



City of La Quinta

CITY / SA/ HA/ FA MEETING DATE: April 15, 2014

ITEM TITLE: CLASSIFICATION AND COMPENSATION STUDY — FINAL REPORT

AGENDA CATEGORY:

BUSINESS SESSION:

CONSENT CALENDAR:

STUDY SESSION: 1

PUBLIC HEARING:

RECOMMENDED ACTION:

No action required; this is an informational item only.

EXECUTIVE SUMMARY:

- The City's Classification and Compensation structures are being updated to reflect industry best practices and to address the City Council's vision to create a high performance organization.
- Fox Lawson & Associates has completed the Classification and Compensation Study and will present their findings.
- The final classification and compensation framework will be brought back to Council at a later date once details have been reviewed by the La Quinta Employees Association.

FISCAL IMPACT:

None at this time.

BACKGROUND/ANALYSIS:

The City's vision and guiding principles are to develop staff from within the organization as a proactive measure to meet the changing needs of the City. To this end, the City commissioned Fox Lawson & Associates to prepare a Classification and Compensation Study. The goal is establish a system that supports a high performing organization that is flexible, rewards extraordinary performance, attracts the "best" employees, and most important, provides exceptional customer service.

The City currently has 47 job classifications for 67 employees, each containing very narrowly defined duties, which not only limit's flexibility when assigning work, but also limits employee engagement and growth opportunities. The existing compensation structure is a "step and grade" system which contains 71 ranges with 5 steps in each range. Each step increases by 5 percent and each range increases by 2.5 percent. The majority of employees (87.5 percent) are currently at the highest step.

The Classification and Compensation Study (Attachment 1) outlines the process and methodology, and presents findings regarding a revised classification system and compensation schedule. Specific recommendations include:

- Reduce the current 47 job classifications to 5 as follows:
 - ✓ Administrative
 - ✓ Code Administration
 - ✓ Maintenance & Operations
 - ✓ Management Administration Management
- Adjust current compensation to achieve market job pay schedules. The last compensation study the City performed was in 2007. While some salaries have declined, others have increased during this period. Overall, current salaries, on the aggregate, are 9.9 percent below market rates.
- Expand the salary range spread from the current 22 percent between the lowest and highest salaries to a 40 to 50 percent spread between the lowest and highest salaries. Other public and private organizations have moved to the wider spread because they recognize that it takes time to attain job proficiency at higher levels of the organization versus lower level positions.
- Maintain the current benefit package (retirement, medical, paid leave, etc.), which matches market benefits.

Next Steps

Fox Lawson's Final Report will be provided to the La Quinta City Employees' Association for their review as a condition of the collective bargaining process. Recommendations will be brought back to Council that incorporate their feedback and requested changes, if any, to the proposed classification and compensation structures. No further action is required of Council at this time.

Report prepared by: Terry Deeringer, Human Resources/General Services Manager
Report approved for submission by: Frank Spevacek, City Manager

Attachment: 1. Fox Lawson & Associates Final Report



Arthur J. Gallagher & Co.
BUSINESS WITHOUT BARRIERS™

City of La Quinta Final Report

BRUCE LAWSON | APRIL 15, 2014

ATTACHMENT 1



Table of Contents

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Study Background

- **Gallagher Benefit Services (Fox Lawson & Associates/FLA) was engaged to perform a review of job classification, compensation and benefits for the City of La Quinta and make recommendations regarding:**
 - Job structure and individual position allocations;
 - Current state of compensation and benefits;
 - Market competitiveness of specific employee benchmarks;
 - Benefits and costs associated with recommendations;
 - Implementation and transition options; and,
 - Pay practices, policies and overall compensation program.
- **The major consideration of the City is to establish market comparisons to the current level of compensation paid to all City job classifications.**
- **The following items were provided by the City to facilitate the study:**
 - Organization materials;
 - Current job descriptions; and,
 - Current compensation and pay structure information for employees.

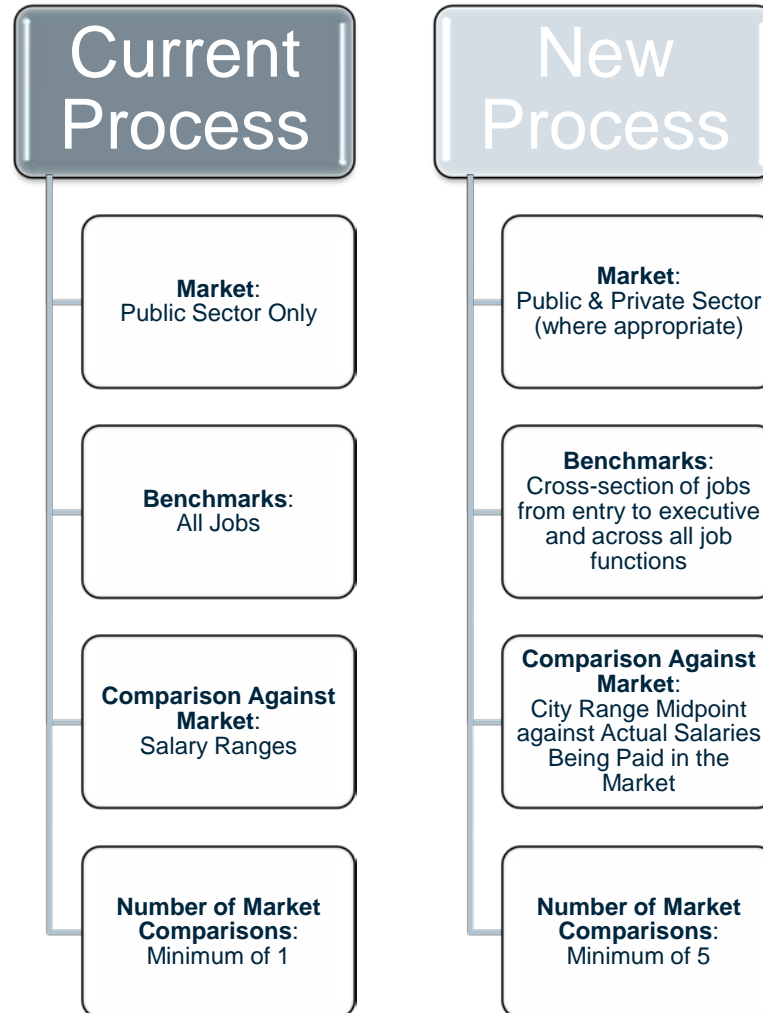
Study Background

- **Compensation and classification objectives were identified and include:**
 - Compensation levels reflective of multiple and varied labor markets covering City jobs, including both public and private sector information, with pay grade midpoints reflective of the 50th percentile plus 2.5% of the relevant labor markets:
 - All positions compared to other public and private sector organizations in the Southern California area of similar size and complexity;
 - Compensation viewed from a total compensation perspective, including base pay, employee benefits and applicable variable compensation.
 - Development of a pay structure where the midpoint is reflective of the defined labor market rates of pay.
 - Classifications will be placed in the salary structure based on their respective DB[™]M rating and market data results.

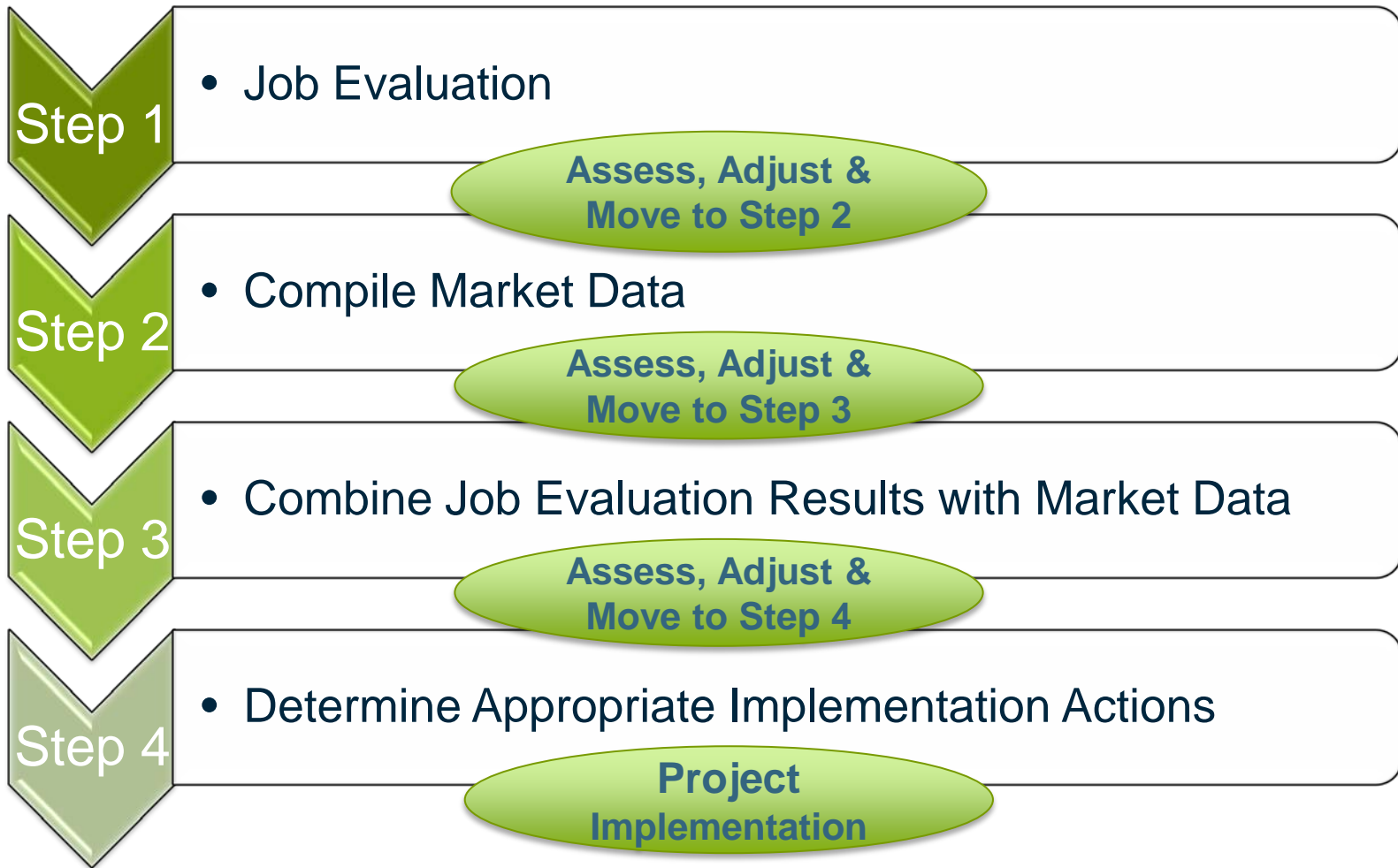
City Compensation Philosophy

- **Broad job classifications will be utilized to facilitate simplification and flexibility.**
- **Internal equity job evaluation approach (DB™M) consistent with broad class concept.**
- **A total compensation approach, including benefits will be taken into consideration.**
- **Market parity will be assessed at the market 50th percentile plus 2.5%.**
 - For classes and jobs that are most commonly found in the public sector, the labor market will include the various government entities within the Southern California area that are similar in size and character and perform a similar range of services as the City. Private sector compensation will also be considered for those jobs that are not exclusively found in the public sector (e.g., HR, IT, etc.)

Process Summary



Process Summary



Process Step 1: Summary of Job Analysis

- Existing job descriptions were collected and reviewed.
- A classification structure was developed, with employee participation and input, that consolidated and summarized jobs based on the type and level of work currently performed.
- Jobs within the proposed structure were evaluated utilizing the Decision Band™ Method (DBM).

Decision Band™ Method

- **The value of a job should reflect the importance of the job to the organization.**
- **The importance of a job is directly related to the decision-making requirements of the job.**
- **Decision-making is common to all jobs.**
- **Decision-making is measurable.**

Decision Band™ Method

- **DBM ratings address internal equity and support the development of pay structures.**
- **Decision bands within DBM include:**
 - Band F – Top Level Policy Decisions
 - Band E – Programming Decisions
 - Band D – Interpretive Decisions
 - Band C – Process Decisions
 - Band B – Operational Decisions
 - Band A – Defined Decisions
- **Bands are further subdivided into “grades” based on leadership responsibilities and “subgrades” based on areas such as difficulty and complexity.**

DBM Step 1 - Bands

Band A
defined

Determine manner and speed to perform defined steps of an operation

Band B
operational

Determines how and when to perform steps of processes

Band C
process

Selects appropriate process to accomplish operations of programs

Band D
interpretive

Interprets programs into operational plans and deploys resources

Band E
programming

Plans strategies, programs and allocates resources to meet goals

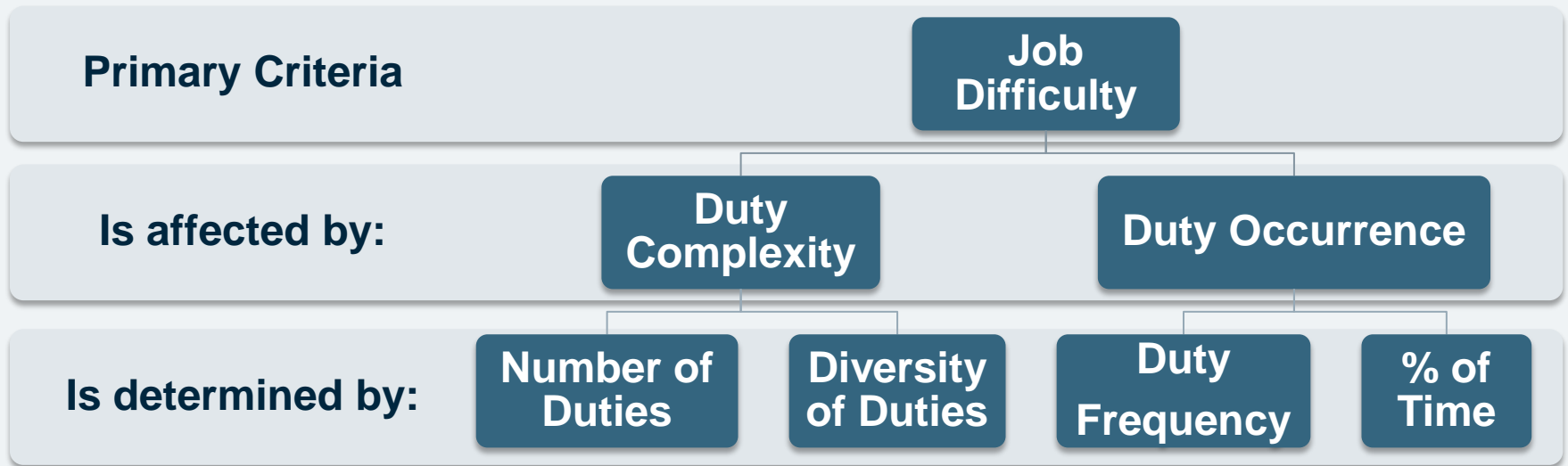
Band F
policy

Organization scope, direction, and goals

DBM Step 2 - Grades

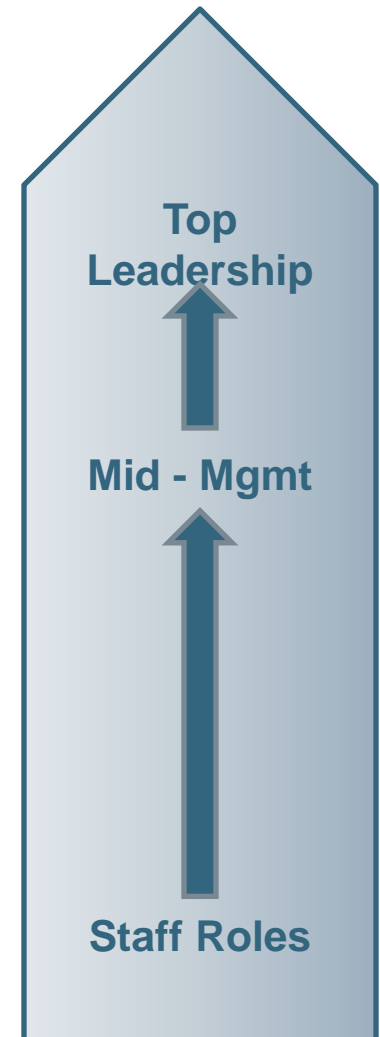


DBM Step 3 - Subgrade



DBM Structure

BAND	GRADE	SUBGRADE
F - Policy	11 – Coordinating	2(5)
		1(4)
	10 - Non-coordinating	3
		2
		1
E - Programming	9 – Coordinating	2(5)
		1(4)
	8 - Non-coordinating	3
		2
		1
D - Interpretive	7 – Coordinating	2(5)
		1(4)
	6 - Non-coordinating	3
		2
C - Process	5 – Coordinating	2(5)
		1(4)
	4 - Non-coordinating	3
		2
		1
B - Operational	3 – Coordinating	2(5)
		1(4)
	2 - Non-coordinating	3
		2
		1
A - Defined	1 – Non-coordinating	3
		2
		1
	0 - Non-coordinating	3
		2
		1



COORDINATING: Supervises positions in same Band; **NON-COORDINATING:** Individual contributor OR supervises positions in *lower* Band

Classification Structure

Classification Structure	Job Classifications	DBM Rating
Administrative	Admin Assistant	A11
	Admin Technician	B21-B22
Code Administration	Code Administration Technician	B22
	Code Administration Specialist	B23
	Code Administration Supervisor	B32
	Code Administration Coordinator	C43
Maintenance & Operations	M&O Worker	A11-A12
	M&O Technician	B23
	M&O Coordinator	B24
Management Administration	Management Assistant	B21-B22
	Management Specialist	B23-B31
	Management Coordinator	C41-C42
	Management Analyst	C43-C44
Management	Manager	D61-D62
	Director	E81-E82
	City Manager	F101

Process Step 2: Compiling Market Data

- **Criteria utilized to determine benchmark jobs:**
 - Minimum of 1/3 of job classifications;
 - Minimum of 50% of employees;
 - Representation from lowest levels in organization to highest levels in the organization;
 - Representation across all function areas;
 - High incumbent positions;
 - Hard to recruit positions;
 - Positions that are common in the marketplace (so matches can be found).

