









Year 25

\$73,996

\$54,061

\$69,790

\$66,301

\$62,811

Year 25

\$83,688

\$63,267

\$79,821

\$76,830

\$71,839

Year 25

\$91,691

\$75,259

\$88,640

\$84,208

\$78,776

Year 25

\$96,963

\$94,214

\$89,503

\$84,793











Year 24	Year 25
\$72,622	\$72,783
\$64,224	\$64,224
\$70,335	\$70,335
\$66,818	\$66,818
\$63,302	\$63,302

Year 24	Year 25
\$85,983	\$86,278
\$69,145	\$69,145
\$83,305	\$83,305
\$79,140	\$79,140
\$74,975	\$74,975

Year 24	Year 25
\$85,983	\$86,278
\$69,145	\$69,145
\$77,482	\$77,482
\$73,608	\$73,608
\$69,734	\$69,734

Year 24	Year 25
\$86,353	\$88,544
\$75,661	\$75,661
\$84,630	\$84,630
\$80,398	\$80,398
\$76,167	\$76,167

Year 24	Year 25
\$121,886	\$122,029
\$94,928	\$94,928
\$120,393	\$120,393
\$114,373	\$114,373
\$108,354	\$108,354





<b>3A (100%)</b>	\$97,722	\$97,722	\$97,722	\$105,060	\$105,060	\$105,060	\$111,205	\$111,205
<b>3B (95%)</b>	\$92,836	\$92,836	\$92,836	\$99,807	\$99,807	\$99,807	\$105,645	\$105,645
<b>3C (90%)</b>	\$87,950	\$87,950	\$87,950	\$94,554	\$94,554	\$94,554	\$100,084	\$100,084

**Police Officer**

Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16
\$64,169	\$65,272	\$66,694	\$67,409	\$68,157	\$68,844	\$69,774	\$70,335	\$71,071
\$55,477	\$55,477	\$58,252	\$58,252	\$58,252	\$58,252	\$58,252	\$61,166	\$61,166
\$61,695	\$65,272	\$65,272	\$65,272	\$68,157	\$68,157	\$68,157	\$70,335	\$70,335
\$58,610	\$62,009	\$62,009	\$62,009	\$64,749	\$64,749	\$64,749	\$66,818	\$66,818
\$55,525	\$58,745	\$58,745	\$58,745	\$61,342	\$61,342	\$61,342	\$63,302	\$63,302

**Police Corporal Option 1 - Survey**

Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16
\$76,865	\$77,690	\$79,616	\$80,166	\$81,886	\$82,445	\$83,008	\$83,305	\$83,603
\$59,732	\$59,732	\$62,717	\$62,717	\$62,717	\$62,717	\$62,717	\$65,852	\$65,852
\$75,248	\$77,690	\$77,690	\$77,690	\$81,886	\$81,886	\$81,886	\$83,305	\$83,305
\$71,486	\$73,806	\$73,806	\$73,806	\$77,792	\$77,792	\$77,792	\$79,140	\$79,140
\$67,723	\$69,921	\$69,921	\$69,921	\$73,698	\$73,698	\$73,698	\$74,975	\$74,975

**Police Corporal Option 2 - Middle of Officer and Sergeant**

Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16
\$76,865	\$77,690	\$79,616	\$80,166	\$81,886	\$82,445	\$83,008	\$83,305	\$83,603
\$59,732	\$59,732	\$62,717	\$62,717	\$62,717	\$62,717	\$62,717	\$65,852	\$65,852
\$69,518	\$73,546	\$73,546	\$73,546	\$75,973	\$75,973	\$75,973	\$77,482	\$77,482
\$66,042	\$69,869	\$69,869	\$69,869	\$72,174	\$72,174	\$72,174	\$73,608	\$73,608
\$62,566	\$66,191	\$66,191	\$66,191	\$68,375	\$68,375	\$68,375	\$69,734	\$69,734

