

Custom Compensation & Benefits Survey For City of Tacoma

Executive Summary



Introduction

Milliman was retained by the City of Tacoma to conduct an analysis of total compensation for a select group of positions across the City. *Total Compensation* includes:

- ✓ Base salary/wages
- ✓ Short-term cash incentives (or bonuses)
- ✓ Medical benefits
- ✓ Dental benefits
- ✓ Life insurance benefits
- ✓ Disability benefits
- ✓ Retirement benefits

Also often included as part of the total pay package (but not valued in this analysis) are things like paid time off, work environment, training, job security, and career opportunities. While these elements should be considered by organizations as they evaluate their ability to attract and retain a qualified work force, they are nearly impossible to quantify in terms of value to employees.

Non-cash benefit valuations in this analysis reflect the approximate relative “value” of the benefit to employees. In other words, plans with lower employee costs and/or better benefits (lower copays, lower deductibles, better coverages, etc.) will be worth more to employees than those plans with the opposite characteristics.

Our analysis separates data provided by cities and governments from utilities, comparing general government positions to those in other cities (and public jurisdictions) and comparing utility positions to those in other utilities. We took this approach because the labor market for utility positions tends to be other utilities and the labor market for general government positions tends to be other agencies and the broader labor market.



Introduction (continued)

The data contained in this report should be viewed as a “first step” in evaluating total pay at the City. The following principles should be followed when using the data for decision-making:

- The “story” told by the trend lines is an accurate reflection of the big picture when evaluating total pay at the City
- Decisions regarding individual jobs and competitive pay may need additional research. Some jobs in this study have potentially weak compensation data either because there were limited numbers of matches provided by the survey participants or because the matches provided reflect smaller organizations or somewhat smaller jobs in terms of duties/responsibilities. Judgment about what the data means is always required. Generally we recommend multiple sources of market data for each position. That means that any position which has only one source (e.g. the custom survey) may need additional review.
- This study did not review specific positions in their classifications and the City will likely need to review the classifications included in this study to confirm the appropriateness of individual pay levels relative to the data here
- In conducting the study, Milliman did not find that the City had a defined approach to determining pay: philosophy, market definition, competitiveness, and the role of performance. It is critical that the City define a clear approach to total pay.
- Additional market analysis will be required for jobs not included in this study in order to ensure competitive and fair pay levels across the City



Methodology

Benchmarks

- ✓ Developed by Milliman in consultation with City of Tacoma Directors and HR staff
- ✓ Jobs with comparables in other jurisdictions
- ✓ Jobs representing as many employees as possible
- ✓ Jobs that reflect a variety of levels and departments
- ✓ Benchmark descriptions drafted and revised

Survey Instrument

- ✓ Developed by consultants and City of Tacoma
- ✓ Sent to 92 organizations
- ✓ Telephone follow-up encouraging participation and confirming data submissions

Geographic Adjustments

- ✓ Based on cost of labor, geographic adjustments were applied to data as appropriate. We evaluated differentials at various pay levels and across various job families to determine typical pay practices in these locations when compared to the Tacoma area. Cost of labor differentials reflect the variations in salaries paid in different locations/markets for the same work. They are different from cost of living differentials which examine the costs of a basket of goods in different locations/markets. For example the cost of living difference between Seattle and Los Angeles at \$45,000 of income is +22% while the cost of labor difference is 0%.

Published Survey Data

- ✓ In addition to the data from the custom survey, Milliman gathered data from reputable published sources for most of the positions included in the study after the survey was completed. We recommended this effort to create a more robust comparison of cash compensation at the City. These data in combination with the custom survey data provide a strong picture of the market for similar positions. We recommend using the composite generated by combining the custom data and the published data for managing compensation levels.



Responses

- Responses were received from 29 employers (32%):

Baton Rouge, LA

Bellevue, WA

Boise City, ID

Chula Vista, CA

Fremont, CA

Huntsville, AL

King County

Knoxville, TN

Overland Park, KS

Pierce County

Portland, OR

Richmond, VA

Santa Clarita, CA

Seattle, WA

Spokane, WA

State of Washington

Vancouver, WA

Austin Energy

Chelan County PUD

Colorado Springs Utilities

JEA

Knoxville Utilities Board

Nashville Electric Service

Orlando Utilities Commission

Sacramento Municipal Utility District

Santee Cooper

Seattle City Light

Silicon Valley Power (City of Santa Clara)

Snohomish PUD

- Published survey sources include:

Association of Washington Cities and Counties

City of Seattle Survey

City Utilities of Springfield Survey

Economic Research Institute

Hewitt Power Industry Survey

Large Public Power Companies Executive Salary Survey

Mercer Executive

Mercer Finance, Accounting & Legal

Mercer IT

Milliman Northwest Management and Professional

Milliman Puget Sound

Towers Energy Services

Watson Wyatt Middle Mgmt

Watson Wyatt Office Personnel

Watson Wyatt Professional

Watson Wyatt Supervisory

Watson Wyatt Top Mgmt



Definitions

Total Pay:	The value of cash and benefits
Avg Base Pay:	The current average actual pay of employees in the job. For the City, this number includes longevity pay
Org/Mkt 50th:	The ratio of average pay to the market 50th%
# of Orgs:	The number of organizations that matched this benchmark
# of Incumb:	The number of incumbents in the position across all matching organizations
Strength of Match:	The degree to which the participant's position matches the benchmark. A "1" indicates the participant position is less complex or has fewer duties than the benchmark; a "2" indicates it is equal; and a "3" indicates it is more complex or has greater duties than the benchmark.
Base 25th:	The value at which 25% of organizations pay below and 75% pay above
Base Median:	The value at which 50% of organizations pay below and 50% pay above
Base Avg:	The weighted average pay for the position
Base 75th:	The value at which 75% of organizations pay below and 25% pay above
Avg Range Minimum:	The average minimum of the pay range for the position
Avg Range Midpoint:	The average midpoint of the pay range for the position
Avg Range Maximum:	The average maximum of the pay range for the position
Avg Total Cash Comp:	The average total cash compensation paid to the position in the last year. It includes base salary, short-term incentives/bonuses, and other cash awards.



Custom Survey Participant Characteristics

Survey Participant Information

	City of Tacoma	Average	Median
Standard hours per year	2,080	2,080	2,080
Total annual operating budget	\$1,052,000,000	\$834,958,624	\$286,726,090
Total number of full-time employees	3,729	7,152	1,708
Total number of part-time employees		485	322
Participation in Social Security		11 yes	
Benefit cost as a percent of payroll	~29%	28.5%	25.9%



Findings*

Base Pay

- Base pay trends above the market median for jobs making below \$70,000; for those above, the City pays progressively below the market median in general (see chart on page 8)
- Base pay is not well aligned with a “normal” range around market practice (see chart on page 9)

Total Cash Compensation

- Total cash compensation (base pay plus annual incentives) trends slightly above the median for positions making below \$70,000 a year and significantly below the median for those at higher pay levels (see chart on page 10)

Benefits

- Total benefits are slightly above the median of the participant group (see page 13)

Total Pay

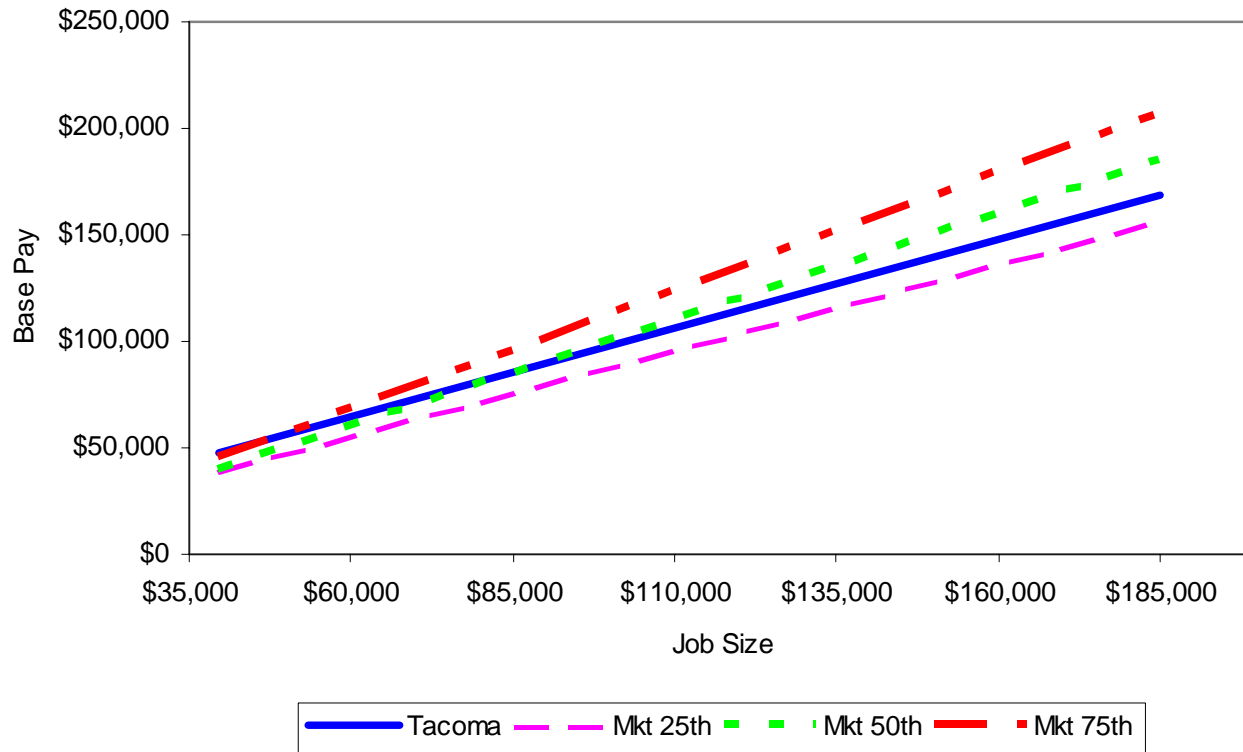
- Total pay (cash and benefits) is above the median of the market for jobs below \$70,000 in base salary and progressively below median as salary increases (see page 11)

*Charts reflect combined city and utility data. The trends are very similar for general government positions compared to other cities and utility positions compared to other utilities when evaluated separately.



Findings - Base Pay All Data*

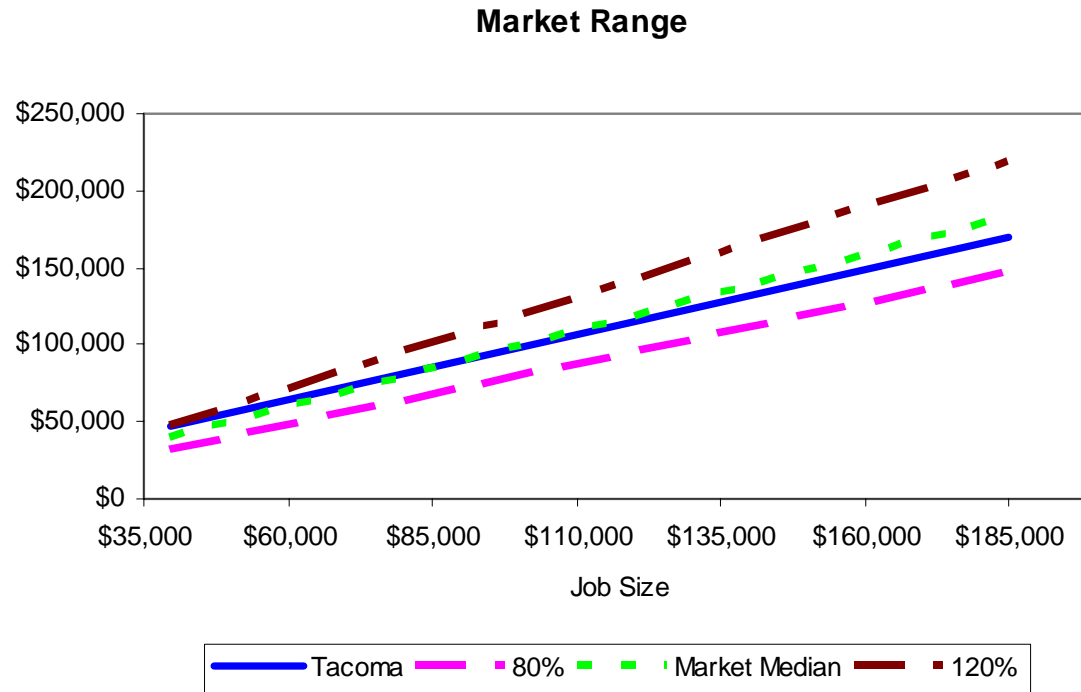
Base Pay Comparisons



*Excludes top two utility executives from trend line as they distort trend for the majority of positions.

Findings – Base Pay Range All Data**

When we construct a “normal” range around the market median, we find that the City’s base pay trend is not well-aligned with a range around the market median as shown in the chart below.



