

As you read this document, please keep in mind that this survey was performed by Bakery Tilly in 2019, making this data obsolete. We are in the process of updating the information provided by our consultant, and will be reporting our findings to Council as soon as it becomes available. Please direct any questions to [HumanResources@purcellvillva.gov](mailto:HumanResources@purcellvillva.gov).



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## Town of Purcellville, Virginia

Classification and Compensation Study  
December 2019



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November 21, 2019

Mr. David A. MekarSKI  
Town Manager  
Town of Purcellville  
221 South Nursery Avenue  
Purcellville, Virginia 20132

Re: Classification and Compensation Study

Dear Mr. MekarSKI:

Baker Tilly Incorporated is pleased to provide the Town of Purcellville with the Town's completed Classification and Compensation Study. The study provides an overview of the Town's current classification and compensation system as it relates to all of the Town's positions and our final report including the methodology used to update the classification and compensation system, options for implementing the compensation system and for addressing issues related to salary compression, and other compensation pay issues.

The study represents a thorough and comprehensive review of all aspects of the Town's compensation system. The recommendations offered, we believe, will increase the market competitiveness of the Town's compensation program within the regional marketplace and provide increased internal equity among Town positions. Implementation of these recommendations will assist the Town in attracting new employees, when necessary, and in retaining current employees needed to meet the Town's service demands.

Baker Tilly expresses its thanks to the Town staff who completed Baker Tilly's Position Analysis Questionnaires as we worked to verify their current job responsibilities and requirements. We particularly want to thank the members of the Town's staff who supplied us with data and answered numerous questions, direction and feedback throughout the study. Baker Tilly appreciates the privilege of serving the Town and hope that we may be of assistance to you in the future.

Very truly yours,

BAKER TILLY VIRCHOW KRAUSE, LLP

*Ann Antonsen*

Ann Antonsen, Director

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# 1. Executive Summary

Baker Tilly Incorporated completed a Classification and Compensation Study for the Town of Purcellville, Virginia in the spring of 2019. The study represents a comprehensive review of the components that affect an organization's compensation program – a review of job descriptions, current compensation structure, the Town's compensation philosophy, regional market competitiveness of Town salaries, the internal equity of salaries paid to comparable Town positions, employee benefits, and ongoing maintenance and administration of the compensation system.

The Town has encountered some situations that could be addressed by conducting a comprehensive classification and compensation study and implementing an up to date compensation system. Difficulty in recruiting and hiring new employees, candidate pools lacking the skill sets required for the position being recruited, and employee turnover in certain positions are all indications that the Town's classification and compensation program may not be competitive within the regional market.

A classification and compensation system provides the framework for determining how employees will be paid. As a general rule, most organizations conduct comprehensive classification and compensation studies every five to seven years ensuring their ability to hire and retain qualified employees and maintain equitable internal relationships. The external market focus is important because it ensures that the compensation plan is adequate to attract new employees and retain existing employees. If compensation levels fall below those in the regional marketplace, the organization may experience difficulty hiring people and increased employee turnover as employees seek jobs with other organizations that will pay the market rates for their skills and abilities. In today's economy, it is imperative to remain competitive and, in order to do so, it is necessary to monitor the regional marketplace. An organization must ensure market adjustments are provided to the salary scale to maintain their competitive position when resources are available. When a position is recruited several times due to a lack of qualified applicant pools willing to work at an advertised salary, this leads to smaller and smaller pools and breaks in service with responsibilities for the vacant position being assigned to other full-time staff.

Organizations should expect some employee turnover, but when it becomes excessive, turnover has a serious impact on the organization's overall effectiveness. Advertising costs are a measurable component of turnover, and as the Town moves through the selection process, the time spent by current employees covering the void left by the departing employee often diverts their attention from their day to day responsibilities creating overtime demands and often frustration on the part of the remaining employees as they attempt to meet deadlines and maintain acceptable levels of service. These are some of the hidden and non-quantifiable costs associated with turnover. There is also a substantial cost for turnover that comes with training of new employees.

Employees receive on-the-job training which diverts the attention of other employees away from their regular duties to assist in training. This is particularly true in the public safety area where significant State mandated training is required before a provider can serve effectively and to ensure quality services are provided to the citizens and visitors of

## 1. General information

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the community. For example, several Sheriffs and Police Chiefs that we have worked with have estimated the cost of training a new law enforcement officer to range between \$22,000 to \$42,000 per selected candidate dependent upon the jurisdiction.

Organizational effectiveness is affected as current employees train new employees and as those new employees endeavor to become proficient in their job. While these costs are not necessarily visible in expenditure reports, they will be demonstrated in performance data in the form of reduced service outcomes.

As the Town continues to experience change, it will also be important to offer competitive salaries to attract the best staff possible to serve the citizens of the Town of Purcellville. Competition for a wide range of professions in the local government marketplace is becoming more intense each year as the private sector continues to attract workers to higher paying jobs, local government curriculums are decreased at the college level, benefit levels drop for local government employees, and other competing organizations increase their salaries to remain competitive and to meet demands for service in their communities and organizations.

The periodic review, which comes with completion of a comprehensive classification and compensation update, also enables an organization to account for changes in use of technology, changes in work processes, tools and equipment, and other factors that can affect job responsibilities. In today's fast paced world of technological change, this is especially important as almost every governmental process is affected by advancements in technology and, as this occurs, employee's skills, knowledge, and abilities, as well as their proficiency in the use of required tools and equipment, changes. Changes in job requirements, such as addition of new programs or assumption of duties for a vacated position, sometimes results in a new pay grade assignment. In order to properly maintain the compensation system, an ongoing process is needed to review job responsibilities and job class assignment to pay grades to ensure jobs are properly compensated.

The primary purposes of the study that were identified by the Town included:

- To attract and retain qualified workers;
- To provide equitable and competitive salaries for all workers of the Town;
- Develop a salary structure that provides for internal equity and ensures external competitiveness with other municipalities in the Town's geographic area; and
- Review current compensation practices and policies and develop recommendations for ongoing administration and maintenance of the proposed Classification and Compensation Plan.

The following study documents the review and evaluation of the Town's existing compensation system and the methodology used to develop more competitive compensation levels. The study was conducted with extensive participation Town management staff and input from department heads and employees.

