

**MURPHY CITY COUNCIL AGENDA
SPECIAL CITY COUNCIL WORK SESSION
OCTOBER 13, 2015 AT 6:00 PM
206 NORTH MURPHY ROAD
MURPHY, TEXAS 75094**



Eric Barna
Mayor

Scott Bradley
Mayor Pro Tem

Owais Siddiqui
Deputy Mayor Pro Tem

Ben St. Clair
Councilmember

Betty Spraggins
Councilmember

Sarah Fincanon
Councilmember

Rob Thomas
Councilmember

James Fisher
City Manager

Susie Quinn
City Secretary

NOTICE is hereby given of a meeting of the City Council of the City of Murphy, Collin County, State of Texas, to be held on October 13, 2015 at Murphy City Hall for the purpose of considering the following items. The City Council of the City of Murphy, Texas, reserves the right to meet in closed session on any of the items listed below should the need arise and if applicable pursuant to authorization by Title 5, Chapter 551, of the Texas Government Code.

1. CALL TO ORDER

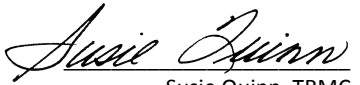
2. ROLL CALL & CERTIFICATION OF A QUORUM

3. WORK SESSION

- A. Discussion regarding the City of Murphy Compensation Study for city employees conducted by CPS HR Consulting.

4. ADJOURNMENT

I certify that this is a true and correct copy of the Murphy City Council Meeting Agenda and that this notice was posted on the designated bulletin board at Murphy City Hall, 206 North Murphy Road, Murphy, Texas 75094; a place convenient and readily accessible to the public at all times, and said notice was posted on October 7, 2015 by 6:30 p.m. and will remain posted continuously for 72 hours prior to the scheduled meeting pursuant to Chapter 551 of the Texas Government Code.


Susie Quinn, TRMC
City Secretary

In compliance with the American with Disabilities Act, the City of Murphy will provide for reasonable accommodations for persons attending public meetings at City Hall. Requests for accommodations or interpretive services must be received at least 48 hours prior to the meeting. Please contact the City Secretary at 972.468.4011 or squinn@murphytx.org.

Notice of Possible Quorum: There may be a quorum of the Animal Shelter Advisory Committee, the Board of Adjustment, the Building and Fire Code Appeals Board, the Ethics Review Commission, the Murphy Community Development Corporation, the Murphy Municipal Development District Board, the Park and Recreation Board and/or the Planning and Zoning Commission members who may be present at the meeting, but they will not deliberate on any city or board business.

Table of Contents

A. Summary of the 2015 Total Compensation Study and Subsequent Compensation Recommendations

- a. This document serves as an executive summary of the all inclusive final report found under tab B. Please read this in its entirety as it provides the background on how the data was gathered, calculated and analyzed and should help you to better understand and navigate the final report.

B. Final Base Salary Report

- a. This all inclusive final report provides:
 - i. Introduction (PG 3)
 - ii. Background (PG 3)
 - iii. Project Scope and Work Plan (PG 4)
 - iv. Study Parameters (PG 4)
 - v. Base Salary Survey Results (PG 10)
 - vi. Salary Recommendations (PG 18)
 - vii. Suggested Next Steps (PG 19)
 - viii. Appendix A: Total Compensation Datasheets (PG 20)
 - ix. Appendix B: Total Compensation Summary Table (PG 75)
 - x. Appendix C: Salary Recommendations (PG 79)
 - xi. Appendix D: Salary Schedule (PG 84)
 - xii. Appendix E: Benefit Tables (PG 87)

C. Salary Structure Attributes

- a. This document provides the framework for our pay plan structure including:
 - i. Basis
 - ii. Steps
 - iii. Range Spread
 - iv. Percentage Difference Between Grades
 - v. Percentage Difference Between Steps
 - vi. Number of Grades
 - vii. Monthly Implementation Cost Estimate Based on Current Salary
 - viii. Annual Implementation Cost Estimate Based on Current Salary
 - ix. Monthly Implementation Cost Estimate Based on Tenure
 - x. Annual Implementation Cost Estimate Based on Tenure

D. Salary Structure

- a. This document provides the framework of the recommended salary structure by steps and grades.

E. All Inclusive Salary Structure

- a. This document provides the salary structure in an all-inclusive “current snapshot” format that includes:
 - i. Current salaries
 - ii. Labor market median salaries
 - iii. New Salary Recommendations
 - iv. Current employee information
 - v. Outline for Implementation Options II and III (Two Year Period and Three Year Period)

F. Implementing Pay-For-Performance In the Public Sector

- a. This document provides a synopsis of key points to remember when considering implementing Pay-For-Performance in the Public Sector including:
 - i. Purpose
 - ii. Key Questions to Consider
 - iii. Implementation Suggestions
 - iv. Factors for Achieving Success
 - v. Factors for Inhibiting Success

DATE: October 8, 2015

TO: Jana Traxler, Human Resources Manager, City of Murphy

CC: James Fisher, City Manager, City of Murphy

FROM: Tameka Usher, Manager of Classification and Compensation, CPS HR Consulting

RE: Summary of the 2015 Total Compensation Study and Subsequent Compensation Recommendations

Background:

- The median statistical data point was used when analyzing the data. The median is a reflection of the middle of the market, at which half of the labor market agencies maximum salaries are higher and half are lower. If one arrays a set of data in order from highest to lowest, the median will be the middle data point. For example, when reviewing the labor market data sheets:
 - **The Accounts Payable/Payroll Specialist I** – This classification has eight labor market matches. Since this dataset has an even number, the base salary median is the midpoint of the two middle maximum salaries. In this case, it would be Highland Village (\$4,077) and Rockwall (\$3,927). The two maximum salaries are added together then divided by 2 in order to calculate the median of \$4,002.
 - **Assistant Finance Director** – This classification has nine labor market matches. Since this dataset has an odd number, the median is calculated by using the middle data point. In this case, the middle salary is the City of Plano (\$9,391).

- **Base Salary** – When comparing the City’s salaries to the labor market, the City is 35.27% below the median (midpoint) of the maximum labor market salaries.

- **Total Compensation** – When comparing the City’s salaries and selected benefits to the labor market, the City is 34.78% below the median. When comparing benefits, please note:
 - All labor market agencies contribute 14% to retirement.
 - All except one agency pay either \$4 or \$5 per month toward longevity after the employee completes year one.
 - The majority of agencies pay the full social security rate of 7.65%; however, the City of Murphy pays MediCare only, which is 1.45%.
 - When comparing health benefits, the City is 32.8% below the median.
 - When comparing dental benefits, the City is 26.58% above the median.

Summary of the 2015 Total Compensation Study and Subsequent Recommendations

- The majority of agencies do not contribute to dental benefits.

Salary Recommendations:

The information below can be found on page 18 of the “Murphy Final Compensation Report.”

Once the base salary data was analyzed, CPS HR developed salary recommendations for all City salaries. In most cases, CPS HR recommends the salary be set at the median (which is the middle of the market). However, in some cases CPS HR was unable to use the market data; therefore, the following differentials between classes were used:

- 30% between a director and a manager classification
- 20% between a manager and a supervisor classification
- 15% between supervisor and highest level supervised
- 10% between levels in a series (i.e. I and II level)

Costing Salary Structure Recommendations:

When reviewing the information below please refer to the excel document (second tab) titled, “Final Costing with Salary Structures- Top Down City of Murphy.”

- The City does not currently have a salary schedule, except for Police and Fire classifications. The City requested CPS HR create a salary schedule in which all classifications would fit within the new ranges. CPS HR developed a salary structure with 42 grades and five steps within each salary grade. There is five percent between each step and each grade. The top step of the highest grade (42) was set equivalent to the City Manager median labor market data.

For example, when reviewing the costing analysis for the City Manager in the costing spreadsheet:

City Manager- Placed in Grade 42

- The current actual salary is \$13,068 (see column E, row 2).
- The labor market median salary is \$17,977 (see column G, row 2).
- The recommendation is to align Step 5, the maximum monthly salary, with the labor market median (see column AN, row 2).
- Given the current salary, assuming the city manager was placed at step 1 (see column AJ, row 2), the salary would immediately increase by \$1,722 (see column S, row 2) to \$14,790.
 - However, if the city manager salary was placed based on tenure (number of years in current position), CPS HR recommends the salary be placed at step 3 (see

Summary of the 2015 Total Compensation Study and Subsequent Recommendations

column AL, row 2), which means the salary would immediately increase by \$3,238 (see column X, row 2) to \$16,306.

- Assuming the city manager's salary is placed at step 1, the salary would now be 22% below the market median and the salary would not be consistent with the market data until the salary is aligned with step 5 of grade 42.

As noted in the report, in cases where a classification has multiple incumbents, CPS HR used the average of actual salaries (see column E, noted as "City's Salary" in the costing spreadsheet) to compare against the labor market and placed the classification into a salary grade. However, CPS HR used actual individual salaries to determine employees' step placement within the grade (see column P, which varies by employee).

For example:

Administrative Assistant- Grade 15

- The City currently has two administrative assistants, Laura Knight and Kathryn Rounsavall.
- The average of these two salaries is \$3,709 (see column E, rows 88-89). CPS HR used the average salary to compare against the labor market.
- The labor market median for the administrative assistant is \$3,863 (see column G, rows 88-89). However, CPS HR recommends aligning the salary consistent with the executive administrative assistant classification in grade 15.
- Regarding the individual employee recommendations:
 - *Ms. Knight's placement in the salary structure:*
 - Her current actual salary is \$3,371 (see column P, row 88).
 - As noted above, the administrative assistant classification is aligned with the executive administrative assistant classification market data (grade 15, \$4,815).
 - Given the current salary, assuming Ms. Knight's salary is placed at step 1 (see column AJ, row 88), her salary would immediately increase by \$590 (see column S, row 88) to \$3,961.
 - However, if Ms. Knight's salary was placed based on her tenure, CPS HR recommends her salary be placed at step 2 (see column AK, row 88), which means her salary would immediately increase by \$788 (see column X, row 88) to \$4,159.
 - Assuming Ms. Knight's salary is moved to step 1, she would now be paid 22% below the market median and the salary would not be consistent with the market median data until her salary is aligned with step 5 of grade 15.

Summary of the 2015 Total Compensation Study and Subsequent Recommendations

- *Ms. Rounsavall's placement in the salary structure:*
 - The current actual salary is \$4,047 (see column P, row 89).
 - As noted, the administrative assistant classification is aligned with the executive administrative assistant classification market data (grade 15, \$4,815).
 - Given the current salary, assuming Ms. Rounsavall's salary is placed at step 2 (see column AK, row 89); her salary would immediately increase by \$112 (see column S, row 89) to \$4,159.
 - However, if Ms. Rounsavall's salary was placed based on her tenure, CPS HR recommends her salary be placed at step 3 (see column AL, row 89), which means her salary would immediately increase by \$320 (see column X, row 89) to \$4,367.
 - Assuming Ms. Rounsavall's salary is moved to step 2, she would now be paid 14% below the market median and the salary would not be consistent with the market median data until her salary is aligned with step 5 of grade 15.

In Summary:

- It is CPS HR's recommendation that all City classifications (employees) be placed within the new salary structure.
- If the City decides to place all employees into the new salary structure based on their current salary, in most cases employees would receive a pay increase but are not being paid consistent with the median of the market.
 - Although the City *pay range* would be consistent with the market median, employees pay would not be aligned with the market median until they reach step 5 of the salary grade.
- It is projected to cost the City of Murphy \$1.3 to \$1.7 million in adjustments. This is certainly a significant amount of money and the City should be aware of the following:
 - The market median is based upon the midpoint of market maximum salaries. Which means, the recommended salaries are based on the midpoint of market maximum pay.
 - The investment in a new compensation structure will bring the City to the middle of the market maximum salaries. However, in many cases employees will continue to be paid below the midpoint of the market until they reach step 5 in the new salary structure.
 - If the City decides to implement the new compensation structure and recommended adjustments over a two or three year period, the delay of full implementation will increase the current disparity to the market putting the City further behind the median (midpoint) of the market.

Private and Confidential

City of Murphy

Final Base Salary Report

October 8, 2015

SUBMITTED BY:

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Final Base Salary Report*

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Final Base Salary Report*

I. Introduction

CPS HR Consulting (CPS HR) was retained by the City of Murphy (the City) to conduct a base salary study for sixty (60) classifications within eleven (11) labor market agencies. As the City has not conducted a compensation study in twelve (12) years, the objective of this study was to determine how competitive the City is within its labor market by collecting and analyzing maximum monthly base salary data; and to develop salary ranges for all City classifications.

This Final Base Salary Report outlines the project scope and work plan, the methodologies utilized in data collection and analysis, and labor market base salary results. All data for this report was collected April through the early part of June 2015.

After delivering the draft report, the City requested that CPS HR collect benefits data. Comprehensive total compensation datasheets that contain base salaries and benefits are presented in Appendix A. Appendix E provides additional benefit information collected for each agency.

II. Background

The City invested in this project to determine their market position and develop a salary schedule for all City positions. It is CPS HR's understanding that that labor market reflects a mixture of comparable, higher and lower paying agencies. In addition, the market is a reflection of the agencies that the City has attracted talent from and lost talent to. The City's mission is to remain a vibrant, family oriented community that fosters a strong communications link between its local government and citizen. The City is dedicated to ensuring that the City remains a highly desirable place in which to live and raise a family.

One of the ways to meet the City's mission and vision includes developing a compensation structure consistent with best practice that ensures the City has the ability to recruit and retain adequate talent, which will provide and maintain services within the City.

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III. Project Scope and Work Plan

In order to complete the study, the following tasks were completed:

- The CPS HR Project Manager met with the City's Human Resources Manager, City Manager and additional City representatives to discuss the project and clarify the scope of work and timeframes and communication plan. (completed)
- Review of background materials provided by the City's Human Resources Manager. Materials reviewed included organization charts, classification specifications, and salary schedules. (completed)
- Develop the compensation survey instrument, and distribute the survey to the City's labor market agencies. The survey instrument included a brief description of each classification and requested the monthly minimum and maximum salary for each classification. (completed)
- The review and analysis of all compensation data submitted by the labor market agencies. In addition to the survey data received, the consultants reviewed labor market agency salary schedules, organization charts, classification specifications, and related documentation, where available to ensure the data collected and the proposed comparables were accurate. (completed)
- Based upon a detailed review of the submitted data, the consultants contacted each labor market agency requesting clarification on compensation issues in order to ensure data was accurate. (completed)
- Prepare a draft report for client review and comments. (completed)
- Prepare a final report with study findings and salary recommendations. (completed)

IV. Compensation Study Parameters

The first step in conducting a compensation survey is to determine the basic parameters for the survey. These parameters include:

- Labor market position
- Labor market agencies
- Survey classifications

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■ Scope of the survey

Labor Market Position

The labor market median, which is the “middle” of the market, is the data point at which half of the complete range of data is higher, and half of the complete range of data is lower. Within small data sets, this position is not impacted by high and low payers in the market since it is the middle data point; in this case, you could eliminate the highest and lowest payers, and the data would not be impacted.

The calculation excludes the City’s data since the City’s salary is being compared relative to the salaries of other agencies.

Labor Market Agencies

The City provided CPS HR a list of comparable labor market agencies, which is displayed in Table 1 below for the study. Table 1 also lists the number of full-time employees within each labor market agency, as provided by each agency.

TABLE 1 CITY OF MURPHY BASE SALARY STUDY LABOR MARKET AGENCIES SURVEYED	
Labor Market Agency	Number of Full-time Employees within the Agency
City of Murphy	112
City of Allen	700
City of Garland	1,971
City of Highland Village	147
City of McKinney	862
City of Plano	2,136
City of Richardson	964

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TABLE 1 CITY OF MURPHY BASE SALARY STUDY LABOR MARKET AGENCIES SURVEYED	
Labor Market Agency	Number of Full-time Employees within the Agency
City of Rockwall	267
City of Rowlett	341
City of Sasche*	N/A
City of Wylie	249
Town of Little Elm	225

The following is a brief explanation of areas the City should be aware of with respect to the labor market agencies.

- **City of Allen** – The city provided actual salaries for Executive Classifications and salary ranges for all other classifications.
- **City of Garland** - The city provided actual salaries for Executive Classifications and salary ranges for all other classifications.
- **City of Highland Village** – The city provided actual salaries for Executive Classifications and salary ranges for all other classifications.
- **City of McKinney** – The city provided actual salaries for Executive Classifications and salary ranges for all other classifications.
- **City of Plano** – The city provided mid-point salaries for the Executive Classifications.
- **City of Richardson** – The city provided actual salaries for Executive Classifications and salary ranges for all other classifications.
- **City of Rockwall** - The city provided the majority but not all classification specifications for comparison purposes. In addition, the city provided actual salaries for all comparable classifications.

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- The city does not have matches to the Finance Director and Assistant Finance Director. The previous Finance Director became the Assistant City Manager and she retained the duties.
- **City of Rowlett** - The city provided salary ranges for all comparable classifications.
- **City of Sasche**- This report does not include data from Sasche. The agency was in the process of updating their classification and compensation structure, and has presented recommendations to their Council. However, they have not made data available. For that reason, Sasche's data is not included and only ten (10) labor market agencies were surveyed.
- **City of Wylie** – The city provided salary ranges for all comparable matches.
- **Town of Little Elm**- The town provided limited job description for review and comparison.

While it is our practice to review classification specifications for all job matches, in some cases, this was not possible because those materials were not available online, the agency did not have classification specification for all their classifications and/or the agency has not furnished some or all of the documents, despite repeated requests. In such cases, CPS HR asked questions to determine the validity of the matches and have, to the extent possible, determined the matches to be sufficiently comparable.

When conducting this compensation study, CPS HR did not consider titles to determine a comparable match. The intent was to provide general market trends by comparing the span of control; duties and responsibilities; and knowledge, skill, and abilities requirements to determine whether these are comparable enough to use as a match. With a balanced labor market and the use of whole job analysis, it is reasonable to assume that while some matches will have slightly higher responsibilities and some matches will have slightly lower responsibilities, the overall scope of duties and responsibilities of the combined matched will be balanced.

- When reviewing additional duties and responsibilities, it is important to make a distinction between those duties that are described as additional tasks, and those that increase the level of complexity of the duties and responsibilities assigned to the particular classification. Salary studies are not intended to address volume of work issues; they are intended to address complexity of duties. For that reason, while a particular classification may have been assigned more duties, it does not necessarily follow that the tasks assumed increase the compensable value of the classification.

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Survey Classifications

In order to ensure that adequate benchmark data is collected from the labor market agencies, the classifications listed below were surveyed.

Table 2 represents the survey classifications utilized in the salary survey. Of the original sixty classifications, seven (7) were eliminated due to the lack of market comparables; these classifications have been marked with an asterisk (*).

TABLE 2 CITY OF MURPHY BASE SALARY STUDY CLASSIFICATIONS SURVEYED
Accounts Payable/ Payroll Specialist I Accounts Payable/ Payroll Specialist II Administrative Assistant Animal Control Officer *Assistant Customer Service Manager Assistant Finance Director Assistant Fire Chief- Operations Chief of Police City Manager City Secretary Code Compliance Officer Code Compliance Supervisor Communications Officer Communications Supervisor Community Development Coordinator Custodian Customer Service Manager Customer Service Specialist Deputy Court Clerk Director of Community and Economic Development Director of Public Services Driver Engineer- Paramedic Executive Administrative Assistant Executive Administrative Assistant- Police Facilities Superintendent Finance Director Fire Chief

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TABLE 2
CITY OF MURPHY
BASE SALARY STUDY
CLASSIFICATIONS SURVEYED
Fire Marshal- Emergency Management Specialist Firefighter/ Paramedic Groundskeeper I Groundskeeper II Human Resources Manager Information Technology Business Analyst Information Technology Manager Junior Network Analyst Juvenile Case Manager Lieutenant (Fire) *Maintenance Worker I Maintenance Worker II Manager of Recreation Services Meter Services Coordinator Municipal Court Administrator *Municipal Court Judge Parks Superintendent Part-time Recreational Specialist Police Lieutenant Police Officer Police Sergeant Public Works Superintendent Recreational Specialist I Recreational Specialist II School Crossing Guard *Seasonal Groundskeeper *Seasonal Maintenance Helper Senior Executive Assistant to the City Manager Senior Groundskeeper Senior Maintenance Worker Special Events Coordinator *Support Services Manager Web Administrator and Support Analyst

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Survey Scope

The data collected for each survey classification included:

- Title of each comparable classification.
- Minimum and maximum base salary.
 - Salaries used for the City reflect actual or average of actual (for multiple encumbered position) salaries.
 - As noted above, labor market data includes maximum salaries and others reflect actuals and/or average actuals.

V. Base Salary Survey Results

When reviewing the data it is important that the City should be aware of the following:

- The designation of “No Comparable Class” was utilized if one of the following three things occurred; no comparable class or the review of duties and responsibilities assigned to the reported class was not comparable, or if the duties were significantly split.
- When obtaining data from other agencies, position control documents (where available) were used to specifically identify which classification performed the duties of the City’s benchmark as well as the level of classification. This is particularly relevant to non-supervisory, non-management classifications where there are multi-level classifications within the series matched from the other agencies. This level of analysis is important because classification specifications may describe a certain level of work, for example, at the journey level, when the use of the classification series demonstrates that the majority of positions are assigned to a higher level, which may be described in the classification specification as an advanced level in the classification series. In addition, block budgeting or other fiscal tools facilitating series progression through multiple levels may provide greater flexibility in the use of the classification structure than is evident in the content of the classification specification.
- When conducting a salary survey, classification titles are not a factor in determining a comparable match. The intent is to provide general market trends by comparing the span of control; duties and responsibilities; and knowledge, skill, and abilities requirements to determine whether these are comparable enough to utilize as a match. With a balanced labor market and the use of whole job analysis, it is reasonable to assume that while some matches will have slightly higher responsibilities and some matches will have slightly lower responsibilities, the overall scope of duties and responsibilities of the combined

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matched will be balanced. The use of the labor market median further minimizes the possibility of data being skewed by higher or lower paying agencies.

- When reviewing additional duties and responsibilities, it is important to make a distinction between those duties that are described as additional tasks, and those that increase the level of complexity of the duties and responsibilities assigned to the particular classification. Salary studies are not intended to address volume of work issues; however, they are intended to address complexity of duties. For that reason, while a particular classification may have been assigned more duties, it does not necessarily follow that the tasks assumed increase the compensable value of the classification.
- Since the City has a labor market of ten (10) agencies, any classification with fewer than four matches is not generally considered for analysis since a minimum of four classes is required to conduct such an analysis.
- In most studies, it is common to have some classes for which limited market data exists. Because a compensation plan is developed through the analysis of external market data and internal relationships, the absence of sufficient labor market data for a particular class does not mean that no salary recommendation can be developed since many salary recommendations are ultimately based upon internal equity with other classes.

To provide a high-level overview of base salary survey results, Table 3 displays the following information. In addition, Appendix B provides an overview of total compensation survey results.

- The title of the City's survey classification.
- The current City actual or average of actual salaries for the survey classification.
- The number of comparable classifications identified within the analysis.
- The labor market median monthly maximum, actual or average of actual salary – this calculation is based upon the salary for each of the comparable classifications; the middle of that range of data is then computed to provide the median amount.
- The percentage the City's monthly base salary for the survey classification is above or below the median of the labor market.

Confidential*City of Murphy
Final Base Salary Report***TABLE 3****CITY OF MURPHY
SUMMARY OF BASE SALARY SURVEY RESULTS**

City Survey Classifications	City Salary – average of actual or actual salary	Number of Comparable Classes	Median (mid-point) of Labor Market Agencies' - actual salary or top of range	Percentage Difference between the City's salary and actual salary or top of range with Market Median (mid-point)
Accounts Payable/ Payroll Specialist I	\$3,433	8	\$4,002	-16.57%
Accounts Payable/ Payroll Specialist II	\$4,378	10	\$4,254	2.83%
Administrative Assistant	\$3,709	8	\$3,863	-4.14%
Animal Control Officer	\$3,350	10	\$3,969	-18.46%
Assistant Finance Director	\$6,129	9	\$9,391	-53.22%
Assistant Fire Chief- Operations	\$6,899	10	\$10,467	-51.72%
Chief of Police	\$10,300	10	\$12,976	-25.98%
City Manager	\$13,068	10	\$17,977	-37.57%
City Secretary	\$6,523	10	\$8,531	-30.78%
Code Compliance Officer	\$3,336	10	\$4,625	-38.62%
Code Compliance Supervisor	\$4,437	5	\$6,362	-43.39%
Communications Officer	\$3,223	9	\$4,416	-37.02%
Communications Supervisor	\$4,133	9	\$5,609	-35.71%
Community Development Coordinator	\$3,369	5	\$4,804	-42.59%
Custodian	\$1,977	7	\$2,789	-41.07%
Customer Service Manager	\$5,871	10	\$5,718	2.61%
Customer Service Specialist	\$3,043	9	\$3,607	-18.53%
Deputy Court Clerk	\$3,277	9	\$3,875	-18.25%
Director of Community and Economic Development- Community Development	\$7,661	6	\$10,744	-40.24%
Director of Community and Economic Development- Economic Development	\$7,661	5	\$11,500	-50.11%
Director of Public Services	\$8,111	10	\$11,867	-46.31%
Driver Engineer- Paramedic	\$5,304	9	\$6,255	-17.93%

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Final Base Salary Report***TABLE 3****CITY OF MURPHY
SUMMARY OF BASE SALARY SURVEY RESULTS**

City Survey Classifications	City Salary – average of actual or actual salary	Number of Comparable Classes	Median (mid-point) of Labor Market Agencies' - actual salary or top of range	Percentage Difference between the City's salary and actual salary or top of range with Market Median (mid-point)
Executive Administrative Assistant	\$4,453	10	\$4,385	1.53%
Executive Administrative Assistant- Police	\$4,202	9	\$4,418	-5.14%
Facilities Superintendent	\$4,078	9	\$7,042	-72.68%
Finance Director	\$8,838	8	\$12,998	-47.07%
Fire Chief	\$9,256	10	\$12,457	-34.58%
Fire Marshal- Emergency Management Specialist	\$6,899	8	\$8,908	-29.12%
Firefighter/ Paramedic	\$4,296	10	\$5,593	-30.18%
Groundskeeper I	\$2,552	5	\$3,195	-25.20%
Groundskeeper II	\$2,987	8	\$3,940	-31.89%
Human Resources Manager	\$6,695	10	\$9,071	-35.49%
Information Technology Business Analyst	\$3,433	5	\$6,648	-93.65%
Information Technology Manager	\$7,955	8	\$12,497	-57.09%
Junior Network Analyst	\$4,635	9	\$6,803	-46.77%
Juvenile Case Manager	\$4,090	6	\$5,011	-22.52%
Lieutenant (Fire)	\$5,873	10	\$7,576	-29.00%
Maintenance Worker II	\$3,059	8	\$3,213	-5.02%
Manager of Recreation Services	\$4,224	9	\$6,716	-59.00%
Meter Services Coordinator	\$3,152	7	\$3,788	-20.18%
Municipal Court Administrator	\$5,374	10	\$7,600	-41.41%
Parks Superintendent	\$4,380	10	\$6,594	-50.55%
Part-time Recreational Specialist	\$816	8	\$1,347	-65.07%
Police Lieutenant	\$7,105	10	\$7,872	-10.79%
Police Officer	\$4,662	10	\$5,833	-25.11%
Police Sergeant	\$6,229	9	\$6,797	-9.12%
Public Works Superintendent	\$5,065	8	\$8,229	-62.47%
Recreational Specialist I	\$1,875	4	\$2,780	-48.27%

Confidential*City of Murphy
Final Base Salary Report***TABLE 3****CITY OF MURPHY
SUMMARY OF BASE SALARY SURVEY RESULTS**

City Survey Classifications	City Salary – average of actual or actual salary	Number of Comparable Classes	Median (mid-point) of Labor Market Agencies' - actual salary or top of range	Percentage Difference between the City's salary and actual salary or top of range with Market Median (mid-point)
Recreational Specialist II	\$2,142	8	\$4,648	-116.97%
School Crossing Guard	\$1,083	5	\$1,434	-32.41%
Senior Executive Assistant to the City Manager	\$3,647	10	\$5,210	-42.84%
Senior Groundskeeper	\$3,642	4	\$4,333	-18.97%
Senior Maintenance Worker	\$3,922	7	\$4,281	-9.15%
Special Events Coordinator	\$3,090	6	\$5,126	-65.89%

Analysis of the base salary data indicates that, on average, when using the City's salaries as the control point, the City is **35.27% below the labor market median** for all survey classes included within the scope of the study.

There are many reasons a survey classification may not have enough comparable data including:

- Differences in the delivery of services
- Differences in span of control
- Differences in organizational structure
- Differences in operational size
- The classification is not commonly found in other agencies

Some specific comments with respect to the job matching strategy and/or results for some classifications is presented below:

- **Administrative Assistant-** The City has two positions, one in Community and Economic Development and one in the Fire Department. Despite the classification title and classification specification differences, the positions are performing duties and

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responsibilities comparable to the Executive Administrative Assistant. For that reason, CPS HR aligned the salaries for the positions. The City should formally change the classification title for these two positions.

- **Assistant Finance Director-** Despite the titling differences, CPS HR matched comparable management level classifications reporting to an equivalent Finance Director.
- **Customer Service Manager-** This position has responsibility for multiple functional areas such as utility billing, permitting and building inspections. The majority of labor market agencies do not have a single classification with responsibility for the same functional areas. The datasheet reflects the first level supervisory position over the customer service and billing function. However, given the broad functional responsibilities, the data should not be used for salary setting purposes. Instead, CPS HR recommends a salary based upon internal alignment with another City classification.
- **Customer Service Specialist-** The job matching strategy for this classification was to identify the core classification used within each agency.
- **Director of Community and Economic Development-** The majority of labor market agencies do not have a single classification with responsibilities for community and economic development. Instead, they use two specialized classifications. Therefore, CPS HR collected data for a Director over both functional areas.
 - Community Development
 - Economic Development
- **Facilities Superintendent-** Despite the titling differences, CPS HR matched comparable management level classifications reporting to Director of Public Works.
- **Finance Director-** The job matching strategy for this classification was to identify the highest level directly responsibilities for Finance.
- **Groundskeeper I-** The majority of labor market agencies do not have an entry-level comparable classification. For that reason, CPS HR does not consider that the data should be used for salary setting purposes. In such situations, CPS HR recommends a salary based upon internal alignment with another City classification.
- **Human Resources Manager-** This is a Director level human resources position with responsibilities for the full scope of the human resources functions reporting directly to the City Manager. Given the organizational differences, some agencies have a single human resources classification similar to the City, while others have multiple manager, supervisory, professional, technical, and clerical classifications assigned to human resources. The job matching strategy for this classification was to identify the highest level of human resources.

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- **Information Technology Manager-** This is a Manager level position reporting to the Finance Director. Responsibilities include overall planning, organizing, and execution of all Information Technology (IT) functions in addition to the performance of professional level IT duties. The datasheets reflect the highest technical level over Information Technology. Within all of the labor market agencies, the comparable position is considered a department head reporting directly to the City Manager and in some cases the Assistant City Manager.
- **Lieutenant (Fire) -** Within the City this is a first level supervisor classification reporting to the Assistant Fire Chief- Operations. Although the majority of labor market agencies have a comparable Lieutenant classification in title, they do not all function as a first level supervisor. The matches reflect positions that function as a first level supervisor irrespective of the classification title.
- **Maintenance Worker I, II, and Senior-** Positions at the I, II, and Senior levels perform maintenance duties for City streets, roads, bridges, medians, right of ways, gutters, curbs, sidewalks streets, roads, and the water distribution and wastewater collection systems. As confirmed by the City, incumbents generally spend 50% of time between the two functional areas. In addition, all three-classification levels require a class C Water Distribution License.
 - **I -** The majority of labor market agencies do not have an entry-level maintenance work classification. Therefore, the market yielded minimal data for this classification. For that reason, CPS HR does not consider that the data should be used for salary-setting purposes. In such a situation, CPS HR recommends a salary based upon internal equity of the Maintenance Worker II classification.
 - **II -** The majority of the matches reflect maintenance worker staff assigned to streets which do not require a class C Water Distribution License.
 - **Senior -** The majority of the matches reflect maintenance worker staff assigned to streets which do not require a class C Water Distribution License.
- **Municipal Court Judge-** Within the majority of labor market agencies this function is contracted out. Therefore, the market yielded minimal data for this classification. For that reason, CPS HR does not consider that the data should be used for salary setting purposes. In such a situation, CPS HR recommends a salary based upon internal alignment with another City classification.
- **Parks Superintendent-** The matches reflect first level supervisors over the park function.
- **Part-time Recreational Specialist-** CPS HR recommends a salary based upon internal equity with the Recreational Specialist I classification. The recommended maximum salary

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is based on a 40-hour work week and as the position is part-time, the salary would be prorated based on actual hours worked by the incumbent.

