

# Classification and Compensation Study for Martin County, Florida

## DRAFT REPORT



Evergreen Solutions, LLC

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## Chapter 1 - Introduction

Evergreen Solutions conducted a Comprehensive Classification and Compensation Study for Martin County, Florida beginning in March 2015. The purpose of the study was to analyze the County's compensation system compared to the market and make recommendations to improve the County's competitiveness in regards to its ability to recruit and retain a diverse and qualified workforce. This involved reviewing and analyzing the internal and external equity of the County's current classification and compensation structure and making recommendations in response to the findings.

Evergreen Solutions utilized a method of job evaluation utilizing an online Job Assessment Tool (JAT) to understand the current work being performed by County employees. This provided the data for the internal equity review of the County's classification system. External equity, or the market competitiveness of the County's current overall compensation structure, was reviewed by conducting and analyzing the results of a salary and benefits survey. Ultimately, the results of these analyses, both internal and external, were considered when making recommendations to improve the County's competitive market position. To achieve this goal, Evergreen Solutions was tasked with:

- Leading orientation and focus group sessions for employees and conducting interviews with department heads;
- Evaluating the County's current salary structure to determine its strengths and weaknesses;
- Collecting classification information through the JAT to analyze the internal equity of the County's classifications;
- Developing recommendations for improvements to classification titles and the creation of new titles, if necessary;
- Conducting market salary and benefits surveys to assess the market competitiveness of the County's current overall Compensation plan and to determine common benefits offered by peer organizations;
- Developing a compensation structure and slotting classifications into that structure while ensuring internal and external equity;
- Developing an implementation strategy and providing cost estimates for implementation;



- Providing the County with information and strategies regarding compensation and classification administration;
- Developing and submitting draft and final reports that summarize study findings and recommendations.

Evergreen Solutions used a combination of quantitative and qualitative methods to develop recommendations to improve the County's competitive position. Study activities included:

- Conducting a study kick-off meeting;
- Conducting employee outreach;
- Conducting job assessments utilizing the JAT;
- Analyzing the current conditions of the County's compensation system;
- Conducting a market salary and benefits survey;
- Developing classification and compensation structure recommendations;
- Developing implementation options for the proposed structure;
- Developing recommendations for maintaining the new system; and
- Creating draft and final reports.

### **Kick-off Meeting**

The kick-off meeting allowed members of the study team from both the County and Evergreen Solutions to discuss different aspects of the study. During the meeting, information about the County's compensation and classification structures and philosophies was shared and the work plan for the study was finalized. The meeting also provided an opportunity for Evergreen Solutions to explain the types of data needed to begin the study.

### **Employee Outreach**

The orientation sessions, which occurred in April 2015, provided an opportunity for employees and supervisors to learn more information about the purpose of the study, and receive specific information related to their participation in the study process. The focus group meetings and department head interviews allowed County employees, supervisors, and senior management to identify practices that were working well at the County, as well as to suggest areas of opportunities for improvement with regard to compensation, classification, and benefits. The feedback received during these sessions is summarized in **Chapter 2** of this report.

### **Classification Analysis**

To perform an analysis of the County's classification system, all employees were asked to complete a JAT in which they had the opportunity to describe the work they perform in their own words. Supervisors were then asked to review their employees' JATs and provide additional information as needed about the classifications. The information provided in the completed JATs was utilized in the classification analysis in two ways. First, the work described was reviewed to ensure that classification titles were being utilized appropriately. Second, the JATs were evaluated to quantify, by a scoring method, each classification's relative value within the organization. Each classification's score was based on employee and supervisor



responses to the JAT, and the scores allowed for a comparison of classifications across the County.

### **Analysis of Current Conditions**

The County's current employee database was analyzed with a close look at how the current pay plans were being utilized. The current pay plans, the progression of employee salaries through pay grades, employee tenure, and the distribution of employees among the County's departments were all examined during this process. **Chapter 3** of this report summarizes the findings of this analysis.

### **Market Analysis**

For the market analysis, peer organizations were identified that compete with the County for human resources and provide similar services. A number of classifications were selected as benchmarks for the survey. These positions represented a cross-section of the departments and levels of work at the County. After the selection of peers and benchmarks, a survey tool was developed for the collection of salary range data for each benchmark. A survey tool was also developed to collect data about the core and fringe benefits offered by the identified peer organizations. The salary and benefits data collected during this survey were analyzed, and a summary of the data can be found in **Chapter 4** of this report.

### **Recommendations**

During the recommendation phase of the study, Evergreen Solutions developed a market-based pay plan and slotted classifications into the pay plan based on internal and external equity. Next, implementation options were developed to transition employee salaries into the new pay grades, and the associated costs of adjusting employee salaries were estimated. Information has been provided to the County on how to execute the recommended salary adjustments, as well as how to maintain the recommended classification and compensation system over time. A summary of the recommendations made by Evergreen Solutions regarding the classification and compensation structure can be found in **Chapter 5** of this report.



