

Presentation

Agenda Item #	1
Meeting Date	March 9, 2009
Prepared By	Karen Hampton Human Resources Manager
Approved By	Barbara B. Matthews City Manager <i>BBM</i>

Discussion Item	Results of Classification and Compensation Study
Background	<p>In Fiscal Year 2008, the City retained Slavin Management Consultants to conduct a comprehensive classification and compensation study. A classification study is the process of grouping together jobs so that similar jobs may be treated similarly for purposes of pay. Classification studies involve the ranking of each position in an organization independent of individual performance into a hierarchy, determining the status of positions (exempt or non-exempt) in accordance with the Fair Labor Standards Act, recommending appropriate levels of education and experience for each position, writing job descriptions, and other related tasks. The compensation study entailed an analysis of the pay of comparison cities and determining what adjustment, if any, should be made in Takoma Park's pay for its jobs.</p> <p>On March 9, 2009, Jill Pylant of Slavin Management Consultants will present the findings of the classification and compensation study, as well as the firm's recommendations resulting from its review.</p>
Policy	<p>The City's classification system is established by City Code.</p> <p>The attraction and retention of qualified employees allows the City to better serve its residents.</p>
Fiscal Impact	Based on the implementation plan proposed by Slavin Management Consultants, the personnel base pay budget of the City for all regular employees would increase by approximately \$200,000.
Attachments	Report of Findings prepared by Slavin Management Consultants
Recommendation	Staff recommends that the Council hear the presentation of Slavin Management Consultants and ask any questions that it may have relative to the classification and compensation study findings, as well as the proposed implementation plan.
Special Consideration	<p>This item was originally scheduled to be considered by the Council on March 2, 2009. Since that time, SMC made several minor changes to Exhibit I and Exhibit II.</p> <p>The implementation of the study results will require an amendment to the existing pay plans. Ordinances amending the existing pay plans are scheduled to be presented to the Council in late March or early April.</p>



SLAVIN MANAGEMENT
CONSULTANTS

CLASSIFICATION AND COMPENSTATION STUDY
for
THE CITY OF TAKOMA PARK, MARYLAND

REPORT OF FINDINGS

March 2009

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INTRODUCTION

This report includes a summary of the analysis and findings of a comprehensive job classification and compensation study conducted in 2008 by Slavin Management Consultants (“SMC”) for the City of Takoma Park. A classification study is the process of analyzing jobs so that similar jobs may be treated similarly for purposes of pay. Classification studies involve the ranking of each position in an organization independent of individual performance into a hierarchy, determining the status of positions (exempt or non-exempt) in accordance with the Fair Labor Standards Act, recommending appropriate levels of education and experience for each position, writing of job descriptions, and other related tasks.

According to human resources standards, comprehensive classification studies should be conducted every five to seven years. The City’s last classification study was conducted in 1998 by SMC.

This report references several exhibits, which are included as appendices.

CLASSIFICATION STUDY

The City is currently using a job evaluation system developed by SMC many years ago. SMC has updated its system and used it to evaluate all of the City’s jobs. Based on the Factor Evaluation System developed by the federal government, SMC’s system is a weighted point-factor system which has ten factors against which every job is measured. The factors include:

- knowledge required by the work,
- verbal guidelines received for the work,
- written guidelines for the work,
- complexity of the work,
- scope and effect of the work,
- personal contacts required by the work,
- purpose of contacts,
- physical demands of the work, and
- environment in which the work is performed.

The classification study began with a review of all of the jobs within the City. Each employee was asked to complete a Position Questionnaire (PQ) on which the analysis was based. Nearly two-thirds of the employees were interviewed during the analysis process to verify their duties and responsibilities. Draft class specifications were prepared and circulated to employees for review and comments. Changes were made following this review and final class specifications were then developed. The final class specifications were circulated to employees and employees were allowed to appeal if they believed their class specification was inaccurate or incomplete.

Currently, positions in the City are structured into three plans—Police, Union, and Non-union. SMC recommends continuation of this separation of position families but in a slightly different manner. SMC has grouped positions into Police, Labor and Trades, and General (e.g., all other positions).

SMC has created a 24-grade system for General positions, a 14-grade system for Labor and Trades positions, and a 7-grade system for uniformed police positions¹.

¹ Police command positions are included in the General Position Pay Structure.

When SMC began the classification study, there were approximately 79 class specifications/job descriptions in the City's service. SMC's analysis resulted in 77 classifications.

The class specifications updated or developed during the course of SMC's work are in *Exhibit I: Class Allocation Chart* beginning on page 7.

COMPENSATION STUDY

Since the original study in 1998, SMC has assisted the City in updating its pay structures every few years. Over that time, Takoma Park has defined the labor market in which it competes in various ways. Originally cities, counties, and private sector organizations in the Washington metro area were included in the survey. Over time, the labor market has been trimmed to those cities with whom Takoma Park actually competes. The group of cities surveyed for this study has been accepted by the City's unions as well. City staff gathered data for SMC to use in the analysis of Takoma Park's labor market. SMC attempted to find salary matches for 100% of the City's jobs and received solid compensation data on 45 of these jobs, or 57%, on which to base its analysis.

Salary data from the following cities was used in SMC's analysis:

- Annapolis
- Bowie
- College Park
- Gaithersburg
- Greenbelt
- Hyattsville
- Laurel
- Rockville

Compensation Survey Findings

On average, the City's current pay structure is close² to market.

- The minimum of the pay ranges is at 107% of the market minimum.
- The midpoint/market rate is at 97% of the market midpoint/market.
- The maximum is at 94% of the market maximum.

However, these numbers represent an average of all positions surveyed by SMC. When looked at on an individual basis, several jobs were found to be both below and above the market.

