

**PERSONNEL COMMITTEE**  
**October 9, 2023 - 6:15 PM**

**Community Room**  
**933 Michigan Avenue, Stevens Point, WI**

**OR**

**Zoom Teleconferencing**

**Meeting ID: 831 2381 5964 | Passcode: 643004**

**By**

**Computer:** <https://us02web.zoom.us/j/83123815964?pwd=WThPMHRucEVkaW9oZ2RqY0JwaTdQdz09>

**By Phone:** +1-312-626-6799 (US Chicago)

**MINUTES**

**I. Discussion and Possible Action on:**

**1. Roll Call.**

**PRESENT** Ald Shorr, Plaisance, Birr

**OTHERS** Mayor Wiza, Clerk Yenter; Alderpersons; Kneebone, Morrow, Shuda,

**PRESENT** Keymer, Christianson; Chief Kussow; Chief Moody; Directors: Kernosky, Beduhn, Lemke, HR Manager Frasch, Deputy C/T Freeberg, C/T Ladick.

**2. Classification and Compensation Study Presentation by Baker Tilly.**

**3. Adoption of 2024 Pay Plan. Supporting documents will be available before the meeting.**

Ald. Plaisance **moved**, Ald. Lang seconded, to the adoption of 2024 Pay Plan.

Call for the vote: ayes, all; nays, none; motion carried.

**4. Adjournment.**

Adjourned at 6:51 pm.

October 3, 2023

Ms. Sandy Frasch  
Human Resources Manager  
1515 Strongs Avenue  
Stevens Point, WI 55481

Dear Ms. Frasch:

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

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

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

Sincerely,



Jada Kent, CCP  
Director



Sarah Towne, CCA  
Manager

## Project Methodology

Baker Tilly approached the classification and compensation study for the City of Stevens Point, Wisconsin by completing each of the following phases or milestones:

### Phase 1: Project Initiation

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

### Phase 2: Classification Review

- **Position review** – The City's existing and updated job descriptions were the basis for a classification review in which Baker Tilly reviewed position titles and made recommendations, as necessary, to ensure titles appropriately reflected the nature and level of work performed. Next, Baker Tilly conducted a job evaluation using our point factor evaluation tool, called SAFE®, resulting in a hierarchy of jobs reflective of City's internal equity.

### Phase 3: Market Review

- **Market Assessment** - Baker Tilly assisted the City in identifying appropriate and relevant peer organizations to collect market competitive values (base pay salaries) from for benchmark positions. The results were analyzed and reviewed with the City's project team to determine the organization's desired position within the market.

### Phase 4: Pay Plan Development

- **Pay Plan Development** – Baker Tilly developed two pay plans and established grade assignments for positions based on internal and external equity. Preliminary results were reviewed with the City's project team. After grade assignments were finalized, implementation costs were calculated and reviewed with the City's project team.
- **Pay Policy Review** – Baker Tilly will work with the City to review, and update pay policies such that they reference the new pay plan and the City's compensation philosophy for administration.

## Phase 5: Project Completion

- **Final Report** - At the conclusion of the study, Baker Tilly prepared this final report documenting the methodology used throughout the classification and compensation study, findings and results of the study, as well as our recommendations based on those results.
- **Training** - Going forward, Baker Tilly will provide training to the City's human resources team responsible for the maintenance and administration of the new classification and compensation system. This includes instructions for utilizing our SAFE Job Evaluation system going forward.

## Classification Review

### Title Review

Baker Tilly reviewed existing titles to ensure consistency in formatting and spelling as well as to ensure titles appropriately reflected the nature and level of work performed. Baker Tilly worked with the City's project team to review and finalize title adjustments.

Recommendations for title changes can be found in the table below. All title recommendations can be found in [Attachment 1](#).

**Table 1: Proposed Title Changes**

| Department       | Current Title                      | Proposed Recommended Title        |
|------------------|------------------------------------|-----------------------------------|
| INSPECTION/DEV   | Comm Dev Director                  | Director of Community Development |
| FIRE DEPT        | Deputy Fire Marshal/EM Coordinator | Deputy Fire Marshal               |
| DPW - ENG        | Staff Engineer                     | City Engineer                     |
| INSPECTION/DEV   | Bldg Inspection Supt'd             | Chief Building Official           |
| Public Utilities | Chief Operator-Utilities           | Chief Operator - Wastewater       |
| Public Utilities | Chief Operator-Utilities           | Chief Operator - Water            |
| ADMIN SERVICES   | Assistant to Mayor                 | Executive Assistant               |
| INSPECTION/DEV   | Administrative Asst 80%-Insp       | Permit Technician                 |

## **Job Evaluation**

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

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

All positions were evaluated against the following compensable factors:

**Table 2: SAFE Compensable Factors & Weights**

| Compensable Factor       | Weight | Descriptions / Measurement                               |
|--------------------------|--------|----------------------------------------------------------|
| 1. Education             | 16%    | Minimum formal education level required by the position  |
| 2. Experience            | 12%    | Minimum years of experience required by the position     |
| 3. Level of Work         | 14%    | Degree of difficulty of work performed by the position   |
| 4. Human Relations       | 7%     | Type and level of human interactions                     |
| 5. Physical Demands      | 5%     | Physical exertion performed by the position              |
| 6. Working Conditions    | 6%     | Environmental conditions experienced by the positions    |
| 7. Independence to Act   | 12%    | Degree of independence to make decisions and act on them |
| 8. Impact of Actions     | 14%    | Severity of consequences as a result of decisions        |
| 9. Supervision Exercised | 14%    | Type and level of supervision exercised                  |
|                          | 100%   | <b>TOTAL</b>                                             |

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

## Market Review

### Public Peer Organizations

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

Baker Tilly partnered with the City to identify 10 public peer organizations that represent the City's competitive and comparative labor market. Baker Tilly contacted each organization to request base pay information for benchmark positions. Data was collected and compiled from all 10 of the peer organizations listed in **Table 3**.

**Table 3: Public Peer Organizations**

|                        |                               |
|------------------------|-------------------------------|
| City of De Pere, WI    | City of Wausau, WI            |
| City of Eau Claire, WI | City of West Bend, WI         |
| City of LaCrosse, WI   | City of Wisconsin Rapids, WI  |
| City of Neenah, WI     | Portage County, WI            |
| City of Sheboygan, WI  | Village of Mount Pleasant, WI |

The City provided Baker Tilly with the following salary survey reports and requested for matches to be incorporated from these sources:

1. 2021 American Public Works Association (APWA) – Public Works Compensation Report
2. 2021 International Economic Development Council (IEDC) – Salary and Demographic Survey of Economic Development Professionals
3. 2023 National Parks and Recreation Association (NPR) – Parks and Recreation Salary Survey

### Published Sources

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

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



- Economic Research Institute (ERI) is a salary data resource reporting market data for more than 11,000 jobs in more than 9,000 different locations across more than 1,100 industry sectors. ERI data is updated quarterly. ERI data used in this survey was pulled at the 10th and 90th percentile to represent the minimum and maximum thresholds of a salary range.



### **Data Adjustments**

The base pay information was adjusted, as necessary, to account for the following:

- Differences in work week. For example, reported salaries for a 37.5-hour work week were adjusted to reflect that wage for a 40-hour work week.
- If the market data obtained did not reflect the year in which this study was conducted, the data was aged using based on guidance from World at Work's Annual Salary Budget Survey results. For the City's project, data from APWA, IEDC, and BLS was aged to bring the data forward to 2023.
- Geographic adjustments were applied to account for cost-of-labor differences between the City and peer organizations. Baker Tilly uses cost-of-labor differentials reported by the ERI's Geographic Assessor tool. Where cost of living is a measurement of goods and services in each area, the cost of labor is a measurement of compensation paid. Cost of labor can be impacted by the cost of living, but also relates to the supply and demand of labor in each area (rate of unemployment and number of qualified laborers).

Geographic differentials applied for each peer and published source can be found in the table below. A negative adjustment means the cost of labor in that peer's location is higher than in Stevens Point, WI. The **GeoDiff%** column reflects the adjustment that was applied to that peer's data. For example, City of Sheboygan, WI's data was adjusted down by 5.7% to meet the cost of labor for Stevens Point.

### **Quality Control**

Baker Tilly prepared a summary of each benchmark position which included minimum education and experience requirements. Peer organizations were asked to match the position within their organization with at least a 75% overlap in duties and responsibilities. Baker Tilly reviewed peer responses and removed or replaced data that appeared to be an inappropriate match. Some organizations returned base pay information for Baker Tilly to match on their behalf. Because market results are established by a calculation (such as an average of all midpoints), a bigger sample size tends to yield greater confidence in those results. Therefore, Baker Tilly required at least three matches per benchmark position to determine a market value. Positions that had insufficient data (less than three matches) are identified as such in the market results.

**Table 4: Peer Organization and Geographic Adjustments**

| Date Pulled | Client Name       | Location          | % COL | Avg Base \$ |
|-------------|-------------------|-------------------|-------|-------------|
| 8.15.23     | Stevens Point, WI | Stevens Point, WI | 92.1  | 66,606      |

| Peer # | Peer Organization                                 | Locality Used             | % COL | GeoDiff % |
|--------|---------------------------------------------------|---------------------------|-------|-----------|
| 1      | City of De Pere, WI                               | De Pere, WI               | 94.4  | -2.3%     |
| 2      | City of Eau Claire, WI                            | Eau Claire, WI            | 92.6  | -0.5%     |
| 3      | City of LaCrosse, WI                              | La Crosse, WI             | 93.7  | -1.6%     |
| 4      | City of Neenah, WI                                | Neenah, WI                | 96.0  | -3.9%     |
| 5      | City of Sheboygan, WI                             | Sheboygan, WI             | 97.8  | -5.7%     |
| 6      | City of Wausau, WI                                | Wausau, WI                | 95.2  | -3.1%     |
| 7      | City of West Bend, WI                             | West Bend, WI             | 101.0 | -8.9%     |
| 8      | City of Wisconsin Rapids, WI                      | Wisconsin Rapids, WI      | 91.3  | 0.8%      |
| 9      | Portage County, WI                                | Steven's Point, WI        | 92.1  | 0.0%      |
| 10     | Village of Mount Pleasant, WI                     | Mount Pleasant, WI        | 100.4 | -8.3%     |
| 11     | American Public Works Association (APWA)          | Steven's Point, WI        | 92.1  | 0.0%      |
| 12     | International Economic Development Council (IEDC) | Steven's Point, WI        | 92.1  | 0.0%      |
| 13     | National Parks and Recreation Association (NRPA)  | Steven's Point, WI        | 92.1  | 0.0%      |
| 14     | Bureau of Labor Statistics (BLS)                  | Wisconsin - State Average | 97.6  | -5.5%     |
| 15     | Comp Analyst                                      | Wisconsin - State Average | 97.6  | -5.5%     |
| 16     | Economic Research Institute (ERI)                 | Wisconsin - State Average | 97.6  | -5.5%     |

### **Market Results**

Of the City's 101 positions, 80 were included in the survey as benchmark positions (79%).<sup>1</sup> Baker Tilly requested pay ranges (minimum to maximum) and calculated for the midpoint of each collected range. Of the 80 benchmark positions, 5 positions received insufficient data and a market value was not calculated. Overall, market values were established for 75 of the benchmark positions (94%). On average, benchmarks had about 5.2 matches each.

Aggregate data results showing average minimum, midpoint, and maximum results were prepared for the 75 benchmarks with sufficient data and can be found in **Attachment 2**.

Additionally, a comparison of current midpoints against market average midpoints were prepared for the City and can be found in **Attachment 3**. This report also demonstrates a 5% above and 5% below market scenario which was used for conversations with the City about its desired position within its defined marketplace.

- The City's minimums are 3.8% ahead of market minimums on average.
- The City's midpoints are 1.2% behind market midpoints on average.
- The City's maximums are 6.3% behind market maximums on average.