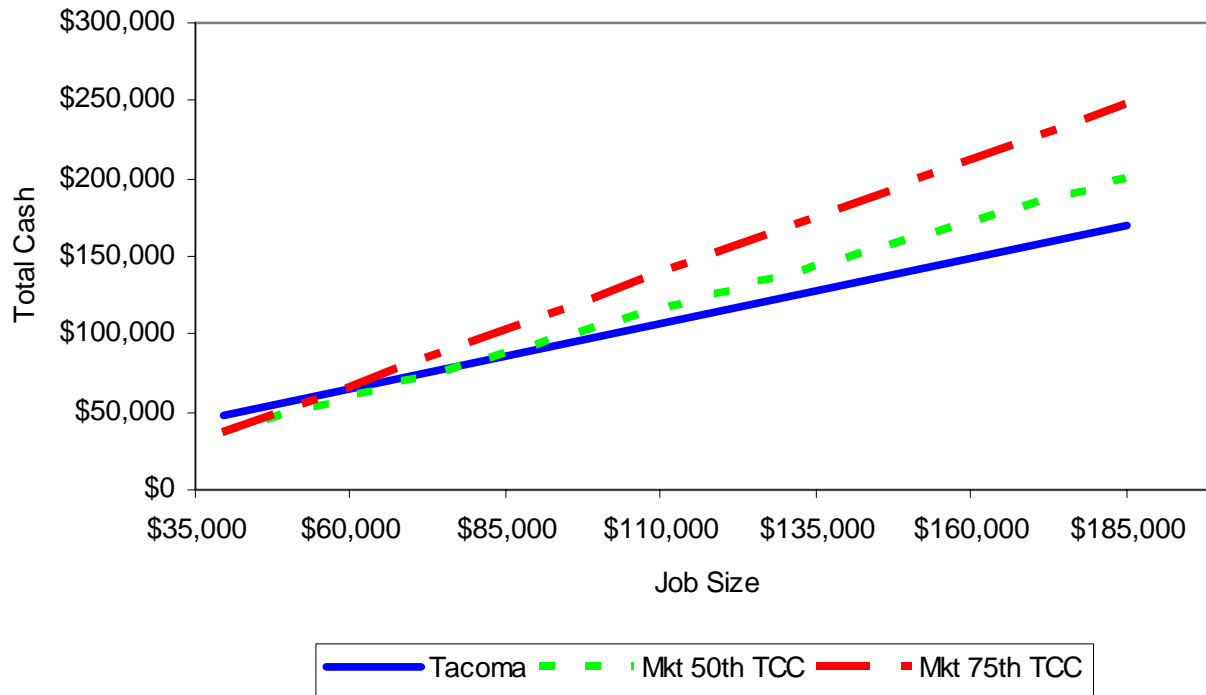
*A normal range is usually established by considering an 80% to 120% range around the selected market data. This range allows for variations in compensation caused by market factors, experience and performance, job complexity, and organizational values or strategies.

**Excludes top two utility executives from trend line as they distort trend for the majority of positions.



Findings – Total Cash All Data* (base pay plus annual incentives/bonuses)

Total Cash Comparisons

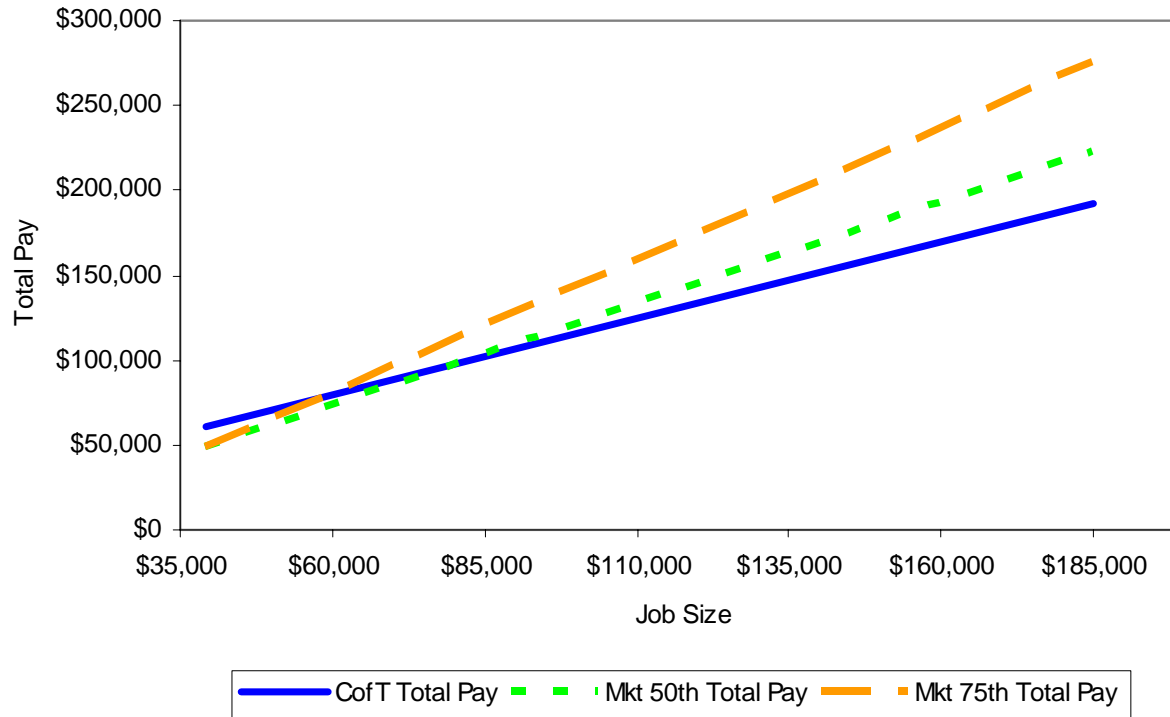


*Excludes top two utility executives from trend line as they distort trend for the majority of positions.

Findings – Total Pay Custom Survey*

(base pay plus annual incentives/bonuses plus benefits)

Total Pay Trends



*Excludes top two utility executives from trend line as they distort trend for the majority of positions.



Pay Administration Practices

2005 Base Pay Increase	2005 Structure	COLA (Yes)	Market Increase (Yes)	Merit Increase (Yes)	Short-term Incentives	Long-term Incentives	Sign-on Incentives	Step System
2.7%	2.4%	48%	31%	24%	7%	3%	0%	28%



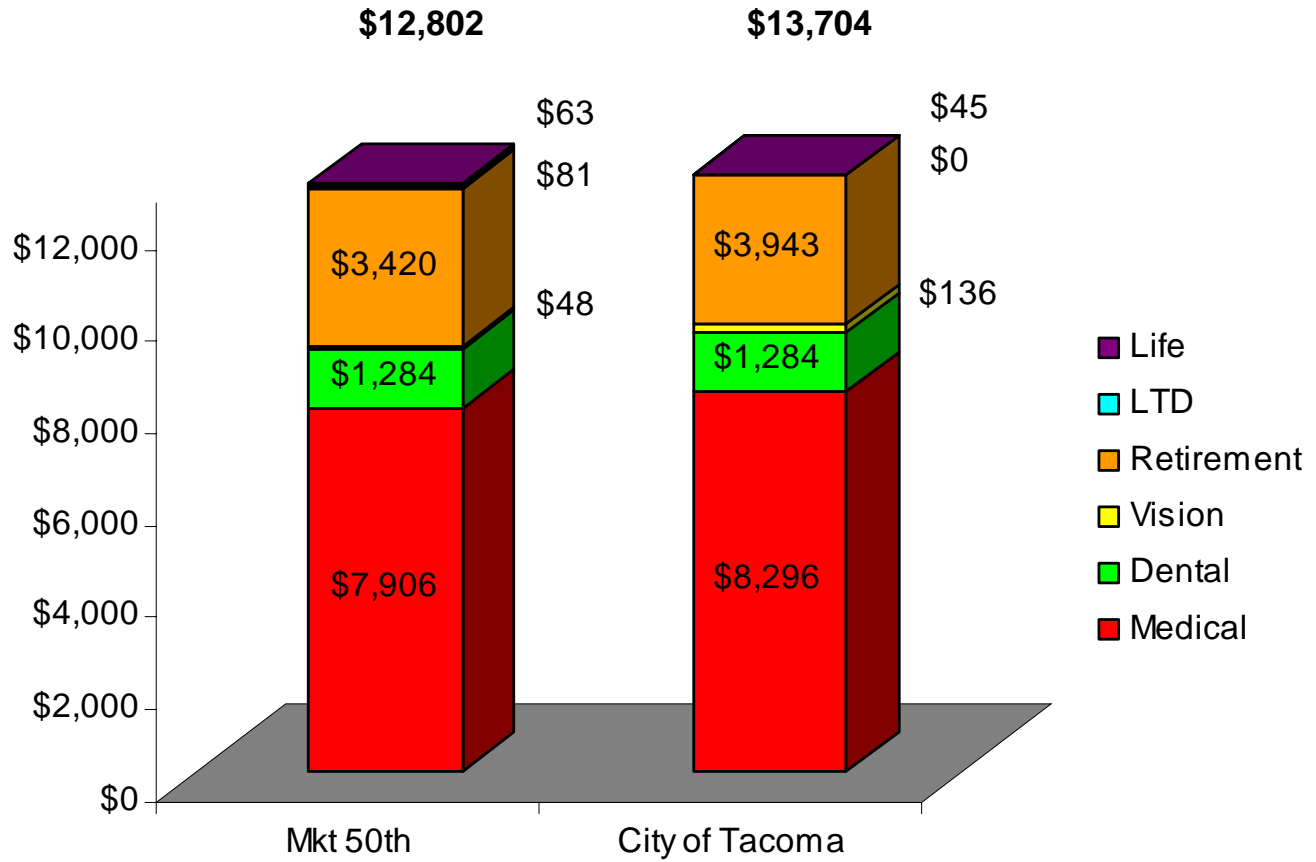
Summary of Benefit Findings*

Benefit	Compared to Survey Group
Medical/Vision	Above 75 th percentile
Dental	At the 50 th percentile
Total Retirement	At the 75 th percentile
-Defined Benefit	Above the 75 th percentile
-Defined Contribution	At the 50 th percentile
LTD	Below the 25 th percentile
Life Insurance	At the 25 th percentile
Retiree Medical	At the 50 th percentile
Vacation	Accrual ~ median

*A total of twenty-nine organizations provided detailed benefit data that could be used in comparison valuations.



Total Benefits*



*Assumed a \$50,000 base salary

Conclusions

- Total compensation is competitive for jobs making base pay below \$70,000 and progressively less competitive as base salary rises
- Aggregate benefits are roughly \$1,000 above the median of the market in value per year
 - Medical and vision benefits are roughly \$500 above the median of the market in value per year
 - Retirement benefits are roughly \$500 above the median of the market in value per year for an employee earning \$50,000
 - Other benefits are somewhat weak (e.g. LTD and life insurance)



Recommendations

- Adopt a “market based” pay system
 - ✓ A market-based pay system relies on market data to develop fair and competitive ranges of pay for each position
 - ✓ Since the market does not typically award “longevity pay,” the City should consider eliminating the practice and including existing longevity pay in base salaries going forward
 - ✓ Collect competitive pay data on as many City positions as possible
 - Acquire appropriate sources of pay data
 - Develop market “composites” for each City position
 - Establish pay opportunity based on the market “composite” or rate
 - ✓ Develop a “best practices” approach to awarding pay increases to employees
 - ✓ Adopt a policy that allows for all benchmark positions to be reviewed every three to four years. Many organizations will study one-third of their benchmarks each year so that after three years, all benchmarks have been reviewed. This approach can be used by job category—non-exempt, exempt, managerial—or by functional area—accounting, finance, economic development, etc.



