



Draft Report  
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## **Classification & Compensation Report**

**City of Rochelle, IL**

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# EXECUTIVE SUMMARY

MGT is pleased to have had the opportunity to work with the City of Rochelle on this Classification and Compensation Study. Human resource management is a significant concern as governmental services continue to increase in cost and complexity, and the resources to fund local governments 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 City 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 City 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 community knowledge acquired by those employees over their tenures.

MGT understands the high expectations established in Rochelle for service delivery and competitiveness in recruiting and retaining excellent 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 City. Second, it assures external equity/competitiveness by comparing the compensation of Rochelle 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 City Administration 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 meetings 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 City, determined a logical survey sample of “like” communities that impact the compensation market of Rochelle. Then, MGT designed, and the community sent out the survey for the thirty-two (32) positions covered in the Study.
- **Job Evaluation Analysis and Establishment of a Classification Plan.** Upon return of the JAQs by the City, 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.

## **Salary 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 City of Rochelle to the salary ranges of its comparable communities. Prepared comparison calculations at the 50<sup>th</sup>, 60<sup>th</sup>, 65<sup>th</sup>, 75<sup>th</sup> and 80<sup>th</sup> percentiles. Displayed data for each jurisdiction and for each position and summarized the data in table form. Based on discussions with the City and the gathered data, developed salary ranges that would establish Rochelle as a payer at the 50<sup>th</sup> percentile of the salary data from the comparable communities.
- Based on the above data, developed, and recommended new salary schedules.

## **Draft and Final Report Preparation**

- A preliminary analysis of the data and recommended Classification and Compensation Plan was shared with the City. Feedback from City Administration was reviewed and incorporated into the recommendations.
- This draft report has been prepared by MGT and sent electronically to the City.
- A presentation of these draft findings will be conducted, as requested.
- Once the presentation is made and review comments are returned by the City 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 City can maintain the Classification and Compensation Plan. MGT will supply the City with a User's Manual and all associated documents to maintain the Classification and Compensation Plan and the steps to ensure the City 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 Rochelle'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 ten (10) 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., Office Assistant), 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 and helps management identify positions that have taken on (or, in some cases, reduced) duties and responsibilities. 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 DATA

The City initiated this Study with the objective of assuring that its Compensation Plan is both internally equitable and externally competitive. The Job Evaluation System (outlined in Section II) 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 assure that those chosen as comparables will be the most similar to Rochelle.

To determine which municipalities should be used for survey purposes, MGT first considered the following counties: Winnebago, DeKalb, Stephenson, Lee, Ogle, Whiteside, Kane, Kendall, Grundy, Will & Carroll with a population of 5,000 to 75,000.

| <u>Criterion</u>                        | <u>Total Possible Points</u> |
|---|------------------------------|
| 1. Equalized Assessed Value             | 25                           |
| 2. Per Capita Income                    | 25                           |
| 3. Total Expenditures                   | 25                           |
| 4. <u>Number of Full Time Employees</u> | <u>25</u>                    |
|   | 100                          |

The four (4) categories listed above were selected to mirror important criteria such as similar financial conditions and employees.

Within each of the four (4) categories, ranges of compatibility were established. For example, the closer a community was to matching the Rochelle's estimated population, the closer the community would be to receiving the maximum of one hundred (100) points. A community whose population was significantly larger or smaller than City's population would receive fewer or even zero (0) points. Thus, a municipality achieving a total of one hundred (100) points would be considered most comparable to the City of Rochelle. A community with zero (0) points was therefore determined to be the least comparable to Rochelle. A more detailed explanation of the methodology used to determine the comparable communities is included in Appendix B.

A cutoff of eighty (80) points was established to select the communities most similar to Rochelle across the four (4) categories. After applying the four (4) criteria, twenty (20) communities achieved eighty (80) or more compatibility points on the comparison scale. The full list of the twenty (20) comparables is below:

|                 |             |            |
|-----------------|-------------|------------|
| Freeport        | New Lenox   | Huntley    |
| Sterling        | Park Forest | Montgomery |
| Morris          | DeKalb      | Oswego     |
| Bartlett        | Algonquin   | Yorkville  |
| Carpentersville | Batavia     | Crest Hill |
| Lockport        | Geneva      | Plainfield |
| Romeoville      | Tinley Park |            |

## Selection of Benchmark Positions for Survey Purposes

When developing the salary survey, it is important to select positions that are likely to have data available from the surveyed municipalities. These positions are referred to as benchmark positions. Based on the size of the Study and number of positions in Rochelle, MGT recommended limiting the benchmark positions in the survey to approximately thirty-two (32) positions. This is because as the number of positions surveyed increases there tends to be a decline the number of organizations responding to the survey. This decline in response rates is thought to be due to the amount of work organizations need to devote to completing a lengthier survey. Positions recommended as benchmarks are those that:

- 1) Are representative of each occupational grouping (e.g., Administration, Finance, Police, etc.).
- 2) Include multiple numbers of City employees when possible.
- 3) Can be described in a concise manner that accurately identifies the nature of work and level of difficulty.
- 4) Are known to commonly exist in other communities.

After discussion with City Administration, thirty-two (32) positions were selected as benchmark positions for the survey. The benchmark positions are represented in Appendix C.

## Salary Survey

After identifying the benchmark positions, the Consultants then prepared and distributed a salary survey to the twenty (20) comparable communities. All of the communities responded to the survey or supplied MGT with a copy of their Compensation Plan/Union Contracts. Table 1 is a summary of the benchmark salary survey data. The detailed salary survey data 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 May 2024. The new recommended salary ranges for the City were developed using this salary data from the comparable communities.
- 2) Some of the comparable municipalities 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 the Consultants determined the data was not relevant, it was removed. Thus, if a specific position within the salary 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.

## Appraisal and Use of Salary Data

While comparing Rochelle's current salaries to those paid by other employers in the comparable communities, 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) Rochelle, IL
- 2) All Industries & Public Administration
- 3) 50-100 FTEs

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

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

## 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 City's Consideration

One of the purposes of this Study was to provide an updated Compensation Plan that relates to the external market and is internally equitable. Below is a detailed explanation of three (3) different Compensation Plans:

- 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 City 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 lower-level positions may want the assurance of a defined salary increase based on satisfactory performance. Possible advantages and disadvantages of each Plan are summarized below.

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

### **Recommendation: Open Range Merit Plan**

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. Employees are advanced through the ranges based on an annual satisfactory performance evaluation, with the percentage of their increase determined by their supervisor and City Administration.

The Open Range Merit Plan also allows maximum flexibility for the City relative to recruitment and funding as employees can be hired within the range and the increases provided annually for meritorious performance can fluctuate based on available funding. Given Rochelle's goal to recruit, reward and retain motivated, high-performing employees, the Open Range Merit Plan has been selected for recommendation.

### **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 or salary ranges from the comparable communities. The 50th percentile is the median (or middle) of the data set. When a community 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 a community 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 a community selects the 60th percentile, then the salary ranges would be 10% higher than the middle of the market.

An important component in the process of developing a Compensation Plan is understanding and applying the pay philosophy of the City. For the purposes of this study, the City is considering a pay philosophy of compensating employees at the 50th percentile.

The next step in this process is to combine the Skill Levels included in Table 1 with the proposed salary ranges in Table 2. The Classification and Compensation Plan consists of

thirteen (13) pay grades; one (1) being lowest and thirteen (13) being highest and is broken down into the following four (4) bands:

|                 |  |
|-----------------|--|
| Grades 1 – 4:   | Administrative and Technical Staff       |
| Grades 5 – 9:   | Supervisors and Advanced Technical Staff |
| Grades 10 – 12: | Directors and Senior Managers            |
| Grade 13:       | City Manager                             |

All proposed pay ranges are open ranges. There is a 10% gradation between all Grades. Grades 1 – 9 have a 35% range spread from minimum to maximum, and Grades 10 – 13 have a 40% range spread from minimum to maximum.

**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 2 is 10% higher than Grade 1 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.

## Implementation and Administration of the Compensation Plan

Implementation of the Compensation Plan, as it affects individual employees, should be under the following pattern of adjustments:

- 1) Employees whose present compensation is below the minimum compensation of the range for their classification should be raised to the minimum of the range.
- 2) The compensation of employees whose present compensation is within the range for their classification should be slotted into the new Compensation Plan at their current pay rate.
- 3) The compensation of employees whose present compensation is above the maximum compensation of the range should be held at their present rate, without a reduction in compensation, until such time that further market analysis indicates commensurate alignment with the marketplace. However, the City can consider lump sum increases for these employees, which does not impact base compensation levels, until the ranges adjust to include the individual employee compensation rates.

In other studies, MGT has been asked for ideas on how to address the situation of long-term employees whose current compensation falls near the bottom (within 5 - 10%) of the proposed range. If this occurs, it illustrates that the position has been compensated at less than the market rate for someone with similar tenure. Thus, some communities elect to make additional adjustments for those employees at implementation. This decision is discretionary for the City to adopt and only occurs one time at the implementation of the new Classification and Compensation Plan. If the City wishes to consider implementation adjustments, MGT can provide examples of implementation options.

## Employee Advancement through the Ranges

To implement the new Compensation Plan, MGT recommends that the starting salary of the range (minimum) is the normal hiring/promoting rate. Exceptions to this starting point should be limited to hiring situations involving:

- 1) Applicants with exceptional background and qualifications.
- 2) A promotion in which the employee's current compensation is higher than the minimum of the new range.
- 3) In the case of a labor market situation where it is impossible to recruit qualified candidates at the minimum.

In these cases, employees may be appointed to their positions anywhere within the defined range (generally up to the midpoint), depending on their experience and qualifications, and based on the provisions of the City's policies (if applicable). Employees should not be hired below the minimum of their compensation range.

Salary advancement between the hiring rate and the top-of-the-range (maximum) is done throughout the employee's tenure with the organization. Advancement through the range would be done on an annual basis and be dependent on a satisfactory performance evaluation. Incumbents progressing through the range should understand that standards of performance would become more exacting or controlling as compensation levels advance. Typical movement through the range could be in increments of 1% to 3%, depending on the employee's performance evaluation and goal attainment, as well as the financial resources of the City.

The City may also wish to provide a merit bonus for exemplary performance after an employee reaches the maximum compensation for the range. If this option is exercised, then an employee would be eligible to receive a payment after a successful performance evaluation each year. This payment should not be worked into the base salary but should be in the form of a lump sum payment that is a set amount calculated each year and is consistent for all affected employees.

It is recommended that the City set aside funding for a performance-based increase for employees in this Plan. This funding would then serve as the pool for merit payments, knowing that some employees will be high performers, getting a higher percentage, and some employees will be lower performers, getting a lower percentage.

Again, it should also be noted that the implementation and use of a formal performance evaluation process for all staff members is a key component to the success of this Plan. Equally, if not more important, is that supervisors are adequately trained to perform the formal performance evaluation process.

# FUTURE ADMINISTRATION OF THE COMPENSATION PLAN

To maintain competitive salary levels, there should be an annual review of the City's salary ranges. The communities used in the survey group for this Study have been determined to be comparable jurisdictions to the City. Therefore, Rochelle can continue to use these jurisdictions as a comparable salary 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 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. The City may wish to provide an across-the-board increase to all employees based on the information received from the comparable communities. If this is the case, then the increases would be granted separately from any merit increase that would be awarded as a result of a successful performance evaluation.

It is the further recommendation of MGT that the compensation ranges for each grade be increased by the average percentage increase of the comparable group, even if an across-the-board increase is not given to all employees. Employees would continue to advance through the compensation ranges (provided that the employee is not at the maximum of the compensation range) by virtue of a merit increase granted for satisfactory or above-satisfactory performance of their job duties.

# 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. City Administration has been provided with the Job Analysis Questionnaire as well as the Job Factor Scoring Sheet, enabling the City 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 City of Rochelle 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 City Administration for the significant amount of work and support dedicated to the project.