- **Police Lieutenant-** Within the City, this is a single management position reporting directly to the Chief of Police. Although the majority of labor market agencies have a comparable Lieutenant classification in title, they also have a level between the Lieutenant and the Chief of Police. For that reason, CPS HR also collected data for an Assistant Chief of Police to account for the highest level management position reporting directly to the Chief of Police.
- **School Crossing Guard-** The majority of labor market agencies do not have this classification. Therefore, the market yielded minimal data for this classification. For that reason, CPS HR does not consider that the data should be used for salary setting purposes. In such situations, CPS HR recommends a salary based upon internal alignment with another City classification.
- **Senior Groundskeeper-** The majority of labor market agencies do not have a comparable advanced journey/lead level classification. Therefore, the market yielded minimal data for this classification. For that reason, CPS HR does not consider that the data should be used for salary setting purposes. In such situations, CPS HR recommends a salary based upon internal alignment with another City classification.
- **Support Services Manager-** Within the majority of labor market agencies the classifications with comparable functional responsibilities are performed by a sworn classification or the agencies have several classifications that handle different functional areas. Within the City, this classification is further unique in that the position performs evidence and crime scene investigation duties as needed. Therefore, the market yielded limited data for this classification. For that reason, CPS HR does not consider that the data should be used for salary setting purposes. In such situations, CPS HR recommends a salary based upon internal alignment with another City classification. In addition, CPS HR recommends the City evaluate this position to determine if the current duties and responsibilities and supervisory oversight of the communications group is expected to continue.
- **Web Administrator and Support Analyst-** Within the majority of labor market agencies this function is contracted out or performed by a classification that has a broader scope of work. Therefore, the market yielded minimal data for this classification. For that reason, CPS HR does not consider that the data should be used for salary setting purposes. In such situations, CPS HR recommends a salary based upon internal alignment with another City classification.

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VI. Salary Recommendations

Appendix C includes salary recommendations for each City classification. While labor market data is a good indicator of market trends in pay, the concept of internal equity is an equally important factor when establishing a compensation plan. The City's compensation structure was recommended by analyzing labor market data and an evaluation of internal alignment (e.g., how classes within an organization are paid relative to each other). For that reason, it is important to take into consideration the results of the labor market data, as well as any important internal relationships that may exist. The absence of sufficient labor market data for seven classifications, as designated in Table 2, does not mean that no salary recommendation can be developed since many salary recommendations are ultimately based upon internal alignment with other classes. When developing the salary recommendations, CPS HR's goal was to align the majority of the classifications consistent with the market, however to avoid compression issues, in many cases CPS HR used the salary setting guidelines listed below.

- 30% between a director and manager classification
- 20% between a manager and a supervisor classification
- 15% between supervisor and highest level supervised
- 10% between levels in a series (i.e. I and II level)

Salary Schedule

CPS HR presented several salary schedule options for consideration. Consistent with best practice the City chose a salary schedule with forty-two grades and five steps within each grade. There is a five percent difference between each step and five percent difference between each grade. The proposed salary schedule is presented in Appendix D.

Implementation Options

As stated in Section V – Base Salary Survey Results, the City is on average 35.27% below the top of range market median. This is significant and will require a strategy to get the City salaries' ranges consistent with at least the middle (median) of the market. The immediate goal is to pay positions consistent with the duties and responsibilities and consistent with the City's market position. However, CPS HR is aware of the cost implications to place all City positions within the proposed salary schedule. Therefore, we have provided three implementation options as described in the costing spreadsheet. In short, the options are to (i) provide implementation

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immediately, (ii) implement over a two-year period and (iii) implement over a three-year period. The City should be aware that anything beyond immediate implementation has pros and cons.

VII. Next Steps

The City should have several discussions regarding the creation and adoption of policies to align with the new compensation system. Policies will cover issues such as how employees will move within the new compensation structure. Should the City require any further information on the contents of this report, please do not hesitate to contact Ms. Tameka Usher at (916) 471-3483.

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Appendix A. Total Compensation Datasheets

City of Murphy
Final Base Salary Report



Accounts Payable/ Payroll Specialist I

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Accounts Payable/ Payroll Specialist I		\$3,433	\$4		\$1,029	\$79	\$13	\$2	\$7	\$481	\$50	\$5,097
City of Allen	Accounts Payable Technician	\$2,612	\$3,788	\$4		\$776	\$37		\$3	\$3	\$530	\$290	\$5,431
City of Garland	Accounting Representative I	\$2,657	\$3,900			\$1,235	\$36		\$2		\$546	\$298	\$6,017
City of Highland Village	Accounting Technician	\$2,912	\$4,077	\$4	\$82	\$1,461	\$33	\$8	\$2	\$5	\$571	\$59	\$6,302
City of McKinney	Accounting Technician- A	\$2,832	\$4,094	\$5		\$1,598	\$78		\$4	\$3	\$573	\$313	\$6,669
City of Plano	Account Clerk II	\$2,967	\$4,358	\$4		\$1,584	\$58		\$1	\$1	\$610	\$63	\$6,680
City of Richardson	No Comparable Class												
City of Rockwall	Finance Clerk A/P	\$2,947	\$3,927	\$5		\$1,424	\$97	\$21	\$6		\$550	\$300	\$6,330
City of Rowlett	Accounting Assistant	\$1,912	\$2,868	\$4		\$1,409	\$28		\$5	\$3	\$402	\$42	\$4,760
City of Wylie	Accounts Payable Specialist	\$2,922	\$4,090	\$4		\$1,083	\$81		\$2	\$7	\$573	\$313	\$6,153
Town of Little Elm	No Comparable Class												

Base Salary Median		\$4,002
Percentage Above or Below Median		-16.57%

Total Compensation Median	\$6,227
Percentage Above or Below Median	-22.17%

City of Murphy Total Compensation 2015

Number of Matches: 8

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



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Accounts Payable/ Payroll Specialist II

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Accounts Payable/ Payroll Specialist II		\$4,378	\$4		\$1,029	\$79	\$13	\$2	\$8	\$613	\$63	\$6,190
City of Allen	Payroll Specialist	\$3,024	\$4,385	\$4		\$776	\$37		\$3	\$4	\$614	\$335	\$6,158
City of Garland	Accounting Representative II	\$3,307	\$5,189			\$1,235	\$36		\$2		\$726	\$397	\$7,585
City of Highland Village	Accounting Specialist	\$3,540	\$4,956	\$4	\$99	\$1,461	\$33	\$8	\$2	\$7	\$694	\$72	\$7,335
City of McKinney	Payroll Administrator	\$3,632	\$5,267	\$5		\$1,598	\$78		\$4	\$4	\$737	\$403	\$8,097
City of Plano	Payroll Clerk, Senior	\$3,250	\$4,804	\$4		\$1,584	\$58		\$1	\$1	\$673	\$70	\$7,195
City of Richardson	Accounts Payable Representative	\$2,482	\$3,781	\$4		\$642			\$3	\$4	\$529	\$289	\$5,252
City of Rockwall	Finance Clerk - Payroll	\$3,095	\$4,123	\$5		\$1,424	\$97	\$21	\$6		\$577	\$315	\$6,569
City of Rowlett	Accounting Specialist III - Payroll	\$3,057	\$4,011	\$4		\$1,409	\$28		\$7	\$4	\$562	\$58	\$6,083
City of Wylie	Payroll Specialist	\$2,731	\$3,823	\$4		\$1,083	\$81		\$2	\$7	\$535	\$292	\$5,828
Town of Little Elm	Accounting Technician	\$2,819	\$4,107	\$5		\$1,324	\$66	\$11		\$1	\$575	\$314	\$6,403

Base Salary Median		\$4,254
Percentage Above or Below Median		2.83%

Total Compensation Median	\$6,486
Percentage Above or Below Median	-4.78%

City of Murphy Total Compensation 2015

Number of Matches: 10

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



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Administrative Assistant

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Administrative Assistant		\$3,709	\$4		\$1,029	\$79	\$13	\$2	\$7	\$519	\$54	\$5,417
City of Allen	Administrative Assistant	\$2,488	\$3,608	\$4		\$776	\$37		\$3	\$3	\$505	\$276	\$5,211
City of Garland	Department Representative II	\$2,654	\$3,902			\$1,235	\$36		\$2		\$546	\$299	\$6,019
City of Highland Village	Administrative Assistant to the Director	\$3,058	\$4,281	\$4	\$86	\$1,461	\$33	\$8	\$2	\$6	\$599	\$62	\$6,542
City of McKinney	Administrative Assistant	\$2,823	\$4,094	\$5		\$1,598	\$78		\$4	\$3	\$573	\$313	\$6,669
City of Plano	Administrative Assistant	\$2,238	\$3,263	\$4		\$1,584	\$58		\$1	\$1	\$457	\$47	\$5,416
City of Richardson	Administrative Clerk	\$1,895	\$2,750	\$4		\$642			\$3	\$3	\$385	\$210	\$3,997
City of Rockwall	Administrative Assistant	\$3,249	\$4,330	\$5		\$1,424	\$97	\$21	\$6		\$606	\$331	\$6,821
City of Rowlett	No Comparable Class												
City of Wylie	Administrative Assistant	\$2,731	\$3,823	\$4		\$1,083	\$81		\$2	\$7	\$535	\$292	\$5,828
Town of Little Elm	No Comparable Class												

Base Salary Median		\$3,863
Percentage Above or Below Median		-4.14%

Total Compensation Median	\$5,924
Percentage Above or Below Median	-9.36%

City of Murphy Total Compensation 2015

Number of Matches: 8

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
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Animal Control Officer

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Animal Control Officer		\$3,350	\$4		\$1,029	\$79	\$13	\$2	\$6	\$469	\$49	\$5,001
City of Allen	Animal Control Officer	\$2,743	\$3,978	\$4		\$776	\$37		\$3	\$3	\$557	\$304	\$5,662
City of Garland	Animal Services Officer I	\$2,654	\$3,902			\$1,235	\$36		\$2		\$546	\$299	\$6,019
City of Highland Village	Senior Animal Control Officer	\$3,372	\$4,721	\$4	\$94	\$1,461	\$33	\$8	\$2	\$6	\$661	\$68	\$7,059
City of McKinney	Animal Control Officer	\$2,823	\$4,094	\$5		\$1,598	\$78		\$4	\$3	\$573	\$313	\$6,669
City of Plano	Animal Services Officer I	\$2,697	\$3,959	\$4		\$1,584	\$58		\$1	\$1	\$554	\$57	\$6,219
City of Richardson	Animal Services Officer	\$2,673	\$4,075	\$4		\$642			\$3	\$4	\$571	\$312	\$5,610
City of Rockwall	Animal Control Officer	\$2,807	\$3,740	\$5		\$1,424	\$97	\$21	\$6		\$524	\$286	\$6,102
City of Rowlett	Animal Control Officer	\$2,722	\$4,082	\$4		\$1,409	\$28		\$7	\$4	\$571	\$59	\$6,165
City of Wylie	Animal Control Officer	\$2,522	\$3,574	\$4		\$1,083	\$81		\$2	\$6	\$500	\$273	\$5,524
Town of Little Elm	Animal Control Officer		\$2,716	\$5		\$1,324	\$66	\$11		\$0	\$380	\$208	\$4,711

Base Salary Median		\$3,969
Percentage Above or Below Median		-18.46%

Total Compensation Median	\$6,061
Percentage Above or Below Median	-21.18%

City of Murphy Total Compensation 2015

Number of Matches: 10

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
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Assistant Finance Director

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Assistant Finance Director		\$6,129	\$4		\$1,029	\$79	\$13	\$2	\$12	\$858	\$89	\$8,215
City of Allen	Assistant Finance Director		\$10,333	\$4		\$776	\$37		\$7	\$9	\$1,447	\$762	\$13,374
City of Garland	Investment and Debt Administrator	\$6,956	\$11,336			\$1,235	\$36		\$2		\$1,587	\$777	\$14,972
City of Highland Village	Assistant Finance Director	\$6,358	\$8,901	\$4	\$178	\$1,461	\$33	\$8	\$2	\$12	\$1,246	\$129	\$11,974
City of McKinney	Senior Financial Services Manager	\$6,402	\$9,283	\$5		\$1,598	\$78		\$4	\$6	\$1,300	\$710	\$12,984
City of Plano	Controller	\$6,225	\$9,391	\$4		\$1,584	\$58		\$1	\$3	\$1,315	\$136	\$12,492
City of Richardson	Assistant Director of Finance		\$10,234	\$4		\$642			\$3	\$10	\$1,433	\$761	\$13,087
City of Rockwall	No Comparable Class												
City of Rowlett	Assistant Finance Director	\$6,557	\$10,163	\$4		\$1,409	\$28		\$11	\$11	\$1,423	\$147	\$13,196
City of Wylie	Assistant Finance Director	\$5,924	\$8,294	\$4		\$1,083	\$81		\$2	\$14	\$1,161	\$634	\$11,275
Town of Little Elm	Assistant Finance Director	\$6,013	\$8,760	\$5		\$1,324	\$66	\$11		\$2	\$1,226	\$670	\$12,064

Base Salary Median		\$9,391
Percentage Above or Below Median		-53.22%

Total Compensation Median	\$12,984
Percentage Above or Below Median	-58.05%

City of Murphy Total Compensation 2015

Number of Matches: 9

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



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Assistant Fire Chief- Operations

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Assistant Fire Chief- Operations		\$6,899	\$4		\$1,029	\$79	\$13	\$2	\$13	\$966	\$100	\$9,106
City of Allen	Assistant Fire Chief- Operations	\$9,204	\$10,162	\$4		\$776	\$37		\$7	\$9	\$1,423	\$760	\$13,177
City of Garland	Fire Assistant Chief	\$10,310	\$10,852			\$1,235	\$36		\$2		\$1,519	\$157	\$13,801
City of Highland Village	Assistant Fire Chief	\$6,941	\$9,717	\$4	\$194	\$1,461	\$33	\$8	\$2	\$13	\$1,360	\$141	\$12,933
City of McKinney	Assistant Fire Chief		\$10,772	\$5		\$1,598	\$78		\$4	\$6	\$1,508	\$768	\$14,740
City of Plano	Appointed Assistant Fire Chief		\$11,341	\$4		\$1,584	\$58		\$1	\$3	\$1,588	\$164	\$14,744
City of Richardson	Assistant Fire Chief- Operations		\$12,236	\$4		\$642			\$3	\$12	\$1,713	\$790	\$15,400
City of Rockwall	Battalion Chief	\$6,046	\$7,348	\$5		\$1,424	\$97	\$21	\$6		\$1,029	\$562	\$10,492
City of Rowlett	Assistant Fire Chief	\$7,213	\$11,180	\$4		\$1,409	\$28		\$11	\$12	\$1,565	\$162	\$14,371
City of Wylie	Assistant Fire Chief	\$5,924	\$8,294	\$4		\$1,083	\$81		\$2	\$14	\$1,161	\$634	\$11,275
Town of Little Elm	Assistant Fire Chief- Operations	\$7,667	\$9,574	\$5		\$1,324	\$66	\$11		\$2	\$1,340	\$732	\$13,054

Base Salary Median		\$10,467
Percentage Above or Below Median		-51.72%

Total Compensation Median	\$13,489
Percentage Above or Below Median	-48.14%

City of Murphy Total Compensation 2015

Number of Matches: 10

10/7/2015

*The salaries reflect actual or average of actual.
In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Chief of Police

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Chief of Police		\$10,300	\$4		\$1,029	\$79	\$13	\$2	\$19	\$1,442	\$149	\$13,038
City of Allen	Police Chief		\$11,944	\$4		\$776	\$37		\$9	\$10	\$1,672	\$785	\$15,237
City of Garland	Chief of Police		\$12,695			\$1,235	\$36		\$2		\$1,777	\$796	\$16,541
City of Highland Village	Chief of Police	\$9,393	\$13,151	\$4	\$263	\$1,461	\$33	\$8	\$2	\$13	\$1,841	\$191	\$16,967
City of McKinney	Chief of Police		\$13,166	\$5		\$1,598	\$78		\$4	\$6	\$1,843	\$803	\$17,504
City of Plano	Police Chief	\$8,641	\$14,025	\$4		\$1,584	\$58		\$1	\$4	\$1,964	\$203	\$17,843
City of Richardson	Chief of Police		\$14,062	\$4		\$642			\$3	\$14	\$1,969	\$816	\$17,510
City of Rockwall	Police Chief		\$12,457	\$5		\$1,424	\$97	\$21	\$6		\$1,744	\$793	\$16,547
City of Rowlett	Police Chief	\$8,727	\$13,527	\$4		\$1,409	\$28		\$11	\$13	\$1,894	\$196	\$17,082
City of Wylie	Chief of Police	\$10,240	\$12,800	\$4		\$1,083	\$81		\$2	\$22	\$1,792	\$798	\$16,583
Town of Little Elm	Chief of Police		\$10,976	\$5		\$1,324	\$66	\$11		\$2	\$1,537	\$771	\$14,692

Base Salary Median		\$12,976
Percentage Above or Below Median		-25.98%

Total Compensation Median	\$16,775
Percentage Above or Below Median	-28.66%

City of Murphy Total Compensation 2015

Number of Matches: 10

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



City Manager

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	City Manager		\$13,068	\$4		\$1,029	\$79	\$13	\$2	\$19	\$1,830	\$189	\$16,234
City of Allen	City Manager		\$19,736	\$4	\$1,388	\$776	\$37		\$14	\$14	\$2,763	\$938	\$25,670
City of Garland	City Manager		\$18,985			\$1,235	\$36		\$2		\$2,658	\$888	\$23,803
City of Highland Village	City Manager		\$15,646	\$4	\$313	\$1,461	\$33	\$8	\$2	\$13	\$2,190	\$227	\$19,897
City of McKinney	City Manager		\$24,167	\$5		\$1,598	\$78		\$4	\$6	\$3,383	\$963	\$30,205
City of Plano	City Manager		\$21,247	\$4		\$1,584	\$58		\$1	\$6	\$2,975	\$308	\$26,183
City of Richardson	City Manager		\$21,218	\$4		\$642			\$3	\$22	\$2,971	\$920	\$25,779
City of Rockwall	City Manager		\$15,564	\$5		\$1,424	\$97	\$21	\$6		\$2,179	\$838	\$20,134
City of Rowlett	City Manager	\$10,948	\$16,969	\$4		\$1,409	\$28		\$11	\$13	\$2,376	\$246	\$21,055
City of Wylie	City Manager	\$13,312	\$16,640	\$4		\$1,083	\$81		\$2	\$29	\$2,330	\$854	\$21,023
Town of Little Elm	Town Manager		\$13,417	\$5		\$1,324	\$66	\$11		\$2	\$1,878	\$807	\$17,510

Base Salary Median		\$17,977
Percentage Above or Below Median		-37.57%

Total Compensation Median	\$22,429
Percentage Above or Below Median	-38.17%

City of Murphy Total Compensation 2015

Number of Matches: 10

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



City Secretary

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	City Secretary		\$6,523	\$4		\$1,029	\$79	\$13	\$2	\$13	\$913	\$95	\$8,671
City of Allen	City Secretary		\$8,693	\$4		\$776	\$37		\$6	\$7	\$1,217	\$665	\$11,405
City of Garland	City Secretary	\$5,169	\$8,270			\$1,235	\$36		\$2		\$1,158	\$633	\$11,333
City of Highland Village	City Secretary		\$6,666	\$4	\$133	\$1,461	\$33	\$8	\$2	\$9	\$933	\$97	\$9,346
City of McKinney	City Secretary		\$8,683	\$5		\$1,598	\$78		\$4	\$6	\$1,216	\$664	\$12,254
City of Plano	City Secretary	\$6,944	\$10,547	\$4		\$1,584	\$58		\$1	\$3	\$1,477	\$153	\$13,827
City of Richardson	City Secretary		\$9,739	\$4		\$642			\$3	\$10	\$1,363	\$745	\$12,506
City of Rockwall	City Secretary	\$4,801	\$6,397	\$5		\$1,424	\$97	\$21	\$6		\$896	\$489	\$9,335
City of Rowlett	City Secretary	\$5,405	\$8,378	\$4		\$1,409	\$28		\$11	\$9	\$1,173	\$121	\$11,134
City of Wylie	City Secretary	\$7,111	\$8,889	\$4		\$1,083	\$81		\$2	\$15	\$1,244	\$680	\$11,999
Town of Little Elm	Town Secretary		\$7,604	\$5		\$1,324	\$66	\$11		\$1	\$1,065	\$582	\$10,658

Base Salary Median		\$8,531
Percentage Above or Below Median		-30.78%

Total Compensation Median	\$11,369
Percentage Above or Below Median	-31.12%

City of Murphy Total Compensation 2015

Number of Matches: 10

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Code Compliance Officer

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Code Compliance Officer		\$3,336	\$4		\$1,029	\$79	\$13	\$2	\$6	\$467	\$48	\$4,985
City of Allen	Code Enforcement Officer	\$3,175	\$4,605	\$4		\$776	\$37		\$3	\$4	\$645	\$352	\$6,426
City of Garland	Code Inspector I	\$3,097	\$4,834			\$1,235	\$36		\$2		\$677	\$370	\$7,153
City of Highland Village	Code Enforcement Officer	\$3,211	\$4,495	\$4	\$90	\$1,461	\$33	\$8	\$2	\$6	\$629	\$65	\$6,793
City of McKinney	Code Compliance Officer	\$3,202	\$4,644	\$5		\$1,598	\$78		\$4	\$3	\$650	\$355	\$7,338
City of Plano	Code Compliance Inspector	\$2,967	\$4,355	\$4		\$1,584	\$58	\$1	\$1	\$1	\$610	\$63	\$6,677
City of Richardson	Code Enforcement Officer	\$3,258	\$5,076	\$4		\$642			\$3	\$5	\$711	\$388	\$6,829
City of Rockwall	Neighborhood Improvement Services Representative	\$3,249	\$4,330	\$5		\$1,424	\$97	\$21	\$6		\$606	\$331	\$6,821
City of Rowlett	Code Enforcement Officer	\$3,184	\$4,776	\$4		\$1,409	\$28		\$8	\$5	\$669	\$69	\$6,969
City of Wylie	Code Enforcement Officer	\$3,156	\$4,418	\$4		\$1,083	\$81		\$2	\$8	\$619	\$338	\$6,553
Town of Little Elm	Community Integrity Specialist	\$3,358	\$4,892	\$5		\$1,324	\$66	\$11		\$1	\$685	\$374	\$7,358

Base Salary Median		\$4,625
Percentage Above or Below Median		-38.62%

Total Compensation Median	\$6,825
Percentage Above or Below Median	-36.90%

City of Murphy Total Compensation 2015

Number of Matches: 10

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Code Compliance Supervisor

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Code Compliance Supervisor		\$4,437	\$4		\$1,029	\$79	\$13	\$2	\$9	\$621	\$64	\$6,258
City of Allen	No Comparable Class					\$776							\$776
City of Garland	Code Compliance Supervisor	\$3,694	\$5,909			\$1,235	\$36		\$2		\$827	\$452	\$8,461
City of Highland Village	No Comparable Class												
City of McKinney	Code Compliance Supervisor	\$4,388	\$6,362	\$5		\$1,598	\$78		\$4	\$5	\$891	\$487	\$9,429
City of Plano	Code Compliance Supervisor	\$4,467	\$6,648	\$4		\$1,584	\$58		\$1	\$2	\$931	\$96	\$9,325
City of Richardson	Code Enforcement Manager	\$4,598	\$7,141	\$4		\$642			\$3	\$7	\$1,000	\$546	\$9,343
City of Rockwall	Neighborhood Improvement Services Supervisor	\$4,147	\$5,526	\$5		\$1,424	\$97	\$21	\$6		\$774	\$423	\$8,276
City of Rowlett	No Comparable Class												
City of Wylie	No Comparable Class												
Town of Little Elm	No Comparable Class												

Base Salary Median		\$6,362
Percentage Above or Below Median		-43.39%

Total Compensation Median	\$8,893
Percentage Above or Below Median	-42.09%

City of Murphy Total Compensation 2015

Number of Matches: 5

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.

City of Murphy
Final Base Salary Report



Communications Officer

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Communications Officer		\$3,223	\$4		\$1,029	\$79	\$13	\$2	\$6	\$451	\$47	\$4,855
City of Allen	Police, Fire, EMS Dispatcher/E911 Call Taker	\$3,024	\$4,385	\$4		\$776	\$37		\$3	\$4	\$614	\$335	\$6,158
City of Garland	Communications Specialist I	\$2,909	\$4,515			\$1,235	\$36		\$2		\$632	\$345	\$6,765
City of Highland Village	Communications Officer	\$3,058	\$4,282	\$4	\$86	\$1,461	\$33	\$8	\$2	\$6	\$599	\$62	\$6,543
City of McKinney	Communications Specialist II	\$3,202	\$4,644	\$5		\$1,598	\$78		\$4	\$3	\$650	\$355	\$7,338
City of Plano	Public Safety Communications Specialist	\$2,967	\$4,355	\$4		\$1,584	\$58		\$1	\$1	\$610	\$63	\$6,676
City of Richardson	Public Safety Telecommunicator	\$2,896	\$4,631	\$4		\$642			\$3	\$5	\$648	\$354	\$6,287
City of Rockwall	Communications Specialist	\$3,095	\$4,123	\$5		\$1,424	\$97	\$21	\$6		\$577	\$315	\$6,569
City of Rowlett	Communications Officer	\$2,944	\$4,416	\$4		\$1,409	\$28		\$8	\$5	\$618	\$64	\$6,552
City of Wylie	Dispatcher	\$3,155	\$4,418	\$4		\$1,083	\$81		\$2	\$8	\$619	\$338	\$6,553
Town of Little Elm	No Comparable Class												

Base Salary Median		\$4,416
Percentage Above or Below Median		-37.02%

Total Compensation Median	\$6,553
Percentage Above or Below Median	-34.98%

City of Murphy Total Compensation 2015

Number of Matches: 9

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Communications Supervisor

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Communications Supervisor		\$4,133	\$4		\$1,029	\$79	\$13	\$2	\$8	\$579	\$60	\$5,907
City of Allen	Supervising 911 Dispatcher	\$3,860	\$5,597	\$4		\$776	\$37		\$4	\$5	\$784	\$428	\$7,634
City of Garland	Communications Supervisor	\$3,538	\$5,581			\$1,235	\$36		\$2		\$781	\$427	\$8,062
City of Highland Village	Communications Supervisor	\$4,303	\$6,025	\$4	\$121	\$1,461	\$33	\$8	\$2	\$8	\$844	\$87	\$8,592
City of McKinney	Communications Supervisor	\$3,868	\$5,609	\$5		\$1,598	\$78		\$4	\$4	\$785	\$429	\$8,513
City of Plano	Public Safety Communications Supervisor	\$3,988	\$5,936	\$4		\$1,584	\$58		\$1	\$2	\$831	\$86	\$8,503
City of Richardson	Public Safety Telecommunicator Supervisor	\$4,596	\$6,327	\$4		\$642			\$3	\$6	\$886	\$484	\$8,352
City of Rockwall	Communications Manager	\$4,572	\$6,092	\$5		\$1,424	\$97	\$21	\$6		\$853	\$466	\$8,964
City of Rowlett	Communications Shift Supervisor	\$3,725	\$5,587	\$4		\$1,409	\$28		\$10	\$6	\$782	\$81	\$7,907
City of Wylie	911 Communications Shift Supervisor	\$3,681	\$5,153	\$4		\$1,083	\$81		\$2	\$9	\$721	\$394	\$7,448
Town of Little Elm	No Comparable Class												

Base Salary Median		\$5,609
Percentage Above or Below Median		-35.71%

Total Compensation Median	\$8,352
Percentage Above or Below Median	-41.40%

City of Murphy Total Compensation 2015

Number of Matches: 9

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Community Development Coordinator

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Community Development Coordinator		\$3,369	\$4		\$1,029	\$79	\$13	\$2	\$6	\$472	\$49	\$5,023
City of Allen	No Comparable Class												
City of Garland	Business Development Manager	\$5,710	\$9,133			\$1,235	\$36		\$2		\$1,279	\$699	\$12,383
City of Highland Village	Community Development Coordinator	\$3,372	\$4,721	\$4	\$94	\$1,461	\$33	\$8	\$2	\$6	\$661	\$68	\$7,059
City of McKinney	No Comparable Class												
City of Plano	Community Development Coordinator	\$3,250	\$4,804	\$4		\$1,584	\$58		\$1	\$1	\$673	\$70	\$7,195
City of Richardson	No Comparable Class												
City of Rockwall	Planning and Zoning Coordinator	\$2,807	\$3,740	\$5		\$1,424	\$97	\$21	\$6		\$524	\$286	\$6,102
City of Rowlett	Economic Development Specialist	\$4,029	\$6,043	\$4		\$1,409	\$28		\$11	\$7	\$846	\$88	\$8,435
City of Wylie	No Comparable Class												
Town of Little Elm	No Comparable Class												

Base Salary Median		\$4,804
Percentage Above or Below Median		-42.59%

Total Compensation Median	\$7,195
Percentage Above or Below Median	-43.22%

City of Murphy Total Compensation 2015

Number of Matches: 5

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Custodian

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Custodian		\$1,977	\$4		\$1,029	\$79	\$13	\$2	\$4	\$277	\$29	\$3,414
City of Allen	Custodian	\$1,857	\$2,692	\$4		\$776	\$37		\$2	\$2	\$377	\$206	\$4,096
City of Garland	Building Attendant	\$1,952	\$2,733			\$1,235	\$36		\$2		\$383	\$209	\$4,597
City of Highland Village	No Comparable Class												
City of McKinney	Custodian	\$1,935	\$2,806	\$5		\$1,598	\$78		\$4	\$2	\$393	\$215	\$5,101
City of Plano	Custodian	\$1,927	\$2,789	\$4		\$1,584	\$58		\$1	\$1	\$390	\$40	\$4,868
City of Richardson	Custodian	\$1,773	\$2,888	\$4		\$642			\$3	\$3	\$404	\$221	\$4,165
City of Rockwall	Custodian	\$1,995	\$2,658	\$5		\$1,424	\$97	\$21	\$4		\$372	\$203	\$4,784
City of Rowlett	Custodian	\$1,912	\$2,868	\$4		\$1,409	\$28		\$5	\$3	\$402	\$42	\$4,760
City of Wylie	No Comparable Class												
Town of Little Elm	No Comparable Class												

Base Salary Median		\$2,789
Percentage Above or Below Median		-41.07%

Total Compensation Median	\$4,760
Percentage Above or Below Median	-39.45%

City of Murphy Total Compensation 2015

Number of Matches: 7

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Customer Service Manager

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Customer Service Manager		\$5,871	\$4		\$1,029	\$79	\$13	\$2	\$11	\$822	\$85	\$7,917
City of Allen	Utility Billing Supervisor	\$4,692	\$6,803	\$4		\$776	\$37		\$5	\$6	\$952	\$520	\$9,103
City of Garland	Supervisor - Payment Center	\$3,694	\$5,909			\$1,235	\$36		\$2		\$827	\$452	\$8,461
City of Highland Village	Utility Billing Coordinator	\$3,372	\$4,721	\$4	\$94	\$1,461	\$33	\$8	\$2	\$6	\$661	\$68	\$7,059
City of McKinney	Customer Service Supervisor	\$4,120	\$5,974	\$5		\$1,598	\$78		\$4	\$4	\$836	\$457	\$8,957
City of Plano	Customer Utility Service Supervisor	\$3,988	\$5,936	\$4		\$1,584	\$58		\$1	\$2	\$831	\$86	\$8,503
City of Richardson	Customer Service Supervisor	\$3,149	\$4,794	\$4		\$642			\$3	\$5	\$671	\$367	\$6,486
City of Rockwall	Utility Billing Supervisor	\$4,147	\$5,526	\$5		\$1,424	\$97	\$21	\$6		\$774	\$423	\$8,276
City of Rowlett	Revenue Manager	\$5,197	\$8,056	\$4		\$1,409	\$28		\$11	\$9	\$1,128	\$117	\$10,762
City of Wylie	Utility Billing Supervisor	\$3,408	\$4,771	\$4		\$1,083	\$81		\$2	\$8	\$668	\$365	\$6,983
Town of Little Elm	Customer Service Supervisor	\$3,773	\$5,496	\$5		\$1,324	\$66	\$11		\$1	\$769	\$420	\$8,093

Base Salary Median		\$5,718
Percentage Above or Below Median		2.61%

Total Compensation Median	\$8,368
Percentage Above or Below Median	-5.70%

City of Murphy Total Compensation 2015

Number of Matches: 10

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Customer Service Specialist

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Customer Service Specialist		\$3,043	\$4		\$1,029	\$79	\$13	\$2	\$6	\$426	\$44	\$4,646
City of Allen	Customer Service Representative	\$2,488	\$3,607	\$4		\$776	\$37		\$3	\$3	\$505	\$276	\$5,210
City of Garland	Contact Center Representative I	\$2,654	\$3,902			\$1,235	\$36		\$2		\$546	\$299	\$6,019
City of Highland Village	Customer Service Representative	\$2,516	\$3,523	\$4	\$70	\$1,461	\$33	\$8	\$2	\$5	\$493	\$51	\$5,650
City of McKinney	Customer Service Representative	\$2,489	\$3,609	\$5		\$1,598	\$78		\$4	\$3	\$505	\$276	\$6,078
City of Plano	Customer Service Representative	\$2,238	\$3,263	\$4		\$1,584	\$58		\$1	\$1	\$457	\$47	\$5,416
City of Richardson	Customer Service Specialist	\$2,686	\$4,170	\$4		\$642			\$3	\$4	\$584	\$319	\$5,726
City of Rockwall	Customer Service Representative- Billing and Cashier	\$2,425	\$3,231	\$5		\$1,424	\$97	\$21	\$5		\$452	\$247	\$5,482
City of Rowlett	Customer Service Representative	\$2,722	\$4,082	\$4		\$1,409	\$28		\$7	\$4	\$571	\$59	\$6,165
City of Wylie	Utility Billing Clerk	\$2,229	\$3,121	\$4		\$1,083	\$81		\$2	\$5	\$437	\$239	\$4,973
Town of Little Elm	No Comparable Class												

Base Salary Median		\$3,607
Percentage Above or Below Median		-18.53%

Total Compensation Median	\$5,650
Percentage Above or Below Median	-21.61%

City of Murphy Total Compensation 2015

Number of Matches: 9

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Deputy Court Clerk

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Deputy Court Clerk		\$3,277	\$4		\$1,029	\$79	\$13	\$2	\$6	\$459	\$48	\$4,917
City of Allen	Deputy Court Clerk	\$2,488	\$3,608	\$4		\$776	\$37		\$3	\$3	\$505	\$276	\$5,211
City of Garland	Court Services Assistant	\$2,654	\$3,902			\$1,235	\$36		\$2		\$546	\$299	\$6,019
City of Highland Village	No Comparable Class**												
City of McKinney	Deputy Court Clerk	\$2,489	\$3,049	\$5		\$1,598	\$78		\$4	\$2	\$427	\$233	\$5,397
City of Plano	Municipal Court Clerk	\$2,967	\$4,355	\$4		\$1,584	\$58		\$1	\$1	\$610	\$63	\$6,676
City of Richardson	Assistant Municipal Court Clerk	\$2,554	\$3,970	\$4		\$642			\$3	\$4	\$556	\$304	\$5,483
City of Rockwall	Deputy Court Clerk II	\$2,673	\$3,562	\$5		\$1,424	\$97	\$21	\$5		\$499	\$272	\$5,886
City of Rowlett	Senior Court Clerk	\$2,830	\$4,246	\$4		\$1,409	\$28		\$8	\$5	\$594	\$62	\$6,355
City of Wylie	Deputy Court Clerk	\$2,552	\$3,573	\$4		\$1,083	\$81		\$2	\$6	\$500	\$273	\$5,523
Town of Little Elm	Court Clerk	\$2,660	\$3,875	\$5		\$1,324	\$66	\$11		\$1	\$543	\$296	\$6,121

Base Salary Median		\$3,875
Percentage Above or Below Median		-18.25%

Total Compensation Median	\$5,886
Percentage Above or Below Median	-19.70%

City of Murphy Total Compensation 2015

Number of Matches: 9

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.

