

	Classification and Compensation Study Report of the Citywide Classification and Compensation Study June 16, 2026
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Background

The City, in collaboration with the Union Coalition, agreed by Memorandum of Understanding (MOU) with all non-sworn bargaining units, adopted by Council in November 2021, that a Citywide classification and compensation study would benefit the organization. Human Resources (HR) worked with the Union Coalition, through the Request for Proposal (RFP) process started in Spring 2022, to identify and select an experienced classification and compensation expert to conduct the study. As a result, by Winter 2022, Gallagher (formerly Koff and Associates) was mutually chosen as the consultant to conduct the Citywide Classification and Compensation study (“the study”).

Gallagher began the study in 2023 by holding orientation meetings and initiating the data collection process. Data collection included obtaining Position Description Questionnaire (PDQs) forms completed by incumbents and supervisors, conducting incumbent and supervisor interviews, and reviewing and validating the data with department leaders. Gallagher used the data they collected, their expertise in conducting thousands of similar studies across the state and in other states, as well as their knowledge of industry best practices relating to classification and compensation in other agencies across the state, to assess the current classifications allocated in the City. Gallagher provided initial preliminary recommendations for a new up-to-date and modernized classification structure to HR for review in the fall/winter of 2023.

Best practice in classification and compensation work is to complete and finalize classification specifications (also known as job descriptions) before conducting data collection on a compensation survey as classification concepts typically should be finalized before work is conducted to identify match classifications in comparator agencies.

However, due to the expedited timeline agreed upon in the MOUs, compensation data collection needed to begin simultaneously to the initial classification specification review phase. As such, HR met with the Union Coalition between Fall 2023 and Spring 2024 to agree upon comparator agencies for the survey data collection process. Compensation data points, initial benchmarks, and survey methodology were all discussed with the consultant to ensure a thorough and complete process. By the end of Spring 2024, Gallagher felt the classification concepts were clear enough to be able to conduct the compensation data collection process while the City underwent its classification review

and feedback process. The consultant and HR clarified with the Union Coalition and its members that the compensation study preliminary data would be shared at the same time as it was being vetted and reviewed by HR to ensure the agreed upon timelines would be met.

Gallagher conducted a full compensation survey and evaluated the identified benchmark classifications against the agreed upon comparator agencies to collect data for market placement analysis and the raw data was provided to department leaders and the Union Coalition on June 15, 2024, for review and feedback. Human Resources also held six (6) information sessions in the month of May 2024, to prepare employees for receiving the proposed changes. Communication was provided by HR to all employees via email throughout the study process. Given the expedited timeline and expectations of the Citywide study, data collection for both parts of the study were conducted at the same time and the classification specification finalization portion of the study continues to be ongoing.

Gallagher provided draft classification specifications to the City which were reviewed by leadership through the Spring of 2024 so that compensation data collection could move forward as agreed upon. In the Summer of 2024 HR provided the proposed new classification specifications and the initial preliminary compensation survey to interested parties to review and provide feedback. The review process was thorough as both Departments and the Union Coalition had the opportunity to provide feedback for several months, and the initial feedback was extensive as the shared documents had not been fully vetted by HR. Nonetheless, all feedback received was reviewed by HR and provided to Gallagher for consideration along with HR's own feedback to the consultant. Changes were applied by the consultant as appropriate as a result of feedback and the compensation survey was updated with the new information, to also include the City 7% General Salary Increase (GSI) the City agreed upon in the applicable MOUs as well as any equity increases given by comparator agencies, and the compensation survey data was finalized on November 1, 2024. Compensation surveys are a snapshot in time, and a finalization date is necessary to complete the data collection process so that the meet and confer process can begin. The November survey was provided to all interested parties, and time was given through the end of the year to review the data in preparation for the beginning of the classification and compensation review and meet and confer meetings.

Human Resources began the review and meet and confer meeting process with labor representatives, stewards, departmental representatives, and subject matter expert incumbents in the beginning of 2025, to collaboratively review and finalize the drafted classification specifications and to reach consensus and/or an understanding on the recommendations provided by Gallagher and requested changes. To date, assigned HR staff have held approximately 92 meetings since January 2025, and have reviewed all 285 current classifications, with interested parties, which included approximately 800 incumbents and their representatives.

Simultaneous to holding the aforementioned meetings, HR has also been providing follow-up communication to interested parties to finalize the classifications that are ready to move forward and began to design the next steps in the implementation process. As such, this is the third staff report for incremental implementation of the classification changes that are ready to move forward as we gradually work through the various steps of the process towards being able to complete the implementation of the Citywide Classification and Compensation Study. After the implementation of the classifications listed on this staff report, the Study will be approximately 40% implemented.

