



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

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## Executive Summary

### External Competitiveness Takeaway

Overall, job titles at Concord are compensated 3.2% below the 50<sup>th</sup> percentile of the market (for reference, in comparison to the 60<sup>th</sup> percentile of the market job titles are 7.1% below market and 11.3% below market in comparison to the 70<sup>th</sup> percentile). The 50<sup>th</sup> percentile indicates that half of the comparators pay more/half less than 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 <sup>th</sup> Percentile<br>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                              |
|                         |  |
| <b>Overall Average</b>  | <b>3.2% below market</b>                       |

## Process

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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

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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 1<sup>st</sup> and on October 17<sup>th</sup> and 18<sup>th</sup> with groups of employees from all departments to discuss the project, their roles, and to review the job analysis questionnaire.

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

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 50<sup>th</sup> 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                                  |
|---------------------------------|--|
| <b>Administrative Assistant</b> | Deputy Assessor                            |
| Appraisal Technician            | <b>Director of Real Estate Assessments</b> |
| Appraiser                       |  |

**Table 2 – Benchmark Positions – City Clerk’s Office**

| Job Title                    | Job Title                |
|------------------------------|--------------------------|
| Administrative Technician II | <b>Deputy City Clerk</b> |
| <b>City Clerk</b>            |                          |

**Table 3 – Benchmark Positions – City Manager’s Office**

| Job Title                  | Job Title                  |
|----------------------------|----------------------------|
| <b>Executive Assistant</b> | Public Information Officer |

**Table 4 – Benchmark Positions – City Solicitor’s Office**

| Job Title                        | Job Title               |
|----------------------------------|-------------------------|
| <b>Assistant City Prosecutor</b> | <b>Legal Secretary</b>  |
| City Prosecutor                  | <b>Paralegal</b>        |
| <b>City Solicitor</b>            | Victim Witness Advocate |
| Deputy City Solicitor            |                         |

**Table 5 – Benchmark Positions – Community Development**

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

**Table 6 – Benchmark Positions – Finance**

| Job Title                            | Job Title  |
|--------------------------------------|--|
| <b>Accountant</b>                    | Management & Budget Analyst                      |
| <b>Accounts Payable Clerk</b>        | <b>Municipal Customer Service Representative</b> |
| Assistant Finance Director           | <b>Payroll Coordinator</b>                       |
| City Treasurer                       | Purchasing Agent I                               |
| <b>Deputy City Manager - Finance</b> | 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                       |
|-------------------------------------|---------------------------------|
| <b>Administrative Specialist II</b> | Fire Dispatcher                 |
| <b>Battalion Chief</b>              | <b>Fire Lieutenant</b>          |
| <b>Deputy Fire Chief</b>            | Fire Lieutenant Paramedic       |
| Fire Alarm & Traffic Superintendent | Fire Marshal                    |
| Fire Captain Communications         | <b>Firefighter/Advanced EMT</b> |
| Fire Captain EMS                    | <b>Firefighter/EMT</b>          |
| <b>Fire Captain Suppression</b>     | <b>Firefighter/Paramedic</b>    |
| Fire Captain Training               | Fiscal Supervisor A             |
| <b>Fire Chief</b>                   | 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                  | <b>General Services Director</b>           |
| Communication Coordinator                    | Highway & Utilities Superintendent         |
| Communication Technician                     | HVAC Technician                            |
| Custodial Supervisor                         | Ice Maintenance Technician                 |
| <b>Custodian</b>                             | Laboratory/Operations Manager              |
| Deputy General Services Director             | <b>Laborer/Truck Driver</b>                |
| Engineering Technician II                    | Maintenance & Operations Flex Tech         |
| Environmental Compliance Manager             | Maintenance Aide                           |
| <b>Equipment Operator II</b>                 | <b>Maintenance Technician</b>              |
| <b>Equipment Operator III</b>                | Meter Technician                           |
| <b>Facilities Maintenance Supervisor</b>     | Office Manager                             |

| Job Title                                    |
|--|
| Painter                                      |
| Pavement Marking & Signage Technician        |
| Police Mechanic/Equipment Technician         |
| Public Properties Superintendent             |
| Public Properties Supervisor                 |
| <b>Road Crew Supervisor</b>                  |
| Senior Maintenance Aide                      |
| <b>Senior Road Crew Supervisor</b>           |
| <b>Sewer Maintenance Supervisor</b>          |
| <b>Sewer System Supervisor</b>               |
| Shop Supervisor                              |
| <b>Sign &amp; Pavement Crew Lead</b>         |
| <b>Sig &amp; Pavement Marking Supervisor</b> |
| <b>Tree Maintenance Specialist</b>           |
| <b>Tree Supervisor</b>                       |
| Utility Billing Program Manager              |
| Utility Customer Service Representative      |

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

Table 9 – Benchmark Positions – Human Resources

| Job Title                              |
|--|
| Human Resources Benefits Administrator |
| <b>Human Resources Generalist</b>      |

| Job Title   |
|---|
| <b>Human Resources &amp; Labor Relations Director</b> |
| Safety & Training Coordinator                         |

Table 10 – Benchmark Positions – Human Services

| Job Title                           |
|-------------------------------------|
| <b>Administrative Specialist II</b> |
| <b>Human Services Director</b>      |

| Job Title                      |
|--------------------------------|
| <b>Welfare Case Technician</b> |
|                                |

**Table 11 – Benchmark Positions – Information Technology**

| Job Title                 | Job Title                      |
|---------------------------|--------------------------------|
| Assistant IT Director     | <b>Systems Administrator I</b> |
| <b>IT Director</b>        | Systems Administrator II       |
| IT Helpdesk               | Systems Analyst I              |
| Network Security Engineer |                                |

**Table 12 – Benchmark Positions – Library**

| Job Title   | Job Title                  |
|---|----------------------------|
| Administrative Library Technician                       | <b>Library Director</b>    |
| Adult Services & Outreach Coordinator                   | <b>Library Page</b>        |
| Assistant Library Director & Technical Services Manager | <b>Library Technician</b>  |
| Circulation Supervisor                                  | <b>Reference Librarian</b> |
| Library Assistant II                                    | Youth Services Manager     |

**Table 13 – Benchmark Positions – Parks & Recreation**

| Job Title                             | Job Title                              |
|---------------------------------------|--|
| Administrative Technician III         | Fiscal Supervisor B                    |
| Assistant Director Parks & Recreation | Fiscal Technician II                   |
| Assistant Golf Professional           | <b>Golf Operations - Professional</b>  |
| Building & Grounds Supervisor         | <b>Guest Services Associate</b>        |
| Cemetery Administrator                | Laborer/Truck Driver                   |
| Cemetery Maintenance Specialist       | Maintenance Technician                 |
| Course & Facilities                   | <b>Parks &amp; Recreation Director</b> |
| <b>Custodian</b>                      | Parks Supervisor                       |
| Equipment Maintenance Mechanic        | Recreation Assistant                   |
| Equipment Maintenance Mechanic II     | Recreation Specialist                  |
| Equipment Operator III                | Recreation Supervisor                  |
| Field Maintenance Specialist          | Senior Maintenance Aide                |

Table 14 – Benchmark Positions – Police

| Job Title  | Job Title                         |
|--|-----------------------------------|
| <b>Administrative Assistant</b>                            | <b>Police Chief</b>               |
| Administrative Technician I                                | <b>Police Dispatch Supervisor</b> |
| Administrative Technician II                               | <b>Police Dispatcher</b>          |
| Administrative Technician III                              | <b>Police Dispatcher II</b>       |
| Community Services Aide                                    | <b>Police Lieutenant</b>          |
| <b>Deputy Police Chief -<br/>Administration/Operations</b> | <b>Police Officer</b>             |
| Fiscal Supervisor B  | <b>Police Sergeant</b>            |
| 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**

| <b>Current Grade</b> | <b>Min</b> | <b>Mid</b> | <b>Max</b> | <b>Min</b> | <b>Mid</b> | <b>Max</b> |
|----------------------|------------|------------|------------|------------|------------|------------|
| 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**

| <b>Current Grade</b> | <b>Spread</b> | <b>Min Ladder</b> | <b>Mid Ladder</b> | <b>Max Ladder</b> |
|----------------------|---------------|-------------------|-------------------|-------------------|
| 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**

| <b>Current Grade</b> | <b>Spread</b> | <b>Min Ladder</b> | <b>Mid Ladder</b> | <b>Max Ladder</b> |
|----------------------|---------------|-------------------|-------------------|-------------------|
| 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**

| <b>Current Grade</b> | <b>Spread</b> | <b>Min Ladder</b> | <b>Mid Ladder</b> | <b>Max Ladder</b> |
|----------------------|---------------|-------------------|-------------------|-------------------|
| 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.

