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August 30, 2022

Megan Fulara
HR Division Manager
City of Evanston
2100 Ridge Avenue
Evanston, IL 60201

Dear Ms. Fulara:

Baker Tilly US, LLP (“Baker Tilly”) is pleased to provide the City of Evanston, Illinois (“Evanston” or “the City”) with results from the completed Classification and Compensation Study. This report documents the approach, findings, and recommendations resulting from the study.

We would like to thank you, as well as other City staff that aided us in bringing this study to its successful completion. We understand that your employees are your greatest asset and without a competitive pay program the City of Evanston may struggle to attract qualified candidates and retain/reward experienced employees. We have created a classification and compensation system that, if implemented, will ensure that the City’s positions are externally competitive and internally equitable.

It has been a pleasure working with the City of Evanston and we hope to provide you with professional assistance in the future. Further, we would be happy to answer any questions or points of clarity to the findings and recommendations of this study.

Sincerely,

Jada Kent

Jada Kent, CCP
Senior Manager

Brenda Turner

Brenda Turner, CCP
Manager

Project Methodology

Baker Tilly approached the classification and compensation study for the City of Evanston by completing each of the following phases or milestones:

- **Data Collection** - Baker Tilly initiated the study by conducting a planning meeting with the City’s project team to discuss the current classification and compensation system, goals for conducting the study, and to walk through each phase of the process. Next, Baker Tilly collected documentation from the City, to include job descriptions, organization charts, pay structure, personnel policies, and any other documentation describing how work is performed or compensated.

Finally, Baker Tilly facilitated communication meetings with department heads and employees to inform them about the study, answer questions, and review the position analysis questionnaire (PAQ) they were asked to complete. Once PAQ responses were compiled, the City’s leadership was tasked with reviewing and providing feedback on employee PAQ responses, as necessary, to ensure accurate and complete responses were provided.

- **Position review** – Employee completed PAQs were the basis for a classification review in which Baker Tilly reviewed position titles and made recommendations, as necessary, to ensure titles appropriately reflected the nature and level of work performed. Next, Baker Tilly conducted job evaluation using our point factor evaluation tool, called SAFE, resulting in a hierarchy of jobs reflective of City’s internal equity. FLSA designations were also reviewed.
- **Market Assessment** - Baker Tilly assisted the City in identifying appropriate and relevant peer organizations to collect market competitive values (base pay salaries) for benchmark positions from. The results were analyzed and reviewed with the City’s project team to determine the organizations desired position within the market. Fringe benefits information was also collected and compared to the City’s offerings.
- **Pay Plan Development** – Baker Tilly establish a new pay plan for the City and established grade assignments with consideration to internal and external equity. After grade assignments were finalized, implementation costs were calculated and reviewed with the City’s project team.
- **Project Completion** - At the conclusion of the study, Baker Tilly prepared this final report documenting the methodology used throughout the classification and compensation study, findings and results of the study, as well as our recommendations based on those results. Going forward, Baker Tilly will provide training to Evanston’s human resources team responsible for the maintenance and administration of the new classification and compensation system. This includes instructions for utilizing our SAFE Job Evaluation system going forward.

Position Review

Job Evaluation

Job evaluation is the process of comparing a job against other jobs within the organization as a means for determining the relative value of each job. In other words, job evaluation is a tool for identifying the internal value within the organization.

The Systematic Analysis and Factor Evaluation (SAFE®) is a point factor evaluation process comprised of nine (9) compensable factors and was developed specifically for the measurement of local government positions. Job evaluation is often the preferred method for reviewing jobs internally because, as an approach, it tends to be systematic, objective, and – therefore - defensible. For that reason, job evaluation is often a tool used to comply with federal, state, local regulations related to the Equal Pay Act.

All positions were evaluated against the following compensable factors:

Education	Human interaction	Independence of actions
Experience	Working conditions	Impact on the organization
Level of work	Physical demands	Supervision exercised

In using a point factor job evaluation system, the result is a total score for each position which represents the internal value of that position. Collectively, these total scores establish a hierarchy across the organization. It's important to emphasize that job evaluation is a measurement of the position and not the person in the position. Baker Tilly established preliminary job evaluation designations based on employee completed PAQs. The City's project team reviewed and revised SAFE designations, as necessary, and worked with Baker Tilly to establish final scores for each position included in the study.

The following factors were not considered when evaluating positions with the SAFE methodology: employee performance, length of service with the organization, amount of time in the position, education or experience more than what is required by the position, current salary, or market rates.

FLSA Review

Baker Tilly conducted a review of the Fair Labor Standard Act (FLSA) designation to assist the City with the application of exempt and nonexempt status. The review was based on the City's existing documentation (job descriptions, organization charts, pay plans), as well as new documentation (employee completed position analysis questionnaire (PAQs) to ensure a holistic understanding of the nature and level of work performed by each position. *Baker Tilly recommends that the City obtains a legal review for any exempt/non-exempt status changes.*

Market Assessment

Public Peer Organizations

Understanding your labor market is key to selecting relevant peer organizations for a market study. Factors to consider include industry, organization size, geographic location, competition for talent, and published data available.

Evanston identified 14 public peer organizations to be included in the study and base pay information was collected from all 14 organizations, listed below.

- | | | |
|----------------------|------------------|----------------|
| 1. Arlington Heights | 6. Highland Park | 11. Oak Park |
| 2. Aurora | 7. Lake Forest | 12. Schaumburg |
| 3. Buffalo Grove | 8. Lincolnwood | 13. Skokie |
| 4. Chicago | 9. Naperville | 14. Wilmette |
| 5. Glenview | 10. Northbrook | |

Published Sources

Published salary data was used as a private sector benchmark in this assessment with data from the following sources included in the study:

- Comp Analyst is a salary data resource from Salary.com that is comprised of HR-reported pay data comprised of 800 million market data points from more than 25,000 organizations resulting in data across 15,000 unique job title, 225 industry breakouts, 27,000+ compensable factors, in 42,000+ geographies.
- Bureau of Labor Statistics (BLS). The Occupational Employment Statistics (OES) survey is a semiannual survey measuring wage rates by industry and is displayed nationally, by state, and/or metropolitan area. BLS data used in this survey was pulled at the 10th and 90th percentile to represent the minimum and maximum thresholds of a salary range.
- Economic Research Institute (ERI) is a salary data resource reporting market data for more than 11,000 jobs in more than 9,000 different locations across more than 1,100 industry sectors. ERI data is updated quarterly. ERI data used in this survey was pulled at the 10th and 90th percentile to represent the minimum and maximum thresholds of a salary range

Data Adjustments

The market data obtained was adjusted, as necessary, to account for the following:

- Differences in work week. For example, reported salaries for a 37.5-hour work week was adjusted to reflect that wage for a 40-hour work week.
- If the market data obtained did not reflect the year in which this study was conducted, the data was aged using World at Work's Annual Salary Budget Survey results.
- Geographic adjustments were applied to account for cost-of-labor differences between the City of Evanston and peer organizations. Baker Tilly uses cost-of-labor differentials reported by the ERI's Geographic Assessor tool. Where cost of living is a measurement of goods and services in each area, the cost of labor is a measurement of compensation paid. Cost of labor can be impacted by the cost of living, but also relates to the supply and demand of labor in each area (rate of unemployment and number of qualified laborers).

- o Geographic differentials applied for each peer and published source can be found in the table below. The geographic cost of labor in Evanston is 107.9 and data from each locality was adjusted by the number in the far-right column. For example, the geographic cost of labor in Aurora, IL is 0.2% higher than in Evanston and their data was adjusted down 0.2% to neutralize those geographical differences.

Date Pulled	Client Name	Location	Geo Adjust	Client Avg Base
6/23/2022	City of Evanston, IL	Evanston, IL	107.9	90,413
Peer #	Peer Organization	Locality Used	ERI Indicator	GeoDiff %
1	Arlington Heights, IL	Arlington Heights, IL	107.7	0.2%
2	Aurora, IL	Aurora, IL	108.1	-0.2%
3	Buffalo Grove, IL	Buffalo Grove, IL	107.5	0.4%
4	Chicago, IL	Chicago, IL	111	-3.1%
5	Glenview, IL	Glenview, IL	107.7	0.2%
6	Highland Park, IL	Highland Park, IL	106.3	1.6%
7	Lake Forest, IL	Lake Forest, IL	106.2	1.7%
8	Lincolnwood, IL	Lincolnwood, IL	107.7	0.2%
9	Naperville, IL	Naperville, IL	107.9	0.0%
10	Northbrook, IL	Northbrook, IL	107.7	0.2%
11	Oak Park, IL	Oak Park, IL	107.9	0.0%
12	Schamburg, IL	Schamburg, IL	107.9	0.0%
13	Skokie, IL	Skokie, IL	108	-0.1%
14	Wilmette, IL	Wilmette, IL	107.6	0.3%
15	Bureau of Labor Statistics	Illinois State Average	103.7	4.2%
16	Comp Analyst	United States Average	100	7.9%
17	Economic Research Institute	Evanston, IL	107.9	0.0%

Quality Control

Baker Tilly prepared a summary of each benchmark position which included minimum education and experience requirements. Peer organizations were asked to match the position within their organization with at least a 75% overlap in duties and responsibilities. Baker Tilly reviewed peer responses and removed or replaced data that appeared to be an inappropriate match. Some organizations returned base pay information for Baker Tilly to match on their behalf.

Because market results are established by a calculation (such as an average of all midpoints), a bigger sample size tends to yield greater confidence in those results. Therefore, Baker Tilly required at least four matches per benchmark position to determine a market value. Positions that had insufficient data (less than four matches) are identified as such in the market results.

Market Results

Of Evanston's 223 positions, 181 were included in the survey as benchmark positions (81%). Baker Tilly requested pay ranges (minimum to maximum) and calculated for the midpoint of each collected range. Of the 181 benchmark positions, 35 received insufficient data and a market value was not calculated. Overall, market values were established for 65% of Evanston's positions.

Average minimum, midpoint, and maximum data results can be found in **Attachment 1**. The market average midpoint is commonly observed to reflect "the market" value for a given position. A calculated comparison of Evanston's control point against the market average midpoint for each benchmark position can be found in **Attachment 2**.

Benefits Comparison

Peer information on pay plans, pay policies, paid time off programs, health insurance, and retirement was also collected during the market study. A comparison to the City's offerings was prepared.

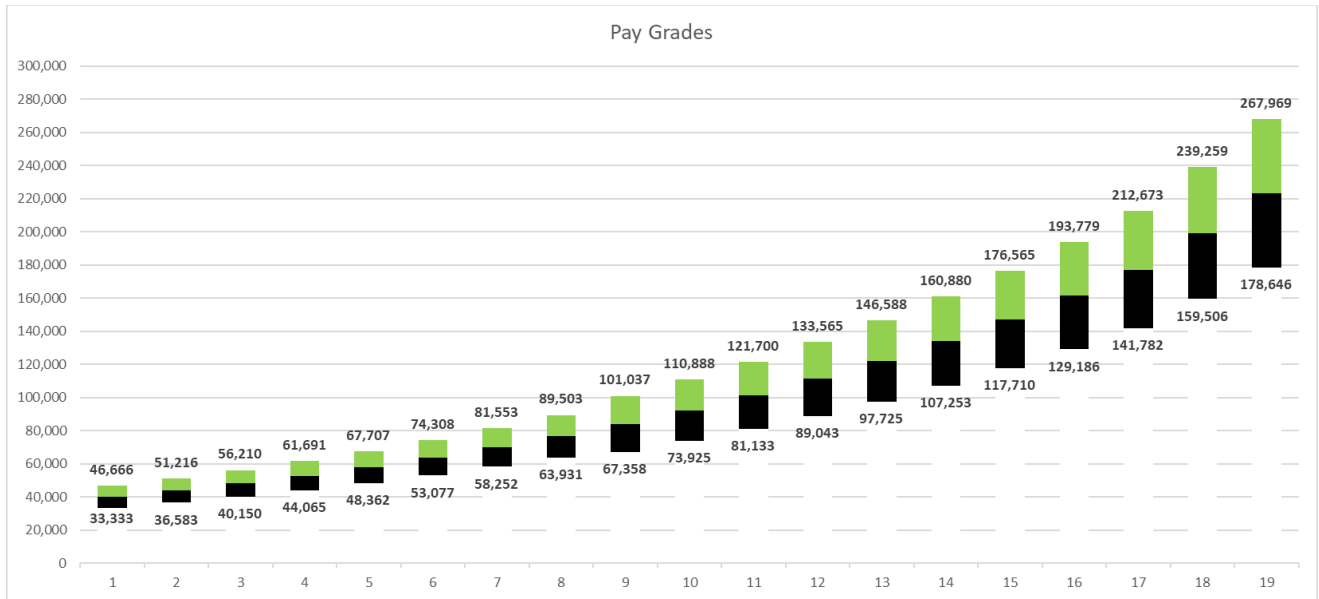
Pay Plan Development

Upon reviewing the market survey results with the City's project team, Baker Tilly led a discussion with the organization regarding desired position within market, pay plan design preferences, and an approach for classifying positions to the pay plan.

