



COMPENSATION STUDY

FY 2019 Plan for City of Madeira Beach



(888) 522-7772

www.pspc.us

1. EXECUTIVE SUMMARY

It is with pleasure that we present this summary describing the findings and recommendations from the FY 2019 Compensation Study.

A. SUMMARY OF FINDINGS

1. The City has approximately 51 unique job descriptions for providing City services; while PSPC was not contracted to make classification changes, we proposed minor title modifications as shown on page 3. These are informal suggestions as we were not afforded the opportunity to conduct a full study.
2. The City's current salary ranges are competitive (within 5% of prevailing rates) for 43% of the benchmark market sample job classifications (page 4).
3. The City's current salary ranges are not competitive (-5% of more below prevailing rates) for 57% of the benchmark market sample job classifications (page 4).
4. The full estimated base pay cost to adopt the proposed pay ranges for FY 2019, established at 100% of market average, and provide market adjustments for affected employees, is \$41,000 (page 10).

B. SUMMARY OF RECOMMENDATIONS

- Adopt the new salary range table on page 5 and the pay ranges proposed for each classification beginning on page 6.
- Bring the salaries of all employees below Minimum up to the new Minimum, and provide additional in-range market adjustments as financially able.
- Budget for salary increases within the proposed pay ranges in future years, and re-calculate the cost of any additional market increases for FY 2020.
 - a) The City does not need to conduct a new salary study as PSPC has already established benchmarks and aligned City jobs to market.
 - b) The City should contact their comparator agencies to establish how they are moving their salary ranges and how they are moving their employees through those ranges.
- Keep pace with the market as much as financially possible. When able, move your employees more than your ranges to avoid compression.

2. POSITION ANALYSIS AND CLASSIFICATION

Position analysis and classification is the process of documenting and verifying the number, type, and distinct levels of occupational job classes within the City, and assigning each budgeted position to the correct occupational job class. This process establishes the sound basis for the subsequent salary plan which is administered at the job class level.

A. PRINCIPAL STEPS IN THE CLASSIFICATION PROCESS

Without conducting a full classification study, the information on the following pages are loose recommendations.

Summary of Proposed Title Changes

Current Title	Proposed Title	Job Change Status
---------------	----------------	-------------------

Division Supervisor	Records Supervisor	New Title
Division Supervisor	Parking Enforcement Supervisor	New Title
Division Supervisor	Stormwater Supervisor	New Title
Division Supervisor	Sanitation Supervisor	New Title
Division Supervisor	Marina Supervisor	New Title
Division Supervisor	Recreation Supervisor	New Title
Accounting Manager	Accounting Manager	No Change
Building Codes Compliance Officer I	Building Codes Compliance Officer I	No Change
Building Codes Compliance Officer II	Building Codes Compliance Officer II	No Change
Building Codes Compliance Officer III	Building Codes Compliance Officer III	No Change
Building Official	Building Official	No Change
Childcare Director	Childcare Director	No Change
City Clerk	City Clerk	No Change
Code Enforcement Specialist	Code Enforcement Specialist	No Change
Deputy City Clerk	Deputy City Clerk	No Change
Driver/Paramedic	Driver/Paramedic	No Change
Executive Office Manager	Executive Assistant to City Manager	No Change
Finance Director	Finance Director	No Change
Fire Chief	Fire Chief	No Change
Fire Inspector	Fire Inspector	No Change
Firefighter / Paramedic	Firefighter / Paramedic	No Change
Fiscal Coordinator	Fiscal Coordinator	No Change
HR/Financial Coordinator	HR/Financial Coordinator	No Change
Lieutenant / Paramedic	Lieutenant / Paramedic	No Change
Marina & Public Works Director	Public Works / Marina Director	No Change
Parks and Recreation Director	Parks and Recreation Director	No Change
Planning & Zoning Director	Community Development Director	No Change
Planning and Zoning Coordinator	Planning and Zoning Coordinator	No Change
Public Information Specialist	Public Information Specialist	No Change
Recreation Leader I	Recreation Leader I	No Change
Recreation Leader II	Recreation Leader II	No Change
Recreation Leader III	Recreation Leader III	No Change
Administrative Assistant I	Administrative Assistant	Title Change
Administrative Assistant II	Senior Administrative Assistant	Title Change
Building Maintenance Worker I	Building Maintenance Worker	Title Change
Building Maintenance Worker II	Senior Building Maintenance Worker	Title Change
Grounds Maintenance Worker I	Parks Maintenance Worker	Title Change
Grounds Maintenance Worker II	Senior Parks Maintenance Worker	Title Change
Marina Assistant I	Marina Worker	Title Change
Marina Assistant II	Senior Marina Worker	Title Change
Parking Enforcement Officer I	Parking Enforcement Officer	Title Change
Parking Enforcement Officer II	Senior Parking Enforcement Officer	Title Change
Public Works Technician I	Public Works Technician	Title Change
Public Works Technician II	Senior Public Works Technician	Title Change
Sanitation Worker I	Sanitation Worker	Title Change
Sanitation Worker II	Senior Sanitation Worker	Title Change

3. EXTERNAL COMPARISONS

The following paragraphs and tables describe the market data collected and used for pay plan development.

A. SURVEY COMPARATORS

We obtained salary plan and job description details from the following employers for comparison:

Survey Organization	Number of Matches from Each Comparator	Comparator's Relationship to Madeira Beach	Comparator's Relationship to Market	Average Range Width	Sperlings Cost of Living Index
Belleair, City of	17	10%	-2%	91%	135.0%
Indian Rocks Beach, City of	7	1%	-9%	29%	158.0%
Pinellas Park, City of	28	19%	8%	51%	100.0%
Seminole, City of	25	8%	-2%	45%	106.0%
South Pasadena, City of	15	10%	-3%	47%	112.0%
St. Pete Beach, City of	28	5%	-6%	51%	146.0%
Treasure Island, City of	25	11%	5%	49%	137.5%
Madeira Beach, City of	32	NA	-12%	50%	153.0%

B. SURVEY METHODOLOGY

We utilized the standard "structure-to-structure" method to compare the City's salary structures to the prevailing rates. The City's salary structures and the prevailing rates are represented by their Midpoints, which are the amounts employers pay for sustained competent job performance.

The Midpoint is the most objective, occupation-specific and consistent component of salary structures among employers, as the varying widths of salary ranges are too great to utilize Minimum or Maximum. Midpoint is not affected by actual salary averages which may reflect longevity, pay-for-performance, and a myriad of subjective salary plan administration characteristics of the comparator employers. When individual salary plans were comprised of steps, the beginning and ending steps were added and the sum divided by two (2) to calculate a true midpoint.

C. SUMMARY OF SURVEY FINDINGS

The following table summarizes the City's variance to market; the City's current plan is competitive for 43% of the survey sample, and behind market by more than -5% for 57% of the survey sample.

<u>Relationship to Prevailing Rates</u>	<u>Benchmark Job Classes</u>	<u>% of Sample</u>
Below	17	57%
Comparable	7	23%
Above	6	20%

A. PROPOSED PAY TABLE

The following are suggested pay tables and salary ranges for each job classification.

A. CIVILIAN SCALE

Salary Range	Minimum	Midpoint	Maximum	Salary Range
3	\$18,346	\$22,932	\$27,518	3
4	\$19,263	\$24,079	\$28,894	4
5	\$20,226	\$25,283	\$30,339	5
6	\$21,237	\$26,547	\$31,856	6
7	\$22,299	\$27,874	\$33,449	7
8	\$23,414	\$29,268	\$35,121	8
9	\$24,585	\$30,731	\$36,877	9
10	\$25,814	\$32,268	\$38,721	10
11	\$27,105	\$33,881	\$40,657	11
12	\$28,460	\$35,575	\$42,690	12
13	\$29,883	\$37,354	\$44,825	13
14	\$31,377	\$39,222	\$47,066	14
15	\$32,946	\$41,183	\$49,419	15
16	\$34,593	\$43,242	\$51,890	16
17	\$36,323	\$45,404	\$54,485	17
18	\$38,139	\$47,674	\$57,209	18
19	\$40,046	\$50,058	\$60,069	19
20	\$42,048	\$52,561	\$63,073	20
21	\$44,151	\$55,189	\$66,226	21

- Jobs have been placed on pay ranges based on market data and internal relationships
- Individual jobs can be re-assigned to different pay ranges when market moves
- Salary adjustments can be budgeted within the pay ranges using current merit plan

B. FIRE RANGES

Pay ranges for Fire occupations are unchanged and outside the scope of this study.

PSPC did not review classification or compensation for the Fire Department other than the civilian position of Fire Chief.

Proposed FY 2019 Pay Range Placements (not all titles are active/funded)

Proposed Title	-- illustrated at 100% of Market --			
	Salary Range	Minimum	Midpoint	Maximum
Executive Assistant to City Manager	22	\$46,358	\$57,948	\$69,538
Senior Administrative Assistant	17	\$36,323	\$45,404	\$54,485
Administrative Assistant	12	\$28,460	\$35,575	\$42,690
Seasonal Employee	4	\$19,263	\$24,079	\$28,894
City Clerk	28	\$62,125	\$77,656	\$93,187
Deputy City Clerk	21	\$44,151	\$55,189	\$66,226
Public Information Specialist	21	\$44,151	\$55,189	\$66,226
Records Supervisor	18	\$38,139	\$47,674	\$57,209
Finance Director	34	\$83,253	\$104,066	\$124,880
Accounting Manager	27	\$59,166	\$73,958	\$88,750
Fiscal Coordinator	24	\$51,110	\$63,888	\$76,665
HR/Financial Coordinator	24	\$51,110	\$63,888	\$76,665
Parking Enforcement Supervisor	18	\$38,139	\$47,674	\$57,209
Senior Parking Enforcement Officer	11	\$27,105	\$33,881	\$40,657
Parking Enforcement Officer	3	\$18,346	\$22,932	\$27,518
Community Development Director	32	\$75,513	\$94,391	\$113,269
Building Official	32	\$75,513	\$94,391	\$113,269
Planning and Zoning Coordinator	26	\$56,349	\$70,436	\$84,523
Building Codes Compliance Officer III	19	\$40,046	\$50,058	\$60,069
Permit Technician	17	\$36,323	\$45,404	\$54,485

Building Codes Compliance Officer II	16	\$34,593	\$43,242	\$51,890
Building Codes Compliance Officer I	13	\$29,883	\$37,354	\$44,825
Merge W/ Administrative Assistant				

Code Enforcement Specialist	13	\$29,883	\$37,354	\$44,825
-----------------------------	----	----------	----------	----------

Stormwater Supervisor	21	\$44,151	\$55,189	\$66,226
Senior Public Works Technician	16	\$34,593	\$43,242	\$51,890
Public Works Technician	12	\$28,460	\$35,575	\$42,690
Senior Building Maintenance Worker	15	\$32,946	\$41,183	\$49,419
Building Maintenance Worker	11	\$27,105	\$33,881	\$40,657

Sanitation Supervisor	21	\$44,151	\$55,189	\$66,226
Senior Sanitation Worker	13	\$29,883	\$37,354	\$44,825
Sanitation Worker	9	\$24,585	\$30,731	\$36,877

Public Works / Marina Director	32	\$75,513	\$94,391	\$113,269
Marina Supervisor	21	\$44,151	\$55,189	\$66,226
Senior Marina Worker	13	\$29,883	\$37,354	\$44,825
Marina Worker	9	\$24,585	\$30,731	\$36,877

Parks and Recreation Director	32	\$75,513	\$94,391	\$113,269
Childcare Director	21	\$44,151	\$55,189	\$66,226
Parks Supervisor	21	\$44,151	\$55,189	\$66,226
Recreation Supervisor	21	\$44,151	\$55,189	\$66,226
Recreation Leader III	17	\$36,323	\$45,404	\$54,485
Recreation Leader II	11	\$27,105	\$33,881	\$40,657

Recreation Leader I	6	\$21,237	\$26,547	\$31,856
Mechanic	17	\$36,323	\$45,404	\$54,485
Senior Parks Maintenance Worker	13	\$29,883	\$37,354	\$44,825
Parks Maintenance Worker	9	\$24,585	\$30,731	\$36,877

Fire Chief	34	\$83,253	\$104,066	\$124,880
-------------------	-----------	-----------------	------------------	------------------

Fire Inspector

Lieutenant / Paramedic

Driver/Paramedic

Firefighter / Paramedic

4. SALARY ADMINISTRATION

Following are key salary plan maintenance procedures.

