

**MUSCATINE CITY COUNCIL
IN-DEPTH MEETING
Thursday, December 14, 2023**

Brad Bark, Mayor

Dennis Froelich, 1st Ward
Jeff Osborne, 2nd Ward
Peggy Gordon, 3rd Ward
Nadine Brockert, 4th Ward
John Jindrich, 5th Ward

Angie Lewis, At Large
DeWayne Hopkins, At Large
Carol Webb, City Administrator
Cinda Hilger, Admin. Professional
Brent Hinders, City Attorney

City Council meetings are held at 6:00 pm on the 1st and 3rd Thursday of each month, In-depth sessions on the 2nd Thursday of each month. All meetings are available for review on the City of Muscatine YouTube page.

The public is welcome to attend virtually using the information below.

Please join my meeting from your computer, tablet or smartphone.

<https://us06web.zoom.us/j/82551691259?pwd=NERydEJOandvWWNXbDM3UkZxZmE4QT09>

<https://us06web.zoom.us/j/82551691259?pwd=NERydEJOan>

AGENDA

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **PLEDGE OF ALLEGIANCE**
4. **COUNCIL DISCUSSION ITEMS**
 - A. Presentation on Pet Data, website information, and demonstration of the registration process.
 - B. Presentation of Compensation Study Results

5. **MAYOR AND COUNCIL REPORTS**

6. **ADJOURNMENT**



City of Muscatine

ITEM NUMBER 2023-1811

IN-DEPTH ITEM - CITY COUNCIL

DATE: 12/14/2023

STAFF

Jeff Jirak, Police Captain
Courtney Patel, Animal Control Officer

SUBJECT FOR DISCUSSION

Presentation on Pet Data, website information, and demonstration of the registration process.

EXECUTIVE SUMMARY

A presentation for the City Council on the timeline to privatize the pet registration process, a demonstration of registering a pet with the PetData system, and a discussion of marketing strategy.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

Questions or thoughts on the PetData program rollout?
Questions or thoughts on the PetData registration process?
Questions or thoughts on marketing strategy?

BACKGROUND/DISCUSSION

In 2022, City Council adopted changes to Title 6, Chapter 8 of the Muscatine City Code related to animal regulations. At that time, the City Council requested that staff enable more opportunities for residents to purchase pet licenses.

In response to City Council direction, staff proposed, and City Council approved, entering into a contract with PetData to provide animal licensing services for the City of Muscatine. PetData is the only company in the United States providing full-service animal licensing to municipalities, humane societies and other animal welfare agencies.

The primary goal is to increase license compliance by offering a more user-friendly licensing process. PetData will create a custom website for the City of Muscatine with licensing information and customer service tools for our citizens.

The services included in the contract are as follows:

- On-line licensing for citizens

- Processing license applications
- Depositing licensing revenue
- Entering license and vaccination data
- Mailing license tags, notices and reminders
- Providing customer service to clients and pet owners
- a PetAccess portal
- Collecting and processing reports from veterinarians
- Maintaining privacy of all data

PetData provides license receipts, applications, renewal forms, pet license tags, and envelopes. PetData will prepare monthly reports of animals licensed detailed by species, sterilization status, cost and licensing agent and additional statistical reports as requested. PetData deposits and accounts for all receipts collected for license fees as approved by the City Finance Director. PetData can also provide dog park licenses if requested at no additional cost to the City. As a result of the implementation of PetData, fewer city service hours will need to be expended.

Current licenses:

Based on previous experience, PetData estimates a 42% increase in pet licenses.

Current estimates for registered pets in 2022: 648

ATTACHMENTS

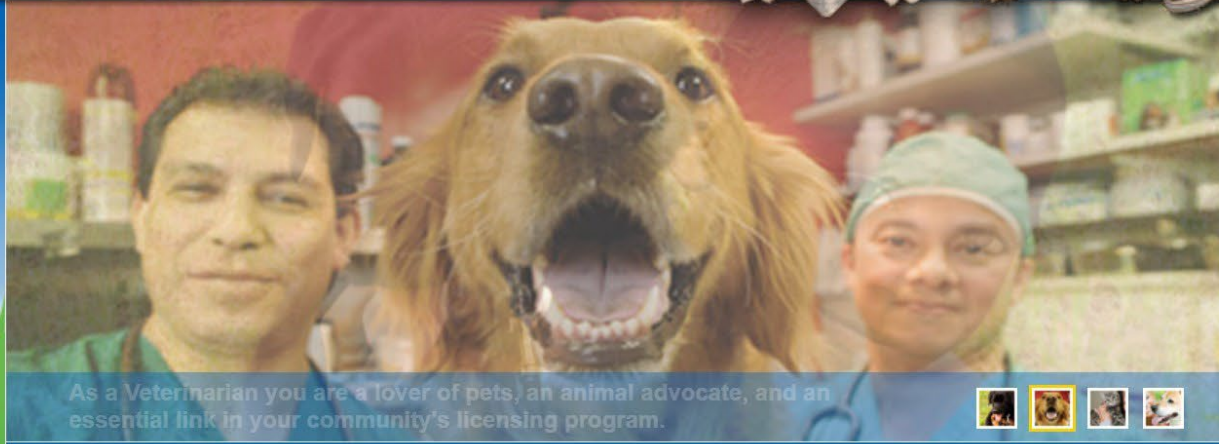
1. Pet Data How To Presentation To Council 12-14-23
2. MSC_Application 231107b

Online Licensing & Registration





FOR **Pet Owners** FOR **Veterinarians** FOR OUR **Clients** HIRE **PetData**



As a Veterinarian you are a lover of pets, an animal advocate, and an essential link in your community's licensing program.



License Now

License your pet now,
enter your zip code to
get started.

Zip Code

GO

Tag Search

For owner information,
enter the tag number
and click GO.

Tag Number

GO

Welcome to PetData

You've arrived at the best-in-class provider of animal licensing services! PetData is the only company in the United States whose sole focus is pet licensing. Since 1994 we have processed over 34 million animal licenses and rabies vaccinations for over 130 cities, counties and animal agencies in 24 states. Whether you're a pet owner, veterinarian, animal agency or community that needs our services, PetData makes animal licensing easy!

Pet Licensing Information

You're involved in your community, and want the very best for your pet. Making sure your pet has a proper license - worn on his collar - is one of the best ways to help him get home if he ever gets lost. PetData makes licensing your pets fast and





FOR **Pet Owners** FOR **Veterinarians** FOR OUR **Clients** HIRE **PetData**

Dubuque, Iowa

[Not your city or county?](#)

For Pet Owners

- ▶ [License Now](#)
- ▶ [Requirements](#)
- ▶ [Update Information](#)
- [Common Questions](#)

Search a Tag:



Contact Us

[Email Customer Service](#)

Call Customer Service:
1-877-241-9685

Customer Service Assistant

Animal licensing is an essential part of Animal Care and Control in our community. To make the licensing process easier for you, we've provided answers to most common questions:

License Now

Online 

By Mail 

Requirements

License Fees 

Required Documents 

License Requirements 

Update Information

Personal 

Pet 

Common Questions



For Pet Owners

▼ License Now
[Online](#)
[By Mail](#)

► Requirements

► Update Information

Common Questions

Search a Tag:



Contact Us

Email Customer Service

Call Customer Service:
1-877-241-9685

License Online

Licensing Ordinance

Anyone owning a dog or cat six months of age or older in the City of Dubuque must have their pet vaccinated against rabies every one or three years. A license must be purchased annually.

[Dubuque City Ordinance Online](#)

Instructions to License Online

Ready to purchase your license? If you would like to license online, a convenience fee of \$2.00 will apply for each transaction. Any required documents, such as your pet's current rabies certificate, may be scanned and uploaded or submitted later by fax, mail or email. The license will be issued after all required documents are received.

[Click here to begin.](#)

If you prefer to pay by another method, [click here to view your other payment options.](#)



Required Paperwork

1. A rabies vaccination certificate signed by a licensed veterinarian must be submitted if the rabies vaccination has expired. Check your certificate for correct address and pet information.
2. Please include a spay/neuter certificate if the pet has been altered since the last licensing period.

Please send copies of your paperwork and retain the originals for your records. Copies will not be returned with your license receipt.

License Fees

License Fees	
Unaltered Dog or Cat	\$34.00
Altered Dog or Cat	\$14.00
Other Fees	
Late Fee (30 days past license expiration)	\$16.00
Replacement Tag	\$5.00

The cost for licensing unaltered or fertile pets is higher than for licensing spayed or neutered pets in order to promote sterilization and to reduce pet



FEES

Standard License Fee	1-Year	2-Year	3-Year
Unaltered Pet	\$25.00	\$50.00	\$75.00
Altered Pet	\$10.00	\$20.00	\$30.00
Dog Park Pass	\$15.00	\$30.00	\$45.00
Senior Citizen (65 & Over)	\$5.00	\$10.00	\$15.00
Replacement Tag	\$5.00		

\$2.00 convenience fee for each online transaction.

DOG PARK OPTION

- **Add Dog Park option before checkout**
- **Cannot be purchased after license purchase**
- **May be added later – payment by check only**
- **Process for non-resident dog pass purchase**



You have successfully logged out

You are in: Dubuque, IA

[Not your city or county?](#)

Welcome to online licensing for the City of Dubuque! At this site, you'll be able to provide your contact information, your pet's description, upload required documents, and make payment via major credit card.

If you have received a mailing from us, please log in using the reference number from your mailing. If you have not received a mailing from us or have not previously set up an account with us, click on the "Don't have an account" link below to get started.

Begin the licensing process

Your reference number was sent to you via mail.

[Don't have a reference number?](#)

Log in to your account

[Forgot your password?](#)

[Don't have an account?](#)





Log In Info

Owner Info

Your Pets

Logout

Your Profile

Review and update your personal information

Basic Information

First Name	KJ
Middle Initial	
Last Name	Beacon

Residence

A local street address is required for licensing. If desired, an alternate address may be entered by checking "I have a different Mailing Address".

Address	50 W 13TH ST
City	DUBUQUE
State	IA - Iowa
Zip	52001-4805

[Validate Address »](#)

☐ I have a different Mailing Address

Contact

Home Phone	563-264-1550
Work Phone	
Other Phone	

Update

[« Back to Your Pets](#)



[Log In Info](#)[Owner Info](#)[Your Pets](#)[Logout](#)[Add New Pet](#)

Your Pets

The Pet has been saved

Pets Available for Licensing

RUFUS - Male Basset Hound (Click to Minimize)

Rufus's Information

RUFUS is an Unaltered Male Basset Hound with Lemon fur. He weighs 55 pounds and was born on Dec 1st, 2021.

[Edit pet info](#)

Rufus's Rabies Vaccination

No vaccinations or Rufus's vaccination is expired.

[Add vaccination](#)

Rufus's License

Due for Licensing

Required documents

- Proof of vaccination  [Add document](#)

[Get license](#)

Rufus is missing 1 required document. If you do not complete this item now you will need to submit it later.



REQUIRED DOCUMENTS

- ✓ **Rabies vaccination certificate**
- ✓ **Proof of spay/neuter**
- ✓ **Proof of owners age to receive senior discount**

[Log In Info](#)[Owner Info](#)[Your Pets](#)[Logout](#)

Edit Rufus

Use this page to make updates to your pet's information

Pet Name	Rufus
Species	Dog
Sex	Male
Spayed/Neutered	☐ Yes ☒ No
Primary Breed If mixed breed, choose breed most resembles	Basset Hound
Secondary Breed	N/A
Date of Birth	December 1 2021
Color	Lemon
Weight [Lbs]	55
Microchip Number	

[Update](#)[Cancel](#)[« Back to Your Pets](#)

Marketing Strategy

- ☐ Begin social media campaign week prior to launch date
- ☐ PetData providing PDF for revised pamphlets
- ☐ Print and distribute pamphlets to various sites.
- ☐ Push out release on the PetData site and how to use it (include link to pamphlet)

Marketing Strategy

- ☐ Begin revised social media campaign during first two weeks of launch with links to the how to feature
- ☐ Complete updates to “Animal Control” site on the Police Department page
- ☐ May develop how to video (if needed) to demonstrate process
- ☐ Follow up on any questions from public

Questions | Comments



Muscatine Animal License Application

City of Muscatine ordinance requires all dogs and cats over 6 months old to be licensed by an owner who is 18 years of age or older.

Muscatine Animal Licensing
c/o PetData
PO Box 141929
Irving, TX 75014-1929

Please print clearly.

