



Classification and Compensation Study
City of Green Cove Springs, Florida

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Executive Summary

External Competitiveness Takeaway

Overall, job titles at Green Cove Springs are compensated 7.1% below the 50th percentile of the market (for reference, in comparison to the 60th percentile of the market job titles are 13.2% below market and 18.0% below market in comparison to the 70th percentile). The 50th percentile indicates that half of the comparators pay more/half less than Green Cove Springs. Recommendations for holistic compensation adjustments for all job titles in the City are delineated in the report. No wage reductions are recommended.

Department	50 th Percentile External Market
City Clerk's Office	12.0% below market
City Manager's Office	7.5% below market
Development Services	5.2% below market
Electric	13.8% below market
Finance	9.8% below market
Human Resources	4.4% below market
Information Systems	2.5% below market
Parks & Recreation	9.0% below market
Police	4.8% below market
Public Works	6.2% below market
Overall Average	7.1% below market

Process

Paypoint HR is pleased to present this comprehensive Classification and Compensation Study to Green Cove Springs, Florida. The study began with an initial kick-off meeting with the Green Cove Springs Project Team on May 15, 2024. The Final Report was completed for presentation to the City in Summer 2024.

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

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

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

The study included approximately 134 employees within roughly 91 distinct classifications. The study recommendations indicate what actions should be taken to avoid the loss of qualified staff and address difficulties in recruiting new employees for the City. In addition, it was expected that the study would recommend adjustments to the City's salary placement procedures, policies, and salary structure, to allow appropriate ongoing compensation administration.

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

Major Milestones for the Project

The study began with an initial kick-off meeting with the Green Cove Springs Project Team on May 15, 2024.

Employee Briefing Sessions were held in the City on June 11th and 12th with groups of employees from all departments to discuss the project, their roles, and to review the job analysis questionnaire.

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

An analysis of the existing pay scale was completed.

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

An external market survey was sent out to a total of 68 comparator organizations and responses from 36 participants were collected. Typical surveys of this type yield a 5-10% response rate.

Survey Respondents

Alachua (Electric only)	Auburndale	Bushnell (Electric only)	Clay County Utility Authority
Clay Electric Cooperative	Cocoa	Cocoa Beach	Fernandina Beach
Gulfport	Jacksonville Beach	JEA	Kissimmee Utility Authority
Lady Lake	Lake Worth Beach (Electric only)	Lakeland (Electric only)	Lantana
Maitland	Marco Island	Miami Springs	New Port Richey
New Smyrna Beach (Electric only)	Newberry (Electric only)	North Palm Beach	Oldsmar
Orange City	Orange Park	Palatka	Safety Harbor
Satellite Beach	Sebring	Seminole	South Daytona
South Miami	St Augustine	Stuart	Tavares

Recommendations

50th Percentile of Market – General Employees

1. Raise the salary of 4 positions that are below grade minimum market, first, at a cost of \$6,560.
 - 1 Administrative Assistant (\$1,333),
 - 1 Information Services Director (\$1,749),
 - 1 Network Administrator (\$897), and
 - 1 Planner I (\$2,581).
2. Raise the salary of 29 positions that are *substantially* below market, second, at a cost of \$240,975.
 - 2 Apprentice Electric Linemen (\$17,509 total),
 - 1 Assistant Finance Director (\$28,993),
 - 1 Building Assistant (\$5,936),
 - 1 City Clerk (\$10,079),
 - 1 Development Services Representative (\$7,043),
 - 5 Electric Linemen (\$36,920 total),
 - 1 Electric Utility Superintendent (\$28,262),
 - 1 Electrical Engineer (\$8,424),
 - 1 Information Systems Technician (\$10,652),
 - 3 Laborers II (\$16,011 total),
 - 2 Meter Readers (\$8,570 total),
 - 1 Human Resources Assistant (\$2,361),
 - 1 Property & Evidence Custodian (\$5,380),
 - 1 Recreation Supervisor (\$2,510),
 - 5 Refuse Drivers (\$24,203 total),
 - 1 Utility Billing Manager (\$22,648), and
 - 1 Utility Maintenance Worker (\$5,473).
3. Raise the salary of 35 positions that are below market, third, at a cost of \$150,714.
 - 1 Accounts Payable Clerk (\$3,886),
 - 1 Assistant City Manager (\$8,481),
 - 1 Benefits & Retirement Coordinator (\$3,601),
 - 3 Crew Leaders (\$7,782 total),
 - 2 Crossing Guards (\$2,778 total),
 - 1 Customer Service Manager (\$2,577),
 - 2 Customer Service Representatives (\$9,340 total),

- 1 Electric Utility Director (\$9,272),
- 1 Engineering Technician (\$4,446),
- 1 Executive Assistant to the City Manager (\$3,288),
- 1 Financial Management Analyst (\$5,397),
- 7 Groundskeepers I (\$24,091 total),
- 1 Groundskeeper II (\$3,807),
- 1 Police Records Technician (\$4,311),
- 1 Procurement/Warehouse Specialist (\$5,088),
- 1 Public Information Officer (\$4,966),
- 1 Public Works Field Supervisor (\$5,466),
- 1 Trades Specialist (\$4,865),
- 3 Utility Line Mechanics (\$15,291 total),
- 1 Utility Line Supervisor (\$4,781),
- 1 Vehicle & Equipment Maintenance Coordinator (\$5,314),
- 1 Water Facilities Mechanic (\$5,532), and
- 1 Water Facilities Operator/Maintainer (\$6,355).

Subtotal: 68 positions, \$398,249

50th Percentile of Market - Police

1. Raise the salary of 2 positions that are below grade minimum market, first, at a cost of \$1,172.
 - 2 Communications Officers (\$1,172 total).
2. Raise the salary of 2 positions that are *substantially* below market, second, at a cost of \$25,703.
 - 2 Police Commanders (\$25,703 total).
3. Raise the salary of 29 positions that are below market, third, at a cost of \$116,033.
 - 1 Accreditation Manager/Training Coordinator (\$5,522),
 - 1 Police Chief (\$8,705),
 - 23 Police Officers (\$73,267 total), and
 - 4 Police Sergeants (\$28,539 total).
4. Raise the salary of 6 positions to the nearest step, fourth, at a cost of \$2,027.
 - 5 Communications Officers (\$1,934 total), and
 - 1 Communications Supervisor (\$92).

Subtotal: 39 positions, \$144,935

Total: 102 positions, \$543,184

Comparators

Purpose

To determine economically comparable organizations for inclusion in the external market study by comparing economic metrics of Green Cove Springs to those of similar communities regionally (within 60 miles) and also communities of similar size statewide. The regional communities of Jacksonville, Gainesville, and Palm Coast were excluded based on size.

Methodology

The goal was to understand how each of the fifty-nine (59) identified communities compared with Green Cove Springs. The six (6) metrics that were chosen for evaluation were Population, Median Property Value (MPV), Median Household Income (MHI), Poverty Rate (Pov Rate), Labor Force Participation Rate (LFP Rate), and Unemployment Rate (U Rate). Each metric was assumed to be equally important.

A statistic was produced for each metric by first taking the absolute value of the difference between the metric for a similar community and the same metric for Green Cove Springs, for example, the difference between the population of Green Cove Springs and Orange Park. The difference was then divided by the standard deviation to understand how the difference varied for each similar community in relation to the sample population of the fifty-nine (59) communities as a whole.

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

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

Table 1 – Potential Comparators - Regional

Alachua	Atlantic Beach	Jacksonville Beach	Orange Park
Palatka	St Augustine		

Table 2 – Potential Comparators - Statewide

Auburndale	Bartow	Belle Glade	Callaway
Cocoa	Cocoa Beach	Destin	Fernandina Beach
Florida City	Groveland	Gulfport	Holly Hill
Key Biscayne	Lady Lake	Lake City	Lake Mary
Lake Wales	Lantana	Lighthouse Point	Longwood
Lynn Haven	Maitland	Marco Island	Miami Shores
Miami Springs	Milton	Minneola	Mount Dora
Naples	New Port Richey	Niceville	North Palm Beach
Oldsmar	Opa-locka	Orange City	Palmetto
Panama City Beach	Pinecrest	Punta Gorda†	Safety Harbor
Satellite Beach	Sebring	Seminole	South Daytona
South Miami	Stuart	Sweetwater	Tavares†
Vero Beach	West Park	Wildwood	Wilton Manors
Zephyrhills			

Table 3 - Economic Data of Green Cove Springs and Potential Comparators

Community	Population	MPV	MHI	Pov Rate	LFP Rate	U Rate
Green Cove Springs	10,217	\$192,600	\$63,760	17.35%	52.7%	5.4%
Regional						
Alachua	10,969	\$217,600	\$72,491	12.85%	60.7%	3.9%
Atlantic Beach	13,073	\$435,400	\$99,628	6.26%	60.9%	2.1%
Jacksonville Beach	22,232	\$402,700	\$109,649	5.58%	67.2%	2.1%
Orange Park	8,959	\$217,100	\$67,035	13.30%	61.2%	5.6%
Palatka	10,690	\$82,400	\$30,945	28.98%	45.1%	10.1%
St. Augustine	15,674	\$312,700	\$72,806	12.64%	55.3%	3.2%
Statewide						
Auburndale	21,413	\$190,400	\$67,661	11.02%	59.1%	3.4%
Bartow	20,247	\$166,400	\$60,974	15.47%	64.3%	4.0%
Belle Glade	16,837	\$119,900	\$42,314	32.53%	61.5%	12.5%
Callaway	13,813	\$162,500	\$61,743	9.09%	66.1%	4.7%
Cocoa	20,080	\$144,900	\$53,900	9.33%	60.2%	4.4%
Cocoa Beach	11,336	\$350,400	\$80,880	7.85%	49.8%	7.4%
Destin	14,301	\$357,400	\$86,777	8.69%	68.6%	2.1%
Fernandina Beach	13,709	\$356,600	\$86,494	11.42%	52.7%	2.9%
Florida City	12,276	\$196,100	\$44,774	32.62%	54.4%	8.8%
Groveland	25,864	\$247,300	\$84,347	7.33%	61.6%	6.0%
Gulfport	11,686	\$252,500	\$60,461	13.06%	46.6%	5.9%
Holly Hill	13,175	\$131,100	\$40,908	22.05%	51.7%	8.3%
Key Biscayne	14,126	\$1,250,000	\$173,015	8.37%	57.4%	4.1%
Lady Lake	17,311	\$161,500	\$46,694	13.95%	35.1%	7.7%
Lake City	12,548	\$133,400	\$46,172	22.93%	56.1%	5.4%
Lake Mary	16,722	\$350,700	\$106,971	2.26%	66.4%	1.7%
Lake Wales	16,981	\$189,700	\$55,833	20.32%	48.0%	5.7%
Lantana	12,688	\$260,700	\$67,009	11.53%	65.9%	9.3%
Lighthouse Point	10,371	\$541,500	\$86,586	6.64%	59.3%	2.2%
Longwood	18,270	\$241,900	\$75,197	8.56%	66.5%	5.8%

Community	Population	MPV	MHI	Pov Rate	LFP Rate	U Rate
Lynn Haven	21,419	\$224,700	\$81,378	7.77%	70.3%	3.5%
Maitland	19,250	\$424,700	\$89,871	11.54%	75.3%	4.6%
Marco Island	16,568	\$689,000	\$105,315	5.40%	32.6%	4.0%
Miami Shores	11,444	\$590,100	\$120,833	7.45%	62.9%	7.0%
Miami Springs	13,044	\$436,700	\$88,196	11.67%	66.3%	1.3%
Milton	11,117	\$148,100	\$70,299	9.11%	59.9%	5.0%
Minneola	18,097	\$288,900	\$91,435	4.22%	69.9%	3.5%
Mount Dora	17,915	\$268,800	\$65,774	15.49%	52.4%	6.1%
Naples	20,104	\$1,040,000	\$135,657	6.01%	36.6%	2.5%
New Port Richey	17,897	\$113,500	\$42,254	13.34%	45.3%	4.0%
Niceville	16,612	\$269,800	\$92,345	8.77%	62.4%	1.2%
North Palm Beach	13,024	\$366,400	\$89,175	6.37%	53.0%	1.9%
Oldsmar	14,854	\$272,800	\$73,984	13.90%	65.2%	5.3%
Opa-locka	15,394	\$197,400	\$30,101	27.99%	57.3%	5.2%
Orange City	17,091	\$179,000	\$49,681	13.62%	55.7%	3.2%
Palmetto	13,899	\$172,500	\$55,584	17.21%	53.4%	6.7%
Panama City Beach	20,091	\$290,700	\$76,091	9.11%	67.6%	2.8%
Pinecrest	17,628	\$937,600	\$178,095	6.46%	61.9%	4.9%
Punta Gorda	21,690	\$377,100	\$75,898	8.80%	31.8%	4.9%
Safety Harbor	16,995	\$307,600	\$102,670	6.48%	62.5%	4.1%
Satellite Beach	11,317	\$342,800	\$103,819	4.19%	63.6%	5.6%
Sebring	11,791	\$117,400	\$38,024	28.64%	44.9%	12.7%
Seminole	19,269	\$235,200	\$69,417	10.49%	55.6%	3.3%
South Daytona	14,333	\$154,500	\$54,898	16.01%	55.6%	4.1%
South Miami	11,509	\$577,500	\$78,830	13.31%	66.1%	3.9%
Stuart	18,965	\$224,600	\$61,878	13.93%	57.0%	4.4%
Sweetwater	19,906	\$202,200	\$53,159	15.71%	63.5%	4.8%
Tavares	21,726	\$172,500	\$54,271	10.39%	41.7%	4.9%
Vero Beach	17,760	\$287,500	\$59,335	13.97%	55.4%	3.5%
West Park	14,928	\$251,300	\$58,712	15.93%	68.2%	8.6%
Wildwood	19,562	\$300,100	\$68,121	17.06%	41.4%	7.8%
Wilton Manors	11,262	\$425,000	\$81,424	5.91%	64.0%	3.9%
Zephyrhills	21,253	\$124,900	\$45,745	13.46%	42.6%	4.1%

