

**REVIEW OF 2006 PAY STUDY**

**OCTOBER 2006**




**CITY AUDITOR'S OFFICE  
CITY OF GAINESVILLE, FLORIDA**

*City of*  
**Gainesville**

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*Inter-Office Communication*

October 16, 2006

**TO:** Honorable Mayor and Members of the City Commission  
**FROM:**   
Brent Godshalk, City Auditor  
**SUBJECT:** Review of 2006 Pay Study

**Recommendation**

The City Commission:

- 1) Accept the City Auditor's report and the response from the City Manager and Interim General Manager for Utilities; and
- 2) Instruct the City Auditor to conduct a follow-up review on recommendations made and report the results to the Audit, Finance and Legislative Committee.

**Explanation**

In April 2004, the City Commission directed the Charter Officers to submit draft written policies for future pay studies to address the timing of review, general methodologies to be followed and how future pay studies would compare City salaries to the external market, taking into account geographic indexing, industry type and organization size. The Commission also requested that the policies address whether future pay studies would be completed in-house or by an outside consultant and provide clarification regarding the roles of the Charter Officers in the process.

As a result, the Charter Officers developed and submitted a draft Compensation Philosophy to the Personnel and Organizational Structure Committee, which was subsequently adopted by the City Commission in March 2006 (see Attachment A). The Charter Officers also agreed on the following: 1) at the beginning of each three year period, each Charter will be given the option to participate in the pay plan update; 2) each Charter will be given the option to review the Request for Proposals and to appoint a member to the outside consultant selection team; 3) the Charter Officers will serve as an executive committee with the purpose of reviewing staff recommendations with respect to compensation and any related personnel policies and provide the City Commission with the appropriate reports; and 4) the City Auditor's Office will maintain its independence in order to retain the option to audit the implementation at the City Commission's request with the intent to make recommendations for future pay studies.

The City subsequently contracted with Wachovia Employer Solutions Group (Wachovia) to review the City's current pay plans for MAP and CWA positions and compare them to the market.

Wachovia's objectives were to:

- Maintain competitiveness in the market for which the City competes,
- Create a market based compensation system for ease of administration on an on-going basis,
- Address external and internal market conditions for both the MAP and CWA jobs,
- Survey the market including market price benchmark jobs using published pay data,
- Create a market driven salary structure and slot jobs into the structure,
- Review the cost to capture all jobs into the system and address range penetration,
- Develop salary administration guidelines,
- Provide communication to leadership and employees, and
- Educate and train supervisors and employees.

During their review, Wachovia representatives and the Charter Officers agreed that the City Auditor's Office should conduct an audit of the Wachovia analysis and recommendations. We have completed our review of the 2006 pay study. The attached report provides discussion of key issues, as well as recommendations for improvement, and includes a written response from the City Manager and Interim General Manager for Utilities. We request that the City Commission accept our report and management's response. Also, in accordance with City Commission Resolution R970187, Section 10, Responsibilities for Follow-up on Audits, we request that the City Commission instruct the City Auditor to conduct a follow-up review on recommendations made and report the results to the Audit, Finance and Legislative Committee.

### **Objectives, Scope and Methodology**

The primary objective of this audit was to provide reasonable assurance to the City Commission that the methodologies and processes used by the consultant and management to generate pay structure recommendations were reasonable, adequately documented and supported, and consistently and accurately applied to data collected. Our review was conducted in accordance with *Government Auditing Standards* issued by the Comptroller General of the United States and accordingly included such tests of records and other auditing procedures as we considered necessary under the circumstances.

Our procedures included conducting interviews with management and Wachovia representatives involved with the pay study and reviewing documentation of the process followed during the pay study. We reviewed documentation of internal hierarchies and salary surveys conducted for benchmark positions and evaluated documentation for accuracy, completeness, consistency and reasonableness. We selected representative samples of salary surveys and compared resulting market data to the pay grade structures developed. We also reviewed Wachovia's cost estimates for accuracy, completeness, consistency and reasonableness. The primary focus of our review was on the MAP portion of the pay study since the placement of positions into the CWA pay plan could not be effectively reviewed due to the nature of the collective bargaining process. The scope of our review was for the work developed to support the 2006 pay study.

Based on the results of our review, we prepared specific issues and recommendations for improvement that were discussed with management and the consultant. These recommendations, as well as management's written response, can be found in the following sections of this report. We have also included a summary of City turnover rates over the past several years (see Attachment B).

ISSUE #1

Slotting Benchmark Positions and Adjusting for Internal Equity Considerations

Discussion

A key component of the 2006 pay study was to match a portion of the City’s positions against surveyed market data for similar positions in other comparable organizations. Wachovia compiled market data on each “benchmark” position, typically from a number of “published” sources previously surveyed, on approximately 100 MAP positions. The positions were selected to represent a cross-section of work functions and pay levels within the City, rather than attempting to benchmark every position title. This is a common and accepted practice in compensation studies.

After eliminating positions for which reliable market data matches could not be obtained, Wachovia used the market data results of approximately 80 benchmarked MAP job titles to establish a proposed MAP pay plan structure and recommend placement of the benchmarked positions within the new pay plan at or near their established market rates. As we reviewed the results of this process, we noted that a significant percentage of the 80 benchmarked MAP job titles originally slotted by Wachovia were moved one or more pay grades from the pay grade most closely matching the established market rate for the position. Specifically, we noted that 40 of the 80 MAP job titles utilized by Wachovia as benchmarks were later adjusted upwards by one or more pay grades and two were adjusted downward by one pay grade. A summary of the 42 adjustments to MAP benchmark position recommendations is as follows:

- 25 job titles were increased 1 pay grade
- 9 job titles were increased 2 pay grades
- 5 job titles were increased 3 pay grades
- 1 job title was increased 5 pay grades
- 2 job titles were decreased 1 pay grade

Proper placement of benchmark positions is important for ensuring the City’s pay plan is market based because remaining job titles which were not market surveyed must be placed in specific pay grades based on internal equity when compared to the benchmark positions and other City positions. Every pay grade adjustment in the proposed MAP pay plan results in moving a position’s “market rate” 9 to 12 percent. To illustrate the fiscal impact, the job titles in the following table represent the 15 benchmark positions increased two or more pay grades from the market midpoint pay rate originally recommended by Wachovia to the final midpoint pay grade proposed in August 2006.

Job Title	Market Pay Grade Midpoint	Assigned Pay Grade Midpoint	Percentage Difference
Code Enforcement Manager	\$47,480	\$76,082	60%
Strategic Planner	\$57,450	\$68,542	19%
Operations Division Mgr	\$63,195	\$76,082	20%
WW Plant Facilities Director	\$63,195	\$76,082	20%
Customer Service Manager	\$63,195	\$76,082	20%
Accounting Manager	\$69,515	\$84,451	21%
Building Official	\$69,515	\$93,741	35%
Community Redevelopment Mgr	\$69,515	\$93,741	35%
Fire Chief	\$85,649	\$116,538	36%
Asst City Attorney Senior	\$95,071	\$116,538	23%
Information Systems Director	\$95,071	\$116,538	23%
Power Plant Manager – Deerhaven	\$95,071	\$116,538	23%
Police Chief	\$95,071	\$130,523	37%
Public Works Director	\$95,071	\$130,523	37%
Litigation Attorney	\$105,529	\$130,523	24%

Wachovia indicated that pay grade adjustments of one pay grade for benchmark job titles are common from market data to final slotting. However, they acknowledged that the movement of such a significant percentage of benchmark positions into higher pay grades than the market data suggested was something that needed to be discussed with the City's charter officers, with adequate documentation generated to support the adjustments made.

As a result, Wachovia representatives met with the charter officers, which resulted in two of the benchmark positions listed above reduced one pay grade and one left in the same pay grade with new market data generated that supported the placement. The other 12 positions listed above were maintained in the final pay grade recommendation. Many of these were dropped as benchmarks due to management perceptions regarding differences in responsibilities between City positions and those represented in the market survey or concerns that vacancies for these positions have been, or are expected to be, difficult to fill at reported market rates.

### **Conclusion**

Approximately 40 of the originally accepted 80 MAP benchmark positions were placed into pay grades 10% to 40% higher than supported by the market data compiled by Wachovia during the market analysis portion of the pay study. Little or no documentation was provided to support the adjustments. It is important to adequately document such revisions in order to maintain the integrity and transparency of the pay study process. After support for these adjustments was requested, it was decided that many of the benchmark positions most significantly adjusted were not reasonable as benchmarks.

### **Recommendation**

We recommend that Wachovia and management provide adequate supporting documentation for benchmark positions not placed in the proposed pay structure based on market data. We also recommend quality control measures be implemented in future pay studies to ensure that the extent of such adjustments to the placement of benchmark positions is more formally evaluated, with any resulting adjustments supported and documented.

### **Management's Response**

Due to insufficient market data, Wachovia was not able to price the following jobs that were in question by the Auditor's office:

- Building Official
- Code Enforcement Manager
- Community Redevelopment Manager
- Fire Chief
- Operations Division Manager
- Public Works Director

As was stated in the auditor's summary, some jobs were discussed during a charter officer meeting in August and decisions were made to adjust those jobs to the pay grade supported by market data. Some of the jobs that were slotted two pay grades above what market data indicated were adjusted by one pay grade, while other jobs were investigated further in the market place to gather more sufficient market data. The final list of benchmarks still show the following 29 jobs that were adjusted either up or down. As you will note in the chart below, more than half of the jobs that were adjusted have a new market rate in the pay range that is lower than the market rate in the current pay structure.

Job Title	Current Salary Structure Market	50th %tile Base (Base Labor Market)	Market Recm'd Salary Grade	Midpoint / Market	Final Recm'd Salary Grade	Midpoint / Market	% Change from Current	
							Market to Proposed	Grade Change
Accountant I	\$39,542	\$38,522	2	\$39,404	3	\$42,950	9%	Up 1
Mktg & Comm Specialist, Sr.	\$56,768	\$48,890	4	\$46,815	5	\$51,497	(9%)	Up 1
Paralegal	\$49,123	\$47,791	4	\$46,815	5	\$51,497	5%	Up 1
Training & Development Specialist	\$56,768	\$48,017	4	\$46,815	5	\$51,497	(9%)	Up 1
Engineer I/Utility Designer I	\$49,123	\$51,496	5	\$51,497	6	\$56,647	15%	Up 1
Sr. Buyer	\$61,025	\$52,301	5	\$51,497	6	\$56,647	(7%)	Up 1
Accountant II	\$49,123	\$54,262	6	\$56,647	5	\$51,497	5%	Down 1
Fuel Analyst	\$65,602	\$54,161	6	\$56,647	7	\$62,311	(5%)	Up 1
Golf Course Manager	\$70,522	\$57,221	6	\$56,647	7	\$62,311	(12%)	Up 1
Recreation Manager	\$70,522	\$55,933	6	\$56,647	7	\$62,311	(12%)	Up 1
Utility Safety Training Coordinator	\$65,602	\$55,773	6	\$56,647	7	\$62,311	(5%)	Up 1
Assistant City Attorney I	\$76,869	\$64,660	7	\$62,311	8	\$68,542	(11%)	Up 1
Customer Service Manager	\$83,788	\$61,113	7	\$62,311	9	\$76,082	(9%)	Up 2
Water Plant Manager	\$70,522	\$64,811	7	\$62,311	8	\$68,542	(3%)	Up 1
Accounting Manager	\$76,869	\$67,031	8	\$68,542	9	\$76,082	(1%)	Up 1
Utilities Analyst II	\$65,602	\$66,114	8	\$68,542	7	\$62,311	(5%)	Down 1
Nurse Practitioner	\$83,788	\$71,939	8	\$68,542	9	\$76,082	(9%)	Up 1
Risk Management Director	\$91,329	\$83,905	10	\$84,451	11	\$93,741	3%	Up 1
Gas T&D Manager	\$99,548	\$97,840	11	\$93,741	12	\$104,052	5%	Up 1
Human Resources Director	\$99,548	\$96,523	11	\$93,741	12	\$104,052	5%	Up 1
Information Systems Director	\$118,273	\$96,640	11	\$93,741	13	\$116,538	(1%)	Up 2
Police Chief	\$118,273	\$94,094	11	\$93,741	14	\$130,523	10%	Up 3
Water/Wastewater Engineering Director	\$99,548	\$92,084	11	\$93,741	12	\$104,052	5%	Up 1
Power Plant Manager-Deerhaven	\$118,273	\$98,396	12	\$104,052	13	\$116,538	(1%)	Up 1
Electric T&D Manager	\$108,508	\$106,742	12	\$104,052	13	\$116,538	7%	Up 1
Electrical Engineering Manager	\$108,508	\$98,974	12	\$104,052	13	\$116,538	7%	Up 1
Finance Director	\$99,548	\$108,205	12	\$104,052	13	\$116,538	17%	Up 1
Assistant City Manager	\$118,273	\$114,038	13	\$116,538	14	\$130,523	10%	Up 1
Controller, Utilities	\$91,329	\$116,858	13	\$116,538	12	\$104,052	14%	Down 1

