



BERLIN MAYOR AND COUNCIL
Work Session
Meeting Agenda

Berlin Town Hall
10 William Street
Monday, November 27, 2023

Please note that the times indicated below are approximate. Also, note additional timing protocols that may be indicated for specific agenda items.

6:00 PM Work Session – Council Chambers

- 1. 6:00 PM** Opening Statement – Mayor Zack Tyndall
- 2. 6:05 PM** Discussion Re: Town of Berlin Employee Step and Grade System
- 3. 7:25 PM** Adjournment

To access the Meeting via Facebook, please click the blue Facebook icon at the top of any page on www.berlinmd.gov, or type @townofberlinmd in the Facebook search bar. QR code links to online packet.

Anyone having questions about the meetings mentioned above or needing special accommodations should contact Town Administrator Mary Bohlen at (410) 641-2770. Written materials in alternate formats for persons with disabilities are made available upon request. TTY users dial 7-1-1 in the State of Maryland/outside Maryland dial 1-800-735-2258.





STAFF REPORT

TO: Mayor and Council
FROM: Kelsey Jensen, Human Resources Director
MEETING DATE: November 13, 2023
SUBJECT: Step and Grade System for FY 2025

SUMMARY:

Last fiscal year the Town of Berlin hired PayPoint HR to conduct a wage and compensation study. This study required a thorough assessment of each position and then compared those positions to other agencies in our area. PayPoint then provided a report where they outlined what 20-80% of the market compensation was for similar roles. Upon completion, the Council indicated that they would like to place the employees at 50% of the market value for their position, but due to financial constraints, they were only able to bring staff to 35% of the market for FY 2024, with the intent to work to meeting 50% of market.

In preparation for the FY 2025 budget process, I have been asked to work through a few options and I need some guidance from the Mayor and Council before proceeding. PayPoint recommended figures to implement a step and grade system that the Town could utilize in FY2025. PayPoint said they felt it was important to stick to annual increases if we implement a step and grade system or we will end up further behind the market and may risk losing the confidence and trust of employees. They also noted that we may value positions differently than they have, so we may not agree with the recommended placements of positions and may need to evaluate them individually. It is important to recall that the step and grade system is based on wage increases and that Cost of Living Adjustment (COLA) is separate and not part of the wage increase percentage.

It is also important when working through these considerations to recall that placement of positions (job titles) on the step and grade scale is based on the job, not on the individual currently fulfilling the role. When we began this process, we did so with the understanding that it would take several years to get the system fully in place, particularly for existing employees and that one of the primary initial goals was to get each position placed on the scale so that future hiring for a given position could be done within certain parameters. Placing current, tenured employees appropriately is a more involved consideration, but still should be done without being based as much on the individual as on the job duties and time.

A few questions I have of you all:

1. Do you want to bring staff to 50% of the market in FY 2025, implement the step and grade system for FY 2025, or do a combination of the two?

2. If we implement a Step and Grade system, do we agree with the placement of positions as provided? There are a few that may need to be amended to fit our internal organizational hierarchy.
3. Do you want to factor in full tenure for employees? Please keep in mind, we do not know how much experience the comparators in the market had. Some of those comparators may have been in the position for a year and others 20 years.
4. What about staff that have prior experience in the position with another organization? i.e., if someone served in the position for 10 years with another organization but then came here to perform the same or similar duties. How would you like me to address placement. I can address them case by case.
5. What about staff that have recently taken over a new position within the organization but have prior years of service with Berlin? i.e., someone was promoted or transferred to their current placement last year but has been with the Town for 10 years. How would you like me to address placement? I can address them case by case. What about staff that are only moving on the step and grade scale to bring them to a starting step. Do we want to do this this year, or should we hold off on those individuals at this time?

FINANCIAL IMPACT:

The financial impact is not available currently. I need guidance before I can run real scenarios. Please note that any impacts will also affect FICA (7.65%), Workers Compensation (varies based on position), Maryland State Retirement (roughly 11% for employees & roughly 37% for sworn officers), and Vacation Buyback figures. Once I have guidance from this body, I will report back with figures and adjustments can be made as needed.

OPTIONS FOR CONSIDERATION TO START:

*Please note, all positions have already been assigned a grade by PayPoint HR. They can be changed based on internal hierarchy and organizational needs. With any option below, I will still need guidance on how to address prior experience internally and externally. Or I can discuss this further on a case-by-case basis with the Town Administrator to determine each employee's prior background experience and we can determine the base placement for each person.

Also, regardless of what path is taken, all positions will be brought to a step if they are not moving for tenure, some may be moved to a higher step than their tenure may require. All positions will also cap out at step 21, they can still receive Cost of Living increases if they are awarded, but they would not move forward with steps once they reach step 21.

1. Implement the 50% market rate in FY 2025. Bring all staff to 50% of the market and then place them on their grade and bring them to the nearest step based on the 50% pay rate.
2. Do not bring staff to 50% of the market value and instead, bring all employees to their level of tenure on the step and grade system while bringing all other staff members to the nearest step based on their current pay rate to get them on the pay scale.
3. Break tenure into two fiscal years, FY 2025 bring all employees to half of their level of tenure on the step and grade system while bringing all other staff members to the nearest step based on their current pay rate to get them on the pay scale, then FY 2026 move staff to the remaining steps.

4. Build a new step and grade system with more grades to create more space between positions and then place employees however you have directed from the above options. I.e., an employee who has only been here for two years but is placed at step 10 due to their current compensation to be at a higher grade but a lower step, so they do not cap out as quickly. It would be unfair for someone who caps out after 10 years of being here only because they are currently being compensated higher so currently at step 11.

STAFF RECOMMENDATION

At this time, I recommend scheduling a Work Session to begin this discussion as it would not be recommended to try to discuss during a regular session. We need to begin this conversation soon to have direction for budget preparation.

ADDITIONAL INFORMATION/ATTACHMENTS:

- Paypoint HR Wage Compensation and Classification Study.
- The Step and Grade System I created based on the information provided by PayPoint HR.
- A step and grade system I created with more grades.