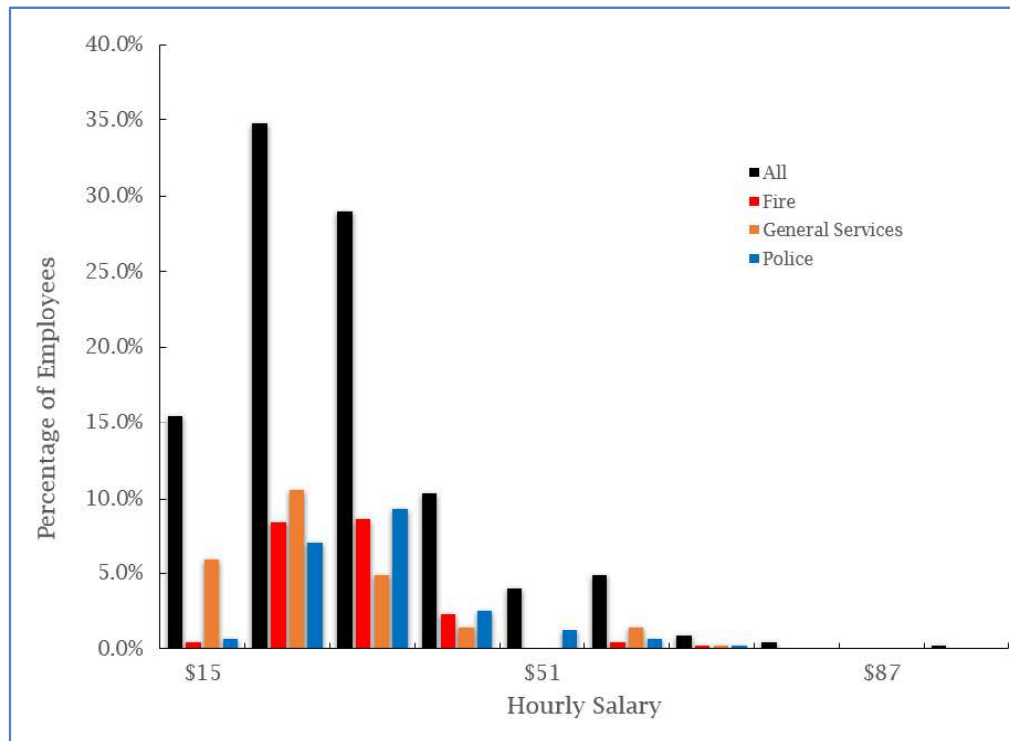


Figure 1 - Salary Distribution

### 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% R<sup>2</sup> for Fire , 83.0% R<sup>2</sup> for General Services, and 91.5% R<sup>2</sup> 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%        |
|                  |           |            |            |            |              |
| <b>IAFF42-15</b> | <b>24</b> | 0          | 0.0%       | <b>15</b>  | <b>62.5%</b> |
| 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%       |
|                  |           |            |            |            |              |
| <b>CPPA-1</b>    | <b>43</b> | 4          | 9.3%       | <b>10</b>  | <b>23.3%</b> |

| 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%       |
| <b>Total</b>  | <b>471</b> | 29         | 6.2%       | <b>189</b> | <b>40.1%</b> |

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%        |
|                  |           |           |             |           |              |
| <b>IAFF42-15</b> | <b>24</b> | 7         | 29.2%       | <b>17</b> | <b>70.8%</b> |
| 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.

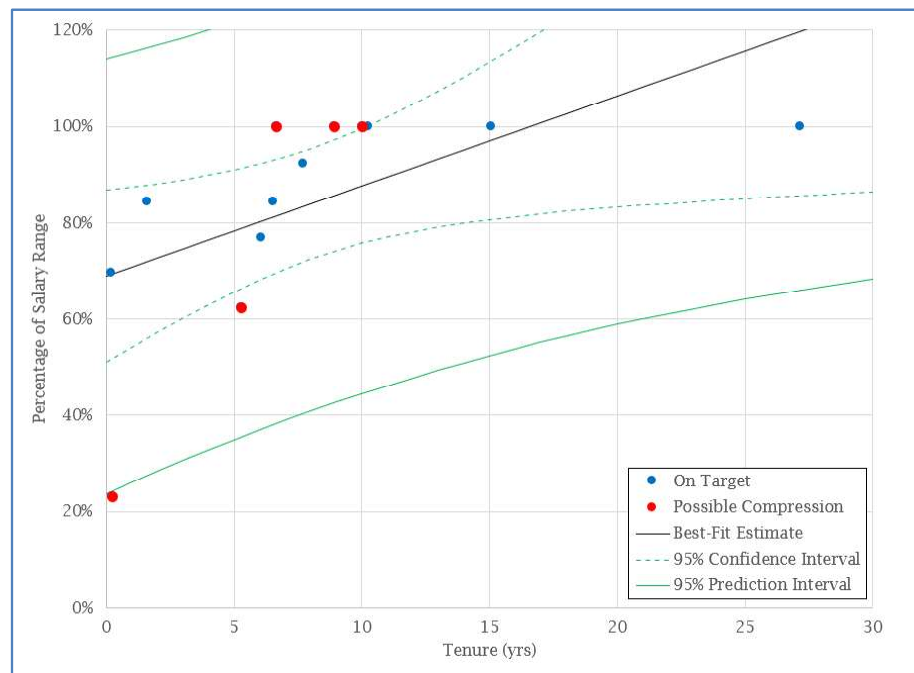


Figure 2 - Compression Plot for Grade 23

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.

