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Executive Advisory Committee

Agenda

Wednesday March 25 12pm

Eureka City Hall

Room 207 Second Floor

531 K st Eureka, CA 9501

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1. Call to Order and Roll Call

2. Oral and Written Communications

This time is provided for people to address the Executive Committee or to submit written communications concerning matters not on this agenda. Executive Committee members may respond to statements, but any request that requires action will be referred to staff for review. Reasonable time limits may be imposed on both the total amount of time allocated for this item, and on the time permitted to each individual speaker. Such time allotment or portion thereof shall not be transferred to other speakers.

3. Consent Calendar

4. Discuss Humboldt Waste Management Authority Base Compensation Salary Survey.

5. Adjourn



**HUMBOLDT WASTE
MANAGEMENT AUTHORITY**

Staff Report

DATE: March 20, 2026 For Meeting of: March 25 2026

FROM: Eric Keller-Heckman, Executive Director

SUBJECT: Item 4)
Discuss HWMA Base Compensation Salary Survey

RECOMMENDED ACTION: Voice vote.
1) Discuss HWMA Base Compensation and Salary Survey

DISCUSSION:

Background:

During the Fiscal Year 2025-2026 draft budget considerations, the board discussed the need to examine and manage the current salaries and wages of Authority staff, noting that the previous compensation study conducted by Koff & Associates took place over 5 years ago in 2020. With significant changes in living costs and inflation being realized since then throughout Humboldt County, the board directed staff to initiate a complete base compensation study to be finalized by Fiscal Year 2026-2027.

Staff secured the assistance of Gallagher Benefit Services, Inc., (formerly Koff & Associates), to conduct this study with completion by February 2026, to provide an independent and objective review of the HWMA's current compensation levels and develop a competitive pay and benefit structure for the board's consideration. Based upon market data, this study ensures that the recommended compensation plan is fiscally responsible, provides market comparison for similar classifications, preserves equitable internal relationships of salaries across HWMA, and will assist in the recruitment and retention of qualified staff.

As previously noted, a representative from Gallagher will provide a presentation detailing the approach, methodology, findings and recommendations to the board.

Compensation Study

The Compensation Study found that HWMA base salaries are 7.33% below the market median.

The review determined that of the Authority's 15 classifications, thirteen (13) classifications are below the market median with eight (8) of the classifications being greater than 5% below

market median. One classification is shown to have insufficient data due to not securing a minimum of 5 comparator agency matches.

A revised salary schedule was developed by the consultant to ensure classifications are placed into ranges appropriately and to preserve internal equity among Authority staff. Although the proposed salary schedule has 100 ranges, staff recommends it be confined to 60 ranges for simplicity. Each range represents a 2.5% spread and contains 5 steps, with each step reflecting a 5% increase from the previous step.

ATTACHMENTS:

- 1) Base Compensation Study Draft Report

February 19, 2026

BASE COMPENSATION STUDY DRAFT REPORT

Humboldt Waste Management Authority



Gallagher

Insurance | Risk Management | Consulting

February 19, 2026

Hilary Schwartz, Director of Finance
Humboldt Waste Management Authority
1059 W. Hawthorne Street
Eureka CA 95501

Dear Ms. Schwartz:

Gallagher is pleased to present the Base Compensation Study Final Report to the Humboldt Waste Management Authority. This report documents the market compensation survey methodology, findings, and recommendations for implementation.

We would like to thank you for your assistance and cooperation without which this study could not have been brought to its successful completion.

We will be glad to answer any questions or clarify any points as you are implementing the findings and recommendations. It was a pleasure working with Humboldt Waste Management Authority and we look forward to future opportunities to provide you with professional assistance.

Very truly yours,

Mike Harary

Mike Harary
Project Manager

Gallagher
ajg.com/ps-class-comp

Contents

Executive Summary	4
<i>Background</i>	4
<i>Summary of Findings</i>	4
Study Process	4
<i>Benchmark Classifications</i>	4
<i>Comparator Agencies</i>	5
<i>Salary Data</i>	6
<i>Data Collection</i>	6
<i>Matching Methodology</i>	6
<i>Data Spreadsheets</i>	7
Market Compensation Findings	7
<i>Base Salary Market Results</i>	8
Internal Salary Relationships	9
Recommendations	10
<i>Pay Philosophy</i>	10
<i>Proposed Salary Structure</i>	10
<i>Proposed Salary Range Placements</i>	10
<i>Options for Implementation</i>	10
Using the Market Data as a Tool	12

List of Tables

Table 1. Benchmark Classifications	4
Table 2. Comparator Agencies	6
Table 3. Market Compensation Results Summary.....	8

Appendices

- Appendix I: Results Summary
- Appendix II: Market Compensation Findings
- Appendix III: Proposed Salary Range Schedule
- Appendix IV: Salary Range Placement Recommendations

Executive Summary

Background

In October 2025, consultants from Arthur J. Gallagher & Co. conducted a comprehensive Base Compensation Study for Humboldt Waste Management Authority (HWMA). All compensation findings and recommendations are presented in this report.

This compensation review process was precipitated by:

- The concern of the Board of Directors and management that employees should be recognized for the level and scope of work performed and that they are paid on a fair and competitive basis that allows the HWMA to recruit and retain a high-quality staff;
- The desire to have a compensation plan that can meet the needs of the HWMA; and
- The desire to ensure that internal relationships of salaries are based upon objective factors, resulting in equity across the HWMA.

The goals of the compensation study are to assist the HWMA in developing a competitive pay plan, which is based upon market data, and to ensure the plan is fiscally responsible and meets the needs of the HWMA with regards to recruitment and retention of qualified staff.

Summary of Findings

This report summarizes the study methodology, analytical tools, and the base compensation survey findings. The results of the base compensation study showed:

- HWMA's **base salaries, overall, in comparison to the market median are 7.33% below the market median.**
- Gallagher considers a classification falling within 5.0% of the median to be competitive.

Study Process

Benchmark Classifications

The study included 22 classifications, and of those 15 classifications were selected in order to collect salary data within the defined labor market. Classifications we would expect to provide a sufficient sample for analysis were selected as “benchmarks” to use as the basis to build the compensation plan. Benchmark classifications are those classifications that are compared to the market, and these classifications are used as a means of anchoring the HWMA’s overall compensation plan to the market. Other classifications not surveyed will be included in the compensation plan and aligned to the benchmark classifications using internal equity principles.

Table 1. Benchmark Classifications

Classification Title
1. Account Clerk Confidential
2. Account Clerk II
3. Director of Environmental Health and Safety
4. Director of Finance
5. Director of Operations
6. Executive Director

Classification Title
7. Hazmat Technician II
8. Health and Safety Coordinator II
9. Landfill Supervisor
10. Landfill Technician II
11. Materials Diversion Technician II
12. Operations Supervisor
13. Programs Analyst II
14. Scale Attendant
15. Scale Supervisor

Comparator Agencies

Another important step in conducting a market salary study is the determination of appropriate agencies for comparison. In developing the list of potential comparator agencies, Gallagher started with agencies that HWMA used in the 2019 compensation study however, after some analysis, the Consultant removed the City of Oxnard and exchanged that agency for the County of Yolo, with HWMA’s approval. When considering a potential list of comparator agencies, the following factors should be considered:

- 1. Organizational type and structure** – It is generally recommended that agencies of a similar size and providing similar services to that of the HWMA be used as comparators.

When it comes to technical classes, the size of an organization is not as critical, as these classes perform fairly similar work. The difference in size of an organization becomes more important when comparing classes at the management level. The scope of work and responsibility for management becomes much larger as an organization grows. Factors such as management of a large staff, consequence of error, the political nature of the job, and its visibility all grow with larger organizations. When it is difficult to find agencies that are similarly sized, it is important to get a good balance of smaller and larger agencies.

- 2. Similarity of population, staff, and operational budgets** – These elements provide guidelines in relation to resources required (staff and funding) and available for the provision of services.
- 3. Scope of services provided** – For the majority of classifications, it is important to select agencies providing similar services. Organizations providing the same services are ideal for comparators and most comparator agencies surveyed provide similar services to the HWMA.
- 4. Labor market and geographic location** – Today’s labor market reality is that many agencies are in competition for the same pool of qualified employees because large portions of the workforce don’t live in the communities they serve, are accustomed to lengthy commutes, and are more likely to consider changing jobs in a larger geographic area than in the past. Furthermore, by selecting employers within a geographic proximity to the HWMA, the resulting labor market data generally reflects the region’s cost of living, housing costs, growth rate, and other demographic characteristics to the same extent as competing employers to the HWMA. Therefore, the geographic labor market area where the HWMA may be recruiting from or losing employees to, was taken into consideration when selecting comparator organizations.

All factors mentioned should be considered in selecting the group of comparator agencies. HWMA agreed to a list of 11 agencies as noted below.

Table 2. Comparator Agencies

Agency
1. City of Redding
2. City of Santa Cruz
3. City of Santa Maria
4. City of Watsonville
5. County of Sacramento
6. County of San Joaquin
7. County of Stanislaus
8. County of Yolo
9. Los Angeles County Sanitation Districts
10. Monterey Regional Waste Management District
11. Salinas Valley Solid Waste Authority

Salary Data

The last element requiring discussion prior to beginning a market survey is the specific data that will be collected and analyzed.

Monthly Base Salary

The top of the salary range and/or control point. All figures are presented on a monthly basis.

Data Collection

Data was collected during the months of September and October 2025 through comparator agency websites, conversations with human resources, accounting, and/or finance personnel, and careful review of agency documentation such as classification descriptions, memoranda of understanding, organization charts, and other documents.

Matching Methodology

Gallagher believes the data collection step is the most critical for maintaining the overall credibility of any study and relied on the HWMA's classification descriptions as the foundation for comparison.

When Gallagher researches and collects data from the comparator agencies to identify possible matches for each of the benchmark classifications, there is an assumption that comparable matches may not be made that are 100% equivalent to the classifications at the HWMA. Therefore, Gallagher does not match based upon job titles, which can often be misleading, but rather analyzes class descriptions before a comparable match is determined.