7/01/2023 FY24 COLA 2.25%			FY 2025 Salary Scale														FY25 COLA XX%					
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19	Step 20	Step 21	
Grade 1	31,200	31,980	32,780	33,599	34,439	35,300	36,182	37,087	38,014	38,965	39,939	40,937	41,961	43,010	44,085	45,187	46,317	47,474	48,661	49,878	51,125	Grade
	1,200	1,230	1,261	1,292	1,325	1,358	1,392	1,426	1,462	1,499	1,536	1,575	1,614	1,654	1,696	1,738	1,781	1,826	1,872	1,918	1,966	1
	15.00	15.38	15.76	16.15	16.56	16.97	17.40	17.83	18.28	18.73	19.20	19.68	20.17	20.68	21.19	21.72	22.27	22.82	23.39	23.98	\$24.58	
Grade 2	32,760	33,579	34,418	35,279	36,161	37,065	37,992	38,941	39,915	40,913	41,936	42,984	44,059	45,160	46,289	47,446	48,632	49,848	51,094	52,372	53,681	Grade
	1,260	1,292	1,324	1,357	1,391	1,426	1,461	1,498	1,535	1,574	1,613	1,653	1,695	1,737	1,780	1,825	1,870	1,917	1,965	2,014	2,065	2
	15.75	16.14	16.55	16.96	17.39	17.82	18.27	18.72	19.19	19.67	20.16	20.67	21.18	21.71	22.25	22.81	23.38	23.97	24.56	25.18	25.81	
Grade 3	34,398	35,258	36,139	37,043	37,969	38,918	39,891	40,888	41,911	42,958	44,032	45,133	46,261	47,418	48,603	49,819	51,064	52,341	53,649	54,990	56,365	Grade
	1,323	1,356	1,390	1,425	1,460	1,497	1,534	1,573	1,612	1,652	1,694	1,736	1,779	1,824	1,869	1,916	1,964	2,013	2,063	2,115	2,168	3
	16.54	16.95	17.37	17.81	18.25	18.71	19.18	19.66	20.15	20.65	21.17	21.70	22.24	22.80	23.37	23.95	24.55	25.16	25.79	26.44	27.10	
Grade 4	36,118	37,021	37,946	38,895	39,867	40,864	41,886	42,933	44,006	45,106	46,234	47,390	48,575	49,789	51,034	52,309	53,617	54,958	56,332	57,740	59,183	Grade
	1,389	1,424	1,459	1,496	1,533	1,572	1,611	1,651	1,693	1,735	1,778	1,823	1,868	1,915	1,963	2,012	2,062	2,114	2,167	2,221	2,276	4
	17.36	17.80	18.24	18.70	19.17	19.65	20.14	20.64	21.16	21.69	22.23	22.78	23.35	23.94	24.54	25.15	25.78	26.42	27.08	27.76	28.45	
Grade 5	37,924	38,872	39,844	40,840	41,861	42,907	43,980	45,079	46,206	47,362	48,546	49,759	51,003	52,278	53,585	54,925	56,298	57,706	59,148	60,627	62,143	Grade
	1,459	1,495	1,532	1,571	1,610	1,650	1,692	1,734	1,777	1,822	1,867	1,914	1,962	2,011	2,061	2,112	2,165	2,219	2,275	2,332	2,390	5
	18.23	18.69	19.16	19.63	20.13	20.63	21.14	21.67	22.21	22.77	23.34	23.92	24.52	25.13	25.76	26.41	27.07	27.74	28.44	29.15	29.88	
Grade 6	39,820	40,815	41,836	42,882	43,954	45,053	46,179	47,333	48,517	49,730	50,973	52,247	53,553	54,892	56,265	57,671	59,113	60,591	62,106	63,658	65,250	Grade
	1,532	1,570	1,609	1,649	1,691	1,733	1,776	1,821	1,866	1,913	1,960	2,010	2,060	2,111	2,164	2,218	2,274	2,330	2,389	2,448	2,510	6
	19.14	19.62	20.11	20.62	21.13	21.66	22.20	22.76	23.33	23.91	24.51	25.12	25.75	26.39	27.05	27.73	28.42	29.13	29.86	30.60	31.37	
Grade 7	41,811	42,856	43,928	45,026	46,152	47,305	48,488	49,700	50,943	52,216	53,522	54,860	56,231	57,637	59,078	60,555	62,069	63,620	65,211	66,841	68,512	Grade
	1,608	1,648	1,690	1,732	1,775	1,819	1,865	1,912	1,959	2,008	2,059	2,110	2,163	2,217	2,272	2,329	2,387	2,447	2,508	2,571	2,635	7
	20.10	20.60	21.12	21.65	22.19	22.74	23.31	23.89	24.49	25.10	25.73	26.37	27.03	27.71	28.40	29.11	29.84	30.59	31.35	32.14	32.94	
Grade 8	43,902	44,999	46,124	47,277	48,459	49,671	50,912	52,185	53,490	54,827	56,198	57,603	59,043	60,519	62,032	63,583	65,172	66,801	68,471	70,183	71,938	Grade
	1,689	1,731	1,774	1,818	1,864	1,910	1,958	2,007	2,057	2,109	2,161	2,215	2,271	2,328	2,386	2,445	2,507	2,569	2,634	2,699	2,767	8
	21.11	21.63	22.18	22.73	23.30	23.88	24.48	25.09	25.72	26.36	27.02	27.69	28.39	29.10	29.82	30.57	31.33	32.12	32.92	33.74	34.59	
Grade 9	46,097	47,249	48,430	49,641	50,882	52,154	53,458	54,794	56,164	57,568	59,008	60,483	61,995	63,545	65,133	66,762	68,431	70,141	71,895	73,692	75,535	Grade
	1,773	1,817	1,863	1,909	1,957	2,006	2,056	2,107	2,160	2,214	2,270	2,326	2,384	2,444	2,505	2,568	2,632	2,698	2,765	2,834	2,905	9
	22.16	22.72	23.28	23.87	24.46	25.07	25.70	26.34	27.00	27.68	28.37	29.08	29.81	30.55	31.31	32.10	32.90	33.72	34.56	35.43	36.31	
Grade 10	48,401	49,611	50,852	52,123	53,426	54,762	56,131	57,534	58,972	60,447	61,958	63,507	65,095	66,722	68,390	70,100	71,852	73,649	75,490	77,377	79,311	Grade
	1,862	1,908	1,956	2,005	2,055	2,106	2,159	2,213	2,268	2,325	2,383	2,443	2,504	2,566	2,630	2,696	2,764	2,833	2,903	2,976	3,050	10
	23.27	23.85	24.45	25.06	25.69	26.33	26.99	27.66	28.35	29.06	29.79	30.53	31.30	32.08	32.88	33.70	34.54	35.41	36.29	37.20	38.13	
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19	Step 20	Step 21	

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Grade	50,822	52,092	53,394	54,729	56,097	57,500	58,937	60,411	61,921	63,469	65,056	66,682	68,349	70,058	71,809	73,605	75,445	77,331	79,264	81,246	83,277	Grade
11	1,955	2,004	2,054	2,105	2,158	2,212	2,267	2,323	2,382	2,441	2,502	2,565	2,629	2,695	2,762	2,831	2,902	2,974	3,049	3,125	3,203	11
	24.43	25.04	25.67	26.31	26.97	27.64	28.34	29.04	29.77	30.51	31.28	32.06	32.86	33.68	34.52	35.39	36.27	37.18	38.11	39.06	40.04	
Grade	53,363	54,697	56,064	57,466	58,902	60,375	61,884	63,431	65,017	66,643	68,309	70,016	71,767	73,561	75,400	77,285	79,217	81,197	83,227	85,308	87,441	Grade
12	2,052	2,104	2,156	2,210	2,265	2,322	2,380	2,440	2,501	2,563	2,627	2,693	2,760	2,829	2,900	2,972	3,047	3,123	3,201	3,281	3,363	12
	25.66	26.30	26.95	27.63	28.32	29.03	29.75	30.50	31.26	32.04	32.84	33.66	34.50	35.37	36.25	37.16	38.09	39.04	40.01	41.01	42.04	
Grade	56,031	57,431	58,867	60,339	61,847	63,394	64,978	66,603	68,268	69,975	71,724	73,517	75,355	77,239	79,170	81,149	83,178	85,257	87,389	89,574	91,813	Grade
13	2,155	2,209	2,264	2,321	2,379	2,438	2,499	2,562	2,626	2,691	2,759	2,828	2,898	2,971	3,045	3,121	3,199	3,279	3,361	3,445	3,531	13
	26.94	27.61	28.30	29.01	29.73	30.48	31.24	32.02	32.82	33.64	34.48	35.34	36.23	37.13	38.06	39.01	39.99	40.99	42.01	43.06	44.14	
Grade	58,832	60,303	61,811	63,356	64,940	66,563	68,227	69,933	71,681	73,473	75,310	77,193	79,123	81,101	83,128	85,207	87,337	89,520	91,758	94,052	96,403	Grade
14	2,263	2,319	2,377	2,437	2,498	2,560	2,624	2,690	2,757	2,826	2,897	2,969	3,043	3,119	3,197	3,277	3,359	3,443	3,529	3,617	3,708	14
	28.28	28.99	29.72	30.46	31.22	32.00	32.80	33.62	34.46	35.32	36.21	37.11	38.04	38.99	39.97	40.96	41.99	43.04	44.11	45.22	46.35	
Grade	61,774	63,318	64,901	66,524	68,187	69,891	71,639	73,430	75,265	77,147	79,076	81,053	83,079	85,156	87,285	89,467	91,704	93,996	96,346	98,755	101,224	Grade
15	2,376	2,435	2,496	2,559	2,623	2,688	2,755	2,824	2,895	2,967	3,041	3,117	3,195	3,275	3,357	3,441	3,527	3,615	3,706	3,798	3,893	15
	29.70	30.44	31.20	31.98	32.78	33.60	34.44	35.30	36.19	37.09	38.02	38.97	39.94	40.94	41.96	43.01	44.09	45.19	46.32	47.48	48.67	
Grade	64,863	66,484	68,146	69,850	71,596	73,386	75,221	77,101	79,029	81,004	83,030	85,105	87,233	89,414	91,649	93,940	96,289	98,696	101,163	103,693	106,285	Grade
16	2,495	2,557	2,621	2,687	2,754	2,823	2,893	2,965	3,040	3,116	3,193	3,273	3,355	3,439	3,525	3,613	3,703	3,796	3,891	3,988	4,088	16
	31.18	31.96	32.76	33.58	34.42	35.28	36.16	37.07	37.99	38.94	39.92	40.92	41.94	42.99	44.06	45.16	46.29	47.45	48.64	49.85	51.10	
Grade	68,106	69,808	71,554	73,342	75,176	77,055	78,982	80,956	82,980	85,055	87,181	89,361	91,595	93,884	96,232	98,637	101,103	103,631	106,222	108,877	111,599	Grade
17	2,619	2,685	2,752	2,821	2,891	2,964	3,038	3,114	3,192	3,271	3,353	3,437	3,523	3,611	3,701	3,794	3,889	3,986	4,085	4,188	4,292	17
	32.74	33.56	34.40	35.26	36.14	37.05	37.97	38.92	39.89	40.89	41.91	42.96	44.04	45.14	46.27	47.42	48.61	49.82	51.07	52.34	53.65	
Grade	71,511	73,299	75,131	77,009	78,935	80,908	82,931	85,004	87,129	89,307	91,540	93,829	96,174	98,579	101,043	103,569	106,158	108,812	111,533	114,321	117,179	Grade
18	2,750	2,819	2,890	2,962	3,036	3,112	3,190	3,269	3,351	3,435	3,521	3,609	3,699	3,791	3,886	3,983	4,083	4,185	4,290	4,397	4,507	18
	34.38	35.24	36.12	37.02	37.95	38.90	39.87	40.87	41.89	42.94	44.01	45.11	46.24	47.39	48.58	49.79	51.04	52.31	53.62	54.96	56.34	
Grade	75,087	76,964	78,888	80,860	82,881	84,954	87,077	89,254	91,486	93,773	96,117	98,520	100,983	103,508	106,095	108,748	111,466	114,253	117,109	120,037	123,038	Grade
19	2,888	2,960	3,034	3,110	3,188	3,267	3,349	3,433	3,519	3,607	3,697	3,789	3,884	3,981	4,081	4,183	4,287	4,394	4,504	4,617	4,732	19
	36.10	37.00	37.93	38.87	39.85	40.84	41.86	42.91	43.98	45.08	46.21	47.37	48.55	49.76	51.01	52.28	53.59	54.93	56.30	57.71	59.15	
Grade	78,841	80,812	82,832	84,903	87,026	89,201	91,431	93,717	96,060	98,461	100,923	103,446	106,032	108,683	111,400	114,185	117,040	119,966	122,965	126,039	129,190	Grade
20	3,032	3,108	3,186	3,265	3,347	3,431	3,517	3,604	3,695	3,787	3,882	3,979	4,078	4,180	4,285	4,392	4,502	4,614	4,729	4,848	4,969	20
	37.90	38.85	39.82	40.82	41.84	42.89	43.96	45.06	46.18	47.34	48.52	49.73	50.98	52.25	53.56	54.90	56.27	57.68	59.12	60.60	62.11	
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19	Step 20	Step 21	