Management has provided the following as documentation for these adjustments:

Job Title	Reason for Adjustment
Accountant II	<i>The mid-level Accountant in the market required a slightly greater level of responsibilities and years of experience than the City's mid-level Accountant</i>
Utility Analyst II	<i>To maintain internal value of job to an entry-level engineer, it was determined this classification should be reduced by one grade.</i>
Controller, Utilities	<i>To maintain internal value of job based on its reporting relationship, it was determined this classification should be reduced by one grade.</i>
Accountant I	<i>We have had a difficult time recruiting Accountants. The market data for this position has not been adjusted for the impact of the Sarbanes-Oxley Act which has made all financial positions much more competitive.</i>
Accounting Manager	<i>The market data for this position has not been adjusted for the impact of the Sarbanes-Oxley Act which has made all financial positions much more competitive.</i>
Asst. City Attorney I	<i>The market midpoint of the adjusted pay grade reflects what was required recently to recruit and attract a new employee in this classification.</i>
Asst. City Manager	<i>Because this position supervises department heads that are high in the hierarchy, it is appropriate that this position be placed in a pay grade</i>

<b>Job Title</b>	<b>Reason for Adjustment</b>
	<i>above those of the managers they supervise.</i>
Customer Service Manager	<i>The manager is responsible for overseeing a call center that supports five utility systems, and several general government systems (i.e., solid waste, stormwater). Management made the same decision in the 2003 pay study. GRU is also expanding into sales related functions as we seek to penetrate into the conservation market.</i>
Electric Engineering Manager	<i>Position was placed in a pay grade to maintain internal value of job with Electric T&amp;D Manager</i>
Electric Transmission & Distribution Manager	<i>In order to maintain internal value of this job with the Electric System Control Manager. If both jobs had been moved down, a compression problem would have occurred with direct reports to these positions.</i>
Engineer I	<i>Engineers are one of our critical problem areas to recruit for. The City expects to hire Engineers at the minimum of the range and once employed, engineers can be progressed to the Engineer IV through the Engineer Progression Plan approved in 2004. Therefore, in order to be competitive for graduating engineers, the position was placed in a range with a competitive minimum rate.</i>
Finance Director	<i>The market data for this position has not been adjusted for the impact of the Sarbanes-Oxley Act which has made all financial positions much more competitive. In addition, the Finance Director manages the City's two Defined Benefit Pension Plans with over \$400 million in assets.</i>
Fuels Analyst	<i>Placed at the same level as the Utility Analyst II, which was also a benchmark.</i>
Gas Transmission & Distribution Manager	<i>This position was placed to be equivalent to the Electric T&amp;D Manager. While the department is smaller, Gas T &amp; D has greater regulatory responsibility and less engineering support.</i>
Golf Course Manager	<i>This position was moved to maintain internal value of jobs within the Recreation, Parks &amp; Cultural Department as it relates to the Recreation Manager and the Parks Manager</i>
Human Resources Director	<i>Market data placed job between two pay grades and therefore, was placed based on internal value of jobs. This position is now vacant and recruiting will be critical to attract a high caliber candidate.</i>
Information Systems Director	<i>This position at GRU is responsible for two systems that are not usually included in the essential job functions of an ISD Director – telecommunications (GRUCom) and network support (telephone and data transfer) for both GRU and general government. To account for these additional functions, the position was adjusted to a higher pay grade. In addition, the data provided by WESG was lower than the market for the Computer Services Director in general government, which is a much smaller and less complex position.</i>
Nurse Practitioner	<i>The market midpoint of the adjusted pay grade reflects what was required recently to recruit and attract a new employee in this classification in 2006.</i>
Paralegal	<i>The market midpoint of the adjusted pay grade reflects what was required recently to recruit and attract a new employee in this classification.</i>
Police Chief	<i>WESG data included data from counties and when looking at cities only (as demonstrated by ICMA data), market rate is substantially greater. In addition, the Alachua County Sheriff earns an annual salary of \$134,588.</i>
Power Plant Manager/Deerhaven	<i>To maintain internal value of job with the Power Plant Manager/Kelly, which is one pay grade lower than Deerhaven. Deerhaven is a larger, more complex plant with over 100 employees, while Kelly employs 33.</i>

<b>Job Title</b>	<b>Reason for Adjustment</b>
Recreation Manager	<i>Due to the placement of the Recreation Supervisor in the MAP pay plan, this position was adjusted to ensure compression with the manager did not occur.</i>
Risk Management Director	<i>To ensure internal job value with other director classifications within the organization and the overall responsibilities for risk management, worker's compensation, employee benefits, Wellness program, and Employee Health Services.</i>
Sr. Buyer	<i>Placed in a range to ensure we did not create compression with lower level Buyer classifications in both the MAP &amp; CWA pay plans. The market midpoint for the pay grade in which the job was slotted is 7.2% below the market rate in the current pay plan.</i>
Sr. Marketing & Communications Specialist	<i>This is a professional position that due to the 24/7 nature of the utility, must be on stand-by in the event of emergencies and no additional compensation is provided. CWA classifications subject to stand-by receive additional compensation. In addition, the utility is a multi-system company and the knowledge required is substantially greater than at other organizations.</i>
Training & Development Specialist	<i>The market midpoint of the adjusted pay grade reflects what was required recently to recruit and attract two employees in this classification in 2006.</i>
Utility Safety/Training Coordinator	<i>This position functions not simply as a safety specialist but is also a subject matter expert and technical trainer in a craft area.</i>
Water Plant Manager	<i>To ensure internal value of job with the W/WW Operations &amp; Maintenance Manager (one pay grade less than plant manager) which was slotted to ensure no compression with highest level CWA position at the water plant especially in consideration of overtime paid to CWA supervisors.</i>
Water/Wastewater Engineering Director	<i>Position placed in this pay grade to prevent compression with the engineering jobs supervised by this position, highest of which is the Supervising Engineer, which is one pay grade lower than where this position was placed.</i>

Wachovia has discussed each of these job changes with managers and believes that they are appropriate changes due to internal value and internal hierarchy within the organization.

Management has also provided in the table below a comparison of market data provided by WESG and data provided by the ICMA for specific general government positions. As can be seen in this comparison, the data used by WESG is generally lower than data provided for cities only in the South Atlantic region with populations between 100,000 and 249,999. Therefore, this information provides further support for the placement of certain jobs in the MAP hierarchy.

Title	Wachovia Market Rate	ICMA Market Rate	Assigned Pay Grade Market (Midpoint)	Comments
Police Chief	\$95,431	\$115,188	\$130,523	ACSO: 134,588
Fire Chief	\$81,479	\$109,318	\$116,538	
Public Works Director	\$98,270	\$110,842	\$130,523	
Finance Director (gen. gov't)	\$108,205	\$105,466	\$116,538	
Assistant City Manager	\$114,038	\$117,780	\$130,523	
Human Resources Director	\$96,523	\$96,118	\$104,052	



## ISSUE #2

### Right to Audit Clause and Review of Salary Survey Data

#### **Discussion**

Prior to management sending out a Request for Proposals (RFP) for the professional compensation consulting services, the City Auditor's Office reviewed a draft RFP and recommended that a standard right to audit clause be added. This language provides City representatives access to records, should the City Commission request an audit of the pay study results. The RFP for compensation consulting services was issued in December 2005 with formal presentations done in January 2006. No right to audit language was included in the City's RFP for the pay study or in the resulting contract with Wachovia.

In July 2006, Wachovia representatives and the Charter Officers agreed that the City Auditor's Office should conduct an audit of the Wachovia analysis and recommendations. The stated objective of the audit was to provide reasonable assurance to the City Commission that the methodologies and processes used by the consultant to generate pay structure recommendations were reasonable, adequately documented and supported, and consistently and accurately applied to the data collected. As part of our review, we requested Wachovia provide copies of the market data supporting the placement of 20 of the 80 MAP benchmark positions. Wachovia indicated that copying the data for 20 benchmarks would take too much time and instead offered to provide supporting documentation for 10 benchmark positions. Wachovia later questioned the need for us to review the supporting information, but ultimately provided us with a packet of information documenting the market data supporting 10 benchmark positions. Of the 10 sets of market data provided, only six included adequate market data documentation necessary for us to conduct a review. Out of these, we found some inconsistencies and insufficient explanation as to why certain source data was used.

For instance, two job titles of the 10 reviewed were initially benchmarked to government or public administration data. However, this data was ultimately disregarded and replaced with private sector data. Wachovia representatives indicated that this was done at the request of the City. In these two instances, replacement of the initially obtained government salary data with private industry averages resulted in increases to the market data of approximately 22% and 24%. There appeared to be no attempt to blend the two sectors to obtain a salary composite including both sets of data.

#### **Conclusion**

A right to audit clause should have been included in the compensation consulting services contract. Agreement to the City's right to review data supporting the pay study prior to executing a contract may have minimized the restrictions experienced in obtaining sufficient supporting data to more fully complete our review. Although we only reviewed market data supporting a limited number of benchmark positions, we found that in some instances, private industry salary data was used instead of blending it with available public or government data.

#### **Recommendation**

We recommend future contracts for compensation consulting services include a "right to audit" clause within the RFP or contract to ensure that all information requested by authorized City representatives will be accessible and provided in a timely manner. We also recommend future pay studies better document when public and private sector data will be used for matches and how these results will be weighted to properly identify the City's relevant compensation market.

## **Management's Response**

Management agrees that a “right to audit “ can be included in future contracts with an assurance to shield and protect any proprietary information included in the published pay data. For this process, Wachovia recommended and welcomed the audit process. However, it is not Wachovia’s standard policy to copy published pay profile for their clients. After discussion with the Auditor, Wachovia provided a cross reference of 10 jobs and their market matches for review.

In reference to not blending public administration and private industry, it was Wachovia’s recommendation that certain positions are “portable” and can transfer to private industry. It was our opinion that in order to remain competitive, for certain finance positions, the City needed to use the private data to reflect what is truly occurring in the marketplace. Therefore, Wachovia did not blend public administration with private industry. However, as management reviewed the internal equity of one of these positions with others, the job was ultimately adjusted downward, thus an adjustment to the private industry data. Future pay studies will document when public and private sector data will be used and how the results will be weighted.

**Cost of Labor Differential**

**Discussion**

In the 2003 pay study, management recognized a compensation issue termed the “Gainesville factor.” The “Gainesville factor” was described as the reason people work for less in Gainesville because it is such a good place to live. Management indicated that Human Resource professionals call this factor the cost of labor differential, and indicated that the pay study team gave more weight to surveys that included a cost of labor differential. For the 2006 pay study, Wachovia obtained cost of labor differentials published by the Economic Research Institute (ERI) at the following six different salary levels - \$10,712, \$24,000, \$36,000, \$48,000 \$72,000 and \$108,000. Wachovia averaged the percentages for the six salary levels, arriving at a cost of labor differential of 96.35%. This percentage was then applied to national market salary levels obtained for benchmark positions. As a result, national median salary data was reduced by 3.65% to arrive at proposed Gainesville market levels.

During our review, we noted the 96.35% average differential was significantly impacted by the percentage differential for wages of \$10,712, which was 124%. This 124% factor means that Gainesville should expect to pay 24% more than the national average at an annual salary of \$10,712. This differential results because the Florida minimum wage is 24% higher than the federal minimum wage. However, the City of Gainesville has no permanent employees at these pay levels. The City’s lowest MAP or CWA annual salary range for regular full time work is currently \$19,700. If this unusual and irrelevant 124% factor was excluded, the calculated average cost of labor differential would drop to approximately 91%. As a result, we recommended that Wachovia consider excluding the differential for the \$10,712 wage level from the calculation of an average cost of labor differential or consider calculating a weighted average of differentials most closely representing City salary levels.