Owner Last Name		Owner First Name	
Residential Address (required)		Apt #	
City	State	Zip	
Mailing Address (if different from street address)			
Home Phone		Alternate Phone	
Email Address			
Species	Breed (If unknown, list breed most resembles)	Sex	☐ Spayed/Neutered ☐ Unaltered
Pet Name	Color(s)	Weight	Age/Birthdate
Microchip Number			

License Term: Licenses will be valid for 1, 2, or 3 years from date of purchase, but may not be valid longer than the expiration of the rabies vaccination.

Pet License Fees	1st Year	2nd Year	3rd Year
Unaltered Pet	☐ \$25.00	☐ \$50.00	☐ \$75.00
Altered Pet	☐ \$10.00	☐ \$20.00	☐ \$30.00
Proof of spay/neuter is required.			
Senior 65+ with Altered Pet	☐ \$ 5.00	☐ \$10.00	☐ \$15.00
Proof of owner's age is required.			
*Dog Park Pass	☐ \$15.00	☐ \$30.00	☐ \$45.00
Replacement Tag	☐ \$ 5.00		

**The term for a Dog Park Pass must match the license term and will be valid through the end of the pet's license.*

Dog Park Pass Fee \$ _____

Total Enclosed \$ _____

To License Your Pet Online: ☐ Go to petdata.com/muscatine. ☐ Under License Now, click "Online." The rabies certificate may be uploaded or submitted later by fax, mail or email. Pay with a major credit card. A convenience fee will apply per online transaction.

To License Your Pet by Mail: ☐ Complete this application, ☐ **Enclose a copy of your pet's current rabies vaccination certificate**, ☐ Enclose proof of spay/neuter if not indicated on the rabies certificate, ☐ Make your check or money order payable to Muscatine Animal Licensing (Do not send cash) ☐ **Mail to:** Muscatine Animal Licensing, c/o PetData, PO Box 141929, Irving TX 75014-1929. Paperwork will not be returned.

Questions? Call toll-free 1-855-312-9069 or visit petdata.com/muscatine



City of Muscatine

ITEM NUMBER 2023-1836

IN-DEPTH ITEM - CITY COUNCIL

DATE: 12/14/2023

STAFF

Stephanie Romagnoli, Human Resources Manager

SUBJECT FOR DISCUSSION

Presentation of Compensation Study Results

EXECUTIVE SUMMARY

The compensation study that was planned for this budget year has been completed by the selected consultant, Paypoint HR. Rick Campbell, who has completed the study, will provide the City Council with an overview of the results and his recommendations for implementation of the plan.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

Staff will be seeking a consensus to develop a cost-effective approach to implementing the results of the study and to answer any questions the City Council has about the process and results.

BACKGROUND/DISCUSSION

The compensation study was budgeted as part of the Human Resources department's current budget. The consultant conducted the study using the parameters identified in planning the survey. Tonight the City Council will be provided an overview of the methodology used, the results, and the recommendations for implementation. City staff is in the process of reviewing the results in depth and creating an implementation plan that is affordable and maintains the integrity of the survey results. This implementation plan will be provided for Council approval during the budget process.

ATTACHMENTS

1. Final Presentation of Compensation Study 121423
2. Final Report 121423 REV



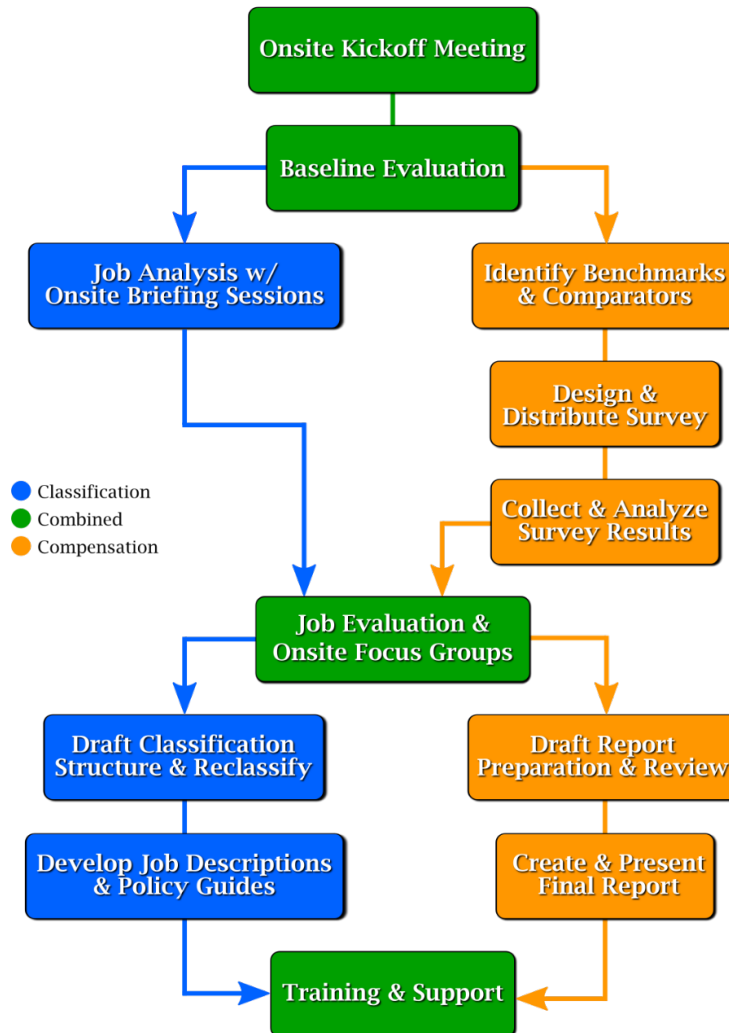
Compensation Study

Presentation Outline

1. Project Approach
2. Comparators
3. Compensable Factor Score
4. External Market – 50th percentile
5. Recommendations
6. Conclusion

1. Project Approach

Project Approach



Yardstick 1

External Market

Yardstick 2

Org Structure

Yardstick 3

Knowledge, Skills
& Abilities

Internal Equity Yardstick (Classification)

- Engaged employees and managers with job analysis questionnaires to better understand (beyond what is contained in job descriptions) the knowledge, skills, and abilities required for each position. Manager reviews served as a checks and balance for the process.
- The 9 compensable factors from the questionnaires (education, impact, supervision, etc.) were used to create the hierarchy yardstick.

External Competitiveness Yardstick (Compensation)

- Comparator organizations were selected that are socio-economically similar to Muscatine. [As percentiles are used rather than average, single responses do not falsely skew results.]
- Surveys distributed to comparators that included a brief summary of the requirements of the position at Muscatine to ensure an apples-to-apples comparison.
- Results of the market survey were used to develop the second yardstick.

Org Structure Yardstick

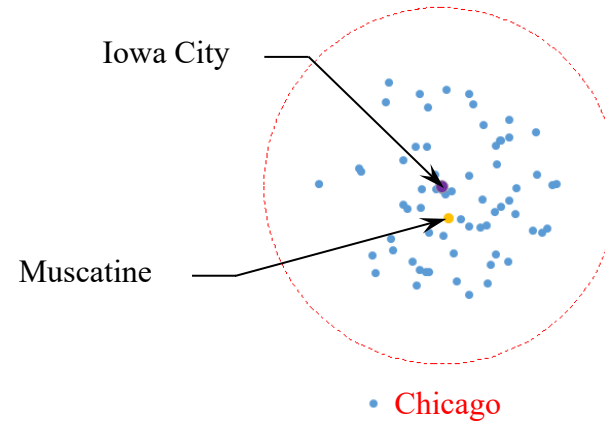
- In consultation with the project team, a third yardstick was developed that considered the organizational structure of Muscatine (directors, managers, supervisors, leads, etc.).

Final step was to statistically combine the three independent measures/yardsticks to develop a comprehensive understanding of what fair pay looks like for Muscatine.

2. Comparators

Comparators Factors

- Cost of Living Adjustment
- Labor Force Participation Rate
- Median Household Income
- Median Housing Price
- Unemployment Rate



Respondents (24)

Ames	Ankeny	Bettendorf	Burlington
Cedar Rapids	Coralville	Davenport	Dubuque
East Moline, IL	Fort Dodge	Galesburg, IL	Iowa City
Johnston	Marshalltown	Mason City	Moline, IL
North Liberty	Oskaloosa	Ottumwa	Rock Island, IL
Sioux City	Sterling, IL	Urbandale	Waterloo

3. Compensable Factor Score

Position Vantage Point



First Name

Last Name

Job Location

Department

Job Title

Full-time / Part-time

Job Summary

Please provide a summary for the purpose of the position in one or two sentences.

Where Position Fits

Complete the structure using job titles to show where your job fits. Use official classification titles only, not working titles.

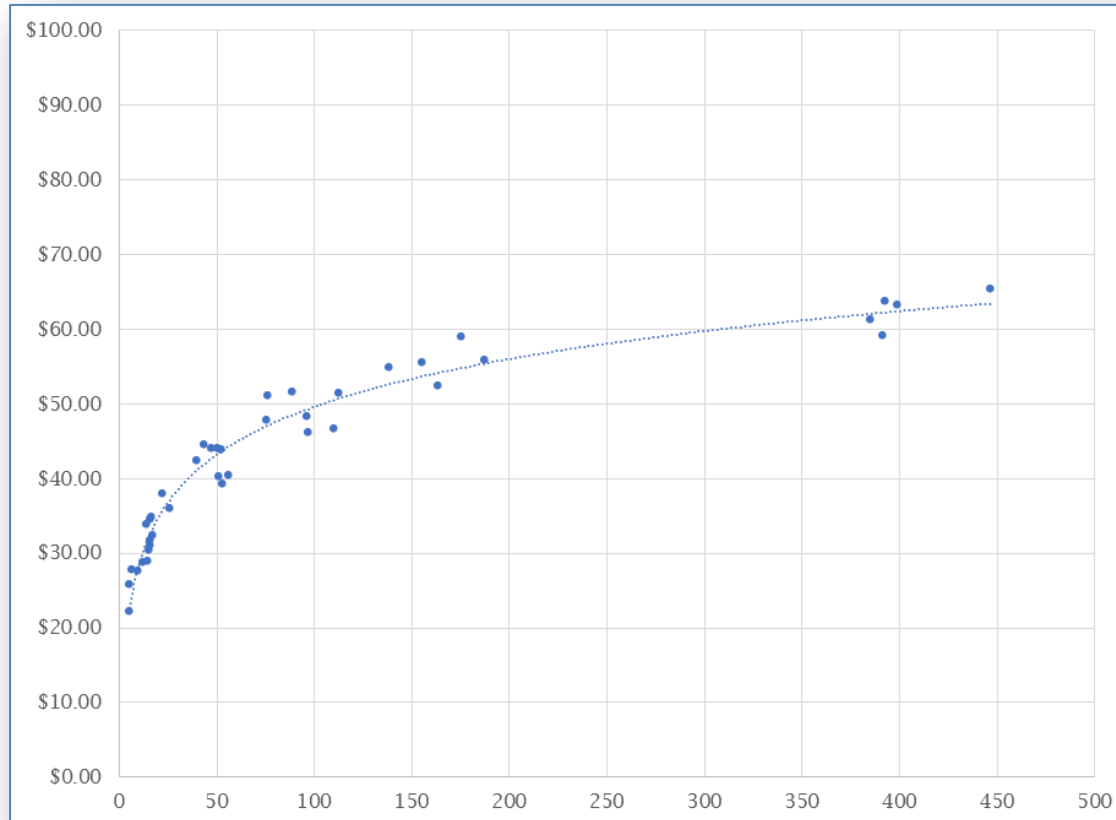
Supervisor's Title

Job Titles of Peers / Co-workers (Reporting directly to same supervisor)

Jobs Reporting Direct to Position (if applicable)

1/11

Job Analysis Questionnaire for understanding job responsibilities and internal equity.



96% Correlation between CFS Score (Internal Equity) and Salary from the External Market

4. External Market – 50th Percentile

Market Position for City and Departments

- Each job title was examined relative to the 50th percentile (middle) of the market. In other words, the strategic goal: half of the market pays more than Muscatine does, half pay less for each position.