| Position:                                      | Skill Level      | New Grade | 50th Percentile Salary Survey Data |         | Current Salary Range |         | Proposed Salary Range 50th Percentile |         |
|--|------------------|-----------|------------------------------------|---------|----------------------|---------|---------------------------------------|---------|
|  | <b>835 - 885</b> | <b>13</b> |                                    |         |                      |         |                                       |         |
| City Manager                                   |                  | <b>13</b> | 189,473                            | 252,631 | 122,316              | 152,900 | 189,000                               | 264,600 |
|  | <b>780 - 830</b> | <b>12</b> |                                    |         |                      |         |                                       |         |
| HR Director                                    |                  | <b>12</b> | 110,058                            | 158,759 | 75,049               | 93,806  | 130,680                               | 182,952 |
| Police Chief                                   |                  | <b>12</b> | 136,913                            | 184,322 | 115,277              | 144,096 |                                       |         |
| Fire Chief                                     |                  | <b>12</b> | 135,762                            | 186,387 | 115,277              | 144,096 |                                       |         |
| Dir of Community Eng. and Assistant to the CM  |                  | <b>12</b> | 129,379                            | 173,907 | 107,024              | 133,813 |                                       |         |
| Superintendent- Electric Operations/Generation |                  | <b>12</b> |                                    |         | 107,024              | 133,813 |                                       |         |
| Public Works Director                          |                  | <b>12</b> | 130,637                            | 175,236 | 107,024              | 133,813 |                                       |         |
| Superintendent of Water & Water Reclamation    |                  | <b>12</b> | 104,262                            | 142,770 | 107,024              | 133,813 |                                       |         |
|  | <b>725 - 775</b> | <b>11</b> |                                    |         |                      |         |                                       |         |
| Finance Director/Budget Officer                |                  | <b>11</b> | 128,239                            | 169,850 | 107,024              | 133,813 | 118,800                               | 166,320 |
| Director of Advanced Communications Service    |                  | <b>11</b> | 101,031                            | 136,633 | 107,024              | 133,813 |                                       |         |
|  | <b>670 - 720</b> | <b>10</b> |                                    |         |                      |         |                                       |         |
| Engineer                                       |                  | <b>10</b> | 107,907                            | 144,772 | 107,024              | 133,813 | 108,000                               | 151,200 |
| Community Development Director                 |                  | <b>10</b> |                                    |         | 107,024              | 133,813 |                                       |         |
| Economic Development Director                  |                  | <b>10</b> | 102,766                            | 144,355 | 107,024              | 133,813 |                                       |         |
| Deputy Police Chief                            |                  | <b>10</b> |                                    |         |                      |         |                                       |         |
| Assistant Superintendent of Electric           |                  | <b>10</b> |                                    |         | 107,024              | 133,813 |                                       |         |
|  | <b>615 - 665</b> | <b>9</b>  |                                    |         |                      |         |                                       |         |
| <i>No Positions in Grade</i>                   |                  | <b>9</b>  |                                    |         |                      |         | 102,487                               | 138,357 |
|  | <b>560 - 610</b> | <b>8</b>  |                                    |         |                      |         |                                       |         |
| Golf Course Manager                            |                  | <b>8</b>  |                                    |         | 85,729               | 107,134 | 93,170                                | 125,780 |
| Airport Manager                                |                  | <b>8</b>  |                                    |         | 80,830               | 100,999 |                                       |         |
| Accounting Manager                             |                  | <b>8</b>  | 75,159                             | 108,832 | 75,049               | 93,806  |                                       |         |
|  | <b>505 - 555</b> | <b>7</b>  |                                    |         |                      |         |                                       |         |
| Building Inspector                             |                  | <b>7</b>  | 76,069                             | 103,791 | 75,049               | 93,806  | 84,700                                | 114,345 |
| Engineer Technician of Services and Support    |                  | <b>7</b>  | 84,414                             | 117,542 | 63,751               | 79,705  |                                       |         |
|  | <b>450 - 500</b> | <b>6</b>  |                                    |         |                      |         |                                       |         |
| City Clerk                                     |                  | <b>6</b>  | 65,920                             | 88,992  | 75,049               | 93,806  | 77,000                                | 103,950 |
| Network Specialist III                         |                  | <b>6</b>  | 89,650                             | 125,918 | 63,751               | 79,705  |                                       |         |
| Utility Billing Manager                        |                  | <b>6</b>  | 64,372                             | 86,666  | 75,049               | 93,806  |                                       |         |
|  | <b>395 - 445</b> | <b>5</b>  |                                    |         |                      |         |                                       |         |
| HR Coordinator                                 |                  | <b>5</b>  | 68,066                             | 97,577  | 75,049               | 93,806  | 70,000                                | 94,500  |
| HR Risk and Safety Coordinator*                |                  | <b>6</b>  |                                    |         | 75,049               | 93,806  |                                       |         |
| GIS Coordinator                                |                  | <b>5</b>  | 68,716                             | 97,577  | 75,049               | 93,806  |                                       |         |
| Community Development Specialist               |                  | <b>4</b>  | 71,330                             | 97,300  | 44,707               | 55,873  |                                       |         |
|  | <b>340 - 390</b> | <b>4</b>  |                                    |         |                      |         |                                       |         |
| Marketing - Fiber                              |                  | <b>4</b>  |                                    |         |                      |         | 54,571                                | 73,671  |
| Utility Billing Generalist III                 |                  | <b>4</b>  |                                    |         | 48,150               | 60,154  |                                       |         |
| Accounting Specialist                          |                  | <b>4</b>  | 60,320                             | 81,120  | 56,645               | 70,790  |                                       |         |



| Position:                                  | Skill Level | New Grade | 50th Percentile<br>Salary Survey Data |        | Current Salary Range |        | Proposed Salary Range 50th<br>Percentile |        |
|--|-------------|-----------|---------------------------------------|--------|----------------------|--------|--|--------|
| HR Specialist                              |             | 4         |                                       |        |                      |        |  |        |
| Utility Operations Specialist              |             | 4         | 49,440                                | 66,744 | 56,645               | 70,790 |  |        |
| Network Specialist I                       |             | 4         |                                       |        | 56,645               | 70,790 |  |        |
|  | 285 - 335   | 3         |                                       |        |                      |        |  |        |
| Community Service Officer                  |             | 3         | 49,440                                | 69,518 | 44,707               | 55,873 | 49,610                                   | 66,974 |
| Part-Time Community Service Officer        |             | 3         |                                       |        | 44,707               | 55,873 |  |        |
| Utility Billing Generalist - II            |             | 3         | 50,024                                | 71,121 | 44,707               | 55,873 |  |        |
| Administrative Support - Fire              |             | 3         | 53,235                                | 73,815 | 44,707               | 55,873 |  |        |
| Golf Pro Shop Manager                      |             | 3         |                                       |        |                      |        |  |        |
| Administrative Assistant - Police          |             | 3         |                                       |        | 44,707               | 55,873 |  |        |
| Administrative Support II                  |             | 3         |                                       |        | 39,698               | 49,650 |  |        |
|  | 230 - 280   | 2         |                                       |        |                      |        |  |        |
| Utility Billing Specialist I - Translator  |             | 2         | 50,910                                | 68,601 | 42,125               | 52,629 | 45,100                                   | 60,885 |
| Golf Course Maintenance*                   |             | 2         |                                       |        |                      |        |  |        |
| Custodian                                  |             | 2         | 46,078                                | 65,583 | 35,263               | 44,067 |  |        |
|  | Up to 225   | 1         |                                       |        |                      |        |  |        |
| Filling Station or Railfan Park Attendant* |             | 1         |                                       |        | 34,252               | 41,552 | 41,000                                   | 55,350 |
| Customer Service/Admin Support             |             | 1         |                                       |        | 37,403               | 46,759 |  |        |

\*Position was surveyed but not enough salary data was available.

| 50th Percentile - Proposed Pay Ranges   |         |         |
|---|---------|---------|
| Administrative and Technical<br>10% Between Each Grade and a 35% Range Spread |         |         |
|   | Minimum | Maximum |
| <b>1</b>  | 41,000  | 55,350  |
| <b>2</b>  | 45,100  | 60,885  |
| <b>3</b>  | 49,610  | 66,974  |
| <b>4</b>  | 54,571  | 73,671  |

| Supervisors and Advanced Technical<br>10% Between Each Grade and a 35% Range Spread |         |         |
|---|---------|---------|
|   | Minimum | Maximum |
| <b>5</b>  | 70,000  | 94,500  |
| <b>6</b>  | 77,000  | 103,950 |
| <b>7</b>  | 84,700  | 114,345 |
| <b>8</b>  | 93,170  | 125,780 |
| <b>9</b>  | 102,487 | 138,357 |

| Directors and Senior Managers<br>10% Between Each Grade and a 40% Range Spread |         |         |
|--|---------|---------|
| Grade  | Minimum | Maximum |
| <b>10</b>  | 108,000 | 151,200 |
| <b>11</b>  | 118,800 | 166,320 |
| <b>12</b>  | 130,680 | 182,952 |

| City Manger<br>40% Range Spread |         |         |
|---------------------------------|---------|---------|
| Grade                           | Minimum | Maximum |
| <b>13</b>                       | 189,000 | 264,600 |

# APPENDIX A

## EMPLOYEE JOB ANALYSIS QUESTIONNAIRE (JAQ)

### City of Rochelle, IL

|   |   |
|---|---|
| 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: | YOUR EDUCATION:<br><input type="checkbox"/> High Sch. <input type="checkbox"/> Assoc. Deg. <input type="checkbox"/> Bach. Deg. <input type="checkbox"/> Mas. Deg. |
| 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.
- 15.

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.
- 

**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 one full time or several part time employees.
- ☐ LEVEL 3: Position is responsible for the supervision of two to five full time (or full time equivalent) employees.
- ☐ LEVEL 4: Position is responsible for the supervision of six to 15 full time (or full time equivalent) employees.
- ☐ LEVEL 5: Position is responsible for direct and/or indirect supervision of 16 to 29 full time (or full time equivalent) employees.
- ☐ LEVEL 6: Position is responsible for direct and/or indirect supervision of 30 to 50 full time (or full time equivalent) employees.
- ☐ LEVEL 7: Position is responsible for direct and/or indirect supervision of more than 51 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  
Other

|                          |                          |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |
| <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).

---

**11. 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**

---

**THIS SECTION TO BE COMPLETED BY IMMEDIATE SUPERVISOR AND/OR DEPARTMENT HEAD**

Please provide your comments below. If using a printed copy of the form and additional space is needed, please use the back of this form or attach an additional sheet. **Please do not mark in employee's portion of the questionnaire.**

1. Do you agree with the employee's answers to all of the above questions? If not, please explain.

2. List any job duties or assignments which the employee performs which are in addition to those listed on the job description or this form.

3. How long has this employee worked for you?

4. Additional comments from the employee's immediate supervisor:

Type your name and the date below, then email this form to your Department Head (if applicable) or to City Administration. If using a printed copy of this form, sign and date it before forwarding.

---

***SUPERVISOR'S SIGNATURE OR TYPED NAME***

---

***DATE***

---

**If Supervisor isn't Department Head, Department Head should review this form as well.**

☐ I have read the above and substantially concur.

☐ I have read the above and have the following comments:

Type your name and the date below, and then email this form to the [ORG] Administration. If using a printed copy of this form, sign and date it before forwarding.

---

***DEPARTMENT HEAD SIGNATURE OR TYPED NAME***

---

***DATE***

**IMPORTANT DATES:**

**June 18<sup>th</sup> to July 5<sup>th</sup>:**

Employees complete and submit the JAQs to their Supervisors. Please save file as follows:  
JobTitle.LastName.FirstName.

**July 8<sup>th</sup> to July 19<sup>th</sup> :**

Supervisors and Department Heads review and then submit the JAQs to Human Resources.

**July 22<sup>nd</sup> to July 29<sup>th</sup>:**

Human Resources collects and submits the JAQs to GovHR USA.

**Week August 5<sup>th</sup> and August 12<sup>th</sup>:**

GovHR meets virtually with employees to review their JAQ.

# APPENDIX B

| 1. Equalized Assessed Valuation: Maximum 25 Points  |               |        |  |               |        |        |
|---|---------------|--------|--|---------------|--------|--------|
| 283.18 Million  |               |        |  |               |        |        |
| Factor  | Minimum Range |        |  | Maximum Range |        | Points |
| 1.50  | 188.79        | 283.18 |  | 283.18        | 424.77 | 25     |
| 2.00  | 141.59        | 188.78 |  | 424.78        | 566.36 | 20     |
| 2.50  | 113.27        | 141.58 |  | 566.37        | 707.95 | 15     |
| 3.00  | 94.39         | 113.26 |  | 707.96        | 849.54 | 10     |
| All Others  |               |        |  |               |        | 0      |
| 2. Per Capita Income: Maximum 25 Points   |               |        |  |               |        |        |
| 30,949  |               |        |  |               |        |        |
| Factor  | Minimum Range |        |  | Maximum Range |        | Points |
| 1.50  | 20,633        | 30,949 |  | 30,949        | 46,424 | 25     |
| 2.00  | 15,475        | 20,632 |  | 46,425        | 61,898 | 20     |
| 2.50  | 12,380        | 15,474 |  | 61,899        | 77,373 | 15     |
| 3.00  | 10,316        | 12,379 |  | 77,374        | 92,847 | 10     |
| All Others  |               |        |  |               |        | 0      |
| 3. Total Expenditures: Maximum 25 Points  |               |        |  |               |        |        |
| 72.20 Million   |               |        |  |               |        |        |
| Factor  | Minimum Range |        |  | Maximum Range |        | Points |
| 1.50  | 48.13         | 72.20  |  | 72.20         | 108.30 | 25     |
| 2.00  | 36.10         | 48.12  |  | 108.31        | 144.40 | 20     |
| 2.50  | 28.88         | 36.09  |  | 144.41        | 180.50 | 15     |
| 3.00  | 24.07         | 28.87  |  | 180.51        | 216.60 | 10     |
| All Others  |               |        |  |               |        | 0      |
| 4. Number of Full Time Employees: Maximum 25 Points   |               |        |  |               |        |        |
| 121   |               |        |  |               |        |        |
| Factor  | Minimum Range |        |  | Maximum Range |        | Points |
| 1.50  | 81            | 121    |  | 121           | 182    | 25     |
| 2.00  | 61            | 80     |  | 183           | 242    | 20     |
| 2.50  | 48            | 60     |  | 243           | 303    | 15     |
| 3.00  | 40            | 47     |  | 304           | 363    | 10     |
| All Others  |               |        |  |               |        | 0      |
| Initial screen:   |               |        |  |               |        |        |
| Illinois communities in the following counties: Winnebago, DeKalb, Stephenson, Lee, Ogle, Whiteside, Kane, Kendall, Grundy, Will & Carroll with a population of 5,000 to 75,000.  |               |        |  |               |        |        |
| Sources:  |               |        |  |               |        |        |
| Illinnois Comptroller Website - Local Government Warehouse  |               |        |  |               |        |        |
| <a href="https://illinoiscomptroller.gov/constituent-services/local-government/local-government-warehouse/landingpage">https://illinoiscomptroller.gov/constituent-services/local-government/local-government-warehouse/landingpage</a> |               |        |  |               |        |        |
| US Census Bureau: Population and Per Capita Income  |               |        |  |               |        |        |
| Google Maps: Proximity  |               |        |  |               |        |        |

EAV, Per Capita, Total Expenditures, Total Employees  
Add in Kane, Kendall, Grundy and Will Counties

