

# Tompkins County Compensation Analysis Management Group

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FEBRUARY 1, 2023



BURKE GROUP

# Overview

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- Background and Objectives
- Common Compensation Objectives
- Survey Sources and Assumptions
- Market Analysis

# Background and Objectives

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Tompkins County has requested a compensation study of all management group positions (approximately 102).

The objectives of the analysis are as follows:

- Conduct an analysis of salaries, including external salary surveys for all positions using multiple market points and compile and analyze data to determine if and how salary scales should be adjusted to maintain market competitiveness.
- Meet with Human Resources Department staff, the County Administrator and the Legislature and/or its appropriate sub-committees as needed and requested throughout the process.

# Common Compensation Objectives

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## External Competitiveness

- To align internal salaries with the competitive marketplace
- Define competitive pay for jobs of comparable value or grade

## Internal Equity

- To understand the relative value of jobs to one another
- Ensure consistency in application

## The hierarchy of jobs in the organization relative to:

- Responsibilities
- Skills required
- Impact of position
- Reporting relationship

## A basis for communicating with employees that has:

- An equitable and market driven compensation system
- A process for salary increases and promotions, managed on a fair and consistent basis

# Survey Sources, Peer Group & Assumptions

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Survey Sources	Peer Group	Assumptions
<ul style="list-style-type: none"><li>▪ New York State Association of Counties (NYSAC)</li><li>▪ Economic Research Institute (ERI) - Salary Assessor</li><li>▪ Greater Rochester Chamber of Commerce - Wage &amp; Salary Surveys</li><li>▪ New York State DOL</li><li>▪ U.S. Bureau of Labor Statistics</li></ul>	<p>Cayuga County City of Ithaca Saratoga County Seneca County</p>	<ul style="list-style-type: none"><li>▪ County Government</li><li>▪ 2023 Budget - \$210.7M</li><li>▪ Geographical Area<ul style="list-style-type: none"><li>- New York State – Finger Lakes Region</li><li>- Ithaca NY - Metropolitan Area</li></ul></li></ul>

# Tompkins County

CSEA Management 2022 Salary Schedule – Effective 1/1/22

Labor Grade	Hire Rate (1st 9 mths)	Work Rate (after 9 mths)	35 Hr Hire Rate	35 Hr Work Rate	37.5 Hr Hire Rate	37.5 Hr Work Rate	40 Hr Hire Rate	40 Hr Work Rate
92	\$64.30	\$69.87	\$117,026	\$127,163	\$125,385	\$136,247	\$133,744	\$145,330
91	\$58.47	\$63.52	\$106,415	\$115,606	\$114,017	\$123,864	\$121,618	\$132,122
90	\$53.15	\$57.74	\$96,733	\$105,087	\$103,643	\$112,593	\$110,552	\$120,099
89	\$48.32	\$52.51	\$87,942	\$95,568	\$94,224	\$102,395	\$100,506	\$109,221
88	\$43.94	\$47.73	\$79,971	\$86,869	\$85,683	\$93,074	\$91,395	\$99,278
87	\$39.93	\$43.40	\$72,673	\$78,988	\$77,864	\$84,630	\$83,054	\$90,272
86	\$36.31	\$39.43	\$66,084	\$71,763	\$70,805	\$76,889	\$75,525	\$82,014
85	\$33.01	\$35.85	\$60,078	\$65,247	\$64,370	\$69,908	\$68,661	\$74,568
84	\$30.02	\$32.58	\$54,636	\$59,296	\$58,539	\$63,531	\$62,442	\$67,766
83	\$27.92	\$30.32	\$50,814	\$55,182	\$54,444	\$59,124	\$58,074	\$63,066
82	\$26.52	\$28.78	\$48,266	\$52,380	\$51,714	\$56,121	\$55,162	\$59,862