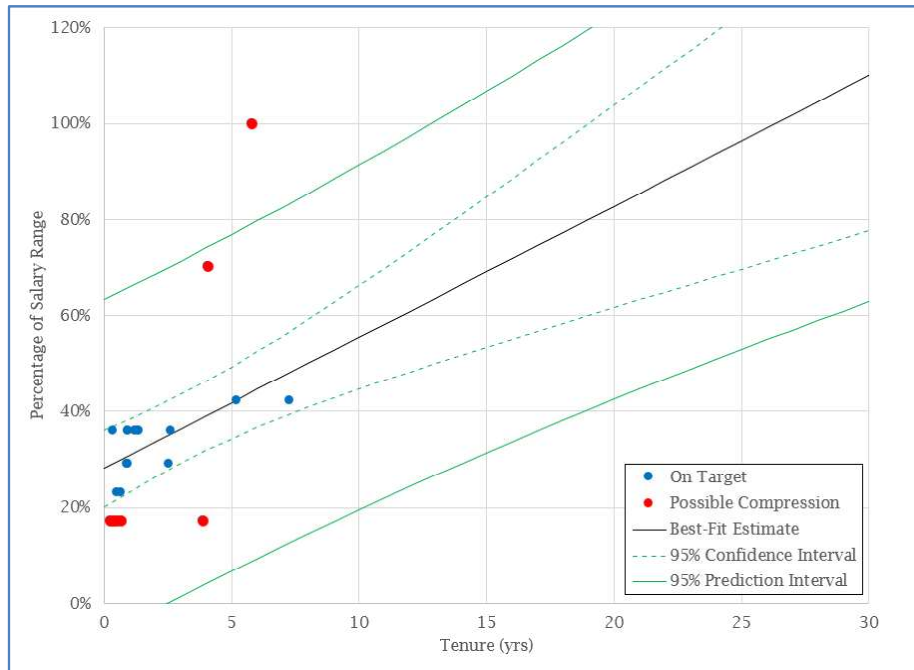
**Table 32 – Compression**

| 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      |

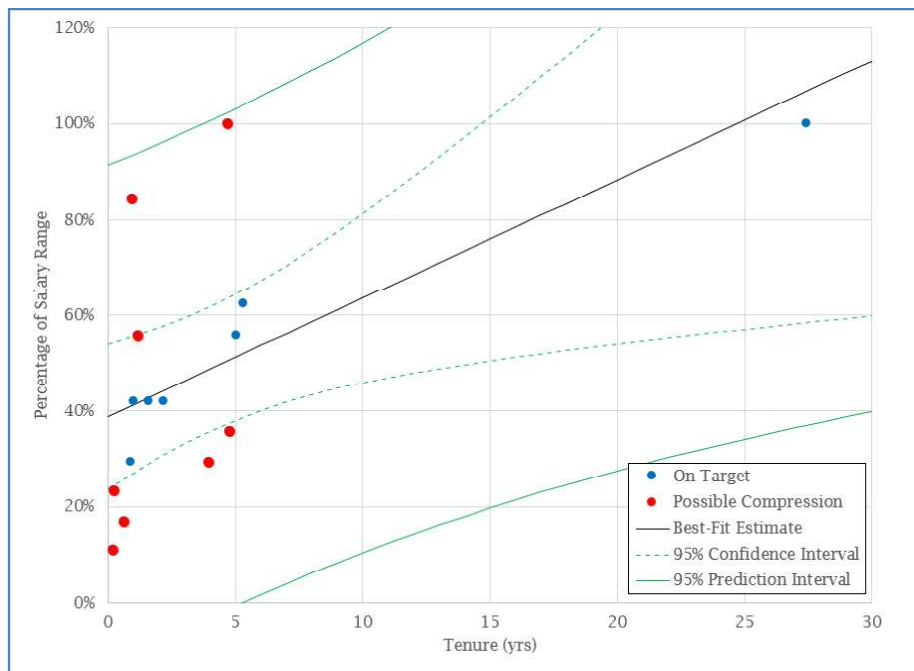
| Current Grade | Title                          | Current Pay | Adjusted Pay |
|---------------|--------------------------------|-------------|--------------|
| AFSMCE-11     | Senior Maintenance Aide        | \$24.61     | \$24.77      |
| AFSMCE-11     | Senior Maintenance Aide        | \$23.99     | \$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      |

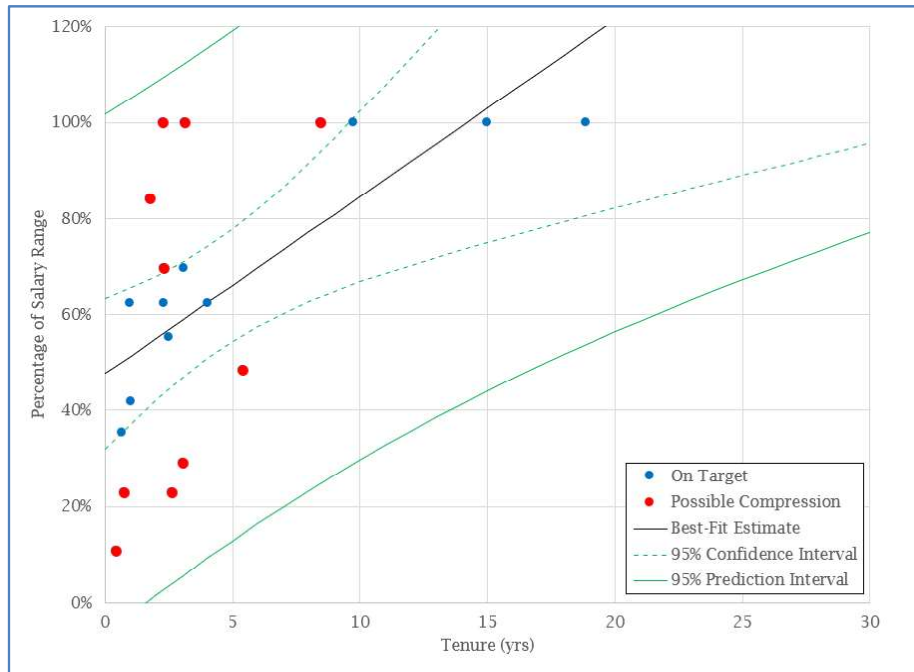
Compression plots for other grades where compression has been identified follows:



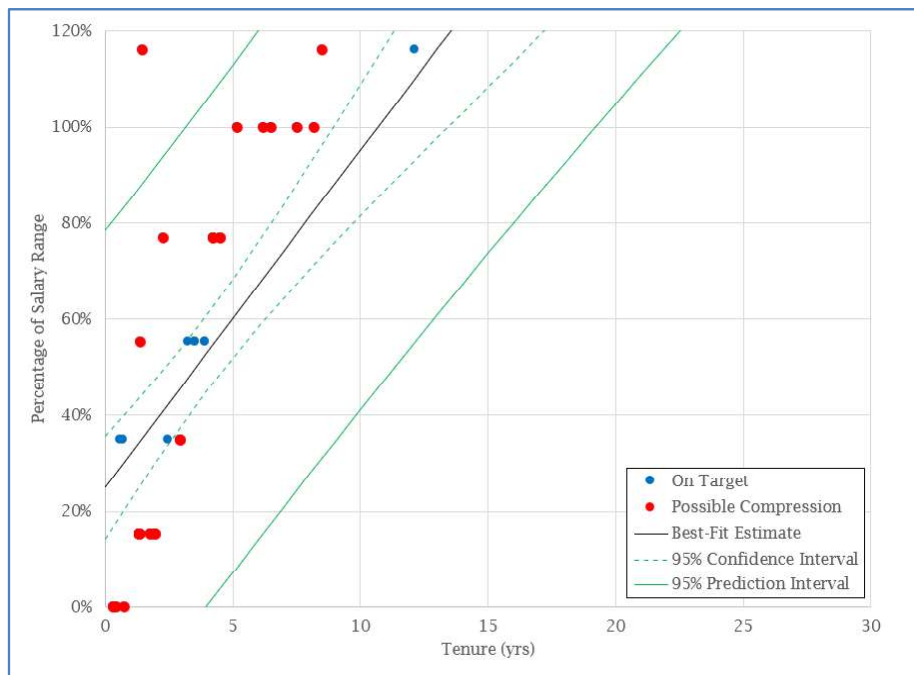
**Figure 3 - Compression Plot for Grade AFSMCE-10**



