

Bolton

Benefits, Actuarial, Investment & Compensation Consulting

Market Compensation Study

For Bolton:

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Project Approach,
Findings and
Recommendations

Final Report

December 14, 2023

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I. Introduction

Background

The City of Newark, Delaware (Newark; City) retained Bolton Rewards (Bolton) to review its existing classification and compensation program and, if needed, recommend changes to improve its effectiveness.

- ❑ The study was initiated as part of a broader compensation study, however this report covers 35 non-union management employees in 34 distinct job titles.

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

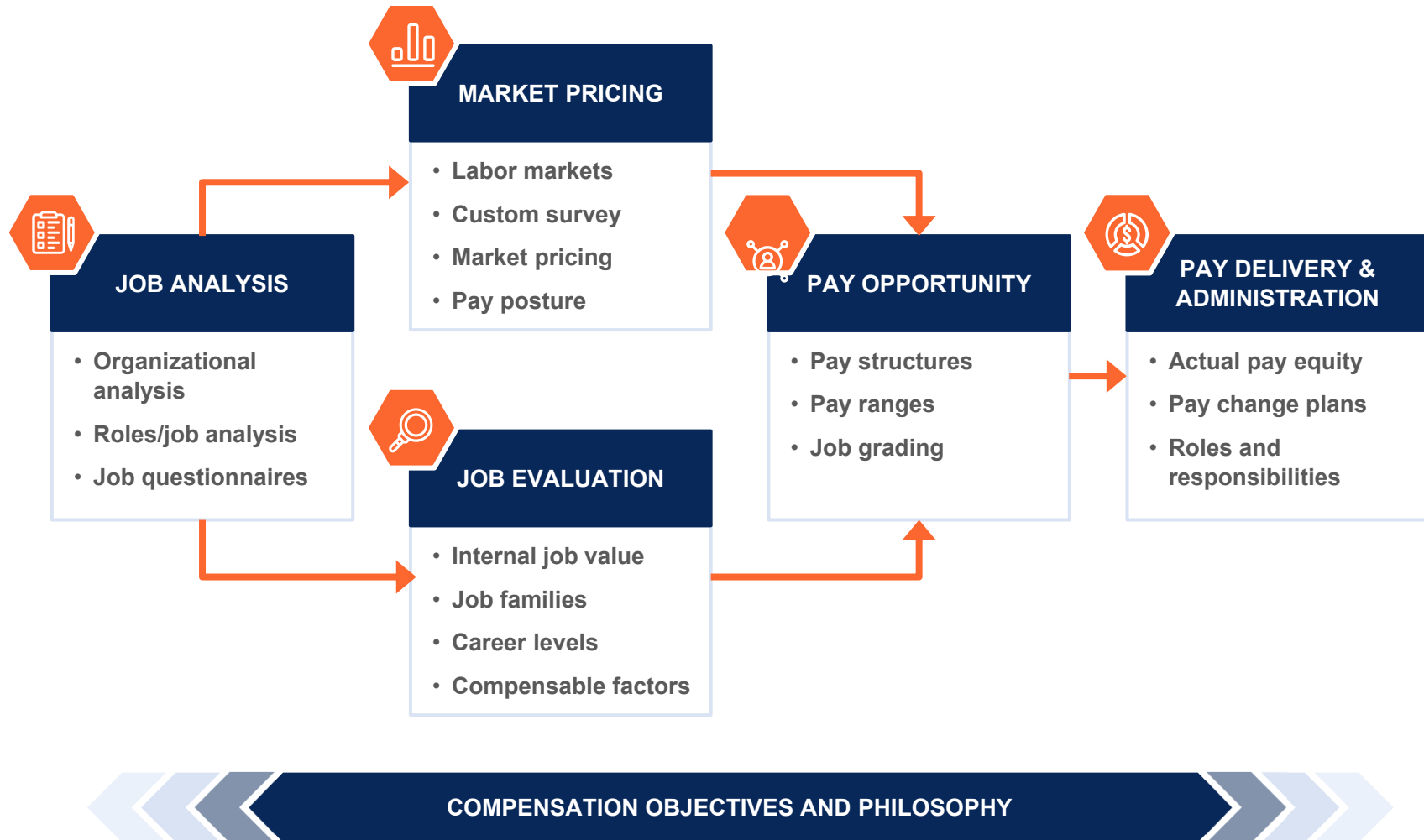
- ❑ Interviewed management staff to gather information on processes and roles as well as competitive markets;
- ❑ Reviewed and analyzed the existing base pay program;
- ❑ Analyzed existing written job content data (i.e., duties, responsibilities and work requirements);
- ❑ Conducted a custom base pay survey of peers and developed rates using published surveys from additional competitive labor markets;
- ❑ Identified gaps between current compensation levels and practices and the levels and practices that will best align with Newark's people and reward strategies;
- ❑ Recommended preliminary changes and enhancements to close identified gaps in compensation levels and/or compensation practices.

The remainder of this report provides Bolton's study methodology, review findings and preliminary program recommendations.

I. Introduction

Assessment Approach and Process

We employed our time-tested and systematic approach to review and recommend changes to Newark's program.



II. Methodology

Background Data Review

Bolton led and participated in background discovery to fully understand the City, its operations and its people needs.

- ❑ We employed a combination of direct research, discussions with the Human Resources team and Department management.
- ❑ Our interviews helped define the work of each department, how it is grouped and how it integrates with other departments across the organization as well as provided background as to the pay program's effectiveness.

We also collected and reviewed detailed organizational and pay program data from the City. These data included:

- ❑ Organization charts;
- ❑ Organization policy and other budget and financial documentation;
- ❑ Personnel policy manual;
- ❑ Job descriptions;
- ❑ Pay plan and job grading listings;
- ❑ Supplemental pay increase policies and practices; and
- ❑ Detailed electronic employee data.

II. Methodology

Pay Structures and Job Grading

While Newark does not support a formal job classification system, the City does maintain base pay structures with grades to manage employee pay opportunity.

