



**CITY COMMISSION WORKSHOP MEETING
CITY OF ST. PETE BEACH
COMMISSION CHAMBERS**

155 Corey Avenue
St. Pete Beach, FL 33706

Tuesday, May 28, 2024
4:00 PM

Call to Order
Pledge of Allegiance
Roll Call

WORKSHOP MEETING

1. Items for Discussion -
 - a. **Compensation Study**
Paypoint HR Comprehensive Compensation Study
2. Adjournment -

APPEAL: In accordance with 286.0105, Florida Statute (Notices of meetings and hearings must advise that a record is required to appeal), if a person decides to appeal any decision made by this committee, board, agency, or commission with respect to any matter considered at this meeting or hearing, he or she will need a record of the proceedings, and that, for such purpose, he or she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.

AMERICANS WITH DISABILITIES ACT (ADA): In accordance with the Americans with Disabilities Act and Florida Statutes, if any person with a disability defined by the ADA needs special accommodation to participate in this proceeding, then not later than two business days prior to the proceeding, he or she should contact City Hall at (727) 367-2735.

**The public is cordially invited to attend this meeting.
All agenda material is available for review at City Hall or www.stpetebeach.org.**

**CITY COMMISSION MEETING
CITY OF ST. PETE BEACH
COMMISSION CHAMBERS**

Agenda Report

Action Request: Discussion Item

Strategic Objective: Internal Operations

Date: May 28, 2024

Prepared By: Jennifer McMahon, Chief Operating Officer

Through: Wayne Saunders, Interim City Manager

Summary of Issue: Paypoint HR is presenting a comprehensive Compensation Study to St. Pete Beach, Florida. The study began with an initial kick-off meeting with city administration on July 20, 2023. This is the final report for presentation to the City Commission.

Funding:

Attachments:

1. Paypoint 51024
2. Paypoint percentiles 5-22-24



Compensation Study
City of St. Pete Beach, Florida

Paypoint HR, LLC
695 Santa Maria Lane
Davidsonville, MD 21035
(443) 336 - 4272

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Work Product

Executive Summary

External Competitiveness Takeaway

Overall, job titles at St Pete Beach are compensated 7.2% below the **50th percentile of the market** (10.5% below the 55th percentile, 13.3% below the 60th percentile, 15.4% below the 65th percentile, and 17.8% below the 70th percentile). (Positions represented in a collective bargaining agreement are not included in table calculations. City Manager and City Clerk positions also not included in table calculations.)

Department	Market Position 50 th Percentile	Market Position 55 th Percentile
Administrative Services	-7.8% below market	-10.7% below market
City Manager's Office	-4.4% below market	-7.7% below market
City Clerk's Office	1.7% above market	-2.3% below market
Community Development	-6.5% below market	-10.0% below market
Fire	-9.5% below market	-11.3% below market
Library	-6.5% below market	-10.1% below market
Parks & Recreation	-8.7% below market	-12.3% below market
Public Works	-8.0% below market	-11.2% below market
Average of All Job Titles	-7.2% below market	-10.5% below market

Department	Market Position 60 th Percentile	Market Position 65 th Percentile
Administrative Services	-14.3% below market	-16.8% below market
City Manager's Office	-10.6% below market	-13.2% below market
City Clerk's Office	-5.4% below market	-7.7% below market
Community Development	-12.5% below market	-14.8% below market
Fire	-16.0% below market	-18.1% below market
Library	-12.7% below market	-14.4% below market
Parks & Recreation	-14.9% below market	-16.8% below market
Public Works	-13.8% below market	-15.6% below market
Average of All Job Titles	-13.3% below market	-15.4% below market

Department	Market Position 70 th Percentile
Administrative Services	-18.9% below market
City Manager's Office	-16.9% below market
City Clerk's Office	-11.2% below market
Community Development	-17.1% below market
Fire	-20.6% below market
Library	-17.3% below market
Parks & Recreation	-19.4% below market
Public Works	-17.4% below market
Average of All Job Titles	-17.8% below market

Process

Paypoint HR is pleased to present this comprehensive Compensation Study to St Pete Beach, Florida. The study began with an initial kick-off meeting with city administration on July 20th, 2023. The Final Report was completed for presentation to the City in Spring/Summer 2024.

The point of the Executive Summary is to give an overview of the most important issues and opportunities identified by the consulting team during the study. The reader is highly encouraged to read the document in its entirety to gain an understanding of the recommendations within the report. The study takes into consideration both short and long-term concerns. The intent of the study was to provide the leadership team and Administration with a process for ascertaining equitable value of positions on a competitive salary scale. The study compared existing pay to compensation scales of organizations identified to be valid comparators to the City. This report provides a review and update of the classification and compensation plan for the City's employees. Paypoint HR has identified opportunities, but it is up to the City's leadership to determine which are most appropriate and the timing of implementation.

In considering the options for implementation, it is critical to understand the costs and benefits related to each option. By utilizing market data and analysis it is possible to make informed decisions regarding possible changes. However, in addition to the quantitative economic cost and benefit, it is important to consider the social/cultural impact of implementation and management. St Pete Beach will need to consider all components in making final decisions.

The study was divided into two parts: a classification phase and a compensation phase. The classification phase included identification, review, and analysis of specific work being performed in various positions. That data was then used to simplify positions and match them to the external market in an "apples to apples" comparison. The compensation phase consisted of an initial baseline analysis and an external market survey of local public organizations to determine what the local labor market pays for specific jobs.

The study included approximately 141 employees within roughly 75 distinct classifications. The study recommendations indicate what actions should be taken to avoid the loss of qualified staff and address difficulties in recruiting new employees for the City. In addition, it was expected that the study would recommend adjustments to the City's salary placement procedures, policies, and salary structure, to allow appropriate ongoing compensation administration.

Comprehensive surveys like this establish a credible pay structure that is fair for the work completed and strategically positions St Pete Beach competitively in the labor market. The desired result is the improved ability to attract and retain quality staff that perform at high levels to meet the growing demands of the community.

Major Milestones for the Project

The study began with an initial kick-off meeting with City Administration on July 20th, 2023.

Employee Briefing Sessions were held at the City on August 15th, 17th, and 18th with groups of employees from all departments to discuss the project, their roles, and to review the job analysis questionnaire.

Paypoint HR conducted a job evaluation for an internal review of job family classifications based on the responses to the PVPs.

An analysis of the existing pay scale was completed.

External Market Comparators were vetted using economic and demographic data to determine which comparators were most like the City to ensure validity.

Internal positions were reviewed, and benchmark positions were selected for inclusion in the external survey.

An external market survey was sent out to a total of 56 comparator organizations and responses from 27 participants were collected. Typical surveys of this type yield a 5-10% response rate.

Survey Respondents

Belleair	Cape Canaveral	Clearwater	Dunedin
Fernandina Beach	Fruitland Park	Groveland	Indian Harbour Beach
Key West	Lake Park	Lantana	Largo
Longboat Key	Marco Island	Mount Dora	Niceville
North Palm Beach	Oldsmar	Palmetto Bay	Pinellas County
Punta Gorda	Rockledge	Safety Harbor	St Augustine
Treasure Island	West Melbourne	Wildwood	

Comparators

Purpose

To determine economically comparable organizations for inclusion in the external market study by comparing economic metrics of St. Pete Beach to those of similar communities.

Methodology

The goal was to understand how each of the forty-nine (49) identified communities compared with St. Pete Beach. The six (6) metrics that were chosen for evaluation were population, unemployment rate, labor force participation rate, median household income, cost of living adjustment, and median housing price. Each metric was assumed to be equally important and were examined individually and in combination.

A statistic was produced for each metric by first taking the absolute value of the difference between the metric for a similar community and the same metric for St. Pete Beach, for example, the difference between the population of St. Pete Beach and Treasure Island. The difference was then divided by the standard deviation to understand how the difference varied for each similar community in relation to the sample population of the forty-nine (49) communities as a whole.

If any of the metrics had a value in excess of three standard deviations, then the community was considered to not be a good comparator for St. Pete Beach – highlighted in **red** below. Comparators highlighted in **green** were perceived by the client as a valid comparator.

From a statistical perspective, Chebyshev's Inequality Theorem indicates that 88.8% of all data values would be within three (3) standard deviations of the mean for a generic distribution. If a normal distribution exists, then values less than three (3) standard deviations account for 99.73% of the population. The choice of comparison is therefore statistically sound and appropriate.

A summary table of these calculations is presented in the following tables. (Sample calculations are also presented.)

Table 1 - Potential Comparators, Local

Dunedin	Gulfport	Longboat Key	Oldsmar
Safety Harbor	Tarpon Springs	Temple Terrace	Treasure Island

Table 2 - Potential Comparators, Statewide

Atlantic Beach	Cape Canaveral	Cocoa Beach	DeBary
Destin	Fernandina Beach	Fruitland Park	Groveland
Hialeah Gardens	Indian Harbour Beach	Jacksonville Beach	Key West
Lake Mary	Lake Park	Lantana	Lighthouse Point
Maitland	Marathon	Marco Island	Miami Shores
Miami Springs	Minneola	Mount Dora	Niceville
North Bay Village	North Palm Beach	Palmetto Bay	Panama City Beach
Punta Gorda	Rockledge	Satellite Beach	South Miami
Southwest Ranches	St. Augustine	Sunny Isles Beach	Vero Beach
West Melbourne	West Park	Wildwood	Wilton Manors
Winter Park			

For reference:

Population

St. Pete Beach - 8,963
Florida - 21,339,762
United States - 332,639,000

Median Housing Price (MHP)

St. Pete Beach - \$531,400
Florida - \$248,700
United States - \$244,900

Median Household Income (MHI)

St. Pete Beach - \$95,448
Florida - \$61,777
United States - \$69,021

Cost of Living Adjustment (COLA)

St. Pete Beach - 126
Florida - 99
United States - 100

Annualized Unemployment Rate (U Rate)

St. Pete Beach - 3.0%
Florida - 3.1%
United States - 3.5%

Annualized Labor Force Participation Rate (LFP Rate)

St. Pete Beach - 47.9%
Florida - 59.4%
United States - 63.6%

Table 3 - Economic Data of the St. Pete Beach and Potential Comparators

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
St. Pete Beach	8,963	\$531,400	\$95,448	126	3.0%	47.9%
Local						
Dunedin	36,110	\$248,200	\$55,729	98	2.6%	53.2%
Gulfport	11,830	\$252,500	\$56,896	100	3.2%	47.4%
Longboat Key	7,446	\$756,500	\$121,797	160	0.5%	20.7%
Oldsmar	14,800	\$272,800	\$67,389	100	2.5%	67.8%
Safety Harbor	17,093	\$307,600	\$96,365	104	2.7%	64.9%
Tarpon Springs	25,138	\$244,600	\$58,328	96	3.3%	52.2%
Temple Terrace	26,585	\$242,900	\$58,853	98	1.8%	66.1%
Treasure Island	6,620	\$416,600	\$79,491	115	2.9%	50.3%
Statewide						
Atlantic Beach	13,404	\$435,400	\$92,056	118	1.5%	64.6%
Cape Canaveral	9,979	\$270,100	\$58,396	102	2.0%	54.4%
Cocoa Beach	11,316	\$350,400	\$73,901	113	3.6%	49.6%
DeBary	22,015	\$253,300	\$75,711	103	1.7%	58.2%
Destin	13,751	\$357,400	\$81,827	112	1.5%	69.2%
Fernandina Beach	12,697	\$356,600	\$80,260	125	2.2%	54.5%
Fruitland Park	7,879	\$265,200	\$67,042	104	2.3%	42.7%
Groveland	17,896	\$247,300	\$78,709	104	3.6%	62.9%
Hialeah Gardens	22,917	\$249,200	\$55,276	108	1.4%	67.1%
Indian Harbour Beach	8,888	\$321,600	\$73,176	110	2.2%	50.4%
Jacksonville Beach	23,492	\$402,700	\$99,933	116	1.4%	70.7%
Key West	26,776	\$728,500	\$75,638	141	1.4%	70.9%
Lake Mary	16,459	\$350,700	\$94,770	115	2.1%	64.1%
Lake Park	8,971	\$264,800	\$60,632	105	3.9%	67.6%
Lantana	11,516	\$260,700	\$57,683	106	6.6%	66.4%
Lighthouse Point	10,529	\$541,500	\$80,621	133	1.3%	58.8%
Maitland	19,154	\$424,700	\$84,289	117	3.3%	74.2%

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
Marathon	9,622	\$586,500	\$63,375	128	4.6%	68.1%
Marco Island	15,929	\$689,000	\$93,134	148	1.8%	34.4%
Miami Shores	11,551	\$590,100	\$127,721	142	3.8%	65.8%
Miami Springs	13,880	\$436,700	\$73,991	118	1.1%	65.1%
Minneola	13,709	\$288,900	\$85,536	109	2.9%	71.2%
Mount Dora	15,830	\$268,800	\$60,500	105	3.6%	52.7%
Niceville	15,532	\$269,800	\$84,097	102	1.8%	64.8%
North Bay Village	8,057	\$340,100	\$65,857	119	3.7%	78.4%
North Palm Beach	13,096	\$366,400	\$81,135	117	0.7%	53.6%
Palmetto Bay	24,327	\$617,900	\$131,605	141	3.6%	68.1%
Panama City Beach	17,882	\$290,700	\$70,131	106	1.5%	66.4%
Punta Gorda	19,230	\$377,100	\$68,923	112	1.6%	33.3%
Rockledge	27,466	\$249,500	\$73,327	104	2.7%	62.6%
Satellite Beach	11,093	\$342,800	\$92,750	115	3.2%	63.1%
South Miami	11,997	\$577,500	\$67,110	129	2.9%	65.2%
Southwest Ranches	7,613	\$698,199	\$139,980	156	2.4%	63.8%
St. Augustine	13,994	\$312,700	\$67,269	105	2.2%	55.1%
Sunny Isles Beach	22,234	\$363,400	\$51,760	118	2.1%	55.6%
Vero Beach	16,254	\$287,500	\$54,311	104	2.2%	57.3%
West Melbourne	25,768	\$256,800	\$76,848	105	2.0%	58.7%
West Park	15,074	\$251,300	\$52,102	106	6.8%	71.3%
Wildwood	14,747	\$300,100	\$59,158	107	4.1%	42.4%
Wilton Manors	11,525	\$425,000	\$81,250	121	1.3%	64.4%
Winter Park	29,672	\$277,400	\$88,688	124	2.1%	57.1%

Table 4 – Statistics of Potential Comparators

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
Local						
Dunedin	4.04	1.96	1.95	1.85	0.32	0.47
Gulfport	0.43	1.93	1.89	1.71	0.16	0.04
Longboat Key	0.23	1.56	1.29	2.24	1.98	2.42
Oldsmar	0.87	1.79	1.38	1.71	0.40	1.77
Safety Harbor	1.21	1.55	0.04	1.45	0.24	1.51
Tarpon Springs	2.41	1.98	1.82	1.98	0.24	0.38
Temple Terrace	2.62	2.00	1.79	1.85	0.95	1.62
Treasure Island	0.35	0.79	0.78	0.73	0.08	0.21
Statewide						
Atlantic Beach	0.66	0.66	0.17	0.53	1.19	1.49
Cape Canaveral	0.15	1.81	1.82	1.58	0.79	0.58
Cocoa Beach	0.35	1.25	1.06	0.86	0.48	0.15
DeBary	1.94	1.92	0.97	1.52	1.03	0.92
Destin	0.71	1.20	0.67	0.92	1.19	1.90
Fernandina Beach	0.56	1.21	0.74	0.07	0.63	0.59
Fruitland Park	0.16	1.84	1.39	1.45	0.56	0.46
Groveland	1.33	1.97	0.82	1.45	0.48	1.34
Hialeah Gardens	2.08	1.95	1.97	1.19	1.27	1.71
Indian Harbour Beach	0.01	1.45	1.09	1.06	0.63	0.22
Jacksonville Beach	2.16	0.89	0.22	0.66	1.27	2.03
Key West	2.65	1.36	0.97	0.99	1.27	2.05
Lake Mary	1.12	1.25	0.03	0.73	0.71	1.44
Lake Park	0.00	1.85	1.71	1.39	0.71	1.76
Lantana	0.38	1.87	1.85	1.32	2.85	1.65
Lighthouse Point	0.23	0.07	0.73	0.46	1.35	0.97
Maitland	1.52	0.74	0.55	0.59	0.24	2.34

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
Marathon	0.10	0.38	1.57	0.13	1.27	1.80
Marco Island	1.04	1.09	0.11	1.45	0.95	1.20
Miami Shores	0.39	0.41	1.58	1.06	0.63	1.60
Miami Springs	0.73	0.66	1.05	0.53	1.51	1.53
Minneola	0.71	1.68	0.49	1.12	0.08	2.08
Mount Dora	1.02	1.82	1.71	1.39	0.48	0.43
Niceville	0.98	1.81	0.56	1.58	0.95	1.51
North Bay Village	0.13	1.32	1.45	0.46	0.56	2.72
North Palm Beach	0.62	1.14	0.70	0.59	1.82	0.51
Palmetto Bay	2.29	0.60	1.77	0.99	0.48	1.80
Panama City Beach	1.33	1.67	1.24	1.32	1.19	1.65
Punta Gorda	1.53	1.07	1.30	0.92	1.11	1.30
Rockledge	2.75	1.95	1.08	1.45	0.24	1.31
Satellite Beach	0.32	1.31	0.13	0.73	0.16	1.35
South Miami	0.45	0.32	1.39	0.20	0.08	1.54
Southwest Ranches	0.20	1.15	2.18	1.98	0.48	1.42
St. Augustine	0.75	1.51	1.38	1.39	0.63	0.64
Sunny Isles Beach	1.97	1.16	2.14	0.53	0.71	0.69
Vero Beach	1.09	1.69	2.02	1.45	0.63	0.84
West Melbourne	2.50	1.90	0.91	1.39	0.79	0.96
West Park	0.91	1.94	2.12	1.32	3.01	2.09
Wildwood	0.86	1.60	1.78	1.25	0.87	0.49
Wilton Manors	0.38	0.74	0.70	0.33	1.35	1.47
Winter Park	3.08	1.76	0.33	0.13	0.71	0.82

Additional Comparators

The following list of additional comparators was added by the project team to ensure that all staff are fairly represented in the study.

