

Bolton



Base Pay Competitive Market Review

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I. Introduction

The City of Takoma Park, Maryland retained Bolton Rewards (Bolton) in December 2021 to assess the market competitiveness of its base pay program and, if needed, recommend changes to improve its market alignment.

During the conduct of this assignment, Bolton completed the following major tasks:

- Interviewed City leadership to gather information on organizational processes, talent needs and specific competitive labor markets;
- Interviewed City Council to gather input on compensation strategy as well as competitive and budgetary challenges;
- Reviewed and analyzed the City's existing job classification and pay program;
- Analyzed existing written job content data (i.e., duties, responsibilities and work requirements);
- Conducted original research for the City's identified labor markets; and
- Assessed the alignment of the City's pay ranges with the developed market data.

The remainder of this report provides Bolton's study methodology, market comparisons and recommendations.

II. Leadership Interviews

Bolton conducted virtual interviews during January and February with the following City Leaders:

- Jamal Fox, City Manager
- Jessica Clark, Deputy City Manager
- Tracy Smith, former Human Resources Director
- Kate Stewart, Mayor
- Cindy Dyballa, Councilmember
- Kacy Kostiuk, Councilmember
- Peter Kovar, Councilmember
- Terry Seamans, Councilmember
- Talisha Searcy, Councilmember
- Jarrett Smith, Councilmember

Input was received on such topics as people challenges, attraction and retention, competition for talent, pay program effectiveness, current structure, merit versus service awards, comparable government entities, small city versus large counties, union versus non-union, economic climate, and the economy.

III. Current Structure

Bolton analyzed the distribution of the employees' (excluding Pool) current pay within the current structure. We utilized a percent of market Target (Step L) as a basis for calculating the Compa-ratio.

- 100% Compa-ratio indicates the salary is being paid at the market Target (Step L)

As can be seen in the summary table, there is some variation by department, but overall Takoma Park is paying the employees at the desired market target with an overall Compa-ratio of 99.9%.

Department	Compa-ratio
City Clerk	100.3%
City Manager's Office	100.0%
Finance	99.2%
Housing & Community Development	100.6%
Human Resources	91.4%
Information Technology	96.3%
Library	103.2%
Media & Communications	89.8%
Police	96.5%
Police (Non-Officer)	99.5%
Public Works	105.6%
Recreation	97.6%
Overall	99.9%

III. Current Structure

Another view of the current pay distribution demonstrates that 58% (90 of 154) of the employees currently fall within +/- 7.5% of the market Target Step L. (Illustrated in green shading).

An additional 16 employees (12 Step F and 4 Step R) are one step away, for a total of 69% of employees.

Of note on the pay distribution: the top 10 Steps (W – AF) have a total of 7 individuals.

Pay Distribution by Step

Grade	Total EEs	Steps																																
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	
105	9	1			1						1	1				2	2														1			
106	4															1							2				1							
107	5															1					3			1										
109	6											1	1			2			1	1														
110	7							1	2			1	1	1	1																			
111	3										1			1							1													
112	6										1	2		1	1	1																		
113	3						1	1								1																		
114	10		1		2				1		1	1						1	1				1				1							
115	10	4	2				1													1		1	1	1										
116	6				1	1	1			2																1								
117	21	2		1	1	1	10		1			3		1	1																			
118	4						1			1										1	1													
119	15			1			2		1	1	1	1	1	4	2			2																
120	5	1	1						1					2																				
121	1									1																								
122	17			2			4	1		3	1			1	1						1		3											
124	6						1	1			1	1		1					1															
126	4											1				1			1				1			1								
128	2													1							1													
130 to 133	10				1	1					4			1		1	1														1			

23%

58%

19%

III. Current Structure

We also looked at the pay distribution for those individuals with 20 or more years of service.

The numbers within each cell is the years of service to Takoma Park for the 25 individuals with more than 20 years.

Pay Distribution by Service => 20 Years

Grade	Steps																															
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF
105																49															50	
106																											24					
107																																
109																			21		30											
110																																
111																					21											
112																																
113																																
114												22					23										31					
115																																
116																										32						
117																																
118										27																						
119												23	26				33															
120																																
121										21																						
122											20															35/22						
124								24	21		21																					
126																25							35									
128																																
130 to 133						21										33																

III. Current Structure

Comments on Current Structure

At first, the current structure appears to be broader than typically found in Public Sector organizations. However, further analysis shows that Steps A – W, a total of 23 Steps and a spread of approximately 40%, is more characteristic of standard structure design. These 23 Steps encompass 149 of the current 154 employees.

As commented earlier, 90 of the 154 (58%) employees are currently +/- 7.5% of the market Target Step L. Combined with the 29 individuals at Step R and above, this would put 77% of the current workforce at or above competitive market rates.