7/01/2023 FY24 COLA 2.25% FY 2025 Salary Scale FY25 COLA XX%																						
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19	Step 20	Step 21	
Grade	82,783	84,852	86,974	89,148	91,377	93,661	96,003	98,403	100,863	103,384	105,969	108,618	111,334	114,117	116,970	119,894	122,892	125,964	129,113	132,341	135,649	Grade
21	3,184 39.80	3,264 40.79	3,345 41.81	3,429 42.86	3,514 43.93	3,602 45.03	3,692 46.16	3,785 47.31	3,879 48.49	3,976 49.70	4,076 50.95	4,178 52.22	4,282 53.53	4,389 54.86	4,499 56.24	4,611 57.64	4,727 59.08	4,845 60.56	4,966 62.07	5,090 63.63	5,217 65.22	21
Grade	86,922	89,095	91,322	93,606	95,946	98,344	100,803	103,323	105,906	108,554	111,268	114,049	116,900	119,823	122,819	125,889	129,036	132,262	135,569	138,958	142,432	Grade
22	3,343 41.79	3,427 42.83	3,512 43.91	3,600 45.00	3,690 46.13	3,782 47.28	3,877 48.46	3,974 49.67	4,073 50.92	4,175 52.19	4,280 53.49	4,387 54.83	4,496 56.20	4,609 57.61	4,724 59.05	4,842 60.52	4,963 62.04	5,087 63.59	5,214 65.18	5,345 66.81	5,478 68.48	22
Grade	91,268	93,550	95,889	98,286	100,743	103,262	105,843	108,489	111,201	113,981	116,831	119,752	122,745	125,814	128,959	132,183	135,488	138,875	142,347	145,906	149,553	Grade
23	3,510 43.88	3,598 44.98	3,688 46.10	3,780 47.25	3,875 48.43	3,972 49.64	4,071 50.89	4,173 52.16	4,277 53.46	4,384 54.80	4,493 56.17	4,606 57.57	4,721 59.01	4,839 60.49	4,960 62.00	5,084 63.55	5,211 65.14	5,341 66.77	5,475 68.44	5,612 70.15	5,752 71.90	23
Grade	95,832	98,227	100,683	103,200	105,780	108,425	111,135	113,914	116,761	119,680	122,672	125,739	128,883	132,105	135,407	138,793	142,262	145,819	149,464	153,201	157,031	Grade
24	3,686 46.07	3,778 47.22	3,872 48.41	3,969 49.62	4,068 50.86	4,170 52.13	4,274 53.43	4,381 54.77	4,491 56.14	4,603 57.54	4,718 58.98	4,836 60.45	4,957 61.96	5,081 63.51	5,208 65.10	5,338 66.73	5,472 68.40	5,608 70.11	5,749 71.86	5,892 73.65	6,040 75.50	24
Grade	100,623	103,139	105,717	108,360	111,069	113,846	116,692	119,609	122,599	125,664	128,806	132,026	135,327	138,710	142,178	145,732	149,376	153,110	156,938	160,861	164,883	Grade
25	3,870 48.38	3,967 49.59	4,066 50.83	4,168 52.10	4,272 53.40	4,379 54.73	4,488 56.10	4,600 57.50	4,715 58.94	4,833 60.42	4,954 61.93	5,078 63.47	5,205 65.06	5,335 66.69	5,468 68.35	5,605 70.06	5,745 71.82	5,889 73.61	6,036 75.45	6,187 77.34	6,342 79.27	25
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19	Step 20	Step 21	

7/01/2023		FY24 COLA		2.25%		FY 2025 Salary Scale																FY25 COLA		XX%	
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19	Step 20	Step 21				
Grade 1	31,200	31,980	32,780	33,599	34,439	35,300	36,182	37,087	38,014	38,965	39,939	40,937	41,961	43,010	44,085	45,187	46,317	47,474	48,661	49,878	51,125	Grade			
	1,200	1,230	1,261	1,292	1,325	1,358	1,392	1,426	1,462	1,499	1,536	1,575	1,614	1,654	1,696	1,738	1,781	1,826	1,872	1,918	1,966	1			
	15.00	15.38	15.76	16.15	16.56	16.97	17.40	17.83	18.28	18.73	19.20	19.68	20.17	20.68	21.19	21.72	22.27	22.82	23.39	23.98	\$24.58				
Grade 2	33,550	34,389	35,249	36,130	37,033	37,959	38,908	39,881	40,878	41,900	42,947	44,021	45,122	46,250	47,406	48,591	49,806	51,051	52,327	53,635	54,976	Grade			
	1,290	1,323	1,356	1,390	1,424	1,460	1,496	1,534	1,572	1,612	1,652	1,693	1,735	1,779	1,823	1,869	1,916	1,963	2,013	2,063	2,114	2			
	16.13	16.53	16.95	17.37	17.80	18.25	18.71	19.17	19.65	20.14	20.65	21.16	21.69	22.24	22.79	23.36	23.95	24.54	25.16	25.79	26.43				
Grade 3	36,046	36,948	37,871	38,818	39,788	40,783	41,803	42,848	43,919	45,017	46,142	47,296	48,478	49,690	50,933	52,206	53,511	54,849	56,220	57,626	59,066	Grade			
	1,386	1,421	1,457	1,493	1,530	1,569	1,608	1,648	1,689	1,731	1,775	1,819	1,865	1,911	1,959	2,008	2,058	2,110	2,162	2,216	2,272	3			
	17.33	17.76	18.21	18.66	19.13	19.61	20.10	20.60	21.11	21.64	22.18	22.74	23.31	23.89	24.49	25.10	25.73	26.37	27.03	27.70	28.40				
Grade 4	38,750	39,719	40,712	41,730	42,773	43,843	44,939	46,062	47,214	48,394	49,604	50,844	52,115	53,418	54,753	56,122	57,525	58,963	60,437	61,948	63,497	Grade			
	1,490	1,528	1,566	1,605	1,645	1,686	1,728	1,772	1,816	1,861	1,908	1,956	2,004	2,055	2,106	2,159	2,213	2,268	2,325	2,383	2,442	4			
	18.63	19.10	19.57	20.06	20.56	21.08	21.61	22.15	22.70	23.27	23.85	24.44	25.06	25.68	26.32	26.98	27.66	28.35	29.06	29.78	30.53				
Grade 5	41,662	42,704	43,772	44,866	45,987	47,137	48,316	49,524	50,762	52,031	53,331	54,665	56,031	57,432	58,868	60,340	61,848	63,394	64,979	66,604	68,269	Grade			
	1,602	1,642	1,684	1,726	1,769	1,813	1,858	1,905	1,952	2,001	2,051	2,102	2,155	2,209	2,264	2,321	2,379	2,438	2,499	2,562	2,626	5			
	20.03	20.53	21.04	21.57	22.11	22.66	23.23	23.81	24.40	25.01	25.64	26.28	26.94	27.61	28.30	29.01	29.73	30.48	31.24	32.02	32.82				
Grade 6	44,782	45,902	47,050	48,226	49,431	50,667	51,934	53,232	54,563	55,927	57,325	58,758	60,227	61,733	63,276	64,858	66,480	68,142	69,845	71,591	73,381	Grade			
	1,722	1,765	1,810	1,855	1,901	1,949	1,997	2,047	2,099	2,151	2,205	2,260	2,316	2,374	2,434	2,495	2,557	2,621	2,686	2,754	2,822	6			
	21.53	22.07	22.62	23.19	23.77	24.36	24.97	25.59	26.23	26.89	27.56	28.25	28.96	29.68	30.42	31.18	31.96	32.76	33.58	34.42	35.28				
Grade 7	48,152	49,356	50,590	51,854	53,151	54,480	55,842	57,238	58,669	60,135	61,639	63,180	64,759	66,378	68,038	69,738	71,482	73,269	75,101	76,978	78,903	Grade			
	1,852	1,898	1,946	1,994	2,044	2,095	2,148	2,201	2,256	2,313	2,371	2,430	2,491	2,553	2,617	2,682	2,749	2,818	2,888	2,961	3,035	7			
	23.15	23.73	24.32	24.93	25.55	26.19	26.85	27.52	28.21	28.91	29.63	30.37	31.13	31.91	32.71	33.53	34.37	35.23	36.11	37.01	37.93				
Grade 8	51,771	53,065	54,392	55,752	57,146	58,574	60,039	61,540	63,078	64,655	66,272	67,928	69,627	71,367	73,151	74,980	76,855	78,776	80,745	82,764	84,833	Grade			
	1,991	2,041	2,092	2,144	2,198	2,253	2,309	2,367	2,426	2,487	2,549	2,613	2,678	2,745	2,814	2,884	2,956	3,030	3,106	3,183	3,263	8			
	24.89	25.51	26.15	26.80	27.47	28.16	28.86	29.59	30.33	31.08	31.86	32.66	33.47	34.31	35.17	36.05	36.95	37.87	38.82	39.79	40.79				
Grade 9	55,640	57,031	58,457	59,918	61,416	62,952	64,525	66,138	67,792	69,487	71,224	73,005	74,830	76,700	78,618	80,583	82,598	84,663	86,779	88,949	91,173	Grade			
	2,140	2,194	2,248	2,305	2,362	2,421	2,482	2,544	2,607	2,673	2,739	2,808	2,878	2,950	3,024	3,099	3,177	3,256	3,338	3,421	3,507	9			
	26.75	27.42	28.10	28.81	29.53	30.27	31.02	31.80	32.59	33.41	34.24	35.10	35.98	36.88	37.80	38.74	39.71	40.70	41.72	42.76	43.83				
Grade 10	59,821	61,316	62,849	64,420	66,031	67,682	69,374	71,108	72,886	74,708	76,576	78,490	80,452	82,464	84,525	86,638	88,804	91,024	93,300	95,633	98,023	Grade			
	2,301	2,358	2,417	2,478	2,540	2,603	2,668	2,735	2,803	2,873	2,945	3,019	3,094	3,172	3,251	3,332	3,416	3,501	3,588	3,678	3,770	10			
	28.76	29.48	30.22	30.97	31.75	32.54	33.35	34.19	35.04	35.92	36.82	37.74	38.68	39.65	40.64	41.65	42.69	43.76	44.86	45.98	47.13				
Grade 11	64,314	65,921	67,569	69,259	70,990	72,765	74,584	76,449	78,360	80,319	82,327	84,385	86,495	88,657	90,873	93,145	95,474	97,861	100,307	102,815	105,385	Grade			
	2,474	2,535	2,599	2,664	2,730	2,799	2,869	2,940	3,014	3,089	3,166	3,246	3,327	3,410	3,495	3,583	3,672	3,764	3,858	3,954	4,053	11			
	30.92	31.69	32.49	33.30	34.13	34.98	35.86	36.75	37.67	38.61	39.58	40.57	41.58	42.62	43.69	44.78	45.90	47.05	48.22	49.43	50.67				
Grade 12	69,118	70,846	72,618	74,433	76,294	78,201	80,156	82,160	84,214	86,319	88,477	90,689	92,957	95,280	97,662	100,104	102,607	105,172	107,801	110,496	113,259	Grade			
	2,658	2,725	2,793	2,863	2,934	3,008	3,083	3,160	3,239	3,320	3,403	3,488	3,575	3,665	3,756	3,850	3,946	4,045	4,146	4,250	4,356	12			
	33.23	34.06	34.91	35.79	36.68	37.60	38.54	39.50	40.49	41.50															



