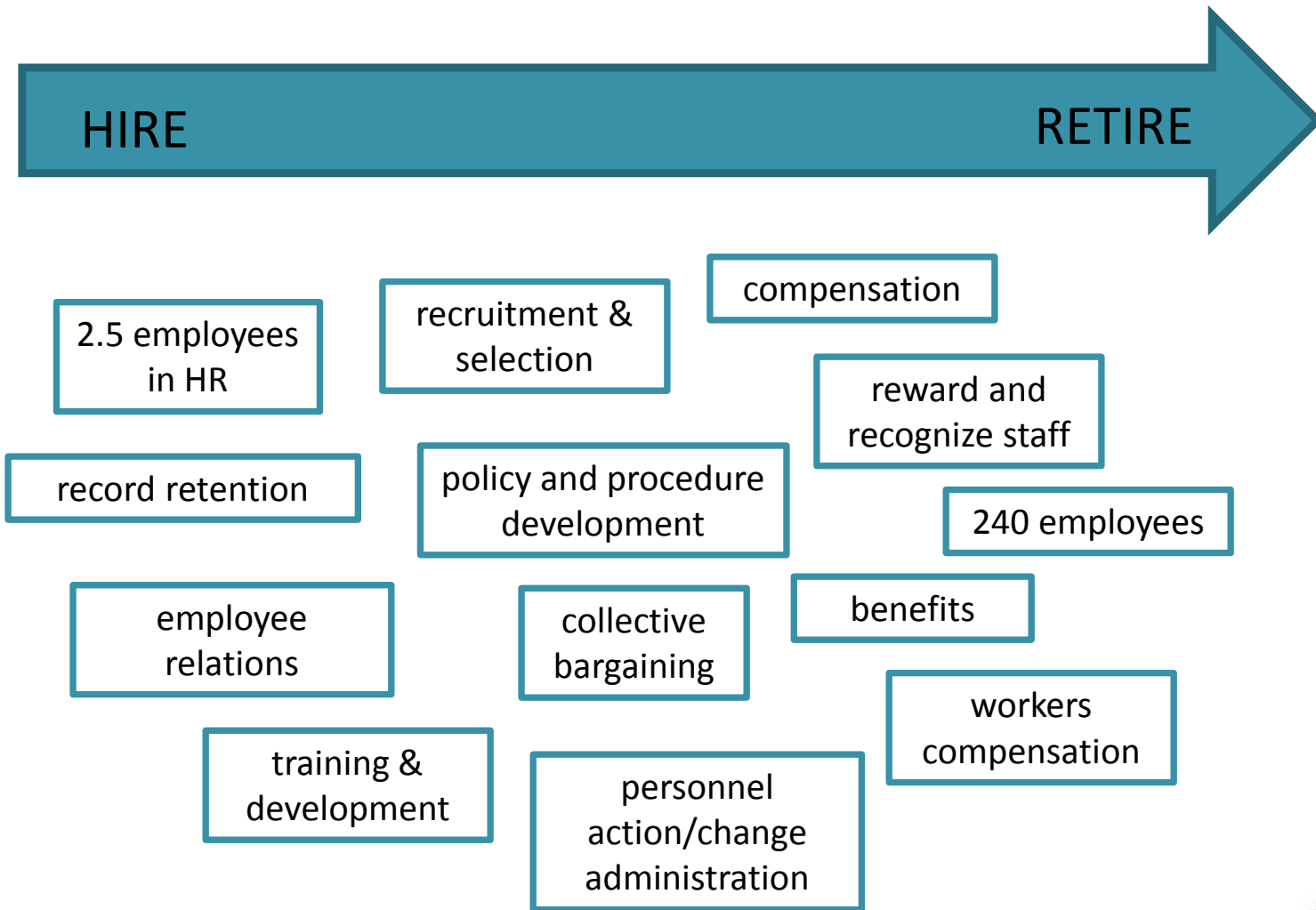




CITY OF BATAVIA 2018 ANNUAL REPORT – HUMAN RESOURCES



HUMAN RESOURCES DEMOGRAPHICS – WHAT WE DO



2018 GENERAL INFORMATION

- Recruitment
 - 11 job postings
 - 281 employment applications received
 - 63 interviews
- Turnover
 - 20 new hires/orientations
 - 25 terminations
 - 5 Retirements
 - 4 Seasonal
 - 12 Paid on Call Firefighter
 - overall turnover: 11% (2017 12%)
 - regular workforce turnover: 4% (2017 6%)
- Worker's Compensation
 - 15 wc claims
 - 23 active claims (all years)
 - \$119,235 total annual cost incurred
- Employee Relations
 - 6 union contracts settled
 - 2 grievances filed
- Employee Appreciation
 - 5 all employee events
 - 829 total employees
 - 5 Retiree Celebrations



