



City of Wilmington, Delaware

Executive and Managerial Salary Benchmarking

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Overview

The City of Wilmington, DE Department of Human Resources engaged PFM Group Consulting, LLC (PFM) to benchmark salaries across its executive and managerial pay plan. The leadership positions evaluated are critical to effective and efficient service delivery, and require talented professionals to fulfill these roles. In recent years, the City has experienced significant recruitment challenges for a number of these positions, and has launched this benchmarking study to help inform its approach for ensuring pay competitiveness going forward.

To conduct this review, PFM benchmarked actual incumbent base pay and pay ranges where applicable for over 75 executive, managerial, and selected elected positions relative to five (5) regional public employers. In addition, PFM evaluated overall regional pay levels across the broader labor market as reported in federal Bureau of Labor Statistics (BLS) data for those occupations such as law, accounting, and engineering where there is some relationship to the City's positions (in other areas, such as public safety, however, there are not comparable private sector roles).

In evaluating the findings from this benchmarking study, several important limitations should be noted:

- The focus of this study is on base salary levels, an important determinant of overall compensation competitiveness. In some cases, however, differences in fringe benefits, pay premiums, and other forms of compensation (e.g., car allowances and/or take-home municipal vehicles that may be available in some communities) can also be important factors. Differences in benefits can also be particularly important for contextualizing comparisons to pay in the overall labor market, particularly given that most private sector employers offer 401(k) defined contribution retirement benefits, rather than the traditional defined benefit pensions more prevalent in the public sector. This initial benchmarking review does not encompass all of these elements of total compensation.
- While we have sought to identify reasonably well-matched positions across employers as part of this benchmarking study, it is important to note that different employers feature varying organizational structures, provide different services, and have very different scales. For example, a Finance Director in one City may oversee budget development as well as accounting and revenue collection, while budget development in another jurisdiction may be led by a Budget Director who reports directly to a Chief Executive and not to the Chief Financial Officer.
- As further detailed in the methodology section that follows, it can be particularly difficult to identify close matches for leadership positions in Wilmington given the City's unique status as the largest urban government in Delaware. The next largest municipality in the state, the City of Dover, has barely half the residential population of Wilmington. The other larger public employers in the state, New Castle County and the State of Delaware itself, have very different functional responsibilities, and the largest public employer in the broader metropolitan area, the City of Philadelphia, has a much bigger scale. While executive and management pay across these various reference points is relevant to and informative for Wilmington, these benchmarks are far from "perfect twins" and the City should not be expected to pay exactly the same as these other public employers.



- Further compounding these comparability challenges, there are also localized economic and fiscal differences across these different regional public employers – including variations in relative wealth, poverty, housing costs, and fiscal condition. Such factors can impact the pay required to be competitive in a particular area within the broader region, the resources available to establish compensation levels, and/or the service demands that shape the structure and requirements of a particular department and role.
- With executive and managerial positions that have only one incumbent, current pay can also appropriately reflect the particular qualifications and/or tenure of that individual.
- With comparison to private sector occupational data, it is also important to recognize that – in addition to common differences in benefits – other characteristics of employment may vary from public sector roles. Job duties and expectations, as well as the specific types of experience required, may be significantly different. Further, particularly in executive and management positions, there is often an understanding that government careers will involve somewhat lower compensation than equivalent private sector careers, reflective of commitment to public service. Nonetheless, general labor market compensation for similar levels of management responsibility within the same occupational categories can provide another useful reference point regarding the market competition for top tier talent across the region.
- In general, we have sought to provide relevant reference points to help inform the City’s perspective on current pay competitiveness, even where “perfect” matches were unavailable – and, in many cases, even where near-perfect matches could not be found. Accordingly, judgment and some measure of “triangulation” will be important for interpreting the benchmarks provided. In addition, we surveyed nearly 20 additional City positions for which findings are not included in this report because an insufficient number of matches or otherwise useful reference points could be identified. For example, public sector position matches could not be identified for Wilmington’s cable television station (WITN Channel 22) personnel, as the employers surveyed either do not maintain an equivalent level of service and/or (as in the case of the City of Philadelphia) use a nonprofit organization to perform this function.

Even with the above limitations, PFM believes that the findings within this analysis can help to inform City of Wilmington decision-makers as they work to ensure a competitive pay strategy, improve executive and managerial retention experience, and recruit strong talent for these important public service roles going forward.

Particularly where the City is experiencing specific recruitment and retention pressures across this key group of employees, we believe that these benchmarking findings can help to identify when pay levels are likely to be a significant factor that should be addressed. In such cases, it will be beneficial to contextualize the salary levels reported from other employers to account for differences across factors such as outlined above, and some circumstances may benefit from additional, more in-depth analysis of duties and total compensation.

As a starting point for such next steps, the body of this report summarizes findings for each of the positions evaluated, along with brief notes regarding some key contextual factors. Looking at these findings in the aggregate, our observations include the following:

- In most cases, City of Wilmington executive and managerial pay ranges are competitive with the benchmark public employers at maximum.



- In a significant subset of these cases, however, current salaries for City of Wilmington incumbents are at the lower end of the established pay range – and often somewhat below the regional norms, when viewed on a contextualized basis. In such instances, the City’s flexibility to improve pay within the range should be beneficial for addressing specific recruitment and/or retention difficulties.
- In some cases, this benchmarking review indicates not only that current City of Wilmington incumbent pay is low, but also that the current pay range may not provide sufficient capacity and flexibility to address such competitiveness concerns.
- The following are those titles where further review may be beneficial, given salary benchmarks that indicated a comparatively low position for the City, even when contextualized for differences such as scale and functional responsibilities. In some of these cases, existing pay range maximums may provide significant flexibility to address competitiveness concerns.
 - Mayor’s Chief of Staff
 - Deputy Chiefs of Staff
 - Deputy City Clerk
 - Budget Director
 - Accounting Manager
 - Human Resources Director
 - Risk Manager
 - Director of Integrated Technology
 - Webmaster
 - City Solicitor
 - Deputy City Solicitor
 - Public Works Commissioner
 - Deputy Commissioner, Public Works
 - Commissioner of Licenses and Inspections
 - Deputy Commissioner for Licenses and Inspections
 - Director of Transportation
 - Administrative Services Director, Public Works
 - Water Division Director, Public Works
 - Assistant Water Division Director, Public Works
 - Water Quality Manager, Public Works
 - Director of Planning and Development
 - Planning Manager
 - Parks Maintenance Supervisor

PFM appreciates the opportunity to support the City of Wilmington with this benchmarking initiative, and sincerely hopes that this effort will be helpful toward ensuring effective executive and managerial leadership for the benefit of the City and its residents.



Methodology

This report encompasses findings and recommendations resulting from several months of study. During this time, the project team benchmarked base pay ranges and actual incumbent pay across five (5) public employers to help assess the City's relative competitiveness within the region. In addition, PFM reviewed general labor market data from the BLS Occupational Employment Statistics (OES) program, providing annual salary data for over 800 occupations, for those positions with private sector parallels.

Public Employers

Within the regional labor market, PFM selected the following jurisdictions for the benchmarking group:

Large Delaware public employers:

- State of Delaware
- New Castle County

Largest public employer in the Philadelphia-Reading-Camden, PA-NJ-DE-MD Combined Statistical Area (CSA) within which Wilmington is located.

- Philadelphia, PA

In addition, the next two largest Delaware cities were also surveyed as supplemental reference points:

- City of Newark, DE
- City of Dover, DE

As noted in the overview for this report, this survey group varies significantly across factors including scale, organizational and functional structure, and community characteristics. Because Wilmington is the largest urban government in Delaware, there are no available benchmark jurisdictions that align closely with the City across all of its relevant dimensions.

Accordingly, to provide additional context for interpreting the base salary comparisons to follow, **Table 1** below summarizes a range of economic indicators for these selected communities, and **Table 2** highlights key organizational and fiscal factors.



Table 1: Economic and Demographic Characteristics of the Survey Group¹

	Population	Median Earnings Residents Age 25+	Per Capita Income	Median Household Income	Individuals Below Poverty Level (%)	Unempl. Rate	Median Monthly Owner (Housing) Costs	Median Home Value
Wilmington (DE)	71,502	\$31,931	\$26,263	\$40,065	26.1%	5.7%	\$980	\$162,400
State of DE	934,695	\$39,956	\$31,118	\$61,017	12.0%	4.5%	\$1,109	\$233,100
New Castle County (DE)	551,997	\$42,490	\$33,240	\$66,283	11.4%	4.2%	\$1,182	\$244,300
Philadelphia (PA)	1,559,938	\$34,137	\$23,696	\$39,770	25.9%	6.3%	\$919	\$147,300
Newark (DE)	32,941	\$41,820	\$25,326	\$55,256	24.8%	4.1%	\$1,157	\$270,700
Dover (DE)	37,351	\$33,291	\$22,707	\$46,355	19.7%	5.8%	\$1,030	\$172,000

As shown above, Wilmington’s population is much larger than the next biggest Delaware cities of Dover and Newark, and far smaller than Philadelphia, New Castle County, and the State of Delaware. Median annual earnings and household income levels for Wilmington residents rank toward the lower end of the range across the overall survey group, as do housing costs and home values – while the City’s poverty rate is comparatively high.

In turn, some of these economic and demographic characteristics are reflected in the scale and fiscal pressures experienced by the government of each of these jurisdictions. In Table 2, the State of Delaware budget and headcount as shown includes higher education and public education.

Table 2: Organizational and Fiscal Characteristics of the Survey Group²

		FY2018 Employees (All Funds)	FY2018 Budget (All Funds)	Moody's Credit Rating
Wilmington (DE)	City	1,078	\$239,347,557	Aa2
State of DE	State	32,266	\$5,195,800,000	Aaa
New Castle County (DE)	County	1,604	\$284,759,412	Aaa
Philadelphia (PA)	City-County	29,851	\$9,120,780,000	A2
Newark (DE)	City	249	\$82,380,489	Aa2
Dover (DE)	City	358	\$125,827,700	Aa3

To identify related positions across these comparative governments, PFM developed a survey instrument and asked human resources personnel in the selected survey group for input to help match classifications. The survey instrument included questions about pay ranges as well as actual incumbent pay, and was informed by interviews of senior City of Wilmington officials with supervisory responsibility over most of the positions reviewed. Additionally, the survey asked

¹ Sources: US Census Bureau, American Community Survey, 1-yr estimates (2016), Median Monthly Housing Costs: US Census Bureau, American Community Survey, 1-yr estimates (2016), Household Income: US Census Bureau, American Community Survey, 1-year estimates (2016), Average Weekly Wage: Bureau of Labor Statistics, Quarterly Census of Employment and Wages.

² Sources: Operating Budgets.



about major functional and organizational differences. After processing the survey responses received, PFM followed-up with the comparison employers to clarify many of the responses received.

In parallel, PFM also obtained and reviewed job descriptions for a majority of the benchmark employers, and reviewed organizational charts, line-item budgets, and payroll extracts to further inform, validate, adjust, and contextualize the job matches identified. In most cases, pay levels reflected are as of June 30, 2018, with some more recent pay data shown as available.

In some cases, actual salaries as shown may exceed the reported pay range maximums. In most cases, this is due to the inclusion of longevity pay premiums above base pay in the actual salary information provided.

General Labor Market Data

To evaluate general labor market compensation, PFM relied primarily on salary data collected by the Bureau of Labor Statistics (BLS) for employers within the Philadelphia-Camden-Wilmington metropolitan area. PFM identified general labor market reference points for many of the City’s executive and managerial positions within the BLS Occupational Employment Statistics (OES) dataset. The OES program produces employment and wage estimates for over 800 occupations, reporting data at the national, state, and metropolitan area levels. For this study, we focused on pay within Wilmington’s metropolitan area for the most recent May 2017 period reported as of the time this study was completed.

Because the occupational categories reported by the BLS are relatively broad, we show OES estimates at the median, 25th percentile, and 75th percentile for each category reported. While industry types, differences in individual responsibilities, and other factors can impact which employees in the overall labor market are paid at which percentile level, there will generally be some correlation between percentile and experience/responsibility. Accordingly, when evaluating OES data for the occupation of “Lawyer,” for example, one might generally expect candidates for relatively senior Wilmington positions such as Deputy City Solicitor and City Solicitor to be drawn from the higher end of the occupational pay range, while candidates for a less senior position such as Assistant City Solicitor might align more closely with the median or below-median end of the range.

Table 3: General Labor Market Comparisons – Law

Wilmington Title	Wilmington (Actual)	OES Occupation	OES 10 th Percentile	OES 25 th Percentile	OES Survey Median	OES 75 th Percentile	OES 90 th Percentile
Assistant City Solicitor	\$82,789 (Min) \$87,500 (Max)	Lawyer	\$59,520	\$81,980	\$129,740	\$194,000	Not reported
Senior Assistant City Solicitor	\$90,000 (Min) \$93,086 (Max)						
Deputy City Solicitor	\$113,173						
City Solicitor	\$121,630						



In the detailed position comparisons that follow, we include OES data where applicable, however, many specialized municipal roles do not have a well-aligned general labor market occupation, particularly at the executive levels. For example, among the 800 occupations reported by the BLS, there are no strong matches for positions such as Fire Chief. In such cases, only the surveyed benchmark results are provided.