Wage Compensation and Classification Study Town of Berlin, Maryland

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Executive Summary

External Competitiveness Takeaway

Overall, job titles at the Town of Berlin are compensated 8.5% below market. Compensation is lagging the market across most departments, as shown below.

Department	Market Position
Administration	4.6% below market
Economic Development	22.1% below market
Electric Utility	0.1% above market
Finance	7.9% below market
Planning & Zoning	17.2% below market
Police	5.7% below market
Public Works	8.6% below market
Water Resources	8.9% below market
Overall	8.5% below market

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

Process

Paypoint HR is pleased to present this comprehensive Wage Compensation and Classification Study to the Town of Berlin, Maryland. The study began with initial kick-off meeting with the Human Resources Director and the Town Administrator on November 29, 2022. The Final Report was completed for presentation to the Town in Spring 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 in order 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 Human Resources 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 Town. This report provides a review and update of the classification and compensation plan for the Town's employees. Paypoint HR has identified opportunities, but it is up to the Town'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 with regard to 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. The Town of Berlin 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 78 employees within roughly 60 distinct classifications. The study recommendations indicate what actions should be taken, to avoid loss of qualified staff and address difficulties in recruiting new employees for the Town. In addition, it was expected that the study would recommend adjustments to the Town'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 Town of Berlin 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

An initial kick-off meeting with the Human Resources Director and the Town Administrator on November 29, 2022. A Kickoff Meeting for department heads was held on December 14, 2022.

Employee Briefing Sessions were held at the Town on January 4th 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 Town to ensure validity.

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

The external market survey was sent out to a total of 43 comparator organizations and responses from 21 participants were collected. Typical surveys of this type yield a 5-10% response rate. Berlin's study response rate is considered excellent at 49%.

Survey Respondents

Caroline County, MD	Centreville, MD	Delmar, MD	Dorchester County, MD
City of Dover Electric Department, DE	Federalsburg, MD	Fruitland, MD	Hagerstown Light Department, MD
Kent County, DE	Laurel, DE	Milford, DE	Millsboro, DE
Milton, DE	Ocean City, MD	Queen Anne's County, MD	Salisbury, MD
Seaford, DE	Selbyville, DE	Somerset County, MD	Sussex County, DE
Thurmont Electric Department, MD			

Comparators

Purpose

To determine economically comparable organizations for inclusion in the external market study by comparing economic metrics of Berlin to those of similar communities.

Methodology

The goal was to understand how each of the thirty-seven (37) identified communities compared with Berlin. 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 Berlin, for example, the difference between the population of Berlin and Ocean City. 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 thirty-seven (37) 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 Berlin – 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 – Maryland

Cambridge	Caroline County	Centreville	Crisfield
Delmar	Denton	Dorchester County	Easton
Federalsburg	Fruitland	Greensboro	Hurlock
Ocean City	Pocomoke City	Princess Anne	Queen Anne's County
Snow Hill	Somerset County	Talbot County	Wicomico County
Worcester County			

Table 2 – Potential Comparators – Delaware

Bridgeville	Camden	Clayton	Delmar
Georgetown	Harrington	Kent County	Laurel
Milford	Millsboro	Milton	Ocean View
Seaford	Selbyville	Smyrna	Sussex County

For reference:

Population

Berlin - 4,740	
Maryland - 6,037,624	Delaware - 967,679
United States - 332,639,000	

Median Housing Price (MHP)

Berlin - \$248,600	
Maryland - \$325,400	Delaware - \$258,300
United States - \$229,800	

Median Household Income (MHI)

Berlin - \$60,301	
Maryland - \$87,063	Delaware - \$69,110
United States - \$64,994	

Cost of Living Adjustment (COLA)

Berlin - 102	
Maryland - 117	Delaware - 105
United States - 100	

Annualized Unemployment Rate (U Rate)

Berlin - 3.1%	
Maryland - 3.5%	Delaware - 3.6%
United States - 3.4%	

Annualized Labor Force Participation Rate (LFP Rate)

Berlin - 66.3%	
Maryland - 67.6%	Delaware - 62.2%
United States - 63.4%	

Table 3 - Economic Data of the Berlin and Potential Comparators

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
Berlin	4,740	\$248,600	\$60,301	102	3.1%	66.3%
Maryland						
Cambridge	12,300	\$173,800	\$39,063	96	96	60.3%
Caroline County	-	\$213,400	\$59,042	100	100	64.2%
Centreville	4,829	\$338,100	\$98,942	112	112	60.7%
Crisfield	2,572	\$107,500	\$34,444	89	89	57.1%
Delmar	3,321	\$156,800	\$59,659	98	98	70.6%
Denton	4,488	\$197,300	\$50,808	99	99	62.7%
Dorchester County	-	\$187,300	\$52,799	97	97	60.8%
Easton	16,589	\$276,000	\$61,639	105	105	61.7%
Federalsburg	2,668	\$118,400	\$31,915	92	92	54.4%
Fruitland	5,281	\$165,300	\$52,392	99	99	66.2%
Greensboro	2,873	\$146,500	\$39,821	96	96	60.1%
Hurlock	2,390	\$137,600	\$58,750	91	91	63.8%
Ocean City	6,957	\$292,100	\$55,954	108	108	60.2%
Pocomoke City	4,072	\$135,400	\$38,402	92	92	61.2%
Princess Anne	3,525	\$137,000	\$34,397	95	95	77.4%
Queen Anne's County	-	\$363,300	\$96,467	118	118	65.4%
Snow Hill	2,206	\$129,100	\$46,750	93	93	62.4%
Somerset County	-	\$131,500	\$44,980	94	94	47.5%
Talbot County	-	\$334,000	\$73,102	113	113	57.4%
Wicomico County	-	\$185,000	\$60,366	99	99	64.8%
Worcester County	12,300	\$267,400	\$65,396	105	105	58.6%