**Police Sergeant**

Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16
\$80,145	\$81,819	\$82,575	\$83,401	\$83,788	\$84,067	\$84,347	\$84,630	\$84,914
\$65,360	\$65,360	\$68,628	\$68,628	\$68,628	\$68,628	\$68,628	\$72,060	\$72,060
\$77,341	\$81,819	\$81,819	\$81,819	\$83,788	\$83,788	\$83,788	\$84,630	\$84,630
\$73,474	\$77,728	\$77,728	\$77,728	\$79,599	\$79,599	\$79,599	\$80,398	\$80,398
\$69,607	\$73,637	\$73,637	\$73,637	\$75,409	\$75,409	\$75,409	\$76,167	\$76,167

**Police Commander**

Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16
\$114,392	\$115,555	\$116,737	\$117,936	\$118,851	\$119,358	\$119,872	\$120,393	\$120,557
\$90,407	\$90,407	\$90,407	\$90,407	\$90,407	\$90,407	\$90,407	\$94,928	\$94,928

\$111,205	\$115,555	\$115,555	\$115,555	\$118,851	\$118,851	\$118,851	\$120,393	\$120,393
\$105,645	\$109,778	\$109,778	\$109,778	\$112,908	\$112,908	\$112,908	\$114,373	\$114,373
\$100,084	\$104,000	\$104,000	\$104,000	\$106,966	\$106,966	\$106,966	\$108,354	\$108,354





# CITY OF TAYLOR, TEXAS

Salary Survey Update 2018-19



Public Sector Personnel Consultants  
October 2019

## **1. EXECUTIVE SUMMARY**

It is our pleasure to present to the City of Taylor, TX the findings and recommendations of the FY 2018/2019 Salary Survey Update. We wish to thank all employees and department heads for their participation and assistance during this process.

### **A. SUMMARY OF FINDINGS**

1. New pay ranges have been proposed for all jobs using available survey data, and aligns the City's pay ranges to 100% of market values.
2. 41% of surveyed job classes (26/63) are behind the market midpoint ( < -5% variance from market midpoint); 59% of surveyed job classes (37/63) are within a competitive range (+/- 5% variance from market midpoint) or greater (> 5% variance from market midpoint).

### **B. SUMMARY OF RECOMMENDATIONS**

1. Adopt the proposed pay range assignments for each job class.
2. Adjust the salaries of the employees whose current salary falls below the minimum of the proposed range to the minimum of the proposed range.
3. In the future, adjust salaries for all employees within the new pay ranges, according to the City's annual budget process and/or merit, time in job, etc.
4. Continue to periodically perform salary survey updates to verify that the ranges allocated to each position correspond to market rates of pay.



## **2. EXTERNAL COMPETITIVENESS COMPARISONS**

The following sections and tables describe the methodology for the salary survey update, including survey comparators and method of comparison.

### **A. SOURCES OF EXTERNAL DATA**

In order to create statistical reliability, we obtained the complete salary plans from the following employers and extracted data on their job classes matching the City's salary survey benchmarks.

City of Austin, TX	City of Harker Heights, TX
City of Bastrop, TX	City of Hutto, TX
City of Belton, TX	City of Kyle, TX
City of Buda, TX	City of Leander, TX
City of Cedar Park, TX	City of Lockhart, TX
City of Copperas Cove, TX	City of Pflugerville, TX
City of Elgin, TX	City of Round Rock, TX
City of Georgetown, TX	City of Temple, TX

Data was also collected from regional private sector employers where possible using figures from the Economic Research Institute.

### **B. SALARY RANGE COMPARISONS**

We utilized the standard "structure-to-structure" method to compare the City's salary structures to the prevailing rates. The City's salary structure and the prevailing rates are represented by their Midpoints, which are the amounts employers pay for sustained competent job performance.

The Midpoint is the most objective, occupation-specific and consistent component of salary structures among employers, as the varying widths of salary grades are too great to utilize Minimum or Maximum. Midpoint is not affected by actual salary averages which may reflect longevity, pay-for-performance, and a myriad of subjective salary plan administration characteristics of the comparator employers. When individual salary plans were comprised of steps, the beginning and ending steps were added and the sum divided by two (2) to calculate a true midpoint.

### **C. BENCHMARK OCCUPATIONS**

PSPC benchmarked 63/87 occupational job classes, or 72% of all positions at the City of Taylor. The following is a list of the benchmark classifications that were utilized for the study.