** The City has two positions titled Municipal Court/Utility Billing Representative



City of Murphy
Final Base Salary Report



Director of Community and Economic Development - Community Director

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Director of Community and Economic Development		\$7,661	\$4		\$1,029	\$79	\$13	\$2	\$15	\$1,073	\$111	\$9,987
City of Allen	Director of Planning		\$11,817	\$4		\$776	\$37		\$9	\$10	\$1,654	\$784	\$15,090
City of Garland	Planning Director		\$11,067			\$1,235	\$36		\$2		\$1,549	\$773	\$14,662
City of Highland Village	No Comparable Class****												
City of McKinney	No Comparable Class***												
City of Plano	No Comparable Class**												
City of Richardson	Director of Development Services		\$10,421	\$4		\$642			\$3	\$11	\$1,459	\$763	\$13,303
City of Rockwall	No Comparable Class												
City of Rowlett	Development Services Director	\$7,934	\$12,298	\$4		\$1,409	\$28		\$11	\$13	\$1,722	\$178	\$15,663
City of Wylie	Community Services Director	\$8,533	\$10,331	\$4		\$1,083	\$81		\$2	\$18	\$1,446	\$762	\$13,728
Town of Little Elm	Development Services Director		\$10,421	\$5		\$1,324	\$66	\$11		\$2	\$1,459	\$763	\$14,051

Base Salary Median		\$10,744
Percentage Above or Below Median		-40.24%

Total Compensation Median	\$14,356
Percentage Above or Below Median	-43.75%

City of Murphy Total Compensation 2015

Number of Matches: 6

10/7/2015

*The salaries reflect actual or average of actual.
In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.

**The Deputy City Manager performs the duties.

*** The Executive Director of Development Services is currently vacant.

**** Public Works Director is over the functional area.



City of Murphy
Final Base Salary Report



Director of Community and Economic Development - Economic Development

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Director of Community and Economic Development		\$7,661	\$4		\$1,029	\$79	\$13	\$2	\$15	\$1,073	\$111	\$9,987
City of Allen	Economic Development Corporation Executive Director		\$10,000	\$4		\$776	\$37		\$7	\$8	\$1,400	\$757	\$12,989
City of Garland	Economic Development Director		\$11,067			\$1,235	\$36		\$2		\$1,549	\$773	\$14,662
City of Highland Village	No Comparable Class												
City of McKinney	No Comparable Class												
City of Plano	Director of Economic Development		\$14,330	\$4		\$1,584	\$58		\$1	\$4	\$2,006	\$208	\$18,195
City of Richardson	No Comparable Class												
City of Rockwall	No Comparable Class												
City of Rowlett	Economic Development Director	\$7,934	\$12,298	\$4		\$1,409	\$28		\$11	\$13	\$1,722	\$178	\$15,663
City of Wylie	Economic Development Director		\$11,500	\$4		\$1,083	\$81		\$2	\$20	\$1,610	\$779	\$15,080
Town of Little Elm	No Comparable Class												

Base Salary Median		\$11,500
Percentage Above or Below Median		-50.11%

Total Compensation Median	\$15,080
Percentage Above or Below Median	-51.00%

City of Murphy Total Compensation 2015

Number of Matches: 5

10/7/2015

*The salaries reflect actual or average of actual.
In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Director of Public Services

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Director of Public Services		\$8,111	\$4		\$1,029	\$79	\$13	\$2	\$16	\$1,136	\$118	\$10,507
City of Allen	Director of Community Services		\$11,905	\$4		\$776	\$37		\$9	\$10	\$1,667	\$785	\$15,192
City of Garland	Director of Public Works		\$16,789			\$1,235	\$36		\$2		\$2,350	\$856	\$21,268
City of Highland Village	Public Works Director	\$8,115	\$11,361	\$4	\$227	\$1,461	\$33	\$8	\$2	\$13	\$1,591	\$165	\$14,865
City of McKinney	Director of Public Works		\$11,900	\$5		\$1,598	\$78		\$4	\$6	\$1,666	\$785	\$16,042
City of Plano	Director of Public Works	\$7,746	\$13,301	\$4		\$1,584	\$58		\$1	\$4	\$1,862	\$193	\$17,007
City of Richardson	Director of Public Services		\$11,834	\$4		\$642			\$3	\$12	\$1,657	\$784	\$14,936
City of Rockwall	Director of Public Works and City Engineer		\$11,270	\$5		\$1,424	\$97	\$21	\$6		\$1,578	\$776	\$15,177
City of Rowlett	Director of Public Works	\$7,934	\$12,298	\$4		\$1,409	\$28		\$11	\$13	\$1,722	\$178	\$15,663
City of Wylie	Director of Public Services		\$10,927	\$4		\$1,083	\$81		\$2	\$19	\$1,530	\$771	\$14,417
Town of Little Elm	Director of Public Services		\$9,567	\$5		\$1,324	\$66	\$11		\$2	\$1,339	\$732	\$13,046

Base Salary Median		\$11,867
Percentage Above or Below Median		-46.31%

Total Compensation Median	\$15,184
Percentage Above or Below Median	-44.51%

City of Murphy Total Compensation 2015

Number of Matches: 10

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Driver Engineer- Paramedic

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Driver Engineer- Paramedic		\$5,304	\$4		\$1,029	\$79	\$13	\$2	\$10	\$743	\$77	\$7,261
City of Allen	Fire- Driver Operator Engineer	\$4,913	\$6,109	\$4		\$776	\$37		\$4	\$5	\$855	\$467	\$8,258
City of Garland	Fire Driver	\$5,930	\$6,255			\$1,235	\$36		\$2		\$876	\$91	\$8,494
City of Highland Village	Fire Driver Operator- Paramedic	\$4,698	\$6,577	\$4	\$132	\$1,461	\$33	\$8	\$2	\$9	\$921	\$95	\$9,241
City of McKinney	Driver/ Operator	\$5,932	\$6,245	\$5		\$1,598	\$78		\$4	\$5	\$874	\$478	\$9,287
City of Plano	Fire Engineer		\$6,784	\$4		\$1,584	\$58		\$1	\$2	\$950	\$98	\$9,482
City of Richardson	Driver/ Engineer	\$6,183	\$6,497	\$4		\$642			\$3	\$7	\$910	\$497	\$8,559
City of Rockwall	Driver	\$4,384	\$5,328	\$5		\$1,424	\$97	\$21	\$6		\$746	\$408	\$8,035
City of Rowlett	Driver Engineer	\$5,647	\$6,225	\$4		\$1,409	\$28		\$11	\$7	\$872	\$90	\$8,646
City of Wylie	No Comparable Class**												
Town of Little Elm	Driver/ Operator	\$4,846	\$7,418	\$5		\$1,324	\$66	\$11		\$1	\$1,039	\$567	\$10,431

Base Salary Median		\$6,255
Percentage Above or Below Median		-17.93%

Total Compensation Median	\$8,646
Percentage Above or Below Median	-19.07%

City of Murphy Total Compensation 2015

Number of Matches: 9

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.

** The position has been requested in the 2016 budget process. However, it's not approved yet.



City of Murphy
Final Base Salary Report



Executive Administrative Assistant

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Executive Administrative Assistant		\$4,453	\$4		\$1,029	\$79	\$13	\$2	\$9	\$623	\$65	\$6,277
City of Allen	Senior Administrative Assistant	\$2,880	\$4,176	\$4		\$776	\$37		\$3	\$4	\$585	\$319	\$5,903
City of Garland	Department Coordinator II	\$3,097	\$4,834			\$1,235	\$36		\$2		\$677	\$370	\$7,153
City of Highland Village	Administrative Assistant (Utilities)	\$2,913	\$4,078	\$4	\$82	\$1,461	\$33	\$8	\$2	\$5	\$571	\$59	\$6,303
City of McKinney	Executive Assistant of Public Works	\$3,410	\$4,945	\$5		\$1,598	\$78		\$4	\$4	\$692	\$378	\$7,705
City of Plano	Administrative Assistant, Senior	\$2,697	\$3,959	\$4		\$1,584	\$58		\$1	\$1	\$554	\$57	\$6,219
City of Richardson	Executive Secretary	\$3,012	\$4,677	\$4		\$642			\$3	\$5	\$655	\$358	\$6,343
City of Rockwall	Administrative Secretary I	\$2,807	\$3,740	\$5		\$1,424	\$97	\$21	\$6		\$524	\$286	\$6,102
City of Rowlett	Senior Administrative Assistant	\$2,944	\$4,416	\$4		\$1,409	\$28		\$8	\$5	\$618	\$64	\$6,552
City of Wylie	Administrative Assistant 1	\$3,156	\$4,418	\$4		\$1,083	\$81		\$2	\$8	\$619	\$338	\$6,553
Town of Little Elm	Senior Administrative Assistant to Public Works	\$2,989	\$4,354	\$5		\$1,324	\$66	\$11		\$1	\$610	\$333	\$6,703

Base Salary Median		\$4,385
Percentage Above or Below Median		1.53%

Total Compensation Median	\$6,448
Percentage Above or Below Median	-2.72%

City of Murphy Total Compensation 2015

Number of Matches: 10

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.

City of Murphy
Final Base Salary Report



Executive Administrative Assistant- Police

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Executive Administrative Assistant- Police		\$4,202	\$4		\$1,029	\$79	\$13	\$2	\$8	\$588	\$61	\$5,987
City of Allen	Senior Administrative Assistant	\$2,880	\$4,176	\$4		\$776	\$37		\$3	\$4	\$585	\$319	\$5,903
City of Garland	Management Services Coordinator	\$3,538	\$5,581			\$1,235	\$36		\$2		\$781	\$427	\$8,062
City of Highland Village	Police Administrative Coordinator	\$3,372	\$4,721	\$4	\$94	\$1,461	\$33	\$8	\$2	\$6	\$661	\$68	\$7,059
City of McKinney	Police Services Executive Assistant	\$3,202	\$4,644	\$5		\$1,598	\$78		\$4	\$3	\$650	\$355	\$7,338
City of Plano	Administrative Assistant, Senior	\$2,697	\$3,959	\$4		\$1,584	\$58		\$1	\$1	\$554	\$57	\$6,219
City of Richardson	Executive Secretary	\$3,012	\$4,677	\$4		\$642			\$3	\$5	\$655	\$358	\$6,343
City of Rockwall	Executive Secretary	\$3,249	\$4,330	\$5		\$1,424	\$97	\$21	\$6		\$606	\$331	\$6,821
City of Rowlett	No Comparable Class												
City of Wylie	Administrative Assistant I	\$3,156	\$4,418	\$4		\$1,083	\$81		\$2	\$8	\$619	\$338	\$6,553
Town of Little Elm	Senior Administrative Assistant to the Police Chief	\$2,989	\$4,354	\$5		\$1,324	\$66	\$11		\$1	\$610	\$333	\$6,703

Base Salary Median		\$4,418
Percentage Above or Below Median		-5.14%

Total Compensation Median	\$6,703
Percentage Above or Below Median	-11.97%

City of Murphy Total Compensation 2015

Number of Matches: 9

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.

City of Murphy
Final Base Salary Report



Facilities Superintendent

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Facilities Superintendent		\$4,078	\$4		\$1,029	\$79	\$13	\$2	\$8	\$571	\$59	\$5,843
City of Allen	Building Maintenance Foreman	\$4,053	\$5,877	\$4		\$776	\$37		\$4	\$5	\$823	\$450	\$7,975
City of Garland	Facilities Supervisor	\$3,538	\$5,581			\$1,235	\$36		\$2		\$781	\$427	\$8,062
City of Highland Village	Maintenance Superintendent	\$4,560	\$6,384	\$4	\$128	\$1,461	\$33	\$8	\$2	\$8	\$894	\$93	\$9,014
City of McKinney	Facility Maintenance Superintendent	\$5,644	\$8,184	\$5		\$1,598	\$78		\$4	\$6	\$1,146	\$626	\$11,647
City of Plano	Facilities Maintenance Superintendent	\$4,982	\$7,466	\$4		\$1,584	\$58		\$1	\$2	\$1,045	\$108	\$10,269
City of Richardson	Facilities Maintenance Manager	\$4,623	\$7,042	\$4		\$642			\$3	\$7	\$986	\$539	\$9,223
City of Rockwall	Facilities Superintendent	\$5,041	\$6,716	\$5		\$1,424	\$97	\$21	\$6		\$940	\$514	\$9,723
City of Rowlett	No Comparable Class												
City of Wylie	Facilities Manager	\$5,289	\$7,405	\$4		\$1,083	\$81		\$2	\$13	\$1,037	\$566	\$10,192
Town of Little Elm	Facilities/ CIP Project Manager	\$5,673	\$8,265	\$5		\$1,324	\$66	\$11		\$1	\$1,157	\$632	\$11,462

Base Salary Median		\$7,042
Percentage Above or Below Median		-72.68%

Total Compensation Median	\$9,723
Percentage Above or Below Median	-66.40%

City of Murphy Total Compensation 2015

Number of Matches: 9

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Finance Director

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Finance Director		\$8,838	\$4		\$1,029	\$79	\$13	\$2	\$17	\$1,237	\$128	\$11,348
City of Allen	Chief Financial Officer		\$13,709	\$4		\$776	\$37		\$10	\$12	\$1,919	\$811	\$17,277
City of Garland	Chief Financial Officer		\$12,695			\$1,235	\$36		\$2		\$1,777	\$796	\$16,541
City of Highland Village	No Comparable Class**												
City of McKinney	Chief Financial Officer		\$13,768	\$5		\$1,598	\$78		\$4	\$6	\$1,928	\$812	\$18,199
City of Plano	Director of Finance	\$7,746	\$13,301	\$4		\$1,584	\$58		\$1	\$4	\$1,862	\$193	\$17,007
City of Richardson	Director of Finance		\$13,480	\$4		\$642			\$3	\$14	\$1,887	\$808	\$16,838
City of Rockwall	No Comparable Class												
City of Rowlett	Chief Financial Officer	\$7,934	\$12,298	\$4		\$1,409	\$28		\$11	\$13	\$1,722	\$178	\$15,663
City of Wylie	Finance Director		\$9,944	\$4		\$1,083	\$81		\$2	\$17	\$1,392	\$756	\$13,280
Town of Little Elm	Director of Finance		\$10,094	\$5		\$1,324	\$66	\$11		\$2	\$1,413	\$759	\$13,673

Base Salary Median		\$12,998
Percentage Above or Below Median		-47.07%

Total Compensation Median	\$16,689
Percentage Above or Below Median	-47.07%

City of Murphy Total Compensation 2015

Number of Matches: 8

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Fire Chief

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Fire Chief		\$9,256	\$4		\$1,029	\$79	\$13	\$2	\$18	\$1,296	\$134	\$11,831
City of Allen	Fire Chief		\$13,342	\$4		\$776	\$37		\$10	\$11	\$1,868	\$806	\$16,853
City of Garland	Fire Chief		\$12,695			\$1,235	\$36		\$2		\$1,777	\$796	\$16,541
City of Highland Village	Fire Chief	\$8,114	\$11,360	\$4	\$227	\$1,461	\$33	\$8	\$2	\$13	\$1,590	\$165	\$14,864
City of McKinney	Fire Chief		\$13,033	\$5		\$1,598	\$78		\$4	\$6	\$1,825	\$801	\$17,350
City of Plano	Fire Chief	\$8,641	\$12,100	\$4		\$1,584	\$58		\$1	\$3	\$1,694	\$175	\$15,620
City of Richardson	Fire Chief		\$14,304	\$4		\$642			\$3	\$15	\$2,003	\$820	\$17,790
City of Rockwall	Fire Chief		\$12,218	\$5		\$1,424	\$97	\$21	\$6		\$1,711	\$789	\$16,271
City of Rowlett	Fire Chief	\$8,727	\$13,527	\$4		\$1,409	\$28		\$11	\$13	\$1,894	\$196	\$17,082
City of Wylie	Fire Chief		\$10,240	\$4		\$1,083	\$81		\$2	\$18	\$1,434	\$761	\$13,623
Town of Little Elm	Fire Chief		\$10,976	\$5		\$1,324	\$66	\$11		\$2	\$1,537	\$771	\$14,692

Base Salary Median		\$12,457
Percentage Above or Below Median		-34.58%

Total Compensation Median	\$16,406
Percentage Above or Below Median	-38.67%

City of Murphy Total Compensation 2015

Number of Matches: 10

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Fire Marshal- Emergency Management Specialist

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Fire Marshal- Emergency Management Specialist		\$6,899	\$4		\$1,029	\$79	\$13	\$2	\$13	\$966	\$100	\$9,106
City of Allen	Fire- Assistant Chief (Prevention)	\$9,204	\$10,162	\$4		\$776	\$37		\$7	\$9	\$1,423	\$760	\$13,177
City of Garland	Fire Battalion Chief	\$8,434	\$8,893			\$1,235	\$36		\$2		\$1,245	\$129	\$11,539
City of Highland Village	No Comparable Class												
City of McKinney	Fire Marshal (Battalion Chief)	\$8,304	\$8,923	\$5		\$1,598	\$78		\$4	\$6	\$1,249	\$683	\$12,546
City of Plano	Deputy Fire Chief		\$10,522	\$4		\$1,584	\$58		\$1	\$3	\$1,473	\$153	\$13,798
City of Richardson	Deputy Fire Marshal	\$7,526	\$7,911	\$4		\$642			\$3	\$8	\$1,108	\$605	\$10,281
City of Rockwall	Fire Marshal	\$6,127	\$8,164	\$5		\$1,424	\$97	\$21	\$6		\$1,143	\$625	\$11,485
City of Rowlett	Fire Marshal	\$6,071	\$9,411	\$4		\$1,409	\$28		\$11	\$10	\$1,318	\$136	\$12,327
City of Wylie	Fire Marshal	\$7,088	\$7,266	\$4		\$1,083	\$81		\$2	\$13	\$1,017	\$556	\$10,022
Town of Little Elm	No Comparable Class**												

Base Salary Median		\$8,908
Percentage Above or Below Median		-29.12%

Total Compensation Median	\$11,933
Percentage Above or Below Median	-31.06%

City of Murphy Total Compensation 2015

Number of Matches: 8

10/7/2015

*The salaries reflect actual or average of actual.
In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.

** The Fire Chief performs these duties.

City of Murphy
Final Base Salary Report



Firefighter/ Paramedic

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Firefighter/ Paramedic		\$4,296	\$4		\$1,029	\$79	\$13	\$2	\$8	\$601	\$62	\$6,095
City of Allen	Firefighter Paramedic	\$4,415	\$5,507	\$4		\$776	\$37		\$4	\$5	\$771	\$421	\$7,524
City of Garland	Firefighter	\$4,145	\$5,754			\$1,235	\$36		\$2		\$806	\$83	\$7,915
City of Highland Village	Firefighter/ Paramedic	\$4,058	\$5,681	\$4	\$114	\$1,461	\$33	\$8	\$2	\$7	\$795	\$82	\$8,188
City of McKinney	Firefighter	\$4,378	\$5,678	\$5		\$1,598	\$78		\$4	\$4	\$795	\$434	\$8,597
City of Plano	Firefighter	\$5,115	\$6,032	\$4		\$1,584	\$58		\$1	\$2	\$844	\$87	\$8,613
City of Richardson	Fire Fighter	\$4,474	\$5,889	\$4		\$642			\$3	\$6	\$824	\$451	\$7,819
City of Rockwall	Firefighter	\$4,384	\$5,328	\$5		\$1,424	\$97	\$21	\$6		\$746	\$408	\$8,035
City of Rowlett	Firefighter/ Paramedic	\$4,823	\$5,429	\$4		\$1,409	\$28		\$10	\$6	\$760	\$79	\$7,724
City of Wylie	Firefighter/ Paramedic	\$4,036	\$5,167	\$4		\$1,083	\$81		\$2	\$9	\$723	\$395	\$7,465
Town of Little Elm	Firefighter/ EMT		\$4,201	\$5		\$1,324	\$66	\$11		\$1	\$588	\$321	\$6,517

Base Salary Median		\$5,593
Percentage Above or Below Median		-30.18%

Total Compensation Median	\$7,867
Percentage Above or Below Median	-29.07%

City of Murphy Total Compensation 2015

Number of Matches: 10

10/7/2015

*The salaries reflect actual or average of actual.
In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Groundskeeper I

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Groundskeeper I		\$2,552	\$4		\$1,029	\$79	\$13	\$2	\$5	\$357	\$37	\$4,079
City of Allen	Maintenance Worker- Various	\$2,046	\$2,968	\$4		\$776	\$37		\$2	\$2	\$416	\$227	\$4,432
City of Garland	Parkkeeper I	\$2,135	\$3,078			\$1,235	\$36		\$2		\$431	\$235	\$5,017
City of Highland Village	Parks Technician I	\$2,282	\$3,195	\$4	\$64	\$1,461	\$33	\$8	\$2	\$4	\$447	\$46	\$5,265
City of McKinney	No Comparable Class												
City of Plano	No Comparable Class												
City of Richardson	Park Maintenance Specialist II	\$2,375	\$3,690	\$4		\$642			\$3	\$4	\$517	\$282	\$5,142
City of Rockwall	No Comparable Class												
City of Rowlett	No Comparable Class												
City of Wylie	Maintenance Worker 1	\$2,385	\$3,339	\$4		\$1,083	\$81		\$2	\$6	\$467	\$255	\$5,238
Town of Little Elm	No Comparable Class												

Base Salary Median		\$3,195
Percentage Above or Below Median		-25.20%

Total Compensation Median	\$5,142
Percentage Above or Below Median	-26.06%

City of Murphy Total Compensation 2015

Number of Matches: 5

10/7/2015

*The salaries reflect actual or average of actual.
In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Groundskeeper II

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Groundskeeper II		\$2,987	\$4		\$1,029	\$79	\$13	\$2	\$6	\$418	\$43	\$4,582
City of Allen	Parks Maintenance Technician	\$2,743	\$3,977	\$4		\$776	\$37		\$3	\$3	\$557	\$304	\$5,661
City of Garland	Parks Maintenance Technician	\$2,654	\$3,902			\$1,235	\$36		\$2		\$546	\$299	\$6,019
City of Highland Village	Parks Technician II	\$2,516	\$3,522	\$4	\$70	\$1,461	\$33	\$8	\$2	\$5	\$493	\$51	\$5,649
City of McKinney	Maintenance Technician	\$2,489	\$3,609	\$5		\$1,598	\$78		\$4	\$3	\$505	\$276	\$6,078
City of Plano	No Comparable Class												
City of Richardson	Park Maintenance Specialist I	\$2,612	\$4,067	\$4		\$642			\$3	\$4	\$569	\$311	\$5,601
City of Rockwall	Maintenance Worker	\$2,309	\$3,077	\$5		\$1,424	\$97	\$21	\$5		\$431	\$235	\$5,295
City of Rowlett	Maintenance Specialist II- Parks	\$2,722	\$4,082	\$4		\$1,409	\$28		\$7	\$4	\$571	\$59	\$6,165
City of Wylie	Maintenance Worker 2	\$2,922	\$4,091	\$4		\$1,083	\$81		\$2	\$7	\$573	\$313	\$6,154
Town of Little Elm	No Comparable Class												

Base Salary Median		\$3,940
Percentage Above or Below Median		-31.89%

Total Compensation Median	\$5,840
Percentage Above or Below Median	-27.47%

City of Murphy Total Compensation 2015

Number of Matches: 8

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Human Resources Manager

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Human Resources Manager		\$6,695	\$4		\$1,029	\$79	\$13	\$2	\$13	\$937	\$97	\$8,870
City of Allen	Director- Human Resources		\$8,751	\$4		\$776	\$37		\$6	\$7	\$1,225	\$669	\$11,476
City of Garland	Workforce and Administrative Services Manager	\$5,169	\$8,270			\$1,235	\$36		\$2		\$1,158	\$633	\$11,333
City of Highland Village	Human Resource Director	\$7,360	\$10,304	\$4	\$206	\$1,461	\$33	\$8	\$2	\$13	\$1,443	\$149	\$13,623
City of McKinney	Human Resources Manager	\$5,644	\$8,184	\$5		\$1,598	\$78		\$4	\$6	\$1,146	\$626	\$11,647
City of Plano	Human Resources Manager	\$6,225	\$9,391	\$4		\$1,584	\$58		\$1	\$3	\$1,315	\$136	\$12,492
City of Richardson	Director of Human Resources		\$10,272	\$4		\$642			\$3	\$10	\$1,438	\$761	\$13,131
City of Rockwall	Human Resources Director		\$11,270	\$5		\$1,424	\$97	\$21	\$6		\$1,578	\$776	\$15,177
City of Rowlett	Director of Human Resources	\$7,934	\$12,298	\$4		\$1,409	\$28		\$11	\$13	\$1,722	\$178	\$15,663
City of Wylie	Human Resources Manager	\$5,289	\$7,405	\$4		\$1,083	\$81		\$2	\$13	\$1,037	\$566	\$10,192
Town of Little Elm	Human Resources Director		\$7,090	\$5		\$1,324	\$66	\$11		\$1	\$993	\$542	\$10,032

Base Salary Median		\$9,071
Percentage Above or Below Median		-35.49%

Total Compensation Median	\$12,070
Percentage Above or Below Median	-36.08%

City of Murphy Total Compensation 2015

Number of Matches: 10

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Information Technology Business Analyst

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Information Technology Business Analyst		\$3,433	\$4		\$1,029	\$79	\$13	\$2	\$7	\$481	\$50	\$5,097
City of Allen	Information Technology Project Manager	\$5,987	\$8,682	\$4		\$776	\$37		\$6	\$7	\$1,215	\$664	\$11,392
City of Garland	Information Technology Business Analyst	\$4,883	\$7,812			\$1,235	\$36		\$2		\$1,094	\$598	\$10,776
City of Highland Village	No Comparable Class												
City of McKinney	Systems Developer/Integrator	\$4,976	\$6,096	\$5		\$1,598	\$78		\$4	\$5	\$853	\$466	\$9,106
City of Plano	Implementation Analyst	\$4,467	\$6,648	\$4		\$1,584	\$58		\$1	\$2	\$931	\$96	\$9,325
City of Richardson	No Comparable Class												
City of Rockwall	No Comparable Class												
City of Rowlett	Application Support Analyst	\$4,108	\$6,367	\$4		\$1,409	\$28		\$11	\$7	\$891	\$92	\$8,810
City of Wylie	No Comparable Class												
Town of Little Elm	No Comparable Class												

Base Salary Median		\$6,648
Percentage Above or Below Median		-93.65%

Total Compensation Median	\$9,325
Percentage Above or Below Median	-82.93%

City of Murphy Total Compensation 2015

Number of Matches: 5

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Information Technology Manager

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Information Technology Manager		\$7,955	\$4		\$1,029	\$79	\$13	\$2	\$15	\$1,114	\$115	\$10,327
City of Allen	Director- Information Technology		\$11,051	\$4		\$776	\$37		\$8	\$9	\$1,547	\$772	\$14,204
City of Garland	Chief Information Officer		\$12,695			\$1,235	\$36		\$2		\$1,777	\$796	\$16,541
City of Highland Village	No Comparable Class												
City of McKinney	Chief Information Officer		\$13,702	\$5		\$1,598	\$78		\$4	\$6	\$1,918	\$811	\$18,123
City of Plano	Chief Information Officer	\$10,377	\$15,556	\$4		\$1,584	\$58		\$1	\$4	\$2,178	\$226	\$19,611
City of Richardson	Chief Information Officer		\$13,955	\$4		\$642			\$3	\$14	\$1,954	\$815	\$17,387
City of Rockwall	No Comparable Class												
City of Rowlett	Information Technology Director	\$7,934	\$12,298	\$4		\$1,409	\$28		\$11	\$13	\$1,722	\$178	\$15,663
City of Wylie	Information Technology Manager	\$5,924	\$8,294	\$4		\$1,083	\$81		\$2	\$14	\$1,161	\$634	\$11,275
Town of Little Elm	Information Technology Manager	\$5,673	\$8,265	\$5		\$1,324	\$66	\$11		\$1	\$1,157	\$632	\$11,462

Base Salary Median		\$12,497
Percentage Above or Below Median		-57.09%

Total Compensation Median	\$16,102
Percentage Above or Below Median	-55.93%

City of Murphy Total Compensation 2015

Number of Matches: 8

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Junior Network Analyst

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Junior Network Analyst		\$4,635	\$4		\$1,029	\$79	\$13	\$2	\$9	\$649	\$67	\$6,487
City of Allen	Systems Administrator	\$4,692	\$6,803	\$4		\$776	\$37		\$5	\$6	\$952	\$520	\$9,103
City of Garland	Information Systems Analyst	\$4,444	\$6,890			\$1,235	\$36		\$2		\$965	\$527	\$9,654
City of Highland Village	No Comparable Class												
City of McKinney	Network Analyst	\$4,388	\$6,362	\$5		\$1,598	\$78		\$4	\$5	\$891	\$487	\$9,429
City of Plano	Programmer Analyst	\$5,381	\$8,071	\$4		\$1,584	\$58		\$1	\$2	\$1,130	\$117	\$10,967
City of Richardson	Information Systems Specialist	\$4,677	\$7,263	\$4		\$642			\$3	\$7	\$1,017	\$556	\$9,492
City of Rockwall	Network Administrator	\$4,572	\$6,092	\$5		\$1,424	\$97	\$21	\$6		\$853	\$466	\$8,964
City of Rowlett	Information Technology Systems Administrator	\$4,621	\$7,162	\$4		\$1,409	\$28		\$11	\$8	\$1,003	\$104	\$9,728
City of Wylie	Systems Analyst	\$3,681	\$5,153	\$4		\$1,083	\$81		\$2	\$9	\$721	\$394	\$7,448
Town of Little Elm	Desktop and Network Administrator	\$3,559	\$5,185	\$5		\$1,324	\$66	\$11		\$1	\$726	\$397	\$7,714

Base Salary Median		\$6,803
Percentage Above or Below Median		-46.77%

Total Compensation Median	\$9,429
Percentage Above or Below Median	-45.35%

City of Murphy Total Compensation 2015

Number of Matches: 9

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.