## Chapter 2 - Summary of Employee Outreach

In April 2015, Evergreen Solutions consultants conducted outreach at the County, which included orientation sessions and a series of employee focus groups with County employees. Orientation sessions provided employees with information about the study, while focus groups were designed to solicit input from County employees on a number of topics related to the study. Employees who were unable to attend focus group sessions were invited to provide feedback via an online survey. The comments of the focus group and survey participants were valuable, and the findings from these meetings are summarized below.

### **2.1 GENERAL FEEDBACK**

Employees generally considered the County a good place to work. They appreciated the stability and the benefits package that County employment provides and enjoyed the work that they do for the County. They also appreciated the opportunity to serve the community in which they live. However, employees suggested several areas where the County could improve. For example, employees felt that compensation lagged during the economic downturn and would like to see the County regain its competitiveness with the market. They also would like to see updates to the classification structure, including job descriptions, because they believed that job duties and assignments have changed over time.

#### **Benefits Observations**

Many focus group participants cited the County's benefits package as a reason for initially seeking employment at and remaining with the County. However, some participants felt that recent changes to the County's benefits have made the package less valuable, which has created equity issues between long-term and newer employees. More specific comments expressed by participants regarding benefits are listed below:

- Employees generally liked the health insurance offered to County employees, although some participants would prefer to have an option between the current two tiers that would provide coverage for employees plus spouse.
- Participants stated that the employee wellness clinic is a valuable resource that provides quality, affordable health care at a convenient location.
- Newer employees perceive the change in paid time off policies as inequitable because employees who have been employed by the County for longer have higher accrual rates.

## Compensation Issues

Focus group participants also offered the following related to compensation:

- Employees stated that stagnant wages during the economic downturn were especially hard because of increases in the cost of living as well as the Florida Retirement System's implementation of mandatory employee contributions.
- Employees also expressed that the lack of salary increases has led to wage compression because new employees earn similar wages as employees whose wages remained at pay grade minimums over the past several years.
- Some employees felt that the County's current hiring practices, which restrict new hires to at or just above pay grade minimums, may be hurting recruitment efforts; however, participants also stated that current employees' salaries should be considered when determining hiring rates.
- Focus group participants stated that some classifications should receive hazard pay or certification pay. There was a general concern that if the County does not provide additional pay to employees with desirable certifications that the County will have difficulty retaining qualified employees.

## Classification Issues

Participants were asked to provide Evergreen Solutions with feedback regarding classification. Many of the responses were related to issues specific to individual classifications, which were analyzed during the Job Assessment Tool (JAT) review process. Below is a list of a few of their general issues:

- Some classifications at the County are split into multiple levels, and participants stated that there may not be differentiation in duties or qualifications for the different levels.
- Other classifications at the County have the same title even though the positions have become more specialized over time, and employees stated that they would like to see the titles and pay grades for those positions reflect the specialization.
- Employees generally felt that the County's current job descriptions are not all accurate or clear, which has made it hard to attract quality applicants to fill vacancies.
- Some employees said that they would like the County's job descriptions to be posted online so that employees can more easily access them.
- There was a concern among some participants that the County needs to establish higher minimum qualifications for some positions, and, in some classifications, test applicants to ensure that they are qualified.





## Performance Management

Employees were asked about their current performance evaluation system. Focus group participants were divided on the issue of performance evaluation, with some employees providing positive feedback about the current system and others stating they would prefer something different. Below are some of the comments about performance evaluation.

- Most focus group participants felt that evaluations should be tied to performance pay because they would like hard-working employees to be rewarded and because they think it will make supervisors and employees take the evaluation process more seriously.
- Some employees stated that the current form is too long and takes too much time to complete.
- Employees generally like that the current performance evaluation is completed on a computer and that it includes self-evaluation.
- Employees think that the forms could be more specific to their assigned duties, and they would like a form that has more objective questions.

## 2.2 MARKET SURVEY FEEDBACK

During focus groups, Evergreen Solutions asked participants questions to solicit input on the peer organizations and positions for possible inclusion in the salary survey. Common responses to these questions were summarized below and were considered during the planning and development of the survey conducted for the County.

### Market Peers

Focus group participants were asked to name organizations they considered to be market peers. Some of these are listed below and were considered when developing the list of peers for the salary survey:

- Broward County, FL;
- Indian River County, FL;
- Miami-Dade County, FL;
- Palm Beach County, FL;
- St. Lucie County, FL;
- City of Fort Pierce, FL;
- City of Stuart, FL;
- Town of Jupiter, FL;
- St. Johns River Water Management District;
- Southwest Florida Water Management District; and
- Various private sector organizations.



