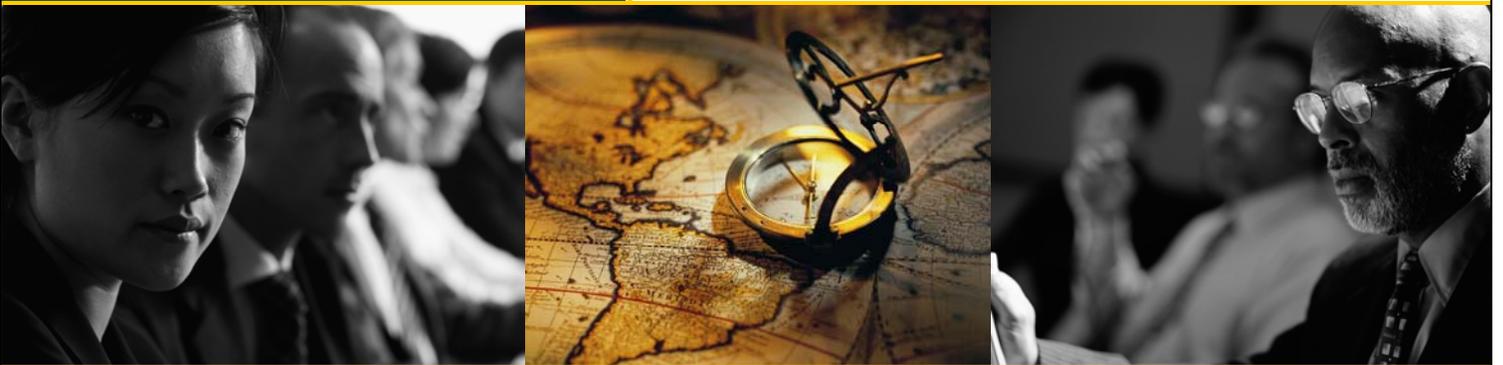


Classification and Compensation Study for City of Gaithersburg, MD

FINAL REPORT



Evergreen Solutions, LLC

May 21, 2013

Chapter 1 - Introduction

1.1 INTRODUCTION

Evergreen Solutions was retained by the City of Gaithersburg, MD (City) to conduct a Classification and Compensation Study of all positions in the organization. A Classification and Compensation Study is primarily designed to focus on internal and external equity of both the structure by which employees are compensated as well as the way positions relate and compare to one another across the organization. Internal equity relates to the fairness of an organization's compensation practices among its current employees. Specifically, by reviewing the skills, capabilities, and duties of each position, it can be determined whether similar positions are being compensated in a similar manner within the organization. The Classification component of this study is aimed at resolving any inconsistencies related to job requirements and providing some clarity to the plan in place.

External equity deals with the differences between how an organization's classifications are valued and what compensation is available in the market place for the same skills, capabilities, and duties. As part of the study, Evergreen Solutions, LLC was tasked with:

- Collecting and reviewing current environmental data present at the City.
- Conducting a market salary survey and providing feedback to the City regarding current market competitiveness.
- Conducting a classification analysis to assess internal equity and the efficiency of the current classification plan.
- Developing strategic positioning recommendations using market data and best practices.
- Developing a compensation structure and implementation cost plan for the City.
- Developing and submitting draft and final reports summarizing findings and recommendations.

1.2 STUDY METHODOLOGY

Evergreen Solutions combines qualitative as well as quantitative data analysis to produce an equitable solution in order to maximize the fairness and competitiveness of an organization's compensation structure and practices. Project activities included:

- conducting a project kick-off meeting;
- conducting orientation sessions with employees;
- facilitating focus group sessions with employees chosen by the City;
- conducting a salary survey;
- developing recommendations for compensation management;



- revising classification descriptions based on employee JAT feedback;
- developing detailed implementation plans; and
- creating draft and final reports.

Kickoff Meeting

The kickoff meeting provides an opportunity to discuss the history of the organization, finalize the work plan, and begin the data collection process. Data collection of relevant background material (including existing pay plans, organization charts, policies, procedures, training materials, job descriptions, and other pertinent material) is part of this process.

Employee Outreach

The orientation sessions are designed to brief employees and supervisors on the purpose and major processes of the study. This process is intended to address any questions and resolve any misconceptions about the study and relevant tasks. In addition, employees are asked about their experience with the organization and to identify any concerns they have about compensation. This information provides some basic perceptual background as well as a starting point for the research process.

In addition, employees were able to participate in focus group sessions designed to gather input from their varied perspectives as to the strengths and weaknesses of the current system. Feedback received from employees in this context was helpful in highlighting aspects of the organization which needed particular attention and consideration.

Job Assessment Tool (JAT) Classification Analysis

Employees were provided to unique JAT surveys where they shared information pertaining to their work in their own words. These JATs were analyzed in contrast to the current classification descriptions and classes were individually scored based on employee responses to five compensable factor questions. Each of the compensable factors; Leadership, Working Conditions, Complexity, Decision Making, and Relationships, were given individual weighted values based on employee responses which ultimately results in a point factor score for each classification. Each compensable factor has 8 possible points which combine to form a total range of weighted JAT scores between 125 and 1,000 points. The rank order of classes by JAT scores is used to develop a rank order of classes within the proposed compensation structure. Combined with market data, this information forms the foundation of the combined solution.

- Leadership – Leadership deals with the incumbent’s individual leadership role, be it as a direct report of others who is subject to leadership or an executive leadership over entire departments or the City as a whole.
- Working Conditions – Working Conditions deals with the incumbent’s physical working conditions and the employee’s impact on those conditions as well as the working conditions impact or potential impact on the incumbent.
- Complexity – Complexity describes the nature of work performed and includes options ranging from entry level manual or clerical tasks up to advanced scientific, legal, or executive management duties.
- Decision Making – Decision Making deals with the individual decision making authority of the incumbents. Are decisions made on behalf of the employee or are they making decisions for



themselves or even other employees? Also, who do those decisions impact; only the individual or are there decisions being made that affect the entire organization and its citizens?

- Relationships – Relationships deals with organizational structure and the nature of the incumbent's working relationships. Responses range from employees who work primarily alone, those who work as members of a team, those who oversee teams and even those who report to elected officials or the general public.

Salary Survey

The external market is defined as identified peers that have similar characteristics, demographics, and service offerings as the target organization. Benchmark positions are identified from each area and level of the organization and typically include a large cross-section of positions at the City. Once the target and benchmark information is finalized, classification information from the City is used to find comparable positions from peer organizations.

Classification Description Revision

Based on employee feedback and supervisor comments on the Job Assessment Tools (JATs), classification descriptions are updated so as to better reflect actual work performed and revisions to the class structure.

Solution Creation - Pay Schedule and Transition Costing

Solution creation follows agreement on the structure of the compensation system. During this phase, desired range spreads (distance from minimum to maximum) and midpoint progressions (distance from the midpoint of one pay grade to the next) are established. Once the structure is created, jobs can be slotted into the proposed pay grade structure using market data and Client Project Manager (CPM) feedback.

As part of the study, the organization identifies its desired market position. Subsequently, the pay plan and job slotting within the system can be adjusted to account for this desired position in the market.

The final step in the creation of the solution is to identify the costs associated with each step of the analysis. The data from the job slotting process are applied to the individual incumbents in the organization. This allows the City to view the total costs associated with proposed structural changes. Information is then provided to the City on various ways to implement the proposed structure and possible adjustments that can be made to address any remaining issues.

1.2 REPORT ORGANIZATION

This report includes the following chapters:

- Chapter 2 – Summary of Outreach
- Chapter 3 – Assessment of Current Conditions
- Chapter 4 – Market and Benefits Survey Summary
- Chapter 5 - Solution



Chapter 2 – Summary of Outreach

After contractual agreements were reached, Evergreen Solutions commenced with the classification and compensation study. The methodology used by Evergreen Solutions was consistent with best practices in classification and compensation analysis and focused on the specific needs and issues of the City of Gaithersburg (City). This chapter highlights the approach used and the theoretical underpinnings behind the approach.

Project Kickoff and Orientation

At the onset of the project, Evergreen Solutions staff met with key stakeholders and discussed the project background, goals, methodology and potential outcomes. These discussions were critical in mapping out expectations, clarifying the processes used and understanding the fiscal environment in which any solutions would be developed.

After the project kickoff meetings were held, Evergreen Solutions conducted orientation sessions with employees. These sessions allowed Evergreen Solutions staff to explain how the classification and compensation process works and the employees' role in the process. Particular emphasis was placed on the primary data collection instrument, the Job Assessment Tool (JAT). Employees received instruction on how to fill out the instrument and the key role the JAT plays in the overall process. During the sessions, employees were able to ask questions about how the process works.

Review of Current System

Prior to examining the underlying challenges faced by the City's classification and compensation system, it was necessary for Evergreen Solutions to review the existing structure. Examination of the existing structure included a review of the following items:

- Pay scales
- Classification descriptions
- Classification policies and procedures
- Compensation policies and procedures

The purpose of the review was to obtain a solid understanding of the City's current classification and compensation system. Understanding the current system is a necessary first step in providing solutions for issues that are uncovered during the course of the study.



Qualitative Review

A key component in the Evergreen Solutions methodology is the use of qualitative tools to uncover perceptions and issues that are held by management and rank and file employees. Evergreen Solutions gathered information about the thoughts and impressions of employees during employee focus groups.

Employee Focus Groups

The Evergreen Solutions team conducted a series of employee focus groups and interviews over the course of one week in September 2012. Unexpected turnover at the department head level of Human Resources delayed the project which explains the lengthy gap between those meetings and this cumulative report.

Questions were designed to solicit input on a number of topics related to the compensation and classification study. Findings from focus groups and interviews are separated by category below.

General Feedback

Employees commonly regard the City as a positive place to work historically and feel that it provides a rewarding work environment. However, there are some concerns among employees that morale has lowered due to the current conditions at the City. Other generally positive observations offered by employees include:

- Several employees said the overall stability of the City and job-security were appealing when first coming to work with the City.
- Many of the employees said they enjoyed working with their coworkers and felt it was rewarding providing service to the community.
- Employees said that benefits were an attractive aspect of coming to work with the City.
- Employees in some departments enjoy a flexible work schedule that allows them to balance the demands of their families and their careers.
- Many employees cited the City's commitment to providing updated equipment to make work easier. This was specifically mentioned among members of the Police Department.
- Employees at all levels in the organization expressed a sense of loyalty to the community and the City as an employer and are not actively seeking different jobs.

Benefits Observations

Employees were satisfied with the benefits package offered by the City to its employees, however many employees offered suggestions for ways to improve the current offering. As previously mentioned, several employees stated that benefits was one of the main reasons for coming to work and staying employed with the City.

- Some employees who use the Vision plan wish that it would cover more frequent check-ups.



- Employees observe that the City is doing its best to keep rates reasonable for health insurance but that frequent changes to carriers are frustrating and sometimes hard to manage; especially when folks are made to change doctors.
- Some employees are frustrated with the way holidays work when an employee has to work on an otherwise paid holiday. They find it sometimes inconvenient to have to take the holiday in the same pay period and wish they could extend that some.
- The vast majority of employees expressed general satisfaction with the benefits package offered.