A. FUNDING INITIAL IMPLEMENTATION AND ANNUAL UPDATES

We recommend the City's salary plan be established, place jobs onto that salary schedule at 100% of the market rate, and move employees through the range to avoid compression.

First Phase of Implementation

- Employees who fall below new minimum will be moved to the new minimum for the pay range
- This was approved to be put into the budget during a Council session in late April 2019
- This costs approximately \$21,000

Second Phase of Implementation

- Move employees to Midpoint of their range in 7 or 10 years
- This costs approximately \$22,000 or \$33,000 depending upon how quickly the City moves employees to the midpoint

B. REGULAR PLAN UPDATE STEPS

- Budget for merit increases within the proposed pay ranges in future years, and re-calculate the cost of any additional market increases for FY 2020.
 - a) The City does not need to conduct a new salary study as PSPC has already established benchmarks and aligned City jobs to market.
 - b) The City should contact their comparator agencies to establish how they are moving their salary ranges and how they are moving their employees through those ranges.
- Keep pace with the market as much as financially possible. When able, move your employees more than your ranges to avoid compression.

PUBLIC SECTOR PERSONNEL CONSULTANTS

RESULTS OF THE COMPENSATION STUDY
FOR MADEIRA BEACH

**PUBLIC
SECTOR**
PERSONNEL
CONSULTANTS

MEETING AGENDA

- REVIEW PUBLIC SECTOR PERSONNEL CONSULTANT'S ROLE
- REVIEW SALARY SURVEY GUIDELINES
- EVALUATE COMPENSATION RESULTS
- OUTLINE COMPENSATION FINDINGS
- REVIEW IMPLEMENTATION OPTIONS

INTRODUCTION TO PUBLIC SECTOR PERSONNEL CONSULTANTS (PSPC)

- 1972 – ORIGINATED AS PUBLIC SECTOR GROUP OF HAY ASSOCIATES
- 1992 – WE ESTABLISHED OUR NATIONAL OFFICE IN ARIZONA
- WE SPECIALIZE IN HUMAN RESOURCES FOR PUBLIC EMPLOYERS
- OVER 1,000 PUBLIC EMPLOYERS SERVED BY MEMBERS OF OUR FIRM
- OUR GOAL IS TO BE AN OBJECTIVE 3RD PARTY PROVIDING ACCURACY, GUIDANCE, AND THOROUGHNESS IN ALL MATTERS RELATING TO COMPENSATION AND CLASSIFICATION

SALARY SURVEY

- PSPC CONSIDERED THE RECOMMENDATIONS OF EMPLOYEE GROUPS AND REQUESTED JOB DESCRIPTIONS, ORG CHARTS, SALARY STRUCTURES, AND BENEFIT PLANS FROM 8 DIFFERENT ORGANIZATIONS AND THE PRIVATE SECTOR
- THESE COMPARATORS WERE SELECTED BASED ON THE AGREED UPON CRITERIA IN PLACE AT THE START OF THE STUDY
- SALARY SURVEY WILL ANSWER THE QUESTION OF "WHERE ARE WE?"
- IMPLEMENTATION ANSWERS THE QUESTION "WHERE DO WE WANT TO BE?"

HIGH LEVEL COMPENSATION SURVEY RESULTS

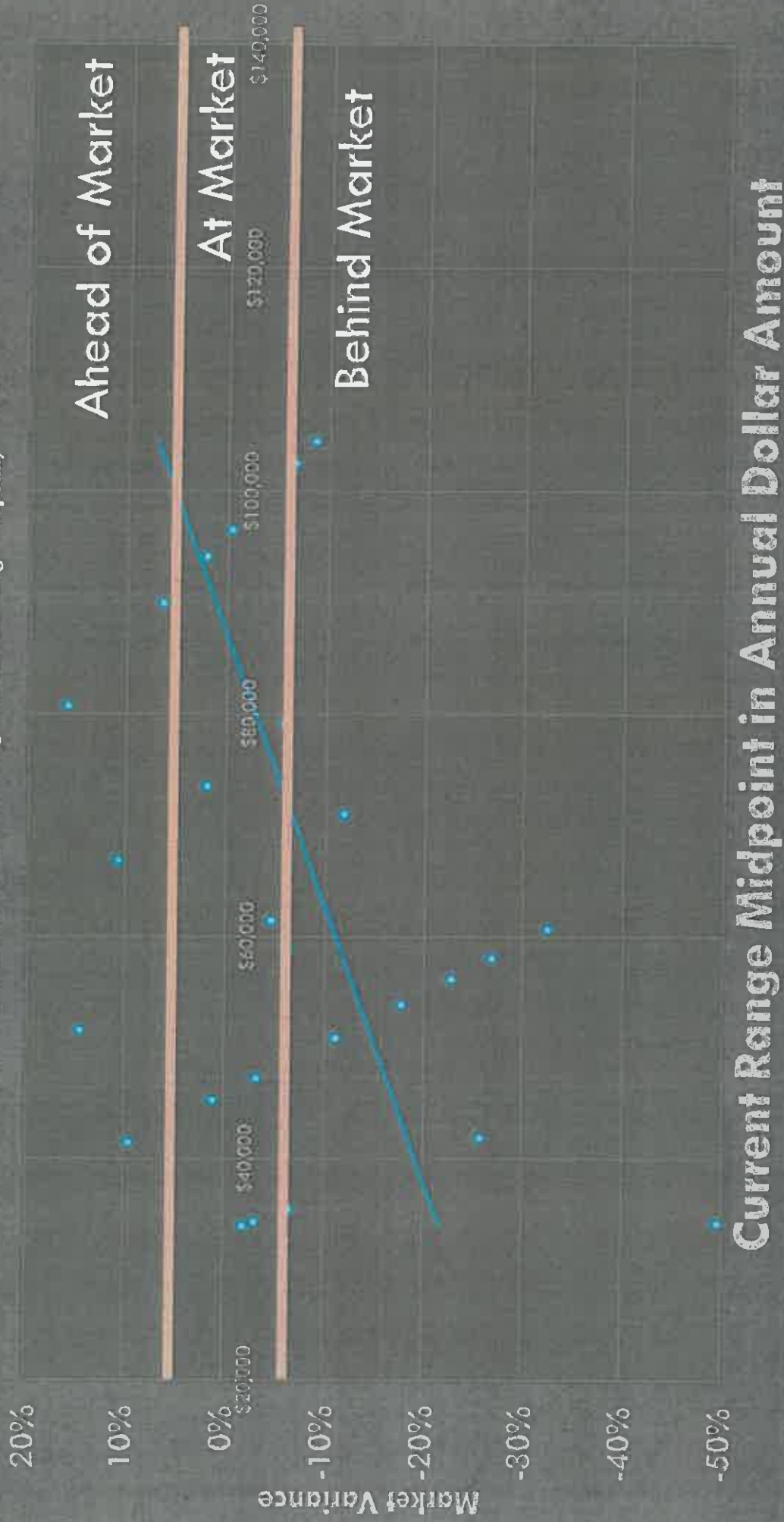
MADEIRA BEACH IS COMPETITIVE FOR 47% OF JOBS

- PSPC SURVEYED ~32 POSITIONS AND FOUND OVER 200 COMPARABLE JOBS IN THE MARKET
- ON AVERAGE, MADEIRA BEACH IS AT, OR AHEAD, OF MARKET FOR 47% OF THEIR JOBS
- THIS IS LOOKING MIDPOINT TO MIDPOINT WITH NO ADJUSTMENTS FOR COST OF LIVING

Compensation Summary	Number of Positions	Percentages of Positions
More than 5% Behind Market	16	53%
AT Market	8	27%
More than 5% Ahead of Market	6	20%

Current Midpoint Vs Market Variances

(Results of Salary Survey Shown Against Current Range Midpoint)



IMPLEMENTATION OPTIONS:

ESTABLISH A NEW SALARY SCHEDULES

- WITH THE EXCEPTION OF FIRE, ALL EMPLOYEES WOULD BE ON A NEW SALARY SCHEDULE THAT IS 50% WIDE, AND HAS 5% INCREASES BETWEEN RANGES
- PUBLIC SAFETY'S SALARY SCHEDULE WOULD BE ADJUSTED TO MATCH MARKET

USE MARKET TO PLACE JOBS ONTO SCHEDULES

- USE MARKET DATA TO PLACE JOBS ONTO THE SALARY SCHEDULE BASED ON PREVAILING RATE
- USE 30+ BENCHMARKS TO "SLOT" ADDITIONAL JOBS BASED ON INTERNAL EQUITY

MOVE EMPLOYEES THROUGH THEIR RANGE

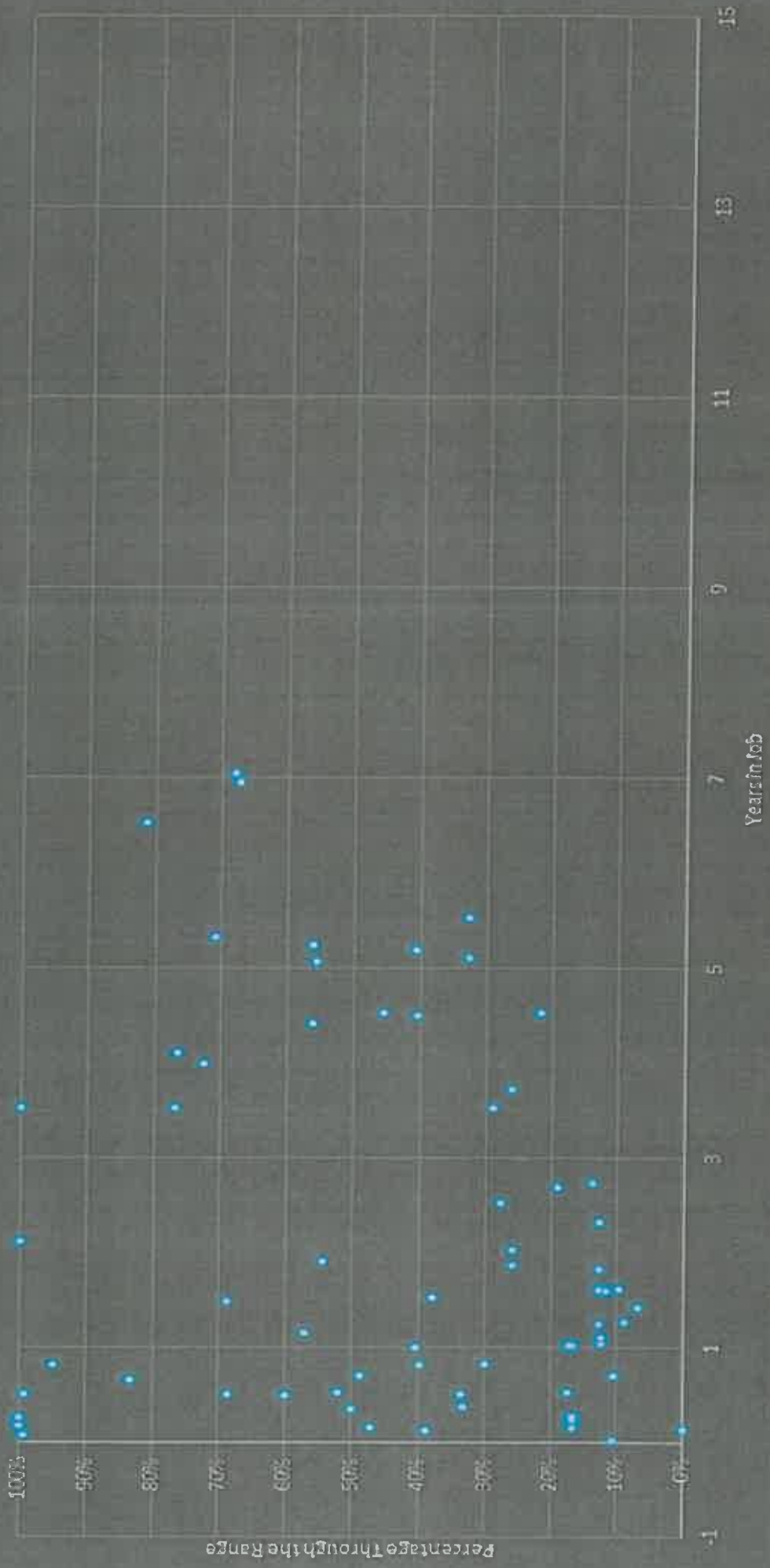
- TO AVOID COMPRESSION, MOVE EMPLOYEES INTO THE NEW RANGE
- MOVE EMPLOYEES TO MIDPOINT WITHIN A SET NUMBER OF YEARS
- SLOW EMPLOYEES DOWN AFTER MIDPOINT TO AVOID TAKING AWAY FUTURE EARNING POTENTIAL
- EMPLOYEES HAVE THE HIGHER GROWTH POTENTIAL FROM EARN IN A HIGHER RANGE WHILE AVOIDING SPENDING MONEY TO MAX OUT EMPLOYEES IN NEW RANGES