- Belleair
- Clearwater
- Dunedin
- Indian Rocks Beach
- Kenneth City
- Largo
- Madeira Beach
- Pinellas County
- Pinellas Park
- St. Petersburg

Sample Calculation

Sample Calculation for Treasure Island

Population Statistic

Maximum Population = 36,110 (Dunedin)

Minimum Population = 6,620 (Treasure Island)

St. Pete Beach Population = 8,963

Treasure Island Population = 6,620

Sample Average = 15,966

Sample Standard Deviation = 6,720

$$Statistic = \frac{|St. Pete Beach - Treasure island|}{s}$$

$$Statistic = \frac{|8,963 - 6,620|}{6,720}$$

$$Statistic = 0.35$$

Benchmark Positions

In Table 5 through Table 12, the benchmark positions, highlighted in **green**, used in the external survey are presented. Positions that were analyzed but not included in the external survey are unhighlighted.

Table 5 – Benchmark Positions – Administrative Services

Job Title	Job Title
Accounting Manager	Information Technology Specialist
Finance Director	Procurement Manager
Finance Technician	Senior Financial Analyst
IT Director	

Table 6 – Benchmark Positions – City Manager's Office

Job Title	Job Title
Chief Operating Officer	Executive Assistant to City Manager
City Manager	HR Director
Communications Manager	HR Generalist

Table 7 – Benchmark Positions – City Clerk's Office

Job Title	Job Title
Administrative Assistant	Deputy City Clerk
City Clerk	

Table 8 – Benchmark Positions – Community Development

Job Title	Job Title
Administrative Assistant	Operations Manager
Assistant Building Official	Parking Enforcement Officer
Building Maintenance Worker I	Permit Technician I
Building Maintenance Worker II	Permit Technician II
Building Maintenance Worker III	Planner I
Building Official	Planner II
Code Enforcement Clerk	Planning Manager
Code Enforcement Manager	Senior Planner
Code Enforcement Officer	Transportation Planner
Community Development Director	Zoning & Permitting Administrator
Crew Chief	Zoning Technician I
FOG Inspector	Zoning Technician II
Meter Maintenance Supervisor	

Table 9 – Benchmark Positions – Fire

Job Title	Job Title
Deputy Fire Chief	Firefighter EMT
District Fire Chief	Firefighter Paramedic
Fire Chief	Lt EMT
Fire Inspector	Lt Paramedic
Fire Marshal	

Table 10 – Benchmark Positions – Library

Job Title	Job Title
Librarian I	Library Assistant II
Librarian II	Library Clerk
Library Assistant I	Library Director

Table 11 – Benchmark Positions – Parks & Recreation

Job Title	Job Title
Aquatic Facility Coordinator	Parks Maintenance Worker I
Beach Maintenance Worker I	Parks Maintenance Worker II
Beach Maintenance Worker II	Parks Maintenance Worker III
Beach Maintenance Worker III	Recreation Aide I
Beach Manager	Recreation Aide II
Lifeguard I	Recreation Leader I
Lifeguard II	Recreation Leader II
Lifeguard III	Recreation Supervisor
Operations Manager	

Table 12 – Benchmark Positions – Public Works

Job Title	Job Title
Administrative Assistant	Street Maintenance Worker I
Assistant Public Works Director	Street Maintenance Worker II
Automotive Parts Clerk	Street Maintenance Worker III
City Engineer	Utilities Maintenance Worker I
Director Public Works	Utilities Maintenance Worker II
Engineer	Utilities Maintenance Worker III
Mechanic	Utilities Technician I
Operations Manager	Utilities Technician II
Senior Engineer Technician	

Baseline Analysis

Current Salary Schedule – Non-Union

Paypoint reviewed the salary schedule for all non-union job titles presented in Table 13. Midpoints for each salary grade have also been calculated for comparison with external market data.

Spread measures the percentage difference between the maximum and minimum salary for a position. It is also an indication of the lateral progression available to an employee within their job title. A narrow spread often leads to wage compression as the maximum salary is quickly achieved. A narrow spread can also lead to low morale and high turnover as economic advancement is limited. The salary schedule from Table 13 has a consistent spread of approximately 51% as is shown in Table 14. It is important that the spread is consistent amongst all employees so that all positions have relatively equal advancement opportunities.

Table 13 – Current Salary Schedule – Non-Union

Current Grade	Min	Mid	Max
101	\$9.35	\$11.75	\$14.15
102	\$9.82	\$12.34	\$14.85
103	\$10.31	\$12.95	\$15.60
104	\$10.83	\$13.60	\$16.37
105	\$11.37	\$14.28	\$17.19
106	\$11.93	\$15.00	\$18.06
107	\$12.53	\$15.75	\$18.96
108	\$13.16	\$16.53	\$19.91
109	\$13.82	\$17.36	\$20.90
110	\$14.51	\$18.22	\$21.94
111	\$15.23	\$19.14	\$23.04
112	\$15.99	\$20.09	\$24.19
113	\$16.79	\$21.10	\$25.40
114A	\$17.63	\$22.15	\$26.67
114B	\$19.59	\$24.61	\$29.63

Current Grade	Min	Mid	Max
115A	\$18.52	\$23.26	\$28.00
115B	\$20.57	\$25.84	\$31.11
116	\$19.44	\$24.42	\$29.40
117	\$20.41	\$25.65	\$30.88
118	\$23.81	\$29.92	\$36.02
119	\$25.00	\$31.41	\$37.82
120	\$26.25	\$32.98	\$39.71
121	\$27.56	\$34.63	\$41.69
122	\$28.94	\$36.36	\$43.77
123	\$30.39	\$38.17	\$45.96
124	\$31.28	\$39.30	\$47.31
125	\$32.84	\$41.26	\$49.68
126	\$34.49	\$43.32	\$52.16
127	\$36.21	\$45.49	\$54.77
128	\$38.02	\$47.77	\$57.51
129	\$39.92	\$50.15	\$60.39
130	\$41.92	\$52.66	\$63.41
131	\$52.23	\$65.35	\$78.47

Table 14 – Current Spread and Ladders – Non-Union

Current Grade	Spread	Min Ladder	Mid Ladder	Max Ladder
101	51.3%			
102	51.3%	5.0%	5.0%	5.0%
103	51.3%	5.0%	5.0%	5.0%
104	51.2%	5.0%	5.0%	4.9%
105	51.3%	5.0%	5.0%	5.0%
106	51.3%	5.0%	5.0%	5.0%
107	51.3%	5.0%	5.0%	5.0%
108	51.3%	5.0%	5.0%	5.0%

Current Grade	Spread	Min Ladder	Mid Ladder	Max Ladder
109	51.3%	5.0%	5.0%	5.0%
110	51.2%	5.0%	5.0%	5.0%
111	51.3%	5.0%	5.0%	5.0%
112	51.2%	5.0%	5.0%	5.0%
113	51.2%	5.0%	5.0%	5.0%
114A	51.3%	5.0%	5.0%	5.0%
114B	51.3%	11.1%	11.1%	11.1%
115A	51.2%	-5.5%	-5.5%	-5.5%
115B	51.2%	11.1%	11.1%	11.1%
116	51.2%	-5.5%	-5.5%	-5.5%
117	51.3%	5.0%	5.0%	5.0%
118	51.2%	16.7%	16.7%	16.6%
119	51.3%	5.0%	5.0%	5.0%
120	51.3%	5.0%	5.0%	5.0%
121	51.3%	5.0%	5.0%	5.0%
122	51.3%	5.0%	5.0%	5.0%
123	51.3%	5.0%	5.0%	5.0%
124	51.3%	2.9%	2.9%	2.9%
125	51.3%	5.0%	5.0%	5.0%
126	51.3%	5.0%	5.0%	5.0%
127	51.3%	5.0%	5.0%	5.0%
128	51.3%	5.0%	5.0%	5.0%
129	51.3%	5.0%	5.0%	5.0%
130	51.3%	5.0%	5.0%	5.0%
131	50.2%	24.6%	24.1%	23.8%

Ladders define the percentage salary difference between consecutive groups of job titles. Ladders can be used to differentiate employees with different knowledge, skills, and abilities and motivate career advancement. The ladders, that is, the percentage difference between consecutive minimums, consecutive midpoints, and consecutive maximums, is inconsistent ranging from -5.5% to 24.6%. It is recommended that the ladders be consistent between grades.

Current Salary Schedule – IAFF

Paypoint reviewed the salary schedule for all firefighter job titles represented by the International Association of Firefighters (IAFF) Local 4966, presented in Table 15. Midpoints for each salary grade have also been calculated for comparison with external market data.

The salary schedule from Table 15 has an inconsistent spread ranging from 27.7% to 49.5% as is shown in Table 16. It is important that the spread is consistent amongst all employees so that all positions have relatively equal advancement opportunities. The ladders are inconsistent ranging from 5.5% to 22.6%. It is recommended that the ladders be consistent between grades.

Table 15 – Current Salary Schedule – IAFF

Current Grade	Min	Mid	Max
INSPECTOR	\$14.70	\$18.34	\$21.98
FFEMT	\$15.97	\$19.59	\$23.20
FFPARA	\$18.20	\$22.32	\$26.45
LTEMT	\$22.32	\$25.41	\$28.50
LTPARA	\$24.04	\$27.37	\$30.69

Table 16 – Current Spread and Ladders – IAFF

Current Grade	Spread	Min Ladder	Mid Ladder	Max Ladder
INSPECTOR	49.5%			
FFEMT	45.3%	8.6%	6.8%	5.5%
FFPARA	45.3%	14.0%	14.0%	14.0%
LTEMT	27.7%	22.6%	13.8%	7.8%
LTPARA	27.7%	7.7%	7.7%	7.7%

Overall Salary Distribution

The salary distribution for all employees is shown in Figure 1. The label “Percentage of Employees” on the ordinate y-axis reflects the total number of employees. The four departments with more than 10% of the workforce, Community Development, Fire, Parks & Recreation, and Public Works, are highlighted.

A clear bimodal pattern does not exist overall or for the identified departments which would demonstrate a two-tier compensation structure overall or for the highlighted departments. It is preferable if there is a clear broad-banded bimodal distribution, that is, two bell curves, demonstrating both separation between supervisory and non-supervisory compensation and career progression within these two groups.

The concentration of employees in the upper end, top 20%, of the salary range (1 of 135, 0.7%) in comparison to the lower end is not elevated, meaning that the organization is not top-heavy with respect to compensation.

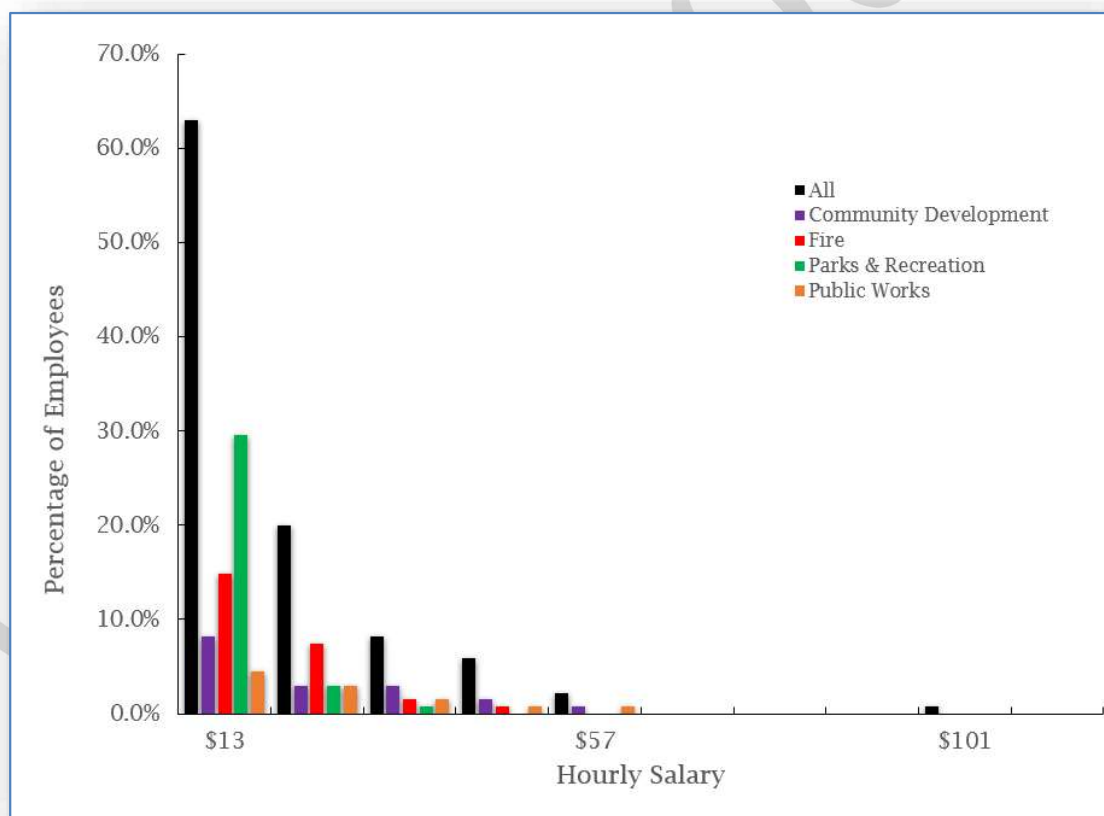


Figure 1 – Salary Distribution

Distribution Observations

Table 17 examines salaries of all employees with respect to the maximum and minimum of each job title. In Table 18 the distribution of salaries above or below the midpoint of each job title is presented.

Observations

- There is a high concentration of employees (1 in 5 or 20%) in grade 108 (Seasonal Lifeguards I) near the minimum of the respective grades. This is not true for the organization overall. A high concentration of employees at the extremes can lead to or be the cause of systemic employment issues including low morale, retention, etc.
- There is not a high concentration of employees (2 in 3 or 67%) below or above the midpoint of the respective grades, which would suggest a skewed distribution of salaries. This is also true for the organization overall.

Table 17 – Employees Near Min/Max

Current Grade	Staff #	# near Min	% near Min	# near Max	% near Max
101	0	0	-	0	-
102	0	0	-	0	-
103	0	0	-	0	-
104	5	0	0.0%	4	80.0%
105	3	0	0.0%	1	33.3%
106	0	0	-	0	-
107	1	0	0.0%	1	100.0%
108	18	1	5.6%	0	0.0%
109	9	0	0.0%	0	0.0%
110	1	0	0.0%	0	0.0%
111	5	0	0.0%	0	0.0%
112	3	0	0.0%	0	0.0%
113	7	0	0.0%	1	14.3%

Current Grade	Staff #	# near Min	% near Min	# near Max	% near Max
114A	7	3	42.9%	0	0.0%
114B	1	0	0.0%	0	0.0%
115A	7	2	28.6%	0	0.0%
115B	3	1	33.3%	0	0.0%
116	2	0	0.0%	0	0.0%
117	1	0	0.0%	0	0.0%
118	3	1	33.3%	0	0.0%
119	4	0	0.0%	0	0.0%
120	2	0	0.0%	0	0.0%
121	0	0	-	0	-
122	2	0	0.0%	0	0.0%
123	2	0	0.0%	0	0.0%
124	6	0	0.0%	0	0.0%
125	0	0	-	0	-
126	3	1	33.3%	1	33.3%
127	0	0	-	0	-
128	0	0	-	0	-
129	3	0	0.0%	0	0.0%
130	5	0	0.0%	2	40.0%
131	1	0	0.0%	0	0.0%
INSPECTOR	1	0	0.0%	1	100.0%
FFEMT	9	1	11.1%	3	33.3%
FFPARA	13	4	30.8%	2	15.4%
LTEMT	2	0	0.0%	2	100.0%
LTPARA	4	0	0.0%	2	50.0%
Total	133	14	10.5%	20	15.0%

Table 18 – Employees Near Midpoint

Current Grade	Staff #	Below Mid	Below Mid %	Above Mid	Above Mid %
101	0	0	-	0	-
102	0	0	-	0	-
103	0	0	-	0	-
104	5	0	0.0%	5	100.0%
105	3	1	33.3%	2	66.7%
106	0	0	-	0	-
107	1	0	0.0%	1	100.0%
108	18	18	100.0%	0	0.0%
109	9	6	66.7%	3	33.3%
110	1	1	100.0%	0	0.0%
111	5	5	100.0%	0	0.0%
112	3	0	0.0%	3	100.0%
113	7	2	28.6%	5	71.4%
114A	7	6	85.7%	1	14.3%
114B	1	1	100.0%	0	0.0%
115A	7	5	71.4%	2	28.6%
115B	3	3	100.0%	0	0.0%
116	2	1	50.0%	1	50.0%
117	1	0	0.0%	1	100.0%
118	3	2	66.7%	1	33.3%
119	4	3	75.0%	1	25.0%
120	2	2	100.0%	0	0.0%
121	0	0	-	0	-
122	2	1	50.0%	1	50.0%
123	2	0	0.0%	2	100.0%

Current Grade	Staff #	Below Mid	Below Mid %	Above Mid	Above Mid %
124	6	6	100.0%	0	0.0%
125	0	0	-	0	-
126	3	2	66.7%	1	33.3%
127	0	0	-	0	-
128	0	0	-	0	-
129	3	1	33.3%	2	66.7%
130	5	1	20.0%	4	80.0%
131	1	1	100.0%	0	0.0%
INSPECTOR	1	0	0.0%	1	100.0%
FFEMT	9	3	33.3%	6	66.7%
FFPARA	13	11	84.6%	2	15.4%
LTEM	2	0	0.0%	2	100.0%
LTPARA	4	2	50.0%	2	50.0%
Total	133	84	63.2%	49	36.8%

Compensable Factor Score from Position Vantage Point

To assist in determining the internal hierarchy of positions in the City, employees and supervisor participated in the Position Vantage Point Job Survey. Questions asked in the PVP are divided into four areas: Background, Authority, Skill, and Environment. In these four areas, the following compensable factors were examined:

Education	Complexity
Certifications	Independence
Work Duties	Impact
Work Experience	Physical
Financial Authority	Working Conditions
Supervision	Interaction

Job descriptions were consulted to update both the minimum education level and minimum experience level required for each position. The responses were then evaluated, producing the Compensable Factor Score (CFS) as shown below. For positions where there was insufficient data from the employee/manager survey, job descriptions were consulted to fill out the survey.

