

January 8, 2004

TO: Wayne Bowers, City Manager  
Mike Kurtz, General Manager for Utilities

FROM: Alan D. Ash, City Auditor

SUBJECT: Pay Study Review

In accordance with the direction provided by the City Commission on December 8, 2003, we have completed a final written report on our Pay Study Review. Per Commission Resolution R970187, Section 9, please submit your written response to the issues set forth in this report within 30 days. Our report and your response will then be submitted to the City Commission for review and approval.

While we understand the complexity of the MAP pay study process, we are concerned with both the methodology used in conducting the study and the manner in which it was presented to the City Commission. We believe that the process did not adequately or accurately identify or document relevant benchmark information on which to establish the MAP pay plan and that value judgments applied were not adequately considered or supported. As a result, adjustments have been made to salary ranges that are not supported by competent evidential matter. We believe there are significant inherent differences between private sector positions and government positions, as well as size and geographic considerations that were not adequately addressed. Employee compensation is a significant portion of City of Gainesville and GRU expenditures and we have concerns regarding long-term financial burdens and impacts inflicted on future City Commissions, management and budgets as a result of implementing this pay study.

We were also disappointed with the process by which the MAP pay study was placed on the City Commission agenda. As you know, the item was placed on the November 24, 2003 agenda as an update and further City Auditor review was required prior to approval. The decision to place the item on the agenda resulted in circumventing the audit reporting process required under City Commission Resolution R970187, Section 9. We were then placed in the unusual and unfortunate circumstance of reporting back to the City Commission on December 8, 2003 regarding the results of our work without the benefit of your response.

It is my sincere hope that we can resume our normal audit reporting process in the future. Please feel free to call me if you have any comments or questions.

## Table of Contents

Background.....	1-2
Scope, Objectives and Methodology .....	2
Pay Study Issues	
Pay Study Process .....	3
Projected Cost Information .....	3-6
Turnover Analysis.....	6-8
Geographic Indexing, Industry Type and Organization Size.....	8-10
New Classifications and Reclassifications Resulting from Pay Study .....	10-11
Conclusions.....	12
Recommendations.....	12-13
Attachment A – Percentage Changes in Pay Range Midpoints for Management, Professional and Administrative (MAP) Classifications	
Attachment B – Percentage Changes in Pay Range Midpoints for Communications Workers of America (CWA) Classifications	
Attachment C – MAP Benchmark Positions Effectively Utilizing Geographic Indexing, Industry Type and Size of Organization	

## Background

In May 2001, the City Commission received a status report from the Pay Study Team and requested that the Charter Officers provide solutions to resolve the issues concerning the Pay Study. After much discussion, a decision was made to terminate the City's contract with the original pay study consultant. In February 2003, management informed the City Auditor that they were beginning work on a classification and compensation study with implementation anticipated for Fiscal Year 2004. At that time, the City Auditor discussed with management the general progress of the study and the anticipated involvement of the City Auditor's Office in reviewing the process utilized and the results obtained. Management and the City Auditor agreed that the City Auditor's Office would audit the results of the classification and compensation study in order to provide reasonable assurance to the City Commission that the methodologies and processes used by management were reasonable, adequately documented and supported, and consistently and accurately applied to data collected.

In September 2003, management provided the City Auditor's Office with pay study documentation related to CWA positions after reaching agreement with CWA leadership on the results of that study. We completed our review of the CWA pay study and communicated detailed findings to management. In general, we found that methodologies and processes established by management were not consistently and accurately applied to data collected. The issues presented to management were the following:

- Salary survey data used by management to establish "market" for benchmarked positions was not consistently and accurately aged nor geographically indexed for the Gainesville market.
- Several weaknesses, inaccuracies and inconsistencies existed in the application of regression analysis to internal hierarchy and external market data.
- The general trending process used in the CWA pay study resulted in a pay policy of leading the market for most, if not all, of the three years of the proposed contract.
- Proposed pay plans are inconsistent with management's established goals for limiting the maximum of pay ranges to 5% to 7% over "market" as defined through the pay study process.
- New positions were proposed for the City's Occupational Index and employees "reclassified" or "upgraded" without adequate supporting documentation and required City Commission approval.
- Significant salary increases were projected to occur in the third year of the proposed CWA contract as all employees will be brought to the minimum of the pay ranges established by the pay study.

Management indicated that the issues raised by our review could not be addressed for the CWA pay study due to the nature of the collective bargaining process. As a result, management provided information on November 10, 2003 to the City Commission as backup supporting their recommendation for approval of the proposed CWA agreement explaining the extent of the inconsistencies and inaccuracies noted during our review. Management also indicated that all of the issues raised by our review of the CWA Pay Plan would be addressed in the completion of the management, administrative and professional (MAP) Pay Plan.

The City Auditor's Office also provided the City Commission with additional backup briefly explaining our role in the CWA pay study process and indicating that we would complete a review of the MAP pay study process as soon as it was finalized and we were provided access to the documentation supporting the process. The City Auditor's Office received management's documentation of the MAP pay study process on November 14, 2003. On November 24, 2003, the City Manager and General Manager for Utilities recommended City Commission approval of the MAP pay study results, against the advice of the City Auditor to postpone action until sufficient time was allowed to complete his scheduled audit of the documentation supporting the process. The City Commission accepted management's recommendation and requested the City Auditor return to the next meeting with an update.

On December 8, 2003, the City Commission heard our report setting forth significant concerns with the methodology utilized for the MAP Pay Study and expressing a lack of confidence in the adopted MAP Pay Plan. At that time, the City Commission accepted the City Auditor's report and directed the City Auditor to provide a written report to the Charter Officers, obtain a written response from management and return to the City Commission within 60 days.

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

We have completed our pay study review, which was conducted in accordance with *Government Auditing Standards* issued by the Comptroller General of the United States. The objective of our review was to provide reasonable assurance to the City Commission that the methodologies and processes used by management to generate pay structure recommendations were reasonable, adequately documented and supported, and consistently and accurately applied to data collected.

Generally, our procedures consisted of conducting interviews with management personnel involved with the pay study and reviewing management's documentation of the processes followed during the pay study. We reviewed documentation of internal hierarchies and salary surveys conducted for benchmark positions and evaluated documentation for accuracy, completeness, consistency and reasonableness. We selected representative samples of salary surveys and traced calculated market points to regression analysis documentation used by management to create pay lines. We reviewed regression analysis methodologies and results, and management cost estimates for accuracy, completeness, consistency and reasonableness.

## **Pay Study Issues**

### **Pay Study Process**

The CWA and MAP pay studies were largely completed by a management appointed pay study team, with contractual consulting assistance provided by Mercer Human Resources Consulting. The pay study team selected a set of “benchmark” positions to represent a cross-section of work functions and levels within the organization. Market pay data was then obtained for each of the “benchmark” positions in order to evaluate the City’s competitiveness in base pay with the relevant market. For the MAP pay study, 53 benchmark positions represented approximately 210 position classifications (25% coverage). The remaining 157 (75%) position classifications were slotted based on internal equity established by management’s job value judgments.

The primary source of market data for the MAP pay study was Mercer Human Resources Consulting. The Mercer data is a composite of published salary surveys and Mercer proprietary databases. Based on the results of the MAP pay study, management recommended a revised pay structure, which was approved by the City Commission on November 24, 2003.

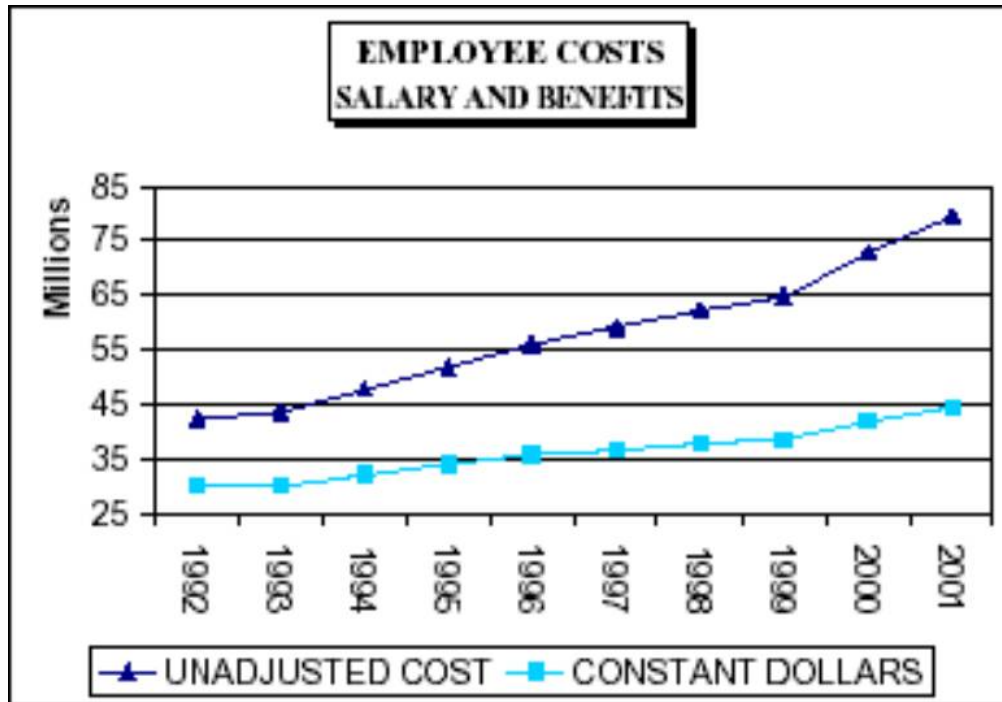
### **Projected Cost Information**

When comparing newly recommended pay ranges to existing pay ranges, we noted that on average, MAP pay ranges increased 19.7% at range midpoints, ranging from a high of 58.1% to a low of minus 17.4% (see Attachment A for a listing of percentage changes in pay ranges for MAP classifications sorted from high to low). Separately, management position pay ranges increased an average of 24.9% and professional/administrative position ranges increased an average of 14.6%. By comparison, we noted that previously approved CWA pay ranges increased an average of 5.7% (see Attachment B for a listing of percentage changes in pay range midpoints for CWA classifications sorted from high to low). While we understood that not all position classifications would be adjusted equally by the pay study process, we became concerned with the distinct and obvious disparities between the different categories of City employees. In general, we noted a trend appeared reflecting higher range adjustments for employees in higher job classifications. We also noted that GRU managerial classification pay ranges increased an average of 30.1% compared to general government managerial classifications, which increased an average of 19.7%.

Employee salaries are a key expenditure for the City and GRU, totaling more than \$84 million annually as of September 30, 2003. As a result, we focused audit efforts on evaluating the potential cost impacts generated through adoption of the revised MAP pay structure. As of September 30, 2003, MAP positions represent an annual payroll of more than \$19 million (salaries only). Historically, MAP position pay ranges have increased by 3% every year to approximate increases in the relative employment market. As a result, proposed MAP pay range adjustments for 2004 exceed historical range adjustments of 3% by more than 16%. Applied to the MAP payroll, the “salary exposure” to the City is increased approximately \$3 million annually. While we do not suggest in any way that this “salary exposure” will occur in the first year of implementation, we are concerned that over the next few years, as employees continue to benefit from the extensive “head room” created within their elevated pay ranges, the payroll costs to the City and GRU will grow at an accelerated pace.

The following graph from the Alachua County Historical Trends Report provides a glimpse into the negative fiscal impact created in large part by Alachua County’s implementation of a pay study in recent years. Figure 1 shows that the rate of growth in Alachua County’s employee costs accelerated considerably upon full implementation of the pay study in Fiscal Year 2000.

**Figure 1 – Alachua County Historical Trends Report on Employee Costs**



Since the City of Gainesville is not expected to follow the same implementation plan that Alachua County followed, we don’t expect the rate of change to be as significant as shown above. However, the newly adopted MAP pay plan will certainly increase the rate of growth for overall salary costs for MAP employees, making future budget constraints more likely. Budget constraints may lead to reduced service levels, layoffs, or increased fees and/or taxes. The following sections relate to current and future costs, as well as pension and bargaining unit implications.