<sup>1</sup> Baker Tilly completed a market assessment of the City's Utilities positions in 2022/2023. While those results are not included in the counts and calculations in this section, those results were incorporated for analysis in the pay plan development phase.



## Pay Plan Development

Upon reviewing the market survey results with the City, Baker Tilly led a discussion with the organization regarding desired position within market, the number of title and grade structures needed, design preference for the new title and grade structures, and an approach for classifying positions to the pay plan. The City currently utilizes one pay structure.

**Table 5: Current General Pay Plan**

Determination for the number of title and grade schedules an organization needs may be influenced by the diversity of jobs, diversity in grading procedures, internal equity versus external competitiveness, and even your organizational culture. Based on discussions with the City's project team, it was determined for the City to continue utilizing a step and grade pay plan.

| GRADE | 1      | 2       | 3       | 4       | STEPS<br>5 | CONTROL PT<br>6 | 7       | 8       | 9       | 10      | 11      | Range<br>Spread | Midpoint<br>Differential |
|-------|--------|---------|---------|---------|------------|-----------------|---------|---------|---------|---------|---------|-----------------|--------------------------|
| A     | 29,370 | 30,181  | 31,013  | 31,866  | 32,739     | 33,634          | 34,570  | 35,506  | 36,483  | 37,482  | 38,522  | 31.16%          |                          |
| B     | 31,117 | 31,970  | 32,843  | 33,758  | 34,674     | 35,630          | 36,608  | 37,627  | 38,667  | 39,728  | 40,810  | 31.15%          | 5.93%                    |
| C     | 32,968 | 33,883  | 34,798  | 35,755  | 36,754     | 37,752          | 38,792  | 39,853  | 40,955  | 42,078  | 43,243  | 31.17%          | 5.96%                    |
| D     | 34,923 | 35,880  | 36,878  | 37,877  | 38,917     | 39,998          | 41,101  | 42,224  | 43,389  | 44,574  | 45,802  | 31.15%          | 5.95%                    |
| E     | 37,045 | 38,064  | 39,104  | 40,186  | 41,288     | 42,432          | 43,597  | 44,782  | 46,030  | 47,299  | 48,589  | 31.16%          | 6.09%                    |
| F     | 39,250 | 40,331  | 41,434  | 42,578  | 43,742     | 44,949          | 46,197  | 47,466  | 48,755  | 50,107  | 51,480  | 31.16%          | 5.93%                    |
| G     | 42,682 | 43,846  | 45,053  | 46,301  | 47,570     | 48,880          | 50,232  | 51,605  | 53,019  | 54,475  | 55,994  | 31.19%          | 8.75%                    |
| H     | 45,011 | 46,259  | 47,528  | 48,818  | 50,170     | 51,542          | 52,978  | 54,434  | 55,931  | 57,450  | 59,030  | 31.15%          | 5.45%                    |
| I     | 47,507 | 48,818  | 50,149  | 51,542  | 52,957     | 54,413          | 55,910  | 57,450  | 59,030  | 60,653  | 62,317  | 31.17%          | 5.57%                    |
| J     | 50,107 | 51,480  | 52,894  | 54,350  | 55,848     | 57,387          | 58,968  | 60,590  | 62,254  | 63,960  | 65,728  | 31.18%          | 5.47%                    |
| K     | 52,832 | 54,288  | 55,786  | 57,304  | 58,885     | 60,507          | 62,171  | 63,877  | 65,645  | 67,434  | 69,306  | 31.18%          | 5.44%                    |
| L     | 55,723 | 57,262  | 58,822  | 60,445  | 62,109     | 63,814          | 65,582  | 67,371  | 69,222  | 71,136  | 73,091  | 31.17%          | 5.47%                    |
| M     | 59,030 | 60,653  | 62,317  | 64,043  | 65,790     | 67,600          | 69,472  | 71,386  | 73,341  | 75,358  | 77,418  | 31.15%          | 5.93%                    |
| N     | 62,587 | 64,314  | 66,082  | 67,891  | 69,763     | 71,677          | 73,653  | 75,670  | 77,750  | 79,893  | 82,098  | 31.17%          | 6.03%                    |
| O     | 66,310 | 68,141  | 70,013  | 71,926  | 73,902     | 75,941          | 78,042  | 80,184  | 82,389  | 84,656  | 86,986  | 31.18%          | 5.95%                    |
| P     | 70,283 | 72,218  | 74,194  | 76,253  | 78,333     | 80,496          | 82,701  | 84,989  | 87,318  | 89,710  | 92,186  | 31.16%          | 6.00%                    |
| Q     | 74,485 | 76,523  | 78,645  | 80,808  | 83,013     | 85,301          | 87,651  | 90,064  | 92,539  | 95,077  | 97,698  | 31.16%          | 5.97%                    |
| R     | 78,978 | 81,141  | 83,387  | 85,675  | 88,026     | 90,459          | 92,934  | 95,493  | 98,114  | 100,818 | 103,584 | 31.16%          | 6.05%                    |
| S     | 83,720 | 86,029  | 88,379  | 90,813  | 93,309     | 95,888          | 98,509  | 101,234 | 104,021 | 106,870 | 109,803 | 31.16%          | 6.00%                    |
| T     | 88,733 | 91,166  | 93,683  | 96,262  | 98,904     | 101,629         | 104,416 | 107,286 | 110,240 | 113,277 | 116,397 | 31.18%          | 5.99%                    |
| U     | 94,078 | 96,658  | 99,320  | 102,066 | 104,853    | 107,744         | 110,718 | 113,755 | 116,875 | 120,099 | 123,406 | 31.17%          | 6.02%                    |
| V     | 99,736 | 102,482 | 105,290 | 108,202 | 111,176    | 114,234         | 117,374 | 120,598 | 123,906 | 127,317 | 130,811 | 31.16%          | 6.02%                    |

### Existing Pay Plan: General

The existing General pay plan is a step plan (grades with steps). The pay structure includes 22 grades (16 currently in use) with 11 steps (10 currently in use), range spreads (distance from minimum to maximum) at 31%, and 5.44% – 8.75% midpoint differentials (distance between each grade at the midpoint), and a consistent 2.75% between steps.

### **Proposed General Pay Plan**

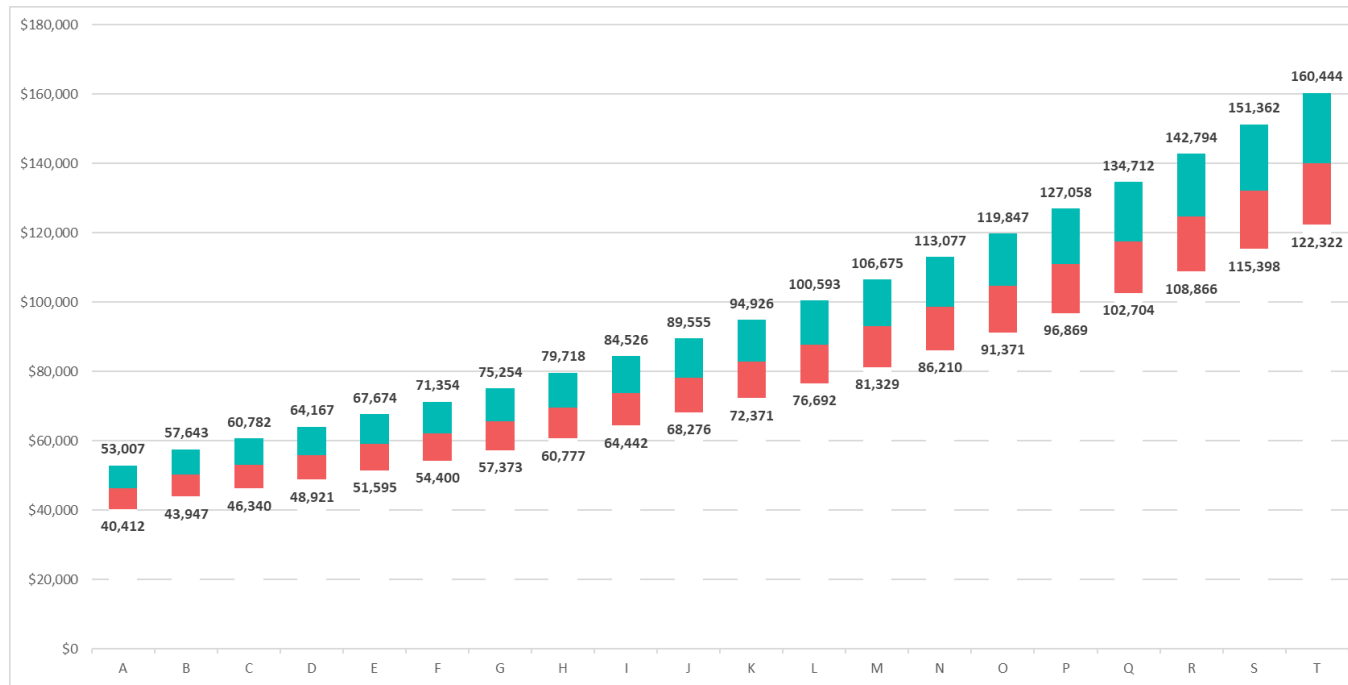
The proposed pay plan is similar to Stevens Point's current step plan with, but with adjustments. The proposed pay plan is aligned to 103% of the market at the midpoint with 20 grades and 11 steps, 5.44% to 8.75% midpoint differentials, and a consistent 2.75% between steps. The new proposed starting minimum wage for Stevens Point is \$19.43 per hour, compared to \$18.87 currently. Hourly wages in addition to annual salaries for this pay plan can be found in **Attachment 4**.

