



THE WATERS CONSULTING GROUP, INC.

INNOVATIVE HUMAN RESOURCE MANAGEMENT SOLUTIONS

Human Resource Management Consulting
Web Based HR Management Tools
Executive Recruitment



2013 Compensation Study Final Report Town of Oro Valley

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SECTION A | EXECUTIVE SUMMARY

BACKGROUND

The Waters Consulting Group, Inc. (WCG) was retained by the Town of Oro Valley, Arizona to conduct a pay and benefits study. The Town has expressed an interest in developing a market-based compensation program for its employees. This report presents the methodology and findings of our research and analysis.

The report is organized into five sections as follows:

- n Section A Executive Summary
- n Section B Project Methodology
- n Section C Implementation Plan and Recommendations
- n Section D Proposed Salary Administration Guidelines
- n Section E Supporting Appendices

PROJECT ELEMENTS

An organization's compensation plan is one of the most important elements of its human resources program. The compensation plan supports virtually every other component of the human resources functions including recruitment and retention, training, workforce planning and resource allocation, and performance management.

The compensation plan ensures the ability to:

- n Attract and retain qualified, high-performing talent for all positions;
- n Compete with similar employers for employees;
- n Effectively and efficiently manage financial resources; and
- n Define compensation opportunities for positions which accurately reflect differences and similarities in levels of responsibility and accountability within the organization.

By choosing to review its current systems, the Town of Oro Valley has made a commitment to update its classification and compensation programs. Based on the identified needs of the Town, this multi-phase project was structured to achieve the following objectives:

- n Develop a compensation program that is externally competitive for all positions covered by the scope of the project;
- n Define compensation opportunities for positions which accurately reflect differences and similarities in levels of responsibility and accountability within the Town ;
- n Collect market data and conduct a market review for the Town's job classifications ;
- n Review the competitiveness of the Town's benefits offerings;
- n Build market-based salary structures; and
- n Provide a system that meets the highest levels of accountability, is sustainable, and recognizes the Town's responsibility as stewards of the tax payers' dollars.

The resulting tangible products are:

- n A compensation philosophy that provides guiding principles and direction in the future administration and maintenance of its total compensation system.
- n Confirmation that the current salary structure and benefits offerings are competitive with the external market.
- n Feedback and guidance in the update of its performance management system.
- n Assistance and support in continuing to manage and maintain the Town's compensation system.

SECTION | B

PROJECT METHODOLOGY

SECTION B | PROJECT METHODOLOGY

INTRODUCTION

This review included the development and adoption of a compensation philosophy, the collection of pay and benefits data, and an evaluation of the competitiveness of the Town's compensation package.

DATA COLLECTION AND MARKET REVIEW

The initial step in determining market competitiveness is to identify comparable organizations from which to collect market data. Initial discussions and project work included defining the "competitive market" (the benchmark organizations) and to provide solid definitions of the positions for which valid salary data can be collected.

Selection of Benchmark Organizations

The goal in selecting employers is to include organizations or agencies that define the Town's labor market. A labor market is generally that group of employers with which the organization most likely competes for qualified employees as well as organizations that provide similar types of services.

Three important criteria should be used in identifying the benchmark organizations:

- n **Employer Size and Complexity** – As a rule, the more similar employers are in size and complexity, the greater the likelihood that comparable positions exist within both organizations. Specifically, organizations of a size and complexity similar to that of the Town are more likely to have a departmental structure and an organization of positions similar to the Town than are organizations significantly smaller or larger in size.
- n **Geographic Proximity** – The geographic proximity of potential survey employers should also be considered in identifying an organization's labor market. This factor is particularly important because it identifies those employers that directly compete with the Town to recruit and retain personnel. Furthermore, by selecting employers within reasonably close geographic proximity, the resulting labor market is most likely to be reflective of the region's cost of living, growth rate, and other demographic characteristics.
- n **Nature of Services Provided** – The type and scope of services provided may also be used to set an organization's labor market. Logically, employers who provide similar products and services are more likely to compete with one another for talent and are most likely to have comparable positions and similar organizational structures.

Based on the criteria cited above, WCG Consultants and the Town determined relevant benchmark organizations. The following employers were confirmed as comparator employers and contacted to provide compensation data. Organizations with an asterisk actually responded to the survey.

Benchmark Organizations

City of Avondale*

City of Chandler*

City of Glendale*

City of Goodyear*

City of Maricopa*

City of Mesa

City of Peoria*

City of Phoenix

City of Scottsdale

City of Surprise*

City of Tempe

City of Tucson*

Community Water*

Maricopa County*

Metro Water*

Pima County*

Sahuarita Water*

Town of Gilbert*

Town of Marana*

Town of Sahuarita *

Private sector data from Economic Research Institute was utilized in the market analysis. Private sector data was weighted 25% while public sector data was weighted 75% in the analysis.

Benchmark Positions

For the purpose of this study, eighty (80) Town classifications were benchmarked and included in the survey document. Job summaries for each job title were written and included in the survey document. Each responding organization was asked to match positions based on job summary rather than job title. Matches and data provided by benchmark organizations were reviewed to ensure appropriate matching and additional data, including job descriptions and organizational charts, were reviewed when questions arose regarding matches.

Salary data was collected and aged to be effective July 1, 2014. The number of positions with valid data is a majority of all of the Town of Oro Valley's classifications and provided statistically significant data for analysis. A summary of the survey results are included in Appendix A. Oro Valley's benefits offerings as well as incumbent salaries and pay ranges were then compared to information from the identified markets.

Market Comparisons

Non-sworn general employees:

Range analysis for civilian jobs is completed by comparing midpoints of current ranges to the geographically adjusted, weighted average market data for each benchmark job within their respective range. Market average salaries were also compared with the Town's current incumbent salaries. For purposes of this analysis, non-sworn public safety were included in this category of employees. Survey data indicated that the incumbent salaries and midpoints within their current pay structure are, on average, lagging with the benchmark organizations. Please note that this is an average of all data and some positions are more competitive than others.

		Public	Private	Combined*
n	Range midpoints	-7.5%	-5.3%	-7.3%
n	Incumbent average salaries	-13.8%	-13.7%	-13.5%

*not a simple average, but an average of all data points

Market data was also collected on Mayor and Council salaries. The following provides the competitiveness of their actual pay:

n	Mayor	-25.3%
n	Council Member average salaries	- 3.2%

Sworn Public Safety comparisons:

To illustrate the market competitiveness of the Public Safety sworn pay ranks, the analysis compared geographically adjusted market average entries and maximums to the current range minimums and maximums. Range minimums and maximums were lagging with market average range minimums and maximums.

n	Range minimum	- 5.2%
n	Range maximum	-12.3%

BENEFITS ANALYSIS

The study also include a review of responses to the following benefit offerings questions that were included in the survey document:

- Leave including holidays, vacation, sick, sick leave accumulation and payout, and other paid leave
- Medical insurance coverage and costs
- Dental and vision coverage
- Disability benefits
- Life insurance benefits
- Retirement, savings, and deferred compensation benefits
- Longevity

A separate report has been provided on the market competitiveness of these benefits. The Town was found to be competitive with its comparator organizations in most benefits offerings with the following areas summarized:

- Vacation and sick leave have similar accruals with more tenured employees receiving slightly higher vacation by two days
- Medical Insurance monthly premiums are lower on average than benchmarks for each level of coverage
- Employee percent payment of premium is higher (5-6%) for all coverage except employee only
- Retirement benefits are similar to other benchmarks
- Dental and vision benefits are competitive

SALARY STRUCTURE DEVELOPMENT

The salary structures define the pay opportunities for jobs in the organization. The following design issues were taken into account as the structures were developed:

- 1) The width of the pay grades.
- 2) The midpoint progression from one grade to the next.
- 3) The overlap of one grade with adjacent grades.
- 4) Management philosophy and organizational financial resources.

Update of the General Employees Pay Structure: Two separate pay structures were developed for non-sworn employees: General and Part-time. The pay structure for the general positions were developed by

placing jobs in grades based on the job evaluation hierarchy, plotting market data based on grade placement and then drawing pay lines through the data that blended the market data to establish smooth progression between grades within the pay structure. Non-sworn jobs such as Dispatcher, previously in the Police Structure, have been moved to the General Structure as their market is more closely aligned with non-sworn positions when reviewed in the study. The Part-time Structure has been developed using hourly rate market data for individual positions. The draft salary structures are included in Appendix B. As indicated earlier, the General Structure was designed using salary survey data to develop range midpoints. The proposed structure was designed to achieve a competitive level compared to the market data collected from private sector data as well as public sector sources on the Town's benchmark classifications. The proposed spreads were determined by identifying the average spreads in all benchmarks. Geographically adjusted, weighted average salaries were used to establish the pay structure and recommended ranges.