# Market Analysis

## Management Group

Tompkins Position	Salary	TC Labor Grade	Hire Rate	Work Rate (after 9 mths)	Peer / Market Position	NYSAC Peer	Market Average Rate	Market Average Rate @ 40 Hours	TC Current Salary to NYSAC Peer	TC Current to Market Average Rate (40 Hours)	TC Hire Rate to Market Rate	TC Work Rate - to Market Rate
County Administrator	\$160,014	92	\$64.30	\$69.87	County Administrator/Mgr Head Bus/Admin Ops	\$137,687	\$87.70	\$182,424	116.2%	87.7%	73.3%	79.7%
County Attorney	\$145,330	92	\$64.30	\$69.87	County Attorney / In-House Counsel	\$127,163	\$70.65	\$146,962	114.3%	98.9%	91.0%	98.9%
	<b>\$152,672</b>		<b>\$64.30</b>	<b>\$69.87</b>		<b>\$132,425</b>	<b>\$79.18</b>	<b>\$164,693</b>	<b>115.3%</b>	<b>93.3%</b>	<b>82.2%</b>	<b>89.3%</b>
Comm of Planning & Sustainability	\$132,122	91	\$58.47	\$63.52	Comm/Dir of Planning/Sustainability/Econ Dev	\$107,624	\$62.84	\$130,697	122.8%	101.1%	93.1%	101.1%
Commissioner Of Social Service	\$132,122	91	\$58.47	\$63.52	Commissioner HS/ Head of SS	\$119,732	\$61.36	\$127,635	110.3%	103.5%	95.3%	103.5%
Director of Finance	\$132,122	91	\$58.47	\$63.52	Director Finance/Top Finance	\$98,208	\$65.33	\$135,887	134.5%	97.2%	89.5%	97.2%
Supervising Attorney	\$132,122	91	\$58.47	\$63.52	Public Defender/Supervising Attorney	\$112,522	\$62.94	\$130,916	117.4%	100.9%	92.9%	100.9%
	<b>\$132,122</b>		<b>\$58.47</b>	<b>\$63.52</b>		<b>\$109,522</b>	<b>\$63.12</b>	<b>\$131,284</b>	<b>121.3%</b>	<b>100.7%</b>	<b>92.7%</b>	<b>100.7%</b>

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Commissioner Of Personnel	\$120,099	90	\$53.15	\$57.74	Director of Personnel/HR Director	\$102,309	\$60.16	\$125,132	117.4%	96.0%	88.3%	96.0%
Deputy Commissioner of MH Svcs	\$120,099	90	\$53.15	\$57.74	MH Director/Director Community MH Svcs	\$114,823	\$54.44	\$113,243	104.6%	106.1%	97.6%	106.1%
Deputy District Attorney	\$120,099	90	\$53.15	\$57.74	Executive Assistant DA - Attorney Sr (Supv)	NA	\$61.50	\$127,916	NA	93.9%	86.4%	93.9%
Director IT Services	\$120,099	90	\$53.15	\$57.74	Director of ITS	\$101,386	\$61.39	\$127,696	118.5%	94.1%	86.6%	94.1%
Director Of Assessment	\$120,099	90	\$53.15	\$57.74	Real Prop Tax Dir/Econ Analyst /Real Estate Off	\$79,198	\$51.47	\$107,056	151.6%	112.2%	103.3%	112.2%
Probation Director II	\$120,099	90	\$53.15	\$57.74	Probation Director II	\$90,342	NA	NA	132.9%	NA	NA	NA
Public Health Director	\$142,355	90	\$53.15	\$57.74	Public Health Director/Health & Safety	\$95,256	\$60.83	\$126,526	149.4%	112.5%	87.4%	94.9%
Undersheriff	\$120,099	90	\$53.15	\$57.74	NA	NA	NA	NA	NA	NA	NA	NA
	<b>\$122,881</b>		<b>\$53.15</b>	<b>\$57.74</b>		<b>\$97,219</b>	<b>\$58.30</b>	<b>\$121,262</b>	<b>129.1%</b>	<b>102.4%</b>	<b>91.6%</b>	<b>99.5%</b>



