



FINAL REPORT

City of Madison, WI

CLASSIFICATION & COMPENSATION STUDY
March 2026



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EXECUTIVE SUMMARY

In 2023, the City of Madison engaged Baker Tilly to conduct a comprehensive Classification and Compensation Study to evaluate the competitiveness, equity, and effectiveness of its compensation and classification systems. The goal of this study was to ensure the City's pay practices support recruitment and retention while maintaining internal equity and alignment with organizational priorities.

Baker Tilly utilized a structured five-phase approach, including project initiation, position review, market assessment, pay plan development, and project completion. The study incorporated extensive employee and supervisor input through Position Analysis Questionnaires (PAQs), a systematic job evaluation using the SAFE® methodology, and a detailed market analysis of public sector peer organizations and published compensation data.

Overall, the City's compensation structure was found to be generally competitive with the market. Starting pay and midpoints tend to be ahead of peers, while maximums are somewhat lower. These results reflect a strong foundation, with opportunities to improve consistency, simplify structures, and address areas of compression and equity.

To support these improvements, Baker Tilly developed a proposed classification and compensation framework that consolidates the City's existing structures into nine pay plans. These plans are designed to enhance transparency, reduce overlap between employee groups and pay structures, and better align internal equity with external market data. Position grade assignments were determined using a combination of SAFE® evaluation results, market benchmarks, and current internal pay relationships.

An implementation cost analysis estimates that approximately \$5.5 million would be required to bring employees to at least the minimum of their assigned pay ranges. Approximately 20% of employees fall below the proposed minimums, while 75% are within their assigned pay ranges, and 5% are above the maximum and are recommended to be red-circled. No employee pay reductions are recommended.

Based on these findings, Baker Tilly recommends that the City approve the proposed classification structure, pay plans, and grade assignments; adopt the SAFE® methodology for ongoing administration; and establish a regular process for maintaining and updating the system.

These recommendations provide the City of Madison with a clear path toward a more streamlined, equitable, and market-aligned compensation system.

INTRODUCTION

The City of Madison initiated a comprehensive Classification and Compensation Study in 2023 and, through a Request for Proposals (RFP) process, selected Baker Tilly to complete the engagement. The purpose of the study was to evaluate the City's compensation and classification systems to ensure they are equitable, competitive, and aligned with organizational goals.

Through this engagement, Baker Tilly worked with the City to assess both internal equity and external market competitiveness, while identifying opportunities to modernize and streamline existing structures.

This study was designed to achieve the following key objectives:

- Provide recommendations to simplify and standardize the classification framework, including identifying outdated premium pay practices and opportunities to enhance pay equity.
- Evaluate alignment between internal job structures and external market data.
- Analyze total compensation, including benefits, to support recruitment and retention efforts and identify inconsistencies in minimum qualifications relative to pay.
- Identify potential equity-related disparities within the organization.
- Review and address outstanding reclassification concerns resulting from the prior Position Study process.

A classification and compensation study of this nature involves a structured, data-driven analysis of the City's positions and pay practices in comparison to relevant public sector peers. The results are intended to support informed decision-making and to position the City to attract, retain, and equitably compensate a high-performing workforce.

THE 5-PHASE PROCESS

To support the City's goals for a more effective and equitable compensation system, Baker Tilly conducted a comprehensive study using a structured five-phase approach. This process included project initiation, position review, market assessment, pay plan development, and project completion, with each phase building upon the previous to ensure a thorough and data-driven analysis. The sections that follow summarize each phase and the key activities completed throughout the study.

PROJECT INITIATION

Planning meeting with City's project team to understand goals of the study, collect necessary documentation, and set up the project. Included collection of Position Analysis Questionnaires (PAQs) and onsite communication meetings. A glossary of terms can be found in **Attachment 1**.

POSITION REVIEW

Review of each position to ensure appropriate titling as well as an evaluation using Baker Tilly's SAFE® methodology to establish a relative-worth hierarchy (see page 5 for additional detail).

MARKET ASSESSMENT

Distribution of a custom survey to identify public sector peers to collect base pay data for comparison against the City's base pay. The market comparison reports can be found in **Attachment 2**.

PAY PLAN DEVELOPMENT

Development of a new pay plan with consideration to internal and external results, verified through a regression analysis, to establish a fair, equitable, and defensible pay structure. Cost analysis calculation for the City to consider in its adoption of the proposed pay plan.

Proposed pay plans can be found in **Attachment 3** with a list of title and grade assignments for each pay plan in **Attachment 4**.

Any changes to the pay plan and grade assignments must be bargained with each impacted group, as necessary.

PROJECT COMPLETION

Executive summary outlining the project methodology, the results of the study, and our recommendations based on those results. Training with HR staff to maintain and administer the pay plan going forward.

A comparison of benefits offerings that were reviewed can be found in **Attachment 5**.

The results of the employee pay equity review can be found in **Attachment 6**.



PROJECT INITIATION

Baker Tilly partnered with the City's project team to discuss the current classification and compensation system, clarify goals for conducting the study, and to walk through each phase of the process. Next, Baker Tilly collected documentation from the City, to include job descriptions, organization charts, pay structures, personnel policies, and other materials describing how work is performed or compensated.

Communication Meetings

In July 2024, Baker Tilly facilitated communication meetings with department heads and employees to inform them about the study, answer questions, and outline expectations for participation. During these meetings, Baker Tilly introduced and reviewed the Position Analysis Questionnaire (PAQ), which employees were asked to complete as part of the data collection process.

Position Analysis Questionnaires (PAQs)

The PAQ provides an opportunity for employees to describe, in their own words, the work performed in their position and serves as a key input to the position review process. While the PAQ was distributed broadly to employees across the organization, the study evaluates positions, not individual employees, and incorporates both submitted PAQs and existing job documentation.

Employees and supervisors supported this project through a high level of participation in the PAQ process.

- Baker Tilly distributed PAQ requests to 3,956 employees representing 780+ unique position titles across the City.
- A total of 1,608 employees (41%) submitted completed PAQs, representing 646 unique position titles (82.2% of positions included in the study scope).
- Baker Tilly utilized existing job descriptions to evaluate positions without a completed PAQ.

From the full set of positions reviewed, a subset of roles were identified as benchmark positions, defined as jobs that are commonly found across organizations and can be reliably matched to external market data. These benchmark positions (561 total) were used in the market assessment phase of the study.

For quality control, completed PAQs were routed to supervisors for review. Supervisors could not change employee responses in this review but could provide clarification where needed. Baker Tilly then reviewed all PAQs and job descriptions to ensure consistency and confirm an accurate understanding of each position prior to evaluation.

Sample PAQ Prompts:

- Briefly describe the purpose of your job in one to three sentences or phrases.
- List essential functions/duties and the percentage of your time devoted to each.
- Do you think your current position title appropriately reflects the work? If not, please provide the title that would be more appropriate.
- Which, if any, position titles do your position duties and responsibilities overlap with?
- Indicate the minimum experience required to complete the normal day-to-day tasks of this position.
- Do you supervise or have oversight of other positions?

POSITION REVIEW

In this phase, our team worked to understand each of the City's positions and how they are currently valued in relation to others across the organization.

Title Review

Over time, position titles may become inconsistent, inaccurate, or even inflated. An appropriate job title should reflect the nature and level of work performed in that job. Baker Tilly reviewed the City's position titles and provided recommendations for adjustments, consolidations, and reclassifications, as necessary. Title recommendations were also considered when needed to standardize formatting, spelling, and use of abbreviations which can all significantly impact the administration of a classification system.

Job Evaluation

Baker Tilly uses our point factor tool, SAFE®, which was developed specifically for the evaluation of public sector positions. Using the *Systematic Analysis and Factor Evaluation*, we considered the City's positions against eight compensable factors listed in **Table 1**, the result of which is a total score for every job. ¹ Collectively, these total scores establish a hierarchy across the organization. It's important to emphasize that job evaluation is a measurement of the position and not the person in the position.

Training on how to use and maintain the SAFE process will be provided to the City's project team to review and finalize job evaluation results moving forward.

The following factors were not considered when evaluating positions with the SAFE methodology: employee performance, length of service with the organization, amount of time in the position, education or experience more than what is required by the position, current salary, or market rates.

Table 1: SAFE® Compensable Factors & Weights

Compensable Factors	Weight	Descriptions / Measurements
Experience	12.2%	Minimum years of experience required by the position
Level of Work	13.7%	Degree of difficulty of work performed by the position
Human Relations	7.8%	Type and level of human interactions
Working Conditions	6.8%	Environmental conditions experienced by the position
Physical Demands	4.9%	Physical exertion regularly performed by the position
Independence to Act	11.7%	Degree of independence to make decisions and act
Impact of Actions	13.7%	Severity of consequences based on decisions
Supervision Exercised	13.7%	Type and level of supervision exercised
	100%	TOTAL

¹ SAFE typically includes 9 compensable factors, however, 'Education' was removed as a measurement for the City to align with existing policy and philosophy about how work is valued. As a result, the weighting of the remaining factors was proportionally adjusted to maintain a total of 100% and reflect the relative importance of each factor within the City's framework.

MARKET ASSESSMENT

Baker Tilly partnered with the City to identify and collect base pay data for 561 benchmark positions from relevant peer organizations. As introduced previously, benchmark positions represent a subset of roles selected for market comparison and account for approximately 71.5% of the positions included in the study scope. Our team then adjusted, as necessary, and evaluated this data against the City's current base pay ranges. The results, as outlined below, provide insight into the external competitiveness of the City's pay structure relative to the labor market.

Market Peers

The City's market peers consist of 16 public sector organizations with the addition of 3 published salary data sources, as shown in **Table 2**.

Table 2: Public Sector Market Peers

1. Ann Arbor, MI	11. Lincoln, NE
2. Aurora, IL	12. Milwaukee, WI
3. Austin, TX	13. Spokane, WA (+Transit Authority)
4. Boulder, CO	14. St. Paul, MN
5. Cincinnati, OH	15. State of Wisconsin
6. Columbus, OH	16. University of Wisconsin – Madison
7. Dane County, WI	17. Comp Analyst
8. Des Moines, IA	18. Economic Research Institute
9. Eugene, OR	19. PayFactors
10. Grand Rapids, MI	

Published salary data, where appropriate, was used as a private sector benchmark in this assessment. Wisconsin state averages were used as survey parameters for Comp Analyst and PayFactors with the City of Madison averages used for Economic Research Institute.

Additional details on selected data sources are provided below.



Comp Analyst by Salary.com is an HR-reported salary data source, aggregating 800 million market data points from more than 25,000 organizations. It covers 15,000 unique job titles, 225 industry breakouts, 27,000+ compensable factors, and 42,000+ geographies.



Economic Research Institute (ERI) provides quarterly updated salary data for over 11,000 jobs across 9,000 locations and 1,100 industries. This study uses ERI's 10th and 90th percentile data to define salary range minimums and maximums.



PayFactors is a compensation data platform that integrates employer-reported, peer, and employee data to provide a comprehensive view of market trends. It enables organizations to tailor salary structures by factors such as industry, location, company size, and job-specific skills or certifications.

Data Adjustments

To ensure accurate and meaningful comparisons, data adjustments are applied to bring all positions to a common basis for evaluating market competitiveness. These adjustments account for differences between organizations so that pay data reflects comparable conditions.

Baker Tilly adjusted peer organization base pay data, as necessary, to align with the City of Madison's labor market by accounting for differences in work week, age of data, and cost of labor. Where cost of living is a measurement of goods and services in a particular area, the cost of labor is a measurement of compensation paid and is therefore a more appropriate measure for salary comparison.

The peer organizations included in the market analysis, along with the geographic adjustments applied to their data, are summarized in **Table 3**. This table illustrates how each peer's pay data was adjusted to reflect differences in cost of labor relative to the City of Madison.

The **GeoDiff%** column in **Table 3** reflects the percentage adjustment applied to each peer organization's data to align it with the City of Madison's cost of labor. A negative value indicates the cost of labor in that peer's location is higher than Madison's and therefore requires a downward adjustment, while a positive value indicates the cost of labor is lower and requires an upward adjustment. These adjustments ensure all market data is normalized to the Madison labor market for consistent comparison. For example, data from Boulder, where the cost of labor is higher than Madison, was reduced by 13.2%, while data from Lincoln, where the cost of labor is lower, was increased by 7.4%.

Table 3: Geographic Adjustments by Peer Organization

Date Pulled ²	Client Name	COL ³	Avg Base ⁴
10/23/2024	City of Madison, WI	97.9	80,685
Peer #	Peer Organization	COL	GeoDiff %
1	City of Ann Arbor, MI	102.4	-4.5%
2	City of Aurora, IL	108.0	-10.1%
3	City of Austin, TX	107.5	-9.6%
4	City of Boulder, CO	111.1	-13.2%
5	City of Cincinnati, OH	99.6	-1.7%
6	City of Columbus, OH	98.2	-0.3%
7	City of Des Moines, IA	96.5	1.4%
8	City of Eugene, OR	95.9	2.0%
9	City of Grand Rapids, MI	93.3	4.6%
10	City of Lincoln, NE	90.5	7.4%
11	City of Milwaukee, WI	101.9	-4.0%
12	City of St. Paul, MN	106.7	-8.8%
13	City of Spokane, WA	98.0	-0.1%
14	State of Wisconsin	97.6	0.3%
15	Dane County, WI	97.9	0.0%
16	University of Wisconsin - Madison	97.9	0.0%
17	Comp Analyst	97.6	0.3%
18	Economic Research Institute (ERI)	97.9	0.0%
19	Pay Factors	97.6	0.3%

² The date on which market data was collected for each organization.

³ Cost of Labor is a relative index representing the cost of labor in each geographic location compared to the national average.

⁴ The average base salary for the City of Madison, used as a reference point in calculating geographic adjustments relative to the national average.

Quality Control

Baker Tilly matched Madison's 561 benchmark positions⁵ to those at peer organizations where at least 75% of duties aligned, requiring a minimum of three matches to calculate market values. Positions with fewer than 3 matches are flagged in the results. Because market values are based on aggregated midpoints, larger sample sizes generally provide greater confidence. Overall, benchmarks included in the study averaged 8.11 matches across the 19 organizations included in the peer group.

Market Results

In total, Baker Tilly requested base pay information for 561 benchmark positions and a market value was successfully calculated for 541 of these positions. The remaining 20 positions⁶ did not have sufficient market data (fewer than three comparable matches) and therefore were not assigned a market value; however, they were still evaluated using internal equity through the SAFE® job evaluation process. Overall, these results indicate how the City's pay structure compares to the market at different points within the pay range.

A complete list of full-time and hourly benchmark positions, aggregated market results, and a comparison to the existing pay ranges is provided in **Attachment 2**.

Based on market values for the 527 full-time benchmark positions:

- The City's minimums are **111.3%** of market on average.
- The City's midpoints are **101.9%** of market on average.
- The City's maximums are **95.0%** market on average.

In **Figure 1**, below, the marker results are considered by benchmark position to demonstrate market placement. Of the 527 full-time benchmark positions 87% are at or leading market while 10.4% are lagging market.

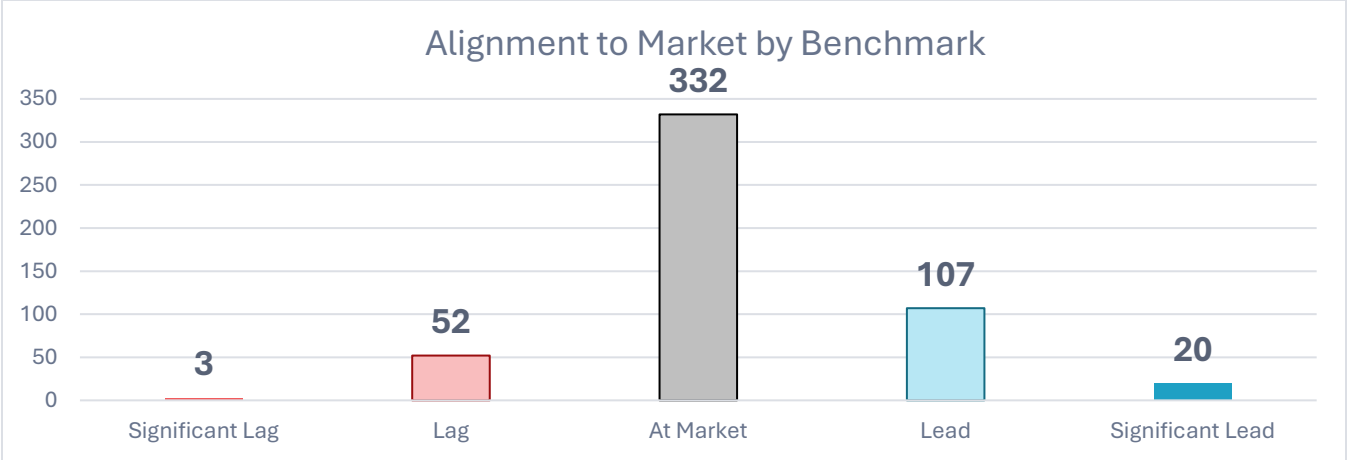
Overall, the City's pay structures appear to be competitively positioned with only a few positions significantly lagging. In the next phase of the project, we will consider market values on a position-by-position basis to determine appropriate grade alignment.

It is important to note that this analysis reflects base pay only and does not account for additional forms of compensation such as longevity pay, which may impact on total earnings over time.

⁵ Includes 527 full time positions and 36 hourly positions.

⁶ Of benchmarks with insufficient data, 13 were full time positions and 7 were hourly positions.

Figure 1: Alignment to Market by Benchmark



PAY PLAN DESIGN

While the market assessment offers valuable insight into an organization's external competitiveness, results must be balanced with internal equity when assigning position grades. This is the focus of the next phase – Pay Plan Design. By integrating both market data and internal equity, the City of Madison can build a compensation structure that reflects its philosophy, supports organizational goals, and promotes long-term sustainability.

Assessment of Current Pay Plans

Before revisions to any existing structure were made, Baker Tilly engaged the City's project team and leadership in conversations regarding its desired position with the market, design preferences for the current title and grade structures, and an approach for classifying positions to the pay plans.

The City's current compensation structure consists of multiple "pay plans" aligned with employee groups and bargaining units. Within these plans, there are numerous compensation groups (CGs) and salary schedules that function as variations of pay structures. The overall structure has evolved over time and now includes numerous compensation groups, as reflected in **Table 4**, across the organization. This complexity can present challenges in administration, limit transparency for employees, and require ongoing effort to maintain consistency over time.

Table 4: Current Pay Plans for Madison, WI

Current Plan	Proposed Pay Plan	No. Titles
Hourly CG 15, 16, 17, 19, 20, 28, 31, 71, 83	Hourly	54
CG 15, 16, 17, 20, 32, 33, 71	General	257
CG 41, 42	Transit	32
CG 13, 16	Fire	11
CG 11	Police	5
CG 12, 14	Public Safety Mgmt.	7
CG 18, 19, 43, 44	Professional	351
CG 23	Attorney	2
CG 21	Executive	34

Proposed Pay Plans

To establish a more consistent, transparent, and easier to understand framework, Baker Tilly consolidated the current structure into 9 proposed pay plans, simplifying the City's existing system of multiple plans and compensation groups.

A clear hierarchy across these defined groups will help alleviate unintended overlap and compression between exempt and non-exempt roles as well as supervisor and subordinate positions. **Table 5** provides an overview of these 9 plans and their defining features such as number of grades, distance between grades, number of steps, range spread, and span of plan (minimum to maximum base pay). See **Attachment 3** for detailed pay plan tables and graphic representations.

Internal equity (SAFE scores), external equity (market values), and existing equity (current midpoints) were considered in the development of each new pay plan to ensure structures were designed to cover and align with the natural distribution of jobs assigned to each. Some positions may be more sensitive to market conditions than others and allow the City to address and adjust those positions more easily because they are established into their own pay structures (i.e. sworn police, sworn fire, etc.).

Table 5: Proposed Pay Plans & Features

PAY PLAN	GRADES	NUMBERED	STEPS	% BETWEEN STEPS	RANGE SPREAD	SPAN OF PLAN (annual unless noted otherwise)
HOURLY	9	1 – 9	3	4.5%	9.2%	\$11.67 - \$70.00 hourly
GENERAL	18	15 - 32	5	4.5%	19.3%	\$48,575 - \$112,835
TRANSIT	16	40 - 55	5	4.5%	19.3%	\$43,337 - \$87,498
FIRE	8	60 - 67	5 or Fixed	3.1% - 9.6%	-	\$66,173 - \$96,486
POLICE	3	70 – 72	5 or Fixed	10.6% - 3.0%	-	\$66,914 - \$88,086
PUBLIC SAFETY MGMT	7	80-83 & 87-89	5 or Fixed	5.4% - 2.4%	-	\$99,545 - \$155,010
PROFESSIONAL	24	90 - 113	5	4.5%	19.3%	\$56,346 - \$180,533
ATTORNEY	1	150	13	5%	79.6%	\$98,725 - \$177,296
EXECUTIVE	11	200 – 210	Open Range	N/A	35%	\$118,695 - \$250,022

Figure 2: Position Titles per Pay Plan



Hourly Pay Plan Refinements

Additional refinements were made to the Hourly Pay Plan following review and feedback from the City's Steering Team, as outlined below.

Following the development of the initial hourly pay plan, the City's Steering Team gathered and reviewed feedback on the proposed structure, and information still needed for the hourly grade assignments, including whether the proposed addition of time-bound steps was appropriate. Questions and considerations were compiled, and the City's Human Resources Compensation Study leads worked collaboratively to refine the pay plan.

As a result of this review, the Steering Team elected to adopt a modified approach to the hourly pay plan. Specifically, the pay plan was adjusted to reflect only the top three proposed steps (effectively beginning at Step 3 of the original Baker Tilly structure). This decision was made given ongoing recruitment challenges for hourly positions, and with consideration for any bonuses that had previously been applied to hourly positions to attract applicants.

Additional actions undertaken during this process included the following:

- Established a 1350-hour step increase base.
- Eliminated unused classifications.
- Retitled classifications that were inadequate in describing roles.
- Ensured grade assignments were appropriately grouped (internal equity) based on skills required and responsibilities of the classifications.
- Created a logical placement for Administrative and Professional Aide classifications.

The updated hourly pay plan was subsequently reviewed and finalized by the Steering Team.

Proposed Grade Assignments

For police, fire, public safety management, and attorney pay plans, grades were established by specific classification. For example, Grade 70 in the police pay plan was established specifically for the Police Officer position and no other position would be assigned to grade 70.

The person in the position, their performance, length of service (longevity), and existing salary are NOT considered when assigning positions to a grade.

For the remaining pay plans (hourly, general, transit, professional and executive), Baker Tilly's approach to assigning positions to grades was to crosswalk each position into a grade relative to their existing midpoint. This ensures positions start where they already are and not lower. Next, internal equity (SAFE scores) and external equity (market values) were considered to determine if grade assignments for each position needed to increase. Please note, market values alone may not have influenced the movement of a position, especially if doing so would disrupt the internal equity hierarchy, supervisor-subordinate separation, or career progression separation.

Preliminary grade assignments were reviewed with the City's project team, with the selection committee, and in person with department heads to ensure positions were assigned to the correct pay plan, address outliers, and collect feedback on hierarchy and groupings. Once all feedback was considered, grade assignments were finalized with the City's project team. The proposed title and grade assignments for all pay plans can be found in **Attachment 4**.

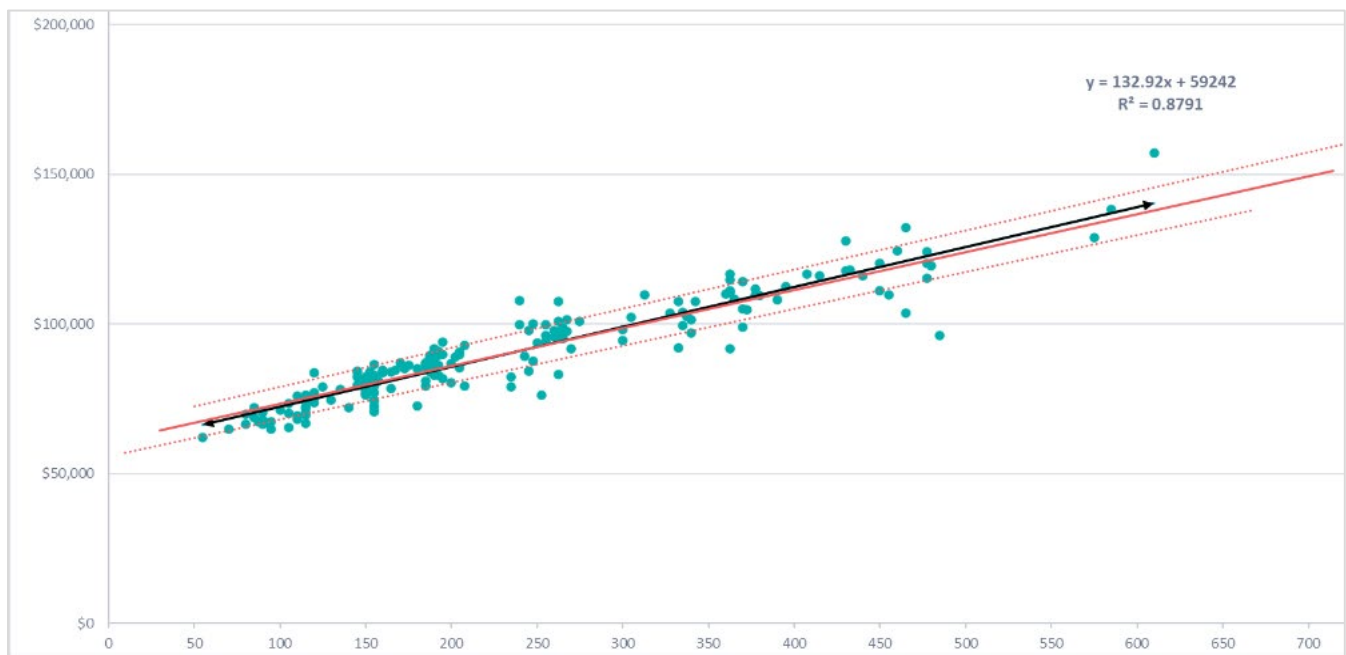
Regression Analysis

In statistical modeling, a regression analysis is used to measure the relationships between data sets, predicting one variable based on another. Baker Tilly used this tool to compare SAFE scores (internal data) to market average midpoints (external data) for each of the City's positions.

Each point in the analysis represents a benchmark position and the intersection of its SAFE score and corresponding market value. The resulting trend line (line of best fit) illustrates the overall relationship between internal job value and external market competitiveness. For example, In **Figure 3**, each dot represents a benchmark position within the proposed Professional Pay Plan and the point at which its SAFE score and market average midpoint figures intersect. The black line represents the 'line of best fit' trending through all positions. The proposed minimum, midpoint, and maximums are also reflected on the chart.

Figure 2: Regression for Proposed Professional Pay Plan

The high correlation value of 87.9% shown in Figure 3 indicates a high level of alignment between internal and external data. This result indicates the City can confidently maintain the new classification and compensation system using the SAFE® job evaluation framework. Doing so will provide consistency when adding new positions, consolidating titles, or reclassifying roles as they evolve over time.



Implementation Cost Analysis

Baker Tilly developed an implementation cost analysis for the City to consider in its adoption of the new classification and compensation plans.

Calculations represent base pay in US dollars. Longevity pay, overtime, certification pay, employer and employee contributions, taxes, and other forms of compensation are not included in the implementation cost analysis.

Employees with current salaries greater than their new maximum were excluded from implementation calculations. In accordance with best practice, Baker Tilly recommends these employee salaries to be 'red circled' or frozen until the market catches up through pay structure adjustments. *Baker Tilly does not recommend a pay decrease for any employee based on the results of the study.*

Only employees within the Hourly, General, Professional, and Attorney pay plans were included in the implementation cost modeling. There were 2,291 employees included in the calculations. Of those, 159 (7%) employees had a salary greater than their new maximum and recommended to be red circled or frozen. There were 614 employees (27%) with a salary less than their new minimum and 1,518 employees (66%) with a salary that falls within their new assigned pay range, as shown in **Table 7**.

Table 7: Employee Allocations

	Hourly	General	Professional	Attorney	Total	%
Total	613	1104	557	17	2291	
# of Employees BELOW Minimum	578	12	22	2	614	27%
# of Employees WITHIN Range	25	960	518	15	1518	66%
# of Employees ABOVE Maximum	10	132	17	0	159	7%

Three scenarios were defined and calculated across all four pay plans.

1. **Nearest Step Without a Decrease.** Employees were placed onto the step within their assigned grade/range that is nearest their existing salary without a decrease. Employees with a salary below the minimum, therefore, would be placed on Step 1 while employees above the maximum would not be placed on a step but would retain their existing salary.
2. **Step Corresponding with Years in Position.** Employees were moved to the step corresponding with their years in position. For example, an employee in their role for 3 years would move to Step 3. If their existing salary is already greater than Step 3, they would retain that amount instead. The purpose of this scenario is help alleviate compression by moving tenured employees further into their range. Note, this calculation is based on time in position and not tenure with the organization.
3. **Step Increase.** Employees receive a step increase beyond the step established in Option 1. For example, if Option 1 placed an employee on Step 2 in their new range, Option 3 would advance the employee to Step 3.

In **Table 8**, implementation cost calculations for all three scenarios are broken down by pay plan.

Table 8: Employee Count and Cost Calculations

Option 1	Hourly	General	Professional	Attorney	Total
Total	\$1,067.30	\$1,502,119.86	\$691,114.47	\$45,281.25	\$2,239,582.88
# of Employees BELOW Minimum	\$974.11	\$13,979.49	\$128,417.78	\$4,135.39	\$147,506.77
# of Employees WITHIN Range	\$93.19	\$1,488,140.38	\$562,696.69	\$41,145.86	\$2,092,076.11
# of Employees ABOVE Maximum	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Option 2	Hourly	General	Professional	Attorney	Total
Total	\$1,459.09	\$1,658,572.14	\$747,861.48	\$80,762.63	\$2,488,655.34
# of Employees BELOW Minimum	\$1,304.91	\$13,979.49	\$167,217.87	\$4,135.39	\$186,637.66
# of Employees WITHIN Range	\$154.18	\$1,644,592.65	\$580,643.61	\$76,627.24	\$2,302,017.68
# of Employees ABOVE Maximum	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Option 3	Hourly	General	Professional	Attorney	Total
Total	\$1,687.10	\$2,561,547.82	\$1,084,014.85	\$117,479.89	\$3,764,729.66
# of Employees BELOW Minimum	\$1,517.47	\$37,430.04	\$158,667.51	\$14,007.91	\$211,622.94
# of Employees WITHIN Range	\$169.63	\$2,524,117.78	\$925,347.34	\$103,471.97	\$3,553,106.72
# of Employees ABOVE Maximum	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

The estimated implementation cost for Option 1 across all four plans would be approximately **\$2,239,582.88** and would impact 1,066 employees by placing them on a step in their new range. The 159 employees above their maximum would retain their existing salary without adjustment. Option 1 reflects the minimum action needed by the City to fully adopt the proposed plans as this approach ensures all employees are transitioned into the plan without a decrease in pay.

A comparison of cost for each scenarios is demonstrated in **Figure 4**.

Figure 4: Total cost for each scenario



Phase 5

PROJECT COMPLETION

At this stage, Baker Tilly has successfully partnered with the City to complete phases one through four of our five-phase process. To formally conclude the project, we provide the following deliverables:

FINAL REPORT

This report documents the methodology used throughout the classification and compensation study, summarizes key findings and results, and presents our recommendations based on those results.

FINAL PRESENTATION

We have prepared a comprehensive presentation of the study's results for the City's project team, the Steering Committee, department heads, employees and City Council.

TRAINING

Baker Tilly conducted training with the City's Human Resources team responsible for maintaining and administering the new classification and compensation system. Training included instruction on using the SAFE® job evaluation system and guidance to support Human Resources in clearly communicating how positions are evaluated and placed within the pay plans.



RECOMMENDATIONS

Employees are among the most valuable and strategic investments an organization can make. To support the City of Madison's ability to remain competitive in attracting and retaining top talent – while upholding fairness and integrity – Baker Tilly conducted a comprehensive classification and compensation study. Based on our independent analysis, we present the following recommendations:

1

Approve the recommended position title and classification changes.

These have been developed through a combination of PAQ review, job description analysis, and feedback from the City's project team and department leadership.

2

Approve use of the nine proposed pay plans.

Consolidating all positions into an established hierarchy across these defined groups will help alleviate unintended overlap and compression.

3

Approve the use of SAFE to administer and maintain the new classification and compensation plan going forward.

The General, Transit, Professional, and Executive pay plans were established through a regression analysis that measured SAFE scores against market values to establish an internally equitable and externally competitive framework. New or changed positions can be evaluated with SAFE to determine a fair and equitable grade assignment in those plans.

4

Approve the proposed grade assignments.

Positions were assigned based on internal equity scores from the SAFE® evaluation and refined considering external market data, existing equity relationships, and career progression logic. Final placement was made following feedback received from the Steering Committee and Department leadership.

5

Maintain the classification and compensation system.

- Routinely review positions, job descriptions, and market conditions to keep the system current and aligned with organizational needs.
- Adjust the pay structure and salaries annually, as needed, to maintain competitiveness with the labor market and uphold the City's match-market philosophy.
- Commit to advancing employees through the step structure annually, based on satisfactory performance and based on the City's existing policies.

Together, these actions will position the City of Madison with a more transparent, equitable, and sustainable compensation system that supports long-term organizational effectiveness.

APPENDIX A: Glossary

Average Range Penetration – The average position of employees' salaries within their assigned pay ranges, expressed as a percentage. It indicates how far, on average, employees have progressed between the minimum and maximum of their pay range, based on their current salary relative to the range midpoint and boundaries.

Benchmark Position – A job that is commonly found in other organizations and used as a reference point for market comparisons in salary studies. Benchmark positions have sufficient market data available for analysis.

Career Progression – Career progression is the advancement opportunities available to an employee as their role grows in responsibility, complexity, and required skills. It outlines how an employee can move to higher-level positions or stages within a job family over time.

Compensable Factors – Factors that are considered appropriate for determining pay, such as job responsibilities, performance, qualifications, tenure, education, and experience.

Compensation Philosophy – What the organization believes about how employees should be compensated and is typically used to define market, market alignment, as well as administrative procedures that impact the organization's ability to carry out its philosophy.

Cost of Labor – The amount employers in a specific labor market pay for a particular job, distinct from the cost of living, which focuses on general living expenses. Cost of labor is used in compensation analysis to ensure competitive pay rates.

Existing Equity – Existing equity refers to the current fairness and alignment of employee pay within an organization, considering factors such as tenure, experience, performance, and internal salary relationships. It reflects how equitably employees are paid relative to one another before any new compensation changes are applied.

External Equity – External equity refers to how competitive an organization's pay is compared to the external job market. It reflects whether employees are compensated fairly relative to what other employers pay for similar roles.

Insufficient Market Data – Insufficient market data occurs when there is not enough reliable or relevant salary information available from external sources to make confident benchmarking decisions for a position. This can happen when roles are highly specialized, uncommon in the market, or reported by too few peer organizations.

Internal Equity – Internal equity refers to the fairness and consistency of pay among employees within an organization, ensuring that compensation appropriately reflects differences in responsibilities, qualifications, and experience across roles.

Job Descriptions – Job descriptions outline the essential duties, responsibilities, qualifications, and working conditions of a position. They provide a clear understanding of what the role requires and serve as the foundation for recruitment, classification, evaluation, and compensation decisions.

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

Market Alignment – Market alignment refers to how closely an organization's pay levels match competitive rates in the external labor market for similar jobs. It ensures compensation is positioned appropriately to attract and retain talent.

Market Lag – Market lag occurs when an organization's pay levels fall below competitive market rates for similar positions, making compensation less competitive for attracting and retaining employees.

Market Lead – Market lead refers to a compensation position in which an organization intentionally pays above competitive market rates for similar jobs to attract, retain, or reward talent.

Market Midpoint – An average of midpoints to establish a market value. If an organization only provided actual pay or a fixed salary rate, that amount was used as the midpoint. Therefore, the market average midpoint is a mixture of midpoints and fixed/actual amounts.

Market Peers – Organizations identified by the State as competitive or comparable to be contacted for participation in the custom pay and benefits survey.

Pay Grade – A pay grade is a structured level within a compensation system that groups jobs with similar responsibilities, qualifications, and market value. Each grade has an associated salary range that defines the minimum, midpoint, and maximum pay for positions assigned to that grade.

Pay Plan(s) – Pay plans are structured compensation systems that outline how salaries and wages are organized within an organization. They define pay grades, salary ranges, and rules for how employees are compensated and progress within the system.

Pay Range – A pay range is the span of salaries assigned to a specific pay grade, defined by a minimum, midpoint, and maximum. It establishes the boundaries for how much an employee in that grade can be paid.

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.

Regression Analysis – A statistical method used to determine the relationship between a dependent variable and one or more independent variables.

SAFE – Systematic Analysis and Factor Evaluation. Baker Tilly's point-factor job evaluation tool developed specifically for the measurement of public sector positions.

Department	Position Title	Matches	Madison, WI			Market					
			Current Minimum	Current Midpoint	Current Maximum	Average Minimum	% of Mkt	Average Midpoint	% of Mkt	Average Maximum	% of Mkt
ASSESSOR	ADMINISTRATIVE ANALYST 1	10	\$68,834	\$74,941	\$81,047	\$57,722	119.3%	\$70,566	106.2%	\$83,410	97.2%
ASSESSOR	ASSESSMENT BUSINESS SYSTEM MANAGER	7	\$97,405	\$107,333	\$117,261	\$82,955	117.4%	\$102,525	104.7%	\$122,094	96.0%
ASSESSOR	ASSESSMENT OPERATIONS MANAGER	6	\$97,405	\$107,333	\$117,261	\$89,297	109.1%	\$107,435	99.9%	\$125,572	93.4%
ASSESSOR	ASSESSOR TECHNICIAN 2	6	\$58,320	\$61,799	\$65,277	\$53,440	109.1%	\$62,833	98.4%	\$72,226	90.4%
ASSESSOR	CITY ASSESSOR	10	\$117,261	\$137,781	\$158,301	\$105,619	111.0%	\$124,677	110.5%	\$143,735	110.1%
ASSESSOR	PROPERTY APPRAISER 1	10	\$66,879	\$71,274	\$75,670	\$57,095	117.1%	\$68,546	104.0%	\$79,998	94.6%
ASSESSOR	PROPERTY APPRAISER 3	10	\$78,447	\$85,177	\$91,906	\$68,777	114.1%	\$82,925	102.7%	\$97,072	94.7%
ASSESSOR	PROPERTY LISTER 2	7	\$56,594	\$59,971	\$63,348	\$51,457	110.0%	\$59,191	101.3%	\$66,926	94.7%
ASSESSOR	PROPERTY LISTER 3	5	\$59,980	\$63,429	\$66,879	\$56,002	107.1%	\$65,451	96.9%	\$74,900	89.3%
ATTORNEY	ASSISTANT CITY ATTORNEY	16	\$86,280	\$124,266	\$162,251	\$89,892	96.0%	\$112,670	110.3%	\$139,805	116.1%
ATTORNEY	CITY ATTORNEY	14	\$147,379	\$173,171	\$198,963	\$132,586	111.2%	\$171,134	101.2%	\$206,127	96.5%
ATTORNEY	DEPUTY CITY ATTORNEY	13	\$140,911	\$155,010	\$169,109	\$126,953	111.0%	\$157,071	98.7%	\$186,945	90.5%
ATTORNEY	LEGAL ADMINISTRATIVE ASSISTANT 2	11	\$56,594	\$59,971	\$63,348	\$54,259	104.3%	\$65,223	91.9%	\$76,115	83.2%
ATTORNEY	LEGAL OFFICE ASSISTANT	11	\$51,797	\$54,893	\$57,988	\$51,020	101.5%	\$59,633	92.1%	\$68,247	85.0%
ATTORNEY	ORDINANCE REVISION SPECIALIST	10	\$61,663	\$65,029	\$68,396	\$51,918	118.8%	\$60,501	107.5%	\$69,083	99.0%
ATTORNEY	SECRETARY 2	13	\$56,594	\$59,971	\$63,348	\$51,540	109.8%	\$60,138	99.7%	\$68,736	92.2%
BUILDING INSPECTION	BUILDING INSPECTION DIVISION DIRECTOR	9	\$117,261	\$137,781	\$158,301	\$106,919	109.7%	\$134,083	102.8%	\$161,247	98.2%
BUILDING INSPECTION	CODE ENFORCEMENT OFFICER 2	13	\$68,396	\$73,422	\$78,447	\$59,426	115.1%	\$68,628	107.0%	\$77,331	101.4%
BUILDING INSPECTION	CODE ENFORCEMENT OFFICER 3	9	\$75,670	\$81,978	\$88,287	\$70,904	106.7%	\$81,059	101.1%	\$91,215	96.8%
BUILDING INSPECTION	ELECTRIC/HEAT INSPECTOR	14	\$75,670	\$81,978	\$88,287	\$64,481	117.4%	\$79,447	103.2%	\$90,576	97.5%
BUILDING INSPECTION	HOUSING INSPECTION SUPERVISOR	10	\$88,601	\$97,782	\$106,964	\$79,818	111.0%	\$91,649	106.7%	\$107,129	99.8%
BUILDING INSPECTION	PLANS REVIEW SPECIALIST 2	8	\$68,396	\$73,422	\$78,447	\$64,007	106.9%	\$75,395	97.4%	\$86,783	90.4%
BUILDING INSPECTION	PLANS REVIEW SPECIALIST 3	12	\$75,670	\$81,978	\$88,287	\$73,396	103.1%	\$84,376	97.2%	\$97,673	90.4%
BUILDING INSPECTION	PLANS REVIEWER AND INSPECTIONS SUPERVISOR	10	\$102,057	\$112,468	\$122,879	\$84,433	120.9%	\$99,054	113.5%	\$113,675	108.1%
BUILDING INSPECTION	PLUMBER/HEATING INSPECTOR	12	\$75,670	\$81,978	\$88,287	\$67,946	111.4%	\$80,569	101.7%	\$93,191	94.7%
BUILDING INSPECTION	PROPERTY CODE INSPECTOR 1	11	\$58,320	\$61,799	\$65,277	\$54,680	106.7%	\$64,565	95.7%	\$75,354	86.6%
BUILDING INSPECTION	PROPERTY CODE INSPECTOR 3	8	\$63,584	\$67,221	\$70,859	\$63,568	100.0%	\$73,120	91.9%	\$83,098	85.3%
BUILDING INSPECTION	WEIGHTS AND MEASURES INSPECTOR 3	4	\$73,200	\$78,930	\$84,660	\$56,989	128.4%	\$75,583	104.4%	\$94,177	89.9%
BUILDING INSPECTION	ZONING ADMINISTRATOR	7	\$102,057	\$112,468	\$122,879	\$95,981	106.3%	\$111,304	101.0%	\$129,424	94.9%
BUILDING INSPECTION	ZONING ASSISTANT	9	\$75,670	\$81,978	\$88,287	\$70,572	107.2%	\$82,466	99.4%	\$94,360	93.6%
BUILDING INSPECTION	ZONING CODE OFFICER 1	7	\$63,584	\$67,221	\$70,859	\$56,686	112.2%	\$68,819	97.7%	\$80,921	87.6%
BUILDING INSPECTION	ZONING CODE OFFICER 2	5	\$68,396	\$73,422	\$78,447	\$56,597	120.8%	\$74,344	98.8%	\$91,081	86.1%
CDA HOUSING OPERATIONS	BUILDING MAINTENANCE COORDINATOR	9	\$68,396	\$73,422	\$78,447	\$57,061	119.9%	\$69,938	105.0%	\$83,049	94.5%
CDA HOUSING OPERATIONS	CDA ADMISSION	7	\$66,993	\$72,333	\$77,673	\$61,122	109.6%	\$71,337	101.4%	\$81,552	95.2%
CDA HOUSING OPERATIONS	CDA HOUSING DIRECTOR	5	\$117,261	\$137,781	\$158,301	\$104,786	111.9%	\$125,376	109.9%	\$145,966	108.5%
CDA HOUSING OPERATIONS	CLIENT SERVICES MANAGER	3	\$88,601	\$97,783	\$106,964	\$79,194	111.9%	\$95,977	101.9%	\$112,761	94.9%
CDA HOUSING OPERATIONS	GRANTS MANAGER	14	\$74,663	\$81,632	\$88,601	\$68,607	108.8%	\$85,062	96.0%	\$103,239	85.8%
CDA HOUSING OPERATIONS	HEARINGS/ACCOMODATION SPECIALIST	7	\$71,494	\$78,093	\$84,691	\$61,097	117.0%	\$72,169	108.2%	\$83,241	101.7%
CDA HOUSING OPERATIONS	HOUSING ASSISTANT PROGRAM SUPERVISOR	8	\$74,663	\$81,632	\$88,601	\$72,182	103.4%	\$87,134	93.7%	\$102,086	86.8%
CDA HOUSING OPERATIONS	HOUSING MAINTENANCE WORKER	9	\$58,320	\$61,799	\$65,277	\$52,765	110.5%	\$59,977	103.0%	\$67,189	97.2%
CDA HOUSING OPERATIONS	HOUSING OPERATIONS ANALYST	10	\$88,601	\$97,782	\$106,964	\$66,493	133.2%	\$76,294	128.2%	\$86,094	124.2%
CDA HOUSING OPERATIONS	HOUSING OUTREACH COORDINATOR	8	\$59,980	\$63,429	\$66,878	\$52,739	113.7%	\$61,572	103.0%	\$70,405	95.0%
CDA HOUSING OPERATIONS	HOUSING SITE MANAGER	10	\$74,663	\$81,632	\$88,601	\$74,491	100.2%	\$85,240	95.8%	\$100,909	87.8%
CDA HOUSING OPERATIONS	HOUSING SPECIALIST 1	11	\$56,594	\$59,971	\$63,348	\$58,107	97.4%	\$66,797	89.8%	\$78,423	80.8%
CDA HOUSING OPERATIONS	HOUSING SPECIALIST 2	9	\$59,980	\$63,429	\$66,879	\$61,463	97.6%	\$71,821	88.3%	\$82,526	81.0%
CDA HOUSING OPERATIONS	PROPERTY OPERATIONS MANAGER	8	\$97,405	\$107,333	\$117,261	\$81,105	120.1%	\$96,969	110.7%	\$112,832	103.9%
CDA HOUSING OPERATIONS	SECTION 8 INSPECTOR	11	\$63,584	\$67,221	\$70,859	\$56,772	112.0%	\$68,798	97.7%	\$82,575	85.8%
CDA HOUSING OPERATIONS	TENANT SERVICES AIDE	6	\$57,988	\$61,509	\$65,029	\$53,635	108.1%	\$61,762	99.6%	\$69,889	93.0%
CDA HOUSING OPERATIONS	TENANT SOCIAL SERVICES COORDINATOR	7	\$64,746	\$69,705	\$74,663	\$57,556	112.5%	\$67,897	102.7%	\$78,238	95.4%
CIVIL RIGHTS	AFFIRMATIVE ACTION MANAGER	10	\$102,057	\$112,468	\$122,879	\$97,411	104.8%	\$116,786	96.3%	\$136,160	90.2%
CIVIL RIGHTS	AFFIRMATIVE ACTION SPECIALIST	9	\$81,047	\$89,226	\$97,405	\$66,907	121.1%	\$81,093	110.0%	\$95,278	102.2%
CIVIL RIGHTS	CIVIL RIGHTS DIRECTOR	8	\$117,261	\$137,781	\$158,301	\$108,687	107.9%	\$129,200	106.6%	\$148,642	106.5%
CIVIL RIGHTS	CONTRACT COMPLIANCE SPECIALIST 2	11	\$68,834	\$74,941	\$81,047	\$60,175	114.4%	\$72,362	103.6%	\$84,548	95.9%
CIVIL RIGHTS	CONTRACT COMPLIANCE SPECIALIST 3	11	\$74,663	\$81,632	\$88,601	\$67,664	110.3%	\$82,408	99.1%	\$97,152	91.2%
CIVIL RIGHTS	DISABILITY RIGHTS AND SERVICES PROGRAM COORDINATOR	7	\$81,047	\$89,226	\$97,405	\$69,812	116.1%	\$85,520	104.3%	\$101,227	96.2%
CIVIL RIGHTS	EQUAL OPPORTUNITY INVESTIGATOR 1	8	\$64,746	\$69,705	\$74,663	\$60,871	106.4%	\$72,232	96.5%	\$83,593	89.3%
CIVIL RIGHTS	EQUAL OPPORTUNITY INVESTIGATOR 2	5	\$74,663	\$81,632	\$88,601	\$73,185	102.0%	\$83,737	97.5%	\$94,290	94.0%
CIVIL RIGHTS	EQUAL OPPURTUNITY MANAGER	7	\$102,057	\$112,468	\$122,879	\$97,107	105.1%	\$114,805	98.0%	\$132,503	92.7%
CIVIL RIGHTS	EQUITY AND SOCIAL JUSTICE MANAGER	8	\$102,057	\$112,468	\$122,879	\$89,068	114.6%	\$111,215	101.1%	\$129,762	94.7%
CIVIL RIGHTS	EQUITY COORDINATOR	12	\$81,047	\$89,226	\$97,405	\$64,488	125.7%	\$79,271	112.6%	\$94,055	103.6%
CIVIL RIGHTS	HEARING EXAMINER	4	\$86,280	\$96,786	\$107,292	\$80,647	107.0%	\$97,093	99.7%	\$113,539	94.5%
CLERK	CERTIFIED MUNICIPAL CLERK	6	\$63,348	\$66,965	\$70,581	\$59,259	106.9%	\$66,026	101.4%	\$76,473	92.3%

Note: Market comparisons reflect base pay only and do not include longevity pay. All positions, excluding executive and hourly roles, are eligible for longevity of up to 12% beyond the maximum, which is not reflected in the figures shown.