City of Murphy
Final Base Salary Report



Juvenile Case Manager

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Juvenile Case Manager		\$4,090	\$4		\$1,029	\$79	\$13	\$2	\$8	\$573	\$59	\$5,857
City of Allen	Juvenile Case Manager	\$3,501	\$5,077	\$4		\$776	\$37		\$4	\$4	\$711	\$388	\$7,001
City of Garland	No Comparable Class												
City of Highland Village	No Comparable Class												
City of McKinney	Juvenile Case Manager	\$3,410	\$4,945	\$5		\$1,598	\$78		\$4	\$4	\$692	\$378	\$7,705
City of Plano	Juvenile Case Manager	\$2,967	\$4,355	\$4		\$1,584	\$58		\$1	\$1	\$610	\$63	\$6,676
City of Richardson	No Comparable Class												
City of Rockwall	No Comparable Class												
City of Rowlett	Juvenile Case Worker	\$4,029	\$6,043	\$4		\$1,409	\$28		\$11	\$7	\$846	\$88	\$8,435
City of Wylie	Juvenile Case Manager	\$4,723	\$6,612	\$4		\$1,083	\$81		\$2	\$12	\$926	\$506	\$9,225
Town of Little Elm	Juvenile Case Manager	\$2,660	\$3,875	\$5		\$1,324	\$66	\$11		\$1	\$543	\$296	\$6,121

Base Salary Median		\$5,011
Percentage Above or Below Median		-22.52%

Total Compensation Median	\$7,353
Percentage Above or Below Median	-25.53%

City of Murphy Total Compensation 2015

Number of Matches: 6

10/7/2015

*The salaries reflect actual or average of actual.
In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Lieutenant (Fire)

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Lieutenant (Fire)		\$5,873	\$4		\$1,029	\$79	\$13	\$2	\$11	\$822	\$85	\$7,919
City of Allen	Fire Captain	\$7,092	\$7,695	\$4		\$776	\$37		\$6	\$6	\$1,077	\$589	\$10,190
City of Garland	Fire Lieutenant	\$6,694	\$6,998			\$1,235	\$36		\$2		\$980	\$101	\$9,352
City of Highland Village	Fire Shift Captain	\$5,438	\$7,614	\$4	\$152	\$1,461	\$33	\$8	\$2	\$10	\$1,066	\$110	\$10,461
City of McKinney	Fire Captain	\$7,270	\$7,735	\$5		\$1,598	\$78		\$4	\$6	\$1,083	\$592	\$11,101
City of Plano	Fire Lieutenant		\$7,609	\$4		\$1,584	\$58		\$1	\$2	\$1,065	\$110	\$10,434
City of Richardson	Fire Captain	\$7,526	\$7,911	\$4		\$642			\$3	\$8	\$1,108	\$605	\$10,281
City of Rockwall	Fire Captain	\$5,266	\$6,401	\$5		\$1,424	\$97	\$21	\$6		\$896	\$490	\$9,340
City of Rowlett	Fire Captain	\$7,117	\$7,543	\$4		\$1,409	\$28		\$11	\$8	\$1,056	\$109	\$10,169
City of Wylie	Fire Captain	\$6,422	\$6,916	\$4		\$1,083	\$81		\$2	\$12	\$968	\$529	\$9,596
Town of Little Elm	Lieutenant (Fire)	\$5,917	\$7,389	\$5		\$1,324	\$66	\$11		\$1	\$1,034	\$565	\$10,396

Base Salary Median		\$7,576
Percentage Above or Below Median		-29.00%

Total Compensation Median	\$10,235
Percentage Above or Below Median	-29.25%

City of Murphy Total Compensation 2015

Number of Matches: 10

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Maintenance Worker II

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Maintenance Worker II		\$3,059	\$4		\$1,029	\$79	\$13	\$2	\$6	\$428	\$44	\$4,665
City of Allen	Maintenance Worker - Streets	\$2,046	\$2,968	\$4		\$776	\$37		\$2	\$2	\$416	\$227	\$4,432
City of Garland	Maintenance Worker	\$2,135	\$3,078			\$1,235	\$36		\$2		\$431	\$235	\$5,017
City of Highland Village	Technician II	\$2,516	\$3,523	\$4	\$70	\$1,461	\$33	\$8	\$2	\$5	\$493	\$51	\$5,650
City of McKinney	No Comparable Class												
City of Plano	Maintenance Worker	\$2,160	\$3,172	\$4		\$1,584	\$58		\$1	\$1	\$444	\$46	\$5,311
City of Richardson	No Comparable Class												
City of Rockwall	Maintenance Worker - Streets	\$2,309	\$3,077	\$5		\$1,424	\$97	\$21	\$5		\$431	\$235	\$5,295
City of Rowlett	Maintenance Specialist II	\$2,722	\$4,082	\$4		\$1,409	\$28		\$7	\$4	\$571	\$59	\$6,165
City of Wylie	Maintenance Worker II	\$2,731	\$3,823	\$4		\$1,083	\$81		\$2	\$7	\$535	\$292	\$5,828
Town of Little Elm	Maintenance Worker	\$2,233	\$3,253	\$5		\$1,324	\$66	\$11		\$1	\$455	\$249	\$5,364

Base Salary Median		\$3,213
Percentage Above or Below Median		-5.02%

Total Compensation Median	\$5,337
Percentage Above or Below Median	-14.41%

City of Murphy Total Compensation 2015

Number of Matches: 8

10/7/2015

*The salaries reflect actual or average of actual.
In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Manager of Recreation Services

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Manager of Recreation Services		\$4,224	\$4		\$1,029	\$79	\$13	\$2	\$8	\$591	\$61	\$6,012
City of Allen	Recreation Services Manager	\$5,172	\$6,337	\$4		\$776	\$37		\$5	\$5	\$887	\$485	\$8,535
City of Garland	Recreation Services Manager	\$4,307	\$6,892			\$1,235	\$36		\$2		\$965	\$527	\$9,657
City of Highland Village	Recreation Manager	\$4,519	\$6,326	\$4	\$127	\$1,461	\$33	\$8	\$2	\$8	\$886	\$92	\$8,946
City of McKinney	Assistant Director of Parks and Recreation	\$5,644	\$8,184	\$5		\$1,598	\$78		\$4	\$6	\$1,146	\$626	\$11,647
City of Plano	Recreation Services Manager	\$6,225	\$9,391	\$4		\$1,584	\$58		\$1	\$3	\$1,315	\$136	\$12,492
City of Richardson	Recreation Center Manager	\$3,903	\$5,942	\$4		\$642			\$3	\$6	\$832	\$455	\$7,884
City of Rockwall	Recreation Superintendent	\$5,041	\$6,716	\$5		\$1,424	\$97	\$21	\$6		\$940	\$514	\$9,723
City of Rowlett	Recreation Division Manager	\$5,405	\$8,378	\$4		\$1,409	\$28		\$11	\$9	\$1,173	\$121	\$11,134
City of Wylie	Recreation Manager	\$4,723	\$6,612	\$4		\$1,083	\$81		\$2	\$12	\$926	\$506	\$9,225
Town of Little Elm	No Comparable Class												

Base Salary Median		\$6,716
Percentage Above or Below Median		-59.00%

Total Compensation Median	\$9,657
Percentage Above or Below Median	-60.62%

City of Murphy Total Compensation 2015

Number of Matches: 9

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Meter Services Coordinator

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Meter Services Coordinator		\$3,152	\$4		\$1,029	\$79	\$13	\$2	\$6	\$441	\$46	\$4,772
City of Allen	Meter Service Technician	\$2,612	\$3,788	\$4		\$776	\$37		\$3	\$3	\$530	\$290	\$5,431
City of Garland	Meter Equipment Technician	\$2,909	\$4,515			\$1,235	\$36		\$2		\$632	\$345	\$6,765
City of Highland Village	Utility Technician I	\$2,282	\$3,195	\$4	\$64	\$1,461	\$33	\$8	\$2	\$4	\$447	\$46	\$5,265
City of McKinney	No Comparable Class												
City of Plano	Meter Shop Technician	\$2,967	\$4,355	\$4		\$1,584	\$58		\$1	\$1	\$610	\$63	\$6,676
City of Richardson	Meter Maintenance Technician	\$2,493	\$3,875	\$4		\$642			\$3	\$4	\$543	\$296	\$5,367
City of Rockwall	No Comparable Class												
City of Rowlett	Maintenance Specialist I- Meter Services	\$2,326	\$3,490	\$4		\$1,409	\$28		\$6	\$4	\$489	\$51	\$5,480
City of Wylie	No Comparable Class												
Town of Little Elm	Meter Technician	\$2,367	\$3,449	\$5		\$1,324	\$66	\$11		\$1	\$483	\$264	\$5,602

Base Salary Median		\$3,788
Percentage Above or Below Median		-20.18%

Total Compensation Median	\$5,480
Percentage Above or Below Median	-14.83%

City of Murphy Total Compensation 2015

Number of Matches: 7

10/7/2015

*The salaries reflect actual or average of actual.
In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Municipal Court Administrator

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Municipal Court Administrator		\$5,374	\$4		\$1,029	\$79	\$13	\$2	\$10	\$752	\$78	\$7,342
City of Allen	Municipal Court Administrator	\$4,926	\$7,143	\$4		\$776	\$37		\$5	\$6	\$1,000	\$546	\$9,517
City of Garland	Municipal Court Director	\$7,452	\$12,669			\$1,235	\$36		\$2		\$1,774	\$796	\$16,511
City of Highland Village	Municipal Court Administrator	\$4,519	\$6,326	\$4	\$127	\$1,461	\$33	\$8	\$2	\$8	\$886	\$92	\$8,946
City of McKinney	Municipal Court Administrator	\$5,644	\$8,184	\$5		\$1,598	\$78		\$4	\$6	\$1,146	\$626	\$11,647
City of Plano	Municipal Court Administrator	\$6,225	\$9,391	\$4		\$1,584	\$58		\$1	\$3	\$1,315	\$136	\$12,492
City of Richardson	Municipal Court Administrator	\$5,939	\$9,043	\$4		\$642			\$3	\$9	\$1,266	\$692	\$11,659
City of Rockwall	Municipal Court Clerk Supervisor	\$4,147	\$5,526	\$5		\$1,424	\$97	\$21	\$6		\$774	\$423	\$8,276
City of Rowlett	Municipal Court Administrator	\$5,197	\$8,056	\$4		\$1,409	\$28		\$11	\$9	\$1,128	\$117	\$10,762
City of Wylie	Municipal Court Administrator	\$4,723	\$6,612	\$4		\$1,083	\$81		\$2	\$12	\$926	\$506	\$9,225
Town of Little Elm	Municipal Court Administrator	\$3,559	\$5,185	\$5		\$1,324	\$66	\$11		\$1	\$726	\$397	\$7,714

Base Salary Median		\$7,600
Percentage Above or Below Median		-41.41%

Total Compensation Median	\$10,139
Percentage Above or Below Median	-38.10%

City of Murphy Total Compensation 2015

Number of Matches: 10

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Parks Superintendent

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Parks Superintendent		\$4,380	\$4		\$1,029	\$79	\$13	\$2	\$8	\$613	\$64	\$6,193
City of Allen	Parks Superintendent	\$5,172	\$7,500	\$4		\$776	\$37		\$5	\$6	\$1,050	\$574	\$9,952
City of Garland	Parks Field Supervisor	\$3,538	\$5,581			\$1,235	\$36		\$2		\$781	\$427	\$8,062
City of Highland Village	Parks Superintendent	\$4,745	\$6,642	\$4	\$133	\$1,461	\$33	\$8	\$2	\$9	\$930	\$96	\$9,318
City of McKinney	Parks Superintendent	\$5,644	\$8,184	\$5		\$1,598	\$78		\$4	\$6	\$1,146	\$626	\$11,647
City of Plano	Park Superintendent	\$4,467	\$6,648	\$4		\$1,584	\$58		\$1	\$2	\$931	\$96	\$9,325
City of Richardson	Park Maintenance Supervisor	\$3,758	\$5,042	\$4		\$642			\$3	\$5	\$706	\$386	\$6,788
City of Rockwall	Parks Superintendent	\$5,041	\$6,716	\$5		\$1,424	\$97	\$21	\$6		\$940	\$514	\$9,723
City of Rowlett	Parks Supervisor	\$4,108	\$6,367	\$4		\$1,409	\$28		\$11	\$7	\$891	\$92	\$8,810
City of Wylie	Field Supervisor	\$3,975	\$5,565	\$4		\$1,083	\$81		\$2	\$10	\$779	\$426	\$7,950
Town of Little Elm	Parks Supervisor	\$4,494	\$6,546	\$5		\$1,324	\$66	\$11		\$1	\$916	\$501	\$9,370

Base Salary Median		\$6,594
Percentage Above or Below Median		-50.55%

Total Compensation Median	\$9,321
Percentage Above or Below Median	-50.52%

City of Murphy Total Compensation 2015

Number of Matches: 10

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Part-time Recreational Specialist

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Part-time Recreational Specialist		\$816	\$4		\$1,029	\$79	\$13	\$2	\$2	\$114	\$62	\$2,122
City of Allen	Recreation Specialist I - Visitor Center Part-time	\$928	\$1,346	\$4		\$776	\$37		\$1	\$1	\$188	\$103	\$2,456
City of Garland	Recreation Associate II	\$1,125	\$1,629			\$1,235	\$36		\$2		\$386	\$211	\$3,498
City of Highland Village	No Comparable Class												
City of McKinney	Recreation Aide - Community Center PT	\$930	\$1,348	\$5		\$1,598	\$78		\$4	\$1	\$189	\$103	\$3,326
City of Plano	Recreational Aide PT 19	\$896	\$1,288	\$4		\$1,584	\$58		\$1		\$180	\$19	\$3,134
City of Richardson	Day Camp Counselor	\$650	\$1,238	\$4		\$642			\$3	\$3	\$347	\$189	\$2,425
City of Rockwall	Recreation Aide - PT		\$1,040	\$5		\$1,424	\$97	\$21	\$2		\$146	\$80	\$2,814
City of Rowlett	Recreation Assistant	\$956	\$1,434	\$4		\$1,409	\$28		\$3	\$2	\$201	\$21	\$3,101
City of Wylie	Recreation Monitor	\$1,042	\$1,459	\$4		\$1,083	\$81		\$2	\$3	\$204	\$112	\$2,948
Town of Little Elm	No Comparable Class												

Base Salary Median		\$1,347
Percentage Above or Below Median		-65.07%

Total Compensation Median	\$3,024
Percentage Above or Below Median	-42.55%

City of Murphy Total Compensation 2015

Number of Matches: 8

10/7/2015

*The salaries reflect actual or average of actual.
In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.
Murphy's salary is based on a maximum of 1000 hours per year.

City of Murphy
Final Base Salary Report



Police Lieutenant

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Police Lieutenant		\$7,105	\$4		\$1,029	\$79	\$13	\$2	\$14	\$995	\$103	\$9,344
City of Allen	Police Lieutenant	\$7,491	\$7,803	\$4		\$776	\$37		\$6	\$7	\$1,092	\$597	\$10,321
City of Garland	Police Supervisor	\$7,537	\$7,940			\$1,235	\$36		\$2		\$1,112	\$115	\$10,439
City of Highland Village	Police Field Operations Lieutenant	\$6,610	\$9,255	\$4	\$185	\$1,461	\$33	\$8	\$2	\$12	\$1,296	\$134	\$12,390
City of McKinney	Deputy Chief	\$8,796	\$9,412	\$5		\$1,598	\$78		\$4	\$6	\$1,318	\$720	\$13,141
City of Plano	Police Lieutenant	\$8,180	\$8,670	\$4		\$1,584	\$58		\$1	\$2	\$1,214	\$126	\$11,659
City of Richardson	Lieutenant- Police	\$7,699	\$8,501	\$4		\$642			\$3	\$9	\$1,190	\$650	\$10,999
City of Rockwall	Lieutenant	\$6,013	\$7,308	\$5		\$1,424	\$97	\$21	\$6		\$1,023	\$559	\$10,443
City of Rowlett	Police Lieutenant	\$7,054	\$7,761	\$4		\$1,409	\$28		\$11	\$8	\$1,087	\$113	\$10,421
City of Wylie	Police Lieutenant	\$7,004	\$7,179	\$4		\$1,083	\$81		\$2	\$12	\$1,005	\$549	\$9,916
Town of Little Elm	Police Lieutenant	\$5,583	\$6,973	\$5		\$1,324	\$66	\$11		\$1	\$976	\$533	\$9,890

Base Salary Median		\$7,872
Percentage Above or Below Median		-10.79%

Total Compensation Median	\$10,441
Percentage Above or Below Median	-11.75%

City of Murphy Total Compensation 2015

Number of Matches: 10

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Police Officer

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Police Officer		\$4,662	\$4		\$1,029	\$79	\$13	\$2	\$9	\$653	\$68	\$6,519
City of Allen	Police Officer II (Certified)	\$4,255	\$5,505	\$4		\$776	\$37		\$4	\$5	\$771	\$421	\$7,522
City of Garland	Police Officer	\$4,389	\$6,047			\$1,235	\$36		\$2		\$847	\$88	\$8,254
City of Highland Village	Police Officer	\$4,261	\$5,966	\$4	\$119	\$1,461	\$33	\$8	\$2	\$8	\$835	\$87	\$8,523
City of McKinney	Police Officer	\$4,464	\$5,965	\$5		\$1,598	\$78		\$4	\$4	\$835	\$456	\$8,946
City of Plano	Police Officer	\$5,158	\$6,774	\$4		\$1,584	\$58		\$1	\$2	\$948	\$98	\$9,470
City of Richardson	Police Officer	\$4,696	\$6,177	\$4		\$642			\$3	\$6	\$865	\$473	\$8,170
City of Rockwall	Patrol Officer	\$4,326	\$5,259	\$5		\$1,424	\$97	\$21	\$6		\$736	\$402	\$7,951
City of Rowlett	Police Officer	\$4,206	\$5,700	\$4		\$1,409	\$28		\$10	\$6	\$798	\$83	\$8,038
City of Wylie	Police Officer	\$4,439	\$5,628	\$4		\$1,083	\$81		\$2	\$10	\$788	\$431	\$8,027
Town of Little Elm	Police Officer	\$4,000	\$4,995	\$5		\$1,324	\$66	\$11		\$1	\$699	\$382	\$7,483

Base Salary Median		\$5,833
Percentage Above or Below Median		-25.11%

Total Compensation Median	\$8,104
Percentage Above or Below Median	-24.32%

City of Murphy Total Compensation 2015

Number of Matches: 10

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Police Sergeant

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Police Sergeant		\$6,229	\$4		\$1,029	\$79	\$13	\$2	\$12	\$872	\$90	\$8,331
City of Allen	Police Sergeant	\$5,801	\$6,797	\$4		\$776	\$37		\$5	\$6	\$952	\$520	\$9,096
City of Garland	No Comparable Class												
City of Highland Village	Police Sergeant	\$5,710	\$7,995	\$4	\$160	\$1,461	\$33	\$8	\$2	\$11	\$1,119	\$116	\$10,909
City of McKinney	Sergeant	\$6,486	\$7,105	\$5		\$1,598	\$78		\$4	\$5	\$995	\$544	\$10,334
City of Plano	Police Sergeant	\$7,327	\$7,609	\$4		\$1,584	\$58		\$1	\$2	\$1,065	\$110	\$10,434
City of Richardson	Sergeant- Police	\$6,486	\$7,333	\$4		\$642			\$3	\$7	\$1,027	\$561	\$9,577
City of Rockwall	Sergeant	\$5,169	\$6,283	\$5		\$1,424	\$97	\$21	\$6		\$880	\$481	\$9,197
City of Rowlett	Police Sergeant	\$5,950	\$6,783	\$4		\$1,409	\$28		\$11	\$7	\$950	\$98	\$9,290
City of Wylie	Police Sergeant	\$6,053	\$6,204	\$4		\$1,083	\$81		\$2	\$11	\$869	\$475	\$8,728
Town of Little Elm	Police Sergeant	\$4,750	\$5,932	\$5		\$1,324	\$66	\$11		\$1	\$830	\$454	\$8,623

Base Salary Median		\$6,797
Percentage Above or Below Median		-9.12%

Total Compensation Median	\$9,290
Percentage Above or Below Median	-11.52%

City of Murphy Total Compensation 2015

Number of Matches: 9

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Public Works Superintendent

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Public Works Superintendent		\$5,065	\$4		\$1,029	\$79	\$13	\$2	\$10	\$709	\$73	\$6,985
City of Allen	No Comparable Class												
City of Garland	Water Utilities Field Supervisor	\$3,791	\$6,013			\$1,235	\$36		\$2		\$842	\$460	\$8,587
City of Highland Village	Deputy Director of Public Works	\$6,358	\$8,901	\$4	\$178	\$1,461	\$33	\$8	\$2	\$12	\$1,246	\$129	\$11,974
City of McKinney	Assistant Director of Public Works		\$9,826	\$5		\$1,598	\$78		\$4	\$6	\$1,376	\$752	\$13,645
City of Plano	Public Works Superintendent- Streets Drainage/ Traffic Operations	\$4,982	\$7,466	\$4		\$1,584	\$58		\$1	\$2	\$1,045	\$108	\$10,269
City of Richardson	No Comparable Class												
City of Rockwall	Water/ Wastewater Manager	\$6,127	\$8,164	\$5		\$1,424	\$97	\$21	\$6		\$1,143	\$625	\$11,485
City of Rowlett	Assistant Director of Public Works	\$6,557	\$10,163	\$4		\$1,409	\$28		\$11	\$11	\$1,423	\$147	\$13,196
City of Wylie	Public Works Superintendent	\$5,924	\$8,294	\$4		\$1,083	\$81		\$2	\$14	\$1,161	\$634	\$11,275
Town of Little Elm	Utilities Superintendent	\$5,352	\$7,797	\$5		\$1,324	\$66	\$11		\$1	\$1,092	\$596	\$10,892
Base Salary Median			\$8,229								Total Compensation Median		\$11,380
Percentage Above or Below Median			-62.47%								Percentage Above or Below Median		-62.92%

City of Murphy Total Compensation 2015

Number of Matches: 8

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.

City of Murphy
Final Base Salary Report



Recreational Specialist I

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Recreational Specialist		\$1,875	\$4		\$1,029	\$79	\$13	\$2	\$4	\$263	\$27	\$3,296
City of Allen	Recreation Specialist I	\$1,856	\$2,692	\$4		\$776	\$37		\$2	\$2	\$377	\$206	\$4,096
City of Garland	Recreation Services Specialist I	\$2,909	\$4,515			\$1,235	\$36		\$2		\$632	\$345	\$6,765
City of Highland Village	No Comparable Class												
City of McKinney	No Comparable Class												
City of Plano	Recreation Aide	\$1,791	\$2,575	\$4		\$1,584	\$58		\$1	\$1	\$361	\$37	\$4,621
City of Richardson	No Comparable Class												
City of Rockwall	No Comparable Class												
City of Rowlett	Recreation Leader	\$1,912	\$2,868	\$4		\$1,409	\$28		\$5	\$3	\$402	\$42	\$4,760
City of Wylie	No Comparable Class												
Town of Little Elm	No Comparable Class												

Base Salary Median		\$2,780
Percentage Above or Below Median		-48.27%

Total Compensation Median	\$4,691
Percentage Above or Below Median	-42.33%

City of Murphy Total Compensation 2015

Number of Matches: 4

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



Recreational Specialist II

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Recreational Specialist II		\$2,142	\$4		\$1,029	\$79	\$13	\$2	\$4	\$300	\$31	\$3,604
City of Allen	Recreation Specialist II	\$2,880	\$4,176	\$4		\$776	\$37		\$3	\$4	\$585	\$319	\$5,903
City of Garland	Recreation Specialist II	\$3,307	\$5,190			\$1,235	\$36		\$2		\$727	\$397	\$7,586
City of Highland Village	No Comparable Class												
City of McKinney	Recreation Specialist	\$3,410	\$4,945	\$5		\$1,598	\$78		\$4	\$4	\$692	\$378	\$7,705
City of Plano	Recreation Coordinator	\$2,967	\$4,355	\$4		\$1,584	\$58		\$1	\$1	\$610	\$63	\$6,676
City of Richardson	Recreation Coordinator	\$3,058	\$4,749	\$4		\$642			\$3	\$5	\$665	\$363	\$6,431
City of Rockwall	Recreation Coordinator	\$3,412	\$4,546	\$5		\$1,424	\$97	\$21	\$6		\$636	\$348	\$7,083
City of Rowlett	Recreation Programmer	\$3,184	\$4,776	\$4		\$1,409	\$28		\$8	\$5	\$669	\$69	\$6,969
City of Wylie	Recreation Programmer	\$2,922	\$4,091	\$4		\$1,083	\$81		\$2	\$7	\$573	\$313	\$6,154
Town of Little Elm	No Comparable Class												

Base Salary Median		\$4,648
Percentage Above or Below Median		-116.97%

Total Compensation Median	\$6,822
Percentage Above or Below Median	-89.28%

City of Murphy Total Compensation 2015

Number of Matches: 8

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



City of Murphy
Final Base Salary Report



School Crossing Guard

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	School Crossing Guard		\$1,083	\$4		\$1,029	\$79	\$13	\$2	\$2	\$152	\$83	\$2,447
City of Allen	No Comparable Class												
City of Garland	School Crossing Guard	\$901	\$1,262			\$1,235	\$36		\$2		\$177	\$97	\$2,808
City of Highland Village	No Comparable Class												
City of McKinney	No Comparable Class												
City of Plano	School Crossing Guard	\$1,488	\$1,722	\$4		\$1,584	\$58		\$1		\$241	\$25	\$3,635
City of Richardson	School Crossing Guard	\$749	\$1,189	\$4		\$642			\$2	\$1	\$166	\$91	\$2,095
City of Rockwall	No Comparable Class												
City of Rowlett	School Crossing Guard	\$956	\$1,434	\$4		\$1,409	\$28		\$3	\$2	\$201	\$21	\$3,101
City of Wylie	School Crossing Guard	\$1,042	\$1,459	\$4		\$1,083	\$81		\$2	\$3	\$204	\$112	\$2,948
Town of Little Elm	No Comparable Class												

Base Salary Median		\$1,434
Percentage Above or Below Median		-32.41%

Total Compensation Median	\$2,948
Percentage Above or Below Median	-20.47%

City of Murphy Total Compensation 2015

Number of Matches: 5

10/7/2015

*The salaries reflect actual or average of actual.
In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.
Murphy's salary is based on a maximum of 1000 hours per year.



City of Murphy
Final Base Salary Report



Senior Executive Assistant to the City Manager

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Senior Executive Assistant to the City Manager		\$3,647	\$4		\$1,029	\$79	\$13	\$2	\$7	\$511	\$53	\$5,345
City of Allen	Executive Assistant to City Manager	\$3,175	\$4,605	\$4		\$776	\$37		\$3	\$4	\$645	\$352	\$6,426
City of Garland	Management Services Coordinator	\$3,538	\$5,581			\$1,235	\$36		\$2		\$781	\$427	\$8,062
City of Highland Village	Executive Assistant to the City Manager	\$3,903	\$5,465	\$4	\$109	\$1,461	\$33	\$8	\$2	\$7	\$765	\$79	\$7,934
City of McKinney	Executive Assistant to the City Manager	\$3,632	\$5,267	\$5		\$1,598	\$78		\$4	\$4	\$737	\$403	\$8,097
City of Plano	Administrative Assistant, Executive	\$3,988	\$5,936	\$4		\$1,584	\$58		\$1	\$2	\$831	\$86	\$8,503
City of Richardson	Executive Assistant- CMO		\$5,152	\$4		\$642			\$3	\$5	\$721	\$394	\$6,922
City of Rockwall	Executive Secretary	\$3,249	\$4,330	\$5		\$1,424	\$97	\$21	\$6		\$606	\$331	\$6,821
City of Rowlett	Executive Assistant	\$3,874	\$5,811	\$4		\$1,409	\$28		\$10	\$6	\$814	\$84	\$8,166
City of Wylie	Administrative Assistant 1	\$3,156	\$4,418	\$4		\$1,083	\$81		\$2	\$8	\$619	\$338	\$6,553
Town of Little Elm	Senior Administrative Assistant to the Town Manager	\$2,989	\$4,354	\$5		\$1,324	\$66	\$11		\$1	\$610	\$333	\$6,703

Base Salary Median		\$5,210
Percentage Above or Below Median		-42.84%

Total Compensation Median	\$7,428
Percentage Above or Below Median	-38.97%

City of Murphy Total Compensation 2015

Number of Matches: 10

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.

City of Murphy
Final Base Salary Report



Senior Groundskeeper

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Senior Groundskeeper		\$3,642	\$4		\$1,029	\$79	\$13	\$2	\$7	\$510	\$53	\$5,339
City of Allen	Crew Leader	\$3,024	\$4,385	\$4		\$776	\$37		\$3	\$4	\$614	\$335	\$6,158
City of Garland	Maintenance Crew Leader	\$2,817	\$4,163			\$1,235	\$36		\$2		\$583	\$318	\$6,337
City of Highland Village	Parks Crewleader	\$3,058	\$4,281	\$4	\$86	\$1,461	\$33	\$8	\$2	\$6	\$599	\$62	\$6,542
City of McKinney	No Comparable Class												
City of Plano	No Comparable Class												
City of Richardson	No Comparable Class												
City of Rockwall	No Comparable Class												
City of Rowlett	Maintenance Crew Leader - Parks	\$3,061	\$4,592	\$4		\$1,409	\$28		\$8	\$5	\$643	\$67	\$6,756
City of Wylie	No Comparable Class												
Town of Little Elm	No Comparable Class												

Base Salary Median		\$4,333
Percentage Above or Below Median		-18.97%

Total Compensation Median	\$6,439
Percentage Above or Below Median	-20.61%

City of Murphy Total Compensation 2015

Number of Matches: 4

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.





Senior Maintenance Worker

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Senior Maintenance Worker		\$3,922	\$4		\$1,029	\$79	\$13	\$2	\$8	\$549	\$57	\$5,663
City of Allen	Crew Leader- Streets	\$3,024	\$4,385	\$4		\$776	\$37		\$3	\$4	\$614	\$335	\$6,158
City of Garland	No Comparable Class												
City of Highland Village	Crew Leader	\$3,058	\$4,281	\$4	\$86	\$1,461	\$33	\$8	\$2	\$6	\$599	\$62	\$6,542
City of McKinney	Maintenance Technician (Streets)	\$2,489	\$3,609	\$5		\$1,598	\$78		\$4	\$3	\$505	\$276	\$6,078
City of Plano	Crew Leader, Senior	\$3,127	\$4,139	\$4		\$1,584	\$58		\$1	\$1	\$579	\$60	\$6,427
City of Richardson	No Comparable Class												
City of Rockwall	Crew Leader- Streets	\$3,095	\$4,123	\$5		\$1,424	\$97	\$21	\$6		\$577	\$315	\$6,569
City of Rowlett	Maintenance Specialist II- Streets	\$2,944	\$4,416	\$4		\$1,409	\$28		\$8	\$5	\$618	\$64	\$6,552
City of Wylie	Crew Leader	\$3,156	\$4,418	\$4		\$1,083	\$81		\$2	\$8	\$619	\$338	\$6,553
Town of Little Elm	No Comparable Class												

Base Salary Median		\$4,281
Percentage Above or Below Median		-9.15%

Total Compensation Median	\$6,542
Percentage Above or Below Median	-15.52%

City of Murphy Total Compensation 2015

Number of Matches: 7

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.





Special Events Coordinator

Surveyed Agency	Classification Title	Monthly Min.	*Salary	Longevity Pay	Deferred Comp	Health	Dental	Vision	Life	Disability	Retirement	Social Security	Monthly Total Compensation
City of Murphy	Special Events Coordinator		\$3,090	\$4		\$1,029	\$79	\$13	\$2	\$6	\$433	\$45	\$4,701
City of Allen	Special Events Coordinator	\$3,334	\$4,834	\$4		\$776	\$37		\$3	\$4	\$677	\$370	\$6,705
City of Garland	Marketing Coordinator	\$3,694	\$5,909			\$1,235	\$36		\$2		\$827	\$452	\$8,461
City of Highland Village	Recreation Coordinator	\$3,903	\$5,465	\$4	\$109	\$1,461	\$33	\$8	\$2	\$7	\$765	\$79	\$7,934
City of McKinney	No Comparable Class												
City of Plano	Marketing Specialist	\$3,575	\$5,285	\$4		\$1,584	\$58		\$1	\$1	\$740	\$77	\$7,750
City of Richardson	No Comparable Class												
City of Rockwall	No Comparable Class												
City of Rowlett	Special Events and Marketing Specialist	\$3,311	\$4,967	\$4		\$1,409	\$28		\$9	\$5	\$695	\$72	\$7,190
City of Wylie	No Comparable Class												
Town of Little Elm	Festival and Special Events Coordinator	\$3,167	\$4,615	\$5		\$1,324	\$66	\$11		\$1	\$646	\$353	\$7,021

Base Salary Median		\$5,126
Percentage Above or Below Median		-65.89%

Total Compensation Median	\$7,470
Percentage Above or Below Median	-58.91%

City of Murphy Total Compensation 2015

Number of Matches: 6

10/7/2015

*The salaries reflect actual or average of actual. In some cases, the salaries for the labor market agencies reflect the midpoint, max, actual, or average of actual salaries.