Salaries of lower level jobs are generally above the market while higher level jobs fall below the market. Because some of the benchmark cities were either larger or smaller than Takoma Park, these numbers may be skewed. *Exhibit II Market Summary Analysis* and *Exhibits III A-C Market Comparison Charts* contain the summary data collected on the survey compared with the current pay system, as well as the proposed pay system. These exhibits may be found beginning on page 7.

² Compensation professionals define a competitive rate as 95%-105% of the market rate while attempting to get as close to market as possible (e.g., 100%).

Most of Takoma Park’s comparison cities have pay structures with a spread of 50% from minimum to maximum, with the market rate set in the middle of the pay range. This type of structure, while typical, makes little common sense. If an employee is hired at the minimum of the salary range, it can take a number of years for the employee to get to the market or going rate being paid for a given job, which makes the organization far less competitive in the marketplace.

Takoma Park’s pay structure is designed based on the following philosophy:

- The minimum rate is set at the apprentice level (i.e., little or no experience).
- The midpoint/market rate is set at the journeyman level.
- The maximum rate is set at the master level.

The underlying premise of this structure is that an employee will be paid the going rate when s/he reaches the journeyman level—usually two to three years in most local government jobs. Because the current pay structure is designed with the minimum set at approximately 88% of the market rate and the maximum at approximately 118% of market rate, the minimum is more competitive in the comparison cities than the maximum. The impact of this is illustrated below:

	Minimum	Midpoint/Market	Maximum
Typical in Dollars	\$37,500	\$50,000	\$63,500
Typical in Percentages	75% of Market	100% of Market	125% of Market
Takoma Park in Dollars	\$44,000	\$50,000	\$59,000
Takoma Park in Percentages	88% of Market	100% of Market	118% of Market

Since the City’s current pay structure is built on the market rate, the fact that the midpoint/market rate is at 97% of market means that, on average, the City’s structure is 3% below market. SMC’s proposed pay structures are built in the much same manner as the current structure with salary ranges based on the market rate; however, SMC proposes that the minimum be set at 90% of market and the maximum be set at 125% of market.

Once the market analysis was completed, SMC developed a number of compensation plans and reviewed them with the City Manager and Human Resources Manager. As noted earlier in this report, the decision was made to continue the separation of position families. The proposed pay structures are therefore grouped in three separate plans:

- General
- Labor and Trades
- Police

The recommended pay structures are in *Exhibit IV: Proposed Pay Structures*, which can be found on page 14.

Cost to Implement Recommendations

Due to cost constraints, SMC is recommending a minimal implementation plan for the City. A minimal plan is defined as moving all employees into the correct salary range but not correcting

for compression above the market rate (i.e., the midpoint of the salary range). In other words, SMC's recommendation places the re-evaluated jobs in the pay structure as follows:

- The salary of any employee whose current rate falls below the new minimum will be increased to the new minimum rate.
- The salary of any employee whose current salary is above the new minimum but below the new market rate will be increased to 95% of market (i.e., between minimum and midpoint of the salary range).
- The salary of any employee whose current salary is above 95% of the new market rate but below the market rate will be increased to the market rate.
- The salary of any employee whose current salary is above market will not be changed.

The cost to implement this plan is approximately \$200,000 or a 2.6% increase in the personnel base pay budget of the City for all regular employees³. In this implementation, five employees (.03% of employee population) will be at or above the top of the salary range and will receive no pay increase. Forty-six (46) other employees (29% of employee population) will receive no increase because their current salary is at or above the market rate of the salary range.

³ Some part-time and seasonal jobs in the Library and Recreation Department have not been included in this estimate due to the variation in hours worked.