Survey Methodology: Benchmark Jobs

Bench No.	Benchmark Position
1	Accounting Manager
2	Animal Control Officer
3	Associate Planner
4	Asst Civil Engineer
5	Building Inspector II
6	Business Analyst
7	City Clerk
8	City Manager
9	Code Compliance Officer
10	Community Development Director
11	Community Services Director
12	Executive Assistant
13	Facilities Maintenance Worker
14	Finance Director/Treasurer
15	Financial Services Assistant*
16	Housing Coordinator
17	Information Services Analyst
18	Maintenance Foreman

Bench No.	Benchmark Position
19	Maintenance Manager
20	Maintenance Worker I
21	Maintenance Worker II
22	Management Analyst
23	Office Assistant
24	Payroll Clerk
25	Permit Technician
26	Plans Examiner/Inspection Supervisor
27	Public Works Director/City Engineer
28	Public Works Inspection Supervisor
29	Public Works Inspector I
30	Recreation Activities Coordinator
31	Recreation Supervisor
32	Secretary
33	Senior Account Clerk
34	Senior Secretary
35	Traffic Signal Technician

*Benchmark excluded from analysis due to quality of data matches; significant misalignment between evaluated rating and the market data suggests that the matches provided by comparator organizations were paraprofessional level positions versus professional level positions.

Survey Methodology: Comparator Organizations

- **Criteria utilized to determine comparator organizations:**
 - **Exempt Positions:** Public and private sector (where applicable) organizations throughout Southern California similar in size (50 to 200% of the City's population) and character to the City;
 - **Non-Exempt Positions:** Public and private sector (where applicable) organizations in the Coachella Valley with whom the City competes for labor;
 - **Exceptions may exist in order to achieve recruitment objectives.**

Survey Methodology

- FLA developed a survey questionnaire to collect salary and benefits data. Questions in the survey were posed in a fashion that were standard and easy for participants to answer, as well as being easy to quantify and analyze.
- The survey results represent data from the following 15 organizations:

Organization
Cathedral City
Desert Hot Springs
Indian Wells
Indio
Lake Elsinore
Loma Linda
Palm Desert
Palm Springs
Rancho Mirage
Redlands*
Perris*
Beaumont*
Temecula*
Hemet*
Yucaipa*

*Information data mined

Survey Methodology

- **FLA followed up with each organization to encourage participation.**
- **FLA reviewed and entered the data collected from participants.**
- **FLA followed up directly with participants to clarify and validate missing or questionable information reported.**
- **FLA asked organizations to make a match for only those jobs that reflected at least 70% of the duties as outlined in the benchmark summaries.**
 - **If there were any questions in job matching, we reference job descriptions, organizational charts and other information to verify that the match is valid.**
- **All data are effective November 1, 2013 and reflect an annual basis.**
- **FLA follows the U.S. Department of Justice and Federal Trade Commission guidelines that state 5 job matches should exist per job in order to conduct statistical analyses or for drawing conclusions.**

Survey Methodology

- The following published survey data was utilized to make comparisons with the private sector:

Published Survey Source	Description of Survey
PRM Consulting Group Survey	Not-For-Profit survey; Conducting surveys for 30 years; Comprised of a variety of benchmark positions found in not-for-profit organizations.
Mercer (multiple surveys)	Industry benchmark survey provider with thousands of participants; surveys conducted annually; surveys target specific areas including: finance/accounting/legal, IT, human resources, executive management.
Towers (multiple surveys)	Industry benchmark survey provider with thousands of participants; surveys conducted annually; surveys target specific areas including: finance/accounting, Marketing/Communications, customer service, professional administrative & sales, office & business support, engineering, IT, human resources, executive management.
Hay Local Area Pay	Industry benchmark survey with over 900 participants; covers 18 job families with over 180 jobs covering cross-industry areas such as IT, accounting, HR support, clerical, and related jobs that are common in the marketplace.

Survey Methodology

- Applying geographic differentials is a sound compensation practice in an effort to arrive at a more precise figure for use in analyzing and setting pay.
- Just as data are trended forward to be effective for a current point in time, data should be adjusted to reflect cost of labor differences between geographic areas.
- Geographic adjustment factors, obtained from the Economic Research Institute, are shown below:

Comparison Location	Factor Adjustment
Beaumont, CA	100.0%
California - Statewide	96.0%
Cathedral City, CA	100.5%
Desert Hot Springs, CA	99.6%
Hemet, CA	99.9%
Indio, CA	100.3%
Lake Elsinore, CA	99.1%
Loma Linda, CA	99.8%
Los Angeles	95.0%
Palm Desert, CA	99.8%
Palm Springs, CA	99.3%
Perris, CA	99.1%
Redlands, CA	99.1%
Temecula, CA	99.9%
United States	107.0%
West Region	100.0%
Yucaipa, CA	99.7%

Factor Adjustments for each comparison location are reflective of the adjustment to be made to rates of pay and are reflective of the entire market (public and private sectors). Factor adjustments represent the differences in costs of labor between the comparison locations and the City of La Quinta.

Survey Methodology

- An example of how the geographic factors are utilized is as follows:

Position	Rate of Pay	Location	Factor Adjustment	Adjusted Rate (Rate * Factor Adjustment)
Executive Assistant	\$66,500	Lake Elsinore, CA	99.1%	\$65,901.50
Finance Director	\$108,500	United States	107.0%	\$116,095

Base City: La Quinta, CA

Survey Methodology

- FLA performed several reviews of the data to identify any extreme data and to ensure validity and reliability of the data.
- Through a statistical analysis, any salary figures that were considered extreme in relation to all other salary figures were excluded.
- Various statistics were calculated (25th, 50th, 75th, low and high) in analyzing the data.
- Per strategy, we used the 50th percentile and then added 2.5% as the basis for developing the model pay structure.
- Once the survey analysis and report was completed, it was submitted internally through our firm's quality control process for review before it was submitted to the City.

Process Step 3:

Combine Job Evaluation with Market Data

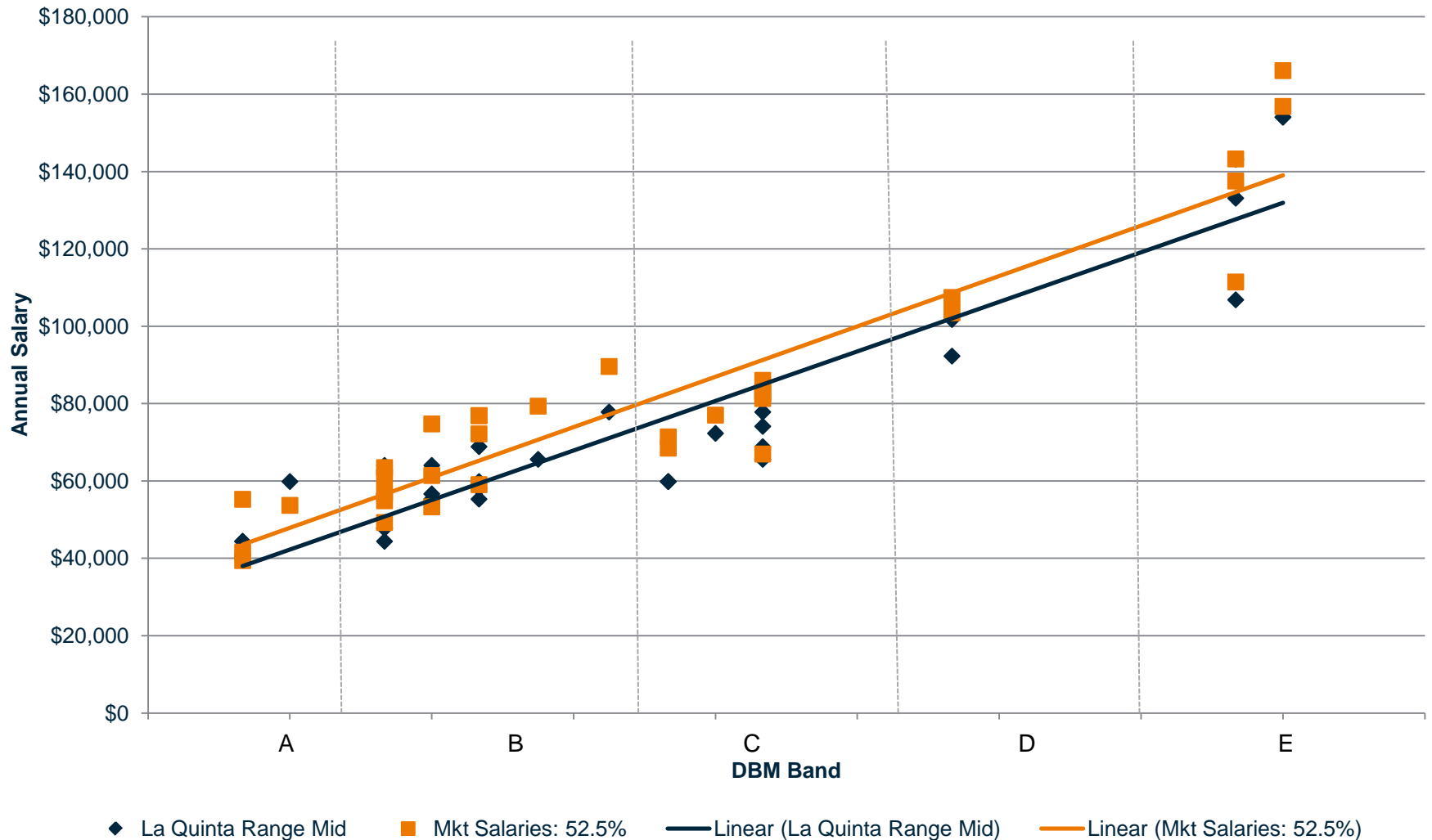
- **KEY MEASURES:** From an aggregate perspective, current midpoints of all positions combined are competitive, lagging the 50th percentile + 2.5% of the combined public and private sector base pay by 9.9%.
- Individual comparisons vary.
- Longevity, performance and hiring conditions may explain some differences in actual salary.

Summary of Salary Data Comparisons

- **Graphical representations of current salaries compared to market are shown on the following page and reflect how the City's salaries compare to the market utilizing a statistical procedure called regression analysis.**
- **Regression analysis was utilized to blend market data with internal equity.**
 - Regression trend line is used as an anchor for salary ranges and represents the “best fit” taking into account market parity and internal equity.

Summary of Salary Data Comparisons

City of La Quinta
City Range Midpoints vs Market Actual Salaries (50th Percentile + 2.5%)



Salary Data Recommendations

- **Current range spreads for all positions at the City are 22%. A 22% range spread for all levels within the organization is inconsistent with modern pay structures that recognize the time it takes to attain job proficiency at higher levels of the organization versus lower level positions.**
- **The proposed pay structure, which takes into consideration internal alignment and external market data, expands the existing width of the pay ranges from 40% to 50%.**

Salary Data Recommendations

- **Proposed Pay Structure**

DBM	Proposed Range Min	Proposed Range Mid	Proposed Range Max	Range Spread
A11	\$36,730	\$44,075	\$51,421	40%
A12	\$40,410	\$48,492	\$56,574	40%
A13	\$44,091	\$52,909	\$61,727	40%
B21	\$47,783	\$57,339	\$66,896	40%
B22	\$51,464	\$61,756	\$72,049	40%
B23	\$55,144	\$66,173	\$77,202	40%
B24	\$59,754	\$71,704	\$83,655	40%
B25	\$65,280	\$78,336	\$91,392	40%
B31	\$59,754	\$71,704	\$83,655	40%
B32	\$65,280	\$78,336	\$91,392	40%
C41	\$67,094	\$83,867	\$100,641	50%
C42	\$70,627	\$88,284	\$105,941	50%
C43	\$74,161	\$92,701	\$111,241	50%
C44	\$78,586	\$98,232	\$117,879	50%
C45	\$83,891	\$104,864	\$125,837	50%
D61	\$88,316	\$110,395	\$132,474	50%
D62	\$92,732	\$115,915	\$139,098	50%
D63	\$97,369	\$121,711	\$146,053	50%
D64	\$102,237	\$127,796	\$153,356	50%
D65	\$107,349	\$134,186	\$161,023	50%
E81	\$112,716	\$140,895	\$169,074	50%
E82	\$118,352	\$147,940	\$177,528	50%
E83	\$124,270	\$155,337	\$186,405	50%
F101	\$160,000	\$200,000	\$240,000	50%

Salary Data Recommendations

- **The cost to bring employees up to the minimum of the proposed pay range is approximately \$700.**
- **The cost to bring employees to the closest step without decreasing pay is approximately \$52,900, which is 1.0% of payroll.**

Process Step 4:

Determine Appropriate Implementation Actions

- **There are multiple implementation options available to the City, including:**
 - Move everyone into the pay structure at their current salaries with increases only for those who fall below the minimum of their pay range
 - Move employees to the step closest to their current rate of pay (but not less than their current rate of pay);
 - Provide a flat percentage increase for employees currently within the range based on current position within the range (e.g., X% for those at Step A, Y% for those at Step B, etc.);
 - Provide a flat percentage increase for employees whose rate falls below the proposed job rate (midpoint) and no increase for employees whose rate is above the job rate; increase will be up to, but not to exceed, the job rate.
- **Other implementation options are available and are dependent upon budgetary constraints.**

Summary of Benefit Data Comparisons

- **A customized data collection form was created to collect benefits information in conjunction with the salary survey.**
- **FLA distributed the survey to comparator organizations identified by the City.**
- **FLA reviewed and entered the data collected from participants.**
- **FLA followed-up directly with the participants to clarify and validate questionable information reported.**

Pay Practices: 2013 Employee Salary Increases

- The City is lagging the comparator market with respect to most recent employee salary increases as shown in the table below:

	Average Increase	Median Increase	Low Increase	High Increase	City of La Quinta
Executive/Mgmt	3.6%	3.5%	2.0%	5.0%	0.0%
Exempt	3.8%	4.0%	2.0%	5.0%	0.0%
NonExempt	3.7%	4.3%	2.0%	5.0%	0.0%
Aggregate	3.7%	3.9%	2.0%	5.0%	0.0%

Notes:

- 89% of the comparator organizations provided data.
- Private sector median increases in 2013 averaged 3.0% in California.

Pay Practices: Formal Salary Ranges

- Similar to the comparator market, the City has formal salary ranges for all levels of employees as shown in the table below:

	Established Salary Ranges	
	Yes*	No
Executive/Mgmt	89%	11%
Exempt	89%	11%
NonExempt	89%	11%

Notes:

1. One organization reported that Executive/Mgmt positions have salary ranges with the exception of City Manager and City Clerk.
2. In the private sector, approximately 80% of organizations have established salary ranges for non-exempt employees and 50% have established salary ranges for Exempt and Executive/Management employees.
3. Per CalPERS, all positions, including City Managers, must have an established pay range.

