

Classification and Compensation Study
and Analysis for
Columbus Consolidated Government, GA

FINAL REPORT



Evergreen Solutions, LLC

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Chapter 1 - Introduction

The leadership of Columbus Consolidated Government (CCG) in keeping with its commitment to attracting and retaining the staff necessary to provide high quality services to its citizens determined that its current compensation and classification system and structures needed to be updated to better reflect best practices. The project sought to evaluate the strengths and weaknesses of CCG's current systems and identify prevailing or best practices among peers. This was accomplished by conducting job analysis, collecting peer salary data, and recommending a new structure or tweaking the current structure to ensure market competitiveness. This study and the analysis contained within provides leadership with valuable information related to their employee demographics, opinions, market data, as well as internal and external equity.

Internal equity relates to the fairness of an organization's compensation practices among its current employees. Specifically, by reviewing the skills, responsibilities, and duties of each position, it can be determined whether similar positions are being compensated in an equitable manner within the organization. External equity relates to the differences between how an organization's classifications are valued and the compensation available in the marketplace for the same skills, responsibilities, and duties. This component of the study aims to address how CCG is positioned in the market relative to other local area government organizations with similar positions and to develop recommendations that allow CCG to recruit and retain quality employees. The classification component of this study resolves any inconsistencies related to job requirements or job titles and ensures that all jobs are appropriately categorized and aligned with the work currently performed.

1.1 STUDY METHODOLOGY

Evergreen Solutions combines qualitative and quantitative data analysis to produce recommendations that maximize the fairness and competitiveness of an organization's compensation structure and practices. It is important to note that the data utilized in the study represents a snapshot in time. As market conditions can change rapidly, it is important for CCG to conduct regular market surveys to ensure their external market position does not decay. A full compensation and classification review is recommended every five years, approximately. Some examples of project activities included:

- Conducting a project kick-off meeting;
- Presenting orientation sessions to employees;
- Facilitating focus group sessions with employees;
- Conducting an external market salary survey;
- Developing recommendations for compensation management;



- Revising classification descriptions based on employee JAT feedback;
- Developing recommendations for compensation and classification changes;
- Creating draft and final reports; and
- Conducting training sessions with human resources staff in the methodology used to systematically assess job classifications.

Kickoff Meeting

The kickoff meeting provided an opportunity to discuss the history of CCG, finalize the work plan, and begin the data collection process. Data collection included the gathering of relevant background material including: existing pay plans, organization charts, policies, procedures, training materials, classification specifications, and other pertinent material.

Employee Outreach

Through the orientation sessions, Evergreen consultants briefed employees on the purpose and major processes of the study. This process addressed employee questions to resolve misconceptions about the study and related tasks and explained the importance of employee participation in the JAT process.

In addition, employees participated in focus group sessions designed to gather input from their varied perspectives as to the strengths and weaknesses of the current system. Feedback received from employees in this context was helpful in highlighting aspects of the organization which needed particular attention and consideration. This information provided some basic perceptual background, as well as a starting point for the research process.

Job Assessment Tool® (JAT) Classification Analysis

Employees were asked to complete individual JAT surveys, where they shared information pertaining to their work in their own words. These JATs were analyzed and compared to the current classification descriptions, and classifications were individually scored based on employee responses to five compensable factor questions. Each of the compensable factors—Leadership, Working Conditions, Complexity, Decision Making, and Relationships—were given weighted values based on employee responses, resulting in a point factor score for each classification. The rank order of classes by JAT scores was used to develop a rank order of classes within the proposed compensation structure. Combined with market data, this information formed the foundation of the combined recommendations. The nature of each compensable factor is described below:

- Leadership –relates to the employee’s individual leadership role, be it as a direct report of others who have leadership responsibilities, or as an executive who has leadership over entire departments or CCG.
- Working Conditions – deals with the employee’s physical working conditions and the employee’s impact on those conditions, as well as the working conditions impact or potential impact on the employee.



- Complexity – describes the nature of work performed and includes options ranging from entry-level manual or clerical tasks up to advanced scientific, legal, or executive management duties.
- Decision Making – deals with the individual decision-making responsibility of the employees. Are decisions made on behalf of the employee or is the employee making autonomous decisions that impact the individual, other employees, or even the entire organization and the citizens that rely on CCG?
- Relationships –deals with organizational structure and the nature of the employee’s working relationships. Responses range from employees who work primarily alone, those who work as members of a team, those who oversee teams, and even those who report to elected officials or the public.

Salary Survey

The external market for this study was defined as identified local government organizations with similar positions as well as similar characteristics, demographics, and service offerings. There were 127 positions benchmarked for the market survey, although not all positions had matching positions in the peer organizations. The data were then analyzed comparing CCG classifications to the jobs performing the same duties at peer organizations to gain a fuller understanding of their market position.

Recommendations

Evergreen developed recommendations for CCG to consider helping maximize the effectiveness and efficiency of its current compensation and classification structure. Evergreen provided CCG with a variety of recommendations for the future at various costs. Plans ranged from minor tweaks to the current compensation and classification systems to wholesale changes to the entire organizational structure. These plans were designed to fix the issues identified in this report, while continuing to build on the strengths CCG currently exhibits.

1.2 REPORT ORGANIZATION

This report includes the following additional chapters:

- Chapter 2 – Summary of Employee Outreach
- Chapter 3 – Assessment of Current Conditions
- Chapter 4 – Market Summary
- Chapter 5 – Benefits Analysis
- Chapter 6 – Recommendations



Chapter 2 – Summary of Outreach

Outreach was conducted by Evergreen -. Evergreen met with CCG employees and explained the process of the study and fielded questions from Employees. Focus groups were conducted to solicit information from employees that gave Evergreen solid information to begin researching. Employees provided Evergreen their opinions on classifications that were outdated, behind market, or had become crucial classifications that were difficult to retain or recruit. Information was also provided on the employees' opinions of the biggest competitors to CCG. Finally, employees provided information on all the positive aspects of employment with CCG. Evergreen used employee opinions as a starting point for some data collection, but everything that was used during this study was independently verified by Evergreen. A full summary of the outreach can be found in **Chapter 2** of this report.

Chapter 3 - Assessment of Current Conditions

An assessment of current conditions was conducted to help Evergreen better understand the current standing of all CCG pay plans, demographics, and compensation structures. This assessment should be considered a snapshot in time and is reflective of the conditions present within CCG upon the commencement of this study. By leveraging this information, Evergreen was able to gain a better understanding of the strengths and weaknesses of the current compensation system. When combined with the market results, the Assessment of Current Conditions helped provide a basis for recommendations. A full summary of the Assessment of Current Conditions can be found in **Chapter 3** of this report.

Chapter 4 - Market Summary

A salary survey was designed by Evergreen and approved by CCG's human resources department. The external market was defined by CCG leaders in Phase One of this study and was not adjusted for Phase Two. After the results were received, the data were analyzed to compare CCG to the overall results. Combined with the Assessment of Current Conditions, the market survey gave Evergreen the information needed to understand CCG's position relative to its labor market. A full summary of the market results can be found in **Chapter 4** of this report.

Chapter 5 – Benefits

A benefits survey was designed by Evergreen and approved by CCG's human resources department. A benefits analysis represents a snapshot in time of what is available in peer organizations and can provide CCG with an understanding of the full compensation package offered by its peers. A full summary of the benefits survey can be found in **Chapter 5** of this report.



Chapter 6 – Recommendations

During the recommendations phase, Evergreen provided several different solution options based on their current relationship to market. Solutions were provided that only require minor tweaks to the current compensation and classification systems, as well as some solutions that would require wholesale changes to CCG current structures. Evergreen has provided CCG with recommendations that can both leverage the current compensation structure and help expand its ability to recruit and retain talent in the most competitive classifications. A full explanation of the recommendations can be found in **Chapter 6** of this report.



Chapter 2 – Summary of Employee Outreach

Evergreen Solutions, LLC (Evergreen) consultants completed outreach using orientation, department head interviews, and focus groups (both in-person and virtually). During the orientation sessions, the Evergreen Solutions team provided information to participants about the goals of the study and the role of employees in the study process. Within the employee focus groups and department head interviews, questions were asked which were designed to gather feedback on several topics related to the study.

The observations in this chapter are a generalized summary of opinions, general themes, and trends expressed by employees who either participated in a focus group or provided direct feedback to Evergreen. Information that may identify the commenter has been removed. It is important to note that the views shared in this summary are perceptual in nature and may not necessarily reflect actual conditions.

Comments are separated into the following four categories below:

- 2.1 General Feedback
- 2.2 Compensation and Classification
- 2.3 Market Peers
- 2.4 Summary

2.1 GENERAL FEEDBACK

The comments described in this section reflect the factors that incentivize prospective applicants to pursue employment with CCG, and the reasons employees have decided to continue working for the CCG. These elements are as important to highlight as compensation, which while a principal factor is often not the sole determination for where employees wish to work. The responses varied from stability, benefits, and leave. However, there was a perception that CCG should offer better incentives, hire more employees, and improve communication. While Evergreen Solutions receives this input frequently while conducting these types of studies, this belief was expressed by employees in most of the outreach sessions and was a predominant theme.

2.2 COMPENSATION AND CLASSIFICATION

Focus group participants contributed the following related to the compensation structure and associated pay practices:



- **External Equity** – Feedback on the competitiveness of pay within CCG was noted as one of the primary concerns, with some employees stating they often job hop between CCG and other cities to increase their salary, as raises are not often given.
- **Internal Equity** – Employees expressed several concerns or requests regarding internal equity. Common themes involved:
 - A need for staff development and an established path for career progression
 - Compensation for additional certification or licenses
 - Equality between departments in terms of pay and incentives
 - Higher rate of pay separation between classes to reduce compression
 - Parity between pay and the depth of responsibility.
- **Raises** – Employees expressed a desire to see cost-of-living adjustments and true merit raises that are tied to performance evaluations and adjusted for workload and ability.
- **Benefits**– Employees are happy with the benefits, but expressed concerns about:
 - The cost of insurance
 - Concern that retirement funds will not be available when individual employees hit retirement age
 - Forced loss of annual leave, as employees are too short-staffed to be able to take leave.
- **Performance Management** – Employees and supervisors alike enjoyed the 360 discussions, with a few requesting the opportunity to utilize the 360s as the evaluation system. Overall, all would like to see
 - A merit-based raise to reflect the evaluations
 - Job Specificity
 - Objectivity
 - Standardization
- **Classifications** – Employees are concerned that job descriptions are out-of-date and seem confused as to the differences between job descriptions and position descriptions with working titles. Additionally, employees would like to see the development of career paths with training made available to all.
- **Safety**- Employees expressed a deep concern for their safety; not only due to the lack of appropriate equipment, but due to the increased crime in the areas where they work.
- **Compensation** - Employees would like to see transparent and standard pay ranges; as well as supplemental pay to offset night and weekend shifts, longevity, and education/certifications held by individual employees.



2.3 POSITIONS OF CONCERN

Outreach employees expressed deep concern about the loss of employees and the number of vacancies within in public safety departments, with maintenance employees, and bus drivers for METRA.

2.4 SUMMARY

According to your employees and leaders their top concerns include appropriate, competitive wages with a reduction in the cost of benefits as employees understand CCG is competing with Fort Benning, Phenix City, AL, Savannah, Atlanta, and Augusta, GA. All of which are raising rates, lowering requirements, or offering benefits employees believe to be better.

The concerns expressed and reported above are common and exist in many organizations today. CCG's commitment to seeking employee input and feedback regarding the compensation and classification system is a positive step toward improvement in these areas. This information could provide senior leaders with valuable insight on the morale of their employees.

The information received during this employee outreach provided a foundation for understanding the current environment while conducting the remainder of the study. The feedback aided Evergreen Solutions in the consideration and development of the recommendations that are provided in **Chapter 6** of this report.



Chapter 3 – Assessment of Current Conditions

The purpose of this chapter is to provide a statistical analysis of the classification and compensation system in place at Columbus Consolidated Government at the start of this study. The assessment is divided into the following sections:

- 3.1 Analysis of Pay Plans
- 3.2 Grade Placement Analysis
- 3.3 Quartile Analysis
- 3.4 Compression Analysis
- 3.5 Summary

The analysis represented in this chapter represents a snapshot in time – this chapter was built off employee information collected in March of 2022. Every organization changes continuously, so this chapter is not meant to be a definitive statement on continuing compensation practices at CCG. Rather, this AOCC is meant to represent the conditions that were in place when this study began. The data contained within provide the baseline for analyses through the course of this study but are not sufficient cause for recommendations in isolation. By reviewing employee data, Evergreen gained a better understanding of the structure and methods in place and identified issues for both further review and potential revision.

3.1 ANALYSIS OF PAY PLANS

The purpose of analyzing the various pay plans used within CCG is to help gain an overview of the compensation philosophy as it existed when the study began. CCG had a system in place that categorized classifications by level and type of work. This system used alpha-numeric pay grades to represent classifications of varying level and responsibility. For this report, general and public safety employee pay grades have been separated to differentiate between the pay ranges available to the two employee groups. In addition, only pay grades with pay ranges are being analyzed in this report. **Exhibit 3A** displays CCG’s pay plan summarized for ease of comparison. The exhibit provides the name; each pay grade on the plan; the value of each pay grade at minimum, midpoint and maximum; the range spread for each pay grade – which is a measure of the distance between the minimum and maximum of the grade; the midpoint progression between grades; and the number of employees per pay grade.

CCG’s pay plan includes 28 occupied pay grades (with public safety employees shown separate) that hold 2,115 employees. The range spreads of the grades are 56 percent, consistent throughout the entire pay plan. Pay grade G29 only has a single employee, while pay grade 14 on the Public Safety plan contains the most employees with 371.



EXHIBIT 3A
PAY PLAN SUMMARY

Pay Plan	Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression	Employees
General	G1	\$ 19,333	\$ 24,743	\$ 30,153	56%	-	25
General	G2	\$ 20,311	\$ 25,995	\$ 31,679	56%	5%	39
General	G3	\$ 21,340	\$ 27,311	\$ 33,283	56%	5%	5
General	G4	\$ 22,420	\$ 28,694	\$ 34,968	56%	5%	19
General	G5	\$ 23,555	\$ 30,146	\$ 36,738	56%	5%	5
General	G6	\$ 24,748	\$ 31,673	\$ 38,598	56%	5%	3
General	G7	\$ 26,000	\$ 33,276	\$ 40,552	56%	5%	67
General	G8	\$ 27,317	\$ 34,961	\$ 42,605	56%	5%	16
General	G9	\$ 28,700	\$ 36,731	\$ 44,762	56%	5%	31
General	G10	\$ 30,153	\$ 38,590	\$ 47,028	56%	5%	3
General	G11	\$ 31,679	\$ 40,544	\$ 49,408	56%	5%	51
General	G12	\$ 33,283	\$ 42,596	\$ 51,910	56%	5%	311
General	G13	\$ 34,968	\$ 44,753	\$ 54,538	56%	5%	42
General	G14	\$ 36,738	\$ 47,018	\$ 57,299	56%	5%	133
General	G15	\$ 38,598	\$ 49,399	\$ 60,199	56%	5%	29
General	G16	\$ 40,552	\$ 51,899	\$ 63,247	56%	5%	78
General	G17	\$ 42,605	\$ 54,527	\$ 66,449	56%	5%	56
General	G18	\$ 44,762	\$ 57,287	\$ 69,813	56%	5%	20
General	G19	\$ 47,028	\$ 60,187	\$ 73,347	56%	5%	36
General	G20	\$ 49,408	\$ 63,234	\$ 77,060	56%	5%	27
General	G21	\$ 54,538	\$ 69,799	\$ 85,060	56%	10%	35
General	G22	\$ 60,199	\$ 77,045	\$ 93,890	56%	10%	13
General	G23	\$ 66,449	\$ 85,043	\$ 103,637	56%	10%	21
General	G24	\$ 73,347	\$ 93,872	\$ 114,396	56%	10%	6
General	G25	\$ 80,961	\$ 103,617	\$ 126,272	56%	10%	9
General	G26	\$ 89,366	\$ 114,373	\$ 139,381	56%	10%	6
General	G28	\$ 114,396	\$ 146,408	\$ 178,419	56%	28%	3
General	G29	\$ 139,381	\$ 178,384	\$ 217,386	56%	22%	1
Public Safety	12	\$ 33,283	\$ 42,596	\$ 51,910	56%	-	128
Public Safety	13	\$ 34,968	\$ 44,753	\$ 54,538	56%	5%	22
Public Safety	14	\$ 36,738	\$ 47,018	\$ 57,299	56%	5%	371
Public Safety	15	\$ 38,598	\$ 49,399	\$ 60,199	56%	5%	28
Public Safety	16	\$ 40,552	\$ 51,899	\$ 63,247	56%	5%	189



**EXHIBIT 3A (CONTINUED)
PAY PLAN SUMMARY**

Pay Plan	Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression	Employees
Public Safety	18	\$ 44,762	\$ 57,287	\$ 69,813	56%	-	161
Public Safety	19	\$ 47,028	\$ 60,187	\$ 73,347	56%	5%	4
Public Safety	20	\$ 49,408	\$ 63,234	\$ 77,060	56%	5%	73
Public Safety	22	\$ 60,199	\$ 77,045	\$ 93,890	56%	22%	25
Public Safety	23	\$ 66,449	\$ 85,043	\$ 103,637	56%	10%	18
Public Safety	24	\$ 73,347	\$ 93,872	\$ 114,396	56%	10%	3
Public Safety	25	\$ 80,961	\$ 103,617	\$ 126,272	56%	10%	1
Public Safety	27	\$ 98,644	\$ 126,247	\$ 153,850	56%	22%	2

Comparing the summary data in **Exhibit 3A** to best practices, a few observations can be made regarding CCG pay plans. Based on the analysis of the pay plan, the following facts can be observed:

- With range spreads set at 56 percent, CCG falls within the typically recommended range of 50-70 percent.
- The number of employees on each pay grade is widely varied. Multiple pay grades have only a single incumbent occupying the grade, while several pay grades contain more than 100 employees.
- The minimum annual pay offered to any CCG employee is \$19,333 while the maximum salary of any pay grade is \$217,386.

3.2 GRADE PLACEMENT ANALYSIS

The Grade Placement Analysis examines how employee salaries are distributed throughout the pay grades. This can help identify salary progression issues, which are usually accompanied by employee salaries that are clustered in segments of the pay grades. A clustering of employee salaries in the lower part of ranges can indicate a lack of salary progression for employees or an elevated level of employee turnover. A clustering of employee salaries in the high end of pay ranges can be a sign of high employee tenure or a sign that the pay ranges are behind market, forcing the organization to offer salaries near the maximum of the range to new hires. Regarding minimum and maximum salaries, employees at the grade minimum are typically newer to the organization or to the classification, while employees at the grade maximum are typically highly experienced and highly proficient in their classification. The Grade Placement Analysis examines how salaries compare to pay range minimums, midpoints, and maximums. Only pay grades with at least one incumbent are included in this analysis.

Exhibits 3B displays the percentage and number of employees compensated at their pay grade minimum and pay grade maximum. The percentages presented are based on the total number of employees in that grade. As can be seen in the exhibit, 18.6 percent (394 total) of all employees are compensated at their pay grade's minimum. A smaller percentage of employees, at 2.5 percent (53 total), are compensated at their pay grade's maximum.

**EXHIBIT 3B
EMPLOYEES AT MINIMUM AND MAXIMUM BY GRADE**

Grade	Employees	# at Min	% at Min	# at Max	% at Max
G1	25	0	0.0%	24	96.0%
G2	39	38	97.4%	0	0.0%
G3	5	5	100.0%	0	0.0%
G4	19	19	100.0%	0	0.0%
G5	5	5	100.0%	0	0.0%
G6	3	0	0.0%	0	0.0%
G7	67	47	70.1%	0	0.0%
G8	16	8	50.0%	0	0.0%
G9	31	7	22.6%	0	0.0%
G10	3	0	0.0%	0	0.0%
G11	51	29	56.9%	1	2.0%
G12	311	148	47.6%	1	0.3%
G13	42	14	33.3%	0	0.0%
G14	133	32	24.1%	0	0.0%
G15	29	2	6.9%	0	0.0%
G16	78	9	11.5%	4	5.1%
G17	56	14	25.0%	0	0.0%
G18	20	2	10.0%	2	10.0%
G19	36	5	13.9%	0	0.0%
G20	27	2	7.4%	1	3.7%
G21	35	8	22.9%	0	0.0%
G22	13	0	0.0%	0	0.0%
G23	21	0	0.0%	0	0.0%
G24	6	0	0.0%	0	0.0%
G25	9	0	0.0%	0	0.0%
G26	6	0	0.0%	0	0.0%
G28	3	0	0.0%	0	0.0%
G29	1	0	0.0%	0	0.0%
12	128	0	0.0%	1	0.8%
13	22	0	0.0%	0	0.0%
14	371	0	0.0%	2	0.5%
15	28	0	0.0%	1	3.6%
16	189	0	0.0%	7	3.7%
18	161	0	0.0%	5	3.1%
19	4	0	0.0%	0	0.0%
20	73	0	0.0%	3	4.1%
22	25	0	0.0%	0	0.0%
23	18	0	0.0%	1	5.6%
24	3	0	0.0%	0	0.0%
25	1	0	0.0%	0	0.0%
27	2	0	0.0%	0	0.0%
Total	2115	394	18.6%	53	2.5%



In addition to assessing the number of employees at minimum and maximum, an analysis was conducted to determine the number of employees below and above pay grade midpoint. The percentages refer to the percentage of employees in each pay grade that are above and below midpoint. **Exhibit 3C** displays the results of this analysis: a total of 1,700 employees are compensated below their pay grade midpoint $\frac{3}{4}$ which is 80.4 percent of all employees for CCG. There are 415 employees compensated above midpoint of their pay grade, which is 19.6 percent of all employees.

EXHIBIT 3C
EMPLOYEES ABOVE AND BELOW MIDPOINT BY PAY GRADE

Grade	Employees	# < Mid	% < Mid	# > Mid	% > Mid
G1	25	1	4.0%	24	96.0%
G2	39	39	100.0%	0	0.0%
G3	5	5	100.0%	0	0.0%
G4	19	19	100.0%	0	0.0%
G5	5	5	100.0%	0	0.0%
G6	3	3	100.0%	0	0.0%
G7	67	67	100.0%	0	0.0%
G8	16	16	100.0%	0	0.0%
G9	31	31	100.0%	0	0.0%
G10	3	3	100.0%	0	0.0%
G11	51	50	98.0%	1	2.0%
G12	311	303	97.4%	8	2.6%
G13	42	42	100.0%	0	0.0%
G14	133	125	94.0%	8	6.0%
G15	29	29	100.0%	0	0.0%
G16	78	73	93.6%	5	6.4%
G17	56	53	94.6%	3	5.4%
G18	20	17	85.0%	3	15.0%
G19	36	33	91.7%	3	8.3%
G20	27	18	66.7%	9	33.3%
G21	35	20	57.1%	15	42.9%
G22	13	10	76.9%	3	23.1%
G23	21	20	95.2%	1	4.8%
G24	6	3	50.0%	3	50.0%
G25	9	3	33.3%	6	66.7%
G26	6	5	83.3%	1	16.7%
G28	3	2	66.7%	1	33.3%
G29	1	0	0.0%	1	100.0%
12	128	110	85.9%	18	14.1%
13	22	21	95.5%	1	4.5%
14	371	301	81.1%	70	18.9%
15	28	9	32.1%	19	67.9%
16	189	89	47.1%	100	52.9%
18	161	99	61.5%	62	38.5%
19	4	2	50.0%	2	50.0%
20	73	40	54.8%	33	45.2%
22	25	20	80.0%	5	20.0%
23	18	11	61.1%	7	38.9%
24	3	3	100.0%	0	0.0%
25	1	0	0.0%	1	100.0%
27	2	0	0.0%	2	100.0%
Total	2115	1700	80.4%	415	19.6%



3.3 QUARTILE ANALYSIS

The last part of the Grade Placement Analysis is a detailed look at how salaries are distributed through pay grades, through a quartile analysis. Here, each pay grade is divided into four segments of equal width, called quartiles. The first quartile represents the first 25 percent of the pay range; the second quartile represents the part of the range above the first quartile up to the mathematical midpoint; the third quartile represents the part of the range from the midpoint to 75 percent of the pay range; and the fourth quartile represents the part of the range above the third quartile up to the pay range maximum. Employees are assigned to a quartile within their pay range based on their current salary.

The quartile analysis is used to determine the location of employee salary clusters. Quartile analysis helps identify whether clusters exist in specific quartiles of pay grades. Additionally, the amount of time the employee has spent at the organization is also analyzed, to observe any relationship between organizational tenure and salary progression. This information, while not definitive alone, can shed light on any root issues within the current compensation and classification plan when combined with market data and employee feedback.

Exhibit 3D shows the number of employees that are in each quartile of each grade, as well as the average overall tenure (i.e., how long an employee has worked for CCG) by quartile. Overall, data provide that 52.4 percent of employees fall into Quartile 1 of their respective grade; 28.9 percent fall into Quartile 2; 15.2 percent fall into Quartile 3; and 3.5 percent fall into Quartile 4. While this distribution does not lead to a conclusion, data for average tenure do lead to determinations on the relationship between tenure and salary.

Specifically, overall average tenure increases as quartile increases; the average tenure in Quartile 1 is 8.1 years; in Quartile 2 is 12.2 years; in Quartile 3 is 16.6 years; and in Quartile 4 is 26.0 years. This would seem to indicate that employees are moved through their pay grades equitably, or at the very least a positive linear relationship exists between tenure and pay.

Exhibit 3E displays a graphical representation of the data contained in **Exhibit 3D**. Each pay grade is divided into up to four sections representing the percentage of employees, in that pay grade, who belong in each quartile. For example, pay grade CF10 has zero employees in Quartile 1, 2, or 3. That pay grade is represented by a 100 percent purple bar, showing that 100 percent of CF10 employees are in Quartile 4. Pay grades CL5-CL20 have employees in all four quartiles, however, and are consequently represented with bars displaying all four colors, corresponding to the percentage of employees for each pay grade in each quartile.



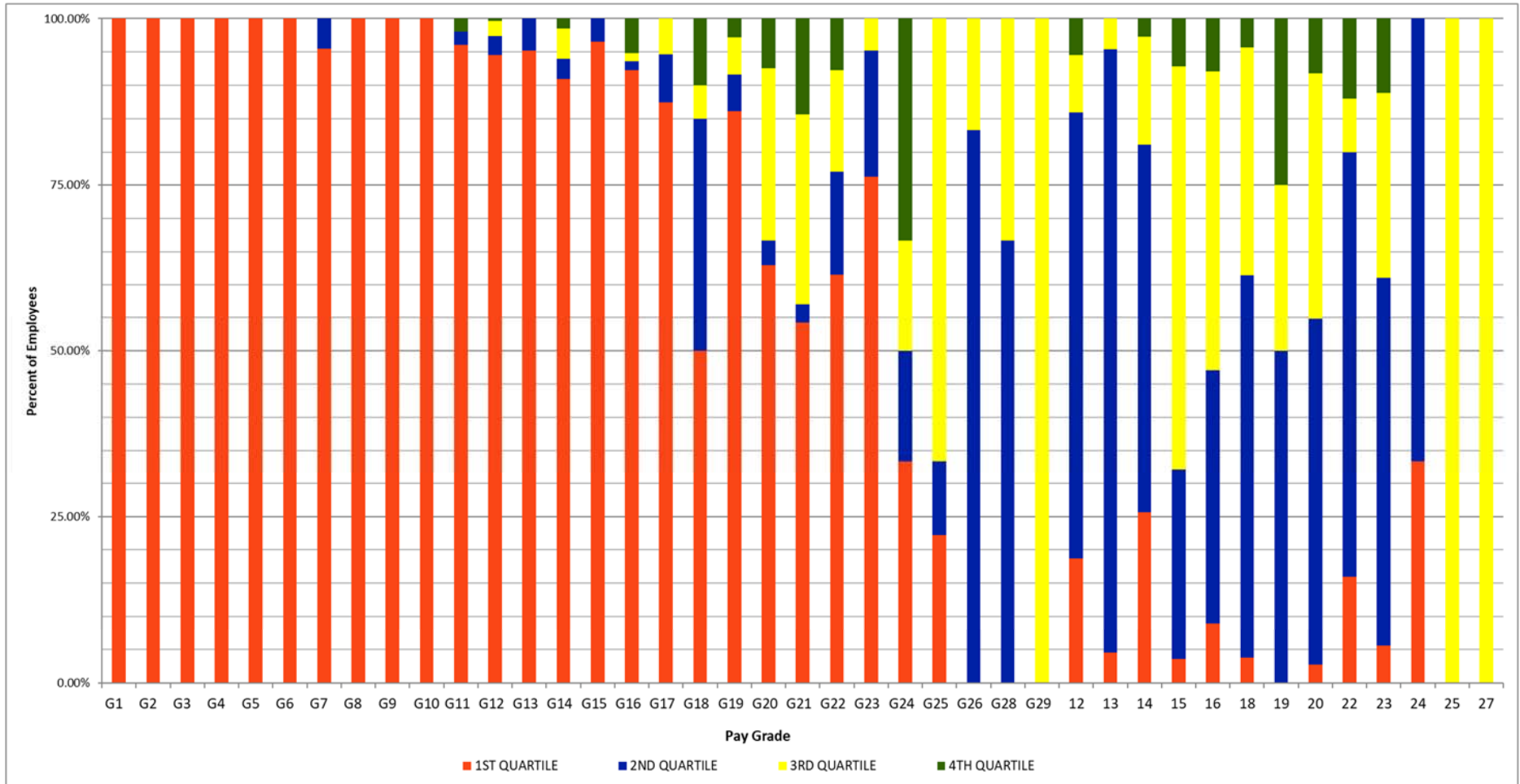
EXHIBIT 3D
QUARTILE ANALYSIS AND TIME WITH THE ORGANIZATION

GRADE	Total Employees	Average Tenure	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
			# Employees	Avg Tenure	# Employees	Avg Tenure	# Employees	Avg Tenure	# Employees	Avg Tenure
G1	1	12.2	1	0.8	0	-	0	-	0	-
G2	39	3.9	39	3.9	0	-	0	-	0	-
G3	5	11.3	5	11.3	0	-	0	-	0	-
G4	19	7.1	19	7.1	0	-	0	-	0	-
G5	5	6.1	5	6.1	0	-	0	-	0	-
G6	3	3.3	3	3.3	0	-	0	-	0	-
G7	67	5.8	64	4.7	3	29.1	0	-	0	-
G8	16	4.5	16	4.5	0	-	0	-	0	-
G9	31	7.1	31	7.1	0	-	0	-	0	-
G10	3	0.1	3	0.1	0	-	0	-	0	-
G11	51	7.0	49	6.3	1	33.3	0	-	1	14.5
G12	311	8.5	294	7.4	9	24.8	7	30.7	1	29.3
G13	42	13.2	40	12.0	2	36.8	0	-	0	-
G14	133	12.2	121	10.2	4	23.6	6	37.1	2	35.7
G15	29	12.7	28	11.9	1	36.4	0	-	0	-
G16	78	10.8	72	10.9	1	10.2	1	40.8	4	1.7
G17	56	16.0	49	14.1	4	23.0	3	35.8	0	-
G18	20	14.9	10	6.2	7	28.5	1	5.2	2	14.9
G19	36	13.6	31	10.4	2	32.6	2	30.6	1	34.4
G20	27	12.9	17	8.4	1	32.6	7	23.5	2	4.4
G21	35	9.9	19	7.2	1	32.8	10	9.3	5	15.3
G22	13	10.2	8	10.1	2	14.5	2	4.6	1	13.1
G23	21	15.9	16	14.5	4	20.3	1	20.2	0	-
G24	6	15.0	2	11.1	1	1.4	1	1.8	2	32.2
G25	9	12.6	2	7.1	1	0.7	6	16.4	0	-
G26	6	23.1	0	-	5	21.1	1	33.0	0	-
G28	3	30.1	0	-	2	25.6	1	39.2	0	-
G29	1	37.5	0	-	0	-	1	37.5	0	-
12	128	8.4	24	4.7	86	6.3	11	18.8	7	29.8
13	22	10.0	1	3.0	20	9.6	1	25.2	0	-
14	371	6.2	95	2.1	206	6.1	60	11.2	10	17.5
15	28	10.9	1	23.8	8	6.7	17	10.5	2	24.3
16	189	13.8	17	12.1	72	12.2	85	12.7	15	29.0

**EXHIBIT 3D (CONTINUED)
QUARTILE ANALYSIS - TENURE**

GRADE	Total Employees	Average Tenure	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
			# Employees	Avg Tenure	# Employees	Avg Tenure	# Employees	Avg Tenure	# Employees	Avg Tenure
18	161	18.0	6	13.2	93	17.4	55	17.3	7	36.7
19	4	18.0	0	-	2	10.8	1	15.9	1	34.5
20	73	24.4	2	19.6	38	21.7	27	26.4	6	33.8
22	25	30.2	4	26.4	16	27.7	2	38.6	3	43.3
23	18	28.9	1	24.9	10	24.9	5	32.8	2	40.8
24	3	32.8	1	33.5	2	32.5	0	-	0	-
25	1	0.3	0	-	0	-	1	0.3	0	-
27	2	18.8	0	-	0	-	2	18.8	0	-
Overall	2091	11.2	1096	8.1	604	12.2	317	16.6	74	26.0

EXHIBIT 3E QUARTILE PLACEMENT BY PAY GRADE



Studying the data from the following exhibits can reveal certain patterns. One thing that can be observed is the high percentage of employees in Quartile 1 throughout the General employee pay plan. This percentage does begin to decrease as you progress through the pay grades; however, most employees on this pay plan appear to remain in the first quartile of their pay grade. For example, you can observe mostly orange bars consistent from pay grade G1 through G17, showing that most employees in these pay grades are in Quartile 1 of their grade. You can begin to see the orange bars decrease at pay grade G18, which is represented by a bar containing all four colors, meaning there are some more employees in the other three quartiles of this pay grade. This indicates that as employees on the General pay plan move up into the highest pay grades, they are progressing through the individual pay range, as well.

Alternatively, the Public Safety pay plan contains fewer employees in Quartile 1. Most pay grades on this plan are represented by bars showing all four colors, meaning most pay grades contain employees in all four quartiles. The primary reason for this imbalance between employee groups is likely the “Pay Reform” policies put in place for Public Safety that grants automatic advancement for employees at certain milestone years of employment. Without a historical analysis it is impossible to determine why this pattern is occurring for certain.

3.4 COMPRESSION ANALYSIS

Pay compression can be defined as the lack of variation in salaries between employees with significantly distinct levels of experience and responsibility. Compression can be seen as a threat to internal equity and morale. Two common types of pay compression can be observed when the pay of supervisors and their subordinates are too close, or when the pay of highly tenured staff and newly hired employees in the same job are too similar.

According to the Society for Human Resources Management (SHRM), specific examples of actions that may cause pay compression include the following:

- Reorganizations change peer relationships and can create compression if jobs are not reevaluated.
- In some organizations, certain departments or divisions may be liberal with salary increases, market adjustments, and promotions^{3/4}while others are not.
- Some employers have overlooked their Human Resources policies designed to regulate pay, paying new hires more than incumbents for similar jobs under the mantra of “paying what it takes to get the best talent.”
- Many organizations have found it easy to hire people who have already done the same work for another organization, eliminating the need for training. Rather than hiring individuals with high potential and developing them for the long term, they have opted for employees who could “hit the ground running” ^{3/4} regardless of their potential.



Exhibit 3F indicates the ratio of subordinate to supervisor salaries by grade graphically and **Exhibit 3G** displays these results numerically. Employees were grouped into categories reflecting whether their actual salary was less than 80 percent, less than 95 percent, or greater than 95 percent of their supervisor's salary. Less than 80 percent would indicate that the ratio of an employee's salary to his supervisor's salary would yield a result of less than 0.8. For example, an employee with a salary of \$79,000.00 and a supervisor with a salary of \$100,000.00 would yield a ratio of 0.79 and be placed into the Less than 80 percent category.

An analysis of the data would quickly reveal that most positions in CCG are in a great position, with plenty of space between employee and supervisor salaries. However, there are many employees approaching their supervisors' salaries as identified in gold, and anywhere orange or blue appears on **Exhibit 3F** is somewhere that warrants an examination of supervisor vs. employee salary.



EXHIBIT 3F
EMPLOYEE TO SUPERVISOR SALARY RATIO BY PAY GRADE

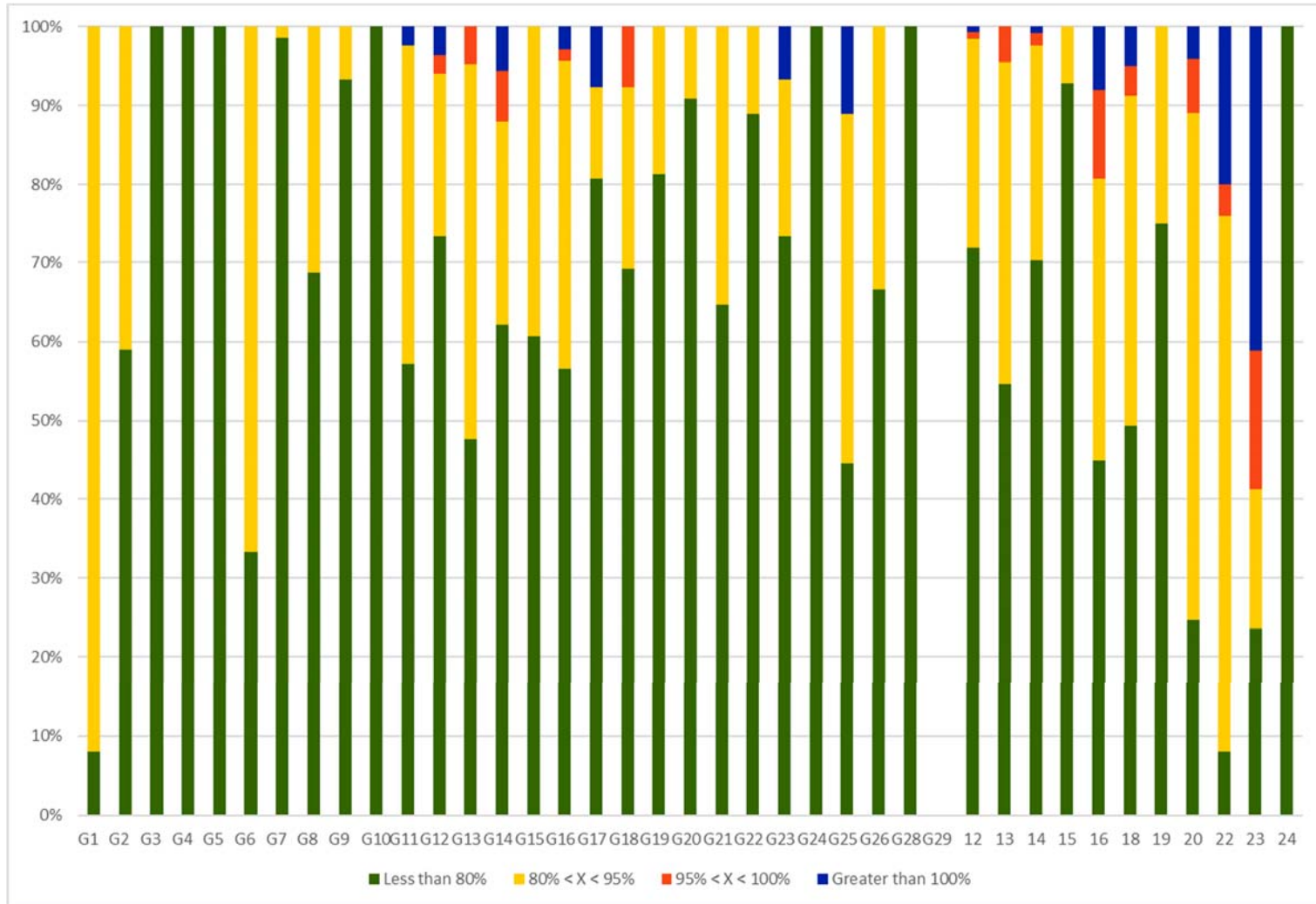


EXHIBIT 3G
EMPLOYEE TO SUPERVISOR SALARY RATIO BY PAY GRADE

Grade	Less than 80%	80% < X < 95%	95% < X < 100%	Greater than 100%
G1	2	23	0	0
G2	23	16	0	0
G3	5	0	0	0
G4	19	0	0	0
G5	5	0	0	0
G6	1	2	0	0
G7	66	1	0	0
G8	11	5	0	0
G9	28	2	0	0
G10	3	0	0	0
G11	24	17	0	1
G12	220	62	7	11
G13	20	20	2	0
G14	77	32	8	7
G15	17	11	0	0
G16	39	27	1	2
G17	42	6	0	4
G18	9	3	1	0
G19	26	6	0	0
G20	20	2	0	0
G21	11	6	0	0
G22	8	1	0	0
G23	11	3	0	1
G24	5	0	0	0
G25	4	4	0	1
G26	4	2	0	0
G28	2	0	0	0
G29	0	0	0	0
12	92	34	1	1
13	12	9	1	0
14	261	101	6	3
15	26	2	0	0
16	84	67	21	15



EXHIBIT 3G (CONTINUED)
EMPLOYEE TO SUPERVISOR SALARY RATIO BY PAY GRADE

Grade	Less than 80%	80% < X < 95%	95% < X < 100%	Greater than 100%
18	79	67	6	8
19	3	1	0	0
20	18	47	5	3
22	2	17	1	5
23	4	3	3	7
24	3	0	0	0
Totals	1286	599	63	69

Exhibit 3H and **Exhibit 3I** highlight the actual vs. expected salaries of CCG employees, sorted by pay grade. Expected salary is calculated using a thirty-year progression assumption for employees. For example, an employee who had worked at his position for fifteen years would expect to be at the grade midpoint, while an employee with thirty or more years of class years would expect to be at the grade maximum. An important distinction between this compression table and the quartile analysis: this compression table utilizes class years, while the Quartile analysis uses tenure. Class years are differentiated from tenure by using the date that you started working in your current classification as the start date, instead of the date you first were hired. To illustrate, if an employee had been an accountant for fifteen years, and then was promoted last year to Accountant Supervisor that employee would have fifteen years of tenure, but only one class year.

On **Exhibit 3I**, it is easy to discern that most CCG Public Safety employees are being paid wages that are more than 10 percent above what they would expect to receive, based on their class years. On the other hand, many General employees are being paid wages that are only less than 5 percent above what they would expect to receive, based on their class years, with many even being paid less than 5 percent below what they would expect to receive. Regarding the Public Safety pay plan, it could mean that CCG is overpaying employees or that pay grades are too low, forcing the leadership to advance employees more quickly through pay grades to keep competitive with the market. However, it could just as easily be another indicator of employee promotion and advancement through the ranks. As mentioned in the description of the quartile analysis, when an employee has advanced to near the top of his pay grade and he receives a promotion, he will often not start at his new pay grade minimum. An employee will not accept a pay decrease, so that employee is therefore started above the minimum on his new pay grade. That puts him above his “expected pay,” by definition. He has zero class years, but his pay is above the minimum. Then, if he advances exactly at the speed expected for the rest of his career, he will always remain above his “expected” pay. When looking at the General pay plan, it could mean that employees on this plan are not advancing through pay grades or are not being promoted. While the truth lies somewhere in between these examples, a definitive answer cannot be determined without more data.

EXHIBIT 3H
ACTUAL VS. EXPECTED SALARY

Grade	Less than -10%	-10 < X < -5%	-5% < X < 5%	5% < X < 10%	Greater than 10%
G1	0	0	0	1	0
G2	13	16	10	0	0
G3	5	0	0	0	0
G4	11	8	0	0	0
G5	3	1	0	0	0
G6	0	1	1	0	0
G7	11	16	37	1	1
G8	1	2	13	0	0
G9	3	9	13	0	0
G10	0	0	3	0	0
G11	5	7	31	0	2
G12	58	41	183	7	7
G13	10	3	29	0	0
G14	27	19	68	3	6
G15	5	3	20	0	1
G16	10	10	44	2	2
G17	13	9	23	2	2
G18	3	2	8	2	2
G19	3	3	21	4	2
G20	4	3	8	3	6
G21	0	4	11	2	9
G22	3	1	4	1	4
G23	1	2	10	3	3
G24	0	1	2	0	2
G25	0	0	2	1	6
G26	0	0	3	2	1
G28	0	1	1	1	0
G29	0	0	1	0	0
12	4	8	22	17	75
13	0	0	7	3	12
14	4	25	51	76	150
15	0	0	3	3	22
16	1	4	20	9	105

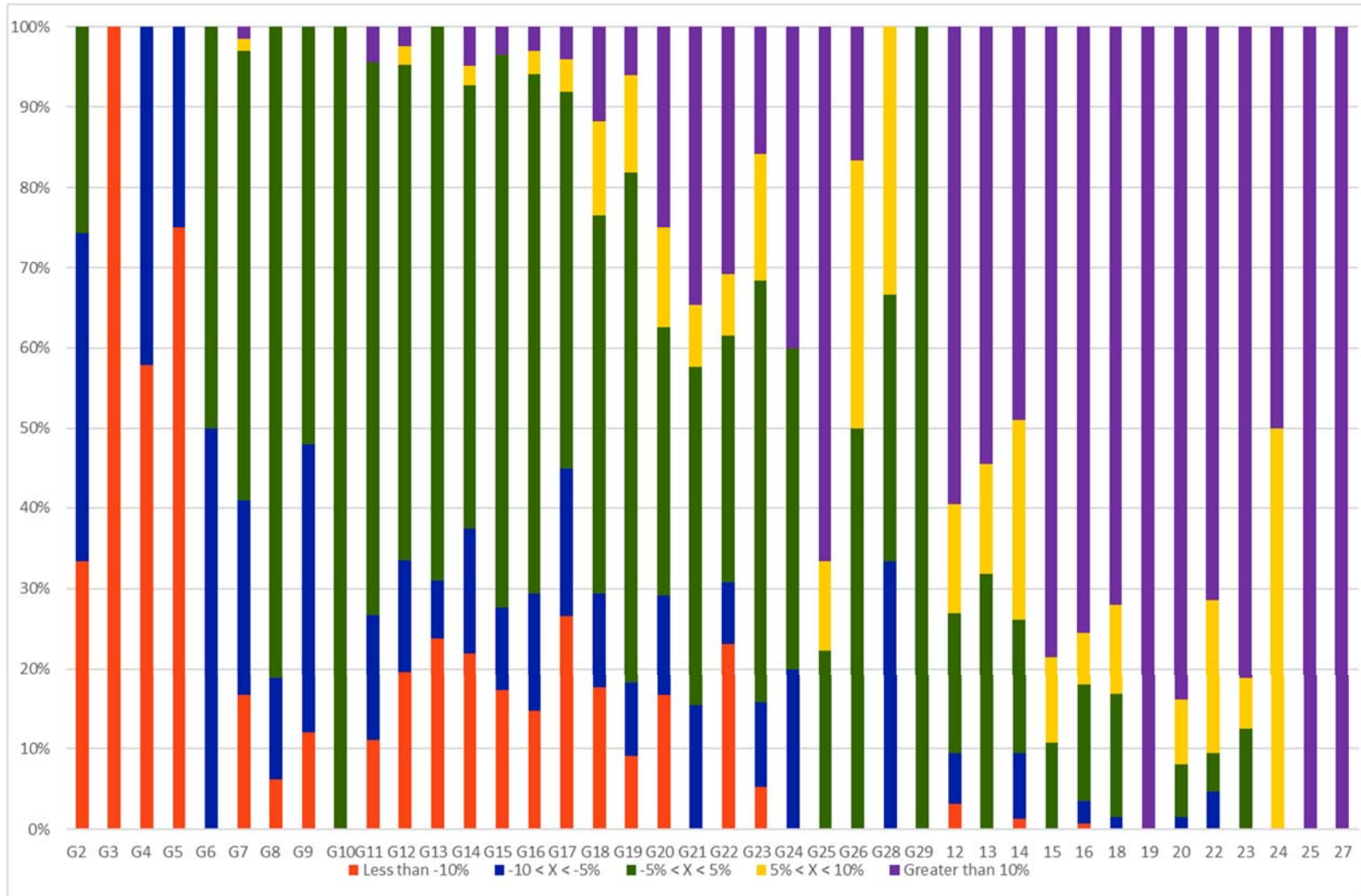


**EXHIBIT 3H (CONTINUED)
ACTUAL VS. EXPECTED SALARY**

Grade	Less than -10%	-10 < X < -5%	-5% < X < 5%	5% < X < 10%	Greater than 10%
18	0	2	19	14	90
19	0	0	0	0	3
20	0	1	4	5	52
22	0	1	1	4	15
23	0	0	2	1	13
24	0	0	0	1	1
25	0	0	0	0	1
27	0	0	0	0	2
Totals	198	203	675	168	597



EXHIBIT 3I
ACTUAL VS. EXPECTED SALARY



3.6 SUMMARY

CCG utilizes one pay plan, separated into two categories, to classify their various employee groups. There were many observations made with respect to CCG's compensation system in place at the beginning of the study.

