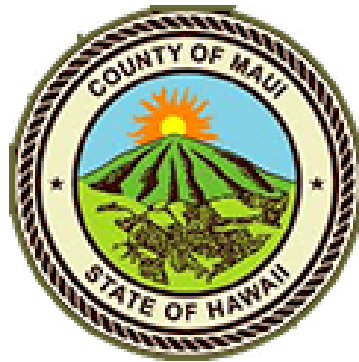


MGT



Draft Report

March 3, 2025

Classification and Compensation Study

Submitted by:

RACHEL SKAGGS

PROJECT MANAGER

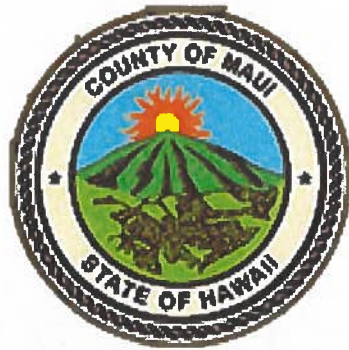
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COUNTY OF MAUI, HAWAII

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SALARY COMMISSION
COUNTY OF HAWAII

Comm. No. 25-01
Date August 28, 2025

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COUNTY OF MAUI, HAWAII

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EXECUTIVE SUMMARY

MGT is pleased to have had the opportunity to work with the County of Maui on this Classification and Compensation Study for their Directors and Deputy Directors. Human resource management is a significant concern as governmental services continue to increase in cost and complexity, and resources are constrained. Day-to-day operations present challenging administrative problems in planning, organizing, and directing human resource functions in order to achieve maximum efficiency and effectiveness in the delivery of municipal services. A properly developed and administered Classification and Compensation Plan forms the foundation for meeting these challenges. It helps to ensure that the County can not only recruit the best and brightest employees but can also retain those employees, even in a competitive marketplace. By retaining qualified, experienced employees, the County avoids the costs of re-recruitments and lost productivity while maximizing the benefits of the investments it has made in employees and the institutional and agency knowledge acquired by those employees over their tenures.

MGT understands the high expectations established in the County of Maui for service delivery and competitiveness in recruiting and retaining highly skilled employees. These factors have been considered in the analysis and reflected in the Study results.

A Classification and Compensation Study encompasses a significant amount of information that can be time-consuming to condense and organize into an abbreviated format. Therefore, MGT has compiled this Executive Summary in order to provide a quick synopsis regarding the major components, findings and recommendations of this Study. The purpose of a well-designed Classification and Compensation Study is twofold. First, it establishes internal equity (ranking) among employees across Departments in the County. Second, it assures external equity/competitiveness by comparing the compensation of County of Maui employees against market data. The following is a brief overview of the process:

Job Evaluation Analysis and Job Classification System

Below is a list of tasks included in this component of the Study (listed in the order that the work was performed):

- **Study preparation and project meetings.** Met with County Leaders to discuss Study methods and expectations, review the current Classification and Compensation Plan and organizational structure, answer questions, and review the scope and schedule of work.
- **Material distribution.** Prepared a memorandum of explanation, which was distributed to employees. Held a virtual meeting with employees to discuss the Job Analysis Questionnaire (JAQ) and to explain the scope and purpose of the Study. Employees were provided time to complete the questionnaire. The JAQs were returned to MGT within approximately three (3) weeks of distribution.
- **Determined comparable communities and collected compensation data.** MGT, along with the County, determined a logical survey sample of “like” organizations that impact the compensation market of the County of Maui. Then, MGT designed, and the County sent out the survey for the positions and benefits covered in the Study.

- **Job Evaluation Analysis and Establishment of a Classification Plan.** Upon return of the JAQs by the County, MGT performed the following:
 - Read each JAQ and corresponding Job Description in its entirety.
 - Conducted virtual interviews with at least one (1) employee in each position covered by the Study to further understand the scope of duties and responsibilities of the position.
 - Applied a measurement system of Job Evaluation Factors to all positions, which formed the basis for internal rankings (equity) of positions.
 - Upon completion of the Job Evaluation measurements, a new Classification Plan was developed.

Market Survey

The following tasks were included in this component of the Study:

- Tabulated, summarized, and analyzed comparative compensation information obtained from the comparable communities. Prepared pay tabulations that compared the salary ranges of the County to the salary ranges of its comparable organizations. Prepared comparison calculations at the 50th, 60th, 65th, 75th and 80th percentiles. Displayed data for each jurisdiction and for each position and summarized the data in table form. Based on discussions with the County and the gathered data, developed proposed salary ranges that would establish County of Maui as a payer at the 50th, 65th, or 75th percentile of the collected salary survey data.
- Based on the above data, developed, and recommended new salaries for each position.
- Compiled and summarized the benefit information.

Draft and Final Report Preparation

- A preliminary analysis of the data and recommended Classification and Compensation Plan was shared with the County.
- This draft report has been prepared by MGT and sent electronically to the County.
- A presentation of these draft findings will be conducted, as requested.
- Once the presentation is made a final report will be prepared and transmitted electronically.

Future Administration of the Classification and Compensation Plan

- Within the body of this report, MGT has outlined how the County can maintain the Classification and Compensation Plan. MGT will supply the County with a User's Manual and all associated documents to maintain the Classification and Compensation Plan and the steps to ensure the County remains competitive with the market in the years to come.

JOB EVALUATION

MGT's approach to Job Evaluation involves a quantitative point and factor comparison method, which cross-compares all positions in the organization against numerous factors such as educational requirements, experience, work conditions, etc. Therefore, all jobs in each organizational unit (e.g., Police, Administration, Finance, etc.) may be compared against each other based upon the same factors.

In conducting the Job Evaluation, it must be emphasized that the position, and not the incumbent's qualifications, performance, or years of service in the position, is evaluated. An incumbent employee may feel they should be placed in a higher level (i.e., receive more points) because the individual performs well, has a long tenure with the organization, and/or has additional education or skills not required to perform that job, or may feel they have a more significant workload than a similar employee in another Department; however, these are employee specific characteristics and not determinants for a position evaluation.

Before reviewing the results of the evaluation of the positions, it is important to note that the purpose of a Job Evaluation is to identify whether a job is more or less advanced than, or equal to, other jobs in the organization based on nine (9) objective factors. While these factor definitions are guidelines, they are constructed to allow limited flexibility of interpretation while at the same time providing a strict framework and structure for comparison. The nine (9) factors used for the evaluation of the County of Maui's positions are as follows:

1. Preparation and Training
2. Experience Required
3. Decision-Making and Independent Judgment
4. Responsibility for Policy Development
5. Planning of Work
6. Contact with Others
7. Work of Others (Supervision Exercised)
8. Working Conditions
9. Use of Technology/Specialized Equipment

As part of the Job Evaluation process, the duties, responsibilities, and qualification requirements for each position were reviewed via a thorough reading of the incumbent's current job description and a Job Analysis Questionnaire (JAQ) completed by each employee (Appendix A). In addition, MGT conducted interviews with at least one (1) employee in each of the positions covered by the Study. Points were then assigned to each factor by selecting the description that best fits the appropriate level for the position. In other words, a position that supervises one hundred (100) full-time staff members would receive more points under the "Work of Others" factor than positions that do not supervise. Points for each factor were then totaled for each position. Using this method, the positions were found to fall into distinguishable Skill Levels. Table 1 contains the Classification Plan, including the Position Title, Skill Level, and proposed Grade for the evaluated positions.

THE CLASSIFICATION PLAN

A Classification Plan provides for a systematic arrangement of positions into classifications. A position, often referred to as a job (e.g., Finance Director), contains a specific set of duties and responsibilities, and that is the objective of the classification process – not the person currently holding that job. A classification is a grouping of positions that have similar levels of knowledge, skills, and abilities needed to perform the job. The positions are also similar in nature of work, level of work difficulty and responsibilities. Positions allocated to the same classification are sufficiently similar with respect to the types of factors enumerated above to permit them to be compensated at the same general level of pay. The positions do not have to be identical; they can be in different departments, dealing with different subject matters and performing different duties.

It is this arrangement of positions and resulting classification structure that forms the basis for the Classification Plan. As noted in the previous section, a Job Evaluation and Classification Plan is not intended to assess individual performance. To that end, a position that belongs in a certain classification is not entitled to be placed in a higher classification simply because the individual performs with a high degree of success and efficiency, nor is it placed in a lower classification simply because the incumbent performs with low competence or productivity. Variations in individual performance are not recognized by differences in classifications, instead they are management issues. Similarly, there is a tendency in some workforces to use the Classification Plan to reward longevity, even though the duties and responsibilities of individual positions may not have changed over time. Longevity is not a classification factor, and the Classification Plan should not be used in this manner.

As an assessment of duties performed and responsibilities exercised, a Classification Plan is an exceedingly useful managerial tool. It provides the fundamental rationale for the Compensation Plan. Through proper maintenance of the Classification Plan, employees are assured of management's continuing concern about the nature of the work that they carry out and its reward in the form of appropriate pay levels and relationships. The Classification Plan also provides the basis for recruitment, screening, and selection of employees in direct relationship to job content. Promotional ladders, as well as opportunities for lateral career development, are also evidenced by the logical grouping of allied occupational classifications and hierarchies.

SALARY AND BENEFIT DATA

The County initiated this Study with the objective of assuring that its Compensation Plan is both internally equitable and externally competitive. The Job Evaluation System (outlined above) is performed to address the issue of internal equity. To achieve external competitiveness, a market survey of comparable jurisdictions was conducted. The following explains the labor market review and collection of salary data.

Selection of Comparable Jurisdictions for Data Purposes

Selecting jurisdictions for the comparison group is an important element in a Classification and Compensation Study. When selecting jurisdictions to serve as comparables, it is important to use particular criteria to evaluate the other jurisdictions to ensure that those chosen as comparables will be the most similar to County of Maui.

To determine which municipalities should be used for survey purposes, MGT first considered all Cities with a population between 120,000 and 400,000 in Western Region States (Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington and Wyoming); plus consolidated city-county entities nationwide within the population parameters; plus Hawaii, Honolulu and Kaua'i Counties.

Criteria	Total Possible Points
1. Population	25
2. Per Capita Income	25
3. Total Expenditures	25
4. <u>Number of Full Time Employees</u>	<u>25</u>
Total: 100	

Within each of the four (4) categories, ranges of compatibility were established. For example, the closer an agency was to matching the County of Maui's estimated population, the closer the agency would be to receiving the maximum of twenty-five (25) points. An agency whose population was significantly larger or smaller than the County's population would receive fewer or even zero (0) points. Thus, an organization achieving a total of one hundred (100) points would be considered most comparable to the County of Maui. An agency with zero (0) points was therefore determined to be the least comparable to County of Maui.

A cutoff of ninety-four (94) points was established to select the agencies most similar to Maui County across the four (4) categories. After applying the four (4) criteria, twenty-one (21) agencies achieved ninety-four (94) or more compatibility points on the comparison scale with Maui County. In addition, Anchorage, AK; Henderson, NV; and Riverside, CA were added due to staffing size similarity, and Honolulu City/County and the State of Hawaii were added due to relative proximity.

Additional details of the methodology used to determine the comparable organizations is included in Appendix B, and the full list of the comparable organizations is as follows:

Anchorage, AK	Glendale, CA	Oxnard, CA
Augusta-Richmond Co, GA	Hawaii County, HI	Riverside, CA
Boise, ID	Hawaii State	Roseville, CA
Chandler, AZ	Henderson, NV	Salt Lake City, UT
Columbus-Muscogee Co, GA	Honolulu County, HI	San Luis Obispo County, CA
Fort Collins, CO	Kansas City-Wyandotte Co, KS	Scottsdale, AZ
Gilbert, AZ	Lexington-Fayette Co, KY	Spokane, WA
Glendale, AZ	North Las Vegas, NV	Tempe, AZ
	Ontario, CA	Vancouver, WA

Market Survey

As a next step in the process, MGT prepared, and the County distributed, a market survey to the twenty-six (26) comparable organizations. Twenty-one (21) of the agencies responded to the survey or supplied MGT with a copy of their Compensation Plan. Table 1 is a summary of the market survey data that was collected. The detailed market survey data, by respondent, for each position is contained in Appendix C.

It is important to make a few observations regarding Table 1 and Appendix C.

- 1) The salary data is information that was available as of November 2024. The new recommended salary ranges for the County were developed using this salary data from the comparable agencies.
- 2) Some of the comparables provided salary range minimums and maximums for comparison purposes, while others (those that don't utilize salary ranges as part of their pay plans) provided actual salaries for surveyed positions. The salary range minimums and maximums were analyzed to determine the 50th, 60th, 65th, 75th and 80th percentiles to identify wage ranges for "average" and "above average" payers. Any actual salaries provided by the comparable municipalities were only analyzed in a few instances when there was not enough salary range information. Salary ranges are a better gauge of market salaries than an actual salary and are thus preferred to conduct analysis.
- 3) Data contained within Appendix C has been thoroughly reviewed. If it was determined that the data was not relevant, it was removed. Thus, if a specific position within the market survey has two worksheets associated with it in Appendix C, then data was removed. The second data sheet will have the word "Edited" after the title of the position surveyed. If a specific data point was removed, it is highlighted on the first and second worksheets and then removed on the second worksheet associated with the position, and that was the data used in the analysis.
- 4) Participant data was adjusted for Cost of Labor differences between geographic areas using the Economic Research Institute's Geographic Assessor tool.

Appraisal and Use of Salary Data

While comparing the County of Maui's current salaries to those paid by the other employers, it must be noted that variations in compensation may be due to several factors, including:

- 1) Organizational size and economic conditions can have an impact on positions. In smaller organizations, employees are often asked to "wear many hats" and, therefore, take on more duties and responsibilities than would normally be required of a certain position. In addition, the economic downturn forced organizations to "do more with less", compelling staff to take on more duties and responsibilities than they have in the past. Therefore, it becomes increasingly harder to compare "like" positions within organizations.
- 2) Some employers place different relative worth on certain groups of employees. For example, some employers are forced to place a higher value on certain employees or groups of employees because of the market and, therefore, pay them more. Overall, the policies and value judgments of different employers in compensating for the same kind of work can vary widely. There is rarely a single prevailing rate for any particular kind of work, even within the same labor market.
- 3) It can be difficult to make exact comparisons among the different employers of the duties and responsibilities of ostensibly similar jobs.

Nevertheless, comparative salary data is widely recognized as a good measure of the appropriate compensation rates with respect to the prevailing market. This data is also useful as an indication of prevailing opinions concerning the compensation relationships that should exist among different classifications of work. Of equal importance, however, are the internal relationships for the various positions that were accomplished in the Job Evaluation portion of this Study.

For the purposes of this study, a review of private-sector salary data was also included. MGT subscribes to Salary.com's CompAnalyst online database for up-to-date private sector data. The following employment market area was used in the analysis:

- 1) Hawaii
- 2) All Industries
- 3) 1,000 - 3,000

The industry scopes that were applied to the data were as follows:

- 1) December 1, 2024
- 2) Minimum/Maximum
- 3) 50th Percentile Used for Base Salary

The Market Survey Benefits and Findings

Eight (8) of the survey respondents also provided benefit information as part of the survey process. A review of the benefits offered by the County of Maui versus the comparable organizations shows that the County's benefits are competitive with the other entities surveyed. The following is an overall summary of the survey data, with differences highlighted.

Health Insurance

Health Plan

- All eight (8) of the respondents indicated that they offer a PPO option.
- Six (6) of the respondents indicated that they also offer an HMO option.
- Three (3) of the respondents indicated that they also offer an HSA or another type of plan option.
- The one (1) respondent that offers the HSA plan indicated that the employer contributes \$1,600 annually towards that plan.
- Maui County offers a PPO and an HMO Plan.

Premium Coverage

All of the respondents contribute towards both the **employee-only** health premium and the **family** health premium. The amount contributed varies from 49% to 100% for **employee-only** coverage and from 49% to 100% for **family** coverage. One (1) of the respondents noted that they contribute a flat dollar amount of \$2,265 annually for employees to use towards whatever plan option(s) they choose. The average **employee-only** employer health contribution rate is 83.6% and the average **family** employer health contribution rate is 74.8%.

Maui County contributes 90% towards both the **employee-only** and the **family** health insurance premiums for the PPO and HMO plans and 60% or 46% for the remaining plans.

Dental Insurance

Premium Coverage

Seven (7) of the respondents contribute a percentage towards both the **employee-only** dental premium and the **family** dental premium. The amount contributed varies from 50% to 100% for **employee-only** coverage and from 50% to 80% for **family** coverage. As noted above under Health Insurance Premiums, one (1) of the respondents contributes a flat dollar amount of \$2,265 annually for employees to use towards whatever plan option(s) they choose. The average **employee-only** employer dental contribution rate is 73.1% and the average **family** employer dental contribution rate is 65.5%.

Maui County contributes 60% towards both the **employee-only** and the **family** dental insurance premiums.

Vision Insurance

Six (6) of the respondents contribute a percentage towards both the **employee-only** vision premium and the **family** vision premium. The amount contributed varies from 60% to 100% for **employee-only** coverage and from 60% to 80% for **family** coverage. As noted above under Health Insurance Premiums, one (1) of the respondents contributes a flat dollar amount of \$2,265 annually for employees to use towards whatever plan option(s) they choose.

Life Insurance

All of the respondents provide some type of life insurance benefit for employees. The amount of coverage provided varies from a flat amount of \$33,770 up to two times the employee's annual salary.

Sick Leave

Sick time provisions seemed to vary quite a bit between the respondents.

- One (1) respondent indicated that they do not provide any sick time benefit.
- One (1) respondent noted that they use a PTO bank.
- Of the six (6) respondents that provided a number of days for sick time, the lowest annual amount was twenty-one (21) hours per year, and the highest amount provided was twenty-one (21) days per year.

Maui County employees earn sick time at the rate of fourteen (14) hours per month, which totals twenty-one (21) days per year.

Holidays

The number of annual holidays provided by the respondents ranged from ten (10) to thirteen (13) per year. Of the five (5) respondents that provide thirteen (13) paid holidays per year, three (3) of those respondents add an extra holiday, for a total of fourteen (14), during election years.

Personal Days

The provision of personal days also varied by respondent.

- One (1) respondent noted that they use a PTO bank. One (1) respondent provides one (1) annual personal day.
- One (1) respondent indicated they do not provide any personal say.
- Two (2) respondents provide two (2) personal days per year.
- One (1) respondent has a special provision for management employees to receive up to one hundred (100) hours.

Vacation Days

Maui County employees earn vacation time at the rate of fourteen (14) hours per month, which totals twenty-one (21) days per year. This accrual amount remains the same no matter how many years of service an employee has.

Of those that responded to the benefits portion of the survey, one (1) of the respondents did not provide vacation data and one (1) respondent offers two (2) levels of vacation accruals for management positions. A summary of the other levels of vacation provided is as follows:

At 1 year of service, the days provided by the survey respondents range from (9.33) to (22.5), with (16.8) being the average.

At 5 years of service, the days provided by the survey respondents range from (11.33) to (27.5), with the average being (18.8).

At 10 years of service, the days provided by the survey respondents range from (13.3) to twenty-one (21), with the average being (18.8).

At 15 years of service, the days provided by the survey respondents range from (16.7) to (33.5), with the average being (22.4).