Department	Position Title	Matches	Madison, WI			Market					
			Current Minimum	Current Midpoint	Current Maximum	Average Minimum	% of Mkt	Average Midpoint	% of Mkt	Average Maximum	% of Mkt
CLERK	CITY CLERK	10	\$117,261	\$137,781	\$158,301	\$97,168	120.7%	\$113,716	121.2%	\$135,082	117.2%
CLERK	DEPUTY CITY CLERK	12	\$71,494	\$78,093	\$84,691	\$74,079	96.5%	\$86,195	90.6%	\$100,567	84.2%
CLERK	MUNICIPAL CLERK 1	6	\$53,346	\$56,663	\$59,980	\$49,735	107.3%	\$55,578	102.0%	\$61,420	97.7%
CLERK	MUNICIPAL CLERK 2	7	\$57,988	\$61,509	\$65,029	\$55,076	105.3%	\$63,170	97.4%	\$71,264	91.3%
COMMON COUNCIL	COMMON COUNCIL CHIEF OF STAFF	8	\$117,261	\$137,781	\$158,301	\$109,397	107.2%	\$133,385	103.3%	\$157,373	100.6%
COMMON COUNCIL	COMMON COUNCIL LEGAL ANALYST	12	\$74,663	\$81,632	\$88,601	\$64,175	116.3%	\$78,282	104.3%	\$92,390	95.9%
COMMUNITY DEVELOPMENT	CHILDCARE PROGRAM SPECIALIST 1	8	\$68,834	\$74,941	\$81,047	\$55,533	124.0%	\$68,333	109.7%	\$81,132	99.9%
COMMUNITY DEVELOPMENT	CHILDCARE PROGRAM SPECIALIST 2	5	\$74,663	\$81,632	\$88,601	\$61,098	122.2%	\$77,074	105.9%	\$93,050	95.2%
COMMUNITY DEVELOPMENT	COMMUNITY DEVELOPMENT DIVISION DIRECTOR	10	\$117,261	\$137,781	\$158,301	\$105,684	111.0%	\$135,283	101.8%	\$164,882	96.0%
COMMUNITY DEVELOPMENT	COMMUNITY DEVELOPMENT MANAGER	10	\$102,057	\$112,468	\$122,879	\$91,850	111.1%	\$109,430	102.8%	\$127,010	96.7%
COMMUNITY DEVELOPMENT	COMMUNITY DEVELOPMENT PROGRAM MANAGER	10	\$97,405	\$107,333	\$117,261	\$85,878	113.4%	\$102,620	104.6%	\$119,362	98.2%
COMMUNITY DEVELOPMENT	COMMUNITY DEVELOPMENT SPECIALIST 1	9	\$68,834	\$74,941	\$81,047	\$55,892	123.2%	\$66,855	112.1%	\$77,818	104.2%
COMMUNITY DEVELOPMENT	COMMUNITY DEVELOPMENT SPECIALIST 2	10	\$74,663	\$81,632	\$88,601	\$63,200	118.1%	\$77,531	105.3%	\$91,863	96.4%
COMMUNITY DEVELOPMENT	COMMUNITY DEVELOPMENT SPECIALIST 3	10	\$81,047	\$89,226	\$97,405	\$69,150	117.2%	\$86,147	103.6%	\$103,144	94.4%
COMMUNITY DEVELOPMENT	COMMUNITY DEVELOPMENT TECHNICIAN 2	6	\$65,029	\$69,223	\$73,416	\$58,580	111.0%	\$70,545	98.1%	\$82,511	89.0%
COMMUNITY DEVELOPMENT	HOUSING REHABILITATION SPECIALIST	10	\$74,663	\$81,632	\$88,601	\$63,891	116.9%	\$74,435	109.7%	\$84,978	104.3%
COMMUNITY DEVELOPMENT	MENTAL HEALTH SPECIALIST	8	\$81,047	\$89,226	\$97,405	\$65,790	123.2%	\$81,718	109.2%	\$97,646	99.8%
COMMUNITY DEVELOPMENT	SENIOR CENTER DIRECTOR	6	\$88,601	\$97,782	\$106,964	\$83,464	106.2%	\$100,819	97.0%	\$118,174	90.5%
COMMUNITY DEVELOPMENT	SENIOR CENTER PROGRAM COORDINATOR	7	\$64,746	\$69,705	\$74,663	\$63,019	102.7%	\$70,570	98.8%	\$81,755	91.3%
ECONOMIC DEVELOPMENT	BUSINESS DEVELOPMENT SPECIALIST 2	11	\$74,663	\$81,632	\$88,601	\$61,827	120.8%	\$76,649	106.5%	\$91,471	96.9%
ECONOMIC DEVELOPMENT	BUSINESS DEVELOPMENT SPECIALIST 4	9	\$88,601	\$97,782	\$106,964	\$70,395	125.9%	\$83,243	117.5%	\$96,092	111.3%
ECONOMIC DEVELOPMENT	ECONOMIC DEVELOPMENT DIVISION DIRECTOR	10	\$117,261	\$137,781	\$158,301	\$113,032	103.7%	\$140,907	97.8%	\$168,781	93.8%
ECONOMIC DEVELOPMENT	ECONOMIC DEVELOPMENT SPECIALIST	12	\$88,601	\$97,782	\$106,964	\$69,629	127.2%	\$84,163	116.2%	\$98,696	108.4%
ECONOMIC DEVELOPMENT	FOOD POLICY ADMINISTRATOR	7	\$81,047	\$89,226	\$97,405	\$69,979	115.8%	\$86,531	103.1%	\$103,083	94.5%
ECONOMIC DEVELOPMENT	REAL ESTATE SPECIALIST 2	14	\$74,663	\$81,632	\$88,601	\$63,133	118.3%	\$76,153	107.2%	\$89,173	99.4%
ECONOMIC DEVELOPMENT	REAL ESTATE SPECIALIST 4	11	\$88,601	\$97,782	\$106,964	\$72,875	121.6%	\$89,142	109.7%	\$105,408	101.5%
ECONOMIC DEVELOPMENT	REAL ESTATE SUPERVISOR	12	\$102,057	\$112,468	\$122,879	\$83,541	122.2%	\$104,637	107.5%	\$125,732	97.7%
ECONOMIC DEVELOPMENT	STREET VENDING MONITOR	6	\$56,920	\$60,252	\$63,584	\$54,361	104.7%	\$62,838	95.9%	\$71,315	89.2%
EMPLOYEE ASSISTANCE	EMPLOYEE ASSISTANCE DIRECTOR	4	\$117,261	\$137,781	\$158,301	\$104,154	112.6%	\$129,834	106.1%	\$155,513	101.8%
EMPLOYEE ASSISTANCE	EMPLOYEE ASSISTANCE PROGRAM SPECIALIST 3	7	\$81,047	\$89,226	\$97,405	\$62,127	130.5%	\$80,406	111.0%	\$98,685	98.7%
EMPLOYEE ASSISTANCE	EMPLOYEE ASSISTANCE SPECIALIST 2	4	\$74,663	\$81,632	\$88,601	\$63,008	118.5%	\$76,658	106.5%	\$90,308	98.1%
ENGINEERING	ARCHITECT 2	11	\$74,663	\$81,632	\$88,601	\$69,350	107.7%	\$84,167	97.0%	\$98,983	89.5%
ENGINEERING	ARCHITECT 4	10	\$88,601	\$97,782	\$106,964	\$85,394	103.8%	\$107,481	91.0%	\$129,568	82.6%
ENGINEERING	ASSISTANT CITY ENGINEER	12	\$111,882	\$123,406	\$134,930	\$101,758	109.9%	\$124,523	99.1%	\$147,288	91.6%
ENGINEERING	CITY ENGINEER	14	\$134,930	\$158,542	\$182,155	\$123,301	109.4%	\$152,353	104.1%	\$181,405	100.4%
ENGINEERING	CONSTRUCTION MANAGER 1	15	\$81,047	\$89,226	\$97,405	\$78,165	103.7%	\$93,884	95.0%	\$111,285	87.5%
ENGINEERING	ELECTRICIAN	15	\$71,194	\$76,835	\$82,477	\$70,438	101.1%	\$84,778	90.6%	\$95,075	86.7%
ENGINEERING	ENGINEER 1	15	\$68,834	\$74,941	\$81,047	\$61,696	111.6%	\$73,629	101.8%	\$85,060	95.3%
ENGINEERING	ENGINEERING FINANCIAL MANAGER	8	\$106,964	\$117,934	\$128,903	\$95,585	111.9%	\$117,961	100.0%	\$140,337	91.9%
ENGINEERING	ENGINEERING OPERATIONS LEAD WORKER 2	7	\$62,887	\$68,190	\$73,492	\$58,514	107.5%	\$66,971	101.8%	\$75,428	97.4%
ENGINEERING	HYDROGEOLOGIST 3	7	\$81,048	\$89,226	\$97,405	\$71,320	113.6%	\$88,967	100.3%	\$106,615	91.4%
ENGINEERING	PROGRAM ASSISTANT 3	4	\$59,980	\$63,429	\$66,879	\$49,946	120.1%	\$62,236	101.9%	\$74,526	89.7%
ENGINEERING	RECORDS MANAGEMENT COORDINATOR 1	10	\$64,746	\$69,705	\$74,663	\$50,877	127.3%	\$59,045	118.1%	\$70,608	105.7%
ENGINEERING	SIDEWALK PROGRAM SUPERVISOR	6	\$77,673	\$85,339	\$93,005	\$62,626	124.0%	\$72,529	117.7%	\$82,433	112.8%
ENGINEERING	WATER RESIDENTIAL SPECIALIST 2	8	\$74,663	\$81,632	\$88,601	\$66,013	113.1%	\$79,816	102.3%	\$93,619	94.6%
FINANCE	ACCOUNT CLERK 2	14	\$53,346	\$56,663	\$59,980	\$47,539	112.2%	\$55,083	102.9%	\$62,627	95.8%
FINANCE	ACCOUNT CLERK 3	12	\$56,594	\$59,971	\$63,348	\$51,737	109.4%	\$60,358	99.4%	\$68,979	91.8%
FINANCE	ACCOUNT SERVICES MANAGER	13	\$111,882	\$123,406	\$134,930	\$89,342	125.2%	\$109,716	112.5%	\$130,090	103.7%
FINANCE	ACCOUNTANT 2	16	\$74,663	\$81,632	\$88,601	\$64,716	115.4%	\$77,889	104.8%	\$91,062	97.3%
FINANCE	ADMINISTRATIVE ANALYST 3	9	\$81,047	\$89,226	\$97,405	\$71,284	113.7%	\$86,952	102.6%	\$102,620	94.9%
FINANCE	ADMINISTRATIVE ANALYST 4	6	\$88,601	\$97,782	\$106,964	\$78,682	112.6%	\$100,945	96.9%	\$123,209	86.8%
FINANCE	ADMINISTRATIVE SUPPORT CLERK 1	13	\$49,477	\$52,108	\$54,739	\$43,538	113.6%	\$51,048	102.1%	\$58,558	93.5%
FINANCE	ADMINISTRATIVE SUPPORT CLERK 2	10	\$53,346	\$56,663	\$59,980	\$49,501	107.8%	\$58,836	96.3%	\$68,171	88.0%
FINANCE	BUDGET/PROGRAM EVALUATION MANAGER	14	\$111,882	\$123,406	\$134,930	\$99,345	112.6%	\$120,274	102.6%	\$144,708	93.2%
FINANCE	BUYER 1	14	\$66,879	\$71,274	\$75,670	\$56,308	118.8%	\$67,214	106.0%	\$79,218	95.5%
FINANCE	BUYER 2	9	\$70,581	\$76,013	\$81,444	\$60,882	115.9%	\$75,953	100.1%	\$91,024	89.5%
FINANCE	BUYER 3	10	\$75,670	\$81,978	\$88,287	\$71,463	105.9%	\$87,444	93.7%	\$106,342	83.0%
FINANCE	DATA ANALYST 4	12	\$88,601	\$97,782	\$106,964	\$79,050	112.1%	\$95,984	101.9%	\$113,682	94.1%
FINANCE	DOCUMENT SERVICES LEADWORKER	6	\$59,980	\$63,429	\$66,879	\$57,590	104.2%	\$68,988	91.9%	\$80,386	83.2%
FINANCE	DOCUMENT SERVICES SPECIALIST 2	8	\$54,739	\$58,201	\$61,663	\$50,598	108.2%	\$60,555	96.1%	\$70,512	87.4%
FINANCE	FINANCE DIRECTOR	16	\$147,379	\$173,171	\$198,963	\$134,366	109.7%	\$171,052	101.2%	\$205,247	96.9%
FINANCE	GRANT WRITER	12	\$74,663	\$81,632	\$88,601	\$59,420	125.7%	\$71,248	114.6%	\$83,077	106.6%

Note: Market comparisons reflect base pay only and do not include longevity pay. All positions, excluding executive and hourly roles, are eligible for longevity of up to 12% beyond the maximum, which is not reflected in the figures shown.

Department	Position Title	Matches	Madison, WI			Market					
			Current Minimum	Current Midpoint	Current Maximum	Average Minimum	% of Mkt	Average Midpoint	% of Mkt	Average Maximum	% of Mkt
FINANCE	INTERNAL AUDIT MANAGER	11	\$102,057	\$112,468	\$122,879	\$91,266	111.8%	\$111,701	100.7%	\$132,136	93.0%
FINANCE	PRINCIPAL ACCOUNTANT	12	\$97,405	\$107,333	\$117,261	\$84,754	114.9%	\$103,537	103.7%	\$122,319	95.9%
FINANCE	RISK MANAGER	14	\$102,057	\$112,468	\$122,879	\$96,093	106.2%	\$116,711	96.4%	\$138,665	88.6%
FINANCE	SAFETY COORDINATOR 2	15	\$81,047	\$89,226	\$97,405	\$70,523	114.9%	\$86,633	103.0%	\$102,742	94.8%
FINANCE	TREASURY REVENUE MANAGER	15	\$106,964	\$117,934	\$128,903	\$90,966	117.6%	\$110,260	107.0%	\$129,555	99.5%
FIRE	ASSISTANT CHIEF	7	\$141,857	\$141,857	\$141,857	\$147,335	96.3%	\$160,387	88.4%	\$186,056	76.2%
FIRE	COMMUNITY PARAMEDIC 1	9	\$66,879	\$71,274	\$75,670	\$58,603	114.1%	\$72,082	98.9%	\$81,861	92.4%
FIRE	COMMUNITY PARAMEDIC 2	6	\$70,581	\$76,013	\$81,444	\$66,819	105.6%	\$78,749	96.5%	\$87,427	93.2%
FIRE	DEPUTY FIRE CHIEF	7	\$137,458	\$137,458	\$137,458	\$123,046	111.7%	\$147,176	93.4%	\$154,697	88.9%
FIRE	DIVISION FIRE CHIEF	12		\$121,216		\$112,701	100.0%	\$132,809	91.3%	\$145,004	100.0%
FIRE	ELEVATOR CODE ENFORCEMENT OFFICER 1	5		\$81,978		\$61,484	100.0%	\$78,885	103.9%	\$96,285	100.0%
FIRE	ELEVATOR CODE ENFORCEMENT OFFICER 2	6	\$78,447	\$85,177	\$91,906	\$73,418	106.9%	\$88,490	96.3%	\$103,563	88.7%
FIRE	EMERGENCY MANAGEMENT COORDINATOR	11	\$84,691	\$93,374	\$102,057	\$67,146	126.1%	\$82,397	113.3%	\$97,649	104.5%
FIRE	FIRE ADMINISTRATIVE SERVICE MANAGER	6	\$88,601	\$97,782	\$106,964	\$81,652	108.5%	\$99,956	97.8%	\$118,260	90.4%
FIRE	FIRE APPARATUS ENGINEER	7		\$76,621		\$64,360	100.0%	\$76,464	100.2%	\$87,877	100.0%
FIRE	FIRE APPARATUS ENGINEER 2	5		\$80,269		\$69,570	100.0%	\$84,812	94.6%	\$93,008	100.0%
FIRE	FIRE CHIEF	11	\$147,379	\$173,171	\$198,963	\$144,709	101.8%	\$181,657	95.3%	\$220,976	90.0%
FIRE	FIRE CODE ENFORCEMENT OFFICER 1	4	\$63,584	\$67,221	\$70,859	\$53,297	119.3%	\$74,463	90.3%	\$86,095	82.3%
FIRE	FIRE CODE ENFORCEMENT OFFICER 3	4	\$75,670	\$81,978	\$88,287	\$78,247	96.7%	\$94,308	86.9%	\$110,607	79.8%
FIRE	FIRE EDUCATOR/ENFORCEMENT OFFICER 2	4	\$68,396	\$73,422	\$78,447	\$62,025	110.3%	\$79,693	92.1%	\$97,361	80.6%
FIRE	FIRE LIEUTENANT	9	\$83,883	\$83,883	\$83,883	\$71,810	116.8%	\$86,056	97.5%	\$91,811	91.4%
FIRE	FIRE MARSHAL	6	\$106,964	\$117,934	\$128,903	\$117,601	91.0%	\$132,125	89.3%	\$145,074	88.9%
FIRE	FIRE PROTECTION ENGINEER	6	\$88,601	\$97,782	\$106,964	\$84,283	105.1%	\$96,169	101.7%	\$108,054	99.0%
FIRE	FIREFIGHTER	12	\$60,558	\$66,766	\$72,973	\$57,277	105.7%	\$70,912	94.2%	\$82,997	87.9%
FIRE	FIREFIGHTER PARAMEDIC	6	\$66,615	\$73,442	\$80,269	\$56,477	118.0%	\$74,057	99.2%	\$86,507	92.8%
FIRE	FIREFIGHTER/PARAMEDIC 2	4	\$82,677	\$82,677	\$82,677	\$69,822	118.4%	\$85,544	96.6%	\$100,374	82.4%
FLEET SERVICES	AUTO MAINTENANCE WORKER 2	15	\$54,541	\$59,134	\$63,728	\$50,415	108.2%	\$59,953	98.6%	\$67,729	94.1%
FLEET SERVICES	FLEET MAINTENANCE PROGRAM ADMINISTRATOR	15	\$66,859	\$73,314	\$79,770	\$63,915	104.6%	\$75,172	97.5%	\$86,429	92.3%
FLEET SERVICES	FLEET OPERATIONS MANAGER	14	\$88,601	\$97,782	\$106,964	\$81,230	109.1%	\$98,575	99.2%	\$115,920	92.3%
FLEET SERVICES	FLEET PARTS TECHNICIAN	12	\$56,926	\$61,434	\$65,943	\$49,512	115.0%	\$57,514	106.8%	\$65,516	100.7%
FLEET SERVICES	FLEET PROGRAM MANAGER	15	\$88,601	\$97,782	\$106,964	\$82,464	107.4%	\$99,659	98.1%	\$116,854	91.5%
FLEET SERVICES	FLEET SERVICE PARTS LEAD WORKER	9	\$60,902	\$65,636	\$70,371	\$56,551	107.7%	\$65,369	100.4%	\$75,626	93.1%
FLEET SERVICES	FLEET SERVICES SUPERINTENDENT	9	\$117,261	\$137,781	\$158,301	\$96,172	121.9%	\$118,890	115.9%	\$141,609	111.8%
FLEET SERVICES	FLEET TECHNICIAN	11	\$60,902	\$68,679	\$76,456	\$53,713	113.4%	\$62,079	110.6%	\$70,444	108.5%
FLEET SERVICES	MASTER AUTO BODY TECHNICIAN	12	\$62,887	\$68,190	\$73,492	\$60,463	104.0%	\$68,316	99.8%	\$76,169	96.5%
GOLF COURSES	GOLF CLUB OPERATIONS SUPERVISOR 1	11	\$66,993	\$72,333	\$77,673	\$62,955	106.4%	\$76,058	95.1%	\$87,646	88.6%
GOLF COURSES	GOLF OPERATIONS DIRECTOR	10	\$93,005	\$102,443	\$111,882	\$78,262	118.8%	\$94,532	108.4%	\$110,801	101.0%
GOLF COURSES	GREENSKEEPER 1	4	\$61,892	\$65,277	\$68,661	\$57,448	107.7%	\$65,208	100.1%	\$72,968	94.1%
GOLF COURSES	GREENSKEEPER 3	4	\$65,277	\$69,377	\$73,477	\$61,673	105.8%	\$69,063	100.5%	\$76,453	96.1%
HUMAN RESOURCES	EMPLOYEE AND LABOR RELATIONS MANAGER	13	\$111,882	\$123,406	\$134,930	\$99,388	112.6%	\$124,200	99.4%	\$147,758	91.3%
HUMAN RESOURCES	HUMAN RESOURCES ANALYST 1	15	\$68,834	\$74,941	\$81,047	\$61,442	112.0%	\$74,276	100.9%	\$88,292	91.8%
HUMAN RESOURCES	HUMAN RESOURCES ANALYST 3	13	\$81,047	\$89,226	\$97,405	\$72,077	112.4%	\$88,688	100.6%	\$105,299	92.5%
HUMAN RESOURCES	HUMAN RESOURCES DIRECTOR	15	\$140,910	\$165,571	\$190,231	\$127,428	110.6%	\$160,364	103.2%	\$191,270	99.5%
HUMAN RESOURCES	HUMAN RESOURCES SERVICE MANAGER	16	\$111,882	\$123,406	\$134,930	\$94,547	118.3%	\$115,301	107.0%	\$136,054	99.2%
HUMAN RESOURCES	LABOR RELATIONS SPECIALIST	6	\$88,601	\$97,782	\$106,964	\$79,747	111.1%	\$95,028	102.9%	\$110,309	97.0%
HUMAN RESOURCES	ORGANIZATIONAL DEVELOPMENT/TRAINING OFFICER	11	\$88,601	\$97,782	\$106,964	\$77,594	114.2%	\$96,562	101.3%	\$115,529	92.6%
HUMAN RESOURCES	ORGANIZATIONAL HEALTH/DEVELOPMENT MANAGER	11	\$102,057	\$112,468	\$122,879	\$88,147	115.8%	\$110,704	101.6%	\$133,262	92.2%
INFORMATION TECHNOLOGY	ASSISTANT INFORMATION TECHNOLOGY DIRECTOR	13	\$111,882	\$123,406	\$134,930	\$105,805	105.7%	\$128,931	95.7%	\$147,841	91.3%
INFORMATION TECHNOLOGY	DIGITAL MEDIA SPECIALIST	9	\$65,277	\$69,377	\$73,477	\$53,396	122.3%	\$67,791	102.3%	\$82,185	89.4%
INFORMATION TECHNOLOGY	DIGITAL MEDIA SUPERVISOR	7	\$81,047	\$89,226	\$97,405	\$76,845	105.5%	\$90,785	98.3%	\$115,006	84.7%
INFORMATION TECHNOLOGY	IT ADMINISTRATION SERVICES MANAGER	12	\$106,964	\$117,934	\$128,903	\$97,215	110.0%	\$116,033	101.6%	\$134,852	95.6%
INFORMATION TECHNOLOGY	IT DIRECTOR	13	\$134,930	\$158,542	\$182,155	\$128,006	105.4%	\$160,074	99.0%	\$188,875	96.4%
INFORMATION TECHNOLOGY	IT PROJECT AND RECORD MANAGEMENT COORDINATOR	10	\$81,047	\$89,226	\$97,405	\$75,028	108.0%	\$89,850	99.3%	\$107,770	90.4%
INFORMATION TECHNOLOGY	IT SPECIALIST 1	9	\$68,834	\$74,941	\$81,047	\$64,382	106.9%	\$74,633	100.4%	\$84,885	95.5%
INFORMATION TECHNOLOGY	IT SPECIALIST 4	9	\$88,601	\$97,782	\$106,964	\$82,737	107.1%	\$97,512	100.3%	\$112,286	95.3%
INFORMATION TECHNOLOGY	PRINCIPAL IT SPECIALIST	9	\$97,405	\$107,333	\$117,261	\$82,234	118.4%	\$101,473	105.8%	\$120,711	97.1%
LIBRARY	CUSTODIAL WORKER 3	11	\$55,974	\$59,373	\$62,771	\$47,813	117.1%	\$56,194	105.7%	\$64,576	97.2%
LIBRARY	LIBRARIAN 1	12	\$64,703	\$69,660	\$74,618	\$55,588	116.4%	\$67,847	102.7%	\$80,106	93.1%
LIBRARY	LIBRARIAN 2	10	\$68,791	\$74,894	\$80,997	\$61,222	112.4%	\$73,582	101.8%	\$85,943	94.2%
LIBRARY	LIBRARIAN 3	7	\$74,618	\$81,580	\$88,543	\$65,210	114.4%	\$80,313	101.6%	\$95,416	92.8%
LIBRARY	LIBRARIAN SUPERVISOR	8	\$81,047	\$89,226	\$97,405	\$71,177	113.9%	\$88,023	101.4%	\$104,868	92.9%
LIBRARY	LIBRARY ASSISTANT 1	10	\$54,196	\$57,756	\$61,316	\$45,056	120.3%	\$51,866	111.4%	\$58,676	104.5%

Note: Market comparisons reflect base pay only and do not include longevity pay. All positions, excluding executive and hourly roles, are eligible for longevity of up to 12% beyond the maximum, which is not reflected in the figures shown.

Department	Position Title	Matches	Madison, WI			Market					
			Current Minimum	Current Midpoint	Current Maximum	Average Minimum	% of Mkt	Average Midpoint	% of Mkt	Average Maximum	% of Mkt
LIBRARY	LIBRARY ASSOCIATE DIRECTOR	7	\$106,964	\$117,934	\$128,903	\$96,510	110.8%	\$116,202	101.5%	\$136,483	94.4%
LIBRARY	LIBRARY BUSINESS OPERATIONS MANAGER	8	\$97,405	\$107,333	\$117,261	\$84,331	115.5%	\$99,502	107.9%	\$114,673	102.3%
LIBRARY	LIBRARY COMPUTER SPECIALIST 2	7	\$68,791	\$74,894	\$80,997	\$57,971	118.7%	\$69,733	107.4%	\$81,494	99.4%
LIBRARY	LIBRARY COMPUTER TECHNICIAN	6	\$54,196	\$57,756	\$61,316	\$46,699	116.1%	\$56,189	102.8%	\$65,679	93.4%
LIBRARY	LIBRARY DIRECTOR	11	\$128,904	\$151,462	\$174,020	\$112,823	114.3%	\$143,146	105.8%	\$181,769	95.7%
LIBRARY	LIBRARY FACILITIES MANAGER	11	\$88,601	\$97,782	\$106,964	\$79,262	111.8%	\$97,010	100.8%	\$114,757	93.2%
LIBRARY	LIBRARY FACILITY AND MAINTENANCE COORDINATOR	7	\$70,864	\$77,406	\$83,948	\$62,154	114.0%	\$77,621	99.7%	\$93,087	90.2%
LIBRARY	LIBRARY IT SPECIALIST 2	10	\$74,618	\$81,580	\$88,543	\$63,040	118.4%	\$74,718	109.2%	\$86,395	102.5%
LIBRARY	LIBRARY IT SPECIALIST 3	10	\$81,047	\$89,226	\$97,405	\$74,361	109.0%	\$87,520	101.9%	\$100,679	96.7%
LIBRARY	LIBRARY MEDIA COORDINATOR	8	\$81,047	\$89,226	\$97,405	\$72,120	112.4%	\$84,051	106.2%	\$95,982	101.5%
LIBRARY	LIBRARY PRESS OPERATIONS	6	\$52,764	\$56,175	\$59,586	\$46,974	112.3%	\$55,201	101.8%	\$63,427	93.9%
LIBRARY	LIBRARY PROGRAM COORDINATOR	5	\$64,746	\$69,705	\$74,663	\$58,736	110.2%	\$67,344	103.5%	\$75,951	98.3%
LIBRARY	LIBRARY PROGRAMS ADMINISTRATOR	8	\$64,703	\$69,660	\$74,618	\$59,393	108.9%	\$69,574	100.1%	\$79,755	93.6%
LIBRARY	LIBRARY PROGRAMS SUPERVISOR	6	\$81,047	\$89,226	\$97,405	\$70,261	115.4%	\$85,627	104.2%	\$100,992	96.4%
MAYOR	DEPUTY MAYOR 2	7	\$118,143	\$130,058	\$141,973	\$114,881	102.8%	\$138,253	94.1%	\$161,624	87.8%
MAYOR	MAYORAL OFFICE ADMINISTRATIVE COORDINATOR	8	\$74,663	\$81,632	\$88,601	\$66,317	112.6%	\$79,702	102.4%	\$93,086	95.2%
MAYOR	MAYORAL OFFICE CLERK	6	\$54,739	\$58,201	\$61,663	\$48,247	113.5%	\$57,245	101.7%	\$66,244	93.1%
MAYOR	PUBLIC INFORMATION OFFICER 3	11	\$88,601	\$97,782	\$106,964	\$80,033	110.7%	\$95,715	102.2%	\$113,324	94.4%
MAYOR	SECRETARY TO THE MAYOR	15	\$61,110	\$65,232	\$69,353	\$56,210	108.7%	\$68,739	94.9%	\$82,525	84.0%
MAYOR	SUSTAINABILITY PROGRAM COORDINATOR	14	\$81,047	\$89,226	\$97,405	\$72,520	111.8%	\$86,736	102.9%	\$100,951	96.5%
METRO TRANSIT	SCHEDULING COORDINATOR	3	\$42,887	\$50,035	\$57,182	\$39,263	109.2%	\$46,174	108.4%	\$53,084	107.7%
METRO TRANSIT	TRANSIT ACCOUNT CLERK 2	8	\$42,887	\$50,035	\$57,182	\$46,969	91.3%	\$54,339	92.1%	\$61,709	92.7%
METRO TRANSIT	TRANSIT ACCOUNT CLERK 3	7	\$45,730	\$53,351	\$60,972	\$47,198	96.9%	\$56,089	95.1%	\$64,979	93.8%
METRO TRANSIT	TRANSIT ACCOUNTANT 1	12	\$68,813	\$74,918	\$81,022	\$57,141	120.4%	\$69,325	108.1%	\$81,509	99.4%
METRO TRANSIT	TRANSIT ACCOUNTANT 3	10	\$81,022	\$89,197	\$97,372	\$69,983	115.8%	\$87,652	101.8%	\$105,322	92.5%
METRO TRANSIT	TRANSIT ACCOUNTING ASSISTANT 2	8	\$48,612	\$56,714	\$64,816	\$49,136	98.9%	\$57,499	98.6%	\$65,862	98.4%
METRO TRANSIT	TRANSIT ACCOUNTING TECHNICIAN 3	9	\$54,703	\$63,821	\$72,938	\$54,231	100.9%	\$62,803	101.6%	\$71,375	102.2%
METRO TRANSIT	TRANSIT ASSISTANT SCHEDULE PLANNER	5	\$71,470	\$78,067	\$84,664	\$66,479	107.5%	\$79,114	98.7%	\$91,749	92.3%
METRO TRANSIT	TRANSIT BUS CLEANER	10	\$46,104	\$53,788	\$61,471	\$43,975	104.8%	\$50,531	106.4%	\$57,087	107.7%
METRO TRANSIT	TRANSIT CAPITAL PROJECT PROGRAM MANAGER	8	\$102,025	\$112,433	\$122,841	\$89,522	114.0%	\$108,312	103.8%	\$127,102	96.6%
METRO TRANSIT	TRANSIT CAPITOL PROJECT MANAGER	10	\$88,571	\$97,752	\$106,932	\$81,711	108.4%	\$97,919	99.8%	\$119,069	89.8%
METRO TRANSIT	TRANSIT CHIEF ADMINISTRATIVE OFFICER	8	\$117,261	\$137,781	\$158,301	\$94,844	123.6%	\$118,067	116.7%	\$141,291	112.0%
METRO TRANSIT	TRANSIT CHIEF DEVELOPMENT OFFICER	5	\$117,261	\$137,781	\$158,301	\$106,483	110.1%	\$133,512	103.2%	\$160,540	98.6%
METRO TRANSIT	TRANSIT CHIEF MAINTENANCE OFFICER	8	\$117,261	\$137,781	\$158,301	\$104,777	111.9%	\$121,918	113.0%	\$142,890	110.8%
METRO TRANSIT	TRANSIT CHIEF OPERATING OFFICER	5	\$117,261	\$137,781	\$158,301	\$113,704	103.1%	\$148,439	92.8%	\$183,174	86.4%
METRO TRANSIT	TRANSIT CLASS A MECHANIC	5	\$54,203	\$63,239	\$72,274	\$57,040	95.0%	\$65,523	96.5%	\$74,006	97.7%
METRO TRANSIT	TRANSIT CLASS B MECHANIC	9	\$52,120	\$60,808	\$69,495	\$54,088	96.4%	\$62,991	96.5%	\$71,895	96.7%
METRO TRANSIT	TRANSIT CLASS C MECHANIC	7	\$48,558	\$57,329	\$66,101	\$50,690	95.8%	\$59,263	96.7%	\$67,835	97.4%
METRO TRANSIT	TRANSIT CUSTOMER SERVICE REPRESENTATIVE	14	\$40,359	\$47,085	\$53,811	\$43,773	92.2%	\$50,754	92.8%	\$57,735	93.2%
METRO TRANSIT	TRANSIT CUSTOMER SERVICE SUPERVISOR	7	\$66,971	\$72,310	\$77,648	\$58,705	114.1%	\$76,088	95.0%	\$93,470	83.1%
METRO TRANSIT	TRANSIT DATA ANALYST 2	6	\$74,640	\$81,606	\$88,571	\$69,662	107.1%	\$82,835	98.5%	\$96,008	92.3%
METRO TRANSIT	TRANSIT EMPLOYEE RELATIONS ASSISTANT	6	\$55,916	\$59,661	\$63,406	\$46,754	119.6%	\$60,296	98.9%	\$73,837	85.9%
METRO TRANSIT	TRANSIT FINANCE MANAGER	9	\$102,025	\$112,433	\$122,841	\$90,383	112.9%	\$114,170	98.5%	\$137,957	89.0%
METRO TRANSIT	TRANSIT GARAGE DISPATCHER	6	\$49,252	\$57,460	\$65,668	\$47,741	103.2%	\$56,536	101.6%	\$65,332	100.5%
METRO TRANSIT	TRANSIT GENERAL MANAGER	6	\$147,379	\$173,171	\$198,963	\$130,212	113.2%	\$172,491	100.4%	\$214,769	92.6%
METRO TRANSIT	TRANSIT GRANT ADMINISTRATOR 4	8	\$88,571	\$97,752	\$106,932	\$77,121	114.8%	\$97,325	100.4%	\$117,529	91.0%
METRO TRANSIT	TRANSIT GRAPHICS TECHNICIAN	7	\$45,730	\$53,351	\$60,972	\$49,213	92.9%	\$57,855	92.2%	\$66,497	91.7%
METRO TRANSIT	TRANSIT HUMAN RESOURCES COORDINATOR	13	\$74,640	\$81,606	\$88,571	\$66,281	112.6%	\$81,103	100.6%	\$95,925	92.3%
METRO TRANSIT	TRANSIT HUMAN RESOURCES MANAGER	9	\$88,571	\$97,752	\$106,932	\$83,783	105.7%	\$104,992	93.1%	\$126,201	84.7%
METRO TRANSIT	TRANSIT INFORMATION SYSTEMS COORDINATOR	6	\$88,571	\$97,752	\$106,932	\$80,345	110.2%	\$96,261	101.5%	\$112,178	95.3%
METRO TRANSIT	TRANSIT INFORMATION SYSTEMS SPECIALIST 2	8	\$74,640	\$81,606	\$88,571	\$67,561	110.5%	\$81,747	99.8%	\$95,934	92.3%
METRO TRANSIT	TRANSIT INFORMATION SYSTEMS SPECIALIST 3	6	\$81,022	\$89,197	\$97,372	\$72,028	112.5%	\$90,091	99.0%	\$108,155	90.0%
METRO TRANSIT	TRANSIT JANITOR	10	\$48,141	\$56,164	\$64,188	\$38,801	124.1%	\$44,888	125.1%	\$50,974	125.9%
METRO TRANSIT	TRANSIT MAINTENANCE MANAGER	7	\$97,372	\$107,298	\$117,223	\$90,041	108.1%	\$108,202	99.2%	\$126,262	92.8%
METRO TRANSIT	TRANSIT MAINTENANCE SUPERVISOR	8	\$74,640	\$81,606	\$88,571	\$67,752	110.2%	\$83,212	98.1%	\$99,072	89.4%
METRO TRANSIT	TRANSIT MAP AND COMMUNICATIONS SPECIALIST	7	\$54,703	\$63,821	\$72,938	\$52,600	104.0%	\$64,876	98.4%	\$77,152	94.5%
METRO TRANSIT	TRANSIT MARKETING SPECIALIST 1	5	\$68,813	\$74,918	\$81,022	\$59,927	114.8%	\$73,766	101.6%	\$87,605	92.5%
METRO TRANSIT	TRANSIT MARKETING SPECIALIST 2	9	\$74,640	\$81,606	\$88,571	\$66,838	111.7%	\$81,280	100.4%	\$95,722	92.5%
METRO TRANSIT	TRANSIT MARKETING/CUSTOMER SERVICE MANAGER	8	\$97,372	\$107,298	\$117,223	\$87,761	111.0%	\$107,928	99.4%	\$128,096	91.5%
METRO TRANSIT	TRANSIT OPERATIONS MANAGER	7	\$97,372	\$107,298	\$117,223	\$91,347	106.6%	\$108,064	99.3%	\$124,781	93.9%
METRO TRANSIT	TRANSIT OPERATIONS SUPERVISOR	6	\$74,640	\$81,606	\$88,571	\$69,485	107.4%	\$81,654	99.9%	\$93,824	94.4%
METRO TRANSIT	TRANSIT OPERATOR	6	\$48,564	\$56,658	\$64,752	\$48,882	99.3%	\$56,739	99.9%	\$64,596	100.2%

Note: Market comparisons reflect base pay only and do not include longevity pay. All positions, excluding executive and hourly roles, are eligible for longevity of up to 12% beyond the maximum, which is not reflected in the figures shown.

Department	Position Title	Matches	Madison, WI			Market					
			Current Minimum	Current Midpoint	Current Maximum	Average Minimum	% of Mkt	Average Midpoint	% of Mkt	Average Maximum	% of Mkt
METRO TRANSIT	TRANSIT PAINT & BODY	5	\$54,203	\$63,239	\$72,274	\$55,001	98.5%	\$63,293	99.9%	\$71,584	101.0%
METRO TRANSIT	TRANSIT PARTS SPECIALIST	10	\$44,147	\$51,505	\$58,862	\$45,565	96.9%	\$53,989	95.4%	\$62,413	94.3%
METRO TRANSIT	TRANSIT PARTS SUPERVISOR	9	\$66,971	\$72,310	\$77,648	\$59,456	112.6%	\$73,207	98.8%	\$86,957	89.3%
METRO TRANSIT	TRANSIT PLANNER 2	13	\$74,640	\$81,606	\$88,571	\$67,043	111.3%	\$82,569	98.8%	\$97,092	91.2%
METRO TRANSIT	TRANSIT PLANNING & SCHEDULING MANAGER	4	\$97,372	\$107,298	\$117,223	\$92,322	105.5%	\$105,431	101.8%	\$118,540	98.5%
METRO TRANSIT	TRANSIT SAFETY COORDINATOR	6	\$66,971	\$72,310	\$77,648	\$60,953	109.9%	\$76,418	94.6%	\$91,883	84.5%
METRO TRANSIT	TRANSIT SALES ASSOCIATE	4	\$57,670	\$61,468	\$65,266	\$49,053	117.6%	\$62,638	98.1%	\$76,223	85.6%
METRO TRANSIT	TRANSIT SCHEDULE PLANNER	4	\$81,022	\$89,197	\$97,372	\$76,646	105.7%	\$88,075	101.3%	\$99,504	97.9%
METRO TRANSIT	TRANSIT SERVICE WORKER	5	\$48,141	\$56,164	\$64,188	\$50,943	94.5%	\$56,790	98.9%	\$62,636	102.5%
METRO TRANSIT	TRANSIT TRAINING SPECIALIST	8	\$66,971	\$72,310	\$77,648	\$58,511	114.5%	\$72,421	99.8%	\$86,331	89.9%
METRO TRANSIT	TRANSIT UTILITY WORKER	4	\$48,558	\$57,329	\$66,101	\$51,120	95.0%	\$56,661	101.2%	\$62,201	106.3%
MONONA TERRACE COMMUNITY CONVENTION CE	MONONA TERRACE ASSISTANT OPERATIONS MANAGER	3	\$66,993	\$72,333	\$77,673	\$62,368	107.4%	\$73,526	98.4%	\$84,685	91.7%
MONONA TERRACE COMMUNITY CONVENTION CE	MONONA TERRACE ASSOCIATE DIRECTOR	4	\$102,057	\$112,468	\$122,879	\$93,687	108.9%	\$114,245	98.4%	\$134,803	91.2%
MONONA TERRACE COMMUNITY CONVENTION CE	MONONA TERRACE BUILDING MAINTENANCE BOOKING COORDINATOR	9	\$56,594	\$59,971	\$63,348	\$51,123	110.7%	\$61,747	97.1%	\$67,679	93.6%
MONONA TERRACE COMMUNITY CONVENTION CE	MONONA TERRACE BUILDING MAINTENANCE SUPERVISOR	7	\$74,663	\$81,632	\$88,601	\$62,511	119.4%	\$81,049	100.7%	\$99,587	89.0%
MONONA TERRACE COMMUNITY CONVENTION CE	MONONA TERRACE BUSINESS MANAGER	7	\$81,047	\$89,226	\$97,405	\$74,659	108.6%	\$90,993	98.1%	\$107,326	90.8%
MONONA TERRACE COMMUNITY CONVENTION CE	MONONA TERRACE COMMAND CENTER OPERATOR	3	\$53,658	\$56,931	\$60,205	\$48,864	109.8%	\$58,819	96.8%	\$68,775	87.5%
MONONA TERRACE COMMUNITY CONVENTION CE	MONONA TERRACE CUSTOMER RELATIONS SUPERVISOR	6	\$74,663	\$81,632	\$88,601	\$68,203	109.5%	\$84,426	96.7%	\$100,649	88.0%
MONONA TERRACE COMMUNITY CONVENTION CE	MONONA TERRACE DIRECTOR	4	\$128,904	\$151,462	\$174,020	\$117,990	109.2%	\$143,758	105.4%	\$169,526	102.7%
MONONA TERRACE COMMUNITY CONVENTION CE	MONONA TERRACE EVENT SERVICES MANAGER	7	\$68,834	\$74,941	\$81,047	\$62,658	109.9%	\$77,102	97.2%	\$91,546	88.5%
MONONA TERRACE COMMUNITY CONVENTION CE	MONONA TERRACE GIFT SHOP MANAGER	5	\$64,746	\$69,705	\$74,663	\$48,384	133.8%	\$64,780	107.6%	\$81,176	92.0%
MONONA TERRACE COMMUNITY CONVENTION CE	MONONA TERRACE OPERATIONS LEAD WORKER	5	\$56,920	\$60,252	\$63,584	\$52,645	108.1%	\$61,905	97.3%	\$71,166	89.3%
MONONA TERRACE COMMUNITY CONVENTION CE	MONONA TERRACE OPERATIONS MANAGER	4	\$74,663	\$81,632	\$88,601	\$66,938	111.5%	\$83,759	97.5%	\$100,579	88.1%
MONONA TERRACE COMMUNITY CONVENTION CE	MONONA TERRACE OPERATIONS WORKER	4	\$53,658	\$56,931	\$60,205	\$47,763	112.3%	\$55,802	102.0%	\$63,842	94.3%
MONONA TERRACE COMMUNITY CONVENTION CE	MONONA TERRACE SALES ASSOCIATE	3	\$57,670	\$61,468	\$65,266	\$51,938	111.0%	\$62,054	99.1%	\$72,170	90.4%
MONONA TERRACE COMMUNITY CONVENTION CE	MONONA TERRACE SALES MANAGER	6	\$75,228	\$82,248	\$89,268	\$65,471	114.9%	\$84,091	97.8%	\$102,711	86.9%
MONONA TERRACE COMMUNITY CONVENTION CE	MONONA TERRACE SERVICES SPECIALIST 1	6	\$65,277	\$69,377	\$73,477	\$56,599	115.3%	\$66,969	103.6%	\$77,339	95.0%
MONONA TERRACE COMMUNITY CONVENTION CE	MONONA TERRACE SERVICES SPECIALIST 2	5	\$66,879	\$71,274	\$75,670	\$58,504	114.3%	\$70,155	101.6%	\$81,806	92.5%
MONONA TERRACE COMMUNITY CONVENTION CE	MONONA TERRACE VOLUNTEER/TOUR COORDINATOR	4	\$62,698	\$67,096	\$71,494	\$56,050	111.9%	\$66,581	100.8%	\$77,111	92.7%
MONONA TERRACE COMMUNITY CONVENTION CE	SALES CLERK	4	\$49,477	\$52,108	\$54,739	\$45,582	108.5%	\$54,665	95.3%	\$63,748	85.9%
MULTIPLE	ACCOUNTANT 1	17	\$68,834	\$74,941	\$81,047	\$57,809	119.1%	\$69,555	107.7%	\$82,035	98.8%
MULTIPLE	ACCOUNTANT 3	11	\$81,047	\$89,226	\$97,405	\$71,250	113.8%	\$87,904	101.5%	\$104,558	93.2%
MULTIPLE	ACCOUNTING TECHNICIAN 1	10	\$59,980	\$63,429	\$66,879	\$44,647	134.3%	\$50,157	126.5%	\$56,260	118.9%
MULTIPLE	ACCOUNTING TECHNICIAN 2	9	\$61,663	\$65,029	\$68,396	\$48,985	125.9%	\$56,570	115.0%	\$64,155	106.6%
MULTIPLE	ACCOUNTING TECHNICIAN 3	10	\$65,029	\$69,223	\$73,416	\$53,918	120.6%	\$61,288	112.9%	\$71,442	102.8%
MULTIPLE	ADMINISTRATIVE ANALYST 2	8	\$74,663	\$81,632	\$88,601	\$68,836	108.5%	\$82,006	99.5%	\$95,176	93.1%
MULTIPLE	ADMINISTRATIVE ASSISTANT	12	\$61,663	\$65,029	\$68,396	\$52,681	117.1%	\$61,099	106.4%	\$71,771	95.3%
MULTIPLE	ADMINISTRATIVE CLERK 1	10	\$53,346	\$56,663	\$59,980	\$45,200	118.0%	\$52,642	107.6%	\$60,084	99.8%
MULTIPLE	ADMINISTRATIVE SUPERVISOR	9	\$62,698	\$67,096	\$71,494	\$56,052	111.9%	\$69,950	95.9%	\$83,847	85.3%
MULTIPLE	ARBORIST 1	12	\$60,205	\$63,671	\$67,137	\$53,017	113.6%	\$61,892	102.9%	\$70,768	94.9%
MULTIPLE	ARBORIST 2	9	\$63,584	\$67,221	\$70,859	\$56,391	112.8%	\$67,965	98.9%	\$79,539	89.1%
MULTIPLE	BUILDING & TRADES FOREPERSON	6	\$77,401	\$83,041	\$88,682	\$63,084	122.7%	\$81,338	102.1%	\$88,579	100.1%
MULTIPLE	CCTV INSPECTION TECHNICIAN	3	\$62,887	\$68,190	\$73,492	\$63,395	99.2%	\$62,456	109.2%	\$75,468	97.4%
MULTIPLE	CIVIL TECHNICIAN 1	5	\$61,892	\$65,277	\$68,661	\$52,008	119.0%	\$60,916	107.2%	\$69,825	98.3%
MULTIPLE	CLERK	5	\$43,618	\$46,739	\$49,861	\$40,858	106.8%	\$45,919	101.8%	\$50,980	97.8%
MULTIPLE	CLERK 2	4	\$49,477	\$52,108	\$54,739	\$44,833	110.4%	\$49,695	104.9%	\$54,558	100.3%
MULTIPLE	COMMUNITY EVENTS COORDINATOR	9	\$60,651	\$64,743	\$68,834	\$53,992	112.3%	\$64,846	99.8%	\$75,700	90.9%
MULTIPLE	COMMUNITY RELATIONS SPECIALIST	10	\$64,746	\$69,705	\$74,663	\$55,801	116.0%	\$66,485	104.8%	\$77,168	96.8%
MULTIPLE	CONSERVATION TECHNICIAN	6	\$61,892	\$65,277	\$68,661	\$56,093	110.3%	\$65,488	99.7%	\$74,882	91.7%
MULTIPLE	CONSTRUCTION INSPECTOR 1	9	\$62,887	\$68,190	\$73,492	\$52,660	119.4%	\$63,631	107.2%	\$74,384	98.8%
MULTIPLE	CONSTRUCTION INSPECTOR 2	11	\$66,859	\$73,314	\$79,770	\$62,403	107.1%	\$74,557	98.3%	\$86,710	92.0%
MULTIPLE	CUSTODIAL WORKER 1	9	\$47,596	\$49,849	\$52,101	\$42,385	112.3%	\$48,901	101.9%	\$55,416	94.0%
MULTIPLE	CUSTODIAL WORKER 2	11	\$53,658	\$56,931	\$60,205	\$44,565	120.4%	\$51,207	111.2%	\$59,571	101.1%
MULTIPLE	DATA ANALYST 1	7	\$68,834	\$74,941	\$81,047	\$65,712	104.8%	\$75,761	98.9%	\$89,177	90.9%
MULTIPLE	DATA ANALYST 3	6	\$81,047	\$89,226	\$97,405	\$77,540	104.5%	\$92,930	96.0%	\$112,135	86.9%
MULTIPLE	ENGINEER 2	10	\$74,663	\$81,632	\$88,601	\$69,523	107.4%	\$84,421	96.7%	\$99,319	89.2%
MULTIPLE	ENGINEER 3	9	\$81,047	\$89,226	\$97,405	\$74,841	108.3%	\$91,738	97.3%	\$108,635	89.7%
MULTIPLE	ENGINEER 4	9	\$88,601	\$97,782	\$106,964	\$83,713	105.8%	\$101,498	96.3%	\$122,479	87.3%
MULTIPLE	ENGINEERING FIELD AIDE	4	\$58,913	\$63,335	\$67,756	\$53,215	110.7%	\$60,196	105.2%	\$67,178	100.9%
MULTIPLE	ENGINEERING OPERATIONS LEAD WORKER 1	6	\$58,913	\$63,335	\$67,756	\$56,615	104.1%	\$64,844	97.7%	\$73,072	92.7%
MULTIPLE	ENGINEERING OPERATIONS LEAD WORKER 3	6	\$65,069	\$70,762	\$76,456	\$66,338	98.1%	\$75,560	93.6%	\$84,783	90.2%
MULTIPLE	ENGINEERING OPERATIONS MAINTENANCE WORKER	4	\$58,913	\$63,335	\$67,756	\$54,673	107.8%	\$64,707	97.9%	\$74,741	90.7%

Note: Market comparisons reflect base pay only and do not include longevity pay. All positions, excluding executive and hourly roles, are eligible for longevity of up to 12% beyond the maximum, which is not reflected in the figures shown.