## Benchmark Positions

Employees were also asked which positions within the County present the greatest challenges with regard to recruitment and retention. Some of the positions or functional areas mentioned by focus group participants were:

- Administrative Specialist I and II;
- Analyst positions across all departments;
- Emergency Medical Dispatcher;
- EMT/Ocean Lifeguard;
- Equipment operator;
- Groundskeeper II;
- Lead HVAC Technician;
- Planner;
- Plumber;
- Several Information Technology positions, including positions related to server maintenance, networking, and system administration; and
- Telecommunicator.

## 2.3 SUMMARY

The issues that focus group and survey participants mentioned exist in many organizations in the public sector, and, overall, employees believed the County is a good place to work. Many employees mentioned the County's generous benefits package, the opportunity to serve the community in which they live, and their quality co-workers as reasons they enjoy and have stayed working at the County. The feedback provided by participants served as a foundation for the remainder of the study by revealing classification and compensation issues at the County that required special attention through the course of the study.



## Chapter 3 – Assessment of Current Conditions

The purpose of this chapter is to provide the results an overall assessment of the structure of the compensation plan in place within the County at the onset of the study, including how employees' salaries had been placed relative to their pay grades, and a brief analysis of employee tenure and how employees were divided among departments. Data included here reflected the demographics in place at the beginning of the study and should be considered a snapshot in time. The data contained within this report provided fertile ground for more detailed analysis and recommendations through the course of this study, but were not sufficient cause for recommendations on their own. By reviewing this information, Evergreen Solutions gained a better understanding of the County's compensation philosophies and policies, which helped in identifying issues for both further review and potential revision.

### 3.1 PAY PLAN ANALYSIS

The County's pay plan consisted of several salary tables, which were used to assign classifications to pay grades. The four salary tables with grades assigned to classifications in the study were the BF salary table for general classifications, the IA salary table for classifications represented by the International Association of Fire Fighters (IAFF) labor union, the CL salary table for the County Administrator and County Attorney classifications, and the EO salary table for County Commissioners. The County had additional salary tables for employees of the Supervisor of Elections and a separate on call salary table that were not included in this analysis.

The BF and IA salary tables had open range pay grades, which consisted of an established minimum and maximum salary and allowed for flexibility in the increments by which employees' salaries moved through the pay range. The CL and EO salary tables defined maximum salaries for the classifications assigned to those grades; no minimum salaries were established on those salary tables.

**Exhibit 3A** illustrates the County's BF salary table, which consisted of 22 grades, all of which were assigned to at least one employee. One way to measure the width of a pay grade is by calculating the percentage increase from the grade's minimum to its maximum salary. This measure is called the grade's range spread. The range spreads on the BF salary schedule varied between 29 percent and 104 percent, with an average range spread of 65 percent. Grade 108 was assigned to the most employees, with 90 employees in classifications assigned to that grade. Grades 104 and 121 were each only assigned to one employee.

**EXHIBIT 3A  
CURRENT BF SALARY TABLE**

Grade	Minimum	Midpoint	Maximum	Range Spread	Employees
104	\$ 22,335	\$ 29,148	\$ 35,961	61%	1
105	\$ 23,841	\$ 31,127	\$ 38,412	61%	38
106	\$ 25,504	\$ 33,267	\$ 41,031	61%	47
107	\$ 27,270	\$ 35,585	\$ 43,900	61%	12
108	\$ 29,166	\$ 38,051	\$ 46,935	61%	90
109	\$ 31,191	\$ 40,765	\$ 50,338	61%	47
110	\$ 33,320	\$ 43,935	\$ 54,551	64%	42
111	\$ 36,114	\$ 47,626	\$ 59,138	64%	79
112	\$ 39,144	\$ 51,624	\$ 64,105	64%	33
113	\$ 42,441	\$ 55,976	\$ 69,512	64%	46
114	\$ 46,003	\$ 60,671	\$ 75,338	64%	29
115	\$ 49,875	\$ 64,581	\$ 79,287	59%	38
116	\$ 54,061	\$ 72,152	\$ 90,242	67%	9
117	\$ 58,600	\$ 77,300	\$ 96,000	64%	18
118	\$ 61,500	\$ 86,000	\$110,500	80%	11
119	\$ 63,288	\$ 96,219	\$129,150	104%	3
120C	\$ 74,000	\$ 97,000	\$120,000	62%	3
120B	\$ 80,000	\$104,000	\$128,000	60%	3
120A	\$ 87,000	\$113,250	\$139,500	60%	5
121	\$ 73,819	\$112,231	\$150,643	104%	1
CA201	\$ 76,000	\$ 87,200	\$ 98,400	29%	2
CA202	\$ 92,500	\$113,750	\$135,000	46%	2
<b>Total</b>				<b>65%</b>	<b>559</b>