Department	Market Position
Administration	8.2% below market
Art Center	7.5% below market
Community Development	10.3% below market
Finance	8.3% below market
Fire	4.5% below market
Human Resources	14.0% below market
Information Technology	14.1% below market
Library	5.7% below market
Parks & Recreation	7.9% below market
Police	10.8% below market
Public Works	10.2% below market
WPCP	10.4% below market
Overall Average	9.4% below market

Positions Compensated Substantially Below Market (-10% > % Diff)

Account Clerk	Housing Maintenance Supervisor
Accounting Supervisor	Inspector II
Art Center Aide	Inspector III
Art Center Education Coordinator	Lab Technician I
Assistant Fire Chief	Leadworker
Athletic Facilities Supervisor	Parks & Recreation Director
Building Division Manager	Public Works Director
City Engineer	Senior Engineer
City Manager	Solid Waste Supervisor
Environmental Coordinator/Treatment Plant Supervisor	Street Maintenance Supervisor
Financial Secretary/Parking Coordinator	Vehicle Maintenance Supervisor
Fire Chief	Vehicular Mechanic II

Positions Compensated Below Market (-10% < % Diff < -5%)

Administrative Assistant	Library Assistant
Administrative Specialist	Lift Station Supervisor
Ambulance Billing Service Manager	Maintenance Repairperson
Animal Control Officer	Maintenance Worker I
Art Center Registrar	Maintenance Worker II
Assistant Police Chief	Meter Attendant
Building & Grounds Supervisor	Office Manager
City Planner	Park Maintenance Supervisor
Clerk	Plant Maintenance Supervisor
Community Services Officer	Police Captain
Community Services Officer II	Police Chief
Computer Technician	Program Supervisor
Deputy City Clerk	Right of Way Inspector
Equipment Operator I	Senior Account Clerk
Equipment Operator II	Sewer Maintenance Supervisor
Equipment Operator III	Transit Driver
Housing Specialist	Treatment Plant Mechanic I
HR Generalist	Treatment Plant Mechanic II
Human Resources Manager	Treatment Plant Operator I
Information Technology Manager	Treatment Plant Operator II
Landscape Horticulturalist	

5. Recommendations

Salary Scale

- 18 grades and 7.5% between grades
- Min to Max – 40% spread (36.1% market average)
- 9 steps
- Minimum wage at \$15.00

Grade	Min	Mid	Max
M01	\$15.00	\$18.00	\$21.00
M02	\$16.13	\$19.35	\$22.58
M03	\$17.33	\$20.80	\$24.27
M04	\$18.63	\$22.36	\$26.09
M05	\$20.03	\$24.04	\$28.04
M06	\$21.53	\$25.84	\$30.15
M07	\$23.15	\$27.78	\$32.41
M08	\$24.89	\$29.86	\$34.84
M09	\$26.75	\$32.10	\$37.45
M10	\$28.76	\$34.51	\$40.26
M11	\$30.92	\$37.10	\$43.28
M12	\$33.23	\$39.88	\$46.53
M13	\$35.73	\$42.87	\$50.02
M14	\$38.41	\$46.09	\$53.77
M15	\$41.29	\$49.54	\$57.80
M16	\$44.38	\$53.26	\$62.14
M17	\$47.71	\$57.25	\$66.80
M18	\$51.29	\$61.55	\$71.81

Salary Recommendations (Estimate)

1. Raise the salary of 7 positions that are below grade minimum, first, at a cost of \$37,961.
2. Raise the salary of 43 positions that are substantially below market, second, at a cost of \$505,952.
3. Raise the salary of 19 positions that are below market, third, at a cost of \$185,998.
4. Raise the salary of 26 positions that are below the appropriate step, fourth, at a cost of \$62,737.
5. No change is recommended for positions above market except to bring to new grade minimum.

6. Conclusion



Compensation Study
City of Muscatine, Iowa

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Executive Summary

External Competitiveness Takeaway

Overall, job titles at Muscatine are compensated 9.4% below market. Compensation is lagging the market across several departments, especially in Community Development, Human Resources, Information Technology, Police, Public Works, and WPCP, as shown below.

Department	Market Position
Administration	8.2% below market
Art Center	7.5% below market
Community Development	10.3% below market
Finance	8.3% below market
Fire	6.2% below market
Human Resources	14.0% below market
Information Technology	14.1% below market
Library	5.7% below market
Parks & Recreation	7.9% below market
Police	10.8% below market
Public Works	10.2% below market
WPCP	10.4% below market
Overall Average	9.4% below market

Recommendations for holistic compensation adjustments for all job titles in the City are delineated in the report. No wage reductions are recommended.

Process

Paypoint HR is pleased to present this comprehensive Compensation Study to the City of Muscatine, Iowa. The study began with an initial kick-off meeting with the City Manager and the Human Resources Manager on July 19, 2023. The Final Report was completed for presentation to the City in Fall 2023.

The point of the Executive Summary is to give an overview of the most important issues and opportunities identified by the consulting team during the study. The reader is highly encouraged to read the document in its entirety to gain an understanding of the recommendations within the report. The study takes into consideration both short and long-term concerns. The intent of the study was to provide the leadership team and Administration with a process for ascertaining equitable value of positions on a competitive salary scale. The study compared existing pay to compensation scales of organizations identified to be valid comparators to the City. This report provides a review and update of the classification and compensation plan for the City's employees. Paypoint HR has identified opportunities, but it is up to the City's leadership to determine which are most appropriate and the timing of implementation.

In considering the options for implementation, it is critical to understand the costs and benefits related to each option. By utilizing market data and analysis it is possible to make informed decisions regarding possible changes. However, in addition to the quantitative economic cost and benefit, it is important to consider the social/cultural impact of implementation and management. Muscatine will need to consider all components in making final decisions.

The study was divided into two parts: a classification phase and a compensation phase. The classification phase included identification, review, and analysis of specific work being performed in various positions. That data was then used to simplify positions and match them to the external market in an "apples to apples" comparison. The compensation phase consisted of an initial baseline analysis and an external market survey of local public organizations to determine what the local labor market pays for specific jobs.

The study included approximately 144 employees within roughly 103 distinct classifications. The study recommendations indicate what actions should be taken to avoid the loss of qualified staff and address difficulties in recruiting new employees for the City. In addition, it was expected that the study would recommend adjustments to the City's salary placement procedures, policies, and salary structure, to allow appropriate ongoing compensation administration.

Comprehensive surveys like this establish a credible pay structure that is fair for the work completed and strategically positions the City of Muscatine competitively in the labor market. The desired result is the improved ability to attract and retain quality staff that perform at high levels to meet the growing demands of the community.

Major Milestones for the Project

The study began with an initial kick-off meeting with the City Manager and the Human Resources Manager on July 19, 2023.

Employee Briefing Sessions were held in the City on August 10th and 11th with groups of employees from all departments to discuss the project, their roles, and to review the job analysis questionnaire.

Paypoint HR conducted a job evaluation for an internal review of job family classifications based on the responses to the PVPs.

An analysis of the existing pay scale was completed.

External Market Comparators were vetted using economic and demographic data to determine which comparators were most like the City to ensure validity.

Internal positions were reviewed, and benchmark positions were selected for inclusion in the external survey.

An external market survey was sent out to a total of 39 comparator organizations and responses from 24 participants were collected. Typical surveys of this type yield a 5-10% response rate.

Survey Respondents

Ames	Ankeny	Bettendorf	Burlington
Cedar Rapids	Coralville	Davenport	Dubuque
East Moline, IL	Fort Dodge	Galesburg, IL	Iowa City
Johnston	Marshalltown	Mason City	Moline, IL
North Liberty	Oskaloosa	Ottumwa	Rock Island, IL
Sioux City	Sterling, IL	Urbandale	Waterloo

Recommendations

The fiscal impact of the recommendations listed below for all employees are approximate costs for salary adjustments. The fiscal impact does not factor in associated costs for employee-related benefits.

Complete Implementation

1. Raise the salary of 7 positions that are below grade minimum market, first, at a cost of \$37,961.
2. Raise the salary of 43 positions that are *substantially* below market, second, at a cost of \$505,952.
3. Raise the salary of 19 positions that are below market, third, at a cost of \$185,998.
4. Raise the salary of 26 positions that are below the appropriate step, fourth, at a cost of \$62,737.

Comparators

Purpose

To determine economically comparable organizations for inclusion in the external market study by comparing economic metrics of Muscatine to those of similar communities. Local comparators are defined as municipalities within 100 miles of Muscatine, whereas statewide comparators are municipalities within the state of Iowa. Communities with populations greater than 11,000 (approximately 50% of Muscatine's population) were considered.

Methodology

The goal was to understand how each of the forty-two (42) identified communities compared with Muscatine. The six (6) metrics that were chosen for evaluation were population, unemployment rate, labor force participation rate, median household income, cost of living adjustment, and median housing price. Each metric was assumed to be equally important and were examined individually and in combination.

A statistic was produced for each metric by first taking the absolute value of the difference between the metric for a similar community and the same metric for Muscatine, for example, the difference between the population of Muscatine and Bettendorf. The difference was then divided by the standard deviation to understand how the difference varied for each similar community in relation to the sample population of the forty-two (42) communities as a whole.

If any of the metrics had a value in excess of three standard deviations, then the community was considered to not be a good comparator for Muscatine – highlighted in **red** below. Comparators highlighted in **green** were perceived by the client as a valid comparator.

From a statistical perspective, Chebyshev's Inequality Theorem indicates that 88.8% of all data values would be within three (3) standard deviations of the mean for a generic distribution. If a normal distribution exists, then values less than three (3) standard deviations account for 99.73% of the population. The choice of comparison is therefore statistically sound and appropriate.

A summary table of these calculations is presented in the following tables. (Sample calculations are also presented.)

Table 1 – Potential Comparators, Local

Bettendorf	Burlington	Cedar Rapids	Clinton
Coralville	Davenport	Dubuque	East Moline, IL
Galesburg, IL	Iowa City	Kewanee, IL	Macomb, IL
Marion	Moline, IL	North Liberty	Oskaloosa
Ottumwa	Rock Island, IL	Sterling, IL	

Table 2 – Potential Comparators, Statewide

Altoona	Ames	Ankeny	Boone
Cedar Falls	Clive	Council Bluffs	Des Moines
Fort Dodge	Grimes	Indianola	Johnston
Marshalltown	Mason City	Newton	Norwalk
Sioux City	Spencer	Storm Lake	Urbandale
Waterloo	Waukee	West Des Moines	

For reference:

Population

Muscatine - 23,759	
Iowa - 3,179,090	Illinois - 12,821,813
United States - 332,639,000	

Median Housing Price (MHP)

Muscatine - \$114,900	
Iowa - \$160,700	Illinois - \$212,600
United States - \$244,900	

Median Household Income (MHI)

Muscatine - \$54,577	
Iowa - \$65,429	Illinois - \$72,563
United States - \$69,021	

Cost of Living Adjustment (COLA)

Muscatine - 85	
Iowa - 86	Illinois - 92
United States - 100	

Annualized Unemployment Rate (U Rate)

Muscatine - 2.8%	
Iowa - 2.6%	Illinois - 4.0%
United States - 3.5%	

Annualized Labor Force Participation Rate (LFP Rate)

Muscatine - 64.7%	
Iowa - 66.9%	Illinois - 65.3%
United States - 63.6%	

Table 3 - Economic Data of the Muscatine and Potential Comparators

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
Muscatine	23,759	\$114,900	\$54,577	85	2.8%	64.7%
Local						
Bettendorf	38,631	\$244,300	\$89,375	98	1.9%	66.6%
Burlington	24,160	\$95,300	\$48,013	84	3.0%	60.9%
Cedar Rapids	136,512	\$149,000	\$63,170	88	2.7%	69.1%
Clinton	24,651	\$103,800	\$50,154	85	3.3%	57.9%
Coralville	22,226	\$241,200	\$67,474	95	1.3%	70.9%
Davenport	101,725	\$138,000	\$56,315	88	3.3%	64.6%
Dubuque	59,379	\$155,700	\$58,691	90	3.3%	65.3%
East Moline, IL	21,181	\$117,600	\$55,529	85	3.3%	58.2%
Galesburg, IL	30,298	\$77,700	\$39,115	82	2.6%	49.1%
Iowa City	74,240	\$230,700	\$51,925	95	3.4%	67.8%
Kewanee, IL	12,485	\$58,500	\$41,452	80	3.3%	53.0%
Macomb, IL	15,681	\$91,300	\$33,588	83	6.8%	57.0%
Marion	41,023	\$181,200	\$75,927	90	3.0%	71.2%
Moline, IL	42,660	\$124,400	\$59,697	86	4.4%	64.0%
North Liberty	19,976	\$252,900	\$96,351	98	1.9%	80.6%
Oskaloosa	11,552	\$99,500	\$54,216	80	3.3%	65.3%
Ottumwa	25,379	\$77,000	\$48,198	82	3.2%	62.0%
Rock Island, IL	37,519	\$106,300	\$50,965	85	5.0%	61.4%
Sterling, IL	14,919	\$92,100	\$47,778	85	2.9%	62.1%