Mayor and City Council



Mayor / Elected Chief Executive

Wilmington's Mayor is the elected chief executive of City government. As shown in the preceding methodology section of this study, Wilmington falls around the midpoint for both number of employees and budget size. Accordingly, both with regard to elected chief executives and many of the other leadership positions that follow in subsequent tables within this report, larger governments such as the State of Delaware and the City of Philadelphia often pay well above Wilmington, while smaller cities typically pay less. In the case of the Mayor of Wilmington, the City's position is generally consistent with scale, however, the absolute salary level is significantly below that for the other two large governments in Delaware, the State itself and New Castle County.

	Job Match	Department	Total # of Employees	Govt. Budget	Actual	Maximum
Wilmington (DE)	Mayor	Mayor's Office	1,078	\$239,347,557	\$117,676	\$123,928 (Declared Rate)
State of DE	Governor	Office of the Governor	11,048	\$2,451,392,100	\$171,000	-
New Castle County (DE)	County Executive	Office of County Executive	1,604	\$284,759,412	\$146,377	\$147,402
Philadelphia (PA)	Mayor	Mayor's Office	31,226	\$9,120,780,000	\$218,474	-

	Job Match	Department	Total # of Employees	Govt. Budget	Actual	Maximum
Newark (DE)	City Manager	Administrative Department	249	\$82,380,489	\$110,877	-
Dover (DE)	Mayor	Mayor's Office	358	\$125,827,700	\$45,000	

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Chief Executives	\$113,340	\$180,150	Not Reported	Not Reported	Not Reported



Mayor's Office – Chief of Staff

In Wilmington the Mayor's Chief of Staff effectively serves as the chief operating officer for City government, overseeing day-to-day operations through Department Directors and Commissioners. The Chief of Staff also serves as the senior policy advisor to the Mayor. The current actual salary for this position in Wilmington falls below the commensurate levels across other regional governments, although the maximum for the range in the City is more consistent with regional norms, providing flexibility for adjustment.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Chief of Staff	Mayor's Office	\$116,219	\$150,011
State of DE	Chief of Staff	Office of the Governor	\$137,757	-
New Castle County (DE)	Chief of Staff	Office of County Executive	\$140,553	-
New Castle County (DE)	Chief Administrative Officer	Office of County Executive	\$154,252	-
Philadelphia (PA)	Chief of Staff	Mayor's Office	\$150,000	-
Philadelphia (PA)	Managing Director	Managing Director's Officer	\$205,000	-

	Job Match	Department	Actual	Maximum
Newark	No Match			
Dover (DE)	City Manager	City Manager's Office	\$145,000	-

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
General and Operations Managers	\$63,150	\$88,430	\$129,720	\$190,460	Not Reported



Mayor's Office – Deputy Chief of Staff for Policy and Communications

Wilmington's Deputy Chief of Staff for Policy and Communications serves in an executive level position, advising the Mayor and Chief of Staff. Key roles include leadership with external and internal communications, including management of communications staff, as well as policy development.

In Wilmington, current pay for this position is low in comparison to the larger regional benchmarks, although the pay range maximum provides additional flexibility to address pay competitiveness. Specific roles, responsibilities, and assignments can vary significantly for such executive level senior staff positions.

Job Match		Department	Actual	Maximum
Wilmington (DE)	Deputy Chief of Staff for Policy and Communications	Mayor's Office	\$95,000	\$138,976
State of DE	Deputy Chief of Staff	Office of the Governor	\$120,000	--
New Castle County (DE)	Deputy Chief Administrative Officer	Executive Office	\$101,888	--
Philadelphia (PA)	Deputy Mayor for Policy and Legislation	Mayor's Office	\$150,000	--
	Communications Director	Mayor's Office	\$150,000	--

Job Match		Department	Actual	Maximum
Newark (DE)	Deputy City Manager	City Manager's Office	\$120,000	138,543
Dover (DE)	Assistant City Manager	City Manager's Office	Not reported Pay scale lists "market" as \$106,957	\$138,877

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
General / Operations Mgrs	\$63,150	\$88,430	\$129,720	\$190,460	Not Reported



Mayor's Office – Deputy Chief of Staff for Fiscal and Management Operations

Wilmington's Deputy Chief of Staff for Fiscal and Management Operations serves in an executive level position, reporting directly to the Chief of Staff. Key roles include leadership with operational management, as well as interagency coordination and initiatives.

In Wilmington, current pay for this position is low in comparison to the larger regional benchmarks, although the pay range maximum provides additional flexibility to address competitiveness as needed. Specific roles, responsibilities, and assignments can also vary significantly for such executive level senior staff positions.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Deputy Chief of Staff for Fiscal and Management Operations	Mayor's Office	\$95,000	\$138,976
State of DE	Deputy Chief of Staff	Office of the Governor	\$120,000	--
New Castle County (DE)	Deputy Chief Administrative Officer	Executive Office	\$101,888	--
Philadelphia (PA)	First Deputy Managing Director	Managing Director's Office	\$138,587	--

	Job Match	Department	Actual	Maximum
Newark (DE)	Deputy City Manager	City Manager's Office	\$120,000	\$138,543
Dover (DE)	Assistant City Manager	City Manager's Office	Not reported Pay scale lists "market" as \$106,957	\$138,877

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
General / Operations Mgrs	\$63,150	\$88,430	\$129,720	\$190,460	Not Reported



Mayor's Office – Special Assistant

The Special Assistant position in the Mayor's Office provides administrative and managerial support to Mayor in areas such as community engagement, high-profile event coordination, and policy and programmatic initiatives. Given the broad range of assignments typical for this type of role, salary levels can appropriately vary significantly based on individual qualifications assigned roles. At New Castle County, for example, there is a classification series for the Executive Assistant role that also includes I-III levels at lower rates of pay than the IV level shown below.

Actual incumbent base compensation for Wilmington's Special Assistant is within the mainstream of the benchmarked communities, and the City's current pay range provides the flexibility to account for potential different roles within this classification.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Special Assistant	Mayor's Office	\$66,625	\$111,027
State of DE	Community Relations Coordinator	Office of the Governor	\$53,394	\$67,133
New Castle County (DE)	Executive Assistant IV	Office of County Executive	\$72,409	-
Philadelphia (PA)	Special Assistant	Mayor's Office	\$90,000	-

	Job Match	Department	Actual	Maximum
Newark (DE)		No Match		
Dover (DE)	Administrative Assistant to City Manager	Mayor's Office		\$52,342



Mayor's Office – Policy Analyst

Wilmington's Policy Analyst works directly with senior officials to conduct policy/best practices research and monitor legislation.

Wilmington's compensation for this position is competitive with the regional benchmarks, recognizing that this is a specialized staff role where salary variations would be expected based on individual qualifications and the specific roles assigned. For comparative context, in addition to the Fiscal and Policy Analyst shown below, the State of Delaware also has a Legislative Liaison and Policy Advisor who perform some of the functions of Wilmington's Policy Analyst – earning \$73,000 and \$89,000, respectively. While a more junior Policy Analyst role is shown below for the City of Philadelphia, it may also be noted that Philadelphia has a higher paid Director of Policy (\$103,000) and Assistant Policy Director (\$58,500) below the Deputy Mayor who oversees policy development overall. In New Castle County, as previously noted with regard to the Special Assistant classification, there is a classification series for the Executive Assistant role that also includes I-III levels at lower rates of pay than the IV level shown below.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Policy Analyst	Mayor's Office	\$82,595	\$102,261
State of DE	Fiscal and Policy Analyst	Office of Management and Budget	\$55,827 (Min) \$71,623 (Max)	\$82,241
New Castle County (DE)	Executive Assistant IV	Office of County Executive	\$72,409	-
Philadelphia (PA)	Policy Analyst	Mayor's Office	\$47,500	-

	Job Match	Department	Actual	Maximum
Newark (DE)		No Match		
Dover (DE)		No Match		

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Management Analysts	\$50,810	\$64,960	\$85,410	\$110,870	\$151,370



Mayor's Office – Communications Officer

The Mayor's Communications Officer serves as an assistant spokesperson and public relations practitioner for City Government, developing opportunities to promote a positive image of the City through a range of media outlets in the context of municipal policies, vision, programs, and activities.

Wilmington's Communications Officer is paid within the mainstream among the benchmarked communities, and the maximum of the pay range for this classification provides additional flexibility to make adjustments as needed to maintain competitiveness.

Job Match		Department	Actual	Maximum
Wilmington (DE)	Communications Officer	Mayor's Office	\$63,048	\$81,837
State of DE	Deputy Communications Director	Office of the Governor	\$53,000	-
New Castle County (DE)	No Match			
Philadelphia (PA)	Deputy Communications Director	Mayor's Office	\$60,000 (Min) \$85,000 (Max)	-

Job Match		Department	Actual	Maximum
Newark (DE)	Communications Manager	Administrative Department	\$86,994	\$89,993
Dover (DE)	Emergency Management Coordinator and Public Affairs	-	\$62,650	\$63,621

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Public Relations Specialists	\$35,970	\$45,860	\$59,810	\$78,780	\$102,410



Mayor's Office – Digital/Social Media Manager

Wilmington's Digital/Social Media Manager assists the Deputy Chief of Staff for Policy and Communications with the Administration's internal and external communications and marketing strategies, with a focus on social media outreach campaigns.

Based on the regional benchmarks, Wilmington's pay for this position appears to be competitive, and the maximum of the pay range provides additional flexibility.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Digital/Social Media Manager	Mayor's Office	\$60,000	\$81,837
State of DE	Deputy Communications Director	Governor's Office	\$53,000	-
New Castle County (DE)	No Match			
Philadelphia (PA)	Digital Director	Mayor's Office	\$95,000	-

	Job Match	Department	Actual	Maximum
Newark (DE)	Community Affairs Officer	Administrative Department	\$56,144	-
Dover (DE)	No Match			

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Public Relations Specialists	\$35,970	\$45,860	\$59,810	\$78,780	\$102,410



Mayor's Office – Director of Constituent Services

The Director of Constituent Services manages and supervises customer service staff and operations, provides leadership and direction in the development of short and long range customer service plans, and gathers, interprets, and prepares data for studies, reports, and resolution of complaints.

Wilmington pays within the mainstream among the benchmarked communities, and the maximum of the pay range for this classification provides additional flexibility to make adjustments as needed to maintain competitiveness. For comparative context, in addition to managing constituent services operations, Dover's job match to Wilmington's Director of Constituent Services, also acts as City Clerk, Assistant Treasurer, and Director of Council Affairs. Also of note, based on the availability of identified matches, an equivalent City Council position for constituent services is shown for Philadelphia, rather than an executive branch role. In addition, Philadelphia has adopted a 311 program within its executive branch that fulfills many of the City's constituent service goals. Within that different structure, Philadelphia uses the classification of 311 Contact Center Supervisor with maximum pay of \$46,312.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Dir. of Constituent Services	Mayor's Office	\$67,294	\$91,461
State of DE	Constituent Services Director	Office of the Governor	\$61,000	\$67,133
New Castle County (DE)	No Match			
Philadelphia (PA)	Dir. of Constituent Services	City Council	\$43,689 (Min) \$80,000 (Max)	-

	Job Match	Department	Actual	Maximum
Newark (DE)	No Match			
Dover (DE)	Director of Council Affairs and Constituent Services	City Clerk	\$98,842	\$114,254



Mayor's Office – Constituent Service Officer

The Wilmington Constituent Service Officer position fields complaint calls and acts as a liaison with City departments in achieving resolution.

As noted in the preceding page for the Director of Constituent Services, the City of Philadelphia has adopted a 311 system for handling questions and complaints, a somewhat different structure from the current Wilmington approach. Current Wilmington pay is competitive relative to the benchmark employers with similar positions.

Job Match	Department	Actual	Maximum
Wilmington (DE)	Constituent Service Officer	\$58,956	\$65,383
State of DE	Constituent Relations Liaison	\$32,800 (Min) \$36,000 (Max)	\$ 44,737
State of DE	Community Liaison	\$57,000	-
New Castle County (DE)	No Match		
Philadelphia (PA)	311 Contact Center Specialist	\$39,848 (Min) \$43,099 (Max)	\$43,331
Philadelphia (PA)	311 Contact Center Agent	\$35,528 (Min) \$42,553 (Max)	\$42,156

Job Match	Department	Actual	Maximum
Newark (DE)	No Match		
Dover (DE)	No Match		

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Customer Service Representatives	\$23,240	\$29,040	\$36,680	\$46,600	\$58,410



Mayor's Office – Director of Cultural Affairs

The Director of Cultural Affairs position involves coordinating the City's cultural affairs programs and events, with lead responsibility for management, marketing, and grant writing/fundraising for Wilmington's cultural affairs and creative economy activities.

Across the selected survey group, two other governments provided job matches related to the Director of Cultural Affairs position – the State of Delaware and Philadelphia. In light of differences in scale and focus, Wilmington's pay range appears to be consistent with these reference points.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Director of Cultural Affairs	Mayor's Office	\$85,385	\$102,261
State of DE	Director of Historical & Cultural Affairs	Department of State (Historical & Cultural Affairs)	\$96,924	-
New Castle County (DE)	No Match			
Philadelphia (PA)	Chief Cultural Officer	Office of Arts, Culture & the Creative Economy	\$130,000	-

	Job Match	Department	Actual	Maximum
Newark (DE)	No Match			
Dover (DE)	No Match			



Mayor's Office – Cultural Affairs Program Assistant

The Cultural Affairs Program assistant supports the Director of Cultural Affairs with coordinating, planning, and managing special events, programs, and related grant-writing. Across the selected survey group, only the State of Delaware and Philadelphia reported related classifications. Wilmington pay levels are competitive relative to these benchmarks.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Cultural Affairs Program Assistant	Mayor's Office	\$64,303	\$81,837
State of DE	Cultural Preservation Specialist	Department of State (Historical & Cultural Affairs)	\$47,546	\$58,639
New Castle County (DE)	No Match			
Philadelphia (PA)	Research and Policy Associate	Office of Arts, Culture & the Creative Economy	\$50,000	-

	Job Match	Department	Actual	Maximum
Newark (DE)	No Match			
Dover (DE)	No Match			



Mayor's Office – Director of Economic Development

Wilmington's Director of Economic Development heads the City's Economic Development Department. The incumbent is responsible for the overall direction and coordination of the City's economic development programs and policy, with a focus on business recruitment and retention, and serves as the City's chief spokesman on economic issues.