**Table 6: Proposed General Pay Plan**

|       | 2.75%     | 2.75%     | 2.75%     | 2.75%     | 2.75%     | 2.75%     | 2.75%     | 2.75%     | 2.75%     | 2.75%     | 2.75%     |                     |                       |
|-------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------------------|-----------------------|
| Grade | 1         | 2         | 3         | 4         | 5         | 6         | 7         | 8         | 9         | 10        | 11        | Target Range Spread | Midpoint Differential |
| A     | \$40,412  | \$41,524  | \$42,665  | \$43,839  | \$45,044  | \$46,283  | \$47,556  | \$48,864  | \$50,207  | \$51,588  | \$53,007  | 30%                 | 5.93%                 |
| B     | \$43,947  | \$45,155  | \$46,397  | \$47,673  | \$48,984  | \$50,331  | \$51,715  | \$53,137  | \$54,599  | \$56,100  | \$57,643  | 30%                 | 8.75%                 |
| C     | \$46,340  | \$47,614  | \$48,924  | \$50,269  | \$51,652  | \$53,072  | \$54,531  | \$56,031  | \$57,572  | \$59,155  | \$60,782  | 30%                 | 5.45%                 |
| D     | \$48,921  | \$50,266  | \$51,649  | \$53,069  | \$54,528  | \$56,028  | \$57,569  | \$59,152  | \$60,779  | \$62,450  | \$64,167  | 30%                 | 5.57%                 |
| E     | \$51,595  | \$53,014  | \$54,471  | \$55,969  | \$57,509  | \$59,090  | \$60,715  | \$62,385  | \$64,100  | \$65,863  | \$67,674  | 30%                 | 5.47%                 |
| F     | \$54,400  | \$55,896  | \$57,433  | \$59,013  | \$60,636  | \$62,303  | \$64,016  | \$65,777  | \$67,586  | \$69,444  | \$71,354  | 31%                 | 5.44%                 |
| G     | \$57,373  | \$58,951  | \$60,572  | \$62,238  | \$63,949  | \$65,708  | \$67,515  | \$69,372  | \$71,279  | \$73,240  | \$75,254  | 31%                 | 5.47%                 |
| H     | \$60,777  | \$62,448  | \$64,165  | \$65,930  | \$67,743  | \$69,606  | \$71,520  | \$73,487  | \$75,508  | \$77,584  | \$79,718  | 31%                 | 5.93%                 |
| I     | \$64,442  | \$66,214  | \$68,035  | \$69,906  | \$71,829  | \$73,804  | \$75,834  | \$77,919  | \$80,062  | \$82,264  | \$84,526  | 31%                 | 6.03%                 |
| J     | \$68,276  | \$70,154  | \$72,083  | \$74,065  | \$76,102  | \$78,195  | \$80,345  | \$82,555  | \$84,825  | \$87,158  | \$89,555  | 31%                 | 5.95%                 |
| K     | \$72,371  | \$74,362  | \$76,407  | \$78,508  | \$80,667  | \$82,885  | \$85,164  | \$87,506  | \$89,913  | \$92,385  | \$94,926  | 31%                 | 6.00%                 |
| L     | \$76,692  | \$78,801  | \$80,968  | \$83,194  | \$85,482  | \$87,833  | \$90,248  | \$92,730  | \$95,280  | \$97,901  | \$100,593 | 31%                 | 5.97%                 |
| M     | \$81,329  | \$83,566  | \$85,864  | \$88,225  | \$90,651  | \$93,144  | \$95,705  | \$98,337  | \$101,042 | \$103,820 | \$106,675 | 31%                 | 6.05%                 |
| N     | \$86,210  | \$88,581  | \$91,017  | \$93,520  | \$96,091  | \$98,734  | \$101,449 | \$104,239 | \$107,106 | \$110,051 | \$113,077 | 31%                 | 6.00%                 |
| O     | \$91,371  | \$93,884  | \$96,466  | \$99,119  | \$101,844 | \$104,645 | \$107,523 | \$110,480 | \$113,518 | \$116,640 | \$119,847 | 31%                 | 5.99%                 |
| P     | \$96,869  | \$99,532  | \$102,270 | \$105,082 | \$107,972 | \$110,941 | \$113,992 | \$117,127 | \$120,348 | \$123,657 | \$127,058 | 31%                 | 6.02%                 |
| Q     | \$102,704 | \$105,528 | \$108,430 | \$111,412 | \$114,476 | \$117,624 | \$120,859 | \$124,182 | \$127,597 | \$131,106 | \$134,712 | 31%                 | 6.02%                 |
| R     | \$108,866 | \$111,860 | \$114,936 | \$118,096 | \$121,344 | \$124,681 | \$128,110 | \$131,633 | \$135,253 | \$138,972 | \$142,794 | 31%                 | 6.00%                 |
| S     | \$115,398 | \$118,571 | \$121,832 | \$125,182 | \$128,625 | \$132,162 | \$135,796 | \$139,531 | \$143,368 | \$147,311 | \$151,362 | 31%                 | 6.00%                 |
| T     | \$122,322 | \$125,686 | \$129,142 | \$132,694 | \$136,343 | \$140,092 | \$143,945 | \$147,903 | \$151,970 | \$156,150 | \$160,444 | 31%                 | 6.00%                 |

*Stevens Point's policy for step progression is based on performance at least meeting expectations. Annual steps available at one-year intervals; Steps 7-9 at two-year intervals; and Steps 10-11 at three-year intervals.*

**Figure 1: Distribution of Grades in Proposed Pay Plan**



Positions were classified to a grade with consideration to internal and external results. More specifically, existing equity (current midpoints and grade groupings), the results of the SAFE job evaluation process and market assessment were used in part or in whole to assign positions to an appropriate pay grade.

The following information was NOT considered when assigning positions to a grade:

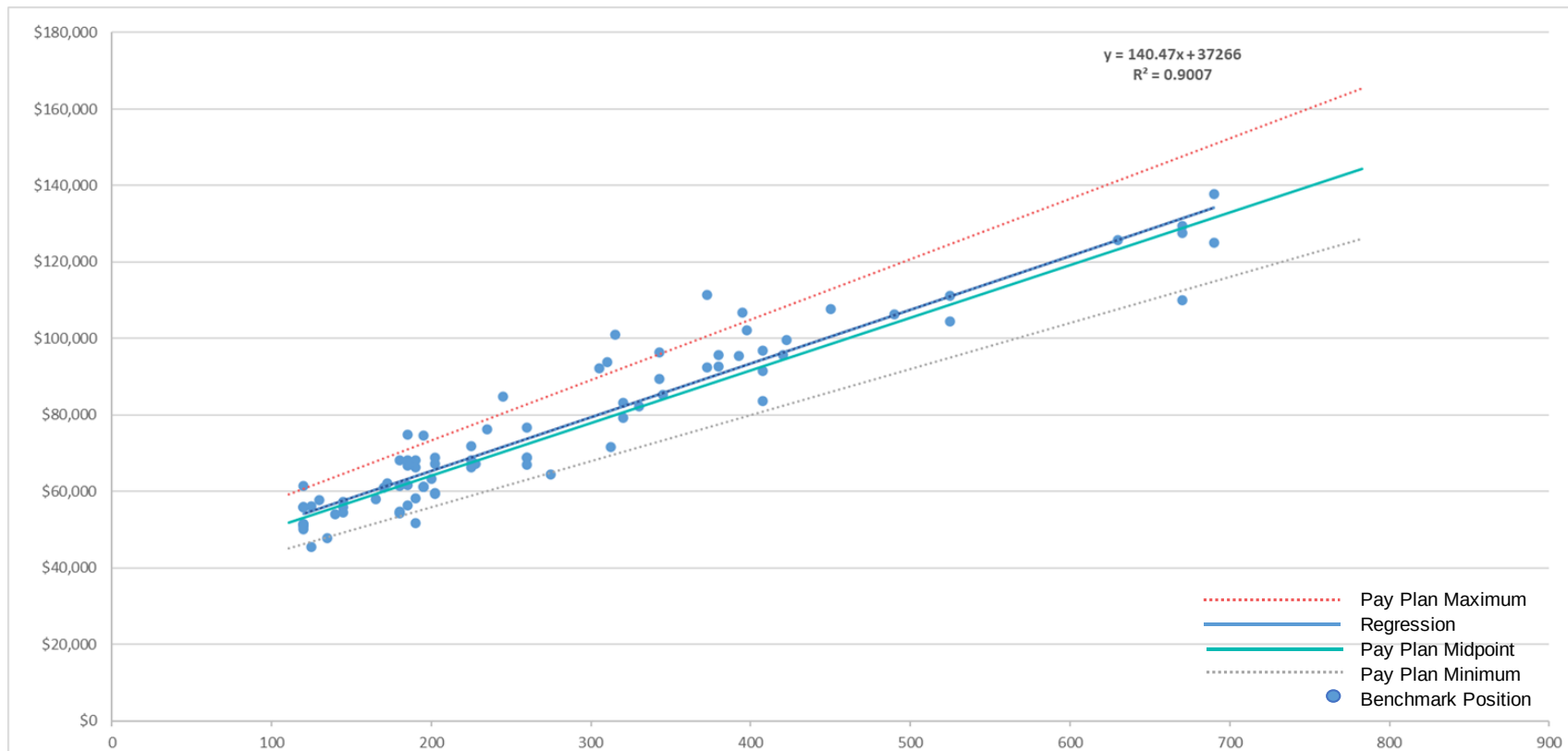
- The person in the position
- Performance
- Length of service
- Employee existing salary

Preliminary grade assignments were reviewed with the City's project team to ensure positions were assigned to the correct pay plan and address any outliers. Baker Tilly worked with the City's project team and department heads to finalize the pay plans and grade assignments. The proposed title and grade assignments for this pay plan can be found in [Attachment 5](#).

## Regression Analysis

In statistical modeling, a regression analysis is used to measure the relationships between data sets and even predict one variable based on another. Here, Baker Tilly used a regression analysis to compare internal data to external data. More specifically, SAFE scores were compared against market average midpoints. There is a 90.07% correlation between the internal and external values.

**Figure 2: Regression Analysis of Proposed Pay Plan**



Further, this chart depicts the proposed pay plan as it lays across the natural distribution of jobs. Due to the high correlation in internal and external values, the City would be able to maintain the new classification and compensation system using our SAFE job evaluation process as a means for reclassifying positions that have changed over time, adding new positions, consolidating positions, etc. into the future.

### **Implementation Cost Analysis**

Baker Tilly developed three implementation scenarios for Stevens Point to consider in its adoption of the new classification and compensation plan. Implementation calculations represent base pay in US dollars. Employees with a salary greater than their new maximum were excluded from implementation calculations. The best practice, and Baker Tilly's recommendation, is for these salaries to be 'red circled' or frozen until the market catches up.

***Baker Tilly does not recommend a pay decrease for any employee as a result of the study.***

Implementation Scenarios for the proposed pay plan:

1. Employees below the minimum would move to the new minimum and then employees would move to the closest step in the proposed pay plan to their existing salary without a decrease.
2. Employees below the minimum would move to the new minimum and then eligible employees would move to the closest step +1 in the proposed pay plan to their existing salary without a decrease. This scenario provides accounting for any potential step adjustments in the future. For example, if some employees are expected to receive a step increase on January 1st, this is the implementation scenario taking that next step increase into account.
3. Employees would move to the same step they are on currently in the proposed pay plan without a decrease.

## Recommendations

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

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

We urge Stevens Point to:

- Approve the recommended position title and classification adjustments.
- Approve the proposed pay plan and position grade assignments.
- Approve an implementation scenario that addresses the City's compensation philosophy, business goals, and that is fiscally attainable and sustainable.
- Continue efforts to maintain the classification and compensation system:
  - Routinely review positions, job descriptions, and market conditions.
  - Adjust the pay structure and salaries, annually, to keep pace with the market.
  - Adopt merit increases, annually, to reward employees and ensure advancement through assigned pay ranges.