Confidential

*City of Murphy
Final Base Salary Report*

Appendix B. Total Compensation Summary Table

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City of Murphy
Final Base Salary Report

TABLE 4				
CITY OF MURPHY				
SUMMARY OF TOTAL COMPENSATION RESULTS				
City Survey Classifications	City Salary – average of actual or actual salary and benefits	Number of Comparable Classes	Median (mid-point) of Labor Market Agencies' - actual salary or top of range and benefits	Percentage Difference between the City's salary and actual salary or top of range with Market Median (mid-point)
Accounts Payable/ Payroll Specialist I	\$5,097	8	\$6,227	-22.17%
Accounts Payable/ Payroll Specialist II	\$6,190	10	\$6,486	-4.78%
Administrative Assistant	\$5,417	8	\$5,924	-9.36%
Animal Control Officer	\$5,001	10	\$6,061	-21.18%
Assistant Finance Director	\$8,215	9	\$12,984	-58.05%
Assistant Fire Chief- Operations	\$9,106	10	\$13,489	-48.14%
Chief of Police	\$13,038	10	\$16,775	-28.66%
City Manager	\$16,234	10	\$22,429	-38.17%
City Secretary	\$8,671	10	\$11,369	-31.12%
Code Compliance Officer	\$4,985	10	\$6,825	-36.90%
Code Compliance Supervisor	\$6,258	5	\$8,893	-42.09%
Communications Officer	\$4,855	9	\$6,553	-34.98%
Communications Supervisor	\$5,907	9	\$8,352	-41.40%
Community Development Coordinator	\$5,023	5	\$7,195	-43.22%
Custodian	\$3,414	7	\$4,760	-39.45%
Customer Service Manager	\$7,917	10	\$8,368	-5.70%
Customer Service Specialist	\$4,646	9	\$5,650	-21.61%
Deputy Court Clerk	\$4,917	9	\$5,886	-19.70%
Director of Community and Economic Development-Community Development	\$9,987	6	\$14,356	-43.75%
Director of Community and Economic Development-Economic Development	\$9,987	5	\$15,080	-51.00%

Confidential

City of Murphy
Final Base Salary Report

TABLE 4

CITY OF MURPHY
SUMMARY OF TOTAL COMPENSATION RESULTS

City Survey Classifications	City Salary – average of actual or actual salary and benefits	Number of Comparable Classes	Median (mid-point) of Labor Market Agencies' - actual salary or top of range and benefits	Percentage Difference between the City's salary and actual salary or top of range with Market Median (mid-point)
Director of Public Services	\$10,507	10	\$15,184	-44.51%
Driver Engineer- Paramedic	\$7,261	9	\$8,646	-19.07%
Executive Administrative Assistant	\$6,277	10	\$6,448	-2.72%
Executive Administrative Assistant- Police	\$5,987	9	\$6,703	-11.97%
Facilities Superintendent	\$5,843	9	\$9,723	-66.40%
Finance Director	\$11,348	8	\$16,689	-47.07%
Fire Chief	\$11,831	10	\$16,406	-38.67%
Fire Marshal- Emergency Management Specialist	\$9,106	8	\$11,933	-31.06%
Firefighter/ Paramedic	\$6,095	10	\$7,867	-29.07%
Groundskeeper I	\$4,079	5	\$5,142	-26.06%
Groundskeeper II	\$4,582	8	\$5,840	-27.47%
Human Resources Manager	\$8,870	10	\$12,070	-36.08%
Information Technology Business Analyst	\$5,097	5	\$9,325	-82.93%
Information Technology Manager	\$10,327	8	\$16,102	-55.93%
Junior Network Analyst	\$6,487	9	\$9,429	-45.35%
Juvenile Case Manager	\$5,857	6	\$7,353	-25.53%
Lieutenant (Fire)	\$7,919	10	\$10,235	-29.25%
Maintenance Worker II	\$4,665	8	\$5,337	-14.41%
Manager of Recreation Services	\$6,012	9	\$9,657	-60.62%
Meter Services Coordinator	\$4,772	7	\$5,480	-14.83%
Municipal Court Administrator	\$7,342	10	\$10,139	-38.10%
Parks Superintendent	\$6,193	10	\$9,321	-50.52%
Part-time Recreational Specialist	\$2,122	8	\$3,024	-42.55%
Police Lieutenant	\$9,344	10	\$10,441	-11.75%

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City of Murphy
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TABLE 4				
CITY OF MURPHY				
SUMMARY OF TOTAL COMPENSATION RESULTS				
City Survey Classifications	City Salary – average of actual or actual salary and benefits	Number of Comparable Classes	Median (mid-point) of Labor Market Agencies' - actual salary or top of range and benefits	Percentage Difference between the City's salary and actual salary or top of range with Market Median (mid-point)
Police Officer	\$6,519	10	\$8,104	-24.32%
Police Sergeant	\$8,331	9	\$9,290	-11.52%
Public Works Superintendent	\$6,985	8	\$11,380	-62.92%
Recreational Specialist I	\$3,296	4	\$4,691	-42.33%
Recreational Specialist II	\$3,604	8	\$6,822	-89.28%
School Crossing Guard	\$2,447	5	\$2,948	-20.47%
Senior Executive Assistant to the City Manager	\$5,345	10	\$7,428	-38.97%
Senior Groundskeeper	\$5,339	4	\$6,439	-20.61%
Senior Maintenance Worker	\$5,663	7	\$6,542	-15.52%
Special Events Coordinator	\$4,701	6	\$7,470	-58.91%

Analysis of the total compensation data indicates that, on average, when using the City's salaries as the control point and benefits, the City is **34.78% below the labor market median** for all survey classes included within the scope of the study.

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Appendix C. Salary Recommendations

Draft Final Base Salary Report

Dept.	Org Level	City Survey Classifications	City's Salary	Current Internal Alignment	# of Matches	Labor Market Median	Maximum Monthly Salary Range Recommendation	Percentage Difference Max Sal & Rec Sal	Dollar Difference Recom. - Max Salary & Actual Salary	Rationale for Salary Recommendation
City Mgr.	Exec	City Manager	\$13,068	N/A	10	\$17,977	\$17,977	-37.6%	\$4,909	Set based on market median
City Council	Dir	City Secretary	\$6,523	-100.3%	10	\$8,531	\$8,531	-30.8%	\$2,008	Set based on market median
City Mgr.		Senior Executive Assistant to the City Manager	\$3,647	-78.9%	10	\$5,210	\$5,210	-42.9%	\$1,563	Set based on market median
\$8,480										
Comm Dev	Supvr	Code Compliance Supervisor	\$4,437	N/A	5	\$6,362	\$5,318	-19.9%	\$881	Set 15% above the Code Compliance Officer
Comm Dev		Code Compliance Officer	\$3,336	-33.0%	10	\$4,625	\$4,625	-38.6%	\$1,289	Set based on market median
\$2,170										
Court	Mgr.	Municipal Court Judge	\$7,109	N/A	N/A	N/A	\$9,120	-28.3%	\$2,011	Set 20% above the Municipal Court Administrator
Court	Supvr	Municipal Court Administrator	\$5,374	-32.3%	10	\$7,600	\$7,600	-41.4%	\$2,226	Set based on market median
Court		Juvenile Case Manager	\$4,090	-31.4%	6	\$5,011	\$4,650	-13.7%	\$560	Set 20% above the Deputy Court Clerk
Court		Deputy Court Clerk	\$3,277	-24.8%	9	\$3,875	\$3,875	-18.2%	\$598	Set based on market median
\$5,395										
Cust Serv	Mgr.	Customer Service Manager	\$5,871	N/A	10	\$5,718	\$8,694	-48.1%	\$2,823	Set at 15% below the Assistant Finance Director
Cust Serv	Sup	Assistant Customer Service Manager	\$4,087	100.0%	N/A	N/A	\$5,078	-24.3%	\$991	Align with the Communications Supervisor
Cust Serv		Meter Services Coordinator	\$3,152	-86.3%	7	\$3,788	\$3,968	-25.9%	\$816	Set 10% above the Customer Service Specialist
Cust Serv		Customer Service Specialist	\$3,043	-3.6%	9	\$3,607	\$3,607	-18.5%	\$564	Set based on market median
\$5,194										
Econ Dev	Dir	Director of Community and Economic Development	\$7,661	N/A	N/A	\$11,122	\$11,867	-54.9%	\$4,206	Align internally with the Director of Public Services
Econ Dev		Community Development Coordinator	\$3,369	-127.4%	5	\$4,804	\$4,804	-42.6%	\$1,435	Set based on market median
\$5,641										
Facilities	Mgr.	Facilities Superintendent	\$4,078	N/A	9	\$7,042	\$6,594	-61.7%	\$2,516	Align internally with the Parks Superintendent
Facilities		Facilities Technician	\$3,090	N/A	N/A	\$3,090	\$3,090	0.0%	\$0	Salary established by the City. 3% was added to the salary.

Draft Final Base Salary Report

Dept.	Org Level	City Survey Classifications	City's Salary	Current Internal Alignment	# of Matches	Labor Market Median	Maximum Monthly Salary Range Recommendation	Percentage Difference Max Sal & Rec Sal	Dollar Difference Recom. - Max Salary & Actual Salary	Rationale for Salary Recommendation
Facilities		Custodian	\$1,977	-106.3%	7	\$2,789	\$2,789	-41.1%	\$812	Set based on market median
\$3,328										
Finance	Dir	Finance Director	\$8,838	N/A	8	\$12,998	\$12,998	-47.1%	\$4,160	Set based on market median
Finance	Mgr.	Assistant Finance Director	\$6,129	-44.2%	9	\$9,391	\$9,998	-63.1%	\$3,869	Set 30% below the Finance Director
Finance		Accounts Payable/ Payroll Specialist II	\$4,378	-40.0%	10	\$4,254	\$4,254	2.8%	-\$124	Set based on market median
Finance		Accounts Payable/ Payroll Specialist I	\$3,433	-27.5%	8	\$4,002	\$3,867	-12.6%	\$434	Set 10% below the Accounts Payable/ Payroll Specialist II
\$8,340										
Fire	Dir	Fire Chief	\$9,256	N/A	10	\$12,457	\$12,457	-34.6%	\$3,201	Set based on market median
Fire	Mgr.	Assistant Fire Chief- Operations	\$6,899	-34.2%	10	\$10,467	\$10,467	-51.7%	\$3,568	Set based on market median
Fire		Fire Marshal- Emergency Management Specialist	\$6,899	0.0%	8	\$8,908	\$8,908	-29.1%	\$2,009	Set based on market median
Fire	Supvr	Lieutenant (Fire)	\$5,873	-17.5%	10	\$7,576	\$7,576	-29.0%	\$1,703	Set based on market median
Fire		Driver Engineer- Paramedic	\$5,304	-10.7%	9	\$6,255	\$6,588	-24.2%	\$1,284	Set at 15% below the Lieutenant (Fire)
Fire		Firefighter/ Paramedic	\$4,296	-23.5%	10	\$5,593	\$5,729	-33.3%	\$1,433	Set at 15% below Driver Engineer-Paramedic
Fire		Administrative Assistant	\$3,709	-15.8%	8	\$3,863	\$4,736	-27.7%	\$1,027	Despite the title difference the duties are consistent with the Executive Administrative Assistants. Therefore, the position as aligned consistent with the Executive Administrative Assistants
\$14,224										
HR	Dir	Human Resources Manager	\$6,695	N/A	10	\$9,071	\$9,071	-35.5%	\$2,376	Set based on market median
\$2,376										
IT	Mgr.	Information Technology Manager	\$7,955	N/A	8	\$12,497	\$11,816	-48.5%	\$3,861	Set 10% below the Finance Director to reflect internal alignment.

Dept.	Org Level	City Survey Classifications	City's Salary	Current Internal Alignment	# of Matches	Labor Market Median	Maximum Monthly Salary Range Recommendation	Percentage Difference Max Sal & Rec Sal	Dollar Difference Recom. - Max Salary & Actual Salary	Rationale for Salary Recommendation
IT		Web Administrator and Support Analyst	\$5,374	-48.0%	N/A	N/A	\$6,803	-26.6%	\$1,429	Given the nature of the duties and responsibilities the position is aligned with the Jr. Network Analyst
IT		Junior Network Analyst	\$4,635	-15.9%	9	\$6,803	\$6,803	-46.8%	\$2,168	Set based on market median
IT		Information Technology Business Analyst	\$3,433	-35.0%	5	\$6,648	\$6,803	-98.2%	\$3,370	Given the nature of the duties and responsibilities the position is aligned with the Jr. Network Analyst
IT		GIS Specialist	\$3,991	N/A	N/A	\$3,991	\$3,991	0.0%	\$0	Salary established by the City. 3% was added to the salary.
\$10,828										
Parks	Mgr.	Parks Superintendent	\$4,380	N/A	10	\$6,594	\$6,594	-50.5%	\$2,214	Set based on market median
Parks	Supvr	Senior Groundskeeper	\$3,642	-20.3%	4	\$4,333	\$3,863	-6.1%	\$221	Set 15% above the Groundskeeper II
Parks		Groundskeeper II	\$2,987	-21.9%	8	\$3,940	\$3,359	-12.5%	\$372	Set 10% below the Maintenance Worker II
Parks		Groundskeeper I	\$2,552	-17.0%	5	\$3,195	\$3,054	-19.7%	\$502	Set 10% below the Groundskeeper II
\$3,309										
Police	Dir	Chief of Police	\$10,300	N/A	10	\$12,976	\$12,976	-26.0%	\$2,676	Set based on market median
Police	Mgr.	Police Lieutenant	\$7,105	-45.0%	10	\$7,872	\$9,982	-40.5%	\$2,877	Set 30% below the Chief of Police
Police	Supvr	Police Sergeant	\$6,229	-14.1%	9	\$6,797	\$8,318	-33.5%	\$2,089	Set at 20% below the Police Lieutenant
Police	Mgr.	Support Services Manager	\$6,218	-0.2%	N/A	N/A	\$7,956	-28.0%	\$1,738	Set 10% above the Police Officer
Police		Police Officer	\$4,662	-33.4%	10	\$5,833	\$7,233	-55.1%	\$2,571	Set 15% below the Police Sergeant
Police		Executive Administrative Assistant- Police	\$4,202	-10.9%	10	\$4,418	\$4,736	-12.7%	\$534	Set 10% below the Senior Executive Assistant to the City Manager
Police	Supvr	Communications Supervisor	\$4,133	-1.7%	9	\$5,609	\$5,078	-22.9%	\$945	Set 15% above the Communications Officer
Police		Animal Control Officer	\$3,350	-23.4%	10	\$3,969	\$3,969	-18.5%	\$619	Set based on market median
Police		Communications Officer	\$3,223	-3.9%	9	\$4,416	\$4,416	-37.0%	\$1,193	Set based on market median
Police		School Crossing Guard	\$1,083	-197.6%	5	\$1,459	\$1,434	-32.4%	\$351	Set based on market median

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Dept.	Org Level	City Survey Classifications	City's Salary	Current Internal Alignment	# of Matches	Labor Market Median	Maximum Monthly Salary Range Recommendation	Percentage Difference Max Sal & Rec Sal	Dollar Difference Recom. - Max Salary & Actual Salary	Rationale for Salary Recommendation
\$15,593										
Public Works	Dir	Director of Public Services	\$8,111	N/A	10	\$11,867	\$11,867	-46.3%	\$3,756	Set based on market median
Public Works		Executive Administrative Assistant	\$4,453	-82.1%	10	\$4,385	\$4,736	-6.4%	\$283	Align internally with the Executive Administrative Assistant- Police
Public Works	Mgr.	Public Works Superintendent	\$5,065	12.1%	8	\$8,229	\$7,253	-43.2%	\$2,188	Set 10% above the Parks Superintendent.
Public Works	Supvr	Senior Maintenance Worker	\$3,922	-29.1%	7	\$4,281	\$4,249	-8.3%	\$327	Set 15% above the Maintenance Worker II
Public Works		Maintenance Worker II	\$3,059	-28.2%	8	\$3,213	\$3,695	-20.8%	\$636	Set based on market median plus 15% to account for Water distribution and wastewater duties.
Public Works		Maintenance Worker I	\$2,435	N/A	N/A	N/A	\$3,359	-37.9%	\$924	Set 10% below the Maintenance Worker II
\$8,115										
Recreation	Mgr.	Manager of Recreation Services	\$4,224	N/A	9	\$6,716	\$6,716	-59.0%	\$2,492	Set based on market median
Recreation		Special Events Coordinator	\$3,090	-36.7%	6	\$5,126	\$5,126	-65.9%	\$2,036	Set based on market median
Recreation		Recreational Specialist II	\$2,142	-44.3%	8	\$4,648	\$3,058	-42.8%	\$916	Set 10% above the Recreational Specialist I
Recreation		Recreational Specialist I	\$1,875	-14.2%	4	\$2,780	\$2,780	-48.3%	\$905	Set based on market median
Recreation		Part-time Recreational Specialist	\$816	-129.8%	8	\$1,347	\$2,780	-240.7%	\$1,964	Aligned with the Recreational Specialist I
-36.8% \$8,313										

\$101,306

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Appendix D. Salary Schedule

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Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Grade Difference	Range Spread Step 1 to 5
42	\$14,790	\$15,529	\$16,306	\$17,121	\$17,977	5.0%	21.6%
41	\$14,085	\$14,790	\$15,529	\$16,306	\$17,121	5.0%	21.6%
40	\$13,415	\$14,085	\$14,790	\$15,529	\$16,306	5.0%	21.6%
39	\$12,776	\$13,415	\$14,085	\$14,790	\$15,529	5.0%	21.6%
38	\$12,168	\$12,776	\$13,415	\$14,085	\$14,790	5.0%	21.6%
37	\$11,588	\$12,168	\$12,776	\$13,415	\$14,085	5.0%	21.6%
36	\$11,036	\$11,588	\$12,168	\$12,776	\$13,415	5.0%	21.6%
35	\$10,511	\$11,036	\$11,588	\$12,168	\$12,776	5.0%	21.6%
34	\$10,010	\$10,511	\$11,036	\$11,588	\$12,168	5.0%	21.6%
33	\$9,534	\$10,010	\$10,511	\$11,036	\$11,588	5.0%	21.6%
32	\$9,080	\$9,534	\$10,010	\$10,511	\$11,036	5.0%	21.6%
31	\$8,647	\$9,080	\$9,534	\$10,010	\$10,511	5.0%	21.6%
30	\$8,235	\$8,647	\$9,080	\$9,534	\$10,010	5.0%	21.6%
29	\$7,843	\$8,235	\$8,647	\$9,080	\$9,534	5.0%	21.6%
28	\$7,470	\$7,843	\$8,235	\$8,647	\$9,080	5.0%	21.6%
27	\$7,114	\$7,470	\$7,843	\$8,235	\$8,647	5.0%	21.6%
26	\$6,775	\$7,114	\$7,470	\$7,843	\$8,235	5.0%	21.6%
25	\$6,453	\$6,775	\$7,114	\$7,470	\$7,843	5.0%	21.6%
24	\$6,145	\$6,453	\$6,775	\$7,114	\$7,470	5.0%	21.6%
23	\$5,853	\$6,145	\$6,453	\$6,775	\$7,114	5.0%	21.6%
22	\$5,574	\$5,853	\$6,145	\$6,453	\$6,775	5.0%	21.6%

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21	\$5,309	\$5,574	\$5,853	\$6,145	\$6,453	5.0%	21.6%
20	\$5,056	\$5,309	\$5,574	\$5,853	\$6,145	5.0%	21.6%
19	\$4,815	\$5,056	\$5,309	\$5,574	\$5,853	5.0%	21.6%
18	\$4,586	\$4,815	\$5,056	\$5,309	\$5,574	5.0%	21.6%
17	\$4,367	\$4,586	\$4,815	\$5,056	\$5,309	5.0%	21.6%
16	\$4,159	\$4,367	\$4,586	\$4,815	\$5,056	5.0%	21.6%
15	\$3,961	\$4,159	\$4,367	\$4,586	\$4,815	5.0%	21.6%
14	\$3,773	\$3,961	\$4,159	\$4,367	\$4,586	5.0%	21.6%
13	\$3,593	\$3,773	\$3,961	\$4,159	\$4,367	5.0%	21.6%
12	\$3,422	\$3,593	\$3,773	\$3,961	\$4,159	5.0%	21.6%
11	\$3,259	\$3,422	\$3,593	\$3,773	\$3,961	5.0%	21.6%
10	\$3,104	\$3,259	\$3,422	\$3,593	\$3,773	5.0%	21.6%
9	\$2,956	\$3,104	\$3,259	\$3,422	\$3,593	5.0%	21.6%
8	\$2,815	\$2,956	\$3,104	\$3,259	\$3,422	5.0%	21.6%
7	\$2,681	\$2,815	\$2,956	\$3,104	\$3,259	5.0%	21.6%
6	\$2,554	\$2,681	\$2,815	\$2,956	\$3,104	5.0%	21.6%
5	\$2,432	\$2,554	\$2,681	\$2,815	\$2,956	5.0%	21.6%
4	\$2,316	\$2,432	\$2,554	\$2,681	\$2,815	5.0%	21.6%
3	\$2,206	\$2,316	\$2,432	\$2,554	\$2,681	5.0%	21.6%
2	\$2,101	\$2,206	\$2,316	\$2,432	\$2,554	5.0%	21.6%
1	\$2,001	\$2,101	\$2,206	\$2,316	\$2,432		21.6%

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Appendix E. Word Benefit Tables

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TABLE B1 CITY OF MURPHY TOTAL COMPENSATION STUDY GENERAL INFORMATION AND RETIREMENT PRACTICES		
Agency	Social Security Rate	Agency Retirement Rate
City of Murphy	1.45% FTEs 7.65% PTEs	14%
City of Allen	7.65%	14%
City of Garland	1.45% for civil service 7.65% for non-civil service	14%
City of Highland Village	1.45%	14%
City of McKinney	7.65%	14%
City of Plano	1.45%	14%
City of Richardson	7.65%	14%
City of Rockwall	7.65%	14%
City of Rowlett	1.45%	14%
City of Wylie	7.65%	14%
Town of Little Elm	7.65%	14%

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TABLE B2 CITY OF MURPHY TOTAL COMPENSATION STUDY DEFERRED COMPENSATION / LONGEVITY PAY PRACTICES		
Agency	Deferred Compensation	Longevity Pay
City of Murphy	None	All EEs \$4/mo. after first year of employment
City of Allen	City Manager only \$16,660 or \$1,388 per month.	All EEs \$4/mo. after first year of employment
City of Garland	None	*3 yrs. = \$375/yr. 4 yrs. = \$450/yr. 5 yrs. \$525/yr. 6 yrs. = \$600/yr. 7 yrs. = \$675/yr. 8 yrs. = \$750/yr. 9 yrs. = \$825/yr. 10 yrs. = \$900/yr. 11 yrs. = \$975/yr. 12 yrs. = \$1050/yr. 13 yrs. = \$1125/yr. 14 yrs. = \$1200/yr. 15 yrs. + = \$1275/yr.
City of Highland Village	The City contributes 2% for all employees	All EEs 2-4 yrs. = \$4/mo. 5-10 yrs. = \$6/mo. 10<yrs. = \$7.50/mo.
City of McKinney	None	All EEs \$5/mo. up to \$1200 max
City of Plano	None	All EEs \$4/mo. after first year of employment

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TABLE B2 CITY OF MURPHY TOTAL COMPENSATION STUDY DEFERRED COMPENSATION / LONGEVITY PAY PRACTICES		
Agency	Deferred Compensation	Longevity Pay
City of Richardson	None	All EEs \$4/mo. after first year of employment
City of Rockwall	None	All EEs \$5/mo. after first year of employment
City of Rowlett	None	All EEs \$4/mo. after first year of employment for up to 25 years
City of Wylie	None	All EEs \$4/mo., first year of employment receives full \$48
Town of Little Elm	None	All EEs \$5/mo. after first year of employment

* Garland's data is not included in the datasheet, since the benefit is not provided until three years of employment.

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TABLE B3 CITY OF MURPHY TOTAL COMPENSATION STUDY LIFE INSURANCE/LONG TERM DISABILITY		
Agency	Life Insurance Coverage (Basic Life) and Employer Contribution	Long Term Disability Coverage and Employer Contribution
City of Murphy	All EEs \$20,000; \$.12/\$1000	All EEs 60% to max of \$6000/mo.; \$.32/\$100
City of Allen	All EEs 1x annual salary; \$.06/\$1000	All EEs 60% to max of \$10,000/mo.; \$.14/\$100
City of Garland	All EEs \$25,000; \$.06/\$1000	None
City of Highland Village	All EEs \$20,000; \$.099/\$1000	All EEs 60% to max of \$6000/mo.; \$.22/\$100
City of McKinney	All EEs \$50,000; \$.085/\$1000	All EEs 60% to max of \$5000/mo.; \$.125/\$100
City of Plano	All EEs \$10,000; \$.145/\$1000	All EEs 40% max and cost \$.0705/\$100
City of Richardson	All EEs 2x annual salary to max of \$50,000; \$.06/\$1000	All EEs 60% with no max; \$.17/\$100
City of Rockwall	All EEs 1x annual salary to max of \$50,000; \$.125/\$1000	None
City of Rowlett	All EEs 2x annual salary to max of \$150,000; \$.074/\$1000	All EEs 60% to max of \$7000; \$.181/\$100
City of Wylie	All EEs 2x annual salary to max of \$200,000; monthly cost is \$2.49	All EEs 60% with no max: \$.29/\$100
Town of Little Elm	None - paid by the employee	All EEs 60% to max of \$5000/mo.; \$.03/\$100

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TABLE B4 CITY OF MURPHY TOTAL COMPENSATION STUDY EMPLOYER CONTRIBUTION TO CAFETERIA/MEDICAL / DENTAL / VISION INSURANCE			
Agency	Medical	Dental	Vision
City of Murphy	All EEs \$1,028.70	All EEs \$78.59	All EEs \$13.19
City of Allen	All EEs \$757.57	All EEs \$36.54	Included
City of Garland	All EEs \$1,234.79	All EEs \$36.35	None
City of Highland Village	All EEs \$1,460.54	All EEs \$33.34	All EEs \$7.70
City of McKinney	All EEs \$1,598	All EEs \$77.65	None
City of Plano	All EEs \$1,584	All EEs \$57.80	None
City of Richardson	All EEs \$642	None	None
City of Rockwall	All EEs \$1,423.61	All EEs \$96.86	All EEs \$20.97
City of Rowlett	All EEs \$1,409.09	All EEs \$27.68	None
City of Wylie	All EEs \$1,083.42	All EEs \$81.40	Included
Town of Little Elm	\$1,324.38	\$65.60	\$11

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TABLE B5 CITY OF MURPHY TOTAL COMPENSATION STUDY VACATION ACCRUAL RATES (IN DAYS)					
Agency	Year 1 Annual Accrual	Year 1 Max Accrual	Year 10 Annual Accrual	Year 10 Max Accrual	Max Annual Accrual
City of Murphy					
<i>Fire Fighters</i>	10	None	20	None	None
<i>All other EEs</i>	10	None	20	None	None
City of Allen					
<i>General, Mgmt., Safety Mgmt.,</i>	10	25	20	40	N/A
<i>Fire</i>	10	25	20	40	N/A
<i>Police</i>	10	25	10 hr. = 25 12 hr. = 30	40	N/A
City of Garland					
<i>Directors</i>	10	40	16	40	40
<i>General</i>	10	20	16	20	20
City of Highland Village					
<i>EMT/Paramedic</i>	10	15	20	30	N/A
<i>All other EEs</i>	10	15	20	30	N/A

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TABLE B5 CITY OF MURPHY TOTAL COMPENSATION STUDY VACATION ACCRUAL RATES (IN DAYS)					
Agency	Year 1 Annual Accrual	Year 1 Max Accrual	Year 10 Annual Accrual	Year 10 Max Accrual	Max Annual Accrual
City of McKinney					
37.5	10	37.5	19	37.5	37.5
<i>Police</i>	15	37.5	19	37.5	37.5
<i>Fire</i>	15	37.5	19	37.5	37.5
City of Plano					
<i>General, Mgmt., Police</i>	15	60	18	60	60
<i>Fire</i>	15	60	18	60	60
City of Richardson	10	DNA	15	DNA	20
City of Rockwall					
<i>General, Mgmt.</i>	15	DNA	20	DNA	20
<i>Fire</i>	15	DNA	20	DNA	DNA
City of Rowlett					
<i>General, Mgmt.</i>	10	DNA	15	DNA	3x annual accrual
<i>Police and Fire</i>	10	DNA	15	DNA	3x annual accrual

Confidential*City of Murphy
Final Base Salary Report*

TABLE B5 CITY OF MURPHY TOTAL COMPENSATION STUDY VACATION ACCRUAL RATES (IN DAYS)					
Agency	Year 1 Annual Accrual	Year 1 Max Accrual	Year 10 Annual Accrual	Year 10 Max Accrual	Max Annual Accrual
City of Wylie					
<i>General, Mgmt.</i>	10	30	17	50	20
<i>Safety 12 hour shifts</i>	10	30	17	50	20
Town of Little Elm					
<i>General, Mgmt.</i>	10	DNA	15	DNA	40
<i>All Safety</i>	10	DNA	15	DNA	40

Confidential*City of Murphy
Final Base Salary Report*

TABLE B6 CITY OF MURPHY TOTAL COMPENSATION STUDY SICK LEAVE/HOLIDAYS/ADMINISTRATIVE LEAVE					
Agency	Sick Leave Annual Accrual (Days)	Sick Leave Maximum Accrual (Days)	Holidays (Days)	Floating Holidays	Administrative Leave (Days)
City of Murphy	Fire Fighters 10 All other EEs 10	Fire Fighters 90 All other EEs 90	10	None	Discretionary
City of Allen	All other EEs Years 0-4 = 9 Years 5+ = 10	Unlimited	8	All EEs Years 0-4 = 1 days Years 5+ = 2 days	Discretionary
City of Garland	All EEs 6 mos-.99 year = 5 Years 1-5.99 = 10 Year 6 = 11 Year 7 = 12 Year 8 = 13 Year 9 = 14 Year 10 = 15 Year 11 = 16 Year 12 = 17 Year 13 = 18 Year 14 = 19 Year 15 = 20	Unlimited	10	DNA	None

Confidential**City of Murphy
Final Base Salary Report**

TABLE B6 CITY OF MURPHY TOTAL COMPENSATION STUDY SICK LEAVE/HOLIDAYS/ADMINISTRATIVE LEAVE					
Agency	Sick Leave Annual Accrual (Days)	Sick Leave Maximum Accrual (Days)	Holidays (Days)	Floating Holidays	Administrative Leave (Days)
City of Highland Village	All EEs 12	Unlimited	10	2	None
City of McKinney	Safety EEs-with 56 hr. work week 23 All EEs- 17	Unlimited	9	None	None
City of Plano	All other EEs 15	Unlimited	8	1	None
City of Richardson	All EEs 15	Unlimited	8	1 "City's Choice" usually Christmas Eve	None
City of Rockwall	All other EEs 10	Unlimited	9	DNA	None
City of Rowlett	All other EEs 10	Unlimited	10	DNA	Discretionary
City of Wylie	All other EEs 12	Unlimited	9	Fire only 1	Discretionary
Town of Little Elm	DNA	DNA	9	None	DNA

**City of Murphy
Salary Structure Attributes**

Structure Options	Basis	# of Steps	Range Spread (Min to Max)	% Difference Between Grades	% Difference Between Steps	# of Grades	Implementation Cost Estimate Based on Current Salary (Monthly)	Implementation Cost Estimate (Annually)	Implementation Cost Estimate Based on Tenure (Monthly)	Implementation Cost Estimate (Annually)
Structure A -	Median Labor Market	5	22%	5%	5%	1 - 42	111,912	1,342,940	138,499	1,661,985

City of Murphy
5 Step Salary Structure

A-Median 5%-5 Structure

Based on Lowest Market Mean

5% Between Grades with 5% between Steps

Without Formulas

Grade	Step 1	Step 2	Step 3	Step 4	Step 5
42	\$14,790	\$15,529	\$16,306	\$17,121	\$17,977
41	\$14,085	\$14,790	\$15,529	\$16,306	\$17,121
40	\$13,415	\$14,085	\$14,790	\$15,529	\$16,306
39	\$12,776	\$13,415	\$14,085	\$14,790	\$15,529
38	\$12,168	\$12,776	\$13,415	\$14,085	\$14,790
37	\$11,588	\$12,168	\$12,776	\$13,415	\$14,085
36	\$11,036	\$11,588	\$12,168	\$12,776	\$13,415
35	\$10,511	\$11,036	\$11,588	\$12,168	\$12,776
34	\$10,010	\$10,511	\$11,036	\$11,588	\$12,168
33	\$9,534	\$10,010	\$10,511	\$11,036	\$11,588
32	\$9,080	\$9,534	\$10,010	\$10,511	\$11,036
31	\$8,647	\$9,080	\$9,534	\$10,010	\$10,511
30	\$8,235	\$8,647	\$9,080	\$9,534	\$10,010
29	\$7,843	\$8,235	\$8,647	\$9,080	\$9,534
28	\$7,470	\$7,843	\$8,235	\$8,647	\$9,080
27	\$7,114	\$7,470	\$7,843	\$8,235	\$8,647
26	\$6,775	\$7,114	\$7,470	\$7,843	\$8,235
25	\$6,453	\$6,775	\$7,114	\$7,470	\$7,843
24	\$6,145	\$6,453	\$6,775	\$7,114	\$7,470
23	\$5,853	\$6,145	\$6,453	\$6,775	\$7,114
22	\$5,574	\$5,853	\$6,145	\$6,453	\$6,775
21	\$5,309	\$5,574	\$5,853	\$6,145	\$6,453
20	\$5,056	\$5,309	\$5,574	\$5,853	\$6,145

City of Murphy
5 Step Salary Structure

A-Median 5%-5 Structure

Based on Lowest Market Mean

5% Between Grades with 5% between Steps

Without Formulas

Grade	Step 1	Step 2	Step 3	Step 4	Step 5
19	\$4,815	\$5,056	\$5,309	\$5,574	\$5,853
18	\$4,586	\$4,815	\$5,056	\$5,309	\$5,574
17	\$4,367	\$4,586	\$4,815	\$5,056	\$5,309
16	\$4,159	\$4,367	\$4,586	\$4,815	\$5,056
15	\$3,961	\$4,159	\$4,367	\$4,586	\$4,815
14	\$3,773	\$3,961	\$4,159	\$4,367	\$4,586
13	\$3,593	\$3,773	\$3,961	\$4,159	\$4,367
12	\$3,422	\$3,593	\$3,773	\$3,961	\$4,159
11	\$3,259	\$3,422	\$3,593	\$3,773	\$3,961
10	\$3,104	\$3,259	\$3,422	\$3,593	\$3,773
9	\$2,956	\$3,104	\$3,259	\$3,422	\$3,593
8	\$2,815	\$2,956	\$3,104	\$3,259	\$3,422
7	\$2,681	\$2,815	\$2,956	\$3,104	\$3,259
6	\$2,554	\$2,681	\$2,815	\$2,956	\$3,104
5	\$2,432	\$2,554	\$2,681	\$2,815	\$2,956
4	\$2,316	\$2,432	\$2,554	\$2,681	\$2,815
3	\$2,206	\$2,316	\$2,432	\$2,554	\$2,681
2	\$2,101	\$2,206	\$2,316	\$2,432	\$2,554
1	\$2,001	\$2,101	\$2,206	\$2,316	\$2,432

City of Murphy
5 Step Salary Structure - A
5% Between Grades and 5% Between Steps