Account Clerk	Director of Internal Services	Police Cadet
Accountant I	Driver Operator	Police Chief
Administrative Assistant - HR	Equipment Operator I	Police Corporal
Airport Manager	Equipment Operator II	Police Officer
Airport Operations Assistant	Equipment Operator III	Police Sergeant
Animal Control Officer	Executive Assistant	Public Works Director
Animal Control Supervisor	Finance Director	Public Works Superintendent
Assistant City Manager	Fire Chief	Records Supervisor
Assistant Fire Chief - Fire Marshal	Fire Lieutenant	Senior Deputy Municipal Court Clerk
Athletic Field Technician	Firefighter EMT	Senior Engineer
Building Maintenance Technician	Fleet Services Manager	Senior Planner
Building Official	Human Resources Director	Senior Utility Clerk
City Clerk	IT Specialist	Service Technician
City Manager	Library Aide	Technology Librarian
Code Enforcement Officer	Library Assistant	Utility Billing Manager
Communications Officer	Library Director	Utility Clerk
Communications Supervisor	Main Street Manager	Utility Superintendent
Crew Leader I	Mechanic	Utility Worker I
Custodian	Municipal Court Clerk of Record	Utility Worker II
Deputy Municipal Court Clerk	Parks and Recreation Director	Wastewater Plant Operator I
Director of Development Services	Permit Clerk - Receptionist	Wastewater Plant Operator II

#### **D. EXTERNAL PREVAILING RATE COMPARISON**

The following table summarizes the comparison of the City's current salary structures for all benchmark job classes to the prevailing rates of all competitor employers from the salary survey sources.

<b><u>Relationship to Prevailing Rates</u></b>	<b><u>Benchmark Job Classes</u></b>	<b><u>% of Sample</u></b>	<b><u>Average Variance</u></b>
Below (<-5%)	26	41%	- 8.97%
Comparable (+/- 5%) or Greater (>5%)	37	59%	-1.0%

The City's current structures are competitive (within +/-5% or greater than 5% of the prevailing rates) for 59% of the benchmark job classes, and not competitive (-5% or more below the prevailing rates) for 41% of the benchmark job classes.

