



City of Delaware, Ohio, USA

Request for Proposal (RFP)

for

Professional Services to Develop a Pay for Performance System

Issue Date: 7/19/2022

Issued By: City of Delaware
1 S. Sandusky Street
Delaware, OH 43015

Inquiries: POC – Jessica Feller
City of Delaware
Human Resources Manager
jfeller@delawareohio.net
Q & A via Email

Information Due: 5:00 PM, August 5, 2022



Section I. Request for Proposal Notice

Notice is hereby given that the City of Delaware, Ohio (the City) is requesting proposals for Professional Services to Develop a Pay for Performance System until 5:00 p.m., August 5, 2022.

One hard copy OR one electronic copy (emailed to jfeller@delawareohio.net) or sent on flash drive of your business proposal, clearly labeled **RFP Professional Services to Develop a Pay for Performance System**, should be sent to the City at the following address:

Attention: **Jessica Feller**
Human Resources Manager
City of Delaware
1 South Sandusky Street
Delaware, OH 43015 (Hard Copy) and/or
jfeller@delawareohio.net (Emailed)

Please note that no formal opening of the proposals will take place.

Proposals will be evaluated, and the successful vendor(s) will be determined and approved by the City staff review team. The City reserves the right to reject any or all proposals, waive formalities and to select the vendor, benefits and services that best meet the needs of the City and its employees.

Inquiries should be directed by email to Jessica Feller, Human Resources Manager, at jfeller@delawareohio.net no later than Friday, July 29, 2022. Answers will be posted on the City’s website (<http://www.delawareohio.net/vendors/>) regardless of whether you received your RFP through the mail or the website.

Tentative Schedule: (dates are estimated and subject to change)

Release of RFP	July 19, 2022
Vendor Questions Due	July 29, 2022
Question responses emailed & posted to website	August 3, 2022
Proposals Due	August 5, 2022
Vendor Review/Interviews by	August 19, 2022
Approval of Award by	August 26, 2022
Contract Begin Date	September 6, 2022
Implementation Deadline	December 1, 2022

Section II. Background & Introduction

The City of Delaware is the county seat of Delaware County. Delaware was founded in 1808 and was incorporated in 1816. With an estimated population of roughly 42,000, the City of Delaware continues to grow, adding new residents, businesses, and guests to the community. In 2019, the American Planning Association (APA) announced it has recognized downtown Delaware as one of 13 “Great Neighborhoods” on its “Great Places in America” list [See Article](#).

The City of Delaware operates under a Council-Manager form of government, approved by Charter, that combines the leadership of elected officials with the professional experience of an appointed manager. The seven-member City Council performs the legislative functions of government. Its members are elected to four-year terms through nonpartisan elections, with four elected by ward and three at-large. The mayor and vice-mayor are selected by their peers from the three at large positions at the conclusion of each bi-annual election. Council members appoint the City Manager, who is the chief executive officer.

The current City Manager has been serving the Delaware community for 23 years. The City Manager is responsible for managing the day-to-day operations of the City and administering a municipal organization of over 300 employees. The annual operating and capital budget for 2022 is approximately \$152 million.

The City of Delaware currently has on average 330 employees performing a variety of tasks that would typically be found within a local municipality including police, fire/EMS, water utilities, parks and recreation, engineering, refuse collection, street and traffic operations as well as many other task-oriented positions both labor-intensive and administrative in scope.

In 2021, the City conducted a classification and compensation study for its Directors, Management Pay Plan, and Permanent Part-Time positions with the assistance of a local consultant firm. The purpose of this work was to ensure external market and internal structure alignment to assure that the City’s employees are compensated fairly for what they do. The goal of this work was to implement a compensation system that will retain and attract a diverse and highly qualified workforce. This process included evaluation of and revisions to position descriptions, measuring internal equity utilizing a point-factor system, and external market analysis of ten (10) local, and similarly situated, municipalities.

The results of the classification and compensation study reflected generally that the City’s entry-level wages were in the market range for most positions but were below the market range on maximum ranges. A copy of the study’s executive summary is included as an attachment. Recommended adjustments were made for the 2022 budget year.

The City now wishes to evaluate its current performance appraisal process and incorporate a pay-for-performance (merit-based) system as part of the newly revised compensation plan. The City recently acquired an ERP system (Tyler Technologies/MUNIS) that includes a human capital management (HCM) system with an evaluation module. The City wishes to integrate the pay-for-performance system within Munis.

The City's current performance appraisal process is paper-based and performed once per year. A sample performance appraisal is included as an attachment. The process is currently used, in various forms, by 13 departments to review the performance of all full-time and permanent part-time employees. This process is not centralized nor is it strictly enforced or incentivized as employees progress through the pay plan steps based on years of service with the City. After five (5) years, an employee would "step out" and be at the maximum for their associated pay grade and only eligible for cost-of-living (COLA) adjustments.

Historically, the City has only used pay-for-performance for Director-level positions. This practice was in place from 2016-2019 but was put on hold due to the uncertainty of the Covid pandemic. A sample pay-for-performance appraisal is included as an attachment.

Section III. Scope of Services

The City of Delaware seeks a person or team to consult and provide guidance on developing and implementing a pay-for-performance system. Overall, the City desires a customized plan suitable to the City of Delaware's needs, an audit of our policies and programs, relevant tools and best practices, recommended training, and consultants' help to design strategies that support rewarding employees with high performance.

This work will engage a committee comprised of incumbents within each of the non-union pay plans. All work will be completed with regular involvement of the Human Resources Manager, Assistant to the City Manager, Assistant City Manager, and City Manager and may include City Council. **A project plan including project timelines and milestones is requested in order to meet the December 1, 2022 implementation deadline.**

Specifically, we are looking for evaluations and recommendations on the following components. The City welcomes proposals that may recommend additional or different actions in the interest of efficiency, value, or improvement:

1. Evaluation of Current State

- a. Review current organizational charts, position descriptions, all current performance appraisal documents and criteria, leadership behaviors, and other relevant documents in order to formulate a preliminary understanding of the current process and needs.
- b. Conferring with project staff and committee to identify problems, needs, and specific areas of concern.

2. System Development

- a. Consultant will create a pay-for-performance system that is customized to the needs of the City and develop policy recommendations for the administration and maintenance of the system.
- b. Development should include multiple templates (probationary, annual, interim etc.), ratings by factors or descriptions (weighted or unweighted) that accurately distinguish among levels of performance and include tools that create consistency and ease of use.
- c. The system should tie to the City's organizational objectives, organizational competencies, organizational goals, and position-specific competencies and goals with performance ratings determining merit-based pay. Merit-based pay may be in the form of an increase to base pay, one-time bonuses, or a combination thereof.
- d. Consideration should be given to individual, team, and/or organizational achievements, progress towards short-term and long-term goals, and efforts vs. outcomes when external constraints exist.

3. Finalize System

- a. Once approved by the City, the consultant will finalize the system and coordinate the schedule and parties needed for implementation.
- b. Implementation schedule should provide for the system to be fully functional for the CY2023 review period which will determine merit-based pay adjustments for CY2024 budget year (Jan. 1).
- c. Consultant will advise on what intervals to evaluate the system to keep it functioning properly.

4. Training and Communication

- a. Consultant will develop and present a training program for both Human Resources staff and supervisors/management.



- b. Consultant will develop training and/or communication pieces to introduce the system to employees that describe how the system operates, informing employees what factors will be rewarded, and their role in the process.

Section IV. Proposal Evaluation Criteria

The City of Delaware will evaluate respondents based upon the written response to this RFP; consultant interviews; references; and any other information requested by the City of Delaware. We will make the selection based on the following criteria:

- 1. Consultant’s understanding of and approach in providing services.
- 2. Consultant’s demonstrated qualifications and experience in this work, including the ability to affect real change, having performed similar services for local or state government or nonprofit organizations.
- 3. Years of experience in the field of compensation analysis and performance appraisal systems.
- 4. Ability to commit specific consultant(s) for the duration of the project for continuity.
- 5. References.
- 6. Proposed fees.

The City of Delaware reserves the right to accept any one or more than one proposal; to withdraw or cancel this RFP; to modify or amend, with the consent of the respondent, any proposal prior to acceptance; to reject any or all proposals or waive any informality and otherwise to affect any agreement that the City of Delaware in its sole judgment, deems to be in its best interest. The successful respondent will be expected to enter into a standard professional services agreement.

Section V. Proposal Organization

Required Sections

- Cover Letter
- Firm Background, Principal Officers, Staff Qualifications and Experience, and Organizational Efforts with Respect to Diversity, Equity, and Inclusion.
- Scope of Required Services
- References
- Additional Data and Information
- Attachments
- Cost Proposal

1. Cover Letter - Include the name of the executive and professional personnel by skill and qualification who will be employed in the work. Identify only individuals who will do the work on this project by name and title. Resumes and qualifications are required for all proposed project personnel, including all subcontractors. Qualifications and capabilities of any subcontractors must also be included.
2. State history of the firm, in terms of length of existence, types of services provided, etc. Identify the technical details that make the firm uniquely qualified for this work.
3. Scope of Required Services - Provide an overview of your recommended approach to each element outlined in the scope of services. This overview should include how the project will be managed and scheduled, communication and coordination, the working relationship between the company and City staff.
4. Provide examples of prior work implementing similar projects for both your company and the individuals to be involved in the project.
5. References – A list of three references must be provided for similar projects recently completed. Please include the firm/agency name, address, brief description of the work, and contact person and contact information. Government or nonprofit preferred.
6. Additional Data and Information – Any additional material such as communication materials, presentations, videos that may give the selection committee a broader sense for your company is welcomed.
7. Cost Proposal – Shall be submitted and include names, titles, hourly rates, reimbursable expenses, and any other costs associated with providing the proposed services.

Section VI. Proposal Evaluation

The selection committee will evaluate each proposal by the above-described criteria to select a short-list of firms for further consideration. The City reserves the right to reject any proposal that it determines to be unresponsive and deficient in any of the information requested for evaluation. A proposal with all the requested information does not guarantee the proposing



firm to be a candidate for an interview/follow-up. The committee may contact references to verify material submitted by the respondents.

The committee then will schedule interviews with the selected firms if necessary. The selected firms will be given the opportunity to discuss in more detail their qualifications, experience, proposed work plan, and fee proposal.

The interview must include the project team members expected to complete most of the work on the project. The City reserves the right to waive the interview process and evaluate the respondents based on their proposals and fee schedules.

Section VII. Additional RFP Details

Public Records

In entering into a contract with the City (or responding to a City solicitation), all consultants are hereby notified that all bids, proposals, quotations, RFI responses, agreements, invoices, correspondence and any other documents submitted to the City become public property and are subject to public disclosure in accordance with Ohio Public Records Law. All public records will be made available upon request, at the earliest time permitted by law.

Ownership of all data, materials, and documentation originated and prepared for the City pursuant to this RFP shall belong exclusively to the City and be subject to public disclosure in accordance with Ohio Public Records Law.

Tax Exemption

The City is exempt from Federal and Ohio State sales tax. A tax exemption certificate will be made available at the successful consultant's request.

Expense for Preparing Response to RFP

The City accepts no responsibility for any expenses incurred by the responders to this RFP; including cost associated with RFP responses and presentations. Such expenses are to be borne exclusively by the responders.

Income Tax

When performing work within the City, the contractor will be required to withhold all City income taxes due or payable under the provisions of the Income Tax Ordinance, for wages, salaries, and commissions paid to employees and further agree that any subcontractors shall be

required to agree to withhold any such City income taxes due under said chapter for services performed.

Compliance

The contractor shall observe and comply with all applicable laws, ordinances, and the rules and regulations of all authorities having jurisdiction over the City's contract.

The contractor shall comply, when applicable, with the U. S. Department of Labor, Safety and Health Regulations identified as Chapter XVII of Title 29, Code of Federal Regulations (CFR) Parts 1910 and 1926 and subsequent amendments.

The contractor agrees that in the hiring of employees for the performance of work under the City's contract or any subcontract, no contractor, subcontractor, or any person acting on his behalf shall, by reason or race, creed, sex, handicap, or color, discriminate against any citizen of the State in the employment of labor or workers who are qualified and available to perform the work to which the employment relates, nor shall any contractor, subcontractor, or any person acting on his behalf, in any manner, discriminate against or intimidate any employee hired for the performance of work under the City's contract on account of race, creed, sex, handicap, or color.

Non-Waiver of Rights

No failure of either party to exercise any power given to it hereunder or to insist upon strict compliance by the other party with its obligations hereunder, and no custom or practice of the parties at variance with the terms hereof, nor any payment under this agreement shall constitute a waiver of either party's right to demand exact compliance with the terms hereof.

Indemnification/Insurance

To the extent authorized by law, the contractor shall indemnify and hold harmless the City, its officers, elected officials, agents and employees from and against all claims, damages, losses and expenses including attorney's fees arising out of or resulting from the contractor's performance, provided that any such claims, damage, loss or expense is attributable to bodily injury, sickness, disease or death, or to injury to or destruction of tangible property, including the loss of use resulting there from; and is caused in whole or in part by any negligent or willful act or omission of the contractor, subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable. If the contractor is required to go on City property to perform work or services, the contractor shall assume full responsibility and expense to obtain all necessary insurance as required by the City.

Relationship of Parties

The relationship between the parties to a contract resulting from this solicitation shall be that of independent contractors. Nothing contained herein shall be interpreted or construed as establishing an agency or employer/employee relationship between the parties or between either party and the employees or representatives of the other party. The contractor is responsible for all Social Security taxes and Bureau of Workers Compensation contributions for itself and any of its employees.

Assignment

Neither the contractor nor the City shall sell, transfer, assign or otherwise dispose of the contract or any portion thereof, or of their right, title, or interest therein, or the obligation there under, without the written consent of the other party.

Remedies

The City shall have all rights and remedies afforded under the Universal Commercial Code and Ohio law in contract and in tort, including but not limited to rejection of goods, refund, incidental, consequential, and compensatory damages, and reasonable attorney's fees.

Termination

The City reserves the right to terminate any contract resulting from this solicitation in whole or in part for default (termination due to the contractor's failure to perform satisfactorily) or convenience (termination due to the best interests of the City). After 10 days from delivery of a written notice to the contractor, the City may, without cause and without prejudice to any other right or remedy, elect to terminate the contract. In such case, the contractor shall be paid for work executed, goods delivered and accepted, and any expense sustained plus a reasonable profit, unless such termination was due to the act or conduct of the contractor.

Date Submitted
January 5, 2022

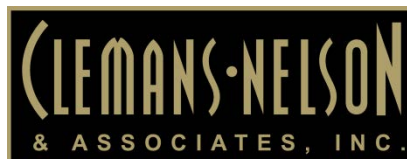
Submitted By

Heidi L. Miller
Account Manager / Shareholder



Executive Summary

Classification and Compensation Plan Review



CONSULTANTS TO MANAGEMENT

Akron | Cincinnati | Columbus | Lima
www.clemansnelson.com
1.800.282.0787

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Project Background

An organization's compensation package is one of the most integral parts of a human resources system because of the way it impacts the organization. Compensation drives culture, employee recruitment and retention, motivation, and advancement. An organization must also be compliant with both state and federal laws.

As a result, Clemans, Nelson & Associates, Inc. (hereinafter Clemans Nelson; or referenced as "the Consultant") was tasked by the City of Delaware (hereinafter "the City") to conduct a comprehensive classification and compensation study, assessing external and internal equity. The Study included review of the City's management pay plan, permanent part-time, and seasonal positions. A review of the management pay plan has not been completed since 2006 and the director level positions were reviewed in 2012.

It should also be noted that the COVID-19 pandemic has quickly shifted the climate of the labor market as a whole. In general, employers are encountering difficulties in recruiting and retaining talent, necessitating wage increases and expansion of benefit offerings. This has led to many employers reviewing their compensation packages and making significant changes as a result. On June 29, 2021, the Society for Human Resource Management ("SHRM") posted an article outlining how job seekers are gaining control over the marketplace:

"Labor market data coming out of the COVID-19 pandemic is unprecedented—a record number of available jobs and historical highs in workers quitting and retiring have pushed employers to offer higher wages, signing bonuses and other perks ...

The pandemic has changed how people want to work and what they expect from their employer, as exemplified by the recent boost in wages and benefits ...

'This is the most competitive job market in a generation, significantly more so than pre-COVID, which was already considered to be a very tight job market,' Stevenson said. 'Job vacancies are up 68 percent [for hourly workers], while job seekers remain flat versus pre-COVID levels. My expectation is that we will continue to see a tighter and tighter labor market this year, along with difficulty hiring and an increasing turnover rate.' (Mathieu Stevenson, CEO of Snagajob)¹

¹ <https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/job-seekers-are-gaining-control-over-hiring.aspx>

Methodology

External Equity – Market Study

External equity, typically evaluated by a market study, answers the following question: how does the City’s pay compare to other like jurisdictions?

Clemans Nelson conducted a market study consisting of ten (10) municipalities, as noted below. In the market study, each respondent was asked to review a description of the positions surveyed, and provide wage ranges (minimum and maximum) and a current wage rate (rate of pay currently being paid to the incumbent in the classification) for each benchmark position. As responses were received, wage data was compiled for each classification.