Table 4 – Statistics of Potential Comparators

Community	Population	MHP	MHI	Pov Rate	LFP Rate	U Rate
Regional						
Alachua	0.20	0.11	0.30	0.65	0.81	0.61
Atlantic Beach	0.74	1.11	1.23	1.61	0.83	1.34
Jacksonville Beach	3.12	0.96	1.57	1.71	1.47	1.34
Orange Park	0.33	0.11	0.11	0.59	0.86	0.08
Palatka	0.12	0.50	1.13	1.69	0.77	1.91
St. Augustine	1.42	0.55	0.31	0.68	0.26	0.89
Statewide						
Auburndale	2.91	0.01	0.13	0.92	0.65	0.81
Bartow	2.60	0.12	0.10	0.27	1.17	0.57
Belle Glade	1.72	0.33	0.74	2.20	0.89	2.88
Callaway	0.93	0.14	0.07	1.20	1.36	0.28
Cocoa	2.56	0.22	0.34	1.16	0.76	0.41
Cocoa Beach	0.29	0.72	0.59	1.38	0.29	0.81
Destin	1.06	0.75	0.79	1.26	1.61	1.34
Fernandina Beach	0.91	0.75	0.78	0.86	0.00	1.01
Florida City	0.53	0.02	0.65	2.21	0.17	1.38
Groveland	4.06	0.25	0.71	1.45	0.90	0.24
Gulfport	0.38	0.27	0.11	0.62	0.62	0.20
Holly Hill	0.77	0.28	0.78	0.68	0.10	1.18
Key Biscayne	1.01	4.82	3.75	1.30	0.48	0.53
Lady Lake	1.84	0.14	0.59	0.49	1.78	0.93
Lake City	0.61	0.27	0.60	0.81	0.34	0.00
Lake Mary	1.69	0.72	1.48	2.19	1.39	1.50
Lake Wales	1.76	0.01	0.27	0.43	0.48	0.12
Lantana	0.64	0.31	0.11	0.84	1.34	1.58
Lighthouse Point	0.04	1.59	0.78	1.55	0.67	1.30
Longwood	2.09	0.22	0.39	1.27	1.40	0.16
Lynn Haven	2.91	0.15	0.60	1.39	1.78	0.77

Community	Population	MHP	MHI	Pov Rate	LFP Rate	U Rate
Maitland	2.35	1.06	0.90	0.84	2.29	0.32
Marco Island	1.65	2.26	1.43	1.73	2.03	0.57
Miami Shores	0.32	1.81	1.96	1.43	1.03	0.65
Miami Springs	0.73	1.11	0.84	0.82	1.38	1.66
Milton	0.23	0.20	0.22	1.19	0.73	0.16
Minneola	2.05	0.44	0.95	1.90	1.74	0.77
Mount Dora	2.00	0.35	0.07	0.27	0.03	0.28
Naples	2.57	3.86	2.47	1.64	1.63	1.18
New Port Richey	1.99	0.36	0.74	0.58	0.75	0.57
Niceville	1.66	0.35	0.98	1.24	0.98	1.70
North Palm Beach	0.73	0.79	0.87	1.59	0.03	1.42
Oldsmar	1.20	0.37	0.35	0.50	1.26	0.04
Opa-locka	1.34	0.02	1.16	1.54	0.47	0.08
Orange City	1.78	0.06	0.48	0.54	0.30	0.89
Palmetto	0.96	0.09	0.28	0.02	0.07	0.53
Panama City Beach	2.56	0.45	0.42	1.19	1.51	1.06
Pinecrest	1.92	3.40	3.92	1.58	0.93	0.20
Punta Gorda	2.98	0.84	0.42	1.24	2.11	0.20
Safety Harbor	1.76	0.52	1.34	1.58	0.99	0.53
Satellite Beach	0.29	0.68	1.37	1.91	1.10	0.08
Sebring	0.41	0.34	0.88	1.64	0.79	2.96
Seminole	2.35	0.19	0.19	0.99	0.29	0.85
South Daytona	1.07	0.17	0.30	0.19	0.29	0.53
South Miami	0.34	1.75	0.52	0.59	1.36	0.61
Stuart	2.27	0.15	0.06	0.50	0.44	0.41
Sweetwater	2.52	0.04	0.36	0.24	1.09	0.24
Tavares	2.99	0.09	0.33	1.01	1.11	0.20
Vero Beach	1.96	0.43	0.15	0.49	0.27	0.77
West Park	1.22	0.27	0.17	0.21	1.57	1.30
Wildwood	2.43	0.49	0.15	0.04	1.14	0.97
Wilton Manors	0.27	1.06	0.61	1.66	1.14	0.61
Zephyrhills	2.87	0.31	0.62	0.56	1.02	0.53

Additional Comparators

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

- Clay County
- Clay County Utility Authority
- Clay Electric
- Florida Power & Light (FP&L)
- Jacksonville Electric Authority (JEA)
- Neptune Beach
- St Johns County

Paypoint also reached out to regional electric departments to more completely understand compensation for employees engaged in electric services, namely

- Bushnell
- Kissimmee
- Lakeland
- Lake Worth Beach
- Newberry
- New Smyrna

Sample Calculation

Sample Calculation for Orange Park

Population Statistic

Maximum Population = 25,864 (Groveland)

Minimum Population = 8,959 (Orange Park)

Green Cove Springs Population = 10,217

Orange Park Population = 8,959

Sample Average = 15,888

Sample Standard Deviation = 3,852

$$\text{Statistic} = \frac{|\text{Green Cove Springs} - \text{Orange Park}|}{s}$$

$$\text{Statistic} = \frac{|10,217 - 8,959|}{3,852}$$

$$\text{Statistic} = 0.33$$

Benchmark Positions

In Table 5 through Table 14 the benchmark positions, highlighted in green, used in the external survey are presented. Positions that were analyzed but not included in the external survey are unhighlighted.

Table 5 – Benchmark Positions – City Clerk’s Office

Job Title
City Clerk

Table 6 – Benchmark Positions – City Manager’s Office

Job Title
City Manager
Clerk Typist
Executive Assistant to the City Manager

Job Title
Public Information Officer
Secretary
Senior Secretary

Table 7 – Benchmark Positions – Development Services

Job Title
Building Assistant
Building Inspector
Building Official
Chief Building Official
Code Enforcement Officer
Development Services Director

Job Title
Development Services Representative
Planner I
Planning & Zoning Director
Planning Technician
Principal Planner

Table 8 – Benchmark Positions – Electric

Job Title	Job Title
Administrative Assistant	Electric Utility Director
Apprentice Electric Lineman	Electric Utility Superintendent
Electric Line Crew Leader	Electrical Engineer
Electric Lineman	

Table 9 – Benchmark Positions – Finance

Job Title	Job Title
Accounting Manager	Financial Management Analyst
Accounts Payable Clerk	Meter Reader
Administrative Assistant	Procurement/Warehouse Specialist
Assistant Finance Director	Storekeeper /Warehouse Worker
Customer Service Manager	Utility Billing Manager
Customer Service Representative	Utility Billing Specialist
Finance Director	

Table 10 – Benchmark Positions – Human Resources

Job Title	Job Title
Benefits & Retirement Coordinator	Human Resources Generalist
Human Resources Assistant	Human Resources Specialist
Human Resources Director	

Table 11 – Benchmark Positions – Information Systems

Job Title	Job Title
Information Services Director	
Information Systems Technician	Network Administrator

Table 12 – Benchmark Positions – Parks & Recreation

Job Title	Job Title
Crew Leader	Recreation Aide
Custodian	Recreation Supervisor
Parks & Recreation Coordinator	Trades Specialist

Table 13 – Benchmark Positions – Police

Job Title	Job Title
Accreditation Manager/Training Coordinator	Police Commander
Communications Officer	Police Officer
Communications Supervisor	Police Records Technician
Crossing Guard	Police Sergeant
Police Administrative Assistant	Property & Evidence Custodian
Police Chief	

Table 14 – Benchmark Positions – Public Works

Job Title	Job Title
Assistant City Manager	Refuse Driver
Assistant Public Works Director	Solid Waste Supervisor
Assistant Water Utilities Director	Utility Line Locator
Engineering Technician	Utility Line Mechanic
Groundskeeper I	Utility Line Supervisor
Groundskeeper II	Utility Maintenance Worker
Laborer I	Utility Plant Operator I
Laborer II	Utility Plant Operator II
Mechanic	Utility Plant Operator III
Public Works Administrative Coordinator	Utility Plant Operator Trainee
Public Works Director	Vehicle & Equipment Maintenance Coordinator
Public Works Field Supervisor	Water Facilities Mechanic
Refuse Collector	Water Facilities Operator/Maintainer

Baseline Analysis

Current Salary Schedule

Paypoint reviewed the salary schedule for all job titles, presented in Table 15. Midpoints for each salary grade have also been calculated for comparison with external market data.

Table 15 – Current Salary Schedule

Current Grade	Min	Mid	Max
101	\$15.60	\$16.62	\$22.61
102	\$15.60	\$17.45	\$23.75
103	\$15.60	\$18.31	\$24.92
104	\$15.60	\$19.24	\$26.17
105	\$15.60	\$20.20	\$27.49
106	\$16.31	\$21.21	\$28.87
107	\$17.13	\$22.27	\$30.30
108	\$17.98	\$23.38	\$31.82
109	\$18.88	\$24.55	\$33.41
110	\$19.83	\$25.78	\$35.09
111	\$20.82	\$27.07	\$36.83
112	\$21.86	\$28.42	\$38.67
113	\$22.95	\$29.84	\$40.61
114	\$24.10	\$31.34	\$42.64
115	\$25.31	\$32.90	\$44.77
117	\$27.90	\$36.28	\$49.36
118	\$29.30	\$38.08	\$51.83
120	\$32.30	\$41.98	\$57.14
122	\$35.61	\$46.29	\$63.00
123	\$37.39	\$48.61	\$66.15
126	\$43.28	\$56.26	\$76.58
127	\$45.45	\$59.08	\$80.41
129	\$50.11	\$65.14	\$88.65

Spread measures the percentage difference between the maximum and minimum salary for a position. It is also an indication of the lateral progression available to an employee within their job title. A narrow spread often leads to wage compression as the maximum salary is quickly achieved. A narrow spread can also lead to low morale and high turnover as economic advancement is limited. The salary schedule from Table 15 has an inconsistent spread ranging from 44.9% to 77.0% as is shown in Table 16. It is important that the spread is consistent amongst all employees so that all positions have relatively equal advancement opportunities.