City of Rochelle, IL  
Criteria Comparisons - Sorted by Rank 2024

| Municipality    | EAV<br>(million) | Max.<br>Point<br>s | Per Capita<br>Income | Max.<br>Points | Total<br>Expend.<br>(million) | Max<br>Points | Total<br>Employees | Max.<br>Points | Total<br>Points |
|-----------------|------------------|--------------------|----------------------|----------------|-------------------------------|---------------|--------------------|----------------|-----------------|
| <b>Rochelle</b> | <b>283.18</b>    | <b>25</b>          | <b>30,949</b>        | <b>25</b>      | <b>72.20</b>                  | <b>25</b>     | <b>121</b>         | <b>25</b>      | <b>100</b>      |
| Freeport        | 228.98           | 25                 | 28,348               | 25             | 54.73                         | 25            | 191                | 20             | 95              |
| Sterling        | 207.47           | 25                 | 41,261               | 25             | 315.23                        | 10            | 155                | 25             | 85              |
| Morris          | 494.52           | 20                 | 38,503               | 25             | 32.48                         | 15            | 146                | 25             | 85              |
| Bartlett        | 3,642.47         | 10                 | 44,559               | 25             | 50.44                         | 25            | 166                | 25             | 85              |
| Carpentersville | 744.57           | 10                 | 28,333               | 25             | 58.51                         | 25            | 167                | 25             | 85              |
| Lockport        | 891.79           | 10                 | 39,118               | 25             | 48.53                         | 25            | 101                | 25             | 85              |
| New Lenox       | 1,017.59         | 10                 | 45,362               | 25             | 50.16                         | 25            | 110                | 25             | 85              |
| Park Forest     | 133.62           | 15                 | 25,844               | 25             | 46.17                         | 20            | 151                | 25             | 85              |
| DeKalb          | 794.56           | 10                 | 26,761               | 25             | 92.35                         | 25            | 237                | 20             | 80              |
| Algonquin       | 1,124.39         | 10                 | 54,019               | 20             | 53.74                         | 25            | 131                | 25             | 80              |
| Batavia         | 1,186.12         | 10                 | 50,976               | 20             | 99.07                         | 25            | 166                | 25             | 80              |
| Geneva          | 1,118.01         | 10                 | 60,161               | 20             | 75.03                         | 25            | 139                | 25             | 80              |
| Huntley         | 1,121.58         | 10                 | 43,852               | 25             | 37.17                         | 20            | 101                | 25             | 80              |
| Montgomery      | 538.95           | 20                 | 31,543               | 25             | 33.83                         | 15            | 70                 | 20             | 80              |
| Oswego          | 1,054.40         | 10                 | 42,024               | 25             | 39.94                         | 20            | 116                | 25             | 80              |
| Yorkville       | 623.60           | 15                 | 39,765               | 25             | 33.87                         | 15            | 87                 | 25             | 80              |
| Crest Hill      | 425.52           | 20                 | 28,447               | 25             | 33.31                         | 15            | 74                 | 20             | 80              |
| Plainfield      | 1,611.01         | 10                 | 48,106               | 20             | 63.95                         | 25            | 136                | 25             | 80              |
| Romeoville      | 1,399.03         | 10                 | 30,096               | 25             | 99.40                         | 25            | 230                | 20             | 80              |
| Tinley Park     | 1,640.78         | 10                 | 44,349               | 25             | 92.81                         | 25            | 215                | 20             | 80              |
| Channahon       | 601.69           | 15                 | 40,721               | 25             | 30.39                         | 15            | 65                 | 20             | 75              |
| South Elgin     | 767.67           | 10                 | 46,005               | 25             | 30.52                         | 15            | 82                 | 25             | 75              |
| Channahon       | 601.69           | 15                 | 40,721               | 25             | 30.39                         | 15            | 65                 | 20             | 75              |
| Shorewood       | 673.69           | 15                 | 42,826               | 25             | 33.74                         | 15            | 74                 | 20             | 75              |
| Minooka         | 491.13           | 20                 | 45,174               | 25             | 21.94                         | 0             | 86                 | 25             | 70              |
| Plano           | 271.38           | 25                 | 34,136               | 25             | 13.36                         | 0             | 70                 | 20             | 70              |
| Frankfort       | 1,000.15         | 10                 | 53,589               | 20             | 31.39                         | 15            | 88                 | 25             | 70              |
| Minooka         | 491.13           | 20                 | 45,174               | 25             | 21.95                         | 0             | 86                 | 25             | 70              |
| Orland Park     | 2,277.35         | 10                 | 45,338               | 25             | 121.92                        | 20            | 263                | 15             | 70              |
| Loves Park      | 35.22            | 0                  | 33,874               | 25             | 35.22                         | 15            | 102                | 25             | 65              |
| Rockton         | 176.76           | 20                 | 44,233               | 25             | 9.77                          | 0             | 79                 | 20             | 65              |
| Roscoe          | 248.53           | 25                 | 42,283               | 25             | 8.88                          | 0             | 60                 | 15             | 65              |
| Elburn          | 226.91           | 25                 | 47,332               | 20             | 9.00                          | 0             | 64                 | 20             | 65              |
| Bolingbrook     | 2,372.87         | 10                 | 38,896               | 25             | 133.47                        | 20            | 309                | 10             | 65              |
| Rock Falls      | 85.54            | 0                  | 31,733               | 25             | 30.13                         | 15            | 77                 | 20             | 60              |
| Sycamore        | 487.89           | 20                 | 39,364               | 25             | 30.90                         | 15            | 2                  | 0              | 60              |
| Hampshire       | 254.69           | 25                 | 55,048               | 20             | 11.24                         | 0             | 49                 | 15             | 60              |
| North Aurora    | 609.15           | 15                 | 42,939               | 25             | 21.09                         | 0             | 64                 | 20             | 60              |

City of Rochelle, IL  
Criteria Comparisons - Sorted by Rank 2024

| Municipality     | EAV<br>(million) | Max.<br>Point<br>s | Per Capita<br>Income | Max.<br>Points | Total<br>Expend.<br>(million) | Max<br>Points | Total<br>Employees | Max.<br>Points | Total<br>Points |
|------------------|------------------|--------------------|----------------------|----------------|-------------------------------|---------------|--------------------|----------------|-----------------|
| <b>Rochelle</b>  | <b>283.18</b>    | <b>25</b>          | <b>30,949</b>        | <b>25</b>      | <b>72.20</b>                  | <b>25</b>     | <b>121</b>         | <b>25</b>      | <b>100</b>      |
| Saint Charles    | 999.99           | 10                 | 59,060               | 20             | 160.78                        | 15            | 299                | 15             | 60              |
| Sugar Grove      | 367.56           | 25                 | 58,373               | 20             | 14.08                         | 0             | 59                 | 15             | 60              |
| West Dundee      | 307.68           | 25                 | 48,831               | 20             | 21.53                         | 0             | 55                 | 15             | 60              |
| Frankfort Square | 608.47           | 15                 | 43,315               | 25             | 4.53                          | 0             | 76                 | 20             | 60              |
| Mokena           | 890.60           | 10                 | 48,998               | 20             | 27.01                         | 10            | 76                 | 20             | 60              |
| Coal City        | 134.43           | 15                 | 42,317               | 25             | 9.53                          | 0             | 52                 | 15             | 55              |
| South Beloit     | 1.34             | 0                  | 35,108               | 25             | 12.10                         | 0             | 94                 | 25             | 50              |
| Dixon            | 255.13           | 25                 | 26,524               | 25             | 1.09                          | 0             | 15                 | 0              | 50              |
| Gilberts         | 265.16           | 25                 | 41,529               | 25             | 14.46                         | 0             | 40                 | 0              | 50              |
| Pingree Grove    | 290.65           | 25                 | 44,940               | 25             | 10.12                         | 0             | 25                 | 0              | 50              |
| Braidwood        | 134.15           | 15                 | 39,918               | 25             | 8.26                          | 0             | 46                 | 10             | 50              |
| Manhattan        | 282.28           | 25                 | 41,241               | 25             | 15.09                         | 0             | 26                 | 0              | 50              |
| Monee            | 115.13           | 15                 | 47,092               | 20             | 19.00                         | 0             | 55                 | 15             | 50              |
| Willowbrook      | 515.27           | 20                 | 57,615               | 20             | 21.62                         | 0             | 41                 | 10             | 50              |
| Sandwich         | 182.36           | 20                 | 34,266               | 25             | 10.47                         | 0             | 37                 | 0              | 45              |
| Machesney Park   | 445.37           | 20                 | 33,775               | 25             | 18.97                         | 0             | 21                 | 0              | 45              |
| Sandwich         | 182.36           | 20                 | 34,266               | 25             | 10.47                         | 0             | 37                 | 0              | 45              |
| Homer Glen       | 999.99           | 10                 | 49,558               | 20             | 13.21                         | 0             | 57                 | 15             | 45              |
| Barrington Hills | 401.13           | 25                 | 73,446               | 15             | 7.52                          | 0             | 24                 | 0              | 40              |
| Crete            | 171.94           | 20                 | 50,173               | 20             | 13.10                         | 0             | 39                 | 0              | 40              |
| Steger           | 119.14           | 15                 | 27,204               | 25             | 10.11                         | 0             | 27                 | 0              | 40              |
| Genoa            | 109.12           | 10                 | 80,408               | 10             | 6.32                          | 0             | 53                 | 15             | 35              |
| Campton Hills    | 534.89           | 20                 | 74,354               | 15             | 4.97                          | 0             | 20                 | 0              | 35              |
| Boulder Hill     | 0.00             | 0                  | 29,263               | 25             | 0.00                          | 0             | 0                  | 0              | 25              |
| Wilmington       | 12.81            | 0                  | 36,538               | 25             | 0.00                          | 0             | 13                 | 0              | 25              |
| Cortland         | 84.86            | 0                  | 37,032               | 0              | 5.49                          | 0             | 26                 | 0              | 0               |

City of Rochelle, IL  
Top Comparables 80+ Points

| Municipality    | EAV<br>(million) | Max.<br>Points | Per Capita<br>Income | Max.<br>Points | Total<br>Expend.<br>(million) | Max<br>Points | Total<br>Employees | Max.<br>Points | Total<br>Points |
|-----------------|------------------|----------------|----------------------|----------------|-------------------------------|---------------|--------------------|----------------|-----------------|
| <b>Rochelle</b> | <b>283.18</b>    | <b>25</b>      | <b>30,949</b>        | <b>25</b>      | <b>72.20</b>                  | <b>25</b>     | <b>121</b>         | <b>25</b>      | <b>100</b>      |
| Freeport        | 228.98           | 25             | 28,348               | 25             | 54.73                         | 25            | 191                | 20             | 95              |
| Sterling        | 207.47           | 25             | 41,261               | 25             | 315.23                        | 10            | 155                | 25             | 85              |
| Morris          | 494.52           | 20             | 38,503               | 25             | 32.48                         | 15            | 146                | 25             | 85              |
| Bartlett        | 3,642.47         | 10             | 44,559               | 25             | 50.44                         | 25            | 166                | 25             | 85              |
| Carpentersville | 744.57           | 10             | 28,333               | 25             | 58.51                         | 25            | 167                | 25             | 85              |
| Lockport        | 891.79           | 10             | 39,118               | 25             | 48.53                         | 25            | 101                | 25             | 85              |
| New Lenox       | 1,017.59         | 10             | 45,362               | 25             | 50.16                         | 25            | 110                | 25             | 85              |
| Park Forest     | 133.62           | 15             | 25,844               | 25             | 46.17                         | 20            | 151                | 25             | 85              |
| DeKalb          | 794.56           | 10             | 26,761               | 25             | 92.35                         | 25            | 237                | 20             | 80              |
| Algonquin       | 1,124.39         | 10             | 54,019               | 20             | 53.74                         | 25            | 131                | 25             | 80              |
| Batavia         | 1,186.12         | 10             | 50,976               | 20             | 99.07                         | 25            | 166                | 25             | 80              |
| Geneva          | 1,118.01         | 10             | 60,161               | 20             | 75.03                         | 25            | 139                | 25             | 80              |
| Huntley         | 1,121.58         | 10             | 43,852               | 25             | 37.17                         | 20            | 101                | 25             | 80              |
| Montgomery      | 538.95           | 20             | 31,543               | 25             | 33.83                         | 15            | 70                 | 20             | 80              |
| Oswego          | 1,054.40         | 10             | 42,024               | 25             | 39.94                         | 20            | 116                | 25             | 80              |
| Yorkville       | 623.60           | 15             | 39,765               | 25             | 33.87                         | 15            | 87                 | 25             | 80              |
| Crest Hill      | 425.52           | 20             | 28,447               | 25             | 33.31                         | 15            | 74                 | 20             | 80              |
| Plainfield      | 1,611.01         | 10             | 48,106               | 20             | 63.95                         | 25            | 136                | 25             | 80              |
| Romeoville      | 1,399.03         | 10             | 30,096               | 25             | 99.40                         | 25            | 230                | 20             | 80              |
| Tinley Park     | 1,640.78         | 10             | 44,349               | 25             | 92.81                         | 25            | 215                | 20             | 80              |

# APPENDIX C



| Administrative Support |                                   |               |               |                |
|------------------------|-----------------------------------|---------------|---------------|----------------|
| Comparable Community   | Title & Position Comments         | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia                | Administrative Assistant          | 58,414        | 80,544        | 72,781         |
| Romeoville             | Administrative Assistant          | 60,987        | 82,333        | 72,327         |
| Algonquin              | Office Assistant                  |               |               | 47,576         |
| Oswego                 | Administrative Assistant          | 51,455        | 73,066        | 57,412         |
| New Lenox              | Receptionist                      | 48,843        | 69,518        | 50,796         |
| Lockport               | Administrative Assistant          | 45,650        | 60,877        | 51,379         |
| Montgomery             | Administrative Assistant          | 55,016        | 74,298        |                |
| Carpentersville        | n/a                               |               |               |                |
| Bartlett               | Municipal Services Representative | 56,548        | 82,356        | 76,569         |
| DeKalb                 | Administrative Assistant          | 50,574        | 73,332        | 53,745         |
| Morris                 | Executive Services Administrator  |               |               | 76,357         |
| Crest Hill             | n/a                               |               |               |                |
| Freeport               | n/a                               |               |               |                |
| Geneva                 | Administrative Assistant          | 57,475        | 77,591        |                |
| Huntley                | Administrative Assistant II       |               |               | 76,651         |
| Park Forest            | n/a                               |               |               |                |
| Plainfield             | Administrative Aide               |               |               | 58,495         |
| Sterling               | Admin Assistant to the City Clerk | 46,350        | 62,573        |                |
| Tinley Park            | Administrative Assistant          |               |               | 75,910         |
| Yorkville              | n/a                               |               |               |                |
|                        |                                   |               |               |                |
| Rochelle, IL           | Administrative Support            | 39,698        | 55,873        | 50,044         |
|                        |                                   |               |               |                |
| Range Data             |                                   |               |               |                |
| Average                |                                   | 53,131        | 73,649        | 64,166         |
| 50th Percentile        |                                   | 53,235        | 73,815        | 65,411         |
| 60th Percentile        |                                   | 55,629        | 75,615        | 72,599         |
| 65th Percentile        |                                   | 56,318        | 77,097        | 73,250         |
| 70th Percentile        |                                   | 56,826        | 78,477        | 74,971         |
| 75th Percentile        |                                   | 57,243        | 79,806        | 76,022         |
| 80th Percentile        |                                   | 57,663        | 80,902        | 76,267         |
|                        |                                   |               |               |                |