The current structure provides appropriate growth in base pay for the individuals over time. It is anchored to the market with Step L. The structure is reviewed annually for market adjustments. Finally, it is designed to reward longer service employees by allowing for continued growth in base salary beyond 20 years.

Our conclusion is that the current structure is an effective tool for the City in delivering base pay to its workforce.

IV. Job Analysis / Classification

Bolton reviewed 110 Job descriptions provided by the City to develop an understanding of the City's jobs, their requirements, and how they fit together to form the organization.

The job descriptions focused on the jobs' essential functions and specifications and terminology that aligned with compensable factors. In addition to the Job Summary and Major Duties/Essential Functions, each description also included factors of:

- Knowledge Required
- Supervisory Controls
- Complexity/Scope of Work
- Contacts
- Physical Demands/Work Environment
- Supervisory and Management Responsibility
- Minimum Qualifications

The job descriptions provide specifications that are appropriately aligned with standard compensable factors.

The job descriptions we reviewed were comprehensive and provided sufficient specificity for the compensation project.

IV. Job Analysis / Classification

Career Stream Classification System

Career Stream is Bolton's proprietary job evaluation and classification system built on a role-and-stream matrix to classify jobs and determine pay opportunity.

We utilized our Career Stream job evaluation as the basis for developing external market data. In this manner, we are comparing market data based upon a job evaluation methodology rather than just a title comparison.

We evaluated all 76 Takoma Park's benchmark roles and classified them into Job Families and Career Levels. We then collected external market data based upon the same Job Families and Career Levels in order to assure a valid comparison.

IV. Job Analysis / Classification

Career Stream Job Families

A job family is a group of jobs having the same nature of work but requiring different levels of skill, effort, responsibility or working conditions. Bolton assigned the City's employees to the following 15 families:

- Administrative Services
- Executive Management
- Facilities, Maintenance and Operations
- Finance and Accounting
- Government Administration
- Human Resources
- Information Technology
- Library
- Parks and Recreation
- Police
- Public Relations and Marketing
- Public Safety
- Public Services
- Public Works
- Social Services

IV. Job Analysis / Classification

Career Stream Levels

Career levels are clearly differentiated levels of skill, effort, and responsibility within a job family and, when combined with a job family, serve as a primary market segmentation and job classification tool. The table below summarizes the levels available under each stream and the number of levels used for the City.

Career Stream	Number of Levels Available	Number of Levels Used
Management	5	4
Exempt Specialist Individual Contributor	5	4
Support Individual Contributor	4	4
Technician, Trades and Operations	4	3

Police levels are designated by rank.

Takoma Park Job Family and Career Level Assignments are provided in **Exhibit 1**.

V. Benchmarks

Benchmark Roles

The employee database provided showed that there were 97 distinct roles currently active within the City. We identified 76 of the 97 (78%) to be utilized to develop external market rates. The roles for which we were able to develop market rates are identified on the Table with an “X” in the Benchmark column.

With 78% benchmark roles, there is a very high degree of confidence of capturing the necessary market data to be able to appropriately analyze the movement of Takoma Park’s competitive market.

Job Title	Benchmark	Job Title	Benchmark	Job Title	Benchmark
Administrative Services	X	Library Substitute		Code Enforcement Officer	
Records Specialist	X	Librarian	X	Parking Enforcement Officer	X
Administrative Assistant	X	Library Manager	X	Photo Enforcement Analyst	
Assistant City Clerk	X	Library Director		Victim/Witness Coordinator	
Executive Assistant	X	Library Shelver	X	Senior Code Enforcement Officer	
Deputy City Manager		Communications Editor		Emergency Preparedness Manager	X
Logistics & Payroll Specialist	X	Communications Specialist	X	Dispatch Supervisor	X
Budget & Accounting Manager	X	Communications Manager	X	Police Dispatcher	X
Director of Finance	X	Arts Coordinator	X	Police Dispatcher II	
Senior Accounting Assistant	X	Private	X	Senior Police Dispatcher	
Accounting Supervisor	X	Private First Class	X	Sanitation Technician	X
Accounting Assistant	X	Corporal	X	Sanitation Driver	X
Equipment Maintenance Supervisor	X	Sergeant	X	Solid Waste Supervisor	X
Mechanic	X	Lieutenant	X	Right of Way Supervisor	X
Equipment Operator	X	Lieutenant / Executive Officer		Vegetation Maintenance Supervisor	X
Custodial Crew Leader		Captain	X	Constuction Manager	X
Custodian	X	Deputy Chief	X	Sustainability Manager	X
Leaf Laborer		Police Chief	X	Urban Forest Manager	X
Garden Maintenance Technician	X	Senior Captain		Deputy Director	X
Public Administration Specialist	X	Recreation Programs Supervisor	X	Director of Public Works	X
Director of Council Affairs		Recreation Supervisor	X	Right of Way Maintenance Technici	X
HR Coordinator	X	Recreation Program Manager	X	Right of Way Technician	X
HR Generalist	X	Assistant Recreation Director	X	Right of Way Crew Leader	X
Director of Human Resources	X	Director of Recreation	X	City Engineer	X
Application & Hardware Administrat	X	Program Assistant		Grants Coordinator	X
IT Systems Specialist	X	Program Leader		HCD Coordinator	X
Director of Information Technology	X	Program Leader II		Special Projects Coordinator - Com	X
Video Production Manager	X	Recreation Program Coordinator	X	Housing Specialist	X
Audio Visual Specialist		Neighborhood Services Team Manag	X	Planner	
Audio Visual Technician		Crossing Guard	X	Community Development Manager	X
Senior Network Engineer	X	Parking Enforcement Coordinator	X	Director of Housing & Community C	X
Instructional Library Associate	X	Property & Evidence Clerk	X		
Library Associate	X	Public Records Assistant	X		

