Midpoints for each salary grade have also been calculated for comparison with external market data. The salary schedule from Table 26 has a consistent spread of 32.6%, as is shown in Table 27. The ladders are inconsistent ranging from -5.1% to 7.0%.

Current Salary Schedule – CPSA

Paypoint also reviewed the salary schedules for all job titles represented by the Concord Police Supervisor’s Association (CPSA), presented in Table 28. Midpoints for each salary grade have also been calculated for comparison with external market data. The salary schedule from Table 28 has varying spreads ranging from 29.4% to 45.1% as is shown in Table 29. The ladders are also inconsistent ranging from -0.3% to 27.8%.

Table 28 – Current Salary Schedule – CPSA

Current Grade	Min	Mid	Max	Min	Mid	Max
CPSA-1	\$28.08	\$32.35	\$36.62	\$58,406	\$67,288	\$76,170
CPSA-2	\$35.87	\$41.34	\$46.80	\$74,610	\$85,977	\$97,344
CPSA-3	\$36.41	\$41.96	\$47.51	\$75,733	\$87,277	\$98,821
CPSA-4	\$37.20	\$42.67	\$48.13	\$77,376	\$88,743	\$100,110
CPSA-5	\$37.76	\$43.31	\$48.86	\$78,541	\$90,085	\$101,629
CPSA-6	\$37.66	\$43.39	\$49.12	\$78,333	\$90,251	\$102,170
CPSA-7	\$38.98	\$44.73	\$50.48	\$81,078	\$93,038	\$104,998
CPSA-8	\$41.48	\$47.78	\$54.08	\$86,278	\$99,382	\$112,486
CPSA-9	\$42.11	\$48.50	\$54.89	\$87,589	\$100,880	\$114,171
CPSA-10	\$42.80	\$49.11	\$55.41	\$89,024	\$102,138	\$115,253
CPSA-11	\$43.44	\$49.84	\$56.24	\$90,355	\$103,667	\$116,979
CPSA-12	\$26.61	\$32.61	\$38.60	\$55,349	\$67,818	\$80,288

Table 29 – Current Spread and Ladders – CPSA

Current Grade	Spread	Min Ladder	Mid Ladder	Max Ladder
CPSA-1	30.4%			
CPSA-2	30.5%	27.7%	27.8%	27.8%
CPSA-3	30.5%	1.5%	1.5%	1.5%
CPSA-4	29.4%	2.2%	1.7%	1.3%
CPSA-5	29.4%	1.5%	1.5%	1.5%
CPSA-6	30.4%	-0.3%	0.2%	0.5%
CPSA-7	29.5%	3.5%	3.1%	2.8%
CPSA-8	30.4%	6.4%	6.8%	7.1%
CPSA-9	30.3%	1.5%	1.5%	1.5%
CPSA-10	29.5%	1.6%	1.2%	0.9%
CPSA-11	29.5%	1.5%	1.5%	1.5%
CPSA-12	45.1%			

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, Fire, General Services, and Police, are highlighted.

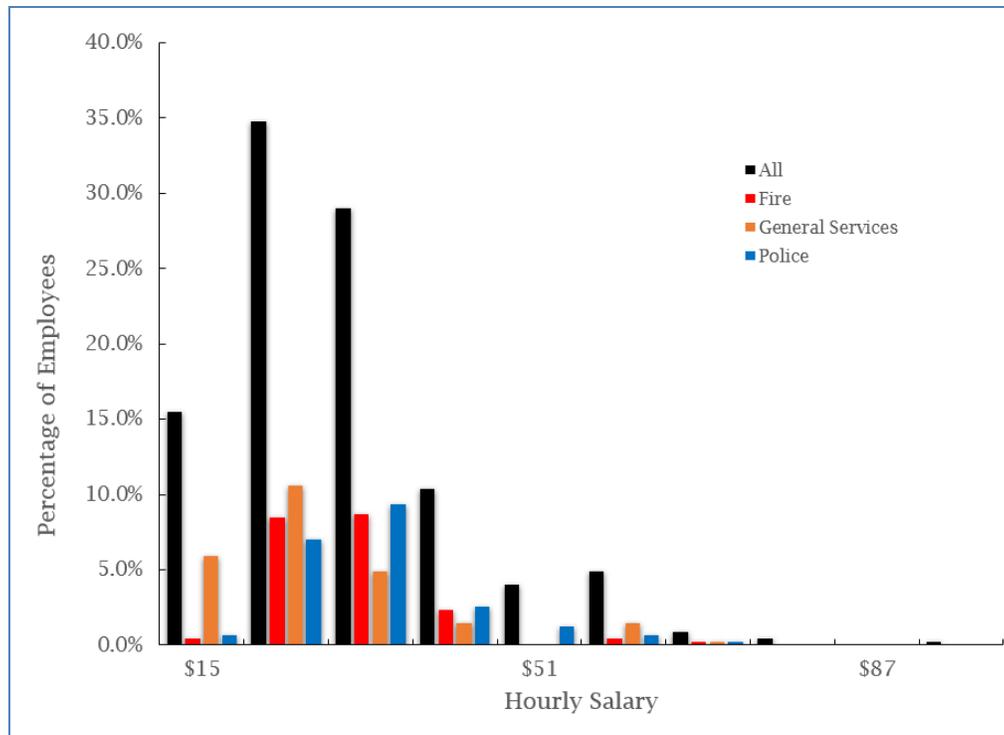


Figure 1 - Salary Distribution

Observations

- In examining the concentration of all employees (black column), a couple of observations can be less than 3% earn less than \$20 per hour; but 66% of employees are compensated below the Median Household Income of \$77,874 for Concord.
- The concentration of employees in the upper end, top 20%, of the salary range (1 of 472 employees, 0.2%) 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, compensation is approximately normally distributed in three of the departments (86.5% R² for Fire , 83.0% R² for General Services, and 91.5% R² for Police). This is highly desirable as it demonstrates clear wage progression in the respective departments without an abundance of entry wage or max wage employees – 79% of Fire, 83% of General Services, and 75% of Police are within 1 standard deviation of the average salary.

Salary Distribution Observations by Grade

Table 30 examines salaries of all employees with respect to the maximum and minimum of each job title. In Table 31 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 IAFF42-15 and CPPA-1 near the maximum of the respective grades. This is 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 IAFF42-15 above the midpoint of the grade which would suggest a skewed distribution of salaries. This is not true for the organization overall.

Table 30 – Employees Near Min/Max

Current Grade	Staff #	# near Min	% near Min	# near Max	% near Max
9	8	0	0.0%	2	25.0%
12	5	0	0.0%	0	0.0%
13	6	0	0.0%	0	0.0%
14	2	0	0.0%	1	50.0%
16	5	0	0.0%	3	60.0%
17	3	0	0.0%	0	0.0%
18	8	0	0.0%	4	50.0%

Current Grade	Staff #	# near Min	% near Min	# near Max	% near Max
19	4	0	0.0%	3	75.0%
20	4	0	0.0%	2	50.0%
21	14	0	0.0%	7	50.0%
22	9	1	11.1%	4	44.4%
23	13	0	0.0%	7	53.8%
24	17	0	0.0%	15	88.2%
25	4	0	0.0%	3	75.0%
26	1	0	0.0%	1	100.0%
27	2	0	0.0%	2	100.0%
AFSMCE-8	4	0	0.0%	2	50.0%
AFSMCE-9	1	0	0.0%	1	100.0%
AFSMCE-10	23	0	0.0%	2	8.7%
AFSMCE-11	15	0	0.0%	2	13.3%
AFSMCE-12	10	0	0.0%	4	40.0%
AFSMCE-13	6	0	0.0%	1	16.7%
AFSMCE-14	20	1	5.0%	6	30.0%
AFSMCE-15	5	0	0.0%	1	20.0%
UAW40-6	17	2	11.8%	3	17.6%
UAW40-9	5	0	0.0%	2	40.0%
UAW40-10	5	1	20.0%	1	20.0%
UAW40-11	7	1	14.3%	2	28.6%
UAW40-12	18	2	11.1%	4	22.2%
UAW40-13	1	0	0.0%	1	100.0%
UAW40-14	10	0	0.0%	1	10.0%

Current Grade	Staff #	# near Min	% near Min	# near Max	% near Max
UAW40-15	4	0	0.0%	1	25.0%
UAW40-16	8	0	0.0%	3	37.5%
UAW40-17	11	0	0.0%	6	54.5%
UAW40-18	5	0	0.0%	0	0.0%
UAW40-19	8	0	0.0%	6	75.0%
UAW375-11	1	0	0.0%	0	0.0%
UAW375-12	8	2	25.0%	3	37.5%
UAW375-13	4	0	0.0%	2	50.0%
UAW375-14	4	0	0.0%	3	75.0%
IAFF40-12	3	2	66.7%	1	33.3%
IAFF40-13	4	0	0.0%	3	75.0%
IAFF42-15	24	0	0.0%	15	62.5%
IAFF42-16	18	6	33.3%	1	5.6%
IAFF42-17	17	7	41.2%	2	11.8%
CFOA40-20	5	0	0.0%	3	60.0%
CFOA42-18	12	0	0.0%	9	75.0%
CFOA42-19	1	0	0.0%	0	0.0%
CFOA42-20	4	0	0.0%	4	100.0%
CFOA42-21	4	0	0.0%	4	100.0%
CPPA-1	43	4	9.3%	10	23.3%

Current Grade	Staff #	# near Min	% near Min	# near Max	% near Max
CPPA-3	16	0	0.0%	13	81.3%
CPSA-2	4	0	0.0%	3	75.0%
CPSA-3	3	0	0.0%	3	100.0%
CPSA-4	1	0	0.0%	0	0.0%
CPSA-5	1	0	0.0%	1	100.0%
CPSA-8	2	0	0.0%	2	100.0%
CPSA-9	1	0	0.0%	1	100.0%
CPSA-10	3	0	0.0%	3	100.0%
Total	471	29	6.2%	189	40.1%

Table 31 – Employees Near Midpoint

Current Grade	Staff #	Below Mid	Below Mid %	Above Mid	Above Mid %
9	8	6	75.0%	2	25.0%
12	5	3	60.0%	2	40.0%
13	6	5	83.3%	1	16.7%
14	2	0	0.0%	2	100.0%
16	5	1	20.0%	4	80.0%
17	3	3	100.0%	0	0.0%
18	8	0	0.0%	8	100.0%
19	4	0	0.0%	4	100.0%
20	4	2	50.0%	2	50.0%
21	14	3	21.4%	11	78.6%
22	9	3	33.3%	6	66.7%

Current Grade	Staff #	Below Mid	Below Mid %	Above Mid	Above Mid %
23	13	1	7.7%	12	92.3%
24	17	1	5.9%	16	94.1%
25	4	1	25.0%	3	75.0%
26	1	0	0.0%	1	100.0%
27	2	0	0.0%	2	100.0%
AFSMCE-8	4	2	50.0%	2	50.0%
AFSMCE-9	1	0	0.0%	1	100.0%
AFSMCE-10	23	20	87.0%	3	13.0%
AFSMCE-11	15	9	60.0%	6	40.0%
AFSMCE-12	10	3	30.0%	7	70.0%
AFSMCE-13	6	1	16.7%	5	83.3%
AFSMCE-14	20	7	35.0%	13	65.0%
AFSMCE-15	5	2	40.0%	3	60.0%
UAW40-6	17	10	58.8%	7	41.2%
UAW40-9	5	1	20.0%	4	80.0%
UAW40-10	5	3	60.0%	2	40.0%
UAW40-11	7	3	42.9%	4	57.1%
UAW40-12	18	11	61.1%	7	38.9%
UAW40-13	1	0	0.0%	1	100.0%
UAW40-14	10	4	40.0%	6	60.0%
UAW40-15	4	1	25.0%	3	75.0%
UAW40-16	8	2	25.0%	6	75.0%
UAW40-17	11	3	27.3%	8	72.7%
UAW40-18	5	3	60.0%	2	40.0%
UAW40-19	8	0	0.0%	8	100.0%

Current Grade	Staff #	Below Mid	Below Mid %	Above Mid	Above Mid %
UAW375-11	1	0	0.0%	1	100.0%
UAW375-12	8	4	50.0%	4	50.0%
UAW375-13	4	0	0.0%	4	100.0%
UAW375-14	4	0	0.0%	4	100.0%
IAFF40-12	3	2	66.7%	1	33.3%
IAFF40-13	4	1	25.0%	3	75.0%
IAFF42-15	24	7	29.2%	17	70.8%
IAFF42-16	18	15	83.3%	3	16.7%
IAFF42-17	17	14	82.4%	3	17.6%
CFOA40-20	5	2	40.0%	3	60.0%
CFOA42-18	12	1	8.3%	11	91.7%
CFOA42-19	1	0	0.0%	1	100.0%
CFOA42-20	4	0	0.0%	4	100.0%
CFOA42-21	4	0	0.0%	4	100.0%
CPPA-1	43	21	48.8%	22	51.2%
CPPA-3	16	0	0.0%	16	100.0%
CPSA-2	4	0	0.0%	4	100.0%
CPSA-3	3	0	0.0%	3	100.0%
CPSA-4	1	0	0.0%	1	100.0%
CPSA-5	1	0	0.0%	1	100.0%

Current Grade	Staff #	Below Mid	Below Mid %	Above Mid	Above Mid %
CPSA-8	2	0	0.0%	2	100.0%
CPSA-9	1	0	0.0%	1	100.0%
CPSA-10	3	0	0.0%	3	100.0%
Total	471	181	38.4%	290	61.6%

Compression Analysis

Wage compression primarily occurs for one of three reasons: one, new or less tenured employees are compensated at a wage close to or higher than more experienced employees in the same position; two, employees are compensated substantially different for the same degree of knowledge, skills, and ability required, that is, in the same grade; and three, supervisors are compensated less than the employees they supervise. The first two avenues of compression are examined below.

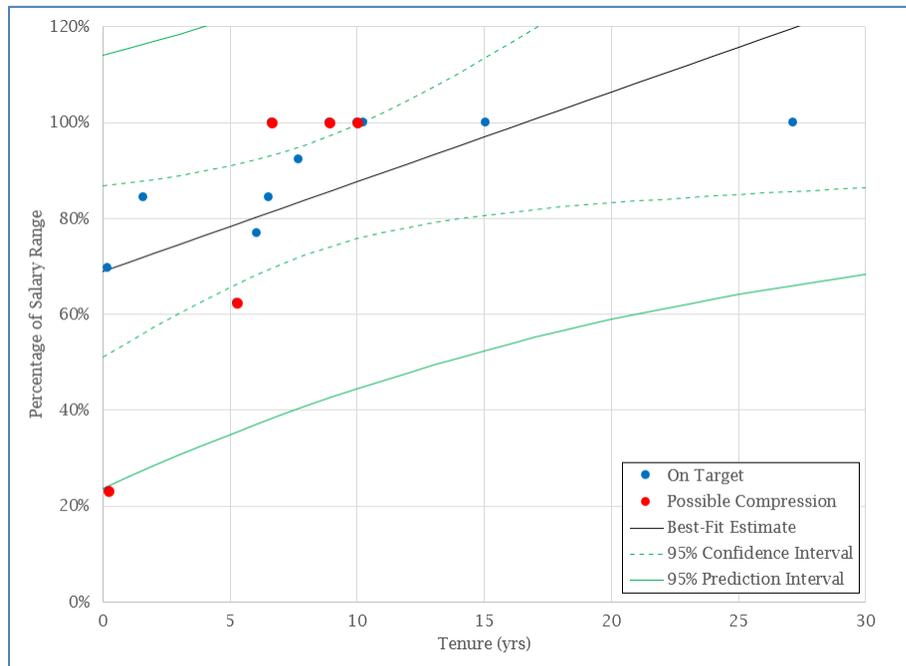


Figure 2 - Compression Plot for Grade 23

A graphical illustration of a compression analysis is presented in Figure 2. The solid black line is a linear regression “Best-Fit Estimate” line indicating the trend in pay for the grade. The prediction intervals, the two solid green lines, represent the 95% prediction interval. In other words, all future salaries should fall between the solid green lines, i.e. a prediction. More importantly, the confidence intervals, the two dashed green lines, bound with 95% confidence the average expected salary at a given level of tenure. In other words, current salaries of employees should fall between the dashed green lines. When salaries fall outside the dashed green lines, compression may exist and should be examined for possible adjustment (dots highlighted in red).

For positions that are compensated above the upper dashed green line, the employee may be receiving higher compensation due to additional knowledge, skills, and abilities. That examination is beyond the scope of this project.

However, in instances where a salary is below the lower dashed green line in Figure 2, then the employee is currently under compensated relative to peers due to compression. It is recommended that salaries for these individuals be adjusted to bring them into better alignment, mitigating compression. In tabular format, the positions in question are as follows.

* Note: In each case, internal equity adjustments based on knowledge, skills, and abilities may address the concern with grade changes.