- Range spread, typically recommended to be between 50-70 percent, is set at 56 percent for all pay grades on the pay plan.
- Many Public Safety employees are paid more than their "expected salary" based on internal analysis only and a thirty-year progression plan, while most General employees are paid less than their expected salary. This imbalance is likely due to the automatic advancement granted by the "Pay Reform" policy in place at the City.
- More than three-quarters of employees are paid below their pay grade midpoint.
- A little less more half of employees (52.4 percent) are in Quartile 1 of their pay grade. This can indicate a workforce with a high turnover or that has recently expanded with many new hires. Further analysis is required to determine the cause of this imbalance.
- Most CCG employees are paid less than 80.0 percent of their supervisors' salaries.
- While there will always be outliers, CCG has a strong, positive relationship between tenure and pay grade penetration.
- CCG has maintained a high degree of correlation between the level of responsibility for a given classification and the pay grade midpoint of that classification.

This analysis acts as a starting point for the development of recommendations in subsequent chapters of this report. Paired with market data, Evergreen can make recommendations that will ensure that CCG compensation system is structurally sound in terms of best practice, competitive with the market, and treats all employees equitably moving forward.



Chapter 4 – Market Summary

The purpose of the market summary chapter is to benchmark CCG's compensation practices against that of its market peers to establish how competitive CCG is for employees within its market. To complete this market study, Evergreen compared pay ranges of select benchmark positions that CCG possesses against the compensation of positions performing those same duties within peer organizations. By aggregating the differences in pay ranges across all the positions, a reasonable determination is made as to CCG's competitive position within the market.

It is important to note that individual salaries are not analyzed in this methodology, since individual compensation can be affected by several variables such as experience and performance. For this reason, Evergreen looked at average pay ranges across the entire classification to make the most accurate comparison. The results of this market study should be considered reflective of the current state of the market at the time of this study; however, market conditions can change rapidly. Consequently, it is necessary to perform market surveys of peer organizations at regular intervals for an organization to consistently monitor its position within the market. Furthermore, the market results detailed in this chapter provide a foundation for understanding CCG's overall structural standing to the market, and the rates reflected in this chapter, while a key factor, are not the sole determinant for how classifications were placed into the proposed salary ranges outlined in **Chapter 5**.

Evergreen conducted a comprehensive market salary survey for CCG, which included one local organization, eight cities, nine counties, and three consolidated governments responding to 127 benchmark positions. Target peers were selected based on several factors, including geographic proximity and population size. Target organizations were also identified for their competition to CCG for employee recruitment and retention efforts. The list of targets that provided data for the purpose of this study is included in **Exhibit 4A**.



**EXHIBIT 4A
TARGET MARKET PEERS**

Respondent Organizations
Chattanooga, TN
Fayetteville, NC
Jacksonville, FL
Knoxville, TN
Albany, GA
Savannah, GA
DeKalb County, GA
Forsyth County, GA
Fulton County, GA
Gwinnett County, GA
Hall County, GA
Henry County, GA
Athens-Clarke
Augusta-Richmond
Macon-Bibb
Muscogee County School District
Cobb County, GA
Auburn, AL
Harris County
Troup County
LaGrange, GA

Since the data collected for the market summary was from various regions of Georgia as well as a few other states, it was necessary to adjust peer responses relative to CCG based on cost of living. For all organizations that fell outside CCG's immediate region, a cost-of-living adjustment was applied to the reported pay ranges to ensure a market average was attained in terms of the spending power an employee would have in CCG. Evergreen utilizes cost of living index information from the Council for Community and Economic Research, and the scale is based on the national average cost of living being set at 100. The cost-of-living index figures for CCG and each of the respondent market peers are in **Exhibit 4B**.



EXHIBIT 4B
RESPONDENTS WITH COST-OF-LIVING ADJUSTMENTS

Peer Organizations	Cost of Living
Columbus Consolidated Government, GA	93.8
Chattanooga, TN	95.9
Fayetteville, NC	93.6
Jacksonville, FL	103.3
Knoxville, TN	96.7
Albany, GA	89.4
Savannah, GA	95.8
DeKalb County, GA	103.0
Forsyth County, GA	103.9
Fulton County, GA	112.9
Gwinnett County, GA	97.5
Hall County, GA	95.7
Henry County, GA	92.9
Athens-Clarke	92.9
Augusta-Richmond	90.5
Macon-Bibb	92.6
Muscogee County School District	93.8
Cobb County, GA	104.5
Auburn, AL	93.1
Harris County	100.1
Troup County	91.5
LaGrange, GA	91.5

4.1 MARKET DATA

The results of the market study are displayed in **Exhibit 4C**, which includes the benchmark job titles and the market average salaries for each position at the minimum, midpoint, and maximum points of the pay ranges. Also included within the exhibit are the percent differentials of CCG's pay ranges at each respective point, relative to the market average pay. A positive percent differential is indicative of CCG's pay range exceeding that of the average of its market peers; alternatively, a negative percent differential indicates CCG's compensation for a given position lagging behind the average of its peers. For those classifications where no differential is shown, this is due to CCG not possessing a pay range for comparison to the market. The exhibit also includes the average pay range for the market respondents for each position, as well as how many responses each benchmark received.

While all benchmarks are surveyed by each peer, not every peer organization possesses an appropriate match to supply salary information for. Consequently, the benchmarks receive varying levels of response. For this study, all positions that received less than five matches from market peers were not considered in establishing CCG's competitive position. The rationale behind these positions being excluded is that insufficient response can lead to unreliable averages that may skew the aggregated data, blurring the reality of CCG's actual position in the market. 89 of the 127 positions surveyed had a sufficient response for inclusion.



EXHIBIT 4C
MARKET SURVEY RESULTS

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
		Average	% Diff	Average	% Diff	Average	% Diff		
1	911 CENTER SUPERVISOR	\$45,327.56	-20.9%	\$56,914.33	-19.0%	\$68,501.10	-17.8%	51.2%	8.0
2	ACCOUNTING MANAGER	\$62,193.43	6.6%	\$77,375.56	9.4%	\$92,557.69	11.3%	49.2%	10.0
3	ACCOUNTS PAYABLE TECHNICIAN	\$32,839.90	1.3%	\$39,657.86	7.1%	\$47,104.93	9.7%	44.1%	9.0
4	ADMINISTRATIVE ASSISTANT - PW	\$33,379.35	-0.3%	\$42,869.55	-0.6%	\$52,051.60	-0.3%	56.7%	16.0
5	ADMINISTRATIVE COORDINATOR	\$38,526.59	-4.8%	\$48,455.67	-3.0%	\$58,082.13	-1.4%	50.7%	12.0
6	ANIMAL CONTROL OFFICER I	\$32,235.33	3.2%	\$40,307.37	5.5%	\$48,957.75	5.9%	51.6%	13.0
7	APP DEVELOPMENT & SUPPORT MGR	\$66,291.79	0.2%	\$84,881.11	0.2%	\$103,954.94	-0.3%	58.2%	5.0
8	APPLICATION DEVELOPER	\$49,828.03	-5.8%	\$62,989.93	-4.6%	\$76,151.82	-3.8%	53.6%	6.0
9	ASSIST PARKS & REC DIRECTOR	\$71,400.27	-7.2%	\$90,500.33	-6.2%	\$109,166.68	-5.2%	50.2%	2.0
10	ASSISTANT CITY ATTORNEY	\$75,948.28	16.2%	\$95,919.42	17.6%	\$115,320.32	18.9%	52.6%	7.0
11	ASSISTANT DIRECTOR OF TECHNOLO	\$76,080.65	6.2%	\$95,647.31	8.0%	\$115,213.98	9.2%	51.5%	5.0
12	ASSISTANT ENGINEERING DIRECTOR	\$81,747.44	-1.0%	\$100,639.21	2.9%	\$119,530.98	5.5%	46.0%	3.0
13	ASSISTANT FINANCE DIRECTOR	\$80,330.95	-9.1%	\$98,536.51	-4.8%	\$117,812.28	-2.9%	48.0%	6.0
14	ASSISTANT HUMAN RESOURCES DIR	\$73,825.92	-0.7%	\$90,205.82	4.0%	\$105,928.92	7.7%	40.8%	5.0
15	ASSISTANT TO THE CITY MANAGER	\$67,302.06	-11.1%	\$85,717.75	-10.7%	\$100,440.53	-6.7%	45.8%	4.0
16	ATHLETIC PROGRAM SPECIALIST	\$42,259.80	-14.0%	\$54,014.37	-13.8%	\$65,856.35	-13.9%	57.4%	5.0
17	BATTALION CHIEF	\$67,114.48	-10.9%	\$84,664.10	-9.4%	\$101,135.71	-7.4%	53.0%	14.0
18	BUDGET/MANAGEMENT ANALYST - FI	\$47,071.90	-0.1%	\$59,206.57	1.6%	\$71,128.93	3.1%	50.9%	14.0
19	BUILDING INSPECTION&CODES DIR	\$75,527.61	6.9%	\$101,269.83	2.3%	\$127,012.04	-0.6%	68.1%	5.0
20	BUILDING INSPECTOR	\$40,533.20	0.0%	\$50,273.81	3.2%	\$60,241.06	4.9%	48.6%	16.0
21	BUS OPERATOR	\$25,587.71	26.1%	\$33,940.33	22.6%	\$41,010.51	23.5%	68.2%	3.0
22	BUYER	\$37,403.38	-1.8%	\$47,305.77	-0.6%	\$57,208.16	0.2%	53.4%	9.0
23	CHIEF APPRAISER	\$103,430.96	-24.4%	\$124,952.01	-18.7%	\$150,879.89	-17.8%	48.5%	8.0
24	CHIEF DEPUTY CORN	-	-	-	-	-	-	-	0.0
25	CHIEF INSPECTOR - INSPECTIONS	\$54,167.20	10.5%	\$68,292.18	12.0%	\$82,265.66	13.2%	49.4%	6.0
26	CHIEF OF POLICE	\$106,934.63	-8.1%	\$139,980.64	-10.3%	\$169,895.18	-9.9%	59.5%	9.0
27	CHIEF OF STAFF AND EXECUTIVE A	\$45,361.80	8.5%	\$55,562.95	12.9%	\$65,166.27	16.7%	42.7%	5.0
28	CHIEF SAFETY OFFICER	\$39,926.13	21.2%	\$57,554.86	9.4%	\$75,183.60	2.5%	88.3%	1.0
29	CITY ATTORNEY	\$82,319.96	32.6%	\$130,837.78	11.2%	\$184,006.02	-3.1%	130.5%	5.0
30	CITY MANAGER	\$118,562.37	16.1%	\$142,769.67	22.2%	\$172,881.71	22.8%	44.5%	4.0
31	CLERK OF COUNCIL	\$68,114.72	-2.5%	\$85,484.27	-0.5%	\$102,853.81	0.8%	51.0%	5.0
32	CODE ENFORCEMENT MANAGER	\$54,168.00	0.7%	\$69,716.33	0.1%	\$83,937.23	1.3%	53.9%	8.0
33	CODE ENFORCEMENT OFFICER	\$37,149.37	8.8%	\$47,330.59	9.2%	\$57,980.61	8.7%	55.1%	14.0
34	COMMUNITY REINYP PLANNER	\$47,261.34	-10.4%	\$59,501.82	-8.7%	\$71,742.31	-7.7%	51.9%	2.0
35	CORRECTIONAL OFFICER	\$37,298.00	-11.4%	\$46,929.82	-9.7%	\$57,049.50	-9.4%	54.4%	5.0
36	COURT COORDINATOR-MAGISTRATE C	\$39,981.64	11.3%	\$49,367.18	14.9%	\$58,752.73	17.2%	47.0%	2.0
37	CRIME ANALYST	\$42,417.23	-4.5%	\$53,416.28	-2.9%	\$64,470.65	-1.9%	50.8%	11.0
38	CRIMINAL RECORDS TECHNICIAN	-	-	-	-	-	-	-	0.0
39	CUSTODIAN	\$24,588.18	0.6%	\$30,336.77	4.3%	\$36,085.36	6.7%	46.7%	14.0
40	DEPUTY CHIEF OF POLICE MD	\$85,414.44	-25.0%	\$106,428.56	-22.3%	\$127,442.67	-20.6%	49.2%	4.0
41	DEPUTY CITY MANAGER-OPERATIONS	\$98,670.92	14.8%	\$126,713.41	14.4%	\$154,755.91	14.2%	56.4%	4.0
42	DEPUTY CLERK OF COUNCIL	\$55,246.19	-30.7%	\$71,680.34	-32.0%	\$88,114.49	-32.9%	59.7%	2.0
43	DEPUTY FIRE CHIEF	\$85,653.87	-25.3%	\$104,543.05	-20.6%	\$122,249.24	-16.5%	43.2%	8.0
44	DIRECTOR OF COMMUNITY REINVEST	\$87,073.15	-17.1%	\$115,584.58	-20.7%	\$144,407.71	-23.2%	63.5%	5.0
45	DIRECTOR OF TRANSPORTATION	\$91,104.54	-11.8%	\$106,567.21	-2.8%	\$121,101.69	4.2%	29.0%	4.0
46	DIRECTOR OFFICE OF CRIME PREVE	-	-	-	-	-	-	-	0.0
47	DPTY SHERIFF	\$39,440.37	-7.1%	\$50,611.59	-7.4%	-	-	57.0%	9.0
48	EMERGENCY COMMUNICATION TECH I	\$33,401.70	-10.2%	\$42,215.91	-9.0%	\$50,810.30	-7.7%	52.9%	9.0
49	EMPLOYMENT COORDINATOR	\$41,898.05	-13.1%	\$52,950.29	-11.9%	\$64,002.53	-11.1%	52.9%	2.0
50	ENGINEERING DIRECTOR W/PE	\$80,636.61	10.3%	\$104,143.92	9.4%	\$130,996.57	6.2%	58.4%	6.0
51	ENGINEERING INSPECTOR	\$42,029.01	-3.6%	\$52,359.37	-0.9%	\$62,689.72	0.9%	49.2%	6.0
52	EQUIPMENT OPERATOR I	\$30,643.86	-1.6%	\$38,768.74	-0.5%	\$46,429.99	1.3%	51.6%	12.0
53	EXECUTIVE ASSISTANT- MAYOR'S O	\$43,676.10	-17.3%	\$53,559.21	-13.0%	\$64,271.76	-11.5%	46.3%	11.0
54	FACILITIES MAINTENANCE SUPERVI	\$43,390.61	-6.8%	\$55,424.30	-6.6%	\$67,458.00	-6.4%	55.7%	9.0
55	FACILITIES MAINTENANCE TECH	\$35,346.83	-6.0%	\$44,960.77	-5.4%	\$54,236.20	-4.4%	52.3%	7.0
56	FINANCE DIRECTOR	\$95,264.37	-6.4%	\$131,024.33	-13.6%	\$161,651.14	-14.8%	70.7%	9.0
57	FINANCIAL ANALYST - FINANCE	\$50,417.43	-7.0%	\$64,639.64	-7.1%	\$78,385.20	-6.6%	54.8%	11.0
58	FIRE CAPTAIN	\$60,442.20	-20.1%	\$72,168.96	-13.2%	\$83,610.29	-8.2%	39.1%	11.0
59	FIRE CAPTAIN- EMT	\$65,067.76	-27.4%	\$78,621.46	-21.7%	\$92,175.16	-17.9%	41.7%	1.0
60	FIRE EMA DIRECTOR MD	\$123,598.36	-22.5%	\$162,695.72	-25.2%	\$201,793.08	-27.0%	63.3%	1.0
61	FIRE LIEUTENANT	\$53,372.53	-17.5%	\$65,456.50	-13.3%	\$77,426.62	-10.3%	45.9%	11.0
62	FIRE SERGEANT	\$47,906.63	-16.6%	\$59,802.76	-14.2%	\$71,434.41	-12.2%	49.8%	3.0
63	FIREFIGHTER	\$38,572.77	-14.7%	\$47,346.40	-10.6%	\$56,235.93	-8.0%	44.8%	13.0
64	FIREFIGHTER/ EMT	\$42,441.10	-14.4%	\$48,890.79	-3.9%	\$56,804.98	0.9%	33.9%	5.0
65	FLEET MAINTENANCE TECH I	\$33,602.96	-10.8%	\$42,774.38	-10.3%	\$51,945.80	-9.9%	55.0%	6.0
66	FORENSIC AUDITOR	\$34,667.01	44.6%	\$46,166.53	40.8%	\$57,607.21	38.5%	60.6%	4.0
67	GIS Coordinator	\$55,312.62	-1.4%	\$68,889.30	1.3%	\$83,383.84	2.0%	50.8%	14.0
68	GIS TECHNICIAN - INSPECTION &	\$40,840.74	-10.6%	\$52,425.47	-10.9%	\$63,306.53	-10.0%	55.7%	13.0
69	GRANT COMPLIANCE ACCOUNTANT	\$45,636.12	7.9%	\$57,916.95	8.8%	\$70,197.79	9.3%	54.3%	8.0
70	HUMAN RESOURCES ANALYST	\$48,259.59	-2.6%	\$61,900.50	-2.8%	\$75,541.41	-2.9%	56.9%	11.0
71	HUMAN RESOURCES DIRECTOR	\$93,396.03	-4.4%	\$119,609.89	-4.5%	\$147,737.88	-5.8%	58.9%	10.0
72	HUMAN RESOURCES SPECIALIST	\$38,736.61	4.6%	\$48,977.69	5.8%	\$59,725.87	5.7%	55.2%	12.0
73	HVAC TECH I	\$36,669.93	-4.8%	\$46,628.00	-4.1%	\$55,969.94	-2.6%	53.5%	8.0
74	INFO TECHNOLOGY DIRECTOR	\$99,598.72	-10.8%	\$131,847.06	-14.2%	\$162,215.61	-15.1%	61.3%	7.0
75	INVESTIGATOR	\$43,144.54	-6.2%	\$54,432.03	-4.8%	\$65,737.95	-3.9%	53.2%	11.0
76	LEGAL ASSISTANT	\$35,686.07	2.9%	\$45,157.05	4.0%	\$54,596.66	4.8%	54.8%	12.0
77	LICENSING AND TAX CLERK - FINA	\$31,576.11	5.3%	\$39,585.19	7.3%	\$47,114.37	9.7%	50.1%	4.0
78	LIEUTENANT INVESTIGATOR	\$47,891.37	-6.8%	\$59,182.83	-3.3%	\$70,474.30	-0.9%	47.2%	2.0
79	LIFE GUARD	\$24,844.59	-	\$31,884.76	-	\$36,836.82	-	55.5%	6.0
80	MAINTENANCE WORKER I	\$28,051.90	-7.6%	\$34,634.21	-4.0%	\$41,345.28	-1.9%	46.9%	12.0



EXHIBIT 4C MARKET SURVEY RESULTS (CONTINUED)

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
		Average	% Diff	Average	% Diff	Average	% Diff		
81	NETWORK ENGINEER	\$60,694.41	-10.7%	\$71,758.78	-2.8%	\$86,805.47	-2.0%	46.4%	9.0
82	NETWORK OP MANAGER	\$64,073.82	-6.2%	\$87,082.19	-12.2%	\$110,090.56	-15.9%	71.8%	1.0
83	OFFICE MANAGER	\$43,584.23	-17.0%	\$56,125.65	-17.7%	\$68,143.70	-17.3%	57.7%	6.0
84	PARALEGAL	\$41,439.15	-7.1%	\$51,808.66	-4.8%	\$62,666.20	-4.0%	51.6%	10.0
85	PARK MAINTENANCE WORKER I	\$28,323.15	-8.6%	\$35,477.73	-6.4%	\$42,632.32	-5.0%	50.7%	6.0
86	PARKS & RECREATION DIRECTOR	\$97,114.11	-18.1%	\$130,188.45	-22.7%	\$159,991.38	-23.6%	64.2%	9.0
87	PARKS CREW LEADER	\$35,321.98	-15.8%	\$46,512.07	-18.6%	\$56,348.67	-18.0%	59.4%	6.0
88	PARKS SERVICES MANAGER	\$53,238.45	-22.2%	\$71,035.40	-26.3%	\$86,012.22	-25.7%	63.3%	6.0
89	PAYROLL SPECIALIST	\$37,251.13	8.5%	\$45,629.32	12.9%	\$57,053.66	10.3%	54.4%	10.0
90	PAYROLL SUPERVISOR	\$49,993.74	-11.0%	\$63,322.55	-10.0%	\$76,615.76	-9.3%	55.7%	5.0
91	PERMIT TECHNICIAN	\$31,372.48	5.9%	\$39,064.74	8.6%	\$47,837.28	8.2%	53.1%	11.0
92	PLANNER	\$43,216.77	-1.4%	\$54,293.55	0.4%	\$65,370.34	1.6%	51.5%	15.0
93	PLANNING DIRECTOR	\$100,464.84	-21.5%	\$126,722.84	-20.1%	\$149,665.23	-17.0%	50.3%	8.0
94	PLANNING MANAGER	\$58,490.34	2.9%	\$73,679.61	4.5%	\$88,718.49	5.7%	51.2%	9.0
95	PLANS EXAMINER	\$45,375.38	3.6%	\$57,635.35	4.3%	\$70,064.01	4.6%	54.2%	10.0
96	POLICE CAPTAIN AD	\$74,656.94	-21.4%	\$88,511.77	-13.9%	\$102,366.60	-8.6%	37.4%	10.0
97	POLICE CORPORAL	\$49,078.17	-19.0%	\$59,436.34	-13.5%	\$69,794.52	-9.8%	42.2%	5.0
98	POLICE LIEUTENANT BD	\$63,623.90	-25.2%	\$76,643.78	-19.2%	\$89,663.66	-15.1%	40.9%	13.0
99	POLICE OFFICER	\$42,314.15	-14.1%	\$51,502.66	-9.1%	-	-	45.5%	14.0
100	POLICE SGT MD	\$54,021.45	-18.7%	\$65,743.54	-13.7%	\$77,465.64	-10.4%	43.5%	13.0
101	PRINCIPAL PLANNER	\$56,010.68	-12.5%	\$70,856.39	-11.4%	\$85,702.10	-10.6%	53.1%	6.0
102	PROJECT ENGINEER	\$64,109.28	-6.3%	\$82,748.36	-7.1%	\$101,387.44	-7.7%	58.0%	3.0
103	PROJECT MANAGER	\$52,670.78	-	\$65,756.77	-	\$78,990.55	-	48.1%	6.0
104	PUBLIC WORKS DIRECTOR	\$108,411.40	-19.3%	\$143,117.96	-22.3%	\$174,195.51	-22.2%	61.6%	8.0
105	PURCHASING MANAGER	\$68,224.51	-2.6%	\$85,672.55	-0.7%	\$105,607.22	-1.9%	55.9%	7.0
106	RECORDS MANAGER	\$50,244.45	-21.4%	\$64,359.15	-21.4%	\$78,473.86	-21.5%	56.1%	4.0
107	RECORDS SPECIALIST	\$33,898.42	8.0%	\$42,445.32	10.2%	\$50,992.22	11.6%	50.5%	8.0
108	RECREATION SVCS DIVISION MGR	\$57,288.48	-19.7%	\$75,609.16	-22.7%	\$92,070.55	-22.6%	63.3%	5.0
109	RISK MANAGER	\$64,739.58	2.6%	\$82,286.44	3.3%	\$96,437.24	7.2%	48.5%	9.0
110	SENIOR ACCOUNTANT	\$47,887.38	3.1%	\$59,815.68	5.6%	\$71,743.98	7.1%	50.2%	10.0
111	STORMWATER DATA INSPECTOR	\$39,929.84	1.5%	\$50,552.15	2.6%	\$61,174.46	3.3%	53.1%	3.0
112	STORMWATER DATA TECH I	\$43,701.89	-27.1%	\$60,142.87	-34.2%	\$74,207.14	-35.4%	67.1%	3.0
113	STORMWATER MGMT ENGINEER	\$69,698.86	-14.6%	\$86,846.48	-12.0%	\$105,048.12	-11.2%	52.1%	5.0
114	SURVEY SUPERVISOR	\$44,405.74	-4.1%	\$58,184.34	-6.5%	\$71,439.13	-7.2%	62.1%	6.0
115	SURVEY TECHNICIAN	\$36,954.28	-10.5%	\$46,352.79	-8.4%	\$55,751.30	-7.1%	51.0%	4.0
116	TECHNICAL OPERATIONS MANAGER	\$53,191.67	22.2%	\$68,381.33	21.7%	\$83,571.00	21.4%	56.9%	3.0
117	TECHNICAL TRAINING COORDINATOR	\$47,116.68	-5.1%	\$60,072.05	-4.7%	\$73,027.41	-4.5%	55.0%	2.0
118	TRAFFIC ANALYST	\$40,519.85	-9.8%	\$51,429.09	-9.0%	\$62,338.33	-8.4%	53.9%	3.0
119	TRAFFIC OPERATIONS SUPERVISOR	\$44,108.85	6.4%	\$56,906.79	5.6%	\$69,704.72	5.1%	58.0%	2.0
120	TRAFFIC SIGNAL SUPERVISOR	\$37,738.11	12.1%	\$48,901.60	10.9%	\$62,071.49	6.8%	69.7%	3.0
121	TRAFFIC SIGNAL TECHNICIAN I	\$35,483.41	-6.4%	\$46,440.72	-8.6%	\$56,407.32	-8.3%	59.0%	13.0
122	TRANSIT COMPLIANCE OFFICER	\$39,365.97	22.6%	\$50,788.49	21.8%	\$62,211.02	21.3%	58.3%	3.0
123	TRANSIT MANAGER	\$53,929.88	11.0%	\$69,723.26	10.0%	\$85,516.63	9.3%	58.6%	2.0
124	TRANSIT SUPERVISOR	\$43,294.87	-6.5%	\$54,348.27	-4.6%	\$65,401.67	-3.3%	51.1%	2.0
125	TRANSPORTATION PLANNER	\$46,085.14	-17.7%	\$58,781.10	-17.3%	\$70,787.95	-16.2%	53.4%	5.0
126	WARDEN MD	-	-	-	-	-	-	-	0.0
127	WEB DEVELOPMENT MANAGER	\$49,945.12	18.6%	\$67,722.79	12.9%	\$82,507.88	12.9%	67.3%	4.0
	Overall Average		-4.6%		-3.7%		-2.9%	53.9%	7.0
	Outliers Removed*		-6.0%		-4.7%		-3.8%		



4.2 SALARY SURVEY RESULTS

Market Minimums

It is important to assess where an organization is relative to its market minimum salaries, as they are the beginning salaries of employees with minimal qualifications for a given position. Organizations that are significantly below market may experience recruitment challenges with entry-level employees. As seen in **Exhibit 4C**, CCG is currently 6.0 percent below the market average minimum, when considering positions with sufficient responses. CCG's benchmark positions ranged from 25.3 percent below to 32.6 percent above the market minimum.

The following are summary points of the results analysis concerning the market minimum:

- Of the 89 CCG positions receiving sufficient response, 62 were below market, averaging 11.0 percent below. These 62 classifications represent roughly 70 percent of all surveyed positions receiving sufficient response.
- Of the 62 positions below market, 33 were more than 10.0 percent below the average market minimum. These positions are displayed in **Exhibit 4D**.



EXHIBIT 4D
CLASSIFICATIONS MORE THAN 10% BELOW THE MINIMUM

Classifications More than 10% Below Market	Diff
911 CENTER SUPERVISOR	-20.9%
ATHLETIC PROGRAM SPECIALIST	-14.0%
BATTALION CHIEF	-10.9%
CHIEF APPRAISER	-24.4%
CORRECTIONAL OFFICER	-11.4%
DEPUTY FIRE CHIEF	-25.3%
DIRECTOR OF COMMUNITY REINVEST	-17.1%
EMERGENCY COMMUNICATION TECH I	-10.2%
EXECUTIVE ASSISTANT- MAYOR'S O	-17.3%
FIRE CAPTAIN	-20.1%
FIRE LIEUTENANT	-17.5%
FIREFIGHTER	-14.7%
FIREFIGHTER/ EMT	-14.4%
FLEET MAINTENANCE TECH I	-10.8%
GIS TECHNICIAN - INSPECTION &	-10.6%
INFO TECHNOLOGY DIRECTOR	-10.8%
NETWORK ENGINEER	-10.7%
OFFICE MANAGER	-17.0%
PARKS & RECREATION DIRECTOR	-18.1%
PARKS CREW LEADER	-15.8%
PARKS SERVICES MANAGER	-22.2%
PAYROLL SUPERVISOR	-11.0%
PLANNING DIRECTOR	-21.5%
POLICE CAPTAIN AD	-21.4%
POLICE CORPORAL	-19.0%
POLICE LIEUTENANT BD	-25.2%
POLICE OFFICER	-14.1%
POLICE SGT MD	-18.7%
PRINCIPAL PLANNER	-12.5%
PUBLIC WORKS DIRECTOR	-19.3%
RECREATION SVCS DIVISION MGR	-19.7%
STORMWATER MGMT ENGINEER	-14.6%
TRANSPORTATION PLANNER	-17.7%

- Of the 89 positions receiving a sufficient response, 25 were above market, averaging 6.5 percent above. These classifications represent approximately 28 percent of all surveyed positions receiving sufficient response.
- Of those 25 positions, four were more than 10.0 percent above the market minimum average. These positions are displayed in **Exhibit 4E**.



EXHIBIT 4E
CLASSIFICATIONS MORE THAN 10% ABOVE THE MINIMUM

Classifications More than 10% Above Market	Diff
ASSISTANT CITY ATTORNEY	16.2%
CHIEF INSPECTOR - INSPECTIONS	10.5%
CITY ATTORNEY	32.6%
ENGINEERING DIRECTOR W/PE	10.3%

Market Midpoints

The market midpoint is exceptionally important to analyze, as it is often considered the closest estimation of market average compensation. As seen in **Exhibit 4C**, CCG is currently 4.7 percent below the market midpoint.

Analysis of the market midpoint comparisons yielded the following information:

- With respect to the midpoint average, 58 of the surveyed positions receiving sufficient response were below the market midpoint, averaging 10.3 percent below. These 58 positions represent 65.2 percent of the positions surveyed receiving sufficient response.
- Of the 58 positions below the market midpoint, 28 were more than 10.0 percent below the midpoint. These positions are displayed in **Exhibit 4F**.



EXHIBIT 4F
CLASSIFICATIONS MORE THAN 10% BELOW THE MIDPOINT

Classifications More than 10% Below Market	Diff
911 CENTER SUPERVISOR	-19.0%
ATHLETIC PROGRAM SPECIALIST	-13.8%
CHIEF APPRAISER	-18.7%
CHIEF OF POLICE	-10.3%
DEPUTY FIRE CHIEF	-20.6%
DIRECTOR OF COMMUNITY REINVEST	-20.7%
EXECUTIVE ASSISTANT- MAYOR'S O	-13.0%
FINANCE DIRECTOR	-13.6%
FIRE CAPTAIN	-13.2%
FIRE LIEUTENANT	-13.3%
FIREFIGHTER	-10.6%
FLEET MAINTENANCE TECH I	-10.3%
GIS TECHNICIAN - INSPECTION &	-10.9%
INFO TECHNOLOGY DIRECTOR	-14.2%
OFFICE MANAGER	-17.7%
PARKS & RECREATION DIRECTOR	-22.7%
PARKS CREW LEADER	-18.6%
PARKS SERVICES MANAGER	-26.3%
PLANNING DIRECTOR	-20.1%
POLICE CAPTAIN AD	-13.9%
POLICE CORPORAL	-13.5%
POLICE LIEUTENANT BD	-19.2%
POLICE SGT MD	-13.7%
PRINCIPAL PLANNER	-11.4%
PUBLIC WORKS DIRECTOR	-22.3%
RECREATION SVCS DIVISION MGR	-22.7%
STORMWATER MGMT ENGINEER	-12.0%
TRANSPORTATION PLANNER	-17.3%

- Of the 89 positions receiving sufficient response, 29 were above the market midpoint. These comprise 32.6 percent of the total classifications surveyed receiving sufficient response.
- Six positions were more than 10.0 percent above the market midpoint. These positions are displayed in **Exhibit 4G**.



EXHIBIT 4G
CLASSIFICATIONS MORE THAN 10% ABOVE THE MIDPOINT

Classifications More than 10% Above Market	Diff
ASSISTANT CITY ATTORNEY	17.6%
CHIEF INSPECTOR - INSPECTIONS	12.0%
CHIEF OF STAFF AND EXECUTIVE A	12.9%
CITY ATTORNEY	11.2%
PAYROLL SPECIALIST	12.9%
RECORDS SPECIALIST	10.2%

Market Maximums

The pay range maximum averages, and how they compare to CCG's, are also detailed in **Exhibit 4C**. CCG is, on average, 3.8 percent below the market at the maximum of its salary bands for these 89 classifications.

The following points are regarding CCG's position relative to the market average maximum:

- At the market maximum, 54 of the 89 positions fell below the average, averaging 9.7 percent below. These 54 positions represent 60.7 percent of the total number of positions surveyed receiving sufficient response.
- Of these 54, 21 fell more than 10.0 percent below the market maximum. These 21 positions are displayed in **Exhibit 4H**.



EXHIBIT 4H
CLASSIFICATIONS MORE THAN 10% BELOW THE MAXIMUM

Classifications More than 10% Below Market	Diff
911 CENTER SUPERVISOR	-17.8%
ATHLETIC PROGRAM SPECIALIST	-13.9%
CHIEF APPRAISER	-17.8%
DEPUTY FIRE CHIEF	-16.5%
DIRECTOR OF COMMUNITY REINVEST	-23.2%
EXECUTIVE ASSISTANT- MAYOR'S O	-11.5%
FINANCE DIRECTOR	-14.8%
FIRE LIEUTENANT	-10.3%
INFO TECHNOLOGY DIRECTOR	-15.1%
OFFICE MANAGER	-17.3%
PARKS & RECREATION DIRECTOR	-23.6%
PARKS CREW LEADER	-18.0%
PARKS SERVICES MANAGER	-25.7%
PLANNING DIRECTOR	-17.0%
POLICE LIEUTENANT BD	-15.1%
POLICE SGT MD	-10.4%
PRINCIPAL PLANNER	-10.6%
PUBLIC WORKS DIRECTOR	-22.2%
RECREATION SVCS DIVISION MGR	-22.6%
STORMWATER MGMT ENGINEER	-11.2%
TRANSPORTATION PLANNER	-16.2%

- Of the 89 positions surveyed receiving sufficient response, 31 were above the market maximum. These 31 positions represent 34.8 percent of the total number of positions surveyed receiving sufficient response.
- Of the 31 above average positions, six of them were more than 10.0 percent above the market maximum. The positions are displayed in **Exhibit 4I**.



EXHIBIT 4I
CLASSIFICATIONS MORE THAN 10% ABOVE THE MAXIMUM

Classifications More than 10% Above Market	Diff
ACCOUNTING MANAGER	11.3%
ASSISTANT CITY ATTORNEY	18.9%
CHIEF INSPECTOR - INSPECTIONS	13.2%
CHIEF OF STAFF AND EXECUTIVE A	16.7%
PAYROLL SPECIALIST	10.3%
RECORDS SPECIALIST	11.6%

4.3 SALARY SURVEY CONCLUSION

The standing of individual classifications pay range relative to the market should not be considered a definitive assessment of actual employee salaries being similarly above or below the market; however, such differentials can, in part, explain symptomatic issues with recruitment and retention of employees.

The main summary points of the market study are as follows:

- CCG is approximately 6.0 percent below the market minimum.
- CCG is approximately 4.7 percent below the market midpoint.
- CCG is approximately 3.8 percent below the market maximum.
- CCG's pay range spread is approximately 56.0 percent, while the peers' pay range spread is similar at 53.9 percent.

The results of the market summary chapter are pivotal in the formulation of recommendations by Evergreen Solutions. By establishing CCG's market position relative to its peers, Evergreen is better able to propose recommendations that enable CCG to occupy its desired competitive position.



Chapter 5 – Benefits Survey Results

As a component of this study, Evergreen conducted a benefits market analysis. A benefits analysis, much like a salary evaluation, represents a snapshot in time of what is available in peer organizations. The Benefit Survey can provide the organization with an understanding of the total compensation (salary and benefits) offered by its peers. It is important to realize that there are intricacies involved with benefits programs that are not captured by a benefits survey alone.

This information should be used as a cursory overview and not a line-by-line comparison since benefits can be weighted differently depending on the importance to the organization. It should also be noted that benefits are sometimes negotiated and acquired through third parties, so one-to-one comparisons can be difficult. The analysis in this chapter highlights aspects of the benefits survey that provide pertinent information and had high completion rates by target peers.

Exhibit 5A provides a list of the 14 target peers from which full or partial benefits data were obtained for this analysis.

EXHIBIT 5A BENEFITS SURVEY RESPONDENTS

Savannah, GA
Forsyth County, GA
Fulton County, GA
Gwinnett County, GA
Henry County, GA
Athens-Clarke County, GA
Augusta-Richmond County, GA
Macon-Bibb County, GA
Chattanooga, TN
Fayetteville, NC
Jacksonville, FL
Knoxville, TN
Auburn, AL
Phenix City, AL



5.1 EMPLOYEE INSURANCE COVERAGES AND MISCELLANEOUS BENEFITS

Exhibit 5B displays a basic overview of peer benefits as a percentage of total compensation and the average number of health plans offered.

EXHIBIT 5B OVERALL BENEFITS INFORMATION

Total Compensation	Peer Average	Columbus Consolidated Government, GA
Benefits as a percentage of total compensation	26.0%	35.0%
Number of Plans	Peer Average	Columbus Consolidated Government, GA
Number of health plans offered	2.3	2

Exhibit 5B displays that the average number of health plans offered by peers (any combination of HMO, PPO, High Deductible, or other type of plan) is 2.3, while CCG offers two types of health plans.

5.2 HEALTH PLANS

Exhibit 5C displays data on the types of health plans offered by peers. As can be seen, 50 percent of peers offer an HMO plan, 60 percent offer a PPO plan, 40 percent offer a Health Savings Account plan, and 60 percent offer some other type of plan. The data show that the percentage of an individual employee's premium paid by the employer is, on average, 87.5 percent for HMO plans, 90.3 percent for PPO plans, 80 percent for HSA plans, and 87.5 percent for other plans. For employee plus child plans, employers contribute 76.7 percent for HMO plans, 70.3 percent for PPO plans, 80 percent for HSA plans, and 75.5 percent for other plans. For employee plus spouse plans, employers contribute 75.9 percent for HMO plans, 66.2 percent for PPO plans, 80 percent for HSA plans, and 74.7 percent for other plans. For employee plus family plans, employers contribute 72.4 percent for HMO plans, 61.5 percent for PPO plans, 80 percent for HSA plans, and 70.7 percent for other plans. In and out of network deductibles are also shown in **Exhibit 5C**.



EXHIBIT 5C
OVERVIEW OF HEALTH PLANS OFFERED BY PEERS

Health Plan Premiums & Deductibles	Peer HMO Average	Peer PPO Average	Peer HSA Average	Other Plans Average
Percentage of peers offering each plan	50.0%	60.0%	40.0%	60.0%
DOLLAR AMOUNT (monthly) of employee premium paid by employer	\$582.41	\$596.01	\$537.10	\$600.89
PERCENTAGE (monthly) of employee premium paid by employer	87.5%	90.3%	80.0%	87.5%
DOLLAR AMOUNT (monthly) of employee premium paid by employee	\$70.49	\$84.32	\$138.13	\$131.12
PERCENTAGE (monthly) of employee premium paid by employee	12.5%	9.7%	20.0%	12.5%
Individual Maximum Deductible in Network	\$225.00	\$1,285.71	\$1,750.00	\$850.00
Individual Maximum Deductible Out of Network	-	\$1,891.67	\$3,250.00	\$2,000.00
DOLLAR AMOUNT (monthly) of employee plus child premium paid by employer	\$972.76	\$794.74	\$1,026.68	\$1,000.67
PERCENTAGE (monthly) of employee plus child premium paid by employer	76.7%	70.3%	80.0%	75.5%
DOLLAR AMOUNT (monthly) of employee plus child premium paid by employee	\$201.62	\$299.31	\$257.07	\$298.86
PERCENTAGE (monthly) of employee plus child premium paid by employee	23.3%	29.7%	20.0%	24.5%
Employee Plus Child Maximum Deductible in Network	\$375.00	\$2,357.14	\$2,833.33	\$2,000.00
Employee Plus Child Maximum Deductible Out of Network	-	\$3,658.33	\$7,000.00	\$4,875.00
DOLLAR AMOUNT (monthly) of employee plus spouse premium paid by employer	\$993.64	\$801.69	\$1,026.68	\$1,020.38
PERCENTAGE (monthly) of employee plus spouse premium paid by employer	75.9%	66.2%	80.0%	74.7%
DOLLAR AMOUNT (monthly) of employee plus spouse premium paid by employee	\$253.62	\$350.97	\$275.98	\$365.26
PERCENTAGE (monthly) of employee plus spouse premium paid by employee	24.1%	33.8%	20.0%	25.3%
Employee Plus Spouse Maximum Deductible in Network	\$375.00	\$2,357.14	\$2,833.33	\$2,000.00
Employee Plus Spouse Maximum Deductible Out of Network	-	\$3,658.33	\$7,000.00	\$4,875.00
DOLLAR AMOUNT (monthly) of employee plus family premium paid by employer	\$1,340.28	\$883.00	\$1,338.48	\$1,372.25
PERCENTAGE (monthly) of employee plus family premium paid by employer	72.4%	61.5%	80.0%	70.7%
DOLLAR AMOUNT (monthly) of employee plus family premium paid by employee	\$357.02	\$484.77	\$393.07	\$499.70
PERCENTAGE (monthly) of employee plus family premium paid by employee	27.6%	38.5%	20.0%	29.3%
Employee Plus Family Maximum Deductible in Network	\$525.00	\$2,821.43	\$3,500.00	\$2,100.00
Employee Plus Family Maximum Deductible Out of Network	-	\$4,291.67	\$7,000.00	\$5,000.00



For comparison purposes, a summary of the plans offered by CCG is displayed in **Exhibit 5D**. As can be seen, CCG offers a POS – Silver Plan and a POS – Gold Plan. For the Silver plan, CCG covers 73.3 percent of the premium for all coverage tiers. For the Gold plan, CCG covers 66.1 percent of all coverage tiers.

**EXHIBIT 5D
HEALTH PLANS OFFERED BY COLUMBUS CONSOLIDATED GOVERNMENT**

Health Plan Premiums & Deductibles	Columbus Consolidated Government, GA	Columbus Consolidated Government, GA
	POS-Silver Plan	POS-Gold Plan
DOLLAR AMOUNT (monthly) of employee premium paid by employer	\$434.14	\$442.57
PERCENTAGE (monthly) of employee premium paid by employer	73.3%	66.1%
DOLLAR AMOUNT (monthly) of employee premium paid by employee	\$158.23	\$226.74
PERCENTAGE (monthly) of employee premium paid by employee	26.7%	33.9%
Individual Maximum Deductible in Network	\$2,000.00	\$1,000.00
Individual Maximum Deductible Out of Network	\$2,000.00	\$1,000.00
DOLLAR AMOUNT (monthly) of employee plus child premium paid by employer	\$759.83	\$774.59
PERCENTAGE (monthly) of employee plus child premium paid by employer	73.3%	66.1%
DOLLAR AMOUNT (monthly) of employee plus child premium paid by employee	\$276.95	\$396.84
PERCENTAGE (monthly) of employee plus child premium paid by employee	26.7%	33.9%
Employee Plus Child Maximum Deductible in Network	\$4,000.00	\$2,000.00
Employee Plus Child Maximum Deductible Out of Network	\$4,000.00	\$2,000.00
DOLLAR AMOUNT (monthly) of employee plus spouse premium paid by employer	\$816.15	\$832.00
PERCENTAGE (monthly) of employee plus spouse premium paid by employer	73.3%	66.1%
DOLLAR AMOUNT (monthly) of employee plus spouse premium paid by employee	\$297.47	\$426.27
PERCENTAGE (monthly) of employee plus spouse premium paid by employee	26.7%	33.9%
Employee Plus Spouse Maximum Deductible in Network	\$4,000.00	\$2,000.00
Employee Plus Spouse Maximum Deductible Out of Network	\$4,000.00	\$2,000.00
DOLLAR AMOUNT (monthly) of employee plus family premium paid by employer	\$1,202.64	\$1,225.98
PERCENTAGE (monthly) of employee plus family premium paid by employer	73.3%	66.1%
DOLLAR AMOUNT (monthly) of employee plus family premium paid by employee	\$438.34	\$628.11
PERCENTAGE (monthly) of employee plus family premium paid by employee	26.7%	33.9%
Employee Plus Family Maximum Deductible in Network	\$4,000.00	\$2,000.00
Employee Plus Family Maximum Deductible Out of Network	\$4,000.00	\$2,000.00



In addition to questions regarding health care coverages, Evergreen asked peers to provide information on dental, vision, short-term disability, long-term disability, and life coverages.