Table 16 – Current Spread and Ladders

Current Grade	Spread	Min Ladder	Mid Ladder	Max Ladder
101	44.9%			
102	52.2%	0.0%	5.0%	5.0%
103	59.7%	0.0%	4.9%	4.9%
104	67.8%	0.0%	5.1%	5.0%
105	76.2%	0.0%	5.0%	5.0%
106	77.0%	4.6%	5.0%	5.0%
107	76.9%	5.0%	5.0%	5.0%
108	77.0%	5.0%	5.0%	5.0%
109	77.0%	5.0%	5.0%	5.0%
110	77.0%	5.0%	5.0%	5.0%
111	76.9%	5.0%	5.0%	5.0%
112	76.9%	5.0%	5.0%	5.0%
113	76.9%	5.0%	5.0%	5.0%
114	76.9%	5.0%	5.0%	5.0%
115	76.9%	5.0%	5.0%	5.0%
117	76.9%	10.2%	10.3%	10.3%
118	76.9%	5.0%	5.0%	5.0%
120	76.9%	10.2%	10.2%	10.2%
122	76.9%	10.2%	10.3%	10.3%
123	76.9%	5.0%	5.0%	5.0%
126	76.9%	15.8%	15.7%	15.8%
127	76.9%	5.0%	5.0%	5.0%
129	76.9%	10.3%	10.3%	10.2%

Ladders define the percentage salary difference between consecutive groups of job titles. Ladders can be used to differentiate employees with different knowledge, skills, and abilities and motivate career advancement. The ladders, that is, the percentage difference between consecutive minimums, consecutive midpoints, and consecutive maximums, is inconsistent ranging from 0.0% to 15.8%. It is recommended that the ladders be consistent between grades.

Salary Distribution by Department

The salary distribution at the City is shown in Figure 1 below. The label “Percentage of Employees” on the ordinate y-axis reflects the total number of employees. The two departments with more than 10% of the workforce, Police and Public Works, are highlighted.

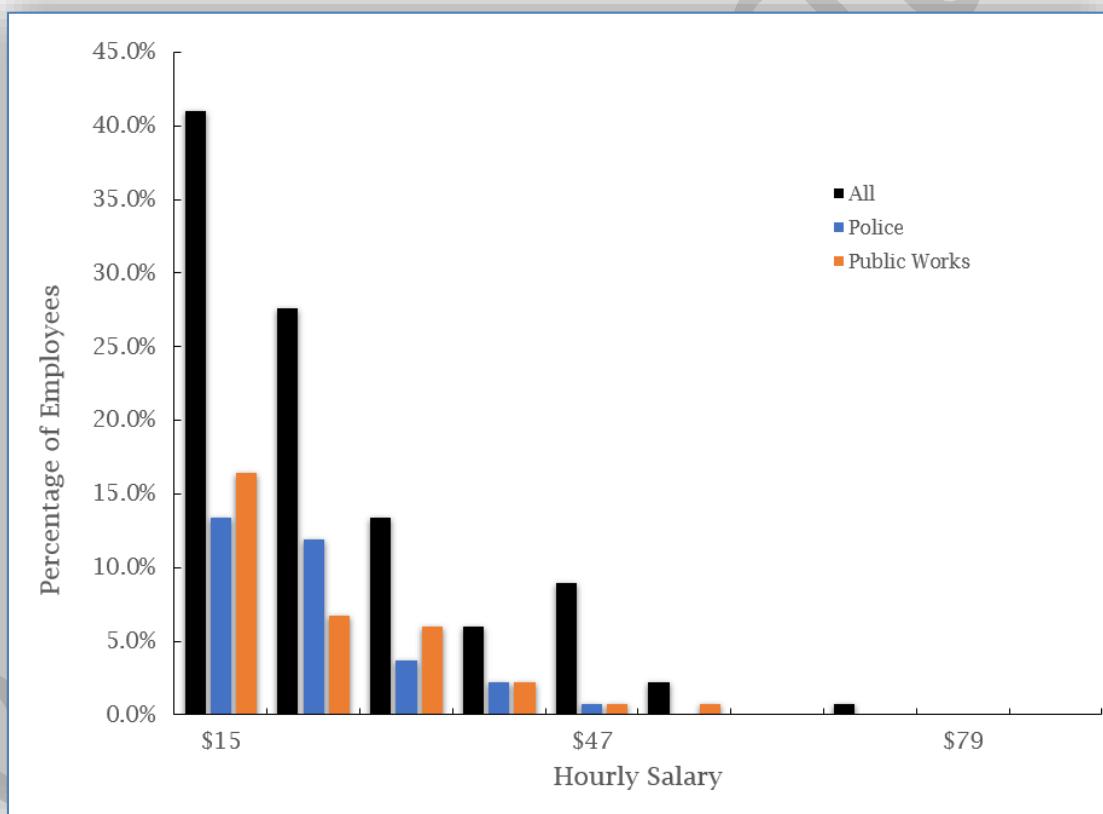


Figure 1 – Salary Distribution

Observations

- In examining the concentration of all employees (black column), a couple of observations can be made: more than 1 employee in 5 earn less than \$20 per hour; and nearly 2/3rds of employees are compensated below the Median Household Income of \$63,760 for Green Cove Springs.
- In examining Quantile-Quantile plots of the highlighted departments, compensation is approximately normally distributed in both departments (85.1% R^2 for Police and 85.1% R^2 for Public Works). This is highly desirable as it demonstrates clear wage progression in the respective departments without an abundance of entry wage or max wage employees - 81% of Police and 70% of Public Works are within 1 standard deviation of the average salary.
- The concentration of employees in the upper end, top 20%, of the salary range (1 of 134 employees, 0.7%) in comparison to the lower end is not elevated, meaning that the organization is not top-heavy with respect to compensation.

Salary Distribution Observations by Grade

Table 17 examines salaries of all employees with respect to the maximum and minimum of each job title. In Table 18 the distribution of salaries above or below the midpoint of each job title is presented. Grades with more than 5% of the workforce were further analyzed. Grades with no employees were not included.

Observations

- There is a high concentration of employees (1 in 5 or 20%) in grades 102, 111, and 112 near the minimum of the respective grade and in grade 1117 near the maximum. This is not true for the organization overall. In general, a high concentration of employees at the extremes can lead to or be the cause of systemic employment issues including low morale, retention, etc.
- There is a high concentration of employees (2 in 3 or 67%) in grades 102 and 112 below the midpoint of the respective grade and in grades 104, 108, and 117 above which would suggest a skewed distribution of salaries. This is not true for the organization overall.

Table 17 – Employees Near Min/Max

Current Grade	Staff #	# near Min	% near Min	# near Max	% near Max
101	3	2	66.7%	0	0.0%
102	13	9	69.2%	0	0.0%
103	3	0	0.0%	0	0.0%
104	19	0	0.0%	0	0.0%
105	1	0	0.0%	0	0.0%
106	4	0	0.0%	0	0.0%
107	7	1	14.3%	0	0.0%
108	12	0	0.0%	0	0.0%
109	8	0	0.0%	0	0.0%
110	1	0	0.0%	0	0.0%
111	12	4	33.3%	0	0.0%
112	24	7	29.2%	0	0.0%
113	6	1	16.7%	0	0.0%
114	2	0	0.0%	0	0.0%
115	2	0	0.0%	0	0.0%
117	15	0	0.0%	6	40.0%
118	3	0	0.0%	0	0.0%
120	5	1	20.0%	0	0.0%
122	1	0	0.0%	0	0.0%
123	4	0	0.0%	0	0.0%
126	5	1	20.0%	0	0.0%
127	2	0	0.0%	0	0.0%
129	1	0	0.0%	0	0.0%
Total	153	26	17.0%	6	3.9%

Table 18 – Employees Near Midpoint

Current Grade	Staff #	Below Mid	Below Mid %	Above Mid	Above Mid %
101	3	2	66.7%	0	0.0%
102	13	9	69.2%	2	15.4%
103	3	2	66.7%	0	0.0%
104	19	3	15.8%	15	78.9%
105	1	1	100.0%	0	0.0%
106	4	1	25.0%	3	75.0%
107	7	2	28.6%	2	28.6%
108	12	3	25.0%	8	66.7%
109	8	3	37.5%	4	50.0%
110	1	0	0.0%	0	0.0%
111	12	7	58.3%	2	16.7%
112	24	18	75.0%	4	16.7%
113	6	1	16.7%	5	83.3%
114	2	0	0.0%	2	100.0%
115	2	2	100.0%	0	0.0%
117	15	3	20.0%	11	73.3%
118	3	1	33.3%	0	0.0%
120	5	2	40.0%	3	60.0%
122	1	0	0.0%	0	0.0%
123	4	2	50.0%	2	50.0%
126	5	2	40.0%	2	40.0%
127	2	1	50.0%	0	0.0%
129	1	1	100.0%	0	0.0%
Total	153	66	43.1%	65	42.5%

Compression Analysis

Wage compression primarily occurs for one of three reasons: one, new or less tenured employees are compensated at a wage close to or higher than more experienced employees in the same position; two, employees are compensated substantially different for the same degree of knowledge, skills, and ability required, that is, in the same grade; and three, supervisors are compensated less than the employees they supervise. The first two avenues of compression are examined below.

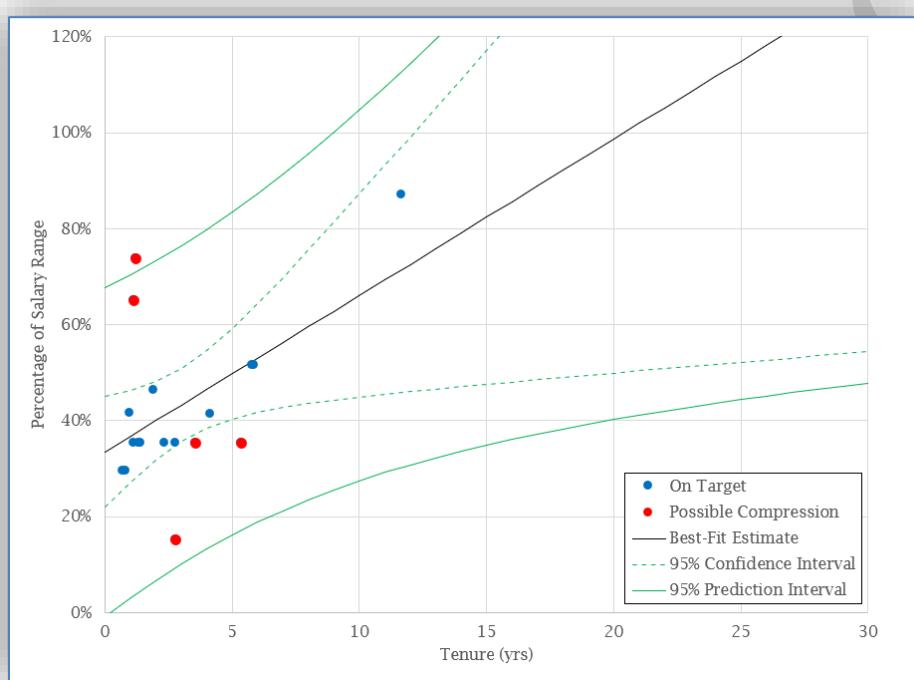


Figure 2 - Compression Plot for Grade 104

A graphical illustration of a compression analysis is presented in Figure 2. The solid black line is a linear regression “Best-Fit Estimate” line indicating the trend in pay for the grade. The prediction intervals, the two solid green lines, represent the 95% prediction interval. In other words, all future salaries should fall between the solid green lines, i.e. a prediction. More importantly, the confidence intervals, the two dashed green lines, bound with 95% confidence the average expected salary at a given level of tenure. In other words, current salaries of employees should fall between the dashed green lines. When salaries fall outside the dashed green lines, compression may exist and should be examined for possible adjustment (dots highlighted in red).

For positions that are compensated above the upper dashed green line, the employee may be receiving higher compensation due to additional knowledge, skills, and abilities. That examination is beyond the scope of this project.

However, in instances where a salary is below the lower dashed green line in Figure 2, then the employee is currently under compensated relative to peers due to compression. It is recommended that salaries for these individuals be adjusted to bring them into better alignment, mitigating compression. In tabular format, the positions in question are as follows.