**Exhibit 3B** illustrates the County's IA salary table, which consisted of six grades, one for each classification represented by the IAFF. All six pay grades were assigned to at least one employee in the study. The IA pay plan had a consistent structure for all grades, as each grade's range spread was 71 percent. Over 75 percent of employees were in classifications assigned to grades ESPEC and FPMED, which had 107 and 115 employees, respectively. The ESPEC grade was assigned to employees in the Firefighter EMT classification, and the FPMED grade was assigned to the Firefighter Paramedic classification. Only one employee was in the Fire Mechanic classification, which was assigned to the FMECH grade, and only two were in the Fire Mechanic - Non Combat classification, which was assigned to the FMENC grade.



**EXHIBIT 3B  
CURRENT IA SALARY TABLE**

Grade	Minimum	Midpoint	Maximum	Range Spread	Employees
ESPEC	\$ 43,118	\$ 58,432	\$ 73,746	71%	107
FMECH	\$ 45,274	\$ 61,354	\$ 77,433	71%	1
FMENC	\$ 43,118	\$ 58,432	\$ 73,746	71%	2
FPMED	\$ 49,915	\$ 67,643	\$ 85,370	71%	115
FRM/D	\$ 66,890	\$ 90,648	\$114,405	71%	9
LIEUT	\$ 55,031	\$ 74,576	\$ 94,121	71%	59
<b>Total</b>				<b>71%</b>	<b>293</b>

**Exhibit 3C** shows the County's CL and EO salary tables, which each consisted of a single pay grade. The only grade on the CL salary table, grade C, was assigned to the County Administrator and County Attorney classifications. The only grade on the EO salary table, grade E, was assigned to the County Commissioner classification. Because both of these pay grades only had established maximum salaries, no range spreads could be calculated for them.

**EXHIBIT 3C  
CURRENT CL AND EO SALARY TABLES**

Grade	Minimum	Midpoint	Maximum	Range Spread	Employees
C	--	--	\$200,000	N/A	2
E	--	--	\$100,000	N/A	5
<b>Total</b>				<b>N/A</b>	<b>7</b>

It is important to have an organized pay structure, like the County's salary tables, because it gives employees something to work towards and also helps clear confusion about future salary increases or equity among different pay grades. An established pay structure also allows an organization to analyze and address problems regarding compression within job classifications and compression among different grades with a sense of consistency and thoroughness.

Additionally, consideration of the external market as well as the need for internal equity among classifications can benefit the County in a number of ways. A competitive pay structure will allow the County to be a more effective recruiter in the marketplace, offer comparable base salaries for similar positions, and give employees ample room for upward growth and motivation for professional development, all of which the present compensation plan had the potential to do.



### 3.2 GRADE PLACEMENT ANALYSIS

In assessing the overall effectiveness of the County's pay plan and policies, it was helpful to analyze where employees' salaries stood in comparison to the range in which they were placed. For example, an organization with limited methods by which employees are able to progress through the ranges, would be expected to reveal a large clustering of employees at or near the minimum of their pay grades. An organization with severely uncompetitive range values may have employees clustered near the top of their ranges because the organization is required to pay them the highest salary possible in order to limit turnover. The purpose of this analysis was to determine if these situations existed at the County at the onset of the study. The only pay grades included in this analysis were grades on the BF and IA salary tables. The grades on the CL and EO salary tables were excluded from the analysis and do not appear in Exhibits 3D through 3H because those pay grades did not establish full salary ranges.

**Exhibit 3D** shows the number and percentage of County employees who earned salaries at the minimum and at the maximum of their assigned pay grade. A total of 36 employees, or 4.2 percent of the employees assigned to BF or IA pay grades, earned salaries at their pay grade's minimum. A total of 109 employees, or 12.8 percent of the included employees, earned salaries at the maximum of their pay grade. Being at the grade minimum is typically a sign of a newer employee or an employee who was recently promoted to her or his classification, and who has therefore not had the opportunity or experience necessary to progress from that entry level of compensation. Contrarily, being at the grade maximum is typically a sign of an established employee who has had the opportunity or experience necessary to progress to the top of compensation, or that an employee may be nearing an opportunity for promotion which would result in a reclassification into a new pay grade.

Only 2.0 percent of the employees in pay grades on the BF salary table earned salaries at range minimums. A moderate percentage of employees in the BF pay grades (8.2 percent) earned salaries at their pay grade maximums. A similar percentage (8.5 percent) of employees in IA pay grades earned their pay grade minimums. A relatively large amount of employees in IA pay grades, 63 or 21.5 percent, earned salaries at their respective pay grade maximums, which was initially a point of concern. However, further investigation revealed that these 63 employees had spent an average of 15.8 years in their current classification. Therefore, it was not surprising that these employees had moved through their pay grades during the course of their careers.