CLASS ALLOCATION CHART

CLASS CODE	JOB	EEO	ORG	FAM	CLASS TITLE	DEPT	FLSA	ED	EXP	LIC	REPORTS TO	NEW GRD
General Positions												
495	4	6	G	School Crossing Guard	Police	N	<1	0			PD Admin Asst	21
325	3	6	G	Library Shelver	Library	N	1	1			Lib Mgr	24
185	6	6	G	Administrative Assistant I	Various	N	1	2			Various	25
160	6	6	G	Administrative Assistant II	Various	N	1	3			Various	26
125	6	6	G	Account Clerk	Finance	N	2	2			Sr Acct Clerk	27
190	6	4	G	Administrative Assistant III	Various	N	1	4			Various	28
205	3	6	G	Code Enforcement Inspector	H&CD	N	1	2	D		Code Enf Supv	28
305	5	6	G	Library Assistant	Library	N	2	1			Lib Mgr	28
315	5	6	G	Library Instructor	Library	N	2	1			Librarian	28
235	3	6	G	Nuisance Control Specialist	Police	N	1	<1	DC		Admin Svc Supv	28
440	6	6	G	Police Dispatcher	Police	N	1	0			Sr Dispatcher	28
490	6	6	G	Police Evidence Specialist	Police	N	1	2	D		PD Admin Serv	28
497	3	5	G	Police Warrants and Security Coordinator	Police	N	1	2			PD Admin Serv	28
610	5	5	G	Recreation Coordinator I	Recreation	N	2	1	DC		Various	28
130	5	4	G	Account Clerk, Sr.	Finance	N	2	5			Fin Dir	29
165	6	6	G	Assistant City Clerk	Admin	N	2	5			City Clerk	29
480	6	6	G	Accreditation Manager	Police	N	1	2	D		Police Chief	30
415	2	6	G	Crime Analyst	Police	E	3	0			Lieutenant	30
140	6	6	G	Finance / Budget Specialist	Finance	N	3	2			Fin Dir	30
145	5	6	G	Human Resources Analyst	Admin	N	3	2			HR Mgr	30
120	5	6	G	Media Specialist	Admin	N	3	3			Comm Mgr	30
445	6	5	G	Police Dispatcher, Sr.	Police	N	1	2			PD Admin Serv	30
605	5	5	G	Recreation Coordinator II	Recreation	N	3	2	DC		Various	30
115	2	5	G	Victim / Witness Coordinator	Police	N	3	2			Pol Lieut	30
115	6	6	G	Executive Assistant	Admin	N	1	5			City Manager	31
175	3	6	G	Information Technology Specialist	Admin	N	3	4	D		IS Mgr	31
498	6	5	G	PIO/Executive Assistant	Police	E	1	2			Police Chief	31
225	5	6	G	Housing Specialist	H&CD	N	2	2			Aff Hous Mgr	32
180	2	6	G	Management Assistant	Admin	E	3	1			Dep City Mgr	32
240	2	6	G	Planner	H&CD	N	4	1			CD Coord	32
640	2	3	G	Recreation Supervisor I	Recreation	N	3	3	DC		Asst Rec Dir	32
230	5	6	G	Landlord - Tenant Mediator	H&CD	N	3	2			Aff Hous Mgr	33
630	2	3	G	Recreation Supervisor II	Recreation	N	3	4	DC		Asst Rec Dir	33
155	5	4	G	Television Production Manager	Admin	N	3	4	D		Comm Mgr	33
210	2	4	G	Code Enforcement Supervisor	H&CD	N	3	2	DC		Dir H&CD	34
635	2	3	G	Recreation Manager	Recreation	E	3	5			Rec Dir	35
200	2	4	G	Affordable Housing Manager	H&CD	E	3	3			Dir H&CD	36
105	6	6	G	City Clerk	Admin	E	1	5			City Manager	36
170	2	4	G	Communications Manager	Admin	E	3	5			Dep City Mgr	36
215	2	4	G	Community Development Coordinator	H&CD	N	3	3	C		Dir H&CD	36
170	3	4	G	Information Technology Manager	Admin	E	3	5			Fin Dir	36
320	2	4	G	Library Manager	Library	E	4	2			Lib Dir	36
600	2	2	G	Assistant Recreation Director	Recreation	E	3	6	D		Rec Dir	36
515	2	3	G	City Engineer	Public Works	E	4	4	D		PW Dir	37
405	2	3	G	Administrative Services Manager	Police	E	2	2			Captain	38
150	1	1	G	Human Resources Manager	Admin	E	3	5			City Manager	39
430	1	2	G	Police Captain	Police	E	3	6	DC		Police Chief	40
135	1	1	G	Finance Director	Finance	E	4	5			City Manager	41
220	1	1	G	Housing & Community Development Dir	H & CD	E	3	5			City Manager	41
310	1	1	G	Library Director	Library	E	4	5			City Manager	41
550	1	1	G	Public Works Director	Public Works	E	3	5	D		City Manager	41
625	1	1	G	Recreation Director	Recreation	E	3	7			City Manager	41
485	1	1	G	Chief of Police	Police	E	3	7			City Manager	42
110	1	1	G	Deputy City Manager	Admin	E	4	5			City Manager	42
Labor & Trades Positions												
530	8	6	L	Custodian	Public Works	N	<1	0	D		Build Main Spvr	23

CLASS ALLOCATION CHART

CLASS CODE				CLASS TITLE	DEPT	FLSA	ED	EXP	LIC	REPORTS TO	NEW GRD
JOB	EEO	ORG	FAM								
General Positions											
580	8	6	L	Solid Waste Technician I	Public Works	N	1	<1	D	Solid Waste Spv	23
585	8	6	L	Solid Waste Technician II	Public Works	N	1	1	DL	Solid Waste Spv	24
540	8	6	L	Garden Maintenance Technician	Public Works	N	1	1	D	City Gardener	25
560	8	6	L	ROW Maintenance Tech	Public Works	N	1	1	D	ROW Spvr	25
525	8	5	L	Custodial Crew Leader	Public Works	N	1	2	D	Build Main Spvr	26
535	8	6	L	Equipment Operator	Public Works	N	1	1	DL	ROW Spvr	26
570	8	5	L	Solid Waste Driver	Public Works	N	1	2	DL	Solid Waste Spv	26
505	8	3	L	Building Maintenance Specialist	Public Works	N	1	2	D	Build Main Spvr	27
555	8	5	L	ROW Crew Leader	Public Works	N	1	2	DL	ROW Spvr	27
545	8	6	L	Mechanic	Public Works	N	2	1	DL	Vehicle Main Sp	29
520	7	4	L	City Gardener	Public Works	N	2	2	D	PW Dir	32
500	2	2	L	Arborist	Public Works	N	2	2	DC	PW Dir	34
510	7	4	L	Facility Maintenance Supervisor	Public Works	N	3	6	DC	PW Dir	34
565	8	4	L	ROW Supervisor	Public Works	N	1	2	D	PW Dir	34
575	8	4	L	Solid Waste Supervisor	Public Works	N	1	3	D	PW Dir	34
590	8	4	L	Vehicle Maintenance Supervisor	Public Works	N	2	3	DCL	PW Dir	34
Police Positions											
499	4	6	P	Police Cadet	Police	N	1	0		Sergeant	1
455	4	6	P	Police Private	Police	N	1	0	DC	Sergeant	3
460	4	6	P	Police Private First Class	Police	N	1	1	DC	Sergeant	4
435	4	5	P	Police Corporal	Police	N	1	3	DC	Sergeant	5
475	4	4	P	Police Sergeant	Police	N	1	3	DC	Lieutenant	6
450	4	3	P	Police Lieutenant	Police	E	1	5	DC	Captain	7