At 20 years of service, the days provided by the survey respondents range from eighteen (18) to (36.5), with the average being (24.1).

At 25 years of service, the days provided by the survey respondents range from eighteen (18) to (39.5), with the average being (24.6).

Given that Maui County offers a consistent twenty-one (21) of vacation per year, the Maui County vacation benefit is more generous for employees with less than fifteen (15) years of service, but slightly lower for employees with greater than fifteen (15) years of service.

Other Benefits

Deferred Compensation:

All of the respondents offer a Deferred Compensation option. Five (5) of the respondents have some type of provision for contributing to the deferred compensation option on behalf of the employee.

EAP/Wellness:

All of the respondents offered an Employee Assistance program (EAP) for their employees at no charge. One (1) respondent also mentioned offering employees an extra financial incentive for participating in a biometric screening process.

Flexible/Remote Work:

All of the respondents noted that they offer either flexible, remote or hybrid work options depending on the employee's position.

Appendix D contains tables summarizing the detailed data related to the benefits survey.

After conducting the benefit analysis, MGT determined that the benefits offered across public sector entities are largely comparable. Additionally, while private sector organizations may offer fewer benefits, they often provide higher salaries. Therefore, for the purposes of this study, MGT recommends that Maui County prioritize focusing on salary levels and the proposed salary adjustments, rather than making changes to benefits at this time.

COMPENSATION PLAN DEVELOPMENT AND RECOMMENDATIONS

Development of the Compensation Plan

A basic element in any human resources management program is adequate and equitable employee compensation. A Compensation Plan of this nature is essential if qualified employees are to be recruited and retained. To achieve this goal, there must be a reasonable and widely accepted model of Job Factors upon which the Compensation Plan rests. Application of this model was the purpose of the Job Evaluation aspect of this Study. The Plan presented in this report is designed to accomplish the Study goals by:

- 1) Providing for equal compensation for work of equivalent job content and responsibility.
- 2) Facilitating adjustments to compensation levels based on changing economic and employment conditions that impact these interrelationships.
- 3) Establishing compensation ranges that compare favorably with those of other equivalent jurisdictions within the appropriate labor market.

In preparing this Plan, the Study only looked at base compensation. The compensation associated with longevity or other fringe benefits was not analyzed or factored into the Compensation Plan.

Compensation Plan Options for the County's Consideration

One of the purposes of this Study was to provide an updated Compensation Plan that relates to the external market and can be used as a guide in establishing pay rates. Implementation of the Compensation Plan and establishing pay rates can be approached in a variety of ways. Below is a summary of three (3) different methods for implementing a Compensation Plan:

- 1) **Defined Increment Plan:** This is a Compensation Plan that has salary ranges with a minimum and a maximum with defined percentage increments (e.g., 3%) in between. If an employee has a satisfactory performance evaluation, they systematically advance through the compensation range. The performance evaluation and resulting salary increment increase occurs annually.
- 2) **Open Range Merit Plan:** This is a Compensation Plan that also has salary ranges with minimums and maximums, but without defined percentage increments in between. Employees are advanced through the compensation range based on an annual satisfactory performance evaluation, with the percentage of their increase determined annually by County Administration.
- 3) **Blended Merit Plan:** This is a Compensation Plan that uses techniques from both a Defined Increment Plan and an Open Range Merit Plan.

In considering which Plan to use, it is important to understand that employees at various levels of responsibility may react differently toward, and be motivated differently by, the Compensation Plan they work under. Management personnel that are goal-oriented may have a higher acceptance of the Open Range Merit Plan and thus tend to be more comfortable with this method of compensation. Mid-to-low level positions may want the assurance of a defined salary increase based on satisfactory performance.

Each system provides advantages and disadvantages which should be evaluated by the County to determine the most appropriate system to be established.

Recommendation: Open Range Merit Plan or Set Salaries

MGT typically recommends the adoption of an Open Range Merit Plan. An Open Range Merit Plan has salary ranges with minimums and maximums, but without defined percentage increments in between. Applying the concept of an Open Range Merit Plan, the County would be provided with maximum flexibility relative to the recruitment of the County's Leadership staff.

MGT understands that the Salary Commission cannot set ranges; therefore, MGT has provided two (2) options for the Salary Commission to consider.

Option 1 establishes salary ranges and provides guidelines for determining an employee's placement within those ranges. MGT developed a model with criteria for setting an individual's salary based on years of experience, including both tenure with Maui County and relevant experience from previous employers. The years of service within this draft model may be adjusted, or the model could be revised to consider additional factors such as educational qualifications or certifications. Table 2 outlines the draft model. If this option is selected, the County should review and verify that the years of service with Maui County, as well as relevant prior experience, are accurate. MGT will provide the County with a supplemental document containing detailed information for each position.

Option 2 establishes salaries for each Director position based on the average midpoint of market data for each grade. This approach ensures a set salary for each position, aligned with the average market midpoint for its respective pay grade. In cases where positions fall just below the new salary level, MGT recommends a 5% salary increase. Continuing with the County's existing practice, salaries for Deputy positions are determined as a percentage of the Director's salary. Specifically, the recommended salaries for the Deputy Police Chief, Deputy Fire Chief, First Deputy Corporation Counsel, and First Deputy Prosecuting Attorney are set at 5% below the Directors, while the remaining Deputy positions are set at 10% below the Directors. This option is presented at the 50th percentile (average), 65th percentile (above average), and 75th percentile (market leader).

Proposed Compensation Plan and Structure

Within the market analysis, MGT refers to "percentiles" (for example: 50th, 60th, 65th, 75th and 80th percentiles). Percentiles indicate where salaries or salary ranges fall in comparison to the other salaries from the comparable communities. The 50th percentile is the median (or middle) of the data set. When the County is considering which percentile to compensate employees at, they are deciding where they want their employee salaries and salary ranges to fall within the market of comparable communities. For example, if the County selects the 50th percentile, that means they would be paying a fair market rate at the 50th percentile or middle of the comparable communities. If the County selects the 65th percentile, then the salary ranges would be above average or 15% higher than the middle of the market.

The next step in this process is to combine the Skill Levels with the proposed salary ranges or set salaries. For **Option 1** the Classification and Compensation Plan consists of six (6) pay grades; ten (10) being lowest and fifteen (15) being highest and is broken down into the following three (3) pay bands: Grades 10 - 12: Band A; Grades 13 - 14: Band B; and Grade 15: Band C.

In **Option 1** all proposed pay ranges are open ranges. There is a 10% gradation between the Grades in Band A and B, and all Grades have a 35% range spread from minimum to maximum.

In **Option 2** there are five (5) pay grades (Grades 11- 15) and the salaries are set consistently for the Directors in each pay grade 11 – 15 by looking at the average market midpoint data for each pay percentile. The Deputies salaries are determined by being a percent below the Director.

Note: Gradation refers to the relationship between the minimum compensation of one grade to the minimum compensation of the next grade. In this case, the starting compensation for employees in Grade 11 is 10% higher than Grade 10 and so on. The gradation will vary depending upon the relationship between the salary data for the grade, the number of grades in the compensation band and the established compensation range.

Table 1 combines all of the classification and compensation data at the 50th percentile for Option 1. There are three (3) Table 1's for Option 2 to show the salaries at the 50th, 65th, or 75th percentile.

When the Salary Commission determines a pay percentile, it is crucial to consider how the cost of living in Maui County impacts both recruitment and retention, and how this factor should influence the chosen pay percentile. Additionally, the Directors and Deputy Directors in Maui County have faced numerous unique challenges in the aftermath of the tragic fires, which should also be factored into the decision-making process.

According to the most recent data from livingcost.org, the cost of living in Maui County is 1.3 times higher than the U.S. average, and Hawaii ranks as the 4th most expensive state to live in. This high cost of living creates a distinct challenge, potentially deterring qualified candidates from pursuing positions with Maui County and making it harder to retain current employees. These considerations should be carefully evaluated when determining the appropriate pay percentile.

FUTURE ADMINISTRATION OF THE COMPENSATION PLAN

To maintain competitive salary levels, there should be an annual review of the County's salary ranges. The communities used in the survey group for this Study have been determined to be comparable jurisdictions to the County. Therefore, County of Maui can continue to use these jurisdictions as a comparable market survey group for annual salary comparison purposes until it is determined that they should be reevaluated. It is MGT's recommendation that an annual survey of these communities be conducted to determine **only** the percentage increase each organization in the comparable group is granting, either as an annual across-the-board increase to their employees or as a general adjustment to their compensation ranges (this is not a full survey just a simple question of what their most recent increase is/was). The County may then use this information to inform their decision on the level of increases they may wish to provide. The County could also consider using other information to determine the increase as long as it is reliable and consistent. At the same time, the annual data that is collected can be used to determine a percentage increase of the overall pay ranges in the Compensation Plan.

FUTURE ADMINISTRATION OF THE CLASSIFICATION PLAN

The administration of a Classification Plan is an ongoing process. It must be recognized that it is not static and is not intended to affix positions permanently into classifications. Instead, the Plan must be administered continually to adapt it to changing conditions.

Three (3) specific types of changes in the Plan itself are possible: elimination of a position, creation of a position, or a revision of a position.

- 1) When a position in a classification is eliminated or when a position has significantly changed work duties and responsibilities to the extent that the position becomes inappropriate or inaccurate, the position should be abolished.
- 2) New positions should be created when new work situations arise that are not covered by the established positions. However, caution should be exercised in this respect, particularly to ensure that new positions are justified, are not merely duplicating established positions, cannot be accommodated through changes in existing positions, and reflect substantially permanent rather than temporary situations.
- 3) The adjustment or revision of a position should be done when there are substantial changes to the requirements of the position or to the nature and complexities of the duties being performed. In this instance, a position may need to be re-scored and move up or down into a new classification.

All changes should be thoroughly evaluated in order to maintain the integrity of the classification relationships established in the Classification and Compensation Plan. County Administration has been provided with the Job Analysis Questionnaire as well as the Job Factor Scoring Sheet, enabling the County to grade a newly created or revised position. MGT provides scoring assistance in such cases in accordance with the Study contract.

Appreciation

MGT has appreciated the opportunity to work with the County of Maui on this Classification and Compensation Study. A special thank you to the employees for all of the information provided to allow for the analysis and to the County Administration for the significant amount of work and support dedicated to the project.

Position:	Skill Level	MGT Proposed Grade	50th Percentile Salary Survey Data		CompAnalyst (Hawaii - All Industries - 1,000 - 3,000 FTEs)		Proposed Salary Range 50th Percentile	
	830 - 895	15						
Managing Director		15	197,247	308,545	176,200	257,200	190,000	256,500
	760 - 825	14						
Fire Chief		14	179,523	248,446	n/a	n/a	165,000	222,750
Police Chief		14	186,610	256,542	n/a	n/a		
Deputy Managing Director		14	172,175	235,964	n/a	n/a		
Corporation Counsel		14	166,010	242,835	192,100	276,700		
Prosecuting Attorney		14	132,305	185,087	149,300	218,100		
	690 - 755	13						
Director Public Works		13	156,970	219,763	140,500	207,700	150,000	202,500
Director of Finance		13	154,674	224,852	184,900	296,700		
Director Water Supply		13	142,645	214,637	100,700	141,800		
Director Environmental Management		13	143,954	197,658	140,400	214,800		
First Deputy Corporation Counsel		13	151,060	203,754	160,700	243,200		
Director Planning		13	152,130	214,112	165,400	249,200		
First Deputy Prosecuting Attorney		13	127,612	168,901	116,800	182,400		
Director Personnel Services		13	150,242	210,224	165,700	256,900		
Director Parks and Recreation		13	138,558	199,512	107,700	175,500		
Deputy Fire Chief		13	152,663	194,957	n/a	n/a		
Deputy Police Chief		13	169,116	222,058	n/a	n/a		
County Auditor		13	119,566	165,169	90,700	128,500		
	620 - 685	12						
Deputy Director Public Works		12	134,013	185,087	137,900	200,900	139,150	187,853
Deputy Director Finance		12	130,704	177,697	170,300	268,900		
Deputy Director Water Supply		12	132,480	193,990	83,800	124,900		
Deputy Director Planning		12	127,644	173,480	117,600	189,500		
Deputy Director Enviro Management		12	128,700	185,087	110,200	170,400		
	550 - 615	11						
County Clerk		11	133,528	188,527	n/a	n/a	126,500	170,775
Deputy Director Parks and Recreation		11	120,043	168,370	90,100	146,100		
Director Liquor Control		11	n/a	n/a	93,300	147,200		
Director East Maui Water Authority		11	n/a	n/a	n/a	n/a		
Director Ōiwi Resources		11	n/a	n/a	119,700	190,100		
Director Human Concerns		11	137,440	200,315	119,300	191,100		
Director Housing		11	136,813	179,421	n/a	n/a		
Deputy Director Personnel		11	123,223	166,709	147,900	227,800		
Director Transportation		11	125,891	175,060	157,600	209,300		
Director Agriculture		11	n/a	n/a	n/a	n/a		
	480 - 545	10						
Deputy County Clerk		10	95,955	134,553	n/a	n/a	115,000	155,250
Deputy Director of Human Concerns		10	130,538	171,811	112,200	190,600		
Deputy Director Housing		10	102,235	157,958	56,600	96,200		
Deputy Director Transportation		10	125,784	162,068	100,100	147,300		
Deputy Director, Ōiwi Resources		10	n/a	n/a	110,700	178,800		
Deputy Director of Agriculture		10	n/a	n/a	n/a	n/a		
Deputy Liquor Commission		10	n/a	n/a	n/a	n/a		

Mayor and Council Members

Mayor		n/a	206,540	n/a	n/a	207,000
Council Chair		n/a	90,024	n/a	n/a	95,400
Councilmember		n/a	90,024	n/a	n/a	90,000

Option 1 - Table 2 - Proposed Pay Ranges

50th Percentile - Proposed Pay Ranges			
Pay Band C 35% Range Spread			
Grade	Minimum	Midpoint	Maximum
15	190,000	223,250	256,500
Pay Band B 35% Range Spread			
Grade	Minimum	Midpoint	Maximum
14	165,000	193,875	222,750
13	150,000	176,250	202,500
Pay Band A 35% Range Spread			
Grade	Minimum	Midpoint	Maximum
12	139,150	163,501	187,853
11	126,500	148,638	170,775
10	115,000	135,125	155,250
Mayor, Council Chair, and Councilmembers Proposed Pay			
Mayor	207,000		
Council Chair	95,400		
Council member	90,000		

50th Percentile - Proposed Step Based on Yrs of Previous Experience							
Pay Band C 35% Range Spread							
Grade	Minimum	Placement One	Placement Two	Placement Three	Placement Four	Placement Five	Maximum
	Up to 5 Years Experience	6 - 15 Years Experience	16 - 20 Years Experience	21 - 25 Years Experience	26 - 30 Years Experience	31+ Years Experience	n/a
15	190,000	201,083	212,167	223,250	234,333	245,417	256,500
Pay Band B 35% Range Spread							
Grade	Minimum	Placement One	Placement Two	Placement Three	Placement Four	Placement Five	Maximum
	Up to 5 Years Experience	6 - 15 Years Experience	16 - 20 Years Experience	21 - 25 Years Experience	26 - 30 Years Experience	31+ Years Experience	n/a
14	165,000	174,625	184,250	193,875	203,500	213,125	222,750
13	150,000	158,750	167,500	176,250	185,000	193,750	202,500
Pay Band A 35% Range Spread							
Grade	Minimum	Placement One	Placement Two	Placement Three	Placement Four	Placement Five	Maximum
	Up to 5 Years Experience	6 - 15 Years Experience	16 - 20 Years Experience	21 - 25 Years Experience	26 - 30 Years Experience	31+ Years Experience	n/a
12	139,150	147,267	155,384	163,501	171,618	179,735	187,853
11	126,500	133,879	141,258	148,638	156,017	163,396	170,775
10	115,000	121,708	128,417	135,125	141,833	148,542	155,250
Mayor, Council Chair, and Councilmembers Proposed Pay							
Mayor	207,000						
Chair	95,400						
Council member	90,000						

Position:	Skill Level	MGT Proposed Grade	50th Percentile Salary Survey Data			CompAnalyst (Hawaii - All Industries - 1,000 - 3,000 FTEs)		50th Percentile Salary
			Minimum	Midpoint	Maximum	Minimum	Maximum	
	830 - 895	15						
Managing Director		15	197,247	252,896	308,545	176,200	257,200	252,896
	760 - 825	14						
Fire Chief		14	179,523	213,984	248,446	n/a	n/a	213,327
Police Chief		14	186,610	221,576	256,542	n/a	n/a	213,327
Corporation Counsel		14	166,010	204,423	242,835	192,100	276,700	213,327
Prosecuting Attorney		14	132,305	158,696	185,087	149,300	218,100	213,327
	690 - 755	13						
Director Public Works		13	156,970	188,366	219,763	140,500	207,700	175,291
Director of Finance		13	154,674	189,763	224,852	184,900	296,700	175,291
Director Water Supply		13	142,645	178,641	214,637	100,700	141,800	175,291
Director Environmental Management		13	143,954	170,806	197,658	140,400	214,800	175,291
Director Planning		13	152,130	183,121	214,112	165,400	249,200	175,291
Director Personnel Services		13	150,242	180,233	210,224	165,700	256,900	175,291
Director Parks and Recreation		13	138,558	169,035	199,512	107,700	175,500	175,291
County Auditor		13	119,566	142,368	165,169	90,700	128,500	175,291
	620 - 685	12						
<i>No Positions in Grade</i>		12						
	550 - 615	11						
County Clerk		11	133,528	161,027	188,527	n/a	n/a	173,073
Director Liquor Control		11	n/a	n/a	n/a	93,300	147,200	161,063
Director East Maui Water Authority		11	n/a	n/a	n/a	n/a	n/a	159,624
Director Ōiwi Resources		11	n/a	n/a	n/a	119,700	190,100	159,624
Director Human Concerns		11	137,440	168,877	200,315	119,300	191,100	159,624
Director Housing		11	136,813	158,117	179,421	n/a	n/a	159,624
Director Transportation		11	125,891	150,476	175,060	157,600	209,300	159,624
Director Agriculture		11	n/a	n/a	n/a	n/a	n/a	159,624

Deputy Directors

Deputy Managing Director			172,175	204,070	235,964	n/a	n/a	227,606
First Deputy Corporation Counsel			151,060	177,407	203,754	160,700	243,200	202,661
First Deputy Prosecuting Attorney			127,612	148,257	168,901	116,800	182,400	202,661
Deputy Fire Chief			152,663	173,810	194,957	n/a	n/a	202,661
Deputy Police Chief			169,116	195,587	222,058	n/a	n/a	202,661
Deputy Director Public Works			134,013	159,550	185,087	137,900	200,900	157,762
Deputy Director Finance			130,704	154,201	177,697	170,300	268,900	157,762
Deputy Director Water Supply			132,480	163,235	193,990	83,800	124,900	157,762
Deputy Director Planning			127,644	150,562	173,480	117,600	189,500	157,762
Deputy Director Enviro Management			128,700	156,894	185,087	110,200	170,400	157,762
Deputy Director Personnel			123,223	144,966	166,709	147,900	227,800	157,762
Deputy Director Parks and Recreation			120,043	144,207	168,370	90,100	146,100	157,762
Deputy County Clerk			95,955	115,254	134,553	n/a	n/a	164,418
Deputy Director of Human Concerns			130,538	151,175	171,811	112,200	190,600	143,662
Deputy Director Housing			102,235	130,096	157,958	56,600	96,200	143,662
Deputy Director Transportation			125,784	143,926	162,068	100,100	147,300	143,662
Deputy Director, Ōiwi Resources			n/a	n/a	n/a	110,700	178,800	143,662
Deputy Director of Agriculture			n/a	n/a	n/a	n/a	n/a	143,662
Deputy Liquor Commission			n/a	n/a	n/a	n/a	n/a	144,957