Appendix - Cash Compensation Summary

Job Title	Tacoma Avg						
	Salary	Mkt 25th	Mkt 50th	Mkt Avg	Mkt 75th	TCC 50th	TCC 75th
Administrative Asst Aft 1/1/88	\$54,640	\$42,692	\$46,768	\$47,316	\$50,053	\$47,348	\$51,091
Administrative Services Division Manager	\$83,192	\$79,080	\$89,486	\$90,137	\$100,135	\$93,089	\$108,390
Administrative Services Manager I	\$68,474	\$66,831	\$73,618	\$73,078	\$85,062	\$77,230	\$88,241
Airport Manager	\$0	\$68,121	\$76,958	\$81,215	\$97,374	\$78,610	\$99,246
Asset Management Division Manager	\$92,955	\$95,977	\$96,432	\$96,432	\$96,887	\$96,432	\$96,887
Benefits Manager	\$0	\$62,627	\$72,607	\$71,986	\$84,005	\$75,788	\$86,331
BIS Director	\$135,533	\$113,157	\$133,433	\$132,288	\$151,926	\$138,842	\$161,989
BIS Director, Assistant	\$119,803	\$93,155	\$104,256	\$101,401	\$115,759	\$107,851	\$120,476
City Attorney III Assistant	\$93,855	\$101,336	\$114,341	\$114,337	\$131,683	\$118,076	\$137,932
City Clerk, Deputy	\$77,118	\$72,649	\$79,445	\$88,963	\$108,164	\$79,445	\$108,164
Communications Manager	\$95,744	\$86,361	\$100,447	\$103,373	\$116,873	\$109,199	\$127,506
Community Initiatives Manager	\$88,402	\$66,478	\$81,981	\$81,981	\$97,483	\$81,981	\$97,483
Community Relations Officer	\$68,637	\$60,952	\$63,750	\$68,598	\$73,821	\$63,750	\$73,821
Contract & Program Auditor	\$63,995	\$56,923	\$64,157	\$62,919	\$69,034	\$64,597	\$70,148
Court Administrator	\$83,491	\$64,978	\$87,389	\$85,784	\$98,025	\$87,389	\$98,025
Court Clerk	\$43,806	\$38,402	\$39,426	\$39,965	\$42,033	\$39,426	\$42,033
Court Operations Supervisor	\$69,844	\$50,822	\$56,349	\$63,781	\$73,095	\$56,349	\$73,095
Customer Services Manager	\$120,307	\$93,111	\$125,185	\$131,772	\$158,948	\$134,667	\$194,379
Economic Development Director	\$126,318	\$97,279	\$108,401	\$109,688	\$127,071	\$113,301	\$132,631
Economic Development Supervisor	\$75,174	\$63,052	\$66,280	\$69,077	\$73,813	\$67,216	\$74,914
Energy Conservation Manager	\$120,307	\$123,520	\$161,658	\$169,908	\$200,044	\$174,431	\$245,978



Appendix - Cash Compensation Summary

Job Title	Tacoma Avg						
	Salary	Mkt 25th	Mkt 50th	Mkt Avg	Mkt 75th	TCC 50th	TCC 75th
Engineer, Principal	\$93,633	\$90,642	\$100,646	\$100,224	\$111,048	\$104,453	\$116,033
Engineer, Professional	\$81,097	\$77,817	\$83,557	\$85,237	\$91,926	\$85,749	\$94,980
Event Services Coordinator	\$43,805	\$45,620	\$52,175	\$53,245	\$59,053	\$53,957	\$59,957
Finance Director	\$134,493	\$118,273	\$138,928	\$142,827	\$167,070	\$154,863	\$199,276
Financial Manager	\$88,601	\$86,960	\$95,228	\$97,233	\$106,042	\$99,934	\$112,170
Financial Manager (City Treasurer)	\$86,694	\$88,316	\$105,365	\$99,890	\$107,914	\$105,365	\$107,914
Financial Supervisor	\$68,116	\$61,070	\$70,443	\$72,730	\$78,222	\$68,312	\$81,312
Fire Chief	\$148,283	\$110,918	\$126,907	\$127,535	\$137,016	\$126,907	\$137,016
Fleet Manager	\$99,659	\$77,447	\$91,204	\$90,945	\$102,927	\$93,774	\$108,902
General Services Director	\$126,318	\$100,086	\$120,622	\$124,955	\$147,046	\$137,494	\$162,839
General Services Director, Asst	\$103,916	\$94,642	\$105,038	\$102,528	\$108,145	\$109,340	\$112,686
Generation Manager	\$142,293	\$150,597	\$185,026	\$181,586	\$189,444	\$201,687	\$196,073
Graphic Services Supervisor	\$62,400	\$61,139	\$69,415	\$71,779	\$76,372	\$70,610	\$77,627
Growth Management Manager	\$89,277	\$83,777	\$95,391	\$96,425	\$105,426	\$98,752	\$108,765
Human Resources Assistant	\$39,626	\$35,871	\$40,574	\$39,703	\$43,909	\$41,052	\$44,610
Human Resources Director	\$120,307	\$116,683	\$139,507	\$146,726	\$173,334	\$150,063	\$190,228
Human Resources Director, Asst	\$100,506	\$82,715	\$100,935	\$100,233	\$115,084	\$105,113	\$122,267
Information Technology Manager	\$104,742	\$95,108	\$105,306	\$105,869	\$117,206	\$109,010	\$124,598
Land Use Administrative Planner	\$50,061	\$50,456	\$56,445	\$57,139	\$60,001	\$56,445	\$57,139
Legal Assistant	\$41,694	\$41,258	\$45,651	\$44,857	\$50,377	\$45,927	\$51,224
Management Analyst II	\$76,826	\$64,294	\$70,966	\$69,573	\$76,715	\$72,460	\$78,447



Appendix - Cash Compensation Summary

Job Title	Tacoma Avg						
	Salary	Mkt 25th	Mkt 50th	Mkt Avg	Mkt 75th	TCC 50th	TCC 75th
Marketing Coordinator	\$50,650	\$50,414	\$55,016	\$56,229	\$61,487	\$56,965	\$63,061
Mgmt & Budget Internal Consultant	\$62,914	\$60,428	\$67,496	\$67,596	\$72,849	\$68,269	\$73,924
Mgmt Budget & Analysis Director	\$126,318	\$106,767	\$123,122	\$126,631	\$144,075	\$133,418	\$156,446
Mgmt Budget Analysis Director, Asst	\$95,597	\$81,309	\$90,407	\$89,219	\$99,611	\$93,670	\$108,131
PAF Deputy Director	\$94,437		\$132,551				
PAF Director	\$126,318	\$93,615	\$97,986	\$97,969	\$102,342	\$97,986	\$102,342
Paralegal	\$44,069	\$49,068	\$52,529	\$53,228	\$58,175	\$53,600	\$59,425
Police Chief	\$148,283	\$116,833	\$143,531	\$132,336	\$149,968	\$143,531	\$149,967
Power Analyst	\$93,205	\$81,865	\$89,881	\$92,232	\$110,046	\$104,769	\$149,265
Power Manager	\$142,293	\$144,792	\$170,336	\$170,035	\$195,165	\$202,850	\$343,469
Principal Engineer, Sr	\$97,742	\$75,835	\$81,055	\$81,078	\$86,601	\$82,707	\$88,472
Project Manager	\$105,976	\$83,614	\$93,983	\$93,208	\$108,661	\$100,237	\$116,876
Public Affairs Manager	\$78,291	\$75,937	\$90,038	\$90,979	\$103,131	\$92,979	\$108,385
Public Works Director	\$148,283	\$110,929	\$113,474	\$116,352	\$120,924	\$113,474	\$120,924
Radio Communications Manager	\$83,740	\$61,981	\$81,280	\$75,263	\$87,182	\$81,280	\$87,182
Real Estate Officer	\$67,751	\$73,092	\$78,337	\$81,863	\$88,088	\$81,448	\$90,831
Risk Manager	\$100,506	\$85,149	\$94,742	\$95,300	\$105,667	\$99,489	\$113,086
Sales & Service Representative	\$37,047	\$36,364	\$39,612	\$39,082	\$43,324	\$40,612	\$45,807
Solid Waste Manager	\$106,473	\$80,534	\$85,839	\$94,533	\$105,286	\$85,839	\$105,286
Telecommunications & Technology Supervisor	\$99,659	\$68,141	\$81,615	\$84,849	\$93,831	\$83,172	\$97,784
Telecommunications Manager	\$142,293	\$122,626	\$153,560	\$156,242	\$164,282	\$166,307	\$228,699
Telecommunications Manager, Asst	\$106,405	\$95,786	\$107,589	\$106,863	\$117,047	\$113,763	\$123,147



Appendix - Cash Compensation Summary

Job Title	Tacoma Avg Salary	Mkt 25th	Mkt 50th	Mkt Avg	Mkt 75th	TCC 50th	TCC 75th
Telecommunications Network Technician	\$65,909	\$52,984	\$60,411	\$60,078	\$71,394	\$61,490	\$74,077
Transmission & Distribution Manager	\$142,293	\$144,958	\$160,603	\$158,059	\$165,246	\$171,005	\$176,745
TV Supervisor	\$80,640	\$70,869	\$82,131	\$79,995	\$88,055	\$84,223	\$90,367
Urban Planner III	\$73,730	\$66,472	\$70,594	\$69,899	\$75,362	\$71,144	\$75,968
Utilities Director	\$243,277	\$292,066	\$324,470	\$329,749	\$419,451	\$411,541	\$666,975
Utilities Director Deputy Power Superintendent	\$164,736	\$217,103	\$230,009	\$241,985	\$272,160	\$278,808	\$344,833
Utilities Director Deputy Water Superintendent	\$134,493	\$126,868	\$136,734	\$133,146	\$146,808	\$140,358	\$166,004
Waste Management Manager	\$102,378	\$91,229	\$101,620	\$105,284	\$120,222	\$103,943	\$115,394



Appendix – Detailed Market Data

City of Tacoma

Market Report

Data effective as of: July 1, 2006

Survey Name	Survey Job Code	Survey Job Title	Scope	Base 25th	Base 50th	Base Avg	Base 75th	TCC 50th	TCC 75th
Administrative Asst Aft 1/1/88									
02. Milliman Puget Sound Regional	1.03	Administrative Assistant III	Puget Sound	\$39,348	\$43,106	\$42,897	\$45,924	\$43,523	\$47,907
03. Watson Wyatt Office Personnel	7250	Administrative Assistant 3	W.Coast	\$39,634	\$44,798	\$46,720	\$49,963	\$46,119	
08. Custom Survey - Cities	811	Administrative Assistant	All	\$49,094	\$52,401	\$52,332	\$54,274	\$52,401	\$54,274
			Average:	\$42,692	\$46,768	\$47,316	\$50,053	\$47,348	\$51,091
Administrative Services Division Manager									
01. Watson Wyatt Middle Management		Purchasing Manager	All	\$82,931	\$96,434	\$97,988	\$109,220	\$101,811	\$117,705
06. ERI	1643	Administrative Svcs Manager	All 10 Yrs Exp	\$84,233	\$92,051	\$93,262	\$104,603	\$97,336	\$110,549
07. Milliman NW Mgmt & Professional	5.01a	Director of Admin Services	All	\$93,774	\$112,262	\$106,582	\$116,939	\$117,162	\$142,666
07. Milliman NW Mgmt & Professional	5.01b	Administrative Svcs Manager	All	\$63,147	\$70,721	\$72,280	\$82,414	\$73,171	\$83,528
08. Custom Survey - Cities	803	Administrative Svcs Division Mgr	All	\$71,316	\$75,962	\$80,575	\$87,500	\$75,962	\$87,500
			Average:	\$79,080	\$89,486	\$90,137	\$100,135	\$93,089	\$108,390
Administrative Services Manager I									
01. Watson Wyatt Middle Management	2389	Administrative Services Manager	All	\$70,981	\$80,182	\$70,862	\$95,239	\$88,547	\$102,767
06. ERI	1643	Administrative Services Manager	Pub Admin, 5 Yrs Exp	\$61,881	\$67,607	\$68,598	\$75,094	\$71,240	\$79,168
07. Milliman NW Mgmt & Professional	5.01b	Administrative Services Manager	All	\$63,147	\$70,721	\$72,280	\$82,414	\$73,171	\$83,528
08. Custom Survey - Cities	803	Administrative Services Division Mgr	All	\$71,316	\$75,962	\$80,575	\$87,500	\$75,962	\$87,500
			Average:	\$66,831	\$73,618	\$73,078	\$85,062	\$77,230	\$88,241
Airport Manager									
06. ERI	2580	Airport Manager	Pub Admin, 5 Yrs Exp	\$63,863	\$69,809	\$70,800	\$77,517	\$73,112	\$81,260
08. Custom Survey - Cities	709	Airport Manager	All	\$72,379	\$84,107	\$91,630	\$117,231	\$84,107	\$117,231
			Average:	\$68,121	\$76,958	\$81,215	\$97,374	\$78,610	\$99,246