Dept.	Grade	Org Level	City Classifications	City's Salary	# of Matches	Labor Market Median	% City is Above or Below Market Median	Monthly Salary Recommendation	Difference	Employee Title	Employee Name	Hire Date	Years of Service (as of 8/1/15)	Current Monthly Salary	Step Assignment Based on Current Salary	New Monthly Salary	Monthly Cost	Tenure Date	Years of Tenure (as of 8/1/15)	Step Assignment Based on Years of Service (as of 8/1/15) (9)	New Monthly Salary	New Monthly Cost	Implementation OPTION 2 Cost per Month 1ST INCREASE	Implementation OPTION 2 Cost per Month 2ND INCREASE	Implementation OPTION 2 Cost per Month 3RD INCREASE	Implementation OPTION 2 Cost per Month 4TH INCREASE
City Mgr.	42	Exec	City Manager	\$13,068	10	\$17,977	-37.6%	\$17,977	\$4,909	City Manager	Fisher, James	3/31/2008	7.3	\$13,068	1	\$ 14,790	\$ 1,722	3/31/08	7.0	3	\$ 16,306	\$ 3,238	\$ 809	\$ 809	\$ 809	\$ 809
	41																									
	40																									
	39																									
	38																									
	37																									
Police	36	Dir	Chief of Police	\$10,300	10	\$12,976	-26.0%	\$12,976	\$2,676	Chief of Police	Cotten III, Arthur	9/21/2015	0.1	\$10,300	1	\$ 11,036	\$ 736	9/21/15	-1.0	1	\$ 11,036	\$ 736	\$ 184	\$ 184	\$ 184	\$ 184
Finance	36	Dir	Finance Director	\$8,838	8	\$12,998	-47.1%	\$12,998	\$4,160	Finance Director	Truitt, Linda	5/7/2007	8.2	\$8,838	1	\$ 11,036	\$ 2,198	5/7/07	8.0	3	\$ 12,168	\$ 3,330	\$ 832	\$ 832	\$ 832	\$ 832
Fire	35	Dir	Fire Chief	\$9,256	10	\$12,457	-34.6%	\$12,457	\$3,201	Fire Chief	Lee, Mark	11/6/2006	8.7	\$9,256	1	\$ 10,511	\$ 1,255	9/1/08	6.0	3	\$ 11,588	\$ 2,332	\$ 583	\$ 583	\$ 583	\$ 583
Econ Dev	34	Dir	Director of Community and Economic Development	\$7,661	N/A	\$11,122	-45.2%	\$11,867	\$4,206	Director of ED & CD	Roberts, Kristen	9/8/2009	5.9	\$7,661	1	\$ 10,010	\$ 2,349	9/8/09	5.0	2	\$ 10,511	\$ 2,850	\$ 712	\$ 712	\$ 712	\$ 712
Public Works	34	Dir	Director of Public Services	\$8,111	10	\$11,867	-46.3%	\$11,867	\$3,756	Director of Public Services	Parker, Bernie	11/3/2004	10.7	\$8,111	1	\$ 10,010	\$ 1,899	11/3/14	0.0	1	\$ 10,010	\$ 1,899	\$ 475	\$ 475	\$ 475	\$ 475
IT	33	Mgr.	Information Technology Manager	\$7,955	8	\$12,497	-57.1%	\$11,816	\$3,861	IT Manager	Medford, Wendle	5/10/2010	5.2	\$7,955	1	\$ 9,534	\$ 1,579	5/10/10	5.0	2	\$ 10,010	\$ 2,055	\$ 514	\$ 514	\$ 514	\$ 514
	32																									
Fire	31	Mgr.	Assistant Fire Chief-Operations	\$6,899	10	\$10,467	-51.7%	\$10,467	\$3,568	Asst Fire Chief Operations	Werner, Gregory	12/10/2007	7.6	\$6,899	1	\$ 8,647	\$ 1,748	11/29/14	0.0	1	\$ 8,647	\$ 1,748	\$ 437	\$ 437	\$ 437	\$ 437
Police	30	Mgr.	Police Lieutenant	\$7,105	10	\$7,872	-10.8%	\$9,982	\$2,877	Police Lieutenant	Barber, Adana	4/19/2004	11.3	\$7,105	1	\$ 8,235	\$ 1,130	7/1/06	9.0	4	\$ 9,534	\$ 2,429	\$ 607	\$ 607	\$ 607	\$ 607
Finance	30	Mgr.	Assistant Finance Director	\$6,129	9	\$9,391	-53.2%	\$9,998	\$3,869	Assistant Finance Director	Ventura, Steven	2/8/2012	3.5	\$6,129	1	\$ 8,235	\$ 2,106	2/8/12	3.0	2	\$ 8,647	\$ 2,518	\$ 630	\$ 630	\$ 630	\$ 630
Court	29		Municipal Court Judge	\$7,109	N/A	N/A	N/A	\$9,120	\$2,011	Municipal Judge	Banuelos, Natalie	10/15/2013	1.8	\$7,109	1	\$ 7,843	\$ 734	10/15/13	1.0	1	\$ 7,843	\$ 734	\$ 184	\$ 184	\$ 184	\$ 184
Cust Serv	28	Mgr.	Customer Service Manager	\$5,871	10	\$5,718	2.6%	\$8,694	\$2,823	Customer Service Manager	McQuiston, Candy	8/26/2002	12.9	\$5,871	1	\$ 7,470	\$ 1,599	8/26/02	12.0	5	\$ 9,080	\$ 3,209	\$ 802	\$ 802	\$ 802	\$ 802
Fire	28		Fire Marshal-Emergency	\$6,899	8	\$8,909	-29.1%	\$8,909	\$2,010	Fire Marshal	Elliott, Perry	2/7/2011	4.5	\$6,899	1	\$ 7,470	\$ 571	2/7/11	4.0	2	\$ 7,843	\$ 944	\$ 236	\$ 236	\$ 236	\$ 236
HR	28	Dir	Human Resources Manager	\$6,695	10	\$9,071	-35.5%	\$9,071	\$2,376	Human Resources Manager	Traxler, Jana	6/30/2014	1.1	\$6,695	1	\$ 7,470	\$ 775	6/30/14	1.0	1	\$ 7,470	\$ 775	\$ 194	\$ 194	\$ 194	\$ 194
Ciy Council	27	Dir	City Secretary	\$6,523	10	\$8,531	-30.8%	\$8,531	\$2,008	City Secretary	Quinn, Janita	9/16/2014	0.9	\$6,523	1	\$ 7,114	\$ 591	9/16/14	0.0	1	\$ 7,114	\$ 591	\$ 148	\$ 148	\$ 148	\$ 148
Police	27	Supvr	Police Sergeant	\$6,229	9	\$6,797	-9.1%	\$8,318	\$2,089	Police Sergeant	Collins, Denver	8/22/2005	9.9	\$5,873	1	\$ 7,114	\$ 1,241	4/6/15	0.0	1	\$ 7,114	\$ 1,241	\$ 310	\$ 310	\$ 310	\$ 310
Police	27	Supvr	Police Sergeant	\$6,229	9	\$6,797	-9.1%	\$8,318	\$2,089	Police Sergeant	Rodgers, David	9/24/2012	2.9	\$6,313	1	\$ 7,114	\$ 801	12/27/14	0.0	1	\$ 7,114	\$ 801	\$ 200	\$ 200	\$ 200	\$ 200
Police	27	Supvr	Police Sergeant	\$6,229	9	\$6,797	-9.1%	\$8,318	\$2,089	Police Sergeant	Smith, Jason	6/16/2002	13.1	\$6,502	1	\$ 7,114	\$ 612	7/8/13	2.0	1	\$ 8,647	\$ 2,145	\$ 536	\$ 536	\$ 536	\$ 536
Police	27	Supvr	Police Sergeant	\$6,229	9	\$6,797	-9.1%	\$8,318	\$2,089	Police Sergeant	Vegas, William	12/3/2006	8.7	\$6,230	1	\$ 7,114	\$ 884	6/1/11	4.0	2	\$ 7,470	\$ 1,240	\$ 310	\$ 310	\$ 310	\$ 310
Police	26	Mgr.	Support Services Manager	\$6,218	N/A	N/A	N/A	\$7,956	\$1,738	Support Services Manager	Parker, Kimberly	11/21/2005	9.7	\$6,218	1	\$ 6,775	\$ 557	11/21/05	9.0	4	\$ 8,235	\$ 2,017	\$ 504	\$ 504	\$ 504	\$ 504
Fire	25	Supvr	Lieutenant (Fire)	\$5,873	10	\$7,576	-29.0%	\$7,576	\$1,703	Fire Lieutenant	Dorman, Drex	6/5/2007	8.2	\$5,873	1	\$ 6,453	\$ 580	3/14/15	0.0	1	\$ 6,453	\$ 580	\$ 145	\$ 145	\$ 145	\$ 145
Fire	25	Supvr	Lieutenant (Fire)	\$5,873	10	\$7,576	-29.0%	\$7,576	\$1,703	Fire Lieutenant	Kroviak, Adam	11/17/2008	6.7	\$5,873	1	\$ 6,453	\$ 580	3/14/15	0.0	1	\$ 6,453	\$ 580	\$ 145	\$ 145	\$ 145	\$ 145
Fire	25	Supvr	Lieutenant (Fire)	\$5,873	10	\$7,576	-29.0%	\$7,576	\$1,703	Fire Lieutenant	Tsakonas, Jonathan	10/5/2009	5.8	\$5,873	1	\$ 6,453	\$ 580	9/5/15	-1.0	1	\$ 6,453	\$ 580	\$ 145	\$ 145	\$ 145	\$ 145
Court	25	Supvr	Municipal Court Administrator	\$5,374	10	\$7,600	-41.4%	\$7,600	\$2,226	Municipal Court Administrator	Towne, Patti Jo	2/26/2010	5.4	\$5,374	1	\$ 6,453	\$ 1,079	2/26/10	5.0	2	\$ 6,775	\$ 1,401	\$ 350	\$ 350	\$ 350	\$ 350
Police	24		Police Officer	\$4,662	10	\$5,833	-25.1%	\$7,233	\$2,571	Police Officer	Ashmore, Sarah	3/23/2010	5.4	\$4,895	1	\$ 6,145	\$ 1,250	5/9/11	4.0	2	\$ 6,453	\$ 1,558	\$ 389	\$ 389	\$ 389	\$ 389
Police	24		Police Officer	\$4,662	10	\$5,833	-25.1%	\$7,233	\$2,571	Police Officer	Bryant, Thomas	8/1/2013	2.0	\$4,292	1	\$ 6,145	\$ 1,853	8/1/13	2.0	1	\$ 6,145	\$ 1,853	\$ 463	\$ 463	\$ 463	\$ 463
Police	24		Police Officer	\$4,662	10	\$5,833	-25.1%	\$7,233	\$2,571	Police Officer	Feemster, Richard	10/1/1998	16.8	\$4,690	1	\$ 6,145	\$ 1,455	10/1/98	16.0	5	\$ 7,470	\$ 2,780	\$ 695	\$ 695	\$ 695	\$ 695
Police	24		Police Officer	\$4,662	10	\$5,833	-25.1%	\$7,233	\$2,571	Police Officer	Fraleigh, Matthew	7/15/2013	2.0	\$4,751	1	\$ 6,145	\$ 1,394	7/15/13	2.0	1	\$ 6,145	\$ 1,394	\$ 349	\$ 349	\$ 349	\$ 349
Police	24		Police Officer	\$4,662	10	\$5,833	-25.1%	\$7,233	\$2,571	Police Officer	Grant, John	12/10/2007	7.6	\$4,292	1	\$ 6,145	\$ 1,853	10/18/14	0.0	1	\$ 6,145	\$ 1,853	\$ 463	\$ 463	\$ 463	\$ 463

City of Murphy
5 Step Salary Structure - A
5% Between Grades and 5% Between Steps

Dept.	Grade	Org Level	City Classifications	City's Salary	# of Matches	Labor Market Median	% City is Above or Below Market Median	Monthly Salary Recommendation	Difference	Employee Title	Employee Name	Hire Date	Years of Service (as of 8/1/15)	Current Monthly Salary	Step Assignment Based on Current Salary	New Monthly Salary	Monthly Cost	Tenure Date	Years of Tenure (as of 8/1/15)	Step Assignment Based on Years of Service (as of 8/1/15) (3)	New Monthly Salary	New Monthly Cost	Implementation OPTION 2 Cost per Month 1ST INCREASE	Implementation OPTION 2 Cost per Month 2ND INCREASE	Implementation OPTION 2 Cost per Month 3RD INCREASE	Implementation OPTION 2 Cost per Month 4TH INCREASE
Police	24		Police Officer	\$4,662	10	\$5,833	-25.1%	\$7,233	\$2,571	Police Officer	Hunter, Jonathan	11/11/2013	1.7	\$4,751	1	\$ 6,145	\$ 1,394	11/11/13	1.0	1	\$ 6,145	\$ 1,394	\$ 349	\$ 349	\$ 349	\$ 349
Police	24		Police Officer	\$4,662	10	\$5,833	-25.1%	\$7,233	\$2,571	Police Officer	LaRue, Jennifer	7/8/2013	2.1	\$4,751	1	\$ 6,145	\$ 1,394	7/8/14	1.0	1	\$ 6,145	\$ 1,394	\$ 349	\$ 349	\$ 349	\$ 349
Police	24		Police Officer	\$4,662	10	\$5,833	-25.1%	\$7,233	\$2,571	Police Officer	Mancias, Frederico	8/1/2003	12.0	\$4,690	1	\$ 6,145	\$ 1,455	8/1/03	12.0	4	\$ 7,114	\$ 2,424	\$ 606	\$ 606	\$ 606	\$ 606
Police	24		Police Officer	\$4,662	10	\$5,833	-25.1%	\$7,233	\$2,571	Police Officer	McCarty, Robert	4/11/2011	4.3	\$4,895	1	\$ 6,145	\$ 1,250	4/11/11	4.0	2	\$ 6,453	\$ 1,558	\$ 389	\$ 389	\$ 389	\$ 389
Police	24		Police Officer	\$4,662	10	\$5,833	-25.1%	\$7,233	\$2,571	Police Officer	Mitchell, Billy	12/3/2001	13.7	\$4,690	1	\$ 6,145	\$ 1,455	12/3/01	13.0	5	\$ 7,470	\$ 2,779	\$ 695	\$ 695	\$ 695	\$ 695
Police	24		Police Officer	\$4,662	10	\$5,833	-25.1%	\$7,233	\$2,571	Police Officer	Neale, Marion	4/11/2006	9.3	\$4,553	1	\$ 6,145	\$ 1,592	4/11/06	9.0	4	\$ 7,114	\$ 2,561	\$ 640	\$ 640	\$ 640	\$ 640
Police	24		Police Officer	\$4,662	10	\$5,833	-25.1%	\$7,233	\$2,571	Police Officer	Reed, Angela	4/11/2011	4.3	\$4,895	1	\$ 6,145	\$ 1,250	4/11/11	4.0	2	\$ 6,453	\$ 1,558	\$ 389	\$ 389	\$ 389	\$ 389
Police	24		Police Officer	\$4,662	10	\$5,833	-25.1%	\$7,233	\$2,571	Police Officer	Riebschlager, Kristoffer	4/7/2008	7.3	\$4,553	1	\$ 6,145	\$ 1,592	4/7/08	7.0	3	\$ 6,775	\$ 2,222	\$ 556	\$ 556	\$ 556	\$ 556
Police	24		Police Officer	\$4,662	10	\$5,833	-25.1%	\$7,233	\$2,571	Police Officer	Ross, Shaun	2/9/2015	0.5	\$4,221	1	\$ 6,145	\$ 1,924	2/9/15	0.0	1	\$ 6,145	\$ 1,924	\$ 481	\$ 481	\$ 481	\$ 481
Police	24		Police Officer	\$4,662	10	\$5,833	-25.1%	\$7,233	\$2,571	Police Officer	Swai, Beatus	12/2/2013	1.7	\$4,751	1	\$ 6,145	\$ 1,394	12/2/13	1.0	1	\$ 6,145	\$ 1,394	\$ 349	\$ 349	\$ 349	\$ 349
Police	24		Police Officer	\$4,662	10	\$5,833	-25.1%	\$7,233	\$2,571	Police Officer	Taylor, Brad	2/1/2001	14.5	\$4,690	1	\$ 6,145	\$ 1,455	2/1/01	14.0	5	\$ 7,470	\$ 2,779	\$ 695	\$ 695	\$ 695	\$ 695
Police	24		Police Officer	\$4,662	10	\$5,833	-25.1%	\$7,233	\$2,571	Police Officer	Wetzel, Joseph	12/3/2006	8.7	\$4,895	1	\$ 6,145	\$ 1,250	12/3/06	8.0	3	\$ 6,775	\$ 1,880	\$ 470	\$ 470	\$ 470	\$ 470
Public Works	24	Mgr.	Public Works Superintendent	\$5,065	8	\$8,229	-62.5%	\$7,253	\$2,188	PW Superintendent	Hudson, Ricky	4/27/2006	9.3	\$5,065	1	\$ 6,145	\$ 1,080	1/10/15	0.0	1	\$ 6,145	\$ 1,080	\$ 270	\$ 270	\$ 270	\$ 270
Fire	23		Driver Engineer-Paramedic	\$5,304	9	\$6,255	-17.9%	\$6,588	\$1,284	Driver Engineer/Paramedic	Crawford, David	12/10/2007	7.6	\$5,304	1	\$ 5,853	\$ 549	9/5/15	-1.0	1	\$ 5,853	\$ 549	\$ 137	\$ 137	\$ 137	\$ 137
Fire	23		Driver Engineer-Paramedic	\$5,304	9	\$6,255	-17.9%	\$6,588	\$1,284	Driver Engineer/Paramedic	Flowers III, Joseph	5/2/2012	3.2	\$5,304	1	\$ 5,853	\$ 549	7/11/15	0.0	1	\$ 5,853	\$ 549	\$ 137	\$ 137	\$ 137	\$ 137
Fire	23		Driver Engineer-Paramedic	\$5,304	9	\$6,255	-17.9%	\$6,588	\$1,284	Driver Engineer/Paramedic	Ulch, Brentan	12/19/2005	9.6	\$5,304	1	\$ 5,853	\$ 549	7/11/15	0.0	1	\$ 5,853	\$ 549	\$ 137	\$ 137	\$ 137	\$ 137
IT	23		Information Technology Business Analyst	\$3,433	5	\$6,648	-93.6%	\$6,803	\$3,370	IT Business Analyst	Edwards, Jocelyn	3/16/2015	0.4	\$3,433	1	\$ 5,853	\$ 2,420	3/16/15	0.0	1	\$ 5,853	\$ 2,420	\$ 605	\$ 605	\$ 605	\$ 605
IT	23		Junior Network Analyst	\$4,635	9	\$6,803	-46.8%	\$6,803	\$2,168	Junior Network Analyst	Rojo, Andrew	1/30/2012	3.5	\$4,635	1	\$ 5,853	\$ 1,218	1/30/12	3.0	2	\$ 6,145	\$ 1,510	\$ 378	\$ 378	\$ 378	\$ 378
IT	23		Web Administrator and Support Analyst	\$5,374	N/A	N/A	N/A	\$6,803	\$1,429	Web Admin/Support Analyst	House, William	1/3/2006	9.6	\$5,374	1	\$ 5,853	\$ 479	1/3/06	9.0	4	\$ 6,775	\$ 1,401	\$ 350	\$ 350	\$ 350	\$ 350
Facilities	22	Mgr.	Facilities Superintendent	\$4,078	9	\$7,042	-72.7%	\$6,594	\$2,516	Facilities Superintendent	Bertelli, Brett	6/16/2014	1.1	\$4,078	1	\$ 5,574	\$ 1,496	6/16/14	1.0	1	\$ 5,574	\$ 1,496	\$ 374	\$ 374	\$ 374	\$ 374
Recreation	22	Mgr.	Manager of Recreation Services	\$4,224	9	\$6,716	-59.0%	\$6,716	\$2,492	Manager of Recreation Services	Mullins, Caitlyn	12/16/2010	4.6	\$4,224	1	\$ 5,574	\$ 1,350	5/4/13	2.0	1	\$ 5,574	\$ 1,350	\$ 338	\$ 338	\$ 338	\$ 338
Parks	22	Mgr.	Parks Superintendent	\$4,380	10	\$6,594	-50.5%	\$6,594	\$2,214	Parks Superintendent	Foster, David	8/1/2005	10.0	\$4,380	1	\$ 5,574	\$ 1,194	9/14/11	3.0	2	\$ 5,853	\$ 1,473	\$ 368	\$ 368	\$ 368	\$ 368
	21																									
Fire	20		Firefighter/ Paramedic	\$4,296	10	\$5,593	-30.2%	\$5,729	\$1,433	Firefighter/Paramedic	Blum, Christopher	4/21/2014	1.3	\$4,292	1	\$ 5,056	\$ 764	4/21/15	0.0	1	\$ 5,056	\$ 764	\$ 191	\$ 191	\$ 191	\$ 191
Fire	20		Firefighter/ Paramedic	\$4,296	10	\$5,593	-30.2%	\$5,729	\$1,433	Firefighter/Paramedic	Deuble, Marc	11/3/2014	0.7	\$4,221	1	\$ 5,056	\$ 835	11/3/14	0.0	1	\$ 5,056	\$ 835	\$ 209	\$ 209	\$ 209	\$ 209
Fire	20		Firefighter/ Paramedic	\$4,296	10	\$5,593	-30.2%	\$5,729	\$1,433	Firefighter/Paramedic	Herrington, Michael	3/19/2012	3.4	\$4,420	1	\$ 5,056	\$ 636	6/27/15	0.0	1	\$ 5,056	\$ 636	\$ 159	\$ 159	\$ 159	\$ 159
Fire	20		Firefighter/ Paramedic	\$4,296	10	\$5,593	-30.2%	\$5,729	\$1,433	Firefighter/Paramedic	Goudie, Craig	6/4/2007	8.2	\$4,553	1	\$ 5,056	\$ 503	6/4/07	8.0	3	\$ 5,574	\$ 1,021	\$ 255	\$ 255	\$ 255	\$ 255
Fire	20		Firefighter/ Paramedic	\$4,296	10	\$5,593	-30.2%	\$5,729	\$1,433	Firefighter/Paramedic	Martinez, Ruben	11/3/2014	0.7	\$4,221	1	\$ 5,056	\$ 835	11/3/14	0.0	1	\$ 5,056	\$ 835	\$ 209	\$ 209	\$ 209	\$ 209
Fire	20		Firefighter/ Paramedic	\$4,296	10	\$5,593	-30.2%	\$5,729	\$1,433	Firefighter/Paramedic	Nelson, Cody	12/29/2014	0.6	\$4,221	1	\$ 5,056	\$ 835	12/29/14	0.0	1	\$ 5,056	\$ 835	\$ 209	\$ 209	\$ 209	\$ 209
Fire	20		Firefighter/ Paramedic	\$4,296	10	\$5,593	-30.2%	\$5,729	\$1,433	Firefighter/Paramedic	Noggle, Todd	11/3/2014	0.7	\$4,221	1	\$ 5,056	\$ 835	11/3/14	0.0	1	\$ 5,056	\$ 835	\$ 209	\$ 209	\$ 209	\$ 209
Fire	20		Firefighter/ Paramedic	\$4,296	10	\$5,593	-30.2%	\$5,729	\$1,433	Firefighter/Paramedic	Ocanas, Genaro	11/1/2002	12.8	\$4,690	1	\$ 5,056	\$ 366	11/1/02	12.0	4	\$ 5,853	\$ 1,163	\$ 291	\$ 291	\$ 291	\$ 291
Fire	20		Firefighter/ Paramedic	\$4,296	10	\$5,593	-30.2%	\$5,729	\$1,433	Firefighter/Paramedic	Owens, Rene	4/6/2015	0.3	\$4,150	1	\$ 5,056	\$ 906	4/6/15	0.0	1	\$ 5,056	\$ 906	\$ 226	\$ 226	\$ 226	\$ 226
Fire	20		Firefighter/ Paramedic	\$4,296	10	\$5,593	-30.2%	\$5,729	\$1,433	Firefighter/Paramedic	Owens, Austin	6/22/2015	0.1	\$4,150	1	\$ 5,056	\$ 906	6/22/15	0.0	1	\$ 5,056	\$ 906	\$ 226	\$ 226	\$ 226	\$ 226
Fire	20		Firefighter/ Paramedic	\$4,296	10	\$5,593	-30.2%	\$5,729	\$1,433	Firefighter/Paramedic	Parsons, Bruce	10/5/2009	5.8	\$4,553	1	\$ 5,056	\$ 503	10/5/09	5.0	2	\$ 5,309	\$ 756	\$ 189	\$ 189	\$ 189	\$ 189
Fire	20		Firefighter/ Paramedic	\$4,296	10	\$5,593	-30.2%	\$5,729	\$1,433	Firefighter/Paramedic	Paynton, Garrett	6/22/2015	0.1	\$4,150	1	\$ 5,056	\$ 906	7/13/15	0.0	2	\$ 5,309	\$ 1,159	\$ 290	\$ 290	\$ 290	\$ 290
Fire	20		Firefighter/ Paramedic	\$4,296	10	\$5,593	-30.2%	\$5,729	\$1,433	Firefighter/Paramedic	Weems, Rian	12/2/2013	1.7	\$4,292	1	\$ 5,056	\$ 764	12/2/13	1.0	1	\$ 5,056	\$ 764	\$ 191	\$ 191	\$ 191	\$ 191

City of Murphy
5 Step Salary Structure - A
5% Between Grades and 5% Between Steps

Dept.	Grade	Org Level	City Classifications	City's Salary	# of Matches	Labor Market Median	% City is Above or Below Market Median	Monthly Salary Recommendation	Difference	Employee Title	Employee Name	Hire Date	Years of Service (as of 8/1/15)	Current Monthly Salary	Step Assignment Based on Current Salary	New Monthly Salary	Monthly Cost	Tenure Date	Years of Tenure (as of 8/1/15)	Step Assignment Based on Years of Service (as of 8/1/15) ⁽³⁾	New Monthly Salary	New Monthly Cost	Implementation OPTION 2 Cost per Month 1ST INCREASE	Implementation OPTION 2 Cost per Month 2ND INCREASE	Implementation OPTION 2 Cost per Month 3RD INCREASE	Implementation OPTION 2 Cost per Month 4TH INCREASE
Fire	20		Firefighter/ Paramedic	\$4,296	10	\$5,593	-30.2%	\$5,729	\$1,433	Firefighter/Paramedic	Ziem, Dan	7/13/2015	0.1	\$4,150	1	\$ 5,056	\$ 906	7/13/15	0.0	1	\$ 5,056	\$ 906	\$ 226	\$ 226	\$ 226	\$ 226
Fire	20		Firefighter/ Paramedic	\$4,296	10	\$5,593	-30.2%	\$5,729	\$1,433	Firefighter/Paramedic	Vacant			\$4,150	1	\$ 5,056	\$ 906			1	\$ 5,056	\$ 906				
	19																									
Comm Dev	18	Supvr	Code Compliance Supervisor	\$4,437	5	\$6,362	-43.4%	\$5,318	\$881	Code Compliance Supervisor	Vacant			\$4,437	1	\$ 4,586	\$ 149			1	\$ 4,586	\$ 149	\$ 37	\$ 37	\$ 37	\$ 37
Cust Serv	17		Assistant Customer Service Manager	\$4,087	N/A	N/A	N/A	\$5,078	\$991	Asst. Customer Service Mgr.	Thompson, Teresa	9/25/2006	8.9	\$4,087	1	\$ 4,367	\$ 280	12/6/11	3.0	2	\$ 4,586	\$ 499	\$ 125	\$ 125	\$ 125	\$ 125
Police	17	Supvr	Communications Supervisor	\$4,133	9	\$5,609	-35.7%	\$5,078	\$945	Communications Supervisor	Kulwicki, Carla	6/17/2006	9.1	\$4,133	1	\$ 4,367	\$ 234	6/17/07	8.0	3	\$ 4,815	\$ 682	\$ 171	\$ 171	\$ 171	\$ 171
Recreation	17		Special Events Coordinator	\$3,090	6	\$5,126	-65.9%	\$5,126	\$2,036	Special Events Coordinator	McFarland, Kayla	2/10/2012	3.5	\$3,090	1	\$ 4,367	\$ 1,277	11/1/14	0.0	1	\$ 4,367	\$ 1,277	\$ 319	\$ 319	\$ 319	\$ 319
City Council	17		Senior Executive Assistant to the City Manager	\$3,647	10	\$5,210	-42.9%	\$5,210	\$1,563	Sr. Executive Assistant to CM	Ragsdale, Bailey	5/12/2014	1.2	\$3,647	1	\$ 4,367	\$ 720	3/7/15	0.0	1	\$ 4,367	\$ 720	\$ 180	\$ 180	\$ 180	\$ 180
	16																									
Econ Dev	15		Community Development Coordinator	\$3,369	5	\$4,804	-42.6%	\$4,804	\$1,435	CD Coordinator	Stelnicki, Tina Lou	6/16/2014	1.1	\$3,369	1	\$ 3,961	\$ 592	6/16/14	1.0	1	\$ 3,961	\$ 592	\$ 148	\$ 148	\$ 148	\$ 148
Comm Dev	15		Code Compliance Officer	\$3,336	10	\$4,625	-38.6%	\$4,625	\$1,289	Code Compliance Officer	Brooks, Rochelle	12/1/2014	0.7	\$3,303	1	\$ 3,961	\$ 658	12/1/14	0.0	1	\$ 3,961	\$ 658	\$ 165	\$ 165	\$ 165	\$ 165
Comm Dev	15		Code Compliance Officer	\$3,336	10	\$4,625	-38.6%	\$4,625	\$1,289	Code Compliance Officer	Hernandez, Samuel	4/7/2014	1.3	\$3,369	1	\$ 3,961	\$ 592	4/7/14	1.0	1	\$ 3,961	\$ 592	\$ 148	\$ 148	\$ 148	\$ 148
Court	15		Juvenile Case Manager	\$4,090	6	\$5,011	-22.5%	\$4,650	\$560	Juvenile Case Manager	McGee, Heather	4/8/2002	13.3	\$4,090	2	\$ 4,159	\$ 69	12/3/11	3.0	2	\$ 4,159	\$ 69	\$ 17	\$ 17	\$ 17	\$ 17
Public Works	15		Executive Administrative Assistant	\$4,453	10	\$4,385	1.5%	\$4,736	\$283	Executive Admin. Assistant	McCranie, Kimberly	11/8/2004	10.7	\$4,453	4	\$ 4,586	\$ 133	11/8/04	10.0	4	\$ 4,586	\$ 133	\$ 33	\$ 33	\$ 33	\$ 33
Police	15		Executive Administrative Assistant-Police	\$4,202	10	\$4,418	-5.1%	\$4,736	\$534	Executive Administrative Asst.	Brackett, Ronalee	2/10/2003	12.5	\$4,202	3	\$ 4,367	\$ 165	2/10/03	12.0	4	\$ 4,586	\$ 384	\$ 96	\$ 96	\$ 96	\$ 96
Comm Dev	15		Administrative Assistant	\$3,709	8	\$3,863	-4.2%	\$4,736	\$1,027	Administrative Assistant	Knight, Laura	8/1/2011	4.0	\$3,371	1	\$ 3,961	\$ 590	8/1/11	4.0	2	\$ 4,159	\$ 788	\$ 197	\$ 197	\$ 197	\$ 197
Fire	15		Administrative Assistant	\$3,709	8	\$3,863	-4.2%	\$4,736	\$1,027	Administrative Assistant	Rounsavall, Dawnelle (Kathryn)	4/16/2002	13.3	\$4,047	2	\$ 4,159	\$ 112	9/9/06	8.0	3	\$ 4,367	\$ 320	\$ 80	\$ 80	\$ 80	\$ 80
Police	14		Communications Officer	\$3,223	9	\$4,416	-37.0%	\$4,416	\$1,193	Communications Officer	Davila, Roberto	12/18/2013	1.6	\$3,080	1	\$ 3,773	\$ 693	1/10/15	0.0	1	\$ 3,773	\$ 693	\$ 173	\$ 173	\$ 173	\$ 173
Police	14		Communications Officer	\$3,223	9	\$4,416	-37.0%	\$4,416	\$1,193	Communications Officer	Down, Melinda	8/9/2011	4.0	\$3,408	1	\$ 3,773	\$ 365	8/9/11	3.0	2	\$ 3,961	\$ 553	\$ 138	\$ 138	\$ 138	\$ 138
Police	14		Communications Officer	\$3,223	9	\$4,416	-37.0%	\$4,416	\$1,193	Communications Officer	Kristiansen, Jillian	6/9/2014	1.1	\$3,124	1	\$ 3,773	\$ 649	6/9/14	1.0	1	\$ 3,773	\$ 649	\$ 162	\$ 162	\$ 162	\$ 162
Police	14		Communications Officer	\$3,223	9	\$4,416	-37.0%	\$4,416	\$1,193	Communications Officer	Long, Shannon	10/9/2006	8.8	\$3,601	1	\$ 3,773	\$ 172	10/9/06	8.0	3	\$ 4,159	\$ 558	\$ 140	\$ 140	\$ 140	\$ 140
Police	14		Communications Officer	\$3,223	9	\$4,416	-37.0%	\$4,416	\$1,193	Communications Officer	Martinez, Maria	4/2/2012	3.3	\$3,301	1	\$ 3,773	\$ 472	4/2/12	3.0	2	\$ 3,961	\$ 660	\$ 165	\$ 165	\$ 165	\$ 165
Police	14		Communications Officer	\$3,223	9	\$4,416	-37.0%	\$4,416	\$1,193	Communications Officer	Maschmann, Julia	4/2/2012	3.3	\$3,137	1	\$ 3,773	\$ 636	4/2/12	3.0	2	\$ 3,961	\$ 824	\$ 206	\$ 206	\$ 206	\$ 206
Police	14		Communications Officer	\$3,223	9	\$4,416	-37.0%	\$4,416	\$1,193	Communications Officer	Wallace, Rajeana	10/5/2015	0.2	\$3,096	1	\$ 3,773	\$ 677	10/5/15	-1.0	1	\$ 3,773	\$ 677	\$ 169	\$ 169	\$ 169	\$ 169
Police	14		Communications Officer	\$3,223	9	\$4,416	-37.0%	\$4,416	\$1,193	Communications Officer	Vacant			\$3,035	1	\$ 3,773	\$ 738			1	\$ 3,773	\$ 738	\$ 184	\$ 184	\$ 184	\$ 184
Finance	13		Accounts Payable/ Payroll Specialist II ⁽¹⁾	\$4,378	10	\$4,254	2.8%	\$4,254	-\$124	AP/Payroll Specialist II	Skinner, Patricia ⁽²⁾	2/15/2006	9.5	\$4,378	5	\$ 4,378	\$ -	2/15/06	9.0	5	\$ 4,378	\$ -	\$ -	\$ -	\$ -	\$ -
Public Works	13	Supvr	Senior Maintenance Worker	\$3,922	7	\$4,281	-9.2%	\$4,249	\$327	Sr Maintenance Worker	Samples, Richard	11/23/2009	5.7	\$3,922	3	\$ 3,961	\$ 39	1/10/15	0.0	3	\$ 3,961	\$ 39	\$ 10	\$ 10	\$ 10	\$ 10
Cust Serv	12		Meter Services Coordinator	\$3,152	7	\$3,768	-19.5%	\$3,968	\$816	Meter Services Coordinator	DeForest, Robert	9/28/2015	0.2	\$3,152	1	\$ 3,422	\$ 270	9/28/15	-1.0	1	\$ 3,422	\$ 270	\$ 68	\$ 68	\$ 68	\$ 68
Police	12		Animal Control Officer	\$3,350	10	\$3,969	-18.5%	\$3,969	\$619	Animal Control Officer	Ross, Terra	1/7/2013	2.6	\$3,235	1	\$ 3,422	\$ 187	1/7/13	2.0	1	\$ 3,422	\$ 187	\$ 47	\$ 47	\$ 47	\$ 47
Police	12		Animal Control Officer	\$3,350	10	\$3,969	-18.5%	\$3,969	\$619	Animal Control Officer	Drake, Tammy	8/3/2009	6.0	\$3,464	2	\$ 3,593	\$ 129	8/3/09	5.0	2	\$ 3,593	\$ 129	\$ 32	\$ 32	\$ 32	\$ 32
IT	12		GIS Specialist	\$3,991	N/A	N/A	N/A	\$3,991	N/A	GIS Specialist	Vacant			\$3,991	1	\$ 3,422	\$ (569)			1	\$3,422	-\$569	\$ (142)	\$ (142)	\$ (142)	\$ (142)
Finance	11		Accounts Payable/ Payroll Specialist I	\$3,433	8	\$4,002	-16.6%	\$3,867	\$434	Accounts Payable/Payroll Specialist I	Posani, Erin	10/5/2015	0.2	\$3,433	3	\$ 3,593	\$ 160	10/5/15	-1.0	3	\$ 3,593	\$ 160	\$ 40	\$ 40	\$ 40	\$ 40
Court	11		Deputy Court Clerk	\$3,277	9	\$3,875	-18.2%	\$3,875	\$598	Deputy Court Clerk	Reyes, Roberta	9/19/2011	3.9	\$3,277	2	\$ 3,422	\$ 145	9/19/11	3.0	2	\$ 3,422	\$ 145	\$ 36	\$ 36	\$ 36	\$ 36