2018 ACCOMPLISHMENTS

- Moved HR Director's office
- Automated the ACA 1095 process through Benefitsolver
- Roll out new voluntary supplemental insurance plans through All State Insurance
- Continued intergovernmental collaboration of LEAD training
- Settled 6 union agreements
- Benefitsolver implementation – phase 2 completed
- Started the Health & Wellness Committee
 - Increased Biometric Screening participation by 30%
- Completed personnel file project



2019 FUTURE & ONGOING PROJECTS

On-line Employee Benefit Portal “Benefitsolver”

- Working on completing a paperless open enrollment in 2019

HRIS System

- Put together RFP to review and explore effective systems

Continued Health & Wellness Committee Initiatives

- Explore Health Insurance Cost Containment Options
- Increase participation in biometric screenings
- Do more Wellness programming

Union Negotiations for all 6 groups

Records Retention project

Prepare for 2020 Dependent Audit





Arthur J. Gallagher & Co.
BUSINESS WITHOUT BARRIERS™

City of Batavia, IL Market Study



Study Background

- Arthur J. Gallagher (AJG) was engaged to perform a compensation study for City of Batavia, IL (the City) to assess the competitiveness of current pay in comparison to the market and make recommendations for salary structure update as necessary.
- AJG and the City developed and administered a compensation survey to obtain salary data from comparator organizations.
- The study was completed along with the City of Geneva
- The following items were provided by the City to facilitate the study:
 - Current salary and pay range data for selected positions;
 - Contact information of comparator organizations.

Market Study Objectives

Market study objectives were identified and include:

- Compare the City's current salaries to the 50th percentile of market actual pay.
- Compare the City's salary structure to the market.
- Propose salary structure update to the City as necessary.

Salary Survey Methodology: Benchmark Jobs

Bench No.	Benchmark Position	Bench No.	Benchmark Position
1.	City Administrator	19.	Deputy Police Chief / Police Commander
2.	Planner	20.	Police Sergeant
3.	Finance Manager	21.	Police Records Supervisor
4.	Administrative Assistant	22.	Public Works Director
5.	Finance Assistant (Accounts Payable/Receivable Clerk)	23.	Assistant City Engineer
6.	Utility Billing Specialist	24.	Civil Engineer
7.	Building Commissioner	25.	Superintendent of Streets and Fleets
8.	Building Inspector	26.	Assistant Street Superintendent/Street Maintenance Supervisor
9.	Code Compliance Officer	27.	Information Technology Manager
10.	Communications Coordinator	28.	IT Technician
11.	Community Development Director	29.	Utility Locator
12.	Fire Chief	30.	Lead Wastewater Treatment Plant Operator
13.	Deputy Fire Chief	31.	Superintendent of Water/Wastewater
14.	Fire Marshal	32.	Wastewater Treatment Supervisor
15.	Fire Battalion Chief	33.	Lead Water-Sewer Maintenance Worker
16.	GIS Technician	34.	Wastewater Plant Operator/Wastewater Treatment Plant Operator
17.	Manager of Electric Operations	35.	Water/Sewer Service Maintenance Worker
18.	Police Chief		

Survey Methodology

- AJG and the City developed a survey questionnaire to collect salary data.
- 11 Cities/Towns in Illinois were identified as comparable organizations by organization size and location.
- All (11) organizations responded by completing the survey or providing salary information, (100% response rate).

IL Comparable Cities/Towns	
Crystal Lake	Wheeling
Roselle	Morton Grove
Streamwood	Rolling Meadows
Geneva	Lake Zurich
Mundelein	Libertyville
Villa Park	

Survey Methodology

- AJG followed up with each organization to encourage participation.
- The City helped contact organizations to improve participation.
- AJG reviewed and entered the data collected from participants.
- AJG followed up directly with participants to clarify and validate missing or questionable information reported.
- AJG asked organizations to make a match for only those jobs that reflected at least 80% of the duties as outlined in the benchmark summaries.
 - If there were any questions in job matching, we reference job descriptions, organizational charts and other information to verify that the match is valid.
- All data are effective July, 2017 and in the form of hourly salary. Updated with 2019 data.
- AJG follows the U.S. Department of Justice and Federal Trade Commission guidelines that state 5 job matches should exist per job in order to conduct statistical analyses or for drawing conclusions.