Proposed Pay Plan

The proposed pay plan, shown below, is an open plan (Grades, no steps) with the midpoint set at the market midpoint for each grade. There are 19 grades with range spreads from 40% to 50% and midpoint differentials from 9.75 to 12.5%.

Pay Plan					
Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Differential
1	\$33,333	\$40,000	\$46,666	40%	9.75%
2	\$36,583	\$43,900	\$51,216	40%	9.75%
3	\$40,150	\$48,180	\$56,210	40%	9.75%
4	\$44,065	\$52,878	\$61,691	40%	9.75%
5	\$48,362	\$58,034	\$67,707	40%	9.75%
6	\$53,077	\$63,692	\$74,308	40%	9.75%
7	\$58,252	\$69,902	\$81,553	40%	9.75%
8	\$63,931	\$76,717	\$89,503	40%	9.75%
9	\$67,358	\$84,197	\$101,037	50%	9.75%
10	\$73,925	\$92,406	\$110,888	50%	9.75%
11	\$81,133	\$101,416	\$121,700	50%	9.75%
12	\$89,043	\$111,304	\$133,565	50%	9.75%
13	\$97,725	\$122,156	\$146,588	50%	9.75%
14	\$107,253	\$134,066	\$160,880	50%	9.75%
15	\$117,710	\$147,137	\$176,565	50%	9.75%
16	\$129,186	\$161,483	\$193,779	50%	9.75%
17	\$141,782	\$177,228	\$212,673	50%	9.75%
18	\$159,506	\$199,382	\$239,259	50%	12.50%
19	\$178,646	\$223,308	\$267,969	50%	12.00%



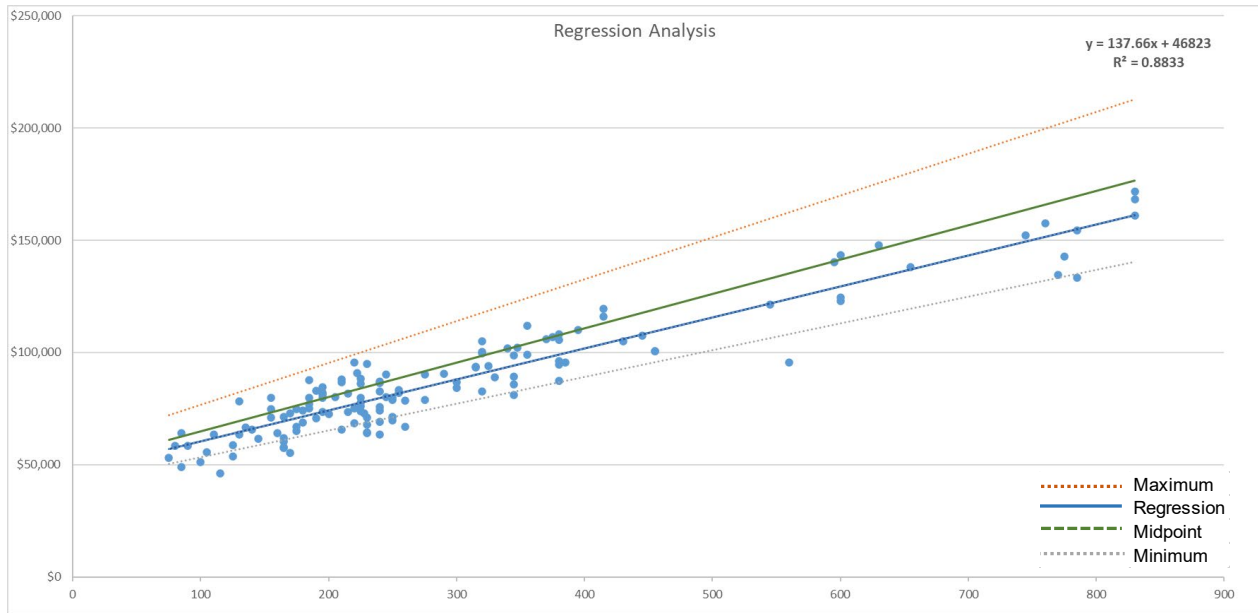
Grade assignments were established with consideration to internal and external data. More specifically, job evaluation results and market average midpoints were used as a guidepost to establish preliminary grade assignments. The Title & Grade Assignment can be found in **Attachment 3**.

Regression Analysis

In statistical modeling, a regression analysis is used to measure the relationships between data sets and even predict one variable based on another. Here, Baker Tilly used a regression analysis to compare internal data to external data. More specifically, SAFE scores were compared against market average midpoints.

On the chart above, each dot represents a benchmark position placed where the SAFE score and market value intersect. The blue line is the regression line influenced by the placement of all dots (benchmark positions). Ultimately, there is an 88.3% correlation between the internal and external values. Further, this chart depicts the proposed pay plan as it lays across the natural distribution of jobs. The orange dotted line representing the maximum, the solid green line representing the midpoint, and the gray dotted line representing the minimum.

Due to the high correlation in internal and external values, the City would be able to maintain the new classification and compensation system using our SAFE job evaluation process as a means for reclassifying positions that have changed over time, adding new positions, consolidating positions, etc. into the future.



Implementation Analysis

Baker Tilly developed 3 implementation scenarios for the City to consider. Implementation calculations represent base pay only.

1. Employees are moved to the minimum of their pay range if their current salary is less than the midpoint. This option is to get everyone onto the pay plan so the City can adopt it. All other employees would retain their current salary.

	Option 1 - Move to Minimum				
	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	762	\$61,743,243.78	\$62,356,459.13	\$613,215.35	1.0%
Employees Below Minimum	88	\$4,206,390.00	\$4,819,605.35	\$613,215.35	14.6%
Employees Within Range	657	\$56,541,643.86	\$56,541,643.86	\$0.00	0.0%
Employees Above Maximum	17	\$995,209.92	\$995,209.92	\$0.00	0.0%

2. All employees receive a 2% pay increase. If an employee's salary is already "within" the range they would receive 2%. If an employee's current salary is below the minimum and moving them to the midpoint is less than 2%, they would instead receive the full 2% increase. Other employees that are below the minimum would receive whatever increase that gets them to the minimum of their pay range. Employees with a salary "above" their maximum are excluded from calculations.

	Option 2 - Move to Minimum or 2% Increase				
	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	762	\$61,743,243.78	\$63,552,090.93	\$1,808,847.15	2.9%
Employees Below Minimum	88	\$4,206,390.00	\$4,905,751.42	\$699,361.42	16.6%
Employees Within Range	657	\$56,541,643.86	\$57,651,129.58	\$1,109,485.72	2.0%
Employees Above Maximum	17	\$995,209.92	\$995,209.92	\$0.00	0.0%

3. Employees are moved to the minimum of their pay range if their current salary is less than the minimum, then employees receive increase based on years in position. This is meant to help with compression. Employees with a salary “above” their maximum are excluded from calculations.
 - a. 0.1% increase x years in title is provided.

	Option 3a - Move to Minimum + .01% per Years of Service				
	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	762	\$ 61,743,243.78	\$ 62,911,496.83	\$ 1,168,253.05	1.9%
Employees Below Minimum	88	\$4,206,390.00	\$ 4,829,219.33	\$ 622,829.33	14.8%
Employees Within Range	657	\$56,541,643.86	\$ 57,087,067.58	\$ 545,423.72	1.0%
Employees Above Maximum	17	\$995,209.92	\$ 995,209.92	\$ -	0.0%

- b. 0.5% increase x years in title is provided.

	Option 3b - Move to Minimum + .5% per Years of Service				
	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	762	\$ 61,743,243.78	\$ 64,721,572.89	\$ 2,978,329.11	4.8%
Employees Below Minimum	88	\$4,206,390.00	\$ 4,867,675.25	\$ 661,285.25	15.7%
Employees Within Range	657	\$56,541,643.86	\$ 58,858,687.71	\$ 2,317,043.85	4.1%
Employees Above Maximum	17	\$995,209.92	\$ 995,209.92	\$ -	0.0%

Compensation Philosophy / Pay Policy Review

A compensation philosophy is a statement of commitment by an organization to its employees, regarding how and why the compensation program exists, the goals for the program, and how it will be managed. Most typically it includes a commitment to pay equity along with the following components: definition of market, intending position within the market, total rewards provided by the organization, as well as administrative guidelines for achieving the compensation philosophy goal.

Baker Tilly met with the City’s project team to discuss current pay policies and any challenges the City was facing with regards to the language and application of those policies. Next, Baker Tilly worked with the City to establish a compensation philosophy that describes the intention and expectation for administering the new classification and compensation system in a way that will help the City attract and retain qualified workers to continue providing high quality services to the community. The established compensation philosophy statement can be found in **Attachment 4**.

Additionally, Baker Tilly worked with the City to determine adjustments to existing pay policies as well as addition of new pay polices. These will assist the City in achieving its compensation philosophy.

Recommendations

The City of Evanston is a service-oriented organization. The organization delivers services through its employees who are a major investment in the organization's infrastructure.

This report contains information which has been gathered from a variety of sources, objectively analyzed, and structured in a way that will provide a fair, defensible, and competitive system for the City to compensate its employees. It is our independent judgment that has resulted in the following recommendations.

We urge the City of Evanston to:

- Approve the recommended position title and classification adjustments.
- Approve the proposed pay plan and position grade assignments.
- Approve an implementation scenario that addresses the City's compensation philosophy and/or business goals, and that is fiscally attainable and sustainable.
- Adopt recommended changes and/or additions to the City's pay policies to ensure the new classification and compensation system is administered in a way that achieves the City's compensation philosophy.
- Continue efforts to maintain the classification and compensation system by routinely reviewing positions, descriptions, and market rates. This includes adjustments to the pay structure annual to keep pace with the market as well as adoption of merit increases to reward employees and keep them moving through their pay ranges.