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
Statewide						
Altoona	19,345	\$212,300	\$83,514	91	4.4%	72.7%
Ames	65,522	\$222,900	\$54,339	92	4.3%	63.1%
Ankeny	66,346	\$248,400	\$92,959	94	1.9%	78.0%
Boone	12,509	\$118,100	\$61,997	82	0.9%	68.0%
Cedar Falls	40,500	\$211,000	\$66,838	94	2.5%	70.4%
Clive	18,323	\$309,700	\$114,905	99	2.0%	73.8%
Council Bluffs	62,617	\$131,000	\$57,683	83	3.1%	64.4%
Des Moines	213,545	\$149,700	\$58,444	85	4.0%	70.1%
Fort Dodge	24,826	\$100,200	\$50,409	81	1.8%	57.4%
Grimes	14,842	\$238,600	\$90,456	92	5.4%	76.4%
Indianola	15,544	\$179,000	\$67,206	86	2.3%	65.1%
Johnston	23,418	\$289,600	\$93,363	98	1.5%	74.4%
Marshalltown	27,570	\$94,300	\$57,367	81	4.2%	64.7%
Mason City	27,385	\$114,800	\$56,009	84	2.5%	67.4%
Newton	15,688	\$126,300	\$51,026	81	3.7%	61.4%
Norwalk	12,592	\$236,600	\$91,610	92	2.5%	76.1%
Sioux City	85,081	\$130,500	\$59,435	86	3.1%	69.1%
Spencer	11,292	\$139,100	\$43,594	86	3.6%	64.5%
Storm Lake	11,166	\$141,900	\$49,375	84	4.1%	69.1%
Urbandale	45,037	\$260,000	\$100,589	95	1.9%	71.9%
Waterloo	67,695	\$122,300	\$49,430	86	4.3%	65.0%
Waukee	23,441	\$264,400	\$101,138	95	2.1%	80.4%
West Des Moines	67,640	\$239,200	\$76,564	93	2.0%	74.2%

Table 4 – Statistics of Potential Comparators

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
Local						
Bettendorf	0.39	1.91	1.78	2.31	0.78	0.27
Burlington	0.01	0.29	0.34	0.18	0.17	0.55
Cedar Rapids	2.93	0.50	0.44	0.53	0.09	0.63
Clinton	0.02	0.16	0.23	0.00	0.43	0.98
Coralville	0.04	1.86	0.66	1.77	1.29	0.89
Davenport	2.03	0.34	0.09	0.53	0.43	0.01
Dubuque	0.93	0.60	0.21	0.89	0.43	0.09
East Moline, IL	0.07	0.04	0.05	0.00	0.43	0.94
Galesburg, IL	0.17	0.55	0.79	0.53	0.17	2.25
Iowa City	1.31	1.71	0.14	1.77	0.52	0.45
Kewanee, IL	0.29	0.83	0.67	0.89	0.43	1.69
Macomb, IL	0.21	0.35	1.07	0.35	3.45	1.11
Marion	0.45	0.98	1.09	0.89	0.17	0.94
Moline, IL	0.49	0.14	0.26	0.18	1.38	0.10
North Liberty	0.10	2.04	2.14	2.31	0.78	2.29
Oskaloosa	0.32	0.23	0.02	0.89	0.43	0.09
Ottumwa	0.04	0.56	0.33	0.53	0.34	0.39
Rock Island, IL	0.36	0.13	0.18	0.00	1.90	0.48
Sterling, IL	0.23	0.34	0.35	0.00	0.09	0.38

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
Statewide						
Altoona	0.11	1.44	1.48	1.06	1.38	1.15
Ames	1.09	1.59	0.01	1.24	1.29	0.23
Ankeny	1.11	1.97	1.96	1.60	0.78	1.92
Boone	0.29	0.05	0.38	0.53	1.64	0.48
Cedar Falls	0.44	1.42	0.63	1.60	0.26	0.82
Clive	0.14	2.87	3.09	2.48	0.69	1.31
Council Bluffs	1.01	0.24	0.16	0.35	0.26	0.04
Des Moines	4.93	0.51	0.20	0.00	1.03	0.78
Fort Dodge	0.03	0.22	0.21	0.71	0.86	1.05
Grimes	0.23	1.83	1.84	1.24	2.24	1.69
Indianola	0.21	0.95	0.65	0.18	0.43	0.06
Johnston	0.01	2.58	1.98	2.31	1.12	1.40
Marshalltown	0.10	0.30	0.14	0.71	1.21	0.00
Mason City	0.09	0.00	0.07	0.18	0.26	0.39
Newton	0.21	0.17	0.18	0.71	0.78	0.48
Norwalk	0.29	1.80	1.89	1.24	0.26	1.65
Sioux City	1.59	0.23	0.25	0.18	0.26	0.63
Spencer	0.32	0.36	0.56	0.18	0.69	0.03
Storm Lake	0.33	0.40	0.27	0.18	1.12	0.63
Urbandale	0.55	2.14	2.35	1.77	0.78	1.04
Waterloo	1.14	0.11	0.26	0.18	1.29	0.04
Waukee	0.01	2.21	2.38	1.77	0.60	2.27
West Des Moines	1.14	1.83	1.12	1.42	0.69	1.37

Sample Calculation

Sample Calculation for Bettendorf

Population Statistic

Maximum Population = 213,545 (Des Moines)

Minimum Population = 11,116 (Storm Lake)

Muscatine Population = 23,759

Bettendorf Population = 38,631

Sample Average = 40,695

Sample Standard Deviation = 38,459

$$Statistic = \frac{|Muscatine - Bettendorf|}{s}$$

$$Statistic = \frac{|23,759 - 38,631|}{38,459}$$

$$Statistic = 0.39$$

Benchmark Positions

In Table 5 through Table 16, the benchmark positions, highlighted in **green**, used in the external survey are presented. Positions that were analyzed but not included in the external survey are unhighlighted.

Table 5 – Benchmark Positions – Administration

Job Title	Job Title
City Manager	Deputy City Clerk
Communications Manager	Office Manager
Communications Specialist	

Table 6 – Benchmark Positions – Art Center

Job Title	Job Title
Administrative Specialist	Art Center Education Coordinator
Art Center Aide	Art Center Registrar
Art Center Director	

Table 7 – Benchmark Positions – Community Development

Job Title	Job Title
Administrative Assistant	Community Services Officer
Administrative Specialist	Community Services Officer II
Assistant Community Development Director	Housing Maintenance Supervisor
Building Division Manager	Housing Programs Supervisor
City Planner	Housing Specialist
Community Development Director	Inspector II

Table 8 – Benchmark Positions – Finance

Job Title	Job Title
Account Clerk	Financial Secretary/Parking Coordinator
Accountant	Meter Attendant
Accounting Supervisor	Senior Account Clerk
Finance Director	

Table 9 – Benchmark Positions – Fire

Job Title	Job Title
Administrative Specialist	Battalion Chief
Ambulance Billing Service Manager	Fire Captain
Assistant Fire Chief	Fire Chief

Table 10 – Benchmark Positions – Human Resources

Job Title	Job Title
Administrative Assistant	HR Generalist
Human Resources Director	Human Resources Manager

Table 11 – Benchmark Positions – Information Technology

Job Title	Job Title
Computer Technician	Information Technology Manager

Table 12 – Benchmark Positions – Library

Job Title	Job Title
Assistant Library Director	Library Director
Librarian	Library Technician
Library Assistant	

Table 13 – Benchmark Positions – Parks & Recreation

Job Title	Job Title
Administrative Specialist	Leadworker
Athletic Facilities Supervisor	Maintenance Repairperson
Golf Course Supervisor	Park Maintenance Supervisor
Golf Professional	Parks & Recreation Director
Landscape Horticulturalist	Program Supervisor

Table 14 – Benchmark Positions – Police

Job Title	Job Title
Administrative Specialist	Police Chief
Animal Control Officer	Police Lieutenant
Assistant Police Chief	Police Sergeant
Police Captain	

Table 15 – Benchmark Positions – Public Works

Job Title	Job Title
Administrative Specialist	Public Works Director
Building & Grounds Supervisor	Right of Way Inspector
City Engineer	Senior Engineer
Clerk	Sewer Maintenance Supervisor
Equipment Operator I	Solid Waste Manager
Equipment Operator II	Solid Waste Supervisor
Equipment Operator III	Street Maintenance Supervisor
Inspector III	Transit Driver
Leadworker	Transit Supervisor
Maintenance Worker I	Vehicle Maintenance Supervisor
Maintenance Worker II	Vehicular Mechanic II
Office Manager	

Table 16 – Benchmark Positions – WPCP

Job Title	Job Title
Administrative Specialist	Plant Maintenance Manager
Chemist/Lab Supervisor	Plant Maintenance Supervisor
Environmental Coordinator/Treatment Plant Supervisor	Treatment Plant Mechanic I
Lab Technician I	Treatment Plant Mechanic II
Leadworker	Treatment Plant Operator I
Lift Station Supervisor	Treatment Plant Operator II
Maintenance Worker I	WPCP Director

Baseline Analysis

Current Salary Schedule – Non-Union

Paypoint reviewed the 6-step salary schedule for all non-union job titles presented in Table 17. Midpoints for each salary grade have also been calculated for comparison with external market data. (F designation is for firefighting positions working 2912 hour schedules.)

Table 17 – Current Salary Schedule – Non-Union

Current Grade	Min	Mid	Max
1	\$18.09	\$21.44	\$24.78
2	\$20.87	\$24.73	\$28.59
3	\$23.46	\$27.80	\$32.14
4	\$27.11	\$32.12	\$37.14
5	\$30.27	\$35.87	\$41.47
6	\$33.41	\$39.59	\$45.77
7	\$36.48	\$43.23	\$49.98
8	\$38.42	\$45.52	\$52.63
9	\$40.45	\$47.93	\$55.41
10	\$45.60	\$54.04	\$62.47
11	\$49.13	\$58.22	\$67.31
7F	\$26.06	\$30.88	\$35.70
8F	\$27.44	\$32.52	\$37.59

Spread measures the percentage difference between the maximum and minimum salary for a position. It is also an indication of the lateral progression available to an employee within their job title. A narrow spread often leads to wage compression as the maximum salary is quickly achieved. A narrow spread can also lead to low morale and high turnover as economic advancement is limited. The salary schedule from Table 17 has a consistent spread of 37% as is shown in Table 18. It is important that the spread is consistent amongst all employees so that all positions have relatively equal advancement opportunities.

Ladders define the percentage salary difference between consecutive groups of job titles. Ladders can be used to differentiate employees with different knowledge, skills, and abilities and motivate career advancement. The ladders, that is, the percentage difference between consecutive minimums, consecutive midpoints, and consecutive maximums, is inconsistent ranging from 5.3% to 15.6%. It is recommended that the ladders be consistent between grades.

Table 18 – Current Spread and Ladders – Non-Union

Current Grade	Spread	Min Ladder	Mid Ladder	Max Ladder
1	37.0%			
2	37.0%	15.4%	15.4%	15.4%
3	37.0%	12.4%	12.4%	12.4%
4	37.0%	15.6%	15.6%	15.6%
5	37.0%	11.7%	11.7%	11.7%
6	37.0%	10.4%	10.4%	10.4%
7	37.0%	9.2%	9.2%	9.2%
8	37.0%	5.3%	5.3%	5.3%
9	37.0%	5.3%	5.3%	5.3%
10	37.0%	12.7%	12.7%	12.7%
11	37.0%	7.7%	7.7%	7.7%
7F	37.0%			
8F	37.0%	5.3%	5.3%	5.3%

Current Salary Schedule – Blue/White

For reference purposes, the Blue/White Collar Union Employees and Non-Union Permanent Parttime Employees Working in Blue/White Pay Classifications Pay Schedule is presented in Table 19. Midpoints for each salary grade have also been calculated for comparison with external market data.