VI. Market Data

Public Sector Database

Bolton develops market rates utilizing our classification process. We take the time and effort to evaluate the external data on our Career Stream job families and career levels system. In this manner we are ensured that the developed market rates are for comparable jobs as opposed to simply utilizing a job title (which often can be deceiving).

We created a Public Sector database taking into consideration such factors as Takoma Park's geographic location, the size of Takoma Park's annual budget, and the input from Council as to comparable governmental entities. The Public Sector database is a combination of Bolton's proprietary database of Maryland Counties along with data gleaned from the Maryland Municipal League.

Bolton's Total Rewards Data Exchange is a reciprocal exchange of total rewards and human resources data among invited organizations. The most recent Maryland Counties Edition is dated March 2022. It contains data from 12 counties; of which, we have identified the following counties as being relevant to the City's external market analysis. The six counties provided the necessary minimum number of organizations for data extraction.

- Anne Arundel County
- Baltimore County
- Calvert County
- Charles County
- Montgomery County
- Prince George's County

VI. Market Data

Public Sector Database continued:

The Maryland Municipal League provides a web-based solution to collect compensation data for local governments. Bolton reviewed the participating Entities and based upon size, age of reported data and proximity to Takoma Park, we have identified the following seven cities as being relevant to the City's for inclusion in the Public Sector database.

- Bladensburg
- College Park
- Gaithersburg
- Greenbelt
- Hyattsville
- Mount Rainer
- New Carrollton

In some instances, where a city only reported salary ranges, we converted the minimum, midpoint, and maximum data to the 25th, 50th, and 75th percentiles, respectively. Additionally, we used an annualized factor of 3.0% to age the data forward to 2022 where necessary.

The Public Sector database we developed for the City contains market data from thirteen governmental entities and represents a substantial basis for determining the degree of external competitiveness.

Exhibit 2 provides the developed market rates for the Benchmark roles within the Public Sector Database.

VII. Current Structure to Market

Finally, Bolton analyzed the external competitiveness of the City's current structure. We compared the current structure's market Target (Step L) to the developed market rates for the Public Sector Database.

Provided in the Table is a summary of each Grade's overall percent of the market at the 50th percentile for those roles with a developed market rate.

As can be seen in the Table provided, there is a wide variation by Grade, but overall, Takoma Park's current structure is 6.4% behind the Public Sector database at the 50th percentile.

Grade	% of Market 50P	Grade	% of Market 50P
131	75.2%	115	94.5%
130	101.7%	114	100.4%
128	92.4%	113	86.5%
126	104.0%	112	82.1%
124	92.4%	111	82.7%
122	103.5%	110	85.9%
121	75.1%	109	87.2%
120	96.3%	107	74.6%
119	93.2%	106	109.4%
118	102.8%	105	75.3%
117	100.9%	Overall Weighted Average	93.6%
116	105.4%		

Exhibit 3 provides the detailed analysis of Current Range Target Market to the Public Sector by Grade.

VIII. Recommendations

Primary Recommendation

Based upon our analysis of the current structure relative to the Public Sector database, Takoma Park's structure requires a 6.4% adjustment to attain an external competitive positioning of the 50th percentile at the target Market (Step L).

Discussion

The current structure is serving the City well in the administration of base pay. However, the entire structure needs to be adjusted in order to achieve a more competitive external positioning. A 6.4% adjustment would align the target Market rate (Step L) to an approximate market 50th percentile. Thus with 58% of the current employees within 7.5% of Step L and another 19% at Step R and above, the structure adjustment would assure competitive pay for the majority of the workforce.

The current step structure design necessitates that employees receive the same percent increase as the structure adjustment in order to maintain the same relative position-in-range.

- The 6.4% structure adjustment would result in a 6.4% across-the-board increase for all employees.