The 2023 Management Salary Schedule has 22 grades:

- ❑ We calculated a midpoint for the ranges by averaging the entry and maximum rates.
- ❑ The midpoint progression – percentage difference between consecutive midpoints - is 4.0% for grades 15 to 34.
- ❑ Range width from minimum to maximum is 38.2%.

Midpoint progression and range width are market structure design characteristics and are used together to manage employee pay in accordance with an organization's philosophy for internal equity and market competitiveness, as well as job design career development.

- ❑ Midpoint progression guides and aligns career progression and contribution with market levels.
- ❑ Range width allows an organization to recognize employee performance and contribution differences in the same job.

Our review indicates that the midpoint progressions and pay range widths are too small to effectively manage base pay across the City.

III. Methodology

Market Approach

Bolton consulted with management to confirm the desired competitive labor markets for staff pay comparison – Newark desires to align its compensation with other comparable employers in the region with a particular eye on cities and counties.

We utilized our Career Stream job family and career levels to matching Newark’s jobs to the market. Career Stream is Bolton’s proprietary job classification system built on a role-and-stream matrix to classify jobs and determine pay opportunity (see **Appendix A**).

We applied a two-fold approach in gathering market data. We utilized several sources of published data to reflect Newark’s desired labor markets and conducted a custom survey of peers identified jointly by Bolton and the City.

The published data sources we utilized include:

- ❑ AWWA Compensation Survey
- ❑ APPA Public Power Salary Survey Report
- ❑ Mercer, Benchmark Series
- ❑ WTW, Middle Management and Professional Survey
- ❑ US Bureau of Labor Statistics, National Wage Survey

II. Methodology

Custom Peer Survey

We conducted a custom base pay survey of 24 organizations identified jointly by Bolton and the City. The 8 organizations that submitted data include:

- ❑ Cecil County, MD
- ❑ Dover, DE
- ❑ Kent County, DE
- ❑ Middletown, DE
- ❑ New Castle MSC, DE
- ❑ University of Delaware
- ❑ Wilmington, DE
- ❑ Milford, DE

Peers supplied unidentified incumbent-level data on over 3,700 employees in almost 400 different jobs. Bolton calculated summary statistics at the 25th, 50th and 75th percentile levels for each job.

We adhere to Department of Labor and Federal Trade Commission safe harbor guidelines on anti-trust and price fixing with respect to salary survey and labor market research. This means that we only provide clients and survey participants with data summarized by job in a fashion that will not allow personal or employer identification.

II. Methodology

Data Methodology

We utilized the survey data to develop rates on Newark's 35 Management jobs or 100% of covered jobs. We applied a 4.0% annualized factor to the reported data to reflect market rates effective July 1, 2024.

Appendix B provides the summarized pay data used in our comparisons.

The definitions of the reported summary statistics are as follows:

- ❑ **25P (25th percentile)**: figure below which 25% of all reported figures occur.
- ❑ **50P (50th percentile/median)**: figure above and below which half of all reported figures occur.
- ❑ **75P (75th percentile)**: figure below which 75% of all reported figures occur.

Bolton considers actual pay rates to be “competitive” if they occur within a range of 90.0% to 110.0% of developed market rates.

III. Market Comparisons

Pay Range Comparison

Our review indicates that Newark's market targets (midpoints) are less than competitive with the market 50th percentile at 89.4% (see Exhibit 1).

Midpoint/Target as % of Market Statistic		
25P	50P	75P
102.9%	89.4%	79.8%

III. Market Comparisons

Actual Pay Comparison

Our review indicates that the City's actual pay is slightly less than competitive with the market 50th percentile at 97.4% (see Exhibit 2).

Actual Pay as % of Market Statistic		
25P	50P	75P
112.9%	97.4%	86.9%

IV. Recommendations

Job Evaluation and Classification

We recommend Newark adopt a more formal approach to job classification by assigning jobs to career groups and career levels to better determine job worth and establish pay opportunity. We recommend Newark adopt our whole-job career levels defined by four primary and legally-defensible compensable factors (See **Exhibit 3**).

Level Factor	Definition
Contribution	Degree of organizational scope for which a position is generally accountable and the role the position plays in accomplishing objectives.
Impact	Degree that a position's work assignments have on the achievement of the overall mission, goals and objectives. This factor measures positive effects rather than adverse impact resulting from failure.
Discretion/ Latitude	Degree of judgment, research, analysis and innovative thinking required to perform the work of the position. Consideration is given to policies and procedures which are provided as reference materials and guides to aid incumbents in performing their position work assignments.
Skill/Knowledge	Degree and type of knowledge, skills and abilities required to satisfactorily perform a position whether acquired through education and/or on the job experience. The level/type of knowledge may be impacted by a position's requirement for a particular skill or job requirement.

IV. Recommendations

Base Pay Structure

We recommend the City adopt a newly designed base pay structure calibrated to its approved markets and market targets.

- ❑ The new structure would be effective January 1 through December 31 and is targeted to the July 1, 2024 market 50th percentile.
- ❑ We reduced the number of grades to 9 to better align with management progression levels.
- ❑ The midpoint progression is 12.5% to 15.0% and range width of 50.0% to 60.0%.

We further divided the ranges into three equal parts – or **terciles** – to help determine where in a range an employee should be paid relative to their performance over time on their job. The ranges can be defined as follows:

- ❑ **Tercile 1** (Entry to MR 1): base pay is at the low end of competitive and only newer or lesser experienced staff (relative to their job) should be in this tercile.
- ❑ **Tercile 2** (MR1 to MR3): base pay is fully competitive within this range.
- ❑ **Tercile 3** (MR3 to Maximum): base pay is at the high end of competitive and only highly experienced staff (relative to their job) with good performance over time should be in this tercile.