Table 19 – Current Salary Schedule – Blue/White

Current Grade	Min	Mid	Max
B/W-1	\$18.12	\$18.62	\$19.11
B/W-2	\$18.34	\$18.85	\$19.36
B/W-3	\$18.62	\$19.16	\$19.69
B/W-4	\$18.85	\$19.41	\$19.96
B/W-5	\$20.63	\$21.24	\$21.84
B/W-6	\$20.80	\$21.42	\$22.04
B/W-7	\$19.78	\$20.35	\$20.91
B/W-8	\$21.30	\$21.91	\$22.52
B/W-9	\$22.27	\$22.96	\$23.64
B/W-10	\$22.66	\$23.38	\$24.09
B/W-11	\$23.08	\$23.81	\$24.54
B/W-12	\$23.08	\$23.81	\$24.54
B/W-13	\$24.92	\$25.70	\$26.47
B/W-14	\$25.39	\$26.23	\$27.07
B/W-15	\$25.90	\$26.79	\$27.67
B/W-16	\$26.87	\$27.75	\$28.63
B/W-17	\$27.53	\$28.38	\$29.23
B/W-18	\$28.05	\$29.01	\$29.97
B/W-19	\$28.63	\$29.63	\$30.62

Overall Salary Distribution

The salary distribution for all non-union employees is shown in Figure 1. The label “Percentage of Employees” on the ordinate y-axis reflects the total number of employees. The four departments with more than 10% of the workforce, Community Development, Library, Police, and Public Works, are highlighted.

A clear bimodal pattern does not exist overall or for the identified departments which would demonstrate a two-tier compensation structure overall or for the highlighted departments. It is preferable if there is a clear broad-banded bimodal distribution, that is, two bell curves, demonstrating both separation between supervisory and non-supervisory compensation and career progression within these two groups.

The concentration of employees in the upper end, top 20%, of the salary range (1 of 95, 1.1%) in comparison to the lower end is not elevated, meaning that the organization is not top-heavy with respect to compensation.

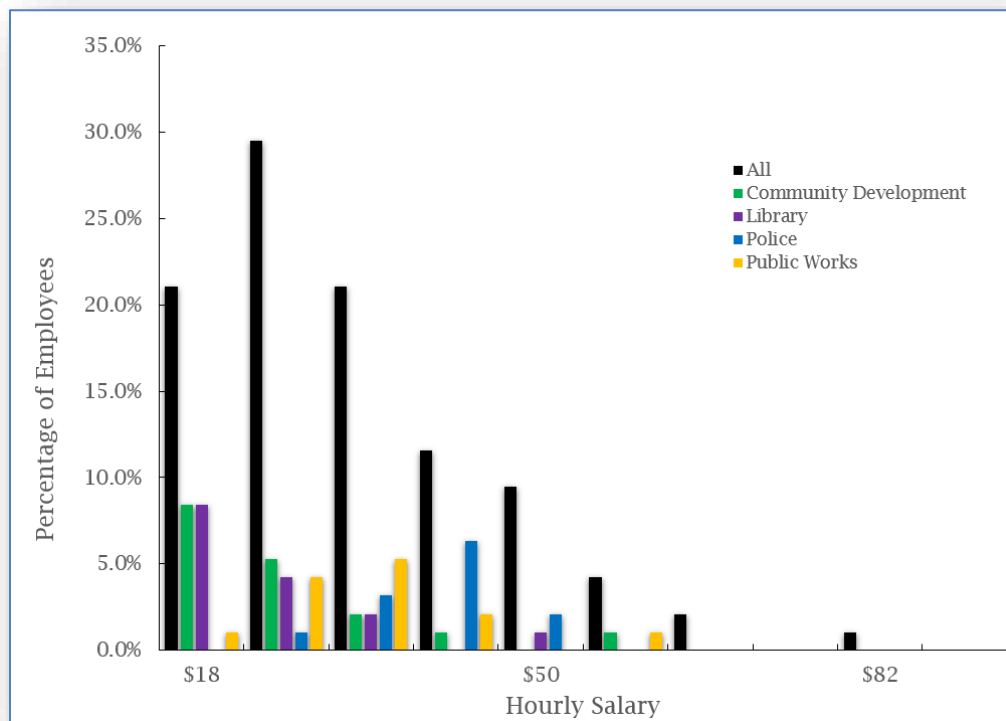


Figure 1 – Salary Distribution

Distribution Observations

Table 20 examines salaries of all employees with respect to the maximum and minimum of each job title. In Table 21 the distribution of salaries above or below the midpoint of each job title is presented.

Table 20 – Employees Near Min/Max

Current Grade	Staff #	# near Min	% near Min	# near Max	% near Max
1	6	1	16.7%	0	0.0%
2	22	3	13.6%	5	22.7%
3	6	0	0.0%	1	16.7%
4	9	1	11.1%	0	0.0%
5	13	2	15.4%	0	0.0%
6	2	1	50.0%	0	0.0%
7	8	1	12.5%	1	12.5%
8	6	0	0.0%	1	16.7%
9	8	0	0.0%	3	37.5%
10	4	1	25.0%	1	25.0%
11	5	0	0.0%	3	60.0%
7F	2	0	0.0%	0	0.0%
8F	3	0	0.0%	1	33.3%
Total	94	10	10.6%	16	17.0%

Observations

- There is a high concentration of employees (1 in 5 or 20%) in grade 2 near the minimum of the respective grade. This is not true for the organization overall. A high concentration of employees at the extremes can lead to or be the cause of systemic employment issues including low morale, retention, etc.

- There is not a high concentration of employees (2 in 3 or 67%) in any grades below or above the midpoint of the respective grades, which would suggest a skewed distribution of salaries. This is also true for the organization overall.

Table 21 – Employees Near Midpoint

Current Grade	Staff #	Below Mid	Below Mid %	Above Mid	Above Mid %
1	6	2	33.3%	4	66.7%
2	22	12	54.5%	10	45.5%
3	6	0	0.0%	6	100.0%
4	9	4	44.4%	5	55.6%
5	13	6	46.2%	7	53.8%
6	2	1	50.0%	1	50.0%
7	8	6	75.0%	2	25.0%
8	6	2	33.3%	4	66.7%
9	8	0	0.0%	8	100.0%
10	4	2	50.0%	1	25.0%
11	5	1	20.0%	4	80.0%
7F	2	1	50.0%	1	50.0%
8F	3	0	0.0%	3	100.0%
Total	94	37	39.4%	56	59.6%

External Market Comparison

A summary of the findings of the external market analysis is presented in Table 22 through Table 26. In Table 27 through Table 38, the external market findings for all position classifications is presented, sorted alphabetically. The minimum, midpoint, and maximum hourly salary for each position classification is presented first. The market average (mean) and the various market quantiles are then presented. Lastly the Compa-Ratio, the ratio of the grade's midpoint divided by the 50th percentile from the external market, which measures the extent of the deviation of the current salary range in comparison to the market median, is presented.

Table 22 – Full-Time Positions Substantially Below Market (Compa-Ratio % Diff < -10%)

Administrative Assistant	Information Technology Manager
Administrative Specialist	Landscape Horticulturalist
Ambulance Billing Service Manager	Library Assistant
Animal Control Officer	Lift Station Supervisor
Art Center Registrar	Maintenance Repairperson
Assistant Police Chief	Maintenance Worker I
Building & Grounds Supervisor	Maintenance Worker II
City Planner	Meter Attendant
Clerk	Office Manager
Community Services Officer	Park Maintenance Supervisor
Community Services Officer II	Plant Maintenance Supervisor
Computer Technician	Police Captain
Deputy City Clerk	Police Chief
Equipment Operator I	Program Supervisor
Equipment Operator II	Right of Way Inspector
Equipment Operator III	Senior Account Clerk
Housing Specialist	Sewer Maintenance Supervisor
HR Generalist	Transit Driver
Human Resources Manager	Treatment Plant Mechanic I

Treatment Plant Mechanic II	Treatment Plant Operator II
Treatment Plant Operator I	

Table 23 – Full-Time Positions Below Market (-10% < Compa-Ratio % Diff < -5%)

Account Clerk	Housing Maintenance Supervisor
Accounting Supervisor	Inspector II
Art Center Aide	Inspector III
Art Center Education Coordinator	Lab Technician I
Assistant Fire Chief	Leadworker
Athletic Facilities Supervisor	Parks & Recreation Director
Building Division Manager	Public Works Director
City Engineer	Senior Engineer
City Manager	Solid Waste Supervisor
Environmental Coordinator/Treatment Plant Supervisor	Street Maintenance Supervisor
Financial Secretary/Parking Coordinator	Vehicle Maintenance Supervisor
Fire Chief	Vehicular Mechanic II

Table 24 – Full-Time Positions Near Market (-5% < Compa-Ratio % Diff < +5%)

Accountant	Golf Course Supervisor
Art Center Director	Housing Programs Supervisor
Assistant Community Development Director	Librarian
Assistant Library Director	Library Director
Battalion Chief	Library Technician
Chemist/Lab Supervisor	Plant Maintenance Manager
Communications Specialist	Police Lieutenant
Community Development Director	Police Sergeant
Finance Director	Transit Supervisor
Fire Captain	WPCP Director

Table 25 – Full-Time Positions Above Market (+5% < Compa-Ratio % Diff < +10%)

None	
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Table 26 – Full-Time Positions Substantially Above Market (Compa-Ratio % Diff > +10%)

Golf Professional	Solid Waste Manager
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Table 27 – External Market Comparison – Administration

	City Manager	Comm Manager	Comm Specialist	Deputy City Clerk	Office Manager
Current Scale			4	3	3
Minimum			\$27.11	\$23.46	\$23.46
Midpoint	\$84.93		\$32.12	\$27.80	\$27.80
Maximum			\$37.14	\$32.14	\$32.14
Market Percentiles					
20%	\$83.50	\$36.63	\$28.54	\$29.11	\$26.50
25%	\$84.93	\$37.31	\$29.34	\$29.92	\$27.61
30%	\$85.12	\$39.94	\$30.05	\$30.65	\$27.92
35%	\$85.70	\$44.29	\$30.88	\$31.51	\$28.34
40%	\$86.17	\$44.57	\$31.48	\$32.12	\$28.59
45%	\$86.88	\$44.57	\$32.45	\$33.11	\$30.03
50%	\$93.64	\$45.77	\$33.25	\$33.93	\$31.01
55%	\$94.39	\$47.26	\$34.07	\$34.77	\$32.07
60%	\$96.36	\$48.59	\$34.86	\$35.57	\$32.71
65%	\$97.30	\$49.34	\$35.63	\$36.36	\$33.81
70%	\$104.55	\$52.73	\$36.42	\$37.16	\$34.32
75%	\$105.14	\$54.17	\$37.41	\$38.18	\$36.22
80%	\$106.26	\$54.94	\$38.60	\$39.40	\$37.84
Mean	\$93.37	\$46.66	\$33.50	\$34.18	\$31.52
Compa- Ratio	-9.3%		-3.4%	-18.1%	-10.4%

Table 28 – External Market Comparison – Art Center

	Admin Specialist	Art Center Aide	Art Center Director	Art Center Education Coordinator	Art Center Registrar
Current Scale	2	1	9	3	2
Minimum	\$20.87	\$18.09	\$40.45	\$23.46	\$20.87
Midpoint	\$24.73	\$21.44	\$47.93	\$27.80	\$24.73
Maximum	\$28.59	\$24.78	\$55.41	\$32.14	\$28.59
Market Percentiles					
20%	\$23.79	\$20.42	\$43.17	\$26.06	\$24.38
25%	\$24.51	\$21.08	\$43.67	\$26.82	\$25.11
30%	\$25.02	\$21.46	\$44.27	\$27.43	\$25.65
35%	\$25.68	\$21.98	\$46.29	\$28.17	\$26.33
40%	\$26.16	\$22.38	\$46.58	\$28.71	\$26.82
45%	\$26.94	\$23.03	\$46.58	\$29.58	\$27.63
50%	\$27.58	\$23.56	\$46.58	\$30.30	\$28.29
55%	\$28.28	\$24.16	\$47.52	\$31.05	\$29.00
60%	\$28.92	\$24.71	\$48.38	\$31.76	\$29.66
65%	\$29.56	\$25.25	\$49.06	\$32.47	\$30.32
70%	\$30.22	\$25.82	\$49.10	\$33.19	\$30.99
75%	\$30.97	\$26.40	\$51.08	\$34.05	\$31.77
80%	\$31.91	\$27.16	\$53.52	\$35.11	\$32.74
Mean	\$27.76	\$23.69	\$48.05	\$30.51	\$28.48
Compa-Ratio	-10.3%	-9.0%	+2.9%	-8.2%	-12.6%