Mayor and Council Members

Mayor				206,540		n/a	n/a	206,540
Council Chair				90,024		n/a	n/a	95,400
Councilmember				90,024		n/a	n/a	90,000

Position:	Skill Level	MGT Proposed Grade	65th Percentile Salary Survey Data			CompAnalyst (Hawaii - All Industries - 1,000 - 3,000 FTEs)		65th Percentile Salary
			Minimum	Midpoint	Maximum	Minimum	Maximum	
	830 - 895	15						
Managing Director		15	235,163	290,312	345,461	176,200	257,200	290,312
	760 - 825	14						
Fire Chief		14	186,081	219,700	253,319	n/a	n/a	229,093
Police Chief		14	201,661	237,066	272,471	n/a	n/a	229,093
Corporation Counsel		14	191,411	230,513	269,614	192,100	276,700	229,093
Prosecuting Attorney		14	135,849	162,023	188,198	149,300	218,100	229,093
	690 - 755	13						
Director Public Works		13	165,142	199,485	233,828	140,500	207,700	186,894
Director of Finance		13	170,883	205,337	239,791	184,900	296,700	186,894
Director Water Supply		13	150,994	185,267	219,540	100,700	141,800	186,894
Director Environmental Management		13	153,496	187,707	221,919	140,400	214,800	186,894
Director Planning		13	165,127	191,070	217,012	165,400	249,200	186,894
Director Personnel Services		13	164,246	191,398	218,551	165,700	256,900	186,894
Director Parks and Recreation		13	143,678	177,463	211,248	107,700	175,500	186,894
County Auditor		13	128,321	157,426	186,531	90,700	128,500	186,894
	620 - 685	12						
<i>No Positions in Grade</i>		12						
	550 - 615	11						
County Clerk		11	144,790	176,770	208,749	n/a	n/a	173,073
Director Liquor Control		11	n/a	n/a	n/a	93,300	147,200	171,760
Director East Maui Water Authority		11	n/a	n/a	n/a	n/a	n/a	171,760
Director Ōiwi Resources		11	n/a	n/a	n/a	119,700	190,100	171,760
Director Human Concerns		11	145,136	177,585	210,034	119,300	191,100	171,760
Director Housing		11	143,160	172,468	201,776	n/a	n/a	171,760
Director Transportation		11	139,822	160,217	180,612	157,600	209,300	171,760
Director Agriculture		11	n/a	n/a	n/a	n/a	n/a	171,760

Deputy Directors

Deputy Managing Director			183,019	222,437	261,855	n/a	n/a	261,281
First Deputy Corporation Counsel			157,947	186,205	214,463	160,700	243,200	217,638
First Deputy Prosecuting Attorney			140,867	164,020	187,173	116,800	182,400	217,638
Deputy Fire Chief			167,945	190,282	212,619	n/a	n/a	217,638
Deputy Police Chief			176,162	200,647	225,131	n/a	n/a	217,638
Deputy Director Public Works			136,537	163,358	190,179	137,900	200,900	168,205
Deputy Director Finance			138,412	160,368	182,325	170,300	268,900	168,205
Deputy Director Water Supply			150,143	174,023	197,902	83,800	124,900	168,205
Deputy Director Planning			136,167	158,329	180,490	117,600	189,500	168,205
Deputy Director Enviro Management			130,531	160,450	190,370	110,200	170,400	168,205
Deputy Director Parks and Recreation			120,551	144,776	169,002	90,100	146,100	168,205
Deputy Director Personnel			127,247	151,218	175,189	147,900	227,800	168,205
Deputy County Clerk			96,437	117,136	137,834	n/a	n/a	164,418
Deputy Director of Human Concerns			140,297	157,137	173,976	112,200	190,600	154,584
Deputy Director Housing			112,320	137,247	162,175	56,600	96,200	154,584
Deputy Director Transportation			137,075	153,566	170,058	100,100	147,300	154,584
Deputy Director, Ōiwi Resources			n/a	n/a	n/a	110,700	178,800	154,584
Deputy Director of Agriculture			n/a	n/a	n/a	n/a	n/a	154,584
Deputy Liquor Commission			n/a	n/a	n/a	n/a	n/a	154,584

Mayor and Council Members

Mayor				208,779		n/a	n/a	208,779
Council Chair				101,630		n/a	n/a	101,630
Councilmember				96,791		n/a	n/a	96,791

Position:	Skill Level	MGT Proposed Grade	75th Percentile Salary Survey Data			CompAnalyst (Hawaii - All Industries - 1,000 - 3,000 FTEs)		75th Percentile Salary
			Minimum	Midpoint	Maximum	Minimum	Maximum	
	830 - 895	15						
Managing Director		15	259,897	325,104	390,312	176,200	257,200	325,104
	760 - 825	14						
Fire Chief		14	194,597	227,044	259,492	n/a	n/a	239,043
Police Chief		14	211,186	243,294	275,402	n/a	n/a	239,043
Corporation Counsel		14	208,923	246,792	284,661	192,100	276,700	239,043
Prosecuting Attorney		14	138,211	164,242	190,272	149,300	218,100	239,043
	690 - 755	13						
Director Public Works		13	167,819	202,959	238,100	140,500	207,700	192,458
Director of Finance		13	181,156	211,585	242,013	184,900	296,700	192,458
Director Water Supply		13	163,972	194,119	224,266	100,700	141,800	192,458
Director Environmental Management		13	154,592	196,350	238,108	140,400	214,800	192,458
Director Planning		13	165,255	191,998	218,740	165,400	249,200	192,458
Director Personnel Services		13	165,441	195,437	225,434	165,700	256,900	192,458
Director Parks and Recreation		13	148,397	181,254	214,110	107,700	175,500	192,458
County Auditor		13	140,352	165,960	191,568	90,700	128,500	192,458
	620 - 685	12						
<i>No Positions in Grade</i>		12						
	550 - 615	11						
County Clerk		11	156,455	188,109	219,762	n/a	n/a	183,106
Director Liquor Control		11	n/a	n/a	n/a	93,300	147,200	183,106
Director East Maui Water Authority		11	n/a	n/a	n/a	n/a	n/a	183,106
Director Ōiwi Resources		11	n/a	n/a	n/a	119,700	190,100	183,106
Director Human Concerns		11	159,275	191,784	224,293	119,300	191,100	183,106
Director Housing		11	165,110	191,546	217,982	n/a	n/a	183,106
Director Transportation		11	147,568	165,988	184,409	157,600	209,300	183,106
Director Agriculture		11	n/a	n/a	n/a	n/a	n/a	183,106

Deputy Directors

Deputy Managing Director			186,128	229,826	273,523	n/a	n/a	292,594
First Deputy Corporation Counsel			162,830	189,520	216,210	160,700	243,200	227,091
First Deputy Prosecuting Attorney			144,229	178,410	212,591	116,800	182,400	227,091
Deputy Fire Chief			178,519	197,461	216,402	n/a	n/a	227,091
Deputy Police Chief			186,075	208,166	230,257	n/a	n/a	227,091
Deputy Director Public Works			138,721	165,519	192,317	137,900	200,900	173,212
Deputy Director Finance			142,043	165,047	188,052	170,300	268,900	173,212
Deputy Director Water Supply			153,393	183,168	212,944	83,800	124,900	173,212
Deputy Director Planning			138,843	161,769	184,695	117,600	189,500	173,212
Deputy Director Enviro Management			137,300	173,277	209,254	110,200	170,400	173,212
Deputy Director Parks and Recreation			120,646	145,026	169,405	90,100	146,100	173,212
Deputy Director Personnel			138,555	158,117	177,679	147,900	227,800	173,212
Deputy County Clerk			101,875	122,294	142,713	n/a	n/a	164,795
Deputy Director of Human Concerns			144,513	161,997	179,482	112,200	190,600	164,795
Deputy Director Housing			121,472	143,553	165,633	56,600	96,200	164,795
Deputy Director Transportation			149,756	164,916	180,077	100,100	147,300	164,795
Deputy Director, Ōiwi Resources			n/a	n/a	n/a	110,700	178,800	164,795
Deputy Director of Agriculture			n/a	n/a	n/a	n/a	n/a	164,795
Deputy Liquor Commission			n/a	n/a	n/a	n/a	n/a	164,795

Mayor and Council Members

Mayor				211,119		n/a	n/a	211,119
Council Chair				106,367		n/a	n/a	106,367
Councilmember				101,302		n/a	n/a	101,302

APPENDIX A



EMPLOYEE JOB ANALYSIS QUESTIONNAIRE (JAQ)

County of Maui, Hawaii

NAME:	DATE:
YEARS OF EXPERIENCE WITH EMPLOYER:	JOB TITLE:
YEARS OF EXPERIENCE ON THIS JOB:	YOUR JOB IS: FULL TIME <input type="checkbox"/> PART TIME <input type="checkbox"/>
YOUR YEARS OF EXPERIENCE IN THIS FIELD:	DEPARTMENT:
NAME OF IMMEDIATE SUPERVISOR:	THEIR TITLE:

INSTRUCTIONS

The purpose of this questionnaire is to obtain additional information about your job that may not be included in your current job description. Please answer each question thoughtfully and frankly. After you have finished your portion of the questionnaire, give it to your immediate supervisor, who will complete their section.

General Summary: In three or four sentences, please summarize the major purpose or primary function of your job.

Please indicate if you have reviewed your current job description.

If you have any changes to your current job description, please mark them on the JD and attach it to this JAQ, or indicate changes here:

If you do not have a job description available to review, please list your job duties. Try to place your duties in order of importance and group "like" tasks together (e.g., "clerical duties including word processing, opening mail, filing, etc." or "front desk responsibilities including greeting visitors, answering telephones and routing calls, etc."). Job duties:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

- 9.
- 10.
- 11.
- 12.
- 13.
- 14.

Feel free to add more numbers/duties if necessary.

FACTOR 1. Education & Training: In your opinion, what kind of education and training is necessary to perform your job?

- LEVEL 1: Level of knowledge that is below what is normally attained through high school graduation.
- LEVEL 2: High school diploma (GED) or equivalent.
- LEVEL 3: High school, plus elementary technical training, acquired on the job or through one year or less of technical or business school.
- LEVEL 4: Extensive technical or specialized training such as would be acquired by an Associate's Degree or two years of technical or business school.
- LEVEL 5: Completion of four-year college degree program.
- LEVEL 6: Additional professional level of education beyond a four-year college program, such as a CPA or Professional Engineer (P.E.) training.
- LEVEL 7: Completion of graduate coursework equal to a Master's Degree or higher.

What specific degree/coursework is NECESSARY?

What specific degree/coursework is PREFERRED?

If a specific certificate or license is mandated by an outside agency to perform your duties, name the certificate or license:

What special skills, knowledge, and abilities are required to perform your job? Please list:

FACTOR 2. Years of Experience: How much previous work experience do you feel is necessary to perform your job?

- | | | | | |
|---|---------------------------------------|---------------------------------------|--|---|
| LEVEL 1: | LEVEL 2: | LEVEL 3: | LEVEL 4: | LEVEL 5: |
| <input type="checkbox"/> Less Than 1 Year | <input type="checkbox"/> 1 to 3 Years | <input type="checkbox"/> 4 to 6 Years | <input type="checkbox"/> 7 to 10 Years | <input type="checkbox"/> More than 10 Years |

What is the minimum number of years required?

What specific experience is necessary?

FACTOR 3. Independent Judgment and Decision Making

Part 1: How much discretion do you have in making decisions with or without the input or direction of your supervisor?

- LITTLE: Little discretion or independent judgment exercised.
- SOME: Some discretion or judgment exercised, but supervisor is normally available.
- OFTEN: Job often requires making decisions in absence of specific policies and/or guidance from supervisors, but some direct guidance is received from supervisors.
- HIGH: High level of discretion with decisions restricted only by Departmental policies and little direct guidance from supervisors.
- VERY HIGH: Very high level of discretion with decisions only restricted by the broadest policies of the Organization.

Part 2: If you make an erroneous decision, what impact would this decision have on your work unit, department, and/or the Organization?

- MINOR: Some inconvenience and delays but minor costs in terms of time, money, or public/employee good will.
- MODERATE: Moderate costs in time, money, or public/employee good will would be incurred. Delays in important projects/schedules likely.
- SERIOUS: Important goals would not be achieved and the financial, employee, or public relations posture of the Organization would be seriously affected.
- CRITICAL: Critical goals and objectives of the Organization would be adversely and very seriously affected. Error could likely result in critical financial loss, property damage, or bodily harm/loss of life.

What is the total budget that your position has authority over?

FACTOR 4. Responsibility for Policy Development: Does your job require you to participate in the development of policies for your unit/division/department/the Organization?

- LEVEL 1: Position involves only the execution of policies or use of existing procedures.
- LEVEL 2: May provide some input to supervisor when policies and procedures are updated.
- LEVEL 3: Position involves some development of policies/procedures for the Department and/or the interpretation or explanation of departmental policies for others in the organization or residents.
- LEVEL 4: Position involves significant or primary responsibility for the development of policies and procedures for a division or organizational component of a department, as well as the interpretation, execution and recommendation of changes to department policies.
- LEVEL 5: Position involves significant or primary responsibility for the development of policies and procedures for an entire department, plus occasional participation in the development of policies which affect other departments in the organization.
- LEVEL 6: Position involves the primary responsibility for the development of departmental policies and procedures and regular participation in the development of policies that affect other departments and occasionally involves participation in the development of organization-wide policies.

Give some examples of the types of policies you've written or been a part of creating:

FACTOR 5. Planning: How much latitude do you have to set your own daily work schedule and priorities for a given workday?

- LEVEL 1: Position requires that my daily work load and activities are assigned to me by my supervisor.
 - LEVEL 2: Position requires that I plan my own daily work load and work independently according to established procedures or standards.
 - LEVEL 3: Position requires that I plan my own daily work load and those of others in the department (first-level supervision).
 - LEVEL 4: Position requires an above average ability to analyze data and develop departmental plans, including plans where a number of difficult, technical and/or administrative problems must be addressed (Manager/Division level planning).
 - LEVEL 5: Position requires a high level of analytical ability to develop plans for a department or complex situation, including plans that involve integrating/involving/impacting other departments (Department Head level planning).
-

FACTOR 6. Contacts with Others: In the course of performing your job, what contacts with people in your department, other departments within the organization, and/or people from outside the organization are you required to make?

- LEVEL 1: Position involves interaction with fellow workers on routine matters with relatively little public contact.
- LEVEL 2: Position involves frequent internal and external contact, but generally on routine matters such as furnishing or obtaining information.
- LEVEL 3: Position involves frequent internal contact and regular contact with outsiders generally on routine matters, including contacts with irate outsiders which require some public relations skill for taking complaints for others to follow up upon.
- LEVEL 4: Position involves frequent internal and external contacts which require public relations skills in handling complaints. Contacts involve non-routine problems and require in-depth discussion and/or persuasion in order to resolve the problem. Handles more difficult contacts that are referred by front line employees.
- LEVEL 5: Position involves frequent internal and external contacts which require skill in dealing with, and influencing others, and initiating changes in policy/procedures to address the issue so as to avoid having to deal with the issue again in the future.
- LEVEL 6: Position involves frequent internal and external contacts in which I act as the spokesperson for the department and am authorized to make commitments of significant resources on behalf of the department.
- LEVEL 7: Position involves frequent internal and external contacts where I represent the entire organization and am authorized to make commitments in matters of broad or critical interest to the entire organization.

With which internal individuals or groups do you have the most contact?

With which external individuals or groups do you have the most contact?

FACTOR 7. Supervision Given:

Do you supervise or assign work to other employees? Yes No

If yes:

- LEVEL 1: Position is regularly responsible for assigning work to an employee or employees, without acting in a supervisory role. To whom does this position assign work?
- LEVEL 2: Position is responsible for the supervision of up to fifty (50) full-time or several part-time employees.
- LEVEL 3: Position is responsible for the direct and/or indirect supervision of fifty-one (51) to one hundred (100) full-time (or full-time equivalent) employees.
- LEVEL 4: Position is responsible for the direct and/or indirect supervision of 101 to 200 full-time (or full-time equivalent) employees.
- LEVEL 5: Position is responsible for direct and/or indirect supervision of 201 to 300 full-time (or full-time equivalent) employees.
- LEVEL 6: Position is responsible for direct and/or indirect supervision of 301 to 400 full-time (or full-time equivalent) employees.
- LEVEL 7: Position is responsible for direct and/or indirect supervision of more than 401 full-time (or full-time equivalent) employees.

Actual number of full-time (or full-time equivalent) employees supervised:

FACTOR 8. Physical Demands: Please describe any physical demands required to perform your job.

Demand	No	Yes	How often? (Rarely, Occasionally or Daily)
Lifting to 20 pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Lifting 20-50 pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Lifting 50+ pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Climbing	<input type="checkbox"/>	<input type="checkbox"/>	
Walking	<input type="checkbox"/>	<input type="checkbox"/>	
Kneeling	<input type="checkbox"/>	<input type="checkbox"/>	
Crouching	<input type="checkbox"/>	<input type="checkbox"/>	
Crawling	<input type="checkbox"/>	<input type="checkbox"/>	
Bending	<input type="checkbox"/>	<input type="checkbox"/>	
Sitting	<input type="checkbox"/>	<input type="checkbox"/>	
Prolonged Standing	<input type="checkbox"/>	<input type="checkbox"/>	
Prolonged Visual Concentration	<input type="checkbox"/>	<input type="checkbox"/>	

Unpleasant or Hazardous Conditions: Please describe any unpleasant or hazardous conditions you are exposed to in performing your job and how often you are exposed to those conditions. Include only those conditions which are directly related to your work rather than specific work area conditions.

Condition	No	Yes	How Often? (Rarely, Occasionally or Daily)
Lighting-dimness or brightness	<input type="checkbox"/>	<input type="checkbox"/>	
Dust	<input type="checkbox"/>	<input type="checkbox"/>	
Heat	<input type="checkbox"/>	<input type="checkbox"/>	
Cold	<input type="checkbox"/>	<input type="checkbox"/>	
Odors	<input type="checkbox"/>	<input type="checkbox"/>	
Noise	<input type="checkbox"/>	<input type="checkbox"/>	
Vibration	<input type="checkbox"/>	<input type="checkbox"/>	
Wetness/Humidity	<input type="checkbox"/>	<input type="checkbox"/>	

Toxic Agents	<input type="checkbox"/>	<input type="checkbox"/>
Electrical Currents	<input type="checkbox"/>	<input type="checkbox"/>
Heavy Machinery	<input type="checkbox"/>	<input type="checkbox"/>
Violence	<input type="checkbox"/>	<input type="checkbox"/>
Disease	<input type="checkbox"/>	<input type="checkbox"/>
Smoke	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>

FACTOR 9. Use of Technology/Specialized Equipment: Please check the level of technology or specialized equipment use needed for you to perform your job.