**EXHIBIT 3D  
EMPLOYEES AT MINIMUM AND MAXIMUM BY PAY GRADE**

Grade	Employees	At Minimum		At Maximum	
		#	%	#	%
104	1	0	0.0%	0	0.0%
105	38	3	7.9%	2	5.3%
106	47	0	0.0%	3	6.4%
107	12	1	8.3%	2	16.7%
108	90	4	4.4%	9	10.0%
109	47	0	0.0%	5	10.6%
110	42	1	2.4%	0	0.0%
111	79	0	0.0%	5	6.3%
112	33	0	0.0%	2	6.1%
113	46	0	0.0%	4	8.7%
114	29	0	0.0%	1	3.4%
115	38	2	5.3%	4	10.5%
116	9	0	0.0%	0	0.0%
117	18	0	0.0%	1	5.6%
118	11	0	0.0%	0	0.0%
119	3	0	0.0%	1	33.3%
120C	3	0	0.0%	0	0.0%
120B	3	0	0.0%	2	66.7%
120A	5	0	0.0%	5	100.0%
121	1	0	0.0%	0	0.0%
CA201	2	0	0.0%	0	0.0%
CA202	2	0	0.0%	0	0.0%
<b>BF Total</b>	<b>559</b>	<b>11</b>	<b>2.0%</b>	<b>46</b>	<b>8.2%</b>
ESPEC	107	25	23.4%	14	13.1%
FMECH	1	0	0.0%	0	0.0%
FMENC	2	0	0.0%	0	0.0%
FPMED	115	0	0.0%	12	10.4%
FRM/D	9	0	0.0%	6	66.7%
LIEUT	59	0	0.0%	31	52.5%
<b>IA Total</b>	<b>293</b>	<b>25</b>	<b>8.5%</b>	<b>63</b>	<b>21.5%</b>
<b>Overall Total</b>	<b>852</b>	<b>36</b>	<b>4.2%</b>	<b>109</b>	<b>12.8%</b>

Grade midpoint is often considered a key point for comparison with the market because, depending on the organization's compensation philosophy, employees earning grade midpoints are usually fully trained in their assigned duties and responsibilities. Therefore, it was important to examine the amount of employees at the County whose salaries fell above and below the calculated midpoint of their respective pay grade. Exhibit 3E provides the

number and percentage of employees with salaries that were above and below midpoint by pay grade.

**EXHIBIT 3E  
EMPLOYEES ABOVE AND BELOW MIDPOINT BY PAY GRADE**

Grade	Employees	Below Midpoint		Above Midpoint	
		#	%	#	%
104	1	0	0.0%	1	100.0%
105	38	34	89.5%	4	10.5%
106	47	36	76.6%	11	23.4%
107	12	9	75.0%	3	25.0%
108	90	70	77.8%	20	22.2%
109	47	33	70.2%	14	29.8%
110	42	28	66.7%	14	33.3%
111	79	51	64.6%	28	35.4%
112	33	21	63.6%	12	36.4%
113	46	20	43.5%	26	56.5%
114	29	21	72.4%	8	27.6%
115	38	13	34.2%	25	65.8%
116	9	1	11.1%	8	88.9%
117	18	5	27.8%	13	72.2%
118	11	1	9.1%	10	90.9%
119	3	0	0.0%	3	100.0%
120C	3	1	33.3%	2	66.7%
120B	3	0	0.0%	3	100.0%
120A	5	0	0.0%	5	100.0%
121	1	0	0.0%	1	100.0%
CA201	2	2	100.0%	0	0.0%
CA202	2	0	0.0%	2	100.0%
<b>BF Total</b>	<b>559</b>	<b>346</b>	<b>61.9%</b>	<b>213</b>	<b>38.1%</b>
ESPEC	107	78	72.9%	29	27.1%
FMECH	1	1	100.0%	0	0.0%
FMENC	2	2	100.0%	0	0.0%
FPMED	115	82	71.3%	33	28.7%
FRM/D	9	0	0.0%	9	100.0%
LIEUT	59	11	18.6%	48	81.4%
<b>IA Total</b>	<b>293</b>	<b>174</b>	<b>59.4%</b>	<b>119</b>	<b>40.6%</b>
<b>Overall Total</b>	<b>852</b>	<b>520</b>	<b>61.0%</b>	<b>332</b>	<b>39.0%</b>

A total of 520 employees (61.0 percent) had salaries below the midpoint and 332 employees (39.0 percent) had salaries above the midpoint of their respective pay grade. Too many





employees above or below midpoint can result in compression within a pay grade. The County had a slight imbalance of employees above and below midpoint, but further analysis of the quartiles within each pay grade revealed that once employee tenure was considered, the County did not appear to have widespread salary compression issues.