Exhibit 5E shows that 21.4 percent of peers offer an employer paid dental insurance for employees, while 92.9 percent offer an employee paid dental plan option. Employers pay, on average, \$10.98 monthly for employee only dental insurance, and \$38.52 for employee plus dependent dental coverage. For the employee paid dental plans, employees pay on average \$23.02 for employee only coverage and \$62.92 for employee plus dependent coverage.

CCG offers an employee paid dental plan. CCG employees pay \$26.51 per month for employee only coverage, and \$94.13 per month for employee plus dependent coverage.

**EXHIBIT 5E
DENTAL COVERAGE QUESTIONS**

Dental		Peer % Offered	Avg Number of Plans Offered	Avg max monthly amount that the employee pays for employee only coverage	Avg max monthly amount that the employee pays for employee plus dependent coverage	Avg max monthly amount the employer pays for employee only coverage	Avg max monthly amount the employer pays for employee plus dependent coverage
Dental Insurance	Employer Paid	21.4%	2.5	-	-	\$10.98	\$38.52
	CCG	no					
	Employee Paid	92.9%	1.0	\$23.02	\$62.92	-	-
	CCG	yes	2.0	\$26.51	\$94.13	\$0.00	\$0.00

Exhibit 5F shows that 14.3 percent of peers offer an employer paid vision insurance for employees, while 78.6 percent offer one or more employees paid vision plan options. The average cost to peers for employee and employee plus dependent vision coverage is \$7.24. The employee’s premiums for optional employee paid plans averaged \$5.46 for employee only coverage while the average cost for employee plus dependent coverage is \$11.60. CCG offers an employee paid vision plan. The employees’ premiums for employee only coverage is \$5.92 monthly and \$17.14 for employee plus dependent coverage.



**EXHIBIT 5F
VISION COVERAGE QUESTIONS**

Vision		Peer % Offered	Avg Number of Plans Offered	Avg max monthly amount that the employee pays for employee only coverage	Avg max monthly amount that the employee pays for employee plus dependent coverage	Avg max monthly amount the employer pays for employee only coverage	Avg max monthly amount the employer pays for employee plus dependent coverage
Vision Plan	Employer Paid	14.3%	1	-	-	\$7.24	\$7.24
	CCG	no					
	Employee Paid	78.6%	1.2	\$5.46	\$11.60	-	-
	CCG	yes	1.0	\$5.92	\$17.14	-	-

For short-term disability coverage, 14.3 percent of responding peers offer an employer paid plan and 50 percent offer an employee paid plan as displayed in **Exhibit 5G**. On average, peers pay an average of 60 percent of their salary at the time of a disability. CCG offers employees paid short-term disability coverage but does not offer employers paid short-term disability coverage. The monthly cost to employees for employee paid employee only coverage depends on income. CCG pays 60 percent of the salary at the time of disability.

**EXHIBIT 5G
SHORT-TERM DISABILITY COVERAGE QUESTIONS**

Short-Term Disability		Peer % Offered	Avg Number of Plans Offered	Monthly EE cost for EE only coverage	Monthly EE cost for EE plus dependent	Monthly ER cost for EE only coverage	Monthly ER cost for EE plus dep coverage	% of salary the employee receives
Plans	Employer Paid	14.3%	1.0	-	-	-	-	60.0%
	CCG	no						
	Employee Paid	50.0%	1.3	-	-	-	-	60.0%
	CCG	yes	Several Options	Income Based	\$0.00	-	-	60%



For long-term disability, 42.9 percent of responding peers offer an employer paid long-term disability plan and 50 percent offer an employee paid plan as displayed in **Exhibit 5H**. On average, employer paid plans pay 60 percent of salary at the time of a disability and employee paid plans paid an average of 66 percent of salary. CCG does not offer a Long-term disability plan.

**EXHIBIT 5H
LONG-TERM DISABILITY COVERAGE QUESTIONS**

Long-Term Disability		Peer % Offered	Avg Number of Plans Offered	Monthly EE cost for EE only coverage	Monthly EE cost for EE plus dep	Monthly ER cost for EE only coverage	Monthly ER cost for EE plus dep coverage	% of salary the employee receives
Coverage Plans	Employer Paid	42.9%	1.20	-	-	-	-	60.0%
	CCG	no						
	Employee Paid	50%	1.14	-	-	-	-	66.0%
	CCG	no						

Exhibit 5I summarizes the life insurance offerings of responding peers and CCG. Overall, 100 percent of the responding peers offer life insurance and 78.6 percent indicated that they offer optional dependent coverage. CCG offers employer-paid life insurance and additional voluntary life insurance policies.

Of the responding peers, 66.7 percent indicated providing accidental death insurance and 92.9 percent indicated providing additional life insurance if desired. CCG offers accidental death insurance as well.

**EXHIBIT 5I
LIFE INSURANCE**

Life Insurance	Peer Percentage Yes	Peer Average	CCG
Is employer-paid life insurance offered?	100.0%	-	Yes
Cost (monthly) to employer for individual coverage	-	\$4.72	\$0.134 per \$1,000
Dollar amount of death benefit	-	\$50,000.00	1.5 X BAE
Is Optional dependent coverage offered?	78.6%	-	Yes
Can the employee purchase (additional) life insurance if desired?	92.9%	-	Yes
Is accidental death insurance provided?	66.7%	-	Yes



5.3 EAP, TUITION REIMBURSEMENT, 529 PLANS, AND FINANCIAL PLANNING

Exhibit 5J displays questions regarding Employee Assistance Programs. As shown, 100 percent of participating peers offer EAP. For all respondents, benefits are available to family members in addition to the employee. On average, peers provide 7.5 EAP visits per year. CCG offers EAP with 6 annual visits and allows the benefits to be available to family members in addition to the employee.

**EXHIBIT 5J
EMPLOYEE ASSISTANCE PROGRAMS**

EAP	Peer Percentage Yes	Peer Average	CCG
Is an EAP offered?	100.0%	-	Yes
Are benefits available to family members as well as the employee?	100.0%		Yes
Number of Annual EAP Visits Provided	-	7.5	6

Exhibit 5K displays questions regarding Tuition Reimbursement. As shown, 87.5 percent of the responding peers indicated that they have provisions to provide some type of tuition reimbursement for employees. On average, peers’ tuition reimbursement limit was \$4,625.00. CCG does not offer tuition reimbursement.

**EXHIBIT 5K
TUITION REIMBURSEMENT**

Tuition Reimbursement	Peer Percentage Yes	Peer Average	CCG
Is Tuition Reimbursement offered?	87.5%	-	No
Tuition Reimbursement Limit	-	\$4,625.00	-

5.4 RETIREMENT

Exhibit 5L displays that the average number of plans offered by peers is 1.8 while CCG has one plan.

**EXHIBIT 5L
NUMBER OF RETIREMENT PLANS**

Number of Plans	Peer Average	CCG
Number of retirement plans offered	1.8	1



Exhibit 5M provides questions regarding retirement details. On average, participating peers offer 6.7 years to fully vest. As shown, 100 percent of participating peers' retirement plan offers a disability provision. For participating peers, employee contribution to this retirement option is 6.3 percent and employer contribution is 8.6 percent. CCG requires 10 years to fully vest. CCG contributes 9 percent to retirement while employees contribute 8 percent.

**EXHIBIT 5M
RETIREMENT DETAILS**

Retirement Details	Peer Average	CCG
Years to Fully Vest	6.7	10
COLA Offered to Retiree Pensions	-	Yes
Does the organization's retirement plan offer a disability provision?	100.0%	Yes
What percent of salary does the organization contribute to this retirement option?	8.6%	9%
What percent of salary does the employee contribute to this retirement option?	6.3%	8%

Exhibit 5N displays questions regarding Retirement Participation. As shown, 27.3 percent of the responding peers indicated that participate in a State Retirement System. 72.7 percent of responding peers also indicated that they offer another retirement option, other than a state plan. CCG does not participate in a state retirement plan, but does offer different types of retirement plans.

**EXHIBIT 5N
RETIREMENT PARTICIPATION**

Retirement Participation	Peer Percentage Yes	CCG
Does the organization participate in a State Retirement System?	27.3%	No
Is a retirement option other than a state plan offered?	72.7%	Yes
Is D.R.O.P. offered?	-	Yes
Is a 401k, 401a, 403(b), or 457 offered?	100.0%	Yes
Is a type of plan other than a 401k, 401a, 403(b) or 457 offered?	-	No
Does the employer contribute to any of these non-state retirement options?	100.0%	No

Exhibit 5O shows that 100 percent of participating peers offer health insurance to retired employees. Additionally, 100 percent of respondents offer dental insurance to retired employees while 50 percent offer life insurance to retired employees. CCG offers health, dental, and life insurance to retired employees.



**EXHIBIT 50
INSURANCE FOR RETIREES**

Insurance for Retirees	Peer Average	CCG
Does your organization offer health insurance to retired employees?	100.0%	Yes
Does your organization offer dental insurance to retired employees?	100.0%	Yes
Does your organization offer life insurance to retired employees?	50.0%	Yes

5.5 EMPLOYEE LEAVE, HOLIDAYS, AND COMPENSATORY TIME

Exhibit 5P provides the average minimum and maximum accrual rates³/₄the average years of service required to achieve the maximum accrual rate for Personal Leave, Sick Leave, Annual/Vacation Leave, and Paid Time off (PTO) leave for respondents.

**EXHIBIT 5P
LEAVE TIME ACCRUAL**

Leave Accrual	Organization	Offered?	Min Accrual Rate (Monthly)	Years of service does it require to begin to accrue the minimum rate?	Max Accrual Rate Monthly	Years to Achieve Max Accrual Rate	Max Allowed to Roll Over to Following Year
Sick Leave	Peer Average	90.0%	6.8	0.1	7.2	0.1	96.0
	CCG	Yes	8.6	0	8.6	1.0	104
Annual/Vacation Leave	Peer Average	90.9%	5.7	0.1	15.0	15.6	184
	CCG	Yes	6.6	0.0	13.3	15.0	120
Personal Leave	Peer Average	33.3%	8.0	0.0	20.0	15.0	-
	CCG	No	-	-	-	-	-
Paid-Time Off	Peer Average	28.6%	12.0	0.0	12.0	0	144
	CCG	No	-	-	-	-	-

As shown, 90.0 percent of peers offer sick leave, 90.9 percent of peers offer annual/vacation leave, 33.3 percent of peers offer personal leave and 28.6 percent of peers offer PTO.

CCG offers sick leave and annual/vacation leave and does not offer personal leave or paid time off.



Exhibit 5Q summarizes respondent policies regarding sick and vacation leave payout. Sick leave is not paid out upon voluntary or involuntary separation for peers. Unused sick leave counts towards retirement in 100 percent of participating peers. Vacation leave is paid out upon voluntary separation in 75 percent of responding peer organizations, and vacation leave is paid out upon involuntary separation in 100 percent of responding peer organizations.

CCG does not pay out sick leave upon voluntary and involuntary separation. CCG does allow unused annual/vacation leave to be paid out upon voluntary and involuntary separation.

**EXHIBIT 5Q
SICK AND VACATION LEAVE PAYOUT**

Sick Leave Policies	Peer Percentage Yes	Peer Average	CCG
Is unused sick leave paid out upon voluntary separation?	-	-	No
Max hours of sick leave paid out upon voluntary separation	-	-	-
Is unused sick leave paid out upon involuntary separation?	-	-	No
Max hours of sick leave paid out upon involuntary separation	-	-	-
Can unused sick leave count towards retirement?	100.0%	-	No
Max hours of sick leave that can count towards retirement	-	0.0	-
Vacation Leave Policies	Peer Percentage Yes	Peer Average	CCG
Is unused annual/vacation leave paid out upon voluntary separation?	75.0%	-	Yes
Max hours of annual/vacation leave paid out upon voluntary separation	-	-	No Limit
Is unused annual/vacation leave paid out upon involuntary separation?	100.0%	-	Yes
Max hours of annual/vacation leave paid out upon involuntary separation	-	-	No Limit

The percentage of peers that offer various holidays are shown in **Exhibit 5R**. On average, peers offer 11.3 holidays to employees, compared to 11 offered by CCG.



**EXHIBIT 5R
HOLIDAYS**

Paid Holiday observed by peer organizations	Peer Percentage Yes	CCG
New Year's Day	100.0%	Yes
New Year's Eve	21.4%	No
Martin Luther King, Jr. Day	100.0%	Yes
Lincoln's Birthday	0.0%	No
Presidents Day	35.7%	No
Good Friday	35.7%	No
Easter	7.1%	No
Memorial Day	100.0%	Yes
Independence Day	100.0%	Yes
Labor Day	100.0%	Yes
Veteran's Day	71.4%	Yes
Thanksgiving Day	100.0%	Yes
Day after Thanksgiving	100.0%	Yes
Christmas Eve	92.9%	Yes
Christmas Day	100.0%	Yes
Personal Holiday	7.1%	No
Employee Birthday	0.0%	1/4 Day
Other	42.9%	Columbus Day
Other	14.3%	No

Exhibit 5S shows that 75.0 percent of participating peers offer longevity pay and 66.7 percent offer merit raises. CCG offers longevity pay but does not offer merit raises.

**EXHIBIT 5S
INCENTIVE PAY PROGRAMS**

Types of longevity pay, bonuses, allowances, or incentive pay programs.	Peer Percentage Yes	CCG
Does your organization offer: Longevity Pay?	75.0%	Yes
Does your organization offer: Merit Raises?	66.7%	No
Does your organization offer: Merit Bonuses?	0.0%	No
Does your organization offer: other programs?	0.0%	No



5.6 SUMMARY

Overall, Columbus Consolidated Government was found to be comparable to the market with respect to the benefits portion of total compensation. The results were not surprising in that when single benefits were analyzed in isolation, some of CCG’s offerings appeared more or less generous than those offered by peers. However, when taken as a whole, the total package was in alignment with the market.



Chapter 6 - Recommendations

After reviewing the information provided in the preceding sections of this report, Evergreen developed recommendations to improve CCG's current classification and compensation system. The recommendations, as well as the findings that led to each recommendation, are discussed in detail in this section. The recommendations are organized into three sections: classification, compensation, and administration of the system.

6.1 CLASSIFICATION RECOMMENDATIONS

An organization's classification system establishes how its human resources are employed to perform its core services. The classification system consists of the titles and descriptions of the different classifications, or positions, which define how work is organized and assigned. It is essential that the titles and descriptions of an organization's classifications accurately depict the work being performed by employees in the classifications to ensure equity within the organization and to enable comparisons with positions at peer organizations. The purpose of a classification analysis is to identify such issues as incorrect titles, outdated job descriptions, and inconsistent titles across departments. Recommendations are then made to remedy the identified concerns based on human resources best practices.

In the analysis of CCG's classification system, Evergreen Solutions collected classification data through the Job Assessment Tool (JAT) process. The JATs, which were completed by employees and reviewed by their supervisors, provided information about the type and level of work being performed for each of CCG's classifications. Evergreen reviewed the data provided in the JATs and used the information as the basis for classification recommendations.

FINDING

The classification system being utilized by CCG was generally accurate, and titles described the work being performed by employees, although classification titles could be standardized by removing department names from titles. Generic job descriptions would allow CCG to focus on those generalized duties that are performed by all employees in one classification. Positions descriptions are a better tool for identifying departments and the specific needs of the departments.

RECOMMENDATION 1: Update existing class description to reflect the new classification system, and review all updated descriptions for FLSA status.

In conjunction with CCG making the proposed title changes, Evergreen will provide updated classification descriptions to ensure that they accurately reflect the work being carried out by employees. These are being provided under separate cover. Upon completion and approval

of the proposed class descriptions, Evergreen will further recommend an updated FLSA status for the roles based on the new, updated content contained within the description.

6.2 COMPENSATION RECOMMENDATIONS

The compensation analysis consisted of two parts: an external market assessment and an internal equity assessment. During the external market assessment, CCG's compensation for selected benchmark classifications was compared to average compensation offered in the market CCG competes for employees. The external assessment consisted of comparing CCG against its peer organizations within its market and revealed that CCG is currently lagging the market slightly.

During the internal equity assessment, consideration of the relationships between and the type of work being performed by CCG's employees in their classifications was reviewed and analyzed. Specifically, a composite score was assigned to each of CCG's classifications that quantified the classification's level of five separate compensatory factors. The level for each factor was determined based on responses to the JAT.

FINDING

CCG currently maintains an organized and defined overall pay plan with standard range spreads and midpoint progressions throughout the current pay plan. However, the 2.5 percent gap between steps in CCG's current pay plan makes it difficult for CCG to grant step increases each year and has led to increased employee compression as a result.

RECOMMENDATION 2: Adopt a new, market responsive compensation structure and assign all positions to it equitably.

Evergreen has developed a new pay plan for CCG's consideration. The new structure consists of 30 unique pay grades, each with a range spread of 55 percent between the minimum and the maximum of the range and 45 steps. The progression between grades varies between 3.0 and 15.0 percent. Pay plans for Public Safety employees were also developed to govern pay for sworn employees, and the overall design of those plans mirrors the general employee pay plan. Instead of a standard progression between ranks, each Public Safety grade was market priced and slotted according to internal and external equity. The details of the proposed plans are shown in **Exhibit 6-1**.



**EXHIBIT 6-1
PROPOSED PAY PLAN**

Step Increase	Grade	Minimum	Midpoint	Maximum
1.00%	111	\$ 31,200.00	\$ 39,769.35	\$ 48,338.71
Spread	112	\$ 32,136.00	\$ 40,962.43	\$ 49,788.87
55.0%	113	\$ 33,100.08	\$ 42,191.31	\$ 51,282.54
Mid Prog.	114	\$ 34,093.08	\$ 43,457.05	\$ 52,821.01
3.0%	115	\$ 35,115.87	\$ 44,760.76	\$ 54,405.64
4.0%	116	\$ 36,520.51	\$ 46,551.19	\$ 56,581.87
4.0%	117	\$ 37,981.33	\$ 48,413.24	\$ 58,845.14
4.0%	118	\$ 39,500.58	\$ 50,349.77	\$ 61,198.95
4.0%	119	\$ 41,080.61	\$ 52,363.76	\$ 63,646.91
4.0%	120	\$ 42,723.83	\$ 54,458.31	\$ 66,192.78
5.0%	121	\$ 44,860.02	\$ 57,181.22	\$ 69,502.42
5.0%	122	\$ 47,103.02	\$ 60,040.28	\$ 72,977.54
5.0%	123	\$ 49,458.17	\$ 63,042.30	\$ 76,626.42
6.0%	124	\$ 52,425.67	\$ 66,824.84	\$ 81,224.00
6.0%	125	\$ 55,571.21	\$ 70,834.33	\$ 86,097.44
6.0%	126	\$ 58,905.48	\$ 75,084.38	\$ 91,263.29
6.0%	127	\$ 62,439.81	\$ 79,589.45	\$ 96,739.09
7.0%	128	\$ 66,810.59	\$ 85,160.71	\$ 103,510.83
7.0%	129	\$ 71,487.33	\$ 91,121.96	\$ 110,756.58
7.0%	130	\$ 76,491.45	\$ 97,500.50	\$ 118,509.54
7.0%	131	\$ 81,845.85	\$ 104,325.53	\$ 126,805.21
7.0%	132	\$ 87,575.06	\$ 111,628.32	\$ 135,681.58
7.0%	133	\$ 93,705.31	\$ 119,442.30	\$ 145,179.29
7.5%	134	\$ 100,733.21	\$ 128,400.47	\$ 156,067.73
7.5%	135	\$ 108,288.20	\$ 138,030.51	\$ 167,772.81
7.5%	136	\$ 116,409.82	\$ 148,382.80	\$ 180,355.77
7.5%	137	\$ 125,140.55	\$ 159,511.51	\$ 193,882.46
7.5%	138	\$ 134,526.09	\$ 171,474.87	\$ 208,423.64
7.5%	139	\$ 144,615.55	\$ 184,335.48	\$ 224,055.42
15.0%	140	\$ 166,307.88	\$ 211,985.81	\$ 257,663.73



EXHIBIT 6-1 (CONTINUED)
PROPOSED PAY PLAN

Mid Prog.	Grade	Minimum	Midpoint	Maximum
-	PS0	\$ 33,100.00	\$ 42,191.21	\$ 51,282.41
36.0%	PS1	\$ 45,000.00	\$ 57,359.65	\$ 69,719.29
11.1%	PS2	\$ 50,000.00	\$ 63,732.94	\$ 77,465.88
15.0%	PS3	\$ 57,500.00	\$ 73,292.88	\$ 89,085.76
4.3%	PS4	\$ 60,000.00	\$ 76,479.53	\$ 92,959.05
8.3%	PS5	\$ 65,000.00	\$ 82,852.82	\$ 100,705.64
7.7%	PS6	\$ 70,000.00	\$ 89,226.12	\$ 108,452.23
14.3%	PS7	\$ 80,000.00	\$ 101,972.70	\$ 123,945.41
18.8%	PS8	\$ 95,000.00	\$ 121,092.58	\$ 147,185.17
26.3%	PS9	\$ 120,000.00	\$ 152,959.05	\$ 185,918.11
-	F1	\$ 45,000.00	\$ 57,359.65	\$ 69,719.29
5.6%	F2	\$ 47,500.00	\$ 60,546.29	\$ 73,592.58
5.3%	F3	\$ 50,000.00	\$ 63,732.94	\$ 77,465.88
15.0%	F4	\$ 57,500.00	\$ 73,292.88	\$ 89,085.76
13.0%	F5	\$ 65,000.00	\$ 82,852.82	\$ 100,705.64
7.7%	F6	\$ 70,000.00	\$ 89,226.12	\$ 108,452.23
7.1%	F7	\$ 75,000.00	\$ 95,599.41	\$ 116,198.82
6.7%	F8	\$ 80,000.00	\$ 101,972.70	\$ 123,945.41
18.8%	F9	\$ 95,000.00	\$ 121,092.58	\$ 147,185.17
26.3%	F10	\$ 120,000.00	\$ 152,959.05	\$ 185,918.11
-	C1	\$ 42,500.00	\$ 54,173.00	\$ 65,846.00
2.4%	C2	\$ 43,500.00	\$ 55,447.66	\$ 67,395.31
3.4%	C3	\$ 45,000.00	\$ 57,359.65	\$ 69,719.29
27.8%	C4	\$ 57,500.00	\$ 73,292.88	\$ 89,085.76
13.0%	C5	\$ 65,000.00	\$ 82,852.82	\$ 100,705.64
23.1%	C6	\$ 80,000.00	\$ 101,972.70	\$ 123,945.41
25.0%	C7	\$ 100,000.00	\$ 127,465.88	\$ 154,931.76

Implementation of the new compensation structure requires two steps. First, all positions were assigned to an appropriate pay grade within the plan. To determine what pay grade each position was assigned, Evergreen used the following factors: the results of the JAT analysis, the results of the market study, as well as consideration for both existing and newly created internal relationships between classifications. Assigning pay grades to classifications requires a balance of internal equity and desired market position, and recruitment and retention concerns also played a role in the process. Thus, the market results discussed in **section 4** were not the sole criteria for the proposed pay ranges.



RECOMMENDATION 3: Evergreen recommends CCG adopt a methodology to transition employee salaries into the proposed pay plan that aligns with its established compensation philosophy and meets the available financial resources of the organization.

The second step of implementing the proposed structure is then to transition employee salaries into their new recommended pay ranges. This step can be done via a variety of methods, each with their own strengths and drawbacks, however, after discussion with CCG leadership, Evergreen recommends that the organization pursue implementing the following transition methodology for General Government employees:

Class-Parity Zone Approach

This option moves employees through their new pay range, rewarding their experience by moving them across the range, based on their time in that classification. This is done based on an assumed progression rate of 30 years from minimum to maximum that is based on the traditional rate of public-sector organizations. Employees are grouped into zones of class time and moved together into the new ranges. Employees with 0-3 years of class time are grouped together, employees with 3-6 years of class time are grouped together, and so on and so forth.

The recommended implementation for Public Safety employees is a similar approach based on longevity in rank and is administered as follows:

Longevity-Zone Approach

This option moves employees through their new pay range, rewarding their experience by moving them across the range, based on their time in that rank. This is done by granting a step for each year of experience that employees have attained in their current rank. Employees are then grouped into zones of class time and moved together into the new ranges. Employees with 0-3 years of class time are grouped together, employees with 3-6 years of class time are grouped together, and so on and so forth. Additionally, Public Safety employees will receive a longevity increase in the new system at certain “milestone” years that mirror the current increases they receive now under the “Pay Reform” system. Therefore, after years 3, 5, 7, 10, 15, 20, etc. Public Safety employees will receive an additional step increase above and beyond the increases that are given to General Government employees. This will ensure that the recommended approach continues to reward Public Safety employees for their experience with CCG and keeps competitive with increases in the market.

These approaches were selected after consultation with Human Resources, Finance, CCG Manager’s Office, the Mayor, and City Council. Additional options were considered for implementation that were less aggressive and more closely matched the market, and options were considered specifically for Public Safety and CDL operators that would push them “above and beyond” the market rate returned by this study to better combat significant vacancy and turnover concerns. The options that were selected do go above and beyond the market for Public Safety and positions requiring CDL’s and are specifically designed to adjust all employees for compression, bring employees to a market-responsive position, and address CCG’s significant vacancy and employee retention concerns.



In order to sustainably fund the options as described in the previous paragraph, it was determined that a cap governing maximum increases would need to be added to employee salaries. This cap ensures that no employee's increase exceeds a 25.0 percent increase during the implementation. The exception to this rule would be those employees who need to exceed a 25.0 percent increase in order to be brought to their new grade minimum, in which case employees could exceed the cap. After employees were granted their increase and the cap was applied, employees were then rounded to the next highest step to ensure that everyone starts on a step in the new pay scale.

As options stated above, the final proposed costs of the options are detailed in **Exhibit 6-2**.

**EXHIBIT 6-2
IMPLEMENTATION COSTS**

General Employees	Total Salary-Only Cost	Number of Employees Adjusted	Average Adjustment for Impacted Employees	% of Payroll
Parity-Zone	\$ 6,275,778.30	1182	\$ 5,309.46	13.6%
Public Safety	Total Salary-Only Cost	Number of Employees Adjusted	Average Adjustment for Impacted Employees	% of Payroll
Longevity-Zone	\$ 6,990,424.27	990	\$ 7,061.03	15.2%
Combined Totals	\$ 13,266,202.57	\$ 2,172.00	\$ 6,185.25	14.4%

6.3 COMPENSATION AND CLASSIFICATION SYSTEM ADMINISTRATION

Any organization's compensation and classification system will need periodic maintenance. The recommendations provided in this chapter were developed based on conditions at the time the study was conducted. Without proper upkeep of the system, the potential for recruitment and retention issues may increase as the compensation and classification system becomes dated and less competitive.

RECOMMENDATION 4: Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues and adjust pay grade assignments if necessary.

While it is unlikely that the pay plan will need to be adjusted for several years, a small number of classifications' pay grades may need to be reassigned more frequently. If one or more classifications are exhibiting high turnover or are having difficulty with recruitment, CCG should collect salary range data from peer organizations to determine whether an adjustment is needed for the pay grade of the classification(s).

RECOMMENDATION 5: Conduct a comprehensive classification and compensation study every three to five years.

While small-scale salary surveys can improve the market position of specific classifications, it is recommended that a full classification and compensation study be conducted every three to five years to preserve both internal and external equity for CCG. Changes to classification and compensation do occur, and while the increments of change may seem minor, they can compound over time. A failure to react to these changes quickly has the potential to place CCG in a poor position for recruiting and retaining quality employees.

While the previous two recommendations intend to maintain the competitiveness over time of the classification and compensation structure, it is also necessary to establish procedures for determining equitable pay practices for individual employees.

RECOMMENDATION 6: Revise policies and practices for moving employees' salaries through the pay plan, including procedures for determining salaries of newly hired employees and employees who have been promoted, demoted, or transferred to a different classification.

The method of moving salaries through the pay plan and setting new salaries for new hires, promotions, demotions, and transfers depends on an organization's compensation philosophy. However, it is important for CCG to have established guidelines for each of these situations, and that they are followed consistently for all employees. Common practices for progressing and establishing employee salaries are outlined below.

Salary Progression

As outlined above, Evergreen recommends CCG enact the second phase of implementing the new pay plan which would involve a one-time salary adjustment for employees to ensure they are placed in the proper percentile of their salary range. While this major adjustment should be performed when CCG has the financial resources to do so, CCG should continue to adjust salaries annually when financially feasible. Based on the feedback from employees and the CCG leadership, Evergreen recommends that the basis of salary adjustment in the future be done at three distinct levels.

- **Structural:** Adjustment to the ranges should be done annually and with the aim of adjusting for the changes in cost of living. Evergreen recommends CCG tie the annual compensation structure movement to the local change in the Consumer-Price-Index (CPI). This annual adjustment will ensure CCG's pay ranges do not rapidly fall out of line with that of its peers; however, when conducting the small-scale surveys referenced above, CCG should also collect pay plan movement and anticipated movement from its peers to gauge if market movement is keeping pace with CPI movement.
- **Classification:** As a result of the market surveys, CCG may identify classifications or job families that are experiencing considerable market movement and as a result, reassignment of the pay grades should be considered when this occurs. Alternatively, if CCG identifies classifications that have become hard to recruit and retain, pay grade



reassignment should also be considered to ensure CCG is competitive for both recruiting new talent and retaining existing employees.

- Individual: To tie into the adjustment of the structure, Evergreen recommends CCG adjust employee salaries annually for another year of service with CCG. This adjustment would be done for all employees who receive a satisfactory performance evaluation. CCG should grant at least a one-step increase each year, although the target increase should typically be a two-step increase. In extra-competitive years, or to incentivize performance, CCG may consider a three-step increase for employees. These step increases are the thing that will keep CCG from returning to the levels of compression that are documented in earlier chapters of this report.

New Hires

A new employee's starting salary depends on the amount of education and experience the employee possesses beyond the minimum requirements for the job. Typically, an employee holding only the minimum education and experience requirements for a classification is hired at or near the classification's pay grade minimum. An upper limit to the percentage above minimum that can be offered to a new employee with only the minimum requirements should be established, where approval is needed to offer a starting salary that is a higher percentage above minimum. Another threshold should be established as the maximum starting salary possible without approval for new employees with considerable experience and/or education above the requirements for the position. It is common for the midpoint to be used as the maximum starting salary for most classifications. Once CCG has performed the initial implementation adjustment for current employee salaries, new employee starting salaries should take into consideration internal equity, meaning that new hires should be offered comparable salaries to existing employees in the classification with similar levels of education and experience.

RECOMMENDATION 7: Evergreen recommends CCG adopt a hiring grid that aligns with its selected implementation methodology.

Dependent upon which route CCG elects to transition employees into the new salary ranges, a hiring grid should be adopted that provides guidance about where new employee salaries should be set. The adoption of a new hiring grid should be done after an implementation methodology is selected to ensure alignment of salary placement between current employees and new hires, and to prevent new compression issues from arising both within classifications and departments, as well as throughout CCG. Evergreen will work with CCG's leadership team to develop a structure that aligns with any selected method of implementation.

Promotions/Demotions

When an employee is promoted to a new classification, it is important to have guidelines for calculating the employee's new salary that rewards the employee for his or her new responsibilities, moves the salary into the new pay grade, and ensures internal equity in the new classification. It is common for organizations to establish a minimum percentage salary increase that depends on the increase in pay grade because of the promotion. Regardless of



the minimum percent increase, the employee's new salary should be within the new pay grade's range, and internal equity of salaries within the classification should be preserved.

Transfers

An employee transfer occurs when an employee is reassigned to a classification at the same pay grade as his or her current classification or when an employee's classification stays the same, but his or her department changes. In either of these cases, it is likely that no adjustment is necessary to the employee's salary. The only situation in which a salary adjustment would be needed for a transferred employee would be if his or her current salary is not aligned with the salaries of employees in the new classification or department. If that occurs, it may be necessary to adjust the salary of the employee or the incumbents of the classification to ensure salary equity within the new classification.

RECOMMENDATION 8: Evergreen recommends CCG update its policy regarding promotions/demotions and transfers to align with its new compensation structure.

Evergreen recommends CCG implement a minimum increase of three percent per grade of base salary for employees receiving promotion with a minimum overall increase of 5.0 percent. However, the employee's salary should always be increased to at least the minimum of the new salary range. In the case of demotions, Evergreen recommends a minimum salary decrease of three percent per grade, except in cases where this percent decrease would reduce the employee's salary below the new range minimum, with a minimum overall decrease of 5.0 percent. If the employee's salary exceeds the new range maximum after the pay decrease, the employee should be capped from receiving any salary adjustments until the pay moves upward to allow for increases.

6.4 SUMMARY

CCG should be commended for its desire and commitment to provide competitive and fair compensation for its employees. The recommendations in this report establish a new competitive pay plan, externally and internally equitable classification titles and pay grade assignments, and system administration practices that will provide CCG with a responsive compensation and classification system for years to come. While the upkeep of this recommended system will require concrete effort, CCG will find that having a competitive compensation and classification system that encourages strong recruitment and employee retention is worth this commitment.



**APPENDIX A
POSITION GRADE ASSIGNMENTS – ALPHABETICAL**

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
POLICE	911 CENTER SUPERVISOR	119	\$ 41,080.61	11.8%	\$ 52,363.76	11.4%	\$ 63,646.91	11.1%
MCP	ACCOUNTING CLERK I	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
WIOA	ACCOUNTING CLERK I	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
POLICE	ACCOUNTING CLERK I	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
SHERIFF	ACCOUNTING CLERK I	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
FINANCE	ACCOUNTING CLERK SENIOR	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
CIVIC CENTER	ACCOUNTING CLERK SENIOR	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
PARKS AND RECREATION	ACCOUNTING CLERK SENIOR	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
SHERIFF	ACCOUNTING CLERK SENIOR	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
FINANCE	ACCOUNTING MANAGER	129	\$ 71,487.33	7.6%	\$ 91,121.96	7.1%	\$110,756.58	6.9%
TAX COMMISSIONER	ACCOUNTING OPERATIONS ADMINIST	127	\$ 62,439.81	3.7%	\$ 79,589.45	3.3%	\$ 96,739.09	3.0%
FINANCE	ACCOUNTING TECHNICIAN	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
FINANCE	ACCOUNTS PAYABLE TECHNICIAN	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
TRANSPORTATION	ADA COORDINATOR	124	\$ 52,425.67	17.1%	\$ 66,824.84	16.6%	\$ 81,224.00	16.3%
BOARDS AND COMMISSIONS	ADMINISTRATIVE ASSISTANT	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
MUNICIPAL COURT	ADMINISTRATIVE ASSISTANT	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
PLANNING	ADMINISTRATIVE ASSISTANT	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
POLICE	ADMINISTRATIVE ASSISTANT	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
TRADE CENTER	ADMINISTRATIVE ASSISTANT	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
CHIEF ADMINISTRATOR	ADMINISTRATIVE ASSISTANT	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
INFORMATION TECHNOLOGY	ADMINISTRATIVE ASSISTANT	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
EXECUTIVE	ADMINISTRATIVE ASSISTANT	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
TRANSPORTATION	ADMINISTRATIVE ASSISTANT	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
SHERIFF	ADMINISTRATIVE ASSISTANT	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
WIOA	ADMINISTRATIVE ASSISTANT	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
HUMAN RESOURCES	ADMINISTRATIVE ASSISTANT	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
CIVIC CENTER	ADMINISTRATIVE ASSISTANT	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
HUMAN RESOURCES	ADMINISTRATIVE COORDINATOR	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
CORONER	ADMINISTRATIVE COORDINATOR	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
FIRE & EMS	ADMINISTRATIVE COORDINATOR	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
MCP	ADMINISTRATIVE COORDINATOR	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
PUBLIC WORKS	ADMINISTRATIVE COORDINATOR	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
SHERIFF	ADMINISTRATIVE COORDINATOR	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
TRADE CENTER	ADMINISTRATIVE COORDINATOR	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
POLICE	ADMINISTRATIVE COORDINATOR	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
FINANCE	ADMINISTRATIVE COORDINATOR	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
BOARDS AND COMMISSIONS	ADMINISTRATIVE MANAGER	124	\$ 52,425.67	6.1%	\$ 66,824.84	5.7%	\$ 81,224.00	5.4%

APPENDIX A (CONTINUED)
POSITION GRADE ASSIGNMENTS – ALPHABETICAL

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
PARKS AND RECREATION	ADMINISTRATIVE OPERATIONS MANAGER	122	\$ 47,103.02	5.2%	\$ 60,040.28	4.8%	\$ 72,977.54	4.5%
SUPERIOR COURT	ADMINISTRATIVE OPERATIONS MANAGER	122	\$ 47,103.02	5.2%	\$ 60,040.28	4.8%	\$ 72,977.54	4.5%
MCP	ADMINISTRATIVE SUPPORT SPECIALIST I	112	\$ 32,136.00	16.5%	\$ 40,962.43	16.0%	\$ 49,788.87	15.7%
PARKS AND RECREATION	ADMINISTRATIVE SUPPORT SPECIALIST I	112	\$ 32,136.00	16.5%	\$ 40,962.43	16.0%	\$ 49,788.87	15.7%
POLICE	ADMINISTRATIVE SUPPORT SPECIALIST I	112	\$ 32,136.00	16.5%	\$ 40,962.43	16.0%	\$ 49,788.87	15.7%
SHERIFF	ADMINISTRATIVE SUPPORT SPECIALIST I	112	\$ 32,136.00	16.5%	\$ 40,962.43	16.0%	\$ 49,788.87	15.7%
SUPERIOR COURT	ADMINISTRATIVE SUPPORT SPECIALIST I	112	\$ 32,136.00	16.5%	\$ 40,962.43	16.0%	\$ 49,788.87	15.7%
POLICE	ADMINISTRATIVE SUPPORT SPECIALIST II	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
CIVIC CENTER	ADMINISTRATIVE SUPPORT SPECIALIST II	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
ENGINEERING	ADMINISTRATIVE SUPPORT SPECIALIST II	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
FIRE & EMS	ADMINISTRATIVE SUPPORT SPECIALIST II	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
LEGISLATIVE	ADMINISTRATIVE SUPPORT SPECIALIST II	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
PARKS AND RECREATION	ADMINISTRATIVE SUPPORT SPECIALIST II	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
SHERIFF	ADMINISTRATIVE SUPPORT SPECIALIST II	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
SUPERIOR COURT	ADMINISTRATIVE SUPPORT SPECIALIST II	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
TRANSPORTATION	ADMINISTRATIVE SUPPORT SPECIALIST II	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
PUBLIC WORKS	ADMINISTRATIVE TECHNICIAN	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
TAX COMMISSIONER	ADMINISTRATIVE TECHNICIAN	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
WIOA	ADMINISTRATIVE TECHNICIAN	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
PUBLIC WORKS	ADMINISTRATIVE TECHNICIAN	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
CHIEF ADMINISTRATOR	ADMINISTRATIVE TECHNICIAN	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
SUPERIOR COURT	ADULT DRUG COURT COORDINATOR	124	\$ 52,425.67	6.1%	\$ 66,824.84	5.7%	\$ 81,224.00	5.4%
PUBLIC WORKS	ANIMAL CONTROL OFFICER I	116	\$ 36,520.51	9.7%	\$ 46,551.19	9.3%	\$ 56,581.87	9.0%
PUBLIC WORKS	ANIMAL CONTROL OFFICER II	117	\$ 37,981.33	8.6%	\$ 48,413.24	8.2%	\$ 58,845.14	7.9%
PUBLIC WORKS	ANIMAL RESOUR CTR SUPVRS	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
INFORMATION TECHNOLOGY	APP DEVELOPMENT & SUPPORT MGR	129	\$ 71,487.33	7.6%	\$ 91,121.96	7.1%	\$110,756.58	6.9%
INFORMATION TECHNOLOGY	APPLICATION DEVELOPER	124	\$ 52,425.67	11.5%	\$ 66,824.84	11.0%	\$ 81,224.00	10.7%
BOARDS AND COMMISSIONS	APPRAISAL TECHNICIAN	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
BOARDS AND COMMISSIONS	APPRAISER I	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
BOARDS AND COMMISSIONS	APPRAISER II	119	\$ 41,080.61	6.4%	\$ 52,363.76	6.0%	\$ 63,646.91	5.7%
BOARDS AND COMMISSIONS	APPRAISER III	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%
PARKS AND RECREATION	AQUATIC CENTER PROGRAM SUPERVI	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
PARKS AND RECREATION	AQUATICS DIVISION MANAGER	123	\$ 49,458.17	5.2%	\$ 63,042.30	4.7%	\$ 76,626.42	4.5%
PARKS AND RECREATION	AQUATICS SUPERVISOR	120	\$ 42,723.83	-	\$ 54,458.31	-	\$ 66,192.78	-
CIVIC CENTER	ARENA TECHNICIAN	112	\$ 32,136.00	12.0%	\$ 40,962.43	11.5%	\$ 49,788.87	11.2%
CIVIC CENTER	ARENA TECHNICIAN II	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
POLICE	ASSET FORFEITURE COORDINATOR	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%

APPENDIX A (CONTINUED)
POSITION GRADE ASSIGNMENTS – ALPHABETICAL

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
PARKS AND RECREATION	ASSIST PARKS & REC DIRECTOR	131	\$ 81,845.85	23.2%	\$104,325.53	22.7%	\$126,805.21	22.4%
PUBLIC WORKS	ASSIST STREET MAINT MANAGER	124	\$ 52,425.67	11.5%	\$ 66,824.84	11.0%	\$ 81,224.00	10.7%
SUPERIOR COURT	ASSISTANT CHIEF DEPUTY CLERK	122	\$ 47,103.02	5.2%	\$ 60,040.28	4.8%	\$ 72,977.54	4.5%
POLICE	ASSISTANT CHIEF OF POLICE MD	PS8	\$ 95,000.00	29.5%	\$121,092.58	29.0%	\$147,185.17	28.7%
LEGAL	ASSISTANT CITY ATTORNEY	135	\$108,288.20	21.2%	\$138,030.51	20.7%	\$167,772.81	20.4%
PUBLIC WORKS	ASSISTANT DIR FLEET MAINT MGR	132	\$ 87,575.06	19.4%	\$111,628.32	18.9%	\$135,681.58	18.6%
COMMUNITY REINVESTMENT	ASSISTANT DIRECTOR FOR COMMUNITY REINVESTMENT AND REAL ESTATE	130	\$ 76,491.45	40.3%	\$ 97,500.50	39.7%	\$118,509.54	39.3%
BOARDS AND COMMISSIONS	ASSISTANT DIRECTOR OF ELECTION	130	\$ 76,491.45	40.3%	\$ 97,500.50	39.7%	\$118,509.54	39.3%
PUBLIC WORKS	ASSISTANT DIRECTOR OF INFRASTR	132	\$ 87,575.06	19.4%	\$111,628.32	18.9%	\$135,681.58	18.6%
INFORMATION TECHNOLOGY	ASSISTANT DIRECTOR OF TECHNOLO	133	\$ 93,705.31	15.7%	\$119,442.30	15.3%	\$145,179.29	15.0%
SUPERIOR COURT	ASSISTANT DISTRICT ATTORNEY	126	\$ 58,905.48	8.0%	\$ 75,084.38	7.6%	\$ 91,263.29	7.3%
SUPERIOR COURT	ASSISTANT DISTRICT ATTORNEY II	128	\$ 66,810.59	11.0%	\$ 85,160.71	10.5%	\$103,510.83	10.2%
SUPERIOR COURT	ASSISTANT DISTRICT ATTY III	129	\$ 71,487.33	7.6%	\$ 91,121.96	7.1%	\$110,756.58	6.9%
PUBLIC WORKS	ASSISTANT DIV MANAGER - SW	125	\$ 55,571.21	18.2%	\$ 70,834.33	17.7%	\$ 86,097.44	17.4%
ENGINEERING	ASSISTANT ENGINEERING DIRECTOR	132	\$ 87,575.06	8.2%	\$111,628.32	7.7%	\$135,681.58	7.5%
PUBLIC WORKS	ASSISTANT FACILITIES MAINTENAN	125	\$ 55,571.21	15.9%	\$ 70,834.33	15.4%	\$ 86,097.44	15.1%
FINANCE	ASSISTANT FINANCE DIRECTOR	132	\$ 87,575.06	19.4%	\$111,628.32	18.9%	\$135,681.58	18.6%
FIRE & EMS	ASSISTANT FIRE CHIEF	F9	\$ 95,000.00	29.5%	\$121,092.58	29.0%	\$147,185.17	28.7%
HUMAN RESOURCES	ASSISTANT HUMAN RESOURCES DIR	132	\$ 87,575.06	19.4%	\$111,628.32	18.9%	\$135,681.58	18.6%
INFORMATION TECHNOLOGY	ASSISTANT INFORMATION TECHNOLO	133	\$ 93,705.31	15.7%	\$119,442.30	15.3%	\$145,179.29	15.0%
COMMUNITY DEVELOPMENT	ASSISTANT INSP & CODE DIRECTOR	131	\$ 81,845.85	23.2%	\$104,325.53	22.7%	\$126,805.21	22.4%
PUBLIC WORKS	ASSISTANT MANAGER/FORESTRY	124	\$ 52,425.67	11.5%	\$ 66,824.84	11.0%	\$ 81,224.00	10.7%
PLANNING	ASSISTANT PLANNING DIRECTOR	131	\$ 81,845.85	-	\$104,325.53	-	\$126,805.21	-
STATE COURT	ASSISTANT SOLICITOR GENERAL	127	\$ 62,439.81	14.5%	\$ 79,589.45	14.0%	\$ 96,739.09	13.7%
TRADE CENTER	ASSISTANT TRADE CENTER DIRECTOR	131	\$ 81,845.85	23.2%	\$104,325.53	22.7%	\$126,805.21	22.4%
TRADE CENTER	ASSISTANT TRADE CENTER DIRECTOR	131	\$ 81,845.85	23.2%	\$104,325.53	22.7%	\$126,805.21	22.4%
TRANSPORTATION	ASSISTANT TRANSPORTATION DIREC	131	\$ 81,845.85	11.6%	\$104,325.53	11.1%	\$126,805.21	10.8%
PUBLIC WORKS	ASSISTANT WASTE DISPOSAL MGR	124	\$ 52,425.67	9.3%	\$ 66,824.84	8.9%	\$ 81,224.00	8.6%
PROBATE COURT	ASSOCIATE JUDGE	130	\$ 76,491.45	27.1%	\$ 97,500.50	26.6%	\$118,509.54	26.2%
SUPERIOR COURT	ASST DIST ATTY II	127	\$ 62,439.81	3.7%	\$ 79,589.45	3.3%	\$ 96,739.09	3.0%
FIRE & EMS	ASST FIRE MARSHAL	F5	\$ 65,000.00	31.6%	\$ 82,852.82	31.0%	\$100,705.64	30.7%
PUBLIC WORKS	ASST MGR - BEAUTIFICATION	124	\$ 52,425.67	11.5%	\$ 66,824.84	11.0%	\$ 81,224.00	10.7%
PUBLIC WORKS	ASST STORMWATER MANAGER	124	\$ 52,425.67	11.5%	\$ 66,824.84	11.0%	\$ 81,224.00	10.7%
PARKS AND RECREATION	ATHLETIC CHIEF	111	\$ 31,200.00	52.1%	\$ 39,769.35	51.5%	\$ 48,338.71	51.1%
PARKS AND RECREATION	ATHLETIC DIVISION MANAGER	123	\$ 49,458.17	5.2%	\$ 63,042.30	4.7%	\$ 76,626.42	4.5%
PARKS AND RECREATION	ATHLETIC PROGRAM SPECIALIST	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%