2004 Cost Implications

Cost projections provided by the Office of Management and Budget (OMB) to the City Auditor’s Office indicate that MAP salary costs are expected to exceed “normal year” budgeted costs by approximately \$241,000 (\$204,000 managerial and \$37,000 professional/administrative). However, our analysis of these projections indicates that the estimate for professional/administrative positions is understated by approximately \$211,000 due to management’s assumption that all eligible professional/administrative employees would receive 2.5% merit increases on January 1, 2004. Due to the implementation of the “common review date” of January 1, these employees would not normally receive merit increases until January 1, 2005 under the old plan. As a result, revised projected first year implementation costs of the MAP pay plan are \$204,000 for managerial and \$248,000 for professional/administrative, for a

total of \$452,000. This represents the additional projected first year cost over normal budgeted amounts. We expect this additional annual cost will continue to “compound” in similar amounts in the next few years.

Future Cost Implications

In order to better illustrate how salary costs will “compound” over the next few years under this pay plan, we provide the following examples of a specific manager’s actual salary, based on the newly adopted MAP pay plan, assuming the pay plan is adjusted 3% per year in 2005 and 2006.

Year	Range Midpoint	Range Maximum	Projected Percentage Increases	Annual Salary	Historical 3% Salary Increases	Additional Annual Salary Costs
2003 (actual)	\$89,450	\$107,449		\$107,314		
2004 (projected)	\$115,576	\$133,825	8.1%	\$116,040	\$110,533	\$5,507
2005 (projected)	\$119,043	\$137,840	7.7%	\$125,028	\$113,849	\$11,179
2006 (projected)	\$122,615	\$141,975	7.4%	\$134,285	\$117,265	\$17,020
Total 3 Year Projected Cost				\$375,353	\$341,647	\$33,706

In the above example, the “Annual Salary” projections for years 2004 through 2006 exceed the “Historical 3% Salary Increases” for “topped out” employees, resulting in “Additional Annual Salary Costs” which “compound” each year, as demonstrated in the “Additional Annual Salary Costs” column above. The relative growth in projected additional annual costs for this individual position will likely occur in overall salary costs for MAP’s, creating significant impacts on the City’s pension fund and future negotiations with bargaining units.

Pension Fund Implications

The impacts on the pension fund result due to the fact that pension benefits are calculated on the three highest years of an employee’s annual compensation. Based on the example above, should this employee be eligible for and choose to retire at the end of 2006, the projected average annual salary for pension benefits would be \$125,117. This is approximately 10% higher than the average annual salary using historical 3% salary increases for “topped out” employees. This 10% differential for the last three years of the employee’s employment would increase the pension annuity the employee would receive for the rest of his/her life by the same 10%. As previously reported by management, many of our management and professional employees will soon be eligible to retire from City employment and many are currently topped out.

Bargaining Unit Implications

We are concerned that disparities between the percentage adjustments related to the MAP pay plan and the CWA pay plan will affect future negotiations with CWA and other bargaining units. During our review of cost information related to the CWA pay plan, we noted that the projected costs of implementing that pay study did not significantly exceed the historical average growth in salaries. Specifically, management projections of CWA salary increases averaged approximately 4.5%, with a high of 7.6%, effective January 2004. However, management projections of professional and administrative salary increases for January 2004 averaged approximately 5.2%,

with a high of 7.5%. For management positions, the average projected percentage increases were 7.2%, with a high of 11.2%. We are concerned that bargaining units will react to these differences and be more aggressive in future negotiations for pay adjustments. Management has also indicated a plan to increase emphasis on “pay for performance”, including some form of a “bonus” system for MAP positions. While we are not aware of the specifics of these plans, we are concerned that they will result in increased future City compensation costs, as well as increased pressures to satisfy bargaining unit demands to keep pace with MAP salary increases.

### **Turnover Analysis**

Management has indicated that turnover rates are a key problem experienced within the organization. “WorldatWork”, a professional association for compensation, benefits and total rewards, indicates that organizations need to closely monitor labor costs to ensure that they neither overpay (leading to a higher cost than necessary in providing a product or service) nor underpay (possibly leading to higher turnover). In order to assess whether the City has experienced high turnover in recent years, we analyzed payroll actions for the past four years regarding resignations and retirements. Table 1 and Table 2 provide the results of our analysis of voluntary turnover for calendar years 2000 through 2003.

**Table 1**

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

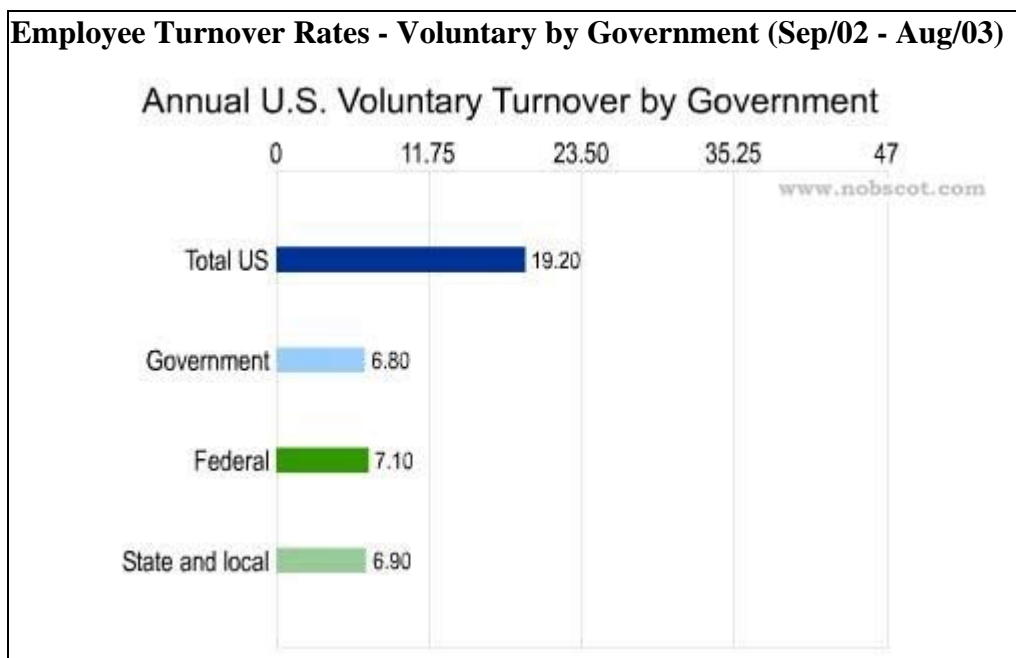
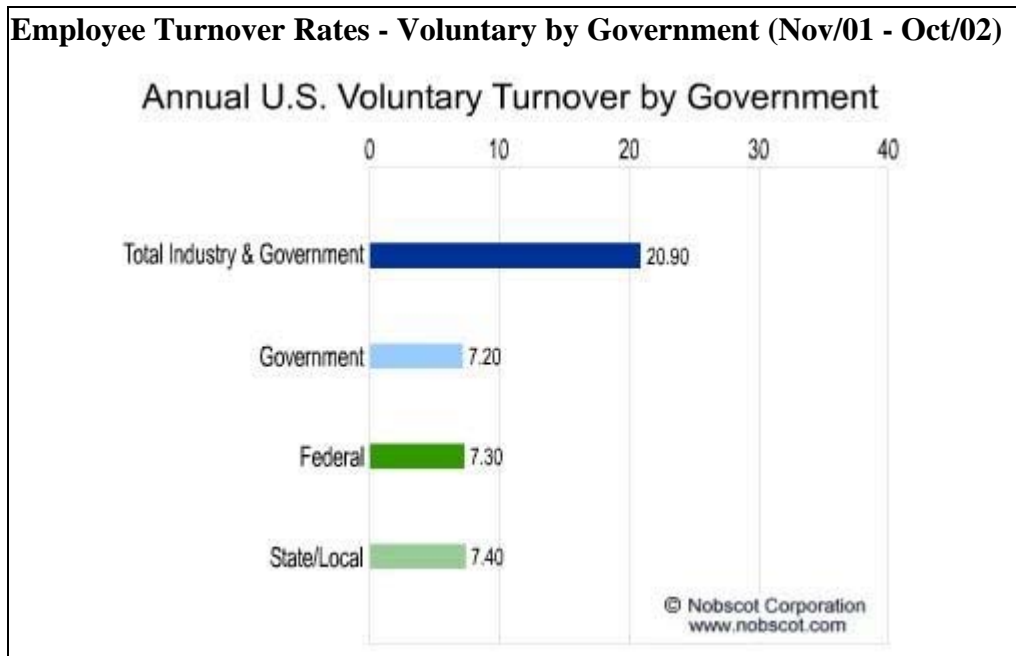
**Table 2**

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



The analysis indicates that overall average annual voluntary turnover rates for management, administrative and professional (MAP) employees have actually declined in recent years from an average of 7.9% in 2000 and 2001 to an average of 6.6% in 2002 and 2003.

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



The comparisons indicate that General Government and GRU have voluntary turnover rates very similar to national averages for other government employers, but well below those of private

industry. This demonstrates that the City does not have a significant organization wide turnover problem and indicates a key difference between government/public utility employment versus private industry employment.

### **Geographic Indexing, Industry Type and Organization Size**

WorldatWork professional literature regarding external competitiveness in compensation indicates that organizations tend to survey other organizations similar to themselves in all or some of the following characteristics: size, industry type, geographic location, revenue/income size and required job skills. While we understand that there may be exceptions to utilizing these factors in all situations, we believe the reasons for the exceptions should be well documented. Our review indicates that four of the five factors listed above; size, industry type, geographic location and revenue/income size, were not consistently and effectively considered when surveying for external competitiveness in compensation.

The pay study team obtained and evaluated market pay data for each of 53 “benchmark” positions in order to evaluate the City’s competitiveness in base pay and ultimately to create the MAP pay plan. The 53 benchmark positions are listed on Attachment C. For each benchmark position, we have indicated whether the four factors of size, industry type, geographic location and revenue/income size identified by professional literature were adequately applied to the MAP pay plan. For purposes of this analysis, we have combined “size” and “revenue/income size” into one factor. For benchmarks where these factors were applied to some of the data, we have indicated a “Yes” for those in which 50% or more of the data had the relevant factor applied. The results of our analysis are summarized below.

#### **Geographic Indexing**

Prior to fieldwork and testing, management provided a “White Paper” describing the general methodologies and assumptions used in the pay study process. In the document, management recognized a compensation issue termed the “Gainesville factor.” The “Gainesville factor” was described as “the reason over-qualified people work for less in Gainesville because it is such a good place to live.” Management indicated that Human Resource professionals call this factor the cost of labor differential, and indicated that the pay study team gave more weight to surveys that included a cost of labor differential. As an example, they indicated that Mercer published data reduces market data 9-12% for each survey data point to reflect the cost of labor in Gainesville, a direct reflection of the Gainesville factor.

After Mercer, management rated Salary.com as the second best source of published salary survey data, in part because of their ability to apply geographic indexing. Salary.com indicates that the data they provide represents national averages adjusted to specific metropolitan regions through a geographic differential to reflect differences in pay levels in different cities or geographic areas. Our analysis of Salary.com data for several management and professional positions indicates that geographic indexing also reduces national average salary data by 9-12% to reflect the cost of labor in Gainesville, similar to Mercer.

We noted in our review of the CWA portion of the current pay study that salary survey data used by management to establish “market” for benchmarked positions was not consistently geographically indexed for the Gainesville market. More specifically, we noted that some CWA

salary surveys were geographically indexed, some were only partially indexed and others were not geographically indexed at all. We have not yet received any explanation for these inconsistencies.

During our review of the MAP portion of the current pay study, we again noted that geographic indexing was inconsistently applied to survey data. Attachment C provides summary information related to geographic indexing and shows that 33% of professional and 79% of managerial benchmarks were not geographically indexed. Further, there is no consistent pattern regarding when geographic indexing is or is not used nor documentation supporting exceptions.