Wachovia responded by obtaining new data from ERI at the following seven salary levels - \$20,000, \$40,000, \$60,000, \$80,000, \$100,000, \$120,000 and \$140,000 in order to encompass their proposed pay scale market rates. Using these seven factors resulted in an average cost of labor differential of 94.2%. Wachovia then chose to eliminate the highest and lowest percentages, at the \$40,000 and \$140,000 levels, arriving at an average differential of 94.8% that was ultimately rounded up to 95%. This resulted in salary ranges being reduced at the minimum, midpoint and maximum by approximately 1.4% from those previously suggested by Wachovia. While this may seem to be an insignificant adjustment, a recalculation of Wachovia’s projected cost analysis indicated that this adjustment alone resulted in a reduction of projected costs of more than \$400,000 needed to move employees to market rates based on tenure.

**Conclusion**

We believe that the methodology used to calculate a reasonable cost of labor differential is very important in ensuring that national salary data is reasonably adjusted to the Gainesville labor market. We also believe that the computation of an average cost of labor differential should generally represent the distribution of employees within the City’s current pay structure.

**Recommendation**

We recommend future pay studies establish in the planning stages how cost of labor differentials will be calculated so that the adjustment factor appropriately represents the salary ranges that encompass the CWA and MAP pay plans.

## Management's Response

It is Wachovia's standard policy to calculate pay differentials using the Economic Research Institute at various pay levels within the organization. It was brought to our attention by the Auditor that the City does not pay at the \$10,712 wage and that should not have been calculated in determining the geographic differential. Based on the auditor's input, Wachovia re-calculated in \$ \$20,000 intervals to consider all levels of employee's pay and the proposed salary structure. This resulted in a cost of labor differential equal to 95%.

For additional information, we have provided the following table to show how these cost of labor differentials were calculated.

### **Cost of Labor**

Data as of July 1, 2006

The cost of labor is the process of establishing external pay practices where information on labor market costs (total compensation) are obtained from labor market competitors and relied upon when determining compensation opportunities.

<b>Salary Level</b>	<b>Gainesville, Florida as % of US</b>
20,000	91.3%
40,000	88.3%
60,000	93.1%
80,000	95.7%
100,000	96.6%
120,000	97.1%
140,000	97.5%
<b>Average</b>	<b>94.2%</b>
<b>Median</b>	<b>95.7%</b>
<b>Minimum</b>	<b>88.3%</b>
<b>Maximum</b>	<b>97.5%</b>
<b>Average after minimum and maximum removed</b>	<b>94.8%</b>

Future pay studies will determine the cost of labor differential in the planning stages.

**ISSUE #4**

**Long Term Cost and Equity Considerations**

**Discussion**

Prior to 2003, a comprehensive market salary study had not been completed for MAP and CWA positions for many years. During much of this period, range minimums and maximums were typically increased every year by 3%. Also, a significant percentage of MAP and CWA employees reached the maximum of their pay grade, resulting in them only being eligible to receive a 3% cost of living or market maintenance adjustment to their pay. Those not yet at the maximum of a pay grade generally received an additional merit-based increase of 2.5%. Because of these dynamics, average salary increases for employees tended to be approximately 4%. When a restructured pay plan was adopted in January 2004, pay ranges were adjusted and employees were placed in new pay ranges that tended to be significantly higher than the previous ranges. Changes were also made in the merit pay system, which provided more opportunity for variable merit adjustments based on performance evaluation scores.

As part of our review, we analyzed actual MAP and CWA salaries during 2000 through 2006 to obtain an estimate of the average salary changes during the three years before and after the January 2004 implementation of the previous pay study. The following table summarizes the results of our analysis.

<b>Date Payroll Data Extracted</b>	<b>Total MAP/CWA Salaries (in millions)</b>	<b>Total Number Permanent Employees</b>	<b>Average Salary</b>	<b>Annual % Change in Average Salary</b>
Jul-00	\$48.4	1,351	\$35,841	
Jul-01	\$49.5	1,333	\$37,128	3.6%
Jul-02	\$52.8	1,372	\$38,515	3.7%
Jul-03	\$57.2	1,428	\$40,022	3.9%
Jul-04	\$60.0	1,420	\$42,251	5.6%
Apr-05	\$62.4	1,422	\$43,885	3.9%
Jun-06	\$65.5	1,431	\$45,771	4.3%

The analysis indicates that the percentage increases in average salary levels experienced the three years prior to implementation of the previous pay study were 3.6%, 3.7% and 3.9%, an average of 3.7%. During the three years after implementation, average salary levels increased 5.6%, 3.9% and 4.3%, an average of 4.6%.

While an average salary level increase of 0.9%, increasing from 3.7% to 4.6%, may not seem significant, when applied to total MAP and CWA annual salaries of approximately \$65.5 million, the incremental change is approximately \$600,000 per year. The table below illustrates how the estimated annual salary costs compound as the higher salary increases occur over a three year period.

<b>Year</b>	<b>Estimated Annual Salary Costs (in millions)</b>	<b>Percentage Increase</b>	<b>Estimate Annual Salary Costs (in millions)</b>	<b>Percentage Increase</b>	<b>Cumulative Additional Salary Costs (in millions)</b>
Current Year	\$ 65.5		\$ 65.5		\$ -0-
Year 1	\$ 67.9	3.7%	\$ 68.5	4.6%	\$0.6
Year 2	\$ 70.4	3.7%	\$ 71.7	4.6%	\$1.3
Year 3	\$ 73.0	3.7%	\$ 75.0	4.6%	\$2.0
<b>TOTAL</b>	<b>\$276.8</b>		<b>\$280.7</b>		<b>\$3.9</b>

The 0.9% difference in average salary increases, if maintained for three years and applied to the MAP and CWA work force, increases costs in base salaries approximately \$3.9 million. This demonstrates the importance of deciding on a reasonable average increase percentage to provide to employee groups.

We also compared proposed MAP pay ranges to existing pay ranges for each MAP position and noted that on average, pay ranges for MAP positions increased approximately 8% at range midpoints, ranging from a high of 58% to a low of minus 17% (see Attachment C).

The proposed MAP pay grade system includes 15 pay grades. During our analysis, we noted that average pay range increases for positions in the lower pay grades tended to be less than those in the higher pay grades. For pay grades 1 through 5, the average increase at midpoint was approximately 7%. For pay grades 6 through 10, the average increase at midpoint was approximately 6%. For pay grades 11 through 15 the average increase at midpoint was approximately 13% (see Attachment D).

### **Conclusion**

Employee salaries are a key expenditure for the City, with MAP and CWA salaries totaling more than \$65 million annually as of June 2006. With such a significant cost, decisions on even incremental adjustments in the percentage increases allocated for employee salaries are extremely important, even if sufficient funds are currently available in the City's budget. This is why we believe a system of well documented, easily understood and consistently applied personnel policies and procedures regarding how employee salary increases are distributed is important to the continued economic health of the City. We also believe that a system of identifying, monitoring and reporting the growth rate of City payroll costs should be implemented.

### **Recommendation**

We recommend management develop a mechanism for measuring the rate of change in actual payroll costs and report this information to the City Commission at least annually, before the budget is established. Quantifying the actual costs and the reasons for change in the normally experienced rate of growth in these costs will help management and the City Commission to more effectively monitor cost trends and manage City government.

### **Management's Response**

There are many reasons for why total salaries can change from one year to the next. A snapshot of actual salaries on a given date in year one to a snapshot on a given date in year two can have several inconsistencies including the number of vacancies and more importantly, the actual jobs that are vacant at a point in time. Another consideration is the actual incumbents from one year to the next. As the market becomes more competitive, many new hires require starting rates that may be higher than previous incumbents.

Increases in personal services are communicated during the budget process each year. Management can provide that information at an earlier date and in more detail, including trend analysis, to the City Commission. We agree that this may provide for a more productive budget process.

Management feels the recommended pay plan will help us remain competitive in the marketplace. Market competitiveness is essential to recruiting and retaining a highly qualified workforce that will move the organization toward its vision. The implementation plan recommended is conservative, affordable and within budget parameters for FY2007. The cost of not doing it may be more than the cost of doing it.

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## The City of Gainesville's Compensation Philosophy

### Philosophy

The City of Gainesville's Compensation Philosophy has been established to provide City-wide guiding principles for the establishment and implementation of all aspects of compensation. The compensation philosophy is expected to assist the City's Charter Officers to appropriately balance external market competitiveness with internal equity, strategically manage pay to reinforce desired behavior, reward outstanding performance, and provide employees with an understanding of the process used to determine pay. Policies will be approved by the City Commission to implement the compensation objectives and to attract and retain highly qualified individuals and motivate employees to achieve short-term and long-term organizational objectives.

### Compensation Objectives

#### Total Compensation:

- Total Compensation is a combination of base pay, other forms of compensation, and benefits.
- Total compensation will be at or above market, within budgetary constraints.

#### Base Pay:

- The base pay plan is established through an analysis of both the external market and a review of internal equity, targeting the 50<sup>th</sup> percentile of the market median using compensation of actual incumbents.
- External equity is evaluated using market data developed with commonly accepted compensation practices to compare City salaries to the external labor market, taking into account geographic indexing or cost of labor differentials, industry type and organization size, as applicable.
- Internal equity is evaluated using whole-job slotting methodologies.
- The labor market area is defined as the reasonable recruitment area for each classification and is defined as local, regional, or national. Different classifications may have different labor markets.
- An outside consultant will be engaged at least every three years to conduct a market analysis, review internal equity and recommend changes to the pay structure. In each of the intervening years, a market analysis of a smaller sample of positions, selected in a systematic fashion (e.g. one-third of all benchmark CWA and management, professional or administrative jobs, new jobs added to the occupational index, or jobs with demonstrated recruitment or retention problems, etc.), shall be reviewed to catch dramatic market fluctuations and allow for pay plan adjustments where appropriate.
- The external labor market and internal equity are critical to establishing the base pay plan hierarchy. Internal equity is the primary consideration for represented

classifications; market is the primary consideration for management and professional classifications.

- Depending upon the type of job, an employee may receive merit increases, incentives, performance bonus pay or other periodic adjustments based upon previously established performance criteria. Examples of performance criteria may include established goals and objectives, balanced scorecard objectives, acquisition of skills, progression-through-training, productivity, or demonstrated competencies, such as the ability to work effectively as a team member, demonstrated leadership, or excellent customer service. In some cases, time in grade may be a factor.
- Based upon performance and other factors, under normal circumstances, administration of the base pay plan enables employees to reach, but not exceed, the top of their pay range.

#### **Other Pay Adjustments:**

- Based upon market pressures and under unusual circumstances, additional efforts may be required to attract or retain key skills or critical employees. Such circumstances may be handled through adjustments to base pay, or one-time, non-recurring, lump-sum payments. These adjustments will be based on documented market conditions.

#### **Benefits:**

- Benefits will be targeted to be at or above market.

#### **Performance Management:**

- The goal of performance management is to develop a performance culture and support the strategy of the organization and its vision, mission and values.
- Provides a link between individual pay to performance through setting and achieving personal objectives and organizational goals relative to the strategy, goals and objectives and/or business plan and cycle for the appropriate group.

#### **Administration:**

- **Communication:** The compensation system will be clearly communicated to all employees.
- **Accountability:** Charter Officers will have the appropriate responsibility and accountability for the reward program processes.
- **Flexibility:** Procedures will be developed and maintained to support the philosophy and the pay policies to provide the flexibility necessary to attract and retain high quality employees and meet the demands of the changing employment environment.
- **Employee Development:** The City will support an environment of learning, development and job growth for employees.
- **Equal Opportunity:** The compensation program will be designed to ensure equal opportunity for all employees, without regard to race, religion, color, sex, national origin, age, sexual orientation, disability, veteran status or status as an alien (as required) eligible to work in the United States.



## Attachment B

### Turnover Analysis

“WorldatWork”, a professional association for compensation, benefits and total rewards, indicates that organizations need to closely monitor labor costs to ensure that they neither overpay (leading to a higher cost than necessary in providing a product or service) nor underpay (possibly leading to higher turnover). In order to assess whether the City has experienced high turnover in recent years, we analyzed payroll actions for the past six years regarding resignations and retirements. Tables 1, 2 and 3 below provide a summary of our analysis of voluntary turnover for calendar years 2000 through 2005.