Compensation Issues

The City staff offered several comments related to compensation, these included:

- Many employees felt that compensation was less competitive for employees at the City.
- Employees of the Police Department feel the present scale is fine as-is but the steps just needs to be funded to catch people up to where they need to be.
- Employees working in hazardous field positions feel they should be compensated for the risk associated with their work.
- Employees with optional certifications that improve their performance or qualifications feel that compensation additives for these certifications should be implemented.
- Some employees in supervisory or management level positions feel they are doing better, compensation-wise, than the front-line staff they oversee. These non-supervisory positions, the feeling is, have slipped farther behind than their supervisors.
- Employees are concerned with the impact that current staffing levels have on their ability to take personal leave. If the City is unwilling to pay overtime for an individual to cover for somebody who is out on personal leave, they cannot take it.

Classification Issues

Many of the directors, supervisors, and employees provided the Evergreen Solutions team with issues specific to individual classifications which were analyzed during the JAT process. More general issues relayed during outreach included:

- It was observed by some participants that job titles often did not reflect the actual work being performed in the job and that job descriptions overall needed to be updated.
- Several employees said that jobs have out-grown their initial design and are performing duties far outside the original intent of the position.
- Many employees feel that only minor adjustments are necessary to bring the classifications in line and that their job descriptions are very close to accurate.
- Employees would appreciate better access to their job descriptions; and if they already have such access, a better explanation of how to use it.



- Some members of common classifications feel that their job duties vary significantly between facilities. Two members of the same job class may be responsible for a wider variety of duties than they expect or feel is fair.
- Employees felt that opportunities for professional development and promotion within the City were limited.

Performance Management

Several participants reported inconsistent implementation of performance evaluations and reporting of results to employees. Interviewees and focus group participants offered suggestions to improve the performance management system at the City.

- A few employees reported insufficient training for supervisors and managers after changes were made to the current evaluation system and that they could benefit more training.
- Several employees stated that the current evaluation system was not relevant to their classification. Most participants said that the tool was not useful because there are no discernible changes implemented after evaluations, specifically to employee pay.
- Numerous employees expressed concern regarding the approval process for evaluations after a supervisor completes an evaluation. Participants felt they have minimal opportunities to review or dispute their evaluation.
- Some employees expressed concern that performance evaluation scores are being adjusted so that they fall below the scores which call for merit increases. Further examination on the part of the City's HR staff indicated that between January, 2009 to March, 2012; 801 evaluations were conducted, of which only 8 scored below the threshold to receive a merit raise. This concern seems almost completely unfounded.
- Many participants reported inconsistent evaluation methods depending on the supervisor. There was a desire for better guidelines for supervisors when determining scores for their direct reports so that evaluations would become more consistent throughout the City.
- Overall, there was a general feeling that more training for the use of the tool would help improve the system. Employees felt that consistency across the board in the administration of the tool would help address many of the inequities associated with it.

Market Peers

Focus group and interview participants were asked to name those organizations that they considered to be market peers. These are organizations that the focus group and interview participants felt are the biggest competitors to the City in terms of compensation, benefits, and other intrinsic qualities such as working conditions. Their responses are listed below:

- Rockville, MD
- Montgomery County
- Frederick County
- Alexandria, VA



- Arlington, VA
- Fairfax, VA
- Howard County, MD
- The United States Federal Government
- Private sector companies

Benchmark Positions

Evergreen solicited input from employees as to which positions at the City present the greatest challenges with regard to recruitment and retention. Not all of these classifications are necessarily difficult to fill, but difficult to retain individuals for. For example, the City may receive hundreds of applications each time an opening for a Maintenance Worker position is open, however the position may struggle with retention. These positions provide a basic framework for populating the market salary survey. Positions mentioned by focus group participants were as follows:

- Police Officer
- Maintenance Worker I
- Bus Driver
- Facility Manager
- Preschool Teacher
- CDL Drivers
- Aquatics-related positions
- Community Facility Coordinator

SUMMARY

In addition to the typical employees concerns that exist in most organizations, employees felt that the City is overall a positive place to work, and many employees cited the organizational commitment to serving the community and quality of co-workers as reasons they remain with the City. The information received from employees aided Evergreen Solutions in the development of recommendations and provided an excellent foundation for the remainder of this study.



Chapter 3 – Assessment of Current Conditions

The purpose of this statistical evaluation is to provide an overall assessment of the structure of the compensation plan in place within the City of Gaithersburg (City) and a brief analysis of the employee demographics within the organization. Data included here reflect the demographics in place at present and should be considered a snapshot in time. The data contained within this report provide fertile ground for more detailed analysis and recommendations through the course of this study, but will not be sufficient cause for recommendations on its own. By reviewing information about the City's compensation structure, philosophies, and employee demographics, Evergreen Solutions can gain a better understanding of the structures and methods in place that will help identify issues for both further review and potential revision.

Pay Plan Analysis

The City currently has one pay plan with two distinct series of pay grades. The pay plan for police employees is organized in a step plan configuration where there are established steps that enable employees to progress through the pay grade with each year of tenure in their respective classifications. The pay plan for all other employees is organized in an open-range configuration, where there is an established minimum and maximum salary whereby employees then progress through the ranges through the course of a career.

There are 37 grades within the general pay plan, 25 of which are currently occupied by at least one employee. Range spreads vary from 50 percent to 58 percent, with an average of 54 percent across the entire pay plan. The police pay plan has five grades, all of which are currently occupied by at least one employee. Ranges spreads within this plan are consistently 55 percent.

Exhibit 3A on the following pages illustrates the City's present pay plans. Grade 130 possesses the highest number of employees with 24, while the next largest occupied pay grades are 124, 122, 129, and 121, with 21 employees and 16 employees occupying grades 124 and 122, and 15 employees occupying grades 129 and 121, respectively. Twenty-six part-time employees who aren't currently slotted in pay grades were excluded from this portion of the analysis. The pay grade in the police pay plan with the highest number of incumbents is pay grade 222, with 17 employees, while the grade with the lowest number of incumbents is 221, with two employees.



Exhibit 3A
City Current Pay Plan

Grade	Minimum	Midpoint	Maximum	Range Spread	Employees
110	\$ 20,637	\$ 25,910	\$ 31,182	51%	0
111	\$ 21,783	\$ 27,232	\$ 32,680	50%	0
112	\$ 22,817	\$ 28,606	\$ 34,394	51%	0
113	\$ 23,963	\$ 29,979	\$ 35,995	50%	0
114	\$ 25,109	\$ 31,472	\$ 37,834	51%	0
115	\$ 26,370	\$ 33,022	\$ 39,673	50%	2
116	\$ 27,630	\$ 34,679	\$ 41,727	51%	0
117	\$ 29,116	\$ 36,455	\$ 43,793	50%	0
118	\$ 30,501	\$ 38,238	\$ 45,974	51%	6
119	\$ 31,988	\$ 40,127	\$ 48,266	51%	13
120	\$ 33,703	\$ 42,591	\$ 51,478	53%	8
121	\$ 35,314	\$ 44,713	\$ 54,112	53%	15
122	\$ 37,142	\$ 47,007	\$ 56,871	53%	16
123	\$ 38,981	\$ 49,299	\$ 59,617	53%	3
124	\$ 40,933	\$ 51,768	\$ 62,603	53%	21
125	\$ 42,999	\$ 54,402	\$ 65,804	53%	11
126	\$ 45,167	\$ 57,148	\$ 69,129	53%	5
127	\$ 47,346	\$ 59,958	\$ 72,569	53%	7
128	\$ 49,753	\$ 63,000	\$ 76,247	53%	12
129	\$ 52,171	\$ 66,100	\$ 80,028	53%	15
130	\$ 54,804	\$ 70,049	\$ 85,294	56%	24
131	\$ 57,551	\$ 73,546	\$ 89,540	56%	3
132	\$ 60,537	\$ 77,274	\$ 94,011	55%	7
133	\$ 63,397	\$ 81,055	\$ 98,712	56%	5
134	\$ 66,610	\$ 85,186	\$103,762	56%	9
135	\$ 69,936	\$ 89,426	\$108,916	56%	6
136	\$ 73,488	\$ 94,358	\$115,228	57%	1
137	\$ 77,155	\$ 99,058	\$120,960	57%	2
138	\$ 81,060	\$104,047	\$127,033	57%	2
139	\$ 85,067	\$109,773	\$134,479	58%	0
140	\$ 89,312	\$115,222	\$141,131	58%	0
141	\$ 93,785	\$121,011	\$148,237	58%	8
142	\$ 98,484	\$127,033	\$155,581	58%	0
143	\$103,410	\$133,395	\$163,379	58%	1
144	\$108,576	\$140,048	\$171,519	58%	0
145	\$113,956	\$147,034	\$180,112	58%	0
146	\$119,688	\$154,429	\$189,170	58%	1
220	\$ 50,800	\$ 64,878	\$ 78,956	55%	12
221	\$ 53,340	\$ 68,122	\$ 82,904	55%	2
222	\$ 56,007	\$ 71,528	\$ 87,049	55%	17
223	\$ 58,807	\$ 75,104	\$ 91,401	55%	9
224	\$ 64,688	\$ 82,615	\$100,541	55%	9

Source: Evergreen Solutions, December 2012



It is important to have an organized pay structure because it gives employees something to work towards and also helps clear confusion about future salary increases or equity among different pay grades. Additionally, an established pay structure allows the organization to address problems regarding compression within job classifications and compression among different grades with a sense of consistency and thoroughness.

Consideration of the external market as well as the need for internal equity among classifications will also benefit the organization in a number of ways. A competitive pay structure will allow the City to be an effective recruiter in the marketplace, contribute to a reduction in employee turnover, set the precedent to offer comparable base salaries for positions, and give employees ample room for upward growth and motivation for professional development, all of which the present compensation plan has potential to do.

Grade Placement Analysis

In assessing the overall effectiveness of an organization's pay plan and policies, it is often helpful to analyze a snapshot in time of where employee salaries stand in comparison to the range in which they are placed. An organization with no career ladder, for example, which limits the methods by which employees are able to progress through the ranges, would be expected to reveal a large clustering of employees at or near the minimum of their pay grades. An organization with severely uncompetitive range values may have employees clustered near the top of their ranges because the organization is required to pay them the most possible in order to limit turnover. These situations as well as others may reveal themselves through the analysis of grade placement data and for that reason it is analyzed in this segment of the report.

Grade midpoint is often considered the most accepted market average. Therefore, it is important to examine the percentages of employees at the City who fall above and below the calculated midpoint of their respective pay grade. Since all pay grades across the City's pay plans have incumbents, every grade is included in this analysis. The following exhibits detail this information for each pay grade.

Exhibit 3B on the following page shows that across all employees in the City's pay plan, 14 employees (or 5.6 percent) are at the minimum of their respective pay grade and 37 employees (or 14.7 percent) are at the maximum of their respective pay grade. Being at the grade minimum is typically a sign of a newer employee who has not had the opportunity or experience necessary to progress from that entry level of compensation, or that an employee has just been promoted into a new pay grade. Contrarily, being at the grade maximum is typically a sign of an established employee who has had the opportunity or experience necessary to progress to the top of compensation, or that an employee may be nearing an opportunity of promotion and which would result in a reclassification into a new pay grade. This analysis shows that there are few employees at the minimum or maximum of their pay grade.