CITY OF DELAWARE					
CLASSIFICATION AND COMPENSATION STUDY					
DEMOGRAPHICS FOR COMPARABLE JURISDICTIONS					
City	County	Population	Median Household Income	Income Tax Rate	Income Tax
Westerville	Franklin	40,387	\$90,443	2.00%	\$ 48,200,298
Mansfield	Richland	46,560	\$35,697	2.00%	\$ 29,896,198
Hilliard	Franklin	36,414	\$95,831	2.00%	\$ 28,137,181
Delaware	Delaware	39,930	\$69,087	1.85%	\$ 26,275,884
Worthington	Franklin	14,725	\$102,731	2.50%	\$ 25,480,751
Reynoldsburg	Franklin	38,278	\$66,037	2.50%	\$ 22,586,568
Grove City	Franklin	41,625	\$69,479	2.00%	\$ 22,324,351
Newark	Licking	50,029	\$42,116	1.75%	\$ 22,185,993
Marysville	Union	24,267	\$70,793	1.50%	\$ 19,037,167
Gahanna	Franklin	35,551	\$84,429	1.50%	\$ 18,830,269
Marion	Marion	36,087	\$37,333	2.00%	\$ 16,570,769
Source: US.datacensus.gov; 2018 ACS 5-year Estimates; Ohio Department of Taxation					

Surveys are conducted using benchmark jobs which are similar in nature and scope of responsibility. These benchmark jobs are used as a reference point for making pay comparisons with the comparable jurisdictions. The market sources may vary from job to job depending on the knowledge, skills, and abilities required. The source of market data utilized depends on the scope of work, responsibility, and general recruiting pool for the specific job.

The classifications selected as benchmarks in the market study are as follows:

Legal Department

City Attorney
 Paralegal (PT)
 Assistant Prosecutor
 Chief Prosecutor

City Manager's Office

Executive Assistant
 Assistant City Manager
 Budget and Management Analyst

Community Affairs

Communications Specialist
 Public Information Officer (Community Affairs Coordinator)

Economic Development

Economic Development Coordinator
 Economic Development Director

City Engineer's Office

Engineering Technician
 Project Manager I
 Construction Inspector
 Deputy City Engineer
 Project Engineer (Series)

Finance

Assistant / Deputy Finance Director (Accountant)
 Income Tax Administrator
 Finance Director
 Finance Specialist (Series)

Human Resources

Human Resources Specialist (Admin. Services Specialist)
 Human Resources Manager
 Human Resources Coordinator

Information Technology

Help Desk Support Technician
 Help Desk Technician/Specialist

GIS Supervisor (GIS Coordinator)
 Information Systems & Network Administrator
 Application System Specialist
 Chief Information Officer
 GIS Technician (GIS/CMMS Technician)

Multiple Departments

Administrative Assistant
 Service Coordinator
 Division Supervisor

Parks & Natural Resources

Facility Maintenance Supervisor
 Parks Superintendent
 Parks & Natural Resources Director

Planning

Development Planner
 Planning & Community Development Director
 Chief Building Official
 Code Enforcement Officer (Series)
 Building Inspector (Series)

Police

Data & Video Technician
 Police Technician

Public Utilities

Water/Wastewater Manager (Wastewater Manager)
 Deputy Director
 Public Utilities Director

Public Works

Public Works Director / City Engineer
 Fleet Maintenance Supervisor
 Highway Superintendent
 Service Operations Superintendent
 Traffic Engineer

The survey results are summarized on the following page(s), and the entire report can be found as an attachment with this Executive Summary. There were a few classifications where the Consultant received limited data. This is indicated throughout the survey results with an entry of "no comparable position" or "not provided / available / applicable".

City of Delaware Wage Survey Results

Summary of Data from Responding Jurisdictions

Position	City of Delaware			Market - All Responses		Variance to Market	
	Minimum	Maximum	Current	Minimum	Maximum	Minimum	Maximum
Legal Department							
City Attorney	\$53.75	\$75.25	\$61.79	\$34.45	\$51.96	156%	145%
Paralegal (PT)	\$17.91	\$20.96	\$20.16	\$21.49	\$28.32	83%	74%
Assistant Prosecutor	\$34.11	\$40.21	\$30.19	\$35.00	\$51.00	97%	79%
Chief Prosecutor	\$37.33	\$52.26	\$40.87	---	---	---	---
City Manager's Office							
Executive Assistant	\$26.97	\$31.77	\$30.48	\$23.98	\$37.13	112%	86%
Assistant City Manager	\$44.79	\$62.71	\$49.74	\$39.98	\$61.50	112%	102%
Budget & Management Analyst	\$31.60	\$37.16	\$37.16	\$25.21	\$36.65	125%	101%
Community Affairs							
Communications Specialist	\$21.61	\$25.30	\$21.61	\$24.14	\$35.82	90%	71%
Public Information Officer (Community Affairs Coordinator)	\$37.33	\$52.26	\$45.00	\$29.45	\$43.44	127%	120%
Economic Development							
Economic Development Coordinator	\$26.97	\$31.77	\$26.97	\$25.62	\$39.94	105%	80%
Economic Development Director	\$37.33	\$52.26	\$48.02	\$35.14	\$53.98	106%	97%

City of Delaware Wage Survey Results

Summary of Data from Responding Jurisdictions

Position	City of Delaware			Market - All Responses		Variance to Market	
	Minimum	Maximum	Current	Minimum	Maximum	Minimum	Maximum
City Engineer's Office							
Engineering Technician	\$26.97	\$31.77	\$31.77	\$22.72	\$34.06	119%	93%
Project Manager I	\$26.97	\$31.77	\$31.31	\$27.20	\$36.99	99%	86%
Construction Inspector	\$26.97	\$31.77	\$28.12	\$25.52	\$39.84	106%	80%
Deputy City Engineer	\$41.54	\$48.87	\$48.87	\$31.13	\$42.45	133%	115%
Project Engineer Series	\$35.47	\$47.03	\$42.30	\$30.13	\$42.14	118%	112%
Finance							
Assistant / Deputy Finance Director (Accountant)	\$38.42	\$45.22	\$45.22	\$28.29	\$43.03	136%	105%
Income Tax Administrator	\$38.42	\$45.22	\$43.38	\$27.14	\$39.26	142%	115%
Finance Director	\$53.75	\$75.25	\$61.40	\$43.00	\$62.66	125%	120%
Finance Specialist Series	\$22.48	\$31.77	\$28.40	\$22.98	\$33.05	98%	96%

City of Delaware Wage Survey Results

Summary of Data from Responding Jurisdictions

Position	City of Delaware			Market - All Responses		Variance to Market	
	Minimum	Maximum	Current	Minimum	Maximum	Minimum	Maximum
Human Resources							
Human Resources Specialist (Administrative Services Specialist)	\$23.64	\$27.92	\$27.11	\$22.96	\$32.28	103%	86%
Human Resources Manager	\$34.11	\$40.21	\$40.21	\$36.93	\$53.36	92%	75%
Human Resources Coordinator (PT)	\$23.70	\$26.57	\$26.57	\$24.45	\$35.46	97%	75%
Information Technology							
Help Desk Support Technician	\$20.01	\$23.38	\$21.52	\$23.00	\$33.35	87%	70%
Help Desk Technician / Specialist (Technical Support Specialist)	\$23.64	\$27.92	\$23.64	\$23.95	\$35.60	99%	78%
GIS Supervisor (GIS Coordinator)	\$31.60	\$37.16	\$35.65	\$27.50	\$39.72	115%	94%
Information Systems & Network Administrator	\$34.11	\$40.21	\$40.21	\$33.35	\$49.80	102%	81%
Application System Specialist	\$34.11	\$40.21	\$40.21	\$31.46	\$45.83	108%	88%
Chief Information Officer	\$44.79	\$62.71	\$60.89	\$39.28	\$58.59	114%	107%
GIS Technician (GIS/CMMS Technician)	\$23.64	\$27.92	\$23.64	\$25.12	\$35.50	94%	79%
Multiple Departments							
Administrative Assistant	\$20.01	\$23.38	\$21.52	\$18.92	\$27.27	106%	86%
Service Coordinator	\$21.61	\$25.30	\$21.61	\$27.24	\$40.85	79%	62%
Division Supervisor	\$26.97	\$31.77	\$32.18	\$34.85	\$48.79	77%	65%

City of Delaware Wage Survey Results

Summary of Data from Responding Jurisdictions

Position	City of Delaware			Market - All Responses		Variance to Market	
	Minimum	Maximum	Current	Minimum	Maximum	Minimum	Maximum
Parks & Natural Resources							
Facility Maintenance Supervisor	\$25.54	\$30.21	\$30.21	\$27.24	\$39.78	94%	76%
Parks Superintendent	\$35.47	\$41.77	\$41.77	\$30.24	\$45.27	117%	92%
Parks & Natural Resources Director	\$37.33	\$52.26	\$45.70	\$37.60	\$58.05	99%	90%
Planning							
Development Planner	\$29.19	\$34.38	\$31.79	\$27.34	\$41.13	107%	84%
Planning & Community Development Director	\$44.79	\$62.71	\$57.42	\$39.59	\$57.15	113%	110%
Chief Building Official	\$37.33	\$52.26	\$48.41	\$32.03	\$50.92	117%	103%
Code Enforcement Officer Series	\$25.54	\$31.77	\$26.26	\$23.73	\$34.48	108%	92%
Building Inspector Series	\$28.07	\$38.66	\$37.21	\$26.14	\$32.38	107%	119%
Police							
Data & Video Technician (Body/Cruiser Camera Technician)	\$21.61	\$25.30	\$21.61	\$19.80	\$29.92	109%	85%
Police Technician	\$24.60	\$29.05	\$29.05	\$20.79	\$29.67	118%	98%

City of Delaware Wage Survey Results

Summary of Data from Responding Jurisdictions

Position	City of Delaware			Market - All Responses		Variance to Market	
	Minimum	Maximum	Current	Minimum	Maximum	Minimum	Maximum
Public Utilities							
Water / Wastewater Manager (Wastewater Manager)	\$38.42	\$45.22	\$39.97	\$32.31	\$46.02	119%	98%
Deputy Director	\$39.91	\$47.03	\$47.03	\$27.27	\$41.67	146%	113%
Public Utilities Director	\$44.79	\$62.71	\$49.19	\$35.61	\$53.90	126%	116%
Public Works							
Public Works Director / City Engineer	\$44.79	\$62.71	\$60.88	\$38.96	\$55.75	115%	112%
Fleet Maintenance Supervisor	\$31.60	\$37.16	\$35.65	\$28.10	\$36.34	112%	102%
Highway Superintendent	\$38.42	\$45.22	\$45.22	\$31.58	\$39.81	122%	114%
Service Operations Superintendent	\$38.42	\$45.22	\$38.42	\$27.88	\$42.08	138%	107%
Traffic Engineer	\$35.47	\$47.03	\$47.03	\$33.65	\$42.72	105%	110%
Red highlight indicates limited to no responses for the position							

Position Descriptions / Internal Equity

POSITION DESCRIPTIONS

In order to review and revise position descriptions, Clemans Nelson distributed Position Analysis Questionnaires (PAQs) to employees to determine what tasks are performed and what revisions to the position descriptions may need to be made. PAQs are a valuable tool in a compensation study as they enable the Consultant to gain valuable insight into distinctions within jobs with the same title that may be department and/or position specific.

The Consultant prepared draft position descriptions noting any changes in minimum qualifications, essential functions, and knowledge, skills, and abilities. The drafts were sent to the Department Directors who reviewed each one in order to ensure accuracy and to provide feedback/revisions as necessary.

INTERNAL EQUITY

Internal equity measures the “worth” of a position inside the organization, i.e. the placement of a position within the appropriate pay grade. In order to assess internal equity, the Consultant conducted a point factor analysis for all positions. Point factoring provides the City with a legally defensible and systematic process to ensure that positions have been assigned the correct pay grade.

Positions were evaluated and rated based on the following factors:

- Education
- Experience
- Supervision Exercised
- Communications (Internal / External Relations)
- Responsibility for Assets / Consequence of Errors
- Independence of Work / Discretion
- Responsibility for Policies and Procedures
- Work Environment
- Health and Safety
- Responsibility for Accurate Records / Reports

The Consultant conducted the point factoring analysis utilizing the revised position descriptions. After Clemans Nelson completed the initial analysis, several meetings were held with Department Directors to ensure the Consultant had an accurate understanding of the required minimum qualifications and essential functions for each position.

Positions were then assigned to a pay grade based on the point factoring analysis. In some cases, the Consultant recommends that positions be assigned to a different (higher) pay grade based on the current market climate.



The Point Factoring Manual utilized by the Consultant and the Point Factoring Analysis has been included as an attachment with this Executive Summary.

Analysis & Recommendations

Compensation System

The Consultant reviewed and evaluated the current compensation system in its entirety, including all wage scales, salary ordinances, pay grade assignments, etc., as well as reviewing individual employee progression through their assigned pay grade.

The City of Delaware currently has three (3) separate pay scales for non-bargaining unit employees: non-union, department head, and permanent part-time. In evaluating the current structure of the three (3) pay scales, the Consultant took into account factors such as: the percentage increase between pay grades, the spread between minimum and maximum for each pay grade, and the actual number of pay grades in the scale. The Consultant has provided analysis and recommendations for each pay scale below.

NON-UNION AND PERMANENT PART-TIME PAY SCALES

❖ Wage Scale

Analysis of the Current Pay Scales:

The Non-Union (NU) Pay Scale has twenty (20) pay grades, some of which are currently vacant. The average percentage between each pay grade is 4.13 percent and the average spread between minimum and maximum is 17.64 percent. The PPT Pay Scale has seven (7) pay grades, some of which are currently vacant. The average percentage between each pay grade is 15.61 percent and the average spread between minimum and maximum is 15.68 percent.

Depending on the number of positions within an organization, the standard percentage between pay grades typically ranges from 6-12 percent and the standard spread between minimum and maximum typically ranges from 35-50 percent. While the market is used to gauge the external competitiveness of the City's wages, a standardized scale is more common in the public sector and ensures maximum pay integrity.

For the NU pay scale, both the average percentage between pay grades and the average spread between minimum and maximum is low. The small spread between minimum and maximum is resulting in approximately 44 percent of the City's current employees being red-lined (at the maximum of their assigned pay grade). For the PPT pay scale and unlike the NU pay scale, the percentage between each grade is on the higher side. However, the percentage from minimum to maximum is also low.

For both pay scales, each pay grade has five (5) steps. Typically, employees advance from one step to the next upon completion of one (1) year of service. In addition to the steps,

the City has historically provided cost of living adjustments that have resulted in the entire scale shifting by a specific percentage.

The Consultant reviewed the positions in the NU and PPT pay scales that were included in the Market Study and found that the minimum rates of pay, where the City is recruiting employees, is slightly high when compared to the market. However, the maximum rates, where employees are topping out, is low compared to the market. Elevated minimum rates of pay are most likely the result of shifting the scale on an annual basis and the low maximum rates of pay are most likely the result of having a scale with a small spread (percentage) between minimum and maximum.

Another issue that the Consultant focused on with the PPT Pay Scale was whether the part-time positions had a full-time equivalent (FTE). The City of Delaware's HR Manager met with each Director individually and determined that an FTE does not exist for any of the PPT positions.

Recommendations:

The Consultant recommends the City adopt the proposed pay scales included on the following page. The NU pay scale has been developed to include fourteen (14) pay grades with sufficient range between minimum and maximum and standardized incremental increases between each pay grade. The PPT pay scale has been developed to include six (6) pay grades. Additionally, the proposed pay scales include three (3) steps between minimum and midpoint (for a total of five steps). Once an employee reaches the fifth (5th) step, they will be at the midpoint and will move through the pay scale by way of general wage or merit increases.

The advantage of this type of structure is that it will provide the City with greater flexibility when recruiting and determining wage increases. Additionally, with this structure, the City will begin to phase out the five (5) steps and transition to a pay-for-performance system.

CITY OF DELAWARE								
PROPOSED NON-UNION PAY SCALE								
Pay Grade	Step 1 - Minimum	Step 2	Step 3	Step 4	Step 5 - Midpoint	Maximum	% Between Pay Grades	% Between Min & Max
1	\$20.51	\$21.48	\$22.51	\$23.57	\$24.61	\$28.71		40.00%
2	\$21.74	\$22.77	\$23.86	\$24.99	\$26.09	\$30.44	6.00%	40.00%
3	\$23.05	\$24.14	\$25.29	\$26.49	\$27.65	\$32.26	6.00%	40.00%
4	\$24.43	\$25.59	\$26.80	\$28.08	\$29.31	\$34.20	6.00%	40.00%
5	\$25.89	\$27.12	\$28.41	\$29.76	\$31.07	\$36.25	6.00%	40.00%
6	\$27.45	\$28.75	\$30.12	\$31.55	\$32.94	\$38.43	6.00%	40.00%
7	\$29.09	\$30.48	\$31.92	\$33.44	\$34.91	\$40.73	6.00%	40.00%
8	\$30.84	\$32.30	\$33.84	\$35.45	\$37.01	\$43.18	6.00%	40.00%
9	\$32.69	\$34.24	\$35.87	\$37.57	\$39.23	\$45.77	6.00%	40.00%
10	\$34.65	\$36.36	\$38.02	\$39.83	\$41.58	\$48.51	6.00%	40.00%
11	\$36.73	\$38.48	\$40.30	\$42.22	\$44.08	\$51.42	6.00%	40.00%
12	\$38.93	\$40.78	\$42.72	\$44.75	\$46.72	\$54.51	6.00%	40.00%
13	\$41.27	\$43.23	\$45.28	\$47.44	\$49.52	\$57.78	6.00%	40.00%
14	\$43.75	\$45.82	\$48.00	\$50.28	\$52.50	\$61.25	6.00%	40.00%

PROPOSED PERMANENT PART-TIME PAY SCALE								
Pay Grade	Step 1 - Minimum	Step 2	Step 3	Step 4	Step 5 - Midpoint	Maximum	% Between Pay Grades	% Between Min & Max
PT 1	\$16.81	\$17.46	\$17.94	\$18.43	\$18.91	\$21.01		25.00%
PT 2	\$17.64	\$18.33	\$18.79	\$19.26	\$19.85	\$22.05	4.98%	25.00%
PT 3	\$18.53	\$19.25	\$19.78	\$20.32	\$20.84	\$23.16	5.02%	25.00%
PT 4	\$19.26	\$20.01	\$20.56	\$21.13	\$21.67	\$24.07	3.95%	25.00%
PT 5	\$21.09	\$21.74	\$22.28	\$22.84	\$23.41	\$25.73	9.49%	22.00%
PT 6	\$22.06	\$22.74	\$23.31	\$23.89	\$24.48	\$26.91	4.60%	22.00%

*The Non-Union Pay Scale includes a 2.5 percent adjustment for 2022.