**Table 1**

<b>Summary of Employee Departures Calendar Years 2000 and 2001 Taken from Payroll Action Records</b>							
	<u>Resignations</u>	<u>Retirements</u>	<u>Grand Total</u>	<u>Employees</u>	<u>Annual Turnover %</u>	<u>Resign. %</u>	<u>Retire. %</u>
GG MGR	7	1	8	70	5.7%	5.0%	0.7%
GRU MGR	3	8	11	47	11.7%	3.2%	8.5%
GG PROF/CONF	18	2	20	114	8.8%	7.9%	0.9%
GRU PROF/CONF	7	5	12	111	5.4%	3.2%	2.3%
GG CWA	74	19	93	409	11.4%	9.0%	2.3%
GRU CWA	32	35	67	587	5.7%	2.7%	3.0%
<b>Grand Total</b>	<b>141</b>	<b>70</b>	<b>211</b>	<b>1338</b>	<b>7.9%</b>	<b>5.3%</b>	<b>2.6%</b>
<b>GG Totals</b>	<b>99</b>	<b>22</b>	<b>121</b>	<b>593</b>	<b>10.2%</b>	<b>8.3%</b>	<b>1.9%</b>
<b>GRU Totals</b>	<b>42</b>	<b>48</b>	<b>90</b>	<b>745</b>	<b>6.0%</b>	<b>2.8%</b>	<b>3.2%</b>
<b>Grand Total</b>	<b>141</b>	<b>70</b>	<b>211</b>	<b>1338</b>	<b>7.9%</b>	<b>5.3%</b>	<b>2.6%</b>

**Table 2**

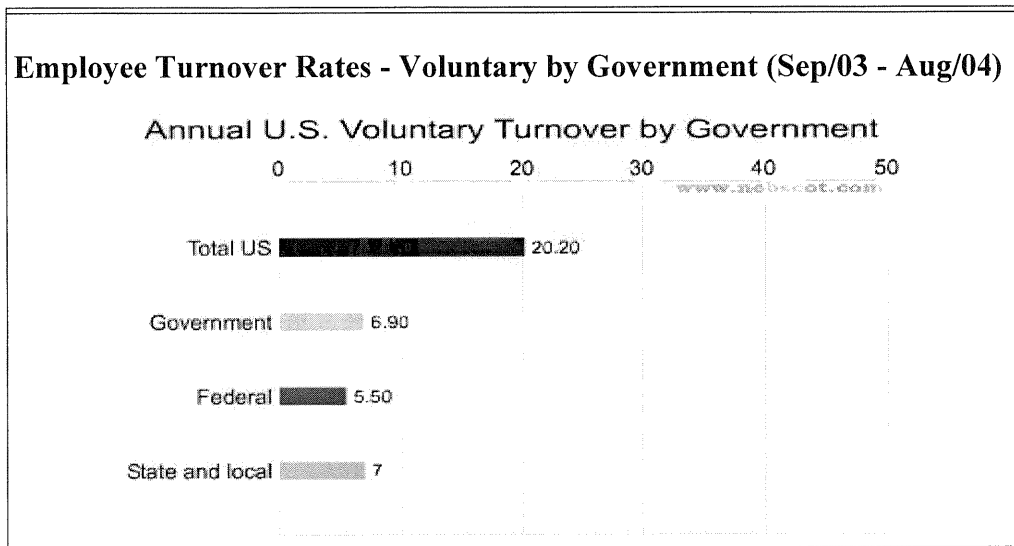
<b>Summary of Employee Departures Calendar Years 2002 and 2003 Taken from Payroll Action Records</b>							
	<u>Resignations</u>	<u>Retirements</u>	<u>Grand Total</u>	<u>Employees</u>	<u>Annual Turnover %</u>	<u>Resign. %</u>	<u>Retire. %</u>
GG MGR	7	3	10	73	6.8%	4.8%	2.1%
GRU MGR	2	4	6	49	6.1%	2.0%	4.1%
GG PROF/CONF	16	5	21	133	7.9%	6.0%	1.9%
GRU PROF/CONF	4	3	7	125	2.8%	1.6%	1.2%
GG CWA	60	18	78	427	9.1%	7.0%	2.1%
GRU CWA	26	37	63	605	5.2%	2.1%	3.1%
<b>Grand Total</b>	<b>115</b>	<b>70</b>	<b>185</b>	<b>1412</b>	<b>6.6%</b>	<b>4.1%</b>	<b>2.5%</b>
<b>GG Totals</b>	<b>83</b>	<b>26</b>	<b>109</b>	<b>633</b>	<b>8.6%</b>	<b>6.6%</b>	<b>2.1%</b>
<b>GRU Totals</b>	<b>32</b>	<b>44</b>	<b>76</b>	<b>779</b>	<b>4.9%</b>	<b>2.1%</b>	<b>2.8%</b>
<b>Grand Total</b>	<b>115</b>	<b>70</b>	<b>185</b>	<b>1412</b>	<b>6.6%</b>	<b>4.1%</b>	<b>2.5%</b>

**Table 3**

<b>Summary of Employee Departures                      Calendar Years 2004 and 2005                      Taken from Payroll Action Records</b>							
	<u>Resignations</u>	<u>Retirements</u>	<u>Grand Total</u>	<u>Employees</u>	<u>Annual Turnover %</u>	<u>Resign. %</u>	<u>Retire. %</u>
GG MGR	4	4	8	74	5.4%	2.7%	2.7%
GRU MGR	1	9	10	51	9.8%	1.0%	8.8%
GG PROF/CONF	24	9	33	146	11.3%	8.2%	3.1%
GRU PROF/CONF	13	6	19	128	7.4%	5.1%	2.3%
GG CWA	75	35	110	412	13.3%	9.1%	4.2%
GRU CWA	36	38	74	611	6.1%	2.9%	3.1%
<b>Grand Total</b>	<b>153</b>	<b>101</b>	<b>254</b>	<b>1422</b>	<b>8.9%</b>	<b>5.4%</b>	<b>3.6%</b>
<b>GG Totals</b>	<b>103</b>	<b>48</b>	<b>151</b>	<b>632</b>	<b>11.9%</b>	<b>8.1%</b>	<b>3.8%</b>
<b>GRU Totals</b>	<b>50</b>	<b>53</b>	<b>103</b>	<b>790</b>	<b>6.5%</b>	<b>3.2%</b>	<b>3.4%</b>
<b>Grand Total</b>	<b>153</b>	<b>101</b>	<b>254</b>	<b>1422</b>	<b>8.9%</b>	<b>5.4%</b>	<b>3.6%</b>

The analysis indicates that overall average annual voluntary turnover rates for management, administrative and professional (MAP) employees have fluctuated in recent years, increasing in 2004 and 2005 to an average of 8.9% from an average of 6.6% in 2002 and 2003. Approximately 40% of the annual voluntary turnover rate in 2004 and 2005 was due to retirements, with the other 60% due to resignations. The groups with the most significant resignation rates, by percentage, in 2004 and 2005 were General Government CWA at 9.1% and General Government professional/confidential positions at 8.2%. The groups with the lowest resignation rates were the GRU and General Government management categories at 1.0% and 2.7%, respectively. For retirements, the most significant category in 2004 and 2005 was GRU management.

In order to provide a basis for comparing City turnover rates to other government and private employers, we obtained the following graphs of Department of Labor data comparing voluntary employee turnover rates in total industry and government to government sectors.



The comparisons indicate that General Government and GRU have voluntary turnover rates somewhat higher than the reported national averages for other state and local government employers, but well below reported total national averages, when private industry turnover rates are included.

## Attachment C

## MAP Job Titles Sorted by Percentage Change at Midpoint

Title Code	TITLE	Current Pay Grade	Current Pay Grade Midpoint	Current Pay Grade Market (8% below Maximum)	Recommended Pay Grade	Recommended Pay Grade Midpoint	% Change at Midpoint	% Change at Market
5004	Horticulturist	D	\$27,155	\$27,799	3	\$42,950	58.2%	54.5%
2303	Economic Development Dir	EXL	\$78,151	\$83,788	13	\$116,538	49.1%	39.1%
9512	Transit Operations Supervisor	EXC	\$39,648	\$42,508	6	\$56,647	42.9%	33.3%
9511	Transit Supervisor	EXB	\$36,882	\$39,542	5	\$51,497	39.6%	30.2%
2304	Community Redevelopment Manager	EXK	\$71,698	\$76,869	11	\$93,741	30.7%	21.9%
7001	Fire Chief Deputy	EXK	\$71,698	\$76,869	11	\$93,741	30.7%	21.9%
1022	Administrative Services Direct	EXO	\$101,208	\$108,508	14	\$130,523	29.0%	20.3%
1025	Community Development Dir	EXO	\$101,208	\$108,508	14	\$130,523	29.0%	20.3%
1037	Finance Dir	EXN	\$92,851	\$99,548	13	\$116,538	25.5%	17.1%
1401	Administrative Assistant	EXE	\$45,818	\$49,123	6	\$56,647	23.6%	15.3%
6061	Engineer I / Utility Designer I	EXE	\$45,818	\$49,123	6	\$56,647	23.6%	15.3%
7511	Legal Assistant Senior	EXE	\$45,818	\$49,123	6	\$56,647	23.6%	15.3%
1403	Office Manager Public Works	EXE	\$45,818	\$49,123	6	\$56,647	23.6%	15.3%
1309	Safety Specialist	EXE	\$45,818	\$49,123	6	\$56,647	23.6%	15.3%
3027	Controller, Utilities	EXM	\$85,185	\$91,329	12	\$104,052	22.1%	13.9%
1413	Financial Analysis & Compliance Mgr	EXM	\$85,185	\$91,329	12	\$104,052	22.1%	13.9%
6001	Stormwater Services Manager	EXM	\$85,185	\$91,329	12	\$104,052	22.1%	13.9%
4030	Systems Administration Manager	EXM	\$85,185	\$91,329	12	\$104,052	22.1%	13.9%
1063	Transportation Services Manager	EXM	\$85,185	\$91,329	12	\$104,052	22.1%	13.9%
1069	Chief Financial Officer, Utilities	EXQ	\$120,245	\$128,918	15	\$146,186	21.6%	13.4%
3067	Legislative and Grants Coordinator	EXH	\$56,920	\$61,025	8	\$68,542	20.4%	12.3%
7101	Building Official	EXL	\$78,151	\$83,788	11	\$93,741	19.9%	11.9%
7015	Fire Safety Manage Asst Chief	EXL	\$78,151	\$83,788	11	\$93,741	19.9%	11.9%
2321	Planning Manager	EXL	\$78,151	\$83,788	11	\$93,741	19.9%	11.9%
1056	Public Works Manager	EXL	\$78,151	\$83,788	11	\$93,741	19.9%	11.9%
1021	Assistant City Manager	EXP	\$110,317	\$118,273	14	\$130,523	18.3%	10.4%
7509	Litigation Attorney	EXP	\$110,317	\$118,273	14	\$130,523	18.3%	10.4%
1053	Police Chief	EXP	\$110,317	\$118,273	14	\$130,523	18.3%	10.4%
1055	Public Works Dir	EXP	\$110,317	\$118,273	14	\$130,523	18.3%	10.4%
1103	Executive Assistant, Sr	EXC	\$39,648	\$42,508	4	\$46,815	18.1%	10.1%
7513	Legal Assistant	EXC	\$39,648	\$42,508	4	\$46,815	18.1%	10.1%
9505	Transit Services Coordinator	EXC	\$39,648	\$42,508	4	\$46,815	18.1%	10.1%
1058	Assistant Recreation and Parks Director	EXK	\$71,698	\$76,869	10	\$84,451	17.8%	9.9%
6129	Electric Systems Oper Mgr	EXK	\$71,698	\$76,869	10	\$84,451	17.8%	9.9%
6063	Engineer II / Utility Designer II	EXG	\$52,949	\$56,768	7	\$62,311	17.7%	9.8%
3023	Senior Accountant (Previously Accountant III)	EXG	\$52,949	\$56,768	7	\$62,311	17.7%	9.8%
3019	Accountant I	EXB	\$36,882	\$39,542	3	\$42,950	16.5%	8.6%
1013	Block Grant Mgt & Review Manager	EXJ	\$65,778	\$70,522	9	\$76,082	15.7%	7.9%
7103	Code Enforcement Manager	EXJ	\$65,778	\$70,522	9	\$76,082	15.7%	7.9%
6044	GIS Coordinator, Utility	EXJ	\$65,778	\$70,522	9	\$76,082	15.7%	7.9%
2309	Housing Manager	EXJ	\$65,778	\$70,522	9	\$76,082	15.7%	7.9%
9508	RTS Operations Manager	EXJ	\$65,778	\$70,522	9	\$76,082	15.7%	7.9%
9601	Transit Maintenance Manager	EXJ	\$65,778	\$70,522	9	\$76,082	15.7%	7.9%
4041	User Applications Coord	EXJ	\$65,778	\$70,522	9	\$76,082	15.7%	7.9%
6013	Electric Engineering Manager	EXO	\$101,208	\$108,508	13	\$116,538	15.1%	7.4%
6133	Electric T&D Manager	EXO	\$101,208	\$108,508	13	\$116,538	15.1%	7.4%
1039	Fire Chief	EXO	\$101,208	\$108,508	13	\$116,538	15.1%	7.4%
6039	Power Engineering Manager	EXO	\$101,208	\$108,508	13	\$116,538	15.1%	7.4%
2319	Planning Assist	EXA	\$34,309	\$36,783	2	\$39,404	14.8%	7.1%
3021	Accountant II	EXE	\$45,818	\$49,123	5	\$51,497	12.4%	4.8%
1317	Athletic Trainer	EXE	\$45,818	\$49,123	5	\$51,497	12.4%	4.8%
3069	Investment Analyst	EXE	\$45,818	\$49,123	5	\$51,497	12.4%	4.8%
7507	Paralegal	EXE	\$45,818	\$49,123	5	\$51,497	12.4%	4.8%
2315	Planner	EXE	\$45,818	\$49,123	5	\$51,497	12.4%	4.8%
3213	Property Control Specialist	EXE	\$45,818	\$49,123	5	\$51,497	12.4%	4.8%
9510	Transit Planner	EXE	\$45,818	\$49,123	5	\$51,497	12.4%	4.8%
1027	Computer Svcs Dir	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%
6174	Control Area Manager	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%
1043	Gas T&D Manager	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%
1060	General Services, Director of	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%
1047	Human Resources Dir	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%
4100	Marketing Manager Utilities	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%
1201	Organizational Devel Director	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%