Table 19 – Compression

Current Grade	Title	Current Pay	Adjusted Pay
102	Groundskeeper I	\$15.60	\$15.75
102	Laborer I	\$15.60	\$15.77
104	Groundskeeper II	\$19.34	\$19.92
104	Laborer II	\$19.34	\$19.54
104	Recreation Supervisor	\$17.21	\$19.28
112	Police Officer	\$24.36	\$24.52
112	Police Officer	\$22.50	\$22.84
112	Police Officer	\$22.52	\$23.20
112	Police Officer	\$22.52	\$23.71

Compression plots for other grades where compression has been identified follows:

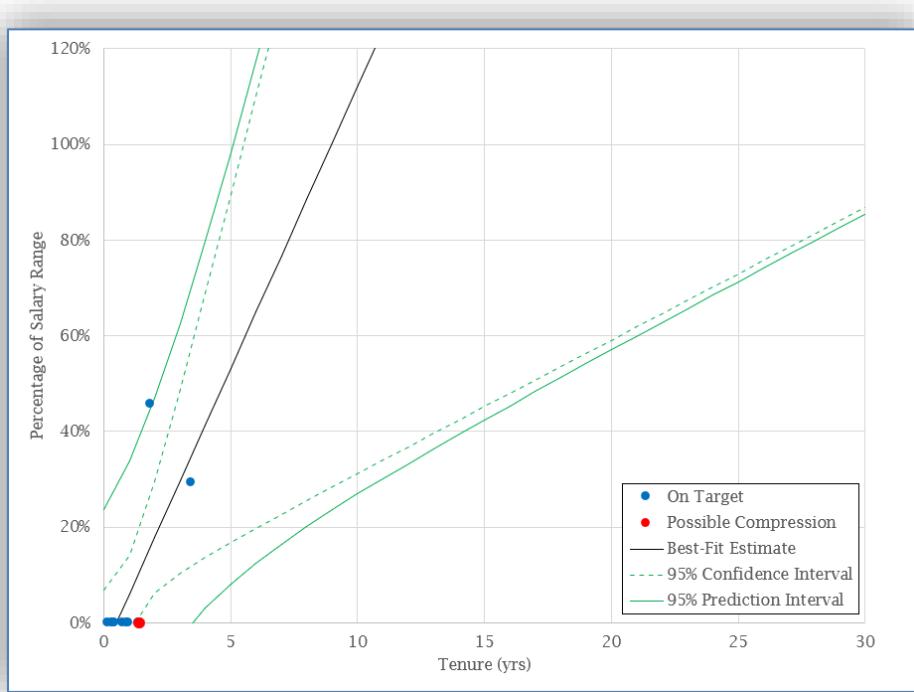


Figure 3 - Compression Plot for Grade 102

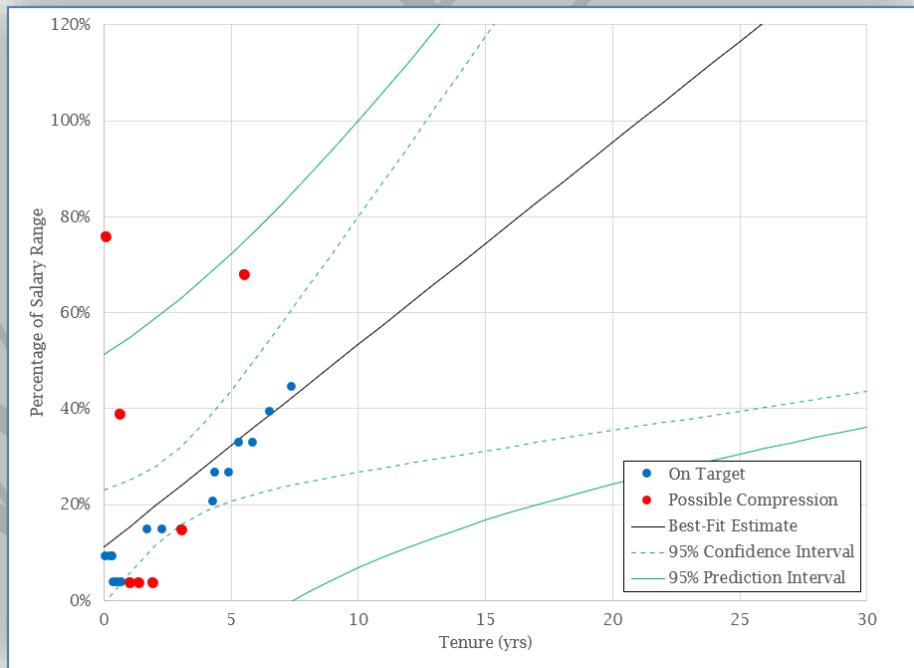


Figure 4 - Compression Plot for Grade 112

Compression within Departments

The third avenue of potential compression within departments between supervisors and the employees they supervise was also examined.

Table 20 – Compression within Department

Current Grade	Title	Current Pay	Adjusted Pay
120	Electric Utility Superintendent	\$52.62	\$52.86
104	Recreation Supervisor	\$17.21	\$18.25
104	Groundskeeper II	\$19.34	\$20.31

There are three possible instances of this form of compression: one in Electric, one in Parks & Recreation, and 1 in Public Works. It is recommended that supervisor pay be at least one ladder above the salary of employees supervised (5% for Green Cove Springs).

Compensable Factor Score from Position Vantage Point

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

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

Points are assigned to each of the different compensable factors and correlated with the findings of the external market survey, producing the Compensable Factor Score (CFS) as is shown below in Table 21. All job titles were examined as part of this study.

Table 21 – Compensable Factor Score

Position Classification	CFS Score
Assistant City Manager	661.0
Police Chief	379.5
Electric Utility Director	349.2
Finance Director	338.8
Human Resources Director	305.6
Public Works Director	296.5
Development Services Director	278.5
Information Services Director	249.2
Electric Utility Superintendent	183.2
Assistant Public Works Director	152.3
Assistant Water Utilities Director	151.4
Chief Building Official	142.8

Position Classification	CFS Score
Police Commander	132.5
Planning & Zoning Director	122.2
Assistant Finance Director	105.4
Electric Line Crew Leader	104.6
Building Official	80.8
City Clerk	79.6
Electric Lineman	77.9
Electrical Engineer	76.2
Network Administrator	74.0
Principal Planner	59.6
Public Works Field Supervisor	57.6
Accounting Manager	52.2
Police Sergeant	50.4
Utility Plant Operator III	46.5
Communications Supervisor	44.8
Utility Line Supervisor	42.2
Accreditation Manager/Training Coordinator	41.2
Building Inspector	37.1
Financial Management Analyst	37.1
Human Resources Generalist	33.4
Utility Billing Manager	33.4
Utility Plant Operator II	31.9
Police Officer	31.5
Public Information Officer	30.6
Planner I	29.8
Water Facilities Operator/Maintainer	29.3

Position Classification	CFS Score
Benefits & Retirement Coordinator	27.2
Parks & Recreation Coordinator	27.2
Apprentice Electric Lineman	25.5
Information Systems Technician	25.2
Planning Technician	25.0
Engineering Technician	24.8
Solid Waste Supervisor	23.3
Communications Officer	21.6
Code Enforcement Officer	21.3
Executive Assistant to the City Manager	20.6
Water Facilities Mechanic	20.6
Crew Leader	20.5
Utility Plant Operator I	20.4
Mechanic	19.8
Vehicle & Equipment Maintenance Coordinator	18.9
Human Resources Specialist	18.6
Procurement/Warehouse Specialist	18.1
Customer Service Manager	18.0
Building Assistant	17.8
Utility Line Locator	16.9
Trades Specialist	16.9
Police Administrative Assistant	16.8
Administrative Assistant	16.8
Senior Secretary	16.6
Public Works Administrative Coordinator	16.5
Utility Billing Specialist	16.0

Position Classification	CFS Score
Property & Evidence Custodian	16.0
Utility Line Mechanic	15.3
Utility Plant Operator Trainee	14.1
Meter Reader	14.1
Police Records Technician	14.0
Development Services Representative	13.7
Recreation Supervisor	13.6
Utility Maintenance Worker	13.4
Customer Service Representative	13.3
Storekeeper /Warehouse Worker	13.3
Human Resources Assistant	13.2
Laborer II	13.0
Secretary	12.7
Refuse Driver	12.6
Groundskeeper II	12.6
Accounts Payable Clerk	12.4
Refuse Collector	11.9
Recreation Aide	10.5
Groundskeeper I	10.4
Clerk Typist	9.6
Crossing Guard	9.4
Laborer I	9.3
Custodian	8.7

External Market Comparison

A summary of the findings of the external market analysis is presented in Table 22 through Table 26. In Table 27 through Table 36, the external market findings for all position classifications is presented, sorted alphabetically. The minimum, midpoint, and maximum hourly salary for each position classification is presented first. The market average (mean) and the various market quantiles are then presented. Lastly the Compa-Ratio, the ratio of the grade's midpoint divided by the **50th percentile** from the external market, which measures the extent of the deviation of the current salary range in comparison to the market median, is presented.

Table 22 – Full-Time Positions Substantially Below Market (Compa-Ratio % Diff < -10%)

Apprentice Electric Lineman	Meter Reader
Assistant Finance Director	Parks & Recreation Coordinator
Building Assistant	Police Commander
Building Inspector	Property & Evidence Custodian
City Clerk	Recreation Supervisor
Development Services Representative	Refuse Collector
Electric Line Crew Leader	Refuse Driver
Electric Lineman	Secretary
Electric Utility Superintendent	Storekeeper /Warehouse Worker
Electrical Engineer	Utility Billing Manager
Human Resources Assistant	Utility Maintenance Worker
Information Systems Technician	Utility Plant Operator Trainee
勞工 II	

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

Accounts Payable Clerk	Police Chief
Accreditation Manager/Training Coordinator	Police Officer
Assistant City Manager	Police Records Technician
Benefits & Retirement Coordinator	Police Sergeant
Chief Building Official	Procurement/Warehouse Specialist
Crew Leader	Public Information Officer
Crossing Guard	Public Works Field Supervisor
Customer Service Manager	Senior Secretary
Customer Service Representative	Trades Specialist
Electric Utility Director	Utility Line Locator
Engineering Technician	Utility Line Mechanic
Executive Assistant to the City Manager	Utility Line Supervisor
Financial Management Analyst	Utility Plant Operator I
Groundskeeper I	Vehicle & Equipment Maintenance Coordinator
Groundskeeper II	Water Facilities Mechanic
Planning Technician	Water Facilities Operator/Maintainer
Police Administrative Assistant	

Table 24 – Full-Time Positions Near Market (-5% < Compa-Ratio % Diff < +5%)

Accounting Manager	Information Services Director
Administrative Assistant	Laborer I
Assistant Water Utilities Director	Mechanic
Building Official	Planner I
Clerk Typist	Planning & Zoning Director
Code Enforcement Officer	Principal Planner
Communications Officer	Public Works Administrative Coordinator
Custodian	Public Works Director
Development Services Director	Recreation Aide
Finance Director	Solid Waste Supervisor
Human Resources Specialist	Utility Billing Specialist
Human Resources Director	Utility Plant Operator II
Human Resources Generalist	

Table 25 – Full-Time Positions Above Market (+5% < Compa-Ratio % Diff < +10%)

Assistant Public Works Director	Utility Plant Operator III
Network Administrator	

Table 26 – Full-Time Positions Substantially Above Market (Compa-Ratio % Diff > +10%)

Communications Supervisor	
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Sample Calculation of Compa-Ratio: City Clerk

Current Grade = 118

Current Midpoint of Grade = \$38.08

50th Percentile of Market = \$43.25

$$\text{Compa - Ratio} = \frac{\text{Current Midpoint}}{\text{50th Percentile}} - 1$$

$$\text{Compa - Ratio} = \frac{\$38.08}{\$43.25} - 1$$

$$\text{Compa - Ratio} = -12.0\%$$

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

City Clerk	
Current Scale	118
Minimum	\$29.30
Midpoint	\$38.08
Maximum	\$51.83
Market Percentiles	
20%	\$37.53
25%	\$38.73
30%	\$39.39
35%	\$39.92
40%	\$41.40
45%	\$42.40
50%	\$43.25
55%	\$45.67
60%	\$47.15
65%	\$48.27
70%	\$49.40
75%	\$51.51
80%	\$52.45
Mean	\$44.70
Compa-Ratio	-12.0%

Table 28 – External Market Comparison – City Manager’s Office

	City Manager	Clerk Typist	Exec Asst to City Manager	Public Information Officer	Secretary
Current Scale		102	109	112	103
Minimum		\$15.60	\$18.88	\$21.86	\$15.60
Midpoint		\$17.45	\$24.55	\$28.42	\$18.31
Maximum		\$23.75	\$33.41	\$38.67	\$24.92
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Market Percentiles					
20%	\$72.46	\$14.80	\$22.41	\$25.64	\$17.51
25%	\$74.26	\$15.24	\$23.17	\$26.95	\$18.08
30%	\$75.71	\$15.80	\$23.94	\$28.28	\$18.73
35%	\$79.44	\$16.35	\$24.30	\$28.65	\$19.35
40%	\$80.79	\$16.88	\$25.18	\$29.20	\$19.98
45%	\$81.85	\$17.42	\$25.45	\$30.07	\$20.64
50%	\$82.97	\$17.86	\$26.02	\$30.38	\$21.17
55%	\$85.33	\$18.57	\$28.48	\$32.21	\$22.00
60%	\$85.59	\$19.18	\$29.77	\$34.41	\$22.74
65%	\$86.54	\$19.62	\$30.22	\$35.18	\$23.31
70%	\$87.28	\$20.48	\$30.59	\$36.00	\$24.19
75%	\$93.31	\$21.12	\$30.84	\$37.28	\$24.94
80%	\$100.09	\$21.67	\$32.16	\$39.05	\$25.64
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Mean	\$84.95	\$18.43	\$27.66	\$32.45	\$21.77
Compa-Ratio		-2.3%	-5.6%	-6.5%	-13.5%