- LEVEL 1: Position has no responsibility for, or use of, technology.
- LEVEL 2: Position has some basic use of computers for data entry and some use of the telephone, copier, etc.
- LEVEL 3: Position has daily use of computers for data entry and use of the telephone, fax machine, copier, etc. Position has daily use of light equipment such as push mowers, weed whackers, pole saws, custodial equipment, etc.
- LEVEL 4: Position has daily use of computers, the Internet, Smartphones, etc. to create databases, spreadsheets, or reports. Position designs and creates customized reports, presentations, and/or documents using advanced software skills.
- LEVEL 5A: Position provides routine consultation and technology support for everyday computer programming and/or software requests/questions to others in the organization; is an applications super user; or uses specialized software such as GIS, SCADA or telecommunications software.
- LEVEL 5B: Position uses, troubleshoots, and/or repairs various pieces of specialized equipment such as HVAC, lighting, gas flares, blowers, engines, heavy equipment, diagnostic equipment, large vehicles (vacuum trucks, street sweepers, fire apparatus) and/or medical or public safety equipment.
- LEVEL 6: Position is responsible for advanced computer programming, system security, maintenance, training, and purchasing of items such as computers, printers, scanners, etc., for the computer system for the organization (IT personnel).
- LEVEL 7: Position is responsible for the overall direction and supervision of the staff that are responsible for the computer and technology needs of the organization, including responsibility for developing technology policies for the organization (IT personnel).

10. Comments/Additional Information: Feel free to add additional information below. If using a printed copy of this form, use the back of the form to add your comments.

Type your name and the date below, then save this form as a Word document with the file name of "JobTitle.LastName.FirstName" and email it to your supervisor. If using a printed copy of this form, sign and date it and then deliver to your supervisor.

EMPLOYEE'S SIGNATURE OR TYPED NAME

DATE

APPENDIX B

1. Population: Maximum 25 Points					
164,183					
Factor	Minimum Range		Maximum Range		Points
1.50	109,455	164,183	164,183	246,275	25
2.00	82,092	109,454	246,276	328,366	19
2.50	65,673	82,091	328,367	410,458	13
3.00	54,728	65,672	410,459	492,549	7
All Others					0
2. Income Per Capita: Maximum 25 Points					
42,607					
Factor	Minimum Range		Maximum Range		Points
1.50	28,405	42,607	42,607	63,911	25
2.00	21,304	28,404	63,912	85,214	19
2.50	17,043	21,303	85,215	106,518	13
3.00	14,202	17,042	106,519	127,821	7
All Others					0
3. Total Expenditures: Maximum 25 Points					
660,512 Thousand					
Factor	Minimum Range		Maximum Range		Points
1.50	440,342	660,512	660,512	990,769	25
2.00	330,256	440,341	990,770	1,321,025	19
2.50	264,205	330,255	1,321,026	1,651,281	13
3.00	220,171	264,204	1,651,282	1,981,537	7
All Others					0
4. Full-time Equivalents (FTEs): Maximum 25 Points					
2440					
Factor	Minimum Range		Maximum Range		Points
1.50	1,627	2,440	2,440	3,660	25
2.00	1,220	1,626	3,661	4,880	19
2.50	976	1,219	4,881	6,100	13
3.00	813	975	6,101	7,320	7
All Others					0
Initial screen:					
Cities with a population between 120,000 and 400,000 in Western Region States (Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington and Wyoming); plus consolidated city-county entities nationwide within the population parameters; plus Hawaii, Honolulu and Kaua'i Counties.					
Sources:					
(1) Annual Financial Reports for Total Expenditures and FTEs (IF FTEs not provided in the AFR the US Census Survey of Public Employment & Payroll 2002 was used)					
(2) U.S. Census Bureau Quick Facts for Population & Income Per Capita: https://www.census.gov/quickfacts/fact/table/US/PST045219					

Maui County, HI

Criteria Comparisons - Sorted by Name

Municipality	Population	Max. Points	Income Per Capita	Max. Points	Total Exp. (thousand)	Max Points	FTEs	Max. Points	Total Points
Maui County	164,183	25	42,607	25	660,512	25	2440	25	100
Anaheim, CA	340,512	13	35,331	25	1,336,249	13	2061	25	76
Anchorage, AK	286,075	19	46,554	25	1,023,798	19	2483	25	88
Arvada, CO	121,414	25	52,932	25	211,130	0	769	0	50
Athens-Clarke Co, GA	128,628	25	30,043	25	285,463	13	1769	25	88
Augusta-Richmond Co, GA	200,884	25	28,503	25	514,302	25	2897	25	100
Aurora, CO	395,052	13	38,047	25	898,750	25	3434	25	88
Bellevue, WA	151,574	25	85,845	13	514,513	25	1542	19	82
Billings, MT	120,864	25	40,679	25	234,761	7	1055	13	70
Boise, ID	235,421	25	46,972	25	523,807	25	2001	25	100
Chandler, AZ	280,167	19	48,987	25	573,360	25	1672	25	94
Chula Vista, CA	274,333	19	37,618	25	371,188	19	1398	19	82
Columbus-Muscogee Co, GA	201,877	25	30,980	25	338,226	19	2845	25	94
Corona, CA	160,238	25	38,353	25	346,192	19	884	7	76
Elk Grove, CA	178,444	25	42,764	25	233,739	7	421	0	57
Eugene, OR	177,899	25	39,081	25	375,443	19	1547	19	88
Fontana, CA	215,465	25	30,351	25	280,767	13	646	0	63
Fort Collins, CO	170,376	25	43,495	25	587,462	25	1919	25	100
Fremont, CA	226,208	25	68,357	19	355,064	19	999	13	76
Garden Grove, CA	168,234	25	31,132	25	274,543	13	662	0	63
Gilbert, AZ	275,411	19	46,964	25	452,228	25	1684	25	94
Glendale, AZ	253,855	19	30,316	25	571,244	25	1840	25	94
Glendale, CA	187,050	25	44,298	25	795,000	25	1605	19	94
Hawaii County, HI	207,615	25	37,236	25	696,798	25	2555	25	100
Hawaii State	1,435,138	0	42,683	25	15,189,728	0	48037	0	25
Henderson, NV	337,305	13	46,882	25	667,969	25	2731	25	88
Honolulu County, HI	989,408	0	44,026	25	2,918,433	0	8096	0	25
Huntington Beach, CA	192,129	25	60,654	25	361,502	19	1003	13	82
Irvine, CA	314,621	19	59,354	25	463,721	25	1381	19	88
Kansas City-Wyandotte Co, KS	152,933	25	27,034	19	721,938	25	2414	25	94
Kauai County, HI	73,851	13	39,372	25	309,185	13	1295	19	70
Kent, WA	133,378	25	39,714	25	259,200	7	744	0	57
Lakewood, CO	155,961	25	48,299	25	178,794	0	806	0	50
Lancaster, CA	166,236	25	28,082	19	264,015	7	298	0	51
Lexington-Fayette Co, KY	320,154	19	40,953	25	667,879	25	2784	25	94
Macon-Bibb Co, GA	156,512	25	30,115	25	243,409	7	2191	25	82

Maui County, HI

Criteria Comparisons - Sorted by Name

Municipality	Population	Max. Points	Income Per Capita	Max. Points	Total Exp. (thousand)	Max Points	FTEs	Max. Points	Total Points
Maui County	164,183	25	42,607	25	660,512	25	2440	25	100
Marin County, CA	254,407	19	87,300	13	751,191	25	2506	25	82
Modesto, CA	218,915	25	32,897	25	400,138	19	1326	19	88
Moreno Valley, CA	212,392	25	26,861	19	241,908	7	770	0	51
North Las Vegas, NV	284,771	19	29,460	25	473,018	25	1651	25	94
Oceanside, CA	170,020	25	40,131	25	430,832	19	1056	13	82
Ontario, CA	182,457	25	29,332	25	575,089	25	1377	19	94
Oxnard, CA	198,488	25	28,845	25	451,672	25	1472	19	94
Palmdale, CA	161,404	25	27,882	19	203,729	0	287	0	44
Peoria, AZ	198,750	25	42,627	25	394,604	19	1355	19	88
Rancho Cucamonga, CA	174,405	25	44,345	25	229,619	7	695	0	57
Reno, NV	274,915	19	43,245	25	484,843	25	1440	19	88
Riverside, CA	318,858	19	31,632	25	1,012,309	19	2626	25	88
Roseville, CA	159,135	25	51,684	25	578,549	25	1328	19	94
Salem, OR	177,432	25	35,469	25	367,779	19	1323	19	88
Salinas, CA	159,506	25	27,344	19	202,484	0	549	0	44
Salt Lake City, UT	209,593	25	46,972	25	1,045,577	19	3496	25	94
San Bernardino, CA	223,728	25	22,865	19	345,151	19	1200	13	76
San Luis Obispo County, CA	281,639	19	47,390	25	823,375	25	2932	25	94
Santa Ana, CA	310,539	19	27,328	19	667,305	25	1623	19	82
Santa Clarita, CA	224,028	25	47,057	25	227,070	7	478	0	57
Santa Rosa, CA	175,845	25	46,804	25	380,043	19	1279	19	88
Scottsdale, AZ	244,394	25	77,594	19	715,872	25	2589	25	94
Sonoma County, CA	481,812	7	52,523	25	1,136,982	19	3890	19	70
Spokane, WA	229,447	25	36,513	25	614,410	25	2037	25	100
Stockton, CA	319,543	19	29,095	25	514,564	25	1487	19	88
Surprise, AZ	158,285	25	37,518	25	284,380	13	1103	13	76
Tacoma, WA	222,906	25	41,788	25	1,331,776	13	3919	19	82
Tempe, AZ	189,834	25	40,495	25	597,195	25	2170	25	100
Thornton, CO	144,922	25	38,876	25	320,632	13	1112	13	76
Vancouver, WA	196,442	25	40,219	25	442,035	25	1339	19	94

Maui County, HI
Criteria Comparisons - Sorted by Rank

Municipality	Population	Max. Points	Income Per Capita	Max. Points	Total Exp. (thousand)	Max Points	FTEs	Max. Points	Total Points
Maui County	164,183	25	42,607	25	660,512	25	2440	25	100
Augusta-Richmond Co, GA	200,884	25	28,503	25	514,302	25	2897	25	100
Boise, ID	235,421	25	46,972	25	523,807	25	2001	25	100
Fort Collins, CO	170,376	25	43,495	25	587,462	25	1919	25	100
Hawai'i County, HI	207,615	25	37,236	25	696,798	25	2555	25	100
Spokane, WA	229,447	25	36,513	25	614,410	25	2037	25	100
Tempe, AZ	189,834	25	40,495	25	597,195	25	2170	25	100
Chandler, AZ	280,167	19	48,987	25	573,360	25	1672	25	94
Columbus-Muscogee Co, GA	201,877	25	30,980	25	338,226	19	2845	25	94
Gilbert, AZ	275,411	19	46,964	25	452,228	25	1684	25	94
Glendale, AZ	253,855	19	30,316	25	571,244	25	1840	25	94
Glendale, CA	187,050	25	44,298	25	795,000	25	1605	19	94
Kansas City-Wyandotte Co, KS	152,933	25	27,034	19	721,938	25	2414	25	94
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North Las Vegas, NV	284,771	19	29,460	25	473,018	25	1651	25	94
Ontario, CA	182,457	25	29,332	25	575,089	25	1377	19	94
Oxnard, CA	198,488	25	28,845	25	451,672	25	1472	19	94
Roseville, CA	159,135	25	51,684	25	578,549	25	1328	19	94
Salt Lake City, UT	209,593	25	46,972	25	1,045,577	19	3496	25	94
San Luis Obispo County, CA	281,639	19	47,390	25	823,375	25	2932	25	94
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Vancouver, WA	196,442	25	40,219	25	442,035	25	1339	19	94
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Salem, OR	177,432	25	35,469	25	367,779	19	1323	19	88
Santa Rosa, CA	175,845	25	46,804	25	380,043	19	1279	19	88
Stockton, CA	319,543	19	29,095	25	514,564	25	1487	19	88
Bellevue, WA	151,574	25	85,845	13	514,513	25	1542	19	82

Maui County, HI
Criteria Comparisons - Sorted by Rank

Municipality	Population	Max. Points	Income Per Capita	Max. Points	Total Exp. (thousand)	Max Points	FTEs	Max. Points	Total Points
Maui County	164,183	25	42,607	25	660,512	25	2440	25	100
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Huntington Beach, CA	192,129	25	60,654	25	361,502	19	1003	13	82
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Marin County, CA	254,407	19	87,300	13	751,191	25	2506	25	82
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Tacoma, WA	222,906	25	41,788	25	1,331,776	13	3919	19	82
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Billings, MT	120,864	25	40,679	25	234,761	7	1055	13	70
Kaua'i County, HI	73,851	13	39,372	25	309,185	13	1295	19	70
Sonoma County, CA	481,812	7	52,523	25	1,136,982	19	3890	19	70
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Garden Grove, CA	168,234	25	31,132	25	274,543	13	662	0	63
Elk Grove, CA	178,444	25	42,764	25	233,739	7	421	0	57
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Rancho Cucamonga, CA	174,405	25	44,345	25	229,619	7	695	0	57
Santa Clarita, CA	224,028	25	47,057	25	227,070	7	478	0	57
Lancaster, CA	166,236	25	28,082	19	264,015	7	298	0	51
Moreno Valley, CA	212,392	25	26,861	19	241,908	7	770	0	51
Arvada, CO	121,414	25	52,932	25	211,130	0	769	0	50
Lakewood, CO	155,961	25	48,299	25	178,794	0	806	0	50
Palmdale, CA	161,404	25	27,882	19	203,729	0	287	0	44
Salinas, CA	159,506	25	27,344	19	202,484	0	549	0	44
Honolulu County, HI	989,408	0	44,026	25	2,918,433	0	8096	0	25
Hawai'i State	1,435,138	0	42,683	25	15,189,728	0	48037	0	25

Maui County, HI
Top Comparables

Municipality	Population	Max. Points	Income Per Capita	Max. Points	Total Exp. (thousand)	Max Points	FTEs	Max. Points	Total Points
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Glendale, AZ	253,855	19	30,316	25	571,244	25	1840	25	94
Glendale, CA	187,050	25	44,298	25	795,000	25	1605	19	94
Kansas City-Wyandotte Co, KS	152,933	25	27,034	19	721,938	25	2414	25	94
Lexington-Fayette Co, KY	320,154	19	40,953	25	667,879	25	2784	25	94
North Las Vegas, NV	284,771	19	29,460	25	473,018	25	1651	25	94
Ontario, CA	182,457	25	29,332	25	575,089	25	1377	19	94
Oxnard, CA	198,488	25	28,845	25	451,672	25	1472	19	94
Roseville, CA	159,135	25	51,684	25	578,549	25	1328	19	94
Salt Lake City, UT	209,593	25	46,972	25	1,045,577	19	3496	25	94
San Luis Obispo County, CA	281,639	19	47,390	25	823,375	25	2932	25	94
Scottsdale, AZ	244,394	25	77,594	19	715,872	25	2589	25	94
Vancouver, WA	196,442	25	40,219	25	442,035	25	1339	19	94
Anchorage, AK	286,075	19	46,554	25	1,023,798	19	2483	25	88
Henderson, NV	337,305	13	46,882	25	667,969	25	2731	25	88
Riverside, CA	318,858	19	31,632	25	1,012,309	19	2626	25	88
Honolulu County, HI	989,408	0	44,026	25	2,918,433	0	8096	0	25
Hawai'i State	1,435,138	0	42,683	25	15,189,728	0	48037	0	25

APPENDIX C

Maui County, HI
Appendix C - Detailed Salary Data

	Mayor		
Comparable Community	Title & Position Comments	Strong Mayor?	Actual Salary:
Anchorage, AK-Adj.	n/a		
Boise, ID-Adj.	Mayor	Y	159,578
Chandler, AZ-Adj.	n/a		
Columbus-Muscogee Co, GA-Adj.	n/a		
Gilbert, AZ-Adj.	Mayor	N	49,276
Glendale, AZ-Adj.	n/a		
Glendale, CA-Adj.	n/a		
Hawai'i County, HI	Mayor	Y	209,028
Hawai'i State	n/a		
Henderson, NV-Adj.	Mayor	N	82,215
Honolulu County, HI	Mayor	Y	217,392
Lexington-Fayette Co, KY-Adj.	n/a		
Ontario, CA-Adj.	n/a		
Oxnard, CA-Adj.	n/a		
Riverside, CA-Adj.	Mayor	N	84,583
Roseville, CA-Adj.	Mayor (\$650/mo stipend)	N	
Salt Lake City, UT-Adj.	Mayor	Y	204,051
San Luis Obispo County, CA-Adj.	n/a		
Scottsdale, AZ-Adj.	Mayor	N	68,922
Tempe, AZ-Adj.	Mayor	N	80,603
Vancouver, WA-Adj.	n/a		
Maui County	Mayor	Y	159,578
Range Data			
50th Percentile			84,583
60th Percentile			144,579
65th Percentile			168,473
70th Percentile			186,262
75th Percentile			204,051
80th Percentile			206,042

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

Mayor (Edited)			
Comparable Community	Title & Position Comments	Strong Mayor?	Actual Salary:
Anchorage, AK-Adj.	n/a		
Boise, ID-Adj.	Mayor	Y	159,578
Chandler, AZ-Adj.	n/a		
Columbus-Muscogee Co, GA-Adj.	n/a		
Gilbert, AZ-Adj.	Mayor	N	
Glendale, AZ-Adj.	n/a		
Glendale, CA-Adj.	n/a		
Hawai'i County, HI	Mayor	Y	209,028
Hawai'i State	n/a		
Henderson, NV-Adj.	Mayor	N	
Honolulu County, HI	Mayor	Y	217,392
Lexington-Fayette Co, KY-Adj.	n/a		
Ontario, CA-Adj.	n/a		
Oxnard, CA-Adj.	n/a		
Riverside, CA-Adj.	Mayor	N	
Roseville, CA-Adj.	Mayor (\$650/mo stipend)	N	
Salt Lake City, UT-Adj.	Mayor	Y	204,051
San Luis Obispo County, CA-Adj.	n/a		
Scottsdale, AZ-Adj.	Mayor	N	
Tempe, AZ-Adj.	Mayor	N	
Vancouver, WA-Adj.	n/a		
Maui County	Mayor	Y	159,578
Range Data			
50th Percentile			206,540
60th Percentile			208,033
65th Percentile			208,779
70th Percentile			209,864
75th Percentile			211,119
80th Percentile			212,374