|                   |     |  |  |  |
|-------------------|-----|--|--|--|
| City Compensation | n/a |  |  |  |
| City Compensation | n/a |  |  |  |

| City Clerk           |                                       |               |               |                |
|----------------------|---------------------------------------|---------------|---------------|----------------|
| Comparable Community | Title & Position Comments             | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia              | Deputy Clerk/Administrative Assistant | 61,042        | 84,167        | 84,167         |
| Romeoville           | Executive Assistant/Deputy Clerk      | 70,014        | 94,520        | 75,153         |
| Algonquin            | Village Clerk \$6,000 per year        |               |               |                |
| Oswego               | Village Clerk                         | 77,219        | 109,651       | 95,039         |
| New Lenox            | Village Clerk                         | 73,013        | 98,039        | 98,039         |
| Lockport             | Deputy City Clerk                     | 50,889        | 67,864        | 67,864         |
| Montgomery           | Executive Assistant/Deputy Clerk      | 62,109        | 86,965        | 69,930         |
| Carpentersville      | Assit to the VM & Village Clerk       |               |               | 83,154         |
| Bartlett             | City Clerk \$4,500 per year           |               |               |                |
| DeKalb               | Elected                               |               |               |                |
| Morris               | City Clerk                            |               |               | 99,299         |
| Crest Hill           | n/a                                   |               |               |                |
| Freeport             | n/a                                   |               |               |                |
| Geneva               | n/a                                   |               |               |                |
| Huntley              | Village Clerk                         |               |               | 88,736         |
| Park Forest          | n/a                                   |               |               |                |
| Plainfield           | Village Clerk                         |               |               | 98,490         |
| Sterling             | City Clerk                            | 65,920        | 88,992        |                |
| Tinley Park          | Clerk Matron                          |               |               | 81,715         |
| Yorkville            | n/a                                   |               |               |                |
|                      |                                       |               |               |                |
| Rochelle, IL         | City Clerk                            | 75,049        | 93,806        | 73,139         |
|                      |                                       |               |               |                |
| Range Data           |                                       |               |               |                |
| Average              |                                       | 65,744        | 90,028        | 85,599         |
| 50th Percentile      |                                       | 65,920        | 88,992        | 84,167         |
| 60th Percentile      |                                       | 68,376        | 92,309        | 88,736         |
| 65th Percentile      |                                       | 69,605        | 93,967        | 91,888         |
| 70th Percentile      |                                       | 70,614        | 95,224        | 95,039         |
| 75th Percentile      |                                       | 71,514        | 96,279        | 96,539         |
| 80th Percentile      |                                       | 72,414        | 97,335        | 98,039         |
|                      |                                       |               |               |                |

|                   |            |        |         |  |
|-------------------|------------|--------|---------|--|
| City Compensation | City Clerk | 40,334 | 128,330 |  |
| City Compensation | City Clerk | 74,081 | 173,576 |  |

| Accounting Specialist |                             |               |               |                |
|-----------------------|-----------------------------|---------------|---------------|----------------|
| Comparable Community  | Title & Position Comments   | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia               | Finance Assistant           | 58,414        | 80,544        | 80,544         |
| Romeoville            | Accountant                  | 76,068        | 102,692       | 90,301         |
| Algonquin             | Accounts Payable Specialist | 64,372        | 86,666        | 80,140         |
| Oswego                | Staff Accountant            | 68,716        | 97,577        | 75,598         |
| New Lenox             | n/a                         |               |               |                |
| Lockport              | Accounts Payable Clerk      | 50,889        | 6,787         | 67,864         |
| Montgomery            | Accountant                  | 60,320        | 81,120        |                |
| Carpentersville       | Staff Accountant            |               |               | 91,928         |
| Bartlett              | Accountant                  | 68,066        | 99,154        | 81,531         |
| DeKalb                | Accountant                  | 61,662        | 89,410        | 63,555         |
| Morris                | n/a                         |               |               |                |
| Crest Hill            | n/a                         |               |               |                |
| Freeport              | n/a                         |               |               |                |
| Geneva                | Accounts Payable Specialist | 57,475        | 77,591        |                |
| Huntley               | Accountant - Payroll        |               |               | 87,550         |
| Park Forest           | n/a                         |               |               |                |
| Plainfield            | Accounting Assistant        |               |               | 65,968         |
| Sterling              | Accounts Payable Specialist | 49,440        | 66,744        |                |
| Tinley Park           | Staff Accountant            |               |               | 77,131         |
| Yorkville             | Accounting Clerk            | 53,681        | 72,336        |                |
|                       |                             |               |               |                |
| Rochelle, IL          | Accounting Specialist       | 56,645        | 70,790        | 66,560         |
|                       |                             |               |               |                |
| Range Data            |                             |               |               |                |
| Average               |                             | 60,828        | 78,238        | 78,374         |
| 50th Percentile       |                             | 60,320        | 81,120        | 80,140         |
| 60th Percentile       |                             | 61,662        | 86,666        | 80,544         |
| 65th Percentile       |                             | 63,017        | 88,038        | 81,038         |
| 70th Percentile       |                             | 64,372        | 89,410        | 81,531         |
| 75th Percentile       |                             | 66,219        | 93,494        | 84,541         |
| 80th Percentile       |                             | 68,066        | 97,577        | 87,550         |
|                       |                             |               |               |                |

|                   |         |        |         |  |
|-------------------|---------|--------|---------|--|
| City Compensation | Finance | 73,700 | 190,669 |  |
| City Compensation | Finance | 59,214 | 209,666 |  |

| Accounting Manager   |                                |               |               |                |
|----------------------|--------------------------------|---------------|---------------|----------------|
| Comparable Community | Title & Position Comments      | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia              | Assistant Director of Finance  | 94,796        | 130,710       | 130,710        |
| Romeoville           | Assistant Finance Director     | 96,275        | 129,970       | 123,684        |
| Algonquin            | Deputy Chief Financial Officer | 115,642       | 155,259       | 135,000        |
| Oswego               | n/a                            |               |               |                |
| New Lenox            | Chief Accountant               | 73,013        | 103,921       | 103,921        |
| Lockport             | Accountant/HR Generalist       | 60,000        | 75,000        | 60,000         |
| Montgomery           | Accounting Manager             | 71,432        | 100,005       | 81,557         |
| Carpentersville      | Assistant Finance Director     |               |               | 107,069        |
| Bartlett             | Chief Accountant               | 85,758        | 120,542       | 120,542        |
| DeKalb               | Senior Accountant              | 75,159        | 108,832       | 85,287         |
| Morris               | Deputy Treasurer               |               |               | 86,528         |
| Crest Hill           | n/a                            |               |               |                |
| Freeport             | n/a                            |               |               |                |
| Geneva               | Accounting Supervisor          | 93,912        | 126,781       |                |
| Huntley              | Assistant Director of Finance  |               |               | 113,300        |
| Park Forest          | n/a                            |               |               |                |
| Plainfield           | n/a                            |               |               |                |
| Sterling             | n/a                            |               |               |                |
| Tinley Park          | Senior Accountant              |               |               | 94,102         |
| Yorkville            | n/a                            |               |               |                |
|                      |                                |               |               |                |
| Rochelle, IL         | Accounting Manager             | 75,049        | 93,806        | 98,524         |
|                      |                                |               |               |                |
| Range Data           |                                |               |               |                |
| Average              |                                | 85,110        | 116,780       | 103,475        |
| 50th Percentile      |                                | 85,758        | 120,542       | 105,495        |
| 60th Percentile      |                                | 92,281        | 125,533       | 110,808        |
| 65th Percentile      |                                | 94,089        | 127,419       | 114,386        |
| 70th Percentile      |                                | 94,442        | 128,694       | 118,369        |
| 75th Percentile      |                                | 94,796        | 129,970       | 121,328        |
| 80th Percentile      |                                | 95,388        | 130,266       | 123,056        |
|                      |                                |               |               |                |

|                   |         |        |         |  |
|-------------------|---------|--------|---------|--|
| City Compensation | Finance | 73,700 | 190,669 |  |
| City Compensation | Finance | 59,214 | 209,666 |  |

| Accounting Manager (Edited) |                                |               |               |                |
|-----------------------------|--------------------------------|---------------|---------------|----------------|
| Comparable Community        | Title & Position Comments      | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia                     | Assistant Director of Finance  |               |               |                |
| Romeoville                  | Assistant Finance Director     |               |               |                |
| Algonquin                   | Deputy Chief Financial Officer |               |               |                |
| Oswego                      | n/a                            |               |               |                |
| New Lenox                   | Chief Accountant               | 73,013        | 103,921       | 103,921        |
| Lockport                    | Accountant/HR Generalist       |               |               |                |
| Montgomery                  | Accounting Manager             | 71,432        | 100,005       | 81,557         |
| Carpentersville             | Assistant Finance Director     |               |               |                |
| Bartlett                    | Chief Accountant               | 85,758        | 120,542       | 120,542        |
| DeKalb                      | Senior Accountant              | 75,159        | 108,832       | 85,287         |
| Morris                      | Deputy Treasurer               |               |               |                |
| Crest Hill                  | n/a                            |               |               |                |
| Freeport                    | n/a                            |               |               |                |
| Geneva                      | Accounting Supervisor          | 93,912        | 126,781       |                |
| Huntley                     | Assistant Director of Finance  |               |               |                |
| Park Forest                 | n/a                            |               |               |                |
| Plainfield                  | n/a                            |               |               |                |
| Sterling                    | n/a                            |               |               |                |
| Tinley Park                 | Senior Accountant              |               |               | 94,102         |
| Yorkville                   | n/a                            |               |               |                |
|                             |                                |               |               |                |
| Rochelle, IL                | Accounting Manager (Edited)    | 75,049        | 93,806        | 98,524         |
|                             |                                |               |               |                |
| Range Data                  |                                |               |               |                |
| Average                     |                                | 79,855        | 112,016       | 97,082         |
| 50th Percentile             |                                | 75,159        | 108,832       | 94,102         |
| 60th Percentile             |                                | 79,399        | 113,516       | 98,029         |
| 65th Percentile             |                                | 81,518        | 115,858       | 99,993         |
| 70th Percentile             |                                | 83,638        | 118,200       | 101,957        |
| 75th Percentile             |                                | 85,758        | 120,542       | 103,921        |
| 80th Percentile             |                                | 87,389        | 121,790       | 107,245        |
|                             |                                |               |               |                |

|                   |         |        |         |  |
|-------------------|---------|--------|---------|--|
| City Compensation | Finance | 73,700 | 190,669 |  |
| City Compensation | Finance | 59,214 | 209,666 |  |

| Finance Director/Budget Officer |                                 |               |               |                |
|---------------------------------|---------------------------------|---------------|---------------|----------------|
| Comparable Community            | Title & Position Comments       | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia                         | Finance Director/Budget Officer | 140,879       | 194,246       | 194,246        |
| Romeoville                      | Finance Director/Budget Officer | 125,512       | 169,443       | 152,475        |
| Algonquin                       | Deputy Village Manager/CFO      | 142,114       | 195,906       | 175,962        |
| Oswego                          | Finance Director/Budget Officer | 121,505       | 182,258       | 168,051        |
| New Lenox                       | Finance Director                | 130,966       | 170,256       | 170,256        |
| Lockport                        | Finance Director/Budget Officer | 140,000       | 160,000       | 155,625        |
| Montgomery                      | Finance Director/Budget Officer | 118,107       | 165,350       | 122,383        |
| Carpentersville                 | Finance Director/Budget Officer |               |               | 143,042        |
| Bartlett                        | Finance Director/Budget Officer | 145,959       | 195,312       | 195,312        |
| DeKalb                          | Director of Financial Services  | 100,130       | 145,188       | 123,000        |
| Morris                          | n/a                             |               |               |                |
| Crest Hill                      | n/a                             |               |               |                |
| Freeport                        | n/a                             |               |               |                |
| Geneva                          | Finance Director                | 135,762       | 190,067       |                |
| Huntley                         | Director of Finance             |               |               | 162,876        |
| Park Forest                     | n/a                             |               |               |                |
| Plainfield                      | Accounting Services Supervisor  |               |               | 127,305        |
| Sterling                        | Finance Director                | 105,060       | 141,831       |                |
| Tinley Park                     | Finance Director                |               |               | 147,647        |
| Yorkville                       | Finance Director                | 99,278        | 138,588       |                |
|                                 |                                 |               |               |                |
| Rochelle, IL                    | Finance Director/Budget Officer | 107,024       | 133,813       | 160,381        |
|                                 |                                 |               |               |                |
| Range Data                      |                                 |               |               |                |
| Average                         |                                 | 125,439       | 170,704       | 156,783        |
| 50th Percentile                 |                                 | 128,239       | 169,850       | 155,625        |
| 60th Percentile                 |                                 | 133,844       | 177,457       | 163,911        |
| 65th Percentile                 |                                 | 136,398       | 183,429       | 167,016        |
| 70th Percentile                 |                                 | 138,729       | 187,724       | 168,933        |
| 75th Percentile                 |                                 | 140,220       | 191,112       | 170,256        |
| 80th Percentile                 |                                 | 140,703       | 193,410       | 173,680        |
|                                 |                                 |               |               |                |

|                   |         |        |         |  |
|-------------------|---------|--------|---------|--|
| City Compensation | Finance | 73,700 | 190,669 |  |
| City Compensation | Finance | 59,214 | 209,666 |  |