Department	Position Title	Matches	Madison, WI			Market					
			Current Minimum	Current Midpoint	Current Maximum	Average Minimum	% of Mkt	Average Midpoint	% of Mkt	Average Maximum	% of Mkt
MULTIPLE	ENGINEERING PROGRAM SPECIALIST 1	4	\$70,581	\$76,013	\$81,444	\$64,807	108.9%	\$76,055	99.9%	\$87,303	93.3%
MULTIPLE	ENGINEERING PROGRAM SPECIALIST 2	4	\$75,670	\$81,978	\$88,287	\$70,544	107.3%	\$82,855	98.9%	\$95,166	92.8%
MULTIPLE	EQUIPMENT OPERATOR 3	11	\$61,892	\$65,277	\$68,661	\$59,090	104.7%	\$66,628	98.0%	\$74,165	92.6%
MULTIPLE	EVENT COORDINATOR	11	\$59,980	\$63,429	\$66,879	\$57,259	104.8%	\$67,697	93.7%	\$78,135	85.6%
MULTIPLE	FACILITY MAINTENANCE WORKER	16	\$55,974	\$59,373	\$62,771	\$51,353	109.0%	\$58,320	101.8%	\$65,288	96.1%
MULTIPLE	GARDENER	10	\$56,920	\$60,252	\$63,583	\$52,582	108.3%	\$58,127	103.7%	\$63,672	99.9%
MULTIPLE	GIS SPECIALIST 2	6	\$74,663	\$81,632	\$88,601	\$65,233	114.5%	\$81,412	100.3%	\$97,590	90.8%
MULTIPLE	INFORMATION CLERK	6	\$50,717	\$53,657	\$56,597	\$35,330	143.6%	\$41,239	130.1%	\$47,148	120.0%
MULTIPLE	IT SPECIALIST 2	9	\$74,663	\$81,632	\$88,601	\$59,458	125.6%	\$72,240	113.0%	\$85,022	104.2%
MULTIPLE	IT SPECIALIST 3	6	\$81,047	\$89,226	\$97,405	\$75,463	107.4%	\$90,661	98.4%	\$105,859	92.0%
MULTIPLE	LANDSCAPE ARCHITECT 2	8	\$74,663	\$81,632	\$88,601	\$66,220	112.8%	\$80,763	101.1%	\$95,306	93.0%
MULTIPLE	LANDSCAPE ARCHITECT 4	9	\$88,601	\$97,782	\$106,964	\$80,138	110.6%	\$97,437	100.4%	\$117,483	91.0%
MULTIPLE	MAINTENANCE MECHANIC 1	12	\$60,902	\$65,636	\$70,371	\$56,335	108.1%	\$64,532	101.7%	\$72,729	96.8%
MULTIPLE	MAINTENANCE MECHANIC 2	15	\$62,887	\$68,190	\$73,492	\$58,209	108.0%	\$67,855	100.5%	\$77,501	94.8%
MULTIPLE	MAINTENANCE WORKER	10	\$60,205	\$63,671	\$67,137	\$56,118	107.3%	\$62,184	102.4%	\$68,251	98.4%
MULTIPLE	MARKETING/COMMUNICATIONS SPECIALIST	9	\$64,746	\$69,705	\$74,663	\$56,762	114.1%	\$67,277	103.6%	\$77,792	96.0%
MULTIPLE	OPERATIONS CLERK	6	\$56,926	\$61,434	\$65,943	\$49,642	114.7%	\$59,039	104.1%	\$68,437	96.4%
MULTIPLE	PAINTER	10	\$62,170	\$65,685	\$69,200	\$57,265	108.6%	\$67,490	97.3%	\$69,327	99.8%
MULTIPLE	PARALEGAL	12	\$66,993	\$72,333	\$77,673	\$54,100	123.8%	\$65,431	110.5%	\$77,912	99.7%
MULTIPLE	PARKS EQUIPMENT MECHANIC 1	6	\$63,584	\$67,221	\$70,859	\$53,351	119.2%	\$59,612	112.8%	\$65,872	107.6%
MULTIPLE	PARKS MAINTENANCE WORKER	11	\$56,920	\$60,252	\$63,584	\$46,836	121.5%	\$53,025	113.6%	\$60,256	105.5%
MULTIPLE	PARKS OPERATIONS LEAD WORKER	6	\$65,277	\$69,377	\$73,477	\$55,598	117.4%	\$65,335	106.2%	\$75,072	97.9%
MULTIPLE	PLAN GIS SPECIALIST	7	\$77,673	\$85,339	\$93,005	\$62,537	124.2%	\$78,502	108.7%	\$94,467	98.5%
MULTIPLE	PLANNER 2	13	\$74,663	\$81,632	\$88,601	\$67,540	110.5%	\$81,431	100.2%	\$95,323	92.9%
MULTIPLE	PLANNER 4	9	\$88,601	\$97,782	\$106,964	\$80,366	110.2%	\$97,881	99.9%	\$115,397	92.7%
MULTIPLE	PRINCIPAL ENGINEER 1	11	\$102,057	\$112,468	\$122,879	\$92,609	110.2%	\$112,596	99.9%	\$132,583	92.7%
MULTIPLE	PRINCIPAL ENGINEER 2	7	\$106,964	\$117,934	\$128,903	\$96,339	111.0%	\$117,865	100.1%	\$139,390	92.5%
MULTIPLE	PRINCIPAL PLANNER	6	\$102,057	\$112,468	\$122,879	\$88,685	115.1%	\$104,933	107.2%	\$121,181	101.4%
MULTIPLE	PROGRAM ASSISTANT 1	5	\$56,594	\$59,971	\$63,348	\$43,111	131.3%	\$52,967	113.2%	\$62,823	100.8%
MULTIPLE	PROGRAM ASSISTANT 2	4	\$57,988	\$61,509	\$65,029	\$46,483	124.8%	\$57,388	107.2%	\$68,294	95.2%
MULTIPLE	PUBLIC INFORMATION OFFICER 1	7	\$74,663	\$81,632	\$88,601	\$62,061	120.3%	\$76,614	106.6%	\$88,009	100.7%
MULTIPLE	PUBLIC INFORMATION OFFICER 2	5	\$81,047	\$89,226	\$97,405	\$63,214	128.2%	\$79,384	112.4%	\$95,553	101.9%
MULTIPLE	PUBLIC WORKS DEVELOPMENT MANAGER 2	6	\$88,601	\$97,782	\$106,964	\$92,314	96.0%	\$107,785	90.7%	\$123,256	86.8%
MULTIPLE	PUBLIC WORKS FOREPERSON 1	4	\$66,993	\$72,333	\$77,673	\$65,677	102.0%	\$75,021	96.4%	\$84,366	92.1%
MULTIPLE	PUBLIC WORKS FOREPERSON 2	4	\$68,834	\$74,941	\$81,047	\$66,354	103.7%	\$78,172	95.9%	\$89,991	90.1%
MULTIPLE	PUBLIC WORKS GENERAL FOREPERSON	4	\$71,494	\$78,093	\$84,691	\$64,407	111.0%	\$74,461	104.9%	\$81,065	104.5%
MULTIPLE	PUBLIC WORKS GENERAL SUPERVISOR	6	\$81,047	\$89,226	\$97,405	\$74,508	108.8%	\$85,388	104.5%	\$95,544	101.9%
MULTIPLE	PUBLIC WORKS LEAD WORKER	5	\$61,892	\$65,277	\$68,661	\$60,853	101.7%	\$71,172	91.7%	\$81,492	84.3%
MULTIPLE	PUBLIC WORKS MAINTENANCE WORKER 1	8	\$55,053	\$58,473	\$61,892	\$48,327	113.9%	\$55,502	105.4%	\$62,678	98.7%
MULTIPLE	REAL ESTATE DEVELOPMENT SPECIALIST 4	7	\$88,601	\$97,782	\$106,964	\$69,538	127.4%	\$87,695	111.5%	\$105,852	101.1%
MULTIPLE	STREET & SEWER MACHINE OPERATOR 1	6	\$52,752	\$57,235	\$61,718	\$51,059	103.3%	\$58,763	97.4%	\$66,467	92.9%
MULTIPLE	STREET & SEWER MACHINE OPERATOR 3	8	\$58,913	\$63,335	\$67,756	\$56,007	105.2%	\$62,032	102.1%	\$70,765	95.7%
MULTIPLE	STREET & SEWER MAINTENANCE WORKER 1	10	\$47,516	\$53,607	\$59,699	\$48,657	97.7%	\$54,866	97.7%	\$61,075	97.7%
MULTIPLE	SURVEYOR 2	8	\$74,663	\$81,632	\$88,601	\$67,716	110.3%	\$82,499	98.9%	\$97,283	91.1%
MULTIPLE	TRAFFIC SIGNAL ELECTRICIAN 1	10	\$65,277	\$69,377	\$73,477	\$58,453	111.7%	\$73,146	94.8%	\$80,089	91.7%
MUNICIPAL COURT	JUDICIAL SUPPORT CLERK 2	8	\$56,594	\$59,971	\$63,348	\$48,767	116.1%	\$57,161	104.9%	\$65,555	96.6%
OFFICE OF INDEPENDENT MONITOR	INDEPENDENT POLICE MONITOR	5	\$117,261	\$137,781	\$158,301	\$105,701	110.9%	\$125,886	109.4%	\$146,070	108.4%
PARKING	CUSTOMER SERVICE AMBASSADOR	10	\$49,614	\$52,243	\$54,872	\$43,251	114.7%	\$49,675	105.2%	\$56,099	97.8%
PARKING	ECONOMIC DEVELOPMENT PROGRAM COORDINATOR	8	\$70,581	\$76,013	\$81,444	\$65,017	108.6%	\$77,253	98.4%	\$89,489	91.0%
PARKING	MAINTENANCE ELECTRICIAN 1	13	\$68,396	\$73,422	\$78,447	\$64,484	106.1%	\$79,567	92.3%	\$86,671	90.5%
PARKING	PARKING ANALYST	3	\$74,663	\$81,632	\$88,601	\$64,645	115.5%	\$79,164	103.1%	\$93,682	94.6%
PARKING	PARKING CASHIER	5	\$47,596	\$49,849	\$52,101	\$43,031	110.6%	\$50,060	99.6%	\$57,088	91.3%
PARKING	PARKING DIVISION MANAGER	9	\$111,882	\$123,406	\$134,930	\$85,897	130.3%	\$103,674	119.0%	\$121,451	111.1%
PARKING	PARKING ENFORCEMENT FIELD SUPERVISOR	5	\$66,993	\$72,333	\$77,673	\$59,199	113.2%	\$70,282	102.9%	\$78,597	98.8%
PARKING	PARKING ENFORCEMENT LEAD WORKER	4	\$63,584	\$67,221	\$70,859	\$56,596	112.3%	\$62,482	107.6%	\$67,366	105.2%
PARKING	PARKING ENFORCEMENT OFFICER	6	\$60,205	\$63,671	\$67,137	\$49,236	122.3%	\$57,270	111.2%	\$65,304	102.8%
PARKING	PARKING ENFORCEMENT SUPERVISOR	5	\$74,663	\$81,632	\$88,601	\$69,756	107.0%	\$79,024	103.3%	\$92,150	96.1%
PARKING	PARKING EQUIPMENT MECHANIC	6	\$58,320	\$61,799	\$65,277	\$55,655	104.8%	\$65,972	93.7%	\$76,290	85.6%
PARKING	PARKING EQUIPMENT TECHNICIAN 1	6	\$61,892	\$65,277	\$68,661	\$53,182	116.4%	\$61,495	106.1%	\$69,808	98.4%
PARKING	PARKING MAINTENANCE SUPERVISOR	6	\$71,494	\$78,093	\$84,691	\$65,922	108.5%	\$73,555	106.2%	\$86,382	98.0%
PARKING	PARKING MAINTENANCE WORKER 1	5	\$56,920	\$60,252	\$63,584	\$45,094	126.2%	\$53,301	113.0%	\$61,507	103.4%
PARKING	PARKING MAINTENANCE WORKER 2	4	\$63,584	\$67,221	\$70,859	\$51,592	123.2%	\$59,842	112.3%	\$68,093	104.1%

Note: Market comparisons reflect base pay only and do not include longevity pay. All positions, excluding executive and hourly roles, are eligible for longevity of up to 12% beyond the maximum, which is not reflected in the figures shown.

Department	Position Title	Matches	Madison, WI			Market					
			Current Minimum	Current Midpoint	Current Maximum	Average Minimum	% of Mkt	Average Midpoint	% of Mkt	Average Maximum	% of Mkt
PARKING	PARKING OPERATIONS ASSISTANT	1	\$65,029	\$69,223	\$73,416						
PARKING	PARKING OPERATIONS SUPERVISOR	3	\$77,673	\$85,339	\$93,005	\$71,964	107.9%	\$84,010	101.6%	\$96,056	96.8%
PARKING	PARKING REVENUE CLERK	0	\$50,717	\$53,657	\$56,597						
PARKING	PARKING REVENUE LEAD WORKER	2	\$60,205	\$63,671	\$67,137						
PARKING	PARKING REVENUE SUPERVISOR	3	\$68,834	\$74,941	\$81,047	\$62,658	109.9%	\$79,940	93.7%	\$97,221	83.4%
PARKING	PARKING SERVICE WORKER	4	\$55,053	\$58,473	\$61,892	\$55,988	98.3%	\$61,859	94.5%	\$67,731	91.4%
PARKING	PARKING TECHNICAL AIDE	0	\$60,205	\$63,671	\$67,137						
PARKS	ASSISTANT PARKS SUPERINTENDENT	8	\$106,964	\$117,934	\$128,903	\$99,901	107.1%	\$120,259	98.1%	\$139,231	92.6%
PARKS	BOTANICAL CENTER DIRECTOR	1	\$93,005	\$102,443	\$111,882						
PARKS	CARPENTER	13	\$65,685	\$69,944	\$74,203	\$54,896	119.7%	\$67,644	103.4%	\$71,564	103.7%
PARKS	CEMETERY OPERATIONS LEAD WORKER	3	\$65,277	\$69,377	\$73,477	\$60,809	107.3%	\$67,178	103.3%	\$73,548	99.9%
PARKS	CURATOR ASSISTANT	0	\$56,920	\$60,252	\$63,584						
PARKS	EQUIPMENT OPERATOR 2	11	\$58,320	\$61,799	\$65,277	\$55,033	106.0%	\$62,880	98.3%	\$70,726	92.3%
PARKS	HORTICULTURE SUPERVISOR	3	\$74,663	\$81,632	\$88,601	\$62,788	118.9%	\$72,782	112.2%	\$82,777	107.0%
PARKS	HORTICULTURIST	9	\$66,879	\$71,274	\$75,670	\$57,048	112.2%	\$66,115	107.8%	\$77,553	97.6%
PARKS	LANDSCAPE ARCHITECT 3	11	\$81,047	\$89,226	\$97,405	\$71,922	112.7%	\$89,578	99.6%	\$106,760	91.2%
PARKS	LANDSCAPE CONSTRUCTION SUPERVISOR	7	\$74,663	\$81,632	\$88,601	\$74,921	99.7%	\$86,381	94.5%	\$103,639	85.5%
PARKS	PARK FACILITY MANAGER	10	\$74,663	\$81,632	\$88,601	\$66,680	112.0%	\$83,875	97.3%	\$101,070	87.7%
PARKS	PARKERS RANGER LEAD WORKER	3	\$61,892	\$65,277	\$68,661	\$59,539	104.0%	\$71,574	91.2%	\$103,205	66.5%
PARKS	PARKS COMMUNITY SERVICES MANAGER	5	\$97,405	\$107,333	\$117,261	\$71,853	135.6%	\$91,967	116.7%	\$112,081	104.6%
PARKS	PARKS EQUIPMENT MECHANIC 2	9	\$66,879	\$71,274	\$75,670	\$56,333	118.7%	\$64,248	110.9%	\$72,163	104.9%
PARKS	PARKS FINANCIAL/ADMINISTRATIVE MANAGER	9	\$88,601	\$97,782	\$106,964	\$74,474	119.0%	\$93,669	104.4%	\$112,865	94.8%
PARKS	PARKS GENERAL SUPERVISOR	3	\$74,663	\$81,632	\$88,601	\$69,160	108.0%	\$79,507	102.7%	\$89,855	98.6%
PARKS	PARKS MAINTENANCE MECHANIC	6	\$65,277	\$69,377	\$73,477	\$54,356	120.1%	\$61,986	111.9%	\$69,470	105.8%
PARKS	PARKS OPERATIONS MANAGER	11	\$97,405	\$107,333	\$117,261	\$90,761	107.3%	\$107,600	99.8%	\$124,439	94.2%
PARKS	PARKS PLANNING/DEVELOPMENT MANAGER	5	\$97,405	\$107,333	\$117,261	\$89,251	109.1%	\$103,834	103.4%	\$118,500	99.0%
PARKS	PARKS PROGRAM COORDINATOR	6	\$64,746	\$69,705	\$74,663	\$58,388	110.9%	\$67,082	103.9%	\$78,741	94.8%
PARKS	PARKS RANGER	7	\$58,320	\$61,799	\$65,277	\$46,852	124.5%	\$56,199	110.0%	\$65,518	99.6%
PARKS	PARKS SUPERINTENDENT	5	\$128,904	\$151,462	\$174,020	\$101,393	127.1%	\$144,460	104.8%	\$184,952	94.1%
PARKS	PARKS WORKER	5	\$49,614	\$52,243	\$54,872	\$45,322	109.5%	\$53,407	97.8%	\$61,491	89.2%
PARKS	PLAYGROUND TECHNICIAN	3	\$65,277	\$69,377	\$73,477	\$55,380	117.9%	\$63,659	109.0%	\$71,938	102.1%
PARKS	PLUMBER	9	\$71,194	\$76,835	\$82,477	\$66,665	106.8%	\$78,611	97.7%	\$83,647	98.6%
PARKS	RECREATION SERVICES COORDINATOR	9	\$74,663	\$81,632	\$88,601	\$57,355	130.2%	\$70,850	115.2%	\$84,345	105.0%
PARKS	RESOURCE SUPERVISOR	3	\$74,663	\$81,632	\$88,601	\$71,260	104.8%	\$82,212	99.3%	\$93,165	95.1%
PARKS	WELDER	11	\$65,277	\$69,377	\$73,477	\$53,374	122.3%	\$65,608	105.7%	\$67,864	108.3%
PLANNING	ARTS & CULTURE ADMINISTRATOR	7	\$88,601	\$97,782	\$106,964	\$82,074	108.0%	\$99,744	98.0%	\$117,682	90.9%
PLANNING	GIS SPECIALIST 4	8	\$88,601	\$97,782	\$106,964	\$80,601	109.9%	\$96,102	101.7%	\$111,602	95.8%
PLANNING	PLANNER	9	\$68,834	\$74,941	\$81,047	\$62,415	110.3%	\$74,841	100.1%	\$89,611	90.4%
PLANNING	PLANNER 1	9	\$68,834	\$74,941	\$81,047	\$62,415	110.3%	\$74,841	100.1%	\$89,611	90.4%
PLANNING	PLANNING DIVISION DIRECTOR	8	\$128,904	\$151,462	\$174,020	\$111,349	115.8%	\$146,055	103.7%	\$176,679	98.5%
PLANNING	TRANSPORTATION PLANNING MANAGER	10	\$106,964	\$117,934	\$128,903	\$95,183	112.4%	\$115,028	102.5%	\$135,209	95.3%
PLANNING AND ECONOMIC DEVELOPMENT	ADMINISTRATIVE SERVICES MANAGER	11	\$102,057	\$112,468	\$122,879	\$89,751	113.7%	\$110,150	102.1%	\$130,549	94.1%
PLANNING AND ECONOMIC DEVELOPMENT	DIRECTOR OF PLANNING AND ECONOMIC DEVELOPMENT	10	\$147,379	\$173,171	\$198,963	\$124,435	118.4%	\$160,465	107.9%	\$196,522	101.2%
PLANNING AND ECONOMIC DEVELOPMENT	GRAPHICS TECHNICIAN	10	\$53,346	\$56,663	\$59,980	\$50,266	106.1%	\$59,910	94.6%	\$69,554	86.2%
POLICE	ASSISTANT POLICE CHIEF	10	\$119,120	\$128,562	\$138,003	\$133,861	89.0%	\$157,793	81.5%	\$185,316	74.5%
POLICE	CRIME ANALYST 2	8	\$74,663	\$81,632	\$88,601	\$66,973	111.5%	\$77,157	105.8%	\$87,799	100.9%
POLICE	CRIME ANALYST 3	5	\$81,047	\$89,226	\$97,405	\$69,085	117.3%	\$86,461	103.2%	\$103,837	93.8%
POLICE	DETECTIVE 1	8	\$77,089	\$77,089	\$77,089	\$67,462	114.3%	\$81,482	94.6%	\$96,420	80.0%
POLICE	DETECTIVE SERGEANT	10	\$80,611	\$80,611	\$80,611	\$83,102	97.0%	\$94,997	84.9%	\$110,449	73.0%
POLICE	FORENSIC LABORATORY TECHNICIAN	10	\$60,205	\$63,671	\$67,137	\$52,946	113.7%	\$63,624	100.1%	\$74,301	90.4%
POLICE	FORENSIC VIDEO ANALYST	11	\$74,663	\$81,632	\$88,601	\$69,471	107.5%	\$84,042	97.1%	\$98,614	89.8%
POLICE	GRANTS ADMINISTRATOR 4	10	\$88,601	\$97,782	\$106,964	\$78,078	113.5%	\$96,042	101.8%	\$116,666	91.7%
POLICE	POLICE ADMINISTRATIVE SERVICES MANAGER	9	\$102,057	\$112,468	\$122,879	\$88,210	115.7%	\$109,744	102.5%	\$131,278	93.6%
POLICE	POLICE CAPTAIN	10	\$104,110	\$112,354	\$120,597	\$114,493	90.9%	\$131,407	85.5%	\$148,320	81.3%
POLICE	POLICE CASE PROCESS SUPERVISOR	3	\$71,494	\$78,093	\$84,691	\$69,817	102.4%	\$81,545	95.8%	\$93,273	90.8%
POLICE	POLICE CASE REPORT LEAD WORKER	4	\$56,594	\$59,971	\$63,348	\$50,870	111.3%	\$58,933	101.8%	\$66,996	94.6%
POLICE	POLICE CHIEF	15	\$147,379	\$173,171	\$198,963	\$143,271	102.9%	\$179,025	96.7%	\$216,546	91.9%
POLICE	POLICE COURT SERVICES SUPERVISOR	1	\$71,494	\$78,093	\$84,691						
POLICE	POLICE DIRECTOR	4	\$106,964	\$117,934	\$128,903	\$102,072	104.8%	\$127,639	92.4%	\$140,727	91.6%
POLICE	POLICE INFORMATION SYSTEM COORDINATOR	6	\$88,601	\$97,782	\$106,964	\$78,813	112.4%	\$95,776	102.1%	\$112,739	94.9%
POLICE	POLICE INVESTIGATOR	10	\$77,089	\$77,089	\$77,089	\$64,434	119.6%	\$77,369	99.6%	\$94,674	81.4%
POLICE	POLICE LIEUTENANT	14	\$91,098	\$98,518	\$105,938	\$101,676	89.6%	\$115,616	85.2%	\$129,556	81.8%

Note: Market comparisons reflect base pay only and do not include longevity pay. All positions, excluding executive and hourly roles, are eligible for longevity of up to 12% beyond the maximum, which is not reflected in the figures shown.

Department	Position Title	Matches	Madison, WI			Market					
			Current Minimum	Current Midpoint	Current Maximum	Average Minimum	% of Mkt	Average Midpoint	% of Mkt	Average Maximum	% of Mkt
POLICE	POLICE OFFICER	17	\$61,236	\$67,401	\$73,565	\$61,309	99.9%	\$75,859	88.8%	\$91,304	80.6%
POLICE	POLICE OFFICER, RECORDS CUSTODIAN	0	\$81,047	\$89,226	\$97,405						
POLICE	POLICE PROPERTY CLERK 1	8	\$53,658	\$56,931	\$60,205	\$47,172	113.7%	\$55,410	102.7%	\$60,620	99.3%
POLICE	POLICE PROPERTY CLERK 2	7	\$55,053	\$58,473	\$61,892	\$53,322	103.2%	\$59,995	97.5%	\$66,669	92.8%
POLICE	POLICE PROPERTY SUPERVISOR	5	\$74,663	\$81,632	\$88,601	\$70,270	106.3%	\$81,051	100.7%	\$96,204	92.1%
POLICE	POLICE RECORDS SECTION MANAGER	6	\$102,057	\$112,468	\$122,879	\$80,238	127.2%	\$95,008	118.4%	\$109,778	111.9%
POLICE	POLICE RECORDS SERVICES CLERK	9	\$51,797	\$54,893	\$57,988	\$44,885	115.4%	\$50,955	107.7%	\$58,086	99.8%
POLICE	POLICE REPORT TYPIST 2	5	\$51,797	\$54,893	\$57,988	\$47,393	109.3%	\$51,655	106.3%	\$55,916	103.7%
POLICE	POLICE SERGEANT	14	\$80,611	\$80,611	\$80,611	\$87,268	92.4%	\$101,067	79.8%	\$112,499	71.7%
POLICE	TRAINING CENTER COORDINATOR	5	\$66,993	\$72,333	\$77,673	\$66,815	100.3%	\$76,321	94.8%	\$94,664	82.1%
SEWER	SURVEYOR 1	7	\$70,864	\$77,406	\$83,948	\$65,598	108.0%	\$77,164	100.3%	\$88,729	94.6%
STREETS	ASSISTANT STREETS SUPERINTENDENT	5	\$106,964	\$117,934	\$128,903	\$94,496	113.2%	\$111,070	106.2%	\$127,644	101.0%
STREETS	CITY FORESTER	5	\$93,005	\$102,443	\$111,882	\$86,467	107.6%	\$102,319	100.1%	\$118,171	94.7%
STREETS	FORESTRY OPERATIONS SUPERVISOR	10	\$74,663	\$81,632	\$88,601	\$69,885	106.8%	\$82,094	99.4%	\$97,634	90.7%
STREETS	FORESTRY SPECIALIST	11	\$66,879	\$71,274	\$75,670	\$58,025	115.3%	\$68,453	104.1%	\$79,920	94.7%
STREETS	GIS SPECIALIST 3	7	\$81,047	\$89,226	\$97,405	\$77,357	104.8%	\$89,308	99.9%	\$101,260	96.2%
STREETS	MAINTENANCE/REPAIR COORDINATOR	5	\$71,494	\$78,093	\$84,691	\$64,491	110.9%	\$74,525	104.8%	\$84,560	100.2%
STREETS	OPERATING ASSISTANT	0	\$62,887	\$68,190	\$73,492						
STREETS	OPERATING MAINTENANCE WORKER	6	\$58,913	\$63,335	\$67,756	\$50,932	115.7%	\$57,670	109.8%	\$64,408	105.2%
STREETS	PUBLIC WORKS LABORER	8	\$45,832	\$51,760	\$57,689	\$46,570	98.4%	\$51,805	99.9%	\$57,039	101.1%
STREETS	STREET & SEWER MAINTENANCE WORKER 2	11	\$56,926	\$61,434	\$65,943	\$53,478	106.4%	\$60,750	101.1%	\$68,021	96.9%
STREETS	STREET MACHINE OPERATOR 1	10	\$52,752	\$57,235	\$61,718	\$51,341	102.7%	\$57,276	99.9%	\$63,212	97.6%
STREETS	STREET MACHINE OPERATOR 3	5	\$58,913	\$63,335	\$67,756	\$56,387	104.5%	\$64,353	98.4%	\$72,320	93.7%
STREETS	STREET SEWER MAINTENANCE WORKER 1	10	\$47,516	\$53,607	\$59,699	\$50,196	94.7%	\$55,386	96.8%	\$60,575	98.6%
STREETS	STREETS GENERAL SUPERVISOR	8	\$74,663	\$81,632	\$88,601	\$68,770	108.6%	\$80,025	102.0%	\$91,281	97.1%
STREETS	STREETS OPERATIONS ANALYST	3	\$81,047	\$89,226	\$97,405	\$70,556	114.9%	\$82,854	107.7%	\$95,152	102.4%
STREETS	STREETS OPERATIONS LEADWORKER	4	\$62,887	\$68,190	\$73,492	\$59,768	105.2%	\$65,548	104.0%	\$71,329	103.0%
STREETS	STREETS PUBLIC INFORMATION/RECORDS COORDINATOR	5	\$81,047	\$89,226	\$97,405	\$69,613	116.4%	\$82,816	107.7%	\$96,018	101.4%
STREETS	STREETS SUPERINTENDENT	5	\$128,904	\$151,462	\$174,020	\$115,489	111.6%	\$131,702	115.0%	\$147,915	117.6%
STREETS	TREE TRIMMER FOREMAN	4	\$66,993	\$72,333	\$77,673	\$62,653	106.9%	\$70,971	101.9%	\$79,288	98.0%
TRAFFIC ENGINEERING	ASSISTANT CITY TRAFFIC ENGINEER	11	\$111,882	\$123,406	\$134,930	\$99,037	113.0%	\$119,538	103.2%	\$140,040	96.4%
TRAFFIC ENGINEERING	CITY TRAFFIC ENGINEER	7	\$134,930	\$158,542	\$182,155	\$118,756	113.6%	\$144,554	109.7%	\$170,353	106.9%
TRAFFIC ENGINEERING	CIVIL TECHNICIAN 2	6	\$65,277	\$69,377	\$73,477	\$55,076	118.5%	\$64,315	107.9%	\$73,554	99.9%
TRAFFIC ENGINEERING	COMMUNICATION WORKER	7	\$60,205	\$63,671	\$67,137	\$50,556	119.1%	\$61,491	103.5%	\$72,427	92.7%
TRAFFIC ENGINEERING	COMMUNICATIONS OPERATIONS LEAD WORKER	5	\$78,447	\$85,177	\$91,906	\$62,330	125.9%	\$77,752	109.5%	\$93,174	98.6%
TRAFFIC ENGINEERING	COMMUNICATIONS TECHNICIAN 1	7	\$65,277	\$69,377	\$73,477	\$54,297	120.2%	\$65,037	106.7%	\$75,777	97.0%
TRAFFIC ENGINEERING	COMMUNICATIONS TECHNICIAN 3	7	\$73,200	\$78,930	\$84,660	\$67,206	108.9%	\$81,005	97.4%	\$94,805	89.3%
TRAFFIC ENGINEERING	CROSSING GUARD	5	\$40,824	\$44,521	\$48,219	\$32,499	125.6%	\$33,201	134.1%	\$39,282	122.8%
TRAFFIC ENGINEERING	CROSSING GUARD SUPERVISOR	1	\$62,698	\$67,096	\$71,494						
TRAFFIC ENGINEERING	ELECTRICAL OPERATIONS SUPERVISOR	6	\$93,005	\$102,443	\$111,882	\$85,528	108.7%	\$98,240	104.3%	\$110,951	100.8%
TRAFFIC ENGINEERING	MAINTENANCE PAINTER	8	\$63,584	\$67,221	\$70,859	\$56,604	112.3%	\$65,882	102.0%	\$69,880	101.4%
TRAFFIC ENGINEERING	PEDESTRIAN BICYCLE ADMINISTRATOR	0	\$88,601	\$97,782	\$106,964						
TRAFFIC ENGINEERING	PEDESTRIAN BICYCLE OUTREACH SPECIALIST	1	\$64,746	\$69,705	\$74,663						
TRAFFIC ENGINEERING	SIGN PAINTER	9	\$63,584	\$67,221	\$70,859	\$58,091	109.5%	\$65,748	102.2%	\$73,405	96.5%
TRAFFIC ENGINEERING	STOREKEEPER	6	\$61,892	\$65,277	\$68,661	\$46,064	134.4%	\$54,115	120.6%	\$62,166	110.4%
TRAFFIC ENGINEERING	SUB CROSSING GUARD	5	\$40,824	\$44,521	\$48,219	\$32,499	125.6%	\$33,201	134.1%	\$39,282	122.8%
TRAFFIC ENGINEERING	TRAFFIC CONTROL MAINTENANCE WORKER	6	\$58,320	\$61,799	\$65,277	\$54,697	106.6%	\$60,299	102.5%	\$65,901	99.1%
TRAFFIC ENGINEERING	TRAFFIC ENGINEER 1	9	\$81,047	\$89,226	\$97,405	\$75,106	107.9%	\$89,923	99.2%	\$104,740	93.0%
TRAFFIC ENGINEERING	TRAFFIC ENGINEER 3	7	\$97,405	\$107,333	\$117,261	\$91,352	106.6%	\$109,889	97.7%	\$128,425	91.3%
TRAFFIC ENGINEERING	TRAFFIC OPERATIONS LEAD WORKER	6	\$66,879	\$71,274	\$75,670	\$62,340	107.3%	\$71,890	99.1%	\$87,362	86.6%
TRAFFIC ENGINEERING	TRAFFIC OPERATIONS MANAGER	4	\$102,057	\$112,468	\$122,879	\$90,068	113.3%	\$107,985	104.2%	\$125,902	97.6%
TRAFFIC ENGINEERING	TRAFFIC OPERATIONS SUPERVISOR	6	\$88,601	\$97,782	\$106,964	\$80,505	110.1%	\$98,956	98.8%	\$115,052	93.0%
TRAFFIC ENGINEERING	TRAFFIC SIGN ELECTRICIAN 2	7	\$70,581	\$76,013	\$81,444	\$64,456	109.5%	\$76,103	99.9%	\$87,750	92.8%
TRAFFIC ENGINEERING	TRAFFIC SIGN MAINTENANCE WORKER	8	\$60,205	\$63,671	\$67,137	\$54,448	110.6%	\$61,545	103.5%	\$68,642	97.8%
TRAFFIC ENGINEERING	TRAFFIC SYSTEM/NETWORK SPECIALIST	9	\$84,660	\$92,216	\$99,771	\$74,187	114.1%	\$90,430	102.0%	\$106,674	93.5%
TRAFFIC ENGINEERING	TRANSPORTATION OPERATIONS ANALYST	5	\$81,047	\$89,226	\$97,405	\$71,011	114.1%	\$83,210	107.2%	\$95,410	102.1%
TRANSPORTATION	DIRECTOR OF TRANSPORTATION	8	\$147,379	\$173,171	\$198,963	\$124,496	118.4%	\$163,390	106.0%	\$204,887	97.1%
WATER	ASSET MANAGER 1	6	\$81,047	\$89,226	\$97,405	\$75,242	107.7%	\$89,421	99.8%	\$103,600	94.0%
WATER	AUTO MECHANIC	8	\$63,584	\$67,221	\$70,859	\$58,040	109.6%	\$66,109	101.7%	\$74,178	95.5%
WATER	CONSTRUCTION SUPERVISOR	10	\$77,673	\$85,339	\$93,005	\$72,700	106.8%	\$84,124	101.4%	\$100,394	92.6%
WATER	CONTROL SYSTEMS PROGRAMMER	6	\$88,601	\$97,782	\$106,964	\$83,060	106.7%	\$94,224	103.8%	\$105,387	101.5%
WATER	CONTROL SYSTEMS TECHNICIAN	7	\$75,670	\$81,978	\$88,287	\$65,758	115.1%	\$75,515	108.6%	\$84,248	104.8%

Note: Market comparisons reflect base pay only and do not include longevity pay. All positions, excluding executive and hourly roles, are eligible for longevity of up to 12% beyond the maximum, which is not reflected in the figures shown.

Department	Position Title	Matches	Madison, WI			Market					
			Current Minimum	Current Midpoint	Current Maximum	Average Minimum	% of Mkt	Average Midpoint	% of Mkt	Average Maximum	% of Mkt
WATER	CROSS CONNECTION CONTROL INSPECTOR	3	\$68,396	\$73,422	\$78,447	\$59,836	114.3%	\$68,510	107.2%	\$77,185	101.6%
WATER	CUSTOMER SERVICE SUPERVISOR	10	\$84,691	\$93,374	\$102,057	\$70,379	120.3%	\$85,255	109.5%	\$100,131	101.9%
WATER	DISPATCHER	8	\$58,320	\$61,799	\$65,277	\$53,071	109.9%	\$59,988	103.0%	\$66,905	97.6%
WATER	ENGINEERING AIDE 1	9	\$60,205	\$63,671	\$67,137	\$49,806	120.9%	\$58,511	108.8%	\$67,215	99.9%
WATER	EQUIPMENT OPERATOR 1	12	\$56,920	\$60,252	\$63,584	\$52,400	108.6%	\$59,608	101.1%	\$66,817	95.2%
WATER	FIELD SERVICE ANALYST	4	\$65,277	\$69,377	\$73,477	\$59,657	109.4%	\$67,671	102.5%	\$75,685	97.1%
WATER	FIELD SERVICE LEAD WORKER 2	3	\$66,879	\$71,274	\$75,670	\$61,849	108.1%	\$70,501	101.1%	\$79,152	95.6%
WATER	FIELD SERVICES REPRESENTATIVE 1	6	\$56,920	\$60,252	\$63,584	\$49,677	114.6%	\$56,181	107.2%	\$62,684	101.4%
WATER	FIELD SERVICES REPRESENTATIVE 2	7	\$60,205	\$63,671	\$67,137	\$54,751	110.0%	\$61,023	104.3%	\$71,216	94.3%
WATER	FIELD SERVICES REPRESENTATIVE 3	5	\$63,584	\$67,221	\$70,859	\$59,673	106.6%	\$69,151	97.2%	\$78,628	90.1%
WATER	FINANCIAL OPERATIONS LEAD WORKER	5	\$57,988	\$61,509	\$65,029	\$53,033	109.3%	\$65,601	93.8%	\$78,169	83.2%
WATER	MASTER MECHANIC	9	\$66,879	\$71,274	\$75,670	\$67,667	98.8%	\$76,651	93.0%	\$85,636	88.4%
WATER	PUBLIC WORKS MAINTENANCE WORKER 2	11	\$56,920	\$60,252	\$63,584	\$52,319	108.8%	\$60,708	99.2%	\$69,097	92.0%
WATER	PUBLIC WORKS MAINTENANCE WORKER 3	9	\$60,205	\$63,671	\$67,137	\$54,430	110.6%	\$64,763	98.3%	\$75,096	89.4%
WATER	WATER CIVIL TECHNICIAN 2	7	\$65,277	\$69,377	\$73,477	\$57,363	113.8%	\$68,989	100.6%	\$80,616	91.1%
WATER	WATER CIVIL TECHNICIAN 3	6	\$68,396	\$73,422	\$78,447	\$61,891	110.5%	\$74,059	99.1%	\$86,227	91.0%
WATER	WATER COMMUNITY OUTREACH SPECIALIST	5	\$64,746	\$69,705	\$74,663	\$55,813	116.0%	\$64,937	107.3%	\$74,061	100.8%
WATER	WATER HYDRANT INSPECTOR	4	\$61,892	\$65,277	\$68,661	\$59,305	104.4%	\$69,117	94.4%	\$78,929	87.0%
WATER	WATER ONE CALL COORDINATOR	4	\$60,205	\$63,671	\$67,137	\$54,807	109.8%	\$62,083	102.6%	\$69,359	96.8%
WATER	WATER QAULTY SAMPLER 1	5	\$56,920	\$60,252	\$63,584	\$55,811	102.0%	\$64,902	92.8%	\$73,993	85.9%
WATER	WATER QUALITY MANAGER	9	\$97,405	\$107,333	\$117,261	\$89,773	108.5%	\$104,889	102.3%	\$121,589	96.4%
WATER	WATER QUALITY SAMPLER 3	9	\$63,584	\$67,221	\$70,859	\$62,193	102.2%	\$72,246	93.0%	\$85,758	82.6%
WATER	WATER SUPPLY MANAGER	5	\$97,405	\$107,333	\$117,261	\$95,115	102.4%	\$109,013	98.5%	\$122,910	95.4%
WATER	WATER UTILITY ACCOUNT/COMPUTER SPECIALIST	2	\$65,029	\$69,223	\$73,416						
WATER	WATER UTILITY FINANCIAL MANAGER	10	\$102,057	\$112,468	\$122,879	\$94,105	108.5%	\$116,250	96.7%	\$142,278	86.4%
WATER	WATER UTILITY GENERAL MANAGER	6	\$134,930	\$158,542	\$182,155	\$114,885	117.4%	\$151,346	104.8%	\$187,806	97.0%
WATER	WATER UTILITY OPERATIONS LEAD WORKER	6	\$66,879	\$71,274	\$75,670	\$64,131	104.3%	\$75,280	94.7%	\$92,084	82.2%
WATER	WATER UTILITY OPERATIONS MANAGER	8	\$102,057	\$112,468	\$122,879	\$98,143	104.0%	\$114,605	98.1%	\$132,855	92.5%
WATER	WATER UTILITY MAINTENANCE SUPERVISOR	8	\$88,601	\$97,782	\$106,964	\$84,304	105.1%	\$97,198	100.6%	\$114,161	93.7%
WATER	WATERWORKS OPERATOR 1	10	\$61,892	\$65,277	\$68,661	\$54,010	114.6%	\$64,023	102.0%	\$74,037	92.7%
WATER	WATERWORKS OPERATOR 2	7	\$70,581	\$76,013	\$81,444	\$62,493	112.9%	\$75,772	100.3%	\$89,052	91.5%

Note: Market comparisons reflect base pay only and do not include longevity pay. All positions, excluding executive and hourly roles, are eligible for longevity of up to 12% beyond the maximum, which is not reflected in the figures shown.