Update of the Sworn Public Safety Pay Schedules: Structure for the Police sworn positions were also updated. Average market range minimums, maximums, and average spreads were used to update the structures. Each range was evaluated and adjusted individually, when needed, to place the range minimum and maximum in a competitive relationship with market data. Steps of 5% for the first seven steps were maintained in the proposed structure for the ranks of Officer, Lead Officer, and Detective. Steps of 2.5% were retained in the Sergeant rank range for five steps. Additional "master" steps of 1.5% were included for all ranks but number of additional steps vary and were based on the average spreads for ranges. Ranks below the Sergeant grade have seven additional 1.5% steps and the Sergeant rank has five additional "master" steps of 1.5%

In reviewing its current market position and management philosophy, the Town is adopting a market policy of 100% of the market average minimums and maximums for sworn Police classifications and 100% of the geographically adjusted, weighted average market salaries to guide the development of the non-sworn structures. Further explanation of market weighted average salaries is included in Section IV Salary Administration Guidelines. These relationships should be maintained with market for future administration of the pay plan.

SALARY ADMINISTRATION GUIDELINES

To facilitate the program operation, comprehensive salary administration guidelines were written. The guidelines encompass the following areas:

- n Management pay philosophy;
- n Compensation program objectives;
- n Pay structure maintenance;
- n Guidelines for salary increases; and
- n Policy with regard to promotions, adjustments, and starting salaries.

The Salary Administration Guidelines provided in Section IV are included as part of this Report.

SECTION | C

IMPLEMENTATION OPTIONS AND RECOMMENDATIONS FOR ADMINISTRATIVE GUIDELINES

SECTION C | IMPLEMENTATION OPTIONS AND RECOMMENDATIONS FOR ADMINISTRATIVE GUIDELINES

INTRODUCTION

The following guidelines are provided for the Town of Oro Valley's consideration in implementing any approved changes to its compensation plan. In determining the exact course of action, consideration should be given to the organizational philosophy, internal environment, and the organization's fiscal resources. It is critical to also blend in the philosophy and input of the governing body of the Town in order to build a viable program. These guidelines were developed utilizing generally accepted compensation practices.

SALARY STRUCTURE DESIGN

In developing pay plans that align with the needs of an organization, several considerations should be addressed including the overall objectives and priorities of the compensation program, characteristics of the current workforce, the organization's target competitive position, the supply and demand of labor, the administrative capabilities of the organization for maintaining the program, financial resources, and the role of performance in the salary determination process. In response to the Town 's objective of building a compensation program that is internally equitable, externally competitive, sustainable, easy to understand and administer, and aligned with the Town 's human resources strategies, the following blueprint was used to create the recommended salary structure:

- n Three pay structures have been recommended for implementation: General, Part-time, and Public Safety Sworn.
The plans are designed for all employees.
- n Ranges for the General and Hourly positions are open ranges. Public Safety Sworn up through the Detective rank have seven steps with 5% increments followed by five "master" steps of 1.5% increments. Ranges for the Sergeant rank have been developed with five steps using 5% increments between each followed by five "master" steps of 1.5%
- n Spreads (minimum to maximum rates of pay) have been maintained at 50% for the General Structure based on market average spreads. Spreads for Public Safety Sworn ranges have been modified from 37% to 34% for all ranks except the Sergeant rank. The Sergeant rank range spread has been increased from 8% to 10% to reflect market average spreads. Master steps are added on top of the range spread of each rank.

IMPLEMENTATION OF THE PROPOSED PLAN

Implementation of the new compensation program requires specific procedures for the placement of employees into the proposed salary structure. The approach selected must ensure all employees are treated fairly during transition and that recommended salaries are determined in a consistent and fair manner. Moreover, the implementation plan selected must be consistent with the organization's ability to fund the program. Listed below is the recommended implementation approach, which does not include any decreases in actual pay:

- n **Step 1 –Adoption of the various Pay Plans and implementation.** It is recommended that the Town approve the proposed structures.
- n **Step 2 – Placement into new salary range.** Effective with implementation of a pay structure, all employees should be placed in their proposed pay schedule in the designated pay grade for their position as identified in the study results
- n **Step 3 – Salary Adjustments to the Range Minimum.** Adjustments are recommended to provide pay increases to the minimum of the proposed range for any employee whose salary falls below the entry of the pay grade designated for their job.
- n **Step 4 – Salary Adjustments within the Proposed Pay Range.**
In order to place employee pay in the General and Part-time Structures within their proposed range, it is recommended that each employee's pay be reviewed to ensure appropriate range penetration based on the employee's length of time in their current position. Each employee's pay was reviewed to determine if it was at least 2.0% above the entry of their proposed ranged for each year in the current position. To ensure affordability, adjustments based on range penetration were capped at 6%. In order to place sworn employees on step, it is recommended that each sworn employee's pay be adjusted to the same step in their proposed grade.

As a result of the implementation plan, no employee will have a reduction in pay and no employee will receive an adjustment above the maximum of his or her designated pay range.

SALARY ADJUSTMENTS - GENERAL MAINTENANCE

Policy regarding salary adjustments following the implementation of the new program should be established. The following practices are recommended for continued maintenance of the program:

- n **Employees Above the Maximum of Their Pay Grade** – It is recommended no employee be given an increase that would raise their salary above the maximum of the pay grade. Furthermore, employees who accept voluntary demotions will be limited to the maximum of the new pay grade.

- n **Employees Below the Minimum of Their Pay Grade** - It is recommended that employees always be brought to the minimum of their pay grade when a pay structure is adjusted.
- n **Pay Movement Based on Performance** – It is recommended that The Town of Oro Valley consider using average market movement and performance as criteria for future movement through the pay range.

SALARY ADJUSTMENTS - LONG TERM

Market Movement Structure Adjustment

During the budget process, the Town may consider the amount of adjustment appropriate to adjust the midpoint of General and Part-time employee ranges and minimums of sworn salary ranges to market. This decision should take into account available funds, current economic trends, and the relative position of the Town to the market, etc.

Keeping in mind the dynamic nature of the market, the Town should set a policy to maintain a competitive position within the market and develop a strategic framework toward achieving this goal, relative to competing fiscal demands and other fiscal constraints. That is, if the Town decides to adjust its pay structure to maintain its market competitive position, it must include these considerations in the annual budget calculations. It is recommended that the Town annually survey the changes in pay structures that are being provided in the region and provide a general adjustment to the Town's pay structures that is similar to average percent market movement in the benchmark organizations. This review can be completed by surveying benchmark organizations to determine how much, if any, structures are anticipated to move in the proposed fiscal year. Alternatively, WorldAtWork, compensation's professional organization, publishes market movement for geographic areas across the country.

Individual Salary Increases

A policy on individual salary adjustments resulting from structure adjustment is required. It is recommended employees receive salary increases equal to the structure adjustment in order to remain on step and/or at their relative position within their pay range. Failure to include this adjustment could lead to internal pay equity issues as new employees are hired in at varying rates that may result in pay compression between new hires and tenured employees. This policy does not cover special salary treatment to adjust salaries for external market and internal individual employee pay inequities.

SALARY ADJUSTMENTS - GENERAL MAINTENANCE

In order to maintain its competitive relationship to the market, policy decisions regarding future salary adjustments should be established. The following practices are recommended for continued maintenance of the program:

- n **Employees Above the Maximum of Their Pay Grade** – It is recommended no employee be given an increase that would raise their salary above the maximum of the pay grade. Furthermore, employees who accept voluntary demotions will be limited to the maximum of the new pay grade.
- n **Employees Below the Minimum of Their Pay Grade** - It is recommended that employees always be brought to the minimum of their pay grade when a pay structure is adjusted.
- n **Pay Movement with Structure Movement**- A policy on individual salary adjustments resulting from structure adjustment is required. It is recommended employees receive salary increases equal to the structure adjustment in order to remain at their relative position within their pay range. Failure to include this adjustment could lead to internal pay equity issues as new employees are hired in at varying rates that may result in pay compression between new hires and tenured employees. This policy does not cover special salary treatment to adjust salaries for external market and internal individual employee pay inequities.
- n **Pay Movement Based on Performance** – It is recommended that the Town of Oro Valley use performance as criteria for future movement through the pay range. The Town will need to ensure that its current Performance Management System provides fair, objective, and consistent evaluations.

SALARY ADJUSTMENTS - LONG TERM

Market Movement Structure Adjustment

During future budget processes, the Town may consider the amount of adjustment appropriate to adjust the midpoint of general employee ranges and minimums and maximums of sworn salary ranges to market. This decision should take into account available funds, current economic trends, and the relative position of the Town to the market, etc.

Keeping in mind the dynamic nature of the market, the Town should set a policy to maintain a competitive position within the market and develop a strategic framework toward achieving this goal, relative to competing fiscal demands and other fiscal constraints. That is, if the Town decides to adjust its pay structure to maintain its market competitive position, it must include these considerations in the annual budget calculations. It is recommended that the Town annually survey the changes in pay structures that are being

provided in the region and provide a general adjustment to the Town's pay structures that is similar to average percent market movement in the benchmark organizations. This review can be completed by surveying benchmark organizations to determine how much, if any, structures are anticipated to move in the proposed fiscal year. Alternatively, WorldAtWork, compensation's professional organization, publishes market movement for geographic areas across the country.