IV. Recommendations

2024 Newark Management Salary Structure

GRADE	BASE PAY RANGES (\$)					GRADE PROGRESSION	RANGE SPREAD
		MARKET RANGE					
	ENTRY	MR POINT 1	TARGET	MR POINT 3	MAXIMUM		
A58	62.39	74.86	81.10	87.34	99.82	15.0%	60.0%
A57	54.25	65.10	70.52	75.95	86.80	15.0%	60.0%
A56	49.06	57.24	61.33	65.41	73.59	12.5%	50.0%
A55	43.61	50.88	54.51	58.15	65.41	12.5%	50.0%
A54	38.76	45.22	48.45	51.68	58.15	12.5%	50.0%
A53	34.46	40.20	43.07	45.94	51.68	12.5%	50.0%
A52	30.63	35.73	38.29	40.84	45.94	12.5%	50.0%
A51	27.23	31.76	34.03	36.30	40.84	12.5%	50.0%
A50	24.20	28.23	30.25	32.27	36.30	12.5%	50.0%

IV. Recommendations

Job Classification and Grading

Under our suggested Career Stream evaluation and classification approach, jobs would be graded through the classification process.

- ❑ A **Classification** is a specified career level that has been analyzed, evaluated, benchmarked and assigned to the pay structure and grade/level.
- ❑ A specific job is assigned to a classification based on the job description and other available job content data.

It is important to note that a job is not a POSITION.

- ❑ A job is simply a unit of work that has been classified to determine the range of pay the City would be willing to pay should an employee be hired or promoted for it.
- ❑ A position is assigned to a job; a job may have multiple positions. A position is employee-specific, requiring financial approval for the incumbent or candidate.

Exhibit 4 lists the recommended job grading for all covered Newark Management jobs.

- ❑ We assigned a Newark benchmark job to a grade where the structure target (50th percentile) most closely approximates the market 50th percentile.
- ❑ We reviewed and finalized our grading recommendation in conjunction with the City.

V. Next Steps and Implementation

Finalize pay program design and administrative policies.

Create or revise immediate supporting documents and tools:

- ❑ Pay structures; and
- ❑ Pay policies.

Put the new program into effect:

- ❑ Create an implementation process and plan;
- ❑ Finalize job grading;
- ❑ Transition program design documents, data and tools from Bolton to the City;
- ❑ Further orient management; and
- ❑ Communicate to employees.

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Exhibits and Appendices



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CAREER LEVEL	JOB TITLE	NO. OF EES	AVERAGE TENURE	GRADE	RANGE TARGET (\$)	MARKET BASE (\$)			% OF MARKET		
						25P	50P	75P	25P	50P	75P
Job Function:	Government Administration										
Job Family:	Government Administration										
People Management B	Dir of Legislative Servs/City Sec	1	15.2	28	53.39	49.50	58.58	66.55	107.9%	91.1%	80.2%
Family Averages:									107.9%	91.1%	80.2%
Function Averages:									107.9%	91.1%	80.2%
Job Function:	Court Administration										
Job Family:	Court Administration										
People Management A	Clerk of the Court	1	7.2	17	34.68	41.31	44.78	48.25	83.9%	77.4%	71.9%
Family Averages:									83.9%	77.4%	71.9%
Function Averages:									83.9%	77.4%	71.9%
Job Function:	Finance and Accounting										
Job Family:	Finance and Accounting										
People Management D	Director of Finance	1	7.6	33	64.96	71.78	81.02	89.68	90.5%	80.2%	72.4%
People Management C	Deputy Dir. of Finance	1	9.8	29	55.53	58.95	66.55	74.94	94.2%	83.4%	74.1%
People Management A	Payments & Utility Billing Manager	1	1.4	21	40.57	37.12	42.64	48.37	109.3%	95.2%	83.9%
Family Averages:									98.0%	86.3%	76.8%
Function Averages:									98.0%	86.3%	76.8%
Job Function:	Information Technology										
Job Family:	Information Technology										
People Management B	IT Applications Manager	1	18.9	23	43.88	51.84	59.26	66.41	84.6%	74.0%	66.1%
Family Averages:									84.6%	74.0%	66.1%
Job Family:	Network/Helpdesk										
People Management C	IT Infrastructure Manager	1	8.2	28	53.39	57.10	66.19	72.90	93.5%	80.7%	73.2%

CAREER LEVEL	JOB TITLE	NO. OF EES	AVERAGE TENURE	GRADE	RANGE TARGET (\$)	MARKET BASE (\$)			% OF MARKET		
						25P	50P	75P	25P	50P	75P
						Family Averages:			93.5%	80.7%	73.2%
						Function Averages:			89.1%	77.4%	69.7%
Job Function:	Contracts and Procurement										
Job Family:	Contracts and Purchasing										
People Management B	Chief Procurement & Projects Officer	1	4.5	23	43.88	47.76	54.74	60.17	91.9%	80.2%	72.9%
						Family Averages:			91.9%	80.2%	72.9%
						Function Averages:			91.9%	80.2%	72.9%
Job Function:	Human Resources										
Job Family:	Human Resources										
People Management C	Chief Human Resources Officer	1	7.8	29	55.53	55.14	62.51	70.66	100.7%	88.8%	78.6%
Support D	HR Administrator	2	20.3	16	33.37	25.88	29.95	33.59	129.0%	111.4%	99.4%
						Family Averages:			114.8%	100.1%	89.0%
						Function Averages:			114.8%	100.1%	89.0%
Job Function:	Public Relations and Marketing										
Job Family:	Public Relations/Public Information										
People Management B	Chief of Community Engagement	1	4.2	23	43.88	41.27	48.32	54.87	106.3%	90.8%	80.0%
						Family Averages:			106.3%	90.8%	80.0%
						Function Averages:			106.3%	90.8%	80.0%
Job Function:	Infrastructure and Community Planning										
Job Family:	Infrastructure and Community Planning										
People Management D	Director of Planning & Dev	1	10.8	32	62.46	62.81	71.07	77.18	99.4%	87.9%	80.9%
People Management C	Deputy Dir. Plng & Development	1	0.9	28	53.39	55.16	60.34	65.52	96.8%	88.5%	81.5%
						Family Averages:			98.1%	88.2%	81.2%