**Figure 4 - Compression Plot for Grade AFSMCE-11**

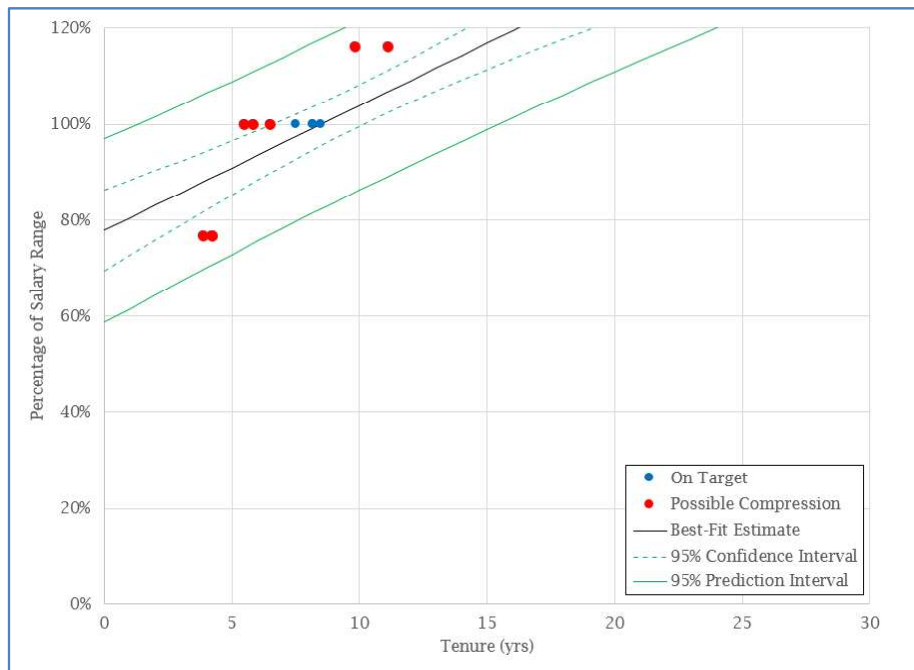


**Figure 5 - Compression Plot for Grade AFSMCE-14**

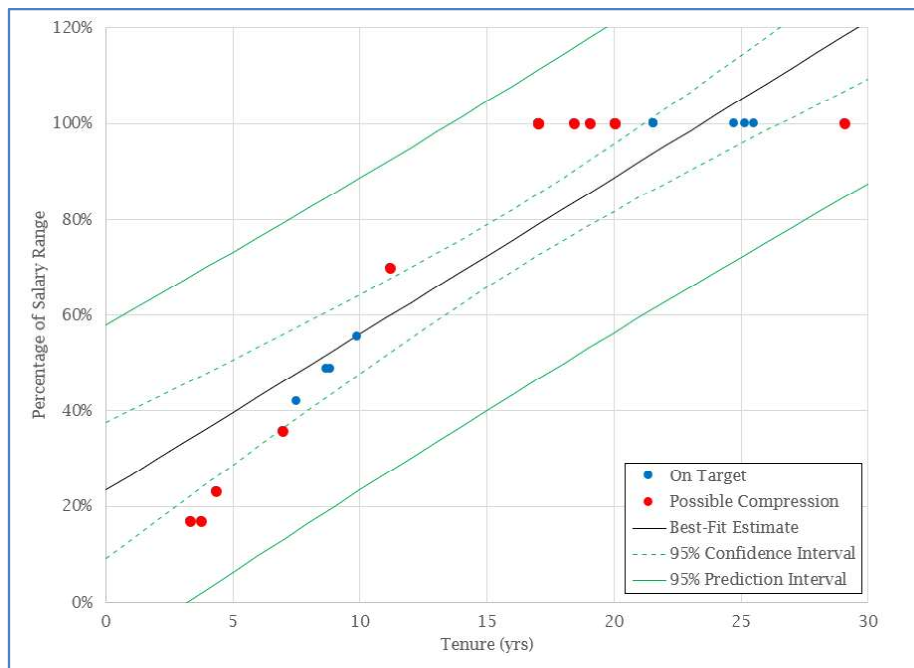


**Figure 6 - Compression Plot for Grade CPPA-1**

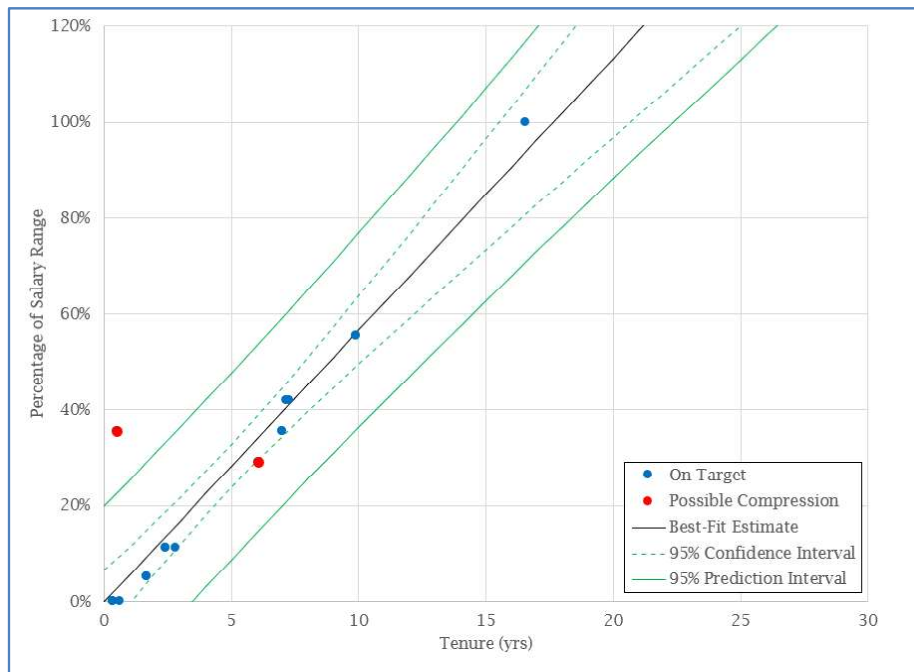




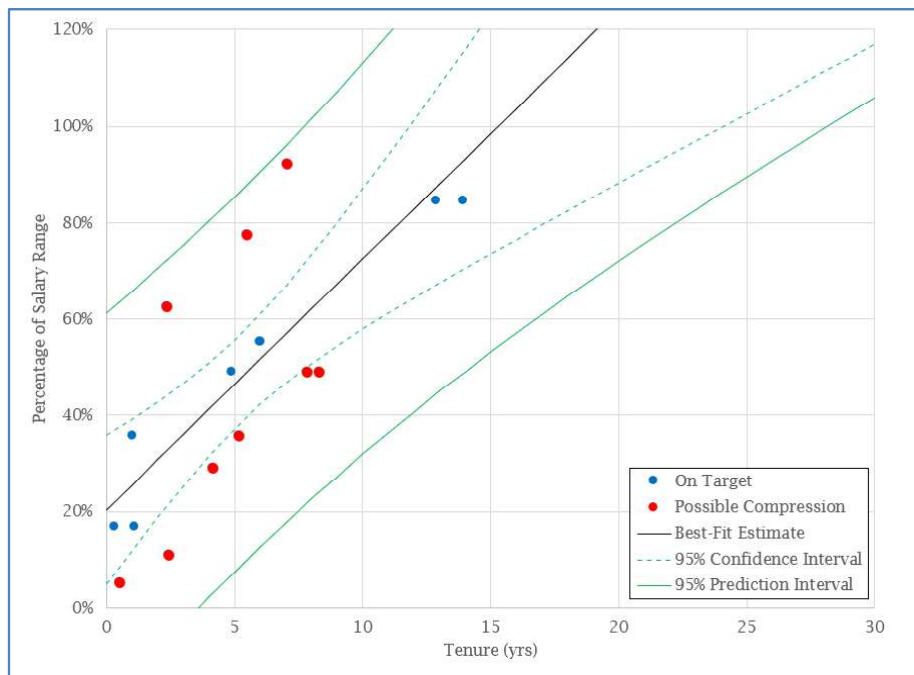
**Figure 7 - Compression Plot for Grade CPPA-3**



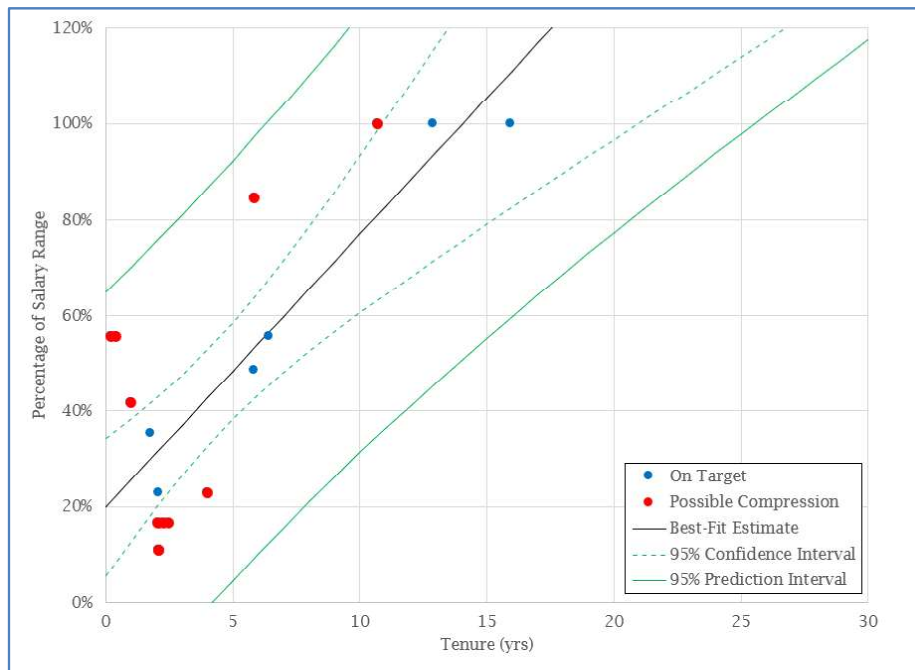
**Figure 8 - Compression Plot for Grade IAFF42-15**