SECTION | D

COMPENSATION ADMINISTRATIVE GUIDELINES

SECTION D | COMPENSATION ADMINISTRATIVE GUIDELINES

BASIC PHILOSOPHY AND OBJECTIVES

Philosophy

The Town of Oro Valley has developed a compensation philosophy to establish and administer an equitable program that provides consistent treatment for all employees. Position responsibility and market information are the key considerations in determining employee salaries. WCG recognizes that the Town is dedicated to providing an atmosphere that demonstrates a commitment to service, excellence, and customer satisfaction. WCG's challenge during this project has been to recommend a compensation strategy that constitutes a good "fit" to Oro Valley's management philosophy. The purpose of a compensation program is to attract, retain, and motivate employees by offering pay opportunities commensurate with their position's internal and external value.

Objectives

The objectives of the Town's compensation program are:

- n To clearly define the essential functions of each position.
- n To reinforce employee perception of fair compensation between classifications and with comparable classifications outside the organization.
- n To establish a program that is understandable to employees, fiscally sound and cost effective, and easily administered and maintained.
- n To establish a pay grade for each job classification that is based on a systematic blending of the position's internal worth to the organization and its external value in the market.
- n To provide a methodology that allows the Town to determine market-based adjustments consistent with the Town's ability to pay.

COMPENSATION SYSTEM

Oro Valley's compensation program design is based on the following values:

1) **Competition**

- i) The Town will provide total compensation opportunities (direct pay, indirect pay (e.g., benefits), career opportunities, etc.) that are a blend of those offered by its competitors.

2) **Pay Grades**

- i) Each job classification in the organization will be assigned to a pay structure that will have a pay grade defined by minimum and maximum dollar limits. The pay grade defines the pay opportunities for the job. Pay structures should be reviewed periodically and revised to reflect the organization's changing competitive position, economic conditions, and compensation objectives. This review is detailed in the section "**Annual Salary Structure Adjustments**" and will be subject to the budgetary guidelines established by the Town.

3) **Job Descriptions**

- i) Each position title in the Town will have a written description. Descriptions should be reviewed on an as needed basis and on a periodic schedule defined by Human Resources.

4) **Administration**

- i) The Director of Human Resources or his /her designee will manage and administer the pay program. The Pay Program Administrator is responsible for:
 - (1) Recommending changes in the basic philosophy and objectives of the compensation policy, which ensure compliance with all relevant laws and regulations.
 - (2) Ensuring that job descriptions are current and accurate.
 - (3) Conducting salary surveys and/or reviewing published salary survey data to recommend salary increase budgets and structure adjustments.
 - (4) Coordinating the implementation and periodic review of the Salary Administration Guidelines.

DESCRIPTIONS

A description is a written document that describes the essential functions of a position, focusing on the general purpose and the principal duties and responsibilities of the position. Every position in the organization should have a written description. The description is intended to describe the major functions of the position, not to provide a complete listing of all possible tasks and responsibilities. The main purposes of the description are:

- n To serve as a means of communication between the supervisor and the employee to clarify the responsibilities and expectations of the position
- n To serve as the basis for position evaluation
- n To provide documentation for validating salary survey matches
- n To serve as a basis for performance planning and reviews
- n To identify qualifications for purposes of recruitment, selection and training

The Director of Human Resources or his /her designee will be responsible for maintaining all descriptions and copies.

ANNUAL SALARY STRUCTURE ADJUSTMENTS

During the normal budget process, the Director of Human Resources is responsible for providing recommendations to the Town Manager regarding structure adjustments and employee salary increases. As these recommendations reflect the compensation policy of the TOWN, the final budget allocations will rest with the Town Council, and should be made in the context of the total financial outlook for the organization.

When determining the adjustments to make, the organization will need to consider the impact of these adjustments both on the salary structures and individual salaries. The following should be taken into consideration when deciding structure adjustments and employee salary increases.

The Town has adopted a strategy of achieving and maintaining a market-competitive position of approximately 100% of the designated market's average. Therefore, the organization will need to allocate a certain amount in upcoming budget years to maintain this position in anticipation of market movement. Any changes to the definition of the organization's targeted competitive position will affect how much of the budget should be allocated to maintain a specific competitive position. The structures recommended in this report will help the Town achieve a market position that is competitive with the market average as of the effective date of the market data.

Market Movement

Salary surveys should be conducted on a regular schedule to assess the Town's relative position to the market. The market is dynamic. Therefore, once a competitive position is achieved, the Town should allocate funds sufficient to maintain that position.

Once the Town has achieved a competitive position, the percentage allocated for changing market position is the percentage movement of structures in that market. For example, if structure movement has increased on average by two percent the salary structure would need to be adjusted upward by two percent, to maintain the organization's position relative to the market. This would be accomplished by moving the entire structure by two percent. When a structure adjustment is completed, employee pay should move with the structure so that employee pay stays at the same relationship with the midpoint.

Every five to seven years, a full market review should be conducted and structure adjustment recommendations should be made based on calculated weighted averages from its benchmark organizations.

Individual Movement within the Range

With the exception of market considerations, it is expected employees will move through their pay ranges over time. The nature of the increases provided to employees to achieve such movement should be directed by policy set by the organization. If the Town provides adjustments based on performance, it is recommended that the Town survey annually the average salary budgets to determine how to budget for pay increases. Town policy should dictate the procedures to evaluate employee performance, ensure consistency in ratings across all departments, and establish the level of increase that would be applied organization-wide. In other words, employees receiving the same performance rating should receive the same opportunities for pay changes.

Financial Status

One of the functions of the budget process is to consider the competing priorities for limited revenue resources. Once the aforementioned factors are computed, it may be determined that the Town's current financial status cannot support the total cost. Conversely, in a positive financial condition, the Town may consider increasing the percentage allocated for the above factors. Clearly, the financial status will affect both structure adjustments and individual salaries.

Other Policy Consideration

It is recommended employees be paid no less than the minimum of the pay grades established for their position. It is recommended that increases do not provide for employee salaries to exceed the maximum of the pay range for their position.

STARTING SALARY GUIDELINES

There are several considerations in deciding what to offer someone to come to work for the Town. These considerations are broken down into two parts: the total offer and the salary offer.

The Total Offer

What is offered to a person in exchange for his/her time, talent, services, and judgment are compensation, benefits, effective working environment, career opportunities, and so on. For example, a partial listing of some of the tangibles and intangibles include:

1. The benefits package,
2. The security of a stable organization,
3. The work environment, and
4. Location and community.

The Director of Human Resources, or his/her designee should consider all of these factors and, in particular, the value of all benefits offered by the organization. The total package is what should be explicitly communicated in extending the offer. This will aid the applicant in evaluating and making a realistic decision.

The Salary Offer

Based on the Town's ability to pay and the application of survey data, the pay grade for each position has been assigned, thereby defining the pay opportunities for each job. New employees with the minimum experience level for the job should normally be compensated at the minimum of the approved pay grade. Individuals with exceptional qualifications, extraordinary work experience or depth of skill level may be compensated above the entry rate within the pay grade. Additionally, market conditions or specific duties can create situations requiring a need to provide compensation above the minimum of the pay grade. All such decisions should be contingent upon available funding. The following guidelines should apply to starting salaries and that final approval of pay is made by the Human Resources Director and Town Manager:

In all cases:

- n The starting salary should be at least the minimum of the pay grade;
- n All starting salaries will generally be within the first quartile of the position's pay range and must first be approved as designated by the Department Director and Human Resources, and subject to budget considerations;
- n When an applicant's relevant experience exceeds the minimum requirements or a special skill requirement is identified, a hiring rate between the entry and 15% above entry of the pay grade may be considered. A starting salary up to midpoint can be requested by the Department Director but should be evaluated by the Director of

Human Resources if the applicant's experience exceeds the relevant experience beyond the minimum qualifications or if a special skill requirement has been identified. An analysis of impact of the hiring rate compared with current employees in similar level positions should be completed. Appropriate documentation should be maintained.

- n The Town Manager may consider a starting salary above the midpoint in circumstances where there has been difficulty in recruiting for the position or if the applicant has special skills, background, or experience significantly beyond the minimum qualifications. An analysis of impact of the hiring rate compared with current employees in similar level positions should be completed. Documentation should be maintained in the personnel file of the incumbent.

PROMOTION GUIDELINES

A promotion is defined conceptually as the assumption of substantially expanded duties and responsibilities. For purposes of salary administration, a promotion usually occurs when the new classification is a higher pay grade than the previous classification.

A promoted employee shall be compensated within the new grade under the same guidelines as new employees. In all cases, the amount of a promotional increase will be approved by the director after a review by the Human Resources Director and should typically:

- n **Be determined using the same guidelines for establishing a rate of pay for a new hire**
- n **Be an amount sufficient to reach the salary range minimum for the new classification or a minimum of a 10% increase, whichever is the greatest**

The increase should become effective in the first pay period in which the employee assumes the new job.

ADJUSTMENT GUIDELINES

The purpose of individual pay adjustments is to respond to situations that might affect the external competitive position or adversely affect internal equity. All proposed adjustments must have the approval of the Director of Human Resources and the Town Manager.

Minimum Salary

At the beginning of each new fiscal year, all employees should be at least at the minimum of the pay grade for their classification. When the structure is adjusted due to cost of labor movement and an employee's salary is below the minimum of the grade for the new fiscal year, the salary should be adjusted to the minimum, effective on the first pay period in the new fiscal year.