Job Classification Title	Taylor Midpoint	10/01/18 Aged Survey Midpoint	Variance	
			\$	%
Airport Manager	\$57,249	\$72,101	-\$14,853	-20.60%
City Manager	\$151,898	\$186,545	-\$34,647	-18.57%
Main Street Manager	\$57,249	\$66,035	-\$8,786	-13.31%
Firefighter EMT	\$46,798	\$53,673	-\$6,874	-12.81%
Parks and Recreation Director	\$80,555	\$91,982	-\$11,428	-12.42%
Driver Operator	\$54,775	\$62,156	-\$7,381	-11.87%
Police Corporal	\$61,180	\$69,115	-\$7,935	-11.48%
Fire Lieutenant	\$63,794	\$71,251	-\$7,457	-10.47%
Police Sergeant	\$66,946	\$74,295	-\$7,349	-9.89%
Building Official	\$73,066	\$80,802	-\$7,736	-9.57%
Deputy Municipal Court Clerk	\$33,472	\$36,836	-\$3,364	-9.13%
Utility Clerk	\$33,472	\$36,434	-\$2,962	-8.13%
Assistant City Manager	\$119,016	\$128,630	-\$9,614	-7.47%
Utility Billing Manager	\$54,523	\$58,750	-\$4,227	-7.20%
Animal Control Officer	\$35,146	\$37,652	-\$2,506	-6.66%
Accountant I	\$54,523	\$58,380	-\$3,857	-6.61%
Fire Chief	\$102,811	\$109,921	-\$7,111	-6.47%
Library Director	\$80,555	\$86,033	-\$5,478	-6.37%
Utility Worker I	\$36,903	\$39,265	-\$2,362	-6.02%
Human Resources Director	\$88,812	\$94,491	-\$5,679	-6.01%
Police Chief	\$102,811	\$109,033	-\$6,223	-5.71%
Senior Deputy Municipal Court Clerk	\$38,748	\$41,050	-\$2,302	-5.61%
Senior Engineer	\$80,555	\$85,267	-\$4,713	-5.53%
Building Maintenance Technician	\$35,146	\$37,052	-\$1,906	-5.14%
Wastewater Plant Operator I	\$40,686	\$42,886	-\$2,200	-5.13%
Senior Planner	\$63,117	\$66,519	-\$3,402	-5.11%
Permit Clerk - Receptionist	\$33,472	\$35,162	-\$1,690	-4.81%
Communications Officer	\$40,686	\$42,729	-\$2,043	-4.78%
Wastewater Plant Operator II	\$47,099	\$49,370	-\$2,272	-4.60%
Records Supervisor	\$44,856	\$46,966	-\$2,110	-4.49%
Library Aide	\$28,915	\$30,240	-\$1,325	-4.38%
Administrative Assistant - HR	\$38,748	\$40,453	-\$1,705	-4.22%
Communications Supervisor	\$51,926	\$54,113	-\$2,187	-4.04%
Utility Worker II	\$42,720	\$44,477	-\$1,757	-3.95%
Technology Librarian	\$49,454	\$51,377	-\$1,923	-3.74%
Police Officer	\$56,811	\$58,934	-\$2,124	-3.60%
IT Specialist	\$49,454	\$51,242	-\$1,789	-3.49%
Public Works Director	\$102,811	\$106,468	-\$3,657	-3.44%
Crew Leader I (Streets/Grounds Maintenance)	\$47,099	\$48,745	-\$1,646	-3.38%
Custodian	\$28,915	\$29,851	-\$937	-3.14%
Equipment Operator I	\$33,472	\$34,312	-\$840	-2.45%
Director of Development Services	\$88,812	\$90,748	-\$1,936	-2.13%
Library Assistant	\$31,878	\$32,563	-\$685	-2.10%
City Clerk	\$73,066	\$74,552	-\$1,486	-1.99%
Equipment Operator III	\$40,686	\$41,476	-\$790	-1.91%
Finance Director	\$102,811	\$104,795	-\$1,984	-1.89%
Service Technician	\$40,686	\$41,377	-\$691	-1.67%
Mechanic	\$42,720	\$43,372	-\$652	-1.50%
Animal Control Supervisor	\$51,926	\$52,597	-\$671	-1.28%
Director of Internal Services	\$80,555	\$81,512	-\$957	-1.17%
Athletic Field Technician	\$33,472	\$33,719	-\$247	-0.73%
Equipment Operator II	\$36,903	\$36,712	\$191	0.52%
Code Enforcement Officer	\$44,856	\$44,527	\$329	0.74%
Utility Superintendent	\$73,066	\$72,490	\$576	0.79%
Account Clerk	\$38,748	\$38,342	\$406	1.06%
Assistant Fire Chief - Fire Marshal	\$80,555	\$79,642	\$912	1.15%
Executive Assistant	\$57,249	\$56,551	\$698	1.23%
Public Works Superintendent	\$73,066	\$72,137	\$928	1.29%
Fleet Services Manager	\$57,249	\$56,323	\$926	1.64%
Senior Utility Clerk	\$40,686	\$39,997	\$689	1.72%
Airport Operations Assistant	\$36,903	\$36,026	\$878	2.44%
Municipal Court Clerk of Record	\$63,117	\$58,320	\$4,797	8.23%
Police Cadet	\$48,854	\$41,763	\$7,091	16.98%

**E. RANGE ALLOCATION AND PLACEMENT**

The current salary schedule consists of 55 grades. The ranges of each grade are 35% from minimum to maximum; between grades there is a 5% difference from midpoint to midpoint.