Pay Practices: Step/Grade System

- A summary of organizations employing a step/grade system, which rewards longevity and not necessarily performance, for respective employee groups is shown in the table below:

	Step/Grade Salary Ranges	
	Yes	No
Executive	89%	11%
Exempt	89%	11%
NonExempt	89%	11%

Notes:

1. Step/Grade systems are not typical in the private sector.

Pay Practices: 2013 Salary Range Adjustments

- 25% of the organizations surveyed implemented range adjustments during 2013.
- The City, like 75% of the comparator organizations, did not implement salary range adjustments in 2013.
- The average adjustment for salary ranges, for those organizations implementing adjustments is shown in the table below:

	Average Adjustment	Median Adjustment	Low Adjustment	High Adjustment
Executive	2.0%	2.0%	2.0%	2.0%
Exempt	2.0%	2.0%	2.0%	2.0%
NonExempt	2.0%	2.0%	2.0%	2.0%
Aggregate	2.0%	2.0%	2.0%	2.0%

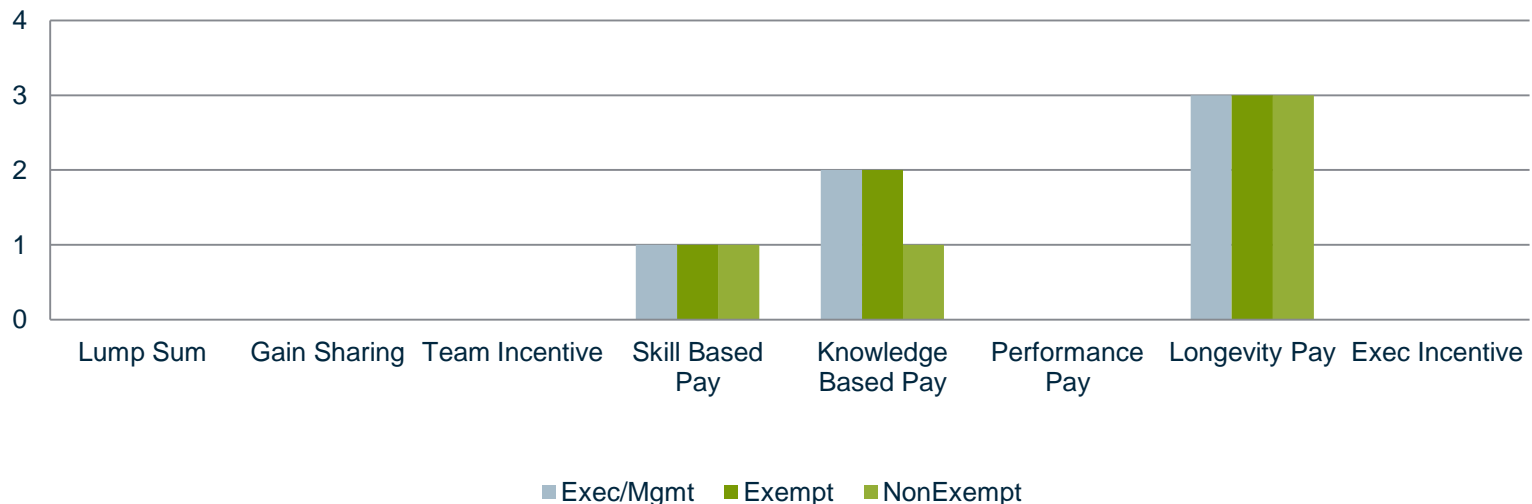
Notes:

1. Private sector median structure adjustments in 2013 averaged 1.8% in California.

Pay Practices: Variable Pay Plans

- The City does not provide variable pay opportunities, therefore is lagging the comparator market with respect to variable pay programs;
- The most typical form of variable pay offered is Longevity Pay;
- Although the City lags the market with variable pay, offerings are uncommon and limited within the comparator market.

Organizations with Variable Pay



Notes:

1. Common forms of variable pay found in the private sector include: lump sum, performance pay and executive incentives.

Benefits: Retirement

- The City contributes 14.660% (changes to 15.701% 7/1/14) to PERS, which is less than the market average of 15.19%; City employees contribute 8%, which is higher than the market average of 6.16% for NonExempt employees and 6.74% for Executive and Exempt employees.
- The City offers a tax deferred plan with no employer contribution, which is on par with the market.

Retirement Benefit		Avg Employer Contribution	% of Organizations	Avg Employee Contribution	% of Organizations
PERS ¹	Executive	15.19%	100%	6.74%	100%
	Exempt	15.19%	100%	6.74%	100%
	NonExempt	15.19%	100%	6.16%	100%
Non-PERS	Executive	N/A	N/A	N/A	N/A
	Exempt	N/A	N/A	N/A	N/A
	NonExempt	10.00%	11%	0.00%	11%
Tax Deferred ²	Executive	0.50%	67%	*	33%
	Exempt	0.50%	67%	*	33%
	NonExempt	0.50%	67%	*	33%
SERP	Non-Exempt	N/A	N/A	N/A	N/A
	Exempt	N/A	N/A	N/A	N/A
	Executive	N/A	N/A	N/A	N/A

Notes:

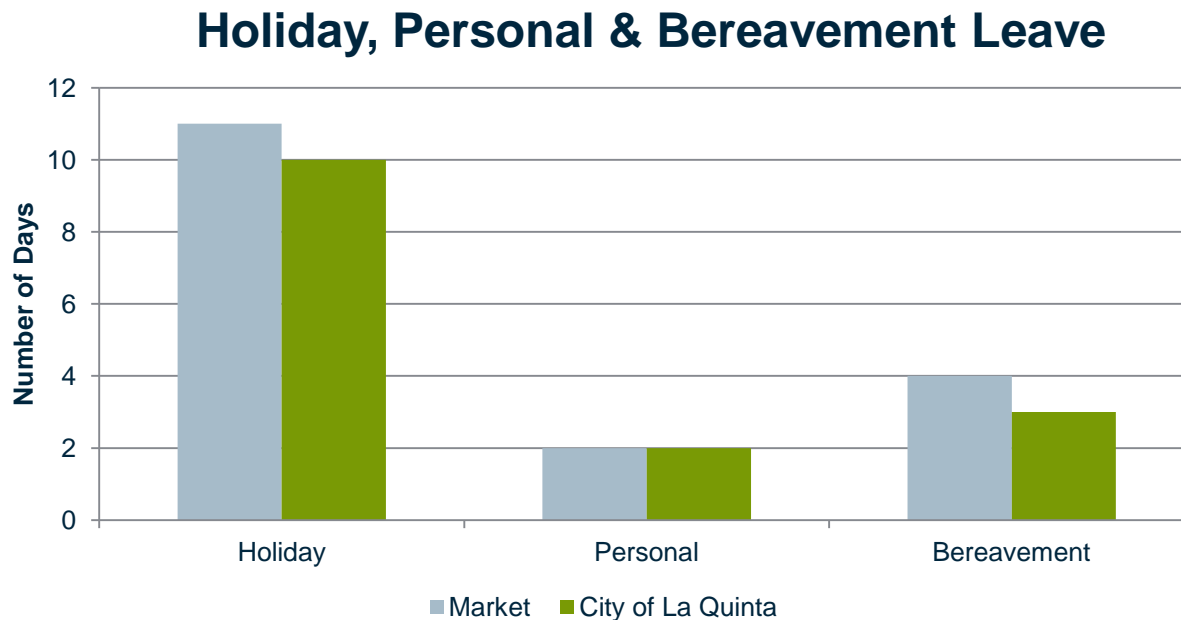
¹PERS is a generic term used to describe a Public Employer Retirement System (e.g., CalPERS).

²Tax Deferred program – one organization reported employer contributions of up to \$46.15 per pay period and employee contributions of \$25.00 per pay period; two organizations reported employees provide full contribution toward this plan.

³Pension programs are uncommon in the private sector and found in the largest organizations typically; many orgs are phasing out or freezing plans. Tax deferred programs with an average company match of 3 to 5% are most common in the private sector (65% of organizations nationally). 61.9% of organizations offer tax deferred retirement programs.

Benefits: Paid Leave

- The City is on par with the market with respect to Personal Leave and the City lags the market by one day with respect to Holiday and Bereavement Leave.



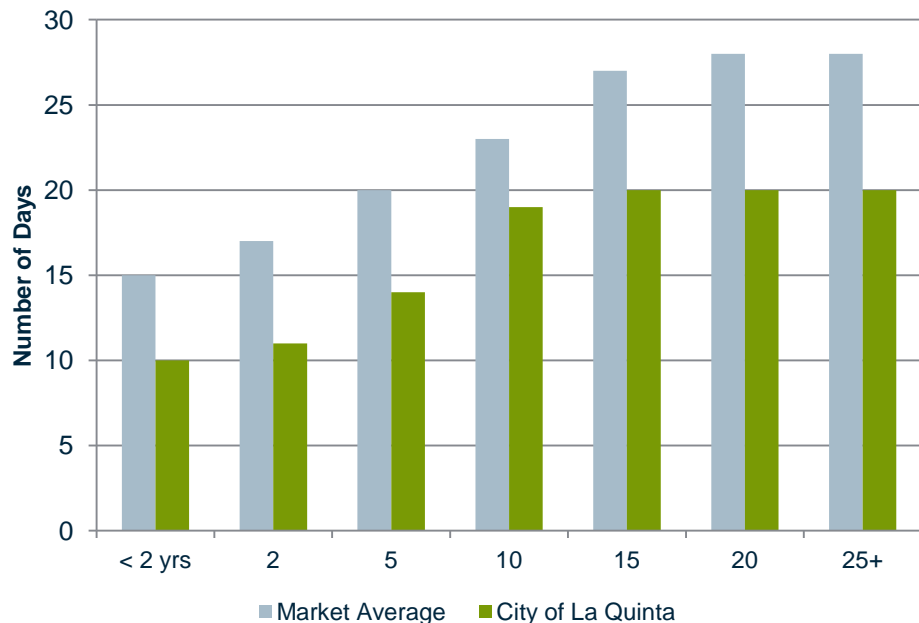
Notes:

1. 25% of organizations indicated a range of 3 to 5 days of bereavement leave.
2. Figures DO NOT include Administrative Leave benefits provided to specified employees (the City provides for 40 to 80 hours of Administrative Leave for specified employees).
3. In the private sector, 9 holidays, 2 personal days and 3 bereavement days are most prevalent.

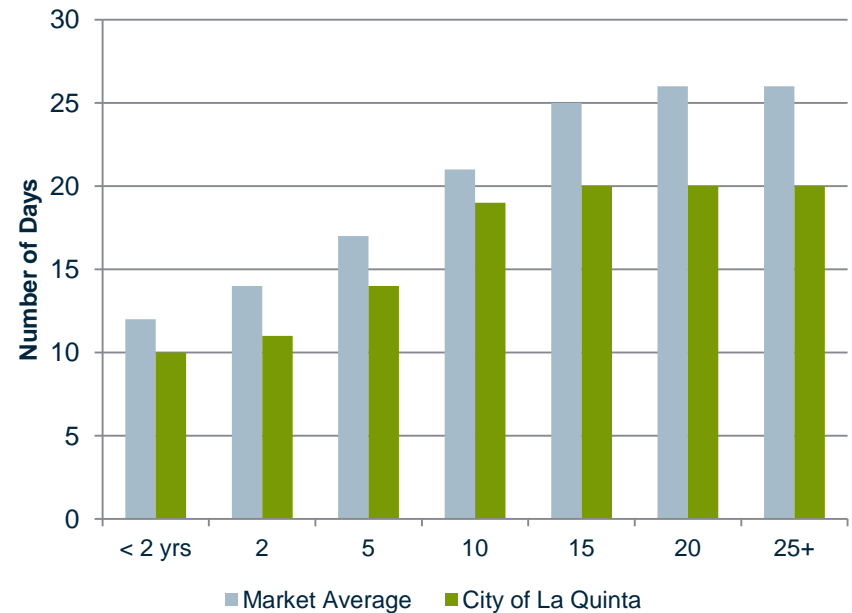
Benefits: Paid Leave

- The City lags the comparator market in vacation leave for all employee groups.

Vacation Leave: Executive/Management



Vacation Leave: Exempt and Nonexempt



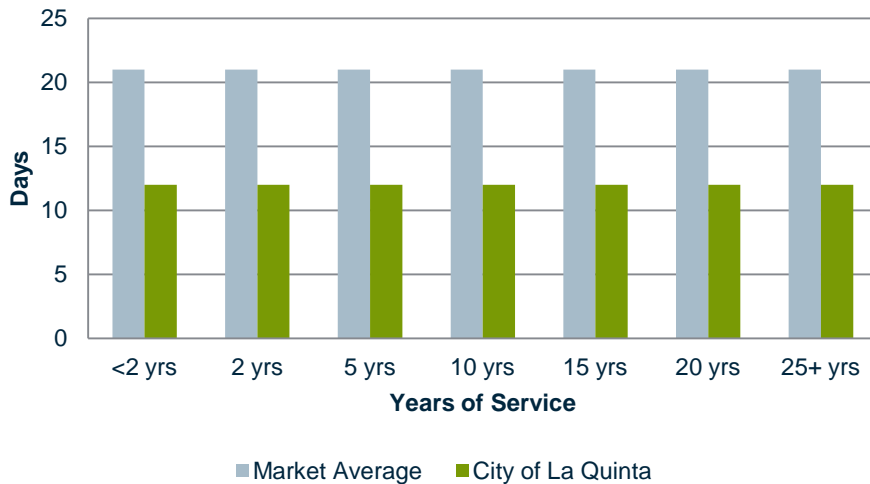
Notes:

1. Figures above DO NOT include Administrative Leave benefits provided to management (the City provides between 40 and 80 hours of Administrative Leave for specified employees).
2. 2 organizations provide Paid Time Off (PTO) leave benefits.
3. Typical vacation provisions in the private sector range from 5 days (1 year of service) to a maximum accrual of 20 days per year; 47% of private sector organizations have a PTO program (combined vacation, sick and personal days).

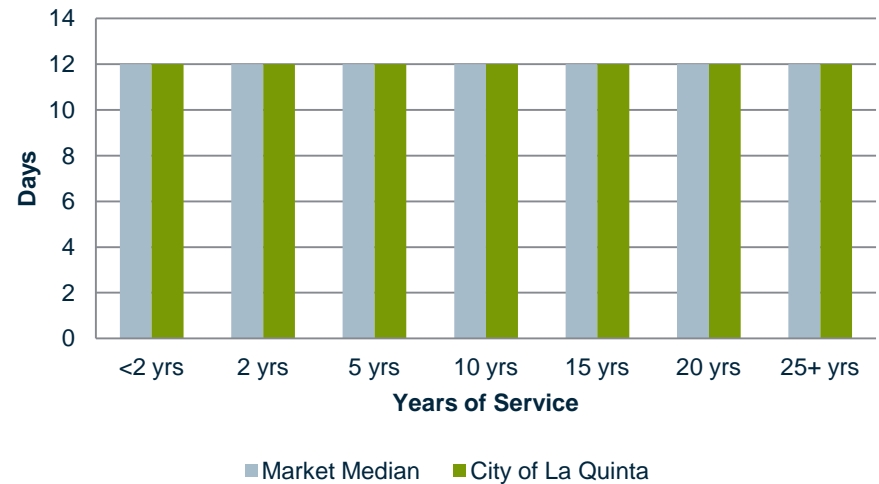
Benefits: Paid Leave

- The City lags the market average in allocating 12 sick days per year; however, the City is on par with the market median, regardless of tenure or employee group.

Average Sick Leave Days



Median Sick Leave Days



Notes:

- 2 organizations provide Paid Time Off (PTO) leave benefits.
- The average number of sick days accrued annually in the private sector is 7.9 days.

Benefits: Leave Carry-Over

- The City lags the comparator market with respect to leave carry-over, allowing for 40 days of vacation and 60 days of sick leave carry-over. The comparator market averages are shown in the tables below:

Carry-Over ("Banked") Unused Vacation	
Average # Days	% of Responding Orgs
75	14%
Based on Accrual	% of Responding Orgs
3X Annual Accrual	43%
Other	% of Responding Orgs
Varies (based on length of service)	14%
Unlimited	29%

Carry-Over ("Banked") Unused Sick Leave	
Average # Days	% of Responding Orgs
74	43%
Based on Accrual	% of Responding Orgs
NA	NA
Other	% of Responding Orgs
Unlimited	57%

Notes:

- 2 organizations provide Paid Time Off (PTO) leave with an average maximum carryover of 76 days.
- In the private sector, average vacation carryover is limited to 1.5 times annual accrual and sick leave accruals average 60 days.

Benefits: Flexible Benefits

- The City is on par with the comparator market in its flexible benefits offerings;
- Few organizations offer Simple Choice, Full Flex or CDHP;
- The chart below summarizes flexible benefit offerings:

Cafeteria Options	Organizations Offering	Offered by the City
Pre-Tax Insurance Premiums	44%	No
Flexible Spending Account (FSA)	78%	Yes
Simple Choice	33%	No
Full Flex	22%	No
Consumer Driven Health Plan (CDHP)	0%	No

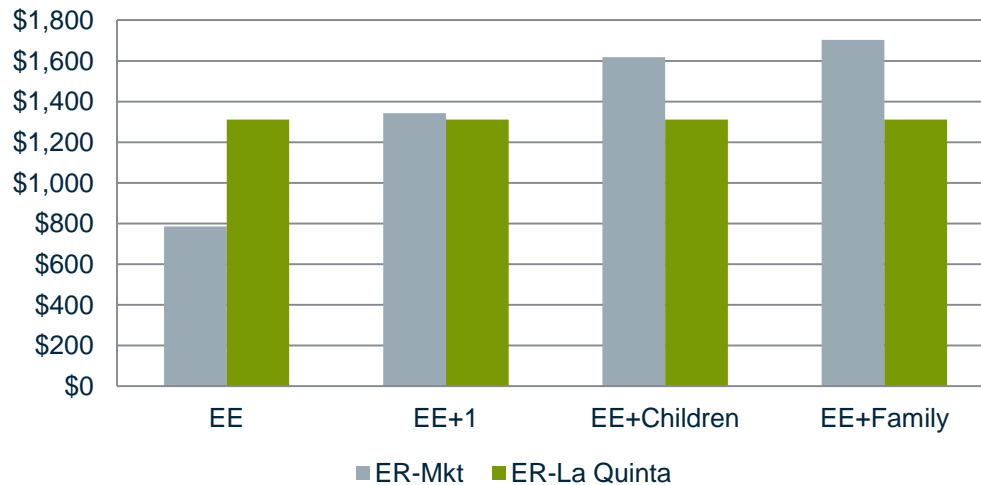
Notes:

1. In the private sector, pre-tax premiums and FSAs are widespread (87% and 81% of organizations, respectively). Simple Choice, Full Flex and CDHPs are less common (only 8.5% of organizations offer a full flex program); however, CDHPs are gaining momentum in the private sector.