Gallagher's methodology is to analyze each class description and the whole position by evaluating factors such as:

- Definition and typical job functions;
- Distinguishing characteristics;
- Level within a class series (i.e., entry, experienced, journey, specialist, lead, etc.);
- Reporting relationship structure (for example, manages through lower-level staff);
- Education and experience requirements;
- Knowledge, abilities, and skills required to perform the work;
- The scope and complexity of the work;

- Independence of action/responsibility;
- The authority delegated to make decisions and take action;
- The responsibility for the work of others, program administration, and for budget dollars;
- Problem solving/ingenuity;
- Contacts with others (both inside and outside of the organization);
- Consequences of action and decisions; and
- Working conditions.

In order for a match to be included, Gallagher requires a classification's "likeness" be at least 70% or greater compared to the matched classification.

When an appropriate match is not identified for one classification, Gallagher often uses "hybrids" which can be functional or represent a span in scope of responsibility. A functional hybrid means that the job of one classification at the HWMA is performed by two or more classifications at a comparator agency. A "hybrid" representing a span in scope means that the comparator agency has one class that is "bigger" in scope and responsibility and one class that is "smaller," where the HWMA's class falls in the middle.

If an appropriate match could not be found, then no match was reported as a non-comparable (N/C).

Data Spreadsheets

The Top Monthly Base Salary is reported for each benchmark classification. The average (mean) and median (midpoint) of the comparator agencies are reported; the % above or below that the HWMA is compared to the average and median is also reported.

The mean is the sum of the comparator agencies' salaries divided by the number of matches. The median is the midpoint of all data with 50% of data points below and 50% of data points above.

In order to calculate the mean and median, Gallagher requires that there be a minimum of four (4) comparator agencies with matching classifications to the benchmark classification. The reason for requiring a minimum of four matches is so that no one classification has undue influence on the calculations. Sufficient data was collected from the comparator agencies for 14 of the 15 benchmark classifications.

When using survey data to make salary range recommendations and adjustments, Gallagher recommends using the median, rather than the mean, because the median is not skewed by extremely high or low salary values.

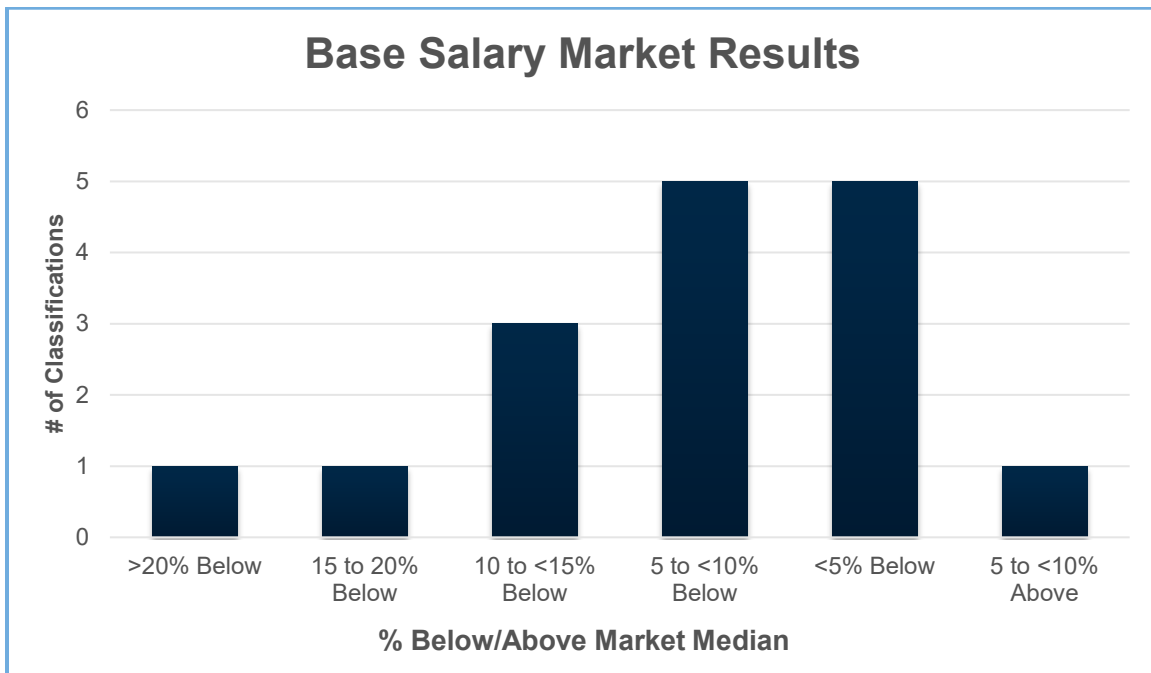
Market Compensation Findings

The following table represents a summary of the market top monthly base salary findings. For each benchmark classification, the number of matches (agencies with a comparable position) and percent above or below the top monthly salary market median is listed. The table is sorted by top monthly salary in descending order from the most positive percentile (above market) to the most negative (below market). Please note the values reported for agencies outside the Eureka area are adjusted based on a Cost of Labor differential which essentially equates to reporting salaries from outside agencies in "Eureka" dollars.

Table 3. Market Compensation Results Summary

Classification Title	# of Matches	Top Monthly % Above or Below Median
1. Scale Supervisor	7	9.78%
2. Landfill Technician II	5	-0.28%
3. Account Clerk Confidential	8	-0.40%
4. Materials Diversion Technician II	8	-2.38%
5. Director of Finance	11	-4.00%
6. Scale Attendant	10	-4.14%
7. Landfill Supervisor	11	-6.29%
8. Executive Director	10	-6.63%
9. Director of Environmental Health and Safety	6	-8.66%
10. Hazmat Technician II	5	-10.90%
11. Operations Supervisor	9	-13.56%
12. Account Clerk II	11	-13.68%
13. Director of Operations	11	-15.22%
14. Programs Analyst II	7	-26.25%

Base Salary Market Results



Base salary market results indicate 15 classifications are paid below the market median and one (1) classification are paid above the market median.

Generally, a classification falling within 5.0% of the median is considered to be competitive in the labor market for salary survey purposes because of the differences in compensation policy, actual scope of work, and position requirements. However, HWMA can adopt a different standard.

Internal Salary Relationships

Building from the salary levels established for identified benchmark classes, internal salary relationships were developed and consistently applied in order to develop specific salary recommendations for all non-benchmarked classifications.

In the future, HWMA may need to utilize internal alignment practices if the number of staff grows and additional classifications are added or classifications change. While analyzing internal relationships, the same factors analyzed when comparing the HWMA's classifications to the labor market are used when making internal salary alignment recommendations.

In addition, the following are standard human resources practices that are commonly applied when making salary recommendations based upon internal relationships:

- A salary within 5.0% of the market average or median is considered to be competitive in the labor market for salary survey purposes because of the differences in compensation policy and actual scope of the position and its requirements. However, HWMA can adopt a closer standard.
- Certain internal percentages are often applied. Those that are the most common are:
 - The differential between a trainee and experienced (or journey) class in a series (I/II or Trainee/Experienced) is generally 10% to 15%;
 - A lead or advanced journey-level (III or Senior-level) class is generally placed 10% to 15% above the journey-level.
 - A full supervisory class is normally placed at least 10% to 25% above the highest level supervised, depending upon the breadth and scope of supervision.
- When a market or internal equity adjustment is granted to one class in a series, the other classes in the series are also adjusted accordingly to maintain internal equity.

Internal equity between certain levels of classifications is a fundamental factor to be considered when making salary decisions. When conducting a market compensation survey, results can often show that certain classifications that are aligned with each other are not the same in the outside labor market. However, as an organization, careful consideration should be given to these alignments because they represent internal value of classifications within job families, as well as across the organization.

For the purposes of this study, Gallagher utilized market data to develop the salary recommendations for all of the benchmarked classifications and used internal equity principles to make the salary recommendations for the classifications that were not benchmarked. For the non-benchmarked classifications, internal alignments with other classifications will need to be considered, either in the same class series or those classifications that have similar scope of work, level of responsibility, and “worth” to HWMA. Where it is difficult to ascertain internal relationships due to unique qualifications and responsibilities, reliance can be placed on past internal relationships. It is important for HWMA management to carefully review these internal relationships and determine if they are still appropriate given the current market data.

It is also important to analyze market data and internal relationships within class series as well as across the organization, and make adjustments to salary range placements, as necessary, based on the needs of the organization.

HWMA may want to make internal equity adjustments or alignments, as it implements the compensation strategy. This market survey is only a tool to be used by the HWMA to determine market indexing and salary determination.

Recommendations

Pay Philosophy

HWMA has many options regarding what type of compensation plan it wants to implement. This decision will be based on what the HWMA's pay philosophy is, at which level it desires to pay its employees compared to the market, whether it is going to consider additional alternative compensation programs, and how great the competition is with other agencies over recruitment of a highly-qualified workforce.

Proposed Salary Structure

Currently, HWMA has a salary structure with ranges that are approximately 2.5% apart from one another. Each salary range has a five (5) steps with 5.0% differentials between each step, and HWMA indicated they wish to maintain the same salary structure. Appendix III contains the current salary range structure.

Salary range structure connects all salary ranges, and their steps, by formula, thereby allowing for COLAs to be applied to only one-dollar figure in the table/matrix, which then automatically updates the entire table. Due to the formula that connects each range to the next (with 2.5% differentials between each range), there is a compounding effect when drawing relationships that span several ranges. For example, with 2.5% differentials between ranges, four ranges should represent a 10% differential. However, because the compounding effect of 2.5%, on top of 2.5%, on top of 2.5%, and so on, the differential between Range 1 and Range 5 is not exactly 10%, but it is slightly greater.