❖ Pay Grade Changes / Position Title Changes

As a result of the internal equity analysis, the Consultant recommends positions be assigned a pay grade as proposed on the following three (3) pages. Additionally, the Consultant has noted any changes to positions titles.

CITY OF DELAWARE				
NON-UNION PAY GRADES / POSITION TITLES				
DEPT	CURRENT POSITION TITLE	PROPOSED POSITION TITLE	Current Pay Grade	Proposed Pay Grade
PW	Project Engineer III	Traffic Engineer	M18	12
Legal	City Prosecutor	No Change	DH I	12
PW	Deputy City Engineer	No Change	M19	12
CD	Chief Building Official	No Change	DH I	12
Finance	Deputy Finance Director	Deputy Finance Director	M17	12
PU	Deputy Director	Deputy Director of Public Utilities	M18	11
PW	Project Engineer III	No Change	M18	11
Finance	Income Tax Administrator	No Change	M17	10
PU	Utilities Field Superintendent	No Change	M17	10
PU	Wastewater Manager	No Change	M17	10
PU	Water Manager	No Change	M17	10
Admin.	Assistant to the City Manager	New	M12	10
PNR	Parks Superintendent	No Change	M15	10
CD	Zoning Administrator	Planning & Zoning Administrator	M17	10
PW	Public Works Superintendent	Public Works Operations Manager	M17	10
PW	Project Engineer II	No Change	M17	10
PNR	Recreation Program Supt.	No Change	M10	8
IT	IS & Network Administrator	Network Administrator	M14	8
---	Budget & Management Analyst	No Change	M12	8
ED	Economic Development Project Manager II	No Change	M12	8
PW	Airport Manager	No Change	M12	8
Legal	Assistant City Attorney / Prosecutor	New		8
IT	Applications Systems Specialist	No Change	M14	8
PW	Project Engineer I	No Change	M15	8
PW	Project Engineer I	No Change	M15	8
PNR	Facility Maintenance Supervisor	No Change	M7	7
CD	Development Planner	No Change	M10	7
CD	Development Planner	No Change	M10	7
CD	Development Planner	No Change	M10	7
PW	Project Manager III	No Change	M18	7
Legal	Assistant City Attorney	Assistant City Prosecutor	M9	7
Legal	Assistant City Attorney	Assistant City Prosecutor	M9	7
HR	HR Specialist	No Change	M5	7
PNR	Arborist	No Change	M4	7
CD	Code Enforcement Officer II	No Change	M8	7
CD	Building Inspector II	No Change	M13	7
CD	Building Inspector II	No Change	M13	7
CD	Building Inspector II	No Change	M13	7
CD	Building Inspector II	No Change	M13	7
PU	Division Supervisor	Distribution Division Supervisor	M8	7
PU	Division Supervisor	Collections Division Supervisor	M8	7

CITY OF DELAWARE				
NON-UNION PAY GRADES / POSITION TITLES				
DEPT	CURRENT POSITION TITLE	PROPOSED POSITION TITLE	Current Pay Grade	Proposed Pay Grade
IT	GIS Coordinator	No Change	M12	7
PW	Division Supervisor	Fleet Division Supervisor	M12	7
PW	Division Supervisor	Solid Waste Collection Division Supervisor	M8	7
PW	Division Supervisor	Street Division Supervisor	M8	7
PW	Division Supervisor	Traffic Division Supervisor	M8	7
PW	Airport Operations Supervisor	No Change	M8	7
PNR	Golf Course Supervisor	No Change	M5	7
PNR	Division Supervisor	Parks Division Supervisor	M8	7
PW	Construction Inspection Manager	No Change	M12	6
PU	Watershed Coordinator	Watershed Sustainability Coordinator	M5	6
ED	Economic Development Coordinator	No Change	M8	6
Police	Police Technician	No Change	M6	6
Admin.	Executive Assistant	No Change	M8	6
PW	Highway Superintendent	Right-of-Way Manager	M17	6
Finance	Financial Specialist II	No Change	M8	6
CD	Code Enforcement Officer I	No Change	M7	5
CD	Building Inspector I	No Change	M9	5
CD	Zoning Technician	Zoning Officer	M5	5
PW	Construction Inspector	No Change	M8	5
IT	GIS/CMMS Analyst	No Change	M8	5
PW	Project Manager II	No Change	M12	5
Police	Administrative Assistant	Office Manager	M1	4
Fire	Administrative Assistant	Office Manager	M1	4
Fire	Service Coordinator	No Change	M3	4
Police	Service Coordinator	No Change	M3	4
PU	GIS / CMMS Technician	GIS / Data Technician	M5	4
HR	Administrative Services Specialist	HR Assistant	M5	4
CA	Communications Specialist	No Change	M3	4
Finance	Collections Manager	No Change	M8	4
Fire	GIS / CMMS Technician	GIS / Data Technician	M5	4
Police	Data & Video Technician	No Change	M3	4
PNR	Cemetery Manager	No Change	M4	4
PU	Project Manager I	No Change	M8	4
PW	Engineering Technician	Project Manager I	M8	4
IT	Technical Support Specialist	No Change	M5	3
PW	Airport Technician	Airport Technician III	M5	3
Police	Police Assistant	No Change	M2	3
Finance	Financial Specialist I	No Change	M4	3
PW	Airport Technician	Airport Technician II	M4	2
PW	Airport Technician	Airport Technician I	M2	1
IT	Help Desk Support Technician	No Change	M1	1

CITY OF DELAWARE				
PERMANENT PART-TIME PAY GRADE / POSITION TITLE CHANGES				
DEPT	Current Position Title	Revised Position Title	Current Pay Grade	Proposed Pay Grade
HR	HR Coordinator	No Change	PT 7	PT 6
Legal	Investigation / Diversion Manager	No Change	PT 5	PT 6
Legal	Paralegal	No Change	PT 5	PT 6
PU	Facility Maintenance Technician II	No Change	PT 4	PT 6
Police	Parking Control Officer	No Change	PT 3	PT 5
Police	Support Services Aide	No Change	PT 3	PT 5
Parks	Laborer	No Change	PT 5	PT 4
Parks	Laborer	No Change	PT 5	PT 4
Parks	Laborer	No Change	PT 5	PT 4
---	Records Clerk	No Change	PT 4	PT 4
PU	Facility Maintenance Technician I	No Change	PT 1	PT 4
IT	Help-Desk Technician	No Change	PT 4	PT 4
PNR	Recreation Center Attendant	No Change	PT 2	PT 1
PNR	Recreation Center Attendant	No Change	PT 2	PT 1
PNR	Recreation Center Attendant	No Change	PT 2	PT 1
PNR	Recreation Center Attendant	No Change	PT 2	PT 1
Finance	Clerical Specialist	No Change	PT 4	PT 1
Finance	Clerical Specialist	No Change	PT 4	PT 1
Finance	Clerical Specialist	No Change	PT 4	PT 1
Finance	Clerical Specialist	No Change	PT 4	PT 1

DEPARTMENT HEAD PAY SCALE

❖ **Wage Scale**

Analysis of Current Pay Scale:

The Department Head (DH) Pay Scale has three (3) pay grades. The percentage between each pay grade is 20 percent. The spread between minimum and maximum is 40 percent. Having a separate pay scale with wider ranges provides the City with the flexibility to recruit properly for these upper level positions.

In order to advance through a pay range, the City has historically provided general wage increases and/or merit increases that have been added to the base rate of pay.

The Consultant reviewed the survey results for the DH positions included in the Market Study and found that the established ranges are comparable when compared to the market.

Recommendations:

As a result of the above findings, the Consultant does not recommend any changes to the Department Head pay scale. The Department Head pay scale has been included below.

DEPARTMENT HEAD PAY SCALE				
Pay Grade	Minimum		Maximum	
DH III	\$53.75	\$111,804.43	\$75.25	\$156,526.20
DH II	\$44.79	\$93,170.36	\$62.71	\$130,437.74
DH I	\$37.33	\$77,641.97	\$52.26	\$108,698.75

❖ **Pay Grade Changes**

As a result of the internal equity analysis, the Consultant recommends positions be assigned a pay grade as proposed on the following page.

CITY OF DELAWARE			
DEPARTMENT HEAD PAY GRADES / POSITION TITLES			
DEPARTMENT	POSITION	CURRENT PAY GRADE	PROPOSED PAY GRADE
Finance	Finance Director	DH III	No Change
Legal	City Attorney	DH III	No Change
Public Utilities	Director of Public Utilities	DH II	DH III
Fire	Fire Chief	DH III	No Change
Police	Police Chief	DH III	No Change
Public Works	Public Works Director / City Engineer	DH II	DH III
Community Development	Planning & Community Development Director	DH II	No Change
Parks & Natural Res.	Parks & Natural Resources Director (Recreation??)	DH I	DH II
Economic Development	Assistant City Manager	DH II	No Change
IT	Chief Information Officer	DH II	No Change
HR	HR Manager	M14	DH I
Economic Development	Economic Development Director	DH I	No Change
Community Affairs	Community Affairs Director	DH I	No Change

❖ **Implementation / Cost**

As part of our recommendation, we analyzed each employee’s progression through their assigned pay grade. Each NU and PPT employee was placed in their new, respective, pay grade based on a combination of their currently assigned step and years of service. Any adjustments based on years of service alone have been capped at 10 percent. If an adjustment was necessary to place an employee at the appropriate step of their new pay grade (based on point factoring) those adjustments may result in a percentage higher than 10 percent to bring an employee to the minimum step of their new grade or to avoid an employee being placed in between steps. Where necessary due to reclassifications or market adjustments, this percentage may also be higher. Any employee who was not impacted by the implementation of the proposed pay scale, will receive a 2.5 percent cost of living adjustment.

It is recommended that Department Heads receive a 4-5 percent increase to advance them through their assigned pay range. The only exception to this is the Director of Public Utilities, Parks and Natural Resources Director, and HR Manager. As a result of the internal equity

analysis, it has been recommended that the Director of Public Utilities and the Parks and Natural Resources Director be assigned to a higher pay grade resulting in a higher wage increase. The HR Manager was previously in the NU Pay Scale and it has been recommended that this position be moved to the Department Head pay scale also resulting in a higher wage increase.

The estimated implementation cost noted below has been included in the 2022 budget.

Pay Scale	Projected Implementation Cost
Non-Union	\$330,804
Permanent Part-Time*	\$43,234
Department Head	\$83,077
TOTAL	\$457,115

**The annual cost for the PPT pay scale is based on employees working an average of 30 hours per week or 1,560 hours per year.*

❖ **Compensation Practices with Respect to Red-Lined (maxed out) Employees**

As previously mentioned, the City, on an annual basis, has historically shifted the NU and PPT pay scales by a specific percentage based cost of living. This has provided employees who are at Step 5 (red-lined employees) with an annual cost of living adjustment that is added to their base rate of pay. Although annual increases may be appropriate (based on internal and external factors), the proposed pay scale itself is designed to remain the same for a minimum of three (3) years as shifting the scale every year defeats the principle of placing a minimum and maximum value on each position.

It is recommended that once employees reach the maximum of their pay range, they no longer be eligible for an increase that will raise their base rate of pay. Additionally, in lieu of a base rate adjustment, it is recommended that the City consider alternatives such as a lump sum payment that is equal to the amount granted for increases.

Ongoing Plan Administration and Maintenance

Future Salary Surveys

The City of Delaware may engage in an external market analysis periodically to ensure the City's rates of pay are consistent with its philosophy and with current market conditions. Typically, these surveys will occur every three (3) years or as the City's management team deems appropriate.

Plan Maintenance

Maintenance of the compensation system is an important task which cannot be neglected. Failure to properly maintain the plan may eventually result in recruitment problems, pay inequities between classes, lowered employee morale, higher employee turnover, and other related organizational problems.

Changes in Classification Functions and Responsibilities

There are numerous factors and influences which may contribute to the erosion of a compensation plan's validity. Common factors and influences generating change include:

1. Addition of new functions or responsibilities to a classification;
2. Abolishment or elimination of a classification's functions or responsibilities;
3. Reorganization of an organizational function, resulting in the consolidation of work activities;
4. Gradual change of a classification by addition, deletion, or modification of duties and responsibilities;
5. New or revised licensure or certification requirements dictated by law; or
6. Market demand.

In addition to the above factors, ever changing market conditions may dictate that the compensation plan be upgraded in order for individual departments to remain in a competitive posture with comparable jurisdictions.

Since it has been pointed out that the compensation plan needs to be updated on a periodic basis in order to remain internally equitable and externally competitive, the following general procedures should be followed in order to achieve these results:

- ❖ On each occasion when a position is classified or reclassified, it will be necessary to review that position's pay grade assignment in order to ensure that equity between classifications is maintained. If the position is assigned to a currently existing classification, it will only be necessary to reassign the position's pay grade to the level paid for that classification. If, on the other hand, the position is classified or reclassified to a new classification, i.e., a classification which does not currently exist, it will be necessary to point factor the new classification in order to determine the proper pay grade assignment.

- ❖ In addition to the continual maintenance process, it is recommended that the City conduct a wage survey of benchmark positions on a periodic basis, as noted herein, or some other form of research to ascertain the external market rate. These results will help to determine appropriate wage adjustments within the existing scale. Although annual increases may be appropriate (based on internal and external factors), the scale itself is designed to remain the same for three (3) to five (5) years as shifting the scale every year defeats the principle of placing a minimum and maximum value on each classification.

APPENDICES

APPENDIX A – WAGE SURVEY RESULTS

City of Delaware Wage Survey Results

Summary of Data from Responding Jurisdictions

Position	City of Delaware			Market - All Responses		Variance to Market	
	Minimum	Maximum	Current	Minimum	Maximum	Minimum	Maximum
Legal Department							
City Attorney	\$53.75	\$75.25	\$61.79	\$34.45	\$51.96	156%	145%
Paralegal (PT)	\$17.91	\$20.96	\$20.16	\$21.49	\$28.32	83%	74%
Assistant Prosecutor	\$34.11	\$40.21	\$30.19	\$35.00	\$51.00	97%	79%
Chief Prosecutor	\$37.33	\$52.26	\$40.87	---	---	---	---
City Manager's Office							
Executive Assistant	\$26.97	\$31.77	\$30.48	\$23.98	\$37.13	112%	86%
Assistant City Manager	\$44.79	\$62.71	\$49.74	\$39.98	\$61.50	112%	102%
Budget & Management Analyst	\$31.60	\$37.16	\$37.16	\$25.21	\$36.65	125%	101%
Community Affairs							
Communications Specialist	\$21.61	\$25.30	\$21.61	\$24.14	\$35.82	90%	71%
Public Information Officer (Community Affairs Coordinator)	\$37.33	\$52.26	\$45.00	\$29.45	\$43.44	127%	120%
Economic Development							
Economic Development Coordinator	\$26.97	\$31.77	\$26.97	\$25.62	\$39.94	105%	80%
Economic Development Director	\$37.33	\$52.26	\$48.02	\$35.14	\$53.98	106%	97%
City Engineer's Office							
Engineering Technician	\$26.97	\$31.77	\$31.77	\$22.72	\$34.06	119%	93%
Project Manager I	\$26.97	\$31.77	\$31.31	\$27.20	\$36.99	99%	86%
Construction Inspector	\$26.97	\$31.77	\$28.12	\$25.52	\$39.84	106%	80%
Deputy City Engineer	\$41.54	\$48.87	\$48.87	\$31.13	\$42.45	133%	115%
Project Engineer Series	\$35.47	\$47.03	\$42.30	\$30.13	\$42.14	118%	112%

City of Delaware Wage Survey Results

Summary of Data from Responding Jurisdictions

Position	City of Delaware			Market - All Responses		Variance to Market	
	Minimum	Maximum	Current	Minimum	Maximum	Minimum	Maximum
Finance							
Assistant / Deputy Finance Director (Accountant)	\$38.42	\$45.22	\$45.22	\$28.29	\$43.03	136%	105%
Income Tax Administrator	\$38.42	\$45.22	\$43.38	\$27.14	\$39.26	142%	115%
Finance Director	\$53.75	\$75.25	\$61.40	\$43.00	\$62.66	125%	120%
Finance Specialist Series	\$22.48	\$31.77	\$28.40	\$22.98	\$33.05	98%	96%
Human Resources							
Human Resources Specialist (Administrative Services Specialist)	\$23.64	\$27.92	\$27.11	\$22.96	\$32.28	103%	86%
Human Resources Manager	\$34.11	\$40.21	\$40.21	\$36.93	\$53.36	92%	75%
Human Resources Coordinator (PT)	\$23.70	\$26.57	\$26.57	\$24.45	\$35.46	97%	75%
Information Technology							
Help Desk Support Technician	\$20.01	\$23.38	\$21.52	\$23.00	\$33.35	87%	70%
Help Desk Technician / Specialist (Technical Support Specialist)	\$23.64	\$27.92	\$23.64	\$23.95	\$35.60	99%	78%
GIS Supervisor (GIS Coordinator)	\$31.60	\$37.16	\$35.65	\$27.50	\$39.72	115%	94%
Information Systems & Network Administrator	\$34.11	\$40.21	\$40.21	\$33.35	\$49.80	102%	81%
Application System Specialist	\$34.11	\$40.21	\$40.21	\$31.46	\$45.83	108%	88%
Chief Information Officer	\$44.79	\$62.71	\$60.89	\$39.28	\$58.59	114%	107%
GIS Technician (GIS/CMMS Technician)	\$23.64	\$27.92	\$23.64	\$25.12	\$35.50	94%	79%
Multiple Departments							
Administrative Assistant	\$20.01	\$23.38	\$21.52	\$18.92	\$27.27	106%	86%
Service Coordinator	\$21.61	\$25.30	\$21.61	\$27.24	\$40.85	79%	62%
Division Supervisor	\$26.97	\$31.77	\$32.18	\$34.85	\$48.79	77%	65%