LEGEND

EEO Codes

- 1= Officials and Administrators
- 2= Professionals
- 3= Technicians
- 4= Protective Service Workers
- 5= Paraprofessionals
- 6= Administrative Support
- 7= Skilled Craft Workers
- 8= Service-Maintenance

FLSA Codes

- N = Non-exempt (e.g., is covered)
- E = Exempt from FLSA

Education Codes

- 1 = High School
- 2 = Associates Degree or advanced training
- 3 = Bachelor Degree
- 4 = Masters or JD Degree
- 5 = Ph.D. or beyond

Licenses Codes

- D= Drivers License
- DL= Licenses required, including CDL
- C= Certifications required

Org Codes

- 1 = Department Head
- 2 = Assistant Department Head
- 3 = Manager Level
- 4 = Supervisor Level
- 5 = Lead Worker
- 6 = Line Worker

Family

- LT= Labor and Trades
- PS= Public Safety
- G = General

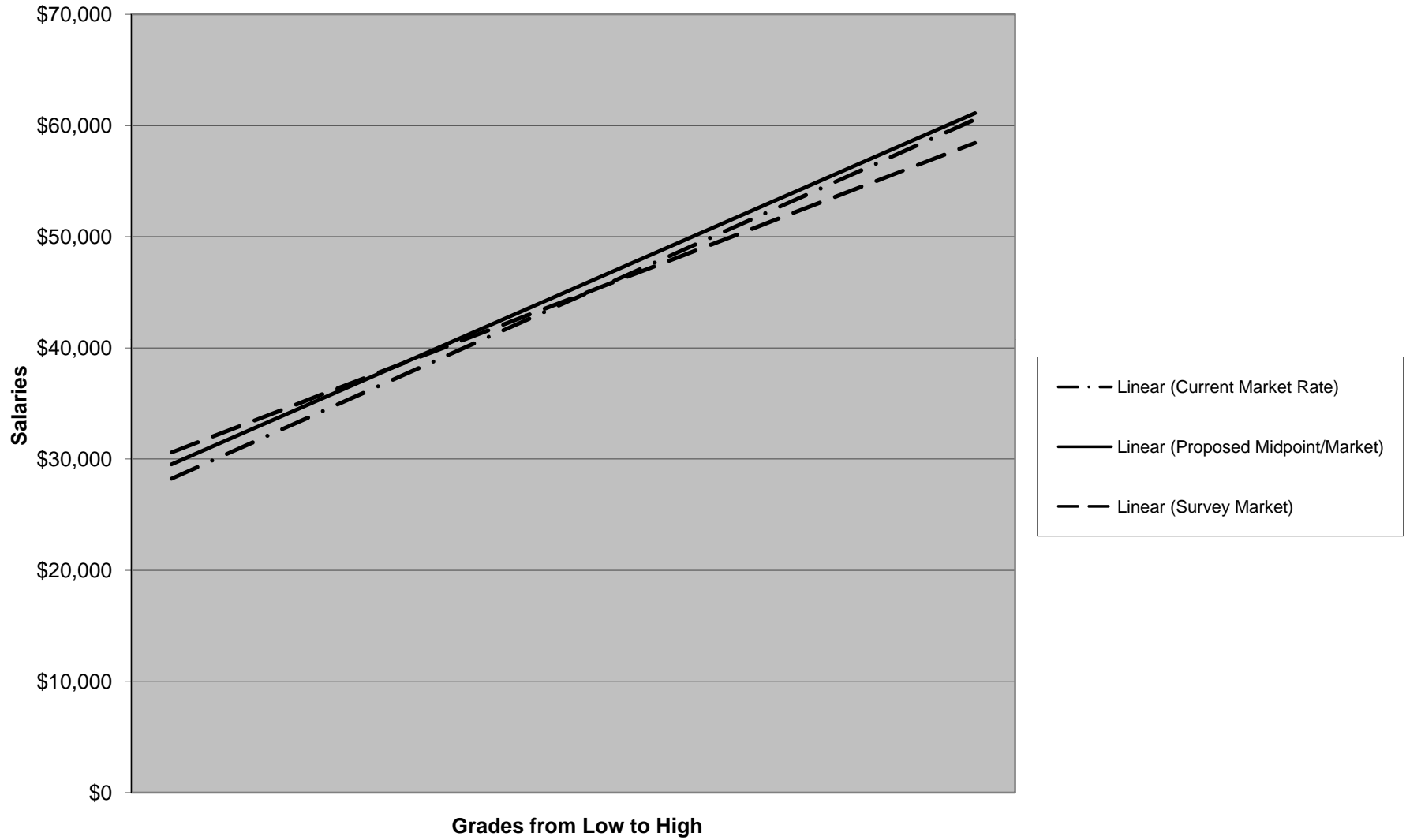
Experience Codes

Lowest number of years required to perform work at entry (minimum qualification).