Proposed Salary Range Placements

Appendix IV illustrates the proposed salary range placement for each classification based on the market data as well as the internal relationship analysis. The recommendations are based on base salary market results. The following calculation was used:

1. Multiplied HWMA's current top monthly salary by the percentage differential between HWMA's base salary and the base salary market median to calculate the Market Placement Salary.
2. The classification was then placed within the proposed salary range with a Salary Range closest to the Market Placement Salary.

Gallagher also modified the current internal alignment in certain instances where it seemed warranted based on market-supported groupings and/or compaction issues.

For all classifications, this primary implementation procedure must be completed only at the initial time of implementation. In the future, if HWMA decides to implement annual across-the-board cost of living adjustment increases, only the salary schedule that was developed and included herein needs to be increased by the appropriate percentage, and each individual salary range will move up with this adjustment. This will ensure the internal salary relationships are preserved, and the salary schedule remains structured and easily administered.

Options for Implementation

While HWMA may be interested in bringing all salaries to the market median, in most cases this goal may not be reached with a single adjustment. Here are several options HWMA may want to consider for implementing market survey adjustments:

1. HWMA can move employees into the salary range that is recommended for each class based on this market study and to the step within the new range that is closest to their current compensation.
2. Many public agencies have personnel policies that indicate whenever there is a promotion, reclassification, and/or a market salary adjustment, the employee's salary will move to a step in the new higher salary range that reflects a minimum of 5.0% increase. In those cases, if the employee's new salary step is less than the new Step #5 of the new range, the Consultant believes this practice will lead to a higher level of retention for employees now that they will see opportunities to move to higher steps within their new pay range based on HWMA's performance evaluation criteria on an annual basis.
3. If employees' current salaries are significantly below market and their current compensation falls below the bottom of the newly recommended range, then larger adjustments would be needed to move those employees at least to the bottom of the new salary range.
4. Another option is to use a phased implementation approach. Normally, if the compensation implementation program must be carried over months or years, the classes that are farthest from the market median should receive the greatest equity increase (separate from any cost-of-living increase). If a class falls within 5.0% of the market median, it would be logical to make no equity adjustment in the first round of changes. However, if a class is more than 5.0% below the market median, a higher percentage change may be initially warranted to reduce the disparity.

HWMA may spend additional time to go through a process of deliberation and decision-making as to what compensation philosophy it should implement to attract, motivate, and retain a high-quality workforce. However, HWMA may want to consider adjusting those classifications' salaries that are currently below the market median as soon as possible, assuming each incumbent's performance meets HWMA's level of expectation.

When classifications are over market, Gallagher typically recommends Y-rating employees whose current pay exceeds the maximum of the recommended range until the market numbers "catch up" with their current salary. To Y-rate an employee means to keep the employee's salary frozen and to provide no salary increases (including no cost-of-living adjustments) until the employee's current salary falls within the recommended salary range. This will result in no immediate loss of income but will delay any future increases until the incumbent's salary is within the salary range.

Other options to "freezing" a classification's salary in place until the market catches up are:

- **"Grandfathering" of salary ranges:** This means the salary range for the classification is adjusted down to what the market numbers are. However, current incumbents would continue being paid at the current rate of pay (which would put them outside of the new and adjusted salary range for the class) until they separate from employment with the HWMA. Any new-hires would be paid within the newly established salary range.
- **Single-incumbent classes:** If a class only has one incumbent, an option would be to wait until the person separates from employment with HWMA and then adjust the salary range for the class according to the market.
- **Recent hires:** Some employees who have recently been hired may still be at one of the lower steps within their current salary range. So, even if the top of their current salary range is above market, the incumbents are currently still paid below the market maximum because they are not at the top of their current salary range. In this case, an immediate salary range adjustment could be made to bring the salary range within the market. This would bring the affected incumbents either to the top of the market range or very close to it, but they would not technically be Y-rated or lose any pay.

Another option, of course, is to actually reduce salaries down to the market. However, from an employee relations perspective this may not be a viable option.

Using the Market Data as a Tool

Gallagher would like to reiterate that this report and the findings are meant to be a tool for HWMA to create and implement an equitable compensation plan. Compensation strategies are designed to attract and retain excellent staff; however, financial realities and HWMA's expectations may also come into play when determining appropriate compensation philosophies and strategies. The collected data presented herein represents a market survey that will give HWMA an instrument to make future compensation decisions.

It has been a pleasure working with HWMA on this critical project. Please do not hesitate to contact us if we can provide any additional information or clarification regarding this report.

Respectfully submitted by,

Arthur J. Gallagher & Co.

Mike Harary

Mike Harary
Project Manager

Appendix I

Results Summary

**Humboldt Waste Management Authority
CompSTAR Report Result Summary
October 2025**

Classification	Adjusted Top Monthly Salary Data					# of Matches
	Adjusted Top Monthly Salary Data	Average of comparators	% above or below	Median of comparators	% above or below	
Account Clerk Confidential	\$ 5,170	\$ 5,359	-3.64%	\$ 5,191	-0.40%	8
Account Clerk II	\$ 4,684	\$ 5,381	-14.87%	\$ 5,325	-13.68%	11
Director of Environmental Health and Safety	\$ 10,323	\$ 11,087	-7.41%	\$ 11,217	-8.66%	6
Director of Finance	\$ 10,323	\$ 11,149	-8.01%	\$ 10,735	-4.00%	11
Director of Operations	\$ 10,323	\$ 11,569	-12.07%	\$ 11,894	-15.22%	11
Executive Director	\$ 14,586	\$ 15,308	-4.95%	\$ 15,553	-6.63%	10
Hazmat Technician II	\$ 5,996	\$ 6,144	-2.47%	\$ 6,649	-10.90%	5
Health and Safety Coordinator II	\$ 5,996	Insuff.Data	Insuff.Data	Insuff.Data	Insuff.Data	3
Landfill Supervisor	\$ 6,954	\$ 7,623	-9.63%	\$ 7,391	-6.29%	11
Landfill Technician II	\$ 6,146	\$ 6,300	-2.51%	\$ 6,163	-0.28%	5
Materials Diversion Technician II	\$ 4,921	\$ 4,887	0.69%	\$ 5,038	-2.38%	8
Operations Supervisor	\$ 6,954	\$ 7,760	-11.59%	\$ 7,897	-13.56%	9
Programs Analyst II	\$ 6,300	\$ 7,890	-25.25%	\$ 7,953	-26.25%	7
Scale Attendant	\$ 4,458	\$ 4,973	-11.55%	\$ 4,643	-4.14%	10
Scale Supervisor	\$ 6,954	\$ 6,544	5.89%	\$ 6,274	9.78%	7
AVERAGE:			-7.67%	AVERAGE:		-7.33%

Appendix II

Market Compensation Findings

Account Clerk Confidential

Agency	Classification	Salary Effective Date	Next Salary Increase	Percentage of Next Increase	Adj Top Monthly Salary
City of Watsonville	[Accounting Technician /Administrative Assistant II] ¹	1/1/2025	Unknown	Unknown	\$ 6,274
City of Santa Maria	[Account Clerk II /Administrative Assistant] ¹	1/1/2025	Unknown	Unknown	\$ 5,824
Los Angeles County Sanitation Districts	[Account Clerk II /Office Assistant II] ¹	7/1/2025	7/1/2026	Unknown	\$ 5,713
County of Stanislaus	[Accounting Technician /Confidential Assistant II]	8/5/2025	Unknown	Unknown	\$ 5,325
Humboldt Waste Management Authority	Account Clerk Confidential	7/1/2025	Unknown	Unknown	\$ 5,170
City of Redding	[Account Clerk II /Administrative Assistant II] ¹	7/21/2024	Unknown	Unknown	\$ 5,058
County of Sacramento	Account Clerk II Confidential	6/30/2024	Unknown	Unknown	\$ 4,932
County of San Joaquin	Accounting Technician I Confidential	7/14/2025	Unknown	Unknown	\$ 4,893
County of Yolo	[Account Clerk II /Administrative Clerk II Confidential] ¹	7/1/2025	Unknown	Unknown	\$ 4,850
City of Santa Cruz	N/C				
Monterey Regional Waste Management District	N/C				
Salinas Valley Solid Waste Authority	N/C				

Base Salary Median	\$5,191
Base Salary Average	\$5,359
Percentage Above or Below Median	-0.41%
Percentage Above or Below Average	-3.64%

Total # of Matches: 8

Footnote:

1. Functional Hybrid - The salary displayed is the higher of the matches.

Account Clerk II

Agency	Classification	Salary Effective Date	Next Salary Increase	Percentage of Next Increase	Adj Top Monthly Salary
Salinas Valley Solid Waste Authority	Accounting Technician II	7/7/2025	Unknown	Unknown	\$ 7,083
Monterey Regional Waste Management District	Accounting Assistant II	7/1/2025	Unknown	Unknown	\$ 6,049
Los Angeles County Sanitation Districts	Account Clerk II	7/1/2025	7/1/2026	Unknown	\$ 5,713
City of Watsonville	[Accounting Technician /Accounting Assistant]¹	1/1/2025	Unknown	Unknown	\$ 5,603
City of Santa Cruz	Accounting Assistant II	8/27/2025	Unknown	Unknown	\$ 5,370
County of Stanislaus	Accounting Technician	8/5/2025	Unknown	Unknown	\$ 5,325
City of Redding	Account Clerk II	7/1/2024	Unknown	Unknown	\$ 5,058
County of San Joaquin	Accounting Technician I	7/14/2025	Unknown	Unknown	\$ 4,893
County of Yolo	Account Clerk II	7/1/2025	Unknown	Unknown	\$ 4,850
City of Santa Maria	Account Clerk II	1/1/2025	Unknown	Unknown	\$ 4,832
Humboldt Waste Management Authority	Account Clerk II	7/1/2025	Unknown	Unknown	\$ 4,684
County of Sacramento	Account Clerk II	6/30/2024	Unknown	Unknown	\$ 4,413