The project financial impact of this recommendation is provided on the following page.

VIII. Recommendations

Primary Recommendation continued:

Financial Impact

The projected annualized Base pay for Salaried and Hourly employees (for Hourly employees we utilized 2080 hours multiplied by the FTE percent provided by the City) is shown by grade in the table below. On an approximate total of \$10.5 Million annualized Base pay, the 6.4% adjustment would add \$676,000 annually.

Grade	Count	Annualized Base	6.4% Adjustment	Grade	Count	Annualized Base	6.4% Adjustment
105	9	\$136,705	\$8,749	118	4	\$265,639	\$17,001
106	4	\$121,166	\$7,755	119	15	\$1,145,771	\$73,329
107	5	\$239,203	\$15,309	120	5	\$380,555	\$24,356
109	6	\$296,358	\$18,967	121	1	\$82,046	\$5,251
110	7	\$343,259	\$21,969	122	17	\$1,508,896	\$96,569
111	3	\$162,284	\$10,386	124	6	\$586,370	\$37,528
112	6	\$316,093	\$20,230	126	4	\$465,532	\$29,794
113	3	\$166,832	\$10,677	128	2	\$254,531	\$16,290
114	10	\$465,360	\$29,783	130 to 132	10	\$1,343,719	\$85,998
115	10	\$597,849	\$38,262				
116	6	\$333,543	\$21,347				
117	21	\$1,352,518	\$86,561				
				Total	154	\$10,564,227	\$676,111

The above financial projection does not include:

- “Pool” Employees: where one person is not designated for a specific number of hours, but the position type in general receives a ‘bucket’ of hours. For instance, Recreation Program Assistants may have 100 hours to use between 25 people over the summer.
- Library Substitutes (call ins) or Audio-Visual Technicians: employees that do not get set hours or a specific schedule. Called-in as needed.

VIII. Recommendations

Primary Recommendation continued:

Financial Impact continued:

The above financial impact does not take into consideration additional cost items that would be impacted as a result of the pay adjustments; these include:

- Overtime
- Leave programs
- Benefit costs that are a function of pay.

Implementation

It is our understanding from the prior Human Resources Director that 5% has preliminarily been placed into the budgeting for the coming fiscal year.

On an Annualized Base pay of \$10.5 million, a 5% increase would project to approximately \$525,000 incremental annual base pay. Thus, the above 6.4% recommendation would require an estimated additional \$151,000 to implement.

VIII. Recommendations

Secondary Recommendations

Police Leadership Classification Review

- Our analysis found that there was some variation by individual jobs of the degree of external competitiveness; however, of particular note is the degree by which the entire Police Leadership is behind the external market. The market data indicates that all the Police Leadership roles (Sergeant and above) are consistently approximately 2 grades (10%) too low.
- Recommendation: Consideration should be given by Takoma Park to review the current grade classifications for Police Leadership (Sergeant and above).

Reclassification Project

- To our knowledge, a comprehensive reclassification project has not been undertaken by the City in a number of years. Individuals and their supervisor may request the review of job descriptions and the possible class re-assignment if warranted by material changes in the role (City Code, article 4.04.200 Reclassifications). This one-off approach does not enable the City to take a holistic view of all jobs within all classifications. A reclassification project would entail a systematic review of all job descriptions; review and updating, if necessary, of class specifications; systematic evaluation of all jobs; grade assignment assessment, and the calibration of jobs to the pay structure.
- Recommendation: Before the next external market study is completed, a comprehensive reclassification project should be performed by the City.

VIII. Recommendations

Secondary Recommendations continued:

Separate Structures

- It is unusual to have a single pay structure encompassing employees from two separate CBA's as well as Management employees. Presently any changes to base pay rates agreed to by the City for one group of employees would have an affect on the pay rates for all employees. It would provide the City greater flexibility and focus to disconnect the current base pay structure into separate structures for the Collective Bargaining Agreement with Local 400 (United Food & Commercial Workers), Collective Bargaining Agreement with The American Federation of State, County, and Municipal Employees (AFL-CIO Council 67 and Local 3399), and separately for the Management and those not covered by a CBA.
- Recommendation: Separate current structure into three:
 - Management Structure: Grades 122 – 133, Steps A – AF
 - Local 400 Structure: Grades 117 – 119, Steps A – AF
 - AFSCME Structure: Grades 105 – 121, Steps A – AF

Grades for each employee group will need to be confirmed. The three structures would have the same current design, at this time, but only with the grades applicable to each employee group. Future structure updates, as indicated by the market, would be specific for each employee group. Any potential structure re-design could also be tailored specifically to that which is appropriate for each employee group.