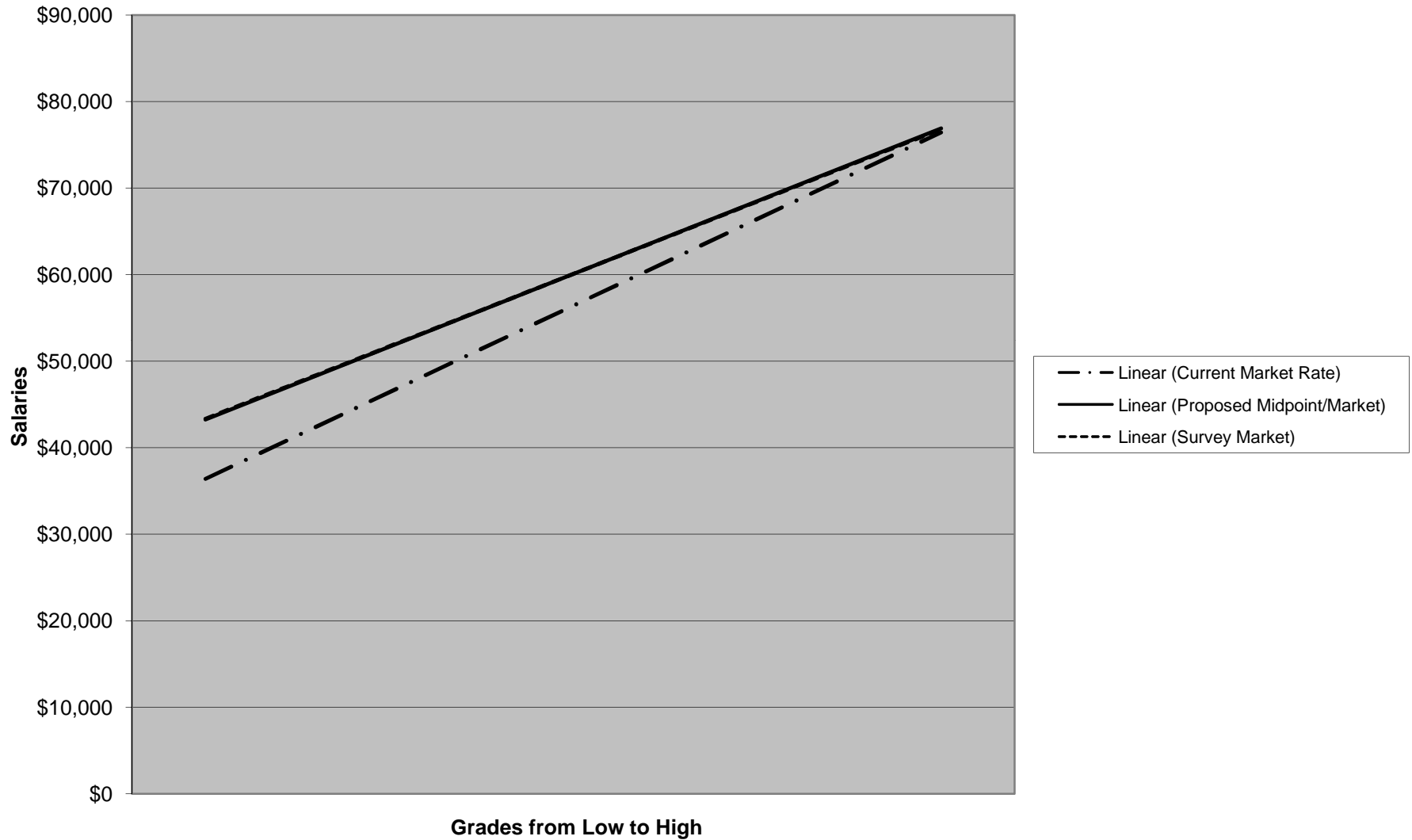
SURVEY POSITION TITLE	SURVEY DATA						TAKOMA PARK DATA						PROPOSED PLAN				
	SALARY RANGE DATA						RANGE	MKT	RANGE	MKT	RANGE	MKT	%	GRD	PROPOS'D	SURVEY	PRO
	SALARY RANGE MEANS			% RANGE	RANGE	#											
	MIN	MIDPT	MAX				SPRD	MEDIAN	RES	MIN	RANGE	MIDPT	COMP	MAX	RANGE	SPRD	MIDPT
Labor & Trades Positions																	
Sanitation Technician I	\$26,024	\$31,250	\$36,825	42%	\$31,286	6	\$26,565	102%	\$29,900	96%	\$35,332	96%	33%	23	\$31,250	\$31,250	100%
Sanitation Technician II	\$27,451	\$33,367	\$39,647	44%	\$33,337	6	\$28,159	103%	\$31,694	95%	\$37,452	94%	33%	24	\$32,813	\$33,367	98%
Sanitation Driver	\$30,988	\$37,969	\$45,275	46%	\$36,619	8	\$33,538	108%	\$37,747	99%	\$44,606	99%	33%	26	\$37,985	\$37,969	100%
Maintenance Technician	\$30,799	\$38,090	\$45,712	48%	\$37,795	7	\$29,849	97%	\$33,595	88%	\$39,699	87%	33%	25	\$37,985	\$38,090	100%
Motor Equipment Operator	\$31,626	\$38,955	\$46,576	47%	\$39,140	9	\$33,538	106%	\$37,747	97%	\$44,606	96%	33%	26	\$37,985	\$38,955	98%
Maintenance Crewleader	\$35,116	\$44,072	\$53,393	52%	\$43,810	8	\$37,683	107%	\$42,413	96%	\$50,119	94%	33%	27	\$41,878	\$44,072	95%
Mechanic	\$37,848	\$47,519	\$57,547	52%	\$47,789	9	\$41,452	110%	\$46,654	98%	\$55,131	96%	33%	29	\$48,375	\$47,519	102%
Maintenance Supervisor	\$41,754	\$51,177	\$63,277	52%	\$50,179	9	\$52,437	126%	\$59,018	115%	\$69,741	110%	33%	34	\$56,121	\$51,177	110%
Solid Waste Supervisor	\$42,407	\$53,134	\$64,395	52%	\$51,646	7	\$45,597	108%	\$51,320	97%	\$60,644	94%	33%	34	\$56,121	\$53,134	106%
Equipment Maintenance Supervisor	\$43,327	\$54,079	\$65,522	51%	\$54,634	6	\$52,437	121%	\$59,018	109%	\$69,741	106%	33%	34	\$56,121	\$54,079	104%
Arborist	\$48,277	\$59,872	\$72,295	50%	\$58,721	5	\$52,437	109%	\$59,018	99%	\$69,741	96%	33%	34	\$61,873	\$59,872	103%
Sub-totals--Labor & Trades	\$35,965	\$44,498	\$53,679	49%	\$44,087		\$39,427	110%	\$44,375	100%	\$52,437	98%	33%		\$45,319	\$44,498	102%
Police Positions																	
Police Cadet	\$36,156	\$44,315	\$49,521	37%	\$46,114	5	\$36,156	100%	\$36,156	82%	\$36,156	73%		1	\$44,300	\$44,315	100%
Police Private	\$42,056	\$51,894	\$62,199	48%	\$49,764	7	\$41,380	98%	\$46,574	90%	\$55,036	88%	33%	3	\$51,672	\$51,894	100%
Police Private First Class	\$45,168	\$55,732	\$66,809	48%	\$53,716	7	\$45,518	101%	\$51,231	92%	\$60,539	91%	33%	4	\$55,805	\$55,732	100%
Police Corporal	\$48,853	\$60,168	\$72,074	48%	\$58,916	7	\$52,346	107%	\$58,916	98%	\$69,620	97%	33%	5	\$60,270	\$60,168	100%
Police Sergeant	\$54,661	\$67,383	\$80,784	48%	\$67,753	7	\$60,198	110%	\$67,753	101%	\$80,063	99%	33%	6	\$67,502	\$67,383	100%