## Proposed Title Recommendations

| Department             | Current Title (Census)             | Proposed Title                                         |
|------------------------|------------------------------------|--------------------------------------------------------|
| INSPECTION/DEV         | Comm Dev Director                  | Director of Community Development                      |
| PARK & REC             | Dir of Pks, Rec & Forestry         | Director of Parks, Recreation & Forestry               |
| FIRE DEPT              | Assistant Chief                    | Assistant Chief of EMS Operations                      |
| FIRE DEPT              | Assistant Chief                    | Assistant Chief of Fire Department Operations          |
| POLICE DEPT            | Assistant Chief                    | Assistant Chief of Police - Administration             |
| POLICE DEPT            | Assistant Chief                    | Assistant Chief of Police - Operations                 |
| DPW - ENG              | Staff Engineer                     | City Engineer                                          |
| INSPECTION/DEV         | Bldg Inspection Supt'd             | Chief Building Official                                |
| DPW                    | Supt'd of Streets-Const & Maint    | Superintendent of Streets - Construction & Maintenance |
| DPW                    | Supt'd of Streets-Fleet & Fixed Op | Superintendent of Streets - Fleet & Fixed Operations   |
| INFORMATION TECHNOLOGY | IT Manager                         | Information Technology Manager                         |
| PARK & REC             | Public Land Superintendent         | Parks and Public Lands Superintendent                  |
| PARK & REC             | Facility Supervisor I              | Recreation Superintendent                              |
| DPW - ENG              | Surveyor                           | City Surveyor                                          |
| INSPECTION/DEV         | Neighborhood Plnr/Eco Dev Spec     | Neighborhood Planner/Economic Development Specialist   |
| Public Utilities       | Chief Operator-Utilities           | Chief Operator - Wastewater                            |
| Public Utilities       | Chief Operator-Utilities           | Chief Operator - Water                                 |
| Public Utilities       | Construction Foreman-Utilities     | Construction Foreman                                   |
| Public Utilities       | Utility Foreman-Utilities          | Construction Foreman                                   |
| DPW                    | DPW Lead                           | General Leadperson (Streets)                           |
| DPW                    | Tech Maintenance Lead              | Streets Leadperson (Technical Maintenance)             |
| FIRE DEPT              | Deputy Fire Marshal/EM Coordinator | Deputy Fire Marshal                                    |
| PARK & REC             | Facility Supervisor II             | Recreation Supervisor                                  |
| ADMIN SERVICES         | Assistant to Mayor                 | Executive Assistant                                    |
| DPW                    | Mechanic                           | Fleet Maintenance Mechanic                             |
| DPW                    | Stock Clerk                        | Fleet Maintenance Stock Clerk                          |
| DPW                    | DPW Lead                           | Solid Waste Recycling Leadperson                       |
| DPW                    | DPW Lead                           | Traffic/Sign Leadperson                                |
| PARK & REC             | Parks Lead                         | Lead Parks Maintenance Worker                          |
| INSPECTION/DEV         | Technician                         | Community Development Technician                       |
| Public Utilities       | Equip Operator-Utilities           | Equipment Operator                                     |
| Public Utilities       | Sewer Crew Lead-Utilities          | Utility Operator Lead                                  |
| Public Utilities       | WW Trt Plt Operator-Utilities      | Utility Operator                                       |
| Public Utilities       | Utility Operator-Utilities         | Utility Operator                                       |
| Public Utilities       | Water Operator-Utilities           | Utility Operator                                       |
| DPW                    | Operator                           | Streets Operator                                       |
| DPW                    | Refuse & Recyc                     | Solid Waste/Recycling Driver                           |
| FIRE DEPT              | Admin Ass't II (Fire - hourly)     | Administrative Assistant II- Fire                      |
| POLICE DEPT            | Admin Ass't II (PD)                | Administrative Assistant II- Police                    |
| DPW - ENG              | Administrative Assistant           | Administrative Assistant-Engineering                   |
| DPW                    | Street Maint Wkr                   | Street Maintenance Worker                              |
| INSPECTION/DEV         | Administrative Asst 80%-Insp       | Permit Technician                                      |
| POLICE DEPT            | Administrative Assistant-Police    | Administrative Assistant                               |
| PARK & REC             | RAC Director (50%) (75% 2023)      | Riverfront Arts Center Director                        |

## Market Results

| #  | Department        | Benchmark Position                                     | Matches | Average Minimum   | Average Midpoint | Average Maximum | % Range Spread |
|----|-------------------|--------------------------------------------------------|---------|-------------------|------------------|-----------------|----------------|
| 1  | ADMIN SERVICES    | Executive Assistant                                    | 7       | \$49,709.58       | \$60,280.06      | \$70,850.54     | 43%            |
| 2  | ADMIN SERVICES    | Human Resource Manager                                 | 6       | \$84,959.98       | \$102,686.42     | \$120,412.85    | 42%            |
| 3  | AIRPORT           | Assistant Airport Manager                              | 4       | \$49,397.29       | \$64,968.57      | \$80,539.84     | 63%            |
| 4  | ASSESSOR          | Assistant Assessor                                     | 7       | \$56,382.45       | \$68,346.19      | \$80,309.94     | 42%            |
| 5  | ATTORNEY          | Paralegal                                              | 9       | \$50,900.27       | \$63,244.62      | \$75,588.96     | 49%            |
| 6  | CITY CLERK OFFICE | Administrative Assistant-Clerk                         | 11      | \$40,896.60       | \$48,749.82      | \$56,603.05     | 38%            |
| 7  | CITY CLERK OFFICE | Election and Licensing Specialist                      | 4       | \$47,637.34       | \$55,147.09      | \$62,656.85     | 32%            |
| 8  | CITY TREASURY     | Account Clerk I                                        | 9       | \$44,102.52       | \$51,726.80      | \$59,351.08     | 35%            |
| 9  | CITY TREASURY     | Senior Accountant                                      | 6       | \$67,112.39       | \$81,195.00      | \$95,277.62     | 42%            |
| 10 | CITY TREASURY     | Finance Office Manager                                 | 5       | \$73,742.75       | \$88,073.92      | \$102,405.10    | 39%            |
| 11 | CITY TREASURY     | Tax Specialist                                         | 7       | \$49,717.76       | \$58,535.14      | \$67,352.52     | 35%            |
| 12 | COMM MEDIA        | Community Media Manager                                | 7       | \$57,690.07       | \$68,150.50      | \$78,610.93     | 36%            |
| 13 | COMM MEDIA        | Production Specialist                                  | 4       | \$44,896.95       | \$53,763.85      | \$62,630.75     | 39%            |
| 14 | DPW               | Administrative Assistant-Streets                       | 9       | \$39,756.42       | \$47,839.55      | \$55,922.68     | 41%            |
| 15 | DPW               | Drop Off Attendant                                     | 1       | Insufficient Data |                  |                 |                |
| 16 | DPW               | Fleet Maintenance Mechanic                             | 12      | \$49,516.54       | \$58,690.67      | \$67,864.81     | 37%            |
| 17 | DPW               | Fleet Maintenance Stock Clerk                          | 6       | \$42,172.37       | \$49,234.16      | \$57,083.72     | 35%            |
| 18 | DPW               | Fleet Manager                                          | 6       | \$65,667.44       | \$79,284.51      | \$92,901.57     | 41%            |
| 19 | DPW               | General Leadperson (Streets)                           | 8       | \$56,013.41       | \$65,628.18      | \$75,242.96     | 34%            |
| 20 | DPW               | Operator                                               | 8       | \$45,367.32       | \$54,571.13      | \$63,774.94     | 41%            |
| 21 | DPW               | Solid Waste Recycling Leadperson                       | 3       | \$48,163.68       | \$56,545.22      | \$64,926.77     | 35%            |
| 22 | DPW               | Solid Waste/Recycling Driver                           | 3       | \$45,271.07       | \$53,266.75      | \$61,262.44     | 35%            |
| 23 | DPW               | Street Maintenance Worker                              | 12      | \$43,898.70       | \$53,546.39      | \$63,194.08     | 44%            |
| 24 | DPW               | Superintendent of Streets - Construction & Maintenance | 6       | \$76,658.36       | \$91,118.99      | \$105,579.63    | 38%            |
| 25 | DPW               | Superintendent of Streets - Fleet & Fixed Operations   | 7       | \$75,223.27       | \$88,310.78      | \$101,398.29    | 35%            |
| 26 | DPW               | Tech Maintenance Lead                                  | 5       | \$54,870.28       | \$63,969.72      | \$73,069.15     | 33%            |
| 27 | DPW               | Traffic/Sign Leadperson                                | 6       | \$46,898.44       | \$56,735.74      | \$66,573.04     | 42%            |
| 28 | DPW               | Welder/Fabricator/Mechanic                             | 9       | \$48,419.97       | \$58,096.81      | \$67,773.64     | 40%            |
| 29 | DPW - ENG         | Administrative Assistant II-Engineering                | 7       | \$40,046.90       | \$49,001.05      | \$57,955.20     | 45%            |
| 30 | DPW - ENG         | City Surveyor                                          | 7       | \$61,173.84       | \$75,565.99      | \$89,958.13     | 47%            |
| 31 | DPW - ENG         | Director of Public Works                               | 12      | \$102,663.67      | \$121,569.75     | \$140,475.83    | 37%            |
| 32 | DPW - ENG         | Engineering Technician II                              | 8       | \$52,589.99       | \$63,667.88      | \$74,745.77     | 42%            |
| 33 | DPW - ENG         | Engineering Technician III                             | 5       | \$60,083.52       | \$71,409.05      | \$82,734.59     | 38%            |
| 34 | DPW - ENG         | GIS/Eng Technician                                     | 9       | \$52,787.23       | \$64,872.66      | \$76,958.09     | 46%            |
| 35 | DPW - ENG         | Project Manager                                        | 7       | \$74,220.10       | \$87,806.67      | \$101,393.25    | 37%            |
| 36 | FIRE DEPT         | Administrative Assistant-Fire                          | 9       | \$44,024.83       | \$51,962.42      | \$59,900.02     | 36%            |
| 37 | FIRE DEPT         | Assistant Chief of EMS Operations                      | 7       | \$83,774.91       | \$99,504.69      | \$115,234.48    | 38%            |
| 38 | FIRE DEPT         | Assistant Chief of Fire Department Operations          | 4       | \$86,948.67       | \$105,884.24     | \$124,819.80    | 44%            |
| 39 | FIRE DEPT         | Battalion Chief                                        | 4       | \$81,966.68       | \$96,225.13      | \$110,483.58    | 35%            |
| 40 | FIRE DEPT         | Deputy Fire Marshal/EM Coordinator                     | 4       | \$74,206.60       | \$88,266.50      | \$102,326.40    | 38%            |
| 41 | FIRE DEPT         | Division Chief/Fire Marshall                           | 7       | \$75,853.92       | \$89,285.72      | \$102,717.52    | 35%            |
| 42 | FIRE DEPT         | Division Chief/Training Officer                        | 2       | Insufficient Data |                  |                 |                |