Base Salary Median	\$5,325
Base Salary Average	\$5,381
Percentage Above or Below Median	-13.68%
Percentage Above or Below Average	-14.87%

Total # of Matches: 11

Footnote:

1. Span of Responsibility Hybrid - The salary displayed is an average of the matches.

Director of Environmental Health and Safety

Agency	Classification	Salary Effective Date	Next Salary Increase	Percentage of Next Increase	Adj Top Monthly Salary
City of Santa Maria	Regulatory Compliance Manager	1/1/2025	Unknown	Unknown	\$ 12,160
Los Angeles County Sanitation Districts	[Environmental Health and Safety Supervisor /Health and Safety Analyst I]*	7/1/2025	7/1/2026	Unknown	\$ 11,725
Monterey Regional Waste Management District	Safety Manager	7/1/2025	Unknown	Unknown	\$ 11,362
County of Sacramento	Waste Management Program Manager I	6/30/2024	Unknown	Unknown	\$ 11,071
City of Redding	Safety and Environmental Compliance Coordinator	8/17/2025	Unknown	Unknown	\$ 10,496
Humboldt Waste Management Authority	Director of Environmental Health and Safety	7/1/2025	Unknown	Unknown	\$ 10,323
City of Watsonville	Environmental Projects Manager	7/1/2025	Unknown	Unknown	\$ 9,709
City of Santa Cruz	N/C				
County of San Joaquin	N/C				
County of Stanislaus	N/C				
County of Yolo	N/C				
Salinas Valley Solid Waste Authority	N/C				

Base Salary Median	\$11,217
Base Salary Average	\$11,087
Percentage Above or Below Median	-8.66%
Percentage Above or Below Average	-7.41%

Total # of Matches: 6

Footnote:

1. Span of Responsibility Hybrid - The salary displayed is an average of the matches.

Director of Finance

Agency	Classification	Salary Effective Date	Next Salary Increase	Percentage of Next Increase	Adj Top Monthly Salary
City of Santa Maria	Business Leader	1/1/2025	Unknown	Unknown	\$ 13,756
Salinas Valley Solid Waste Authority	Finance and Administration Manager	7/1/2025	Unknown	Unknown	\$ 12,883
Monterey Regional Waste Management District	Accounting Manager	7/1/2025	Unknown	Unknown	\$ 11,930
County of Sacramento	Senior Accounting Manager	6/30/2024	Unknown	Unknown	\$ 11,587
City of Redding	Public Works Manager - Financial	9/1/2024	Unknown	Unknown	\$ 11,567
County of Stanislaus	Manager III	8/5/2025	Unknown	Unknown	\$ 10,735
City of Santa Cruz	Principal Management Analyst	8/27/2025	Unknown	Unknown	\$ 10,639
Humboldt Waste Management Authority	Director of Finance	7/1/2025	Unknown	Unknown	\$ 10,323
City of Watsonville	[Public Works and Utilities Administrative Services Manager /Human Resources Analyst] ¹	7/1/2025	Unknown	Unknown	\$ 10,307
County of San Joaquin	Management Analyst III	7/14/2025	Unknown	Unknown	\$ 9,982
Los Angeles County Sanitation Districts	[Supervising Accountant/ Human Resources Analyst II] ¹	7/1/2025	7/1/2026	Unknown	\$ 9,890
County of Yolo	Business Services Manager	7/1/2025	Unknown	Unknown	\$ 9,363

Base Salary Median	\$10,735
Base Salary Average	\$11,149
Percentage Above or Below Median	-4.00%
Percentage Above or Below Average	-8.01%

Total # of Matches: 11

Footnote:

1. Span of Responsibility Hybrid - The salary displayed is an average of the matches.

Director of Operations

Agency	Classification	Salary Effective Date	Next Salary Increase	Percentage of Next Increase	Adj Top Monthly Salary
Monterey Regional Waste Management District	Materials Recovery Facility Manager	7/1/2025	Unknown	Unknown	\$ 13,811
City of Santa Maria	Solid Waste Manager	1/1/2025	Unknown	Unknown	\$ 13,167
Salinas Valley Solid Waste Authority	Operations Manager	7/1/2025	Unknown	Unknown	\$ 12,776
County of Sacramento	Waste Management Operations Superintendent	6/30/2024	Unknown	Unknown	\$ 12,094
Los Angeles County Sanitation Districts	[Solid Waste Operations Superintendent /Solid Waste Operations Supervisor II] ¹	7/1/2025	Unknown	Unknown	\$ 12,094
City of Redding	[Deputy Director of Public Works /Public Works Supervisor-Solid Waste Operations] ¹	9/1/2024	Unknown	Unknown	\$ 11,894
County of Yolo	Waste Management Operations Manager	7/1/2025	Unknown	Unknown	\$ 10,770
County of Stanislaus	Manager III	8/5/2025	Unknown	Unknown	\$ 10,735
County of San Joaquin	Solid Waste Operations Manager	7/14/2025	Unknown	Unknown	\$ 10,633
City of Santa Cruz	Superintendent of Resource Recovery - Processing and Disposal	8/27/2025	Unknown	Unknown	\$ 10,538
Humboldt Waste Management Authority	Director of Operations	7/1/2025	Unknown	Unknown	\$ 10,323
City of Watsonville	Integrated Waste Superintendent	7/1/2025	Unknown	Unknown	\$ 8,749

Base Salary Median	\$11,894
Base Salary Average	\$11,569
Percentage Above or Below Median	-15.22%
Percentage Above or Below Average	-12.07%

Total # of Matches: 11

Footnote:

1. Span of Responsibility Hybrid - The salary displayed is an average of the matches.

Executive Director

Agency	Classification	Salary Effective Date	Next Salary Increase	Percentage of Next Increase	Adj Top Monthly Salary
Salinas Valley Solid Waste Authority	General Manager/Chief Administrative Officer	7/1/2025	Unknown	Unknown	\$ 19,916
County of San Joaquin	Integrated Waste Manager	7/14/2025	Unknown	Unknown	\$ 17,302
County of Sacramento	Chief, Division of Solid Waste Management	6/30/2024	Unknown	Unknown	\$ 16,210
City of Redding	[Director of Public Works /Deputy Director of Public Works] ¹	9/1/2024	Unknown	Unknown	\$ 16,142
City of Santa Maria	[Organizational/Enterprise Leader /Solid Waste Manager] ¹	1/1/2025	Unknown	Unknown	\$ 15,656
Los Angeles County Sanitation Districts	[Division Engineer /Solid Waste Operations Superintendent] ¹	7/1/2025	Unknown	Unknown	\$ 15,451
Humboldt Waste Management Authority	Executive Director	7/1/2025	Unknown	Unknown	\$ 14,586
County of Yolo	Director of Integrated Waste Division	7/1/2025	Unknown	Unknown	\$ 14,314
County of Stanislaus	Assistant Director	8/5/2025	Unknown	Unknown	\$ 13,487
City of Watsonville	Solid Waste Division Manager	7/1/2025	Unknown	Unknown	\$ 12,778
City of Santa Cruz	Public Works Operations Manager	8/27/2025	Unknown	Unknown	\$ 11,827
Monterey Regional Waste Management District	N/C				

Base Salary Median	\$15,553
Base Salary Average	\$15,308
Percentage Above or Below Median	-6.63%
Percentage Above or Below Average	-4.95%

Total # of Matches: 10

Footnote:

1. Span of Responsibility Hybrid - The salary displayed is an average of the matches.

Hazmat Technician II

Agency	Classification	Salary Effective Date	Next Salary Increase	Percentage of Next Increase	Adj Top Monthly Salary
Salinas Valley Solid Waste Authority	Houshold Hazardous Waste Technician	7/1/2025	Unknown	Unknown	\$ 6,911
City of Redding	Hazardous Waste Technician	12/8/2024	Unknown	Unknown	\$ 6,765
Monterey Regional Waste Management District	Hazardous Material Technician	7/1/2025	Unknown	Unknown	\$ 6,649
Humboldt Waste Management Authority	Hazmat Technician II	7/1/2025	Unknown	Unknown	\$ 5,996
City of Santa Cruz	Resource Recovery Worker II ¹	8/27/2025	Unknown	Unknown	\$ 5,403
City of Watsonville	Waste and Recycling Center Worker II	7/1/2024	Unknown	Unknown	\$ 4,991
City of Santa Maria	N/C				
County of Sacramento	N/C				
County of San Joaquin	N/C				
County of Stanislaus	N/C				
County of Yolo	N/C				
Los Angeles County Sanitation Districts	N/C				

Base Salary Median	\$6,649
Base Salary Average	\$6,144
Percentage Above or Below Median	-10.90%
Percentage Above or Below Average	-2.47%

Total # of Matches: 5

Footnote:

1. \$25 monthly Hazardous Materials Premium Pay available to this position(not included in reported salary).