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

	Councilmember			
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	Councilmember			36,411
Chandler, AZ-Adj.	n/a			
Columbus-Muscogee Co, GA-Adj.	n/a			
Gilbert, AZ-Adj.	Councilmember			21,012
Glendale, AZ-Adj.	n/a			
Glendale, CA-Adj.	Councilmember			17,160
Hawai'i County, HI	Councilmember			90,024
Hawai'i State	n/a			
Henderson, NV-Adj.	Councilmember			68,140
Honolulu County, HI	Councilmember			117,360
Lexington-Fayette Co, KY-Adj.	n/a			
Ontario, CA-Adj.	n/a			
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	Councilmember			45,145
Roseville, CA-Adj.	Councilmember (\$600/month stipend)			
Salt Lake City, UT-Adj.	Councilmember			59,612
San Luis Obispo County, CA-Adj.	County Board Supervisor			101,302
Scottsdale, AZ-Adj.	Councilmember			41,468
Tempe, AZ-Adj.	Councilmember			39,618
Vancouver, WA-Adj.	n/a			
Maui County	Councilmember			80,299
	Council Chair			86,336
Range Data				
50th Percentile				45,145
60th Percentile				59,612
65th Percentile				63,876
70th Percentile				68,140
75th Percentile				79,082
80th Percentile				90,024

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

	Councilmember (Edited)			
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	Councilmember			36,411
Chandler, AZ-Adj.	n/a			
Columbus-Muscogee Co, GA-Adj.	n/a			
Gilbert, AZ-Adj.	Councilmember			
Glendale, AZ-Adj.	n/a			
Glendale, CA-Adj.	Councilmember			
Hawai'i County, HI	Councilmember			90,024
Hawai'i State	n/a			
Henderson, NV-Adj.	Councilmember			
Honolulu County, HI	Councilmember			117,360
Lexington-Fayette Co, KY-Adj.	n/a			
Ontario, CA-Adj.	n/a			
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	Councilmember			
Roseville, CA-Adj.	Councilmember (\$600/month stipend)			
Salt Lake City, UT-Adj.	Councilmember			59,612
San Luis Obispo County, CA-Adj.	County Board Supervisor			101,302
Scottsdale, AZ-Adj.	Councilmember			
Tempe, AZ-Adj.	Councilmember			
Vancouver, WA-Adj.	n/a			
Maui County	Councilmember			80,299
	Council Chair			86,336
Range Data				
50th Percentile				90,024
60th Percentile				94,535
65th Percentile				96,791
70th Percentile				99,046
75th Percentile				101,302
80th Percentile				104,514

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

		Corporation Counsel		
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	Municipal Attorney	108,078	171,378	
Boise, ID-Adj.	City Attorney	148,131	237,006	186,332
Chandler, AZ-Adj.	n/a			
Columbus-Muscogee Co, GA-Adj.	City Attorney	141,885	208,013	
Gilbert, AZ-Adj.	Town Attorney	210,268	315,636	
Glendale, AZ-Adj.	n/a			
Glendale, CA-Adj.	City Attorney			265,856
Hawai'i County, HI	City Attorney			197,004
Hawai'i State	Attorney General	188,400	188,400	188,400
Henderson, NV-Adj.	Council & Commission Svcs Mgr	78,334	112,866	
Honolulu County, HI	Corporation Counsel			199,776
Lexington-Fayette Co, KY-Adj.	Commissioner of Law	142,015	207,246	
Ontario, CA-Adj.	n/a			
Oxnard, CA-Adj.	City Attorney	223,466	274,336	
Riverside, CA-Adj.	City Attorney			332,598
Roseville, CA-Adj.	City Attorney			278,698
Salt Lake City, UT-Adj.	City Attorney	124,720	391,992	
San Luis Obispo County, CA-Adj.	County Counsel	208,474	268,781	
Scottsdale, AZ-Adj.	City Attorney	239,331	324,639	
Tempe, AZ-Adj.	n/a			
Vancouver, WA-Adj.	City Attorney	183,889	248,664	248,664
Maui County	Corporation Counsel			173,073
Range Data				
50th Percentile		166,010	242,835	224,220
60th Percentile		186,596	260,734	252,102
65th Percentile		191,411	269,614	258,120
70th Percentile		202,452	272,670	264,137
75th Percentile		208,923	284,661	269,067
80th Percentile		209,909	307,376	273,561

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

		First Deputy Corporation Counsel		
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	n/a			
Chandler, AZ-Adj.	City Attorney Senior Manager	146,542	203,652	
Columbus-Muscogee Co, GA-Adj.	Assistant City Attorney	118,615	170,358	
Gilbert, AZ-Adj.	Deputy Town Attorney	139,944	199,673	
Glendale, AZ-Adj.	Chief Deputy City Attorney	142,520	203,855	
Glendale, CA-Adj.	Chief Assistant City Attorney	150,014	216,677	
Hawai'i County, HI	Assistant Corporation Counsel			187,668
Hawai'i State	Deputy Attorney General	163,896	173,316	173,316
Henderson, NV-Adj.	n/a			
Honolulu County, HI	First Deputy Cor Counsel			195,888
Lexington-Fayette Co, KY-Adj.	Managing Attorney	119,918	172,589	
Ontario, CA-Adj.	n/a			
Oxnard, CA-Adj.	Chief Assistant City Attorney	183,873	214,179	
Riverside, CA-Adj.	Assistant City Attorney	156,568	198,123	
Roseville, CA-Adj.	Assistant City Attorney	174,536	237,084	
Salt Lake City, UT-Adj.	Deputy City Attorney	119,504	239,197	
San Luis Obispo County, CA-Adj.	Assistant County Counsel	176,712	227,063	
Scottsdale, AZ-Adj.	Deputy City Attorney	152,106	198,337	
Tempe, AZ-Adj.	n/a			
Vancouver, WA-Adj.	Deputy City Attorney	159,632	214,810	214,820
Maui County	First Deputy Corp Counsel			164,418
Range Data				
50th Percentile		151,060	203,754	191,778
60th Percentile		155,676	212,114	194,244
65th Percentile		157,947	214,463	195,477
70th Percentile		160,058	214,997	197,781
75th Percentile		162,830	216,210	200,621
80th Percentile		168,152	220,831	203,461

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

		Prosecuting Attorney		
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	n/a			
Chandler, AZ-Adj.	City Prosecutor	138,211	190,272	
Columbus-Muscogee Co, GA-Adj.	n/a			
Gilbert, AZ-Adj.	Town Prosecutor	123,412	174,854	
Glendale, AZ-Adj.	City Prosecutor	130,734	185,087	
Glendale, CA-Adj.	n/a			
Hawai'i County, HI	Prosecuting Attorney			197,004
Hawai'i State	n/a			
Henderson, NV-Adj.	City Attorney	181,700	271,731	
Honolulu County, HI	Prosecuting Attorney			206,040
Lexington-Fayette Co, KY-Adj.	n/a			
Ontario, CA-Adj.	n/a			
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	n/a			
Roseville, CA-Adj.	n/a			
Salt Lake City, UT-Adj.	n/a			
San Luis Obispo County, CA-Adj.	District Attorney			263,440
Scottsdale, AZ-Adj.	n/a			
Tempe, AZ-Adj.	City Attorney			236,876
Vancouver, WA-Adj.	City Prosecutor	132,305	177,034	177,034
Maui County	Prosecuting Attorney			173,073
Range Data				
50th Percentile		132,305	185,087	206,040
60th Percentile		134,667	187,161	218,374
65th Percentile		135,849	188,198	224,542
70th Percentile		137,030	189,235	230,709
75th Percentile		138,211	190,272	236,876
80th Percentile		146,909	206,564	242,189

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

First Deputy Prosecuting Attorney				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	n/a			
Chandler, AZ-Adj.	Asst City Prosecutor Senior	122,709	168,901	
Columbus-Muscogee Co, GA-Adj.	n/a			
Gilbert, AZ-Adj.	Asst Town Prosecutor III	109,276	155,265	
Glendale, AZ-Adj.	Sr Asst City Prosecutor	110,299	156,656	
Glendale, CA-Adj.	n/a			
Hawai'i County, HI	First Deputy Prosecuting Attorney			187,668
Hawai'i State	n/a			
Henderson, NV-Adj.	Sr Asst City Atty-Civil Division	144,229	212,724	
Honolulu County, HI	First Deputy Prosecuting Attorney			195,888
Lexington-Fayette Co, KY-Adj.	n/a			
Ontario, CA-Adj.	n/a			
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	n/a			
Roseville, CA-Adj.	Deputy City Attorney	127,612	168,337	
Salt Lake City, UT-Adj.	n/a			
San Luis Obispo County, CA-Adj.	Assistant District Attorney	173,441	222,481	
Scottsdale, AZ-Adj.	Supervising Asst City Pros	140,027	180,819	
Tempe, AZ-Adj.	Deputy City Attorney	163,320	212,591	190,429
Vancouver, WA-Adj.	Assistant City Attorney II	120,505	161,111	144,759
Maui County	First Dep Prosecuting Attorney			164,418
Range Data				
50th Percentile		127,612	168,901	189,049
60th Percentile		137,544	178,435	189,877
65th Percentile		140,867	187,173	190,291
70th Percentile		142,548	199,882	190,975
75th Percentile		144,229	212,591	191,794
80th Percentile		151,865	212,644	192,613

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

		County Auditor		
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	Internal Auditor	73,448	155,920	
Boise, ID-Adj.	Director of Internal Audit	114,906	163,268	133,743
Chandler, AZ-Adj.	n/a			
Columbus-Muscogee Co, GA-Adj.	n/a			
Gilbert, AZ-Adj.	n/a			
Glendale, AZ-Adj.	n/a			
Glendale, CA-Adj.	n/a			
Hawai'i County, HI	County Auditor			162,540
Hawai'i State	n/a			
Henderson, NV-Adj.	City Auditor	129,294	188,905	
Honolulu County, HI	County Auditor			194,208
Lexington-Fayette Co, KY-Adj.	Director Internal Audit	114,815	165,169	
Ontario, CA-Adj.	City Auditor	119,566	142,496	
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	n/a			
Roseville, CA-Adj.	n/a			
Salt Lake City, UT-Adj.	n/a			
San Luis Obispo County, CA-Adj.	n/a			
Scottsdale, AZ-Adj.	City Auditor	172,175	229,716	
Tempe, AZ-Adj.	City Auditor	151,409	194,230	182,964
Vancouver, WA-Adj.	n/a			
Maui County	County Auditor			159,370
Range Data				
50th Percentile		119,566	165,169	172,752
60th Percentile		125,403	179,411	178,879
65th Percentile		128,321	186,531	181,943
70th Percentile		133,717	189,970	184,088
75th Percentile		140,352	191,568	185,775
80th Percentile		146,986	193,165	187,462

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

County Clerk				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	Municipal Clerk	103,651	143,339	
Boise, ID-Adj.	Director City Clerks Office	116,372	180,515	139,612
Chandler, AZ-Adj.				
Columbus-Muscogee Co, GA-Adj.	n/a			
Gilbert, AZ-Adj.	Town Clerk	153,556	222,827	
Glendale, AZ-Adj.	n/a			
Glendale, CA-Adj.	City Clerk			117,470
Hawai'i County, HI	County Clerk			162,540
Hawai'i State	n/a			
Henderson, NV-Adj.	City Clerk	134,077	196,538	
Honolulu County, HI	County Clerk			194,208
Lexington-Fayette Co, KY-Adj.	n/a			
Ontario, CA-Adj.	n/a			
Oxnard, CA-Adj.	City Clerk	115,661	155,714	
Riverside, CA-Adj.	City Clerk	172,344	234,860	
Roseville, CA-Adj.	City Clerk	132,979	175,660	
Salt Lake City, UT-Adj.	n/a			
San Luis Obispo County, CA-Adj.	County Clerk-Recorder			163,042
Scottsdale, AZ-Adj.	City Clerk	165,153	218,740	
Tempe, AZ-Adj.	City Clerk			171,503
Vancouver, WA-Adj.	n/a			
Maui County	County Clerk			173,073
Range Data				
50th Percentile		133,528	188,527	162,791
60th Percentile		137,973	200,978	163,042
65th Percentile		144,790	208,749	165,157
70th Percentile		151,608	216,520	167,273
75th Percentile		156,455	219,762	169,388
80th Percentile		160,514	221,192	171,503

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

Deputy County Clerk				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	Deputy County Clerk			
Chandler, AZ-Adj.	Deputy City Clerk	96,495	134,057	
Columbus-Muscogee Co, GA-Adj.	n/a			
Gilbert, AZ-Adj.	Deputy Town Clerk	88,588	127,041	
Glendale, AZ-Adj.	Deputy City Clerk	95,801	138,326	
Glendale, CA-Adj.	Assistant City Clerk	81,694	112,907	
Hawai'i County, HI	Deputy County Clerk			146,292
Hawai'i State	n/a			
Henderson, NV-Adj.	Deputy City Clerk	59,127	84,830	
Honolulu County, HI	n/a			
Lexington-Fayette Co, KY-Adj.	n/a			
Ontario, CA-Adj.	Asst City Clerk/Records Mgmt Dir	157,536	208,550	
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	Assistant City Clerk	96,108	144,175	
Roseville, CA-Adj.	Assistant City Clerk	93,397	121,882	
Salt Lake City, UT-Adj.	n/a			
San Luis Obispo County, CA-Adj.	n/a			
Scottsdale, AZ-Adj.	Deputy City Clerk	103,668	135,048	
Tempe, AZ-Adj.	Deputy City Clerk	118,133	151,324	138,362
Vancouver, WA-Adj.	n/a			
Maui County	Deputy County Clerk			164,418
Range Data				
50th Percentile		95,955	134,553	142,327
60th Percentile		96,263	136,359	143,120
65th Percentile		96,437	137,834	143,517
70th Percentile		98,647	140,081	143,913
75th Percentile		101,875	142,713	144,310
80th Percentile		106,561	145,605	144,706

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

Director of Finance				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	Chief Fiscal Officer	90,869	177,260	
Boise, ID-Adj.	Finance Director	131,284	206,349	173,672
Chandler, AZ-Adj.	Deputy City Mgr/CFO	184,799	249,692	
Columbus-Muscogee Co, GA-Adj.	Director of Finance	118,615	170,358	
Gilbert, AZ-Adj.	Finance & Mgmt Svcs Director	152,781	221,487	
Glendale, AZ-Adj.	Director Budget & Finance	154,674	224,852	
Glendale, CA-Adj.	Director of Finance	140,567	205,942	
Hawai'i County, HI	Director of Finance			170,652
Hawai'i State	Director of Budget & Finance	188,400	188,400	188,400
Henderson, NV-Adj.	Director	143,289	211,238	
Honolulu County, HI	Dir Budget and Fiscal Services			194,208
Lexington-Fayette Co, KY-Adj.	Commissioner of Finance	149,346	217,241	
Ontario, CA-Adj.	Executive Director Finance	204,778	276,540	
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	Finance Director	166,345	242,013	
Roseville, CA-Adj.	Assistant City Manager/CFO	176,206	239,595	
Salt Lake City, UT-Adj.	Chief Financial Officer	124,720	391,992	
San Luis Obispo County, CA-Adj.	Aud-Cont-Treas-Tax Collector			226,179
Scottsdale, AZ-Adj.	City Treasurer	196,769	266,048	
Tempe, AZ-Adj.	Financial Services Director	181,156	240,086	181,156
Vancouver, WA-Adj.	Chief Financial Officer	167,334	225,547	225,547
Maui County	Director of Finance			159,466
Range Data				
50th Percentile		154,674	224,852	188,400
60th Percentile		166,938	233,976	191,885
65th Percentile		170,883	239,791	193,627
70th Percentile		177,196	240,471	200,476
75th Percentile		181,156	242,013	209,878
80th Percentile		184,070	248,156	219,279

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

		Deputy Director of Finance		
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	n/a			
Chandler, AZ-Adj.	Financial Services Asst Dir	138,211	190,272	
Columbus-Muscogee Co, GA-Adj.	Assistant Finance Director	99,432	142,910	
Gilbert, AZ-Adj.	Financial Services Officer	121,491	172,170	
Glendale, AZ-Adj.	Assistant Director of Finance	120,043	170,178	
Glendale, CA-Adj.	Assistant Director of Finance	125,691	175,998	
Hawai'i County, HI	Deputy Director of Finance			162,516
Hawai'i State	Deputy Dir Budget & Finance	163,896	173,316	173,316
Henderson, NV-Adj.	Assistant Director of Finance	123,263	179,640	
Honolulu County, HI	Dep Dir Budget & Fiscal Svcs			184,272
Lexington-Fayette Co, KY-Adj.	Deputy Chief Finance	119,918	172,589	
Ontario, CA-Adj.	Assistant Finance Director	157,536	208,550	
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	Deputy Finance Director	143,171	171,607	
Roseville, CA-Adj.	Assistant Finance Director	135,717	179,396	
Salt Lake City, UT-Adj.	Deputy Chief Financial Officer	114,567	227,550	
San Luis Obispo County, CA-Adj.	n/a			
Scottsdale, AZ-Adj.	Assistant City Treasurer	146,047	188,867	
Tempe, AZ-Adj.	n/a			
Vancouver, WA-Adj.	Deputy Director of Finance	138,658	185,606	
Maui County	Deputy Director of Finance			143,518
Range Data				
50th Percentile		130,704	177,697	173,316
60th Percentile		137,712	179,591	175,507
65th Percentile		138,412	182,325	176,603
70th Percentile		139,109	185,932	177,698
75th Percentile		142,043	188,052	178,794
80th Percentile		144,321	189,429	179,890

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

Managing Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	Municipal Manager	106,913	199,033	
Boise, ID-Adj.	Chief of Staff, Mayor's Office	148,131	237,006	202,436
Chandler, AZ-Adj.	n/a			
Columbus-Muscogee Co, GA-Adj.	City Manager	169,106	256,807	
Gilbert, AZ-Adj.	Town Manager	259,678	389,752	
Glendale, AZ-Adj.	n/a			
Glendale, CA-Adj.	City Manager			326,593
Hawai'i County, HI	Managing Director			197,496
Hawai'i State	n/a			
Henderson, NV-Adj.	City Manager/CEO	225,387	337,645	
Honolulu County, HI	Managing Director			207,912
Lexington-Fayette Co, KY-Adj.	Chief Administrative Officer	155,976	227,741	
Ontario, CA-Adj.	City Manager	293,299	394,252	
Oxnard, CA-Adj.	City Manager	260,553	319,790	
Riverside, CA-Adj.	n/a			
Roseville, CA-Adj.	City Manager			325,374
Salt Lake City, UT-Adj.	Chief Administrative Officer	124,720	391,992	
San Luis Obispo County, CA-Adj.	County Administrative Officer	230,837	297,300	
Scottsdale, AZ-Adj.	City Manager	291,051	393,401	
Tempe, AZ-Adj.	Mayor/Council Chief of Staff	123,888	158,442	148,886
Vancouver, WA-Adj.	n/a			
Maui County	Managing Director			172,154
Range Data				
50th Percentile		197,247	308,545	205,174
60th Percentile		228,657	330,503	207,912
65th Percentile		235,163	345,461	237,278
70th Percentile		251,026	374,120	266,643
75th Percentile		259,897	390,312	296,009
80th Percentile		260,378	391,544	325,374