Police Lieutenant	\$66,810	\$80,981	\$96,063	44%	\$81,262	6	\$69,227	104%	\$77,916	96%	\$92,072	96%	33%	7	\$81,002	\$80,981	100%
Sub-totals--Police	\$48,951	\$60,079	\$71,242	45%	\$59,587		\$50,804	104%	\$56,424	94%	\$65,581	92%	33%		\$60,092	\$60,079	100%
General Positions																	
Administrative Assistant I	\$31,287	\$39,331	\$47,768	53%	\$38,735	7	\$35,550	114%	\$40,012	102%	\$47,282	99%	33%	25	\$39,389	\$39,331	100%
Police Administrative Technician	\$31,286	\$39,279	\$47,759	53%	\$37,444	5	\$31,640	101%	\$35,611	91%	\$42,081	88%	33%	26	\$39,389	\$39,279	100%
Account Clerk II	\$32,719	\$41,093	\$49,770	52%	\$42,002	9	\$35,550	109%	\$40,012	97%	\$47,282	95%	33%	27	\$41,753	\$41,093	102%
Administrative Assistant II	\$34,838	\$43,633	\$52,787	52%	\$42,002	9	\$41,452	119%	\$46,654	107%	\$55,131	104%	33%	26	\$44,258	\$43,633	101%
Code Enforcement Specialist	\$37,030	\$46,097	\$55,672	50%	\$47,861	7	\$45,597	123%	\$51,320	111%	\$60,644	109%	33%	28	\$44,258	\$46,097	96%
Nuisance Control Specialist	\$35,601	\$44,256	\$53,645	51%	\$45,137	4	\$37,683	106%	\$42,413	96%	\$50,119	93%	33%	28	\$44,258	\$44,256	100%
Police Dispatcher	\$34,736	\$43,372	\$52,493	51%	\$43,390	6	\$37,683	108%	\$42,413	98%	\$50,119	95%	33%	28	\$44,258	\$43,372	102%
Accounting Clerk, Sr	\$37,446	\$46,937	\$56,872	52%	\$45,993	8	\$45,597	122%	\$51,320	109%	\$60,644	107%	33%	29	\$46,913	\$46,937	100%
Police Dispatcher, Sr	\$39,388	\$49,223	\$59,948	52%	\$51,483	4	\$45,597	116%	\$51,320	104%	\$60,644	101%	33%	30	\$49,728	\$49,223	101%
Recreation Program Coordinator	\$39,688	\$49,946	\$60,607	53%	\$49,718	6	\$31,640	80%	\$35,611	71%	\$42,081	69%	33%	30	\$49,728	\$49,946	100%
Executive Assistant	\$42,544	\$53,298	\$64,508	52%	\$51,420	9	\$52,437	123%	\$59,018	111%	\$69,741	108%	33%	31	\$52,712	\$53,298	99%
Information Systems Specialist	\$39,675	\$50,045	\$60,877	53%	\$49,384	7	\$41,452	104%	\$46,654	93%	\$55,131	91%	33%	31	\$52,712	\$50,045	105%
Associate Planner	\$44,743	\$55,891	\$67,722	51%	\$57,371	6	\$52,437	117%	\$59,018	106%	\$69,741	103%	33%	32	\$55,874	\$55,891	100%
Television Production Manager	\$47,514	\$59,533	\$72,260	52%	\$59,525	5	\$45,597	96%	\$51,320	86%	\$60,644	84%	33%	33	\$59,227	\$59,533	99%
Recreation Manager	\$51,055	\$64,211	\$78,074	53%	\$60,133	5	\$45,597	89%	\$51,320	80%	\$60,644	78%	33%	33	\$59,227	\$64,211	92%
City Clerk	\$51,070	\$70,951	\$77,893	53%	\$69,056	8	\$60,302	118%	\$67,870	96%	\$80,202	103%	33%	36	\$72,556	\$70,951	102%
Assistant Recreation Director	\$58,644	\$73,619	\$89,775	53%	\$71,698	4	\$60,302	103%	\$67,870	92%	\$80,202	89%	33%	36	\$72,556	\$73,619	99%