Attachment 1 - Market Results

#	Department	Benchmark Position	Matches	Avg Minimum	Average Midpoint	Avg Maximum	% Range Spread
1	Administrative Services	Administrative Services Director	4	\$114,674.48	\$146,004.80	\$171,110.15	49%
2	Administrative Services	Facilities Maintenance Worker I	6	\$48,616.88	\$58,465.90	\$68,314.93	41%
3	Administrative Services	Facilities Maintenance Worker III	5	\$58,288.94	\$69,897.78	\$81,506.62	40%
4	Administrative Services	FFM Assistant	5	\$48,009.19	\$57,408.86	\$66,808.53	39%
5	Administrative Services	FFM Equipment Mechanic	9	\$68,061.35	\$81,575.01	\$94,215.66	38%
6	Administrative Services	FFM Lead Mechanic	10	\$73,643.18	\$88,001.40	\$101,137.06	37%
7	Administrative Services	FFM Manager	4	\$81,085.60	\$95,693.92	\$110,302.23	36%
8	Administrative Services	FFM Master Tradesman	0	Insufficient Data			
9	Administrative Services	FFM Supervisor	7	\$76,696.48	\$93,854.61	\$109,353.72	43%
10	Administrative Services	Benefits Coordinator	6	\$59,207.89	\$75,197.90	\$86,457.42	46%
11	Administrative Services	Human Resources Assistant	8	\$48,658.23	\$61,459.52	\$74,260.81	53%
12	Administrative Services	Human Resources Director	8	\$106,644.14	\$134,678.93	\$183,233.84	72%
13	Administrative Services	Human Resources Specialist	13	\$61,065.06	\$75,955.96	\$91,059.46	49%
14	Administrative Services	Safety & Workers' Comp Manager	6	\$80,757.85	\$99,556.97	\$118,356.10	47%
15	Administrative Services	Chief Information Security Officer	6	\$113,928.14	\$152,139.08	\$183,992.47	61%
16	Administrative Services	GIS Analyst	7	\$58,073.06	\$80,109.72	\$101,616.74	75%
17	Administrative Services	IT Service Delivery Manager	10	\$86,170.96	\$109,899.79	\$127,992.11	49%
18	Administrative Services	Network Engineer	10	\$78,728.90	\$93,526.38	\$117,280.59	49%
19	Administrative Services	Programmer Analyst	7	\$69,866.31	\$84,328.13	\$100,759.94	44%
20	Administrative Services	Public Safety Technology Coordinator	5	\$62,083.60	\$78,807.83	\$95,532.07	54%
21	Administrative Services	Systems Administrator	10	\$73,621.74	\$93,424.73	\$115,581.25	57%
22	Administrative Services	Tech Support Specialist I	13	\$59,810.17	\$71,065.55	\$85,904.55	44%
23	Administrative Services	Parking Division Manager	1	Insufficient Data			
24	Administrative Services	Parking Enforcement Officer	4	\$40,585.38	\$53,116.29	\$59,857.39	47%
25	Administrative Services	Parking Enforcement Supervisor	1	Insufficient Data			
26	Administrative Services	Parking Maintenance Worker	1	Insufficient Data			
27	Administrative Services	Payroll Manager	8	\$71,182.70	\$87,328.01	\$103,473.32	45%
28	Administrative Services	Payroll/Pension Administrator	8	\$50,033.06	\$67,037.19	\$81,428.55	63%
29	City Clerk's Office	City Clerk	3	\$71,113.83	\$86,620.39	\$94,785.72	33%
30	City Clerk's Office	Deputy City Clerk	7	\$60,438.34	\$73,518.34	\$87,346.83	45%
31	City Manager	Assistant to the City Manager	11	\$72,293.75	\$87,752.42	\$103,211.08	43%
32	City Manager	City Manager	5	\$176,002.30	\$222,084.09	\$281,618.11	60%
33	City Manager	Economic Development Manager	8	\$87,251.08	\$106,926.69	\$120,011.29	38%
34	City Manager	Economic Development Specialist	7	\$65,941.70	\$79,906.26	\$100,133.14	52%
35	City Manager	Accountant	14	\$60,078.89	\$75,019.04	\$89,745.46	49%
36	City Manager	Accounting Manager	9	\$77,980.43	\$96,109.58	\$114,685.00	47%
37	City Manager	Accounts Payable Coordinator	8	\$55,289.34	\$66,925.61	\$79,607.51	44%
38	City Manager	Chief Financial Officer / Treasurer	14	\$127,996.16	\$154,504.65	\$211,219.07	65%
39	City Manager	Financial Analyst	12	\$68,810.40	\$87,077.52	\$106,353.02	55%
40	City Manager	Purchasing Manager	8	\$85,196.66	\$105,572.11	\$123,311.86	45%
41	City Manager	Purchasing Specialist	7	\$54,946.64	\$72,585.04	\$91,646.78	67%
42	City Manager	Revenue/Tax Assessment Reviewer	3	\$49,525.98	\$71,471.57	\$93,417.16	89%
43	City Manager	Mayor's Assistant	8	\$54,171.91	\$69,277.93	\$78,442.03	45%
44	City Manager	Policy Coordinator	1	Insufficient Data			
45	City Manager	Broadcast Operations Coordinator	6	\$50,106.69	\$63,459.12	\$80,323.37	60%
46	City Manager	Communications Manager	12	\$90,078.11	\$108,103.97	\$130,372.30	45%

Attachment 1 - Market Results

#	Department	Benchmark Position	Matches	Avg Minimum	Average Midpoint	Avg Maximum	% Range Spread
47	City Manager	Revenue Supervisor	3	\$64,084.01	\$79,979.92	\$95,875.83	50%
48	City Manager	Sustainability & Resilience Coordinator	2	Insufficient Data			
49	Community Development	Building Construction Inspection Supervisor	8	\$66,999.08	\$82,616.42	\$99,789.35	49%
50	Community Development	Electrical Inspector II	7	\$64,022.32	\$81,227.59	\$96,686.22	51%
51	Community Development	Permit Services Specialist	9	\$48,319.75	\$60,348.06	\$72,376.38	50%
52	Community Development	Plumbing/Mechanical Inspector	8	\$69,853.46	\$84,648.29	\$98,060.74	40%
53	Community Development	Community Development Director	12	\$109,698.22	\$142,604.18	\$165,206.68	51%
54	Community Development	Transportation & Mobility Coordinator	4	\$79,347.88	\$79,347.88	\$96,234.63	54%
55	Community Development	Grants Compliance Specialist	4	\$64,795.08	\$78,516.44	\$92,237.81	42%
56	Community Development	Housing & Economic Development Analyst	5	\$61,936.08	\$83,383.62	\$93,863.19	52%
57	Community Development	Housing & Grants Manager	5	\$76,996.92	\$94,716.39	\$111,350.32	45%
58	Community Development	Neighborhood & Landuse Planner	7	\$72,862.35	\$88,305.10	\$105,901.65	45%
59	Community Development	Planner	11	\$65,449.43	\$79,933.41	\$98,282.28	50%
60	Community Development	Zoning Administrator	8	\$69,634.87	\$86,289.75	\$95,265.25	37%
61	Community Development	Property Maintenance Inspector	9	\$63,861.77	\$74,199.16	\$87,957.77	38%
62	Community Development	Property Maintenance Supervisor	6	\$75,850.40	\$90,275.70	\$104,844.26	38%
63	Fire	Fire Captain	5	\$100,386.36	\$116,050.79	\$121,550.30	21%
64	Fire	Fire Chief	12	\$125,500.13	\$161,135.65	\$186,547.71	49%
65	Fire	Fire Deputy Chief	11	\$110,910.69	\$138,193.93	\$154,040.35	39%
66	Fire	Fire Division Chief	2	Insufficient Data			
67	Fire	Fire Shift Chief	0	Insufficient Data			
68	Fire	Firefighter/Paramedic	11	\$77,530.13	\$95,651.37	\$111,667.71	44%
69	Fire	Administrative Assistant	11	\$48,014.29	\$58,867.20	\$69,413.25	45%
70	Health and Human Services	Community Health Specialist	3	\$53,786.03	\$65,170.81	\$76,555.59	42%
71	Health and Human Services	Human Services Advocate	5	\$55,140.40	\$74,085.55	\$82,099.67	49%
72	Health and Human Services	Human Services Manager	2	Insufficient Data			
73	Health and Human Services	Communicable Disease Surveillance Specialist	4	\$67,380.77	\$82,542.19	\$97,703.61	45%
74	Health and Human Services	Environmental Health Practitioner I	6	\$61,981.77	\$75,606.09	\$89,230.41	44%
75	Health and Human Services	Environmental Health Practitioner II	1	Insufficient Data			
76	Health and Human Services	Health Licensing Coordinator	1	Insufficient Data			
77	Health and Human Services	Public Health Manager	3	\$79,746.08	\$95,722.98	\$111,699.87	40%
78	Health and Human Services	Public Health Preparedness Specialist	5	\$62,243.04	\$77,538.13	\$92,833.22	49%
79	Health and Human Services	Health Director	6	\$116,182.78	\$133,219.83	\$161,723.26	39%
80	Health and Human Services	Community Services Manager	5	\$71,003.05	\$89,181.67	\$110,824.39	56%
81	Health and Human Services	Outreach Supervisor	0	Insufficient Data			
82	Health and Human Services	Outreach Worker	2	Insufficient Data			
83	Law	Assistant City Attorney	4	\$84,181.33	\$105,861.63	\$127,541.93	52%
84	Law	City Attorney	6	\$132,932.57	\$157,681.87	\$193,088.68	45%
85	Law	Deputy City Attorney	4	\$101,021.60	\$121,235.00	\$150,836.14	49%
86	Law	Paralegal	9	\$53,764.62	\$68,367.09	\$84,215.58	57%
87	Library	Access Manager	0	Insufficient Data			
88	Library	Assistant Circulation Manager	0	Insufficient Data			
89	Library	Collection Development Manager	0	Insufficient Data			
90	Library	Community Engagement Manager	0	Insufficient Data			
91	Library	Facilities Manager	4	\$75,764.85	\$104,900.86	\$134,036.87	77%
92	Library	Librarian I	4	\$45,723.97	\$64,314.82	\$82,905.67	81%

Attachment 1 - Market Results

#	Department	Benchmark Position	Matches	Avg Minimum	Average Midpoint	Avg Maximum	% Range Spread
93	Library	Librarian II	2	Insufficient Data			
94	Library	Library Assistant	4	\$35,819.23	\$46,224.89	\$56,630.54	58%
95	Library	Library Clerk	2	Insufficient Data			
96	Library	Library Director	2	Insufficient Data			
97	Library	Library Office Coordinator	0	Insufficient Data			
98	Library	Library Security Monitor	0	Insufficient Data			
99	Library	Library Services Coordinator	1	Insufficient Data			
100	Library	Library Supervisor	1	Insufficient Data			
101	Library	Teen Engagement Coordinator	1	Insufficient Data			
102	Multiple	Administrative Coordinator	7	\$48,717.89	\$61,906.74	\$72,959.47	50%
103	Multiple	Administrative Lead	6	\$52,281.04	\$65,732.15	\$80,169.76	53%
104	Multiple	Community Engagement Coordinator	5	\$57,280.74	\$70,947.45	\$92,707.76	62%
105	Multiple	Custodian I	5	\$47,878.70	\$58,283.69	\$69,294.70	45%
106	Multiple	Custodian II	4	\$52,881.10	\$64,010.73	\$75,140.36	42%
107	Multiple	Customer Service Representative	9	\$43,162.77	\$53,606.37	\$64,665.87	50%
108	Multiple	Management Analyst	12	\$63,970.76	\$78,908.73	\$96,814.50	51%
109	Non-Department/Risk Management	Administrative Secretary	7	\$46,643.81	\$57,736.57	\$68,762.04	47%
110	Parks, Rec & Comm Serv	Assistant Program Coordinator	0	Insufficient Data			
111	Parks, Rec & Comm Serv	Bus Driver	4	\$37,207.73	\$49,033.59	\$60,859.45	64%
112	Parks, Rec & Comm Serv	Clerk II	2	Insufficient Data			
113	Parks, Rec & Comm Serv	Clerk III	2	Insufficient Data			
114	Parks, Rec & Comm Serv	Facilities Supervisor	4	\$68,060.74	\$106,493.04	\$132,367.60	94%
115	Parks, Rec & Comm Serv	Office Assistant	3	\$39,241.27	\$51,198.06	\$58,269.52	48%
116	Parks, Rec & Comm Serv	Office Coordinator	3	\$49,648.72	\$68,748.48	\$77,125.80	55%
117	Parks, Rec & Comm Serv	Program Coordinator	3	\$54,620.18	\$67,723.42	\$80,826.65	48%
118	Parks, Rec & Comm Serv	Program Supervisor	4	\$58,390.36	\$70,712.73	\$83,035.10	42%
119	Parks, Rec & Comm Serv	Recreation Manager	3	\$75,010.09	\$89,088.80	\$103,167.51	38%
120	Parks, Rec & Comm Serv	Recreation Support Specialist	2	Insufficient Data			
121	Police	Assistant Communications Coordinator	4	\$78,361.48	\$95,061.31	\$111,007.21	42%
122	Police	Communications Coordinator	7	\$83,431.50	\$107,507.10	\$119,929.62	44%
123	Police	Crime Analyst	6	\$64,204.73	\$82,058.92	\$99,835.28	55%
124	Police	Deputy Chief	12	\$121,918.14	\$147,831.51	\$169,857.55	39%
125	Police	Finance Manager, Police	3	\$83,512.25	\$104,898.34	\$126,284.44	51%
126	Police	Police Chief	12	\$133,867.13	\$171,740.26	\$198,984.33	49%
127	Police	Police Commander	9	\$114,457.70	\$140,219.92	\$155,468.67	36%
128	Police	Police Officer	15	\$68,365.96	\$86,719.61	\$102,111.88	49%
129	Police	Police Sergeant	13	\$104,994.57	\$119,487.92	\$132,584.40	26%
130	Police	Property Officer	6	\$51,246.38	\$63,448.54	\$75,322.46	47%
131	Police	Records Coordinator	8	\$65,954.79	\$82,916.19	\$98,431.78	49%
132	Police	Review Officer	7	\$46,217.44	\$55,167.09	\$66,443.73	44%
133	Police	Service Desk Officer I	4	\$43,767.82	\$55,496.39	\$67,224.97	54%
134	Police	Service Desk Officer II	3	\$49,800.21	\$63,468.18	\$77,136.15	55%
135	Police	Telecommunicator	6	\$64,458.00	\$74,948.67	\$90,406.41	40%
136	Public Works Agency	Architect	3	\$65,603.56	\$90,548.37	\$115,493.19	76%
137	Public Works Agency	Capital Planning Bureau Chief	6	\$106,532.75	\$122,813.74	\$147,340.91	38%
138	Public Works Agency	Civil Engineer II	13	\$74,388.26	\$90,316.01	\$108,124.80	45%