VIII. Recommendations

Secondary Recommendations continued:

.Annual Market Adjustment

- Within the City Code, article 4.04.240 Determination of pay increases, section C. Market Adjustments, Item 2:

The Council determines whether the City will give a market adjustment in any year and the size of the adjustment. The City Administrator will recommend annual market adjustments as part of the budget process. The market adjustment may be based on an actual market survey or the Bureau of Labor Statistics “Employment Cost Index for State and Local Government Wages and Salaries.”

With the current volatile market conditions, if an actual market study is not conducted as the basis for market adjustment recommendation, accept other indices in addition to BLS “employment Cost Index for State and Local Government Wages and Salaries.” Additional inputs such as from compensation planning surveys, would provide the City a more robust reflection of anticipated market movement.

Bolton



Base Pay Competitive Market Review

Exhibits

June 17, 2022

JOB FAMILY	CAREER LEVEL	JOB TITLE	NO. OF EES
FUNCTION: Administrative Services			
Administrative Services	Support/Ops D	Executive Assistant	1
Administrative Services	Support/Ops C	Administrative Assistant	3
Administrative Services	Support/Ops C	Assistant City Clerk	1
Administrative Services	Support/Ops B	Records Specialist	1
Administrative Services	Support/Ops B	Administrative Services	1
FUNCTION: Executive Management			
Executive Management	Deputy Top Executive	Deputy City Manager	1
FUNCTION: Facilities, Maintenance and Operations			
Equipment Maintenance	People Management A	Equipment Maintenance Supervisor	1
Equipment Maintenance	Tech/Ops/Labor C	Mechanic	2
Equipment Operation	Tech/Ops/Labor B	Equipment Operator	1
Facilities Maintenance	Support/Ops C	Custodial Crew Leader	1
Facilities Maintenance	Tech/Ops/Labor B	Garden Maintenance Technician	3
Facilities Maintenance	Tech/Ops/Labor A	Custodian	3
FUNCTION: Finance and Accounting			
Finance and Accounting	People Management D	Director of Finance	1
Finance and Accounting	People Management B	Budget & Accounting Manager	1
Finance and Accounting	Specialist C	Logistics & Payroll Specialist	1
Finance and Accounting	Support/Ops C	Senior Accounting Assistant	1
General Accounting	People Management A	Accounting Supervisor	1
General Accounting	Support/Ops B	Accounting Assistant	1

JOB FAMILY	CAREER LEVEL	JOB TITLE	NO. OF EES
FUNCTION: Government Administration			
Government Administration	People Management D	Director of Council Affairs	1
Government Administration	Specialist C	Public Administration Specialist	1
FUNCTION: Human Resources			
Human Resources	People Management D	Director of Human Resources	1
Human Resources	Specialist C	HR Generalist	1
Human Resources	Specialist B	HR Coordinator	2
FUNCTION: Information Technology			
Communication Systems	People Management B	Video Production Manager	1
Information Systems	People Management D	Director of Information Technology	1
Information Systems	Specialist C	IT Systems Specialist	1
Information Systems	Specialist C	Application & Hardware Administrator	1
Network/Helpdesk	Specialist D	Senior Network Engineer	1
FUNCTION: Library			
Library	People Management D	Library Director	1
Library	People Management B	Library Manager	3
Library	Specialist D	Librarian	2
Library	Specialist A	Instructional Library Associate	3
Library	Specialist A	Library Associate	4
Library	Support/Ops A	Library Shelver	1

JOB FAMILY	CAREER LEVEL	JOB TITLE	NO. OF EES
FUNCTION: Parks and Recreation			
Recreation	People Management D	Director of Recreation	1
Recreation	People Management C	Assistant Recreation Director	1
Recreation	People Management B	Recreation Program Manager	2
Recreation	People Management A	Recreation Supervisor	1
Recreation	People Management A	Recreation Programs Supervisor	1
Recreation	Support/Ops C	Recreation Program Coordinator	2
FUNCTION: Police			
Police	Chief of Police	Police Chief	1
Police	Police/Chief Deputy/Major	Deputy Chief	1
Police	Police/Captain	Captain	2
Police	Police/Lieutenant	Lieutenant / Executive Officer	1
Police	Police/Lieutenant	Lieutenant	2
Police	Police/Sergeant	Sergeant	7
Police	Police Officer, Lead/Corporal	Corporal	8
Police	Police Officer	Private	3
Police	Police Officer	Private First Class	14
FUNCTION: Public Relations and Marketing			
Graphic Arts	Specialist B	Arts Coordinator	1
Public Relations and Marketing	People Management B	Communications Manager	1
Public Relations and Marketing	Specialist C	Communications Specialist	1