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

Deputy Managing Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	n/a			
Chandler, AZ-Adj.	Assistant City Manager	197,364	267,217	
Columbus-Muscogee Co, GA-Adj.	Deputy City Manager	141,885	208,013	
Gilbert, AZ-Adj.	Assistant Town Manager	186,128	279,262	
Glendale, AZ-Adj.	Assistant City Manager	182,677	273,523	
Glendale, CA-Adj.	Assistant City Manager	120,760	234,863	
Hawai'i County, HI	Deputy Managing Director			170,676
Hawai'i State	n/a			
Henderson, NV-Adj.	COO/Assistant City Manager	161,808	240,407	
Honolulu County, HI	Deputy Managing Director			197,136
Lexington-Fayette Co, KY-Adj.	Deputy Chief Admin Officer	138,905	188,657	
Ontario, CA-Adj.	Assistant City Manager	204,778	276,540	
Oxnard, CA-Adj.	Assistant City Manager	223,466	274,336	
Riverside, CA-Adj.	Deputy City Manager	135,803	189,940	
Roseville, CA-Adj.	Acting City Manager			230,061
Salt Lake City, UT-Adj.	Deputy Chief Admin Officer	114,567	227,550	
San Luis Obispo County, CA-Adj.	Asst County Admin Officer	183,105	235,964	
Scottsdale, AZ-Adj.	Assistant City Manager	172,175	229,716	
Tempe, AZ-Adj.	n/a			
Vancouver, WA-Adj.	n/a			
Maui County	Deputy Managing Director			154,939
Range Data				
50th Percentile		172,175	235,964	197,136
60th Percentile		182,763	245,769	203,721
65th Percentile		183,019	261,855	207,014
70th Percentile		184,314	269,739	210,306
75th Percentile		186,128	273,523	213,599
80th Percentile		192,870	274,011	216,891

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

Director Personnel Services				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	Human Resources Director	90,869	177,260	
Boise, ID-Adj.	Human Resources Director	131,284	206,349	167,396
Chandler, AZ-Adj.	Human Resources Director	165,110	217,982	
Columbus-Muscogee Co, GA-Adj.	Human Resources Director	118,615	170,358	
Gilbert, AZ-Adj.	Chief People Officer	142,432	203,689	
Glendale, AZ-Adj.	Human Resources Director	148,486	214,098	
Glendale, CA-Adj.	Chief HR Officer	139,969	200,555	
Hawai'i County, HI	Director of Human Resources			165,384
Hawai'i State	Dir HR Development			179,436
Henderson, NV-Adj.	n/a			
Honolulu County, HI	Director of Human Resources			194,208
Lexington-Fayette Co, KY-Adj.	Human Resources Director	138,905	188,657	
Ontario, CA-Adj.	Exec Dir HR Risk Management	176,568	237,164	
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	Human Resources Director	166,305	234,105	
Roseville, CA-Adj.	Director of Human Resources	151,998	203,188	
Salt Lake City, UT-Adj.	Chief HR Officer	124,720	391,992	
San Luis Obispo County, CA-Adj.	Human Resources Director	161,652	206,052	
Scottsdale, AZ-Adj.	Human Resources Director	165,153	218,740	
Tempe, AZ-Adj.	Human Resources Director	171,626	225,396	197,261
Vancouver, WA-Adj.	Human Resources Director	167,334	225,547	209,674
Maui County	Director Personnel Services			155,080
Range Data				
50th Percentile		150,242	210,224	186,822
60th Percentile		161,652	217,982	194,208
65th Percentile		164,246	218,551	194,971
70th Percentile		165,132	222,068	195,735
75th Percentile		165,441	225,434	196,498
80th Percentile		166,305	225,547	197,261

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

Deputy Director Personnel Services				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	n/a			
Chandler, AZ-Adj.	Human Resources Manager	115,743	159,484	
Columbus-Muscogee Co, GA-Adj.	Assistant Human Resources Dir	99,432	142,910	
Gilbert, AZ-Adj.	Deputy Chief People Officer	113,981	161,678	
Glendale, AZ-Adj.	Assistant Human Resources Dir	125,258	177,451	
Glendale, CA-Adj.	Assistant Human Resources Dir	120,527	168,370	
Hawai'i County, HI	Deputy Dir Human Resources			157,668
Hawai'i State	Deputy Dir HR Development	156,096	165,048	165,048
Henderson, NV-Adj.	n/a			
Honolulu County, HI	n/a			
Lexington-Fayette Co, KY-Adj.	n/a			
Ontario, CA-Adj.	Asst HR Risk Management Dir	150,550	198,026	
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	n/a			
Roseville, CA-Adj.	Asst Human Resources Director	123,309	162,466	
Salt Lake City, UT-Adj.	Deputy Chief HR Officer	109,774	178,361	
San Luis Obispo County, CA-Adj.	Deputy Dir Human Resources	138,520	174,790	
Scottsdale, AZ-Adj.	Human Resources Manager	123,137	159,557	
Tempe, AZ-Adj.	n/a			
Vancouver, WA-Adj.	Deputy Human Resources Dir	138,658	185,606	171,071
Maui County	Deputy Director Personnel Svcs			139,571
Range Data				
50th Percentile		123,223	166,709	165,048
60th Percentile		124,478	172,222	166,253
65th Percentile		127,247	175,189	166,855
70th Percentile		134,541	176,653	167,457
75th Percentile		138,555	177,679	168,060
80th Percentile		138,630	178,179	168,662

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

		Director Liquor Control		
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	n/a			
Chandler, AZ-Adj.	n/a			
Columbus-Muscogee Co, GA-Adj.	n/a			
Gilbert, AZ-Adj.	n/a			
Glendale, AZ-Adj.	n/a			
Glendale, CA-Adj.	n/a			
Hawai'i County, HI	Director Liquor Control			162,540
Hawai'i State	n/a			
Henderson, NV-Adj.	n/a			
Honolulu County, HI	n/a			
Lexington-Fayette Co, KY-Adj.	n/a			
Ontario, CA-Adj.	n/a			
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	n/a			
Roseville, CA-Adj.	n/a			
Salt Lake City, UT-Adj.	n/a			
San Luis Obispo County, CA-Adj.	n/a			
Scottsdale, AZ-Adj.	n/a			
Tempe, AZ-Adj.	n/a			
Vancouver, WA-Adj.	n/a			
Maui County	Director Liquor Control			161,063
Range Data				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

		Deputy Director Liquor Control		
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	n/a			
Chandler, AZ-Adj.	n/a			
Columbus-Muscogee Co, GA-Adj.	n/a			
Gilbert, AZ-Adj.	n/a			
Glendale, AZ-Adj.	n/a			
Glendale, CA-Adj.	n/a			
Hawai'i County, HI	n/a			
Hawai'i State	n/a			
Henderson, NV-Adj.	n/a			
Honolulu County, HI	n/a			
Lexington-Fayette Co, KY-Adj.	n/a			
Ontario, CA-Adj.	n/a			
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	n/a			
Roseville, CA-Adj.	n/a			
Salt Lake City, UT-Adj.	n/a			
San Luis Obispo County, CA-Adj.	n/a			
Scottsdale, AZ-Adj.	n/a			
Tempe, AZ-Adj.	n/a			
Vancouver, WA-Adj.	n/a			
Maui County	Deputy Director Liquor Control			144,956
Range Data				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

Director Agriculture				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	n/a			
Chandler, AZ-Adj.	n/a			
Columbus-Muscogee Co, GA-Adj.	n/a			
Gilbert, AZ-Adj.	n/a			
Glendale, AZ-Adj.	n/a			
Glendale, CA-Adj.	n/a			
Hawai'i County, HI	n/a			
Hawai'i State	Director Agriculture	179,436	179,436	179,436
Henderson, NV-Adj.	n/a			
Honolulu County, HI	n/a			
Lexington-Fayette Co, KY-Adj.	n/a			
Ontario, CA-Adj.	n/a			
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	n/a			
Roseville, CA-Adj.	n/a			
Salt Lake City, UT-Adj.	n/a			
San Luis Obispo County, CA-Adj.	Agriculture Comm/Sealer	142,724	180,241	
Scottsdale, AZ-Adj.	n/a			
Tempe, AZ-Adj.	n/a			
Vancouver, WA-Adj.	n/a			
Maui County	Director Agriculture			119,700
Range Data				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

		Deputy Director Agriculture		
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	n/a			
Chandler, AZ-Adj.	n/a			
Columbus-Muscogee Co, GA-Adj.	n/a			
Gilbert, AZ-Adj.	n/a			
Glendale, AZ-Adj.	n/a			
Glendale, CA-Adj.	n/a			
Hawai'i County, HI	n/a			-
Hawai'i State	Deputy Director Agriculture	156,096	165,048	165,048
Henderson, NV-Adj.	n/a			
Honolulu County, HI	n/a			
Lexington-Fayette Co, KY-Adj.	n/a			
Ontario, CA-Adj.	n/a			
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	n/a			
Roseville, CA-Adj.	n/a			
Salt Lake City, UT-Adj.	n/a			
San Luis Obispo County, CA-Adj.	Asst Ag Comm/Sealer	122,651	154,223	
Scottsdale, AZ-Adj.	n/a			
Tempe, AZ-Adj.	n/a			
Vancouver, WA-Adj.	n/a			
Maui County	Deputy Director Agriculture			107,730
Range Data				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

		Director Environmental Mgmt		
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	Gen'l Mgr Water/WW Utility	90,869	177,260	
Boise, ID-Adj.	n/a			
Chandler, AZ-Adj.	n/a			
Columbus-Muscogee Co, GA-Adj.	n/a			
Gilbert, AZ-Adj.	Wastewater Manager	113,013	160,328	
Glendale, AZ-Adj.	Director, Water Services	154,674	224,852	
Glendale, CA-Adj.	n/a			
Hawai'i County, HI	Director Environmental Mgmt			170,676
Hawai'i State	n/a			
Henderson, NV-Adj.	n/a			
Honolulu County, HI	Dir of Environmental Services			194,208
Lexington-Fayette Co, KY-Adj.	Director Water Quality	125,278	180,381	
Ontario, CA-Adj.	Utilities General Manager	227,077	306,167	
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	Dep Dir PW-WW Systems	154,346	205,299	
Roseville, CA-Adj.	Environmental Utilities Dir	178,156	242,526	
Salt Lake City, UT-Adj.	Dir Pub Utilities (Water & WW)	124,720	391,992	
San Luis Obispo County, CA-Adj.	Dep Dir PW-Resources	139,230	175,714	
Scottsdale, AZ-Adj.	n/a			
Tempe, AZ-Adj.	Deputy Mun Util Dir-Field Ops	148,677	190,016	161,596
Vancouver, WA-Adj.	n/a			
Maui County	Director Environmental Mgmt			169,333
Range Data				
50th Percentile		143,954	197,658	170,676
60th Percentile		150,945	213,120	175,382
65th Percentile		153,496	221,919	177,736
70th Percentile		154,444	230,154	180,089
75th Percentile		154,592	238,108	182,442
80th Percentile		159,370	255,254	184,795

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

Deputy Director Environmental Mgmt				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	n/a			
Chandler, AZ-Adj.	n/a			
Columbus-Muscogee Co, GA-Adj.	n/a			
Gilbert, AZ-Adj.	n/a			
Glendale, AZ-Adj.	Deputy Director Water Services	130,734	185,087	
Glendale, CA-Adj.	n/a			
Hawai'i County, HI	Deputy Dir Environmental Mgmt			162,540
Hawai'i State	n/a			
Henderson, NV-Adj.	n/a			
Honolulu County, HI	Deputy Dir Environmental Svcs			184,272
Lexington-Fayette Co, KY-Adj.	Deputy Director Water Quality	114,815	165,169	
Ontario, CA-Adj.	Asst GM-Utilities Eng & Ops	180,630	243,419	
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	Wastewater Operations Mgr	128,027	152,963	
Roseville, CA-Adj.	Asst Environmental Utilities Dir	143,865	190,957	
Salt Lake City, UT-Adj.	Dep Dir Pub Utilities (Water/WW)	114,567	227,550	
San Luis Obispo County, CA-Adj.	Division Manager-Utilities	128,700	155,831	
Scottsdale, AZ-Adj.	n/a			
Tempe, AZ-Adj.	n/a			
Vancouver, WA-Adj.	n/a			
Maui County	Dep Dir Environmental Mgmt			152,401
Range Data				
50th Percentile		128,700	185,087	173,406
60th Percentile		129,920	188,609	175,579
65th Percentile		130,531	190,370	176,666
70th Percentile		133,360	198,276	177,752
75th Percentile		137,300	209,254	178,839
80th Percentile		141,239	220,231	179,926

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

Chief of Police				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	Police Chief	148,131	237,006	218,795
Chandler, AZ-Adj.	Police Chief	224,064	248,227	
Columbus-Muscogee Co, GA-Adj.	Police Chief	133,436	193,387	
Gilbert, AZ-Adj.	Police Chief	183,996	275,569	
Glendale, AZ-Adj.	Police Chief	182,677	273,523	
Glendale, CA-Adj.	Police Chief	189,224	263,873	
Hawai'i County, HI	Police Chief			197,052
Hawai'i State	n/a			
Henderson, NV-Adj.	Police Chief	207,031	237,955	
Honolulu County, HI	Police Chief			239,976
Lexington-Fayette Co, KY-Adj.	Commissioner Public Safety	142,015	207,246	
Ontario, CA-Adj.	Police Chief	278,744	374,892	
Oxnard, CA-Adj.	Police Chief	199,957	275,346	
Riverside, CA-Adj.	Police Chief	272,467	381,501	
Roseville, CA-Adj.	Police Chief	182,599	249,210	
Salt Lake City, UT-Adj.	Police Chief	124,720	391,992	
San Luis Obispo County, CA-Adj.	Sheriff-Coroner			251,163
Scottsdale, AZ-Adj.	Police Chief	223,651	246,634	
Tempe, AZ-Adj.	Police Chief	202,229	269,314	233,410
Vancouver, WA-Adj.	Police Chief	183,889	248,664	
Maui County	Chief of Police			183,889
Range Data				
50th Percentile		186,610	256,542	233,410
60th Percentile		199,957	269,314	236,036
65th Percentile		201,661	272,471	237,350
70th Percentile		204,630	274,435	238,663
75th Percentile		211,186	275,402	239,976
80th Percentile		223,651	275,569	242,213

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

		Deputy Chief of Police		
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	Deputy Chief of Police	152,663	221,209	193,320
Chandler, AZ-Adj.	Assistant Police Chief	208,312	218,146	
Columbus-Muscogee Co, GA-Adj.	n/a			
Gilbert, AZ-Adj.	Assistant Police Chief	160,571	234,982	
Glendale, AZ-Adj.	Assistant Police Chief	154,674	224,852	
Glendale, CA-Adj.	Assistant Police Chief	169,282	234,967	
Hawai'i County, HI	Deputy Chief of Police			187,668
Hawai'i State	n/a			
Henderson, NV-Adj.	Deputy Police Chief	188,290	216,402	
Honolulu County, HI	Deputy Chief of Police			228,864
Lexington-Fayette Co, KY-Adj.	n/a			
Ontario, CA-Adj.	Deputy Police Chief	252,811	340,420	
Oxnard, CA-Adj.	Assistant Police Chief	149,914	222,058	
Riverside, CA-Adj.	Assistant Police Chief	183,859	243,787	
Roseville, CA-Adj.	Assistant Police Chief	161,378	217,294	
Salt Lake City, UT-Adj.	Deputy Chief of Police	109,774	178,361	
San Luis Obispo County, CA-Adj.	Undersheriff	175,307	225,085	
Scottsdale, AZ-Adj.	Assistant Police Chief	193,097	212,964	
Tempe, AZ-Adj.	Assistant Police Chief	169,116	221,525	219,635
Vancouver, WA-Adj.	Deputy Police Chief	167,334	225,547	225,547
Maui County	Deputy Chief of Police			174,694
Range Data				
50th Percentile		169,116	222,058	219,635
60th Percentile		171,692	224,945	222,000
65th Percentile		176,162	225,131	223,182
70th Percentile		182,149	225,455	224,365
75th Percentile		186,075	230,257	225,547
80th Percentile		189,251	234,970	226,210

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

Fire Chief				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	Fire Chief	148,131	237,006	203,185
Chandler, AZ-Adj.	Fire Chief	224,064	248,227	
Columbus-Muscogee Co, GA-Adj.	n/a			
Gilbert, AZ-Adj.	Fire Chief	164,823	242,349	
Glendale, AZ-Adj.	Fire Chief	175,156	260,450	
Glendale, CA-Adj.	Fire Chief	184,371	256,618	
Hawai'i County, HI	Fire Chief			194,400
Hawai'i State	n/a			
Henderson, NV-Adj.	Fire Chief	207,031	237,955	
Honolulu County, HI	Fire Chief			232,368
Lexington-Fayette Co, KY-Adj.	n/a			
Ontario, CA-Adj.	Fire Chief	264,865	356,444	
Oxnard, CA-Adj.	Fire Chief	143,247	240,807	
Riverside, CA-Adj.	Fire Chief	196,738	303,299	
Roseville, CA-Adj.	Fire Chief	166,088	224,256	
Salt Lake City, UT-Adj.	Fire Chief	124,720	391,992	
San Luis Obispo County, CA-Adj.	n/a			
Scottsdale, AZ-Adj.	Fire Chief	172,175	229,716	
Tempe, AZ-Adj.	Fire Chief	188,172	250,619	233,410
Vancouver, WA-Adj.	Fire Chief	183,889	248,664	248,664
Maui County	Fire Chief			183,889
Range Data				
50th Percentile		179,523	248,446	232,368
60th Percentile		184,275	250,228	232,785
65th Percentile		186,081	253,319	232,993
70th Percentile		189,029	257,001	233,202
75th Percentile		194,597	259,492	233,410
80th Percentile		200,855	277,590	236,461

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

		Deputy Fire Chief		
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	Asst Fire Chief	152,663	221,209	172,773
Chandler, AZ-Adj.	Assistant Fire Chief	170,023	185,191	
Columbus-Muscogee Co, GA-Adj.	n/a			
Gilbert, AZ-Adj.	Assistant Fire Chief	135,986	193,288	
Glendale, AZ-Adj.	Assistant Fire Chief	142,520	203,855	
Glendale, CA-Adj.	Assistant Fire Chief	178,519	237,268	
Hawai'i County, HI	Deputy Fire Chief			184,680
Hawai'i State	n/a			
Henderson, NV-Adj.	Deputy Fire Chief	188,290	216,402	
Honolulu County, HI	Deputy Fire Chief			221,592
Lexington-Fayette Co, KY-Adj.	n/a			
Ontario, CA-Adj.	Chief Deputy	252,811	340,420	
Oxnard, CA-Adj.	Assistant Fire Chief	127,490	194,957	
Riverside, CA-Adj.	n/a			
Roseville, CA-Adj.	Assistant Fire Chief	139,669	184,790	
Salt Lake City, UT-Adj.	Assistant Fire Chief	109,774	178,361	
San Luis Obispo County, CA-Adj.	n/a			
Scottsdale, AZ-Adj.	Assistant Fire Chief	146,047	188,867	
Tempe, AZ-Adj.	Assistant Fire Chief	179,972	193,636	186,266
Vancouver, WA-Adj.	Deputy Fire Chief	159,632	214,810	214,810
Maui County	Deputy Fire Chief			174,694
Range Data				
50th Percentile		152,663	194,957	186,266
60th Percentile		161,710	206,046	197,684
65th Percentile		167,945	212,619	203,392
70th Percentile		173,421	215,447	209,101
75th Percentile		178,519	216,402	214,810
80th Percentile		179,391	219,286	216,166