Department	Project Title	Matches	Madison, WI			Market					
			Current Minimum	Current Midpoint	Current Maximum	Average Minimum	% of Mkt	Average Midpoint	% of Mkt	Average Maximum	% of Mkt
MULTIPLE	ADMINISTRATIVE AIDE 1	7	\$19.69	\$19.69	\$19.69	\$20.76	94.8%	\$23.65	83.3%	\$26.54	78.2%
MULTIPLE	ADMINISTRATIVE AIDE 2	6	\$21.69	\$21.69	\$21.69	\$24.34	89.1%	\$27.77	78.1%	\$31.20	78.0%
MULTIPLE	ADMINISTRATIVE AIDE 3	8	\$23.58	\$23.58	\$23.58	\$25.49	92.5%	\$29.16	80.9%	\$32.82	77.7%
PARKS	AQUATICS SUPERVISOR	9	\$24.37	\$24.37	\$24.37	\$20.65	118.0%	\$25.21	96.7%	\$27.23	75.8%
MULTIPLE	ATTENDANT	4	\$16.97	\$16.97	\$16.97	\$15.73	107.9%	\$18.07	93.9%	\$20.41	77.1%
FINANCE	BUDGET ANALYST	16	\$25.62	\$25.62	\$25.62	\$30.34	84.4%	\$36.92	69.4%	\$43.61	69.6%
PARKS	CONCESSIONS/BOAT LAUNCH COORDINATOR	2	\$20.28	\$20.28	\$20.28						
PARKS	CONSERVATION RANGER 1	1	\$19.69	\$19.69	\$19.69						
MULTIPLE	CONSULTANT	2	\$25.00	\$40.00	\$55.00						
TRAFFIC ENGINEERING	CROSSING GUARD	5	\$20.26	\$22.10	\$23.93	\$16.13	125.6%	\$16.48	145.2%	\$19.49	82.7%
PARKS	CURATOR ASSISTANT 1	0	\$22.02	\$22.02	\$22.02						
GOLF COURSES	CURATOR ASSISTANT 2	7	\$23.58	\$23.58	\$23.58	\$25.09	94.0%	\$23.28	101.3%	\$30.82	81.4%
TRAFFIC ENGINEERING	ENGINEERING AIDE	8	\$18.91	\$18.91	\$18.91	\$23.36	81.0%	\$27.24	69.4%	\$31.11	75.1%
ENGINEERING	ENGINEERING ASSISTANT 1	9	\$20.32	\$20.32	\$20.32	\$24.20	84.0%	\$28.02	72.5%	\$31.83	76.0%
ENGINEERING	ENGINEERING ASSISTANT 2	6	\$21.78	\$21.78	\$21.78	\$26.23	83.0%	\$30.49	71.4%	\$34.75	75.5%
FIRE	FIRE/EMS APPRENTICE	4	\$18.03	\$18.03	\$18.03	\$22.58	79.8%	\$29.87	60.4%	\$34.41	65.6%
GOLF COURSES	FOOD/BEVERAGE SERVER	6	\$9.16	\$9.16	\$9.16	\$13.09	70.0%	\$16.29	56.2%	\$19.48	67.2%
STREETS	FORESTRY SPECIAL ASSISTANT	5	\$19.69	\$19.69	\$19.69	\$21.59	91.2%	\$24.26	81.2%	\$27.56	78.3%
PARKS	HEAD LIFEGUARD	5	\$19.34	\$19.34	\$19.34	\$16.46	117.5%	\$18.16	106.5%	\$20.29	81.1%
ENGINEERING	HELPER	6	\$19.13	\$19.13	\$19.13	\$21.43	89.3%	\$24.65	77.6%	\$27.87	76.9%
MULTIPLE	LABORER	12	\$17.50	\$17.50	\$17.50	\$19.53	89.6%	\$22.62	77.4%	\$25.71	76.0%
LIBRARY	LIBRARY PAGE	8	\$16.97	\$16.97	\$16.97	\$17.49	97.0%	\$19.19	88.4%	\$20.90	83.7%
LIBRARY	LIBRARY SECURITY MONITOR	9	\$19.69	\$19.69	\$19.69	\$18.47	106.6%	\$21.61	91.1%	\$25.19	73.3%
PARKS	LIFEGUARD	8	\$17.50	\$17.50	\$17.50	\$14.90	117.4%	\$16.77	104.4%	\$18.57	80.3%
PARKS	OLBRICH GARDENS ATTENDANT	4	\$19.69	\$19.69	\$19.69	\$18.02	109.3%	\$22.00	89.5%	\$25.31	71.2%
PARKS	PARKS RANGER 2	5	\$21.69	\$21.69	\$21.69	\$25.07	86.5%	\$32.45	66.8%	\$40.59	61.8%
POLICE	POLICE REPORT TYPIST 1	7	\$18.47	\$18.47	\$18.47	\$20.46	90.3%	\$22.51	82.0%	\$24.57	83.3%
INFORMATION TECHNOLOGY	PRODUCTION TECHNICIAN	8	\$16.97	\$16.97	\$16.97	\$21.72	78.1%	\$26.37	64.4%	\$31.01	70.0%
MULTIPLE	PROFESSIONAL ASSISTANT	1	\$27.06	\$27.06	\$27.06						
MULTIPLE	PROFESSIONAL AIDE 1	0	\$19.79	\$19.79	\$19.79						
GOLF COURSES	PROFESSIONAL AIDE 3	11	\$23.81	\$23.81	\$23.81	\$20.47	116.3%	\$23.17	102.8%	\$28.83	71.0%
ENGINEERING	RANGER 2	7	\$21.69	\$21.69	\$21.69	\$20.09	107.9%	\$27.82	78.0%	\$35.57	56.5%
MONONA TERRACE COMMUNITY	SECURITY OFFICER	8	\$19.69	\$19.69	\$19.69	\$19.12	103.0%	\$22.41	87.9%	\$25.69	74.4%
MONONA TERRACE COMMUNITY	STAGEHAND	3	\$24.37	\$24.37	\$24.37	\$18.62	130.9%	\$23.71	102.8%	\$28.80	64.7%
TRAFFIC ENGINEERING	SUB CROSSING GUARD	5	\$20.26	\$22.10	\$23.93	\$16.13	125.6%	\$16.48	145.2%	\$19.49	82.7%
TRAFFIC ENGINEERING	TECHNICIAN AIDE 3	2	\$22.02	\$22.02	\$22.02						

**Attachment 3
Proposed Pay Plans**

City of Madison, WI

Proposed Hourly Pay Plan

Plan Features

- 9 grades with 9% spread for most grades
- 5 steps with 4.5% between steps for most grades
- Span of plan: \$11.67 to \$70.00 per hour
- 54 positions assigned
- Approximately 613 employees included

Grade	1	2	3	Range Spread	Midpoint Differential	Step Diff
1	\$11.67	\$12.20	\$12.74	9.2%		4.5%
2	\$19.12	\$19.98	\$20.88	9.2%	63.8%	4.5%
3	\$21.01	\$21.95	\$22.94	9.2%	9.9%	4.5%
4	\$23.13	\$24.17	\$25.26	9.2%	10.1%	4.5%
5	\$25.46	\$26.61	\$27.80	9.2%	10.1%	4.5%
6	\$28.01	\$29.27	\$30.59	9.2%	10.0%	4.5%
7	\$30.77	\$32.15	\$33.60	9.2%	9.8%	4.5%
8	\$32.39	\$33.84	\$35.37	9.2%	5.3%	4.5%
9	\$30.00	\$50.00	\$70.00	133.3%	47.8%	66.7%

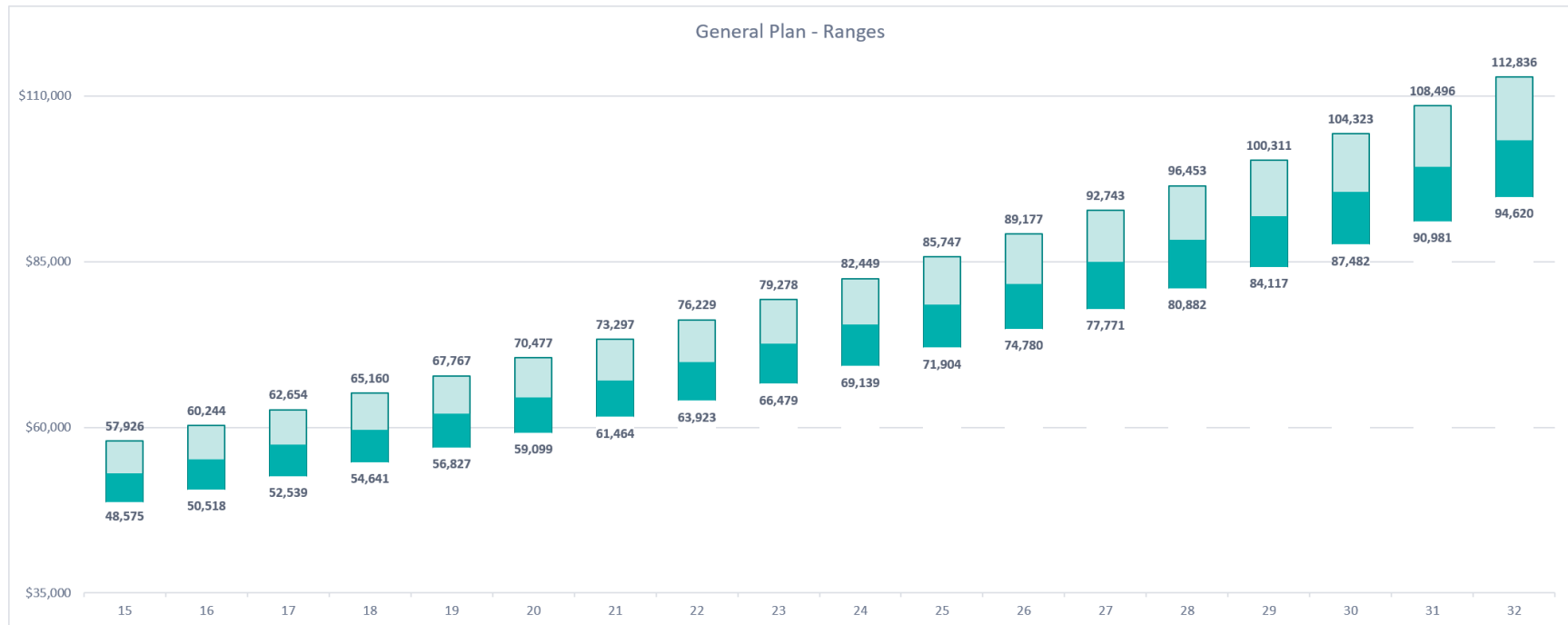


Proposed General Pay Plan

Plan Features

- 18 grades with 4.0% between grades
- 5 steps with 4.5% between steps and a range spread of 19.3% for all grades
- Span of plan: \$48,575 - \$112,836 annual
- 257 positions assigned
- Approximately 1,104 employees included

Grade	1	2	3	4	5	Range Spread	Midpoint Differential	Step Diff
15	\$48,575	\$50,761	\$53,045	\$55,432	\$57,926	19.3%	4.00%	4.5%
16	\$50,518	\$52,791	\$55,167	\$57,650	\$60,244	19.3%	4.00%	4.5%
17	\$52,539	\$54,903	\$57,374	\$59,956	\$62,654	19.3%	4.00%	4.5%
18	\$54,641	\$57,100	\$59,669	\$62,354	\$65,160	19.3%	4.00%	4.5%
19	\$56,827	\$59,384	\$62,056	\$64,849	\$67,767	19.3%	4.00%	4.5%
20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477	19.3%	4.00%	4.5%
21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297	19.3%	4.00%	4.5%
22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229	19.3%	4.00%	4.5%
23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278	19.3%	4.00%	4.5%
24	\$69,139	\$72,250	\$75,501	\$78,899	\$82,449	19.3%	4.00%	4.5%
25	\$71,904	\$75,140	\$78,521	\$82,054	\$85,747	19.3%	4.00%	4.5%
26	\$74,780	\$78,145	\$81,662	\$85,337	\$89,177	19.3%	4.00%	4.5%
27	\$77,771	\$81,271	\$84,928	\$88,750	\$92,743	19.3%	4.00%	4.5%
28	\$80,882	\$84,522	\$88,325	\$92,300	\$96,453	19.3%	4.00%	4.5%
29	\$84,117	\$87,902	\$91,858	\$95,992	\$100,311	19.3%	4.00%	4.5%
30	\$87,482	\$91,418	\$95,532	\$99,831	\$104,323	19.3%	4.00%	4.5%
31	\$90,981	\$95,075	\$99,353	\$103,824	\$108,496	19.3%	4.00%	4.5%
32	\$94,620	\$98,878	\$103,327	\$107,977	\$112,836	19.3%	4.00%	4.5%

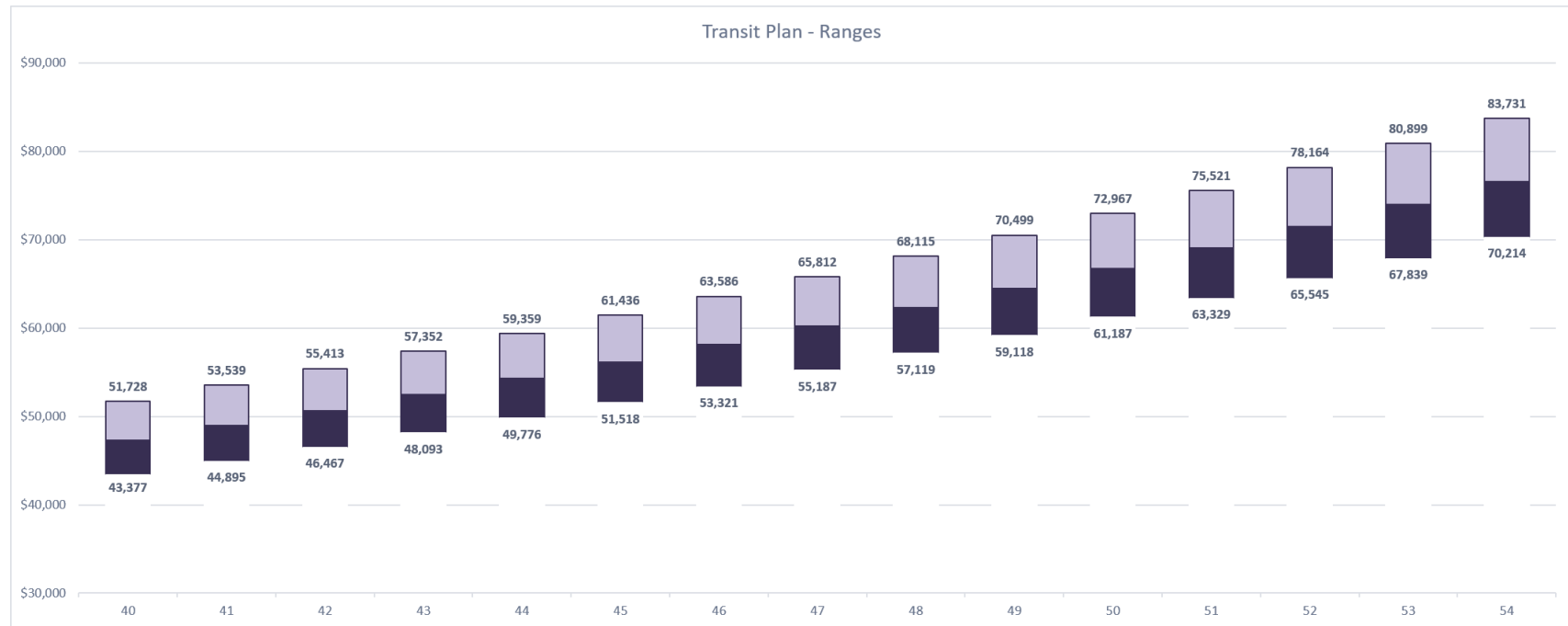


Proposed Transit Pay Plan

Plan Features

- 16 grades with 3.5% between most grades
- 5 steps with 4.5% between steps and a range spread of 19.3% for all grades
- Span of plan: \$43,377-\$87,499 annual
- 32 positions assigned
- Approximately 401 employees included

Grade	1	2	3	4	5	Range Spread	Midpoint Differential	Step Diff
40	\$43,377	\$45,329	\$47,369	\$49,501	\$51,728	19.3%		4.50%
41	\$44,895	\$46,916	\$49,027	\$51,233	\$53,539	19.3%	3.50%	4.50%
42	\$46,467	\$48,558	\$50,743	\$53,026	\$55,413	19.3%	3.50%	4.50%
43	\$48,093	\$50,257	\$52,519	\$54,882	\$57,352	19.3%	3.50%	4.50%
44	\$49,776	\$52,016	\$54,357	\$56,803	\$59,359	19.3%	3.50%	4.50%
45	\$51,518	\$53,836	\$56,259	\$58,791	\$61,436	19.3%	3.50%	4.50%
46	\$53,321	\$55,721	\$58,228	\$60,848	\$63,586	19.3%	3.50%	4.50%
47	\$55,187	\$57,671	\$60,266	\$62,978	\$65,812	19.3%	3.50%	4.50%
48	\$57,119	\$59,689	\$62,375	\$65,182	\$68,115	19.3%	3.50%	4.50%
49	\$59,118	\$61,778	\$64,558	\$67,463	\$70,499	19.3%	3.50%	4.50%
50	\$61,187	\$63,941	\$66,818	\$69,825	\$72,967	19.3%	3.50%	4.50%
51	\$63,329	\$66,179	\$69,157	\$72,269	\$75,521	19.3%	3.50%	4.50%
52	\$65,545	\$68,495	\$71,577	\$74,798	\$78,164	19.3%	3.50%	4.50%
53	\$67,839	\$70,892	\$74,082	\$77,416	\$80,899	19.3%	3.50%	4.50%
54	\$70,214	\$73,373	\$76,675	\$80,125	\$83,731	19.3%	3.50%	4.50%
55	\$73,373	\$76,675	\$80,125	\$83,731	\$87,499	19.3%	4.50%	4.50%



Proposed Fire Pay Plan

Plan Features

- 8 grades
- Fixed or 5 steps with decreasing percentage between steps from 9.6% to 3.1%
- Span of plan: \$66,173 - \$96,486 annual
- 11 positions assigned
- Approximately 411 employees included

Grade	1	2	3	4	5	Range Spread	Step Differentials			
60	\$66,173.40	\$72,541.58	\$74,942.99	\$77,342.20	\$79,739.47	20.5%	9.6%	3.3%	3.2%	3.1%
61	\$73,080.01	\$74,738.05	\$77,125.94	\$79,988.00	\$82,686.21	13.1%	2.3%	3.2%	3.7%	3.4%
62					\$83,725.55	Fixed				
63	\$72,791.77	\$79,795.19	\$82,436.85	\$85,077.14	\$87,711.90	20.5%	9.6%	3.3%	3.2%	3.1%
64	\$77,125.94	\$79,988.00	\$82,686.21	\$85,721.48	\$88,995.91	15.4%	3.7%	3.4%	3.7%	3.8%
65					\$90,343.36	Fixed				
66					\$91,660.74	Fixed				
67					\$96,486.73	Fixed				

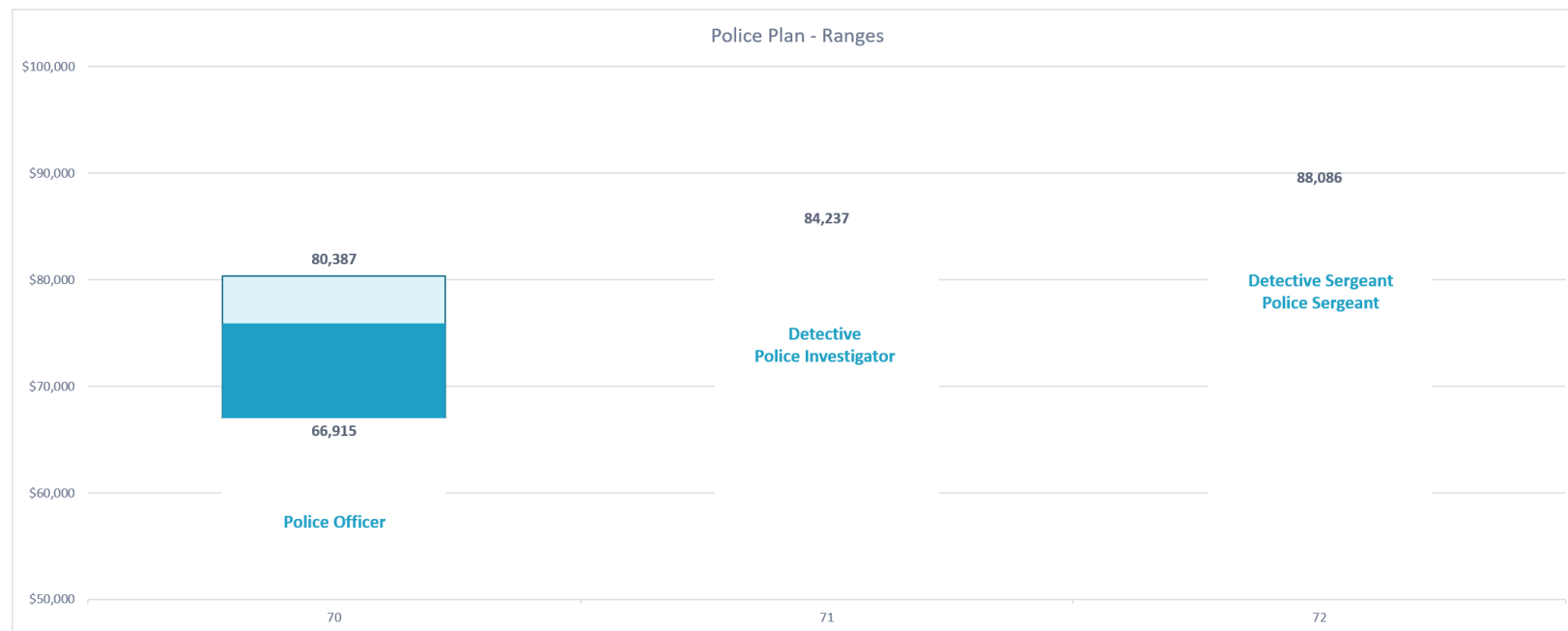


Proposed Police Pay Plan

Plan Features

- 3 grades
- Fixed or 5 steps with decreasing % between steps from 10.6% to 3%
- Span of plan: \$66,914 - \$88,086 annual
- 5 positions assigned
- Approximately 461 employees included

Grade	1	2	3	4	5	Range Spread	Step Differentials			
70	\$66,914.57	\$74,027.23	\$75,879.45	\$78,028.47	\$80,386.58	20.1%	10.6%	2.5%	2.8%	3.0%
71					\$84,237.22	<i>Fixed</i>				
72					\$88,086.21	<i>Fixed</i>				



Proposed Public Safety Management Pay Plan

Plan Features

- 7 grades
- Fixed or 5 steps with decreasing % between steps from 5.4% to 2.4%
- Span of plan: \$99,545 - \$155,010 annual
- 7 positions assigned
- Approximately 49 employees included

Grade	1	2	3	4	5	Range Spread	Step Differentials			
80	\$99,545.46	\$104,366.48	\$108,395.59	\$112,541.10	\$115,761.19	16.3%	4.8%	3.9%	3.8%	2.9%
81	\$113,764.15	\$119,890.42	\$123,861.33	\$128,629.39	\$131,779.69	15.8%	5.4%	3.3%	3.8%	2.4%
82	\$130,165.51	\$136,454.53	\$141,773.71	\$147,256.74	\$150,799.83	15.9%	4.8%	3.9%	3.9%	2.4%
83					\$172,831.24	Fixed				
87					\$132,455.76	Fixed				
88					\$150,204.03	Fixed				
89					\$155,010.71	Fixed				



Proposed Professional Pay Plan

Plan Features

- 24 grades with 4 – 4.75% between grades
- 5 Steps with 4.5% between steps and a range spread of 19.3% for all grades
- Span of plan: \$56,347 - \$180,534 annual
- 351 positions assigned
- 558 employees included

Grade	1	2	3	4	5	Range Spread	Midpoint Differential	Step Diff
90	\$56,347	\$58,882	\$61,532	\$64,301	\$67,195	19.3%		4.5%
91	\$58,600	\$61,237	\$63,993	\$66,873	\$69,882	19.3%	4.00%	4.5%
92	\$60,945	\$63,687	\$66,553	\$69,548	\$72,678	19.3%	4.00%	4.5%
93	\$63,382	\$66,234	\$69,215	\$72,330	\$75,585	19.3%	4.00%	4.5%
94	\$65,918	\$68,884	\$71,984	\$75,223	\$78,608	19.3%	4.00%	4.5%
95	\$68,554	\$71,639	\$74,863	\$78,232	\$81,752	19.3%	4.00%	4.5%
96	\$71,297	\$74,505	\$77,858	\$81,362	\$85,023	19.3%	4.00%	4.5%
97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423	19.3%	4.00%	4.5%
98	\$77,115	\$80,585	\$84,211	\$88,000	\$91,961	19.3%	4.00%	4.5%
99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638	19.3%	4.00%	4.5%
100	\$83,407	\$87,160	\$91,082	\$95,181	\$99,464	19.3%	4.00%	4.5%
101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940	19.3%	4.50%	4.5%
102	\$91,082	\$95,181	\$99,464	\$103,940	\$108,617	19.3%	4.50%	4.5%
103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505	19.3%	4.50%	4.5%
104	\$99,702	\$104,189	\$108,877	\$113,776	\$118,896	19.3%	4.75%	4.5%
105	\$104,438	\$109,138	\$114,049	\$119,181	\$124,544	19.3%	4.75%	4.5%
106	\$109,399	\$114,322	\$119,466	\$124,842	\$130,460	19.3%	4.75%	4.5%
107	\$114,595	\$119,752	\$125,141	\$130,772	\$136,657	19.3%	4.75%	4.5%
108	\$120,038	\$125,440	\$131,085	\$136,984	\$143,148	19.3%	4.75%	4.5%
109	\$125,741	\$131,399	\$137,312	\$143,491	\$149,948	19.3%	4.75%	4.5%
110	\$131,713	\$137,640	\$143,834	\$150,307	\$157,070	19.3%	4.75%	4.5%
111	\$137,969	\$144,178	\$150,666	\$157,446	\$164,531	19.3%	4.75%	4.5%
112	\$144,523	\$151,027	\$157,823	\$164,925	\$172,347	19.3%	4.75%	4.5%
113	\$151,388	\$158,201	\$165,320	\$172,759	\$180,534	19.3%	4.75%	4.5%

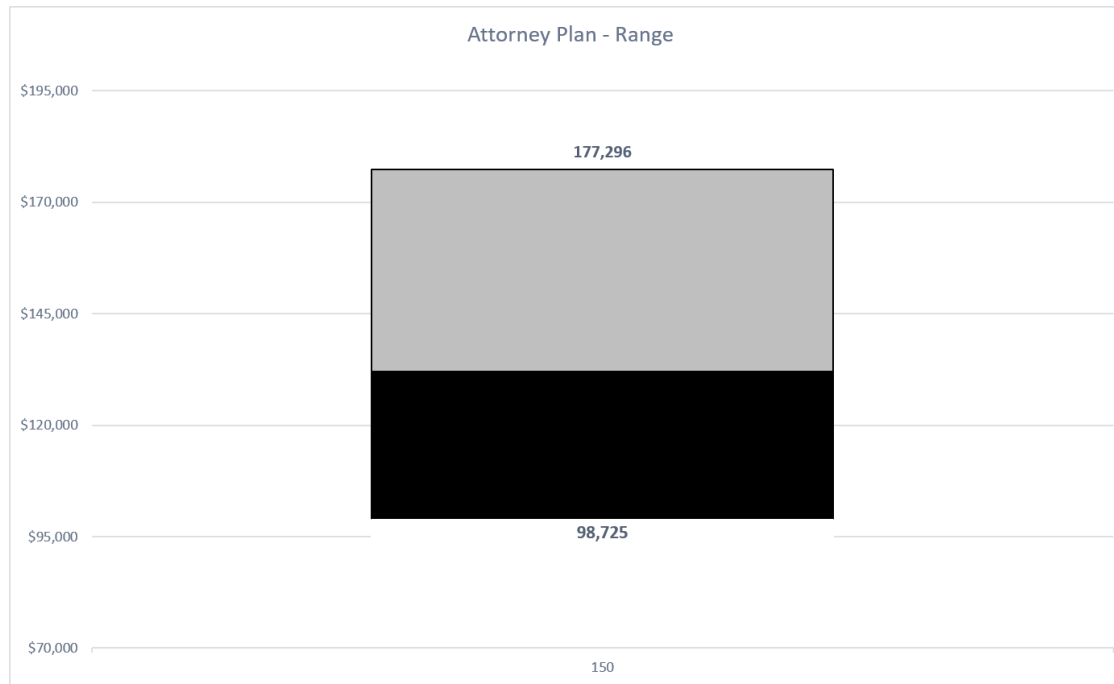


Proposed Attorney Pay Plan

Plan Features

- 1 grades
- 13 Steps with 5% between steps and a range spread of 79.6%
- Span of plan: \$98,725 - \$177,296 annual
- 2 positions assigned
- Approximately 17 employees included

Grade	1	2	3	4	5	6	7	8	9	10	11	12	13	Range Spread
150	\$98,725	\$103,662	\$108,845	\$114,287	\$120,001	\$126,001	\$132,301	\$138,916	\$145,862	\$153,155	\$160,813	\$168,854	\$177,296	79.6%



Proposed Executive Pay Plan

Plan Features

- 11 grades with 4 to 5% between grades
- No steps, open range with 35% range spread
- Span of plan: \$118,695 - \$250,022 annual
- 34 positions assigned
- Approximately 33 employees included

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Differential
200	\$118,695.53	\$139,467.25	\$160,238.97	35%	
201	\$124,630.64	\$146,441.00	\$168,251.36	35%	5.00%
202	\$130,862.13	\$153,763.00	\$176,663.87	35%	5.00%
203	\$137,405.11	\$161,451.00	\$185,496.89	35%	5.00%
204	\$144,275.74	\$169,524.00	\$194,772.26	35%	5.00%
205	\$150,768.51	\$177,153.00	\$203,537.49	35%	4.50%
206	\$157,553.19	\$185,125.00	\$212,696.81	35%	4.50%
207	\$164,643.40	\$193,456.00	\$222,268.60	35%	4.50%
208	\$171,228.94	\$201,194.00	\$231,159.06	35%	4.00%
209	\$178,078.30	\$209,242.00	\$240,405.70	35%	4.00%
210	\$185,201.70	\$217,612.00	\$250,022.30	35%	4.00%



Hourly		Minimum Midpoint Maximum			
Department	Proposed Title	Grade	Step 1	Step 2	Step 3
ECONOMIC DEVELOPMENT	STREET VENDING MONITOR	3	\$21.01	\$21.95	\$22.94
ENGINEERING	CONSTRUCTION INSPECTOR	4	\$23.13	\$24.17	\$25.26
ENGINEERING	ENGINEERING ASSISTANT 1	5	\$25.46	\$26.61	\$27.80
ENGINEERING	ENGINEERING ASSISTANT 2	6	\$28.01	\$29.27	\$30.59
ENGINEERING	ENGINEERING FIELD AIDE	4	\$23.13	\$24.17	\$25.26
ENGINEERING	HELPER	4	\$23.13	\$24.17	\$25.26
FLEET SERVICES	AUTO WORKER INTERN	3	\$21.01	\$21.95	\$22.94
GOLF COURSES	CONSERVATORY CURATOR ASSISTANT 2	5	\$25.46	\$26.61	\$27.80
GOLF COURSES	FOOD/BEVERAGE SERVER	1	\$11.67	\$12.20	\$12.74
INFORMATION TECHNOLOGY	PRODUCTION TECHNICIAN	3	\$21.01	\$21.95	\$22.94
LIBRARY	LIBRARY PAGE	3	\$21.01	\$21.95	\$22.94
LIBRARY	LIBRARY SECURITY MONITOR	4	\$23.13	\$24.17	\$25.26
LIBRARY	SUMMER YOUTH CORPS MEMBER	1	\$11.67	\$12.20	\$12.74
MONONA TERRACE COMMUNITY CONVENTION CENTER	COMMAND CENTER OPERATOR	3	\$21.01	\$21.95	\$22.94
MONONA TERRACE COMMUNITY CONVENTION CENTER	MONONA TERRACE EVENT COORDINATOR	5	\$25.46	\$26.61	\$27.80
MONONA TERRACE COMMUNITY CONVENTION CENTER	SECURITY OFFICER	4	\$23.13	\$24.17	\$25.26
MONONA TERRACE COMMUNITY CONVENTION CENTER	SECURITY OFFICER LEADWORKER	5	\$25.46	\$26.61	\$27.80
MULL	PROFESSIONAL AIDE 3	7	\$30.77	\$32.15	\$33.60
MULTIPLE	ADMINISTRATIVE AIDE 1	3	\$21.01	\$21.95	\$22.94
MULTIPLE	ADMINISTRATIVE AIDE 2	4	\$23.13	\$24.17	\$25.26
MULTIPLE	ADMINISTRATIVE AIDE 3	5	\$25.46	\$26.61	\$27.80
MULTIPLE	ADMINISTRATIVE CLERK 1	3	\$21.01	\$21.95	\$22.94
MULTIPLE	ATTENDANT	2	\$19.12	\$19.98	\$20.88
MULTIPLE	BUILDING CLEANER	2	\$19.12	\$19.98	\$20.88
MULTIPLE	CLERK 1	2	\$19.12	\$19.98	\$20.88
MULTIPLE	CLERK-TYPIST	2	\$19.12	\$19.98	\$20.88
MULTIPLE	CONSERVATION RANGER 2	5	\$25.46	\$26.61	\$27.80
MULTIPLE	CONSULTANT	9	\$30.00	\$50.00	\$70.00
MULTIPLE	EVENT AIDE	2	\$19.12	\$19.98	\$20.88
MULTIPLE	LABORER	3	\$21.01	\$21.95	\$22.94
MULTIPLE	MANAGEMENT INTERN 1	3	\$21.01	\$21.95	\$22.94
MULTIPLE	MANAGEMENT INTERN 2	4	\$23.13	\$24.17	\$25.26
MULTIPLE	PROFESSIONAL ASSISTANT	8	\$32.39	\$33.84	\$35.37
MULTIPLE	PROFESSIONAL AIDE 1	5	\$25.46	\$26.61	\$27.80
MULTIPLE	PROFESSIONAL AIDE 2	6	\$28.01	\$29.27	\$30.59
MULTIPLE	YOUTH APPRENTICE	2	\$19.12	\$19.98	\$20.88
MULTIPLE	MAINTENANCE WORKER	3	\$21.01	\$21.95	\$22.94
PARKING	PARKING CASHIER	3	\$21.01	\$21.95	\$22.94
PARKS	AQUATICS SUPERVISOR	6	\$28.01	\$29.27	\$30.59
PARKS	ARBORIST ASSISTANT	4	\$23.13	\$24.17	\$25.26
PARKS	CONCESSIONS/BOAT LAUNCH COORDINATOR	3	\$21.01	\$21.95	\$22.94
PARKS	CONSERVATION RANGER 1	4	\$23.13	\$24.17	\$25.26
PARKS	CONSERVATORY CURATOR ASSISTANT 1	4	\$23.13	\$24.17	\$25.26
PARKS	HEAD LIFEGUARD	4	\$23.13	\$24.17	\$25.26
PARKS	LIFEGUARD	2	\$19.12	\$19.98	\$20.88
PARKS	OLBRICH GARDENS ATTENDANT	4	\$23.13	\$24.17	\$25.26
PARKS	PARK RANGER 1	4	\$23.13	\$24.17	\$25.26
PARKS	POOL MANAGER	7	\$30.77	\$32.15	\$33.60
PARKS	SWIM INSTRUCTOR	3	\$21.01	\$21.95	\$22.94
POLICE	POLICE REPORT TYPIST	2	\$19.12	\$19.98	\$20.88
STREETS	FORESTRY SPECIALIST ASSISTANT	5	\$25.46	\$26.61	\$27.80
TRAFFIC ENGINEERING	CROSSING GUARD	5	\$25.46	\$26.61	\$27.80
TRAFFIC ENGINEERING	ENGINEERING AIDE	4	\$23.13	\$24.17	\$25.26

Attachment 3
Title and Grade Assignments

City of Madison, WI

TRAFFIC ENGINEERING	PAINT CREW LEADWORKER	5	\$25.46	\$26.61	\$27.80
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General		Minimum			Midpoint		Maximum
Department	Proposed Title	Grade	Step 1	Step 2	Step 3	Step 4	Step 5
ASSESSOR	ASSESSMENT TECHNICIAN 1	18	\$54,641	\$57,100	\$59,669	\$62,354	\$65,160
ASSESSOR	ASSESSMENT TECHNICIAN 2	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
ASSESSOR	PROPERTY APPRAISER 1	24	\$69,139	\$72,250	\$75,501	\$78,899	\$82,449
ASSESSOR	PROPERTY APPRAISER 2	27	\$77,771	\$81,271	\$84,928	\$88,750	\$92,743
ASSESSOR	PROPERTY APPRAISER 3	29	\$84,117	\$87,902	\$91,858	\$95,992	\$100,311
ASSESSOR	PROPERTY APPRAISER 4	30	\$87,482	\$91,418	\$95,532	\$99,831	\$104,323
ASSESSOR	PROPERTY LISTER 1	18	\$54,641	\$57,100	\$59,669	\$62,354	\$65,160
ASSESSOR	PROPERTY LISTER 2	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
ASSESSOR	PROPERTY LISTER 3	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
ATTORNEY	LEGAL ADMINISTRATIVE ASSISTANT 1	19	\$56,827	\$59,384	\$62,056	\$64,849	\$67,767
ATTORNEY	LEGAL ADMINISTRATIVE ASSISTANT 2	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
ATTORNEY	LEGAL OFFICE ASSISTANT	19	\$56,827	\$59,384	\$62,056	\$64,849	\$67,767
ATTORNEY	ORDINANCE REVISION SPECIALIST	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
BUILDING INSPECTION	CODE ENFORCEMENT OFFICER 1	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
BUILDING INSPECTION	CODE ENFORCEMENT OFFICER 2	25	\$71,904	\$75,140	\$78,521	\$82,054	\$85,747
BUILDING INSPECTION	CODE ENFORCEMENT OFFICER 3	28	\$80,882	\$84,522	\$88,325	\$92,300	\$96,453
BUILDING INSPECTION	CODE ENFORCEMENT OFFICER 4	29	\$84,117	\$87,902	\$91,858	\$95,992	\$100,311
BUILDING INSPECTION	ELECTRIC/HEATING INSPECTOR	28	\$80,882	\$84,522	\$88,325	\$92,300	\$96,453
BUILDING INSPECTION	PLAN REVIEW SPECIALIST 1	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
BUILDING INSPECTION	PLAN REVIEW SPECIALIST 2	25	\$71,904	\$75,140	\$78,521	\$82,054	\$85,747
BUILDING INSPECTION	PLAN REVIEW SPECIALIST 3	28	\$80,882	\$84,522	\$88,325	\$92,300	\$96,453
BUILDING INSPECTION	PLAN REVIEW SPECIALIST 4	29	\$84,117	\$87,902	\$91,858	\$95,992	\$100,311
BUILDING INSPECTION	PLUMBING/HEATING INSPECTOR	28	\$80,882	\$84,522	\$88,325	\$92,300	\$96,453
BUILDING INSPECTION	PROPERTY CODE INSPECTOR 1	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
BUILDING INSPECTION	PROPERTY CODE INSPECTOR 2	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297
BUILDING INSPECTION	PROPERTY CODE INSPECTOR 3	24	\$69,139	\$72,250	\$75,501	\$78,899	\$82,449
BUILDING INSPECTION	WEIGHTS AND MEASURES INSPECTOR 1	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
BUILDING INSPECTION	WEIGHTS AND MEASURES INSPECTOR 2	25	\$71,904	\$75,140	\$78,521	\$82,054	\$85,747
BUILDING INSPECTION	WEIGHTS AND MEASURES INSPECTOR 3	27	\$77,771	\$81,271	\$84,928	\$88,750	\$92,743
BUILDING INSPECTION	ZONING ADMINISTRATIVE ASSISTANT	28	\$80,882	\$84,522	\$88,325	\$92,300	\$96,453
BUILDING INSPECTION	ZONING CODE OFFICER 1	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
BUILDING INSPECTION	ZONING CODE OFFICER 2	25	\$71,904	\$75,140	\$78,521	\$82,054	\$85,747
CDA HOUSING OPERATIONS	BUILDING MAINTENANCE COORDINATOR	25	\$71,904	\$75,140	\$78,521	\$82,054	\$85,747
CDA HOUSING OPERATIONS	CDA SECURITY MONITOR	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
CDA HOUSING OPERATIONS	HOUSING MAINTENANCE WORKER	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
CDA HOUSING OPERATIONS	HOUSING SPECIALIST 1	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297
CDA HOUSING OPERATIONS	HOUSING SPECIALIST 2	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
CDA HOUSING OPERATIONS	HOUSING SPECIALIST 3	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
CDA HOUSING OPERATIONS	HOUSING SPECIALIST OUTREACH COORDINATOR	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
CDA HOUSING OPERATIONS	SECTION 8 INSPECTOR	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
CDA HOUSING OPERATIONS	TENANT SERVICES AIDE	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297
CLERK	CERTIFIED MUNICIPAL CLERK	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
CLERK	MUNICIPAL CLERK 1	18	\$54,641	\$57,100	\$59,669	\$62,354	\$65,160
CLERK	MUNICIPAL CLERK 2	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297
CLERK	MUNICIPAL CLERK LEADWORKER	24	\$69,139	\$72,250	\$75,501	\$78,899	\$82,449
COMMON COUNCIL	LEGISLATIVE MANAGEMENT SYSTEM SPECIALIST	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
COMMUNITY DEVELOPMENT	CHILD CARE ASSISTANT COORDINATOR	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
COMMUNITY DEVELOPMENT	COMMUNITY DEVELOPMENT TECHNICIAN 1	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
COMMUNITY DEVELOPMENT	COMMUNITY DEVELOPMENT TECHNICIAN 2	24	\$69,139	\$72,250	\$75,501	\$78,899	\$82,449
COMMUNITY DEVELOPMENT	PLANNING TECHNICIAN	24	\$69,139	\$72,250	\$75,501	\$78,899	\$82,449
COMMUNITY DEVELOPMENT	SENIOR CENTER VOLUNTEER COORDINATOR	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297

Attachment 3
Title and Grade Assignments

City of Madison, WI

ECONOMIC DEVELOPMENT	STREET VENDING MONITOR	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
ENGINEERING	ARCHITECTURAL AIDE 1	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
ENGINEERING	ARCHITECTURAL AIDE 2	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
ENGINEERING	ELECTRICIAN	27	\$77,771	\$81,271	\$84,928	\$88,750	\$92,743
ENGINEERING	ENGINEERING AIDE 2	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
ENGINEERING	ENGINEERING AIDE 3	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
ENGINEERING	ENGINEERING OPERATIONS LEADWORKER 2	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
FINANCE	ACCOUNT CLERK 2	18	\$54,641	\$57,100	\$59,669	\$62,354	\$65,160
FINANCE	ACCOUNT CLERK 3	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
FINANCE	ADMINISTRATIVE SUPPORT CLERK 1	17	\$52,539	\$54,903	\$57,374	\$59,956	\$62,654
FINANCE	ADMINISTRATIVE SUPPORT CLERK 2	19	\$56,827	\$59,384	\$62,056	\$64,849	\$67,767
FINANCE	BUYER 1	24	\$69,139	\$72,250	\$75,501	\$78,899	\$82,449
FINANCE	BUYER 2	27	\$77,771	\$81,271	\$84,928	\$88,750	\$92,743
FINANCE	BUYER 3	29	\$84,117	\$87,902	\$91,858	\$95,992	\$100,311
FINANCE	DOCUMENT SERVICES LEADWORKER	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
FINANCE	DOCUMENT SERVICES SPECIALIST 1	17	\$52,539	\$54,903	\$57,374	\$59,956	\$62,654
FINANCE	DOCUMENT SERVICES SPECIALIST 2	19	\$56,827	\$59,384	\$62,056	\$64,849	\$67,767
FIRE	ELEVATOR CODE ENFORCEMENT OFFICER 1	28	\$80,882	\$84,522	\$88,325	\$92,300	\$96,453
FIRE	ELEVATOR CODE ENFORCEMENT OFFICER 2	30	\$87,482	\$91,418	\$95,532	\$99,831	\$104,323
FIRE	FIRE CODE ENFORCEMENT OFFICER 1	24	\$69,139	\$72,250	\$75,501	\$78,899	\$82,449
FIRE	FIRE CODE ENFORCEMENT OFFICER 2	26	\$74,780	\$78,145	\$81,662	\$85,337	\$89,177
FIRE	FIRE CODE ENFORCEMENT OFFICER 3	28	\$80,882	\$84,522	\$88,325	\$92,300	\$96,453
FIRE	FIRE CODE ENFORCEMENT OFFICER 4	30	\$87,482	\$91,418	\$95,532	\$99,831	\$104,323
FIRE	FIRE EDUCATION/ENFORCEMENT OFFICER 1	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
FIRE	FIRE EDUCATION/ENFORCEMENT OFFICER 2	26	\$74,780	\$78,145	\$81,662	\$85,337	\$89,177
FLEET SERVICES	AUTOMOTIVE MAINTENANCE WORKER 1	17	\$52,539	\$54,903	\$57,374	\$59,956	\$62,654
FLEET SERVICES	AUTOMOTIVE MAINTENANCE WORKER 2	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
FLEET SERVICES	AUTOMOTIVE MAINTENANCE WORKER 3	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297
FLEET SERVICES	AUTOMOTIVE SERVICE WORKER	18	\$54,641	\$57,100	\$59,669	\$62,354	\$65,160
FLEET SERVICES	FLEET MAINTENANCE PROGRAM ADMINISTRATOR	25	\$71,904	\$75,140	\$78,521	\$82,054	\$85,747
FLEET SERVICES	FLEET PARTS TECHNICIAN	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
FLEET SERVICES	FLEET SERVICE PARTS LEADWORKER	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
FLEET SERVICES	FLEET TECHNICIAN	24	\$69,139	\$72,250	\$75,501	\$78,899	\$82,449
FLEET SERVICES	FLEET TIRE TECHNICIAN	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
FLEET SERVICES	MASTER AUTO BODY TECHNICIAN	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
GOLF COURSES	GOLF COURSE SUPERINTENDENT 1	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
GOLF COURSES	GOLF COURSE SUPERINTENDENT 2	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
GOLF COURSES	GOLF COURSE SUPERINTENDENT 3	24	\$69,139	\$72,250	\$75,501	\$78,899	\$82,449
INFORMATION TECHNOLOGY	DIGITAL MEDIA SPECIALIST	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
LIBRARY	CUSTODIAL WORKER 3	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
LIBRARY	LIBRARIAN 1	24	\$69,139	\$72,250	\$75,501	\$78,899	\$82,449
LIBRARY	LIBRARIAN 2	26	\$74,780	\$78,145	\$81,662	\$85,337	\$89,177
LIBRARY	LIBRARIAN 3	28	\$80,882	\$84,522	\$88,325	\$92,300	\$96,453
LIBRARY	LIBRARY ASSISTANT 1	19	\$56,827	\$59,384	\$62,056	\$64,849	\$67,767
LIBRARY	LIBRARY ASSISTANT 2	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
LIBRARY	LIBRARY COMPUTER SPECIALIST 1	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
LIBRARY	LIBRARY COMPUTER SPECIALIST 2	26	\$74,780	\$78,145	\$81,662	\$85,337	\$89,177
LIBRARY	LIBRARY COMPUTER TECHNICIAN	19	\$56,827	\$59,384	\$62,056	\$64,849	\$67,767
LIBRARY	LIBRARY FACILITY AND MAINTENANCE COORDINATOR	26	\$74,780	\$78,145	\$81,662	\$85,337	\$89,177
LIBRARY	LIBRARY IT SPECIALIST 1	26	\$74,780	\$78,145	\$81,662	\$85,337	\$89,177
LIBRARY	LIBRARY IT SPECIALIST 2	28	\$80,882	\$84,522	\$88,325	\$92,300	\$96,453
LIBRARY	LIBRARY IT SPECIALIST 3	30	\$87,482	\$91,418	\$95,532	\$99,831	\$104,323
LIBRARY	LIBRARY MAINTENANCE COORDINATOR	25	\$71,904	\$75,140	\$78,521	\$82,054	\$85,747
LIBRARY	LIBRARY PRESS OPERATOR	18	\$54,641	\$57,100	\$59,669	\$62,354	\$65,160
LIBRARY	LIBRARY PROGRAM ADMINISTRATOR	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278