Benefits: Medical, Dental & Vision Insurance Premiums

- The City leads the market significantly in its contributions to EE only coverage.
- The City is on par with the market in its contributions for EE + 1 coverage.
- The City lags the market in its contributions for EE + Children and EE + Family coverage.
- City employees pay premiums exceeding \$1,312 per month (provided by the City), depending on selected insurance.

Employer Contributions to Medical, Dental & Vision Coverage



Type of Coverage	Average Employee Contributions (Market)
EE	\$13
EE+1	\$31
EE+Children	\$27
EE+Family	\$119

Notes:

1. Employees of the City pay premiums in excess of \$1312/month which is provided by the City.
2. In the private sector, the average employer contribution for employee only is 80% (most prevalent cost between \$1 and \$99/month) and dependent coverage is 60%.

Benefits: Group Life Insurance

- The City is on par with life insurance coverage for the City Manager and Executives offering \$50,000 of coverage, but lags the market with basic life insurance coverage of \$20,000 for other employee groups. The market provides for the following:

Group Life Insurance - Base Coverage			
Average Base Level Coverage (\$)	% of Organizations	Average Base Level Coverage (X Salary Level)	% of Organizations
\$49,167	67%	1 X Annual Salary	33%
		2 X Annual Salary (Exempt & Mgmt)	11%

Group Life Insurance - Maximum Coverage			
Average Maximum Base Level Coverage (\$)	% of Organizations	Average Base Level Coverage (X Salary Level)	% of Organizations
\$75,000	67%	1 X Annual Salary	17%
		2 X Annual Salary	17%

*One organization provides a higher level of maximum coverage for the City Manager

Notes:

- In the private sector, the average group life insurance coverage is 1 to 2 times annual salary (47.3% and 33.3% of organizations, respectively).

Benefits: Opt-Out Credits/Cash Back

- The City does not provide for opt-out credits/cash back which lags the market. 56% of surveyed organizations provide for opt-out credit/cash back as detailed below:

Opt-Out Benefit (In Lieu of Health/Welfare Coverage)	Average Monthly Benefit	% Organizations
Credit /Cash Back	\$331	56%

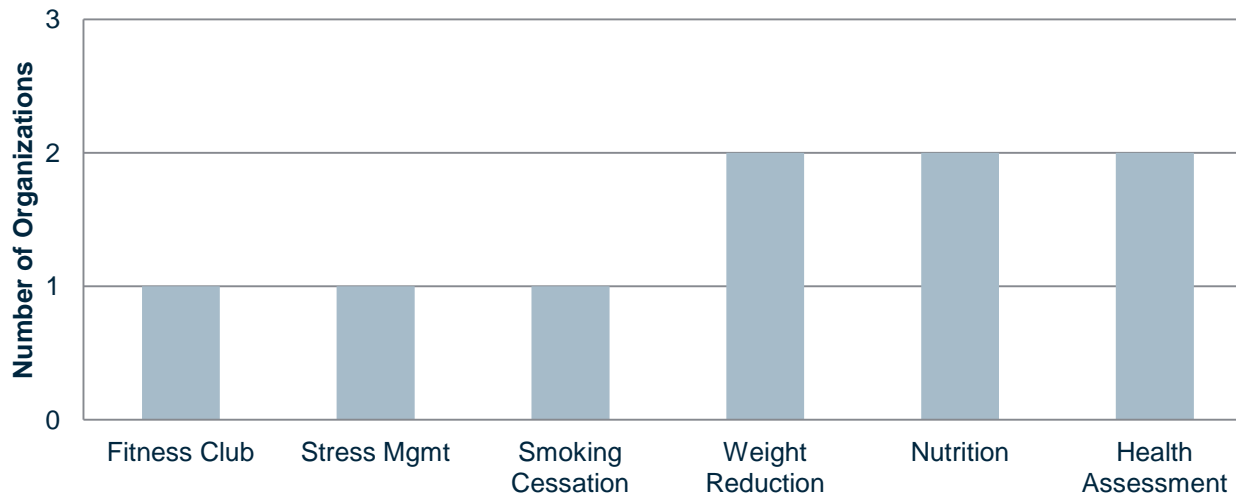
Notes:

1. 1 of the organizations that provide opt-out benefits does so for Executive and Exempt positions only.
2. Opt-Out Credits/Cash Back is uncommon in the private sector (27.1% of organizations). Those organizations offering cash back averaged a nominal \$30 per month payout to employees.

Benefits: Wellness Programs

- The City is leading the market in providing wellness programs for its employees; only 22% of the comparator organizations surveyed offer a Wellness Program.
- Of those offering a Wellness Program, limits exist ranging from \$400 up to \$10,000 per year; the City has a fitness limit of \$40 per year (covers 80% of community fitness center annual fee).

Wellness Program Provisions



Notes:

1. Approximately 45% of private sector organizations offer wellness programs; however, they continue to grow in popularity.

Recommendations: Benefit Data Comparisons

- From an aggregate perspective, the City's benefit program offerings are competitive with the comparator market.

Administrative Recommendations

- **Salary Structure Review/Updates**

- Annual Updates

- In order to reflect necessary increases in the minimum, job rates and merit maximums appropriate for each job, the salary structure should be reviewed annually. FLA can provide the City with the average percentage increase for employee salaries and salary structures on an annual basis, or the City may use a labor market index.
- It is recommended that the respective starting rates, job rates and merit maximums be increased by a **percentage** that reflects the market trends and the City's hiring experience. The use of a dollar amount increase would compress the structure over time.

- Long-Term Updates

- The City should reevaluate its overall structure at regular intervals (e.g., 2 to 3 years depending upon market movements) to ensure that its salary levels are consistent with the marketplace.
- This would involve conducting a market salary study, such as was conducted here, every 2 to 3 years (depending on the economy) to make sure that the City's pay scales and employee salaries remain competitive.

Attachments: Market Data Sheets

- **Interpreting the Market Data Sheets**
 - Data is reflective of the market for benchmark positions;
 - Comparator organizations provided matches to the City's benchmark positions based on the benchmark descriptions approved by the City
 - Comparator organizations were instructed to match their positions to the benchmark positions when there was at least a 70% match of the job as defined in the survey instrument
 - **CAUTION:** Data is analyzed based on internal equity and external market data from an organizational perspective (market data for individual positions is not the sole basis of the proposed pay structure or overall competitive position within the market).



Arthur J. Gallagher & Co.
BUSINESS WITHOUT BARRIERS™

Thank You

Bruce Lawson | Managing Director

Gallagher Benefit Services, Inc.

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City of La Quinta
Market Data Sheets
January 2014

Benchmark 1: Accounting Manager

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
8	Assistant Director of Finance	1	\$130,452	\$102,144	\$113,196	\$124,248	Public
4	Fiscal Officer/Manager of Finance and Customer Service	2	\$122,319	\$90,843	\$110,421	\$134,217	Public
1	Accounting Services Manager	1	\$119,276	\$103,035	\$118,952	\$134,869	Public
10	Accounting Manager	1	\$112,166	\$92,279	\$101,737	\$112,165	Public
21	General Accounting Manager	76	\$106,169	\$76,950	\$106,769	\$136,688	Private
22	General Accounting Manager	30	\$97,934		\$95,238		Private
20	Accounting Manager	55	\$92,293				Private
5	Accounting Supervisor	1	\$91,161	\$86,820	\$95,721	\$105,529	Public
9	Accounting Manager	1	\$90,741				Public
2	Program and Financial Specialist	1		\$89,664	\$99,330	\$108,996	Public
6	Accounting Manager	1		\$68,106	\$77,515	\$86,923	Public
		Unweighted Average:	10	\$106,293	\$88,223	\$102,143	\$118,781
		25 Percentile:		\$92,010	\$81,885	\$95,600	\$107,263
		50 Percentile:		\$102,052	\$89,664	\$103,050	\$124,248
		52.5 Percentile:		\$103,493	\$89,841	\$104,351	\$125,743
		75 Percentile:		\$120,037	\$96,494	\$111,115	\$134,543
		Low:		\$90,741	\$68,106	\$77,515	\$86,923
		High:		\$130,452	\$103,035	\$118,952	\$136,688
Public		Unweighted Average:	7	\$110,790	\$90,102	\$102,522	\$115,797
		25 Percentile:		\$91,161	\$87,531	\$96,623	\$106,396
		50 Percentile:		\$119,276	\$90,254	\$104,876	\$116,622
		52.5 Percentile:		\$119,580	\$90,401	\$106,262	\$118,529
		75 Percentile:		\$122,319	\$99,319	\$112,502	\$131,725
		Low:		\$90,741	\$68,106	\$77,515	\$86,923
		High:		\$130,452	\$103,035	\$118,952	\$134,869
Private		Unweighted Average:	3	\$98,799	\$76,950	\$101,004	\$136,688
		25 Percentile:		\$95,114	\$76,950	\$98,121	\$136,688
		50 Percentile:		\$97,934	\$76,950	\$101,004	\$136,688
		52.5 Percentile:		\$98,346	\$76,950	\$101,292	\$136,688
		75 Percentile:		\$102,052	\$76,950	\$103,886	\$136,688
		Low:		\$92,293	\$76,950	\$95,238	\$136,688
		High:		\$106,169	\$76,950	\$106,769	\$136,688

City of La Quinta
Market Data Sheets
January 2014

Benchmark 2: Animal Control Officer

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
10	Animal Control/Code Compliance Officer I	4	\$60,971	\$50,161	\$55,302	\$60,971	Public
9	ACO/Code Compliance	1	\$59,958				Public
8	Animal Control Officer	1	\$57,805	\$46,104	\$51,132	\$56,160	Public
4	Animal Control Officer I		\$67,955	\$39,300	\$47,769	\$58,064	Public
6	Code Compliance/Animal Control Officer	1		\$42,919	\$47,347	\$51,775	Public
11	Animal Control Officer		\$43,096	\$35,291	\$40,166	\$45,041	Public
12	Animal Control Officer I			\$38,122	\$42,235	\$46,349	Public
13	Animal Control Officer			\$50,975	\$58,114	\$65,253	Public
	Unweighted Average:	7	\$57,204	\$42,118	\$47,794	\$53,774	
	25 Percentile:		\$54,128	\$38,417	\$43,513	\$47,705	
	50 Percentile:		\$58,882	\$41,110	\$47,558	\$53,968	
	52.5 Percentile:		\$59,043	\$41,562	\$47,611	\$54,516	
	75 Percentile:		\$61,957	\$45,308	\$50,291	\$57,588	
	Low:		\$43,096	\$35,291	\$40,166	\$45,041	
	High:		\$67,955	\$50,975	\$58,114	\$65,253	
Public	Unweighted Average:	7	\$57,204	\$42,118	\$47,794	\$53,774	
	25 Percentile:		\$54,128	\$38,417	\$43,513	\$47,705	
	50 Percentile:		\$58,882	\$41,110	\$47,558	\$53,968	
	52.5 Percentile:		\$59,043	\$41,562	\$47,611	\$54,516	
	75 Percentile:		\$61,957	\$45,308	\$50,291	\$57,588	
	Low:		\$43,096	\$35,291	\$40,166	\$45,041	
	High:		\$67,955	\$50,975	\$58,114	\$65,253	

City of La Quinta
Market Data Sheets
January 2014

Benchmark 3: Associate Planner

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
9	Associate Planner	2	\$88,500				Public
7	Associate Planner	1	\$87,526				Public
10	Associate Planner	1	\$85,792	\$70,581	\$77,816	\$85,792	Public
8	Associate Planner	1	\$81,792	\$67,116	\$74,454	\$81,792	Public
3	Assistian Planner	1	\$77,975				Public
5	Associate Planner	1	\$76,914	\$63,277	\$69,764	\$76,914	Public
1	Associate Planner	0		\$73,225	\$84,537	\$95,849	Public
2	Associate Planner	0		\$61,140	\$67,404	\$74,316	Public
6	Associate Planner	1		\$54,065	\$61,534	\$69,002	Public
	Unweighted Average:	8	\$82,541	\$63,765	\$71,539	\$79,575	
	25 Percentile:		\$77,975	\$61,140	\$67,404	\$74,316	
	50 Percentile:		\$81,792	\$63,277	\$69,764	\$76,914	
	52.5 Percentile:		\$82,365	\$63,661	\$70,233	\$77,402	
	75 Percentile:		\$87,526	\$67,116	\$74,454	\$81,792	
	Low:		\$76,914	\$54,065	\$61,534	\$69,002	
	High:		\$88,500	\$73,225	\$84,537	\$95,849	
Public	Unweighted Average:	8	\$82,541	\$63,765	\$71,539	\$79,575	
	25 Percentile:		\$77,975	\$61,140	\$67,404	\$74,316	
	50 Percentile:		\$81,792	\$63,277	\$69,764	\$76,914	
	52.5 Percentile:		\$82,365	\$63,661	\$70,233	\$77,402	
	75 Percentile:		\$87,526	\$67,116	\$74,454	\$81,792	
	Low:		\$76,914	\$54,065	\$61,534	\$69,002	
	High:		\$88,500	\$73,225	\$84,537	\$95,849	

City of La Quinta
Market Data Sheets
January 2014

Benchmark 4: Asst Civil Engineer

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
4	Associate Engineer	1	\$94,869	\$70,793	\$86,049	\$104,593	Public
3	Assistant Engineer 11	1	\$92,993				Public
10	Assistant Civil Engineer	1	\$72,303	\$59,484	\$65,581	\$72,303	Public
21	Civil Engineer Associate	67	\$65,516	\$50,348	\$66,359	\$82,474	Private
22	Civil Engineer Entry	249	\$56,363				Private
1	Assistant Civil Engineer	0		\$59,860	\$69,108	\$78,355	Public
	Unweighted Average:	5	\$77,435	\$60,334	\$73,839	\$88,474	
	25 Percentile:		\$63,228	\$55,104	\$67,733	\$80,415	
	50 Percentile:		\$79,255	\$59,860	\$69,108	\$82,474	
	52.5 Percentile:		\$81,315	\$60,407	\$69,955	\$83,580	
	75 Percentile:		\$93,462	\$65,327	\$77,578	\$93,534	
	Low:		\$56,363	\$50,348	\$66,359	\$78,355	
	High:		\$94,869	\$70,793	\$86,049	\$104,593	
Public	Unweighted Average:	3	\$93,931	\$65,327	\$77,578	\$91,474	
	25 Percentile:		\$93,462	\$62,593	\$73,343	\$84,915	
	50 Percentile:		\$93,931	\$65,327	\$77,578	\$91,474	
	52.5 Percentile:		\$93,978	\$65,600	\$78,002	\$92,130	
	75 Percentile:		\$94,400	\$68,060	\$81,814	\$98,034	
	Low:		\$92,993	\$59,860	\$69,108	\$78,355	
	High:		\$94,869	\$70,793	\$86,049	\$104,593	
Private	Unweighted Average:	2	\$60,940	\$50,348	\$66,359	\$82,474	
	25 Percentile:		\$58,651	\$50,348	\$66,359	\$82,474	
	50 Percentile:		\$60,940	\$50,348	\$66,359	\$82,474	
	52.5 Percentile:		\$61,168	\$50,348	\$66,359	\$82,474	
	75 Percentile:		\$63,228	\$50,348	\$66,359	\$82,474	
	Low:		\$56,363	\$50,348	\$66,359	\$82,474	
	High:		\$65,516	\$50,348	\$66,359	\$82,474	

City of La Quinta
Market Data Sheets
January 2014

Benchmark 5: Building Inspector II

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
7	Building Inspector II	3	\$96,137				Public
4	Building Inspector II	3	\$80,135	\$61,566	\$74,834	\$90,961	Public
3	Building Inspector II	1	\$77,802				Public
10	Building Inspector II	2	\$75,918	\$62,458	\$68,860	\$75,918	Public
9	Building Insp. II	2	\$75,432				Public
8	Building Inspector I	4	\$73,734	\$57,576	\$63,870	\$70,164	Public
5	Building Inspector	3	\$58,510	\$52,902	\$58,325	\$64,303	Public
1	Building Inspector II	0		\$52,938	\$61,117	\$69,295	Public
	Unweighted Average:	7	\$76,958	\$56,246	\$64,536	\$73,681	
	25 Percentile:		\$74,159	\$52,929	\$60,419	\$68,047	
	50 Percentile:		\$76,617	\$55,257	\$62,493	\$69,730	
	52.5 Percentile:		\$76,913	\$55,605	\$62,700	\$69,795	
	75 Percentile:		\$79,552	\$58,574	\$66,611	\$75,363	
	Low:		\$58,510	\$52,902	\$58,325	\$64,303	
	High:		\$96,137	\$61,566	\$74,834	\$90,961	
Public	Unweighted Average:	7	\$76,958	\$56,246	\$64,536	\$73,681	
	25 Percentile:		\$74,159	\$52,929	\$60,419	\$68,047	
	50 Percentile:		\$76,617	\$55,257	\$62,493	\$69,730	
	52.5 Percentile:		\$76,913	\$55,605	\$62,700	\$69,795	
	75 Percentile:		\$79,552	\$58,574	\$66,611	\$75,363	
	Low:		\$58,510	\$52,902	\$58,325	\$64,303	
	High:		\$96,137	\$61,566	\$74,834	\$90,961	