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
Berlin	4,740	\$248,600	\$60,301	102	3.1%	66.3%
Delaware						
Bridgeville	3,508	\$312,000	\$47,830	107	1.6%	42.5%
Camden	3,529	\$218,300	\$70,061	104	1.6%	62.1%
Clayton	3,393	\$256,300	\$87,118	106	1.8%	69.5%
Delmar	2,153	\$171,100	\$48,393	95	1.5%	52.4%
Georgetown	7,436	\$222,300	\$41,943	102	3.8%	55.0%
Harrington	3,658	\$187,400	\$56,528	98	3.4%	72.0%
Kent County		\$226,600	\$60,117	102	3.7%	61.6%
Laurel	4,311	\$155,600	\$40,313	92	2.0%	65.0%
Milford	11,463	\$199,600	\$45,948	99	3.5%	58.2%
Millsboro	4,448	\$212,200	\$50,931	102	0.7%	57.1%
Milton	2,993	\$301,800	\$59,924	107	1.0%	49.9%
Ocean View	2,637	\$367,800	\$75,852	119	0.3%	44.0%
Seaford	7,897	\$167,700	\$52,840	95	5.8%	61.4%
Selbyville	2,520	\$322,400	\$72,813	110	0.3%	65.1%
Smyrna	11,694	\$210,300	\$59,830	101	3.2%	71.5%
Sussex County	3,508	\$269,700	\$64,905	106	2.7%	55.3%

Table 4 – Statistics of Potential Comparators

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
Maryland						
Cambridge	2.10	1.02	1.34	0.82	1.27	0.82
Caroline County		0.48	0.08	0.27	0.00	0.29
Centreville	0.02	1.22	2.44	1.37	1.06	0.76
Crisfield	0.60	1.93	1.64	1.78	2.28	1.25
Delmar	0.39	1.25	0.04	0.55	0.85	0.59
Denton	0.07	0.70	0.60	0.41	0.48	0.49
Dorchester County		0.84	0.47	0.68	0.69	0.75
Easton	3.30	0.37	0.08	0.41	0.85	0.63
Federalsburg	0.58	1.78	1.80	1.37	0.58	1.62
Fruitland	0.15	1.14	0.50	0.41	2.33	0.01
Greensboro	0.52	1.40	1.30	0.82	0.79	0.85
Hurlock	0.65	1.52	0.10	1.50	1.96	0.34
Ocean City	0.62	0.59	0.27	0.82	0.21	0.83
Pocomoke City	0.19	1.55	1.39	1.37	0.16	0.70
Princess Anne	0.34	1.53	1.64	0.96	0.37	1.51
Queen Anne's County		1.57	2.29	2.18	0.58	0.12
Snow Hill	0.71	1.63	0.86	1.23	1.32	0.53
Somerset County		1.60	0.97	1.09	0.69	2.56
Talbot County		1.17	0.81	1.50	0.74	1.21
Wicomico County		0.87	0.00	0.41	1.06	0.20
Worcester County		0.26	0.32	0.41	0.16	1.05

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
Delaware						
Bridgeville	0.34	0.87	0.79	0.68	0.79	3.25
Camden	0.34	0.41	0.62	0.27	0.79	0.57
Clayton	0.37	0.11	1.70	0.55	0.69	0.44
Delmar	0.72	1.06	0.75	0.96	0.85	1.90
Georgetown	0.75	0.36	1.16	0.00	0.37	1.54
Harrington	0.30	0.84	0.24	0.55	0.16	0.78
Kent County		0.30	0.01	0.00	0.32	0.64
Laurel	0.12	1.27	1.26	1.37	0.58	0.18
Milford	1.87	0.67	0.91	0.41	0.21	1.10
Millsboro	0.08	0.50	0.59	0.00	1.27	1.25
Milton	0.49	0.73	0.02	0.68	1.11	2.24
Ocean View	0.59	1.63	0.98	2.32	1.48	3.04
Seaford	0.88	1.11	0.47	0.96	1.43	0.67
Selbyville	0.62	1.01	0.79	1.09	1.48	0.16
Smyrna	1.94	0.52	0.03	0.14	0.05	0.71
Sussex County		0.29	0.29	0.55	0.21	1.50

Additional Comparators

The following list of additional comparators were added by the project team to ensure that the electric department staff, among others, are fairly represented in the study.

- A&N Electric Cooperative
- Choptank Electric Cooperative
- Delaware Electric Cooperative Inc
- Delmarva Power Company
- City of Dover Electric Department, DE
- Easton Utilities, MD
- City of Hagerstown Light Department, MD
- Town of Thurmont Electric Department, MD
- Town of Williamsport Utilities Department, MD

Sample Calculation

Sample Calculation for Ocean City

Population Statistic

Maximum Population = 16,589 (Easton)

Minimum Population = 2,153 (Delmar, DE)

Berlin Population = 4,740

Ocean City Population = 6,957

Sample Average = 5,188

Sample Standard Deviation = 3,593

$$Statistic = \frac{|Berlin - Ocean City|}{s}$$

$$Statistic = \frac{|4,740 - 6,957|}{3,593}$$

$$Statistic = 0.62$$

Benchmark Positions

Benchmark positions are normally chosen to reflect a broad spectrum of class levels. The positions that are selected normally include classes that are most likely to be found in other similar agencies and will therefore provide a sufficient and valid sample for analysis.

Benchmark positions are selected to encompass the entire range of positions from the beginning of the pay ranges to the end and equally interspersed among the pay scale.

In Table 5 through Table 13, the benchmark positions used in the external survey are presented. From this list of benchmark positions, all job titles considered in this audit were examined.

Table 5 – Benchmark Positions – Administration

Job Title	Job Title
Administrative Assistant	Human Resources Director
Assistant to the Mayor / Public Information Officer	Town Administrator
Deputy Town Administrator	Town Clerk

Table 6 – Benchmark Positions – Economic Development

Job Title	Job Title
Administrative Assistant - Economic Development	Director of Economic Development

Table 7 – Benchmark Positions – Elected

Job Title	Job Title
Council Member	Mayor

Table 8 – Benchmark Positions – Electric Utility

Job Title	Job Title
Assistant Power Plant Superintendent	Electric Utility Director
Chief Lineman	Line Crew Superintendent
Electric Line Worker 1st Class	Meter Technician
Electric Line Worker 2nd Class	Power Plant Operator
Electric Line Worker 3rd Class	Power Plant Superintendent
Electric Line Worker Apprentice	Substation Lineman

Table 9 – Benchmark Positions – Finance

Job Title	Job Title
Customer Service Representative	Fiscal Specialist
Customer Service Supervisor	Senior Accountant
Finance Director	Utility Billing Supervisor

Table 10 – Benchmark Positions – Planning & Zoning

Job Title	Job Title
Permits Coordinator	Planning & Zoning Director

Table 11 – Benchmark Positions – Police

Job Title	Job Title
Police Chief	Police Officer First Class
Police Communications Officer	Police Officer Trainee
Police Corporal	Police Records Clerk
Police Detective	Police Senior Officer
Police Lieutenant	Police Sergeant
Police Officer	

Table 12 – Benchmark Positions – Public Works

Job Title	Job Title
Equipment Operator I	Public Works Superintendent
Equipment Operator II	Sanitation Crew Leader
Maintenance Mechanic	Sanitation Laborer
Public Works Director	

Table 13 – Benchmark Positions – Water Resources

Job Title	Job Title
Distribution/Collection Technician	Water Operator 2
Distribution/Collection Technician Lead	Water Superintendent
Spraysite Operator	WWTP Assistant Superintendent
Spraysite Supervisor	WWTP Operator
Stormwater Laborer	WWTP Senior Laboratory Manager
Water & Wastewater Director	WWTP Superintendent
Water Operator	

Compensable Factor Score from Position Vantage Point

To assist in determining the internal hierarchy of positions at the Town, employees and department heads participated in the Position Vantage Point Job Survey. Questions asked in the PVP are divided into four areas: Background, Authority, Skill, and Environment. In these four areas, the following compensable factors were examined:

Education	Complexity
Certifications	Independence
Work Duties	Impact
Work Experience	Physical
Financial Authority	Working Conditions
Supervision	Interaction

Job descriptions were consulted to update both the minimum education level and minimum experience level required for each position. The responses were then evaluated, producing the Compensable Factor Score (CFS) as shown below. For positions, where there was insufficient data from the employee/manager survey, job descriptions were consulted to fill out the survey.