JOB FAMILY	CAREER LEVEL	JOB TITLE	NO. OF EES
FUNCTION: Public Safety			
Emergency Communications	People Management A	Dispatch Supervisor	1
Emergency Communications	Support/Ops B	Police Dispatcher	5
Emergency Management	Specialist C	Emergency Preparedness Manager	1
Public Safety	People Management B	Neighborhood Services Team Manager	1
Public Safety	Support/Ops D	Senior Code Enforcement Officer	1
Public Safety	Support/Ops C	Parking Enforcement Officer	2
Public Safety	Support/Ops B	Public Records Assistant	1
Public Safety	Support/Ops B	Property & Evidence Clerk	1
Public Safety	Support/Ops B	Parking Enforcement Coordinator	1
Public Safety	Support/Ops A	Crossing Guard	8
FUNCTION: Public Services			
Environmental Services	Tech/Ops/Labor C	Sanitation Driver	4
Environmental Services	Tech/Ops/Labor A	Sanitation Technician	5
Solid Waste Processing	People Management A	Solid Waste Supervisor	1

JOB FAMILY	CAREER LEVEL	JOB TITLE	NO. OF EES
FUNCTION: Public Works			
Civil Engineering	People Management B	City Engineer	1
Infrastructure and Public Works	People Management D	Director of Public Works	1
Infrastructure and Public Works	People Management C	Deputy Director	1
Infrastructure and Public Works	People Management B	Constuction Manager	1
Infrastructure and Public Works	People Management B	Sustainability Manager	1
Infrastructure and Public Works	People Management B	Urban Forest Manager	1
Infrastructure and Public Works	People Management A	Right of Way Supervisor	1
Infrastructure and Public Works	People Management A	Vegetation Maintenance Supervisor	1
Infrastructure and Public Works	Tech/Ops/Labor C	Right of Way Crew Leader	2
Infrastructure and Public Works	Tech/Ops/Labor B	Right of Way Maintenance Technician	2
Infrastructure and Public Works	Tech/Ops/Labor B	Right of Way Technician	1
FUNCTION: Social Services			
Housing	People Management D	Director of Housing & Community Development	1
Housing	People Management B	Community Development Manager	3
Housing	Specialist D	Planner	1
Housing	Specialist C	Housing Specialist	1
Housing	Specialist B	Grants Coordinator	1
Housing	Specialist B	HCD Coordinator	1
Housing	Specialist B	Special Projects Coordinator - Community Deve	1

JOB FAMILY	CAREER LEVEL	MARKET BASE SALARY (\$)			
		MEAN	25P	50P	75P
FUNCTION: Administrative Services					
Administrative Services	Support/Ops D	70,285	59,902	70,858	79,218
Administrative Services	Support/Ops C	65,242	50,334	62,735	77,310
Administrative Services	Support/Ops B	57,938	46,898	57,576	68,905
FUNCTION: Facilities, Maintenance and Operations					
Equipment Maintenance	People Management A	77,665	62,691	79,764	93,110
Equipment Maintenance	Tech/Ops/Labor C	56,157	46,505	57,206	69,363
Equipment Operation	Tech/Ops/Labor B	51,578	43,310	49,897	57,871
Facilities Maintenance	Tech/Ops/Labor B	47,131	36,286	47,687	58,057
Facilities Maintenance	Tech/Ops/Labor A	46,866	35,570	45,096	54,348
FUNCTION: Finance and Accounting					
Finance and Accounting	People Management D	139,321	108,382	137,944	167,505
Finance and Accounting	People Management B	104,686	82,139	99,209	116,506
Finance and Accounting	Specialist C	101,048	92,900	101,618	117,867
Finance and Accounting	Support/Ops C	63,648	50,849	62,046	71,850
General Accounting	People Management A	69,335	58,456	59,631	84,788
General Accounting	Support/Ops B	54,380	45,063	56,931	69,842
FUNCTION: Government Administration					
Government Administration	Specialist C	85,106	64,720	85,106	105,493
FUNCTION: Human Resources					
Human Resources	People Management D	133,613	115,933	134,058	154,837
Human Resources	Specialist C	87,438	69,845	86,018	107,528
Human Resources	Specialist B	71,768	59,752	70,774	83,776

JOB FAMILY	CAREER LEVEL	MARKET BASE SALARY (\$)			
		MEAN	25P	50P	75P
FUNCTION: Information Technology					
Communication Systems	People Management B	112,483	85,214	112,483	139,751
Communication Systems	Tech/Ops/Labor A	43,681	39,314	42,975	48,837
Information Systems	People Management D	132,752	104,056	132,787	161,518
Information Systems	Specialist C	87,599	71,361	84,544	103,976
Network/Helpdesk	Specialist D	105,352	95,957	104,523	116,588
FUNCTION: Library					
Library	People Management B	59,401	54,319	60,703	62,846
Library	Support/Ops A	37,399	31,584	31,584	43,096
FUNCTION: Parks and Recreation					
Recreation	People Management D	118,554	89,475	118,554	147,633
Recreation	People Management C	91,306	60,665	76,252	109,263
Recreation	People Management B	72,580	57,526	71,279	86,622
Recreation	People Management A	69,457	53,419	68,551	90,039
Recreation	Support/Ops C	55,994	48,281	56,220	64,325
Recreation	Support/Ops B	37,031	31,584	34,283	34,283
Recreation	Support/Ops A	31,640	31,584	31,584	31,584