Attachment 3
Title and Grade Assignments

City of Madison, WI

MAYOR	MAYORAL OFFICE CLERK	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
MONONA TERRACE COMMUNITY CONVENTION CENTER	GIFT SHOP SALES LEAD WORKER	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
MONONA TERRACE COMMUNITY CONVENTION CENTER	MONONA TERRACE BOOKING COORDINATOR	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
MONONA TERRACE COMMUNITY CONVENTION CENTER	MONONA TERRACE COMMAND CENTER OPERATOR	19	\$56,827	\$59,384	\$62,056	\$64,849	\$67,767
MONONA TERRACE COMMUNITY CONVENTION CENTER	MONONA TERRACE OPERATIONS LEADWORKER	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
MONONA TERRACE COMMUNITY CONVENTION CENTER	MONONA TERRACE OPERATIONS WORKER	18	\$54,641	\$57,100	\$59,669	\$62,354	\$65,160
MONONA TERRACE COMMUNITY CONVENTION CENTER	MONONA TERRACE TECHNICAL SERVICES SPECIALIST 1	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
MONONA TERRACE COMMUNITY CONVENTION CENTER	MONONA TERRACE TECHNICAL SERVICES SPECIALIST 2	24	\$69,139	\$72,250	\$75,501	\$78,899	\$82,449
MONONA TERRACE COMMUNITY CONVENTION CENTER	SALES CLERK	17	\$52,539	\$54,903	\$57,374	\$59,956	\$62,654
MULTIPLE	ACCOUNT CLERK 1	17	\$52,539	\$54,903	\$57,374	\$59,956	\$62,654
MULTIPLE	ACCOUNTING TECHNICIAN 1	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
MULTIPLE	ACCOUNTING TECHNICIAN 2	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
MULTIPLE	ACCOUNTING TECHNICIAN 3	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
MULTIPLE	ADMINISTRATIVE ASSISTANT	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
MULTIPLE	ADMINISTRATIVE CLERK 1	18	\$54,641	\$57,100	\$59,669	\$62,354	\$65,160
MULTIPLE	ARBORIST 1	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297
MULTIPLE	ARBORIST 2	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
MULTIPLE	BUILDING & TRADES FOREPERSON	29	\$84,117	\$87,902	\$91,858	\$95,992	\$100,311
MULTIPLE	CCTV INSPECTION TECHNICIAN	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
MULTIPLE	CIVIL TECHNICIAN 1	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
MULTIPLE	CLERK 1	15	\$48,575	\$50,761	\$53,045	\$55,432	\$57,926
MULTIPLE	CLERK 2	17	\$52,539	\$54,903	\$57,374	\$59,956	\$62,654
MULTIPLE	CLERK TYPIST 1	15	\$48,575	\$50,761	\$53,045	\$55,432	\$57,926
MULTIPLE	CLERK TYPIST 2	17	\$52,539	\$54,903	\$57,374	\$59,956	\$62,654
MULTIPLE	CONSERVATION TECHNICIAN	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
MULTIPLE	CONSTRUCTION INSPECTOR 1	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
MULTIPLE	CONSTRUCTION INSPECTOR 2	25	\$71,904	\$75,140	\$78,521	\$82,054	\$85,747
MULTIPLE	CUSTODIAL WORKER 1	15	\$48,575	\$50,761	\$53,045	\$55,432	\$57,926
MULTIPLE	CUSTODIAL WORKER 2	18	\$54,641	\$57,100	\$59,669	\$62,354	\$65,160
MULTIPLE	ENGINEERING FIELD AIDE	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297
MULTIPLE	ENGINEERING OPERATIONS LEADWORKER 1	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
MULTIPLE	ENGINEERING OPERATIONS LEADWORKER 3	24	\$69,139	\$72,250	\$75,501	\$78,899	\$82,449
MULTIPLE	ENGINEERING PROGRAM SPECIALIST 1	26	\$74,780	\$78,145	\$81,662	\$85,337	\$89,177
MULTIPLE	ENGINEERING PROGRAM SPECIALIST 2	28	\$80,882	\$84,522	\$88,325	\$92,300	\$96,453
MULTIPLE	EQUIPMENT OPERATOR 3	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
MULTIPLE	FACILITY MAINTENANCE WORKER	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
MULTIPLE	FIELD SERVICE LEADWORKER 1	24	\$69,139	\$72,250	\$75,501	\$78,899	\$82,449
MULTIPLE	GARDENER	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
MULTIPLE	GARDENER LEAD	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
MULTIPLE	INFORMATION CLERK	17	\$52,539	\$54,903	\$57,374	\$59,956	\$62,654
MULTIPLE	MAINTENANCE ELECTRICIAN 2	28	\$80,882	\$84,522	\$88,325	\$92,300	\$96,453
MULTIPLE	MAINTENANCE MECHANIC 1	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
MULTIPLE	MAINTENANCE MECHANIC 2	24	\$69,139	\$72,250	\$75,501	\$78,899	\$82,449
MULTIPLE	MAINTENANCE WORKER	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297
MULTIPLE	MASTER MECHANIC	24	\$69,139	\$72,250	\$75,501	\$78,899	\$82,449
MULTIPLE	MONONA TERRACE EVENT COORDINATOR	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
MULTIPLE	OPERATIONS CLERK	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
MULTIPLE	PAINTER	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
MULTIPLE	PAINTER LEADWORKER	24	\$69,139	\$72,250	\$75,501	\$78,899	\$82,449
MULTIPLE	PARKS EQUIPMENT MECHANIC 1	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
MULTIPLE	PARKS MAINTENANCE WORKER	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
MULTIPLE	PARKS OPERATIONS LEADWORKER	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
MULTIPLE	PROGRAM ASSISTANT 1	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
MULTIPLE	PROGRAM ASSISTANT 2	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297
MULTIPLE	PUBLIC WORKS LEADWORKER	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229

Attachment 3
Title and Grade Assignments

City of Madison, WI

MULTIPLE	PUBLIC WORKS MAINTENANCE WORKER 1	19	\$56,827	\$59,384	\$62,056	\$64,849	\$67,767
MULTIPLE	S/D MAINTENANCE TECHNICIAN 1	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297
MULTIPLE	S/D MAINTENANCE TECHNICIAN 2	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
MULTIPLE	STREET & SEWER MAINTENANCE WORKER 1	18	\$54,641	\$57,100	\$59,669	\$62,354	\$65,160
MULTIPLE	STREET & SEWER MAINTENANCE WORKER 3	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297
MULTIPLE	STREET/SEWER MACHINE OPERATOR 1	19	\$56,827	\$59,384	\$62,056	\$64,849	\$67,767
MULTIPLE	STREET/SEWER MACHINE OPERATOR 2	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
MULTIPLE	STREET/SEWER MACHINE OPERATOR 3	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297
MULTIPLE	TRAFFIC SIGNAL ELECTRICIAN 1	24	\$69,139	\$72,250	\$75,501	\$78,899	\$82,449
MUNICIPAL COURT	JUDICIAL SUPPORT CLERK 1	18	\$54,641	\$57,100	\$59,669	\$62,354	\$65,160
MUNICIPAL COURT	JUDICIAL SUPPORT CLERK 2	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
MUNICIPAL COURT	JUDICIAL SUPPORT CLERK 3	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
PARKING	CUSTOMER SERVICE AMBASSADOR	16	\$50,518	\$52,791	\$55,167	\$57,650	\$60,244
PARKING	ECONOMIC DEVELOPMENT PROGRAM COORDINATOR	26	\$74,780	\$78,145	\$81,662	\$85,337	\$89,177
PARKING	MAINTENANCE ELECTRICIAN 1	27	\$77,771	\$81,271	\$84,928	\$88,750	\$92,743
PARKING	PARKING CASHIER	15	\$48,575	\$50,761	\$53,045	\$55,432	\$57,926
PARKING	PARKING ENFORCEMENT LEADWORKER	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
PARKING	PARKING ENFORCEMENT OFFICER	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297
PARKING	PARKING EQUIPMENT MECHANIC	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
PARKING	PARKING EQUIPMENT TECHNICIAN 1	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
PARKING	PARKING MAINTENANCE WORKER 1	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
PARKING	PARKING MAINTENANCE WORKER 2	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
PARKING	PARKING REVENUE CLERK	17	\$52,539	\$54,903	\$57,374	\$59,956	\$62,654
PARKING	PARKING REVENUE LEADWORKER	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297
PARKING	PARKING SERVICE WORKER	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
PARKING	PARKING TECH AIDE	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297
PARKING	TECHNOLOGY OPERATIONS ASSISTANT	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297
PARKS	CARPENTER	24	\$69,139	\$72,250	\$75,501	\$78,899	\$82,449
PARKS	CEMETERY OPERATIONS LEADWORKER	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
PARKS	CONSERVATORY CURATOR ASSISTANT	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
PARKS	EQUIPMENT OPERATOR 2	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297
PARKS	HORTICULTURIST	24	\$69,139	\$72,250	\$75,501	\$78,899	\$82,449
PARKS	PARKS CONSTRUCTION SPECIALIST 1	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
PARKS	PARKS CONSTRUCTION SPECIALIST 2	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
PARKS	PARKS EQUIPMENT MECHANIC 2	24	\$69,139	\$72,250	\$75,501	\$78,899	\$82,449
PARKS	PARKS MAINTENANCE MECHANIC	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
PARKS	PARKS RANGER	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
PARKS	PARKS RANGER LEADWORKER	24	\$69,139	\$72,250	\$75,501	\$78,899	\$82,449
PARKS	PARKS WORKER	16	\$50,518	\$52,791	\$55,167	\$57,650	\$60,244
PARKS	PLAYGROUND TECHNICIAN	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
PARKS	PLUMBER	27	\$77,771	\$81,271	\$84,928	\$88,750	\$92,743
PARKS	WELDER	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
PLANNING AND ECONOMIC DEVELOPMENT	GRAPHICS TECHNICIAN	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
POLICE	FORENSIC LAB TECHNICIAN	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297
POLICE	POLICE CASE REPORT LEADWORKER	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297
POLICE	POLICE PROPERTY CLERK 1	18	\$54,641	\$57,100	\$59,669	\$62,354	\$65,160
POLICE	POLICE PROPERTY CLERK 2	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
POLICE	POLICE RECORDS SERVICE CLERK	17	\$52,539	\$54,903	\$57,374	\$59,956	\$62,654
POLICE	POLICE REPORT TYPIST 1	15	\$48,575	\$50,761	\$53,045	\$55,432	\$57,926
POLICE	POLICE REPORT TYPIST 2	17	\$52,539	\$54,903	\$57,374	\$59,956	\$62,654
SEWER	SURVEYOR 1	26	\$74,780	\$78,145	\$81,662	\$85,337	\$89,177
STREETS	FORESTRY SPECIALIST	24	\$69,139	\$72,250	\$75,501	\$78,899	\$82,449
STREETS	OPERATING ASSISTANT	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
STREETS	OPERATING MAINTENANCE WORKER	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297
STREETS	PUBLIC WORKS LABORER	16	\$50,518	\$52,791	\$55,167	\$57,650	\$60,244

Attachment 3
Title and Grade Assignments

City of Madison, WI

STREETS	STREET & SEWER MAINTENANCE WORKER 2	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
STREETS	STREETS OPERATIONS LEADWORKER	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
TRAFFIC ENGINEERING	CIVIL TECHNICIAN 2	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
TRAFFIC ENGINEERING	COMMUNICATION WORKER	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297
TRAFFIC ENGINEERING	COMMUNICATIONS OPERATIONS LEADWORKER	29	\$84,117	\$87,902	\$91,858	\$95,992	\$100,311
TRAFFIC ENGINEERING	COMMUNICATIONS TECHNICIAN 1	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
TRAFFIC ENGINEERING	COMMUNICATIONS TECHNICIAN 2	26	\$74,780	\$78,145	\$81,662	\$85,337	\$89,177
TRAFFIC ENGINEERING	COMMUNICATIONS TECHNICIAN 3	27	\$77,771	\$81,271	\$84,928	\$88,750	\$92,743
TRAFFIC ENGINEERING	MAINTENANCE PAINTER	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
TRAFFIC ENGINEERING	SIGN PAINTER	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
TRAFFIC ENGINEERING	STOREKEEPER	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297
TRAFFIC ENGINEERING	TRAFFIC CONTROL MAINTENANCE WORKER	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
TRAFFIC ENGINEERING	TRAFFIC OPERATIONS LEADWORKER	24	\$69,139	\$72,250	\$75,501	\$78,899	\$82,449
TRAFFIC ENGINEERING	TRAFFIC SIGNAL ELECTRICIAN 2	26	\$74,780	\$78,145	\$81,662	\$85,337	\$89,177
TRAFFIC ENGINEERING	TRAFFIC SIGNAL ELECTRICIAN 3	27	\$77,771	\$81,271	\$84,928	\$88,750	\$92,743
TRAFFIC ENGINEERING	TRAFFIC SIGNAL MAINTENANCE WORKER	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297
TRAFFIC ENGINEERING	TRAFFIC SYSTEM/NETWORK SPECIALIST	31	\$90,981	\$95,075	\$99,353	\$103,824	\$108,496
WATER	AUTO MECHANIC	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
WATER	CONTROL SYSTEMS TECHNICIAN	29	\$84,117	\$87,902	\$91,858	\$95,992	\$100,311
WATER	CROSS CONNECTION CONTROL INSPECTOR	25	\$71,904	\$75,140	\$78,521	\$82,054	\$85,747
WATER	DISPATCHER	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
WATER	ENGINEERING AIDE 1	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297
WATER	EQUIPMENT OPERATOR 1	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
WATER	FIELD LEAD WORKER 1	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
WATER	FIELD SERVICE ANALYST	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
WATER	FIELD SERVICE LEADWORKER 2	25	\$71,904	\$75,140	\$78,521	\$82,054	\$85,747
WATER	FIELD SERVICE REPRESENTATIVE 1	19	\$56,827	\$59,384	\$62,056	\$64,849	\$67,767
WATER	FIELD SERVICE REPRESENTATIVE 2	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297
WATER	FIELD SERVICE REPRESENTATIVE 3	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
WATER	FINANCIAL OPERATIONS LEADWORKER	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297
WATER	PUBLIC WORKS MAINTENANCE WORKER 2	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
WATER	PUBLIC WORKS MAINTENANCE WORKER 3	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297
WATER	WATER CIVIL TECHNICIAN 1	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
WATER	WATER CIVIL TECHNICIAN 2	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
WATER	WATER CIVIL TECHNICIAN 3	25	\$71,904	\$75,140	\$78,521	\$82,054	\$85,747
WATER	WATER HYDRANT INSPECTOR	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
WATER	WATER ONE CALL COORDINATOR	21	\$61,464	\$64,230	\$67,120	\$70,140	\$73,297
WATER	WATER QUALITY SAMPLER 1	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
WATER	WATER QUALITY SAMPLER 2	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
WATER	WATER QUALITY SAMPLER 3	24	\$69,139	\$72,250	\$75,501	\$78,899	\$82,449
WATER	WATER UTILITY ACCOUNT/COMPUTER SPECIALIST	23	\$66,479	\$69,471	\$72,597	\$75,864	\$79,278
WATER	WATER UTILITY OPERATIONS LEADWORKER	24	\$69,139	\$72,250	\$75,501	\$78,899	\$82,449
WATER	WATERWORKS MAINTENANCE WORKER	20	\$59,099	\$61,759	\$64,538	\$67,442	\$70,477
WATER	WATERWORKS OPERATOR 1	22	\$63,923	\$66,799	\$69,805	\$72,946	\$76,229
WATER	WATERWORKS OPERATOR 2	26	\$74,780	\$78,145	\$81,662	\$85,337	\$89,177

Transit		Minimum			Midpoint		Maximum
Department	Proposed Title	Grade	Step 1	Step 2	Step 3	Step 4	Step 5
METRO TRANSIT	PARATRANSIT SCHEDULING COORDINATOR	45	\$51,518	\$53,836	\$56,259	\$58,791	\$61,436
METRO TRANSIT	TRANSIT ACCOUNT CLERK 1	43	\$48,093	\$50,257	\$52,519	\$54,882	\$57,352
METRO TRANSIT	TRANSIT ACCOUNT CLERK 2	45	\$51,518	\$53,836	\$56,259	\$58,791	\$61,436
METRO TRANSIT	TRANSIT ACCOUNT CLERK 3	47	\$55,187	\$57,671	\$60,266	\$62,978	\$65,812
METRO TRANSIT	TRANSIT ACCOUNTING TECHICIAN 1	49	\$59,118	\$61,778	\$64,558	\$67,463	\$70,499
METRO TRANSIT	TRANSIT ACCOUNTING TECHNICIAN 2	50	\$61,187	\$63,941	\$66,818	\$69,825	\$72,967
METRO TRANSIT	TRANSIT ACCOUNTING TECHNICIAN 3	52	\$65,545	\$68,495	\$71,577	\$74,798	\$78,164

Attachment 3
Title and Grade Assignments

City of Madison, WI

METRO TRANSIT	TRANSIT ADMINISTRATIVE CLERK	45	\$51,518	\$53,836	\$56,259	\$58,791	\$61,436
METRO TRANSIT	TRANSIT BUS CLEANER	45	\$51,518	\$53,836	\$56,259	\$58,791	\$61,436
METRO TRANSIT	TRANSIT CLASS A MECHANIC	52	\$65,545	\$68,495	\$71,577	\$74,798	\$78,164
METRO TRANSIT	TRANSIT CLASS B MECHANIC	51	\$63,329	\$66,179	\$69,157	\$72,269	\$75,521
METRO TRANSIT	TRANSIT CLASS C MECHANIC	50	\$61,187	\$63,941	\$66,818	\$69,825	\$72,967
METRO TRANSIT	TRANSIT CLASS C MECHANIC - ENTRY	49	\$59,118	\$61,778	\$64,558	\$67,463	\$70,499
METRO TRANSIT	TRANSIT CUSTOMER SERVICE REPRESENTATIVE	43	\$48,093	\$50,257	\$52,519	\$54,882	\$57,352
METRO TRANSIT	TRANSIT GARAGE DISPATCHER	49	\$59,118	\$61,778	\$64,558	\$67,463	\$70,499
METRO TRANSIT	TRANSIT GRAPHICS TECHNICIAN	48	\$57,119	\$59,689	\$62,375	\$65,182	\$68,115
METRO TRANSIT	TRANSIT HIGH VOLTAGE TECHNICIAN	55	\$73,373	\$76,675	\$80,125	\$83,731	\$87,499
METRO TRANSIT	TRANSIT JANITOR	46	\$53,321	\$55,721	\$58,228	\$60,848	\$63,586
METRO TRANSIT	TRANSIT MAINTENANCE OFFICE COORDINATOR	42	\$46,467	\$48,558	\$50,743	\$53,026	\$55,413
METRO TRANSIT	TRANSIT MAPPING & COMMUNICATIONS SPECIALIST	52	\$65,545	\$68,495	\$71,577	\$74,798	\$78,164
METRO TRANSIT	TRANSIT MECHANIC LEADWORKER	53	\$67,839	\$70,892	\$74,082	\$77,416	\$80,899
METRO TRANSIT	TRANSIT OPERATIONS OFFICE COORDINATOR	45	\$51,518	\$53,836	\$56,259	\$58,791	\$61,436
METRO TRANSIT	TRANSIT OPERATIONS TECHNICIAN 2	43	\$48,093	\$50,257	\$52,519	\$54,882	\$57,352
METRO TRANSIT	TRANSIT OPERATIONS TECHNICIAN I	41	\$44,895	\$46,916	\$49,027	\$51,233	\$53,539
METRO TRANSIT	TRANSIT OPERATOR	49	\$59,118	\$61,778	\$64,558	\$67,463	\$70,499
METRO TRANSIT	TRANSIT PAINT & BODY	52	\$65,545	\$68,495	\$71,577	\$74,798	\$78,164
METRO TRANSIT	TRANSIT PARTS SPECIALIST	46	\$53,321	\$55,721	\$58,228	\$60,848	\$63,586
METRO TRANSIT	TRANSIT RECEPTIONIST	40	\$43,377	\$45,329	\$47,369	\$49,501	\$51,728
METRO TRANSIT	TRANSIT SCHEDULER/DATA ASSISTANT	46	\$53,321	\$55,721	\$58,228	\$60,848	\$63,586
METRO TRANSIT	TRANSIT SERVICE WORKER	48	\$57,119	\$59,689	\$62,375	\$65,182	\$68,115
METRO TRANSIT	TRANSIT UTILITY WORKER	50	\$61,187	\$63,941	\$66,818	\$69,825	\$72,967
METRO TRANSIT	TRANSIT UTILITY WORKER - ENTRY	49	\$59,118	\$61,778	\$64,558	\$67,463	\$70,499

Fire		Minimum		Midpoint		Maximum	
Department	Proposed Title	Grade	Step 1	Step 2	Step 3	Step 4	Step 5
FIRE	FIREFIGHTER	60	\$66,173	\$72,542	\$74,943	\$77,342	\$79,739
FIRE	COMMUNITY PARAMEDIC 1	61	\$73,080	\$74,738	\$77,126	\$79,988	\$82,686
FIRE	FIRE APPARATUS ENGINEER 1	62					\$83,726
FIRE	FIRE APPARATUS ENGINEER 2	63	\$72,792	\$79,795	\$82,437	\$85,077	\$87,712
FIRE	FIRE INVESTIGATOR	63	\$72,792	\$79,795	\$82,437	\$85,077	\$87,712
FIRE	FIREFIGHTER PARAMEDIC 1	63	\$72,792	\$79,795	\$82,437	\$85,077	\$87,712
FIRE	COMMUNITY PARAMEDIC 2	64	\$77,126	\$79,988	\$82,686	\$85,721	\$88,996
FIRE	FIREFIGHTER/PARAMEDIC 2	65					\$90,343
FIRE	FIRE INVES/LT	66					\$91,661
FIRE	FIRE LIEUTENANT	66					\$91,661
FIRE	FIRE CAPTAIN	67					\$96,487

Police		Minimum		Midpoint		Maximum	
Department	Proposed Title	Grade	Step 1	Step 2	Step 3	Step 4	Step 5
POLICE	POLICE OFFICER	70	\$66,915	\$74,027	\$75,879	\$78,028	\$80,387
POLICE	DETECTIVE 1	71					\$84,237
POLICE	POLICE INVESTIGATOR	71					\$84,237
POLICE	POLICE SERGEANT	72					\$88,086
POLICE	DETECTIVE SERGEANT	72					\$88,086

Public Safety Management		Minimum		Midpoint		Maximum	
Department	Proposed Title	Grade	Step 1	Step 2	Step 3	Step 4	Step 5
POLICE	POLICE LIEUTENANT	80	\$99,545	\$104,366	\$108,396	\$112,541	\$115,761
POLICE	POLICE CAPTAIN	81	\$113,764	\$119,890	\$123,861	\$128,629	\$131,780
POLICE	ASSISTANT POLICE CHIEF	82	\$130,166	\$136,455	\$141,774	\$147,257	\$150,800
POLICE	DEPUTY POLICE CHIEF	83					\$172,831
FIRE	DIVISION FIRE CHIEF	87					\$132,456

Attachment 3
Title and Grade Assignments

City of Madison, WI

FIRE	DEPUTY FIRE CHIEF	88					\$150,204
FIRE	ASSISTANT FIRE CHIEF	89					\$155,011

Professional		Minimum			Midpoint		Maximum
Department	Proposed Title	Grade	Step 1	Step 2	Step 3	Step 4	Step 5
ASSESSOR	ADMINISTRATIVE ANALYST 1	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
ASSESSOR	ASSESSMENT BUSINESS SYSTEM MANAGER	105	\$104,438	\$109,138	\$114,049	\$119,181	\$124,544
ASSESSOR	ASSESSMENT OPERATIONS MANAGER	105	\$104,438	\$109,138	\$114,049	\$119,181	\$124,544
ATTORNEY	DEPUTY CITY ATTORNEY	113	\$151,388	\$158,201	\$165,320	\$172,759	\$180,534
BUILDING INSPECTION	HOUSING INSPECTION SUPERVISOR	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
BUILDING INSPECTION	PLAN REVIEW AND INSPECTION SUPERVISOR	106	\$109,399	\$114,322	\$119,466	\$124,842	\$130,460
BUILDING INSPECTION	ZONING ADMINISTRATOR	106	\$109,399	\$114,322	\$119,466	\$124,842	\$130,460
CDA HOUSING OPERATIONS	BUILDING MAINTENANCE SUPERVISOR	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
CDA HOUSING OPERATIONS	CDA ADMISSIONS & ELIGIBILITY SUPERVISOR	96	\$71,297	\$74,505	\$77,858	\$81,362	\$85,023
CDA HOUSING OPERATIONS	CLIENT SERVICES MANAGER	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
CDA HOUSING OPERATIONS	HEARINGS AND ACCOMMODATION SPECIALIST 1	96	\$71,297	\$74,505	\$77,858	\$81,362	\$85,023
CDA HOUSING OPERATIONS	HEARINGS AND ACCOMMODATION SPECIALIST 2	98	\$77,115	\$80,585	\$84,211	\$88,000	\$91,961
CDA HOUSING OPERATIONS	HOUSING ASSISTANCE PROGRAM SUPERVISOR	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
CDA HOUSING OPERATIONS	HOUSING MAINTENANCE SUPERVISOR	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
CDA HOUSING OPERATIONS	HOUSING MODERNIZATION GRANTS MANAGER	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
CDA HOUSING OPERATIONS	HOUSING OPERATIONS ANALYST	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
CDA HOUSING OPERATIONS	HOUSING SITE MANAGER	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
CDA HOUSING OPERATIONS	PROPERTY OPERATIONS MANAGER	105	\$104,438	\$109,138	\$114,049	\$119,181	\$124,544
CDA HOUSING OPERATIONS	TENANT SOCIAL SERVICES COORDINATOR	95	\$68,554	\$71,639	\$74,863	\$78,232	\$81,752
CIVIL RIGHTS	AFFIRMATIVE ACTION MANAGER	106	\$109,399	\$114,322	\$119,466	\$124,842	\$130,460
CIVIL RIGHTS	AFFIRMATIVE ACTION SPECIALIST	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
CIVIL RIGHTS	CONTRACT COMPLIANCE SPECIALIST 1	95	\$68,554	\$71,639	\$74,863	\$78,232	\$81,752
CIVIL RIGHTS	CONTRACT COMPLIANCE SPECIALIST 2	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
CIVIL RIGHTS	CONTRACT COMPLIANCE SPECIALIST 3	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
CIVIL RIGHTS	DISABILITY RIGHTS AND SERVICES PROGRAM COORDINATOR	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
CIVIL RIGHTS	EO INVESTIGATOR 1	95	\$68,554	\$71,639	\$74,863	\$78,232	\$81,752
CIVIL RIGHTS	EO INVESTIGATOR 2	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
CIVIL RIGHTS	EO INVESTIGATOR 3	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
CIVIL RIGHTS	EQUAL OPPORTUNITY MANAGER	106	\$109,399	\$114,322	\$119,466	\$124,842	\$130,460
CIVIL RIGHTS	EQUITY AND SOCIAL JUSTICE MANAGER	106	\$109,399	\$114,322	\$119,466	\$124,842	\$130,460
CIVIL RIGHTS	EQUITY COORDINATOR	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
CIVIL RIGHTS	PARALEGAL MEDIATOR 1	96	\$71,297	\$74,505	\$77,858	\$81,362	\$85,023
CIVIL RIGHTS	PARALEGAL MEDIATOR 2	98	\$77,115	\$80,585	\$84,211	\$88,000	\$91,961
CIVIL RIGHTS	PARALEGAL MEDIATOR 3	100	\$83,407	\$87,160	\$91,082	\$95,181	\$99,464
CLERK	DEPUTY CITY CLERK	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
COMMON COUNCIL	COMMON COUNCIL LEGISLATIVE ANALYST	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
COMMUNITY DEVELOPMENT	CHILD CARE PROGRAM SPECIALIST 1	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
COMMUNITY DEVELOPMENT	CHILD CARE PROGRAM SPECIALIST 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
COMMUNITY DEVELOPMENT	CHILD CARE PROGRAM SPECIALIST 3	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
COMMUNITY DEVELOPMENT	COMMUNITY DEVELOPMENT MANAGER	106	\$109,399	\$114,322	\$119,466	\$124,842	\$130,460
COMMUNITY DEVELOPMENT	COMMUNITY DEVELOPMENT PROGRAM MANAGER	105	\$104,438	\$109,138	\$114,049	\$119,181	\$124,544
COMMUNITY DEVELOPMENT	COMMUNITY DEVELOPMENT SPECIALIST 1	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
COMMUNITY DEVELOPMENT	COMMUNITY DEVELOPMENT SPECIALIST 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
COMMUNITY DEVELOPMENT	COMMUNITY DEVELOPMENT SPECIALIST 3	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
COMMUNITY DEVELOPMENT	COMMUNITY DEVELOPMENT SPECIALIST 4	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
COMMUNITY DEVELOPMENT	HOUSING REHABILITATION SPECIALIST	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
COMMUNITY DEVELOPMENT	MENTAL HEALTH SPECIALIST	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
COMMUNITY DEVELOPMENT	SENIOR CENTER DIRECTOR	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
COMMUNITY DEVELOPMENT	SENIOR CENTER PROGRAM COORDINATOR	95	\$68,554	\$71,639	\$74,863	\$78,232	\$81,752
COMMUNITY DEVELOPMENT	SOCIAL SERVICES PROGRAM SUPERVISOR	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423

Attachment 3
Title and Grade Assignments

City of Madison, WI

ECONOMIC DEVELOPMENT	BUSINESS DEVELOPMENT SPECIALIST 1	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
ECONOMIC DEVELOPMENT	BUSINESS DEVELOPMENT SPECIALIST 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
ECONOMIC DEVELOPMENT	BUSINESS DEVELOPMENT SPECIALIST 3	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
ECONOMIC DEVELOPMENT	BUSINESS DEVELOPMENT SPECIALIST 4	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
ECONOMIC DEVELOPMENT	ECONOMIC DEVELOPMENT SPECIALIST	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
ECONOMIC DEVELOPMENT	FOOD POLICY ADMINISTRATOR	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
ECONOMIC DEVELOPMENT	REAL ESTATE DEVELOPMENT SPECIALIST 1	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
ECONOMIC DEVELOPMENT	REAL ESTATE DEVELOPMENT SPECIALIST 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
ECONOMIC DEVELOPMENT	REAL ESTATE DEVELOPMENT SPECIALIST 3	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
ECONOMIC DEVELOPMENT	REAL ESTATE SPECIALIST 1	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
ECONOMIC DEVELOPMENT	REAL ESTATE SPECIALIST 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
ECONOMIC DEVELOPMENT	REAL ESTATE SPECIALIST 3	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
ECONOMIC DEVELOPMENT	REAL ESTATE SPECIALIST 4	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
ECONOMIC DEVELOPMENT	REAL ESTATE SUPERVISOR	106	\$109,399	\$114,322	\$119,466	\$124,842	\$130,460
EMPLOYEE ASSISTANCE	EMPLOYEE ASSISTANCE SPECIALIST 1	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
EMPLOYEE ASSISTANCE	EMPLOYEE ASSISTANCE SPECIALIST 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
EMPLOYEE ASSISTANCE	EMPLOYEE ASSISTANCE SPECIALIST 3	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
ENGINEERING	ARCHITECT 1	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
ENGINEERING	ARCHITECT 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
ENGINEERING	ARCHITECT 3	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
ENGINEERING	ARCHITECT 4	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
ENGINEERING	ASSISTANT CITY ENGINEER	108	\$120,038	\$125,440	\$131,085	\$136,984	\$143,148
ENGINEERING	ASSISTANT CONSTRUCTION MANAGER 1	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
ENGINEERING	ASSISTANT CONSTRUCTION MANAGER 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
ENGINEERING	CONSTRUCTION MANAGER 1	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
ENGINEERING	CONSTRUCTION MANAGER 2	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
ENGINEERING	ENGINEER 1	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
ENGINEERING	ENGINEERING FINANCIAL MANAGER	107	\$114,595	\$119,752	\$125,141	\$130,772	\$136,657
ENGINEERING	ENGINEERING OPERATIONS MANAGER	106	\$109,399	\$114,322	\$119,466	\$124,842	\$130,460
ENGINEERING	ENGINEERING OPERATIONS SUPERVISOR	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
ENGINEERING	HYDROGEOLOGIST 1	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
ENGINEERING	HYDROGEOLOGIST 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
ENGINEERING	HYDROGEOLOGIST 3	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
ENGINEERING	HYDROGEOLOGIST 4	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
ENGINEERING	PRINCIPAL ARCHITECT 2	107	\$114,595	\$119,752	\$125,141	\$130,772	\$136,657
ENGINEERING	PRINCIPAL ARCHITECT 1	106	\$109,399	\$114,322	\$119,466	\$124,842	\$130,460
ENGINEERING	PROGRAM SPECIALIST 1	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
ENGINEERING	PROGRAM SPECIALIST 2	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
ENGINEERING	PUBLIC WORKS DEVELOPMENT MANAGER 1	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
ENGINEERING	SIDEWALK PROGRAM SUPERVISOR	100	\$83,407	\$87,160	\$91,082	\$95,181	\$99,464
ENGINEERING	WATER RESOURCES SPECIALIST 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
FINANCE	ACCOUNTANT 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
FINANCE	ADMINISTRATIVE ANALYST 3	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
FINANCE	ADMINISTRATIVE ANALYST 4	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
FINANCE	ASSISTANT FINANCE DIRECTOR	110	\$131,713	\$137,640	\$143,834	\$150,307	\$157,070
FINANCE	DATA ANALYST 4	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
FINANCE	ENTERPRISE ACCOUNTANT 1	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
FINANCE	ENTERPRISE ACCOUNTANT 2	104	\$99,702	\$104,189	\$108,877	\$113,776	\$118,896
FINANCE	ENTERPRISE ANALYST 1	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
FINANCE	ENTERPRISE ANALYST 2	104	\$99,702	\$104,189	\$108,877	\$113,776	\$118,896
FINANCE	ENTERPRISE PROGRAM SUPERVISOR	105	\$104,438	\$109,138	\$114,049	\$119,181	\$124,544
FINANCE	GRANT WRITER	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
FINANCE	INTERNAL AUDIT MANAGER	107	\$114,595	\$119,752	\$125,141	\$130,772	\$136,657
FINANCE	PRINCIPAL ACCOUNTANT	106	\$109,399	\$114,322	\$119,466	\$124,842	\$130,460
FINANCE	RISK MANAGER	108	\$120,038	\$125,440	\$131,085	\$136,984	\$143,148

Attachment 3
Title and Grade Assignments

City of Madison, WI

FINANCE	SAFETY COORDINATOR 2	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
FINANCE	TREASURY REVENUE MANAGER	108	\$120,038	\$125,440	\$131,085	\$136,984	\$143,148
FIRE	EMERGENCY MANAGEMENT COORDINATOR	102	\$91,082	\$95,181	\$99,464	\$103,940	\$108,617
FIRE	FIRE ADMINISTRATIVE SERVICE MANAGER	105	\$104,438	\$109,138	\$114,049	\$119,181	\$124,544
FIRE	FIRE MARSHAL	107	\$114,595	\$119,752	\$125,141	\$130,772	\$136,657
FIRE	FIRE PROTECTION ENGINEER	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
FIRE	SAFETY COORDINATOR 1	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
FLEET SERVICES	FLEET OPERATIONS MANAGER	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
FLEET SERVICES	FLEET PROGRAM MANAGER	104	\$99,702	\$104,189	\$108,877	\$113,776	\$118,896
GOLF COURSES	GOLF CLUBHOUSE OPERATIONS SUPERVISOR 1	96	\$71,297	\$74,505	\$77,858	\$81,362	\$85,023
GOLF COURSES	GOLF CLUBHOUSE OPERATIONS SUPERVISOR 2	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
GOLF COURSES	GOLF OPERATIONS DIRECTOR	104	\$99,702	\$104,189	\$108,877	\$113,776	\$118,896
HUMAN RESOURCES	BENEFITS MANAGER	106	\$109,399	\$114,322	\$119,466	\$124,842	\$130,460
HUMAN RESOURCES	EMPLOYEE AND LABOR RELATIONS MANAGER	108	\$120,038	\$125,440	\$131,085	\$136,984	\$143,148
HUMAN RESOURCES	HUMAN RESOURCES ANALYST 1	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
HUMAN RESOURCES	HUMAN RESOURCES ANALYST 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
HUMAN RESOURCES	HUMAN RESOURCES ANALYST 3	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
HUMAN RESOURCES	HUMAN RESOURCES ANALYST 4	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
HUMAN RESOURCES	HUMAN RESOURCES SERVICES MANAGER	108	\$120,038	\$125,440	\$131,085	\$136,984	\$143,148
HUMAN RESOURCES	LABOR RELATIONS SPECIALIST	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
HUMAN RESOURCES	OCCUPATIONAL ACCOMMODATIONS SPECIALIST 1	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
HUMAN RESOURCES	OCCUPATIONAL ACCOMMODATIONS SPECIALIST 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
HUMAN RESOURCES	OCCUPATIONAL ACCOMMODATIONS SPECIALIST 3	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
HUMAN RESOURCES	ORGANIZATIONAL DEVELOPMENT/TRAINING OFFICER	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
HUMAN RESOURCES	ORGANIZATIONAL HEALTH/DEVELOPMENT MANAGER	106	\$109,399	\$114,322	\$119,466	\$124,842	\$130,460
INFORMATION TECHNOLOGY	ASSISTANT INFORMATION TECHNOLOGY DIRECTOR	108	\$120,038	\$125,440	\$131,085	\$136,984	\$143,148
INFORMATION TECHNOLOGY	DIGITAL MEDIA SUPERVISOR	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
INFORMATION TECHNOLOGY	IT ADMINISTRATIVE SERVICES MANAGER	107	\$114,595	\$119,752	\$125,141	\$130,772	\$136,657
INFORMATION TECHNOLOGY	IT PROJECT AND RECORD MANAGEMENT COORDINATOR	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
INFORMATION TECHNOLOGY	IT SPECIALIST 1	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
INFORMATION TECHNOLOGY	IT SPECIALIST 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
INFORMATION TECHNOLOGY	IT SPECIALIST 3	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
INFORMATION TECHNOLOGY	IT SPECIALIST 4	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
INFORMATION TECHNOLOGY	IT TECHNICAL SERVICES MANAGER	107	\$114,595	\$119,752	\$125,141	\$130,772	\$136,657
INFORMATION TECHNOLOGY	PRINCIPAL IT SPECIALIST	105	\$104,438	\$109,138	\$114,049	\$119,181	\$124,544
INFORMATION TECHNOLOGY	RECORDS MANAGEMENT COORDINATOR 1	95	\$68,554	\$71,639	\$74,863	\$78,232	\$81,752
INFORMATION TECHNOLOGY	RECORDS MANAGEMENT COORDINATOR 2	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
LIBRARY	LIBRARIAN SUPERVISOR	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
LIBRARY	LIBRARY ASSOCIATE DIRECTOR	107	\$114,595	\$119,752	\$125,141	\$130,772	\$136,657
LIBRARY	LIBRARY BUSINESS OPERATIONS MANAGER	105	\$104,438	\$109,138	\$114,049	\$119,181	\$124,544
LIBRARY	LIBRARY FACILITIES MANAGER	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
LIBRARY	LIBRARY MEDIA COORDINATOR	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
LIBRARY	LIBRARY PROGRAM COORDINATOR	95	\$68,554	\$71,639	\$74,863	\$78,232	\$81,752
LIBRARY	LIBRARY PROGRAMS SUPERVISOR	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
LIBRARY	LIBRARY SUPERVISOR 1	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
LIBRARY	LIBRARY SUPERVISOR 2	100	\$83,407	\$87,160	\$91,082	\$95,181	\$99,464
LIBRARY	LIBRARY SUPERVISOR 3	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
MAYOR	CHIEF OF STAFF	110	\$131,713	\$137,640	\$143,834	\$150,307	\$157,070
MAYOR	DEPUTY MAYOR 1	104	\$99,702	\$104,189	\$108,877	\$113,776	\$118,896
MAYOR	DEPUTY MAYOR 2	109	\$125,741	\$131,399	\$137,312	\$143,491	\$149,948
MAYOR	FACILITIES AND SUSTAINABILITY MANAGER	107	\$114,595	\$119,752	\$125,141	\$130,772	\$136,657
MAYOR	MAYOR'S OFFICE ADMINISTRATIVE COORDINATOR	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
MAYOR	PUBLIC INFORMATION OFFICER 3	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
MAYOR	SECRETARY TO THE MAYOR	92	\$60,945	\$63,687	\$66,553	\$69,548	\$72,678
MAYOR	SUSTAINABILITY PROGRAM COORDINATOR	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940

Attachment 3
Title and Grade Assignments

City of Madison, WI

METRO TRANSIT	PARATRANSIT PROGRAM MANAGER	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
METRO TRANSIT	TRANSIT ACCOUNTANT 1	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
METRO TRANSIT	TRANSIT ACCOUNTANT 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
METRO TRANSIT	TRANSIT ACCOUNTANT 3	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
METRO TRANSIT	TRANSIT ACCOUNTANT 4	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
METRO TRANSIT	TRANSIT ADMININSTRATIVE SUPERVISOR	94	\$65,918	\$68,884	\$71,984	\$75,223	\$78,608
METRO TRANSIT	TRANSIT ADVERTISING/SALES ASSOCIATE	91	\$58,600	\$61,237	\$63,993	\$66,873	\$69,882
METRO TRANSIT	TRANSIT ASSISTANT SCHEDULE PLANNER	98	\$77,115	\$80,585	\$84,211	\$88,000	\$91,961
METRO TRANSIT	TRANSIT BUILDING MAINTENANCE GENERAL SUPERVISOR	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
METRO TRANSIT	TRANSIT CAPITAL PROGRAM MANAGER	106	\$109,399	\$114,322	\$119,466	\$124,842	\$130,460
METRO TRANSIT	TRANSIT CAPITOL PROJECT MANAGER	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
METRO TRANSIT	TRANSIT CUSTOMER SERVICE SUPERVISOR	96	\$71,297	\$74,505	\$77,858	\$81,362	\$85,023
METRO TRANSIT	TRANSIT DATA ANALYST 1	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
METRO TRANSIT	TRANSIT DATA ANALYST 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
METRO TRANSIT	TRANSIT DATA ANALYST 3	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
METRO TRANSIT	TRANSIT EMPLOYEE RELATIONS ASSISTANT	91	\$58,600	\$61,237	\$63,993	\$66,873	\$69,882
METRO TRANSIT	TRANSIT ENGINEER 1	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
METRO TRANSIT	TRANSIT ENGINEER 2	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
METRO TRANSIT	TRANSIT FINANCE MANAGER	106	\$109,399	\$114,322	\$119,466	\$124,842	\$130,460
METRO TRANSIT	TRANSIT GRANTS ADMINISTRATOR 1	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
METRO TRANSIT	TRANSIT GRANTS ADMINISTRATOR 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
METRO TRANSIT	TRANSIT GRANTS ADMINISTRATOR 3	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
METRO TRANSIT	TRANSIT GRANTS ADMINISTRATOR 4	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
METRO TRANSIT	TRANSIT HUMAN RESOURCES COORDINATOR	99	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
METRO TRANSIT	TRANSIT HUMAN RESOURCES GENERALIST 1	95	\$68,554	\$71,639	\$74,863	\$78,232	\$81,752
METRO TRANSIT	TRANSIT HUMAN RESOURCES GENERALIST 2	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
METRO TRANSIT	TRANSIT INFORMATION SYSTEMS COORDINATOR	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
METRO TRANSIT	TRANSIT INFORMATION SYSTEMS SPECIALIST 1	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
METRO TRANSIT	TRANSIT INFORMATION SYSTEMS SPECIALIST 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
METRO TRANSIT	TRANSIT INFORMATION SYSTEMS SPECIALIST 3	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
METRO TRANSIT	TRANSIT MAINTENANCE GENERAL SUPERVISOR	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
METRO TRANSIT	TRANSIT MAINTENANCE MANAGER	105	\$104,438	\$109,138	\$114,049	\$119,181	\$124,544
METRO TRANSIT	TRANSIT MAINTENANCE SUPERVISOR	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
METRO TRANSIT	TRANSIT MARKETING GENERAL SUPERVISOR	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
METRO TRANSIT	TRANSIT MARKETING SPECIALIST 1	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
METRO TRANSIT	TRANSIT MARKETING SPECIALIST 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
METRO TRANSIT	TRANSIT MARKETING/CUSTOMER SERVICE MANAGER	105	\$104,438	\$109,138	\$114,049	\$119,181	\$124,544
METRO TRANSIT	TRANSIT OPERATIONS GENERAL SUPERVISOR	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
METRO TRANSIT	TRANSIT OPERATIONS MANAGER	105	\$104,438	\$109,138	\$114,049	\$119,181	\$124,544
METRO TRANSIT	TRANSIT OPERATIONS SUPERVISOR	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
METRO TRANSIT	TRANSIT PARTS SUPERVISOR	96	\$71,297	\$74,505	\$77,858	\$81,362	\$85,023
METRO TRANSIT	TRANSIT PLANNER 1	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
METRO TRANSIT	TRANSIT PLANNER 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
METRO TRANSIT	TRANSIT PLANNER 3	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
METRO TRANSIT	TRANSIT PLANNING & SCHEDULING MANAGER	105	\$104,438	\$109,138	\$114,049	\$119,181	\$124,544
METRO TRANSIT	TRANSIT SAFETY COORDINATOR 1	96	\$71,297	\$74,505	\$77,858	\$81,362	\$85,023
METRO TRANSIT	TRANSIT SAFETY COORDINATOR 2	98	\$77,115	\$80,585	\$84,211	\$88,000	\$91,961
METRO TRANSIT	TRANSIT SCHEDULE PLANNER	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
METRO TRANSIT	TRANSIT SERVICE MANAGER	107	\$114,595	\$119,752	\$125,141	\$130,772	\$136,657
METRO TRANSIT	TRANSIT TRAINING SPECIALIST	96	\$71,297	\$74,505	\$77,858	\$81,362	\$85,023
MONONA TERRACE COMMUNITY CONVENTION CENTER	MONONA TERRACE ASSISTANT OPERATIONS MANAGER	96	\$71,297	\$74,505	\$77,858	\$81,362	\$85,023
MONONA TERRACE COMMUNITY CONVENTION CENTER	MONONA TERRACE ASSISTANT OPERATIONS SUPERVISOR	95	\$68,554	\$71,639	\$74,863	\$78,232	\$81,752
MONONA TERRACE COMMUNITY CONVENTION CENTER	MONONA TERRACE ASSOCIATE DIRECTOR	106	\$109,399	\$114,322	\$119,466	\$124,842	\$130,460
MONONA TERRACE COMMUNITY CONVENTION CENTER	MONONA TERRACE BUILDING MAINTENANCE SUPERVISOR	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
MONONA TERRACE COMMUNITY CONVENTION CENTER	MONONA TERRACE BUSINESS MANAGER	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940

Attachment 3
Title and Grade Assignments

City of Madison, WI

MONONA TERRACE COMMUNITY CONVENTION CENTER	MONONA TERRACE CUSTOMER RELATIONS SUPERVISOR	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
MONONA TERRACE COMMUNITY CONVENTION CENTER	MONONA TERRACE EVENT SERVICES MANAGER	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
MONONA TERRACE COMMUNITY CONVENTION CENTER	MONONA TERRACE GIFT SHOP MANAGER	95	\$68,554	\$71,639	\$74,863	\$78,232	\$81,752
MONONA TERRACE COMMUNITY CONVENTION CENTER	MONONA TERRACE OPERATIONS MANAGER	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
MONONA TERRACE COMMUNITY CONVENTION CENTER	MONONA TERRACE SALES ASSOCIATE	91	\$58,600	\$61,237	\$63,993	\$66,873	\$69,882
MONONA TERRACE COMMUNITY CONVENTION CENTER	MONONA TERRACE SALES MANAGER	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
MONONA TERRACE COMMUNITY CONVENTION CENTER	MONONA TERRACE VOLUNTEER/TOURISM COORDINATOR	94	\$65,918	\$68,884	\$71,984	\$75,223	\$78,608
MONONA TERRACE COMMUNITY CONVENTION CENTER	QUALITY IMPROVEMENT AND OPERATIONS MANAGER	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
MULTIPLE	ACCOUNTANT 1	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
MULTIPLE	ACCOUNTANT 3	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
MULTIPLE	ACCOUNTANT 4	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
MULTIPLE	ADMINISTRATIVE ANALYST 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
MULTIPLE	ADMINISTRATIVE SERVICES SUPERVISOR	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
MULTIPLE	ADMINISTRATIVE SUPERVISOR	94	\$65,918	\$68,884	\$71,984	\$75,223	\$78,608
MULTIPLE	COMMUNITY EVENTS COORDINATOR	93	\$63,382	\$66,234	\$69,215	\$72,330	\$75,585
MULTIPLE	COMMUNITY RELATIONS SPECIALIST	95	\$68,554	\$71,639	\$74,863	\$78,232	\$81,752
MULTIPLE	COMPUTER MAPPING/GIS COORDINATOR	104	\$99,702	\$104,189	\$108,877	\$113,776	\$118,896
MULTIPLE	DATA ANALYST 1	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
MULTIPLE	DATA ANALYST 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
MULTIPLE	DATA ANALYST 3	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
MULTIPLE	ENGINEER 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
MULTIPLE	ENGINEER 3	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
MULTIPLE	ENGINEER 4	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
MULTIPLE	GIS SPECIALIST 1	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
MULTIPLE	GIS SPECIALIST 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
MULTIPLE	GIS SPECIALIST 3	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
MULTIPLE	GRANTS ADMINISTRATOR 1	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
MULTIPLE	GRANTS ADMINISTRATOR 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
MULTIPLE	GRANTS ADMINISTRATOR 3	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
MULTIPLE	LANDSCAPE ARCHITECT 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
MULTIPLE	LANDSCAPE ARCHITECT 4	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
MULTIPLE	LEGISLATIVE ANALYST	104	\$99,702	\$104,189	\$108,877	\$113,776	\$118,896
MULTIPLE	MARKETING/COMMUNICATIONS SPECIALIST	95	\$68,554	\$71,639	\$74,863	\$78,232	\$81,752
MULTIPLE	PARALEGAL	95	\$65,242	\$67,852	\$70,566	\$73,389	\$76,324
MULTIPLE	PLANNER 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
MULTIPLE	PLANNER 3	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
MULTIPLE	PLANNER 4	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
MULTIPLE	PRINCIPAL ENGINEER 1	106	\$109,399	\$114,322	\$119,466	\$124,842	\$130,460
MULTIPLE	PRINCIPAL ENGINEER 2	107	\$114,595	\$119,752	\$125,141	\$130,772	\$136,657
MULTIPLE	PRINCIPAL PLANNER	106	\$109,399	\$114,322	\$119,466	\$124,842	\$130,460
MULTIPLE	PUBLIC INFORMATION OFFICER 1	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
MULTIPLE	PUBLIC INFORMATION OFFICER 2	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
MULTIPLE	PUBLIC WORKS DEVELOPMENT MANAGER 2	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
MULTIPLE	PUBLIC WORKS FOREPERSON 1	96	\$71,297	\$74,505	\$77,858	\$81,362	\$85,023
MULTIPLE	PUBLIC WORKS FOREPERSON 2	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
MULTIPLE	PUBLIC WORKS GENERAL FOREPERSON	98	\$77,115	\$80,585	\$84,211	\$88,000	\$91,961
MULTIPLE	PUBLIC WORKS GENERAL SUPERVISOR	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
MULTIPLE	REAL ESTATE DEVELOPMENT SPECIALIST 4	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
MULTIPLE	SURVEYOR 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
MULTIPLE	TRAFFIC OPERATIONS SUPERVISOR	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
PARKING	FIELD OPERATIONS SUPERVISOR	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
PARKING	PARKING ANALYST	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
PARKING	PARKING COMMUNITY OUTREACH SPECIALIST	95	\$68,554	\$71,639	\$74,863	\$78,232	\$81,752
PARKING	PARKING DIVISION DIRECTOR	108	\$120,038	\$125,440	\$131,085	\$136,984	\$143,148
PARKING	PARKING ENFORCEMENT FIELD SUPERVISOR	96	\$71,297	\$74,505	\$77,858	\$81,362	\$85,023