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

Director Human Concerns				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	Director Health & Human Svcs	90,869	177,260	
Boise, ID-Adj.	n/a			
Chandler, AZ-Adj.	n/a			
Columbus-Muscogee Co, GA-Adj.	n/a			
Gilbert, AZ-Adj.	n/a			
Glendale, AZ-Adj.	n/a			
Glendale, CA-Adj.	n/a			
Hawai'i County, HI	Dir of Research and Develop			154,800
Hawai'i State	n/a			
Henderson, NV-Adj.	Comm Dev & Services Director	138,066	202,904	
Honolulu County, HI	n/a			
Lexington-Fayette Co, KY-Adj.	Commissioner Social Services	136,813	197,725	
Ontario, CA-Adj.	n/a			
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	Dir Housing & Human Svcs	166,345	242,013	
Roseville, CA-Adj.	n/a			
Salt Lake City, UT-Adj.	n/a			
San Luis Obispo County, CA-Adj.	County Social Services Dir	179,872	231,422	
Scottsdale, AZ-Adj.	Human Services Dept Dir	123,137	159,557	
Tempe, AZ-Adj.	n/a			
Vancouver, WA-Adj.	n/a			
Maui County	Director Human Concerns			155,392
Range Data				
50th Percentile		137,440	200,315	154,800
60th Percentile		138,066	202,904	154,800
65th Percentile		145,136	210,034	154,800
70th Percentile		152,206	217,163	154,800
75th Percentile		159,275	224,293	154,800
80th Percentile		166,345	231,422	154,800

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

Deputy Director Human Concerns				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	n/a			
Chandler, AZ-Adj.	n/a			
Columbus-Muscogee Co, GA-Adj.	n/a			
Gilbert, AZ-Adj.	n/a			
Glendale, AZ-Adj.	n/a			
Glendale, CA-Adj.	n/a			
Hawai'i County, HI	Deputy Dir Research & Dev			139,320
Hawai'i State	n/a			
Henderson, NV-Adj.	Asst Dir Comm Dev & Svcs	119,695	174,217	
Honolulu County, HI	n/a			
Lexington-Fayette Co, KY-Adj.	n/a			
Ontario, CA-Adj.	n/a			
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	Dep Dir Housing Human Svcs	141,381	169,405	
Roseville, CA-Adj.	n/a			
Salt Lake City, UT-Adj.	n/a			
San Luis Obispo County, CA-Adj.	Asst Social Services Director	153,910	195,275	
Scottsdale, AZ-Adj.	Human Services Manager	103,668	135,048	
Tempe, AZ-Adj.	n/a			
Vancouver, WA-Adj.	n/a			
Maui County	Deputy Dir Human Concerns			139,853
Range Data				
50th Percentile		130,538	171,811	139,320
60th Percentile		137,044	173,255	139,320
65th Percentile		140,297	173,976	139,320
70th Percentile		142,634	176,323	139,320
75th Percentile		144,513	179,482	139,320
80th Percentile		146,393	182,640	139,320

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

		Director Cultural Resources		
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	n/a			
Chandler, AZ-Adj.	Cultural Development Director	165,110	217,982	
Columbus-Muscogee Co, GA-Adj.	n/a			
Gilbert, AZ-Adj.	n/a			
Glendale, AZ-Adj.	n/a			
Glendale, CA-Adj.	n/a			
Hawai'i County, HI	n/a			-
Hawai'i State	n/a			
Henderson, NV-Adj.	n/a			
Honolulu County, HI	n/a			
Lexington-Fayette Co, KY-Adj.	n/a			
Ontario, CA-Adj.	n/a			
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	n/a			
Roseville, CA-Adj.	n/a			
Salt Lake City, UT-Adj.	n/a			
San Luis Obispo County, CA-Adj.	n/a			
Scottsdale, AZ-Adj.	n/a			
Tempe, AZ-Adj.	n/a			
Vancouver, WA-Adj.	n/a			
Maui County	Director Cultural Resources			119,700
Range Data				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

		Deputy Director Cultural Resources		
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	n/a			
Chandler, AZ-Adj.	Cultural Arts Manager	122,709	168,901	
Columbus-Muscogee Co, GA-Adj.	n/a			
Gilbert, AZ-Adj.	n/a			
Glendale, AZ-Adj.	n/a			
Glendale, CA-Adj.	n/a			
Hawai'i County, HI	n/a			-
Hawai'i State	n/a			
Henderson, NV-Adj.	n/a			
Honolulu County, HI	n/a			
Lexington-Fayette Co, KY-Adj.	n/a			
Ontario, CA-Adj.	n/a			
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	n/a			
Roseville, CA-Adj.	n/a			
Salt Lake City, UT-Adj.	n/a			
San Luis Obispo County, CA-Adj.	n/a			
Scottsdale, AZ-Adj.	n/a			
Tempe, AZ-Adj.	n/a			
Vancouver, WA-Adj.	n/a			
Maui County	Deputy Dir Cultural Resources			107,730
Range Data				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

Director Parks and Recreation				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	Director Parks and Recreation	90,869	177,260	
Boise, ID-Adj.	Parks and Recreation Director	148,131	237,006	193,653
Chandler, AZ-Adj.	Comm Svcs Asst Dir-Parks Rec	138,211	190,272	
Columbus-Muscogee Co, GA-Adj.	Director Parks and Recreation	111,915	160,355	
Gilbert, AZ-Adj.	Parks and Recreation Director	140,034	208,752	
Glendale, AZ-Adj.	Dir Public Facilities & Events	148,486	214,098	
Glendale, CA-Adj.	Dir Comm Svcs & Parks	118,521	208,917	
Hawai'i County, HI	Director Parks and Recreation			165,540
Hawai'i State	n/a			
Henderson, NV-Adj.	Director Parks and Recreation	125,690	183,328	
Honolulu County, HI	Director Parks and Recreation			194,208
Lexington-Fayette Co, KY-Adj.	Director Parks and Recreation	138,905	188,657	
Ontario, CA-Adj.	n/a			
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	Parks, Rec & Comm Svcs Dir	158,982	229,916	
Roseville, CA-Adj.	Parks Recreation & Libraries Dir	159,263	214,114	
Salt Lake City, UT-Adj.	n/a			
San Luis Obispo County, CA-Adj.	Director Parks and Recreation	126,818	159,638	
Scottsdale, AZ-Adj.	n/a			
Tempe, AZ-Adj.	Dep Comm Svcs Dir-Parks Rec	136,911	174,550	151,119
Vancouver, WA-Adj.	Parks and Recreation Director	167,334	225,547	182,756
Maui County	Director Parks & Recreation			156,332
Range Data				
50th Percentile		138,558	199,512	182,756
60th Percentile		139,808	208,884	187,115
65th Percentile		143,678	211,248	189,294
70th Percentile		148,167	214,100	191,474
75th Percentile		148,397	214,110	193,653
80th Percentile		152,684	218,687	193,764

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

Deputy Director Parks and Recreation				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	n/a			
Chandler, AZ-Adj.	Parks Ops & Maint Sr Manager	122,709	168,901	
Columbus-Muscogee Co, GA-Adj.	Asst Director Parks and Rec	93,970	135,037	
Gilbert, AZ-Adj.	Asst Parks & Rec Director	120,646	170,991	
Glendale, AZ-Adj.	Asst Dir Public Fac & Events	120,043	170,178	
Glendale, CA-Adj.	Asst Dir Comm Svcs & Parks	120,527	168,370	
Hawai'i County, HI	Deputy Director Parks and Rec			157,668
Hawai'i State	n/a			
Henderson, NV-Adj.	Asst Director Parks and Rec	111,482	161,732	
Honolulu County, HI	Deputy Director Parks & Rec			184,272
Lexington-Fayette Co, KY-Adj.	Deputy Director Parks & Rec	105,458	151,369	
Ontario, CA-Adj.	n/a			
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	Dep Dir Parks Rec Comm Svcs	141,381	169,405	
Roseville, CA-Adj.	n/a			
Salt Lake City, UT-Adj.	n/a			
San Luis Obispo County, CA-Adj.	Asst Director Parks and Rec	109,143	136,828	
Scottsdale, AZ-Adj.	n/a			
Tempe, AZ-Adj.	n/a			
Vancouver, WA-Adj.	n/a			
Maui County	Deputy Dir Parks & Rec			140,700
Range Data				
50th Percentile		120,043	168,370	170,970
60th Percentile		120,430	168,795	173,630
65th Percentile		120,551	169,002	174,961
70th Percentile		120,598	169,203	176,291
75th Percentile		120,646	169,405	177,621
80th Percentile		121,471	169,714	178,951

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

	Director Planning			
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	Director Planning	90,869	177,260	
Boise, ID-Adj.	Planning & Dev Services Dir	148,131	237,006	187,367
Chandler, AZ-Adj.	Development Services Director	165,110	217,982	
Columbus-Muscogee Co, GA-Adj.	Deputy City Mgr-Planning	141,885	208,013	
Gilbert, AZ-Adj.	Development Services Director	139,944	199,673	
Glendale, AZ-Adj.	Development Services Director	148,486	214,098	
Glendale, CA-Adj.	Community Development Dir	152,130	205,190	
Hawai'i County, HI	Director Planning			170,676
Hawai'i State	n/a			
Henderson, NV-Adj.	Dir Economic Dev & Tourism	126,864	185,113	
Honolulu County, HI	Director Planning & Permitting			194,208
Lexington-Fayette Co, KY-Adj.	Commissioner Planning & Pres	136,813	197,725	
Ontario, CA-Adj.	Exec Dir Community Dev	227,077	306,167	
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	Comm & Econ Dev Director	166,345	242,013	
Roseville, CA-Adj.	Development Services Director	159,262	214,112	
Salt Lake City, UT-Adj.	Planning Division Director	105,079	170,684	
San Luis Obispo County, CA-Adj.	Director Planning & Building	169,062	216,366	
Scottsdale, AZ-Adj.	Planning & Dev Services Dir	165,153	218,740	
Tempe, AZ-Adj.	Community Development Dir	165,255	215,574	190,594
Vancouver, WA-Adj.	Community Development Dir	167,334	225,547	225,547
Maui County	Director Planning			158,996
Range Data				
50th Percentile		152,130	214,112	190,594
60th Percentile		162,771	216,049	192,040
65th Percentile		165,127	217,012	192,762
70th Percentile		165,173	218,134	193,485
75th Percentile		165,255	218,740	194,208
80th Percentile		166,127	224,186	200,476

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

		Deputy Director Planning		
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	Deputy Planning Director	126,540	179,287	142,013
Chandler, AZ-Adj.	Planning Senior Manager	122,709	168,901	
Columbus-Muscogee Co, GA-Adj.	Director Planning	111,915	160,355	
Gilbert, AZ-Adj.	Planning Manager	116,873	165,720	
Glendale, AZ-Adj.	n/a			
Glendale, CA-Adj.	Assistant Dir Comm Dev	124,076	173,608	
Hawai'i County, HI	Deputy Director Planning			162,540
Hawai'i State	n/a			
Henderson, NV-Adj.	Economic Development Mgr	98,361	142,236	
Honolulu County, HI	Dep Dir Planning & Permitting			184,272
Lexington-Fayette Co, KY-Adj.	Director Planning	138,905	188,657	
Ontario, CA-Adj.	Planning Director	164,819	219,611	
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	Dep Dir Comm & Econ Dev	161,154	194,404	
Roseville, CA-Adj.	Planning Manager	125,605	165,598	
Salt Lake City, UT-Adj.	n/a			
San Luis Obispo County, CA-Adj.	Deputy Dir Planning & Building	128,748	162,132	
Scottsdale, AZ-Adj.	Planning & Dev Area Director	134,129	173,352	
Tempe, AZ-Adj.	Deputy Comm Dev Dir-Planning	142,902	181,961	166,393
Vancouver, WA-Adj.	Deputy Dir Comm Dev	138,658	185,606	181,947
Maui County	Deputy Director Planning			143,097
Range Data				
50th Percentile		127,644	173,480	166,393
60th Percentile		133,053	178,151	172,615
65th Percentile		136,167	180,490	175,725
70th Percentile		138,683	182,326	178,836
75th Percentile		138,843	184,695	181,947
80th Percentile		140,504	186,826	182,412

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

		Director Housing		
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	Director Housing			
Chandler, AZ-Adj.	Neighborhood Resources Dir	165,110	217,982	
Columbus-Muscogee Co, GA-Adj.	Dir Community Reinvestment	105,276	151,050	
Gilbert, AZ-Adj.	n/a			
Glendale, AZ-Adj.	n/a			
Glendale, CA-Adj.	Deputy Director Housing	107,576	149,430	
Hawai'i County, HI	Housing Administrator			162,540
Hawai'i State	n/a			
Henderson, NV-Adj.	n/a			
Honolulu County, HI	n/a			
Lexington-Fayette Co, KY-Adj.	Comm Housing Adv & Comm Dev	136,813	197,725	
Ontario, CA-Adj.	Housing Services Director	137,672	179,421	
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	Dir Housing & Human Svcs	166,345	242,013	
Roseville, CA-Adj.	Director Housing			
Salt Lake City, UT-Adj.	Dep Dir Comm & Neighborhoods	105,079	170,684	
San Luis Obispo County, CA-Adj.	n/a			
Scottsdale, AZ-Adj.	n/a			
Tempe, AZ-Adj.	Human Services Manager	115,295	147,813	120,923
Vancouver, WA-Adj.	Dir of Econ Prosperity & Housing	167,334	225,547	229,332
Maui County	Director Housing			155,392
Range Data				
50th Percentile		136,813	179,421	162,540
60th Percentile		137,500	194,064	175,898
65th Percentile		143,160	201,776	182,578
70th Percentile		154,135	209,879	189,257
75th Percentile		165,110	217,982	195,936
80th Percentile		165,604	221,008	202,615

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

Deputy Director Housing				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	Dir Housing & Homelessness	95,039	135,526	115,539
Chandler, AZ-Adj.	Housing & Redev Sr Manager	115,743	159,484	
Columbus-Muscogee Co, GA-Adj.	Asst Dir Comm & Real Estate	88,865	127,681	
Gilbert, AZ-Adj.	n/a			
Glendale, AZ-Adj.	n/a			
Glendale, CA-Adj.	n/a			
Hawai'i County, HI	Asst Housing Administrator	89,232	164,376	
Hawai'i State	n/a			
Henderson, NV-Adj.	n/a			
Honolulu County, HI	n/a			
Lexington-Fayette Co, KY-Adj.	n/a			
Ontario, CA-Adj.	n/a			
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	Dep Dir Housing Human Svcs	141,381	169,405	
Roseville, CA-Adj.	Housing Manager	108,137	141,773	
Salt Lake City, UT-Adj.	Div Dir Housing & Neigh Dev	96,332	156,432	
San Luis Obispo County, CA-Adj.	n/a			
Scottsdale, AZ-Adj.	n/a			
Tempe, AZ-Adj.	n/a			
Vancouver, WA-Adj.	Dep Dir Econ Prosperity & Hous	138,658	185,606	179,557
Maui County	Deputy Director Housing			139,853
Range Data				
50th Percentile		102,235	157,958	147,548
60th Percentile		109,658	160,462	153,950
65th Percentile		112,320	162,175	157,151
70th Percentile		114,982	163,887	160,352
75th Percentile		121,472	165,633	163,553
80th Percentile		129,492	167,393	166,753

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

Director Public Works				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	Public Works Director	148,131	237,006	217,297
Chandler, AZ-Adj.	Public Works & Utilities Dir	165,110	217,982	
Columbus-Muscogee Co, GA-Adj.	Director Public Works	118,615	170,358	
Gilbert, AZ-Adj.	Public Works Director	148,932	214,816	
Glendale, AZ-Adj.	Director Field Operations	154,674	224,852	
Glendale, CA-Adj.	Director Public Works	150,840	206,572	
Hawai'i County, HI	Director Public Works			170,460
Hawai'i State	n/a			
Henderson, NV-Adj.	Director Public Works	146,388	216,125	
Honolulu County, HI	Director of Facility Maintenance			194,208
Lexington-Fayette Co, KY-Adj.	Commissioner PW & Env Svcs	136,813	197,725	
Ontario, CA-Adj.	Executive Director Public Works	204,778	276,540	
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	Public Works Director	166,345	242,013	
Roseville, CA-Adj.	Public Works Director	159,265	214,118	
Salt Lake City, UT-Adj.	Director Public Services	124,720	391,992	
San Luis Obispo County, CA-Adj.	Director Public Works/Trans	172,240	220,786	
Scottsdale, AZ-Adj.	Public Works Exec Director	165,153	218,740	
Tempe, AZ-Adj.	Municipal Util Director	181,996	241,382	197,015
Vancouver, WA-Adj.	Director Public Works	175,448	236,820	209,674
Maui County	Director Public Works			169,333
Range Data				
50th Percentile		156,970	219,763	197,015
60th Percentile		165,110	224,852	202,079
65th Percentile		165,142	233,828	204,610
70th Percentile		165,749	236,913	207,142
75th Percentile		167,819	238,100	209,674
80th Percentile		172,240	241,382	211,199

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

		Deputy Director Public Works		
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	n/a			
Chandler, AZ-Adj.	PW & Utilities Assistant Dir	138,211	190,272	
Columbus-Muscogee Co, GA-Adj.	n/a			
Gilbert, AZ-Adj.	Assistant Public Works Dir	130,067	184,152	
Glendale, AZ-Adj.	Deputy Dir Field Operations	130,734	185,087	
Glendale, CA-Adj.	Assistant Dir Public Works	134,862	190,086	
Hawai'i County, HI	Deputy Director Public Works			162,348
Hawai'i State	n/a			
Henderson, NV-Adj.	Assistant Dir Public Works	132,712	194,361	
Honolulu County, HI	Dep Dir Facility Maintenance			184,272
Lexington-Fayette Co, KY-Adj.	n/a			
Ontario, CA-Adj.	n/a			
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	Deputy Public Works Director	154,346	205,299	
Roseville, CA-Adj.	Assistant Public Works Dir	134,013	177,071	
Salt Lake City, UT-Adj.	Dep Dir Public Services	109,774	178,361	
San Luis Obispo County, CA-Adj.	Deputy Director Public Works	139,230	175,714	
Scottsdale, AZ-Adj.	Public Works Dept Director	123,137	159,557	
Tempe, AZ-Adj.	n/a			
Vancouver, WA-Adj.	Deputy Director Public Works	152,303	204,573	vacant
Maui County	Deputy Director Public Works			152,401
Range Data				
50th Percentile		134,013	185,087	173,310
60th Percentile		134,862	190,086	175,502
65th Percentile		136,537	190,179	176,599
70th Percentile		138,211	190,272	177,695
75th Percentile		138,721	192,317	178,791
80th Percentile		139,230	194,361	179,887