Table 29 – External Market Comparison – Community Development

	Admin Assistant	Admin Specialist	Assistant Comm Dev Director	Building Division Manager	City Planner
Current Scale	1	2	9	6	4
Minimum	\$18.09	\$20.87	\$40.45	\$33.41	\$27.11
Midpoint	\$21.44	\$24.73	\$47.93	\$39.59	\$32.12
Maximum	\$24.78	\$28.59	\$55.41	\$45.77	\$37.14
Market Percentiles					
20%	\$22.21	\$23.79	\$40.29	\$37.40	\$32.03
25%	\$22.80	\$24.51	\$40.45	\$38.79	\$32.22
30%	\$23.75	\$25.02	\$44.44	\$39.73	\$33.69
35%	\$24.84	\$25.68	\$45.25	\$39.88	\$34.96
40%	\$25.03	\$26.16	\$46.24	\$40.63	\$35.69
45%	\$25.55	\$26.94	\$47.93	\$43.06	\$36.71
50%	\$25.75	\$27.58	\$48.21	\$43.97	\$37.90
55%	\$26.28	\$28.28	\$48.21	\$45.53	\$38.77
60%	\$27.10	\$28.92	\$48.21	\$47.15	\$39.61
65%	\$27.70	\$29.56	\$49.81	\$47.76	\$41.02
70%	\$28.26	\$30.22	\$51.51	\$49.21	\$41.83
75%	\$29.04	\$30.97	\$51.71	\$50.00	\$43.10
80%	\$29.49	\$31.91	\$53.94	\$51.47	\$44.63
Mean	\$26.28	\$27.76	\$47.50	\$44.63	\$38.09
Compa-Ratio	-16.8%	-10.3%	-0.6%	-10.0%	-15.2%

	Comm Dev Director	Community Services Officer	Community Services Officer II	Housing Maint Supervisor	Housing Programs Supervisor
Current Scale	11	2	3	5	5
Minimum	\$49.13	\$20.87	\$23.46	\$30.27	\$30.27
Midpoint	\$58.22	\$24.73	\$27.80	\$35.87	\$35.87
Maximum	\$67.31	\$28.59	\$32.14	\$41.47	\$41.47
Market Percentiles					
20%	\$52.74	\$26.51	\$27.74	\$32.50	\$32.19
25%	\$53.77	\$27.28	\$28.53	\$33.37	\$33.05
30%	\$54.69	\$27.91	\$29.21	\$34.24	\$33.91
35%	\$55.60	\$28.67	\$30.01	\$35.23	\$34.88
40%	\$56.15	\$29.21	\$30.59	\$35.93	\$35.58
45%	\$58.33	\$30.10	\$31.53	\$37.05	\$36.68
50%	\$59.16	\$30.84	\$32.31	\$37.99	\$37.61
55%	\$61.30	\$31.60	\$33.11	\$38.91	\$38.53
60%	\$62.65	\$32.33	\$33.87	\$39.81	\$39.42
65%	\$62.81	\$33.04	\$34.62	\$40.70	\$40.30
70%	\$64.79	\$33.78	\$35.38	\$41.59	\$41.18
75%	\$67.31	\$34.66	\$36.33	\$42.77	\$42.35
80%	\$68.44	\$35.74	\$37.48	\$44.18	\$43.74
Mean	\$60.81	\$31.05	\$32.54	\$38.28	\$37.90
Compa- Ratio	-1.6%	-19.8%	-14.0%	-5.6%	-4.6%

	Housing Specialist	Inspector II
Current Scale	2	4
Minimum	\$20.87	\$27.11
Midpoint	\$24.73	\$32.12
Maximum	\$28.59	\$37.14
Market Percentiles		
20%	\$25.68	\$30.43
25%	\$26.43	\$30.72
30%	\$27.02	\$31.20
35%	\$27.75	\$31.95
40%	\$28.28	\$32.24
45%	\$29.13	\$33.54
50%	\$29.84	\$34.76
55%	\$30.58	\$35.30
60%	\$31.28	\$35.84
65%	\$31.97	\$36.42
70%	\$32.69	\$36.91
75%	\$33.53	\$38.61
80%	\$34.57	\$39.99
Mean	\$30.04	\$34.72
Compa-Ratio	-17.1%	-7.6%

Table 30 – External Market Comparison – Finance

	Account Clerk	Accountant	Accounting Supervisor	Finance Director	Fin Sec Parking Coordinator
Current Scale	2	5	7	11	3
Minimum	\$20.87	\$30.27	\$36.48	\$49.13	\$23.46
Midpoint	\$24.73	\$35.87	\$43.23	\$58.22	\$27.80
Maximum	\$28.59	\$41.47	\$49.98	\$67.31	\$32.14
Market Percentiles					
20%	\$23.15	\$30.37	\$39.77	\$52.88	\$26.32
25%	\$23.86	\$31.30	\$39.98	\$53.77	\$27.09
30%	\$24.35	\$31.55	\$41.18	\$54.85	\$27.71
35%	\$24.98	\$32.08	\$42.21	\$57.69	\$28.46
40%	\$25.44	\$32.34	\$43.23	\$58.22	\$29.00
45%	\$26.20	\$33.51	\$44.18	\$59.09	\$29.88
50%	\$26.82	\$34.43	\$46.12	\$61.23	\$30.61
55%	\$27.50	\$35.94	\$48.18	\$63.06	\$31.37
60%	\$28.13	\$36.49	\$48.70	\$63.99	\$32.09
65%	\$28.74	\$36.88	\$49.10	\$66.43	\$32.80
70%	\$29.39	\$37.29	\$49.93	\$68.10	\$33.53
75%	\$30.11	\$38.08	\$50.44	\$71.37	\$34.41
80%	\$31.01	\$38.32	\$51.76	\$73.40	\$35.48
Mean	\$26.99	\$34.71	\$46.55	\$62.96	\$30.82
Compa-Ratio	-7.8%	4.2%	-6.3%	-4.9%	-9.2%

	Meter Attendant	Senior Account Clerk
Current Scale	B/W-5	3
Minimum	\$20.63	\$23.46
Midpoint	\$21.24	\$27.80
Maximum	\$21.84	\$32.14
Market Percentiles		
20%	\$23.04	\$27.59
25%	\$23.75	\$28.38
30%	\$24.24	\$29.05
35%	\$24.86	\$29.85
40%	\$25.32	\$30.43
45%	\$26.08	\$31.35
50%	\$26.69	\$32.13
55%	\$27.37	\$32.92
60%	\$27.99	\$33.68
65%	\$28.61	\$34.42
70%	\$29.25	\$35.18
75%	\$29.96	\$36.13
80%	\$30.86	\$37.27
Mean	\$26.86	\$32.36
Compa-Ratio	-20.4%	-13.5%

Table 31 – External Market Comparison – Fire

	Admin Specialist	Ambulance Billing Service Mgr	Assistant Fire Chief	Battalion Chief	Fire Captain
Current Scale	2	6	9	8F	7F
Minimum	\$20.87	\$33.41	\$40.45	\$27.44	\$26.06
Midpoint	\$24.73	\$39.59	\$47.93	\$32.52	\$30.88
Maximum	\$28.59	\$45.77	\$55.41	\$37.59	\$35.70
Market Percentiles					
20%	\$23.79	\$40.72	\$43.62	\$25.41	\$24.24
25%	\$24.51	\$41.74	\$44.33	\$25.86	\$25.50
30%	\$25.02	\$42.93	\$46.34	\$26.70	\$26.67
35%	\$25.68	\$44.23	\$47.71	\$26.91	\$27.81
40%	\$26.16	\$45.15	\$48.23	\$27.23	\$28.60
45%	\$26.94	\$46.58	\$48.98	\$28.99	\$30.16
50%	\$27.58	\$47.80	\$51.34	\$31.31	\$30.30
55%	\$28.28	\$48.94	\$51.83	\$32.50	\$30.88
60%	\$28.92	\$50.08	\$54.05	\$33.18	\$31.22
65%	\$29.56	\$51.21	\$54.84	\$36.21	\$31.74
70%	\$30.22	\$52.32	\$55.55	\$37.48	\$32.35
75%	\$30.97	\$53.91	\$58.05	\$37.58	\$33.83
80%	\$31.91	\$55.76	\$59.41	\$39.98	\$35.30
Mean	\$27.76	\$48.21	\$51.62	\$31.55	\$30.00
Compa-Ratio	-10.3%	-17.2%	-6.6%	+3.9%	+1.9%

	Fire Chief
Current Scale	11
Minimum	\$49.13
Midpoint	\$58.22
Maximum	\$67.31
Market Percentiles	
20%	\$52.83
25%	\$54.74
30%	\$56.24
35%	\$58.11
40%	\$58.64
45%	\$63.05
50%	\$63.72
55%	\$65.01
60%	\$66.11
65%	\$67.75
70%	\$69.33
75%	\$70.68
80%	\$73.60
Mean	\$63.52
Compa-Ratio	-8.6%

Table 32 – External Market Comparison – Human Resources

	Admin Assistant	Human Resources Director	HR Generalist	Human Resources Manager
Current Scale	1		3	9
Minimum	\$18.09		\$23.46	\$40.45
Midpoint	\$21.44		\$27.80	\$47.93
Maximum	\$24.78		\$32.14	\$55.41
Market Percentiles				
20%	\$22.21	\$49.98	\$27.80	\$45.57
25%	\$22.80	\$50.73	\$28.24	\$47.91
30%	\$23.75	\$52.77	\$29.48	\$49.28
35%	\$24.84	\$54.38	\$30.49	\$50.12
40%	\$25.03	\$55.24	\$31.12	\$52.11
45%	\$25.55	\$57.93	\$31.14	\$54.32
50%	\$25.75	\$58.95	\$31.46	\$55.41
55%	\$26.28	\$59.64	\$32.38	\$57.11
60%	\$27.10	\$60.46	\$34.08	\$58.67
65%	\$27.70	\$62.55	\$34.96	\$59.60
70%	\$28.26	\$64.40	\$36.19	\$60.88
75%	\$29.04	\$67.81	\$36.75	\$63.27
80%	\$29.49	\$68.64	\$38.46	\$65.41
Mean	\$26.28	\$59.13	\$33.23	\$55.62
Compa-Ratio	-16.8%		-11.6%	-13.5%

Table 33 – External Market Comparison – Information Technology

	Computer Technician	Information Technology Manager
Current Scale	3	8
Minimum	\$23.46	\$38.42
Midpoint	\$27.80	\$45.52
Maximum	\$32.14	\$52.63
Market Percentiles		
20%	\$28.36	\$39.77
25%	\$29.66	\$40.83
30%	\$30.32	\$41.66
35%	\$31.18	\$45.14
40%	\$32.01	\$46.41
45%	\$33.38	\$49.13
50%	\$33.76	\$50.89
55%	\$35.26	\$52.56
60%	\$36.02	\$53.81
65%	\$36.78	\$54.11
70%	\$38.51	\$55.84
75%	\$39.97	\$59.24
80%	\$40.46	\$61.13
Mean	\$34.20	\$50.61
Compa-Ratio	-17.7%	-10.5%

Table 34 – External Market Comparison – Library

	Assistant Library Director	Librarian	Library Assistant	Library Director	Library Technician
Current Scale	7	4	2	10	1
Minimum	\$36.48	\$27.11	\$20.87	\$45.60	\$18.09
Midpoint	\$43.23	\$32.12	\$24.73	\$54.04	\$21.44
Maximum	\$49.98	\$37.14	\$28.59	\$62.47	\$24.78
Market Percentiles					
20%	\$36.20	\$29.33	\$26.24	\$47.78	\$19.52
25%	\$36.63	\$30.19	\$27.00	\$50.10	\$20.16
30%	\$37.92	\$30.59	\$27.62	\$52.82	\$20.51
35%	\$40.79	\$31.16	\$28.36	\$53.69	\$21.00
40%	\$41.94	\$31.78	\$28.91	\$54.11	\$21.37
45%	\$43.39	\$32.26	\$29.78	\$55.20	\$21.99
50%	\$43.80	\$32.29	\$30.51	\$55.77	\$22.48
55%	\$44.68	\$33.39	\$31.27	\$58.23	\$23.06
60%	\$44.99	\$34.50	\$31.98	\$59.56	\$23.59
65%	\$46.83	\$35.41	\$32.69	\$61.13	\$24.10
70%	\$47.50	\$36.47	\$33.42	\$62.56	\$24.65
75%	\$49.88	\$36.76	\$34.29	\$64.53	\$25.19
80%	\$50.75	\$37.49	\$35.36	\$66.14	\$25.89
Mean	\$44.10	\$33.59	\$30.72	\$57.21	\$22.60
Compa- Ratio	-1.3%	-0.5%	-18.9%	-3.1%	-4.7%