PROPOSED SALARY SCHEDULE

- MORE RANGES THAN SHOWN HERE
- PROVIDES ENOUGH RANGES TO RESPOND TO MARKET
- IE, A JOB CAN BE PLACED ON RANGE 8 OR 9 BASED ON MARKET – WITH MORE RANGES COMES MORE CHOICE
- THE RANGES ARE WIDE ENOUGH TO ALLOW EMPLOYEES TO MOVE FROM MINIMUM TO MAXIMUM AND AVOID COMPRESSION

Salary Range	Minimum	Midpoint	Maximum	Salary Range
0	\$0	\$0	\$0	0
1	\$16,640	\$20,800	\$24,960	1
2	\$17,472	\$21,840	\$26,208	2
3	\$18,346	\$22,932	\$27,518	3
4	\$19,263	\$24,079	\$28,894	4
5	\$20,226	\$25,283	\$30,339	5
6	\$21,237	\$26,547	\$31,856	6
7	\$22,299	\$27,874	\$33,449	7
8	\$23,414	\$29,268	\$35,121	8
9	\$24,585	\$30,731	\$36,877	9
10	\$25,814	\$32,268	\$38,721	10
11	\$27,105	\$33,881	\$40,657	11
12	\$28,460	\$35,575	\$42,690	12
13	\$29,883	\$37,354	\$44,825	13
14	\$31,377	\$39,222	\$47,066	14
15	\$32,946	\$41,183	\$49,419	15
16	\$34,593	\$43,242	\$51,890	16
17	\$36,323	\$45,404	\$54,485	17
18	\$38,139	\$47,674	\$57,209	18
19	\$40,046	\$50,058	\$60,069	19
20	\$42,048	\$52,561	\$63,073	20

Current Range Penetration by Years in Job



MADEIRA BEACH STUDY FINDINGS

SALARY SURVEY TELLS YOU WHERE YOU ARE, NOT WHERE YOU SHOULD BE
FINDINGS INFORM AND GUIDE RECRUITMENT AND RETENTION OF EMPLOYEES

NEXT STEPS:

MOVE ONTO NEW SALARY SCHEDULE

PLACE JOBS ONTO THE SALARY SCHEDULE BASED ON MARKET

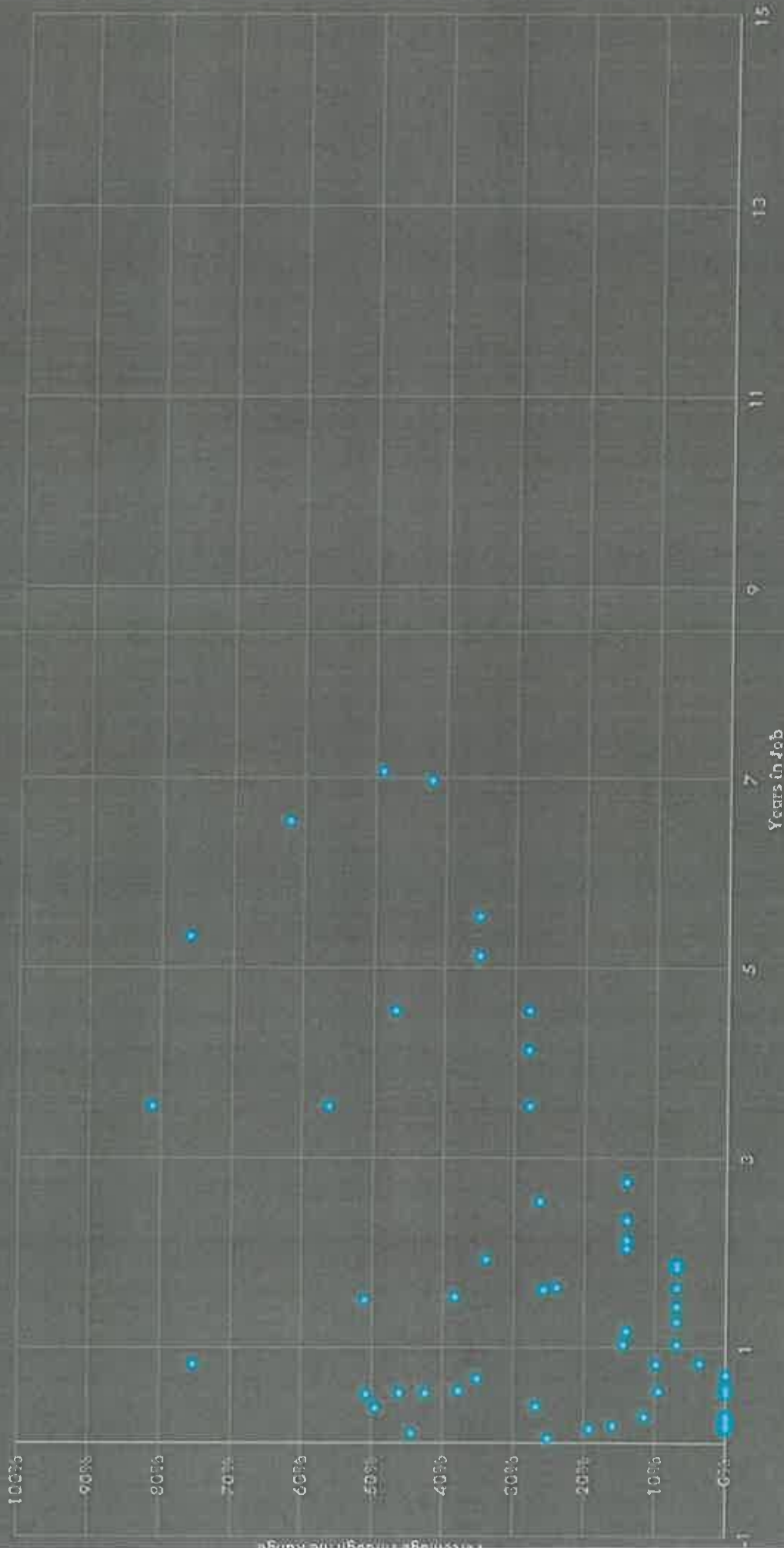
MOVE EMPLOYEES THROUGH THEIR NEW RANGES BASED ON TIME IN JOB

IMPLEMENTATION COSTS AND OPTIONS

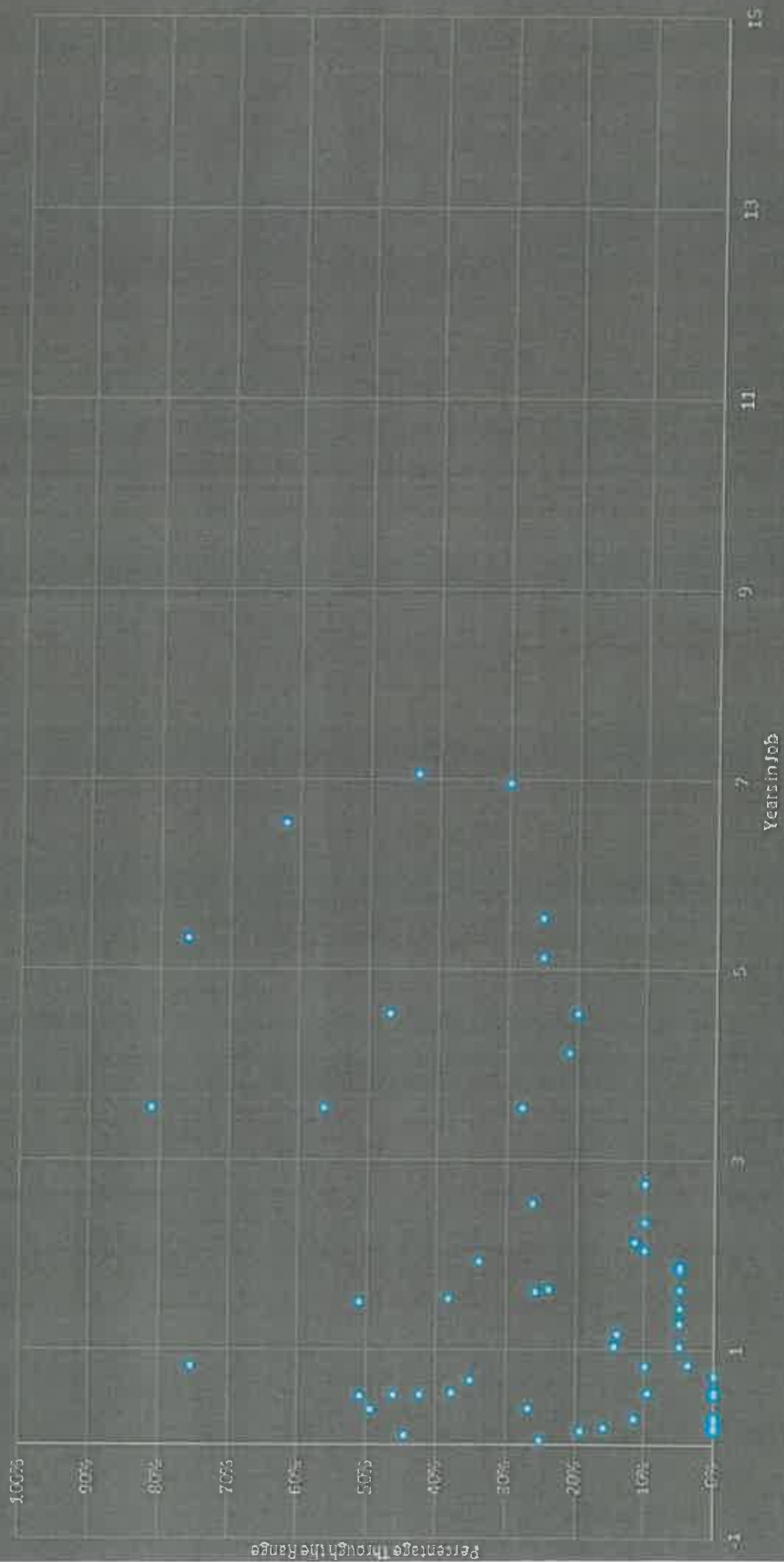
Move to 100% of Market (Not Including Fire)	Number of People Affected	Average Increase in Salary	Total Cost to Implement
Cost to Move to Minimum of New Range	17	\$1,293	\$21,983
Cost to Move to Midpoint in 10 Years (\$6K Cap)	14	\$1,616	\$22,623
Cost to Move to Midpoint in 10 Years (No Cap)	14	\$1,616	\$22,623
Cost to Move to Midpoint in 7 Years (\$6K Cap)	17	\$1,959	\$33,299
Cost to Move to Midpoint in 7 Years (No Cap)	17	\$2,162	\$36,751
Move to 100% of Market (Fire)	Number of People Affected	Average Increase in Salary	Total Cost to Implement
Cost to Remain on Current Step	12	\$4,091	\$49,090
Cost to Move to Next Nearest Step	12	\$255	\$3,055