Base pay for Wilmington's Director of Economic Development appears to be in a competitive position, although currently toward the lower end of the regional mainstream, and the maximum of the pay range for this classification provides additional flexibility to make adjustments as needed to maintain competitiveness.

Job Match		Department	Actual	Maximum
Wilmington (DE)	Director of Econ. Dev.	Mayor's Office	\$107,040	\$129,048
State of DE	Director DE Econ. Dev. Office	Delaware Economic Development Office	\$130,011	-
New Castle County (DE)	Director of Econ. Dev. (Executive Assistant IV)	Office of Economic Development	\$76,181	-
Philadelphia (PA)	Commerce Director	Commerce Department	\$175,000	-

Job Match		Department	Actual	Maximum
Newark (DE)	Director of Planning & Dev.	Planning & Development	\$95,870	-
Dover (DE)	No Match			

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
General and Operations Managers	\$63,150	\$88,430	\$129,720	\$190,460	Not Reported



Mayor's Office – Economic Development Project Manager I

The Wilmington Economic Development Project Manager is responsible for managing a portfolio of projects spanning the economic development programs and initiatives of the office, including business attraction and retention, real estate and infrastructure, small and minority business development, neighborhood and community economic development, workforce development, and marketing. The position reports to the Deputy Director of Economic Development.

Relatively few benchmark positions were identified, however, Wilmington's incumbent pay appears to fall within the mainstream for comparable roles, and the maximum of the pay range for this classification provides additional flexibility to make adjustments as needed to maintain competitiveness.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Econ Dev. Proj. Mgr. I	Mayor's Office	\$70,000	\$81,837
State of DE	No Match			
New Castle County (DE)	No Match			
Philadelphia (PA)	Business Development Manager	Commerce Department	\$82,082	-

	Job Match	Department	Actual	Maximum
Newark (DE)	No Match			
Dover (DE)	No Match			

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Financial Analysts	\$52,120	\$60,740	\$78,220	\$107,100	\$144,510



City Council – Chief of Staff

Wilmington’s Chief of Staff for City Council serves in a senior executive level position, reporting directly to the President of City Council, while also serving twelve elected officials. Key roles include overseeing day-to-day operations of multiple legislative branch divisions as Chief Legislative Administrative Officer, while also serving as chief advisor to City Council on broad-based policy, legislation, strategy, and procedure.

In Wilmington, current pay for this position is generally competitive with the senior legislative staff positions among larger regional benchmarks. With the State of Delaware General Assembly, the Chief of Staff for each legislative chamber is shown below. The highest paid staff position for the legislature overall is the Controller General at \$151,088 (among other responsibilities, the Office of the Controller General provides budget analyses, prepares fiscal notes on legislation, provides staff for standing committees, and represents the General Assembly on numerous ad-hoc committees and task forces). For New Castle County Council, the highest paid non-legal position is shown below (the County’s highest paid staff position overall is Counsel to the Council at \$130,287).

More generally across all of these various governments, specific roles, responsibilities, and assignments can vary significantly for such senior executive level legislative staff positions.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Chief of Staff	City Council	\$111,080	--
State of DE	Secretary of the Senate	Delaware Senate	\$111,735	--
	Chief of Staff	House of Representatives	\$93,873	--
New Castle County (DE)	Policy Director	County Council	\$100,045	--
Philadelphia (PA)	Chief Operating Officer	City Council	\$141,252	--

	Job Match	Department	Actual	Maximum
Newark (DE)	No match (see City Clerk position below for closest equivalent)			
Dover (DE)	No match (see City Clerk position below for closest equivalent)			

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
General / Operations Mgrs	\$63,150	\$88,430	\$129,720	\$190,460	Not Reported



City Council – City Clerk/Office Director

Wilmington’s City Clerk is responsible for the daily operation and oversight of the Council Office, inclusive of the agenda preparation, legal notices, records management, and other official procedures required of a legislative program.

As shown below, actual incumbent base pay for Wilmington’s City Clerk falls within the regional mainstream for similar positions, among which, specific duties and responsibilities can vary.

Job Match	Department	# of Employees	Departmental Budget	Actual	Maximum	
Wilmington (DE)	City Clerk/Office Dir.	City Council	29	\$2,338,254	\$85,800	-
State of DE	Chief Clerk of the House	General Assembly (House)	32	\$6,709,400	\$84,737	-
State of DE	Secretary of the Senate	General Assembly (Senate)	25	\$4,396,000	\$111,735	\$114,254
New Castle County (DE)	Clerk of Council	Office of the Executive	32	\$4,023,343	\$99,064	\$100,045
Philadelphia (PA)	Chief Clerk	City Council	212	\$17,707,946	\$102,723	-

Job Match	Department	# of Employees	Departmental Budget	Actual	Maximum	
Newark (DE)	Director of Legislative Service/City Secretary/Council Clerk	Legislative Department	3	\$1,044,977	\$85,850	-
Dover (DE)	City Clerk/Director of Council Affairs	City Clerk	4	\$436,700	\$98,842	



City Council – Deputy City Clerk

The City of Wilmington’s Deputy City Clerk provides legislative administrative support to assigned Council members and senior staff, and serves as a stand-in for the City Clerk when absent. The incumbent is also responsible for coordinating and tracking scholarship and discretionary funds, and coordinates travel requests, scheduling, and/or business meetings, for assigned Council Members.

For comparative context, job matches shown below for New Castle County, Newark, and Philadelphia reflect more generalized legislative aide duties without the additional clerk-specific functions of Wilmington’s Deputy City Clerk position. Relative to these available benchmarks, current incumbent pay in Wilmington is at the lower end of the comparative range regionally, albeit specific roles may vary for this type of legislative support.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Legislative Admin Asst./Deputy City Clerk	City Council	\$42,900	-
State of DE	No Match			
New Castle County (DE)	Legislative Aide to County Council	Office of the Executive	\$61,457	\$74,654
Philadelphia (PA)	Legislative Assistant	City Council	\$29,500 (Min) \$41,500 (Max)	-

	Job Match	Department	Actual	Maximum
Newark (DE)	Secretary II	City Council	\$59,538	-
Dover (DE)	Asst. to the City Clerk/Dir. of Council Affairs & Constituent Services	City Clerk	\$45,386	\$52,342

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Executive Secretaries and Executive Administrative Assistants	\$41,530	\$50,390	\$61,840	\$74,910	\$85,540
Legal Support Workers, All Other	\$38,590	\$45,630	\$56,080	\$73,050	\$115,400



City Council – Executive Administrative Assistant

The City Council Executive Administrative Assistant acts as a point of contact between the executive and legislative branch, as well as with internal and external constituents, regarding matters of the President of City Council. Recognizing that specific roles can vary for this type of direct support to senior officials, actual incumbent base pay in Wilmington appears to fall within the regional mainstream for similar positions.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Exec. Admin. Asst.	City Council	\$51,794	-
State of DE	No Match			
New Castle County (DE)	Secretary to Council	County Council	\$47,650	-
Philadelphia (PA)	Administrative Assistant	City Council	\$30,000 (Min) \$86,000 (Max)	\$86,000

	Job Match	Department	Actual	Maximum
Newark (DE)	Secretary I	City Council	\$53,747	-
Dover (DE)	No Match			

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Executive Secretaries and Executive Administrative Assistants	\$41,530	\$50,390	\$61,840	\$74,910	\$85,540
Legal Support Workers, All Other	\$38,590	\$45,630	\$56,080	\$73,050	\$115,400



City Council – Legislative Administrative Assistant

The Administrative Legislative Assistant for the City Council Office provides support to Council members and senior staff, including handling of legislative aide requests and queries and project assignments as determined. While actual incumbent base pay in Wilmington is at the lower end of the regional mainstream for similar positions, the City’s pay range maximum provides additional flexibility for adjustment as warranted by individual qualifications and assignments.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Legislative Administrative Assistant	City Council	\$42,500	\$58,381
State of DE	No match reported			
New Castle County (DE)	Legislative Aide to County Council	Office of the Executive	\$61,457	\$74,654
Philadelphia (PA)	Legislative Assistant	City Council	\$54,750	-

	Job Match	Department	Actual	Maximum
Newark (DE)	Secretary II	City Council	\$59,538	-
Dover (DE)	Asst. to the City Clerk/Dir. of Council Affairs & Constituent Services	City Clerk	\$45,386	\$52,342

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Executive Secretaries and Executive Administrative Assistants	\$41,530	\$50,390	\$61,840	\$74,910	\$85,540
Legal Support Workers, All Other	\$38,590	\$45,630	\$56,080	\$73,050	\$115,400



Budget, Finance and Audit



Budget Director

Wilmington’s Budget Director manages the operating and capital budgeting process for the City, reporting directly to the Mayor and Chief of Staff. The incumbent also ensures that the policies, management initiatives, and overall executive plans of the Mayor’s Office are effectively developed, implemented and monitored. In Wilmington, the Budget Director has control over departmental discretionary spending, budget transfers, budget amendments, and spending from contingency funds.

New Castle County’s budget development process also involves the County’s Finance Director – a position with a broader overall scope of responsibilities and a higher rate of pay. Similarly, Philadelphia’s Budget Director is within the overall City Department of Finance. Given the level of responsibility for this role in Wilmington, current pay is relatively low compared to the regional benchmarks, although the maximum for this classification’s pay range provides some additional flexibility.

Job Match		Department	Actual	Maximum
Wilmington (DE)	Budget Director	Mayor's Office	\$101,242	\$119,569
New Castle County (DE)	Accounting and Fiscal Manager	Finance Department	\$115,199	-
State of DE	Director, Office of Management and Budget	Office of Management and Budget	\$151,088	-
Philadelphia (PA)	Budget Director	Department of Finance, Office of Budget and Program Evaluation	\$150,000	-

Job Match		Department	Actual	Maximum
Newark (DE)		No Match		
Dover (DE)		No Match		

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Financial Managers	\$86,890	\$115,420	\$150,090	\$198,940	Not Reported



Finance – Director of Finance

Wilmington’s Director of Finance is the City’s chief financial officer, responsible for overseeing the billing and collection of all major revenues, the accounting of the revenues and expenditures, and production of the City’s Comprehensive Annual Financial Report. The Director also chairs the City’s Pension Board and is a voting member of numerous and various other boards.

Among the benchmarked governments, the role of the chief financial officer varies. In Philadelphia and Dover, for example, the Finance Director oversees functions that are under the City Treasurer and Budget Director in Wilmington. Based on these regional benchmarks, Wilmington pay appears to fall within the lower end of regional mainstream, warranting ongoing monitoring for competitiveness.

Job Match	Department	# of Employees	Departmental Budget	Actual	Maximum	
Wilmington (DE)	Director of Finance	Department of Finance	85	\$14,853,156	\$133,250	\$138,976
State of DE	Secretary of Finance	Department of Finance	281	\$14,467,400	\$151,088	-
New Castle County (DE)	Chief Financial Officer	Office of Finance at Department of Administration	78	\$8,741,882	\$148,319	\$150,534
Philadelphia (PA)	Director of Finance	Office of the Director of Finance	118	\$1,765,490,201	\$165,741	-

Job Match	Department	# of Employees	Departmental Budget	Actual	Maximum	
Newark (DE)	Director of Finance	Finance Department	13	\$272,035	\$122,230	\$133,215
Dover (DE)	Controller/Treasurer	Finance Department	8	\$1,038,900	Not reported	\$145,819

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Financial Managers	\$86,890	\$115,420	\$150,090	\$198,940	Not Reported



Finance – Deputy Director of Finance

The Deputy Director of Wilmington’s Finance Department participates in management of the daily operation of the Finance Department with a concentration in the Revenue and Customer Service areas.

Actual incumbent base compensation for Wilmington’s Deputy Director of Finance falls within the regional mainstream among benchmarked jurisdictions, and the pay range maximum provides additional flexibility for adjustment when warranted as the position evolves.

Job Match		Department	Actual	Maximum
Wilmington (DE)	Deputy Director Of Finance	Department of Finance	\$105,080	\$119,569
State of DE	Deputy Secretary of Finance	Department of Finance	\$128,000	\$141,311
New Castle County (DE)	No Match			
Philadelphia (PA)	Deputy Director of Finance First Deputy Director of Finance	Office of the Director of Finance	\$115,000 (Min) \$150,000 (Max) First Deputy: \$159,131	-

Job Match		Department	Actual	Maximum
Newark (DE)	Deputy Director of Finance/Auditor	Finance Department	\$83,591	\$113,872
Dover (DE)	Assistant Treasurer/Assistant Finance Director	Finance Department	\$72,000	\$93,997

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Financial Managers	\$86,890	\$115,420	\$150,090	\$198,940	Not Reported



Finance – Procurement Manager

Wilmington’s Procurement Manager is responsible for leading the City’s centralized purchasing function. This employee manages professional and technical staff, engages in planning and developing procurement procedures, policies and standards, and assists in administering, managing and controlling all aspects of operations. Reporting to the Director of Finance, this position serves as contract compliance officer to ensure that all vendor commitments are satisfied, with significant latitude to exercise independent judgment within established policies and procedures.