Table 19 – Compensable Factor Score

Position Classification	CFS Score
Chief Operating Officer	878.9
Fire Chief	473.4
Community Development Director	453.0
Finance Director	438.6
Director Public Works	412.9
IT Director	293.8
HR Director	287.7
Library Director	249.3
City Engineer	220.2
Assistant PW Director	204.4

Position Classification	CFS Score
Building Official	190.4
Deputy Fire Chief	187.0
District Fire Chief	92.4
Fire Marshal	75.6
Operations Manager - Community Development	74.3
Senior Financial Analyst	71.6
Planning Manager	70.9
Operations Manager - Public Works	70.6
Senior Planner	68.1
Code Enforcement Manager	63.3
Operations Manager - Parks & Recreation	63.0
Accounting Manager	61.6
Assistant Building Official	59.9
Procurement Manager	58.4
Engineer	53.5
Beach Manager	53.2
FOG Inspector	42.4
LT Paramedic	41.5
Senior Engineer Technician	38.7
Planner II	35.0
Deputy City Clerk	32.8
Transportation Planner	31.8
Zoning & Permitting Administrator	30.8
Information Technology Specialist	30.4
LT EMT	29.5
Executive Assistant to City Manager	29.5

Position Classification	CFS Score
Librarian II	29.2
Recreation Supervisor	29.0
Planner I	28.9
HR Generalist	26.9
Firefighter Paramedic	25.4
Librarian I	25.4
Firefighter EMT	21.0
Utilities Technician II	20.9
Fire Inspector	18.8
Crew Chief	17.7
Aquatic Facility Coordinator	15.9
Administrative Assistant	15.6
Code Enforcement Officer	15.3
Utilities Technician I	14.7
Finance Technician	14.0
Utilities Maintenance Worker III	12.9
Mechanic	12.3
Beach Maintenance Worker III	12.1
Recreation Leader II	11.5
Street Maintenance Worker III	11.4
Parking Enforcement Officer	11.4
Parks Maintenance Worker III	10.6
Permit Technician II	10.4
Street Maintenance Worker II	10.0
Zoning Technician II	9.8
Building Maintenance Worker III	9.7

Position Classification	CFS Score
Meter Maintenance Supervisor	9.5
Utilities Maintenance Worker II	9.5
Automotive Parts Clerk	9.5
Lifeguard III	9.1
Library Assistant II	9.0
Street Maintenance Worker I	8.8
Parks Maintenance Worker II	8.5
Building Maintenance Worker II	8.3
Library Assistant I	8.2
Permit Technician I	8.2
Zoning Technician I	8.2
Utilities Maintenance Worker I	8.1
Beach Maintenance Worker II	8.0
Lifeguard II	7.8
Recreation Leader I	7.6
Parks Maintenance Worker I	7.1
Beach Maintenance Worker I	6.6
Building Maintenance Worker I	6.3
Lifeguard I	5.7
Recreation Aide II	4.7
Recreation Aide I	4.4
Code Enforcement Clerk	4.3
Library Clerk	4.1

External Market Comparison

A summary of the findings of the external market analysis is presented in Table 20 through Table 24. In Table 25 through Table 32, the external market findings for all position classifications is presented, sorted alphabetically. The minimum, midpoint, and maximum hourly salary for each position classification is presented first. The market average (mean) and the various market quantiles are then presented. Lastly the Compa-Ratio, the ratio of the grade's midpoint divided by the **50th percentile from the external market**, which measures the extent of the deviation of the current salary range in comparison to the market median, is presented.

Table 20 – Full-Time Positions Substantially Below Market (Compa-Ratio % Diff < -10%)

Beach Maintenance Worker III	Lifeguard III
Beach Manager	Parks Maintenance Worker I
Building Maintenance Worker I	Parks Maintenance Worker III
City Engineer	Permit Technician I
Code Enforcement Manager	Permit Technician II
Code Enforcement Officer	Senior Financial Analyst
Crew Chief	Street Maintenance Worker I
Engineer	Street Maintenance Worker II
Finance Director	Street Maintenance Worker III
Fire Chief	Utilities Maintenance Worker I
FOG Inspector	Utilities Maintenance Worker II
HR Director	Utilities Maintenance Worker III
IT Director	Zoning & Permitting Administrator
Library Assistant I	Zoning Technician I
Library Assistant II	Zoning Technician II
Lifeguard II	

Table 21 – Full-Time Positions Below Market (-10% < Compa-Ratio % Diff < -5%)

Assistant Building Official	Finance Technician
Beach Maintenance Worker I	Information Technology Specialist
Beach Maintenance Worker II	Librarian II
Building Maintenance Worker II	Meter Maintenance Supervisor
Building Maintenance Worker III	Operations Manager - Parks & Recreation
Chief Operating Officer	Parks Maintenance Worker II
Community Development Director	Planner I
Deputy City Clerk	Recreation Leader II
Deputy Fire Chief	Senior Engineer Technician
Director Public Works	Utilities Technician I

Table 22 – Full-Time Positions Near Market (-5% < Compa-Ratio % Diff < +5%)

Accounting Manager	Lifeguard I
Aquatic Facility Coordinator	Mechanic
Assistant PW Director	Operations Manager - Community Development
Automotive Parts Clerk	Operations Manager - Public Works
Building Official	Planner II
Code Enforcement Clerk	Procurement Manager
Communications Manager	Recreation Aide I
District Fire Chief	Recreation Aide II
Executive Assistant to City Manager	Recreation Leader I
HR Generalist	Recreation Supervisor
Librarian I	Senior Planner
Library Clerk	Transportation Planner
Library Director	Utilities Technician II

Table 23 – Full-Time Positions Above Market (+5% < Compa-Ratio % Diff < +10%)

Parking Enforcement Officer	
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Table 24 – Full-Time Positions Substantially Above Market (Compa-Ratio % Diff > +10%)

Administrative Assistant	Planning Manager
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Table 25 – External Market Comparison – Administrative Services

	Accounting Manager	Finance Director	Finance Technician	IT Director	Information Technology Specialist
Current Scale	126	130	115A	130	120
Minimum	\$34.49	\$41.92	\$18.52	\$41.92	\$26.25
Midpoint	\$43.32	\$52.66	\$23.26	\$52.66	\$32.98
Maximum	\$52.16	\$63.41	\$28.00	\$63.41	\$39.71
Market Percentiles					
20%	\$34.93	\$52.04	\$20.97	\$48.55	\$28.78
25%	\$36.14	\$53.84	\$21.66	\$50.23	\$29.78
30%	\$37.34	\$55.77	\$21.85	\$52.01	\$30.71
35%	\$38.91	\$58.21	\$22.69	\$54.27	\$31.98
40%	\$40.22	\$60.05	\$23.26	\$56.00	\$33.09
45%	\$41.55	\$62.33	\$23.86	\$58.09	\$34.08
50%	\$42.82	\$64.18	\$25.32	\$59.82	\$35.14
55%	\$44.21	\$66.09	\$26.68	\$61.62	\$36.34
60%	\$45.76	\$68.55	\$27.11	\$63.90	\$37.57
65%	\$46.98	\$70.43	\$27.95	\$65.64	\$38.55
70%	\$48.48	\$72.74	\$28.13	\$67.78	\$39.76
75%	\$50.01	\$74.94	\$28.27	\$69.85	\$41.05
80%	\$52.02	\$78.31	\$29.87	\$72.94	\$42.58
Mean	\$43.57	\$65.12	\$25.64	\$60.72	\$35.82
Compa-Ratio	+1.2%	-18.0%	-8.1%	-12.0%	-6.1%

	Procure Manager	Senior Financial Analyst
Current Scale	123	124
Minimum	\$30.39	\$31.28
Midpoint	\$38.17	\$39.30
Maximum	\$45.96	\$47.31
Market Percentiles		
20%	\$31.28	\$36.24
25%	\$32.38	\$37.49
30%	\$34.64	\$38.74
35%	\$34.95	\$40.39
40%	\$36.86	\$41.74
45%	\$37.63	\$43.14
50%	\$38.17	\$44.45
55%	\$38.70	\$45.88
60%	\$42.48	\$47.50
65%	\$44.61	\$48.77
70%	\$45.21	\$50.33
75%	\$45.69	\$51.92
80%	\$47.82	\$54.03
Mean	\$40.02	\$45.21
Compa-Ratio	0.0%	-11.6%

Table 26 – External Market Comparison – City Manager’s Office

	Chief Operating Officer	City Manager	Comm Manager	Executive Assistant City Mgr	HR Director
Current Scale	131		123	119	130
Minimum	\$52.23		\$30.39	\$25.00	\$41.92
Midpoint	\$65.35		\$38.17	\$31.41	\$52.66
Maximum	\$78.47		\$45.96	\$37.82	\$63.41
Market Percentiles					
20%	\$58.42	\$74.49	\$29.81	\$24.82	\$48.37
25%	\$59.76	\$76.69	\$31.66	\$25.03	\$50.04
30%	\$62.65	\$81.01	\$32.32	\$25.44	\$51.81
35%	\$65.26	\$81.52	\$33.88	\$28.68	\$54.06
40%	\$65.91	\$83.93	\$34.76	\$30.08	\$55.79
45%	\$70.72	\$87.29	\$36.19	\$30.19	\$57.87
50%	\$72.27	\$89.90	\$38.17	\$30.95	\$59.60
55%	\$74.69	\$90.10	\$40.54	\$31.45	\$61.39
60%	\$76.34	\$91.41	\$42.37	\$32.31	\$63.65
65%	\$78.22	\$93.78	\$44.23	\$33.24	\$65.39
70%	\$79.03	\$100.96	\$48.23	\$35.14	\$67.53
75%	\$79.09	\$101.00	\$51.81	\$36.62	\$69.59
80%	\$83.90	\$101.68	\$53.89	\$37.92	\$72.66
Mean	\$71.24	\$88.40	\$42.81	\$31.16	\$60.49
Compa- Ratio	-9.6%		0.0%	+1.5%	-11.6%

	HR Generalist
Current Scale	120
Minimum	\$26.25
Midpoint	\$32.98
Maximum	\$39.71
Market Percentiles	
20%	\$27.72
25%	\$28.68
30%	\$29.57
35%	\$30.78
40%	\$31.86
45%	\$32.79
50%	\$33.81
55%	\$34.99
60%	\$36.15
65%	\$37.09
70%	\$38.25
75%	\$39.51
80%	\$40.95
Mean	\$34.49
Compa- Ratio	-2.5%

Table 27 – External Market Comparison – City Clerk’s Office

	Admin Assistant	City Clerk	Deputy City Clerk
Current Scale	115B		119
Minimum	\$20.57		\$25.00
Midpoint	\$25.84		\$31.41
Maximum	\$31.11		\$37.82
Market Percentiles			
20%	\$19.17	\$40.43	\$27.05
25%	\$20.05	\$40.95	\$28.04
30%	\$20.55	\$41.13	\$29.18
35%	\$20.97	\$41.43	\$31.17
40%	\$21.91	\$44.59	\$32.00
45%	\$22.48	\$45.64	\$32.83
50%	\$23.45	\$46.54	\$33.67
55%	\$24.55	\$48.71	\$34.84
60%	\$25.13	\$51.27	\$36.35
65%	\$25.67	\$52.89	\$37.45
70%	\$25.99	\$53.83	\$40.23
75%	\$26.99	\$56.94	\$40.46
80%	\$27.89	\$59.58	\$41.15
Mean	\$23.74	\$49.00	\$34.49
Compa-Ratio	+10.2%		-6.7%

Table 28 – External Market Comparison – Community Development

	Admin Assistant	Assistant Building Official	Building Maint Worker I	Building Maint Worker II	Building Maint Worker III
Current Scale	115B	124	109	111	113
Minimum	\$20.57	\$31.28	\$13.82	\$15.23	\$16.79
Midpoint	\$25.84	\$39.30	\$17.36	\$19.14	\$21.10
Maximum	\$31.11	\$47.31	\$20.90	\$23.04	\$25.40
Market Percentiles					
20%	\$19.17	\$34.69	\$17.10	\$17.44	\$18.81
25%	\$20.05	\$35.89	\$17.50	\$18.05	\$19.46
30%	\$20.55	\$37.08	\$18.00	\$18.50	\$19.97
35%	\$20.97	\$38.64	\$18.90	\$19.20	\$20.74
40%	\$21.91	\$39.94	\$19.96	\$19.96	\$21.54
45%	\$22.48	\$41.26	\$20.24	\$20.31	\$21.97
50%	\$23.45	\$42.52	\$20.68	\$20.98	\$22.69
55%	\$24.55	\$43.90	\$21.02	\$21.85	\$23.60
60%	\$25.13	\$45.44	\$21.97	\$22.47	\$24.29
65%	\$25.67	\$46.65	\$22.62	\$23.01	\$24.88
70%	\$25.99	\$48.14	\$23.62	\$23.69	\$25.62
75%	\$26.99	\$49.66	\$24.81	\$24.54	\$26.53
80%	\$27.89	\$51.65	\$25.96	\$25.16	\$27.26
Mean	\$23.74	\$43.27	\$21.41	\$21.55	\$23.27
Compa-Ratio	10.2%	-7.6%	-16.0%	-8.8%	-7.0%

	Building Official	Code Enforce Clerk	Code Enforce Manager	Code Enforce Officer	Community Dev Director
Current Scale	129	105	122	115A	130
Minimum	\$39.92	\$11.37	\$28.94	\$18.52	\$41.92
Midpoint	\$50.15	\$14.28	\$36.36	\$23.26	\$52.66
Maximum	\$60.39	\$17.19	\$43.77	\$28.00	\$63.41
Market Percentiles					
20%	\$40.97	\$11.77	\$35.17	\$21.27	\$47.26
25%	\$42.65	\$12.19	\$36.38	\$22.86	\$48.22
30%	\$44.11	\$12.39	\$37.59	\$23.52	\$49.90
35%	\$45.41	\$12.80	\$39.18	\$24.38	\$51.71
40%	\$47.16	\$13.39	\$40.49	\$24.82	\$53.34
45%	\$49.06	\$13.43	\$41.84	\$25.57	\$56.23
50%	\$49.99	\$13.90	\$43.11	\$26.86	\$58.20
55%	\$52.59	\$14.60	\$44.51	\$27.44	\$60.13
60%	\$53.29	\$14.92	\$46.07	\$28.33	\$62.35
65%	\$54.64	\$15.24	\$47.30	\$29.11	\$63.80
70%	\$57.78	\$15.65	\$48.81	\$29.79	\$65.81
75%	\$59.89	\$16.28	\$50.36	\$30.66	\$67.75
80%	\$60.80	\$16.45	\$52.39	\$32.31	\$70.70
Mean	\$51.36	\$14.41	\$43.87	\$26.96	\$58.43
Compa- Ratio	+0.3%	+2.7%	-15.7%	-13.4%	-9.5%