# Market Analysis

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Assistant District Attorney - Level 5	\$109,221	89	\$48.32	\$52.51	Assistant DA / Level 5	NA	\$57.66	\$119,941	NA	91.1%	83.8%	91.1%
Corrections Captain	\$109,221	89	\$48.32	\$52.51	NA	NA	NA	NA	NA	NA	NA	NA
Deputy County Administrator	\$100,506	89	\$48.32	\$52.51	Deputy County Executive	NA	\$59.96	\$124,720	NA	80.6%	80.6%	87.6%
Deputy County Attorney	\$100,506	89	\$48.32	\$52.51	Assistant County Attorney/In House Counsel I	NA	\$50.19	\$104,403	NA	96.3%	96.3%	104.6%
Deputy Director of IT Services	\$109,221	89	\$48.32	\$52.51	Deputy Director of ITS / Data Processing	NA	\$50.83	\$105,733	NA	103.3%	95.1%	103.3%
Director of Administrative Services	\$109,221	89	\$48.32	\$52.51	Director of Admin Services/Programs	NA	\$49.85	\$103,689	NA	105.3%	96.9%	105.3%
Director, Mental Health Clinic	\$109,221	89	\$48.32	\$52.51	Mental Health Manager/Clinic Director	NA	\$52.37	\$108,933	NA	100.3%	92.3%	100.3%
Public Health Administrator	\$109,221	89	\$48.32	\$52.51	Deputy PH Director/Health & Safety	NA	\$50.32	\$104,663	NA	104.4%	96.0%	104.4%
	<b>\$107,042</b>		<b>\$48.32</b>	<b>\$52.51</b>		<b>NA</b>	<b>\$53.03</b>	<b>\$110,297</b>	<b>NA</b>	<b>97.3%</b>	<b>91.6%</b>	<b>99.5%</b>

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Airport Director	\$99,278	88	\$43.94	\$47.73	Airport Manager / Director of Aviation-Airport	NA	\$53.51	\$111,298	NA	89.2%	82.1%	89.2%
Assistant District Attorney - Level 4	\$99,278	88	\$43.94	\$47.73	Assistant DA / Level 4	NA	\$49.10	\$102,132	NA	97.2%	89.5%	97.2%
Assistant District Attorney - Level 4	\$99,278	88	\$43.94	\$47.73	Assistant DA / Level 4	NA	\$49.10	\$102,132	NA	97.2%	89.5%	97.2%
Assistant District Attorney - Level 4	\$99,278	88	\$43.94	\$47.73	Assistant DA / Level 4	NA	\$49.10	\$102,132	NA	97.2%	89.5%	97.2%
Assistant District Attorney - Level 4	\$99,278	88	\$43.94	\$47.73	Assistant DA / Level 4	NA	\$49.10	\$102,132	NA	97.2%	89.5%	97.2%
County Highway Director	\$99,278	88	\$43.94	\$47.73	Highway Superintendent/Construction Super	\$95,226	\$53.32	\$110,897	104.3%	89.5%	82.4%	89.5%
Deputy Commissioner of SS	\$99,278	88	\$43.94	\$47.73	Deputy Commissioner of HS/Social Services	NA	\$48.71	\$101,315	NA	98.0%	90.2%	98.0%
Deputy Director of Finance	\$99,278	88	\$43.94	\$47.73	Senior Accounting Manager/Assistant Finance Dir	NA	\$52.53	\$109,264	NA	90.9%	83.6%	90.9%
Deputy Probation Director II	\$99,278	88	\$43.94	\$47.73	Deputy Probation Director (B)	NA	NA	NA	NA	NA	NA	NA
Director of Children w/Special Needs	\$99,278	88	\$43.94	\$47.73	Director Children/SS/PH Nurse SR/Prog Dir	NA	\$47.48	\$98,768	NA	100.5%	92.5%	100.5%
Director of Community Health	\$99,278	88	\$43.94	\$47.73	Dir Community MH Svcs/Nurseing Supv/BH Dir	NA	\$47.06	\$97,885	NA	101.4%	93.4%	101.4%
Director of Dept of Emerg Response	\$99,278	88	\$43.94	\$47.73	Emergency Management Director	\$84,594	\$46.69	\$97,117	117.4%	102.2%	94.1%	102.2%