Attachment 1 - Market Results

#	Department	Benchmark Position	Matches	Avg Minimum	Average Midpoint	Avg Maximum	% Range Spread
139	Public Works Agency	Civil Engineer III	6	\$84,373.41	\$102,078.06	\$119,782.71	42%
140	Public Works Agency	Engineering Associate	7	\$51,327.27	\$64,473.92	\$71,433.86	39%
141	Public Works Agency	Traffic Engineering Technician	7	\$64,969.95	\$79,730.54	\$90,723.00	40%
142	Public Works Agency	Environmental Services Coordinator	4	\$72,291.00	\$85,807.46	\$99,323.92	37%
143	Public Works Agency	Forestry Supervisor/Arborist	6	\$75,081.89	\$91,653.46	\$106,709.90	42%
144	Public Works Agency	Parks/Forestry Crew Leader	3	\$48,598.03	\$72,935.55	\$67,859.15	40%
145	Public Works Agency	Parks/Forestry Worker	6	\$60,797.12	\$71,136.57	\$81,476.01	34%
146	Public Works Agency	General Tradesman	0	Insufficient Data			
147	Public Works Agency	Greenway Supervisor	0	Insufficient Data			
148	Public Works Agency	Greenway Worker	3	\$34,012.65	\$47,950.01	\$47,058.05	38%
149	Public Works Agency	Greenways Crew Leader	1	Insufficient Data			
150	Public Works Agency	Equipment Operator I	4	\$55,528.24	\$65,707.22	\$77,509.16	40%
151	Public Works Agency	Equipment Operator II	3	\$65,771.04	\$74,709.32	\$89,703.47	36%
152	Public Works Agency	Equipment Operator III	3	\$61,428.78	\$79,804.62	\$98,678.31	61%
153	Public Works Agency	GIS / Engineering Technician	8	\$58,815.26	\$71,256.57	\$87,356.60	49%
154	Public Works Agency	Project Management Supervisor	4	\$88,310.11	\$98,709.09	\$116,196.92	32%
155	Public Works Agency	Public Works Crew Leader	5	\$78,907.18	\$90,885.91	\$107,894.37	37%
156	Public Works Agency	Public Works Maintenance Worker I	8	\$54,680.94	\$63,958.41	\$76,821.19	40%
157	Public Works Agency	Public Works Maintenance Worker II	6	\$60,745.66	\$72,977.50	\$85,209.34	40%
158	Public Works Agency	Public Works Maintenance Worker III	4	\$64,595.06	\$76,991.55	\$89,388.04	38%
159	Public Works Agency	Senior Project Manager	8	\$79,339.65	\$100,696.21	\$113,786.21	43%
160	Public Works Agency	Plumbing Inspector	5	\$66,616.28	\$80,192.78	\$93,769.29	41%
161	Public Works Agency	Public Works Director	11	\$128,382.90	\$168,189.99	\$185,033.91	44%
162	Public Works Agency	Sanitation Supervisor	4	\$86,545.31	\$101,877.35	\$117,209.39	35%
163	Public Works Agency	Senior Sewer Supervisor	5	\$91,045.97	\$111,933.92	\$124,677.31	37%
164	Public Works Agency	Solid Waste Coordinator	2	Insufficient Data			
165	Public Works Agency	Public Services Bureau Chief	4	\$101,959.18	\$124,624.87	\$140,711.35	38%
166	Public Works Agency	Streets Supervisor	6	\$88,553.06	\$104,956.60	\$125,723.90	42%
167	Public Works Agency	Traffic Electrician	4	\$56,312.55	\$81,680.26	\$80,981.95	44%
168	Public Works Agency	Traffic Operations Supervisor	5	\$64,812.58	\$98,964.94	\$111,899.04	73%
169	Public Works Agency	Chemist	7	\$60,520.53	\$81,094.40	\$97,814.85	62%
170	Public Works Agency	Customer Service/Water Bill Coordinator	9	\$51,697.87	\$64,010.08	\$72,383.72	40%
171	Public Works Agency	Microbiologist	4	\$58,668.03	\$73,721.79	\$101,080.10	72%
172	Public Works Agency	PW Division Chief, Filtration	2	Insufficient Data			
173	Public Works Agency	PW Division Chief, Pumping	0	Insufficient Data			
174	Public Works Agency	Water Distribution Supervisor	9	\$81,602.52	\$100,275.69	\$117,307.09	44%
175	Public Works Agency	Water Plant Operator	6	\$66,505.09	\$78,374.69	\$89,816.22	35%
176	Public Works Agency	Water Production Bureau Chief	3	\$104,423.40	\$143,382.66	\$143,830.27	38%
177	Public Works Agency	Water Worker I	5	\$51,527.39	\$66,594.46	\$81,995.62	59%
178	Public Works Agency	Water Worker III	5	\$60,111.81	\$73,542.11	\$84,073.65	40%
179	Public Works Agency	Water/Sewer Crew Leader	3	\$68,339.94	\$82,077.17	\$95,814.40	40%
180	Public Works Agency	Water/Sewer Mechanic	4	\$73,392.30	\$86,074.98	\$98,757.66	35%

