



## COMPENSATION AND BENEFIT RECOMMENDATIONS

### Background

The City of Raleigh Compensation Philosophy adopted by the City Council in February 2016 is the guiding force for the development and administration of the human resources compensation and benefits programs. The philosophy is based on this premise: “The City will strive to maintain a competitive market-based compensation and benefits system that ensures internal and external equity, recognizes performance and sustained contributions to the organization, and provides opportunities for growth.”

To develop annual compensation and benefits recommendations, staff is guided by these provisions of the philosophy, which:

- Defines market competitiveness as the 50th percentile when employees are fully proficient and meeting expectations;
- Uses total compensation including pay and benefits; and,
- Applies living wage criteria.

### Market Conditions

Market competitiveness is determined through ongoing surveys of the compensation and benefits practices of other employers. Annually, Human Resources staff reviews local, regional, and national compensation and benefit trends. These results are used to develop recommendations for the upcoming year.

- WorldatWork 2020/2021 Salary Budget Survey, respondents report that total salary increases budgets in the United States are remaining flat with a 3% average. Local and regional comparators range from 1- 4%, with most communities around 3%.
- Medical and pharmacy trends are projected to increase in the range of 6-9% according to the USI Trend Survey. The City assumes a 6% increase for FY2022.

## FY 2022 COMPENSATION RECOMMENDATIONS

The City of Raleigh recommends the following compensation adjustments based on City policy. The pay changes discussed below would take effect with the payroll period beginning September 11, 2021. Employees receiving a compensation adjustment will see the new pay reflected in their October 1, 2021 paycheck.

### Living Wage

According to the City of Raleigh's living wage policy adopted by City Council in January 2017, staff annually adjusts the living wage rate based on the Universal Living Wage calculation. The living wage applies to all permanent, full-time employees. For FY2022, the living wage increases from \$34,130 to \$36,052.

Employees below the new living wage rate will receive their merit pay increase and/or any remaining adjustment needed to move them to the new living wage rate on September 11, 2021.

### Fire Captain and Police Sergeant Starting Pay Rate

FY2022 is the final of a three-year phased approach to transition starting pay for Fire Captain and Police Sergeant ranks to create separation between supervisors and subordinates. The minimum of the pay range will increase 3% effective September 11, 2021, with a new starting rate of \$74,535 for Fire Captain and \$75,475 for Police Sergeant. Employees within these classifications whose salary is below \$74,535 for Fire Captain and \$75,475 for Police Sergeant respectively will receive their annual merit increase and/or any remaining adjustment needed to move them to the new starting rate effective September 11, 2021. Adjustments for employees who are already at or above the new minimum pay will follow the FY2022 merit guidelines. The revised Public Safety Pay Structure is provided as Attachment A.

### Market Adjustments

Annually, staff completes a market review to compare City jobs to our peer market group. For FY2022, 124 benchmark jobs were compared to our peer market groups. The market review showed that most jobs were paid comparably to our peer market groups. The City also trends very well with other market indicators. If any benchmark jobs were below the market midpoint reported by peer market groups, those jobs were moved to a higher pay range to match the market pay for similar jobs. As a result, other jobs also benefit and were moved to retain the salary structure within the job family. Also, those jobs that moved to a higher pay range and had a special minimum hiring rate retained that special minimum rate if the market minimum was lower.

Attachment D includes the City's Job Classification Titles and salary ranges. The positions impacted by the market review are in bold.

## Merit Pay Guidelines for General Pay Structure

Employees in the General Pay Structure that successfully meet expectations on their annual performance evaluation and have at least six months of continuous service on June 30, 2021 will receive a merit pay increase in FY2022. The merit pay increase will take effect on September 11, 2021, and employees receiving a compensation adjustment will see the new pay reflected in their October 1, 2021 paycheck.

An employee whose pay is at the maximum of the salary range may not be granted an increase that would cause the base salary to exceed the maximum of the range for that position. Once the pay range maximum is reached, the balance of any merit increase will be awarded in a one-time lump sum payment not to exceed the total merit increase amount.

Determination of merit increase:

In accordance with Standard Operating Procedure 300-8 Performance Evaluation System, employees whose performance rating *Successfully Meets Expectations* or above will receive a merit increase as follows:

- Eligible employees below the midpoint for their salary range will receive a merit pay increase of 4%.
- Eligible employees above the midpoint for their salary range will receive a merit pay increase of 2%.
- Eligible employees at or above the maximum for their salary range will receive a one-time lump sum payment of 2%.
- Once the pay range maximum is reached, the balance of any merit increase will be awarded in a one-time lump sum payment not to exceed the merit pay increase amount of 2%

Employees who receive a rating of *Needs Improvement* will not be eligible for a merit pay increase according to Standard Operating Procedure 300-8 Performance Evaluation System. Employees must have been actively at work for 50% of their scheduled work days and/or successfully meet expectations or above to be eligible for a merit increase. Exceptions may include qualifying military service leave required by USERRA, approved Family and Medical Leave (FMLA) or leave as an ADA accommodation or other reason reviewed and supported by the Human Resources Director.

Please contact your Human Resources Business Partner to discuss further and ensure eligibility review has been completed.

## Merit Pay Guidelines for Police and Fire Pay Structure

Employees in the Police and Fire Pay structure that successfully meet expectations on their annual performance evaluation and have at least six months of continuous service on June 30, 2021 will receive a merit pay increase in FY2022. The merit pay increase will take effect on September 11, 2021, and employees receiving a compensation adjustment will see the new pay reflected in their October 1, 2021 paycheck.

An employee whose pay is at the maximum of the salary range may not be granted an increase that would cause the base salary to exceed the maximum of the range for that position. Once the pay range maximum is reached, the balance of any merit increase will be awarded in a one-time lump sum payment not to exceed the total merit increase amount.

Determination of merit increase:

In accordance with Standard Operating Procedure 300-8 Performance Evaluation System, employees whose performance rating *Successfully Meets Expectations* or above will receive a merit increase as follows:

- Eligible employees below the midpoint for their salary range will receive a merit pay increase of 4%.
- Eligible employees above the midpoint for their salary range will receive a merit pay increase of 2%.
- Eligible employees at or above the maximum for their salary range will receive a one-time lump sum payment of 2%.
- Once the pay range maximum is reached, the balance of any merit increase will be awarded in a one-time lump sum payment not to exceed the merit pay increase amount of 2%

Employees who receive a rating of *Needs Improvement* will not be eligible for a merit pay increase according to Standard Operating Procedure 300-8 Performance Evaluation System. Employees must have been actively at work for 50% of their scheduled work days and/or successfully meet expectations or above to be eligible for a merit increase. Exceptions may include qualifying military service leave required by USERRA, approved Family and Medical Leave (FMLA) or leave as an ADA accommodation or other reason reviewed and supported by the Human Resources Director.