Table 32 – Compression

Current Grade	Title	Current Pay	Adjusted Pay
23	Code Administrator	\$54.74	\$55.48
23	City Treasurer	\$47.22	\$52.69
AFSMCE-10	Laborer/Truck Driver	\$21.74	\$22.05
AFSMCE-10	Laborer/Truck Driver	\$21.74	\$22.10
AFSMCE-10	Laborer/Truck Driver	\$21.74	\$23.01
AFSMCE-10	Laborer/Truck Driver	\$21.74	\$22.14
AFSMCE-10	Laborer/Truck Driver	\$21.74	\$22.17
AFSMCE-10	Laborer/Truck Driver	\$21.74	\$22.07
AFSMCE-11	Equipment Operator II	\$23.42	\$23.51
AFSMCE-11	Equipment Operator II	\$22.81	\$23.65
AFSMCE-11	Pavement Marking & Signage Technician	\$22.26	\$23.51

Current Grade	Title	Current Pay	Adjusted Pay
AFSMCE-11	Senior Maintenance Aide	\$24.61	\$24.77
AFSMCE-11	Senior Maintenance Aide	\$23.99	\$24.58
AFSMCE-14	Wastewater Plant Operator	\$29.95	\$30.74
AFSMCE-14	Wastewater Plant Operator	\$27.13	\$28.55
AFSMCE-14	Wastewater Plant Operator	\$27.13	\$29.55
AFSMCE-14	Wastewater Plant Operator	\$25.81	\$28.38
AFSMCE-14	Water Treatment Plant Operator	\$27.81	\$29.75
UAW40-6	Custodian	\$19.38	\$19.57
UAW40-6	Library Page	\$16.28	\$16.50
UAW40-6	Library Page	\$18.44	\$18.59
UAW40-6	Library Page	\$19.38	\$19.45
UAW40-6	Library Page	\$17.97	\$18.19
UAW40-6	Library Page	\$16.69	\$17.43
UAW40-12	Library Technician	\$22.98	\$23.31
UAW40-12	Library Technician	\$22.98	\$23.28
UAW40-12	Library Technician	\$22.98	\$23.56
UAW40-12	Library Technician	\$22.98	\$23.45
UAW40-12	Library Technician	\$22.44	\$23.31
UAW40-12	Library Technician	\$22.44	\$23.31
UAW40-12	Recreation Specialist	\$23.58	\$24.48
UAW40-14	Fiscal Supervisor A	\$27.34	\$28.03
IAFF42-15	Firefighter/EMT	\$27.15	\$27.93
IAFF42-15	Firefighter/EMT	\$29.28	\$29.34
IAFF42-15	Firefighter/EMT	\$27.86	\$28.19
IAFF42-15	Firefighter/EMT	\$36.56	\$39.04
IAFF42-15	Firefighter/EMT	\$36.56	\$37.32
IAFF42-15	Firefighter/EMT	\$27.15	\$27.73

Current Grade	Title	Current Pay	Adjusted Pay
IAFF42-16	Firefighter/Advanced EMT	\$29.99	\$30.03
IAFF42-17	Firefighter/Paramedic	\$28.57	\$28.59
CPPA-1	Police Officer	\$31.14	\$32.53
CPPA-1	Police Officer	\$31.14	\$32.53
CPPA-1	Police Officer	\$29.65	\$31.37
CPPA-1	Police Officer	\$31.14	\$32.39
CPPA-1	Police Officer	\$29.65	\$31.26
CPPA-1	Police Officer	\$31.14	\$32.08
CPPA-1	Police Officer	\$31.14	\$32.08
CPPA-1	Police Officer	\$31.14	\$32.08
CPPA-1	Police Officer	\$31.14	\$32.08
CPPA-1	Police Officer	\$31.14	\$32.08
CPPA-1	Police Officer	\$33.02	\$33.25
CPPA-1	Police Officer	\$31.14	\$32.08
CPPA-1	Police Officer	\$31.14	\$32.08
CPPA-1	Police Officer	\$31.14	\$32.08
CPPA-1	Police Officer	\$31.14	\$32.08
CPPA-1	Police Officer	\$29.65	\$31.62
CPPA-1	Police Officer	\$33.02	\$33.25
CPPA-1	Police Officer	\$29.65	\$31.26
CPPA-1	Police Officer	\$31.14	\$32.39
CPPA-1	Police Officer	\$41.28	\$42.25
CPPA-1	Police Officer	\$42.52	\$43.08
CPPA-3	Police Officer	\$37.64	\$38.23
CPPA-3	Police Officer	\$37.64	\$38.23
CPPA-3	Police Officer	\$37.64	\$38.11
CPPA-3	Police Officer	\$41.91	\$41.96

Compression plots for other grades where compression has been identified follows:

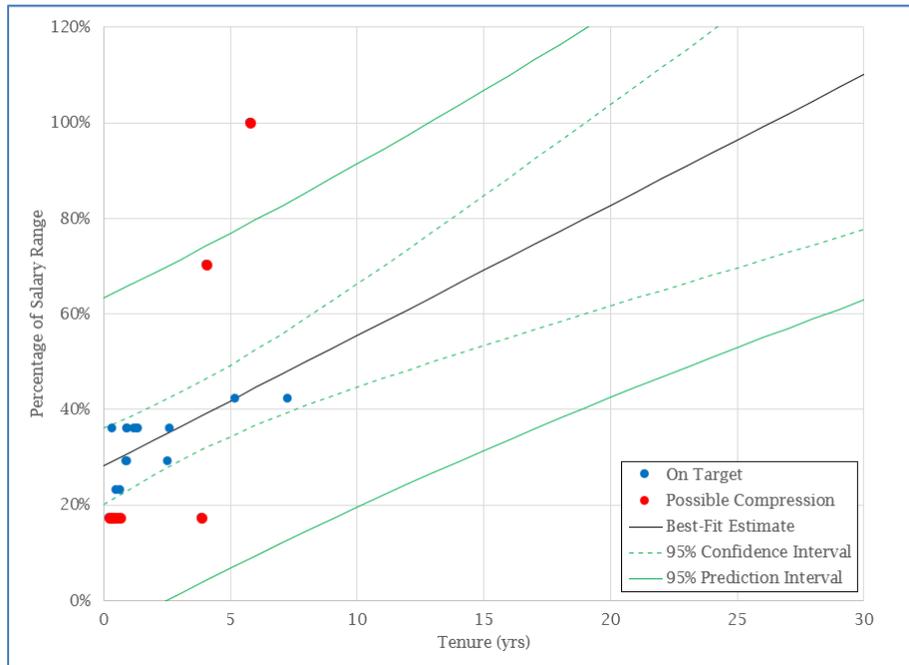


Figure 3 - Compression Plot for Grade AFSMCE-10

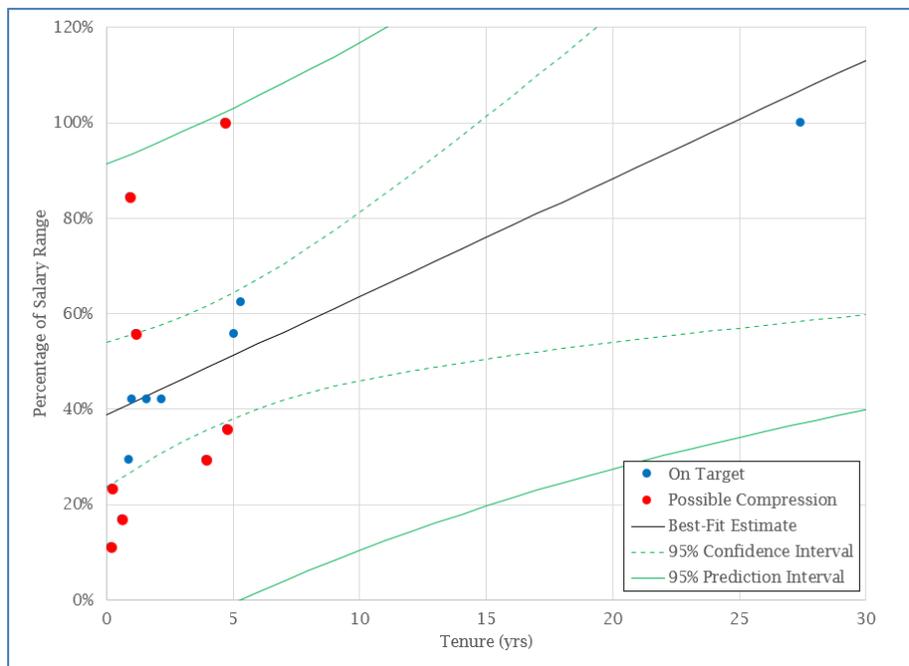


Figure 4 - Compression Plot for Grade AFSMCE-11

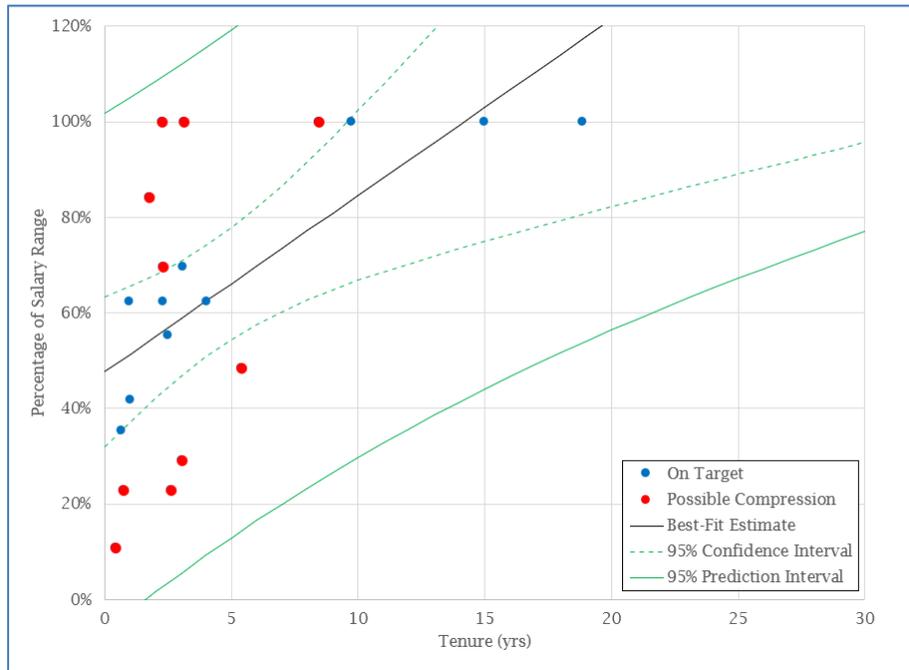


Figure 5 - Compression Plot for Grade AFSMCE-14

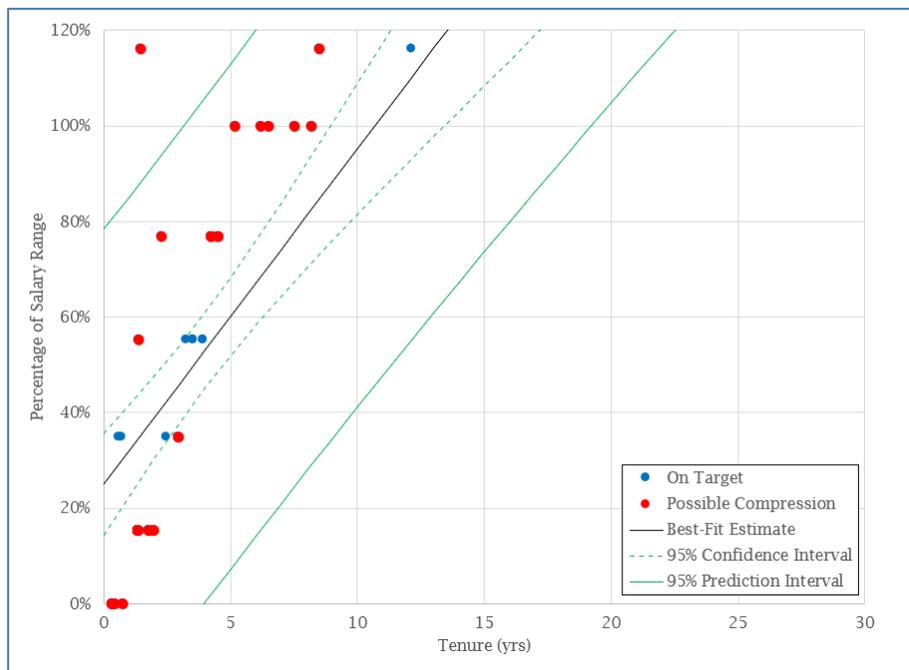


Figure 6 - Compression Plot for Grade CPPA-1

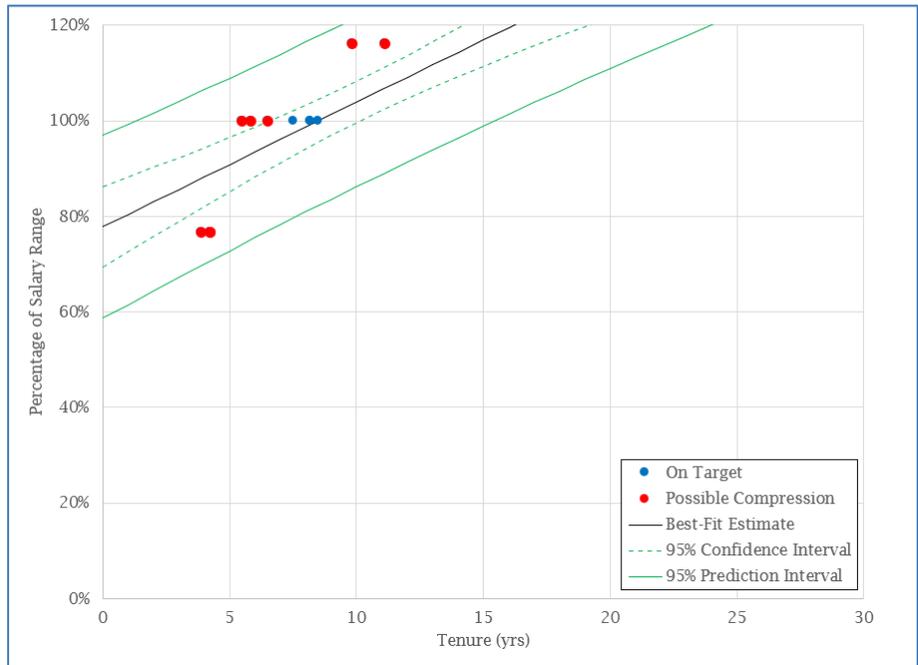


Figure 7 - Compression Plot for Grade CPPA-3

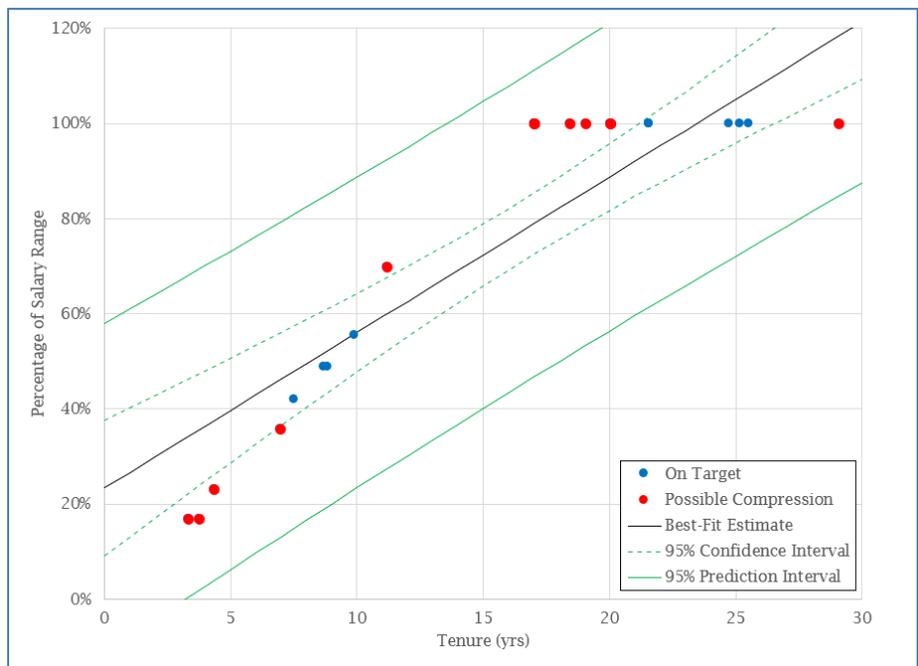


Figure 8 - Compression Plot for Grade IAFF42-15

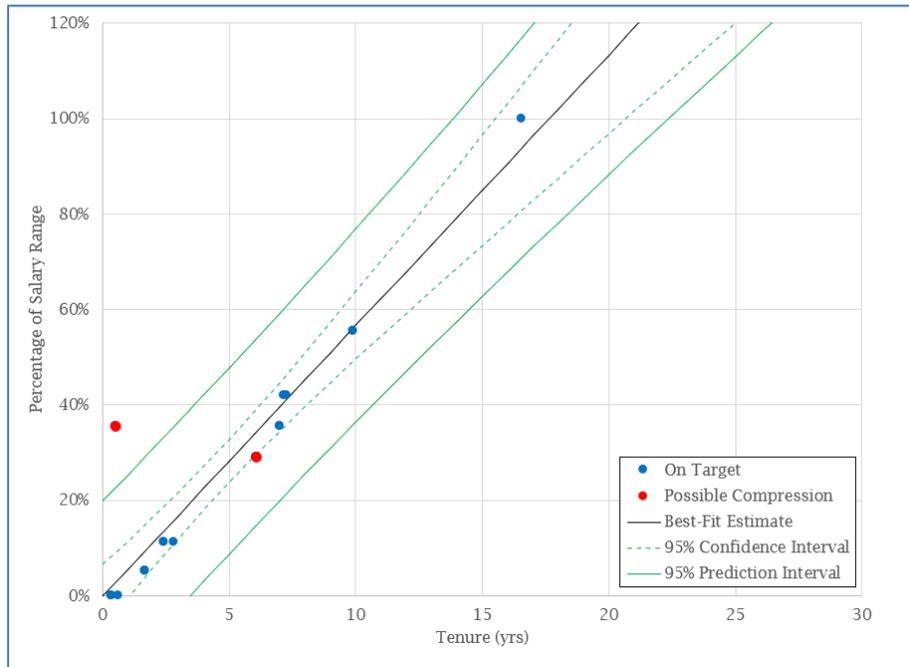


Figure 9 - Compression Plot for Grade IAFF42-16

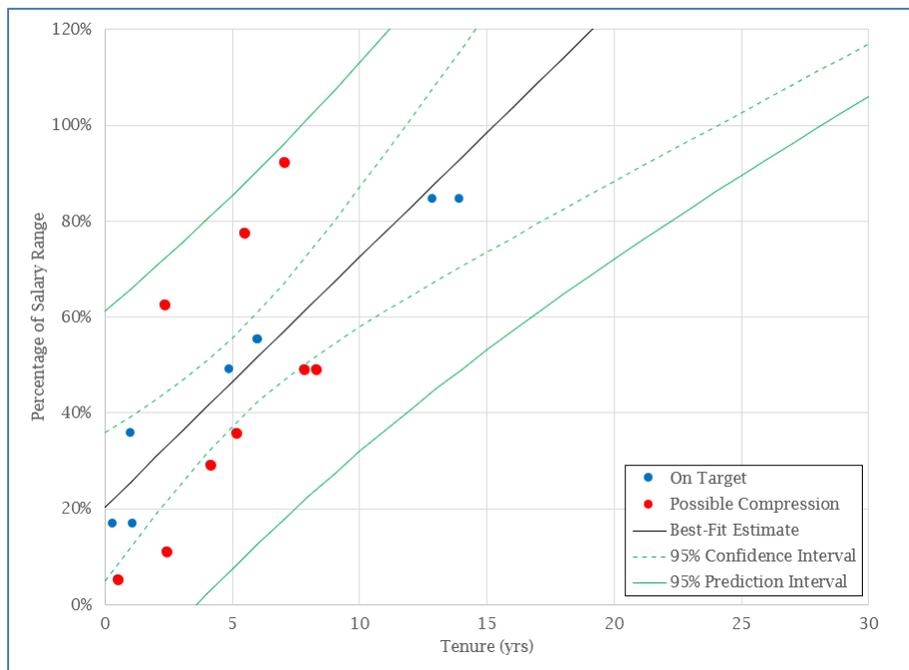


Figure 10 - Compression Plot for Grade UAW40-06

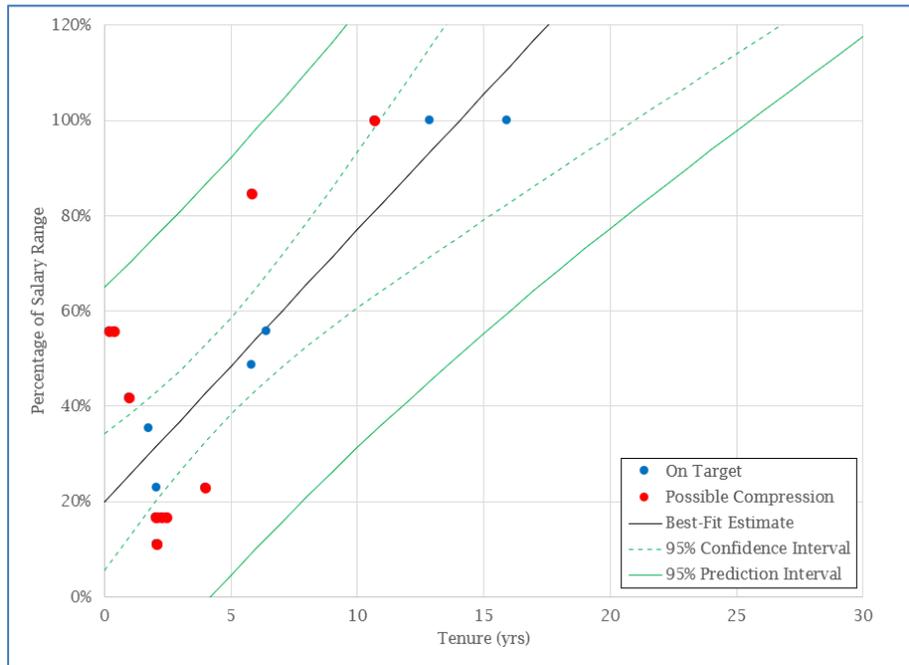


Figure 11 - Compression Plot for Grade UAW40-12

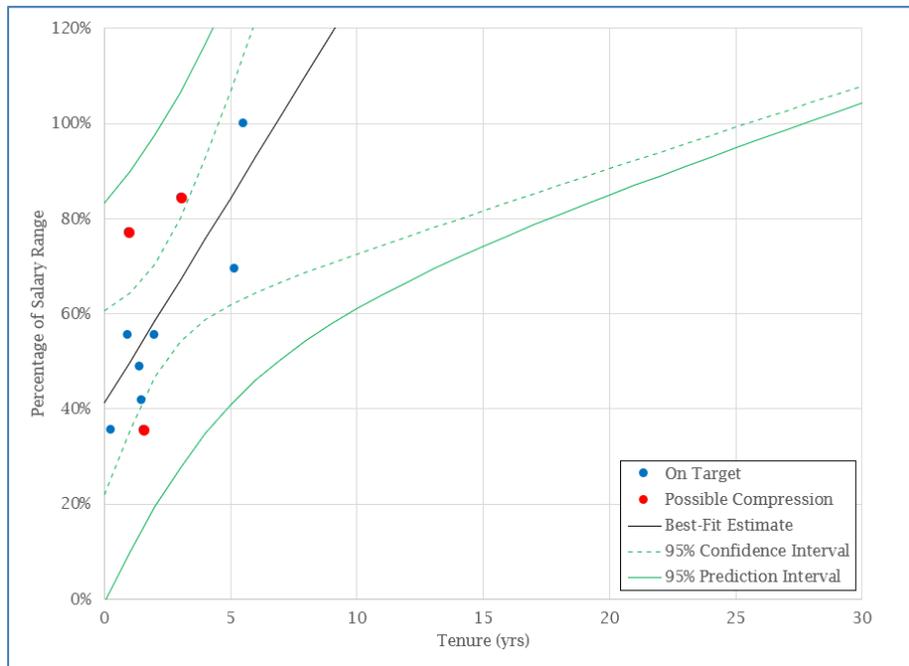


Figure 12 - Compression Plot for Grade UAW40-14

Compression within Departments

The third avenue of potential compression within departments between supervisors and the employees they supervise was also examined.

The wages of supervisory positions were compared against the rate of pay for employees they supervise. It was assumed that an experienced supervisor, that is, currently earning above the midpoint of their respective range, should be compensated at least one ladder above the highest salary of a subordinate employee. In Table 33, the positions in question are identified and listed as follows.

Table 33 – Compression within Departments

Current Grade	Title	Current Pay	Adjusted Pay
25	Fire Chief	\$149,406	\$150,924
25	General Services Director	\$149,406	\$150,924
24	IT Director	\$135,325	\$135,370
UAW40-17	Parks Supervisor	\$76,502	\$81,606
CPSA-9	Police Lieutenant	\$114,171	\$124,381
CPSA-10	Police Lieutenant	\$115,253	\$124,381
CPSA-10	Police Lieutenant	\$115,253	\$124,381
CPSA-10	Police Lieutenant	\$115,253	\$124,381
CPSA-8	Police Lieutenant	\$109,262	\$124,381
CPSA-8	Police Lieutenant	\$112,486	\$124,381
25	Police Chief	\$149,406	\$150,924
UAW40-16	Water Distribution Supervisor	\$69,264	\$77,851

Note: In each case, internal equity adjustments based on knowledge, skills, and abilities may address the concern with grade changes.

External Market Comparison

A summary of the findings of the external market analysis is presented in Table 34 through Table 38. In Table 39 through Table 52, 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 50th percentile of the market, is presented.

Table 34 – Full-Time Positions Substantially Below Market (Compa-Ratio % Diff < -10%)

Payroll Coordinator	Sewer Maintenance Supervisor
Permit Technician	Welfare Case Technician
Recreation Specialist	

Table 35 – Full-Time Positions Below Market (-10% < Compa-Ratio % Diff < -5%)

Accountant	Building Systems Supervisor
Administration Division Manager	Chief Building Inspector
Administrative Library Technician	Circulation Supervisor
Administrative Support Specialist	City Prosecutor
Administrative Technician II	City Solicitor
Administrative Technician III	Code Administrator
Arena Supervisor	Communication Technician
Assistant City Planner	Custodial Supervisor
Assistant IT Director	Custodian
Assistant Library Director & Technical Services Manager	Deputy City Manager - Development
Building & Grounds Supervisor	Deputy City Solicitor
Building Inspector	Director of OMB

Director of Special Projects & Strategic Initiatives	Maintenance Aide
Environmental Compliance Manager	Management & Budget Analyst
Equipment Maintenance Mechanic II	Meter Technician
Facilities Maintenance Supervisor	Office Manager
Field Maintenance Specialist	Painter
Field Technician	Parking Supervisor
Fire Alarm & Traffic Superintendent	Parks Supervisor
Fire Captain Communications	Pavement Marking & Signage Technician
Fire Captain EMS	Police Lieutenant
Fire Captain Suppression	Police Social Worker
Fire Dispatcher	Purchasing Manager
Fire Marshal	Recreation Assistant
Fiscal Supervisor A	Safety & Training Coordinator
Fiscal Supervisor B	Senior Accountant
Fleet Body & Maintenance Technician/Welder	Shop Supervisor
Fleet Manager	Systems Administrator I
Guest Services Associate	Utility Customer Service Representative
Highway & Utilities Superintendent	Wastewater Treatment Plant Superintendent
HVAC Technician	Water Conservation Technician
IT Director	Water Distribution Supervisor
IT Helpdesk	Water Metering Operations Lead
Lead Fire Dispatcher	Water Treatment Plant Operations Supervisor
Licensing Coordinator	Water Treatment Plant Superintendent
Maintenance & Operations Flex Technician	Welder/Mechanic

Table 36 – Full-Time Positions Near Market (-5% < Compa-Ratio % Diff < +5%)

Accounts Payable Clerk	Deputy Assessor
Administrative Assistant	Deputy City Clerk
Administrative Specialist II	Deputy City Manager - Finance
Administrative Technician I	Deputy General Services Director
Adult Services & Outreach Coordinator	Deputy Police Chief - Administration/Operations
Appraisal Technician	Electrical Inspector
Appraiser	Engineering Technician I
Arena & Properties Manager	Engineering Technician II
Assistant City Prosecutor	Equipment Maintenance Mechanic
Assistant Director Community Development	Equipment Operator II
Assistant Director Parks & Recreation	Equipment Operator III
Assistant Finance Director	Executive Assistant
Assistant Golf Professional	Fire Captain Training
Assistant Highway & Utilities Superintendent	Fire Chief
Automotive Parts Technician	Fire Lieutenant
Battalion Chief	Fire Lieutenant Paramedic
Cemetery Administrator	Fiscal Technician II
Cemetery Maintenance Specialist	Fiscal Technician III
City Clerk	Fleet Maintenance Technician
City Engineer	General Services Director
City Planner	GIS Analyst
City Surveyor	GIS Coordinator
City Treasurer	Golf Operations - Professional
Civil Engineer / Project Manager	Health & Licensing Officer
Communication Coordinator	Health Inspector
Course & Facilities	Housing Inspector

Human Resources & Labor Relations Director	Records Supervisor
Human Resources Benefits Administrator	Recreation Supervisor
Human Resources Generalist	Reference Librarian
Human Services Director	Revenue Account Specialist
Ice Maintenance Technician	Road Crew Supervisor
Laboratory/Operations Manager	Senior Engineering Technician
Laborer/Truck Driver	Senior Maintenance Aide
Legal Secretary	Senior Planner
Library Assistant II	Senior Road Crew Supervisor
Library Technician	Sewer System Supervisor
Maintenance Technician	Sign & Pavement Marking Crew Lead
Municipal Customer Service Representative	Sign & Pavement Marking Supervisor
Network Security Engineer	Systems Administrator II
Parking Officer & Equipment Technician	Systems Analyst I
Plumbing, Mechanical & Fire Inspector	Transportation Engineer
Police Chief	Tree Maintenance Specialist
Police Dispatch Supervisor	Utility Billing Program Manager
Police Dispatcher	Utility Electrician
Police Dispatcher II	Utility Technician
Police Mechanic/Equipment Technician	Victim Witness Advocate
Police Officer	Wastewater Crew Leader
Police Sergeant	Wastewater Operations & Maintenance Supervisor
Public Information Officer	Wastewater Plant Operator
Public Properties Superintendent	Water Systems Supervisor
Public Properties Supervisor	Water Treatment Plant Operator
Purchasing Agent I	Youth Services Manager

Table 37 – Full-Time Positions Above Market (+5% < Compa-Ratio % Diff < +10%)

Code Inspector	Tree Supervisor
Deputy Fire Chief	Wastewater Maintenance Supervisor

Table 38 – Full-Time Positions Substantially Above Market (Compa-Ratio % Diff > +10%)

Associate Engineer	Library Director
Director of Real Estate Assessments	Library Page
Firefighter/Advanced EMT	Paralegal
Firefighter/EMT	Parks & Recreation Director
Firefighter/Paramedic	Utility Mechanic

Sample Calculation of Compa-Ratio: Executive Assistant

Current Grade = 16

Current Midpoint of Grade = \$31.95

50th Percentile of Market = \$31.70

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

$$\text{Compa - Ratio} = \frac{\$31.95}{\$31.70} - 1$$

$$\text{Compa - Ratio} = 0.8\%$$

Table 39 – External Market Comparison – Assessing

	Admin Assistant	Appraisal Technician	Appraiser	Deputy Assessor	Director Real Estate Assessment
Current Scale	UAW375-13	UAW375-12	UAW40-16	21	24
Minimum	\$22.44	\$21.39	\$26.04	\$35.08	\$47.22
Midpoint	\$27.47	\$26.16	\$31.87	\$42.96	\$56.96
Maximum	\$32.50	\$30.92	\$37.70	\$50.84	\$66.70
Market Percentiles					
20%	\$24.00	\$23.84	\$27.58	\$37.78	\$41.97
25%	\$24.83	\$24.51	\$28.34	\$38.79	\$43.42
30%	\$26.03	\$25.14	\$29.05	\$39.75	\$45.98
35%	\$27.04	\$25.77	\$29.77	\$40.71	\$47.11
40%	\$27.52	\$26.41	\$30.42	\$41.46	\$47.56
45%	\$27.81	\$26.94	\$31.08	\$42.47	\$48.64
50%	\$28.48	\$27.42	\$31.77	\$43.60	\$50.07
55%	\$29.19	\$27.93	\$32.40	\$44.54	\$50.79
60%	\$29.50	\$28.54	\$33.09	\$45.46	\$52.70
65%	\$31.58	\$29.40	\$33.95	\$46.41	\$52.90
70%	\$32.57	\$29.99	\$34.70	\$47.54	\$54.86
75%	\$32.74	\$30.80	\$35.54	\$48.53	\$56.08
80%	\$33.76	\$31.39	\$36.32	\$49.76	\$56.83
Mean	\$29.11	\$27.75	\$32.06	\$43.85	\$50.11
Compa-Ratio	-3.5%	-4.6%	0.3%	-1.5%	13.8%

Table 40 – External Market Comparison – City Clerk’s Office

	Admin Technician II	City Clerk	Deputy City Clerk
Current Scale	UAW40-10	24	21
Minimum	\$19.38	\$47.22	\$35.08
Midpoint	\$23.70	\$56.96	\$42.96
Maximum	\$28.01	\$66.70	\$50.84
Market Percentiles			
20%	\$21.97	\$51.25	\$37.18
25%	\$22.59	\$52.59	\$38.18
30%	\$23.16	\$53.89	\$39.13
35%	\$23.74	\$55.17	\$40.08
40%	\$24.34	\$56.05	\$40.82
45%	\$24.82	\$57.50	\$41.80
50%	\$25.26	\$59.23	\$42.91
55%	\$25.73	\$60.56	\$43.83
60%	\$26.29	\$61.80	\$44.74
65%	\$27.09	\$62.87	\$45.69
70%	\$27.63	\$64.51	\$46.79
75%	\$28.38	\$65.70	\$47.78
80%	\$28.92	\$67.51	\$48.98
Mean	\$25.57	\$59.42	\$43.16
Compa-Ratio	-6.2%	-3.8%	0.1%

Table 41 – External Market Comparison – City Manager’s Office

	Executive Assistant	Public Info Officer
Current Scale	16	19
Minimum	\$26.10	\$30.26
Midpoint	\$31.95	\$37.05
Maximum	\$37.80	\$43.84
Market Percentiles		
20%	\$26.75	\$33.09
25%	\$27.27	\$33.98
30%	\$28.97	\$34.83
35%	\$30.02	\$35.68
40%	\$30.29	\$36.39
45%	\$30.72	\$37.23
50%	\$31.70	\$38.16
55%	\$32.29	\$38.96
60%	\$32.94	\$39.77
65%	\$34.12	\$40.68
70%	\$34.68	\$41.64
75%	\$35.52	\$42.56
80%	\$36.05	\$43.58
Mean	\$31.93	\$38.43
Compa-Ratio	0.8%	-2.9%