	Senior Secretary
Current Scale	107
Minimum	\$17.13
Midpoint	\$22.27
Maximum	\$30.30
Market Percentiles	
20%	\$20.09
25%	\$20.77
30%	\$21.51
35%	\$22.20
40%	\$22.92
45%	\$23.70
50%	\$24.33
55%	\$25.25
60%	\$26.11
65%	\$26.80
70%	\$27.72
75%	\$28.58
80%	\$29.42
Mean	\$24.94
Compa- Ratio	-8.5%

Table 29 – External Market Comparison – Development Services

	Building Assistant	Building Inspector	Building Official	Chief Building Official	Code Enforcement Officer
Current Scale	107	112	120	122	111
Minimum	\$17.13	\$21.86	\$32.30	\$35.61	\$20.82
Midpoint	\$22.27	\$28.42	\$41.98	\$46.29	\$27.07
Maximum	\$30.30	\$38.67	\$57.14	\$63.00	\$36.83
Market Percentiles					
20%	\$20.74	\$25.81	\$35.35	\$40.84	\$21.48
25%	\$21.45	\$26.56	\$36.73	\$42.47	\$22.60
30%	\$22.21	\$27.08	\$37.97	\$43.90	\$23.28
35%	\$22.92	\$28.47	\$39.08	\$45.15	\$24.37
40%	\$23.66	\$29.91	\$40.36	\$46.63	\$24.85
45%	\$24.46	\$30.33	\$41.80	\$48.31	\$25.62
50%	\$25.12	\$32.41	\$42.99	\$49.70	\$26.48
55%	\$26.07	\$32.65	\$44.52	\$51.45	\$27.21
60%	\$26.96	\$33.63	\$46.12	\$53.32	\$28.31
65%	\$27.68	\$34.91	\$47.52	\$54.96	\$29.26
70%	\$28.61	\$35.57	\$48.63	\$56.15	\$29.90
75%	\$29.49	\$36.89	\$50.10	\$57.84	\$30.57
80%	\$30.36	\$39.06	\$51.78	\$59.83	\$31.88
Mean	\$25.74	\$32.19	\$43.74	\$50.49	\$26.95
Compa-Ratio	-11.3%	-12.3%	-2.4%	-6.9%	+2.2%

	Dev Services Director	Dev Services Rep	Planner	Planning & Zoning Director	Planning Technician
Current Scale	126	104	113	123	111
Minimum	\$43.28	\$15.60	\$22.95	\$37.39	\$20.82
Midpoint	\$56.26	\$19.24	\$29.84	\$48.61	\$27.07
Maximum	\$76.58	\$26.17	\$40.61	\$66.15	\$36.83
Market Percentiles					
20%	\$48.13	\$18.21	\$24.66	\$39.34	\$24.04
25%	\$50.06	\$18.81	\$25.59	\$40.90	\$24.90
30%	\$50.59	\$19.48	\$27.09	\$42.28	\$25.77
35%	\$51.92	\$20.12	\$28.01	\$43.49	\$26.57
40%	\$53.93	\$20.77	\$29.45	\$44.91	\$27.43
45%	\$54.11	\$21.46	\$29.92	\$46.53	\$28.38
50%	\$57.35	\$22.02	\$30.46	\$47.87	\$29.15
55%	\$59.65	\$22.88	\$31.67	\$49.56	\$30.23
60%	\$62.09	\$23.65	\$32.16	\$51.35	\$31.29
65%	\$63.55	\$24.25	\$32.55	\$52.93	\$32.16
70%	\$65.44	\$25.15	\$34.98	\$54.10	\$33.13
75%	\$69.08	\$25.93	\$36.08	\$55.72	\$34.14
80%	\$73.74	\$26.66	\$36.97	\$57.63	\$35.20
Mean	\$58.74	\$22.63	\$31.30	\$48.65	\$29.80
Compa-Ratio	-1.9%	-12.6%	-2.0%	+1.5%	-7.1%

Principal Planner	
Current Scale	118
Minimum	\$29.30
Midpoint	\$38.08
Maximum	\$51.83
Market Percentiles	
20%	\$31.95
25%	\$33.01
30%	\$33.78
35%	\$36.10
40%	\$37.72
45%	\$38.57
50%	\$39.73
55%	\$40.54
60%	\$41.60
65%	\$42.85
70%	\$43.87
75%	\$46.37
80%	\$48.51
Mean	\$39.89
Compa-Ratio	-4.2%

Table 30 – External Market Comparison – Electric

	Admin Assistant	Apprentice Electric Lineman	Electric Line Crew Leader	Electric Lineman	Electric Utility Director
Current Scale	107	109	118	117	126
Minimum	\$17.13	\$18.88	\$29.30	\$27.90	\$43.28
Midpoint	\$22.27	\$24.55	\$38.08	\$36.28	\$56.26
Maximum	\$30.30	\$33.41	\$51.83	\$49.36	\$76.58
Market Percentiles					
20%	\$18.29	\$23.64	\$39.95	\$36.05	\$49.31
25%	\$18.98	\$24.71	\$41.77	\$37.17	\$54.27
30%	\$19.40	\$25.65	\$43.68	\$39.48	\$56.87
35%	\$20.22	\$26.10	\$45.08	\$40.43	\$57.52
40%	\$20.86	\$26.85	\$47.01	\$42.49	\$58.59
45%	\$22.52	\$27.88	\$47.40	\$43.69	\$59.82
50%	\$22.84	\$28.47	\$47.76	\$44.31	\$60.55
55%	\$23.22	\$29.30	\$48.75	\$45.08	\$61.80
60%	\$23.86	\$30.67	\$49.51	\$45.89	\$68.69
65%	\$24.62	\$31.56	\$49.83	\$46.10	\$73.80
70%	\$25.62	\$31.75	\$50.80	\$47.57	\$74.12
75%	\$26.57	\$33.41	\$51.39	\$48.11	\$74.87
80%	\$27.12	\$34.08	\$51.81	\$48.94	\$76.12
Mean	\$22.98	\$28.88	\$47.62	\$42.21	\$63.86
Compa-Ratio	-2.5%	-13.8%	-20.3%	-18.1%	-7.1%

	Electric Utility Supt	Electrical Engineer
Current Scale	120	117
Minimum	\$32.30	\$27.90
Midpoint	\$41.98	\$36.28
Maximum	\$57.14	\$49.36
Market Percentiles		
20%	\$44.16	\$34.78
25%	\$44.97	\$36.14
30%	\$45.30	\$37.36
35%	\$45.62	\$38.45
40%	\$48.10	\$39.71
45%	\$50.66	\$41.12
50%	\$52.82	\$42.30
55%	\$55.84	\$43.80
60%	\$57.29	\$45.38
65%	\$57.59	\$46.74
70%	\$58.08	\$47.85
75%	\$61.02	\$49.30
80%	\$64.52	\$50.95
Mean	\$53.13	\$43.04
Compa- Ratio	-20.5%	-14.2%

Table 31 – External Market Comparison – Finance

	Accounting Manager	Accounts Payable Clerk	Admin Assistant	Assistant Finance Director	Customer Service Manager
Current Scale	117	104	107	117	108
Minimum	\$27.90	\$15.60	\$17.13	\$27.90	\$17.98
Midpoint	\$36.28	\$19.24	\$22.27	\$36.28	\$23.38
Maximum	\$49.36	\$26.17	\$30.30	\$49.36	\$31.82
Market Percentiles					
20%	\$31.13	\$17.24	\$18.29	\$38.93	\$20.87
25%	\$32.32	\$17.79	\$18.98	\$39.64	\$21.59
30%	\$33.43	\$18.43	\$19.40	\$40.34	\$22.35
35%	\$34.42	\$19.05	\$20.22	\$42.29	\$23.07
40%	\$35.54	\$19.66	\$20.86	\$46.18	\$23.81
45%	\$36.80	\$20.31	\$22.52	\$46.90	\$24.62
50%	\$37.83	\$20.84	\$22.84	\$47.98	\$25.28
55%	\$39.20	\$21.65	\$23.22	\$48.56	\$26.24
60%	\$40.59	\$22.38	\$23.86	\$49.36	\$27.14
65%	\$41.79	\$22.93	\$24.62	\$51.17	\$27.87
70%	\$42.86	\$23.82	\$25.62	\$51.57	\$28.80
75%	\$44.15	\$24.56	\$26.57	\$54.17	\$29.68
80%	\$45.60	\$25.24	\$27.12	\$55.74	\$30.56
Mean	\$38.54	\$21.43	\$22.98	\$47.50	\$25.91
Compa-Ratio	-4.1%	-7.7%	-2.5%	-24.4%	-7.5%

	Customer Service Rep	Finance Director	Financial Mgmt Analyst	Meter Reader	Procure/Warehouse Specialist
Current Scale	104	126	114	104	108
Minimum	\$15.60	\$43.28	\$24.10	\$15.60	\$17.98
Midpoint	\$19.24	\$56.26	\$31.34	\$19.24	\$23.38
Maximum	\$26.17	\$76.58	\$42.64	\$26.17	\$31.82
Market Percentiles					
20%	\$17.65	\$48.32	\$27.84	\$17.88	\$20.92
25%	\$18.37	\$50.38	\$28.88	\$18.03	\$21.64
30%	\$19.59	\$51.33	\$29.87	\$18.96	\$22.41
35%	\$20.21	\$52.48	\$30.78	\$20.21	\$23.12
40%	\$20.27	\$53.98	\$31.78	\$20.75	\$23.87
45%	\$20.95	\$55.78	\$32.89	\$21.59	\$24.68
50%	\$21.29	\$57.59	\$33.81	\$22.14	\$25.34
55%	\$21.91	\$60.47	\$35.04	\$23.02	\$26.30
60%	\$23.12	\$63.46	\$36.28	\$23.34	\$27.21
65%	\$23.90	\$63.82	\$37.33	\$23.46	\$27.93
70%	\$24.58	\$65.31	\$38.35	\$25.18	\$28.87
75%	\$26.05	\$67.76	\$39.51	\$26.27	\$29.75
80%	\$26.54	\$69.17	\$40.78	\$26.59	\$30.64
Mean	\$22.25	\$58.86	\$34.49	\$22.27	\$25.97
Compa-Ratio	-9.6%	-2.3%	-7.3%	-13.1%	-7.7%

	Storekeeper Warehouse Worker	Utility Billing Manager	Utility Billing Specialist
Current Scale	104	108	108
Minimum	\$15.60	\$17.98	\$17.98
Midpoint	\$19.24	\$23.38	\$23.38
Maximum	\$26.17	\$31.82	\$31.82
Market Percentiles			
20%	\$17.96	\$26.99	\$18.30
25%	\$18.54	\$27.61	\$18.87
30%	\$19.21	\$27.94	\$19.22
35%	\$19.84	\$28.75	\$19.65
40%	\$20.48	\$29.86	\$20.68
45%	\$21.17	\$31.50	\$21.01
50%	\$21.72	\$32.13	\$22.50
55%	\$22.56	\$32.53	\$24.02
60%	\$23.32	\$35.09	\$24.19
65%	\$23.91	\$35.44	\$24.34
70%	\$24.80	\$35.87	\$24.71
75%	\$25.57	\$36.70	\$24.86
80%	\$26.29	\$39.81	\$25.38
Mean	\$22.32	\$33.13	\$22.83
Compa- Ratio	-11.4%	-27.2%	+3.9%

Table 32 – External Market Comparison – Human Resources

	Benefits & Retirement Coordinator	Human Resources Assistant	Human Resources Director	Human Resources Generalist	Human Resources Specialist
Current Scale	112	104	126	114	109
Minimum	\$21.86	\$15.60	\$43.28	\$24.10	\$18.88
Midpoint	\$28.42	\$19.24	\$56.26	\$31.34	\$24.55
Maximum	\$38.67	\$26.17	\$76.58	\$42.64	\$33.41
Market Percentiles					
20%	\$24.85	\$17.84	\$45.48	\$24.69	\$21.20
25%	\$25.75	\$18.42	\$47.27	\$25.79	\$21.93
30%	\$26.65	\$19.08	\$47.94	\$28.56	\$22.70
35%	\$27.47	\$19.71	\$49.60	\$29.32	\$23.43
40%	\$28.36	\$20.35	\$51.40	\$30.46	\$24.19
45%	\$29.34	\$21.03	\$54.99	\$30.72	\$25.01
50%	\$30.15	\$21.57	\$56.49	\$31.53	\$25.68
55%	\$31.27	\$22.41	\$57.49	\$32.39	\$26.65
60%	\$32.36	\$23.16	\$58.00	\$34.01	\$27.57
65%	\$33.27	\$23.75	\$59.09	\$36.00	\$28.31
70%	\$34.25	\$24.64	\$60.18	\$36.72	\$29.24
75%	\$35.30	\$25.41	\$63.54	\$37.57	\$30.14
80%	\$36.40	\$26.12	\$65.56	\$39.70	\$31.04
Mean	\$30.81	\$22.17	\$55.71	\$32.63	\$26.31
Compa-Ratio	-5.7%	-10.8%	-0.4%	-0.6%	-4.4%