## Market Results

| #  | Department             | Benchmark Position                                   | Matches | Average Minimum   | Average Midpoint | Average Maximum | % Range Spread |
|----|------------------------|------------------------------------------------------|---------|-------------------|------------------|-----------------|----------------|
| 43 | FIRE DEPT              | Fire Chief                                           | 9       | \$104,388.94      | \$123,211.03     | \$142,033.13    | 36%            |
| 44 | INFORMATION TECHNOLOGY | IT Manager                                           | 4       | \$71,858.88       | \$85,186.58      | \$98,514.29     | 37%            |
| 45 | INFORMATION TECHNOLOGY | IT Support Analyst                                   | 9       | \$53,366.26       | \$64,863.96      | \$76,361.66     | 43%            |
| 46 | INSPECTION/DEV         | Permit Technician                                    | 5       | \$43,673.72       | \$53,294.89      | \$62,916.05     | 44%            |
| 47 | INSPECTION/DEV         | Associate Planner/Zoning Administrator               | 8       | \$61,705.23       | \$73,032.41      | \$84,359.60     | 37%            |
| 48 | INSPECTION/DEV         | Chief Building Inspector                             | 5       | \$77,825.71       | \$91,696.77      | \$105,567.83    | 36%            |
| 49 | INSPECTION/DEV         | Building Inspector                                   | 9       | \$62,194.85       | \$72,660.09      | \$83,125.32     | 34%            |
| 50 | INSPECTION/DEV         | Community Development Technician                     | 5       | \$46,999.20       | \$55,444.66      | \$63,890.12     | 36%            |
| 51 | INSPECTION/DEV         | Director of Community Development                    | 10      | \$101,074.61      | \$119,883.38     | \$138,692.15    | 37%            |
| 52 | INSPECTION/DEV         | Neighborhood Improvement Coordinator                 | 5       | \$52,655.40       | \$63,160.27      | \$73,665.14     | 40%            |
| 53 | INSPECTION/DEV         | Neighborhood Planner/Economic Development Specialist | 5       | \$67,629.28       | \$80,805.65      | \$93,982.02     | 39%            |
| 54 | INSPECTION/DEV         | Plumbing Inspector                                   | 6       | \$56,696.01       | \$71,179.02      | \$85,662.04     | 51%            |
| 55 | MUNICIPAL COURT        | Municipal Court Clerk                                | 10      | \$44,982.30       | \$53,263.00      | \$61,543.70     | 37%            |
| 56 | MUNICIPAL COURT        | On-Call Municipal Court Clerk                        | 3       | \$43,604.73       | \$53,290.14      | \$62,975.55     | 44%            |
| 57 | PARK & REC             | Administrative Assistant-Parks                       | 10      | \$40,421.93       | \$48,333.26      | \$56,244.59     | 39%            |
| 58 | PARK & REC             | Arborist                                             | 6       | \$52,047.80       | \$61,317.20      | \$70,586.60     | 36%            |
| 59 | PARK & REC             | Director of Pks, Rec & Forestry                      | 7       | \$89,228.82       | \$104,903.51     | \$120,578.20    | 35%            |
| 60 | PARK & REC             | Recreation Supervisor                                | 5       | \$54,303.89       | \$64,026.56      | \$73,749.23     | 36%            |
| 61 | PARK & REC             | Ice Center & Pool Maintenance Technician             | 3       | \$43,856.65       | \$51,958.70      | \$60,060.74     | 37%            |
| 62 | PARK & REC             | Lead Parks Maintenance Worker                        | 7       | \$50,170.22       | \$59,228.75      | \$68,287.29     | 36%            |
| 63 | PARK & REC             | Parks and Public Lands Superintendent                | 7       | \$75,001.12       | \$87,098.52      | \$99,195.93     | 32%            |
| 64 | PARK & REC             | Parks Maintenance & Grounds                          | 7       | \$50,342.47       | \$58,543.56      | \$66,744.66     | 33%            |
| 65 | PARK & REC             | Parks Technician                                     | 3       | \$43,690.72       | \$51,503.35      | \$59,315.98     | 36%            |
| 66 | PARK & REC             | Recreation Superintendent                            | 7       | \$66,176.98       | \$79,610.76      | \$93,044.55     | 41%            |
| 67 | PARK & REC             | Riverfront Arts Center Director                      | 2       | Insufficient Data |                  |                 |                |
| 68 | PARK & REC             | Superintendent of Forestry and Landscape Operations  | 4       | \$76,238.62       | \$92,168.58      | \$108,098.54    | 42%            |
| 69 | POLICE DEPT            | Administrative Assistant II-Police                   | 7       | \$46,051.80       | \$54,992.48      | \$63,933.16     | 39%            |
| 70 | POLICE DEPT            | Administrative Assistant-Police                      | 7       | \$40,826.40       | \$49,059.14      | \$57,291.88     | 40%            |
| 71 | POLICE DEPT            | Assistant Police Chief                               | 8       | \$84,135.31       | \$101,275.38     | \$118,415.46    | 41%            |
| 72 | POLICE DEPT            | Community Service Officer                            | 4       | \$36,303.80       | \$43,306.33      | \$50,308.86     | 39%            |
| 73 | POLICE DEPT            | Police Chief                                         | 9       | \$100,632.12      | \$119,214.23     | \$137,796.35    | 37%            |
| 74 | POLICE DEPT            | Records Bureau Supervisor                            | 5       | \$54,386.33       | \$63,793.86      | \$73,201.39     | 35%            |
| 75 | TRANSPORTATION         | Dispatch Scheduler                                   | 3       | \$33,233.37       | \$45,634.45      | \$58,035.54     | 75%            |
| 76 | TRANSPORTATION         | Mobility Coordinator-Transit                         | 2       | Insufficient Data |                  |                 |                |
| 77 | TRANSPORTATION         | Operations Superintendent - Transit                  | 5       | \$66,735.28       | \$91,229.45      | \$115,723.63    | 73%            |
| 78 | TRANSPORTATION         | Rural Services Supervisor                            | 0       | Insufficient Data |                  |                 |                |
| 79 | TRANSPORTATION         | Shift Supervisor - Transit                           | 5       | \$52,290.39       | \$65,534.93      | \$78,779.48     | 51%            |
| 80 | TRANSPORTATION         | Transportation Superintendent                        | 4       | \$84,333.82       | \$101,693.66     | \$119,053.49    | 41%            |

## Market Comparison

| Department             | Position Title                                         | Current Midpoint | 95% of Market     | + / (-) Mkt | Average Midpoint | + / (-) Mkt | 105% of Market | + / (-) Mkt |
|------------------------|--------------------------------------------------------|------------------|-------------------|-------------|------------------|-------------|----------------|-------------|
| ADMIN SERVICES         | Executive Assistant                                    | \$55,567.50      | \$57,266.05       | ▲3.1%       | \$60,280.06      | ▲8.5%       | \$63,294.06    | ▲13.9%      |
| ADMIN SERVICES         | Human Resource Manager                                 | \$97,916.00      | \$97,552.10       | ▼(0.4%)     | \$102,686.42     | ▲4.9%       | \$107,820.74   | ▲10.1%      |
| AIRPORT                | Assistant Airport Manager                              | \$58,604.00      | \$61,720.14       | ▲5.3%       | \$64,968.57      | ▲10.9%      | \$68,217.00    | ▲16.4%      |
| ASSESSOR               | Assistant Assessor                                     | \$73,206.00      | \$64,928.88       | ▼(11.3%)    | \$68,346.19      | ▼(6.6%)     | \$71,763.50    | ▼(2.0%)     |
| ATTORNEY               | Paralegal                                              | \$58,604.00      | \$60,082.39       | ▲2.5%       | \$63,244.62      | ▲7.9%       | \$66,406.85    | ▲13.3%      |
| CITY CLERK OFFICE      | Administrative Assistant-Clerk                         | \$49,920.00      | \$46,312.33       | ▼(7.2%)     | \$48,749.82      | ▼(2.3%)     | \$51,187.31    | ▲2.5%       |
| CITY CLERK OFFICE      | Election and Licensing Specialist                      | \$58,604.00      | \$52,389.74       | ▼(10.6%)    | \$55,147.09      | ▼(5.9%)     | \$57,904.45    | ▼(1.2%)     |
| CITY TREASURY          | Account Clerk I                                        | \$52,644.50      | \$49,140.46       | ▼(6.7%)     | \$51,726.80      | ▼(1.7%)     | \$54,313.14    | ▲3.2%       |
| CITY TREASURY          | Senior Accountant                                      | \$82,202.00      | \$77,135.25       | ▼(6.2%)     | \$81,195.00      | ▼(1.2%)     | \$85,254.76    | ▲3.7%       |
| CITY TREASURY          | Finance Office Manager                                 | \$87,110.50      | \$83,670.23       | ▼(3.9%)     | \$88,073.92      | ▲1.1%       | \$92,477.62    | ▲6.2%       |
| CITY TREASURY          | Tax Specialist                                         | \$58,604.00      | \$55,608.39       | ▼(5.1%)     | \$58,535.14      | ▼(0.1%)     | \$61,461.90    | ▲4.9%       |
| COMM MEDIA             | Community Media Manager                                | \$69,035.50      | \$64,742.97       | ▼(6.2%)     | \$68,150.50      | ▼(1.3%)     | \$71,558.02    | ▲3.7%       |
| COMM MEDIA             | Production Specialist                                  | \$49,920.00      | \$51,075.65       | ▲2.3%       | \$53,763.85      | ▲7.7%       | \$56,452.04    | ▲13.1%      |
| DPW                    | Administrative Assistant-Streets                       | \$49,920.00      | \$45,447.57       | ▼(9.0%)     | \$47,839.55      | ▼(4.2%)     | \$50,231.53    | ▲0.6%       |
| DPW                    | Drop Off Attendant                                     | \$43,326.50      | Insufficient data |             |                  |             |                |             |
| DPW                    | Fleet Maintenance Mechanic                             | \$58,604.00      | \$55,756.14       | ▼(4.9%)     | \$58,690.67      | ▲0.1%       | \$61,625.21    | ▲5.2%       |
| DPW                    | Fleet Maintenance Stock Clerk                          | \$61,797.00      | \$46,772.45       | ▼(24.3%)    | \$49,234.16      | ▼(20.3%)    | \$51,695.86    | ▼(16.3%)    |
| DPW                    | Fleet Manager                                          | \$73,206.00      | \$75,320.28       | ▲2.9%       | \$79,284.51      | ▲8.3%       | \$83,248.73    | ▲13.7%      |
| DPW                    | General Leadperson (Streets)                           | \$58,604.00      | \$62,346.78       | ▲6.4%       | \$65,628.18      | ▲12.0%      | \$68,909.59    | ▲17.6%      |
| DPW                    | Operator                                               | \$55,567.50      | \$51,842.57       | ▼(6.7%)     | \$54,571.13      | ▼(1.8%)     | \$57,299.69    | ▲3.1%       |
| DPW                    | Solid Waste Recycling Leadperson                       | \$58,604.00      | \$53,717.96       | ▼(8.3%)     | \$56,545.22      | ▼(3.5%)     | \$59,372.49    | ▲1.3%       |
| DPW                    | Solid Waste/Recycling Driver                           | \$49,920.00      | \$50,603.41       | ▲1.4%       | \$53,266.75      | ▲6.7%       | \$55,930.09    | ▲12.0%      |
| DPW                    | Street Maintenance Worker                              | \$49,920.00      | \$50,869.07       | ▲1.9%       | \$53,546.39      | ▲7.3%       | \$56,223.71    | ▲12.6%      |
| DPW                    | Superintendent of Streets - Construction & Maintenance | \$97,916.00      | \$86,563.04       | ▼(11.6%)    | \$91,118.99      | ▼(6.9%)     | \$95,674.94    | ▼(2.3%)     |
| DPW                    | Superintendent of Streets - Fleet & Fixed Operations   | \$97,916.00      | \$83,895.24       | ▼(14.3%)    | \$88,310.78      | ▼(9.8%)     | \$92,726.32    | ▼(5.3%)     |
| DPW                    | Tech Maintenance Lead                                  | \$61,797.00      | \$60,771.23       | ▼(1.7%)     | \$63,969.72      | ▲3.5%       | \$67,168.20    | ▲8.7%       |
| DPW                    | Traffic/Sign Leadperson                                | \$58,604.00      | \$53,898.96       | ▼(8.0%)     | \$56,735.74      | ▼(3.2%)     | \$59,572.53    | ▲1.7%       |
| DPW                    | Welder/Fabricator/Mechanic                             | \$58,604.00      | \$55,191.97       | ▼(5.8%)     | \$58,096.81      | ▼(0.9%)     | \$61,001.65    | ▲4.1%       |
| DPW - ENG              | Administrative Assistant II-Engineering                | \$49,920.00      | \$46,551.00       | ▼(6.7%)     | \$49,001.05      | ▼(1.8%)     | \$51,451.10    | ▲3.1%       |
| DPW - ENG              | City Surveyor                                          | \$73,206.00      | \$71,787.69       | ▼(1.9%)     | \$75,565.99      | ▲3.2%       | \$79,344.28    | ▲8.4%       |
| DPW - ENG              | Director of Public Works                               | \$116,646.50     | \$115,491.26      | ▼(1.0%)     | \$121,569.75     | ▲4.2%       | \$127,648.24   | ▲9.4%       |
| DPW - ENG              | Engineering Technician II                              | \$61,797.00      | \$60,484.49       | ▼(2.1%)     | \$63,667.88      | ▲3.0%       | \$66,851.27    | ▲8.2%       |
| DPW - ENG              | Engineering Technician III                             | \$65,176.50      | \$67,838.60       | ▲4.1%       | \$71,409.05      | ▲9.6%       | \$74,979.51    | ▲15.0%      |
| DPW - ENG              | GIS/Eng Technician                                     | \$65,176.50      | \$61,629.03       | ▼(5.4%)     | \$64,872.66      | ▼(0.5%)     | \$68,116.29    | ▲4.5%       |
| DPW - ENG              | Project Manager                                        | \$77,563.50      | \$83,416.34       | ▲7.5%       | \$87,806.67      | ▲13.2%      | \$92,197.01    | ▲18.9%      |
| FIRE DEPT              | Administrative Assistant-Fire                          | \$55,567.50      | \$49,364.30       | ▼(11.2%)    | \$51,962.42      | ▼(6.5%)     | \$54,560.55    | ▼(1.8%)     |
| FIRE DEPT              | Assistant Chief of EMS Operations                      | \$97,916.00      | \$94,529.46       | ▼(3.5%)     | \$99,504.69      | ▲1.6%       | \$104,479.93   | ▲6.7%       |
| FIRE DEPT              | Assistant Chief of Fire Department Operations          | \$97,916.00      | \$100,590.03      | ▲2.7%       | \$105,884.24     | ▲8.1%       | \$111,178.45   | ▲13.5%      |
| FIRE DEPT              | Battalion Chief                                        | \$87,110.50      | \$91,413.87       | ▲4.9%       | \$96,225.13      | ▲10.5%      | \$101,036.39   | ▲16.0%      |
| FIRE DEPT              | Deputy Fire Marshal/EM Coordinator                     | \$61,797.00      | \$83,853.18       | ▲35.7%      | \$88,266.50      | ▲42.8%      | \$92,679.83    | ▲50.0%      |
| FIRE DEPT              | Division Chief/Fire Marshall                           | \$87,110.50      | \$84,821.43       | ▼(2.6%)     | \$89,285.72      | ▲2.5%       | \$93,750.00    | ▲7.6%       |
| FIRE DEPT              | Division Chief/Training Officer                        | \$87,110.50      | Insufficient data |             |                  |             |                |             |
| FIRE DEPT              | Fire Chief                                             | \$116,646.50     | \$117,050.48      | ▲0.3%       | \$123,211.03     | ▲5.6%       | \$129,371.59   | ▲10.9%      |
| INFORMATION TECHNOLOGY | IT Manager                                             | \$82,202.00      | \$80,927.26       | ▼(1.6%)     | \$85,186.58      | ▲3.6%       | \$89,445.91    | ▲8.8%       |
| INFORMATION TECHNOLOGY | IT Support Analyst                                     | \$69,035.50      | \$61,620.76       | ▼(10.7%)    | \$64,863.96      | ▼(6.0%)     | \$68,107.16    | ▼(1.3%)     |
| INSPECTION/DEV         | Permit Technician                                      | \$49,920.00      | \$50,630.14       | ▲1.4%       | \$53,294.89      | ▲6.8%       | \$55,959.63    | ▲12.1%      |