City of Delaware Wage Survey Results

Summary of Data from Responding Jurisdictions

Position	City of Delaware			Market - All Responses		Variance to Market	
	Minimum	Maximum	Current	Minimum	Maximum	Minimum	Maximum
Parks & Natural Resources							
Facility Maintenance Supervisor	\$25.54	\$30.21	\$30.21	\$27.24	\$39.78	94%	76%
Parks Superintendent	\$35.47	\$41.77	\$41.77	\$30.24	\$45.27	117%	92%
Parks & Natural Resources Director	\$37.33	\$52.26	\$45.70	\$37.60	\$58.05	99%	90%
Planning							
Development Planner	\$29.19	\$34.38	\$31.79	\$27.34	\$41.13	107%	84%
Planning & Community Development Director	\$44.79	\$62.71	\$57.42	\$39.59	\$57.15	113%	110%
Chief Building Official	\$37.33	\$52.26	\$48.41	\$32.03	\$50.92	117%	103%
Code Enforcement Officer Series	\$25.54	\$31.77	\$26.26	\$23.73	\$34.48	108%	92%
Building Inspector Series	\$28.07	\$38.66	\$37.21	\$26.14	\$32.38	107%	119%
Police							
Data & Video Technician (Body/Cruiser Camera Technician)	\$21.61	\$25.30	\$21.61	\$19.80	\$29.92	109%	85%
Police Technician	\$24.60	\$29.05	\$29.05	\$20.79	\$29.67	118%	98%
Public Utilities							
Water / Wastewater Manager (Wastewater Manager)	\$38.42	\$45.22	\$39.97	\$32.31	\$46.02	119%	98%
Deputy Director	\$39.91	\$47.03	\$47.03	\$27.27	\$41.67	146%	113%
Public Utilities Director	\$44.79	\$62.71	\$49.19	\$35.61	\$53.90	126%	116%
Public Works							
Public Works Director / City Engineer	\$44.79	\$62.71	\$60.88	\$38.96	\$55.75	115%	112%
Fleet Maintenance Supervisor	\$31.60	\$37.16	\$35.65	\$28.10	\$36.34	112%	102%
Highway Superintendent	\$38.42	\$45.22	\$45.22	\$31.58	\$39.81	122%	114%
Service Operations Superintendent	\$38.42	\$45.22	\$38.42	\$27.88	\$42.08	138%	107%
Traffic Engineer	\$35.47	\$47.03	\$47.03	\$33.65	\$42.72	105%	110%

Red highlight indicates limited to no responses for the position

City of Delaware City Attorney

Legal Department

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$34.85	\$48.79	No Current	Assistant City Attorney
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	\$39.67	\$70.31	No Current	Director of Law
Mansfield	\$28.84	\$36.77	No Current	Deputy Law Director
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	No Min	No Max	\$58.17	Law Director
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Worthington	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	\$34.45	\$51.96	\$58.17
Delaware	\$53.75	\$75.25	\$61.79
Market Variance	156%	145%	106%

City of Delaware Paralegal (PT)

Legal Department

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$18.90	\$26.32	No Current	Same Position Title
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	NOT PROVIDED / AVAILABLE / APPLICABLE			
Mansfield	No Min	No Max	\$12.00	Same Position Title
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Worthington	\$24.07	\$30.32	No Current	Same Position Title

WAGE COMPARISON			
Average	\$21.49	\$28.32	\$12.00
Delaware	\$17.91	\$20.96	\$20.16
Market Variance	83%	74%	168%

City of Delaware Assistant Prosecutor

Legal Department

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	NOT PROVIDED / AVAILABLE / APPLICABLE			
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	NOT PROVIDED / AVAILABLE / APPLICABLE			
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	No Min	No Max	\$19.56	Assistant Law Director (PT)
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	\$35.00	\$51.00	No Current	Assistant City Attorney
Westerville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Worthington	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	\$35.00	\$51.00	\$19.56
Delaware	\$34.11	\$40.21	\$30.19
Market Variance	97%	79%	154%

City of Delaware Chief Prosecutor

Legal Department

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	NOT PROVIDED / AVAILABLE / APPLICABLE			
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	NOT PROVIDED / AVAILABLE / APPLICABLE			
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Worthington	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	#DIV/0!	#DIV/0!	#DIV/0!
Delaware	\$37.33	\$52.26	\$40.87
Market Variance	#DIV/0!	#DIV/0!	#DIV/0!

City of Delaware Executive Assistant

City Manager's Office

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	NOT PROVIDED / AVAILABLE / APPLICABLE			
Grove City	\$25.75	\$39.06	No Current	Executive and Commissions Assistant
Hilliard	NOT PROVIDED / AVAILABLE / APPLICABLE			
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	\$24.03	\$40.86	\$33.70	Same Position Title
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	\$20.31	\$32.52	No Current	Administrative Assistant to the Mayor
Westerville	\$25.81	\$36.09	No Current	Management Assistant
Worthington	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	\$23.98	\$37.13	\$33.70
Delaware	\$26.97	\$31.77	\$30.48
Market Variance	112%	86%	90%

City of Delaware Assistant City Manager

City Manager's Office

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$44.00	\$61.60	No Current	Director of Administrative Services
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	\$39.67	\$70.31	No Current	Assistant City Manager / Community Development Director
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	\$36.27	\$54.46	No Current	Same Position Title
Worthington	No Min	\$59.63	No Current	Same Position Title

WAGE COMPARISON			
Average	\$39.98	\$61.50	#DIV/0!
Delaware	\$44.79	\$62.71	\$49.74
Market Variance	112%	102%	#DIV/0!

City of Delaware Communications Specialist

Community Affairs

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$32.88	\$46.03	No Current	Communications Manager
Grove City	\$22.74	\$32.87	No Current	Community Relations Specialist
Hilliard	\$20.72	\$40.12	No Current	Community Relations Specialist
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	\$19.52	\$30.63	No Current	Special Events/Media Coordinator
Westerville	\$25.81	\$36.09	No Current	Community Affairs Specialist
Worthington	\$23.15	\$29.16	No Current	Same Position Title (PT)

WAGE COMPARISON			
Average	\$24.14	\$35.82	#DIV/0!
Delaware	\$21.61	\$25.30	\$21.61
Market Variance	90%	71%	#DIV/0!

City of Delaware

Public Information Officer (Community Affairs Coordinator)

Community Affairs

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$23.18	\$32.45	No Current	Community Liason Coordinator
Grove City	\$32.87	\$49.88	No Current	Business and Community Relations Officer
Hilliard	\$23.68	\$45.85	No Current	Community Relations Administrator
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	\$31.25	\$40.86	\$33.70	Communications Director
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	\$36.27	\$54.46	No Current	Community Affairs Director
Worthington	No Min	\$37.12	No Current	Public Information & Communications Relations

WAGE COMPARISON			
Average	\$29.45	\$43.44	\$33.70
Delaware	\$37.33	\$52.26	\$45.00
Market Variance	127%	120%	134%

City of Delaware

Economic Development Coordinator

Economic Development

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$23.18	\$32.45	No Current	Same Position Title
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	\$23.68	\$45.85	No Current	Economic Development Administrator
Mansfield	\$18.00	\$36.53	No Current	Community Development & Housing Director
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	\$29.99	\$44.92	No Current	Same Position Title
Worthington	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	\$25.62	\$39.94	#DIV/0!
Delaware	\$26.97	\$31.77	\$26.97
Market Variance	105%	80%	#DIV/0!

Statistical Outlier - Removed from the Average

City of Delaware Economic Development Director

Economic Development

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$44.00	\$61.60	No Current	Director of Development
Grove City	\$45.00	\$65.00	No Current	Director of Development
Hilliard	\$39.67	\$70.31	No Current	Same Position Title
Mansfield	\$18.00	\$38.70	No Current	Same Position Title
Marion	\$24.41	\$41.70	No Current	Same Position Title
Marysville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Newark	\$35.15	\$44.50	No Current	Director of Development
Reynoldsburg	\$35.00	\$51.00	No Current	Director of Development
Westerville	\$39.92	\$59.86	No Current	Same Position Title
Worthington	No Min	\$53.11	No Current	Planning Director

WAGE COMPARISON			
Average	\$35.14	\$53.98	#DIV/0!
Delaware	\$37.33	\$52.26	\$48.02
Market Variance	106%	97%	#DIV/0!

City of Delaware Engineering Technician

City Engineer's Office

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$23.18	\$32.45	No Current	Engineering Program Technician
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	\$25.17	\$49.68	\$43.70	Staff / Project Engineer
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	\$20.80	\$31.17	No Current	Engineering Aide II & III
Marysville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Newark	\$18.63	\$20.91	No Current	Same Position Title
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	\$25.81	\$36.09	No Current	Same Position Title
Worthington	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	\$22.72	\$34.06	\$43.70
Delaware	\$26.97	\$31.77	\$31.77
Market Variance	119%	93%	73%

City of Delaware Project Manager I

City Engineer's Office

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$29.26	\$40.97	No Current	Project Administrator
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	NOT PROVIDED / AVAILABLE / APPLICABLE			
Mansfield	\$18.00	\$30.28	No Current	Project Planner
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	\$31.25	\$40.86	\$38.46	Mobility and Construction Manager
Newark	\$24.75	\$26.38	No Current	Project Supervisor
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	\$32.98	\$49.49	No Current	Same Position Title
Worthington	\$26.97	\$33.96	No Current	Project Supervisor

WAGE COMPARISON			
Average	\$27.20	\$36.99	\$38.46
Delaware	\$26.97	\$31.77	\$31.31
Market Variance	99%	86%	81%

City of Delaware Construction Inspector

City Engineer's Office

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$24.57	\$34.40	No Current	Project Inspector
Grove City	\$25.75	\$39.06	No Current	Inspection Manager
Hilliard	\$18.95	\$45.85	No Current	City Inspector
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	\$25.35	\$30.42	\$30.42	Engineering Inspector
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	\$32.97	\$49.49	No Current	Construction Manager
Worthington	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	\$25.52	\$39.84	\$30.42
Delaware	\$26.97	\$31.77	\$28.12
Market Variance	106%	80%	92%

City of Delaware Deputy City Engineer

City Engineer's Office

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$31.02	\$43.42	No Current	Assistant City Engineer
Grove City	NOT PROVIDED /AVAILABLE / APPLICABLE			
Hilliard	NOT PROVIDED /AVAILABLE / APPLICABLE			
Mansfield	\$20.52	\$35.67	No Current	Same Position Title
Marion	\$31.29	\$36.44	\$41.70	Assistant City Engineer
Marysville	\$36.05	\$50.48	\$44.95	Assistant City Engineer
Newark	NOT PROVIDED /AVAILABLE / APPLICABLE			
Reynoldsburg	NOT PROVIDED /AVAILABLE / APPLICABLE			
Westerville	NOT PROVIDED /AVAILABLE / APPLICABLE			
Worthington	\$36.75	\$46.26	No Current	Assistant City Engineer

WAGE COMPARISON			
Average	\$31.13	\$42.45	\$43.33
Delaware	\$41.54	\$48.87	\$48.87
Market Variance	133%	115%	113%

City of Delaware Project Engineer Series

City Engineer's Office

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$26.04	\$36.46	No Current	Same Position Title
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	\$25.16	\$49.67	No Current	Same Position Title
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	\$26.44	\$36.05	\$26.51	Project Engineer
Newark	\$42.88	\$46.38	No Current	Senior Engineer
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Worthington	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	\$30.13	\$42.14	\$26.51
Delaware	\$35.47	\$47.03	\$42.30
Market Variance	118%	112%	160%

City of Delaware Budget & Management Analyst

Finance

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$23.18	\$32.45	No Current	Management Analyst
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	NOT PROVIDED / AVAILABLE / APPLICABLE			
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	\$27.24	\$40.85	No Current	Budget Analyst
Worthington	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	\$25.21	\$36.65	#DIV/0!
Delaware	\$31.60	\$37.16	\$37.16
Market Variance	125%	101%	#DIV/0!

City of Delaware

Assistant / Deputy Finance Director (Accountant)

Finance

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	NOT PROVIDED / AVAILABLE / APPLICABLE			
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	\$35.53	\$61.14	No Current	Same Position Title
Mansfield	\$19.23	\$36.15	No Current	Same Position Title
Marion	\$20.30	\$33.13	No Current	Deputy Auditor
Marysville	\$31.25	\$40.86	\$36.23	Same Position Title
Newark	\$31.14	\$39.43	No Current	Deputy Auditor
Reynoldsburg	\$20.65	\$34.42	No Current	Deputy Auditor
Westerville	\$39.92	\$59.86	No Current	Same Position Title
Worthington	No Min	\$39.21	No Current	Finance Manager

WAGE COMPARISON			
Average	\$28.29	\$43.03	\$36.23
Delaware	\$38.42	\$45.22	\$45.22
Market Variance	136%	105%	125%

City of Delaware Income Tax Administrator

Finance

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	NOT PROVIDED / AVAILABLE / APPLICABLE			
Grove City	\$25.75	\$39.06	No Current	Accounting Assistant/ Tax Administrator
Hilliard	NOT PROVIDED / AVAILABLE / APPLICABLE			
Mansfield	\$19.23	\$33.65	No Current	Same Position Title
Marion	\$20.30	\$33.13	No Current	Tax Commissioner
Marysville	\$26.44	\$36.05	\$30.10	Same Position Title
Newark	\$35.97	\$38.90	No Current	Same Position Title
Reynoldsburg	\$27.00	\$41.00	No Current	Tax Administrator
Westerville	\$35.30	\$53.00	No Current	Same Position Title
Worthington	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	\$27.14	\$39.26	\$30.10
Delaware	\$38.42	\$45.22	\$43.38
Market Variance	142%	115%	144%

City of Delaware Finance Director

Finance

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$44.00	\$61.60	No Current	Same Position Title
Grove City	\$45.00	\$65.00	No Current	Same Position Title
Hilliard	\$39.67	\$70.31	No Current	Same Position Title
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	\$43.26	\$57.69	\$54.33	Same Position Title
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	\$35.00	\$51.00	No Current	Finance Manager
Westerville	\$51.09	\$81.81	No Current	Same Position Title
Worthington	No Min	\$51.23	No Current	Same Position Title

WAGE COMPARISON			
Average	\$43.00	\$62.66	\$54.33
Delaware	\$53.75	\$75.25	\$61.40
Market Variance	125%	120%	113%

City of Delaware Finance Specialist Series

Finance

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$23.18	\$32.45	No Current	Finance Coordinator
Grove City	\$18.10	\$31.10	No Current	Account Specialist
Hilliard	\$18.95	\$35.92	No Current	Finance Assistant
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	\$23.14	\$27.72	\$27.72	Same Position Title
Newark	\$18.63	\$21.86	No Current	Account Clerk I & I
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	\$27.24	\$40.85	No Current	Accountant
Worthington	\$31.64	\$41.45	No Current	Finance Assistant

WAGE COMPARISON			
Average	\$22.98	\$33.05	\$27.72
Delaware	\$22.48	\$31.77	\$28.40
Market Variance	98%	96%	102%

City of Delaware

Human Resources Specialist (Administrative Services Specialist)

Human Resources

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$27.61	\$38.65	No Current	HR Administrator
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	\$18.95	\$35.92	No Current	Same Position Title
Mansfield	\$15.00	\$25.96	No Current	Same Position Title
Marion	\$18.05	\$24.05	No Current	Administrative Assistant - HR
Marysville	\$20.21	\$24.20	\$21.13	Human Resource Clerk
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	\$29.99	\$44.92	No Current	HR Generalist
Worthington	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	\$22.96	\$32.28	\$21.13
Delaware	\$23.64	\$27.92	\$27.11
Market Variance	103%	86%	128%

Statistical Outlier - Removed from the Average

City of Delaware Human Resources Manager

Human Resources

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$41.51	\$58.11	No Current	Director of HR
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	\$39.67	\$70.31	No Current	Director of HR
Mansfield	\$24.03	\$35.81	No Current	Human Resource Director
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	\$43.26	\$57.69	\$47.24	Human Resource Director
Newark	\$35.15	\$44.50	No Current	Director of HR
Reynoldsburg	\$35.00	\$51.00	No Current	Director of HR
Westerville	\$39.92	\$59.86	No Current	Same Position Title
Worthington	No Min	\$49.59	No Current	Personnel Director

WAGE COMPARISON			
Average	\$36.93	\$53.36	\$47.24
Delaware	\$34.11	\$40.21	\$40.21
Market Variance	92%	75%	85%

City of Delaware

Human Resources Coordinator (PT)

Human Resources

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$18.36	\$25.70	No Current	HR Assistant
Grove City	\$25.75	\$39.24	No Current	Same Position Title
Hilliard	NOT PROVIDED / AVAILABLE / APPLICABLE			
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	\$26.44	\$36.05	\$30.96	Human Resource Assistant
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg				
Westerville	\$27.24	\$40.85	No Current	Same Position Title
Worthington	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	\$24.45	\$35.46	\$30.96
Delaware	\$23.70	\$26.57	\$26.57
Market Variance	97%	75%	86%