Table 33 – External Market Comparison – Information Systems

	Information Services Director	Information Systems Technician	Network Admin
Current Scale	126	108	120
Minimum	\$43.28	\$17.98	\$32.30
Midpoint	\$56.26	\$23.38	\$41.98
Maximum	\$76.58	\$31.82	\$57.14
Market Percentiles			
20%	\$46.45	\$23.57	\$32.37
25%	\$47.59	\$24.82	\$32.69
30%	\$49.71	\$25.34	\$33.75
35%	\$50.40	\$25.71	\$35.70
40%	\$50.46	\$25.95	\$36.56
45%	\$51.41	\$27.55	\$38.05
50%	\$55.09	\$28.48	\$38.76
55%	\$56.29	\$30.21	\$40.84
60%	\$56.84	\$31.54	\$42.38
65%	\$59.42	\$31.91	\$43.42
70%	\$61.99	\$32.75	\$44.27
75%	\$63.76	\$32.95	\$44.63
80%	\$65.32	\$33.24	\$47.39
Mean	\$55.81	\$29.16	\$39.91
Compa-Ratio	2.1%	-17.9%	+8.3%

Table 34 – External Market Comparison – Parks & Recreation

	Crew Leader	Custodian	Parks & Recreation Coordinator	Recreation Aide	Recreation Supervisor
Current Scale	108	102	111	103	104
Minimum	\$17.98	\$15.60	\$20.82	\$15.60	\$15.60
Midpoint	\$23.38	\$17.45	\$27.07	\$18.31	\$19.24
Maximum	\$31.82	\$23.75	\$36.83	\$24.92	\$26.17
Market Percentiles					
20%	\$20.54	\$15.18	\$24.85	\$15.60	\$18.14
25%	\$21.24	\$15.66	\$25.75	\$15.67	\$18.73
30%	\$22.60	\$15.95	\$26.65	\$15.76	\$19.40
35%	\$22.83	\$16.00	\$27.47	\$16.00	\$20.04
40%	\$23.39	\$17.01	\$28.36	\$16.14	\$20.69
45%	\$24.48	\$17.86	\$29.34	\$18.14	\$21.38
50%	\$24.72	\$18.29	\$30.15	\$19.13	\$21.94
55%	\$24.99	\$18.74	\$31.27	\$19.39	\$22.79
60%	\$25.91	\$18.98	\$32.36	\$19.59	\$23.55
65%	\$26.92	\$19.58	\$33.27	\$19.71	\$24.15
70%	\$29.01	\$20.71	\$34.25	\$20.35	\$25.05
75%	\$29.45	\$21.48	\$35.30	\$22.10	\$25.83
80%	\$30.47	\$21.85	\$36.40	\$23.16	\$26.56
Mean	\$25.60	\$18.58	\$30.81	\$18.88	\$22.54
Compa-Ratio	-5.4%	-4.6%	-10.2%	-4.3%	-12.3%

Trades Specialist	
Current Scale	107
Minimum	\$17.13
Midpoint	\$22.27
Maximum	\$30.30
Market Percentiles	
20%	\$20.27
25%	\$20.96
30%	\$21.70
35%	\$22.40
40%	\$23.13
45%	\$23.91
50%	\$24.55
55%	\$25.48
60%	\$26.35
65%	\$27.05
70%	\$27.97
75%	\$28.83
80%	\$29.68
Mean	\$25.16
Compa-Ratio	-9.3%

Table 35 – External Market Comparison – Police

	Accred Mgr Training Coordinator	Comm Officer	Comm Supervisor	Crossing Guard	Police Admin Assistant
Current Scale	115	111	117	101	107
Minimum	\$25.31	\$20.82	\$27.90	\$15.60	\$17.13
Midpoint	\$32.90	\$27.07	\$36.28	\$16.62	\$22.27
Maximum	\$44.77	\$36.83	\$49.36	\$22.61	\$30.30
Market Percentiles					
20%	\$28.86	\$20.77	\$25.33	\$14.56	\$20.23
25%	\$29.94	\$20.98	\$25.90	\$15.00	\$20.92
30%	\$30.97	\$21.12	\$27.71	\$15.55	\$21.66
35%	\$31.90	\$22.42	\$28.06	\$16.09	\$22.35
40%	\$32.94	\$22.84	\$28.69	\$16.61	\$23.08
45%	\$34.09	\$24.53	\$30.87	\$17.14	\$23.86
50%	\$35.05	\$26.05	\$31.88	\$17.57	\$24.49
55%	\$36.32	\$27.28	\$32.36	\$18.28	\$25.42
60%	\$37.61	\$27.46	\$33.08	\$18.87	\$26.29
65%	\$38.70	\$28.29	\$33.72	\$19.31	\$26.99
70%	\$39.73	\$28.85	\$35.53	\$20.16	\$27.91
75%	\$40.94	\$29.15	\$37.49	\$20.79	\$28.77
80%	\$42.26	\$29.75	\$39.17	\$21.32	\$29.62
Mean	\$35.74	\$25.94	\$32.31	\$18.14	\$25.11
Compa- Ratio	-6.1%	+3.9%	+13.8%	-5.4%	-9.1%

	Police Chief	Police Commander	Police Officer	Police Records Technician	Police Sergeant
Current Scale	127	120	112	105	117
Minimum	\$45.45	\$32.30	\$21.86	\$15.60	\$27.90
Midpoint	\$59.08	\$41.98	\$28.42	\$20.20	\$36.28
Maximum	\$80.41	\$57.14	\$38.67	\$27.49	\$49.36
Market Percentiles					
20%	\$51.33	\$40.74	\$24.96	\$18.43	\$33.27
25%	\$52.55	\$42.39	\$25.44	\$19.04	\$34.70
30%	\$54.23	\$44.61	\$25.93	\$19.72	\$35.49
35%	\$56.49	\$44.93	\$26.94	\$20.37	\$35.83
40%	\$57.53	\$45.52	\$28.01	\$21.02	\$36.99
45%	\$60.02	\$47.42	\$28.54	\$21.73	\$37.82
50%	\$62.41	\$48.22	\$30.03	\$22.30	\$39.00
55%	\$64.17	\$51.39	\$30.88	\$23.16	\$40.88
60%	\$65.49	\$52.06	\$32.19	\$23.94	\$41.36
65%	\$69.54	\$54.69	\$32.96	\$24.55	\$42.79
70%	\$70.70	\$56.22	\$33.96	\$25.45	\$44.19
75%	\$74.22	\$56.83	\$35.33	\$26.24	\$45.26
80%	\$77.57	\$58.75	\$35.79	\$26.98	\$46.39
Mean	\$63.14	\$50.23	\$30.67	\$22.90	\$39.78
Compa-Ratio	-5.3%	-12.9%	-5.4%	-9.4%	-7.0%

Property & Evidence Custodian	
Current Scale	106
Minimum	\$16.31
Midpoint	\$21.21
Maximum	\$28.87
Market Percentiles	
20%	\$19.73
25%	\$20.40
30%	\$21.12
35%	\$21.81
40%	\$22.51
45%	\$23.27
50%	\$23.89
55%	\$24.80
60%	\$25.65
65%	\$26.32
70%	\$27.24
75%	\$28.08
80%	\$28.89
Mean	\$24.50
Compa-Ratio	-11.2%

Table 36 – External Market Comparison – Public Works

	Assistant City Manager	Assistant PW Director	Asst Water Utilities Director	Engineering Technician	Grounds- keeper I
Current Scale	129	123	123	111	102
Minimum	\$50.11	\$37.39	\$37.39	\$20.82	\$15.60
Midpoint	\$65.14	\$48.61	\$48.61	\$27.07	\$17.45
Maximum	\$88.65	\$66.15	\$66.15	\$36.83	\$23.75
Market Percentiles					
20%	\$54.61	\$37.00	\$41.41	\$23.96	\$15.93
25%	\$56.62	\$38.38	\$43.06	\$24.82	\$16.99
30%	\$59.44	\$39.66	\$44.51	\$25.68	\$17.41
35%	\$62.13	\$42.28	\$45.78	\$26.48	\$18.54
40%	\$64.38	\$43.03	\$47.27	\$27.34	\$18.89
45%	\$68.38	\$44.00	\$48.98	\$28.28	\$18.99
50%	\$69.42	\$44.87	\$50.40	\$29.06	\$19.24
55%	\$71.24	\$46.06	\$52.17	\$30.14	\$19.66
60%	\$73.74	\$50.56	\$54.06	\$31.19	\$20.31
65%	\$75.40	\$51.51	\$55.73	\$32.05	\$21.89
70%	\$77.32	\$51.77	\$56.93	\$33.02	\$22.40
75%	\$78.57	\$53.00	\$58.64	\$34.03	\$22.71
80%	\$83.30	\$53.49	\$60.66	\$35.09	\$23.08
Mean	\$69.48	\$46.34	\$51.19	\$29.71	\$19.94
Compa- Ratio	-6.2%	8.3%	-3.5%	-6.8%	-9.3%

	Grounds-keeper II	Laborer I	Laborer II	Mechanic	PW Admin Coordinator
Current Scale	104	102	104	108	108
Minimum	\$15.60	\$15.60	\$15.60	\$17.98	\$17.98
Midpoint	\$19.24	\$17.45	\$19.24	\$23.38	\$23.38
Maximum	\$26.17	\$23.75	\$26.17	\$31.82	\$31.82
Market Percentiles					
20%	\$17.42	\$14.49	\$17.94	\$20.19	\$20.00
25%	\$17.98	\$14.92	\$19.52	\$20.84	\$20.68
30%	\$18.63	\$15.47	\$19.70	\$21.55	\$21.41
35%	\$19.25	\$16.01	\$20.63	\$22.28	\$22.10
40%	\$19.87	\$16.52	\$20.92	\$22.79	\$22.82
45%	\$20.53	\$17.05	\$21.41	\$23.35	\$23.59
50%	\$21.06	\$17.48	\$21.74	\$24.22	\$24.22
55%	\$21.88	\$18.18	\$22.51	\$25.54	\$25.14
60%	\$22.61	\$18.77	\$23.29	\$26.22	\$26.00
65%	\$23.18	\$19.20	\$23.97	\$27.54	\$26.68
70%	\$24.07	\$20.05	\$24.85	\$28.21	\$27.60
75%	\$24.81	\$20.68	\$26.09	\$28.56	\$28.45
80%	\$25.50	\$21.21	\$26.83	\$29.00	\$29.29
Mean	\$21.66	\$18.05	\$22.85	\$25.18	\$24.83
Compa-Ratio	-8.6%	-0.2%	-11.5%	-3.5%	-3.5%

	Public Works Director	Public Works Field Supervisor	Refuse Collector	Refuse Driver	Solid Waste Supervisor
Current Scale	127	117	101	104	111
Minimum	\$45.45	\$27.90	\$15.60	\$15.60	\$20.82
Midpoint	\$59.08	\$36.28	\$16.62	\$19.24	\$27.07
Maximum	\$80.41	\$49.36	\$22.61	\$26.17	\$36.83
Market Percentiles					
20%	\$47.45	\$32.09	\$16.88	\$18.71	\$23.35
25%	\$50.51	\$33.32	\$17.42	\$19.52	\$24.18
30%	\$51.58	\$34.46	\$18.05	\$19.83	\$25.02
35%	\$52.69	\$35.48	\$18.65	\$20.27	\$25.81
40%	\$55.66	\$36.63	\$19.26	\$20.91	\$26.64
45%	\$56.17	\$37.93	\$19.89	\$21.46	\$27.56
50%	\$57.75	\$39.00	\$20.40	\$21.54	\$28.31
55%	\$61.42	\$40.40	\$21.20	\$23.01	\$29.37
60%	\$62.52	\$41.85	\$21.91	\$23.64	\$30.39
65%	\$63.82	\$43.09	\$22.45	\$24.50	\$31.23
70%	\$64.91	\$44.17	\$23.33	\$24.84	\$32.19
75%	\$66.07	\$45.50	\$24.06	\$25.70	\$33.17
80%	\$68.20	\$47.00	\$24.72	\$26.79	\$34.19
Mean	\$59.06	\$39.72	\$20.99	\$22.76	\$28.95
Compa-Ratio	+2.3%	-7.0%	-18.5%	-10.7%	-4.4%