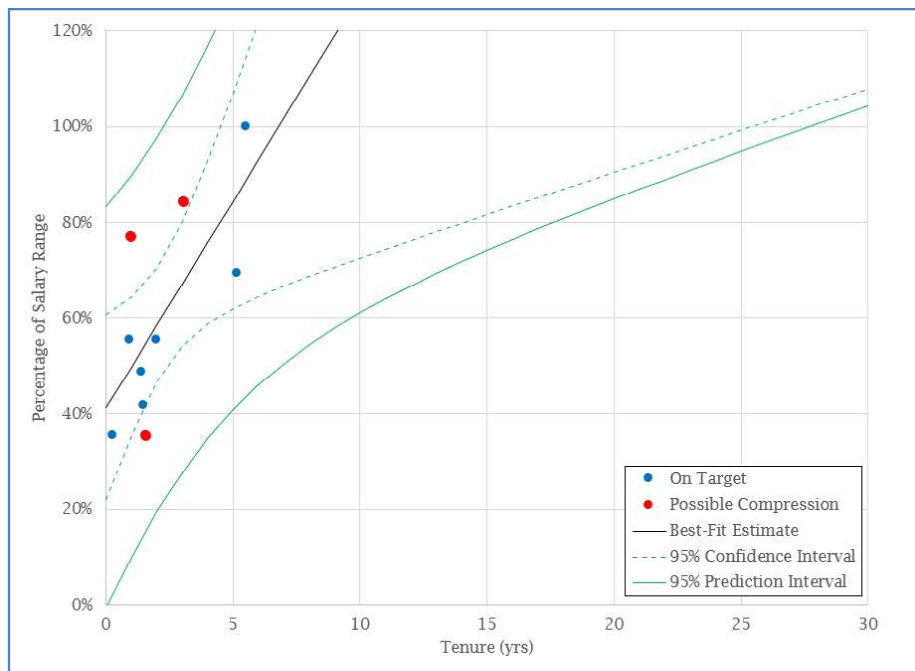
**Figure 9 - Compression Plot for Grade IAFF42-16**



**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 50<sup>th</sup> 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

50<sup>th</sup> Percentile of Market = \$31.70

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

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

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

**Table 39 – External Market Comparison – Assessing**

|                           | <b>Admin Assistant</b> | <b>Appraisal Technician</b> | <b>Appraiser</b> | <b>Deputy Assessor</b> | <b>Director Real Estate Assessment</b> |
|---------------------------|------------------------|-----------------------------|------------------|------------------------|--|
| <b>Current Scale</b>      | 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                                |
|                           |                        |                             |                  |                        |  |
| <b>Market Percentiles</b> |                        |                             |                  |                        |  |
| 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**

|                               | <b>Admin<br/>Technician<br/>II</b> | <b>City Clerk</b> | <b>Deputy<br/>City Clerk</b> |
|-------------------------------|------------------------------------|-------------------|------------------------------|
| <b>Current<br/>Scale</b>      | 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                      |
|                               |                                    |                   |                              |
| <b>Market<br/>Percentiles</b> |                                    |                   |                              |
| 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-<br>Ratio               | -6.2%                              | -3.8%             | 0.1%                         |

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

|                           | <b>Executive Assistant</b> | <b>Public Info Officer</b> |
|---------------------------|----------------------------|----------------------------|
| <b>Current Scale</b>      | 16                         | 19                         |
| Minimum                   | \$26.10                    | \$30.26                    |
| Midpoint                  | \$31.95                    | \$37.05                    |
| Maximum                   | \$37.80                    | \$43.84                    |
|                           |                            |                            |
| <b>Market Percentiles</b> |                            |                            |
| 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<br>City<br>Prosecutor | City<br>Prosecutor | City<br>Solicitor | Deputy<br>City<br>Solicitor | Legal<br>Secretary |
|-------------------------------|---------------------------------|--------------------|-------------------|-----------------------------|--------------------|
| <b>Current<br/>Scale</b>      | 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            |
|                               |                                 |                    |                   |                             |                    |
| <b>Market<br/>Percentiles</b> |                                 |                    |                   |                             |                    |
| 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-<br>Ratio               | 0.3%                            | -7.7%              | -6.5%             | -6.0%                       | -4.4%              |

|                               | Paralegal | Victim<br>Witness<br>Advocate |
|-------------------------------|-----------|-------------------------------|
| <b>Current<br/>Scale</b>      | 18        | UAW375-<br>13                 |
| Minimum                       | \$28.78   | \$22.44                       |
| Midpoint                      | \$35.27   | \$27.47                       |
| Maximum                       | \$41.75   | \$32.50                       |
|                               |           |                               |
| <b>Market<br/>Percentiles</b> |           |                               |
| 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-<br>Ratio               | 14.4%     | 0.5%                          |

**Table 43 – External Market Comparison – Community Development**

|                               | <b>Admin<br/>Specialist<br/>II</b> | <b>Assistant<br/>City<br/>Planner</b> | <b>Asst Dir<br/>Community<br/>Dev</b> | <b>Associate<br/>Engineer</b> | <b>Building<br/>Inspector</b> |
|-------------------------------|------------------------------------|---------------------------------------|---------------------------------------|-------------------------------|-------------------------------|
| <b>Current<br/>Scale</b>      | 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                       |
|                               |                                    |                                       |                                       |                               |                               |
| <b>Market<br/>Percentiles</b> |                                    |                                       |                                       |                               |                               |
| 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-<br>Ratio               | -1.2%                              | -5.9%                                 | -0.1%                                 | 14.6%                         | -8.5%                         |

|                               | Chief<br>Building<br>Inspector | City<br>Engineer | City<br>Planner | City<br>Surveyor | Civil Engr<br>Project<br>Manager |
|-------------------------------|--------------------------------|------------------|-----------------|------------------|----------------------------------|
| <b>Current<br/>Scale</b>      | 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                          |
|                               |                                |                  |                 |                  |                                  |
| <b>Market<br/>Percentiles</b> |                                |                  |                 |                  |                                  |
| 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-<br>Ratio               | -5.6%                          | 2.9%             | -3.9%           | -0.2%            | -0.2%                            |



|                               | Code<br>Admin | Code<br>Inspector | Deputy<br>City Mgr<br>Develop | Director<br>Spec Proj<br>& Strat Init | Electrical<br>Inspector |
|-------------------------------|---------------|-------------------|-------------------------------|---------------------------------------|-------------------------|
| <b>Current<br/>Scale</b>      | 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                 |
|                               |               |                   |                               |                                       |                         |
| <b>Market<br/>Percentiles</b> |               |                   |                               |                                       |                         |
| 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-<br>Ratio               | -7.5%         | 5.4%              | -5.0%                         | -9.8%                                 | -0.6%                   |

|                               | Engr<br>Technician<br>I | Engr<br>Technician<br>II | Fiscal<br>Supervisor<br>A | GIS<br>Analyst | GIS Coord |
|-------------------------------|-------------------------|--------------------------|---------------------------|----------------|-----------|
| <b>Current<br/>Scale</b>      | AFSMCE-<br>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   |
|                               |                         |                          |                           |                |           |
| <b>Market<br/>Percentiles</b> |                         |                          |                           |                |           |
| 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-<br>Ratio               | -3.2%                   | -0.2%                    | -5.1%                     | -2.1%          | -4.2%     |