Survey Methodology

- AJG performed several reviews of the data to identify any outliers and to ensure validity and reliability of the data.
- Through a statistical analysis, any salary figures that were considered outliers in relation to all other salary figures were excluded.
- The following guidelines are used when determining the competitive nature of current compensation:
 - +/-5% = Highly Competitive
 - +/-10% = Competitive
 - +/-10-15% = Possible misalignment with market
 - >15% = Significant misalignment with market
- Once the survey analysis and report was completed, it was submitted internally through our firm's quality control process for review before it was submitted to the City.

Summary of Salary Data Comparisons – Actual Salary

Bench ID	Benchmark Title	Current Actual Pay	Mkt Actual Salaries (Median)	Comparison	Current Range Penetration**	Market Range Penetration**
1.	City Administrator	\$79.33	\$77.57	2.26%	N/A	55%
2.	Planner	\$37.46	\$30.79	21.65%	100%	4%
3.	Finance Manager	N/A	N/A	N/A	N/A	N/A
4.	Administrative Assistant	\$26.96	\$26.24	2.73%	48%	53%
5.	Finance Assistant (Accounts Payable/Receivable Clerk)	\$27.83	\$28.75	-3.19%	73%	87%
6.	Utility Billing Specialist	\$28.76	\$24.84	15.80%	41%	41%
7.	Building Commissioner	\$53.27	\$47.66	11.77%	100%	27%
8.	Building Inspector	\$38.77	\$30.99	25.11%	81%	22%
9.	Code Compliance Officer	\$39.14	\$31.05	26.07%	100%	29%
10.	Communications Coordinator	\$35.17	N/A	N/A	N/A	N/A
11.	Community Development Director	\$63.53	\$64.27	-1.15%	100%	64%
12.	Fire Chief	\$69.37	\$66.32	4.61%	100%	66%
13.	Deputy Fire Chief	\$63.53	\$60.06	5.77%	100%	67%
14.	Fire Marshal	\$43.00	\$37.67	14.16%	0%	0%
15.	Fire Battalion Chief*	N/A	\$46.18	N/A	N/A	99%
16.	GIS Technician	\$37.46	N/A	N/A	100%	N/A
17.	Manager of Electric Operations	\$58.17	N/A	N/A	100%	N/A
18.	Police Chief	\$72.49	\$67.73	7.04%	100%	65%

* The current actual salary for Fire Battalion Chief is below range minimum and excluded from the market comparison. However, the salary range of this job is above the market.

** Range penetration at 0% means employee is paid at range minimum, 100% means employee is paid at range max.

Summary of Salary Data Comparisons – Actual Salary

Bench ID	Benchmark Title	Current Actual Pay	Mkt Actual Salaries (Median)	Comparison	Current Range Penetration*	Market Range Penetration*
19.	Deputy Police Chief / Police Commander	\$64.65	\$62.08	4.14%	91%	77%
20.	Police Sergeant	N/A	N/A	N/A	N/A	N/A
21.	Police Records Supervisor	\$35.17	\$40.00	-12.07%	63%	56%
22.	Public Works Director	\$75.76	\$69.67	8.74%	100%	72%
23.	Assistant City Engineer	\$50.49	N/A	N/A	81%	N/A
24.	Civil Engineer	\$43.83	\$46.67	-6.08%	63%	69%
25.	Superintendent of Streets and Fleets	\$58.17	\$52.17	11.49%	100%	81%
26.	Assistant Street Superintendent/Street Maintenance Supervisor	\$50.98	\$41.97	21.45%	100%	66%
27.	Information Technology Manager	N/A	N/A	N/A	N/A	N/A
28.	IT Technician	N/A	N/A	N/A	N/A	N/A
29.	Utility Locator	\$37.46	N/A	N/A	100%	N/A
30.	Lead Wastewater Treatment Plant Operator	\$42.75	\$31.40	36.12%	100%	22%
31.	Superintendent of Water/Wastewater	\$55.67	\$54.20	2.71%	84%	83%
32.	Wastewater Treatment Supervisor	N/A	N/A	N/A	N/A	N/A
33.	Lead Water-Sewer Maintenance Worker	\$42.75	\$38.24	11.78%	100%	81%
34.	Wastewater Plant Operator/Wastewater Treatment Plant Operator	\$31.73	\$34.69	-8.53%	58%	81%
35.	Water/Sewer Service Maintenance Worker	\$31.73	\$32.91	-3.57%	58%	70%
Overall Comparison:				+6.11%		

* Range penetration at 0% means employee is paid at range minimum, 100% means employee is paid at range max.