CAREER LEVEL	JOB TITLE	NO. OF EES	AVERAGE TENURE	GRADE	RANGE TARGET (\$)	MARKET BASE (\$)			% OF MARKET		
						25P	50P	75P	25P	50P	75P
Job Family:	Safety and Inspections										
People Management B	Code Enforcement Manager	1	0.6	22	42.20	43.05	47.72	51.70	98.0%	88.4%	81.6%
Family Averages:									98.0%	88.4%	81.6%
Job Family:	Engineering and Design										
People Management B	Field Operations Supt.	1	9.8	23	43.88	49.63	55.16	61.84	88.4%	79.6%	71.0%
	Planning & Design Engineer	1	0.7	23	43.88	49.63	55.16	61.84	88.4%	79.6%	71.0%
Family Averages:									88.4%	79.6%	71.0%
Function Averages:									94.2%	84.8%	77.2%
Job Function:	Maintenance, Repair and Operations										
Job Family:	Infrastructure Construction and Maintenance										
People Management D	Director of PW&WR	1	10.8	33	64.96	62.78	72.00	81.33	103.5%	90.2%	79.9%
People Management C	Deputy Director of PW&WR	1	7.8	29	55.53	50.30	58.09	65.98	110.4%	95.6%	84.2%
People Management B	Parking Manager	1	17.8	22	42.20	39.13	46.86	53.61	107.8%	90.0%	78.7%
People Management A	Public Works Supervisor	1	10.8	19	37.51	30.07	37.79	43.30	124.7%	99.2%	86.6%
Family Averages:									111.6%	93.8%	82.3%
Function Averages:									111.6%	93.8%	82.3%
Job Function:	Public Services										
Job Family:	Public Services										
People Management A	Parking Supervisor	1	16.1	17	34.68	37.13	44.43	51.10	93.4%	78.1%	67.9%
Family Averages:									93.4%	78.1%	67.9%
Function Averages:									93.4%	78.1%	67.9%

CAREER LEVEL	JOB TITLE	NO. OF EES	AVERAGE TENURE	GRADE	RANGE TARGET (\$)	MARKET BASE (\$)			% OF MARKET		
						25P	50P	75P	25P	50P	75P
Job Function:	Parks and Recreation										
Job Family:	Parks and Recreation										
People Management D	Director of Parks & Recreation	1	27.9	31	60.06	49.97	57.17	65.48	120.2%	105.0%	91.7%
People Management C	Deputy Dir of Parks & Rec	1	24.5	23	43.88	35.54	43.84	50.42	123.5%	100.1%	87.0%
Family Averages:									121.8%	102.6%	89.4%
Job Family:	Parks and Grounds Maintenance										
People Management B	Parks Superintendent	1	1.5	21	40.57	32.76	38.15	43.15	123.8%	106.3%	94.0%
People Management A	Parks Supervisor	1	21.7	17	34.68	27.65	31.48	34.97	125.4%	110.2%	99.2%
Family Averages:									124.6%	108.3%	96.6%
Function Averages:									123.2%	105.4%	93.0%
Job Function:	Water Utility										
Job Family:	Water Treatment and Distribution										
People Management B	Water Operations Supt.	1	9.7	23	43.88	40.29	48.19	55.39	108.9%	91.0%	79.2%
People Management A	PW&WR Supervisor	1	8.0	19	37.51	39.03	42.42	48.78	96.1%	88.4%	76.9%
Family Averages:									102.5%	89.7%	78.1%
Function Averages:									102.5%	89.7%	78.1%
Job Function:	Electric Utility										
Job Family:	Electric Power Service										
People Management D	Director of Electric	1	7.2	34	67.56	72.17	83.41	91.22	93.6%	81.0%	74.1%
People Management C	Deputy Director of Electric	1	23.8	31	60.06	63.26	72.97	78.93	94.9%	82.3%	76.1%
People Management B	Electric Line Superintendent	1	21.8	26	49.36	57.28	61.48	65.77	86.2%	80.3%	75.1%
Family Averages:									91.6%	81.2%	75.1%
Function Averages:									91.6%	81.2%	75.1%

CAREER LEVEL	JOB TITLE	NO. OF EES	AVERAGE TENURE	GRADE	RANGE TARGET (\$)	MARKET BASE (\$)			% OF MARKET			
						25P	50P	75P	25P	50P	75P	
Job Function:	Public Safety											
Job Family:	Emergency Communications											
People Management B	PSAP & Pol. Records Manager	1	10.1	21	40.57	34.11	41.00	45.83	118.9%	99.0%	88.5%	
									Family Averages:	118.9%	99.0%	88.5%
									Function Averages:	118.9%	99.0%	88.5%
Job Function:	Police											
Job Family:	Police											
Police Supervision F/Chi	Chief of Police	1	28.6	33	64.96	62.36	74.37	85.52	104.2%	87.3%	76.0%	
Police Supervision D	Deputy Chief of Police	1	26.3	31	60.06	61.41	67.31	73.83	97.8%	89.2%	81.3%	
									Family Averages:	101.0%	88.3%	78.7%
									Function Averages:	101.0%	88.3%	78.7%
						Overall Averages:			102.9%	89.4%	79.8%	

JOB TITLE	NO. OF EES	AVERAGE SERVICE	AVERAGE BASE (\$)	MARKET BASE (\$)			% OF MARKET		
				25P	50P	75P	25P	50P	75P
Department: ADMIN									
Chief Human Resources Officer	1	7.8	54.54	55.14	62.51	70.66	98.9%	87.3%	77.2%
Chief Procurement & Projects Offic	1	4.5	44.10	47.76	54.74	60.17	92.3%	80.6%	73.3%
Chief of Community Engagement	1	4.2	44.99	41.27	48.32	54.87	109.0%	93.1%	82.0%
HR Administrator	2	20.3	34.83	25.88	29.95	33.59	134.6%	116.3%	103.7%
City Manager	1	12.6	89.41	70.38	98.24	112.97	127.0%	91.0%	79.1%
Department Averages:							112.4%	93.6%	83.1%
Department: CODE									
Code Enforcement Manager	1	0.6	47.44	43.05	47.72	51.70	110.2%	99.4%	91.7%
Department Averages:							110.2%	99.4%	91.7%
Department: ELECTRIC									
Director of Electric	1	7.2	70.05	72.17	83.41	91.22	97.1%	84.0%	76.8%
Deputy Director of Electric	1	23.8	69.02	63.26	72.97	78.93	109.1%	94.6%	87.4%
Electric Line Superintendent	1	21.8	57.27	57.28	61.48	65.77	100.0%	93.2%	87.1%
Department Averages:							102.1%	90.6%	83.8%
Department: ENGINEER									
Field Operations Supt.	1	9.8	50.91	49.63	55.16	61.84	102.6%	92.3%	82.3%
Planning & Design Engineer	1	0.7	46.92	49.63	55.16	61.84	94.5%	85.1%	75.9%
Department Averages:							98.6%	88.7%	79.1%
Department: FINANCE									
Director of Finance	1	7.6	75.37	71.78	81.02	89.68	105.0%	93.0%	84.0%
Deputy Dir. of Finance	1	9.8	64.42	58.95	66.55	74.94	109.3%	96.8%	86.0%
Payments & Utility Billing Manager	1	1.4	40.00	37.12	42.64	48.37	107.8%	93.8%	82.7%
Department Averages:							107.3%	94.5%	84.2%