|                           | Health & Licensing Officer | Health Inspector | Housing Inspector | Licensing Coord | Permit Technician |
|---------------------------|----------------------------|------------------|-------------------|-----------------|-------------------|
| <b>Current Scale</b>      | 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           |
|                           |                            |                  |                   |                 |                   |
| <b>Market Percentiles</b> |                            |                  |                   |                 |                   |
| 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,<br>Mech &<br>Fire Insp | Senior<br>Engr<br>Technician | Senior<br>Planner | Transport<br>Engineer |
|-------------------------------|----------------------------------|------------------------------|-------------------|-----------------------|
| <b>Current<br/>Scale</b>      | 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               |
|                               |                                  |                              |                   |                       |
| <b>Market<br/>Percentiles</b> |                                  |                              |                   |                       |
| 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-<br>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 |
|---------------------------|------------|------------------------|----------------------------|----------------|-------------------------|
| <b>Current Scale</b>      | 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                 |
|                           |            |                        |                            |                |                         |
| <b>Market Percentiles</b> |            |                        |                            |                |                         |
| 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<br>OMB | Fiscal<br>Supervisor<br>A | Fiscal<br>Technician<br>III | Mgmt &<br>Budget<br>Analyst | Municipal<br>Customer<br>Serv Rep |
|-------------------------------|-----------------|---------------------------|-----------------------------|-----------------------------|-----------------------------------|
| <b>Current<br/>Scale</b>      | 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                           |
|                               |                 |                           |                             |                             |                                   |
| <b>Market<br/>Percentiles</b> |                 |                           |                             |                             |                                   |
| 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-<br>Ratio               | -6.5%           | -5.1%                     | -3.4%                       | -6.4%                       | 2.1%                              |

|                               | Payroll<br>Coord | Purchasing<br>Agent<br>I | Purchasing<br>Manager | Revenue<br>Account<br>Specialist | Senior<br>Accountant |
|-------------------------------|------------------|--------------------------|-----------------------|----------------------------------|----------------------|
| <b>Current<br/>Scale</b>      | 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              |
|                               |                  |                          |                       |                                  |                      |
| <b>Market<br/>Percentiles</b> |                  |                          |                       |                                  |                      |
| 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-<br>Ratio               | -11.8%           | -1.6%                    | -5.5%                 | -4.3%                            | -5.3%                |

**Table 45 – External Market Comparison – Fire**

|                               | <b>Admin<br/>Specialist<br/>II</b> | <b>Battalion<br/>Chief</b> | <b>Deputy<br/>Fire Chief</b> | <b>Fire Alarm<br/>&amp; Traffic<br/>Supt</b> | <b>Fire<br/>Captain<br/>Comm</b> |
|-------------------------------|------------------------------------|----------------------------|------------------------------|--|----------------------------------|
| <b>Current<br/>Scale</b>      | 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                          |
|                               |                                    |                            |                              |  |                                  |
| <b>Market<br/>Percentiles</b> |                                    |                            |                              |  |                                  |
| 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-<br>Ratio               | -1.2%                              | -3.2%                      | 6.0%                         | -6.5%  | -5.7%                            |



|                               | Fire<br>Captain<br>EMS | Fire<br>Captain<br>Suppress | Fire<br>Captain<br>Training | Fire Chief | Fire<br>Dispatcher |
|-------------------------------|------------------------|-----------------------------|-----------------------------|------------|--------------------|
| <b>Current<br/>Scale</b>      | 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            |
|                               |                        |                             |                             |            |                    |
| <b>Market<br/>Percentiles</b> |                        |                             |                             |            |                    |
| 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-<br>Ratio               | -8.1%                  | -8.9%                       | -4.5%                       | 0.0%       | -8.5%              |

|                               | Fire<br>LT | Fire<br>LT<br>Paramedic | Fire<br>Marshal | Firefighter<br>Advanced<br>EMT | Firefighter<br>EMT |
|-------------------------------|------------|-------------------------|-----------------|--------------------------------|--------------------|
| <b>Current<br/>Scale</b>      | 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            |
|                               |            |                         |                 |                                |                    |
| <b>Market<br/>Percentiles</b> |            |                         |                 |                                |                    |
| 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-<br>Ratio               | -4.5%      | -2.9%                   | -8.1%           | 10.1%                          | 13.7%              |

|                               | Firefighter<br>Paramedic | Fiscal<br>Supervisor<br>A | Lead Fire<br>Dispatcher |
|-------------------------------|--------------------------|---------------------------|-------------------------|
| <b>Current<br/>Scale</b>      | 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                 |
|                               |                          |                           |                         |
| <b>Market<br/>Percentiles</b> |                          |                           |                         |
| 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-<br>Ratio               | 10.1%                    | -5.1%                     | -9.4%                   |

**Table 46 – External Market Comparison – General Services**

|                               | <b>Admin<br/>Division<br/>Manager</b> | <b>Admin<br/>Support<br/>Specialist</b> | <b>Arena &amp;<br/>Properties<br/>Manager</b> | <b>Arena<br/>Supervisor</b> | <b>Asst Hwy<br/>&amp; Utilities<br/>Supt</b> |
|-------------------------------|---------------------------------------|---|---|-----------------------------|--|
| <b>Current<br/>Scale</b>      | 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                                      |
|                               |                                       |   |   |                             |  |
| <b>Market<br/>Percentiles</b> |                                       |   |   |                             |  |
| 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-<br>Ratio               | -5.4%                                 | -5.2%                                   | -4.5%   | -8.2%                       | 0.6%   |

|                               | Automotive<br>Parts<br>Technician | Building<br>Systems<br>Supervisor | Comm<br>Coord | Comm<br>Technician | Custodial<br>Supervisor |
|-------------------------------|-----------------------------------|-----------------------------------|---------------|--------------------|-------------------------|
| <b>Current<br/>Scale</b>      | 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                 |
|                               |                                   |                                   |               |                    |                         |
| <b>Market<br/>Percentiles</b> |                                   |                                   |               |                    |                         |
| 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-<br>Ratio               | -4.9%                             | -8.9%                             | -1.5%         | -7.0%              | -9.4%                   |

|                               | Custodian | Dep Gen<br>Services<br>Director | Engr<br>Technician<br>II | Enviro<br>Compliance<br>Manager | Equipment<br>Operator<br>II |
|-------------------------------|-----------|---------------------------------|--------------------------|---------------------------------|-----------------------------|
| <b>Current<br/>Scale</b>      | UAW40-6   | 24                              | UAW40-18                 | 18                              | AFSMCE-<br>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                     |
|                               |           |                                 |                          |                                 |                             |
| <b>Market<br/>Percentiles</b> |           |                                 |                          |                                 |                             |
| 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-<br>Ratio               | -10.0%    | -3.4%                           | -0.2%                    | -8.1%                           | -2.8%                       |

|                               | Equipment<br>Operator<br>III | Facilities<br>Maint<br>Supervisor | Field<br>Technician | Fiscal<br>Supervisor<br>A | Fiscal<br>Technician<br>III |
|-------------------------------|------------------------------|-----------------------------------|---------------------|---------------------------|-----------------------------|
| <b>Current<br/>Scale</b>      | AFSMCE-<br>12                | UAW40-16                          | AFSMCE-<br>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                     |
|                               |                              |                                   |                     |                           |                             |
| <b>Market<br/>Percentiles</b> |                              |                                   |                     |                           |                             |
| 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-<br>Ratio               | -3.5%                        | -9.4%                             | -8.3%               | -5.1%                     | -3.4%                       |

|                               | Fleet B&M<br>Technician<br>Welder | Fleet Maint<br>Technician | Fleet<br>Manager | General<br>Services<br>Director | Highway &<br>Utilities<br>Supt |
|-------------------------------|-----------------------------------|---------------------------|------------------|---------------------------------|--------------------------------|
| <b>Current<br/>Scale</b>      | AFSMCE-<br>14                     | AFSMCE-<br>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                        |
|                               |                                   |                           |                  |                                 |                                |
| <b>Market<br/>Percentiles</b> |                                   |                           |                  |                                 |                                |
| 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-<br>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 |
|---------------------------|-----------------|----------------------|-------------------------------|----------------------|-----------------------------|
| <b>Current Scale</b>      | 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                     |
|                           |                 |                      |                               |                      |                             |
| <b>Market Percentiles</b> |                 |                      |                               |                      |                             |
| 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<br>Mark &<br>Sign Tech | Police<br>Mechanic<br>Equip Tech | Public<br>Properties<br>Supervisor | Public<br>Properties<br>Supt | Road Crew<br>Supervisor |
|-------------------------------|---------------------------------|----------------------------------|------------------------------------|------------------------------|-------------------------|
| <b>Current<br/>Scale</b>      | AFSMCE-<br>11                   | AFSMCE-<br>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                 |
|                               |                                 |                                  |                                    |                              |                         |
| <b>Market<br/>Percentiles</b> |                                 |                                  |                                    |                              |                         |
| 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-<br>Ratio               | -6.0%                           | -3.5%                            | -3.8%                              | 0.0%                         | -0.4%                   |