Table 14 – Compensable Factor Score

Position Classification	CFS Score
Town Administrator	797.6
Electric Utility Director	374.5
Finance Director	323.8
Deputy Town Administrator	308.0
Public Works Director	304.1
Police Chief	293.3
Human Resources Director	291.6
Water & Wastewater Director	287.4
Director of Economic Development	269.6
Planning & Zoning Director	269.1
Line Crew Superintendent	198.5

Position Classification	CFS Score
Power Plant Superintendent	198.5
Police Lieutenant	164.4
Assistant Power Plant Superintendent	143.9
WWTP Superintendent	100.6
Water Superintendent	98.4
Public Works Superintendent	96.1
Chief Lineman	89.4
Police Sergeant	65.5
Substation Lineman	58.7
WWTP Assistant Superintendent	51.0
Town Clerk	50.6
Police Corporal	49.8
Electric Line Worker 1st Class	44.4
Police Senior Officer	38.8
Assistant to the Mayor/Public Information Officer	30.6
WWTP Senior Laboratory Manager	30.3
Meter Technician	28.3
Electric Line Worker 2nd Class	25.5
Utility Billing Supervisor	24.1
Police Detective	23.6
Power Plant Operator	23.2
Maintenance Mechanic	21.0
Police Officer First Class	19.3
Senior Accountant	17.0
Sanitation Crew Leader	14.4
Electric Line Worker 3rd Class	14.3

Position Classification	CFS Score
Police Officer	14.1
Distribution/Collection Technician Lead	13.8
Fiscal Specialist	13.7
Permits Coordinator	13.5
Spraysite Supervisor	13.4
Water Operator 2	13.1
Water Operator	10.9
Equipment Operator II	10.8
WWTP Operator	10.7
Distribution/Collection Technician	10.3
Police Records Clerk	10.2
Police Officer Trainee	9.8
Police Communications Officer	8.9
Equipment Operator I	8.7
Electric Line Worker Apprentice	8.7
Spraysite Operator	8.6
Customer Service Supervisor	8.6
Administrative Assistant - Economic Development	8.2
Stormwater Laborer	7.6
Sanitation Laborer	7.4
Customer Service Representative	7.4
Administrative Assistant	6.8

External Market Comparison

A summary of the findings of the external market analysis is presented in Table 15 through Table 19. In Table 20 through Table 28, 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 15 – Full-Time Positions Substantially Below Market (Compa-Ratio % Diff < -10%)

Administrative Assistant - Economic Development	Police Sergeant
Director of Economic Development	Public Works Director
Distribution/Collection Technician	Public Works Superintendent
Distribution/Collection Technician Lead	Sanitation Crew Leader
Finance Director	Spraysite Supervisor
Human Resources Director	Stormwater Laborer
Permits Coordinator	Utility Billing Supervisor
Planning & Zoning Director	WWTP Assistant Superintendent
Police Officer First Class	WWTP Operator
Police Senior Officer	WWTP Superintendent

Table 16 – Full-Time Positions Below Market (-10% < Compa-Ratio % Diff < -5%)

Administrative Assistant	Police Records Clerk
Customer Service Supervisor	Senior Accountant
Meter Technician	Town Administrator
Police Communications Officer	Water Superintendent
Police Corporal	

Table 17 – Full-Time Positions Near Market (-5% < Compa-Ratio % Diff < +5%)

Chief Lineman	Police Chief
Customer Service Representative	Police Lieutenant
Electric Line Worker 1st Class	Power Plant Operator
Electric Line Worker Apprentice	Sanitation Laborer
Electric Utility Director	Spraysite Operator
Equipment Operator I	Substation Lineman
Equipment Operator II	Water & Wastewater Director
Fiscal Specialist	WWTP Senior Laboratory Manager

Table 18 – Full-Time Positions Above Market (+5% < Compa-Ratio % Diff < +10%)

None	
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Table 19 – Full-Time Positions Substantially Above Market (Compa-Ratio % Diff > +10%)

Maintenance Mechanic	
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Table 20 – External Market Comparison – Administration

	Admin Assistant	Asst to Mayor / PIO	Deputy Town Admin	Human Resources Director	Town Admin
Market Percentiles					
20%	\$19.19	\$24.20	\$46.50	\$41.40	\$47.27
25%	\$19.23	\$24.98	\$48.32	\$41.40	\$48.08
30%	\$19.84	\$25.21	\$48.54	\$41.41	\$49.04
35%	\$20.00	\$25.82	\$48.77	\$42.98	\$50.53
40%	\$20.32	\$26.59	\$48.92	\$44.17	\$54.36
45%	\$21.75	\$30.06	\$49.01	\$45.46	\$55.29
50%	\$21.75	\$31.74	\$49.09	\$48.09	\$58.77
55%	\$22.23	\$31.75	\$51.22	\$48.09	\$58.92
60%	\$24.30	\$32.28	\$53.35	\$48.09	\$59.88
65%	\$25.76	\$32.53	\$55.00	\$48.32	\$65.34
70%	\$26.26	\$32.70	\$56.18	\$50.39	\$67.33
75%	\$28.27	\$37.03	\$57.35	\$51.88	\$71.80
80%	\$29.51	\$38.51	\$58.85	\$53.21	\$76.41
Mean	\$24.32	\$30.21	\$52.84	\$47.62	\$61.19
Compa-Ratio	-8.0%			-13.9%	-5.9%

	Town Clerk
Market Percentiles	
20%	\$26.60
25%	\$28.10
30%	\$29.28
35%	\$30.87
40%	\$32.14
45%	\$33.17
50%	\$35.53
55%	\$36.03
60%	\$36.54
65%	\$39.88
70%	\$41.66
75%	\$44.25
80%	\$46.57
Mean	\$36.92
Compa-Ratio	

Table 21 – External Market Comparison – Economic Development

	Admin Asst Economic Dev	Director Economic Dev
Market Percentiles		
20%	\$19.57	\$31.96
25%	\$19.57	\$32.77
30%	\$19.61	\$32.77
35%	\$19.76	\$37.18
40%	\$21.27	\$38.23
45%	\$22.48	\$40.28
50%	\$22.97	\$43.50
55%	\$23.49	\$43.50
60%	\$24.72	\$43.66
65%	\$26.43	\$47.49
70%	\$27.84	\$48.29
75%	\$28.27	\$48.29
80%	\$28.88	\$49.43
Mean	\$24.01	\$42.56
Compa- Ratio	-14.8%	-29.3%

Table 22 – External Market Comparison – Elected

	Council Member	Mayor
Market Percentiles		
20%	\$7,500	\$13,290
25%	\$7,500	\$15,000
30%	\$15,000	\$15,000
35%	\$15,000	\$15,000
40%	\$15,000	\$15,600
45%	\$16,000	\$16,000
50%	\$16,000	\$16,000
55%	\$16,000	\$16,000
60%	\$16,000	\$16,400
65%	\$16,000	\$17,000
70%	\$16,000	\$17,000
75%	\$20,000	\$17,000
80%	\$20,000	\$17,200
Mean	\$14,907	\$14,490

Table 23 – External Market Comparison – Electric Utility

	Asst Power Plant Supt	Chief Lineman	Electric Line Worker 1 st Class	Electric Line Worker 2 nd Class	Electric Line Worker 3 rd Class
Market Percentiles					
20%	\$36.28	\$40.39	\$31.07	\$25.94	\$22.48
25%	\$37.36	\$40.95	\$32.17	\$26.49	\$22.85
30%	\$38.21	\$41.08	\$33.19	\$27.02	\$23.28
35%	\$39.35	\$41.22	\$34.38	\$27.65	\$23.73
40%	\$40.47	\$41.49	\$34.55	\$28.41	\$24.38
45%	\$41.93	\$41.65	\$34.55	\$29.42	\$25.23
50%	\$43.38	\$41.65	\$34.55	\$30.39	\$26.04
55%	\$44.22	\$41.65	\$35.00	\$31.22	\$26.86
60%	\$45.32	\$42.43	\$35.40	\$32.03	\$27.58
65%	\$46.73	\$43.60	\$35.94	\$32.98	\$28.37
70%	\$48.51	\$43.63	\$37.47	\$34.38	\$29.64
75%	\$50.54	\$44.69	\$38.64	\$35.60	\$30.59
80%	\$52.35	\$46.16	\$39.77	\$36.73	\$31.50
Mean	\$44.53	\$43.10	\$35.20	\$31.36	\$26.96
Compa- Ratio		0.0%	0.0%		

	Electric Line Worker Apprentice	Electric Utility Director	Line Crew Supt	Meter Technician	Power Plant Operator
Market Percentiles					
20%	\$19.95	\$45.57	\$38.20	\$26.56	\$25.39
25%	\$20.67	\$48.39	\$39.38	\$27.14	\$25.91
30%	\$21.38	\$50.48	\$40.28	\$27.69	\$26.42
35%	\$22.09	\$50.48	\$41.53	\$28.35	\$27.02
40%	\$22.96	\$50.48	\$42.71	\$29.14	\$27.76
45%	\$23.89	\$51.01	\$44.25	\$30.16	\$28.74
50%	\$23.99	\$51.90	\$45.79	\$31.17	\$29.69
55%	\$24.03	\$52.50	\$46.64	\$32.00	\$30.52
60%	\$24.36	\$52.50	\$47.79	\$32.82	\$31.31
65%	\$24.69	\$52.50	\$49.29	\$33.80	\$32.24
70%	\$25.02	\$52.61	\$51.13	\$35.22	\$33.62
75%	\$25.37	\$54.03	\$53.32	\$36.49	\$34.79
80%	\$25.74	\$56.14	\$55.25	\$37.66	\$35.89
Mean	\$23.53	\$52.58	\$46.98	\$32.15	\$30.66
Compa- Ratio	+2.6%	+1.2%		-6.7%	0.0%