Health and Safety Coordinator II

Agency	Classification	Salary Effective Date	Next Salary Increase	Percentage of Next Increase	Adj Top Monthly Salary
City of Redding	[Safety Specialist /Hazardous Waste Specialist I]'	7/1/2024	Unknown	Unknown	\$ 8,161
County of Sacramento	Safety Technician	6/30/2024	Unknown	Unknown	\$ 6,897
Monterey Regional Waste Management District	Safety Coordinator	7/1/2025	Unknown	Unknown	\$ 6,772
Humboldt Waste Management Authority	Health and Safety Coordinator II	7/1/2025	Unknown	Unknown	\$ 5,996
City of Santa Cruz	N/C				
City of Santa Maria	N/C				
City of Watsonville	N/C				
County of San Joaquin	N/C				
County of Stanislaus	N/C				
County of Yolo	N/C				
Los Angeles County Sanitation Districts	N/C				
Salinas Valley Solid Waste Authority	N/C				

Base Salary Median	Insuff.Data
Base Salary Average	Insuff.Data
Percentage Above or Below Median	Insuff.Data
Percentage Above or Below Average	Insuff.Data

Total # of Matches: 3

Footnote:

1. Span of Responsibility Hybrid - The salary displayed is an average of the matches.

Landfill Supervisor

Agency	Classification	Salary Effective Date	Next Salary Increase	Percentage of Next Increase	Adj Top Monthly Salary
Los Angeles County Sanitation Districts	Solid Waste Operations Supervisor I	7/1/2025	Unknown	Unknown	\$ 9,782
Salinas Valley Solid Waste Authority	Field Operations Supervisor I	7/1/2025	Unknown	Unknown	\$ 8,846
Monterey Regional Waste Management District	Landfill Operations Supervisor	7/1/2025	Unknown	Unknown	\$ 8,491
County of Sacramento	[Waste Management Operations Supervisor /Landfill Equipment Operator III] ¹	6/30/2024	Unknown	Unknown	\$ 7,638
City of Santa Maria	[Solid Waste Landfill Supervisor /Landfill Heavy Equipment Lead Operator] ¹	1/1/2025	Unknown	Unknown	\$ 7,399
County of Stanislaus	[Manager I /Landfill Lead Worker] ¹	8/5/2025	Unknown	Unknown	\$ 7,391
City of Santa Cruz	[Resource Recovery Supervisor /Resource Recovery Equipment Operator] ¹	8/27/2025	Unknown	Unknown	\$ 7,122
City of Watsonville	[Integrated Waste Supervisor /Landfill Equipment Operator III] ¹	7/1/2024	Unknown	Unknown	\$ 7,010
City of Redding	Working Supervisor - Landfill	12/8/2024	Unknown	Unknown	\$ 6,959
Humboldt Waste Management Authority	Landfill Supervisor	7/1/2025	Unknown	Unknown	\$ 6,954
County of Yolo	Supervising Waste Facility Worker	7/1/2025	Unknown	Unknown	\$ 6,718
County of San Joaquin	Solid Waste Recovery Supervisor	7/14/2025	Unknown	Unknown	\$ 6,496

Base Salary Median	\$7,391
Base Salary Average	\$7,623
Percentage Above or Below Median	-6.29%
Percentage Above or Below Average	-9.63%

Total # of Matches: 11

Footnote:

1. Span of Responsibility Hybrid - The salary displayed is an average of the matches.

Landfill Technician II

Agency	Classification	Salary Effective Date	Next Salary Increase	Percentage of Next Increase	Adj Top Monthly Salary
Salinas Valley Solid Waste Authority	Solid Waste Technician II	7/1/2025	Unknown	Unknown	\$ 7,083
Monterey Regional Waste Management District	[[Heavy Equipment Operator /Site Maintenance Worker II]] ¹	7/1/2025	Unknown	Unknown	\$ 6,594
City of Santa Maria	Landfill Heavy Equipment Operator II	1/1/2025	Unknown	Unknown	\$ 6,163
Humboldt Waste Management Authority	Landfill Technician II	7/1/2025	Unknown	Unknown	\$ 6,146
County of Yolo	Senior Waste Facility Worker	7/1/2025	Unknown	Unknown	\$ 6,131
City of Watsonville	Landfill Equipment Operator II	7/1/2024	Unknown	Unknown	\$ 5,530
City of Redding	N/C				
City of Santa Cruz	N/C				
County of Sacramento	N/C				
County of San Joaquin	N/C				
County of Stanislaus	N/C				
Los Angeles County Sanitation Districts	N/C				

Base Salary Median	\$6,163
Base Salary Average	\$6,300
Percentage Above or Below Median	-0.28%
Percentage Above or Below Average	-2.51%

Total # of Matches: 5

Footnote:

1. Span of Responsibility Hybrid - The salary displayed is an average of the matches.

Materials Diversion Technician II

Agency	Classification	Salary Effective Date	Next Salary Increase	Percentage of Next Increase	Adj Top Monthly Salary
County of Yolo	[Waste Reduction Recycling Specialist /Waste Facility Worker II] ¹	7/1/2025	Unknown	Unknown	\$ 5,695
City of Santa Cruz	Resource Recovery Worker II	8/27/2025	Unknown	Unknown	\$ 5,403
City of Santa Maria	Maintenance Worker II	1/1/2025	Unknown	Unknown	\$ 5,153
Los Angeles County Sanitation Districts	[Site Maintenance Worker /Refuse Site Attendant] ²	7/1/2025	7/1/2026	Unknown	\$ 5,050
City of Redding	[Resource Recovery Worker /Solid Waste Truck Driver I] ¹	12/8/2024	Unknown	Unknown	\$ 5,027
Humboldt Waste Management Authority	Materials Diversion Technician II	7/1/2025	Unknown	Unknown	\$ 4,921
County of San Joaquin	Solid Waste Recovery Worker II	7/14/2025	Unknown	Unknown	\$ 4,396
Salinas Valley Solid Waste Authority	Diversion Worker II	7/1/2025	Unknown	Unknown	\$ 4,217
Monterey Regional Waste Management District	Sorter II	4/1/2025	Unknown	Unknown	\$ 4,158
City of Watsonville	N/C				
County of Sacramento	N/C				
County of Stanislaus	N/C				

Base Salary Median	\$5,038
Base Salary Average	\$4,887
Percentage Above or Below Median	-2.38%
Percentage Above or Below Average	0.69%

Total # of Matches: 8

Footnote:

- 1. Span of Responsibility Hybrid - The salary displayed is an average of the matches.**
- 2. Functional Hybrid - The salary displayed is the higher of the matches.**

Operations Supervisor

Agency	Classification	Salary Effective Date	Next Salary Increase	Percentage of Next Increase	Adj Top Monthly Salary
Los Angeles County Sanitation Districts	Solid Waste Operations Supervisor I	7/1/2025	Unknown	Unknown	\$ 9,782
Salinas Valley Solid Waste Authority	Field Operations Supervisor I	7/1/2025	Unknown	Unknown	\$ 8,846
Monterey Regional Waste Management District	Materials Recovery Facility Supervisor	7/1/2025	Unknown	Unknown	\$ 8,489
City of Santa Cruz	Resource Recovery Supervisor	8/27/2025	Unknown	Unknown	\$ 7,897
County of Sacramento	Waste Management Operations Supervisor	6/30/2024	Unknown	Unknown	\$ 7,897
City of Redding	Working Supervisor - Landfill	12/8/2024	Unknown	Unknown	\$ 6,959
Humboldt Waste Management Authority	Operations Supervisor	7/1/2025	Unknown	Unknown	\$ 6,954
City of Watsonville	Waste and Recycling Center Supervisor	7/1/2024	Unknown	Unknown	\$ 6,755
County of Yolo	Supervising Waste Facility Worker	7/1/2025	Unknown	Unknown	\$ 6,718
County of San Joaquin	Solid Waste Recovery Supervisor	7/14/2025	Unknown	Unknown	\$ 6,496
City of Santa Maria	N/C				
County of Stanislaus	N/C				

Base Salary Median	\$7,897
Base Salary Average	\$7,760
Percentage Above or Below Median	-13.56%
Percentage Above or Below Average	-11.59%

Total # of Matches: 9

Footnote:

Programs Analyst II

Agency	Classification	Salary Effective Date	Next Salary Increase	Percentage of Next Increase	Adj Top Monthly Salary
Salinas Valley Solid Waste Authority	[Contracts & Grants Analyst /Recycling Coordinator] ¹	7/1/2025	Unknown	Unknown	\$ 8,846
County of Sacramento	Waste Management Program Associate	6/30/2024	Unknown	Unknown	\$ 8,549
County of San Joaquin	Management Analyst II	7/14/2025	Unknown	Unknown	\$ 7,971
County of Yolo	Community Services Analyst	7/1/2025	Unknown	Unknown	\$ 7,953
City of Redding	Assistant Project Coordinator - Technical	7/21/2024	Unknown	Unknown	\$ 7,754
City of Watsonville	Administrative Analyst	7/1/2025	Unknown	Unknown	\$ 7,416
County of Stanislaus	Staff Services Analyst	8/5/2025	Unknown	Unknown	\$ 6,741
Humboldt Waste Management Authority	Programs Analyst II	7/1/2025	Unknown	Unknown	\$ 6,300
City of Santa Cruz	N/C				
City of Santa Maria	N/C				
Los Angeles County Sanitation Districts	N/C				
Monterey Regional Waste Management District	N/C				

Base Salary Median	\$7,953
Base Salary Average	\$7,890
Percentage Above or Below Median	-26.25%
Percentage Above or Below Average	-25.25%

Total # of Matches: 7

Footnote:

1. Span of Responsibility Hybrid - The salary displayed is an average of the matches.

Scale Attendant

Agency	Classification	Salary Effective Date	Next Salary Increase	Percentage of Next Increase	Adj Top Monthly Salary
Los Angeles County Sanitation Districts	Weighscale Operator	7/1/2025	7/1/2026	Unknown	\$ 6,510
Monterey Regional Waste Management District	Weighmaster	7/1/2025	Unknown	Unknown	\$ 6,103
Salinas Valley Solid Waste Authority	Scalehouse Cashier	7/1/2025	Unknown	Unknown	\$ 5,399
County of Stanislaus	Account Clerk III	8/5/2025	Unknown	Unknown	\$ 4,848
County of Yolo	Solid Waste Attendant	7/1/2025	Unknown	Unknown	\$ 4,707
City of Santa Cruz	Landfill Gate Attendant	8/27/2025	Unknown	Unknown	\$ 4,579
County of Sacramento	Scale Attendant I	6/30/2024	Unknown	Unknown	\$ 4,489
City of Santa Maria	Account Clerk - Scale House	1/1/2025	Unknown	Unknown	\$ 4,478
Humboldt Waste Management Authority	Scale Attendant	7/1/2025	Unknown	Unknown	\$ 4,458
County of San Joaquin	Cashier Clerk	7/14/2025	Unknown	Unknown	\$ 4,417
City of Redding	Scale House Attendant II	7/21/2024	Unknown	Unknown	\$ 4,202
City of Watsonville	N/C				