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Director Of Eligibility	\$91,395	88	\$43.94	\$47.73	NA	NA	NA	NA	NA	NA	NA	NA
Director Of Facilities	\$99,278	88	\$43.94	\$47.73	Super of Buildings & Grounds/Facilities Dir	NA	\$49.40	\$102,759	NA	96.6%	88.9%	96.6%
Director Of Human Rights	\$99,278	88	\$43.94	\$47.73	Attorney/Equal Employ/Affirmative Action Dir	NA	\$49.05	\$102,024	NA	97.3%	89.6%	97.3%
Director Of Services	\$99,278	88	\$43.94	\$47.73	Director of Svcs Children & Family Svcs-Dir of SS	NA	\$46.18	\$96,049	NA	103.4%	95.2%	103.4%
Director, Office for The Aging	\$99,278	88	\$43.94	\$47.73	Director Office For Aging-Dept/Program Head	\$90,210	\$45.43	\$94,493	110.1%	105.1%	96.7%	105.1%
Fiscal Administrator	\$99,278	88	\$43.94	\$47.73	Fiscal Services Manager/Administrator/Analyst	NA	\$43.62	\$90,722	NA	109.4%	100.7%	109.4%
Recycling & Materials Mgmt Dir	\$99,278	88	\$43.94	\$47.73	Dir SW Programs/Mgmt/Waste Mgmt Eng/Mgr	NA	\$48.41	\$100,686	NA	98.6%	90.8%	98.6%
Social Services Attorney	\$86,869	88	\$43.94	\$47.73	Social Services Attorney	NA	\$46.94	\$97,629	NA	89.0%	93.6%	101.7%
Social Services Attorney	\$91,395	88	\$43.94	\$47.73	Social Services Attorney	NA	\$46.94	\$97,629	NA	93.6%	93.6%	101.7%
Social Services Attorney	\$99,278	88	\$43.94	\$47.73	Social Services Attorney	NA	\$46.94	\$97,629	NA	101.7%	93.6%	101.7%
Social Services Attorney	\$99,278	88	\$43.94	\$47.73	Social Services Attorney	NA	\$46.94	\$97,629	NA	101.7%	93.6%	101.7%
	\$100,318	88	\$43.94	\$47.73	NA	NA	NA	NA	NA	NA	NA	NA
	<b>\$98,148</b>		<b>\$43.94</b>	<b>\$47.73</b>		<b>\$90,010</b>	<b>\$48.36</b>	<b>\$100,587</b>	<b>110.6%</b>	<b>97.9%</b>	<b>91.1%</b>	<b>98.9%</b>