| Human Resource Specialist |                                 |               |               |                |
|---------------------------|---------------------------------|---------------|---------------|----------------|
| Comparable Community      | Title & Position Comments       | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia                   | Benefits & Payroll Specialist   | 76,069        | 104,889       | 84,666         |
| Romeoville                | n/a                             |               |               |                |
| Algonquin                 | Human Resources Generalist      | 73,139        | 98,083        | 86,915         |
| Oswego                    | Human Resources Generalist      | 68,716        | 97,577        | 79,376         |
| New Lenox                 | Senior Administrative Assistant | 61,303        | 87,254        | 87,254         |
| Lockport                  | n/a                             |               |               |                |
| Montgomery                | n/a                             |               |               |                |
| Carpentersville           | Payroll & Benefit Specialist    |               |               | 77,173         |
| Bartlett                  | Benefits Coordinator            | 68,066        | 99,154        | 99,154         |
| DeKalb                    | HR Coordinator                  | 61,662        | 89,140        | 65,000         |
| Morris                    | n/a                             |               |               |                |
| Crest Hill                | n/a                             |               |               |                |
| Freeport                  | n/a                             |               |               |                |
| Geneva                    | n/a                             |               |               |                |
| Huntley                   | Human Resources Assistant       |               |               | 59,911         |
| Park Forest               | n/a                             |               |               |                |
| Plainfield                | Human Resources Assistant       |               |               | 81,000         |
| Sterling                  | Employee Benefits Coordinator   | 57,680        | 77,868        |                |
| Tinley Park               | Human Resources Coordinator     |               |               | 84,380         |
| Yorkville                 | n/a                             |               |               |                |
|                           |                                 |               |               |                |
| Rochelle, IL              | HR Coordinator                  | 75,049        | 93,806        |                |
|                           |                                 |               |               |                |
| Range Data                |                                 |               |               |                |
| Average                   |                                 | 66,662        | 93,424        | 80,483         |
| 50th Percentile           |                                 | 68,066        | 97,577        | 82,690         |
| 60th Percentile           |                                 | 68,456        | 97,880        | 84,495         |
| 65th Percentile           |                                 | 68,651        | 98,032        | 84,623         |
| 70th Percentile           |                                 | 69,601        | 98,297        | 85,341         |
| 75th Percentile           |                                 | 70,928        | 98,618        | 86,352         |
| 80th Percentile           |                                 | 72,254        | 98,940        | 86,982         |
|                           |                                 |               |               |                |

|                   |                 |     |     |  |
|-------------------|-----------------|-----|-----|--|
| City Compensation | Human Resources | n/a | n/a |  |
| City Compensation | Human Resources | n/a | n/a |  |

| HR Risk and Safety Coordinator |                                |               |               |                |
|--------------------------------|--------------------------------|---------------|---------------|----------------|
| Comparable Community           | Title & Position Comments      | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia                        | Human Resources Coordinator    | 61,042        | 84,167        | 64,401         |
| Romeoville                     | n/a                            |               |               |                |
| Algonquin                      | n/a                            |               |               |                |
| Oswego                         | n/a                            |               |               |                |
| New Lenox                      | n/a                            |               |               |                |
| Lockport                       | n/a                            |               |               |                |
| Montgomery                     | n/a                            |               |               |                |
| Carpentersville                | n/a                            |               |               |                |
| Bartlett                       | n/a                            |               |               |                |
| DeKalb                         | n/a                            |               |               |                |
| Morris                         | n/a                            |               |               |                |
| Crest Hill                     | n/a                            |               |               |                |
| Freeport                       | n/a                            |               |               |                |
| Geneva                         | n/a                            |               |               |                |
| Huntley                        | n/a                            |               |               |                |
| Park Forest                    | n/a                            |               |               |                |
| Plainfield                     | n/a                            |               |               |                |
| Sterling                       | n/a                            |               |               |                |
| Tinley Park                    | Human Resources Coordinator    |               |               | 84,380         |
| Yorkville                      | n/a                            |               |               |                |
|                                |                                |               |               |                |
| Rochelle, IL                   | HR Risk and Safety Coordinator | 75,049        | 93,806        | 83,797         |
|                                |                                |               |               |                |
| Range Data                     |                                |               |               |                |
| Average                        |                                | 61,042        | 84,167        | 74,391         |
| 50th Percentile                |                                | 61,042        | 84,167        | 74,391         |
| 60th Percentile                |                                | 61,042        | 84,167        | 76,389         |
| 65th Percentile                |                                | 61,042        | 84,167        | 77,388         |
| 70th Percentile                |                                | 61,042        | 84,167        | 78,387         |
| 75th Percentile                |                                | 61,042        | 84,167        | 79,386         |
| 80th Percentile                |                                | 61,042        | 84,167        | 80,385         |
|                                |                                |               |               |                |

|                   |                 |     |     |  |
|-------------------|-----------------|-----|-----|--|
| City Compensation | Human Resources | n/a | n/a |  |
| City Compensation | Human Resources | n/a | n/a |  |



| Human Resources Director |                                  |               |               |                |
|--------------------------|----------------------------------|---------------|---------------|----------------|
| Comparable Community     | Title & Position Comments        | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia                  | Human Resources Director         | 123,451       | 170,219       | 170,219        |
| Romeoville               | Human Resources Manager          | 114,102       | 154,038       | 139,212        |
| Algonquin                | Asst Village Manager/HR Director | 133,246       | 177,596       | 175,962        |
| Oswego                   | Assistant Village Administrator  | 121,505       | 182,258       | 156,750        |
| New Lenox                | Human Resources Director         | 51,773        | 170,256       | 170,256        |
| Lockport                 | Assistant Finance/HR Director    | 105,000       | 120,000       | 119,313        |
| Montgomery               | Assistant Village Administrator  | 107,370       | 150,318       | 107,370        |
| Carpentersville          | Human Resources Manager          |               |               | 113,135        |
| Bartlett                 | Human Resources Director         | 139,021       | 185,980       | 185,980        |
| DeKalb                   | Human Resources Director         | 112,745       | 163,480       | 130,000        |
| Morris                   | HR Administrator                 |               |               | 60,840         |
| Crest Hill               | Human Resources Manager          | 80,000        | 100,000       |                |
| Freeport                 | n/a                              |               |               |                |
| Geneva                   | Human Resources Manager          | 102,000       | 142,800       |                |
| Huntley                  | Director of Human Resources      |               |               | 115,793        |
| Park Forest              | n/a                              |               |               |                |
| Plainfield               | Human Resources Director         |               |               | 130,410        |
| Sterling                 | Human Resources Director         | 98,880        | 133,488       |                |
| Tinley Park              | Human Resources Director         |               |               | 156,598        |
| Yorkville                | n/a                              |               |               |                |
|                          |                                  |               |               |                |
| Rochelle, IL             | Human Resources Director         | 107,024       | 133,813       | 126,022        |
|                          |                                  |               |               |                |
| Range Data               |                                  |               |               |                |
| Average                  |                                  | 107,424       | 154,203       | 137,988        |
| 50th Percentile          |                                  | 110,058       | 158,759       | 134,811        |
| 60th Percentile          |                                  | 113,559       | 167,523       | 153,121        |
| 65th Percentile          |                                  | 115,212       | 170,225       | 156,666        |
| 70th Percentile          |                                  | 119,284       | 170,245       | 158,097        |
| 75th Percentile          |                                  | 121,992       | 172,091       | 166,852        |
| 80th Percentile          |                                  | 123,062       | 176,128       | 170,234        |
|                          |                                  |               |               |                |

|                   |                 |        |         |  |
|-------------------|-----------------|--------|---------|--|
| City Compensation | Human Resources | 67,500 | 161,857 |  |
| City Compensation | Human Resources | 56,684 | 180,066 |  |

| City Manager         |                           |               |               |                |
|----------------------|---------------------------|---------------|---------------|----------------|
| Comparable Community | Title & Position Comments | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia              | City Administrator        |               |               | 206,373        |
| Romeoville           | Village Manager           |               |               | 215,751        |
| Algonquin            | Village Manager           |               |               | 233,797        |
| Oswego               | Village Administrator     |               |               | 223,330        |
| New Lenox            | Village Administrator     | 175,551       | 228,216       | 228,216        |
| Lockport             | City Administrator        |               |               | 221,608        |
| Montgomery           | Village Administrator     | 140,868       | 197,215       | 195,356        |
| Carpentersville      | Village Manager           |               |               | 155,000        |
| Bartlett             | City Manager              |               |               | 212,540        |
| DeKalb               | City Manager              |               |               | 161,533        |
| Morris               | Mayor                     |               |               | 114,005        |
| Crest Hill           | n/a                       |               |               |                |
| Freeport             | n/a                       |               |               |                |
| Geneva               | City Administrator        | 166,000       | 232,400       |                |
| Huntley              | Village Manager           |               |               | 208,511        |
| Park Forest          | n/a                       |               |               |                |
| Plainfield           | Village Administrator     |               |               | 190,957        |
| Sterling             | City Manager              | 130,000       | 175,500       |                |
| Tinley Park          | Village Manager           |               |               | 215,152        |
| Yorkville            | n/a                       |               |               |                |
|                      |                           |               |               |                |
| Rochelle, IL         | City Manager              | 122,316       | 152,900       | 182,233        |
|                      |                           |               |               |                |
| Range Data           |                           |               |               |                |
| Average              |                           | 153,105       | 208,333       | 198,724        |
| 50th Percentile      |                           | 153,434       | 212,716       | 210,526        |
| 60th Percentile      |                           | 160,974       | 222,016       | 214,630        |
| 65th Percentile      |                           | 164,743       | 226,666       | 215,422        |
| 70th Percentile      |                           | 166,955       | 228,634       | 216,337        |
| 75th Percentile      |                           | 168,388       | 229,262       | 220,144        |
| 80th Percentile      |                           | 169,820       | 229,890       | 222,297        |
|                      |                           |               |               |                |

|                   |                        |         |         |  |
|-------------------|------------------------|---------|---------|--|
| City Compensation | Chief Administrative C | 109,772 | 266,355 |  |
| City Compensation | Chief Administrative C | 153,032 | 288,901 |  |

| GIS Coordinator      |                           |               |               |                |
|----------------------|---------------------------|---------------|---------------|----------------|
| Comparable Community | Title & Position Comments | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia              | GIS Coordinator           | 83,070        | 114,542       | 102,909        |
| Romeoville           | GIS Coordinator           | 85,576        | 115,529       | 100,445        |
| Algonquin            | n/a                       |               |               |                |
| Oswego               | GIS Specialist            | 68,716        | 97,577        | 85,256         |
| New Lenox            | GIS Coordinator           | 51,773        | 73,689        | 62,990         |
| Lockport             | n/a                       |               |               |                |
| Montgomery           | GIS Specialist            | 62,400        | 87,360        |                |
| Carpentersville      | n/a                       |               |               |                |
| Bartlett             | GIS Administrator         | 85,758        | 120,542       | 92,184         |
| DeKalb               | GIS Manager               | 75,159        | 108,832       | 90,000         |
| Morris               | n/a                       |               |               |                |
| Crest Hill           | n/a                       |               |               |                |
| Freeport             | n/a                       |               |               |                |
| Geneva               | GIS Technician            | 63,223        | 85,350        |                |
| Huntley              | GIS Technician            |               |               | 93,172         |
| Park Forest          | n/a                       |               |               |                |
| Plainfield           | IT/GIS Specialist         |               |               | 82,206         |
| Sterling             | IT Tech                   | 57,680        | 77,868        |                |
| Tinley Park          | n/a                       |               |               |                |
| Yorkville            | n/a                       |               |               |                |
|                      |                           |               |               |                |
| Rochelle, IL         | GIS Coordinator           | 75,049        | 93,806        | 84,058         |
|                      |                           |               |               |                |
| Range Data           |                           |               |               |                |
| Average              |                           | 70,373        | 97,921        | 88,645         |
| 50th Percentile      |                           | 68,716        | 97,577        | 91,092         |
| 60th Percentile      |                           | 73,870        | 106,581       | 92,382         |
| 65th Percentile      |                           | 76,741        | 109,974       | 92,727         |
| 70th Percentile      |                           | 79,906        | 112,258       | 93,073         |
| 75th Percentile      |                           | 83,070        | 114,542       | 94,990         |
| 80th Percentile      |                           | 84,072        | 114,937       | 97,536         |
|                      |                           |               |               |                |

|                   |                        |        |         |  |
|-------------------|------------------------|--------|---------|--|
| City Compensation | Information Technology | 55,595 | 166,192 |  |
| City Compensation | Information Technology | 86,097 | 179,414 |  |

| Network Specialist   |                           |               |               |                |
|----------------------|---------------------------|---------------|---------------|----------------|
| Comparable Community | Title & Position Comments | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia              | IT Network Admin          | 76,069        | 104,889       | 104,889        |
| Romeoville           | IT Tech                   | 96,275        | 129,970       | 123,449        |
| Algonquin            | n/a                       |               |               |                |
| Oswego               | n/a                       |               |               |                |
| New Lenox            | n/a                       |               |               |                |
| Lockport             | n/a                       |               |               |                |
| Montgomery           | n/a                       |               |               |                |
| Carpentersville      | IT Director               |               |               | 139,585        |
| Bartlett             | Network Administrator     | 89,650        | 125,918       | 125,918        |
| DeKalb               | n/a                       |               |               |                |
| Morris               | n/a                       |               |               |                |
| Crest Hill           | n/a                       |               |               |                |
| Freeport             | n/a                       |               |               |                |
| Geneva               | n/a                       |               |               |                |
| Huntley              | n/a                       |               |               |                |
| Park Forest          | n/a                       |               |               |                |
| Plainfield           | IT Specialist             |               |               | 85,905         |
| Sterling             | n/a                       |               |               |                |
| Tinley Park          | n/a                       |               |               |                |
| Yorkville            | n/a                       |               |               |                |
|                      |                           |               |               |                |
| Rochelle, IL         | Network Specialist        | 56,645        | 70,790        | 58,296         |
|                      |                           |               |               |                |
| Range Data           |                           |               |               |                |
| Average              |                           | 87,331        | 120,259       | 115,949        |
| 50th Percentile      |                           | 89,650        | 125,918       | 123,449        |
| 60th Percentile      |                           | 90,975        | 126,728       | 124,437        |
| 65th Percentile      |                           | 91,638        | 127,134       | 124,930        |
| 70th Percentile      |                           | 92,300        | 127,539       | 125,424        |
| 75th Percentile      |                           | 92,963        | 127,944       | 125,918        |
| 80th Percentile      |                           | 93,625        | 128,349       | 128,651        |
|                      |                           |               |               |                |

|                   |                        |        |         |  |
|-------------------|------------------------|--------|---------|--|
| City Compensation | Information Technology | 55,595 | 166,192 |  |
| City Compensation | Information Technology | 86,097 | 179,414 |  |