It is also important to note that HR worked with the affected unions to reach agreement, through side letters, regarding the execution of agreed upon equity adjustments while implementation of the study's classification changes continue to be in progress. As a result of the collaboration and agreements, the 2025 equity adjustments were fully implemented on time.

Human Resources would like to thank labor representatives, stewards, leaders, managers/supervisors, and employees for the time, effort, and collaboration towards meeting our mutual goals of completing this important work for the City's classification and compensation structure to be updated and for future maintenance. The time spent meeting with employees across the organization has been valuable to the organization.

Recommendations Approved and Adopted by Human Resources

One of Gallagher's deliverables was to provide the City with updated classification specifications in the new agreed upon template and format with the agreed upon standard language. As stated above, HR has been conducting classification review meetings and meeting and conferring over the completed classification work. Under the Human Resource Director's authority the following classification specification updates have been approved and adopted.

Classification Specification Updates Approved and Adopted by Human Resources

- Accounting Services Supervisor (specification update)
- Assistant Traffic Engineer (new classification level to create a series)
- Associate Traffic Engineer (specification update)
- Bus Operator (specification update)
- Chief Building Official (specification update)
- Code Enforcement Technician (specification update and retitle)
- Communications Dispatcher (specification update)
- Communications Dispatcher Trainee (specification update)
- Community Services Officer (specification update)
- Department Information Technology Supervisor (reclassification)
- Deputy Director - Water Resources (specification update)

- Deputy Director of Environmental Sciences (specification update)
- Deputy Director Transportation Safety (specification update and retitle)
- Environmental Specialist I (new classification level to create a series)
- Environmental Specialist II (specification update and retitle)
- Housing & Community Services Manager (specification update)
- Housing & Community Services Technician I (new classification level to create a series)
- Housing & Community Services Technician II (specification update and retitle)
- Meter Technician (specification update)
- Municipal Services Representative (specification update and retitle)
- Network Systems Analyst (specification update and retitle)
- Police Field Evidence Technician (specification update)
- Police Officer Trainee (specification update)
- Police Property Evidence Technician (specification update)
- Police Technician (specification update)
- Program Manager Violence Prevention Partner (specification update and retitle)
- Housing Program Specialist I (new classification level to create a series)
- Housing Program Specialist II (specification update and retitle)
- Quality Assurance Coordinator (specification update and retitle)
- Revenue Operations Supervisor (specification update)
- Senior Engineer Water Reuse Systems (reclassification)
- Senior Environmental Specialist (specification update)
- Senior Meter Technician (specification update)
- Stormwater and Creeks Manager (specification update)
- Streets Maintenance Supervisor (specification update and retitle)
- Supervising Accountant (specification update)
- Transit Service Representative (specification update)
- Utilities Technician (specification update)
- Water Quality Manager (specification update)
- Water Quality Systems Supervisor (specification update)
- Water Resources Manager (specification update and retitle)

Recommendations For Council's Consideration

As part of their analysis, Gallagher determined it would be appropriate to create leveled series for certain classifications, to provide opportunity for new employees to join the organization at an entry level capacity and be afforded training and experience time before entering the journey level. Many of the City's classifications only included a journey level, which has made hiring and retaining employees challenging at times.

The above list of classifications includes adding a I level to several classes to create the recommended series approach. Human Resources determined the most appropriate approach would be to attach the salary of the existing journey level classification to the II level, as it is a specification update and retitling of the existing classification and create a new lower-level salary for the added I level of the series. Current incumbents in currently filled positions are being retained at the appropriate level in the series.

Human Resources Recommends the following top step salaries for the below list of new classifications, based on compensation best practices that included analysis of market data collection and internal alignment, for Council's consideration and approval.

- Assistant Traffic Engineer (Top Step \$140,224.00)
- Code Enforcement Technician (Top Step \$88,792.00)
- Enterprise Architect (Top Step \$150,781.05)
- Environmental Specialist I (Top Step \$112,038.30)
- Housing & Community Services Technician I (Top Step \$79,912.80)
- Senior Administrative Technician – Confidential (Top Step \$108,834.00)
- Senior Engineer - Water Reuse Systems (Top Step \$178,626.80)

Human Resources Recommends amending the salaries for the following classifications due to pay compression correction.

- Deputy Director Environmental Services (Top Step \$200,062.01)
- Storm Water and Creeks Manager (Top Step \$178,626.80)
- Utilities Technician (Top Step \$96,219.00)
- Resolution
 - Exhibit B – Classification Changes
 - Exhibit C – New Salary Steps
 - Exhibit D – Summary of Budget Changes