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Assistant Director of Assessment	\$90,272	87	\$39.93	\$43.40	Valuation Supervisor	NA	\$42.82	\$89,056	NA	101.4%	93.3%	101.4%
Clerk, Tompkins County Legislature	\$90,272	87	\$39.93	\$43.40	Clerk to the Legislature/Senior Admin Analyst	\$71,238	\$39.00	\$81,116	126.7%	111.3%	102.4%	111.3%
Commissioner Of Elections	\$90,272	87	\$39.93	\$43.40	Election Commissioner	\$78,726	NA	NA	114.7%	NA	NA	NA
Communications Director	\$90,272	87	\$39.93	\$43.40	Senior PR /Communications Coordinator	NA	\$40.33	\$83,886	NA	107.6%	99.0%	107.6%
Confidential Investigator	\$55,292	87	\$39.93	\$43.40	NA	NA	NA	NA	NA	NA	NA	NA
Confidential Investigator	\$60,934	87	\$39.93	\$43.40	NA	NA	NA	NA	NA	NA	NA	NA
Confidential Investigator	\$71,089	87	\$39.93	\$43.40	NA	NA	NA	NA	NA	NA	NA	NA
Dep Comm Planning & Sustainability	\$90,272	87	\$39.93	\$43.40	Dep Dir Plan/Econ Anal&Dev/Urban Renewal Mgr	NA	\$49.51	\$102,977	NA	87.7%	80.7%	87.7%
Deputy Dir of Airport Ops / ARFF Chief	\$90,272	87	\$39.93	\$43.40	NA	NA	NA	NA	NA	NA	NA	NA
Deputy Facilities Director	\$90,272	87	\$39.93	\$43.40	Deputy Building & Facilities Dir/Facilities (Eng)	NA	\$43.99	\$91,502	NA	98.7%	90.8%	98.7%
Deputy Highway Director	\$90,272	87	\$39.93	\$43.40	Hwy Supervisor/Construction Mgr/Engineer	NA	\$46.38	\$96,473	NA	93.6%	86.1%	93.6%
Director of Admin Services Trainee	\$83,054	87	\$39.93	\$43.40	Social Services Attorney	NA	\$46.94	\$97,629	NA	85.1%	85.1%	92.5%
Director Of Youth Services	\$90,272	87	\$39.93	\$43.40	Program Director II	NA	\$40.81	\$84,888	NA	106.3%	97.8%	106.3%
Probation Supervisor	\$90,272	87	\$39.93	\$43.40	Probation Supervisor	NA	NA	NA	NA	NA	NA	NA
Probation Supervisor	\$90,272	87	\$39.93	\$43.40	Probation Supervisor	NA	NA	NA	NA	NA	NA	NA
Probation Supervisor	\$90,272	87	\$39.93	\$43.40	Probation Supervisor	NA	NA	NA	NA	NA	NA	NA
Project Director	\$90,272	87	\$39.93	\$43.40	NA	NA	NA	NA	NA	NA	NA	NA
Workforce Development Director	\$90,272	87	\$39.93	\$43.40	Workforce Mgmt/Dev Mgr/Sr Comm Dev Mgr	NA	\$44.46	\$92,482	NA	97.6%	89.8%	97.6%
	<b>\$85,232</b>		<b>\$39.93</b>	<b>\$43.40</b>		<b>\$74,982</b>	<b>\$43.80</b>	<b>\$91,112</b>	<b>120.7%</b>	<b>98.8%</b>	<b>91.7%</b>	<b>99.6%</b>