Appendix – Detailed Market Data

Survey Name	Survey Job Code	Survey Job Title	Scope	Base 25th	Base 50th	Base Avg	Base 75th	TCC 50th	TCC 75th
Asset Management Division Manager									
08. Custom Survey - Cities	804	Asset Management Division Mgr	All	\$95,977	\$96,432	\$96,432	\$96,887	\$96,432	\$96,887
				Average:	\$95,977	\$96,432	\$96,432	\$96,887	\$96,432
Benefits Manager									
06. ERI	4007	Benefits Manager	Pub Admin, 5 Yrs Exp	\$60,119	\$65,625	\$66,616	\$72,892	\$68,708	\$76,305
07. Milliman NW Mgmt & Professional	4.09	Benefits Manager	All	\$70,943	\$78,182	\$83,305	\$95,890	\$84,642	\$99,454
08. Custom Survey - Cities	103	Benefits Manager	All	\$56,819	\$74,015	\$66,037	\$83,232	\$74,015	\$83,232
				Average:	\$62,627	\$72,607	\$71,986	\$84,005	\$75,788
BIS Director									
07. Milliman NW Mgmt & Professional	3.01a	Director of Information Systems	All	\$113,821	\$129,970	\$128,188	\$153,692	\$140,773	\$173,293
08. Custom Survey - Cities	301	Top Information Systems Executive	All	\$107,921	\$125,481	\$124,199	\$133,083	\$125,481	\$133,083
15. Watson Wyatt Top Management	1630	Top IT Operations Executive	Non-Profit	\$122,065	\$149,984	\$150,320	\$172,544	\$157,244	\$188,514
16. Mercer IT	2400	Director Info Systems Operations	Government/Non-Profit	\$108,823	\$128,295	\$126,446	\$148,383	\$131,869	\$153,067
				Average:	\$113,157	\$133,433	\$132,288	\$151,926	\$138,842
BIS Director, Assistant									
01. Watson Wyatt Middle Management	1730	Information Systems Ops Mgr	All	\$91,654	\$104,560	\$103,126	\$116,749	\$112,925	\$127,264
07. Milliman NW Mgmt & Professional	3.01b	Information Systems Mgr	All	\$93,663	\$103,464	\$98,229	\$117,608	\$109,478	\$125,960
08. Custom Survey - Cities	302	IT Operations Manager	All	\$87,601	\$100,918	\$98,876	\$114,187	\$100,918	\$114,187
16. Mercer IT	2410	Information Systems Ops Mgr	Government/Non-Profit	\$99,703	\$108,083	\$105,372	\$114,492	\$108,083	\$114,492
				Average:	\$93,155	\$104,256	\$101,401	\$115,759	\$107,851
City Attorney III Assistant									
05. Watson Wyatt Professional	3440	Attorney 3	All	\$113,522	\$133,359	\$138,139	\$149,491	\$143,396	\$166,579
07. Milliman NW Mgmt & Professional	5.18a	Senior Attorney	All	\$100,902	\$113,376	\$104,020	\$135,872	\$118,276	\$143,780
08. Custom Survey - Cities	401	Senior Attorney	All	\$86,838	\$89,461	\$95,813	\$103,110	\$89,461	\$103,110
17. Mercer Finance, Acct & Legal	332	Attorney - Senior	Govt/Non-Profit, < \$400 M	\$104,082	\$121,170	\$119,378	\$138,258	\$121,170	\$138,258
				Average:	\$101,336	\$114,341	\$114,337	\$131,683	\$118,076



Appendix – Detailed Market Data

Survey Name	Survey Job Code	Survey Job Title	Scope	Base 25th	Base 50th	Base Avg	Base 75th	TCC 50th	TCC 75th
City Clerk, Deputy									
08. Custom Survey - Cities	810	City Clerk	All	\$72,649	\$79,445	\$88,963	\$108,164	\$79,445	\$108,164
				Average:	\$72,649	\$79,445	\$88,963	\$108,164	\$79,445
Communications Manager									
01. Watson Wyatt Middle Management	3380	Pub Relations Mgr	Utilities <\$600M	\$85,440	\$104,918	\$112,925	\$127,623	\$122,126	\$142,560
01. Watson Wyatt Middle Management	1980	Telecommunications Mgr	Utilities <\$600M	\$99,541	\$118,302	\$112,686	\$127,623	\$129,535	\$140,051
06. ERI		Pub Relations Director	Telecom \$50M	\$72,548	\$85,206	\$86,338	\$101,671	\$91,277	\$108,874
06. ERI		Telecommunications Director	Telecom \$50M	\$95,134	\$109,118	\$110,439	\$127,176	\$118,367	\$137,966
09. Custom Survey - Utilities	604	Communications Manager	All	\$79,142	\$84,690	\$94,480	\$100,275	\$84,690	\$108,077
				Average:	\$86,361	\$100,447	\$103,373	\$116,873	\$109,199
Community Initiatives Manager									
08. Custom Survey - Cities	503	Community Initiatives Manager	All	\$66,478	\$81,981	\$81,981	\$97,483	\$81,981	\$97,483
				Average:	\$66,478	\$81,981	\$81,981	\$97,483	\$81,981
Community Relations Officer									
08. Custom Survey - Cities	506	Community Relations Supervisor	All	\$60,952	\$63,750	\$68,598	\$73,821	\$63,750	\$73,821
				Average:	\$60,952	\$63,750	\$68,598	\$73,821	\$63,750
Contract & Program Auditor									
05. Watson Wyatt Professional	2030	Contract Administrator 3	Non-Profit	\$60,465	\$71,579	\$70,981	\$79,944	\$71,579	\$81,855
06. ERI	1302	Contract Specialist	Pub Admin, 2 Yrs Exp	\$47,347	\$51,421	\$52,192	\$56,706	\$52,742	\$58,137
08. Custom Survey - Cities	808	Contract & Program Auditor	All	\$62,958	\$69,470	\$65,586	\$70,452	\$69,470	\$70,452
				Average:	\$56,923	\$64,157	\$62,919	\$69,034	\$64,597



Appendix – Detailed Market Data

Survey Name	Survey Job Code	Survey Job Title	Scope	Base 25th	Base 50th	Base Avg	Base 75th	TCC 50th	TCC 75th	
Court Administrator										
08. Custom Survey - Cities	407	Municipal Court Administrator	All	\$64,978	\$87,389	\$85,784	\$98,025	\$87,389	\$98,025	
				Average:	\$64,978	\$87,389	\$85,784	\$98,025	\$87,389	\$98,025
Court Clerk										
08. Custom Survey - Cities	409	Court Clerk	All	\$38,402	\$39,426	\$39,965	\$42,033	\$39,426	\$42,033	
				Average:	\$38,402	\$39,426	\$39,965	\$42,033	\$39,426	\$42,033
Court Operations Supervisor										
08. Custom Survey - Cities	408	Court Operations Supervisor	All	\$50,822	\$56,349	\$63,781	\$73,095	\$56,349	\$73,095	
				Average:	\$50,822	\$56,349	\$63,781	\$73,095	\$56,349	\$73,095
Customer Services Manager										
07. Milliman NW Mgmt & Professional	7.25a	Customer Service Director	All	\$101,682	\$125,849	\$127,742	\$140,773	\$133,979	\$159,929	
15. Watson Wyatt Top Management	1491	Top Customer Service Executive	Non-Profit	\$84,541	\$124,522	\$135,801	\$177,122	\$135,355	\$228,830	
				Average:	\$93,111	\$125,185	\$131,772	\$158,948	\$134,667	\$194,379
Economic Development Director										
06. ERI	3222	Economic Analysis Director	Pub Admin, \$200 M Budget	\$94,694	\$106,585	\$108,017	\$122,111	\$116,385	\$133,232	
08. Custom Survey - Cities	501	Top Economic Development Exec	All	\$99,864	\$110,217	\$111,359	\$132,031	\$110,217	\$132,031	
				Average:	\$97,279	\$108,401	\$109,688	\$127,071	\$113,301	\$132,631
Economic Development Supervisor										
06. ERI	3224	Economic Analysis Supervisor	Pub Admin, 3 Yrs Exp	\$55,935	\$61,110	\$61,991	\$67,827	\$62,982	\$70,029	
08. Custom Survey - Cities	505	Economic Development Supervisor	All	\$70,169	\$71,449	\$76,162	\$79,799	\$71,449	\$79,799	
				Average:	\$63,052	\$66,280	\$69,077	\$73,813	\$67,216	\$74,914



Appendix – Detailed Market Data

Survey Name	Survey Job Code	Survey Job Title	Scope	Base 25th	Base 50th	Base Avg	Base 75th	TCC 50th	TCC 75th
Energy Conservation Manager									
09. Custom Survey - Utilities	903	Energy Services Manager	All	\$104,029	\$119,473	\$126,912	\$145,745	\$119,661	\$150,801
15. Watson Wyatt Top Management	2900	Top Marketing Executive	Median Revenue \$250 M	\$131,669	\$168,858	\$178,574	\$185,387	\$184,493	\$241,449
15. Watson Wyatt Top Management	1489	Top Customer Service Executive	Median Revenue \$190 M	\$80,632	\$172,990	\$166,066	\$228,941	\$172,990	\$308,457
18. Mercer Executive	120	Top Customer Service Executive	Median Revenue \$288 M	\$132,940	\$151,420	\$170,123	\$208,650	\$168,219	\$235,193
18. Mercer Executive	121	Top Marketing Executive	Median Revenue \$253 M	\$168,331	\$195,546	\$207,866	\$231,497	\$226,793	\$293,992
Average:				\$123,520	\$161,658	\$169,908	\$200,044	\$174,431	\$245,978
Engineer, Principal									
05. Watson Wyatt Professional	3850	Civil Engineer 6	Non-Profit	\$93,447	\$98,824	\$103,604	\$114,956	\$98,824	\$118,661
06. ERI	1104	Power Systems Engineer	Tacoma, 20 Yrs Exp, Utility	\$93,593	\$102,291	\$103,612	\$113,632	\$107,356	\$119,248
07. Milliman NW Mgmt & Professional	6.02	Project Engineer Manager	All	\$91,658	\$103,129	\$99,231	\$113,264	\$110,925	\$117,496
09. Custom Survey - Utilities	909	Principal Engineer	All	\$94,642	\$103,092	\$101,866	\$109,541	\$105,704	\$111,422
12. Towers Energy Services	1003	Engineer Project Leader	Electrical Systems	\$79,871	\$95,893	\$92,807	\$103,845	\$99,453	\$113,339
Average:				\$90,642	\$100,646	\$100,224	\$111,048	\$104,453	\$116,033
Engineer, Professional									
05. Watson Wyatt Professional	3850	Civil Engineer 4	All	\$81,975	\$87,352	\$88,428	\$94,642	\$88,547	\$96,076
06. ERI	1104	Power Systems Engineer	Tacoma, 10 Yrs Exp, Utility	\$75,645	\$82,692	\$83,793	\$91,831	\$86,105	\$95,574
09. Custom Survey - Utilities	910	Professional Engineer	All	\$81,729	\$85,026	\$88,737	\$95,782	\$85,031	\$97,363
12. Towers Energy Services	1004	Engineer III	All	\$71,920	\$79,159	\$79,990	\$85,449	\$83,313	\$90,908
Average:				\$77,817	\$83,557	\$85,237	\$91,926	\$85,749	\$94,980
Event Services Coordinator									
02. Milliman Puget Sound Regional	5.23	Events Coordinator	Puget Sound	\$42,271	\$47,803	\$55,004	\$57,301	\$50,099	\$57,301
05. Watson Wyatt Professional	2676	Meetings & Special Events Planner	All	\$51,264	\$57,359	\$59,032	\$67,396	\$59,988	\$68,591
06. ERI	2892	Special Events Coordinator	Pub Admin, 2 Yrs Exp	\$46,906	\$51,201	\$51,971	\$56,926	\$53,403	\$59,349
08. Custom Survey - Cities	713	Event Services Coordinator	All	\$42,038	\$52,339	\$46,971	\$54,588	\$52,339	\$54,588
Average:				\$45,620	\$52,175	\$53,245	\$59,053	\$53,957	\$59,957



Appendix – Detailed Market Data

Survey Name	Survey Job Code	Survey Job Title	Scope	Base 25th	Base 50th	Base Avg	Base 75th	TCC 50th	TCC 75th
Finance Director									
07. Milliman NW Mgmt & Professional	2.01	Director of Finance	All	\$115,380	\$132,865	\$130,749	\$147,344	\$137,098	\$161,933
08. Custom Survey - Cities	201	Top Finance Executive	All	\$112,142	\$127,978	\$124,907	\$135,430	\$127,978	\$135,430
15. Watson Wyatt Top Management	615	Top Financial Analysis Executive	500 - 5,000 Ees	\$122,847	\$156,015	\$159,589	\$187,620	\$195,326	\$255,968
17. Mercer Finance, Acct & Legal	110	Top Financial Analysis Executive	Seattle, WA	\$122,723	\$138,856	\$156,063	\$197,887	\$159,051	\$243,774
			Average:	\$118,273	\$138,928	\$142,827	\$167,070	\$154,863	\$199,276
Financial Manager									
01. Watson Wyatt Middle Management	620	Financial Analysis Manager	All	\$93,327	\$102,409	\$107,428	\$113,522	\$110,057	\$125,950
06. ERI	4036	Financial Analysis Manager	Pub Admin, 10 Yrs Exp	\$73,773	\$80,710	\$81,811	\$89,629	\$85,555	\$95,024
08. Custom Survey - Cities	202	Finance Manager	All	\$86,936	\$91,560	\$95,971	\$106,418	\$91,560	\$106,418
17. Mercer Finance, Acct & Legal	111	Financial Analysis Manager	Government/Non-Profit	\$93,805	\$106,233	\$103,723	\$114,598	\$112,566	\$121,289
			Average:	\$86,960	\$95,228	\$97,233	\$106,042	\$99,934	\$112,170
Financial Manager (City Treasurer)									
08. Custom Survey - Cities	205	City Treasurer	All	\$88,316	\$105,365	\$99,890	\$107,914	\$105,365	\$107,914
			Average:	\$88,316	\$105,365	\$99,890	\$107,914	\$105,365	\$107,914
Financial Supervisor									
04. Watson Wyatt Supervisory	717	Financial Reporting Supervisor	All	\$66,480	\$82,891	\$89,958	\$95,827	\$85,406	\$102,895
06. ERI	1272	Financial Analysis Supervisor	Pub Admin, 3 Yrs Exp	\$56,266	\$61,551	\$62,432	\$68,378	\$63,643	\$70,580
08. Custom Survey - Cities	206	Financial Supervisor	All	\$60,463	\$66,888	\$65,800	\$70,461	\$55,888	\$70,461
			Average:	\$61,070	\$70,443	\$72,730	\$78,222	\$68,312	\$81,312
Fire Chief									
08. Custom Survey - Cities	701	Fire Chief	All	\$110,918	\$126,907	\$127,535	\$137,016	\$126,907	\$137,016
			Average:	\$110,918	\$126,907	\$127,535	\$137,016	\$126,907	\$137,016