## Attachment C

## MAP Job Titles Sorted by Percentage Change at Midpoint

Title Code	TITLE	Current Pay Grade	Current Pay Grade Midpoint	Current Pay Grade Market (8% below Maximum)	Recommended Pay Grade	Recommended Pay Grade Midpoint	% Change at Midpoint	% Change at Market
1057	Parks, Recreation & Cultural Affairs, Director	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%
6341	Pwr Plant Operations Manager	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%
6183	Substation & Relay Manager	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%
6162	Technical Support Manager	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%
4031	Technical Svcs Manager	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%
1065	Transit Dir	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%
2527	Water Dist & WW Coll Sys Director	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%
1071	Wtr/Wstwtr Engineering Dir	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%
3029	Accounting Spv	EXI	\$61,189	\$65,602	8	\$68,542	12.0%	4.5%
4013	Computer Systems Analyst	EXI	\$61,189	\$65,602	8	\$68,542	12.0%	4.5%
6065	Engineer III / Utility Designer III	EXI	\$61,189	\$65,602	8	\$68,542	12.0%	4.5%
6141	Forester, Utility	EXI	\$61,189	\$65,602	8	\$68,542	12.0%	4.5%
2323	Planning Chief of Comprehensive	EXI	\$61,189	\$65,602	8	\$68,542	12.0%	4.5%
2325	Planning Chief of Current	EXI	\$61,189	\$65,602	8	\$68,542	12.0%	4.5%
1007	AGM - Energy Delivery	EXR	\$131,067	\$140,520	15	\$146,186	11.5%	4.0%
1009	AGM - Energy Supply	EXR	\$131,067	\$140,520	15	\$146,186	11.5%	4.0%
7501	Assistant City Attorney II	EXM	\$85,185	\$91,329	11	\$93,741	10.0%	2.6%
6091	Environmental Resource Coordinator	EXM	\$85,185	\$91,329	11	\$93,741	10.0%	2.6%
1415	Managing Util Analyst Plan	EXM	\$85,185	\$91,329	11	\$93,741	10.0%	2.6%
7309	Police Captain	EXM	\$85,185	\$91,329	11	\$93,741	10.0%	2.6%
6041	Project Engineer	EXM	\$85,185	\$91,329	11	\$93,741	10.0%	2.6%
1059	Risk Management Dir	EXM	\$85,185	\$91,329	11	\$93,741	10.0%	2.6%
6075	Supervising Engineer / Supv Utility Designer (GRU)	EXM	\$85,185	\$91,329	11	\$93,741	10.0%	2.6%
6077	Utility Project /Team Leader	EXM	\$85,185	\$91,329	11	\$93,741	10.0%	2.6%
1147	Executive Assistant (old Staff Sr.)	FF	\$32,857	\$33,637	1	\$36,150	10.0%	7.5%
1153	Executive Assistant, Sr (old Exec Asst to)	EXD	\$42,622	\$45,696	4	\$46,815	9.8%	2.4%
2316	GIS Specialist - Planning	EXD	\$42,622	\$45,696	4	\$46,815	9.8%	2.4%
9615	Fleet Operations Manager	EXH	\$56,920	\$61,025	7	\$62,311	9.5%	2.1%
1411	Management Analyst Sr	EXH	\$56,920	\$61,025	7	\$62,311	9.5%	2.1%
2322	Neighborhood Planning Coord	EXH	\$56,920	\$61,025	7	\$62,311	9.5%	2.1%
4015	Network Svcs Coord	EXH	\$56,920	\$61,025	7	\$62,311	9.5%	2.1%
1301	Occupational Health Nurse Sr	EXH	\$56,920	\$61,025	7	\$62,311	9.5%	2.1%
1403A	Office Manager - Law	EXH	\$56,920	\$61,025	7	\$62,311	9.5%	2.1%
4006	Programmer Specialist	EXH	\$56,920	\$61,025	7	\$62,311	9.5%	2.1%
4028	User Support Coordinator	EXH	\$56,920	\$61,025	7	\$62,311	9.5%	2.1%
6057	Utility Services Supervisor	EXH	\$56,920	\$61,025	7	\$62,311	9.5%	2.1%
2509	W/WW Facilities Ops & Maint Manager	EXH	\$56,920	\$61,025	7	\$62,311	9.5%	2.1%
1005	AGM - Customer/Admin Svcs	EXQ	\$120,245	\$128,918	14	\$130,523	8.5%	1.2%
1011	AGM - Water/WW Systems	EXQ	\$120,245	\$128,918	14	\$130,523	8.5%	1.2%
1061	AGM for Strategic Planning	EXQ	\$120,245	\$128,918	14	\$130,523	8.5%	1.2%
2419	Bicycle Pedestrian/Coordinator	EXC	\$39,648	\$42,508	3	\$42,950	8.3%	1.0%
8108	Events Coordinator	EXC	\$39,648	\$42,508	3	\$42,950	8.3%	1.0%
8111	Grants Program Specialist	EXC	\$39,648	\$42,508	3	\$42,950	8.3%	1.0%
2311	Permit & Development Coord	EXC	\$39,648	\$42,508	3	\$42,950	8.3%	1.0%
2329	Plans Examiner I	EXC	\$39,648	\$42,508	3	\$42,950	8.3%	1.0%
8113	Visual Arts Coordinator	EXC	\$39,648	\$42,508	3	\$42,950	8.3%	1.0%
6069	Principal Engineer (GG)	EXL	\$78,151	\$83,788	10	\$84,451	8.1%	0.8%
2101	Commercial Analyst	EXG	\$52,949	\$56,768	6	\$56,647	7.0%	-0.2%
3049	Customer Relations Spv	EXG	\$52,949	\$56,768	6	\$56,647	7.0%	-0.2%
2318	GIS Supervisor - Planning	EXG	\$52,949	\$56,768	6	\$56,647	7.0%	-0.2%
9005	Housing Finance Coordinator	EXG	\$52,949	\$56,768	6	\$56,647	7.0%	-0.2%
2317	Planner Sr	EXG	\$52,949	\$56,768	6	\$56,647	7.0%	-0.2%
3214	Property Control Specialist Sr	EXG	\$52,949	\$56,768	6	\$56,647	7.0%	-0.2%
1036	Small & Minority Business Procurement Prog Coord	EXG	\$52,949	\$56,768	6	\$56,647	7.0%	-0.2%
9509	Transit Planner Chief	EXG	\$52,949	\$56,768	6	\$56,647	7.0%	-0.2%
9701	Transport Planning Analyst	EXG	\$52,949	\$56,768	6	\$56,647	7.0%	-0.2%
2103	Conservation Analyst I	EXB	\$36,882	\$39,542	2	\$39,404	6.8%	-0.4%
1207	Human Resources Analyst	EXB	\$36,882	\$39,542	2	\$39,404	6.8%	-0.4%
3301	Management & Budget Technician	EXB	\$36,882	\$39,542	2	\$39,404	6.8%	-0.4%
3025	Accounting Manager	EXK	\$71,698	\$76,869	9	\$76,082	6.1%	-1.0%
1066	Communications and Marketing Manager	EXK	\$71,698	\$76,869	9	\$76,082	6.1%	-1.0%
4011	Computer Project Leader	EXK	\$71,698	\$76,869	9	\$76,082	6.1%	-1.0%
6067	Engineer IV / Utility Designer IV	EXK	\$71,698	\$76,869	9	\$76,082	6.1%	-1.0%