Please contact your Human Resources Business Partner to discuss further and ensure eligibility review has been completed.

## Merit Pay Guidelines for Broadband Pay Structure

Employees in the Broadband Pay Structure that receive a performance rating of successfully meet expectations or above on their annual performance evaluation and have at least six months of continuous service on June 30, 2021 are eligible for a merit increase in FY2022. The merit pay increase will take effect on September 11, 2021, and employees receiving a compensation adjustment will see the new pay reflected in their October 1, 2021 paycheck.

An employee whose pay is at the maximum of the salary range may not be granted an increase that would cause the base salary to exceed the maximum of the range for that position. Once the pay range maximum is reached, the balance of any merit increase will be awarded in a one-time lump sum payment not to exceed the total merit increase amount.

Determination of merit increase:

In accordance with Standard Operating Procedure 300-8 Performance Evaluation System, employees whose performance rating *Successfully Meets Expectations* or above will receive a merit increase as follows:

- There is no general pay adjustment for employees in this pay structure. The merit pay range is a variable pay increase of between 1% and 5% and is based on the employee's performance during the performance period.
- Department Directors will be responsible for approving merit increases for employees assigned to the Broadband pay structure.
- Department Directors will have a 3% merit pool and will be held accountable for staying within budgeted funds.
- Once the pay range maximum is reached, the balance of any merit increase will be awarded in a one-time lump sum payment.

Employees who receive a rating of *Needs Improvement* will not be eligible for a merit pay increase according to Standard Operating Procedure 300-8 Performance Evaluation System. Employees must have been actively at work for 50% of their scheduled work days and/or successfully meet expectations or above to be eligible for a merit increase. Exceptions may include qualifying military service leave required by USERRA, approved Family and Medical Leave (FMLA) or leave as an ADA accommodation or other reason reviewed and supported by the Human Resources Director.

Please contact your Human Resources Business Partner to discuss further and ensure eligibility review has been completed

## Part-Time Employee Pay Increases

Part-time employees who regularly work each week throughout the year will receive a 1% pay increase up to the maximum of their pay range.

- “Regularly work” is defined as having a job that is scheduled to work a minimum of 8 hours each week and works at least 26 weeks in a calendar year.
- To be eligible to receive an increase, the employee must have worked six months of continuous service without a break in service.
- For employees with multiple incumbencies, the increase will be applied to the employee’s primary part-time job and not to other jobs based on hours worked

## Probationary Employee Lump Sum Payment

Full-time employees hired between January 1, 2021 and March 31, 2021, will be eligible for a 1% lump sum payment. To receive this payment, these employees must be on-track to receive a performance evaluation rating of *Successfully Meets Expectations* or above as part of the performance review cycle. If an employee is on a performance improvement plan, they are not eligible for the lump sum payment.

## Award for Service

There are no proposed changes to the Award for Service program. Under current policies, when authorized by the City Council, the City awards lump sum payments following these guidelines:

- Only regular full-time employees hired prior to July 1, 2011 are eligible for this benefit. Payment to eligible participants will be made in December 2021.
- Full-time employees hired on or before June 30, 1993 will be awarded 4.2% of their annual base pay for 10 or more years of continuous service.
- Full-time employees hired on or after July 1, 1993 will be awarded 1% of their annual base pay for 5 or more years of continuous service and 2% for 10 or more years of continuous service.
- This benefit is not available to any employees hired on or after July 1, 2011.

## N.C. Local Governmental Employees' Retirement System (NCLGERS)

All regular full-time employees are covered under the North Carolina Local Governmental Employees' Retirement System (NCLGERS).

All full-time employees contribute 6% of their annual salary on a tax-deferred basis.

- The City contribution is 11.35% for regular full-time employees.
- The City contribution is 12.10% for sworn law enforcement full-time employees.
- The City's contribution increases 1.2% in FY22 as determined by the LGERS Board of Trustees. No changes are proposed to the employee contribution.

As required by law, the City receives a monthly report of potential contribution deficits, and it is available to the governing board if requested. The funding of any contribution deficit is borne by the City and not the employee.

## Supplemental Retirement Plans

To maximize retirement income, all regular full-time employees may voluntarily participate in either the City's 457 Supplemental Retirement Plan or the Supplemental Retirement Income Plan of North Carolina 401(K) Plan, or in both plans.

### ***City's 457 Supplemental Retirement Plan***

Effective July 1, 2021, staff proposes eliminating the five-year vesting period for the City's 457 Supplemental Retirement Plan. This change will allow employees full ownership of both employee and employer contributions and interest earned as soon as they begin participation. Prior to this change, employer contributions and interest earned on those are not vested until the employee has five years of service with the City. Eliminating the vesting period aligns more closely with benefits offered by local peer employers and may encourage greater employee participation in the Plan.

- Participation in this plan is voluntary.
- All regular full-time employees may contribute a minimum of 1.5% of their salary to receive the City's match of 3%.
- Sworn law enforcement officers do not receive the City match, but are eligible to contribute.
- Contributions can be made on a tax-deferred or an after-tax basis.
- Employees will have full ownership of both employee and employer contributions and interest earned as soon as they begin participation.

### ***Supplemental Retirement Income Plan of N.C. 401(k) Plan***

- Participation in this plan is voluntary.
- As required by law, sworn law enforcement officers receive a City contribution of 5% with no matching contribution required. No matching contribution is offered for regular full-time employees.
- Contributions can be made on a tax-deferred or after-tax basis.



## Other Pay Adjustment Guidelines

As with all City programs, all compensation system recommendations are subject to change based on future appropriations, available funding, and policy direction. The recommendations here are made with the understanding that the Council may implement changes as it deems appropriate at any time and may revise, rescind, or modify programs and funding in its sole discretion. These recommendations are not guaranteed and do not create any contract or contractual obligation, but reflect the City's plans and goals for employee compensation of its at will employees.