Move to 105% of Market (Not Including Fire)	Number of People Affected	Average Increase in Salary	Total Cost to Implement
Cost to Move to Minimum of New Range	23	\$1,939	\$44,591
Cost to Move to Midpoint in 10 Years (\$6K Cap)	19	\$1,814	\$34,460
Cost to Move to Midpoint in 10 Years (No Cap)	19	\$1,814	\$34,460
Cost to Move to Midpoint in 7 Years (\$6K Cap)	20	\$2,418	\$48,353
Cost to Move to Midpoint in 7 Years (No Cap)	20	\$2,745	\$54,891
Move to 105% of Market (Fire)	Number of People Affected	Average Increase in Salary	Total Cost to Implement
Cost to Remain on Current Step	12	\$7,113	\$85,357
Cost to Move to Next Nearest Step	12	\$1,425	\$17,105

Range Penetration to Move to Midpoint in 7 Years by Years in Job



Range Penetration to Move to Midpoint in 10 Years
by Years in Job



PUBLIC SECTOR PERSONNEL CONSULTANTS

**PUBLIC
SECTOR**
PERSONNEL
CONSULTANTS



Madeira Beach 2019
 Salary Survey Summary
 By Comparator Organization

Survey Organization	Number of Matches from Each Comparator	Survey Date	Aged to 8/1/2018	Base Compensation			General Details	
				Annual Aging Fac	Comparator's Relationship to Madeira Beach	Comparator's Relationship to Market	Average Range Width	Sperrings Cost of Living Index
Belleair, City of	17	7/2/2018	0%	5%	10%	-2%	91%	135.0%
Indian Rocks Beach, City of	7	7/3/2018	0%		1%	-9%	28%	158.0%
Pinellas Park, City of	26	7/4/2018	0%		19%	8%	51%	100.0%
Seminole, City of	25	7/5/2018	0%		8%	-2%	45%	106.0%
South Pasadena, City of	15	7/6/2018	0%		10%	-3%	47%	112.0%
St. Pete Beach, City of	28	7/7/2018	0%		5%	-6%	51%	146.0%
Treasure Island, City of	25	7/8/2018	0%		11%	5%	49%	137.5%
Madeira Beach, City of	32				NA	-12%	50%	153.0%

Client Name
Permanent Salary Range Table

Salary Range	Minimum	Midpoint	Maximum	Salary Range
3	\$18,346	\$22,932	\$27,518	3
4	\$19,263	\$24,079	\$28,894	4
5	\$20,226	\$25,283	\$30,339	5
6	\$21,237	\$26,547	\$31,856	6
7	\$22,299	\$27,874	\$33,449	7
8	\$23,414	\$29,268	\$35,121	8
9	\$24,585	\$30,731	\$36,877	9
10	\$25,814	\$32,268	\$38,721	10
11	\$27,105	\$33,881	\$40,657	11
12	\$28,460	\$35,575	\$42,690	12
13	\$29,883	\$37,354	\$44,825	13
14	\$31,377	\$39,222	\$47,066	14
15	\$32,946	\$41,183	\$49,419	15
16	\$34,593	\$43,242	\$51,890	16
17	\$36,323	\$45,404	\$54,485	17
18	\$38,139	\$47,674	\$57,209	18
19	\$40,046	\$50,058	\$60,069	19
20	\$42,048	\$52,561	\$63,073	20
21	\$44,151	\$55,189	\$66,226	21
22	\$46,358	\$57,948	\$69,538	22
23	\$48,676	\$60,845	\$73,015	23
24	\$51,110	\$63,888	\$76,865	24
25	\$53,666	\$67,082	\$80,498	25
26	\$56,349	\$70,436	\$84,523	26
27	\$59,166	\$73,958	\$88,750	27
28	\$62,125	\$77,656	\$93,187	28
29	\$65,231	\$81,539	\$97,846	29
30	\$68,492	\$85,616	\$102,739	30
31	\$71,917	\$89,896	\$107,876	31
32	\$75,513	\$94,391	\$113,269	32
33	\$79,289	\$99,111	\$118,933	33
34	\$83,253	\$104,066	\$124,860	34
35	\$87,416	\$109,270	\$131,124	35
36	\$91,786	\$114,733	\$137,680	36
37	\$96,376	\$120,470	\$144,564	37
38	\$101,195	\$126,493	\$151,792	38
39	\$106,254	\$132,818	\$159,382	39
40	\$111,567	\$139,459	\$167,351	40
41	\$117,145	\$146,432	\$175,718	41
42	\$123,003	\$153,753	\$184,504	42
43	\$129,153	\$161,441	\$193,729	43
44	\$135,610	\$169,513	\$203,416	44
45	\$142,391	\$177,989	\$213,586	45
46	\$149,511	\$186,888	\$224,266	46
47	\$156,986	\$196,233	\$235,479	47
48	\$164,835	\$206,044	\$247,253	48
49	\$173,077	\$216,346	\$259,616	49
50	\$181,731	\$227,164	\$272,596	50

Madeira Beach 2019 Salary Survey

Classification Details				Base Salary Calculations								
Current Job Class Title	Proposed Job Class Title	Survey Job Class	Survey Organization	Base Annual Salary			Match Strength (From Matching Tool)	Aging Factor (From Survey Sources Tab)	Base Comp Midpoint	Market Base Comp Midpoint	Variance	
				Min	Max	Midpoint				\$	%	
Accounting Manager												
	Accounting Manager			\$66,560	\$83,200	\$74,880			\$74,880	\$66,813	\$6,067	10.77%
Current Salary Range:		0										
Range Nearest Market:		64										
	Senior Accountant		Seminole, City of	\$59,939	\$86,912	\$73,426	100%	100%		\$73,697		
	Assistant Finance Director		Treasure Island, City of	\$58,090	\$87,135	\$72,613	100%	100%		\$72,851		
	Finance Director		Indian Rocks Beach, City of	\$58,640	\$84,960	\$70,800	100%	100%		\$71,081		
	Assistant Finance Director		South Pasadena, City of	\$47,988	\$69,314	\$58,650	100%	100%		\$58,859		
	Assistant Finance Director		Belleair, City of	\$39,083	\$75,595	\$57,339	100%	100%		\$57,575		
Current Salary Range:		0										
Range Nearest Market:		64										
	Accounting Manager			\$66,560	\$83,200	\$74,880			\$74,880	\$66,813	\$6,067	10.77%
Current Salary Range:		0										
Range Nearest Market:		64										
	Prevaling Rate:									\$66,813		
Administrative Assistant I												
	Administrative Assistant			\$23,920	\$42,640	\$33,280			\$33,280	\$35,444	-\$2,164	-6.50%
Current Salary Range:		0										
Range Nearest Market:		38										
	Executive Secretary		Belleair, City of	\$29,162	\$46,514	\$37,838	100%	100%		\$37,993		
	Administrative Assistant		Treasure Island, City of	\$29,880	\$44,616	\$37,253	100%	100%		\$37,375		
	Administrative Clerk		Pinellas Park, City of	\$28,680	\$43,639	\$36,159	100%	100%		\$36,298		
	Administrative Assistant I		Seminole, City of	\$28,832	\$41,808	\$35,319	100%	100%		\$35,450		
	Receptionist/Office Assistant		St. Pete Beach, City of	\$23,874	\$36,125	\$30,000	100%	100%		\$30,103		
Current Salary Range:		0										
Range Nearest Market:		38										
	Prevaling Rate:									\$35,444		
Building Codes Compliance Office Building Codes Compliance Officer I												
	Building Codes Compliance Officer			\$19,760	\$26,000	\$22,880			\$22,880	\$38,003	-\$15,123	-65.10%
Current Salary Range:		0										
Range Nearest Market:		41										
	Building Dev Technician		Pinellas Park, City of	\$32,448	\$49,373	\$40,911	100%	100%		\$41,068		
	Permit Tech II		St. Pete Beach, City of	\$30,470	\$46,080	\$38,275	100%	100%		\$38,408		
	Permit/Licensing Technician		Seminole, City of	\$30,275	\$43,898	\$37,087	100%	100%		\$37,224		
	Assistant Permit/Licensing Tech		South Pasadena, City of	\$28,259	\$42,121	\$35,190	100%	100%		\$35,315		
Current Salary Range:		0										
Range Nearest Market:		41										
	Prevaling Rate:									\$38,003		

DRAFT

Madeira Beach 2019 Salary Survey

Classification Details				Base Salary Calculations								
Current Job Class Title	Proposed Job Class Title	Survey Job Class	Survey Organization	Base Annual Salary			Match Strength (From Matching Tool)	Aging Factor (From Survey Sources Tab)	Base Comp Midpoint	Market Base Comp Midpoint	Variance	
				Min	Max	Midpoint					\$	%
Lieutenant / Paramedic	Lieutenant / Paramedic			\$53,286	\$73,760	\$63,523			\$63,523	\$70,364	-\$6,861	-10.50%
Fire Lieutenant (56 Hour)+Paramedic Assignment			Pinellas Park, City of	\$65,537	\$78,758	\$72,148	100%	100%		\$72,424		
LT/Paramedic			Treasure Island, City of	\$59,259	\$76,056	\$67,658	100%	100%		\$87,860		
LT/Paramedic			South Pasadena, City of	\$75,503	\$81,267	\$78,385	100%	100%		\$78,664		
Lieutenant/Medic			Seminole, City of	\$56,603	\$72,989	\$64,796	100%	100%		\$65,036		
LT/Paramedic			St. Pete Beach, City of	\$59,457	\$75,914	\$67,686	100%	100%		\$67,917		
Current Salary Range:		0										
Range Nearest Market:		66										
										Prevailing Rate: \$70,384		

Madeira Beach 2019 Salary Survey

Classification Details			Beech Salary Calculations									
Current Job Class Title	Proposed Job Class Title	Survey Job Class	Survey Organization	Beech Annual Salary			Match Strength (From Matching Tool)	Aging Factor (From Survey Sources Tab)	Base Comp Midpoint	Market Base Comp Midpoint	Variance	
				Min	Max	Midpoint					\$	%
Driver/Paramedic	Driver/Paramedic			\$47,529	\$69,862	\$58,696			\$58,696	\$81,395	-\$2,700	-4.60%
	Firefighter + Driver Incentive		Pinellas Park, City of Treasure Island, City of South Pasadena, City of Seminole, City of St. Pete Beach, City of	\$51,214	\$78,948	\$65,081	100%	100%		\$65,330		
	Fire Medic + Driver Incentive			\$48,412	\$70,412	\$59,412	100%	100%		\$59,632		
	Firefighter/Paramedic + Driver Incentive			\$48,391	\$68,653	\$59,022	100%	100%		\$59,224		
Current Salary Range:	0									Prevalling Rate: \$61,395		
Range Nearest Market:	60											
Firefighter / Paramedic	Firefighter / Paramedic			\$44,917	\$65,963	\$55,440			\$55,440	\$58,646	-\$3,206	-5.78%
	Firefighter + Paramedic Add Pay		Pinellas Park, City of Treasure Island, City of South Pasadena, City of Seminole, City of St. Pete Beach, City of	\$48,884	\$67,868	\$58,376	100%	100%		\$58,600		
	Firefighter/Paramedic			\$46,841	\$68,340	\$57,491	100%	100%		\$57,680		
	Firefighter/Paramedic			\$51,958	\$72,552	\$62,255	100%	100%		\$62,477		
	Fire Medic			\$45,500	\$67,500	\$56,500	100%	100%		\$56,709		
	Firefighter/Paramedic			\$46,935	\$68,197	\$57,566	100%	100%		\$57,763		
Current Salary Range:	0									Prevalling Rate: \$58,646		
Range Nearest Market:	58											
Marina & Public Works Director	Public Works / Marina Director			\$82,000	\$110,240	\$96,120			\$96,120	\$98,492	-\$372	-0.39%
	Public Works Director		Treasure Island, City of Pinellas Park, City of St. Pete Beach, City of Seminole, City of South Pasadena, City of Belleair, City of	\$89,769	\$134,654	\$112,212	100%	100%		\$112,580		
	Public Works Administrator			\$87,126	\$132,572	\$109,849	100%	100%		\$110,270		
	Public Works Director			\$71,880	\$106,725	\$90,303	100%	100%		\$90,612		
	Director Of Public Works			\$72,857	\$105,642	\$89,249	100%	100%		\$89,579		
	Director Of Public Works			\$69,313	\$106,636	\$87,975	100%	100%		\$88,288		
	Director Of Public Works			\$45,240	\$129,293	\$87,267	100%	100%		\$87,625		
Current Salary Range:	0									Prevalling Rate: \$98,492		
Range Nearest Market:	79											