Actual incumbent pay falls within the regional mainstream among benchmarked jurisdictions, but Wilmington falls toward the lower end of the grouping. While the City’s pay range maximum provides additional flexibility for adjustment, pay competitiveness bears ongoing monitoring. Also of note, while the City Procurement Manager position aligns with the State Contract Procurement Administrator in the State of Delaware, this State position is part of a broader office of Government Support Services led by a higher paid Director (\$116,355) that also includes fleet management, payroll administration, and other functions.

Job Match		Department	Actual	Maximum
Wilmington (DE)	Procurement Manager	Department of Finance	\$82,416	\$102,261
State of DE	State Contract Procurement Administrator	Department of Finance	\$55,894	\$82,241
New Castle County (DE)	Chief Purchasing Agent	Office of Finance at Department of Administration	\$101,584	\$115,813
Philadelphia (PA)	Procurement Commissioner	Procurement Department	\$120,000	-

Job Match		Department	Actual	Maximum
Newark (DE)	Purchasing Administrator	Finance Department	\$63,640	\$65,758
Dover (DE)	Contract and Procurement Manager	Finance Department	\$51,896	\$70,143

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Purchasing Managers	\$86,410	\$107,850	\$131,970	\$161,890	\$198,500



Finance – Revenue Manager

The City of Wilmington’s Revenue Manager is responsible for the administrative and operational functions of all revenue and customer service divisions within the department; including oversight of billing and collections. This individual reports directly to the Deputy Finance Director.

Actual incumbent pay falls within the regional mainstream among benchmarked jurisdictions, but toward the lower end of the grouping. While the City’s pay range maximum provides additional flexibility for adjustment, pay competitiveness bears ongoing monitoring. Of note when comparing to New Castle County, the County’s most closely related position is also responsible for banking and investment relationships, custodial accounts and services and computerized information systems.

Job Match		Department	Actual	Maximum
Wilmington (DE)	Revenue Manager	Department of Finance	\$79,560	\$102,261
State of DE	Director Division of Revenue; Assistant Director, Office of Tax Processing	Department of Finance	\$127,980; \$77,161	-
New Castle County (DE)	Treasury Manager	Office of Finance, Dept. of Administration	-	\$115,813
Philadelphia (PA)	Deputy Revenue Commissioner	Tax Revenue Bureau	\$120,000	-

Job Match	Department	Actual	Maximum
Newark (DE)	No Match		
Dover (DE)	No Match		

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
General and Operations Managers	\$63,150	\$88,430	\$129,720	\$190,460	Not Reported
Financial Managers	\$86,890	\$115,420	\$150,090	\$198,940	Not Reported
Tax Examiners and Collectors, and Revenue Agents (<i>non-supervisory</i>)	\$38,960	\$47,310	\$54,020	\$64,070	\$88,050



Finance – Tax Manager

Wilmington’s Tax Manager has lead responsibility for earned income tax processing, revenue audits of corporations and businesses, business license establishment and billing, and development and maintenance of audit databases. This position reports to and is directly supervised by the Director or Deputy Director of Finance.

Actual incumbent pay falls within the regional mainstream among benchmarked jurisdictions. While toward the lower end of the grouping, the City’s pay range maximum provides additional flexibility for adjustment. Again when comparing to New Castle County, it may be noted that the County’s most closely related position is also responsible for banking and investment relationships, custodial accounts and services and computerized information systems.

Job Match		Department	Actual	Maximum
Wilmington (DE)	Tax Manager	Department of Finance	\$88,740	\$102,261
State of DE	Director, Division of Revenue; Assistant Director Personal Taxes & Account Services	Department of Finance	\$127,980; \$77,127	\$107,804
New Castle County (DE)	Treasury Manager	Office of Finance, Dept. of Admin.	Not reported	\$115,813
Philadelphia (PA)	Deputy Revenue Commissioner	Revenue Department	\$120,000	-

Job Match		Department	Actual	Maximum
Newark (DE)		No Match		
Dover (DE)		No Match		

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
General and Operations Managers	\$63,150	\$88,430	\$129,720	\$190,460	Not Reported
Financial Managers	\$86,890	\$115,420	\$150,090	\$198,940	Not Reported
Tax Examiners and Collectors, and Revenue Agents (<i>non-supervisory</i>)	\$38,960	\$47,310	\$54,020	\$64,070	\$88,050



Finance – Accounting Manager

Wilmington’s Accounting Manager manages the Finance Department’s Accounting Division, overseeing the maintenance, review, and accuracy of the financial accounts and records of the City, and ensuring that all financial reports are accurate and timely. This employee may lead in the preparation of the Comprehensive Annual Financial Report (CAFR) for the City of Wilmington, the single audit of federal funds, and other federal and state financial reporting.

In Wilmington, current pay is relatively low compared to the regional benchmarks. Although the maximum for this classification’s pay range provides some additional flexibility, this classification warrants review.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Accounting Manager	Department of Finance	\$75,000	\$91,461
State of DE	Director of Accounting	Department of Finance	\$118,620	\$107,804
New Castle County (DE)	Accounting & Fiscal Manager	Office of Finance at Department of Administration	\$111,373	-
Philadelphia (PA)	Accounting Director	Department of Finance	\$118,489	-

	Job Match	Department	Actual	Maximum
Newark (DE)	No Match			
Dover (DE)	Financial Reporting & Accounting Manager	Finance Department	\$81,682	\$81,199

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Financial Managers	\$86,890	\$115,420	\$150,090	\$198,940	Not Reported
Accountants and Auditors <i>(non-supervisory)</i>	\$49,760	\$59,660	\$74,990	\$96,620	\$125,120



Finance – Principal Analyst

Wilmington’s Principal Analyst leads and performs complex analysis and special assignments, including support for the Wilmington Economic and Financial Advisory Council, budget development, and implementation and policy formulation department-wide.

Relative to the regional benchmarks identified, Wilmington’s Principal Analyst salary is competitive, and the maximum pay range provides additional flexibility, given that individuals within this type of senior staff role may have a range of qualifications and assignments.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Principal Analyst	Department of Finance	\$78,811	\$102,261
State of DE	Senior Fiscal and Policy Analyst	Office of Management and Budget	\$71,623	\$94,164
New Castle County (DE)	Senior Budget and Procedures Analyst	Office of Finance at Department of Administration	\$90,743	\$90,743
Philadelphia (PA)	Budget Analyst Specialist	Department of Finance	\$77,492 (Min) \$87,881 (Max)	\$92,059

	Job Match	Department	Actual	Maximum
Newark (DE)	No Match			
Dover (DE)	Budget Analyst	Finance Department	\$60,694	\$63,621

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Financial Analysts	\$52,120	\$60,740	\$78,220	\$107,100	\$144,510



Finance – Administrative Assistant II

The Finance Department’s Administrative Assistant II provides varied secretarial, organizational, and administrative duties that directly support the Director of Finance.

Actual incumbent base pay for Wilmington’s Finance Department Administrative Assistant II falls within the regional mainstream, and the pay range maximum provides additional flexibility as warranted.

Job Match		Department	Actual	Maximum
Wilmington (DE)	Administrative Assistant II	Department of Finance	\$49,913	\$65,383
State of DE	Administrative Specialist III	Department of Finance	\$35,147	\$44,737
New Castle County (DE)	Executive Assistant II	Office of Finance at Department of Administration	\$59,571	\$76,030
Philadelphia (PA)	Executive Secretary	Department of Finance	\$44,220	\$42,595

Job Match		Department	Actual	Maximum
Newark (DE)		No Match		
Dover (DE)		No Match		

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Secretaries and Administrative Assistants	\$25,000	\$30,790	\$38,150	\$47,300	Not Reported
Executive Secretaries and Executive Administrative Assistants	\$41,530	\$50,390	\$61,840	\$74,910	\$85,540



Auditing Department – City Auditor

The City Auditor leads Wilmington’s internal audit function, assisting the Mayor and City Council in the fulfillment of their fiduciary responsibilities by independently examining the City’s internal control systems and practices.

Based on the identified benchmarks, Wilmington City Auditor pay appears to fall within the regional mainstream. For comparative context, auditing responsibilities in Philadelphia fall under an independently elected City Controller. The Audit Deputy is Philadelphia’s senior appointee overseeing the functions equivalent to the Wilmington role. In addition to the Chief Administrative Auditor, the State also has an elected State Auditor of Accounts.

	Job Match	Department	# of Employees	Departmental Budget	Actual	Maximum
Wilmington (DE)	City Auditor	Auditing Department	4	\$828,955	\$112,000	\$119,569
State of DE	Chief Administrative Auditor	Office of Auditor of Accounts	27	\$2,742,900	\$123,005	\$144,429
New Castle County (DE)	County Auditor	The County Auditor's Office	2	\$445,165	\$125,807	\$127,685
Philadelphia (PA)	Audit Deputy Controller	Controller's Office	176	\$8,949,215	\$124,696 (Min) \$129,666 (Max)	-

	Job Match	Department	# of Employees	Departmental Budget	Actual	Maximum
Newark (DE)			No Match			
Dover (DE)			No Match			

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Financial Managers	\$86,890	\$115,420	\$150,090	\$198,940	Not Reported



Auditing Department – Auditing Manager

Wilmington’s Auditing Manager supervises major audit projects and coordinates the work of other auditors.

The State of Delaware has an Administrative Auditor supervisory level between the Chief Administrative Auditor and managerial State Auditor IV levels. New Castle County does not have a fulltime incumbent that fulfills the functions of Wilmington’s Auditing Manager, relying in part on part-time staff auditors. Overall, Wilmington’s Auditing Manager pay appears to fall within the mainstream relative to the regional benchmarks, and the pay range maximum provides additional flexibility as needed.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Auditing Manager	Auditing Department	\$80,781	\$102,261
State of DE	State Auditor IV	Office of Auditor of Accounts	\$77,066	\$96,230
New Castle County (DE)	No Match			
Philadelphia (PA)	Audit Manager	Controller's Office	\$77,338 (Min) \$93,884 (Max)	\$97,192

	Job Match	Department	Actual	Maximum
Newark (DE)	Deputy Director of Finance/Auditor	Finance Department	\$83,591	\$113,872
Dover (DE)	Senior Accountant		\$81,682	\$81,199

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Accountants and Auditors	\$49,760	\$59,660	\$74,990	\$96,620	\$125,120



Human Resources, IT and Legal



Human Resources – Director of Human Resources

Wilmington’s Director of Human Resources position is an executive role leading the planning, organization, direction, and coordination of the City’s personnel activities, including labor relations, salary and benefits administration, equal opportunity programs, risk management, and data reporting and control.

In Wilmington, current pay is relatively low compared to the larger regional benchmarks, although the pay range maximum provides some additional flexibility. For comparative context, it may be noted that the Newark, DE Deputy City Manager position that oversees human resources also has broader responsibilities.

	Job Match	Department	# of Employees	Departmental Budget	Actual	Maximum
Wilmington (DE)	Director of Human Resources	Department of Human Resources	23	\$2,215,564	\$107,113	\$129,048
State of DE	Secretary	Department of Human Resources	37.5	\$5,938,200	\$131,011	-
New Castle County (DE)	Chief Human Resources Officer	Office of Human Resources	20	\$2,114,062	\$131,269	\$136,537
Philadelphia (PA)	Director of the Office of Human Resources	Office of Human Resources	81	\$6,001,608	\$130,000	-

	Job Match	Department	# of Employees	Departmental Budget	Actual	Maximum
Newark (DE)	Deputy City Manager	Personnel Administration	10	\$1,099,966	\$124,997	\$138,543
Dover (DE)	Human Resources Director	Human Resources	3	\$436,600	\$94,806	\$114,254

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Human Resources Managers	\$84,060	\$104,960	\$134,440	\$169,270	Not Reported



Human Resources – Director of Labor Relations & Classification

Wilmington’s Director of Labor Relations and Classification oversees employee relations, administration of the City’s classification and compensation plans, and the recruitment process. The incumbent also provides oversight of Unemployment Insurance administration and compliance with the Fair Labor Standards Act and Americans with Disabilities Act.

Overall, Wilmington’s pay appears to fall within the mainstream relative to the regional benchmarks, although somewhat toward the lower end of the relevant grouping, with the pay range maximum providing additional flexibility as needed. For comparative context, it may be noted that the equivalent roles in New Castle County, Philadelphia, and the State of Delaware are performed by two incumbents – one for labor relations and another for classification and compensation. In some of the smaller communities, these functions are consolidated within the broader role of an overall Human Resources Director or equivalent.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Director of Labor Relations & Classification	Department of Human Resources	\$90,802	\$111,027
State of DE	Director of Labor Relations and Employment Practices	Department of Human Resources, Division of Personnel Management	\$115,484	-
State of DE	Human Resources Administrator II	Department of Human Resources, Division of Personnel Management	\$86,410	
New Castle County (DE)	Human Resource Administrator; Employee Relations Specialist	Office of Human Resources at Department of Administration	\$93,879	\$95,821
Philadelphia (PA)	Director of Labor Relations	Mayor's Office of Labor Relations	\$135,000	-

	Job Match	Department	Actual	Maximum
Newark (DE)		No Match		
Dover (DE)		No Match		

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Human Resources Managers	\$84,060	\$104,960	\$134,440	\$169,270	Not Reported



Human Resources – Employee Benefits Manager

Wilmington’s Employee Benefits Manager administers the City’s self-insured health benefit, life insurance, wellness, and other control programs. This role includes work with the City’s life and health insurance broker in selecting insurance companies and coverage, and making recommendations concerning the most cost effective means of providing benefits.