	Crew Chief	FOG Inspector	Meter Maint Supervisor	Operations Manager	Parking Enforce Officer
Current Scale	117	121	113	124	115A
Minimum	\$20.41	\$27.56	\$16.79	\$31.28	\$18.52
Midpoint	\$25.65	\$34.63	\$21.10	\$39.30	\$23.26
Maximum	\$30.88	\$41.69	\$25.40	\$47.31	\$28.00
Market Percentiles					
20%	\$22.53	\$31.68	\$18.62	\$35.06	\$18.58
25%	\$24.07	\$32.78	\$19.26	\$36.63	\$18.62
30%	\$24.55	\$33.83	\$19.76	\$38.05	\$19.64
35%	\$25.19	\$35.25	\$20.52	\$39.14	\$20.65
40%	\$26.13	\$36.45	\$21.32	\$40.26	\$21.35
45%	\$27.27	\$37.60	\$21.74	\$40.97	\$21.73
50%	\$28.95	\$38.76	\$22.45	\$41.11	\$22.11
55%	\$29.67	\$40.05	\$23.35	\$43.68	\$22.57
60%	\$29.99	\$41.43	\$24.03	\$45.80	\$23.03
65%	\$30.62	\$42.52	\$24.62	\$47.48	\$23.63
70%	\$31.30	\$43.87	\$25.35	\$48.65	\$24.36
75%	\$32.92	\$45.28	\$26.25	\$49.02	\$25.09
80%	\$34.50	\$47.03	\$26.96	\$49.88	\$25.29
Mean	\$28.69	\$39.48	\$23.02	\$43.63	\$22.18
Compa-Ratio	-11.4%	-10.7%	-6.0%	-4.4%	+5.2%

	Permit Technician I	Permit Technician II	Planner I	Planner II	Planning Manager
Current Scale	109	112	119	122	129
Minimum	\$13.82	\$15.99	\$25.00	\$28.94	\$39.92
Midpoint	\$17.36	\$20.09	\$31.41	\$36.36	\$50.15
Maximum	\$20.90	\$24.19	\$37.82	\$43.77	\$60.39
Market Percentiles					
20%	\$17.33	\$18.84	\$28.32	\$30.00	\$36.15
25%	\$17.93	\$19.98	\$29.30	\$31.03	\$37.40
30%	\$18.37	\$20.53	\$30.21	\$32.02	\$38.65
35%	\$19.07	\$21.15	\$31.46	\$33.35	\$40.29
40%	\$19.82	\$21.68	\$32.56	\$34.50	\$41.64
45%	\$20.17	\$22.79	\$33.52	\$35.56	\$43.04
50%	\$20.84	\$23.24	\$34.56	\$36.65	\$44.34
55%	\$21.70	\$23.84	\$35.76	\$37.90	\$45.77
60%	\$22.32	\$24.19	\$36.96	\$39.19	\$47.39
65%	\$22.85	\$25.75	\$37.92	\$40.21	\$48.65
70%	\$23.52	\$26.28	\$39.11	\$41.48	\$50.21
75%	\$24.37	\$26.89	\$40.38	\$42.82	\$51.79
80%	\$24.98	\$27.94	\$41.87	\$44.44	\$53.90
Mean	\$21.40	\$24.00	\$35.24	\$37.35	\$45.11
Compa- Ratio	-16.7%	-13.5%	-9.1%	-0.8%	+13.1%

	Senior Planner	Transport Planner	Zoning & Permitting Admin	Zoning Technician I	Zoning Technician II
Current Scale	124	119	118	109	112
Minimum	\$31.28	\$25.00	\$23.81	\$13.82	\$15.99
Midpoint	\$39.30	\$31.41	\$29.92	\$17.36	\$20.09
Maximum	\$47.31	\$37.82	\$36.02	\$20.90	\$24.19
Market Percentiles					
20%	\$32.25	\$25.43	\$28.88	\$17.29	\$18.87
25%	\$32.47	\$28.34	\$29.88	\$17.90	\$19.52
30%	\$32.77	\$28.91	\$30.82	\$18.34	\$20.03
35%	\$33.93	\$30.38	\$32.09	\$19.03	\$20.80
40%	\$35.93	\$30.41	\$33.21	\$19.79	\$21.61
45%	\$38.72	\$30.82	\$34.20	\$20.13	\$22.04
50%	\$39.41	\$31.62	\$35.26	\$20.80	\$22.76
55%	\$40.51	\$34.85	\$36.47	\$21.66	\$23.67
60%	\$41.48	\$35.33	\$37.70	\$22.27	\$24.37
65%	\$42.28	\$36.03	\$38.68	\$22.81	\$24.96
70%	\$42.50	\$36.44	\$39.90	\$23.48	\$25.70
75%	\$45.97	\$36.99	\$41.20	\$24.32	\$26.61
80%	\$47.85	\$38.48	\$42.73	\$24.93	\$27.35
Mean	\$39.51	\$33.19	\$35.95	\$21.36	\$23.34
Compa-Ratio	-0.3%	-0.7%	-15.2%	-16.5%	-11.7%

Table 29 - External Market Comparison - Fire

	Deputy Fire Chief	District Fire Chief	Fire Chief	Fire Inspector	Fire Marshal
Current Scale	129	126	130	INSPECTOR	123
Minimum	\$39.92	\$34.49	\$41.92	\$14.70	\$30.39
Midpoint	\$50.15	\$43.32	\$52.66	\$18.34	\$38.17
Maximum	\$60.39	\$52.16	\$63.41	\$21.98	\$45.96
Market Percentiles					
20%	\$44.61	\$38.45	\$52.22	\$18.58	\$37.49
25%	\$46.15	\$40.06	\$53.66	\$18.85	\$38.24
30%	\$47.76	\$40.67	\$54.96	\$18.96	\$38.62
35%	\$49.82	\$41.60	\$58.71	\$19.34	\$40.11
40%	\$51.43	\$42.36	\$59.65	\$20.84	\$43.29
45%	\$53.31	\$43.33	\$59.70	\$21.98	\$44.79
50%	\$54.90	\$44.79	\$63.07	\$22.63	\$45.82
55%	\$56.58	\$45.30	\$64.30	\$22.91	\$47.49
60%	\$58.65	\$49.58	\$66.53	\$23.32	\$48.10
65%	\$60.24	\$50.85	\$68.29	\$24.15	\$49.00
70%	\$62.20	\$52.16	\$70.72	\$24.31	\$51.42
75%	\$64.11	\$54.08	\$72.21	\$25.82	\$53.92
80%	\$66.89	\$54.36	\$77.12	\$26.48	\$56.40
Mean	\$55.75	\$46.77	\$64.05	\$22.57	\$46.48
Compa- Ratio	-8.6%	-3.3%	-16.5%	-19.0%	-16.7%

	Firefighter EMT	Firefighter Paramedic	LT EMT	LT Paramedic
Current Scale	FFEMT	FFPARA	LTEMT	LTPARA
Minimum	\$15.97	\$18.20	\$22.32	\$24.04
Midpoint	\$19.59	\$22.32	\$25.41	\$27.37
Maximum	\$23.20	\$26.45	\$28.50	\$30.69
Market Percentiles				
20%	\$16.12	\$20.06	\$22.31	\$23.80
25%	\$16.35	\$20.32	\$22.58	\$24.16
30%	\$16.49	\$21.01	\$23.19	\$24.65
35%	\$17.51	\$21.96	\$23.86	\$25.69
40%	\$18.62	\$22.25	\$25.29	\$26.07
45%	\$19.15	\$22.41	\$25.75	\$26.16
50%	\$19.78	\$23.13	\$26.44	\$26.62
55%	\$19.85	\$23.17	\$27.12	\$27.17
60%	\$20.68	\$23.93	\$27.22	\$27.35
65%	\$21.17	\$24.22	\$27.91	\$27.53
70%	\$21.74	\$25.17	\$28.19	\$30.36
75%	\$22.23	\$25.79	\$29.11	\$30.78
80%	\$22.78	\$27.61	\$31.37	\$31.28
Mean	\$19.40	\$23.52	\$26.57	\$27.77
Compa- Ratio	-1.0%	-3.5%	-3.9%	+2.8%

Table 30 – External Market Comparison – Library

	Librarian I	Librarian II	Library Assistant I	Library Assistant II	Library Clerk
Current Scale	118	119	107	110	104
Minimum	\$23.81	\$25.00	\$12.53	\$14.51	\$10.83
Midpoint	\$29.92	\$31.41	\$15.75	\$18.22	\$13.60
Maximum	\$36.02	\$37.82	\$18.96	\$21.94	\$16.37
Market Percentiles					
20%	\$23.83	\$28.41	\$16.26	\$18.16	\$11.21
25%	\$24.20	\$29.39	\$16.46	\$18.79	\$11.60
30%	\$25.54	\$30.31	\$16.95	\$19.27	\$11.78
35%	\$26.02	\$31.56	\$17.35	\$20.01	\$12.17
40%	\$26.29	\$32.66	\$17.86	\$20.79	\$12.73
45%	\$26.80	\$33.63	\$18.95	\$21.18	\$12.74
50%	\$28.61	\$34.67	\$19.44	\$21.88	\$13.19
55%	\$30.58	\$35.87	\$19.64	\$22.76	\$13.87
60%	\$30.95	\$37.07	\$20.04	\$23.42	\$14.16
65%	\$31.01	\$38.04	\$20.59	\$23.99	\$14.46
70%	\$31.86	\$39.23	\$21.90	\$24.70	\$14.84
75%	\$32.62	\$40.51	\$22.63	\$25.58	\$15.45
80%	\$33.69	\$42.00	\$22.99	\$26.26	\$15.58
			\$0.00		
Mean	\$28.93	\$35.35	\$19.63	\$22.45	\$13.69
Compa- Ratio	+4.5%	-9.4%	-19.0%	-16.7%	+3.1%

	Library Director
Current Scale	130
Minimum	\$41.92
Midpoint	\$52.66
Maximum	\$63.41
Market Percentiles	
20%	\$42.86
25%	\$45.47
30%	\$47.27
35%	\$49.09
40%	\$50.98
45%	\$53.25
50%	\$53.51
55%	\$55.10
60%	\$58.46
65%	\$59.71
70%	\$61.84
75%	\$64.63
80%	\$65.90
Mean	\$54.65
Compa-Ratio	-1.6%

Table 31 – External Market Comparison – Parks & Recreation

	Aquatic Facility Coordinator	Beach Maint Worker I	Beach Maint Worker II	Beach Maint Worker III	Beach Manager
Current Scale	114B	109	111	113	120
Minimum	\$19.59	\$13.82	\$15.23	\$16.79	\$26.25
Midpoint	\$24.61	\$17.36	\$19.14	\$21.10	\$32.98
Maximum	\$29.63	\$20.90	\$23.04	\$25.40	\$39.71
Market Percentiles					
20%	\$20.00	\$15.51	\$17.12	\$20.77	\$33.65
25%	\$20.83	\$16.05	\$17.71	\$21.49	\$34.81
30%	\$22.03	\$16.41	\$18.14	\$22.08	\$35.95
35%	\$23.52	\$17.02	\$18.83	\$22.95	\$37.47
40%	\$24.20	\$17.72	\$19.58	\$23.81	\$38.74
45%	\$24.58	\$17.96	\$19.92	\$24.35	\$40.00
50%	\$25.33	\$18.56	\$20.57	\$25.13	\$41.22
55%	\$26.05	\$19.37	\$21.43	\$26.10	\$42.57
60%	\$26.12	\$19.89	\$22.04	\$26.90	\$44.05
65%	\$26.55	\$20.36	\$22.56	\$27.57	\$45.22
70%	\$27.95	\$20.94	\$23.22	\$28.40	\$46.66
75%	\$28.95	\$21.72	\$24.06	\$29.38	\$48.15
80%	\$29.45	\$22.19	\$24.66	\$30.27	\$50.06
Mean	\$25.19	\$19.11	\$21.14	\$25.73	\$41.95
Compa- Ratio	-2.8%	-6.5%	-7.0%	-16.1%	-20.0%

	Lifeguard I	Lifeguard II	Lifeguard III	Operations Manager	Parks Maint Worker I
Current Scale	108	109	110	124	109
Minimum	\$13.16	\$13.82	\$14.51	\$31.28	\$13.82
Midpoint	\$16.53	\$17.36	\$18.22	\$39.30	\$17.36
Maximum	\$19.91	\$20.90	\$21.94	\$47.31	\$20.90
Market Percentiles					
20%	\$15.17	\$16.92	\$18.22	\$33.79	\$16.15
25%	\$15.92	\$17.51	\$18.85	\$36.33	\$16.71
30%	\$16.54	\$17.94	\$19.33	\$37.63	\$17.10
35%	\$16.62	\$18.61	\$20.07	\$39.14	\$17.74
40%	\$16.92	\$19.36	\$20.86	\$40.41	\$18.46
45%	\$17.21	\$19.68	\$21.25	\$40.96	\$18.74
50%	\$17.34	\$20.33	\$21.95	\$43.10	\$19.36
55%	\$18.16	\$21.18	\$22.84	\$45.56	\$20.19
60%	\$19.66	\$21.78	\$23.50	\$47.25	\$20.75
65%	\$20.01	\$22.30	\$24.07	\$48.47	\$21.24
70%	\$20.42	\$22.95	\$24.78	\$49.42	\$21.85
75%	\$20.70	\$23.78	\$25.67	\$52.93	\$22.65
80%	\$20.98	\$24.36	\$26.35	\$54.06	\$23.17
Mean	\$17.96	\$20.89	\$22.52	\$44.63	\$19.92
Compa- Ratio	-4.7%	-14.6%	-17.0%	-8.8%	-10.3%

	Parks Maint Worker II	Parks Maint Worker III	Recreation Aide I	Recreation Aide II	Recreation Leader I
Current Scale	111	113	104	105	109
Minimum	\$15.23	\$16.79	\$10.83	\$11.37	\$13.82
Midpoint	\$19.14	\$21.10	\$13.60	\$14.28	\$17.36
Maximum	\$23.04	\$25.40	\$16.37	\$17.19	\$20.90
Market Percentiles					
20%	\$17.62	\$19.58	\$11.92	\$12.40	\$15.00
25%	\$18.23	\$20.26	\$12.34	\$12.84	\$15.00
30%	\$18.69	\$20.80	\$12.55	\$13.07	\$15.65
35%	\$19.40	\$21.61	\$12.97	\$13.51	\$16.27
40%	\$20.16	\$22.43	\$13.56	\$14.12	\$16.82
45%	\$20.53	\$22.91	\$13.61	\$14.19	\$17.33
50%	\$21.20	\$23.65	\$14.08	\$14.69	\$18.00
55%	\$22.07	\$24.58	\$14.79	\$15.40	\$18.61
60%	\$22.71	\$25.32	\$15.12	\$15.76	\$19.27
65%	\$23.25	\$25.94	\$15.44	\$16.10	\$19.49
70%	\$23.94	\$26.71	\$15.86	\$16.54	\$20.17
75%	\$24.80	\$27.65	\$16.49	\$17.20	\$20.66
80%	\$25.43	\$28.44	\$16.68	\$17.42	\$20.86
Mean	\$21.77	\$24.24	\$14.59	\$15.20	\$18.36
Compa- Ratio	-9.7%	-10.8%	-3.5%	-2.8%	-3.6%

	Recreation Leader II	Recreation Supervisor
Current Scale	114A	118
Minimum	\$17.63	\$23.81
Midpoint	\$22.15	\$29.92
Maximum	\$26.67	\$36.02
Market Percentiles		
20%	\$20.31	\$23.78
25%	\$21.02	\$23.84
30%	\$21.59	\$25.13
35%	\$22.43	\$27.03
40%	\$23.28	\$27.96
45%	\$23.80	\$28.49
50%	\$24.56	\$29.92
55%	\$25.52	\$30.89
60%	\$26.29	\$31.90
65%	\$26.94	\$32.89
70%	\$27.75	\$35.13
75%	\$28.72	\$35.76
80%	\$29.57	\$36.69
Mean	\$25.16	\$30.46
Compa- Ratio	-9.8%	0.0%

Table 32 – External Market Comparison – Public Works

	Admin Assistant	Assistant PW Director	Auto Parts Clerk	City Engineer	Director Public Works
Current Scale	115B			129	130
Minimum	\$20.57			\$39.92	\$41.92
Midpoint	\$25.84			\$50.15	\$52.66
Maximum	\$31.11			\$60.39	\$63.41
Market Percentiles					
20%	\$19.17	\$45.39	\$18.59	\$46.04	\$47.53
25%	\$20.05	\$46.95	\$19.24	\$47.62	\$50.16
30%	\$20.55	\$48.60	\$19.73	\$49.30	\$51.72
35%	\$20.97	\$50.70	\$20.49	\$51.43	\$52.94
40%	\$21.91	\$52.34	\$21.29	\$53.09	\$54.88
45%	\$22.48	\$54.25	\$21.71	\$55.04	\$56.99
50%	\$23.45	\$55.87	\$22.42	\$56.68	\$57.15
55%	\$24.55	\$57.58	\$23.32	\$58.40	\$60.46
60%	\$25.13	\$59.68	\$24.00	\$60.55	\$63.65
65%	\$25.67	\$61.31	\$24.59	\$62.19	\$65.30
70%	\$25.99	\$63.30	\$25.32	\$64.22	\$66.31
75%	\$26.99	\$65.24	\$26.21	\$66.19	\$69.03
80%	\$27.89	\$68.08	\$26.93	\$69.08	\$70.77
Mean	\$23.74	\$56.73	\$22.99	\$57.55	\$59.50
Compa-Ratio	+10.2%			-11.5%	-7.9%