City of Murphy
5 Step Salary Structure - A
5% Between Grades and 5% Between Steps

Dept.	Grade	Org Level	City Classifications	City's Salary	# of Matches	Labor Market Median	% City is Above or Below Market Median	Monthly Salary Recommendation	Difference	Employee Title	Employee Name	Hire Date	Years of Service (as of 8/1/15)	Current Monthly Salary	Step Assignment Based on Current Salary	New Monthly Salary	Monthly Cost	Tenure Date	Years of Tenure (as of 8/1/15)	Step Assignment Based on Years of Service (as of 8/1/15) (3)	New Monthly Salary	New Monthly Cost	Implementation OPTION 2 Cost per Month 1ST INCREASE	Implementation OPTION 2 Cost per Month 2ND INCREASE	Implementation OPTION 2 Cost per Month 3RD INCREASE	Implementation OPTION 2 Cost per Month 4TH INCREASE
Parks	11	Supvr	Senior Groundskeeper	\$3,642	4	\$4,333	-19.0%	\$3,863	\$221	Sr. Groundskeeper	Mayberry, Danny ⁽²⁾	5/30/2007	8.2	\$3,642	4	\$ 3,773	\$ 131	3/8/14	1.0	4	\$ 3,773	\$ 131	\$ 33	\$ 33	\$ 33	\$ 33
Public Works	10		Maintenance Worker II	\$3,059	8	\$3,213	-5.0%	\$3,695	\$636	Maintenance Worker II	Casso, John	10/17/2011	3.8	\$3,039	1	\$ 3,104	\$ 65	7/26/14	1.0	1	\$ 3,104	\$ 65	\$ 16	\$ 16	\$ 16	\$ 16
Public Works	10		Maintenance Worker II	\$3,059	8	\$3,213	-5.0%	\$3,695	\$636	Maintenance Worker II	Hawkes, Johnathon	3/19/2012	3.4	\$3,005	1	\$ 3,104	\$ 99	7/28/14	1.0	1	\$ 3,104	\$ 99	\$ 25	\$ 25	\$ 25	\$ 25
Public Works	10		Maintenance Worker II	\$3,059	8	\$3,213	-5.0%	\$3,695	\$636	Maintenance Worker II	Lucas, James	3/11/2013	2.4	\$3,096	1	\$ 3,104	\$ 8	3/11/13	2.0	1	\$ 3,259	\$ 163	\$ 41	\$ 41	\$ 41	\$ 41
Public Works	10		Maintenance Worker II	\$3,059	8	\$3,213	-5.0%	\$3,695	\$636	Maintenance Worker II	Featherston, Michael	7/26/2010	5.0	\$3,096	1	\$ 3,104	\$ 8	7/20/15	0.0	1	\$ 3,104	\$ 8	\$ 2	\$ 2	\$ 2	\$ 2
Cust Serv	10		Customer Service Specialist	\$3,043	9	\$3,607	-18.5%	\$3,607	\$564	Customer Service Specialist	Hartley, Virgina	9/2/2014	0.9	\$2,965	1	\$ 3,104	\$ 139	9/2/14	0.0	1	\$ 3,104	\$ 139	\$ 35	\$ 35	\$ 35	\$ 35
Cust Serv	10		Customer Service Specialist	\$3,043	9	\$3,607	-18.5%	\$3,607	\$564	Customer Service Specialist	Clark, Sammi	4/27/2015	0.3	\$2,965	1	\$ 3,104	\$ 139	4/27/15	0.0	1	\$ 3,104	\$ 139	\$ 35	\$ 35	\$ 35	\$ 35
Cust Serv	10		Customer Service Specialist	\$3,043	9	\$3,607	-18.5%	\$3,607	\$564	Customer Service Specialist	Mims, Carletta	1/4/2010	5.6	\$3,198	2	\$ 3,259	\$ 61	1/4/10	5.0	2	\$ 3,259	\$ 61	\$ 15	\$ 15	\$ 15	\$ 15
	9																									
Parks	8		Groundskeeper II	\$2,987	8	\$3,940	-31.9%	\$3,359	\$372	Groundskeeper II	Balderas, Jose ⁽²⁾	4/24/2006	9.3	\$3,210	4	\$ 3,259	\$ 49	5/22/10	5.0	4	\$ 3,259	\$ 49	\$ 12	\$ 12	\$ 12	\$ 12
Parks	8		Groundskeeper II	\$2,987	8	\$3,940	-31.9%	\$3,359	\$372	Groundskeeper II	Clark, Cody C	9/2/2014	0.9	\$2,678	1	\$ 2,815	\$ 137	9/2/14	0.0	1	\$ 2,815	\$ 137	\$ 34	\$ 34	\$ 34	\$ 34
Parks	8		Groundskeeper II	\$2,987	8	\$3,940	-31.9%	\$3,359	\$372	Groundskeeper II	Jones, Willie ⁽²⁾	11/12/2003	11.7	\$3,383	5	\$ 3,422	\$ 39	5/22/10	5.0	5	\$ 3,422	\$ 39	\$ 10	\$ 10	\$ 10	\$ 10
Parks	8		Groundskeeper II	\$2,987	8	\$3,940	-31.9%	\$3,359	\$372	Groundskeeper II	Williams, Richard	7/13/2015	0.1	\$2,678	1	\$ 2,815	\$ 137	7/13/15	0.0	1	\$ 2,815	\$ 137	\$ 34	\$ 34	\$ 34	\$ 34
Public Works	8		Maintenance Worker I	\$2,435	N/A	N/A	N/A	\$3,359	\$3,359	Maintenance Worker I	Clark, Cody S	6/16/2014	1.1	\$2,458	1	\$ 2,815	\$ 357	6/16/14	1.0	1	\$ 2,815	\$ 357	\$ 89	\$ 89	\$ 89	\$ 89
Public Works	8		Maintenance Worker I	\$2,435	N/A	N/A	N/A	\$3,359	\$3,359	PW Maintenance Worker I	Murray, Benjamin	1/22/2014	1.5	\$2,641	1	\$ 2,815	\$ 174	1/22/14	1.0	1	\$ 2,815	\$ 174	\$ 44	\$ 44	\$ 44	\$ 44
Public Works	8		Maintenance Worker I	\$2,435	N/A	N/A	N/A	\$3,359	\$3,359	Maintenance Worker I	Moore, Eric	8/3/2015	0.0	\$2,321	1	\$ 2,815	\$ 494	8/3/15	-1.0	1	\$ 2,815	\$ 494	\$ 124	\$ 124	\$ 124	\$ 124
Public Works	8		Maintenance Worker I	\$2,435	N/A	N/A	N/A	\$3,359	\$3,359	Maintenance Worker I	Vacant			\$2,321	1	\$ 2,815	\$ 494			1	\$ 2,815	\$ 494	\$ 124	\$ 124	\$ 124	\$ 124
	7																									
Facilities	6		Facilities Technican	\$3,090	N/A	N/A	N/A	\$3,090	N/A	Facilities Technican	Vacant			\$3,090	1	\$ 2,554	\$ 536			1	\$ 2,554	\$ 536	\$ 134	\$ 134	\$ 134	\$ 134
Recreation	6		Recreational Specialist II	\$2,142	8	\$4,648	-117.0%	\$3,058	\$916	Recreation Specialist II	Featherston, Brandi	11/15/2014	0.7	\$2,142	1	\$ 2,554	\$ 412	11/15/14	0.0	1	\$ 2,554	\$ 412	\$ 103	\$ 103	\$ 103	\$ 103
Parks	6		Groundskeeper I	\$2,552	5	\$3,195	-25.2%	\$3,054	\$502	Groundskeeper I	Cowart, Coy	3/3/2014	1.4	\$2,325	1	\$ 2,554	\$ 229	9/20/14	0.0	1	\$ 2,554	\$ 229	\$ 57	\$ 57	\$ 57	\$ 57
Parks	6		Groundskeeper I	\$2,552	5	\$3,195	-25.2%	\$3,054	\$502	Groundskeeper I	Holland, David	5/31/2012	3.2	\$2,371	1	\$ 2,554	\$ 183	7/28/14	1.0	1	\$ 2,554	\$ 183	\$ 46	\$ 46	\$ 46	\$ 46
Parks	6		Groundskeeper I	\$2,552	5	\$3,195	-25.2%	\$3,054	\$502	Groundskeeper I	Vacant			\$2,321	1	\$ 2,554	\$ 233			1	\$ 2,554	\$ 233	\$ 58	\$ 58	\$ 58	\$ 58
Parks	6		Groundskeeper I	\$2,552	5	\$3,195	-25.2%	\$3,054	\$502	Groundskeeper I	Vacant			\$2,321	1	\$ 2,554	\$ 233			1	\$ 2,554	\$ 233	\$ 58	\$ 58	\$ 58	\$ 58
Parks	6		Groundskeeper I	\$2,552	5	\$3,195	-25.2%	\$3,054	\$502	Groundskeeper I	Ybarbo, Jimmy ⁽¹⁾	4/11/2002	13.3	\$3,426	5	\$ 3,426	\$ -	6/5/10	5.0	5	\$ 3,426	\$ -	\$ -	\$ -	\$ -	\$ -
	5																									
Facilities	4		Custodian	\$1,977	7	\$2,789	-41.1%	\$2,789	\$812	Custodian	Vacant			\$1,919	1	\$ 2,316	\$ 397			1	\$ 2,316	\$ 397	\$ 99	\$ 99	\$ 99	\$ 99
Facilities	4		Custodian	\$1,977	7	\$2,789	-41.1%	\$2,789	\$812	Custodian	Brannon, Donald	11/4/2013	1.7	\$2,033	1	\$ 2,316	\$ 283	11/14/13	1.0	1	\$ 2,316	\$ 283	\$ 71	\$ 71	\$ 71	\$ 71
Recreation	4		Recreational Specialist I	\$1,875	4	\$2,780	-48.3%	\$2,780	\$905	Recreation Specialist	Weyandt, Daniel	9/3/2014	0.9	\$1,875	1	\$ 2,316	\$ 441	3/2/15	0.0	1	\$ 2,316	\$ 441	\$ 110	\$ 110	\$ 110	\$ 110
Recreation	4		Part-time Recreational Specialist	\$816	8	\$1,347	-65.1%	\$2,780	\$1,964	Part Time Rec Specialist	Aleman, Matthew	3/2/2015	0.4	\$816	1	\$ 2,316	\$ 1,500	3/2/15	0.0	1	\$ 2,316	\$ 1,500	\$ 375	\$ 375	\$ 375	\$ 375
Recreation	4		Part-time Recreational Specialist	\$816	8	\$1,347	-65.1%	\$2,780	\$1,964	Part Time Rec Specialist	Forehand, Meredith	3/2/2015	0.4	\$816	1	\$ 2,316	\$ 1,500	3/2/15	0.0	1	\$ 2,316	\$ 1,500	\$ 375	\$ 375	\$ 375	\$ 375
Recreation	4		Part-time Recreational Specialist	\$816	8	\$1,347	-65.1%	\$2,780	\$1,964	PT Rec Specialist	Parker, Natalie	3/23/2015	0.4	\$816	1	\$ 2,316	\$ 1,500	3/23/15	0.0	1	\$ 2,316	\$ 1,500	\$ 375	\$ 375	\$ 375	\$ 375
Recreation	4		Part-time Recreational Specialist	\$816	8	\$1,347	-65.1%	\$2,780	\$1,964	PT Recreation Specialist	Vacant			\$816	1	\$ 2,316	\$ 1,500			1	\$ 2,316	\$ 1,500	\$ 375	\$ 375	\$ 375	\$ 375

City of Murphy
5 Step Salary Structure - A
5% Between Grades and 5% Between Steps

Dept.	Grade	Org Level	City Classifications	City's Salary	# of Matches	Labor Market Median	% City is Above or Below Market Median	Monthly Salary Recommendation	Difference	Employee Title	Employee Name	Hire Date	Years of Service (as of 8/1/15)	Current Monthly Salary	Step Assignment Based on Current Salary	New Monthly Salary	Monthly Cost	Tenure Date	Years of Tenure (as of 8/1/15)	Step Assignment Based on Years of Service (as of 8/1/15) ⁽¹⁾	New Monthly Salary	New Monthly Cost	Implementation OPTION 2 Cost per Month 1ST INCREASE	Implementation OPTION 2 Cost per Month 2ND INCREASE	Implementation OPTION 2 Cost per Month 3RD INCREASE	Implementation OPTION 2 Cost per Month 4TH INCREASE				
	3																													
	2																													
Police	1		School Crossing Guard	\$1,083	5	\$1,434	-32.4%	\$1,434	\$351	Crossing Guard	Brill, Janet	8/21/2015	- 0.1	\$1,083	1	\$ 2,001	\$ 918	8/21/15	-1.0	1	\$ 2,001	\$ 918	\$ 229	\$ 229	\$ 229	\$ 229				
Police	1		School Crossing Guard	\$1,083	5	\$1,434	-32.4%	\$1,434	\$351	Crossing Guard	Dickey, Glenn	9/18/2015	- 0.1	\$1,083	1	\$ 2,001	\$ 918	9/18/15	-1.0	1	\$ 2,001	\$ 918	\$ 229	\$ 229	\$ 229	\$ 229				
Police	1		School Crossing Guard	\$1,083	5	\$1,434	-32.4%	\$1,434	\$351	Crossing Guard	Gaither, Beverly	8/26/2013	1.9	\$1,083	1	\$ 2,001	\$ 918	8/26/13	1.0	1	\$ 2,001	\$ 918	\$ 229	\$ 229	\$ 229	\$ 229				
Police	1		School Crossing Guard	\$1,083	5	\$1,434	-32.4%	\$1,434	\$351	Crossing Guard	Hatch, Jared	2/6/2015	0.5	\$1,083	1	\$ 2,001	\$ 918	2/6/15	0.0	1	\$ 2,001	\$ 918	\$ 229	\$ 229	\$ 229	\$ 229				
Police	1		School Crossing Guard	\$1,083	5	\$1,434	-32.4%	\$1,434	\$351	Crossing Guard	Holmgreen, Lisa	10/24/2013	1.8	\$1,083	1	\$ 2,001	\$ 918	10/24/13	1.0	1	\$ 2,001	\$ 918	\$ 229	\$ 229	\$ 229	\$ 229				
Police	1		School Crossing Guard	\$1,083	5	\$1,434	-32.4%	\$1,434	\$351	Crossing Guard	Imran, Muhammad	9/11/2015	- 0.1	\$1,083	1	\$ 2,001	\$ 918	9/11/15	-1.0	1	\$ 2,001	\$ 918	\$ 229	\$ 229	\$ 229	\$ 229				
Police	1		School Crossing Guard	\$1,083	5	\$1,434	-32.4%	\$1,434	\$351	Crossing Guard	Lang, Jr, William	9/14/2011	3.9	\$1,083	1	\$ 2,001	\$ 918	9/14/11	3.0	2	\$ 2,101	\$ 1,018	\$ 254	\$ 254	\$ 254	\$ 254				
Police	1		School Crossing Guard	\$1,083	5	\$1,434	-32.4%	\$1,434	\$351	Crossing Guard	Mersch, Judith	8/21/2012	2.9	\$1,083	1	\$ 2,001	\$ 918	8/21/12	2.0	1	\$ 2,001	\$ 918	\$ 229	\$ 229	\$ 229	\$ 229				
Police	1		School Crossing Guard	\$1,083	5	\$1,434	-32.4%	\$1,434	\$351	Crossing Guard	Sales, Clifford	5/2/2006	9.3	\$1,083	1	\$ 2,001	\$ 918	5/2/06	9.0	4	\$ 2,316	\$ 1,233	\$ 308	\$ 308	\$ 308	\$ 308				
Police	1		School Crossing Guard	\$1,083	5	\$1,434	-32.4%	\$1,434	\$351	Crossing Guard	Springsteen, Cindy	9/18/2015	- 0.1	\$1,083	1	\$ 2,001	\$ 918	9/18/15	-1.0	1	\$ 2,001	\$ 918	\$ 229	\$ 229	\$ 229	\$ 229				
Police	1		School Crossing Guard	\$1,083	5	\$1,434	-32.4%	\$1,434	\$351	Crossing Guard	Stephens, Richard	8/31/2011	3.9	\$1,083	1	\$ 2,001	\$ 918	8/31/11	3.0	2	\$ 2,101	\$ 1,018	\$ 254	\$ 254	\$ 254	\$ 254				
Police	1		School Crossing Guard	\$1,083	5	\$1,434	-32.4%	\$1,434	\$351	Crossing Guard	Turner, Kristin	8/21/2014	0.9	\$1,083	1	\$ 2,001	\$ 918	8/21/14	0.0	1	\$ 2,001	\$ 918	\$ 229	\$ 229	\$ 229	\$ 229				
Police	1		School Crossing Guard	\$1,083	5	\$1,434	-32.4%	\$1,434	\$351	Crossing Guard	Vaghela, Himatlal	8/22/2011	3.9	\$1,083	1	\$ 2,001	\$ 918	8/22/11	3.0	2	\$ 2,101	\$ 1,018	\$ 254	\$ 254	\$ 254	\$ 254				
Police	1		School Crossing Guard	\$1,083	5	\$1,434	-32.4%	\$1,434	\$351	Crossing Guard	Vaghela, Manjula	8/19/2013	2.0	\$1,083	1	\$ 2,001	\$ 918	8/19/13	1.0	1	\$ 2,001	\$ 918	\$ 229	\$ 229	\$ 229	\$ 229				
Police	1		School Crossing Guard	\$1,083	5	\$1,434	-32.4%	\$1,434	\$351	Crossing Guard	Vause, Natasha	8/26/2013	1.9	\$1,083	1	\$ 2,001	\$ 918	8/26/13	1.0	1	\$ 2,001	\$ 918	\$ 229	\$ 229	\$ 229	\$ 229				
Police	1		School Crossing Guard	\$1,083	5	\$1,434	-32.4%	\$1,434	\$351	Crossing Guard	Young, Marilyn	8/17/2010	5.0	\$1,083	1	\$ 2,001	\$ 918	8/17/10	4.0	2	\$ 2,101	\$ 1,018	\$ 254	\$ 254	\$ 254	\$ 254				
-31.3%										\$216,666	Total Monthly Cost:										\$111,912	\$138,499					\$34,398	\$34,398	\$34,398	\$34,398

Footnotes: ⁽¹⁾ Current salary is higher than step assignment based on current salary; placed at step 5 at current salary, which is over step 5. Current salary is higher than length of service step assignment; therefore, step assignment is Step 5 at current salary. Red Circled.

⁽²⁾ Current salary is higher than length of service step assignment; therefore, step assignment is set at level to avoid a negative salary impact.

⁽³⁾ Tenure Step Assignment based on Table below.

Tenure Step Assignment Table ⁽³⁾		
Range of Tenure in Years	# of Years	Step Assignment
0 - 2	2	1
3 - 5	3	2
6 - 8	3	3
9 - 12	4	4
13+	N/A	5

City of Murphy
5 Step Salary Structure - A
5% Between Grades and 5% Between Steps

Dept.	Grade	Org Level	City Classifications	OPTION 2 IMPLEMENTATION COST	Implementation OPTION 3 40%	Implementation OPTION 3 35%	Implementation OPTION 3 25%	OPTION 3 IMPLEMENTATION COST	Rationale for Salary Recommendation	Grade	Step 1	Step 2	Step 3	Step 4	Step 5
City Mgr.	42	Exec	City Manager	\$ 3,238	\$ 1,295	\$ 1,133	\$ 809	\$ 3,238	Set based on market median	42	\$14,790	\$15,529	\$16,306	\$17,121	\$17,977
	41									41	\$14,085	\$14,790	\$15,529	\$16,306	\$17,121
	40									40	\$13,415	\$14,085	\$14,790	\$15,529	\$16,306
	39									39	\$12,776	\$13,415	\$14,085	\$14,790	\$15,529
	38									38	\$12,168	\$12,776	\$13,415	\$14,085	\$14,790
	37									37	\$11,588	\$12,168	\$12,776	\$13,415	\$14,085
Police	36	Dir	Chief of Police	\$ 736	\$ 295	\$ 258	\$ 184	\$ 736	Set based on market median	36	\$11,036	\$11,588	\$12,168	\$12,776	\$13,415
Finance	36	Dir	Finance Director	\$ 3,330	\$ 1,332	\$ 1,165	\$ 832	\$ 3,330	Set based on market median	36	\$11,036	\$11,588	\$12,168	\$12,776	\$13,415
Fire	35	Dir	Fire Chief	\$ 2,332	\$ 933	\$ 816	\$ 583	\$ 2,332	Set based on market median	35	\$10,511	\$11,036	\$11,588	\$12,168	\$12,776
Econ Dev	34	Dir	Director of Community and Economic Development	\$ 2,850	\$ 1,140	\$ 997	\$ 712	\$ 2,850	Align internally equal to Director of Public Services	34	\$10,010	\$10,511	\$11,036	\$11,588	\$12,168
Public Works	34	Dir	Director of Public Services	\$ 1,899	\$ 760	\$ 665	\$ 475	\$ 1,899	Set based on market median	34	\$10,010	\$10,511	\$11,036	\$11,588	\$12,168
IT	33	Mgr.	Information Technology Manager	\$ 2,055	\$ 822	\$ 719	\$ 514	\$ 2,055	Set at 10% below Finance Director based on internal alignment	33	\$9,534	\$10,010	\$10,511	\$11,036	\$11,588
	32									32	\$9,080	\$9,534	\$10,010	\$10,511	\$11,036
Fire	31	Mgr.	Assistant Fire Chief- Operations	\$ 1,748	\$ 699	\$ 612	\$ 437	\$ 1,748	Set based on market median	31	\$8,647	\$9,080	\$9,534	\$10,010	\$10,511
Police	30	Mgr.	Police Lieutenant	\$ 2,429	\$ 971	\$ 850	\$ 607	\$ 2,429	Set at 30% below Chief of Police	30	\$8,235	\$8,647	\$9,080	\$9,534	\$10,010
Finance	30	Mgr.	Assistant Finance Director	\$ 2,518	\$ 1,007	\$ 881	\$ 630	\$ 2,518	Set at 30% below Finance Director	30	\$8,235	\$8,647	\$9,080	\$9,534	\$10,010
Court	29		Municipal Court Judge	\$ 734	\$ 294	\$ 257	\$ 184	\$ 734	Set 20% above the Municipal Court Administrator	29	\$7,843	\$8,235	\$8,647	\$9,080	\$9,534
Cust Serv	28	Mgr.	Customer Service Manager	\$ 3,209	\$ 1,283	\$ 1,123	\$ 802	\$ 3,209	Set 15% below Assistant Finance Director.	28	\$7,470	\$7,843	\$8,235	\$8,647	\$9,080
Fire	28		Fire Marshal- Emergency	\$ 944	\$ 378	\$ 331	\$ 236	\$ 944	Set based on market median	28	\$7,470	\$7,843	\$8,235	\$8,647	\$9,080
HR	28	Dir	Human Resources Manager	\$ 775	\$ 310	\$ 271	\$ 194	\$ 775	Set based on market median	28	\$7,470	\$7,843	\$8,235	\$8,647	\$9,080
Ciy Council	27	Dir	City Secretary	\$ 591	\$ 236	\$ 207	\$ 148	\$ 591	Set based on market median	27	\$7,114	\$7,470	\$7,843	\$8,235	\$8,647
Police	27	Supvr	Police Sergeant	\$ 1,241	\$ 496	\$ 434	\$ 310	\$ 1,241	Set 20% below Police Lieutenant	27	\$7,114	\$7,470	\$7,843	\$8,235	\$8,647
Police	27	Supvr	Police Sergeant	\$ 801	\$ 320	\$ 280	\$ 200	\$ 801	Set 20% below Police Lieutenant	27	\$7,114	\$7,470	\$7,843	\$8,235	\$8,647
Police	27	Supvr	Police Sergeant	\$ 2,145	\$ 858	\$ 751	\$ 536	\$ 2,145	Set 20% below Police Lieutenant	27	\$7,114	\$7,470	\$7,843	\$8,235	\$8,647
Police	27	Supvr	Police Sergeant	\$ 1,240	\$ 496	\$ 434	\$ 310	\$ 1,240	Set 20% below Police Lieutenant	27	\$7,114	\$7,470	\$7,843	\$8,235	\$8,647
Police	26	Mgr.	Support Services Manager	\$ 2,017	\$ 807	\$ 706	\$ 504	\$ 2,017	Set 10% above Police Officer	26	\$6,775	\$7,114	\$7,470	\$7,843	\$8,235
Fire	25	Supvr	Lieutenant (Fire)	\$ 580	\$ 232	\$ 203	\$ 145	\$ 580	Set based on market median	25	\$6,453	\$6,775	\$7,114	\$7,470	\$7,843
Fire	25	Supvr	Lieutenant (Fire)	\$ 580	\$ 232	\$ 203	\$ 145	\$ 580	Set based on market median	25	\$6,453	\$6,775	\$7,114	\$7,470	\$7,843
Fire	25	Supvr	Lieutenant (Fire)	\$ 580	\$ 232	\$ 203	\$ 145	\$ 580	Set based on market median	25	\$6,453	\$6,775	\$7,114	\$7,470	\$7,843
Court	25	Supvr	Municipal Court Administrator	\$ 1,401	\$ 561	\$ 490	\$ 350	\$ 1,401	Set based on market median	25	\$6,453	\$6,775	\$7,114	\$7,470	\$7,843
Police	24		Police Officer	\$ 1,558	\$ 623	\$ 545	\$ 389	\$ 1,558	Set 15% below Police Sergeant	24	\$6,145	\$6,453	\$6,775	\$7,114	\$7,470
Police	24		Police Officer	\$ 1,853	\$ 741	\$ 649	\$ 463	\$ 1,853	Set 15% below Police Sergeant	24	\$6,145	\$6,453	\$6,775	\$7,114	\$7,470
Police	24		Police Officer	\$ 2,780	\$ 1,112	\$ 973	\$ 695	\$ 2,780	Set 15% below Police Sergeant	24	\$6,145	\$6,453	\$6,775	\$7,114	\$7,470
Police	24		Police Officer	\$ 1,394	\$ 558	\$ 488	\$ 349	\$ 1,394	Set 15% below Police Sergeant	24	\$6,145	\$6,453	\$6,775	\$7,114	\$7,470
Police	24		Police Officer	\$ 1,853	\$ 741	\$ 649	\$ 463	\$ 1,853	Set 15% below Police Sergeant	24	\$6,145	\$6,453	\$6,775	\$7,114	\$7,470

City of Murphy
5 Step Salary Structure - A
5% Between Grades and 5% Between Steps