A compensation and benefits survey was developed and comprehensive wage data was collected from comparable regional employers. The results of the job evaluation and the salary survey data were used to create a salary curve, which served as the foundation for creating a revised compensation program. The compensation program structure relied upon a review of compensation philosophy concepts that included:

- Providing fair and equitable compensation to employees in a more competitive and changing labor market

## 1. General information

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- Maintaining a competitive pay structure that takes into consideration the Town's fiscal resources
- Ensuring that employee compensation reflects changing economic conditions
- Providing consistent administration of pay policies and procedures among all Town departments

Major findings of the study can be summarized as follows:

- Salaries paid to Town employees are lower than the average salary rates paid in comparable organizations. Because salaries are below average market rates, the Town may experience difficulty hiring and retaining employees in certain positions. The Town may also experience future turnover in positions that are paid at a higher rate by comparable organizations with which the Town competes for employees. Our analysis of benchmark organizations indicated that the Town's minimum salaries overall are 21.11% below the average minimum salaries, 22.29% below the average midpoint salaries, and 22.98% below the average maximum salary levels of the responding organizations surveyed. Based on the updated salary schedule developed as part of this study, we found that 26% of the Town's workforce are paid at a rate below the minimum salary rate of their newly assigned pay grade.
- Internal pay relationship inequities exist within the Town. Positions that require similar minimum qualifications and have comparable responsibilities should be compensated at comparable levels. We reviewed all positions and then evaluated each position against standard criteria. Each position was then assigned to a pay grade that reflected its internal relationship to other Town positions thereby ensuring equitable internal pay relationships.
- The study offers a recommended compensation plan and recognizes an implementation schedule that would be effective upon Town Council adoption. The implementation schedule provides a strategy that ensures that all employees are paid at least at the minimum of their assigned pay grade.

## 2. Introduction

The Town of Purcellville, Virginia retained Baker Tilly Incorporated to conduct a Classification and Compensation study in the spring of 2018. Completion of this study reflects a significant effort by Town staff to provide polices and human resources related data, complete questionnaires and review information.

A comprehensive salary and benefits survey was conducted as part of this study with the Town reviewing and approving the proposed jurisdictions to be surveyed. Survey recipients were selected based on demographics, comparable levels of services provided by the entity surveyed, geographic proximity to the Town of Purcellville and competition for employees. Fifty (50) positions were included in the survey. Seventeen (17) public entities listed below, were invited to participate in the survey. The entities in bold provided information for the study, with 20 total responses:

Clark County	Town of Middleburg
Fairfax County	Town of Roundhill
Frederick County	Town of Vienna
Loudoun County	Town of Warrenton
Loudoun County Public Schools	City of Fairfax
Prince William County	City of Leesburg
Town of Berryville	City of Manassas
Town of Herndon	City of Winchester
Town of Lovettsville	

Survey respondents were asked to provide information on only those benchmark positions which they considered to be comparable to positions in their organizations. Therefore, survey respondents did not provide data for every position surveyed.

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## 3. Methodology

Baker Tilly Incorporated used the following methodology to develop a new and revised classification system and compensation program for The Town of Purcellville:

1. Baker Tilly staff met with the Town Manager, Human Resources and Department Heads to establish a working relationship, review current policies and practices relating to the Town's existing pay practices, and to collect data on organizational structure, operations, and staffing in addition to identifying any specific departmental needs and concerns related to this study. This meeting also provided an opportunity to discuss the Town's goals in conducting this study.
2. The Town provided copies of existing job descriptions, the Town's current pay scale and compensation policies.
3. All department heads were also provided information explaining the purpose of the study and Baker Tilly's approach to conducting the study. Each department head was asked to complete a questionnaire to collect data on department structure, operations, and staffing, along with identifying any specific departmental needs and concerns related to this study.
4. Employee orientation sessions were conducted by Baker Tilly to explain the study process and to answer questions. These meetings also provided an opportunity for employees to voice concerns and have input into the study.
5. At these meetings Baker Tilly provided information on completing an on-line Position Analysis Questionnaire (PAQ). Employees were encouraged to participate in the study by using the PAQ to respond to questions job responsibilities, job requirements and characteristics applicable to each position. Each employee's supervisor then reviewed the completed questionnaires for completeness and accuracy and provided any additional information they felt was relevant to the position.
6. The Baker Tilly consultant team reviewed the PAQs completed by Town employees upon their receipt and made preliminary classification decisions and updated (as necessary) the Town's job descriptions.
7. Baker Tilly conducted a comprehensive market survey that requested information from seventeen (17) communities identified in consultation with the Town to determine the market for benchmarked positions.
8. Salary data for benchmarked positions were solicited. Information was gathered on minimum, maximum, and actual salaries for all positions surveyed, and a wide variety of fringe benefits including holidays, vacation, sick leave, insurances, HSA/VEBA, deferred compensation, clothing allowance, and any other additional compensation.



### 3. Methodology

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9. Utilizing the salary data supplied by comparable organizations, all Town positions were evaluated using Baker Tilly's Systematic Analysis and Factor Evaluation (SAFE®) system to assist in assuring that the internal relationships of positions within the Town were equitable. The evaluation ensured each position was assigned to the appropriate salary grade in the proposed compensation plan.
  
10. Guidelines for implementation and ongoing administration of the compensation program were developed. These guidelines provide for annual adjustments to the salary schedule ensuring that the Town's pay scales stay current with changing economic and market conditions. The implementation options and the estimated costs are provided as part of this study.

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## 4. Findings and recommendations

Developing a classification system and compensation program involves the analysis of substantial quantities of data collected from employees, supervisors, comparable employers, and the Town. We have evaluated the Town's existing compensation program based on our analysis of the study data and the survey results. Using this information, we have developed a compensation program for The Town of Purcellville, which is described below. Options for implementing the recommended changes conclude this section.

### A. Evaluation of the current compensation program

Discussions with Town personnel and review of compensation data indicate that employees of the Town are under-compensated in relation to other comparable regional organizations when comparing actual salaries. Other findings discussed earlier in the study indicate a wage problem demonstrated by:

- Difficulty recruiting employees in various positions
- Concerns about possible employee turnover because employees may leave to take higher paying jobs with other employers
- Positions with comparable responsibilities requiring comparable education and experience that are assigned to different pay grades resulting in pay differences

### B. Compensation philosophy

A compensation philosophy guides the design of a pay plan and answers key questions regarding pay strategy. It generally takes a comprehensive, long term focus and explains the compensation program's goals and how the program supports the employer's long-range strategic goals. Without a compensation philosophy, compensation decisions tend to be viewed from a short-term standpoint apart from the organization's overall goals.

In addition, movement of positions through the pay grades is an important topic for consideration of local governments. An organization's desired market position involves defining the market and identifying where the organization wants to be positioned within that market. Market position should balance what it takes to attract new employees and to retain skilled employees (in other words, eliminating higher pay as the reason employees leave the organization) with the organization's financial resources. Internal equity expresses an organization's desire to provide comparable pay to positions with comparable duties and responsibilities.

Movement of positions through the assigned salary grade is also an important consideration for employees and their supervisors to understand. Employees should have an understanding of how they may obtain pay increases whether it is by merit or some other form, so that they believe that they have a future in the community that they serve.