City of La Quinta
Market Data Sheets
January 2014

Benchmark 6: Business Analyst

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
21	Financial Analyst-Int	214	\$66,043	\$51,633	\$68,744	\$85,855	Private
22	Financial Analyst-Int	73	\$65,888		\$69,582		Private
10	Business Analyst	1	\$65,581	\$62,458	\$68,860	\$75,918	Public
4	Business Analyst	0		\$75,960		\$106,980	Public
11	Management Analyst		\$67,649	\$57,206	\$65,119	\$73,031	Public
14	Sr Management Analyst			\$75,859	\$91,348	\$106,838	Public
15	Executive Analyst		\$77,947	\$59,772	\$68,026	\$76,280	Public
	Unweighted Average:	6	\$69,382	\$64,086	\$72,564	\$89,797	
	25 Percentile:		\$66,004	\$57,206	\$68,026	\$76,280	
	50 Percentile:		\$66,846	\$59,772	\$68,744	\$85,855	
	52.5 Percentile:		\$66,966	\$61,381	\$68,828	\$87,953	
	75 Percentile:		\$70,223	\$75,859	\$69,582	\$106,838	
	Low:		\$65,888	\$51,633	\$65,119	\$73,031	
	High:		\$77,947	\$75,960	\$91,348	\$106,980	
Public	Unweighted Average:	4	\$72,798	\$67,199	\$74,831	\$90,782	
	25 Percentile:		\$70,223	\$59,131	\$66,572	\$75,468	
	50 Percentile:		\$72,798	\$67,816	\$68,026	\$91,559	
	52.5 Percentile:		\$73,055	\$69,022	\$69,192	\$93,850	
	75 Percentile:		\$75,373	\$75,884	\$79,687	\$106,873	
	Low:		\$67,649	\$57,206	\$65,119	\$73,031	
	High:		\$77,947	\$75,960	\$91,348	\$106,980	
Private	Unweighted Average:	2	\$65,966	\$51,633	\$69,163	\$85,855	
	25 Percentile:		\$65,927	\$51,633	\$68,954	\$85,855	
	50 Percentile:		\$65,966	\$51,633	\$69,163	\$85,855	
	52.5 Percentile:		\$65,969	\$51,633	\$69,184	\$85,855	
	75 Percentile:		\$66,004	\$51,633	\$69,373	\$85,855	
	Low:		\$65,888	\$51,633	\$68,744	\$85,855	
	High:		\$66,043	\$51,633	\$69,582	\$85,855	

City of La Quinta
Market Data Sheets
January 2014

Benchmark 7: City Clerk

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
8	Chief of Staff-City Clerk	1	\$171,336	\$147,912	\$163,908	\$179,904	Public
7	City Clerk	1	\$161,632				Public
4	City Clerk	1	\$120,662	\$94,541	\$114,916	\$139,681	Public
10	City Clerk	1	\$101,738	\$96,893	\$106,824	\$117,774	Public
3	City Clerk	1	\$96,079				Public
9	City Clerk	1	\$95,000				Public
5	City Clerk	1	\$90,000	\$90,000	\$90,000	\$90,000	Public
2	City Clerk	2		\$54,744	\$60,636	\$66,540	Public
6	City Clerk	1		\$85,794	\$97,646	\$109,498	Public
	Unweighted Average:	8	\$122,452	\$94,598	\$105,421	\$117,125	
	25 Percentile:		\$95,270	\$85,794	\$90,000	\$90,000	
	50 Percentile:		\$108,371	\$90,000	\$97,646	\$109,498	
	52.5 Percentile:		\$111,443	\$90,454	\$99,373	\$112,516	
	75 Percentile:		\$151,390	\$94,541	\$114,916	\$139,681	
	Low:		\$90,000	\$54,744	\$60,636	\$66,540	
	High:		\$171,336	\$147,912	\$163,908	\$179,904	
Public	Unweighted Average:	8	\$122,452	\$94,598	\$105,421	\$117,125	
	25 Percentile:		\$95,270	\$85,794	\$90,000	\$90,000	
	50 Percentile:		\$108,371	\$90,000	\$97,646	\$109,498	
	52.5 Percentile:		\$111,443	\$90,454	\$99,373	\$112,516	
	75 Percentile:		\$151,390	\$94,541	\$114,916	\$139,681	
	Low:		\$90,000	\$54,744	\$60,636	\$66,540	
	High:		\$171,336	\$147,912	\$163,908	\$179,904	

City of La Quinta
Market Data Sheets
January 2014

Benchmark 8: City Manager

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
8	City Manager	1	\$275,628				Public
7	City Manager	1	\$244,025				Public
4	City Manager	1	\$235,788				Public
3	City Manager	1	\$202,800				Public
6	City Manager	1	\$200,000			\$200,000	Public
10	City Manager	1	\$198,900	\$198,900	\$198,900	\$198,900	Public
2	City Manager	1	\$195,000				Public
9	City Manager	1	\$190,000				Public
1	City Manager	1	\$189,197			\$182,190	Public
5	City Manager	1	\$180,000	\$180,000	\$180,000	\$180,000	Public
	Unweighted Average:	9	\$212,493	\$180,000	\$180,000	\$187,397	
	25 Percentile:		\$190,000	\$180,000	\$180,000	\$181,095	
	50 Percentile:		\$200,000	\$180,000	\$180,000	\$182,190	
	52.5 Percentile:		\$200,560	\$180,000	\$180,000	\$183,081	
	75 Percentile:		\$235,788	\$180,000	\$180,000	\$191,095	
	Low:		\$180,000	\$180,000	\$180,000	\$180,000	
	High:		\$275,628	\$180,000	\$180,000	\$200,000	
Public	Unweighted Average:	9	\$212,493	\$180,000	\$180,000	\$187,397	
	25 Percentile:		\$190,000	\$180,000	\$180,000	\$181,095	
	50 Percentile:		\$200,000	\$180,000	\$180,000	\$182,190	
	52.5 Percentile:		\$200,560	\$180,000	\$180,000	\$183,081	
	75 Percentile:		\$235,788	\$180,000	\$180,000	\$191,095	
	Low:		\$180,000	\$180,000	\$180,000	\$180,000	
	High:		\$275,628	\$180,000	\$180,000	\$200,000	

City of La Quinta
Market Data Sheets
January 2014

Benchmark 9: Code Compliance Officer

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
3	Code Compliance Officer	1	\$80,964				Public
8	Code Compliance Officer	3	\$66,240	\$52,164	\$57,852	\$63,540	Public
10	Animal Control/Code Compliance Officer I	4	\$60,971	\$50,161	\$55,302	\$60,971	Public
9	Code Compliance Officer II	2	\$60,876				Public
1	Code Compliance Officer I	2	\$54,971	\$42,514	\$49,082	\$55,649	Public
5	Code Enforcement Officer	2	\$48,847	\$43,225	\$47,656	\$52,541	Public
4	Community Improvement Officer I	0		\$47,977	\$58,317	\$70,884	Public
	Unweighted Average:	6	\$62,380	\$46,470	\$53,227	\$60,654	
	25 Percentile:		\$54,971	\$43,047	\$48,725	\$54,872	
	50 Percentile:		\$60,876	\$45,601	\$53,467	\$59,595	
	52.5 Percentile:		\$61,412	\$45,957	\$54,125	\$60,186	
	75 Percentile:		\$66,240	\$49,024	\$57,968	\$65,376	
	Low:		\$48,847	\$42,514	\$47,656	\$52,541	
	High:		\$80,964	\$52,164	\$58,317	\$70,884	
Public	Unweighted Average:	6	\$62,380	\$46,470	\$53,227	\$60,654	
	25 Percentile:		\$54,971	\$43,047	\$48,725	\$54,872	
	50 Percentile:		\$60,876	\$45,601	\$53,467	\$59,595	
	52.5 Percentile:		\$61,412	\$45,957	\$54,125	\$60,186	
	75 Percentile:		\$66,240	\$49,024	\$57,968	\$65,376	
	Low:		\$48,847	\$42,514	\$47,656	\$52,541	
	High:		\$80,964	\$52,164	\$58,317	\$70,884	

City of La Quinta
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Benchmark 10: Community Development Director

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
4	Director of Development Services/Director of Housing & Development	2	\$161,554	\$112,013	\$136,153	\$165,494	Public
10	Community Dev Director	1	\$157,828	\$129,846	\$143,155	\$157,828	Public
3	Community Development Director	1	\$150,800				Public
8	Director of Community & Economic Development	1	\$144,276	\$112,716	\$125,028	\$137,340	Public
9	Development Services Dir.	1	\$141,547				Public
5	Community Development Director	1	\$134,566	\$110,708	\$122,056	\$134,566	Public
1	Community Development Dir.	1	\$125,239	\$125,239	\$144,587	\$163,934	Public
2	Community Development Director	1	\$115,644	\$115,644	\$128,106	\$140,568	Public
6	Assistant City Manger handles CD, Information Systems & Eco Dev	1		\$108,076		\$137,936	Public
	Unweighted Average:	8	\$142,997	\$114,066	\$131,186	\$146,640	
	25 Percentile:		\$136,311	\$111,034	\$125,028	\$137,489	
	50 Percentile:		\$142,912	\$112,365	\$128,106	\$139,252	
	52.5 Percentile:		\$143,253	\$112,452	\$128,911	\$139,581	
	75 Percentile:		\$149,169	\$114,912	\$136,153	\$158,093	
	Low:		\$125,239	\$108,076	\$122,056	\$134,566	
	High:		\$161,554	\$125,239	\$144,587	\$165,494	
Public	Unweighted Average:	8	\$142,997	\$114,066	\$131,186	\$146,640	
	25 Percentile:		\$136,311	\$111,034	\$125,028	\$137,489	
	50 Percentile:		\$142,912	\$112,365	\$128,106	\$139,252	
	52.5 Percentile:		\$143,253	\$112,452	\$128,911	\$139,581	
	75 Percentile:		\$149,169	\$114,912	\$136,153	\$158,093	
	Low:		\$125,239	\$108,076	\$122,056	\$134,566	
	High:		\$161,554	\$125,239	\$144,587	\$165,494	

City of La Quinta
Market Data Sheets
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Benchmark 11: Community Services Director

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
10	Community Svcs Director	1	\$146,734	\$120,718	\$133,092	\$146,734	Public
5	Lake, Parks, and Recreation Director	1	\$141,294	\$110,708	\$122,056	\$134,566	Public
8	Director of Parks & Recreation	1	\$137,340	\$112,716	\$125,028	\$137,340	Public
4	Community Services Manager	1	\$127,826	\$90,843	\$110,421	\$134,217	Public
13	Department Head			\$96,870	\$110,435	\$124,001	Public
14	Community Services Director			\$121,554	\$146,349	\$171,144	Public
16	Community Services Director			\$103,278	\$116,129	\$128,980	Public
	Unweighted Average:	6	\$135,487	\$105,995	\$121,736	\$138,375	
	25 Percentile:		\$132,583	\$98,472	\$111,859	\$130,289	
	50 Percentile:		\$137,340	\$106,993	\$119,092	\$134,392	
	52.5 Percentile:		\$137,538	\$107,922	\$119,833	\$134,435	
	75 Percentile:		\$139,317	\$112,214	\$124,285	\$136,647	
	Low:		\$127,826	\$90,843	\$110,421	\$124,001	
	High:		\$141,294	\$121,554	\$146,349	\$171,144	
Public	Unweighted Average:	6	\$135,487	\$105,995	\$121,736	\$138,375	
	25 Percentile:		\$132,583	\$98,472	\$111,859	\$130,289	
	50 Percentile:		\$137,340	\$106,993	\$119,092	\$134,392	
	52.5 Percentile:		\$137,538	\$107,922	\$119,833	\$134,435	
	75 Percentile:		\$139,317	\$112,214	\$124,285	\$136,647	
	Low:		\$127,826	\$90,843	\$110,421	\$124,001	
	High:		\$141,294	\$121,554	\$146,349	\$171,144	

City of La Quinta
Market Data Sheets
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Benchmark 12: Executive Assistant

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
9	Executive Coordinator	2	\$90,875				Public
4	Executive Assistant to the City Manager	1	\$89,610	\$60,652	\$73,722	\$89,610	Public
7	Administrative Secretary	7	\$84,980				Public
20	Executive Assistant	71	\$75,995				Private
8	Executive Services Administrator	1	\$74,820	\$61,404	\$68,112	\$74,820	Public
3	Executive Assistant	1	\$74,558				Public
10	Executive Assistant	2	\$70,581	\$58,067	\$64,019	\$70,581	Public
5	Executive Assistant	1	\$67,099	\$50,070	\$55,203	\$60,861	Public
21	Secretary Executive	272	\$66,343	\$50,132	\$65,242	\$80,352	Private
23	Secretary V	2,084	\$63,227	\$47,328	\$61,041	\$74,136	Private
22	Secretary/Exec Admin Assistant	133	\$58,265		\$55,457		Private
1	Administrative Coordinator-CM	0		\$60,242	\$69,549	\$78,855	Public
2	Administrative Assistant	0		\$38,916	\$42,900	\$47,304	Public
6	Executive Assistant	0		\$50,060	\$56,954	\$63,848	Public
Unweighted Average:		13	\$74,577	\$52,351	\$60,909	\$71,223	
25 Percentile:			\$66,532	\$49,377	\$55,457	\$63,101	
50 Percentile:			\$74,689	\$50,101	\$61,041	\$74,478	
52.5 Percentile:			\$74,748	\$50,112	\$61,881	\$74,598	
75 Percentile:			\$82,734	\$60,345	\$68,112	\$79,229	
Low:			\$58,265	\$38,916	\$42,900	\$47,304	
High:			\$90,875	\$61,404	\$73,722	\$89,610	
Public	Unweighted Average:	9	\$80,324	\$53,557	\$61,073	\$69,216	
	25 Percentile:		\$74,624	\$50,063	\$55,641	\$61,608	
	50 Percentile:		\$79,900	\$55,156	\$62,533	\$69,334	
	52.5 Percentile:		\$81,170	\$56,428	\$63,928	\$70,706	
	75 Percentile:		\$88,453	\$60,550	\$69,189	\$77,846	
	Low:		\$67,099	\$38,916	\$42,900	\$47,304	
	High:		\$90,875	\$61,404	\$73,722	\$89,610	
Private	Unweighted Average:	4	\$65,958	\$48,730	\$60,580	\$77,244	
	25 Percentile:		\$61,987	\$48,029	\$58,249	\$75,690	
	50 Percentile:		\$64,785	\$48,730	\$61,041	\$77,244	
	52.5 Percentile:		\$65,019	\$48,800	\$61,251	\$77,399	
	75 Percentile:		\$68,756	\$49,431	\$63,142	\$78,798	
	Low:		\$58,265	\$47,328	\$55,457	\$74,136	
	High:		\$75,995	\$50,132	\$65,242	\$80,352	

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Benchmark 13: Facilities Maintenance Worker

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
4	Facilities Maintenance Worker II	2	\$64,209	\$44,519	\$54,113	\$65,775	Public
7	Maintenance Worker II	2	\$63,253				Public
9	Bldg/Parks Maint Wrkt II	4	\$62,875				Public
23	Maintenance Technician I	46	\$53,910	\$46,781	\$51,636	\$56,340	Private
1	Building Maintenance Wkr II	1	\$51,749	\$39,535	\$45,642	\$51,749	Public
8	Maintenance Mechanic I	4	\$50,964	\$44,940	\$49,878	\$54,816	Public
10	Facilities Maintenance Wkr	1	\$48,937	\$40,261	\$44,388	\$48,937	Public
5	Maintenance Worker - Facilities	1	\$44,139	\$38,128	\$42,037	\$46,346	Public
	Unweighted Average:	7	\$55,871	\$42,781	\$48,661	\$55,005	
	25 Percentile:		\$51,357	\$39,535	\$45,642	\$51,749	
	50 Percentile:		\$53,910	\$44,519	\$49,878	\$54,816	
	52.5 Percentile:		\$55,255	\$44,561	\$50,054	\$54,968	
	75 Percentile:		\$63,064	\$44,940	\$51,636	\$56,340	
	Low:		\$44,139	\$38,128	\$42,037	\$46,346	
	High:		\$64,209	\$46,781	\$54,113	\$65,775	
Public	Unweighted Average:	6	\$56,198	\$41,781	\$47,918	\$54,672	
	25 Percentile:		\$51,160	\$39,183	\$44,741	\$50,398	
	50 Percentile:		\$57,312	\$42,027	\$47,760	\$53,283	
	52.5 Percentile:		\$58,703	\$42,401	\$48,078	\$53,513	
	75 Percentile:		\$63,159	\$44,624	\$50,937	\$57,556	
	Low:		\$44,139	\$38,128	\$42,037	\$46,346	
	High:		\$64,209	\$44,940	\$54,113	\$65,775	
Private	Unweighted Average:	1	\$53,910	\$46,781	\$51,636	\$56,340	
	25 Percentile:		\$53,910	\$46,781	\$51,636	\$56,340	
	50 Percentile:		\$53,910	\$46,781	\$51,636	\$56,340	
	52.5 Percentile:		\$53,910	\$46,781	\$51,636	\$56,340	
	75 Percentile:		\$53,910	\$46,781	\$51,636	\$56,340	
	Low:		\$53,910	\$46,781	\$51,636	\$56,340	
	High:		\$53,910	\$46,781	\$51,636	\$56,340	