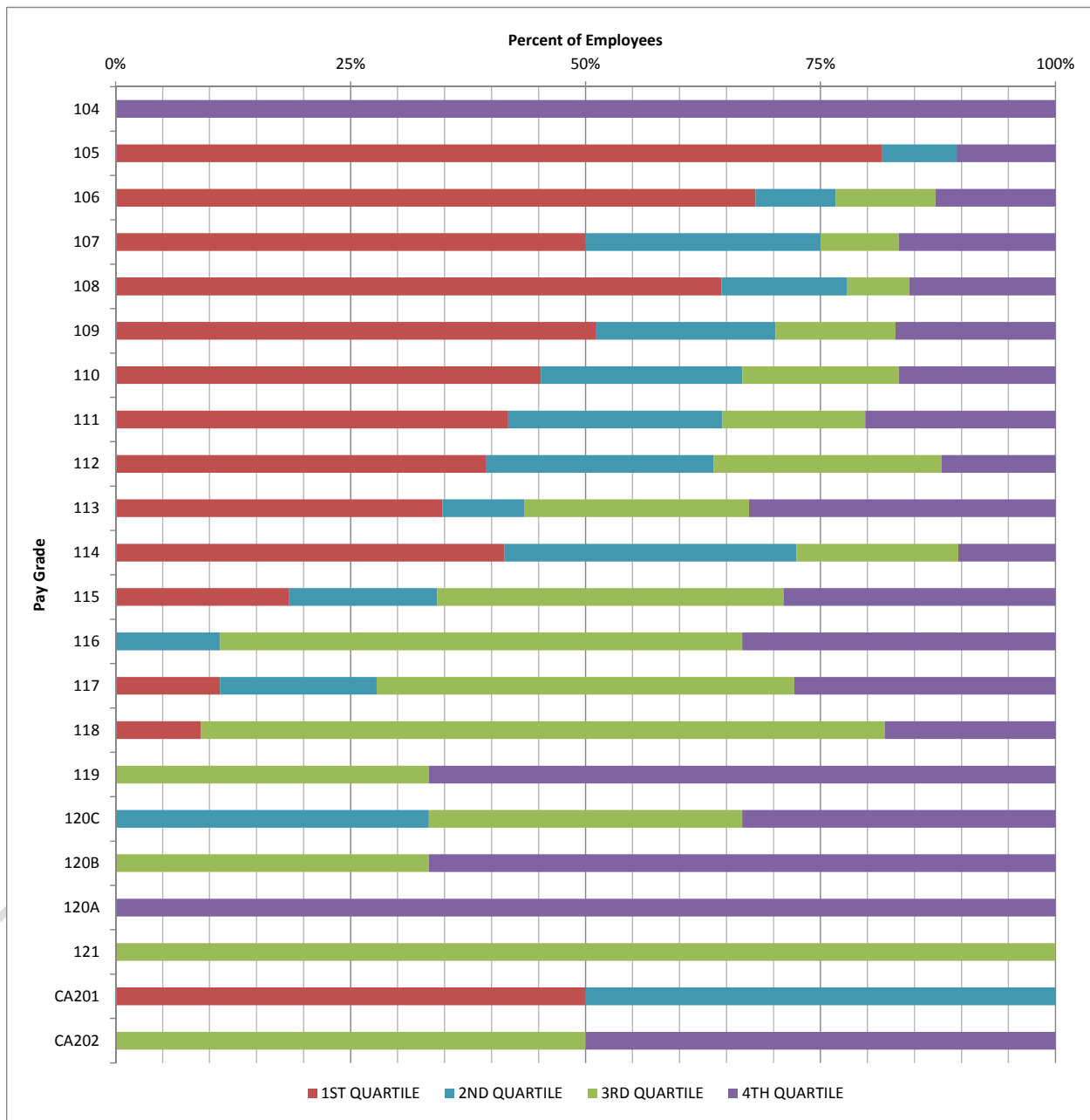
### 3.3 QUARTILE ANALYSIS

In the quartile analysis, each BF and IA pay grade possessing at least one full-time employee was divided into four equal segments, or quartiles, and employees were assigned a quartile based on their salary. **Exhibit 3F** shows the number of employees with salaries that were in each quartile of each pay grade and the average class years of those employees. **Exhibits 3G and 3H** show graphically the percentage of the total number of employees in each grade that had salaries in each quartile on the BF and IA salary tables.