In consultation with the Town's Management, Baker Tilly staff developed a compensation philosophy framework guiding the compensation program development and the direction of this study. As part of this study, we recommend that the Town consider these concepts in the adoption of a formal compensation philosophy:

- Providing fair and equitable rates of pay to employees
- Developing a system of pay grades that state the minimum and maximum rates that the Town will pay individuals within a job class and identify the midpoint of the range as the "market" rate
- Defining the Town's market area based on the nature of the job class requirements and the availability of potential candidates locally or state-wide
- Establishing rates of pay that allow the Town to compete successfully for new employees within its market area
- Establishing a market position that is fiscally responsible with public resources
- Ensuring that pay rates for employees reflect changing economic conditions
- Developing pay administration policies and procedures that ensure their consistent application between departments
- Ensuring that the compensation program is understandable to employees, the Town Manager, Town Council, and the public

### C. Evaluating positions

Town employees completed individual Position Analysis Questionnaires (PAQs). Supervisors reviewed the PAQs and provided information for each position. Employees and supervisors both responded to questions regarding working conditions and the physical requirements of each job in compliance with the Americans with Disabilities Act (ADA).

Based on the information provided in the PAQs and the Town's current job descriptions, Baker Tilly Incorporated's SAFE® job evaluation system was utilized to evaluate, rate and rank each position in the Town's workforce to establish preliminary class assignments. Baker Tilly staff then reviewed each position, assigned it to one (1) of six (6) skill levels, and evaluated the job based upon the nine (9) job factors listed below:

- Training and Ability
- Level of Work
- Physical Demands
- Independence of Actions
- Supervision Exercised
- Experience Required
- Human Relations Skills
- Working Conditions/Hazards
- Impact on End Results

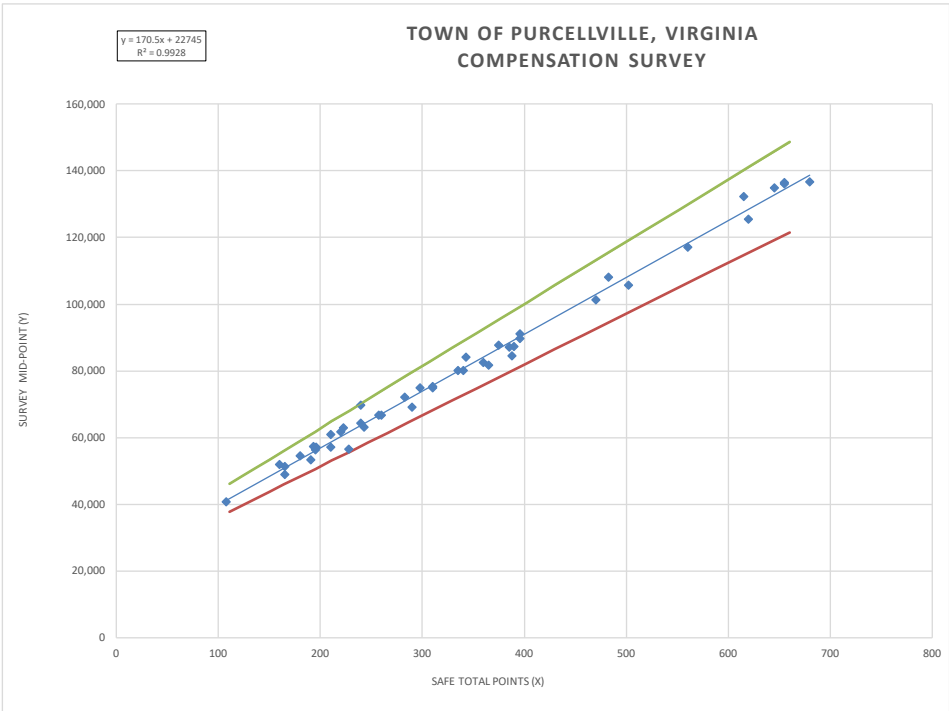
All positions were reviewed to determine those positions that qualify as exempt from the overtime provisions of the Federal Fair Labor Standards Act (FLSA) consistent with the current regulations.

### D. Developing a salary schedule

The process of developing a salary schedule draws substantially from market data obtained in a compensation and benefits survey. This data is obtained by conducting a comprehensive survey of other comparable employers within the Town's defined market area; that is, who does the locality compete with for employees when vacancies occur? Respondents are asked to provide information about the structure of their pay plans and the minimum, maximum, and actual salary rates of their corresponding benchmark positions, hours worked, number of employees, and information on additional compensation.

**Survey Results.** The survey included benchmarked positions covering a full range of positions from administrative support and maintenance positions to professional employees and department heads. A general summary of survey results appears in Appendix II. Job titles marked 'DNU' on the Salary Survey Summary were not used in developing the salary curve because positions did not match the position being surveyed or data received was inconsistent or inadequate.

**Designing the Salary Schedule.** The first step in designing a compensation plan is to create a salary curve using the salary survey data for the Town's benchmark positions and the corresponding job evaluation point factors for each benchmark position. This data produced the salary curve shown below. Any given point on the salary curve identifies where the market salary rate and the job evaluation point factors intersect.



The proposed pay scale contains thirty (30) pay grades with a 5% separation between grades. The pay scale is an open range system with a 60% spread between the minimum and the maximum of the range. The new pay plan can be found in Appendix III of this report. The recommended pay plan is the result of the analysis of the data received and reflects the market ranges of salaries as reported by competitors in the area.

We then assigned each position to the appropriate salary grade. The List of Positions and Assignment to Salary Grade is shown in Appendix IV.

## 5. Implementing the recommended salary plan

To estimate implementation costs, Baker Tilly used the most recent employee salaries supplied by the Town for all departments and prepared three (3) implementation options including adjustment of those employees whose current wage falls below the required market minimum to resolving issues of concern identified such as compression of salaries within the established ranges. Each is explained in greater detail below.

All implementation options include moving employees to the minimum of the new pay scale or Option 1 as shown below. The fiscal impacts shown address base salary alone and do not include FICA or other related costs.

**Option 1 – Move to Minimum of the Recommended Pay Grade.** Under this option all employee salaries were raised to the minimum of the proposed grade for their position. Of the Town’s eighty-five (85) employees twenty-two (22) employees, or 26%, of the Town’s workforce, are being paid below the minimum salary rate of their proposed pay grade. The annual cost of bringing each of the employees to the minimum salary rate of their pay grade is estimated to be \$87,508 This amount is equivalent to 1.55% of the Town’s approximate \$5.7 million annual payroll for employees.

	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	85	\$ 5,646,128.68	\$ 5,733,636.43	\$ 87,507.76	1.55%
Employee Below Min	22	\$ 945,013.00	\$ 1,032,520.75	\$ 87,507.76	9.26%
Employee Within Range	58	\$ 4,351,936.62	\$ 4,351,936.62	\$ -	
Employee Above Max	5	\$ 349,179.06	\$ 349,179.06	\$ -	

**Option 2 – Move to Minimum or 25th/50th/75th Percentile Based on Years of Service.** In this option, all employee salaries are place within the pay grade assigned to their position based on years of service. Employees with less than 10 years of service would move to the 25th percentile of the pay grade if their wage is below that level. Employees with between 10 and 15 years of service would move to the 50th percentile (midpoint) if their current wage is below midpoint. Employees with more than 15 years of service, again if their current wage falls below the level, would move to the 75th percentile of the pay grade for their position.