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Assistant District Attorney - Level 2	\$82,014	86	\$36.31	\$39.43	Attorney - Level 2	NA	\$40.44	\$84,118	NA	97.5%	89.8%	97.5%
Assistant District Attorney - Level 2	\$82,014	86	\$36.31	\$39.43	Attorney - Level 2	NA	\$40.44	\$84,118	NA	97.5%	89.8%	97.5%
Budget Director	\$90,272	86	\$36.31	\$39.43	Budget Dir, Auditor, CFO/Controller/Accng/Fin Dir	\$105,724	\$56.72	\$117,969	85.4%	76.5%	64.0%	69.5%
Chief Sustainability Officer	\$82,014	86	\$36.31	\$39.43	Head/Manager of Sustainability	NA	\$43.40	\$90,268	NA	90.9%	83.7%	90.9%
Chief Transportation Planner	\$82,014	86	\$36.31	\$39.43	Transportation Manager/Planner/Project Mgr	NA	\$44.99	\$93,576	NA	87.6%	80.7%	87.6%
Communications Center Manager	\$82,014	86	\$36.31	\$39.43	NA	NA	NA	NA	NA	NA	NA	NA
Dep Dir of Recycling & Materials Mgmt	\$82,014	86	\$36.31	\$39.43	Waste Management Engineer	NA	\$41.33	\$85,962	NA	95.4%	87.9%	95.4%
Deputy Dir of Emergency Response	\$82,014	86	\$36.31	\$39.43	Deputy Director of Emergency Mgmt	NA	\$40.18	\$83,577	NA	98.1%	90.4%	98.1%
Deputy Director, Office for the Aging	\$76,889	86	\$36.31	\$39.43	Deputy Director/Program Manager	NA	\$40.18	\$83,583	NA	92.0%	90.4%	98.1%
Director Of Account Services	\$75,525	86	\$36.31	\$39.43	Accountng Manager	NA	\$43.29	\$90,043	NA	83.9%	83.9%	91.1%
Director Of Account Services	\$82,014	86	\$36.31	\$39.43	Accountng Manager	NA	\$43.29	\$90,043	NA	91.1%	83.9%	91.1%
Director of Veterans Services	\$82,014	86	\$36.31	\$39.43	Dir Vet Svc Agency-Program Dir I/Vet Rep Sr	\$69,961	\$38.23	\$79,515	117.2%	103.1%	95.0%	103.1%
Executive Deputy County Clerk	\$82,014	86	\$36.31	\$39.43	Customer Service/Admin Supervisor - Senior	NA	\$39.70	\$82,582	NA	99.3%	91.5%	99.3%
HR Systems & Program Administrator	\$82,014	86	\$36.31	\$39.43	HR Systems Administrator/SR HR Generalist	NA	\$40.24	\$83,705	NA	98.0%	90.2%	98.0%
Planning Administrator	\$82,014	86	\$36.31	\$39.43	Planning Adminr/Analyst/Urban Planning Mgr	NA	\$44.60	\$92,769	NA	88.4%	81.4%	88.4%
Treasury Manager	\$82,014	86	\$36.31	\$39.43	Treasury Manager	NA	\$42.94	\$89,314	NA	91.8%	84.6%	91.8%
	<b>\$81,805</b>		<b>\$36.31</b>	<b>\$39.43</b>		<b>\$87,843</b>	<b>\$42.66</b>	<b>\$88,743</b>	<b>101.3%</b>	<b>92.7%</b>	<b>85.8%</b>	<b>93.2%</b>