Attachment 2 - Market Comparison

Department	Position Title	Current Midpoint	95% of Mkt	+ / (-) Mkt	Avg. Midpoint	+ / (-) Mkt	105% of Mkt	+ / (-) Mkt
Administrative Services	Administrative Services Director	\$157,705.34	\$138,704.56	▼(12.0%)	\$146,004.80	▼(7.4%)	\$153,305.04	▼(2.8%)
Administrative Services	Facilities Maintenance Worker I	\$62,641.28	\$55,542.61	▼(11.3%)	\$58,465.90	▼(6.7%)	\$61,389.20	▼(2.0%)
Administrative Services	Facilities Maintenance Worker III	\$81,490.24	\$66,402.89	▼(18.5%)	\$69,897.78	▼(14.2%)	\$73,392.67	▼(9.9%)
Administrative Services	FFM Assistant	\$61,146.15	\$54,538.42	▼(10.8%)	\$57,408.86	▼(6.1%)	\$60,279.30	▼(1.4%)
Administrative Services	FFM Equipment Mechanic	\$73,963.76	\$77,496.26	▲4.8%	\$81,575.01	▲10.3%	\$85,653.76	▲15.8%
Administrative Services	FFM Lead Mechanic	\$79,643.20	\$83,601.33	▲5.0%	\$88,001.40	▲10.5%	\$92,401.47	▲16.0%
Administrative Services	FFM Manager	\$104,367.00	\$90,909.22	▼(12.9%)	\$95,693.92	▼(8.3%)	\$100,478.62	▼(3.7%)
Administrative Services	FFM Master Tradesman	\$82,238.86	Insufficient data					
Administrative Services	FFM Supervisor	\$100,562.00	\$89,161.88	▼(11.3%)	\$93,854.61	▼(6.7%)	\$98,547.34	▼(2.0%)
Administrative Services	Benefits Coordinator	\$78,894.08	\$71,438.01	▼(9.5%)	\$75,197.90	▼(4.7%)	\$78,957.80	▲0.1%
Administrative Services	Human Resources Assistant	\$72,781.80	\$58,386.55	▼(19.8%)	\$61,459.52	▼(15.6%)	\$64,532.50	▼(11.3%)
Administrative Services	Human Resources Director	\$129,861.96	\$127,944.99	▼(1.5%)	\$134,678.93	▲3.7%	\$141,412.88	▲8.9%
Administrative Services	Human Resources Specialist	\$75,678.53	\$72,158.16	▼(4.7%)	\$75,955.96	▲0.4%	\$79,753.75	▲5.4%
Administrative Services	Safety & Workers' Comp Manager	\$98,199.47	\$94,579.12	▼(3.7%)	\$99,556.97	▲1.4%	\$104,534.82	▲6.5%
Administrative Services	Chief Information Security Officer	\$157,705.34	\$144,532.12	▼(8.4%)	\$152,139.08	▼(3.5%)	\$159,746.03	▲1.3%
Administrative Services	GIS Analyst	\$86,492.25	\$76,104.23	▼(12.0%)	\$80,109.72	▼(7.4%)	\$84,115.21	▼(2.7%)
Administrative Services	IT Service Delivery Manager	\$98,199.47	\$104,404.80	▲6.3%	\$109,899.79	▲11.9%	\$115,394.78	▲17.5%
Administrative Services	Network Engineer	\$91,419.50	\$88,850.06	▼(2.8%)	\$93,526.38	▼2.3%	\$98,202.70	▼7.4%
Administrative Services	Programmer Analyst	\$91,670.57	\$80,111.73	▼(12.6%)	\$84,328.13	▼(8.0%)	\$88,544.54	▼(3.4%)
Administrative Services	Public Safety Technology Coordinator	\$77,746.00	\$74,867.44	▼(3.7%)	\$78,807.83	▲1.4%	\$82,748.23	▲6.4%
Administrative Services	Systems Administrator	\$94,878.73	\$88,753.50	▼(6.5%)	\$93,424.73	▼(1.5%)	\$98,095.97	▲3.4%
Administrative Services	Tech Support Specialist I	\$67,140.50	\$67,512.27	▲0.6%	\$71,065.55	▲5.8%	\$74,618.83	▲11.1%
Administrative Services	Parking Division Manager	\$132,783.84	Insufficient data					
Administrative Services	Parking Enforcement Officer	\$65,569.92	\$50,460.48	▼(23.0%)	\$53,116.29	▼(19.0%)	\$55,772.11	▼(14.9%)
Administrative Services	Parking Enforcement Supervisor	\$104,367.01	Insufficient data					
Administrative Services	Parking Maintenance Worker	\$68,863.60	Insufficient data					
Administrative Services	Payroll Manager	\$104,640.01	\$82,961.61	▼(20.7%)	\$87,328.01	▼(16.5%)	\$91,694.41	▼(12.4%)
Administrative Services	Payroll/Pension Administrator	\$79,838.85	\$63,685.33	▼(20.2%)	\$67,037.19	▼(16.0%)	\$70,389.05	▼(11.8%)
City Clerk's Office	City Clerk	\$41,621.78	\$82,289.37	▲97.7%	\$86,620.39	▲108.1%	\$90,951.41	▲118.5%
City Clerk's Office	Deputy City Clerk	\$52,084.50	\$69,842.43	▲34.1%	\$73,518.34	▲41.2%	\$77,194.26	▲48.2%
City Manager	Assistant to the City Manager	\$77,183.92	\$83,364.80	▲8.0%	\$87,752.42	▲13.7%	\$92,140.04	▲19.4%
City Manager	City Manager	\$225,000.00	\$210,979.89	▼(6.2%)	\$222,084.09	▼(1.3%)	\$233,188.29	▲3.6%
City Manager	Economic Development Manager	\$102,136.25	\$101,580.36	▼(0.5%)	\$106,926.69	▲4.7%	\$112,273.03	▲9.9%
City Manager	Economic Development Specialist	\$69,741.75	\$75,910.95	▲8.8%	\$79,906.26	▲14.6%	\$83,901.58	▲20.3%
City Manager	Accountant	\$75,046.40	\$71,268.09	▼(5.0%)	\$75,019.04	▼(0.0%)	\$78,769.99	▲5.0%
City Manager	Accounting Manager	\$97,252.50	\$91,304.10	▼(6.1%)	\$96,109.58	▼(1.2%)	\$100,915.05	▲3.8%
City Manager	Accounts Payable Coordinator	\$76,885.98	\$63,579.33	▼(17.3%)	\$66,925.61	▼(13.0%)	\$70,271.89	▼(8.6%)
City Manager	Chief Financial Officer / Treasurer	\$146,954.50	\$146,779.42	▼(0.1%)	\$154,504.65	▲5.1%	\$162,229.88	▲10.4%
City Manager	Financial Analyst	\$88,328.45	\$82,723.64	▼(6.3%)	\$87,077.52	▼(1.4%)	\$91,431.40	▲3.5%
City Manager	Purchasing Manager	\$90,385.00	\$100,293.51	▲11.0%	\$105,572.11	▲16.8%	\$110,850.72	▲22.6%
City Manager	Purchasing Specialist	\$77,034.75	\$68,955.79	▼(10.5%)	\$72,585.04	▼(5.8%)	\$76,214.29	▼(1.1%)
City Manager	Revenue/Tax Assessment Reviewer	\$66,885.98	\$67,897.99	▲1.5%	\$71,471.57	▲6.9%	\$75,045.15	▲12.2%
City Manager	Mayor's Assistant	\$71,200.50	\$65,814.03	▼(7.6%)	\$69,277.93	▼(2.7%)	\$72,741.83	▲2.2%
City Manager	Policy Coordinator	\$86,621.00	Insufficient data					
City Manager	Broadcast Operations Coordinator	\$75,367.50	\$60,286.16	▼(20.0%)	\$63,459.12	▼(15.8%)	\$66,632.07	▼(11.6%)
City Manager	Communications Manager	\$94,619.00	\$102,698.77	▲8.5%	\$108,103.97	▲14.3%	\$113,509.17	▲20.0%
City Manager	Revenue Supervisor	\$78,127.53	\$75,980.92	▼(2.7%)	\$79,979.92	▲2.4%	\$83,978.91	▲7.5%
City Manager	Sustainability & Resilience Coordinator	\$96,038.60	Insufficient data					
Community Development	Building Construction Inspection Supervisor	\$63,443.25	\$78,485.60	▲23.7%	\$82,616.42	▲30.2%	\$86,747.24	▲36.7%
Community Development	Electrical Inspector II	\$78,894.08	\$77,166.21	▼(2.2%)	\$81,227.59	▲3.0%	\$85,288.97	▲8.1%
Community Development	Permit Services Specialist	\$67,782.00	\$57,330.66	▼(15.4%)	\$60,348.06	▼(11.0%)	\$63,365.47	▼(6.5%)
Community Development	Plumbing/Mechanical Inspector	\$72,781.80	\$80,415.87	▲10.5%	\$84,648.29	▲16.3%	\$88,880.70	▲22.1%
Community Development	Community Development Director	\$130,403.00	\$135,473.97	▲3.9%	\$142,604.18	▲9.4%	\$149,734.39	▲14.8%

Attachment 2 - Market Comparison

Department	Position Title	Current Midpoint	95% of Mkt	+ / (-) Mkt	Avg. Midpoint	+ / (-) Mkt	105% of Mkt	+ / (-) Mkt
Community Development	Transportation & Mobility Coordinator	\$75,534.50	\$75,380.49	▼(0.2%)	\$79,347.88	▲5.0%	\$83,315.28	▲10.3%
Community Development	Grants Compliance Specialist	\$82,276.35	\$74,590.62	▼(9.3%)	\$78,516.44	▼(4.6%)	\$82,442.27	▲0.2%
Community Development	Housing & Economic Development Analyst	\$78,894.08	\$79,214.44	▲0.4%	\$83,383.62	▲5.7%	\$87,552.80	▲11.0%
Community Development	Housing & Grants Manager	\$104,367.01	\$89,980.57	▼(13.8%)	\$94,716.39	▼(9.2%)	\$99,452.21	▼(4.7%)
Community Development	Neighborhood & Landuse Planner	\$89,280.75	\$83,889.84	▼(6.0%)	\$88,305.10	▼(1.1%)	\$92,720.35	▲3.9%
Community Development	Planner	\$75,678.53	\$75,936.74	▲0.3%	\$79,933.41	▲5.6%	\$83,930.08	▲10.9%
Community Development	Zoning Administrator	\$96,566.93	\$81,975.26	▼(15.1%)	\$86,289.75	▼(10.6%)	\$90,604.24	▼(6.2%)
Community Development	Property Maintenance Inspector	\$72,781.80	\$70,489.21	▼(3.1%)	\$74,199.16	▲1.9%	\$77,909.12	▲7.0%
Community Development	Property Maintenance Supervisor	\$98,199.47	\$85,761.91	▼(12.7%)	\$90,275.70	▼(8.1%)	\$94,789.48	▼(3.5%)
Fire	Fire Captain	\$104,433.63	\$110,248.25	▲5.6%	\$116,050.79	▲11.1%	\$121,853.33	▲16.7%
Fire	Fire Chief	\$157,705.34	\$153,078.87	▼(2.9%)	\$161,135.65	▲2.2%	\$169,192.43	▲7.3%
Fire	Fire Deputy Chief	\$142,241.31	\$131,284.24	▼(7.7%)	\$138,193.93	▼(2.8%)	\$145,103.63	▲2.0%
Fire	Fire Division Chief	\$120,729.74	Insufficient data					
Fire	Fire Shift Chief	\$120,181.52	Insufficient data					
Fire	Firefighter/Paramedic	\$82,969.81	\$90,868.80	▲9.5%	\$95,651.37	▲15.3%	\$100,433.93	▲21.0%
Fire	Administrative Assistant	\$65,705.25	\$55,923.84	▼(14.9%)	\$58,867.20	▼(10.4%)	\$61,810.56	▼(5.9%)
Health and Human Services	Community Health Specialist	\$79,885.40	\$61,912.27	▼(22.5%)	\$65,170.81	▼(18.4%)	\$68,429.35	▼(14.3%)
Health and Human Services	Human Services Advocate	\$75,678.53	\$70,381.27	▼(7.0%)	\$74,085.55	▼(2.1%)	\$77,789.83	▲2.8%
Health and Human Services	Human Services Manager	\$104,367.01	Insufficient data					
Health and Human Services	Communicable Disease Surveillance Specialist	\$73,825.05	\$78,415.08	▲6.2%	\$82,542.19	▲11.8%	\$86,669.30	▲17.4%
Health and Human Services	Environmental Health Practitioner I	\$73,825.05	\$71,825.79	▼(2.7%)	\$75,606.09	▲2.4%	\$79,386.40	▲7.5%
Health and Human Services	Environmental Health Practitioner II	\$82,275.38	Insufficient data					
Health and Human Services	Health Licensing Coordinator	\$64,238.85	Insufficient data					
Health and Human Services	Public Health Manager	\$95,345.50	\$90,936.83	▼(4.6%)	\$95,722.98	▲0.4%	\$100,509.13	▲5.4%
Health and Human Services	Public Health Preparedness Specialist	\$74,439.50	\$73,661.22	▼(1.0%)	\$77,538.13	▲4.2%	\$81,415.04	▲9.4%
Health and Human Services	Health Director	\$157,705.34	\$126,558.84	▼(19.7%)	\$133,219.83	▼(15.5%)	\$139,880.82	▼(11.3%)
Health and Human Services	Community Services Manager	\$98,199.47	\$84,722.59	▼(13.7%)	\$89,181.67	▼(9.2%)	\$93,640.75	▼(4.6%)
Health and Human Services	Outreach Supervisor	\$96,038.60	Insufficient data					
Health and Human Services	Outreach Worker	\$66,885.98	Insufficient data					
Law	Assistant City Attorney	\$92,745.93	\$100,568.55	▲8.4%	\$105,861.63	▲14.1%	\$111,154.71	▲19.8%
Law	City Attorney	\$154,235.05	\$149,797.77	▼(2.9%)	\$157,681.87	▲2.2%	\$165,565.96	▲7.3%
Law	Deputy City Attorney	\$121,227.44	\$115,173.25	▼(5.0%)	\$121,235.00	▲0.0%	\$127,296.75	▲5.0%
Law	Paralegal	\$70,166.85	\$64,948.73	▼(7.4%)	\$68,367.09	▼(2.6%)	\$71,785.44	▲2.3%
Library	Access Manager	\$91,670.57	Insufficient data					
Library	Assistant Circulation Manager	\$61,147.13	Insufficient data					
Library	Collection Development Manager	\$91,670.57	Insufficient data					
Library	Community Engagement Manager	\$107,724.00	Insufficient data					
Library	Facilities Manager	\$100,656.00	\$99,655.82	▼(1.0%)	\$104,900.86	▲4.2%	\$110,145.90	▲9.4%
Library	Librarian I	\$69,741.75	\$61,099.08	▼(12.4%)	\$64,314.82	▼(7.8%)	\$67,530.56	▼(3.2%)
Library	Librarian II	\$82,276.35	Insufficient data					
Library	Library Assistant	\$50,349.00	\$43,913.64	▼(12.8%)	\$46,224.89	▼(8.2%)	\$48,536.13	▼(3.6%)
Library	Library Clerk	\$34,884.53	Insufficient data					
Library	Library Director	\$157,705.34	Insufficient data					
Library	Library Office Coordinator	\$66,885.98	Insufficient data					
Library	Library Security Monitor	\$69,742.73	Insufficient data					
Library	Library Services Coordinator	\$52,578.83	Insufficient data					
Library	Library Supervisor	\$79,671.57	Insufficient data					
Library	Teen Engagement Coordinator	\$64,937.93	Insufficient data					
Multiple	Administrative Coordinator	\$92,790.93	\$58,811.40	▼(36.6%)	\$61,906.74	▼(33.3%)	\$65,002.08	▼(29.9%)
Multiple	Administrative Lead	\$70,356.00	\$62,445.54	▼(11.2%)	\$65,732.15	▼(6.6%)	\$69,018.76	▼(1.9%)
Multiple	Community Engagement Coordinator	\$89,524.50	\$67,400.08	▼(24.7%)	\$70,947.45	▼(20.8%)	\$74,494.82	▼(16.8%)
Multiple	Custodian I	\$62,641.28	\$55,369.50	▼(11.6%)	\$58,283.69	▼(7.0%)	\$61,197.87	▼(2.3%)
Multiple	Custodian II	\$65,569.92	\$60,810.20	▼(7.3%)	\$64,010.73	▼(2.4%)	\$67,211.27	▲2.5%