Summary of Salary Data Comparisons

- Overall, the City is 6.11% above the market in actual pay, which should be considered as competitive.
- There are eleven jobs identified as misaligned (>10% difference) with the 50th percentile of the market, of which only Police Records Supervisor is the only one job below market median.

Bench ID	Benchmark Title	Current Actual Pay	Mkt Actual Salaries (Median)	Comparison	Current Range Penetration**	Market Range Penetration**
2.	Planner	\$37.46	\$30.79	21.65%	100%	4%
6.	Utility Billing Specialist	\$28.76	\$24.84	15.80%	41%	41%
7.	Building Commissioner	\$53.27	\$47.66	11.77%	100%	27%
8.	Building Inspector	\$38.77	\$30.99	25.11%	81%	22%
9.	Code Compliance Officer	\$39.14	\$31.05	26.07%	100%	29%
14.	Fire Marshal	\$43.00	\$37.67	14.16%	0%	0%
21.	Police Records Supervisor	\$35.17	\$40.00	-12.07%	63%	56%
25.	Superintendent of Streets and Fleets	\$58.17	\$52.17	11.49%	100%	81%
26.	Assistant Street Superintendent/Street Maintenance Supervisor	\$50.98	\$41.97	21.45%	100%	66%
30.	Lead Wastewater Treatment Plant Operator	\$42.75	\$31.40	36.12%	100%	22%
33.	Lead Water-Sewer Maintenance Worker	\$42.75	\$38.24	11.78%	100%	81%

2019 Summary of Salary Data Comparisons – Actual Salary

Bench ID	Benchmark Title	Current Actual Pay	Market Actual Salaries (Median)	Comparison
1	City Administrator	\$82.70	\$84.18	-1.76%
2	Planner	\$39.55	\$31.40	25.95%
3	Finance Manager	N/A	N/A	N/A
4	Administrative Assistant	\$29.55	\$26.86	10.00%
5	Finance Assistant (Accounts Payable/Receivable Clerk)	\$30.12	\$25.60	17.68%
6	Utility Billing Specialist	\$30.37	\$31.26	-2.85%
7	Building Commissioner	\$56.24	\$50.52	11.33%
8	Building Inspector	\$43.19	\$31.67	36.37%
9	Code Compliance Officer	\$41.33	\$33.38	23.79%
10	Communications Coordinator*	\$39.17	N/A	N/A
11	Community Development Director	\$67.07	\$65.72	2.05%
12	Fire Chief	\$73.24	\$69.72	5.05%
13	Deputy Fire Chief	\$67.07	\$62.54	7.24%
14	Fire Marshal*	\$47.90	\$39.93	19.95%
15	Fire Battalion Chief **	\$40.94	\$32.63	25.46%
16	GIS Technician*	\$39.55	N/A	N/A
17	Manager of Electric Operations	\$61.42	N/A	N/A
18	Police Chief	\$76.54	\$71.24	7.44%

2019 Summary of Salary Data Comparisons – Actual Salary

BM Number	Gallagher Benchmark Title	Current Actual	Market Actual	%
19	Deputy Police Chief / Police Commander	\$70.09	\$63.71	10.01%
20	Police Sergeant	N/A	N/A	N/A
21	Police Records Supervisor	\$39.17	\$39.25	-0.21%
22	Public Works Director	\$79.98	\$68.51	16.74%
23	Assistant City Engineer	\$56.24	N/A	N/A
24	Civil Engineer	\$47.16	\$42.51	10.94%
25	Superintendent of Streets and Fleets	\$61.42	\$54.18	13.35%
26	Assistant Street Superintendent/Street Maintenance Supervisor	\$53.82	\$44.49	20.97%
27	Information Technology Manager	N/A	N/A	N/A
28	IT Technician	N/A	N/A	N/A
29	Utility Locator	\$34.11	N/A	N/A
30	Lead Wastewater Treatment Plant Operator	\$45.13	\$33.29	35.58%
31	Superintendent of Water/Wastewater	\$57.24	\$52.13	9.81%
32	Wastewater Treatment Supervisor	N/A	N/A	N/A
33	Lead Water-Sewer Maintenance Worker	\$45.13	\$43.85	2.93%
34	Wastewater Plant Operator/Wastewater Treatment Plant Operator	\$37.85	\$40.99	-7.68%
35	Water/Sewer Service Maintenance Worker	\$37.46	\$36.11	3.74%
Overall Comparison:				10.59%