	Engineer	Mechanic	Operations Manager	Senior Engineer Technician	Street Maint Worker I
Current Scale	122	116	124	121	109
Minimum	\$28.94	\$19.44	\$31.28	\$27.56	\$13.82
Midpoint	\$36.36	\$24.42	\$39.30	\$34.63	\$17.36
Maximum	\$43.77	\$29.40	\$47.31	\$41.69	\$20.90
Market Percentiles					
20%	\$33.69	\$20.07	\$32.43	\$30.88	\$17.92
25%	\$34.86	\$20.97	\$33.88	\$31.94	\$18.55
30%	\$36.00	\$22.01	\$36.67	\$32.97	\$19.01
35%	\$37.52	\$22.62	\$39.34	\$34.34	\$19.74
40%	\$38.79	\$22.80	\$39.60	\$35.52	\$20.52
45%	\$40.05	\$23.93	\$39.96	\$36.63	\$20.90
50%	\$41.27	\$24.68	\$40.85	\$37.75	\$21.58
55%	\$42.63	\$26.12	\$42.42	\$39.02	\$22.46
60%	\$44.11	\$26.88	\$46.65	\$40.36	\$23.11
65%	\$45.28	\$27.35	\$47.10	\$41.42	\$23.67
70%	\$46.72	\$27.46	\$47.86	\$42.73	\$24.37
75%	\$48.21	\$28.13	\$51.14	\$44.11	\$25.24
80%	\$50.12	\$28.61	\$53.06	\$45.79	\$25.90
Mean	\$42.01	\$24.98	\$43.66	\$38.46	\$22.15
Compa-Ratio	-11.9%	-1.1%	-3.8%	-8.3%	-19.6%

	Street Maint Worker II	Street Maint Worker III	Utilities Maint Worker I	Utilities Maint Worker II	Utilities Maint Worker III
Current Scale	111	113	109	112	114A
Minimum	\$15.23	\$16.79	\$13.82	\$15.99	\$17.63
Midpoint	\$19.14	\$21.10	\$17.36	\$20.09	\$22.15
Maximum	\$23.04	\$25.40	\$20.90	\$24.19	\$26.67
Market Percentiles					
20%	\$19.07	\$20.21	\$17.56	\$18.60	\$21.27
25%	\$19.73	\$20.91	\$18.26	\$19.25	\$22.01
30%	\$20.25	\$21.47	\$18.54	\$19.75	\$22.62
35%	\$21.03	\$22.31	\$19.33	\$20.51	\$23.51
40%	\$21.84	\$23.16	\$20.05	\$21.30	\$24.39
45%	\$22.29	\$23.67	\$20.57	\$21.72	\$24.96
50%	\$23.01	\$24.43	\$20.96	\$22.43	\$25.75
55%	\$23.93	\$25.38	\$22.07	\$23.33	\$26.74
60%	\$24.64	\$26.15	\$22.50	\$24.01	\$27.56
65%	\$25.24	\$26.80	\$23.39	\$24.60	\$28.25
70%	\$25.99	\$27.60	\$23.89	\$25.33	\$29.11
75%	\$26.91	\$28.56	\$24.75	\$26.23	\$30.11
80%	\$27.66	\$29.41	\$25.88	\$26.94	\$31.04
Mean	\$23.60	\$25.03	\$21.74	\$23.01	\$26.36
Compa- Ratio	-16.8%	-13.6%	-17.2%	-10.4%	-14.0%

	Utilities Technician I	Utilities Technician II
Current Scale	117	118
Minimum	\$20.41	\$23.81
Midpoint	\$25.65	\$29.92
Maximum	\$30.88	\$36.02
Market Percentiles		
20%	\$22.44	\$25.49
25%	\$23.22	\$26.37
30%	\$23.88	\$27.16
35%	\$24.83	\$28.26
40%	\$25.75	\$29.28
45%	\$26.38	\$30.08
50%	\$27.22	\$31.02
55%	\$28.24	\$32.13
60%	\$29.13	\$33.18
65%	\$29.86	\$34.03
70%	\$30.77	\$35.09
75%	\$31.82	\$36.25
80%	\$32.84	\$37.51
Mean	\$27.84	\$31.67
Compa- Ratio	-5.8%	-3.6%

Proposed Salary Schedules

A regression analysis of the CFS Score and the salary survey results indicate that market median salary for all positions is predicted very well by the CFS Score. The coefficient of determination is **97%**, in other words, the knowledge, skills, and abilities identified in the employee/manager Position Vantage Point job description survey correlate very well with the external markets' valuation of the job positions at St Pete Beach. As a result, a recommended salary scale was constructed and is presented in Table 33.

The spread between the minimum and maximum salary for all employees was set to 60%, consistent with the average market spread of 57.8%. The Ladders, i.e., the distance between grades, was set to be 7.5%. Larger Ladders were included to increase the incentive for employees to seek positions of greater responsibility and to make it financially beneficial.

It is recommended that in subsequent years after the adoption of the recommended pay plan, the City should adjust the entire salary scale by the CPI annually as budget permits.

Table 33 – Proposed Salary Schedule

Grade	Min	Mid	Max
SPB01	\$15.00	\$19.50	\$24.00
SPB02	\$16.13	\$20.96	\$25.80
SPB03	\$17.33	\$22.53	\$27.74
SPB04	\$18.63	\$24.22	\$29.82
SPB05	\$20.03	\$26.04	\$32.05
SPB06	\$21.53	\$27.99	\$34.46
SPB07	\$23.15	\$30.09	\$37.04
SPB08	\$24.89	\$32.35	\$39.82
SPB09	\$26.75	\$34.78	\$42.80
SPB10	\$28.76	\$37.39	\$46.01
SPB11	\$30.92	\$40.19	\$49.46
SPB12	\$33.23	\$43.20	\$53.17
SPB13	\$35.73	\$46.44	\$57.16
SPB14	\$38.41	\$49.93	\$61.45
SPB15	\$41.29	\$53.67	\$66.06
SPB16	\$44.38	\$57.70	\$71.01
SPB17	\$47.71	\$62.03	\$76.34
SPB18	\$51.29	\$66.68	\$82.06
SPB19	\$55.14	\$71.68	\$88.22
SPB20	\$59.27	\$77.05	\$94.84

Proposed Internal Equity

In Table 34 through Table 42, the resulting proposed internal equity for the City is presented. Positions represented by collective bargaining agreements are not included.

Table 34 - Proposed Internal Equity

Grade	Title
SPB19	Chief Operating Officer
SPB18	Fire Chief
SPB17	Community Development Director Director Public Works Finance Director
SPB16	Assistant PW Director City Engineer HR Director IT Director Library Director
SPB15	Building Official Deputy Fire Chief
SPB14	
SPB13	District Fire Chief Fire Marshal
SPB12	Accounting Manager Assistant Building Official Code Enforcement Manager Operations Manager - Community Development Operations Manager - Parks & Recreation Operations Manager - Public Works Planning Manager Procurement Manager Senior Financial Analyst
SPB11	Beach Manager Engineer Senior Planner
SPB10	Communications Manager FOG Inspector Planner II Senior Engineer Technician

Grade	Title
SPB09	Deputy City Clerk Executive Assistant to City Manager HR Generalist Information Technology Specialist Librarian II Planner I Recreation Supervisor Transportation Planner Zoning & Permitting Administrator
SPB08	Librarian I
SPB07	Aquatic Facility Coordinator Code Enforcement Officer Crew Chief Utilities Technician II
SPB06	Administrative Assistant Finance Technician Mechanic Utilities Technician I
SPB05	Utilities Maintenance Worker III
SPB04	Beach Maintenance Worker III Parking Enforcement Officer Parks Maintenance Worker III Permit Technician II Recreation Leader II Street Maintenance Worker III
SPB03	Automotive Parts Clerk Building Maintenance Worker III Library Assistant II Lifeguard III Meter Maintenance Supervisor Recreation Leader I Street Maintenance Worker II Utilities Maintenance Worker II Zoning Technician II

Grade	Title
SPB02	Beach Maintenance Worker II Building Maintenance Worker II Library Assistant I Lifeguard II Parks Maintenance Worker II Permit Technician I Recreation Aide II Street Maintenance Worker I Utilities Maintenance Worker I Zoning Technician I
SPB01	Beach Maintenance Worker I Building Maintenance Worker I Code Enforcement Clerk Library Clerk Lifeguard I Parks Maintenance Worker I Recreation Aide I

Table 35 – Proposed Internal Equity – Administrative Services

Grade	Title
SPB17	Finance Director
SPB16	IT Director
SPB12	Accounting Manager Procurement Manager Senior Financial Analyst
SPB09	Information Technology Specialist
SPB06	Finance Technician

Table 36 – Proposed Internal Equity – City Manager’s Office

Grade	Title
SPB19	Chief Operating Officer
SPB16	HR Director
SPB10	Communications Manager
SPB09	Executive Assistant to City Manager HR Generalist

Table 37 – Proposed Internal Equity – City Clerk’s Office

Grade	Title
SPB09	Deputy City Clerk
SPB06	Administrative Assistant

Table 38 – Proposed Internal Equity – Community Development

Grade	Title
SPB17	Community Development Director
SPB15	Building Official
SPB12	Assistant Building Official Code Enforcement Manager Operations Manager - Community Development Planning Manager
SPB11	Senior Planner
SPB10	FOG Inspector Planner II
SPB09	Planner I Transportation Planner Zoning & Permitting Administrator
SPB07	Code Enforcement Officer Crew Chief
SPB06	Administrative Assistant
SPB04	Parking Enforcement Officer Permit Technician II
SPB03	Building Maintenance Worker III Meter Maintenance Supervisor Zoning Technician II
SPB02	Building Maintenance Worker II Permit Technician I Zoning Technician I
SPB01	Building Maintenance Worker I Code Enforcement Clerk

Table 39 – Proposed Internal Equity – Fire

Grade	Title
SPB18	Fire Chief
SPB15	Deputy Fire Chief
SPB13	District Fire Chief Fire Marshal

Table 40 – Proposed Internal Equity – Library

Grade	Title
SPB16	Library Director
SPB09	Librarian II
SPB08	Librarian I
SPB03	Library Assistant II
SPB02	Library Assistant I
SPB01	Library Clerk

Table 41 – Proposed Internal Equity – Parks & Recreation

Grade	Title
SPB12	Operations Manager - Parks & Recreation
SPB11	Beach Manager
SPB09	Recreation Supervisor
SPB07	Aquatic Facility Coordinator
SPB04	Beach Maintenance Worker III Parks Maintenance Worker III Recreation Leader II
SPB03	Lifeguard III Recreation Leader I
SPB02	Beach Maintenance Worker II Lifeguard II Parks Maintenance Worker II Recreation Aide II

Grade	Title
SPB01	Beach Maintenance Worker I Lifeguard I Parks Maintenance Worker I Recreation Aide I

Table 42 – Proposed Internal Equity – Public Works

Grade	Title
SPB17	Director Public Works
SPB16	Assistant PW Director City Engineer
SPB12	Operations Manager - Public Works
SPB11	Engineer
SPB10	Senior Engineer Technician
SPB07	Utilities Technician II
SPB06	Administrative Assistant Mechanic Utilities Technician I
SPB05	Utilities Maintenance Worker III
SPB04	Street Maintenance Worker III
SPB03	Automotive Parts Clerk Street Maintenance Worker II Utilities Maintenance Worker II
SPB02	Utilities Maintenance Worker I Street Maintenance Worker I

Potential Reclassification

Using existing data, certain positions were examined assuming greater responsibilities which would lead to reclassification.

Title	CFS Score	Proposed Grade
Assistant Finance Director	92.8	SPB13

50th

Department	Job Title	New Gr	23 Rate	24 Rate	Annual Hours	Mid	50th	C-R	New Gr	New Min	New Max	New Rate	To Min	<10%	<5%
Administrative Services	Accounting Manager	126	\$55.29	\$52.16	2080	\$43.32	\$42.82	1.2%	12	\$33.23	\$53.17	\$53.17			
Administrative Services	Administrative Assistant	115B	\$22.74	\$23.65	2080	\$25.84	\$23.45	10.2%	6	\$21.53	\$34.46	\$23.65			
Administrative Services	Chief Operating Officer	131	\$63.66	\$66.20	2080	\$65.35	\$72.27	-9.6%	19	\$55.14	\$88.22	\$70.40			\$8,725
Administrative Services	City Manager	CONTRACT	\$100.96	\$100.96	2080	\$100.96	\$89.90	12.3%	23	\$73.63	\$117.81	\$100.96			
Administrative Services	Communications Manager	123	\$42.07	\$42.07	2080	\$38.17	\$38.17	0.0%	10	\$28.76	\$46.01	\$42.07			
Administrative Services	Executive Assistant To City Manager	119	\$33.13	\$34.45	2080	\$31.41	\$30.95	1.5%	9	\$26.75	\$42.80	\$34.45			
Administrative Services	Finance Director	130	\$63.41	\$63.41	2080	\$52.66	\$64.18	-18.0%	17	\$47.71	\$76.34	\$63.41			
Administrative Services	Finance Technician II	115A	\$22.05	\$25.00	1560	\$23.26	\$25.32	-8.1%	6	\$21.53	\$34.46	\$25.00			
Administrative Services	HR Generalist	120	\$26.44	\$26.44	2080	\$32.98	\$33.81	-2.5%	9	\$26.75	\$42.80	\$26.75	\$649		
Administrative Services	HR Director	130	\$48.08	\$48.08	2080	\$52.66	\$39.60	-11.6%	16	\$44.38	\$71.01	\$54.41	\$13,167		
Administrative Services	Information Technology Specialist	120	\$32.51	\$36.87	2080	\$32.98	\$35.14	-6.1%	9	\$26.75	\$42.80	\$36.87			
Administrative Services	IT Director	130	\$53.01	\$53.01	2080	\$52.66	\$59.82	-12.0%	16	\$44.38	\$71.01	\$60.21	\$14,993		
Administrative Services	Procurement Manager	123	\$39.42	\$47.31	2080	\$38.17	\$38.17	0.0%	12	\$33.23	\$53.17	\$47.31			
Administrative Services	Senior Financial Analyst	124	\$36.06	\$39.66	2080	\$39.30	\$44.45	-11.6%	12	\$33.23	\$53.17	\$40.79			
Administrative Services	Administrative Assistant	115B	\$21.42	\$24.04	2080	\$25.84	\$23.45	10.2%	6	\$21.53	\$34.46	\$24.04			
Clerk	City Clerk	CONTRACT	\$52.88	\$52.88	2080	\$52.88	\$46.54	13.6%	14	\$38.41	\$61.45	\$52.88			
Clerk	Deputy City Clerk	119	\$31.25	\$34.79	2080	\$31.41	\$33.67	-6.7%	9	\$26.75	\$42.80	\$34.79			
Clerk	Community Development Administrative Assistant	115B	\$22.26	\$23.15	2080	\$25.84	\$23.45	10.2%	6	\$21.53	\$34.46	\$23.15			
Community Development	Community Development Code Enforcement Clerk	105	\$17.00	\$17.68	832	\$14.28	\$13.90	2.7%	1	\$15.00	\$24.00	\$17.68			
Community Development	Community Development Code Enforcement Manager	122	\$25.41	\$36.83	2080	\$36.36	\$43.11	-15.7%	12	\$33.23	\$53.17	\$36.83			
Community Development	Community Development Code Enforcement Officer	115A	\$23.10	\$25.18	2080	\$23.26	\$26.86	-13.4%	7	\$23.15	\$37.04	\$26.86	\$3,113		
Community Development	Community Development Code Enforcement Officer	115A	\$21.20	\$22.05	1040	\$23.26	\$26.86	-13.4%	7	\$23.15	\$37.04	\$24.48	\$2,530		
Community Development	Community Development Code Enforcement Officer	115A	\$24.50	\$25.48	2080	\$23.26	\$26.86	-13.4%	7	\$23.15	\$37.04	\$24.48	\$5,852		
Community Development	Community Development Director	130	\$37.71	\$48.08	2080	\$52.66	\$58.20	-9.5%	17	\$47.71	\$76.34	\$48.08	\$1,694		
Community Development	Community Development Crew Chief	117	\$22.26	\$24.31	2080	\$25.65	\$28.95	-11.4%	7	\$23.15	\$37.04	\$25.12	\$2,492		
Community Development	Community Development Building Maintenance Worker I	109	\$15.90	\$16.54	1040	\$17.36	\$20.68	-16.0%	1	\$15.00	\$24.00	\$18.94			
Community Development	Community Development Building Maintenance Worker I	109	\$18.00	\$18.00	2080	\$17.36	\$20.68	-16.0%	1	\$15.00	\$24.00	\$18.00			
Community Development	Community Development Building Maintenance Worker II	111	\$21.00	\$21.00	2080	\$19.14	\$20.98	-8.8%	2	\$16.13	\$25.80	\$21.00			
Community Development	Community Development Meter Maintenance Supervisor	113	\$24.66	\$25.65	2080	\$21.10	\$22.45	-6.0%	3	\$17.33	\$27.74	\$26.24	\$119		\$1,226
Community Development	Community Development Operations Manager - Community Development	124	\$35.33	\$36.75	2080	\$39.30	\$41.11	-4.4%	12	\$33.23	\$53.17	\$36.75			
Community Development	Community Development Parking Enforcement Officer	115A	\$18.52	\$18.52	1040	\$23.26	\$22.11	5.2%	4	\$18.63	\$29.82	\$18.63			
Community Development	Community Development Permit Technician II	112	\$23.00	\$23.00	2080	\$20.09	\$23.24	-13.5%	4	\$18.63	\$29.82	\$23.00			
Community Development	Community Development Permit Technician II	112	\$22.05	\$22.05	2080	\$20.09	\$23.24	-13.5%	4	\$18.63	\$29.82	\$24.52	\$5,133		
Community Development	Community Development Permit Technician II	112	\$21.20	\$22.05	2080	\$20.09	\$23.24	-13.5%	4	\$18.63	\$29.82	\$24.52	\$5,133		
Community Development	Community Development Senior Planner	124	\$35.67	\$40.81	2080	\$39.30	\$39.41	-0.3%	11	\$30.92	\$49.46	\$40.81			
Community Development	Community Development Zoning & Permitting Administrator	118	\$33.13	\$36.18	2080	\$29.92	\$35.26	-15.2%	9	\$26.75	\$42.80	\$39.05	\$5,974		
Community Development	Community Development Zoning Technician II	112	\$21.20	\$22.05	2080	\$20.09	\$22.76	-11.7%	3	\$17.33	\$27.74	\$24.01	\$4,084		
Fire	Deputy Fire Chief	129	\$56.46	\$56.46	2080	\$50.15	\$54.90	-8.6%	15	\$41.29	\$66.06	\$61.80	\$11,116		
Fire	District Fire Chief	126	\$30.76	\$33.77	2912	\$43.32	\$44.79	-3.3%	13	\$25.52	\$40.83	\$35.77			
Fire	District Fire Chief	126	\$32.29	\$32.29	2912	\$43.32	\$44.79	-3.3%	13	\$25.52	\$40.83	\$35.77			
Fire	District Fire Chief	126	\$35.77	\$35.77	2912	\$43.32	\$44.79	-3.3%	13	\$25.52	\$40.83	\$35.77			
Fire	Fire Chief	130	\$59.04	\$59.04	2080	\$52.66	\$63.07	-16.5%	18	\$51.29	\$82.06	\$64.76	\$11,897		
Fire	Fire Inspector	INSPECTOR	\$34.16	\$34.16	2080	\$38.17	\$45.82	-16.7%	13	\$35.73	\$57.16	\$47.15	\$9,845		
Fire	Fire Marshal	123	\$39.28	\$42.42	2080	\$38.17	\$45.82	-16.7%	13	\$35.73	\$57.16	\$47.15			
Fire	Firefighter EMT	FFEMT	\$20.85	\$24.34	2912	\$19.59	\$19.78	-1.0%	7	\$16.54	\$26.46	\$24.34			
Fire	Firefighter EMT	FFEMT	\$17.30	\$19.12	2912	\$19.59	\$19.78	-1.0%	7	\$16.54	\$26.46	\$19.12			
Fire	Firefighter EMT	FFEMT	\$15.97	\$17.25	2912	\$19.59	\$19.78	-1.0%	7	\$16.54	\$26.46	\$17.25			
Fire	Firefighter EMT	FFEMT	\$19.77	\$22.94	2912	\$19.59	\$19.78	-1.0%	7	\$16.54	\$26.46	\$22.94			
Fire	Firefighter EMT	FFEMT	\$17.25	\$17.25	2912	\$19.59	\$19.78	-1.0%	7	\$16.54	\$26.46	\$17.25			
Fire	Firefighter EMT	FFEMT	\$23.20	\$25.82	2912	\$19.59	\$19.78	-1.0%	7	\$16.54	\$26.46	\$25.82			
Fire	Firefighter EMT	FFEMT	\$23.20	\$25.82	2912	\$19.59	\$19.78	-1.0%	7	\$16.54	\$26.46	\$25.82			
Fire	Firefighter EMT	FFEMT	\$17.77	\$17.77	2912	\$19.59	\$19.78	-1.0%	7	\$16.54	\$26.46	\$17.79			
Fire	Firefighter EMT	FFEMT	\$17.25	\$17.25	2912	\$19.59	\$19.78	-1.0%	7	\$16.54	\$26.46	\$17.25			
Fire	Firefighter EMT	FFEMT	\$17.25	\$17.25	2912	\$19.59	\$19.78	-1.0%	7	\$16.54	\$26.46	\$17.25			
Fire	Firefighter EMT	FFEMT	\$20.85	\$24.34	2912	\$19.59	\$19.78	-1.0%	7	\$16.54	\$26.46	\$24.34			
Fire	Firefighter Paramedic	FFPARA	\$19.72	\$22.56	2912	\$22.32	\$23.13	-3.5%	8	\$17.78	\$28.44	\$22.56			
Fire	Firefighter Paramedic	FFPARA	\$26.45	\$30.31	2912	\$22.32	\$23.13	-3.5%	8	\$17.78	\$28.44	\$30.31			
Fire	Firefighter Paramedic	FFPARA	\$20.34	\$20.34	2912	\$22.32	\$23.13	-3.5%	8	\$17.78	\$28.44	\$20.34			
Fire	Firefighter Paramedic	FFPARA	\$18.20	\$21.06	2912	\$22.32	\$23.13	-3.5%	8	\$17.78	\$28.44	\$21.06			
Fire	Firefighter Paramedic	FFPARA	\$20.34	\$20.34	2912	\$22.32	\$23.13	-3.5%	8	\$17.78	\$28.44	\$20.34			
Fire	Firefighter Paramedic	FFPARA	\$26.45	\$30.31	2912	\$22.32	\$23.13	-3.5%	8	\$17.78	\$28.44	\$30.31			