## Attachment C

## MAP Job Titles Sorted by Percentage Change at Midpoint

Title Code	TITLE	Current Pay Grade	Current Pay Grade Midpoint	Current Pay Grade Market (8% below Maximum)	Recommended Pay Grade	Recommended Pay Grade Midpoint	% Change at Midpoint	% Change at Market
5005	Facilities Management Dir	EXK	\$71,698	\$76,869	9	\$76,082	6.1%	-1.0%
7003	Fire District Chief	EXK	\$71,698	\$76,869	9	\$76,082	6.1%	-1.0%
5061	Operations Division Manager	EXK	\$71,698	\$76,869	9	\$76,082	6.1%	-1.0%
4039	Systems Integration Manager	EXK	\$71,698	\$76,869	9	\$76,082	6.1%	-1.0%
3081	Treasury Spv	EXK	\$71,698	\$76,869	9	\$76,082	6.1%	-1.0%
4033	User Support Manager	EXK	\$71,698	\$76,869	9	\$76,082	6.1%	-1.0%
2503	Wastewater Plant Facilities Director	EXK	\$71,698	\$78,869	9	\$76,082	6.1%	-3.5%
7503	Assistant City Attorney Senior	EXP	\$110,317	\$118,273	13	\$116,538	5.6%	-1.5%
1049	Information Systems Dir	EXP	\$110,317	\$118,273	13	\$116,538	5.6%	-1.5%
1024	Marketing & Communications Dir	EXP	\$110,317	\$118,273	13	\$116,538	5.6%	-1.5%
6333	Power Plant Manager / Deerhaven	EXP	\$110,317	\$118,273	13	\$116,538	5.6%	-1.5%
7505	Utilities Attorney	EXP	\$110,317	\$118,273	13	\$116,538	5.6%	-1.5%
8001	Aquatics Spv	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
8003	Athletics Spv	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
2301	Block Grant Financial Analyst	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
2116	Commercial Inspection Spec	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
7303	Community Relations Coordinator	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
4005	Computer Programmer Analyst	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
2107	Conservation Analyst III	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
7011	Fire Protection Technician	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
3065	Fleet Analyst	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
1409	Management Analyst	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
1305	Occupational Health Nurse	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
2333	Plans Examiner III	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
2305	Project Coordinator	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
8015	Recreation Spv	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
6142	Urban Forestry Inspector	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
1417	Util Analyst I	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
1215	Equal Opportunity Specialist, Sr.	EXJ	\$65,778	\$70,522	8	\$68,542	4.2%	-2.8%
1303	Group Benefits Manager	EXJ	\$65,778	\$70,522	8	\$68,542	4.2%	-2.8%
1202	Human Resources Manager	EXJ	\$65,778	\$70,522	8	\$68,542	4.2%	-2.8%
1217	Labor Relations Specialist	EXJ	\$65,778	\$70,522	8	\$68,542	4.2%	-2.8%
3077	Revenue Recovery Specialist	EXJ	\$65,778	\$70,522	8	\$68,542	4.2%	-2.8%
3073	Treasury and Investment Coord	EXJ	\$65,778	\$70,522	8	\$68,542	4.2%	-2.8%
1421	Utility Analyst Senior	EXJ	\$65,778	\$70,522	8	\$68,542	4.2%	-2.8%
1307	Workers' Comp & Loss Control Manager	EXJ	\$65,778	\$70,522	8	\$68,542	4.2%	-2.8%
2531	Wtr Plant Manager	EXJ	\$65,778	\$70,522	8	\$68,542	4.2%	-2.8%
1067	Admin Svcs Dir, Utility	EXO	\$101,208	\$108,508	12	\$104,052	2.8%	-4.1%
7515	Assistant Litigation Attorney	EXO	\$101,208	\$108,508	12	\$104,052	2.8%	-4.1%
1031	Customer Operations Director	EXO	\$101,208	\$108,508	12	\$104,052	2.8%	-4.1%
6335	Power Plant Manager / Kelly Plant	EXO	\$101,208	\$108,508	12	\$104,052	2.8%	-4.1%
1405	Clerk of the Commission, Deputy	EXE	\$45,818	\$49,123	4	\$46,815	2.2%	-4.7%
7013	Fire Public Education Special	EXE	\$45,818	\$49,123	4	\$46,815	2.2%	-4.7%
9506	Marketing/Communications Specialist, RTS	EXE	\$45,818	\$49,123	4	\$46,815	2.2%	-4.7%
2331	Plans Examiner II	EXE	\$45,818	\$49,123	4	\$46,815	2.2%	-4.7%
2207	Program Coordinator	EXE	\$45,818	\$49,123	4	\$46,815	2.2%	-4.7%
2114	Public Education Spec	EXE	\$45,818	\$49,123	4	\$46,815	2.2%	-4.7%
2005	Stormwater Services Coordinator	EXE	\$45,818	\$49,123	4	\$46,815	2.2%	-4.7%
1221	Trainer	EXE	\$45,818	\$49,123	4	\$46,815	2.2%	-4.7%
1423	Util Results Analyst	EXE	\$45,818	\$49,123	4	\$46,815	2.2%	-4.7%
1319	Wellness Specialist	EXE	\$45,818	\$49,123	4	\$46,815	2.2%	-4.7%
2001	Entomologist	EXI	\$61,189	\$65,602	7	\$62,311	1.8%	-5.0%
1425	Fuels Analyst	EXI	\$61,189	\$65,602	7	\$62,311	1.8%	-5.0%
4105	Marketing Research Analyst	EXI	\$61,189	\$65,602	7	\$62,311	1.8%	-5.0%
1313	Safety Training Coordinator, Utility	EXI	\$61,189	\$65,602	7	\$62,311	1.8%	-5.0%
6049	Surveyor	EXI	\$61,189	\$65,602	7	\$62,311	1.8%	-5.0%
1419	Util Analyst II	EXI	\$61,189	\$65,602	7	\$62,311	1.8%	-5.0%
2306	Community Relations Director	EXN	\$92,851	\$99,548	11	\$93,741	1.0%	-5.8%
2109	Energy & Business Service Mgr	EXN	\$92,851	\$99,548	11	\$93,741	1.0%	-5.8%
3055	Field Svcs Manager, Utility	EXN	\$92,851	\$99,548	11	\$93,741	1.0%	-5.8%
6305	Fuels Manager	EXN	\$92,851	\$99,548	11	\$93,741	1.0%	-5.8%
6123	Gas & Electric Measurement Manager	EXN	\$92,851	\$99,548	11	\$93,741	1.0%	-5.8%
6341	Power Plant Oper/ Maint Manager	EXN	\$92,851	\$99,548	11	\$93,741	1.0%	-5.8%

Attachment C

MAP Job Titles Sorted by Percentage Change at Midpoint

Title Code	TITLE	Current Pay Grade	Current Pay Grade Midpoint	Current Pay Grade Market (8% below Maximum)	Recommended Pay Grade	Recommended Pay Grade Midpoint	% Change at Midpoint	% Change at Market
6341	Pwr Plant Maintenance Manager	EXN	\$92,851	\$99,548	11	\$93,741	1.0%	-5.8%
2105	Conservation Analyst II	EXD	\$42,622	\$45,696	3	\$42,950	0.8%	-6.0%
2111	Marketing & Communications Specialist	EXD	\$42,622	\$45,696	3	\$42,950	0.8%	-6.0%
7315	Police Crime Analyst	EXD	\$42,622	\$45,696	3	\$42,950	0.8%	-6.0%
5003	Arborist	EXH	\$56,920	\$61,025	6	\$56,647	-0.5%	-7.2%
2591	Environmental Programs Coordinator	EXH	\$56,920	\$61,025	6	\$56,647	-0.5%	-7.2%
1205	Equal Opportunity Specialist	EXH	\$56,920	\$61,025	6	\$56,647	-0.5%	-7.2%
3063	Grant Fiscal Coordinator	EXH	\$56,920	\$61,025	6	\$56,647	-0.5%	-7.2%
1209	Human Resources Analyst Sr	EXH	\$56,920	\$61,025	6	\$56,647	-0.5%	-7.2%
3115	Land Rights Coordinator	EXH	\$56,920	\$61,025	6	\$56,647	-0.5%	-7.2%
6421	Marketing Rep Senior	EXH	\$56,920	\$61,025	6	\$56,647	-0.5%	-7.2%
3104	Senior Buyer	EXH	\$56,920	\$61,025	6	\$56,647	-0.5%	-7.2%
3083	Small & Minority Business Development Coord	EXH	\$56,920	\$61,025	6	\$56,647	-0.5%	-7.2%
6307	Power Plant Facilities Manager	EXM	\$85,185	\$91,329	10	\$84,451	-0.9%	-7.5%
6073	Principal Engineer / Principal Utility Designer (GRU)	EXM	\$85,185	\$91,329	10	\$84,451	-0.9%	-7.5%
1151	Executive Assistant	EXB	\$36,882	\$39,542	1	\$36,150	-2.0%	-8.6%
4103	Account Representative Sr.	EXL	\$78,151	\$83,788	9	\$76,082	-2.6%	-9.2%
3051	Customer Svc Manager	EXL	\$78,151	\$83,788	9	\$76,082	-2.6%	-9.2%
1304	Nurse Practitioner	EXL	\$78,151	\$83,788	9	\$76,082	-2.6%	-9.2%
3111	Purchasing Manager	EXL	\$78,151	\$83,788	9	\$76,082	-2.6%	-9.2%
1068	Strategic Planning Manager	EXL	\$78,151	\$83,788	9	\$76,082	-2.6%	-9.2%
3079	Treasury Manager	EXL	\$78,151	\$83,788	9	\$76,082	-2.6%	-9.2%
3102	Buyer Analyst	EXG	\$52,949	\$56,768	5	\$51,497	-2.7%	-9.3%
6424	Marketing & Communications Specialist Senior	EXG	\$52,949	\$56,768	5	\$51,497	-2.7%	-9.3%
6423	Marketing Rep, Utility	EXG	\$52,949	\$56,768	5	\$51,497	-2.7%	-9.3%
1219	Training & Development Spec	EXG	\$52,949	\$56,768	5	\$51,497	-2.7%	-9.3%
1311	Training Officer, Utility	EXG	\$52,949	\$56,768	5	\$51,497	-2.7%	-9.3%
7517	Assistant City Attorney I	EXK	\$71,698	\$76,869	8	\$68,542	-4.4%	-10.8%
1213	Org Development Specialist	EXK	\$71,698	\$76,869	8	\$68,542	-4.4%	-10.8%
4029	Systems Programmer	EXK	\$71,698	\$76,869	8	\$68,542	-4.4%	-10.8%
3225	Utilities Stores Manager	EXK	\$71,698	\$76,869	8	\$68,542	-4.4%	-10.8%
7401	Utility Security Coordinator	EXK	\$71,698	\$76,869	8	\$68,542	-4.4%	-10.8%
8101	Cultural Affairs Manager	EXJ	\$65,778	\$70,522	7	\$62,311	-5.3%	-11.6%
8007	Golf Course Manager	EXJ	\$65,778	\$70,522	7	\$62,311	-5.3%	-11.6%
2205	Nature Operations Manager	EXJ	\$65,778	\$70,522	7	\$62,311	-5.3%	-11.6%
5055	Parks Manager	EXJ	\$65,778	\$70,522	7	\$62,311	-5.3%	-11.6%
8013	Recreation Manager	EXJ	\$65,778	\$70,522	7	\$62,311	-5.3%	-11.6%
3303	Strategic Planner	EXJ	\$65,778	\$70,522	7	\$62,311	-5.3%	-11.6%
4061	GRUCOM Director	EXP	\$110,317	\$118,273	12	\$104,052	-5.7%	-12.0%
3117	Purchasing Manager Utilities	EXM	\$85,185	\$91,329	9	\$76,082	-10.7%	-16.7%
3039	Customer Accounts Mgr, Utilities	EXL	\$78,151	\$83,788	8	\$68,542	-12.3%	-18.2%
2117	Solid Waste Manager	EXJ	\$65,778	\$70,522	6	\$56,647	-13.9%	-19.7%
6127	Systems Control Mgr	EXO	\$101,208	\$108,508	10	\$84,451	-16.6%	-22.2%
NEW	Budget Coordinator				8	\$68,542		
NEW	Labor Relations Manager				9	\$76,082		
					Pay Grouping Averages	Total	8.3%	1.1%
						Pay Grades 1-5	7.4%	0.4%
						Pay Grades 6-10	5.8%	-1.4%
						Pay Grades 11-15	12.9%	5.3%