Base Salary Median	\$4,643
Base Salary Average	\$4,973
Percentage Above or Below Median	-4.14%
Percentage Above or Below Average	-11.55%

Total # of Matches: 10

Footnote:

Scale Supervisor

Agency	Classification	Salary Effective Date	Next Salary Increase	Percentage of Next Increase	Adj Top Monthly Salary
Los Angeles County Sanitation Districts	[Solid Waste Operations Supervisor I / Solid Waste Operations Coordinator II] ¹	7/1/2025	Unknown	Unknown	\$ 9,214
Monterey Regional Waste Management District	Scales Supervisor	7/1/2025	Unknown	Unknown	\$ 7,516
Humboldt Waste Management Authority	Scale Supervisor	7/1/2025	Unknown	Unknown	\$ 6,954
City of Redding	Workflow Coordinator	9/29/2024	Unknown	Unknown	\$ 6,716
County of Yolo	Supervising Solid Waste Attendant	7/1/2025	Unknown	Unknown	\$ 6,274
County of Stanislaus	Supervising Account Administrative Clerk II	8/5/2025	Unknown	Unknown	\$ 6,133
County of Sacramento	Supervising Scale Attendant	6/30/2024	Unknown	Unknown	\$ 5,058
County of San Joaquin	Office Supervisor ²	7/14/2025	Unknown	Unknown	\$ 4,899
City of Santa Cruz	N/C				
City of Santa Maria	N/C				
City of Watsonville	N/C				
Salinas Valley Solid Waste Authority	N/C				



Base Salary Median	\$6,274
Base Salary Average	\$6,544
Percentage Above or Below Median	9.78%
Percentage Above or Below Average	5.89%

Total # of Matches: 7

Footnote:

- Span of Responsibility Hybrid - The salary displayed is an average of the matches.**
- Functional Hybrid - The salary displayed is the higher of the matches.**

Appendix III

Proposed Salary Range Schedule



Insurance | Risk Management | Consulting

Humboldt Waste Management Authority

Proposed Salary Plan

February 2026

Salary Range	Annually					Monthly					Per Pay Period					Hourly				
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 1	Step 2	Step 3	Step 4	Step 5	Step 1	Step 2	Step 3	Step 4	Step 5	Step 1	Step 2	Step 3	Step 4	Step 5
1	37,954	39,852	41,845	43,937	46,134	3,163	3,321	3,487	3,661	3,844	1,581.43	1,660.50	1,743.53	1,830.71	1,922.24	18.25	19.16	20.12	21.12	22.18
2	38,903	40,848	42,891	45,035	47,287	3,242	3,404	3,574	3,753	3,941	1,620.97	1,702.02	1,787.12	1,876.47	1,970.30	18.70	19.64	20.62	21.65	22.73
3	39,876	41,870	43,963	46,161	48,469	3,323	3,489	3,664	3,847	4,039	1,661.49	1,744.57	1,831.80	1,923.39	2,019.56	19.17	20.13	21.14	22.19	23.30
4	40,873	42,916	45,062	47,315	49,681	3,406	3,576	3,755	3,943	4,140	1,703.03	1,788.18	1,877.59	1,971.47	2,070.04	19.65	20.63	21.66	22.75	23.89
5	41,895	43,989	46,189	48,498	50,923	3,491	3,666	3,849	4,042	4,244	1,745.61	1,832.89	1,924.53	2,020.76	2,121.80	20.14	21.15	22.21	23.32	24.48
6	42,942	45,089	47,343	49,711	52,196	3,578	3,757	3,945	4,143	4,350	1,789.25	1,878.71	1,972.64	2,071.28	2,174.84	20.65	21.68	22.76	23.90	25.09
7	44,015	46,216	48,527	50,953	53,501	3,668	3,851	4,044	4,246	4,458	1,833.98	1,925.68	2,021.96	2,123.06	2,229.21	21.16	22.22	23.33	24.50	25.72
8	45,116	47,372	49,740	52,227	54,839	3,760	3,948	4,145	4,352	4,570	1,879.83	1,973.82	2,072.51	2,176.13	2,284.94	21.69	22.77	23.91	25.11	26.36
9	46,244	48,556	50,984	53,533	56,210	3,854	4,046	4,249	4,461	4,684	1,926.82	2,023.16	2,124.32	2,230.54	2,342.06	22.23	23.34	24.51	25.74	27.02
10	47,400	49,770	52,258	54,871	57,615	3,950	4,147	4,355	4,573	4,801	1,974.99	2,073.74	2,177.43	2,286.30	2,400.62	22.79	23.93	25.12	26.38	27.70
11	48,585	51,014	53,565	56,243	59,055	4,049	4,251	4,464	4,687	4,921	2,024.37	2,125.59	2,231.87	2,343.46	2,460.63	23.36	24.53	25.75	27.04	28.39
12	49,799	52,289	54,904	57,649	60,532	4,150	4,357	4,575	4,804	5,044	2,074.98	2,178.73	2,287.66	2,402.05	2,522.15	23.94	25.14	26.40	27.72	29.10
13	51,044	53,597	56,276	59,090	62,045	4,254	4,466	4,690	4,924	5,170	2,126.85	2,233.19	2,344.85	2,462.10	2,585.20	24.54	25.77	27.06	28.41	29.83
14	52,321	54,937	57,683	60,568	63,596	4,360	4,578	4,807	5,047	5,300	2,180.02	2,289.02	2,403.48	2,523.65	2,649.83	25.15	26.41	27.73	29.12	30.57
15	53,629	56,310	59,125	62,082	65,186	4,469	4,692	4,927	5,173	5,432	2,234.52	2,346.25	2,463.56	2,586.74	2,716.08	25.78	27.07	28.43	29.85	31.34
16	54,969	57,718	60,604	63,634	66,815	4,581	4,810	5,050	5,303	5,568	2,290.39	2,404.91	2,525.15	2,651.41	2,783.98	26.43	27.75	29.14	30.59	32.12
17	56,344	59,161	62,119	65,225	68,486	4,695	4,930	5,177	5,435	5,707	2,347.65	2,465.03	2,588.28	2,717.69	2,853.58	27.09	28.44	29.86	31.36	32.93
18	57,752	60,640	63,672	66,855	70,198	4,813	5,053	5,306	5,571	5,850	2,406.34	2,526.65	2,652.99	2,785.64	2,924.92	27.77	29.15	30.61	32.14	33.75
19	59,196	62,156	65,263	68,527	71,953	4,933	5,180	5,439	5,711	5,996	2,466.50	2,589.82	2,719.31	2,855.28	2,998.04	28.46	29.88	31.38	32.95	34.59
20	60,676	63,710	66,895	70,240	73,752	5,056	5,309	5,575	5,853	6,146	2,528.16	2,654.57	2,787.29	2,926.66	3,072.99	29.17	30.63	32.16	33.77	35.46
21	62,193	65,302	68,567	71,996	75,596	5,183	5,442	5,714	6,000	6,300	2,591.36	2,720.93	2,856.98	2,999.83	3,149.82	29.90	31.40	32.97	34.61	36.34
22	63,748	66,935	70,282	73,796	77,485	5,312	5,578	5,857	6,150	6,457	2,656.15	2,788.95	2,928.40	3,074.82	3,228.56	30.65	32.18	33.79	35.48	37.25
23	65,341	68,608	72,039	75,641	79,423	5,445	5,717	6,003	6,303	6,619	2,722.55	2,858.68	3,001.61	3,151.69	3,309.28	31.41	32.98	34.63	36.37	38.18
24	66,975	70,323	73,840	77,532	81,408	5,581	5,860	6,153	6,461	6,784	2,790.61	2,930.14	3,076.65	3,230.48	3,392.01	32.20	33.81	35.50	37.27	39.14
25	68,649	72,082	75,686	79,470	83,443	5,721	6,007	6,307	6,622	6,954	2,860.38	3,003.40	3,153.57	3,311.25	3,476.81	33.00	34.65	36.39	38.21	40.12
26	70,365	73,884	77,578	81,457	85,529	5,864	6,157	6,465	6,788	7,127	2,931.89	3,078.48	3,232.41	3,394.03	3,563.73	33.83	35.52	37.30	39.16	41.12
27	72,124	75,731	79,517	83,493	87,668	6,010	6,311	6,626	6,958	7,306	3,005.19	3,155.44	3,313.22	3,478.88	3,652.82	34.68	36.41	38.23	40.14	42.15
28	73,928	77,624	81,505	85,580	89,859	6,161	6,469	6,792	7,132	7,488	3,080.32	3,234.33	3,396.05	3,565.85	3,744.14	35.54	37.32	39.19	41.14	43.20
29	75,776	79,565	83,543	87,720	92,106	6,315	6,630	6,962	7,310	7,675	3,157.32	3,315.19	3,480.95	3,655.00	3,837.75	36.43	38.25	40.16	42.17	44.28
30	77,670	81,554	85,631	89,913	94,409	6,473	6,796	7,136	7,493	7,867	3,236.26	3,398.07	3,567.97	3,746.37	3,933.69	37.34	39.21	41.17	43.23	45.39
31	79,612	83,592	87,772	92,161	96,769	6,634	6,966	7,314	7,680	8,064	3,317.16	3,483.02	3,657.17	3,840.03	4,032.03	38.27	40.19	42.20	44.31	46.52
32	81,602	85,682	89,966	94,465	99,188	6,800	7,140	7,497	7,872	8,266	3,400.09	3,570.10	3,748.60	3,936.03	4,132.83	39.23	41.19	43.25	45.42	47.69
33	83,642	87,824	92,216	96,826	101,668	6,970	7,319	7,685	8,069	8,472	3,485.09	3,659.35	3,842.32	4,034.43	4,236.15	40.21	42.22	44.33	46.55	48.88
34	85,733	90,020	94,521	99,247	104,209	7,144	7,502	7,877	8,271	8,684	3,572.22	3,750.83	3,938.37	4,135.29	4,342.06	41.22	43.28	45.44	47.71	50.10
35	87,877	92,270	96,884	101,728	106,815	7,323	7,689	8,074	8,477	8,901	3,661.53	3,844.60	4,036.83	4,238.67	4,450.61	42.25	44.36	46.58	48.91	51.35
36	90,074	94,577	99,306	104,271	109,485	7,506	7,881	8,276	8,689	9,124	3,753.06	3,940.72	4,137.75	4,344.64	4,561.87	43.30	45.47	47.74	50.13	52.64
37	92,325	96,942	101,789	106,878	112,222	7,694	8,078	8,482	8,907	9,352	3,846.89	4,039.24	4,241.20	4,453.26	4,675.92	44.39	46.61	48.94	51.38	53.95
38	94,634	99,365	104,333	109,550	115,028	7,886	8,280	8,694	9,129	9,586	3,943.06	4,140.22	4,347.23	4,564.59	4,792.82	45.50	47.77	50.16	52.67	55.30
39	96,999	101,849	106,942	112,289	117,903	8,083	8,487	8,912	9,357	9,825	4,041.64	4,243.72	4,455.91	4,678.70	4,912.64	46.63	48.97	51.41	53.99	56.68
40	99,424	104,396	109,615	115,096	120,851	8,285	8,700	9,135	9,591	10,071	4,142.68	4,349.82	4,567.31	4,795.67	5,035.46	47.80	50.19	52.70	55.33	58.10
41	101,910	107,005	112,356	117,974	123,872	8,492	8,917	9,363	9,831	10,323	4,246.25	4,458.56	4,681.49	4,915.56	5,161.34	49.00	51.44	54.02	56.72	59.55
42	104,458	109,681	115,165	120,923	126,969	8,705	9,140	9,597	10,077	10,581	4,352.40	4,570.02	4,798.53	5,038.45	5,290.38	50.22	52.73	55.37	58.14	61.04
43	107,069	112,423	118,044	123,946	130,143	8,922	9,369	9,837	10,329	10,845	4,461.21	4,684.28	4,918.49	5,164.41	5,422.63	51.48	54.05	56.75	59.59	62.57
44	109,746	115,233	120,995	127,045	133,397	9,145	9,603	10,083	10,587	11,116	4,572.75	4,801.38	5,041.45	5,293.52	5,558.20	52.76	55.40	58.17	61.08	64.13
45	112,490	118,114	124,020	130,221	136,732	9,374	9,843	10,335	10,852	11,394	4,687.06	4,921.42	5,167.49	5,425.86	5,697.16	54.08	56.79	59.62	62.61	65.74
46	115,302	121,067	127,120	133,476	140,150	9,608	10,089	10,593	11,123	11,679	4,804.24	5,044.45	5,296.68	5,561.51	5,839.58	55.43	58.21	61.12	64.17	67.38