Appendix – Detailed Market Data

Survey Name	Survey Job Code	Survey Job Title	Scope	Base 25th	Base 50th	Base Avg	Base 75th	TCC 50th	TCC 75th	
Fleet Manager										
01. Watson Wyatt Middle Management	6330	Fleet Manager	All	\$84,723	\$94,642	\$95,120	\$103,365	\$99,780	\$115,315	
08. Custom Survey - Cities	805	Fleet Manager	All	\$70,171	\$87,767	\$86,771	\$102,490	\$87,767	\$102,490	
				Average:	\$77,447	\$91,204	\$90,945	\$102,927	\$93,774	\$108,902
General Services Director										
06. ERI		Administrative VP	Pub Admin \$200M	\$118,477	\$145,784	\$147,546	\$189,057	\$175,844	\$225,393	
06. ERI		Support Services Director	All \$200M	\$110,219	\$121,120	\$122,661	\$138,627	\$131,470	\$150,409	
08. Custom Survey - Cities	801	Top General Svcs Executive	All	\$94,439	\$103,577	\$103,577	\$112,716	\$103,577	\$112,716	
20. Washington Employers		Top Admin	All	\$77,209	\$112,008	\$126,036	\$147,785	\$139,085		
				Average:	\$100,086	\$120,622	\$124,955	\$147,046	\$137,494	\$162,839
General Services Director, Asst										
01. Watson Wyatt Middle Management	5720	Manager of Operations (Non-Mfg)	< 2,500 Ees	\$94,642	\$105,038	\$102,528	\$108,145	\$109,340	\$112,686	
				Average:	\$94,642	\$105,038	\$102,528	\$108,145	\$109,340	\$112,686
Generation Manager										
09. Custom Survey - Utilities	904	Generation Manager	All	\$150,597	\$173,017	\$170,038	\$189,444	\$173,017	\$196,073	
10. LPPC Executive Salary	5	Top Power Generator Exec	All		\$199,769	\$193,135				
12. Towers Energy Services	203	Top Power Generation Exec	\$500 M Regression		\$182,292			\$230,357		
				Average:	\$150,597	\$185,026	\$181,586	\$189,444	\$201,687	\$196,073
Graphic Services Supervisor										
05. Watson Wyatt Professional	3055	Graphic Design Specialist 4	All	\$60,107	\$71,220	\$74,327	\$81,736	\$73,610	\$84,245	
08. Custom Survey - Cities	807	Graphic Services Supervisor	All	\$62,172	\$67,609	\$69,230	\$71,009	\$67,609	\$71,009	
				Average:	\$61,139	\$69,415	\$71,779	\$76,372	\$70,610	\$77,627



Appendix – Detailed Market Data

Survey Name	Survey Job Code	Survey Job Title	Scope	Base 25th	Base 50th	Base Avg	Base 75th	TCC 50th	TCC 75th
Growth Management Manager									
01. Watson Wyatt Middle Management	120	Long-Range Planning Manager	Non-Profit	\$93,208	\$110,535	\$111,849	\$126,667	\$114,120	\$129,415
06. ERI	3213	Long-Range Planning Manager	Pub Admin, 10 Yrs Exp	\$82,141	\$90,289	\$91,390	\$100,860	\$96,786	\$108,127
08. Custom Survey - Cities	502	Growth Management Manager	All	\$75,983	\$85,350	\$86,035	\$88,752	\$85,350	\$88,752
Average:				\$83,777	\$95,391	\$96,425	\$105,426	\$98,752	\$108,765
Human Resources Assistant									
02. Milliman Puget Sound Regional	7.02	Human Resources Assistant	Puget Sound	\$36,113	\$38,722	\$37,887	\$41,227	\$39,557	\$41,958
03. Watson Wyatt Office Personnel	1470	Human Resources Assistant 2	Washington	\$33,749	\$37,952	\$38,553	\$43,237	\$38,553	
08. Custom Survey - Cities	105	Human Resources Assistant	All	\$37,752	\$45,047	\$42,670	\$47,263	\$45,047	\$47,263
Average:				\$35,871	\$40,574	\$39,703	\$43,909	\$41,052	\$44,610
Human Resources Director									
06. ERI	5	Top Human Resources Officer	Pub Admin, \$200 M Budget	\$86,325	\$115,064	\$116,495	\$152,391	\$123,983	\$164,172
08. Custom Survey - Cities	101	Top Human Resources Executive	All	\$103,147	\$109,036	\$114,609	\$125,927	\$109,036	\$125,927
15. Watson Wyatt Top Management	880	Top Human Resources Executive	Non-Profit	\$111,679	\$129,212	\$144,959	\$162,493	\$130,106	\$170,422
17. Mercer Finance, Acct & Legal	950	Top HR Management Executive	< \$500 M	\$136,107	\$173,988	\$183,189	\$227,403	\$198,365	\$256,321
18. Mercer Executive	120.121	Top HR Management Executive	< \$500 M	\$146,156	\$170,235	\$174,379	\$198,458	\$188,827	\$234,297
Average:				\$116,683	\$139,507	\$146,726	\$173,334	\$150,063	\$190,228
Human Resources Director, Asst									
01. Watson Wyatt Middle Management	910	Human Resources Manager	All	\$81,616	\$92,969	\$96,315	\$108,503	\$98,585	\$119,139
06. ERI	1780	Human Resources Director	Pub Admin, \$200 M Budget	\$76,526	\$89,408	\$90,620	\$106,035	\$97,777	\$115,945
07. Milliman NW Mgmt & Professional	4.01a	Director of Human Resources	All	\$106,693	\$122,508	\$125,404	\$141,218	\$129,413	\$156,587
08. Custom Survey - Cities	102	Human Resources Manager	All	\$73,812	\$98,883	\$90,268	\$106,547	\$98,883	\$106,547
18. Mercer Executive	120.21	Human Resources Director	Government/Non-Profit	\$74,926	\$100,909	\$98,557	\$113,117	\$100,909	\$113,117
Average:				\$82,715	\$100,935	\$100,233	\$115,084	\$105,113	\$122,267



Appendix – Detailed Market Data

Survey Name	Survey Job Code	Survey Job Title	Scope	Base 25th	Base 50th	Base Avg	Base 75th	TCC 50th	TCC 75th	
Information Technology Manager										
01. Watson Wyatt Middle Management	1640	Apps Programming Manager	All	\$105,635	\$114,239	\$114,956	\$123,918	\$123,799	\$137,541	
07. Milliman NW Mgmt & Professional	3.02	Applications Manager	All	\$92,772	\$100,679	\$102,350	\$114,489	\$102,238	\$119,835	
08. Custom Survey - Cities	303	Applications & Sys Programming Mgr	All	\$82,817	\$96,252	\$96,239	\$112,229	\$96,252	\$112,229	
16. Mercer IT	1220	Apps Systems Anal & Programming Mgr	< 1,000 Ees	\$99,210	\$110,055	\$109,932	\$118,189	\$113,752	\$128,788	
				Average:	\$95,108	\$105,306	\$105,869	\$117,206	\$109,010	\$124,598
Land Use Administrative Planner										
08. Custom Survey - Cities	712	Land Use Administrative Planner	All	\$50,456	\$56,445	\$57,139	\$60,000	\$5,645	\$57,139	
				Average:	\$50,456	\$56,445	\$57,139	\$60,000	\$5,645	\$57,139
Legal Assistant										
02. Milliman Puget Sound Regional	5.2	Legal Assistant	Puget Sound	\$39,140	\$45,298	\$39,348	\$51,769	\$45,298	\$51,769	
05. Watson Wyatt Professional	3460	Paralegal/Legal Assistant 1	All	\$40,390	\$48,396	\$47,201	\$52,937	\$49,113	\$54,610	
06. ERI	1902	Legal Assistant	All, 2 Yrs Exp	\$35,675	\$38,979	\$39,639	\$43,273	\$39,639	\$44,044	
08. Custom Survey - Cities	402	Legal Assistant	All	\$41,015	\$43,602	\$44,801	\$46,429	\$43,602	\$46,429	
17. Mercer Finance, Acct & Legal	338	Legal Assistant - Associate	< \$400 M	\$50,069	\$51,981	\$53,296	\$57,478	\$51,981	\$59,271	
				Average:	\$41,258	\$45,651	\$44,857	\$50,377	\$45,927	\$51,224
Management Analyst II										
05. Watson Wyatt Professional	630	Business Analyst 3	All	\$69,667	\$76,956	\$77,434	\$84,006	\$79,944	\$87,472	
08. Custom Survey - Cities	809	Management Analyst	All	\$58,921	\$64,976	\$61,712	\$69,423	\$64,976	\$69,423	
				Average:	\$64,294	\$70,966	\$69,573	\$76,715	\$72,460	\$78,447
Marketing Coordinator										
02. Milliman Puget Sound Regional	8.09	Marketing Coordinator	Puget Sound	\$40,914	\$43,732	\$45,193	\$50,099	\$46,341	\$50,412	
05. Watson Wyatt Professional	2650	Marketing Specialist	All	\$48,396	\$54,969	\$57,478	\$63,811	\$56,522	\$65,723	
06. ERI	4053	Marketing Coordinator	Pub Admin, 2 Yrs Exp	\$60,780	\$66,506	\$67,387	\$73,883	\$70,139	\$77,957	
08. Custom Survey - Cities	507	Marketing Coordinator	All	\$51,566	\$54,859	\$54,859	\$58,153	\$54,859	\$58,153	
				Average:	\$50,414	\$55,016	\$56,229	\$61,487	\$56,965	\$63,061



Appendix – Detailed Market Data

Survey Name	Survey Job Code	Survey Job Title	Scope	Base 25th	Base 50th	Base Avg	Base 75th	TCC 50th	TCC 75th
Mgmt & Budget Internal Consultant									
02. Milliman Puget Sound Regional	2.16	Financial Analyst	Puget Sound	\$52,291	\$59,806	\$59,701	\$66,903	\$59,910	\$67,738
05. Watson Wyatt Professional	630	Financial/Business Analyst 3	All	\$69,667	\$76,956	\$77,195	\$84,006	\$79,944	\$87,472
08. Custom Survey - Cities	207	Finance Analyst/Consultant	All	\$53,194	\$62,958	\$62,984	\$67,355	\$62,958	\$67,355
17. Mercer Finance, Acct & Legal	113	Financial Analyst 3	Govt/Non-Profit, < \$400 M	\$66,560	\$70,264	\$70,503	\$73,132	\$70,264	\$73,132
			Average:	\$60,428	\$67,496	\$67,596	\$72,849	\$68,269	\$73,924
Mgmt Budget & Analysis Director									
06. ERI	4022	Controller	All, \$200 M Budget	\$112,641	\$129,818	\$131,470	\$152,281	\$145,894	\$171,109
07. Milliman NW Mgmt & Professional	1.01	Controller - Company	All	\$98,340	\$113,598	\$119,055	\$139,214	\$121,617	\$149,794
08. Custom Survey - Cities	203	Top Budget & Analysis Executive	All	\$103,520	\$109,260	\$111,169	\$116,911	\$109,260	\$116,911
17. Mercer Finance, Acct & Legal	5	Corporate Controller	< \$500 M	\$112,566	\$139,812	\$144,830	\$167,893	\$156,900	\$187,969
			Average:	\$106,767	\$123,122	\$126,631	\$144,075	\$133,418	\$156,446
Mgmt Budget Analysis Director, Asst									
01. Watson Wyatt Middle Management	330	Budgetary Control Manager	All	\$89,742	\$104,321	\$100,497	\$117,107	\$112,327	\$129,415
07. Milliman NW Mgmt & Professional	1.14	Budget Manager	All	\$79,073	\$89,097	\$87,092	\$101,459	\$90,879	\$114,712
08. Custom Survey - Cities	204	Budget & Analysis Manager	All	\$75,113	\$77,804	\$80,069	\$80,266	\$77,804	\$80,266
			Average:	\$81,309	\$90,407	\$89,219	\$99,611	\$93,670	\$108,131
PAF Deputy Director									
08. Custom Survey - Cities	710	Convention Center General Mgr	All		\$132,551				
			Average:		\$132,551				
PAF Director									
08. Custom Survey - Cities	707	Top Pub Facilities Executive	All	\$93,615	\$97,986	\$97,969	\$102,342	\$97,986	\$102,342
			Average:	\$93,615	\$97,986	\$97,969	\$102,342	\$97,986	\$102,342