The estimated annual cost to move employees within the pay grade to which their position has been assigned, based on years of service is \$358,825, which is a 6.36% increase in the Town’s total payroll for this group of employees.

	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	85	\$ 5,646,128.68	\$ 6,004,953.77	\$ 358,825.09	6.36%
Employee Below Min	22	\$ 945,013.00	\$ 1,155,902.31	\$ 210,889.31	22.32%
Employee Within Range	58	\$ 4,351,936.62	\$ 4,499,872.40	\$ 147,935.78	3.40%
Employee Above Max	5	\$ 349,179.06	\$ 349,179.06	\$ -	

## 6. Section head

**Option 3. Move to 50th Percentile.** The estimated annual cost to the move all employees to the 50th percentile (midpoint) regardless of years of service is \$703,588, which is a 12.46% increase in the Town's total payroll.

	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	85	\$ 5,646,128.68	\$ 6,349,716.74	\$ 703,588.06	12.46%
Employee Below Min	22	\$ 945,013.00	\$ 1,279,283.86	\$ 334,270.87	35.37%
Employee Within Range	58	\$ 4,351,936.62	\$ 4,721,253.81	\$ 369,317.20	8.49%
Employee Above Max	5	\$ 349,179.06	\$ 349,179.06	\$ -	

Implementation of this option will increase market comparability for the Town and begin to address the issue of wage compression.

### Ongoing Administration

After initial implementation is achieved, the Town should develop administrative procedures that provide for annual market analyses and salary adjustments based on market and economic conditions and the Town's ability to pay. It should be recognized that as the market shifts, employee's base salaries should shift with adjustments in the Town's compensation schedule to maintain market competitiveness.

**Base adjustments.** It will be necessary for the Town to adjust the salary schedule and grades based on market adjustments and other factors such as recruitment. The Town can establish a guideline for determining annual base adjustments. For example, the Town could base its adjustment on the Consumer Price Index (CPI). The Town could also contact comparable jurisdictions to find out what percentage adjustment they are making to their pay scales as a second level of verification of the pay range adjustment. This would also ensure that the Town maintains marketability among comparable regional organizations.

If the CPI, for example, is 2.5, a 2.5% increase would be applied to the wage rates of each pay grade. In addition, all employees with performance that meets or exceeds job expectations would receive the 2.5% increase applied to their base salary. By making this base adjustment to all employee salaries, the Town ensures that employees will not fall behind the market.

### Recommendations

The Town of Purcellville is a service-oriented organization. The Town delivers services through its employees who are a major investment in the organization's infrastructure. The report that precedes these recommendations contains significant amounts of information, which has been gathered from a variety of sources, carefully and objectively analyzed, and structured in a way that will provide a sound and fair system of compensating employees if followed carefully. It is our independent judgment that has resulted in the following recommendations.

We urge the Town to:

1. Approve the proposed salary schedule provided in Appendix III of this report. Adoption of the revised salary schedule, developed utilizing market data, will result in an up to date compensation schedule which will better equip the Town to recruit for vacant positions, retain existing employees, and provide for flexibility in hiring, promotions and annual increases.
2. Approve the recommended position assignments provided in Appendix IV, which assigns positions to the proposed salary grades. The schematics developed, utilizing

## 6. Section head

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- objective analysis of data, will allow for establishment of internal equity among the various positions of the Town.
3. Approve an Implementation Option which meets the goals of the Town and falls within the financial resources available to the Town. Adoption of one of the recommendations will establish more equitable compensation levels for all employees, address compressions issues, and bring those employees that are below the market up to market standards. Baker Tilly recommends that the Town adopt Option 2 to ensure that the Town addresses compression between both current and future staff.
  4. Provide support for ongoing administration of the program via a system of market adjustments.

# Appendix I: Glossary



**Annual Salary Adjustment** – A salary increase based on changes in a price index, such as the Consumer Price Index (CPI), designed to help salaries keep pace with market changes. Other factors may be considered in annual salary adjustments, including the anticipated increases in the salary schedules of comparable employers. The adjustments are applied to the minimum, midpoint, and maximum rate of each pay grade and to employee salaries so their position within their assigned pay grades is maintained.

**Benchmark Jobs** – A group of jobs used as reference points for making pay comparisons with other organizations.

**Class Description** – A summary of the essential duties performed within a job class and examples of the specific tasks and employee knowledge, skill and abilities required to perform the job.

**Classification** – The assignment of positions to appropriate positions and pay grades based on the results of a job evaluation.

**Internal Equity** – Fair and consistent pay relationships among jobs or skill levels within a single organization that establishes equal or comparable pay for jobs involving comparable work and utilization of comparable skills.

**Job Class** – A grouping of jobs that is considered to be substantially similar for pay purposes.

**Job Evaluation** – A systematic procedure designed to make classification decisions by applying standard criteria to a review of all positions.

**Line of Best Fit** – In regression analysis, the line fitted to a scatter plot of coordinates measuring pay and job evaluation factors. The line is used to develop the salary structure.

**Occupational Group** – Jobs involving work of the same nature but requiring different skill and responsibility levels.

**Pay Grade** – A level within a salary schedule into which positions with similar job evaluation factors are placed for compensation purposes. Pay grades have a minimum rate, a midpoint rate, and a maximum rate and define what an employer is willing to pay for a particular job. The midpoint of the pay grades approximates the market salary rate which would be paid for satisfactory performance.

**Compensation Philosophy** – Decisions about employee compensation that address the relative importance of internal equity, external competitiveness, employee contributions or performance, and administration of the pay system.

**Performance Evaluation** – The process of determining the extent to which a worker's assigned task outcomes meet employer performance expectations and performance standards.

**Position Analysis Questionnaire (PAQ)** – A structured job analysis technique that classifies job information based on such factors as information input, mental processes, work output, relationships with other persons, job context, and other job characteristics. The PAQ analyzes jobs in terms of worker-oriented data.

**Progression through Pay Grades** – Strategies that move employees through the pay grade.

**Salary Survey** – The systematic process of collecting information and making judgments about the compensation paid by other comparable employers. Salary data are useful in designing pay grades and salary structures.