DRAFT

Madeira Beach 2019 Salary Survey

Classification Details			Base Salary Calculations									
Current Job Class Title	Proposed Job Class Title	Survey Job Class	Survey Organization	Base Annual Salary			Match Strength (From Matching Tool)	Aging Factor (From Survey Sources Tab)	Base Comp Midpoint	Market Base Comp Midpoint	Variance	
				Min	Max	Midpoint					\$	%
Parks and Recreation Director	Parks and Recreation Director			\$82,000	\$110,240	\$96,120			\$96,120	\$89,935	\$6,185	6.43%
	Recreation Director		Treasure Island, City of	\$79,842	\$119,762	\$99,802	110%	100%		\$110,143		
	Recreation Director		St. Pete Beach, City of	\$68,457	\$103,547	\$86,002	110%	100%		\$94,926		
	Recreation Director		Seminole, City of	\$68,387	\$100,611	\$84,999	110%	100%		\$93,845		
	Director Parks/Recreation & Public Works		Beillear, City of	\$45,240	\$129,293	\$87,267	100%	100%		\$87,625		
	Parks & Recreation Director		Pinellas Park, City of	\$64,782	\$98,575	\$81,678	100%	100%		\$81,992		
	Public Services Director		Indian Rocks Beach, City of	\$56,640	\$84,980	\$70,800	100%	100%		\$71,081		
Current Salary Range:	0									Prevailing Rate:	\$89,935	
Range Nearest Market:	76											

DRAFT

Madeira Beach 2019 Salary Survey

Classification Details				Base Salary Calculations								
Current Job Class Title	Proposed Job Class Title	Survey Job Class	Survey Organization	Base Annual Salary			Match Strength (From Matching Tool)	Aging Factor (From Survey Sources Tab)	Base Comp Midpoint	Market Base Comp Midpoint	Variance	
				Min	Max	Midpoint					\$	%
Grounds Maintenance Worker I												
	Parks Maintenance Worker			\$19,780	\$26,000	\$22,880			\$22,880	\$35,319	-\$12,439	-54.37%
	Parks Technician		Seminole, City of	\$31,787	\$46,091	\$38,939	100%	100%		\$39,083		
	Community Service Worker		Indian Rocks Beach, City of	\$31,200	\$37,612	\$34,406	100%	100%		\$34,543		
	Parks Maintenance Worker I		Belleair, City of	\$28,468	\$42,191	\$34,324	100%	100%		\$34,465		
	Beach Maintenance Worker I		St. Pete Beach, City of	\$26,322	\$39,822	\$33,072	100%	100%		\$33,165		
Current Salary Range:	0									Prevailing Rate:	\$35,319	
Range Nearest Market:	38											
Planning & Zoning Director												
	Community Development Director			\$82,000	\$110,240	\$96,120			\$96,120	\$94,110	\$2,010	2.09%
	Community Improvement Director		Treasure Island, City of	\$79,842	\$119,762	\$99,802	100%	100%		\$100,130		
	Planning & Development Services Dir.		Pinellas Park, City of	\$77,006	\$117,174	\$97,090	100%	100%		\$97,462		
	Director Of Community Development		Seminole, City of	\$76,499	\$110,924	\$93,712	100%	100%		\$94,058		
	Community Development Director		St. Pete Beach, City of	\$71,880	\$108,725	\$90,303	100%	100%		\$90,612		
	Community Improvement Director		South Pasadena, City of	\$69,313	\$106,636	\$87,975	100%	100%		\$88,288		
Current Salary Range:	0									Prevailing Rate:	\$94,110	
Range Nearest Market:	77											
Planning and Zoning Coordinator												
	Planning and Zoning Coordinator			\$49,920	\$70,720	\$60,320			\$60,320	\$73,487	-\$13,167	-21.83%
	Assistant Planning & Zoning Director		Pinellas Park, City of	\$63,202	\$96,170	\$79,686	100%	100%		\$79,992		
	City Planner		Treasure Island, City of	\$58,090	\$87,135	\$72,613	100%	100%		\$72,851		
	Senior Planner		St. Pete Beach, City of	\$53,639	\$81,132	\$67,386	100%	100%		\$67,617		
Current Salary Range:	0									Prevailing Rate:	\$73,487	
Range Nearest Market:	67											

DRAFT

Madeira Beach 2019 Salary Survey

Classification Details				Beech Salary Calculations								
Current Job Class Title	Proposed Job Class Title	Survey Job Class	Survey Organization	Base Annual Salary			Match Strength (From Matching Tool)	Aging Factor (From Survey Sources Tab)	Base Comp Midpoint	Market Base Comp Midpoint	Variance	
				Min	Max	Midpoint					\$	%
Public Information Specialist	Public Information Specialist			\$35,360	\$56,160	\$45,760			\$45,760	\$53,855	-\$8,095	-17.59%
	Public Information Officer		Treasure Island, City of	\$45,831	\$68,745	\$57,288	100%	100%		\$57,476		
	Management Analyst I And II		Belleair, City of	\$37,211	\$70,447	\$53,829	100%	100%		\$54,051		
	Communications & Marketing Specialist		Pinellas Park, City of	\$39,535	\$60,157	\$49,846	100%	100%		\$50,037		
Current Salary Range:	0									\$53,855		
Range Nearest Market:	55											
Public Works Technician I	Public Works Technician			\$19,760	\$26,000	\$22,880			\$22,880	\$35,758	-\$12,878	-56.29%
	Community Services Technician		Pinellas Park, City of	\$33,259	\$50,607	\$41,933	100%	100%		\$42,094		
	Municipal Maint. I		South Pasadena, City of	\$30,398	\$42,572	\$36,485	100%	100%		\$36,615		
	Stormwater Maintenance I		Belleair, City of	\$27,768	\$44,301	\$36,034	100%	100%		\$36,182		
	Service Worker II		Treasure Island, City of	\$27,082	\$41,330	\$34,206	100%	100%		\$34,318		
	Stormwater Maintenance Worker I		St. Pete Beach, City of	\$26,322	\$39,822	\$33,072	100%	100%		\$33,185		
	Maintenance I		Seminole, City of	\$26,151	\$37,919	\$32,035	100%	100%		\$32,154		
Current Salary Range:	0									\$35,758		
Range Nearest Market:	38											
Division Supervisor	Records Supervisor			\$35,360	\$56,160	\$45,760			\$45,760	\$47,248	-\$1,488	-3.25%
	Records Center Supervisor		Pinellas Park, City of	\$42,574	\$64,782	\$53,678	100%	100%		\$53,884		
	Records Coordinator		Treasure Island, City of	\$37,066	\$54,163	\$45,614	100%	100%		\$45,764		
	Lead Records Center Technician		Pinellas Park, City of	\$33,259	\$50,607	\$41,933	100%	100%		\$42,094		
Current Salary Range:	0									\$47,248		
Range Nearest Market:	50											

Madeira Beach 2019 Salary Survey

Classification Details				Base Salary Calculations								
Current Job Class Title	Proposed Job Class Title	Survey Job Class	Survey Organization	Base Annual Salary			Match Strength (From Matching Total)	Aging Factor (From Survey Sources Tab)	Base Comp Midpoint	Market Base Comp Midpoint	Variance	
				Min	Max	Midpoint					\$	%
Recreation Leader II												
	Recreation Leader II			\$23,920	\$42,540	\$33,280			\$33,280	\$33,931	-\$651	-1.96%
	Recreation Assistant		Pinellas Park, City of	\$27,980	\$42,574	\$35,277	100%	100%	\$35,277	\$35,413	-\$136	-0.38%
	Recreation Aide		Treasure Island, City of	\$27,082	\$41,330	\$34,206	100%	100%	\$34,206	\$34,318	-\$112	-0.33%
	Recreation Leader I		St. Pete Beach, City of	\$28,322	\$39,822	\$33,072	100%	100%	\$33,072	\$33,185	-\$113	-0.34%
	Recreation Leader I		Belleair, City of	\$25,168	\$40,181	\$32,675	100%	100%	\$32,675	\$32,809	-\$134	-0.41%
Current Salary Range:				0								
Range Nearest Market:				36								
												Prevailing Rate: \$33,931
Recreation Leader III												
	Recreation Leader III			\$35,360	\$56,160	\$45,760			\$45,760	\$45,259	\$501	1.10%
	Recreation Coordinator		Pinellas Park, City of	\$40,523	\$61,661	\$51,092	100%	100%	\$51,092	\$51,288	-\$196	-0.38%
	Recreation Program Coordinator		Seminole, City of	\$38,637	\$56,024	\$47,331	100%	100%	\$47,331	\$47,508	-\$177	-0.37%
	Recreation Leader II		St. Pete Beach, City of	\$33,594	\$50,816	\$42,206	100%	100%	\$42,206	\$42,350	-\$144	-0.34%
	Recreation Programmer II		Belleair, City of	\$30,618	\$48,840	\$39,729	100%	100%	\$39,729	\$39,892	-\$163	-0.41%
Current Salary Range:				0								
Range Nearest Market:				48								
												Prevailing Rate: \$45,259
Division Supervisor												
	Recreation Supervisor			\$35,360	\$56,160	\$45,760			\$45,760	\$56,176	-\$10,416	-22.76%
	Recreation & Aquatics Supervisor		Pinellas Park, City of	\$46,994	\$71,508	\$59,251	100%	100%	\$59,251	\$59,478	-\$227	-0.38%
	Recreation Supervisor		Belleair, City of	\$38,083	\$75,595	\$57,339	100%	100%	\$57,339	\$57,575	-\$236	-0.41%
	Recreation Program Coordinator		St. Pete Beach, City of	\$40,835	\$61,761	\$51,298	100%	100%	\$51,298	\$51,474	-\$176	-0.34%
Current Salary Range:				0								
Range Nearest Market:				57								
												Prevailing Rate: \$56,176

DRAFT

Madeira Beach 2019 Salary Survey

Classification Details				Base Salary Calculations							
Current Job Class Title	Proposed Job Class Title	Survey Job Class	Survey Organization	Base Annual Salary		Match Strength (From Matching Tool)	Aging Factor (From Survey Source Tab)	Base Comp Midpoint	Market Base Comp Midpoint	Variance	
				Min	Max	Midpoint				\$	%
Parking Enforcement Officer II	Senior Parking Enforcement Officer		Treasure Island, City of	\$23,920	\$42,640	\$33,280		\$33,280	\$34,318	-\$1,038	-3.12%
	Parking Enforcement Specialist		Treasure Island, City of	\$27,082	\$41,330	\$34,206	100%		\$34,318		
Current Salary Range:	0						100%				
Range Nearest Market:	37										Prevailing Rate: \$34,318
Division Supervisor	Stormwater Supervisor			\$35,360	\$56,160	\$45,760		\$45,760	\$56,823	-\$11,063	-24.18%
	Public Works Supervisor		Treasure Island, City of	\$52,025	\$78,038	\$65,032	100%		\$65,245		
	Stormwater Supervisor		Pinellas Park, City of	\$45,848	\$69,783	\$57,806	100%		\$58,028		
	Public Works Supervisor		Seminole, City of	\$44,728	\$64,859	\$54,793	100%		\$54,986		
	Crew Chief		St. Pete Beach, City of	\$38,890	\$58,824	\$48,857	100%		\$49,024		
Current Salary Range:	0										Prevailing Rate: \$56,823
Range Nearest Market:	57										
Mechanic	Mechanic			\$35,360	\$56,160	\$45,760		\$45,760	\$45,167	\$593	1.30%
	City Mechanic		Seminole, City of	\$36,797	\$53,356	\$45,077	100%		\$45,244		
	Mechanic		St. Pete Beach, City of	\$37,036	\$56,010	\$46,523	100%		\$46,683		
	Mechanic		Treasure Island, City of	\$35,256	\$51,605	\$43,430	100%		\$43,573		
Current Salary Range:	0										Prevailing Rate: \$45,167
Range Nearest Market:	48										