| Custodian            |                           |               |               |                |
|----------------------|---------------------------|---------------|---------------|----------------|
| Comparable Community | Title & Position Comments | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia              | n/a                       |               |               |                |
| Romeoville           | Custodian                 | 50,506        | 69,780        | 59,000         |
| Algonquin            | Custodian                 | 48,093        | 65,503        | 52,250         |
| Oswego               | n/a                       |               |               |                |
| New Lenox            | Custodian                 | 46,078        | 65,583        | 58,303         |
| Lockport             | n/a                       |               |               |                |
| Montgomery           | n/a                       |               |               |                |
| Carpentersville      | Custodian                 |               |               | 34,986         |
| Bartlett             | n/a                       |               |               |                |
| DeKalb               | n/a                       |               |               |                |
| Morris               | Custodian                 |               |               | 44,762         |
| Crest Hill           | n/a                       |               |               |                |
| Freeport             | n/a                       |               |               |                |
| Geneva               | n/a                       |               |               |                |
| Huntley              | Maintenance Worker        |               |               | 50,791         |
| Park Forest          | n/a                       |               |               |                |
| Plainfield           | n/a                       |               |               |                |
| Sterling             | Custodian                 | 36,050        | 48,668        |                |
| Tinley Park          | n/a                       |               |               |                |
| Yorkville            | Maintenance Worker        | 43,362        | 71,495        |                |
|                      |                           |               |               |                |
| Rochelle, IL         | Custodian                 | 35,263        | 44,067        | 51,272         |
|                      |                           |               |               |                |
| Range Data           |                           |               |               |                |
| Average              |                           | 44,818        | 64,206        | 50,015         |
| 50th Percentile      |                           | 46,078        | 65,583        | 51,521         |
| 60th Percentile      |                           | 46,884        | 67,262        | 52,250         |
| 65th Percentile      |                           | 47,287        | 68,101        | 53,764         |
| 70th Percentile      |                           | 47,690        | 68,941        | 55,277         |
| 75th Percentile      |                           | 48,093        | 69,780        | 56,790         |
| 80th Percentile      |                           | 48,576        | 70,123        | 58,303         |
|                      |                           |               |               |                |
| City Compensation    | n/a                       |               |               |                |
| City Compensation    | n/a                       |               |               |                |

| Community Development Specialist |                                  |               |               |                |
|----------------------------------|----------------------------------|---------------|---------------|----------------|
| Comparable Community             | Title & Position Comments        | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia                          | Planner                          | 69,659        | 96,049        | 73,489         |
| Romeoville                       | n/a                              |               |               |                |
| Algonquin                        | n/a                              |               |               |                |
| Oswego                           | n/a                              |               |               |                |
| New Lenox                        | n/a                              |               |               |                |
| Lockport                         | n/a                              |               |               |                |
| Montgomery                       | Senior Planner                   | 82,147        | 115,006       | 91,284         |
| Carpentersville                  | Assistant Dir of CD              |               |               | 95,033         |
| Bartlett                         | Associate Planner                | 61,742        | 89,941        | 65,907         |
| DeKalb                           | n/a                              |               |               |                |
| Morris                           | n/a                              |               |               |                |
| Crest Hill                       | n/a                              |               |               |                |
| Freeport                         | n/a                              |               |               |                |
| Geneva                           | Business Development Analyst     | 73,000        | 98,550        |                |
| Huntley                          | n/a                              |               |               |                |
| Park Forest                      | n/a                              |               |               |                |
| Plainfield                       | n/a                              |               |               |                |
| Sterling                         | n/a                              |               |               |                |
| Tinley Park                      | n/a                              |               |               |                |
| Yorkville                        | n/a                              |               |               |                |
|                                  |                                  |               |               |                |
| Rochelle, IL                     | Community Development Specialist | 44,707        | 55,873        | 72,613         |
|                                  |                                  |               |               |                |
| Range Data                       |                                  |               |               |                |
| Average                          |                                  | 71,637        | 99,887        | 81,428         |
| 50th Percentile                  |                                  | 71,330        | 97,300        | 82,387         |
| 60th Percentile                  |                                  | 72,332        | 98,050        | 87,725         |
| 65th Percentile                  |                                  | 72,833        | 98,425        | 90,394         |
| 70th Percentile                  |                                  | 73,915        | 100,196       | 91,659         |
| 75th Percentile                  |                                  | 75,287        | 102,664       | 92,221         |
| 80th Percentile                  |                                  | 76,659        | 105,132       | 92,784         |
|                                  |                                  |               |               |                |

|                   |     |  |  |  |
|-------------------|-----|--|--|--|
| City Compensation | n/a |  |  |  |
| City Compensation | n/a |  |  |  |

| Dir of Community Engagement & Asst to the City Mgr |  |               |               |                |
|--|--|---------------|---------------|----------------|
| Comparable Community                               | Title & Position Comments                    | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia  | Dir of Community Eng. & Asst to the City Mgr | 123,451       | 170,219       | 170,219        |
| Romeoville   | Dir of Community Eng. & Asst to the City Mgr | 125,512       | 169,443       | 154,117        |
| Algonquin  | Dir of Community Eng. & Asst to the City Mgr | 133,246       | 177,596       | 144,000        |
| Oswego   | Development Services Director                | 121,505       | 182,258       | 152,508        |
| New Lenox  | Dir Com Dev/Asst Village Admin               | 138,824       | 180,472       | 180,472        |
| Lockport   | Dir of Community & Econ Dev                  | 140,000       | 160,000       | 156,505        |
| Montgomery   | Dir of Community Eng. & Asst to the City Mgr | 118,107       | 165,350       | 139,101        |
| Carpentersville                                    | Dir of Community Eng. & Asst to the City Mgr |               |               | 130,000        |
| Bartlett   | Planning & Dev Svcs Dir                      | 145,959       | 195,312       | 155,599        |
| DeKalb   | n/a  |               |               |                |
| Morris   | n/a  |               |               |                |
| Crest Hill   | n/a  |               |               |                |
| Freeport   | n/a  |               |               |                |
| Geneva   | Director of Community Development            | 135,762       | 190,067       |                |
| Huntley  | Deputy Village Manager                       |               |               | 162,322        |
| Park Forest  | n/a  |               |               |                |
| Plainfield   | Community Relations Director                 |               |               | 117,141        |
| Sterling   | n/a  |               |               |                |
| Tinley Park  | Community Development Director               |               |               | 125,000        |
| Yorkville  | Community Development Director               | 101,485       | 143,178       |                |
|  |  |               |               |                |
| Rochelle, IL                                       | Dir of Community Engagement & Asst to the C  | 107,024       | 133,813       | 144,217        |
|  |  |               |               |                |
| Range Data   |  |               |               |                |
| Average  |  | 128,385       | 173,389       | 148,915        |
| 50th Percentile                                    |  | 129,379       | 173,907       | 153,313        |
| 60th Percentile                                    |  | 134,252       | 178,746       | 155,006        |
| 65th Percentile                                    |  | 135,385       | 180,040       | 155,735        |
| 70th Percentile                                    |  | 136,681       | 181,008       | 156,233        |
| 75th Percentile                                    |  | 138,059       | 181,811       | 157,959        |
| 80th Percentile                                    |  | 139,060       | 183,820       | 161,159        |
|  |  |               |               |                |

|                   |     |  |  |  |
|-------------------|-----|--|--|--|
| City Compensation | n/a |  |  |  |
| City Compensation | n/a |  |  |  |

| Dir of Advanced Communication Svcs |                                    |               |               |                |
|------------------------------------|------------------------------------|---------------|---------------|----------------|
| Comparable Community               | Title & Position Comments          | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia                            | Communication Manager              | 72,793        | 100,370       | 95,138         |
| Romeoville                         | n/a                                |               |               |                |
| Algonquin                          | n/a                                |               |               |                |
| Oswego                             | n/a                                |               |               |                |
| New Lenox                          | n/a                                |               |               |                |
| Lockport                           | n/a                                |               |               |                |
| Montgomery                         | n/a                                |               |               |                |
| Carpentersville                    | n/a                                |               |               |                |
| Bartlett                           | Information Systems Coordinator    | 129,269       | 172,896       | 129,269        |
| DeKalb                             | n/a                                |               |               |                |
| Morris                             | n/a                                |               |               |                |
| Crest Hill                         | n/a                                |               |               |                |
| Freeport                           | n/a                                |               |               |                |
| Geneva                             | n/a                                |               |               |                |
| Huntley                            | n/a                                |               |               |                |
| Park Forest                        | n/a                                |               |               |                |
| Plainfield                         | n/a                                |               |               |                |
| Sterling                           | n/a                                |               |               |                |
| Tinley Park                        | Telecommunications Supervisor      |               |               | 118,483        |
| Yorkville                          | n/a                                |               |               |                |
|                                    |                                    |               |               |                |
| Rochelle, IL                       | Dir of Advanced Communication Svcs | 107,024       | 133,813       | 143,878        |
|                                    |                                    |               |               |                |
| Range Data                         |                                    |               |               |                |
| Average                            |                                    | 101,031       | 136,633       | 114,297        |
| 50th Percentile                    |                                    | 101,031       | 136,633       | 118,483        |
| 60th Percentile                    |                                    | 106,679       | 143,886       | 120,640        |
| 65th Percentile                    |                                    | 109,502       | 147,512       | 121,719        |
| 70th Percentile                    |                                    | 112,326       | 151,138       | 122,797        |
| 75th Percentile                    |                                    | 115,150       | 154,765       | 123,876        |
| 80th Percentile                    |                                    | 117,974       | 158,391       | 124,955        |
|                                    |                                    |               |               |                |

|                   |                |        |         |  |
|-------------------|----------------|--------|---------|--|
| City Compensation | Communications | 60,804 | 129,851 |  |
| City Compensation | Communications | 69,035 | 156,693 |  |



| Economic Development Director |   |               |               |                |
|-------------------------------|---|---------------|---------------|----------------|
| Comparable Community          | Title & Position Comments               | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia                       | Economic Development Manager            | 99,064        | 136,592       | 116,324        |
| Romeoville                    | n/a                                     |               |               |                |
| Algonquin                     | n/a                                     |               |               |                |
| Oswego                        | Economic Development Director           | 108,487       | 162,730       | 123,732        |
| New Lenox                     | Econ Dev Coordinator                    | 81,400        | 115,857       | 115,857        |
| Lockport                      | Dir of Community & Economic Development | 140,000       | 160,000       | 156,505        |
| Montgomery                    | Economic Development Manager            | 82,147        | 115,006       | 108,150        |
| Carpentersville               | Business & Community Engagement Coor    |               |               | 79,888         |
| Bartlett                      | Economic Development Coordinator        | 102,766       | 144,355       | 144,355        |
| DeKalb                        | n/a                                     |               |               |                |
| Morris                        | Business Development Director           |               |               | 101,920        |
| Crest Hill                    | n/a                                     |               |               |                |
| Freeport                      | n/a                                     |               |               |                |
| Geneva                        | Director of Economic Development        | 135,762       | 190,067       |                |
| Huntley                       | Director of Development Services        |               |               | 142,843        |
| Park Forest                   | n/a                                     |               |               |                |
| Plainfield                    | Economic Development Manager            |               |               | 124,200        |
| Sterling                      | n/a                                     |               |               |                |
| Tinley Park                   | n/a                                     |               |               |                |
| Yorkville                     | n/a                                     |               |               |                |
|                               |   |               |               |                |
| Rochelle, IL                  | Economic Development Director           | 107,024       | 133,813       | 153,727        |
|                               |   |               |               |                |
| Range Data                    |   |               |               |                |
| Average                       |   | 107,089       | 146,373       | 121,377        |
| 50th Percentile               |   | 102,766       | 144,355       | 120,028        |
| 60th Percentile               |   | 106,198       | 153,742       | 123,919        |
| 65th Percentile               |   | 107,915       | 158,436       | 124,130        |
| 70th Percentile               |   | 113,942       | 160,546       | 129,793        |
| 75th Percentile               |   | 122,124       | 161,365       | 138,182        |
| 80th Percentile               |   | 130,307       | 162,184       | 143,145        |
|                               |   |               |               |                |

|                   |                      |        |         |  |
|-------------------|----------------------|--------|---------|--|
| City Compensation | Development Services | 70,000 | 189,535 |  |
| City Compensation | Development Services | 56,677 | 190,605 |  |

| Building Inspector   |                                    |               |               |                |
|----------------------|------------------------------------|---------------|---------------|----------------|
| Comparable Community | Title & Position Comments          | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia              | Building Inspector                 | 76,069        | 104,889       | 90,991         |
| Romeoville           | Building Inspector                 | 76,068        | 102,692       | 93,194         |
| Algonquin            | Building Inspector                 | 79,270        | 109,094       |                |
| Oswego               | Building Inspector                 | 68,716        | 97,577        | 77,875         |
| New Lenox            | Chief Building Inspector           | 96,711        | 137,650       | 133,641        |
| Lockport             | Building Inspector                 | 80,000        | 100,000       | 86,621         |
| Montgomery           | Building Inspector                 | 62,109        | 86,965        | 76,752         |
| Carpentersville      | Building Official                  |               |               | 89,596         |
| Bartlett             | Building Inspector                 | 75,055        | 109,324       | 109,324        |
| DeKalb               | Building Inspector II-AFSCME       |               |               | 80,345         |
| Morris               | Building and Zoning Officer        |               |               | 100,963        |
| Crest Hill           | Building Inspector – Community Dev | 60,000        | 70,000        |                |
| Freeport             | n/a                                |               |               |                |
| Geneva               | Building Inspector                 | 77,745        | 104,956       |                |
| Huntley              | Building Inspector II              |               |               | 93,172         |
| Park Forest          | n/a                                |               |               |                |
| Plainfield           | Building Official                  |               |               | 125,000        |
| Sterling             | Bldg / Elec Inspector              | 61,800        | 83,430        |                |
| Tinley Park          | Building Inspector                 |               |               | 98,032         |
| Yorkville            | Building Code Official             | 78,685        | 109,985       |                |
|                      |                                    |               |               |                |
| Rochelle, IL         | Building Inspector                 | 75,049        | 93,806        | 92,613         |
|                      |                                    |               |               |                |
| Range Data           |                                    |               |               |                |
| Average              |                                    | 74,352        | 101,380       | 96,577         |
| 50th Percentile      |                                    | 76,069        | 103,791       | 93,172         |
| 60th Percentile      |                                    | 77,075        | 104,929       | 94,162         |
| 65th Percentile      |                                    | 77,886        | 105,577       | 97,064         |
| 70th Percentile      |                                    | 78,403        | 107,853       | 99,204         |
| 75th Percentile      |                                    | 78,831        | 109,152       | 100,963        |
| 80th Percentile      |                                    | 79,153        | 109,278       | 105,980        |
|                      |                                    |               |               |                |