Table 42 – External Market Comparison – City Solicitor’s Office

	Assistant City Prosecutor	City Prosecutor	City Solicitor	Deputy City Solicitor	Legal Secretary
Current Scale	22	24	26	25	UAW40-12
Minimum	\$38.75	\$47.22	\$57.53	\$52.12	\$21.39
Midpoint	\$47.44	\$56.96	\$67.44	\$61.98	\$26.16
Maximum	\$56.12	\$66.70	\$77.34	\$71.83	\$30.92
Market Percentiles					
20%	\$41.85	\$53.36	\$62.37	\$57.01	\$23.15
25%	\$44.34	\$54.76	\$63.99	\$58.49	\$23.83
30%	\$44.51	\$56.11	\$65.56	\$59.93	\$24.41
35%	\$45.33	\$57.44	\$67.11	\$61.35	\$25.10
40%	\$46.07	\$58.34	\$68.10	\$62.29	\$26.16
45%	\$46.52	\$59.86	\$69.91	\$63.92	\$26.75
50%	\$47.28	\$61.68	\$72.13	\$65.91	\$27.35
55%	\$48.24	\$63.08	\$73.80	\$67.41	\$27.48
60%	\$49.85	\$64.36	\$75.28	\$68.78	\$27.61
65%	\$52.98	\$65.46	\$76.47	\$69.91	\$27.88
70%	\$54.10	\$67.17	\$78.52	\$71.76	\$28.45
75%	\$54.37	\$68.39	\$79.88	\$73.04	\$29.33
80%	\$55.29	\$70.30	\$82.17	\$75.10	\$30.92
Mean	\$48.78	\$61.87	\$72.28	\$66.08	\$27.28
Compa-Ratio	0.3%	-7.7%	-6.5%	-6.0%	-4.4%

	Paralegal	Victim Witness Advocate
Current Scale	18	UAW375-13
Minimum	\$28.78	\$22.44
Midpoint	\$35.27	\$27.47
Maximum	\$41.75	\$32.50
Market Percentiles		
20%	\$26.93	\$23.77
25%	\$27.11	\$24.44
30%	\$27.25	\$25.06
35%	\$27.97	\$25.69
40%	\$28.78	\$26.33
45%	\$30.46	\$26.86
50%	\$30.83	\$27.34
55%	\$32.03	\$27.84
60%	\$32.11	\$28.45
65%	\$32.30	\$29.31
70%	\$32.54	\$29.90
75%	\$34.63	\$30.71
80%	\$35.27	\$31.30
Mean	\$30.69	\$27.66
Compa-Ratio	14.4%	0.5%

Table 43 – External Market Comparison – Community Development

	Admin Specialist II	Assistant City Planner	Asst Dir Community Dev	Associate Engineer	Building Inspector
Current Scale	UAW40-11	22	24	22	UAW40-17
Minimum	\$20.33	\$38.75	\$47.22	\$38.75	\$27.34
Midpoint	\$24.89	\$47.44	\$56.96	\$47.44	\$33.47
Maximum	\$29.45	\$56.12	\$66.70	\$56.12	\$39.60
Market Percentiles					
20%	\$22.33	\$43.63	\$49.36	\$36.51	\$30.92
25%	\$22.75	\$44.78	\$50.66	\$36.84	\$31.71
30%	\$23.57	\$45.89	\$51.91	\$37.47	\$32.77
35%	\$23.75	\$46.99	\$53.15	\$37.66	\$33.44
40%	\$24.25	\$47.80	\$54.01	\$38.40	\$34.57
45%	\$24.90	\$48.99	\$55.40	\$39.60	\$35.99
50%	\$25.18	\$50.39	\$57.04	\$41.38	\$36.59
55%	\$25.91	\$51.50	\$58.32	\$42.73	\$37.47
60%	\$26.12	\$52.55	\$59.51	\$43.98	\$37.72
65%	\$26.73	\$53.56	\$60.57	\$44.64	\$38.78
70%	\$28.11	\$54.91	\$62.13	\$44.84	\$39.40
75%	\$28.84	\$55.99	\$63.30	\$45.27	\$39.89
80%	\$29.49	\$57.47	\$65.03	\$46.84	\$41.38
Mean	\$26.03	\$50.61	\$57.25	\$41.42	\$36.29
Compa-Ratio	-1.2%	-5.9%	-0.1%	14.6%	-8.5%

	Chief Building Inspector	City Engineer	City Planner	City Surveyor	Civil Engr Project Manager
Current Scale	21	24	23	21	21
Minimum	\$35.08	\$47.22	\$42.78	\$35.08	\$35.08
Midpoint	\$42.96	\$56.96	\$52.36	\$42.96	\$42.96
Maximum	\$50.84	\$66.70	\$61.94	\$50.84	\$50.84
Market Percentiles					
20%	\$39.12	\$46.68	\$47.14	\$37.31	\$37.70
25%	\$40.92	\$47.86	\$48.38	\$38.31	\$38.17
30%	\$42.30	\$49.27	\$49.58	\$39.26	\$39.47
35%	\$42.69	\$51.24	\$50.76	\$40.21	\$41.20
40%	\$43.04	\$51.47	\$51.60	\$40.95	\$41.59
45%	\$44.02	\$52.88	\$52.91	\$41.94	\$42.51
50%	\$45.49	\$55.36	\$54.46	\$43.06	\$43.03
55%	\$47.22	\$55.60	\$55.68	\$43.98	\$43.99
60%	\$48.41	\$56.13	\$56.81	\$44.89	\$45.69
65%	\$48.76	\$56.92	\$57.85	\$45.84	\$45.87
70%	\$49.70	\$57.19	\$59.33	\$46.95	\$46.60
75%	\$50.87	\$57.98	\$60.47	\$47.93	\$47.97
80%	\$51.20	\$59.47	\$62.10	\$49.14	\$49.07
Mean	\$45.73	\$54.31	\$54.67	\$43.30	\$44.03
Compa-Ratio	-5.6%	2.9%	-3.9%	-0.2%	-0.2%

	Code Admin	Code Inspector	Deputy City Mgr Develop	Director Spec Proj & Strat Init	Electrical Inspector
Current Scale	23	UAW40-17	27	22	17
Minimum	\$42.78	\$27.34	\$63.48	\$38.75	\$27.40
Midpoint	\$52.36	\$33.47	\$73.39	\$47.44	\$33.57
Maximum	\$61.94	\$39.60	\$83.30	\$56.12	\$39.73
Market Percentiles					
20%	\$49.00	\$27.97	\$66.80	\$45.51	\$28.90
25%	\$50.29	\$28.21	\$68.54	\$46.72	\$29.90
30%	\$51.53	\$29.16	\$70.22	\$47.87	\$31.10
35%	\$52.76	\$29.55	\$71.87	\$49.02	\$31.57
40%	\$53.62	\$30.67	\$72.90	\$49.84	\$31.95
45%	\$54.99	\$31.65	\$74.86	\$51.10	\$32.84
50%	\$56.62	\$31.77	\$77.28	\$52.58	\$33.78
55%	\$57.89	\$31.80	\$79.07	\$53.74	\$34.59
60%	\$59.07	\$31.91	\$80.66	\$54.84	\$35.24
65%	\$60.12	\$32.82	\$81.88	\$55.87	\$36.12
70%	\$61.67	\$33.47	\$84.10	\$57.29	\$36.83
75%	\$62.83	\$34.80	\$85.53	\$58.39	\$38.85
80%	\$64.55	\$35.33	\$88.01	\$59.96	\$39.71
Mean	\$56.82	\$31.89	\$77.41	\$52.79	\$33.95
Compa-Ratio	-7.5%	5.4%	-5.0%	-9.8%	-0.6%

	Engr Technician I	Engr Technician II	Fiscal Supervisor A	GIS Analyst	GIS Coord
Current Scale	AFSMCE-15	UAW40-18	UAW40-14	UAW40-19	21
Minimum	\$25.81	\$28.75	\$23.58	\$30.19	\$35.08
Midpoint	\$31.60	\$35.18	\$28.87	\$36.95	\$42.96
Maximum	\$37.39	\$41.61	\$34.15	\$43.70	\$50.84
Market Percentiles					
20%	\$27.35	\$30.58	\$26.40	\$32.72	\$38.84
25%	\$28.76	\$31.42	\$27.13	\$33.60	\$39.88
30%	\$29.39	\$32.20	\$27.81	\$34.44	\$40.87
35%	\$30.35	\$32.99	\$28.50	\$35.28	\$41.86
40%	\$31.72	\$33.67	\$29.14	\$35.98	\$42.62
45%	\$31.91	\$34.44	\$29.77	\$36.82	\$43.66
50%	\$32.63	\$35.26	\$30.40	\$37.73	\$44.84
55%	\$33.73	\$35.98	\$31.00	\$38.51	\$45.81
60%	\$34.52	\$36.73	\$31.66	\$39.32	\$46.75
65%	\$35.89	\$37.62	\$32.50	\$40.23	\$47.71
70%	\$36.17	\$38.48	\$33.21	\$41.17	\$48.89
75%	\$36.86	\$39.36	\$34.03	\$42.08	\$49.89
80%	\$37.33	\$40.28	\$34.76	\$43.09	\$51.17
Mean	\$32.75	\$35.53	\$30.69	\$38.00	\$45.08
Compa-Ratio	-3.2%	-0.2%	-5.1%	-2.1%	-4.2%

	Health & Licensing Officer	Health Inspector	Housing Inspector	Licensing Coord	Permit Technician
Current Scale	21	UAW40-17	UAW40-17	17	UAW40-10
Minimum	\$35.08	\$27.34	\$27.34	\$27.40	\$19.38
Midpoint	\$42.96	\$33.47	\$33.47	\$33.57	\$23.70
Maximum	\$50.84	\$39.60	\$39.60	\$39.73	\$28.01
Market Percentiles					
20%	\$32.37	\$28.91	\$27.44	\$30.86	\$22.76
25%	\$34.23	\$29.74	\$28.11	\$31.70	\$23.70
30%	\$35.36	\$30.37	\$29.14	\$32.49	\$23.86
35%	\$35.87	\$31.23	\$30.47	\$33.29	\$25.06
40%	\$37.38	\$31.80	\$31.40	\$33.97	\$25.65
45%	\$39.26	\$32.67	\$32.35	\$34.75	\$26.08
50%	\$41.20	\$32.76	\$33.42	\$35.58	\$26.71
55%	\$42.98	\$32.96	\$33.46	\$36.31	\$27.39
60%	\$43.19	\$33.39	\$34.17	\$37.07	\$28.01
65%	\$43.92	\$35.86	\$35.37	\$37.96	\$28.35
70%	\$46.02	\$36.68	\$36.36	\$38.83	\$28.70
75%	\$47.93	\$37.41	\$37.87	\$39.72	\$30.20
80%	\$49.60	\$38.57	\$39.20	\$40.64	\$30.22
Mean	\$40.95	\$33.57	\$33.43	\$35.85	\$26.58
Compa-Ratio	4.3%	2.2%	0.1%	-5.7%	-11.3%

	Plumbing, Mech & Fire Insp	Senior Engr Technician	Senior Planner	Transport Engineer
Current Scale	UAW40-17	UAW40-19	19	22
Minimum	\$27.34	\$30.19	\$30.26	\$38.75
Midpoint	\$33.47	\$36.95	\$37.05	\$47.44
Maximum	\$39.60	\$43.70	\$43.84	\$56.12
Market Percentiles				
20%	\$30.06	\$33.52	\$33.28	\$43.18
25%	\$31.64	\$34.42	\$34.18	\$44.33
30%	\$32.64	\$35.28	\$35.04	\$45.43
35%	\$32.89	\$36.14	\$35.89	\$46.52
40%	\$33.33	\$36.85	\$36.60	\$47.32
45%	\$33.59	\$37.71	\$37.45	\$48.50
50%	\$34.91	\$38.66	\$38.39	\$49.87
55%	\$35.72	\$39.47	\$39.19	\$50.97
60%	\$36.46	\$40.29	\$40.01	\$52.02
65%	\$38.30	\$41.20	\$40.92	\$53.02
70%	\$39.19	\$42.18	\$41.88	\$54.35
75%	\$39.65	\$43.10	\$42.81	\$55.42
80%	\$40.51	\$44.14	\$43.84	\$56.89
Mean	\$35.74	\$38.92	\$38.65	\$50.10
Compa-Ratio	-4.1%	-4.4%	-3.5%	-4.9%

Table 44 – External Market Comparison – Finance

	Accountant	Accounts Payable Clerk	Assistant Finance Director	City Treasurer	Deputy City Mgr Finance
Current Scale	17		24	23	27
Minimum	\$27.40		\$47.22	\$42.78	\$63.48
Midpoint	\$33.57		\$56.96	\$52.36	\$73.39
Maximum	\$39.73		\$66.70	\$61.94	\$83.30
Market Percentiles					
20%	\$30.53	\$22.24	\$51.78	\$45.96	\$65.73
25%	\$32.40	\$22.71	\$53.14	\$47.17	\$67.44
30%	\$32.71	\$23.04	\$54.45	\$48.34	\$69.09
35%	\$33.95	\$23.36	\$55.75	\$49.50	\$70.72
40%	\$35.31	\$23.89	\$56.63	\$50.32	\$71.74
45%	\$35.75	\$24.25	\$58.09	\$51.60	\$73.66
50%	\$36.43	\$24.81	\$59.85	\$53.09	\$76.03
55%	\$36.85	\$25.36	\$61.20	\$54.27	\$77.80
60%	\$38.27	\$25.84	\$62.44	\$55.38	\$79.36
65%	\$39.55	\$26.20	\$63.53	\$56.41	\$80.57
70%	\$41.22	\$26.77	\$65.18	\$57.85	\$82.75
75%	\$41.99	\$28.04	\$66.38	\$58.96	\$84.16
80%	\$43.24	\$28.65	\$68.22	\$60.54	\$86.60
Mean	\$37.25	\$25.30	\$60.04	\$53.31	\$76.17
Compa-Ratio	-7.9%		-4.8%	-1.4%	-3.5%

	Director OMB	Fiscal Supervisor A	Fiscal Technician III	Mgmt & Budget Analyst	Municipal Customer Serv Rep
Current Scale	23	UAW40-14	UAW40-12	20	UAW40-11
Minimum	\$42.78	\$23.58	\$21.39	\$31.82	\$20.33
Midpoint	\$52.36	\$28.87	\$26.16	\$38.94	\$24.89
Maximum	\$61.94	\$34.15	\$30.92	\$46.06	\$29.45
Market Percentiles					
20%	\$48.48	\$26.40	\$23.52	\$36.07	\$20.57
25%	\$49.76	\$27.13	\$24.18	\$37.04	\$20.75
30%	\$50.99	\$27.81	\$24.79	\$37.96	\$23.03
35%	\$52.20	\$28.50	\$25.41	\$38.88	\$23.63
40%	\$53.05	\$29.14	\$26.02	\$39.61	\$23.66
45%	\$54.41	\$29.77	\$26.56	\$40.56	\$23.82
50%	\$56.02	\$30.40	\$27.06	\$41.62	\$24.39
55%	\$57.27	\$31.00	\$27.57	\$42.50	\$24.84
60%	\$58.44	\$31.66	\$28.17	\$43.39	\$25.34
65%	\$59.49	\$32.50	\$28.99	\$44.32	\$26.41
70%	\$61.02	\$33.21	\$29.59	\$45.39	\$26.87
75%	\$62.17	\$34.03	\$30.36	\$46.36	\$27.73
80%	\$63.87	\$34.76	\$30.97	\$47.51	\$29.20
Mean	\$56.22	\$30.69	\$27.36	\$41.87	\$25.04
Compa- Ratio	-6.5%	-5.1%	-3.4%	-6.4%	2.1%

	Payroll Coord	Purchasing Agent I	Purchasing Manager	Revenue Account Specialist	Senior Accountant
Current Scale	14	16	23	UAW40-13	20
Minimum	\$23.67	\$26.10	\$42.78	\$22.44	\$31.82
Midpoint	\$28.95	\$31.95	\$52.36	\$27.47	\$38.94
Maximum	\$34.23	\$37.80	\$61.94	\$32.50	\$46.06
Market Percentiles					
20%	\$28.49	\$28.18	\$47.97	\$24.93	\$35.64
25%	\$29.01	\$28.96	\$49.24	\$25.62	\$36.60
30%	\$30.44	\$29.69	\$50.45	\$26.27	\$37.51
35%	\$31.62	\$30.42	\$51.66	\$26.92	\$38.42
40%	\$31.77	\$31.07	\$52.51	\$27.55	\$39.15
45%	\$32.68	\$31.76	\$53.84	\$28.13	\$40.08
50%	\$32.82	\$32.47	\$55.43	\$28.70	\$41.12
55%	\$33.12	\$33.12	\$56.67	\$29.25	\$41.99
60%	\$34.31	\$33.83	\$57.82	\$29.88	\$42.86
65%	\$35.30	\$34.69	\$58.87	\$30.71	\$43.80
70%	\$36.22	\$35.46	\$60.38	\$31.36	\$44.85
75%	\$37.09	\$36.31	\$61.53	\$32.16	\$45.81
80%	\$38.57	\$37.12	\$63.20	\$32.83	\$46.94
Mean	\$33.67	\$32.76	\$55.64	\$28.99	\$41.37
Compa- Ratio	-11.8%	-1.6%	-5.5%	-4.3%	-5.3%