Transferred Employees

An employee who moves to a new job classification in the same pay grade will not receive an increase in compensation. An employee requesting a transfer to a lower grade cannot be compensated above the range maximum established for the new classification.

Reclassified and Demoted Employees

If an employee's classification is moved to a higher pay grade, the promotion guidelines should be applied to determine the employee's new rate of pay. If an employee is in a job classification that is moved to a lower pay grade the employee's salary will be adjusted to at least the maximum of the range in the new salary grade. Additional salary adjustments may be made to reflect changes in duties and scope of responsibilities.

**TOWN OF ORO VALLEY, AZ
MARKET SUMMARY**

STRUCTURE BASED ON MARKET WEIGHTED AVERAGE BASE SALARIES AND 5% MIDPOINT PROGRESSIONS

Survey Job No.	Town of Oro Valley							Town Compared to Market Adjusted Weighted Average Base Salary									Weighted Average Base Salary			Market Range Spread
								Base Salary			Grade Midpoint									
	FLSA	Grade	Min	Midpt	Max	Range Spread	Custom Survey	Published Survey	All Orgs	Custom Survey	Published Survey	All Orgs	Custom Survey	Published Survey	All Orgs Wtd Avg					
101	Accounting Clerk	NE	36	\$29,733	\$37,166	\$44,600	50%	-19.7%	-20.1%	-19.9%	0.4%	-0.1%	0.1%	\$37,033	\$37,192	\$37,112	50%			
102	Accounting Supervisor	E	65	\$60,851	\$76,064	\$91,277	50%	-8.3%	-3.8%	-6.1%	-12.0%	-7.7%	-9.9%	\$86,476	\$82,444	\$84,460	47%			
103	Assistant Aquatics Manager	NE	37	\$30,490	\$38,113	\$45,736	50%							\$43,848		\$43,848	48%			
104	Assist Recreation Manager	NE	37	\$30,490	\$38,113	\$45,736	50%	-32.1%		-32.1%	-15.1%		-15.1%	\$44,905		\$44,905	-36%			
105	Assistant to the Twn Manager	E	60	\$53,775	\$67,219	\$80,662	50%	-27.6%		-27.6%	-17.1%		-17.1%	\$81,044		\$81,044	48%			
106	Budget & Mgmt Analyst	E	58	\$51,200	\$64,000	\$76,800	50%	-11.7%	-11.7%	-11.7%	-9.7%	-9.7%	-9.7%	\$70,841	\$70,841	\$70,841	53%			
107	Building Inspector I	NE	50	\$42,003	\$52,504	\$63,004	50%				-8.5%		-8.5%	\$57,352		\$57,352	53%			
108	Chief Civil Deputy Attorney	E	77	\$81,820	\$102,275	\$122,730	50%	-24.9%	-21.7%	-23.3%	-18.2%	-14.7%	-16.5%	\$124,992	\$119,915	\$122,453	56%			
109	Civil Engineer	E	64	\$59,358	\$74,197	\$89,037	50%	-14.9%	-14.0%	-14.4%	-6.4%	-5.5%	-5.9%	\$79,267	\$78,479	\$78,873	50%			
110	Civil Engineering Technician	NE	47	\$39,017	\$48,771	\$58,525	50%	-8.2%	-12.9%	-10.6%	4.8%	-0.6%	2.1%	\$46,533	\$49,041	\$47,787	46%			
111	Code Compliance Specialist	E	50	\$42,003	\$52,504	\$63,004	50%	-23.5%		-23.5%	-5.8%		-5.8%	\$55,713		\$55,713	55%			
112	Communications Administrator	E	72	\$72,320	\$90,400	\$108,480	50%													
113	Constituent Srv/Mgmt Assist	E	56	\$48,733	\$60,916	\$73,099	50%	-32.7%		-32.7%	-15.9%		-15.9%	\$72,397		\$72,397	49%			
114	Construction Manager	E	62	\$56,502	\$70,627	\$84,752	50%										55%			
115	Court Administrator	E	69	\$67,030	\$83,788	\$100,545	50%	-20.0%		-20.0%	-12.8%		-12.8%	\$96,084		\$96,084	53%			
116	Court Clerk	NE	36	\$29,733	\$37,166	\$44,600	50%	-8.3%		-8.3%	3.9%		3.9%	\$35,788		\$35,788	44%			
117	Courtroom Clerk	NE	44	\$36,225	\$45,281	\$54,338	50%	-3.0%		-3.0%	21.2%		21.2%	\$37,352		\$37,352	45%			
118	Crime Analyst	NE	51	\$43,063	\$53,829	\$64,595	50%	4.1%		4.1%	-6.2%		-6.2%	\$57,414		\$57,414	48%			
119	Customer Service Rep (Water)	NE	36	\$29,733	\$37,166	\$44,600	50%	-10.6%	-12.3%	-11.4%	-6.4%	-8.2%	-7.4%	\$39,726	\$40,505	\$40,116	44%			
120	Database Analyst	E	63	\$57,908	\$72,385	\$86,862	50%	-18.9%	-20.3%	-19.6%	-2.8%	-4.4%	-3.6%	\$74,439	\$75,692	\$75,065	52%			
121	Deputy Police Chief	E	82	\$92,575	\$115,719	\$138,863	50%	-11.6%		-11.6%	-15.0%		-15.0%	\$136,166		\$136,166	44%			
122	Dir Dev & Infrast Serv/Town Engr	E	82	\$92,575	\$115,719	\$138,863	50%	-11.3%		-11.3%	-7.8%		-7.8%	\$125,540		\$125,540	47%			
123	Police Dispatcher	NE	0	\$37,499	\$44,394	\$51,288	37%	-7.6%		-7.6%	-2.5%		-2.5%	\$45,523		\$45,523	45%			
124	Manager Engineering	E	75	\$77,882	\$97,352	\$116,822	50%	-4.2%	-3.0%	-3.6%	-4.8%	-3.6%	-4.2%	\$102,278	\$100,953	\$101,616	55%			
125	Manager Operations	E	71	\$70,546	\$88,182	\$105,819	50%	-17.8%		-17.8%	-15.5%		-15.5%	\$104,331		\$104,331	57%			
126	Economic Dev Manager	E	75	\$77,882	\$97,352	\$116,822	50%	-22.2%		-22.2%	-2.7%		-2.7%	\$100,081		\$100,081	52%			
127	Exec Assist to Mgr & Council	E	52	\$44,145	\$55,181	\$66,218	50%	-10.7%	-13.3%	-12.0%	-2.5%	-5.2%	-3.9%	\$56,569	\$58,218	\$57,393	49%			
128	Finance Director	E	82	\$92,575	\$115,719	\$138,863	50%	-2.2%		-2.2%	-9.9%		-9.9%	\$128,432		\$128,432	48%			
129	Fleet Maint Mechanic II	NE	47	\$36,225	\$45,281	\$54,338	50%	-10.5%	-12.0%	-11.3%	-5.7%	-7.3%	-6.5%	\$48,034	\$48,823	\$48,429	48%			
130	GIS Analyst	E	56	\$48,733	\$60,916	\$73,099	50%	-0.9%		-0.9%	2.2%		2.2%	\$59,619		\$59,619	57%			
131	Heavy Equipment Oper II	NE	39	\$32,027	\$40,034	\$48,040	50%	-25.8%	-25.5%	-25.7%	-9.2%	-8.9%	-9.0%	\$44,087	\$43,932	\$44,010	42%			
132	Human Resources Director	E	79	\$85,975	\$107,469	\$128,962	50%	-32.3%		-32.3%	-18.3%		-18.3%	\$131,519		\$131,519	50%			
133	Human Resources Specialist	E	49	\$41,007	\$51,259	\$61,511	50%	-25.7%	-23.2%	-24.5%	-9.2%	-6.1%	-7.7%	\$56,453	\$54,610	\$55,531	48%			
134	Interim Info Tech Director	E	78	\$83,876	\$104,845	\$125,814	50%				-17.2%		-17.2%	\$126,685		\$126,685	52%			
135	Info Tech Technician	NE	55	\$47,543	\$59,428	\$71,314	50%	-9.8%	-18.7%	-14.5%	7.7%	-3.0%	2.1%	\$55,189	\$61,244	\$58,216	40%			
136	Lead IT/Forensics Technician	NE	0	\$55,640	\$57,776	\$59,911	8%	0.4%		0.4%	-3.1%		-3.1%	\$59,643		\$59,643	49%			
137	Legal Services Director	E	82	\$92,575	\$115,719	\$138,863	50%	-17.4%		-17.4%	-22.8%		-22.8%	\$149,940		\$149,940	51%			
139	Magistrate Judge	E	82	\$92,575	\$115,719	\$138,863	50%	-2.8%		-2.8%	-7.4%		-7.4%	\$125,004		\$125,004	13%			
140	Network Administrator	E	65	\$60,851	\$76,064	\$91,277	50%		-12.1%	-12.1%		-1.9%	-1.9%		\$77,541		\$77,541	40%		
141	New Media Developer	E	56	\$48,733	\$60,916	\$73,099	50%	-0.3%	-4.2%	-2.3%	-0.3%	-4.2%	-2.3%	\$61,087	\$63,619	\$62,353	50%			
142	Office Assistant (PT Annualized)	NE	28	\$24,410	\$30,512	\$36,615	50%	-27.6%	-19.0%	-23.5%	-13.9%		-9.1%	\$35,434	\$31,670	\$33,552	37%			
143	Office Specialist	NE	39	\$32,027	\$40,034	\$48,040	50%	-16.6%	-28.4%	-22.9%	0.3%	-13.9%	-7.4%	\$39,934	\$46,511	\$43,222	52%			
144	Parks and Recreation Director	E	78	\$83,876	\$104,845	\$125,814	50%	-20.5%		-20.5%	-8.4%		-8.4%	\$114,441		\$114,441	54%			
145	Pavement Management Specialist	NE	47	\$39,017	\$48,771	\$58,525	50%													
146	Police Admin Serv Manager	NE	52	\$44,145	\$55,181	\$66,218	50%	-23.9%		-23.9%	-15.9%		-15.9%	\$65,643		\$65,643	51%			