1	\$15,088	\$17,751	\$20,414		29	\$59,148	\$69,586	\$80,024
2	\$15,843	\$18,639	\$21,434		30	\$62,106	\$73,066	\$84,025
3	\$16,635	\$19,570	\$22,506		31	\$65,211	\$76,719	\$88,227
4	\$17,467	\$20,549	\$23,631		32	\$68,472	\$80,555	\$92,638
5	\$18,340	\$21,576	\$24,813		33	\$71,895	\$84,582	\$97,270
6	\$19,257	\$22,655	\$26,054		34	\$75,490	\$88,812	\$102,133
7	\$20,220	\$23,788	\$27,356		35	\$79,264	\$93,252	\$107,240
8	\$21,231	\$24,977	\$28,724		36	\$83,228	\$97,915	\$112,602
9	\$22,292	\$26,226	\$30,160		37	\$87,389	\$102,811	\$118,232
10	\$23,407	\$27,538	\$31,668		38	\$91,758	\$107,951	\$124,144
11	\$24,577	\$28,915	\$33,252		39	\$96,346	\$113,349	\$130,351
12	\$25,806	\$30,360	\$34,914		40	\$101,164	\$119,016	\$136,868
13	\$27,097	\$31,878	\$36,660		41	\$106,222	\$124,967	\$143,712
14	\$28,451	\$33,472	\$38,493		42	\$111,533	\$131,215	\$150,897
15	\$29,874	\$35,146	\$40,418		43	\$117,110	\$137,776	\$158,442
16	\$31,368	\$36,903	\$42,439		44	\$122,965	\$144,665	\$166,364
17	\$32,936	\$38,748	\$44,560		45	\$129,113	\$151,898	\$174,683
18	\$34,583	\$40,686	\$46,788		46	\$135,569	\$159,493	\$183,417
19	\$36,312	\$42,720	\$49,128		47	\$142,347	\$167,468	\$192,588
20	\$38,128	\$44,856	\$51,584		48	\$149,465	\$175,841	\$202,217
21	\$40,034	\$47,099	\$54,163		49	\$156,938	\$184,633	\$212,328
22	\$42,036	\$49,454	\$56,872		50	\$164,785	\$193,865	\$222,944
23	\$44,137	\$51,926	\$59,715		51	\$173,024	\$203,558	\$234,091
24	\$46,344	\$54,523	\$62,701		52	\$181,675	\$213,736	\$245,796
25	\$48,661	\$57,249	\$65,836		53	\$190,759	\$224,422	\$258,086
26	\$51,095	\$60,111	\$69,128		54	\$200,297	\$235,644	\$270,990
27	\$53,649	\$63,117	\$72,584		55	\$210,312	\$247,426	\$284,540
28	\$56,322	\$66,273	\$76,213					

Midpoint %
5.00%

Range Spread
35.00%

In order to assign positions to a grade, we identified the grade that was closest to the market midpoint. All positions have been evaluated at 100% of the prevailing rate. Using the market as our first point of reference, we then made range adjustments between job classes to ensure enough separation between levels and types of jobs and to ensure internal alignment. In some instances, range adjustments were also affected by the scope and complexity of the job versus its comparators.

The following table shows the current salary range per job, and the proposed range based on survey findings (General Service Only):