Table 45 – External Market Comparison – Fire

	Admin Specialist II	Battalion Chief	Deputy Fire Chief	Fire Alarm & Traffic Supt	Fire Captain Comm
Current Scale	UAW40-11	CFOA42-21	24	CFOA40-20	CFOA40-20
Minimum	\$20.33	\$34.65	\$47.22	\$31.42	\$31.42
Midpoint	\$24.89	\$42.42	\$56.96	\$38.45	\$38.45
Maximum	\$29.45	\$50.18	\$66.70	\$45.47	\$45.47
Market Percentiles					
20%	\$22.33	\$39.91	\$47.28	\$35.65	\$35.33
25%	\$22.75	\$40.16	\$49.67	\$36.60	\$36.28
30%	\$23.57	\$40.30	\$50.78	\$37.52	\$37.19
35%	\$23.75	\$41.18	\$51.45	\$38.43	\$38.09
40%	\$24.25	\$41.50	\$51.68	\$39.15	\$38.81
45%	\$24.90	\$42.42	\$52.85	\$40.09	\$39.74
50%	\$25.18	\$43.82	\$53.73	\$41.13	\$40.76
55%	\$25.91	\$45.21	\$55.41	\$42.00	\$41.62
60%	\$26.12	\$45.74	\$56.21	\$42.87	\$42.49
65%	\$26.73	\$45.77	\$57.06	\$43.81	\$43.42
70%	\$28.11	\$47.34	\$57.62	\$44.86	\$44.46
75%	\$28.84	\$48.71	\$58.52	\$45.82	\$45.41
80%	\$29.49	\$50.18	\$60.58	\$46.95	\$46.54
Mean	\$26.03	\$44.82	\$54.13	\$41.38	\$41.02
Compa-Ratio	-1.2%	-3.2%	6.0%	-6.5%	-5.7%

	Fire Captain EMS	Fire Captain Suppress	Fire Captain Training	Fire Chief	Fire Dispatcher
Current Scale	CFOA40-20	CFOA42-20	CFOA40-20	25	IAFF40-12
Minimum	\$31.42	\$31.42	\$31.42	\$52.12	\$21.76
Midpoint	\$38.45	\$38.45	\$38.45	\$61.98	\$26.65
Maximum	\$45.47	\$45.47	\$45.47	\$71.83	\$31.53
Market Percentiles					
20%	\$36.26	\$37.63	\$34.90	\$53.96	\$25.31
25%	\$37.23	\$38.80	\$35.84	\$55.10	\$26.01
30%	\$38.16	\$39.36	\$36.73	\$56.33	\$26.66
35%	\$39.08	\$40.93	\$37.63	\$56.90	\$27.33
40%	\$39.82	\$41.49	\$38.35	\$58.47	\$27.95
45%	\$40.77	\$41.92	\$39.25	\$60.37	\$28.55
50%	\$41.84	\$42.19	\$40.26	\$61.98	\$29.13
55%	\$42.73	\$42.70	\$41.11	\$63.26	\$29.70
60%	\$43.62	\$42.83	\$41.97	\$63.93	\$30.33
65%	\$44.55	\$43.69	\$42.89	\$65.27	\$31.17
70%	\$45.63	\$44.22	\$43.92	\$67.36	\$31.83
75%	\$46.60	\$45.08	\$44.87	\$68.99	\$32.64
80%	\$47.76	\$46.04	\$45.97	\$70.17	\$33.32
Mean	\$42.09	\$42.28	\$40.52	\$61.85	\$29.43
Compa-Ratio	-8.1%	-8.9%	-4.5%	0.0%	-8.5%

	Fire LT	Fire LT Paramedic	Fire Marshal	Firefighter Advanced EMT	Firefighter EMT
Current Scale	CFOA42-18	CFOA42-19	CFOA40-20	IAFF42-16	IAFF42-15
Minimum	\$28.43	\$29.89	\$31.42	\$26.52	\$25.23
Midpoint	\$34.81	\$36.58	\$38.45	\$32.47	\$30.90
Maximum	\$41.18	\$43.27	\$45.47	\$38.42	\$36.56
Market Percentiles					
20%	\$32.60	\$32.65	\$36.27	\$25.48	\$23.86
25%	\$33.73	\$33.53	\$37.24	\$26.51	\$24.44
30%	\$34.52	\$34.36	\$38.17	\$26.87	\$24.92
35%	\$34.76	\$35.20	\$39.09	\$27.04	\$25.43
40%	\$35.28	\$35.88	\$39.83	\$27.56	\$25.66
45%	\$36.15	\$36.72	\$40.78	\$28.48	\$26.17
50%	\$36.45	\$37.66	\$41.85	\$29.50	\$27.18
55%	\$36.61	\$38.45	\$42.74	\$30.24	\$27.53
60%	\$37.22	\$39.25	\$43.63	\$30.54	\$28.00
65%	\$37.60	\$40.13	\$44.57	\$30.86	\$28.56
70%	\$37.85	\$41.08	\$45.64	\$31.35	\$29.62
75%	\$38.82	\$41.98	\$46.61	\$32.51	\$30.66
80%	\$39.73	\$43.00	\$47.77	\$32.78	\$30.89
Mean	\$36.35	\$37.91	\$42.10	\$29.63	\$27.50
Compa-Ratio	-4.5%	-2.9%	-8.1%	10.1%	13.7%

	Firefighter Paramedic	Fiscal Supervisor A	Lead Fire Dispatcher
Current Scale	IAFF42-17	UAW40-14	IAFF40-13
Minimum	\$27.86	\$23.58	\$22.88
Midpoint	\$34.11	\$28.87	\$28.01
Maximum	\$40.36	\$34.15	\$33.14
Market Percentiles			
20%	\$28.28	\$26.40	\$26.84
25%	\$28.96	\$27.13	\$27.58
30%	\$29.14	\$27.81	\$28.27
35%	\$29.40	\$28.50	\$28.97
40%	\$29.69	\$29.14	\$29.61
45%	\$30.16	\$29.77	\$30.26
50%	\$30.98	\$30.40	\$30.91
55%	\$32.11	\$31.00	\$31.52
60%	\$32.50	\$31.66	\$32.19
65%	\$32.88	\$32.50	\$33.04
70%	\$33.21	\$33.21	\$33.76
75%	\$34.09	\$34.03	\$34.59
80%	\$35.20	\$34.76	\$35.34
Mean	\$31.65	\$30.69	\$31.20
Compa-Ratio	10.1%	-5.1%	-9.4%

Table 46 – External Market Comparison – General Services

	Admin Division Manager	Admin Support Specialist	Arena & Properties Manager	Arena Supervisor	Asst Hwy & Utilities Supt
Current Scale	23	UAW40-12	21	UAW40-11	21
Minimum	\$42.78	\$21.39	\$35.08	\$20.33	\$35.08
Midpoint	\$52.36	\$26.16	\$42.96	\$24.89	\$42.96
Maximum	\$61.94	\$30.92	\$50.84	\$29.45	\$50.84
Market Percentiles					
20%	\$47.91	\$23.98	\$38.98	\$23.55	\$37.02
25%	\$49.17	\$24.65	\$40.02	\$24.21	\$38.01
30%	\$50.39	\$25.27	\$41.01	\$24.82	\$38.96
35%	\$51.59	\$25.91	\$42.00	\$25.45	\$39.90
40%	\$52.43	\$26.52	\$42.76	\$26.06	\$40.64
45%	\$53.77	\$27.07	\$43.80	\$26.59	\$41.62
50%	\$55.35	\$27.60	\$44.99	\$27.10	\$42.72
55%	\$56.59	\$28.12	\$45.96	\$27.61	\$43.63
60%	\$57.74	\$28.73	\$46.91	\$28.21	\$44.54
65%	\$58.79	\$29.55	\$47.88	\$29.03	\$45.48
70%	\$60.30	\$30.17	\$49.05	\$29.63	\$46.58
75%	\$61.44	\$30.95	\$50.06	\$30.40	\$47.56
80%	\$63.11	\$31.58	\$51.34	\$31.01	\$48.76
Mean	\$55.56	\$27.90	\$45.23	\$27.40	\$42.97
Compa-Ratio	-5.4%	-5.2%	-4.5%	-8.2%	0.6%

	Automotive Parts Technician	Building Systems Supervisor	Comm Coord	Comm Technician	Custodial Supervisor
Current Scale	UAW40-12	UAW40-15	16	UAW40-17	UAW40-15
Minimum	\$21.39	\$24.76	\$26.10	\$27.34	\$24.76
Midpoint	\$26.16	\$30.32	\$31.95	\$33.47	\$30.32
Maximum	\$30.92	\$35.87	\$37.80	\$39.60	\$35.87
Market Percentiles					
20%	\$23.90	\$28.88	\$28.14	\$31.22	\$29.02
25%	\$24.57	\$29.66	\$28.91	\$32.07	\$29.81
30%	\$25.19	\$30.41	\$29.64	\$32.87	\$30.56
35%	\$25.82	\$31.16	\$30.37	\$33.68	\$31.32
40%	\$26.43	\$31.82	\$31.03	\$34.36	\$31.98
45%	\$26.98	\$32.53	\$31.71	\$35.15	\$32.69
50%	\$27.51	\$33.27	\$32.42	\$36.00	\$33.44
55%	\$28.03	\$33.94	\$33.07	\$36.73	\$34.12
60%	\$28.63	\$34.66	\$33.77	\$37.51	\$34.84
65%	\$29.45	\$35.53	\$34.63	\$38.40	\$35.71
70%	\$30.07	\$36.33	\$35.40	\$39.28	\$36.51
75%	\$30.85	\$37.19	\$36.25	\$40.18	\$37.37
80%	\$31.47	\$38.03	\$37.06	\$41.12	\$38.22
Mean	\$27.80	\$33.55	\$32.71	\$36.27	\$33.72
Compa-Ratio	-4.9%	-8.9%	-1.5%	-7.0%	-9.4%

	Custodian	Dep Gen Services Director	Engr Technician II	Enviro Compliance Manager	Equipment Operator II
Current Scale	UAW40-6	24	UAW40-18	18	AFSMCE-11
Minimum	\$15.90	\$47.22	\$28.75	\$28.78	\$21.20
Midpoint	\$19.44	\$56.96	\$35.18	\$35.27	\$25.96
Maximum	\$22.98	\$66.70	\$41.61	\$41.75	\$30.71
Market Percentiles					
20%	\$18.04	\$51.03	\$30.58	\$33.26	\$23.93
25%	\$18.56	\$52.37	\$31.42	\$34.16	\$24.42
30%	\$19.17	\$53.67	\$32.20	\$35.01	\$25.07
35%	\$19.65	\$54.94	\$32.99	\$35.87	\$25.58
40%	\$20.14	\$55.82	\$33.67	\$36.57	\$26.11
45%	\$20.97	\$57.26	\$34.44	\$37.43	\$26.35
50%	\$21.59	\$58.98	\$35.26	\$38.36	\$26.70
55%	\$21.69	\$60.31	\$35.98	\$39.16	\$27.70
60%	\$22.02	\$61.54	\$36.73	\$39.98	\$28.31
65%	\$23.16	\$62.61	\$37.62	\$40.89	\$28.60
70%	\$24.05	\$64.24	\$38.48	\$41.85	\$29.17
75%	\$24.54	\$65.43	\$39.36	\$42.78	\$29.99
80%	\$24.88	\$67.23	\$40.28	\$43.81	\$30.60
Mean	\$21.41	\$59.18	\$35.53	\$38.63	\$27.37
Compa-Ratio	-10.0%	-3.4%	-0.2%	-8.1%	-2.8%

	Equipment Operator III	Facilities Maint Supervisor	Field Technician	Fiscal Supervisor A	Fiscal Technician III
Current Scale	AFSMCE-12	UAW40-16	AFSMCE-13	UAW40-14	UAW40-12
Minimum	\$22.26	\$26.04	\$23.42	\$23.58	\$21.39
Midpoint	\$27.27	\$31.87	\$28.66	\$28.87	\$26.16
Maximum	\$32.27	\$37.70	\$33.90	\$34.15	\$30.92
Market Percentiles					
20%	\$25.25	\$30.40	\$27.14	\$26.40	\$23.52
25%	\$25.48	\$31.50	\$27.88	\$27.13	\$24.18
30%	\$26.19	\$32.54	\$28.59	\$27.81	\$24.79
35%	\$27.30	\$33.17	\$29.29	\$28.50	\$25.41
40%	\$27.38	\$33.78	\$29.94	\$29.14	\$26.02
45%	\$27.96	\$34.10	\$30.59	\$29.77	\$26.56
50%	\$28.24	\$35.19	\$31.26	\$30.40	\$27.06
55%	\$28.40	\$36.75	\$31.88	\$31.00	\$27.57
60%	\$28.97	\$37.88	\$32.56	\$31.66	\$28.17
65%	\$29.52	\$38.93	\$33.41	\$32.50	\$28.99
70%	\$30.17	\$39.75	\$34.14	\$33.21	\$29.59
75%	\$31.12	\$39.96	\$34.97	\$34.03	\$30.36
80%	\$31.82	\$41.21	\$35.74	\$34.76	\$30.97
Mean	\$28.48	\$36.43	\$31.55	\$30.69	\$27.36
Compa-Ratio	-3.5%	-9.4%	-8.3%	-5.1%	-3.4%

	Fleet B&M Technician Welder	Fleet Maint Technician	Fleet Manager	General Services Director	Highway & Utilities Supt
Current Scale	AFSMCE- 14	AFSMCE- 14	23	25	23
Minimum	\$24.61	\$24.61	\$42.78	\$52.12	\$42.78
Midpoint	\$30.12	\$30.12	\$52.36	\$61.98	\$52.36
Maximum	\$35.62	\$35.62	\$61.94	\$71.83	\$61.94
Market Percentiles					
20%	\$27.93	\$27.38	\$47.74	\$52.35	\$48.40
25%	\$28.70	\$28.13	\$49.00	\$54.25	\$49.67
30%	\$29.42	\$28.84	\$50.21	\$56.11	\$50.90
35%	\$30.15	\$29.56	\$51.41	\$56.90	\$52.12
40%	\$30.80	\$30.20	\$52.26	\$57.73	\$52.97
45%	\$31.48	\$30.86	\$53.59	\$58.63	\$54.32
50%	\$32.18	\$31.54	\$55.16	\$60.33	\$55.92
55%	\$32.82	\$32.17	\$56.39	\$61.81	\$57.17
60%	\$33.52	\$32.85	\$57.54	\$62.91	\$58.34
65%	\$34.38	\$33.71	\$58.59	\$64.10	\$59.39
70%	\$35.14	\$34.45	\$60.09	\$66.90	\$60.92
75%	\$35.98	\$35.28	\$61.23	\$67.52	\$62.07
80%	\$36.78	\$36.06	\$62.89	\$69.18	\$63.76
Mean	\$32.46	\$31.83	\$55.37	\$61.14	\$56.13
Compa- Ratio	-6.4%	-4.5%	-5.1%	2.7%	-6.4%

	HVAC Technician	Ice Maint Technician	Laboratory Operations Manager	Laborer Truck Driver	Maint & Ops Flex Technician
Current Scale	AFSMCE-14	AFSMCE-11	21	AFSMCE-10	AFSMCE-8
Minimum	\$24.61	\$21.20	\$35.08	\$20.17	\$18.30
Midpoint	\$30.12	\$25.96	\$42.96	\$24.69	\$22.39
Maximum	\$35.62	\$30.71	\$50.84	\$29.20	\$26.48
Market Percentiles					
20%	\$28.07	\$23.49	\$38.23	\$22.76	\$21.26
25%	\$28.84	\$24.15	\$39.25	\$22.90	\$21.86
30%	\$29.56	\$24.76	\$40.23	\$23.09	\$22.42
35%	\$30.29	\$25.38	\$41.20	\$23.90	\$22.99
40%	\$30.95	\$25.99	\$41.95	\$24.69	\$23.57
45%	\$31.63	\$26.52	\$42.97	\$24.99	\$24.03
50%	\$32.34	\$27.03	\$44.13	\$25.22	\$24.44
55%	\$32.98	\$27.54	\$45.08	\$25.43	\$24.88
60%	\$33.68	\$28.13	\$46.01	\$25.96	\$25.43
65%	\$34.54	\$28.95	\$46.97	\$26.46	\$26.23
70%	\$35.31	\$29.55	\$48.11	\$26.90	\$26.74
75%	\$36.16	\$30.32	\$49.11	\$27.23	\$27.48
80%	\$36.96	\$30.93	\$50.36	\$27.72	\$27.99
Mean	\$32.62	\$27.33	\$44.37	\$25.38	\$24.75
Compa-Ratio	-6.9%	-4.0%	-2.6%	-2.1%	-8.4%

	Maint Aide	Maint Technician	Meter Technician	Office Manager	Painter
Current Scale	AFSMCE-8	AFSMCE-12	AFSMCE-11	17	AFSMCE-9
Minimum	\$18.30	\$22.26	\$21.20	\$27.40	\$19.19
Midpoint	\$22.39	\$27.27	\$25.96	\$33.57	\$23.51
Maximum	\$26.48	\$32.27	\$30.71	\$39.73	\$27.82
Market Percentiles					
20%	\$21.58	\$24.22	\$24.53	\$31.41	\$21.80
25%	\$22.19	\$24.68	\$25.21	\$32.27	\$22.41
30%	\$22.76	\$24.77	\$25.85	\$33.07	\$22.98
35%	\$23.33	\$26.13	\$26.49	\$33.88	\$23.56
40%	\$23.92	\$26.47	\$27.11	\$34.57	\$24.15
45%	\$24.39	\$26.85	\$27.68	\$35.36	\$24.63
50%	\$24.82	\$26.89	\$28.23	\$36.22	\$25.06
55%	\$25.27	\$27.15	\$28.77	\$36.96	\$25.52
60%	\$25.82	\$29.09	\$29.39	\$37.74	\$26.08
65%	\$26.62	\$29.63	\$30.22	\$38.63	\$26.88
70%	\$27.14	\$30.11	\$30.85	\$39.53	\$27.41
75%	\$27.89	\$31.03	\$31.64	\$40.42	\$28.16
80%	\$28.42	\$31.46	\$32.29	\$41.37	\$28.70
Mean	\$25.12	\$27.79	\$28.52	\$36.49	\$25.37
Compa-Ratio	-9.8%	1.4%	-8.1%	-7.3%	-6.2%