APPENDIX A (CONTINUED)
POSITION GRADE ASSIGNMENTS – ALPHABETICAL

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
PARKS AND RECREATION	ATHLETIC PROGRAM SPECIALIST III	118	\$ 39,500.58	7.5%	\$ 50,349.77	7.1%	\$ 61,198.95	6.8%
FINANCE	AUDITOR	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%
PUBLIC WORKS	AUTOMOTIVE & TIRE SHOP SUPV	125	\$ 55,571.21	30.4%	\$ 70,834.33	29.9%	\$ 86,097.44	29.6%
PUBLIC WORKS	BALER OPERATOR	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
FIRE & EMS	BATTALION CHIEF	F6	\$ 70,000.00	16.3%	\$ 89,226.12	15.8%	\$108,452.23	15.5%
SUPERIOR COURT	BOARD OF EQUALIZATION ADMINSTR	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
PUBLIC WORKS	BODY SHOP SUPERVISOR	125	\$ 55,571.21	37.0%	\$ 70,834.33	36.5%	\$ 86,097.44	36.1%
CIVIC CENTER	BOX OFFICE COORDINATOR	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
CIVIC CENTER	BOX OFFICE REPRESENTATIVE	112	\$ 32,136.00	16.5%	\$ 40,962.43	16.0%	\$ 49,788.87	15.7%
FINANCE	BUDGET/MANAGEMENT ANALYST	124	\$ 52,425.67	11.5%	\$ 66,824.84	11.0%	\$ 81,224.00	10.7%
COMMUNITY DEVELOPMENT	BUILDING INSPECT COORDINATOR	122	\$ 47,103.02	5.2%	\$ 60,040.28	4.8%	\$ 72,977.54	4.5%
COMMUNITY DEVELOPMENT	BUILDING INSPECTION&CODES DIR	134	\$100,733.21	24.4%	\$128,400.47	23.9%	\$156,067.73	23.6%
COMMUNITY DEVELOPMENT	BUILDING INSPECTOR	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
POLICE	BUILDING SERVICE CREW LDR	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
POLICE	BUILDING SERVICE WORKER	111	\$ 31,200.00	26.1%	\$ 39,769.35	25.6%	\$ 48,338.71	25.2%
TRANSPORTATION	BUS OPERATOR	121	\$ 44,860.02	34.8%	\$ 57,181.22	34.2%	\$ 69,502.42	33.9%
TRANSPORTATION	BUS OPERATOR DIAL-A-RIDE	116	\$ 36,520.51	21.1%	\$ 46,551.19	20.6%	\$ 56,581.87	20.3%
TRANSPORTATION	BUS OPERATOR TRAINEE	116	\$ 36,520.51	21.1%	\$ 46,551.19	20.6%	\$ 56,581.87	20.3%
FINANCE	BUYER	118	\$ 39,500.58	7.5%	\$ 50,349.77	7.1%	\$ 61,198.95	6.8%
FINANCE	BUYER SPECIALIST	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%
SHERIFF	CAPTAIN BD	PS6	\$ 70,000.00	23.1%	\$ 89,226.12	22.6%	\$108,452.23	22.3%
FIRE & EMS	CAPTAIN LOGISTICS EMS	F5	\$ 65,000.00	31.6%	\$ 82,852.82	31.0%	\$100,705.64	30.7%
FIRE & EMS	CAPTAIN LOGISTICS MD	F5	\$ 65,000.00	31.6%	\$ 82,852.82	31.0%	\$100,705.64	30.7%
SHERIFF	CAPTAIN MD	PS6	\$ 70,000.00	16.3%	\$ 89,226.12	15.8%	\$108,452.23	15.5%
PUBLIC WORKS	CAR SHOP SUPERVISOR - PW FLEET	125	\$ 55,571.21	30.4%	\$ 70,834.33	29.9%	\$ 86,097.44	29.6%
CIVIC CENTER	CARPENTER I	117	\$ 37,981.33	8.6%	\$ 48,413.24	8.2%	\$ 58,845.14	7.9%
PUBLIC WORKS	CARPENTER I	117	\$ 37,981.33	8.6%	\$ 48,413.24	8.2%	\$ 58,845.14	7.9%
PUBLIC WORKS	CARPENTER II	118	\$ 39,500.58	7.5%	\$ 50,349.77	7.1%	\$ 61,198.95	6.8%
SUPERIOR COURT	CASE MANAGER	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
SUPERIOR COURT	CASE MANAGER	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
PUBLIC WORKS	CEMETERIES MANAGER	124	\$ 52,425.67	11.5%	\$ 66,824.84	11.0%	\$ 81,224.00	10.7%
TAX COMMISSIONER	CH DEPTY TAX COMM	130	\$ 76,491.45	15.1%	\$ 97,500.50	14.6%	\$118,509.54	14.4%
PUBLIC WORKS	CHEMICAL APPL TECHNICIAN	115	\$ 35,115.87	10.8%	\$ 44,760.76	10.4%	\$ 54,405.64	10.1%
PARKS AND RECREATION	CHEMICAL APPLICATION SPVR	117	\$ 37,981.33	8.6%	\$ 48,413.24	8.2%	\$ 58,845.14	7.9%
PUBLIC WORKS	CHEMICAL APPLICATION SPVR	117	\$ 37,981.33	8.6%	\$ 48,413.24	8.2%	\$ 58,845.14	7.9%
BOARDS AND COMMISSIONS	CHIEF APPRAISER	134	\$100,733.21	24.4%	\$128,400.47	23.9%	\$156,067.73	23.6%
STATE COURT	CHIEF ASST. SOLICITOR GENERAL	127	\$ 62,439.81	3.7%	\$ 79,589.45	3.3%	\$ 96,739.09	3.0%

APPENDIX A (CONTINUED)
POSITION GRADE ASSIGNMENTS – ALPHABETICAL

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
RECORDER'S COURT	CHIEF CLERK RECORDERS COURT	122	\$ 47,103.02	5.2%	\$ 60,040.28	4.8%	\$ 72,977.54	4.5%
PROBATE COURT	CHIEF CLERK/LIC SUPERVISOR	125	\$ 55,571.21	37.0%	\$ 70,834.33	36.5%	\$ 86,097.44	36.1%
SUPERIOR COURT	CHIEF DEPUTY CLERK	126	\$ 58,905.48	8.0%	\$ 75,084.38	7.6%	\$ 91,263.29	7.3%
MUNICIPAL COURT	CHIEF DEPUTY CLERK	126	\$ 58,905.48	8.0%	\$ 75,084.38	7.6%	\$ 91,263.29	7.3%
CORONER	CHIEF DEPUTY CORN	122	\$ 47,103.02	5.2%	\$ 60,040.28	4.8%	\$ 72,977.54	4.5%
SHERIFF	CHIEF DPTY SHERIFF BD	PS8	\$ 95,000.00	29.5%	\$121,092.58	29.0%	\$147,185.17	28.7%
COMMUNITY DEVELOPMENT	CHIEF INSPECTOR - INSPECTIONS	127	\$ 62,439.81	3.7%	\$ 79,589.45	3.3%	\$ 96,739.09	3.0%
POLICE	CHIEF OF POLICE	PS9	\$120,000.00	21.7%	\$152,959.05	21.2%	\$185,918.11	20.8%
CHIEF ADMINISTRATOR	CHIEF OF STAFF AND EXECUTIVE A	124	\$ 52,425.67	6.1%	\$ 66,824.84	5.7%	\$ 81,224.00	5.4%
TRANSPORTATION	CHIEF SAFETY OFFICER	124	\$ 52,425.67	6.1%	\$ 66,824.84	5.7%	\$ 81,224.00	5.4%
CHIEF ADMINISTRATOR	CITIZEN SVC CENT TECHNICIAN	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
LEGAL	CITY ATTORNEY	138	\$134,526.09	17.6%	\$171,474.87	17.1%	\$208,423.64	16.8%
CHIEF ADMINISTRATOR	CITY MANAGER	140	\$166,307.88	19.3%	\$211,985.81	18.8%	\$257,663.73	18.5%
CIVIC CENTER	CIVIC CENTER DIRECTOR	134	\$100,733.21	24.4%	\$128,400.47	23.9%	\$156,067.73	23.6%
CIVIC CENTER	CIVIC CENTER FINANCE MANAGER	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%
LEGISLATIVE	CLERK OF COUNCIL	131	\$ 81,845.85	23.2%	\$104,325.53	22.7%	\$126,805.21	22.4%
COMMUNITY DEVELOPMENT	CODE ENFORCEMENT MANAGER	126	\$ 58,905.48	8.0%	\$ 75,084.38	7.6%	\$ 91,263.29	7.3%
COMMUNITY DEVELOPMENT	CODE ENFORCEMENT OFFICER	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
FINANCE	COLLECTIONS SUPERVISOR	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
FINANCE	COLLECTIONS TECHNICIAN	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
CHIEF ADMINISTRATOR	COMM/MULTI SPECLST	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
SHERIFF	COMMAND SERGEANT-SHERIFF	PS4	\$ 60,000.00	27.6%	\$ 76,479.53	27.1%	\$ 92,959.05	26.7%
POLICE	COMMAND SGT BD	PS4	\$ 60,000.00	27.6%	\$ 76,479.53	27.1%	\$ 92,959.05	26.7%
BOARDS AND COMMISSIONS	COMMERCIAL PROPERTY MANAGER	124	\$ 52,425.67	6.1%	\$ 66,824.84	5.7%	\$ 81,224.00	5.4%
SHERIFF	COMMUNICATION TECHNICIAN	115	\$ 35,115.87	10.8%	\$ 44,760.76	10.4%	\$ 54,405.64	10.1%
PUBLIC WORKS	COMMUNICATIONS OFFICER	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
PARKS AND RECREATION	COMMUNITY ENGAGEMENT COORDINATOR	116	\$ 36,520.51	-	\$ 46,551.19	-	\$ 56,581.87	-
COMMUNITY REINVESTMENT	COMMUNITY REINV PLANNER	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%
COMMUNITY REINVESTMENT	COMMUNITY REINVESTMENT COORDIN	119	\$ 41,080.61	11.8%	\$ 52,363.76	11.4%	\$ 63,646.91	11.1%
PARKS AND RECREATION	COMMUNITY SCH SITE SUPERVISOR	111	\$ 31,200.00	44.8%	\$ 39,769.35	44.2%	\$ 48,338.71	43.8%
PARKS AND RECREATION	COMMUNITY SCHOOL ACTIVITY LDR	111	\$ 31,200.00	59.8%	\$ 39,769.35	59.2%	\$ 48,338.71	58.8%
PARKS AND RECREATION	COMMUNITY SCHOOLS DIVISION MAN	123	\$ 49,458.17	5.2%	\$ 63,042.30	4.7%	\$ 76,626.42	4.5%
PARKS AND RECREATION	COMMUNITY SCHOOLS PROGRAM SUPERVISOR	120	\$ 42,723.83	-	\$ 54,458.31	-	\$ 66,192.78	-
PUBLIC WORKS	COMMUNITY SERVICES COORDINATOR	124	\$ 52,425.67	11.5%	\$ 66,824.84	11.0%	\$ 81,224.00	10.7%
POLICE	COMPUTER FORENSIC ANALYST	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
TRADE CENTER	CONFERENCE FACILITATOR	119	\$ 41,080.61	6.4%	\$ 52,363.76	6.0%	\$ 63,646.91	5.7%

APPENDIX A (CONTINUED)
POSITION GRADE ASSIGNMENTS – ALPHABETICAL

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
PUBLIC WORKS	CONTRACT INSPECTOR - PUBLIC WO	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
PUBLIC WORKS	CONTRACT WARRANTY SPECIALIST	119	\$ 41,080.61	6.4%	\$ 52,363.76	6.0%	\$ 63,646.91	5.7%
PUBLIC WORKS	CORR DETAIL HEAVY EQUIPMENT	C1	\$ 42,500.00	27.7%	\$ 54,173.00	27.2%	\$ 65,846.00	26.8%
PUBLIC WORKS	CORR DETAIL OFFICER CEMETERY	C1	\$ 42,500.00	27.7%	\$ 54,173.00	27.2%	\$ 65,846.00	26.8%
MCP	CORR LT BACHELORS	C5	\$ 65,000.00	31.6%	\$ 82,852.82	31.0%	\$100,705.64	30.7%
PUBLIC WORKS	CORRECTIONAL DETAIL OFFICER	C1	\$ 42,500.00	27.7%	\$ 54,173.00	27.2%	\$ 65,846.00	26.8%
PARKS AND RECREATION	CORRECTIONAL DETAIL OFFICER	C1	\$ 42,500.00	27.7%	\$ 54,173.00	27.2%	\$ 65,846.00	26.8%
TRANSPORTATION	CORRECTIONAL DETAIL OFFICER	C1	\$ 42,500.00	27.7%	\$ 54,173.00	27.2%	\$ 65,846.00	26.8%
PUBLIC WORKS	CORRECTIONAL DETAIL OFFICER SUPERVISOR	C2	\$ 43,500.00	24.4%	\$ 55,447.66	23.9%	\$ 67,395.31	23.6%
MCP	CORRECTIONAL OFFICER	C1	\$ 42,500.00	27.7%	\$ 54,173.00	27.2%	\$ 65,846.00	26.8%
MCP	CORRECTIONAL OFFICER	C1	\$ 42,500.00	27.7%	\$ 54,173.00	27.2%	\$ 65,846.00	26.8%
MCP	CORRECTIONAL OFFICER AD	C1	\$ 42,500.00	27.7%	\$ 54,173.00	27.2%	\$ 65,846.00	26.8%
MCP	CORRECTIONAL OFFICER BD	C1	\$ 42,500.00	27.7%	\$ 54,173.00	27.2%	\$ 65,846.00	26.8%
MCP	CORRECTIONAL OFFICER MD	C1	\$ 42,500.00	27.7%	\$ 54,173.00	27.2%	\$ 65,846.00	26.8%
MCP	CORRECTIONS SERGEANT	C4	\$ 57,500.00	28.5%	\$ 73,292.88	27.9%	\$ 89,085.76	27.6%
MCP	CORRECTIONS SERGEANT AD	C4	\$ 57,500.00	28.5%	\$ 73,292.88	27.9%	\$ 89,085.76	27.6%
MCP	CORRECTIONS SERGEANT BD	C4	\$ 57,500.00	28.5%	\$ 73,292.88	27.9%	\$ 89,085.76	27.6%
MCP	CORRECTIONS TECHNICIAN	C3	\$ 45,000.00	22.5%	\$ 57,359.65	22.0%	\$ 69,719.29	21.7%
MCP	CORRECTIONS TECHNICIAN BD	C3	\$ 45,000.00	22.5%	\$ 57,359.65	22.0%	\$ 69,719.29	21.7%
STATE COURT	COURT COORDINATOR SOL GENRL	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%
MUNICIPAL COURT	COURT COORDINATOR-MAGISTRATE C	122	\$ 47,103.02	5.2%	\$ 60,040.28	4.8%	\$ 72,977.54	4.5%
PUBLIC WORKS	CREW LEADER STORMWATER	118	\$ 39,500.58	18.7%	\$ 50,349.77	18.2%	\$ 61,198.95	17.9%
POLICE	CRIME ANALYST	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
POLICE	CRIMINAL RECORDS TECHNICIAN	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
SHERIFF	CRIMINAL RECORDS TECHNICIAN	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
PARKS AND RECREATION	CULTURAL ARTS/POTTERY PROGRAM SUPERVISOR	120	\$ 42,723.83	-	\$ 54,458.31	-	\$ 66,192.78	-
PUBLIC WORKS	CUSTODIAL OPERATIONS ASSISTANT	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
PUBLIC WORKS	CUSTODIAL SERVICES SUPERVISOR	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
PARKS AND RECREATION	CUSTODIAN	111	\$ 31,200.00	26.1%	\$ 39,769.35	25.6%	\$ 48,338.71	25.2%
SUPERIOR COURT	CUSTODY INVESTIGATOR COORDINAT	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
WIOA	DATA CONTROL SUPERVISOR	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%
BOARDS AND COMMISSIONS	DEPUTY CHIEF APPRAISER	131	\$ 81,845.85	23.2%	\$104,325.53	22.7%	\$126,805.21	22.4%
POLICE	DEPUTY CHIEF OF POLICE MD	PS7	\$ 80,000.00	20.4%	\$101,972.70	19.9%	\$123,945.41	19.6%
CHIEF ADMINISTRATOR	DEPUTY CITY MANAGER-OPERATIONS	138	\$134,526.09	17.6%	\$171,474.87	17.1%	\$208,423.64	16.8%
CHIEF ADMINISTRATOR	DEPUTY CITY MANAGER-PLANNING	138	\$134,526.09	17.6%	\$171,474.87	17.1%	\$208,423.64	16.8%

APPENDIX A (CONTINUED)
POSITION GRADE ASSIGNMENTS – ALPHABETICAL

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
SUPERIOR COURT	DEPUTY CLERK I	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
STATE COURT	DEPUTY CLERK I	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
RECORDER'S COURT	DEPUTY CLERK I	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
SHERIFF	DEPUTY CLERK I	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
RECORDER'S COURT	DEPUTY CLERK II	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
SUPERIOR COURT	DEPUTY CLERK II	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
RECORDER'S COURT	DEPUTY CLERK II	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
MUNICIPAL COURT	DEPUTY CLERK II	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
PROBATE COURT	DEPUTY CLERK II	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
SHERIFF	DEPUTY CLERK II	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
STATE COURT	DEPUTY CLERK II	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
SUPERIOR COURT	DEPUTY CLERK II	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
LEGISLATIVE	DEPUTY CLERK OF COUNCIL	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
LEGISLATIVE	DEPUTY CLERK PRO TEM - CLERK O	115	\$ 35,115.87	9.8%	\$ 44,760.76	9.3%	\$ 54,405.64	9.0%
CORONER	DEPUTY CORONER	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
FIRE & EMS	DEPUTY FIRE CHIEF	F8	\$ 80,000.00	20.4%	\$101,972.70	19.9%	\$123,945.41	19.6%
FIRE & EMS	DEPUTY FIRE CHIEF MD	F8	\$ 80,000.00	20.4%	\$101,972.70	19.9%	\$123,945.41	19.6%
SHERIFF	DEPUTY SHERIFF LIEUTENANT AD	PS5	\$ 65,000.00	31.6%	\$ 82,852.82	31.0%	\$100,705.64	30.7%
SHERIFF	DEPUTY SHERIFF LIEUTENANT BD	PS5	\$ 65,000.00	31.6%	\$ 82,852.82	31.0%	\$100,705.64	30.7%
SHERIFF	DEPUTY SHERIFF LIEUTENANT MD	PS5	\$ 65,000.00	31.6%	\$ 82,852.82	31.0%	\$100,705.64	30.7%
SHERIFF	DEPUTY SHERIFF TECHNICIAN	PS2	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
SHERIFF	DEPUTY SHERIFF TECHNICIAN	PS2	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
SHERIFF	DEPUTY SHERIFF TECHNICIAN AD	PS2	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
SHERIFF	DEPUTY SHERIFF TECHNICIAN BD	PS2	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
SHERIFF	DEPUTY SHERIFF TECHNICIAN MD	PS2	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
TAX COMMISSIONER	DEPUTY TAX COMMISSIONER	124	\$ 52,425.67	6.1%	\$ 66,824.84	5.7%	\$ 81,224.00	5.4%
MCP	DEPUTY WARDEN ADMIN MD	C6	\$ 80,000.00	20.4%	\$101,972.70	19.9%	\$123,945.41	19.6%
MCP	DEPUTY WARDEN SEC MD	C6	\$ 80,000.00	20.4%	\$101,972.70	19.9%	\$123,945.41	19.6%
CHIEF ADMINISTRATOR	DIRECTOR OF COMMUNICATIONS AND COMMUNITY AFFAIRS	131	\$ 81,845.85	-	\$104,325.53	-	\$126,805.21	-
POLICE	DIRECTOR OF COMMUNITY AFFAIRS	130	\$ 76,491.45	15.1%	\$ 97,500.50	14.6%	\$118,509.54	14.4%
SHERIFF	DIRECTOR OF COMMUNITY AFFAIRS	130	\$ 76,491.45	15.1%	\$ 97,500.50	14.6%	\$118,509.54	14.4%
COMMUNITY REINVESTMENT	DIRECTOR OF COMMUNITY REINVEST	133	\$ 93,705.31	27.8%	\$119,442.30	27.2%	\$145,179.29	26.9%

APPENDIX A (CONTINUED)
POSITION GRADE ASSIGNMENTS – ALPHABETICAL

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
TRADE CENTER	DIRECTOR OF SALES & EVENTS	128	\$ 66,810.59	20.1%	\$ 85,160.71	19.6%	\$103,510.83	19.3%
TRADE CENTER	DIRECTOR OF SALES AND EVENTS -	128	\$ 66,810.59	22.5%	\$ 85,160.71	22.0%	\$103,510.83	21.7%
TRANSPORTATION	DIRECTOR OF TRANSPORTATION	134	\$100,733.21	24.4%	\$128,400.47	23.9%	\$156,067.73	23.6%
EXECUTIVE	DIRECTOR OFFICE OF CRIME PREVE	128	\$ 66,810.59	11.0%	\$ 85,160.71	10.5%	\$103,510.83	10.2%
CHIEF ADMINISTRATOR	DIRECTOR, 311 CITIZENS SERVICE CENTER/ASSISTANT TO THE CITY MANAGER	128	\$ 66,810.59	11.0%	\$ 85,160.71	10.5%	\$103,510.83	10.2%
FIRE & EMS	DIVISION CHIEF	F7	\$ 75,000.00	24.6%	\$ 95,599.41	24.1%	\$116,198.82	23.8%
SHERIFF	DPTY SHERIFF	PS1	\$ 45,000.00	22.5%	\$ 57,359.65	22.0%	\$ 69,719.29	21.7%
SHERIFF	DPTY SHERIFF	PS1	\$ 45,000.00	22.5%	\$ 57,359.65	22.0%	\$ 69,719.29	21.7%
SHERIFF	DPTY SHERIFF AD	PS1	\$ 45,000.00	22.5%	\$ 57,359.65	22.0%	\$ 69,719.29	21.7%
SHERIFF	DPTY SHERIFF AD	PS1	\$ 45,000.00	22.5%	\$ 57,359.65	22.0%	\$ 69,719.29	21.7%
SHERIFF	DPTY SHERIFF BD	PS1	\$ 45,000.00	22.5%	\$ 57,359.65	22.0%	\$ 69,719.29	21.7%
SHERIFF	DPTY SHERIFF BD	PS1	\$ 45,000.00	22.5%	\$ 57,359.65	22.0%	\$ 69,719.29	21.7%
SHERIFF	DPTY SHERIFF MD	PS1	\$ 45,000.00	22.5%	\$ 57,359.65	22.0%	\$ 69,719.29	21.7%
SHERIFF	DPTY SHERIFF MD	PS1	\$ 45,000.00	22.5%	\$ 57,359.65	22.0%	\$ 69,719.29	21.7%
SHERIFF	DPTY SHRF LIEUTENANT	PS5	\$ 65,000.00	31.6%	\$ 82,852.82	31.0%	\$100,705.64	30.7%
SHERIFF	DS FIELD TRAIN OF AD	PS2	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
SHERIFF	DS FIELD TRAIN OF MD	PS2	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
SHERIFF	DS FIELD TRAINING OFFICER	PS2	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
SHERIFF	DS FIELD TRAINING OFFICER	PS2	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
CHIEF ADMINISTRATOR	DUPLICATING SERVICES TECH	112	\$ 32,136.00	16.5%	\$ 40,962.43	16.0%	\$ 49,788.87	15.7%
BOARDS AND COMMISSIONS	ELECTIONS AND OPERATIONS MANAG	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%
BOARDS AND COMMISSIONS	ELECTIONS SPECIALIST	118	\$ 39,500.58	13.0%	\$ 50,349.77	12.5%	\$ 61,198.95	12.2%
BOARDS AND COMMISSIONS	ELECTIONS TECHNICIAN	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
BOARDS AND COMMISSIONS	ELECTIONS TECHNICIAN II	117	\$ 37,981.33	8.6%	\$ 48,413.24	8.2%	\$ 58,845.14	7.9%
BOARDS AND COMMISSIONS	ELECTIONS/REGISTRRT DIRECTOR	133	\$ 93,705.31	27.8%	\$119,442.30	27.2%	\$145,179.29	26.9%
COMMUNITY DEVELOPMENT	ELECTRICAL INSPECT COORDINATOR	122	\$ 47,103.02	5.2%	\$ 60,040.28	4.8%	\$ 72,977.54	4.5%
COMMUNITY DEVELOPMENT	ELECTRICAL INSPECTOR	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
PUBLIC WORKS	ELECTRICIAN II	118	\$ 39,500.58	7.5%	\$ 50,349.77	7.1%	\$ 61,198.95	6.8%
FIRE & EMS	EMA PLANNER BS	F5	\$ 65,000.00	31.6%	\$ 82,852.82	31.0%	\$100,705.64	30.7%
POLICE	EMERGENCY COMMO TECH I	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
POLICE	EMERGENCY COMMO TECH II	115	\$ 35,115.87	10.8%	\$ 44,760.76	10.4%	\$ 54,405.64	10.1%
POLICE	EMERGENCY COMMO TECH III	116	\$ 36,520.51	9.7%	\$ 46,551.19	9.3%	\$ 56,581.87	9.0%

APPENDIX A (CONTINUED)
POSITION GRADE ASSIGNMENTS – ALPHABETICAL

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
POLICE	EMERGENCY COMMUNICATION TCH II	115	\$ 35,115.87	8.7%	\$ 44,760.76	8.2%	\$ 54,405.64	8.0%
POLICE	EMERGENCY COMMUNICATION TECH I	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
FIRE & EMS	EMERGENCY MANAGEMENT DIRECTOR	F8	\$ 80,000.00	20.4%	\$101,972.70	19.9%	\$123,945.41	19.6%
FIRE & EMS	EMPLOYMENT COORDINATOR	118	\$ 39,500.58	7.5%	\$ 50,349.77	7.1%	\$ 61,198.95	6.8%
PARKS AND RECREATION	EMPLOYMENT COORDINATOR	118	\$ 39,500.58	7.5%	\$ 50,349.77	7.1%	\$ 61,198.95	6.8%
POLICE	EMPLOYMENT COORDINATOR	118	\$ 39,500.58	7.5%	\$ 50,349.77	7.1%	\$ 61,198.95	6.8%
FIRE & EMS	EMS LIEUTENANT	F4	\$ 57,500.00	28.5%	\$ 73,292.88	27.9%	\$ 89,085.76	27.6%
ENGINEERING	ENGINEERING DIRECTOR	135	\$108,288.20	21.2%	\$138,030.51	20.7%	\$167,772.81	20.4%
ENGINEERING	ENGINEERING INSPECTION COORD	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%
ENGINEERING	ENGINEERING INSPECTOR	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
PUBLIC WORKS	ENVIRONMENTAL COMPLIANCE OFFIC	117	\$ 37,981.33	8.6%	\$ 48,413.24	8.2%	\$ 58,845.14	7.9%
PUBLIC WORKS	EQUIPMENT OPERATOR I	116	\$ 36,520.51	21.1%	\$ 46,551.19	20.6%	\$ 56,581.87	20.3%
PUBLIC WORKS	EQUIPMENT OPERATOR II	120	\$ 42,723.83	34.9%	\$ 54,458.31	34.3%	\$ 66,192.78	34.0%
PUBLIC WORKS	EQUIPMENT OPERATOR II	120	\$ 42,723.83	34.9%	\$ 54,458.31	34.3%	\$ 66,192.78	34.0%
PUBLIC WORKS	EQUIPMENT OPERATOR III	121	\$ 44,860.02	34.8%	\$ 57,181.22	34.2%	\$ 69,502.42	33.9%
TRADE CENTER	EVENT SERVICES COORDINATOR	123	\$ 49,458.17	3.1%	\$ 63,042.30	2.7%	\$ 76,626.42	2.4%
TRADE CENTER	EVENT SERVICES COORDINATOR	123	\$ 49,458.17	3.1%	\$ 63,042.30	2.7%	\$ 76,626.42	2.4%
CIVIC CENTER	EVENT SERVICES MANAGER	124	\$ 52,425.67	6.1%	\$ 66,824.84	5.7%	\$ 81,224.00	5.4%
TRADE CENTER	EVENTS ATTENDANT CREW LEADER	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
TRADE CENTER	EVENTS ATTENDANT I	112	\$ 32,136.00	17.6%	\$ 40,962.43	17.2%	\$ 49,788.87	16.9%
TRADE CENTER	EVENTS ATTENDANT II	113	\$ 33,100.08	15.3%	\$ 42,191.31	14.9%	\$ 51,282.54	14.6%
CIVIC CENTER	EVENTS COORDINATOR	119	\$ 41,080.61	6.4%	\$ 52,363.76	6.0%	\$ 63,646.91	5.7%
TRADE CENTER	EVENTS OPERATIONS MANAGER - TR	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%
EXECUTIVE	EXECUTIVE ASSISTANT	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
PUBLIC WORKS	FACILITIES MAINTENANCE MANAGER	130	\$ 76,491.45	15.1%	\$ 97,500.50	14.6%	\$118,509.54	14.4%
PUBLIC WORKS	FACILITIES MAINTENANCE SUPERVISOR	121	\$ 44,860.02	10.6%	\$ 57,181.22	10.2%	\$ 69,502.42	9.9%
PUBLIC WORKS	FACILITIES MAINTENANCE SUPERVISOR	121	\$ 44,860.02	10.6%	\$ 57,181.22	10.2%	\$ 69,502.42	9.9%
TRADE CENTER	FACILITIES MAINTENANCE SUPERVISOR	121	\$ 44,860.02	10.6%	\$ 57,181.22	10.2%	\$ 69,502.42	9.9%
POLICE	FACILITIES MAINTENANCE WORKER I	115	\$ 35,115.87	10.8%	\$ 44,760.76	10.4%	\$ 54,405.64	10.1%
PUBLIC WORKS	FACILITIES MAINTENANCE WORKER I	115	\$ 35,115.87	10.8%	\$ 44,760.76	10.4%	\$ 54,405.64	10.1%
TRADE CENTER	FACILITIES MAINTENANCE WORKER I	115	\$ 35,115.87	10.8%	\$ 44,760.76	10.4%	\$ 54,405.64	10.1%
CHIEF ADMINISTRATOR	FAMILY CONNECTION DIRECTOR	126	\$ 58,905.48	19.2%	\$ 75,084.38	18.7%	\$ 91,263.29	18.4%
FINANCE	FINANCE DIRECTOR	135	\$108,288.20	21.2%	\$138,030.51	20.7%	\$167,772.81	20.4%

APPENDIX A (CONTINUED)
POSITION GRADE ASSIGNMENTS – ALPHABETICAL

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
MUNICIPAL COURT	FINANCE MANAGER - CLERK OF MUN	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%
WIOA	FINANCE MANAGER - WIA	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%
COMMUNITY REINVESTMENT	FINANCE MANAGER COMM REINV	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%
FINANCE	FINANCIAL ANALYST - FINANCE	123	\$ 49,458.17	5.2%	\$ 63,042.30	4.7%	\$ 76,626.42	4.5%
PUBLIC WORKS	FINANCIAL OPERATIONS ADMINISTR	125	\$ 55,571.21	12.5%	\$ 70,834.33	12.0%	\$ 86,097.44	11.7%
FIRE & EMS	FIRE CAPTAIN	F5	\$ 65,000.00	31.6%	\$ 82,852.82	31.0%	\$ 100,705.64	30.7%
FIRE & EMS	FIRE CAPTAIN- EMT	F5	\$ 65,000.00	31.6%	\$ 82,852.82	31.0%	\$ 100,705.64	30.7%
FIRE & EMS	FIRE CAPTAIN- RESCUE	F5	\$ 65,000.00	31.6%	\$ 82,852.82	31.0%	\$ 100,705.64	30.7%
FIRE & EMS	FIRE CPT TRAIN PARAM INSTR BD	F5	\$ 65,000.00	31.6%	\$ 82,852.82	31.0%	\$ 100,705.64	30.7%
FIRE & EMS	FIRE CPT TRAINING/PARAM INSTR	F5	\$ 65,000.00	31.6%	\$ 82,852.82	31.0%	\$ 100,705.64	30.7%
FIRE & EMS	FIRE EMA DIRECTOR MD	F10	\$ 120,000.00	21.7%	\$ 152,959.05	21.2%	\$ 185,918.11	20.8%
FIRE & EMS	FIRE LIEUTENANT	F4	\$ 57,500.00	28.5%	\$ 73,292.88	27.9%	\$ 89,085.76	27.6%
FIRE & EMS	FIRE LIEUTENANT AD	F4	\$ 57,500.00	28.5%	\$ 73,292.88	27.9%	\$ 89,085.76	27.6%
FIRE & EMS	FIRE LIEUTENANT BD	F4	\$ 57,500.00	28.5%	\$ 73,292.88	27.9%	\$ 89,085.76	27.6%
FIRE & EMS	FIRE LIEUTENANT EMT	F4	\$ 57,500.00	28.5%	\$ 73,292.88	27.9%	\$ 89,085.76	27.6%
FIRE & EMS	FIRE LIEUTENANT EMT BD	F4	\$ 57,500.00	28.5%	\$ 73,292.88	27.9%	\$ 89,085.76	27.6%
FIRE & EMS	FIRE MARSHAL MD	F6	\$ 70,000.00	16.3%	\$ 89,226.12	15.8%	\$ 108,452.23	15.5%
FIRE & EMS	FIRE MEDIC	F2	\$ 47,500.00	23.1%	\$ 60,546.29	22.6%	\$ 73,592.58	22.2%
FIRE & EMS	FIRE MEDIC AD	F2	\$ 47,500.00	23.1%	\$ 60,546.29	22.6%	\$ 73,592.58	22.2%
FIRE & EMS	FIRE MEDIC BD	F2	\$ 47,500.00	23.1%	\$ 60,546.29	22.6%	\$ 73,592.58	22.2%
FIRE & EMS	FIRE SERGEANT	F3	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
FIRE & EMS	FIRE SERGEANT AD	F3	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
FIRE & EMS	FIRE SERGEANT BD	F3	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
FIRE & EMS	FIRE SERGEANT EMT	F3	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
FIRE & EMS	FIRE SERGEANT EMT/AD	F3	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
FIRE & EMS	FIRE SERGEANT EMT/BD	F3	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
FIRE & EMS	FIRE SERGEANT EMT/MD	F3	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
FIRE & EMS	FIRE SERGEANT MEDIC	F3	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
FIRE & EMS	FIRE SERGEANT MEDIC BD	F3	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
FIRE & EMS	FIREFIGHTER	F0	\$ 42,500.00	27.7%	\$ 54,173.00	27.2%	\$ 65,846.00	26.8%
FIRE & EMS	FIREFIGHTER ASSOCIATES DEGREE	F0	\$ 42,500.00	27.7%	\$ 54,173.00	27.2%	\$ 65,846.00	26.8%
FIRE & EMS	FIREFIGHTER BACHELORS DEGREE	F0	\$ 42,500.00	27.7%	\$ 54,173.00	27.2%	\$ 65,846.00	26.8%
FIRE & EMS	FIREFIGHTER MASTERS DEGREE	F0	\$ 42,500.00	27.7%	\$ 54,173.00	27.2%	\$ 65,846.00	26.8%

APPENDIX A (CONTINUED)
POSITION GRADE ASSIGNMENTS – ALPHABETICAL

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
FIRE & EMS	FIREFIGHTER/ EMT	F1	\$ 45,000.00	22.5%	\$ 57,359.65	22.0%	\$ 69,719.29	21.7%
FIRE & EMS	FIREFIGHTER/ EMT ASSOCIATES DE	F1	\$ 45,000.00	22.5%	\$ 57,359.65	22.0%	\$ 69,719.29	21.7%
FIRE & EMS	FIREFIGHTER/ EMT BACHELORS DEG	F1	\$ 45,000.00	22.5%	\$ 57,359.65	22.0%	\$ 69,719.29	21.7%
FIRE & EMS	FIREFIGHTER/EMT AD	F1	\$ 45,000.00	22.5%	\$ 57,359.65	22.0%	\$ 69,719.29	21.7%
FIRE & EMS	FIREFIGHTER/EMT BD	F1	\$ 45,000.00	22.5%	\$ 57,359.65	22.0%	\$ 69,719.29	21.7%
FIRE & EMS	FIREFIGHTER/EMT-LOST	F1	\$ 45,000.00	22.5%	\$ 57,359.65	22.0%	\$ 69,719.29	21.7%
TRANSPORTATION	FLEET MAINTENACE TECH, SENIOR	123	\$ 49,458.17	34.6%	\$ 63,042.30	34.1%	\$ 76,626.42	33.7%
PUBLIC WORKS	FLEET MAINTENACE TECH, SENIOR	123	\$ 49,458.17	34.6%	\$ 63,042.30	34.1%	\$ 76,626.42	33.7%
PUBLIC WORKS	FLEET MAINTENANCE BUYER	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
PUBLIC WORKS	FLEET MAINTENANCE TECH I	116	\$ 36,520.51	-	\$ 46,551.19	-	\$ 56,581.87	-
TRANSPORTATION	FLEET MAINTENANCE TECH I	116	\$ 36,520.51	-	\$ 46,551.19	-	\$ 56,581.87	-
PUBLIC WORKS	FLEET MAINTENANCE TECH II	118	\$ 39,500.58	31.0%	\$ 50,349.77	30.5%	\$ 61,198.95	30.1%
TRANSPORTATION	FLEET MAINTENANCE TECH II	118	\$ 39,500.58	31.0%	\$ 50,349.77	30.5%	\$ 61,198.95	30.1%
PUBLIC WORKS	FLEET MAINTENANCE TECH III	121	\$ 44,860.02	34.8%	\$ 57,181.22	34.2%	\$ 69,502.42	33.9%
TRANSPORTATION	FLEET MAINTENANCE TECH III	121	\$ 44,860.02	34.8%	\$ 57,181.22	34.2%	\$ 69,502.42	33.9%
EXECUTIVE	FORENSIC AUDITOR	126	\$ 58,905.48	8.0%	\$ 75,084.38	7.6%	\$ 91,263.29	7.3%
PUBLIC WORKS	FORESTRY ADMIN WITH CERT	124	\$ 52,425.67	11.5%	\$ 66,824.84	11.0%	\$ 81,224.00	10.7%
INFORMATION TECHNOLOGY	GIS DIVISION MANAGER	129	\$ 71,487.33	7.6%	\$ 91,121.96	7.1%	\$110,756.58	6.9%
PUBLIC WORKS	GIS SUPERVISOR	122	\$ 47,103.02	22.0%	\$ 60,040.28	21.5%	\$ 72,977.54	21.2%
ENGINEERING	GIS SUPERVISOR	122	\$ 47,103.02	22.0%	\$ 60,040.28	21.5%	\$ 72,977.54	21.2%
ENGINEERING	GIS TECHNICIAN I	118	\$ 39,500.58	7.5%	\$ 50,349.77	7.1%	\$ 61,198.95	6.8%
PLANNING	GIS TECHNICIAN I	118	\$ 39,500.58	7.5%	\$ 50,349.77	7.1%	\$ 61,198.95	6.8%
COMMUNITY DEVELOPMENT	GIS TECHNICIAN I	118	\$ 39,500.58	7.5%	\$ 50,349.77	7.1%	\$ 61,198.95	6.8%
BOARDS AND COMMISSIONS	GIS TECHNICIAN I	118	\$ 39,500.58	7.5%	\$ 50,349.77	7.1%	\$ 61,198.95	6.8%
PUBLIC WORKS	GIS TECHNICIAN II	119	\$ 41,080.61	6.4%	\$ 52,363.76	6.0%	\$ 63,646.91	5.7%
FINANCE	GRANT COMPLIANCE ACCOUNTANT	124	\$ 52,425.67	6.1%	\$ 66,824.84	5.7%	\$ 81,224.00	5.4%
CHIEF ADMINISTRATOR	GRAPHICS DESIGNER	115	\$ 35,115.87	9.8%	\$ 44,760.76	9.3%	\$ 54,405.64	9.0%
PUBLIC WORKS	HEAVY EQUIPMENT CREW LEADER	122	\$ 47,103.02	34.7%	\$ 60,040.28	34.2%	\$ 72,977.54	33.8%
PUBLIC WORKS	HEAVY EQUIPMENT OPERATOR	122	\$ 47,103.02	34.7%	\$ 60,040.28	34.2%	\$ 72,977.54	33.8%
PUBLIC WORKS	HEAVY EQUIPMENT SUPERVISOR	125	\$ 55,571.21	30.4%	\$ 70,834.33	29.9%	\$ 86,097.44	29.6%
PUBLIC WORKS	HEAVY EQUIPMENT SUPERVISOR	125	\$ 55,571.21	30.4%	\$ 70,834.33	29.9%	\$ 86,097.44	29.6%
SHERIFF	HR TECH SHERIFF	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%

APPENDIX A (CONTINUED)
POSITION GRADE ASSIGNMENTS – ALPHABETICAL

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
HUMAN RESOURCES	HUMAN RESOURCES COMPENSATION ADMINISTRATOR	126	\$ 58,905.48	25.3%	\$ 75,084.38	24.8%	\$ 91,263.29	24.4%
HUMAN RESOURCES	HUMAN RESOURCES DIRECTOR	135	\$108,288.20	21.2%	\$138,030.51	20.7%	\$167,772.81	20.4%
HUMAN RESOURCES	HUMAN RESOURCES SPECIALIST	121	\$ 44,860.02	10.6%	\$ 57,181.22	10.2%	\$ 69,502.42	9.9%
HUMAN RESOURCES	HUMAN RESOURCES TECHNICIAN I	117	\$ 37,981.33	14.1%	\$ 48,413.24	13.7%	\$ 58,845.14	13.4%
HUMAN RESOURCES	HUMAN RESOURCES TECHNICIAN II	119	\$ 41,080.61	11.8%	\$ 52,363.76	11.4%	\$ 63,646.91	11.1%
PUBLIC WORKS	HVAC TECHNICIAN I	117	\$ 37,981.33	8.6%	\$ 48,413.24	8.2%	\$ 58,845.14	7.9%
PUBLIC WORKS	HVAC TECHNICIAN I	117	\$ 37,981.33	8.6%	\$ 48,413.24	8.2%	\$ 58,845.14	7.9%
PUBLIC WORKS	HVAC TECHNICIAN II	118	\$ 39,500.58	7.5%	\$ 50,349.77	7.1%	\$ 61,198.95	6.8%
SHERIFF	ID TECH	PS2	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
SHERIFF	ID TECH AD	PS2	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
SHERIFF	ID TECH BD	PS2	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
INFORMATION TECHNOLOGY	INFO TECHNOLOGY DIRECTOR	135	\$108,288.20	21.2%	\$138,030.51	20.7%	\$167,772.81	20.4%
COMMUNITY DEVELOPMENT	INSPECTION SERVICES TECHNICIAN	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
PUBLIC WORKS	INTEGRATED WASTE MANAGER	131	\$ 81,845.85	11.6%	\$104,325.53	11.1%	\$126,805.21	10.8%
PUBLIC WORKS	INVENTORY CONTROL TECHNICIAN -	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
SHERIFF	INVESTIGATOR	PS2	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
SHERIFF	INVESTIGATOR	PS2	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
SHERIFF	INVESTIGATOR AD	PS2	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
SUPERIOR COURT	INVESTIGATOR- DISTRICT ATTY	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
PUBLIC DEFENDER	INVESTIGATOR II - PUBLIC DEFEN	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%
STATE COURT	INVESTIGATOR SOL GENRL	PS2	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
STATE COURT	INVESTIGATOR SUPERVISOR	123	\$ 49,458.17	10.5%	\$ 63,042.30	10.0%	\$ 76,626.42	9.8%
PUBLIC DEFENDER	INVESTIGATOR SUPERVISOR	123	\$ 49,458.17	10.5%	\$ 63,042.30	10.0%	\$ 76,626.42	9.8%
SUPERIOR COURT	INVESTIGATOR SUPERVISOR	123	\$ 49,458.17	10.5%	\$ 63,042.30	10.0%	\$ 76,626.42	9.8%
PUBLIC DEFENDER	INVESTIGATOR-PUBLIC DEFENDER	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
FINANCE	INVESTMENT OFFICER	126	\$ 58,905.48	19.2%	\$ 75,084.38	18.7%	\$ 91,263.29	18.4%
SHERIFF	JAIL COMMANDER	PS7	\$ 80,000.00	20.4%	\$101,972.70	19.9%	\$123,945.41	19.6%
SUPERIOR COURT	JUDICIAL COURT COORDINATOR/ASSISTANT	122	\$ 47,103.02	9.5%	\$ 60,040.28	9.0%	\$ 72,977.54	8.8%
FINANCE	JUNIOR ACCOUNTANT	118	\$ 39,500.58	18.7%	\$ 50,349.77	18.2%	\$ 61,198.95	17.9%
SUPERIOR COURT	JURY MANAGER	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
SUPERIOR COURT	JUVENILE COURT ASSISTANT DIREC	121	\$ 44,860.02	10.6%	\$ 57,181.22	10.2%	\$ 69,502.42	9.9%
SUPERIOR COURT	JUVENILE COURT DIRCTOR	125	\$ 55,571.21	12.5%	\$ 70,834.33	12.0%	\$ 86,097.44	11.7%
CHIEF ADMINISTRATOR	KCB EXECUTIVE DIRECTOR	126	\$ 58,905.48	8.0%	\$ 75,084.38	7.6%	\$ 91,263.29	7.3%
PUBLIC WORKS	LANDFILL MAINT TECHNICIAN	123	\$ 49,458.17	34.6%	\$ 63,042.30	34.1%	\$ 76,626.42	33.7%