Relative to the identified regional benchmarks, Wilmington’s pay for this position appears to be competitive, and the pay range maximum provides additional flexibility. For comparative context, it may be noted that Human Resources Directors in smaller communities often have a high level of involvement in benefits strategy, such that the benefits manager role in these same agencies may be less senior than in Wilmington.

Job Match		Department	Actual	Maximum
Wilmington (DE)	Employee Benefits Manager	Department of Human Resources	\$90,000	\$102,261
State of DE	Deputy Director of Statewide Benefits	Department of Human Resources	\$106,560	\$123,040
New Castle County (DE)	No Match			
Philadelphia (PA)	Deputy Commissioner, Benefits	Office of Human Resources	\$126,327	-
	Benefits Administrator		\$71,597	\$97,192

Job Match		Department	Actual	Maximum
Newark (DE)	Human Resources Manager	Personnel Administration, Administration Department	\$67,390	\$73,970
Dover (DE)	Human Resources Coordinator	Human Resources Department	\$52,790	\$63,621

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Compensation and Benefits Managers	\$88,250	\$110,860	\$134,740	\$175,470	Not Reported



Human Resources – Payroll Manager

Wilmington’s Payroll Manager is responsible for coordinating all aspects of municipal payroll functions to ensure timely and accurate payroll processing. This position reports directly to the Director of Human Resources.

Relative to the identified regional benchmarks, Wilmington’s pay for this position appears to be competitive, and the pay range maximum provides additional flexibility.

Job Match		Department	Actual	Maximum
Wilmington (DE)	Payroll Manager	Department of Human Resources	\$82,000	\$102,261
State of DE	State Payroll Manager	Department of Finance/Accounting	\$70,802	\$100,441
New Castle County (DE)	Payroll Supervisor	Finance Department	\$81,096	\$82,306
Philadelphia (PA)	Assistant to the Director of Finance	Office of the Director of Finance	\$101,918	-

Job Match		Department	Actual	Maximum
Newark (DE)	No Match Reported			
Dover (DE)	Payroll Specialist	Finance Department	\$39,104	\$54,960

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
First-Line Supervisors of Office and Administrative Support Workers	\$39,130	\$48,320	\$60,820	\$77,180	\$98,260



Human Resources – Risk Manager

Wilmington's Risk Manager oversees risk management, liability, workers' compensation, safety, insurance, loss prevention, and loss control programs of the City. This role includes work with City's Director of Human Resources, property and casualty insurance broker, and Risk Management Committee to identify and adopt the most cost-effective means of administering these activities.

Because this type of position is not typically found among smaller governments, full regional comparisons are difficult to make. Wilmington's current pay range appears to be competitive with the State of Delaware, but lags New Castle County and the much larger City of Philadelphia. Given that this position requires significant professional experience, often developed in private industry, further monitoring of recruitment and retention experience may be required to determine if the existing pay structure is sufficient.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Risk Manager	Department of Human Resources	-	\$102,261
State of DE	Insurance Coverage Administrator	Department of Human Resources	\$75,381	\$100,441
New Castle County (DE)	Insurance & Loss Control Manager	Department of Administration - Office of Risk Management	\$114,110	\$115,813
Philadelphia (PA)	Deputy Director of Finance-Risk Management Division	Finance Department, Risk Management Division	\$142,052	-

	Job Match	Department	Actual	Maximum
Newark (DE)		No Match		
Dover (DE)		No Match		



Human Resources – Occupational Health & Safety Program Manager

Wilmington’s Occupational Health & Safety Program Manager supervises daily operations of the City's Medical Dispensary, implements and monitors the return to work and modified duty programs, and oversees safety and loss control activities.

Because this type of position is not typically found among smaller governments, full regional comparisons are difficult to make. Relative to the identified regional benchmarks, Wilmington’s pay for this position appears to be competitive, and the pay range maximum provides additional flexibility.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Occupational Health & Safety Program Manager	Department of Human Resources	\$72,506	\$91,461
State of DE	Risk Management Safety Officer	Department of Human Resources	\$53,852	\$66,926
New Castle County (DE)	No Match			
Philadelphia (PA)	Safety Manager	Finance Department, Risk Management Division	\$86,881	\$87,681

	Job Match	Department	Actual	Maximum
Newark (DE)		No Match		
Dover (DE)		No Match		



Human Resources – Human Resources Administrator

Human Resource Administrators in Wilmington’s Human Resources Department are experienced personnel professionals with responsibility in areas such as recruitment, supervisory/managerial advice and counsel, training and development, performance management, workforce diversity, and/or compliance with employment-related laws and regulations.

Relative to the identified regional benchmarks, Wilmington’s pay for this position appears to be competitive, and the pay range maximum provides additional flexibility.

Job Match		Department	Actual	Maximum
Wilmington (DE)	HR Administrator	Department of Human Resources	\$67,173 (Min) \$68,516 (Max)	\$81,837
State of DE	HR Specialist III – V	Department of Human Resources	\$45,755 (Min) \$63,220 (Max)	\$76,864
New Castle County (DE)	Human Resources Administrator	Office of Human Resources at Department of Administration	\$93,879	\$95,821
Philadelphia (PA)	HR Tech Specialist	Office of Human Resources	\$81,082 (Min) \$81,282 (Max)	\$84,943
	Senior HR Analyst		\$62,781 (Min) \$71,647 (Max)	\$74,560
	Human Resources Professional 2		\$64,037 (Min) \$65,037 (Max)	\$66,947

Job Match		Department	Actual	Maximum
Newark (DE)	Human Resources Administrator	Personnel Administration at the Administration Department	\$63,612	\$65,758
Dover (DE)	Human Resources Coordinator	Human Resources	\$52,790	\$63,621

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Human Resources Specialists	\$41,740	\$53,660	\$68,260	\$87,870	\$108,250



Human Resources – Administrative Assistant II

The Wilmington Human Resources Department’s Administrative Assistant II performs responsible support work for the department head and department staff.

Relative to the identified regional benchmarks, Wilmington’s pay for this position appears to be competitive, and the pay range maximum provides additional flexibility.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Admin. Asst. II	Department of Human Resources	\$55,408	\$65,383
State of DE	Office Manager	Department of Human Resources	\$36,825	\$51,056
New Castle County (DE)	Secretary	Office of Human Resources at Department of Administration	\$34,141	\$50,528
Philadelphia (PA)	Executive Secretary	Personnel Department	\$45,000	\$44,970

	Job Match	Department	Actual	Maximum
Newark (DE)	No Match			
Dover (DE)	Administrative Assistant	Human Resources	\$48,984	-

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Secretaries and Administrative Assistants	\$25,000	\$30,790	\$38,150	\$47,300	Not Reported
Executive Secretaries and Executive Administrative Assistants	\$41,530	\$50,390	\$61,840	\$74,910	\$85,540



IT – Director of Integrated Technology

Wilmington’s Director of Integrated Technologies is responsible for the strategic planning, organization and budgeting of all IT functions, exclusive of Public Safety.

In Wilmington, current pay for this position is generally low in comparison to the regional benchmarks, although the pay range maximum provides some additional flexibility. Demand for experienced information technology professionals is also strong in private industry.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Director of Integrated Tech.	Mayor's Office	\$102,453	\$111,027
State of DE	Chief Information Officer	Department of Technology & Information	\$164,055	-
New Castle County (DE)	Information Systems Manager	Office of Technology	\$114,112	-
Philadelphia (PA)	Information Technology Director	Office of Innovation & Technology	\$165,000	-

	Job Match	Department	Actual	Maximum
Newark (DE)	IT Manager	Administrative Department	\$105,844	\$118,427
Dover (DE)	Information Technology Director	Information Technology	\$93,558	\$119,967

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Computer and Information Systems Managers	\$99,960	\$121,650	\$150,230	\$184,570	Not Reported



IT – Webmaster

Wilmington’s Webmaster is responsible for overseeing the City’s web server, website, and related applications.

In Wilmington, current pay for this position is generally low in comparison to the regional benchmarks reporting similar classifications, although the pay range maximum provides some additional flexibility. Demand for information technology professionals is also strong in private industry.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Webmaster	Mayor's Office	\$58,956	\$65,383
State of DE	No Match Reported			
New Castle County (DE)	No Match Reported			
Philadelphia (PA)	Web Content Manager	Mayor's Office	\$60,000 (Min) \$90,000 (Max)	-

	Job Match	Department	Actual	Maximum
Newark (DE)	No Match Reported			
Dover (DE)	No Match Reported			

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Web Developers	\$40,940	\$53,300	\$67,280	\$91,690	\$118,920



Legal – City Solicitor

The City Solicitor is the executive position overseeing Wilmington’s Law Department, responsible for providing legal advice to the Mayor, City Council and all City departments, boards and commissions.

In Wilmington, current pay for this position is at the lower end of the range relative to the larger regional benchmarks, although the pay range maximum provides some additional flexibility.

	Job Match	Department	# of Employees	Departmental Budget	Actual	Maximum
Wilmington (DE)	City Solicitor	Law Department	18	\$2,727,179	\$121,630	\$138,976
State of DE	Chief Deputy Attorney General	Attorney General's Office	317	\$36,298,500	\$135,894	-
State of DE	State Solicitor	Attorney General's Office (Civil Division)	317	\$36,298,500	\$125,102	-
New Castle County (DE)	County Attorney	Office of Law at Department of Administration	18	\$3,141,819	\$148,319	-
Philadelphia (PA)	City Solicitor	Law Department	176	\$15,743,191	\$175,000	-

	Job Match	Department	# of Employees	Departmental Budget	Actual	Maximum
Newark (DE)			No Match			
Dover (DE)			No Match			

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Lawyers	\$59,520	\$81,980	\$129,740	\$194,000	Not Reported



Legal – Deputy City Solicitor

Wilmington’s Deputy City Solicitor is an executive and professional position, which reports directly to the City Solicitor. The Deputy City Solicitor serves as Acting City Solicitor in the absence of the City Solicitor, and assists in the management of the Law Department.

In Wilmington, current pay for this position is at the lower end of the range relative to the larger regional benchmarks, although the pay range maximum provides some additional flexibility.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Deputy City Solicitor	Law Department	\$113,173	\$129,048
State of DE	Deputy State Solicitor	Attorney General's Office	\$118,598	\$162,615
New Castle County (DE)	County Solicitor	Office of Law at Department of Administration	\$130,288	\$143,364
Philadelphia (PA)	First Deputy City Solicitor	Law Department	\$150,000	-

	Job Match	Department	Actual	Maximum
Newark (DE)		No Match		
Dover (DE)		No Match		

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Lawyers	\$59,520	\$81,980	\$129,740	\$194,000	Not Reported



Legal – Senior Assistant City Solicitor

Within Wilmington’s Law Department, the Senior Assistant City Solicitor is an executive and professional position which directly reports to the City Solicitor. This individual has recognized subject matter expertise in one or more of the following areas: labor and employment; transactional law; litigation management; economic development; and/or City Council support. Senior Assistant City Solicitors are able to independently handle cases or matters within one or more of those areas of practice.

In Wilmington, current pay for this position is within the mainstream, and the pay range maximum provides some additional flexibility to the extent required to maintain competitiveness for well-qualified attorneys.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Senior Assistant City Solicitor	Law Department	\$90,000 (Min) \$93,086 (Max)	\$129,048
State of DE	Deputy Attorney General V	Attorney General's Office	\$62,837 (Min) \$126,018 (Max)	-
New Castle County (DE)	First Assistant County Attorney	Office of Law at Department of Administration	\$121,604	\$121,604
Philadelphia (PA)	Divisional Deputy Solicitor	Law Department	\$84,276 (Min) \$126,413 (Max)	-
	Chief Deputy City Solicitor		\$102,335 (Min) \$130,323 (Max)	-

	Job Match	Department	Actual	Maximum
Newark (DE)		No Match		
Dover (DE)		No Match		

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Lawyers	\$59,520	\$81,980	\$129,740	\$194,000	Not Reported



Legal – Assistant City Solicitor

Assistant City Solicitors provide legal advice to elected and appointed City officials, departments, boards, commissions, and agencies; representing the City and its departments and employees in litigation; assisting in collective bargaining and labor relations matters; handling collection matters relating to taxes and fees; handling real estate transactions and economic development matters; reviewing and approving contracts, bond documents, and other instruments; drafting legislation; and prosecuting in the Justices of the Peace Courts.

In Wilmington, current pay for this position is within the mainstream, and the pay range maximum provides some additional flexibility to the extent required to maintain competitiveness for well-qualified attorneys.