## Holiday Schedule

City Council annually approves the Holiday Schedule for employees. Attachment E contains the calendar year 2022 holiday schedule. No changes are proposed for Calendar Year 2022. The holiday schedule includes thirteen (13) paid holidays:

- New Year's Day
- Martin Luther King, Jr. Birthday
- Good Friday
- Memorial Day
- Juneteenth
- Independence Day
- Labor Day
- Veterans Day
- Thanksgiving (2)
- Christmas (3)

## FY 2022 BENEFITS RECOMMENDATIONS

The proposed budget maintains our highly competitive package of employee benefits. The City expects our health plan claims to increase by 6% in FY 2022, driven by medical claims and pharmacy costs. The proposed budget has the City absorbing the full cost increase with no monthly premium changes for FY2022. The City proposes no changes to out-of-pocket maximums and will maintain the no-premium employee-only plan (Plan B) that covers 38% of our employees.

### Health Coverage

The City’s medical insurance program is self-funded for active and retired employees. Stop-loss insurance is purchased by the City to cover catastrophic claims that exceed \$375,000 per individual in a calendar year. The City uses third-party claims administrators to provide medical management services and pay medical and prescription drug claims. Blue Cross Blue Shield of North Carolina is the medical claims administrator, Prime Therapeutics - Blue Cross Blue Shield of North Carolina is the prescription drug plan administrator, and Delta Dental is the dental plan administrator. USI Insurance is the City’s healthcare consultant, who provides industry expertise in benefit plan development and management.

#### Monthly Medical Premiums:

- There are no changes to the monthly medical premiums for active employees or retirees.
- Effective January 1, 2022, the employee compliant monthly premiums are:

| Plan Type           | Plan A   | Plan B   |
|---------------------|----------|----------|
| Employee Only       | \$50.00  | \$0.00   |
| Employee + Spouse   | \$442.00 | \$306.00 |
| Employee + Child    | \$212.00 | \$133.00 |
| Employee + Children | \$282.00 | \$177.00 |
| Family              | \$667.00 | \$468.00 |
| Split Family        | \$235.00 | \$169.00 |

## FY2022 EMPLOYEE COMPENSATION AND BENEFITS RECOMMENDATIONS

- For retirees, the compliant monthly premiums are:

| Plan Type           | Plan A   | Plan B   |
|---------------------|----------|----------|
| Employee Only       | \$56.00  | \$0.00   |
| Employee + Spouse   | \$460.00 | \$306.00 |
| Employee + Child    | \$234.00 | \$140.00 |
| Employee + Children | \$311.00 | \$186.00 |
| Family              | \$698.00 | \$468.00 |

- Per City Council resolutions, the rates and dependent subsidies offered to retirees from the City of Raleigh are dependent on his or her date of hire and years of service.

### *Service Retiree Coverage*

- For those hired before July 1, 2008, retirees are eligible for health insurance paid by the City until age 65.
- For those hired on or after July 1, 2008, those who retire with 15 years of service, will be eligible to have 50% of their medical plan premium cost covered by the City until age 65. With 25 years' service, retirees will receive full coverage paid by the City until age 65. At intervals between 15 years and 25 years, there will be a 5% per year additive to the 15-year 50% amount.

### *Medical Coverage for Retiree Spouse and Dependents*

- For retirees hired before July 1, 2007, the City pays a portion of the cost for spousal and dependent medical coverage.
  - For those hired on or after July 1, 2007, retirees must fund 100% of the cost to the City for elected spousal or dependent medical coverage.
- To be eligible for the wellness compliant premium rates, employees, retirees and covered spouses must complete the Annual Wellness Assessment requirements and submit the Non-Tobacco Use Attestation or agree to participate in the tobacco cessation program.
  - The wellness non-compliant rates remain the same at \$50 per month added to the base premium amount for both Plan A and Plan B participants.
  - The City will continue to administer a spousal surcharge of \$50 per month for covered spouses who have access to other health insurance coverage but choose to take the City's health insurance as primary coverage.

For specific rate information, please contact Human Resources staff.

## Dental Coverage

### Monthly Dental Premiums:

- There are no changes to the monthly dental premiums. Effective January 1, 2022, the monthly premiums are:

| Plan Type           | Core    | Enhanced |
|---------------------|---------|----------|
| Employee Only       | \$0.00  | \$10.25  |
| Employee + Spouse   | \$13.10 | \$34.33  |
| Employee + Child    | \$7.15  | \$25.74  |
| Employee + Children | \$9.52  | \$28.88  |
| Family              | \$27.20 | \$63.04  |

## Attachments

### Attachment A – **Recommended Police and Fire Pay Structure**

New minimum pay rates are established for Police Sergeants and Fire Captains. This is the final year of a three-year phased approach with 3% annual adjustments to the minimum rate of pay to create separation between supervisors and subordinates. The final starting rate of pay will be \$74,535 for Fire Captain and \$75,475 for Police Sergeant effective September 11, 2021.

### Attachment B – **Recommended General Pay Structure**

The living wage increase is effective September 11, 2021 along with other employee compensation adjustments.

### Attachment C – **Recommended Broadband Pay Structure**

There are no recommended changes to the Broadband Pay Structure in FY2022.

### Attachment D – **Job Classifications**

The Job Classifications table is updated annually to include all recommended classification and compensation adjustments. These include living wage, classifications impacted by the annual market review, and the public safety minimum adjustments. Classifications in bold are adjusted based on the results of the market review.

### Attachment E – **Calendar Year 2022 Holiday Schedule**

City Council annually approves the Holiday Schedule for employees. No changes are proposed for Calendar Year 2022.

# POLICE AND FIRE OPEN RANGE STRUCTURE

|                       | Minimum | Midpoint | Maximum |
|-----------------------|---------|----------|---------|
| <b>Classification</b> |         |          |         |
| Police Officer        | 42,300  | 53,987   | 68,389  |
| Senior Officer        | 47,735  | 60,923   | 77,175  |
| Police Detective      | 51,738  | 66,033   | 83,648  |
| Police Sergeant       | 75,475  | 80,632   | 90,121  |

|                       | Minimum | Midpoint | Maximum |
|-----------------------|---------|----------|---------|
| <b>Classification</b> |         |          |         |
| Firefighter           | 39,200  | 50,030   | 63,377  |
| Senior Firefighter    | 44,565  | 56,877   | 72,050  |
| Fire Lieutenant       | 49,929  | 63,724   | 80,724  |
| Fire Captain          | 74,535  | 79,627   | 88,998  |