**TOWN OF ORO VALLEY, AZ
MARKET SUMMARY
STRUCTURE BASED ON MARKET WEIGHTED AVERAGE BASE SALARIES AND 5% MIDPOINT PROGRESSIONS**

Survey Job No.	Town of Oro Valley							Town Compared to Market Adjusted Weighted Average Base Salary									Market Range Spread	
								Base Salary			Grade Midpoint			Weighted Average Base Salary				
	Job Title	FLSA	Grade	Min	Midpt	Max	Range Spread	Custom Survey	Published Survey	All Orgs	Custom Survey	Published Survey	All Orgs	Custom Survey	Published Survey	All Orgs Wtd Avg		
147	Police Chief	E	84	\$97,271	\$121,589	\$145,906	50%	-0.3%		-0.3%	-15.6%		-15.6%	\$144,014		\$144,014	50%	
148	Police Commander	E	77	\$81,820	\$102,275	\$122,730	50%	-17.1%		-17.1%	-20.3%		-20.3%	\$128,295		\$128,295	38%	
149	Police Lieutenant	E	71	\$70,546	\$88,182	\$105,819	50%	-13.1%		-13.1%	-17.7%		-17.7%	\$107,144		\$107,144	34%	
151	Procurement Administrator	E	72	\$72,320	\$90,400	\$108,480	50%	-1.5%	-3.0%	-2.2%	0.4%	-1.1%	-0.4%	\$90,080	\$91,443	\$90,761	52%	
152	Police Prop/Forensics Tech	NE	0	\$36,143	\$42,789	\$49,434	37%	-17.3%		-17.3%	-13.4%		-13.4%	\$49,437		\$49,437	52%	
153	Police Records Specialist	NE	0	\$31,636	\$37,445	\$43,254	37%	-1.7%		-1.7%	-0.9%		-0.9%	\$37,784		\$37,784	43%	
155	Recreation Manager	NE	50	\$42,003	\$52,504	\$63,004	50%							\$55,213		\$55,213	47%	
156	Reg Emerg Response Planner	NE	51	\$43,063	\$53,829	\$64,595	50%	-24.5%		-24.5%	-11.9%		-11.9%	\$61,070		\$61,070	56%	
157	Safety and Risk Manager	E	65	\$60,851	\$76,064	\$91,277	50%	-10.6%	3.9%	-3.9%	-15.4%	-1.8%	-9.1%	\$89,926	\$77,433	\$83,680	59%	
158	Senior Accountant	E	55	\$47,543	\$59,428	\$71,314	50%	-34.0%	-11.8%	-24.5%	-21.6%	4.8%	-10.3%	\$75,760	\$56,684	\$66,222	50%	
159	Senior Office Assistant	NE	33	\$26,942	\$33,677	\$40,412	50%	-29.5%	-29.9%	-29.7%	-14.0%	-14.5%	-14.2%	\$39,143	\$39,367	\$39,255	42%	
160	Senior Paralegal	E	54	\$46,374	\$57,968	\$69,561	50%		2.5%	-1.9%		-1.8%	-6.1%	\$64,396	\$59,034	\$61,715	46%	
161	Senior Parks Maint Worker	NE	40	\$32,828	\$41,034	\$49,241	50%											
162	Senior Planner	E	60	\$53,775	\$67,219	\$80,662	50%	-12.4%		-12.4%	1.0%		1.0%	\$66,543		\$66,543	51%	
163	Sr Streets & Drain Crew Leader	NE	53	\$45,249	\$56,561	\$67,873	50%	-7.2%		-7.2%	-3.5%		-3.5%	\$58,632		\$58,632	52%	
164	Sr Traffic Signs & Mark Worker	NE	44	\$36,225	\$45,281	\$54,338	50%				-0.5%		-0.5%	\$45,499		\$45,499	39%	
166	St & Drainage Crew Leader	NE	47	\$39,017	\$48,771	\$58,525	50%	-13.6%		-13.6%	-3.7%		-3.7%	\$50,643		\$50,643	47%	
167	Town Clerk	E	78	\$83,876	\$104,845	\$125,814	50%	-20.8%		-20.8%	-4.7%		-4.7%	\$109,976		\$109,976	51%	
168	Town Engineer	E	82	\$92,575	\$115,719	\$138,863	50%	-12.8%		-12.8%	-9.4%		-9.4%	\$127,669		\$127,669	46%	
169	Town Manager	E	95	\$127,632	\$159,539	\$191,447	50%	-11.8%		-11.8%	-11.8%		-11.8%	\$180,923		\$180,923	48%	
170	Traffic Technician	NE	47	\$39,017	\$48,771	\$58,525	50%	-13.4%		-13.4%	-1.7%		-1.7%	\$49,637		\$49,637	49%	
171	Transit Dispatcher	NE	37	\$30,490	\$38,113	\$45,736	50%											
172	Transit Driver	NE	33	\$26,942	\$33,677	\$40,412	50%											
173	Transit Services Administrator	E	64	\$59,358	\$74,197	\$89,037	50%											
174	Water Conservation Specialist	NE	55	\$47,543	\$59,428	\$71,314	50%	-21.6%		-21.6%	-6.4%		-6.4%	\$63,522		\$63,522	50%	
175	Water Dist Superintendent	E	66	\$62,366	\$77,957	\$93,549	50%	12.6%		12.6%	5.3%		5.3%	\$74,055		\$74,055	53%	
176	Water Prod Superintendent	E	66	\$62,366	\$77,957	\$93,549	50%	-4.9%		-4.9%	-0.6%		-0.6%	\$78,429		\$78,429	81%	
177	Water Utility Director	E	82	\$92,575	\$115,719	\$138,863	50%	13.8%		13.8%	-1.4%		-1.4%	\$117,359		\$117,359	51%	
178	Water Utility Operator I	NE	41	\$33,650	\$42,062	\$50,475	50%										30%	
179	Water Utility Operator II	NE	46	\$38,064	\$47,581	\$57,097	50%	-12.2%		-12.2%	-0.5%		-0.5%	\$47,805		\$47,805	50%	
180	Zoning Plans Examiner	NE	46	\$38,064	\$47,581	\$57,097	50%				-14.8%		-14.8%	\$55,855		\$55,855	47%	
							Average:	49%	-13.6%	-13.7%	-13.3%	-7.4%	-5.3%	-7.2%				47%

**TOWN OF ORO VALLEY, AZ
PROPOSED POLICE STRUCTURE - 100% OF MARKET**

Survey Job No.	Town of Oro Valley Data		Proposed Police Structure						Police Structure Steps							Police Structure Cap						
	Position	FLSA	Grade	Min	Mid	Max	Range Spread	Midpt Prog	1	2	3	4	5	6	7	M1	M2	M3	M4	M5	M6	M7
150	Police Officer	NE	P1	\$49,086	57,433	65,780	34%		49,086	51,541 5.0%	54,118 5.0%	56,824 5.0%	59,665 5.0%	62,648 5.0%	65,780 5.0%	66,767 1.5%	67,769 1.5%	68,785 1.5%	69,817 1.5%	70,864 1.5%	71,927 1.5%	73,006 1.5%
	Lead Officer	NE	P2	\$51,541	60,305	69,069	34%	105%	51,540	54,117 5.0%	56,823 5.0%	59,664 5.0%	62,647 5.0%	65,780 5.0%	69,069 5.0%	70,105 1.5%	71,156 1.5%	72,223 1.5%	73,307 1.5%	74,406 1.5%	75,523 1.5%	76,655 1.5%
	Detective	NE	P3	\$54,118	63,320	72,522	34%	105%	54,117	56,823 5.0%	59,664 5.0%	62,647 5.0%	65,780 5.0%	69,069 5.0%	72,522 5.0%	73,610 1.5%	74,714 1.5%	75,835 1.5%	76,972 1.5%	78,127 1.5%	79,299 1.5%	80,488 1.5%
165	Sergeant	NE	P4	\$72,011	75,749	79,486	10%	120%	72,011	73,811 2.5%	75,656 2.5%	77,548 2.5%	79,486 2.5%		80,679 1.5%	81,889 1.5%	83,118 1.5%	84,364 1.5%	85,630 1.5%			

Structure Development Assumptions:

Primary Market Comparison is based on Market Average Ranges
 Focus on Market Range Minimums to ensure competitive hiring salaries
 Current Structure maintained if higher than market.