[illegible]

55th

Department	Job Title	New Gr	23 Rate	24 Rate	Annual Hours	Mid	55th	C-R	New Gr	New Min	New Max	New Rate	To Min	< 10%	< 5%
Administrative Services	Accounting Manager	126	\$55.29	\$52.16	2080	\$43.32	\$44.21	-2.0%	12	\$33.23	\$33.17	\$53.17			
Administrative Services	Administrative Assistant	115B	\$22.74	\$23.65	2080	\$25.84	\$24.55	5.3%	6	\$21.53	\$34.46	\$23.65			
Administrative Services	Chief Operating Officer	131	\$63.66	\$66.20	2080	\$65.35	\$74.69	-12.5%	19	\$55.14	\$88.22	\$72.75		\$13,625	
Administrative Services	City Manager	CONTRACT	\$100.96	\$100.96	2080	\$100.96	\$90.10	12.0%	1	\$15.00	\$24.00	\$100.96			\$5,431
Administrative Services	Communications Manager	123	\$42.07	\$42.07	2080	\$38.17	\$40.54	-5.8%	11	\$30.92	\$49.46	\$44.68			
Administrative Services	Executive Assistant To City Manager	119	\$33.13	\$34.45	2080	\$31.41	\$31.45	-0.1%	9	\$26.75	\$42.80	\$34.45			
Administrative Services	Finance Director	130	\$63.41	\$63.41	2080	\$52.66	\$66.09	-20.3%	18	\$51.29	\$82.06	\$63.41			
Administrative Services	Finance Technician II	115A	\$22.05	\$25.00	1560	\$32.26	\$26.68	-12.8%	6	\$21.53	\$34.46	\$25.29		\$466	
Administrative Services	HR Generalist	120	\$26.44	\$26.44	2080	\$32.98	\$34.99	-5.7%	9	\$26.75	\$42.80	\$28.05		\$16,571	
Administrative Services	HR Director	130	\$48.08	\$48.08	2080	\$52.66	\$61.39	-14.2%	17	\$47.71	\$76.34	\$56.05			
Administrative Services	Information Technology Specialist	120	\$32.51	\$36.87	2080	\$32.98	\$36.34	-9.3%	10	\$28.76	\$46.01	\$36.87			
Administrative Services	IT Director	130	\$53.01	\$53.01	2080	\$52.66	\$61.62	-14.5%	17	\$47.71	\$76.34	\$62.02		\$18,757	
Administrative Services	Procurement Manager	123	\$39.42	\$47.31	2080	\$38.17	\$38.70	-1.4%	12	\$33.23	\$53.17	\$47.31			
Administrative Services	Senior Financial Analyst	124	\$36.06	\$36.66	2080	\$35.30	\$45.88	-14.3%	13	\$35.73	\$71.16	\$42.10			
Administrative Services	Administrative Assistant	115B	\$21.42	\$24.04	2080	\$25.84	\$24.55	5.3%	6	\$21.53	\$34.46	\$24.04			
Clerk	City Clerk	CONTRACT	\$52.88	\$52.88	2080	\$52.88	\$48.71	8.6%	14	\$38.41	\$61.45	\$52.88			
Clerk	Deputy City Clerk	119	\$31.25	\$34.79	2080	\$31.41	\$34.84	-9.8%	10	\$28.76	\$46.01	\$34.79			
Community Development	Administrative Assistant	115B	\$22.26	\$23.15	2080	\$25.84	\$24.55	5.3%	6	\$21.53	\$34.46	\$23.15			
Community Development	Code Enforcement Clerk	105	\$17.00	\$17.68	832	\$14.28	\$14.60	-2.2%	1	\$15.00	\$24.00	\$17.68			
Community Development	Code Enforcement Manager	122	\$25.41	\$36.83	2080	\$36.36	\$44.51	-18.2%	12	\$33.23	\$53.17	\$36.83		\$4,304	
Community Development	Code Enforcement Officer	115A	\$23.10	\$25.18	2080	\$23.26	\$27.44	-15.2%	7	\$23.15	\$37.04	\$27.25		\$3,076	
Community Development	Code Enforcement Officer	115A	\$21.20	\$22.05	1040	\$23.26	\$27.44	-15.2%	7	\$23.15	\$37.04	\$25.01		\$7,115	
Community Development	Code Enforcement Officer	115A	\$24.50	\$25.48	2080	\$25.66	\$60.13	-12.4%	18	\$51.29	\$82.06	\$51.29		\$6,684	
Community Development	Community Development Director	130	\$37.71	\$48.08	2080	\$52.66	\$60.13	-12.4%	18	\$51.29	\$82.06	\$51.29		\$2,995	
Community Development	Community Development Supervisor	117	\$22.26	\$24.31	2080	\$25.65	\$29.67	-13.6%	7	\$23.15	\$37.04	\$25.75		\$2,824	
Community Development	Community Development Worker I	109	\$15.90	\$16.54	1040	\$17.36	\$21.02	-17.4%	1	\$15.00	\$24.00	\$19.26			
Community Development	Community Development Worker I	109	\$18.00	\$18.00	2080	\$17.36	\$21.02	-17.4%	1	\$15.00	\$24.00	\$18.00			
Community Development	Community Development Worker II	111	\$21.00	\$21.00	2080	\$19.14	\$21.85	-12.4%	3	\$17.33	\$27.74	\$21.00			
Community Development	Community Development Supervisor	113	\$24.66	\$25.65	2080	\$21.10	\$23.35	-9.6%	3	\$17.33	\$27.74	\$27.29		\$5,253	
Community Development	Community Development Supervisor	115A	\$35.33	\$36.75	2080	\$39.30	\$43.68	-10.0%	13	\$35.73	\$57.16	\$39.27		\$1,573	
Community Development	Community Development Supervisor	115A	\$18.52	\$18.52	1040	\$23.26	\$22.57	3.1%	5	\$20.03	\$32.05	\$20.03			
Community Development	Community Development Supervisor	112	\$23.00	\$23.00	2080	\$20.09	\$23.84	-15.7%	4	\$18.63	\$29.82	\$23.00		\$6,464	
Community Development	Community Development Supervisor	112	\$22.05	\$22.05	2080	\$20.09	\$23.84	-15.7%	4	\$18.63	\$29.82	\$23.00		\$6,464	
Community Development	Community Development Supervisor	112	\$21.20	\$22.05	2080	\$20.09	\$23.84	-15.7%	4	\$18.63	\$29.82	\$23.00			
Community Development	Community Development Supervisor	124	\$35.67	\$40.81	2080	\$39.30	\$40.51	-3.0%	12	\$33.23	\$53.17	\$40.81			
Community Development	Community Development Supervisor	118	\$33.13	\$36.18	2080	\$29.92	\$36.47	-18.0%	10	\$28.76	\$46.01	\$40.39		\$8,761	
Community Development	Community Development Supervisor	112	\$21.20	\$22.05	2080	\$20.09	\$23.67	-15.1%	4	\$18.63	\$29.82	\$24.97		\$6,082	
Community Development	Community Development Supervisor	129	\$56.46	\$56.46	2080	\$50.15	\$56.58	-11.4%	16	\$44.38	\$71.01	\$63.70		\$15,050	
Fire	Deputy Fire Chief	126	\$35.77	\$35.77	2912	\$43.32	\$45.30	-4.4%	14	\$27.43	\$43.89	\$35.77			
Fire	District Fire Chief	126	\$30.76	\$32.29	2912	\$43.32	\$45.30	-4.4%	14	\$27.43	\$43.89	\$32.29			
Fire	District Fire Chief	126	\$35.77	\$35.77	2912	\$43.32	\$45.30	-4.4%	14	\$27.43	\$43.89	\$35.77			
Fire	Fire Chief	130	\$54.07	\$59.04	2080	\$52.66	\$64.30	-18.1%	18	\$51.29	\$82.06	\$66.02		\$14,523	
Fire	Fire Inspector	INSPECTOR	\$34.16	\$34.16	2080	\$38.17	\$47.49	-19.6%	13	\$35.73	\$57.16	\$48.86		\$13,408	
Fire	Fire Marshal	123	\$39.28	\$42.42	2080	\$38.17	\$47.49	-19.6%	13	\$35.73	\$57.16	\$48.86			
Fire	Firefighter EMT	FFEMT	\$20.85	\$24.34	2912	\$19.59	\$19.85	-1.3%	8	\$17.78	\$28.44	\$24.34			
Fire	Firefighter EMT	FFEMT	\$17.30	\$19.12	2912	\$19.59	\$19.85	-1.3%	8	\$17.78	\$28.44	\$19.12			
Fire	Firefighter EMT	FFEMT	\$15.97	\$17.25	2912	\$19.59	\$19.85	-1.3%	8	\$17.78	\$28.44	\$22.94			
Fire	Firefighter EMT	FFEMT	\$19.77	\$22.94	2912	\$19.59	\$19.85	-1.3%	8	\$17.78	\$28.44	\$17.78			
Fire	Firefighter EMT	FFEMT	\$17.25	\$17.25	2912	\$19.59	\$19.85	-1.3%	8	\$17.78	\$28.44	\$25.82			
Fire	Firefighter EMT	FFEMT	\$23.20	\$25.82	2912	\$19.59	\$19.85	-1.3%	8	\$17.78	\$28.44	\$25.82			
Fire	Firefighter EMT	FFEMT	\$23.20	\$25.82	2912	\$19.59	\$19.85	-1.3%	8	\$17.78	\$28.44	\$25.82			
Fire	Firefighter EMT	FFEMT	\$17.77	\$19.79	2912	\$19.59	\$19.85	-1.3%	8	\$17.78	\$28.44	\$19.79			
Fire	Firefighter EMT	FFEMT	\$17.25	\$17.25	2912	\$19.59	\$19.85	-1.3%	8	\$17.78	\$28.44	\$17.78			
Fire	Firefighter EMT	FFEMT	\$17.25	\$17.25	2912	\$19.59	\$19.85	-1.3%	8	\$17.78	\$28.44	\$17.78			
Fire	Firefighter EMT	FFEMT	\$20.85	\$24.34	2912	\$19.59	\$19.85	-1.3%	8	\$17.78	\$28.44	\$24.34			
Fire	Firefighter Paramedic	FFPARA	\$19.72	\$22.56	2912	\$22.32	\$23.17	-3.7%	9	\$19.11	\$30.57	\$22.56			
Fire	Firefighter Paramedic	FFPARA	\$26.45	\$30.31	2912	\$22.32	\$23.17	-3.7%	9	\$19.11	\$30.57	\$30.31			
Fire	Firefighter Paramedic	FFPARA	\$20.34	\$20.34	2912	\$22.32	\$23.17	-3.7%	9	\$19.11	\$30.57	\$20.34			
Fire	Firefighter Paramedic	FFPARA	\$18.20	\$21.06	2912	\$22.32	\$23.17	-3.7%	9	\$19.11	\$30.57	\$21.06			
Fire	Firefighter Paramedic	FFPARA	\$20.34	\$20.34	2912	\$22.32	\$23.17	-3.7%	9	\$19.11	\$30.57	\$20.34			
Fire	Firefighter Paramedic	FFPARA	\$26.45	\$30.31	2912	\$22.32	\$23.17	-3.7%	9	\$19.11	\$30.57	\$30.31			