	Pavement Mark & Sign Tech	Police Mechanic Equip Tech	Public Properties Supervisor	Public Properties Supt	Road Crew Supervisor
Current Scale	AFSMCE-11	AFSMCE-15	23	UAW40-19	UAW40-16
Minimum	\$21.20	\$25.81	\$42.78	\$30.19	\$26.04
Midpoint	\$25.96	\$31.60	\$52.36	\$36.95	\$31.87
Maximum	\$30.71	\$37.39	\$61.94	\$43.70	\$37.70
Market Percentiles					
20%	\$23.99	\$28.41	\$47.09	\$32.04	\$28.18
25%	\$24.66	\$29.18	\$48.34	\$32.91	\$30.06
30%	\$25.28	\$29.92	\$49.53	\$33.73	\$30.92
35%	\$25.92	\$30.66	\$50.72	\$34.55	\$31.29
40%	\$26.53	\$31.31	\$51.55	\$35.25	\$31.78
45%	\$27.08	\$32.01	\$52.86	\$36.06	\$31.90
50%	\$27.61	\$32.73	\$54.41	\$36.95	\$32.01
55%	\$28.13	\$33.39	\$55.62	\$37.71	\$33.71
60%	\$28.74	\$34.09	\$56.76	\$38.50	\$34.66
65%	\$29.56	\$34.96	\$57.80	\$39.40	\$35.35
70%	\$30.18	\$35.74	\$59.28	\$40.31	\$36.11
75%	\$30.96	\$36.59	\$60.41	\$41.22	\$37.79
80%	\$31.59	\$37.41	\$62.04	\$42.20	\$37.98
Mean	\$27.91	\$33.01	\$54.62	\$37.21	\$33.48
Compa-Ratio	-6.0%	-3.5%	-3.8%	0.0%	-0.4%

	Senior Maint Aide	Senior Road Crew Supervisor	Sewer Maint Supervisor	Sewer System Supervisor	Shop Supervisor
Current Scale	AFSMCE-11	UAW40-18	UAW40-16	UAW40-19	UAW40-17
Minimum	\$21.20	\$28.75	\$26.04	\$30.19	\$27.34
Midpoint	\$25.96	\$35.18	\$31.87	\$36.95	\$33.47
Maximum	\$30.71	\$41.61	\$37.70	\$43.70	\$39.60
Market Percentiles					
20%	\$22.23	\$33.02	\$31.15	\$32.01	\$30.83
25%	\$22.85	\$33.69	\$31.59	\$32.88	\$31.66
30%	\$23.43	\$33.95	\$31.87	\$33.70	\$32.46
35%	\$24.02	\$34.73	\$31.91	\$34.53	\$33.25
40%	\$24.62	\$35.04	\$33.59	\$35.22	\$33.93
45%	\$25.11	\$35.15	\$34.87	\$36.03	\$34.71
50%	\$25.56	\$36.89	\$35.74	\$36.92	\$35.54
55%	\$26.03	\$38.74	\$36.69	\$37.68	\$36.26
60%	\$26.60	\$39.28	\$37.74	\$38.47	\$37.03
65%	\$27.40	\$40.43	\$37.94	\$39.37	\$37.91
70%	\$27.95	\$41.49	\$39.04	\$40.28	\$38.78
75%	\$28.71	\$43.69	\$39.76	\$41.19	\$39.67
80%	\$29.26	\$44.96	\$41.59	\$42.16	\$40.60
Mean	\$25.86	\$38.14	\$36.42	\$37.18	\$35.81
Compa-Ratio	1.5%	-4.6%	-10.8%	0.1%	-5.8%

	Sign & Pavement Crew Lead	Sign & Pavement Supervisor	Tree Maint Specialist	Tree Supervisor	Utility Billing Prog Mgr
Current Scale	UAW40-15	16	AFSMCE-13	UAW40-17	UAW40-17
Minimum	\$24.76	\$26.10	\$23.42	\$27.34	\$27.34
Midpoint	\$30.32	\$31.95	\$28.66	\$33.47	\$33.47
Maximum	\$35.87	\$37.80	\$33.90	\$39.60	\$39.60
Market Percentiles					
20%	\$27.32	\$28.51	\$25.63	\$27.78	\$29.88
25%	\$28.07	\$29.29	\$26.33	\$29.01	\$30.70
30%	\$28.77	\$30.02	\$27.00	\$29.59	\$31.47
35%	\$29.48	\$30.76	\$27.67	\$29.65	\$32.24
40%	\$30.13	\$31.42	\$28.30	\$30.11	\$32.91
45%	\$30.79	\$32.12	\$28.91	\$30.73	\$33.66
50%	\$31.46	\$32.85	\$29.51	\$31.35	\$34.44
55%	\$32.09	\$33.51	\$30.08	\$31.99	\$35.14
60%	\$32.77	\$34.22	\$30.72	\$32.85	\$35.89
65%	\$33.62	\$35.08	\$31.56	\$33.71	\$36.76
70%	\$34.36	\$35.87	\$32.24	\$34.58	\$37.60
75%	\$35.20	\$36.72	\$33.05	\$36.19	\$38.47
80%	\$35.97	\$37.54	\$33.75	\$38.69	\$39.36
Mean	\$31.75	\$33.13	\$29.80	\$32.58	\$34.72
Compa-Ratio	-3.7%	-2.7%	-2.9%	6.8%	-2.8%

	Utility Customer Serv Rep	Utility Electrician	Utility Mechanic	Utility Technician	Wastewater Crew Leader
Current Scale	UAW40-12	UAW40-17	17	AFSMCE- 14	UAW40-15
Minimum	\$21.39	\$27.34	\$27.40	\$24.61	\$24.76
Midpoint	\$26.16	\$33.47	\$33.57	\$30.12	\$30.32
Maximum	\$30.92	\$39.60	\$39.73	\$35.62	\$35.87
Market Percentiles					
20%	\$25.17	\$30.76	\$26.07	\$27.28	\$27.21
25%	\$25.86	\$31.39	\$26.77	\$28.03	\$27.96
30%	\$26.52	\$31.60	\$27.43	\$28.73	\$28.66
35%	\$27.18	\$32.48	\$27.68	\$29.44	\$29.37
40%	\$27.80	\$32.98	\$29.21	\$30.09	\$30.02
45%	\$28.39	\$33.47	\$29.79	\$30.75	\$30.67
50%	\$28.97	\$34.86	\$30.24	\$31.42	\$31.34
55%	\$29.53	\$35.56	\$31.04	\$32.04	\$31.96
60%	\$30.17	\$36.40	\$32.25	\$32.72	\$32.64
65%	\$31.00	\$38.67	\$33.58	\$33.58	\$33.50
70%	\$31.66	\$38.95	\$33.84	\$34.31	\$34.23
75%	\$32.46	\$39.60	\$34.55	\$35.15	\$35.07
80%	\$33.14	\$39.73	\$34.93	\$35.92	\$35.83
Mean	\$29.27	\$35.02	\$30.73	\$31.70	\$31.63
Compa- Ratio	-9.7%	-4.0%	11.0%	-4.1%	-3.3%

	Wastewater Maint Supervisor	Wastewater Op & Maint Sup	Wastewater Plant Operator	Wastewater Treatment Plant Supt	Water Conserv Technician
Current Scale	19	UAW40-19	AFSMCE- 14	23	AFSMCE- 15
Minimum	\$30.26	\$30.19	\$24.61	\$42.78	\$25.81
Midpoint	\$37.05	\$36.95	\$30.12	\$52.36	\$31.60
Maximum	\$43.84	\$43.70	\$35.62	\$61.94	\$37.39
Market Percentiles					
20%	\$30.83	\$33.08	\$24.90	\$47.99	\$29.57
25%	\$31.25	\$33.97	\$26.03	\$49.25	\$30.38
30%	\$31.50	\$34.82	\$26.58	\$50.47	\$31.14
35%	\$31.89	\$35.67	\$27.52	\$51.67	\$31.91
40%	\$32.23	\$36.37	\$28.83	\$52.52	\$32.58
45%	\$33.87	\$37.22	\$29.35	\$53.86	\$33.31
50%	\$34.95	\$38.15	\$29.79	\$55.44	\$34.08
55%	\$35.23	\$38.94	\$30.38	\$56.68	\$34.77
60%	\$35.49	\$39.76	\$31.15	\$57.84	\$35.51
65%	\$36.90	\$40.67	\$32.28	\$58.89	\$36.38
70%	\$38.35	\$41.62	\$33.49	\$60.40	\$37.21
75%	\$39.04	\$42.54	\$33.58	\$61.54	\$38.08
80%	\$39.45	\$43.56	\$33.61	\$63.21	\$38.95
Mean	\$34.98	\$38.41	\$29.79	\$55.65	\$34.36
Compa- Ratio	6.0%	-3.2%	1.1%	-5.6%	-7.3%

	Water Distrib Supervisor	Water Metering Ops Lead	Water Systems Supervisor	Water Treat Plant Ops Sup	Water Treat Plant Operator
Current Scale	UAW40-16	UAW40-14	UAW40-19	UAW40-19	AFSMCE- 14
Minimum	\$26.04	\$23.58	\$30.19	\$30.19	\$24.61
Midpoint	\$31.87	\$28.87	\$36.95	\$36.95	\$30.12
Maximum	\$37.70	\$34.15	\$43.70	\$43.70	\$35.62
Market Percentiles					
20%	\$31.36	\$27.23	\$33.45	\$33.61	\$26.34
25%	\$31.51	\$27.98	\$34.77	\$34.54	\$26.68
30%	\$31.87	\$28.69	\$35.76	\$35.87	\$27.46
35%	\$32.00	\$29.39	\$36.45	\$36.75	\$28.27
40%	\$33.37	\$30.04	\$36.79	\$37.15	\$28.66
45%	\$33.69	\$30.70	\$37.39	\$38.26	\$29.10
50%	\$33.94	\$31.37	\$38.43	\$39.46	\$30.12
55%	\$35.37	\$31.99	\$39.34	\$40.85	\$30.55
60%	\$36.55	\$32.67	\$40.48	\$41.21	\$31.75
65%	\$37.70	\$33.52	\$41.61	\$41.48	\$32.18
70%	\$37.88	\$34.26	\$41.70	\$42.23	\$33.00
75%	\$38.21	\$35.09	\$42.45	\$43.23	\$33.58
80%	\$41.21	\$35.86	\$43.27	\$44.75	\$33.92
Mean	\$35.07	\$31.65	\$38.76	\$39.68	\$30.01
Compa- Ratio	-6.1%	-8.0%	-3.9%	-6.4%	0.0%

	Water Treat Plant Supt	Welder Mechanic
Current Scale	23	AFSMCE- 14
Minimum	\$42.78	\$24.61
Midpoint	\$52.36	\$30.12
Maximum	\$61.94	\$35.62
Market Percentiles		
20%	\$48.75	\$27.93
25%	\$50.03	\$28.69
30%	\$51.27	\$29.42
35%	\$52.49	\$30.14
40%	\$53.34	\$30.80
45%	\$54.71	\$31.47
50%	\$56.33	\$32.18
55%	\$57.59	\$32.82
60%	\$58.76	\$33.52
65%	\$59.82	\$34.37
70%	\$61.36	\$35.14
75%	\$62.51	\$35.98
80%	\$64.22	\$36.78
Mean	\$56.53	\$32.46
Compa- Ratio	-7.0%	-6.4%

Table 47 – External Market Comparison – Human Resources

	HR Benefits Admin	HR Generalist	HR & Labor Rel Director	Safety & Training Coord
Current Scale	21	18	24	18
Minimum	\$35.08	\$28.78	\$47.22	\$28.78
Midpoint	\$42.96	\$35.27	\$56.96	\$35.27
Maximum	\$50.84	\$41.75	\$66.70	\$41.75
Market Percentiles				
20%	\$38.82	\$30.04	\$47.70	\$33.72
25%	\$39.85	\$30.42	\$48.72	\$34.63
30%	\$40.84	\$31.31	\$50.09	\$35.49
35%	\$41.83	\$31.63	\$50.58	\$36.36
40%	\$42.59	\$32.30	\$52.31	\$37.07
45%	\$43.62	\$33.85	\$53.40	\$37.94
50%	\$44.81	\$34.95	\$54.77	\$38.89
55%	\$45.77	\$35.51	\$57.11	\$39.71
60%	\$46.72	\$35.86	\$57.77	\$40.54
65%	\$47.68	\$36.43	\$58.49	\$41.45
70%	\$48.85	\$36.87	\$60.50	\$42.43
75%	\$49.86	\$38.09	\$61.36	\$43.36
80%	\$51.13	\$38.82	\$62.41	\$44.41
Mean	\$45.05	\$34.51	\$55.26	\$39.15
Compa-Ratio	-4.1%	0.9%	4.0%	-9.3%

Table 48 – External Market Comparison – Human Services

	Admin Specialist II	Human Services Director	Welfare Case Technician
Current Scale	UAW40-11	24	UAW375-14
Minimum	\$20.33	\$47.22	\$23.58
Midpoint	\$24.89	\$56.96	\$28.87
Maximum	\$29.45	\$66.70	\$34.15
Market Percentiles			
20%	\$22.33	\$49.55	\$28.02
25%	\$22.75	\$50.85	\$28.67
30%	\$23.57	\$52.11	\$28.84
35%	\$23.75	\$53.35	\$29.63
40%	\$24.25	\$54.21	\$31.17
45%	\$24.90	\$55.60	\$31.65
50%	\$25.18	\$57.26	\$32.13
55%	\$25.91	\$58.54	\$32.74
60%	\$26.12	\$59.73	\$34.21
65%	\$26.73	\$60.79	\$34.57
70%	\$28.11	\$62.36	\$35.55
75%	\$28.84	\$63.53	\$35.81
80%	\$29.49	\$65.27	\$36.22
Mean	\$26.03	\$57.46	\$32.49
Compa-Ratio	-1.2%	-0.5%	-10.2%

Table 49 – External Market Comparison – Information Technology

	Assistant IT Director	IT Director	IT Helpdesk	Network Security Engineer	Systems Admin I
Current Scale	23	24	13	21	17
Minimum	\$42.78	\$47.22	\$22.52	\$35.08	\$27.40
Midpoint	\$52.36	\$56.96	\$27.57	\$42.96	\$33.57
Maximum	\$61.94	\$66.70	\$32.61	\$50.84	\$39.73
Market Percentiles					
20%	\$48.26	\$53.32	\$25.99	\$36.93	\$31.64
25%	\$49.53	\$54.31	\$26.70	\$37.92	\$32.50
30%	\$50.76	\$55.47	\$27.38	\$38.86	\$33.31
35%	\$51.97	\$57.17	\$28.06	\$39.80	\$34.13
40%	\$52.82	\$58.61	\$28.69	\$40.54	\$34.82
45%	\$54.16	\$60.30	\$29.31	\$41.52	\$35.62
50%	\$55.76	\$62.04	\$29.92	\$42.61	\$36.48
55%	\$57.01	\$62.78	\$30.51	\$43.52	\$37.24
60%	\$58.17	\$64.36	\$31.16	\$44.43	\$38.02
65%	\$59.22	\$65.33	\$32.00	\$45.37	\$38.91
70%	\$60.74	\$67.00	\$32.69	\$46.47	\$39.81
75%	\$61.89	\$68.13	\$33.51	\$47.45	\$40.71
80%	\$63.58	\$70.90	\$34.22	\$48.64	\$41.67
Mean	\$55.97	\$62.08	\$30.21	\$42.86	\$36.75
Compa- Ratio	-6.1%	-8.2%	-7.9%	0.8%	-8.0%

	Systems Admin II	Systems Analyst I
Current Scale	19	20
Minimum	\$30.26	\$31.82
Midpoint	\$37.05	\$38.94
Maximum	\$43.84	\$46.06
Market Percentiles		
20%	\$32.99	\$34.43
25%	\$33.88	\$35.36
30%	\$34.73	\$36.24
35%	\$35.58	\$37.12
40%	\$36.28	\$37.84
45%	\$37.12	\$38.73
50%	\$38.05	\$39.72
55%	\$38.84	\$40.55
60%	\$39.65	\$41.40
65%	\$40.56	\$42.32
70%	\$41.51	\$43.33
75%	\$42.43	\$44.27
80%	\$43.45	\$45.35
Mean	\$38.31	\$39.98
Compa-Ratio	-2.6%	-2.0%

Table 50 – External Market Comparison – Library

	Admin Library Technician	Adult Svcs Outreach Coord	Asst Lib Dir & Tech Svcs Mgr	Circulation Supervisor	Library Assistant II
Current Scale	UAW375- 12	21	22	UAW40-14	UAW40-9
Minimum	\$21.39	\$35.08	\$38.75	\$23.58	\$18.44
Midpoint	\$26.16	\$42.96	\$47.44	\$28.87	\$22.57
Maximum	\$30.92	\$50.84	\$56.12	\$34.15	\$26.70
Market Percentiles					
20%	\$24.18	\$38.16	\$45.40	\$27.32	\$19.73
25%	\$24.86	\$39.18	\$46.60	\$28.07	\$20.29
30%	\$25.49	\$40.15	\$47.75	\$28.78	\$20.81
35%	\$26.13	\$41.12	\$48.90	\$29.49	\$21.34
40%	\$26.77	\$41.88	\$49.72	\$30.14	\$21.92
45%	\$27.31	\$42.89	\$50.97	\$30.80	\$22.33
50%	\$27.81	\$44.05	\$52.45	\$31.47	\$22.67
55%	\$28.33	\$44.99	\$53.61	\$32.10	\$23.06
60%	\$28.94	\$45.92	\$54.70	\$32.78	\$23.57
65%	\$29.81	\$46.88	\$55.73	\$33.63	\$24.35
70%	\$30.41	\$48.02	\$57.14	\$34.37	\$24.81
75%	\$31.23	\$49.02	\$58.25	\$35.21	\$25.53
80%	\$31.83	\$50.26	\$59.81	\$35.98	\$25.97
Mean	\$28.13	\$44.29	\$52.66	\$31.76	\$22.98
Compa- Ratio	-6.0%	-2.5%	-9.6%	-8.3%	-0.4%