**TOWN OF ORO VALLEY, AZ
MARKET SUMMARY - PART-TIME SEASONAL**

Town of Oro Valley							Proposed Part-Time Seasonal Structure							
Job Title	FLSA	Grade	Min	Midpt	Max	Range Spread	Grade	Min		Mid		Max	Range Spread	Midpt Prog
Aquatics Facility Attendant	NE	15	\$17,704 \$8.51	\$22,129 \$10.64	\$26,555 \$12.77	50%	PTS1	\$18,720 \$9.00	\$19,240 \$9.25	\$19,760 \$9.50	\$20,280 \$9.75	\$20,800 \$10.00	11%	
Lifeguard	NE	18	\$19,065	\$23,831	\$28,597	50%	PTS2	\$21,320 \$10.25	\$21,840 \$10.50	\$22,360 \$10.75	\$22,880 \$11.00	\$23,400 \$11.25	10%	113%
Recreation Aid							PTS3	\$24,440 \$11.75	\$25,480 \$12.25	\$26,520 \$12.75	\$27,560 \$13.25	\$28,600 \$13.75	17%	119%
Recreation Leader	NE	32	\$26,942	\$33,677	\$40,412	50%	PTS4	\$27,040 \$13.00	\$28,080 \$13.50	\$29,120 \$14.00	\$30,160 \$14.50	\$31,200 \$15.00	15%	110%

**Town of Oro Valley, AZ
Proposed General Pay Structure**

January, 2014

Grade	Min	Mid	Max	Spread	Midpoint Progression
100	\$25,563	\$31,954	\$38,345	50%	
101	\$26,842	\$33,552	\$40,262	50%	105%
102	\$28,184	\$35,230	\$42,276	50%	105%
103	\$29,593	\$36,991	\$44,389	50%	105%
104	\$31,073	\$38,841	\$46,609	50%	105%
105	\$32,626	\$40,783	\$48,939	50%	105%
106	\$34,257	\$42,822	\$51,386	50%	105%
107	\$35,970	\$44,963	\$53,955	50%	105%
108	\$37,769	\$47,211	\$56,653	50%	105%
109	\$39,657	\$49,572	\$59,486	50%	105%
110	\$41,640	\$52,050	\$62,460	50%	105%
111	\$43,722	\$54,653	\$65,583	50%	105%
112	\$45,908	\$57,385	\$68,862	50%	105%
113	\$48,204	\$60,255	\$72,305	50%	105%
114	\$50,614	\$63,267	\$75,921	50%	105%
115	\$53,145	\$66,431	\$79,717	50%	105%
116	\$55,802	\$69,752	\$83,703	50%	105%
117	\$58,592	\$73,240	\$87,888	50%	105%
118	\$61,521	\$76,902	\$92,282	50%	105%
119	\$64,598	\$80,747	\$96,896	50%	105%
120	\$67,827	\$84,784	\$101,741	50%	105%
121	\$71,219	\$89,023	\$106,828	50%	105%
122	\$74,780	\$93,475	\$112,170	50%	105%
123	\$78,519	\$98,148	\$117,778	50%	105%
124	\$82,445	\$103,056	\$123,667	50%	105%
125	\$86,567	\$108,209	\$129,850	50%	105%
126	\$90,895	\$113,619	\$136,343	50%	105%
127	\$95,440	\$119,300	\$143,160	50%	105%
128	\$100,212	\$125,265	\$150,318	50%	105%
129	\$105,223	\$131,528	\$157,834	50%	105%
130	\$110,484	\$138,105	\$165,725	50%	105%
131	\$116,008	\$145,010	\$174,012	50%	105%
132	\$121,808	\$152,260	\$182,712	50%	105%
133	\$127,899	\$159,873	\$191,848	50%	105%
134	\$134,294	\$167,867	\$201,440	50%	105%
135	\$141,008	\$176,260	\$211,512	50%	105%

TOWN OF ORO VALLEY, AZ
2014-2015 General Pay Plan

Job Title	Grade		Minimum	Midpoint	Maximum
TOWN MANAGER	135	Annual Hourly	\$141,008 \$67.7924	\$176,260 \$84.7405	\$211,512 \$101.6887
POLICE CHIEF	131	Annual Hourly	\$116,008 \$55.7730	\$145,010 \$69.7163	\$174,012 \$83.6595
LEGAL SERVICES DIRECTOR	130	Annual Hourly	\$110,484 \$53.1171	\$138,105 \$66.3964	\$165,725 \$79.6757
DEPUTY POLICE CHIEF	129	Annual Hourly	\$105,223 \$50.5878	\$131,528 \$63.2347	\$157,834 \$75.8816
DIRECTOR DEV & INFRAST SERV/TOWN ENGR	129	Annual Hourly	\$105,223 \$50.5878	\$131,528 \$63.2347	\$157,834 \$75.8816
FINANCE DIRECTOR	129	Annual Hourly	\$105,223 \$50.5878	\$131,528 \$63.2347	\$157,834 \$75.8816
MAGISTRATE JUDGE	129	Annual Hourly	\$105,223 \$50.5878	\$131,528 \$63.2347	\$157,834 \$75.8816
HUMAN RESOURCES DIRECTOR	128	Annual Hourly	\$100,212 \$48.1788	\$125,265 \$60.2235	\$150,318 \$72.2682
POLICE COMMANDER	128	Annual Hourly	\$100,212 \$48.1788	\$125,265 \$60.2235	\$150,318 \$72.2682
TOWN ENGINEER	128	Annual Hourly	\$100,212 \$48.1788	\$125,265 \$60.2235	\$150,318 \$72.2682
WATER UTILITY DIRECTOR	128	Annual Hourly	\$100,212 \$48.1788	\$125,265 \$60.2235	\$150,318 \$72.2682
IT DIRECTOR	127	Annual Hourly	\$95,440 \$45.8846	\$119,300 \$57.3557	\$143,160 \$68.8269
PARKS AND RECREATION DIRECTOR	127	Annual Hourly	\$95,440 \$45.8846	\$119,300 \$57.3557	\$143,160 \$68.8269
ASSISTANT DIS DIRECTOR	126	Annual Hourly	\$90,895 \$43.6996	\$113,619 \$54.6245	\$136,343 \$65.5494
TOWN CLERK	126	Annual Hourly	\$90,895 \$43.6996	\$113,619 \$54.6245	\$136,343 \$65.5494
CHIEF CIVIL DEPUTY ATTORNEY	125	Annual Hourly	\$86,567 \$41.6187	\$108,209 \$52.0233	\$129,850 \$62.4280
POLICE LIEUTENANT	125	Annual Hourly	\$86,567 \$41.6187	\$108,209 \$52.0233	\$129,850 \$62.4280
MANAGER ENGINEERING	124	Annual Hourly	\$82,445 \$39.6368	\$103,056 \$49.5460	\$123,667 \$59.4552
MANAGER OPERATIONS	124	Annual Hourly	\$82,445 \$39.6368	\$103,056 \$49.5460	\$123,667 \$59.4552
MANAGER PERMITTING	124	Annual Hourly	\$82,445 \$39.6368	\$103,056 \$49.5460	\$123,667 \$59.4552