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

Director Transportation				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	Public Transportation Director	73,448	155,920	
Boise, ID-Adj.	n/a			
Chandler, AZ-Adj.	n/a			
Columbus-Muscogee Co, GA-Adj.	Director Transportation	111,915	160,355	
Gilbert, AZ-Adj.	n/a			
Glendale, AZ-Adj.	Director Transportation	154,674	224,852	
Glendale, CA-Adj.	Traffic & Transportation Admin	113,124	157,443	
Hawai'i County, HI	Mass Transit Administrator	89,232	164,376	
Hawai'i State	Director Transportation	179,436	179,436	179,436
Henderson, NV-Adj.	n/a			
Honolulu County, HI	Director Transportation Services			194,208
Lexington-Fayette Co, KY-Adj.	n/a			
Ontario, CA-Adj.	n/a			
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	n/a			
Roseville, CA-Adj.	n/a			
Salt Lake City, UT-Adj.	Division Director Transportation	105,079	170,684	
San Luis Obispo County, CA-Adj.	n/a			
Scottsdale, AZ-Adj.	Transportation & Streets Dir	140,027	180,819	
Tempe, AZ-Adj.	Sustainability & Resilience Dir	150,081	192,182	192,182
Vancouver, WA-Adj.	Transportation Div Manager	138,658	185,606	184,657
Maui County	Director Transportation			146,307
Range Data				
50th Percentile		125,891	175,060	188,420
60th Percentile		139,206	179,989	190,677
65th Percentile		139,822	180,612	191,806
70th Percentile		143,043	182,255	192,385
75th Percentile		147,568	184,409	192,689
80th Percentile		151,000	186,921	192,992

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

		Deputy Director Transportation		
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	n/a			
Chandler, AZ-Adj.	n/a			
Columbus-Muscogee Co, GA-Adj.	n/a			
Gilbert, AZ-Adj.	n/a			
Glendale, AZ-Adj.	Deputy Director Transportation	130,734	185,087	
Glendale, CA-Adj.	n/a			
Hawai'i County, HI	Asst Mass Transit Administrator	82,500	151,980	
Hawai'i State	Deputy Director Transportation	156,096	165,048	165,048
Henderson, NV-Adj.	n/a			
Honolulu County, HI	Dep Dir Transportation Services			184,272
Lexington-Fayette Co, KY-Adj.	n/a			
Ontario, CA-Adj.	n/a			
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	n/a			
Roseville, CA-Adj.	Alternative Transportation Mgr	120,834	159,087	
Salt Lake City, UT-Adj.	n/a			
San Luis Obispo County, CA-Adj.	n/a			
Scottsdale, AZ-Adj.	Transportation Planning Mgr	118,023	153,046	
Tempe, AZ-Adj.	Deputy Eng & Transp Director	157,574	203,732	192,618
Vancouver, WA-Adj.	n/a			
Maui County	Deputy Director Transportation			131,676
Range Data				
50th Percentile		125,784	162,068	184,272
60th Percentile		130,734	165,048	185,941
65th Percentile		137,075	170,058	186,776
70th Percentile		143,415	175,068	187,610
75th Percentile		149,756	180,077	188,445
80th Percentile		156,096	185,087	189,280

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

Director Water Supply				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	Gen'l Mgr Water/WW Utility	90,869	177,260	
Boise, ID-Adj.	Director Water Supply			
Chandler, AZ-Adj.	n/a			
Columbus-Muscogee Co, GA-Adj.	n/a			
Gilbert, AZ-Adj.	Water Resources Manager	119,429	169,290	
Glendale, AZ-Adj.	Director, Water Services	154,674	224,852	
Glendale, CA-Adj.	Chief Asst GM, Water Services	139,815	198,814	
Hawai'i County, HI	Manager-Chief Engineer			175,980
Hawai'i State	n/a			
Henderson, NV-Adj.	Director of Utility Services	145,474	216,260	
Honolulu County, HI	Manager and Chief Engineer			199,518
Lexington-Fayette Co, KY-Adj.	n/a			
Ontario, CA-Adj.	Utilities General Manager	227,077	306,167	
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	Utilities Asst GM-Water Delivery	163,578	213,013	
Roseville, CA-Adj.	n/a			
Salt Lake City, UT-Adj.	Dir Pub Utilities (Water & WW)	124,720	391,992	
San Luis Obispo County, CA-Adj.	Dep Dir PW-Resources	139,230	175,714	
Scottsdale, AZ-Adj.	Water Resources Exec Dir	165,153	218,740	
Tempe, AZ-Adj.	Deputy Mun Util Dir - Water Utility	170,767	224,071	
Vancouver, WA-Adj.	Utilities Engineering Manager	138,658	185,606	162,139
Maui County	Director Water Supply			165,263
Range Data				
50th Percentile		142,645	214,637	175,980
60th Percentile		150,994	217,748	180,688
65th Percentile		156,010	219,540	183,041
70th Percentile		160,907	222,472	185,395
75th Percentile		163,972	224,266	187,749
80th Percentile		164,838	224,696	190,103

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

Deputy Director Water Supply				
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	n/a			
Chandler, AZ-Adj.	n/a			
Columbus-Muscogee Co, GA-Adj.	n/a			
Gilbert, AZ-Adj.	n/a			
Glendale, AZ-Adj.	Deputy Director Water Services	130,734	185,087	
Glendale, CA-Adj.	n/a			
Hawai'i County, HI	Deputy Director Water Supply			167,220
Hawai'i State	n/a			
Henderson, NV-Adj.	Deputy Dir - Utility Eng and Admin	132,480	193,990	
Honolulu County, HI	Deputy Manager			190,449
Lexington-Fayette Co, KY-Adj.	n/a			
Ontario, CA-Adj.	Asst GM-Utilities Eng & Ops	180,630	243,419	
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	Utilities Water Sys Ops Mgr	154,679	185,656	
Roseville, CA-Adj.	n/a			
Salt Lake City, UT-Adj.	Dep Dir Pub Utilities (Water/WW)	114,567	227,550	
San Luis Obispo County, CA-Adj.	Division Manager-Water	123,870	155,831	
Scottsdale, AZ-Adj.	Water Resources Assistant Dir	152,106	198,337	
Tempe, AZ-Adj.	n/a			
Vancouver, WA-Adj.	n/a			
Maui County	Deputy Director Water Supply			147,511
Range Data				
50th Percentile		132,480	193,990	178,834
60th Percentile		144,256	196,598	181,157
65th Percentile		150,143	197,902	182,319
70th Percentile		152,621	204,180	183,480
75th Percentile		153,393	212,944	184,642
80th Percentile		154,164	221,707	185,803

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

Maui County, HI
Appendix C - Detailed Salary Data

		Water Authority Director		
Comparable Community	Title & Position Comments	Minimum Rate:	Maximum Rate:	Actual Salary:
Anchorage, AK-Adj.	n/a			
Boise, ID-Adj.	n/a			
Chandler, AZ-Adj.	n/a			
Columbus-Muscogee Co, GA-Adj.	n/a			
Gilbert, AZ-Adj.	n/a			
Glendale, AZ-Adj.	n/a			
Glendale, CA-Adj.	n/a			
Hawai'i County, HI	n/a			
Hawai'i State	n/a			
Henderson, NV-Adj.	Deputy Dir of Utility Services	134,725	197,572	
Honolulu County, HI	n/a			
Lexington-Fayette Co, KY-Adj.	n/a			
Ontario, CA-Adj.	n/a			
Oxnard, CA-Adj.	n/a			
Riverside, CA-Adj.	n/a			
Roseville, CA-Adj.	n/a			
Salt Lake City, UT-Adj.	n/a			
San Luis Obispo County, CA-Adj.	n/a			
Scottsdale, AZ-Adj.	n/a			
Tempe, AZ-Adj.	n/a			
Vancouver, WA-Adj.	n/a			
Maui County	Water Authority Director			149,000
Range Data				
50th Percentile				
60th Percentile				
65th Percentile				
70th Percentile				
75th Percentile				
80th Percentile				

*Participant Data was adjusted for the Cost of Labor differences between geographic areas

APPENDIX D

Comparable Community	Health - Type of Plan				Health - Employee Only	Health - Family
	HMO	PPO	HSA	Other	Employer Percentage	Employer Percentage
Boise, ID	X	X			100%	100%
Hawai'i County, HI	X	X		X	60%	60%
Hawai'i State	X	X			60%	60%
Henderson, NV	X	X			92%	79%
Honolulu County, HI	X	X		X	46%-90%	46%-90%
Roseville, CA	X	X			100% The City provide cafeteria and flex credits of up to \$2265/monthly to use towards medical, dental and vision. Some EEs use that for health only, as an EE only; the remaining funds can cover dental and vision. For other EEs the full amount will apply towards medical, and dental/vision will be out of pocket cost.	
Tempe, AZ		X			100%	70%
Vancouver, WA		X	X		90%	80%
Maui County	X	X			90%	90%
<i>Average:</i>					83.6%	74.8%

	Dental - Employee Only	Dental - Family	Vision - Employee Only	Vision - Family
Comparable Community	Employer Percentage	Employer Percentage	Employer Percentage	Employer Percentage
Boise, ID	50%	50%		
Hawai'i County, HI	60%	60%	60%	60%
Hawai'i State	60%	60%	60%	60%
Henderson, NV	92%	79%	92%	79%
Honolulu County, HI	60%	60%	60%	60%
Roseville, CA				
Tempe, AZ	100%	70%	100%	70%
Vancouver, WA	90%	80%	90%	80%
Maui County	90%	90%	90%	90%
<i>Average:</i>	73.1%	65.5%		

	Life Insurance - Employee
Comparable Community	Employer Percentage & Amount of Employee Coverage
Boise, ID	Basic life insurance is offered up to \$50,000 for eligible employees, optional up to \$500,000 Basic dependent at spouse \$5,000 and children at \$2,500 and optional at \$250,000 or 50% of optional employee purchased and children an additional \$5,000 or \$10,000
Hawai'i County, HI	Life insurance benefit is \$33,770* *Age reductions apply. Coverage reduces to \$21,951 at ages 65-69, \$15,197 at ages 70-74, \$10,131 at ages 75-79 and \$6,754 at ages 80 and over.
Hawai'i State	100% paid by employer, \$33,770
Henderson, NV	City pays for Basic Life Insurance which is 1(x) annual salary minimum \$50,000 and Accident Death and Dismemberment. City pays 100% of this cost.
Honolulu County, HI	\$33,770 for active employees under the age of 65. The benefit will be reduced for employees age 65 and over
Roseville, CA	Two times annual salary
Tempe, AZ	1x annual salary provided at no cost to the employee Police Officers and Sergeants – 1x annual salary plus \$50,000 Firefighters, Engineers, and Captains – 1x annual salary plus \$75,000
Vancouver, WA	Up to \$300,000
Maui County	100% paid by employer, \$33,770
<i>Average:</i>	

		Health - Other
Comparable Community	Do you offer an HSA?	If yes, do you make contributions on behalf of the employee?
Boise, ID	Yes	We do offer an FSA, but we don't make contributions on behalf of employees.
Hawai'i County, HI	Yes	We offer flexible spending accounts. No contributions on behalf of employee.
Hawai'i State	Yes	We do not contribute on behalf of the employee.
Henderson, NV	Yes	<p>1. FSA-Offered, no City contribution</p> <p>2. HSA- Employees who are enrolled in the Consumer Driven Health Plan will receive \$500 for Employee Only or \$1,000 for Employee+ one more dependent</p> <p>3. Retirement HSA (Post-employment benefit; all FT employees are enrolled in this plan. Non-Rep Funding - (1% of gross wages - \$24.20 is deferred to the Retiree Health Subsidy)</p>
Honolulu County, HI	Yes	The City has a Flexible Savings Plan. The City does not make any contributions on behalf of the employee.
Roseville, CA	Yes	We do offer the option for employees to self enroll. There is not an employer contribution.
Tempe, AZ	Yes	<p>We offer flexible spending plans, and only the employee contributes to those.</p> <p>The city contributes \$677.04 annually to a mediflex account. The employee does not contribute to this account.</p>
Vancouver, WA	Yes	\$1,600
Maui County	Yes	We don't make contributions on behalf of employees.
<i>Average:</i>		

	Deferred Compensation
Comparable Community	Does your agency offer any deferred compensation programs? If yes, do you make any contributions on behalf of the employee, and how much?
Boise, ID	Yes, and the match from the city is paid up to a percentage of employee base wages per pay period (depends on position in city)
Hawai'i County, HI	Yes, no contributions on behalf of employee.
Hawai'i State	Yes, we offer deferred compensation program. We do not contribute on behalf of the employee.
Henderson, NV	Yes, FLSA exempt non-represented employees. This is dollar to dollar match (pre-tax only, no Roth). This is yearly maximum. \$2,000- Management, \$2,500- Executive
Honolulu County, HI	Yes, the City has a Deferred Compensation Program. The City does not make any contributions and no matching on behalf of the employee.
Roseville, CA	Yes. The employer contributes 3% after five years.
Tempe, AZ	457 and 401k plans are offered. City match varies by employee group. UAEA: < 7 yrs \$25/pay period; 7-15 yrs \$40/pp; >15 yrs \$60/pp Police Officers & Sergeants: City will match up to \$60/pp FFs, Engineers & Captains: Sworn Members who have graduated from the Fire Academy \$100/pp
Vancouver, WA	9.40%
Maui County	Yes, we offer deferred compensation program. We do not contribute on behalf of the employee.
Average:	

	Sick Leave	Personal Days	Holidays
Comparable Community	Number of sick days granted to employees per year	Number of personal days granted to employees per year	Number of holidays granted per year
Boise, ID	12	2	11
Hawai'i County, HI	21 hours upon hire and per year	21 hours upon hire and per year	13 (14 if election year)
Hawai'i State	21	n/a	13 (14 if election year)
Henderson, NV	0	2	13
Honolulu County, HI	21	n/a	13 (14 in election years)
Roseville, CA	12	Management employees receive up to an additional 100 hours annually, based on department recommendation (prorated for those after a 1/1 start date)	10
Tempe, AZ	8	1 day; Fire employees are offered 4 personal leave days	13
Vancouver, WA	PTO Bank	PTO Bank	11
Maui County	21	21	13 (14 if election year)
<i>Average:</i>			

Vacation						
Comparable Community	At (1) Year of Service	At (5) Years of Service	At (10) Years of Service	At (15) Years of Service	At (20) Years of Service	At (25) Years of Services
Boise, ID	15	18	21	24	27	27
Hawai'i County, HI						
Hawai'i State	21	21	21	21	21	21
Henderson, NV	Management group 1 – monthly hourly accrual 23.75, Management group 2- monthly hourly accrual 20.59	Management group 1- monthly hourly accrual 23.75. Management group 2- monthly hourly accrual 20.59	Management group 1 monthly hourly accrual 23.75, Management group 2- monthly hourly accrual 23.75	same as above 10 yrs	same as above 10 yrs	same as above 10 yrs
Honolulu County, HI	21	21	21	21	21	21
Roseville, CA	12	14	16	18	21	21
Tempe, AZ	9.33	11.33	13.33	16.67	18	18
Vancouver, WA	22.5	27.5	20.33	33.5	36.5	39.5
Maui County						
Average:	16.8	18.8	18.8	22.4	24.1	24.6

EAP/Wellness	
Comparable Community	Do you offer an EAP and/or other similar wellness program for employees? If yes, please describe:
Boise, ID	Yes, we offer an EAP to employees with 1-6 sessions per incident per program year. Our wellness program is offered through Virgin Pulse and acts as a reward program, where employees can earn \$100 each quarter and an additional \$100/FY for completing biometric screening.
Hawai'i County, HI	Yes, EAP. This voluntary assistance program provides employees and their family members with free professional and confidential assistance in overcoming personal and work-related problems.
Hawai'i State	Yes, we offer an employee assistance program that provide free, confidential, short-term professional counseling services to employees seeking assistance and resolution to their personal problems.
Henderson, NV	<p>Yes. The Employee Health and Wellness Center was created to ensure Henderson employees receive accessible and quality care for their health and well-being. With an emphasis on first responder mental health, the Employee Health and Wellness Center provides a convenient location for preventive care and other medical needs.</p> <p style="text-align: center;">Services Provided to All Employees*:</p> <p>Pre-employment evaluation services, Post-offer employment testing services, Occupational evaluation and treatment services, Vaccination services, Vision and hearing testing, Cardiac and lung examinations, Pulmonary function evaluation and testing, Respiratory fit testing, Annual medical evaluations for non-represented City staff, Resiliency and wellness training events, Support groups, Suicide alertness training, Mental health support, Therapy dogs, Critical incident stress debriefings, Alpha stim, *Based on job description.</p> <p style="text-align: center;">Additional Services for Public Safety Wellness Programs: State-mandated annual mental health check-in, Vitanya Brain Performance program, Lifeline Peer Support program, and Resiliency training.</p>
Honolulu County, HI	We have an EAP Counselor who provides counseling and referral services to employees or officers of the City, or any family member of such employee's household, with priority given to those employees whose job performance is affected. Wellness Programs are available through the health insurance providers.
Roseville, CA	Yes. Designed to provide access to 6 face to face sessions or consultations per incident, per year. Work & Life services include child/eldercare assistance, financial services, legal services, identity theft recovery service, counseling, etc.
Tempe, AZ	<p>Legal Consultation - Receive a free, 30-minute legal consultation per issue with a local attorney.</p> <p>Convenience Resources - Knowledgeable specialists provide referrals that help address a wide range of challenges such as child or elder care, adoption, pet care, home repair and more!</p> <p>In-the-Moment Support - A licensed clinician answers 24/7/365 when you call for assistance with work-related pressures, depression, stress, anxiety, grief, relationship problems substance abuse or other emotional health concerns.</p> <p>Virtual Support Connect - Digital group support platform offers moderated sessions hosted by licensed counselors on topics such as grief, mindfulness, preventing burnout and more.</p> <p>Short-term Counseling - Receive up to eight (8) counseling sessions, in-person or via video.</p>
Vancouver, WA	EAP program with no deductible or copay. Well-being offered through HR with voluntary participation.
Maui County	Yes. Up to 9 sessions per year for employees and household/family members. Nine sessions total, not nine for each person.
Average:	

Flexible/Remote Work	
Comparable Community	Do you offer flexible or remote work options? If yes, please summarize:
Boise, ID	Yes, some roles are eligible for hybrid work, but all employees must be able to get to City Hall within 2 hours, if needed.
Hawai'i County, HI	Flexible Working Arrangements: Options may include telecommuting, alternate work schedules (4-10) and flexible working hours. (Not all Departments/Agencies participate and not all positions are eligible.)
Hawai'i State	Yes, departments can utilize telework based on voluntary participation and management prerogative to participate in the program. Types of telework arrangements are regular telework, situational telework, and emergency telework.
Henderson, NV	Telework is available to approved full-time employees that are not currently on a performance plan and has passed their 6 month probation.
Honolulu County, HI	The City offers both flexible work arrangements and a Telecommuting Program. The City has a Telecommuting Program for implementation by departments based on voluntary participation with the approval of the Department Head.
Roseville, CA	Dependent on position and operational needs. City offers flex schedules (40 hours/week), 9/80, 4/10. Some departments practice remote options where EE can work from home 1-2 days per week.
Tempe, AZ	Flexible and remote work options are available at the department director's discretion.
Vancouver, WA	Flexible in some departments via contract (ex. Public Works 4 ten hour days per work week) and remote work under department discretion (ex. minimum days in office per week set by department)
Maui County	Flexible Working Arrangements: Options may include telecommuting, alternate work schedules (4-10) and flexible working hours. (Not all Departments/Agencies participate and not all positions are eligible.)
Average:	