JOB TITLE	NO. OF EES	AVERAGE SERVICE	AVERAGE BASE (\$)	MARKET BASE (\$)			% OF MARKET		
				25P	50P	75P	25P	50P	75P
Department: IT									
IT Infrastructure Manager	1	8.2	55.47	57.10	66.19	72.90	97.1%	83.8%	76.1%
IT Applications Manager	1	18.9	50.91	51.84	59.26	66.41	98.2%	85.9%	76.7%
				Department Averages:			97.7%	84.9%	76.4%
Department: JUDICIAL									
Clerk of the Court	1	7.2	37.86	41.31	44.78	48.25	91.6%	84.5%	78.5%
				Department Averages:			91.6%	84.5%	78.5%
Department: LEGIS									
Dir of Legislative Servs/City Sec	1	15.2	48.77	49.50	58.58	66.55	98.5%	83.2%	73.3%
				Department Averages:			98.5%	83.2%	73.3%
Department: PARKING									
Parking Manager	1	17.8	48.96	39.13	46.86	53.61	125.1%	104.5%	91.3%
Parking Supervisor	1	16.1	40.24	37.13	44.43	51.10	108.4%	90.6%	78.8%
				Department Averages:			116.8%	97.5%	85.0%
Department: PARKS									
Director of Parks & Recreation	1	27.9	63.71	49.97	57.17	65.48	127.5%	111.4%	97.3%
Deputy Dir of Parks & Rec	1	24.5	50.91	35.54	43.84	50.42	143.3%	116.1%	101.0%
Parks Superintendent	1	1.5	44.37	32.76	38.15	43.15	135.5%	116.3%	102.8%
Parks Supervisor	1	21.7	39.18	27.65	31.48	34.97	141.7%	124.5%	112.0%
				Department Averages:			137.0%	117.1%	103.3%
Department: PLANNING									
Director of Planning & Dev	1	10.8	66.56	62.81	71.07	77.18	106.0%	93.7%	86.2%
Deputy Dir. Plng & Development	1	0.9	48.00	55.16	60.34	65.52	87.0%	79.5%	73.3%
				Department Averages:			96.5%	86.6%	79.8%

JOB TITLE	NO. OF EES	AVERAGE SERVICE	AVERAGE BASE (\$)	MARKET BASE (\$)			% OF MARKET		
				25P	50P	75P	25P	50P	75P
Department: POLICE									
Chief of Police	1	28.6	75.37	62.36	74.37	85.52	120.9%	101.3%	88.1%
Deputy Chief of Police	1	26.3	69.68	61.41	67.31	73.83	113.5%	103.5%	94.4%
PSAP & Pol. Records Manager	1	10.1	46.28	34.11	41.00	45.83	135.7%	112.9%	101.0%
Department Averages:							123.3%	105.9%	94.5%
Department: STREET									
Public Works Supervisor	1	10.8	43.52	30.07	37.79	43.30	144.7%	115.2%	100.5%
Department Averages:							144.7%	115.2%	100.5%
Department: WATER									
Director of PW&WR	1	10.8	73.19	62.78	72.00	81.33	116.6%	101.6%	90.0%
Deputy Director of PW&WR	1	7.8	60.32	50.30	58.09	65.98	119.9%	103.8%	91.4%
Water Operations Supt.	1	9.7	50.91	40.29	48.19	55.39	126.4%	105.6%	91.9%
PW&WR Supervisor	1	8.0	39.98	39.03	42.42	48.78	102.4%	94.2%	81.9%
Department Averages:							116.3%	101.3%	88.8%
Overall Averages:							112.9%	97.4%	86.9%

CAREER GROUP	CAREER LEVEL	DESCRIPTION
Executive Management	Top Executive	Top employee executive of the organization.
	Deputy Top Executive	Executive that is second in command and has responsibility for the oversight of multiple departments and/or functions. May serve as top executive when that person is absent.
People Management	People Management D	Jobs at this level serve as top experts for a major/core organizational function that direct the strategic and operational activities of the function and share accountability for the success of the organization as a whole. Typically reports to the top executive or number two executive. With broad latitude, positions at this level direct a department and have a major impact on organization's business goals and objectives. They require expert knowledge of management practices and specialized knowledge of the area managed, typically received through a four-year degree, or equivalent experience, and over 15 years of related experience.
	People Management C	Jobs at this level direct the strategic and operational activities of a department or segment of a department and supervise managers, professionals and support / operations employees. With general latitude, positions at this level direct a department and have a significant impact on organizational goals and objectives. They require expert knowledge of management practices and specialized knowledge of the area managed, typically received through a four-year degree, or equivalent experience, and over 15 years of related experience.
	People Management B	Jobs at this level supervise (manage) a group of professional and support / operations employees and perform additional professional-level work activities. Reports to a Director or above. May be titled Senior to recognize longer-term successful performance in the role. With technical/functional latitude, positions at this level manage functions and have a direct impact on organizational goals and objectives. They require in-depth knowledge of management practices and specialized knowledge of the area managed, typically received through a four-year degree, or equivalent experience, and over 8 years of related experience.
	People Management A	Jobs at this level supervise a group of support / operations employees and may perform additional department-related work activities. Reports to a Manager, Director or above. May be titled Senior to recognize longer-term successful performance in the role. With limited latitude, positions at this level supervise employees in departments or functions and have a direct impact on departmental goals and objectives. They require specialized knowledge of management practices and specialized knowledge of the area managed, typically received through a four-year degree, or equivalent experience, and over 5 years of related experience.