	Utility Line Locator	Utility Line Mechanic	Utility Line Supervisor	Utility Maint Worker	Utility Plant Operator I
Current Scale	107	106	115	104	110
Minimum	\$17.13	\$16.31	\$25.31	\$15.60	\$19.83
Midpoint	\$22.27	\$21.21	\$32.90	\$19.24	\$25.78
Maximum	\$30.30	\$28.87	\$44.77	\$26.17	\$35.09
Market Percentiles					
20%	\$20.28	\$18.37	\$29.08	\$18.00	\$22.26
25%	\$20.97	\$18.97	\$30.18	\$18.59	\$23.13
30%	\$21.71	\$20.18	\$31.21	\$19.25	\$23.46
35%	\$22.41	\$20.85	\$32.15	\$19.89	\$24.34
40%	\$23.13	\$22.24	\$33.19	\$20.53	\$25.06
45%	\$23.92	\$22.79	\$34.36	\$21.22	\$26.64
50%	\$24.55	\$23.49	\$35.32	\$21.77	\$27.73
55%	\$25.49	\$24.05	\$36.61	\$22.62	\$28.18
60%	\$26.36	\$25.87	\$37.90	\$23.38	\$29.51
65%	\$27.06	\$26.54	\$39.01	\$23.97	\$30.11
70%	\$27.98	\$27.87	\$40.04	\$24.86	\$30.98
75%	\$28.84	\$28.65	\$41.26	\$25.63	\$32.29
80%	\$29.69	\$28.86	\$42.59	\$26.36	\$33.24
Mean	\$25.17	\$23.66	\$36.02	\$22.37	\$27.88
Compa-Ratio	-9.3%	-9.7%	-6.9%	-11.6%	-7.0%

	Utility Plant Operator II	Utility Plant Operator III	Utility Plant Operator Trainee	Vehicle & Equip Maint Coordinator	Water Facilities Mechanic
Current Scale	113	117	104	108	109
Minimum	\$22.95	\$27.90	\$15.60	\$17.98	\$18.88
Midpoint	\$29.84	\$36.28	\$19.24	\$23.38	\$24.55
Maximum	\$40.61	\$49.36	\$26.17	\$31.82	\$33.41
Market Percentiles					
20%	\$24.30	\$26.96	\$18.23	\$21.35	\$22.18
25%	\$24.99	\$27.74	\$19.73	\$22.09	\$22.96
30%	\$25.56	\$27.97	\$20.64	\$22.87	\$23.76
35%	\$26.17	\$30.07	\$21.09	\$23.59	\$24.51
40%	\$27.26	\$31.30	\$21.43	\$24.36	\$25.31
45%	\$27.65	\$32.83	\$21.83	\$25.19	\$26.17
50%	\$30.38	\$33.58	\$22.48	\$25.87	\$26.88
55%	\$31.26	\$34.28	\$23.06	\$26.84	\$27.89
60%	\$31.64	\$35.20	\$24.44	\$27.76	\$28.85
65%	\$32.24	\$35.77	\$25.02	\$28.51	\$29.64
70%	\$32.92	\$37.54	\$26.16	\$29.45	\$30.58
75%	\$34.03	\$39.57	\$26.87	\$30.35	\$31.52
80%	\$36.15	\$40.64	\$27.35	\$31.26	\$32.48
Mean	\$30.00	\$33.55	\$23.09	\$26.49	\$27.51
Compa-Ratio	-1.8%	+8.1%	-14.4%	-9.6%	-8.7%

	Water Fac Operator/ Maintainer
Current Scale	112
Minimum	\$21.86
Midpoint	\$28.42
Maximum	\$38.67
 Market Percentiles	
20%	\$25.57
25%	\$26.51
30%	\$27.42
35%	\$28.26
40%	\$29.18
45%	\$30.20
50%	\$31.03
55%	\$32.17
60%	\$33.30
65%	\$34.24
70%	\$35.23
75%	\$36.31
80%	\$37.45
Mean	\$31.69
Compa- Ratio	-8.4%

Proposed Salary Schedules

A regression analysis of the CFS Score and the salary survey results indicate that market median salary for all positions is predicted very well by the CFS Score. The coefficient of determination is 97%, in other words, the knowledge, skills, and abilities identified in the employee/manager Position Vantage Point job description survey correlate very well with the external markets' valuation of the job positions at Green Cove Springs.

For General Employees

The following salary scale is recommended for general employees, presented in Table 37.

The spread between the minimum and maximum salary for all employees was set to 60%, the average market spread of 54.1%. The Ladders, i.e., the distance between grades, was set to be 5.0%. Larger Ladders were included to increase the incentive for employees to seek positions of greater responsibility and to make it financially beneficial.

For Police

A 14-step salary scale, with each step a consistent percentage, is recommended for the Police Department is shown in Table 38. The minimums, maximums, and ladders are equivalent to the salary scale for general employees. Advancement between steps is not recommended necessarily on a yearly basis.

Table 37 – Proposed Salary Schedule – General

Grade	Min	Mid	Max	Min	Mid	Max
1	\$15.60	\$20.28	\$24.96	\$32,448	\$42,182	\$51,917
2	\$16.38	\$21.29	\$26.21	\$34,070	\$44,292	\$54,513
3	\$17.20	\$22.36	\$27.52	\$35,774	\$46,506	\$57,238
4	\$18.06	\$23.48	\$28.89	\$37,563	\$48,831	\$60,100
5	\$18.96	\$24.65	\$30.34	\$39,441	\$51,273	\$63,105
6	\$19.91	\$25.88	\$31.86	\$41,413	\$53,837	\$66,260
7	\$20.91	\$27.18	\$33.45	\$43,483	\$56,528	\$69,573
8	\$21.95	\$28.54	\$35.12	\$45,658	\$59,355	\$73,052
9	\$23.05	\$29.96	\$36.88	\$47,940	\$62,323	\$76,705
10	\$24.20	\$31.46	\$38.72	\$50,337	\$65,439	\$80,540
11	\$25.41	\$33.03	\$40.66	\$52,854	\$68,711	\$84,567
12	\$26.68	\$34.69	\$42.69	\$55,497	\$72,146	\$88,795
13	\$28.02	\$36.42	\$44.82	\$58,272	\$75,754	\$93,235
14	\$29.42	\$38.24	\$47.07	\$61,186	\$79,541	\$97,897
15	\$30.89	\$40.15	\$49.42	\$64,245	\$83,518	\$102,792
16	\$32.43	\$42.16	\$51.89	\$67,457	\$87,694	\$107,931
17	\$34.05	\$44.27	\$54.48	\$70,830	\$92,079	\$113,328
18	\$35.76	\$46.48	\$57.21	\$74,371	\$96,683	\$118,994
19	\$37.54	\$48.81	\$60.07	\$78,090	\$101,517	\$124,944
20	\$39.42	\$51.25	\$63.07	\$81,994	\$106,593	\$131,191
21	\$41.39	\$53.81	\$66.23	\$86,094	\$111,922	\$137,751
22	\$43.46	\$56.50	\$69.54	\$90,399	\$117,519	\$144,638
23	\$45.63	\$59.32	\$73.01	\$94,919	\$123,395	\$151,870
24	\$47.92	\$62.29	\$76.67	\$99,665	\$129,564	\$159,464
25	\$50.31	\$65.41	\$80.50	\$104,648	\$136,042	\$167,437
26	\$52.83	\$68.68	\$84.52	\$109,880	\$142,845	\$175,809

Table 38 – Proposed Salary Schedule – Police

Grade	Min Step 0	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
PD1	\$15.60	\$16.17	\$16.77	\$17.39	\$18.03	\$18.69	\$19.38
PD2	\$16.38	\$16.98	\$17.61	\$18.26	\$18.93	\$19.63	\$20.35
PD3	\$17.20	\$17.83	\$18.49	\$19.17	\$19.88	\$20.61	\$21.37
PD4	\$18.06	\$18.72	\$19.41	\$20.13	\$20.87	\$21.64	\$22.43
PD5	\$18.96	\$19.66	\$20.38	\$21.13	\$21.91	\$22.72	\$23.56
PD6	\$19.91	\$20.64	\$21.40	\$22.19	\$23.01	\$23.85	\$24.73
PD7	\$20.91	\$21.68	\$22.47	\$23.30	\$24.16	\$25.05	\$25.97
PD8	\$21.95	\$22.76	\$23.60	\$24.47	\$25.37	\$26.30	\$27.27
PD9	\$23.05	\$23.90	\$24.78	\$25.69	\$26.63	\$27.62	\$28.63
PD10	\$24.20	\$25.09	\$26.02	\$26.97	\$27.97	\$29.00	\$30.06
PD11	\$25.41	\$26.35	\$27.32	\$28.32	\$29.36	\$30.45	\$31.57
PD12	\$26.68	\$27.66	\$28.68	\$29.74	\$30.83	\$31.97	\$33.14
PD13	\$28.02	\$29.05	\$30.12	\$31.22	\$32.37	\$33.57	\$34.80
PD14	\$29.42	\$30.50	\$31.62	\$32.79	\$33.99	\$35.24	\$36.54
PD15	\$30.89	\$32.02	\$33.20	\$34.43	\$35.69	\$37.01	\$38.37
PD16	\$32.43	\$33.63	\$34.86	\$36.15	\$37.48	\$38.86	\$40.29
PD17	\$34.05	\$35.31	\$36.61	\$37.95	\$39.35	\$40.80	\$42.30
PD18	\$35.76	\$37.07	\$38.44	\$39.85	\$41.32	\$42.84	\$44.42
PD19	\$37.54	\$38.93	\$40.36	\$41.84	\$43.38	\$44.98	\$46.64
PD20	\$39.42	\$40.87	\$42.38	\$43.94	\$45.55	\$47.23	\$48.97
PD21	\$41.39	\$42.92	\$44.50	\$46.13	\$47.83	\$49.59	\$51.42
PD22	\$43.46	\$45.06	\$46.72	\$48.44	\$50.22	\$52.07	\$53.99
PD23	\$45.63	\$47.31	\$49.06	\$50.86	\$52.73	\$54.68	\$56.69
PD24	\$47.92	\$49.68	\$51.51	\$53.41	\$55.37	\$57.41	\$59.52
PD25	\$50.31	\$52.16	\$54.08	\$56.08	\$58.14	\$60.28	\$62.50
PD26	\$52.83	\$54.77	\$56.79	\$58.88	\$61.05	\$63.29	\$65.62

Grade	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Max Step 13
PD1	\$20.09	\$20.83	\$21.60	\$22.39	\$23.22	\$24.07	\$24.96
PD2	\$21.10	\$21.87	\$22.68	\$23.51	\$24.38	\$25.28	\$26.21
PD3	\$22.15	\$22.97	\$23.81	\$24.69	\$25.60	\$26.54	\$27.52
PD4	\$23.26	\$24.12	\$25.00	\$25.92	\$26.88	\$27.87	\$28.89
PD5	\$24.42	\$25.32	\$26.25	\$27.22	\$28.22	\$29.26	\$30.34
PD6	\$25.64	\$26.59	\$27.57	\$28.58	\$29.63	\$30.72	\$31.86
PD7	\$26.93	\$27.92	\$28.95	\$30.01	\$31.12	\$32.26	\$33.45
PD8	\$28.27	\$29.31	\$30.39	\$31.51	\$32.67	\$33.87	\$35.12
PD9	\$29.69	\$30.78	\$31.91	\$33.09	\$34.30	\$35.57	\$36.88
PD10	\$31.17	\$32.32	\$33.51	\$34.74	\$36.02	\$37.35	\$38.72
PD11	\$32.73	\$33.93	\$35.18	\$36.48	\$37.82	\$39.21	\$40.66
PD12	\$34.37	\$35.63	\$36.94	\$38.30	\$39.71	\$41.17	\$42.69
PD13	\$36.08	\$37.41	\$38.79	\$40.22	\$41.70	\$43.23	\$44.82
PD14	\$37.89	\$39.28	\$40.73	\$42.23	\$43.78	\$45.39	\$47.07
PD15	\$39.78	\$41.25	\$42.77	\$44.34	\$45.97	\$47.66	\$49.42
PD16	\$41.77	\$43.31	\$44.90	\$46.56	\$48.27	\$50.05	\$51.89
PD17	\$43.86	\$45.47	\$47.15	\$48.88	\$50.68	\$52.55	\$54.48
PD18	\$46.05	\$47.75	\$49.51	\$51.33	\$53.22	\$55.18	\$57.21
PD19	\$48.36	\$50.14	\$51.98	\$53.89	\$55.88	\$57.94	\$60.07
PD20	\$50.77	\$52.64	\$54.58	\$56.59	\$58.67	\$60.83	\$63.07
PD21	\$53.31	\$55.27	\$57.31	\$59.42	\$61.61	\$63.87	\$66.23
PD22	\$55.98	\$58.04	\$60.17	\$62.39	\$64.69	\$67.07	\$69.54
PD23	\$58.78	\$60.94	\$63.18	\$65.51	\$67.92	\$70.42	\$73.01
PD24	\$61.71	\$63.99	\$66.34	\$68.79	\$71.32	\$73.94	\$76.67
PD25	\$64.80	\$67.19	\$69.66	\$72.22	\$74.88	\$77.64	\$80.50
PD26	\$68.04	\$70.55	\$73.14	\$75.84	\$78.63	\$81.52	\$84.52