## **Appendix II: Salary survey**

## The Town of Purcellville, Virginia Salary Survey Comparison

Position Surveyed	Number of Respondents	Average Midpoint	Minimum Salary			Midpoint Salary		Maximum Salary		
			Lowest	Highest	Average	Lowest	Highest	Lowest	Highest	Average
Office Assistant	6	40,779.93	29,893.50	31,725.86	30,809.68	40,316.25	41,243.62	50,739.00	50,761.37	50,750.19
Maintenance Technician	6	48,928.47	32,884.80	38,937.60	36,367.81	43,165.71	51,630.50	53,127.02	65,186.00	61,489.13
Wastewater Operator IV	3	51,974.99	34,977.76	41,353.00	38,138.52	45,470.88	56,072.50	55,964.00	70,792.00	65,811.47
Water Plant Operator IV	4	51,339.20	34,978.00	41,353.00	37,932.75	45,471.50	56,072.50	55,965.00	70,792.00	64,745.65
Accounts Payable Technician	5	50,723.73	34,944.00	42,203.00	37,552.39	45,471.09	55,920.50	55,964.41	70,678.40	63,895.08
Accounting Technician	6	54,445.04	34,978.00	44,905.00	41,677.52	45,471.00	60,893.50	50,739.00	76,882.00	65,945.36
Events Specialist	4	69,687.87	47,548.80	52,852.80	50,949.20	67,912.00	71,118.00	87,214.40	89,790.00	88,426.53
Information Technology Specialist	6	64,265.38	43,846.40	50,595.00	47,695.57	58,094.40	68,555.50	72,342.40	86,516.00	80,835.19
Laboratory Technician	3	60,984.70	43,031.00	48,755.20	45,893.10	57,375.00	64,594.40	71,719.00	80,433.60	76,076.30
Maintenance Mechanic	8	57,320.72	38,084.80	45,468.60	42,683.25	52,638.31	60,893.50	64,785.50	76,882.00	71,958.19
Maintenance Technician Senior	4	53,261.82	36,607.84	42,148.00	39,548.41	47,590.19	56,072.50	58,572.54	70,792.00	66,975.24
Utility Maintenance Technician	6	57,150.98	33,312.15	48,295.00	42,235.96	43,305.80	65,690.00	53,299.44	83,085.00	72,066.01
DNU - Wastewater Operator III	3	61,877.00	44,905.00	47,145.00	46,025.00	60,893.50	62,860.50	76,882.00	78,576.00	77,729.00
Water Plant Operator III	3	56,371.10	42,203.20	44,905.00	43,554.10	55,920.80	55,920.80	69,638.40	69,638.40	69,638.40
Public Works Coordinator	8	56,487.94	39,271.00	48,791.00	42,568.83	52,361.00	63,672.50	65,451.00	78,554.00	70,407.05
DNU - Police Accreditation Coordinator	2	67,289.90	42,203.20	57,953.00	50,078.10	55,920.80	78,659.00	69,638.40	99,365.00	84,501.70
Police Records Coordinator	8	63,090.82	39,104.00	53,792.00	46,559.40	55,837.60	71,118.00	71,378.00	89,790.00	79,622.24
Planning Technician	4	57,190.05	38,084.80	44,999.00	41,541.90	54,381.60	59,998.50	70,678.40	74,998.00	72,838.20
Police Officer	10	66,721.48	40,360.14	56,482.00	50,537.71	52,468.19	74,999.00	64,576.23	95,365.00	82,905.25
Master Police Officer	7	74,866.80	49,217.21	58,759.48	55,384.40	63,982.38	82,442.83	78,747.54	106,126.17	95,031.70
Deputy Town Clerk	6	69,165.78	48,755.20	60,153.60	53,151.66	64,594.40	75,299.25	80,433.60	94,770.00	85,763.40
Division Manager Parks & Recreation	6	91,057.92	60,153.60	74,276.00	66,908.23	83,876.50	100,813.50	105,896.00	127,351.00	115,207.61
Human Resources Analyst	7	75,214.94	50,485.50	62,587.00	56,105.73	68,084.25	83,449.50	85,683.00	104,312.00	94,324.15
Network Administrator	6	82,561.50	52,512.00	69,225.00	61,476.07	71,274.50	93,366.00	90,037.00	117,507.00	103,646.93
Site Inspector	6	72,159.53	49,790.00	59,679.00	53,968.62	66,778.40	79,572.50	83,137.60	99,466.00	90,350.43
Payroll Specialist	5	61,708.53	38,084.80	51,231.00	45,461.93	54,381.60	66,856.00	70,678.40	82,481.00	77,955.13
Senior Planner	9	87,638.69	54,086.45	69,253.56	65,083.31	70,312.39	93,427.00	86,538.33	118,020.00	110,194.07
Wastewater Operator II	4	62,844.25	44,999.00	48,295.00	46,647.00	59,998.50	65,690.00	74,998.00	83,085.00	79,041.50
Water Plant Operator I	3	66,774.60	47,112.00	52,446.00	49,779.00	62,431.20	71,118.00	77,750.40	89,790.00	83,770.20
Water Compliance Officer	3	80,017.60	52,936.00	62,691.20	57,813.60	76,991.20	83,044.00	101,046.40	103,396.80	102,221.60
Police Sergeant	9	81,718.14	46,722.00	72,086.00	62,434.67	60,738.50	94,072.50	74,755.00	116,059.00	101,328.01
Police Lieutenant	9	101,360.96	62,815.00	83,449.00	75,648.67	81,659.50	111,821.49	100,504.00	142,421.81	127,073.25
Accounting Manager	7	89,791.12	51,678.08	72,952.00	67,964.51	67,181.50	98,922.50	82,684.92	124,893.00	111,986.03
Assistant Director of Finance	6	105,728.33	62,587.20	92,002.00	79,065.55	85,352.80	120,063.50	108,118.40	148,125.00	132,391.10
Financial Analyst	5	80,111.81	47,548.80	68,720.00	59,127.06	67,912.00	91,626.50	88,275.20	114,533.00	101,096.56
Engineering Assistant	5	74,927.80	45,825.00	76,426.00	55,811.57	61,795.50	103,557.00	77,766.00	130,688.00	94,044.03
Executive Assistant/Town Clerk	7	84,446.99	49,217.21	74,276.00	61,547.44	63,982.38	100,813.50	78,747.54	127,351.00	108,080.51
Grants Coordinator	3	84,131.57	59,679.00	65,385.00	61,739.20	79,572.50	87,495.20	99,466.00	114,836.80	106,523.93
Procurement Specialist	5	87,315.67	57,953.00	79,475.00	65,702.33	78,659.00	103,715.50	99,365.00	127,956.00	108,929.00
DNU - Superintendent - Water Plant	3	98,657.28	62,815.02	80,662.40	74,234.81	81,659.53	107,431.50	100,504.04	135,636.00	123,079.75
Superintendent - Wastewater Plant	4	87,120.33	62,587.00	66,185.60	63,862.53	81,659.50	96,252.00	100,504.00	126,318.40	110,378.13
Capital Projects & Engineering Manager	3	108,166.16	72,384.00	82,999.00	79,089.44	99,257.67	112,464.00	122,163.29	141,929.00	137,242.87
Deputy Chief of Police	7	117,047.89	85,467.20	92,002.00	89,404.40	118,216.80	123,029.00	110,806.00	155,314.00	141,302.85
DNU - Director of Administration	3	178,914.53	119,019.00	136,765.00	130,164.60	159,391.00	184,373.02	199,763.00	241,970.84	227,664.46
Director of Community Development	8	136,525.59	88,387.05	117,857.00	99,632.89	114,903.16	157,143.00	141,419.27	196,429.00	173,418.30
Director of Finance/Town Treasurer	10	134,886.59	88,387.05	106,849.60	99,713.73	114,903.16	146,133.00	141,419.27	193,284.00	170,059.45
Director of Human Resources	6	132,317.59	89,416.00	101,476.00	97,401.49	118,386.00	146,133.00	147,356.00	193,284.00	167,233.68
Director of Information Technology	8	125,419.67	69,029.54	101,476.00	92,454.12	89,738.41	146,133.00	110,447.27	193,284.00	158,385.21
Chief of Police	7	136,702.02	92,806.40	110,203.00	102,841.80	120,648.32	149,465.00	148,490.24	188,727.00	170,562.25
Director of Public Works	9	136,095.84	92,806.00	106,505.00	100,570.28	120,648.00	146,133.00	148,490.00	193,284.00	171,621.41
<b>Averages</b>	<b>5.75</b>									
DNU - did not use survey information										