Exhibit 3B
Employees at Minimum and Maximum by Pay Grade

Grade	Employees	# at Min	% at Min	# at Max	% at Max
115	2	0	0.0%	0	0.0%
118	6	3	50.0%	0	0.0%
119	13	2	15.4%	0	0.0%
120	8	0	0.0%	0	0.0%
121	15	0	0.0%	0	0.0%
122	16	0	0.0%	2	12.5%
123	3	0	0.0%	2	66.7%
124	21	0	17.1%	3	0.0%
125	11	1	9.1%	0	0.0%
126	5	2	14.3%	1	0.0%
127	7	1	14.3%	0	0.0%
128	12	0	0.0%	2	16.7%
129	15	1	6.7%	2	13.3%
130	24	0	0.0%	3	12.5%
131	3	0	0.0%	1	33.3%
132	7	0	0.0%	1	14.3%
133	5	0	0.0%	0	0.0%
134	9	0	0.0%	3	33.3%
135	6	0	0.0%	3	50.0%
136	1	0	0.0%	1	100.0%
137	2	0	0.0%	0	0.0%
138	2	0	0.0%	0	0.0%
141	8	0	0.0%	3	37.5%
143	1	0	0.0%	0	0.0%
146	1	0	0.0%	0	0.0%
220	12	4	33.3%	0	0.0%
221	2	0	0.0%	0	0.0%
222	17	0	0.0%	2	11.8%
223	9	0	0.0%	2	22.2%
224	9	0	0.0%	6	66.7%
Total	252	14	5.6%	37	14.7%

Source: Evergreen Solutions, December 2012

Exhibit 3C provides the breakdown of employees above and below midpoint by pay grade. The exhibit shows that 125 employees (49.6 percent) are below the midpoint of their respective pay grades, while 127 (50.4 percent) lie above the midpoint of their respective pay grade. This analysis shows that there is almost an even split of employees above and below the midpoint of their respective pay grade. Too many employees above or below midpoint can result in compression within a pay grade, but this does not appear to be



present with the City's current pay plans. Further analysis of the quartiles within each pay grade will indicate if compression exists in specific segments of the City's pay plan.

Exhibit 3C
Employees Above and Below Midpoint by Pay Grade

Grade	Employees	# < Mid	% < Mid	# > Mid	% > Mid
115	2	1	50.0%	1	50.0%
118	6	5	83.3%	1	16.7%
119	13	13	100.0%	0	0.0%
120	8	6	75.0%	2	25.0%
121	15	9	60.0%	6	40.0%
122	16	6	37.5%	10	62.5%
123	3	0	0.0%	3	100.0%
124	21	11	52.4%	10	47.6%
125	11	6	54.5%	5	45.5%
126	5	4	80.0%	1	20.0%
127	7	5	71.4%	2	28.6%
128	12	4	33.3%	8	66.7%
129	15	7	46.7%	8	53.3%
130	24	12	50.0%	12	50.0%
131	3	0	0.0%	3	100.0%
132	7	0	0.0%	7	100.0%
133	5	1	20.0%	4	80.0%
134	9	2	22.2%	7	77.8%
135	6	1	16.7%	5	83.3%
136	1	0	0.0%	1	100.0%
137	2	0	0.0%	2	100.0%
138	2	0	0.0%	2	100.0%
141	8	2	25.0%	6	75.0%
143	1	0	0.0%	1	100.0%
146	1	0	0.0%	1	100.0%
220	12	12	100.0%	0	0.0%
221	2	2	100.0%	0	0.0%
222	17	12	70.6%	5	29.4%
223	9	4	44.4%	5	55.6%
224	9	0	0.0%	9	100.0%
Total	252	125	49.6%	127	50.4%

Source: Evergreen Solutions, December 2012



Quartile Analysis

To determine where employee salaries fall within the pay structure, each pay grade was divided into four equal quartiles, and employees were assigned a quartile based on where their salary fell. **Exhibit 3D** illustrates the number of employees in each pay grade and the number of employees in each quartile. **Exhibit 3E** also analyzes the number of employees in each pay grade and the number of employees in each quartile, but presents the figures as a graph representing percentage of the total number of employees in each grade.

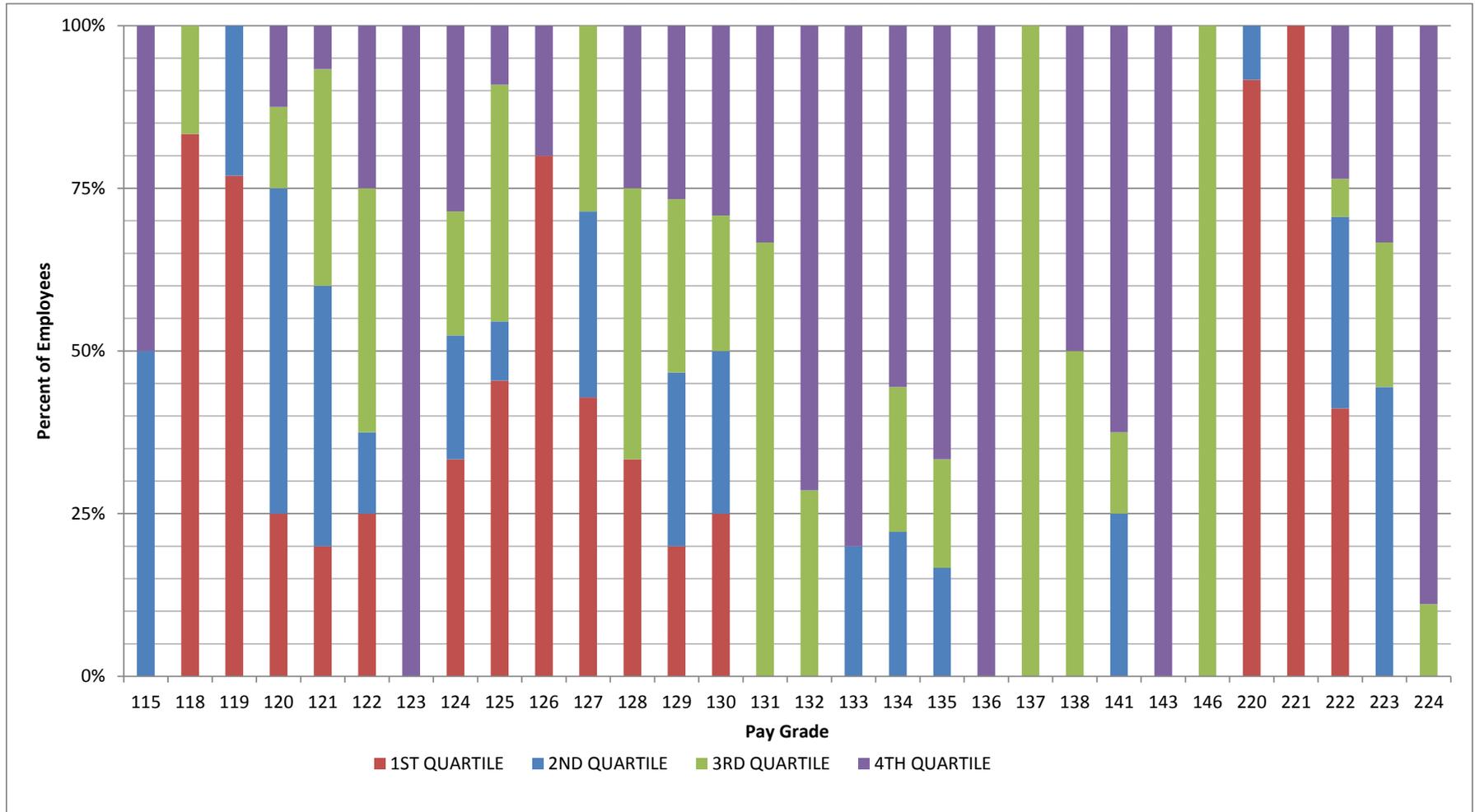
Exhibit 3D – City Quartile Analysis (Count of Employees)

GRADE	Total	1ST QUARTILE	2ND QUARTILE	3RD QUARTILE	4TH QUARTILE
115	2	0	1	0	1
118	6	5	0	1	0
119	13	10	3	0	0
120	8	2	4	1	1
121	15	3	6	5	1
122	16	4	2	6	4
123	3	0	0	0	3
124	21	7	4	4	6
125	11	5	1	4	1
126	5	4	0	0	1
127	7	3	2	2	0
128	12	4	0	5	3
129	15	3	4	4	4
130	24	6	6	5	7
131	3	0	0	2	1
132	7	0	0	2	5
133	5	0	1	0	4
134	9	0	2	2	5
135	6	0	1	1	4
136	1	0	0	0	1
137	2	0	0	2	0
138	2	0	0	1	1
141	8	0	2	1	5
143	1	0	0	0	1
146	1	0	0	1	0
220	12	11	1	0	0
221	2	2	0	0	0
222	17	7	5	1	4
223	9	0	4	2	3
224	9	0	0	1	8
	252	76	49	53	74

Source: Evergreen Solutions, December 2012



Exhibit 3E - City Quartile Analysis (Percentage of Employees per Pay Grade)



Source: Evergreen Solutions, December 2012

This analytical tool is helpful in determining whether employee salaries are adequately disbursed throughout the pay range and also helps to identify cases in which pay grade incumbents dominate the upper ranges of the grade. The latter could indicate that pay ranges are too low to hire employees in, at, or near the minimum, that employees are moving too quickly through the pay range, or that the pay grade includes a large number of employees with significant tenure.

The observation made in the Grade Placement Analysis that employees are evenly distributed above and below the midpoint in their respective pay grades is further exemplified in the Quartile Analysis. However, there does appear to be pockets of compression within the police pay plan. Lower pay grades, like grade 221, show compression within the first quartile, while higher grades, like grade 224, show compression within the fourth quartile of the grade. The general pay plan does not show pockets of compression to the same degree as the police plan. Grades 136, 143, and 146 show all employees within the same quartile, but this is due to these grades being occupied by one employee. It can also be noted that there are no employees in the first quartile for pay grades 131 through 146 (including single incumbent grades previously mentioned). This most likely represents employees with longer tenure and therefore further progress through their respective pay grades. Further analysis of employee demographics will likely confirm this.

Employee Demographics

As of September 2012, the City employed 278 individuals; all of which were included in this section of the study. The following analyses are intended to provide basic information as to how the employees are distributed among departments.

The City's employees are spread among ten departments. **Exhibit 3F** depicts the number of classifications present in each department, along with the number and overall percentage of total employees by department. As the exhibit illustrates, the largest department in the City is Public Works with 76 employees, representing 27.3 percent of the City's total workforce, while Human Resources is the smallest department, with five employees, representing 1.8 percent of the City's total workforce.

Exhibit 3F – City Employees by Department

Department	Employees	Classes	% of Total
Community & Public Relations	15	14	5.4%
Finance & Administration	9	8	3.2%
Human Resources	5	4	1.8%
Information Technology	12	10	4.3%
Office of the City Manager	7	7	2.5%
Parks, Recreation & Culture	54	30	19.4%
Planning & Code Administration	37	30	13.3%
Police	63	15	22.7%
Public Works	76	26	27.3%
Total	278	144	100.0%

Source: Evergreen Solutions, December 2012



Evaluating average employee tenure is another valuable tool by which the workforce can be demographically analyzed. Many things can be learned by assessing the tenure of employees in an organization including understanding the relative age and experience of the workforce at the City. This information in turn can help in making important decisions about handling compression within the pay structure and planning for succession within positions.