Attachment 3
Title and Grade Assignments

City of Madison, WI

PARKING	PARKING ENFORCEMENT SUPERVISOR	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
PARKS	ASSISTANT PARKS SUPERINTENDENT	107	\$114,595	\$119,752	\$125,141	\$130,772	\$136,657
PARKS	BOTANICAL CENTER DIRECTOR	104	\$99,702	\$104,189	\$108,877	\$113,776	\$118,896
PARKS	CONSERVATION RESOURCE SUPERVISOR	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
PARKS	FINANCIAL & ADMINISTRATIVE MANAGER	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
PARKS	HORTICULTURE SUPERVISOR	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
PARKS	LANDSCAPE ARCHITECT 1	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
PARKS	LANDSCAPE ARCHITECT 3	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
PARKS	LANDSCAPE CONSTRUCTION SUPERVISOR	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
PARKS	MADISON PARKS FOUNDATION COORDINATOR	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
PARKS	OLBRICH FACILITY/VOLUNTEER COORDINATOR	94	\$65,918	\$68,884	\$71,984	\$75,223	\$78,608
PARKS	PARKS COMMUNITY SERVICES MANAGER	105	\$104,438	\$109,138	\$114,049	\$119,181	\$124,544
PARKS	PARKS FACILITY/MAINTENANCE SUPERVISOR	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
PARKS	PARKS GENERAL SUPERVISOR	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
PARKS	PARKS OPERATIONS MANAGER	105	\$104,438	\$109,138	\$114,049	\$119,181	\$124,544
PARKS	PARKS PLANNING/DEVELOPMENT MANAGER	105	\$104,438	\$109,138	\$114,049	\$119,181	\$124,544
PARKS	PARKS PROGRAM COORDINATOR	95	\$68,554	\$71,639	\$74,863	\$78,232	\$81,752
PARKS	RECREATION SERVICES COORDINATOR	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
PARKS	WARNER PARK FACILITY MANAGER	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
PLANNING	ARTS & CULTURE ADMINISTRATOR	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
PLANNING	DPCED ADMINISTRATIVE SERVICES MANAGER	106	\$109,399	\$114,322	\$119,466	\$124,842	\$130,460
PLANNING	GIS SPECIALIST 4	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
PLANNING	PLANNER 1	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
PLANNING	TRANSPORTATION PLANNING MANAGER	107	\$114,595	\$119,752	\$125,141	\$130,772	\$136,657
POLICE	CRIME ANALYST 1	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
POLICE	CRIME ANALYST 2	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
POLICE	CRIME ANALYST 3	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
POLICE	FORENSIC VIDEO ANALYST	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
POLICE	GRANTS ADMINISTRATOR 4	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
POLICE	POLICE ADMINISTRATIVE SERVICES MANAGER	106	\$109,399	\$114,322	\$119,466	\$124,842	\$130,460
POLICE	POLICE CASE PROCESS SUPERVISOR	98	\$77,115	\$80,585	\$84,211	\$88,000	\$91,961
POLICE	POLICE COURT SERVICES SUPERVISOR	98	\$77,115	\$80,585	\$84,211	\$88,000	\$91,961
POLICE	POLICE DIRECTOR	106	\$109,399	\$114,322	\$119,466	\$124,842	\$130,460
POLICE	POLICE INFORMATION SYSTEM COORDINATOR	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
POLICE	POLICE PROPERTY SUPERVISOR	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
POLICE	POLICE RECORDS CUSTODIAN	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
POLICE	POLICE RECORDS SECTION MANAGER	106	\$109,399	\$114,322	\$119,466	\$124,842	\$130,460
POLICE	POLICE RECORDS SERVICES SUPERVISOR	96	\$71,297	\$74,505	\$77,858	\$81,362	\$85,023
POLICE	TRAINING CENTER COORDINATOR	96	\$71,297	\$74,505	\$77,858	\$81,362	\$85,023
STREETS	ASSISTANT CITY FORESTER	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
STREETS	CITY FORESTER	104	\$99,702	\$104,189	\$108,877	\$113,776	\$118,896
STREETS	FORESTRY OPERATIONS SUPERVISOR	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
STREETS	MAINTENANCE/REPAIR COORDINATOR	98	\$77,115	\$80,585	\$84,211	\$88,000	\$91,961
STREETS	PROCESS PLANT SUPERVISOR	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
STREETS	STREETS DIVISION MANAGER	110	\$131,713	\$137,640	\$143,834	\$150,307	\$157,070
STREETS	STREETS GENERAL SUPERVISOR	99	\$80,199	\$83,808	\$87,579	\$91,520	\$95,638
STREETS	STREETS OPERATIONS ANALYST	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
STREETS	STREETS OPERATIONS MANAGER	104	\$99,702	\$104,189	\$108,877	\$113,776	\$118,896
STREETS	STREETS PIO/STRATEGIC INITIATIVES COORDINATOR	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
STREETS	TREE TRIMMER FOREPERSON	96	\$71,297	\$74,505	\$77,858	\$81,362	\$85,023
TRAFFIC ENGINEERING	ASSISTANT CITY TRAFFIC ENGINEER	108	\$120,038	\$125,440	\$131,085	\$136,984	\$143,148
TRAFFIC ENGINEERING	COMMUNICATIONS OPERATIONS SUPERVISOR	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
TRAFFIC ENGINEERING	CROSSING GUARD SUPERVISOR	94	\$65,918	\$68,884	\$71,984	\$75,223	\$78,608
TRAFFIC ENGINEERING	ELECTRICAL OPERATIONS SUPERVISOR	104	\$99,702	\$104,189	\$108,877	\$113,776	\$118,896
TRAFFIC ENGINEERING	PEDESTRIAN BICYCLE ADMINISTRATOR	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505

Attachment 3
Title and Grade Assignments

City of Madison, WI

TRAFFIC ENGINEERING	PEDESTRIAN BICYCLE OUTREACH SPECIALIST	95	\$68,554	\$71,639	\$74,863	\$78,232	\$81,752
TRAFFIC ENGINEERING	TRAFFIC ENGINEER 1	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
TRAFFIC ENGINEERING	TRAFFIC ENGINEER 2	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
TRAFFIC ENGINEERING	TRAFFIC ENGINEER 3	105	\$104,438	\$109,138	\$114,049	\$119,181	\$124,544
TRAFFIC ENGINEERING	TRAFFIC ENGINEER 4	106	\$109,399	\$114,322	\$119,466	\$124,842	\$130,460
TRAFFIC ENGINEERING	TRAFFIC OPERATIONS MANAGER	106	\$109,399	\$114,322	\$119,466	\$124,842	\$130,460
TRAFFIC ENGINEERING	TRANSPORTATION OPERATIONS ANALYST	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
WATER	ASSET MANAGER 1	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
WATER	ASSET MANAGER 2	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
WATER	CONSTRUCTION SUPERVISOR	100	\$83,407	\$87,160	\$91,082	\$95,181	\$99,464
WATER	CONTROL SYSTEMS PROGRAMMER	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505
WATER	CUSTOMER SERVICE SUPERVISOR	102	\$91,082	\$95,181	\$99,464	\$103,940	\$108,617
WATER	WATER COMMUNITY OUTREACH SPECIALIST	95	\$68,554	\$71,639	\$74,863	\$78,232	\$81,752
WATER	WATER QUALITY MANAGER	106	\$109,399	\$114,322	\$119,466	\$124,842	\$130,460
WATER	WATER QUALITY PROGRAM SUPERVISOR	100	\$83,407	\$87,160	\$91,082	\$95,181	\$99,464
WATER	WATER RESOURCES SPECIALIST 1	97	\$74,148	\$77,485	\$80,972	\$84,616	\$88,423
WATER	WATER RESOURCES SPECIALIST 3	101	\$87,160	\$91,082	\$95,181	\$99,464	\$103,940
WATER	WATER UTILITY ASSISTANT GENERAL MANAGER'	108	\$120,038	\$125,440	\$131,085	\$136,984	\$143,148
WATER	WATER UTILITY FINANCIAL MANAGER	106	\$109,399	\$114,322	\$119,466	\$124,842	\$130,460
WATER	WATER UTILITY OPERATIONS MANAGER	106	\$109,399	\$114,322	\$119,466	\$124,842	\$130,460
WATER	WATER UTILITY MAINTENANCE SUPERVISOR	103	\$95,181	\$99,464	\$103,940	\$108,617	\$113,505

Attorney			Minimum	Midpoint	Maximum
Department	Proposed Title	Grade	Step 1	Step 7	Step 13
CIVIL RIGHTS	HEARING EXAMINER	150	\$98,725	\$132,301	\$177,296
ATTORNEY	ASSISTANT CITY ATTORNEY	150	\$98,725	\$132,301	\$177,296

Executive					
Department	Proposed Title	Grade	Minimum	Midpoint	Maximum
PARKING	ASSISTANT PARKING UTILITY MANAGER	201	\$124,631	\$146,441	\$168,251
FLEET SERVICES	FLEET SERVICES SUPERINTENDENT	201	\$124,631	\$146,441	\$168,251
INDEPENDENT MONITOR	INDEPENDENT POLICE MONITOR	201	\$124,631	\$146,441	\$168,251
COMMON COUNCIL	COMMON COUNCIL CHIEF OF STAFF	201	\$124,631	\$146,441	\$168,251
EMPLOYEE ASSISTANCE	EMPLOYEE ASSISTANCE PROGRAM DIRECTOR	201	\$124,631	\$146,441	\$168,251
ASSESSOR	CITY ASSESSOR	202	\$130,862	\$153,763	\$176,664
BUILDING INSPECTION	BUILDING INSPECTION DIVISION DIRECTOR	202	\$130,862	\$153,763	\$176,664
CDA HOUSING OPERATIONS	CDA HOUSING DIRECTOR	202	\$130,862	\$153,763	\$176,664
CIVIL RIGHTS	CIVIL RIGHTS DIRECTOR	202	\$130,862	\$153,763	\$176,664
CLERK	CITY CLERK	202	\$130,862	\$153,763	\$176,664
COMMUNITY DEVELOPMENT	COMMUNITY DEVELOPMENT DIVISION DIRECTOR	202	\$130,862	\$153,763	\$176,664
ECONOMIC DEVELOPMENT	ECONOMIC DEVELOPMENT DIVISION DIRECTOR	202	\$130,862	\$153,763	\$176,664
METRO TRANSIT	TRANSIT CHIEF ADMINISTRATIVE OFFICER	202	\$130,862	\$153,763	\$176,664
METRO TRANSIT	TRANSIT CHIEF DEVELOPMENT OFFICER	202	\$130,862	\$153,763	\$176,664
METRO TRANSIT	TRANSIT CHIEF MAINTENANCE OFFICER	202	\$130,862	\$153,763	\$176,664
METRO TRANSIT	TRANSIT CHIEF OPERATING OFFICER	202	\$130,862	\$153,763	\$176,664
STREETS	STREETS SUPERINTENDENT	203	\$137,405	\$161,451	\$185,497
MONONA TERRACE CCC	MONONA TERRACE DIRECTOR	203	\$137,405	\$161,451	\$185,497
PLANNING	PLANNING DIVISION DIRECTOR	203	\$137,405	\$161,451	\$185,497
LIBRARY	LIBRARY DIRECTOR	204	\$144,276	\$169,524	\$194,772
PARKS	PARKS SUPERINTENDENT	204	\$144,276	\$169,524	\$194,772
TRAFFIC ENGINEERING	CITY TRAFFIC ENGINEER	204	\$144,276	\$169,524	\$194,772
ENGINEERING	CITY ENGINEER	205	\$150,769	\$177,153	\$203,537
WATER	WATER UTILITY GENERAL MANAGER	205	\$150,769	\$177,153	\$203,537
HUMAN RESOURCES	HUMAN RESOURCES DIRECTOR	206	\$157,553	\$185,125	\$212,697
INFORMATION TECHNOLOGY	IT DIRECTOR	206	\$157,553	\$185,125	\$212,697

ATTORNEY	CITY ATTORNEY	207	\$164,643	\$193,456	\$222,269
FINANCE	FINANCE DIRECTOR	207	\$164,643	\$193,456	\$222,269
METRO TRANSIT	TRANSIT GENERAL MANAGER	207	\$164,643	\$193,456	\$222,269
MULTIPLE	PUBLIC WORKS DIRECTOR	207	\$164,643	\$193,456	\$222,269
PLANNING AND ECONOMIC DEV	DIRECTOR OF PLANNING AND COMMUNITY AND ECONOMIC DEVELOPMENT	207	\$164,643	\$193,456	\$222,269
TRANSPORTATION	DIRECTOR OF TRANSPORTATION	207	\$164,643	\$193,456	\$222,269
FIRE	FIRE CHIEF	208	\$171,229	\$201,194	\$231,159
POLICE	POLICE CHIEF	208	\$171,229	\$201,194	\$231,159

Executive Summary

This report provides an analysis of the City of Madison's benefits compared to those offered by its peer organizations, with a focus on pay plans, paid time off, health benefits, and retirement benefits. Baker Tilly requested data from 16 peer organizations; 12 peers completed the benefits portion of the market survey and our team located the remaining 4 peers' benefit and personnel data online.

Overall, Madison provides a benefits package that is largely comparable to peers, particularly in pay plan design, paid time off, parental leave, and retirement benefits.

Areas of opportunity include select ancillary and voluntary benefits, such as broader wellness offerings, tuition assistance across employee groups, and certain supplemental benefits that are more commonly offered by peers.

While Madison's benefits package is competitive and well-aligned with the market, there are targeted opportunities to enhance select offerings to further strengthen competitiveness with peer organizations.

Participating organizations include:

Ann Arbor, MI	Dane County, WI	City of St. Paul, MN
Aurora, IL*	Des Moines, IA	City of Spokane, WA
Austin, TX	City of Eugene, OR*	State of Wisconsin
Boulder, CO	City of Grand Rapids, MI*	University of Wisconsin - Madison
Cincinnati, OH	City of Lincoln, NE	
Columbus, OH	City of Milwaukee, WI*	

* Indicates organization data matched by Baker Tilly

Pay Plan Design

The City of Madison uses formally adopted pay plans, including multiple structures with grades and steps tied to tenure.

- 15 peers have adopted a formal pay plan, and 12 peers use multiple pay plans.
- 8 peers utilize a grade and step pay plan.

Time Off

The City of Madison provides 11 annual paid holidays and utilizes a vacation and sick leave structure.

- 16 peers' average number of annual paid holidays is 10.81 days, which is comparable to the City of Madison's 11 annual holidays – these are not inclusive of any floating holiday amounts.
- 14 peers utilize a traditional vacation and sick leave model, where vacation and sick time are maintained as separate leave banks (as opposed to a combined PTO model).

Health Benefits

The City of Madison offers comprehensive health benefits, including a Health Maintenance Organization (HMO) plan and employer contributions toward premiums.

- 12 peers responded to having a Preferred Provider Organization (PPO) healthcare plan.
- 11 peers provide short-term disability insurance, and 5 peers reported paying 100% of this benefit for employees.

Other Benefits

The City of Madison provides a range of additional benefits, including pay increases for part-time employees and paid parental leave.

- 13 peers provide pay increases for part-time and/or intermittent employees.
- 12 responding peers provide an average of 9.83 weeks of paid parental leave for employees.

Pay Plan Design

Type of Pay Plan(s)

<u>Number of Responses</u>	<u>Responses</u>
16	Grade and Step (8); Grades, No Steps (min and max only) (4); Other (Please Explain) (4)
<i>The City of Madison uses grade and step pay plans.</i>	

- Of 16 responses, half (8) of the peers are using a step plan with 4 using an open range plan and 4 other peers said they were using a combination of step and open range plans.

Step Plans (Grades and Steps)

	<u>Number of Responses</u>	<u>Least</u>	<u>Most</u>	<u>Average</u>
# of grades	8	10	90	36.63
% between grades	9	1%	12%	Varies
# of steps	9	6	13	9
% between steps	10	2.5%	4%	3.3%
<i>Madison has 110 grades across its pay plans and identified grades overlap with one another.</i>				
<i>On average, Madison has 5 steps per pay grade with 3% between each step.</i>				

- On average, peers have 36.63 grades and the percentage between grades varies from 1% to 12%.
- Reporting peers also have an average of 9 steps per grade with an average of 3.3% between steps.
- Overall, peers tend to have fewer grades but more steps within each grade, while Madison has more grades with fewer steps, reflecting a different approach to pay progression.

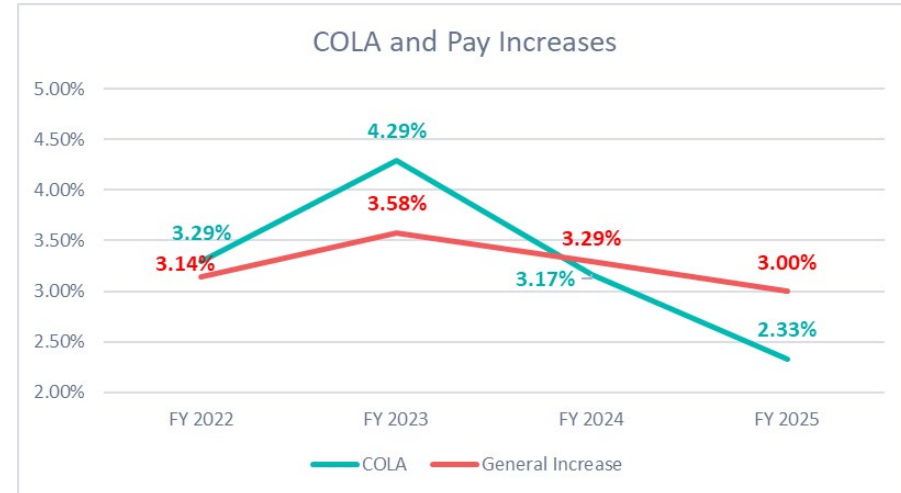
Administration of Pay Increases

<u>Number of Responses</u>	<u>Responses</u>
16	Annual Wage or Step Increases (automatic) (8); Merit or Performance Increases (3) Budget Process or Financial Ability (5)
<i>Madison's pay increases are automatic like the majority of peers.</i>	

Attachment 5 Benefits Comparison Report

City of Madison, WI

- Of 16 responses, half (8) of the peers reported that pay increases are administered through annual wage or step increases (automatic), 5 peers administer increases based on their budget process or financial ability, and 3 peers administer merit or performance increases.
- For FY 2025, 8 responding peers planned on providing a 3% organization-wide increase, and 3 responding peers planned on providing an average of 2.3% COLA adjustment for FY 2025.



How Organizations Adjust Pay Structure

<u>Number of Responses</u>	<u>Responses</u>
16	Budget Process or Financial Ability (9); Collective Bargaining Agreements (1); Annual/Internal Review Adjustment (2); Compensation Study (1); Other (Please Explain) (3)

- Of the 3 peers that selected “Other (Please Explain)”, 2 peers reported using a combination of all these methods and the final peer indicated that they adjust their pay structures based on the World at Work’s reported National Averages¹.

Frequency Organizations Adjust Their Pay Structure

<u>Number of Responses</u>	<u>Responses</u>
15	Annually (8); Every 2 Years (4); Every 3 Years (1); Every 4 Years (1); Sporadically (1)

¹ Source: WorldatWork research and published national compensation data, www.worldatwork.org.

Pay Practices

On-Call and Standby Pay

	<u>Call-back</u> (10 responses)	<u>On-call</u> (10 responses)	<u>City of Madison</u>
Holidays	Overtime rate (1.5x straight time) (8) Double time (2x straight time) (2)	Straight time (1) Overtime rate (1.5x straight time) (4) Double time (2x straight time) (1) Other (please explain) (4)	<i>Double time (2x straight time)</i>
Saturdays & Sundays	Straight time (5) Overtime rate (1.5x straight time) (3) Other (please explain) (1)	Straight time (4) Overtime rate (1.5x straight time) (1) Other (please explain) (4)	<i>CG 15, 16, 20, 32, 33 and 71 receive overtime rate (1.5x straight time).</i>
Regularly scheduled day off	Straight time (6) Overtime rate (1.5x straight time) (4)	Straight time (4) Overtime rate (1.5x straight time) (2) Other (please explain) (4)	

- Of the 10 responses regarding On-Call on regularly scheduled days off, the comments from the 4 peers that selected “other” include:
 - 2 peers reported that employees receive \$2.25/hour when placed on-call. Another peer reported paying employees 1 hour of pay for each 8 hours on-call. The final peer indicated an employee on-call would receive \$1.50/hour for each hour on-call with the approval from Human Resources

Minimum Hours Paid When Called-Back

	<u>Number of Responses</u>	<u>Least</u>	<u>Most</u>	<u>Average</u>	<u>Madison</u>
Provide minimum hours paid when called-back	7	Yes (6)	No (1)	N/A	Yes
Minimum hours paid when called-back	6	2 hours	4 hours	2.5 hours	<i>2 hours</i>
Madison provides a minimum of 3 hours if the employee is called in between the hours of midnight and 6:00 am.					

Attachment 5
Benefits Comparison Report

City of Madison, WI

Advancing Between Pay Ranges

	<u>Number of Responses</u>	<u>Responses</u>	<u>City of Madison</u>
Minimum % increase with promotion	12	Yes (9); No (3)	Yes
Vacancy required prior to promotion	12	Yes (9); No (3)	No
Minimum % increase with reclass to higher grade	10	Yes (7); No (3)	Yes
Allow employees to negotiate salary upon promotion	12	Yes (10); No (2)	Positions in CG 18 and 44 that are competitively recruited can negotiate salary of vacation
Promotional pay increases automatic upon specific achievement	13	Yes (4); No (9)	

New Hire and Employee Compensation

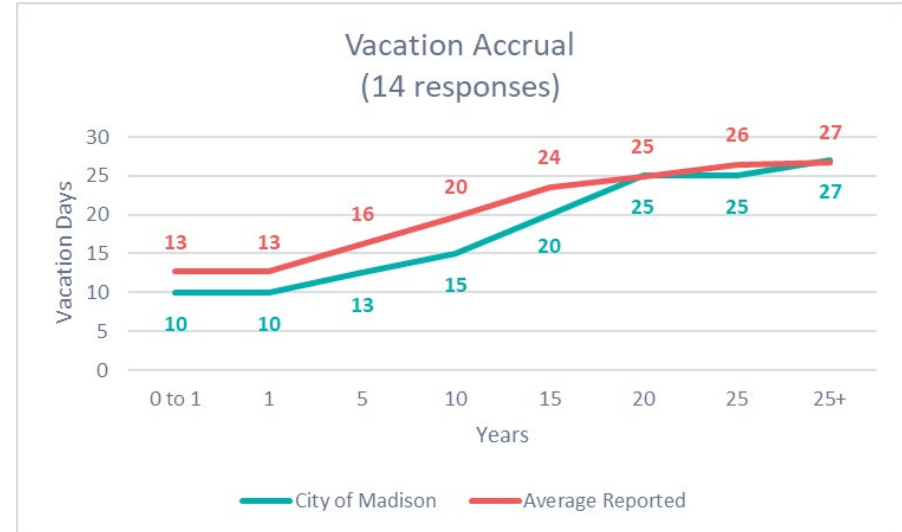
	<u>Number of Responses</u>	<u>Responses</u>	<u>City of Madison</u>
New hire employees receive pay rate above starting minimum	14	All said yes	Yes
Determination of starting rate above minimum	14	Management discretion (5) Additional experience OR education (3) Additional experience AND education (4) Years of related experience (2)	Management Discretion
New employees can negotiate paid time off accruals	13	Yes (5); No (8)	Yes
Provide pay increases for part-time and/or intermittent employees	14	Yes (13); No (1)	Yes
Eligibility criteria for part-time/intermittent employee pay increase	13	Normal wage increases (8) Performance Based (3) Number of Hours Worked (2)	Permanent PT employees receive normal wage increases and hourly workers receive a COLA adjustment

Paid Time Off

Vacation-Sick or Paid Time-Off (PTO)

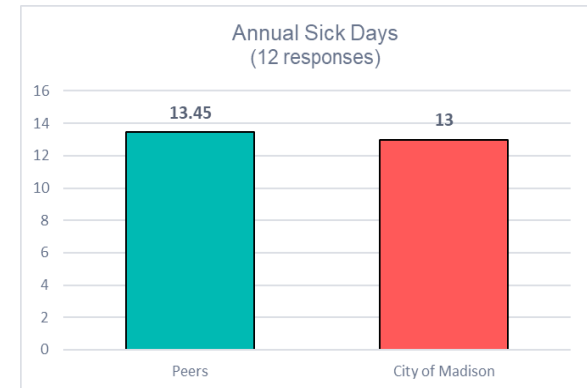
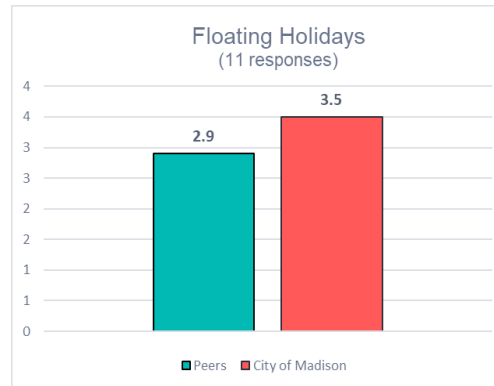
<u>Number of Responses</u>	<u>Responses</u>
16	Vacation – Sick (14); Paid Time Off (2)
<i>The City of Madison uses a Vacation-Sick model</i>	

- 14 organizations reported using a Vacation-Sick model, like Madison, while 2 organizations have PTO.
- On average, peers provide 13.45 annual sick days, compared to Madison's 13. Further, 14 organizations said they allow unused vacation days to carry forward, similar to Madison.
- 16 organizations reported providing paid holidays ranging from 7 to 15 days, with an average of 10.81, similar to the 11 days provided by Madison. Further, of 15 responding organizations, 12 said that they also provided floating holidays.
- Of 14 responses, 12 peers said employees can cash out unused vacation/PTO days. Timing of cash out included Year-end (10 responses), Termination (11 responses), and Retirement (10 responses).
- Madison provides 13 annual sick days for employees, which is comparable to the average number of sick days of the 12 responding peers, at 13.45 days. Of 14 responses, 7 peers said employees can cash out unused sick days.
- Out of 13 responses, 11 peers said they do not provide a sick bank but 9 said they allow employees to donate sick leave. Madison allows donation of vacation time but not sick time.
- Of 12 responses, 7 peers said they do not front load vacation and sick time for new employees upon hire while 5 said they do, similar to the City of Madison.



Attachment 5 Benefits Comparison Report

City of Madison, WI



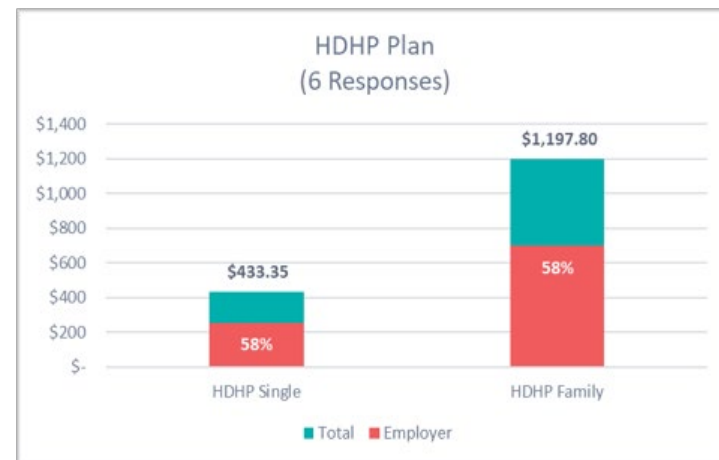
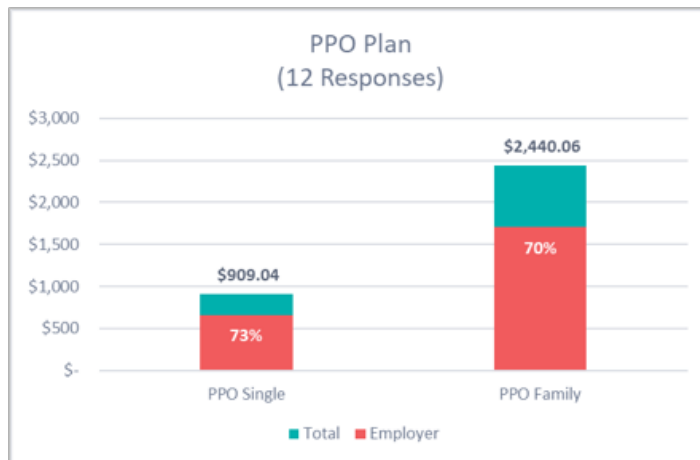
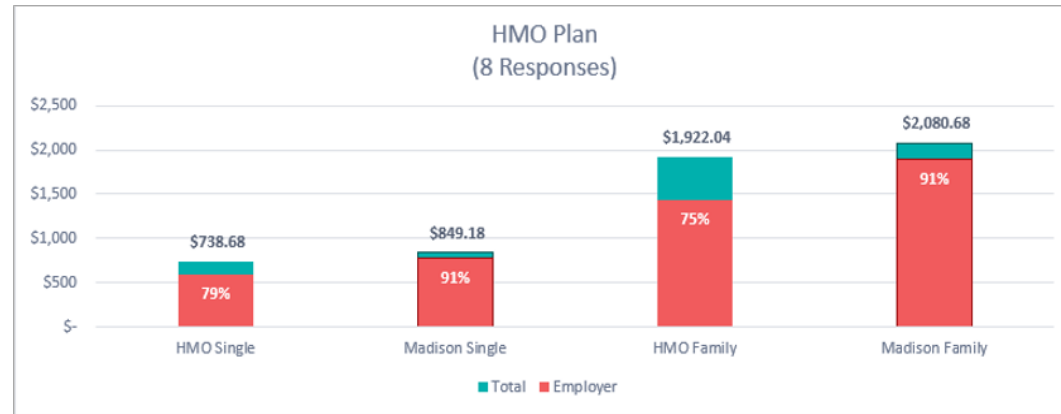
Parental Leave (Maternity, Paternity, Adoption, or Foster Leave)

	<u>Number of Responses</u>	<u>Responses</u>			<u>City of Madison</u>
Do you provide paid parental leave?	12	All provide paid parental leave			Yes
Paid parental leave separate from FMLA	11	Yes (8), No (3)			Yes
Time allowed for parental leave (maternity, paternity, & adoption/foster)		<u>Least</u>	<u>Most</u>	<u>Average</u>	
	12	6 weeks	12 weeks	9.83 weeks	6 weeks
% of salary provided during leave	12	100%	100%	100%	100%

- Of 12 responses, all peers reported providing paid parental leave, with 8 of those indicating the leave being separate from short-term disability benefits, same as Madison.
- The leave provided under this benefit ranged from 6 to 12 weeks with an average of around 9.8 weeks, all providing 100% of salary during that time.

Health Insurance

- HMO (Health Maintenance Organization): On average, employers cover 79% of the cost for single coverage plans and 75% of the cost for family plans.
- Madison covers 91% of the cost for single and family coverage.
- PPO (Preferred Provider Organization, which offers greater flexibility in choosing providers without referrals): On average, employers cover 73% of the cost for single coverage plans and 70% of the cost for family plans.
- HDHP (High Deductible Health Plan, typically paired with a Health Savings Account and featuring lower premiums but higher deductibles): On average, employers cover 58% of the cost for single coverage plans and 58% of the cost for family plans.



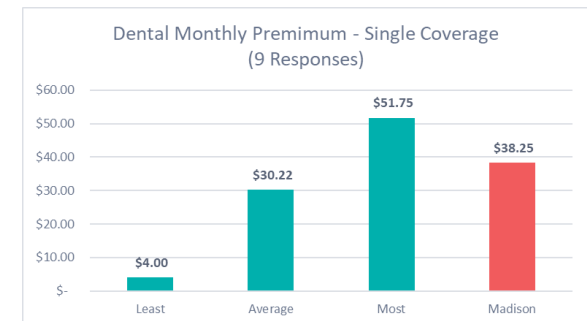
Participation Policies

	<u>Number of Responses</u>	<u>Responses</u>
Organizations requiring 100% participation of all regular full-time employees	13	Yes (1), No (12)
Organizations providing compensation to employees who are not participating	13	Yes (4), No (9)

- 4 of 13 peers reported providing compensation to employees who do not participate in the employer-sponsored health plan.
- The survey did not differentiate whether this applies specifically to employees enrolled in a spouse's or partner's plan.

Dental Insurance Coverage

	<u>Number of Responses</u>	<u>Least</u>	<u>Most</u>	<u>Average</u>
Organizations providing dental insurance coverage	15	All offer dental insurance coverage separate from health insurance		
Employee-only monthly premium	9	\$4.00	\$51.75	\$30.23
% paid by employer	11	0%	100%	82.0%
Employee + family monthly premium	9	\$10.00	\$145.51	\$90.21
% paid by employer	11	0%	100%	77.7%



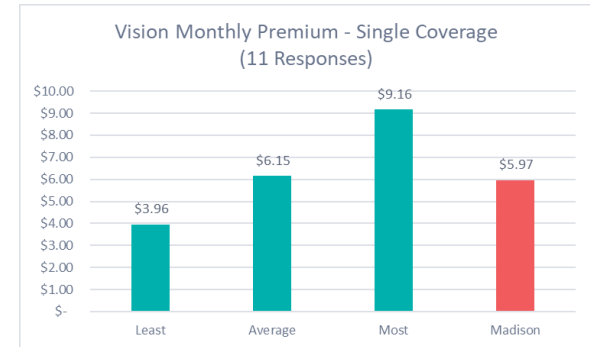
- All responding peers offer dental insurance, with employers covering an average of 82.0% of employee-only premiums and 77.7% of family premiums.
- The City of Madison provides dental insurance coverage; however, employees are responsible for the full cost of premiums for both employee-only and family coverage.

Attachment 5
Benefits Comparison Report

City of Madison, WI

Vision Insurance Coverage

	<u>Number of Responses</u>	<u>Least</u>	<u>Most</u>	<u>Average</u>
Organizations providing vision insurance coverage	15	All Responded Yes		
Coverage is separate from health insurance	14	Yes (11), No (3)		
Employee-only monthly premium	11	\$3.96	\$9.16	\$6.16
% paid by employer	11	0%	100%	9.1%
Employee + family monthly premium	11	\$12.66	\$27.28	\$18.84
% paid by employer	11	0%	100%	9.1%



- All responding peers offer vision insurance, with relatively low employer contributions (averaging 9.1% for both employee-only and family coverage).
- The City of Madison provides vision insurance coverage; however, employees are responsible for the full cost of premiums for both employee-only and family coverage.

Other Health Benefits

Life Insurance

	<u>Number of Responses</u>	<u>Responses</u>		
Organizations providing life insurance	14	All responding respondents offer life insurance		
Life insurance benefit provided by employer to employees	12	1x employee's salary (6) 1.5x employee's salary (3) Other (Please Explain) (3)		
		<u>Least</u>	<u>Most</u>	<u>Average</u>
Total monthly premium cost	3	Varies	Varies	Varies
Maximum life insurance policy available to employees	7	\$150,000	\$700,000	\$320,000

- 14 organizations reported providing life insurance with an average maximum payout of \$320,000 (based on 7 responses).
- Of those that responded “other,” comments included: the amount is based off of union contracts and agreements, general employees are provided with \$50,000 life insurance, and sworn police and fire are provided with \$55,000.
- Among responding organizations, most indicated that the base level of life insurance is fully employer-paid, reflecting a common market practice.
- The City of Madison provides access to life insurance benefits; however, employees are responsible for the cost of coverage. As a result, Madison’s approach differs from many peer organizations that provide employer-paid base coverage.

Accidental Death & Dismemberment (AD&D)

	<u>Number of Responses</u>	<u>Responses</u>	<u>City of Madison</u>
Organizations providing AD&D insurance?	13	Yes (9), No (4)	Yes – Fire and Police Only
% paid by employer	7	100% (5); 0% (2)	

- 9 organizations reported providing Accidental Death and Dismemberment (AD&D) insurance.

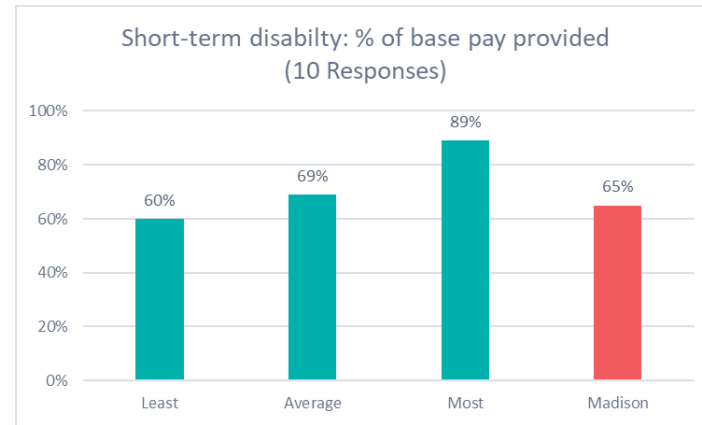
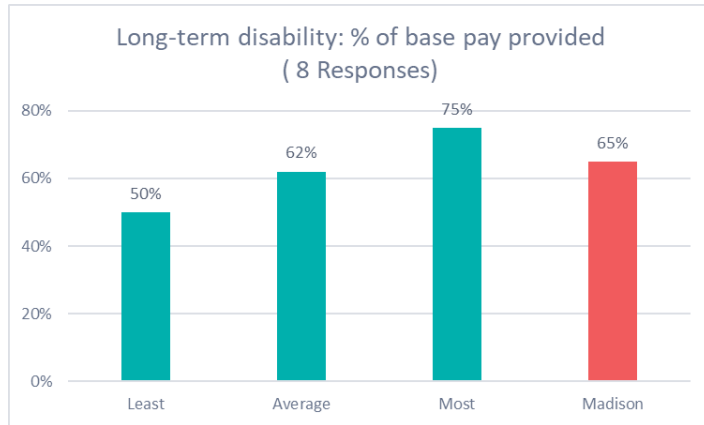
Short-Term and Long-Term Disability Insurance

	<u>Number of Responses</u>	<u>Responses</u>			<u>City of Madison</u>
Provide short-term disability	14	Yes (11), No (3)			Yes
% of employee base pay provided	10	<u>Least</u>	<u>Most</u>	<u>Average</u>	65%
% paid by employer	9	60%	89%	69.1%	
		0%	100%	55.6%	
Provide long-term disability	14	Yes (10), No (4)			Yes
% of employee base pay provided	8	<u>Least</u>	<u>Most</u>	<u>Average</u>	65%
% paid by employer	8	50%	75%	61%	
		0%	100%	62.5%	

- Of 14 responses, 11 organizations reported providing short-term disability insurance, similar to Madison. Income replacement ranged from 60% to 89% with the average around 69%, similar to the 65% provided by Madison.
- Of 14 responses, 10 organizations reported providing long-term disability insurance, similar to Madison. Income replacement ranged from 50% to 75% with the average around 61%, similar to the 65% provided by Madison.

Attachment 5
Benefits Comparison Report

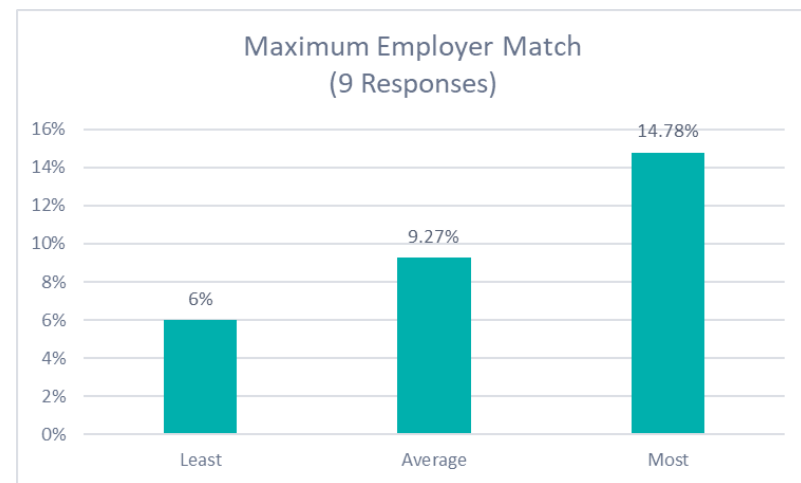
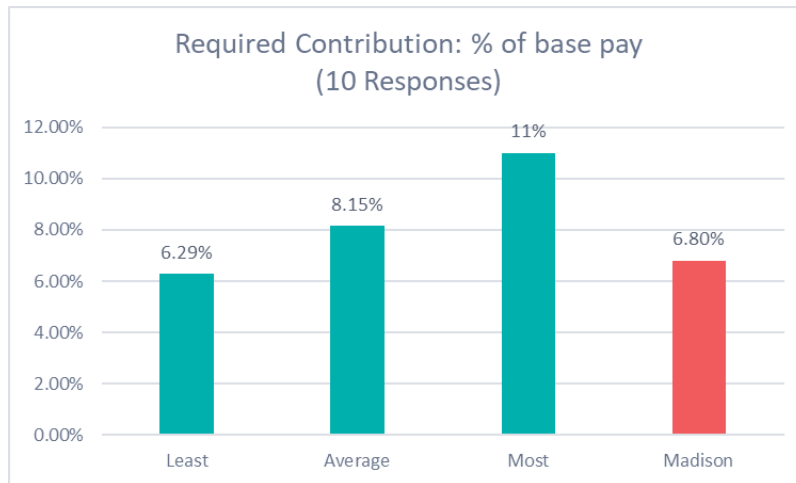
City of Madison, WI



Retirement

	<u>Number of Responses</u>	<u>Responses</u>
Defined Benefit (Pension) Plans offered	12	Wisconsin Retirement System (4) Public Employment Retirement System (5) City of Austin Employees' Retirement System (1) Cincinnati Retirement System (1) Spokane's Employee Retirement System (1)
Employee contributions required and amount	10	All Responded Yes Least 6.29% Most 11.0% Average 8.15%
Maximum employer match of employee contributions	9	Least 6.0% Most 14.0% Average 9.27%
Type of formula used to calculate benefit	10	Career-Average (5); Final Pay (4); Flat Benefit (1)

- 10 organizations require employee contributions to their Defined Benefit (pension) plan. Madison requires a contribution of 6.8% of base pay for non-represented employees.
- Like Madison, most reporting organizations use a 'career-average' formula to calculate retirement benefits.



Retiree Insurance

	<u>Number of Responses</u>	<u>Responses</u>
Group health insurance available to retirees	14	Yes (13), No (1)
% paid by employer	10	0% (8) 100% (1) Union negotiated (1)

- 13 organizations offer group health insurance to retirees.

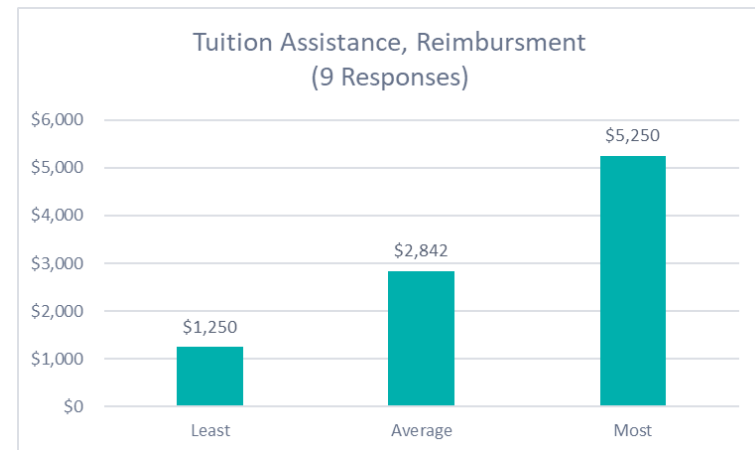
Deferred Compensation (401k & 457)

	<u>Number of Responses</u>	<u>Responses</u>
Deferred Compensation (457) plans offered	12	Plan providers vary
Maximum employee contributions allowed	12	All respondents allow employees to contribute the IRS maximum
Allow employer contributions to match more than one plan	3	None allow employer matches to more than one plan

- 12 organizations offer a deferred compensation (457) plan.

Additional Benefits

- Of 11 responses, 5 organizations said they provide wellness or work/life balance days. Madison provides 1 day to police positions only.
- 10 organizations reported to providing gym reimbursement. Of those, 3 peers reported providing employees with wellness classes at no cost, 3 peers reported providing employees with discounted rates at select gyms. 1 peer reported providing a stipend of \$20/month for a gym membership and another peer reported providing \$1,000 annually into a HRA account. Madison provides a gym reimbursement benefit to police positions only.
- Of 12 responses, all 12 peers said they did not provide student loan repayment contributions.
- Of 12 responses, 11 peers said they provided tuition assistance or reimbursement. Based on 9 responses, those amounts provided ranged from \$1,250 to \$5,250. Madison provides tuition assistance to police and fire only; rates are set annually.
- Of 13 responses, 8 organizations reported providing parking or commuter benefits. Of those, 4 peers reported providing employees with a bus pass while other responses varied including vanpool subsidy up to \$85/month, free parking at city buildings, a \$300 a month parking stipend, and another provides employees the ability to set aside tax-free money for parking costs. Madison provides an annual bus pass valued at \$780.
- Of 12 responses, 9 organizations reported they do not provide referral or recruitment bonuses, but 3 do. One peer reported providing employees with a \$200 bonus if a referral stayed employed for longer than 90 days, another peer provides employees \$1,500 for a referral, and the final peer indicated bonuses for referrals vary based on department. Madison does not provide referral bonuses.
- Of 12 responses, 11 organizations reported they do not provide pet insurance. Madison provides pet care insurance but does not pay the premiums.
- Of 14 responses, 13 organizations reported providing flexible work schedules or compressed work week, 12 said they also provide telecommute (full or partial) programs for employees. Madison also offers FWS and partial telecommute benefits.



Attachment 5
Benefits Comparison Report

City of Madison, WI

- Of 12 responses, 8 peers said they provide organization-issued cellphones. 2 organizations reported that they provide reimbursement to employees who use the personal device.
- Of 8 responses, 7 peers said they provide car allowance or mileage reimbursement. Madison provides mileage reimbursement.
- When asked about any other unique benefits provided, the following responses were received:
 - 3 organizations said they provide 8 hours of paid volunteer leave each year.
 - Paid licensure renewals, subject to management approval
 - Conversion of unused sick leave at retirement to pay for retiree health insurance premiums (conversion at employee's highest hourly pay rate).