MANAGER, PLANNING	124	Annual Hourly	\$82,445 \$39.6368	\$103,056 \$49.5460	\$123,667 \$59.4552
ASSISTANT TOWN PROSECUTOR	123	Annual Hourly	\$78,519 \$37.7494	\$98,148 \$47.1867	\$117,778 \$56.6240
ECONOMIC DEV MANAGER	123	Annual Hourly	\$78,519 \$37.7494	\$98,148 \$47.1867	\$117,778 \$56.6240
BLDG OFFL- MGR INSPECT & COMP	122	Annual Hourly	\$74,780 \$35.9518	\$93,475 \$44.9397	\$112,170 \$53.9277
COMMUNICATIONS ADMINISTRATOR	122	Annual Hourly	\$74,780 \$35.9518	\$93,475 \$44.9397	\$112,170 \$53.9277
COURT ADMINISTRATOR	122	Annual Hourly	\$74,780 \$35.9518	\$93,475 \$44.9397	\$112,170 \$53.9277
WATER UTILITY ADMINISTRATOR	122	Annual Hourly	\$74,780 \$35.9518	\$93,475 \$44.9397	\$112,170 \$53.9277
WATER UTILITY ENG DIV MANAGER	122	Annual Hourly	\$74,780 \$35.9518	\$93,475 \$44.9397	\$112,170 \$53.9277
PROCUREMENT ADMINISTRATOR	121	Annual Hourly	\$71,219 \$34.2398	\$89,023 \$42.7997	\$106,828 \$51.3597
SENIOR CIVIL ENGINEER	121	Annual Hourly	\$71,219 \$34.2398	\$89,023 \$42.7997	\$106,828 \$51.3597
STORMWATER ENGINEER	121	Annual Hourly	\$71,219 \$34.2398	\$89,023 \$42.7997	\$106,828 \$51.3597
ACCOUNTING SUPERVISOR	120	Annual Hourly	\$67,827 \$32.6093	\$84,784 \$40.7617	\$101,741 \$48.9140
CONSRVTN & SUST ADMINISTRATOR	120	Annual Hourly	\$67,827 \$32.6093	\$84,784 \$40.7617	\$101,741 \$48.9140
CIVIL ENGINEER	119	Annual Hourly	\$64,598 \$31.0565	\$80,747 \$38.8206	\$96,896 \$46.5847
CIVIL ENGINEER/PROJECT MANAGER	119	Annual Hourly	\$64,598 \$31.0565	\$80,747 \$38.8206	\$96,896 \$46.5847
NETWORK ADMINISTRATOR	119	Annual Hourly	\$64,598 \$31.0565	\$80,747 \$38.8206	\$96,896 \$46.5847
SYSTEMS ANALYST	119	Annual Hourly	\$64,598 \$31.0565	\$80,747 \$38.8206	\$96,896 \$46.5847
TRANSIT SERVICES ADMINISTRATOR	119	Annual Hourly	\$64,598 \$31.0565	\$80,747 \$38.8206	\$96,896 \$46.5847
WATER PROD SUPERINTENDENT	119	Annual Hourly	\$64,598 \$31.0565	\$80,747 \$38.8206	\$96,896 \$46.5847
ASSISTANT TO THE TWN MANAGER	118	Annual Hourly	\$61,521 \$29.5776	\$76,902 \$36.9720	\$92,282 \$44.3664

DATABASE ANALYST	118	Annual Hourly	\$61,521 \$29.5776	\$76,902 \$36.9720	\$92,282 \$44.3664
PRINCIPAL PLANNER	118	Annual Hourly	\$61,521 \$29.5776	\$76,902 \$36.9720	\$92,282 \$44.3664
WATER DIST SUPERINTENDENT	118	Annual Hourly	\$61,521 \$29.5776	\$76,902 \$36.9720	\$92,282 \$44.3664
WATER UTILITY PROJECT MANAGER	118	Annual Hourly	\$61,521 \$29.5776	\$76,902 \$36.9720	\$92,282 \$44.3664
	117	Annual Hourly	\$58,592 \$28.1692	\$73,240 \$35.2114	\$87,888 \$42.2537
BUDGET & MGMT ANALYST	116	Annual Hourly	\$55,802 \$26.8278	\$69,752 \$33.5347	\$83,703 \$40.2417
CONSTITUENT SRV /MGMT ASSIST	116	Annual Hourly	\$55,802 \$26.8278	\$69,752 \$33.5347	\$83,703 \$40.2417
SENIOR PLANNER	116	Annual Hourly	\$55,802 \$26.8278	\$69,752 \$33.5347	\$83,703 \$40.2417
CIVIL ENGINEERING DESIGNER	115	Annual Hourly	\$53,145 \$25.5503	\$66,431 \$31.9378	\$79,717 \$38.3254
EMERGENCY RESPONSE AND SAFETY COORDINATOR	115	Annual Hourly	\$53,145 \$25.5503	\$66,431 \$31.9378	\$79,717 \$38.3254
ENGINEERING DESIGN REVIEWER	115	Annual Hourly	\$53,145 \$25.5503	\$66,431 \$31.9378	\$79,717 \$38.3254
POLICE ADMIN SERV MANAGER	115	Annual Hourly	\$53,145 \$25.5503	\$66,431 \$31.9378	\$79,717 \$38.3254
POLICE COMMUNICATIONS SUPVSR	115	Annual Hourly	\$53,145 \$25.5503	\$66,431 \$31.9378	\$79,717 \$38.3254
SENIOR ACCOUNTANT	115	Annual Hourly	\$53,145 \$25.5503	\$66,431 \$31.9378	\$79,717 \$38.3254
AQUATICS MANAGER	114	Annual Hourly	\$50,614 \$24.3336	\$63,267 \$30.4170	\$75,921 \$36.5004
BUILDING INSPECTOR II	114	Annual Hourly	\$50,614 \$24.3336	\$63,267 \$30.4170	\$75,921 \$36.5004
DEPUTY TOWN CLERK	114	Annual Hourly	\$50,614 \$24.3336	\$63,267 \$30.4170	\$75,921 \$36.5004
GIS ANALYST	114	Annual Hourly	\$50,614 \$24.3336	\$63,267 \$30.4170	\$75,921 \$36.5004
MARKETNG & COMMUNICATIONS SPECIALIST	114	Annual Hourly	\$50,614 \$24.3336	\$63,267 \$30.4170	\$75,921 \$36.5004
NEW MEDIA DEVELOPER	114	Annual Hourly	\$50,614 \$24.3336	\$63,267 \$30.4170	\$75,921 \$36.5004

PLANS EXAMINER II	114	Annual Hourly	\$50,614 \$24.3336	\$63,267 \$30.4170	\$75,921 \$36.5004
SENIOR PARALEGAL	114	Annual Hourly	\$50,614 \$24.3336	\$63,267 \$30.4170	\$75,921 \$36.5004
WATER CONSERVATION SPECIALIST	114	Annual Hourly	\$50,614 \$24.3336	\$63,267 \$30.4170	\$75,921 \$36.5004
ECONOMIC DEV SPECIALIST	113	Annual Hourly	\$48,204 \$23.1748	\$60,255 \$28.9685	\$72,305 \$34.7623
INFO TECH TECHNICIAN	113	Annual Hourly	\$48,204 \$23.1748	\$60,255 \$28.9685	\$72,305 \$34.7623
LEAD IT/FORENSICS TECHNICIAN	113	Annual Hourly	\$48,204 \$23.1748	\$60,255 \$28.9685	\$72,305 \$34.7623
PARKS MAINTENANCE MANAGER	113	Annual Hourly	\$48,204 \$23.1748	\$60,255 \$28.9685	\$72,305 \$34.7623
PLANNER	113	Annual Hourly	\$48,204 \$23.1748	\$60,255 \$28.9685	\$72,305 \$34.7623
REG EMERG RESPONSE PLANNER	113	Annual Hourly	\$48,204 \$23.1748	\$60,255 \$28.9685	\$72,305 \$34.7623
SR STREETS & DRAIN CREW LEADER	113	Annual Hourly	\$48,204 \$23.1748	\$60,255 \$28.9685	\$72,305 \$34.7623
WATER UTILITY REGIONAL COORDINATOR	113	Annual Hourly	\$48,204 \$23.1748	\$60,255 \$28.9685	\$72,305 \$34.7623
BUILDING INSPECTOR I	112	Annual Hourly	\$45,908 \$22.0713	\$57,385 \$27.5891	\$68,862 \$33.1069
CONSTRUCTION INSPECTOR	112	Annual Hourly	\$45,908 \$22.0713	\$57,385 \$27.5891	\$68,862 \$33.1069
EXEC ASSIST TO MGR & COUNCIL	112	Annual Hourly	\$45,908 \$22.0713	\$57,385 \$27.5891	\$68,862 \$33.1069
LEAD WATER UTILITY OPERATOR	112	Annual Hourly	\$45,908 \$22.0713	\$57,385 \$27.5891	\$68,862 \$33.1069
PLANS EXAMINER I	112	Annual Hourly	\$45,908 \$22.0713	\$57,385 \$27.5891	\$68,862 \$33.1069
POLICE RECORDS SUPERVISOR	112	Annual Hourly	\$45,908 \$22.0713	\$57,385 \$27.5891	\$68,862 \$33.1069
SENIOR TRAFFIC TECHNICIAN	112	Annual Hourly	\$45,908 \$22.0713	\$57,385 \$27.5891	\$68,862 \$33.1069
CODE COMPLIANCE SPECIALIST	111	Annual Hourly	\$43,722 \$21.0203	\$54,653 \$26.2753	\$65,583 \$31.5304