SURVEY POSITION TITLE	SURVEY DATA						TAKOMA PARK DATA							PROPOSED PLAN			
	SALARY RANGE DATA						RANGE MIN NOW	MKT RANGE	RANGE MIDPT NOW	MKT COMPA RATIO	RANGE MAX NOW	MKT RANGE MAX	% RANGE SPRD	GRD	PROPOS'D MIDPT	SURVEY MKT	PRO MIDPT TO MKT % OF MKT
	SALARY RANGE MEANS			% RANGE	RANGE #												
	MIN RANGE	MIDPT RANGE	MAX RANGE	SPRD	MIDPT MEDIAN	RES											
Communications Manager	\$60,013	\$75,370	\$91,737	53%	\$78,051	5	\$69,347	116%	\$78,051	104%	\$92,232	101%	33%	36	\$77,634	\$75,370	103%
Community Development Coordinator	\$56,975	\$71,456	\$86,609	52%	\$67,870	7	\$60,302	106%	\$67,870	95%	\$80,202	93%	33%	36	\$72,556	\$71,456	102%
Information Systems Manager	\$54,966	\$68,407	\$82,621	50%	\$68,119	7	\$69,347	126%	\$78,051	114%	\$92,232	112%	33%	36	\$72,556	\$68,407	106%
City Engineer	\$64,226	\$80,292	\$97,271	51%	\$79,161	6	\$69,347	108%	\$78,051	97%	\$92,232	95%	33%	37	\$77,634	\$80,292	97%
Human Resources Manager	\$70,455	\$88,996	\$108,213	54%	\$84,267	8	\$69,347	98%	\$78,051	88%	\$92,232	85%	33%	39	\$88,884	\$88,996	100%
Police Captain	\$72,758	\$88,921	\$106,133	46%	\$88,548	6	\$79,749	110%	\$89,759	101%	\$106,067	100%	33%	40	\$95,105	\$88,921	107%
Economic/Community Development Director	\$80,754	\$99,225	\$123,502	53%	\$97,955	8	\$79,749	99%	\$89,759	90%	\$106,067	86%	33%	41	\$101,763	\$99,225	103%
Public Works Director	\$80,754	\$98,071	\$123,502	53%	\$97,910	8	\$79,749	99%	\$89,759	92%	\$106,067	86%	33%	41	\$101,763	\$99,655	102%
Recreation Director	\$81,438	\$99,655	\$125,018	54%	\$94,890	7	\$79,749	98%	\$89,759	90%	\$106,067	85%	33%	41	\$101,763	\$99,655	102%
Deputy City Manager	\$84,877	\$105,156	\$128,837	52%	\$107,096	6	\$91,712	108%	\$103,222	98%	\$121,977	95%	33%	42	\$108,886	\$105,156	104%
Police Chief	\$84,810	\$105,014	\$129,911	53%	\$102,339	7	\$91,712	108%	\$103,222	98%	\$121,977	94%	33%	42	\$108,886	\$105,014	104%
Sub-totals--General Positions	\$52,903	\$66,117	\$80,421	52%	\$65,305		\$56,651	107%	\$63,761	96%	\$75,346	94%	33%		\$67,008	\$66,117	101%
CITYWIDE AVERAGES	\$48,236	\$60,027	\$72,660	50%	\$59,356	7	\$51,661	107%	\$58,044	97%	\$68,444	94%	33%		\$60,784	\$60,027	101%