APPENDIX A (CONTINUED)
POSITION GRADE ASSIGNMENTS – ALPHABETICAL

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
PUBLIC WORKS	LANDFILL OPERATOR	115	\$ 35,115.87	40.5%	\$ 44,760.76	39.9%	\$ 54,405.64	39.6%
SUPERIOR COURT	LAW CLERK	123	\$ 49,458.17	3.1%	\$ 63,042.30	2.7%	\$ 76,626.42	2.4%
STATE COURT	LAW CLERK - STATE COURT JUDGE	124	\$ 52,425.67	6.1%	\$ 66,824.84	5.7%	\$ 81,224.00	5.4%
SUPERIOR COURT	LAW CLERK W/JURIS	124	\$ 52,425.67	6.1%	\$ 66,824.84	5.7%	\$ 81,224.00	5.4%
PUBLIC DEFENDER	LEGAL ADMINISTRATIVE CLERK	115	\$ 35,115.87	10.8%	\$ 44,760.76	10.4%	\$ 54,405.64	10.1%
SUPERIOR COURT	LEGAL ADMINISTRATIVE CLERK	115	\$ 35,115.87	10.8%	\$ 44,760.76	10.4%	\$ 54,405.64	10.1%
LEGAL	LEGAL ASSISTANT	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
PROBATE COURT	LICENSE CLERK SUPERVISOR	123	\$ 49,458.17	28.1%	\$ 63,042.30	27.6%	\$ 76,626.42	27.3%
SHERIFF	LICENSED CLINICAL SOCIAL WORKE	124	\$ 52,425.67	6.1%	\$ 66,824.84	5.7%	\$ 81,224.00	5.4%
FINANCE	LICENSING AND TAX CLERK	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
FINANCE	LICENSING AND TAX SUPERVISOR	123	\$ 49,458.17	5.2%	\$ 63,042.30	4.7%	\$ 76,626.42	4.5%
FIRE & EMS	LIEUTENANT FIRE INSPECTOR	F4	\$ 57,500.00	28.5%	\$ 73,292.88	27.9%	\$ 89,085.76	27.6%
FIRE & EMS	LIEUTENANT INVESTIGATOR	F4	\$ 57,500.00	28.5%	\$ 73,292.88	27.9%	\$ 89,085.76	27.6%
FIRE & EMS	LIEUTENANT TRAINING AD	F4	\$ 57,500.00	28.5%	\$ 73,292.88	27.9%	\$ 89,085.76	27.6%
FIRE & EMS	LIEUTENANT TRAINING BD	F4	\$ 57,500.00	28.5%	\$ 73,292.88	27.9%	\$ 89,085.76	27.6%
FIRE & EMS	LIEUTENANT TRAINING	F4	\$ 57,500.00	28.5%	\$ 73,292.88	27.9%	\$ 89,085.76	27.6%
MCP	LOST SR CORR OFFICER	C2	\$ 43,500.00	24.4%	\$ 55,447.66	23.9%	\$ 67,395.31	23.6%
SHERIFF	LT	PS5	\$ 65,000.00	31.6%	\$ 82,852.82	31.0%	\$100,705.64	30.7%
FIRE & EMS	LT LOGISTICS	F4	\$ 57,500.00	28.5%	\$ 73,292.88	27.9%	\$ 89,085.76	27.6%
CHIEF ADMINISTRATOR	MAILROOM SUPERVISOR	119	\$ 41,080.61	23.4%	\$ 52,363.76	22.9%	\$ 63,646.91	22.6%
TRANSPORTATION	MAINTENANCE MANAGER	127	\$ 62,439.81	26.4%	\$ 79,589.45	25.9%	\$ 96,739.09	25.5%
CIVIC CENTER	MAINTENANCE SUPERVISOR	119	\$ 41,080.61	6.4%	\$ 52,363.76	6.0%	\$ 63,646.91	5.7%
PUBLIC WORKS	MAINTENANCE WORKER I	114	\$ 34,093.08	36.4%	\$ 43,457.05	35.9%	\$ 52,821.01	35.5%
PUBLIC WORKS	MAINTENANCE WORKER II	115	\$ 35,115.87	28.6%	\$ 44,760.76	28.0%	\$ 54,405.64	27.7%
PUBLIC WORKS	MAINTENANCE WORKER III	116	\$ 36,520.51	27.3%	\$ 46,551.19	26.7%	\$ 56,581.87	26.4%
SHERIFF	MAJOR BD	PS7	\$ 80,000.00	20.4%	\$101,972.70	19.9%	\$123,945.41	19.6%
SHERIFF	MAJOR BD	PS7	\$ 80,000.00	20.4%	\$101,972.70	19.9%	\$123,945.41	19.6%
PARKS AND RECREATION	MARINA SPECIALIST	118	\$ 39,500.58	-	\$ 50,349.77	-	\$ 61,198.95	-
PARKS AND RECREATION	MARINA TECHNICIAN I	111	\$ 31,200.00	24.8%	\$ 39,769.35	24.3%	\$ 48,338.71	24.0%
TRADE CENTER	MARKETING COORDINATOR - TRADE	123	\$ 49,458.17	3.1%	\$ 63,042.30	2.7%	\$ 76,626.42	2.4%
TRADE CENTER	MARKETING COORDINATOR - TRADE CENTER	123	\$ 49,458.17	3.1%	\$ 63,042.30	2.7%	\$ 76,626.42	2.4%
CIVIC CENTER	MARKETING MANAGER	124	\$ 52,425.67	6.1%	\$ 66,824.84	5.7%	\$ 81,224.00	5.4%
PUBLIC WORKS	MOBILITY TECHNOLOGY TECHNICIAN	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%

APPENDIX A (CONTINUED)
POSITION GRADE ASSIGNMENTS – ALPHABETICAL

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
PARKS AND RECREATION	MOTOR EQUIPMENT OPERATOR I	116	\$ 36,520.51	21.1%	\$ 46,551.19	20.6%	\$ 56,581.87	20.3%
PARKS AND RECREATION	MOTOR EQUIPMENT OPERATOR II	120	\$ 42,723.83	34.9%	\$ 54,458.31	34.3%	\$ 66,192.78	34.0%
PARKS AND RECREATION	MOTOR EQUIPMENT OPERATOR III	121	\$ 44,860.02	34.8%	\$ 57,181.22	34.2%	\$ 69,502.42	33.9%
PARKS AND RECREATION	MUSEUM SUPPORT SPECIALIST	112	\$ 32,136.00	-	\$ 40,962.43	-	\$ 49,788.87	-
INFORMATION TECHNOLOGY	NETWORK ENGINEER	126	\$ 58,905.48	8.0%	\$ 75,084.38	7.6%	\$ 91,263.29	7.3%
INFORMATION TECHNOLOGY	NETWORK OP MANAGER	128	\$ 66,810.59	11.0%	\$ 85,160.71	10.5%	\$103,510.83	10.2%
ENGINEERING	OFFICE MANAGER	118	\$ 39,500.58	7.5%	\$ 50,349.77	7.1%	\$ 61,198.95	6.8%
TRANSPORTATION	OFFICE MANAGER	118	\$ 39,500.58	7.5%	\$ 50,349.77	7.1%	\$ 61,198.95	6.8%
INFORMATION TECHNOLOGY	OFFICE MANAGER	118	\$ 39,500.58	7.5%	\$ 50,349.77	7.1%	\$ 61,198.95	6.8%
SUPERIOR COURT	OFFICIAL COURT REPORTER	126	\$ 58,905.48	8.0%	\$ 75,084.38	7.6%	\$ 91,263.29	7.3%
POLICE	OPEN RECORDS COMPLIANCE COORDI	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
CIVIC CENTER	OPERATIONS MANAGER	124	\$ 52,425.67	6.1%	\$ 66,824.84	5.7%	\$ 81,224.00	5.4%
PARKS AND RECREATION	PAINT EQUIPMENT OPERATOR II	115	\$ 35,115.87	-	\$ 44,760.76	-	\$ 54,405.64	-
LEGAL	PARALEGAL	119	\$ 41,080.61	6.4%	\$ 52,363.76	6.0%	\$ 63,646.91	5.7%
SUPERIOR COURT	PARALEGAL	119	\$ 41,080.61	6.4%	\$ 52,363.76	6.0%	\$ 63,646.91	5.7%
PROBATE COURT	PARALEGAL	119	\$ 41,080.61	6.4%	\$ 52,363.76	6.0%	\$ 63,646.91	5.7%
PARKS AND RECREATION	PARK MAINTENANCE WORKER I	114	\$ 34,093.08	36.4%	\$ 43,457.05	35.9%	\$ 52,821.01	35.5%
PARKS AND RECREATION	PARK MAINTENANCE WORKER II	115	\$ 35,115.87	28.6%	\$ 44,760.76	28.0%	\$ 54,405.64	27.7%
TRANSPORTATION	PARKING DIV MANAGER	124	\$ 52,425.67	17.1%	\$ 66,824.84	16.6%	\$ 81,224.00	16.3%
TRANSPORTATION	PARKING ENFORCEMENT OFFICER	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
PARKS AND RECREATION	PARKS & RECREATION DIRECTOR	134	\$100,733.21	24.4%	\$128,400.47	23.9%	\$156,067.73	23.6%
PARKS AND RECREATION	PARKS CREW LEADER	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
PARKS AND RECREATION	PARKS CREW SUPERVISOR	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
PARKS AND RECREATION	PARKS SERVICES DIV MANAGER	123	\$ 49,458.17	5.2%	\$ 63,042.30	4.7%	\$ 76,626.42	4.5%
PARKS AND RECREATION	PARKS SERVICES MANAGER	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%
PARKS AND RECREATION	PARKS SERVICES SUPERVISOR	119	\$ 41,080.61	-	\$ 52,363.76	-	\$ 63,646.91	-
PROBATE COURT	PASSPORT SPV/DEPUTY CLERK	121	\$ 44,860.02	22.1%	\$ 57,181.22	21.6%	\$ 69,502.42	21.3%
FINANCE	PAYROLL ADMINISTRATOR	123	\$ 49,458.17	10.5%	\$ 63,042.30	10.0%	\$ 76,626.42	9.8%
FINANCE	PAYROLL SPECIALIST	121	\$ 44,860.02	10.6%	\$ 57,181.22	10.2%	\$ 69,502.42	9.9%
FIRE & EMS	PAYROLL TECHNICIAN	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
INFORMATION TECHNOLOGY	PC SERVICES SUPERVISOR	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%
INFORMATION TECHNOLOGY	PC TECH	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
HUMAN RESOURCES	PENSION PLANS ADMINISTRATOR	126	\$ 58,905.48	19.2%	\$ 75,084.38	18.7%	\$ 91,263.29	18.4%

APPENDIX A (CONTINUED)
POSITION GRADE ASSIGNMENTS – ALPHABETICAL

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
COMMUNITY DEVELOPMENT	PERMIT TECHNICIAN	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
INFORMATION TECHNOLOGY	PERSONAL COMPUTER SERVICES TEC	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
BOARDS AND COMMISSIONS	PERSONAL PROPERTY MANAGER	124	\$ 52,425.67	6.1%	\$ 66,824.84	5.7%	\$ 81,224.00	5.4%
PLANNING	PLANNER	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%
PLANNING	PLANNING DIRECTOR	134	\$100,733.21	24.4%	\$128,400.47	23.9%	\$156,067.73	23.6%
COMMUNITY DEVELOPMENT	PLANS EXAMINER	123	\$ 49,458.17	5.2%	\$ 63,042.30	4.7%	\$ 76,626.42	4.5%
PUBLIC WORKS	PLUMBER II	118	\$ 39,500.58	7.5%	\$ 50,349.77	7.1%	\$ 61,198.95	6.8%
COMMUNITY DEVELOPMENT	PLUMBING MECH INSP COORDINATOR	122	\$ 47,103.02	5.2%	\$ 60,040.28	4.8%	\$ 72,977.54	4.5%
COMMUNITY DEVELOPMENT	PLUMBING MECH INSPECTOR	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
POLICE	POLICE CADET	113	\$ 33,100.08	4.5%	\$ 42,191.31	4.1%	\$ 51,282.54	3.8%
POLICE	POLICE CADET I	113	\$ 33,100.08	4.5%	\$ 42,191.31	4.1%	\$ 51,282.54	3.8%
POLICE	POLICE CAPTAIN AD	PS6	\$ 70,000.00	16.3%	\$ 89,226.12	15.8%	\$108,452.23	15.5%
POLICE	POLICE CAPTAIN BD	PS6	\$ 70,000.00	16.3%	\$ 89,226.12	15.8%	\$108,452.23	15.5%
POLICE	POLICE CAPTAIN MD	PS6	\$ 70,000.00	16.3%	\$ 89,226.12	15.8%	\$108,452.23	15.5%
POLICE	POLICE CORPORAL	PS2	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
POLICE	POLICE CORPORAL AD	PS2	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
POLICE	POLICE CORPORAL BD	PS2	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
POLICE	POLICE CORPORAL MD	PS2	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
POLICE	POLICE FINANCE MANAGER	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%
POLICE	POLICE LIEUTENANT BD	PS5	\$ 65,000.00	31.6%	\$ 82,852.82	31.0%	\$100,705.64	30.7%
POLICE	POLICE LIEUTENANT MD	PS5	\$ 65,000.00	31.6%	\$ 82,852.82	31.0%	\$100,705.64	30.7%
POLICE	POLICE OFFICER	PS1	\$ 45,000.00	22.5%	\$ 57,359.65	22.0%	\$ 69,719.29	21.7%
POLICE	POLICE OFFICER AD	PS1	\$ 45,000.00	22.5%	\$ 57,359.65	22.0%	\$ 69,719.29	21.7%
POLICE	POLICE OFFICER BD	PS1	\$ 45,000.00	22.5%	\$ 57,359.65	22.0%	\$ 69,719.29	21.7%
POLICE	POLICE OFFICER MD	PS1	\$ 45,000.00	22.5%	\$ 57,359.65	22.0%	\$ 69,719.29	21.7%
POLICE	POLICE SERGEANT	PS3	\$ 57,500.00	28.5%	\$ 73,292.88	27.9%	\$ 89,085.76	27.6%
POLICE	POLICE SGT AD	PS3	\$ 57,500.00	28.5%	\$ 73,292.88	27.9%	\$ 89,085.76	27.6%
POLICE	POLICE SGT BD	PS3	\$ 57,500.00	28.5%	\$ 73,292.88	27.9%	\$ 89,085.76	27.6%
POLICE	POLICE SGT MD	PS3	\$ 57,500.00	28.5%	\$ 73,292.88	27.9%	\$ 89,085.76	27.6%
PARKS AND RECREATION	POTTERY SPECIALIST	111	\$ 31,200.00	37.8%	\$ 39,769.35	37.2%	\$ 48,338.71	36.9%
PLANNING	PRINCIPAL PLANNER	124	\$ 52,425.67	6.1%	\$ 66,824.84	5.7%	\$ 81,224.00	5.4%
TRANSPORTATION	PRINCIPAL TRANSIT PLANNER	124	\$ 52,425.67	6.1%	\$ 66,824.84	5.7%	\$ 81,224.00	5.4%
CHIEF ADMINISTRATOR	PRINT SHOP SUPERVISOR	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%

APPENDIX A (CONTINUED)
POSITION GRADE ASSIGNMENTS – ALPHABETICAL

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
CHIEF ADMINISTRATOR	PRINT SHOP TECHNICIAN	115	\$ 35,115.87	10.8%	\$ 44,760.76	10.4%	\$ 54,405.64	10.1%
INFORMATION TECHNOLOGY	PROGRAM & DEVELOPMENT COORDINA	126	\$ 58,905.48	8.0%	\$ 75,084.38	7.6%	\$ 91,263.29	7.3%
WIOA	PROGRAM MONITOR/JOB DEVELOPER	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
WIOA	PROGRAM SPECIALIST I	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
WIOA	PROGRAM SPECIALIST II	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%
ENGINEERING	PROJECT ENGINEER	127	\$ 62,439.81	3.7%	\$ 79,589.45	3.3%	\$ 96,739.09	3.0%
PUBLIC WORKS	PUBLIC SERVICES COORDINATOR	122	\$ 47,103.02	5.2%	\$ 60,040.28	4.8%	\$ 72,977.54	4.5%
PUBLIC WORKS	PUBLIC SERVICES CREW LEADER	117	\$ 37,981.33	14.1%	\$ 48,413.24	13.7%	\$ 58,845.14	13.4%
PUBLIC WORKS	PUBLIC SERVICES CREW SUPVSR	121	\$ 44,860.02	16.2%	\$ 57,181.22	15.8%	\$ 69,502.42	15.5%
PUBLIC WORKS	PUBLIC WORKS DIRECTOR	135	\$108,288.20	21.2%	\$138,030.51	20.7%	\$167,772.81	20.4%
FINANCE	PURCHASING MANAGER	129	\$ 71,487.33	7.6%	\$ 91,121.96	7.1%	\$110,756.58	6.9%
FINANCE	PURCHASING TECHNICIAN	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
PUBLIC WORKS	RAINWATER DIVISION MANAGER	129	\$ 71,487.33	7.6%	\$ 91,121.96	7.1%	\$110,756.58	6.9%
PUBLIC WORKS	RC COMPOST MANAGER	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
PUBLIC WORKS	RC DROP OFF SITE OPERATOR	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
PUBLIC WORKS	RC LINE SUPERVISOR	119	\$ 41,080.61	6.4%	\$ 52,363.76	6.0%	\$ 63,646.91	5.7%
PUBLIC WORKS	RC SCALE OPERATOR	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
COMMUNITY REINVESTMENT	REAL ESTATE SPECIALIST	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%
PARKS AND RECREATION	REC PROGRAM SPECIALIST II	117	\$ 37,981.33	8.6%	\$ 48,413.24	8.2%	\$ 58,845.14	7.9%
PARKS AND RECREATION	REC PROGRAM SPECIALIST III	118	\$ 39,500.58	7.5%	\$ 50,349.77	7.1%	\$ 61,198.95	6.8%
POLICE	RECORDS MANAGER	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
CHIEF ADMINISTRATOR	RECORDS SPECIALIST	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
POLICE	RECORDS SUPERVISOR	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
PARKS AND RECREATION	RECREA PROG SPVR REC SVCS	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
PARKS AND RECREATION	RECREATION CENTER LEADERS	111	\$ 31,200.00	59.8%	\$ 39,769.35	59.2%	\$ 48,338.71	58.8%
PARKS AND RECREATION	RECREATION PROGRAM SUPERVISOR	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
PARKS AND RECREATION	RECREATION SVCS DIVISION MGR	123	\$ 49,458.17	5.2%	\$ 63,042.30	4.7%	\$ 76,626.42	4.5%
PUBLIC WORKS	RECYCLING CENTER MANAGER	124	\$ 52,425.67	11.5%	\$ 66,824.84	11.0%	\$ 81,224.00	10.7%
PUBLIC WORKS	RECYCLING ROUTE SUPERVISOR	119	\$ 41,080.61	6.4%	\$ 52,363.76	6.0%	\$ 63,646.91	5.7%
PUBLIC WORKS	RECYCLING TRUCK DRIVER	121	\$ 44,860.02	34.8%	\$ 57,181.22	34.2%	\$ 69,502.42	33.9%
BOARDS AND COMMISSIONS	RESIDENTIAL PROPERTY MANAGER	124	\$ 52,425.67	6.1%	\$ 66,824.84	5.7%	\$ 81,224.00	5.4%
FINANCE	REVENUE MANAGER	129	\$ 71,487.33	7.6%	\$ 91,121.96	7.1%	\$110,756.58	6.9%
PLANNING	RIGHT OF WAY/TRANSP PLAN COOD	124	\$ 52,425.67	6.1%	\$ 66,824.84	5.7%	\$ 81,224.00	5.4%

APPENDIX A (CONTINUED)
POSITION GRADE ASSIGNMENTS – ALPHABETICAL

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
HUMAN RESOURCES	RISK MANAGEMENT ANALYST	123	\$ 49,458.17	5.2%	\$ 63,042.30	4.7%	\$ 76,626.42	4.5%
HUMAN RESOURCES	RISK MANAGER	129	\$ 71,487.33	7.6%	\$ 91,121.96	7.1%	\$110,756.58	6.9%
PUBLIC WORKS	SAFETY COORDINATOR	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%
TRANSPORTATION	SAFETY/TRAINING COORDINATOR	123	\$ 49,458.17	22.0%	\$ 63,042.30	21.5%	\$ 76,626.42	21.2%
SHERIFF	SECURITY GUARD	112	\$ 32,136.00	12.0%	\$ 40,962.43	11.5%	\$ 49,788.87	11.2%
FINANCE	SENIOR ACCOUNTANT	124	\$ 52,425.67	6.1%	\$ 66,824.84	5.7%	\$ 81,224.00	5.4%
MCP	SENIOR CO AD	C2	\$ 43,500.00	24.4%	\$ 55,447.66	23.9%	\$ 67,395.31	23.6%
MCP	SENIOR CO BD	C2	\$ 43,500.00	24.4%	\$ 55,447.66	23.9%	\$ 67,395.31	23.6%
MCP	SENIOR CO MD	C2	\$ 43,500.00	24.4%	\$ 55,447.66	23.9%	\$ 67,395.31	23.6%
MCP	SENIOR CORRECTIONAL OFCR	C2	\$ 43,500.00	24.4%	\$ 55,447.66	23.9%	\$ 67,395.31	23.6%
MCP	SENIOR COUNSELOR	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%
RECORDER'S COURT	SENIOR DEPUTY CLERK	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
STATE COURT	SENIOR DEPUTY CLERK	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
SUPERIOR COURT	SENIOR DEPUTY CLERK	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
MUNICIPAL COURT	SENIOR DEPUTY CLERK	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
STATE COURT	SENIOR DEPUTY CLERK	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
SUPERIOR COURT	SENIOR DEPUTY CLERK	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
PUBLIC WORKS	SENIOR HEAVY EQUIPMT OPERATOR	123	\$ 49,458.17	34.6%	\$ 63,042.30	34.1%	\$ 76,626.42	33.7%
SUPERIOR COURT	SENIOR INVESTGTR DIST ATTY	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%
STATE COURT	SENIOR INVESTIGATOR - SOLICITO	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%
PUBLIC WORKS	SENIOR LANDFILL OPERATOR	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
PLANNING	SENIOR PLANNER	122	\$ 47,103.02	5.2%	\$ 60,040.28	4.8%	\$ 72,977.54	4.5%
ENGINEERING	SENIOR TRAFFIC OPERATIONS TECH	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
SHERIFF	SERGEANT	PS3	\$ 57,500.00	28.5%	\$ 73,292.88	27.9%	\$ 89,085.76	27.6%
SHERIFF	SERGEANT	PS3	\$ 57,500.00	28.5%	\$ 73,292.88	27.9%	\$ 89,085.76	27.6%
SHERIFF	SERGEANT AD	PS3	\$ 57,500.00	28.5%	\$ 73,292.88	27.9%	\$ 89,085.76	27.6%
SHERIFF	SERGEANT AD	PS3	\$ 57,500.00	28.5%	\$ 73,292.88	27.9%	\$ 89,085.76	27.6%
SHERIFF	SERGEANT BD	PS3	\$ 57,500.00	28.5%	\$ 73,292.88	27.9%	\$ 89,085.76	27.6%
SHERIFF	SERGEANT MD	PS3	\$ 57,500.00	28.5%	\$ 73,292.88	27.9%	\$ 89,085.76	27.6%
FIRE & EMS	SGT INVESTIGATIONS	F3	\$ 50,000.00	23.3%	\$ 63,732.94	22.8%	\$ 77,465.88	22.5%
SHERIFF	SHERF CRCTN OFFICER	C1	\$ 42,500.00	27.7%	\$ 54,173.00	27.2%	\$ 65,846.00	26.8%
SHERIFF	SHERF CRCTN OFFICER	C1	\$ 42,500.00	27.7%	\$ 54,173.00	27.2%	\$ 65,846.00	26.8%
SHERIFF	SHERF CRCTN OFFICER AD	C1	\$ 42,500.00	27.7%	\$ 54,173.00	27.2%	\$ 65,846.00	26.8%

APPENDIX A (CONTINUED)
POSITION GRADE ASSIGNMENTS – ALPHABETICAL

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
SHERIFF	SHERF CRCTN OFFICER BD	C1	\$ 42,500.00	27.7%	\$ 54,173.00	27.2%	\$ 65,846.00	26.8%
SHERIFF	SHERF CRCTN OFFICER BD	C1	\$ 42,500.00	27.7%	\$ 54,173.00	27.2%	\$ 65,846.00	26.8%
SHERIFF	SHERF CRCTN OFFICER MD	C1	\$ 42,500.00	27.7%	\$ 54,173.00	27.2%	\$ 65,846.00	26.8%
SHERIFF	SHERIFF CADET	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
PUBLIC WORKS	SMALL ENGINE SUPERVISOR	125	\$ 55,571.21	37.0%	\$ 70,834.33	1.5%	\$ 86,097.44	1.2%
PUBLIC WORKS	SPECIAL ENFORCEMENT SUPERVISOR	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
FINANCE	SR LICENSING AND TAX CLERK	117	\$ 37,981.33	8.6%	\$ 48,413.24	8.2%	\$ 58,845.14	7.9%
ENGINEERING	STORMWATER DATA INSPECTOR	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
ENGINEERING	STORMWATER DATA TECH I	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
ENGINEERING	STORMWATER DATA TECH II	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
PUBLIC WORKS	STORMWATER DRAIN TECH	117	\$ 37,981.33	8.6%	\$ 48,413.24	8.2%	\$ 58,845.14	7.9%
ENGINEERING	STORMWATER MGMT ENGINEER	127	\$ 62,439.81	3.7%	\$ 79,589.45	3.3%	\$ 96,739.09	3.0%
PUBLIC WORKS	STREET DIVISION MANAGER	129	\$ 71,487.33	7.6%	\$ 91,121.96	7.1%	\$110,756.58	6.9%
TAX COMMISSIONER	SUPPORT CLERK	111	\$ 31,200.00	24.8%	\$ 39,769.35	24.3%	\$ 48,338.71	24.0%
LEGISLATIVE	SUPPORT CLERK - CLERK OF COUNC	111	\$ 31,200.00	24.8%	\$ 39,769.35	24.3%	\$ 48,338.71	24.0%
FIRE & EMS	SUPPORT TECHNICIAN LOGISTICS	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
ENGINEERING	SURVEY CREW LEADER	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
ENGINEERING	SURVEY CREW WORKER	112	\$ 32,136.00	12.0%	\$ 40,962.43	11.5%	\$ 49,788.87	11.2%
ENGINEERING	SURVEY SUPERVISOR	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%
ENGINEERING	SURVEY TECHNICIAN	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
INFORMATION TECHNOLOGY	SYSTEMS & ENTERPRISE APPLICATI	126	\$ 58,905.48	8.0%	\$ 75,084.38	7.6%	\$ 91,263.29	7.3%
TAX COMMISSIONER	TAX CLERK I	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
TAX COMMISSIONER	TAX CLERK II	117	\$ 37,981.33	8.6%	\$ 48,413.24	8.2%	\$ 58,845.14	7.9%
TAX COMMISSIONER	TAX SPECIALIST	120	\$ 42,723.83	5.4%	\$ 54,458.31	4.9%	\$ 66,192.78	4.7%
INFORMATION TECHNOLOGY	TECHNICAL OPERATIONS MANAGER	129	\$ 71,487.33	7.6%	\$ 91,121.96	7.1%	\$110,756.58	6.9%
PARKS AND RECREATION	TENNIS PROGRAM SPECIALIST III	118	\$ 39,500.58	-	\$ 50,349.77	-	\$ 61,198.95	-
PARKS AND RECREATION	TENNIS PROGRAM SUPERVISOR	120	\$ 42,723.83	-	\$ 54,458.31	-	\$ 66,192.78	-
PARKS AND RECREATION	TENNIS SPECIALIST I	112	\$ 32,136.00	12.0%	\$ 40,962.43	11.5%	\$ 49,788.87	11.2%
PARKS AND RECREATION	TENNIS SPECIALIST II	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
CIVIC CENTER	TICKETING OPERATIONS MANAGER	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%
TRADE CENTER	TRADE CENTER FINANCE MANAGER	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%
ENGINEERING	TRAFFIC ANALYST	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
ENGINEERING	TRAFFIC CONTROL TECHNICIAN	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%

APPENDIX A (CONTINUED)
POSITION GRADE ASSIGNMENTS – ALPHABETICAL

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
ENGINEERING	TRAFFIC OPERATIONS SUPERVISOR	123	\$ 49,458.17	5.2%	\$ 63,042.30	4.7%	\$ 76,626.42	4.5%
ENGINEERING	TRAFFIC SIGN CONSTRUCTION SPEC	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
ENGINEERING	TRAFFIC SIGNAL SUPERVISOR	121	\$ 44,860.02	5.3%	\$ 57,181.22	4.9%	\$ 69,502.42	4.6%
ENGINEERING	TRAFFIC SIGNAL TECHNICIAN I	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
ENGINEERING	TRAFFIC SIGNAL TECHNICIAN II	117	\$ 37,981.33	8.6%	\$ 48,413.24	8.2%	\$ 58,845.14	7.9%
HUMAN RESOURCES	TRAINING AND DEVELOPMENT MANAGER	123	\$ 49,458.17	10.5%	\$ 63,042.30	10.0%	\$ 76,626.42	9.8%
TRANSPORTATION	TRANSIT COMPLIANCE OFFICER	127	\$ 62,439.81	26.4%	\$ 79,589.45	25.9%	\$ 96,739.09	25.5%
TRANSPORTATION	TRANSIT MANAGER	127	\$ 62,439.81	3.7%	\$ 79,589.45	3.3%	\$ 96,739.09	3.0%
TRANSPORTATION	TRANSIT SECURITY SPECIALIST	113	\$ 33,100.08	9.8%	\$ 42,191.31	9.3%	\$ 51,282.54	9.0%
TRANSPORTATION	TRANSIT SPECIALIST	119	\$ 41,080.61	11.8%	\$ 52,363.76	11.4%	\$ 63,646.91	11.1%
TRANSPORTATION	TRANSIT SUPERVISOR	123	\$ 49,458.17	22.0%	\$ 63,042.30	21.5%	\$ 76,626.42	21.2%
TRANSPORTATION	TRANSPORTATION CREW LEADER	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
PLANNING	TRANSPORTATION PLANNER	121	\$ 47,103.02	10.6%	\$ 60,040.28	10.1%	\$ 72,977.54	9.8%
PLANNING	TRANSPORTATION PLANNER TRAINEE	119	\$ 41,080.61	6.4%	\$ 52,363.76	6.0%	\$ 63,646.91	5.7%
PUBLIC WORKS	TREE TRIMMER CREW LEADER	120	\$ 42,723.83	22.2%	\$ 54,458.31	21.7%	\$ 66,192.78	21.4%
PUBLIC WORKS	TREE TRIMMER CREW LEADER II	121	\$ 44,860.02	22.1%	\$ 57,181.22	21.6%	\$ 69,502.42	21.3%
PUBLIC WORKS	TREE TRIMMER II	115	\$ 35,115.87	5.5%	\$ 44,760.76	5.1%	\$ 54,405.64	4.8%
CHIEF ADMINISTRATOR	TV STATION MANAGER	129	\$ 71,487.33	7.6%	\$ 91,121.96	7.1%	\$110,756.58	6.9%
PUBLIC WORKS	URBAN FORESTRY SUPERVISOR	121	\$ 44,860.02	16.2%	\$ 57,181.22	15.8%	\$ 69,502.42	15.5%
SUPERIOR COURT	VICTIM ADVOCATE	117	\$ 37,981.33	3.4%	\$ 48,413.24	3.0%	\$ 58,845.14	2.7%
STATE COURT	VICTIM ADVOCATE INVESTIGATOR	119	\$ 41,080.61	6.4%	\$ 52,363.76	6.0%	\$ 63,646.91	5.7%
SUPERIOR COURT	VICTIM WITNESS PGR AD	122	\$ 47,103.02	5.2%	\$ 60,040.28	4.8%	\$ 72,977.54	4.5%
STATE COURT	VICTIM WITNESS PROGRAM ADMINIS	122	\$ 47,103.02	5.2%	\$ 60,040.28	4.8%	\$ 72,977.54	4.5%
PUBLIC WORKS	VOLUNTEER COORDINATOR- ANIMAL	117	\$ 37,981.33	8.6%	\$ 48,413.24	8.2%	\$ 58,845.14	7.9%
MCP	WARDEN MD	C7	\$100,000.00	23.5%	\$127,465.88	23.0%	\$154,931.76	22.7%
PUBLIC WORKS	WASTE COLLECT ROUTE SUPERVISOR	119	\$ 41,080.61	6.4%	\$ 52,363.76	6.0%	\$ 63,646.91	5.7%
PUBLIC WORKS	WASTE COLLECTION WORKER	112	\$ 32,136.00	17.6%	\$ 40,962.43	17.2%	\$ 49,788.87	16.9%
PUBLIC WORKS	WASTE DISPOSAL AND RECYCLING M	129	\$ 71,487.33	7.6%	\$ 91,121.96	7.1%	\$110,756.58	6.9%
PUBLIC WORKS	WASTE EQUIPMENT OPERATOR	121	\$ 44,860.02	34.8%	\$ 57,181.22	34.2%	\$ 69,502.42	33.9%
INFORMATION TECHNOLOGY	WEB DEVELOPMENT MANAGER	128	\$ 66,810.59	11.0%	\$ 85,160.71	10.5%	\$103,510.83	10.2%
WIOA	WIOA ASSISTANT DIRECTOR	130	\$ 76,491.45	40.3%	\$ 97,500.50	39.7%	\$118,509.54	39.3%
WIOA	WORKFORCE INVESTMENT OPPORTUNI	133	\$ 93,705.31	27.8%	\$119,442.30	27.2%	\$145,179.29	26.9%

**APPENDIX B
POSITION GRADE ASSIGNMENTS – DEPARTMENT**

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
BOARDS AND COMMISSIONS	APPRAISAL TECHNICIAN	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
BOARDS AND COMMISSIONS	ADMINISTRATIVE ASSISTANT	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
BOARDS AND COMMISSIONS	ELECTIONS TECHNICIAN	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
BOARDS AND COMMISSIONS	APPRAISER I	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
BOARDS AND COMMISSIONS	ELECTIONS TECHNICIAN II	117	\$37,981.33	8.6%	\$48,413.24	8.2%	\$58,845.14	7.9%
BOARDS AND COMMISSIONS	ELECTIONS SPECIALIST	118	\$39,500.58	13.0%	\$50,349.77	12.5%	\$61,198.95	12.2%
BOARDS AND COMMISSIONS	GIS TECHNICIAN I	118	\$39,500.58	7.5%	\$50,349.77	7.1%	\$61,198.95	6.8%
BOARDS AND COMMISSIONS	APPRAISER II	119	\$41,080.61	6.4%	\$52,363.76	6.0%	\$63,646.91	5.7%
BOARDS AND COMMISSIONS	APPRAISER III	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
BOARDS AND COMMISSIONS	ELECTIONS AND OPERATIONS MANAG	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
BOARDS AND COMMISSIONS	ADMINISTRATIVE MANAGER	124	\$52,425.67	6.1%	\$66,824.84	5.7%	\$81,224.00	5.4%
BOARDS AND COMMISSIONS	COMMERCIAL PROPERTY MANAGER	124	\$52,425.67	6.1%	\$66,824.84	5.7%	\$81,224.00	5.4%
BOARDS AND COMMISSIONS	PERSONAL PROPERTY MANAGER	124	\$52,425.67	6.1%	\$66,824.84	5.7%	\$81,224.00	5.4%
BOARDS AND COMMISSIONS	RESIDENTIAL PROPERTY MANAGER	124	\$52,425.67	6.1%	\$66,824.84	5.7%	\$81,224.00	5.4%
BOARDS AND COMMISSIONS	ASSISTANT DIRECTOR OF ELECTION	130	\$76,491.45	40.3%	\$97,500.50	39.7%	\$118,509.54	39.3%
BOARDS AND COMMISSIONS	DEPUTY CHIEF APPRAISER	131	\$81,845.85	23.2%	\$104,325.53	22.7%	\$126,805.21	22.4%
BOARDS AND COMMISSIONS	ELECTIONS/REGISTRRT DIRECTOR	133	\$93,705.31	27.8%	\$119,442.30	27.2%	\$145,179.29	26.9%
BOARDS AND COMMISSIONS	CHIEF APPRAISER	134	\$100,733.21	24.4%	\$128,400.47	23.9%	\$156,067.73	23.6%
CHIEF ADMINISTRATOR	DUPLICATING SERVICES TECH	112	\$32,136.00	16.5%	\$40,962.43	16.0%	\$49,788.87	15.7%
CHIEF ADMINISTRATOR	CITIZEN SVC CENT TECHNICIAN	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
CHIEF ADMINISTRATOR	ADMINISTRATIVE ASSISTANT	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
CHIEF ADMINISTRATOR	PRINT SHOP TECHNICIAN	115	\$35,115.87	10.8%	\$44,760.76	10.4%	\$54,405.64	10.1%
CHIEF ADMINISTRATOR	GRAPHICS DESIGNER	115	\$35,115.87	9.8%	\$44,760.76	9.3%	\$54,405.64	9.0%
CHIEF ADMINISTRATOR	ADMINISTRATIVE TECHNICIAN	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
CHIEF ADMINISTRATOR	COMM/MULTI SPECLST	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
CHIEF ADMINISTRATOR	RECORDS SPECIALIST	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
CHIEF ADMINISTRATOR	MAILROOM SUPERVISOR	119	\$41,080.61	23.4%	\$52,363.76	22.9%	\$63,646.91	22.6%
CHIEF ADMINISTRATOR	PRINT SHOP SUPERVISOR	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
CHIEF ADMINISTRATOR	CHIEF OF STAFF AND EXECUTIVE A	124	\$52,425.67	6.1%	\$66,824.84	5.7%	\$81,224.00	5.4%
CHIEF ADMINISTRATOR	FAMILY CONNECTION DIRECTOR	126	\$58,905.48	19.2%	\$75,084.38	18.7%	\$91,263.29	18.4%
CHIEF ADMINISTRATOR	KCB EXECUTIVE DIRECTOR	126	\$58,905.48	8.0%	\$75,084.38	7.6%	\$91,263.29	7.3%
CHIEF ADMINISTRATOR	DIRECTOR, 311 CITIZENS SERVICE CENTER/ASSISTANT TO THE CITY MANAGER	128	\$66,810.59	11.0%	\$85,160.71	10.5%	\$103,510.83	10.2%
CHIEF ADMINISTRATOR	TV STATION MANAGER	129	\$71,487.33	7.6%	\$91,121.96	7.1%	\$110,756.58	6.9%
CHIEF ADMINISTRATOR	DIRECTOR OF COMMUNICATIONS AND COMMUNITY AFFAIRS	131	\$81,845.85	-	\$104,325.53	-	\$126,805.21	-
CHIEF ADMINISTRATOR	DEPUTY CITY MANAGER-OPERATIONS	138	\$134,526.09	17.6%	\$171,474.87	17.1%	\$208,423.64	16.8%
CHIEF ADMINISTRATOR	DEPUTY CITY MANAGER-PLANNING	138	\$134,526.09	17.6%	\$171,474.87	17.1%	\$208,423.64	16.8%
CHIEF ADMINISTRATOR	CITY MANAGER	140	\$166,307.88	19.3%	\$211,985.81	18.8%	\$257,663.73	18.5%

APPENDIX B (CONTNUED)
POSITION GRADE ASSIGNMENTS – DEPARTMENT

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
CIVIC CENTER	ARENA TECHNICIAN	112	\$32,136.00	12.0%	\$40,962.43	11.5%	\$49,788.87	11.2%
CIVIC CENTER	BOX OFFICE REPRESENTATIVE	112	\$32,136.00	16.5%	\$40,962.43	16.0%	\$49,788.87	15.7%
CIVIC CENTER	ADMINISTRATIVE SUPPORT SPECIALIST II	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
CIVIC CENTER	ARENA TECHNICIAN II	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
CIVIC CENTER	ACCOUNTING CLERK SENIOR	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
CIVIC CENTER	BOX OFFICE COORDINATOR	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
CIVIC CENTER	ADMINISTRATIVE ASSISTANT	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
CIVIC CENTER	CARPENTER I	117	\$37,981.33	8.6%	\$48,413.24	8.2%	\$58,845.14	7.9%
CIVIC CENTER	EVENTS COORDINATOR	119	\$41,080.61	6.4%	\$52,363.76	6.0%	\$63,646.91	5.7%
CIVIC CENTER	MAINTENANCE SUPERVISOR	119	\$41,080.61	6.4%	\$52,363.76	6.0%	\$63,646.91	5.7%
CIVIC CENTER	CIVIC CENTER FINANCE MANAGER	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
CIVIC CENTER	TICKETING OPERATIONS MANAGER	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
CIVIC CENTER	EVENT SERVICES MANAGER	124	\$52,425.67	6.1%	\$66,824.84	5.7%	\$81,224.00	5.4%
CIVIC CENTER	MARKETING MANAGER	124	\$52,425.67	6.1%	\$66,824.84	5.7%	\$81,224.00	5.4%
CIVIC CENTER	OPERATIONS MANAGER	124	\$52,425.67	6.1%	\$66,824.84	5.7%	\$81,224.00	5.4%
CIVIC CENTER	CIVIC CENTER DIRECTOR	134	\$100,733.21	24.4%	\$128,400.47	23.9%	\$156,067.73	23.6%
COMMUNITY DEVELOPMENT	INSPECTION SERVICES TECHNICIAN	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
COMMUNITY DEVELOPMENT	PERMIT TECHNICIAN	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
COMMUNITY DEVELOPMENT	GIS TECHNICIAN I	118	\$39,500.58	7.5%	\$50,349.77	7.1%	\$61,198.95	6.8%
COMMUNITY DEVELOPMENT	BUILDING INSPECTOR	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
COMMUNITY DEVELOPMENT	CODE ENFORCEMENT OFFICER	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
COMMUNITY DEVELOPMENT	ELECTRICAL INSPECTOR	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
COMMUNITY DEVELOPMENT	PLUMBING MECH INSPECTOR	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
COMMUNITY DEVELOPMENT	BUILDING INSPECT COORDINATOR	122	\$47,103.02	5.2%	\$60,040.28	4.8%	\$72,977.54	4.5%
COMMUNITY DEVELOPMENT	ELECTRICAL INSPECT COORDINATOR	122	\$47,103.02	5.2%	\$60,040.28	4.8%	\$72,977.54	4.5%
COMMUNITY DEVELOPMENT	PLUMBING MECH INSP COORDINATOR	122	\$47,103.02	5.2%	\$60,040.28	4.8%	\$72,977.54	4.5%
COMMUNITY DEVELOPMENT	PLANS EXAMINER	123	\$49,458.17	5.2%	\$63,042.30	4.7%	\$76,626.42	4.5%
COMMUNITY DEVELOPMENT	CODE ENFORCEMENT MANAGER	126	\$58,905.48	8.0%	\$75,084.38	7.6%	\$91,263.29	7.3%
COMMUNITY DEVELOPMENT	CHIEF INSPECTOR - INSPECTIONS	127	\$62,439.81	3.7%	\$79,589.45	3.3%	\$96,739.09	3.0%
COMMUNITY DEVELOPMENT	ASSISTANT INSP & CODE DIRECTOR	131	\$81,845.85	23.2%	\$104,325.53	22.7%	\$126,805.21	22.4%
COMMUNITY DEVELOPMENT	BUILDING INSPECTION&CODES DIR	134	\$100,733.21	24.4%	\$128,400.47	23.9%	\$156,067.73	23.6%
COMMUNITY REINVESTMENT	COMMUNITY REINVESTMENT COORDIN	119	\$41,080.61	11.8%	\$52,363.76	11.4%	\$63,646.91	11.1%
COMMUNITY REINVESTMENT	COMMUNITY REINV PLANNER	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
COMMUNITY REINVESTMENT	FINANCE MANAGER COMM REINV	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
COMMUNITY REINVESTMENT	REAL ESTATE SPECIALIST	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
COMMUNITY REINVESTMENT	ASSISTANT DIRECTOR FOR COMMUNITY REINVESTMENT AND REAL ESTATE	130	\$76,491.45	40.3%	\$97,500.50	39.7%	\$118,509.54	39.3%
COMMUNITY REINVESTMENT	DIRECTOR OF COMMUNITY REINVEST	133	\$93,705.31	27.8%	\$119,442.30	27.2%	\$145,179.29	26.9%
CORONER	ADMINISTRATIVE COORDINATOR	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%

APPENDIX B (CONTINUED)
POSITION GRADE ASSIGNMENTS – DEPARTMENT

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
CORONER	DEPUTY CORONER	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
CORONER	CHIEF DEPUTY CORN	122	\$47,103.02	5.2%	\$60,040.28	4.8%	\$72,977.54	4.5%
ENGINEERING	SURVEY CREW WORKER	112	\$32,136.00	12.0%	\$40,962.43	11.5%	\$49,788.87	11.2%
ENGINEERING	ADMINISTRATIVE SUPPORT SPECIALIST II	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
ENGINEERING	TRAFFIC CONTROL TECHNICIAN	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
ENGINEERING	STORMWATER DATA TECH I	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
ENGINEERING	SURVEY TECHNICIAN	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
ENGINEERING	TRAFFIC SIGN CONSTRUCTION SPEC	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
ENGINEERING	TRAFFIC SIGNAL TECHNICIAN I	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
ENGINEERING	STORMWATER DATA TECH II	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
ENGINEERING	SURVEY CREW LEADER	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
ENGINEERING	TRAFFIC ANALYST	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
ENGINEERING	TRAFFIC SIGNAL TECHNICIAN II	117	\$37,981.33	8.6%	\$48,413.24	8.2%	\$58,845.14	7.9%
ENGINEERING	GIS TECHNICIAN I	118	\$39,500.58	7.5%	\$50,349.77	7.1%	\$61,198.95	6.8%
ENGINEERING	OFFICE MANAGER	118	\$39,500.58	7.5%	\$50,349.77	7.1%	\$61,198.95	6.8%
ENGINEERING	ENGINEERING INSPECTOR	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
ENGINEERING	SENIOR TRAFFIC OPERATIONS TECH	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
ENGINEERING	STORMWATER DATA INSPECTOR	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
ENGINEERING	ENGINEERING INSPECTION COORD	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
ENGINEERING	SURVEY SUPERVISOR	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
ENGINEERING	TRAFFIC SIGNAL SUPERVISOR	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
ENGINEERING	GIS SUPERVISOR	122	\$47,103.02	22.0%	\$60,040.28	21.5%	\$72,977.54	21.2%
ENGINEERING	TRAFFIC OPERATIONS SUPERVISOR	123	\$49,458.17	5.2%	\$63,042.30	4.7%	\$76,626.42	4.5%
ENGINEERING	PROJECT ENGINEER	127	\$62,439.81	3.7%	\$79,589.45	3.3%	\$96,739.09	3.0%
ENGINEERING	STORMWATER MGMT ENGINEER	127	\$62,439.81	3.7%	\$79,589.45	3.3%	\$96,739.09	3.0%
ENGINEERING	ASSISTANT ENGINEERING DIRECTOR	132	\$87,575.06	8.2%	\$111,628.32	7.7%	\$135,681.58	7.5%
ENGINEERING	ENGINEERING DIRECTOR	135	\$108,288.20	21.2%	\$138,030.51	20.7%	\$167,772.81	20.4%
EXECUTIVE	ADMINISTRATIVE ASSISTANT	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
EXECUTIVE	EXECUTIVE ASSISTANT	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
EXECUTIVE	FORENSIC AUDITOR	126	\$58,905.48	8.0%	\$75,084.38	7.6%	\$91,263.29	7.3%
EXECUTIVE	DIRECTOR OFFICE OF CRIME PREVE	128	\$66,810.59	11.0%	\$85,160.71	10.5%	\$103,510.83	10.2%
FINANCE	ACCOUNTING CLERK SENIOR	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
FINANCE	ACCOUNTING TECHNICIAN	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
FINANCE	ACCOUNTS PAYABLE TECHNICIAN	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
FINANCE	COLLECTIONS TECHNICIAN	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
FINANCE	LICENSING AND TAX CLERK	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
FINANCE	PURCHASING TECHNICIAN	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
FINANCE	SR LICENSING AND TAX CLERK	117	\$37,981.33	8.6%	\$48,413.24	8.2%	\$58,845.14	7.9%
FINANCE	ADMINISTRATIVE COORDINATOR	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%