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Survey Name	Survey Job Code	Survey Job Title	Scope	Base 25th	Base 50th	Base Avg	Base 75th	TCC 50th	TCC 75th
Paralegal									
02. Milliman Puget Sound Regional	5.21	Paralegal	Puget Sound	\$52,604	\$57,405	\$53,961	\$64,607	\$58,762	\$67,216
05. Watson Wyatt Professional	3460	Paralegal/Legal Assistant 3	All	\$56,283	\$61,302	\$64,170	\$67,635	\$64,528	\$70,025
06. ERI	1902	Legal Assistant	All, 4 Yrs Exp	\$38,758	\$42,392	\$43,053	\$47,127	\$43,163	\$47,897
08. Custom Survey - Cities	403	Paralegal	All	\$43,563	\$44,068	\$48,314	\$52,833	\$44,068	\$52,833
17. Mercer Finance, Acct & Legal	340	Legal Assistant/Paralegal Senior	Govt/Non-Profit, < \$400 M	\$54,132	\$57,478	\$56,642	\$58,673	\$57,478	\$59,151
			Average:	\$49,068	\$52,529	\$53,228	\$58,175	\$53,600	\$59,425
Police Chief									
08. Custom Survey - Cities	704	Police Chief	All	\$116,833	\$143,531	\$132,336	\$149,968	\$143,531	\$149,967
			Average:	\$116,833	\$143,531	\$132,336	\$149,968	\$143,531	\$149,967
Power Analyst									
09. Custom Survey - Utilities	911	Power Analyst	All	\$68,043	\$75,710	\$80,527	\$88,194	\$77,753	\$90,770
11. Hewitt Power Industry	308	Structuring & Pricing Analyst	All	\$95,686	\$104,052	\$103,937	\$131,898	\$131,784	\$207,760
			Average:	\$81,865	\$89,881	\$92,232	\$110,046	\$104,769	\$149,265
Power Manager									
09. Custom Survey - Utilities	906	Power Manager	All	\$144,769	\$167,329	\$179,908	\$209,321	\$167,329	\$209,321
10. LPPC Executive Salary	7	Top Energy Mktg Exec	All		\$157,825	\$161,463			
11. Hewitt Power Industry	303	Director Power Mktg/Origination	All	\$148,973	\$160,662	\$168,225	\$180,945	\$199,509	\$317,885
12. Towers Energy Services	232	Top Trading Executive	< \$1.5 B	\$140,635	\$173,865	\$170,542	\$195,228	\$240,563	\$503,201
20. Custom City of Seattle 05		Power Supply & Environmental Affairs	All		\$192,000			\$204,000	
			Average:	\$144,792	\$170,336	\$170,035	\$195,165	\$202,850	\$343,469
Principal Engineer, Sr									
06. ERI	2776	Fire Protection Engineer	All, 20 Yrs Exp	\$78,618	\$85,885	\$86,986	\$95,354	\$89,188	\$99,098
08. Custom Survey - Cities	703	Senior Fire Protection Engineer	All	\$73,052	\$76,225	\$75,170	\$77,847	\$76,225	\$77,847
			Average:	\$75,835	\$81,055	\$81,078	\$86,601	\$82,707	\$88,472



Appendix – Detailed Market Data

Survey Name	Survey Job Code	Survey Job Title	Scope	Base 25th	Base 50th	Base Avg	Base 75th	TCC 50th	TCC 75th
Project Manager									
06. ERI	373	Project Manager	Pub Admin, \$200 M Budget	\$97,997	\$108,347	\$109,779	\$121,891	\$123,212	\$138,517
07. Milliman NW Mgmt & Professional	5.23	Project Director	All	\$90,879	\$104,132	\$97,227	\$122,397	\$108,030	\$130,415
08. Custom Survey - Cities	702	Project Manager	All	\$61,965	\$69,470	\$72,617	\$81,697	\$69,470	\$81,697
Average:				\$83,614	\$93,983	\$93,208	\$108,661	\$100,237	\$116,876
Pub Affairs Manager									
01. Watson Wyatt Middle Management	3380	Pub Relations Manager	All	\$83,648	\$93,805	\$98,466	\$108,264	\$98,944	\$120,214
06. ERI	1910	Pub Relations Manager	All, 10 Yrs Exp	\$74,434	\$81,370	\$82,472	\$90,289	\$86,435	\$96,015
07. Milliman NW Mgmt & Professional	5.06	Pub Relations Manager	All	\$74,618	\$87,538	\$85,644	\$95,668	\$89,097	\$99,009
09. Custom Survey - Utilities	504	Pub Affairs Manager	All	\$71,046	\$97,440	\$97,336	\$118,303	\$97,440	\$118,303
Average:				\$75,937	\$90,038	\$90,979	\$103,131	\$92,979	\$108,385
Pub Works Director									
08. Custom Survey - Cities	705	Top Pub Works Executive	All	\$110,929	\$113,474	\$116,352	\$120,924	\$113,474	\$120,924
Average:				\$110,929	\$113,474	\$116,352	\$120,924	\$113,474	\$120,924
Radio Communications Manager									
08. Custom Survey - Cities	603	Radio Communications Manager	All	\$61,981	\$81,280	\$75,263	\$87,182	\$81,280	\$87,182
Average:				\$61,981	\$81,280	\$75,263	\$87,182	\$81,280	\$87,182
Real Estate Officer									
01. Watson Wyatt Middle Management	2388	Real Estate Acquisitions Manager	Non-Profit	\$83,648	\$93,925	\$96,912	\$109,579	\$99,183	\$113,403
06. ERI	5562	Real Estate Development Manager	Pub Admin, 5 Yrs Exp	\$59,569	\$64,304	\$65,295	\$70,580	\$68,378	\$74,984
08. Custom Survey - Cities	806	Real Estate Manager	All	\$76,060	\$76,784	\$83,383	\$84,107	\$76,784	\$84,107
Average:				\$73,092	\$78,337	\$81,863	\$88,088	\$81,448	\$90,831



Appendix – Detailed Market Data

Survey Name	Survey Job Code	Survey Job Title	Scope	Base 25th	Base 50th	Base Avg	Base 75th	TCC 50th	TCC 75th
Risk Manager									
01. Watson Wyatt Middle Management	780	Risk Manager	All	\$90,101	\$102,767	\$102,767	\$117,346	\$114,598	\$137,422
06. ERI	1428	Risk Mgmt Manager	All, 15 Yrs Exp	\$92,491	\$101,080	\$102,401	\$112,201	\$108,127	\$120,129
07. Milliman NW Mgmt & Professional	5.21b	Risk Mgmt/Loss Control Mgr	All	\$74,173	\$89,097	\$86,981	\$98,006	\$89,208	\$99,677
08. Custom Survey - Cities	104	Risk Manager	All	\$83,831	\$86,024	\$89,050	\$95,115	\$86,024	\$95,115
Average:				\$85,149	\$94,742	\$95,300	\$105,667	\$99,489	\$113,086
Sales & Service Representative									
02. Milliman Puget Sound Regional	8.03	Customer Service Representative	Puget Sound	\$29,746	\$34,025	\$34,652	\$36,530	\$34,756	\$38,722
05. Watson Wyatt Professional	2835	Customer Service Representative 2	All	\$38,717	\$40,987	\$38,000	\$44,333	\$41,824	\$48,157
06. ERI	101	Customer Service Representative 2	Tacoma, Utilities, 3 Yrs Exp	\$40,630	\$43,823	\$44,594	\$49,109	\$45,255	\$50,540
Average:				\$36,364	\$39,612	\$39,082	\$43,324	\$40,612	\$45,807
Solid Waste Manager									
08. Custom Survey - Cities	708	Solid Waste Manager	All	\$80,534	\$85,839	\$94,533	\$105,286	\$85,839	\$105,286
Average:				\$80,534	\$85,839	\$94,533	\$105,286	\$85,839	\$105,286
Telecommunications & Technology Supervisor									
04. Watson Wyatt Supervisory	1985	Telecommunications Supv 3	All	\$69,714	\$82,771	\$89,239	\$93,312	\$85,885	\$101,218
08. Custom Survey - Cities	606	Telecomm & Technology Supv	All	\$66,567	\$80,459	\$80,459	\$94,351	\$80,459	\$94,351
Average:				\$68,141	\$81,615	\$84,849	\$93,831	\$83,172	\$97,784
Telecommunications Manager									
15. Watson Wyatt Top Management	1605	Top Telecommunications Executive	All	\$123,963	\$147,974	\$151,213	\$169,752	\$166,401	\$254,851
17. Mercer Finance, Acct & Legal	925	Top Telecommunications Executive	All	\$121,289	\$142,918	\$141,006	\$158,812	\$158,812	\$202,547
18. Mercer Executive	310.13	Top Telecommunications Executive	All		\$169,787	\$176,507		\$173,707	
Average:				\$122,626	\$153,560	\$156,242	\$164,282	\$166,307	\$228,699



Appendix – Detailed Market Data

Survey Name	Survey Job Code	Survey Job Title	Scope	Base 25th	Base 50th	Base Avg	Base 75th	TCC 50th	TCC 75th
Telecommunications Manager, Asst									
01. Watson Wyatt Middle Management	1980	Telecommunications Manager	All	\$92,969	\$105,874	\$106,950	\$118,183	\$114,359	\$129,654
06. ERI	1758	Telecommunications Manager	All, 15 Yrs Exp	\$99,979	\$109,228	\$110,659	\$121,340	\$116,055	\$128,827
07. Milliman NW Mgmt & Professional	3.19	Network Communications Mgr	All	\$79,073	\$99,566	\$95,556	\$109,812	\$106,582	\$111,705
09. Custom Survey - Utilities	602	Telecommunications Manager	All	\$111,122	\$115,689	\$114,286	\$118,853	\$118,055	\$122,402
Average:				\$95,786	\$107,589	\$106,863	\$117,047	\$113,763	\$123,147
Telecommunications Network Technician									
02. Milliman Puget Sound Regional	3.11	Network Operations Technician II	Puget Sound	\$49,786	\$55,631	\$51,351	\$72,330	\$57,092	\$73,061
06. ERI	157	Field Service Engineer	Telecom, 7 Yrs Exp	\$52,632	\$57,587	\$58,468	\$65,405	\$59,239	\$67,387
09. Custom Survey - Utilities	607	Telecomm Network Technician	All	\$51,027	\$66,214	\$66,598	\$81,785	\$66,214	\$81,785
19. Watson Wyatt Tech & Skilled	4175	Field Service-Telecom 3	All	\$58,490	\$62,213	\$63,894	\$66,056	\$63,414	
Average:				\$52,984	\$60,411	\$60,078	\$71,394	\$61,490	\$74,077
Transmission & Distribution Manager									
09. Custom Survey - Utilities	905	Transmission & Distribution Mgr	All	\$161,406	\$172,215	\$165,694	\$173,242	\$172,215	\$176,745
10. LPPC Executive Salary	6c	Top T & D Executive	All		\$164,994	\$164,138			
12. Towers Energy Services	215	Top T & D Systems Exec	\$500 M Regression		\$163,896			\$194,397	
13. Custom City of Seattle	204	Director Power T & D	All	\$128,511	\$141,308	\$144,344	\$157,250	\$146,405	
Average:				\$144,958	\$160,603	\$158,059	\$165,246	\$171,005	\$176,745
TV Supervisor									
06. ERI	375	Production Control Manager	All, 10 Yrs Exp	\$76,195	\$83,242	\$84,343	\$92,381	\$87,426	\$97,006
08. Custom Survey - Cities	605	TV Supervisor	All	\$65,542	\$81,019	\$75,646	\$83,728	\$81,019	\$83,728
Average:				\$70,869	\$82,131	\$79,995	\$88,055	\$84,223	\$90,367
Urban Planner III									
06. ERI	2721	Urban Planner	All, 20 Yrs Exp	\$64,964	\$70,580	\$71,571	\$77,957	\$71,681	\$79,168
08. Custom Survey - Cities	711	Senior Urban Planner	All	\$67,980	\$70,608	\$68,226	\$72,768	\$70,608	\$72,768
Average:				\$66,472	\$70,594	\$69,899	\$75,362	\$71,144	\$75,968