City of Delaware

Help Desk Support Technician

Information Technology

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$20.63	\$28.88	No Current	IT Support Specialist
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	\$23.68	\$45.85	No Current	IT Support Analyst
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	\$17.71	\$23.62	No Current	IT Specialist I
Marysville	\$26.44	\$36.05	\$27.64	IT Network Tech I
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	\$23.48	\$32.93	No Current	User Support Analyst
Worthington	\$26.04	\$32.74	No Current	Help Desk Specialist

WAGE COMPARISON			
Average	\$23.00	\$33.35	\$27.64
Delaware	\$20.01	\$23.38	\$21.52
Market Variance	87%	70%	78%

City of Delaware

Help Desk Technician / Specialist (Technical Support Specialist)

Information Technology

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$20.63	\$28.88	No Current	IT Support Specialist
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	\$23.68	\$45.85	No Current	IT Support Analyst
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	\$20.30	\$33.13	No Current	IT Specialist II
Marysville	\$26.44	\$36.05	\$32.51	IT Network Tech II
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	\$23.48	\$32.93	No Current	User Support Analyst
Worthington	\$29.16	\$36.75	No Current	IT Technician

WAGE COMPARISON			
Average	\$23.95	\$35.60	\$32.51
Delaware	\$23.64	\$27.92	\$23.64
Market Variance	99%	78%	73%

City of Delaware

GIS Supervisor (GIS Coordinator)

Information Technology

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$29.26	\$40.97	No Current	GIS Administrator
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	\$18.95	\$45.85	No Current	GIS/Asset Management Analyst
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	\$26.44	\$36.05	\$34.65	GIS Coordinator
Newark	\$25.74	\$27.48	No Current	Same Position Title
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	\$29.99	\$44.92	No Current	Systems Analyst / GIS II
Worthington	\$34.59	\$43.03	No Current	Engineer / GIS Manager

WAGE COMPARISON			
Average	\$27.50	\$39.72	\$34.65
Delaware	\$31.60	\$37.16	\$35.65
Market Variance	115%	94%	103%

City of Delaware Information Systems & Network Administrator

Information Technology

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$32.88	\$46.03	No Current	Network Administrator
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	\$38.49	\$64.96	No Current	IT Administrator
Mansfield	\$19.23	\$31.25	No Current	Administrator
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	\$31.25	\$40.86	\$40.39	IT Systems Adimistator
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	\$44.88	\$65.91	No Current	Network Operations Manager
Worthington	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	\$33.35	\$49.80	\$40.39
Delaware	\$34.11	\$40.21	\$40.21
Market Variance	102%	81%	100%

City of Delaware Application System Specialist

Information Technology

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$27.61	\$38.65	No Current	Systems Administrator
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	NOT PROVIDED / AVAILABLE / APPLICABLE			
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	\$35.30	\$53.00	No Current	Programmer / Database Administrator
Worthington	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	\$31.46	\$45.83	#DIV/0!
Delaware	\$34.11	\$40.21	\$40.21
Market Variance	108%	88%	#DIV/0!

City of Delaware Chief Information Officer

Information Technology

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$34.85	\$48.79	No Current	Manager -IT
Grove City	\$45.00	\$65.00	No Current	Director of IT
Hilliard	\$39.67	\$70.31	No Current	Director of IT
Mansfield	\$26.44	\$31.25	No Current	Director
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	\$43.26	\$57.69	\$46.89	Information Technology Director
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	\$46.47	\$74.36	No Current	Information Systems Director
Worthington	No Min	\$62.73	No Current	Director of IT

WAGE COMPARISON			
Average	\$39.28	\$58.59	\$46.89
Delaware	\$44.79	\$62.71	\$60.89
Market Variance	114%	107%	130%

City of Delaware

GIS Technician (GIS/CMMS Technician)

Information Technology

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$24.57	\$34.40	No Current	Technical Services Analyst
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	NOT PROVIDED / AVAILABLE / APPLICABLE			
Mansfield	\$23.55	\$31.25	No Current	GIS Specialist
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	\$27.24	\$40.85	No Current	System Analyst / GIS I
Worthington	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	\$25.12	\$35.50	#DIV/0!
Delaware	\$23.64	\$27.92	\$23.64
Market Variance	94%	79%	#DIV/0!

City of Delaware Administrative Assistant

Muliple departments

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$18.36	\$25.70	No Current	Same Position Title
Grove City	\$18.23	\$27.67	No Current	Administrative Secretary II
Hilliard	\$13.62	\$27.13	No Current	Same Position Title
Mansfield	\$13.46	\$26.20	No Current	Same Position Title
Marion	\$17.71	\$23.62	No Current	Same Position Title
Marysville	\$21.13	\$25.35	No Current	Public Service Clerk
Newark	\$26.44	\$28.59	No Current	Same Position Title
Reynoldsburg	\$19.91	\$31.25	No Current	Same Position Title
Westerville	\$21.39	\$29.88	No Current	Same Position Title
Worthington	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	\$18.92	\$27.27	#DIV/0!
Delaware	\$20.01	\$23.38	\$21.52
Market Variance	106%	86%	#DIV/0!

City of Delaware Service Coordinator

Multiple departments

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	NOT PROVIDED / AVAILABLE / APPLICABLE			
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	NOT PROVIDED / AVAILABLE / APPLICABLE			
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	\$27.24	\$40.85	No Current	Same Position Title
Worthington	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	\$27.24	\$40.85	#DIV/0!
Delaware	\$21.61	\$25.30	\$21.61
Market Variance	79%	62%	#DIV/0!

City of Delaware Division Supervisor

Multiple departments

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$34.85	\$48.79	No Current	Managers- Projects, IT, Public Service
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	NOT PROVIDED / AVAILABLE / APPLICABLE			
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Worthington	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	\$34.85	\$48.79	#DIV/0!
Delaware	\$26.97	\$31.77	\$32.18
Market Variance	77%	65%	#DIV/0!

City of Delaware

Facility Maintenance Supervisor

Parks & Natural Resources

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	NOT PROVIDED / AVAILABLE / APPLICABLE			
Grove City	\$25.76	\$39.06	No Current	Parks Maintenance Supervisor
Hilliard	\$20.72	\$40.12	No Current	Maintenance Crew Leader
Mansfield	\$14.66	\$22.40	No Current	Recreation Coordinator II
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	\$24.20	\$29.10	\$29.10	Facilities Maintenance Manager
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	\$39.92	\$59.86	No Current	Parks and Facilities Superintendent
Worthington	\$38.16	\$48.11	No Current	Maintenance Superintendent

WAGE COMPARISON			
Average	\$27.24	\$39.78	\$29.10
Delaware	\$25.54	\$30.21	\$30.21
Market Variance	94%	76%	104%

City of Delaware Parks Superintendent

Parks & Natural Resources

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$31.02	\$43.42	No Current	Same Position Title
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	NOT PROVIDED / AVAILABLE / APPLICABLE			
Mansfield	\$13.04	\$32.69	No Current	Superintendent
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	\$36.05	\$50.48	\$40.49	Parks & Recreation Superintendent
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	\$26.00	\$38.00	No Current	Parks Grounds Superintendent
Westerville	\$43.69	\$65.57	No Current	Parks Manager
Worthington	\$31.64	\$41.45	No Current	Parks Manager

WAGE COMPARISON			
Average	\$30.24	\$45.27	\$40.49
Delaware	\$35.47	\$41.77	\$41.77
Market Variance	117%	92%	103%

City of Delaware Parks & Natural Resources Director

Parks & Natural Resources

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$41.51	\$58.11	No Current	Same Position Title
Grove City	\$45.00	\$65.00	No Current	Director
Hilliard	\$39.67	\$70.31	No Current	Director of Recreation and Parks
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	\$17.93	\$31.26	No Current	Recreation Director
Marysville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	\$35.00	\$51.00	No Current	Director of Parks & Recreation
Westerville	\$46.47	\$74.36	No Current	Director of Parks & Recreation
Worthington	No Min	\$56.34	No Current	Director of Parks & Recreation

WAGE COMPARISON			
Average	\$37.60	\$58.05	#DIV/0!
Delaware	\$37.33	\$52.26	\$45.70
Market Variance	99%	90%	#DIV/0!

City of Delaware Development Planner

Planning & Community Development

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$36.94	\$51.72	No Current	City Planner & Zoning Administrator
Grove City	\$22.74	\$34.50	No Current	Planner
Hilliard	\$23.68	\$45.85	No Current	Planning Manager
Mansfield	\$17.86	\$32.69	No Current	Manager
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	\$31.25	\$40.86	\$40.40	City Planner
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	\$27.24	\$40.85	No Current	Development Specialist
Worthington	\$31.64	\$41.45	No Current	Planning Coordinator

WAGE COMPARISON			
Average	\$27.34	\$41.13	\$40.40
Delaware	\$29.19	\$34.38	\$31.79
Market Variance	107%	84%	79%

City of Delaware Planning & Community Development Director

Planning & Community Development

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$44.00	\$61.60	No Current	Director of Development
Grove City	\$45.00	\$65.00	No Current	Director of Development
Hilliard	\$38.49	\$64.96	No Current	Planning Director
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Newark	\$35.15	\$44.50	No Current	Director of Development
Reynoldsburg	\$35.00	\$51.00	No Current	Director of Development
Westerville	\$39.92	\$59.86	No Current	Same Position Title
Worthington	No Min	\$53.11	No Current	Planning Director

WAGE COMPARISON			
Average	\$39.59	\$57.15	#DIV/0!
Delaware	\$44.79	\$62.71	\$57.42
Market Variance	113%	110%	#DIV/0!

City of Delaware Chief Building Official

Planning & Community Development

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$32.88	\$46.03	No Current	Same Position Title
Grove City	\$45.00	\$65.00	No Current	Same Position Title
Hilliard	\$38.49	\$64.96	No Current	Building Standards Director / CBO
Mansfield	\$17.86	\$36.53	No Current	Same Position Title
Marion	\$18.05	\$24.05	No Current	Property Officer
Marysville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	\$39.92	\$59.86	No Current	Same Position Title
Worthington	No Min	\$60.00	No Current	Same Position Title

WAGE COMPARISON			
Average	\$32.03	\$50.92	#DIV/0!
Delaware	\$37.33	\$52.26	\$48.41
Market Variance	117%	103%	#DIV/0!

City of Delaware

Code Enforcement Officer Series

Planning & Community Development

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$29.26	\$40.97	No Current	Code Enforcement Administrator
Grove City	\$22.74	\$34.50	No Current	Planning and Zoning Coordinator
Hilliard	\$20.72	\$40.12	No Current	Zoning / Code Enforcement Officer
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	\$24.03	\$31.25	\$29.40	Same Position Title
Newark	\$27.61	\$29.86	No Current	Property Code Official
Reynoldsburg	\$15.95	\$26.08	No Current	Code Compliance Officer
Westerville	\$27.24	\$44.92	No Current	Code Enforcement Inspector I & II
Worthington	\$22.28	\$28.12	No Current	Same Position Title (PT)

WAGE COMPARISON			
Average	\$23.73	\$34.48	\$29.40
Delaware	\$25.54	\$31.77	\$26.26
Market Variance	108%	92%	89%

City of Delaware

Building Inspector Series

Planning & Community Development

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	NOT PROVIDED / AVAILABLE / APPLICABLE			
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	NOT PROVIDED / AVAILABLE / APPLICABLE			
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Newark	\$24.75	\$26.38	No Current	Same Position Title
Reynoldsburg	\$24.50	\$34.00	No Current	Same Position Title
Westerville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Worthington	\$29.16	\$36.75	No Current	Field Inspector / Building & Zoning

WAGE COMPARISON			
Average	\$26.14	\$32.38	#DIV/0!
Delaware	\$28.07	\$38.66	\$37.21
Market Variance	107%	119%	#DIV/0!

City of Delaware

Data & Video Technician (Body/Cruiser Camera Technician)

Police

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$23.18	\$32.45	No Current	Administrative Technician
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	\$18.95	\$35.92	No Current	Property and Evidence Custodian
Mansfield	\$16.82	\$31.25	No Current	Operations Supervisor - Records
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Newark	\$19.25	\$20.91	No Current	Evidence Custodian
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	\$20.82	\$29.08	No Current	Record Technician
Worthington	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	\$19.80	\$29.92	#DIV/0!
Delaware	\$21.61	\$25.30	\$21.61
Market Variance	109%	85%	#DIV/0!

City of Delaware Police Technician

Police

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$23.18	\$32.45	No Current	Administrative Technician
Grove City	\$19.98	\$30.32	No Current	Police Records Clerk
Hilliard	\$21.63	\$27.78	No Current	Police Support Service Clerk
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	\$18.32	\$28.72	No Current	Police Records Clerk
Westerville	\$20.82	\$29.08	No Current	Record Technician
Worthington	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	\$20.79	\$29.67	#DIV/0!
Delaware	\$24.60	\$29.05	\$29.05
Market Variance	118%	98%	#DIV/0!

City of Delaware

Water / Wastewater Manager (Wastewater Manager)

Public Utilities

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	NOT PROVIDED / AVAILABLE / APPLICABLE			
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	NOT PROVIDED / AVAILABLE / APPLICABLE			
Mansfield	\$17.01	\$40.86	No Current	Water / Wastewater Manager
Marion	\$29.77	\$43.92	No Current	WPC Superintendent
Marysville	\$36.05	\$50.48	\$44.10	Water/Wastewater Superintendent
Newark	\$37.74	\$52.93	No Current	WW Facilities Manager/Water Administrator
Reynoldsburg	\$28.00	\$43.00	No Current	Water & Wastewater Superintendent
Westerville	\$29.99	\$44.92	No Current	Water Facilities Superintendent
Worthington	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	\$32.31	\$46.02	\$44.10
Delaware	\$38.42	\$45.22	\$39.97
Market Variance	119%	98%	91%

Statistical Outlier - Removed from the Average

City of Delaware Deputy Director

Public Utilities

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$34.85	\$48.79	No Current	Manager - Public Services
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	NOT PROVIDED / AVAILABLE / APPLICABLE			
Mansfield	\$17.66	\$30.28	No Current	Operations Supervisor
Marion	\$20.30	\$33.13	No Current	Assistant WPC Superintendent
Marysville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	\$36.27	\$54.46	No Current	Public Service Superintendent
Worthington	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	\$27.27	\$41.67	#DIV/0!
Delaware	\$39.91	\$47.03	\$47.03
Market Variance	146%	113%	#DIV/0!

City of Delaware Public Utilities Director

Public Utilities

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$44.00	\$61.60	No Current	Director of Public Service and Engineering
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	NOT PROVIDED / AVAILABLE / APPLICABLE			
Mansfield	\$16.82	\$32.69	No Current	Utilities Manager
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Newark	\$35.15	\$44.50	No Current	Director of Public Service
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	\$46.47	\$74.36	No Current	Director of Public Service
Worthington	No Min	\$56.33	No Current	Public Service Director

WAGE COMPARISON			
Average	\$35.61	\$53.90	#DIV/0!
Delaware	\$44.79	\$62.71	\$49.19
Market Variance	126%	116%	#DIV/0!

City of Delaware Public Works Director / City Engineer

Public Works

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$36.94	\$51.75	No Current	City Engineer
Grove City	\$45.00	\$65.00	No Current	Director of Public Service
Hilliard	\$38.49	\$64.96	No Current	City Engineer
Mansfield	\$24.03	\$45.67	No Current	Public Works Director
Marion	\$35.11	\$48.56	No Current	Director of Public Works
Marysville	\$43.26	\$57.69	\$51.92	Same Position Title
Newark	\$52.93	\$57.24	No Current	City Engineer
Reynoldsburg	\$35.00	\$51.00	No Current	Director of Public Service
Westerville	\$39.92	\$59.86	No Current	City Engineer
Worthington	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	\$38.96	\$55.75	\$51.92
Delaware	\$44.79	\$62.71	\$60.88
Market Variance	115%	112%	117%

City of Delaware Fleet Maintenance Supervisor

Public Works

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$31.02	\$43.42	No Current	Fleet Management Superintendent
Grove City	\$25.75	\$30.06	No Current	Fleet Supervisor
Hilliard	NOT PROVIDED / AVAILABLE / APPLICABLE			
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	\$26.54	\$31.89	No Current	Mechanic
Newark	\$22.17	\$23.84	No Current	Sr. Automotive Mechanic
Reynoldsburg	\$24.50	\$34.00	No Current	Same Position Title
Westerville	\$29.99	\$44.92	No Current	Same Position Title
Worthington	\$36.75	\$46.26	No Current	Fleet Manager

WAGE COMPARISON			
Average	\$28.10	\$36.34	#DIV/0!
Delaware	\$31.60	\$37.16	\$35.65
Market Variance	112%	102%	#DIV/0!

City of Delaware Highway Superintendent

Public Works

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	\$34.85	\$48.79	No Current	Streets and Utilities Superintendent
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	NOT PROVIDED / AVAILABLE / APPLICABLE			
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	\$23.38	\$31.14	No Current	Street Maintenance Supervisor
Marysville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Newark	\$36.51	\$39.49	No Current	Supt. Street Traffic Control
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Worthington	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	\$31.58	\$39.81	#DIV/0!
Delaware	\$38.42	\$45.22	\$45.22
Market Variance	122%	114%	#DIV/0!