|                               | Senior<br>Maint Aide | Senior<br>Road Crew<br>Supervisor | Sewer<br>Maint<br>Supervisor | Sewer<br>System<br>Supervisor | Shop<br>Supervisor |
|-------------------------------|----------------------|-----------------------------------|------------------------------|-------------------------------|--------------------|
| <b>Current<br/>Scale</b>      | AFSMCE-<br>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            |
|                               |                      |                                   |                              |                               |                    |
| <b>Market<br/>Percentiles</b> |                      |                                   |                              |                               |                    |
| 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-<br>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 |
|---------------------------|---------------------------|----------------------------|-----------------------|-----------------|--------------------------|
| <b>Current Scale</b>      | 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                  |
|                           |                           |                            |                       |                 |                          |
| <b>Market Percentiles</b> |                           |                            |                       |                 |                          |
| 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<br>Customer<br>Serv Rep | Utility<br>Electrician | Utility<br>Mechanic | Utility<br>Technician | Wastewater<br>Crew<br>Leader |
|-------------------------------|---------------------------------|------------------------|---------------------|-----------------------|------------------------------|
| <b>Current<br/>Scale</b>      | UAW40-12                        | UAW40-17               | 17                  | AFSMCE-<br>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                      |
|                               |                                 |                        |                     |                       |                              |
| <b>Market<br/>Percentiles</b> |                                 |                        |                     |                       |                              |
| 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-<br>Ratio               | -9.7%                           | -4.0%                  | 11.0%               | -4.1%                 | -3.3%                        |

|                               | Wastewater<br>Maint<br>Supervisor | Wastewater<br>Op &<br>Maint Sup | Wastewater<br>Plant<br>Operator | Wastewater<br>Treatment<br>Plant Supt | Water<br>Conserv<br>Technician |
|-------------------------------|-----------------------------------|---------------------------------|---------------------------------|---------------------------------------|--------------------------------|
| <b>Current<br/>Scale</b>      | 19                                | UAW40-19                        | AFSMCE-<br>14                   | 23                                    | AFSMCE-<br>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                        |
|                               |                                   |                                 |                                 |                                       |                                |
| <b>Market<br/>Percentiles</b> |                                   |                                 |                                 |                                       |                                |
| 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-<br>Ratio               | 6.0%                              | -3.2%                           | 1.1%                            | -5.6%                                 | -7.3%                          |

|                               | Water<br>Distrib<br>Supervisor | Water<br>Metering<br>Ops Lead | Water<br>Systems<br>Supervisor | Water<br>Treat Plant<br>Ops Sup | Water<br>Treat Plant<br>Operator |
|-------------------------------|--------------------------------|-------------------------------|--------------------------------|---------------------------------|----------------------------------|
| <b>Current<br/>Scale</b>      | UAW40-16                       | UAW40-14                      | UAW40-19                       | UAW40-19                        | AFSMCE-<br>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                          |
|                               |                                |                               |                                |                                 |                                  |
| <b>Market<br/>Percentiles</b> |                                |                               |                                |                                 |                                  |
| 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-<br>Ratio               | -6.1%                          | -8.0%                         | -3.9%                          | -6.4%                           | 0.0%                             |



|                               | Water<br>Treat Plant<br>Supt | Welder<br>Mechanic |
|-------------------------------|------------------------------|--------------------|
| <b>Current<br/>Scale</b>      | 23                           | AFSMCE-<br>14      |
| Minimum                       | \$42.78                      | \$24.61            |
| Midpoint                      | \$52.36                      | \$30.12            |
| Maximum                       | \$61.94                      | \$35.62            |
|                               |                              |                    |
| <b>Market<br/>Percentiles</b> |                              |                    |
| 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-<br>Ratio               | -7.0%                        | -6.4%              |

**Table 47 – External Market Comparison – Human Resources**

|                               | HR<br>Benefits<br>Admin | HR<br>Generalist | HR &<br>Labor Rel<br>Director | Safety &<br>Training<br>Coord |
|-------------------------------|-------------------------|------------------|-------------------------------|-------------------------------|
| <b>Current<br/>Scale</b>      | 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                       |
|                               |                         |                  |                               |                               |
| <b>Market<br/>Percentiles</b> |                         |                  |                               |                               |
| 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-<br>Ratio               | -4.1%                   | 0.9%             | 4.0%                          | -9.3%                         |

**Table 48 – External Market Comparison – Human Services**

|                               | <b>Admin<br/>Specialist<br/>II</b> | <b>Human<br/>Services<br/>Director</b> | <b>Welfare<br/>Case<br/>Technician</b> |
|-------------------------------|------------------------------------|--|--|
| <b>Current<br/>Scale</b>      | 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                                |
|                               |                                    |  |  |
| <b>Market<br/>Percentiles</b> |                                    |  |  |
| 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<br>IT Director | IT Director | IT<br>Helpdesk | Network<br>Security<br>Engineer | Systems<br>Admin<br>I |
|-------------------------------|--------------------------|-------------|----------------|---------------------------------|-----------------------|
| <b>Current<br/>Scale</b>      | 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               |
|                               |                          |             |                |                                 |                       |
| <b>Market<br/>Percentiles</b> |                          |             |                |                                 |                       |
| 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-<br>Ratio               | -6.1%                    | -8.2%       | -7.9%          | 0.8%                            | -8.0%                 |

|                               | Systems<br>Admin<br>II | Systems<br>Analyst<br>I |
|-------------------------------|------------------------|-------------------------|
| <b>Current<br/>Scale</b>      | 19                     | 20                      |
| Minimum                       | \$30.26                | \$31.82                 |
| Midpoint                      | \$37.05                | \$38.94                 |
| Maximum                       | \$43.84                | \$46.06                 |
|                               |                        |                         |
| <b>Market<br/>Percentiles</b> |                        |                         |
| 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-<br>Ratio               | -2.6%                  | -2.0%                   |

**Table 50 – External Market Comparison – Library**

|                               | <b>Admin<br/>Library<br/>Technician</b> | <b>Adult Svcs<br/>Outreach<br/>Coord</b> | <b>Asst Lib<br/>Dir &amp; Tech<br/>Svcs Mgr</b> | <b>Circulation<br/>Supervisor</b> | <b>Library<br/>Assistant II</b> |
|-------------------------------|---|--|---|-----------------------------------|---------------------------------|
| <b>Current<br/>Scale</b>      | 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                         |
|                               |   |  |   |                                   |                                 |
| <b>Market<br/>Percentiles</b> |   |  |   |                                   |                                 |
| 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 |
|---------------------------|------------------|--------------|--------------------|---------------------|------------------------|
| <b>Current Scale</b>      | 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                |
|                           |                  |              |                    |                     |                        |
| <b>Market Percentiles</b> |                  |              |                    |                     |                        |
| 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**

|                               | <b>Admin<br/>Technician<br/>III</b> | <b>Asst Dir<br/>Parks &amp;<br/>Rec</b> | <b>Assistant<br/>Golf Pro</b> | <b>Building &amp;<br/>Grounds<br/>Supervisor</b> | <b>Cemetery<br/>Admin</b> |
|-------------------------------|-------------------------------------|---|-------------------------------|--|---------------------------|
| <b>Current<br/>Scale</b>      | 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                   |
|                               |                                     |   |                               |  |                           |
| <b>Market<br/>Percentiles</b> |                                     |   |                               |  |                           |
| 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-<br>Ratio               | -9.1%                               | -4.7%                                   | -1.6%                         | -6.6%  | -1.1%                     |



|                               | Cemetery<br>Maint<br>Specialist | Course &<br>Facilities | Custodian | Equipment<br>Maint<br>Mechanic | Equipment<br>Maint<br>Mech II |
|-------------------------------|---------------------------------|------------------------|-----------|--------------------------------|-------------------------------|
| <b>Current<br/>Scale</b>      | AFSMCE-<br>13                   | 21                     | UAW40-6   | AFSMCE-<br>14                  | AFSMCE-<br>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                       |
|                               |                                 |                        |           |                                |                               |
| <b>Market<br/>Percentiles</b> |                                 |                        |           |                                |                               |
| 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-<br>Ratio               | -3.1%                           | -4.3%                  | -10.0%    | -3.1%                          | -6.2%                         |