Attachment 5
Benefits Comparison Report

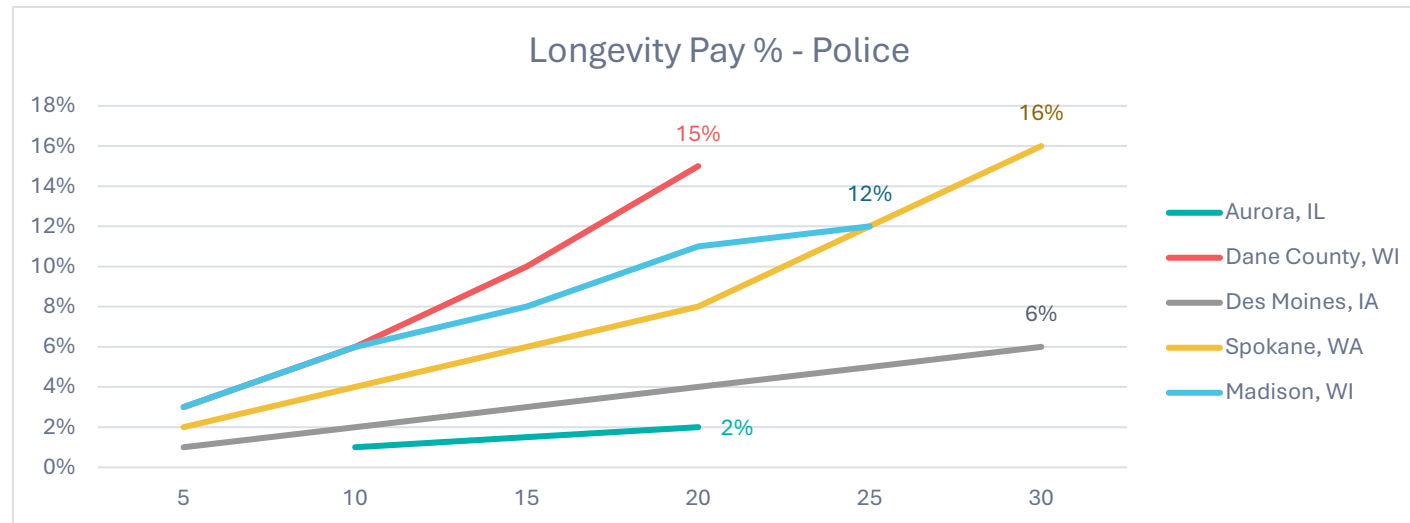
City of Madison, WI

Longevity Pay

Longevity pay was reported as a percentage of base pay or as a flat dollar amount by and if paid at different years, it is noted.

Police % of Pay

Years of Service	5	10	15	20	25	30	Notes
Aurora, IL		1%	2%	2%			
Dane County, WI		1%	2%	2%			
Dane County, WI	3%	6%	10%	15%			Paid at years 5,10,13,17,20
Des Moines, IA	1%	2%	3%	4%	5%	6%	Paid at years 5,10,13,17,21,25
Spokane, WA	2%	4%	6%	8%	12%	16%	
Madison Supervisors	3%	6%	8%	11%	12%		Paid at years 5,10,14,20,25
Madison POA	3%	6%	8%	11%	12%		Paid at years 5,10,14,20,25



**Attachment 5
Benefits Comparison Report**

City of Madison, WI

Police Flat \$ Amount

Years of Service	5	10	15	20	25	30	Notes
Ann Arbor, MI	\$300	\$600	\$900	\$1,200	\$1,500		
Columbus, OH	\$1,260	\$1,300	\$1,455	\$1,530	\$1,700	\$1,830	Paid at years 6,10,15,20,30
Milwaukee, WI		\$300	\$550	\$900			
St. Paul, MN		\$624	\$832	\$1,040			

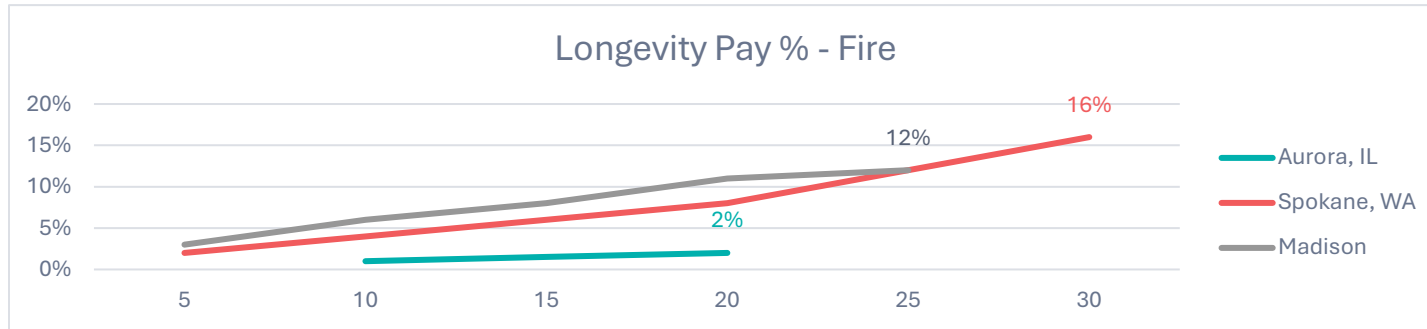


Attachment 5
Benefits Comparison Report

City of Madison, WI

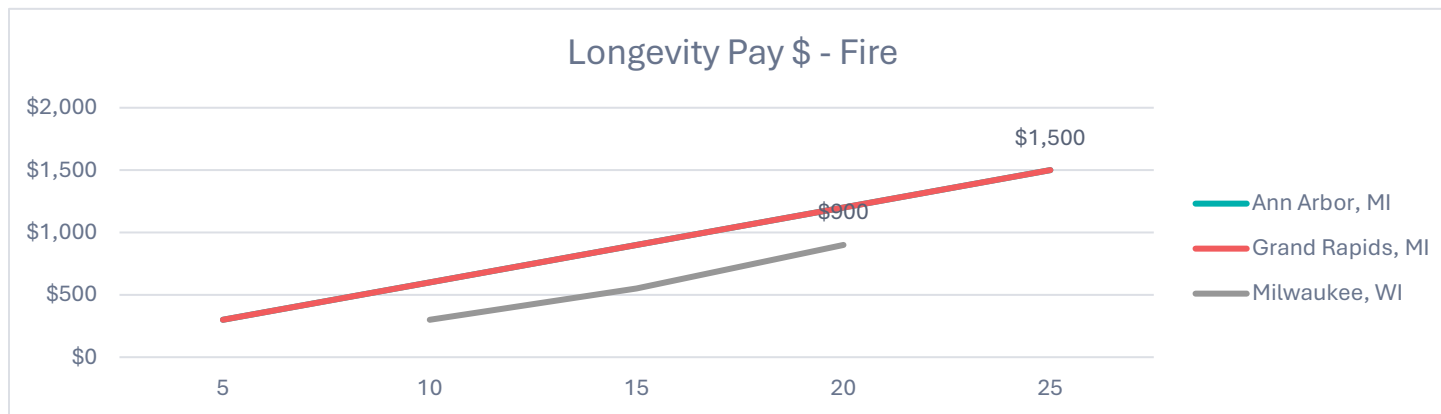
Fire % of Pay

Years of Service	5	10	15	20	25	30	Notes
Aurora, IL		1%	2%	2%			
Spokane, WA	2%	4%	6%	8%	12%	16%	
Madison Supervisors	3%	6%	8%	11%	12%		Paid at years 5,10,14,20,25
Madison IAFF	3%	6%	8%	11%	12%		Paid at years 5,10,14,20,25



Fire Flat \$ Amount

Years of Service	5	10	15	20	25	30	Notes
Ann Arbor, MI	\$300	\$600	\$900	\$1,200	\$1,500		Paid at years 4, 9, 13, 17, 21
Grand Rapids, MI	\$300	\$600	\$900	\$1,200	\$1,500		Paid at years 5,10,13,17,21,25
Milwaukee, WI		\$300	\$550	\$900			

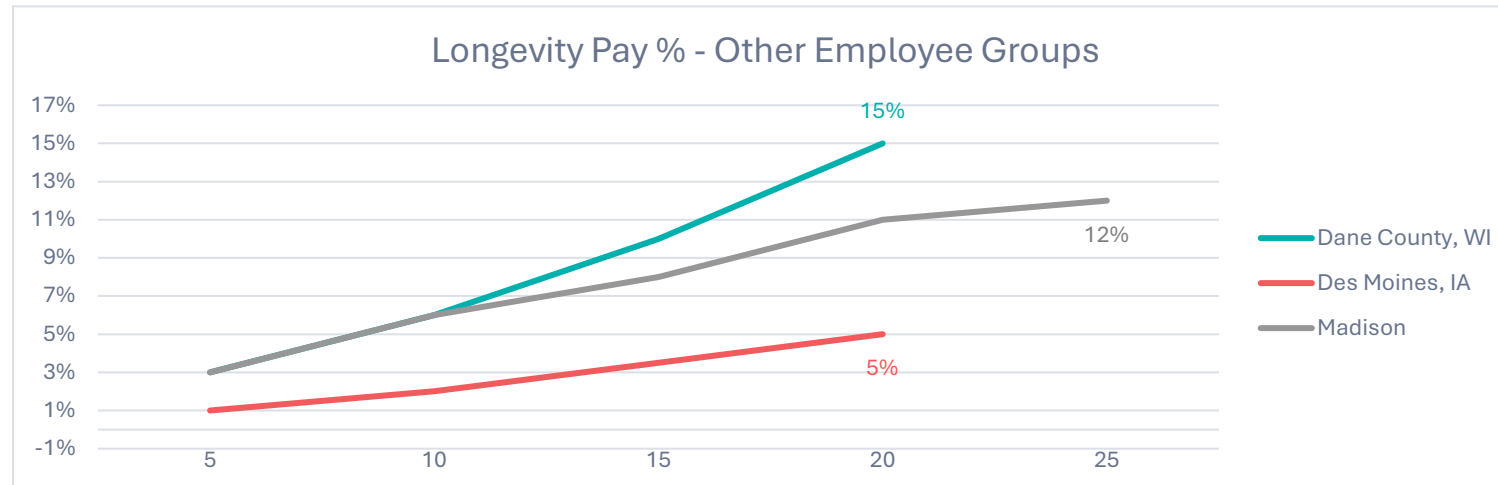


**Attachment 5
Benefits Comparison Report**

City of Madison, WI

Other Employee Groups % of Pay

Years of Service	5	10	15	20	25	30	Notes
Dane County, WI	3%	6%	10%	15%			Paid at years 4, 9, 13, 17, 21
Des Moines, IA	1%	2%	4%	5%			Paid at years 5,10,13,17,21,25
Madison General Municipal	3%	6%	8%	11%	12%		Paid at years 5,10,14,20,25
Madison Professional	3%	6%	8%	11%	12%		Paid at years 5,10,14,20,25
Madison Non-Rep Metro	3%	6%	9%	11%	12%		Paid at years 5,9,15,19,24
Madison Teamsters	3%	6%	9%	11%	12%		Paid at years 5,9,15,19,24
Madison Attorneys	3%	6%	9%	11%	12%		Paid at years 5,9,15,19,24

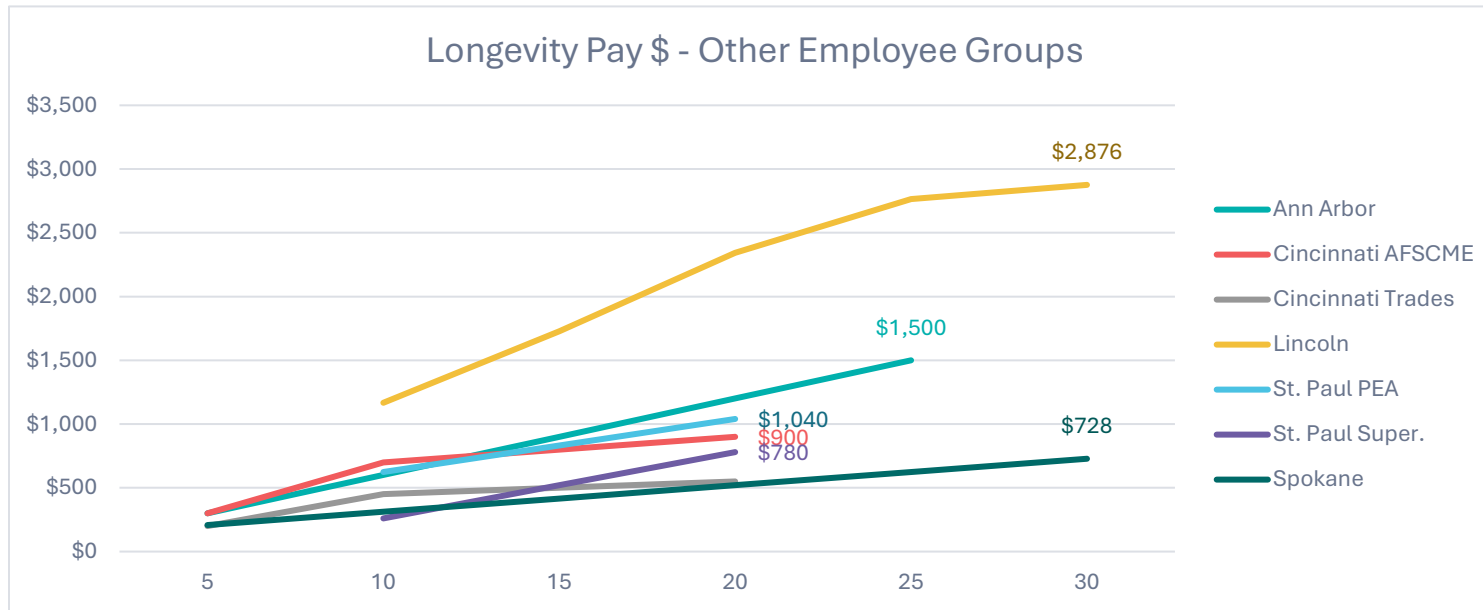


**Attachment 5
Benefits Comparison Report**

City of Madison, WI

Other Employee Groups Flat \$ Amount

Years of Service	5	10	15	20	25	30	Notes
Ann Arbor, MI	\$300	\$600	\$900	\$1,200	\$1,500		
Cincinnati AFSCME	\$300	\$700	\$800	\$900			Paid at years 5, 8, 14, 20
Cincinnati Building Trades	\$200	\$450	\$500	\$550			Paid at years 5, 8, 14, 20
Lincoln, NE		\$1,167	\$1,727	\$2,343	\$2,764	\$2,876	
St. Paul Professional		\$624	\$832	\$1,040			
St. Paul Supervisors		\$260	\$520	\$780			
Spokane AFSME	\$208	\$312	\$416	\$520	\$624	\$728	



Executive Summary

Baker Tilly has completed a cross-sectional pay equity and occupational valuation review for the City. This analysis evaluated the current pay of all employees relative to internal job valuation results, external labor market data, and demographic determinants (gender, race, and age). Our objective was to determine whether any occupational groups or departments appear to be historically or socially undervalued and whether pay differences remain after controlling for legitimate job-related factors.

Key Findings from the Analysis

- **Workforce Overview-** The City employs 3,974 people across a wide range of roles, with most in full-time, non-exempt positions. Supervisors earn about 52.5% more than non-supervisors, consistent with leadership and job complexity differences.
- **Workforce Demographics-** The workforce is 67.7% male and 75.4% White, with men and White employees earning slightly higher average hourly rates. These patterns reflect the distribution of employees across departments and job types. Across departments, gender and racial composition vary widely and align with occupational distribution. Where technical, trade, and public safety roles remain more male-dominated, administrative and service-oriented positions have higher female representation.
- **Pay Equity Results-** Non-White employees earn approximately \$0.78 less per hour than White employees, and female employees earn approximately \$1.15 less per hour than male employees, holding other factors constant. While these differences are modest in size, they are statistically significant. However, further analysis shows these differences are largely due to occupational sorting and tenure, not unequal pay for equal work.
- **Occupational Pay Analysis-** Six occupations showed statistically significant pay differences. In three, women earned more due to longer tenure and experience; in three others, White employees earned more, driven by tenure-related retention differences rather than pay inequity.
 - Gender-based differences in Firefighter Paramedic, Transit Operations Supervisor, and Assistant City Attorney favored women, explained by longer tenure rather than inequity (women Assistant City Attorneys average 17.5 years of tenure versus 7.4 years for men).
 - Race-based differences in Transit Operator, Detective, and Street Machine Operator favored White employees and are tenure-related, indicating potential retention and advancement challenges for Non-White employees rather than direct pay inequities.

Regression Analysis Results

Demographic Determinants of Compensation: The regression analysis shows that after controlling for legitimate compensation factors, including annual hours worked, tenure, FLSA status, and supervisory responsibility, both race and gender remain statistically significant predictors of hourly pay. The model explains approximately 49 percent of the variation in pay, meaning that more than half of pay differences are not explained by the factors included. This level of explanatory power is typical for compensation studies and indicates that remaining variation is likely driven by structural workforce patterns rather than direct pay setting decisions.

To better understand these results, three additional analyses were conducted. Department-level analysis shows that differences by race and gender generally reflect how employees are distributed across departments, with higher-paying departments more heavily concentrated in roles that are historically male or less diverse. Occupational analysis indicates that most statistically significant pay differences occur across

Attachment 6

Employee Pay Equity Review

occupations rather than within the same job and are closely tied to tenure and hours worked. Job evaluation and market alignment results further show that several administrative and support roles remain externally undervalued, suggesting that observed disparities are more closely related to market conditions and role concentration than inconsistent internal pay practices.

Recommendations

Based on this analysis, Madison should focus on targeted department-level actions that address occupational sorting, advancement, and retention rather than broad pay adjustments. Regular pay equity reviews, improved tracking of promotion and reclassification decisions, and continued market assessments will help correct historic undervaluation and ensure pay practices remain equitable and defensible over time. By identifying and quantifying these trends, the analysis provides actionable recommendations for Madison to address any unintended pay gaps and establish policies that promote long-term equity and defensible compensation decisions.

Introduction

Pay equity reviews, when conducted proactively, serve as a powerful tool for organizations to comprehend the origins of pay disparities, if any. Moreover, it can help establish more equitable pay practices that not only cultivate healthy workplace cultures but also mitigate legal risks. In the current landscape, organizations are most likely to scrutinize gender and race-related pay inequities during such reviews.

This report provides an overview of compensation in Madison for the current year, followed by detailed descriptive statistics and additional analyses. The analysis is divided into several key sections.

1. **Descriptive Statistics of Current Compensation**
 - a. **Current Workforce Composition**
 - b. **Legitimate Determinants of Compensation**
 - i. Tenure (Years of Service)
 - ii. Fair Labor Standards Act (FLSA) Status
 - iii. Annual Hours Worked
 - iv. Supervisory Roles and Responsibilities
 - v. Education and Experience Requirements
 - c. **Demographic Determinants of Compensation**
 - i. Gender Distribution and Pay Averages
 - ii. Racial Representation and Pay Averages
 - iii. Age Distribution and Relationship to Tenure
2. **Multivariate Regression Analysis of Compensation**
 - a. Overview of Regression Model
 - b. Significant Predictors of Pay
3. **Post-Regression Analysis Considerations**
 - a. Department-level pay gap summary
 - b. Occupational pay gap summary
 - c. Occupational Valuation and Market Alignment

Methodology

Overview

This section describes the information used to evaluate equity and occupational value across the City's workforce. The goal is to ensure transparency and reliability in the data supporting all analytical findings.

Data Sources

- Internal employee data: Based on a census provided by the City¹, which includes detailed position, pay, demographic, and employment information for all active City employees, including job titles, departments, FLSA status, hire and service dates, age, gender, race, and other employment characteristics used to assess internal equity and pay alignment across the organization. To understand how internal compensation levels align with employee characteristics and job value across departments and occupations.
- External market data: Drawn from the City's custom peer market survey. Comparing the City's pay rates against external benchmarks and determining whether certain occupations are below competitive market levels, particularly those historically undervalued in the labor market.

Analytical Approach

- **Phase 1: Descriptive Statistics Analysis.** This phase provided an overview of Madison's compensation landscape:
 - *Current Compensation:* Examined average hourly pay rates across the City and within individual departments, providing an overview of pay distribution and highlighting differences in compensation levels. This assessment offers a broad understanding of the current salary structure and variations among departments, serving as a foundation for further pay equity analysis.
 - *Determinants of Compensation:* Factors like tenure, FLSA status, annual hours worked, education, experience, and supervisory roles were examined as legitimate influences on pay. Demographics, including gender, race, and age, were analyzed to evaluate their potential effects on salary. All the key variables used in our analysis and their definition, measures, and coding can be found in **Appendix I**.
- **Phase 2: Regression Analysis:** Regression modeling was used to evaluate the significance of job-related variables, including tenure, supervisory roles, hours worked, and minimum education and experience requirements. Each variable was scrutinized to ensure its legitimate connection to compensation. The regression analysis also included demographic variables of gender and race, which were analyzed to assess whether they independently influenced pay rates. A full regression model revealed significant findings, prompting further investigation into specific areas.

¹ Employee census data as of September 9, 2025.

Current Workforce Information and Compensation

Workforce Composition

The City's workforce includes 3,974 employees, representing a broad range of occupations, tenure, and experience levels. Most positions are full-time (77.3%), with an average hourly rate of \$39.92, while part-time employees (1.3%) earn an average of \$34.86 hourly. A group of 849 employees (21.4%) were reported without a status designation.

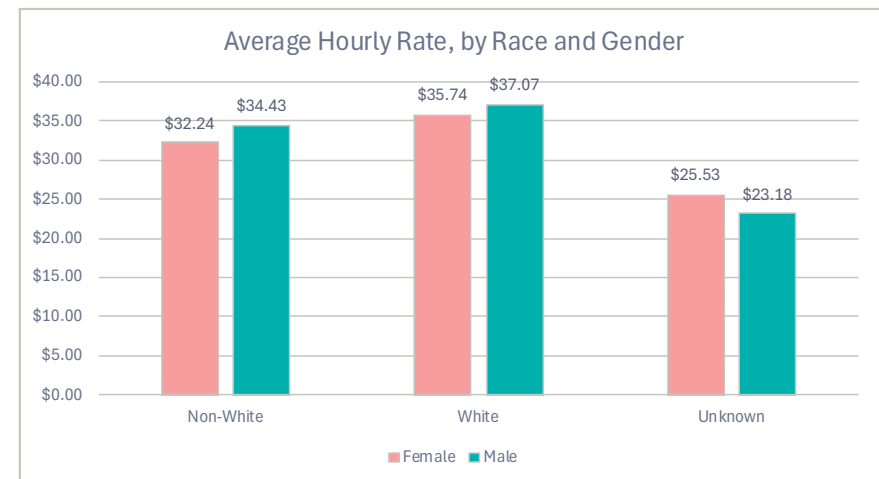
Status	Employee Count	Percentage	Average Hourly Rate
Full-Time	3073	77.33%	\$39.92
Part-Time	52	1.31%	\$34.86
Unknown	849	21.36%	\$20.60
Total	3974	100%	\$35.73

The overall City workforce is 67.7% **male** and 32.1% **female**, with a small portion (0.1%) not identifying gender. The average hourly rate for male employees (\$36.29) is modestly higher than that of female employees (\$34.61), reflecting the gender distribution across the City.

Gender	Employee Count	Percentage	Average Hourly Rate
Female	1277	32.13%	\$34.61
Male	2692	67.74%	\$36.29
Unknown	5	0.13%	\$20.75
Total	3974	100%	\$35.73

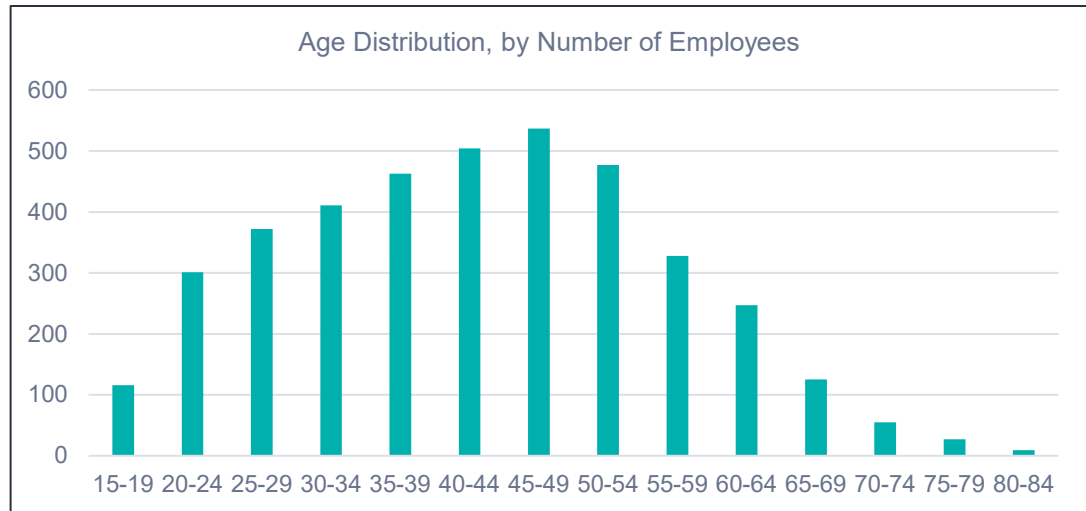
By **race**, the workforce is 75.4% White, 8.7% Black, 7.3% Hispanic, 3.1% Asian, and 0.7% American Indian, with an additional 2.9% identifying as Other Race and 2.0% Unknown. Average hourly rates also vary by race, with White employees earning \$36.63 per hour on average, compared to \$33.82 for Black employees and \$33.45 for Hispanic employees.

Race	Employee Count	Percentage	Average Hourly Rate
White	2997	75.42%	\$36.63
American Indian	26	0.65%	\$34.06
Asian	123	3.10%	\$36.32
Black	344	8.66%	\$33.82
Hispanic	288	7.25%	\$33.45
Other Race	115	2.89%	\$31.33
Unknown	81	2.04%	\$24.41
Total	3974	100%	\$35.73



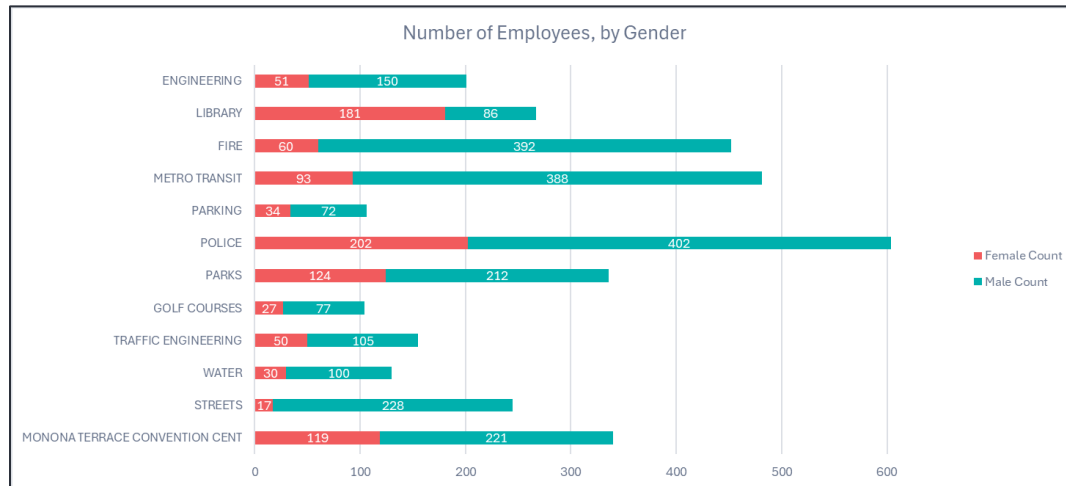
Attachment 6 Employee Pay Equity Review

The average employee **age** is 42.6 years, with most employees falling between 35 and 54 years old, a typical distribution for a stable public workforce. The age range spans from 15 to 84 years, and the average tenure is 10.3 years, suggesting strong organizational retention. Because age and tenure are often positively correlated, they should be analyzed separately to distinguish their effects on pay clearly.



Representation by Department

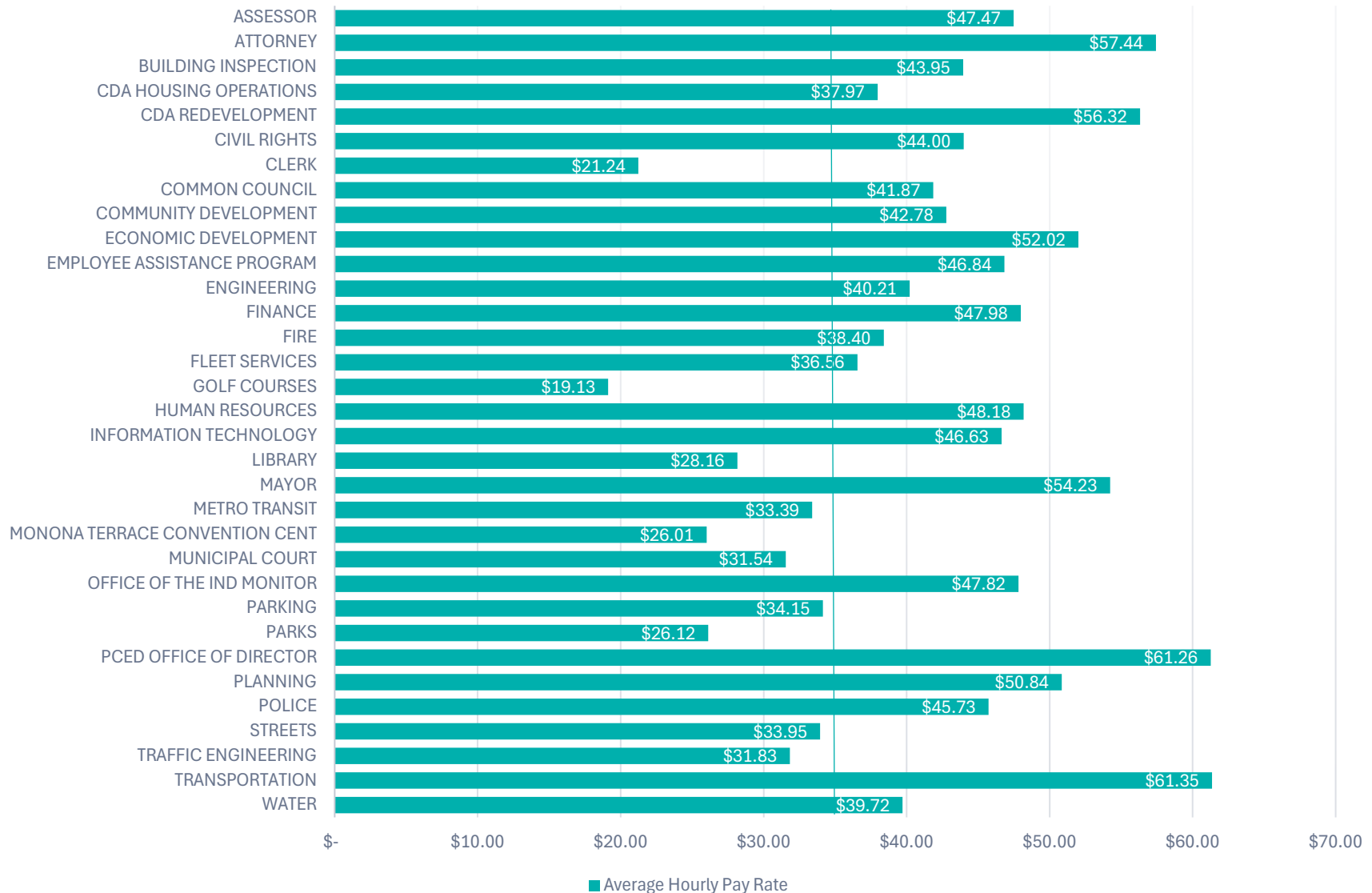
Average **hourly pay** across all City departments is \$35.73, with departmental averages ranging widely from approximately \$19.13 per hour in Golf Courses to over \$61.35 per hour in Transportation. Departments such as Attorney, Finance, and Human Resources are above the Citywide average, reflecting higher concentrations of professional and technical roles, while service and seasonal functions like Parks and Convention Center remain below the mean.



Current Department	Employee Count	% Female	% Non-White
FINANCE	50	60.00%	18.00%
CIVIL RIGHTS	25	76.00%	68.00%
INFORMATION TECHNOLOGY	62	43.55%	24.19%
MONONA TERRACE CONVENTION CENT	342	34.80%	23.98%
STREETS	245	6.94%	15.92%
WATER	130	23.08%	15.38%
TRAFFIC ENGINEERING	155	32.26%	12.26%
GOLF COURSES	104	25.96%	11.54%
MAYOR	14	57.14%	28.57%
PARKS	338	36.69%	17.46%
HUMAN RESOURCES	23	69.57%	34.78%
POLICE	604	33.44%	22.19%
FLEET SERVICES	38	10.53%	13.16%
PARKING	106	32.08%	18.87%
PLANNING	35	57.14%	14.29%
ATTORNEY	28	57.14%	21.43%
ASSESSOR	24	33.33%	20.83%
COMMUNITY DEVELOPMENT	44	68.18%	36.36%
BUILDING INSPECTION	45	37.78%	11.11%
METRO TRANSIT	481	19.33%	41.58%
FIRE	452	13.27%	18.58%
CLERK	63	69.84%	17.46%
ECONOMIC DEVELOPMENT	20	40.00%	25.00%
LIBRARY	267	67.79%	19.85%
CDA HOUSING OPERATIONS	49	51.02%	24.49%
ENGINEERING	201	25.37%	22.89%

Attachment 6
Employee Pay Equity Review

AVERAGE HOURLY PAY RATE, BY DEPARTMENT

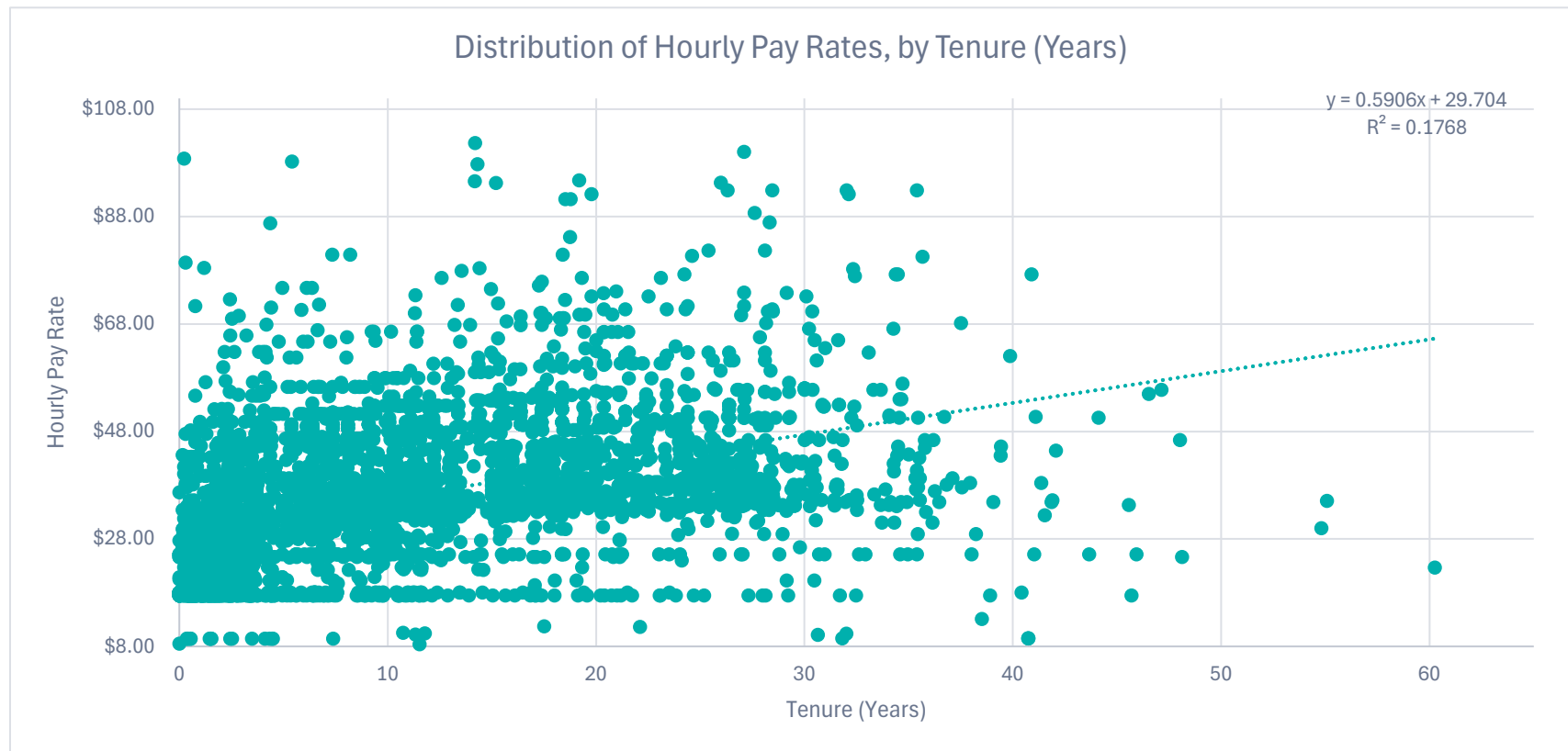


Determinants of Compensation

Determinants of compensation are factors that directly influence an individual's pay and are legitimately related to their job responsibilities, performance, and qualifications. Demographics, on the other hand, are characteristics that describe the makeup of a group, such as age, gender, and race. Legally, compensation should be based on factors directly related to an individual's job performance, responsibilities, and qualifications to ensure fairness and equal opportunities. If demographic factors, such as age, gender or race, are found to have a significant impact on compensation, it may indicate potential issues with pay equity that require further investigation and corrective actions.

Legitimate Determinants of Compensation

Tenure (Years of Service): On average, employees in the City have a tenure of 10.28 years (statistical mean), ranging from 0 to 60.25 years (Figure 2). The median tenure with the organization is 7.37 years. This is the middle value when the data is sorted in ascending order. It is less affected by extreme values compared to the mean.



Attachment 6

Employee Pay Equity Review

The slope of the regression line (0.558) indicates a positive relationship between tenure and pay rate: on average, each additional year of tenure is associated with an increase of approximately \$0.56 per hour. The intercept (~\$30/hr) suggests that employees with near-zero tenure tend to start around this pay level. The R^2 value of 0.1649 is relatively low, indicating that tenure explains only about 16.5% of the variation in hourly pay. This suggests that other factors — such as job type, department, education, experience, or performance — likely play a larger role in determining pay. Most employees cluster between \$20-\$50 per hour, with tenure ranging mostly from 0 to 30 years. There is a small number of outliers with extremely high hourly rates (above \$80) and very long tenures (over 50 years). These are exceptions and may represent specialized roles or senior leadership positions. The spread of pay is wider as tenure increases, showing more variability in pay among longer-tenured employees. While there is a general upward trend, tenure alone is not a strong predictor of pay. Organizations may need to consider additional factors to understand pay disparities fully.

FLSA Status: 82.8% of employees are in non-exempt roles under the Fair Labor Standards Act (**FLSA**), earning an average of \$32.52 per hour. 15.2% of employees are in exempt positions, earning a higher average hourly rate of \$53.59, consistent with their professional, supervisory, or managerial responsibilities.

FLSA	Employee Count	Percentage	Average Hourly Rate
Exempt	602	15.15%	\$53.59
Non-Exempt	3290	82.79%	\$32.52
Unknown	82	2.06%	\$33.25
Total	3974	100%	\$35.73

Annual Hours: The number of hours an employee works directly impacts their overall earnings, particularly when compensation is tied to hourly wages. The analysis of hours worked reveals a distribution that reflects differences in work schedules and roles. The number of hours worked has a significant impact on employee earnings. Most employees (33.1%) work 2080 hours annually, earning an average hourly rate of \$33.63, while 21.3% work 2015 hours at an average hourly rate of \$46.16. This distribution underscores the critical role of work hours in shaping employee compensation and provides insight into potential strategies for addressing the needs of employees with diverse schedules.

Annual Hours	Average Hourly Rate	Employee Count
< 1950	\$35.05	52
1950	\$48.19	491
2015	\$46.16	847
2080	\$33.63	1315
2496	\$37.73	401
Unknown	\$20.81	868

Supervisory positions make up 20.5% of the workforce, with an average hourly rate of \$49.14, compared to \$32.23 for non-supervisory roles. This reflects the expected pay differential tied to leadership responsibilities and job complexity.

Supervisory Roles	Employee Count	Percentage	Average Hourly Rate
Supervisory Role	813	20.46%	\$49.14
Non-Supervisory Role	3096	77.91%	\$32.23
Unknown	65	1.64%	\$34.91
Total	3974	100%	\$35.73

Attachment 6

Employee Pay Equity Review

Education & Experience: Compensation is often influenced by educational attainment and relevant work experience. Generally, higher levels of education and more years of experience correlate with higher pay. While the City's dataset did not include specific educational attainment data for each employee, we did consider the minimum education and experience requirements for each position. It is reasonable to assume that individuals in these positions meet or exceed these minimum requirements. Therefore, the following assessment follows the generalized assumption that the individual in the position at least meets the minimum requirements to fill the position.

Education requirements vary across positions, with 55.5% requiring a High School Diploma or GED, and employees earning an average of \$30.16 per hour in these positions. Employees in positions requiring an Associate's Degree (22.5%) earn \$43.56 per hour on average, those requiring a Bachelor's Degree (12%) earn \$53.57, and employees in positions requiring a Master's Degree (1.5%) earn \$49.92. The highest rates are observed among those requiring a PhD (0.5%), averaging \$71.79 per hour. 6.4% of employees are in positions requiring less than a high school education, earning \$17.39 per hour on average, and 1.6% of positions have unknown education requirements.

Experience plays a significant role in determining compensation. Positions requiring no experience (34.3%) have an average hourly rate of \$29.92, while those requiring minimal experience (~17%) earn an average of \$27.61 per hour. Employees in positions requiring moderate experience make up 22.5% of the workforce, earning an average hourly rate of \$34.91. Positions requiring considerable experience represent 23.8% of employees and offer an average hourly rate of \$49.06. Those requiring extensive experience make up 0.9% of positions, with the highest average hourly rate of \$82.43. A small fraction of positions (1.6%) have unknown experience requirements, earning an average hourly rate of \$35.73.

Education	Employee Count	Percentage	Average Hourly Rate
Less than High School	256	6.44%	\$17.39
High School/GED	2205	55.49%	\$30.16
Associate's Degree	892	22.45%	\$43.56
Bachelor's Degree	477	12.00%	\$53.57
Master's Degree	61	1.53%	\$49.92
PhD	18	0.45%	\$71.79
Unknown	65	1.64%	\$34.91
Total	3974	100%	\$35.73

Experience	Employee Count	Percentage	Average Hourly Rate
None	1363	34.30%	\$29.92
Minimal (less than 1 year)	674	16.96%	\$27.61
Moderate (1-3 years)	893	22.47%	\$34.91
Considerable (3-5 years)	945	23.78%	\$49.06
Extensive (6+ years)	34	0.86%	\$82.43
Unknown	65	1.64%	\$34.91
Total	3974	100%	\$35.73

Attachment 6 Employee Pay Equity Review

Demographic Determinants of Compensation

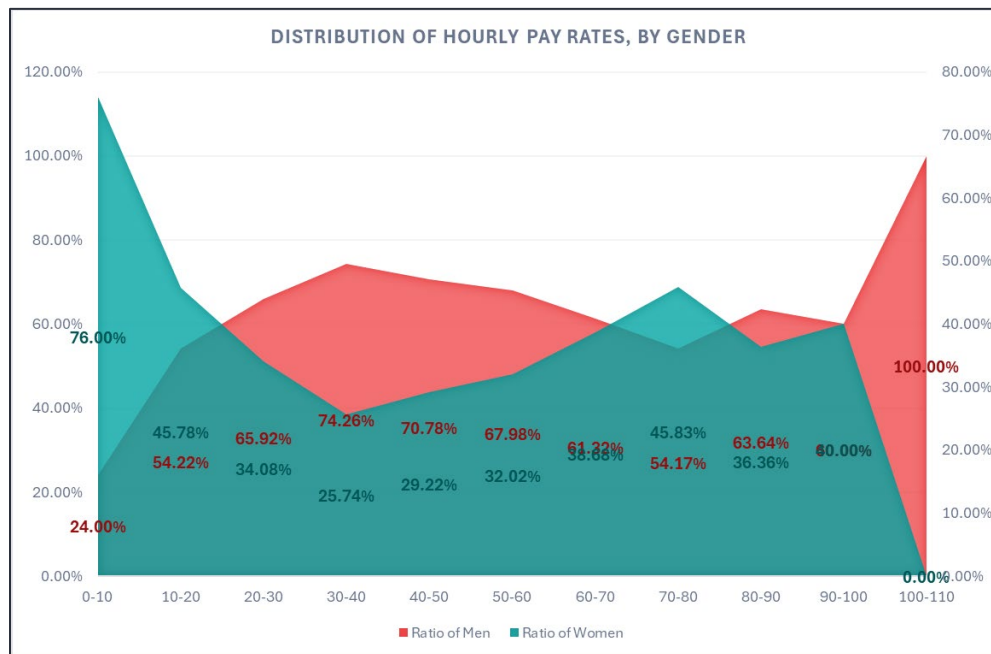
Gender:

Madison's workforce includes a majority of male employees, 67.8%, while female employees account for 32.2%. On average, male employees earn \$36.29/hour, which is higher than their female counterparts, who earn an average of \$34.61/hour. The overall average hourly rate for the City stands at \$35.73.

The analysis shows a clear and significant pay gap between male and female employees in Madison. On average, males earn \$1.68 more than females per hour. This gap is statistically significant based on the results of a t-test, confirming gender is a factor in salary differences.² However, gender only accounts for 3.29% of the variation in compensation, and this analysis focuses solely on the difference in average hourly pay rates between men and women and does not consider other potential factors of compensation in Madison.

Gender	Employee Count	Percentage	Average Hourly Rate
Female	1277	32.2%	\$34.61
Male	2692	67.8%	\$36.29
Total	3969	100.0%	\$35.73

Gender	Employee Count	Mean	Std. Deviation	Std. Error Mean
Male	2692	\$36.29	\$12.56	\$0.24
Female	1277	\$34.61	\$14.68	\$0.41



The chart illustrates the distribution of hourly pay rates by gender in Madison, highlighting distinct patterns. Women, who make up 32.2% of the workforce, dominate the lower and mid-range hourly pay categories, while men, representing 67.8% of employees, are more prevalent in higher pay ranges. However, the mid to high-range hourly rate categories (40-90) exhibit a more balanced gender distribution. Specifically, in these categories, the percentages of men and women are closer to parity, with women ranging from 29.2-45.8% and men ranging from 54.2-70.8%. These findings highlight potential areas for further analysis regarding career progression and pay equity across different pay ranges.

While gender itself should not be a determinant of compensation, the statistics indicate a gender pay gap, suggesting potential inequities that need investigation.

² See Appendix IV for t-test results.

Attachment 6 Employee Pay Equity Review

Race:

Examining the racial composition of Madison reveals varied average hourly pay rates among different racial categories. Here, 75.42% of the workforce is identified as White, earning an average hourly rate of \$36.63, Asian employees earning \$36.32, Black or African American employees earning \$33.82, Hispanic or Latino employees earning \$33.45, American Indian or Alaskan Native employees earning \$34.06, and employees who identify as Other Race earning \$31.33, on average.

In total Non-White employees, constituting 22.55%, earn an average of \$33.80.

The analysis reveals a significant disparity in average hourly pay rates between White and Non-White employees in Madison. On average, White employees earn \$36.63 hourly, while Non-White employees earn \$33.80 hourly -- a difference of \$2.83 per hour. This gap is statistically significant based on the results of a t-test for two samples assuming equal variances, confirming that race is a factor in salary differences.³ While race/ethnicity itself should not be a determinant of compensation and only accounts for 8.27% of the variation in compensation, disparities in average hourly pay rates among racial categories suggest the need for further examination to ensure fairness and equity.