City of Delaware

Service Operations Superintendent

Public Works

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	NOT PROVIDED / AVAILABLE / APPLICABLE			
Grove City	\$30.70	\$46.60	No Current	Service Manager
Hilliard	NOT PROVIDED / AVAILABLE / APPLICABLE			
Mansfield	\$17.54	\$31.25	No Current	Operations Supervisor
Marion	.23.68	\$37.22	No Current	Service & Sanitation Superintendent
Marysville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Reynoldsburg	\$27.00	\$40.86	No Current	Streets Superintendent
Westerville	\$36.27	\$54.46	No Current	Public Service Superintendent
Worthington	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	\$27.88	\$42.08	#DIV/0!
Delaware	\$38.42	\$45.22	\$38.42
Market Variance	138%	107%	#DIV/0!

City of Delaware Traffic Engineer

Public Works

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	NOT PROVIDED / AVAILABLE / APPLICABLE			
Grove City	NOT PROVIDED / AVAILABLE / APPLICABLE			
Hilliard	NOT PROVIDED / AVAILABLE / APPLICABLE			
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	\$31.25	\$40.86	\$38.46	Mobility and Construction Manager
Newark	\$41.75	\$45.15	No Current	Street & Traffic Engineer
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	\$33.46	\$49.49	No Current	Same Position Title
Worthington	\$28.12	\$35.39	No Current	Traffic Signal Technician

WAGE COMPARISON			
Average	\$33.65	\$42.72	\$38.46
Delaware	\$35.47	\$47.03	\$47.03
Market Variance	105%	110%	122%

City of Delaware Wage Survey Results

Summary of Data from Responding Jurisdictions

Position	City of Delaware			Market - All Responses			Variance to Market	
	Minimum	Maximum	Current	Minimum	Maximum	Current	Minimum	Maximum
MUNICIPAL COURT								
Office Assistant	\$12.37	\$20.00	\$19.43	\$15.38	\$21.42	\$24.28	80%	93%
Administrative Assistant	\$14.53	\$32.00	---	\$18.16	\$24.97	---	80%	128%
Bailiff / Security Officer	\$16.28	\$28.00	\$19.58	\$19.22	\$28.03	\$21.47	85%	100%
Community Control Officer	\$16.35	\$28.00	\$19.78	\$17.17	\$26.50	\$24.18	95%	106%
OVI Docket Coordinator / Community Control Officer	\$16.35	\$28.00	No Current	Comparable Data was not Provided				
Mission Docket Coordinator / Community Control Officer	\$16.35	\$28.00	No Current	Comparable Data was not Provided				
Assignment Administrator	\$18.81	\$32.00	No Current	Comparable Data was not Provided				
Assignment Commissioner / Jury Commissioner	\$18.81	\$28.00	\$25.01	\$17.43	\$31.36	---	108%	89%
Chief Community Control Officer	\$20.74	\$32.00	\$29.39	\$23.80	\$37.69	\$32.29	87%	85%
Deputy Community Control Officer	\$20.74	\$32.00	\$25.25	\$25.06	\$33.64	\$21.41	83%	95%
Magistrate	\$34.67	\$56.00	\$47.85	\$39.29	\$55.00	\$25.54	88%	102%
Court Administrator	\$33.66	\$44.00	\$41.83	\$33.95	\$54.31	\$24.28	99%	81%

City of Delaware Office Assistant

Municipal Court

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Franklin County Municipal Court	\$15.38	\$21.42	No Current	Secretary- Service Bailiff
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Newark	No Min	No Max	\$24.28	Office Manager/Accounting Clerk

WAGE COMPARISON			
Average	\$15.38	\$21.42	\$24.28
Delaware	\$12.37	\$20.00	\$19.43
Market Variance	80%	93%	80%

City of Delaware Administrative Assistant

Municipal Court

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Franklin County Municipal Court	\$15.38	\$21.42	No Current	Administrative Support Officer
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	\$17.71	\$23.62	No Current	Same Position Title
Marysville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	\$21.39	\$29.88	No Current	Same Position Title

WAGE COMPARISON			
Average	\$18.16	\$24.97	#DIV/0!
Delaware	\$14.53	\$20.00	#REF!
Market Variance	80%	80%	#DIV/0!

City of Delaware Bailiff / Security Officer

Municipal Court

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Franklin County Municipal Court	\$21.91	\$30.69	No Current	Arraingment Bailiff
Mansfield	\$22.75	\$34.30	No Current	Same Position Title
Marion	\$18.77	\$25.03	No Current	Bailiff
Marysville	\$15.41	\$25.68	No Current	Bailiff
Lancaster	\$19.72	\$26.07	No Current	Bailiff
Wayne County Municipal Court (Wooster)	No Min	No Max	\$19.34	Same Position Title
Zanesville	\$14.12	\$23.53	\$18.69	Same Position Title
Newark	\$21.89	\$30.90	\$26.39	Bailiff

WAGE COMPARISON			
Average	\$19.22	\$28.03	\$21.47
Delaware	\$16.28	\$32.00	\$19.58
Market Variance	85%	114%	91%

City of Delaware Community Control Officer

Municipal Court

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Franklin County Municipal Court	\$21.91	\$30.69	No Current	Probation Officer I
Mansfield	\$12.98	\$29.27	No Current	Probation Officer
Medina	No Min	No Max	\$20.07	Same Position Title
New Philadelphia	No Min	No Max	\$19.37	Same Position Title
Newark	No Min	No Max	\$23.92	Probation Officer
Marion	\$16.61	\$19.53	No Current	Probation Officer
Marysville	No Min	No Max	\$32.97	Probation Officer
Wayne County Municipal Court (Wooster)	No Min	No Max	\$24.56	Probation Officer

WAGE COMPARISON			
Average	\$17.17	\$26.50	\$24.18
Delaware	\$16.35	\$28.00	\$19.78
Market Variance	95%	106%	82%

City of Delaware

Assignment Commissioner / Jury Commissioner

Municipal Court

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Franklin County Municipal Court	\$25.24	\$35.31	No Current	Same Position Title
Mansfield	\$9.61	\$27.40	No Current	Assignment Coordinator
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	\$17.43	\$31.36	#DIV/0!
Delaware	\$18.81	\$28.00	\$25.01
Market Variance	108%	89%	#DIV/0!

City of Delaware

Chief Community Control Officer

Municipal Court

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Franklin County Municipal Court	\$39.29	\$55.00	No Current	Chief Probation Officer
Mansfield	\$15.38	\$35.09	No Current	Chief Probation Officer
Marion	\$20.47	\$27.28	No Current	Chief Probation Officer
Marysville	\$20.04	\$33.39	No Current	Chief Probation Officer
Newark	No Min	No Max	\$32.29	Adult Probation Director

WAGE COMPARISON			
Average	\$23.80	\$37.69	\$32.29
Delaware	\$20.74	\$32.00	\$29.39
Market Variance	87%	85%	91%

City of Delaware

Deputy Chief Community Control Officer

Municipal Court

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Coshocton	No Min	No Max	\$21.41	Deputy Probation Officer
Franklin County Municipal Court	\$26.88	\$37.64	No Current	Probation Officer III/Asst. Supervisor
Medina	\$23.23	\$29.64	No Current	Deputy Chief Probation Officer
Marysville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	\$25.06	\$33.64	\$21.41
Delaware	\$20.74	\$32.00	\$25.25
Market Variance	83%	95%	118%

City of Delaware Magistrate

Municipal Court

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Franklin County Municipal Court	\$39.29	\$55.00	No Current	Same Position Title
Mansfield	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marion	No Min	No Max	\$25.54	Same Position Title
Marysville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Newark	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	\$39.29	\$55.00	\$25.54
Delaware	\$34.67	\$56.00	\$47.85
Market Variance	88%	102%	187%

City of Delaware Court Administrator

Municipal Court

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Franklin County Municipal Court	\$52.52	\$73.53	No Current	Same Postion Title
Mansfield	\$15.38	\$35.09	No Current	Chief Probation Officer/Court Administrator
Marion	NOT PROVIDED / AVAILABLE / APPLICABLE			
Marysville	NOT PROVIDED / AVAILABLE / APPLICABLE			
Newark	No Min	No Max	\$24.28	Same Postion Title

WAGE COMPARISON			
Average	\$33.95	\$54.31	\$24.28
Delaware	\$33.66	\$44.00	\$41.83
Market Variance	99%	81%	172%

City of Delaware Wage Survey Results

Summary of Data from Responding Jurisdictions

Position	City of Delaware			Market - All Responses			Variance to Market	
	Minimum	Maximum	Current	Minimum	Maximum	Current	Minimum	Maximum
CLERK OF COURTS								
Deputy Clerk	\$21.74	\$26.97	No Current	\$25.46	\$36.19	\$24.55	85%	75%
Chief Deputy Clerk	No Min	No Max	No Current	\$25.46	\$36.19	\$24.55	---	---

City of Delaware Deputy Clerk

Clerk of Court

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna	NOT PROVIDED / AVAILABLE / APPLICABLE			
Lancaster	\$16.56	\$21.93	No Current	Same Position Title
Hilliard	\$18.95	\$35.92	No Current	Same Position Title
Mansfield	\$15.00	\$28.84	No Current	Same Position Title
Marion	\$16.61	\$22.11	No Current	Same Position Title
Marysville	\$20.68	\$31.89	\$26.53	Same Position Title
Newark	\$19.83	\$21.53	\$20.87	Same Position Title
Reynoldsburg	NOT PROVIDED / AVAILABLE / APPLICABLE			
Westerville	\$18.64	\$27.69	No Current	Same Position Title
Worthington	NOT PROVIDED / AVAILABLE / APPLICABLE			

WAGE COMPARISON			
Average	\$18.04	\$27.13	\$23.70
Delaware	\$21.74	\$26.97	No Current
Market Variance	121%	99%	#VALUE!

City of Delaware Chief Deputy Clerk

Clerk of Court

Minimum, Maximum & Current Wage Rates

The chart below represents responding jurisdictions that have established minimum and maximum wage rates and those jurisdictions that provided a current wage rate for the above-captioned position.

Jurisdiction	Min.	Max.	Current	Title (if different)
Gahanna				
Grove City				
Lancaster	\$22.07	\$29.11	No Current	Same Postion Title
Mansfield	\$28.84	\$43.26	No Current	Same Postion Title
New Philadelphia	No Min	No Max	\$20.27	Clerk of Court
Marysville				
Newark	No Min	No Max	\$28.83	Same Postion Title
Reynoldsburg				
Westerville				
Worthington				

WAGE COMPARISON			
Average	\$25.46	\$36.19	\$24.55
Delaware	No Min	No Max	No Current
Market Variance	#VALUE!	#VALUE!	#VALUE!

APPENDIX B – POINT FACTORING MANUAL

City of Delaware

Point Factor Manual



CONSULTANTS TO MANAGEMENT

Akron | Cincinnati | Columbus | Lima
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[1.800.282.0787](tel:18002820787)

POINT FACTOR VALUES – NON-UNION

FACTORS	Weight	NUMBER OF DEGREES	POINTS AVAILABLE	1	2	3	4	5	6
1. Education	15%	5	150	35	65	105	127	150	—
2. Experience	13%	4	130	31	62	93	130	—	—
3. Supervision Exercised	13%	5	130	0	31	62	93	130	—
4. Communications (Internal / External Relations)	13%	4	130	31	62	93	130	—	—
5. Responsibility for Assets/Consequence of Errors	11%	4	110	10	45	80	110	—	—
6. Independence of Work/Discretion	10%	4	100	10	40	70	100	—	—
7. Responsibility for Policies and Procedures	10%	5	100	8	30	52	75	100	—
8. Work Environment	3.5%	4	35	4	15	25	35	—	—
9. Health and Safety	3.5%	4	35	4	15	25	35	—	—
10. Responsibility for Accurate Records/Reports	8%	4	80	8	30	52	80	—	—

POINT FACTOR VALUES – DIRECTOR’S

FACTORS	Weight	NUMBER OF DEGREES	POINTS AVAILABLE	1	2	3	4	5	6
1. Education	15%	5	300	60	120	180	240	300	—
2. Experience	13%	3	260	86	172	260	—	—	—
3. Supervision Exercised	15%	5	300	0	75	150	225	300	—
4. Communications (Internal / External Relations)	13%	4	260	65	130	195	260	—	—
5. Responsibility for Assets/Consequence of Errors	11%	4	220	55	110	165	220	—	—
6. Independence of Work/Discretion	8%	3	160	53	106	160	—	—	—
7. Responsibility for Policies and Procedures	10%	5	200	40	80	120	160	200	—
8. Work Environment	3.5%	4	70	17	34	51	70	—	—
9. Health and Safety	3.5%	4	70	17	34	51	70	—	—
10. Responsibility for Accurate Records/Reports	8%	4	160	40	80	120	160	—	—

1. EDUCATION – (15%)

This factor refers to the minimum level of education that is needed in order to permit an employee to effectively perform the duties and responsibilities of his position, or to comply with statutory educational requirements.

Degree	Non-Union Points	Director Points	Degree Definition
1	35	60	Completion of high school education or GED.
2	65	120	Completion of high school education or GED, plus post-secondary education (e.g. Associate degree) and/or training.
3	105	180	Completion of bachelor's degree.
4	127	240	Completion of a bachelor's degree (in related field) and/or additional certification that is a requirement for the position (e.g. CPIM, CPRP, SHRM-CP, PHR, SPHR, Building Official Certification, etc.).
5	150	300	Completion of graduate level degree (e.g. J.D., MBA, etc.) and/or professional licensure/registration (e.g. P.E., CPA, etc.).

NON-UNION

2. **EXPERIENCE – (13%)**

This factor refers to the amount of experience that is needed working in the appropriate field or profession to permit an employee to effectively perform the duties and responsibilities of his position, or to comply with legal experience requirements.

Degree	Points	Degree Definition
1	31	No experience through 2 years' experience
2	62	More than 2 years but less than 5 years' experience
3	93	5 or more years but less than 10 years' experience
4	130	10 or more years' experience

DIRECTOR'S

2. **EXPERIENCE – (13%)**

This factor refers to the amount of experience that is needed working in the appropriate field or profession to permit an employee to effectively perform the duties and responsibilities of his position, or to comply with legal experience requirements.

Degree	Points	Degree Definition
1	86	More than 2 years but less than 5 years' experience
2	172	5 or more years but less than 10 years' experience
3	260	10 or more years' experience

3. SUPERVISION EXERCISED – (13%)

This factor refers to the position’s responsibility for exercising supervision over others. Take into account the kind of supervision exercised, the level of those supervised, and the complexity of the work performed by subordinate positions. The primary responsibility of supervision involves determining which employee will do what, when, and how.

Degree	Non-Union Points	Director Points	Degree Definition
1	0	0	No supervisory responsibilities
2	31	75	Performs lead work and ensures that employees perform work in accordance with established procedures or standards and that deadlines and schedules are met.
3	62	150	Responsible for immediate supervision of a work unit of small size (front-line supervision). Ensures that employees perform work in accordance with established procedures and methods; assigns work; takes corrective action according to established policy, and ensures that project deadlines are met.
4	93	225	Requires planning, organizing, directing, and controlling the work activities of a multi-function work unit. Supervises a medium size group of employees (department-head). Recommends staffing patterns and levels. Coordinates flow of work between work units. Supervision may be exercised through one (1) or more levels of supervisory personnel within in a department.
5	130	300	Requires supervision and coordination of a major organization unit with coordinating contacts that extend to a number of other departments and outside agencies. Exercises general direction through at least two (2) levels of supervisory personnel. A large number of subordinates are engaged in unstructured work requiring minimum guidance and direction.

4. COMMUNICATIONS (INTERNAL / EXTERNAL RELATIONS) – (13%)

Degree of responsibility for securing cooperation and agreement and maintaining positive relationships with management, coworkers, citizens, outside organizations, elected officials, and other organizational departments. The purpose of relationships ranges from factual exchanges of information to situations involving significant or controversial issues and differing viewpoints, goals, and objectives.

Degree	Points	Director Points	Degree Definition
1	31	65	Requires very little contact with other people outside work unit. Minimal amount of interpersonal communication needed to do job.
2	62	130	Job requires exchanging information, engaging others in conversation, and responding to questions.
3	93	195	Job requires interpreting and translating facts and information: explaining situations and issues to people and advising them of alternative or appropriate courses of action; and/or interviewing and developing information from others.
4	130	260	Job requires a high level of interpersonal and communication skills such as persuading others to take action, resolving agreements or making presentations.

5. RESPONSIBILITY FOR ASSETS/CONSEQUENCE OF ERRORS – (11%)

This factor refers to the position's accountability for actual monies, receipts, budgets, expenditures, and disbursements; and/or for the effective and economical use, operation, maintenance, safeguarding, processing, purchase, or storage of machinery, equipment, materials, or products; or for the planning or engineering in connection therewith; or other activities involving the accountability for assets. This factor also incorporates the probability of making errors and the economic loss and/or material loss, equipment damage, and costs associated with correction of the error and/or overall impact upon the agency, the general public, and the image of the agency.

The determination of the degree and point rating for assets responsibility and consequences of errors is based upon the extent of opportunity for achieving economies and preventing losses, the value of items or money involved, and the degree to which work is verified or checked and the likelihood of errors being discovered and corrected in subsequent operations.

Degree	Points	Director Points	Degree Definition
1	10	55	May handle small amounts of funds on a periodic basis in collection of payments or direct disbursement of funds. Amount of funds to be collected or disbursed is pre-determined by policy and requires little or no employee discretion. Errors are usually detected before their consequence becomes serious, or the possibility of loss through errors is low. Little opportunity for achieving minor economies and/or preventing minor losses through the handling of or accounting for materials, supplies, or small amounts of money; or through the operation of simple equipment; or through the safeguarding of supplies, equipment, or facilities of moderate value.
2	45	110	May handle moderate to large amounts of funds in performing job. May calculate or determine amount of funds to be collected or disbursed. Provides opportunity for achieving moderate economies and/or preventing moderate losses through the management of a small unit or division; the handling of materials and supplies; the handling of large amounts of money; through the operation, repair, or overhaul of machinery and equipment; through planning, engineering or inspection of assets; or through safeguarding of supplies, equipment, or facilities of high value; or through legal processes. Errors may cause a noticeable amount of confusion or lost time although they are usually detected before serious consequences result. Probable errors may involve several areas of work.