2019 Summary of Salary Data Comparisons

- Overall, the City is 10.59% above the market in actual pay, which should be considered as competitive.
- There are fourteen jobs identified as misaligned (>10% difference) with the 50th percentile of the market, of which none of the positions are below market median.

Bench ID	Benchmark Title	Current Actual Pay	Market Actual Salaries (Median)	Comparison
2	Planner	\$39.55	\$31.40	25.95%
4	Administrative Assistant	\$29.55	\$26.86	10.00%
5	Finance Assistant (Accounts Payable/Receivable Clerk)	\$30.12	\$25.60	17.68%
7	Building Commissioner	\$56.24	\$50.52	11.33%
8	Building Inspector	\$43.19	\$31.67	36.37%
9	Code Compliance Officer	\$41.33	\$33.38	23.79%
14	Fire Marshal*	\$47.90	\$39.93	19.95%
15	Fire Battalion Chief **	\$40.94	\$32.63	25.46%
19	Deputy Police Chief / Police Commander	\$70.09	\$63.71	10.01%
22	Public Works Director	\$79.98	\$68.51	16.74%
24	Civil Engineer	\$47.16	\$42.51	10.94%
25	Superintendent of Streets and Fleets	\$61.42	\$54.18	13.35%
26	Assistant Street Superintendent/Street Maintenance Supervisor	\$53.82	\$44.49	20.97%
30	Lead Wastewater Treatment Plant Operator	\$45.13	\$33.29	35.58%

Position Realignment Recommendations

- Position identified as misaligned with and *below* market should be reviewed for realignment within the City's existing pay structure.
- Positions that are misaligned, but *above* market should be flagged; however, AJG does not recommend adjusting these positions to a lower grade.
- Some of the benchmark jobs that are significantly misaligned (>15% difference) with the market, do not necessarily mean misalignment. Factors such as performance, turnover, and longevity will impact actual salaries and may explain some of the differences between the City and the market actual salaries for individual jobs.

Summary of Salary Data Comparisons – Structure

Bench ID	Benchmark Title	Current Range Min	Median Mkt Range Min	Comparison	Current Range Max	Median Mkt Range Max	Comparison
1.	City Administrator	N/A	\$62.62	N/A	N/A	\$89.91	N/A
2.	Planner	\$27.17	\$30.35	-10.47%	\$37.46	\$40.46	-7.42%
3.	Finance Manager	\$54.94	\$49.82	10.28%	\$75.76	\$73.72	2.77%
4.	Administrative Assistant	\$22.78	\$21.25	7.19%	\$31.41	\$30.64	2.53%
5.	Finance Assistant (Accounts Payable/Receivable Clerk)	\$21.80	\$21.06	3.50%	\$30.06	\$29.91	0.51%
6.	Utility Billing Specialist	\$24.88	\$21.44	16.04%	\$34.30	\$29.74	15.35%
7.	Building Commissioner	\$38.63	\$43.25	-10.68%	\$53.27	\$59.72	-10.80%
8.	Building Inspector	\$29.67	\$28.12	5.51%	\$40.91	\$40.97	-0.14%
9.	Code Compliance Officer	\$28.39	\$27.63	2.76%	\$39.14	\$39.26	-0.30%
10.	Communications Coordinator	\$35.17	N/A	N/A		N/A	N/A
11.	Community Development Director	\$46.07	\$49.82	-7.53%	\$63.53	\$72.34	-12.18%
12.	Fire Chief	\$50.31	\$49.82	0.99%	\$69.37	\$74.65	-7.07%
13.	Deputy Fire Chief	\$46.07	\$46.78	-1.51%	\$63.53	\$66.67	-4.71%
14.	Fire Marshal	\$43.00	\$37.82	13.70%		\$54.64	N/A
15.	Fire Battalion Chief	\$42.19	\$39.71	6.25%	\$58.17	\$46.22	25.86%
16.	GIS Technician	\$27.17	N/A	N/A	\$37.46	N/A	N/A
17.	Manager of Electric Operations	\$42.19	N/A	N/A	\$58.17	N/A	N/A
18.	Police Chief	\$52.58	\$49.82	5.54%	\$72.49	\$77.17	-6.07%