|                               | Equipment<br>Operator<br>III | Field Maint<br>Specialist | Fiscal<br>Supervisor<br>B | Fiscal<br>Technician<br>II | Golf<br>Operations<br>Pro |
|-------------------------------|------------------------------|---------------------------|---------------------------|----------------------------|---------------------------|
| <b>Current<br/>Scale</b>      | AFSMCE-<br>12                | AFSMCE-<br>13             | UAW375-<br>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                   |
|                               |                              |                           |                           |                            |                           |
| <b>Market<br/>Percentiles</b> |                              |                           |                           |                            |                           |
| 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-<br>Ratio               | -3.5%                        | -8.8%                     | -5.1%                     | -3.1%                      | -3.8%                     |

|                           | Guest Services Associate | Laborer Truck Driver | Maint Technician | Parks & Recreation Director | Parks Supervisor |
|---------------------------|--------------------------|----------------------|------------------|-----------------------------|------------------|
| <b>Current Scale</b>      | 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          |
|                           |                          |                      |                  |                             |                  |
| <b>Market Percentiles</b> |                          |                      |                  |                             |                  |
| 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 |
|---------------------------|----------------------|-----------------------|-----------------------|-------------------|
| <b>Current Scale</b>      | 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           |
|                           |                      |                       |                       |                   |
| <b>Market Percentiles</b> |                      |                       |                       |                   |
| 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 |
|---------------------------|-----------------|--------------------|---------------------|----------------------|-------------------------|
| <b>Current Scale</b>      | 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                 |
|                           |                 |                    |                     |                      |                         |
| <b>Market Percentiles</b> |                 |                    |                     |                      |                         |
| 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<br>Police<br>Chief<br>Admin/Ops | Fiscal<br>Supervisor<br>B | Fiscal<br>Technician<br>III | Parking<br>Officer &<br>Equip Tech | Parking<br>Supervisor |
|-------------------------------|--|---------------------------|-----------------------------|------------------------------------|-----------------------|
| <b>Current<br/>Scale</b>      | 24                                     | UAW375-<br>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               |
|                               |  |                           |                             |                                    |                       |
| <b>Market<br/>Percentiles</b> |  |                           |                             |                                    |                       |
| 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-<br>Ratio               | -2.3%                                  | -5.1%                     | -3.4%                       | -1.0%                              | -6.1%                 |

|                           | Police Chief | Police Dispatch Supervisor | Police Dispatcher | Police Dispatcher II | Police Lieutenant |
|---------------------------|--------------|----------------------------|-------------------|----------------------|-------------------|
| <b>Current Scale</b>      | 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           |
|                           |              |                            |                   |                      |                   |
| <b>Market Percentiles</b> |              |                            |                   |                      |                   |
| 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 |
|---------------------------|----------------|-----------------|----------------------|--------------------------|--------------------|
| <b>Current Scale</b>      | 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            |
|                           |                |                 |                      |                          |                    |
| <b>Market Percentiles</b> |                |                 |                      |                          |                    |
| 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<br>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<br>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 – 50<sup>th</sup> Percentile

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In Table 54 through Table 68, the resulting proposed internal equity, assuming the strategic objective of the 50<sup>th</sup> 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 – 50<sup>th</sup> Percentile**

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

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

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

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



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

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

**Table 59 – Proposed Internal Equity – Community Development**

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

**Table 60 – Proposed Internal Equity – Finance**

| Grade | Title  |
|-------|--|
| 21    | Deputy City Manager - Finance                                      |
| 17    | Assistant Finance Director   |
| 16    | City Treasurer<br>Director of OMB<br>Purchasing Manager            |
| 12    | Management & Budget Analyst<br>Senior Accountant                   |
| 10    | Accountant   |
| 9     | Payroll Coordinator<br>Purchasing Agent I                          |
| 8     | Fiscal Supervisor A  |
| 7     | Accounts Payable Clerk<br>Revenue Account Specialist               |
| 6     | Fiscal Technician III<br>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<br>Fire Captain Suppression<br>Fire Marshal   |
| 12    | Fire Alarm & Traffic Superintendent<br>Fire Captain Communications<br>Fire Captain Training<br>Fire Lieutenant Paramedic |
| 11    | Fire Lieutenant<br>Firefighter/Paramedic   |
| 10    | Firefighter/Advanced EMT   |
| 9     | Firefighter/EMT  |
| 8     | Fiscal Supervisor A<br>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<br>Fleet Manager<br>Highway & Utilities Superintendent<br>Public Properties Superintendent<br>Wastewater Treatment Plant Superintendent<br>Water Treatment Plant Superintendent  |
| 13    | Arena & Properties Manager<br>Assistant Highway & Utilities Superintendent<br>Laboratory/Operations Manager  |
| 11    | Environmental Compliance Manager<br>Public Properties Supervisor<br>Senior Road Crew Supervisor<br>Sewer System Supervisor<br>Wastewater Maintenance Supervisor<br>Wastewater Operations & Maintenance Supervisor<br>Water Systems Supervisor<br>Water Treatment Plant Operations Supervisor |
| 10    | Communication Technician<br>Engineering Technician II<br>Facilities Maintenance Supervisor<br>Office Manager<br>Road Crew Supervisor<br>Shop Supervisor<br>Tree Supervisor<br>Utility Billing Program Manager<br>Utility Electrician<br>Utility Mechanic                                     |



| Grade | Title  |
|-------|--|
| 9     | Building Systems Supervisor<br>Communication Coordinator<br>Custodial Supervisor<br>Fleet Body & Maintenance Technician/Welder<br>HVAC Technician<br>Police Mechanic/Equipment Technician<br>Sewer Maintenance Supervisor<br>Sign & Pavement Marking Supervisor<br>Water Conservation Technician<br>Water Distribution Supervisor<br>Welder/Mechanic |
| 8     | Field Technician<br>Fiscal Supervisor A<br>Fleet Maintenance Technician<br>Sign & Pavement Marking Crew Lead<br>Tree Maintenance Specialist<br>Utility Technician<br>Wastewater Crew Leader<br>Wastewater Plant Operator<br>Water Metering Operations Lead<br>Water Treatment Plant Operator   |
| 7     | Administrative Support Specialist<br>Automotive Parts Technician<br>Equipment Operator III<br>Maintenance Technician<br>Meter Technician<br>Pavement Marking & Signage Technician<br>Utility Customer Service Representative   |
| 6     | Arena Supervisor<br>Equipment Operator II<br>Fiscal Technician III<br>Ice Maintenance Technician<br>Laborer/Truck Driver<br>Senior Maintenance Aide  |
| 5     | Maintenance & Operations Flex Technician<br>Maintenance Aide<br>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<br>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<br>Youth Services Manager |
| 11    | Reference Librarian   |
| 8     | Circulation Supervisor  |
| 6     | Administrative Library Technician<br>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<br>Parks Supervisor  |
| 9     | Assistant Golf Professional<br>Equipment Maintenance Mechanic II   |
| 8     | Cemetery Maintenance Specialist<br>Equipment Maintenance Mechanic<br>Field Maintenance Specialist<br>Fiscal Supervisor B |
| 7     | Equipment Operator III<br>Maintenance Technician<br>Recreation Specialist  |
| 6     | Administrative Technician III<br>Laborer/Truck Driver<br>Recreation Assistant<br>Senior Maintenance Aide                 |
| 5     | Fiscal Technician II<br>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<br>Police Social Worker  |
| 9     | Police Dispatch Supervisor  |
| 8     | Fiscal Supervisor B<br>Police Dispatcher II<br>Records Supervisor   |
| 7     | Administrative Assistant<br>Police Dispatcher   |
| 6     | Administrative Technician III Community Services<br>Aide<br>Fiscal Technician III<br>Parking Officer & Equipment Technician |
| 5     | Administrative Technician II<br>Property Room Technician  |
| 4     | Administrative Technician I   |