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Asst. Dir Emerg Response Disp. Ops.	\$74,568	85	\$33.01	\$35.85	NA	NA	NA	NA	NA	NA	NA	NA
Chief Deputy Clerk of Legislature	\$68,661	85	\$33.01	\$35.85	Deputy Clerk to the Legislature/Admin Analyst	NA	\$33.70	\$70,100	NA	97.9%	97.9%	106.4%
Compliance Program Coordinator	\$74,568	85	\$33.01	\$35.85	Compliance Administrator/Manager	NA	\$41.73	\$86,791	NA	85.9%	79.1%	85.9%
Deputy Director of Youth Services	\$74,568	85	\$33.01	\$35.85	Program Director I	NA	\$36.10	\$75,084	NA	99.3%	91.4%	99.3%
Deputy Workforce Development Dir	\$68,661	85	\$33.01	\$35.85	NA	NA	NA	NA	NA	NA	NA	NA
Employee Relations Liaison	\$60,078	85	\$33.01	\$35.85	Employee Relations Specialist	NA	\$36.52	\$75,958	NA	79.1%	90.4%	98.2%
Employment & Training Director	\$68,661	85	\$33.01	\$35.85	Employment & Training Manager/Technical	\$80,723	\$38.70	\$80,488	85.1%	85.3%	85.3%	92.6%
Program Development Specialist	\$65,247	85	\$33.01	\$35.85	Program Dev Spec/Coord/Evaluator-sr	NA	\$34.71	\$72,201	NA	90.4%	95.1%	103.3%
	<b>\$69,376</b>		<b>\$33.01</b>	<b>\$35.85</b>		<b>\$80,723</b>	<b>\$36.91</b>	<b>\$76,770</b>	<b>85.1%</b>	<b>89.7%</b>	<b>89.9%</b>	<b>97.6%</b>
Community Preparedness Coordinator	\$67,766	84	\$30.02	\$32.58	Emergency Response Coordinator	NA	\$32.30	\$67,184	NA	100.9%	92.9%	100.9%
Director of Weights and Measures	\$67,766	84	\$30.02	\$32.58	Dir W & M/Public Sector Ins Sr/Compliance Eng I	NA	\$34.23	\$71,206	NA	95.2%	87.7%	95.2%
Employee Health & Safety Coordinator	\$62,442	84	\$30.02	\$32.58	Occupational Health & Safety Specialist	NA	\$38.09	\$79,220	NA	78.8%	78.8%	85.5%
Motor Vehicle Bureau Supervisor	\$67,766	84	\$30.02	\$32.58	Deputy County Clerk - DMV/Bus Office Supv	NA	\$36.03	\$74,933	NA	90.4%	83.3%	90.4%
Purchasing Manager	\$67,766	84	\$30.02	\$32.58	Purchasing Administrator	\$82,679	\$35.92	\$74,714	82.0%	90.7%	83.6%	90.7%
	<b>\$66,701</b>		<b>\$30.02</b>	<b>\$32.58</b>		<b>\$82,679</b>	<b>\$35.31</b>	<b>\$73,451</b>	<b>82.0%</b>	<b>91.2%</b>	<b>85.3%</b>	<b>92.5%</b>
Deputy Commissioner Of Elections	\$63,066	83	\$27.92	\$30.32	Deputy Election Commissioner	NA	NA	NA	NA	NA	NA	NA
Deputy Commissioner Of Elections	\$63,066	83	\$27.92	\$30.32	Deputy Election Commissioner	NA	NA	NA	NA	NA	NA	NA
	<b>\$63,066</b>		<b>\$27.92</b>	<b>\$30.32</b>		<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>

# Market Analysis

## Management Group

Labor Grade	Average Current Salary	Hire Rate (1st 9 mths)	Work Rate (after 9 mths)	NYSAC Peer Average	Market Average Rate	Market Average Rate @ 40 Hours	TC Current Salary to NYSAC Peer	TC Current Salary to Market Average Rate - 40 Hours	TC Hire Rate to Market Rate	TC Work Rate to Market Rate
92	\$152,672	\$64.30	\$69.87	\$132,425	\$79.18	\$164,693	115.3%	93.3%	82.2%	89.3%
91	\$132,122	\$58.47	\$63.52	\$109,522	\$63.12	\$131,284	121.3%	100.7%	92.7%	100.7%
90	\$122,881	\$53.15	\$57.74	\$97,219	\$58.30	\$121,262	129.1%	102.4%	91.6%	99.5%
89	\$107,042	\$48.32	\$52.51	NA	\$53.03	\$110,297	NA	97.3%	91.6%	99.5%
88	\$98,148	\$43.94	\$47.73	\$90,010	\$48.36	\$100,587	110.6%	97.9%	91.1%	98.9%
87	\$85,232	\$39.93	\$43.40	\$74,982	\$43.80	\$91,112	120.7%	98.8%	91.7%	99.6%
86	\$81,805	\$36.31	\$39.43	\$87,843	\$42.66	\$88,743	101.3%	92.7%	85.8%	93.2%
85	\$69,376	\$33.01	\$35.85	\$80,723	\$36.91	\$76,770	85.1%	89.7%	89.9%	97.6%
84	\$66,701	\$30.02	\$32.58	\$82,679	\$35.31	\$73,451	82.0%	91.2%	85.3%	92.5%
83	\$63,066	\$27.92	\$30.32	NA	NA	NA	NA	NA	NA	NA
82	NA	\$26.52	\$28.78	NA	NA	NA	NA	NA	NA	NA

<b>108.2%</b>	<b>96.0%</b>	<b>89.1%</b>	<b>96.8%</b>
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Note: Averages taken from previous pages