City of La Quinta
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Benchmark 14: Finance Director/Treasurer

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
4	Director of Finance	1	\$189,762	\$134,860	\$163,924	\$199,250	Public
7	Director of Finance/Treasurer	1	\$187,234				Public
3	Finance Director/Treasurer	1	\$172,580				Public
20	Top Financial Position	54	\$164,935				Private
22	CFO/Top Financial Officer	11	\$162,590				Private
10	Finance Director/Treasurer	1	\$161,774	\$139,746	\$154,070	\$169,862	Public
8	Director of Finance	1	\$159,168	\$124,428	\$138,018	\$151,608	Public
9	Finance Director	1	\$108,463				Public
2	Director of Finance and Admin	1		\$131,988	\$146,394	\$160,800	Public
5	Finance Director			\$110,708	\$122,056	\$134,566	Public
6	Finance Director/Treasurer	1		\$108,076	\$123,006	\$137,936	Public
	Unweighted Average:	10	\$163,533	\$122,012	\$138,680	\$156,832	
	25 Percentile:		\$160,879	\$110,708	\$123,006	\$137,936	
	50 Percentile:		\$164,935	\$124,428	\$138,018	\$151,608	
	52.5 Percentile:		\$166,082	\$125,184	\$138,856	\$152,527	
	75 Percentile:		\$179,907	\$131,988	\$146,394	\$160,800	
	Low:		\$108,463	\$108,076	\$122,056	\$134,566	
	High:		\$189,762	\$134,860	\$163,924	\$199,250	
Public	Unweighted Average:	8	\$163,441	\$122,012	\$138,680	\$156,832	
	25 Percentile:		\$159,168	\$110,708	\$123,006	\$137,936	
	50 Percentile:		\$172,580	\$124,428	\$138,018	\$151,608	
	52.5 Percentile:		\$174,045	\$125,184	\$138,856	\$152,527	
	75 Percentile:		\$187,234	\$131,988	\$146,394	\$160,800	
	Low:		\$108,463	\$108,076	\$122,056	\$134,566	
	High:		\$189,762	\$134,860	\$163,924	\$199,250	
Private	Unweighted Average:	2	\$163,763	n/a	n/a	n/a	
	25 Percentile:		\$163,176	n/a	n/a	n/a	
	50 Percentile:		\$163,763	n/a	n/a	n/a	
	52.5 Percentile:		\$163,821	n/a	n/a	n/a	
	75 Percentile:		\$164,349	n/a	n/a	n/a	
	Low:		\$162,590	n/a	n/a	n/a	
	High:		\$164,935	n/a	n/a	n/a	

City of La Quinta
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Benchmark 15: Financial Services Assistant

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
10	Financial Services Assistant	1	\$70,581	\$58,067	\$64,019	\$70,581	Public
9	Sr. Acct., Technician	1	\$58,996				Public
8	Account Clerk II	3	\$47,384	\$40,740	\$45,210	\$49,680	Public
23	Accounting Clerk III	1,825	\$45,629	\$36,984	\$47,016	\$57,176	Private
22	Accounting Senior	235	\$44,824		\$47,519		Private
1	Accountant I	0		\$50,405	\$58,192	\$65,979	Public
2	Accounts Payable Technician	1		\$45,180	\$49,692	\$54,792	Public
	Unweighted Average:	6	\$49,208	\$43,327	\$49,526	\$56,907	
	25 Percentile:		\$45,428	\$39,801	\$47,016	\$53,514	
	50 Percentile:		\$46,507	\$42,960	\$47,519	\$55,984	
	52.5 Percentile:		\$46,638	\$43,293	\$47,736	\$56,163	
	75 Percentile:		\$50,287	\$46,486	\$49,692	\$59,377	
	Low:		\$44,824	\$36,984	\$45,210	\$49,680	
	High:		\$58,996	\$50,405	\$58,192	\$65,979	
Public	Unweighted Average:	4	\$53,190	\$45,442	\$51,031	\$56,817	
	25 Percentile:		\$50,287	\$42,960	\$47,451	\$52,236	
	50 Percentile:		\$53,190	\$45,180	\$49,692	\$54,792	
	52.5 Percentile:		\$53,480	\$45,441	\$50,117	\$55,351	
	75 Percentile:		\$56,093	\$47,793	\$53,942	\$60,386	
	Low:		\$47,384	\$40,740	\$45,210	\$49,680	
	High:		\$58,996	\$50,405	\$58,192	\$65,979	
Private	Unweighted Average:	2	\$45,227	\$36,984	\$47,268	\$57,176	
	25 Percentile:		\$45,025	\$36,984	\$47,142	\$57,176	
	50 Percentile:		\$45,227	\$36,984	\$47,268	\$57,176	
	52.5 Percentile:		\$45,247	\$36,984	\$47,280	\$57,176	
	75 Percentile:		\$45,428	\$36,984	\$47,393	\$57,176	
	Low:		\$44,824	\$36,984	\$47,016	\$57,176	
	High:		\$45,629	\$36,984	\$47,519	\$57,176	

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Benchmark 16: Housing Coordinator

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
7	Housing Programs Technician	2	\$83,859				Public
9	Housing Specialist	1	\$86,548				Public
8	Housing Program Assistant II	1	\$66,780	\$54,816	\$60,798	\$66,780	Public
10	Housing Coordinator	1	\$53,954	\$53,953	\$59,848	\$65,581	Public
4	Housing Coordinator	0		\$64,072	\$77,880	\$94,664	Public
17	Sr. Management Analst		\$53,492	\$47,461	\$52,579	\$57,698	public
15	Housing Program Specialist		\$60,125	\$47,461	\$52,579	\$57,698	public
	Unweighted Average:	6	\$70,161	\$53,452	\$60,959	\$69,210	
	25 Percentile:		\$60,125	\$47,461	\$52,579	\$57,698	
	50 Percentile:		\$66,780	\$51,138	\$56,689	\$62,239	
	52.5 Percentile:		\$68,488	\$51,690	\$57,305	\$62,920	
	75 Percentile:		\$83,859	\$57,130	\$65,069	\$73,751	
	Low:		\$53,492	\$47,461	\$52,579	\$57,698	
	High:		\$86,548	\$64,072	\$77,880	\$94,664	
Public	Unweighted Average:	6	\$70,161	\$53,452	\$60,959	\$69,210	
	25 Percentile:		\$60,125	\$47,461	\$52,579	\$57,698	
	50 Percentile:		\$66,780	\$51,138	\$56,689	\$62,239	
	52.5 Percentile:		\$68,488	\$51,690	\$57,305	\$62,920	
	75 Percentile:		\$83,859	\$57,130	\$65,069	\$73,751	
	Low:		\$53,492	\$47,461	\$52,579	\$57,698	
	High:		\$86,548	\$64,072	\$77,880	\$94,664	
public	Unweighted Average:	6	\$70,161	\$53,452	\$60,959	\$69,210	
	25 Percentile:		\$60,125	\$47,461	\$52,579	\$57,698	
	50 Percentile:		\$66,780	\$51,138	\$56,689	\$62,239	
	52.5 Percentile:		\$68,488	\$51,690	\$57,305	\$62,920	
	75 Percentile:		\$83,859	\$57,130	\$65,069	\$73,751	
	Low:		\$53,492	\$47,461	\$52,579	\$57,698	
	High:		\$86,548	\$64,072	\$77,880	\$94,664	

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Benchmark 17: Information Services Analyst

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
8	PC Network Administrator, Senior	1	\$115,524	\$90,276	\$100,146	\$110,016	Public
1	Senior Network Engineer	1	\$93,511	\$73,225	\$84,537	\$95,849	Public
7	Information Services Technician	2	\$87,110				Public
5	IT Administrator	1	\$86,820	\$86,820	\$95,721	\$105,529	Public
10	Information Services Analyst	1	\$79,714	\$65,581	\$72,303	\$79,714	Public
9	Network/Comp Support Spec	2	\$74,571				Public
4	Information Technology Support Technician	1	\$66,911	\$49,930	\$60,691	\$73,770	Public
20	Help Desk/IT Position	48	\$59,710				Private
23	Field Service Engineer	207	\$56,769	\$44,306	\$56,830	\$69,468	Private
22	Computer Systems Administration	35	\$55,523		\$53,561		Private
2	IT Technician	1		\$46,044	\$50,700	\$55,968	Public
6	Information Systems Analyst I	2		\$50,060	\$56,954	\$63,848	Public
	Unweighted Average:	11	\$77,383	\$62,952	\$69,893	\$82,064	
	25 Percentile:		\$59,710	\$47,987	\$56,013	\$66,658	
	50 Percentile:		\$74,571	\$50,060	\$58,823	\$73,770	
	52.5 Percentile:		\$77,021	\$53,535	\$59,476	\$77,082	
	75 Percentile:		\$87,110	\$80,023	\$87,333	\$100,689	
	Low:		\$55,523	\$44,306	\$50,700	\$55,968	
	High:		\$115,524	\$90,276	\$100,146	\$110,016	
Public	Unweighted Average:	8	\$87,408	\$66,059	\$74,792	\$84,163	
	25 Percentile:		\$77,633	\$49,963	\$57,888	\$66,329	
	50 Percentile:		\$86,965	\$61,643	\$72,614	\$84,810	
	52.5 Percentile:		\$87,001	\$64,538	\$75,595	\$87,569	
	75 Percentile:		\$91,911	\$83,421	\$92,925	\$103,109	
	Low:		\$66,911	\$46,044	\$50,700	\$55,968	
	High:		\$115,524	\$90,276	\$100,146	\$110,016	
Private	Unweighted Average:	3	\$57,334	\$44,306	\$55,196	\$69,468	
	25 Percentile:		\$56,146	\$44,306	\$54,378	\$69,468	
	50 Percentile:		\$56,769	\$44,306	\$55,196	\$69,468	
	52.5 Percentile:		\$56,916	\$44,306	\$55,277	\$69,468	
	75 Percentile:		\$58,240	\$44,306	\$56,013	\$69,468	
	Low:		\$55,523	\$44,306	\$53,561	\$69,468	
	High:		\$59,710	\$44,306	\$56,830	\$69,468	

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Benchmark 18: Maintenance Foreman

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
3	Maintenance Foreman	1	\$117,265				Public
9	Maintenance Fac. Supv.	1	\$82,426				Public
8	Maintenance Supervisor	1	\$79,752	\$65,508	\$70,716	\$75,924	Public
7	Streets Maintenance Supervisor	1	\$79,268				Public
10	Maintenance Foreman	2	\$72,303	\$59,484	\$65,581	\$72,303	Public
5	Sr. Lead Worker	2	\$69,101	\$56,849	\$62,677	\$69,101	Public
1	Street Maintenance Supv.	1	\$57,373	\$49,561	\$57,218	\$64,874	Public
1	Senior Grounds Worker	1	\$50,451	\$40,494	\$46,750	\$53,005	Public
2	Lead Maintenance Technician	1		\$43,200	\$47,628	\$52,512	Public
4	Senior Street Maintenance Worker	0		\$44,519	\$54,113	\$65,775	Public
6	Field Maintenance Tech III	2		\$46,352	\$52,755	\$59,158	Public
	Unweighted Average:	10	\$76,519	\$49,498	\$55,979	\$62,907	
	25 Percentile:		\$63,237	\$43,860	\$50,192	\$56,082	
	50 Percentile:		\$79,268	\$46,352	\$54,113	\$64,874	
	52.5 Percentile:		\$79,341	\$46,833	\$54,579	\$65,009	
	75 Percentile:		\$81,089	\$53,205	\$59,947	\$67,438	
	Low:		\$50,451	\$40,494	\$46,750	\$52,512	
	High:		\$117,265	\$65,508	\$70,716	\$75,924	
Public	Unweighted Average:	10	\$76,519	\$49,498	\$55,979	\$62,907	
	25 Percentile:		\$63,237	\$43,860	\$50,192	\$56,082	
	50 Percentile:		\$79,268	\$46,352	\$54,113	\$64,874	
	52.5 Percentile:		\$79,341	\$46,833	\$54,579	\$65,009	
	75 Percentile:		\$81,089	\$53,205	\$59,947	\$67,438	
	Low:		\$50,451	\$40,494	\$46,750	\$52,512	
	High:		\$117,265	\$65,508	\$70,716	\$75,924	

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Benchmark 19: Maintenance Manager

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
7	Maintenance Services Supervisor	1	\$129,334				Public
5	Public works Superintendent	1	\$108,743	\$93,936	\$103,565	\$114,181	Public
1	Environ Conserv/Public Wks Mgr	1	\$105,673	\$80,730	\$93,202	\$105,673	Public
10	Maintenance Manager	1	\$101,738	\$83,700	\$92,279	\$101,737	Public
8	Director of Maintenance & Facilities	1	\$93,420	\$93,420	\$103,620	\$113,820	Public
4	Street Maintenance Supervisor	0		\$69,742	\$84,771	\$103,040	Public
6	Field Services Superintendent	1		\$73,555	\$83,716	\$93,877	Public
	Unweighted Average:	6	\$109,293	\$82,277	\$93,775	\$106,118	
	25 Percentile:		\$102,610	\$73,555	\$84,771	\$103,040	
	50 Percentile:		\$107,208	\$80,730	\$93,202	\$105,673	
	52.5 Percentile:		\$107,438	\$81,999	\$94,238	\$106,488	
	75 Percentile:		\$113,891	\$93,420	\$103,565	\$113,820	
	Low:		\$93,420	\$69,742	\$83,716	\$93,877	
	High:		\$129,334	\$93,936	\$103,620	\$114,181	
Public	Unweighted Average:	6	\$109,293	\$82,277	\$93,775	\$106,118	
	25 Percentile:		\$102,610	\$73,555	\$84,771	\$103,040	
	50 Percentile:		\$107,208	\$80,730	\$93,202	\$105,673	
	52.5 Percentile:		\$107,438	\$81,999	\$94,238	\$106,488	
	75 Percentile:		\$113,891	\$93,420	\$103,565	\$113,820	
	Low:		\$93,420	\$69,742	\$83,716	\$93,877	
	High:		\$129,334	\$93,936	\$103,620	\$114,181	

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Benchmark 20: Maintenance Worker I

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
9	Bldg/Parks Maint Wrk I	3	\$58,579				Public
3	Maintenance Worker I	1	\$54,727				Public
10	Maintenance Worker I	4	\$48,937	\$40,261	\$44,388	\$48,937	Public
4	Street Maintenance Worker I	1	\$46,542	\$36,467	\$44,326	\$53,879	Public
8	Maintenance Worker I	20	\$45,062	\$37,848	\$41,976	\$46,104	Public
1	Street Maintenance Wkr I	8	\$40,720	\$34,144	\$39,419	\$44,693	Public
5	Maintenance Worker I	6	\$37,876	\$33,290	\$36,702	\$40,464	Public
23	Laborer	506	\$37,071	\$30,766	\$36,843	\$43,350	Private
22	Manual/Unskilled Labor Generalist	354	\$28,079		\$26,675		Private
7	Laborer	2	\$25,459				Public
1	Groundworker I	0		\$21,382	\$24,685	\$27,988	Public
6	Field Maintenance Tech I	7		\$34,070	\$38,777	\$43,483	Public
Unweighted Average:		11	\$41,568	\$32,567	\$36,175	\$42,852	
25 Percentile:			\$37,071	\$32,028	\$34,195	\$41,907	
50 Percentile:			\$40,720	\$34,070	\$37,810	\$43,483	
52.5 Percentile:			\$41,588	\$34,081	\$38,148	\$43,665	
75 Percentile:			\$46,542	\$35,306	\$40,058	\$45,399	
Low:			\$25,459	\$21,382	\$24,685	\$27,988	
High:			\$58,579	\$37,848	\$44,326	\$53,879	
Public	Unweighted Average:	9	\$44,138	\$32,867	\$37,647	\$42,769	
	25 Percentile:		\$39,298	\$33,485	\$37,221	\$41,219	
	50 Percentile:		\$45,062	\$34,107	\$39,098	\$44,088	
	52.5 Percentile:		\$45,284	\$34,116	\$39,178	\$44,239	
	75 Percentile:		\$50,635	\$35,886	\$41,337	\$45,751	
	Low:		\$25,459	\$21,382	\$24,685	\$27,988	
	High:		\$58,579	\$37,848	\$44,326	\$53,879	
Private	Unweighted Average:	2	\$32,575	\$30,766	\$31,759	\$43,350	
	25 Percentile:		\$30,327	\$30,766	\$29,217	\$43,350	
	50 Percentile:		\$32,575	\$30,766	\$31,759	\$43,350	
	52.5 Percentile:		\$32,800	\$30,766	\$32,013	\$43,350	
	75 Percentile:		\$34,823	\$30,766	\$34,301	\$43,350	
	Low:		\$28,079	\$30,766	\$26,675	\$43,350	
	High:		\$37,071	\$30,766	\$36,843	\$43,350	