## The Town of Purcellville, Virginia Salary Survey Comparison

Position Surveyed	Town of Purcellville, VA Information								
	Min	Diff	%	Mid	Diff	%	Max	Diff	%
Office Assistant	30,264.00	(545.68)	-1.80%	40,403.00	(376.93)	-0.93%	50,542.00	(208.19)	-0.41%
Maintenance Technician	32,837.00	(3,530.81)	-10.75%	43,837.50	(5,090.97)	-11.61%	54,838.00	(6,651.13)	-12.13%
Wastewater Operator IV	32,837.00	(5,301.52)	-16.14%	43,837.50	(8,137.49)	-18.56%	54,838.00	(10,973.47)	-20.01%
Water Plant Operator IV	32,837.00	(5,095.75)	-15.52%	43,837.50	(7,501.70)	-17.11%	54,838.00	(9,907.65)	-18.07%
Accounts Payable Technician	35,628.00	(1,924.39)	-5.40%	47,564.00	(3,159.73)	-6.64%	59,500.00	(4,395.08)	-7.39%
Accounting Technician	35,628.00	(6,049.52)	-16.98%	47,564.00	(6,881.04)	-14.47%	59,500.00	(6,445.36)	-10.83%
Events Specialist	35,628.00	(15,321.20)	-43.00%	47,564.00	(22,123.87)	-46.51%	59,500.00	(28,926.53)	-48.62%
Information Technology Specialist	38,657.00	(9,038.57)	-23.38%	51,606.50	(12,658.88)	-24.53%	64,556.00	(16,279.19)	-25.22%
Laboratory Technician	38,657.00	(7,236.10)	-18.72%	51,606.50	(9,378.20)	-18.17%	64,556.00	(11,520.30)	-17.85%
Maintenance Mechanic	38,657.00	(4,026.25)	-10.42%	51,606.50	(5,714.22)	-11.07%	64,556.00	(7,402.19)	-11.47%
Maintenance Technician Senior	38,657.00	(891.41)	-2.31%	51,606.50	(1,655.32)	-3.21%	64,556.00	(2,419.24)	-3.75%
Utility Maintenance Technician	38,657.00	(3,578.96)	-9.26%	51,606.50	(5,544.48)	-10.74%	64,556.00	(7,510.01)	-11.63%
DNU - Wastewater Operator III	38,657.00			51,606.50			64,556.00		
Water Plant Operator III	38,657.00	(4,897.10)	-12.67%	51,606.50	(4,764.60)	-9.23%	64,556.00	(5,082.40)	-7.87%
Public Works Coordinator	43,327.00	758.18	1.75%	56,685.50	197.56	0.35%	70,044.00	(363.05)	-0.52%
DNU - Police Accreditation Coordinator	43,327.00			56,685.50			70,044.00		
Police Records Coordinator	43,327.00	(3,232.40)	-7.46%	56,685.50	(6,405.32)	-11.30%	70,044.00	(9,578.24)	-13.67%
Planning Technician	41,943.00	401.10	0.96%	53,249.50	(3,940.55)	-7.40%	64,556.00	(8,282.20)	-12.83%
Police Officer	43,327.00	(7,210.71)	-16.64%	56,685.50	(10,035.98)	-17.70%	70,044.00	(12,861.25)	-18.36%
Master Police Officer	45,508.00	(9,876.40)	-21.70%	60,554.00	(14,312.80)	-23.64%	75,600.00	(19,431.70)	-25.70%
Deputy Town Clerk	45,508.00	(7,643.66)	-16.80%	60,554.00	(8,611.78)	-14.22%	75,600.00	(10,163.40)	-13.44%
Division Manager Parks & Recreation	45,508.00	(21,400.23)	-47.03%	60,554.00	(30,503.92)	-50.37%	75,600.00	(39,607.61)	-52.39%
Human Resources Analyst	45,508.00	(10,597.73)	-23.29%	60,554.00	(14,660.94)	-24.21%	75,600.00	(18,724.15)	-24.77%
Network Administrator	45,508.00	(15,968.07)	-35.09%	60,554.00	(22,007.50)	-36.34%	75,600.00	(28,046.93)	-37.10%
Site Inspector	45,508.00	(8,460.62)	-18.59%	60,754.00	(11,405.53)	-18.77%	76,000.00	(14,350.43)	-18.88%
Payroll Specialist	45,508.00	46.07	0.10%	60,554.00	(1,154.53)	-1.91%	75,600.00	(2,355.13)	-3.12%
Senior Planner	45,508.00	(19,575.31)	-43.02%	60,754.00	(26,884.69)	-44.25%	76,000.00	(34,194.07)	-44.99%
Wastewater Operator II	45,508.00	(1,139.00)	-2.50%	60,554.00	(2,290.25)	-3.78%	75,600.00	(3,441.50)	-4.55%
Water Plant Operator I	45,508.00	(4,271.00)	-9.39%	60,754.00	(6,020.60)	-9.91%	76,000.00	(7,770.20)	-10.22%
Water Compliance Officer	45,508.00	(12,305.60)	-27.04%	60,754.00	(19,263.60)	-31.71%	76,000.00	(26,221.60)	-34.50%
Police Sergeant	45,508.00	(16,926.67)	-37.19%	60,754.00	(20,964.14)	-34.51%	76,000.00	(25,328.01)	-33.33%
Police Lieutenant	49,376.00	(26,272.67)	-53.21%	65,917.00	(35,443.96)	-53.77%	82,458.00	(44,615.25)	-54.11%
Accounting Manager	53,572.00	(14,392.51)	-26.87%	71,519.00	(18,272.12)	-25.55%	89,466.00	(22,520.03)	-25.17%
Assistant Director of Finance	58,127.00	(20,938.55)	-36.02%	77,605.00	(28,123.33)	-36.24%	97,083.00	(35,308.10)	-36.37%
Financial Analyst	58,127.00	(1,000.06)	-1.72%	77,605.00	(2,506.81)	-3.23%	97,083.00	(4,013.56)	-4.13%
Engineering Assistant	58,127.00	2,315.43	3.98%	77,605.00	2,677.20	3.45%	97,083.00	3,038.97	3.13%
Executive Assistant/Town Clerk	58,127.00	(3,420.44)	-5.88%	77,605.00	(6,841.99)	-8.82%	97,083.00	(10,997.51)	-11.33%
Grants Coordinator	58,127.00	(3,612.20)	-6.21%	77,605.00	(6,526.57)	-8.41%	97,083.00	(9,440.93)	-9.72%
Procurement Specialist	58,127.00	(7,575.33)	-13.03%	77,605.00	(9,710.67)	-12.51%	97,083.00	(11,846.00)	-12.20%
DNU - Superintendent - Water Plant	58,127.00			77,605.00			97,083.00		
Superintendent - Wastewater Plant	58,127.00	(5,735.53)	-9.87%	77,605.00	(9,515.33)	-12.26%	97,083.00	(13,295.13)	-13.69%
Capital Projects & Engineering Manager	58,127.00	(20,962.44)	-36.06%	77,605.00	(30,561.16)	-39.38%	97,083.00	(40,159.87)	-41.37%
Deputy Chief of Police	68,428.00	(20,976.40)	-30.65%	91,351.50	(25,696.39)	-28.13%	114,275.00	(27,027.85)	-23.65%
DNU - Director of Administration	68,428.00			91,351.50			114,275.00		
Director of Community Development	68,428.00	(31,204.89)	-45.60%	91,351.50	(45,174.09)	-49.45%	114,275.00	(59,143.30)	-51.76%
Director of Finance/Town Treasurer	68,428.00	(31,285.73)	-45.72%	91,351.50	(43,535.09)	-47.66%	114,275.00	(55,784.45)	-48.82%
Director of Human Resources	68,428.00	(28,973.49)	-42.34%	91,351.50	(40,966.09)	-44.84%	114,275.00	(52,958.68)	-46.34%
Director of Information Technology	68,428.00	(24,026.12)	-35.11%	91,351.50	(34,068.17)	-37.29%	114,275.00	(44,110.21)	-38.60%
Chief of Police	68,428.00	(34,413.80)	-50.29%	91,351.50	(45,350.52)	-49.64%	114,275.00	(56,287.25)	-49.26%
Director of Public Works	68,428.00	(32,142.28)	-46.97%	91,351.50	(44,744.34)	-48.98%	114,275.00	(57,346.41)	-50.18%
<b>Averages</b>		<b>(11,075.14)</b>	<b>-21.11%</b>		<b>(15,556.77)</b>	<b>-22.29%</b>		<b>(20,005.56)</b>	<b>-22.98%</b>
DNU - did not use survey information									