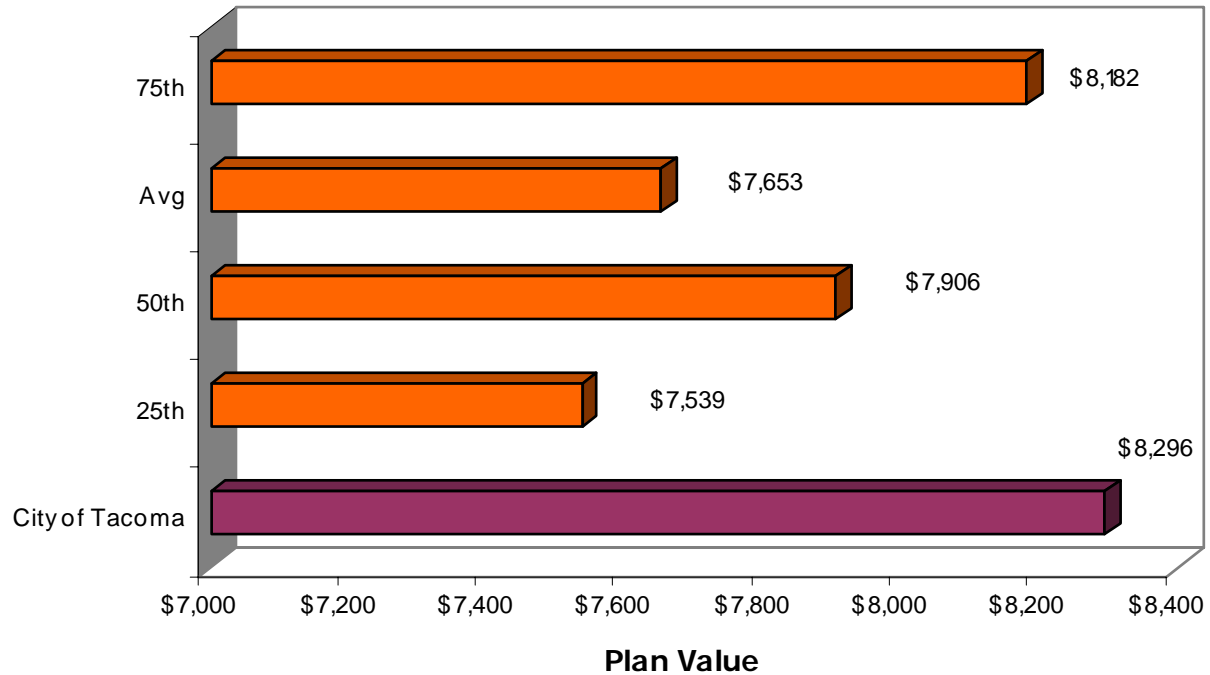
Appendix – Detailed Market Data

Survey Name	Survey Job Code	Survey Job Title	Scope	Base 25th	Base 50th	Base Avg	Base 75th	TCC 50th	TCC 75th
Utilities Director									
09. Custom Survey - Utilities	901	CEO Pub Utility	All	\$229,461	\$298,162	\$282,170	\$317,497	\$298,162	\$317,497
10. LPPC Executive Salary	1	President & CEO	All		\$240,429	\$264,397			
11. Hew itt Pow er Industry	101	CEO/President	\$200 M - \$999.9 M	\$354,670	\$406,811	\$442,679	\$521,405	\$527,135	\$1,016,453
12. Tow ers Energy Services	1	CEO	\$500 M Regression		\$352,478			\$409,325	
Average:				\$292,066	\$324,470	\$329,749	\$419,451	\$411,541	\$666,975
Utilities Director Deputy Power Superintendent									
09. Custom Survey - Utilities	902	Electric Utility Superintendent	All	\$212,775	\$229,618	\$219,320	\$234,721	\$229,618	\$234,721
10. LPPC Executive Salary	2	COO	All		\$189,604	\$196,773			
11. Hew itt Pow er Industry	201	CEO/President Pow er Development	All	\$252,566	\$268,151	\$300,581	\$316,739	\$400,737	\$536,302
12. Tow ers Energy Services	2	COO	\$500 M Regression		\$228,695		\$247,091		
13. Custom City of Seattle	114	Electric Utility Superintendent	All	\$215,269	\$236,742	\$251,382	\$278,277	\$269,710	
14. Custom City Utilities of Springfield	101	CEO	< \$500 M	\$187,801	\$227,245	\$241,870	\$283,973	\$215,168	\$263,476
Average:				\$217,103	\$230,009	\$241,985	\$272,160	\$278,808	\$344,833
Utilities Director Deputy Water Superintendent									
09. Custom Survey - Utilities	907	Water Superintendent	All	\$148,107	\$161,550	\$150,578	\$164,022	\$164,351	\$166,004
13. Custom City of Seattle	208	Director Water Operations	All	\$105,628	\$111,918	\$115,714	\$129,595	\$116,365	
Average:				\$126,868	\$136,734	\$133,146	\$146,808	\$140,358	\$166,004
Waste Management Manager									
06. ERI	2630	Waste Management Manager	All, 20 Yrs Exp	\$91,390	\$99,979	\$101,190	\$110,990	\$103,943	\$115,394
08. Custom Survey - Cities	706	Waste Management Manager	All	\$91,067	\$103,261	\$109,377	\$129,453		
Average:				\$91,229	\$101,620	\$105,284	\$120,222	\$103,943	\$115,394