	Power Plant Supt	Substation Lineman
Market Percentiles		
20%	\$38.20	\$30.92
25%	\$39.38	\$31.72
30%	\$40.28	\$32.40
35%	\$41.53	\$33.28
40%	\$42.71	\$34.22
45%	\$44.25	\$35.44
50%	\$45.79	\$36.64
55%	\$46.64	\$37.48
60%	\$47.79	\$38.42
65%	\$49.29	\$39.60
70%	\$51.13	\$41.18
75%	\$53.32	\$42.79
80%	\$55.25	\$44.24
Mean	\$46.98	\$37.70
Compa- Ratio		+3.8%

Table 24 – External Market Comparison – Finance

	Customer Service Rep	Customer Service Supervisor	Finance Director	Fiscal Specialist	Senior Accountant
Market Percentiles					
20%	\$17.19	\$18.75	\$40.28	\$23.01	\$25.45
25%	\$18.19	\$20.05	\$42.40	\$23.37	\$25.45
30%	\$18.50	\$20.64	\$43.70	\$24.12	\$25.69
35%	\$18.55	\$20.64	\$45.69	\$25.07	\$25.85
40%	\$19.62	\$20.64	\$45.93	\$25.07	\$26.38
45%	\$19.95	\$20.64	\$50.14	\$25.29	\$27.04
50%	\$19.95	\$22.26	\$52.40	\$25.91	\$27.88
55%	\$20.29	\$24.17	\$52.52	\$27.64	\$27.88
60%	\$20.92	\$27.48	\$54.53	\$28.10	\$27.98
65%	\$22.57	\$30.67	\$54.60	\$28.10	\$28.95
70%	\$23.33	\$33.57	\$55.76	\$29.07	\$32.03
75%	\$23.71	\$35.34	\$61.91	\$29.66	\$33.20
80%	\$24.88	\$35.74	\$65.63	\$30.40	\$34.43
Mean	\$21.58	\$28.48	\$52.92	\$26.59	\$29.24
Compa-Ratio	0.0%	-7.3%	-12.4%	-3.2%	-8.7%

	Utility Billing Supervisor
Market Percentiles	
20%	\$23.35
25%	\$23.51
30%	\$23.51
35%	\$23.51
40%	\$23.79
45%	\$25.14
50%	\$27.88
55%	\$28.34
60%	\$28.63
65%	\$28.90
70%	\$29.90
75%	\$30.19
80%	\$30.19
Mean	\$26.82
Compa- Ratio	-15.7%

Table 25 – External Market Comparison – Planning & Zoning

	Permits Coordinator	Planning & Zoning Director
Market Percentiles		
20%	\$20.99	\$38.17
25%	\$21.45	\$38.97
30%	\$21.45	\$38.97
35%	\$23.29	\$41.48
40%	\$24.34	\$42.57
45%	\$24.70	\$46.48
50%	\$25.60	\$46.65
55%	\$25.60	\$50.43
60%	\$26.46	\$57.23
65%	\$27.95	\$57.38
70%	\$28.71	\$57.62
75%	\$28.94	\$60.96
80%	\$30.49	\$61.65
Mean	\$25.89	\$50.89
Compa- Ratio	-16.2%	-18.2%

Table 26 – External Market Comparison – Police

	Police Chief	Police Comm Officer	Police Corporal	Police Detective	Police Lieutenant
Market Percentiles					
20%	\$46.43	\$18.45	\$31.58	\$25.46	\$35.98
25%	\$47.32	\$18.51	\$32.13	\$25.99	\$37.70
30%	\$48.29	\$18.51	\$32.38	\$26.51	\$38.76
35%	\$48.49	\$20.07	\$32.39	\$27.11	\$38.83
40%	\$49.90	\$20.64	\$32.42	\$27.86	\$41.51
45%	\$52.72	\$20.88	\$32.64	\$28.84	\$41.60
50%	\$53.01	\$21.19	\$33.97	\$29.79	\$43.03
55%	\$53.29	\$21.94	\$34.48	\$30.62	\$45.16
60%	\$54.08	\$22.71	\$36.21	\$31.41	\$45.23
65%	\$55.59	\$24.48	\$37.50	\$32.34	\$45.99
70%	\$65.36	\$26.10	\$38.24	\$33.72	\$47.72
75%	\$67.94	\$26.40	\$41.47	\$34.91	\$51.90
80%	\$70.30	\$27.44	\$42.87	\$36.01	\$54.22
Mean	\$56.71	\$23.28	\$35.70	\$30.76	\$43.51
Compa-Ratio	+0.5%	-5.4%	-6.0%		-3.5%

	Police Officer	Police Officer First Class	Police Officer Trainee	Police Records Clerk	Police Senior Officer
Market Percentiles					
20%	\$23.13	\$26.54	\$20.19	\$21.70	\$28.45
25%	\$23.72	\$26.75	\$20.45	\$21.76	\$29.13
30%	\$24.14	\$26.93	\$20.80	\$23.06	\$29.74
35%	\$24.43	\$28.07	\$21.14	\$23.06	\$30.49
40%	\$25.18	\$28.92	\$21.71	\$23.06	\$31.34
45%	\$25.29	\$29.51	\$22.46	\$24.42	\$32.45
50%	\$25.93	\$29.79	\$23.16	\$25.35	\$33.54
55%	\$26.01	\$30.02	\$23.99	\$25.35	\$34.37
60%	\$26.40	\$30.08	\$24.63	\$25.35	\$35.25
65%	\$26.45	\$31.39	\$25.33	\$25.49	\$36.32
70%	\$26.45	\$32.42	\$26.52	\$27.75	\$37.81
75%	\$26.45	\$36.54	\$27.28	\$27.75	\$39.22
80%	\$26.80	\$36.97	\$28.04	\$27.75	\$40.52
Mean	\$26.21	\$31.12	\$24.04	\$24.84	\$34.56
Compa-Ratio		-11.2%		-9.0%	-13.1%

	Police Sergeant
Market Percentiles	
20%	\$33.22
25%	\$33.96
30%	\$34.31
35%	\$35.11
40%	\$35.49
45%	\$36.34
50%	\$39.89
55%	\$41.75
60%	\$42.25
65%	\$42.44
70%	\$44.44
75%	\$44.44
80%	\$45.09
Mean	\$39.25
Compa- Ratio	-14.9%

Table 27 – External Market Comparison – Public Works

	Equipment Operator I	Equipment Operator II	Maint Mechanic	Public Works Director	Public Works Supt
Market Percentiles					
20%	\$17.00	\$18.61	\$20.96	\$36.86	\$30.85
25%	\$17.02	\$19.33	\$21.44	\$39.60	\$33.17
30%	\$17.29	\$19.99	\$22.52	\$42.80	\$34.08
35%	\$17.56	\$20.00	\$24.74	\$43.42	\$34.62
40%	\$18.11	\$20.09	\$26.39	\$43.79	\$35.74
45%	\$18.88	\$20.15	\$26.76	\$45.00	\$38.15
50%	\$19.06	\$20.89	\$27.49	\$45.00	\$40.29
55%	\$19.41	\$22.14	\$28.71	\$45.95	\$41.57
60%	\$19.43	\$22.70	\$29.88	\$46.45	\$44.64
65%	\$19.59	\$23.58	\$30.08	\$49.88	\$46.48
70%	\$20.76	\$24.00	\$30.11	\$53.28	\$47.23
75%	\$21.62	\$24.00	\$30.49	\$54.29	\$48.08
80%	\$22.24	\$24.46	\$32.41	\$55.43	\$50.58
Mean	\$19.42	\$21.68	\$27.45	\$47.14	\$42.15
Compa- Ratio	+1.9%	-3.5%	+9.4%	-18.1%	-24.8%

	Sanitation Crew Leader	Sanitation Laborer
Market Percentiles		
20%	\$22.51	\$18.79
25%	\$22.88	\$19.70
30%	\$23.31	\$20.11
35%	\$23.76	\$20.11
40%	\$24.41	\$20.11
45%	\$25.26	\$20.11
50%	\$26.08	\$21.12
55%	\$26.90	\$22.19
60%	\$27.61	\$22.94
65%	\$28.41	\$24.01
70%	\$29.68	\$25.95
75%	\$30.63	\$27.19
80%	\$31.54	\$27.62
Mean	\$26.99	\$23.18
Compa- Ratio	-20.2%	-4.8%