- This Open Range Pay Structure applies to the City’s sworn police up to the rank of Sergeant and uniform fire positions up to the rank of Captain.
- Fire Recruits start at \$38,058. The firefighters are moved to the Firefighter classification to a salary of \$39,200, after graduating from the fire training academy.
- Police Recruits start at \$41,068. The officers are moved to the Police Officer classification to a salary of \$42,300, after graduating from the police training academy.
- Advancement through the range requires successful job performance, achieving specific skills and certifications, or a combination of these requirements.

| Minimum | Midpoint | Maximum |
|---------|----------|---------|
| 36,052  | 36,528   | 46,273  |
| 36,052  | 38,355   | 48,586  |
| 37,133  | 41,487   | 52,554  |
| 38,248  | 45,367   | 57,470  |
| 40,395  | 48,808   | 61,828  |
| 40,712  | 51,960   | 65,821  |
| 43,488  | 55,503   | 70,310  |
| 46,510  | 59,360   | 75,196  |
| 50,930  | 65,001   | 82,341  |

- General Pay Structure is a salary structure that provides salary increase(s) as an employee progresses through the range based on successful job performance.
- The lowest salary is \$36,052, which matches the City's Living Wage Policy adjustment effective September 11, 2021.
- This General Pay Structure applies to the City's regular, full-time skilled trade, labor, and administrative positions. All positions are non-exempt and subject to the Civil Service Act. This structure applies to roughly 2,000 positions.
- As with all compensation programs, the City Council may make changes to the structure as it deems appropriate at any time.

|                                     | Minimum | Midpoint | Maximum |
|-------------------------------------|---------|----------|---------|
| Supervisors and Technical Positions | 43,981  | 62,673   | 81,365  |
|                                     | 47,902  | 68,260   | 88,618  |
|                                     | 51,822  | 73,847   | 95,871  |
|                                     | 56,732  | 80,843   | 104,954 |
|                                     | 60,331  | 85,972   | 111,612 |
|                                     | 63,930  | 91,100   | 118,271 |
| Managers                            | 67,529  | 96,229   | 124,929 |
|                                     | 71,450  | 101,816  | 132,182 |
|                                     | 75,370  | 107,403  | 139,435 |
|                                     | 80,280  | 114,399  | 148,518 |
|                                     | 86,167  | 122,788  | 159,409 |
| Directors and Executives            | 91,077  | 129,785  | 168,492 |
|                                     | 95,631  | 136,274  | 176,917 |
|                                     | 100,412 | 143,088  | 185,763 |
|                                     | 105,433 | 150,242  | 195,051 |
|                                     | 110,705 | 157,754  | 204,804 |
|                                     | 127,310 | 181,417  | 235,524 |
|                                     | 140,041 | 199,559  | 259,077 |
|                                     | 154,046 | 219,515  | 284,984 |

- The broadband structure applies to the City’s technical, supervisory, managerial, and executive positions. This structure applies to roughly 1,000 positions.
- This structure has fewer pay levels with broad pay ranges based on the market-based midpoint. This is meant to reduce the need for job reclassifications and offer employees long-term salary potential in the same position.
- The broad salary ranges give managers flexibility to set starting salary. This allows for hiring of either minimal experience or more experienced staff, depending on organizational needs.
- Pay increases are tied to performance level instead of experience and may include certifications and other contributions to the organization.



## JOB CLASSIFICATIONS

| Job Classification Title                       | FLSA     | Minimum        | Midpoint       | Maximum        |
|--|----------|----------------|----------------|----------------|
| Administrative Specialist                      | N        | 40,395         | 48,808         | 61,828         |
| Administrative Supervisor                      | E        | 56,732         | 80,843         | 104,954        |
| Administrative Support Supervisor              | N        | 43,488         | 55,503         | 70,310         |
| Administrative Technician                      | N        | 37,133         | 41,487         | 52,554         |
| Animal Control Officer                         | N        | 37,133         | 41,487         | 52,554         |
| Animal Control Officer, Senior                 | N        | 38,248         | 45,367         | 57,470         |
| Animal Control Supervisor                      | N        | 43,488         | 55,503         | 70,310         |
| Arts and Cultural Services Supervisor, Senior  | E        | 60,331         | 85,972         | 111,612        |
| Assistant City Clerk                           | N        | 50,930         | 65,001         | 82,341         |
| <b>Assistant City Manager</b>                  | <b>E</b> | <b>127,310</b> | <b>181,417</b> | <b>235,524</b> |
| Assistant Department Director I                | E        | 80,280         | 114,399        | 148,518        |
| Assistant Department Director II               | E        | 86,167         | 122,788        | 159,409        |
| Assistant Director                             | E        | 80,280         | 114,399        | 148,518        |
| Assistant Fire Chief                           | E        | 80,280         | 114,399        | 148,518        |
| Assistant Fire Marshal                         | E        | 51,822         | 73,847         | 95,871         |
| Associate City Attorney                        | E        | 87,719         | 125,000        | 162,281        |
| Asst Fire Chief (Asst Dir.)                    | E        | 80,280         | 114,399        | 148,518        |
| Box Office Operations Supervisor               | E        | 43,981         | 62,673         | 81,365         |
| Box Office Technician                          | N        | 38,248         | 45,367         | 57,470         |
| Business Systems Analyst                       | E        | 47,902         | 68,260         | 88,618         |
| Business Systems Analyst, Senior               | E        | 56,732         | 80,843         | 104,954        |
| Business Systems Specialist                    | N        | 40,395         | 48,808         | 61,828         |
| Chief Building Official                        | E        | 71,450         | 101,816        | 132,182        |
| Chief Inspection Compliance Officer            | E        | 51,822         | 73,847         | 95,871         |
| <b>Chief Officer I</b>                         | <b>E</b> | <b>105,433</b> | <b>150,242</b> | <b>195,051</b> |
| <b>Chief Officer II</b>                        | <b>E</b> | <b>110,705</b> | <b>157,754</b> | <b>204,804</b> |
| City Attorney                                  | E        | 140,105        | 199,650        | 259,195        |
| <b>City Clerk</b>                              | <b>E</b> | <b>127,310</b> | <b>181,417</b> | <b>235,524</b> |
| <b>City Manager</b>                            | <b>E</b> | <b>154,046</b> | <b>219,515</b> | <b>284,984</b> |
| <b>Code Compliance Officer</b>                 | <b>N</b> | <b>40,712</b>  | <b>51,960</b>  | <b>65,821</b>  |
| Communications Administrator*                  | E        | 69,380         | 85,972         | 111,612        |
| Communications Analyst*                        | E        | 50,138         | 62,673         | 81,365         |
| Communications Analyst, Senior                 | E        | 51,822         | 73,847         | 95,871         |
| <b>Communications and Marketing Supervisor</b> | <b>E</b> | <b>60,331</b>  | <b>85,972</b>  | <b>111,612</b> |
| Communications Manager                         | E        | 67,529         | 96,229         | 124,929        |
| Communications Relations Coordinator           | N        | 46,510         | 59,360         | 75,196         |
| Community Development Planner/Analyst          | E        | 43,980         | 62,673         | 81,365         |
| Community Development Planner/Analyst, Sr      | E        | 51,822         | 73,847         | 95,871         |
| Community Development Coordinator              | N        | 43,488         | 55,503         | 70,310         |
| Community Development Supervisor I             | E        | 51,822         | 73,847         | 95,871         |
| Community Development Supervisor II            | E        | 56,732         | 80,843         | 104,954        |
| Community Relations Analyst                    | E        | 43,981         | 62,673         | 81,365         |
| Community Relations Analyst, Senior            | E        | 51,822         | 73,847         | 95,871         |
| Community Relations Coordinator                | N        | 46,510         | 59,360         | 75,196         |
| Community Relations Specialist                 | N        | 40,395         | 48,808         | 61,828         |