Table 35 – External Market Comparison – Parks & Recreation

	Admin Specialist	Athletic Facilities Supervisor	Golf Course Supervisor	Golf Pro	Landscape Horticulturist
Current Scale	2	5	5	7	B/W-14
Minimum	\$20.87	\$30.27	\$30.27	\$36.48	\$25.39
Midpoint	\$24.73	\$35.87	\$35.87	\$43.23	\$26.23
Maximum	\$28.59	\$41.47	\$41.47	\$49.98	\$27.07
Market Percentiles					
20%	\$23.79	\$33.68	\$30.30	\$33.43	\$28.02
25%	\$24.51	\$34.57	\$31.41	\$34.55	\$28.81
30%	\$25.02	\$35.48	\$33.33	\$35.19	\$29.50
35%	\$25.68	\$36.52	\$34.04	\$35.32	\$30.32
40%	\$26.16	\$37.25	\$34.64	\$36.02	\$30.90
45%	\$26.94	\$38.41	\$34.90	\$36.70	\$31.85
50%	\$27.58	\$39.39	\$35.43	\$37.22	\$32.64
55%	\$28.28	\$40.35	\$36.06	\$38.99	\$33.44
60%	\$28.92	\$41.28	\$37.01	\$39.82	\$34.21
65%	\$29.56	\$42.21	\$39.54	\$40.25	\$34.97
70%	\$30.22	\$43.12	\$39.79	\$42.57	\$35.74
75%	\$30.97	\$44.37	\$40.40	\$43.41	\$36.70
80%	\$31.91	\$45.84	\$42.32	\$44.04	\$37.87
Mean	\$27.76	\$39.70	\$36.86	\$38.68	\$32.87
Compa-Ratio	-10.3%	-8.9%	1.2%	16.2%	-19.6%

	Leadworker	Maint Repair- person	Park Maint Supervisor	Parks & Recreation Director	Program Supervisor
Current Scale	B/W-18	B/W-16	5	10	4
Minimum	\$28.05	\$26.87	\$30.27	\$45.60	\$27.11
Midpoint	\$29.01	\$27.75	\$35.87	\$54.04	\$32.12
Maximum	\$29.97	\$28.63	\$41.47	\$62.47	\$37.14
Market Percentiles					
20%	\$28.84	\$29.94	\$34.84	\$49.69	\$30.70
25%	\$29.23	\$30.76	\$36.22	\$50.31	\$32.01
30%	\$29.59	\$31.53	\$36.91	\$52.14	\$32.20
35%	\$29.84	\$32.42	\$37.32	\$53.93	\$32.79
40%	\$30.01	\$33.06	\$37.64	\$54.72	\$33.72
45%	\$30.71	\$34.07	\$39.66	\$55.39	\$34.94
50%	\$31.59	\$34.93	\$40.28	\$58.58	\$35.86
55%	\$31.94	\$35.78	\$42.69	\$58.73	\$37.04
60%	\$32.13	\$36.61	\$43.96	\$59.09	\$37.97
65%	\$32.66	\$37.42	\$44.31	\$59.96	\$39.10
70%	\$32.94	\$38.25	\$44.80	\$61.84	\$40.12
75%	\$34.14	\$39.30	\$45.22	\$63.27	\$40.71
80%	\$34.94	\$40.57	\$49.04	\$65.43	\$41.50
Mean	\$31.73	\$35.19	\$41.18	\$57.82	\$36.31
Compa- Ratio	-8.2%	-20.5%	-11.0%	-7.7%	-10.4%

Table 36 – External Market Comparison – Police

	Admin Specialist	Animal Control Officer	Assistant Police Chief	Police Captain	Police Chief
Current Scale	2	B/W-10	9	9	11
Minimum	\$20.87	\$22.66	\$40.45	\$40.45	\$49.13
Midpoint	\$24.73	\$23.38	\$47.93	\$47.93	\$58.22
Maximum	\$28.59	\$24.09	\$55.41	\$55.41	\$67.31
Market Percentiles					
20%	\$23.79	\$23.69	\$50.64	\$45.54	\$54.61
25%	\$24.51	\$24.41	\$51.84	\$47.05	\$55.24
30%	\$25.02	\$24.92	\$53.43	\$48.38	\$57.96
35%	\$25.68	\$25.57	\$55.11	\$51.16	\$58.59
40%	\$26.16	\$26.05	\$56.28	\$52.33	\$62.78
45%	\$26.94	\$26.83	\$58.09	\$52.59	\$63.67
50%	\$27.58	\$27.47	\$59.66	\$54.76	\$65.27
55%	\$28.28	\$28.16	\$61.06	\$55.41	\$66.70
60%	\$28.92	\$28.80	\$62.47	\$57.91	\$68.10
65%	\$29.56	\$29.43	\$63.91	\$60.86	\$69.98
70%	\$30.22	\$30.09	\$65.27	\$62.84	\$71.41
75%	\$30.97	\$30.84	\$67.35	\$63.71	\$73.99
80%	\$31.91	\$31.77	\$69.74	\$64.83	\$78.60
Mean	\$27.76	\$27.64	\$60.19	\$54.46	\$65.71
Compa-Ratio	-10.3%	-14.9%	-19.7%	-12.5%	-10.8%

	Police LT	Police Sergeant
Current Scale	8	7
Minimum	\$38.42	\$36.48
Midpoint	\$45.52	\$43.23
Maximum	\$52.63	\$49.98
Market Percentiles		
20%	\$39.74	\$36.52
25%	\$40.36	\$38.59
30%	\$42.22	\$39.79
35%	\$44.21	\$40.58
40%	\$44.85	\$42.23
45%	\$45.79	\$43.29
50%	\$47.77	\$44.37
55%	\$50.47	\$45.09
60%	\$51.91	\$45.65
65%	\$52.64	\$47.12
70%	\$54.29	\$47.76
75%	\$56.72	\$48.74
80%	\$58.66	\$49.74
Mean	\$48.54	\$43.56
Compa-Ratio	-4.7%	-2.6%

Table 37 – External Market Comparison – Public Works

	Admin Specialist	Building & Grounds Supervisor	City Engineer	Clerk	Equipment Operator I
Current Scale	2	5	10	B/W-3	B/W-12
Minimum	\$20.87	\$30.27	\$45.60	\$18.62	\$23.08
Midpoint	\$24.73	\$35.87	\$54.04	\$19.16	\$23.81
Maximum	\$28.59	\$41.47	\$62.47	\$19.69	\$24.54
Market Percentiles					
20%	\$23.79	\$35.41	\$51.94	\$19.18	\$24.60
25%	\$24.51	\$36.34	\$52.83	\$19.82	\$25.49
30%	\$25.02	\$37.32	\$54.32	\$20.15	\$25.97
35%	\$25.68	\$38.42	\$55.68	\$20.64	\$26.24
40%	\$26.16	\$39.20	\$56.38	\$21.00	\$27.52
45%	\$26.94	\$40.43	\$56.58	\$21.60	\$28.34
50%	\$27.58	\$41.47	\$58.99	\$22.08	\$28.72
55%	\$28.28	\$42.47	\$59.13	\$22.66	\$29.11
60%	\$28.92	\$43.45	\$62.71	\$23.17	\$29.24
65%	\$29.56	\$44.43	\$63.81	\$23.67	\$29.27
70%	\$30.22	\$45.39	\$65.27	\$24.21	\$30.44
75%	\$30.97	\$46.72	\$65.98	\$24.73	\$30.96
80%	\$31.91	\$48.29	\$68.67	\$25.42	\$31.45
Mean	\$27.76	\$41.80	\$59.87	\$22.20	\$28.23
Compa-Ratio	-10.3%	-13.5%	-8.4%	-13.3%	-17.1%

	Equipment Operator II	Equipment Operator III	Inspector III	Leadworker	Maint Worker I
Current Scale	B/W-14	B/W-16	5	B/W-18	B/W-12
Minimum	\$25.39	\$26.87	\$30.27	\$28.05	\$23.08
Midpoint	\$26.23	\$27.75	\$35.87	\$29.01	\$23.81
Maximum	\$27.07	\$28.63	\$41.47	\$29.97	\$24.54
Market Percentiles					
20%	\$28.27	\$29.31	\$32.52	\$28.84	\$23.81
25%	\$29.07	\$30.13	\$33.40	\$29.23	\$24.54
30%	\$29.76	\$30.87	\$34.27	\$29.59	\$24.57
35%	\$30.59	\$31.73	\$35.25	\$29.84	\$25.99
40%	\$31.18	\$32.35	\$35.96	\$30.01	\$26.74
45%	\$32.14	\$33.35	\$37.08	\$30.71	\$27.10
50%	\$32.93	\$34.18	\$38.02	\$31.59	\$27.52
55%	\$33.74	\$35.02	\$38.94	\$31.94	\$28.04
60%	\$34.52	\$35.83	\$39.84	\$32.13	\$28.48
65%	\$35.29	\$36.62	\$40.73	\$32.66	\$28.73
70%	\$36.07	\$37.43	\$41.62	\$32.94	\$29.05
75%	\$37.04	\$38.46	\$42.81	\$34.14	\$29.74
80%	\$38.22	\$39.69	\$44.21	\$34.94	\$31.15
Mean	\$33.17	\$34.43	\$38.31	\$31.73	\$27.35
Compa- Ratio	-20.4%	-18.8%	-5.6%	-8.2%	-13.5%

	Maint Worker II	Office Manager	Public Works Director	Right of Way Inspector	Senior Engineer
Current Scale	B/W-14	3	11	4	7
Minimum	\$25.39	\$23.46	\$49.13	\$27.11	\$36.48
Midpoint	\$26.23	\$27.80	\$58.22	\$32.12	\$43.23
Maximum	\$27.07	\$32.14	\$67.31	\$37.14	\$49.98
Market Percentiles					
20%	\$27.78	\$26.50	\$53.77	\$30.64	\$39.60
25%	\$28.57	\$27.61	\$54.80	\$31.48	\$40.60
30%	\$29.24	\$27.92	\$55.88	\$32.27	\$41.75
35%	\$30.05	\$28.34	\$57.81	\$33.19	\$43.00
40%	\$30.63	\$28.59	\$58.74	\$33.84	\$43.89
45%	\$31.57	\$30.03	\$60.98	\$34.89	\$45.28
50%	\$32.35	\$31.01	\$63.07	\$35.76	\$46.46
55%	\$33.15	\$32.07	\$64.04	\$36.64	\$47.57
60%	\$33.91	\$32.71	\$64.22	\$37.48	\$48.67
65%	\$34.66	\$33.81	\$65.63	\$38.32	\$49.78
70%	\$35.43	\$34.32	\$67.38	\$39.16	\$50.85
75%	\$36.38	\$36.22	\$69.23	\$40.25	\$52.39
80%	\$37.53	\$37.84	\$70.80	\$41.56	\$54.18
Mean	\$32.58	\$31.52	\$62.93	\$36.03	\$46.85
Compa- Ratio	-18.9%	-10.4%	-7.7%	-10.2%	-7.0%

	Sewer Maint Supervisor	Solid Waste Manager	Solid Waste Supervisor	Street Maint Supervisor	Transit Driver
Current Scale	5	8	5	5	B/W-3
Minimum	\$30.27	\$38.42	\$30.27	\$30.27	\$18.62
Midpoint	\$35.87	\$45.52	\$35.87	\$35.87	\$19.16
Maximum	\$41.47	\$52.63	\$41.47	\$41.47	\$19.69
Market Percentiles					
20%	\$34.58	\$38.57	\$33.23	\$34.38	\$18.81
25%	\$35.09	\$39.18	\$34.12	\$35.12	\$19.06
30%	\$35.81	\$39.18	\$35.01	\$36.00	\$19.81
35%	\$36.23	\$39.63	\$36.03	\$36.93	\$20.57
40%	\$37.40	\$40.14	\$36.75	\$37.61	\$20.88
45%	\$38.63	\$40.85	\$37.90	\$39.13	\$21.06
50%	\$40.31	\$41.34	\$38.86	\$39.18	\$22.09
55%	\$41.02	\$44.33	\$39.81	\$39.64	\$22.26
60%	\$43.31	\$44.95	\$40.72	\$40.86	\$23.12
65%	\$44.07	\$45.49	\$41.64	\$43.02	\$23.90
70%	\$44.29	\$46.99	\$42.55	\$44.21	\$25.30
75%	\$45.02	\$49.35	\$43.77	\$45.23	\$26.30
80%	\$45.22	\$50.71	\$45.21	\$46.02	\$27.92
Mean	\$40.51	\$43.96	\$39.17	\$40.25	\$22.74
Compa- Ratio	-11.0%	10.1%	-7.7%	-8.5%	-13.3%