Fire	Firefighter Paramedic	FFPARA	22.56	2912	\$22.32	\$23.93	-6.7%	9	\$19.11	\$30.57	\$22.56
	Firefighter Paramedic	FFPARA	\$23.23	2912	\$22.32	\$23.93	-6.7%	9	\$19.11	\$30.37	\$23.23
	Firefighter Paramedic	FFPARA	\$26.15	2912	\$22.32	\$23.93	-6.7%	9	\$19.11	\$30.57	\$26.15
	Firefighter Paramedic	FFPARA	\$17.25	2912	\$22.32	\$23.93	-6.7%	9	\$19.11	\$30.37	\$19.11
	Firefighter Paramedic	FFPARA	\$21.79	2912	\$22.32	\$23.93	-6.7%	9	\$19.11	\$30.57	\$21.79
	Firefighter Paramedic	FFPARA	\$25.39	2912	\$22.32	\$23.93	-6.7%	9	\$19.11	\$30.57	\$25.39
	Firefighter Paramedic	FFPARA	\$26.15	2912	\$22.32	\$23.93	-6.7%	9	\$19.11	\$30.57	\$26.15
	Firefighter Paramedic	FFPARA	\$21.94	2912	\$22.32	\$23.93	-6.7%	9	\$19.11	\$30.37	\$21.94
	Firefighter Paramedic	FFPARA	\$18.69	2912	\$22.32	\$23.93	-6.7%	9	\$19.11	\$30.57	\$18.69
	Fire	Firefighter Paramedic	FFPARA	\$18.69	2912	\$22.32	\$23.93	-6.7%	9	\$19.11	\$30.57
Fire	LT EMT	LTEMT	\$27.52	2912	\$25.41	\$27.22	-6.6%	10	\$20.54	\$32.87	\$27.52
	LT Paramedic	LTPARA	\$30.69	2912	\$27.37	\$27.35	0.1%	11	\$22.08	\$35.33	\$30.69
	LT Paramedic	LTPARA	\$34.06	2912	\$27.37	\$27.35	0.1%	11	\$22.08	\$35.33	\$34.06
	LT Paramedic	LTPARA	\$30.69	2912	\$27.37	\$27.35	0.1%	11	\$22.08	\$35.33	\$30.69
	LT Paramedic	LTPARA	\$30.72	2912	\$27.37	\$27.35	0.1%	11	\$22.08	\$35.33	\$30.72
	Librarian I	L18	\$26.76	2912	\$29.92	\$30.95	-3.3%	9	\$26.75	\$42.80	\$29.92
	Library Assistant II	110	\$18.41	2912	\$18.22	\$23.42	-22.2%	4	\$18.63	\$29.82	\$23.42
	Library Clerk	104	\$15.90	2912	\$13.60	\$14.16	-4.0%	1	\$15.00	\$24.00	\$16.54
	Library Clerk	104	\$15.90	2912	\$13.60	\$14.16	-4.0%	1	\$15.00	\$24.00	\$16.54
	Library Clerk	104	\$15.50	2912	\$13.60	\$14.16	-4.0%	1	\$15.00	\$24.00	\$16.12
Parks & Recreation	Library Director	130	\$17.49	2912	\$13.60	\$14.16	-4.0%	1	\$15.00	\$24.00	\$18.19
	Library Director	130	\$54.59	2912	\$52.66	\$58.46	-9.9%	17	\$47.71	\$76.34	\$58.27
	Library Director	130	\$24.49	2912	\$24.61	\$26.12	-5.8%	7	\$23.15	\$37.04	\$23.15
	Library Director	130	\$21.64	2912	\$21.10	\$26.90	-21.6%	5	\$20.03	\$32.05	\$23.41
	Library Director	130	\$18.36	2912	\$21.10	\$26.90	-21.6%	5	\$20.03	\$32.05	\$23.41
	Library Director	130	\$27.89	2912	\$32.98	\$44.05	-25.1%	12	\$33.23	\$53.17	\$37.25
	Library Director	130	\$16.00	2912	\$16.53	\$19.66	-15.9%	1	\$15.00	\$24.00	\$19.03
	Library Director	130	\$16.64	2912	\$18.22	\$23.50	-22.5%	4	\$18.63	\$29.82	\$19.98
	Library Director	130	\$16.11	2912	\$39.30	\$47.25	-16.8%	13	\$35.73	\$57.16	\$42.48
	Library Director	130	\$35.33	2912	\$21.10	\$25.32	-16.7%	5	\$20.03	\$32.05	\$20.04
Parks & Recreation	Library Director	130	\$16.70	2912	\$19.14	\$22.71	-15.7%	3	\$17.33	\$27.74	\$17.33
	Library Director	130	\$17.23	2912	\$19.14	\$22.71	-15.7%	3	\$17.33	\$27.74	\$19.66
	Library Director	130	\$18.08	2912	\$21.10	\$25.32	-16.7%	5	\$20.03	\$32.05	\$28.33
	Library Director	130	\$23.61	2912	\$21.10	\$25.32	-16.7%	5	\$20.03	\$32.05	\$27.60
	Library Director	130	\$23.92	2912	\$21.10	\$25.32	-16.7%	5	\$20.03	\$32.05	\$29.39
	Library Director	130	\$25.47	2912	\$21.10	\$25.32	-16.7%	5	\$20.03	\$32.05	\$26.46
	Library Director	130	\$22.05	2912	\$21.10	\$25.32	-16.7%	5	\$20.03	\$32.05	\$24.47
	Library Director	130	\$20.39	2912	\$21.10	\$25.32	-16.7%	5	\$20.03	\$32.05	\$24.47
	Library Director	130	\$15.00	2912	\$14.28	\$15.76	-9.4%	3	\$17.33	\$27.74	\$17.33
	Library Director	130</									

60th

Department	Job Title	New Gr	23 Rate	24 Rate	Annual Hours	Mid	60th	C-R	New Gr	New Min	New Max	New Rate	To Min	<10%	<5%
Administrative Services	Accounting Manager	126	\$55.29	\$52.16	2080	\$43.32	\$45.76	-5.3%	13	\$35.73	\$57.16	\$57.16	\$10,400		
Administrative Services	Administrative Assistant	115B	\$22.74	\$23.65	2080	\$25.84	\$25.13	2.8%	7	\$23.15	\$37.04	\$23.65			
Administrative Services	Chief Operating Officer	131	\$63.66	\$66.20	2080	\$65.35	\$76.34	-14.4%	20	\$59.27	\$94.84	\$74.36	\$16,968		
Administrative Services	City Manager	CONTRACT	\$100.96	\$100.96	2080	\$100.96	\$91.41	10.4%	1	\$15.00	\$24.00	\$100.96			
Administrative Services	Communications Manager	123	\$42.07	\$42.07	2080	\$38.17	\$42.37	-9.9%	11	\$30.92	\$49.46	\$46.69	\$9,616		
Administrative Services	Executive Assistant To City Manager	119	\$33.13	\$34.45	2080	\$31.41	\$32.31	-2.8%	10	\$28.76	\$46.01	\$34.45			
Administrative Services	Finance Director	130	\$63.41	\$63.41	2080	\$52.66	\$68.55	-23.2%	18	\$51.29	\$82.06	\$63.41			
Administrative Services	Finance Technician II	115A	\$22.05	\$25.00	1560	\$23.26	\$27.11	-14.2%	6	\$21.53	\$34.46	\$25.70	\$1,092		
Administrative Services	HR Generalist	120	\$26.44	\$26.44	2080	\$32.98	\$36.15	-8.8%	9	\$26.75	\$42.80	\$28.98	\$20,874		
Administrative Services	HR Director	130	\$48.08	\$48.08	2080	\$52.66	\$63.65	-17.3%	17	\$47.71	\$76.34	\$58.12	\$23,521		
Administrative Services	Information Technology Specialist	120	\$32.51	\$36.87	2080	\$32.98	\$37.57	-12.2%	10	\$28.76	\$46.01	\$37.03			
Administrative Services	IT Director	130	\$53.01	\$53.01	2080	\$52.66	\$63.90	-17.6%	17	\$47.71	\$76.34	\$64.31			
Administrative Services	Procurement Manager	123	\$39.42	\$47.31	2080	\$38.17	\$42.48	-10.1%	13	\$35.73	\$57.16	\$47.31			
Administrative Services	Senior Financial Analyst	124	\$36.06	\$39.66	2080	\$39.30	\$47.50	-17.3%	13	\$35.73	\$57.16	\$43.59	\$8,161		
Administrative Services	Administrative Assistant	115B	\$21.42	\$24.04	2080	\$25.84	\$25.13	2.8%	7	\$23.15	\$37.04	\$24.04			
Clerk	City Clerk	CONTRACT	\$52.88	\$52.88	2080	\$52.88	\$51.27	3.1%	14	\$38.41	\$61.45	\$52.88			
Clerk	Deputy City Clerk	119	\$31.25	\$34.79	2080	\$31.41	\$36.35	-13.6%	10	\$28.76	\$46.01	\$36.17	\$2,872		
Community Development	Administrative Assistant	115B	\$22.26	\$23.15	2080	\$25.84	\$25.13	2.8%	7	\$23.15	\$37.04	\$23.15			
Community Development	Code Enforcement Clerk	105	\$17.00	\$17.68	832	\$14.28	\$14.92	-4.3%	1	\$15.00	\$24.00	\$17.68			
Community Development	Code Enforcement Manager	122	\$25.41	\$36.83	2080	\$36.36	\$46.07	-21.1%	13	\$35.73	\$57.16	\$36.83	\$6,148		
Community Development	Code Enforcement Officer	115A	\$23.10	\$25.18	2080	\$23.26	\$28.33	-17.9%	7	\$23.15	\$37.04	\$28.14			
Community Development	Code Enforcement Officer	115A	\$21.20	\$22.05	1040	\$23.26	\$28.33	-17.9%	7	\$23.15	\$37.04	\$28.14			
Community Development	Code Enforcement Officer	115A	\$24.50	\$25.48	2080	\$23.26	\$28.33	-17.9%	7	\$23.15	\$37.04	\$28.14			
Community Development	Community Development Director	130	\$37.71	\$48.08	2080	\$52.66	\$62.35	-15.5%	18	\$31.29	\$82.06	\$51.29	\$6,884		
Community Development	Community Development Officer	117	\$22.26	\$24.31	2080	\$25.84	\$25.13	2.8%	8	\$24.89	\$39.82	\$26.03	\$3,585		
Community Development	Community Development Worker I	109	\$15.90	\$16.54	1040	\$17.36	\$21.97	-21.0%	1	\$15.00	\$24.00	\$20.12	\$3,726		
Community Development	Community Development Worker II	109	\$18.00	\$18.00	2080	\$17.36	\$21.97	-21.0%	1	\$15.00	\$24.00	\$18.00			
Community Development	Community Development Worker III	111	\$24.66	\$25.65	2080	\$21.14	\$22.47	-14.8%	3	\$17.33	\$27.74	\$21.00	\$5,086		
Community Development	Community Development Supervisor	113	\$35.33	\$36.75	2080	\$21.10	\$24.03	-12.2%	4	\$18.63	\$29.82	\$28.09	\$9,206		
Community Development	Community Development Officer	115A	\$18.52	\$18.52	1040	\$20.09	\$24.19	-16.9%	4	\$18.63	\$29.82	\$25.52	\$7,224		
Community Development	Community Development Permit Technician II	112	\$21.20	\$22.05	2080	\$20.09	\$24.19	-16.9%	4	\$18.63	\$29.82	\$25.52			
Community Development	Community Development Permit Technician II	112	\$21.20	\$22.05	2080	\$20.09	\$24.19	-16.9%	4	\$18.63	\$29.82	\$25.52			
Community Development	Community Development Senior Planner	124	\$35.67	\$40.81	2080	\$39.30	\$41.48	-5.3%	12	\$33.23	\$53.17	\$40.81			
Community Development	Community Development Zoning & Permitting Administrator	118	\$33.13	\$36.18	2080	\$29.92	\$37.70	-20.6%	10	\$28.76	\$46.01	\$41.75	\$11,594		
Community Development	Community Development Zoning Technician II	112	\$21.20	\$22.05	2080	\$20.09	\$24.37	-17.5%	4	\$18.63	\$29.82	\$25.71	\$7,613		
Fire	Deputy Fire Chief	129	\$56.46	\$56.46	2080	\$50.15	\$58.65	-14.5%	16	\$44.38	\$71.01	\$66.02	\$19,888		
Fire	District Fire Chief	126	\$35.77	\$35.77	2912	\$43.32	\$49.58	-12.6%	14	\$27.43	\$43.89	\$35.77	\$8,466		
Fire	District Fire Chief	126	\$32.29	\$32.29	2912	\$43.32	\$49.58	-12.6%	14	\$27.43	\$43.89	\$35.77			
Fire	District Fire Chief	126	\$30.76	\$30.76	2912	\$43.32	\$49.58	-12.6%	14	\$27.43	\$43.89	\$35.77			
Fire	Fire Chief	130	\$54.07	\$59.04	2080	\$52.66	\$66.53	-20.8%	18	\$31.29	\$82.06	\$68.31	\$19,277		
Fire	Fire Inspector	INSPECTOR	\$34.16	\$34.16	2080	\$38.17	\$48.10	-20.6%	13	\$35.73	\$57.16	\$49.49	\$14,705		
Fire	Fire Marshal	123	\$39.28	\$42.42	2080	\$38.17	\$48.10	-20.6%	13	\$35.73	\$57.16	\$49.49			
Fire	Firefighter EMT	FFEMT	\$20.85	\$24.34	2912	\$19.59	\$20.68	-5.3%	8	\$17.78	\$28.44	\$24.34			
Fire	Firefighter EMT	FFEMT	\$17.30	\$19.12	2912	\$19.59	\$20.68	-5.3%	8	\$17.78	\$28.44	\$19.12			
Fire	Firefighter EMT	FFEMT	\$15.97	\$17.25	2912	\$19.59	\$20.68	-5.3%	8	\$17.78	\$28.44	\$17.78			
Fire	Firefighter EMT	FFEMT	\$19.77	\$22.94	2912	\$19.59	\$20.68	-5.3%	8	\$17.78	\$28.44	\$22.94			
Fire	Firefighter EMT	FFEMT	\$17.25	\$17.25	2912	\$19.59	\$20.68	-5.3%	8	\$17.78	\$28.44	\$17.78			
Fire	Firefighter EMT	FFEMT	\$23.20	\$25.82	2912	\$19.59	\$20.68	-5.3%	8	\$17.78	\$28.44	\$25.82			
Fire	Firefighter EMT	FFEMT	\$23.20	\$25.82	2912	\$19.59	\$20.68	-5.3%	8	\$17.78	\$28.44	\$25.82			
Fire	Firefighter EMT	FFEMT	\$17.77	\$19.79	2912	\$19.59	\$20.68	-5.3%	8	\$17.78	\$28.44	\$19.79			
Fire	Firefighter EMT	FFEMT	\$17.25	\$17.25	2912	\$19.59	\$20.68	-5.3%	8	\$17.78	\$28.44	\$17.78			
Fire	Firefighter EMT	FFEMT	\$20.85	\$24.34	2912	\$19.59	\$20.68	-5.3%	8	\$17.78	\$28.44	\$24.34			
Fire	Firefighter Paramedic	FFPARA	\$19.72	\$22.56	2912	\$22.32	\$23.93	-6.7%	9	\$19.11	\$30.57	\$22.56			
Fire	Firefighter Paramedic	FFPARA	\$26.45	\$30.31	2912	\$22.32	\$23.93	-6.7%	9	\$19.11	\$30.57	\$30.31			
Fire	Firefighter Paramedic	FFPARA	\$20.34	\$20.34	2912	\$22.32	\$23.93	-6.7%	9	\$19.11	\$30.57	\$20.34			
Fire	Firefighter Paramedic	FFPARA	\$18.20	\$21.06	2912	\$22.32	\$23.93	-6.7%	9	\$19.11	\$30.57	\$21.06			
Fire	Firefighter Paramedic	FFPARA	\$26.45	\$30.31	2912	\$22.32	\$23.93	-6.7%	9	\$19.11	\$30.57	\$20.34			
Fire	Firefighter Paramedic	FFPARA	\$21.94	\$25.39	2912	\$22.32	\$23.93	-6.7%	9	\$19.11	\$30.57	\$25.39			

[illegible]