## Attachment D

## MAP Job Titles Sorted by Pay Grade

Title Code	TITLE	Current Pay Grade	Current Pay Grade Midpoint	Current Pay Grade Market (8% below Maximum)	Recommended Pay Grade	Recommended Pay Grade Midpoint	% Change at Midpoint	% Change at Market
1151	Executive Assistant	EXB	\$36,882	\$39,542	1	\$36,150	-2.0%	-8.6%
1147	Executive Assistant (old Staff Sr.)	FF	\$32,857	\$33,637	1	\$36,150	10.0%	7.5%
2103	Conservation Analyst I	EXB	\$36,882	\$39,542	2	\$39,404	6.8%	-0.4%
1207	Human Resources Analyst	EXB	\$36,882	\$39,542	2	\$39,404	6.8%	-0.4%
3301	Management & Budget Technician	EXB	\$36,882	\$39,542	2	\$39,404	6.8%	-0.4%
2319	Planning Assist	EXA	\$34,309	\$36,783	2	\$39,404	14.8%	7.1%
3019	Accountant I	EXB	\$36,882	\$39,542	3	\$42,950	16.5%	8.6%
2419	Bicycle Pedestrian/Coordinator	EXC	\$39,648	\$42,508	3	\$42,950	8.3%	1.0%
2105	Conservation Analyst II	EXD	\$42,622	\$45,696	3	\$42,950	0.8%	-6.0%
8108	Events Coordinator	EXC	\$39,648	\$42,508	3	\$42,950	8.3%	1.0%
8111	Grants Program Specialist	EXC	\$39,648	\$42,508	3	\$42,950	8.3%	1.0%
5004	Horticulturist	D	\$27,155	\$27,799	3	\$42,950	58.2%	54.5%
2111	Marketing & Communications Specialist	EXD	\$42,622	\$45,696	3	\$42,950	0.8%	-6.0%
2311	Permit & Development Coord	EXC	\$39,648	\$42,508	3	\$42,950	8.3%	1.0%
2329	Plans Examiner I	EXC	\$39,648	\$42,508	3	\$42,950	8.3%	1.0%
7315	Police Crime Analyst	EXD	\$42,622	\$45,696	3	\$42,950	0.8%	-6.0%
8113	Visual Arts Coordinator	EXC	\$39,648	\$42,508	3	\$42,950	8.3%	1.0%
1405	Clerk of the Commission, Deputy	EXE	\$45,818	\$49,123	4	\$46,815	2.2%	-4.7%
1103	Executive Assistant, Sr	EXC	\$39,648	\$42,508	4	\$46,815	18.1%	10.1%
1153	Executive Assistant, Sr (old Exec Asst to)	EXD	\$42,622	\$45,696	4	\$46,815	9.8%	2.4%
7013	Fire Public Education Special	EXE	\$45,818	\$49,123	4	\$46,815	2.2%	-4.7%
2316	GIS Specialist - Planning	EXD	\$42,622	\$45,696	4	\$46,815	9.8%	2.4%
7513	Legal Assistant	EXC	\$39,648	\$42,508	4	\$46,815	18.1%	10.1%
9506	Marketing/Communications Specialist, RTS	EXE	\$45,818	\$49,123	4	\$46,815	2.2%	-4.7%
2331	Plans Examiner II	EXE	\$45,818	\$49,123	4	\$46,815	2.2%	-4.7%
2207	Program Coordinator	EXE	\$45,818	\$49,123	4	\$46,815	2.2%	-4.7%
2114	Public Education Spec	EXE	\$45,818	\$49,123	4	\$46,815	2.2%	-4.7%
2005	Stormwater Services Coordinator	EXE	\$45,818	\$49,123	4	\$46,815	2.2%	-4.7%
1221	Trainer	EXE	\$45,818	\$49,123	4	\$46,815	2.2%	-4.7%
9505	Transit Services Coordinator	EXC	\$39,648	\$42,508	4	\$46,815	18.1%	10.1%
1423	Util Results Analyst	EXE	\$45,818	\$49,123	4	\$46,815	2.2%	-4.7%
1319	Wellness Specialist	EXE	\$45,818	\$49,123	4	\$46,815	2.2%	-4.7%
3021	Accountant II	EXE	\$45,818	\$49,123	5	\$51,497	12.4%	4.8%
8001	Aquatics Spv	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
1317	Athletic Trainer	EXE	\$45,818	\$49,123	5	\$51,497	12.4%	4.8%
8003	Athletics Spv	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
2301	Block Grant Financial Analyst	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
3102	Buyer Analyst	EXG	\$52,949	\$56,768	5	\$51,497	-2.7%	-9.3%
2116	Commercial Inspection Spec	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
7303	Community Relations Coordinator	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
4005	Computer Programmer Analyst	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
2107	Conservation Analyst III	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
7011	Fire Protection Technician	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
3065	Fleet Analyst	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
3069	Investment Analyst	EXE	\$45,818	\$49,123	5	\$51,497	12.4%	4.8%
1409	Management Analyst	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
6424	Marketing & Communications Specialist Senior	EXG	\$52,949	\$56,768	5	\$51,497	-2.7%	-9.3%
6423	Marketing Rep, Utility	EXG	\$52,949	\$56,768	5	\$51,497	-2.7%	-9.3%
1305	Occupational Health Nurse	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
7507	Paralegal	EXE	\$45,818	\$49,123	5	\$51,497	12.4%	4.8%
2315	Planner	EXE	\$45,818	\$49,123	5	\$51,497	12.4%	4.8%
2333	Plans Examiner III	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
2305	Project Coordinator	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
3213	Property Control Specialist	EXE	\$45,818	\$49,123	5	\$51,497	12.4%	4.8%
8015	Recreation Spv	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
1219	Training & Development Spec	EXG	\$52,949	\$56,768	5	\$51,497	-2.7%	-9.3%
1311	Training Officer, Utility	EXG	\$52,949	\$56,768	5	\$51,497	-2.7%	-9.3%
9510	Transit Planner	EXE	\$45,818	\$49,123	5	\$51,497	12.4%	4.8%
9511	Transit Supervisor	EXB	\$36,882	\$39,542	5	\$51,497	39.6%	30.2%
6142	Urban Forestry Inspector	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
1417	Util Analyst I	EXF	\$49,255	\$52,807	5	\$51,497	4.6%	-2.5%
1401	Administrative Assistant	EXE	\$45,818	\$49,123	6	\$56,647	23.6%	15.3%
5003	Arborist	EXH	\$56,920	\$61,025	6	\$56,647	-0.5%	-7.2%
2101	Commercial Analyst	EXG	\$52,949	\$56,768	6	\$56,647	7.0%	-0.2%
3049	Customer Relations Spv	EXG	\$52,949	\$56,768	6	\$56,647	7.0%	-0.2%

## Attachment D

## MAP Job Titles Sorted by Pay Grade

Title Code	TITLE	Current Pay Grade	Current Pay Grade Midpoint	Current Pay Grade Market (8% below Maximum)	Recommended Pay Grade	Recommended Pay Grade Midpoint	% Change at Midpoint	% Change at Market
6061	Engineer I / Utility Designer I	EXE	\$45,818	\$49,123	6	\$56,647	23.6%	15.3%
2591	Environmental Programs Coordinator	EXH	\$56,920	\$61,025	6	\$56,647	-0.5%	-7.2%
1205	Equal Opportunity Specialist	EXH	\$56,920	\$61,025	6	\$56,647	-0.5%	-7.2%
2318	GIS Supervisor - Planning	EXG	\$52,949	\$56,768	6	\$56,647	7.0%	-0.2%
3063	Grant Fiscal Coordinator	EXH	\$56,920	\$61,025	6	\$56,647	-0.5%	-7.2%
9005	Housing Finance Coordinator	EXG	\$52,949	\$56,768	6	\$56,647	7.0%	-0.2%
1209	Human Resources Analyst Sr	EXH	\$56,920	\$61,025	6	\$56,647	-0.5%	-7.2%
3115	Land Rights Coordinator	EXH	\$56,920	\$61,025	6	\$56,647	-0.5%	-7.2%
7511	Legal Assistant Senior	EXE	\$45,818	\$49,123	6	\$56,647	23.6%	15.3%
6421	Marketing Rep Senior	EXH	\$56,920	\$61,025	6	\$56,647	-0.5%	-7.2%
1403	Office Manager Public Works	EXE	\$45,818	\$49,123	6	\$56,647	23.6%	15.3%
2317	Planner Sr	EXG	\$52,949	\$56,768	6	\$56,647	7.0%	-0.2%
3214	Property Control Specialist Sr	EXG	\$52,949	\$56,768	6	\$56,647	7.0%	-0.2%
1309	Safety Specialist	EXE	\$45,818	\$49,123	6	\$56,647	23.6%	15.3%
3104	Senior Buyer	EXH	\$56,920	\$61,025	6	\$56,647	-0.5%	-7.2%
3083	Small & Minority Business Development Coord	EXH	\$56,920	\$61,025	6	\$56,647	-0.5%	-7.2%
1036	Small & Minority Business Procurement Prog Coord	EXG	\$52,949	\$56,768	6	\$56,647	7.0%	-0.2%
2117	Solid Waste Manager	EXJ	\$65,778	\$70,522	6	\$56,647	-13.9%	-19.7%
9512	Transit Operations Supervisor	EXC	\$39,648	\$42,508	6	\$56,647	42.9%	33.3%
9509	Transit Planner Chief	EXG	\$52,949	\$56,768	6	\$56,647	7.0%	-0.2%
9701	Transport Planning Analyst	EXG	\$52,949	\$56,768	6	\$56,647	7.0%	-0.2%
8101	Cultural Affairs Manager	EXJ	\$65,778	\$70,522	7	\$62,311	-5.3%	-11.6%
6063	Engineer II / Utility Designer II	EXG	\$52,949	\$56,768	7	\$62,311	17.7%	9.8%
2001	Entomologist	EXI	\$61,189	\$65,602	7	\$62,311	1.8%	-5.0%
9615	Fleet Operations Manager	EXH	\$56,920	\$61,025	7	\$62,311	9.5%	2.1%
1425	Fuels Analyst	EXI	\$61,189	\$65,602	7	\$62,311	1.8%	-5.0%
8007	Golf Course Manager	EXJ	\$65,778	\$70,522	7	\$62,311	-5.3%	-11.6%
1411	Management Analyst Sr	EXH	\$56,920	\$61,025	7	\$62,311	9.5%	2.1%
4105	Marketing Research Analyst	EXI	\$61,189	\$65,602	7	\$62,311	1.8%	-5.0%
2205	Nature Operations Manager	EXJ	\$65,778	\$70,522	7	\$62,311	-5.3%	-11.6%
2322	Neighborhood Planning Coord	EXH	\$56,920	\$61,025	7	\$62,311	9.5%	2.1%
4015	Network Svcs Coord	EXH	\$56,920	\$61,025	7	\$62,311	9.5%	2.1%
1301	Occupational Health Nurse Sr	EXH	\$56,920	\$61,025	7	\$62,311	9.5%	2.1%
1403A	Office Manager - Law	EXH	\$56,920	\$61,025	7	\$62,311	9.5%	2.1%
5055	Parks Manager	EXJ	\$65,778	\$70,522	7	\$62,311	-5.3%	-11.6%
4006	Programmer Specialist	EXH	\$56,920	\$61,025	7	\$62,311	9.5%	2.1%
8013	Recreation Manager	EXJ	\$65,778	\$70,522	7	\$62,311	-5.3%	-11.6%
1313	Safety Training Coordinator, Utility	EXI	\$61,189	\$65,602	7	\$62,311	1.8%	-5.0%
3023	Senior Accountant (Previously Accountant III)	EXG	\$52,949	\$56,768	7	\$62,311	17.7%	9.8%
3303	Strategic Planner	EXJ	\$65,778	\$70,522	7	\$62,311	-5.3%	-11.6%
6049	Surveyor	EXI	\$61,189	\$65,602	7	\$62,311	1.8%	-5.0%
4028	User Support Coordinator	EXH	\$56,920	\$61,025	7	\$62,311	9.5%	2.1%
1419	Util Analyst II	EXI	\$61,189	\$65,602	7	\$62,311	1.8%	-5.0%
6057	Utility Services Supervisor	EXH	\$56,920	\$61,025	7	\$62,311	9.5%	2.1%
2509	W/WW Facilities Ops & Maint Manager	EXH	\$56,920	\$61,025	7	\$62,311	9.5%	2.1%
3029	Accounting Spv	EXI	\$61,189	\$65,602	8	\$68,542	12.0%	4.5%
7517	Assistant City Attorney I	EXK	\$71,698	\$76,869	8	\$68,542	-4.4%	-10.8%
NEW	Budget Coordinator				8	\$68,542		
4013	Computer Systems Analyst	EXI	\$61,189	\$65,602	8	\$68,542	12.0%	4.5%
3039	Customer Accounts Mgr, Utilities	EXL	\$78,151	\$83,788	8	\$68,542	-12.3%	-18.2%
6065	Engineer III / Utility Designer III	EXI	\$61,189	\$65,602	8	\$68,542	12.0%	4.5%
1215	Equal Opportunity Specialist, Sr.	EXJ	\$65,778	\$70,522	8	\$68,542	4.2%	-2.8%
6141	Forester, Utility	EXI	\$61,189	\$65,602	8	\$68,542	12.0%	4.5%
1303	Group Benefits Manager	EXJ	\$65,778	\$70,522	8	\$68,542	4.2%	-2.8%
1202	Human Resources Manager	EXJ	\$65,778	\$70,522	8	\$68,542	4.2%	-2.8%
1217	Labor Relations Specialist	EXJ	\$65,778	\$70,522	8	\$68,542	4.2%	-2.8%
3067	Legislative and Grants Coordinator	EXH	\$56,920	\$61,025	8	\$68,542	20.4%	12.3%
1213	Org Development Specialist	EXK	\$71,698	\$76,869	8	\$68,542	-4.4%	-10.8%
2323	Planning Chief of Comprehensive	EXI	\$61,189	\$65,602	8	\$68,542	12.0%	4.5%
2325	Planning Chief of Current	EXI	\$61,189	\$65,602	8	\$68,542	12.0%	4.5%
3077	Revenue Recovery Specialist	EXJ	\$65,778	\$70,522	8	\$68,542	4.2%	-2.8%
4029	Systems Programmer	EXK	\$71,698	\$76,869	8	\$68,542	-4.4%	-10.8%
3073	Treasury and Investment Coord	EXJ	\$65,778	\$70,522	8	\$68,542	4.2%	-2.8%
3225	Utilities Stores Manager	EXK	\$71,698	\$76,869	8	\$68,542	-4.4%	-10.8%
1421	Utility Analyst Senior	EXJ	\$65,778	\$70,522	8	\$68,542	4.2%	-2.8%