## JOB CLASSIFICATIONS

|  |          |               |               |                |
|--|----------|---------------|---------------|----------------|
| Community Relations Supervisor                     | E        | 56,732        | 80,843        | 104,954        |
| Compliance/Inspection Supervisor                   | E        | 51,822        | 73,847        | 95,871         |
| Curator  | E        | 47,902        | 68,260        | 88,618         |
| Curator, Senior                                    | E        | 51,822        | 73,847        | 95,871         |
| Customer Service Rep                               | N        | 36,052        | 38,355        | 48,586         |
| Customer Service Supervisor                        | N        | 43,488        | 55,503        | 70,310         |
| Customer Service Technician                        | N        | 37,133        | 41,487        | 52,554         |
| Customer Service Technician, Senior                | N        | 38,248        | 45,367        | 57,470         |
| Department Director I                              | E        | 91,077        | 129,785       | 168,492        |
| Department Director II                             | E        | 95,631        | 136,274       | 176,917        |
| Deputy City Attorney                               | E        | 106,140       | 151,250       | 196,360        |
| Deputy City Clerk                                  | E        | 56,732        | 80,843        | 104,954        |
| Deputy City Manager                                | E        | 140,041       | 199,559       | 259,077        |
| Deputy Fire Marshal                                | N        | 50,930        | 65,001        | 82,341         |
| Development Services Manager                       | E        | 67,529        | 96,229        | 124,929        |
| Development Services Operations Supervisor         | E        | 43,981        | 62,673        | 81,365         |
| <b>Development Services Specialist</b>             | <b>N</b> | <b>40,712</b> | <b>51,960</b> | <b>65,821</b>  |
| <b>Development Services Specialist, Senior</b>     | <b>N</b> | <b>43,488</b> | <b>55,503</b> | <b>70,310</b>  |
| Development Services Supervisor                    | E        | 51,822        | 73,847        | 95,871         |
| Development Services Supervisor, Senior            | E        | 67,529        | 96,229        | 124,929        |
| Development Services Tech                          | N        | 38,248        | 45,367        | 57,470         |
| Division Fire Chief                                | E        | 67,529        | 96,229        | 124,929        |
| <b>Economic Development Analyst</b>                | <b>E</b> | <b>47,902</b> | <b>68,260</b> | <b>88,618</b>  |
| Economic Development Analyst, Senior               | E        | 51,822        | 73,847        | 95,871         |
| Economic Development Coordinator                   | N        | 46,510        | 59,360        | 75,196         |
| Electrician  | N        | 40,712        | 51,960        | 65,821         |
| Electrician, Senior                                | N        | 43,488        | 55,503        | 70,310         |
| Emergency Communications Call Taker Recruit        | N        | 36,052        | -             | -              |
| <b>Emergency Communications Call Taker</b>         | <b>N</b> | <b>37,133</b> | <b>45,367</b> | <b>57,470</b>  |
| <b>Emergency Communications Operations Manager</b> | <b>E</b> | <b>47,902</b> | <b>68,260</b> | <b>88,618</b>  |
| <b>Emergency Communications Specialist</b>         | <b>N</b> | <b>43,488</b> | <b>55,503</b> | <b>70,310</b>  |
| <b>Emergency Communications Supervisor</b>         | <b>N</b> | <b>50,930</b> | <b>65,001</b> | <b>82,341</b>  |
| Emergency Telecomm Recruit                         | N        | 37,000        | -             | -              |
| <b>Emergency Telecommunicator</b>                  | <b>N</b> | <b>38,248</b> | <b>48,808</b> | <b>61,828</b>  |
| <b>Emergency Telecommunicator Senior</b>           | <b>N</b> | <b>40,712</b> | <b>51,960</b> | <b>65,821</b>  |
| <b>Engineer*</b>                                   | <b>E</b> | <b>56,045</b> | <b>73,847</b> | <b>95,871</b>  |
| <b>Engineer, Senior*</b>                           | <b>E</b> | <b>59,595</b> | <b>80,843</b> | <b>104,954</b> |
| Engineering Manager*                               | E        | 85,740        | 101,816       | 132,182        |
| <b>Engineering Specialist</b>                      | <b>N</b> | <b>43,488</b> | <b>55,503</b> | <b>70,310</b>  |
| <b>Engineering Specialist, Senior</b>              | <b>N</b> | <b>46,510</b> | <b>59,360</b> | <b>75,196</b>  |
| <b>Engineering Supervisor*</b>                     | <b>E</b> | <b>64,674</b> | <b>85,972</b> | <b>111,612</b> |
| <b>Engineering Supervisor, Senior*</b>             | <b>E</b> | <b>72,397</b> | <b>91,100</b> | <b>118,271</b> |
| <b>Engineering Support Supervisor</b>              | <b>N</b> | <b>50,930</b> | <b>65,001</b> | <b>82,341</b>  |
| <b>Engineering Technician</b>                      | <b>N</b> | <b>38,248</b> | <b>48,808</b> | <b>61,828</b>  |
| <b>Engineering Technician, Senior</b>              | <b>N</b> | <b>40,712</b> | <b>51,960</b> | <b>65,821</b>  |