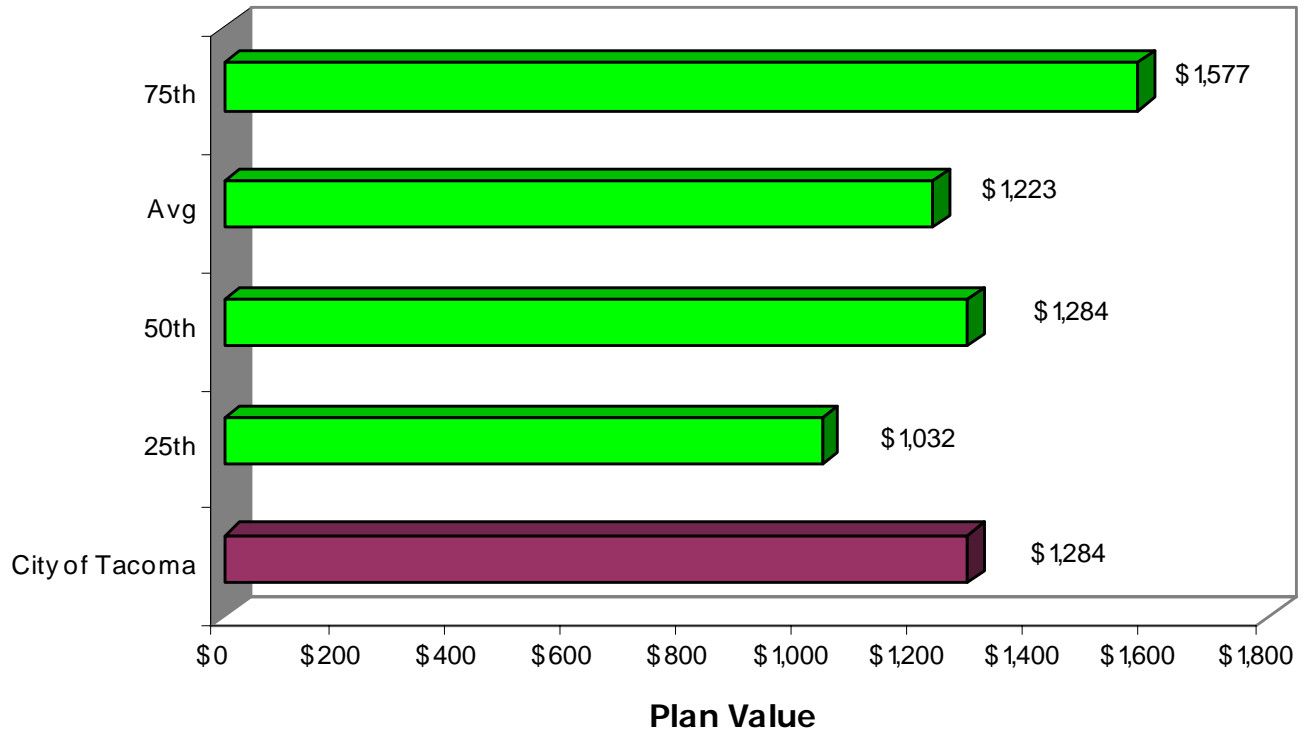
Appendix – Benefit Valuations

Medical Plan Comparisons



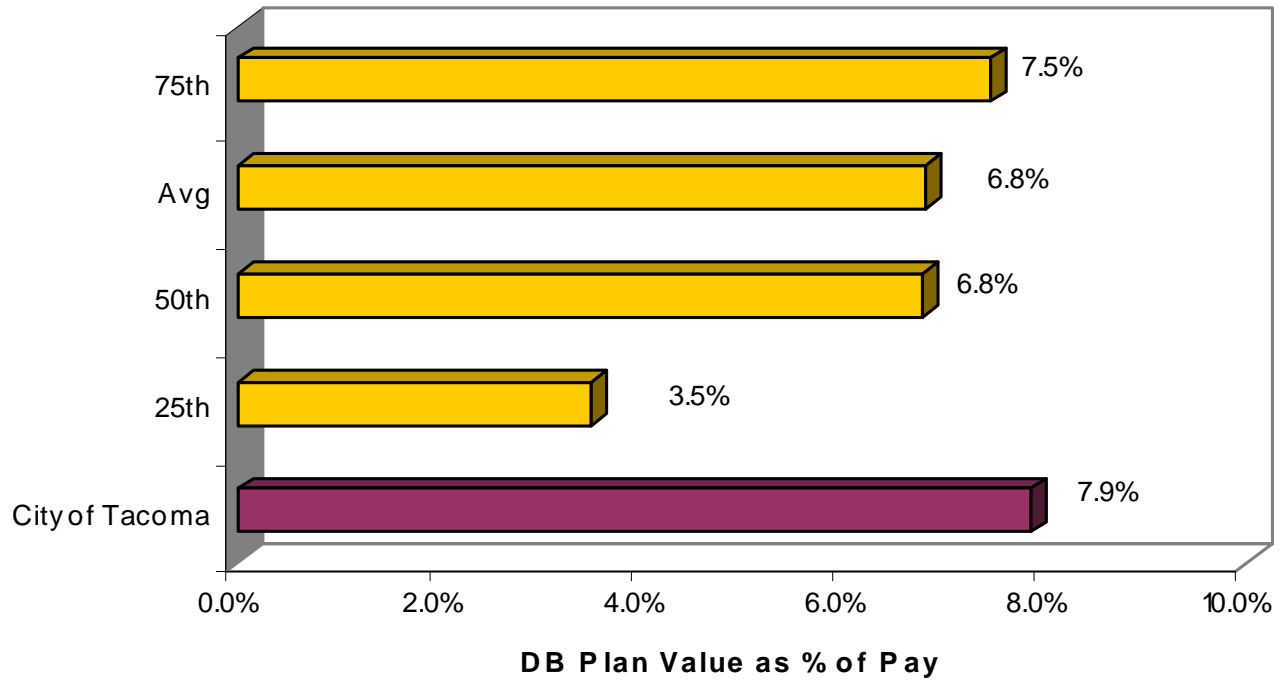
Appendix – Benefit Valuations

Dental Plan Comparisons



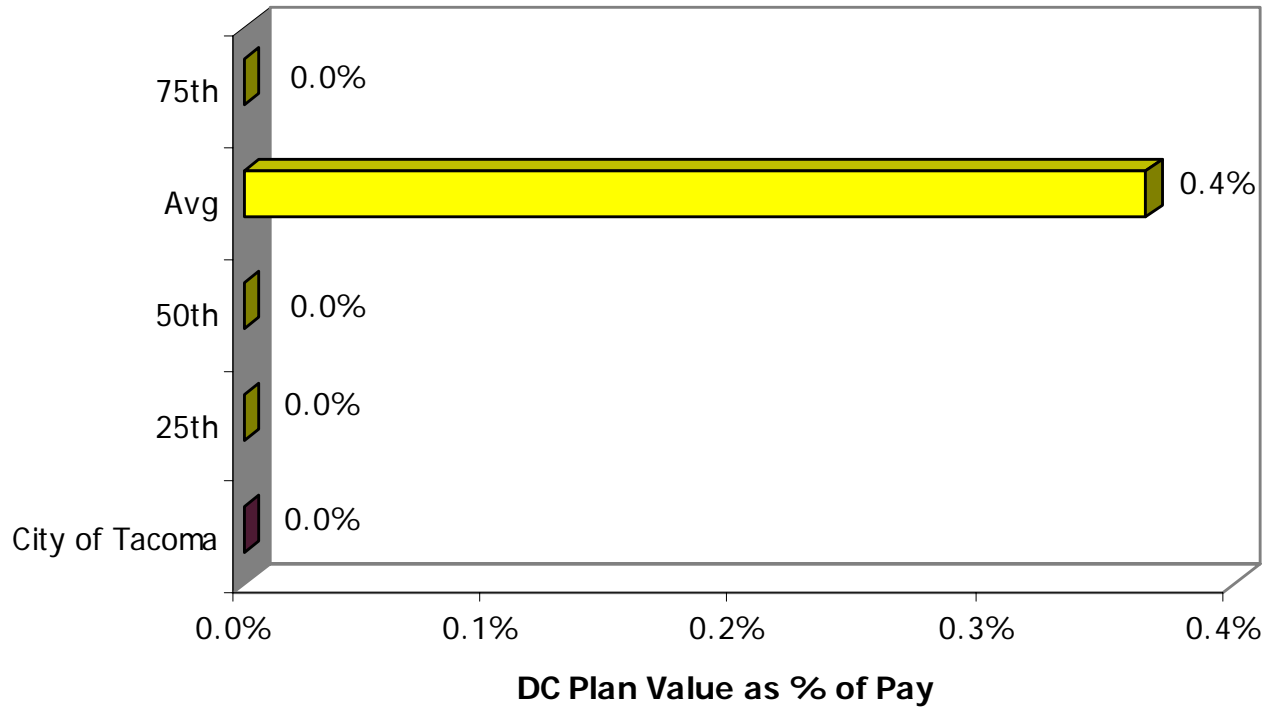
Appendix – Benefit Valuations

Defined Benefit Plan Comparisons



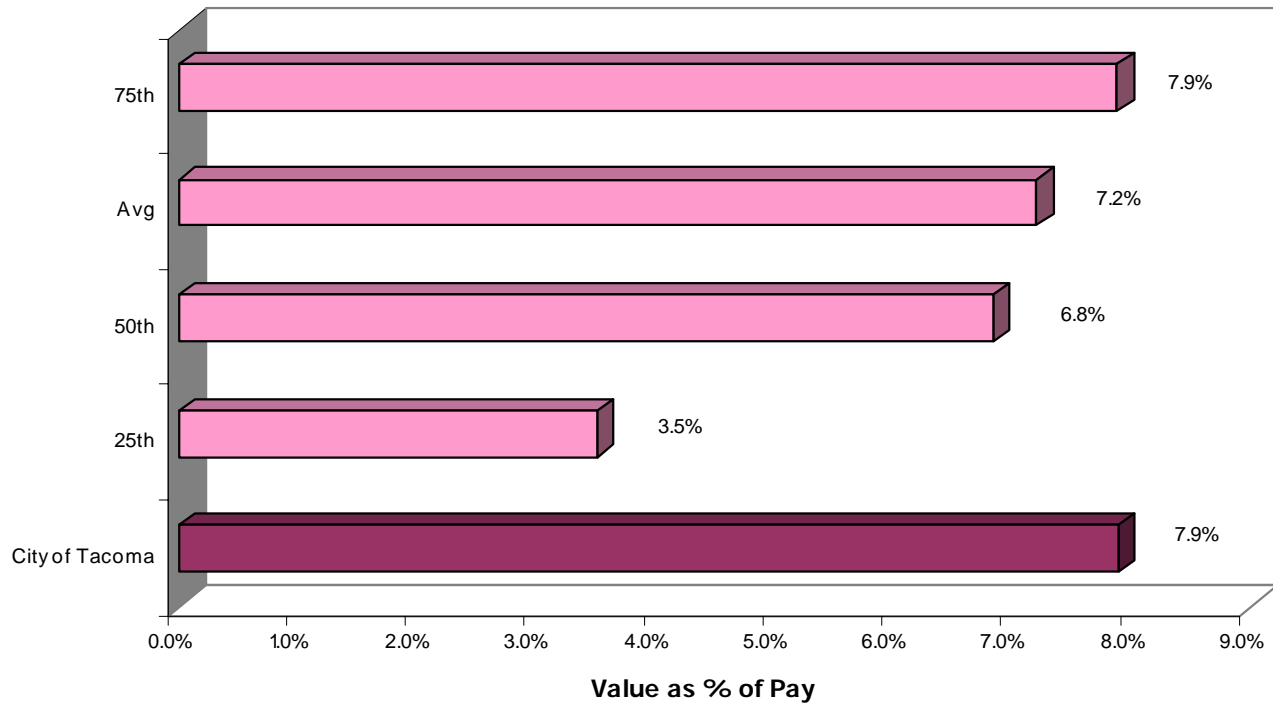
Appendix – Benefit Valuations

Defined Contribution Comparisons



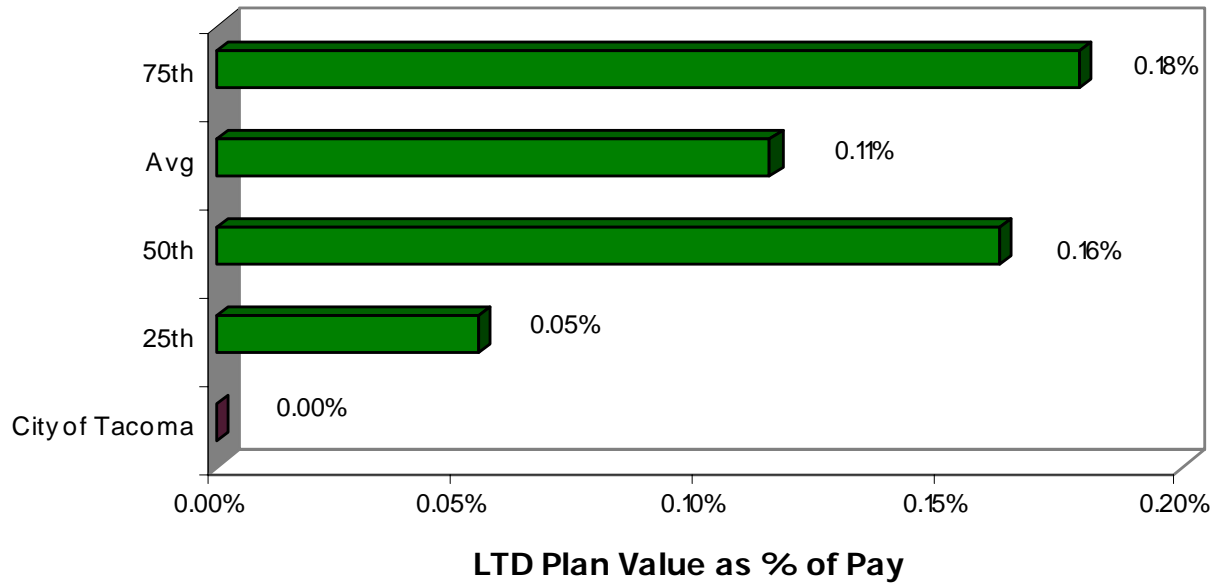
Appendix – Benefit Valuations

Total Retirement Comparisons



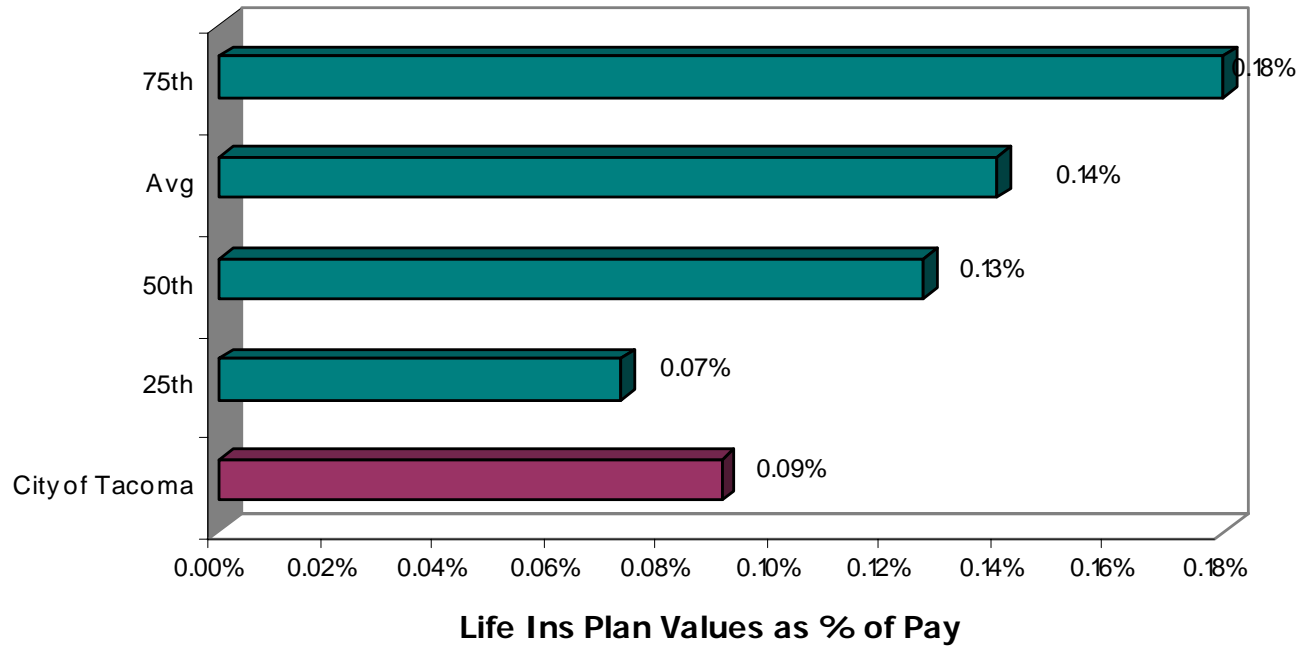
Appendix – Benefit Valuations

Long-term Disability Plan Comparisons



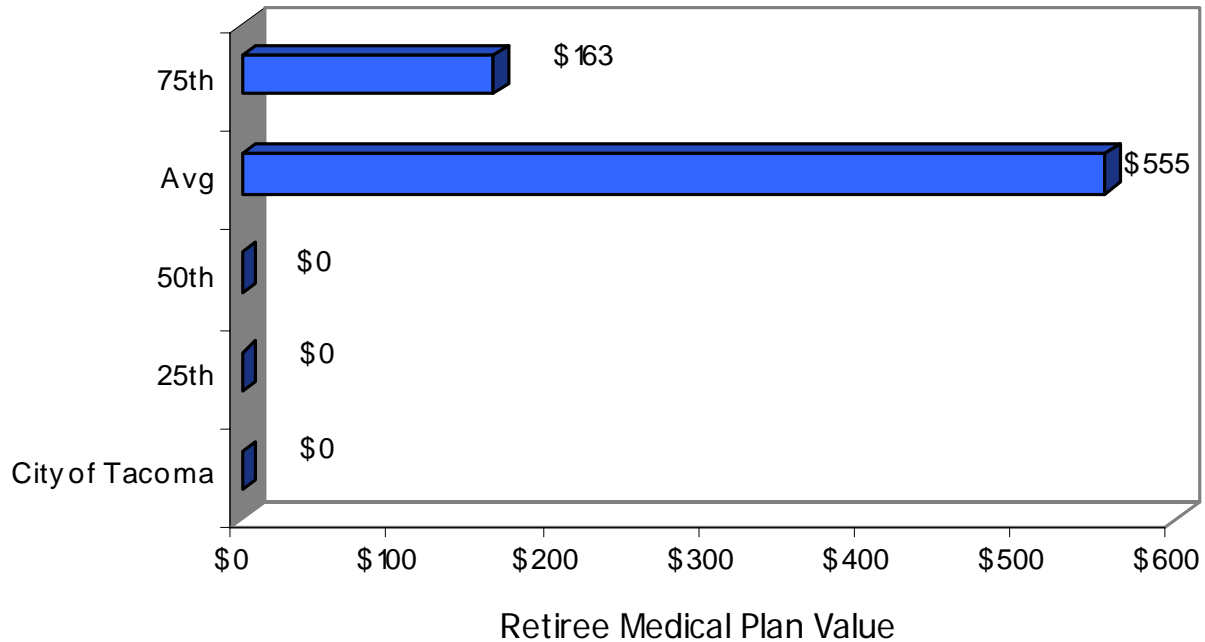
Appendix – Benefit Valuations

Life Insurance Plan Comparisons



Appendix – Benefit Valuations

Retiree Medical Comparisons



Appendix – Benefit Valuations

Vacation and Paid Time Off

	1 Year	5 Yrs	8 Yrs	10 Yrs	15 Yrs	25 Yrs	# Paid Holidays
City of Tacoma:	96	120	136	136	160	174	12
Average:	93	126	132	144	173	197	10
Median:	96	120	120	140	168	192	11