## **Appendix III: Proposed salary schedule**

**The Town of Purcellville, Virginia**  
**Pay Scale**

			% Between Grades:		5%		
			Range:		60.0%		
			Starting midpoint:		38,000		
			<b>Salary Range</b>				
	<b>Pts</b>	<b>Grade</b>	<b>Min</b>	<b>25th</b>	<b>Mid</b>	<b>75th</b>	<b>Max</b>
	0 - 93	1	29,230.77	33,615.38	38,000.00	42,384.62	46,769.23
	94 - 105	2	30,692.31	35,296.15	39,900.00	44,503.85	49,107.69
	106 - 117	3	32,226.92	37,060.96	41,895.00	46,729.04	51,563.08
	118 - 129	4	33,838.27	38,914.01	43,989.75	49,065.49	54,141.23
	130 - 143	5	35,530.18	40,859.71	46,189.24	51,518.76	56,848.29
	144 - 157	6	37,306.69	42,902.70	48,498.70	54,094.70	59,690.71
	158 - 171	7	39,172.03	45,047.83	50,923.63	56,799.44	62,675.24
	172 - 187	8	41,130.63	47,300.22	53,469.82	59,639.41	65,809.00
	188 - 203	9	43,187.16	49,665.23	56,143.31	62,621.38	69,099.45
	204 - 220	10	45,346.52	52,148.49	58,950.47	65,752.45	72,554.43
	221 - 238	11	47,613.84	54,755.92	61,898.00	69,040.07	76,182.15
	239 - 256	12	49,994.54	57,493.72	64,992.90	72,492.08	79,991.26
	257 - 276	13	52,494.26	60,368.40	68,242.54	76,116.68	83,990.82
	277 - 296	14	55,118.97	63,386.82	71,654.67	79,922.51	88,190.36
	297 - 318	15	57,874.92	66,556.16	75,237.40	83,918.64	92,599.88
	319 - 341	16	60,768.67	69,883.97	78,999.27	88,114.57	97,229.87
	342 - 365	17	63,807.10	73,378.17	82,949.23	92,520.30	102,091.37
	366 - 390	18	66,997.46	77,047.08	87,096.70	97,146.31	107,195.93
	391 - 416	19	70,347.33	80,899.43	91,451.53	102,003.63	112,555.73
	417 - 444	20	73,864.70	84,944.40	96,024.11	107,103.81	118,183.52
	445 - 473	21	77,557.93	89,191.62	100,825.31	112,459.00	124,092.69
	474 - 503	22	81,435.83	93,651.20	105,866.58	118,081.95	130,297.33
	504 - 535	23	85,507.62	98,333.76	111,159.91	123,986.05	136,812.19
	536 - 569	24	89,783.00	103,250.45	116,717.90	130,185.35	143,652.80
	570 - 604	25	94,272.15	108,412.98	122,553.80	136,694.62	150,835.44
	605 - 641	26	98,985.76	113,833.62	128,681.49	143,529.35	158,377.22
	642 - 680	27	103,935.05	119,525.30	135,115.56	150,705.82	166,296.08
	681 - 721	28	109,131.80	125,501.57	141,871.34	158,241.11	174,610.88
	722 - 764	29	114,588.39	131,776.65	148,964.91	166,153.17	183,341.42
	765 - 809	30	120,317.81	138,365.48	156,413.15	174,460.82	192,508.50