Industry Type

Salary.com information indicates that it is most common for the industry of the company to influence the pay of senior employees and those whose skills are less transferable to other industries. Salary.com also indicates that the industry is “very relevant” to management/executive compensation. Clerical and lower level positions are, as a rule, affected only slightly by industry type.

We noted in our review, both CWA and MAP’s, that salary survey data used by management to establish “market” for benchmarked positions was rarely “industry specific”. Attachment C shows that 87% of professional and 66% of managerial benchmarks did not significantly use government/public utility specific market data in establishing market pay for City/GRU classifications. As a result, the market indicators used to establish pay ranges for MAP positions are not based on local government or public utility peers. They are typically based on national averages of for-profit companies, often several times larger than the City of Gainesville/GRU organization. As the professional literature indicates, this issue of relative industry type is more problematic for higher level positions, which tend to be less transferable between the private and public sectors.

When public and private data was obtained for MAP benchmark positions, it became evident that private sector pay tends to exceed public sector pay. Table 3 illustrates the significant differences between governmental/non-profit compensation and private sector compensation captured by the pay study for several MAP benchmark positions. In each of these examples, private sector compensation was weighted more heavily than the government/non-profit data in estimating “market”, resulting in elevated pay ranges and resulting pay.

<b>TABLE 3</b>			
<b>COMPARISON OF GOVT/NONPROFIT TO FOR-PROFIT/ALL ORGANIZATIONS</b>			
<b>CLASSIFICATION TITLE</b>	<b>MERCER PROVIDED GOVT/NONPROFIT DATA</b>	<b>MERCER PROVIDED FOR PROFIT/ALL ORGANIZATIONS DATA</b>	<b>PERCENTAGE DIFFERENCE</b>
<i>Safety Specialist</i>	\$38,257	\$46,139	21%
<i>Computer Programmer Analyst</i>	\$43,599	\$50,683	16%
<i>Accountant III</i>	\$46,505	\$56,206	21%
<i>Senior Buyer</i>	\$42,612	\$57,486	35%
<i>Labor Relations Specialist</i>	\$48,727	\$66,442	36%
<i>Accounting Mgr</i>	\$64,071	\$75,914	18%
<i>Chief Financial Officer</i>	\$100,675	\$161,114	60%

Organization Size

Salary.com information indicates, “it is most common for the size of the company to influence the pay levels of more senior employees” and “if you are looking at a management or an executive position, the size of the company is one key measure to determine pay levels.” Data utilized by the pay study team to establish “market” for benchmark positions typically did not indicate organization size factors for CWA and professional positions. As the professional literature indicates, this factor becomes more important for management positions.

For managerial benchmarks, size data was generally, although not always, reported. However, as shown on Attachment C, for only 38% of the managerial benchmark positions did the methodology compare similarly sized organizations to City/GRU positions. The remaining 62% used data from respondents with average sizes, based on assets or revenues, from 2 to 12 times that of the City/GRU or did not report sizes at all. Table 4 below provides a listing of the managerial benchmark positions in which the pay study data was based on organizations several times larger than the City/GRU organization. As a result, we believe that the “market” used to establish the management pay structure is generally overstated, resulting in higher pay ranges for management positions than would be supported by a more consistent and reasonable approach of using comparably sized organizations.

TABLE 4		
COMPARATIVE ORGANIZATION SIZE MULTIPLES		
TITLE CODE	CLASSIFICATION TITLE	AVERAGE REPORTED SIZES OF ORGANIZATIONS SURVEYED COMPARED TO CITY/GRU
1202	<i>Human Resources Manager</i>	3 to 4 times City/GRU total assets
4033	<i>User Support Mgr</i>	2 to 6 times City/GRU total assets/revenues
3111	<i>Purchasing Mgr</i>	5 times City/GRU total assets
3117	<i>Purchasing Mgr Utilities</i>	12 times City/GRU total revenues
1047	<i>Human Resources Dir</i>	3 to 5 times City/GRU total assets
1201	<i>Organizational Devel Director</i>	3 to 12 times City/GRU total assets
1049	<i>Information Systems Dir</i>	2 to 3 times City/GRU total assets/revenues
6333	<i>Pwr Plant Mgr/Deerhaven</i>	2 times City/GRU total assets
1007	<i>AGM - Energy Delivery</i>	1.5 to 5 times total electric revenues
1009	<i>AGM - Energy Supply</i>	2 times total electric revenues

It is important to keep in mind that all MAP positions are slotted based on the market study results for benchmark positions. The overall impact of incorrectly applying these market factors to MAP benchmark positions is that the pay structure for all MAP positions is incorrect, resulting in the risk of higher compensation costs.

**New Classifications and Reclassifications Resulting from Pay Study**

Personnel Policy #3 provides that the Occupational Index, as adopted by the City Commission, is a dynamic inventory of all City job titles. The Index provides standardized titles, each of which defines a range of job duties and covers both inactive and active job titles. Commission approval is required for addition of new job titles to the occupational index, upward reclassification of any

managerial positions involving pay grade change and upward reclassification of any non-managerial position involving a change of three or more pay grades.

During our review of the CWA and MAP pay studies we identified classifications in the proposed pay plans that did not exist in the 2003 City pay plans. In effect, incumbent employees in these classifications are being “reclassified” or “upgraded” without prior City Commission approval or adequate supporting documentation submitted through the required Personnel and Organizational Structure Committee process for such changes. CWA and MAP classifications that did not exist in the January 2003 pay plan are listed in Table 5.

**Table 5**

<b>NEW CWA AND MAP CLASSIFICATIONS</b>						
<b>Title Code</b>	<b>Classification Title</b>	<b>Unit</b>	<b>Pay Grade</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
9711	Traffic Signal Apprentice	CWA	D	\$23,343	\$26,100	\$28,858
3053	Customer Svc Rep II	CWA	GG	\$31,069	\$34,739	\$38,409
6177	Relay Tech Apprentice	CWA	H	\$31,899	\$35,667	\$39,435
6311	Pwr Plant Electrician Appr	CWA	H	\$31,899	\$35,667	\$39,435
9998	Engineer I	MAP	EE	\$37,086	\$44,039	\$50,993
8888	Human Resources Specialist	MAP	EF	\$39,867	\$47,342	\$54,817
	Community Relations Coordinator	MAP	EF	\$39,867	\$47,342	\$54,817
6035A	Engineering Tech, Sr	CWA	M	\$45,205	\$50,514	\$55,824
	Engineer II	MAP	EG	\$42,857	\$50,893	\$58,928
1205	Equal Opportunity Specialist	MAP	EH	\$46,071	\$54,710	\$63,348
7025	Hazardous Materials Specialist	MAP	EI	\$49,527	\$58,813	\$68,099
	Engineer III	MAP	EI	\$49,527	\$58,813	\$68,099
9996	Engineer IV	MAP	EK	\$58,033	\$68,914	\$79,795
9995	Supervising Engineer	MAP	EL	\$63,256	\$75,116	\$86,977
9997	Principal Engineer	MAP	EL	\$63,256	\$75,116	\$86,977
9995A	Supervising Engineer, Utilities	MAP	EM	\$68,949	\$81,877	\$94,805
9997A	Principal Engineer, Utilities	MAP	EM	\$68,949	\$81,877	\$94,805
9999	Environmental Resource Coor	MAP	EM	\$68,949	\$81,877	\$94,805

The CWA and MAP classifications that did not exist in the 2003 City pay plans should be submitted through the Personnel and Organizational Structure Committee process.

## **Conclusions**

We have reviewed and analyzed projected cost impacts related to implementation of the CWA and MAP pay study, historical turnover rates experienced within CWA and MAP classifications and the data underlying the market study and believe that management has not accurately and consistently factored key issues into the determination of “market” for MAP positions. We believe that the management recommended adjustments to the MAP pay plan, averaging approximately 20% at midpoint, are significant and are not adequately supported.

Based on our review, we believe the historical growth rate of City compensation costs will increase with the implementation of the MAP pay study. We understand that compensation costs grow and that annual growth patterns will not always be within historical averages. We also understand that periodic pay studies to ascertain relative changes in the relevant compensation market are a generally accepted business practice and that employees are an important asset and should be compensated fairly.

However, we are also keenly aware of the primary role we serve as auditors in safeguarding the assets of our organization. We have noted in our report that competent professional literature on compensation studies indicates that geographic location, industry type and organization size are factors known to strongly affect pay and that these factors are even more relevant in assessing management and professional positions within the organization than for lower level positions. Based on our review, we believe that the pay study submitted to the City Commission did not accurately determine the “market” for MAP positions, leading to improper pay structures which ultimately drive pay adjustment decisions and create increased financial pressures on City budgets.

We believe many of the assumptions that led to management’s determination of “market” are subjective and that several issues involve policy decisions that were not presented to the City Commission. As a result, the City Commission should be given the opportunity to provide policy guidance on general market rate issues, specifically as they relate to geographic indexing, industry size and organization types. We believe that such adjustments will result in an appropriate growth rate in compensation costs for the City, while at the same time providing fair and equitable wages for City employees.

## **Recommendations**

We recommend:

1. Management reevaluate the relevant “market” for MAP positions and make necessary adjustments to the MAP pay plan taking into account geographic indexing, industry type and organization size.
2. The Charter Officers draft written policies providing guidance for future MAP pay studies and submit them to the City Commission for review and approval. Policies should address the timing of pay study reviews, general methodologies to be followed and how future pay studies will more effectively compare City salaries to the external market. Consideration should also be given to whether future MAP pay studies are completed in-house or by an outside consultant. The MAP pay study was completed by a

small team of management and professional employees directly affected by the outcome of the study which lends itself to questions of independence and objectivity. Future pay study reviews of MAP employees should be completed in a manner that allows the City Auditor sufficient time to provide an independent evaluation of the process and results prior to City Commission approval.

3. Management submit CWA and MAP classifications that did not exist in the 2003 City pay plans and reclassifications requiring City Commission approval through the Personnel and Organizational Structure Committee process.

**ATTACHMENT A**

**Percentage Changes in Pay Ranges for Management, Professional and Administrative (MAP) Classifications  
(sorted from highest to lowest percentage change at midpoint)**