## Market Comparison

| Department      | Position Title                                       | Current Midpoint | 95% of Market     | + / (-) Mkt    | Average Midpoint | + / (-) Mkt  | 105% of Market | + / (-) Mkt  |
|-----------------|------------------------------------------------------|------------------|-------------------|----------------|------------------|--------------|----------------|--------------|
| INSPECTION/DEV  | Associate Planner/Zoning Administrator               | \$73,206.00      | \$69,380.79       | ▼(5.2%)        | \$73,032.41      | ▼(0.2%)      | \$76,684.03    | ▲4.8%        |
| INSPECTION/DEV  | Chief Building Inspector                             | \$97,916.00      | \$87,111.93       | ▼(11.0%)       | \$91,696.77      | ▼(6.4%)      | \$96,281.61    | ▼(1.7%)      |
| INSPECTION/DEV  | Building Inspector                                   | \$77,563.50      | \$69,027.08       | ▼(11.0%)       | \$72,660.09      | ▼(6.3%)      | \$76,293.09    | ▼(1.6%)      |
| INSPECTION/DEV  | Community Development Technician                     | \$49,920.00      | \$52,672.43       | ▲5.5%          | \$55,444.66      | ▲11.1%       | \$58,216.89    | ▲16.6%       |
| INSPECTION/DEV  | Director of Community Development                    | \$116,646.50     | \$113,889.21      | ▼(2.4%)        | \$119,883.38     | ▲2.8%        | \$125,877.55   | ▲7.9%        |
| INSPECTION/DEV  | Neighborhood Improvement Coordinator                 | \$69,035.50      | \$60,002.25       | ▼(13.1%)       | \$63,160.27      | ▼(8.5%)      | \$66,318.28    | ▼(3.9%)      |
| INSPECTION/DEV  | Neighborhood Planner/Economic Development Specialist | \$73,206.00      | \$76,765.37       | ▲4.9%          | \$80,805.65      | ▲10.4%       | \$84,845.93    | ▲15.9%       |
| INSPECTION/DEV  | Plumbing Inspector                                   | \$77,563.50      | \$67,620.07       | ▼(12.8%)       | \$71,179.02      | ▼(8.2%)      | \$74,737.98    | ▼(3.6%)      |
| MUNICIPAL COURT | Municipal Court Clerk                                | \$55,567.50      | \$50,599.85       | ▼(8.9%)        | \$53,263.00      | ▼(4.1%)      | \$55,926.15    | ▲0.6%        |
| MUNICIPAL COURT | On-Call Municipal Court Clerk                        | \$55,567.50      | \$50,625.64       | ▼(8.9%)        | \$53,290.14      | ▼(4.1%)      | \$55,954.65    | ▲0.7%        |
| PARK & REC      | Administrative Assistant-Parks                       | \$49,920.00      | \$45,916.60       | ▼(8.0%)        | \$48,333.26      | ▼(3.2%)      | \$50,749.92    | ▲1.7%        |
| PARK & REC      | Arborist                                             | \$61,797.00      | \$58,251.34       | ▼(5.7%)        | \$61,317.20      | ▼(0.8%)      | \$64,383.06    | ▲4.2%        |
| PARK & REC      | Director of Pks, Rec & Forestry                      | \$110,032.00     | \$99,658.33       | ▼(9.4%)        | \$104,903.51     | ▼(4.7%)      | \$110,148.68   | ▲0.1%        |
| PARK & REC      | Recreation Supervisor                                | \$58,604.00      | \$60,825.23       | ▲3.8%          | \$64,026.56      | ▲9.3%        | \$67,227.88    | ▲14.7%       |
| PARK & REC      | Ice Center & Pool Maintenance Technician             | \$52,644.50      | \$49,360.76       | ▼(6.2%)        | \$51,958.70      | ▼(1.3%)      | \$54,556.63    | ▲3.6%        |
| PARK & REC      | Lead Parks Maintenance Worker                        | \$58,604.00      | \$56,267.32       | ▼(4.0%)        | \$59,228.75      | ▲1.1%        | \$62,190.19    | ▲6.1%        |
| PARK & REC      | Parks and Public Lands Superintendent                | \$87,110.50      | \$82,743.60       | ▼(5.0%)        | \$87,098.52      | ▼(0.0%)      | \$91,453.45    | ▲5.0%        |
| PARK & REC      | Parks Maintenance & Grounds                          | \$61,797.00      | \$55,616.39       | ▼(10.0%)       | \$58,543.56      | ▼(5.3%)      | \$61,470.74    | ▼(0.5%)      |
| PARK & REC      | Parks Technician                                     | \$49,920.00      | \$48,928.18       | ▼(2.0%)        | \$51,503.35      | ▲3.2%        | \$54,078.52    | ▲8.3%        |
| PARK & REC      | Recreation Superintendent                            | \$77,563.50      | \$75,630.23       | ▼(2.5%)        | \$79,610.76      | ▲2.6%        | \$83,591.30    | ▲7.8%        |
| PARK & REC      | Riverfront Arts Center Director                      | \$43,326.50      | Insufficient data |                |                  |              |                |              |
| PARK & REC      | Superintendent of Forestry and Landscape Operations  | \$82,202.00      | \$87,560.15       | ▲6.5%          | \$92,168.58      | ▲12.1%       | \$96,777.01    | ▲17.7%       |
| POLICE DEPT     | Administrative Assistant II-Police                   | \$55,567.50      | \$52,242.86       | ▼(6.0%)        | \$54,992.48      | ▼(1.0%)      | \$57,742.10    | ▲3.9%        |
| POLICE DEPT     | Administrative Assistant-Police                      | \$49,920.00      | \$46,606.19       | ▼(6.6%)        | \$49,059.14      | ▼(1.7%)      | \$51,512.10    | ▲3.2%        |
| POLICE DEPT     | Assistant Police Chief                               | \$97,916.00      | \$96,211.62       | ▼(1.7%)        | \$101,275.38     | ▲3.4%        | \$106,339.15   | ▲8.6%        |
| POLICE DEPT     | Community Service Officer                            | \$43,326.50      | \$41,141.01       | ▼(5.0%)        | \$43,306.33      | ▼(0.0%)      | \$45,471.65    | ▲5.0%        |
| POLICE DEPT     | Police Chief                                         | \$116,646.50     | \$113,253.52      | ▼(2.9%)        | \$119,214.23     | ▲2.2%        | \$125,174.94   | ▲7.3%        |
| POLICE DEPT     | Records Bureau Supervisor                            | \$65,176.50      | \$60,604.17       | ▼(7.0%)        | \$63,793.86      | ▼(2.1%)      | \$66,983.55    | ▲2.8%        |
| TRANSPORTATION  | Dispatch Scheduler                                   | \$52,644.50      | \$43,352.73       | ▼(17.7%)       | \$45,634.45      | ▼(13.3%)     | \$47,916.17    | ▼(9.0%)      |
| TRANSPORTATION  | Mobility Coordinator-Transit                         | \$65,176.50      | Insufficient data |                |                  |              |                |              |
| TRANSPORTATION  | Operations Superintendent - Transit                  | \$97,916.00      | \$86,667.98       | ▼(11.5%)       | \$91,229.45      | ▼(6.8%)      | \$95,790.93    | ▼(2.2%)      |
| TRANSPORTATION  | Rural Services Supervisor                            | \$65,176.50      | Insufficient data |                |                  |              |                |              |
| TRANSPORTATION  | Shift Supervisor - Transit                           | \$65,176.50      | \$62,258.19       | ▼(4.5%)        | \$65,534.93      | ▲0.5%        | \$68,811.68    | ▲5.6%        |
| TRANSPORTATION  | Transportation Superintendent                        | \$97,916.00      | \$96,608.97       | ▼(1.3%)        | \$101,693.66     | ▲3.9%        | \$106,778.34   | ▲9.1%        |
|                 |                                                      |                  | <b>AVERAGE</b>    | <b>▼(3.8%)</b> | <b>AVERAGE</b>   | <b>▲1.2%</b> | <b>AVERAGE</b> | <b>▲6.3%</b> |