APPENDIX B (CONTNUED)
POSITION GRADE ASSIGNMENTS – DEPARTMENT

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
FINANCE	BUYER	118	\$39,500.58	7.5%	\$50,349.77	7.1%	\$61,198.95	6.8%
FINANCE	JUNIOR ACCOUNTANT	118	\$39,500.58	18.7%	\$50,349.77	18.2%	\$61,198.95	17.9%
FINANCE	COLLECTIONS SUPERVISOR	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
FINANCE	AUDITOR	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
FINANCE	BUYER SPECIALIST	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
FINANCE	PAYROLL SPECIALIST	121	\$44,860.02	10.6%	\$57,181.22	10.2%	\$69,502.42	9.9%
FINANCE	FINANCIAL ANALYST - FINANCE	123	\$49,458.17	5.2%	\$63,042.30	4.7%	\$76,626.42	4.5%
FINANCE	LICENSING AND TAX SUPERVISOR	123	\$49,458.17	5.2%	\$63,042.30	4.7%	\$76,626.42	4.5%
FINANCE	PAYROLL ADMINISTRATOR	123	\$49,458.17	10.5%	\$63,042.30	10.0%	\$76,626.42	9.8%
FINANCE	BUDGET/MANAGEMENT ANALYST	124	\$52,425.67	11.5%	\$66,824.84	11.0%	\$81,224.00	10.7%
FINANCE	GRANT COMPLIANCE ACCOUNTANT	124	\$52,425.67	6.1%	\$66,824.84	5.7%	\$81,224.00	5.4%
FINANCE	SENIOR ACCOUNTANT	124	\$52,425.67	6.1%	\$66,824.84	5.7%	\$81,224.00	5.4%
FINANCE	INVESTMENT OFFICER	126	\$58,905.48	19.2%	\$75,084.38	18.7%	\$91,263.29	18.4%
FINANCE	ACCOUNTING MANAGER	129	\$71,487.33	7.6%	\$91,121.96	7.1%	\$110,756.58	6.9%
FINANCE	PURCHASING MANAGER	129	\$71,487.33	7.6%	\$91,121.96	7.1%	\$110,756.58	6.9%
FINANCE	REVENUE MANAGER	129	\$71,487.33	7.6%	\$91,121.96	7.1%	\$110,756.58	6.9%
FINANCE	ASSISTANT FINANCE DIRECTOR	132	\$87,575.06	19.4%	\$111,628.32	18.9%	\$135,681.58	18.6%
FINANCE	FINANCE DIRECTOR	135	\$108,288.20	21.2%	\$138,030.51	20.7%	\$167,772.81	20.4%
FIRE & EMS	ADMINISTRATIVE SUPPORT SPECIALIST II	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
FIRE & EMS	PAYROLL TECHNICIAN	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
FIRE & EMS	SUPPORT TECHNICIAN LOGISTICS	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
FIRE & EMS	ADMINISTRATIVE COORDINATOR	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
FIRE & EMS	EMPLOYMENT COORDINATOR	118	\$39,500.58	7.5%	\$50,349.77	7.1%	\$61,198.95	6.8%
FIRE & EMS	FIREFIGHTER	F0	\$42,500.00	27.7%	\$54,173.00	27.2%	\$65,846.00	26.8%
FIRE & EMS	FIREFIGHTER ASSOCIATES DEGREE	F0	\$42,500.00	27.7%	\$54,173.00	27.2%	\$65,846.00	26.8%
FIRE & EMS	FIREFIGHTER BACHELORS DEGREE	F0	\$42,500.00	27.7%	\$54,173.00	27.2%	\$65,846.00	26.8%
FIRE & EMS	FIREFIGHTER MASTERS DEGREE	F0	\$42,500.00	27.7%	\$54,173.00	27.2%	\$65,846.00	26.8%
FIRE & EMS	FIREFIGHTER/ EMT	F1	\$45,000.00	22.5%	\$57,359.65	22.0%	\$69,719.29	21.7%
FIRE & EMS	FIREFIGHTER/ EMT ASSOCIATES DE	F1	\$45,000.00	22.5%	\$57,359.65	22.0%	\$69,719.29	21.7%
FIRE & EMS	FIREFIGHTER/ EMT BACHELORS DEG	F1	\$45,000.00	22.5%	\$57,359.65	22.0%	\$69,719.29	21.7%
FIRE & EMS	FIREFIGHTER/EMT AD	F1	\$45,000.00	22.5%	\$57,359.65	22.0%	\$69,719.29	21.7%
FIRE & EMS	FIREFIGHTER/EMT BD	F1	\$45,000.00	22.5%	\$57,359.65	22.0%	\$69,719.29	21.7%
FIRE & EMS	FIREFIGHTER/EMT-LOST	F1	\$45,000.00	22.5%	\$57,359.65	22.0%	\$69,719.29	21.7%
FIRE & EMS	FIRE MEDIC	F2	\$47,500.00	23.1%	\$60,546.29	22.6%	\$73,592.58	22.2%
FIRE & EMS	FIRE MEDIC AD	F2	\$47,500.00	23.1%	\$60,546.29	22.6%	\$73,592.58	22.2%
FIRE & EMS	FIRE MEDIC BD	F2	\$47,500.00	23.1%	\$60,546.29	22.6%	\$73,592.58	22.2%
FIRE & EMS	FIRE SERGEANT	F3	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%
FIRE & EMS	FIRE SERGEANT AD	F3	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%
FIRE & EMS	FIRE SERGEANT BD	F3	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%

APPENDIX B (CONTNUED)
POSITION GRADE ASSIGNMENTS – DEPARTMENT

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
FIRE & EMS	FIRE SERGEANT EMT	F3	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%
FIRE & EMS	FIRE SERGEANT EMT/AD	F3	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%
FIRE & EMS	FIRE SERGEANT EMT/BD	F3	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%
FIRE & EMS	FIRE SERGEANT EMT/MD	F3	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%
FIRE & EMS	FIRE SERGEANT MEDIC	F3	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%
FIRE & EMS	SGT INVESTIGATIONS	F3	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%
FIRE & EMS	FIRE SERGEANT MEDIC BD	F3	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%
FIRE & EMS	EMS LIEUTENANT	F4	\$57,500.00	28.5%	\$73,292.88	27.9%	\$89,085.76	27.6%
FIRE & EMS	FIRE LIEUTENANT	F4	\$57,500.00	28.5%	\$73,292.88	27.9%	\$89,085.76	27.6%
FIRE & EMS	FIRE LIEUTENANT AD	F4	\$57,500.00	28.5%	\$73,292.88	27.9%	\$89,085.76	27.6%
FIRE & EMS	FIRE LIEUTENANT BD	F4	\$57,500.00	28.5%	\$73,292.88	27.9%	\$89,085.76	27.6%
FIRE & EMS	FIRE LIEUTENANT EMT	F4	\$57,500.00	28.5%	\$73,292.88	27.9%	\$89,085.76	27.6%
FIRE & EMS	LIEUTENANT FIRE INSPECTOR	F4	\$57,500.00	28.5%	\$73,292.88	27.9%	\$89,085.76	27.6%
FIRE & EMS	LIEUTENANT INVESTIGATOR	F4	\$57,500.00	28.5%	\$73,292.88	27.9%	\$89,085.76	27.6%
FIRE & EMS	LIEUTENANT TRAINING AD	F4	\$57,500.00	28.5%	\$73,292.88	27.9%	\$89,085.76	27.6%
FIRE & EMS	LIEUTENANT TRAINING BD	F4	\$57,500.00	28.5%	\$73,292.88	27.9%	\$89,085.76	27.6%
FIRE & EMS	LIEUTENANT TRAINING	F4	\$57,500.00	28.5%	\$73,292.88	27.9%	\$89,085.76	27.6%
FIRE & EMS	LT LOGISTICS	F4	\$57,500.00	28.5%	\$73,292.88	27.9%	\$89,085.76	27.6%
FIRE & EMS	FIRE LIEUTENANT EMT BD	F4	\$57,500.00	28.5%	\$73,292.88	27.9%	\$89,085.76	27.6%
FIRE & EMS	ASST FIRE MARSHAL	F5	\$65,000.00	31.6%	\$82,852.82	31.0%	\$100,705.64	30.7%
FIRE & EMS	CAPTAIN LOGISTICS EMS	F5	\$65,000.00	31.6%	\$82,852.82	31.0%	\$100,705.64	30.7%
FIRE & EMS	CAPTAIN LOGISTICS MD	F5	\$65,000.00	31.6%	\$82,852.82	31.0%	\$100,705.64	30.7%
FIRE & EMS	EMA PLANNER BS	F5	\$65,000.00	31.6%	\$82,852.82	31.0%	\$100,705.64	30.7%
FIRE & EMS	FIRE CAPTAIN	F5	\$65,000.00	31.6%	\$82,852.82	31.0%	\$100,705.64	30.7%
FIRE & EMS	FIRE CAPTAIN- EMT	F5	\$65,000.00	31.6%	\$82,852.82	31.0%	\$100,705.64	30.7%
FIRE & EMS	FIRE CAPTAIN- RESCUE	F5	\$65,000.00	31.6%	\$82,852.82	31.0%	\$100,705.64	30.7%
FIRE & EMS	FIRE CPT TRAIN PARAM INSTR BD	F5	\$65,000.00	31.6%	\$82,852.82	31.0%	\$100,705.64	30.7%
FIRE & EMS	FIRE CPT TRAINING/PARAM INSTR	F5	\$65,000.00	31.6%	\$82,852.82	31.0%	\$100,705.64	30.7%
FIRE & EMS	BATTALION CHIEF	F6	\$70,000.00	16.3%	\$89,226.12	15.8%	\$108,452.23	15.5%
FIRE & EMS	FIRE MARSHAL MD	F6	\$70,000.00	16.3%	\$89,226.12	15.8%	\$108,452.23	15.5%
FIRE & EMS	DIVISION CHIEF	F7	\$75,000.00	24.6%	\$95,599.41	24.1%	\$116,198.82	23.8%
FIRE & EMS	DEPUTY FIRE CHIEF	F8	\$80,000.00	20.4%	\$101,972.70	19.9%	\$123,945.41	19.6%
FIRE & EMS	DEPUTY FIRE CHIEF MD	F8	\$80,000.00	20.4%	\$101,972.70	19.9%	\$123,945.41	19.6%
FIRE & EMS	EMERGENCY MANAGEMENT DIRECTOR	F8	\$80,000.00	20.4%	\$101,972.70	19.9%	\$123,945.41	19.6%
FIRE & EMS	ASSISTANT FIRE CHIEF	F9	\$95,000.00	29.5%	\$121,092.58	29.0%	\$147,185.17	28.7%
FIRE & EMS	FIRE EMA DIRECTOR MD	F10	\$120,000.00	21.7%	\$152,959.05	21.2%	\$185,918.11	20.8%
HUMAN RESOURCES	ADMINISTRATIVE ASSISTANT	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
HUMAN RESOURCES	ADMINISTRATIVE COORDINATOR	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
HUMAN RESOURCES	HUMAN RESOURCES TECHNICIAN I	117	\$37,981.33	14.1%	\$48,413.24	13.7%	\$58,845.14	13.4%

APPENDIX B (CONTNUED)
POSITION GRADE ASSIGNMENTS – DEPARTMENT

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
HUMAN RESOURCES	HUMAN RESOURCES TECHNICIAN II	119	\$41,080.61	11.8%	\$52,363.76	11.4%	\$63,646.91	11.1%
HUMAN RESOURCES	HUMAN RESOURCES SPECIALIST	121	\$44,860.02	10.6%	\$57,181.22	10.2%	\$69,502.42	9.9%
HUMAN RESOURCES	RISK MANAGEMENT ANALYST	123	\$49,458.17	5.2%	\$63,042.30	4.7%	\$76,626.42	4.5%
HUMAN RESOURCES	TRAINING AND DEVELOPMENT MANAGER	123	\$49,458.17	10.5%	\$63,042.30	10.0%	\$76,626.42	9.8%
HUMAN RESOURCES	HUMAN RESOURCES COMPENSATION ADMINISTRATOR	126	\$58,905.48	25.3%	\$75,084.38	24.8%	\$91,263.29	24.4%
HUMAN RESOURCES	PENSION PLANS ADMINISTRATOR	126	\$58,905.48	19.2%	\$75,084.38	18.7%	\$91,263.29	18.4%
HUMAN RESOURCES	RISK MANAGER	129	\$71,487.33	7.6%	\$91,121.96	7.1%	\$110,756.58	6.9%
HUMAN RESOURCES	ASSISTANT HUMAN RESOURCES DIR	132	\$87,575.06	19.4%	\$111,628.32	18.9%	\$135,681.58	18.6%
HUMAN RESOURCES	HUMAN RESOURCES DIRECTOR	135	\$108,288.20	21.2%	\$138,030.51	20.7%	\$167,772.81	20.4%
INFORMATION TECHNOLOGY	ADMINISTRATIVE ASSISTANT	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
INFORMATION TECHNOLOGY	PC TECH	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
INFORMATION TECHNOLOGY	PERSONAL COMPUTER SERVICES TEC	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
INFORMATION TECHNOLOGY	OFFICE MANAGER	118	\$39,500.58	7.5%	\$50,349.77	7.1%	\$61,198.95	6.8%
INFORMATION TECHNOLOGY	PC SERVICES SUPERVISOR	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
INFORMATION TECHNOLOGY	APPLICATION DEVELOPER	124	\$52,425.67	11.5%	\$66,824.84	11.0%	\$81,224.00	10.7%
INFORMATION TECHNOLOGY	NETWORK ENGINEER	126	\$58,905.48	8.0%	\$75,084.38	7.6%	\$91,263.29	7.3%
INFORMATION TECHNOLOGY	PROGRAM & DEVELOPMENT COORDINA	126	\$58,905.48	8.0%	\$75,084.38	7.6%	\$91,263.29	7.3%
INFORMATION TECHNOLOGY	SYSTEMS & ENTERPRISE APPLICATI	126	\$58,905.48	8.0%	\$75,084.38	7.6%	\$91,263.29	7.3%
INFORMATION TECHNOLOGY	NETWORK OP MANAGER	128	\$66,810.59	11.0%	\$85,160.71	10.5%	\$103,510.83	10.2%
INFORMATION TECHNOLOGY	WEB DEVELOPMENT MANAGER	128	\$66,810.59	11.0%	\$85,160.71	10.5%	\$103,510.83	10.2%
INFORMATION TECHNOLOGY	APP DEVELOPMENT & SUPPORT MGR	129	\$71,487.33	7.6%	\$91,121.96	7.1%	\$110,756.58	6.9%
INFORMATION TECHNOLOGY	TECHNICAL OPERATIONS MANAGER	129	\$71,487.33	7.6%	\$91,121.96	7.1%	\$110,756.58	6.9%
INFORMATION TECHNOLOGY	GIS DIVISION MANAGER	129	\$71,487.33	7.6%	\$91,121.96	7.1%	\$110,756.58	6.9%
INFORMATION TECHNOLOGY	ASSISTANT DIRECTOR OF TECHNOLO	133	\$93,705.31	15.7%	\$119,442.30	15.3%	\$145,179.29	15.0%
INFORMATION TECHNOLOGY	ASSISTANT INFORMATION TECHNOLO	133	\$93,705.31	15.7%	\$119,442.30	15.3%	\$145,179.29	15.0%
INFORMATION TECHNOLOGY	INFO TECHNOLOGY DIRECTOR	135	\$108,288.20	21.2%	\$138,030.51	20.7%	\$167,772.81	20.4%
LEGAL	LEGAL ASSISTANT	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
LEGAL	PARALEGAL	119	\$41,080.61	6.4%	\$52,363.76	6.0%	\$63,646.91	5.7%
LEGAL	ASSISTANT CITY ATTORNEY	135	\$108,288.20	21.2%	\$138,030.51	20.7%	\$167,772.81	20.4%
LEGAL	CITY ATTORNEY	138	\$134,526.09	17.6%	\$171,474.87	17.1%	\$208,423.64	16.8%
LEGISLATIVE	SUPPORT CLERK - CLERK OF COUNC	111	\$31,200.00	24.8%	\$39,769.35	24.3%	\$48,338.71	24.0%
LEGISLATIVE	ADMINISTRATIVE SUPPORT SPECIALIST II	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
LEGISLATIVE	DEPUTY CLERK PRO TEM - CLERK O	115	\$35,115.87	9.8%	\$44,760.76	9.3%	\$54,405.64	9.0%
LEGISLATIVE	DEPUTY CLERK OF COUNCIL	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
LEGISLATIVE	CLERK OF COUNCIL	131	\$81,845.85	23.2%	\$104,325.53	22.7%	\$126,805.21	22.4%
MCP	ADMINISTRATIVE SUPPORT SPECIALIST I	112	\$32,136.00	16.5%	\$40,962.43	16.0%	\$49,788.87	15.7%
MCP	ACCOUNTING CLERK I	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
MCP	ADMINISTRATIVE COORDINATOR	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%

APPENDIX B (CONTNUED)
POSITION GRADE ASSIGNMENTS – DEPARTMENT

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
MCP	CORRECTIONAL OFFICER	C1	\$42,500.00	27.7%	\$54,173.00	27.2%	\$65,846.00	26.8%
MCP	CORRECTIONAL OFFICER	C1	\$42,500.00	27.7%	\$54,173.00	27.2%	\$65,846.00	26.8%
MCP	CORRECTIONAL OFFICER AD	C1	\$42,500.00	27.7%	\$54,173.00	27.2%	\$65,846.00	26.8%
MCP	CORRECTIONAL OFFICER BD	C1	\$42,500.00	27.7%	\$54,173.00	27.2%	\$65,846.00	26.8%
MCP	CORRECTIONAL OFFICER MD	C1	\$42,500.00	27.7%	\$54,173.00	27.2%	\$65,846.00	26.8%
MCP	SENIOR CO AD	C2	\$43,500.00	24.4%	\$55,447.66	23.9%	\$67,395.31	23.6%
MCP	SENIOR CO BD	C2	\$43,500.00	24.4%	\$55,447.66	23.9%	\$67,395.31	23.6%
MCP	SENIOR CO MD	C2	\$43,500.00	24.4%	\$55,447.66	23.9%	\$67,395.31	23.6%
MCP	SENIOR CORRECTIONAL OFCR	C2	\$43,500.00	24.4%	\$55,447.66	23.9%	\$67,395.31	23.6%
MCP	LOST SR CORR OFFICER	C2	\$43,500.00	24.4%	\$55,447.66	23.9%	\$67,395.31	23.6%
MCP	SENIOR COUNSELOR	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
MCP	CORRECTIONS TECHNICIAN	C3	\$45,000.00	22.5%	\$57,359.65	22.0%	\$69,719.29	21.7%
MCP	CORRECTIONS TECHNICIAN BD	C3	\$45,000.00	22.5%	\$57,359.65	22.0%	\$69,719.29	21.7%
MCP	CORRECTIONS SERGEANT	C4	\$57,500.00	28.5%	\$73,292.88	27.9%	\$89,085.76	27.6%
MCP	CORRECTIONS SERGEANT AD	C4	\$57,500.00	28.5%	\$73,292.88	27.9%	\$89,085.76	27.6%
MCP	CORRECTIONS SERGEANT BD	C4	\$57,500.00	28.5%	\$73,292.88	27.9%	\$89,085.76	27.6%
MCP	CORR LT BACHELORS	C5	\$65,000.00	31.6%	\$82,852.82	31.0%	\$100,705.64	30.7%
MCP	DEPUTY WARDEN ADMIN MD	C6	\$80,000.00	20.4%	\$101,972.70	19.9%	\$123,945.41	19.6%
MCP	DEPUTY WARDEN SEC MD	C6	\$80,000.00	20.4%	\$101,972.70	19.9%	\$123,945.41	19.6%
MCP	WARDEN MD	C7	\$100,000.00	23.5%	\$127,465.88	23.0%	\$154,931.76	22.7%
MUNICIPAL COURT	ADMINISTRATIVE ASSISTANT	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
MUNICIPAL COURT	DEPUTY CLERK II	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
MUNICIPAL COURT	SENIOR DEPUTY CLERK	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
MUNICIPAL COURT	FINANCE MANAGER - CLERK OF MUN	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
MUNICIPAL COURT	COURT COORDINATOR-MAGISTRATE C	122	\$47,103.02	5.2%	\$60,040.28	4.8%	\$72,977.54	4.5%
MUNICIPAL COURT	CHIEF DEPUTY CLERK	126	\$58,905.48	8.0%	\$75,084.38	7.6%	\$91,263.29	7.3%
PARKS AND RECREATION	ATHLETIC CHIEF	111	\$31,200.00	52.1%	\$39,769.35	51.5%	\$48,338.71	51.1%
PARKS AND RECREATION	COMMUNITY SCH SITE SUPERVISOR	111	\$31,200.00	44.8%	\$39,769.35	44.2%	\$48,338.71	43.8%
PARKS AND RECREATION	COMMUNITY SCHOOL ACTIVITY LDR	111	\$31,200.00	59.8%	\$39,769.35	59.2%	\$48,338.71	58.8%
PARKS AND RECREATION	CUSTODIAN	111	\$31,200.00	26.1%	\$39,769.35	25.6%	\$48,338.71	25.2%
PARKS AND RECREATION	MARINA TECHNICIAN I	111	\$31,200.00	24.8%	\$39,769.35	24.3%	\$48,338.71	24.0%
PARKS AND RECREATION	POTTERY SPECIALIST	111	\$31,200.00	37.8%	\$39,769.35	37.2%	\$48,338.71	36.9%
PARKS AND RECREATION	RECREATION CENTER LEADERS	111	\$31,200.00	59.8%	\$39,769.35	59.2%	\$48,338.71	58.8%
PARKS AND RECREATION	ADMINISTRATIVE SUPPORT SPECIALIST I	112	\$32,136.00	16.5%	\$40,962.43	16.0%	\$49,788.87	15.7%
PARKS AND RECREATION	MUSEUM SUPPORT SPECIALIST	112	\$32,136.00	-	\$40,962.43	-	\$49,788.87	-
PARKS AND RECREATION	TENNIS SPECIALIST I	112	\$32,136.00	12.0%	\$40,962.43	11.5%	\$49,788.87	11.2%
PARKS AND RECREATION	ADMINISTRATIVE SUPPORT SPECIALIST II	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
PARKS AND RECREATION	PARKS CREW LEADER	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
PARKS AND RECREATION	TENNIS SPECIALIST II	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%

**APPENDIX B (CONTNUED)
POSITION GRADE ASSIGNMENTS – DEPARTMENT**

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
PARKS AND RECREATION	PARK MAINTENANCE WORKER I	114	\$34,093.08	36.4%	\$43,457.05	35.9%	\$52,821.01	35.5%
PARKS AND RECREATION	ACCOUNTING CLERK SENIOR	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
PARKS AND RECREATION	PAINT EQUIPMENT OPERATOR II	115	\$35,115.87	-	\$44,760.76	-	\$54,405.64	-
PARKS AND RECREATION	PARK MAINTENANCE WORKER II	115	\$35,115.87	28.6%	\$44,760.76	28.0%	\$54,405.64	27.7%
PARKS AND RECREATION	COMMUNITY ENGAGEMENT COORDINATOR	116	\$36,520.51	-	\$46,551.19	-	\$56,581.87	-
PARKS AND RECREATION	MOTOR EQUIPMENT OPERATOR I	116	\$36,520.51	21.1%	\$46,551.19	20.6%	\$56,581.87	20.3%
PARKS AND RECREATION	ATHLETIC PROGRAM SPECIALIST	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
PARKS AND RECREATION	CHEMICAL APPLICATION SPVR	117	\$37,981.33	8.6%	\$48,413.24	8.2%	\$58,845.14	7.9%
PARKS AND RECREATION	PARKS CREW SUPERVISOR	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
PARKS AND RECREATION	REC PROGRAM SPECIALIST II	117	\$37,981.33	8.6%	\$48,413.24	8.2%	\$58,845.14	7.9%
PARKS AND RECREATION	ATHLETIC PROGRAM SPECIALIST III	118	\$39,500.58	7.5%	\$50,349.77	7.1%	\$61,198.95	6.8%
PARKS AND RECREATION	EMPLOYMENT COORDINATOR	118	\$39,500.58	7.5%	\$50,349.77	7.1%	\$61,198.95	6.8%
PARKS AND RECREATION	MARINA SPECIALIST	118	\$39,500.58	-	\$50,349.77	-	\$61,198.95	-
PARKS AND RECREATION	REC PROGRAM SPECIALIST III	118	\$39,500.58	7.5%	\$50,349.77	7.1%	\$61,198.95	6.8%
PARKS AND RECREATION	TENNIS PROGRAM SPECIALIST III	118	\$39,500.58	-	\$50,349.77	-	\$61,198.95	-
PARKS AND RECREATION	PARKS SERVICES SUPERVISOR	119	\$41,080.61	-	\$52,363.76	-	\$63,646.91	-
PARKS AND RECREATION	CORRECTIONAL DETAIL OFFICER	C1	\$42,500.00	27.7%	\$54,173.00	27.2%	\$65,846.00	26.8%
PARKS AND RECREATION	AQUATIC CENTER PROGRAM SUPERVI	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
PARKS AND RECREATION	AQUATICS SUPERVISOR	120	\$42,723.83	-	\$54,458.31	-	\$66,192.78	-
PARKS AND RECREATION	COMMUNITY SCHOOLS PROGRAM SUPERVISOR	120	\$42,723.83	-	\$54,458.31	-	\$66,192.78	-
PARKS AND RECREATION	CULTURAL ARTS/POTTERY PROGRAM SUPERVISOR	120	\$42,723.83	-	\$54,458.31	-	\$66,192.78	-
PARKS AND RECREATION	MOTOR EQUIPMENT OPERATOR II	120	\$42,723.83	34.9%	\$54,458.31	34.3%	\$66,192.78	34.0%
PARKS AND RECREATION	RECREA PROG SPVR REC SVCS	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
PARKS AND RECREATION	RECREATION PROGRAM SUPERVISOR	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
PARKS AND RECREATION	TENNIS PROGRAM SUPERVISOR	120	\$42,723.83	-	\$54,458.31	-	\$66,192.78	-
PARKS AND RECREATION	MOTOR EQUIPMENT OPERATOR III	121	\$44,860.02	34.8%	\$57,181.22	34.2%	\$69,502.42	33.9%
PARKS AND RECREATION	PARKS SERVICES MANAGER	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
PARKS AND RECREATION	ADMINISTRATIVE OPERATIONS MANAGER	122	\$47,103.02	5.2%	\$60,040.28	4.8%	\$72,977.54	4.5%
PARKS AND RECREATION	AQUATICS DIVISION MANAGER	123	\$49,458.17	5.2%	\$63,042.30	4.7%	\$76,626.42	4.5%
PARKS AND RECREATION	COMMUNITY SCHOOLS DIVISION MAN	123	\$49,458.17	5.2%	\$63,042.30	4.7%	\$76,626.42	4.5%
PARKS AND RECREATION	PARKS SERVICES DIV MANAGER	123	\$49,458.17	5.2%	\$63,042.30	4.7%	\$76,626.42	4.5%
PARKS AND RECREATION	RECREATION SVCS DIVISION MGR	123	\$49,458.17	5.2%	\$63,042.30	4.7%	\$76,626.42	4.5%
PARKS AND RECREATION	ATHLETIC DIVISION MANAGER	123	\$49,458.17	5.2%	\$63,042.30	4.7%	\$76,626.42	4.5%
PARKS AND RECREATION	ASSIST PARKS & REC DIRECTOR	131	\$81,845.85	23.2%	\$104,325.53	22.7%	\$126,805.21	22.4%
PARKS AND RECREATION	PARKS & RECREATION DIRECTOR	134	\$100,733.21	24.4%	\$128,400.47	23.9%	\$156,067.73	23.6%
PLANNING	ADMINISTRATIVE ASSISTANT	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
PLANNING	GIS TECHNICIAN I	118	\$39,500.58	7.5%	\$50,349.77	7.1%	\$61,198.95	6.8%
PLANNING	TRANSPORTATION PLANNER TRAINEE	119	\$41,080.61	6.4%	\$52,363.76	6.0%	\$63,646.91	5.7%

APPENDIX B (CONTNUED)
POSITION GRADE ASSIGNMENTS – DEPARTMENT

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
PLANNING	PLANNER	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
PLANNING	SENIOR PLANNER	122	\$47,103.02	5.2%	\$60,040.28	4.8%	\$72,977.54	4.5%
PLANNING	TRANSPORTATION PLANNER	121	\$47,103.02	10.6%	\$60,040.28	10.1%	\$72,977.54	9.8%
PLANNING	PRINCIPAL PLANNER	124	\$52,425.67	6.1%	\$66,824.84	5.7%	\$81,224.00	5.4%
PLANNING	RIGHT OF WAY/TRANSP PLAN COOD	124	\$52,425.67	6.1%	\$66,824.84	5.7%	\$81,224.00	5.4%
PLANNING	ASSISTANT PLANNING DIRECTOR	131	\$81,845.85	-	\$104,325.53	-	\$126,805.21	-
PLANNING	PLANNING DIRECTOR	134	\$100,733.21	24.4%	\$128,400.47	23.9%	\$156,067.73	23.6%
POLICE	BUILDING SERVICE WORKER	111	\$31,200.00	26.1%	\$39,769.35	25.6%	\$48,338.71	25.2%
POLICE	ADMINISTRATIVE SUPPORT SPECIALIST I	112	\$32,136.00	16.5%	\$40,962.43	16.0%	\$49,788.87	15.7%
POLICE	ACCOUNTING CLERK I	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
POLICE	ADMINISTRATIVE SUPPORT SPECIALIST II	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
POLICE	BUILDING SERVICE CREW LDR	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
POLICE	CRIMINAL RECORDS TECHNICIAN	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
POLICE	EMERGENCY COMMO TECH I	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
POLICE	EMERGENCY COMMUNICATION TECH I	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
POLICE	POLICE CADET	113	\$33,100.08	4.5%	\$42,191.31	4.1%	\$51,282.54	3.8%
POLICE	POLICE CADET I	113	\$33,100.08	4.5%	\$42,191.31	4.1%	\$51,282.54	3.8%
POLICE	ADMINISTRATIVE ASSISTANT	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
POLICE	EMERGENCY COMMO TECH II	115	\$35,115.87	10.8%	\$44,760.76	10.4%	\$54,405.64	10.1%
POLICE	FACILITIES MAINTENANCE WORKER I	115	\$35,115.87	10.8%	\$44,760.76	10.4%	\$54,405.64	10.1%
POLICE	EMERGENCY COMMUNICATION TCH II	115	\$35,115.87	8.7%	\$44,760.76	8.2%	\$54,405.64	8.0%
POLICE	EMERGENCY COMMO TECH III	116	\$36,520.51	9.7%	\$46,551.19	9.3%	\$56,581.87	9.0%
POLICE	ASSET FORFEITURE COORDINATOR	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
POLICE	OPEN RECORDS COMPLIANCE COORDI	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
POLICE	RECORDS SUPERVISOR	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
POLICE	ADMINISTRATIVE COORDINATOR	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
POLICE	EMPLOYMENT COORDINATOR	118	\$39,500.58	7.5%	\$50,349.77	7.1%	\$61,198.95	6.8%
POLICE	911 CENTER SUPERVISOR	119	\$41,080.61	11.8%	\$52,363.76	11.4%	\$63,646.91	11.1%
POLICE	COMPUTER FORENSIC ANALYST	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
POLICE	CRIME ANALYST	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
POLICE	RECORDS MANAGER	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
POLICE	POLICE FINANCE MANAGER	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
POLICE	POLICE OFFICER	PS1	\$45,000.00	22.5%	\$57,359.65	22.0%	\$69,719.29	21.7%
POLICE	POLICE OFFICER AD	PS1	\$45,000.00	22.5%	\$57,359.65	22.0%	\$69,719.29	21.7%
POLICE	POLICE OFFICER BD	PS1	\$45,000.00	22.5%	\$57,359.65	22.0%	\$69,719.29	21.7%
POLICE	POLICE OFFICER MD	PS1	\$45,000.00	22.5%	\$57,359.65	22.0%	\$69,719.29	21.7%
POLICE	POLICE CORPORAL	PS2	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%
POLICE	POLICE CORPORAL AD	PS2	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%
POLICE	POLICE CORPORAL BD	PS2	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%

**APPENDIX B (CONTNUED)
POSITION GRADE ASSIGNMENTS – DEPARTMENT**

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
POLICE	POLICE CORPORAL MD	PS2	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%
POLICE	POLICE SERGEANT	PS3	\$57,500.00	28.5%	\$73,292.88	27.9%	\$89,085.76	27.6%
POLICE	POLICE SGT AD	PS3	\$57,500.00	28.5%	\$73,292.88	27.9%	\$89,085.76	27.6%
POLICE	POLICE SGT BD	PS3	\$57,500.00	28.5%	\$73,292.88	27.9%	\$89,085.76	27.6%
POLICE	POLICE SGT MD	PS3	\$57,500.00	28.5%	\$73,292.88	27.9%	\$89,085.76	27.6%
POLICE	COMMAND SGT BD	PS4	\$60,000.00	27.6%	\$76,479.53	27.1%	\$92,959.05	26.7%
POLICE	POLICE LIEUTENANT BD	PS5	\$65,000.00	31.6%	\$82,852.82	31.0%	\$100,705.64	30.7%
POLICE	POLICE LIEUTENANT MD	PS5	\$65,000.00	31.6%	\$82,852.82	31.0%	\$100,705.64	30.7%
POLICE	POLICE CAPTAIN AD	PS6	\$70,000.00	16.3%	\$89,226.12	15.8%	\$108,452.23	15.5%
POLICE	POLICE CAPTAIN BD	PS6	\$70,000.00	16.3%	\$89,226.12	15.8%	\$108,452.23	15.5%
POLICE	POLICE CAPTAIN MD	PS6	\$70,000.00	16.3%	\$89,226.12	15.8%	\$108,452.23	15.5%
POLICE	DIRECTOR OF COMMUNITY AFFAIRS	130	\$76,491.45	15.1%	\$97,500.50	14.6%	\$118,509.54	14.4%
POLICE	DEPUTY CHIEF OF POLICE MD	PS7	\$80,000.00	20.4%	\$101,972.70	19.9%	\$123,945.41	19.6%
POLICE	ASSISTANT CHIEF OF POLICE MD	PS8	\$95,000.00	29.5%	\$121,092.58	29.0%	\$147,185.17	28.7%
POLICE	CHIEF OF POLICE	PS9	\$120,000.00	21.7%	\$152,959.05	21.2%	\$185,918.11	20.8%
PROBATE COURT	DEPUTY CLERK II	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
PROBATE COURT	PARALEGAL	119	\$41,080.61	6.4%	\$52,363.76	6.0%	\$63,646.91	5.7%
PROBATE COURT	PASSPORT SPV/DEPUTY CLERK	121	\$44,860.02	22.1%	\$57,181.22	21.6%	\$69,502.42	21.3%
PROBATE COURT	LICENSE CLERK SUPERVISOR	123	\$49,458.17	28.1%	\$63,042.30	27.6%	\$76,626.42	27.3%
PROBATE COURT	CHIEF CLERK/LIC SUPERVISOR	125	\$55,571.21	37.0%	\$70,834.33	36.5%	\$86,097.44	36.1%
PROBATE COURT	ASSOCIATE JUDGE	130	\$76,491.45	27.1%	\$97,500.50	26.6%	\$118,509.54	26.2%
PUBLIC DEFENDER	LEGAL ADMINISTRATIVE CLERK	115	\$35,115.87	10.8%	\$44,760.76	10.4%	\$54,405.64	10.1%
PUBLIC DEFENDER	INVESTIGATOR-PUBLIC DEFENDER	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
PUBLIC DEFENDER	INVESTIGATOR II - PUBLIC DEFEN	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
PUBLIC DEFENDER	INVESTIGATOR SUPERVISOR	123	\$49,458.17	10.5%	\$63,042.30	10.0%	\$76,626.42	9.8%
PUBLIC WORKS	WASTE COLLECTION WORKER	112	\$32,136.00	17.6%	\$40,962.43	17.2%	\$49,788.87	16.9%
PUBLIC WORKS	COMMUNICATIONS OFFICER	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
PUBLIC WORKS	INVENTORY CONTROL TECHNICIAN -	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
PUBLIC WORKS	MAINTENANCE WORKER I	114	\$34,093.08	36.4%	\$43,457.05	35.9%	\$52,821.01	35.5%
PUBLIC WORKS	ADMINISTRATIVE TECHNICIAN	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
PUBLIC WORKS	BALER OPERATOR	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
PUBLIC WORKS	CHEMICAL APPL TECHNICIAN	115	\$35,115.87	10.8%	\$44,760.76	10.4%	\$54,405.64	10.1%
PUBLIC WORKS	CUSTODIAL OPERATIONS ASSISTANT	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
PUBLIC WORKS	FACILITIES MAINTENANCE WORKER I	115	\$35,115.87	10.8%	\$44,760.76	10.4%	\$54,405.64	10.1%
PUBLIC WORKS	FLEET MAINTENANCE BUYER	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
PUBLIC WORKS	LANDFILL OPERATOR	115	\$35,115.87	40.5%	\$44,760.76	39.9%	\$54,405.64	39.6%
PUBLIC WORKS	MAINTENANCE WORKER II	115	\$35,115.87	28.6%	\$44,760.76	28.0%	\$54,405.64	27.7%
PUBLIC WORKS	RC DROP OFF SITE OPERATOR	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
PUBLIC WORKS	RC SCALE OPERATOR	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%

APPENDIX B (CONTNUED)
POSITION GRADE ASSIGNMENTS – DEPARTMENT

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
PUBLIC WORKS	TREE TRIMMER II	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
PUBLIC WORKS	ADMINISTRATIVE TECHNICIAN	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
PUBLIC WORKS	ANIMAL CONTROL OFFICER I	116	\$36,520.51	9.7%	\$46,551.19	9.3%	\$56,581.87	9.0%
PUBLIC WORKS	EQUIPMENT OPERATOR I	116	\$36,520.51	21.1%	\$46,551.19	20.6%	\$56,581.87	20.3%
PUBLIC WORKS	FLEET MAINTENANCE TECH I	116	\$36,520.51	-	\$46,551.19	-	\$56,581.87	-
PUBLIC WORKS	MAINTENANCE WORKER III	116	\$36,520.51	27.3%	\$46,551.19	26.7%	\$56,581.87	26.4%
PUBLIC WORKS	ANIMAL CONTROL OFFICER II	117	\$37,981.33	8.6%	\$48,413.24	8.2%	\$58,845.14	7.9%
PUBLIC WORKS	CARPENTER I	117	\$37,981.33	8.6%	\$48,413.24	8.2%	\$58,845.14	7.9%
PUBLIC WORKS	CHEMICAL APPLICATION SPVR	117	\$37,981.33	8.6%	\$48,413.24	8.2%	\$58,845.14	7.9%
PUBLIC WORKS	ENVIRONMENTAL COMPLIANCE OFFIC	117	\$37,981.33	8.6%	\$48,413.24	8.2%	\$58,845.14	7.9%
PUBLIC WORKS	HVAC TECHNICIAN I	117	\$37,981.33	8.6%	\$48,413.24	8.2%	\$58,845.14	7.9%
PUBLIC WORKS	MOBILITY TECHNOLOGY TECHNICIAN	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
PUBLIC WORKS	PUBLIC SERVICES CREW LEADER	117	\$37,981.33	14.1%	\$48,413.24	13.7%	\$58,845.14	13.4%
PUBLIC WORKS	SENIOR LANDFILL OPERATOR	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
PUBLIC WORKS	STORMWATER DRAIN TECH	117	\$37,981.33	8.6%	\$48,413.24	8.2%	\$58,845.14	7.9%
PUBLIC WORKS	VOLUNTEER COORDINATOR- ANIMAL	117	\$37,981.33	8.6%	\$48,413.24	8.2%	\$58,845.14	7.9%
PUBLIC WORKS	HVAC TECHNICIAN I	117	\$37,981.33	8.6%	\$48,413.24	8.2%	\$58,845.14	7.9%
PUBLIC WORKS	ADMINISTRATIVE COORDINATOR	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
PUBLIC WORKS	CARPENTER II	118	\$39,500.58	7.5%	\$50,349.77	7.1%	\$61,198.95	6.8%
PUBLIC WORKS	CREW LEADER STORMWATER	118	\$39,500.58	18.7%	\$50,349.77	18.2%	\$61,198.95	17.9%
PUBLIC WORKS	ELECTRICIAN II	118	\$39,500.58	7.5%	\$50,349.77	7.1%	\$61,198.95	6.8%
PUBLIC WORKS	FLEET MAINTENANCE TECH II	118	\$39,500.58	31.0%	\$50,349.77	30.5%	\$61,198.95	30.1%
PUBLIC WORKS	HVAC TECHNICIAN II	118	\$39,500.58	7.5%	\$50,349.77	7.1%	\$61,198.95	6.8%
PUBLIC WORKS	PLUMBER II	118	\$39,500.58	7.5%	\$50,349.77	7.1%	\$61,198.95	6.8%
PUBLIC WORKS	CONTRACT WARRANTY SPECIALIST	119	\$41,080.61	6.4%	\$52,363.76	6.0%	\$63,646.91	5.7%
PUBLIC WORKS	GIS TECHNICIAN II	119	\$41,080.61	6.4%	\$52,363.76	6.0%	\$63,646.91	5.7%
PUBLIC WORKS	RC LINE SUPERVISOR	119	\$41,080.61	6.4%	\$52,363.76	6.0%	\$63,646.91	5.7%
PUBLIC WORKS	RECYCLING ROUTE SUPERVISOR	119	\$41,080.61	6.4%	\$52,363.76	6.0%	\$63,646.91	5.7%
PUBLIC WORKS	WASTE COLLECT ROUTE SUPERVISOR	119	\$41,080.61	6.4%	\$52,363.76	6.0%	\$63,646.91	5.7%
PUBLIC WORKS	CORRECTIONAL DETAIL OFFICER	C1	\$42,500.00	27.7%	\$54,173.00	27.2%	\$65,846.00	26.8%
PUBLIC WORKS	CORR DETAIL HEAVY EQUIPMENT	C1	\$42,500.00	27.7%	\$54,173.00	27.2%	\$65,846.00	26.8%
PUBLIC WORKS	CORR DETAIL OFFICER CEMETERY	C1	\$42,500.00	27.7%	\$54,173.00	27.2%	\$65,846.00	26.8%
PUBLIC WORKS	ANIMAL RESOUR CTR SUPVRS	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
PUBLIC WORKS	CONTRACT INSPECTOR - PUBLIC WO	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
PUBLIC WORKS	CUSTODIAL SERVICES SUPERVISOR	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
PUBLIC WORKS	EQUIPMENT OPERATOR II	120	\$42,723.83	34.9%	\$54,458.31	34.3%	\$66,192.78	34.0%
PUBLIC WORKS	EQUIPMENT OPERATOR II	120	\$42,723.83	34.9%	\$54,458.31	34.3%	\$66,192.78	34.0%
PUBLIC WORKS	RC COMPOST MANAGER	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
PUBLIC WORKS	SPECIAL ENFORCEMENT SUPERVISOR	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%

APPENDIX B (CONTNUED)
POSITION GRADE ASSIGNMENTS – DEPARTMENT

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
PUBLIC WORKS	TREE TRIMMER CREW LEADER	120	\$42,723.83	22.2%	\$54,458.31	21.7%	\$66,192.78	21.4%
PUBLIC WORKS	CORRECTIONAL DETAIL OFFICER SUPERVISOR	C2	\$43,500.00	24.4%	\$55,447.66	23.9%	\$67,395.31	23.6%
PUBLIC WORKS	FACILITIES MAINTENANCE SUPERVISOR	121	\$44,860.02	10.6%	\$57,181.22	10.2%	\$69,502.42	9.9%
PUBLIC WORKS	EQUIPMENT OPERATOR III	121	\$44,860.02	34.8%	\$57,181.22	34.2%	\$69,502.42	33.9%
PUBLIC WORKS	FACILITIES MAINTENANCE SUPERVISOR	121	\$44,860.02	10.6%	\$57,181.22	10.2%	\$69,502.42	9.9%
PUBLIC WORKS	FLEET MAINTENANCE TECH III	121	\$44,860.02	34.8%	\$57,181.22	34.2%	\$69,502.42	33.9%
PUBLIC WORKS	PUBLIC SERVICES CREW SUPVSR	121	\$44,860.02	16.2%	\$57,181.22	15.8%	\$69,502.42	15.5%
PUBLIC WORKS	RECYCLING TRUCK DRIVER	121	\$44,860.02	34.8%	\$57,181.22	34.2%	\$69,502.42	33.9%
PUBLIC WORKS	SAFETY COORDINATOR	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
PUBLIC WORKS	TREE TRIMMER CREW LEADER II	121	\$44,860.02	22.1%	\$57,181.22	21.6%	\$69,502.42	21.3%
PUBLIC WORKS	URBAN FORESTRY SUPERVISOR	121	\$44,860.02	16.2%	\$57,181.22	15.8%	\$69,502.42	15.5%
PUBLIC WORKS	WASTE EQUIPMENT OPERATOR	121	\$44,860.02	34.8%	\$57,181.22	34.2%	\$69,502.42	33.9%
PUBLIC WORKS	GIS SUPERVISOR	122	\$47,103.02	22.0%	\$60,040.28	21.5%	\$72,977.54	21.2%
PUBLIC WORKS	HEAVY EQUIPMENT CREW LEADER	122	\$47,103.02	34.7%	\$60,040.28	34.2%	\$72,977.54	33.8%
PUBLIC WORKS	HEAVY EQUIPMENT OPERATOR	122	\$47,103.02	34.7%	\$60,040.28	34.2%	\$72,977.54	33.8%
PUBLIC WORKS	PUBLIC SERVICES COORDINATOR	122	\$47,103.02	5.2%	\$60,040.28	4.8%	\$72,977.54	4.5%
PUBLIC WORKS	FLEET MAINTENANCE TECH, SENIOR	123	\$49,458.17	34.6%	\$63,042.30	34.1%	\$76,626.42	33.7%
PUBLIC WORKS	SENIOR HEAVY EQUIPMT OPERATOR	123	\$49,458.17	34.6%	\$63,042.30	34.1%	\$76,626.42	33.7%
PUBLIC WORKS	LANDFILL MAINT TECHNICIAN	123	\$49,458.17	34.6%	\$63,042.30	34.1%	\$76,626.42	33.7%
PUBLIC WORKS	ASSIST STREET MAINT MANAGER	124	\$52,425.67	11.5%	\$66,824.84	11.0%	\$81,224.00	10.7%
PUBLIC WORKS	ASSISTANT MANAGER/FORESTRY	124	\$52,425.67	11.5%	\$66,824.84	11.0%	\$81,224.00	10.7%
PUBLIC WORKS	ASSISTANT WASTE DISPOSAL MGR	124	\$52,425.67	9.3%	\$66,824.84	8.9%	\$81,224.00	8.6%
PUBLIC WORKS	ASST MGR - BEAUTIFICATION	124	\$52,425.67	11.5%	\$66,824.84	11.0%	\$81,224.00	10.7%
PUBLIC WORKS	ASST STORMWATER MANAGER	124	\$52,425.67	11.5%	\$66,824.84	11.0%	\$81,224.00	10.7%
PUBLIC WORKS	CEMETERIES MANAGER	124	\$52,425.67	11.5%	\$66,824.84	11.0%	\$81,224.00	10.7%
PUBLIC WORKS	COMMUNITY SERVICES COORDINATOR	124	\$52,425.67	11.5%	\$66,824.84	11.0%	\$81,224.00	10.7%
PUBLIC WORKS	FORESTRY ADMIN WITH CERT	124	\$52,425.67	11.5%	\$66,824.84	11.0%	\$81,224.00	10.7%
PUBLIC WORKS	RECYCLING CENTER MANAGER	124	\$52,425.67	11.5%	\$66,824.84	11.0%	\$81,224.00	10.7%
PUBLIC WORKS	ASSISTANT DIV MANAGER - SW	125	\$55,571.21	18.2%	\$70,834.33	17.7%	\$86,097.44	17.4%
PUBLIC WORKS	ASSISTANT FACILITIES MAINTENAN	125	\$55,571.21	15.9%	\$70,834.33	15.4%	\$86,097.44	15.1%
PUBLIC WORKS	BODY SHOP SUPERVISOR	125	\$55,571.21	37.0%	\$70,834.33	36.5%	\$86,097.44	36.1%
PUBLIC WORKS	CAR SHOP SUPERVISOR - PW FLEET	125	\$55,571.21	30.4%	\$70,834.33	29.9%	\$86,097.44	29.6%
PUBLIC WORKS	FINANCIAL OPERATIONS ADMINISTR	125	\$55,571.21	12.5%	\$70,834.33	12.0%	\$86,097.44	11.7%
PUBLIC WORKS	HEAVY EQUIPMENT SUPERVISOR	125	\$55,571.21	30.4%	\$70,834.33	29.9%	\$86,097.44	29.6%
PUBLIC WORKS	SMALL ENGINE SUPERVISOR	125	\$55,571.21	37.0%	\$70,834.33	1.5%	\$86,097.44	1.2%
PUBLIC WORKS	AUTOMOTIVE & TIRE SHOP SUPV	125	\$55,571.21	30.4%	\$70,834.33	29.9%	\$86,097.44	29.6%
PUBLIC WORKS	HEAVY EQUIPMENT SUPERVISOR	125	\$55,571.21	30.4%	\$70,834.33	29.9%	\$86,097.44	29.6%
PUBLIC WORKS	RAINWATER DIVISION MANAGER	129	\$71,487.33	7.6%	\$91,121.96	7.1%	\$110,756.58	6.9%
PUBLIC WORKS	STREET DIVISION MANAGER	129	\$71,487.33	7.6%	\$91,121.96	7.1%	\$110,756.58	6.9%