Grade	Min Step 0	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
PD1	\$32,448	\$33,643	\$34,881	\$36,165	\$37,497	\$38,877	\$40,309
PD2	\$34,070	\$35,325	\$36,625	\$37,974	\$39,372	\$40,821	\$42,324
PD3	\$35,774	\$37,091	\$38,456	\$39,872	\$41,340	\$42,862	\$44,440
PD4	\$37,563	\$38,946	\$40,379	\$41,866	\$43,407	\$45,005	\$46,662
PD5	\$39,441	\$40,893	\$42,398	\$43,959	\$45,578	\$47,256	\$48,995
PD6	\$41,413	\$42,937	\$44,518	\$46,157	\$47,856	\$49,618	\$51,445
PD7	\$43,483	\$45,084	\$46,744	\$48,465	\$50,249	\$52,099	\$54,017
PD8	\$45,658	\$47,339	\$49,081	\$50,888	\$52,762	\$54,704	\$56,718
PD9	\$47,940	\$49,705	\$51,535	\$53,433	\$55,400	\$57,439	\$59,554
PD10	\$50,337	\$52,191	\$54,112	\$56,104	\$58,170	\$60,311	\$62,532
PD11	\$52,854	\$54,800	\$56,818	\$58,910	\$61,078	\$63,327	\$65,658
PD12	\$55,497	\$57,540	\$59,659	\$61,855	\$64,132	\$66,493	\$68,941
PD13	\$58,272	\$60,417	\$62,642	\$64,948	\$67,339	\$69,818	\$72,388
PD14	\$61,186	\$63,438	\$65,774	\$68,195	\$70,706	\$73,309	\$76,008
PD15	\$64,245	\$66,610	\$69,062	\$71,605	\$74,241	\$76,974	\$79,808
PD16	\$67,457	\$69,941	\$72,515	\$75,185	\$77,953	\$80,823	\$83,799
PD17	\$70,830	\$73,438	\$76,141	\$78,944	\$81,851	\$84,864	\$87,989
PD18	\$74,371	\$77,109	\$79,948	\$82,892	\$85,943	\$89,107	\$92,388
PD19	\$78,090	\$80,965	\$83,946	\$87,036	\$90,240	\$93,563	\$97,007
PD20	\$81,994	\$85,013	\$88,143	\$91,388	\$94,753	\$98,241	\$101,858
PD21	\$86,094	\$89,264	\$92,550	\$95,957	\$99,490	\$103,153	\$106,951
PD22	\$90,399	\$93,727	\$97,178	\$100,755	\$104,465	\$108,311	\$112,298
PD23	\$94,919	\$98,413	\$102,037	\$105,793	\$109,688	\$113,726	\$117,913
PD24	\$99,665	\$103,334	\$107,138	\$111,083	\$115,172	\$119,412	\$123,809
PD25	\$104,648	\$108,501	\$112,495	\$116,637	\$120,931	\$125,383	\$129,999
PD26	\$109,880	\$113,926	\$118,120	\$122,469	\$126,977	\$131,652	\$136,499

Grade	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Max Step 13
PD1	\$41,793	\$43,331	\$44,926	\$46,580	\$48,295	\$50,073	\$51,917
PD2	\$43,882	\$45,498	\$47,173	\$48,909	\$50,710	\$52,577	\$54,513
PD3	\$46,076	\$47,773	\$49,531	\$51,355	\$53,246	\$55,206	\$57,238
PD4	\$48,380	\$50,161	\$52,008	\$53,923	\$55,908	\$57,966	\$60,100
PD5	\$50,799	\$52,669	\$54,608	\$56,619	\$58,703	\$60,864	\$63,105
PD6	\$53,339	\$55,303	\$57,339	\$59,450	\$61,638	\$63,908	\$66,260
PD7	\$56,006	\$58,068	\$60,206	\$62,422	\$64,720	\$67,103	\$69,573
PD8	\$58,806	\$60,971	\$63,216	\$65,543	\$67,956	\$70,458	\$73,052
PD9	\$61,747	\$64,020	\$66,377	\$68,820	\$71,354	\$73,981	\$76,705
PD10	\$64,834	\$67,221	\$69,696	\$72,262	\$74,922	\$77,680	\$80,540
PD11	\$68,076	\$70,582	\$73,180	\$75,875	\$78,668	\$81,564	\$84,567
PD12	\$71,479	\$74,111	\$76,839	\$79,668	\$82,601	\$85,642	\$88,795
PD13	\$75,053	\$77,817	\$80,681	\$83,652	\$86,731	\$89,924	\$93,235
PD14	\$78,806	\$81,707	\$84,715	\$87,834	\$91,068	\$94,421	\$97,897
PD15	\$82,746	\$85,793	\$88,951	\$92,226	\$95,621	\$99,142	\$102,792
PD16	\$86,884	\$90,082	\$93,399	\$96,837	\$100,402	\$104,099	\$107,931
PD17	\$91,228	\$94,586	\$98,069	\$101,679	\$105,423	\$109,304	\$113,328
PD18	\$95,789	\$99,316	\$102,972	\$106,763	\$110,694	\$114,769	\$118,994
PD19	\$100,579	\$104,282	\$108,121	\$112,101	\$116,228	\$120,507	\$124,944
PD20	\$105,608	\$109,496	\$113,527	\$117,706	\$122,040	\$126,533	\$131,191
PD21	\$110,888	\$114,970	\$119,203	\$123,592	\$128,142	\$132,859	\$137,751
PD22	\$116,432	\$120,719	\$125,163	\$129,771	\$134,549	\$139,502	\$144,638
PD23	\$122,254	\$126,755	\$131,421	\$136,260	\$141,276	\$146,478	\$151,870
PD24	\$128,367	\$133,093	\$137,993	\$143,073	\$148,340	\$153,801	\$159,464
PD25	\$134,785	\$139,747	\$144,892	\$150,226	\$155,757	\$161,491	\$167,437
PD26	\$141,524	\$146,735	\$152,137	\$157,738	\$163,545	\$169,566	\$175,809

Proposed Internal Equity – 50th Percentile

In Table 39 through Table 49, the resulting proposed internal equity, assuming the strategic objective of the 50th percentile of the market, for the City is presented.

Table 39 – Proposed Internal Equity – 50th Percentile

Grade	Title
26	Assistant City Manager
25	
24	Police Chief
23	Electric Utility Director Finance Director Human Resources Director Public Works Director
22	Development Services Director Information Services Director
21	Electric Utility Superintendent
20	Assistant Public Works Director Assistant Water Utilities Director
19 PD19	Chief Building Official Planning & Zoning Director Police Commander
18	Assistant Finance Director Electric Line Crew Leader
17	
16	Building Official City Clerk Electric Lineman Electrical Engineer Network Administrator
15	Principal Planner
14 PD14	Accounting Manager Police Sergeant Public Works Field Supervisor
13 PD13	Communications Supervisor Utility Plant Operator III

Grade	Title
12 PD12	Accreditation Manager/Training Coordinator Utility Line Supervisor
11	Building Inspector Financial Management Analyst Human Resources Generalist Utility Billing Manager
10 PD10	Planner I Police Officer Public Information Officer Utility Plant Operator II Water Facilities Operator/Maintainer
9	Apprentice Electric Lineman Benefits & Retirement Coordinator Parks & Recreation Coordinator
8	Engineering Technician Information Systems Technician Planning Technician Solid Waste Supervisor
7 PD7	Code Enforcement Officer Communications Officer Crew Leader Executive Assistant to the City Manager Utility Plant Operator I Water Facilities Mechanic
6	Human Resources Specialist Mechanic Procurement/Warehouse Specialist Vehicle & Equipment Maintenance Coordinator
5	Administrative Assistant Building Assistant Customer Service Manager Police Administrative Assistant Public Works Administrative Coordinator Senior Secretary Trades Specialist Utility Line Locator
4	Property & Evidence Custodian Utility Billing Specialist Utility Line Mechanic

Grade	Title
3	Development Services Representative Meter Reader Police Records Technician Recreation Supervisor Utility Plant Operator Trainee
2	Accounts Payable Clerk Customer Service Representative Groundskeeper II Human Resources Assistant Laborer II Refuse Driver Secretary Storekeeper /Warehouse Worker Utility Maintenance Worker
1	Clerk Typist Crossing Guard Custodian Groundskeeper I Laborer I Recreation Aide Refuse Collector

Table 40 – Proposed Internal Equity – City Clerk’s Office

Grade	Title
16	City Clerk

Table 41 – Proposed Internal Equity – City Manager’s Office

Grade	Title
10	Public Information Officer
7	Executive Assistant to the City Manager
5	Senior Secretary
2	Secretary
1	Clerk Typist

Table 42 – Proposed Internal Equity – Development Services

Grade	Title
22	Development Services Director
19	Chief Building Official Planning & Zoning Director
16	Building Official
15	Principal Planner
11	Building Inspector
10	Planner I
8	Planning Technician
7	Code Enforcement Officer
5	Building Assistant
3	Development Services Representative

Table 43 – Proposed Internal Equity – Electric

Grade	Title
23	Electric Utility Director
21	Electric Utility Superintendent
18	Electric Line Crew Leader
16	Electric Lineman Electrical Engineer
9	Apprentice Electric Lineman
5	Administrative Assistant

Table 44 – Proposed Internal Equity – Finance

Grade	Title
23	Finance Director
18	Assistant Finance Director
14	Accounting Manager
11	Financial Management Analyst Utility Billing Manager
6	Procurement/Warehouse Specialist
5	Administrative Assistant Customer Service Manager
4	Utility Billing Specialist
3	Meter Reader
2	Accounts Payable Clerk Customer Service Representative Storekeeper /Warehouse Worker

Table 45 – Proposed Internal Equity – Human Resources

Grade	Title
23	Human Resources Director
11	Human Resources Generalist
9	Benefits & Retirement Coordinator
6	Human Resources Specialist
2	Human Resources Assistant

Table 46 – Proposed Internal Equity – Information Systems

Grade	Title
22	Information Services Director
16	Network Administrator
8	Information Systems Technician

Table 47 – Proposed Internal Equity – Parks & Recreation

Grade	Title
9	Parks & Recreation Coordinator
7	Crew Leader
5	Trades Specialist
3	Recreation Supervisor
1	Custodian Recreation Aide

Table 48 – Proposed Internal Equity – Police

Grade	Title
PD24	Police Chief
PD19	Police Commander
PD14	Police Sergeant
PD13	Communications Supervisor
PD12	Accreditation Manager/Training Coordinator
PD10	Police Officer
PD7	Communications Officer
5	Police Administrative Assistant
4	Property & Evidence Custodian
3	Police Records Technician
1	Crossing Guard

Table 49 – Proposed Internal Equity – Public Works

Grade	Title
26	Assistant City Manager
23	Public Works Director
20	Assistant Public Works Director Assistant Water Utilities Director
14	Public Works Field Supervisor
13	Utility Plant Operator III
12	Utility Line Supervisor
10	Utility Plant Operator II Water Facilities Operator/Maintainer
8	Engineering Technician Solid Waste Supervisor
7	Utility Plant Operator I Water Facilities Mechanic
6	Mechanic Vehicle & Equipment Maintenance Coordinator
5	Public Works Administrative Coordinator Utility Line Locator
4	Utility Line Mechanic
3	Utility Plant Operator Trainee
2	Groundskeeper II Laborer II Refuse Driver Utility Maintenance Worker
1	Groundskeeper I Laborer I Refuse Collector