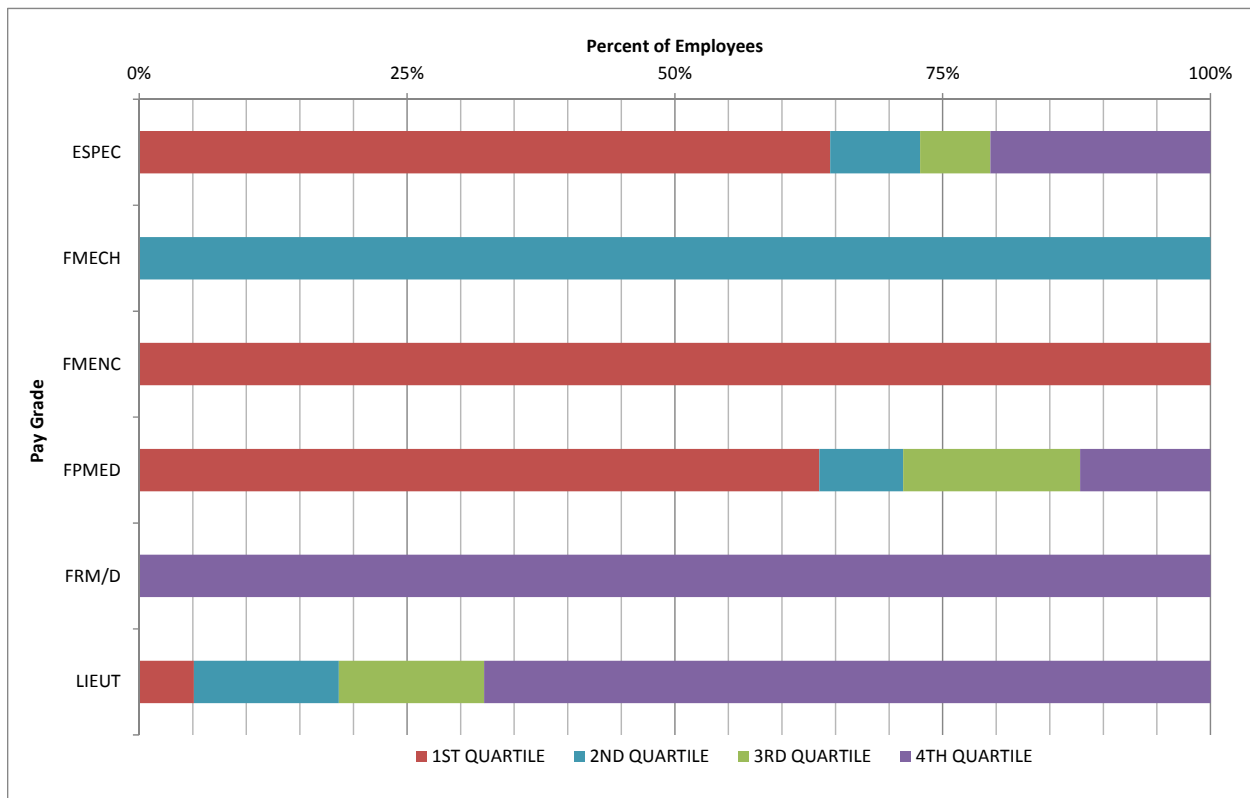
**EXHIBIT 3F  
QUARTILE AND CLASS YEARS ANALYSIS (COUNT OF EMPLOYEES)**

Grade	Total Emps	Avg Class Years	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
			Avg Class		Avg Class		Avg Class		Avg Class	
			# Emps	Years	# Emps	Years	# Emps	Years	# Emps	Years
104	1	16.1	0	--	0	--	0	--	1	16.1
105	38	5.5	31	3.6	3	9.9	0	--	4	16.7
106	47	5.3	32	3.5	4	4.0	5	8.3	6	13.2
107	12	5.2	6	2.1	3	6.5	1	14.2	2	8.2
108	90	5.8	58	2.9	12	8.1	6	6.7	14	15.9
109	47	6.4	24	3.2	9	3.9	6	13.4	8	13.7
110	42	7.3	19	4.4	9	7.1	7	10.0	7	13.0
111	79	7.1	33	3.4	18	6.1	12	10.0	16	13.7
112	33	7.1	13	4.3	8	4.7	8	10.2	4	14.6
113	46	7.4	16	4.4	4	5.1	11	8.1	15	10.8
114	29	5.0	12	2.8	9	4.3	5	8.7	3	9.6
115	38	7.2	7	1.2	6	5.5	14	7.8	11	11.2
116	9	9.3	0	--	1	3.8	5	6.1	3	16.5
117	18	8.5	2	6.0	3	4.4	8	7.5	5	13.5
118	11	8.2	1	4.5	0	--	8	8.5	2	9.1
119	3	6.7	0	--	0	--	1	8.5	2	5.8
120C	3	8.4	0	--	1	0.7	1	5.8	1	18.6
120B	3	10.3	0	--	0	--	1	4.3	2	13.3
120A	5	14.4	0	--	0	--	0	--	5	14.4
121	1	4.1	0	--	0	--	1	4.1	0	--
CA201	2	1.4	1	0.9	1	1.8	0	--	0	--
CA202	2	13.9	0	--	0	--	1	10.4	1	17.4
<b>BF Total</b>	<b>559</b>	<b>6.7</b>	<b>255</b>	<b>3.4</b>	<b>91</b>	<b>5.7</b>	<b>101</b>	<b>8.7</b>	<b>112</b>	<b>13.2</b>
ESPEC	107	8.6	69	4.3	9	13.8	7	15.8	22	17.5
FMECH	1	12.4	0	--	1	12.4	0	--	0	--
FMENC	2	3.1	2	3.1	0	--	0	--	0	--
FPMED	115	10.3	73	7.2	9	13.8	19	15.0	14	17.8
FRM/D	9	12.1	0	--	0	--	0	--	9	12.1
LIEUT	59	11.4	3	2.9	8	5.7	8	7.3	40	14.0
<b>IA Total</b>	<b>293</b>	<b>9.9</b>	<b>147</b>	<b>5.7</b>	<b>27</b>	<b>11.3</b>	<b>34</b>	<b>13.4</b>	<b>85</b>	<b>15.3</b>
<b>Overall Total</b>	<b>852</b>	<b>7.8</b>	<b>402</b>	<b>4.2</b>	<b>118</b>	<b>7.0</b>	<b>135</b>	<b>9.9</b>	<b>197</b>	<b>14.1</b>

### EXHIBIT 3G QUARTILE ANALYSIS (PERCENTAGE OF EMPLOYEES PER PAY GRADE) – BF PAY GRADES



**EXHIBIT 3H**  
**QUARTILE ANALYSIS (PERCENTAGE OF EMPLOYEES PER PAY GRADE) – IA PAY GRADES**



This analytical tool was helpful in determining whether employees’ salaries were adequately disbursed throughout the pay grades, once the length of time that the employees had spent in their current classifications was taken into consideration. In the Grade Placement Analysis, it was observed that a majority of employees had salaries in the lower half of pay ranges. The Quartile Analysis showed that employees’ salaries tended to cluster in the first quartile of ranges, as 45.6 percent of salaries in the BF ranges and 50.2 percent of salaries in the IA ranges were in the first quartile of ranges. However, an examination of class