Summary of Salary Data Comparisons – Structure

Bench ID	Benchmark Title	Current Range Min	Median Mkt Range Min	Comparison	Current Range Max	Median Mkt Range Max	Comparison
19.	Deputy Police Chief / Police Commander	\$48.15	\$46.78	2.93%	\$66.38	\$66.67	-0.44%
20.	Police Sergeant	\$50.91	\$41.40	22.96%	\$56.67	\$54.32	4.34%
21.	Police Records Supervisor	\$28.39	\$32.43	-12.46%	\$39.14	\$46.03	-14.97%
22.	Public Works Director	\$54.94	\$51.22	7.26%	\$75.76	\$76.86	-1.43%
23.	Assistant City Engineer	\$38.63	N/A	N/A	\$53.27	N/A	N/A
24.	Civil Engineer	\$35.38	\$34.92	1.31%	\$48.78	\$52.06	-6.30%
25.	Superintendent of Streets and Fleets	\$42.19	\$41.59	1.44%	\$58.17	\$54.64	6.45%
26.	Assistant Street Superintendent/Street Maintenance Supervisor	\$36.97	\$34.10	8.41%	\$50.98	\$46.07	10.65%
27.	Information Technology Manager	\$42.19	\$46.48	-9.23%	\$58.17	\$65.64	-11.38%
28.	IT Technician	\$36.97	\$28.69	28.86%	\$50.98	\$40.85	24.81%
29.	Utility Locator	\$27.17	N/A	N/A	\$37.46	N/A	N/A
30.	Lead Wastewater Treatment Plant Operator	\$31.00	\$29.30	5.79%	\$42.75	\$38.91	9.86%
31.	Superintendent of Water/Wastewater	\$42.19	\$41.83	0.27%	\$58.17	\$56.78	2.14%
32.	Wastewater Treatment Supervisor	\$40.37	N/A	N/A	\$55.67	N/A	N/A
33.	Lead Water-Sewer Maintenance Worker	\$31.00	\$30.48	1.69%	\$42.75	\$40.10	5.87%
34.	Wastewater Plant Operator/Wastewater Treatment Plant Operator	\$26.00	\$27.26	-4.61%	\$35.85	\$36.46	-1.67%
35.	Water/Sewer Service Maintenance Worker	\$26.00	\$25.84	0.61%	\$35.85	\$35.99	-0.40%
Overall Comparison:				+2.68%			-0.22%

- Overall, the City salary structure is 2.68% above market in range min, and (-)0.22% below market in range max.
- The City’s current range is considered highly competitive with market trend.

2019 Summary of Salary Data Comparisons – Structure

Bench ID	Benchmark Title	Current Range Min	Median Market Range Min	Comparison	Current Range Max	Median Market Range Max	Comparison
1	City Administrator	N/A	\$57.09	N/A	N/A	\$87.52	N/A
2	Planner	\$28.68	\$30.72	-6.65%	\$39.55	\$40.46	-2.25%
3	Finance Manager	N/A	N/A	N/A	N/A	N/A	N/A
4	Administrative Assistant	\$24.05	\$23.27	3.36%	\$33.16	\$33.18	-0.04%
5	Finance Assistant (Accounts Payable/Receivable Clerk)	\$23.02	\$22.41	2.71%	\$31.74	\$32.96	-3.71%
6	Utility Billing Specialist	\$24.88	\$24.09	3.28%	\$34.30	\$32.29	6.23%
7	Building Commissioner	\$40.79	\$44.25	-7.82%	\$56.24	\$54.55	3.09%
8	Building Inspector	\$31.32	\$30.14	3.93%	\$43.19	\$43.58	-0.89%
9	Code Compliance Officer	\$29.97	\$28.90	3.73%	\$41.33	\$40.96	0.89%
10	Communications Coordinator*	\$29.97	\$23.41	28.01%	\$41.33	\$33.76	22.42%
11	Community Development Director	\$48.64	\$51.56	-5.66%	\$67.07	\$73.85	-9.19%
12	Fire Chief	\$53.12	\$53.95	-1.55%	\$73.24	\$76.67	-4.48%
13	Deputy Fire Chief	\$48.64	\$48.99	-0.72%	\$67.07	\$69.16	-3.03%
14	Fire Marshal*	\$40.79	\$44.25	-7.82%	\$56.24	\$54.55	3.09%
15	Fire Battalion Chief **	\$29.69	\$29.83	-0.45%	\$40.94	\$41.37	-1.04%
16	GIS Technician*	\$28.68	\$26.98	6.31%	\$39.55	\$39.12	1.09%
17	Manager of Electric Operations	\$46.99	N/A	N/A	\$61.42	N/A	N/A
18	Police Chief	\$55.51	\$53.95	2.88%	\$76.54	\$77.88	-1.73%