Exhibit 3G shows average employee tenure by pay grade. This data shows that average tenure across the City is approximately 11.3 years. This is considerably higher than the national average, which according to recent statistics from the Department of Labor, is slightly more than seven years for employees in the public sector.

**Exhibit 3G – City Employee
Tenure by Pay Grade**

Grade	Count	Avg Tenure
115	2	4.7
118	6	3.9
119	13	6.2
120	8	9.7
121	15	11.5
122	16	12.0
123	3	26.8
124	21	13.4
125	11	9.1
126	5	4.7
127	7	9.6
128	12	11.6
129	15	11.1
130	24	10.3
131	3	19.8
132	7	14.1
133	5	12.5
134	9	20.7
135	6	21.8
136	1	21.2
137	2	5.8
138	2	17.9
141	8	12.7
143	1	4.6
146	1	16.0
220	12	1.2
221	2	4.2
222	17	9.7
223	9	10.9
224	9	17.8
Overall Average		11.3

Source: Evergreen Solutions, December 2012



Across both pay plans, some pay grades with the most significant average tenure include grades are 123, 135, and 136, where average tenure is 26.8, 21.8, and 21.2 years in each grade, respectively. The employees in these classifications undoubtedly possess a wealth of institutional knowledge which if lost without preparation, could leave the City with knowledge gaps that could significantly affect the quality of services provided in the future. Lower than average tenure is also important to evaluate because it can identify positions with significant turnover or retention issues. The pay grades with the lowest tenure are 220, 118, and 221, with an average tenure of 1.2, 3.9, and 4.2 years, respectively. The low tenure among the police grades is explained by the fact that these individuals are automatically promoted at 2 years of service in their grade as Police Officer I (grade 220) and Police Officer II (grade 221). This type of promotion plan can skew tenure calculations shown herein. As the Quartile Analysis indicated, employees slotted in lower level pay grades within the police pay plan generally fell within the first or second quartile. The Tenure Analysis confirms that this is due to shorter tenure with the City. Further analysis should be done to assess if lower tenure in these classifications is compensation-related.

Overall, the City's compensation plan has a solid structure on which to grow. Further information gained from market analysis and employee feedback will assist in this analysis. The City of Gaithersburg has the potential and is well equipped to take the next step in becoming a more competitive employment force in their labor market.



Chapter 4 - Market Survey Results

Market comparisons provide the best and most direct methods of determining the relative position of an organization in the market place. Specifically, market comparisons focus on the average of the market and range characteristics. As a result, market data can be used to evaluate overall structure, such as ranges; summarize overall market competitiveness; and capture the current highs and lows of the pay plan at a fixed point in time. Market data as it is gathered under this methodology is not an ideal tool for comparing individual salaries. Rather its intent is to provide analysis of overall market competitiveness of an organization's salary structure. Given the sampling approach and market characteristics, a market comparison typically is not the sole determiner of recommended pay levels by classification nor does it allow for specific, quantifiable salary recommendations for individuals. Market analysis does not translate well at the individual level because individual pay is determined through a combination of factors including geographical job market, performance, prior experience, and, in some cases, an individual's negotiation skills during the hiring process and the demand for the type of job. Depending on the status of the economy and the activity of the private sector, higher demand fields can demand higher salaries. One example of this was observed with the information technology field during the mid-1990s – early 2000s.

Prior to presenting the analysis, it should be noted that market comparisons are best thought of as a snapshot of current market conditions. In other words, market conditions change, and in some cases change quickly; so while market surveys are useful for making updates to a salary structure, they must be done at regular intervals if the organization wishes to stay current with the marketplace. Market data are most useful in making adjustments to overall pay plans and making job classification placements within the overall pay structure.

Evergreen Solutions consultants conducted a comprehensive market salary and benefits comparison survey for the City of Gaithersburg. A representative cross-sectional group of 40 job classifications were selected with input from the City's project team.

Average survey results by pay grade for the salary minimums, midpoints, and maximums are presented in **Exhibit 4A**. When seeking to compare the City to its peers, a number of factors were taken into account, such as geographic location and relative population size. A list of 23 survey targets was developed prior to commencing the survey. The targets are listed below and those in *italics* indicate that data were received.

<i>City of Alexandria, VA</i>	<i>City of College Park</i>	<i>City of Rockville</i>	<i>Fairfax County, VA</i>
<i>City of Annapolis</i>	<i>City of Fairfax, VA</i>	<i>City of Tacoma Park</i>	<i>Frederick County</i>
<i>City of Arlington, VA</i>	<i>City of Frederick</i>	<i>Town of Leesburg</i>	<i>Howard County</i>
<i>City of Baltimore</i>	<i>City of Greenbelt</i>	<i>Anne Arundel County</i>	<i>Loudoun County, VA</i>
<i>City of Bowie</i>	<i>City of Manassas, VA</i>	<i>Carroll County</i>	<i>Montgomery County</i>
<i>Prince George's County</i>	<i>Prince William County, VA</i>	<i>Washington County</i>	



Market data was evaluated for 16 identified comparators out of the 23 originally targeted organizations. This is a significant level of response (nearly 70 percent) and strengthens the conclusions drawn by this survey.

Market Minimums

Pay range minimum is important to consider because entry-level pay for any job, from the highest ranking to the lowest ranking, impacts the City's ability to recruit the most qualified employees it desires.

The City is on average approximately 1.14 percent above market across all surveyed job titles.

Based on the data gathered at the surveyed market minimum for these benchmark positions, the following can be determined:

- Of the 40 City positions for which market minimum data was collected, 18 reported to be below market which represents 45 percent of all benchmarks.
- Only two of these 18 were greater than 10 percent below market (The Primary Counselor and Chief of Police)
- Only six additional classes were greater than 5 percent below market. These are listed below:
 - Programmer/Analyst I
 - Legal Assistant
 - Recreation Support Assistant
 - Custodian/Maintenance Worker
 - Web Administrator
 - Recreation Facility Coordinator
- In results that mirror those below market, only two positions were greater than 10 percent above market (Fire Marshall and Acting City Manager).
- Overall, the City's ability to recruit appears to be supported by adequately competitive overall starting pay ranges. If the goal of the City is to recruit at the 50th percentile of the market, a small number of positions should be considered for grade increases.

Market Midpoints

Market Midpoint is important to consider because it is commonly recognized as the closest estimation of full competence and average market value for a particular classification. Employees at the midpoint should typically have the skills and experience to be completely competent and functional in their classification. The time requirement for achieving pay range midpoint is typically between seven and ten years. **Exhibit 4A** also illustrates market differentials at the midpoint of the respective ranges.

The City, on average, is 1.43 percent below market at the midpoint. Based on the data gathered at the market midpoint of the salary range, the following can be determined:



- 21 of the 40 classifications for which data was received were found to be below market at the midpoint. Only four of these are greater than 10 percent below market. These are:
 - Chief of Police
 - Programmer/Analyst I
 - Primary Counselor
 - Legal Assistant
- Of the positions below market at this central point in the range, it was found that they were an average of seven percent lower than their peers.
- Just one position is greater than 10 percent above market at the midpoint, the Acting City Manager.

It is important to reiterate that these are evaluations of classifications and pay ranges, not individual salaries. Because a specific position is above or below market value, this does not mean that the City is over or under paying the employees in those positions. Range competitiveness is indicative of an organization's ability to recruit and retain employees. A positive market position should not be viewed as a budget liability nor should a negative market position be viewed as a budgetary advantage in and of itself.

Market Maximums

The market maximum is significant because it represents the most that an organization would typically spend to retain qualified incumbents. If incumbents' salaries are clustered at or near the maximum, however, this may be an indication that the salary range widths are narrower than market average, or that the pay ranges are significantly above market. Salary range maximum values as they compare to the survey respondents are also illustrated in **Exhibit 4A**. This point of analysis shows the similar results as noted at the midpoint comparisons. The City's overall pay plan shows its relative strength in the market by reflecting an average maximum value that is just 2.99 percent below that of the surveyed market. This is an average of all pay scales compared to the identified peer market organizations in the market. The comparison of market maximums yielded the following considerations:

- Of the 40 positions included in the survey, 25 (62.5 percent) reported maximum salaries lower than the market maximum.
- Nine positions (22.5 percent) reported range maximums greater than ten percent below market. These include:
 - Chief of Police
 - Programmer/Analyst I
 - Primary Counselor
 - Legal Assistant
 - Comptroller
 - Recreation Support Assistant
 - Helpdesk Technician
 - Recreation Facility Coordinator
 - Web Administrator
- 15 positions show market maximums higher than average.



The most typical cause for ranges to be more competitive at the low end than at the high end (minimum of the range vs maximum of the range) is that the ranges in use are narrower than the market. This is born out when we observe that the market average range spread for every position is 60.1 percent compared to many of the City's present grades that are between 50 and 58 percent wide.

Salary Survey Conclusion

From the analysis of the data gathered in the external labor market assessment, the following major conclusions can be reached:

- The City overall is very competitive with the market.
- The City overall is just 1.43 percent below the market midpoint average across all titles included in the survey. This speaks very well for the way in which compensation has been managed over time.
- At the maximum of the range, surveyed City jobs are on average 3.99 percent below market average indicating that the ranges could be widened slightly to improve maximum competitiveness while a small number of positions can be re-graded to improve competitiveness at the entry pay level at grade minimum.

Generally speaking, the pay plan in place in Gaithersburg is fundamentally close to where it should be, well conceived, and easy to administer. The market average range spread observed in this survey is 55.4 percent. The City's pay plan maintains a spread of 50.6 percent. While the City appears to be in a relatively favorable position overall at the moment, it will want to pay close attention to its market peers for any upward movement in their salary ranges over the coming months and years. Also of note is the large number of responding peer organizations. With an average of 11.7 responding peers per benchmark position lends to the overall credibility of these results.