Job Match		Department	Actual	Maximum
Wilmington (DE)	Assistant City Solicitor	Law Department	\$82,789 (Min); \$87,500 (Max)	\$111,027
State of DE	Deputy Attorney General I	Attorney General's Office	\$62,837 (Min); \$79,945 (Max)	\$94,639
	Deputy Attorney General II		\$66,515 (Min); \$79,917 (Max)	\$108,340
	Deputy Attorney General III		\$75,946 (Min); \$113,393 (Max)	\$124,056
	Deputy Attorney General IV		\$66,515 (Min); \$118,598 (Max)	\$142,021
New Castle County (DE)	Assistant County Attorney I	Office of Law at Department of Administration	\$97,164	Not reported
	Assistant County Attorney II		\$110,678	\$112,330
Philadelphia (PA)	Assistant City Solicitor	Law Department	\$50,867 (Min); \$63,808 (Max)	-
	Deputy City Solicitor		\$60,197 (Min); \$95,112 (Max)	\$76,461

Job Match	Department	Actual	Maximum
Newark (DE)	No Match		
Dover (DE)	No Match		

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Lawyers	\$59,520	\$81,980	\$129,740	\$194,000	Not Reported



Legal – Legal Administrative Assistant

Wilmington’s Legal Administrative Assistant provides administrative support, and also includes composition of standard legal pleadings, assembly of briefs and other legal documents, location of applicable case law, court scheduling, and related assignments.

In Wilmington, current pay for this position is competitive, and the pay range maximum provides some additional flexibility to the extent required to maintain competitiveness.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Legal Administrative Assistant	Law Department	\$58,040	\$73,012
State of DE	Paralegal I	Attorney General's Office	\$31,249 (Min) \$46,526(Max)	\$44,737
New Castle County (DE)	Legal Assistant	Office of Law at Department of Administration	\$54,026	\$59,571
Philadelphia (PA)	Senior Legal Assistant	Law Department	\$43,441 (Min) \$59,595 (Max)	-
Philadelphia (PA)	Legal Assistant	Law Department	\$28,894 (Min) \$50,000 (Max)	-

	Job Match	Department	Actual	Maximum
Newark (DE)		No Match		
Dover (DE)		No Match		

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Paralegals and Legal Assistants	\$35,000	\$42,780	\$54,560	\$68,360	\$82,320



Legal – Legal Office Administrator

Wilmington’s Legal Office Administrator directs the administrative operations of Wilmington’s Legal Department, with particular emphasis on policy development, fiscal management, and personnel recruitment and supervision.

In Wilmington, current pay for this position is within the regional mainstream, and the pay range maximum provides some additional flexibility to the extent required to maintain competitiveness.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Legal Office Administrator	Law Department	\$66,562	\$81,837
State of DE	Legal Services Administrator	Attorney General's Office	\$50,253	\$67,133
New Castle County (DE)	Law Office Administrator	Office of Law, Department of Administration	\$64,723	-
Philadelphia (PA)	No Match			

	Job Match	Department	Actual	Maximum
Newark (DE)	No Match			
Dover (DE)	No Match			

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Legal Support Workers, All Other	\$38,590	\$45,630	\$56,080	\$73,050	\$115,400



Public Works



Public Works – Commissioner of Public Works

Wilmington’s Commissioner of Public Works directs the planning and delivery of municipal services including streets maintenance, traffic control, street cleaning, refuse collection, water supply, stormwater management, wastewater treatment, sewer maintenance, snow removal, and fleet management.

In Wilmington, current pay for this position is generally low in comparison to the regional benchmarks reporting similar classifications, although the pay range maximum provides some additional flexibility. For comparative context, in Philadelphia, public works programs are primarily found within the Streets and Water Departments, each varied in function and large in scale. In New Castle County, the Public Works Department oversees sewer and storm water services, as well as County-wide fleet and facilities. This County agency also oversees parks, but not water treatment or distribution. While the State of Delaware does not have a close match for Public Works Director, leadership roles with related responsibilities include the Secretary of Transportation (\$141,572), Secretary of Natural Resources and Environmental Control (\$131,011) and the Director of Facilities Management (\$116,355)

	Job Match	Department	# of Employees	Departmental Budget	Actual	Maximum
Wilmington (DE)	Commissioner of Public Works	Public Works	219	\$91,667,863	\$111,590	\$129,048
State of DE	No Match					
New Castle County (DE)	Special Services General Manager	Dept. of Public Works (Special Services)	384	\$63,489,430	\$137,600	\$150,534
Philadelphia (PA)	Water Commissioner	Water Department	2,185	\$394,476,608	\$157,500	-
	Streets Commissioner	Streets Department	1,702	\$137,332,424	\$150,000	-

	Job Match	Department	# of Employees	Departmental Budget	Actual	Maximum
Newark (DE)	Director of Public Works and Water Resources	Public Works & Water Resources Department	53	\$18,358,406	\$119,058	\$133,215
Dover (DE)	Public Works Director	Dept. of Public Works	51	\$5,979,700	-	\$132,264

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
General / Operations Mgrs	\$63,150	\$88,430	\$129,720	\$190,460	Not Reported
Arch / Engineering Mgrs	\$108,230	\$127,560	\$150,510	\$182,330	Not Reported



Public Works – Deputy Commissioner

Wilmington’s Deputy Commissioner serves as second-in-command to the Commissioner of Public Works, with deputy authority to act on behalf of the Commissioner. Key roles include financial and administrative leadership and managerial oversight of the water distribution system and other operations.

In Wilmington, current pay for this position is generally toward the lower end of the regional range for larger benchmarked governments, although the pay range maximum provides some additional flexibility. For comparative context, while the State of Delaware does not have a close match for the City’s Deputy Director of Public Works, leadership positions with some related responsibilities include the Deputy Secretary of the Department of Transportation (\$109,312), Water Division Manager in the Department of Natural Resources and Environmental Control (\$101,525) and the Chief of Engineering and Operations in Facilities Management (\$107,116).

Job Match		Department	Actual	Maximum
Wilmington (DE)	Deputy Commissioner	Public Works	\$99,500	\$119,569
State of DE	No Match			
New Castle County (DE)	Special Services Senior Manager	Department of Public Works (Special Services)	\$125,807	
Philadelphia (PA)	Water Deputy Commissioner	Water Department	\$100,000 (Min) \$155,250 (Max)	-
	Streets Deputy Commissioner	Streets Department	\$110,000 (Min) \$135,000 (Max)	-

Job Match		Department	Actual	Maximum
Newark (DE)	Deputy Director of Public Works & Water Resources	Public Works & Water Resources Department	\$93,076	-
Dover (DE)	Operations Manager	Department of Public Works	\$71,448	\$82,258

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
General / Operations Mgrs	\$63,150	\$88,430	\$129,720	\$190,460	Not Reported
Arch / Engineering Mgrs	\$108,230	\$127,560	\$150,510	\$182,330	Not Reported



Public Works – Director of Transportation

Wilmington’s Director of Transportation leads the Transportation Division of the Department of Public Works. Under the general guidance of the Commissioner, the Transportation Director sets policy and direction for all City transportation services and programs, serves as the liaison to various other key agencies and stakeholders (e.g., the Delaware Department of Transportation, DART, and the Wilmington Area Planning Council), and oversees all transportation projects and construction work.

In Wilmington, current pay for this position is low relative to the benchmarked governments with similar classifications, although the pay range maximum provides some additional flexibility. For comparative context, the State’s Assistant Director of Transportation Engineering is responsible for managing a major operations section/unit within the Department of Transportation.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Director of Transportation	Public Works	\$84,500	\$111,027
State of DE	Assistant Director of Transportation Engineering	DE Department of Transportation	\$102,304	-
New Castle County (DE)	No Match			
Philadelphia (PA)	Chief of Traffic and Street Light Engineering	Streets Department	\$120,489	-

	Job Match	Department	Actual	Maximum
Newark (DE)	No Match			
Dover (DE)	No Match			

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
General and Operations Managers	\$63,150	\$88,430	\$129,720	\$190,460	Not Reported



Public Works – Administrative Services Director

Wilmington’s Administrative Services Director reports to the Commissioner of Public Works or Deputy and manages the Administrative Services Division (ASD) of Public Works and the agency call center. The ASD provides financial management for the Department, manages procurement and contracting activities, and develops operating and capital budgets in consultation with other Division directors.

In Wilmington, current pay for this position is generally toward the lower end of the regional range for larger benchmarked governments, although the pay range maximum provides some additional flexibility. For comparative context, while the City of Philadelphia’s Administrative Services Director III shown below is the closest position equivalent to Wilmington’s role, it may also be noted that Philadelphia’s Water Department has a Deputy Water Commissioner – Finance at \$155,250 and the Philadelphia Streets Department has a Deputy Streets Commissioner – Administration, at \$110,000.

Job Match		Department	Actual	Maximum
Wilmington (DE)	Admin. Services Director	Public Works	\$85,627	\$102,261
State of DE	No Match			
New Castle County (DE)	Senior Manager - Administration	Department of Public Works	\$127,685	-
Philadelphia (PA)	Administrative Services Director III	Multiple Departments	\$104,166	\$102,541

Job Match		Department	Actual	Maximum
Newark (DE)	No Match			
Dover (DE)	No Match			

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Administrative Services Managers	\$71,110	\$88,460	\$110,970	\$139,720	\$175,910
Financial Managers	\$86,890	\$115,420	\$150,090	\$198,940	Not Reported



Public Works – Water Division Director

Wilmington’s Water Division Director oversees complex water supply and wastewater treatment systems, including operations, long-range planning, and interaction with a variety of regulatory, governmental, and civic agencies.

In Wilmington, current pay for this position is generally toward the lower end of the regional range for larger benchmarked governments, and involves high-demand engineering skills and experience, although the pay range maximum provides some additional flexibility. For comparative context, Philadelphia’s job match for this position is the Water Engineering Manager. This position reports to the Water Commissioner, overseeing either all water/wastewater operations or all water/wastewater engineering, construction, planning, and technical services.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Water Division Dir.	Public Works	\$84,500	\$111,027
State of DE	No Match			
New Castle County (DE)	Assistant County Engineer	Department of Public Works	\$115,813	-
	Senior Manager	Department of Public Works	\$82,306	-
Philadelphia (PA)	Water Engineering Manager	Water Department	\$124,827	\$123,002

	Job Match	Department	Actual	Maximum
Newark (DE)	Water Operations Superintendent	Public Works & Water Resources Department	\$83,649	-
Dover (DE)	Water/Wastewater Manager	Department of Public Works	\$85,218	\$108,814

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
General and Operations Managers	\$63,150	\$88,430	\$129,720	\$190,460	Not Reported
Architectural and Engineering Managers	\$108,230	\$127,560	\$150,510	\$182,330	Not Reported



Public Works – Assistant Water Division Director

Within Wilmington’s Public Works Department, the Assistant Water Division Director is responsible for high-level functions associated with the City’s water, sewer, and storm water utility operations. Assignments may include oversight of the City’s wastewater treatment operations and wholesale treatment service relationships; oversight of the City’s water treatment plants and storage facilities; managing infrastructure capital projects; oversight of City’s Combined sewer Overflow and Source Water Protection program; backflow prevention; storm water utility management; and/or technical leadership in support of the City’s energy and greenhouse gas management initiatives as they relate to the Water Division.

In Wilmington, current pay for this position is generally toward the lower end of the regional range for larger benchmarked governments, and involves high-demand engineering skills and experience, although the pay range maximum provides some additional flexibility. For comparative context, New Castle County’s job match is specific to sewer-related functions only.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Asst. Water Div. Dir.	Public Works	\$76,000 (Min) \$83,013 (Max)	\$102,261
State of DE	No Match			
New Castle County (DE)	Operations Services Manager (Sewer)	Dept. of Public Works	\$93,879	-
Philadelphia (PA)	Water Eng. Asst. Manager	Water Department	\$113,607 (Min) \$113,807 (Max)	\$111,982

	Job Match	Department	Actual	Maximum
Newark (DE)	No Match			
Dover (DE)	Civil Engineer II	Dept. of Public Works	\$59,883	-

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
General and Operations Managers	\$63,150	\$88,430	\$129,720	\$190,460	Not Reported
Architectural and Engineering Managers	\$108,230	\$127,560	\$150,510	\$182,330	Not Reported



Public Works – Water Quality Manager

Wilmington’s Water Quality Manager supervises the City’s water laboratory in regard to sampling, monitoring, and testing for two water treatment facilities. This position is also responsible for monitoring water quality in the water distribution system, including specifying treatment chemical amounts, monitoring corrosion inhibitor chemicals within the treatment plants, and recommending corrective action to combat biological activity, high turbidity, and/or low chlorine residual in the distribution system. The work also includes managing all regulatory reporting requirements.

In Wilmington, current pay for this position is generally toward the lower end of the regional range for larger benchmarked governments, although the pay range maximum provides some additional flexibility. For comparative context, New Castle County’s laboratory focuses primarily on wastewater and industrial pretreatment programs, while Wilmington’s focuses primarily on drinking water issues. The City of Philadelphia’s water laboratory also provides Citywide materials testing services.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Water Quality Manager	Public Works	\$63,990	\$91,461
State of DE	Laboratory Manager II	Department of Natural Resources and Environmental Control (DNREC)	\$69,442	\$82,241
New Castle County (DE)	Environmental Administrator	Department of Public Works	\$85,120	\$86,421
Philadelphia (PA)	Laboratory Services Director	Water Department	\$108,933	\$107,108

	Job Match	Department	Actual	Maximum
Newark (DE)		No Match		
Dover (DE)		No Match		



Public Works – Operations Director

The Public Works Department Operations Director manages operations and contracts for sanitation, street cleaning, street maintenance, sewer maintenance, and public property maintenance services.