	Library Director	Library Page	Library Technician	Reference Librarian	Youth Services Manager
Current Scale	24	UAW40-6	UAW375-12	18	21
Minimum	\$47.22	\$15.90	\$21.39	\$28.78	\$35.08
Midpoint	\$56.96	\$19.44	\$26.16	\$35.27	\$42.96
Maximum	\$66.70	\$22.98	\$30.92	\$41.75	\$50.84
Market Percentiles					
20%	\$43.92	\$12.15	\$21.41	\$31.86	\$37.01
25%	\$44.51	\$12.45	\$21.81	\$32.73	\$38.00
30%	\$46.22	\$13.13	\$22.81	\$33.55	\$38.95
35%	\$48.10	\$13.52	\$23.29	\$34.37	\$39.89
40%	\$49.04	\$13.98	\$24.42	\$35.06	\$40.63
45%	\$50.04	\$14.29	\$25.57	\$35.86	\$41.61
50%	\$50.58	\$14.81	\$26.29	\$36.74	\$42.71
55%	\$52.34	\$15.08	\$27.25	\$37.50	\$43.62
60%	\$53.57	\$15.61	\$27.81	\$38.29	\$44.53
65%	\$55.64	\$16.10	\$28.23	\$39.18	\$45.47
70%	\$56.22	\$16.47	\$28.54	\$40.09	\$46.58
75%	\$57.48	\$16.78	\$29.37	\$40.99	\$47.55
80%	\$59.91	\$18.14	\$31.01	\$41.96	\$48.75
Mean	\$51.66	\$15.31	\$26.14	\$37.01	\$42.96
Compa-Ratio	12.6%	31.3%	-0.5%	-4.0%	0.6%

Table 51 – External Market Comparison – Parks & Recreation

	Admin Technician III	Asst Dir Parks & Rec	Assistant Golf Pro	Building & Grounds Supervisor	Cemetery Admin
Current Scale	UAW40-12	23	16	UAW40-16	UAW40-19
Minimum	\$21.39	\$42.78	\$26.10	\$26.04	\$30.19
Midpoint	\$26.16	\$52.36	\$31.95	\$31.87	\$36.95
Maximum	\$30.92	\$61.94	\$37.80	\$37.70	\$43.70
Market Percentiles					
20%	\$24.99	\$47.54	\$28.18	\$29.61	\$32.38
25%	\$25.68	\$48.79	\$28.96	\$30.42	\$33.26
30%	\$26.33	\$50.00	\$29.69	\$31.18	\$34.09
35%	\$26.99	\$51.19	\$30.42	\$31.95	\$34.92
40%	\$27.61	\$52.03	\$31.07	\$32.62	\$35.62
45%	\$28.20	\$53.36	\$31.76	\$33.35	\$36.45
50%	\$28.77	\$54.92	\$32.47	\$34.13	\$37.34
55%	\$29.32	\$56.15	\$33.12	\$34.82	\$38.12
60%	\$29.95	\$57.29	\$33.83	\$35.56	\$38.92
65%	\$30.78	\$58.34	\$34.69	\$36.43	\$39.82
70%	\$31.44	\$59.83	\$35.46	\$37.26	\$40.75
75%	\$32.24	\$60.97	\$36.31	\$38.13	\$41.66
80%	\$32.91	\$62.62	\$37.12	\$39.00	\$42.65
Mean	\$29.06	\$55.13	\$32.76	\$34.41	\$37.61
Compa- Ratio	-9.1%	-4.7%	-1.6%	-6.6%	-1.1%

	Cemetery Maint Specialist	Course & Facilities	Custodian	Equipment Maint Mechanic	Equipment Maint Mech II
Current Scale	AFSMCE- 13	21	UAW40-6	AFSMCE- 14	AFSMCE- 15
Minimum	\$23.42	\$35.08	\$15.90	\$24.61	\$25.81
Midpoint	\$28.66	\$42.96	\$19.44	\$30.12	\$31.60
Maximum	\$33.90	\$50.84	\$22.98	\$35.62	\$37.39
Market Percentiles					
20%	\$25.68	\$38.90	\$18.04	\$26.99	\$29.22
25%	\$26.39	\$39.94	\$18.56	\$27.73	\$30.02
30%	\$27.06	\$40.93	\$19.17	\$28.43	\$30.77
35%	\$27.73	\$41.92	\$19.65	\$29.13	\$31.53
40%	\$28.36	\$42.68	\$20.14	\$29.78	\$32.19
45%	\$28.97	\$43.72	\$20.97	\$30.42	\$32.92
50%	\$29.57	\$44.90	\$21.59	\$31.08	\$33.67
55%	\$30.15	\$45.87	\$21.69	\$31.70	\$34.35
60%	\$30.79	\$46.82	\$22.02	\$32.37	\$35.08
65%	\$31.63	\$47.78	\$23.16	\$33.22	\$35.95
70%	\$32.31	\$48.95	\$24.05	\$33.95	\$36.76
75%	\$33.12	\$49.96	\$24.54	\$34.78	\$37.63
80%	\$33.82	\$51.24	\$24.88	\$35.54	\$38.48
Mean	\$29.86	\$45.14	\$21.41	\$31.37	\$33.95
Compa- Ratio	-3.1%	-4.3%	-10.0%	-3.1%	-6.2%

	Equipment Operator III	Field Maint Specialist	Fiscal Supervisor B	Fiscal Technician II	Golf Operations Pro
Current Scale	AFSMCE-12	AFSMCE-13	UAW375-14	UAW40-10	22
Minimum	\$22.26	\$23.42	\$23.58	\$19.38	\$38.75
Midpoint	\$27.27	\$28.66	\$28.87	\$23.70	\$47.44
Maximum	\$32.27	\$33.90	\$34.15	\$28.01	\$56.12
Market Percentiles					
20%	\$25.25	\$27.28	\$26.40	\$21.28	\$42.72
25%	\$25.48	\$28.03	\$27.13	\$21.88	\$43.85
30%	\$26.19	\$28.74	\$27.81	\$22.44	\$44.94
35%	\$27.30	\$29.45	\$28.50	\$23.00	\$46.02
40%	\$27.38	\$30.09	\$29.14	\$23.59	\$46.81
45%	\$27.96	\$30.75	\$29.77	\$24.05	\$47.98
50%	\$28.24	\$31.43	\$30.40	\$24.46	\$49.33
55%	\$28.40	\$32.05	\$31.00	\$24.90	\$50.41
60%	\$28.97	\$32.73	\$31.66	\$25.45	\$51.45
65%	\$29.52	\$33.58	\$32.50	\$26.25	\$52.45
70%	\$30.17	\$34.32	\$33.21	\$26.76	\$53.76
75%	\$31.12	\$35.16	\$34.03	\$27.51	\$54.83
80%	\$31.82	\$35.93	\$34.76	\$28.02	\$56.27
Mean	\$28.48	\$31.71	\$30.69	\$24.77	\$49.56
Compa-Ratio	-3.5%	-8.8%	-5.1%	-3.1%	-3.8%

	Guest Services Associate	Laborer Truck Driver	Maint Technician	Parks & Recreation Director	Parks Supervisor
Current Scale	9	AFSMCE-10	AFSMCE-12	24	UAW40-17
Minimum	\$18.49	\$20.17	\$22.26	\$47.22	\$27.34
Midpoint	\$22.62	\$24.69	\$27.27	\$56.96	\$33.47
Maximum	\$26.75	\$29.20	\$32.27	\$66.70	\$39.60
Market Percentiles					
20%	\$21.71	\$22.76	\$24.22	\$41.33	\$31.62
25%	\$22.32	\$22.90	\$24.68	\$43.00	\$32.47
30%	\$22.89	\$23.09	\$24.77	\$44.99	\$33.29
35%	\$23.47	\$23.90	\$26.13	\$45.59	\$34.10
40%	\$24.06	\$24.69	\$26.47	\$46.90	\$34.79
45%	\$24.53	\$24.99	\$26.85	\$48.61	\$35.59
50%	\$24.96	\$25.22	\$26.89	\$48.97	\$36.45
55%	\$25.42	\$25.43	\$27.15	\$49.66	\$37.20
60%	\$25.97	\$25.96	\$29.09	\$50.09	\$37.99
65%	\$26.77	\$26.46	\$29.63	\$53.20	\$38.88
70%	\$27.30	\$26.90	\$30.11	\$55.06	\$39.78
75%	\$28.05	\$27.23	\$31.03	\$56.13	\$40.68
80%	\$28.58	\$27.72	\$31.46	\$56.81	\$41.64
Mean	\$25.27	\$25.38	\$27.79	\$49.29	\$36.72
Compa-Ratio	-9.4%	-2.1%	1.4%	16.3%	-8.2%

	Recreation Assistant	Recreation Specialist	Recreation Supervisor	Senior Maint Aide
Current Scale	UAW375-13	UAW40-12	20	AFSMCE-11
Minimum	\$22.44	\$21.39	\$31.82	\$21.20
Midpoint	\$27.47	\$26.16	\$38.94	\$25.96
Maximum	\$32.50	\$30.92	\$46.06	\$30.71
Market Percentiles				
20%	\$25.31	\$25.47	\$34.54	\$22.23
25%	\$26.02	\$26.17	\$35.47	\$22.85
30%	\$26.68	\$26.83	\$36.35	\$23.43
35%	\$27.34	\$27.50	\$37.24	\$24.02
40%	\$28.00	\$28.13	\$37.95	\$24.62
45%	\$28.58	\$28.73	\$38.85	\$25.11
50%	\$29.13	\$29.32	\$39.84	\$25.56
55%	\$29.68	\$29.89	\$40.68	\$26.03
60%	\$30.32	\$30.53	\$41.53	\$26.60
65%	\$31.19	\$31.37	\$42.45	\$27.40
70%	\$31.84	\$32.04	\$43.46	\$27.95
75%	\$32.67	\$32.84	\$44.40	\$28.71
80%	\$33.33	\$33.54	\$45.49	\$29.26
Mean	\$29.45	\$29.61	\$40.10	\$25.86
Compa-Ratio	-5.7%	-10.8%	-2.3%	1.5%

Table 52 – External Market Comparison – Police

	Admin Assistant	Admin Technician I	Admin Technician II	Admin Technician III	Community Services Aide
Current Scale	UAW375-13	UAW40-9	UAW40-10	UAW40-12	9
Minimum	\$22.44	\$18.44	\$19.38	\$21.39	\$18.49
Midpoint	\$27.47	\$22.57	\$23.70	\$26.16	\$22.62
Maximum	\$32.50	\$26.70	\$28.01	\$30.92	\$26.75
Market Percentiles					
20%	\$24.00	\$19.48	\$21.97	\$24.99	\$22.39
25%	\$24.83	\$20.04	\$22.59	\$25.68	\$23.02
30%	\$26.03	\$20.55	\$23.16	\$26.33	\$23.60
35%	\$27.04	\$21.08	\$23.74	\$26.99	\$24.19
40%	\$27.52	\$21.65	\$24.34	\$27.61	\$24.79
45%	\$27.81	\$22.05	\$24.82	\$28.20	\$25.29
50%	\$28.48	\$22.38	\$25.26	\$28.77	\$25.75
55%	\$29.19	\$22.77	\$25.73	\$29.32	\$26.22
60%	\$29.50	\$23.27	\$26.29	\$29.95	\$26.80
65%	\$31.58	\$24.05	\$27.09	\$30.78	\$27.60
70%	\$32.57	\$24.50	\$27.63	\$31.44	\$28.16
75%	\$32.74	\$25.22	\$28.38	\$32.24	\$28.92
80%	\$33.76	\$25.65	\$28.92	\$32.91	\$29.48
Mean	\$29.11	\$22.69	\$25.57	\$29.06	\$26.05
Compa-Ratio	-3.5%	0.9%	-9.1%	-6.2%	-12.2%

	Deputy Police Chief Admin/Ops	Fiscal Supervisor B	Fiscal Technician III	Parking Officer & Equip Tech	Parking Supervisor
Current Scale	24	UAW375- 14	UAW40-12	12	18
Minimum	\$47.22	\$23.58	\$21.39	\$21.42	\$28.78
Midpoint	\$56.96	\$28.87	\$26.16	\$26.22	\$35.27
Maximum	\$66.70	\$34.15	\$30.92	\$31.01	\$41.75
Market Percentiles					
20%	\$50.23	\$26.40	\$23.52	\$23.02	\$32.57
25%	\$50.88	\$27.13	\$24.18	\$23.66	\$33.45
30%	\$53.16	\$27.81	\$24.79	\$24.26	\$34.28
35%	\$55.89	\$28.50	\$25.41	\$24.87	\$35.12
40%	\$56.81	\$29.14	\$26.02	\$25.47	\$35.82
45%	\$57.29	\$29.77	\$26.56	\$25.99	\$36.65
50%	\$58.30	\$30.40	\$27.06	\$26.48	\$37.56
55%	\$60.50	\$31.00	\$27.57	\$26.97	\$38.33
60%	\$62.01	\$31.66	\$28.17	\$27.56	\$39.14
65%	\$62.98	\$32.50	\$28.99	\$28.37	\$40.04
70%	\$64.70	\$33.21	\$29.59	\$28.95	\$40.98
75%	\$64.96	\$34.03	\$30.36	\$29.72	\$41.89
80%	\$65.21	\$34.76	\$30.97	\$30.30	\$42.89
Mean	\$58.43	\$30.69	\$27.36	\$26.78	\$37.82
Compa- Ratio	-2.3%	-5.1%	-3.4%	-1.0%	-6.1%

	Police Chief	Police Dispatch Supervisor	Police Dispatcher	Police Dispatcher II	Police Lieutenant
Current Scale	25	16	13	14	CPSA-9
Minimum	\$52.12	\$26.10	\$22.52	\$23.67	\$42.11
Midpoint	\$61.98	\$31.95	\$27.57	\$28.95	\$48.50
Maximum	\$71.83	\$37.80	\$32.61	\$34.23	\$54.89
Market Percentiles					
20%	\$54.20	\$30.82	\$23.89	\$25.65	\$46.06
25%	\$55.11	\$31.51	\$24.00	\$26.00	\$47.20
30%	\$56.00	\$31.81	\$24.20	\$26.46	\$47.89
35%	\$56.58	\$32.03	\$24.84	\$27.87	\$48.39
40%	\$57.69	\$32.35	\$24.98	\$28.33	\$49.14
45%	\$60.09	\$32.94	\$25.40	\$28.70	\$50.15
50%	\$62.46	\$32.98	\$26.36	\$28.73	\$51.89
55%	\$64.09	\$33.42	\$26.67	\$28.98	\$52.58
60%	\$65.53	\$34.04	\$26.95	\$29.11	\$53.46
65%	\$67.14	\$34.80	\$27.55	\$30.09	\$53.80
70%	\$69.79	\$35.22	\$28.11	\$31.39	\$54.86
75%	\$71.49	\$35.85	\$28.48	\$32.97	\$55.00
80%	\$75.05	\$36.24	\$28.79	\$34.17	\$55.39
Mean	\$63.75	\$33.65	\$26.48	\$29.60	\$50.56
Compa-Ratio	-0.8%	-3.1%	4.6%	0.8%	-6.5%

	Police Officer	Police Sergeant	Police Social Worker	Property Room Technician	Records Supervisor
Current Scale	CPPA-1	CPSA-4	18	9	UAW40-14
Minimum	\$29.65	\$37.20	\$28.78	\$18.49	\$23.58
Midpoint	\$34.48	\$42.67	\$35.27	\$22.62	\$28.87
Maximum	\$39.31	\$48.13	\$41.75	\$26.75	\$34.15
Market Percentiles					
20%	\$28.98	\$39.91	\$33.73	\$21.98	\$25.94
25%	\$29.67	\$41.04	\$34.64	\$22.60	\$26.66
30%	\$30.28	\$41.36	\$35.50	\$23.17	\$27.33
35%	\$30.86	\$42.59	\$36.37	\$23.75	\$28.01
40%	\$31.48	\$42.79	\$37.08	\$24.35	\$28.65
45%	\$32.26	\$43.06	\$37.95	\$24.83	\$29.26
50%	\$33.46	\$43.64	\$38.91	\$25.27	\$29.87
55%	\$34.00	\$44.56	\$39.72	\$25.74	\$30.46
60%	\$34.83	\$45.12	\$40.55	\$26.30	\$31.11
65%	\$35.12	\$45.60	\$41.46	\$27.10	\$31.95
70%	\$36.01	\$46.66	\$42.44	\$27.64	\$32.64
75%	\$36.89	\$47.70	\$43.37	\$28.40	\$33.45
80%	\$38.32	\$48.18	\$44.42	\$28.94	\$34.16
Mean	\$33.18	\$43.81	\$39.17	\$25.58	\$30.16
Compa-Ratio	3.1%	-2.2%	-9.4%	-10.5%	-3.4%

Proposed Salary Schedule

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 95%, 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 Concord. As a result, the following 10-step salary scale for non-contractual employees is recommended, presented in Table 53.

The spread between the minimum and maximum salary for all employees was set to 45% (the average market spread for all titles was 34.0%). The Ladders, i.e., the distance between grades, was set to be 7.5%. Larger Ladders were included to increase the incentive for employees to seek positions of greater responsibility and to make it financially beneficial.