City of Taylor, TX		-- Recommended --			
Current Title	Current Range	Range	Minimum	Midpoint	Maximum
<u>Airport</u>					
Airport Manager	25	25	\$62,106	\$73,066	\$84,025
Airport Operations Assistant	16	16	\$31,368	\$36,903	\$42,439
<u>City Hall</u>					
City Manager	45	49	\$156,938	\$184,633	\$212,328
Assistant City Manager	40	42	\$111,533	\$131,215	\$150,897
Human Resources Director	34	35	\$79,264	\$93,252	\$107,240
City Clerk	30	30	\$62,106	\$73,066	\$84,025
Public Information Officer	27	28	\$56,332	\$66,273	\$76,213
Executive Assistant	25	25	\$48,661	\$57,249	\$65,836
Main Street Manager	25	28	\$56,332	\$66,273	\$76,213
Administrative Assistant – HR	17	18	\$34,583	\$40,686	\$46,788
<u>Development Services</u>					
Development Services Director/Assistant City Manager	40	42	\$111,533	\$131,215	\$150,897
Director of Development Services	34	35	\$79,264	\$93,252	\$107,240
Building Official	30	32	\$68,472	\$80,555	\$92,638
Senior Planner	27	28	\$56,332	\$66,273	\$76,213
Development Project Facilitator	24	24	\$46,344	\$54,523	\$62,701
Code Enforcement Officer	20	20	\$38,128	\$44,856	\$51,584
Administrative Assistant - Planning	17	18	\$34,583	\$40,686	\$46,788
Permit Clerk – Receptionist	14	15	\$29,874	\$35,146	\$40,418
<u>Finance</u>					
Finance Director	37	38	\$91,758	\$107,951	\$124,144
Senior Accountant	NEW	28	\$56,332	\$66,273	\$76,213
Accountant I	24	25	\$48,661	\$57,249	\$65,836
Budget and Financial Analyst	24	25	\$48,661	\$57,249	\$65,836
Utility Billing Manager	24	25	\$48,661	\$57,249	\$65,836
Payroll Accounting Specialist	21	21	\$40,034	\$47,099	\$54,163
Senior Utility Clerk	18	18	\$34,583	\$40,686	\$46,788
Service Technician	18	28	\$56,332	\$66,273	\$76,213
Account Clerk	17	18	\$34,583	\$40,686	\$46,788
Utility Clerk	14	15	\$29,874	\$35,146	\$40,418
<u>Fire</u>					
Fire Chief	37	38	\$91,758	\$107,951	\$124,144
Assistant Fire Chief - Fire Marshal	32	32	\$68,472	\$80,555	\$92,638
Fire Lieutenant	CS-7	-	-	-	-
Driver Operator	CS-1	-	-	-	-
Driver Operator Dr Certification	CS-1	-	-	-	-
Firefighter EMT	CS	-	-	-	-
Administrative Assistant – Fire	17	18	\$34,583	\$40,686	\$46,788
<u>Internal Services</u>					
Director of Internal Services	32	32	\$68,472	\$80,555	\$92,638

Building Maintenance Superintendent	25	25	\$48,661	\$57,249	\$65,836
Fleet Services Manager	25	25	\$48,661	\$57,249	\$65,836
IT Specialist	22	23	\$44,137	\$51,926	\$59,715
Senior Mechanic	NEW	22	\$42,036	\$49,454	\$56,872
Mechanic	19	19	\$36,312	\$42,720	\$49,128
Building Maintenance Technician	15	16	\$31,368	\$36,903	\$42,439
Custodian	11	12	\$25,806	\$30,360	\$34,914
<u>Library</u>					
Library Director	32	32	\$68,472	\$80,555	\$92,638
Technology Librarian	22	23	\$44,137	\$51,926	\$59,715
Library Assistant	13	14	\$28,451	\$33,472	\$38,493
Library Aide	11	12	\$25,806	\$30,360	\$34,914
Library Intern	1	1	\$15,088	\$17,751	\$20,414
<u>Municipal Court</u>					
Municipal Court Clerk of Record	27	27	\$53,649	\$63,117	\$72,584
Senior Deputy Municipal Court Clerk	17	18	\$34,583	\$40,686	\$46,788
Deputy Municipal Court Clerk	14	15	\$29,874	\$35,146	\$40,418
<u>Parks and Recreation</u>					
Parks and Recreation Director	32	35	\$79,264	\$93,252	\$107,240
Parks and Recreation Superintendent	30	30	\$62,106	\$73,066	\$84,025
Crew Leader II	23	23	\$44,137	\$51,926	\$59,715
Crew Leader I	21	21	\$40,034	\$47,099	\$54,163
Athletic Field Technician	14	14	\$28,451	\$33,472	\$38,493
Grounds Operator I	14	14	\$28,451	\$33,472	\$38,493
<u>Police Support</u>					
Support Services Administrator	27	27	\$53,649	\$63,117	\$72,584
Communications Supervisor	23	25	\$48,661	\$57,249	\$65,836
Animal Control Supervisor	23	23	\$44,137	\$51,926	\$59,715
Victim Services Coordinator	22	23	\$44,137	\$51,926	\$59,715
Records Supervisor	20	21	\$40,034	\$47,099	\$54,163
Communications Officer	18	21	\$40,034	\$47,099	\$54,163
Animal Control Officer	15	16	\$31,368	\$36,903	\$42,439
Animal Shelter Kennel Technician	13	13	\$27,097	\$31,878	\$36,660
<u>Police Sworn Officers</u>					
Police Chief	37	38	\$91,758	\$107,951	\$124,144
Police Commander	32	32	\$68,472	\$80,555	\$92,638
Police Sergeant	CS-2	-	-	-	-
Police Corporal	CS-1	-	-	-	-
Police Officer	CS	-	-	-	-
Police Cadet	CS	19	\$36,312	\$42,720	\$49,128
<u>Public Works</u>					
Public Works Director	37	38	\$91,758	\$107,951	\$124,144
City Engineer	33	35	\$79,264	\$93,252	\$107,240
Senior Engineer	32	32	\$68,472	\$80,555	\$92,638
Public Works Superintendent	30	30	\$62,106	\$73,066	\$84,025