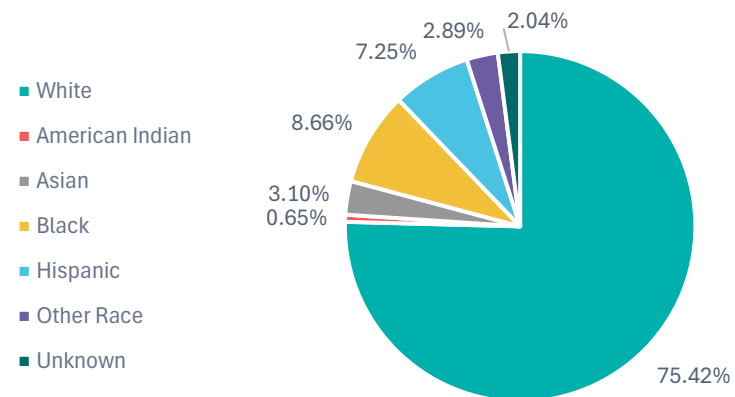
Race	Employee Count	Mean	Std. Deviation	Std. Error Mean
White	2997	\$36.63	\$13.53	\$0.25
Non-White	896	\$33.73	\$12.04	\$0.40

These results reflect unadjusted average pay rates by race and gender. Differences may be influenced by how employees are distributed across job families, grades, and departments, as well as variations in tenure, career progression, and historic hiring and promotion patterns, rather than pay decisions alone.

Race	Employee Count	Percentage	Average Hourly Rate
White	2997	75.42%	\$36.63
Black	344	8.66%	\$33.82
Hispanic	288	7.25%	\$33.45
Asian	123	3.10%	\$36.32
Other Race	115	2.89%	\$31.33
Unknown	81	2.04%	\$24.41
American Indian	26	0.65%	\$34.06
Total	3974	100.0%	\$35.73

Race	Employee Count	Percentage	Average Hourly Rate
White	2997	75.42%	\$36.63
Non-White	896	22.55%	\$33.80
Unknown	81	2.04%	\$24.41
Total	3974	100.0%	\$35.75

Racial Composition of the City Workforce

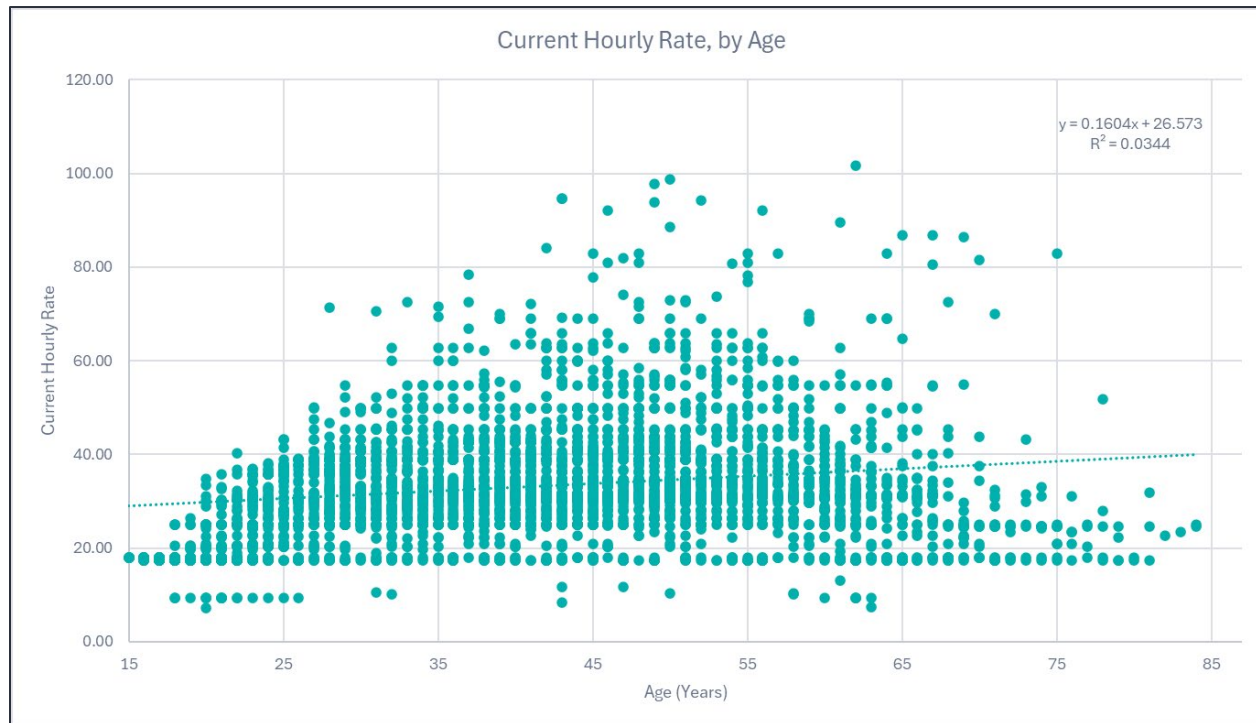
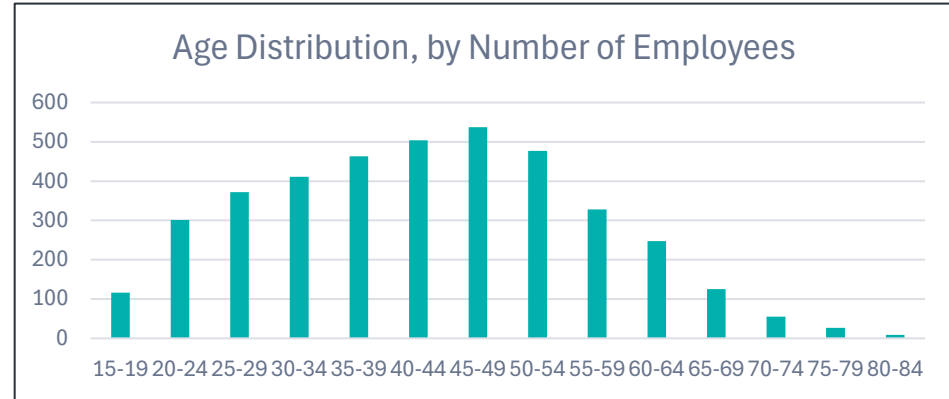


³ See Appendix V for t-test results.

Age:

The average age of employees in Madison is 42.62 years, with a range spanning from 15 to 84 years. While age (and tenure) can be related to experience and potentially influence compensation, age can also be considered a demographic characteristic.

It's important to note the potential correlation between age and tenure. Age and tenure are often positively correlated. Employees who have been with an organization for a long time are likely to be older. This correlation can pose a challenge in regression analysis because it becomes difficult to disentangle the unique contribution of each variable to the dependent variable (compensation in this case).



Baker Tilly used a two-variable linear regression to compare the relationship between age and compensation. More specifically, salary is the dependent variable (plotted along the y-axis) and age (in years) as a predictor or independent variable (plotted along the x-axis). The slope or steepness of the regression line (line of best fit) indicates the predicted change in salary for a unit change (one year) in age. There is a 3.44% correlation between age and hourly pay rates.⁴

⁴ See Appendix VI for regression analysis results.

The analysis shows that age and tenure are closely related, with older employees generally having longer tenures within the organization. This relationship makes it difficult to separate the effects of age and tenure when analyzing hourly pay rates. Therefore, additional analysis to determine multicollinearity in the context of the provided variables—age and tenure. Multicollinearity is a statistical phenomenon where two or more independent variables in a regression model are highly correlated, making it challenging to isolate the individual effect of each variable on the dependent variable.

A correlation test result for age and tenure indicates a (strong)⁵ positive correlation coefficient of 0.558.⁶ This positive correlation aligns with expectations in many work environments, where employees generally accumulate more years of service as they age.



The overlap between age and tenure introduces the risk of redundancy in a regression model. Including both variables in a model risks redundancy and less precise estimates, making it difficult to clearly understand the individual impact of each variable on hourly pay rates. To avoid this, we focus on tenure as the key predictor, as it directly reflects an employee's commitment and accumulated experience, ensuring a clearer and more accurate analysis of compensation factors.

⁵ A correlation coefficient between 0.3 and 0.5 is considered a moderate positive correlation while a correlation coefficient between 0.5 and 1.0 is considered a strong positive correlation.

⁶ See Appendix VII for correlation test for multicollinearity analysis results.

Pay Equity Analysis

Descriptive pay comparisons by demographic group

Descriptive analysis shows that men and white employees earn higher average hourly rates than women and Non-White employees.

- By gender: Men earn an average of \$36.29/hour compared to \$34.61/hour for women — a 4.9% pay gap, statistically significant ($p = 0.0004$)
- By race: White employees earn an average of \$36.63/hour, compared to \$33.73/hour for Non-White employees — a 8.6% pay gap, also statistically significant ($p < 0.0001$).

The differences in hourly rates above represent descriptive gaps. They capture raw average pay differences without controlling for job type, tenure, or other structural factors. These results indicate significant gaps that warrant further investigation into job-level and experience-based factors.

- Regression and correlation results show that tenure explains only about 10.36% of pay variation ($R^2 = 0.1036$), meaning that experience alone does not account for these differences. Because the gender and racial gaps persist even after accounting for tenure, some portion of these gaps may represent potential inequities rather than purely occupational or experiential differences.

Overall, the statistical significance of both gender and racial pay gaps indicates the need for a multivariate pay equity regression controlling for grade, job evaluation score, and department to confirm whether observed differences are justified by legitimate business or structural factors.

Regression analysis controlling for legitimate compensable factors

- A multiple linear regression model was conducted to identify the extent to which demographic and job-related factors predict hourly pay. The model included 2,969 observations and achieved an Adjusted R^2 of 0.49, meaning the included variables explain roughly 49% of the variation in hourly pay across employees — a moderate level of explanatory power for compensation data. The model shows that nearly half of pay variation can be explained by measurable job and demographic variables, leaving room for additional unmeasured factors such as classification level or performance-based pay.
- Both race and gender remain statistically significant predictors of pay, even after accounting for tenure, supervisory level, and exemption status.
- FLSA and supervisory status are the strongest positive predictors of pay, indicating legitimate structural drivers of compensation differences.
- Tenure is a meaningful factor but explains only a modest portion of variation, suggesting other job-related characteristics (education, experience, or job evaluation) may further clarify differences.

After controlling for relevant employment factors, race and gender continue to show small but statistically significant pay differences, with Non-White and Female employees earning less than their peers in similar roles. The regression results indicate that while minor pay differences exist by gender and race, these are likely attributable to occupational sorting rather than unequal pay for equal work. Occupational sorting occurs when demographic groups are distributed differently across job types, departments, or career levels, such as more men in technical, public safety, or supervisory positions and more women or Non-White employees in administrative or support roles.

Variable	Coefficient	p-value	Interpretation
Intercept	44.48	<0.001	Base pay rate when all other factors are held constant.
Non-White	-0.78	0.036	Non-White employees earn \$0.78/hour less than White employees, holding all other factors constant — a statistically significant difference.
Gender	-1.15	0.001	Female employees earn \$1.15/hour less than male employees, controlling for other factors — a statistically significant pay gap.
Annual Hours	-0.006	<0.001	A small negative relationship suggests that higher annual hours are associated with slightly lower average hourly rates.
Tenure (Years)	0.33	<0.001	Each additional year of tenure increases hourly pay by about \$0.33, indicating pay progression with service time.
FLSA	13.24	<0.001	Exempt employees earn, on average, \$13.24/hour more than non-exempt employees, reflecting higher-level professional or managerial positions.
Supervisory Role	6.80	<0.001	Supervisors earn about \$6.80/hour more than non-supervisors, consistent with role-based pay differences.

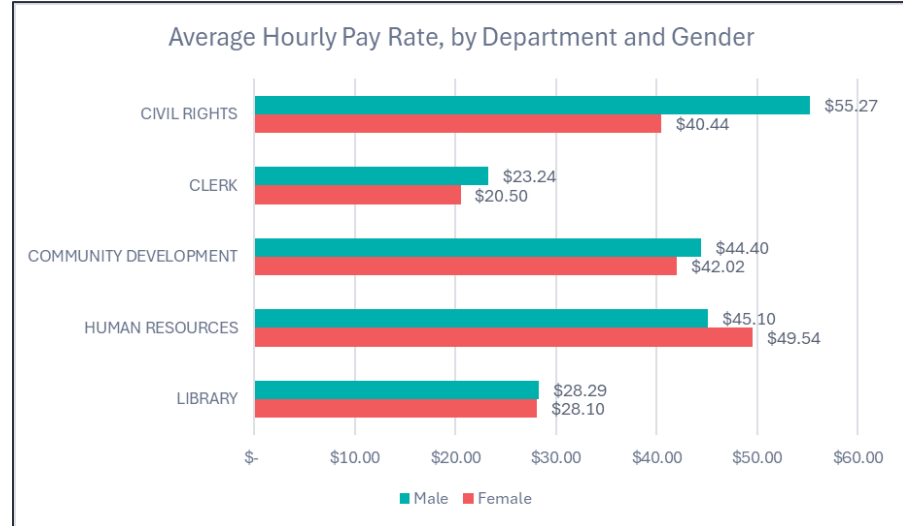
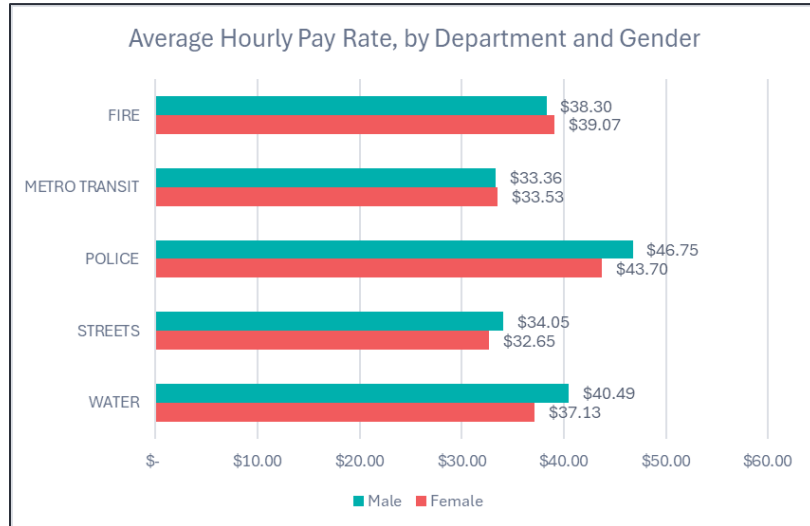
Department-level pay gap summary

Gender and racial representation across the City's departments varies considerably, with some occupational groups reflecting strong demographic balance and others showing patterns of occupational segregation consistent with broader labor market trends.

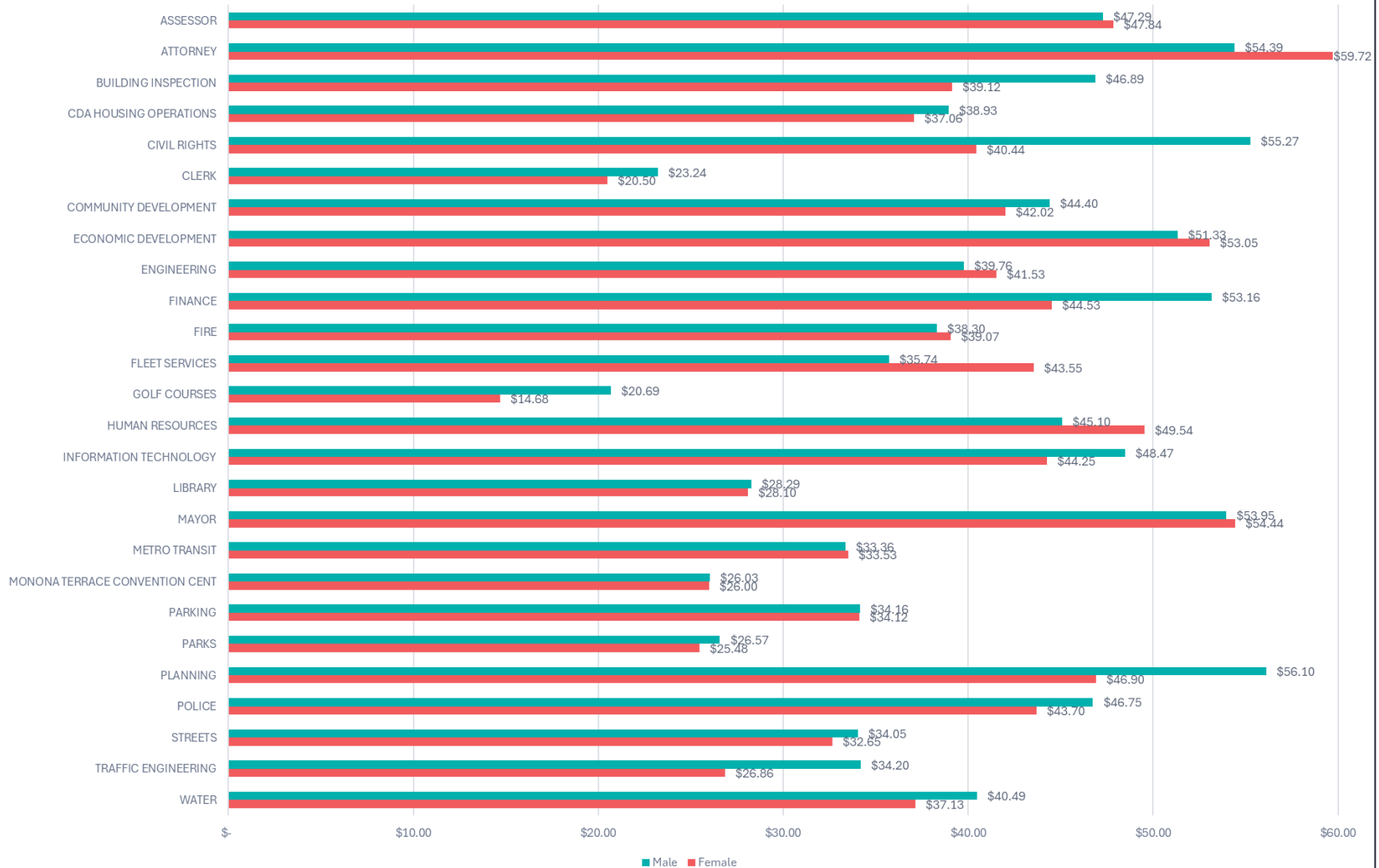
Gender Representation and Pay

- Gender representation across departments shows notable variation, with men making up approximately two-thirds of the City's total workforce (67.7%) and women comprising 32.1%. The distribution aligns closely with occupational roles. Departments with field, technical, or public safety responsibilities remain predominantly male, while administrative and community-facing departments show stronger female representation.
- Police, Fire, Streets, and Water are predominantly male (66-93%), with men earning above the department average. In contrast, departments such as Human Resources, Library, and Clerk are majority female (68-76%), but women in these areas generally earn slightly below departmental averages, reflecting the lower pay levels typical of administrative and support functions.
- Departments such as Information Technology, Planning, and Attorney maintain a more balanced gender composition, while Golf Courses (77 men, 27 women) and Fleet Services (34 men, 4 women) reflect strong occupational sorting by gender, consistent with national workforce trends in maintenance and recreation roles.

- When examining gender pay gaps, most departments fall within a relatively narrow range around parity, though several show meaningful differences. Civil Rights (+34%), Traffic Engineering (+23%), Planning (+18%), and Finance (+18%) show wage gaps favoring men, while Fleet Services (-21%), Attorney (-9%), Human Resources (-9%), and Engineering (-4%) show wage gaps favoring women. In most cases, these gaps correspond with role distribution or experience differences within departments rather than uniform pay inequities by gender.

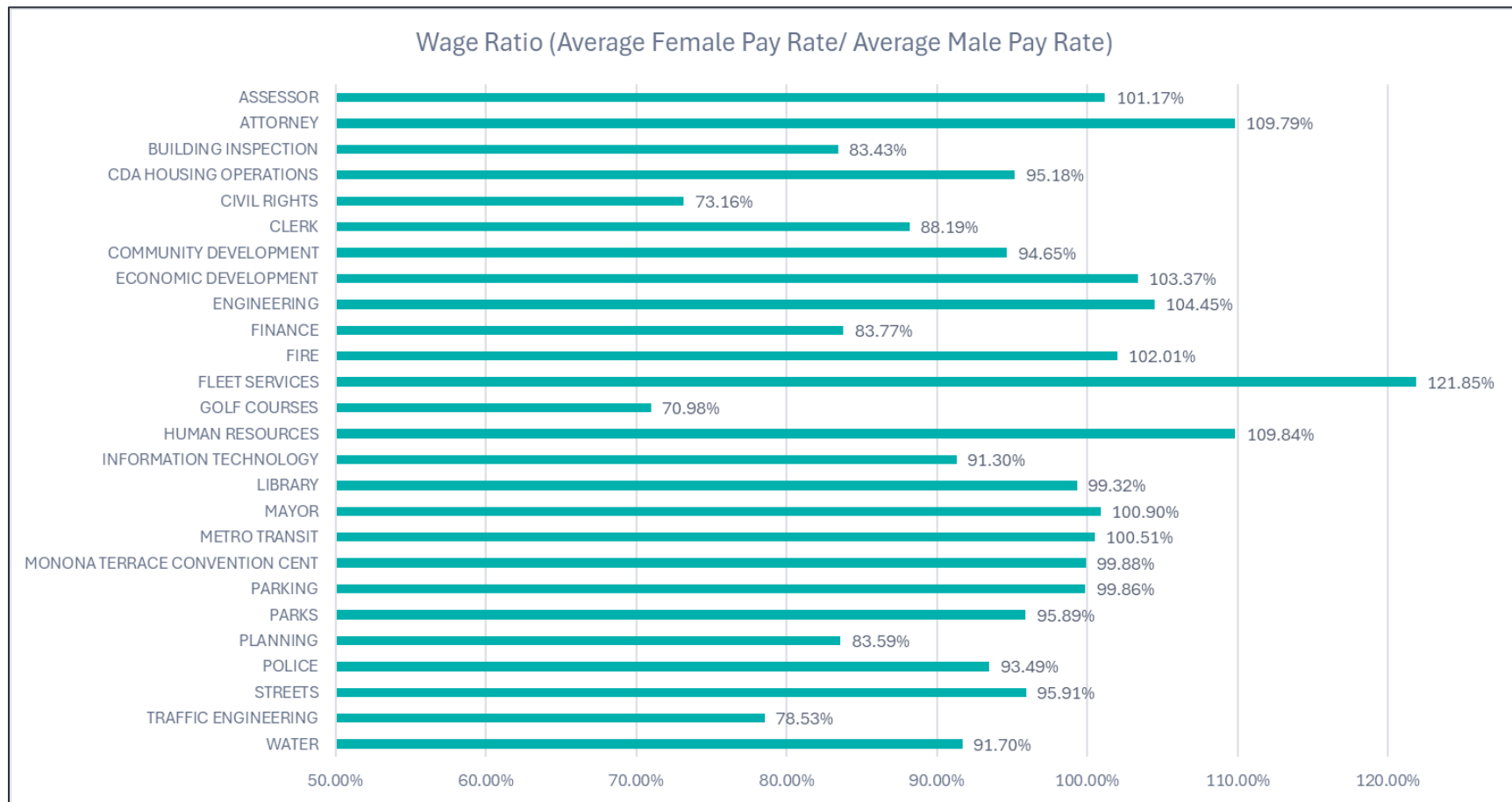


Average Hourly Pay Rate, by Department and Gender



The wage ratio chart below compares average female-to-male hourly pay rates across Departments, where values below 100% indicate that women earn less than men on average, and values above 100% indicate that women earn more.

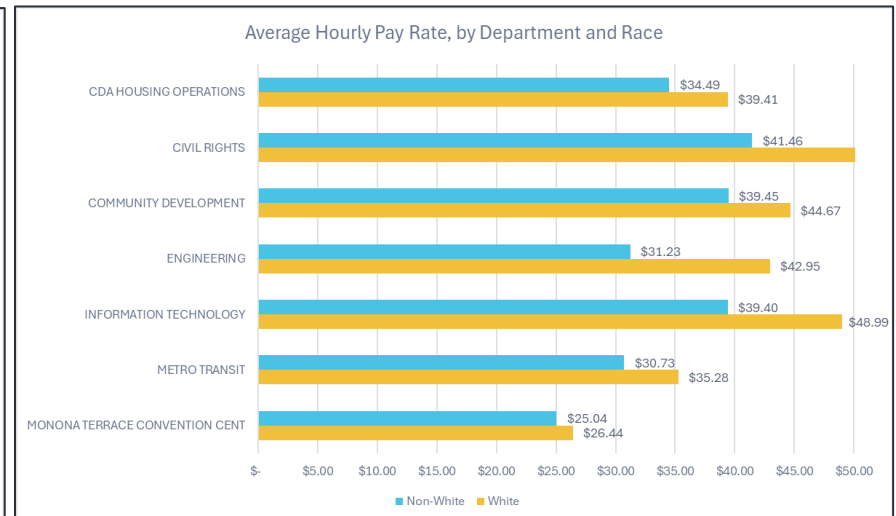
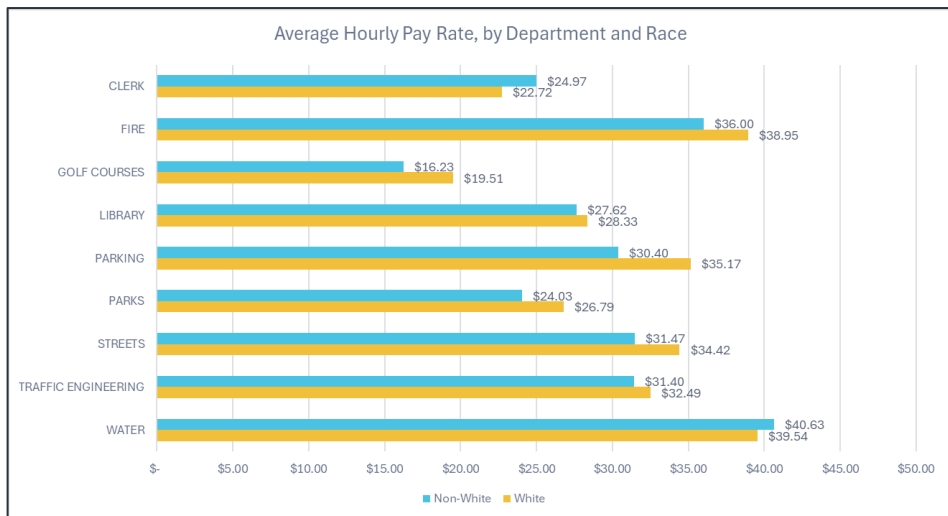
- Across the City, most departments show a narrow gender pay gap, with ratios ranging between 90% and 110%, suggesting general parity within many workgroups. However, several departments show notable deviations.
- Departments with the largest deviations from parity also tend to have small headcounts or highly imbalanced gender representation. In these cases, averages are heavily influenced by a small number of incumbents, seniority differences, or the concentration of men and women in different roles within the same department.
- Overall, the data indicate moderate variation in gender pay equity across departments, with several areas showing near parity and a few with pronounced gaps that likely stem from occupational and structural differences rather than inconsistent pay practices.



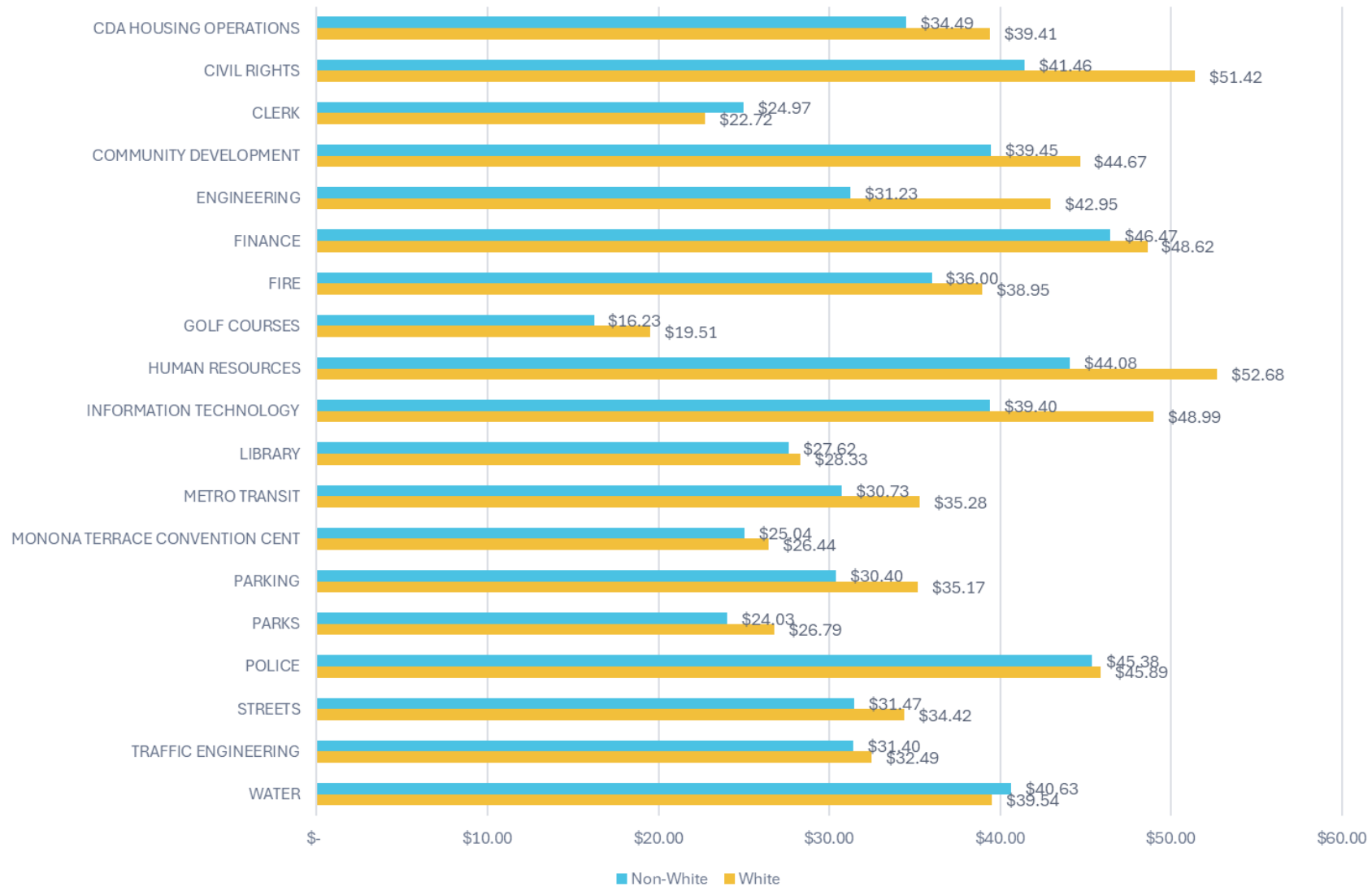
Racial Representation and Pay

Racial representation also varies widely across City departments. Non-White employees make up roughly one-quarter of the workforce, though their representation varies widely across departments.

- The highest percentages of Non-White employees are found in Civil Rights (68%), Metro Transit (41.6%), Community Development (36.4%), CDA Housing Operations (24.5%), and Monona Terrace Convention Center (24%). These departments reflect the City's most racially diverse workforce, concentrated in community-facing, operational, and service-oriented roles. In contrast, departments such as Fleet Services (13.2%), Water (15.4%), Traffic Engineering (12.3%), Streets (16%), and Parks (17.5%) remain predominantly White, with more than three-quarters of employees identifying as White.
- Departments with larger employee bases (such as Police, Fire, Metro Transit, Monona Terrace Convention Center, Parks, and Library) reflect the City's overall demographic composition. Metro Transit (41.6% Non-White), Monona Terrace Convention Center (24% Non-White), and Police (22.2% Non-White) stand out as the most racially diverse large departments.
- Across departments, average hourly pay rates for Non-White employees generally trail those of White employees. The largest observed pay gaps occur in Engineering (+29%), Information Technology (+21%), Golf (+17%), and Parking (+14%), where White employees earn more on average. Departments with lower minority representation tend to show smaller or reversed differences, including Water (-3%) and Clerk (-11%), where Non-White employees earn slightly above the department average. This pattern suggests that racial pay differences are more influenced by occupational distribution and career levels than by pay structure within the same departments.



Average Hourly Pay Rate, by Department and Race



Occupational pay gap summary

To evaluate potential pay disparities within the most populated job classifications, t-tests were conducted comparing average hourly pay by gender and race for each of the top twenty occupations. Occupations with fewer than ten employees in a demographic group were **excluded** from testing, as there were eight positions where all employees were paid the same hourly rate. Overall, pay differences across occupations appear largely driven by tenure and hours worked, both of which have strong positive relationships with hourly pay.

Occupation Analysis	Count	Female %	Non-White %	Average Salary	Statistical Analysis Results (Gender)	Statistical Analysis Results (Race)
POLICE OFFICER-11	345	27%	26%	\$ 43.41	Not SS	Not SS
TRANSIT OPERATOR-41	310	18%	49%	\$ 30.31	Not SS	Statistically Significant (P= 2.66952E-06)
FIREFIGHTER-13	171	8%	23%	\$ 33.04	Not SS	Not SS
STREET MACHINE OPERATOR 1-15	86	6%	19%	\$ 31.16	Race only	Statistically Significant (P= 0.035698339)
FIREFIGHTER PARAMEDIC-13	73	25%	18%	\$ 37.81	Statistically Significant (P= 0.001519991)	Not SS
DETECTIVE 1-11	67	34%	22%	\$ 51.29	Not SS	Statistically Significant (P= 0.034226751)
CROSSING GUARD-83-H	60	45%	15%	\$ 22.99	Not SS	Gender only
PROGRAM ASSISTANT 1-20	37	62%	5%	\$ 33.05	Not SS	Gender only
ADMINISTRATIVE CLERK 1-20	26	69%	23%	\$ 32.08	Not SS	Gender only
INFORMATION TECHNOLOGY SPECIALIST 3-18	26	35%	19%	\$ 51.83	Not SS	Not SS
LIBRARY ASSISTANT 1-32	25	68%	24%	\$ 31.85	Not SS	Gender only
LIBRARIAN 2-33	22	77%	18%	\$ 44.87	Not SS	Gender only
SUPPORTED WORKER-19-H	16	44%	6%	\$ 9.85	Not SS	Gender only
TRANSIT OPERATIONS SUPERVISOR-44	16	19%	44%	\$ 47.01	Statistically Significant (P= 0.0094939)	Not SS
ASSISTANT CITY ATTORNEY-23	15	47%	13%	\$ 68.98	Statistically Significant (P= 0.013863167)	Gender only
CUSTODIAL WORKER 2-16	14	50%	64%	\$ 30.19	Not SS	Gender only
ENGINEER 2-18	14	29%	50%	\$ 45.52	Not SS	Gender only
PLANNER 3-18	13	38%	15%	\$ 52.09	Not SS	Gender only
POLICE RECORDS SERVICES CLERK-20	13	92%	15%	\$ 29.90	Race only	Not SS
INFORMATION CLERK-20	13	85%	15%	\$ 28.57	Not SS	Gender only

- Across three occupations — Firefighter Paramedic, Transit Operations Supervisor, and Assistant City Attorney — gender-based pay differences were statistically significant, but in all cases, women earned higher average hourly rates than men. The differences, however, appear to reflect tenure-related factors rather than pay inequity. For instance, in the Assistant City Attorney role, women have an average tenure of 17.46 years, compared to 7.43 years for men, explaining their higher mean pay. Similarly, for Firefighter Paramedics and Transit Operations Supervisors, differences are likely influenced by experience, longevity, and assignment pay rather than unequal pay for equal work.
- Across three other occupations — Transit Operator, Detective, and Street Machine Operator — racial pay differences were statistically significant, with White employees earning higher average hourly rates than Non-White employees. These disparities are also primarily tenure-driven, as White employees in these roles tend to have longer service histories, contributing to higher step or seniority-based pay. This pattern indicates that while pay differences exist, they likely stem from differences in retention and advancement opportunities rather than inconsistent pay practices. Collectively, the results highlight tenure as the strongest factor driving observed pay gaps, underscoring the importance of evaluating retention and promotional equity across both gender and race.

Occupational Valuation and Market Alignment

Position grade assignments and SAFE® or point-factor evaluation comparisons

- Our review focused on administrative and clerical positions that have historically been undervalued in the market, often due to gender bias, and remain heavily female-dominated. The recommended grades for these positions are 2 to 6 grades higher than market, based on both job evaluation and internal equity results. These recommendations began with the position's current midpoint and were then validated using SAFE job evaluation and market data, which showed that most of these roles already lead the market. While several titles, such as Administrative Assistant and Accounting Technician, were excluded from the pay equity tests due to small sample sizes, all others showed no statistically significant gender pay differences within the classification, confirming that the higher-grade recommendations address structural market undervaluation rather than internal inequities.
- Across administrative and support roles, market data shows that these positions remain undervalued externally relative to their internal value.

Proposed Title	Grade by Current Midpoint	Current Minimum	Current Midpoint	Current Maximum	SAFE Grade	Market Grade	Market Midpoint	Grade	Slot Grade	Diff	1	3	5
POLICE RECORDS SERVICES CLERK	17	\$51,797	\$54,893	\$57,988	17	15	\$50,955	17		2	\$49,523	\$54,080	\$59,057
PROGRAM ASSISTANT II	20	\$57,988	\$61,509	\$65,029	21	19	\$57,388	21	21	2	\$57,935	\$63,266	\$69,088
ACCOUNTING TECHNICIAN I	21	\$59,980	\$63,429	\$66,879	21	15	\$50,157	21		6	\$57,935	\$63,266	\$69,088
INFORMATION CLERK	17	\$50,717	\$53,657	\$56,597	17	15	\$41,239	17		2	\$49,523	\$54,080	\$59,057
ADMINISTRATIVE ASSISTANT	22	\$61,663	\$65,029	\$68,396	22	20	\$61,099	22		2	\$60,252	\$65,797	\$71,852
ADMINISTRATIVE CLERK I	18	\$53,346	\$56,663	\$59,980	18	16	\$52,642	18		2	\$51,503	\$56,243	\$61,419
ACCOUNTING TECHNICIAN III	23	\$65,029	\$69,223	\$73,416	23	20	\$61,288	23		3	\$62,662	\$68,429	\$74,726
PROGRAM ASSISTANT I	20	\$56,594	\$59,971	\$63,348	20	16	\$52,967	20		4	\$55,707	\$60,833	\$66,431
LIBRARY ASSISTANT I	19	\$54,196	\$57,756	\$61,316	19	16	\$51,866	19		3	\$53,564	\$58,493	\$63,876
CLERK II	16	\$49,477	\$52,108	\$54,739	17	15	\$49,695	17	17	2	\$49,523	\$54,080	\$59,057

- For example, the Program Assistant I role's market midpoint is \$52,967, while the City's current midpoint is \$59,971, or about 13% above market. Baker Tilly recommends the position remain in Grade 20, with an adjusted midpoint of \$60,833, maintaining alignment with internal equity and job value. The Police Records Services Clerk (92% female) has a market midpoint of \$50,955 but an internal midpoint of \$54,893, reflecting a 7.7% lead over market, and Baker Tilly recommends maintaining Grade 17 with a midpoint of \$54,080. Similarly, Library Assistant I and Administrative Clerk I are both female-majority roles (65–72%) with market midpoints 5–6% below their current pay levels, supporting continued placement in Grades 19 and 18, respectively.
- These findings reinforce that the City's internal pay structure appropriately values these positions above market, helping to correct historic gender-based undervaluation.

Final Recommendations

Implementation of Targeted Interventions

Variations in pay disparities among departments indicate that targeted interventions may be necessary in specific organizational units. The analysis also indicates that many pay differences are tied to occupational sorting and tenure. Initiatives such as targeted diversity and inclusion training. These initiatives are essential not only for correcting potential disparities but also for ensuring that all employees have equitable opportunities for career advancement and compensation. This could include developing programs that prepare and promote employees into a variety of roles within each department's unique composition and needs, including those where they are currently underrepresented.

Monitoring and Continuous Improvement

Regular pay equity reviews should be instituted to ensure that the City remains dedicated to equitable compensation. To address concerns regarding the equity of promotional pay and reclassification decisions, we recommend implementing a detailed data collection process. This process should aim to capture specific information related to these decisions over the last three years and beyond. The insights derived from this detailed data will facilitate more informed regression analyses in future studies, enabling ongoing improvements. Additionally, mechanisms for continuous feedback should be established to support routine examination and development of compensation practices.

Conclusion

As Madison moves forward, we recommend adopting a holistic approach to pay equity. This involves rectifying identified disparities through policy revisions and compensation adjustments to prevent the possibility of inequities occurring in the future. For example, hiring policies and practices can have a significant impact on creating inequities in pay that continue to grow long-term. Some additional strategies may include enhancing transparency in compensation practices, conducting regular pay audits, and providing training and resources to ensure unbiased decision-making.

The findings of this pay equity study reaffirm the City's commitment to fairness, equity, and inclusion within its workforce. By taking concrete steps to address disparities and by establishing the groundwork for ongoing evaluation and improvement, the City can lead by example, demonstrating its dedication to creating a workplace where every employee is valued and compensated fairly for their contributions. Achieving pay equity is a strategic investment in the City's most valuable asset — its people.

Appendix I: Methodological Details

Independent Variables:

- Gender: The gender of employees, to explore potential gender-based disparities in compensation. Categorical variable with two categories (e.g., Male = 0, Female = 1).
- Race: The racial background of employees, allowing for an examination of potential racial disparities in compensation. Categorical variable with two categories (e.g., White = 0, Non-White = 1).
- Age: The age of employees, which may be indicative of their experience, skills, and potential impact on compensation. Continuous variable representing the age of employees in years.

Dependent Variables:

- Compensation: The base compensation of employees in the current year (2025). Continuous variable representing the base compensation amount in dollars (hourly).

Control Variables:

- Tenure: Represents the length of time an employee has been with the organization. Continuous variable representing the length of time an employee has been with the organization in years.
- Hours: Reflects the number of hours worked by employees. Categorical variable with two categories (e.g., Part-Time = 0, Full-Time = 1).
- FLSA Status: Indicates whether an employee is exempt or non-exempt under the Fair Labor Standards Act. Categorical variable indicating FLSA status (e.g., Exempt = 1, Non-exempt = 0).
- Minimum Education and Experience Requirements of the Position (not the person): Represents the minimum educational and experiential qualifications required for the position. Categorical variable representing the minimum educational and experiential qualifications required for the position (e.g., Less than High School = 0, High School Diploma/ GED = 1, Associate's Degree = 2, Bachelor's Degree = 3, etc.).
- Supervisory Responsibilities: Indicates whether an employee has supervisory responsibilities. Categorical variable indicating whether an employee is in a position that has supervisory responsibilities (e.g., No = 0, Yes = 1).

Appendix II: Glossary of Terms

Controlled Variables: Factors included in a regression model to isolate the effect of specific variables, such as race or gender, while holding other legitimate compensation factors constant.

Demographic Factors: Characteristics of individuals within a population that may influence outcomes, such as age, gender, and race. These factors are considered in compensation studies to identify potential biases or disparities in pay.

Department Level Analysis: A review of pay and workforce patterns within individual departments to identify variation tied to job mix and workforce composition.

Explanatory Power (R-squared): A measure of how much variation in pay is explained by the regression model. Lower values indicate that factors outside the model, such as occupational sorting or career paths, influence pay outcomes.

Legitimate Determinants of Compensation: Factors that are considered appropriate for determining pay, such as job responsibilities, performance, qualifications, tenure, education, and experience.

Market Alignment: The degree to which internal pay levels align with external labor market data for similar positions.

Multivariate Regression Analysis: An extension of regression analysis that allows for the simultaneous examination of the impact of multiple independent variables on a single dependent variable.

Occupational Sorting/Segregation: The distribution of people across and within occupations and jobs based on demographic characteristics like gender or race, often leading to wage disparities.

Pay Equity: The principle of equal pay for work of equal or comparable value, assessing whether individuals in the same workplace receive equal pay regardless of gender, race, or other non-job-related factors.

Regression Analysis: A statistical method used to determine the relationship between a dependent variable and one or more independent variables.

Statistically Significant: A term used in statistical testing to reject the hypothesis that there is no relationship between variables. It indicates that observed findings are unlikely to occur by chance.

Summary Statistics: Basic calculations used to summarize and describe data; includes metrics like mean, median, mode, and standard deviation.

Controlled Variables: Factors included in a regression model to isolate the effect of specific variables, such as race or gender, while holding other legitimate compensation factors constant.

Workforce Composition: The demographic makeup of an organization's employees, including attributes like age, gender, race, and job function.

Appendix III. Regression Results for Tenure (Years of Service) and Hourly Pay Rates.

SUMMARY OUTPUT

Regression Statistics

Multiple R	0.322204377
R Square	0.103815661
Adjusted R Square	0.103589922
Standard Error	9.167014189
Observations	3972

ANOVA

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	38646.64838	38646.64838	459.892184	1.26528E-96
Residual	3970	333615.5721	84.03414915		
Total	3971	372262.2205			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	1.40482451	0.438704799	3.20220912	0.001374549	0.544716677	2.264932343	0.544716677	2.264932343
8.48	0.266718712	0.012437282	21.44509697	1.26528E-96	0.242334653	0.29110277	0.242334653	0.29110277

Appendix IV. t-Test Results for a Difference of Means between Female and Male Employees.

t-Test: Two-Sample Assuming Unequal Variances

	<i>Female Hourly Rate</i>	<i>Male Hourly Rate</i>
Mean	\$ 34.61	\$ 36.29
Variance	215.5965913	157.6368208
Observations	1277	2692
Hypothesized Mean Difference	0	
df	2190	
t Stat	-3.528753974	
P(T<=t) one-tail	0.000213063	
t Critical one-tail	1.645549708	
P(T<=t) two-tail	0.000426126	
t Critical two-tail	1.961047802	

Appendix V. t-Test Results for a Difference of Means between Non-white and White Employees.

t-Test: Two-Sample Assuming Unequal Variances

	<i>Non-White Hourly Rate</i>	<i>White Hourly Rate</i>
Mean	\$ 33.73	\$ 36.63
Variance	144.9280168	183.0653785
Observations	896	2997
Hypothesized Mean Difference	0	
df	1629	
t Stat	-6.14795601	
P(T<=t) one-tail	4.92572E-10	
t Critical one-tail	1.645789564	
P(T<=t) two-tail	9.85144E-10	
t Critical two-tail	1.961421323	

Appendix VI. Correlation Results of Age and Tenure

	<i>Age</i>	<i>Tenure</i>
Age	1	
Tenure	0.557984	1

- The coefficient sign (plus or minus) indicates the direction of the relationship (Positive= direct correlation; Negative= inverse correlation).
- A coefficient of 1 means a perfect positive relationship - as one variable increases, the other increases proportionally.
- A coefficient of -1 means a perfect negative relationship - as one variable increases, the other decreases proportionally.
- A coefficient of 0 means no relationship between two variables - the data points are scattered all over the graph.

Appendix VII. Multivariate Regression Analysis Results (Full Model)

SUMMARY OUTPUT

<i>Regression Statistics</i>	
Multiple R	0.701028221
R Square	0.491440566
Adjusted R Square	0.490410398
Standard Error	8.376631402
Observations	2969

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	6	200841.3597	33473.55995	477.0491116	0
Residual	2962	207837.4787	70.16795364		
Total	2968	408678.8384			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	44.48051668	1.830844936	24.2950759	4.7504E-119	40.89065963	48.07037373	40.89065963	48.07037373
Non-White Code	-0.77988054	0.372101345	2.095882074	0.036177319	-1.509483912	0.050277168	1.509483912	0.050277168
Gender Code	-1.14729069	0.351579211	3.263249516	0.001113937	-1.836654975	0.457926405	1.836654975	0.457926405
Annual Hours	0.005817238	0.000851043	6.835422213	9.8882E-12	-0.007485933	0.004148542	0.007485933	0.004148542
Tenure in decimal)	0.325134621	0.017136406	18.97332649	7.49168E-76	0.291534153	0.35873509	0.291534153	0.35873509
FLSA Code	13.23629585	0.430956846	30.71373844	4.4248E-180	12.39129066	14.08130104	12.39129066	14.08130104
Supervisory Code	6.801468869	0.386500212	17.5975812	5.24257E-66	6.043632699	7.559305038	6.043632699	7.559305038