CLASSIFICATION TITLE	2004 PAY RANGE			2003 PAY RANGE			PERCENTAGE CHANGE		
	MINIMUM	MIDPOINT	MAXIMUM	MINIMUM	MIDPOINT	MAXIMUM	MINIMUM	MIDPOINT	MAXIMUM
Entomologist	\$49,527	\$58,813	\$68,099	\$30,009	\$37,211	\$44,413	65.0%	58.1%	53.3%
Information Systems Dir	\$89,291	\$106,033	\$122,775	\$56,671	\$70,947	\$85,223	57.6%	49.5%	44.1%
Organizational Devel Director	\$75,154	\$89,246	\$103,337	\$48,559	\$60,792	\$73,024	54.8%	46.8%	41.5%
Community Relations Director	\$75,154	\$89,246	\$103,337	\$48,559	\$60,792	\$73,024	54.8%	46.8%	41.5%
Technical Svcs Mgr	\$75,154	\$89,246	\$103,337	\$48,559	\$60,792	\$73,024	54.8%	46.8%	41.5%
Technical Support Mgr	\$75,154	\$89,246	\$103,337	\$48,559	\$60,792	\$73,024	54.8%	46.8%	41.5%
Systems Administration Manager	\$68,949	\$81,877	\$94,805	\$44,950	\$56,273	\$67,595	53.4%	45.5%	40.3%
Forester, Utility	\$49,527	\$58,813	\$68,099	\$33,085	\$41,025	\$48,965	49.7%	43.4%	39.1%
Computer Svcs Dir	\$75,154	\$89,246	\$103,337	\$50,472	\$63,186	\$75,899	48.9%	41.2%	36.2%
Util Field Svcs Mgr	\$75,154	\$89,246	\$103,337	\$50,472	\$63,186	\$75,899	48.9%	41.2%	36.2%
AGM - Energy Delivery	\$106,086	\$125,978	\$145,869	\$71,451	\$89,450	\$107,449	48.5%	40.8%	35.8%
Equal Opportunity Specialist, Sr.	\$53,241	\$63,224	\$73,207	\$36,476	\$45,230	\$53,984	46.0%	39.8%	35.6%
AGM - Wtr/Wstwr Systems	\$97,327	\$115,576	\$133,825	\$66,139	\$82,800	\$99,461	47.2%	39.6%	34.5%
Chief Financial Officer	\$97,327	\$115,576	\$133,825	\$66,139	\$82,800	\$99,461	47.2%	39.6%	34.5%
Customer Accounts Mgr Util	\$63,256	\$75,116	\$86,977	\$43,247	\$54,141	\$65,034	46.3%	38.7%	33.7%
Customer Svc Mgr	\$63,256	\$75,116	\$86,977	\$43,247	\$54,141	\$65,034	46.3%	38.7%	33.7%
Small Business Development Dir	\$58,033	\$68,914	\$79,795	\$40,031	\$50,116	\$60,200	45.0%	37.5%	32.6%
Vegetation Maintenance Mgr	\$58,033	\$68,914	\$79,795	\$40,031	\$50,116	\$60,200	45.0%	37.5%	32.6%
Customer Operations Dir	\$81,918	\$97,278	\$112,638	\$56,671	\$70,947	\$85,223	44.5%	37.1%	32.2%
Util Admin Svcs Dir	\$81,918	\$97,278	\$112,638	\$56,671	\$70,947	\$85,223	44.5%	37.1%	32.2%
Buyer Analyst	\$42,857	\$50,893	\$58,928	\$30,009	\$37,211	\$44,413	42.8%	36.8%	32.7%
Marketing Research Analyst	\$49,527	\$58,813	\$68,099	\$34,739	\$43,076	\$51,414	42.6%	36.5%	32.5%
Energy & Business Service Mgr	\$75,154	\$89,246	\$103,337	\$52,459	\$65,674	\$78,888	43.3%	35.9%	31.0%
AGM - Energy Supply	\$106,086	\$125,978	\$145,869	\$74,265	\$92,972	\$111,680	42.8%	35.5%	30.6%
Accounting Mgr Utilities	\$68,949	\$81,877	\$94,805	\$48,559	\$60,792	\$73,024	42.0%	34.7%	29.8%
Purchasing Mgr Utilities	\$68,949	\$81,877	\$94,805	\$48,559	\$60,792	\$73,024	42.0%	34.7%	29.8%
Graphics Coor	\$39,867	\$47,342	\$54,817	\$28,580	\$35,439	\$42,298	39.5%	33.6%	29.6%
Urban Forestry Inspector	\$39,867	\$47,342	\$54,817	\$28,580	\$35,439	\$42,298	39.5%	33.6%	29.6%
Building Official	\$63,256	\$75,116	\$86,977	\$44,950	\$56,273	\$67,595	40.7%	33.5%	28.7%
Labor Relations Specialist	\$53,241	\$63,224	\$73,207	\$38,300	\$47,492	\$56,684	39.0%	33.1%	29.1%
Fleet Operations Mgr	\$58,033	\$68,914	\$79,795	\$41,608	\$52,089	\$62,571	39.5%	32.3%	27.5%
Pwr Engineering Mgr	\$81,918	\$97,278	\$112,638	\$58,903	\$73,741	\$88,579	39.1%	31.9%	27.2%
Electric T & D Mgr	\$81,918	\$97,278	\$112,638	\$58,903	\$73,741	\$88,579	39.1%	31.9%	27.2%
Treasury Spv	\$58,033	\$68,914	\$79,795	\$42,225	\$52,360	\$62,494	37.4%	31.6%	27.7%
Systems Programmer	\$58,033	\$68,914	\$79,795	\$42,225	\$52,360	\$62,494	37.4%	31.6%	27.7%
Cultural Affairs Mgr	\$53,241	\$63,224	\$73,207	\$38,515	\$48,217	\$57,919	38.2%	31.1%	26.4%
Transit Maintenance Manager	\$53,241	\$63,224	\$73,207	\$38,515	\$48,217	\$57,919	38.2%	31.1%	26.4%
Control Area Manager	\$75,154	\$89,246	\$103,337	\$54,525	\$68,260	\$81,995	37.8%	30.7%	26.0%
Fuels Manager	\$75,154	\$89,246	\$103,337	\$54,525	\$68,260	\$81,995	37.8%	30.7%	26.0%
Pwr Plant Oper/Maint Mgr	\$75,154	\$89,246	\$103,337	\$54,525	\$68,260	\$81,995	37.8%	30.7%	26.0%
Utility Marketing Specialist	\$42,857	\$50,893	\$58,928	\$31,509	\$39,071	\$46,634	36.0%	30.3%	26.4%



**ATTACHMENT A**

**Percentage Changes in Pay Ranges for Management, Professional and Administrative (MAP) Classifications  
(sorted from highest to lowest percentage change at midpoint)**

CLASSIFICATION TITLE	2004 PAY RANGE			2003 PAY RANGE			PERCENTAGE CHANGE		
	MINIMUM	MIDPOINT	MAXIMUM	MINIMUM	MIDPOINT	MAXIMUM	MINIMUM	MIDPOINT	MAXIMUM
Corporate Communications Spec.	\$42,857	\$50,893	\$58,928	\$31,509	\$39,071	\$46,634	36.0%	30.3%	26.4%
Risk Management Dir	\$68,949	\$81,877	\$94,805	\$50,472	\$63,186	\$75,899	36.6%	29.6%	24.9%
Traffic Engineer	\$68,949	\$81,877	\$94,805	\$50,472	\$63,186	\$75,899	36.6%	29.6%	24.9%
City Engineer	\$68,949	\$81,877	\$94,805	\$50,472	\$63,186	\$75,899	36.6%	29.6%	24.9%
Power Plant Facilities Manager	\$68,949	\$81,877	\$94,805	\$50,472	\$63,186	\$75,899	36.6%	29.6%	24.9%
AGM - Customer/Admin Svcs	\$97,327	\$115,576	\$133,825	\$71,451	\$89,450	\$107,449	36.2%	29.2%	24.5%
AGM for Strategic Planning	\$97,327	\$115,576	\$133,825	\$71,451	\$89,450	\$107,449	36.2%	29.2%	24.5%
Marketing & Communications Dir	\$89,291	\$106,033	\$122,775	\$66,139	\$82,800	\$99,461	35.0%	28.1%	23.4%
Police Chief	\$89,291	\$106,033	\$122,775	\$66,139	\$82,800	\$99,461	35.0%	28.1%	23.4%
Public Works Dir	\$89,291	\$106,033	\$122,775	\$66,139	\$82,800	\$99,461	35.0%	28.1%	23.4%
System Planning Dir	\$89,291	\$106,033	\$122,775	\$66,139	\$82,800	\$99,461	35.0%	28.1%	23.4%
Pwr Plant Mgr/Deerhaven	\$89,291	\$106,033	\$122,775	\$66,139	\$82,800	\$99,461	35.0%	28.1%	23.4%
Aquatics Spv	\$39,867	\$47,342	\$54,817	\$30,009	\$37,211	\$44,413	32.9%	27.2%	23.4%
Athletics Spv	\$39,867	\$47,342	\$54,817	\$30,009	\$37,211	\$44,413	32.9%	27.2%	23.4%
Recreation Spv	\$39,867	\$47,342	\$54,817	\$30,009	\$37,211	\$44,413	32.9%	27.2%	23.4%
Affirmative Action Officer	\$46,071	\$54,710	\$63,348	\$34,739	\$43,076	\$51,414	32.6%	27.0%	23.2%
Land Rights Coordinator	\$46,071	\$54,710	\$63,348	\$34,739	\$43,076	\$51,414	32.6%	27.0%	23.2%
Arborist	\$46,071	\$54,710	\$63,348	\$34,739	\$43,076	\$51,414	32.6%	27.0%	23.2%
Community Development Dir	\$81,918	\$97,278	\$112,638	\$61,223	\$76,645	\$92,068	33.8%	26.9%	22.3%
Electric Engineering Mgr	\$81,918	\$97,278	\$112,638	\$61,223	\$76,645	\$92,068	33.8%	26.9%	22.3%
Electric System Control Mgr	\$81,918	\$97,278	\$112,638	\$61,223	\$76,645	\$92,068	33.8%	26.9%	22.3%
Pwr Plant Mgr/Kelly Plant	\$81,918	\$97,278	\$112,638	\$61,223	\$76,645	\$92,068	33.8%	26.9%	22.3%
Wtr/Wstwr Engineer Dir	\$75,154	\$89,246	\$103,337	\$56,671	\$70,947	\$85,223	32.6%	25.8%	21.3%
Org Development Specialist	\$58,033	\$68,914	\$79,795	\$44,337	\$54,978	\$65,618	30.9%	25.3%	21.6%
Computer Project Leader	\$58,033	\$68,914	\$79,795	\$44,337	\$54,978	\$65,618	30.9%	25.3%	21.6%
Management & Budget Dir	\$68,949	\$81,877	\$94,805	\$52,459	\$65,674	\$78,888	31.4%	24.7%	20.2%
Managing Util Analyst Fin	\$68,949	\$81,877	\$94,805	\$52,459	\$65,674	\$78,888	31.4%	24.7%	20.2%
Training & Development Spec	\$42,857	\$50,893	\$58,928	\$33,085	\$41,025	\$48,965	29.5%	24.1%	20.3%
Utility Marketing Rep	\$42,857	\$50,893	\$58,928	\$33,085	\$41,025	\$48,965	29.5%	24.1%	20.3%
Account Representative Sr.	\$63,256	\$75,116	\$86,977	\$48,881	\$60,613	\$72,344	29.4%	23.9%	20.2%
Accounting Spv	\$49,527	\$58,813	\$68,099	\$38,300	\$47,492	\$56,684	29.3%	23.8%	20.1%
Economic Development Dir	\$63,256	\$75,116	\$86,977	\$48,559	\$60,792	\$73,024	30.3%	23.6%	19.1%
Planning Mgr	\$63,256	\$75,116	\$86,977	\$48,559	\$60,792	\$73,024	30.3%	23.6%	19.1%
Treasury Mgr	\$63,256	\$75,116	\$86,977	\$48,559	\$60,792	\$73,024	30.3%	23.6%	19.1%
Purchasing Mgr	\$63,256	\$75,116	\$86,977	\$48,559	\$60,792	\$73,024	30.3%	23.6%	19.1%
Fire Safety Manage Asst Chief	\$63,256	\$75,116	\$86,977	\$48,559	\$60,792	\$73,024	30.3%	23.6%	19.1%
Util Stores Mgr	\$58,033	\$68,914	\$79,795	\$44,950	\$56,273	\$67,595	29.1%	22.5%	18.0%
Electric T & D Cons/Main Mgr	\$58,033	\$68,914	\$79,795	\$44,950	\$56,273	\$67,595	29.1%	22.5%	18.0%
Fire Chief	\$81,918	\$97,278	\$112,638	\$63,634	\$79,663	\$95,693	28.7%	22.1%	17.7%
Group Benefits Manager	\$53,241	\$63,224	\$73,207	\$41,608	\$52,089	\$62,571	28.0%	21.4%	17.0%
Worker's Comp & Loss Control Manager	\$53,241	\$63,224	\$73,207	\$41,608	\$52,089	\$62,571	28.0%	21.4%	17.0%

**ATTACHMENT A**

**Percentage Changes in Pay Ranges for Management, Professional and Administrative (MAP) Classifications  
(sorted from highest to lowest percentage change at midpoint)**