Utility Superintendent	30	30	\$62,106	\$73,066	\$84,025
Street and Grounds Supervisor	25	25	\$48,661	\$57,249	\$65,836
Wastewater Plant Supervisor	25	25	\$48,661	\$57,249	\$65,836
Crew Leader II (PW)	23	23	\$44,137	\$51,926	\$59,715
Crew Leader II (Water)	23	23	\$44,137	\$51,926	\$59,715
Pretreatment Coordinator WWTP Operations	23	23	\$44,137	\$51,926	\$59,715
Crew Leader I (Streets/Grounds Maintenance)	21	21	\$40,034	\$47,099	\$54,163
Crew Leader I (Water)	21	21	\$40,034	\$47,099	\$54,163
Wastewater Plant Operator II	21	22	\$42,036	\$49,454	\$56,872
Cemetery Coordinator	20	21	\$40,034	\$47,099	\$54,163
Utility Worker II	19	19	\$36,312	\$42,720	\$49,128
Equipment Operator III	18	19	\$36,312	\$42,720	\$49,128
Wastewater Plant Operator I	18	19	\$36,312	\$42,720	\$49,128
Administrative Assistant	17	18	\$34,583	\$40,686	\$46,788
Administrative Assistant - Utilities	17	18	\$34,583	\$40,686	\$46,788
Equipment Operator II	16	17	\$32,936	\$38,748	\$44,560
Utility Worker I	16	17	\$32,936	\$38,748	\$44,560
Cemetery Equipment Operator	14	15	\$29,874	\$35,146	\$40,418
Equipment Operator I	14	15	\$29,874	\$35,146	\$40,418

### **3. SALARY ADMINISTRATION**

Following are several key salary plan maintenance procedures.

#### **A. ANNUAL PLAN UPDATE STEPS**

1. Secure re-affirmation of the City's prevailing rate salary policy (at 100%? 95%?)
2. Obtain latest salary plans from the comparator agencies.
3. Compute the prevailing rate for each of the benchmark job classes.
4. Re-assign job classes to salary ranges most closely matching the prevailing rates.
5. Identify employees whose current salary is less than their job's new Minimum.
6. Compute the total amount of dollars, and percentage of current payroll, required to bring all employees to the Minimum of their new salary range.
7. Determine the amount required for in-range merit increases based on midpoint budgeting.
8. Provide information to the Council for budgeting purposes.
9. Obtain approved prevailing rate maintenance (PRM) budget from the Council.
10. Construct new merit increase guide commensurate with funding level.
11. Adjust departmental budgets on basis of employees' various compa-ratios.
12. Bring all salaries up to Minimum on the updated plan's effective date.

#### **B. FLEXIBLE HIRING RATE**

The Minimum of a salary range is not necessarily the hiring rate, as it is merely the mathematical extension of the salary range Midpoint. The City must utilize the entire salary range for recruitment purposes, reserving flexibility for a variety of recruitment situations, including scarcity of desired job skills, high qualifications of an applicant, or higher than Minimum salary demanded by a needed applicant.

#### **C. MERIT INCREASES**

In addition to making in-range adjustments based on time in job, the City could also develop and implement a merit pay structure. In order for a merit pay structure to be successful, the City would need to devote a significant amount of time and resources in order to develop useful metrics for evaluating employee performance. Managers would need to be trained in how to objectively measure these outputs, and employees would need to believe that they are being evaluated fairly. Additionally, the City would need to commit significant funds in order to truly differentiate between star performers, average performers, and low performers, with variable rates of at least five, three, and one percent.