Attachment 2 - Market Comparison

Department	Position Title	Current Midpoint	95% of Mkt	+ / (-) Mkt	Avg. Midpoint	+ / (-) Mkt	105% of Mkt	+ / (-) Mkt
Multiple	Customer Service Representative	\$59,280.98	\$50,926.06	▼(14.1%)	\$53,606.37	▼(9.6%)	\$56,286.69	▼(5.1%)
Multiple	Management Analyst	\$89,653.37	\$74,963.30	▼(16.4%)	\$78,908.73	▼(12.0%)	\$82,854.17	▼(7.6%)
Non-Department/Risk Management	Administrative Secretary	\$70,356.00	\$54,849.74	▼(22.0%)	\$57,736.57	▼(17.9%)	\$60,623.40	▼(13.8%)
Parks, Rec & Comm Serv	Assistant Program Coordinator	\$65,694.53	Insufficient data					
Parks, Rec & Comm Serv	Bus Driver	\$39,386.84	\$46,581.91	▲18.3%	\$49,033.59	▲24.5%	\$51,485.27	▲30.7%
Parks, Rec & Comm Serv	Clerk II	\$48,492.60	Insufficient data					
Parks, Rec & Comm Serv	Clerk III	\$52,578.83	Insufficient data					
Parks, Rec & Comm Serv	Facilities Supervisor	\$42,896.10	\$101,168.39	▲135.8%	\$106,493.04	▲148.3%	\$111,817.69	▲160.7%
Parks, Rec & Comm Serv	Office Assistant	\$25,142.32	\$48,638.16	▲93.5%	\$51,198.06	▲103.6%	\$53,757.96	▲113.8%
Parks, Rec & Comm Serv	Office Coordinator	\$67,977.00	\$65,311.06	▼(3.9%)	\$68,748.48	▲1.1%	\$72,185.90	▲6.2%
Parks, Rec & Comm Serv	Program Coordinator	\$71,855.24	\$64,337.25	▼(10.5%)	\$67,723.42	▼(5.8%)	\$71,109.59	▼(1.0%)
Parks, Rec & Comm Serv	Program Supervisor	\$42,480.75	\$67,177.09	▲58.1%	\$70,712.73	▲66.5%	\$74,248.37	▲74.8%
Parks, Rec & Comm Serv	Recreation Manager	\$96,038.60	\$84,634.36	▼(11.9%)	\$89,088.80	▼(7.2%)	\$93,543.24	▼(2.6%)
Parks, Rec & Comm Serv	Recreation Support Specialist	\$80,739.75	Insufficient data					
Police	Assistant Communications Coordinator	\$96,038.60	\$90,308.25	▼(6.0%)	\$95,061.31	▼(1.0%)	\$99,814.38	▲3.9%
Police	Communications Coordinator	\$119,763.11	\$102,131.74	▼(14.7%)	\$107,507.10	▼(10.2%)	\$112,882.45	▼(5.7%)
Police	Property Officer	\$69,741.75	\$60,276.11	▼(13.6%)	\$63,448.54	▼(9.0%)	\$66,620.97	▼(4.5%)
Police	Review Officer	\$72,781.80	\$52,408.73	▼(28.0%)	\$55,167.09	▼(24.2%)	\$57,925.44	▼(20.4%)
Police	Service Desk Officer I	\$52,793.50	\$52,721.57	▼(0.1%)	\$55,496.39	▲5.1%	\$58,271.21	▲10.4%
Police	Service Desk Officer II	\$59,860.50	\$60,294.77	▲0.7%	\$63,468.18	▲6.0%	\$66,641.59	▲11.3%
Police	Telecommunicator	\$75,640.00	\$71,201.23	▼(5.9%)	\$74,948.67	▼(0.9%)	\$78,696.10	▲4.0%
Public Works Agency	Architect	\$85,421.50	\$86,020.96	▲0.7%	\$90,548.37	▲6.0%	\$95,075.79	▲11.3%
Public Works Agency	Capital Planning Bureau Chief	\$137,431.19	\$116,673.06	▼(15.1%)	\$122,813.74	▼(10.6%)	\$128,954.43	▼(6.2%)
Public Works Agency	Civil Engineer II	\$89,280.45	\$85,800.21	▼(3.9%)	\$90,316.01	▲1.2%	\$94,831.81	▲6.2%
Public Works Agency	Civil Engineer III	\$100,461.08	\$96,974.16	▼(3.5%)	\$102,078.06	▲1.6%	\$107,181.96	▲6.7%
Public Works Agency	Engineering Associate	\$61,947.80	\$61,250.22	▼(1.1%)	\$64,473.92	▲4.1%	\$67,697.61	▲9.3%
Public Works Agency	Traffic Engineering Technician	\$69,741.75	\$75,744.02	▲8.6%	\$79,730.54	▲14.3%	\$83,717.07	▲20.0%
Public Works Agency	Environmental Services Coordinator	\$91,505.50	\$81,517.09	▼(10.9%)	\$85,807.46	▼(6.2%)	\$90,097.83	▼(1.5%)
Public Works Agency	Forestry Supervisor/Arborist	\$98,199.47	\$87,070.79	▼(11.3%)	\$91,653.46	▼(6.7%)	\$96,236.14	▼(2.0%)
Public Works Agency	Parks/Forestry Crew Leader	\$74,247.68	\$69,288.77	▼(6.7%)	\$72,935.55	▼(1.8%)	\$76,582.32	▲3.1%
Public Works Agency	Parks/Forestry Worker	\$68,863.60	\$67,579.74	▼(1.9%)	\$71,136.57	▲3.3%	\$74,693.40	▲8.5%
Public Works Agency	General Tradesman	\$77,889.76	Insufficient data					
Public Works Agency	Greenway Supervisor	\$104,367.01	Insufficient data					
Public Works Agency	Greenway Worker	\$33,280.00	\$45,552.51	▲36.9%	\$47,950.01	▲44.1%	\$50,347.51	▲51.3%
Public Works Agency	Greenways Crew Leader	\$73,963.76	Insufficient data					
Public Works Agency	Equipment Operator I	\$66,606.80	\$62,421.86	▼(6.3%)	\$65,707.22	▼(1.4%)	\$68,992.58	▲3.6%
Public Works Agency	Equipment Operator II	\$68,863.60	\$70,973.85	▲3.1%	\$74,709.32	▲8.5%	\$78,444.78	▲13.9%
Public Works Agency	Equipment Operator III	\$71,394.96	\$75,814.39	▲6.2%	\$79,804.62	▲11.8%	\$83,794.85	▲17.4%
Public Works Agency	GIS / Engineering Technician	\$79,879.80	\$67,693.74	▼(15.3%)	\$71,256.57	▼(10.8%)	\$74,819.40	▼(6.3%)
Public Works Agency	Project Management Supervisor	\$105,642.56	\$93,773.63	▼(11.2%)	\$98,709.09	▼(6.6%)	\$103,644.54	▼(1.9%)
Public Works Agency	Public Works Crew Leader	\$73,963.76	\$86,341.62	▲16.7%	\$90,885.91	▲22.9%	\$95,430.21	▲29.0%
Public Works Agency	Public Works Maintenance Worker I	\$64,678.64	\$60,760.49	▼(6.1%)	\$63,958.41	▼(1.1%)	\$67,156.33	▲3.8%
Public Works Agency	Public Works Maintenance Worker II	\$66,606.80	\$69,328.63	▲4.1%	\$72,977.50	▲9.6%	\$76,626.38	▲15.0%
Public Works Agency	Public Works Maintenance Worker III	\$68,863.60	\$73,141.97	▲6.2%	\$76,991.55	▲11.8%	\$80,841.12	▲17.4%
Public Works Agency	Senior Project Manager	\$123,955.06	\$95,661.40	▼(22.8%)	\$100,696.21	▼(18.8%)	\$105,731.02	▼(14.7%)
Public Works Agency	Plumbing Inspector	\$72,781.80	\$76,183.15	▲4.7%	\$80,192.78	▲10.2%	\$84,202.42	▲15.7%
Public Works Agency	Public Works Director	\$157,705.34	\$159,780.49	▲1.3%	\$168,189.99	▲6.6%	\$176,599.49	▲12.0%
Public Works Agency	Sanitation Supervisor	\$104,367.01	\$96,783.48	▼(7.3%)	\$101,877.35	▼(2.4%)	\$106,971.22	▲2.5%
Public Works Agency	Senior Sewer Supervisor	\$102,136.50	\$106,337.22	▲4.1%	\$111,933.92	▲9.6%	\$117,530.62	▲15.1%
Public Works Agency	Solid Waste Coordinator	\$98,199.47	Insufficient data					
Public Works Agency	Public Services Bureau Chief	\$137,431.19	\$118,393.62	▼(13.9%)	\$124,624.87	▼(9.3%)	\$130,856.11	▼(4.8%)
Public Works Agency	Streets Supervisor	\$97,252.50	\$99,708.77	▲2.5%	\$104,956.60	▲7.9%	\$110,204.43	▲13.3%
Public Works Agency	Traffic Electrician	\$73,963.76	\$77,596.24	▲4.9%	\$81,680.26	▲10.4%	\$85,764.27	▲16.0%

Attachment 2 - Market Comparison

Department	Position Title	Current Midpoint	95% of Mkt	+ / (-) Mkt	Avg. Midpoint	+ / (-) Mkt	105% of Mkt	+ / (-) Mkt
Public Works Agency	Traffic Operations Supervisor	\$95,345.37	\$94,016.69	▼(1.4%)	\$98,964.94	▲3.8%	\$103,913.18	▲9.0%
Public Works Agency	Chemist	\$89,280.75	\$77,039.68	▼(13.7%)	\$81,094.40	▼(9.2%)	\$85,149.12	▼(4.6%)
Public Works Agency	Customer Service/Water Bill Coordinator	\$66,238.85	\$60,809.58	▼(8.2%)	\$64,010.08	▼(3.4%)	\$67,210.58	▲1.5%
Public Works Agency	Microbiologist	\$67,665.98	\$70,035.70	▲3.5%	\$73,721.79	▲8.9%	\$77,407.88	▲14.4%
Public Works Agency	PW Division Chief, Filtration	\$123,955.06	Insufficient data					
Public Works Agency	PW Division Chief, Pumping	\$123,955.06	Insufficient data					
Public Works Agency	Water Distribution Supervisor	\$111,800.27	\$95,261.91	▼(14.8%)	\$100,275.69	▼(10.3%)	\$105,289.47	▼(5.8%)
Public Works Agency	Water Plant Operator	\$77,889.76	\$74,455.95	▼(4.4%)	\$78,374.69	▲0.6%	\$82,293.42	▲5.7%
Public Works Agency	Water Production Bureau Chief	\$137,431.19	\$136,213.53	▼(0.9%)	\$143,382.66	▲4.3%	\$150,551.80	▲9.5%
Public Works Agency	Water Worker I	\$66,606.80	\$63,264.74	▼(5.0%)	\$66,594.46	▼(0.0%)	\$69,924.18	▲5.0%
Public Works Agency	Water Worker III	\$71,394.96	\$69,865.00	▼(2.1%)	\$73,542.11	▲3.0%	\$77,219.21	▲8.2%
Public Works Agency	Water/Sewer Crew Leader	\$73,963.76	\$77,973.31	▲5.4%	\$82,077.17	▲11.0%	\$86,181.02	▲16.5%
Public Works Agency	Water/Sewer Mechanic	\$85,444.32	\$81,771.23	▼(4.3%)	\$86,074.98	▲0.7%	\$90,378.73	▲5.8%
			AVERAGE	▼(2.3%)	AVERAGE	▲2.8%	AVERAGE	▲7.9%