CLASSIFICATION TITLE	2004 PAY RANGE			2003 PAY RANGE			PERCENTAGE CHANGE		
	MINIMUM	MIDPOINT	MAXIMUM	MINIMUM	MIDPOINT	MAXIMUM	MINIMUM	MIDPOINT	MAXIMUM
Code Enforcement Mgr	\$53,241	\$63,224	\$73,207	\$41,608	\$52,089	\$62,571	28.0%	21.4%	17.0%
Occupational Health Nurse	\$39,867	\$47,342	\$54,817	\$31,509	\$39,071	\$46,634	26.5%	21.2%	17.5%
Gas T & D Manager	\$75,154	\$89,246	\$103,337	\$58,903	\$73,741	\$88,579	27.6%	21.0%	16.7%
Human Resources Dir	\$75,154	\$89,246	\$103,337	\$58,903	\$73,741	\$88,579	27.6%	21.0%	16.7%
Transit Dir	\$75,154	\$89,246	\$103,337	\$58,903	\$73,741	\$88,579	27.6%	21.0%	16.7%
Marketing Manager Utilities	\$75,154	\$89,246	\$103,337	\$58,903	\$73,741	\$88,579	27.6%	21.0%	16.7%
Gas & Electric Measurement Mgr	\$75,154	\$89,246	\$103,337	\$58,903	\$73,741	\$88,579	27.6%	21.0%	16.7%
Substation & Relay Mgr	\$75,154	\$89,246	\$103,337	\$58,903	\$73,741	\$88,579	27.6%	21.0%	16.7%
Human Resources Analyst Sr	\$46,071	\$54,710	\$63,348	\$36,476	\$45,230	\$53,984	26.3%	21.0%	17.3%
Grant Fiscal Coordinator	\$46,071	\$54,710	\$63,348	\$36,476	\$45,230	\$53,984	26.3%	21.0%	17.3%
Senior Buyer	\$46,071	\$54,710	\$63,348	\$36,476	\$45,230	\$53,984	26.3%	21.0%	17.3%
Programmer Specialist	\$46,071	\$54,710	\$63,348	\$36,476	\$45,230	\$53,984	26.3%	21.0%	17.3%
Treasury and Investment Coord	\$53,241	\$63,224	\$73,207	\$42,225	\$52,360	\$62,494	26.1%	20.7%	17.1%
Revenue Recovery Specialist	\$53,241	\$63,224	\$73,207	\$42,225	\$52,360	\$62,494	26.1%	20.7%	17.1%
Strategic Planner	\$53,241	\$63,224	\$73,207	\$42,225	\$52,360	\$62,494	26.1%	20.7%	17.1%
Recreation and Parks Dir	\$68,949	\$81,877	\$94,805	\$54,525	\$68,260	\$81,995	26.5%	19.9%	15.6%
Managing Util Analyst Plan	\$68,949	\$81,877	\$94,805	\$54,525	\$68,260	\$81,995	26.5%	19.9%	15.6%
Fire Chief Deputy	\$68,949	\$81,877	\$94,805	\$54,525	\$68,260	\$81,995	26.5%	19.9%	15.6%
Police Captain	\$68,949	\$81,877	\$94,805	\$54,525	\$68,260	\$81,995	26.5%	19.9%	15.6%
Cultural Affairs Dir	\$63,256	\$75,116	\$86,977	\$50,472	\$63,186	\$75,899	25.3%	18.9%	14.6%
City Manager Assist	\$89,291	\$106,033	\$122,775	\$71,451	\$89,450	\$107,449	25.0%	18.5%	14.3%
Util Results Analyst	\$37,086	\$44,039	\$50,993	\$30,009	\$37,211	\$44,413	23.6%	18.4%	14.8%
Program Coordinator	\$37,086	\$44,039	\$50,993	\$30,009	\$37,211	\$44,413	23.6%	18.4%	14.8%
Planner Sr	\$42,857	\$50,893	\$58,928	\$34,739	\$43,076	\$51,414	23.4%	18.1%	14.6%
Accountant III	\$42,857	\$50,893	\$58,928	\$34,739	\$43,076	\$51,414	23.4%	18.1%	14.6%
Customer Relations Spv	\$42,857	\$50,893	\$58,928	\$34,739	\$43,076	\$51,414	23.4%	18.1%	14.6%
Property Control Spec Sr	\$42,857	\$50,893	\$58,928	\$34,739	\$43,076	\$51,414	23.4%	18.1%	14.6%
Housing Finance Coordinator	\$42,857	\$50,893	\$58,928	\$34,739	\$43,076	\$51,414	23.4%	18.1%	14.6%
Surveyor	\$49,527	\$58,813	\$68,099	\$40,215	\$49,866	\$59,518	23.2%	17.9%	14.4%
Streets Division Mgr	\$58,033	\$68,914	\$79,795	\$46,720	\$58,488	\$70,257	24.2%	17.8%	13.6%
Fire District Chief	\$58,033	\$68,914	\$79,795	\$46,720	\$58,488	\$70,257	24.2%	17.8%	13.6%
Administrative Services Direct	\$81,918	\$97,278	\$112,638	\$66,139	\$82,800	\$99,461	23.9%	17.5%	13.2%
Block Grant Mgt & Review Mgr	\$53,241	\$63,224	\$73,207	\$43,247	\$54,141	\$65,034	23.1%	16.8%	12.6%
Nature Operations Mgr	\$53,241	\$63,224	\$73,207	\$43,247	\$54,141	\$65,034	23.1%	16.8%	12.6%
Housing Mgr	\$53,241	\$63,224	\$73,207	\$43,247	\$54,141	\$65,034	23.1%	16.8%	12.6%
Parks Mgr	\$53,241	\$63,224	\$73,207	\$43,247	\$54,141	\$65,034	23.1%	16.8%	12.6%
Golf Course Mgr	\$53,241	\$63,224	\$73,207	\$43,247	\$54,141	\$65,034	23.1%	16.8%	12.6%
Recreation Mgr	\$53,241	\$63,224	\$73,207	\$43,247	\$54,141	\$65,034	23.1%	16.8%	12.6%
Finance Dir	\$75,154	\$89,246	\$103,337	\$61,223	\$76,645	\$92,068	22.8%	16.4%	12.2%
Fleet Management Dir	\$68,949	\$81,877	\$94,805	\$56,671	\$70,947	\$85,223	21.7%	15.4%	11.2%
Project Engineer	\$68,949	\$81,877	\$94,805	\$56,671	\$70,947	\$85,223	21.7%	15.4%	11.2%

**ATTACHMENT A**

**Percentage Changes in Pay Ranges for Management, Professional and Administrative (MAP) Classifications  
(sorted from highest to lowest percentage change at midpoint)**

CLASSIFICATION TITLE	2004 PAY RANGE			2003 PAY RANGE			PERCENTAGE CHANGE		
	MINIMUM	MIDPOINT	MAXIMUM	MINIMUM	MIDPOINT	MAXIMUM	MINIMUM	MIDPOINT	MAXIMUM
Commercial Inspection Spec	\$39,867	\$47,342	\$54,817	\$33,085	\$41,025	\$48,965	20.5%	15.4%	12.0%
Fleet Analyst	\$39,867	\$47,342	\$54,817	\$33,085	\$41,025	\$48,965	20.5%	15.4%	12.0%
Occupational Health Nurse Sr	\$46,071	\$54,710	\$63,348	\$38,300	\$47,492	\$56,684	20.3%	15.2%	11.8%
Management Analyst Sr	\$46,071	\$54,710	\$63,348	\$38,300	\$47,492	\$56,684	20.3%	15.2%	11.8%
Grants Coordinator	\$46,071	\$54,710	\$63,348	\$38,300	\$47,492	\$56,684	20.3%	15.2%	11.8%
Network Svcs Coord	\$46,071	\$54,710	\$63,348	\$38,300	\$47,492	\$56,684	20.3%	15.2%	11.8%
Utility Services Supervisor	\$46,071	\$54,710	\$63,348	\$38,300	\$47,492	\$56,684	20.3%	15.2%	11.8%
User Applications Coord	\$53,241	\$63,224	\$73,207	\$44,337	\$54,978	\$65,618	20.1%	15.0%	11.6%
W/ Reclaim Fac Ops & Maint Mgr	\$46,071	\$54,710	\$63,348	\$38,515	\$48,217	\$57,919	19.6%	13.5%	9.4%
Community Redevelopment Mgr	\$58,033	\$68,914	\$79,795	\$48,559	\$60,792	\$73,024	19.5%	13.4%	9.3%
WW Plant Facilities Director	\$58,033	\$68,914	\$79,795	\$48,559	\$60,792	\$73,024	19.5%	13.4%	9.3%
Water Dist & WW Coll Sys Mgr	\$58,033	\$68,914	\$79,795	\$48,559	\$60,792	\$73,024	19.5%	13.4%	9.3%
Accounting Mgr	\$58,033	\$68,914	\$79,795	\$48,559	\$60,792	\$73,024	19.5%	13.4%	9.3%
User Support Mgr	\$58,033	\$68,914	\$79,795	\$48,559	\$60,792	\$73,024	19.5%	13.4%	9.3%
Facilities Management Dir	\$58,033	\$68,914	\$79,795	\$48,559	\$60,792	\$73,024	19.5%	13.4%	9.3%
Public Education Spec	\$37,086	\$44,039	\$50,993	\$31,509	\$39,071	\$46,634	17.7%	12.7%	9.3%
Planner	\$37,086	\$44,039	\$50,993	\$31,509	\$39,071	\$46,634	17.7%	12.7%	9.3%
Accountant II	\$37,086	\$44,039	\$50,993	\$31,509	\$39,071	\$46,634	17.7%	12.7%	9.3%
Investment Analyst	\$37,086	\$44,039	\$50,993	\$31,509	\$39,071	\$46,634	17.7%	12.7%	9.3%
Property Control Specialist	\$37,086	\$44,039	\$50,993	\$31,509	\$39,071	\$46,634	17.7%	12.7%	9.3%
Budget Specialist	\$37,086	\$44,039	\$50,993	\$31,509	\$39,071	\$46,634	17.7%	12.7%	9.3%
Fire Public Education Special	\$37,086	\$44,039	\$50,993	\$31,509	\$39,071	\$46,634	17.7%	12.7%	9.3%
Commercial Analyst	\$42,857	\$50,893	\$58,928	\$36,476	\$45,230	\$53,984	17.5%	12.5%	9.2%
Human Resources Manager	\$53,241	\$63,224	\$73,207	\$44,950	\$56,273	\$67,595	18.4%	12.4%	8.3%
Solid Waste Mgr	\$53,241	\$63,224	\$73,207	\$44,950	\$56,273	\$67,595	18.4%	12.4%	8.3%
Util Safety Training Coord	\$49,527	\$58,813	\$68,099	\$42,225	\$52,360	\$62,494	17.3%	12.3%	9.0%
Planning Chief of Cmprehnsve	\$49,527	\$58,813	\$68,099	\$42,225	\$52,360	\$62,494	17.3%	12.3%	9.0%
Planning Chief of Current	\$49,527	\$58,813	\$68,099	\$42,225	\$52,360	\$62,494	17.3%	12.3%	9.0%
Computer Systems Analyst	\$49,527	\$58,813	\$68,099	\$42,225	\$52,360	\$62,494	17.3%	12.3%	9.0%
Executive Assist	\$29,852	\$35,450	\$41,047	\$25,923	\$32,144	\$38,366	15.2%	10.3%	7.0%
Executive Asst to	\$34,498	\$40,967	\$47,435	\$30,009	\$37,211	\$44,413	15.0%	10.1%	6.8%
Assoc Corp Communication Spec	\$34,498	\$40,967	\$47,435	\$30,009	\$37,211	\$44,413	15.0%	10.1%	6.8%
Management Analyst	\$39,867	\$47,342	\$54,817	\$34,739	\$43,076	\$51,414	14.8%	9.9%	6.6%
Util Analyst I	\$39,867	\$47,342	\$54,817	\$34,739	\$43,076	\$51,414	14.8%	9.9%	6.6%
Project Coordinator	\$39,867	\$47,342	\$54,817	\$34,739	\$43,076	\$51,414	14.8%	9.9%	6.6%
Plans Examiner III	\$39,867	\$47,342	\$54,817	\$34,739	\$43,076	\$51,414	14.8%	9.9%	6.6%
Computer Programmer Analyst	\$39,867	\$47,342	\$54,817	\$34,739	\$43,076	\$51,414	14.8%	9.9%	6.6%
Neighborhood Planning Coord	\$46,071	\$54,710	\$63,348	\$40,215	\$49,866	\$59,518	14.6%	9.7%	6.4%
Marketing Rep Senior	\$46,071	\$54,710	\$63,348	\$40,215	\$49,866	\$59,518	14.6%	9.7%	6.4%
Wtr Plant Mgr	\$53,241	\$63,224	\$73,207	\$46,720	\$58,488	\$70,257	14.0%	8.1%	4.2%
Planning Assist	\$27,770	\$32,977	\$38,183	\$24,688	\$30,614	\$36,539	12.5%	7.7%	4.5%