CRIME ANALYST	111	Annual Hourly	\$43,722 \$21.0203	\$54,653 \$26.2753	\$65,583 \$31.5304
HUMAN RESOURCES SPECIALIST	111	Annual Hourly	\$43,722 \$21.0203	\$54,653 \$26.2753	\$65,583 \$31.5304
METER OPERATIONS SUPERVISOR	111	Annual Hourly	\$43,722 \$21.0203	\$54,653 \$26.2753	\$65,583 \$31.5304
PARALEGAL II	111	Annual Hourly	\$43,722 \$21.0203	\$54,653 \$26.2753	\$65,583 \$31.5304
RECREATION MANAGER	111	Annual Hourly	\$43,722 \$21.0203	\$54,653 \$26.2753	\$65,583 \$31.5304
SENIOR BUILDING PERMIT TECHNICIAN	111	Annual Hourly	\$43,722 \$21.0203	\$54,653 \$26.2753	\$65,583 \$31.5304
SENIOR CIVIL ENGINEERING TECH	111	Annual Hourly	\$43,722 \$21.0203	\$54,653 \$26.2753	\$65,583 \$31.5304
SENIOR PLANNING TECHNICIAN	111	Annual Hourly	\$43,722 \$21.0203	\$54,653 \$26.2753	\$65,583 \$31.5304
ZONING PLANS EXAMINER	111	Annual Hourly	\$43,722 \$21.0203	\$54,653 \$26.2753	\$65,583 \$31.5304
ADMINISTRATIVE COORDINATOR	110	Annual Hourly	\$41,640 \$20.0193	\$52,050 \$25.0241	\$62,460 \$30.0289
CUSTOMER SERVICE SUPERVISOR	110	Annual Hourly	\$41,640 \$20.0193	\$52,050 \$25.0241	\$62,460 \$30.0289
FACILITY MAINT CREW LEADER	110	Annual Hourly	\$41,640 \$20.0193	\$52,050 \$25.0241	\$62,460 \$30.0289
FLEET MAINTENANCE MECHANIC III	110	Annual Hourly	\$41,640 \$20.0193	\$52,050 \$25.0241	\$62,460 \$30.0289
ST & DRAINAGE CREW LEADER	110	Annual Hourly	\$41,640 \$20.0193	\$52,050 \$25.0241	\$62,460 \$30.0289
TRAFFIC SIGNS & MARK CREW LEAD	110	Annual Hourly	\$41,640 \$20.0193	\$52,050 \$25.0241	\$62,460 \$30.0289
TRANSIT CREW LEADER	110	Annual Hourly	\$41,640 \$20.0193	\$52,050 \$25.0241	\$62,460 \$30.0289
WATER UTILITY OPERATOR III	110	Annual Hourly	\$41,640 \$20.0193	\$52,050 \$25.0241	\$62,460 \$30.0289
ZONING INSPECTOR TECHNICIAN	110	Annual Hourly	\$41,640 \$20.0193	\$52,050 \$25.0241	\$62,460 \$30.0289
ELECTRIC AND CONTROL TECHNICIAN	109	Annual Hourly	\$39,657 \$19.0660	\$49,572 \$23.8325	\$59,486 \$28.5990
FACILITIES MAINT TECHNICIAN	109	Annual Hourly	\$39,657 \$19.0660	\$49,572 \$23.8325	\$59,486 \$28.5990

HEAVY EQUIP OPER III	109	Annual Hourly	\$39,657 \$19.0660	\$49,572 \$23.8325	\$59,486 \$28.5990
LEAD DISPATCHER	109	Annual Hourly	\$39,657 \$19.0660	\$49,572 \$23.8325	\$59,486 \$28.5990
MULTIMODAL PLANNER	109	Annual Hourly	\$39,657 \$19.0660	\$49,572 \$23.8325	\$59,486 \$28.5990
PARALEGAL I	109	Annual Hourly	\$39,657 \$19.0660	\$49,572 \$23.8325	\$59,486 \$28.5990
PAVEMENT MANAGEMENT SPECIALIST	109	Annual Hourly	\$39,657 \$19.0660	\$49,572 \$23.8325	\$59,486 \$28.5990
SENIOR OFFICE SPECIALIST	109	Annual Hourly	\$39,657 \$19.0660	\$49,572 \$23.8325	\$59,486 \$28.5990
SENIOR TRAFFIC SIGNS & MARKINGS WORKER	109	Annual Hourly	\$39,657 \$19.0660	\$49,572 \$23.8325	\$59,486 \$28.5990
TRAFFIC TECHNICIAN	109	Annual Hourly	\$39,657 \$19.0660	\$49,572 \$23.8325	\$59,486 \$28.5990
WATER UTILITY OPERATOR II	109	Annual Hourly	\$39,657 \$19.0660	\$49,572 \$23.8325	\$59,486 \$28.5990
BUILDING PERMIT TECHNICIAN	108	Annual Hourly	\$37,769 \$18.1581	\$47,211 \$22.6976	\$56,653 \$27.2371
CIVIL ENGINEERING TECHNICIAN	108	Annual Hourly	\$37,769 \$18.1581	\$47,211 \$22.6976	\$56,653 \$27.2371
FLEET MAINT MECHANIC II	108	Annual Hourly	\$37,769 \$18.1581	\$47,211 \$22.6976	\$56,653 \$27.2371
HEAVY EQUIPMENT OPER II	108	Annual Hourly	\$37,769 \$18.1581	\$47,211 \$22.6976	\$56,653 \$27.2371
PARKS MAINT CREW LEADER	108	Annual Hourly	\$37,769 \$18.1581	\$47,211 \$22.6976	\$56,653 \$27.2371
POLICE DISPATCHER	108	Annual Hourly	\$37,769 \$18.1581	\$47,211 \$22.6976	\$56,653 \$27.2371
POLICE PROP/FORENSICS TECH	108	Annual Hourly	\$37,769 \$18.1581	\$47,211 \$22.6976	\$56,653 \$27.2371
ZONING INSPECTION TECHNICIAN	108	Annual Hourly	\$37,769 \$18.1581	\$47,211 \$22.6976	\$56,653 \$27.2371
ASSIST RECREATION MANAGER	107	Annual Hourly	\$35,970 \$17.2934	\$44,963 \$21.6168	\$53,955 \$25.9401
ASSISTANT AQUATICS MANAGER	107	Annual Hourly	\$35,970 \$17.2934	\$44,963 \$21.6168	\$53,955 \$25.9401
COURTROOM CLERK	107	Annual Hourly	\$35,970 \$17.2934	\$44,963 \$21.6168	\$53,955 \$25.9401

LEGAL SECRETARY	107	Annual Hourly	\$35,970 \$17.2934	\$44,963 \$21.6168	\$53,955 \$25.9401
OFFICE SPECIALIST	107	Annual Hourly	\$35,970 \$17.2934	\$44,963 \$21.6168	\$53,955 \$25.9401
PAYROLL SPECIALIST	107	Annual Hourly	\$35,970 \$17.2934	\$44,963 \$21.6168	\$53,955 \$25.9401
POLICE RECORDS SPECIALIST	107	Annual Hourly	\$35,970 \$17.2934	\$44,963 \$21.6168	\$53,955 \$25.9401
WATER UTILITY OPERATOR I	107	Annual Hourly	\$35,970 \$17.2934	\$44,963 \$21.6168	\$53,955 \$25.9401
SENIOR COURT CLERK	106	Annual Hourly	\$34,257 \$16.4699	\$42,822 \$20.5874	\$51,386 \$24.7049
SENIOR PARKS MAINT WORKER	106	Annual Hourly	\$34,257 \$16.4699	\$42,822 \$20.5874	\$51,386 \$24.7049
CONSTRUCTION CLERK	105	Annual Hourly	\$32,626 \$15.6856	\$40,783 \$19.6071	\$48,939 \$23.5285
CUSTOMER SERVICE REP (WATER)	105	Annual Hourly	\$32,626 \$15.6856	\$40,783 \$19.6071	\$48,939 \$23.5285
SENIOR OFFICE ASSISTANT	105	Annual Hourly	\$32,626 \$15.6856	\$40,783 \$19.6071	\$48,939 \$23.5285
SENIOR PUBLIC WORKS MAINTENANCE WORKER	105	Annual Hourly	\$32,626 \$15.6856	\$40,783 \$19.6071	\$48,939 \$23.5285
TRAFFIC SIGNS & MARK WORKER	105	Annual Hourly	\$32,626 \$15.6856	\$40,783 \$19.6071	\$48,939 \$23.5285
ACCOUNTING CLERK	104	Annual Hourly	\$31,073 \$14.9387	\$38,841 \$18.6734	\$46,609 \$22.4081
COURT CLERK	104	Annual Hourly	\$31,073 \$14.9387	\$38,841 \$18.6734	\$46,609 \$22.4081
LEAD TRANSIT DRIVER	104	Annual Hourly	\$31,073 \$14.9387	\$38,841 \$18.6734	\$46,609 \$22.4081
TRANSIT DISPATCHER	104	Annual Hourly	\$31,073 \$14.9387	\$38,841 \$18.6734	\$46,609 \$22.4081
HEAVY EQUIPMENT OPERATOR I	103	Annual Hourly	\$29,593 \$14.2273	\$36,991 \$17.7842	\$44,389 \$21.3410
PARK MONITOR	102	Annual Hourly	\$28,184 \$13.5498	\$35,230 \$16.9373	\$42,276 \$20.3248
PARKS MAINTENANCE WORKER	102	Annual Hourly	\$28,184 \$13.5498	\$35,230 \$16.9373	\$42,276 \$20.3248
OFFICE ASSISTANT	101	Annual Hourly	\$26,842 \$12.9046	\$33,552 \$16.1308	\$40,262 \$19.3569
TRANSIT DRIVER	101	Annual Hourly	\$26,842 \$12.9046	\$33,552 \$16.1308	\$40,262 \$19.3569
AQUATICS FACILITY SUPERVISOR	100	Annual Hourly	\$25,563 \$12.2901	\$31,954 \$15.3626	\$38,345 \$18.4352
AQUATICS SHIFT LEADER	100	Annual Hourly	\$25,563 \$12.2901	\$31,954 \$15.3626	\$38,345 \$18.4352