In Wilmington, current pay for this position is generally within the regional mainstream, and the pay range maximum provides some additional flexibility as needed to ensure competitiveness.

Job Match		Department	Actual	Maximum
Wilmington (DE)	Operations Director	Public Works	\$86,166	\$102,261
State of DE	No Match			
New Castle County (DE)	No Match			
Philadelphia (PA)	Sanitation Operations Admin.	Streets Department	\$103,766	\$102,541

Job Match		Department	Actual	Maximum
Newark (DE)	Field Operations Superintendent	Public Works & Water Resources Department	\$83,649	-
Dover (DE)	No Match			

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
General and Operations Managers	\$63,150	\$88,430	\$129,720	\$190,460	Not Reported



Public Works – City Engineer, Geographic Information Systems (GIS)

Wilmington’s City Engineer primarily manages GIS records and applications for managing and optimizing the water, sewer, streets and transportation infrastructure of the City. Additionally, the City Engineer responds to public requests for information on maps and property deeds and works directly with external and internal customers with regard to development activities, new and modified water and sewer services, plan reviews, level of service determinations, establishment, of public rights-of-way.

In Wilmington, current pay for this position is generally within the regional mainstream, and the pay range maximum provides some additional flexibility as needed to ensure competitiveness. While Wilmington’s incumbent is a Professional Engineer (P.E.), this was not typical across the surveyed communities, where the closest match was generally a GIS Manager or similar classification, often with more of a planning focus. Wilmington’s incumbent shares many responsibilities with these matches, but has a broader set of responsibilities.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	City Engineer	Public Works	\$88,268	\$102,261
State of DE	Principal Planner/GIS	Office of State Planning	\$70,595	\$87,998
New Castle County (DE)	GIS Coordinator	Department of Special Services	\$93,882	\$95,281
Philadelphia (PA)	GIS Manager	Streets Department/Water Department	\$93,284	\$92,059

	Job Match	Department	Actual	Maximum
Newark (DE)	Planning & Design Engineer	Public Works & Water Resources Department	\$77,099	-
Dover (DE)	GIS Manager	Department of Public Works	\$67,974	\$70,143



Public Works – Administrative Assistant I

Wilmington’s Administrative Assistant I performs responsible support work for the department head and department staff.

Wilmington’s compensation for this position is competitive with the regional benchmarks, and the pay range maximum provides additional flexibility.

Job Match		Department	Actual	Maximum
Wilmington (DE)	Administrative Asst. I	Public Works	\$46,236	\$58,381
State of DE	Administrative Asst. II	Department of Natural Resources and Environmental Control (DNREC)	\$32,338	\$41,806
New Castle County (DE)	Secretary	Department of Special Services	\$49,785	\$50,528
Philadelphia (PA)	Executive Secretary	Streets Department/Water Department	\$43,220 (Min) \$49,680 (Max)	-

Job Match		Department	Actual	Maximum
Newark (DE)	No Match			
Dover (DE)	Administrative Assistant	Department of Public Works	\$45,947	\$43,062

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Secretaries and Administrative Assistants	\$25,000	\$30,790	\$38,150	\$47,300	Not Reported
Executive Secretaries and Executive Administrative Assistants	\$41,530	\$50,390	\$61,840	\$74,910	\$85,540



Other Operating Departments



Police Department – Chief of Police

The Chief of the Wilmington Police Department is responsible for the command, direction, and administration of over 300 sworn law enforcement officers, all departmental support personnel, and a budget of over \$50 million.

Wilmington's compensation for this position is competitive with the regional benchmarks.

	Job Match	Department	# of Employees	Departmental Budget	Actual	Maximum
Wilmington (DE)	Chief of Police	Police Department	376	\$57,121,977	\$160,000	\$161,600
State of DE	State Police Colonel	State Police	963	\$129,255,300	\$172,157	-
New Castle County (DE)	Chief of Police	Police Department	432	\$65,992,847	\$155,735	\$158,059
Philadelphia (PA)	Police Commissioner	Police Department	7,537	\$688,581,346	\$240,000	-

	Job Match	Department	# of Employees	Departmental Budget	Actual	Maximum
Newark (DE)	Chief of Police	Police Department	89	\$14,115,352	\$124,233	\$133,215
Dover (DE)	Chief of Police	Police Department	134	\$17,423,800	-	\$138,877



Police Department – Administrative Assistant I

The Administrative Assistant I in the Wilmington Police Department provides support for the Chief of Police.

Wilmington’s compensation for this position is competitive with the regional benchmarks, and the pay range maximum provides additional flexibility.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Administrative Assistant I	Police Department	\$51,797	\$65,383
State of DE	Administrative Specialist II	State Police	\$32,338	\$41,806
New Castle County (DE)	Secretary	Police Department	\$44,066	\$50,528
Philadelphia (PA)	Executive Secretary	Police Department	\$42,579 (Min) \$44,220 (Max)	-

	Job Match	Department	Actual	Maximum
Newark (DE)	No Match			
Dover (DE)	Administrative Assistant	Police Department	\$43,472	\$43,062

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Secretaries and Administrative Assistants	\$25,000	\$30,790	\$38,150	\$47,300	Not Reported
Executive Secretaries and Executive Administrative Assistants	\$41,530	\$50,390	\$61,840	\$74,910	\$85,540



Fire Department – Chief of Fire

The Chief of Fire is the commanding officer directing the Wilmington Fire Department, leading the organization and management of all sworn and support personnel, buildings and equipment, and activities.

Among the benchmark communities, only one -- the city of Philadelphia reported a comparable job match for Wilmington's Fire Chief. Fire Departments in Dover and Newark are staffed principally by volunteers, and were excluded from the analysis accordingly, while the State of Delaware and New Castle County do not provide Fire response. The City of Philadelphia provides both fire protection and emergency medical services.

The limited number of fire departments within this comparison group, and the wide differences among these with regard to scale, services, and other factors, makes a clear comparison difficult.

	Job Match	Department	# of Employees	Departmental Budget	Actual	Maximum
Wilmington (DE)	Chief of Fire	Fire Department	161	\$22,150,551	\$117,875	\$129,048
State of DE	No Match					
New Castle County (DE)	No Match					
Philadelphia (PA)	Fire Commissioner	Fire Department	2,806	\$276,505,253	\$180,000	-

	Job Match	Department	# of Employees	Departmental Budget	Actual	Maximum
Newark (DE)	No Match					
Dover (DE)	No Match					



Fire Department – Deputy Fire Chief

In Wilmington there are two (2) Deputy Fire Chiefs, commanding either the Fire Prevention or Operations Division.

As with the Chief of Fire position, the limited number of fire departments within this comparison group, and the wide differences among these with regard to scale, services, and other factors, makes a clear comparison difficult.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Deputy Fire Chief	Fire Department	\$102,514	\$111,027
State of DE	No Match			
New Castle County (DE)	No Match			
Philadelphia (PA)	Deputy Fire Commissioner	Fire Department	\$111,755 (Min) \$155,000 (Max)	-

	Job Match	Department	Actual	Maximum
Newark (DE)	No Match			
Dover (DE)	No Match			



Fire Department – Administrative Assistant II

The Administrative Assistant I in the Wilmington Fire Department provides support for the Chief of Fire.

Wilmington’s compensation for this position is competitive with the regional benchmarks, and the pay range maximum provides additional flexibility.

Job Match		Department	Actual	Maximum
Wilmington (DE)	Administrative Assistant II	Department of Fire	\$51,797	\$65,383
State of DE	No Match			
New Castle County (DE)	No Match			
Philadelphia (PA)	Administrative Specialist 2	Fire Department	\$52,178 (Min) \$63,091 (Max)	\$65,315

Job Match	Department	Actual	Maximum
Newark (DE)	No Match		
Dover (DE)	No Match		

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Secretaries and Administrative Assistants	\$25,000	\$30,790	\$38,150	\$47,300	Not Reported
Executive Secretaries and Executive Administrative Assistants	\$41,530	\$50,390	\$61,840	\$74,910	\$85,540



Licenses and Inspections – Commissioner of Licenses and Inspections

Wilmington’s Commissioner of Licenses and Inspections directs life safety functions associated with the monitoring of all buildings through code enforcement and abatement of code violations. Departmental responsibilities also include regulating various business activities through the issuance of permits, licenses, certificates and appropriate inspections to facilitate compliance.

In Wilmington, current pay for this position is generally low in comparison to the regional benchmarks reporting similar classifications, although a closely equivalent department head position is not found outside of the much larger Philadelphia, due to differences in organizational structure. In New Castle County, Newark, and Dover, similar code enforcement functions are part of broader departments with planning and development responsibilities (and, in the case of Newark, parking and facilities), such that the department head positions, while shown below, are not directly equivalent.

Job Match	Department	# of Employees	Departmental Budget	Actual	Maximum	
Wilmington (DE)	Commissioner of Licenses & Inspections	Licenses & Inspections	38	\$5,167,472	\$112,695	\$129,048
State of DE	No Match					
New Castle County (DE)	Land Use Department General Manager	Land Use Department General Manager	59	\$6,222,629	\$148,320	\$150,534
Philadelphia (PA)	L&I Commissioner	Licenses & Inspections	438	\$36,270,084	\$164,478	--

Job Match	Department	# of Employees	Departmental Budget	Actual	Maximum	
Newark (DE)	Director of Planning and Development	Planning and Development	11 (Code Enforcement Division only)	\$1,493,141 (Code Enforcement Division only)	\$120,058	\$128,091
Dover (DE)	Planning & Inspections Director	Planning & Inspections	6	\$721,000	--	\$108,814

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
General / Operations Mgrs	\$63,150	\$88,430	\$129,720	\$190,460	Not Reported
Arch / Engineering Mgrs	\$108,230	\$127,560	\$150,510	\$182,330	Not Reported



Licenses and Inspections – Deputy Commissioner

Wilmington’s Deputy Commissioner serves as second-in-command to the Commissioner of Licenses and Inspections, with deputy authority to act on behalf of the Commissioner. Key roles include financial and administrative leadership and managerial oversight of code enforcement and other building safety operations.

In Wilmington, current pay for this position is generally low in comparison to the larger regional benchmarks, although the pay range maximum provides some additional flexibility.

Job Match		Department	Actual	Maximum
Wilmington (DE)	Deputy Commissioner	Licenses & Inspections	\$85,511	\$111,027
State of DE	No Match			
New Castle County (DE)	Assistant Land Use Manager	Licensing Division, Department of Land Use	\$102,552	\$115,813
Philadelphia (PA)	Deputy Commissioner L&I	Licenses & Inspections	\$108,675 (Min) \$116,696 (Max)	--

Job Match		Department	Actual	Maximum
Newark (DE)	Code Enforcement Manager	Planning and Development Department	\$78,968	--
Dover (DE)	No Match			

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
General / Operations Mgrs	\$63,150	\$88,430	\$129,720	\$190,460	Not Reported
Arch / Engineering Mgrs	\$108,230	\$127,560	\$150,510	\$182,330	Not Reported



Planning & Development – Director of Planning & Development

The Wilmington Director of Planning and Development performs complex professional and administrative work directing the activities of the Department of Planning and Urban Design and overseeing all departmental personnel.

Among the regional benchmarks, pay for equivalent positions varies somewhat widely, perhaps reflective, in part, of different approaches to the planning function. While competitive with the State, current pay for this position in Wilmington generally falls toward the lower end of the regional range, although the pay range maximum provides some additional flexibility. For comparative context, in Philadelphia, urban planning functions are combined in the same department that leads affordable housing programs, while Dover’s Planning and Community Development Director position is outsourced to an external consultant.

	Job Match	Department	# of Employees	Departmental Budget	Actual	Maximum
Wilmington (DE)	Director of Planning & Development	Department of Planning and Development	10	\$1,927,022	\$106,600	\$119,569
State of DE	Director	Office of State Planning Coordination	27	\$4,311,700	\$98,093	-
New Castle County (DE)	Land Use Department General Manager	Planning Division at the Department of Land Use	17	\$2,205,893	\$148,320	\$150,534
Philadelphia (PA)	Director of Planning and Development	Department of Planning & Development	47	\$5,237,723	\$170,000	-

	Job Match	Department	# of Employees	Departmental Budget	Actual	Maximum
Newark (DE)	Director of Planning & Development	Land Use and Planning Division at Planning & Development Department	4	\$645,573	\$120,058	\$128,091
Dover (DE)	Planning & Community Development Director	Planning Division at Department of Planning and Inspections	6	\$563,400	-	\$125,966



Planning & Development – Planning Manager

Under the policy guidance and general supervision of the Director of Planning, Wilmington’s Planning Manager supervises and is responsible for the performance of professional planning personnel working in fields such as land use, housing, public facilities, historic preservation, transportation, economic development, and environmental planning.

While within the mainstream, current pay for this position in Wilmington generally falls toward the lower end of the regional range, although the pay range maximum is competitive and provides additional flexibility.

Job Match		Department	Actual	Maximum
Wilmington (DE)	Planning Manager	Department of Planning and Development	\$84,175	\$111,027
State of DE	Principal Planner	Office of State Planning Coordination	\$61,132 (Min) \$70,595 (Max)	\$87,998
New Castle County (DE)	Planning Manager	Planning Division at the Department of Land Use	\$103,502	\$105,047
Philadelphia (PA)	City Planner Manager	Department of Planning & Development	\$93,284	\$92,059

Job Match		Department	Actual	Maximum
Newark (DE)	No Match			
Dover (DE)	Principal Planner	Planning Division at Department of Planning and Inspections	\$75,587	\$66,802



Planning & Development – Administrative Assistant II

The Wilmington Planning Department’s Administrative Assistant II provides support for the department head and department staff.