### Proposed Pay Plan - at 103% of Market

|       | 2.75%     | 2.75%     | 2.75%     | 2.75%     | 2.75%     | 2.75%     | 2.75%     | 2.75%     | 2.75%     | 2.75%     | 2.75%     |                     |                       |
|-------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------------------|-----------------------|
| Grade | 1         | 2         | 3         | 4         | 5         | 6         | 7         | 8         | 9         | 10        | 11        | Target Range Spread | Midpoint Differential |
| A     | \$40,412  | \$41,524  | \$42,665  | \$43,839  | \$45,044  | \$46,283  | \$47,556  | \$48,864  | \$50,207  | \$51,588  | \$53,007  | 30%                 | 5.93%                 |
| B     | \$43,947  | \$45,155  | \$46,397  | \$47,673  | \$48,984  | \$50,331  | \$51,715  | \$53,137  | \$54,599  | \$56,100  | \$57,643  | 30%                 | 8.75%                 |
| C     | \$46,340  | \$47,614  | \$48,924  | \$50,269  | \$51,652  | \$53,072  | \$54,531  | \$56,031  | \$57,572  | \$59,155  | \$60,782  | 30%                 | 5.45%                 |
| D     | \$48,921  | \$50,266  | \$51,649  | \$53,069  | \$54,528  | \$56,028  | \$57,569  | \$59,152  | \$60,779  | \$62,450  | \$64,167  | 30%                 | 5.57%                 |
| E     | \$51,595  | \$53,014  | \$54,471  | \$55,969  | \$57,509  | \$59,090  | \$60,715  | \$62,385  | \$64,100  | \$65,863  | \$67,674  | 30%                 | 5.47%                 |
| F     | \$54,400  | \$55,896  | \$57,433  | \$59,013  | \$60,636  | \$62,303  | \$64,016  | \$65,777  | \$67,586  | \$69,444  | \$71,354  | 31%                 | 5.44%                 |
| G     | \$57,373  | \$58,951  | \$60,572  | \$62,238  | \$63,949  | \$65,708  | \$67,515  | \$69,372  | \$71,279  | \$73,240  | \$75,254  | 31%                 | 5.47%                 |
| H     | \$60,777  | \$62,448  | \$64,165  | \$65,930  | \$67,743  | \$69,606  | \$71,520  | \$73,487  | \$75,508  | \$77,584  | \$79,718  | 31%                 | 5.93%                 |
| I     | \$64,442  | \$66,214  | \$68,035  | \$69,906  | \$71,829  | \$73,804  | \$75,834  | \$77,919  | \$80,062  | \$82,264  | \$84,526  | 31%                 | 6.03%                 |
| J     | \$68,276  | \$70,154  | \$72,083  | \$74,065  | \$76,102  | \$78,195  | \$80,345  | \$82,555  | \$84,825  | \$87,158  | \$89,555  | 31%                 | 5.95%                 |
| K     | \$72,371  | \$74,362  | \$76,407  | \$78,508  | \$80,667  | \$82,885  | \$85,164  | \$87,506  | \$89,913  | \$92,385  | \$94,926  | 31%                 | 6.00%                 |
| L     | \$76,692  | \$78,801  | \$80,968  | \$83,194  | \$85,482  | \$87,833  | \$90,248  | \$92,730  | \$95,280  | \$97,901  | \$100,593 | 31%                 | 5.97%                 |
| M     | \$81,329  | \$83,566  | \$85,864  | \$88,225  | \$90,651  | \$93,144  | \$95,705  | \$98,337  | \$101,042 | \$103,820 | \$106,675 | 31%                 | 6.05%                 |
| N     | \$86,210  | \$88,581  | \$91,017  | \$93,520  | \$96,091  | \$98,734  | \$101,449 | \$104,239 | \$107,106 | \$110,051 | \$113,077 | 31%                 | 6.00%                 |
| O     | \$91,371  | \$93,884  | \$96,466  | \$99,119  | \$101,844 | \$104,645 | \$107,523 | \$110,480 | \$113,518 | \$116,640 | \$119,847 | 31%                 | 5.99%                 |
| P     | \$96,869  | \$99,532  | \$102,270 | \$105,082 | \$107,972 | \$110,941 | \$113,992 | \$117,127 | \$120,348 | \$123,657 | \$127,058 | 31%                 | 6.02%                 |
| Q     | \$102,704 | \$105,528 | \$108,430 | \$111,412 | \$114,476 | \$117,624 | \$120,859 | \$124,182 | \$127,597 | \$131,106 | \$134,712 | 31%                 | 6.02%                 |
| R     | \$108,866 | \$111,860 | \$114,936 | \$118,096 | \$121,344 | \$124,681 | \$128,110 | \$131,633 | \$135,253 | \$138,972 | \$142,794 | 31%                 | 6.00%                 |
| S     | \$115,398 | \$118,571 | \$121,832 | \$125,182 | \$128,625 | \$132,162 | \$135,796 | \$139,531 | \$143,368 | \$147,311 | \$151,362 | 31%                 | 6.00%                 |
| T     | \$122,322 | \$125,686 | \$129,142 | \$132,694 | \$136,343 | \$140,092 | \$143,945 | \$147,903 | \$151,970 | \$156,150 | \$160,444 | 31%                 | 6.00%                 |
| Grade | 1         | 2         | 3         | 4         | 5         | 6         | 7         | 8         | 9         | 10        | 11        | Target Range Spread | Midpoint Differential |
| A     | \$19.43   | \$19.96   | \$20.51   | \$21.08   | \$21.66   | \$22.25   | \$22.86   | \$23.49   | \$24.14   | \$24.80   | \$25.48   | 30%                 | 5.93%                 |
| B     | \$21.13   | \$21.71   | \$22.31   | \$22.92   | \$23.55   | \$24.20   | \$24.86   | \$25.55   | \$26.25   | \$26.97   | \$27.71   | 30%                 | 8.75%                 |
| C     | \$22.28   | \$22.89   | \$23.52   | \$24.17   | \$24.83   | \$25.52   | \$26.22   | \$26.94   | \$27.68   | \$28.44   | \$29.22   | 30%                 | 5.45%                 |
| D     | \$23.52   | \$24.17   | \$24.83   | \$25.51   | \$26.22   | \$26.94   | \$27.68   | \$28.44   | \$29.22   | \$30.02   | \$30.85   | 30%                 | 5.57%                 |
| E     | \$24.81   | \$25.49   | \$26.19   | \$26.91   | \$27.65   | \$28.41   | \$29.19   | \$29.99   | \$30.82   | \$31.66   | \$32.54   | 30%                 | 5.47%                 |
| F     | \$26.15   | \$26.87   | \$27.61   | \$28.37   | \$29.15   | \$29.95   | \$30.78   | \$31.62   | \$32.49   | \$33.39   | \$34.30   | 31%                 | 5.44%                 |
| G     | \$27.58   | \$28.34   | \$29.12   | \$29.92   | \$30.74   | \$31.59   | \$32.46   | \$33.35   | \$34.27   | \$35.21   | \$36.18   | 31%                 | 5.47%                 |
| H     | \$29.22   | \$30.02   | \$30.85   | \$31.70   | \$32.57   | \$33.46   | \$34.38   | \$35.33   | \$36.30   | \$37.30   | \$38.33   | 31%                 | 5.93%                 |
| I     | \$30.98   | \$31.83   | \$32.71   | \$33.61   | \$34.53   | \$35.48   | \$36.46   | \$37.46   | \$38.49   | \$39.55   | \$40.64   | 31%                 | 6.03%                 |
| J     | \$32.83   | \$33.73   | \$34.66   | \$35.61   | \$36.59   | \$37.59   | \$38.63   | \$39.69   | \$40.78   | \$41.90   | \$43.06   | 31%                 | 5.95%                 |
| K     | \$34.79   | \$35.75   | \$36.73   | \$37.74   | \$38.78   | \$39.85   | \$40.94   | \$42.07   | \$43.23   | \$44.42   | \$45.64   | 31%                 | 6.00%                 |
| L     | \$36.87   | \$37.88   | \$38.93   | \$40.00   | \$41.10   | \$42.23   | \$43.39   | \$44.58   | \$45.81   | \$47.07   | \$48.36   | 31%                 | 5.97%                 |
| M     | \$39.10   | \$40.18   | \$41.28   | \$42.42   | \$43.58   | \$44.78   | \$46.01   | \$47.28   | \$48.58   | \$49.91   | \$51.29   | 31%                 | 6.05%                 |
| N     | \$41.45   | \$42.59   | \$43.76   | \$44.96   | \$46.20   | \$47.47   | \$48.77   | \$50.11   | \$51.49   | \$52.91   | \$54.36   | 31%                 | 6.00%                 |
| O     | \$43.93   | \$45.14   | \$46.38   | \$47.65   | \$48.96   | \$50.31   | \$51.69   | \$53.12   | \$54.58   | \$56.08   | \$57.62   | 31%                 | 5.99%                 |
| P     | \$46.57   | \$47.85   | \$49.17   | \$50.52   | \$51.91   | \$53.34   | \$54.80   | \$56.31   | \$57.86   | \$59.45   | \$61.09   | 31%                 | 6.02%                 |
| Q     | \$49.38   | \$50.73   | \$52.13   | \$53.56   | \$55.04   | \$56.55   | \$58.11   | \$59.70   | \$61.34   | \$63.03   | \$64.77   | 31%                 | 6.02%                 |
| R     | \$52.34   | \$53.78   | \$55.26   | \$56.78   | \$58.34   | \$59.94   | \$61.59   | \$63.28   | \$65.03   | \$66.81   | \$68.65   | 31%                 | 6.00%                 |
| S     | \$55.48   | \$57.01   | \$58.57   | \$60.18   | \$61.84   | \$63.54   | \$65.29   | \$67.08   | \$68.93   | \$70.82   | \$72.77   | 31%                 | 6.00%                 |
| T     | \$58.81   | \$60.43   | \$62.09   | \$63.79   | \$65.55   | \$67.35   | \$69.20   | \$71.11   | \$73.06   | \$75.07   | \$77.14   | 31%                 | 6.00%                 |

## Title and Grade Assignments

| Department             | Current Title (Census)              | Proposed Title                                         | Grade | Minimum   | Midpoint  | Maximum   |
|------------------------|-------------------------------------|--------------------------------------------------------|-------|-----------|-----------|-----------|
|                        |                                     |                                                        |       | 1         | 6         | 11        |
| Public Utilities       | Dir of Utility & Transportation     | Director of Public Utilities and Transportation        | S     | \$115,398 | \$132,162 | \$151,362 |
| DPW - ENG              | Dir of Public Works                 | Director of Public Works                               | R     | \$108,866 | \$124,681 | \$142,794 |
| FIRE DEPT              | Fire Chief                          | Fire Chief                                             | R     | \$108,866 | \$124,681 | \$142,794 |
| INSPECTION/DEV         | Comm Dev Director                   | Director of Community Development                      | R     | \$108,866 | \$124,681 | \$142,794 |
| PARK & REC             | Dir of Pks, Rec & Forestry          | Director of Parks, Recreation & Forestry               | R     | \$108,866 | \$124,681 | \$142,794 |
| POLICE DEPT            | Police Chief                        | Police Chief                                           | R     | \$108,866 | \$124,681 | \$142,794 |
| ADMIN SERVICES         | Human Resource Mgr                  | Human Resource Manager                                 | O     | \$91,371  | \$104,645 | \$119,847 |
| FIRE DEPT              | Assistant Chief                     | Assistant Chief of EMS Operations                      | O     | \$91,371  | \$104,645 | \$119,847 |
| FIRE DEPT              | Assistant Chief                     | Assistant Chief of Fire Department Operations          | O     | \$91,371  | \$104,645 | \$119,847 |
| POLICE DEPT            | Assistant Chief                     | Assistant Chief of Police - Administration             | O     | \$91,371  | \$104,645 | \$119,847 |
| POLICE DEPT            | Assistant Chief                     | Assistant Chief of Police - Operations                 | O     | \$91,371  | \$104,645 | \$119,847 |
| Airport                | Airport Manager                     | Airport Manager                                        | N     | \$86,210  | \$98,734  | \$113,077 |
| DPW - ENG              | Staff Engineer                      | City Engineer                                          | N     | \$86,210  | \$98,734  | \$113,077 |
| INSPECTION/DEV         | Bldg Inspection Supt'd              | Chief Building Official                                | N     | \$86,210  | \$98,734  | \$113,077 |
| Public Utilities       | Admin Services Mngr-Utilities       | Administrative Services Manager                        | N     | \$86,210  | \$98,734  | \$113,077 |
| Public Utilities       | WW Supt'd-Utilities                 | Wastewater Superintendent                              | N     | \$86,210  | \$98,734  | \$113,077 |
| Public Utilities       | Water Distribution Supt'd-Utilities | Water Superintendent                                   | N     | \$86,210  | \$98,734  | \$113,077 |
| Public Utilities       | Const & Maint Supt'd-Utilities      | Construction and Maintenance Superintendent            | N     | \$86,210  | \$98,734  | \$113,077 |
| Transportation         | Operations Supt'd-Transit           | Operations Superintendent                              | N     | \$86,210  | \$98,734  | \$113,077 |
| Transportation         | Transit Supt'd-Transit              | Transportation Superintendent                          | N     | \$86,210  | \$98,734  | \$113,077 |
| CITY TREASURY          | Finance Office Manager              | Finance Office Manager                                 | M     | \$81,329  | \$93,144  | \$106,675 |
| DPW                    | Supt'd of Streets-Const & Maint     | Superintendent of Streets - Construction & Maintenance | M     | \$81,329  | \$93,144  | \$106,675 |
| DPW                    | Supt'd of Streets-Fleet & Fixed Op  | Superintendent of Streets - Fleet & Fixed Operations   | M     | \$81,329  | \$93,144  | \$106,675 |
| FIRE DEPT              | Battalion Chief                     | Battalion Chief                                        | M     | \$81,329  | \$93,144  | \$106,675 |
| FIRE DEPT              | Division Chief/Training Officer     | Division Chief/ Training Officer                       | M     | \$81,329  | \$93,144  | \$106,675 |
| FIRE DEPT              | Division Chief/Fire Marshal         | Division Chief/Fire Marshal                            | M     | \$81,329  | \$93,144  | \$106,675 |
| PARK & REC             | Forestry & Landscape Ops Supvrs     | Superintendent of Forestry and Landscape Operations    | M     | \$81,329  | \$93,144  | \$106,675 |
| DPW - ENG              | Project Manager                     | Project Manager                                        | L     | \$76,692  | \$87,833  | \$100,593 |
| INFORMATION TECHNOLOGY | IT Manager                          | Information Technology Manager                         | L     | \$76,692  | \$87,833  | \$100,593 |
| PARK & REC             | Public Land Superintendent          | Parks and Public Lands Superintendent                  | L     | \$76,692  | \$87,833  | \$100,593 |
| PARK & REC             | Facility Supervisor I               | Recreation Superintendent                              | L     | \$76,692  | \$87,833  | \$100,593 |
| CITY TREASURY          | Senior Accountant                   | Senior Accountant                                      | K     | \$72,371  | \$82,885  | \$94,926  |
| DPW                    | Fleet Manager                       | Fleet Manager                                          | K     | \$72,371  | \$82,885  | \$94,926  |
| DPW - ENG              | Surveyor                            | City Surveyor                                          | J     | \$68,276  | \$78,195  | \$89,555  |
| INSPECTION/DEV         | Building Inspector                  | Building Inspector                                     | J     | \$68,276  | \$78,195  | \$89,555  |
| INSPECTION/DEV         | Neighborhood Plnr/Eco Dev Spec      | Neighborhood Planner/Economic Development Specialist   | J     | \$68,276  | \$78,195  | \$89,555  |
| INSPECTION/DEV         | Plumbing Inspector (80%)            | Plumbing Inspector                                     | J     | \$68,276  | \$78,195  | \$89,555  |
| Public Utilities       | Chief Operator-Utilities            | Chief Operator - Wastewater                            | J     | \$68,276  | \$78,195  | \$89,555  |