APPENDIX B (CONTNUED)
POSITION GRADE ASSIGNMENTS – DEPARTMENT

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
PUBLIC WORKS	WASTE DISPOSAL AND RECYCLING M	129	\$71,487.33	7.6%	\$91,121.96	7.1%	\$110,756.58	6.9%
PUBLIC WORKS	FACILITIES MAINTENANCE MANAGER	130	\$76,491.45	15.1%	\$97,500.50	14.6%	\$118,509.54	14.4%
PUBLIC WORKS	INTEGRATED WASTE MANAGER	131	\$81,845.85	11.6%	\$104,325.53	11.1%	\$126,805.21	10.8%
PUBLIC WORKS	ASSISTANT DIR FLEET MAINT MGR	132	\$87,575.06	19.4%	\$111,628.32	18.9%	\$135,681.58	18.6%
PUBLIC WORKS	ASSISTANT DIRECTOR OF INFRASTR	132	\$87,575.06	19.4%	\$111,628.32	18.9%	\$135,681.58	18.6%
PUBLIC WORKS	PUBLIC WORKS DIRECTOR	135	\$108,288.20	21.2%	\$138,030.51	20.7%	\$167,772.81	20.4%
RECORDER'S COURT	DEPUTY CLERK I	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
RECORDER'S COURT	DEPUTY CLERK II	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
RECORDER'S COURT	DEPUTY CLERK II	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
RECORDER'S COURT	SENIOR DEPUTY CLERK	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
RECORDER'S COURT	CHIEF CLERK RECORDERS COURT	122	\$47,103.02	5.2%	\$60,040.28	4.8%	\$72,977.54	4.5%
SHERIFF	ADMINISTRATIVE SUPPORT SPECIALIST I	112	\$32,136.00	16.5%	\$40,962.43	16.0%	\$49,788.87	15.7%
SHERIFF	SECURITY GUARD	112	\$32,136.00	12.0%	\$40,962.43	11.5%	\$49,788.87	11.2%
SHERIFF	ACCOUNTING CLERK I	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
SHERIFF	ADMINISTRATIVE SUPPORT SPECIALIST II	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
SHERIFF	CRIMINAL RECORDS TECHNICIAN	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
SHERIFF	DEPUTY CLERK I	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
SHERIFF	SHERIFF CADET	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
SHERIFF	ACCOUNTING CLERK SENIOR	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
SHERIFF	ADMINISTRATIVE ASSISTANT	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
SHERIFF	COMMUNICATION TECHNICIAN	115	\$35,115.87	10.8%	\$44,760.76	10.4%	\$54,405.64	10.1%
SHERIFF	HR TECH SHERIFF	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
SHERIFF	DEPUTY CLERK II	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
SHERIFF	ADMINISTRATIVE COORDINATOR	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
SHERIFF	SHERF CRCTN OFFICER	C1	\$42,500.00	27.7%	\$54,173.00	27.2%	\$65,846.00	26.8%
SHERIFF	SHERF CRCTN OFFICER AD	C1	\$42,500.00	27.7%	\$54,173.00	27.2%	\$65,846.00	26.8%
SHERIFF	SHERF CRCTN OFFICER BD	C1	\$42,500.00	27.7%	\$54,173.00	27.2%	\$65,846.00	26.8%
SHERIFF	SHERF CRCTN OFFICER MD	C1	\$42,500.00	27.7%	\$54,173.00	27.2%	\$65,846.00	26.8%
SHERIFF	SHERF CRCTN OFFICER	C1	\$42,500.00	27.7%	\$54,173.00	27.2%	\$65,846.00	26.8%
SHERIFF	SHERF CRCTN OFFICER BD	C1	\$42,500.00	27.7%	\$54,173.00	27.2%	\$65,846.00	26.8%
SHERIFF	DPTY SHERIFF	PS1	\$45,000.00	22.5%	\$57,359.65	22.0%	\$69,719.29	21.7%
SHERIFF	DPTY SHERIFF AD	PS1	\$45,000.00	22.5%	\$57,359.65	22.0%	\$69,719.29	21.7%
SHERIFF	DPTY SHERIFF BD	PS1	\$45,000.00	22.5%	\$57,359.65	22.0%	\$69,719.29	21.7%
SHERIFF	DPTY SHERIFF MD	PS1	\$45,000.00	22.5%	\$57,359.65	22.0%	\$69,719.29	21.7%
SHERIFF	DPTY SHERIFF	PS1	\$45,000.00	22.5%	\$57,359.65	22.0%	\$69,719.29	21.7%
SHERIFF	DPTY SHERIFF AD	PS1	\$45,000.00	22.5%	\$57,359.65	22.0%	\$69,719.29	21.7%
SHERIFF	DPTY SHERIFF BD	PS1	\$45,000.00	22.5%	\$57,359.65	22.0%	\$69,719.29	21.7%
SHERIFF	DPTY SHERIFF MD	PS1	\$45,000.00	22.5%	\$57,359.65	22.0%	\$69,719.29	21.7%
SHERIFF	DEPUTY SHERIFF TECHNICIAN	PS2	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%

APPENDIX B (CONTNUED)
POSITION GRADE ASSIGNMENTS – DEPARTMENT

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
SHERIFF	DEPUTY SHERIFF TECHNICIAN AD	PS2	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%
SHERIFF	DEPUTY SHERIFF TECHNICIAN BD	PS2	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%
SHERIFF	DEPUTY SHERIFF TECHNICIAN MD	PS2	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%
SHERIFF	DS FIELD TRAIN OF AD	PS2	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%
SHERIFF	DS FIELD TRAIN OF MD	PS2	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%
SHERIFF	DS FIELD TRAINING OFFICER	PS2	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%
SHERIFF	ID TECH	PS2	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%
SHERIFF	ID TECH BD	PS2	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%
SHERIFF	INVESTIGATOR	PS2	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%
SHERIFF	INVESTIGATOR AD	PS2	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%
SHERIFF	DEPUTY SHERIFF TECHNICIAN	PS2	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%
SHERIFF	DS FIELD TRAINING OFFICER	PS2	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%
SHERIFF	ID TECH AD	PS2	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%
SHERIFF	INVESTIGATOR	PS2	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%
SHERIFF	LICENSED CLINICAL SOCIAL WORKE	124	\$52,425.67	6.1%	\$66,824.84	5.7%	\$81,224.00	5.4%
SHERIFF	SERGEANT	PS3	\$57,500.00	28.5%	\$73,292.88	27.9%	\$89,085.76	27.6%
SHERIFF	SERGEANT AD	PS3	\$57,500.00	28.5%	\$73,292.88	27.9%	\$89,085.76	27.6%
SHERIFF	SERGEANT BD	PS3	\$57,500.00	28.5%	\$73,292.88	27.9%	\$89,085.76	27.6%
SHERIFF	SERGEANT MD	PS3	\$57,500.00	28.5%	\$73,292.88	27.9%	\$89,085.76	27.6%
SHERIFF	SERGEANT	PS3	\$57,500.00	28.5%	\$73,292.88	27.9%	\$89,085.76	27.6%
SHERIFF	SERGEANT AD	PS3	\$57,500.00	28.5%	\$73,292.88	27.9%	\$89,085.76	27.6%
SHERIFF	COMMAND SERGEANT-SHERIFF	PS4	\$60,000.00	27.6%	\$76,479.53	27.1%	\$92,959.05	26.7%
SHERIFF	DEPUTY SHERIFF LIEUTENANT AD	PS5	\$65,000.00	31.6%	\$82,852.82	31.0%	\$100,705.64	30.7%
SHERIFF	DEPUTY SHERIFF LIEUTENANT BD	PS5	\$65,000.00	31.6%	\$82,852.82	31.0%	\$100,705.64	30.7%
SHERIFF	DEPUTY SHERIFF LIEUTENANT MD	PS5	\$65,000.00	31.6%	\$82,852.82	31.0%	\$100,705.64	30.7%
SHERIFF	DPTY SHRF LIEUTENANT	PS5	\$65,000.00	31.6%	\$82,852.82	31.0%	\$100,705.64	30.7%
SHERIFF	LT	PS5	\$65,000.00	31.6%	\$82,852.82	31.0%	\$100,705.64	30.7%
SHERIFF	CAPTAIN BD	PS6	\$70,000.00	23.1%	\$89,226.12	22.6%	\$108,452.23	22.3%
SHERIFF	CAPTAIN MD	PS6	\$70,000.00	16.3%	\$89,226.12	15.8%	\$108,452.23	15.5%
SHERIFF	DIRECTOR OF COMMUNITY AFFAIRS	130	\$76,491.45	15.1%	\$97,500.50	14.6%	\$118,509.54	14.4%
SHERIFF	JAIL COMMANDER	PS7	\$80,000.00	20.4%	\$101,972.70	19.9%	\$123,945.41	19.6%
SHERIFF	MAJOR BD	PS7	\$80,000.00	20.4%	\$101,972.70	19.9%	\$123,945.41	19.6%
SHERIFF	MAJOR BD	PS7	\$80,000.00	20.4%	\$101,972.70	19.9%	\$123,945.41	19.6%
SHERIFF	CHIEF DPTY SHERIFF BD	PS8	\$95,000.00	29.5%	\$121,092.58	29.0%	\$147,185.17	28.7%
STATE COURT	DEPUTY CLERK I	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
STATE COURT	DEPUTY CLERK II	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
STATE COURT	SENIOR DEPUTY CLERK	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
STATE COURT	SENIOR DEPUTY CLERK	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
STATE COURT	VICTIM ADVOCATE INVESTIGATOR	119	\$41,080.61	6.4%	\$52,363.76	6.0%	\$63,646.91	5.7%

**APPENDIX B (CONTNUED)
POSITION GRADE ASSIGNMENTS – DEPARTMENT**

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
STATE COURT	COURT COORDINATOR SOL GENRL	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
STATE COURT	SENIOR INVESTIGATOR - SOLICITO	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
STATE COURT	VICTIM WITNESS PROGRAM ADMINIS	122	\$47,103.02	5.2%	\$60,040.28	4.8%	\$72,977.54	4.5%
STATE COURT	INVESTIGATOR SUPERVISOR	123	\$49,458.17	10.5%	\$63,042.30	10.0%	\$76,626.42	9.8%
STATE COURT	INVESTIGATOR SOL GENRL	PS2	\$50,000.00	23.3%	\$63,732.94	22.8%	\$77,465.88	22.5%
STATE COURT	LAW CLERK - STATE COURT JUDGE	124	\$52,425.67	6.1%	\$66,824.84	5.7%	\$81,224.00	5.4%
STATE COURT	ASSISTANT SOLICITOR GENERAL	127	\$62,439.81	14.5%	\$79,589.45	14.0%	\$96,739.09	13.7%
STATE COURT	CHIEF ASST. SOLICITOR GENERAL	127	\$62,439.81	3.7%	\$79,589.45	3.3%	\$96,739.09	3.0%
SUPERIOR COURT	ADMINISTRATIVE SUPPORT SPECIALIST I	112	\$32,136.00	16.5%	\$40,962.43	16.0%	\$49,788.87	15.7%
SUPERIOR COURT	ADMINISTRATIVE SUPPORT SPECIALIST II	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
SUPERIOR COURT	DEPUTY CLERK I	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
SUPERIOR COURT	LEGAL ADMINISTRATIVE CLERK	115	\$35,115.87	10.8%	\$44,760.76	10.4%	\$54,405.64	10.1%
SUPERIOR COURT	DEPUTY CLERK II	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
SUPERIOR COURT	DEPUTY CLERK II	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
SUPERIOR COURT	BOARD OF EQUALIZATION ADMINSTR	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
SUPERIOR COURT	SENIOR DEPUTY CLERK	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
SUPERIOR COURT	VICTIM ADVOCATE	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
SUPERIOR COURT	SENIOR DEPUTY CLERK	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
SUPERIOR COURT	PARALEGAL	119	\$41,080.61	6.4%	\$52,363.76	6.0%	\$63,646.91	5.7%
SUPERIOR COURT	CASE MANAGER	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
SUPERIOR COURT	CUSTODY INVESTIGATOR COORDINAT	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
SUPERIOR COURT	INVESTIGATOR- DISTRICT ATTY	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
SUPERIOR COURT	JURY MANAGER	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
SUPERIOR COURT	CASE MANAGER	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
SUPERIOR COURT	JUVENILE COURT ASSISTANT DIREC	121	\$44,860.02	10.6%	\$57,181.22	10.2%	\$69,502.42	9.9%
SUPERIOR COURT	SENIOR INVESTGTR DIST ATTY	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
SUPERIOR COURT	ADMINISTRATIVE OPERATIONS MANAGER	122	\$47,103.02	5.2%	\$60,040.28	4.8%	\$72,977.54	4.5%
SUPERIOR COURT	ASSISTANT CHIEF DEPUTY CLERK	122	\$47,103.02	5.2%	\$60,040.28	4.8%	\$72,977.54	4.5%
SUPERIOR COURT	JUDICIAL COURT COORDINATOR/ASSISTANT	122	\$47,103.02	9.5%	\$60,040.28	9.0%	\$72,977.54	8.8%
SUPERIOR COURT	VICTIM WITNESS PGR AD	122	\$47,103.02	5.2%	\$60,040.28	4.8%	\$72,977.54	4.5%
SUPERIOR COURT	INVESTIGATOR SUPERVISOR	123	\$49,458.17	10.5%	\$63,042.30	10.0%	\$76,626.42	9.8%
SUPERIOR COURT	LAW CLERK	123	\$49,458.17	3.1%	\$63,042.30	2.7%	\$76,626.42	2.4%
SUPERIOR COURT	ADULT DRUG COURT COORDINATOR	124	\$52,425.67	6.1%	\$66,824.84	5.7%	\$81,224.00	5.4%
SUPERIOR COURT	LAW CLERK W/JURIS	124	\$52,425.67	6.1%	\$66,824.84	5.7%	\$81,224.00	5.4%
SUPERIOR COURT	JUVENILE COURT DIRCTOR	125	\$55,571.21	12.5%	\$70,834.33	12.0%	\$86,097.44	11.7%
SUPERIOR COURT	ASSISTANT DISTRICT ATTORNEY	126	\$58,905.48	8.0%	\$75,084.38	7.6%	\$91,263.29	7.3%
SUPERIOR COURT	CHIEF DEPUTY CLERK	126	\$58,905.48	8.0%	\$75,084.38	7.6%	\$91,263.29	7.3%
SUPERIOR COURT	OFFICIAL COURT REPORTER	126	\$58,905.48	8.0%	\$75,084.38	7.6%	\$91,263.29	7.3%
SUPERIOR COURT	ASST DIST ATTY II	127	\$62,439.81	3.7%	\$79,589.45	3.3%	\$96,739.09	3.0%

APPENDIX B (CONTNUED)
POSITION GRADE ASSIGNMENTS – DEPARTMENT

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
SUPERIOR COURT	ASSISTANT DISTRICT ATTORNEY II	128	\$66,810.59	11.0%	\$85,160.71	10.5%	\$103,510.83	10.2%
SUPERIOR COURT	ASSISTANT DISTRICT ATTY III	129	\$71,487.33	7.6%	\$91,121.96	7.1%	\$110,756.58	6.9%
TAX COMMISSIONER	SUPPORT CLERK	111	\$31,200.00	24.8%	\$39,769.35	24.3%	\$48,338.71	24.0%
TAX COMMISSIONER	ADMINISTRATIVE TECHNICIAN	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
TAX COMMISSIONER	TAX CLERK I	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
TAX COMMISSIONER	TAX CLERK II	117	\$37,981.33	8.6%	\$48,413.24	8.2%	\$58,845.14	7.9%
TAX COMMISSIONER	TAX SPECIALIST	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
TAX COMMISSIONER	DEPUTY TAX COMMISSIONER	124	\$52,425.67	6.1%	\$66,824.84	5.7%	\$81,224.00	5.4%
TAX COMMISSIONER	ACCOUNTING OPERATIONS ADMINIST	127	\$62,439.81	3.7%	\$79,589.45	3.3%	\$96,739.09	3.0%
TAX COMMISSIONER	CH DEPTY TAX COMM	130	\$76,491.45	15.1%	\$97,500.50	14.6%	\$118,509.54	14.4%
TRADE CENTER	EVENTS ATTENDANT I	112	\$32,136.00	17.6%	\$40,962.43	17.2%	\$49,788.87	16.9%
TRADE CENTER	EVENTS ATTENDANT II	113	\$33,100.08	15.3%	\$42,191.31	14.9%	\$51,282.54	14.6%
TRADE CENTER	ADMINISTRATIVE ASSISTANT	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
TRADE CENTER	EVENTS ATTENDANT CREW LEADER	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
TRADE CENTER	FACILITIES MAINTENANCE WORKER I	115	\$35,115.87	10.8%	\$44,760.76	10.4%	\$54,405.64	10.1%
TRADE CENTER	ADMINISTRATIVE COORDINATOR	117	\$37,981.33	3.4%	\$48,413.24	3.0%	\$58,845.14	2.7%
TRADE CENTER	CONFERENCE FACILITATOR	119	\$41,080.61	6.4%	\$52,363.76	6.0%	\$63,646.91	5.7%
TRADE CENTER	FACILITIES MAINTENANCE SUPERVISOR	121	\$44,860.02	10.6%	\$57,181.22	10.2%	\$69,502.42	9.9%
TRADE CENTER	TRADE CENTER FINANCE MANAGER	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
TRADE CENTER	EVENTS OPERATIONS MANAGER - TR	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
TRADE CENTER	EVENT SERVICES COORDINATOR	123	\$49,458.17	3.1%	\$63,042.30	2.7%	\$76,626.42	2.4%
TRADE CENTER	MARKETING COORDINATOR - TRADE CENTER	123	\$49,458.17	3.1%	\$63,042.30	2.7%	\$76,626.42	2.4%
TRADE CENTER	EVENT SERVICES COORDINATOR	123	\$49,458.17	3.1%	\$63,042.30	2.7%	\$76,626.42	2.4%
TRADE CENTER	MARKETING COORDINATOR - TRADE	123	\$49,458.17	3.1%	\$63,042.30	2.7%	\$76,626.42	2.4%
TRADE CENTER	DIRECTOR OF SALES & EVENTS	128	\$66,810.59	20.1%	\$85,160.71	19.6%	\$103,510.83	19.3%
TRADE CENTER	DIRECTOR OF SALES AND EVENTS -	128	\$66,810.59	22.5%	\$85,160.71	22.0%	\$103,510.83	21.7%
TRADE CENTER	ASSISTANT TRADE CENTER DIRECTOR	131	\$81,845.85	23.2%	\$104,325.53	22.7%	\$126,805.21	22.4%
TRADE CENTER	ASSISTANT TRADE CENTER DIRECTOR	131	\$81,845.85	23.2%	\$104,325.53	22.7%	\$126,805.21	22.4%
TRANSPORTATION	ADMINISTRATIVE SUPPORT SPECIALIST II	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
TRANSPORTATION	PARKING ENFORCEMENT OFFICER	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
TRANSPORTATION	TRANSIT SECURITY SPECIALIST	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
TRANSPORTATION	ADMINISTRATIVE ASSISTANT	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
TRANSPORTATION	TRANSPORTATION CREW LEADER	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
TRANSPORTATION	BUS OPERATOR DIAL-A-RIDE	116	\$36,520.51	21.1%	\$46,551.19	20.6%	\$56,581.87	20.3%
TRANSPORTATION	BUS OPERATOR TRAINEE	116	\$36,520.51	21.1%	\$46,551.19	20.6%	\$56,581.87	20.3%
TRANSPORTATION	FLEET MAINTENANCE TECH I	116	\$36,520.51	-	\$46,551.19	-	\$56,581.87	-
TRANSPORTATION	FLEET MAINTENANCE TECH II	118	\$39,500.58	31.0%	\$50,349.77	30.5%	\$61,198.95	30.1%
TRANSPORTATION	OFFICE MANAGER	118	\$39,500.58	7.5%	\$50,349.77	7.1%	\$61,198.95	6.8%
TRANSPORTATION	TRANSIT SPECIALIST	119	\$41,080.61	11.8%	\$52,363.76	11.4%	\$63,646.91	11.1%

APPENDIX B (CONTNUED)
POSITION GRADE ASSIGNMENTS – DEPARTMENT

Department	Recommended Title	Proposed Grade	Proposed Minimum	Change	Proposed Midpoint	Change	Proposed Maximum	Change
TRANSPORTATION	CORRECTIONAL DETAIL OFFICER	C1	\$42,500.00	27.7%	\$54,173.00	27.2%	\$65,846.00	26.8%
TRANSPORTATION	BUS OPERATOR	121	\$44,860.02	34.8%	\$57,181.22	34.2%	\$69,502.42	33.9%
TRANSPORTATION	FLEET MAINTENANCE TECH III	121	\$44,860.02	34.8%	\$57,181.22	34.2%	\$69,502.42	33.9%
TRANSPORTATION	FLEET MAINTENACE TECH, SENIOR	123	\$49,458.17	34.6%	\$63,042.30	34.1%	\$76,626.42	33.7%
TRANSPORTATION	SAFETY/TRAINING COORDINATOR	123	\$49,458.17	22.0%	\$63,042.30	21.5%	\$76,626.42	21.2%
TRANSPORTATION	TRANSIT SUPERVISOR	123	\$49,458.17	22.0%	\$63,042.30	21.5%	\$76,626.42	21.2%
TRANSPORTATION	ADA COORDINATOR	124	\$52,425.67	17.1%	\$66,824.84	16.6%	\$81,224.00	16.3%
TRANSPORTATION	CHIEF SAFETY OFFICER	124	\$52,425.67	6.1%	\$66,824.84	5.7%	\$81,224.00	5.4%
TRANSPORTATION	PARKING DIV MANAGER	124	\$52,425.67	17.1%	\$66,824.84	16.6%	\$81,224.00	16.3%
TRANSPORTATION	PRINCIPAL TRANSIT PLANNER	124	\$52,425.67	6.1%	\$66,824.84	5.7%	\$81,224.00	5.4%
TRANSPORTATION	MAINTENANCE MANAGER	127	\$62,439.81	26.4%	\$79,589.45	25.9%	\$96,739.09	25.5%
TRANSPORTATION	TRANSIT COMPLIANCE OFFICER	127	\$62,439.81	26.4%	\$79,589.45	25.9%	\$96,739.09	25.5%
TRANSPORTATION	TRANSIT MANAGER	127	\$62,439.81	3.7%	\$79,589.45	3.3%	\$96,739.09	3.0%
TRANSPORTATION	ASSISTANT TRANSPORTATION DIREC	131	\$81,845.85	11.6%	\$104,325.53	11.1%	\$126,805.21	10.8%
TRANSPORTATION	DIRECTOR OF TRANSPORTATION	134	\$100,733.21	24.4%	\$128,400.47	23.9%	\$156,067.73	23.6%
WIOA	ACCOUNTING CLERK I	113	\$33,100.08	9.8%	\$42,191.31	9.3%	\$51,282.54	9.0%
WIOA	ADMINISTRATIVE ASSISTANT	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
WIOA	ADMINISTRATIVE TECHNICIAN	115	\$35,115.87	5.5%	\$44,760.76	5.1%	\$54,405.64	4.8%
WIOA	PROGRAM MONITOR/JOB DEVELOPER	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
WIOA	PROGRAM SPECIALIST I	120	\$42,723.83	5.4%	\$54,458.31	4.9%	\$66,192.78	4.7%
WIOA	DATA CONTROL SUPERVISOR	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
WIOA	FINANCE MANAGER - WIA	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
WIOA	PROGRAM SPECIALIST II	121	\$44,860.02	5.3%	\$57,181.22	4.9%	\$69,502.42	4.6%
WIOA	WIOA ASSISTANT DIRECTOR	130	\$76,491.45	40.3%	\$97,500.50	39.7%	\$118,509.54	39.3%
WIOA	WORKFORCE INVESTMENT OPPORTUNI	133	\$93,705.31	27.8%	\$119,442.30	27.2%	\$145,179.29	26.9%

**APPENDIX C
GENERAL EMPLOYEE PAY PLAN**

Grade	Minimum	Midpoint	Maximum	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12
111	\$31,200.00	\$39,769.35	\$48,338.71	\$31,200.00	\$31,512.00	\$31,827.12	\$32,145.39	\$32,466.85	\$32,791.51	\$33,119.43	\$33,450.62	\$33,785.13	\$34,122.98	\$34,464.21	\$34,808.85
112	\$32,136.00	\$40,962.43	\$49,788.87	\$32,136.00	\$32,457.36	\$32,781.93	\$33,109.75	\$33,440.85	\$33,775.26	\$34,113.01	\$34,454.14	\$34,798.68	\$35,146.67	\$35,498.14	\$35,853.12
113	\$33,100.08	\$42,191.31	\$51,282.54	\$33,100.08	\$33,431.08	\$33,765.39	\$34,103.05	\$34,444.08	\$34,788.52	\$35,136.40	\$35,487.77	\$35,842.64	\$36,201.07	\$36,563.08	\$36,928.71
114	\$34,093.08	\$43,457.05	\$52,821.01	\$34,093.08	\$34,434.01	\$34,778.35	\$35,126.14	\$35,477.40	\$35,832.17	\$36,190.49	\$36,552.40	\$36,917.92	\$37,287.10	\$37,659.97	\$38,036.57
115	\$35,115.87	\$44,760.76	\$54,405.64	\$35,115.87	\$35,467.03	\$35,821.70	\$36,179.92	\$36,541.72	\$36,907.14	\$37,276.21	\$37,648.97	\$38,025.46	\$38,405.72	\$38,789.77	\$39,177.67
116	\$36,520.51	\$46,551.19	\$56,581.87	\$36,520.51	\$36,885.71	\$37,254.57	\$37,627.12	\$38,003.39	\$38,383.42	\$38,767.26	\$39,154.93	\$39,546.48	\$39,941.94	\$40,341.36	\$40,744.78
117	\$37,981.33	\$48,413.24	\$58,845.14	\$37,981.33	\$38,361.14	\$38,744.75	\$39,132.20	\$39,523.52	\$39,918.76	\$40,317.95	\$40,721.13	\$41,128.34	\$41,539.62	\$41,955.02	\$42,374.57
118	\$39,500.58	\$50,349.77	\$61,198.95	\$39,500.58	\$39,895.59	\$40,294.55	\$40,697.49	\$41,104.47	\$41,515.51	\$41,930.67	\$42,349.97	\$42,773.47	\$43,201.21	\$43,633.22	\$44,069.55
119	\$41,080.61	\$52,363.76	\$63,646.91	\$41,080.61	\$41,491.41	\$41,906.33	\$42,325.39	\$42,748.64	\$43,176.13	\$43,607.89	\$44,043.97	\$44,484.41	\$44,929.25	\$45,378.55	\$45,832.33
120	\$42,723.83	\$54,458.31	\$66,192.78	\$42,723.83	\$43,151.07	\$43,582.58	\$44,018.41	\$44,458.59	\$44,903.18	\$45,352.21	\$45,805.73	\$46,263.79	\$46,726.42	\$47,193.69	\$47,665.63
121	\$44,860.02	\$57,181.22	\$69,502.42	\$44,860.02	\$45,308.62	\$45,761.71	\$46,219.33	\$46,681.52	\$47,148.33	\$47,619.82	\$48,096.02	\$48,576.98	\$49,062.75	\$49,553.37	\$50,048.91
122	\$47,103.02	\$60,040.28	\$72,977.54	\$47,103.02	\$47,574.05	\$48,049.79	\$48,530.29	\$49,015.60	\$49,505.75	\$50,000.81	\$50,500.82	\$51,005.83	\$51,515.88	\$52,031.04	\$52,551.35
123	\$49,458.17	\$63,042.30	\$76,626.42	\$49,458.17	\$49,952.76	\$50,452.28	\$50,956.81	\$51,466.38	\$51,981.04	\$52,500.85	\$53,025.86	\$53,556.12	\$54,091.68	\$54,632.59	\$55,178.92
124	\$52,425.67	\$66,824.84	\$81,224.00	\$52,425.67	\$52,949.92	\$53,479.42	\$54,014.22	\$54,554.36	\$55,099.90	\$55,650.90	\$56,207.41	\$56,769.48	\$57,337.18	\$57,910.55	\$58,489.66
125	\$55,571.21	\$70,834.33	\$86,097.44	\$55,571.21	\$56,126.92	\$56,688.19	\$57,255.07	\$57,827.62	\$58,405.90	\$58,989.95	\$59,579.85	\$60,175.65	\$60,777.41	\$61,385.18	\$61,999.03
126	\$58,905.48	\$75,084.38	\$91,263.29	\$58,905.48	\$59,494.53	\$60,089.48	\$60,690.37	\$61,297.28	\$61,910.25	\$62,529.35	\$63,154.65	\$63,786.19	\$64,424.05	\$65,068.29	\$65,718.98
127	\$62,439.81	\$79,589.45	\$96,739.09	\$62,439.81	\$63,064.20	\$63,694.85	\$64,331.79	\$64,975.11	\$65,624.86	\$66,281.11	\$66,943.92	\$67,613.36	\$68,289.50	\$68,972.39	\$69,662.12
128	\$66,810.59	\$85,160.71	\$103,510.83	\$66,810.59	\$67,478.70	\$68,153.49	\$68,835.02	\$69,523.37	\$70,218.60	\$70,920.79	\$71,630.00	\$72,346.30	\$73,069.76	\$73,800.46	\$74,538.46
129	\$71,487.33	\$91,121.96	\$110,756.58	\$71,487.33	\$72,202.21	\$72,924.23	\$73,653.47	\$74,390.01	\$75,133.91	\$75,885.25	\$76,644.10	\$77,410.54	\$78,184.64	\$78,966.49	\$79,756.16
130	\$76,491.45	\$97,500.50	\$118,509.54	\$76,491.45	\$77,256.36	\$78,028.93	\$78,809.22	\$79,597.31	\$80,393.28	\$81,197.21	\$82,009.19	\$82,829.28	\$83,657.57	\$84,494.15	\$85,339.09
131	\$81,845.85	\$104,325.53	\$126,805.21	\$81,845.85	\$82,664.31	\$83,490.95	\$84,325.86	\$85,169.12	\$86,020.81	\$86,881.02	\$87,749.83	\$88,627.33	\$89,513.60	\$90,408.74	\$91,312.82
132	\$87,575.06	\$111,628.32	\$135,681.58	\$87,575.06	\$88,450.81	\$89,335.32	\$90,228.67	\$91,130.96	\$92,042.27	\$92,962.69	\$93,892.32	\$94,831.24	\$95,779.55	\$96,737.35	\$97,704.72
133	\$93,705.31	\$119,442.30	\$145,179.29	\$93,705.31	\$94,642.37	\$95,588.79	\$96,544.68	\$97,510.12	\$98,485.23	\$99,470.08	\$100,464.78	\$101,469.43	\$102,484.12	\$103,508.96	\$104,544.05
134	\$100,733.21	\$128,400.47	\$156,067.73	\$100,733.21	\$101,740.54	\$102,757.95	\$103,785.53	\$104,823.38	\$105,871.62	\$106,930.33	\$107,999.64	\$109,079.63	\$110,170.43	\$111,272.13	\$112,384.85
135	\$108,288.20	\$138,030.51	\$167,772.81	\$108,288.20	\$109,371.08	\$110,464.79	\$111,569.44	\$112,685.14	\$113,811.99	\$114,950.11	\$116,099.61	\$117,260.61	\$118,433.21	\$119,617.54	\$120,813.72
136	\$116,409.82	\$148,382.80	\$180,355.77	\$116,409.82	\$117,573.92	\$118,749.65	\$119,937.15	\$121,136.52	\$122,347.89	\$123,571.37	\$124,807.08	\$126,055.15	\$127,315.70	\$128,588.86	\$129,874.75
137	\$125,140.55	\$159,511.51	\$193,882.46	\$125,140.55	\$126,391.96	\$127,655.88	\$128,932.44	\$130,221.76	\$131,523.98	\$132,839.22	\$134,167.61	\$135,509.29	\$136,864.38	\$138,233.02	\$139,615.35
138	\$134,526.09	\$171,474.87	\$208,423.64	\$134,526.09	\$135,871.36	\$137,230.07	\$138,602.37	\$139,988.39	\$141,388.28	\$142,802.16	\$144,230.18	\$145,672.48	\$147,129.21	\$148,600.50	\$150,086.51
139	\$144,615.55	\$184,335.48	\$224,055.42	\$144,615.55	\$146,061.71	\$147,522.32	\$148,997.55	\$150,487.52	\$151,992.40	\$153,512.32	\$155,047.45	\$156,597.92	\$158,163.90	\$159,745.54	\$161,342.99
140	\$166,307.88	\$211,985.81	\$257,663.73	\$166,307.88	\$167,970.96	\$169,650.67	\$171,347.18	\$173,060.65	\$174,791.26	\$176,539.17	\$178,304.56	\$180,087.61	\$181,888.48	\$183,707.37	\$185,544.44

APPENDIX C (CONTINUED)
GENERAL EMPLOYEE PAY PLAN

Grade	Minimum	Midpoint	Maximum	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19	Step 20	Step 21	Step 22	Step 23	Step 24	Step 25
111	\$31,200.00	\$39,769.35	\$48,338.71	\$35,156.94	\$35,508.51	\$35,863.60	\$36,222.23	\$36,584.45	\$36,950.30	\$37,319.80	\$37,693.00	\$38,069.93	\$38,450.63	\$38,835.13	\$39,223.49	\$39,615.72
112	\$32,136.00	\$40,962.43	\$49,788.87	\$36,211.65	\$36,573.77	\$36,939.50	\$37,308.90	\$37,681.99	\$38,058.81	\$38,439.40	\$38,823.79	\$39,212.03	\$39,604.15	\$40,000.19	\$40,400.19	\$40,804.19
113	\$33,100.08	\$42,191.31	\$51,282.54	\$37,298.00	\$37,670.98	\$38,047.69	\$38,428.17	\$38,812.45	\$39,200.57	\$39,592.58	\$39,988.50	\$40,388.39	\$40,792.27	\$41,200.19	\$41,612.20	\$42,028.32
114	\$34,093.08	\$43,457.05	\$52,821.01	\$38,416.94	\$38,801.11	\$39,189.12	\$39,581.01	\$39,976.82	\$40,376.59	\$40,780.35	\$41,188.16	\$41,600.04	\$42,016.04	\$42,436.20	\$42,860.56	\$43,289.17
115	\$35,115.87	\$44,760.76	\$54,405.64	\$39,569.45	\$39,965.14	\$40,364.79	\$40,768.44	\$41,176.12	\$41,587.89	\$42,003.77	\$42,423.80	\$42,848.04	\$43,276.52	\$43,709.29	\$44,146.38	\$44,587.84
116	\$36,520.51	\$46,551.19	\$56,581.87	\$41,152.22	\$41,563.75	\$41,979.38	\$42,399.18	\$42,823.17	\$43,251.40	\$43,683.92	\$44,120.75	\$44,561.96	\$45,007.58	\$45,457.66	\$45,912.23	\$46,371.36
117	\$37,981.33	\$48,413.24	\$58,845.14	\$42,798.31	\$43,226.30	\$43,658.56	\$44,095.15	\$44,536.10	\$44,981.46	\$45,431.27	\$45,885.59	\$46,344.44	\$46,807.89	\$47,275.96	\$47,748.72	\$48,226.21
118	\$39,500.58	\$50,349.77	\$61,198.95	\$44,510.25	\$44,955.35	\$45,404.90	\$45,858.95	\$46,317.54	\$46,780.72	\$47,248.52	\$47,721.01	\$48,198.22	\$48,680.20	\$49,167.00	\$49,658.67	\$50,155.26
119	\$41,080.61	\$52,363.76	\$63,646.91	\$46,290.66	\$46,753.56	\$47,221.10	\$47,693.31	\$48,170.24	\$48,651.94	\$49,138.46	\$49,629.85	\$50,126.15	\$50,627.41	\$51,133.68	\$51,645.02	\$52,161.47
120	\$42,723.83	\$54,458.31	\$66,192.78	\$48,142.28	\$48,623.71	\$49,109.94	\$49,601.04	\$50,097.05	\$50,598.02	\$51,104.00	\$51,615.04	\$52,131.19	\$52,652.51	\$53,179.03	\$53,710.82	\$54,247.93
121	\$44,860.02	\$57,181.22	\$69,502.42	\$50,549.40	\$51,054.89	\$51,565.44	\$52,081.09	\$52,601.90	\$53,127.92	\$53,659.20	\$54,195.79	\$54,737.75	\$55,285.13	\$55,837.98	\$56,396.36	\$56,960.33
122	\$47,103.02	\$60,040.28	\$72,977.54	\$53,076.87	\$53,607.63	\$54,143.71	\$54,685.15	\$55,232.00	\$55,784.32	\$56,342.16	\$56,905.58	\$57,474.64	\$58,049.39	\$58,629.88	\$59,216.18	\$59,808.34
123	\$49,458.17	\$63,042.30	\$76,626.42	\$55,730.71	\$56,288.02	\$56,850.90	\$57,419.41	\$57,993.60	\$58,573.54	\$59,159.27	\$59,750.86	\$60,348.37	\$60,951.86	\$61,561.37	\$62,176.99	\$62,798.76
124	\$52,425.67	\$66,824.84	\$81,224.00	\$59,074.55	\$59,665.30	\$60,261.95	\$60,864.57	\$61,473.22	\$62,087.95	\$62,708.83	\$63,335.92	\$63,969.27	\$64,608.97	\$65,255.06	\$65,907.61	\$66,566.68
125	\$55,571.21	\$70,834.33	\$86,097.44	\$62,619.03	\$63,245.22	\$63,877.67	\$64,516.44	\$65,161.61	\$65,813.22	\$66,471.36	\$67,136.07	\$67,807.43	\$68,485.51	\$69,170.36	\$69,862.06	\$70,560.68
126	\$58,905.48	\$75,084.38	\$91,263.29	\$66,376.17	\$67,039.93	\$67,710.33	\$68,387.43	\$69,071.31	\$69,762.02	\$70,459.64	\$71,164.23	\$71,875.88	\$72,594.64	\$73,320.58	\$74,053.79	\$74,794.33
127	\$62,439.81	\$79,589.45	\$96,739.09	\$70,358.74	\$71,062.32	\$71,772.95	\$72,490.68	\$73,215.58	\$73,947.74	\$74,687.22	\$75,434.09	\$76,188.43	\$76,950.31	\$77,719.82	\$78,497.02	\$79,281.99
128	\$66,810.59	\$85,160.71	\$103,510.83	\$75,283.85	\$76,036.69	\$76,797.05	\$77,565.02	\$78,340.67	\$79,124.08	\$79,915.32	\$80,714.48	\$81,521.62	\$82,336.84	\$83,160.20	\$83,991.81	\$84,831.72
129	\$71,487.33	\$91,121.96	\$110,756.58	\$80,553.72	\$81,359.25	\$82,172.85	\$82,994.58	\$83,824.52	\$84,662.77	\$85,509.39	\$86,364.49	\$87,228.13	\$88,100.41	\$88,981.42	\$89,871.23	\$90,769.95
130	\$76,491.45	\$97,500.50	\$118,509.54	\$86,192.48	\$87,054.40	\$87,924.95	\$88,804.20	\$89,692.24	\$90,589.16	\$91,495.05	\$92,410.00	\$93,334.10	\$94,267.44	\$95,210.12	\$96,162.22	\$97,123.84
131	\$81,845.85	\$104,325.53	\$126,805.21	\$92,225.95	\$93,148.21	\$94,079.69	\$95,020.49	\$95,970.69	\$96,930.40	\$97,899.71	\$98,878.70	\$99,867.49	\$100,866.16	\$101,874.83	\$102,893.57	\$103,922.51
132	\$87,575.06	\$111,628.32	\$135,681.58	\$98,681.77	\$99,668.59	\$100,665.27	\$101,671.92	\$102,688.64	\$103,715.53	\$104,752.69	\$105,800.21	\$106,858.21	\$107,926.80	\$109,006.06	\$110,096.12	\$111,197.09
133	\$93,705.31	\$119,442.30	\$145,179.29	\$105,589.49	\$106,645.39	\$107,711.84	\$108,788.96	\$109,876.85	\$110,975.62	\$112,085.37	\$113,206.23	\$114,338.29	\$115,481.67	\$116,636.49	\$117,802.85	\$118,980.88
134	\$100,733.21	\$128,400.47	\$156,067.73	\$113,508.70	\$114,643.79	\$115,790.23	\$116,948.13	\$118,117.61	\$119,298.79	\$120,491.78	\$121,696.69	\$122,913.66	\$124,142.80	\$125,384.23	\$126,638.07	\$127,904.45
135	\$108,288.20	\$138,030.51	\$167,772.81	\$122,021.86	\$123,242.07	\$124,474.50	\$125,719.24	\$126,976.43	\$128,246.20	\$129,528.66	\$130,823.95	\$132,132.19	\$133,453.51	\$134,788.04	\$136,135.92	\$137,497.28
136	\$116,409.82	\$148,382.80	\$180,355.77	\$131,173.50	\$132,485.23	\$133,810.08	\$135,148.18	\$136,499.67	\$137,864.66	\$139,243.31	\$140,635.74	\$142,042.10	\$143,462.52	\$144,897.15	\$146,346.12	\$147,809.58
137	\$125,140.55	\$159,511.51	\$193,882.46	\$141,011.51	\$142,421.62	\$143,845.84	\$145,284.30	\$146,737.14	\$148,204.51	\$149,686.56	\$151,183.42	\$152,695.26	\$154,222.21	\$155,764.43	\$157,322.08	\$158,895.30
138	\$134,526.09	\$171,474.87	\$208,423.64	\$151,587.37	\$153,103.24	\$154,634.28	\$156,180.62	\$157,742.43	\$159,319.85	\$160,913.05	\$162,522.18	\$164,147.40	\$165,788.87	\$167,446.76	\$169,121.23	\$170,812.44
139	\$144,615.55	\$184,335.48	\$224,055.42	\$162,956.42	\$164,585.99	\$166,231.85	\$167,894.17	\$169,573.11	\$171,268.84	\$172,981.53	\$174,711.34	\$176,458.46	\$178,223.04	\$180,005.27	\$181,805.32	\$183,623.38
140	\$166,307.88	\$211,985.81	\$257,663.73	\$187,399.89	\$189,273.89	\$191,166.62	\$193,078.29	\$195,009.07	\$196,959.16	\$198,928.76	\$200,918.04	\$202,927.22	\$204,956.50	\$207,006.06	\$209,076.12	\$211,166.88