2019 Summary of Salary Data Comparisons – Structure

Bench ID	Benchmark Title	Current Range Min	Median Market Range Min	Comparison	Current Range Max	Median Market Range Max	Comparison
19	Deputy Police Chief / Police Commander	\$50.83	\$48.51	4.79%	\$70.09	\$69.16	1.33%
20	Police Sergeant	N/A	N/A	N/A	N/A	N/A	N/A
21	Police Records Supervisor	\$29.97	\$33.79	-11.30%	\$41.33	\$44.37	-6.86%
22	Public Works Director	\$58.01	\$54.18	7.07%	\$79.98	\$76.63	4.37%
23	Assistant City Engineer	\$40.79	N/A	N/A	\$56.24	N/A	N/A
24	Civil Engineer	\$34.20	\$33.54	1.96%	\$47.16	\$49.24	-4.22%
25	Superintendent of Streets and Fleets	\$44.54	\$44.20	0.78%	\$61.42	\$59.03	4.05%
26	Assistant Street Superintendent/Street Maintenance Supervisor	\$39.03	\$36.15	7.98%	\$53.82	\$48.83	10.21%
27	Information Technology Manager	N/A	N/A	N/A	N/A	N/A	N/A
28	IT Technician	N/A	N/A	N/A	N/A	N/A	N/A
29	Utility Locator	\$28.68	N/A	N/A	\$39.55	N/A	N/A
30	Lead Wastewater Treatment Plant Operator	\$32.73	\$33.12	-1.19%	\$45.13	\$49.03	-7.96%
31	Superintendent of Water/Wastewater	\$42.62	\$36.70	0.27%	\$58.77	\$52.41	2.14%
32	Wastewater Treatment Supervisor	N/A	N/A	N/A	N/A	N/A	N/A
33	Lead Water-Sewer Maintenance Worker	\$32.73	\$31.94	1.69%	\$45.13	\$46.21	5.87%
34	Wastewater Plant Operator/Wastewater Treatment Plant Operator	\$27.45	\$27.33	-4.61%	\$37.85	\$40.99	-1.67%
35	Water/Sewer Service Maintenance Worker	\$27.45	\$25.13	0.61%	\$37.85	\$37.97	-0.40%

- Overall, the City salary structure is 1.70% above market in range min, and 0.13% above market in range max.
- The City's current range is considered highly competitive with market trend.

Recommendations

- Review jobs with misaligned actual pay (slide 11 & 14) to ensure proper grading and salary competitiveness (completed);
- Benchmark jobs with range Min/Max identified as misaligned with and *below* market should be reviewed for realignment within the City's compensation hierarchy.
 - Some of the salary structure misalignments may indicate a need for review of the classification and job grade for appropriate job placement in the salary structure.
- Range Min/Max that are misaligned, but above market should be flagged for review as well. However, we don't recommend downgrading as result of this project.
 - The City should review the current job evaluation system to ensure that the method effectively ensures internal equity and is defensible for pay equity related issues.

On-Going Recommendations

- **Annual Classification Review**
 - Review job descriptions to ensure that JDs stay reflective of job content;
 - Review employee job content to ensure appropriate classification.
- **Internal Hierarchy Review**
 - Perform overall internal hierarchy review on a regular intervals (e.g. 2 to 3 years or as needed per job) basis to identify potential issues caused by changes of job content and classification.
- **Salary Structure Review/Update.**
 - In order to reflect necessary increases in the minimum, job rates and maximums appropriate for each job, the salary structure should be reviewed and updated annually*;
 - The City should reevaluate its overall structure at regular intervals (e.g., 2 to 3 years depending upon market movements) to ensure that its salary levels are consistent with the market.