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Proposed Salary Plan

February 2026

Salary Range	Annually					Monthly					Per Pay Period					Hourly				
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 1	Step 2	Step 3	Step 4	Step 5	Step 1	Step 2	Step 3	Step 4	Step 5	Step 1	Step 2	Step 3	Step 4	Step 5
47	118,184	124,094	130,298	136,813	143,654	9,849	10,341	10,858	11,401	11,971	4,924.35	5,170.56	5,429.09	5,700.55	5,985.57	56.82	59.66	62.64	65.78	69.06
48	121,139	127,196	133,556	140,233	147,245	10,095	10,600	11,130	11,686	12,270	5,047.46	5,299.83	5,564.82	5,843.06	6,135.21	58.24	61.15	64.21	67.42	70.79
49	124,167	130,376	136,895	143,739	150,926	10,347	10,865	11,408	11,978	12,577	5,173.64	5,432.32	5,703.94	5,989.14	6,288.59	59.70	62.68	65.81	69.11	72.56
50	127,272	133,635	140,317	147,333	154,699	10,606	11,136	11,693	12,278	12,892	5,302.98	5,568.13	5,846.54	6,138.87	6,445.81	61.19	64.25	67.46	70.83	74.37
51	130,453	136,976	143,825	151,016	158,567	10,871	11,415	11,985	12,585	13,214	5,435.56	5,707.33	5,992.70	6,292.34	6,606.95	62.72	65.85	69.15	72.60	76.23
52	133,715	140,400	147,420	154,791	162,531	11,143	11,700	12,285	12,899	13,544	5,571.45	5,850.02	6,142.52	6,449.65	6,772.13	64.29	67.50	70.88	74.42	78.14
53	137,058	143,910	151,106	158,661	166,594	11,421	11,993	12,592	13,222	13,883	5,710.73	5,996.27	6,296.08	6,610.89	6,941.43	65.89	69.19	72.65	76.28	80.09
54	140,484	147,508	154,884	162,628	170,759	11,707	12,292	12,907	13,552	14,230	5,853.50	6,146.18	6,453.48	6,776.16	7,114.97	67.54	70.92	74.46	78.19	82.10
55	143,996	151,196	158,756	166,693	175,028	12,000	12,600	13,230	13,891	14,586	5,999.84	6,299.83	6,614.82	6,945.56	7,292.84	69.23	72.69	76.32	80.14	84.15
56	147,596	154,976	162,725	170,861	179,404	12,300	12,915	13,560	14,238	14,950	6,149.83	6,457.33	6,780.19	7,119.20	7,475.16	70.96	74.51	78.23	82.14	86.25
57	151,286	158,850	166,793	175,132	183,889	12,607	13,238	13,899	14,594	15,324	6,303.58	6,618.76	6,949.70	7,297.18	7,662.04	72.73	76.37	80.19	84.20	88.41
58	155,068	162,821	170,963	179,511	188,486	12,922	13,568	14,247	14,959	15,707	6,461.17	6,784.23	7,123.44	7,479.61	7,853.59	74.55	78.28	82.19	86.30	90.62
59	158,945	166,892	175,237	183,998	193,198	13,245	13,908	14,603	15,333	16,100	6,622.70	6,953.83	7,301.53	7,666.60	8,049.93	76.42	80.24	84.25	88.46	92.88
60	162,918	171,064	179,618	188,598	198,028	13,577	14,255	14,968	15,717	16,502	6,788.27	7,127.68	7,484.06	7,858.27	8,251.18	78.33	82.24	86.35	90.67	95.21
61	166,991	175,341	184,108	193,313	202,979	13,916	14,612	15,342	16,109	16,915	6,957.97	7,305.87	7,671.16	8,054.72	8,457.46	80.28	84.30	88.51	92.94	97.59
62	171,166	179,724	188,711	198,146	208,053	14,264	14,977	15,726	16,512	17,338	7,131.92	7,488.52	7,862.94	8,256.09	8,668.90	82.29	86.41	90.73	95.26	100.03
63	175,445	184,218	193,428	203,100	213,255	14,620	15,351	16,119	16,925	17,771	7,310.22	7,675.73	8,059.52	8,462.49	8,885.62	84.35	88.57	92.99	97.64	102.53
64	179,831	188,823	198,264	208,177	218,586	14,986	15,735	16,522	17,348	18,216	7,492.98	7,867.62	8,261.01	8,674.06	9,107.76	86.46	90.78	95.32	100.09	105.09
65	184,327	193,544	203,221	213,382	224,051	15,361	16,129	16,935	17,782	18,671	7,680.30	8,064.31	8,467.53	8,890.91	9,335.45	88.62	93.05	97.70	102.59	107.72
66	188,935	198,382	208,301	218,716	229,652	15,745	16,532	17,358	18,226	19,138	7,872.31	8,265.92	8,679.22	9,113.18	9,568.84	90.83	95.38	100.14	105.15	110.41
67	193,659	203,342	213,509	224,184	235,393	16,138	16,945	17,792	18,682	19,616	8,069.11	8,472.57	8,896.20	9,341.01	9,808.06	93.11	97.76	102.65	107.78	113.17
68	198,500	208,425	218,847	229,789	241,278	16,542	17,369	18,237	19,149	20,107	8,270.84	8,684.39	9,118.60	9,574.53	10,053.26	95.43	100.20	105.21	110.48	116.00
69	203,463	213,636	224,318	235,534	247,310	16,955	17,803	18,693	19,628	20,609	8,477.61	8,901.49	9,346.57	9,813.90	10,304.59	97.82	102.71	107.85	113.24	118.90
70	208,549	218,977	229,926	241,422	253,493	17,379	18,248	19,160	20,118	21,124	8,689.55	9,124.03	9,580.23	10,059.25	10,562.21	100.26	105.28	110.54	116.07	121.87
71	213,763	224,451	235,674	247,457	259,830	17,814	18,704	19,639	20,621	21,653	8,906.79	9,352.13	9,819.74	10,310.73	10,826.26	102.77	107.91	113.30	118.97	124.92
72	219,107	230,062	241,566	253,644	266,326	18,259	19,172	20,130	21,137	22,194	9,129.46	9,585.94	10,065.23	10,568.49	11,096.92	105.34	110.61	116.14	121.94	128.04
73	224,585	235,814	247,605	259,985	272,984	18,715	19,651	20,634	21,665	22,749	9,357.70	9,825.58	10,316.86	10,832.71	11,374.34	107.97	113.37	119.04	124.99	131.24
74	230,199	241,709	253,795	266,485	279,809	19,183	20,142	21,150	22,207	23,317	9,591.64	10,071.22	10,574.79	11,103.52	11,658.70	110.67	116.21	122.02	128.12	134.52
75	235,954	247,752	260,140	273,147	286,804	19,663	20,646	21,678	22,762	23,900	9,831.43	10,323.00	10,839.15	11,381.11	11,950.17	113.44	119.11	125.07	131.32	137.89
76	241,853	253,946	266,643	279,975	293,974	20,154	21,162	22,220	23,331	24,498	10,077.22	10,581.08	11,110.13	11,665.64	12,248.92	116.28	122.09	128.19	134.60	141.33
77	247,900	260,295	273,309	286,975	301,323	20,658	21,691	22,776	23,915	25,110	10,329.15	10,845.61	11,387.89	11,957.28	12,555.15	119.18	125.14	131.40	137.97	144.87
78	254,097	266,802	280,142	294,149	308,857	21,175	22,233	23,345	24,512	25,738	10,587.38	11,116.75	11,672.58	12,256.21	12,869.02	122.16	128.27	134.68	141.42	148.49
79	260,450	273,472	287,146	301,503	316,578	21,704	22,789	23,929	25,125	26,381	10,852.06	11,394.67	11,964.40	12,562.62	13,190.75	125.22	131.48	138.05	144.95	152.20
80	266,961	280,309	294,324	309,040	324,492	22,247	23,359	24,527	25,753	27,041	11,123.36	11,679.53	12,263.51	12,876.68	13,520.52	128.35	134.76	141.50	148.58	156.01
81	273,635	287,316	301,682	316,766	332,605	22,803	23,943	25,140	26,397	27,717	11,401.45	11,971.52	12,570.10	13,198.60	13,858.53	131.56	138.13	145.04	152.29	159.91
82	280,476	294,499	309,224	324,686	340,920	23,373	24,542	25,769	27,057	28,410	11,686.48	12,270.81	12,884.35	13,528.57	14,204.99	134.84	141.59	148.67	156.10	163.90
83	287,488	301,862	316,955	332,803	349,443	23,957	25,155	26,413	27,734	29,120	11,978.65	12,577.58	13,206.46	13,866.78	14,560.12	138.22	145.13	152.38	160.00	168.00
84	294,675	309,408	324,879	341,123	358,179	24,556	25,784	27,073	28,427	29,848	12,278.11	12,892.02	13,536.62	14,213.45	14,924.12	141.67	148.75	156.19	164.00	172.20
85	302,042	317,144	333,001	349,651	367,133	25,170	26,429	27,750	29,138	30,594	12,585.07	13,214.32	13,875.03	14,568.79	15,297.23	145.21	152.47	160.10	168.10	176.51
86	309,593	325,072	341,326	358,392	376,312	25,799	27,089	28,444	29,866	31,359	12,899.69	13,544.68	14,221.91	14,933.01	15,679.66	148.84	156.28	164.10	172.30	180.92
87	317,332	333,199	349,859	367,352	385,720	26,444	27,767	29,155	30,613	32,143	13,222.18	13,883.29	14,577.46	15,306.33	16,071.65	152.56	160.19	168.20	176.61	185.44
88	325,266	341,529	358,605	376,536	395,363	27,105	28,461	29,884	31,378	32,947	13,552.74	14,230.38	14,941.89	15,688.99	16,473.44	156.38	164.20	172.41	181.03	190.08
89	333,397	350,067	367,571	385,949	405,247	27,783	29,172	30,631	32,162	33,771	13,891.56	14,586.14	15,315.44	16,081.21	16,885.28	160.29	168.30	176.72	185.55	194.83
90	341,732	358,819	376,760	395,598	415,378	28,478	29,902	31,397	32,966	34,615	14,238.85	14,950.79	15,698.33	16,483.24	17,307.41	164.29	172.51	181.13	190.19	199.70
91	350,276	367,789	386,179	405,488	425,762	29,190	30,649	32,182	33,791	35,480	14,594.82	15,324.56	16,090.79	16,895.33	17,740.09	168.40	176.82	185.66	194.95	204.69
92	359,033	376,984	395,833	415,625	436,406	29,919	31,415	32,986	34,635	36,367	14,959.69	15,707.67	16,493.06	17,317.71	18,183.59	172.61	181.24	190.30	199.82	209.81