Exhibit 4A Average Market Differential by Position

ID	Classification	# Resp.	Survey Minimum		Survey Midpoint		Survey Maximum	
			Average	% Diff	Average	% Diff	Average	% Diff
1	Acting City Manager	6	\$ 98,870.80	17.39%	\$ 131,576.72	14.80%	\$ 164,282.64	13.16%
2	Administrative Assistant III	16	\$ 38,551.18	-3.79%	\$ 50,011.48	-6.39%	\$ 61,471.79	-8.09%
3	Animal Control Officer	10	\$ 39,127.49	9.00%	\$ 49,559.09	8.90%	\$ 59,990.70	8.83%
4	Chief Accountant	12	\$ 57,919.25	8.64%	\$ 77,086.52	4.90%	\$ 95,760.02	2.99%
5	Chief of Police	9	\$ 104,718.41	-11.66%	\$ 140,350.15	-15.98%	\$ 174,638.78	-17.81%
6	Code Inspector	15	\$ 47,494.34	8.96%	\$ 62,025.15	6.16%	\$ 75,960.19	5.08%
7	Community Services Division Chief	9	\$ 60,899.22	8.57%	\$ 79,010.34	7.25%	\$ 97,881.51	5.67%
8	Comptroller	13	\$ 80,544.47	-4.39%	\$ 108,067.08	-9.10%	\$ 134,737.76	-11.39%
9	Crime Analyst	10	\$ 45,560.52	8.43%	\$ 57,491.80	8.74%	\$ 70,192.76	7.94%
10	Cultural Arts Administrator	4	\$ 58,220.31	3.83%	\$ 77,258.94	0.02%	\$ 96,297.57	-2.43%
11	Custodian/Maintenance Worker	13	\$ 28,059.97	-6.41%	\$ 35,633.25	-7.91%	\$ 42,915.56	-8.17%
12	Director of Human Resources	15	\$ 85,725.35	8.59%	\$ 113,037.09	6.59%	\$ 140,618.78	5.14%
13	Director of Planning & Code Administration	14	\$ 86,997.18	7.24%	\$ 116,630.62	3.62%	\$ 146,800.70	0.97%
14	Director of Public Works & Engineering	14	\$ 96,534.44	-2.93%	\$ 129,062.07	-6.65%	\$ 161,589.70	-9.01%
15	Engineering Services Director	12	\$ 74,624.78	-1.55%	\$ 97,949.37	-3.81%	\$ 121,870.31	-5.76%
16	Environmental Technician	13	\$ 41,007.38	4.63%	\$ 52,438.14	3.61%	\$ 64,050.05	2.67%
17	Equipment Operator I	16	\$ 35,062.39	-4.03%	\$ 45,173.99	-6.07%	\$ 54,929.26	-6.70%
18	Executive Assistant	14	\$ 45,316.38	4.29%	\$ 59,439.67	0.86%	\$ 73,398.72	-1.14%
19	Fire Marshal	5	\$ 59,800.85	10.22%	\$ 78,552.46	7.79%	\$ 97,244.16	6.28%
20	Fleet Maintenance Supervisor	10	\$ 49,397.03	5.32%	\$ 65,456.31	0.97%	\$ 81,065.29	-1.30%
21	GIS Manager	11	\$ 62,054.53	2.12%	\$ 79,956.46	1.35%	\$ 98,350.90	0.37%
22	Graphics Artist	7	\$ 36,865.15	-4.39%	\$ 47,598.59	-6.45%	\$ 57,658.24	-6.55%
23	Helpdesk Technician I	11	\$ 41,166.73	-0.57%	\$ 55,315.60	-6.85%	\$ 69,086.40	-10.36%
24	Human Resources Program Coordinator	15	\$ 52,575.33	8.65%	\$ 69,447.35	5.57%	\$ 86,500.36	3.39%
25	Legal Assistant	11	\$ 40,221.83	-8.29%	\$ 52,483.29	-11.65%	\$ 64,292.90	-13.05%
26	Maintenance Worker I	16	\$ 30,712.10	-0.69%	\$ 39,129.33	-2.33%	\$ 47,572.69	-3.48%
27	Mechanic II	15	\$ 40,163.59	1.88%	\$ 51,642.66	0.24%	\$ 63,190.80	-0.94%
28	Network Manager/Operations	13	\$ 60,844.98	4.03%	\$ 79,449.89	1.98%	\$ 98,566.02	0.15%
29	Planner II	14	\$ 51,588.51	1.12%	\$ 67,379.49	-1.94%	\$ 83,239.63	-4.01%
30	Police Lieutenant	12	\$ 68,899.82	1.48%	\$ 89,616.30	-0.21%	\$ 109,430.20	-0.47%
31	Police Officer I	12	\$ 48,037.24	5.44%	\$ 63,629.85	1.92%	\$ 78,666.03	0.37%
32	Police Sergeant	11	\$ 60,458.19	6.54%	\$ 78,826.70	4.58%	\$ 96,498.41	4.02%
33	Primary Counselor	7	\$ 48,358.74	-12.46%	\$ 60,892.63	-11.93%	\$ 75,201.98	-14.28%
34	Procurement Officer	12	\$ 54,366.25	0.80%	\$ 71,605.54	-2.22%	\$ 88,912.36	-4.24%
35	Programmer/Analyst I	13	\$ 51,880.72	-9.58%	\$ 68,360.43	-14.01%	\$ 84,890.74	-16.98%
36	Project Engineer	14	\$ 54,889.85	-0.16%	\$ 71,667.11	-2.31%	\$ 88,461.24	-3.71%
37	Recreation Facility Coordinator	13	\$ 47,788.88	-5.80%	\$ 61,901.28	-8.32%	\$ 75,998.65	-9.94%
38	Recreation Support Assistant	10	\$ 35,891.93	-6.49%	\$ 46,460.47	-9.09%	\$ 56,829.20	-10.40%
39	Senior Accounting Technician	12	\$ 39,967.84	-2.53%	\$ 52,047.94	-5.58%	\$ 63,594.01	-6.67%
40	Web Administrator	5	\$ 57,986.20	-5.81%	\$ 75,847.39	-8.28%	\$ 93,708.58	-9.87%
		11.7		1.14%		-1.43%		-2.99%

Source: Evergreen Solutions, January, 2013



Chapter 5 - Solution

INTRODUCTION

The analysis of the City of Gaithersburg's (City) compensation and classification systems revealed a number of strengths and some structural challenges that are not uncommon in a public organization. The City possesses a system that was designed to be fair, uniform, comprehensive, transparent, and well stratified based on work performed. The main weaknesses of the current compensation system are the slightly less-than-competitive pay grades assigned to some classifications and the relative inconsistencies in range proportion. These recommendations seek to build on the documented strengths of the current system while addressing the relative inconsistencies and market differentials. In addition, factors influencing the recommendations encompass the future direction of the City, its organizational culture, and availability of resources. Each recommendation has been developed to address a specific need based on the collected information while taking into account the external environment.

Arriving at the overall recommended solution for the City is a detailed process involving all components of the research conducted. Research includes:

- *Outreach* - Evergreen consultants collected anecdotal data from the City staff and management throughout the outreach component of the study.
- *Classification Analysis* - Employees completed Job Assessment Tools designed to gather information about the work being done directly from those individuals completing the work.
- *Current Environment Review* - Internal structure (including compensation structure, practices, etc.) was analyzed versus best practices and market trends and a statistical assessment of current conditions was completed.
- *Market Analysis* - External equity was analyzed based on market compensation data collected from peer organizations.

The revised pay plan and salary structure were designed based on the results of the previous phases and reflect best practices and desired market position for the City. Each job was slotted into the proposed structure based on market data, JAT scores, and existing internal equity relationships in order to provide incumbent level recommendations. Using this methodology, the Evergreen Solutions team developed a solution that places the City in a competitive position relative to its market peers for total compensation while respecting the fiscal constraints the City is under. Additional recommendations were made in regards to other aspects of the City's human resources management practices and needs.

The remainder of this chapter presents the recommendations by category. The categories include:

1. Classification



2. Compensation
3. Administration
4. Summary

5.1 CLASSIFICATION

One of the greatest challenges of any municipal government is to maintain its classification system with the dynamic environment that most cities operate within on a regular basis. The combination of competition from surrounding local governments is amplified by that from the private sector causing even more importance to be placed on the quality and responsiveness of the compensation and classification system. The City has managed to maintain a relatively consistent and clear, and generally competitive compensation plan over time. Classification illustrates how work is organized as well as how the human resources are utilized to meet the short and long term challenges of the organization. A strong classification system is simple, transparent, and comprehensive. It is critical that an organization possess a system that realistically captures what work is being performed by which employees.

As a result of the JAT-based analysis conducted and peer information collected during the salary survey process, it was revealed that the City has a number of class titles that could be improved based on the actual duties performed by employees. In addition to JATs, supervisors submitted many Management Issues Tools (MITs) which outlined specific requests for reclassifications as well. In all, 37 classification titles are recommended for revision or updating. Some listed are new positions that came into being during the study. **Exhibit 5A** shows the list of new and proposed classification titles that are identified for revision. Clarification of job series levels (level I as opposed to level II, etc.),

Most of the classification changes are a reflection of changes to duties reflected by employees on their JATs, reviewed and agreed upon by supervisors and later discussed and further validated by project staff in Human Resources.

COMMENDATION

The City is commended for exhibiting restraint in the growth of its classification system over time and maintaining a favorable employee to classification ratio.

In addition, the JAT analysis revealed no systemic internal inequity which necessitating restructuring of the current grade order list or hierarchy of classifications. This is further evidence of effective classification management by the HR department and City leaders.



**Exhibit 5A Proposed Classification Revisions
for the City of Gaithersburg, MD****

CLASS TITLE (* denotes part time)	PROPOSED CLASS TITLE
Administrative Services Division Chief	Administrative Services Division Manager
Administrative Assistant II	Administrative Specialist
Administrative Assistant I	Administrative Technician I
Administrative Assistant III	Administrative Technician II
Permit Technician	Administrative Technician II
Recording Secretary	Administrative Technician III
Animal Control Director	Animal Control Division Manager
Animal Control Officer	Animal Control Officer I
Animal Control Officer	Animal Control Officer II
Animal Control Officer	Animal Control Officer III
Capital Projects/Facilities Director	Capital Projects/Facilities Division Manager
Project Manager	Civil Engineer
Homeless Advocate/Clinical Supervisor	Clinical Supervisor/Discharge Coordinator
Recreation Program Supervisor	Community Facility Manager
Community Planning Director	Community Planning Division Manager
Community Services Division Chief	Community Services Division Manager
Engineering Services Director	Engineering Services Division Manager
Homeless Services Division Chief	Homeless Services Division Manager
Housing & Community Development Director	Housing & Community Development Manager
Neighborhood Services Director	Neighborhood Services Division Manager
Assistant City Attorney	NEW POSITION
Business Services Coordinator	NEW POSITION
Code Administration Officer I	NEW POSITION
Community Services Case Coordinator	NEW POSITION
Grants Administrator*	NEW POSITION
Network Operations Engineer	NEW POSITION
Park Observer*	NEW POSITION
Recreation Facility Coordinator	NEW POSITION
Legal Assistant	Paralegal
Permits & Inspections Director	Permits & Inspections Division Manager
Planning Director	Planning Division Manager
Recreation & Park Services Division Chief	Recreation & Park Services Division Manager
Youth Center Site Leader*	Recreation Facility Coordinator
Administrative Support Supervisor	Recreation Facility Coordinator
Recreation Facility Coordinator	Recreation Program Coordinator I
Work Force Leader I	Work Force Leader II
Youth & Senior Services Division Chief	Youth & Senior Services Division Manager

Source: Created by Evergreen Solutions, 2013.

** Title changes do not necessarily affect every employee with that title.

5.2 COMPENSATION

Where classification analysis is primarily designed to identify and rectify issues of internal equity, compensation analysis involves assessing and improving external equity. Specifically, external equity deals with how well an organization compensates similar work in comparison to its market peers. Based on Evergreen Solutions' analysis, the compensation structure was in a position compared to the market that was well within normal competitive standards. As a result, Evergreen Solutions is recommending some structural changes to better address the City's needs and account for recent changes in the general cost of living and market movement. Best practices and the market surrounding the City reflect range spreads 55 to 65 percent range whereas the City maintains range spreads that vary from 50 to 58 percent.