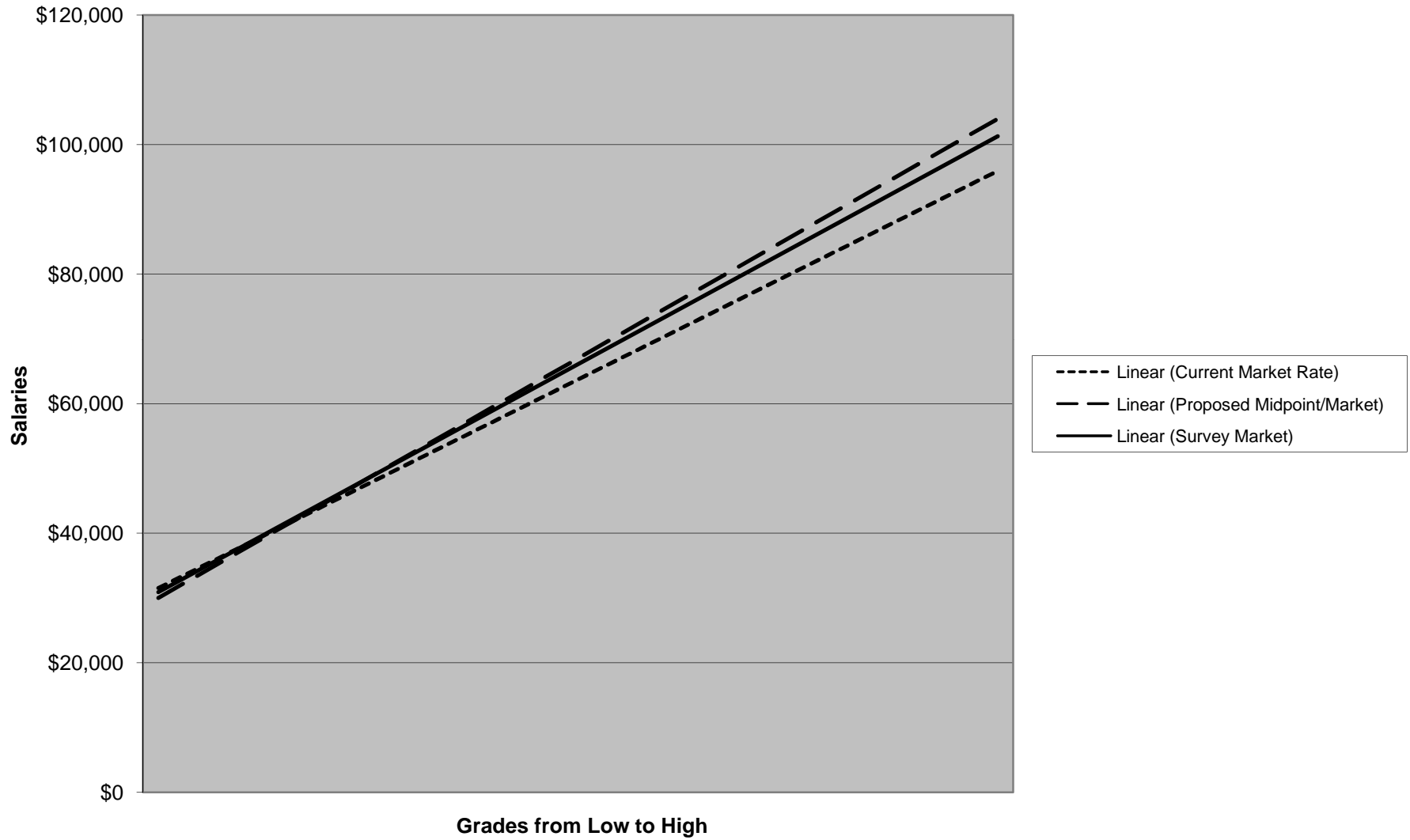
Market Comparison--Labor and Trades



Market Comparison--Police



Market Comparison--General



General						
Grade	Min (90%)	95%	Mkt (100%)	Max (125%)	Range Width	Grade Differ
21	\$27,000	\$28,500	\$30,000	\$37,500	39%	n/a
22	\$28,080	\$29,640	\$31,200	\$39,000	39%	4%
23	\$29,765	\$31,418	\$33,072	\$41,340	39%	6%
24	\$31,551	\$33,304	\$35,056	\$43,820	39%	6%
25	\$33,444	\$35,302	\$37,160	\$46,450	39%	6%
26	\$35,450	\$37,420	\$39,389	\$49,237	39%	6%
27	\$37,577	\$39,665	\$41,753	\$52,191	39%	6%
28	\$39,832	\$42,045	\$44,258	\$55,322	39%	6%
29	\$42,222	\$44,568	\$46,913	\$58,642	39%	6%
30	\$44,755	\$47,242	\$49,728	\$62,160	39%	6%
31	\$47,441	\$50,076	\$52,712	\$65,890	39%	6%
32	\$50,287	\$53,081	\$55,874	\$69,843	39%	6%
33	\$53,304	\$56,266	\$59,227	\$74,034	39%	6%
34	\$57,036	\$60,204	\$63,373	\$79,216	39%	7%
35	\$61,028	\$64,418	\$67,809	\$84,761	39%	7%
36	\$65,300	\$68,928	\$72,556	\$90,694	39%	7%
37	\$69,871	\$73,753	\$77,634	\$97,043	39%	7%
38	\$74,762	\$78,915	\$83,069	\$103,836	39%	7%
39	\$79,995	\$84,439	\$88,884	\$111,105	39%	7%
40	\$85,595	\$90,350	\$95,105	\$118,882	39%	7%
41	\$91,587	\$96,675	\$101,763	\$127,204	39%	7%
42	\$97,998	\$103,442	\$108,886	\$136,108	39%	7%

Police						
Grade	Min (90%)	95%	Mkt (100%)	Max (125%)	Range Width	Grade Differ
1	\$39,870	\$42,085	\$44,300	\$55,375	39%	n/a
2	\$43,060	\$45,452	\$47,844	\$59,805	39%	8%
3	\$46,504	\$49,088	\$51,672	\$64,589	39%	8%
4	\$50,225	\$53,015	\$55,805	\$69,757	39%	8%
5	\$54,243	\$57,256	\$60,270	\$75,337	39%	8%
6	\$60,752	\$64,127	\$67,502	\$84,378	39%	12%
7	\$72,902	\$76,952	\$81,002	\$101,253	39%	20%

Labor & Trades						
Grade	Min (90%)	95%	Mkt (100%)	Max (125%)	Range Width	Grade Differ
22	\$28,125	\$29,688	\$31,250	\$39,063	39%	n/a
23	\$29,531	\$31,172	\$32,813	\$41,016	39%	5%
24	\$31,008	\$32,730	\$34,453	\$43,066	39%	5%
25	\$32,558	\$34,367	\$36,176	\$45,220	39%	5%
26	\$34,186	\$36,085	\$37,985	\$47,481	39%	5%
27	\$35,895	\$37,890	\$39,884	\$49,855	39%	5%
28	\$37,690	\$39,784	\$41,878	\$52,347	39%	5%
29	\$39,575	\$41,773	\$43,972	\$54,965	39%	5%
30	\$41,553	\$43,862	\$46,170	\$57,713	39%	5%
31	\$43,631	\$46,055	\$48,479	\$60,599	39%	5%
32	\$45,813	\$48,358	\$50,903	\$63,629	39%	5%
33	\$48,103	\$50,776	\$53,448	\$66,810	39%	5%
34	\$50,508	\$53,314	\$56,121	\$70,151	39%	5%
35	\$53,034	\$55,980	\$58,927	\$73,658	39%	5%
36	\$55,686	\$58,779	\$61,873	\$77,341	39%	5%