**APPENDIX C (CONTINUED)
GENERAL EMPLOYEE PAY PLAN**

Grade	Minimum	Midpoint	Maximum	Step 26	Step 27	Step 28	Step 29	Step 30	Step 31	Step 32	Step 33	Step 34	Step 35	Step 36	Step 37	Step 38
111	\$31,200.00	\$39,769.35	\$48,338.71	\$40,011.88	\$40,412.00	\$40,816.12	\$41,224.28	\$41,636.52	\$42,052.89	\$42,473.42	\$42,898.15	\$43,327.13	\$43,760.40	\$44,198.01	\$44,639.99	\$45,086.39
112	\$32,136.00	\$40,962.43	\$49,788.87	\$41,212.23	\$41,624.36	\$42,040.60	\$42,461.01	\$42,885.62	\$43,314.47	\$43,747.62	\$44,185.09	\$44,626.94	\$45,073.21	\$45,523.95	\$45,979.19	\$46,438.98
113	\$33,100.08	\$42,191.31	\$51,282.54	\$42,448.60	\$42,873.09	\$43,301.82	\$43,734.84	\$44,172.19	\$44,613.91	\$45,060.05	\$45,510.65	\$45,965.75	\$46,425.41	\$46,889.66	\$47,358.56	\$47,832.15
114	\$34,093.08	\$43,457.05	\$52,821.01	\$43,722.06	\$44,159.28	\$44,600.87	\$45,046.88	\$45,497.35	\$45,952.32	\$46,411.85	\$46,875.97	\$47,344.73	\$47,818.17	\$48,296.35	\$48,779.32	\$49,267.11
115	\$35,115.87	\$44,760.76	\$54,405.64	\$45,033.72	\$45,484.06	\$45,938.90	\$46,398.29	\$46,862.27	\$47,330.89	\$47,804.20	\$48,282.24	\$48,765.07	\$49,252.72	\$49,745.25	\$50,242.70	\$50,745.12
116	\$36,520.51	\$46,551.19	\$56,581.87	\$46,835.07	\$47,303.42	\$47,776.46	\$48,254.22	\$48,736.76	\$49,224.13	\$49,716.37	\$50,213.53	\$50,715.67	\$51,222.83	\$51,735.05	\$52,252.41	\$52,774.93
117	\$37,981.33	\$48,413.24	\$58,845.14	\$48,708.47	\$49,195.56	\$49,687.51	\$50,184.39	\$50,686.23	\$51,193.09	\$51,705.03	\$52,222.08	\$52,744.30	\$53,271.74	\$53,804.46	\$54,342.50	\$54,885.93
118	\$39,500.58	\$50,349.77	\$61,198.95	\$50,656.81	\$51,163.38	\$51,675.01	\$52,191.76	\$52,713.68	\$53,240.82	\$53,773.23	\$54,310.96	\$54,854.07	\$55,402.61	\$55,956.64	\$56,516.20	\$57,081.36
119	\$41,080.61	\$52,363.76	\$63,646.91	\$52,683.08	\$53,209.92	\$53,742.01	\$54,279.43	\$54,822.23	\$55,370.45	\$55,924.16	\$56,483.40	\$57,048.23	\$57,618.71	\$58,194.90	\$58,776.85	\$59,364.62
120	\$42,723.83	\$54,458.31	\$66,192.78	\$54,790.41	\$55,338.31	\$55,891.70	\$56,450.61	\$57,015.12	\$57,585.27	\$58,161.12	\$58,742.73	\$59,330.16	\$59,923.46	\$60,522.70	\$61,127.92	\$61,739.20
121	\$44,860.02	\$57,181.22	\$69,502.42	\$57,529.93	\$58,105.23	\$58,686.28	\$59,273.14	\$59,865.87	\$60,464.53	\$61,069.18	\$61,679.87	\$62,296.67	\$62,919.64	\$63,548.83	\$64,184.32	\$64,826.16
122	\$47,103.02	\$60,040.28	\$72,977.54	\$60,406.42	\$61,010.49	\$61,620.59	\$62,236.80	\$62,859.17	\$63,487.76	\$64,122.64	\$64,763.86	\$65,411.50	\$66,065.62	\$66,726.27	\$67,393.54	\$68,067.47
123	\$49,458.17	\$63,042.30	\$76,626.42	\$63,426.75	\$64,061.01	\$64,701.62	\$65,348.64	\$66,002.13	\$66,662.15	\$67,328.77	\$68,002.06	\$68,682.08	\$69,368.90	\$70,062.59	\$70,763.21	\$71,470.84
124	\$52,425.67	\$66,824.84	\$81,224.00	\$67,232.35	\$67,904.67	\$68,583.72	\$69,269.56	\$69,962.25	\$70,661.88	\$71,368.50	\$72,082.18	\$72,803.00	\$73,531.03	\$74,266.34	\$75,009.01	\$75,759.10
125	\$55,571.21	\$70,834.33	\$86,097.44	\$71,266.29	\$71,978.95	\$72,698.74	\$73,425.73	\$74,159.99	\$74,901.59	\$75,650.60	\$76,407.11	\$77,171.18	\$77,942.89	\$78,722.32	\$79,509.55	\$80,304.64
126	\$58,905.48	\$75,084.38	\$91,263.29	\$75,542.27	\$76,297.69	\$77,060.67	\$77,831.28	\$78,609.59	\$79,395.68	\$80,189.64	\$80,991.54	\$81,801.45	\$82,619.47	\$83,445.66	\$84,280.12	\$85,122.92
127	\$62,439.81	\$79,589.45	\$96,739.09	\$80,074.81	\$80,875.55	\$81,684.31	\$82,501.15	\$83,326.16	\$84,159.43	\$85,001.02	\$85,851.03	\$86,709.54	\$87,576.64	\$88,452.40	\$89,336.93	\$90,230.30
128	\$66,810.59	\$85,160.71	\$103,510.83	\$85,680.04	\$86,536.84	\$87,402.21	\$88,276.23	\$89,159.00	\$90,050.59	\$90,951.09	\$91,860.60	\$92,779.21	\$93,707.00	\$94,644.07	\$95,590.51	\$96,546.42
129	\$71,487.33	\$91,121.96	\$110,756.58	\$91,677.64	\$92,594.42	\$93,520.37	\$94,455.57	\$95,400.12	\$96,354.13	\$97,317.67	\$98,290.84	\$99,273.75	\$100,266.49	\$101,269.15	\$102,281.85	\$103,304.66
130	\$76,491.45	\$97,500.50	\$118,509.54	\$98,095.08	\$99,076.03	\$100,066.79	\$101,067.46	\$102,078.13	\$103,098.91	\$104,129.90	\$105,171.20	\$106,222.92	\$107,285.14	\$108,358.00	\$109,441.58	\$110,535.99
131	\$81,845.85	\$104,325.53	\$126,805.21	\$104,961.74	\$106,011.35	\$107,071.47	\$108,142.18	\$109,223.60	\$110,315.84	\$111,419.00	\$112,533.19	\$113,658.52	\$114,795.10	\$115,943.06	\$117,102.49	\$118,273.51
132	\$87,575.06	\$111,628.32	\$135,681.58	\$112,309.06	\$113,432.15	\$114,566.47	\$115,712.13	\$116,869.26	\$118,037.95	\$119,218.33	\$120,410.51	\$121,614.62	\$122,830.76	\$124,059.07	\$125,299.66	\$126,552.66
133	\$93,705.31	\$119,442.30	\$145,179.29	\$120,170.69	\$121,372.40	\$122,586.12	\$123,811.98	\$125,050.10	\$126,300.60	\$127,563.61	\$128,839.25	\$130,127.64	\$131,428.91	\$132,743.20	\$134,070.64	\$135,411.34
134	\$100,733.21	\$128,400.47	\$156,067.73	\$129,183.49	\$130,475.33	\$131,780.08	\$133,097.88	\$134,428.86	\$135,773.15	\$137,130.88	\$138,502.19	\$139,887.21	\$141,286.08	\$142,698.94	\$144,125.93	\$145,567.19
135	\$108,288.20	\$138,030.51	\$167,772.81	\$138,872.25	\$140,260.98	\$141,663.59	\$143,080.22	\$144,511.03	\$145,956.14	\$147,415.70	\$148,889.85	\$150,378.75	\$151,882.54	\$153,401.37	\$154,935.38	\$156,484.73
136	\$116,409.82	\$148,382.80	\$180,355.77	\$149,287.67	\$150,780.55	\$152,288.36	\$153,811.24	\$155,349.35	\$156,902.85	\$158,471.87	\$160,056.59	\$161,657.16	\$163,273.73	\$164,906.47	\$166,555.53	\$168,221.09
137	\$125,140.55	\$159,511.51	\$193,882.46	\$160,484.25	\$162,089.09	\$163,709.98	\$165,347.08	\$167,000.55	\$168,670.56	\$170,357.26	\$172,060.84	\$173,781.45	\$175,519.26	\$177,274.45	\$179,047.20	\$180,837.67
138	\$134,526.09	\$171,474.87	\$208,423.64	\$172,520.57	\$174,245.77	\$175,988.23	\$177,748.11	\$179,525.59	\$181,320.85	\$183,134.06	\$184,965.40	\$186,815.05	\$188,683.20	\$190,570.04	\$192,475.74	\$194,400.49
139	\$144,615.55	\$184,335.48	\$224,055.42	\$185,459.61	\$187,314.21	\$189,187.35	\$191,079.22	\$192,990.01	\$194,919.91	\$196,869.11	\$198,837.81	\$200,826.18	\$202,834.44	\$204,862.79	\$206,911.42	\$208,980.53
140	\$166,307.88	\$211,985.81	\$257,663.73	\$213,278.55	\$215,411.34	\$217,565.45	\$219,741.11	\$221,938.52	\$224,157.90	\$226,399.48	\$228,663.48	\$230,950.11	\$233,259.61	\$235,592.21	\$237,948.13	\$240,327.61

**APPENDIX C (CONTINUED)
GENERAL EMPLOYEE PAY PLAN**

Grade	Minimum	Midpoint	Maximum	Step 39	Step 40	Step 41	Step 42	Step 43	Step 44	Step 45
111	\$31,200.00	\$39,769.35	\$48,338.71	\$45,537.25	\$45,992.62	\$46,452.55	\$46,917.07	\$47,386.24	\$47,860.11	\$48,338.71
112	\$32,136.00	\$40,962.43	\$49,788.87	\$46,903.37	\$47,372.40	\$47,846.12	\$48,324.59	\$48,807.83	\$49,295.91	\$49,788.87
113	\$33,100.08	\$42,191.31	\$51,282.54	\$48,310.47	\$48,793.57	\$49,281.51	\$49,774.32	\$50,272.07	\$50,774.79	\$51,282.54
114	\$34,093.08	\$43,457.05	\$52,821.01	\$49,759.78	\$50,257.38	\$50,759.95	\$51,267.55	\$51,780.23	\$52,298.03	\$52,821.01
115	\$35,115.87	\$44,760.76	\$54,405.64	\$51,252.58	\$51,765.10	\$52,282.75	\$52,805.58	\$53,333.64	\$53,866.97	\$54,405.64
116	\$36,520.51	\$46,551.19	\$56,581.87	\$53,302.68	\$53,835.71	\$54,374.06	\$54,917.80	\$55,466.98	\$56,021.65	\$56,581.87
117	\$37,981.33	\$48,413.24	\$58,845.14	\$55,434.79	\$55,989.13	\$56,549.03	\$57,114.52	\$57,685.66	\$58,262.52	\$58,845.14
118	\$39,500.58	\$50,349.77	\$61,198.95	\$57,652.18	\$58,228.70	\$58,810.99	\$59,399.10	\$59,993.09	\$60,593.02	\$61,198.95
119	\$41,080.61	\$52,363.76	\$63,646.91	\$59,958.26	\$60,557.85	\$61,163.43	\$61,775.06	\$62,392.81	\$63,016.74	\$63,646.91
120	\$42,723.83	\$54,458.31	\$66,192.78	\$62,356.60	\$62,980.16	\$63,609.96	\$64,246.06	\$64,888.52	\$65,537.41	\$66,192.78
121	\$44,860.02	\$57,181.22	\$69,502.42	\$65,474.42	\$66,129.17	\$66,790.46	\$67,458.37	\$68,132.95	\$68,814.28	\$69,502.42
122	\$47,103.02	\$60,040.28	\$72,977.54	\$68,748.15	\$69,435.63	\$70,129.98	\$70,831.28	\$71,539.60	\$72,254.99	\$72,977.54
123	\$49,458.17	\$63,042.30	\$76,626.42	\$72,185.55	\$72,907.41	\$73,636.48	\$74,372.85	\$75,116.58	\$75,867.74	\$76,626.42
124	\$52,425.67	\$66,824.84	\$81,224.00	\$76,516.69	\$77,281.85	\$78,054.67	\$78,835.22	\$79,623.57	\$80,419.81	\$81,224.00
125	\$55,571.21	\$70,834.33	\$86,097.44	\$81,107.69	\$81,918.76	\$82,737.95	\$83,565.33	\$84,400.99	\$85,245.00	\$86,097.44
126	\$58,905.48	\$75,084.38	\$91,263.29	\$85,974.15	\$86,833.89	\$87,702.23	\$88,579.25	\$89,465.04	\$90,359.69	\$91,263.29
127	\$62,439.81	\$79,589.45	\$96,739.09	\$91,132.60	\$92,043.92	\$92,964.36	\$93,894.01	\$94,832.95	\$95,781.28	\$96,739.09
128	\$66,810.59	\$85,160.71	\$103,510.83	\$97,511.88	\$98,487.00	\$99,471.87	\$100,466.59	\$101,471.25	\$102,485.97	\$103,510.83
129	\$71,487.33	\$91,121.96	\$110,756.58	\$104,337.71	\$105,381.09	\$106,434.90	\$107,499.25	\$108,574.24	\$109,659.98	\$110,756.58
130	\$76,491.45	\$97,500.50	\$118,509.54	\$111,641.35	\$112,757.76	\$113,885.34	\$115,024.20	\$116,174.44	\$117,336.18	\$118,509.54
131	\$81,845.85	\$104,325.53	\$126,805.21	\$119,456.25	\$120,650.81	\$121,857.32	\$123,075.89	\$124,306.65	\$125,549.71	\$126,805.21
132	\$87,575.06	\$111,628.32	\$135,681.58	\$127,818.18	\$129,096.36	\$130,387.33	\$131,691.20	\$133,008.11	\$134,338.19	\$135,681.58
133	\$93,705.31	\$119,442.30	\$145,179.29	\$136,765.46	\$138,133.11	\$139,514.44	\$140,909.59	\$142,318.68	\$143,741.87	\$145,179.29
134	\$100,733.21	\$128,400.47	\$156,067.73	\$147,022.87	\$148,493.09	\$149,978.02	\$151,477.80	\$152,992.58	\$154,522.51	\$156,067.73
135	\$108,288.20	\$138,030.51	\$167,772.81	\$158,049.58	\$159,630.08	\$161,226.38	\$162,838.64	\$164,467.03	\$166,111.70	\$167,772.81
136	\$116,409.82	\$148,382.80	\$180,355.77	\$169,903.30	\$171,602.33	\$173,318.35	\$175,051.54	\$176,802.05	\$178,570.07	\$180,355.77
137	\$125,140.55	\$159,511.51	\$193,882.46	\$182,646.05	\$184,472.51	\$186,317.23	\$188,180.40	\$190,062.21	\$191,962.83	\$193,882.46
138	\$134,526.09	\$171,474.87	\$208,423.64	\$196,344.50	\$198,307.94	\$200,291.02	\$202,293.93	\$204,316.87	\$206,360.04	\$208,423.64
139	\$144,615.55	\$184,335.48	\$224,055.42	\$211,070.34	\$213,181.04	\$215,312.85	\$217,465.98	\$219,640.64	\$221,837.05	\$224,055.42
140	\$166,307.88	\$211,985.81	\$257,663.73	\$242,730.89	\$245,158.20	\$247,609.78	\$250,085.88	\$252,586.73	\$255,112.60	\$257,663.73

**APPENDIX D
PUBLIC SAFETY PAY PLANS**

Grade	Min	Mid	Max	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13
PS0	\$33,100.00	\$42,191.21	\$51,282.41	\$33,100.00	\$33,431.00	\$33,765.31	\$34,102.96	\$34,443.99	\$34,788.43	\$35,136.32	\$35,487.68	\$35,842.56	\$36,200.98	\$36,562.99	\$36,928.62	\$37,297.91
PS1	\$45,000.00	\$57,359.65	\$69,719.29	\$45,000.00	\$45,450.00	\$45,904.50	\$46,363.55	\$46,827.18	\$47,295.45	\$47,768.41	\$48,246.09	\$48,728.55	\$49,215.84	\$49,708.00	\$50,205.08	\$50,707.13
PS2	\$50,000.00	\$63,732.94	\$77,465.88	\$50,000.00	\$50,500.00	\$51,005.00	\$51,515.05	\$52,030.20	\$52,550.50	\$53,076.01	\$53,606.77	\$54,142.84	\$54,684.26	\$55,231.11	\$55,783.42	\$56,341.25
PS3	\$57,500.00	\$73,292.88	\$89,085.76	\$57,500.00	\$58,075.00	\$58,655.75	\$59,242.31	\$59,834.73	\$60,433.08	\$61,037.41	\$61,647.78	\$62,264.26	\$62,886.90	\$63,515.77	\$64,150.93	\$64,792.44
PS4	\$60,000.00	\$76,479.53	\$92,959.05	\$60,000.00	\$60,600.00	\$61,206.00	\$61,818.06	\$62,436.24	\$63,060.60	\$63,691.21	\$64,328.12	\$64,971.40	\$65,621.12	\$66,277.33	\$66,940.10	\$67,609.50
PS5	\$65,000.00	\$82,852.82	\$100,705.64	\$65,000.00	\$65,650.00	\$66,306.50	\$66,969.57	\$67,639.26	\$68,315.65	\$68,998.81	\$69,688.80	\$70,385.69	\$71,089.54	\$71,800.44	\$72,518.44	\$73,243.63
PS6	\$70,000.00	\$89,226.12	\$108,452.23	\$70,000.00	\$70,700.00	\$71,407.00	\$72,121.07	\$72,842.28	\$73,570.70	\$74,306.41	\$75,049.47	\$75,799.97	\$76,557.97	\$77,323.55	\$78,096.78	\$78,877.75
PS7	\$80,000.00	\$101,972.70	\$123,945.41	\$80,000.00	\$80,800.00	\$81,608.00	\$82,424.08	\$83,248.32	\$84,080.80	\$84,921.61	\$85,770.83	\$86,628.54	\$87,494.82	\$88,369.77	\$89,253.47	\$90,146.00
PS8	\$95,000.00	\$121,092.58	\$147,185.17	\$95,000.00	\$95,950.00	\$96,909.50	\$97,878.60	\$98,857.38	\$99,845.95	\$100,844.41	\$101,852.86	\$102,871.39	\$103,900.10	\$104,939.10	\$105,988.49	\$107,048.38
PS9	\$120,000.00	\$152,959.05	\$185,918.11	\$120,000.00	\$121,200.00	\$122,412.00	\$123,636.12	\$124,872.48	\$126,121.21	\$127,382.42	\$128,656.24	\$129,942.80	\$131,242.23	\$132,554.66	\$133,880.20	\$135,219.00
F0	\$42,500.00	\$54,173.00	\$65,846.00	\$42,500.00	\$42,925.00	\$43,354.25	\$43,787.80	\$44,225.67	\$44,667.93	\$45,114.61	\$45,565.76	\$46,021.41	\$46,481.63	\$46,946.44	\$47,415.91	\$47,890.07
F1	\$45,000.00	\$57,359.65	\$69,719.29	\$45,000.00	\$45,450.00	\$45,904.50	\$46,363.55	\$46,827.18	\$47,295.45	\$47,768.41	\$48,246.09	\$48,728.55	\$49,215.84	\$49,708.00	\$50,205.08	\$50,707.13
F2	\$47,500.00	\$60,546.29	\$73,592.58	\$47,500.00	\$47,975.00	\$48,454.75	\$48,939.30	\$49,428.69	\$49,922.98	\$50,422.21	\$50,926.43	\$51,435.69	\$51,950.05	\$52,469.55	\$52,994.25	\$53,524.19
F3	\$50,000.00	\$63,732.94	\$77,465.88	\$50,000.00	\$50,500.00	\$51,005.00	\$51,515.05	\$52,030.20	\$52,550.50	\$53,076.01	\$53,606.77	\$54,142.84	\$54,684.26	\$55,231.11	\$55,783.42	\$56,341.25
F4	\$57,500.00	\$73,292.88	\$89,085.76	\$57,500.00	\$58,075.00	\$58,655.75	\$59,242.31	\$59,834.73	\$60,433.08	\$61,037.41	\$61,647.78	\$62,264.26	\$62,886.90	\$63,515.77	\$64,150.93	\$64,792.44
F5	\$65,000.00	\$82,852.82	\$100,705.64	\$65,000.00	\$65,650.00	\$66,306.50	\$66,969.57	\$67,639.26	\$68,315.65	\$68,998.81	\$69,688.80	\$70,385.69	\$71,089.54	\$71,800.44	\$72,518.44	\$73,243.63
F6	\$70,000.00	\$89,226.12	\$108,452.23	\$70,000.00	\$70,700.00	\$71,407.00	\$72,121.07	\$72,842.28	\$73,570.70	\$74,306.41	\$75,049.47	\$75,799.97	\$76,557.97	\$77,323.55	\$78,096.78	\$78,877.75
F7	\$75,000.00	\$95,599.41	\$116,198.82	\$75,000.00	\$75,750.00	\$76,507.50	\$77,272.58	\$78,045.30	\$78,825.75	\$79,614.01	\$80,410.15	\$81,214.25	\$82,026.40	\$82,846.66	\$83,675.13	\$84,511.88
F8	\$80,000.00	\$101,972.70	\$123,945.41	\$80,000.00	\$80,800.00	\$81,608.00	\$82,424.08	\$83,248.32	\$84,080.80	\$84,921.61	\$85,770.83	\$86,628.54	\$87,494.82	\$88,369.77	\$89,253.47	\$90,146.00
F9	\$95,000.00	\$121,092.58	\$147,185.17	\$95,000.00	\$95,950.00	\$96,909.50	\$97,878.60	\$98,857.38	\$99,845.95	\$100,844.41	\$101,852.86	\$102,871.39	\$103,900.10	\$104,939.10	\$105,988.49	\$107,048.38
F10	\$120,000.00	\$152,959.05	\$185,918.11	\$120,000.00	\$121,200.00	\$122,412.00	\$123,636.12	\$124,872.48	\$126,121.21	\$127,382.42	\$128,656.24	\$129,942.80	\$131,242.23	\$132,554.66	\$133,880.20	\$135,219.00
C1	\$42,500.00	\$54,173.00	\$65,846.00	\$42,500.00	\$42,925.00	\$43,354.25	\$43,787.79	\$44,225.67	\$44,667.93	\$45,114.61	\$45,565.75	\$46,021.41	\$46,481.62	\$46,946.44	\$47,415.90	\$47,890.06
C2	\$43,500.00	\$55,447.66	\$67,395.31	\$43,500.00	\$43,935.00	\$44,374.35	\$44,818.09	\$45,266.27	\$45,718.94	\$46,176.13	\$46,637.89	\$47,104.27	\$47,575.31	\$48,051.06	\$48,531.57	\$49,016.89
C3	\$45,000.00	\$57,359.65	\$69,719.29	\$45,000.00	\$45,450.00	\$45,904.50	\$46,363.55	\$46,827.18	\$47,295.45	\$47,768.41	\$48,246.09	\$48,728.55	\$49,215.84	\$49,708.00	\$50,205.08	\$50,707.13
C4	\$57,500.00	\$73,292.88	\$89,085.76	\$57,500.00	\$58,075.00	\$58,655.75	\$59,242.31	\$59,834.73	\$60,433.08	\$61,037.41	\$61,647.78	\$62,264.26	\$62,886.90	\$63,515.77	\$64,150.93	\$64,792.44
C5	\$65,000.00	\$82,852.82	\$100,705.64	\$65,000.00	\$65,650.00	\$66,306.50	\$66,969.57	\$67,639.26	\$68,315.65	\$68,998.81	\$69,688.80	\$70,385.69	\$71,089.54	\$71,800.44	\$72,518.44	\$73,243.63
C6	\$80,000.00	\$101,972.70	\$123,945.41	\$80,000.00	\$80,800.00	\$81,608.00	\$82,424.08	\$83,248.32	\$84,080.80	\$84,921.61	\$85,770.83	\$86,628.54	\$87,494.82	\$88,369.77	\$89,253.47	\$90,146.00
C7	\$100,000.00	\$127,465.88	\$154,931.76	\$100,000.00	\$101,000.00	\$102,010.00	\$103,030.10	\$104,060.40	\$105,101.01	\$106,152.02	\$107,213.54	\$108,285.67	\$109,368.53	\$110,462.21	\$111,566.83	\$112,682.50

**APPENDIX D (CONTINUED)
PUBLIC SAFETY PAY PLANS**

Grade	Min	Mid	Max	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19	Step 20	Step 21	Step 22	Step 23	Step 24	Step 25	Step 26
PS0	\$33,100.00	\$42,191.21	\$51,282.41	\$37,670.89	\$38,047.60	\$38,428.07	\$38,812.35	\$39,200.48	\$39,592.48	\$39,988.41	\$40,388.29	\$40,792.17	\$41,200.09	\$41,612.10	\$42,028.22	\$42,448.50
PS1	\$45,000.00	\$57,359.65	\$69,719.29	\$51,214.20	\$51,726.34	\$52,243.60	\$52,766.04	\$53,293.70	\$53,826.64	\$54,364.90	\$54,908.55	\$55,457.64	\$56,012.21	\$56,572.34	\$57,138.06	\$57,709.44
PS2	\$50,000.00	\$63,732.94	\$77,465.88	\$56,904.66	\$57,473.71	\$58,048.45	\$58,628.93	\$59,215.22	\$59,807.37	\$60,405.45	\$61,009.50	\$61,619.60	\$62,235.79	\$62,858.15	\$63,486.73	\$64,121.60
PS3	\$57,500.00	\$73,292.88	\$89,085.76	\$65,440.36	\$66,094.77	\$66,755.71	\$67,423.27	\$68,097.50	\$68,778.48	\$69,466.26	\$70,160.93	\$70,862.54	\$71,571.16	\$72,286.87	\$73,009.74	\$73,739.84
PS4	\$60,000.00	\$76,479.53	\$92,959.05	\$68,285.60	\$68,968.45	\$69,658.14	\$70,354.72	\$71,058.27	\$71,768.85	\$72,486.54	\$73,211.40	\$73,943.52	\$74,682.95	\$75,429.78	\$76,184.08	\$76,945.92
PS5	\$65,000.00	\$82,852.82	\$100,705.64	\$73,976.06	\$74,715.82	\$75,462.98	\$76,217.61	\$76,979.79	\$77,749.59	\$78,527.08	\$79,312.35	\$80,105.48	\$80,906.53	\$81,715.60	\$82,532.75	\$83,358.08
PS6	\$70,000.00	\$89,226.12	\$108,452.23	\$79,666.53	\$80,463.19	\$81,267.83	\$82,080.51	\$82,901.31	\$83,730.32	\$84,567.63	\$85,413.30	\$86,267.44	\$87,130.11	\$88,001.41	\$88,881.43	\$89,770.24
PS7	\$80,000.00	\$101,972.70	\$123,945.41	\$91,047.46	\$91,957.94	\$92,877.52	\$93,806.29	\$94,744.35	\$95,691.80	\$96,648.72	\$97,615.20	\$98,591.36	\$99,577.27	\$100,573.04	\$101,578.77	\$102,594.56
PS8	\$95,000.00	\$121,092.58	\$147,185.17	\$108,118.86	\$109,200.05	\$110,292.05	\$111,394.97	\$112,508.92	\$113,634.01	\$114,770.35	\$115,918.05	\$117,077.23	\$118,248.01	\$119,430.49	\$120,624.79	\$121,831.04
PS9	\$120,000.00	\$152,959.05	\$185,918.11	\$136,571.19	\$137,936.91	\$139,316.27	\$140,709.44	\$142,116.53	\$143,537.70	\$144,973.07	\$146,422.80	\$147,887.03	\$149,365.90	\$150,859.56	\$152,368.16	\$153,891.84
F0	\$42,500.00	\$54,173.00	\$65,846.00	\$48,368.97	\$48,852.66	\$49,341.18	\$49,834.60	\$50,332.94	\$50,836.27	\$51,344.63	\$51,858.08	\$52,376.66	\$52,900.43	\$53,429.43	\$53,963.73	\$54,503.36
F1	\$45,000.00	\$57,359.65	\$69,719.29	\$51,214.20	\$51,726.34	\$52,243.60	\$52,766.04	\$53,293.70	\$53,826.64	\$54,364.90	\$54,908.55	\$55,457.64	\$56,012.21	\$56,572.34	\$57,138.06	\$57,709.44
F2	\$47,500.00	\$60,546.29	\$73,592.58	\$54,059.43	\$54,600.03	\$55,146.03	\$55,697.49	\$56,254.46	\$56,817.01	\$57,385.18	\$57,959.03	\$58,538.62	\$59,124.00	\$59,715.24	\$60,312.40	\$60,915.52
F3	\$50,000.00	\$63,732.94	\$77,465.88	\$56,904.66	\$57,473.71	\$58,048.45	\$58,628.93	\$59,215.22	\$59,807.37	\$60,405.45	\$61,009.50	\$61,619.60	\$62,235.79	\$62,858.15	\$63,486.73	\$64,121.60
F4	\$57,500.00	\$73,292.88	\$89,085.76	\$65,440.36	\$66,094.77	\$66,755.71	\$67,423.27	\$68,097.50	\$68,778.48	\$69,466.26	\$70,160.93	\$70,862.54	\$71,571.16	\$72,286.87	\$73,009.74	\$73,739.84
F5	\$65,000.00	\$82,852.82	\$100,705.64	\$73,976.06	\$74,715.82	\$75,462.98	\$76,217.61	\$76,979.79	\$77,749.59	\$78,527.08	\$79,312.35	\$80,105.48	\$80,906.53	\$81,715.60	\$82,532.75	\$83,358.08
F6	\$70,000.00	\$89,226.12	\$108,452.23	\$79,666.53	\$80,463.19	\$81,267.83	\$82,080.51	\$82,901.31	\$83,730.32	\$84,567.63	\$85,413.30	\$86,267.44	\$87,130.11	\$88,001.41	\$88,881.43	\$89,770.24
F7	\$75,000.00	\$95,599.41	\$116,198.82	\$85,357.00	\$86,210.57	\$87,072.67	\$87,943.40	\$88,822.83	\$89,711.06	\$90,608.17	\$91,514.25	\$92,429.40	\$93,353.69	\$94,287.23	\$95,230.10	\$96,182.40
F8	\$80,000.00	\$101,972.70	\$123,945.41	\$91,047.46	\$91,957.94	\$92,877.52	\$93,806.29	\$94,744.35	\$95,691.80	\$96,648.72	\$97,615.20	\$98,591.36	\$99,577.27	\$100,573.04	\$101,578.77	\$102,594.56
F9	\$95,000.00	\$121,092.58	\$147,185.17	\$108,118.86	\$109,200.05	\$110,292.05	\$111,394.97	\$112,508.92	\$113,634.01	\$114,770.35	\$115,918.05	\$117,077.23	\$118,248.01	\$119,430.49	\$120,624.79	\$121,831.04
F10	\$120,000.00	\$152,959.05	\$185,918.11	\$136,571.19	\$137,936.91	\$139,316.27	\$140,709.44	\$142,116.53	\$143,537.70	\$144,973.07	\$146,422.80	\$147,887.03	\$149,365.90	\$150,859.56	\$152,368.16	\$153,891.84
C1	\$42,500.00	\$54,173.00	\$65,846.00	\$48,368.96	\$48,852.65	\$49,341.18	\$49,834.59	\$50,332.94	\$50,836.27	\$51,344.63	\$51,858.08	\$52,376.66	\$52,900.42	\$53,429.43	\$53,963.72	\$54,503.36
C2	\$43,500.00	\$55,447.66	\$67,395.31	\$49,507.06	\$50,002.13	\$50,502.15	\$51,007.17	\$51,517.24	\$52,032.42	\$52,552.74	\$53,078.27	\$53,609.05	\$54,145.14	\$54,686.59	\$55,233.46	\$55,785.79
C3	\$45,000.00	\$57,359.65	\$69,719.29	\$51,214.20	\$51,726.34	\$52,243.60	\$52,766.04	\$53,293.70	\$53,826.64	\$54,364.90	\$54,908.55	\$55,457.64	\$56,012.21	\$56,572.34	\$57,138.06	\$57,709.44
C4	\$57,500.00	\$73,292.88	\$89,085.76	\$65,440.36	\$66,094.77	\$66,755.71	\$67,423.27	\$68,097.50	\$68,778.48	\$69,466.26	\$70,160.93	\$70,862.54	\$71,571.16	\$72,286.87	\$73,009.74	\$73,739.84
C5	\$65,000.00	\$82,852.82	\$100,705.64	\$73,976.06	\$74,715.82	\$75,462.98	\$76,217.61	\$76,979.79	\$77,749.59	\$78,527.08	\$79,312.35	\$80,105.48	\$80,906.53	\$81,715.60	\$82,532.75	\$83,358.08
C6	\$80,000.00	\$101,972.70	\$123,945.41	\$91,047.46	\$91,957.94	\$92,877.52	\$93,806.29	\$94,744.35	\$95,691.80	\$96,648.72	\$97,615.20	\$98,591.36	\$99,577.27	\$100,573.04	\$101,578.77	\$102,594.56
C7	\$100,000.00	\$127,465.88	\$154,931.76	\$113,809.33	\$114,947.42	\$116,096.90	\$117,257.86	\$118,430.44	\$119,614.75	\$120,810.90	\$122,019.00	\$123,239.19	\$124,471.59	\$125,716.30	\$126,973.46	\$128,243.20

APPENDIX D (CONTINUED)
PUBLIC SAFETY PAY PLANS

Grade	Min	Mid	Max	Step 27	Step 28	Step 29	Step 30	Step 31	Step 32	Step 33	Step 34	Step 35	Step 36	Step 37	Step 38	Step 39
PS0	\$33,100.00	\$42,191.21	\$51,282.41	\$42,872.98	\$43,301.71	\$43,734.73	\$44,172.08	\$44,613.80	\$45,059.94	\$45,510.54	\$45,965.64	\$46,425.30	\$46,889.55	\$47,358.45	\$47,832.03	\$48,310.35
PS1	\$45,000.00	\$57,359.65	\$69,719.29	\$58,286.53	\$58,869.40	\$59,458.09	\$60,052.67	\$60,653.20	\$61,259.73	\$61,872.33	\$62,491.05	\$63,115.96	\$63,747.12	\$64,384.60	\$65,028.44	\$65,678.73
PS2	\$50,000.00	\$63,732.94	\$77,465.88	\$64,762.82	\$65,410.44	\$66,064.55	\$66,725.19	\$67,392.45	\$68,066.37	\$68,747.03	\$69,434.50	\$70,128.85	\$70,830.14	\$71,538.44	\$72,253.82	\$72,976.36
PS3	\$57,500.00	\$73,292.88	\$89,085.76	\$74,477.24	\$75,222.01	\$75,974.23	\$76,733.97	\$77,501.31	\$78,276.33	\$79,059.09	\$79,849.68	\$80,648.18	\$81,454.66	\$82,269.21	\$83,091.90	\$83,922.82
PS4	\$60,000.00	\$76,479.53	\$92,959.05	\$77,715.38	\$78,492.53	\$79,277.46	\$80,070.23	\$80,870.93	\$81,679.64	\$82,496.44	\$83,321.41	\$84,154.62	\$84,996.17	\$85,846.13	\$86,704.59	\$87,571.63
PS5	\$65,000.00	\$82,852.82	\$100,705.64	\$84,191.66	\$85,033.58	\$85,883.91	\$86,742.75	\$87,610.18	\$88,486.28	\$89,371.14	\$90,264.86	\$91,167.50	\$92,079.18	\$92,999.97	\$93,929.97	\$94,869.27
PS6	\$70,000.00	\$89,226.12	\$108,452.23	\$90,667.94	\$91,574.62	\$92,490.37	\$93,415.27	\$94,349.42	\$95,292.92	\$96,245.85	\$97,208.31	\$98,180.39	\$99,162.19	\$100,153.81	\$101,155.35	\$102,166.91
PS7	\$80,000.00	\$101,972.70	\$123,945.41	\$103,620.51	\$104,656.71	\$105,703.28	\$106,760.31	\$107,827.91	\$108,906.19	\$109,995.25	\$111,095.21	\$112,206.16	\$113,328.22	\$114,461.50	\$115,606.12	\$116,762.18
PS8	\$95,000.00	\$121,092.58	\$147,185.17	\$123,049.35	\$124,279.84	\$125,522.64	\$126,777.87	\$128,045.65	\$129,326.10	\$130,619.36	\$131,925.56	\$133,244.81	\$134,577.26	\$135,923.03	\$137,282.26	\$138,655.09
PS9	\$120,000.00	\$152,959.05	\$185,918.11	\$155,430.76	\$156,985.07	\$158,554.92	\$160,140.47	\$161,741.87	\$163,359.29	\$164,992.88	\$166,642.81	\$168,309.24	\$169,992.33	\$171,692.25	\$173,409.18	\$175,143.27
F0	\$42,500.00	\$54,173.00	\$65,846.00	\$55,048.40	\$55,598.88	\$56,154.87	\$56,716.42	\$57,283.58	\$57,856.42	\$58,434.98	\$59,019.33	\$59,609.53	\$60,205.62	\$60,807.68	\$61,415.75	\$62,029.91
F1	\$45,000.00	\$57,359.65	\$69,719.29	\$58,286.53	\$58,869.40	\$59,458.09	\$60,052.67	\$60,653.20	\$61,259.73	\$61,872.33	\$62,491.05	\$63,115.96	\$63,747.12	\$64,384.60	\$65,028.44	\$65,678.73
F2	\$47,500.00	\$60,546.29	\$73,592.58	\$61,524.67	\$62,139.92	\$62,761.32	\$63,388.93	\$64,022.82	\$64,663.05	\$65,309.68	\$65,962.78	\$66,622.41	\$67,288.63	\$67,961.52	\$68,641.13	\$69,327.54
F3	\$50,000.00	\$63,732.94	\$77,465.88	\$64,762.82	\$65,410.44	\$66,064.55	\$66,725.19	\$67,392.45	\$68,066.37	\$68,747.03	\$69,434.50	\$70,128.85	\$70,830.14	\$71,538.44	\$72,253.82	\$72,976.36
F4	\$57,500.00	\$73,292.88	\$89,085.76	\$74,477.24	\$75,222.01	\$75,974.23	\$76,733.97	\$77,501.31	\$78,276.33	\$79,059.09	\$79,849.68	\$80,648.18	\$81,454.66	\$82,269.21	\$83,091.90	\$83,922.82
F5	\$65,000.00	\$82,852.82	\$100,705.64	\$84,191.66	\$85,033.58	\$85,883.91	\$86,742.75	\$87,610.18	\$88,486.28	\$89,371.14	\$90,264.86	\$91,167.50	\$92,079.18	\$92,999.97	\$93,929.97	\$94,869.27
F6	\$70,000.00	\$89,226.12	\$108,452.23	\$90,667.94	\$91,574.62	\$92,490.37	\$93,415.27	\$94,349.42	\$95,292.92	\$96,245.85	\$97,208.31	\$98,180.39	\$99,162.19	\$100,153.81	\$101,155.35	\$102,166.91
F7	\$75,000.00	\$95,599.41	\$116,198.82	\$97,144.22	\$98,115.67	\$99,096.82	\$100,087.79	\$101,088.67	\$102,099.56	\$103,120.55	\$104,151.76	\$105,193.27	\$106,245.21	\$107,307.66	\$108,380.74	\$109,464.54
F8	\$80,000.00	\$101,972.70	\$123,945.41	\$103,620.51	\$104,656.71	\$105,703.28	\$106,760.31	\$107,827.91	\$108,906.19	\$109,995.25	\$111,095.21	\$112,206.16	\$113,328.22	\$114,461.50	\$115,606.12	\$116,762.18
F9	\$95,000.00	\$121,092.58	\$147,185.17	\$123,049.35	\$124,279.84	\$125,522.64	\$126,777.87	\$128,045.65	\$129,326.10	\$130,619.36	\$131,925.56	\$133,244.81	\$134,577.26	\$135,923.03	\$137,282.26	\$138,655.09
F10	\$120,000.00	\$152,959.05	\$185,918.11	\$155,430.76	\$156,985.07	\$158,554.92	\$160,140.47	\$161,741.87	\$163,359.29	\$164,992.88	\$166,642.81	\$168,309.24	\$169,992.33	\$171,692.25	\$173,409.18	\$175,143.27
C1	\$42,500.00	\$54,173.00	\$65,846.00	\$55,048.39	\$55,598.88	\$56,154.87	\$56,716.41	\$57,283.58	\$57,856.41	\$58,434.98	\$59,019.33	\$59,609.52	\$60,205.62	\$60,807.67	\$61,415.75	\$62,029.91
C2	\$43,500.00	\$55,447.66	\$67,395.31	\$56,343.65	\$56,907.09	\$57,476.16	\$58,050.92	\$58,631.43	\$59,217.74	\$59,809.92	\$60,408.02	\$61,012.10	\$61,622.22	\$62,238.44	\$62,860.83	\$63,489.43
C3	\$45,000.00	\$57,359.65	\$69,719.29	\$58,286.53	\$58,869.40	\$59,458.09	\$60,052.67	\$60,653.20	\$61,259.73	\$61,872.33	\$62,491.05	\$63,115.96	\$63,747.12	\$64,384.60	\$65,028.44	\$65,678.73
C4	\$57,500.00	\$73,292.88	\$89,085.76	\$74,477.24	\$75,222.01	\$75,974.23	\$76,733.97	\$77,501.31	\$78,276.33	\$79,059.09	\$79,849.68	\$80,648.18	\$81,454.66	\$82,269.21	\$83,091.90	\$83,922.82
C5	\$65,000.00	\$82,852.82	\$100,705.64	\$84,191.66	\$85,033.58	\$85,883.91	\$86,742.75	\$87,610.18	\$88,486.28	\$89,371.14	\$90,264.86	\$91,167.50	\$92,079.18	\$92,999.97	\$93,929.97	\$94,869.27
C6	\$80,000.00	\$101,972.70	\$123,945.41	\$103,620.51	\$104,656.71	\$105,703.28	\$106,760.31	\$107,827.91	\$108,906.19	\$109,995.25	\$111,095.21	\$112,206.16	\$113,328.22	\$114,461.50	\$115,606.12	\$116,762.18
C7	\$100,000.00	\$127,465.88	\$154,931.76	\$129,525.63	\$130,820.89	\$132,129.10	\$133,450.39	\$134,784.89	\$136,132.74	\$137,494.07	\$138,869.01	\$140,257.70	\$141,660.28	\$143,076.88	\$144,507.65	\$145,952.72

**APPENDIX D (CONTINUED)
PUBLIC SAFETY PAY PLANS**

Grade	Min	Mid	Max	Step 40	Step 41	Step 42	Step 43	Step 44	Step 45
PS0	\$33,100.00	\$42,191.21	\$51,282.41	\$48,793.46	\$49,281.39	\$49,774.20	\$50,271.95	\$50,774.66	\$51,282.41
PS1	\$45,000.00	\$57,359.65	\$69,719.29	\$66,335.51	\$66,998.87	\$67,668.86	\$68,345.55	\$69,029.00	\$69,719.29
PS2	\$50,000.00	\$63,732.94	\$77,465.88	\$73,706.13	\$74,443.19	\$75,187.62	\$75,939.49	\$76,698.89	\$77,465.88
PS3	\$57,500.00	\$73,292.88	\$89,085.76	\$84,762.04	\$85,609.66	\$86,465.76	\$87,330.42	\$88,203.72	\$89,085.76
PS4	\$60,000.00	\$76,479.53	\$92,959.05	\$88,447.35	\$89,331.82	\$90,225.14	\$91,127.39	\$92,038.67	\$92,959.05
PS5	\$65,000.00	\$82,852.82	\$100,705.64	\$95,817.96	\$96,776.14	\$97,743.90	\$98,721.34	\$99,708.56	\$100,705.64
PS6	\$70,000.00	\$89,226.12	\$108,452.23	\$103,188.58	\$104,220.46	\$105,262.67	\$106,315.29	\$107,378.45	\$108,452.23
PS7	\$80,000.00	\$101,972.70	\$123,945.41	\$117,929.80	\$119,109.10	\$120,300.19	\$121,503.19	\$122,718.22	\$123,945.41
PS8	\$95,000.00	\$121,092.58	\$147,185.17	\$140,041.64	\$141,442.05	\$142,856.48	\$144,285.04	\$145,727.89	\$147,185.17
PS9	\$120,000.00	\$152,959.05	\$185,918.11	\$176,894.70	\$178,663.65	\$180,450.28	\$182,254.79	\$184,077.34	\$185,918.11
F0	\$42,500.00	\$54,173.00	\$65,846.00	\$62,650.21	\$63,276.71	\$63,909.48	\$64,548.57	\$65,194.06	\$65,846.00
F1	\$45,000.00	\$57,359.65	\$69,719.29	\$66,335.51	\$66,998.87	\$67,668.86	\$68,345.55	\$69,029.00	\$69,719.29
F2	\$47,500.00	\$60,546.29	\$73,592.58	\$70,020.82	\$70,721.03	\$71,428.24	\$72,142.52	\$72,863.95	\$73,592.58
F3	\$50,000.00	\$63,732.94	\$77,465.88	\$73,706.13	\$74,443.19	\$75,187.62	\$75,939.49	\$76,698.89	\$77,465.88
F4	\$57,500.00	\$73,292.88	\$89,085.76	\$84,762.04	\$85,609.66	\$86,465.76	\$87,330.42	\$88,203.72	\$89,085.76
F5	\$65,000.00	\$82,852.82	\$100,705.64	\$95,817.96	\$96,776.14	\$97,743.90	\$98,721.34	\$99,708.56	\$100,705.64
F6	\$70,000.00	\$89,226.12	\$108,452.23	\$103,188.58	\$104,220.46	\$105,262.67	\$106,315.29	\$107,378.45	\$108,452.23
F7	\$75,000.00	\$95,599.41	\$116,198.82	\$110,559.19	\$111,664.78	\$112,781.43	\$113,909.24	\$115,048.33	\$116,198.82
F8	\$80,000.00	\$101,972.70	\$123,945.41	\$117,929.80	\$119,109.10	\$120,300.19	\$121,503.19	\$122,718.22	\$123,945.41
F9	\$95,000.00	\$121,092.58	\$147,185.17	\$140,041.64	\$141,442.05	\$142,856.48	\$144,285.04	\$145,727.89	\$147,185.17
F10	\$120,000.00	\$152,959.05	\$185,918.11	\$176,894.70	\$178,663.65	\$180,450.28	\$182,254.79	\$184,077.34	\$185,918.11
C1	\$42,500.00	\$54,173.00	\$65,846.00	\$62,650.21	\$63,276.71	\$63,909.48	\$64,548.57	\$65,194.06	\$65,846.00
C2	\$43,500.00	\$55,447.66	\$67,395.31	\$64,124.33	\$64,765.57	\$65,413.23	\$66,067.36	\$66,728.03	\$67,395.31
C3	\$45,000.00	\$57,359.65	\$69,719.29	\$66,335.51	\$66,998.87	\$67,668.86	\$68,345.55	\$69,029.00	\$69,719.29
C4	\$57,500.00	\$73,292.88	\$89,085.76	\$84,762.04	\$85,609.66	\$86,465.76	\$87,330.42	\$88,203.72	\$89,085.76
C5	\$65,000.00	\$82,852.82	\$100,705.64	\$95,817.96	\$96,776.14	\$97,743.90	\$98,721.34	\$99,708.56	\$100,705.64
C6	\$80,000.00	\$101,972.70	\$123,945.41	\$117,929.80	\$119,109.10	\$120,300.19	\$121,503.19	\$122,718.22	\$123,945.41
C7	\$100,000.00	\$127,465.88	\$154,931.76	\$147,412.25	\$148,886.37	\$150,375.24	\$151,878.99	\$153,397.78	\$154,931.76