Currently shown in Exhibit 5B, the City has one pay plan with two distinct series of grades. The 100's series of grades is for all employees not in law enforcement and the 200's series is for sworn law enforcement officers. There are 37 grades in the general pay plan, 25 of which have employees currently in them. Range spreads vary from 50 percent to 58 percent, with an average of 54 percent across the entire pay plan. The police pay plan has five grades, all of which are currently occupied by at least one employee. Ranges spreads within this plan are consistently 55 percent. The 200's series for police employees is organized in a step plan configuration where there are established steps that enable employees to progress through their respective pay grades with each year of tenure in their respective classifications. The 100's series is a more traditional and popular approach whereby the grade has a range with a minimum and a maximum and employees progress through their ranges based on cost of living adjustments or recognition of performance.

The revised pay plans, shown in Exhibit 5C reflect the firm establishment of precise 60 percent range spreads and an increase in each minimum by 1.5 percent. An additional change can be seen in the 200's pay grades where steps are not proposed. Step-based plans are losing favor among most public employers because of the fiscal impact of pre-determined annual increases and no ability to differentiate between high and low performing employees. Step plans do remain popular among some unionized environments but otherwise, they are largely being phased out as a step toward more modern pay plans.



Exhibit 5B
City of Gaithersburg Current Pay Plan

Grade	Minimum	Midpoint	Maximum	Range Spread
110	\$ 20,637	\$ 25,910	\$ 31,182	51%
111	\$ 21,783	\$ 27,232	\$ 32,680	50%
112	\$ 22,817	\$ 28,606	\$ 34,394	51%
113	\$ 23,963	\$ 29,979	\$ 35,995	50%
114	\$ 25,109	\$ 31,472	\$ 37,834	51%
115	\$ 26,370	\$ 33,022	\$ 39,673	50%
116	\$ 27,630	\$ 34,679	\$ 41,727	51%
117	\$ 29,116	\$ 36,455	\$ 43,793	50%
118	\$ 30,501	\$ 38,238	\$ 45,974	51%
119	\$ 31,988	\$ 40,127	\$ 48,266	51%
120	\$ 33,703	\$ 42,591	\$ 51,478	53%
121	\$ 35,314	\$ 44,713	\$ 54,112	53%
122	\$ 37,142	\$ 47,007	\$ 56,871	53%
123	\$ 38,981	\$ 49,299	\$ 59,617	53%
124	\$ 40,933	\$ 51,768	\$ 62,603	53%
125	\$ 42,999	\$ 54,402	\$ 65,804	53%
126	\$ 45,167	\$ 57,148	\$ 69,129	53%
127	\$ 47,346	\$ 59,958	\$ 72,569	53%
128	\$ 49,753	\$ 63,000	\$ 76,247	53%
129	\$ 52,171	\$ 66,100	\$ 80,028	53%
130	\$ 54,804	\$ 70,049	\$ 85,294	56%
131	\$ 57,551	\$ 73,546	\$ 89,540	56%
132	\$ 60,537	\$ 77,274	\$ 94,011	55%
133	\$ 63,397	\$ 81,055	\$ 98,712	56%
134	\$ 66,610	\$ 85,186	\$103,762	56%
135	\$ 69,936	\$ 89,426	\$108,916	56%
136	\$ 73,488	\$ 94,358	\$115,228	57%
137	\$ 77,155	\$ 99,058	\$120,960	57%
138	\$ 81,060	\$104,047	\$127,033	57%
139	\$ 85,067	\$109,773	\$134,479	58%
140	\$ 89,312	\$115,222	\$141,131	58%
141	\$ 93,785	\$121,011	\$148,237	58%
142	\$ 98,484	\$127,033	\$155,581	58%
143	\$103,410	\$133,395	\$163,379	58%
144	\$108,576	\$140,048	\$171,519	58%
145	\$113,956	\$147,034	\$180,112	58%
146	\$119,688	\$154,429	\$189,170	58%
220	\$ 50,800	\$ 64,878	\$ 78,956	55%
221	\$ 53,340	\$ 68,122	\$ 82,904	55%
222	\$ 56,007	\$ 71,528	\$ 87,049	55%
223	\$ 58,807	\$ 75,104	\$ 91,401	55%
224	\$ 64,688	\$ 82,615	\$100,541	55%

Source: City of Gaithersburg, 2012.



Exhibit 5C
City of Gaithersburg Proposed Pay Plan

Grade	Minimum	Midpoint	Maximum	Range Spread
110	\$ 20,947	\$ 27,231	\$ 33,514	60%
111	\$ 22,110	\$ 28,743	\$ 35,376	60%
112	\$ 23,159	\$ 30,107	\$ 37,055	60%
113	\$ 24,322	\$ 31,619	\$ 38,916	60%
114	\$ 25,486	\$ 33,131	\$ 40,777	60%
115	\$ 26,766	\$ 34,795	\$ 42,825	60%
116	\$ 28,044	\$ 36,458	\$ 44,871	60%
117	\$ 29,553	\$ 38,419	\$ 47,284	60%
118	\$ 30,959	\$ 40,246	\$ 49,534	60%
119	\$ 32,468	\$ 42,208	\$ 51,949	60%
120	\$ 34,209	\$ 44,471	\$ 54,734	60%
121	\$ 35,844	\$ 46,597	\$ 57,350	60%
122	\$ 37,699	\$ 49,009	\$ 60,319	60%
123	\$ 39,566	\$ 51,435	\$ 63,305	60%
124	\$ 41,547	\$ 54,011	\$ 66,475	60%
125	\$ 43,644	\$ 56,737	\$ 69,830	60%
126	\$ 45,845	\$ 59,598	\$ 73,351	60%
127	\$ 48,056	\$ 62,473	\$ 76,890	60%
128	\$ 50,499	\$ 65,649	\$ 80,799	60%
129	\$ 52,954	\$ 68,840	\$ 84,726	60%
130	\$ 55,626	\$ 72,314	\$ 89,002	60%
131	\$ 58,414	\$ 75,939	\$ 93,463	60%
132	\$ 61,445	\$ 79,879	\$ 98,312	60%
133	\$ 64,348	\$ 83,652	\$102,957	60%
134	\$ 67,609	\$ 87,892	\$108,175	60%
135	\$ 70,985	\$ 92,281	\$113,576	60%
136	\$ 74,590	\$ 96,967	\$119,345	60%
137	\$ 78,312	\$101,806	\$125,300	60%
138	\$ 82,276	\$106,959	\$131,641	60%
139	\$ 86,343	\$112,246	\$138,149	60%
140	\$ 90,652	\$117,847	\$145,043	60%
141	\$ 95,192	\$123,749	\$152,307	60%
142	\$ 99,961	\$129,950	\$159,938	60%
143	\$104,961	\$136,449	\$167,938	60%
144	\$110,205	\$143,266	\$176,327	60%
145	\$115,665	\$150,365	\$185,065	60%
146	\$121,483	\$157,928	\$194,373	60%
220	\$ 51,562	\$ 67,031	\$ 82,499	60%
221	\$ 54,140	\$ 70,382	\$ 86,624	60%
222	\$ 56,847	\$ 73,901	\$ 90,955	60%
223	\$ 59,689	\$ 77,596	\$ 95,503	60%
224	\$ 65,658	\$ 85,356	\$105,053	60%

Source: Created by Evergreen Solutions, 2013.



The approach taken in amending the physical dimensions of the existing pay plan without altering its structural approach will aid in any future implementation. Comfort will be found in the familiarity of the existing plan while recognizing that the value of the plan has just slightly lagged behind the market for some positions over the past several years. The added benefit of this revision is that it brings consistency to the earning potential for each grade by establishing consistent range spreads.

In addition to the pay plan displayed above, a step alternative for the sworn police officers was developed in the event that transition away from steps is impossible. It should be noted though, that a step-based plan is not being recommended in this report.

Another important factor of a compensation system is the manner in which employees move through the pay plan. There are predominately three approaches adopted by most public organizations:

- Step
- Cost of living
- Merit

In the past, many public organizations, including Gaithersburg to its own degree, utilized a step approach similar to the current pay system used by the City which incorporated predetermined, percentage-based pay steps in each pay grade. In this approach, all employees at the same step in the same pay grade received the same compensation and an employee moved through the steps based on years of service until a maximum step was reached. At present, the City utilizes a step pay plan approach for those employees in the sworn law enforcement portion of the pay plan while all others remain in open-range style plans with minimums and maximums. Step plans continue to thrive in specific environments such as police and fire departments where strict rank structures are adhered to and as in the case with the City, in instructional environments. As previously stated, step plans also remain popular among unionized workforces in other areas of the public sector for their predictability and the way in which they lend themselves to negotiated annual increases that are predetermined.

Many more progressive organizations have now moved away from the step plan approach and adopted a “cost of living” centered approach. The “cost of living” centered approach draws on a preselected metric that captures the percentage change in the cost of living based on a combination of goods during a fixed period of time. Pay grades are established based on market conditions and employees are adjusted or moved through the pay grades based on the percentage change in the cost of living during the period. This open-range, cost of living approach is often supported by pay-for-performance or merit based systems where employee compensation is adjusted in accordance with their performance levels and certain measurable outcomes of their work.

Merit-based approaches arose in response to concerns with differentiating the performance of public employees and the desire to emulate the reward approaches of the private sector. However, once adopted, it is common for the merit-based approaches to function more like the cost of living approach since most employees receive the same score during the evaluation process (based on budget constraints) and thus there is little differentiation in the increases given. Moving incumbents through the pay plan based on actual performance is preferable to other alternatives if the system is well managed.



RECOMMENDATION 5-1

Evaluate the feasibility of implementing a merit based pay plan.

Evergreen Solution's recommends conducting a full review of the performance management system (i.e., tools, policies, procedures, etc.) and, moving forward, more broadly using employee performance as a standard for compensation increases. Within this framework, employee compensation increases should be applied to help progress employees through the pay range and at the same time promoting performance to help achieve the organization's goals.

A comprehensive and subjective merit pay system is a substantial initiative that would ensure that performance is the key to organizational productivity. Transitioning fully to a system like this can be dramatic and cause strain on employees and managers alike. Managing the change and employee expectations is key as well.

Once the proposed compensation system is created, the next step is to transition employees into the proposed structure. Typically, there are two primary steps for implementation – slotting jobs into the structure and a “bring employees to the proposed minimum salary” calculation. Occasionally compression adjustments are recommended as well. Compression adjustments are typically given to restore the pay spread between employees that have been moved as a result of an adjustment to minimum and those that were not affected. In this scenario, compression adjustments would be considered step three. While compression might exist in small pockets within the organization it is far from systemic and does not necessitate immediate action.

RECOMMENDATION 5-2

Slot classifications into proposed pay plan utilizing proposed grade order list in Exhibit 5D and apply appropriate salary adjustments.

Step 1 of the process is to slot individual classifications into the proposed pay plan based on external equity status, internal equity hierarchy, and JAT indicator. The result of this is a revised grade order list displayed in Exhibit 5D. As is the most common approach in studies like this, a representative sample of benchmark classifications was submitted to the market for comparison. This data was melded with the results of the classification and JAT analysis and a framework for internal hierarchy was created. In the case of the City, the existing structure was largely validated without the need for major overhaul. Following the initial slotting, job series changes are analyzed and evaluated to ensure that proper alignment is maintained between different levels of jobs (i.e., Operator licenses A, B, and C and supervisory relationships).