Madeira Beach 2019 Salary Survey

Classification Details				Base Salary Calculations								
Current Job Class Title	Proposed Job Class Title	Survey Job Class	Survey Organization	Base Annual Salary			Match Strength (from Matching Tool)	Aging Factor (from Survey Sources Tab)	Base Comp Midpoint	Market Base Comp Midpoint	Variance	
				Min	Max	Midpoint					\$	%

0	Permit Technician			\$35,360	\$56,160	\$45,760		100%	\$45,760	\$36,308	\$9,452	20.66%
	Permit/Licensing Technician II		Seminole, City of	\$33,376	\$48,396	\$40,886	100%	100%		\$41,037		
	ASSISTANT PERMIT LICENSING TECH		South Pasadena, City of	\$28,259	\$42,121	\$35,190	100%	100%		\$35,315		
	Code Enforcement Clerk (P/T)		St. Pete Beach, City of	\$21,655	\$32,756	\$27,205	100%	100%		\$27,299		
	Permit/Licensing Technician		Treasure Island, City of	\$33,675	\$49,213	\$41,444	100%	100%		\$41,580		
	Current Salary Range:	39								Prevailing Rate: \$36,308		
	Range Nearest Market:											

HR/Financial Coordinator	HR/Financial Coordinator			\$49,920	\$70,720	\$60,320		100%	\$60,320	\$53,952	\$6,368	-6.02%
	HR & Risk Management Coordinator		Belleair, City of	\$37,211	\$70,447	\$53,829	100%	100%		\$54,051		
	Human Resources Management Analyst		Pinellas Park, City of	\$53,170	\$80,904	\$67,037	100%	100%		\$67,294		
	Human Resources Director		Seminole, City of	\$54,367	\$78,832	\$66,599	100%	100%		\$66,845		
	Human Resources Administrator		St. Pete Beach, City of	\$53,639	\$81,132	\$67,386	100%	100%		\$67,617		
	Current Salary Range:	62								Prevailing Rate: \$63,952		
	Range Nearest Market:											

Madeira Beach 2019 External Competitiveness Review

Class Information		Base Salary Calculations				
Proposed Job Classification Title	Current Job Classification Title	Madeira Beach Base Salary Midpoint	Market Base Salary Midpoint	\$	%	Base Comp Relationship to Market
Building Codes Compliance Officer I	Building Codes Compliance Officer I	\$22,880	\$38,003	-\$15,123	-68.10%	More than 5% Behind Market
Public Works Technician	Public Works Technician I	\$22,880	\$35,758	-\$12,878	-58.23%	More than 5% Behind Market
Parks Maintenance Worker	Grounds Maintenance Worker I	\$22,880	\$35,319	-\$12,439	-54.37%	More than 5% Behind Market
Building Maintenance Worker	Building Maintenance Worker I	\$22,880	\$34,228	-\$11,348	-49.80%	More than 5% Behind Market
Deputy City Clerk	Deputy City Clerk	\$45,760	\$60,628	-\$14,868	-32.49%	More than 5% Behind Market
Sanitation Supervisor	Division Supervisor	\$45,760	\$68,040	-\$12,280	-28.84%	More than 5% Behind Market
Senior Building Maintenance Worker	Building Maintenance Worker II	\$33,280	\$41,841	-\$8,561	-26.72%	More than 5% Behind Market
Recreation Supervisor	Division Supervisor	\$45,760	\$66,178	-\$10,418	-22.76%	More than 5% Behind Market
Public Information Specialist	Public Information Specialist	\$45,760	\$63,865	-\$8,085	-17.89%	More than 5% Behind Market
Building Codes Compliance Officer III	Building Codes Compliance Officer III	\$45,760	\$60,826	-\$5,066	-11.07%	More than 5% Behind Market
Fire Chief	Fire Chief	\$68,120	\$104,451	-\$36,331	-6.67%	More than 5% Behind Market
Lieutenant / Paramedic	Lieutenant / Paramedic	\$63,623	\$70,384	-\$6,761	-10.80%	More than 5% Behind Market
Finance Director	Finance Director	\$68,120	\$102,476	-\$34,356	-8.81%	More than 5% Behind Market
Administrative Assistant	Administrative Assistant I	\$33,280	\$35,444	-\$2,164	-6.50%	More than 5% Behind Market
City Clerk	City Clerk	\$74,880	\$79,154	-\$4,274	-5.71%	More than 5% Behind Market
Firefighter / Paramedic	Firefighter / Paramedic	\$55,440	\$58,646	-\$3,206	-5.79%	More than 5% Behind Market
Records Supervisor	Division Supervisor	\$45,760	\$47,248	-\$1,488	-3.25%	At Market
Senior Parking Enforcement Officer	Parking Enforcement Officer II	\$33,280	\$34,318	-\$1,038	-3.12%	At Market
Recreation Leader II	Recreation Leader II	\$33,280	\$33,931	-\$651	-1.89%	At Market
Driver/Paramedic	Driver/Paramedic	\$58,888	\$61,365	-\$2,477	-4.60%	At Market
Public Works / Marina Director	Marina & Public Works Director	\$68,120	\$68,462	-\$342	-0.39%	At Market
Recreation Leader III	Recreation Leader III	\$45,760	\$45,259	\$501	1.10%	At Market
Planning and Zoning Coordinator	Planning and Zoning Coordinator	\$60,320	\$73,467	-\$13,167	-21.83%	More than 5% Behind Market
Community Development Director	Planning & Zoning Director	\$68,120	\$82,010	-\$13,890	2.09%	At Market
Parks and Recreation Director	Parks and Recreation Director	\$68,120	\$89,835	-\$21,715	8.43%	More than 5% Ahead of Market
Senior Administrative Assistant	Administrative Assistant II	\$45,760	\$41,423	\$4,337	8.49%	More than 5% Ahead of Market
Accounting Manager	Accounting Manager	\$74,880	\$68,613	\$6,267	10.77%	More than 5% Ahead of Market
Executive Assistant to City Manager	Executive Office Manager	\$60,320	\$51,538	\$8,782	14.55%	More than 5% Ahead of Market
Building Official	Building Official	\$68,120	\$60,887	\$7,233	18.08%	More than 5% Ahead of Market
Fire Inspector	Fire Inspector	\$65,048	\$52,475	\$12,573	20.55%	More than 5% Ahead of Market
		\$0				

Madeira Beach 2019 Table 5 Proposed Pay Range Placements (Job Group Order)

Current Job Title	Proposed Job Title	PROPOSED				Market			Current			Current Salary Range	
		Job Change Code	Range	MIN	MID	MAX	Nearest Range to Market	Market Midpoint	Nearest Range to Current	Current Min	Current Mid		Current Max
Administrative/Clerical Support													
Executive Office Manager	Executive Assistant to City Manager	No Change	22	\$46,356	\$67,048	\$89,538	20	\$	61,538	23	\$49,920	\$60,320	\$70,720
Administrative Assistant II	Senior Administrative Assistant	Title Change	17	\$36,323	\$45,404	\$54,485	16	\$	41,423	17	\$35,360	\$45,760	\$56,160
Administrative Assistant I	Administrative Assistant	Title Change	12	\$28,480	\$35,075	\$42,660	12	\$	35,444	11	\$23,920	\$33,280	\$42,640
	Seasonal Employee	New Title	4	\$19,263	\$24,079	\$28,894					\$19,760	\$22,680	\$26,000
Administration													
City Clerk	City Clerk	No Change	26	\$62,125	\$77,666	\$93,187	26	\$	78,164	27	\$65,560	\$74,960	\$83,200
Deputy City Clerk	Deputy City Clerk	No Change	21	\$44,151	\$55,186	\$66,228	23	\$	60,628	17	\$35,360	\$45,760	\$56,160
Public Information Specialist	Public Information Specialist	No Change	21	\$44,151	\$55,186	\$66,228	20	\$	53,866	17	\$35,360	\$45,760	\$56,160
Division Supervisor	Records Supervisor	New Title	16	\$38,139	\$47,674	\$57,209	18	\$	47,248	17	\$35,360	\$45,760	\$56,160
Finance													
Finance Director	Finance Director	No Change	34	\$65,233	\$104,069	\$124,880	34	\$	102,475	32	\$62,000	\$96,120	\$110,240
Accounting Manager	Accounting Manager	No Change	27	\$59,166	\$73,858	\$88,750	25	\$	68,813	27	\$58,560	\$74,880	\$88,200
Fiscal Coordinator	Fiscal Coordinator	No Change	24	\$51,110	\$63,888	\$78,665	23	\$	64,920	23	\$49,920	\$60,320	\$70,720
HR/Financial Coordinator	HR/Financial Coordinator	No Change	24	\$51,110	\$63,888	\$78,665	24	\$	63,652	23	\$49,920	\$60,320	\$70,720
Finance - Building Enforcement													
Division Supervisor	Permitting Enforcement Supervisor	New Title	18	\$38,139	\$47,674	\$57,209				17	\$35,360	\$45,760	\$56,160
Permitting Enforcement Officer II	Senior Permitting Enforcement Officer	Title Change	11	\$27,105	\$33,881	\$40,657	11	\$	34,318	11	\$23,920	\$33,280	\$42,640
Permitting Enforcement Officer I	Permitting Enforcement Officer	Title Change	3	\$18,346	\$22,932	\$27,518	3			3	\$18,760	\$22,880	\$28,000
Community Development													
Planning & Zoning Director	Community Development Director	No Change	32	\$76,513	\$94,391	\$113,269	32	\$	94,110	32	\$62,000	\$96,120	\$110,240
Building Official	Building Official	No Change	32	\$76,513	\$94,391	\$113,269	29	\$	80,667	32	\$62,000	\$96,120	\$110,240
Planning and Zoning Coordinator	Planning and Zoning Coordinator	No Change	26	\$63,349	\$70,493	\$84,523	27	\$	73,487	23	\$49,920	\$60,320	\$70,720
Building Codes Compliance Officer III	Building Codes Compliance Officer III	No Change	19	\$40,046	\$50,069	\$60,099	19	\$	50,628	17	\$35,360	\$45,760	\$56,160
Building Codes Compliance Officer II	Permit Technician	New Title	17	\$39,323	\$46,404	\$54,485	12	\$	36,308	17	\$35,360	\$45,760	\$56,160
Building Codes Compliance Officer I	Building Codes Compliance Officer II	No Change	16	\$34,593	\$43,242	\$51,890	12	\$	36,308	11	\$23,920	\$33,280	\$42,640
Assistant Building Official	Building Codes Compliance Officer I	No Change	13	\$29,683	\$37,364	\$44,626	13	\$	38,003	3	\$19,760	\$22,880	\$26,000
	Merge W/ Administrative Assistant	Merge									\$33,280	\$42,640	
Community Development - Code Enforcement													
Code Enforcement Specialist	Code Enforcement Specialist	No Change	13	\$29,683	\$37,364	\$44,626	3			3	\$19,760	\$22,880	\$28,000

Madeira Beach 2019 Table 5 Proposed Pay Range Placements (Job Group Order)