Wilmington’s compensation for this position is competitive with the regional benchmarks, and the pay range maximum provides additional flexibility.

Job Match		Department	Actual	Maximum
Wilmington (DE)	Admin Asst. II	Department of Planning and Development	\$53,145	\$65,383
State of DE	Administrative Specialist II	Office of State Planning Coordination	\$32,338	\$41,806
New Castle County (DE)	Secretary I	Planning Division at the Department of Land Use	\$44,066	\$50,528
Philadelphia (PA)	Executive Secretary	Department of Planning & Development	\$43,620	\$42,595

Job Match		Department	Actual	Maximum
Newark (DE)	Secretary I	Land Use and Planning Division at Planning & Development Department	\$51,680	-
Dover (DE)	Administrative Assistant	Planning Division at Department of Planning and Inspections	\$45,947	\$43,062

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Secretaries and Administrative Assistants	\$25,000	\$30,790	\$38,150	\$47,300	Not Reported
Executive Secretaries and Executive Administrative Assistants	\$41,530	\$50,390	\$61,840	\$74,910	\$85,540



Real Estate and Housing – Director of Real Estate & Housing

Wilmington’s Director of Real Estate and Housing administers all Federal, State, and City housing programs, oversees City-owned properties, and participates in long-range planning and policy development.

Current pay for this position in Wilmington generally falls toward the lower end of the regional range, although the pay range maximum is competitive and provides additional flexibility. For comparative context, the Dover Planning and Community Development Director has a broader range of responsibilities in a significantly smaller community, while the most similar position in New Castle County is not a department head, but rather is a Community Services Manager for Community Development and Housing at a divisional level.

	Job Match	Department	# of Employees	Departmental Budget	Actual	Maximum
Wilmington (DE)	Director of Real Estate & Housing	Department of Real Estate & Housing	11	\$5,179,301	\$93,897	\$119,569
State of DE	Director of Housing Development	Delaware State Housing Authority	7	\$7,000,000	\$121,133	-
New Castle County (DE)	Community Services Manager	Department of Community Services	15	\$2,125,058	\$105,047	-
Philadelphia (PA)	Director of Housing and Community Development	Department of Planning & Development	47	\$5,237,723	\$150,000	-

	Job Match	Department	# of Employees	Departmental Budget	Actual	Maximum
Newark (DE)	No Match					
Dover (DE)	Planning and Community Development Director	Community Development at Department of Planning & Inspections	6	599,400	Not reported	\$125,966



Real Estate and Housing – Director of Rehabilitation

Wilmington’s Director of Rehabilitation is a professional position in the Department of Real Estate and Housing, responsible for the overall coordination and management of residential real estate, rehabilitation, property management, and new construction functions for both housing and public facility projects. This individual is responsible for programs and projects including assembling of developer packages, development and review of construction cost estimates, and overseeing and implementing financial mechanisms for the day-to-day operations of the division.

Wilmington’s compensation falls broadly within the regional mainstream, and the pay range maximum provides additional flexibility. For comparative purposes, in Philadelphia, parallel activities are primarily conducted by the quasi-governmental Philadelphia Housing Development Corporation and the Philadelphia Redevelopment Authority, not by a direct City department.

Job Match		Department	Actual	Maximum
Wilmington (DE)	Director of Rehabilitation	Department of Real Estate & Housing	\$71,455	\$91,461
State of DE	Construction Project and Loan Mgmt. Admin.	Delaware State Housing Authority	\$62,332	\$94,164
New Castle County (DE)	No Match			
Philadelphia (PA)	No Match			

Job Match		Department	Actual	Maximum
Newark (DE)	No Match			
Dover (DE)	Community Development Manager	Planning Division at Department of Planning and Inspections	Not reported	\$63,621

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Construction Managers	\$68,220	\$87,850	\$110,900	\$138,340	\$180,390



Real Estate and Housing – Senior Program Director

The City of Wilmington’s Senior Program Director in the Department of Real Estate and Housing is responsible for ensuring compliance and accurate reporting of federal grant funding including, inclusive of staff supervision. This position also serves as local administrator of HUD's Integrated Disbursement Information System (IDIS) and is responsible for reporting under the Federal Funding Accountability and Transparency Act (FFATA).

While comparative positions are few in number among the benchmarked governments, Wilmington’s compensation appears to fall within the regional mainstream, and the pay range maximum provides additional flexibility as required to ensure pay competitiveness.

Job Match		Department	Actual	Maximum
Wilmington (DE)	Sr. Program Director	Department of Real Estate & Housing	\$65,925	\$91,461
State of DE	Housing Development Administrator	Delaware State Housing Authority	\$62,332	\$94,164
New Castle County (DE)	No Match			
Philadelphia (PA)	Economic/Housing Development Contract Monitor	Department of Planning & Development	\$67,718 (Min) \$67,918 (Max)	\$98,337

Job Match		Department	Actual	Maximum
Newark (DE)	No Match			
Dover (DE)	No Match			



Parks and Recreation – Director of Parks and Recreation

Wilmington’s Director of Parks and Recreation oversees the City’s parks and recreation programs, inclusive of capital planning and youth intervention programs.

Wilmington’s compensation for this position appears to fall within the regional mainstream, and the pay range maximum provides additional flexibility as needed. For comparative context, it may be noted that New Castle County parks are managed within part of a broader Community Services Department that is inclusive of libraries and community development, such that there is no clear match for this City role.

	Job Match	Department	# of Employees	Departmental Budget	Actual	Maximum
Wilmington (DE)	Director of Parks & Recreation	Department of Parks & Recreation	40	\$10,452,745	\$100,587	\$119,569
State of DE	Director of Parks and Recreation	Department of Natural Resources and Environmental Control (Office of Natural Resources)	188	\$23,652,500	\$101,525	-
New Castle County (DE)	No Match					
Philadelphia (PA)	Commissioner	Parks and Recreation Department	772	\$61,058,911	\$150,000	-

	Job Match	Department	# of Employees	Departmental Budget	Actual	Maximum
Newark (DE)	Recreation Superintendent / Parks Superintendent	Parks and Recreation Department	15	\$3,440,347	\$80,140	-
Dover (DE)	Parks and Recreation Director	Parks and Recreation Department	Not reported	Not reported	-	\$89,521



Parks and Recreation – Deputy Director

The Wilmington Parks and Recreation Deputy Director provides-deputy level leadership for the department.

Wilmington’s compensation for this position appears to fall within the regional mainstream, and the pay range maximum provides significant additional flexibility to make adjustments as warranted to ensure pay competitiveness.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Deputy Director of Parks & Recreation	Department of Parks & Recreation	\$73,080	\$102,261
State of DE	Park Administrator II	Department of Natural Resources and Environmental Control (Office of Natural Resources)	\$79,997	\$94,164
New Castle County (DE)	No Match			
Philadelphia (PA)	Deputy Commissioner	Parks and Recreation Department	\$102,000 (Min) \$120,000 (Max)	-

	Job Match	Department	Actual	Maximum
Newark (DE)	No Match			
Dover (DE)	No Match			



Parks and Recreation – Superintendent of Maintenance

The Wilmington Superintendent of Maintenance directs supervisory staff and their teams in the maintenance of the City parks system and recreational facilities, and also oversees urban forestry activity. Work involves facilities management, landscape maintenance, planting operations, coordination of special events, and oversight of the City’s Urban Tree Management Program.

Wilmington’s compensation for this position appears to fall within the regional mainstream, although toward the lower end of this range, with the pay range maximum providing additional flexibility to make adjustments as warranted to ensure pay competitiveness. For comparative context, the City of Philadelphia’s job match, shown below, is a civil service position that reports to an appointed Deputy Commissioner with leadership responsibility over this area of activity.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Superintendent of Maintenance	Department of Parks & Recreation	\$67,194	\$91,461
State of DE	Operations & Maintenance Section Administrator	Department of Natural Resources and Environmental Control (Office of Natural Resources)	\$68,207	\$67,133
New Castle County (DE)	Property Manager	Department of Public Works, Property Maintenance	\$95,281	-
Philadelphia (PA)	Parks Operations Director	Parks and Recreation Department	\$96,829	-

	Job Match	Department	Actual	Maximum
Newark (DE)	Parks Superintendent	Parks and Recreation Department	\$81,432	-
Dover (DE)	Field Supervisor II - Grounds	Parks & Recreation Department	\$41,787	\$63,621



Parks and Recreation – Superintendent of Recreation

Wilmington’s Department of Parks and Recreation’s Superintendent of Recreation oversees City-sponsored recreation programs, with a focus on athletic programming, and including oversight of park permit offices.

Wilmington’s compensation for this position appears to fall within the regional mainstream, although toward the lower end of this range, with the pay range maximum providing additional flexibility to make adjustments as warranted to ensure pay competitiveness. For comparative context, it may be noted that Philadelphia’s job match is a civil service position that reports to an appointed Deputy Commissioner with leadership responsibility over this area of activity.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Superintendent of Recreation	Department of Parks & Recreation	\$70,263	\$91,461
State of DE	Operations & Maintenance Section Administrator	Department of Natural Resources and Environmental Control (Office of Natural Resources)	\$68,207	\$67,133
New Castle County (DE)	Sports & Athletics Administrator	Department of Community Services, Community Resources Division	\$82,306	-
Philadelphia (PA)	Recreation Programming Director	Parks and Recreation Department	\$93,484 (Min) \$93,884 (Max)	-

	Job Match	Department	Actual	Maximum
Newark (DE)	Recreation Superintendent	Parks and Recreation Department	\$78,848	-
Dover (DE)	No Match			



Parks and Recreation – Youth and Families Manager

Wilmington’s Youth and Families Manager is responsible for the development, execution and supervision of City youth services programs.

Across the benchmarked governments, only the City of Philadelphia reported a similar classification, such that comparisons are very limited. Given that Wilmington’s compensation appears to align with Philadelphia, as well as with the broader OES occupational category of Social and Community Service Managers, the City appears to be competitively positioned. As needed, the pay range maximum provides additional flexibility.

Job Match		Department	Actual	Maximum
Wilmington (DE)	Youth & Families Manager	Department of Parks & Recreation	\$68,261	\$91,461
State of DE	No Match			
New Castle County (DE)	No Match			
Philadelphia (PA)	Recreation Programming Coordinator	Parks and Recreation Department	\$72,543 (Min) \$82,282 (Max)	-

Job Match	Department	Actual	Maximum
Newark (DE)	No Match		
Dover (DE)	No Match		

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Social and Community Service Managers	\$44,170	\$53,970	\$65,970	\$83,390	\$106,210



Parks and Recreation – Parks Maintenance Supervisor

Wilmington’s Park Maintenance Supervisor supervises the daily maintenance operations of City parks and their facilities, including management of a large staff and other administrative responsibilities.

Among the regional benchmarks, pay for equivalent positions varies somewhat widely, perhaps reflective, in part, of differences in scale and organizational approach. While competitive with the State, current pay for this position in Wilmington falls somewhat toward the lower end of the regional range, although the pay range maximum provides some additional flexibility.

Job Match		Department	Actual	Maximum
Wilmington (DE)	Park Maintenance Supervisor	Department of Parks & Recreation	\$55,430	\$81,837
State of DE	Parks Manager	Department of Natural Resources and Environmental Control (Office of Natural Resources)	\$40,265 (Min) \$42,672 (Max)	\$58,639
New Castle County (DE)	Property Supervisor	Property Maintenance, Department of Public Works	\$85,319	-
Philadelphia (PA)	Parks and Recreational Operations Manager	Parks and Recreation Department	\$64,203 (Min) \$80,457 (Max)	-

Job Match		Department	Actual	Maximum
Newark (DE)	Parks Supervisor	Parks and Recreation Department	\$69,754	-
Dover (DE)	No Match			

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
First-Line Supervisors of Landscaping, Lawn Service, and Grounds-keeping Workers	\$35,810	\$43,740	\$52,850	\$64,070	\$77,540



Parks and Recreation – Administrative Assistant I

The Parks and Recreation Department’s Administrative Assistant I supports the department head and staff.

Wilmington’s compensation for this position is competitive with the regional benchmarks, and the pay range maximum provides additional flexibility.

	Job Match	Department	Actual	Maximum
Wilmington (DE)	Administrative Assistant I	Department of Parks & Recreation	\$42,663	\$58,381
State of DE	Administrative Assistant III	Department of Natural Resources and Environmental Control (Office of Natural Resources)	\$35,127	\$44,737
New Castle County (DE)	Secretary	Property Maintenance, Department of Special Services	-	\$50,528
Philadelphia (PA)	Executive Secretary	Parks and Recreation Department	\$43,620	\$42,595

	Job Match	Department	Actual	Maximum
Newark (DE)	Customer Service Clerk	Parks and Recreation Department	\$43,337	-
Dover (DE)	Administrative Assistant	Parks & Recreation Department	\$45,947	\$43,062

OES Occupation	OES 10th Percentile	OES 25th Percentile	OES Survey Median	OES 75th Percentile	OES 90th Percentile
Secretaries and Administrative Assistants	\$25,000	\$30,790	\$38,150	\$47,300	Not Reported
Executive Secretaries and Executive Administrative Assistants	\$41,530	\$50,390	\$61,840	\$74,910	\$85,540