## **Appendix IV: List of class assignments**

Points	Department	Title	Proposed Range					
			Grade	Min	25th	Mid	75th	Max
108	Administration	Office Assistant	3	32,226.92	37,060.96	41,895.00	46,729.04	51,563.08
150	Streets & Maintenance	Meter Technician	6	37,306.69	42,902.70	48,498.70	54,094.70	59,690.71
165	Streets & Maintenance	Maintenance Technician	7	39,172.03	45,047.83	50,923.63	56,799.44	62,675.24
160	Wastewater	Wastewater Operator IV	7	39,172.03	45,047.83	50,923.63	56,799.44	62,675.24
165	Water	Water Plant Operator IV	7	39,172.03	45,047.83	50,923.63	56,799.44	62,675.24
180	Finance	Accounting Technician	8	41,130.63	47,300.22	53,469.82	59,639.41	65,809.00
196	Community Development	Planning Technician	9	43,187.16	49,665.23	56,143.31	62,621.38	69,099.45
191	Streets & Maintenance	Maintenance Technician Senior	9	43,187.16	49,665.23	56,143.31	62,621.38	69,099.45
195	Streets & Maintenance	Facilities Coordinator	9	43,187.16	49,665.23	56,143.31	62,621.38	69,099.45
193	Streets & Maintenance	Maintenance Mechanic	9	43,187.16	49,665.23	56,143.31	62,621.38	69,099.45
195	Wastewater	Wastewater Operator III	9	43,187.16	49,665.23	56,143.31	62,621.38	69,099.45
195	Water	Water Plant Operator III	9	43,187.16	49,665.23	56,143.31	62,621.38	69,099.45
210	Finance	Accounting Specialist	10	45,346.52	52,148.49	58,950.47	65,752.45	72,554.43
210	Wastewater	Laboratory Technician	10	45,346.52	52,148.49	58,950.47	65,752.45	72,554.43
210	Wastewater	Utility Maintenance Technician	10	45,346.52	52,148.49	58,950.47	65,752.45	72,554.43
220	Finance	Payroll Specialist	10	45,346.52	52,148.49	58,950.47	65,752.45	72,554.43
227.5	Finance	Senior Accounting Technician	11	47,613.84	54,755.92	61,898.00	69,040.07	76,182.15
223	Police	Police Officer Trainee	13	52,494.26	60,368.40	68,242.54	76,116.68	83,990.82
228	PW Administration	Public Works Coordinator	11	47,613.84	54,755.92	61,898.00	69,040.07	76,182.15
230.5	Streets & Maintenance	Maintenance Team Lead	11	47,613.84	54,755.92	61,898.00	69,040.07	76,182.15
223	Wastewater	Wastewater Operator II	11	47,613.84	54,755.92	61,898.00	69,040.07	76,182.15
223	Water	Water Plant Operator II	11	47,613.84	54,755.92	61,898.00	69,040.07	76,182.15
240	Information Technology	Information Technology Specialist	12	49,994.54	57,493.72	64,992.90	72,492.08	79,991.26
240	Parks & Recreation	Events Specialist	12	49,994.54	57,493.72	64,992.90	72,492.08	79,991.26
245	Police	Police Accreditation Coordinator	12	49,994.54	57,493.72	64,992.90	72,492.08	79,991.26
243	Police	Police Records Coordinator	12	49,994.54	57,493.72	64,992.90	72,492.08	79,991.26
247.5	Wastewater	Laboratory Technician Senior	12	49,994.54	57,493.72	64,992.90	72,492.08	79,991.26
260	Police	Police Officer	13	52,494.26	60,368.40	68,242.54	76,116.68	83,990.82
257.5	Wastewater	Wastewater Operator I	13	52,494.26	60,368.40	68,242.54	76,116.68	83,990.82
257.5	Water	Water Plant Operator I	13	52,494.26	60,368.40	68,242.54	76,116.68	83,990.82
290	Administration	Deputy Town Clerk	14	55,118.97	63,386.82	71,654.67	79,922.51	88,190.36
283	Capital Projects & Engineering	Site Inspector	14	55,118.97	63,386.82	71,654.67	79,922.51	88,190.36
298	Capital Projects & Engineering	Engineering Assistant	15	57,874.92	66,556.16	75,237.40	83,918.64	92,599.88
310	Human Resources	Human Resources Analyst	15	57,874.92	66,556.16	75,237.40	83,918.64	92,599.88
310	Police	Master Police Officer	15	57,874.92	66,556.16	75,237.40	83,918.64	92,599.88
335	Finance	Financial Analyst	16	60,768.67	69,883.97	78,999.27	88,114.57	97,229.87
340.5	Police	Police Corporal	16	60,768.67	69,883.97	78,999.27	88,114.57	97,229.87
330	Wastewater	Assistant Superintendent - Wastewater	16	60,768.67	69,883.97	78,999.27	88,114.57	97,229.87
340	Water	Assistant Superintendent - Water	16	60,768.67	69,883.97	78,999.27	88,114.57	97,229.87
340	Water	Water Compliance Officer	16	60,768.67	69,883.97	78,999.27	88,114.57	97,229.87
343	Administration	Grants Coordinator	17	63,807.10	73,378.17	82,949.23	92,520.30	102,091.37
360	Information Technology	Network Administrator	17	63,807.10	73,378.17	82,949.23	92,520.30	102,091.37
365	Police	Police Sergeant	17	63,807.10	73,378.17	82,949.23	92,520.30	102,091.37
388	Administration	Executive Assistant/Town Clerk	18	66,997.46	77,047.08	87,096.70	97,146.31	107,195.93
375	Community Development	Senior Planner	18	66,997.46	77,047.08	87,096.70	97,146.31	107,195.93
390	Finance	Procurement Specialist	18	66,997.46	77,047.08	87,096.70	97,146.31	107,195.93
375	Streets & Maintenance	Maintenance Superintendent	18	66,997.46	77,047.08	87,096.70	97,146.31	107,195.93
385.5	Wastewater	Superintendent - Wastewater Plant	18	66,997.46	77,047.08	87,096.70	97,146.31	107,195.93
385.5	Water	Superintendent - Water Plant	18	66,997.46	77,047.08	87,096.70	97,146.31	107,195.93
395.5	Finance	Accounting Manager	19	70,347.33	80,899.43	91,451.53	102,003.63	112,555.73
395.5	Parks & Recreation	Division Manager Parks & Recreation	19	70,347.33	80,899.43	91,451.53	102,003.63	112,555.73
470	Police	Police Lieutenant	21	77,557.93	89,191.62	100,825.31	112,459.00	124,092.69
482.5	Capital Projects & Engineering	Capital Projects & Engineering Manager	22	81,435.83	93,651.20	105,866.58	118,081.95	130,297.33
502.5	Finance	Assistant Director of Finance	22	81,435.83	93,651.20	105,866.58	118,081.95	130,297.33
560	Police	Deputy Chief of Police	24	89,783.00	103,250.45	116,717.90	130,185.35	143,652.80
560	PW Administration	Assistant Director of Public Works	24	89,783.00	103,250.45	116,717.90	130,185.35	143,652.80
610	Administration	Director of Administration	26	98,985.76	113,833.62	128,681.49	143,529.35	158,377.22
615	Human Resources	Director of Human Resources	26	98,985.76	113,833.62	128,681.49	143,529.35	158,377.22
620	Information Technology	Director of Information Technology	26	98,985.76	113,833.62	128,681.49	143,529.35	158,377.22
655	Administration	Town Attorney	27	103,935.05	119,525.30	135,115.56	150,705.82	166,296.08
655	Community Development	Director of Community Development	27	103,935.05	119,525.30	135,115.56	150,705.82	166,296.08
645	Finance	Director of Finance/Town Treasurer	27	103,935.05	119,525.30	135,115.56	150,705.82	166,296.08
680	Police	Chief of Police	27	103,935.05	119,525.30	135,115.56	150,705.82	166,296.08
655	PW Administration	Director of Public Works	27	103,935.05	119,525.30	135,115.56	150,705.82	166,296.08