Step 2 of the plan is to slot individual incumbents into the new compensation system. In this phase, it was determined that 25 individuals fell below the proposed pay grade minimum. In order to address these individuals, their annual salaries are proposed to be brought up to the recommended pay grade minimum after those ranges are adjusted for the contracted days scheduled for each employees. The total approximate cost of this step is **\$47,460**. For the most part, individual salaries of incumbents fell within the ranges identified in the market analysis, and traditionally, a salary that falls within the market average range is viewed as “competitive”. This fact is important to realize when one analyzes the proposed pay grades presented in the grade order list.

Step 3 of the plan would typically be to provide an adjustment to employees to help address issues related to internal equity or compression. Best practices show that from a compensation philosophy standpoint, organizations aim to have average compensation near the market midpoint. Typically the

market midpoint represents the point at which full job competency has been reached without an over-representation of the jobs worth. In the case of an organization such as the Police Department with a step plan, cost of living increases are more common at this point than those based on tenure or compression.

Compression is a situation which remains contentious for some employees, particularly those who have long tenure but have not progressed as far through the pay ranges as desired. One way to determine or assess parity in a pay scale is to compare the progress employees have made through their respective ranges over their years worked.

Considering a 30 year employment period, employees can often be expected to progress from the entry level or minimum of a pay grade through to the maximum depending on the organization's philosophy. This would equate to 30 equal progressive increments. Typical compensation growth is rapid at the start of one's career, but levels off as their year's increase; however, for the purposes of parity analysis we assume a linear relationship between years and pay, even in the absence of a step-based pay plan. If an employee is at the maximum of their pay grade after so many years, they averaged some amount per year to get there. This is the premise of our parity calculation.

Full parity is obtained when every employee is brought up to their parity pay. A simple example would be a 15 year employee. Using a 30 year parity period as calculated by years in classification, an employee with 15 years in their classification is half way through their 30 year career and could be predicted to be at the half-way or midpoint of their range. If this employee is \$2,500 below this midpoint, then in order to get them to full parity, a \$2,500 raise is proposed.

When the City's workforce is analyzed over a 30 year period compared to the proposed pay ranges, we learn that 64 employees fall below their parity threshold. This is a significant finding as this shows that the majority, approximately 79 percent, of employees are at or above their parity threshold indicating that while some tenure-based compression is present, it is not a widespread problem. To bring these 64 individuals up to their parity pay would cost approximately **\$183,301**. This does not include the cost to bring to minimum previously mentioned. This indicates that though employees have longer than average tenure, they are not necessarily progressing through their ranges at a consistent pace. The City has higher-than-average average employee tenure of just over 11 years and average years in classification of just less than 6 years. This indicates that employees are realizing opportunities for advancement through the classification plan.

In developing the value of the proposed cost of living adjustment, the Consumer Price Index (CPI) and Employment Cost Index (ECI) were evaluated and if the City were to award a 2.0 percent across the board increase would cost approximately **\$345,565** for the employees present in the database at the time of this study.

5.3 ADMINISTRATION

Any compensation system will fail to meet a city's needs if it does not have strong administrative support. Judging by the generally positive state of the present system as observed in this report, it is likely that such administrative support exists, at least in part; however this section of the report will serve as a reminder. It is widely known that compensation plans have definitive shelf lives, after which, they will struggle and eventually fail to compete with the market and cause recruitment and retention strain for the City over time. Without proper maintenance, the compensation structure will lose its effectiveness and market competitiveness over a period of three to five years. Maintenance is the hidden need and cost of most systems.

RECOMMENDATION 5-3

Select a small sample of classifications and conduct a localized survey of market values and benefit changes on an annual basis to determine market competitiveness and make appropriate adjustments.

The City should continue its efforts to keep pace with public sector peers in terms of employee salaries. In order to maintain its competitiveness, Human Resources should select a small sample of classifications, particularly those with recruitment or retention problems, and conduct a survey of peer organizations to determine the relative external ranges of these classifications. This commitment to competitiveness is all the more important when one examines the current economic conditions. Many economists have predicted that current economic conditions are causing a buildup of demand in the private market. Many are also predicting that when economic conditions begin to soften in the near future that the potential exists for a sudden rash of movement in the labor market. People who have “tolerated” their stable jobs and accepted lower wages may tend to be more willing to change jobs for increases in pay.

The Human Resources staff should contact market peers directly or access readily available secondary salary survey database resources to make determinations about market competitiveness and recommend appropriate adjustments.

The City should ensure that identified administrative practices are put into place to maintain competitive and equitable compensation and classification over time. These annual surveys will work to ensure that external equity is maintained. Any changes made to individual classifications should be separate from individual salary adjustments, unless relevant changes move the salary outside of the proposed salary range.

In order to maintain market competitiveness between compensation and classification studies, the City must continue adjusting its pay plan on an annual basis. Rather than relying only on consumer price index (CPI) values for cost of living adjustments, the City would benefit from contacting their local peer group and determining their approach to pay plan adjustments and consider that in addition to consistent economic indicators such as CPI.

RECOMMENDATION 5-4

Adjust the pay plan each year based on the results of the average movement of peer pay levels.

Human Resources should reevaluate this list every couple of years to ensure that it contains the most relevant labor market peers and make any necessary adjustments. The City should contact the identified peers each year and request information regarding the distance each peer’s pay plan is being increased and any changes to benefits. By determining the average percent increase of peer pay plans and benefit offerings, the City can ensure its pay plan and other factors are increasing at the same relative speed as its peers, thus maintaining or improving its relative position depending on the City’s compensation philosophy.

Inevitably, compensation is subject to changes in the external market based on best practices and other trends for human resources management. Given this understanding, the City should ensure that its structure is up to date and reflective of best practices.

RECOMMENDATION 5-5**Conduct a comprehensive classification and compensation study every three to five years.**

While annual surveys of identified classifications can provide a general idea of the City's market competitiveness, The City should complete a comprehensive compensation and classification study every three to five years to ensure internal and external equity is maintained.

The City would be well served to prevent the long term invalidation of its compensation and classification structure by conducting a study of this kind as a measure of preventative maintenance. Jobs change over time and the compensation market can shift quickly. These subtle changes can and do compound over time and produce undesired consequences in the long term.

Such efforts to maintain the system are viewed as a sign that the City's leaders value their workforce and are willing to take serious steps to preserve the competitiveness of their compensation plan and practices by employees.

5.4 SUMMARY

The City should be proud of its dedication to high-quality service and continuous improvement. Evergreen Solutions found that employees at all levels were committed to their jobs and to the City, and also committed to maintaining the positive working atmosphere they enjoy. Evergreen Solutions' recommendations build upon the strengths of the current compensation system and work to improve the challenges identified by employees, management, and the project team.



Exhibit 5D the City Proposed Grade Order Sheet

PROPOSED CLASS TITLE (* Denotes Part Time)	PROP GRADE	MIN	MID	MAX
Custodian/Maintenance Worker	115	\$ 26,765.55	\$ 34,795.22	\$ 42,824.88
Administrative Assistant I	118	\$ 30,958.52	\$ 40,246.07	\$ 49,533.62
Administrative Technician I	118	\$ 30,958.52	\$ 40,246.07	\$ 49,533.62
Counselor I	118	\$ 30,958.52	\$ 40,246.07	\$ 49,533.62
Maintenance Worker I	118	\$ 30,958.52	\$ 40,246.07	\$ 49,533.62
Fire Systems Licensing Technician*	119	\$ 32,467.82	\$ 42,208.17	\$ 51,948.51
Maintenance Worker II	119	\$ 32,467.82	\$ 42,208.17	\$ 51,948.51
Park Observer*	119	\$ 32,467.82	\$ 42,208.17	\$ 51,948.51
Administrative Assistant II	120	\$ 34,208.55	\$ 44,471.11	\$ 54,733.67
Electrical Inspector*	120	\$ 34,208.55	\$ 44,471.11	\$ 54,733.67
Equipment Operator I	120	\$ 34,208.55	\$ 44,471.11	\$ 54,733.67
Fire Code Inspector*	120	\$ 34,208.55	\$ 44,471.11	\$ 54,733.67
Planning Technician*	120	\$ 34,208.55	\$ 44,471.11	\$ 54,733.67
Speed Camera Technician	120	\$ 34,208.55	\$ 44,471.11	\$ 54,733.67
Administrative Specialist	121	\$ 35,843.71	\$ 46,596.82	\$ 57,349.94
Equipment Operator II	121	\$ 35,843.71	\$ 46,596.82	\$ 57,349.94
Graphics Artist	121	\$ 35,843.71	\$ 46,596.82	\$ 57,349.94
Lead Maintenance Worker	121	\$ 35,843.71	\$ 46,596.82	\$ 57,349.94
Recreation Support Assistant	121	\$ 35,843.71	\$ 46,596.82	\$ 57,349.94
Administrative Assistant III	122	\$ 37,699.13	\$ 49,008.87	\$ 60,318.61
Administrative Technician II	122	\$ 37,699.13	\$ 49,008.87	\$ 60,318.61
Building & Equipment Maint. Specialist I	122	\$ 37,699.13	\$ 49,008.87	\$ 60,318.61
Service Writer	122	\$ 37,699.13	\$ 49,008.87	\$ 60,318.61
Work Force Leader I	122	\$ 37,699.13	\$ 49,008.87	\$ 60,318.61
Equipment Operator III	123	\$ 39,565.72	\$ 51,435.43	\$ 63,305.14
Senior Accounting Technician	123	\$ 39,565.72	\$ 51,435.43	\$ 63,305.14
Administrative Support Supervisor	124	\$ 41,547.00	\$ 54,011.09	\$ 66,475.19
Building & Equipment Maint. Specialist II	124	\$ 41,547.00	\$ 54,011.09	\$ 66,475.19
Community Services Case Coordinator	124	\$ 41,547.00	\$ 54,011.09	\$ 66,475.19
Community Services Program Coordinator	124	\$ 41,547.00	\$ 54,011.09	\$ 66,475.19
Facility Program Coordinator	124	\$ 41,547.00	\$ 54,011.09	\$ 66,475.19
Helpdesk Technician I	124	\$ 41,547.00	\$ 54,011.09	\$ 66,475.19
Intergovernmental Affairs Coordinator	124	\$ 41,547.00	\$ 54,011.09	\$ 66,475.19
Mechanic II	124	\$ 41,547.00	\$ 54,011.09	\$ 66,475.19
Paralegal	124	\$ 41,547.00	\$ 54,011.09	\$ 66,475.19
Program Coordinator*	124	\$ 41,547.00	\$ 54,011.09	\$ 66,475.19