CAREER GROUP	CAREER LEVEL	DESCRIPTION
Specialist Individual Contributor	Specialist D	Jobs at this level require specialized knowledge in a recognized professional field to complete professional level work projects and provide work direction (not supervise) to other professional employees across projects and/or within a department. With general latitude, positions at this level perform advanced work projects in support of overall departmental or functional requirements and have a significant impact on organizational goals and objectives. They require expert knowledge of their particular functional discipline and specialized knowledge of administrative / management practices typically received through a four-year degree, or equivalent experience, and over 10 years of related experience.
	Specialist C	Jobs at this level require in-depth professional-level knowledge to independently complete work projects and duties and participate in departmental policy development. May provide work instruction to lower level employees. With technical/functional latitude, positions at this level perform work projects in support of overall departmental or functional requirements and have a direct impact on organizational goals and objectives. They require in-depth knowledge of their particular functional discipline and working knowledge of administrative / management practices typically received through a four-year degree, or equivalent experience, and over 6 years of related experience.
	Specialist B	Jobs at this level require working professional-level knowledge to independently complete work duties and may participate in departmental policy development. Continues to learn about additional professional practices and job-related duties. With project latitude, positions at this level perform work tasks in support of overall departmental or functional requirements and have a moderate impact on organizational goals and objectives. They require specialized knowledge of their particular functional discipline and working knowledge of administrative/management practices typically received through a four-year degree, or equivalent experience, and over 3 years of related experience.
	Specialist A	Jobs at this level require basic professional knowledge to perform basic work tasks while learning on the job about additional job-related duties to be completed and office administration and policies. With task latitude, positions at this level perform work activities in support of overall departmental or functional requirements and have a moderate impact on organizational goals and objectives. They require working knowledge of their particular functional discipline typically received through a four-year degree, or equivalent experience, and little to no related experience.

CAREER GROUP	CAREER LEVEL	DESCRIPTION
Support Individual Contributor	Support E	Jobs at this level organize, lead and complete coordinative and administrative projects and tasks with significant discretion related to the project/duties and staff assigned. With technical/functional latitude, positions at this level support of overall departmental or divisional requirements and have a direct impact on organizational goals and objectives. Requires specialized knowledge of administrative practices and procedures, typically received through a high school degree or equivalent, and 12 years of related experience.
	Support D	Jobs at this level organize and complete coordinative and administrative projects and tasks with significant discretion related to the project/duties assigned. With technical/functional latitude, positions at this level support of overall departmental or divisional requirements and have a moderate impact on organizational goals and objectives. Requires specialized knowledge of administrative practices and procedures, typically received through a high school degree or equivalent, and 8 years of related experience.
	Support C	Jobs at this level complete coordinative and administrative routine projects and tasks with some discretion related to the project/duties assigned. With project latitude, positions at this level support of overall departmental or divisional requirements and have a moderate impact on organizational goals and objectives. Requires working knowledge of administrative practices and procedures, typically received through a high school degree or equivalent, and 5 years of related experience.
	Support B	Jobs at this level complete administrative and operational duties and tasks of a routine or prescribed nature. With task latitude, positions at this level perform administrative work tasks in support of overall departmental or functional requirements and have a limited impact on organizational goals and objectives. Requires basic knowledge of administrative practices and procedures, typically received through a high school degree or equivalent, and 2 years of related experience.
	Support A	Jobs at this level complete repetitive tasks while continuing to learn on the job about additional department-related tasks and office administration and policies. With limited latitude, positions at this level perform administrative work tasks and activities in support of overall departmental or functional objectives and have a nominal impact on organizational goals and objectives. Requires basic knowledge of administrative practices and procedures, typically received through a high school degree or equivalent, and little to no related experience.

CAREER GROUP	CAREER LEVEL	DESCRIPTION
Police	Police Supervision F/Chief	Chief/Top Policy Executive
	Police Supervision E	Assistant Chief
	Police Supervision D	Police/Major
	Police Supervision C	Police/Captain
	Police Supervision B	Police/Lieutenant
	Police Supervision A	Police/Sergeant

JOB TITLE	GRADE	BASE PAY RANGES (\$)				
		TERCILE 1		TERCILE 2		TERCILE 3
		ENTRY	MR POINT 2	MIDPOINT	MR POINT 3	MAXIMUM
Parks Supervisor	A50	24.20	28.23	30.25	32.27	36.30
HR Administrator	A51 *	27.23	31.76	34.03	36.30	40.84
Parks Superintendent	A52	30.63	35.73	38.29	40.84	45.94
Public Works Supervisor	A52	30.63	35.73	38.29	40.84	45.94
Clerk of the Court	A53	34.46	40.20	43.07	45.94	51.68
Deputy Dir of Parks & Rec	A53	34.46	40.20	43.07	45.94	51.68
Parking Manager	A53 *	34.46	40.20	43.07	45.94	51.68
Parking Supervisor	A53	34.46	40.20	43.07	45.94	51.68
Payments & Utility Billing Manager	A53	34.46	40.20	43.07	45.94	51.68
PSAP & Pol. Records Manager	A53	34.46	40.20	43.07	45.94	51.68
PW&WR Supervisor	A53	34.46	40.20	43.07	45.94	51.68
Chief of Community Engagement	A54	38.76	45.22	48.45	51.68	58.15
Code Enforcement Manager	A54	38.76	45.22	48.45	51.68	58.15
Chief Procurement & Projects Officer	A55 *	43.61	50.88	54.51	58.15	65.41
Director of Parks & Recreation	A55	43.61	50.88	54.51	58.15	65.41
Field Operations Supt.	A55	43.61	50.88	54.51	58.15	65.41
Planning & Design Engineer	A55	43.61	50.88	54.51	58.15	65.41
Water Operations Supt.	A55	43.61	50.88	54.51	58.15	65.41
Chief Human Resources Officer	A56	49.06	57.24	61.33	65.41	73.59
Deputy Chief of Police	A56	49.06	57.24	61.33	65.41	73.59
Deputy Dir. Plng & Development	A56	49.06	57.24	61.33	65.41	73.59
Deputy Director of PW&WR	A56	49.06	57.24	61.33	65.41	73.59
Dir of Legislative Servs/City Sec	A56	49.06	57.24	61.33	65.41	73.59
Electric Line Superintendent	A56	49.06	57.24	61.33	65.41	73.59
IT Applications Manager	A56	49.06	57.24	61.33	65.41	73.59
Chief of Police	A57	54.25	65.10	70.52	75.95	86.80
Deputy Dir. of Finance	A57	54.25	65.10	70.52	75.95	86.80