**ATTACHMENT A**

**Percentage Changes in Pay Ranges for Management, Professional and Administrative (MAP) Classifications  
(sorted from highest to lowest percentage change at midpoint)**

CLASSIFICATION TITLE	2004 PAY RANGE			2003 PAY RANGE			PERCENTAGE CHANGE		
	MINIMUM	MIDPOINT	MAXIMUM	MINIMUM	MIDPOINT	MAXIMUM	MINIMUM	MIDPOINT	MAXIMUM
Executive Assist Senior	\$32,091	\$38,109	\$44,126	\$28,580	\$35,439	\$42,298	12.3%	7.5%	4.3%
Trainer	\$37,086	\$44,039	\$50,993	\$33,085	\$41,025	\$48,965	12.1%	7.3%	4.1%
Administrative Assist	\$37,086	\$44,039	\$50,993	\$33,085	\$41,025	\$48,965	12.1%	7.3%	4.1%
Plans Examiner II	\$37,086	\$44,039	\$50,993	\$33,085	\$41,025	\$48,965	12.1%	7.3%	4.1%
Util Training Officer	\$42,857	\$50,893	\$58,928	\$38,300	\$47,492	\$56,684	11.9%	7.2%	4.0%
Transport Planning Analyst	\$42,857	\$50,893	\$58,928	\$38,300	\$47,492	\$56,684	11.9%	7.2%	4.0%
Util Analyst II	\$49,527	\$58,813	\$68,099	\$44,337	\$54,978	\$65,618	11.7%	7.0%	3.8%
Fuels Analyst	\$49,527	\$58,813	\$68,099	\$44,337	\$54,978	\$65,618	11.7%	7.0%	3.8%
Database Administator	\$49,527	\$58,813	\$68,099	\$44,337	\$54,978	\$65,618	11.7%	7.0%	3.8%
Public Works Mgr	\$68,949	\$81,877	\$94,805	\$61,223	\$76,645	\$92,068	12.6%	6.8%	3.0%
Management & Budget Tech	\$29,852	\$35,450	\$41,047	\$27,219	\$33,751	\$40,284	9.7%	5.0%	1.9%
Conservation Analyst II	\$34,498	\$40,967	\$47,435	\$31,509	\$39,071	\$46,634	9.5%	4.9%	1.7%
Police Crime Analyst	\$34,498	\$40,967	\$47,435	\$31,509	\$39,071	\$46,634	9.5%	4.9%	1.7%
Conservation Analyst III	\$39,867	\$47,342	\$54,817	\$36,476	\$45,230	\$53,984	9.3%	4.7%	1.5%
Block Grant Financial Analyst	\$39,867	\$47,342	\$54,817	\$36,476	\$45,230	\$53,984	9.3%	4.7%	1.5%
RTS OPERATIONS MANAGER	\$53,241	\$63,224	\$73,207	\$48,559	\$60,792	\$73,024	9.6%	4.0%	0.3%
Office Manager Public Works	\$37,086	\$44,039	\$50,993	\$34,301	\$42,942	\$51,582	8.1%	2.6%	-1.1%
Events Coordinator	\$32,091	\$38,109	\$44,126	\$30,009	\$37,211	\$44,413	6.9%	2.4%	-0.6%
Transit Planner Chief	\$42,857	\$50,893	\$58,928	\$40,215	\$49,866	\$59,518	6.6%	2.1%	-1.0%
Conservation Analyst I	\$29,852	\$35,450	\$41,047	\$28,580	\$35,439	\$42,298	4.5%	0.0%	-3.0%
Accountant I	\$29,852	\$35,450	\$41,047	\$28,580	\$35,439	\$42,298	4.5%	0.0%	-3.0%
Utility Analyst Senior	\$53,241	\$63,224	\$73,207	\$51,325	\$63,643	\$75,961	3.7%	-0.7%	-3.6%
Electric Engineering Spv	\$53,241	\$63,224	\$73,207	\$51,325	\$63,643	\$75,961	3.7%	-0.7%	-3.6%
Plans Examiner I	\$32,091	\$38,109	\$44,126	\$31,509	\$39,071	\$46,634	1.8%	-2.5%	-5.4%
Transit Services Coordinator	\$32,091	\$38,109	\$44,126	\$31,509	\$39,071	\$46,634	1.8%	-2.5%	-5.4%
Permit & Development Coor	\$32,091	\$38,109	\$44,126	\$33,085	\$41,025	\$48,965	-3.0%	-7.1%	-9.9%
Safety Specialist	\$37,086	\$44,039	\$50,993	\$38,300	\$47,492	\$56,684	-3.2%	-7.3%	-10.0%
Transit Supervisor	\$29,852	\$35,450	\$41,047	\$30,548	\$38,244	\$45,939	-2.3%	-7.3%	-10.6%
Human Resources Analyst	\$29,852	\$35,450	\$41,047	\$31,509	\$39,071	\$46,634	-5.3%	-9.3%	-12.0%
Transit Planner	\$29,852	\$35,450	\$41,047	\$31,509	\$39,071	\$46,634	-5.3%	-9.3%	-12.0%
Grants Program Specialist	\$32,091	\$38,109	\$44,126	\$34,739	\$43,076	\$51,414	-7.6%	-11.5%	-14.2%
Visual Arts Coordinator	\$32,091	\$38,109	\$44,126	\$34,739	\$43,076	\$51,414	-7.6%	-11.5%	-14.2%
Fire Protection Technician	\$39,867	\$47,342	\$54,817	\$44,337	\$54,978	\$65,618	-10.1%	-13.9%	-16.5%
Food & Beverage Manager	\$29,852	\$35,450	\$41,047	\$34,301	\$42,942	\$51,582	-13.0%	-17.4%	-20.4%
<b>Average Percentage Pay Range Changes for MAP Classifications</b>							<b>25.6%</b>	<b>19.7%</b>	<b>15.7%</b>

**ATTACHMENT B**

**Percentage Changes in Pay Range Midpoints for CWA Classifications**

TITLE CODE	CLASSIFICATION TITLE	NEW PAYGRADE MIDPOINT	OLD PAYGRADE MIDPOINT	PERCENTAGE CHANGE
5049	MOTOR EQUIPMENT OPERATOR III	\$40,662	\$28,894	40.7%
6171	SYSTEMS OPERATOR I	\$67,460	\$49,743	35.6%
5017	FACILITIES MAINTENANCE COORD	\$46,990	\$35,204	33.5%
3007	ACCOUNT CLERK II	\$31,581	\$23,715	33.2%
7339	POLICE SERVICE TECHNICIAN III	\$44,267	\$33,508	32.1%
6176	SYSTEMS OPERATIONS SUPERVISOR	\$72,520	\$54,907	32.1%
6173	POWER SYSTEMS COORDINATOR II	\$67,460	\$52,261	29.1%
5063	STREETS SECTION SUPERVISOR	\$46,990	\$36,987	27.0%
1111	MAIL SERVICES SUPERVISOR, UTILITIES	\$46,702	\$36,987	26.3%
7337	POLICE SERVICE TECHNICIAN II	\$38,213	\$30,357	25.9%
3018	FINANCIAL SERVICES COORDINATOR	\$44,267	\$35,204	25.7%
3057	CUSTOMER SERVICE REPRESENTATIVE, SR	\$39,772	\$31,893	24.7%
2581	W/WW SUPERVISOR	\$50,514	\$40,826	23.7%
7111	INSPECTOR II	\$50,514	\$40,826	23.7%
5023	LABOR CREW LEADER I	\$35,667	\$28,894	23.4%
7304	FORENSIC CRIME TECHNICIAN	\$35,667	\$28,894	23.4%
2201	HABITAT NATURALIST	\$40,662	\$33,508	21.4%
5001	AIR CONDITIONING & HEATING MECHANIC	\$40,662	\$33,508	21.4%
5025	LABOR CREW LEADER II	\$40,662	\$33,508	21.4%
5075	TREE SURGEON III	\$40,662	\$33,508	21.4%
9607	FLEET MECHANIC II	\$40,662	\$33,508	21.4%
3059	CUSTOMER SERVICE SUPERVISOR	\$51,980	\$42,893	21.2%
5043	MECHANICAL SECTION SUPERVISOR	\$46,990	\$38,859	20.9%
6349	POWER PLANT SHIFT SUPERVISOR	\$67,460	\$55,871	20.7%
6149	METER READER CREW LEADER	\$34,739	\$28,894	20.2%
3015	ACCOUNT CLERK, SENIOR	\$38,213	\$31,893	19.8%
3043	CUSTOMER ACCOUNTS REPRESENTATIVE, SR	\$38,213	\$31,893	19.8%
3223	UTILITIES INVENTORY CONTROL SPECIALIST	\$38,213	\$31,893	19.8%
7330	POLICE PROPERTY/EVIDENCE SUPERVISOR	\$44,267	\$36,987	19.7%
3003	NEW SERVICES REPRESENTATIVE	\$41,959	\$35,204	19.2%
1239	BROADCAST ENGINEERING TECHNICIAN, LEAD	\$43,712	\$36,987	18.2%
2515	WASTEWATER PLANT OPERATOR III	\$43,712	\$36,987	18.2%
2537	WATER PLANT OPERATOR III	\$43,712	\$36,987	18.2%
5047	MOTOR EQUIPMENT OPERATOR II	\$30,863	\$26,176	17.9%
7211	COMMUNICATION EQUIPMENT TECHNICIAN	\$30,863	\$26,176	17.9%
9603	FLEET MECHANIC I	\$35,667	\$30,357	17.5%
9725	TRAFFIC SIGNS/MARK TECHNICIAN II	\$35,667	\$30,357	17.5%
2561	W/WW LAB SUPERVISOR	\$58,375	\$49,743	17.4%
3207	FIELD SERVICES TECHNICIAN	\$40,662	\$35,204	15.5%
5015	ELECTRICIAN	\$40,662	\$35,204	15.5%
5031	MAINTENANCE MECHANIC III	\$40,662	\$35,204	15.5%
6043	SURVEY PARTY CHIEF	\$40,662	\$35,204	15.5%
7115	INSPECTOR - CONSTRUCTION	\$40,662	\$35,204	15.5%
6102	UTILITIES LOCATION SUPERVISOR	\$46,990	\$40,826	15.1%
9009	REHABILITATION SPECIALIST II	\$46,990	\$40,826	15.1%
7335	POLICE SERVICE TECHNICIAN I	\$31,581	\$27,502	14.8%
3061	FIELD COLLECTOR (OCCUPATIONAL LICENSE)	\$34,739	\$30,357	14.4%
1121	POLICE RECORDS SUPERVISOR	\$38,213	\$33,508	14.0%
1119	POLICE RECORDS COORDINATOR	\$44,267	\$38,859	13.9%
3208	SUPPORT SERVICES SUPERVISOR	\$44,267	\$38,859	13.9%
4107	MARKETING TECHNICIAN	\$37,825	\$33,508	12.9%
3037	CURRENT DIVERSION TECHNICIAN	\$43,712	\$38,859	12.5%
5067	STRUCTURAL SECTION SUPERVISOR	\$43,712	\$38,859	12.5%
7109	INSPECTOR I	\$43,712	\$38,859	12.5%
3075	METER SERVICES SUPERVISOR	\$50,514	\$45,065	12.1%
6169	SYSTEMS OPERATOR	\$50,514	\$45,065	12.1%
6443	GAS MEASUREMENT SUPERVISOR	\$50,514	\$45,065	12.1%
2203	NATURE ASSISTANT	\$23,727	\$21,484	10.4%
3001	ACCOUNT CLERK I	\$23,727	\$21,484	10.4%
8011	RECREATION AIDE II	\$26,100	\$23,715	10.1%
9625	VEHICLE SERVICE ATTENDANT	\$26,100	\$23,715	10.1%
2543	W/WW CREW LEADER	\$40,662	\$36,987	9.9%
4023	USER SUPPORT TECHNICIAN II	\$40,662	\$36,987	9.9%
6101	UTILITIES LOCATION TECHNICIAN	\$40,662	\$36,987	9.9%
6409	FACILITIES PROTECTION TECHNICIAN I - GAS	\$40,662	\$36,987	9.9%
7105	CODE ENFORCEMENT OFFICER	\$40,662	\$36,987	9.9%
7107	INSPECTOR	\$40,662	\$36,987	9.9%