## Attachment D

## MAP Job Titles Sorted by Pay Grade

Title Code	TITLE	Current Pay Grade	Current Pay Grade Midpoint	Current Pay Grade Market (8% below Maximum)	Recommended Pay Grade	Recommended Pay Grade Midpoint	% Change at Midpoint	% Change at Market
7401	Utility Security Coordinator	EXK	\$71,698	\$76,869	8	\$68,542	-4.4%	-10.8%
1307	Workers' Comp & Loss Control Manager	EXJ	\$65,778	\$70,522	8	\$68,542	4.2%	-2.8%
2531	Wtr Plant Manager	EXJ	\$65,778	\$70,522	8	\$68,542	4.2%	-2.8%
4103	Account Representative Sr.	EXL	\$78,151	\$83,788	9	\$76,082	-2.6%	-9.2%
3025	Accounting Manager	EXK	\$71,698	\$76,869	9	\$76,082	6.1%	-1.0%
1013	Block Grant Mgt & Review Manager	EXJ	\$65,778	\$70,522	9	\$76,082	15.7%	7.9%
7103	Code Enforcement Manager	EXJ	\$65,778	\$70,522	9	\$76,082	15.7%	7.9%
1066	Communications and Marketing Manager	EXK	\$71,698	\$76,869	9	\$76,082	6.1%	-1.0%
4011	Computer Project Leader	EXK	\$71,698	\$76,869	9	\$76,082	6.1%	-1.0%
3051	Customer Svc Manager	EXL	\$78,151	\$83,788	9	\$76,082	-2.6%	-9.2%
6067	Engineer IV / Utility Designer IV	EXK	\$71,698	\$76,869	9	\$76,082	6.1%	-1.0%
5005	Facilities Management Dir	EXK	\$71,698	\$76,869	9	\$76,082	6.1%	-1.0%
7003	Fire District Chief	EXK	\$71,698	\$76,869	9	\$76,082	6.1%	-1.0%
6044	GIS Coordinator, Utility	EXJ	\$65,778	\$70,522	9	\$76,082	15.7%	7.9%
2309	Housing Manager	EXJ	\$65,778	\$70,522	9	\$76,082	15.7%	7.9%
NEW	Labor Relations Manager				9	\$76,082		
1304	Nurse Practitioner	EXL	\$78,151	\$83,788	9	\$76,082	-2.6%	-9.2%
5061	Operations Division Manager	EXK	\$71,698	\$76,869	9	\$76,082	6.1%	-1.0%
3111	Purchasing Manager	EXL	\$78,151	\$83,788	9	\$76,082	-2.6%	-9.2%
3117	Purchasing Manager Utilities	EXM	\$85,185	\$91,329	9	\$76,082	-10.7%	-16.7%
9508	RTS Operations Manager	EXJ	\$65,778	\$70,522	9	\$76,082	15.7%	7.9%
1068	Strategic Planning Manager	EXL	\$78,151	\$83,788	9	\$76,082	-2.6%	-9.2%
4039	Systems Integration Manager	EXK	\$71,698	\$76,869	9	\$76,082	6.1%	-1.0%
9601	Transit Maintenance Manager	EXJ	\$65,778	\$70,522	9	\$76,082	15.7%	7.9%
3079	Treasury Manager	EXL	\$78,151	\$83,788	9	\$76,082	-2.6%	-9.2%
3081	Treasury Spv	EXK	\$71,698	\$76,869	9	\$76,082	6.1%	-1.0%
4041	User Applications Coord	EXJ	\$65,778	\$70,522	9	\$76,082	15.7%	7.9%
4033	User Support Manager	EXK	\$71,698	\$76,869	9	\$76,082	6.1%	-1.0%
2503	Wastewater Plant Facilities Director	EXK	\$71,698	\$76,869	9	\$76,082	6.1%	-3.5%
1058	Assistant Recreation and Parks Director	EXK	\$71,698	\$76,869	10	\$84,451	17.8%	9.9%
6127	Systems Control Mgr	EXO	\$101,208	\$108,508	10	\$84,451	-16.6%	-22.2%
6129	Electric Systems Oper Mgr	EXK	\$71,698	\$76,869	10	\$84,451	17.8%	9.9%
6307	Power Plant Facilities Manager	EXM	\$85,185	\$91,329	10	\$84,451	-0.9%	-7.5%
6069	Principal Engineer (GG)	EXL	\$78,151	\$83,788	10	\$84,451	8.1%	0.8%
6073	Principal Engineer / Principal Utility Designer (GRU)	EXM	\$85,185	\$91,329	10	\$84,451	-0.9%	-7.5%
7501	Assistant City Attorney II	EXM	\$85,185	\$91,329	11	\$93,741	10.0%	2.6%
7101	Building Official	EXL	\$78,151	\$83,788	11	\$93,741	19.9%	11.9%
2304	Community Redevelopment Manager	EXK	\$71,698	\$76,869	11	\$93,741	30.7%	21.9%
2306	Community Relations Director	EXN	\$92,851	\$99,548	11	\$93,741	1.0%	-5.8%
2109	Energy & Business Service Mgr	EXN	\$92,851	\$99,548	11	\$93,741	1.0%	-5.8%
6091	Environmental Resource Coordinator	EXM	\$85,185	\$91,329	11	\$93,741	10.0%	2.6%
3055	Field Svcs Manager, Utility	EXN	\$92,851	\$99,548	11	\$93,741	1.0%	-5.8%
7001	Fire Chief Deputy	EXK	\$71,698	\$76,869	11	\$93,741	30.7%	21.9%
7015	Fire Safety Manage Asst Chief	EXL	\$78,151	\$83,788	11	\$93,741	19.9%	11.9%
6305	Fuels Manager	EXN	\$92,851	\$99,548	11	\$93,741	1.0%	-5.8%
6123	Gas & Electric Measurement Manager	EXN	\$92,851	\$99,548	11	\$93,741	1.0%	-5.8%
1415	Managing Util Analyst Plan	EXM	\$85,185	\$91,329	11	\$93,741	10.0%	2.6%
2321	Planning Manager	EXL	\$78,151	\$83,788	11	\$93,741	19.9%	11.9%
7309	Police Captain	EXM	\$85,185	\$91,329	11	\$93,741	10.0%	2.6%
6341	Power Plant Oper/ Maint Manager	EXN	\$92,851	\$99,548	11	\$93,741	1.0%	-5.8%
6041	Project Engineer	EXM	\$85,185	\$91,329	11	\$93,741	10.0%	2.6%
1056	Public Works Manager	EXL	\$78,151	\$83,788	11	\$93,741	19.9%	11.9%
6341	Pwr Plant Maintenance Manager	EXN	\$92,851	\$99,548	11	\$93,741	1.0%	-5.8%
1059	Risk Management Dir	EXM	\$85,185	\$91,329	11	\$93,741	10.0%	2.6%
6075	Supervising Engineer / Supv Utility Designer (GRU)	EXM	\$85,185	\$91,329	11	\$93,741	10.0%	2.6%
6077	Utility Project /Team Leader	EXM	\$85,185	\$91,329	11	\$93,741	10.0%	2.6%
1067	Admin Svcs Dir, Utility	EXO	\$101,208	\$108,508	12	\$104,052	2.8%	-4.1%
7515	Assistant Litigation Attorney	EXO	\$101,208	\$108,508	12	\$104,052	2.8%	-4.1%
1027	Computer Svcs Dir	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%
6174	Control Area Manager	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%
3027	Controller, Utilities	EXM	\$85,185	\$91,329	12	\$104,052	22.1%	13.9%
1031	Customer Operations Director	EXO	\$101,208	\$108,508	12	\$104,052	2.8%	-4.1%
1413	Financial Analysis & Compliance Mgr	EXM	\$85,185	\$91,329	12	\$104,052	22.1%	13.9%
1043	Gas T&D Manager	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%
1060	General Services, Director of	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%

## Attachment D

## MAP Job Titles Sorted by Pay Grade

Title Code	TITLE	Current Pay Grade	Current Pay Grade Midpoint	Current Pay Grade Market (8% below Maximum)	Recommended Pay Grade	Recommended Pay Grade Midpoint	% Change at Midpoint	% Change at Market
4061	GRUCOM Director	EXP	\$110,317	\$118,273	12	\$104,052	-5.7%	-12.0%
1047	Human Resources Dir	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%
4100	Marketing Manager Utilities	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%
1201	Organizational Devel Director	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%
1057	Parks, Recreation & Cultural Affairs, Director	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%
6335	Power Plant Manager / Kelly Plant	EXO	\$101,208	\$108,508	12	\$104,052	2.8%	-4.1%
6341	Pwr Plant Operations Manager	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%
6001	Stormwater Services Manager	EXM	\$85,185	\$91,329	12	\$104,052	22.1%	13.9%
6183	Substation & Relay Manager	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%
4030	Systems Administration Manager	EXM	\$85,185	\$91,329	12	\$104,052	22.1%	13.9%
6162	Technical Support Manager	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%
4031	Technical Svcs Manager	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%
1065	Transit Dir	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%
1063	Transportation Services Manager	EXM	\$85,185	\$91,329	12	\$104,052	22.1%	13.9%
2527	Water Dist & WW Coll Sys Director	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%
1071	Wtr/Wstwr Engineering Dir	EXN	\$92,851	\$99,548	12	\$104,052	12.1%	4.5%
7503	Assistant City Attorney Senior	EXP	\$110,317	\$118,273	13	\$116,538	5.6%	-1.5%
2303	Economic Development Dir	EXL	\$78,151	\$83,788	13	\$116,538	49.1%	39.1%
6013	Electric Engineering Manager	EXO	\$101,208	\$108,508	13	\$116,538	15.1%	7.4%
6133	Electric T&D Manager	EXO	\$101,208	\$108,508	13	\$116,538	15.1%	7.4%
1037	Finance Dir	EXN	\$92,851	\$99,548	13	\$116,538	25.5%	17.1%
1039	Fire Chief	EXO	\$101,208	\$108,508	13	\$116,538	15.1%	7.4%
1049	Information Systems Dir	EXP	\$110,317	\$118,273	13	\$116,538	5.6%	-1.5%
1024	Marketing & Communications Dir	EXP	\$110,317	\$118,273	13	\$116,538	5.6%	-1.5%
6333	Power Plant Manager / Deerhaven	EXP	\$110,317	\$118,273	13	\$116,538	5.6%	-1.5%
6039	Power Engineering Manager	EXO	\$101,208	\$108,508	13	\$116,538	15.1%	7.4%
7505	Utilities Attorney	EXP	\$110,317	\$118,273	13	\$116,538	5.6%	-1.5%
1022	Administrative Services Direct	EXO	\$101,208	\$108,508	14	\$130,523	29.0%	20.3%
1005	AGM - Customer/Admin Svcs	EXQ	\$120,245	\$128,918	14	\$130,523	8.5%	1.2%
1011	AGM - Water/WW Systems	EXQ	\$120,245	\$128,918	14	\$130,523	8.5%	1.2%
1061	AGM for Strategic Planning	EXQ	\$120,245	\$128,918	14	\$130,523	8.5%	1.2%
1021	Assistant City Manager	EXP	\$110,317	\$118,273	14	\$130,523	18.3%	10.4%
1025	Community Development Dir	EXO	\$101,208	\$108,508	14	\$130,523	29.0%	20.3%
7509	Litigation Attorney	EXP	\$110,317	\$118,273	14	\$130,523	18.3%	10.4%
1053	Police Chief	EXP	\$110,317	\$118,273	14	\$130,523	18.3%	10.4%
1055	Public Works Dir	EXP	\$110,317	\$118,273	14	\$130,523	18.3%	10.4%
1007	AGM - Energy Delivery	EXR	\$131,067	\$140,520	15	\$146,186	11.5%	4.0%
1009	AGM - Energy Supply	EXR	\$131,067	\$140,520	15	\$146,186	11.5%	4.0%
1069	Chief Financial Officer, Utilities	EXQ	\$120,245	\$128,918	15	\$146,186	21.6%	13.4%
Pay Grouping Averages						Total	8.3%	1.1%
						Pay Grades 1-5	7.4%	0.4%
						Pay Grades 6-10	5.8%	-1.4%
						Pay Grades 11-15	12.9%	5.3%