* Grade assigned based on career level and other jobs' grades to ensure internal equity.

JOB TITLE	GRADE	BASE PAY RANGES (\$)				
		TERCILE 1		TERCILE 2		TERCILE 3
		ENTRY	MR POINT 2	MIDPOINT	MR POINT 3	MAXIMUM
Deputy Director of Electric	A57	54.25	65.10	70.52	75.95	86.80
Director of Planning & Dev	A57	54.25	65.10	70.52	75.95	86.80
Director of PW&WR	A57	54.25	65.10	70.52	75.95	86.80
IT Infrastructure Manager	A57	54.25	65.10	70.52	75.95	86.80
Director of Electric	A58	62.39	74.86	81.10	87.34	99.82
Director of Finance	A58	62.39	74.86	81.10	87.34	99.82

* Grade assigned based on career level and other jobs' grades to ensure internal equity.

JOB FAMILY	CAREER LEVEL	JOB TITLE	NO. OF EES
FUNCTION: Executive Management			
Executive Management	Top Executive	City Manager	1
FUNCTION: Government Administration			
Government Administration	People Management B	Dir of Legislative Servs/City Sec	1
FUNCTION: Court Administration			
Court Administration	People Management A	Clerk of the Court	1
FUNCTION: Finance and Accounting			
Finance and Accounting	People Management D	Director of Finance	1
Finance and Accounting	People Management C	Deputy Dir. of Finance	1
Finance and Accounting	People Management A	Payments & Utility Billing Manager	1
FUNCTION: Information Technology			
Information Technology	People Management B	IT Applications Manager	1
Network/Helpdesk	People Management C	IT Infrastructure Manager	1
FUNCTION: Contracts and Procurement			
Contracts and Purchasing	People Management B	Chief Procurement & Projects Officer	1
FUNCTION: Human Resources			
Human Resources	People Management C	Chief Human Resources Officer	1
Human Resources	Support D	HR Administrator	2
FUNCTION: Public Relations and Marketing			
Public Relations/Public Information	People Management B	Chief of Community Engagement	1

JOB FAMILY	CAREER LEVEL	JOB TITLE	NO. OF EES
FUNCTION: Infrastructure and Community Planning			
Engineering and Design	People Management B	Field Operations Supt.	1
Engineering and Design	People Management B	Planning & Design Engineer	1
Infrastructure and Community Planning	People Management D	Director of Planning & Dev	1
Infrastructure and Community Planning	People Management C	Deputy Dir. Plng & Development	1
Safety and Inspections	People Management B	Code Enforcement Manager	1
FUNCTION: Maintenance, Repair and Operations			
Infrastructure Construction and Maintenanc	People Management D	Director of PW&WR	1
Infrastructure Construction and Maintenanc	People Management C	Deputy Director of PW&WR	1
Infrastructure Construction and Maintenanc	People Management B	Parking Manager	1
Infrastructure Construction and Maintenanc	People Management A	Public Works Supervisor	1
FUNCTION: Public Services			
Public Services	People Management A	Parking Supervisor	1
FUNCTION: Parks and Recreation			
Parks and Grounds Maintenance	People Management B	Parks Superintendent	1
Parks and Grounds Maintenance	People Management A	Parks Supervisor	1
Parks and Recreation	People Management D	Director of Parks & Recreation	1
Parks and Recreation	People Management C	Deputy Dir of Parks & Rec	1
FUNCTION: Water Utility			
Water Treatment and Distribution	People Management B	Water Operations Supt.	1
Water Treatment and Distribution	People Management A	PW&WR Supervisor	1

JOB FAMILY	CAREER LEVEL	JOB TITLE	NO. OF EES
FUNCTION: Electric Utility			
Electric Power Service	People Management D	Director of Electric	1
Electric Power Service	People Management C	Deputy Director of Electric	1
Electric Power Service	People Management B	Electric Line Superintendent	1
FUNCTION: Public Safety			
Emergency Communications	People Management B	PSAP & Pol. Records Manager	1
FUNCTION: Police			
Police	Police Supervision F/Chief	Chief of Police	1
Police	Police Supervision D	Deputy Chief of Police	1

JOB FAMILY	CAREER LEVEL	JOB TITLE	MARKET BASE SALARY (\$)		
			25P	50P	75P
FUNCTION: Executive Management					
Executive Management	Top Executive	City Manager	70.38	98.24	112.97
FUNCTION: Government Administration					
Government Administration	People Management B	Dir of Legislative Servs/City Sec	49.50	58.58	66.55
FUNCTION: Court Administration					
Court Administration	People Management A	Clerk of the Court	41.31	44.78	48.25
FUNCTION: Finance and Accounting					
Finance and Accounting	People Management D	Director of Finance	71.78	81.02	89.68
Finance and Accounting	People Management C	Deputy Dir. of Finance	58.95	66.55	74.94
Finance and Accounting	People Management A	Payments & Utility Billing Manager	37.12	42.64	48.37
FUNCTION: Information Technology					
Information Technology	People Management B	IT Applications Manager	51.84	59.26	66.41
Network/Helpdesk	People Management C	IT Infrastructure Manager	57.10	66.19	72.90
FUNCTION: Contracts and Procurement					
Contracts and Purchasing	People Management B	Chief Procurement & Projects Officer	47.76	54.74	60.17
FUNCTION: Human Resources					
Human Resources	People Management C	Chief Human Resources Officer	55.14	62.51	70.66
Human Resources	Support D	HR Administrator	25.88	29.95	33.59
FUNCTION: Public Relations and Marketing					
Public Relations/Public Information	People Management B	Chief of Community Engagement	41.27	48.32	54.87