Dept.	Grade	Org Level	City Classifications	OPTION 2 IMPLEMENTATION COST	Implementation OPTION 3 40%	Implementation OPTION 3 35%	Implementation OPTION 3 25%	OPTION 3 IMPLEMENTATION COST	Rationale for Salary Recommendation	Grade	Step 1	Step 2	Step 3	Step 4	Step 5
Police	24		Police Officer	\$ 1,394	\$ 558	\$ 488	\$ 349	\$ 1,394	Set 15% below Police Sergeant	24	\$6,145	\$6,453	\$6,775	\$7,114	\$7,470
Police	24		Police Officer	\$ 1,394	\$ 558	\$ 488	\$ 349	\$ 1,394	Set 15% below Police Sergeant	24	\$6,145	\$6,453	\$6,775	\$7,114	\$7,470
Police	24		Police Officer	\$ 2,424	\$ 970	\$ 848	\$ 606	\$ 2,424	Set 15% below Police Sergeant	24	\$6,145	\$6,453	\$6,775	\$7,114	\$7,470
Police	24		Police Officer	\$ 1,558	\$ 623	\$ 545	\$ 389	\$ 1,558	Set 15% below Police Sergeant	24	\$6,145	\$6,453	\$6,775	\$7,114	\$7,470
Police	24		Police Officer	\$ 2,779	\$ 1,112	\$ 973	\$ 695	\$ 2,779	Set 15% below Police Sergeant	24	\$6,145	\$6,453	\$6,775	\$7,114	\$7,470
Police	24		Police Officer	\$ 2,561	\$ 1,024	\$ 896	\$ 640	\$ 2,561	Set 15% below Police Sergeant	24	\$6,145	\$6,453	\$6,775	\$7,114	\$7,470
Police	24		Police Officer	\$ 1,558	\$ 623	\$ 545	\$ 389	\$ 1,558	Set 15% below Police Sergeant	24	\$6,145	\$6,453	\$6,775	\$7,114	\$7,470
Police	24		Police Officer	\$ 2,222	\$ 889	\$ 778	\$ 556	\$ 2,222	Set 15% below Police Sergeant	24	\$6,145	\$6,453	\$6,775	\$7,114	\$7,470
Police	24		Police Officer	\$ 1,924	\$ 770	\$ 674	\$ 481	\$ 1,924	Set 15% below Police Sergeant	24	\$6,145	\$6,453	\$6,775	\$7,114	\$7,470
Police	24		Police Officer	\$ 1,394	\$ 558	\$ 488	\$ 349	\$ 1,394	Set 15% below Police Sergeant	24	\$6,145	\$6,453	\$6,775	\$7,114	\$7,470
Police	24		Police Officer	\$ 2,779	\$ 1,112	\$ 973	\$ 695	\$ 2,779	Set 15% below Police Sergeant	24	\$6,145	\$6,453	\$6,775	\$7,114	\$7,470
Police	24		Police Officer	\$ 1,880	\$ 752	\$ 658	\$ 470	\$ 1,880	Set 15% below Police Sergeant	24	\$6,145	\$6,453	\$6,775	\$7,114	\$7,470
Public Works	24	Mgr.	Public Works Superintendent	\$ 1,080	\$ 432	\$ 378	\$ 270	\$ 1,080	Set 10% above Parks Superintendent	24	\$6,145	\$6,453	\$6,775	\$7,114	\$7,470
Fire	23		Driver Engineer- Paramedic	\$ 549	\$ 220	\$ 192	\$ 137	\$ 549	Set at 15% below Lieutenant (Fire)	23	\$5,853	\$6,145	\$6,453	\$6,775	\$7,114
Fire	23		Driver Engineer- Paramedic	\$ 549	\$ 220	\$ 192	\$ 137	\$ 549	Set at 15% below Lieutenant (Fire)	23	\$5,853	\$6,145	\$6,453	\$6,775	\$7,114
Fire	23		Driver Engineer- Paramedic	\$ 549	\$ 220	\$ 192	\$ 137	\$ 549	Set at 15% below Lieutenant (Fire)	23	\$5,853	\$6,145	\$6,453	\$6,775	\$7,114
IT	23		Information Technology Business Analyst	\$ 2,420	\$ 968	\$ 847	\$ 605	\$ 2,420	Set equal to Jr. Network Analyst	23	\$5,853	\$6,145	\$6,453	\$6,775	\$7,114
IT	23		Junior Network Analyst	\$ 1,510	\$ 604	\$ 529	\$ 378	\$ 1,510	Set based on market median	23	\$5,853	\$6,145	\$6,453	\$6,775	\$7,114
IT	23		Web Administrator and Support Analyst	\$ 1,401	\$ 561	\$ 490	\$ 350	\$ 1,401	Set equal to Jr. Network Analyst	23	\$5,853	\$6,145	\$6,453	\$6,775	\$7,114
Facilities	22	Mgr.	Facilities Superintendent	\$ 1,496	\$ 598	\$ 524	\$ 374	\$ 1,496	Align internal equal to the Parks Superintendent	22	\$5,574	\$5,853	\$6,145	\$6,453	\$6,775
Recreation	22	Mgr.	Manager of Recreation Services	\$ 1,350	\$ 540	\$ 473	\$ 338	\$ 1,350	Set based on market median	22	\$5,574	\$5,853	\$6,145	\$6,453	\$6,775
Parks	22	Mgr.	Parks Superintendent	\$ 1,473	\$ 589	\$ 515	\$ 368	\$ 1,473	Set based on market median	22	\$5,574	\$5,853	\$6,145	\$6,453	\$6,775
	21									21	\$5,309	\$5,574	\$5,853	\$6,145	\$6,453
Fire	20		Firefighter/ Paramedic	\$ 764	\$ 306	\$ 267	\$ 191	\$ 764	Set at 15% below Driver Engineer Paramedic	20	\$5,056	\$5,309	\$5,574	\$5,853	\$6,145
Fire	20		Firefighter/ Paramedic	\$ 835	\$ 334	\$ 292	\$ 209	\$ 835	Set at 15% below Driver Engineer Paramedic	20	\$5,056	\$5,309	\$5,574	\$5,853	\$6,145
Fire	20		Firefighter/ Paramedic	\$ 636	\$ 254	\$ 223	\$ 159	\$ 636	Set at 15% below Driver Engineer Paramedic	20	\$5,056	\$5,309	\$5,574	\$5,853	\$6,145
Fire	20		Firefighter/ Paramedic	\$ 1,021	\$ 408	\$ 357	\$ 255	\$ 1,021	Set at 15% below Driver Engineer Paramedic	20	\$5,056	\$5,309	\$5,574	\$5,853	\$6,145
Fire	20		Firefighter/ Paramedic	\$ 835	\$ 334	\$ 292	\$ 209	\$ 835	Set at 15% below Driver Engineer Paramedic	20	\$5,056	\$5,309	\$5,574	\$5,853	\$6,145
Fire	20		Firefighter/ Paramedic	\$ 835	\$ 334	\$ 292	\$ 209	\$ 835	Set at 15% below Driver Engineer Paramedic	20	\$5,056	\$5,309	\$5,574	\$5,853	\$6,145
Fire	20		Firefighter/ Paramedic	\$ 835	\$ 334	\$ 292	\$ 209	\$ 835	Set at 15% below Driver Engineer Paramedic	20	\$5,056	\$5,309	\$5,574	\$5,853	\$6,145
Fire	20		Firefighter/ Paramedic	\$ 1,163	\$ 465	\$ 407	\$ 291	\$ 1,163	Set at 15% below Driver Engineer Paramedic	20	\$5,056	\$5,309	\$5,574	\$5,853	\$6,145
Fire	20		Firefighter/ Paramedic	\$ 906	\$ 362	\$ 317	\$ 226	\$ 906	Set at 15% below Driver Engineer Paramedic	20	\$5,056	\$5,309	\$5,574	\$5,853	\$6,145
Fire	20		Firefighter/ Paramedic	\$ 906	\$ 362	\$ 317	\$ 226	\$ 906	Set at 15% below Driver Engineer Paramedic	20	\$5,056	\$5,309	\$5,574	\$5,853	\$6,145
Fire	20		Firefighter/ Paramedic	\$ 756	\$ 302	\$ 264	\$ 189	\$ 756	Set at 15% below Driver Engineer Paramedic	20	\$5,056	\$5,309	\$5,574	\$5,853	\$6,145
Fire	20		Firefighter/ Paramedic	\$ 1,159	\$ 463	\$ 406	\$ 290	\$ 1,159	Set at 15% below Driver Engineer Paramedic	20	\$5,056	\$5,309	\$5,574	\$5,853	\$6,145
Fire	20		Firefighter/ Paramedic	\$ 764	\$ 306	\$ 267	\$ 191	\$ 764	Set at 15% below Driver Engineer Paramedic	20	\$5,056	\$5,309	\$5,574	\$5,853	\$6,145

City of Murphy
5 Step Salary Structure - A
5% Between Grades and 5% Between Steps

Dept.	Grade	Org Level	City Classifications	OPTION 2 IMPLEMENTATION COST	Implementation OPTION 3 40%	Implementation OPTION 3 35%	Implementation OPTION 3 25%	OPTION 3 IMPLEMENTATION COST	Rationale for Salary Recommendation	Grade	Step 1	Step 2	Step 3	Step 4	Step 5
Fire	20		Firefighter/ Paramedic	\$ 906	\$ 362	\$ 317	\$ 226	\$ 906	Set at 15% below Driver Engineer Paramedic	20	\$5,056	\$5,309	\$5,574	\$5,853	\$6,145
Fire	20		Firefighter/ Paramedic						Set at 15% below Driver Engineer Paramedic	20	\$5,056	\$5,309	\$5,574	\$5,853	\$6,145
	19									19	\$4,815	\$5,056	\$5,309	\$5,574	\$5,853
Comm Dev	18	Supvr	Code Compliance Supervisor	\$ 149	\$ 60	\$ 52	\$ 37	\$ 149	Set 20% above the Code Compliance Officer	18	\$4,586	\$4,815	\$5,056	\$5,309	\$5,574
Cust Serv	17		Assistant Customer Service Manager	\$ 499	\$ 200	\$ 175	\$ 125	\$ 499	Align equal to Communications Supervisor	17	\$4,367	\$4,586	\$4,815	\$5,056	\$5,309
Police	17	Supvr	Communications Supervisor	\$ 682	\$ 273	\$ 239	\$ 171	\$ 682	Set 15% above Communications Officer	17	\$4,367	\$4,586	\$4,815	\$5,056	\$5,309
Recreation	17		Special Events Coordinator	\$ 1,277	\$ 511	\$ 447	\$ 319	\$ 1,277	Set based on market median	17	\$4,367	\$4,586	\$4,815	\$5,056	\$5,309
City Council	17		Senior Executive Assistant to the City Manager	\$ 720	\$ 288	\$ 252	\$ 180	\$ 720	Set based on market median	17	\$4,367	\$4,586	\$4,815	\$5,056	\$5,309
	16									16	\$4,159	\$4,367	\$4,586	\$4,815	\$5,056
Econ Dev	15		Community Development Coordinator	\$ 592	\$ 237	\$ 207	\$ 148	\$ 592	Set based on market median	15	\$3,961	\$4,159	\$4,367	\$4,586	\$4,815
Comm Dev	15		Code Compliance Officer	\$ 658	\$ 263	\$ 230	\$ 165	\$ 658	Set based on market median	15	\$3,961	\$4,159	\$4,367	\$4,586	\$4,815
Comm Dev	15		Code Compliance Officer	\$ 592	\$ 237	\$ 207	\$ 148	\$ 592	Set based on market median	15	\$3,961	\$4,159	\$4,367	\$4,586	\$4,815
Court	15		Juvenile Case Manager	\$ 69	\$ 28	\$ 24	\$ 17	\$ 69	Set 20% above Deputy Court Clerk	15	\$3,961	\$4,159	\$4,367	\$4,586	\$4,815
Public Works	15		Executive Administrative Assistant	\$ 133	\$ 53	\$ 46	\$ 33	\$ 133	Align internally with the Executive Administrative Assistant - Police	15	\$3,961	\$4,159	\$4,367	\$4,586	\$4,815
Police	15		Executive Administrative Assistant-Police	\$ 384	\$ 154	\$ 134	\$ 96	\$ 384	Set 10% below the Senior Executive Assistant to the City Manager	15	\$3,961	\$4,159	\$4,367	\$4,586	\$4,815
Comm Dev	15		Administrative Assistant	\$ 788	\$ 315	\$ 276	\$ 197	\$ 788	Set equal to other Executive Administrative Assistants	15	\$3,961	\$4,159	\$4,367	\$4,586	\$4,815
Fire	15		Administrative Assistant	\$ 320	\$ 128	\$ 112	\$ 80	\$ 320	Set equal to other Executive Administrative Assistants	15	\$3,961	\$4,159	\$4,367	\$4,586	\$4,815
Police	14		Communications Officer	\$ 693	\$ 277	\$ 242	\$ 173	\$ 693	Set based on market median	14	\$3,773	\$3,961	\$4,159	\$4,367	\$4,586
Police	14		Communications Officer	\$ 553	\$ 221	\$ 194	\$ 138	\$ 553	Set based on market median	14	\$3,773	\$3,961	\$4,159	\$4,367	\$4,586
Police	14		Communications Officer	\$ 649	\$ 260	\$ 227	\$ 162	\$ 649	Set based on market median	14	\$3,773	\$3,961	\$4,159	\$4,367	\$4,586
Police	14		Communications Officer	\$ 558	\$ 223	\$ 195	\$ 140	\$ 558	Set based on market median	14	\$3,773	\$3,961	\$4,159	\$4,367	\$4,586
Police	14		Communications Officer	\$ 660	\$ 264	\$ 231	\$ 165	\$ 660	Set based on market median	14	\$3,773	\$3,961	\$4,159	\$4,367	\$4,586
Police	14		Communications Officer	\$ 824	\$ 330	\$ 289	\$ 206	\$ 824	Set based on market median	14	\$3,773	\$3,961	\$4,159	\$4,367	\$4,586
Police	14		Communications Officer	\$ 677	\$ 271	\$ 237	\$ 169	\$ 677	Set based on market median	14	\$3,773	\$3,961	\$4,159	\$4,367	\$4,586
Police	14		Communications Officer	\$ 738	\$ 295	\$ 258	\$ 184	\$ 738	Set based on market median	14	\$3,773	\$3,961	\$4,159	\$4,367	\$4,586
Finance	13		Accounts Payable/ Payroll Specialist II ⁽¹⁾	\$ -	\$ -	\$ -	\$ -	\$ -	Set based on market median	13	\$3,593	\$3,773	\$3,961	\$4,159	\$4,367
Public Works	13	Supvr	Senior Maintenance Worker	\$ 39	\$ 16	\$ 14	\$ 10	\$ 39	Set 15% above Maintenance Worker II	13	\$3,593	\$3,773	\$3,961	\$4,159	\$4,367
Cust Serv	12		Meter Services Coordinator	\$ 270	\$ 108	\$ 95	\$ 68	\$ 270	Set 10% above the Customer Service Specialist	12	\$3,422	\$3,593	\$3,773	\$3,961	\$4,159
Police	12		Animal Control Officer	\$ 187	\$ 75	\$ 65	\$ 47	\$ 187	Set based on market median	12	\$3,422	\$3,593	\$3,773	\$3,961	\$4,159
Police	12		Animal Control Officer	\$ 129	\$ 52	\$ 45	\$ 32	\$ 129	Set based on market median	12	\$3,422	\$3,593	\$3,773	\$3,961	\$4,159
IT	12		GIS Specialist	\$ (569)	\$ (228)	\$ (199)	\$ (142)	\$ (569)	Salary established by the City	12	\$3,422	\$3,593	\$3,773	\$3,961	\$4,159
Finance	11		Accounts Payable/ Payroll Specialist I	\$ 160	\$ 64	\$ 56	\$ 40	\$ 160	Set 10% below Accounts Payable/Payroll Specialist II	11	\$3,259	\$3,422	\$3,593	\$3,773	\$3,961
Court	11		Deputy Court Clerk	\$ 145	\$ 58	\$ 51	\$ 36	\$ 145	Set a market median	11	\$3,259	\$3,422	\$3,593	\$3,773	\$3,961

City of Murphy
5 Step Salary Structure - A
5% Between Grades and 5% Between Steps

Dept.	Grade	Org Level	City Classifications	OPTION 2 IMPLEMENTATION COST	Implementation OPTION 3 40%	Implementation OPTION 3 35%	Implementation OPTION 3 25%	OPTION 3 IMPLEMENTATION COST	Rationale for Salary Recommendation	Grade	Step 1	Step 2	Step 3	Step 4	Step 5
Parks	11	Supvr	Senior Groundskeeper	\$ 131	\$ 52	\$ 46	\$ 33	\$ 131	Set 15% above Groundskeeper II	11	\$3,259	\$3,422	\$3,593	\$3,773	\$3,961
Public Works	10		Maintenance Worker II	\$ 65	\$ 26	\$ 23	\$ 16	\$ 65	Set based on market median plus 15% to account for water distribution and wastewater duties	10	\$3,104	\$3,259	\$3,422	\$3,593	\$3,773
Public Works	10		Maintenance Worker II	\$ 99	\$ 40	\$ 35	\$ 25	\$ 99	Set based on market median plus 15% to account for water distribution and wastewater duties	10	\$3,104	\$3,259	\$3,422	\$3,593	\$3,773
Public Works	10		Maintenance Worker II	\$ 163	\$ 65	\$ 57	\$ 41	\$ 163	Set based on market median plus 15% to account for water distribution and wastewater duties	10	\$3,104	\$3,259	\$3,422	\$3,593	\$3,773
Public Works	10		Maintenance Worker II	\$ 8	\$ 3	\$ 3	\$ 2	\$ 8	Set based on market median plus 15% to account for water distribution and wastewater duties	10	\$3,104	\$3,259	\$3,422	\$3,593	\$3,773
Cust Serv	10		Customer Service Specialist	\$ 139	\$ 56	\$ 49	\$ 35	\$ 139	Set based on market median	10	\$3,104	\$3,259	\$3,422	\$3,593	\$3,773
Cust Serv	10		Customer Service Specialist	\$ 139	\$ 56	\$ 49	\$ 35	\$ 139	Set based on market median	10	\$3,104	\$3,259	\$3,422	\$3,593	\$3,773
Cust Serv	10		Customer Service Specialist	\$ 61	\$ 24	\$ 21	\$ 15	\$ 61	Set based on market median	10	\$3,104	\$3,259	\$3,422	\$3,593	\$3,773
	9									9	\$2,956	\$3,104	\$3,259	\$3,422	\$3,593
Parks	8		Groundskeeper II	\$ 49	\$ 20	\$ 17	\$ 12	\$ 49	Set at 10% below Maintenance Worker II	8	\$2,815	\$2,956	\$3,104	\$3,259	\$3,422
Parks	8		Groundskeeper II	\$ 137	\$ 55	\$ 48	\$ 34	\$ 137	Set at 10% below Maintenance Worker II	8	\$2,815	\$2,956	\$3,104	\$3,259	\$3,422
Parks	8		Groundskeeper II	\$ 39	\$ 16	\$ 14	\$ 10	\$ 39	Set at 10% below Maintenance Worker II	8	\$2,815	\$2,956	\$3,104	\$3,259	\$3,422
Parks	8		Groundskeeper II	\$ 137	\$ 55	\$ 48	\$ 34	\$ 137	Set at 10% below Maintenance Worker II	8	\$2,815	\$2,956	\$3,104	\$3,259	\$3,422
Public Works	8		Maintenance Worker I	\$ 357	\$ 143	\$ 125	\$ 89	\$ 357	Set 10% below the Maintenance Worker II	8	\$2,815	\$2,956	\$3,104	\$3,259	\$3,422
Public Works	8		Maintenance Worker I	\$ 174	\$ 70	\$ 61	\$ 44	\$ 174	Set 10% below the Maintenance Worker II	8	\$2,815	\$2,956	\$3,104	\$3,259	\$3,422
Public Works	8		Maintenance Worker I	\$ 494	\$ 198	\$ 173	\$ 124	\$ 494	Set 10% below the Maintenance Worker II	8	\$2,815	\$2,956	\$3,104	\$3,259	\$3,422
Public Works	8		Maintenance Worker I	\$ 494	\$ 198	\$ 173	\$ 124	\$ 494	Set 10% below the Maintenance Worker II	8	\$2,815	\$2,956	\$3,104	\$3,259	\$3,422
	7									7	\$2,681	\$2,815	\$2,956	\$3,104	\$3,259
Facilities	6		Facilities Technican	\$ 536	\$ 215	\$ 188	\$ 134	\$ 536	City established the salary	6	\$2,554	\$2,681	\$2,815	\$2,956	\$3,104
Recreation	6		Recreational Specialist II	\$ 412	\$ 165	\$ 144	\$ 103	\$ 412	Set 10% above the Recreation Specialist I	6	\$2,554	\$2,681	\$2,815	\$2,956	\$3,104
Parks	6		Groundskeeper I	\$ 229	\$ 91	\$ 80	\$ 57	\$ 229	Set 10% below the Groundskeeper II	6	\$2,554	\$2,681	\$2,815	\$2,956	\$3,104
Parks	6		Groundskeeper I	\$ 183	\$ 73	\$ 64	\$ 46	\$ 183	Set 10% below the Groundskeeper II	6	\$2,554	\$2,681	\$2,815	\$2,956	\$3,104
Parks	6		Groundskeeper I	\$ 233	\$ 93	\$ 81	\$ 58	\$ 233	Set 10% below the Groundskeeper II	6	\$2,554	\$2,681	\$2,815	\$2,956	\$3,104
Parks	6		Groundskeeper I	\$ 233	\$ 93	\$ 81	\$ 58	\$ 233	Set 10% below the Groundskeeper II	6	\$2,554	\$2,681	\$2,815	\$2,956	\$3,104
Parks	6		Groundskeeper I	\$ -	\$ -	\$ -	\$ -	\$ -	Set 10% below the Groundskeeper II	6	\$2,554	\$2,681	\$2,815	\$2,956	\$3,104
	5									5	\$2,432	\$2,554	\$2,681	\$2,815	\$2,956
Facilities	4		Custodian	\$ 397	\$ 159	\$ 139	\$ 99	\$ 397	Set based on market median	4	\$2,316	\$2,432	\$2,554	\$2,681	\$2,815
Facilities	4		Custodian	\$ 283	\$ 113	\$ 99	\$ 71	\$ 283	Set based on market median	4	\$2,316	\$2,432	\$2,554	\$2,681	\$2,815
Recreation	4		Recreational Specialist I	\$ 441	\$ 176	\$ 154	\$ 110	\$ 441	Set based on market median	4	\$2,316	\$2,432	\$2,554	\$2,681	\$2,815
Recreation	4		Part-time Recreational Specialist	\$ 1,500	\$ 600	\$ 525	\$ 375	\$ 1,500	Set equal to Recreational Specialist I	4	\$2,316	\$2,432	\$2,554	\$2,681	\$2,815
Recreation	4		Part-time Recreational Specialist	\$ 1,500	\$ 600	\$ 525	\$ 375	\$ 1,500	Set equal to Recreational Specialist I	4	\$2,316	\$2,432	\$2,554	\$2,681	\$2,815
Recreation	4		Part-time Recreational Specialist	\$ 1,500	\$ 600	\$ 525	\$ 375	\$ 1,500	Set equal to Recreational Specialist I	4	\$2,316	\$2,432	\$2,554	\$2,681	\$2,815
Recreation	4		Part-time Recreational Specialist	\$ 1,500	\$ 600	\$ 525	\$ 375	\$ 1,500	Set equal to Recreational Specialist I	4	\$2,316	\$2,432	\$2,554	\$2,681	\$2,815

City of Murphy
5 Step Salary Structure - A
5% Between Grades and 5% Between Steps

Dept.	Grade	Org Level	City Classifications	OPTION 2 IMPLEMENTATION COST	Implementation OPTION 3 40%	Implementation OPTION 3 35%	Implementation OPTION 3 25%	OPTION 3 IMPLEMENTATION COST	Rationale for Salary Recommendation	Grade	Step 1	Step 2	Step 3	Step 4	Step 5
	3									3	\$2,206	\$2,316	\$2,432	\$2,554	\$2,681
	2									2	\$2,101	\$2,206	\$2,316	\$2,432	\$2,554
Police	1		School Crossing Guard	\$ 918	\$ 367	\$ 321	\$ 229	\$ 918	Set based on market median	1	\$2,001	\$2,101	\$2,206	\$2,316	\$2,432
Police	1		School Crossing Guard	\$ 918	\$ 367	\$ 321	\$ 229	\$ 918	Set based on market median	1	\$2,001	\$2,101	\$2,206	\$2,316	\$2,432
Police	1		School Crossing Guard	\$ 918	\$ 367	\$ 321	\$ 229	\$ 918	Set based on market median	1	\$2,001	\$2,101	\$2,206	\$2,316	\$2,432
Police	1		School Crossing Guard	\$ 918	\$ 367	\$ 321	\$ 229	\$ 918	Set based on market median	1	\$2,001	\$2,101	\$2,206	\$2,316	\$2,432
Police	1		School Crossing Guard	\$ 918	\$ 367	\$ 321	\$ 229	\$ 918	Set based on market median	1	\$2,001	\$2,101	\$2,206	\$2,316	\$2,432
Police	1		School Crossing Guard	\$ 918	\$ 367	\$ 321	\$ 229	\$ 918	Set based on market median	1	\$2,001	\$2,101	\$2,206	\$2,316	\$2,432
Police	1		School Crossing Guard	\$ 1,018	\$ 407	\$ 356	\$ 254	\$ 1,018	Set based on market median	1	\$2,001	\$2,101	\$2,206	\$2,316	\$2,432
Police	1		School Crossing Guard	\$ 918	\$ 367	\$ 321	\$ 229	\$ 918	Set based on market median	1	\$2,001	\$2,101	\$2,206	\$2,316	\$2,432
Police	1		School Crossing Guard	\$ 1,233	\$ 493	\$ 432	\$ 308	\$ 1,233	Set based on market median	1	\$2,001	\$2,101	\$2,206	\$2,316	\$2,432
Police	1		School Crossing Guard	\$ 918	\$ 367	\$ 321	\$ 229	\$ 918	Set based on market median	1	\$2,001	\$2,101	\$2,206	\$2,316	\$2,432
Police	1		School Crossing Guard	\$ 1,018	\$ 407	\$ 356	\$ 254	\$ 1,018	Set based on market median	1	\$2,001	\$2,101	\$2,206	\$2,316	\$2,432
Police	1		School Crossing Guard	\$ 918	\$ 367	\$ 321	\$ 229	\$ 918	Set based on market median	1	\$2,001	\$2,101	\$2,206	\$2,316	\$2,432
Police	1		School Crossing Guard	\$ 1,018	\$ 407	\$ 356	\$ 254	\$ 1,018	Set based on market median	1	\$2,001	\$2,101	\$2,206	\$2,316	\$2,432
Police	1		School Crossing Guard	\$ 918	\$ 367	\$ 321	\$ 229	\$ 918	Set based on market median	1	\$2,001	\$2,101	\$2,206	\$2,316	\$2,432
Police	1		School Crossing Guard	\$ 918	\$ 367	\$ 321	\$ 229	\$ 918	Set based on market median	1	\$2,001	\$2,101	\$2,206	\$2,316	\$2,432
Police	1		School Crossing Guard	\$ 1,018	\$ 407	\$ 356	\$ 254	\$ 1,018	Set based on market median	1	\$2,001	\$2,101	\$2,206	\$2,316	\$2,432
				\$137,593	\$55,037	\$48,157	\$34,398	\$137,593							

⁽¹⁾ Current salary is higher than step assignment !
Footnotes: 5. Current salary is higher than length of service
Red Circled.

⁽²⁾ Current salary is higher than length of service
negative salary impact.

⁽³⁾ Tenure Step Assignment based on Table below

Tenure Step Assignment Table ⁽³⁾		
Range of Tenure in Years	# of Years	Step Assign- ment
0 - 2	2	1
3 - 5	3	2
6 - 8	3	3
9 - 12	4	4
13+	N/A	5

Implementing Pay-For-Performance In the Public Sector

September 2015

Introduction

Pay-for-performance programs are utilized by both private and public organizations. A pay-for-performance program is “...a compensation program designed to link employee pay with job performance,”ⁱ or “a system of employee compensation in which pay and rewards are defined by individual behaviors and individual and organizational results.”ⁱⁱ Organizations that implement a pay-for-performance compensation program may apply it to their annual merit increase program and/or an annual bonus or incentive program. Some organizations utilize employee performance data in making other compensation related decisions such as promotions or in awarding additional benefits.ⁱⁱⁱ For the purposes of this paper, the information presented will be focused on pay-for-performance compensation programs related to annual merit increases within the public sector.

Purpose of Pay-For-Performance in the Public Sector

When pay-for-performance programs are implemented within the public sector it is typically intended to 1) improve efficiency and productivity, 2) improve constituent services, and/or 3) create a new organizational culture.^{iv} Therefore, developing an understanding of the potential impact of implementing a pay-for-performance program on the organization is important in assessing the level of effort required to successfully both implement and sustain the program.

Key Questions

Prior to implementing a pay-for-performance program, the organization should answer several relevant questions:^v

1. Why is the pay-for-performance program needed?
2. How would the new program compare to the current program and what is deficient in the current program?
3. What will the new program accomplish for employees and the organization?
4. Can the unions, employee associations, and other stakeholders buy-in to the new the process? What will the obstacles be to gaining buy-in?
5. Can the organization create a pay-for-performance program that will provide meaningful rewards?
6. Will the new program be funded adequately and consistently every year?
7. How will the effectiveness of the program be measured?
8. Does the organization have a long-term commitment to the new program with the willingness and fortitude to see it through during the entire transition period?

Implementing Pay-For-Performance

When implementing a pay-for-performance program in any organization there are both intended and unintended changes in the underlying culture and employee behavior. Three organizational attributes that are associated with improving the odds for success are as follows:

Organizational Attributes that Improve Odds for Success ^{vi}	
Attribute	Key Component(s)
1. Strategic management process provides top-down guidance to direct performance process.	The process derives meaning from the top-down strategic goals.
2. Performance management process is effective, credible, and validated.	- Can support pay and personnel decisions. - Provides safeguards for transparency and accountability. - Provides fair and consistent application of pay-for-performance practices. - Contains specific performance measures that are aligned with the organizations strategic goals and relate to employee's individual job. <u>Connect performance expectations</u> across the organization (i.e., shifting accountability from outputs to outcomes, results, and effectiveness). - Use performance information to <u>track organizational priorities</u>. <u>Require follow-up actions</u>. <u>Involve employees and stakeholders</u> in developing the performance management system. <u>Maintain continuity</u> during transitions.
3. A performance – based reward culture already exists.	- A pay-for-performance program is easier to implement and sustain in an organization that already has a performance-based reward culture. - Pay-for-performance programs may be successfully implemented in an organization that does not have a performance-based reward culture; however, it will be more difficult, require considerably more time, and require more change-management and effort. Such transitions can take between 5–7 years. ^{vii}

Achieving or Inhibiting Success

Within the public sector specifically, implementing pay-for-performance succeeds “...when the political climate is right, employees accept it, managers are trained to implement it fairly and consistently and agencies monitor it regularly.”^{viii, ix} Although success is not a guarantee, research in public entities has shown there are twelve factors in pay-for-performance implementation that achieve success and nine factors that inhibit success.^x

Twelve Factors for Achieving Success

The success of a pay-for-performance program is dependent on it being well designed, implemented, and refined over time. With thoughtful design, careful implementation, and consistent administration employees, are more likely to embrace the program and reinforce the objectives through their performance achievements. There are twelve factors that have been associated with successful pay-for-performance implementations:^{xi}

- | | |
|--|--|
| 1. A compelling, well-defined, fully articulated, and fact-based need. | 7. Employee participation in design, implementation, and monitoring |
| 2. Employees who are highly motivated by monetary rewards. | 8. Full and consistent funding. |
| 3. Clear links between organization’s objectives, employee performance, and pay. | 9. Continuous training for new and existing managers. |
| 4. Meaningful rewards consistent with individual, team, and organizational achievements. | 10. Program champions who lead by example. |
| 5. Structured and consistently applied performance management systems. | 11. Performance-based compensation positioned as an organizational development initiative. |
| 6. Pay-for-performance itself must be measured for success. | 12. Continuous flexibility and refinement. |

Nine Factors for Inhibiting Success

Organizations that implemented pay-for-performance successfully took time to study and analyze success-inhibiting factors to identify how to minimize or avoid any negative impact.^{xii}

- | | |
|---|--|
| 1. Failure to link employee performance objectives to the organization’s objectives | 5. The performance-effort is not clear. |
| | 6. Money may not be a prime motivator for employees. |

- produces weak support for the program.
- 2. Invalid performance appraisals create credibility issues.
- 3. Lack of adequate rewards and budget cycles create barriers and inhibit success.
- 4. The performance-reward connection is not clear.
- 7. Pay-for-performance can be an administrative burden.
- 8. Faulty assumptions by pay-for-performance proponents lead to unmet expectations.
- 9. Public criticism of the plan subjecting to a level of scrutiny it cannot withstand.

Summary

Implementing a pay-for-performance program is a significant undertaking that is not for the faint at heart. It requires a significant effort to plan and prepare for the change, implement the change, and sustain the change. Failure in any phase of the process can sabotage the efforts and create organizational issues that did not previously exist. However, when successfully implemented, pay-for-performance can assist in transforming an organization's culture and create a strong link between organizational goals and employee job performance (results). Appendix - A provides a quick review of implementing pay-for-performance pros and cons.

APPENDIX - A

Implementing Pay-For-Performance		
	PROS	CONS
Organizational Culture	Implementing pay-for-performance can transform an organizational culture with the appropriate thought to the design, implementation, and support of the program.	Both intended and unintended changes may occur. Careful thought must be given to understand what the impact to the organization might be in order to design, implement, and support the program to obtain the desired results. It is not a quick fix. Typical time frames involve 5–7 years to successfully implement changes.
Organizational Need	If a compelling, well-defined, fully articulated, and fact-based need exists, a well-designed pay-for-performance program can effectively rally the efforts and achievements of employees to address the need and achieve organizational goals.	If a compelling, well-defined, fully articulated, and fact-based need does not exist, the program may lack credibility in employee perceptions and fail to produce the desired results; may inadvertently create employee distrust of the organization.
Performance Management Process	If a credible performance management process is already in place, implementing a pay-for-performance program is a natural progression to link organizational goals with employee performance and compensation.	If a credible performance management process is not already in place, one would first need to be implemented. A comprehensive change management process would be required for the performance management implementation. The design should follow a thoughtful process with careful implementation and consistent administration. It would take several years to design, implement, and refine the process to gain

Implementing Pay-For-Performance		
	PROS	CONS
		credibility and acceptance within the organization prior to tying it to a pay-for-performance compensation program.
Factors For Successful Implementation	- Organizations that achieve success: - Have employees who are motivated by monetary rewards. - Provide top-down organization goals where employees can see the link to their own job performance. - Include employees and other stakeholders in the design/implementation process. - Provide meaningful rewards for employee achievements. - Have managers who consistently and fairly assess employee performance. - Provide full and consistent funding each year. - Have leaders who lead by example. - Demonstrate flexibility and refinement of the program over time. - Position the program as an initiative to develop the organization.	- Organizations fail to have success implementing pay-for-performance when: - Organizational performance goals are not linked to employee performance objectives resulting in weak support. - The performance management process lacks credibility. - Budget cycles and funding levels result in lack of meaningful and consistent rewards. - The connection to performance is not clear; when the performance effort is not clear. - Employees are not monetarily motivated. - The administrative burden is unsupportable. - Faulty assumptions lead to unmet expectations. - Public criticism subjects the program to scrutiny it cannot withstand.
Employee Engagement	Pay-for-performance programs can link employee performance to organizational goals and	Pay-for-performance may not be suitable or agreeable for all employee populations to participate depending on union

Implementing Pay-For-Performance		
	PROS	CONS
	improve outcomes/results of organizational efforts. • Having a clear link to the organization's goals can be very satisfying and motivate employees to make meaningful contributions to the organization in achieving its goals. Seeing the links clearly can spark employee innovation and creativity in improving organizational processes, increasing productivity, and enhancing overall workplace results.	agreements or other employment situations. • Implementing pay-for-performance could result in having multiple programs for different employee populations increasing the administrative burden. • Implementing pay-for-performance may also create contention between employee groups who participate and who do not participate. The unintended results could be workplace dysfunction rather than better results.

References

1. ICMA Center for Performance Measurement, "Pay-for-Performance Programs," : 1.
2. Metro Council, "Issues to Consider in Implementing a Pay-For-Performance Program," (2014): 1-14.

ⁱ ICMA Center for Performance Measurement, "Pay-for-Performance Programs," : 1.

ⁱⁱ Metro Council, "Issues to Consider in Implementing a Pay-For-Performance Program," (2014): 2.

ⁱⁱⁱ ICMA Center for Performance Measurement, "Pay-for-Performance Programs," :1.

^{iv} Metro Council, "Issues to Consider in Implementing a Pay-For-Performance Program," (2014): 2.

^v Ibid., 4.

^{vi} Metro Council, "Issues to Consider in Implementing a Pay-For-Performance Program," (2014): 4 - 7.

^{vii} Ibid., 7.

^{viii} Ibid., 8.

^{ix} Ibid., 1. Source included a review of 35 studies and consulting reports in addition to reports by three Metro Auditors.

^x Metro Council, “Issues to Consider in Implementing a Pay-For Performance Program,” (2014): 9-14.

^{xi} Metro Council, “Issues to Consider in Implementing a Pay-For Performance Program,” (2014): 9-11.

^{xii} Ibid., 12,13.