Current Job Title	Proposed Job Title	PROPOSED				Market		Current			Current Salary Range		
		Job Change Code	Range	MIN	MID	MAX	Nearest Range to Market	Market Midpoint	Nearest Range to Current	Current Min		Current Mid	Current Max
Public Works - Stormwater													
Division Supervisor	Stormwater Supervisor		21	\$44,151	\$55,189	\$68,228	22	\$	58,823	17	\$35,360	\$45,760	\$55,160
Public Works Technician II	Senior Public Works Technician		16	\$34,593	\$43,242	\$51,600				11	\$23,920	\$33,280	\$42,640
Public Works Technician I	Public Works Technician		12	\$28,480	\$35,575	\$42,660	12	\$	35,758	3	\$18,760	\$22,880	\$28,000
Building Maintenance Worker II	Senior Building Maintenance Worker		16	\$32,048	\$41,183	\$49,419	15	\$	41,841	11	\$23,920	\$33,280	\$42,640
Building Maintenance Worker I	Building Maintenance Worker		11	\$27,105	\$33,881	\$40,857	11	\$	34,228	3	\$18,760	\$22,880	\$28,000
Public Works - Sanitation													
Division Supervisor	Sanitation Supervisor		21	\$44,151	\$55,189	\$68,228	22	\$	58,040	17	\$35,360	\$45,760	\$55,160
Sanitation Worker II	Senior Sanitation Worker		13	\$29,883	\$37,354	\$44,825				11	\$23,920	\$33,280	\$42,640
Sanitation Worker I	Sanitation Worker		9	\$24,585	\$30,731	\$38,877	3			3	\$18,760	\$22,880	\$28,000
Public Works - Marina													
Marina & Public Works Director	Public Works / Marina Director		32	\$75,513	\$94,391	\$113,269	32	\$	98,482	32	\$62,000	\$88,120	\$110,240
Division Supervisor	Marina Supervisor		21	\$44,151	\$55,189	\$68,228				17	\$35,360	\$45,760	\$55,160
Marina Assistant II	Senior Marina Worker		13	\$29,883	\$37,354	\$44,825				11	\$23,920	\$33,280	\$42,640
Marina Assistant I	Marina Worker		9	\$24,585	\$30,731	\$38,877	3			3	\$18,760	\$22,880	\$28,000
Parks and Recreation													
Parks and Recreation Director	Parks and Recreation Director		32	\$75,513	\$94,391	\$113,269	31	\$	89,835	32	\$62,000	\$88,120	\$110,240
Childcare Director	Childcare Director		21	\$44,151	\$55,189	\$68,228				17	\$35,360	\$45,760	\$55,160
Division Supervisor	Parks Supervisor		21	\$44,151	\$55,189	\$68,228				17	\$35,360	\$45,760	\$55,160
Division Supervisor	Recreation Supervisor		21	\$44,151	\$55,189	\$68,228	21	\$	66,176	17	\$35,360	\$45,760	\$55,160
Recreation Leader III	Recreation Leader III		17	\$36,323	\$45,404	\$54,485	17	\$	45,259	17	\$35,360	\$45,760	\$55,160
Recreation Leader II	Recreation Leader II		17	\$36,323	\$45,404	\$54,485	17	\$	45,259	17	\$35,360	\$45,760	\$55,160
Recreation Leader I	Recreation Leader I		8	\$21,237	\$28,547	\$33,881	11	\$	33,881	11	\$23,920	\$33,280	\$42,640
Mechanic	Mechanic		17	\$35,323	\$45,404	\$54,485				3	\$18,760	\$22,880	\$28,000
Grounds Maintenance Worker II	Senior Parks Maintenance Worker		13	\$29,883	\$37,354	\$44,825	17	\$	45,157	11	\$23,920	\$33,280	\$42,640
Grounds Maintenance Worker I	Parks Maintenance Worker		9	\$24,585	\$30,731	\$38,877	12	\$	35,319	3	\$18,760	\$22,880	\$28,000
Fire													
Fire Chief	Fire Chief		34	\$83,253	\$104,083	\$124,880	34	\$	104,481	32	\$62,000	\$88,120	\$110,240
Fire Inspector	Fire Inspector		20	\$52,475	\$64,715	\$78,957	20	\$	72,475	25	\$38,358	\$50,046	\$61,734
Lieutenant / Paramedic	Lieutenant / Paramedic		26	\$61,384	\$75,923	\$91,462	26	\$	81,384	24	\$42,640	\$55,160	\$67,680
Driver/Paramedic	Driver/Paramedic		23	\$51,365	\$62,953	\$76,541	23	\$	67,365	22	\$38,358	\$50,046	\$61,734
Freightier / Paramedic	Freightier / Paramedic		22	\$44,817	\$55,405	\$66,993	22	\$	58,646	21	\$35,440	\$45,028	\$54,616

* Survey Data May Have Been Referenced
PSPC

Classification Summary Position Classification Plan

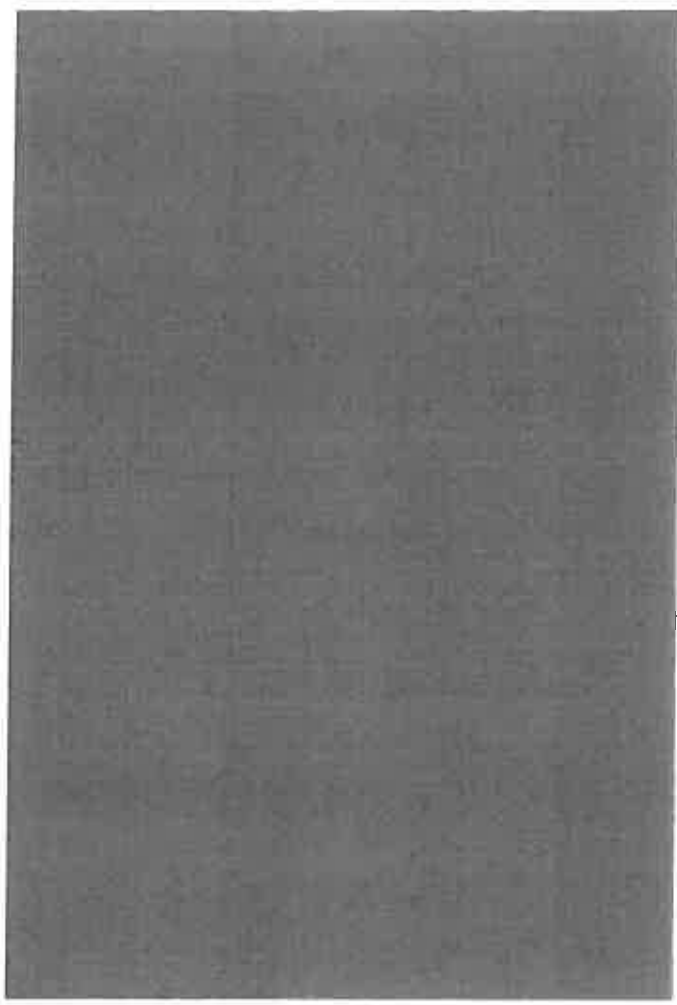
Index of Current to Recommended Job Class

Job ID	Current Job Title	Recommended Job Class	Job Change Code
203	Division Supervisor	Records Supervisor	New Title
401	Division Supervisor	Parking Enforcement Supervisor	New Title
601	Division Supervisor	Stormwater Supervisor	New Title
701	Division Supervisor	Sanitation Supervisor	New Title
802	Division Supervisor	Marina Supervisor	New Title
903	Division Supervisor	Recreation Supervisor	New Title
302	Accounting Manager	Accounting Manager	No Change
506	Building Codes Compliance Officer I	Building Codes Compliance Officer I	No Change
505	Building Codes Compliance Officer II	Building Codes Compliance Officer II	No Change
504	Building Codes Compliance Officer III	Building Codes Compliance Officer III	No Change
502	Building Official	Building Official	No Change
902	Childcare Director	Childcare Director	No Change
201	City Clerk	City Clerk	No Change
507	Code Enforcement Specialist	Code Enforcement Specialist	No Change
202	Deputy City Clerk	Deputy City Clerk	No Change
1004	Driver/Paramedic	Driver/Paramedic	No Change
101	Executive Office Manager	Executive Assistant to City Manager	No Change
301	Finance Director	Finance Director	No Change
1001	Fire Chief	Fire Chief	No Change
1002	Fire Inspector	Fire Inspector	No Change
1005	Firefighter / Paramedic	Firefighter / Paramedic	No Change
303	Fiscal Coordinator	Fiscal Coordinator	No Change
304	HR/Financial Coordinator	HR/Financial Coordinator	No Change
1003	Lieutenant / Paramedic	Lieutenant / Paramedic	No Change
801	Marina & Public Works Director	Public Works / Marina Director	No Change
901	Parks and Recreation Director	Parks and Recreation Director	No Change
501	Planning & Zoning Director	Community Development Director	No Change
503	Planning and Zoning Coordinator	Planning and Zoning Coordinator	No Change
204	Public Information Specialist	Public Information Specialist	No Change
906	Recreation Leader I	Recreation Leader I	No Change
905	Recreation Leader II	Recreation Leader II	No Change
904	Recreation Leader III	Recreation Leader III	No Change
103	Administrative Assistant I	Administrative Assistant	Title Change
102	Administrative Assistant II	Senior Administrative Assistant	Title Change
605	Building Maintenance Worker I	Building Maintenance Worker	Title Change
604	Building Maintenance Worker II	Senior Building Maintenance Worker	Title Change
908	Grounds Maintenance Worker I	Parks Maintenance Worker	Title Change
907	Grounds Maintenance Worker II	Senior Parks Maintenance Worker	Title Change
804	Marina Assistant I	Marina Worker	Title Change
803	Marina Assistant II	Senior Marina Worker	Title Change
403	Parking Enforcement Officer I	Parking Enforcement Officer	Title Change
402	Parking Enforcement Officer II	Senior Parking Enforcement Officer	Title Change
603	Public Works Technician I	Public Works Technician	Title Change
602	Public Works Technician II	Senior Public Works Technician	Title Change
703	Sanitation Worker I	Sanitation Worker	Title Change
702	Sanitation Worker II	Senior Sanitation Worker	Title Change