**ATTACHMENT B**

**Percentage Changes in Pay Range Midpoints for CWA Classifications**

TITLE CODE	CLASSIFICATION TITLE	NEW PAYGRADE MIDPOINT	OLD PAYGRADE MIDPOINT	PERCENTAGE CHANGE
9007	REHABILITATION SPECIALIST I	\$40,662	\$36,987	9.9%
2003	MOSQUITO CONTROL/STORMWATER SERVICE TECHNICIAN	\$28,710	\$26,176	9.7%
3209	FLEET SUPPORT SPECIALIST	\$28,710	\$26,176	9.7%
8012	RECREATION LEADER	\$28,710	\$26,176	9.7%
1427	ENERGY SERVICES SUPERVISOR	\$46,990	\$42,893	9.6%
2551	W/WWW ENGINEER TECHNICIAN, SR	\$46,990	\$42,893	9.6%
4055	NETWORK CABLING SPECIALIST II	\$46,990	\$42,893	9.6%
6035	ENGINEER TECHNICIAN, SR	\$46,990	\$42,893	9.6%
7305	LATENT FINGERPRINT EXAM	\$46,990	\$42,893	9.6%
6011	ELECTRIC ENGINEER TECHNICIAN SENIOR	\$54,303	\$49,743	9.2%
6161	ELECTRIC MEASUREMENT SUPERVISOR	\$54,303	\$49,743	9.2%
6167	POWER SYSTEMS CONTROL SPECIALIST, SR	\$54,303	\$49,743	9.2%
6419	GAS OPERATIONS SUPERVISOR	\$54,303	\$49,743	9.2%
2569	W/WWW SERVICE DISPATCHER	\$34,739	\$31,893	8.9%
4133	OPERATIONS ASSISTANT, GAS	\$34,739	\$31,893	8.9%
5059	SERVICE DISPATCHER	\$34,739	\$31,893	8.9%
6153	METER SERVICE DISPATCHER	\$34,739	\$31,893	8.9%
3031	ACCOUNTS PAYABLE SUPERVISOR	\$46,702	\$42,893	8.9%
3045	CUSTOMER ACCOUNTS SUPERVISOR	\$46,702	\$42,893	8.9%
3047	CUSTOMER RECORDS SUPERVISOR	\$46,702	\$42,893	8.9%
6151	METER READER SUPERVISOR	\$46,702	\$42,893	8.9%
7329	POLICE PROPERTY/EVIDENCE SPECIALIST	\$38,213	\$35,204	8.5%
3103	BUYER II	\$41,959	\$38,859	8.0%
3227	WAREHOUSE SUPERVISOR	\$41,959	\$38,859	8.0%
5007	CEMETERY COORDINATOR	\$41,959	\$38,859	8.0%
8103	FACILITIES COORDINATOR	\$41,959	\$38,859	8.0%
6345	POWER PLANT OPERATOR II	\$46,990	\$43,646	7.7%
2115	SOLID WASTE COLLECT INSPECTOR	\$39,772	\$36,987	7.5%
5011	CUSTODIAL SECTION SUPERVISOR	\$39,772	\$36,987	7.5%
1235	BROADCAST ENGINEERING TECHNICIAN	\$37,825	\$35,204	7.4%
2513	WASTEWATER PLANT OPERATOR II	\$37,825	\$35,204	7.4%
2535	WATER PLANT OPERATOR II	\$37,825	\$35,204	7.4%
2573	SERVICE OPERATOR	\$37,825	\$35,204	7.4%
2583	W/WWW UTILITIES CONSTRUCTION INSPECTOR	\$37,825	\$35,204	7.4%
6116	LINE TECHNICIAN	\$37,825	\$35,204	7.4%
6119	ELECTRIC LINE WORKER II	\$50,514	\$47,088	7.3%
6111	ELECTRIC LINE CLEARANCE COORDINATOR	\$43,712	\$40,826	7.1%
6339	POWER PLANT MECHANIC, APPRENTICE	\$35,667	\$33,325	7.0%
4019	NETWORK SPECIALIST	\$50,514	\$47,346	6.7%
6357	PROCESS PLANT OPERATOR II	\$43,712	\$41,543	5.2%
6347	POWER PLANT OPERATOR III	\$50,514	\$48,177	4.9%
5033	MAINTENANCE MECHANIC, SMALL EQUIPMENT	\$26,100	\$24,915	4.8%
5041	MAINTENANCE WORKER III	\$26,100	\$24,915	4.8%
2557	W/WWW INSTRUMENTS TECHNICIAN	\$40,662	\$38,859	4.6%
2565	W/WWW LAB TECHNICIAN	\$40,662	\$38,859	4.6%
6118	LINE TECHNICIAN, LEAD	\$40,662	\$38,859	4.6%
6415	GAS CREW LEADER I - GAS	\$40,662	\$38,859	4.6%
6441	GAS MEASUREMENT TECHNICIAN	\$40,662	\$38,859	4.6%
6115	LINEWORKER, LEAD	\$54,303	\$51,976	4.5%
6179	RELAY TECHNICIAN, SR	\$54,303	\$51,976	4.5%
6185	SUBSTATION SUPERVISOR	\$54,303	\$51,976	4.5%
8002	AQUATIC LEADER	\$28,710	\$27,502	4.4%
2559	W/WWW INSTRUMENTS TECHNICIAN, SR	\$46,990	\$45,065	4.3%
2567	W/WWW LAB TECHNICIAN, SR	\$46,990	\$45,065	4.3%
4003	SYSTEMS INTEGRATION ANALYST	\$46,990	\$45,065	4.3%
4025	USER SUPPORT SPECIALIST	\$46,990	\$45,065	4.3%
6159	ELECTRIC MEASUREMENT TECHNICIAN	\$46,990	\$45,065	4.3%
6163	POWER SYSTEMS CONTROL SPECIALIST	\$46,990	\$45,065	4.3%
7117	INSPECTOR - CONSTRUCTION, SR	\$46,990	\$45,065	4.3%
1141	ZONING TECHNICIAN	\$31,581	\$30,357	4.0%
1147	<b>STAFF ASSISTANT SENIOR (NEW TITLE &amp; JOB DESCRIPTION EFF 4/14/2003)</b>	\$31,581	\$30,357	4.0%
1211	HUMAN RESOURCES TECHNICIAN	\$31,581	\$30,357	4.0%
2511	WASTEWATER PLANT OPERATOR I	\$33,178	\$31,893	4.0%
2533	WATER PLANT OPERATOR I	\$33,178	\$31,893	4.0%
5009	CARPENTER	\$33,178	\$31,893	4.0%
5029	MAINTENANCE MECHANIC II	\$33,178	\$31,893	4.0%
5073	TREE SURGEON II	\$33,178	\$31,893	4.0%

**ATTACHMENT B**

**Percentage Changes in Pay Range Midpoints for CWA Classifications**

TITLE CODE	CLASSIFICATION TITLE	NEW PAYGRADE MIDPOINT	OLD PAYGRADE MIDPOINT	PERCENTAGE CHANGE
4021	NETWORK ANALYST	\$54,303	\$52,261	3.9%
1203	HUMAN RESOURCES CLERK	\$34,739	\$33,508	3.7%
7301	COURT LIAISON SPECIALIST	\$34,739	\$33,508	3.7%
7327	POLICE PROPERTY SPECIALIST	\$34,739	\$33,508	3.7%
4047	TELECOMM SPECIALIST SR	\$62,754	\$60,607	3.5%
8009	RECREATION AIDE I	\$21,570	\$20,896	3.2%
6337	POWER PLANT MECHANIC	\$46,990	\$45,856	2.5%
2549	W/WWW ENGINEER TECHNICIAN II	\$37,825	\$36,987	2.3%
5054	PAINTER III	\$37,825	\$36,987	2.3%
6033	ENGINEER TECHNICIAN II	\$37,825	\$36,987	2.3%
6154	METER PROGRAMMER/TESTER	\$37,825	\$36,987	2.3%
6313	POWER PLANT ELEC., INSTR. & CONTROL SUPERVISOR	\$54,303	\$53,179	2.1%
6317	POWER PLANT INSTRUMENTS SUPERVISOR	\$54,303	\$53,179	2.1%
6325	POWER PLANT LAB SUPERVISOR	\$54,303	\$53,179	2.1%
6331	POWER PLANT MAINTENANCE SUPERVISOR	\$54,303	\$53,179	2.1%
6361	PROCESS PLANT SUPERVISOR	\$54,303	\$53,179	2.1%
4017	NETWORK TECHNICIAN II	\$43,712	\$42,893	1.9%
6009	ELECTRIC ENGINEER TECHNICIAN II	\$43,712	\$42,893	1.9%
3206	FIELD SERVICES TECHNICIAN, APPRENTICE	\$30,863	\$30,357	1.7%
6403	CONSTRUCTION WORKER I - GAS	\$30,863	\$30,357	1.7%
2553	W/WWW INSTRUMENTS SUPERVISOR	\$50,514	\$49,743	1.6%
6103	APPARATUS REPAIR SUPERVISOR	\$50,514	\$49,743	1.6%
2555	W/WWW INSTRUMENTS TECHNICIAN, APPRENTICE	\$35,667	\$35,204	1.3%
2563	W/WWW LAB TECH APPRENTICE	\$35,667	\$35,204	1.3%
4053	GRUCOM NETWORK CABLING SPECIALIST I	\$35,667	\$35,204	1.3%
6121	ELECTRIC LINE WORKER, APPRENTICE	\$35,667	\$35,204	1.3%
6157	MEASUREMENT TECHNICIAN (WAS METER TECHN APPRENTICE)	\$35,667	\$35,204	1.3%
6165	POWER SYSTEMS CONTROL SPECIALIST, APPRENTICE	\$35,667	\$35,204	1.3%
6189	SUBSTATION ELECTRICIAN, APPRENTICE	\$35,667	\$35,204	1.3%
8105	BUILDING ATTENDANT	\$21,570	\$21,484	0.4%
1109	MAIL SERVICES CLERK, UTILITIES	\$23,727	\$23,715	0.1%
2313	PERMIT CLERK	\$23,727	\$23,715	0.1%
5039	MAINTENANCE WORKER II	\$23,727	\$23,715	0.1%
5045	MOTOR EQUIPMENT OPERATOR I	\$23,727	\$23,715	0.1%
7205	COMMSERVE OPERATOR	\$23,727	\$23,715	0.1%
5013	CUSTODIAL WORKER	\$20,318	\$20,338	-0.1%
8005	GOLF COURSE ATTENDANT	\$20,318	\$20,338	-0.1%
8008	GOLF COURSE SHORT ORDER COOK	\$20,318	\$20,338	-0.1%
6175	RELAY TECHNICIAN	\$46,990	\$47,088	-0.2%
6187	SUBSTATION ELECTRICIAN	\$46,990	\$47,088	-0.2%
1145	<b>STAFF ASSISTANT 2 (NEW TITLE &amp; JOB DESCRIPTION EFF 4/14/2003)</b>	\$26,100	\$26,176	-0.3%
3041	CUSTOMER ACCOUNTS REPRESENTATIVE	\$26,100	\$26,176	-0.3%
5004	HORTICULTURIST	\$26,100	\$26,176	-0.3%
8006	GOLF COURSE BUSINESS CLERK	\$26,100	\$26,176	-0.3%
1123A	RECORDS TECHNICIAN (HR)	\$26,100	\$26,176	-0.3%
2501	SLUDGE EQUIPMENT OPERATOR	\$28,710	\$28,894	-0.6%
2571	SERVICE OPERATOR APPRENTICE	\$28,710	\$28,894	-0.6%
3053	CUSTOMER SERVICE REPRESENTATIVE	\$28,710	\$28,894	-0.6%
3221	SUPPLY AND EQUIPMENT CONTROL SPECIALIST	\$28,710	\$28,894	-0.6%
1223	TRAINING TECHNICIAN	\$31,581	\$31,893	-1.0%
3071	PROGRAM ASSISTANT	\$31,581	\$31,893	-1.0%
5057	PLUMBER	\$33,178	\$33,508	-1.0%
4027	USER SUPPORT ANALYST	\$54,303	\$54,907	-1.1%
4057	NETWORK CABLING SPECIALIST SR	\$54,303	\$54,907	-1.1%
6309	POWER PLANT ELECTRICIAN	\$46,990	\$48,177	-2.5%
6315	POWER PLANT ELECTRONIC TECHNICIAN	\$46,990	\$48,177	-2.5%
6319	POWER PLANT INSTRUMENTS TECHNICIAN	\$46,990	\$48,177	-2.5%
6327	POWER PLANT LAB TECHNICIAN	\$46,990	\$48,177	-2.5%
4009	COMPUTER PROGRAMMER II	\$37,825	\$38,859	-2.7%
6107	ELECTRIC APPARATUS TECHNICIAN II	\$43,712	\$45,065	-3.0%
9723	TRAFFIC SIGNAL TECHNICIAN III	\$43,712	\$45,065	-3.0%
2547	W/WWW ENGINEER TECHNICIAN I	\$30,863	\$31,893	-3.2%
5021	IRRIGATION MECHANIC	\$30,863	\$31,893	-3.2%
6031	ENGINEER TECHNICIAN I	\$30,863	\$31,893	-3.2%
6407	ENGINEERING TECHNICIAN I - GAS	\$30,863	\$31,893	-3.2%
9731	TRAFFIC OPERATIONS SUPERVISOR	\$50,514	\$52,261	-3.3%
4037	NETWORK TECHNICIAN I	\$35,667	\$36,987	-3.6%