## JOB CLASSIFICATIONS

|  |          |               |               |                |
|--|----------|---------------|---------------|----------------|
| Environmental & Sustainability Analyst         | E        | 47,902        | 68,260        | 88,618         |
| Environmental & Sustainability Analyst, Senior | E        | 51,822        | 73,847        | 95,871         |
| Environmental & Sustainability Specialist      | N        | 40,395        | 48,808        | 61,828         |
| Events Coordinator                             | N        | 43,488        | 55,503        | 70,310         |
| Events Planner                                 | E        | 47,902        | 68,260        | 88,618         |
| Events Supervisor                              | E        | 56,732        | 80,843        | 104,954        |
| Events Technician                              | N        | 37,133        | 41,487        | 52,554         |
| Executive Management Coordinator               | N        | 46,510        | 59,360        | 75,196         |
| Executive Management Coordinator, Senior       | E        | 50,930        | 65,001        | 82,341         |
| Fire Battalion Chief                           | E        | 60,331        | 85,972        | 111,612        |
| Fire Captain                                   | N        | 74,535        | 79,627        | 88,998         |
| Fire Lieutenant                                | N        | 49,929        | 63,724        | 80,724         |
| Firefighter                                    | N        | 39,200        | 50,030        | 63,377         |
| Firefighter Recruit                            | N        | 39,200        | -             | -              |
| Fiscal Analyst                                 | E        | 47,902        | 68,260        | 88,618         |
| Fiscal Analyst, Senior*                        | E        | 59,595        | 73,847        | 95,871         |
| Fiscal Manager I                               | E        | 67,529        | 96,229        | 124,929        |
| Fiscal Manager II                              | E        | 71,450        | 101,816       | 132,182        |
| Fiscal Specialist                              | N        | 40,395        | 48,808        | 61,828         |
| Fiscal Specialist, Senior                      | N        | 40,712        | 51,960        | 65,821         |
| Fiscal Supervisor*                             | E        | 65,241        | 80,843        | 104,954        |
| Fiscal Support Supervisor                      | N        | 43,488        | 55,503        | 70,310         |
| Fleet Maintenance Manager                      | E        | 60,331        | 85,972        | 111,612        |
| Fleet Maintenance Operations Supervisor*       | N        | 53,842        | 65,001        | 82,341         |
| Fleet Maintenance Specialist                   | N        | 40,712        | 51,960        | 65,821         |
| Fleet Maintenance Specialist, Senior           | N        | 43,488        | 55,503        | 70,310         |
| <b>Fleet Maintenance Superintendent</b>        | <b>E</b> | <b>56,732</b> | <b>80,843</b> | <b>104,954</b> |
| Fleet Maintenance Supervisor                   | E        | 56,732        | 80,843        | 104,954        |
| Fleet Maintenance Technician, Senior           | N        | 38,248        | 45,367        | 57,470         |
| Fleet Maintenance Technician                   | N        | 37,133        | 41,487        | 52,554         |
| GIS Analyst                                    | E        | 51,822        | 73,847        | 95,871         |
| GIS Analyst, Senior                            | E        | 56,732        | 80,843        | 104,954        |
| GIS Specialist                                 | N        | 43,488        | 55,503        | 70,310         |
| <b>GIS Technician</b>                          | <b>N</b> | <b>40,712</b> | <b>51,960</b> | <b>65,821</b>  |
| Greenway Manager                               | E        | 56,732        | 80,843        | 104,954        |
| Health and Safety Analyst                      | E        | 43,981        | 62,673        | 81,365         |
| Health and Safety Analyst, Senior              | E        | 47,902        | 68,260        | 88,618         |
| Health and Safety Specialist                   | N        | 40,395        | 48,808        | 61,828         |
| Health and Safety Specialist, Senior           | N        | 40,712        | 51,960        | 65,821         |
| Housing Compliance Inspector, Senior           | N        | 46,510        | 59,360        | 75,196         |
| Housing Compliance Inspector                   | N        | 43,488        | 55,503        | 70,310         |
| Housing Compliance Officer                     | N        | 40,712        | 51,960        | 65,821         |
| Housing Inspection Administrator               | E        | 56,732        | 80,843        | 104,954        |
| Human Resources Analyst                        | E        | 47,902        | 68,260        | 88,618         |
| Human Resources Analyst, Senior*               | E        | 58,040        | 73,847        | 95,871         |
| Human Resources Coordinator                    | N        | 46,510        | 59,360        | 75,196         |
| Human Resources Manager                        | E        | 67,529        | 96,229        | 124,929        |