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 53 – Proposed Salary Schedule – Non-Contractual Wage Schedule

Grade	Min	Mid	Max	Annual Min	Annual Mid	Annual Max
1	\$15.00	\$18.38	\$21.75	\$31,200	\$38,220	\$45,240
2	\$16.13	\$19.75	\$23.38	\$33,540	\$41,087	\$48,633
3	\$17.33	\$21.23	\$25.13	\$36,056	\$44,168	\$52,280
4	\$18.63	\$22.83	\$27.02	\$38,760	\$47,481	\$56,202
5	\$20.03	\$24.54	\$29.05	\$41,667	\$51,042	\$60,417
6	\$21.53	\$26.38	\$31.22	\$44,792	\$54,870	\$64,948
7	\$23.15	\$28.36	\$33.57	\$48,151	\$58,985	\$69,819
8	\$24.89	\$30.49	\$36.08	\$51,762	\$63,409	\$75,055
9	\$26.75	\$32.77	\$38.79	\$55,645	\$68,165	\$80,685
10	\$28.76	\$35.23	\$41.70	\$59,818	\$73,277	\$86,736
11	\$30.92	\$37.87	\$44.83	\$64,304	\$78,773	\$93,241
12	\$33.23	\$40.71	\$48.19	\$69,127	\$84,681	\$100,234
13	\$35.73	\$43.77	\$51.80	\$74,312	\$91,032	\$107,752
14	\$38.41	\$47.05	\$55.69	\$79,885	\$97,859	\$115,833
15	\$41.29	\$50.58	\$59.87	\$85,876	\$105,198	\$124,521
16	\$44.38	\$54.37	\$64.36	\$92,317	\$113,088	\$133,860
17	\$47.71	\$58.45	\$69.18	\$99,241	\$121,570	\$143,899
18	\$51.29	\$62.83	\$74.37	\$106,684	\$130,688	\$154,692
19	\$55.14	\$67.54	\$79.95	\$114,685	\$140,489	\$166,293
20	\$59.27	\$72.61	\$85.94	\$123,286	\$151,026	\$178,765
21	\$63.72	\$78.05	\$92.39	\$132,533	\$162,353	\$192,173
22	\$68.50	\$83.91	\$99.32	\$142,473	\$174,529	\$206,586

Grade	Step 1 Min	Step 2	Step 3	Step 4	Step 5
1	\$15.00	\$15.75	\$16.50	\$17.25	\$18.00
2	\$16.13	\$16.93	\$17.74	\$18.54	\$19.35
3	\$17.33	\$18.20	\$19.07	\$19.93	\$20.80
4	\$18.63	\$19.57	\$20.50	\$21.43	\$22.36
5	\$20.03	\$21.03	\$22.04	\$23.04	\$24.04
6	\$21.53	\$22.61	\$23.69	\$24.76	\$25.84
7	\$23.15	\$24.31	\$25.46	\$26.62	\$27.78
8	\$24.89	\$26.13	\$27.37	\$28.62	\$29.86
9	\$26.75	\$28.09	\$29.43	\$30.76	\$32.10
10	\$28.76	\$30.20	\$31.63	\$33.07	\$34.51
11	\$30.92	\$32.46	\$34.01	\$35.55	\$37.10
12	\$33.23	\$34.90	\$36.56	\$38.22	\$39.88
13	\$35.73	\$37.51	\$39.30	\$41.09	\$42.87
14	\$38.41	\$40.33	\$42.25	\$44.17	\$46.09
15	\$41.29	\$43.35	\$45.42	\$47.48	\$49.54
16	\$44.38	\$46.60	\$48.82	\$51.04	\$53.26
17	\$47.71	\$50.10	\$52.48	\$54.87	\$57.25
18	\$51.29	\$53.85	\$56.42	\$58.98	\$61.55
19	\$55.14	\$57.89	\$60.65	\$63.41	\$66.16
20	\$59.27	\$62.24	\$65.20	\$68.16	\$71.13
21	\$63.72	\$66.90	\$70.09	\$73.28	\$76.46
22	\$68.50	\$71.92	\$75.35	\$78.77	\$82.20

Grade	Step 6	Step 7	Step 8	Step 9	Step 10 Max
1	\$18.75	\$19.50	\$20.25	\$21.00	\$21.75
2	\$20.16	\$20.96	\$21.77	\$22.58	\$23.38
3	\$21.67	\$22.53	\$23.40	\$24.27	\$25.13
4	\$23.29	\$24.22	\$25.16	\$26.09	\$27.02
5	\$25.04	\$26.04	\$27.04	\$28.04	\$29.05
6	\$26.92	\$27.99	\$29.07	\$30.15	\$31.22
7	\$28.94	\$30.09	\$31.25	\$32.41	\$33.57
8	\$31.11	\$32.35	\$33.60	\$34.84	\$36.08
9	\$33.44	\$34.78	\$36.12	\$37.45	\$38.79
10	\$35.95	\$37.39	\$38.82	\$40.26	\$41.70
11	\$38.64	\$40.19	\$41.74	\$43.28	\$44.83
12	\$41.54	\$43.20	\$44.87	\$46.53	\$48.19
13	\$44.66	\$46.44	\$48.23	\$50.02	\$51.80
14	\$48.01	\$49.93	\$51.85	\$53.77	\$55.69
15	\$51.61	\$53.67	\$55.74	\$57.80	\$59.87
16	\$55.48	\$57.70	\$59.92	\$62.14	\$64.36
17	\$59.64	\$62.03	\$64.41	\$66.80	\$69.18
18	\$64.11	\$66.68	\$69.24	\$71.81	\$74.37
19	\$68.92	\$71.68	\$74.44	\$77.19	\$79.95
20	\$74.09	\$77.05	\$80.02	\$82.98	\$85.94
21	\$79.65	\$82.83	\$86.02	\$89.20	\$92.39
22	\$85.62	\$89.05	\$92.47	\$95.90	\$99.32

Proposed Internal Equity – 50th Percentile

In Table 54 through Table 68, the resulting proposed internal equity, assuming the strategic objective of the 50th percentile of the market, for the City is presented. (Job titles represented by collective bargaining agreements have been included for illustrative purposes only, that is, no specific salary recommendations for those titles.)

Table 54 – Proposed Internal Equity – 50th Percentile

Grade	Title
21	Deputy City Manager - Development Deputy City Manager - Finance
20	City Solicitor Fire Chief Police Chief
19	Deputy City Solicitor General Services Director
18	City Prosecutor
17	Assistant Director Community Development Assistant Finance Director City Clerk City Engineer Deputy Fire Chief Deputy General Services Director Deputy Police Chief - Administration/Operations Director of Real Estate Assessments Human Resources & Labor Relations Director Human Services Director IT Director Library Director Parks & Recreation Director

Grade	Title
16	Administration Division Manager Assistant Director Parks & Recreation Assistant IT Director City Planner City Treasurer Code Administrator Director of OMB Fleet Manager Highway & Utilities Superintendent Police Lieutenant Public Properties Superintendent Purchasing Manager Wastewater Treatment Plant Superintendent Water Treatment Plant Superintendent
15	Assistant City Planner Assistant City Prosecutor Assistant Library Director & Technical Services Manager Associate Engineer Director of Special Projects & Strategic Initiatives Golf Operations - Professional Transportation Engineer
14	Battalion Chief Police Sergeant
13	Adult Services & Outreach Coordinator Arena & Properties Manager Assistant Highway & Utilities Superintendent Chief Building Inspector City Surveyor Civil Engineer / Project Manager Course & Facilities Deputy Assessor Deputy City Clerk Fire Captain EMS Fire Captain Suppression Fire Marshal GIS Coordinator Health & Licensing Officer Human Resources Benefits Administrator Laboratory/Operations Manager Network Security Engineer Youth Services Manager

Grade	Title
12	Fire Alarm & Traffic Superintendent Fire Captain Communications Fire Captain Training Fire Lieutenant Paramedic Management & Budget Analyst Police Officer Recreation Supervisor Senior Accountant Systems Analyst I
11	Cemetery Administrator Environmental Compliance Manager Fire Lieutenant Firefighter/Paramedic GIS Analyst Human Resources Generalist Paralegal Parking Supervisor Police Social Worker Public Information Officer Public Properties Supervisor Reference Librarian Safety & Training Coordinator Senior Engineering Technician Senior Planner Senior Road Crew Supervisor Sewer System Supervisor Systems Administrator II Wastewater Maintenance Supervisor Wastewater Operations & Maintenance Supervisor Water Systems Supervisor Water Treatment Plant Operations Supervisor

Grade	Title
10	Accountant Building & Grounds Supervisor Building Inspector Code Inspector Communication Technician Electrical Inspector Engineering Technician II Facilities Maintenance Supervisor Firefighter/Advanced EMT Health Inspector Housing Inspector Licensing Coordinator Office Manager Parks Supervisor Plumbing, Mechanical & Fire Inspector Road Crew Supervisor Shop Supervisor Systems Administrator I Tree Supervisor Utility Billing Program Manager Utility Electrician Utility Mechanic
9	Appraiser Assistant Golf Professional Building Systems Supervisor Communication Coordinator Custodial Supervisor Engineering Technician I Equipment Maintenance Mechanic II Executive Assistant Firefighter/EMT Fleet Body & Maintenance Technician/Welder HVAC Technician Payroll Coordinator Police Dispatch Supervisor Police Mechanic/Equipment Technician Purchasing Agent I Sewer Maintenance Supervisor Sign & Pavement Marking Supervisor Water Conservation Technician Water Distribution Supervisor Welder/Mechanic

Grade	Title
8	Cemetery Maintenance Specialist Circulation Supervisor Equipment Maintenance Mechanic Field Maintenance Specialist Field Technician Fiscal Supervisor A Fiscal Supervisor B Fleet Maintenance Technician IT Helpdesk Lead Fire Dispatcher Police Dispatcher II Records Supervisor Sign & Pavement Marking Crew Lead Tree Maintenance Specialist Utility Technician Wastewater Crew Leader Wastewater Plant Operator Water Metering Operations Lead Water Treatment Plant Operator
7	Accounts Payable Clerk Administrative Assistant Administrative Support Specialist Automotive Parts Technician Equipment Operator III Fire Dispatcher Maintenance Technician Meter Technician Pavement Marking & Signage Technician Police Dispatcher Recreation Specialist Revenue Account Specialist Utility Customer Service Representative Welfare Case Technician

Grade	Title
6	Administrative Library Technician Administrative Specialist II Administrative Technician III Appraisal Technician Arena Supervisor Community Services Aide Equipment Operator II Fiscal Technician III Ice Maintenance Technician Laborer/Truck Driver Legal Secretary Library Technician Municipal Customer Service Representative Parking Officer & Equipment Technician Permit Technician Recreation Assistant Senior Maintenance Aide Victim Witness Advocate
5	Administrative Technician II Fiscal Technician II Guest Services Associate Maintenance & Operations Flex Technician Maintenance Aide Painter Property Room Technician
4	Administrative Technician I Custodian Library Assistant II
3	
2	Library Page
1	

Table 55 – Proposed Internal Equity – Assessing

Grade	Title
17	Director of Real Estate Assessments
13	Deputy Assessor
9	Appraiser
7	Administrative Assistant
6	Appraisal Technician

Table 56 – Proposed Internal Equity – City Clerk’s Office

Grade	Title
17	City Clerk
13	Deputy City Clerk
5	Administrative Technician II

Table 57 – Proposed Internal Equity – City Manager’s Office

Grade	Title
11	Public Information Officer
9	Executive Assistant

Table 58 – Proposed Internal Equity – City Solicitor’s Office

Grade	Title
20	City Solicitor
19	Deputy City Solicitor
18	City Prosecutor
15	Assistant City Prosecutor
11	Paralegal
6	Legal Secretary Victim Witness Advocate

Table 59 – Proposed Internal Equity – Community Development

Grade	Title
21	Deputy City Manager - Development
17	Assistant Director Community Development City Engineer
16	City Planner Code Administrator
15	Assistant City Planner Associate Engineer Director of Special Projects & Strategic Initiatives Transportation Engineer
13	Chief Building Inspector City Surveyor Civil Engineer / Project Manager GIS Coordinator Health & Licensing Officer
11	GIS Analyst Senior Engineering Technician Senior Planner
10	Building Inspector Code Inspector Electrical Inspector Engineering Technician II Health Inspector Housing Inspector Licensing Coordinator Plumbing, Mechanical & Fire Inspector
9	Engineering Technician I
8	Fiscal Supervisor A
6	Administrative Specialist II Permit Technician

Table 60 – Proposed Internal Equity – Finance

Grade	Title
21	Deputy City Manager - Finance
17	Assistant Finance Director
16	City Treasurer Director of OMB Purchasing Manager
12	Management & Budget Analyst Senior Accountant
10	Accountant
9	Payroll Coordinator Purchasing Agent I
8	Fiscal Supervisor A
7	Accounts Payable Clerk Revenue Account Specialist
6	Fiscal Technician III Municipal Customer Service Representative

Table 61 – Proposed Internal Equity – Fire

Grade	Title
20	Fire Chief
17	Deputy Fire Chief
14	Battalion Chief
13	Fire Captain EMS Fire Captain Suppression Fire Marshal
12	Fire Alarm & Traffic Superintendent Fire Captain Communications Fire Captain Training Fire Lieutenant Paramedic
11	Fire Lieutenant Firefighter/Paramedic
10	Firefighter/Advanced EMT
9	Firefighter/EMT
8	Fiscal Supervisor A Lead Fire Dispatcher
7	Fire Dispatcher
6	Administrative Specialist II

Table 62 – Proposed Internal Equity – General Services

Grade	Title
19	General Services Director
17	Deputy General Services Director
16	Administration Division Manager Fleet Manager Highway & Utilities Superintendent Public Properties Superintendent Wastewater Treatment Plant Superintendent Water Treatment Plant Superintendent
13	Arena & Properties Manager Assistant Highway & Utilities Superintendent Laboratory/Operations Manager
11	Environmental Compliance Manager Public Properties Supervisor Senior Road Crew Supervisor Sewer System Supervisor Wastewater Maintenance Supervisor Wastewater Operations & Maintenance Supervisor Water Systems Supervisor Water Treatment Plant Operations Supervisor
10	Communication Technician Engineering Technician II Facilities Maintenance Supervisor Office Manager Road Crew Supervisor Shop Supervisor Tree Supervisor Utility Billing Program Manager Utility Electrician Utility Mechanic

Grade	Title
9	Building Systems Supervisor Communication Coordinator Custodial Supervisor Fleet Body & Maintenance Technician/Welder HVAC Technician Police Mechanic/Equipment Technician Sewer Maintenance Supervisor Sign & Pavement Marking Supervisor Water Conservation Technician Water Distribution Supervisor Welder/Mechanic
8	Field Technician Fiscal Supervisor A Fleet Maintenance Technician Sign & Pavement Marking Crew Lead Tree Maintenance Specialist Utility Technician Wastewater Crew Leader Wastewater Plant Operator Water Metering Operations Lead Water Treatment Plant Operator
7	Administrative Support Specialist Automotive Parts Technician Equipment Operator III Maintenance Technician Meter Technician Pavement Marking & Signage Technician Utility Customer Service Representative
6	Arena Supervisor Equipment Operator II Fiscal Technician III Ice Maintenance Technician Laborer/Truck Driver Senior Maintenance Aide
5	Maintenance & Operations Flex Technician Maintenance Aide Painter
4	Custodian

Table 63 – Proposed Internal Equity – Human Resources

Grade	Title
17	Human Resources & Labor Relations Director
13	Human Resources Benefits Administrator
11	Human Resources Generalist Safety & Training Coordinator

Table 64 – Proposed Internal Equity – Human Services

Grade	Title
17	Human Services Director
7	Welfare Case Technician
6	Administrative Specialist II

Table 65 – Proposed Internal Equity – Information Technology

Grade	Title
17	IT Director
16	Assistant IT Director
13	Network Security Engineer
12	Systems Analyst I
11	Systems Administrator II
10	Systems Administrator I
8	IT Helpdesk

Table 66 – Proposed Internal Equity – Library

Grade	Title
17	Library Director
15	Assistant Library Director & Technical Services Manager
13	Adult Services & Outreach Coordinator Youth Services Manager
11	Reference Librarian
8	Circulation Supervisor
6	Administrative Library Technician Library Technician
4	Library Assistant II
2	Library Page

Table 67 – Proposed Internal Equity – Parks & Recreation

Grade	Title
17	Parks & Recreation Director
16	Assistant Director Parks & Recreation
15	Golf Operations - Professional
13	Course & Facilities
12	Recreation Supervisor
11	Cemetery Administrator
10	Building & Grounds Supervisor Parks Supervisor
9	Assistant Golf Professional Equipment Maintenance Mechanic II
8	Cemetery Maintenance Specialist Equipment Maintenance Mechanic Field Maintenance Specialist Fiscal Supervisor B
7	Equipment Operator III Maintenance Technician Recreation Specialist
6	Administrative Technician III Laborer/Truck Driver Recreation Assistant Senior Maintenance Aide
5	Fiscal Technician II Guest Services Associate
4	Custodian

Table 68 – Proposed Internal Equity – Police

Grade	Title
20	Police Chief
17	Deputy Police Chief - Administration/Operations
16	Police Lieutenant
14	Police Sergeant
12	Police Officer
11	Parking Supervisor Police Social Worker
9	Police Dispatch Supervisor
8	Fiscal Supervisor B Police Dispatcher II Records Supervisor
7	Administrative Assistant Police Dispatcher
6	Administrative Technician III Community Services Aide Fiscal Technician III Parking Officer & Equipment Technician
5	Administrative Technician II Property Room Technician
4	Administrative Technician I