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Benchmark 21: Maintenance Worker II

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
7	Maintenance Worker I/II	7	\$63,252				Public
9	Bldg/Parks Maint Wrkr II	1	\$60,876				Public
4	Street Maintenance Worker II	2	\$58,113	\$40,292	\$48,976	\$59,530	Public
10	Maintenance Worker II	3	\$53,954	\$53,953	\$59,848	\$65,581	Public
3	Maintenance Worker II	1	\$53,718				Public
8	Maintenance Worker Lead	3	\$53,624	\$48,396	\$53,700	\$59,004	Public
1	Street Maintenance Wkr II	3	\$51,749	\$39,535	\$45,642	\$51,749	Public
5	Maintenance Worker II	4	\$46,952	\$38,128	\$42,037	\$46,346	Public
1	Groundworker II	2	\$36,990	\$29,323	\$33,853	\$38,383	Public
2	Maintenance Technician	5		\$40,572	\$44,736	\$49,320	Public
6	Field Maintenance Tech II	1		\$42,919	\$47,347	\$51,775	Public
	Unweighted Average:	10	\$53,159	\$39,881	\$45,184	\$50,872	
	25 Percentile:		\$50,550	\$38,832	\$43,387	\$47,833	
	50 Percentile:		\$53,671	\$40,292	\$45,642	\$51,749	
	52.5 Percentile:		\$53,687	\$40,334	\$45,898	\$51,753	
	75 Percentile:		\$58,804	\$41,746	\$48,162	\$55,390	
	Low:		\$36,990	\$29,323	\$33,853	\$38,383	
	High:		\$63,252	\$48,396	\$53,700	\$59,530	
Public	Unweighted Average:	10	\$53,159	\$39,881	\$45,184	\$50,872	
	25 Percentile:		\$50,550	\$38,832	\$43,387	\$47,833	
	50 Percentile:		\$53,671	\$40,292	\$45,642	\$51,749	
	52.5 Percentile:		\$53,687	\$40,334	\$45,898	\$51,753	
	75 Percentile:		\$58,804	\$41,746	\$48,162	\$55,390	
	Low:		\$36,990	\$29,323	\$33,853	\$38,383	
	High:		\$63,252	\$48,396	\$53,700	\$59,530	

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Benchmark 22: Management Analyst

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
7	Management Analyst II	4	\$108,805				Public
10	Management Analyst	1	\$92,279	\$75,918	\$83,700	\$92,279	Public
8	Senior Financial Analyst	1	\$90,276	\$70,512	\$78,234	\$85,956	Public
4	Management Analyst	1	\$84,404	\$57,128	\$69,440	\$84,404	Public
5	Management Analyst	1	\$82,710	\$68,045	\$75,020	\$82,710	Public
1	Management Analyst	2	\$80,511	\$69,738	\$80,511	\$91,284	Public
9	Management Analyst	1	\$79,362				Public
21	Business Analyst Int	101	\$61,140	\$50,132	\$67,243	\$84,355	Private
2	Management Analyst	3		\$68,328	\$75,966	\$83,064	Public
	Unweighted Average:	8	\$83,887	\$63,981	\$74,402	\$85,296	
	25 Percentile:		\$79,937	\$59,857	\$70,835	\$83,387	
	50 Percentile:		\$82,710	\$68,187	\$75,493	\$84,380	
	52.5 Percentile:		\$82,964	\$68,222	\$75,611	\$84,386	
	75 Percentile:		\$87,340	\$69,386	\$77,667	\$85,568	
	Low:		\$61,140	\$50,132	\$67,243	\$82,710	
	High:		\$108,805	\$70,512	\$80,511	\$91,284	
Public	Unweighted Average:	7	\$87,678	\$66,750	\$75,834	\$85,484	
	25 Percentile:		\$81,061	\$68,045	\$75,020	\$83,064	
	50 Percentile:		\$83,557	\$68,328	\$75,966	\$84,404	
	52.5 Percentile:		\$83,769	\$68,469	\$76,193	\$84,559	
	75 Percentile:		\$88,808	\$69,738	\$78,234	\$85,956	
	Low:		\$79,362	\$57,128	\$69,440	\$82,710	
	High:		\$108,805	\$70,512	\$80,511	\$91,284	
Private	Unweighted Average:	1	\$61,140	\$50,132	\$67,243	\$84,355	
	25 Percentile:		\$61,140	\$50,132	\$67,243	\$84,355	
	50 Percentile:		\$61,140	\$50,132	\$67,243	\$84,355	
	52.5 Percentile:		\$61,140	\$50,132	\$67,243	\$84,355	
	75 Percentile:		\$61,140	\$50,132	\$67,243	\$84,355	
	Low:		\$61,140	\$50,132	\$67,243	\$84,355	
	High:		\$61,140	\$50,132	\$67,243	\$84,355	

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Benchmark 23: Office Assistant

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
9	Office Assistant III	5	\$50,561				Public
3	Receptionist	1	\$47,426				Public
8	Executive Services Assistant	1	\$46,104	\$37,848	\$41,976	\$46,104	Public
1	Office Assistant I	1	\$44,693	\$34,144	\$39,419	\$44,693	Public
10	Office Assistant	3	\$44,388	\$36,518	\$40,261	\$44,388	Public
23	Receptionist/Switchboard Operator I	20	\$41,089	\$35,399	\$38,213	\$43,895	Private
7	Clerical Assistant	1	\$35,006				Public
23	General Clerk II	40	\$33,743	\$24,776	\$31,834	\$38,904	Private
21	Receptionist	146	\$31,921	\$24,316	\$31,320	\$38,225	Private
22	Receptionist/Switchboard	163	\$31,088		\$33,796		Private
21	General Clerk Associate	167	\$27,418	\$19,413	\$25,116	\$30,720	Private
4	Office Assistant	0		\$32,192	\$39,130	\$47,562	Public
5	Customer Service Specialist			\$31,899	\$35,168	\$38,773	Public
6	Administrative Specialist I	1		\$29,209	\$33,245	\$37,280	Public
	Unweighted Average:	13	\$38,905	\$29,911	\$34,922	\$40,684	
	25 Percentile:		\$32,377	\$24,776	\$32,187	\$38,225	
	50 Percentile:		\$38,048	\$31,899	\$34,482	\$38,904	
	52.5 Percentile:		\$39,416	\$31,958	\$34,791	\$39,902	
	75 Percentile:		\$45,751	\$34,144	\$38,901	\$44,693	
	Low:		\$27,418	\$19,413	\$25,116	\$30,720	
	High:		\$50,561	\$37,848	\$41,976	\$47,562	
Public	Unweighted Average:	8	\$44,758	\$33,058	\$37,787	\$42,882	
	25 Percentile:		\$44,693	\$31,899	\$35,168	\$38,773	
	50 Percentile:		\$46,104	\$32,192	\$39,130	\$44,693	
	52.5 Percentile:		\$46,236	\$32,387	\$39,159	\$44,834	
	75 Percentile:		\$47,426	\$34,144	\$39,419	\$46,104	
	Low:		\$35,006	\$29,209	\$33,245	\$37,280	
	High:		\$50,561	\$37,848	\$41,976	\$47,562	
Private	Unweighted Average:	5	\$33,052	\$25,976	\$32,056	\$37,936	
	25 Percentile:		\$31,088	\$23,090	\$31,320	\$36,349	
	50 Percentile:		\$31,921	\$24,546	\$31,834	\$38,565	
	52.5 Percentile:		\$32,103	\$24,581	\$32,030	\$38,615	
	75 Percentile:		\$33,743	\$27,432	\$33,796	\$40,152	
	Low:		\$27,418	\$19,413	\$25,116	\$30,720	
	High:		\$41,089	\$35,399	\$38,213	\$43,895	

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Benchmark 24: Payroll Clerk

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
7	Accounting Technician II	1	\$96,237				Public
10	Financial Services Assistant	1	\$70,581	\$58,067	\$64,019	\$70,581	Public
8	Payroll Coordinator	1	\$70,512	\$57,864	\$64,188	\$70,512	Public
1	Payroll Coordinator	1	\$68,078	\$54,642	\$63,083	\$71,524	Public
4	Finance Technician II	1	\$64,791	\$46,796	\$56,881	\$69,139	Public
9	Accounting Tech II	1	\$64,583				Public
3	Account Technician 1	1	\$60,474				Public
5	Human Resources Technician	1	\$53,169	\$50,637	\$55,827	\$61,550	Public
21	Payroll Clerk Int	57	\$48,832	\$35,023	\$46,130	\$57,237	Private
23	Payroll Clerk II	561	\$47,514	\$37,347	\$47,557	\$57,457	Private
22	Payroll Int	99	\$46,321		\$44,724		Private
2	Human Resources Specialist	1		\$57,204	\$63,366	\$69,528	Public
	Unweighted Average:	11	\$62,051	\$48,502	\$55,220	\$65,278	
	25 Percentile:		\$49,916	\$42,072	\$47,200	\$59,504	
	50 Percentile:		\$62,529	\$50,637	\$56,354	\$69,139	
	52.5 Percentile:		\$63,453	\$51,238	\$56,538	\$69,197	
	75 Percentile:		\$67,256	\$55,923	\$63,154	\$70,020	
	Low:		\$46,321	\$35,023	\$44,724	\$57,237	
	High:		\$96,237	\$57,864	\$64,188	\$71,524	
Public	Unweighted Average:	8	\$68,263	\$53,429	\$60,669	\$68,451	
	25 Percentile:		\$62,529	\$50,637	\$56,881	\$69,139	
	50 Percentile:		\$64,791	\$54,642	\$63,083	\$69,528	
	52.5 Percentile:		\$65,284	\$54,898	\$63,111	\$69,626	
	75 Percentile:		\$69,295	\$57,204	\$63,366	\$70,512	
	Low:		\$53,169	\$46,796	\$55,827	\$61,550	
	High:		\$96,237	\$57,864	\$64,188	\$71,524	
Private	Unweighted Average:	3	\$47,556	\$36,185	\$46,137	\$57,347	
	25 Percentile:		\$46,918	\$35,604	\$45,427	\$57,292	
	50 Percentile:		\$47,514	\$36,185	\$46,130	\$57,347	
	52.5 Percentile:		\$47,580	\$36,243	\$46,201	\$57,353	
	75 Percentile:		\$48,173	\$36,766	\$46,844	\$57,402	
	Low:		\$46,321	\$35,023	\$44,724	\$57,237	
	High:		\$48,832	\$37,347	\$47,557	\$57,457	

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Benchmark 25: Permit Technician

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
10	Permit Technician	4	\$62,458	\$51,384	\$56,651	\$62,458	Public
5	Community Development Technician II	3	\$61,241	\$52,902	\$58,325	\$64,303	Public
8	Secretary/Counter Technician	1	\$56,160	\$43,896	\$48,684	\$53,472	Public
5	Community Development Technician I	3	\$49,440	\$47,030	\$51,851	\$57,165	Public
9	Planning Technician	1	\$49,041				Public
2	Counter Permit Technician	2		\$38,916	\$42,900	\$47,304	Public
4	Building Permit Technician I	0		\$41,310	\$50,212	\$61,033	Public
	Unweighted Average:	6	\$53,971	\$44,811	\$50,394	\$56,655	
	25 Percentile:		\$49,340	\$41,310	\$48,684	\$53,472	
	50 Percentile:		\$52,800	\$43,896	\$50,212	\$57,165	
	52.5 Percentile:		\$53,304	\$44,209	\$50,376	\$57,552	
	75 Percentile:		\$57,430	\$47,030	\$51,851	\$61,033	
	Low:		\$49,041	\$38,916	\$42,900	\$47,304	
	High:		\$61,241	\$52,902	\$58,325	\$64,303	
Public	Unweighted Average:	6	\$53,971	\$44,811	\$50,394	\$56,655	
	25 Percentile:		\$49,340	\$41,310	\$48,684	\$53,472	
	50 Percentile:		\$52,800	\$43,896	\$50,212	\$57,165	
	52.5 Percentile:		\$53,304	\$44,209	\$50,376	\$57,552	
	75 Percentile:		\$57,430	\$47,030	\$51,851	\$61,033	
	Low:		\$49,041	\$38,916	\$42,900	\$47,304	
	High:		\$61,241	\$52,902	\$58,325	\$64,303	

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Benchmark 26: Plans Examiner/Inspection Supervisor

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
9	Sr. Bldg. Inspector	1	\$90,875				Public
4	Plans Examiner	2	\$89,530	\$71,860	\$87,347	\$106,170	Public
10	Plans Examiner/Inspection Supervisor	1	\$85,792	\$70,581	\$77,816	\$85,792	Public
8	Plans Examiner	1	\$75,552	\$60,528	\$67,122	\$73,716	Public
1	Plans Examiner (Currently contracted)	0		\$59,860	\$69,108	\$78,355	Public
2	Senior Planner	1		\$70,836	\$78,469	\$86,102	Public
	Unweighted Average:	5	\$85,319	\$65,771	\$75,511	\$86,086	
	25 Percentile:		\$82,541	\$60,361	\$68,611	\$77,195	
	50 Percentile:		\$89,530	\$65,682	\$73,788	\$82,229	
	52.5 Percentile:		\$89,597	\$66,455	\$74,490	\$82,810	
	75 Percentile:		\$90,203	\$71,092	\$80,689	\$91,119	
	Low:		\$75,552	\$59,860	\$67,122	\$73,716	
	High:		\$90,875	\$71,860	\$87,347	\$106,170	
Public	Unweighted Average:	5	\$85,319	\$65,771	\$75,511	\$86,086	
	25 Percentile:		\$82,541	\$60,361	\$68,611	\$77,195	
	50 Percentile:		\$89,530	\$65,682	\$73,788	\$82,229	
	52.5 Percentile:		\$89,597	\$66,455	\$74,490	\$82,810	
	75 Percentile:		\$90,203	\$71,092	\$80,689	\$91,119	
	Low:		\$75,552	\$59,860	\$67,122	\$73,716	
	High:		\$90,875	\$71,860	\$87,347	\$106,170	

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Benchmark 27: Public Works Director/City Engineer

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
4	Director of Public Works/City Engineer	1	\$189,762	\$134,860	\$163,924	\$199,250	Public
7	Director of Public Works	1	\$187,324				Public
10	Public Works Director/City Engineer	1	\$169,863	\$139,746	\$154,070	\$169,862	Public
8	Director of Public Works/City Engineer	1	\$164,748	\$128,784	\$142,848	\$156,912	Public
9	Public Work Director	1	\$155,427				Public
3	Public Works Director/City Engineer	1	\$149,760				Public
22	Engineering Generalist/Multi	463	\$134,773		\$131,588		Private
1	City Engineer	1	\$119,245	\$119,245	\$137,666	\$156,087	Public
2	Public Works Director/City Engineer	1		\$115,644	\$128,106	\$140,568	Public
5	Public Works Director/City Engineer			\$110,708	\$122,056	\$134,566	Public
	Unweighted Average:	9	\$157,291	\$121,848	\$137,698	\$157,477	
	25 Percentile:		\$142,267	\$115,644	\$128,977	\$140,568	
	50 Percentile:		\$155,427	\$119,245	\$134,627	\$156,087	
	52.5 Percentile:		\$156,825	\$120,199	\$135,387	\$156,170	
	75 Percentile:		\$176,036	\$128,784	\$141,553	\$156,912	
	Low:		\$119,245	\$110,708	\$122,056	\$134,566	
	High:		\$189,762	\$134,860	\$163,924	\$199,250	
Public	Unweighted Average:	8	\$161,044	\$121,848	\$138,920	\$157,477	
	25 Percentile:		\$151,177	\$115,644	\$128,106	\$140,568	
	50 Percentile:		\$160,088	\$119,245	\$137,666	\$156,087	
	52.5 Percentile:		\$161,253	\$120,199	\$138,184	\$156,170	
	75 Percentile:		\$181,680	\$128,784	\$142,848	\$156,912	
	Low:		\$119,245	\$110,708	\$122,056	\$134,566	
	High:		\$189,762	\$134,860	\$163,924	\$199,250	
Private	Unweighted Average:	1	\$134,773	n/a	\$131,588	n/a	
	25 Percentile:		\$134,773	n/a	\$131,588	n/a	
	50 Percentile:		\$134,773	n/a	\$131,588	n/a	
	52.5 Percentile:		\$134,773	n/a	\$131,588	n/a	
	75 Percentile:		\$134,773	n/a	\$131,588	n/a	
	Low:		\$134,773	n/a	\$131,588	n/a	
	High:		\$134,773	n/a	\$131,588	n/a	

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Benchmark 28: Public Works Inspection Supervisor