|                   |                      |        |         |  |
|-------------------|----------------------|--------|---------|--|
| City Compensation | Building Inspections | 69,747 | 168,002 |  |
| City Compensation | Building Inspections | 53,719 | 156,206 |  |

| Engineer Technician of Services and Support |                           |               |               |                |
|---|---------------------------|---------------|---------------|----------------|
| Comparable Community                        | Title & Position Comments | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia                                     | Civil Engineer            | 83,070        | 114,542       | 114,542        |
| Romeoville                                  | n/a                       |               |               |                |
| Algonquin                                   | n/a                       |               |               |                |
| Oswego                                      | n/a                       |               |               |                |
| New Lenox                                   | n/a                       |               |               |                |
| Lockport                                    | Civil Engineer            | 50,000        | 75,000        | 67,500         |
| Montgomery                                  | n/a                       |               |               |                |
| Carpentersville                             | n/a                       |               |               |                |
| Bartlett                                    | Civil Engineer            | 85,758        | 120,542       | 91,052         |
| DeKalb                                      | n/a                       |               |               |                |
| Morris                                      | n/a                       |               |               |                |
| Crest Hill                                  | n/a                       |               |               |                |
| Freeport                                    | n/a                       |               |               |                |
| Geneva                                      | Associate Civil Engineer  | 93,912        | 126,781       |                |
| Huntley                                     | n/a                       |               |               |                |
| Park Forest                                 | n/a                       |               |               |                |
| Plainfield                                  | n/a                       |               |               |                |
| Sterling                                    | n/a                       |               |               |                |
| Tinley Park                                 | n/a                       |               |               |                |
| Yorkville                                   | n/a                       |               |               |                |
|   |                           |               |               |                |
| Rochelle, IL                                | Engineer Technician       | 63,751        | 79,705        | 86,112         |
|   |                           |               |               |                |
| Range Data                                  |                           |               |               |                |
| Average                                     |                           | 78,185        | 109,216       | 91,031         |
| 50th Percentile                             |                           | 84,414        | 117,542       | 91,052         |
| 60th Percentile                             |                           | 85,220        | 119,342       | 95,750         |
| 65th Percentile                             |                           | 85,624        | 120,242       | 98,099         |
| 70th Percentile                             |                           | 86,573        | 121,166       | 100,448        |
| 75th Percentile                             |                           | 87,797        | 122,102       | 102,797        |
| 80th Percentile                             |                           | 89,020        | 123,038       | 105,146        |
|   |                           |               |               |                |

|                   |     |  |  |  |
|-------------------|-----|--|--|--|
| City Compensation | n/a |  |  |  |
| City Compensation | n/a |  |  |  |

| City Engineer        |  |               |               |                |
|----------------------|--|---------------|---------------|----------------|
| Comparable Community | Title & Position Comments              | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia              | Engineering Manager                    | 113,047       | 155,872       | 155,872        |
| Romeoville           | Capital Projects Engineer              | 114,102       | 154,038       | 152,000        |
| Algonquin            | Village Engineer                       | 133,246       | 177,596       | 147,444        |
| Oswego               | n/a                                    |               |               |                |
| New Lenox            | Civil Engineer                         | 96,711        | 137,650       | 137,650        |
| Lockport             | City Engineer                          | 115,000       | 135,000       | 115,000        |
| Montgomery           | n/a                                    |               |               |                |
| Carpentersville      | Construction Engineer                  |               |               | 90,000         |
| Bartlett             | Village Engineer                       | 102,766       | 144,355       | 127,400        |
| DeKalb               | City Engineer                          | 100,130       | 145,188       | 117,875        |
| Morris               | n/a                                    |               |               |                |
| Crest Hill           | n/a                                    |               |               |                |
| Freeport             | n/a                                    |               |               |                |
| Geneva               | City Engineer/Assistant Director of PW | 102,000       | 142,800       |                |
| Huntley              | Village Engineer - Development         |               |               | 111,841        |
| Park Forest          | n/a                                    |               |               |                |
| Plainfield           | Lead Engineer                          |               |               | 119,543        |
| Sterling             | n/a                                    |               |               |                |
| Tinley Park          | Village Engineer                       |               |               | 123,000        |
| Yorkville            | n/a                                    |               |               |                |
|                      |  |               |               |                |
| Rochelle, IL         | City Engineer                          | 107,024       | 133,813       | 140,076        |
|                      |  |               |               |                |
| Range Data           |  |               |               |                |
| Average              |  | 109,625       | 149,062       | 127,057        |
| 50th Percentile      |  | 107,907       | 144,772       | 123,000        |
| 60th Percentile      |  | 113,258       | 146,958       | 127,400        |
| 65th Percentile      |  | 113,627       | 150,056       | 132,525        |
| 70th Percentile      |  | 113,997       | 153,153       | 137,650        |
| 75th Percentile      |  | 114,327       | 154,497       | 142,547        |
| 80th Percentile      |  | 114,641       | 155,138       | 147,444        |
|                      |  |               |               |                |

|                   |     |  |  |  |
|-------------------|-----|--|--|--|
| City Compensation | n/a |  |  |  |
| City Compensation | n/a |  |  |  |

| Director of Public Works |                                  |               |               |                |
|--------------------------|----------------------------------|---------------|---------------|----------------|
| Comparable Community     | Title & Position Comments        | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia                  | Director of Public Works         | 140,879       | 194,246       | 194,246        |
| Romeoville               | Director of Public Works         | 125,512       | 169,443       | 164,266        |
| Algonquin                | Director of Public Works         | 142,114       | 195,906       | 169,509        |
| Oswego                   | Director of Public Works         | 121,505       | 182,258       | 182,258        |
| New Lenox                | Director of Public Works         | 138,824       | 180,472       | 156,248        |
| Lockport                 | Dir of Public Works & Eng        | 150,000       | 170,000       | 160,000        |
| Montgomery               | Director of Public Works         | 118,107       | 165,350       | 157,322        |
| Carpentersville          | Director of Public Works         |               |               | 154,381        |
| Bartlett                 | Director of Public Works         | 145,959       | 195,312       | 195,312        |
| DeKalb                   | Dir of PW-Streets, Fac & Airport | 112,745       | 163,480       | 131,328        |
| Morris                   | Director of Public Works         |               |               | 119,683        |
| Crest Hill               | n/a                              |               |               |                |
| Freeport                 | n/a                              |               |               |                |
| Geneva                   | Director of Public Works         | 135,762       | 190,067       |                |
| Huntley                  | Dire of Public Works & Eng       |               |               | 159,951        |
| Park Forest              | n/a                              |               |               |                |
| Plainfield               | Director of Public Works         |               |               | 155,250        |
| Sterling                 | Public Works Superintendent      | 105,060       | 141,831       |                |
| Tinley Park              | Director of Public Works         |               |               | 178,043        |
| Yorkville                | Public Works Director            | 100,653       | 142,915       |                |
|                          |                                  |               |               |                |
| Rochelle, IL             | Director of Public Works         | 107,024       | 133,813       | 138,415        |
|                          |                                  |               |               |                |
| Range Data               |                                  |               |               |                |
| Average                  |                                  | 128,093       | 174,273       | 162,700        |
| 50th Percentile          |                                  | 130,637       | 175,236       | 159,976        |
| 60th Percentile          |                                  | 137,599       | 181,543       | 163,413        |
| 65th Percentile          |                                  | 139,133       | 183,429       | 166,626        |
| 70th Percentile          |                                  | 140,263       | 187,724       | 170,363        |
| 75th Percentile          |                                  | 141,188       | 191,112       | 175,909        |
| 80th Percentile          |                                  | 141,867       | 193,410       | 179,729        |
|                          |                                  |               |               |                |

|                   |              |        |         |  |
|-------------------|--------------|--------|---------|--|
| City Compensation | Public Works | 86,400 | 178,500 |  |
| City Compensation | Public Works | 66,997 | 216,675 |  |

| Director of Water and Water Reclamation |   |               |               |                |
|---|---|---------------|---------------|----------------|
| Comparable Community                    | Title & Position Comments               | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia                                 | Water & Sewer Utility Superintendent    | 103,523       | 142,739       | 142,739        |
| Romeoville                              | n/a                                     |               |               |                |
| Algonquin                               | Utilities Superintendent                | 109,317       | 150,154       | 144,119        |
| Oswego                                  | n/a                                     |               |               |                |
| New Lenox                               | n/a                                     |               |               |                |
| Lockport                                | Water & Wastewater Superintendent       | 105,000       | 120,000       | 119,313        |
| Montgomery                              | n/a                                     |               |               |                |
| Carpentersville                         | Water Superintendent                    |               |               | 125,000        |
| Bartlett                                | n/a                                     |               |               |                |
| DeKalb                                  | Dir of PW-Utility, Trans & Eng          | 112,745       | 163,480       | 134,456        |
| Morris                                  | Superintendent of Water Department      |               |               | 100,547        |
| Crest Hill                              | n/a                                     |               |               |                |
| Freeport                                | n/a                                     |               |               |                |
| Geneva                                  | Superintendent of Water/WW              | 102,000       | 142,800       |                |
| Huntley                                 | Chief Wastewater Operator               |               |               | 110,613        |
| Park Forest                             | n/a                                     |               |               |                |
| Plainfield                              | Superintendent Wastewater               |               |               | 135,533        |
| Sterling                                | Wastewater Superintendent               | 98,880        | 133,488       |                |
| Tinley Park                             | n/a                                     |               |               |                |
| Yorkville                               | n/a                                     |               |               |                |
|   |   |               |               |                |
| Rochelle, IL                            | Director of Water and Water Reclamation | 107,024       | 133,813       | 144,612        |
|   |   |               |               |                |
| Range Data                              |   |               |               |                |
| Average                                 |   | 105,244       | 142,110       | 126,540        |
| 50th Percentile                         |   | 104,262       | 142,770       | 129,728        |
| 60th Percentile                         |   | 105,000       | 142,800       | 134,671        |
| 65th Percentile                         |   | 106,079       | 144,638       | 135,048        |
| 70th Percentile                         |   | 107,159       | 146,477       | 135,425        |
| 75th Percentile                         |   | 108,238       | 148,315       | 137,335        |
| 80th Percentile                         |   | 109,317       | 150,154       | 139,857        |
|   |   |               |               |                |

|                   |              |        |         |  |
|-------------------|--------------|--------|---------|--|
| City Compensation | Public Works | 86,400 | 178,500 |  |
| City Compensation | Public Works | 66,997 | 216,675 |  |

| Utility Billing Generalist - Translator |   |               |               |                |
|---|---|---------------|---------------|----------------|
| Comparable Community                    | Title & Position Comments               | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia                                 | Customer Service Representative         | 55,900        | 77,076        | 69,645         |
| Romeoville                              | n/a                                     |               |               |                |
| Algonquin                               | n/a                                     |               |               |                |
| Oswego                                  | n/a                                     |               |               |                |
| New Lenox                               | n/a                                     |               |               |                |
| Lockport                                | Finance Clerk                           | 40,000        | 55,000        | 48,000         |
| Montgomery                              | Customer Service Specialist             | 45,469        | 61,402        | 47,070         |
| Carpentersville                         | Customer Service Clerk                  |               |               | 37,565         |
| Bartlett                                | n/a                                     |               |               |                |
| DeKalb                                  | Account Technician I-AFSCME             |               |               | 44,249         |
| Morris                                  | n/a                                     |               |               |                |
| Crest Hill                              | n/a                                     |               |               |                |
| Freeport                                | n/a                                     |               |               |                |
| Geneva                                  | Accounts Payable Specialist             | 57,475        | 77,591        |                |
| Huntley                                 | Billing Coordinator                     |               |               | 63,341         |
| Park Forest                             | n/a                                     |               |               |                |
| Plainfield                              |   |               |               |                |
| Sterling                                | n/a                                     |               |               |                |
| Tinley Park                             | n/a                                     |               |               |                |
| Yorkville                               | Utility Billing Clerk                   | 50,910        | 68,601        |                |
|   |   |               |               |                |
| Rochelle, IL                            | Utility Billing Generalist - Translator | 42,125        | 52,629        | 40,893         |
|   |   |               |               |                |
| Range Data                              |   |               |               |                |
| Average                                 |   | 49,951        | 67,934        | 51,645         |
| 50th Percentile                         |   | 50,910        | 68,601        | 47,535         |
| 60th Percentile                         |   | 52,906        | 71,991        | 48,000         |
| 65th Percentile                         |   | 53,904        | 73,686        | 51,835         |
| 70th Percentile                         |   | 54,902        | 75,381        | 55,671         |
| 75th Percentile                         |   | 55,900        | 77,076        | 59,506         |
| 80th Percentile                         |   | 56,215        | 77,179        | 63,341         |
|   |   |               |               |                |

|                   |           |         |         |  |
|-------------------|-----------|---------|---------|--|
| City Compensation | Utilities | 77,600  | 174,520 |  |
| City Compensation | Utilities | 104,068 | 173,579 |  |