Source: Created by Evergreen Solutions, 2013

Exhibit 5D the City Proposed Grade Order Sheet

PROPOSED CLASS TITLE (* Denotes Part Time)	PROP GRADE	MIN	MID	MAX
Recreation Program Coordinator I	124	\$ 41,547.00	\$ 54,011.09	\$ 66,475.19
Reservation Coordinator*	124	\$ 41,547.00	\$ 54,011.09	\$ 66,475.19
Traffic Enforcement Technician	124	\$ 41,547.00	\$ 54,011.09	\$ 66,475.19
Work Force Leader II	124	\$ 41,547.00	\$ 54,011.09	\$ 66,475.19
Accounting Specialist	125	\$ 43,643.99	\$ 56,737.18	\$ 69,830.38
Administrative Technician III	125	\$ 43,643.99	\$ 56,737.18	\$ 69,830.38
Animal Control Officer I	125	\$ 43,643.99	\$ 56,737.18	\$ 69,830.38
Environmental Technician	125	\$ 43,643.99	\$ 56,737.18	\$ 69,830.38
Helpdesk Technician II*	125	\$ 43,643.99	\$ 56,737.18	\$ 69,830.38
Planner I	125	\$ 43,643.99	\$ 56,737.18	\$ 69,830.38
Recreation Systems Support Specialist	125	\$ 43,643.99	\$ 56,737.18	\$ 69,830.38
Animal Control Officer II	126	\$ 45,844.51	\$ 59,597.86	\$ 73,351.21
Code Administration Officer I	126	\$ 45,844.51	\$ 59,597.86	\$ 73,351.21
Grants Administrator*	126	\$ 45,844.51	\$ 59,597.86	\$ 73,351.21
Lead Mechanic	126	\$ 45,844.51	\$ 59,597.86	\$ 73,351.21
Recreation Facility Coordinator	126	\$ 45,844.51	\$ 59,597.86	\$ 73,351.21
Recreation Program Coordinator II	126	\$ 45,844.51	\$ 59,597.86	\$ 73,351.21
Animal Control Officer III	127	\$ 48,056.19	\$ 62,473.05	\$ 76,889.90
Assistant to the City Manager	127	\$ 48,056.19	\$ 62,473.05	\$ 76,889.90
Assistant Web Administrator	127	\$ 48,056.19	\$ 62,473.05	\$ 76,889.90
Code Administration Officer II	127	\$ 48,056.19	\$ 62,473.05	\$ 76,889.90
Environmental Specialist	127	\$ 48,056.19	\$ 62,473.05	\$ 76,889.90
Municipal Clerk	127	\$ 48,056.19	\$ 62,473.05	\$ 76,889.90
Network Operations Specialist	127	\$ 48,056.19	\$ 62,473.05	\$ 76,889.90
Primary Counselor	127	\$ 48,056.19	\$ 62,473.05	\$ 76,889.90
Code Administration Officer III	128	\$ 50,499.30	\$ 65,649.08	\$ 80,798.87
Crime Analyst	128	\$ 50,499.30	\$ 65,649.08	\$ 80,798.87
Graphics Specialist	128	\$ 50,499.30	\$ 65,649.08	\$ 80,798.87
Human Resources Generalist II	128	\$ 50,499.30	\$ 65,649.08	\$ 80,798.87
Programmer/Analyst I	128	\$ 50,499.30	\$ 65,649.08	\$ 80,798.87
Recreation Program Supervisor	128	\$ 50,499.30	\$ 65,649.08	\$ 80,798.87
Staff Accountant	128	\$ 50,499.30	\$ 65,649.08	\$ 80,798.87
Television Producer	128	\$ 50,499.30	\$ 65,649.08	\$ 80,798.87
Communication Specialist	129	\$ 52,953.57	\$ 68,839.63	\$ 84,725.70
Fleet Maintenance Supervisor	129	\$ 52,953.57	\$ 68,839.63	\$ 84,725.70
Helpdesk Manager	129	\$ 52,953.57	\$ 68,839.63	\$ 84,725.70

Source: Created by Evergreen Solutions, 2013

Exhibit 5D the City Proposed Grade Order Sheet

PROPOSED CLASS TITLE (* Denotes Part Time)	PROP GRADE	MIN	MID	MAX
Permitting Manager	129	\$ 52,953.57	\$ 68,839.63	\$ 84,725.70
Planner II	129	\$ 52,953.57	\$ 68,839.63	\$ 84,725.70
Police Accreditation Manager	129	\$ 52,953.57	\$ 68,839.63	\$ 84,725.70
Supervisor	129	\$ 52,953.57	\$ 68,839.63	\$ 84,725.70
Sustainability Planner	129	\$ 52,953.57	\$ 68,839.63	\$ 84,725.70
Clinical Supervisor/Discharge Coordinator	130	\$ 55,626.06	\$ 72,313.88	\$ 89,001.70
Code Inspector	130	\$ 55,626.06	\$ 72,313.88	\$ 89,001.70
Community Facility Manager	130	\$ 55,626.06	\$ 72,313.88	\$ 89,001.70
Fire Inspector	130	\$ 55,626.06	\$ 72,313.88	\$ 89,001.70
GIS Planner	130	\$ 55,626.06	\$ 72,313.88	\$ 89,001.70
Human Resources Generalist III	130	\$ 55,626.06	\$ 72,313.88	\$ 89,001.70
Network Operations Engineer	130	\$ 55,626.06	\$ 72,313.88	\$ 89,001.70
Procurement Officer	130	\$ 55,626.06	\$ 72,313.88	\$ 89,001.70
Programmer/Analyst II	130	\$ 55,626.06	\$ 72,313.88	\$ 89,001.70
Recreation Resource Development Administrator	130	\$ 55,626.06	\$ 72,313.88	\$ 89,001.70
Senior Recreation Program Supervisor	130	\$ 55,626.06	\$ 72,313.88	\$ 89,001.70
Web Administrator	130	\$ 55,626.06	\$ 72,313.88	\$ 89,001.70
Business Services Coordinator	131	\$ 58,414.27	\$ 75,938.54	\$ 93,462.82
Chief Electrical Reviewer	131	\$ 58,414.27	\$ 75,938.54	\$ 93,462.82
Human Resources Program Coordinator	131	\$ 58,414.27	\$ 75,938.54	\$ 93,462.82
Planner III	131	\$ 58,414.27	\$ 75,938.54	\$ 93,462.82
Senior Engineering Technician	131	\$ 58,414.27	\$ 75,938.54	\$ 93,462.82
Building & Equipment Maint. Supervisor	132	\$ 61,445.06	\$ 79,878.57	\$ 98,312.09
Capital Projects Manager	132	\$ 61,445.06	\$ 79,878.57	\$ 98,312.09
Civil Engineer	132	\$ 61,445.06	\$ 79,878.57	\$ 98,312.09
Cultural Arts Administrator	132	\$ 61,445.06	\$ 79,878.57	\$ 98,312.09
Emergency Management Coordinator	132	\$ 61,445.06	\$ 79,878.57	\$ 98,312.09
Permit Coordinator	132	\$ 61,445.06	\$ 79,878.57	\$ 98,312.09
Project Engineer	132	\$ 61,445.06	\$ 79,878.57	\$ 98,312.09
Project Manager	132	\$ 61,445.06	\$ 79,878.57	\$ 98,312.09
Public Works Operations Administrator	132	\$ 61,445.06	\$ 79,878.57	\$ 98,312.09
Site Development Coordinator	132	\$ 61,445.06	\$ 79,878.57	\$ 98,312.09
Television Productions Manager	132	\$ 61,445.06	\$ 79,878.57	\$ 98,312.09
Animal Control Division Manager	133	\$ 64,347.96	\$ 83,652.34	\$ 102,956.73
Chief Accountant	133	\$ 64,347.96	\$ 83,652.34	\$ 102,956.73
GIS Manager	133	\$ 64,347.96	\$ 83,652.34	\$ 102,956.73

Source: Created by Evergreen Solutions, 2013

Exhibit 5D the City Proposed Grade Order Sheet

PROPOSED CLASS TITLE (* Denotes Part Time)	PROP GRADE	MIN	MID	MAX
Network Manager/Operations	133	\$ 64,347.96	\$ 83,652.34	\$ 102,956.73
Systems Support Manager	133	\$ 64,347.96	\$ 83,652.34	\$ 102,956.73
Administrative Services Division Manager	134	\$ 67,609.15	\$ 87,891.90	\$ 108,174.64
Arts & Events Division Manager	134	\$ 67,609.15	\$ 87,891.90	\$ 108,174.64
Commercial Permitting Manager	134	\$ 67,609.15	\$ 87,891.90	\$ 108,174.64
Community Services Division Manager	134	\$ 67,609.15	\$ 87,891.90	\$ 108,174.64
Economic Development Director	134	\$ 67,609.15	\$ 87,891.90	\$ 108,174.64
Fire Marshal	134	\$ 67,609.15	\$ 87,891.90	\$ 108,174.64
Homeless Services Division Manager	134	\$ 67,609.15	\$ 87,891.90	\$ 108,174.64
Recreation & Park Services Division Manager	134	\$ 67,609.15	\$ 87,891.90	\$ 108,174.64
Youth & Senior Services Division Manager	134	\$ 67,609.15	\$ 87,891.90	\$ 108,174.64
Community Planning Division Manager	135	\$ 70,985.04	\$ 92,280.55	\$ 113,576.06
Housing & Community Development Manager	135	\$ 70,985.04	\$ 92,280.55	\$ 113,576.06
Neighborhood Services Division Manager	135	\$ 70,985.04	\$ 92,280.55	\$ 113,576.06
Police Lieutenant	135	\$ 70,985.04	\$ 92,280.55	\$ 113,576.06
Public Works Operations Superintendent	136	\$ 74,590.32	\$ 96,967.42	\$ 119,344.51
Capital Projects/Facilities Division Manager	137	\$ 78,312.33	\$ 101,806.02	\$ 125,299.72
Comptroller	137	\$ 78,312.33	\$ 101,806.02	\$ 125,299.72
Engineering Services Division Manager	137	\$ 78,312.33	\$ 101,806.02	\$ 125,299.72
Assistant City Attorney	138	\$ 82,275.90	\$ 106,958.67	\$ 131,641.44
Permits & Inspections Division Manager	138	\$ 82,275.90	\$ 106,958.67	\$ 131,641.44
Planning Division Manager	138	\$ 82,275.90	\$ 106,958.67	\$ 131,641.44
Director of Community & Public Relations	141	\$ 95,191.78	\$ 123,749.31	\$ 152,306.84
Director of Finance and Administration	141	\$ 95,191.78	\$ 123,749.31	\$ 152,306.84
Director of Human Resources	141	\$ 95,191.78	\$ 123,749.31	\$ 152,306.84
Director of Information Technology	141	\$ 95,191.78	\$ 123,749.31	\$ 152,306.84
Director of Parks, Recreation and Culture	141	\$ 95,191.78	\$ 123,749.31	\$ 152,306.84
Director of Planning & Code Administration	141	\$ 95,191.78	\$ 123,749.31	\$ 152,306.84
Director of Public Works & Engineering	141	\$ 95,191.78	\$ 123,749.31	\$ 152,306.84
Assistant City Manager	142	\$ 99,961.26	\$ 129,949.64	\$ 159,938.02
Chief of Police	143	\$ 104,961.15	\$ 136,449.50	\$ 167,937.84
City Attorney	143	\$ 104,961.15	\$ 136,449.50	\$ 167,937.84
City Manager	146	\$ 121,483.32	\$ 157,928.32	\$ 194,373.31
Police Officer I	220	\$ 51,562.00	\$ 67,030.60	\$ 82,499.20
Police Officer II	221	\$ 54,140.10	\$ 70,382.13	\$ 86,624.16
Police Officer III	222	\$ 56,847.11	\$ 73,901.24	\$ 90,955.37
Police Corporal	223	\$ 59,689.11	\$ 77,595.84	\$ 95,502.57
Police Sergeant	224	\$ 65,658.32	\$ 85,355.82	\$ 105,053.31

Source: Created by Evergreen Solutions, 2013