## Title and Grade Assignments

| Department             | Current Title (Census)          | Proposed Title                             | Grade | 1        | 6        | 11       |
|------------------------|---------------------------------|--------------------------------------------|-------|----------|----------|----------|
| Public Utilities       | Chief Operator-Utilities        | Chief Operator - Water                     | J     | \$68,276 | \$78,195 | \$89,555 |
| ASSESSOR               | Assistant Assessor              | Assistant Assessor                         | I     | \$64,442 | \$73,804 | \$84,526 |
| COMM MEDIA             | Community Media Manager         | Community Media Manager                    | I     | \$64,442 | \$73,804 | \$84,526 |
| INSPECTION/DEV         | Assoc Planner/Zoning Admnstr    | Associate Planner/Zoning Administrator     | I     | \$64,442 | \$73,804 | \$84,526 |
| Information Technology | IT Support Analyst              | IT Support Analyst                         | H     | \$60,777 | \$69,606 | \$79,718 |
| INSPECTION/DEV         | Neighborhood Improv Coor        | Neighborhood Improvement Coordinator       | H     | \$60,777 | \$69,606 | \$79,718 |
| Public Utilities       | Construction Foreman-Utilities  | Construction Foreman                       | H     | \$60,777 | \$69,606 | \$79,718 |
| Public Utilities       | Utility Foreman-Utilities       | Construction Foreman                       | H     | \$60,777 | \$69,606 | \$79,718 |
| Transportation         | Shift Supv - Transit            | Shift Supervisor                           | H     | \$60,777 | \$69,606 | \$79,718 |
| Airport                | Ass't Airport Manager-Airport   | Assistant Airport Manager                  | G     | \$57,373 | \$65,708 | \$75,254 |
| DPW                    | DPW Lead                        | General Leadperson (Streets)               | G     | \$57,373 | \$65,708 | \$75,254 |
| DPW                    | Tech Maintenance Lead           | Streets Leadperson (Technical Maintenance) | G     | \$57,373 | \$65,708 | \$75,254 |
| DPW - ENG              | Eng Tech III                    | Engineering Technician III                 | G     | \$57,373 | \$65,708 | \$75,254 |
| DPW - ENG              | GIS/Eng Tech                    | GIS / Engineering Technician               | G     | \$57,373 | \$65,708 | \$75,254 |
| FIRE DEPT              | Deputy Fire Marshal/EM Coordina | Deputy Fire Marshal                        | G     | \$57,373 | \$65,708 | \$75,254 |
| PARK & REC             | Arborist                        | Arborist                                   | G     | \$57,373 | \$65,708 | \$75,254 |
| PARK & REC             | Facility Supervisor II          | Recreation Supervisor                      | G     | \$57,373 | \$65,708 | \$75,254 |
| POLICE DEPT            | Records Bureau Supervisor       | Records Bureau Supervisor                  | G     | \$57,373 | \$65,708 | \$75,254 |
| Public Utilities       | GIS Inspection Tech-Utilities   | GIS / Inspection Technician                | G     | \$57,373 | \$65,708 | \$75,254 |
| Public Utilities       | Inspection Tech-Utilities       | Inspection Technician                      | G     | \$57,373 | \$65,708 | \$75,254 |
| Transportation         | Rural Supv - Transit            | Rural Supervisor                           | G     | \$57,373 | \$65,708 | \$75,254 |
| Transportation         | Mobility Coordinator-Transit    | Mobility Coordinator                       | G     | \$57,373 | \$65,708 | \$75,254 |
| ADMIN SERVICES         | Assistant to Mayor              | Executive Assistant                        | F     | \$54,400 | \$62,303 | \$71,354 |
| ATTORNEY               | Paralegal                       | Paralegal                                  | F     | \$54,400 | \$62,303 | \$71,354 |
| DPW                    | Mechanic                        | Fleet Maintenance Mechanic                 | F     | \$54,400 | \$62,303 | \$71,354 |
| DPW                    | Stock Clerk                     | Fleet Maintenance Stock Clerk              | F     | \$54,400 | \$62,303 | \$71,354 |
| DPW - ENG              | not in system- new position     | Engineering Technician II                  | F     | \$54,400 | \$62,303 | \$71,354 |
| PARK & REC             | Parks Lead                      | Lead Parks Maintenance Worker              | F     | \$54,400 | \$62,303 | \$71,354 |
| PARK & REC             | Parks Maint & Grounds           | Parks Maintenance & Grounds (Handy Person) | F     | \$54,400 | \$62,303 | \$71,354 |
| CITY CLERK OFFICE      | Election & Licensing Spec       | Election and Licensing Specialist          | E     | \$51,595 | \$59,090 | \$67,674 |
| CITY TREASURY          | Tax Specialist                  | Tax Specialist                             | E     | \$51,595 | \$59,090 | \$67,674 |
| DPW                    | Welder/Fabricator/Mechanic      | Welder/Fabricator/Mechanic                 | E     | \$51,595 | \$59,090 | \$67,674 |
| INSPECTION/DEV         | Technician                      | Community Development Technician           | E     | \$51,595 | \$59,090 | \$67,674 |
| Public Utilities       | Equip Operator-Utilities        | Equipment Operator                         | E     | \$51,595 | \$59,090 | \$67,674 |
| Public Utilities       | Sewer Crew Lead-Utilities       | Utility Operator Lead                      | E     | \$51,595 | \$59,090 | \$67,674 |
| Public Utilities       | WW Trt Plt Operator-Utilities   | Utility Operator                           | E     | \$51,595 | \$59,090 | \$67,674 |
| Public Utilities       | Utility Operator-Utilities      | Utility Operator                           | E     | \$51,595 | \$59,090 | \$67,674 |
| Public Utilities       | Water Operator-Utilities        | Utility Operator                           | E     | \$51,595 | \$59,090 | \$67,674 |
| CITY TREASURY          | Account Clerk I                 | Account Clerk I                            | D     | \$48,921 | \$56,028 | \$64,167 |
| COMM MEDIA             | Production Specialist (80%)     | Production Specialist                      | D     | \$48,921 | \$56,028 | \$64,167 |
| DPW                    | Operator                        | Streets Operator                           | D     | \$48,921 | \$56,028 | \$64,167 |

**Title and Grade Assignments**

| Department        | Current Title (Census)           | Proposed Title                           | Grade | 1        | 6        | 11       |
|-------------------|----------------------------------|------------------------------------------|-------|----------|----------|----------|
| DPW               | Refuse & Recyc                   | Solid Waste/Recycling Driver             | D     | \$48,921 | \$56,028 | \$64,167 |
| DPW               | Street Maint Wkr                 | Street Maintenance Worker                | D     | \$48,921 | \$56,028 | \$64,167 |
| FIRE DEPT         | Admin Ass't II (Fire - hourly)   | Administrative Assistant II- Fire        | D     | \$48,921 | \$56,028 | \$64,167 |
| MUNICIPAL COURT   | Municipal Court Clerk (salary)   | Municipal Court Clerk                    | D     | \$48,921 | \$56,028 | \$64,167 |
| MUNICIPAL COURT   | On-Call Muni Court Clerk         | On-Call Municipal Court Clerk            | D     | \$48,921 | \$56,028 | \$64,167 |
| PARK & REC        | Ice Center/Pool Maint            | Ice Center & Pool Maintenance Technician | D     | \$48,921 | \$56,028 | \$64,167 |
| POLICE DEPT       | Admin Ass't II (PD)              | Administrative Assistant II- Police      | D     | \$48,921 | \$56,028 | \$64,167 |
| Public Utilities  | Admin Support Spec-Utilities     | Administrative Support Specialist        | D     | \$48,921 | \$56,028 | \$64,167 |
| CITY CLERK OFFICE | Administrative Assistant-Clerk   | Administrative Assistant-Clerk           | C     | \$46,340 | \$53,072 | \$60,782 |
| DPW               | Administrative Assistant-Streets | Administrative Assistant-Streets         | C     | \$46,340 | \$53,072 | \$60,782 |
| DPW - ENG         | Administrative Assistant         | Administrative Assistant-Engineering     | C     | \$46,340 | \$53,072 | \$60,782 |
| INSPECTION/DEV    | Administrative Asst 80%-Insp     | Permit Technician                        | C     | \$46,340 | \$53,072 | \$60,782 |
| PARK & REC        | Parks Technician                 | Parks Technician                         | C     | \$46,340 | \$53,072 | \$60,782 |
| PARK & REC        | Administrative Assistant-Parks   | Administrative Assistant-Parks           | C     | \$46,340 | \$53,072 | \$60,782 |
| POLICE DEPT       | Administrative Assistant-Police  | Administrative Assistant- Police         | C     | \$46,340 | \$53,072 | \$60,782 |
| POLICE DEPT       | CSO                              | Community Service Officer                | C     | \$46,340 | \$53,072 | \$60,782 |
| Transportation    | Scheduler Dispatcher-Transit     | Dispatch Scheduler                       | C     | \$46,340 | \$53,072 | \$60,782 |
| DPW               | Drop Off Attendant-50%           | Drop-off Attendant                       | B     | \$43,947 | \$50,331 | \$57,643 |
| PARK & REC        | RAC Director (50%) (75% 2023)    | Riverfront Arts Center Director          | B     | \$43,947 | \$50,331 | \$57,643 |