	Transit Supervisor	Vehicle Maint Supervisor	Vehicular Mechanic II
Current Scale	5	5	B/W-16
Minimum	\$30.27	\$30.27	\$26.87
Midpoint	\$35.87	\$35.87	\$27.75
Maximum	\$41.47	\$41.47	\$28.63
Market Percentiles			
20%	\$32.06	\$33.31	\$26.80
25%	\$32.93	\$34.20	\$27.73
30%	\$33.77	\$35.10	\$28.37
35%	\$34.75	\$36.11	\$28.80
40%	\$35.44	\$36.84	\$29.35
45%	\$36.54	\$37.99	\$29.55
50%	\$37.46	\$38.95	\$30.40
55%	\$38.38	\$39.90	\$31.38
60%	\$39.26	\$40.82	\$31.65
65%	\$40.14	\$41.74	\$31.83
70%	\$41.02	\$42.64	\$32.05
75%	\$42.18	\$43.87	\$32.71
80%	\$43.56	\$45.32	\$33.43
Mean	\$37.75	\$39.26	\$30.67
Compa- Ratio	-4.3%	-7.9%	-8.7%

Table 38 – External Market Comparison – WPCP

	Admin Specialist	Chemist/ Lab Supervisor	Env Coord/ Treatment Plant Sup	Lab Technician I	Leadworker
Current Scale	2	9	7	B/W-13	B/W-18
Minimum	\$20.87	\$40.45	\$36.48	\$24.92	\$28.05
Midpoint	\$24.73	\$47.93	\$43.23	\$25.70	\$29.01
Maximum	\$28.59	\$55.41	\$49.98	\$26.47	\$29.97
Market Percentiles					
20%	\$23.79	\$42.52	\$40.12	\$24.43	\$28.84
25%	\$24.51	\$43.57	\$41.13	\$24.81	\$29.23
30%	\$25.02	\$44.84	\$42.30	\$25.46	\$29.59
35%	\$25.68	\$46.21	\$43.58	\$25.99	\$29.84
40%	\$26.16	\$47.17	\$44.48	\$26.60	\$30.01
45%	\$26.94	\$48.67	\$45.89	\$27.37	\$30.71
50%	\$27.58	\$49.96	\$47.09	\$27.68	\$31.59
55%	\$28.28	\$51.15	\$48.22	\$27.88	\$31.94
60%	\$28.92	\$52.33	\$49.33	\$28.67	\$32.13
65%	\$29.56	\$53.52	\$50.45	\$29.32	\$32.66
70%	\$30.22	\$54.67	\$51.54	\$30.53	\$32.94
75%	\$30.97	\$56.35	\$53.10	\$31.29	\$34.14
80%	\$31.91	\$58.30	\$54.92	\$31.79	\$34.94
Mean	\$27.76	\$50.39	\$47.49	\$27.66	\$31.73
Compa-Ratio	-10.3%	-4.1%	-8.2%	-7.2%	-8.2%

	Lift Station Supervisor	Maint Worker I	Plant Maint Manager	Plant Maint Supervisor	Treatment Plant Mechanic I
Current Scale	5	B/W-12	9	5	B/W-15
Minimum	\$30.27	\$23.08	\$40.45	\$30.27	\$25.90
Midpoint	\$35.87	\$23.81	\$47.93	\$35.87	\$26.79
Maximum	\$41.47	\$24.54	\$55.41	\$41.47	\$27.67
Market Percentiles					
20%	\$34.44	\$23.81	\$41.93	\$34.26	\$28.66
25%	\$35.35	\$24.54	\$42.97	\$35.16	\$29.47
30%	\$36.30	\$24.57	\$44.22	\$36.10	\$30.18
35%	\$37.36	\$25.99	\$45.56	\$37.15	\$31.02
40%	\$38.11	\$26.74	\$46.51	\$37.90	\$31.63
45%	\$39.30	\$27.10	\$47.99	\$39.08	\$32.60
50%	\$40.31	\$27.52	\$49.25	\$40.09	\$33.41
55%	\$41.29	\$28.04	\$50.43	\$41.06	\$34.23
60%	\$42.24	\$28.48	\$51.59	\$42.00	\$35.01
65%	\$43.19	\$28.73	\$52.77	\$42.95	\$35.79
70%	\$44.13	\$29.05	\$53.90	\$43.88	\$36.58
75%	\$45.41	\$29.74	\$55.55	\$45.15	\$37.58
80%	\$46.92	\$31.15	\$57.47	\$46.66	\$38.78
Mean	\$40.63	\$27.35	\$49.67	\$40.40	\$33.65
Compa-Ratio	-11.0%	-13.5%	-2.7%	-10.5%	-19.8%

	Treatment Plant Mechanic II	Treatment Plant Operator I	Treatment Plant Operator II	WPCP Director
Current Scale	B/W-18	B/W-13	B/W-15	10
Minimum	\$28.05	\$24.92	\$25.90	\$45.60
Midpoint	\$29.01	\$25.70	\$26.79	\$54.04
Maximum	\$29.97	\$26.47	\$27.67	\$62.47
Market Percentiles				
20%	\$31.20	\$25.08	\$29.37	\$44.26
25%	\$32.05	\$26.28	\$30.18	\$45.60
30%	\$32.86	\$26.55	\$30.92	\$45.96
35%	\$33.80	\$26.96	\$31.79	\$47.51
40%	\$34.47	\$27.53	\$32.41	\$48.72
45%	\$35.54	\$28.13	\$33.41	\$51.43
50%	\$36.43	\$28.86	\$34.24	\$52.28
55%	\$37.32	\$29.34	\$35.09	\$52.32
60%	\$38.18	\$29.92	\$35.89	\$52.88
65%	\$39.04	\$30.26	\$36.69	\$53.34
70%	\$39.89	\$30.32	\$37.50	\$53.66
75%	\$41.01	\$30.75	\$38.53	\$57.66
80%	\$42.35	\$33.39	\$39.77	\$60.81
Mean	\$36.71	\$28.93	\$34.50	\$52.20
Compa- Ratio	-20.4%	-11.0%	-21.8%	+3.4%

Proposed Salary Schedules

A regression analysis of the CFS Score and the salary survey results indicate that market median salary for all positions is predicted very well by the CFS Score. The coefficient of determination is **96%**, in other words, the knowledge, skills, and abilities identified in the employee/manager Position Vantage Point job description survey correlate very well with the external markets' valuation of the job positions at Muscatine. As a result, recommended 9-step salary scales were constructed and is presented in Table 39.

The spread between the minimum and maximum salary for all employees was set at 40%, consistent with the average market spread of 36.1%. The Ladders, i.e., the distance between grades, was set to be 7.5%. Larger Ladders were included to increase the incentive for employees to seek positions of greater responsibility and to make it financially beneficial.

It is recommended that in subsequent years after the adoption of the recommended pay plan, the City should adjust the entire salary scale by the CPI annually as budget permits.

Table 39 – Proposed Salary Schedule

Grade	Min	Mid	Max
M01	\$15.00	\$18.00	\$21.00
M02	\$16.13	\$19.35	\$22.58
M03	\$17.33	\$20.80	\$24.27
M04	\$18.63	\$22.36	\$26.09
M05	\$20.03	\$24.04	\$28.04
M06	\$21.53	\$25.84	\$30.15
M07	\$23.15	\$27.78	\$32.41
M08	\$24.89	\$29.86	\$34.84
M09	\$26.75	\$32.10	\$37.45
M10	\$28.76	\$34.51	\$40.26
M11	\$30.92	\$37.10	\$43.28
M12	\$33.23	\$39.88	\$46.53
M13	\$35.73	\$42.87	\$50.02
M14	\$38.41	\$46.09	\$53.77
M15	\$41.29	\$49.54	\$57.80
M16	\$44.38	\$53.26	\$62.14
M17	\$47.71	\$57.25	\$66.80
M18	\$51.29	\$61.55	\$71.81

Proposed Internal Equity

In Table 40 through Table 52, the resulting proposed internal equity for the City is presented.

Table 40 – Proposed Internal Equity

Grade	Title
M18	Community Development Director Finance Director Fire Chief Police Chief Public Works Director
M17	Assistant Police Chief City Engineer Library Director Parks & Recreation Director WPCP Director
M16	Art Center Director Human Resources Manager Police Captain
M15	Accounting Supervisor Assistant Community Development Director Assistant Fire Chief Chemist/Lab Supervisor Information Technology Manager Plant Maintenance Manager Police Lieutenant Solid Waste Manager
M14	Assistant Library Director Battalion Chief Environmental Coordinator/Treatment Plant Supervisor Golf Professional Senior Engineer
M13	Building Division Manager Fire Captain Park Maintenance Supervisor Police Sergeant Sewer Maintenance Supervisor Street Maintenance Supervisor

Grade	Title
M12	Ambulance Billing Service Manager Athletic Facilities Supervisor Building & Grounds Supervisor Golf Course Supervisor Lift Station Supervisor Plant Maintenance Supervisor Solid Waste Supervisor Transit Supervisor Vehicle Maintenance Supervisor
M11	Accountant City Planner Communications Manager Housing Maintenance Supervisor Housing Programs Supervisor Inspector III Program Supervisor
M10	Inspector II Librarian Right of Way Inspector
M09	Communications Specialist Community Services Officer II Computer Technician Deputy City Clerk HR Generalist Senior Account Clerk
M08	Community Services Officer Financial Secretary/Parking Coordinator Housing Specialist Library Assistant Office Manager
M07	Account Clerk Administrative Specialist Art Center Education Coordinator Art Center Registrar
M06	Administrative Assistant
M05	-
M04	Art Center Aide Library Technician
M03	-
M02	-
M01	-

Table 41 – Proposed Internal Equity – Administration

Grade	Title
M11	Communications Manager
M09	Communications Specialist Deputy City Clerk
M08	Office Manager

Table 42 – Proposed Internal Equity – Art Center

Grade	Title
M16	Art Center Director
M07	Administrative Specialist Art Center Education Coordinator Art Center Registrar
M04	Art Center Aide

Table 43 – Proposed Internal Equity – Community Development

Grade	Title
M18	Community Development Director
M15	Assistant Community Development Director
M13	Building Division Manager
M11	City Planner Housing Maintenance Supervisor Housing Programs Supervisor
M10	Inspector II
M09	Community Services Officer II
M08	Community Services Officer Housing Specialist
M07	Administrative Specialist
M06	Administrative Assistant

Table 44 – Proposed Internal Equity – Finance

Grade	Title
M18	Finance Director
M15	Accounting Supervisor
M11	Accountant
M09	Senior Account Clerk
M08	Financial Secretary/Parking Coordinator

Table 45 – Proposed Internal Equity – Fire

Grade	Title
M18	Fire Chief
M15	Assistant Fire Chief
M14	Battalion Chief
M13	Fire Captain
M12	Ambulance Billing Service Manager
M07	Administrative Specialist

Table 46 – Proposed Internal Equity – Human Resources

Grade	Title
M16	Human Resources Manager
M09	HR Generalist
M06	Administrative Assistant

Table 47 – Proposed Internal Equity – Information Technology

Grade	Title
M15	Information Technology Manager
M09	Computer Technician

Table 48 – Proposed Internal Equity – Library

Grade	Title
M17	Library Director
M14	Assistant Library Director
M10	Librarian
M08	Library Assistant
M04	Library Technician

Table 49 – Proposed Internal Equity – Parks & Recreation

Grade	Title
M17	Parks & Recreation Director
M14	Golf Professional
M13	Park Maintenance Supervisor
M12	Athletic Facilities Supervisor
M11	Golf Course Supervisor
M07	Administrative Specialist

Table 50 – Proposed Internal Equity – Police

Grade	Title
M18	Police Chief
M17	Assistant Police Chief
M16	Police Captain
M15	Police Lieutenant
M13	Police Sergeant
M07	Administrative Specialist

Table 51 – Proposed Internal Equity – Public Works

Grade	Title
M18	Public Works Director
M17	City Engineer
M15	Solid Waste Manager
M14	Senior Engineer
M13	Sewer Maintenance Supervisor Street Maintenance Supervisor
M12	Building & Grounds Supervisor Solid Waste Supervisor Vehicle Maintenance Supervisor Transit Supervisor
M11	Inspector III
M10	Right of Way Inspector
M08	Office Manager
M07	Administrative Specialist

Table 52 – Proposed Internal Equity – WPCP

Grade	Title
M17	WPCP Director
M15	Chemist/Lab Supervisor Plant Maintenance Manager
M14	Environmental Coordinator/Treatment Plant Supervisor
M12	Lift Station Supervisor Plant Maintenance Supervisor
M07	Administrative Specialist