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February 2026

Salary Range	Annually					Monthly					Per Pay Period					Hourly				
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 1	Step 2	Step 3	Step 4	Step 5	Step 1	Step 2	Step 3	Step 4	Step 5	Step 1	Step 2	Step 3	Step 4	Step 5
93	368,008	386,409	405,729	426,016	447,316	30,667	32,201	33,811	35,501	37,276	15,333.68	16,100.36	16,905.38	17,750.65	18,638.18	176.93	185.77	195.06	204.82	215.06
94	377,209	396,069	415,872	436,666	458,499	31,434	33,006	34,656	36,389	38,208	15,717.02	16,502.87	17,328.02	18,194.42	19,104.14	181.35	190.42	199.94	209.94	220.43
95	386,639	405,971	426,269	447,583	469,962	32,220	33,831	35,522	37,299	39,163	16,109.95	16,915.45	17,761.22	18,649.28	19,581.74	185.88	195.18	204.94	215.18	225.94
96	396,305	416,120	436,926	458,772	481,711	33,025	34,677	36,410	38,231	40,143	16,512.70	17,338.33	18,205.25	19,115.51	20,071.29	190.53	200.06	210.06	220.56	231.59
97	406,212	426,523	447,849	470,242	493,754	33,851	35,544	37,321	39,187	41,146	16,925.51	17,771.79	18,660.38	19,593.40	20,573.07	195.29	205.06	215.31	226.08	237.38
98	416,368	437,186	459,045	481,998	506,097	34,697	36,432	38,254	40,166	42,175	17,348.65	18,216.08	19,126.89	20,083.23	21,087.39	200.18	210.19	220.69	231.73	243.32
99	426,777	448,116	470,521	494,048	518,750	35,565	37,343	39,210	41,171	43,229	17,782.37	18,671.49	19,605.06	20,585.31	21,614.58	205.18	215.44	226.21	237.52	249.40
100	437,446	459,319	482,284	506,399	531,719	36,454	38,277	40,190	42,200	44,310	18,226.93	19,138.27	20,095.19	21,099.95	22,154.94	210.31	220.83	231.87	243.46	255.63

Appendix IV

Salary Range Placement Recommendations



Humboldt Waste Management Authority Proposed Range Placement Recommendations February 2026

Class Title	Current Maximum Monthly Salary	% from Top Monthly Median	Market Placement	Proposed Salary Range	Proposed Maximum Monthly Salary	Percent Difference	Study Benchmark	Rationale
Account Clerk I	\$3,941	N/A	N/A	10	\$4,801	21.84%	No	Internal alignment: 10% below Account Clerk II.
Account Clerk II	\$4,684	-13.7%	\$5,325	14	\$5,300	13.14%	X	Market and range placement.
Account Clerk II (Confidential)	\$5,170	-0.4%	\$5,191	14	\$5,300	2.50%	X	Override market data: anchor to Account Clerk II.
Director of Finance	\$10,323	-4.0%	\$10,736	47	\$11,971	15.97%	X	Market and internal alignment: maintain salary band.
Director of Environmental Health and Safety	\$10,323	-8.6%	\$11,210	47	\$11,971	15.97%	X	Market and internal alignment: maintain salary band.
Director of Operations	\$10,323	-15.2%	\$11,894	47	\$11,971	15.97%	X	Market and range placement.
Executive Director	\$14,586	-6.6%	\$15,553	58	\$15,707	7.69%	X	Market and range placement.
Hazardous Waste Technician I	\$4,921	N/A	N/A	19	\$5,996	21.84%	No	Internal alignment: 10% below Hazardous Waste Technician II
Hazardous Waste Technician II	\$5,996	-10.9%	\$6,650	23	\$6,619	10.38%	X	Market and range placement.
Health and Safety Coordinator I	\$4,921	N/A	N/A	19	\$5,996	21.84%	No	Internal alignment: 10% below Health and Safety Coordinator II
Health and Safety Coordinator II	\$5,996	Insuff	N/A	23	\$6,619	10.38%	X	Market and internal alignment: anchor to Hazardous Waste Technician II
Landfill Supervisor	\$6,954	-6.3%	\$7,391	30	\$7,867	13.14%	X	Override market data: anchor to Operations Supervisor.
Landfill Technician I	\$4,921	N/A	N/A	16	\$5,568	13.14%	No	Internal alignment: 10% below Landfill Technician II
Landfill Technician II	\$6,146	-0.3%	\$6,163	20	\$6,146	0.00%	X	Market and range placement.
Materials Diversion Technician I	\$4,039	N/A	N/A	8	\$4,570	13.14%	No	Internal alignment: 10% below Materials Diversion Technician II
Materials Diversion Technician II	\$4,921	-2.4%	\$5,038	12	\$5,044	2.50%	X	Market and range placement.
Materials Diversion Technician III	\$6,146	N/A	N/A	22	\$6,457	5.06%	No	Internal alignment: 25.0% above Material Diversion Technician II
Operations Supervisor	\$6,954	-13.6%	\$7,896	30	\$7,867	13.14%	X	Market and range placement.
Program Analyst I	\$5,707	N/A	N/A	26	\$7,127	24.89%	No	Internal alignment: 10% below Program Analyst I
Program Analyst II	\$6,300	-26.3%	\$7,953	30	\$7,867	24.89%	X	Market and range placement.
Scale Attendant	\$4,458	-4.1%	\$4,643	9	\$4,684	5.06%	X	Market and range placement.
Scalehouse Supervisor	\$6,954	3.2%	\$6,728	30	\$7,867	13.14%	X	Override market data: anchor to Operations Supervisor.

Legend for columns:

Column 1 - Classification Title.

Column 2 - Client's current monthly maximum salaries.

Column 3 - Shows the percentage difference between the client's current maximum monthly salaries and the desired market position.

Column 4 - Market placement shows the monthly market values derived from the compensation survey results.

Column 5 - Salary range number of the consultant's newly proposed salary range schedule.

Column 6 - Monthly maximum salary of the consultant's newly proposed salary ranges.

Column 7 - This percentage expresses the difference between the client's current salaries and the consultant's proposed salaries.

Column 8 - Indicates whether the classification was a survey benchmark.

Column 9 - The rationale expresses how the consultant arrived at each proposed maximum monthly salary recommendation (i.e., the proposed range placement within the newly proposed salary range schedule).

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