Table 28 – External Market Comparison – Water Resources

	D/C Technician	D/C Technician Lead	Spraysite Operator	Spraysite Supervisor	Stormwater Laborer
Market Percentiles					
20%	\$20.50	\$22.26	\$19.48	\$22.10	\$18.69
25%	\$20.77	\$22.62	\$19.70	\$22.45	\$18.88
30%	\$21.13	\$23.04	\$20.03	\$22.86	\$19.19
35%	\$21.48	\$23.48	\$20.33	\$23.29	\$19.44
40%	\$22.06	\$24.12	\$20.87	\$23.93	\$19.96
45%	\$22.82	\$24.96	\$21.59	\$24.76	\$20.65
50%	\$23.55	\$25.76	\$22.27	\$25.56	\$21.28
55%	\$24.37	\$26.59	\$23.09	\$26.38	\$22.10
60%	\$25.03	\$27.29	\$23.71	\$27.08	\$22.71
65%	\$25.73	\$28.08	\$24.38	\$27.86	\$23.34
70%	\$26.93	\$29.34	\$25.54	\$29.12	\$24.47
75%	\$27.72	\$30.27	\$26.25	\$30.04	\$25.12
80%	\$28.50	\$31.17	\$26.96	\$30.92	\$25.78
Mean	\$24.43	\$26.67	\$23.13	\$26.47	\$22.13
Compa-Ratio	-14.6%	-18.5%	0.0%	-11.7%	-13.2%

	Water & Wastewater Director	Water Operator	Water Operator 2	Water Supt	WWTP Assistant Supt
					*though the market data came in at the following rates, due to internal position equity, the data for these positions will be swapped with WWTP Supt.
Market Percentiles					
20%	\$43.53	\$18.55	\$20.65	\$24.91	\$30.08
25%	\$43.65	\$19.28	\$21.63	\$24.91	\$30.84
30%	\$45.17	\$19.73	\$21.95	\$26.23	\$31.50
35%	\$47.87	\$19.94	\$22.26	\$30.29	\$32.33
40%	\$48.60	\$20.00	\$22.73	\$30.29	\$33.24
45%	\$48.60	\$20.00	\$23.35	\$30.34	\$34.42
50%	\$48.60	\$20.00	\$23.97	\$32.52	\$35.59
55%	\$48.73	\$20.05	\$25.17	\$35.06	\$36.42
60%	\$50.11	\$20.60	\$26.36	\$36.61	\$37.35
65%	\$51.48	\$21.26	\$27.32	\$36.94	\$38.48
70%	\$52.84	\$22.19	\$28.04	\$37.05	\$40.03
75%	\$54.12	\$22.86	\$28.76	\$39.22	\$41.58
80%	\$55.32	\$23.20	\$30.38	\$42.76	\$42.98
Mean	\$50.36	\$20.31	\$26.13	\$35.82	\$36.63
Compa-Ratio	0.0%			-6.9%	-22.2%

	WWTP Operator	WWTP Senior Lab Manager	WWTP Supt
			*though the market data came in at the following rates, due to internal position equity, the data for these positions will be swapped with WWTP Asst. Supt.
Market Percentiles			
20%	\$18.14	\$25.50	\$29.17
25%	\$18.45	\$26.76	\$30.44
30%	\$18.75	\$27.31	\$30.44
35%	\$19.70	\$27.89	\$30.60
40%	\$20.00	\$29.36	\$32.78
45%	\$20.24	\$31.00	\$34.40
50%	\$20.83	\$31.68	\$35.93
55%	\$22.70	\$31.68	\$37.39
60%	\$22.93	\$31.72	\$37.39
65%	\$24.23	\$32.00	\$37.71
70%	\$27.13	\$34.09	\$37.75
75%	\$27.52	\$38.47	\$37.90
80%	\$28.63	\$40.39	\$38.94
Mean	\$23.67	\$32.20	\$35.14
Compa-Ratio	-13.6%	0.0%	-15.3%

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 95%, 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 the Town of Berlin. As a result, a recommended salary scale for all employees is presented in Table 29.

The spread between the minimum and maximum salary for employees was set to 60%. The Ladders, i.e., the distance between grades, was set to be 7.5%.

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

Table 29 – Proposed Salary Schedule

Grade	Min	Mid	Max	Step
B01	\$15.00	\$19.50	\$24.00	\$0.45
B02	\$16.13	\$20.96	\$25.80	\$0.48
B03	\$17.33	\$22.53	\$27.74	\$0.52
B04	\$18.63	\$24.22	\$29.82	\$0.56
B05	\$20.03	\$26.04	\$32.05	\$0.60
B06	\$21.53	\$27.99	\$34.46	\$0.65
B07	\$23.15	\$30.09	\$37.04	\$0.69
B08	\$24.89	\$32.35	\$39.82	\$0.75
B09	\$26.75	\$34.78	\$42.80	\$0.80
B10	\$28.76	\$37.39	\$46.01	\$0.86
B11	\$30.92	\$40.19	\$49.46	\$0.93
B12	\$33.23	\$43.20	\$53.17	\$1.00
B13	\$35.73	\$46.44	\$57.16	\$1.07
B14	\$38.41	\$49.93	\$61.45	\$1.15
B15	\$41.29	\$53.67	\$66.06	\$1.24
B16	\$44.38	\$57.70	\$71.01	\$1.33

Proposed Internal Equity

In Table 30 through Table 38, the resulting proposed internal equity for the Town is presented.

Table 30 – Proposed Internal Equity

Grade	Title
B16	Town Administrator
B15	-
B14	Deputy Town Administrator Electric Utility Director Finance Director Human Resources Director Police Chief Public Works Director Water & Wastewater Director
B13	Director of Economic Development Planning & Zoning Director Line Crew Superintendent Power Plant Superintendent
B12	Assistant Power Plant Superintendent Police Lieutenant
B11	Chief Lineman Public Works Superintendent Water Superintendent WWTP Superintendent
B10	Police Sergeant Substation Lineman
B09	Electric Line Worker 1st Class Police Corporal Town Clerk WWTP Assistant Superintendent
B08	Assistant to the Mayor/Public Information Officer Police Senior Officer WWTP Senior Laboratory Manager
B07	Electric Line Worker 2nd Class Meter Technician Police Detective Power Plant Operator Utility Billing Supervisor

Grade	Title
B06	Maintenance Mechanic Police Officer First Class Senior Accountant
B05	Distribution/Collection Technician Lead Electric Line Worker 3rd Class Fiscal Specialist Permits Coordinator Police Officer Sanitation Crew Leader Spraysite Supervisor Water Operator 2
B04	Distribution/Collection Technician Equipment Operator II Police Records Clerk Water Operator WWTP Operator
B03	Administrative Assistant - Economic Development Customer Service Supervisor Electric Line Worker Apprentice Equipment Operator I Police Communications Officer Police Officer Trainee Spraysite Operator
B02	Administrative Assistant Customer Service Representative Sanitation Laborer Stormwater Laborer
B01	-

Table 31 – Proposed Internal Equity – Administration

Grade	Title
B16	Town Administrator
B14	Deputy Town Administrator Human Resources Director
B09	Town Clerk
B08	Assistant to the Mayor/Public Information Officer
B02	Administrative Assistant

Table 32 – Proposed Internal Equity – Economic Development

Grade	Title
B13	Director of Economic Development
B03	Administrative Assistant - Economic Development

Table 33 – Proposed Internal Equity – Electric Utility

Grade	Title
B14	Electric Utility Director
B13	Line Crew Superintendent Power Plant Superintendent
B12	Assistant Power Plant Superintendent
B11	Chief Lineman
B10	Substation Lineman
B09	Electric Line Worker 1st Class
B07	Electric Line Worker 2nd Class Meter Technician Power Plant Operator
B05	Electric Line Worker 3rd Class
B03	Electric Line Worker Apprentice

Table 34 – Proposed Internal Equity – Finance

Grade	Title
B14	Finance Director
B07	Utility Billing Supervisor
B06	Senior Accountant
B05	Fiscal Specialist
B03	Customer Service Supervisor
B02	Customer Service Representative

Table 35 – Proposed Internal Equity – Planning & Zoning

Grade	Title
B13	Planning & Zoning Director
B05	Permits Coordinator

Table 36 – Proposed Internal Equity – Police

Grade	Title
B14	Police Chief
B12	Police Lieutenant
B10	Police Sergeant
B09	Police Corporal
B08	Police Senior Officer
B07	Police Detective
B06	Police Officer First Class
B05	Police Officer
B04	Police Records Clerk
B03	Police Communications Officer Police Officer Trainee

Table 37 – Proposed Internal Equity – Public Works

Grade	Title
B14	Public Works Director
B11	Public Works Superintendent
B06	Maintenance Mechanic
B05	Sanitation Crew Leader
B04	Equipment Operator II
B03	Equipment Operator I
B02	Sanitation Laborer

Table 38 – Proposed Internal Equity – Water Resources

Grade	Title
B14	Water & Wastewater Director
B11	Water Superintendent WWTP Superintendent
B09	WWTP Assistant Superintendent
B08	WWTP Senior Laboratory Manager
B05	Distribution/Collection Technician Lead Spraysite Supervisor Water Operator 2
B04	Distribution/Collection Technician Water Operator WWTP Operator
B03	Spraysite Operator
B02	Stormwater Laborer