| Utility Accounting Generalist I |                                 |               |               |                |
|---------------------------------|---------------------------------|---------------|---------------|----------------|
| Comparable Community            | Title & Position Comments       | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia                         | n/a                             |               |               |                |
| Romeoville                      | Utility Billing Clerk           | 54,457        | 75,405        | 68,815         |
| Algonquin                       | n/a                             |               |               |                |
| Oswego                          | Utility Billing Coordinator     | 55,314        | 78,546        | 71,318         |
| New Lenox                       | n/a                             |               |               |                |
| Lockport                        | Finance Clerk                   | 40,000        | 55,000        | 48,000         |
| Montgomery                      | Finance Assistant - UB          | 50,024        | 61,402        | 51,480         |
| Carpentersville                 | n/a                             |               |               |                |
| Bartlett                        | Utility Billing Clerk           | 48,814        | 71,121        | 54,080         |
| DeKalb                          | n/a                             |               |               |                |
| Morris                          | n/a                             |               |               |                |
| Crest Hill                      | n/a                             |               |               |                |
| Freeport                        | n/a                             |               |               |                |
| Geneva                          | n/a                             |               |               |                |
| Huntley                         | n/a                             |               |               |                |
| Park Forest                     | n/a                             |               |               |                |
| Plainfield                      | n/a                             |               |               |                |
| Sterling                        | n/a                             |               |               |                |
| Tinley Park                     | Utility Billing Technician      |               |               | 90,325         |
| Yorkville                       | n/a                             |               |               |                |
|                                 |                                 |               |               |                |
| Rochelle, IL                    | Utility Accounting Generalist I | 42,125        | 52,629        | 40,893         |
|                                 |                                 |               |               |                |
| Range Data                      |                                 |               |               |                |
| Average                         |                                 | 49,722        | 68,295        | 64,003         |
| 50th Percentile                 |                                 | 50,024        | 71,121        | 61,448         |
| 60th Percentile                 |                                 | 51,797        | 72,835        | 68,815         |
| 65th Percentile                 |                                 | 52,684        | 73,691        | 69,441         |
| 70th Percentile                 |                                 | 53,570        | 74,548        | 70,067         |
| 75th Percentile                 |                                 | 54,457        | 75,405        | 70,692         |
| 80th Percentile                 |                                 | 54,628        | 76,033        | 71,318         |
|                                 |                                 |               |               |                |

|                   |           |         |         |  |
|-------------------|-----------|---------|---------|--|
| City Compensation | Utilities | 77,600  | 174,520 |  |
| City Compensation | Utilities | 104,068 | 173,579 |  |



| Utility Operations Specialist |                               |               |               |                |
|-------------------------------|-------------------------------|---------------|---------------|----------------|
| Comparable Community          | Title & Position Comments     | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia                       | n/a                           |               |               |                |
| Romeoville                    | n/a                           |               |               |                |
| Algonquin                     | n/a                           |               |               |                |
| Oswego                        | n/a                           |               |               |                |
| New Lenox                     | Administrative Assistant      | 56,579        | 80,530        | 58,842         |
| Lockport                      | Administrative Assistant      | 40,000        | 60,000        | 51,780         |
| Montgomery                    | n/a                           |               |               |                |
| Carpentersville               | n/a                           |               |               |                |
| Bartlett                      | n/a                           |               |               |                |
| DeKalb                        | n/a                           |               |               |                |
| Morris                        | Water Clerk                   | 42,994        | 49,317        | 46,155         |
| Crest Hill                    | n/a                           |               |               |                |
| Freeport                      | n/a                           |               |               |                |
| Geneva                        | Utility Locator               | 63,223        | 85,350        |                |
| Huntley                       | Utility Worker - Wastewater   |               |               | 51,605         |
| Park Forest                   | n/a                           |               |               |                |
| Plainfield                    | n/a                           |               |               |                |
| Sterling                      | Utility Billing Specialist    | 49,440        | 66,744        |                |
| Tinley Park                   | n/a                           |               |               |                |
| Yorkville                     | n/a                           |               |               |                |
|                               |                               |               |               |                |
| Rochelle, IL                  | Utility Operations Specialist | 56,645        | 70,790        | 75,052         |
|                               |                               |               |               |                |
| Range Data                    |                               |               |               |                |
| Average                       |                               | 50,447        | 68,388        | 52,096         |
| 50th Percentile               |                               | 49,440        | 66,744        | 51,693         |
| 60th Percentile               |                               | 52,296        | 72,258        | 51,745         |
| 65th Percentile               |                               | 53,724        | 75,016        | 51,771         |
| 70th Percentile               |                               | 55,151        | 77,773        | 52,486         |
| 75th Percentile               |                               | 56,579        | 80,530        | 53,546         |
| 80th Percentile               |                               | 57,908        | 81,494        | 54,605         |
|                               |                               |               |               |                |

|                   |           |         |         |  |
|-------------------|-----------|---------|---------|--|
| City Compensation | Utilities | 77,600  | 174,520 |  |
| City Compensation | Utilities | 104,068 | 173,579 |  |

| Utility Billing Manager |                              |               |               |                |
|-------------------------|------------------------------|---------------|---------------|----------------|
| Comparable Community    | Title & Position Comments    | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia                 | Utility Billing Supervisor   | 66,660        | 91,915        | 91,915         |
| Romeoville              | Customer Service/Budget Coor | 85,576        | 115,529       | 109,147        |
| Algonquin               | Utility Billing Coordinator  | 64,372        | 86,666        | 86,135         |
| Oswego                  | n/a                          |               |               |                |
| New Lenox               | n/a                          |               |               |                |
| Lockport                | Utility Billing Clerk        | 50,889        | 67,864        | 67,864         |
| Montgomery              | n/a                          |               |               |                |
| Carpentersville         | Utility Billing Specialist   |               |               | 75,703         |
| Bartlett                | Utility Billing Coordinator  | 59,360        | 86,477        | 86,477         |
| DeKalb                  | n/a                          |               |               |                |
| Morris                  | Senior Water Clerk           |               |               | 65,624         |
| Crest Hill              | n/a                          |               |               |                |
| Freeport                | n/a                          |               |               |                |
| Geneva                  | n/a                          |               |               |                |
| Huntley                 | n/a                          |               |               |                |
| Park Forest             | n/a                          |               |               |                |
| Plainfield              | Utility Billing Supervisor   |               |               | 77,625         |
| Sterling                | n/a                          |               |               |                |
| Tinley Park             | n/a                          |               |               |                |
| Yorkville               | n/a                          |               |               |                |
|                         |                              |               |               |                |
| Rochelle, IL            | Utility Billing Manager      | 75,049        | 93,806        | 80,153         |
|                         |                              |               |               |                |
| Range Data              |                              |               |               |                |
| Average                 |                              | 65,372        | 89,690        | 82,561         |
| 50th Percentile         |                              | 64,372        | 86,666        | 81,880         |
| 60th Percentile         |                              | 65,287        | 88,766        | 86,203         |
| 65th Percentile         |                              | 65,745        | 89,815        | 86,323         |
| 70th Percentile         |                              | 66,202        | 90,865        | 86,443         |
| 75th Percentile         |                              | 66,660        | 91,915        | 87,837         |
| 80th Percentile         |                              | 70,443        | 96,638        | 89,740         |
|                         |                              |               |               |                |

|                   |           |         |         |  |
|-------------------|-----------|---------|---------|--|
| City Compensation | Utilities | 77,600  | 174,520 |  |
| City Compensation | Utilities | 104,068 | 173,579 |  |

| Fire Chief           |                           |               |               |                |
|----------------------|---------------------------|---------------|---------------|----------------|
| Comparable Community | Title & Position Comments | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia              | Fire Chief                | 140,879       | 194,246       | 194,246        |
| Romeoville           | Fire Chief                | 138,064       | 186,387       | 173,422        |
| Algonquin            | n/a                       |               |               |                |
| Oswego               | n/a                       |               |               |                |
| New Lenox            | n/a                       |               |               |                |
| Lockport             | n/a                       |               |               |                |
| Montgomery           | n/a                       |               |               |                |
| Carpentersville      | Fire Chief                |               |               | 148,000        |
| Bartlett             | n/a                       |               |               |                |
| DeKalb               | Fire Chief                | 118,945       | 172,472       | 161,533        |
| Morris               | n/a                       |               |               |                |
| Crest Hill           | n/a                       |               |               |                |
| Freeport             | n/a                       |               |               |                |
| Geneva               | Fire Chief                | 135,762       | 190,067       |                |
| Huntley              | n/a                       |               |               |                |
| Park Forest          | n/a                       |               |               |                |
| Plainfield           | n/a                       |               |               |                |
| Sterling             | Fire Chief                | 115,360       | 155,736       |                |
| Tinley Park          | n/a                       |               |               |                |
| Yorkville            | n/a                       |               |               |                |
|                      |                           |               |               |                |
| Rochelle, IL         | Fire Chief                | 115,277       | 144,096       | 148,512        |
|                      |                           |               |               |                |
| Range Data           |                           |               |               |                |
| Average              |                           | 129,802       | 179,782       | 169,300        |
| 50th Percentile      |                           | 135,762       | 186,387       | 167,478        |
| 60th Percentile      |                           | 136,683       | 187,859       | 171,044        |
| 65th Percentile      |                           | 137,143       | 188,595       | 172,828        |
| 70th Percentile      |                           | 137,604       | 189,331       | 175,504        |
| 75th Percentile      |                           | 138,064       | 190,067       | 178,628        |
| 80th Percentile      |                           | 138,627       | 190,903       | 181,752        |
|                      |                           |               |               |                |

|                   |            |        |         |  |
|-------------------|------------|--------|---------|--|
| City Compensation | Fire Chief | 74,962 | 128,897 |  |
| City Compensation | Fire Chief | 72,121 | 212,934 |  |

| Community Service Officer |                            |               |               |                |
|---------------------------|----------------------------|---------------|---------------|----------------|
| Comparable Community      | Title & Position Comments  | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia                   | Community Service Officer  | 58,414        | 80,544        | 61,609         |
| Romeoville                | Community Service Officer  | 54,629        | 76,220        | 60,057         |
| Algonquin                 | Community Service Officer  | 51,391        | 74,124        | 87,806         |
| Oswego                    | Community Service Officer  | 32,136        | 53,560        | 36,400         |
| New Lenox                 | Community Service Officer  | 48,843        | 69,518        | 54,941         |
| Lockport                  | Community Service Officer  | 40,000        | 50,000        | 40,000         |
| Montgomery                | Community Service Officer  | 31,200        | 35,360        | 33,800         |
| Carpentersville           | Community Service Officer  | 18,897        | 20,956        |                |
| Bartlett                  | Community Service Officer  | 56,548        | 82,356        | 72,340         |
| DeKalb                    | n/a                        |               |               |                |
| Morris                    | n/a                        |               |               |                |
| Crest Hill                | n/a                        |               |               |                |
| Freeport                  | n/a                        |               |               |                |
| Geneva                    | Community Service Officer  | 52,250        | 70,538        |                |
| Huntley                   | Community Service Officer  |               |               | 64,929         |
| Park Forest               | n/a                        |               |               |                |
| Plainfield                | n/a                        |               |               |                |
| Sterling                  | Community Services Officer | 49,440        | 66,744        |                |
| Tinley Park               | n/a                        |               |               |                |
| Yorkville                 | n/a                        |               |               |                |
|                           |                            |               |               |                |
| Rochelle, IL              | Community Service Officer  | 44,707        | 55,873        | 46,800         |
|                           |                            |               |               |                |
| Range Data                |                            |               |               |                |
| Average                   |                            | 44,886        | 61,811        | 56,876         |
| 50th Percentile           |                            | 49,440        | 69,518        | 60,057         |
| 60th Percentile           |                            | 51,391        | 70,538        | 61,299         |
| 65th Percentile           |                            | 51,820        | 72,331        | 62,273         |
| 70th Percentile           |                            | 52,250        | 74,124        | 63,601         |
| 75th Percentile           |                            | 53,440        | 75,172        | 64,929         |
| 80th Percentile           |                            | 54,629        | 76,220        | 67,893         |
|                           |                            |               |               |                |

|                   |     |  |  |  |
|-------------------|-----|--|--|--|
| City Compensation | n/a |  |  |  |
| City Compensation | n/a |  |  |  |

| Police Chief         |                           |               |               |                |
|----------------------|---------------------------|---------------|---------------|----------------|
| Comparable Community | Title & Position Comments | Minimum Rate: | Maximum Rate: | Actual Salary: |
| Batavia              | Police Chief              | 140,879       | 194,246       | 194,246        |
| Romeoville           | Police Chief              | 138,064       | 186,387       | 179,920        |
| Algonquin            | Police Chief              | 142,114       | 195,906       | 174,901        |
| Oswego               | Police Chief              | 121,505       | 182,258       | 166,400        |
| New Lenox            | Police Chief              | 138,824       | 180,471       | 180,471        |
| Lockport             | Police Chief              |               |               | 168,075        |
| Montgomery           | Police Chief              | 118,107       | 165,350       | 165,350        |
| Carpentersville      | Police Chief              |               |               | 164,000        |
| Bartlett             | Police Chief              | 145,959       | 195,312       | 195,312        |
| DeKalb               | Police Chief              | 118,945       | 172,472       | 161,533        |
| Morris               | Police Chief              |               |               | 136,822        |
| Crest Hill           | n/a                       |               |               |                |
| Freeport             | n/a                       |               |               |                |
| Geneva               | Chief of Police           | 135,762       | 190,067       |                |
| Huntley              | Chief of Police           |               |               | 167,321        |
| Park Forest          | n/a                       |               |               |                |
| Plainfield           | Chief of Police           |               |               | 165,600        |
| Sterling             | Police Chief              | 115,360       | 155,736       |                |
| Tinley Park          | n/a                       |               |               |                |
| Yorkville            | n/a                       |               |               |                |
|                      |                           |               |               |                |
| Rochelle, IL         | Police Chief              | 115,277       | 144,096       | 131,568        |
|                      |                           |               |               |                |
| Range Data           |                           |               |               |                |
| Average              |                           | 131,552       | 181,821       | 170,765        |
| 50th Percentile      |                           | 136,913       | 184,322       | 167,321        |
| 60th Percentile      |                           | 138,368       | 187,859       | 169,440        |
| 65th Percentile      |                           | 138,710       | 189,515       | 173,536        |
| 70th Percentile      |                           | 139,441       | 191,321       | 176,909        |
| 75th Percentile      |                           | 140,365       | 193,201       | 179,920        |
| 80th Percentile      |                           | 141,126       | 194,459       | 180,251        |
|                      |                           |               |               |                |

|                   |              |        |         |  |
|-------------------|--------------|--------|---------|--|
| City Compensation | Police Chief | 74,962 | 176,294 |  |
| City Compensation | Police Chief | 78,564 | 216,675 |  |