Degree	Points	Director Points	Degree Definition
3	80	165	Requires responsibility and provides opportunity for achieving considerable economies and/or preventing considerable losses through the management of a large unit or division, or a small department; through authorizing the expenditure of large amounts of money; through the handling of very large amounts of money; through purchasing materials, supplies, and equipment; through complex planning or engineering or through the supervision of inspection in connection with construction of the preceding; through legal processes; through public property protection activity. Errors are difficult to detect and may have a significant effect on internal programs and operations. Responsible for a moderate level of confidential information.
4	110	220	Requires responsibility and provides opportunity for achieving major economies and/or preventing major losses through the management of a large department; through authorizing the expenditure of very large amounts of money; through complex purchasing of materials, supplies, and equipment; through engineering of extensive construction or other projects; or through supervision of public property protection activity. Errors may not be detected in time for corrective action to be taken. Probable errors may involve major expenditures for equipment, facilities, or materials, or serious loss to the agency and/or community good-will and/or legal action. Duties may involve the effective recommendations of important methods and policies such as those affecting outside relations in general and/or the direct and final preparation and presentation of data upon which top management or community leadership bases important decisions. Involves considerable accuracy and responsibility. Responsible for high level of confidential information.

NON-UNION

6. INDEPENDENCE OF WORK/DISCRETION – (10.0%)

This factor refers to the degree to which the work is supervised or guided by practice or precedent, and the requirements of the job for problem solving and decision making.

Degree	Points	Degree Definition
1	10	Requires general supervision. Tasks may require occasional use of judgment. Employee may determine work sequences or make procedural decisions. Some dependence is placed in the employee's reliability.
2	40	Requires direction. Employee may receive general assignments and time frames but uses independent judgment to determine details and work sequences. Employee may be required to supervise, plan, organize, coordinate, and evaluate the work of a small work unit.
3	70	Requires general direction. Supervision is generally received in the form of bulletins, memos, staff conferences, or verbal instruction. Requires regular use of initiative and independent judgment to solve varied problems. Employee may be required to supervise, plan, organize, coordinate, and evaluate the work between multiple work units.
4	100	Requires administrative direction. Supervision is generally received in the form of program objectives and target dates. Tasks require the development and interpretation of guidelines for subordinates and supervising, planning, organizing, coordinating, and evaluating the work of a large size work unit. Requires consistent use of initiative and independent judgment to solve difficult, unique, and varied problems.

DIRECTOR'S

6. INDEPENDENCE OF WORK/DISCRETION – (8.0%)

This factor refers to the degree to which the work is supervised or guided by practice or precedent, and the requirements of the job for problem solving and decision making.

Degree	Points	Degree Definition
1	53	Requires direction. Employee may receive general assignments and time frames but uses independent judgment to determine details and work sequences. Employee may be required to supervise, plan, organize, coordinate, and evaluate the work of a small work unit.
2	106	Requires general direction. Supervision is generally received in the form of bulletins, memos, staff conferences, or verbal

Degree	Points	Degree Definition
3	160	<p>instruction. Requires regular use of initiative and independent judgment to solve varied problems. Employee may be required to supervise, plan, organize, coordinate, and evaluate the work between multiple work units.</p> <p>Requires administrative direction. Supervision is generally received in the form of program objectives and target dates. Tasks require the development and interpretation of guidelines for subordinates and supervising, planning, organizing, coordinating, and evaluating the work of a large size work unit. Requires consistent use of initiative and independent judgment to solve difficult, unique, and varied problems.</p>

7. RESPONSIBILITY FOR POLICIES AND PROCEDURES – (10.0%)

This factor covers the degree of involvement in developing work policies and methods and the extent to which the employee is involved in or responsible for developing, approving, and enforcing work policies and methods.

The determination of degree must take into account the kind of responsibility, i.e., providing input into the development, implementation, interpretation, enforcement, origination, etc., or approving or executing any existing or new policies or methods, or participating and assisting in the development and enforcement of policies and methods, the importance and level of policy involved, and/or the complexity of the methods involved.

Degree	Points	Director Points	Degree Definition
1	8	40	Requires responsibility in carrying out established policy and following the methods and procedures relating to the duties of the position.
2	30	80	Requires some responsibility for carrying out and explaining existing policy, methods, and/or procedures relating to the duties of the position or of subordinate or lateral positions.
3	52	120	Requires responsibility for carrying out, interpreting, and enforcing existing policy and methods or for assisting in developing policy and methods within the work-unit.
4	75	160	Requires considerable responsibility for carrying out, explaining, interpreting, coordinating, and enforcing existing intra-unit policy and methods, and for assisting in originating and developing inter-unit policy and methods.
5	100	200	Requires major responsibility for developing, coordinating, originating, and executing intra-unit policy and methods in a large organization unit; or for the development of overall administrative policy or methods in an organization-wide staff function; or for determining the legal basis for policy.

8. WORK ENVIRONMENT – (3.5%)

This factor refers to the surroundings and/or physical conditions under which the job must be performed and the extent to which those conditions make the job disagreeable and/or uncomfortable, the necessity for physical exertion in performing the duties of the position, and the hazards present on the job.

Degree	Points	Director Points	Degree Definition
1	4	17	Work environment involves everyday risks or discomforts with little or no hazards and requires normal safety precautions typical of such places as offices and commercial vehicles; work area is adequately lighted, heated, and ventilated; no special physical demands are required to perform the work. Typically, the employee may sit comfortably or perform routine walking, standing, bending, carrying of light items, driving an automobile, etc. Sedentary work.
2	15	34	Work environment involves occasional risks or discomforts with some hazards and requires normal safety precautions typical of such places as offices and commercial vehicles; work area is adequately lighted, heated, and ventilated; occasional physical demands required to perform the work. Typically, the employee may be standing, bending, and carrying of light to medium weight items throughout the workday. Light work.
3	25	51	Work involves more frequent exposure to moderate risks or discomforts which require special safety precautions; employees are on occasion required to use protective devices; work occasionally involves a moderate amount of effort, dexterity, and exertion, such as long periods of standing; walking over rough, uneven, or rocky surfaces; recurring bending, crouching, stooping, stretching, reaching, or similar activities; the work occasionally requires above average agility and dexterity. Medium work.
4	35	70	Work environment involves frequent exposure to disagreeable or potentially hazardous working conditions where illness or injury may be encountered, and the work often requires periods of strenuous activity; or the employee is occasionally exposed to dangerous situations which require a range of safety precautions, and where the work may infrequently require strenuous physical exertion such as the climbing of tall ladders, the lifting and moving of heavy objects, or defending oneself against physical attack. Heavy work.

9. HEALTH AND SAFETY – (3.5%)

This factor refers to the responsibility that the individual has for their own and/or others safety in the work environment.

Degree	Points	Director Points	Degree Definition
1	4	17	Requires no responsibility and provides minimum opportunity for exercise of care to effect safety of others while performing duties of the position.
2	15	34	Requires some responsibility for safety or health of others and/or for occasional enforcement of the laws and standards of public safety or health.
3	25	51	Requires considerable responsibility for safety or health of others and/or for continuous enforcement of the laws and standards of public safety or health.
4	35	70	Requires supervisory responsibility for public safety or major health function and for enforcement of the laws and standards of public safety or health. May include those with first responder responsibilities.

10. RESPONSIBILITY FOR ACCURATE RECORDS / REPORTS – (8%)

This factor refers to the requirement to be responsible for gathering, recording, and preparing informational data for records, reports, or for other purposes and for maintaining and preparing operational, personal, financial, technical, and/or scientific records.

The determination of the degree and point rating for records and reports responsibility is based upon the extent, volume, and importance of the work involved in the processing of such records and reports. Consideration is also given to the confidential nature and complexity of the records and/or reports and the impact of disclosure of such information.

Degree	Points	Director Points	Degree Definition
1	8	40	Requires relatively little responsibility for keeping and/or handling records and/or reports. The position may require such simple work tasks as tallying or reviewing data for accuracy.
2	30	80	Requires responsibility for processing routine records and reports such as entering data into computers, recording payments, and/or issuing receipts.
3	52	120	Requires responsibility for gathering and maintaining operating, personnel, financial, and/or technical records. The position will normally require the gathering and completing of simple statistical or other data for operational, personnel, financial, technical, or related reports.
4	80	160	Requires responsibility for preparing, checking and reviewing important, detailed and/or complex operational, financial, personnel, medical, technical or related records.

APPENDIX C – POINT FACTORING ANALYSIS

CITY OF DELAWARE

CURRENT POSITION TITLE	REVISED POSITION TITLE	DEPT	FACTORS																				TOTAL POINTS
			Education		Experience		Supervision		Comm.		Assets / Errors		Ind. of Work / Disc.		Policies & Proc.		Work Environ.		Health & Safety		Records / Reports		
Project Engineer III	Traffic Engineer	PW	5	150	4	130	4	93	4	130	4	110	4	100	4	75	2	15	3	25	4	80	908
City Prosecutor	No Change	Legal	5	150	3	93	3	62	4	130	4	110	4	100	4	75	3	25	3	25	4	80	850
Deputy City Engineer	No Change	PW	5	150	3	93	4	93	4	130	4	110	4	100	3	52	2	15	3	25	4	80	848
Chief Building Official	No Change	CD	4	127	4	130	3	62	4	130	4	110	4	100	3	52	2	15	4	35	4	80	841
Deputy Finance Director	Deputy Finance Director	Finance	3	105	4	130	4	93	4	130	4	110	4	100	4	75	1	4	1	4	4	80	831
Deputy Director	Deputy Director of Public Utilities	PU	3	105	4	130	4	93	4	130	3	80	4	100	3	52	2	15	4	35	4	80	820
Project Engineer III	No Change	PW	5	150	3	93	4	93	4	130	3	80	4	100	3	52	2	15	3	25	4	80	818
Income Tax Administrator	No Change	Finance	3	105	3	93	4	93	4	130	4	110	4	100	4	75	1	4	1	4	4	80	794
Utilities Field Superintendent	No Change	PU	2	65	4	130	4	93	4	130	3	80	4	100	3	52	3	25	4	35	4	80	790
Wastewater Manager	No Change	PU	2	65	4	130	3	62	4	130	4	110	4	100	3	52	3	25	4	35	4	80	789
Water Manager	No Change	PU	2	65	4	130	3	62	4	130	4	110	4	100	3	52	3	25	4	35	4	80	789
Assistant to the City Manager	New	Admin.	5	150	3	93	2	31	4	130	4	110	4	100	4	75	1	4	1	4	4	80	777
Parks Superintendent	No Change	PNR	2	65	3	93	4	93	4	130	3	80	4	100	4	75	3	25	4	35	4	80	776
IT Manager / Security Officer	New Position	IT	3	105	3	93	2	31	4	130	4	110	4	100	5	100	1	4	1	4	4	80	757
Zoning Administrator	Planning & Zoning Administrator	CD	3	105	2	62	3	62	4	130	4	110	4	100	3	52	2	15	4	35	4	80	751
Public Works Superintendent	Public Works Operations Manager	PW	1	35	3	93	4	93	4	130	3	80	4	100	4	75	3	25	4	35	4	80	746
Project Engineer II	No Change	PW	5	150	3	93	3	62	4	130	3	80	3	70	2	30	2	15	2	15	3	52	697
Recreation Program Supt.	No Change	PNR	2	65	3	93	3	62	3	93	3	80	4	100	4	75	2	15	4	35	3	52	670
IS & Network Administrator	Network Administrator	IT	3	105	2	62	2	31	3	93	4	110	4	100	5	100	1	4	1	4	3	52	661
Budget & Management Analyst	No Change	---	5	150	2	62	1	0	4	130	4	110	3	70	2	30	1	4	1	4	4	80	640
Economic Development Project Manager II	No Change	ED	3	105	2	62	2	31	4	130	3	80	3	70	3	52	2	15	1	4	4	80	629
Airport Manager	No Change	PW	1	35	3	93	4	93	3	93	3	80	3	70	3	52	2	15	3	25	3	52	608
Assistant City Attorney / Prosecutor	New	Legal	5	150	1	31	1	0	4	130	3	80	4	100	1	8	3	25	1	4	4	80	608
Applications Systems Specialist	No Change	IT	3	105	2	62	1	0	3	93	4	110	3	70	1	8	1	4	1	4	4	80	536
Project Engineer I	No Change	PW	4	127	1	31	2	31	3	93	3	80	3	70	2	30	2	15	2	15	3	52	544
Project Engineer I	No Change	PW	4	127	1	31	2	31	3	93	3	80	3	70	2	30	2	15	2	15	3	52	544

CITY OF DELAWARE

CURRENT POSITION TITLE	REVISED POSITION TITLE	DEPT	FACTORS																			TOTAL POINTS	
			Education		Experience		Supervision		Comm.		Assets / Errors		Ind. of Work / Disc.		Policies & Proc.		Work Environ.		Health & Safety		Records / Reports		
Facility Maintenance Supervisor	No Change	PNR	2	65	2	62	3	62	3	93	3	80	3	70	3	52	3	25	4	35	3	52	596
Development Planner	No Change	CD	3	105	1	31	1	0	4	130	3	80	3	70	3	52	2	15	3	25	4	80	588
Development Planner	No Change	CD	3	105	1	31	1	0	4	130	3	80	3	70	3	52	2	15	3	25	4	80	588
Development Planner	No Change	CD	3	105	1	31	1	0	4	130	3	80	3	70	3	52	2	15	3	25	4	80	588
Project Manager III	No Change	PW	2	65	3	93	2	31	4	130	3	80	3	70	2	30	2	15	2	15	3	52	581
Assistant City Attorney	Assistant City Prosecutor	Legal	5	150	1	31	1	0	4	130	3	80	3	70	1	8	3	25	1	4	4	80	578
Assistant City Attorney	Assistant City Prosecutor	Legal	5	150	1	31	1	0	4	130	3	80	3	70	1	8	3	25	1	4	4	80	578
HR Specialist	No Change	HR	3	105	2	62	1	0	3	93	3	80	3	70	4	75	1	4	2	15	3	52	556
Arborist	No Change	PNR	2	65	3	93	2	31	3	93	2	45	3	70	3	52	3	25	3	25	3	52	551
Code Enforcement Officer II	No Change	CD	1	35	1	31	3	62	3	93	3	80	3	70	2	30	3	25	3	25	4	80	531
Building Inspector II	No Change	CD	2	65	2	62	1	0	3	93	3	80	3	70	2	30	3	25	3	25	4	80	530
Building Inspector II	No Change	CD	2	65	2	62	1	0	3	93	3	80	3	70	2	30	3	25	3	25	4	80	530
Building Inspector II	No Change	CD	2	65	2	62	1	0	3	93	3	80	3	70	2	30	3	25	3	25	4	80	530
Building Inspector II	No Change	CD	2	65	2	62	1	0	3	93	3	80	3	70	2	30	3	25	3	25	4	80	530
Division Supervisor	Distribution Division Supervisor	PU	2	65	2	62	3	62	3	93	2	45	3	70	3	52	3	25	3	25	2	30	529
Division Supervisor	Collections Division Supervisor	PU	2	65	2	62	3	62	3	93	2	45	3	70	3	52	3	25	3	25	2	30	529
GIS Coordinator	No Change	IT	3	105	2	62	2	31	3	93	2	45	3	70	2	30	1	4	1	4	4	80	524
Division Supervisor	Fleet Division Supervisor	PW	1	35	2	62	3	62	3	93	2	45	3	70	3	52	3	25	3	25	3	52	521
Division Supervisor	Solid Waste Collection Division Supervisor	PW	1	35	2	62	3	62	3	93	2	45	3	70	3	52	3	25	3	25	3	52	521
Division Supervisor	Street Division Supervisor	PW	1	35	2	62	3	62	3	93	2	45	3	70	3	52	3	25	3	25	3	52	521
Division Supervisor	Traffic Division Supervisor	PW	1	35	2	62	3	62	3	93	2	45	3	70	3	52	3	25	3	25	3	52	521
Airport Operations Supervisor	No Change	PW	1	35	2	62	3	62	3	93	2	45	3	70	3	52	3	25	3	25	3	52	521
Golf Course Supervisor	No Change	PNR	1	35	2	62	3	62	3	93	2	45	3	70	3	52	3	25	3	25	3	52	521
Division Supervisor	Parks Division Supervisor	PNR	2	65	1	31	3	62	3	93	2	45	3	70	3	52	3	25	3	25	3	52	520
Construction Inspection Manager	No Change	PW	1	35	2	62	3	62	3	93	2	45	4	100	2	30	2	15	3	25	3	52	519
Watershed Coordinator	Watershed Sustainability Coordinator	PU	3	105	2	62	2	31	3	93	2	45	3	70	2	30	2	15	2	15	3	52	518