JOB FAMILY	CAREER LEVEL	MARKET BASE SALARY (\$)			
		MEAN	25P	50P	75P
FUNCTION: Police					
Police	Chief of Police	184,402	166,815	183,081	199,346
Police	Police/Chief Deputy/Major	142,826	124,257	144,615	161,913
Police	Police/Captain	139,642	122,953	139,124	155,392
Police	Police/Lieutenant	118,739	105,775	119,935	139,096
Police	Police/Sergeant	115,634	101,416	111,202	118,554
Police	Police Officer, Lead/Corporal	102,322	97,122	104,101	107,776
Police	Police Officer	66,350	56,986	67,755	77,951
FUNCTION: Public Relations and Marketing					
Public Relations and Marketing	Specialist C	82,560	75,797	84,140	92,064
FUNCTION: Public Safety					
Emergency Communications	People Management A	78,465	59,839	74,365	88,021
Emergency Communications	Support/Ops D	70,317	61,229	68,496	81,825
Emergency Communications	Support/Ops C	66,515	54,773	61,653	91,068
Emergency Communications	Support/Ops B	53,039	46,147	54,554	58,037
Emergency Management	Specialist C	105,671	99,574	104,016	110,094
Public Safety	People Management B	84,819	71,675	83,649	97,577
Public Safety	Support/Ops C	75,035	68,762	71,819	88,215
Public Safety	Support/Ops B	65,440	59,367	68,384	73,829
Public Safety	Support/Ops A	47,028	39,966	46,431	55,903
FUNCTION: Public Services					
Environmental Services	Tech/Ops/Labor C	69,901	66,849	68,807	73,667
Environmental Services	Tech/Ops/Labor A	57,716	52,197	57,230	64,097
Solid Waste Processing	People Management A	67,688	58,053	64,488	75,586

JOB FAMILY	CAREER LEVEL	MARKET BASE SALARY (\$)			
		MEAN	25P	50P	75P
FUNCTION: Public Works					
Civil Engineering	People Management B	115,160	100,123	115,999	143,762
Infrastructure and Public Works	People Management D	128,257	106,360	132,301	154,301
Infrastructure and Public Works	People Management C	117,964	96,254	115,961	138,499
Infrastructure and Public Works	People Management B	95,245	81,297	94,770	110,684
Infrastructure and Public Works	People Management A	77,017	64,103	75,790	86,248
Infrastructure and Public Works	Tech/Ops/Labor C	67,420	56,036	69,498	81,073
Infrastructure and Public Works	Tech/Ops/Labor B	56,637	44,442	57,745	67,699
FUNCTION: Social Services					
Housing	People Management D	120,530	90,966	120,530	150,093
Housing	People Management B	81,568	80,221	85,903	87,155
Housing	Specialist C	69,507	56,354	69,829	81,127
Housing	Specialist B	55,459	53,941	56,823	60,663

JOB TITLE	GRADE	RANGE TARGET STEP L	MARKET BASE 50P (\$)	% OF MARKET 50P
Grade: 131				
Police Chief	131	137,683	183,081	75.2%
				Averages: 75.2%
Grade: 130				
Director of Finance	130	131,127	137,944	95.1%
Director of Housing & Community Development	130	131,127	120,530	108.8%
Director of Human Resources	130	131,127	134,058	97.8%
Director of Information Technology	130	131,127	132,787	98.7%
Director of Public Works	130	131,127	132,301	99.1%
Director of Recreation	130	131,127	118,554	110.6%
				Averages: 101.7%
Grade: 128				
Deputy Chief	128	118,936	144,615	82.2%
Deputy Director	128	118,936	115,961	102.6%
				Averages: 92.4%
Grade: 126				
Assistant Recreation Director	126	107,878	76,252	141.5%
Captain	126	107,878	139,124	77.5%
City Engineer	126	107,878	115,999	93.0%
				Averages: 104.0%