605th

Department	Job Title	New Gr	23 Rate	24 Rate	Annual Hours	Mid	65th	C-R	New Gr	New Min	New Max	New Rate	To Min	<10%	<5%
Administrative Services	Accounting Manager	126	\$55.29	\$52.16	2080	\$43.32	\$46.98	-7.8%	13	\$35.73	\$57.16	\$37.16	\$10,400		
Administrative Services	Administrative Assistant	115B	\$22.74	\$23.65	2080	\$25.84	\$25.67	0.7%	7	\$23.15	\$37.04	\$23.65			
Administrative Services	Chief Operating Officer	131	\$63.66	\$66.20	2080	\$65.35	\$78.22	-16.5%	20	\$59.27	\$94.84	\$76.20	\$20,785		
Administrative Services	City Manager	CONTRACT	\$100.96	\$100.96	2080	\$100.96	\$93.78	7.7%	1	\$15.00	\$24.00	\$100.96			
Administrative Services	Communications Manager	123	\$42.07	\$42.07	2080	\$38.17	\$44.23	-13.7%	11	\$30.92	\$49.46	\$48.74	\$13,879		
Administrative Services	Executive Assistant To City Manager	119	\$33.13	\$34.45	2080	\$31.41	\$33.24	-5.5%	10	\$28.76	\$46.01	\$35.06	\$1,273		
Administrative Services	Finance Director	130	\$63.41	\$63.41	2080	\$52.66	\$70.43	-25.2%	19	\$55.14	\$88.22	\$63.41	\$2,341		
Administrative Services	Finance Technician II	115A	\$22.05	\$25.00	1560	\$23.26	\$27.95	-16.8%	7	\$23.15	\$37.04	\$26.50	\$6,853		
Administrative Services	HR Generalist	120	\$26.44	\$26.44	2080	\$32.98	\$37.09	-11.1%	10	\$28.76	\$46.01	\$29.73	\$24,175		
Administrative Services	HR Director	130	\$48.08	\$48.08	2080	\$52.66	\$65.39	-19.5%	18	\$51.29	\$82.06	\$59.70	\$2,341		
Administrative Services	Information Technology Specialist	120	\$32.51	\$36.87	2080	\$32.98	\$38.55	-14.4%	10	\$28.76	\$46.01	\$38.00	\$27,175		
Administrative Services	IT Director	130	\$53.01	\$53.01	2080	\$52.66	\$65.64	-19.8%	18	\$51.29	\$82.06	\$66.07	\$10,581		
Administrative Services	Procurement Manager	123	\$39.42	\$47.31	2080	\$38.17	\$44.61	-14.4%	13	\$35.73	\$57.16	\$47.31			
Administrative Services	Senior Financial Analyst	124	\$36.06	\$39.66	2080	\$39.30	\$48.77	-19.4%	14	\$38.41	\$61.45	\$44.75			
Administrative Services	Administrative Assistant	115B	\$21.42	\$24.04	2080	\$25.84	\$25.67	0.7%	7	\$23.15	\$37.04	\$24.04			
Clerk	City Clerk	CONTRACT	\$52.88	\$52.88	2080	\$52.88	\$52.89	0.0%	14	\$38.41	\$61.45	\$52.88	\$5,151		
Clerk	Deputy City Clerk	119	\$31.25	\$34.79	2080	\$31.41	\$37.45	-16.1%	11	\$30.92	\$49.46	\$37.26			
Community Development	Administrative Assistant	115B	\$22.26	\$23.15	2080	\$25.84	\$25.67	0.7%	7	\$23.15	\$37.04	\$23.15	\$383		
Community Development	Code Enforcement Clerk	105	\$17.00	\$17.68	832	\$14.28	\$15.24	-6.3%	1	\$15.00	\$24.00	\$18.14			
Community Development	Code Enforcement Manager	122	\$25.41	\$36.83	2080	\$36.36	\$47.30	-23.1%	13	\$35.73	\$57.16	\$36.83	\$7,768		
Community Development	Code Enforcement Officer	115A	\$23.10	\$25.18	2080	\$23.26	\$29.11	-20.1%	7	\$23.15	\$37.04	\$28.91	\$4,666		
Community Development	Code Enforcement Officer	115A	\$21.20	\$22.05	1040	\$23.26	\$29.11	-20.1%	7	\$23.15	\$37.04	\$26.54	\$10,789		
Community Development	Code Enforcement Officer	115A	\$24.50	\$25.48	2080	\$23.26	\$29.11	-20.1%	7	\$23.15	\$37.04	\$30.67	\$14,685		
Community Development	Community Development Director	130	\$37.71	\$48.08	2080	\$52.66	\$63.80	-17.5%	19	\$55.14	\$88.22	\$55.14	\$4,722		
Community Development	Crew Chief	117	\$22.26	\$24.31	2080	\$25.65	\$30.62	-16.3%	8	\$24.89	\$39.82	\$26.58	\$4,341		
Community Development	Building Maintenance Worker I	109	\$15.90	\$16.54	1040	\$17.36	\$22.62	-23.2%	1	\$15.00	\$24.00	\$20.71			
Community Development	Building Maintenance Worker I	109	\$18.00	\$18.00	2080	\$17.36	\$22.62	-23.2%	1	\$15.00	\$24.00	\$18.00			
Community Development	Building Maintenance Worker II	111	\$21.00	\$21.00	2080	\$19.14	\$23.01	-16.8%	3	\$17.33	\$27.74	\$21.00	\$6,507		
Community Development	Meter Maintenance Supervisor	113	\$24.66	\$25.65	2080	\$21.10	\$24.62	-14.3%	4	\$18.63	\$29.82	\$28.78	\$12,358		
Community Development	Operations Manager - Community Development	124	\$35.33	\$36.75	2080	\$39.30	\$47.48	-17.2%	14	\$38.41	\$61.45	\$42.69			
Community Development	Parking Enforcement Officer	115A	\$18.52	\$18.52	1040	\$23.26	\$23.63	-1.5%	5	\$20.03	\$32.05	\$20.03	\$1,573		
Community Development	Permit Technician II	112	\$23.00	\$23.00	2080	\$20.09	\$25.75	-22.0%	5	\$20.03	\$32.05	\$27.17			
Community Development	Permit Technician II	112	\$21.20	\$22.05	2080	\$20.09	\$25.75	-22.0%	5	\$20.03	\$32.05	\$27.17	\$10,644		
Community Development	Permit Technician II	112	\$21.20	\$22.05	2080	\$20.09	\$25.75	-22.0%	5	\$20.03	\$32.05	\$27.17	\$10,644		
Community Development	Senior Planner	124	\$33.67	\$40.81	2080	\$39.30	\$42.28	-7.1%	13	\$35.73	\$57.16	\$40.81			
Community Development	Zoning & Permitting Administrator	118	\$35.13	\$36.18	2080	\$29.92	\$38.68	-22.7%	10	\$28.76	\$46.01	\$42.84	\$13,858		
Community Development	Zoning Technician II	112	\$21.20	\$22.05	2080	\$20.09	\$24.96	-19.5%	4	\$18.63	\$29.82	\$26.34	\$8,918		
Fire	Deputy Fire Chief	129	\$56.46	\$56.46	2080	\$50.15	\$60.24	-16.7%	17	\$47.71	\$76.34	\$67.81	\$23,617		
Fire	District Fire Chief	126	\$35.77	\$35.77	2012	\$43.32	\$50.85	-14.8%	14	\$27.43	\$43.89	\$35.77			
Fire	District Fire Chief	126	\$32.29	\$32.29	2012	\$43.32	\$50.85	-14.8%	14	\$27.43	\$43.89	\$35.77			
Fire	District Fire Chief	126	\$35.77	\$35.77	2012	\$43.32	\$50.85	-14.8%	14	\$27.43	\$43.89	\$35.77			
Fire	Fire Chief	130	\$30.76	\$30.76	2080	\$52.66	\$68.29	-22.9%	19	\$55.14	\$88.22	\$70.12	\$23,051		
Fire	Fire Inspector	INSPECTOR	\$54.07	\$59.04	2080	\$18.34	\$24.15	-24.0%	8	\$24.89	\$39.82	\$39.82			
Fire	Fire Marshal	123	\$34.16	\$34.16	2080	\$38.17	\$49.00	-22.1%	14	\$38.41	\$61.45	\$50.42	\$16,646		
Fire	Firefighter EMT	FEEMT	\$20.85	\$24.34	2012	\$19.59	\$21.17	-7.5%	9	\$19.11	\$30.57	\$24.34			
Fire	Firefighter EMT	FEEMT	\$17.30	\$19.12	2012	\$19.59	\$21.17	-7.5%	9	\$19.11	\$30.57	\$19.12			
Fire	Firefighter EMT	FEEMT	\$15.97	\$17.25	2012	\$19.59	\$21.17	-7.5%	9	\$19.11	\$30.57	\$22.94			
Fire	Firefighter EMT	FEEMT	\$19.77	\$22.94	2012	\$19.59	\$21.17	-7.5%	9	\$19.11	\$30.57	\$19.11			
Fire	Firefighter EMT	FEEMT	\$17.25	\$17.25	2012	\$19.59	\$21.17	-7.5%	9	\$19.11	\$30.57	\$19.11			
Fire	Firefighter EMT	FEEMT	\$23.20	\$25.82	2012	\$19.59	\$21.17	-7.5%	9	\$19.11	\$30.57	\$25.82			
Fire	Firefighter EMT	FEEMT	\$23.20	\$25.82	2012	\$19.59	\$21.17	-7.5%	9	\$19.11	\$30.57	\$25.82			
Fire	Firefighter EMT	FEEMT	\$17.77	\$19.79	2012	\$19.59	\$21.17	-7.5%	9	\$19.11	\$30.57	\$19.79			
Fire	Firefighter EMT	FEEMT		\$17.25	2012	\$19.59	\$21.17	-7.5%	9	\$19.11	\$30.57	\$19.11			
Fire	Firefighter EMT	FEEMT		\$17.25	2012	\$19.59	\$21.17	-7.5%	9	\$19.11	\$30.57	\$19.11			
Fire	Firefighter EMT	FEEMT	\$20.85	\$24.34	2012	\$19.59	\$21.17	-7.5%	9	\$19.11	\$30.57	\$24.34			
Fire	Firefighter Paramedic	FFPARA	\$19.72	\$22.56	2012	\$22.32	\$24.22	-7.8%	10	\$20.54	\$32.87	\$22.56			
Fire	Firefighter Paramedic	FFPARA	\$26.45	\$30.31	2012	\$22.32	\$24.22	-7.8%	10	\$20.54	\$32.87	\$30.31			
Fire	Firefighter Paramedic	FFPARA	\$20.34	\$20.34	2012	\$22.32	\$24.22	-7.8%	10	\$20.54	\$32.87	\$20.54			
Fire	Firefighter Paramedic	FFPARA	\$21.06	\$21.06	2012	\$22.32	\$24.22	-7.8%	10	\$20.54	\$32.87	\$21.06			
Fire	Firefighter Paramedic	FFPARA	\$18.20	\$20.34	2012	\$22.32	\$24.22	-7.8%	10	\$20.54	\$32.87	\$20.54			
Fire	Firefighter Paramedic	FFPARA	\$26.45	\$30.31	2012	\$22.32	\$24.22	-7.8%	10	\$20.54	\$32.87	\$30.31			

Fire	Firefighter Paramedic	FFPARA	2912	\$25.39	\$21.94	\$25.39	\$22.32	\$24.22	-7.8%	10	\$20.54	\$32.87	\$25.39
	Firefighter Paramedic	FFPARA	2912	\$22.56	\$19.72	\$22.56	\$22.32	\$24.22	-7.8%	10	\$20.54	\$32.87	\$22.56
	Firefighter Paramedic	FFPARA	2912	\$23.23	\$20.25	\$23.23	\$22.32	\$24.22	-7.8%	10	\$20.54	\$32.87	\$23.23
	Firefighter Paramedic	FFPARA	2912	\$26.15	\$21.94	\$26.15	\$22.32	\$24.22	-7.8%	10	\$20.54	\$32.87	\$26.15
	Firefighter Paramedic	FFPARA	2912	\$17.25		\$17.25	\$22.32	\$24.22	-7.8%	10	\$20.54	\$32.87	\$20.54
	Firefighter Paramedic	FFPARA	2912	\$21.79	\$18.69	\$21.79	\$22.32	\$24.22	-7.8%	10	\$20.54	\$32.87	\$21.79
	Firefighter Paramedic	FFPARA	2912	\$25.39	\$21.94	\$25.39	\$22.32	\$24.22	-7.8%	10	\$20.54	\$32.87	\$25.39
	Firefighter Paramedic	FFPARA	2912	\$26.15	\$18.69	\$26.15	\$22.32	\$24.22	-7.8%	10	\$20.54	\$32.87	\$26.15
	Firefighter Paramedic	FFPARA	2912	\$21.06	\$18.69	\$21.06	\$22.32	\$24.22	-7.8%	10	\$20.54	\$32.87	\$21.06
	Fire	LT EMT	LITEMT	2912	\$31.63	\$28.50	\$31.63	\$25.41	\$27.91	-9.0%	10	\$20.54	\$32.87
Fire	LT EMT	LITEMT	2912	\$31.63	\$27.52	\$31.63	\$25.41	\$27.91	-9.0%	10	\$20.54	\$32.87	\$31.63
Fire	LT Paramedic	LTPARA	2912	\$34.06	\$30.69	\$34.06	\$27.37	\$27.53	-0.6%	12	\$23.74	\$37.98	\$34.06
Fire	LT Paramedic	LTPARA	2912	\$34.06	\$26.69	\$34.06	\$27.37	\$27.53	-0.6%	12	\$23.74	\$37.98	\$34.06
Fire	LT Paramedic	LTPARA	2912	\$30.72	\$26.69	\$30.72	\$27.37	\$27.53	-0.6%	12	\$23.74	\$37.98	\$30.72
Library	Librarian I	LIBRAN	2080	\$29.43	\$26.76	\$29.43	\$29.92	\$31.01	-3.5%	10	\$28.76	\$46.01	\$29.43
Library	Library Assistant II	LIBASST	2080	\$19.15	\$18.41	\$19.15	\$18.22	\$23.99	-24.0%	4	\$18.63	\$29.82	\$24.24
Library	Library Clerk	LIBCLERK	1040	\$16.54	\$15.90	\$16.54	\$13.60	\$14.46	-6.0%	1	\$15.00	\$24.00	\$16.91
Library	Library Clerk	LIBCLERK	1040	\$16.54	\$15.90	\$16.54	\$13.60	\$14.46	-6.0%	1	\$15.00	\$24.00	\$16.91
Library	Library Clerk	LIBCLERK	1040	\$16.12	\$15.50	\$16.12	\$13.60	\$14.46	-6.0%	1	\$15.00	\$24.00	\$16.49
Library	Library Clerk	LIBCLERK	1300	\$18.19	\$17.49	\$18.19	\$13.60	\$14.46	-6.0%	1	\$15.00	\$24.00	\$18.60
Library	Library Director	LIBDIR	2080	\$54.59	\$52.49	\$54.59	\$52.66	\$59.71	-11.8%	17	\$47.71	\$76.34	\$59.52
Parks & Recreation	Aquatic Facility Coordinator	AFCOORD	2080	\$22.51	\$21.64	\$22.51	\$24.61	\$26.55	-7.3%	7	\$23.15	\$37.04	\$23.34
Parks & Recreation	Beach Maintenance Worker III	BMW3	2080	\$22.20	\$21.35	\$22.20	\$21.10	\$27.57	-23.5%	6	\$21.53	\$34.46	\$27.90
Parks & Recreation	Beach Maintenance Worker III	BMW3	2080	\$19.09	\$18.36	\$19.09	\$21.10	\$27.57	-23.5%	6	\$21.53	\$34.46	\$23.99
Parks & Recreation	Beach Maintenance Worker III	BMW3	2080	\$29.00	\$27.89	\$29.00	\$32.98	\$45.22	-27.1%	13	\$35.73	\$57.16	\$38.24
Parks & Recreation	Lifeguard I	LIFGUARD	1040	\$16.64	\$16.00	\$16.64	\$16.53	\$20.01	-17.4%	1	\$15.00	\$24.00	\$19.37
Parks & Recreation	Lifeguard III	LIFGUARD	1040	\$16.11	\$15.49	\$16.11	\$18.22	\$24.07	-24.3%	4	\$18.63	\$29.82	\$20.46
Parks & Recreation	Operations Manager - Parks & Recreation	OPMGR	2080	\$38.51	\$35.33	\$38.51	\$39.30	\$48.47	-18.9%	13	\$35.73	\$57.16	\$43.58
Parks & Recreation	Parks Maintenance Worker III	PMW3	2080	\$19.14	\$16.70	\$19.14	\$21.10	\$25.94	-18.7%	5	\$20.03	\$32.05	\$20.53
Parks & Recreation	Parks Maintenance Worker II	PMW2	2080	\$17.23		\$17.23	\$19.14	\$23.25	-17.7%	3	\$17.33	\$27.74	\$17.33
Parks & Recreation	Parks Maintenance Worker II	PMW2	2080	\$18.08	\$16.57	\$18.08	\$19.14	\$23.25	-17.7%	3	\$17.33	\$27.74	\$20.13
Parks & Recreation	Parks Maintenance Worker III	PMW3	2080	\$24.55	\$23.61	\$24.55</							

Job Title	Department	Job ID	Basic Information		Compensation		Benefits		Performance		Status	
			Position	Location	Salary	Grade	Health	Dental	Rating	Comments	Active	Notes
Seasonal Lifeguard I	Parks & Recreation	108	\$15.90	\$16.54	1040							
Seasonal Lifeguard I	Parks & Recreation	108	\$15.00	\$15.00	1040							
Seasonal Lifeguard I	Parks & Recreation	108	\$15.00	\$15.60	1040							
Seasonal Lifeguard I	Parks & Recreation	108	\$15.00	\$15.00	1040							
Seasonal Lifeguard I	Parks & Recreation	108	\$16.00	\$16.64	1040							
Seasonal Lifeguard I	Parks & Recreation	108	\$15.00	\$15.00	1040							
Seasonal Lifeguard II	Parks & Recreation	109	\$15.00	\$15.00	1040							
Seasonal Recreation Aide II	Parks & Recreation	105	\$15.00	\$15.00	1040							
Seasonal Recreation Aide II	Parks & Recreation	105	\$13.50	\$13.50	1040							
Administrative Assistant	Public Works	115B	\$21.60	\$21.60	2080							
City Engineer	Public Works	129	\$47.58	\$49.48	2080							
Director Public Works	Public Works	130	\$61.69	\$64.15	2080							
Engineer	Public Works	122	\$38.46	\$40.00	2080							
Public Works	Public Works	116	\$23.61	\$24.55	2080							
Mechanic	Public Works	116	\$26.93	\$28.01	2080							
Operations Manager - Public Works	Public Works	124	\$22.57	\$31.28	2080							
Senior Engineer Technician	Public Works	121	\$33.23	\$33.23	2080							
Street Maintenance Worker II	Public Works	111	\$18.50	\$19.24	2080							
Street Maintenance Worker II	Public Works	111	\$18.72	\$19.47	2080							
Utilities Maintenance Worker III	Public Works	114A	\$18.17	\$18.90	2080							
Utilities Maintenance Worker III	Public Works	114A	\$24.00	\$24.96	2080							
Utilities Maintenance Worker III	Public Works	114A	\$19.28	\$20.05	2080							
Utilities Technician I	Public Works	117	\$27.38	\$28.48	2080							
Utilities Technician I	Public Works	117	\$17.63	\$20.41	2080							