CITY OF DELAWARE

CURRENT POSITION TITLE	REVISED POSITION TITLE	DEPT	FACTORS																			TOTAL POINTS	
			Education		Experience		Supervision		Comm.		Assets / Errors		Ind. of Work / Disc.		Policies & Proc.		Work Environ.		Health & Safety		Records / Reports		
Economic Development Coordinator	No Change	ED	3	105	2	62	1	0	4	130	3	80	3	70	1	8	1	4	1	4	3	52	515
Police Technician	No Change	Police	1	35	2	62	2	31	3	93	3	80	3	70	3	52	2	15	1	4	3	52	494
Executive Assistant	No Change	Admin.	1	35	3	93	1	0	4	130	3	80	3	70	1	8	1	4	1	4	3	52	476
Highway Superintendent	Right-of-Way Manager	PW	1	35	3	93	2	31	4	130	2	45	2	40	2	30	2	15	3	25	2	30	474
Financial Specialist II	No Change	Finance	3	105	2	62	1	0	3	93	3	80	2	40	2	30	1	4	1	4	3	52	470
Code Enforcement Officer I	No Change	CD	1	35	1	31	1	0	3	93	3	80	3	70	2	30	3	25	3	25	4	80	469
Building Inspector I	No Change	CD	2	65	2	62	1	0	3	93	2	45	2	40	2	30	3	25	3	25	4	80	465
Zoning Technician	Zoning Officer	CD	1	35	1	31	1	0	3	93	3	80	3	70	2	30	2	15	3	25	4	80	459
Construction Inspector	No Change	PW	1	35	2	62	1	0	3	93	3	80	3	70	1	8	3	25	3	25	3	52	450
GIS/CMMS Analyst	No Change	IT	3	105	2	62	1	0	3	93	2	45	3	70	1	8	1	4	1	4	3	52	443
Project Manager II	No Change	PW	1	35	2	62	2	31	3	93	3	80	2	40	2	30	2	15	2	15	2	30	431
Administrative Assistant	Office Manager	Police	1	35	3	93	1	0	3	93	3	80	3	70	1	8	1	4	1	4	3	52	439
Administrative Assistant	Office Manager	Fire	1	35	3	93	1	0	3	93	3	80	3	70	1	8	1	4	1	4	3	52	439
Service Coordinator	No Change	Fire	1	35	3	93	1	0	3	93	2	45	3	70	1	8	2	15	3	25	3	52	436
Service Coordinator	No Change	Police	1	35	3	93	1	0	3	93	2	45	3	70	1	8	2	15	3	25	3	52	436
GIS / CMMS Technician	GIS / Data Technician	PU	2	65	2	62	2	31	3	93	2	45	3	70	1	8	1	4	1	4	3	52	434
Administrative Services Specialist	HR Assistant	HR	2	65	1	31	1	0	3	93	3	80	2	40	3	52	1	4	2	15	3	52	432
Communications Specialist	No Change	CA	3	105	1	31	1	0	4	130	2	45	2	40	2	30	1	4	1	4	2	30	419
Collections Manager	No Change	Finance	2	65	2	62	1	0	4	130	2	45	2	40	1	8	1	4	1	4	3	52	410
GIS / CMMS Technician	GIS / Data Technician	Fire	2	65	2	62	1	0	3	93	2	45	3	70	1	8	1	4	1	4	3	52	403
Data & Video Technician	No Change	Police	2	65	2	62	1	0	2	62	3	80	2	40	3	52	1	4	1	4	2	30	399
Cemetery Manager	No Change	PNR	1	35	2	62	2	31	2	62	2	45	2	40	3	52	3	25	2	15	2	30	397
Project Manager I	No Change	PU	2	65	1	31	1	0	3	93	2	45	2	40	1	8	2	15	1	4	2	30	331
Engineering Technician	Project Manager I	PW	2	65	1	31	1	0	3	93	2	45	2	40	1	8	2	15	1	4	2	30	331
Technical Support Specialist	No Change	IT	2	65	2	62	1	0	2	62	2	45	2	40	1	8	2	15	1	4	3	52	353
Airport Technician	Airport Technician III	PW	1	35	2	62	1	0	2	62	2	45	2	40	2	30	3	25	3	25	1	8	332

CITY OF DELAWARE

CURRENT POSITION TITLE	REVISED POSITION TITLE	DEPT	FACTORS																			TOTAL POINTS	
			Education		Experience		Supervision		Comm.		Assets / Errors		Ind. of Work / Disc.		Policies & Proc.		Work Environ.		Health & Safety		Records / Reports		
Police Assistant	No Change	Police	1	35	1	31	1	0	3	93	2	45	2	40	1	8	2	15	1	4	3	52	323
Financial Specialist I	No Change	Finance	1	35	1	31	1	0	2	62	3	80	2	40	1	8	1	4	1	4	3	52	316
Airport Technician	Airport Technician II	PW	1	35	1	31	1	0	2	62	2	45	2	40	2	30	3	25	3	25	1	8	301
Airport Technician	Airport Technician I	PW	1	35	1	31	1	0	2	62	2	45	1	10	1	8	3	25	3	25	1	8	249
Help Desk Support Technician	No Change	IT	2	65	1	31	1	0	2	62	1	10	1	10	1	8	2	15	1	4	2	30	235

CITY OF DELAWARE

POSITION	DEPARTMENT	FACTORS																			TOTAL POINTS	
		Education		Experience		Supervision		Communications		Assets / Errors		Ind. of Work / Disc.		Policies & Proc.		Work Environ.		Health & Safety		Records / Reports		
Finance Director	Finance	5	300	3	260	5	300	4	260	4	220	3	160	4	160	1	17	1	17	4	160	1854
City Attorney	Legal	5	300	3	260	4	225	4	260	4	220	3	160	5	200	1	17	3	51	4	160	1853
Director of Public Utilities	Public Utilities	5	300	2	172	5	300	4	260	4	220	3	160	4	160	2	34	4	70	4	160	1836
Fire Chief	Fire	3	180	3	260	5	300	4	260	4	220	3	160	4	160	2	34	4	70	4	160	1804
Police Chief	Police	3	180	3	260	5	300	4	260	4	220	3	160	4	160	2	34	4	70	4	160	1804
Public Works Director / City Engineer	Public Works	5	300	2	172	5	300	4	260	4	220	3	160	4	160	2	34	3	51	4	160	1817
Planning & Community Development Director	Community Development	5	300	2	172	4	225	4	260	4	220	3	160	4	160	2	34	3	51	4	160	1742
Parks & Natural Resources Director (Recreation??)	Parks & Natural Res.	3	180	2	172	5	300	4	260	4	220	3	160	4	160	2	34	3	51	4	160	1697
Assistant City Manager	Economic Development	5	300	2	172	3	150	4	260	4	220	3	160	5	200	1	17	3	51	4	160	1690
Chief Information Officer	IT	5	300	2	172	3	150	4	260	4	220	3	160	5	200	1	17	3	51	4	160	1690
HR Manager	HR	4	240	2	172	3	150	4	260	4	220	3	160	5	200	1	17	3	51	4	160	1630
Economic Development Director	Economic Development	3	180	2	172	3	150	4	260	4	220	3	160	4	160	2	34	1	17	4	160	1513
Community Affairs Director	Community Affairs	3	180	1	86	3	150	4	260	4	220	3	160	4	160	1	17	1	17	4	160	1410



Date:
 Employee Name:
 Position:
 Evaluator Name:
 Department:
 Period of review:
 Number of Rated Months:

Use the following Evaluation Ratings to summarize the employee's performance during the review period. Comment on performance for each section.

Evaluation Ratings:

OUTSTANDING	ABOVE AVERAGE	SATISFACTORY	MINIMUM STANDARD	SUB-STANDARD
Superior performance of exceptional quality and quantity throughout the review period.	Very good performance of high quality.	Acceptable and reliable performance. Clearly meeting standards.	Marginal performance. Improvement expected. Employee to be counseled.	Performance does not meet standards. Employee to be warned or terminated.

<p style="text-align: center;">CUSTOMER RELATIONS</p> <p> <input type="checkbox"/> Outstanding <input type="checkbox"/> Above Average <input type="checkbox"/> Satisfactory <input type="checkbox"/> Minimum Standard <input type="checkbox"/> Sub-Standard </p>	<p>Displays friendly, helpful attitude when dealing with the public; courteous, polite and willing to assist.</p> <p>Comments:</p>
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INITIATIVE

Outstanding Above Average Satisfactory
 Minimum Standard Sub-Standard

Works independently; understands and asks questions; requires minimum follow-up; constructive use of time; understands priorities; requires minimum supervision; seeks opportunity to improve job knowledge.

Comments:

DEPENDABILITY

Outstanding Above Average Satisfactory
 Minimum Standard Sub-Standard

Meets attendance and punctuality standards; functions responsibly with minimum supervision; follows rules and policies.

Comments:

ATTITUDE

Outstanding Above Average Satisfactory
 Minimum Standard Sub-Standard

Cooperative; positive outlook; enthusiastic; works well with others; conscientious; accepts responsibility; accepts criticism; follows rules and policies; flexible.

Comments:

PRODUCTIVITY

Outstanding Above Average Satisfactory
 Minimum Standard Sub-Standard

Consistently meets or exceeds department production goals; completes tasks on a timely basis; meets deadlines; adjusts to increased workloads.

Comments:

QUALITY

Outstanding Above Average Satisfactory
 Minimum Standard Sub-Standard

Completes work accurately and neatly; has ability to organize assignments; applies thought and judgment to each task.

Comments:

JOB KNOWLEDGE / SKILLS

Outstanding Above Average Satisfactory
 Minimum Standard Sub-Standard

Knows duties, procedures and other requirements related to job. Knows how to find and use necessary information. Skilled in use of machines and equipment.

Comments:

EVALUATION SUMMARY

Overall effectiveness of employee performance.

Comments:

Outstanding Above Average Satisfactory

Minimum Standard Sub-Standard

Fill in each item completely.

Describe the employee's most valuable strengths.

Describe the employee's development needs.

Comment on aspects of the employee's performance which have changed significantly since the last review.

City of Delaware Executive Pay for Performance System

Performance Measure	
Role Model	4-5
Meets Expectations	2-3
Below Expectations	1

Evaluation of:		Completed By:	R. Thomas Homan, City Manager
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Competency #1: Initiative

Takes action without being asked or required to do so. Achieves goals beyond job requirements. Is proactive. Takes prompt action to accomplish objectives. Identifies opportunities for innovative solutions. Consistently maintains high levels of activity or productivity. Works with vigor, effectiveness and determination over a sustained period.

Your Score	Performance Measure	Performance Measure Definition of Competency #1:
	4-5	Seeks out and/or willingly accepts additional responsibilities or special projects with energy and enthusiasm while maintaining high standards on existing workload and responsibilities. Regularly meets or exceeds deadlines.
	2-3	Successfully performs given responsibilities and essential functions of position. Projects/tasks are completed timely and staff resources are efficiently and effectively utilized. Satisfactorily manages existing workload.
	1	Shows difficulty in performing given responsibilities and essential functions without regular oversight or assistance. Projects/tasks are not regularly completed in a timely manner and staff resources are not efficiently and effectively utilized. Final work product regularly requires additional review prior to submission to identify inaccuracies.

Competency #2: Collaboration

Building constructive working relationships with individuals and work units, community organizations and others to meet mutual goals and objectives. Works in a professional and supportive manner. Participates as an active and contributing member of a team to achieve team goals. Works cooperatively with other team members, involves others, shares information as appropriate and shares credit for team accomplishments.

Your Score	Performance Measure	Performance Measure Definition of Competency #2:
	4-5	Harnesses the power of building relationships through networking; working and collaborating with internal and external entities in an effort to seek out opportunities that benefit/promote department projects and initiatives. Shares expertise by serving on local boards or commissions as a representative of the City.
	2-3	Collaborates with other departments and external entities without being prompted to do so. Shows a willingness to engage in collaborative efforts for mutual benefit and relationship cultivation. Freely shares information for the

		benefit of others.
	1	Collaborates with other departments or external entities when prompted to do so. May show hesitancy in collaborating with others; does not value input/expertise of others. May view collaboration as punitive.

Competency #3: Efficiency/Cost Savings/Improved Productivity

Adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles. Uses creativity and ingenuity to develop new insights into situations and applies new solutions to problems. Promotes public trust by being a good steward of city resources, communicating honestly, and being accountable.

Your Score	Performance Measure	Performance Measure Definition of Competency #3:
	4-5	Regularly demonstrates a willingness to identify opportunities for achieving efficiencies, cost savings and improved productivity within own department and city wide. Works with the necessary players, facilitates discussion, overcomes obstacles and puts plans into action. Oversees implementation and monitors results, providing updates and statistical analysis of efficiencies/savings/productivity.
	2-3	Successfully identifies or has taken steps to create efficiencies, save taxpayer dollars or increase productivity. Adapts to changing priorities, timelines and other factors outside of their control. Able to identify a plan and put it into action. Consults with the necessary players, facilitates discussion, overcomes obstacles to put ideas in motion.
	1	May or may not identify the need for efficiencies, cost savings and increased productivity and is unsuccessful in taking the necessary steps to achieve results.

Competency #4: Customer Service

Shows interest in and understanding of the needs and expectations of internal and external customers. Gains trust and respect of others, meeting or exceeding expectations. Emphasis is placed on professionalism, clarity in communications with others, turnaround time and increasing the value of services delivered.

Your Score	Performance Measure	Performance Measure Definition of Competency #4:
	4-5	Displays excellence in responding to the needs of internal and external customers. Goes above and beyond in identifying solutions. Follows rules of proper etiquette in communications; i.e., is assertive vs. aggressive.
	2-3	Effectively responds to the needs of internal and external customers. Responds in a professional, prompt, courteous, diplomatic, and helpful manner. Develops constructive and cooperative working relationships with others; maintaining them over time. Avoids communication and message delivery pitfalls such as avoiding run-on sentences, excessive typographical errors, using all caps, arguing over email, etc.
	1	Demonstrates an inability to develop constructive and cooperative working relationships with others. Fails to effectively and timely respond to the needs of internal and external customers. Lacks professionalism and courtesy in interacting with others. Is regularly unavailable or accessible and devalues the work of others.

Competency #5: Management of Staff

Focuses on guiding others in accomplishing work objectives. Rewards and recognizes others, both formally and informally, in ways that motivate them. Sets clear performance expectations for staff; holds staff accountable for achieving results. Successfully finds resources, training, tools etc., to support staff needs. Addresses performance concerns, offering guidance and support and pursues corrective action when necessary. Communicates regularly with staff, keeping direct reports apprised of changes, updates and other critical information necessary to effectively perform their essential job functions.

Your Score	Performance Measure	Performance Measure Definition for Competency #5:
	4-5	Works with staff to create development opportunities to expand knowledge and skill level. Provides feedback and guidance on career development and professional growth in an effort to increase the overall capacity of the department. Anticipates challenges and plans for contingencies, successfully navigates difficult situations, and creates a road map that pulls together individual staff contributions.
	2-3	Encourages staff to participate in continuous education opportunities, whether formal or informal, and sharing knowledge with others. Is aware of and tuned into problems that may exist within their scope of responsibility and take steps to address such problems. Effectively manages staff and promotes a positive, harassment-free working environment.
	1	Fails to effectively provide direction to staff and equip them with the resources necessary to perform the essential functions of their job. Is regularly unavailable or inaccessible to staff. Unable to identify and/or effectively address personnel issues affecting the department.

Competency #6: Professional Development /Skill Acquisition

Is committed to developing professionally; attends professional conferences, focuses on best practices, values cutting-edge practices and approaches. Takes advantage of a variety of learning activities. Introduces newly gained knowledge and skills on the job. Helps to plan and support the development of skills and abilities of others so that they can fulfill current or future job responsibilities more effectively.

Your Score	Performance Measure	Performance Measure Definition for Competency #6:
	4-5	Develops training and professional development curriculum in conjunction with succession planning initiatives. Regularly pursues training and professional development opportunities. Professional certification attainment/renewal.
	2-3	Regularly pursues training and professional development opportunities, both internal and external. Promotes training, skill building and professional development opportunities for staff. Shares expertise with others.
	1	Does not pursue training and professional development opportunities for self. Does not encourage training, skill building and professional development opportunities for staff.

Competency #7: Performance Goal Attainment*Success in accomplishing performance goals identified on the Performance Goal worksheet.*

<i>Your Score</i>	<i>Performance Measure</i>	<i>Performance Measure Definition for Competency #7:</i>
	8-10	Exceeded expectations in performing all goals.
	5-7	Met expectations in meeting all goals.
	2-4	Did not meet all goals based on reasonable circumstances.
	1	Did not satisfactorily complete goals.

Your Overall Score:

Overall Score	Overall Performance Rating	Salary Increase Available
10 or less	Unacceptable	None
11-16	Needs Improvement	None
17-25	Meets Expectations	2%
26-33	Exceeds Expectations	2.5%
34-40	Outstanding	3%

Notes:**Supervisor's Signature:** _____ **Date:** _____**Employee's Signature:** _____ **Date:** _____

Competency #7: Performance Goal Attainment (Detail)

For this standalone section, each director will provide specific goals in the below categories to be agreed upon by the City Manager. Ideally, these goals will be identified prior to the evaluation period and at the next evaluation, new goals will be identified for the upcoming year. Not all categories may be utilized for all staff. For each goal, the goal itself should be identified as well as (1) the corresponding goal category, (2) who will be involved in achieving the goal and (3) targeted completion date. Goals may be added or changed throughout the year to reflect changing circumstances or priorities.

Department Level	Goals with narrow application for the department within the next year. Directors will initially identify these goals with the City Manager assisting in determining priority for the department for the coming year.							
Organizational Level	Goals with broad application throughout the City. These goals are primarily identified by the City Manager.							
Cross Functional Level	Common goals shared with another department that requires collaboration. Directors will initially identify these goals which will be included in the goals for applicable collaborating department directors. This is the City Manager’s opportunity to stress the importance of working together on projects.							
Goal		Goal Category:			Who will be involved?	Target Completion Date:	Completed (Y/N)	Explanation (if necessary):
		Dept. Level	Org. Level	Cross Functional Level				
1								
2								
3								
4								
5								

Goal	Goal Category:			Who will be involved?	Target Completion Date:	Completed (Y/N)	Explanation (if necessary):
	Dept. Level	Org. Level	Cross Functional Level				
6							
7							
8							
9							
10							