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
9	Public Works Inspector	1	\$86,548				Public
8	Senior Public Works Inspector	0	\$85,956	\$67,116	\$74,454	\$81,792	Public
10	PW Inspection Supervisor	1	\$81,707	\$67,220	\$74,110	\$81,707	Public
1	Development Project Mgr-Engineering	0		\$69,738	\$80,511	\$91,284	Public
11	Senior Construction Inspector		\$80,000	\$63,660	\$72,452	\$81,244	Public
14	Senior PW Inspector		\$91,643	\$62,760	\$71,700	\$80,640	Public
15	Senior PW Inspector		\$68,718	\$57,830	\$64,199	\$70,567	Public
	Unweighted Average:	6	\$82,573	\$64,221	\$72,663	\$81,106	
	25 Percentile:		\$80,000	\$62,760	\$71,700	\$80,640	
	50 Percentile:		\$85,956	\$63,660	\$72,452	\$81,244	
	52.5 Percentile:		\$86,015	\$64,006	\$72,652	\$81,299	
	75 Percentile:		\$86,548	\$67,116	\$74,454	\$81,792	
	Low:		\$68,718	\$57,830	\$64,199	\$70,567	
	High:		\$91,643	\$69,738	\$80,511	\$91,284	
Public	Unweighted Average:	6	\$82,573	\$64,221	\$72,663	\$81,106	
	25 Percentile:		\$80,000	\$62,760	\$71,700	\$80,640	
	50 Percentile:		\$85,956	\$63,660	\$72,452	\$81,244	
	52.5 Percentile:		\$86,015	\$64,006	\$72,652	\$81,299	
	75 Percentile:		\$86,548	\$67,116	\$74,454	\$81,792	
	Low:		\$68,718	\$57,830	\$64,199	\$70,567	
	High:		\$91,643	\$69,738	\$80,511	\$91,284	

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Benchmark 29: Public Works Inspector I

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
5	Engineering Inspector	1	\$76,947	\$66,469	\$73,283	\$80,794	Public
10	Public Works Inspector I	1	\$64,019	\$52,669	\$58,067	\$64,019	Public
22	Civil Engineering Tech Specialty	100	\$51,957		\$51,957		Private
18	Public Works Inspector	1	\$71,926				
1	Public Works Inspector	0		\$52,938	\$61,117	\$69,295	Public
4	Public Works Inspector I	0		\$61,566	\$74,834	\$90,961	Public
8	Public Works Inspector	0		\$59,004	\$65,460	\$71,916	Public
	Unweighted Average:	5	\$66,943	\$59,994	\$65,330	\$78,242	
	25 Percentile:		\$61,942	\$57,488	\$61,117	\$71,261	
	50 Percentile:		\$71,926	\$60,285	\$65,460	\$76,355	
	52.5 Percentile:		\$72,177	\$60,477	\$66,242	\$77,021	
	75 Percentile:		\$74,437	\$62,792	\$73,283	\$83,336	
	Low:		\$51,957	\$52,938	\$51,957	\$69,295	
	High:		\$76,947	\$66,469	\$74,834	\$90,961	
Public	Unweighted Average:	4	\$76,947	\$59,994	\$68,673	\$78,242	
	25 Percentile:		\$76,947	\$57,488	\$64,374	\$71,261	
	50 Percentile:		\$76,947	\$60,285	\$69,372	\$76,355	
	52.5 Percentile:		\$76,947	\$60,477	\$69,958	\$77,021	
	75 Percentile:		\$76,947	\$62,792	\$73,671	\$83,336	
	Low:		\$76,947	\$52,938	\$61,117	\$69,295	
	High:		\$76,947	\$66,469	\$74,834	\$90,961	
Private	Unweighted Average:	1	\$51,957	n/a	\$51,957	n/a	
	25 Percentile:		\$51,957	n/a	\$51,957	n/a	
	50 Percentile:		\$51,957	n/a	\$51,957	n/a	
	52.5 Percentile:		\$51,957	n/a	\$51,957	n/a	
	75 Percentile:		\$51,957	n/a	\$51,957	n/a	
	Low:		\$51,957	n/a	\$51,957	n/a	
	High:		\$51,957	n/a	\$51,957	n/a	

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Benchmark 30: Recreation Activities Coordinator

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
4	Community Program Assistant	3	\$55,793	\$37,763	\$45,901	\$55,793	Public
10	Recreation Activities Coordinator	2	\$48,937	\$40,261	\$44,388	\$48,937	Public
5	Recreation Specialist	3	\$30,264	\$26,007	\$28,673	\$31,612	Public
8	Recreation Program Assistant	10	\$28,790	\$31,812	\$35,298	\$38,784	Public
11	Program Specialist	3	\$56,303	\$41,925	\$46,442	\$50,960	Public
14	Recreation Coordinator		\$54,776	\$45,611	\$51,987	\$58,362	Public
	Unweighted Average:	5	\$45,185	\$36,624	\$41,660	\$47,102	
	25 Percentile:		\$30,264	\$31,812	\$35,298	\$38,784	
	50 Percentile:		\$54,776	\$37,763	\$45,901	\$50,960	
	52.5 Percentile:		\$54,877	\$38,179	\$45,955	\$51,444	
	75 Percentile:		\$55,793	\$41,925	\$46,442	\$55,793	
	Low:		\$28,790	\$26,007	\$28,673	\$31,612	
	High:		\$56,303	\$45,611	\$51,987	\$58,362	
Public	Unweighted Average:	5	\$45,185	\$36,624	\$41,660	\$47,102	
	25 Percentile:		\$30,264	\$31,812	\$35,298	\$38,784	
	50 Percentile:		\$54,776	\$37,763	\$45,901	\$50,960	
	52.5 Percentile:		\$54,877	\$38,179	\$45,955	\$51,444	
	75 Percentile:		\$55,793	\$41,925	\$46,442	\$55,793	
	Low:		\$28,790	\$26,007	\$28,673	\$31,612	
	High:		\$56,303	\$45,611	\$51,987	\$58,362	

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Benchmark 31: Recreation Supervisor

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
5	Recreation Supervisor	1	\$80,760	\$63,277	\$69,764	\$76,914	Public
4	Community Program Administrator	2	\$70,944	\$49,189	\$59,789	\$72,674	Public
10	Recreation Supervisor	3	\$65,581	\$53,953	\$59,848	\$65,581	Public
6	Recreation Supervisor						Public
19	Senior Center Coordinator		\$55,375				Public
8	Various		\$62,796				Public
14	Recreation Supervisor		\$75,430	\$53,221	\$60,675	\$68,129	Public
	Unweighted Average:	4	\$69,061	\$55,229	\$63,409	\$72,572	
	25 Percentile:		\$62,796	\$51,205	\$60,232	\$70,402	
	50 Percentile:		\$70,944	\$53,221	\$60,675	\$72,674	
	52.5 Percentile:		\$71,393	\$53,724	\$61,130	\$72,886	
	75 Percentile:		\$75,430	\$58,249	\$65,220	\$74,794	
	Low:		\$55,375	\$49,189	\$59,789	\$68,129	
	High:		\$80,760	\$63,277	\$69,764	\$76,914	
Public	Unweighted Average:	4	\$69,061	\$55,229	\$63,409	\$72,572	
	25 Percentile:		\$62,796	\$51,205	\$60,232	\$70,402	
	50 Percentile:		\$70,944	\$53,221	\$60,675	\$72,674	
	52.5 Percentile:		\$71,393	\$53,724	\$61,130	\$72,886	
	75 Percentile:		\$75,430	\$58,249	\$65,220	\$74,794	
	Low:		\$55,375	\$49,189	\$59,789	\$68,129	
	High:		\$80,760	\$63,277	\$69,764	\$76,914	

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Benchmark 32: Secretary

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
9	Dept. Secretary	1	\$69,129				Public
7	Office Assistant II	5	\$68,057				Public
3	Administrative Assistant	3	\$64,859				Public
1	Administrative Assistant-AFSCME	2	\$53,015	\$41,501	\$47,912	\$54,323	Public
10	Secretary	2	\$52,669	\$43,331	\$47,772	\$52,669	Public
5	Office Specialist III	6	\$50,131	\$41,243	\$45,471	\$50,131	Public
21	Secretary Int	381	\$46,930	\$35,923	\$47,030	\$58,038	Private
1	Administrative Assistant-Non-rep	1	\$44,945	\$40,774	\$47,073	\$53,372	Public
22	Secretarial/Administrative Assistance	573	\$42,119		\$43,423		Private
23	Secretary II	17	\$40,379				Private
5	Office Specialist II	6	\$36,133	\$31,899	\$35,168	\$38,773	Public
	Unweighted Average:	10	\$51,570	\$38,268	\$44,346	\$50,927	
	25 Percentile:		\$42,826	\$35,923	\$43,935	\$50,131	
	50 Percentile:		\$48,531	\$40,774	\$46,251	\$53,372	
	52.5 Percentile:		\$49,251	\$40,821	\$46,445	\$53,467	
	75 Percentile:		\$61,898	\$41,243	\$47,062	\$54,323	
	Low:		\$36,133	\$31,899	\$35,168	\$38,773	
	High:		\$69,129	\$41,501	\$47,912	\$58,038	
Public	Unweighted Average:	7	\$55,181	\$38,854	\$43,906	\$49,150	
	25 Percentile:		\$47,538	\$38,555	\$42,895	\$47,292	
	50 Percentile:		\$53,015	\$41,009	\$46,272	\$51,752	
	52.5 Percentile:		\$54,792	\$41,044	\$46,392	\$51,995	
	75 Percentile:		\$66,458	\$41,308	\$47,283	\$53,610	
	Low:		\$36,133	\$31,899	\$35,168	\$38,773	
	High:		\$69,129	\$41,501	\$47,912	\$54,323	
Private	Unweighted Average:	3	\$43,143	\$35,923	\$45,227	\$58,038	
	25 Percentile:		\$41,249	\$35,923	\$44,325	\$58,038	
	50 Percentile:		\$42,119	\$35,923	\$45,227	\$58,038	
	52.5 Percentile:		\$42,360	\$35,923	\$45,317	\$58,038	
	75 Percentile:		\$44,525	\$35,923	\$46,128	\$58,038	
	Low:		\$40,379	\$35,923	\$43,423	\$58,038	
	High:		\$46,930	\$35,923	\$47,030	\$58,038	

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Benchmark 33: Senior Account Clerk

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
7	Accounting Technician II	3	\$96,237				Public
3	Account Technician 111	1	\$82,034				Public
4	Senior Finance Technician	3	\$68,296	\$51,704	\$62,847	\$76,391	Public
8	Account Specialist	1	\$54,816	\$44,940	\$49,878	\$54,816	Public
1	Accounting Technician	2	\$54,327	\$43,592	\$50,326	\$57,060	Public
10	Senior Account Clerk	2	\$52,669	\$43,331	\$47,772	\$52,669	Public
23	Accounting Clerk II	27	\$38,845	\$27,887	\$34,857	\$41,824	Private
22	General Accounting Int	185	\$37,636		\$39,134		Private
5	Account Specialist III			\$41,243	\$45,471	\$50,131	Public
6	Accounting Tech II	2		\$36,796	\$41,879	\$46,962	Public
	Unweighted Average:	9	\$61,742	\$41,027	\$46,342	\$54,531	
	25 Percentile:		\$46,586	\$37,908	\$40,507	\$47,754	
	50 Percentile:		\$54,816	\$42,418	\$45,471	\$52,474	
	52.5 Percentile:		\$56,838	\$42,711	\$46,132	\$53,059	
	75 Percentile:		\$75,165	\$44,603	\$50,102	\$56,499	
	Low:		\$37,636	\$27,887	\$34,857	\$41,824	
	High:		\$96,237	\$51,704	\$62,847	\$76,391	
Public	Unweighted Average:	7	\$71,142	\$43,655	\$50,080	\$57,072	
	25 Percentile:		\$54,816	\$41,243	\$45,471	\$50,131	
	50 Percentile:		\$68,296	\$43,592	\$49,878	\$54,816	
	52.5 Percentile:		\$69,670	\$43,727	\$49,923	\$55,040	
	75 Percentile:		\$82,034	\$44,940	\$50,326	\$57,060	
	Low:		\$54,327	\$36,796	\$41,879	\$46,962	
	High:		\$96,237	\$51,704	\$62,847	\$76,391	
Private	Unweighted Average:	2	\$38,241	\$27,887	\$36,996	\$41,824	
	25 Percentile:		\$37,938	\$27,887	\$35,926	\$41,824	
	50 Percentile:		\$38,241	\$27,887	\$36,996	\$41,824	
	52.5 Percentile:		\$38,271	\$27,887	\$37,102	\$41,824	
	75 Percentile:		\$38,543	\$27,887	\$38,065	\$41,824	
	Low:		\$37,636	\$27,887	\$34,857	\$41,824	
	High:		\$38,845	\$27,887	\$39,134	\$41,824	

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Benchmark 34: Senior Secretary

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
7	Sr. Office Assistant	2	\$73,299				Public
1	Administrative Asst II-Non-rep	2	\$68,929	\$54,642	\$63,083	\$71,524	Public
10	Senior Secretary	2	\$62,458	\$51,384	\$56,651	\$62,458	Public
21	Secretary Senior	291	\$62,140	\$45,529	\$60,239	\$74,948	Private
22	Secretarial/Executive Admin Asst	133	\$59,167		\$55,457		Private
23	Secretary III	20	\$55,039	\$39,484	\$49,018	\$58,136	Private
8	Senior Secretary	6	\$52,606	\$42,792	\$47,478	\$52,164	Public
1	Administrative Assistant II-AFSCME	0		\$45,733	\$52,798	\$59,863	Public
5	Administrative Assistant			\$47,030	\$51,851	\$57,165	Public
6	Executive Aide	2		\$46,352	\$52,755	\$59,158	Public
	Unweighted Average:	9	\$61,863	\$45,937	\$54,085	\$61,851	
	25 Percentile:		\$56,071	\$44,161	\$51,143	\$57,651	
	50 Percentile:		\$60,654	\$45,733	\$52,777	\$59,158	
	52.5 Percentile:		\$61,025	\$45,826	\$52,784	\$59,264	
	75 Percentile:		\$67,232	\$46,691	\$56,653	\$65,694	
	Low:		\$52,606	\$39,484	\$47,478	\$52,164	
	High:		\$73,299	\$54,642	\$63,083	\$74,948	
Public	Unweighted Average:	6	\$64,945	\$47,310	\$53,593	\$59,975	
	25 Percentile:		\$60,768	\$45,733	\$51,851	\$57,165	
	50 Percentile:		\$68,929	\$46,352	\$52,755	\$59,158	
	52.5 Percentile:		\$69,148	\$46,420	\$52,759	\$59,229	
	75 Percentile:		\$71,114	\$47,030	\$52,798	\$59,863	
	Low:		\$52,606	\$42,792	\$47,478	\$52,164	
	High:		\$73,299	\$54,642	\$63,083	\$71,524	
Private	Unweighted Average:	3	\$58,782	\$42,507	\$54,905	\$66,542	
	25 Percentile:		\$57,103	\$40,995	\$52,238	\$62,339	
	50 Percentile:		\$59,167	\$42,507	\$55,457	\$66,542	
	52.5 Percentile:		\$59,316	\$42,658	\$55,696	\$66,962	
	75 Percentile:		\$60,654	\$44,018	\$57,848	\$70,745	
	Low:		\$55,039	\$39,484	\$49,018	\$58,136	
	High:		\$62,140	\$45,529	\$60,239	\$74,948	

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Benchmark 35: Traffic Signal Technician

Org ID	Org Title	# Inc	Base	Range Min	Range Mid	Range Max	Sector
9	Sr. Traffic Signal Technician	1	\$86,548				Public
7	Engineering Tech	1	\$84,988				Public
3	Sr. PW Maint/Electrician	1	\$75,958				Public
10	Traffic Signal Technician	1	\$53,954	\$53,953	\$59,848	\$65,581	Public
4	Traffic Signal Technician II	0		\$53,101	\$64,434	\$78,320	Public
11	Traffic Signal Tech II		\$59,952	\$43,614	\$48,314	\$53,014	Public
14	Senior Signal Techncian		\$74,327	\$63,012	\$71,826	\$80,640	Public
	Unweighted Average:	6	\$76,355	\$53,242	\$61,525	\$70,658	
	25 Percentile:		\$74,327	\$48,358	\$56,374	\$65,667	
	50 Percentile:		\$75,958	\$53,101	\$64,434	\$78,320	
	52.5 Percentile:		\$76,861	\$53,597	\$64,804	\$78,436	
	75 Percentile:		\$84,988	\$58,056	\$68,130	\$79,480	
	Low:		\$59,952	\$43,614	\$48,314	\$53,014	
	High:		\$86,548	\$63,012	\$71,826	\$80,640	
Public	Unweighted Average:	6	\$76,355	\$53,242	\$61,525	\$70,658	
	25 Percentile:		\$74,327	\$48,358	\$56,374	\$65,667	
	50 Percentile:		\$75,958	\$53,101	\$64,434	\$78,320	
	52.5 Percentile:		\$76,861	\$53,597	\$64,804	\$78,436	
	75 Percentile:		\$84,988	\$58,056	\$68,130	\$79,480	
	Low:		\$59,952	\$43,614	\$48,314	\$53,014	
	High:		\$86,548	\$63,012	\$71,826	\$80,640	