|   |          |               |               |                |
|---|----------|---------------|---------------|----------------|
| Human Resources Supervisor*                       | E        | 66,944        | 80,843        | 104,954        |
| Internal Auditor                                  | E        | 51,822        | 73,847        | 95,871         |
| Internal Auditor Senior                           | E        | 56,732        | 80,843        | 104,954        |
| <b>Inventory and Warehouse Supervisor</b>         | <b>N</b> | <b>40,395</b> | <b>48,808</b> | <b>61,828</b>  |
| Inventory Technician                              | N        | 37,133        | 41,487        | 52,554         |
| Laboratory Scientist                              | E        | 43,981        | 62,673        | 81,365         |
| Laboratory Scientist Supervisor                   | E        | 56,732        | 80,843        | 104,954        |
| Laboratory Scientist, Senior                      | E        | 47,902        | 68,260        | 88,618         |
| Laboratory Specialist                             | N        | 40,395        | 48,808        | 61,828         |
| <b>Landscape Architect</b>                        | <b>E</b> | <b>56,732</b> | <b>80,843</b> | <b>104,954</b> |
| Maintenance and Operations Crew Supervisor        | N        | 46,510        | 59,360        | 75,196         |
| Maintenance and Operations Manager                | E        | 67,529        | 96,229        | 124,929        |
| <b>Maintenance and Operations Superintendent*</b> | <b>E</b> | <b>53,271</b> | <b>68,260</b> | <b>88,618</b>  |
| Maintenance and Operations Supervisor             | E        | 56,732        | 80,843        | 104,954        |
| <b>Maintenance Specialist</b>                     | <b>N</b> | <b>40,712</b> | <b>51,960</b> | <b>65,821</b>  |
| Maintenance Specialist, Senior                    | N        | 43,488        | 55,503        | 70,310         |
| <b>Maintenance Technician</b>                     | <b>N</b> | <b>38,248</b> | <b>45,367</b> | <b>57,470</b>  |
| <b>Maintenance Technician, Senior</b>             | <b>N</b> | <b>40,395</b> | <b>48,808</b> | <b>61,828</b>  |
| <b>Maintenance Worker</b>                         | <b>N</b> | <b>37,133</b> | <b>41,487</b> | <b>52,554</b>  |
| Natural Resources and Parks Crew Supervisor       | N        | 50,930        | 65,001        | 82,341         |
| Natural Resources and Parks Operations Supervisor | E        | 47,902        | 68,260        | 88,618         |
| Natural Resources and Parks Specialist            | N        | 40,712        | 51,960        | 65,821         |
| Natural Resources and Parks Specialist, Senior    | N        | 46,510        | 59,360        | 75,196         |
| Natural Resources and Parks Superintendent        | E        | 56,732        | 80,843        | 104,954        |
| Natural Resources and Parks Supervisor            | E        | 60,331        | 85,972        | 111,612        |
| Natural Resources and Parks Supervisor, Senior    | E        | 63,930        | 91,100        | 118,271        |
| Nurse   | E        | 47,902        | 68,260        | 88,618         |
| Office Assistant                                  | N        | 36,052        | 38,355        | 48,586         |
| Paralegal   | N        | 43,488        | 55,503        | 70,310         |
| <b>Parking Enforcement Representative</b>         | <b>N</b> | <b>37,133</b> | <b>41,487</b> | <b>52,554</b>  |
| Parking Manager                                   | E        | 67,529        | 96,229        | 124,929        |
| Parking Operations Supervisor                     | N        | 46,510        | 59,360        | 75,196         |
| Parking Specialist                                | N        | 40,395        | 48,808        | 61,828         |
| Parking Superintendent                            | E        | 43,981        | 62,673        | 81,365         |
| Physician Assistant                               | E        | 71,450        | 101,816       | 132,182        |
| Planner*  | E        | 48,819        | 62,673        | 81,365         |
| Planner, Senior                                   | E        | 51,822        | 73,847        | 95,871         |
| Planning Manager                                  | E        | 67,529        | 96,229        | 124,929        |
| Planning Specialist                               | N        | 40,712        | 51,960        | 65,821         |
| Planning Supervisor                               | E        | 56,732        | 80,843        | 104,954        |
| Plans Exam/Multi Trade, Senior                    | N        | 50,930        | 65,001        | 82,341         |
| Plans Examiner                                    | N        | 46,510        | 59,360        | 75,196         |

## JOB CLASSIFICATIONS

|   |          |               |               |                |
|---|----------|---------------|---------------|----------------|
| Plans Examiner, Senior                        | N        | 50,930        | 65,001        | 82,341         |
| Plans Examiner/ Multi Trade                   | N        | 46,510        | 59,360        | 75,196         |
| Plant Operations Manager                      | E        | 67,529        | 96,229        | 124,929        |
| <b>Plant Operations Specialist</b>            | <b>N</b> | <b>40,712</b> | <b>51,960</b> | <b>65,821</b>  |
| Plant Operations Specialist, Senior           | N        | 43,488        | 55,503        | 70,310         |
| Plant Operations Superintendent               | E        | 56,732        | 80,843        | 104,954        |
| Plant Operations Supervisor                   | E        | 47,902        | 68,260        | 88,618         |
| Police Captain                                | E        | 60,331        | 85,972        | 111,612        |
| Police Detective                              | N        | 51,738        | 66,033        | 83,648         |
| Police Lieutenant                             | E        | 56,732        | 80,843        | 104,954        |
| Police Major                                  | E        | 71,450        | 101,816       | 132,182        |
| Police Officer                                | N        | 42,300        | 53,987        | 68,389         |
| Police Officer Recruit                        | N        | 41,068        | -             | -              |
| Police Officer Recruit Lat                    | N        | 44,415        | 49,201        | 53,987         |
| Police Sergeant                               | E        | 75,475        | 80,632        | 90,121         |
| Procurement Analyst*                          | E        | 48,819        | 62,673        | 81,365         |
| Procurement Analyst, Senior                   | E        | 51,822        | 73,847        | 95,871         |
| Procurement Manager                           | E        | 67,529        | 96,229        | 124,929        |
| Procurement Supervisor                        | E        | 56,732        | 80,843        | 104,954        |
| Psychologist                                  | E        | 60,331        | 85,972        | 111,612        |
| Public Safety Analyst                         | E        | 47,902        | 68,260        | 88,618         |
| Public Safety Specialist                      | N        | 40,395        | 48,808        | 61,828         |
| Public Safety Specialist, Senior              | N        | 43,488        | 55,503        | 70,310         |
| Public Safety Technician                      | N        | 37,133        | 41,487        | 52,554         |
| Public Safety Technician, Senior              | N        | 38,248        | 45,367        | 57,470         |
| Real Estate Analyst                           | E        | 43,981        | 62,673        | 81,365         |
| Real Estate Analyst, Senior                   | E        | 51,822        | 73,847        | 95,871         |
| Real Estate Manager                           | E        | 67,529        | 96,229        | 124,929        |
| Real Estate Supervisor                        | E        | 56,732        | 80,843        | 104,954        |
| Records Supervisor                            | N        | 43,488        | 55,503        | 70,310         |
| Records Technician                            | N        | 38,248        | 45,367        | 57,470         |
| Recreation Programs Analyst                   | E        | 43,981        | 62,673        | 81,365         |
| Recreation Programs Assistant                 | N        | 36,052        | 36,528        | 46,273         |
| Recreation Programs Specialist                | N        | 40,395        | 48,808        | 61,828         |
| Recreation Programs Supervisor                | E        | 56,732        | 80,843        | 104,954        |
| Recreation Progs Analyst, Senior              | E        | 51,822        | 73,847        | 95,871         |
| Risk Management Analyst                       | E        | 47,902        | 68,260        | 88,618         |
| Risk Management Specialist                    | N        | 43,488        | 55,503        | 70,310         |
| Risk Manager                                  | E        | 60,331        | 85,972        | 111,612        |
| Sales and Marketing Analyst*                  | E        | 51,897        | 62,673        | 81,365         |
| Sales and Marketing Specialist                | N        | 40,395        | 48,808        | 61,828         |
| <b>Sales and Marketing Supervisor</b>         | <b>E</b> | <b>60,331</b> | <b>85,972</b> | <b>111,612</b> |
| <b>Sales and Marketing Supervisor, Senior</b> | <b>E</b> | <b>63,930</b> | <b>91,100</b> | <b>118,271</b> |
| Security Guard                                | N        | 36,052        | 38,355        | 48,586         |
| Security Manager                              | E        | 56,732        | 80,843        | 104,954        |
| <b>Security Supervisor</b>                    | <b>E</b> | <b>47,902</b> | <b>68,260</b> | <b>88,618</b>  |
| Senior Associate City Attorney                | E        | 96,491        | 137,500       | 178,509        |
| Senior Deputy City Attorney                   | E        | 116,754       | 166,375       | 215,996        |