**ATTACHMENT B**

**Percentage Changes in Pay Range Midpoints for CWA Classifications**

TITLE CODE	CLASSIFICATION TITLE	NEW PAYGRADE MIDPOINT	OLD PAYGRADE MIDPOINT	PERCENTAGE CHANGE
6007	ELECTRIC ENGINEER TECHNICIAN I	\$35,667	\$36,987	-3.6%
6301	COAL/ASH EQUIPMENT OPERATOR	\$37,825	\$39,541	-4.3%
3215	STOREKEEPER I	\$23,727	\$24,915	-4.8%
1123	RECORDS TECHNICIAN (GPD)	\$26,100	\$27,502	-5.1%
6047	SURVEY TECHNICIAN II	\$26,100	\$27,502	-5.1%
9729	TRAFFIC SIGNS/MARK TECHNICIAN I	\$26,100	\$27,502	-5.1%
6343	POWER PLANT OPERATOR I	\$33,178	\$35,013	-5.2%
6355	PROCESS PLANT OPERATOR I	\$33,178	\$35,013	-5.2%
1237	ENERGY MANAGEMENT SPECIALIST	\$28,710	\$30,357	-5.4%
1315	COMMUNITY PROGRAM COORD	\$28,710	\$30,357	-5.4%
3217	STOREKEEPER II	\$28,710	\$30,357	-5.4%
1107	MAIL SERVICES CLERK	\$20,318	\$21,484	-5.4%
5035	MAINTENANCE WORKER I	\$20,318	\$21,484	-5.4%
3101	BUYER	\$31,581	\$33,508	-5.8%
4007	COMPUTER PROGRAMMER I	\$33,178	\$35,204	-5.8%
6181	STREET LIGHT WORKER	\$33,178	\$35,204	-5.8%
6201	WINCH TRUCK OPERATOR	\$33,178	\$35,204	-5.8%
7307	PHOTOGRAPHIC LAB TECHNICIAN	\$30,863	\$33,508	-7.9%
4045	TELECOMM SPECIALIST II	\$50,514	\$54,907	-8.0%
9717	TRAFFIC SIGNAL TECHNICIAN II	\$35,667	\$38,859	-8.2%
1143	<b>STAFF ASSISTANT 1 (NEW JOB TITLE &amp; DESCRIPTION EFF 4/14/2003)</b>	\$21,570	\$23,715	-9.0%
3109	PURCHASING CLERK	\$21,570	\$23,715	-9.0%
6045	SURVEY TECHNICIAN I	\$21,570	\$23,715	-9.0%
2517	WASTEWATER PLANT TRAINEE	\$23,727	\$26,176	-9.4%
2539	WATER PLANT TRAINEE	\$23,727	\$26,176	-9.4%
2579	SERVICE OPERATOR TRAINEE	\$23,727	\$26,176	-9.4%
5069	TRADES APPRENTICE	\$23,727	\$26,176	-9.4%
5071	TREE SURGEON I	\$23,727	\$26,176	-9.4%
6139	ELECTRIC UTILITY TRAINEE	\$23,727	\$26,176	-9.4%
6147	METER READER	\$23,727	\$26,176	-9.4%
6351	POWER PLANT TRAINEE	\$23,727	\$26,176	-9.4%
6445	MEASUREMENT TECH TRAINEE	\$23,727	\$26,176	-9.4%
7333	POLICE SERVICE TECHNICIAN	\$23,727	\$26,176	-9.4%
2545	W/WW ENGINEERING TECH TRAINEE	\$23,727	\$27,502	-13.7%
5027	MAINTENANCE MECHANIC I	\$23,727	\$27,502	-13.7%
3105	BUYER, ASSISTANT	\$26,100	\$30,357	-14.0%
5053	PAINTER	\$26,100	\$30,357	-14.0%
4035	USER SUPPORT TECHNICIAN I	\$28,710	\$35,204	-18.4%
9715	TRAFFIC SIGNAL TECHNICIAN I	\$28,710	\$35,204	-18.4%
4043	TELECOMM SPECIALIST I	\$35,667	\$45,065	-20.9%
<b>Average Percentage Change at Midpoint for CWA Classifications</b>				<b>5.7%</b>



**ATTACHMENT C**

**MAP Benchmark Positions Effectively Utilizing Geographic Indexing, Industry Type and Size of Organization**

TITLE CODE	CLASSIFICATION TITLE	NEW PAY GRADE	NEW MAXIMUM	GEOGRAPHICAL INDEXING		GOVT/PUBLIC UTILITY INDUSTRY		COMPARABLE ORGANIZATION SIZE	
<b>Professional Benchmark Positions</b>									
3019	Accountant I	EB	\$41,047	Y			N		N
1207	Human Resources Analyst	EB	\$41,047		N		N		N
9998	Engineer I	EE	\$50,993	Y			N		N
2315	Planner	EE	\$50,993	Y		Y		Y	
1309	Safety Specialist	EE	\$50,993	Y			N		N
4005	Computer Programmer Analyst	EF	\$54,817	Y			N		N
1409	Management Analyst	EF	\$54,817	Y			N		N
1305	Occupational Health Nurse	EF	\$54,817	Y			N		N
3023	Accountant III	EG	\$58,928	Y			N		N
2317	Planner Sr	EG	\$58,928	Y		Y		Y	
3104	Senior Buyer	EH	\$63,348	Y			N		N
4013	Computer Systems Analyst	EI	\$68,099		N	Y			N
6141	Forester, Utility	EI	\$68,099		N		N		N
1425	Fuels Analyst	EI	\$68,099		N		N		N
1313	Util Safety Training Coord	EI	\$68,099	Y			N		N
1217	Labor Relations Specialist	EJ	\$73,207	Y			N		N
3073	Treasury and Investment Coord	EJ	\$73,207	Y			N		N
1421	Utility Analyst Senior	EJ	\$73,207	Y			N		N
4011	Computer Project Leader	EK	\$79,795	Y			N		N
9996	Engineer IV	EK	\$79,795	Y			N		N
1213	Org Development Specialist	EK	\$79,795		N		N		N
4029	Systems Programmer	EK	\$79,795		N		N		N
4103	Account Representative Sr.	EL	\$86,977		N		N		N
9997	Principal Engineer	EL	\$86,977		N		N		N
<b>Number Applied (Y) or Not Applied (N)</b>				<b>16</b>	<b>8</b>	<b>3</b>	<b>21</b>	<b>2</b>	<b>22</b>
<b>Percentage of Total for Professional Benchmarks</b>				<b>67%</b>	<b>33%</b>	<b>13%</b>	<b>87%</b>	<b>8%</b>	<b>92%</b>
<b>Management Benchmark Positions</b>									
8004	Food & Beverage Manager	EB	\$41,047	Y			N		N
1202	Human Resources Manager	EJ	\$73,207	Y		Y			N
2531	Wtr Plant Mgr	EJ	\$73,207		N		N		N
3025	Accounting Mgr	EK	\$79,795	Y			N		N
9615	Fleet Operations Mgr	EK	\$79,795	Y			N		N
4033	User Support Mgr	EK	\$79,795	Y			N		N
3051	Customer Svc Mgr	EL	\$86,977		N		N	Y	
2303	Economic Development Dir	EL	\$86,977		N	Y		Y	
3111	Purchasing Mgr	EL	\$86,977		N		N		N
3027	Accounting Mgr Utilities	EM	\$94,805	Y			N		N
3117	Purchasing Mgr Utilities	EM	\$94,805		N		N		N
1057	Recreation and Parks Dir	EM	\$94,805		N	Y		Y	
1037	Finance Dir	EN	\$103,337		N	Y		Y	
1047	Human Resources Dir	EN	\$103,337		N		N		N
4100	Marketing Manager Utilities	EN	\$103,337		N		N		N
1201	Organizational Devel Director	EN	\$103,337		N		N		N
1065	Transit Dir	EN	\$103,337		N	Y		Y	
6013	Electric Engineering Mgr	EO	\$112,638		N		N		N
1039	Fire Chief	EO	\$112,638		N	Y		Y	
6039	Pwr Engineering Mgr	EO	\$112,638		N		N		N
1021	City Manager Assist	EP	\$122,775		N	Y		Y	
1049	Information Systems Dir	EP	\$122,775		N		N		N
1053	Police Chief	EP	\$122,775		N	Y		Y	
1055	Public Works Dir	EP	\$122,775		N	Y		Y	
6333	Pwr Plant Mgr/Deerhaven	EP	\$122,775		N		N		N
1005	AGM - Customer/Admin Svcs	EQ	\$133,825		N		N	Y	
1069	Chief Financial Officer	EQ	\$133,825		N		N	Y	
1007	AGM - Energy Delivery	ER	\$145,869		N	Y			N
1009	AGM - Energy Supply	ER	\$145,869		N		N		N
<b>Number Applied (Y) or Not Applied (N)</b>				<b>6</b>	<b>23</b>	<b>10</b>	<b>19</b>	<b>11</b>	<b>18</b>
<b>Percentage of Total for Managerial Benchmarks</b>				<b>21%</b>	<b>79%</b>	<b>34%</b>	<b>66%</b>	<b>38%</b>	<b>62%</b>