Payroll ID	First Name	Payroll Job Title	Actual Salary	Proposed Job Title	Hours Worked in Year	Fit	Time In Job	Below New Minimum?	Cost to Minimum	Suggested Salary	Suggested Salary AFTER all movement	New Hourly Rate	Cost to Implement Midpoint in 7 Years (W \$8K Cap)
1132	KOWAN, JENNIFFER	Planning and Zoning Coordinator	\$ 65,001.44	Planning and Zoning Coord	2080	100%	0.971	Yes	\$1,347.51	\$63,349	\$ 53,348.95	\$ 27.08	\$ -
9242	SCHRAMER, RUSSELL	Public Works Tech I	\$ 26,000.00	Public Works Technician	2080	100%	0.804	Yes	\$2,462.05	\$28,460	\$ 28,460.05	\$ 13.68	\$ -
9381	BROWN, COLIN	Marina Asst I	\$ 9,880.00	Marina Worker	1040	60%	0.557	Yes	\$2,412.43	\$12,292	\$ 12,292.43	\$ 24.11	\$ 8,000.00
9322	CRABTREE, BRIAN	Marina Supervisor	\$ 42,171.58	Marina Supervisor	2080	100%	3.954	Yes	\$1,979.29	\$44,151	\$ 50,150.87	\$ 24.11	\$ 8,000.00
9207	PIERLUCCI, STEVEN	Sanitation Supervisor	\$ 27,995.55	Senior Marina Worker	2080	100%	4.954	Yes	\$1,897.50	\$29,893	\$ 34,088.68	\$ 18.38	\$ -
9326	JACOBELT, BRYAN	Public Works Tech II	\$ 32,760.00	Senior Public Works Technl	2080	100%	0.587	Yes	\$1,833.35	\$34,593	\$ 34,593.35	\$ 18.63	\$ -
9243	GIOVINNE, DONALD												
4242	YAHIA, JAMAL	Perking Enr Officer II	\$ 25,871.87	Senior Perking Enforcement	2080	100%	1.124	Yes	\$1,232.83	\$27,105	\$ 28,053.47	\$ 13.49	\$ 948.67
1131	BUSZKOWSKI, CAROL	Seasonal Code Enr Specialist	\$ 6,489.80	Building Codes Compliance	520	25%	0.833	Yes	\$ 991.16	\$7,471	\$ 7,470.78	\$ 14.37	\$ -
5160	MCCURE, CATHERINE	Rec Ldr I	\$ 10,275.20	Recreation Leader I	1040	50%	1.680	Yes	\$ 343.45	\$10,619	\$ 10,619.65	\$ 10.57	\$ 371.65
5167	LOMBARDI, DEMI	Rec Leader I	\$ 10,400.00	Recreation Leader I	520	50%	0.694	Yes	\$ 171.73	\$5,308	\$ 5,308.98	\$ 10.92	\$ 371.65
5181	LAWSON, PAIGE	Seasonal Rec Ldr I	\$ 5,137.60	Recreation Leader I	520	25%	2.250	Yes	\$ 171.73	\$5,308	\$ 5,680.98	\$ 10.92	\$ 371.65
5185	WATESKA, TRAVIS	Seasonal Rec Ldr I	\$ 5,137.60	Recreation Leader I	520	25%	2.042	Yes	\$ 171.73	\$5,308	\$ 5,680.98	\$ 10.92	\$ 371.65
7019	CARRIER, COLTON	Seasonal Employee	\$ 5,137.60	Recreation Leader I	520	25%	2.752	Yes	\$ 171.73	\$5,308	\$ 5,680.98	\$ 10.92	\$ 371.65
5185	LOMBARDI, BROOKE	Seasonal Rec Ldr I	\$ 5,200.00	Recreation Leader I	520	25%	0.694	Yes	\$ 109.33	\$5,308	\$ 5,308.33	\$ 10.21	\$ -
5181	KAPUSTKA, DANIELA	Rec Leader II	\$ 27,040.00	Recreation Leader II	2080	100%	1.448	Yes	\$ 64.81	\$27,105	\$ 28,053.47	\$ 13.49	\$ 948.67
5184	GOTTEL, TYLER	Rec Leader I	\$ 10,686.21	Recreation Leader I	1040	50%	2.291	No	\$ -	\$10,686	\$ 11,351.97	\$ 10.92	\$ 675.76
7020	MCCRAE, ALVIN	Sanitation Wrk I	\$ 28,000.00	Sanitation Worker	2080	100%	2.548	No	\$ -	\$28,000	\$ 28,306.80	\$ 12.65	\$ 305.67
5182	MECKO, CONNOR	Rec Leader I	\$ 10,686.21	Recreation Leader I	1040	50%	2.484	No	\$ -	\$10,686	\$ 11,351.97	\$ 10.92	\$ 675.76
9211	MICALSKI, MAXWELL	Rec Leader III	\$ 38,774.40	Recreation Leader III	2080	100%	1.853	No	\$ -	\$38,774	\$ 39,594.34	\$ 18.07	\$ 819.94
9210	DAVIS, KENNETH	Public Works Tech II	\$ 38,245.38	Senior Public Works Technl	2080	100%	4.538	No	\$ -	\$38,245	\$ 39,436.44	\$ 18.63	\$ 1,191.03
4130	O'NEAL, DERRYL	Fire Chief	\$ 101,239.42	Fire Chief	2080	100%	7.472	No	\$ -	\$101,239	\$ 103,650.08	\$ 48.65	\$ 2,410.63
4904	LARAMEE, DEBORAH	Perks Supervisor	\$ 58,104.80	Perks Supervisor	2080	100%	2.968	No	\$ -	\$58,105	\$ 60,597.07	\$ 29.13	\$ 2,492.27
4910	ZANGARA, KENNETH	PW Supervisor	\$ 48,374.40	Stormwater Supervisor	2080	100%	7.378	No	\$ -	\$48,374	\$ 49,987.94	\$ 26.43	\$ 5,583.84
1128	CADE, PATRICK	Accounting Manager	\$ 83,200.00	Accounting Manager	2080	100%	3.954	No	\$ -	\$83,200	\$ 83,200.00	\$ 40.00	\$ -
3003	ROLIH, DONNA	Admin Asst I	\$ 43,548.05	Administrative Assistant	2080	100%	9.209	No	\$ -	\$43,548	\$ 43,548.05	\$ 20.84	\$ -
9327	WIEFFER, MEGAN	Admin Asst II	\$ 41,378.48	Senior Administrative Asst	2080	100%	3.954	No	\$ -	\$41,378	\$ 41,378.48	\$ 19.89	\$ -
1122	SINKFIELD, GWENDOLYN	Admin Asst II	\$ 43,846.05	Senior Administrative Asst	2080	100%	1.952	No	\$ -	\$43,846	\$ 43,846.05	\$ 21.58	\$ -
4231	PINKARD, HOLDEN	Bldg Codes Comp II	\$ 38,245.38	Senior Administrative Asst	2080	100%	4.954	No	\$ -	\$38,245	\$ 44,848.05	\$ 21.58	\$ -
1068	DESANTIS, FRANK	Building Official	\$ 97,870.24	Building Codes Compliance	2080	100%	3.163	No	\$ -	\$97,870	\$ 98,245.38	\$ 18.38	\$ -
1070	HARVEY, TAMARA	Building Official Asst.	\$ 31,200.00	Administrative Assistant	2080	100%	0.689	No	\$ -	\$31,200	\$ 31,200.00	\$ 15.00	\$ -
1338	VANBLANGANI, CLARA	City Clerk	\$ 78,000.00	City Clerk	2080	100%	0.549	No	\$ -	\$78,000	\$ 78,000.00	\$ 37.50	\$ -
1180	PORTAL, LINDA	Community Development Director	\$ 91,520.82	Community Development Di	2080	100%	0.933	No	\$ -	\$91,521	\$ 91,520.82	\$ 44.00	\$ -
1335	GAMBLE, ANDREA	Deputy City Clerk	\$ 47,244.28	Deputy City Clerk	2080	100%	1.582	No	\$ -	\$47,244	\$ 47,244.28	\$ 22.71	\$ -
5182	LAFAVE, LACY	Executive Assistant to City Manager	\$ 51,918.80	Executive Assistant to City I	2080	100%	2.045	No	\$ -	\$51,917	\$ 51,918.80	\$ 24.98	\$ -
1129	PERCE, WALTER	Finance Director	\$ 97,344.21	Finance Director	2080	100%	2.341	No	\$ -	\$97,344	\$ 97,344.21	\$ 48.80	\$ -
4237	TARKENTON, CHRISTOPH	Fiscal Coordinator	\$ 53,539.20	Fiscal Coordinator	2080	100%	0.952	No	\$ -	\$53,539	\$ 53,539.20	\$ 25.74	\$ -
5179	SHAW, COLIN	Grounds Maint II	\$ 38,774.40	Senior Parks Maintenance I	2080	100%	0.893	No	\$ -	\$38,774	\$ 38,774.40	\$ 17.88	\$ -
5008	MECKO, CHRISTOPHER	Grounds Maint II	\$ 38,305.70	Senior Parks Maintenance I	2080	100%	0.954	No	\$ -	\$38,308	\$ 38,305.70	\$ 18.42	\$ -
1127	PAULSON, KAREN	Human Resources	\$ 5,460.00	Seasonal Employee	520	25%	0.798	No	\$ -	\$5,460	\$ 60,742.68	\$ 29.20	\$ -
1063	BUSH, KIMDA	Marina Asst I	\$ 28,000.00	Marina Worker	2080	100%	0.683	No	\$ -	\$28,000	\$ 28,000.00	\$ 10.50	\$ -
9329	BOESCH, NICHOLAS	Perking Enr Officer I	\$ 35,152.00	Mechanic	650	31%	12.601	No	\$ -	\$35,152	\$ 35,152.00	\$ 12.50	\$ -
3008	WALKER, LEROY	Perking Supervisor	\$ 22,880.00	Perking Enforcement Office	2080	100%	0.779	No	\$ -	\$22,880	\$ 22,880.00	\$ 11.00	\$ -
4945	TOFHAGEN, SLIZANNE	Permit Technician	\$ 50,118.77	Permit Technician	2080	100%	0.927	No	\$ -	\$47,840	\$ 47,840.00	\$ 23.00	\$ -
4244	RAU, BRIAN	Public Information Specialist	\$ 55,120.42	Public Information Specialist	2080	100%	5.746	No	\$ -	\$50,117	\$ 50,116.77	\$ 24.09	\$ -
1065	KORDIS, PATRICIA	Public Works / Marina Director	\$ 85,000.03	Public Works / Marina Direc	2080	100%	1.238	No	\$ -	\$85,000	\$ 85,000.03	\$ 40.87	\$ -
1084	PRESSER, CURT	Rec Ldr I Bus Driver	\$ 10,916.00	Recreation Leader I	520	25%	1.066	No	\$ -	\$8,240	\$ 8,240.00	\$ 12.00	\$ -
9333	JORDAN, CHARLES	Rec Leader I	\$ 38,937.00	Recreation Leader I	1040	50%	1.250	No	\$ -	\$10,816	\$ 10,800.32	\$ 10.57	\$ 174.32
5186	LADANAKOS, JOHN	Rec Leader III	\$ 41,100.80	Recreation Leader III	2080	100%	1.445	No	\$ -	\$38,938	\$ 38,937.60	\$ 18.72	\$ -
5182	POWERS, MEGAN	Recreation Director	\$ 85,280.00	Parks and Recreation Direc	2080	100%	2.023	No	\$ -	\$85,280	\$ 85,280.00	\$ 41.00	\$ -
5143	KEPKS, CAROL	Sanitation Wrk II	\$ 31,366.40	Senior Sanitation Worker	2080	100%	1.239	No	\$ -	\$31,368	\$ 31,366.40	\$ 15.08	\$ -
7021	HATCH, JOHN	Sanitation Wrk II	\$ 39,155.58	Senior Sanitation Worker	2080	100%	6.954	No	\$ -	\$39,156	\$ 39,155.58	\$ 18.82	\$ -
7018	WILLIAMSON, JOHN	Sanitation Wrk II	\$ 44,285.49	Senior Sanitation Worker	2080	100%	31.974	No	\$ -	\$44,285	\$ 44,285.49	\$ 21.29	\$ -
7007	OLIVER, HENRY	Sanitation Wrk II	\$ 44,285.49	Senior Sanitation Worker	2080	100%	18.453	No	\$ -	\$44,285	\$ 44,285.49	\$ 21.29	\$ -
7008	WEISE, MARK	Seasonal Rec Ldr I	\$ 5,200.00	Seasonal Employee	520	25%	0.587	No	\$ -	\$5,200	\$ 5,200.00	\$ 10.00	\$ -
5188	BROSAN, VICTORIA	Seasonal Rec Leader I	\$ 6,489.80	Recreation Leader I	520	25%	0.502	No	\$ -	\$6,490	\$ 6,489.80	\$ 12.48	\$ -

#DIV/0!
#DIV/0!

Move to 100% of Market (Not Including Fire)	Number of People Affected	Average Increase in Salary	Total Cost to Implement
Cost to Move to Minimum of New Range	18	\$1,095	\$17,365
Cost to Move to Midpoint in 10 Years (66K Cap)	15	\$1,533	\$23,001
Cost to Move to Midpoint in 10 Years (No Cap)	15	\$1,533	\$23,001
Cost to Move to Midpoint in 7 Years (66K Cap)	18	\$1,884	\$33,907
Cost to Move to Midpoint in 7 Years (No Cap)	18	\$2,076	\$37,360



Move to 100% of Market (Fire)	Number of People Affected	Average Increase in Salary	Total Cost to Implement
Cost to Remain on Current Step	12	\$4,091	\$49,090
Cost to Move to Next Nearest Step	12	\$255	\$3,065