Attachment 3 - Title & Grade Assignment

Department	Project Title	Grade	Minimum	Midpoint	Maximum
Administrative Services	Administrative Services Director / CIO	16	\$129,186	\$161,483	\$193,779
Administrative Services	Human Resources Director	16	\$129,186	\$161,483	\$193,779
Administrative Services	Chief Information Security Officer	16	\$129,186	\$161,483	\$193,779
Administrative Services	Parking Division Manager	14	\$107,253	\$134,066	\$160,880
Administrative Services	FFM Division Manager	14	\$107,253	\$134,066	\$160,880
Administrative Services	Assistant Human Resources Manager	12	\$89,043	\$111,304	\$133,565
Administrative Services	Payroll Manager	12	\$89,043	\$111,304	\$133,565
Administrative Services	IT Service Delivery Manager	12	\$89,043	\$111,304	\$133,565
Administrative Services	Safety & Workers' Comp Manager	12	\$89,043	\$111,304	\$133,565
Administrative Services	Parking Enforcement Supervisor	11	\$81,133	\$101,416	\$121,700
Administrative Services	FFM Supervisor	11	\$81,133	\$101,416	\$121,700
Administrative Services	Civic Technology Analyst	10	\$73,925	\$92,406	\$110,888
Administrative Services	Safety Specialist	10	\$73,925	\$92,406	\$110,888
Administrative Services	Public Safety Technology Coordinator	10	\$73,925	\$92,406	\$110,888
Administrative Services	Master Tradesman	10	\$73,925	\$92,406	\$110,888
Administrative Services	Human Resources Specialist	10	\$73,925	\$92,406	\$110,888
Administrative Services	Systems Administrator	10	\$73,925	\$92,406	\$110,888
Administrative Services	Network Engineer	10	\$73,925	\$92,406	\$110,888
Administrative Services	GIS Analyst	10	\$73,925	\$92,406	\$110,888
Administrative Services	Programmer Analyst	10	\$73,925	\$92,406	\$110,888
Administrative Services	Payroll/Pension Administrator	10	\$73,925	\$92,406	\$110,888
Administrative Services	FFM Lead Mechanic	10	\$73,925	\$92,406	\$110,888
Administrative Services	Benefits Coordinator	9	\$67,358	\$84,197	\$101,037
Administrative Services	Facilities Maintenance Worker III	9	\$67,358	\$84,197	\$101,037
Administrative Services	FFM Equipment Mechanic	9	\$67,358	\$84,197	\$101,037
Administrative Services	Human Resources Assistant	8	\$63,931	\$76,717	\$89,503
Administrative Services	Tech Support Specialist I	8	\$63,931	\$76,717	\$89,503
Administrative Services	FFM Master Tradesman	8	\$63,931	\$76,717	\$89,503
Administrative Services	FFM Assistant	7	\$58,252	\$69,902	\$81,553
Administrative Services	Parking Operations Specialist	7	\$58,252	\$69,902	\$81,553
Administrative Services	Facilities & Fleet Oper Coord	7	\$58,252	\$69,902	\$81,553
Administrative Services	Parking Maintenance Worker	7	\$58,252	\$69,902	\$81,553
Administrative Services	Parking Enforcement Officer	6	\$53,077	\$63,692	\$74,308
Administrative Services	Facilities Maintenance Worker I	6	\$53,077	\$63,692	\$74,308
City Clerk	City Clerk	10	\$73,925	\$92,406	\$110,888
City Clerk	Deputy City Clerk	8	\$63,931	\$76,717	\$89,503

Attachment 3 - Title & Grade Assignment

Department	Project Title	Grade	Minimum	Midpoint	Maximum
City Manager	City Manager	19	\$178,646	\$223,308	\$267,969
City Manager	Deputy City Manager	18	\$159,506	\$199,382	\$239,259
City Manager	Chief Financial Officer / Treasurer	16	\$129,186	\$161,483	\$193,779
City Manager	Economic Development Manager	12	\$89,043	\$111,304	\$133,565
City Manager	Accounting Manager	12	\$89,043	\$111,304	\$133,565
City Manager	Communications Manager	12	\$89,043	\$111,304	\$133,565
City Manager	Purchasing Manager	12	\$89,043	\$111,304	\$133,565
City Manager	Sustainability & Resilience Coordinator	10	\$73,925	\$92,406	\$110,888
City Manager	Financial Analyst	10	\$73,925	\$92,406	\$110,888
City Manager	Purchasing Specialist	9	\$67,358	\$84,197	\$101,037
City Manager	Economic Development Specialist	9	\$67,358	\$84,197	\$101,037
City Manager	Broadcast Operations Coordinator	9	\$67,358	\$84,197	\$101,037
City Manager	Revenue Supervisor	9	\$67,358	\$84,197	\$101,037
City Manager	Mayor's Assistant	9	\$67,358	\$84,197	\$101,037
City Manager	Assistant to the City Manager	9	\$67,358	\$84,197	\$101,037
City Manager	Senior Accountant	9	\$67,358	\$84,197	\$101,037
City Manager	Policy Coordinator	9	\$67,358	\$84,197	\$101,037
City Manager	Accounts Payable Coordinator	8	\$63,931	\$76,717	\$89,503
City Manager	Accountant	8	\$63,931	\$76,717	\$89,503
City Manager	Revenue/Tax Assessment Reviewer	7	\$58,252	\$69,902	\$81,553
City Manager	Collections Coordinator	7	\$58,252	\$69,902	\$81,553
City Manager	Administrative Adjudication Aide	7	\$58,252	\$69,902	\$81,553
Community Development	Community Development Director	16	\$129,186	\$161,483	\$193,779
Community Development	Building & Inspection Services Manager	12	\$89,043	\$111,304	\$133,565
Community Development	Planning Manager	12	\$89,043	\$111,304	\$133,565
Community Development	Housing & Grants Manager	12	\$89,043	\$111,304	\$133,565
Community Development	Housing and Grants Supervisor	11	\$81,133	\$101,416	\$121,700
Community Development	Permit Services Supervisor	11	\$81,133	\$101,416	\$121,700
Community Development	Property Maintenance Supervisor	11	\$81,133	\$101,416	\$121,700
Community Development	Zoning Administrator	11	\$81,133	\$101,416	\$121,700
Community Development	Building Construction Inspection Supervisor	11	\$81,133	\$101,416	\$121,700
Community Development	Community Development Management Analyst	10	\$73,925	\$92,406	\$110,888
Community Development	Neighborhood & Landuse Planner	10	\$73,925	\$92,406	\$110,888
Community Development	Planner	10	\$73,925	\$92,406	\$110,888
Community Development	Grants Compliance Specialist	10	\$73,925	\$92,406	\$110,888
Community Development	Housing & Economic Development Analyst	9	\$67,358	\$84,197	\$101,037

Attachment 3 - Title & Grade Assignment

Department	Project Title	Grade	Minimum	Midpoint	Maximum
Community Development	Plumbing/Mechanical Inspector	9	\$67,358	\$84,197	\$101,037
Community Development	Property Maintenance Inspector	9	\$67,358	\$84,197	\$101,037
Community Development	Financial Analyst, Grants	9	\$67,358	\$84,197	\$101,037
Community Development	Permit Services Specialist	8	\$63,931	\$76,717	\$89,503
Community Development	Electrical Inspector II	7	\$58,252	\$69,902	\$81,553
Community Development	Transportation & Mobility Coord	7	\$58,252	\$69,902	\$81,553
Community Development	Customer Service Coordinator	7	\$58,252	\$69,902	\$81,553
Community Development	Permit Services Representative	6	\$53,077	\$63,692	\$74,308
Fire	Fire Chief	17	\$141,782	\$177,228	\$212,673
Fire	Fire Deputy Chief	15	\$117,710	\$147,137	\$176,565
Fire	Fire Division Chief	14	\$107,253	\$134,066	\$160,880
Fire	Fire Shift Chief	13	\$97,725	\$122,156	\$146,588
Fire	Fire Captain	12	\$89,043	\$111,304	\$133,565
Fire	Fire Plan Reviewer	11	\$81,133	\$101,416	\$121,700
Fire	Firefighter/Paramedic	10	\$73,925	\$92,406	\$110,888
Health	Health Director	16	\$129,186	\$161,483	\$193,779
Health	Human Services Manager	12	\$89,043	\$111,304	\$133,565
Health	Community Services Manager	12	\$89,043	\$111,304	\$133,565
Health	Public Health Manager	12	\$89,043	\$111,304	\$133,565
Health	Outreach Supervisor	11	\$81,133	\$101,416	\$121,700
Health	Bus Workforce Compliance Coord	10	\$73,925	\$92,406	\$110,888
Health	Environmental Health Practitioner II	10	\$73,925	\$92,406	\$110,888
Health	Human Services Advocate	9	\$67,358	\$84,197	\$101,037
Health	Communicable Disease Surveillance Specialist	9	\$67,358	\$84,197	\$101,037
Health	Environmental Health Practitioner I	9	\$67,358	\$84,197	\$101,037
Health	Family Advocate	9	\$67,358	\$84,197	\$101,037
Health	Public Health Preparedness Specialist	8	\$63,931	\$76,717	\$89,503
Health	Community Health Specialist	8	\$63,931	\$76,717	\$89,503
Health	Administrative Lead	8	\$63,931	\$76,717	\$89,503
Health	Human Services Specialist	8	\$63,931	\$76,717	\$89,503
Health	Long-Term Care Ombudsman	8	\$63,931	\$76,717	\$89,503
Health	Youth and Family Program Coordinator	8	\$63,931	\$76,717	\$89,503
Health	Health Licensing Coordinator	7	\$58,252	\$69,902	\$81,553
Health	Senior Services Advocate	7	\$58,252	\$69,902	\$81,553
Health	Outreach Worker	7	\$58,252	\$69,902	\$81,553

Attachment 3 - Title & Grade Assignment

Department	Project Title	Grade	Minimum	Midpoint	Maximum
Law	City Attorney	16	\$129,186	\$161,483	\$193,779
Law	Deputy City Attorney	14	\$107,253	\$134,066	\$160,880
Law	Assistant City Attorney	11	\$81,133	\$101,416	\$121,700
Law	Paralegal	8	\$63,931	\$76,717	\$89,503
Library	Library Director	16	\$129,186	\$161,483	\$193,779
Library	Assistant Library Director	15	\$117,710	\$147,137	\$176,565
Library	Learning & Literacy Manager	14	\$107,253	\$134,066	\$160,880
Library	Facilities Manager	12	\$89,043	\$111,304	\$133,565
Library	Access Manager	11	\$81,133	\$101,416	\$121,700
Library	Security Supervisor	11	\$81,133	\$101,416	\$121,700
Library	Assistant Circulation Manager	10	\$73,925	\$92,406	\$110,888
Library	Community Engagement Manager	10	\$73,925	\$92,406	\$110,888
Library	Innovation & Digital Learning Manager	10	\$73,925	\$92,406	\$110,888
Library	Development Manager	10	\$73,925	\$92,406	\$110,888
Library	Collection Development Manager	10	\$73,925	\$92,406	\$110,888
Library	Early Learning & Literacy Manager	10	\$73,925	\$92,406	\$110,888
Library	Community Engagement Coordinator	10	\$73,925	\$92,406	\$110,888
Library	Youth Engagement Librarian II	9	\$67,358	\$84,197	\$101,037
Library	Librarian II	9	\$67,358	\$84,197	\$101,037
Library	Library Supervisor	9	\$67,358	\$84,197	\$101,037
Library	Virtual Services Librarian	9	\$67,358	\$84,197	\$101,037
Library	Librarian I	8	\$63,931	\$76,717	\$89,503
Library	Latino Engagement Librarian	8	\$63,931	\$76,717	\$89,503
Library	Teen Services Librarian I	8	\$63,931	\$76,717	\$89,503
Library	Library Office Coordinator	7	\$58,252	\$69,902	\$81,553
Library	Teen Engagement Coordinator	7	\$58,252	\$69,902	\$81,553
Library	Family Engagement Coordinator	7	\$58,252	\$69,902	\$81,553
Library	Development Associate	7	\$58,252	\$69,902	\$81,553
Library	Custodian II	6	\$53,077	\$63,692	\$74,308
Library	Library Services Coordinator	5	\$48,362	\$58,034	\$67,707
Library	Library Assistant	4	\$44,065	\$52,878	\$61,691
Library	Circulation	4	\$44,065	\$52,878	\$61,691
Library	Branch Assistant	4	\$44,065	\$52,878	\$61,691
Library	Technology Trainer	4	\$44,065	\$52,878	\$61,691
Library	Library Security Monitor	3	\$40,150	\$48,180	\$56,210
Library	Security Monitor	3	\$40,150	\$48,180	\$56,210
Library	Library Clerk	2	\$36,583	\$43,900	\$51,216