JOB TITLE	GRADE	RANGE TARGET STEP L	MARKET BASE 50P (\$)	% OF MARKET 50P
Grade: 124				
Community Development Manager	124	97,849	85,903	113.9%
Lieutenant	124	97,849	119,935	81.6%
Lieutenant / Executive Officer	124	97,849	119,935	81.6%
				Averages: 92.4%
Grade: 122				
Budget & Accounting Manager	122	88,752	99,209	89.5%
Library Manager	122	88,752	60,703	146.2%
Neighborhood Services Team Manager	122	88,752	83,649	106.1%
Recreation Program Manager	122	88,752	71,279	124.5%
Senior Network Engineer	122	88,752	104,523	84.9%
Sergeant	122	88,752	111,202	79.8%
Sustainability Manager	122	88,752	94,770	93.6%
				Averages: 103.5%
Grade: 121				
Video Production Manager	121	84,525	112,483	75.1%
				Averages: 75.1%
Grade: 120				
Application & Hardware Administrator	120	80,500	84,544	95.2%
Communications Specialist	120	80,500	84,140	95.7%
Equipment Maintenance Supervisor	120	80,500	79,764	100.9%
IT Systems Specialist	120	80,500	84,544	95.2%
Public Administration Specialist	120	80,500	85,106	94.6%
				Averages: 96.3%

JOB TITLE	GRADE	RANGE TARGET STEP L	MARKET BASE 50P (\$)	% OF MARKET 50P
Grade: 119				
Constuction Manager	119	76,667	94,770	80.9%
Corporal	119	76,667	104,101	73.6%
Dispatch Supervisor	119	76,667	74,365	103.1%
Emergency Preparedness Manager	119	76,667	104,016	73.7%
Right of Way Supervisor	119	76,667	75,790	101.2%
Solid Waste Supervisor	119	76,667	64,488	118.9%
Vegetation Maintenance Supervisor	119	76,667	75,790	101.2%
Averages:				93.2%
Grade: 118				
Grants Coordinator	118	73,016	56,823	128.5%
Urban Forest Manager	118	73,016	94,770	77.0%
Averages:				102.8%
Grade: 117				
Accounting Supervisor	117	69,539	59,631	116.6%
HR Generalist	117	69,539	86,018	80.8%
Private	117	69,539	67,755	102.6%
Private First Class	117	69,539	67,755	102.6%
Recreation Programs Supervisor	117	69,539	68,551	101.4%
Recreation Supervisor	117	69,539	68,551	101.4%
Averages:				100.9%

JOB TITLE	GRADE	RANGE TARGET STEP L	MARKET BASE 50P (\$)	% OF MARKET 50P
Grade: 116				
HCD Coordinator	116	66,228	56,823	116.6%
Housing Specialist	116	66,228	69,829	94.8%
HR Coordinator	116	66,228	70,774	93.6%
Special Projects Coordinator - Community Development	116	66,228	56,823	116.6%
Averages:				105.4%
Grade: 115				
Executive Assistant	115	63,074	70,858	89.0%
HR Coordinator	115	66,228	70,774	93.6%
Logistics & Payroll Specialist	115	63,074	101,618	62.1%
Police Dispatcher	115	63,074	54,554	115.6%
Recreation Program Coordinator	115	63,074	56,220	112.2%
Averages:				94.5%
Grade: 114				
Assistant City Clerk	114	60,071	62,735	95.8%
Mechanic	114	60,071	57,206	105.0%
Averages:				100.4%
Grade: 113				
Property & Evidence Clerk	113	57,210	68,384	83.7%
Public Records Assistant	113	57,210	68,384	83.7%
Senior Accounting Assistant	113	57,210	62,046	92.2%
Averages:				86.5%

JOB TITLE	GRADE	RANGE TARGET STEP L	MARKET BASE 50P (\$)	% OF MARKET 50P
Grade: 112				
Parking Enforcement Coordinator	112	54,486	68,384	79.7%
Parking Enforcement Officer	112	54,486	71,819	75.9%
Records Specialist	112	54,486	57,576	94.6%
Right of Way Crew Leader	112	54,486	69,498	78.4%
				Averages: 82.1%
Grade: 111				
Administrative Assistant	111	51,891	62,735	82.7%
				Averages: 82.7%
Grade: 110				
Accounting Assistant	110	49,420	56,931	86.8%
Equipment Operator	110	49,420	49,897	99.0%
Sanitation Driver	110	49,420	68,807	71.8%
				Averages: 85.9%
Grade: 109				
Garden Maintenance Technician	109	47,067	47,687	98.7%
Right of Way Maintenance Technician	109	47,067	57,745	81.5%
Right of Way Technician	109	47,067	57,745	81.5%
				Averages: 87.2%
Grade: 107				
Sanitation Technician	107	42,691	57,230	74.6%
				Averages: 74.6%

JOB TITLE	GRADE	RANGE TARGET STEP L	MARKET BASE 50P (\$)	% OF MARKET 50P
Grade: 106				
Custodian	106	40,658	45,096	90.2%
Library Shelver	106	40,658	31,584	128.7%
Averages:				109.4%
Grade: 105				
Administrative Services	105	38,722	57,576	67.3%
Crossing Guard	105	38,722	46,431	83.4%
Averages:				75.3%
Overall Weighted Average:				93.6%