## JOB CLASSIFICATIONS

|  |          |               |                |                |
|--|----------|---------------|----------------|----------------|
| Senior Firefighter                       | N        | 44,565        | 56,877         | 72,050         |
| Senior Manager                           | E        | 80,280        | 114,399        | 148,518        |
| Senior Police Officer                    | N        | 47,735        | 60,923         | 77,175         |
| Senior Video Production Engineer         | E        | 51,822        | 73,847         | 95,871         |
| Special Events Coordinator               | N        | 43,488        | 55,503         | 70,310         |
| Special Events Planner                   | E        | 47,902        | 68,260         | 88,618         |
| <b>Technology Analyst</b>                | <b>E</b> | <b>60,331</b> | <b>85,972</b>  | <b>111,612</b> |
| <b>Technology Analyst, Senior</b>        | <b>E</b> | <b>63,930</b> | <b>91,100</b>  | <b>118,271</b> |
| <b>Technology Manager*</b>               | <b>E</b> | <b>81,453</b> | <b>107,403</b> | <b>139,435</b> |
| Technology Project Manager*              | E        | 71,602        | 91,100         | 118,271        |
| <b>Technology Specialist</b>             | <b>N</b> | <b>46,510</b> | <b>59,360</b>  | <b>75,196</b>  |
| <b>Technology Specialist, Senior</b>     | <b>N</b> | <b>50,930</b> | <b>65,001</b>  | <b>82,341</b>  |
| Technology Supervisor*                   | E        | 71,602        | 91,100         | 118,271        |
| <b>Technology Systems Administrator</b>  | <b>E</b> | <b>56,732</b> | <b>80,843</b>  | <b>104,954</b> |
| Technology Technician                    | N        | 40,395        | 48,808         | 61,828         |
| Technology Technician, Senior            | N        | 40,712        | 51,960         | 65,821         |
| Ticket Seller                            | N        | 37,133        | 41,487         | 52,554         |
| Trades Inspector                         | N        | 43,488        | 55,503         | 70,310         |
| Trades Inspector, Senior                 | N        | 46,510        | 59,360         | 75,196         |
| Trades Maintenance Specialist            | N        | 40,712        | 51,960         | 65,821         |
| Trades Maintenance Specialist, Senior    | N        | 43,488        | 55,503         | 70,310         |
| Training and Development Analyst         | E        | 43,981        | 62,673         | 81,365         |
| Training and Development Analyst, Senior | E        | 51,822        | 73,847         | 95,871         |
| Training and Development Coordinator*    | N        | 53,842        | 59,360         | 75,196         |
| Training and Development Supervisor      | E        | 56,732        | 80,843         | 104,954        |
| Transportation Analyst                   | E        | 47,902        | 68,260         | 88,618         |
| Transportation Analyst, Senior           | E        | 51,822        | 73,847         | 95,871         |
| Transportation Crew Supervisor           | N        | 46,510        | 59,360         | 75,196         |
| Transportation Manager                   | E        | 71,450        | 101,816        | 132,182        |
| Transportation Specialist                | N        | 40,395        | 48,808         | 61,828         |
| Transportation Specialist, Senior        | N        | 43,488        | 55,503         | 70,310         |
| <b>Transportation Superintendent*</b>    | <b>E</b> | <b>51,018</b> | <b>68,260</b>  | <b>88,618</b>  |
| Transportation Supervisor                | E        | 56,732        | 80,843         | 104,954        |
| <b>Transportation Technician</b>         | <b>N</b> | <b>40,395</b> | <b>48,808</b>  | <b>61,828</b>  |
| Transportation Worker                    | N        | 36,052        | 38,355         | 48,586         |
| Utilities Analyst                        | E        | 43,981        | 62,673         | 81,365         |
| Utilities Analyst, Senior                | E        | 51,822        | 73,847         | 95,871         |
| Utilities Coordinator                    | N        | 46,510        | 59,360         | 75,196         |
| Utilities Crew Supervisor                | N        | 46,510        | 59,360         | 75,196         |
| Utilities Manager*                       | E        | 76,308        | 96,229         | 124,929        |
| Utilities Specialist                     | N        | 40,395        | 48,808         | 61,828         |
| Utilities Specialist, Senior             | N        | 43,488        | 55,503         | 70,310         |
| Utilities Technician                     | N        | 37,133        | 41,487         | 52,554         |
| Utilities Technician, Senior             | N        | 38,248        | 45,367         | 57,470         |
| Utilities Worker                         | N        | 36,052        | 38,355         | 48,586         |
| Video Producer                           | N        | 50,930        | 65,001         | 82,341         |
| Video Production Administrator           | E        | 60,331        | 85,972         | 111,612        |
| Video Production Engineer                | E        | 47,902        | 68,260         | 88,618         |

# JOB CLASSIFICATIONS

|                                    |   |        |        |         |
|------------------------------------|---|--------|--------|---------|
| <b>Video Production Supervisor</b> | E | 60,331 | 85,972 | 111,612 |
| <b>Welder</b>                      | N | 40,395 | 48,808 | 61,828  |

**Jobs in bold were moved to a higher pay range as a result of the market review.**

*\*Represents jobs with a special minimum hiring rate.*

**CALENDAR YEAR 2022  
HOLIDAY SCHEDULE**

| <b>Holiday</b>                   | <b>Observance Date</b>      | <b>Day of Week</b>           |
|----------------------------------|-----------------------------|------------------------------|
| New Year's Day                   | December 31, 2021           | Friday                       |
| Martin Luther King, Jr. Birthday | January 17, 2022            | Monday                       |
| Good Friday                      | April 15, 2022              | Friday                       |
| Memorial Day                     | May 30, 2022                | Monday                       |
| Juneteenth                       | June 20, 2022               | Monday                       |
| Independence Day                 | July 4, 2022                | Monday                       |
| Labor Day                        | September 5, 2022           | Monday                       |
| Veterans Day                     | November 11, 2022           | Friday                       |
| Thanksgiving                     | November 24 & 25, 2022      | Thursday & Friday            |
| Christmas                        | December 23 & 26 & 27, 2022 | Friday & Monday &<br>Tuesday |