Attachment 3 - Title & Grade Assignment

Department	Project Title	Grade	Minimum	Midpoint	Maximum
Library	Shelver	1	\$33,333	\$40,000	\$46,666
MULTIPLE	Customer Service Representative	6	\$53,077	\$63,692	\$74,308
MULTIPLE	Administrative Secretary	8	\$63,931	\$76,717	\$89,503
Parks & Recreation	Parks & Recreation Director	17	\$141,782	\$177,228	\$212,673
Parks & Recreation	Parks & Recreation Assistant Director	14	\$107,253	\$134,066	\$160,880
Parks & Recreation	Recreation Manager	11	\$81,133	\$101,416	\$121,700
Parks & Recreation	Crown Operations Supervisor	10	\$73,925	\$92,406	\$110,888
Parks & Recreation	Recreation Support Specialist	9	\$67,358	\$84,197	\$101,037
Parks & Recreation	Program Coordinator	8	\$63,931	\$76,717	\$89,503
Parks & Recreation	Recreation Program Coordinator	8	\$63,931	\$76,717	\$89,503
Parks & Recreation	Office Coordinator	7	\$58,252	\$69,902	\$81,553
Parks & Recreation	Assistant Program Coordinator	7	\$58,252	\$69,902	\$81,553
Parks & Recreation	Facility Coordinator Crown	7	\$58,252	\$69,902	\$81,553
Parks & Recreation	Facilities Maintenance Worker II	7	\$58,252	\$69,902	\$81,553
Parks & Recreation	Program Supervisor, Preschool	7	\$58,252	\$69,902	\$81,553
Parks & Recreation	Weekend/Evening Coordinator	6	\$53,077	\$63,692	\$74,308
Parks & Recreation	Fac Maint Worker/Cust II	6	\$53,077	\$63,692	\$74,308
Parks & Recreation	Secretary II	6	\$53,077	\$63,692	\$74,308
Parks & Recreation	Custodian I	5	\$48,362	\$58,034	\$67,707
Parks & Recreation	Program Instructor II	5	\$48,362	\$58,034	\$67,707
Parks & Recreation	Clerk III	5	\$48,362	\$58,034	\$67,707
Parks & Recreation	Preschool Instructor	5	\$48,362	\$58,034	\$67,707
Parks & Recreation	Program Supervisor	4	\$44,065	\$52,878	\$61,691
Parks & Recreation	Inclusion Aide	4	\$44,065	\$52,878	\$61,691
Parks & Recreation	Park Ranger	4	\$44,065	\$52,878	\$61,691
Parks & Recreation	Clerk II	4	\$44,065	\$52,878	\$61,691
Parks & Recreation	Facilities Supervisor	4	\$44,065	\$52,878	\$61,691
Parks & Recreation	Bus Driver	3	\$40,150	\$48,180	\$56,210
Parks & Recreation	Program Assistant	3	\$40,150	\$48,180	\$56,210
Parks & Recreation	Office Assistant	2	\$36,583	\$43,900	\$51,216
Police	Police Chief	17	\$141,782	\$177,228	\$212,673
Police	Deputy Chief	15	\$117,710	\$147,137	\$176,565
Police	Manager of Finance and Budget	14	\$107,253	\$134,066	\$160,880
Police	Police Commander	14	\$107,253	\$134,066	\$160,880
Police	Communications Coordinator	13	\$97,725	\$122,156	\$146,588

Attachment 3 - Title & Grade Assignment

Department	Project Title	Grade	Minimum	Midpoint	Maximum
Police	Police Sergeant	13	\$97,725	\$122,156	\$146,588
Police	Service Desk Manager	12	\$89,043	\$111,304	\$133,565
Police	Service Desk Assistant Supervisor	11	\$81,133	\$101,416	\$121,700
Police	Assistant Communications Coordinator	10	\$73,925	\$92,406	\$110,888
Police	Records Coordinator	10	\$73,925	\$92,406	\$110,888
Police	Administrative Coordinator	10	\$73,925	\$92,406	\$110,888
Police	Management Analyst	10	\$73,925	\$92,406	\$110,888
Police	Crime Analyst	10	\$73,925	\$92,406	\$110,888
Police	Police Officer	10	\$73,925	\$92,406	\$110,888
Police	Review Officer	8	\$63,931	\$76,717	\$89,503
Police	Telecommunicator	8	\$63,931	\$76,717	\$89,503
Police	Property Officer	7	\$58,252	\$69,902	\$81,553
Police	Administrative Assistant	7	\$58,252	\$69,902	\$81,553
Police	Animal Control Warden	7	\$58,252	\$69,902	\$81,553
Police	Service Desk Officer II	6	\$53,077	\$63,692	\$74,308
Police	Service Desk Officer I	5	\$48,362	\$58,034	\$67,707
Police	Records Input Operator	5	\$48,362	\$58,034	\$67,707
Public Works	Public Works Director	17	\$141,782	\$177,228	\$212,673
Public Works	Capital Planning Bureau Chief	15	\$117,710	\$147,137	\$176,565
Public Works	Water Production Bureau Chief	15	\$117,710	\$147,137	\$176,565
Public Works	Public Services Bureau Chief	15	\$117,710	\$147,137	\$176,565
Public Works	PW Division Chief, Filtration	14	\$107,253	\$134,066	\$160,880
Public Works	PW Division Chief, Pumping	14	\$107,253	\$134,066	\$160,880
Public Works	Senior Project Manager, Parks Facilities	13	\$97,725	\$122,156	\$146,588
Public Works	Senior Project Manager, Construction	13	\$97,725	\$122,156	\$146,588
Public Works	Senior Project Manager, Traffic	13	\$97,725	\$122,156	\$146,588
Public Works	Senior Project Manager	13	\$97,725	\$122,156	\$146,588
Public Works	Senior Project Manager	13	\$97,725	\$122,156	\$146,588
Public Works	Arborist / Forestry Supervisor	11	\$81,133	\$101,416	\$121,700
Public Works	Greenway Supervisor	11	\$81,133	\$101,416	\$121,700
Public Works	Senior Sewer Supervisor	11	\$81,133	\$101,416	\$121,700
Public Works	Water Distribution Supervisor	11	\$81,133	\$101,416	\$121,700
Public Works	Project Management Supervisor	11	\$81,133	\$101,416	\$121,700
Public Works	Streets Supervisor	11	\$81,133	\$101,416	\$121,700
Public Works	Civil Engineer III	11	\$81,133	\$101,416	\$121,700
Public Works	Sanitation Supervisor	11	\$81,133	\$101,416	\$121,700
Public Works	Traffic Operations Supervisor	11	\$81,133	\$101,416	\$121,700

Attachment 3 - Title & Grade Assignment

Department	Project Title	Grade	Minimum	Midpoint	Maximum
Public Works	Environmental Services Coordinator	11	\$81,133	\$101,416	\$121,700
Public Works	Chemist	11	\$81,133	\$101,416	\$121,700
Public Works	Solid Waste Coordinator	10	\$73,925	\$92,406	\$110,888
Public Works	CMMS Analyst	10	\$73,925	\$92,406	\$110,888
Public Works	Civil Engineer II	10	\$73,925	\$92,406	\$110,888
Public Works	Architect	10	\$73,925	\$92,406	\$110,888
Public Works	Customer Service/Water Bill Coordinator	9	\$67,358	\$84,197	\$101,037
Public Works	GIS / Engineering Technician	9	\$67,358	\$84,197	\$101,037
Public Works	Water/Sewer Mechanic	9	\$67,358	\$84,197	\$101,037
Public Works	Plumbing Inspector	9	\$67,358	\$84,197	\$101,037
Public Works	Public Works Crew Leader	9	\$67,358	\$84,197	\$101,037
Public Works	Traffic Electrician	9	\$67,358	\$84,197	\$101,037
Public Works	Water/Sewer Crew Leader	9	\$67,358	\$84,197	\$101,037
Public Works	Parks/Forestry Crew Leader	9	\$67,358	\$84,197	\$101,037
Public Works	Project Manager, Capital Improvement	9	\$67,358	\$84,197	\$101,037
Public Works	Traffic Electrician Leader	9	\$67,358	\$84,197	\$101,037
Public Works	Greenways Crew Leader	9	\$67,358	\$84,197	\$101,037
Public Works	Microbiologist	8	\$63,931	\$76,717	\$89,503
Public Works	Water Plant Operator	8	\$63,931	\$76,717	\$89,503
Public Works	Traffic Engineering Technician	8	\$63,931	\$76,717	\$89,503
Public Works	Water Worker III	8	\$63,931	\$76,717	\$89,503
Public Works	Equipment Operator III	8	\$63,931	\$76,717	\$89,503
Public Works	Public Works Maintenance Worker III	8	\$63,931	\$76,717	\$89,503
Public Works	General Tradesman	8	\$63,931	\$76,717	\$89,503
Public Works	Engineering Associate II	8	\$63,931	\$76,717	\$89,503
Public Works	Forestry Worker III	8	\$63,931	\$76,717	\$89,503
Public Works	Equipment Operator II	7	\$58,252	\$69,902	\$81,553
Public Works	Public Works Maintenance Worker II	7	\$58,252	\$69,902	\$81,553
Public Works	Greenways PW Maintenance Worker II	7	\$58,252	\$69,902	\$81,553
Public Works	Water Worker II	7	\$58,252	\$69,902	\$81,553
Public Works	Equipment Operator I	6	\$53,077	\$63,692	\$74,308
Public Works	Water Worker I	6	\$53,077	\$63,692	\$74,308
Public Works	Public Works Maintenance Worker I	6	\$53,077	\$63,692	\$74,308
Public Works	Forestry Worker I	6	\$53,077	\$63,692	\$74,308
Public Works	Sign Inspector/Graffiti Technician	5	\$48,362	\$58,034	\$67,707
Public Works	Greenways Worker	5	\$48,362	\$58,034	\$67,707
Public Works	Clerk	4	\$44,065	\$52,878	\$61,691

Compensation Philosophy Statement

We have established our compensation philosophy so we may commit ourselves to reward team members in a fair and consistent manner: Our philosophy statement: We target internally equitable and market competitive base pay, recognizing requirements of each role, individual experience, expertise and contributions to our organization, our citizens and the community we serve

- We align our pay program (pay structure and salary scales) to the internal value of positions and with the market average midpoint
- We evaluate our positions using an objective point factor job evaluation system
- We promote pay equity by offering consistent pay ranges for roles within the same level, and delivering pay programs that reward consistently based on the role and individual performance
- We conduct periodic market compensation studies and adjust our pay scales to reflect our target to the market average midpoint
- We periodically update our pay structure to reflect our market and cost of labor changes
- We hire based on demonstrated experience and expertise in the position being hired into, promoted or transferred into
- Our rewards include base salary and benefits
- Our base pay administration is governed by our pay philosophy