JOB FAMILY	CAREER LEVEL	JOB TITLE	MARKET BASE SALARY (\$)		
			25P	50P	75P
FUNCTION: Infrastructure and Community Planning					
Engineering and Design	People Management B	Field Operations Supt.	49.63	55.16	61.84
Engineering and Design	People Management B	Planning & Design Engineer	49.63	55.16	61.84
Infrastructure and Community Planning	People Management D	Director of Planning & Dev	62.81	71.07	77.18
Infrastructure and Community Planning	People Management C	Deputy Dir. Plng & Development	55.16	60.34	65.52
Safety and Inspections	People Management B	Code Enforcement Manager	43.05	47.72	51.70
FUNCTION: Maintenance, Repair and Operations					
Infrastructure Construction and Maintenan	People Management D	Director of PW&WR	62.78	72.00	81.33
Infrastructure Construction and Maintenan	People Management C	Deputy Director of PW&WR	50.30	58.09	65.98
Infrastructure Construction and Maintenan	People Management B	Parking Manager	39.13	46.86	53.61
Infrastructure Construction and Maintenan	People Management A	Public Works Supervisor	30.07	37.79	43.30
FUNCTION: Public Services					
Public Services	People Management A	Parking Supervisor	37.13	44.43	51.10
FUNCTION: Parks and Recreation					
Parks and Grounds Maintenance	People Management B	Parks Superintendent	32.76	38.15	43.15
Parks and Grounds Maintenance	People Management A	Parks Supervisor	27.65	31.48	34.97
Parks and Recreation	People Management D	Director of Parks & Recreation	49.97	57.17	65.48
Parks and Recreation	People Management C	Deputy Dir of Parks & Rec	35.54	43.84	50.42
FUNCTION: Water Utility					
Water Treatment and Distribution	People Management B	Water Operations Supt.	40.29	48.19	55.39
Water Treatment and Distribution	People Management A	PW&WR Supervisor	39.03	42.42	48.78
FUNCTION: Electric Utility					
Electric Power Service	People Management D	Director of Electric	72.17	83.41	91.22

JOB FAMILY	CAREER LEVEL	JOB TITLE	MARKET BASE SALARY (\$)		
			25P	50P	75P
FUNCTION: Electric Utility					
Electric Power Service	People Management C	Deputy Director of Electric	63.26	72.97	78.93
Electric Power Service	People Management B	Electric Line Superintendent	57.28	61.48	65.77
FUNCTION: Public Safety					
Emergency Communications	People Management B	PSAP & Pol. Records Manager	34.11	41.00	45.83
FUNCTION: Police					
Police	Police Supervision F/Chief	Chief of Police	62.36	74.37	85.52
Police	Police Supervision D	Deputy Chief of Police	61.41	67.31	73.83

2025 Management Pay Plan (3% COLA)			
Title	Pay Grade	Minimum	Maximum
Parks Supervisor ⁽¹⁾	A53 ⁽²⁾	\$69,012	\$103,799
HR Administrator	A52 ⁽²⁾	\$61,521	\$92,270
PW&WR Supervisor ⁽¹⁾	A53 ⁽²⁾	\$69,012	\$103,799
Facilities Maintenance Supervisor ⁽¹⁾⁽³⁾	A53	\$69,012	\$103,799
Parks Superintendent	A54 ⁽²⁾	\$77,849	\$116,795
Fleet Maintenance Manager ⁽¹⁾	A53	\$69,012	\$103,799
Clerk of the Court	A53	\$69,012	\$103,799
Payments & Utility Billing Manager	A53	\$69,012	\$103,799
Parking Manager	A53	\$69,012	\$103,799
Parking Supervisor	A53	\$69,012	\$103,799
PSAP & Pol. Records Manager ⁽¹⁾	A53	\$69,012	\$103,799
Deputy Dir of Parks & Rec	A55 ⁽²⁾	\$87,591	\$131,377
Code Enforcement Manager	A54	\$77,849	\$116,795
Chief of Community Engagement	A54	\$77,849	\$116,795
Assistant City Manager - Operations ⁽⁴⁾	A56	\$98,649	\$147,806
Water Operations Supt.	A55	\$87,591	\$131,377
Planning & Design Engineer	A55	\$87,591	\$131,377
Field Operations Supt.	A55	\$87,591	\$131,377
Director of Parks & Recreation	A56 ⁽²⁾	\$98,649	\$147,806
Assistant City Manager - Personnel ⁽⁴⁾	A56	\$98,649	\$147,806
IT Applications Manager	A56	\$98,649	\$147,806
Deputy Dir. Plng & Development	A56	\$98,649	\$147,806
Electric Line Superintendent	A56	\$98,649	\$147,806
Dir of Legislative Servs/City Sec	A56	\$98,649	\$147,806
Deputy Chief of Police	A57 ⁽²⁾	\$108,962	\$174,338
Deputy Director of PW&WR	A57 ⁽²⁾	\$108,962	\$174,338
Director of Planning & Dev	A57	\$108,962	\$174,338
Deputy Dir. of Finance	A57	\$108,962	\$174,338
IT Infrastructure Manager	A57	\$108,962	\$174,338
Deputy Director of Electric	A57	\$108,962	\$174,338
Chief of Police	A58 ⁽²⁾	\$125,311	\$200,488
Director of PW&WR	A58 ⁽²⁾	\$125,311	\$200,488
Director of Finance	A58	\$125,311	\$200,488
Director of Electric	A58	\$125,311	\$200,488

⁽¹⁾ Management Supervisory Position

⁽²⁾ Recommended pay grade varies from salary study recommendation to address union salary compression and/or internal peer equity considerations

⁽³⁾ Position was created after the most recent salary study

⁽⁴⁾ Position was renamed after the most recent salary study