tenure revealed that those employees had spent an average of 4.2 years in their current classification, either because they were recently hired by the County or were recently promoted to their classification. **Exhibit 3F** shows a correlation between the length of time employees had spent in their classification and the grade placement of employees’ salaries, with the average class years increasing with increasing quartile. This was evidence that the County’s compensation philosophy placed value on the experience and institutional knowledge typically possessed by long-term employees.

**3.4 EMPLOYEE TENURE AND COUNTY DEPARTMENTS**

As of April 2015, the County employed 859 individuals, all of whom were included in this section of the study. The following analyses were intended to provide basic information

regarding how employees were distributed among departments and the tenure of employees, including those employees in classifications on the CL and EO salary tables.

The County's employees were spread among 13 departments. **Exhibit 3I** depicts the number of classifications that were present in each department, along with the number and overall percentage of total employees by department. As the exhibit illustrates, the largest department in the County was Fire Rescue, with 347 employees, representing 40.4 percent of the County's total workforce, while the Airport was the smallest department, with five employees, representing 0.6 percent of the County's total workforce.

### EXHIBIT 3I EMPLOYEES BY DEPARTMENT

Department	Classes	Employees	% of Total
Administration	32	43	5.0%
Airport	5	5	0.6%
Building	14	28	3.3%
Commission	6	10	1.2%
Engineering	54	111	12.9%
Fire Rescue	27	347	40.4%
General Services	23	37	4.3%
Growth Management	12	17	2.0%
Information Technology Services	20	33	3.8%
Legal	6	9	1.0%
Library	17	45	5.2%
Parks & Recreation	27	69	8.0%
Utilities & Solid Waste	45	105	12.2%
<b>Total</b>	<b>288</b>	<b>859</b>	<b>100.0%</b>

Evaluating average employee tenure was another valuable tool by which the County's workforce was demographically analyzed because it helped Evergreen Solutions understand the relative experience of the workforce and identify areas that might have been experiencing high turnover. The following analysis was intended to provide basic information regarding the tenure of employees in order to identify potential employee retention issues.

**Exhibit 3J** shows the average class years and average County tenure of employees that were in classifications assigned to each pay grade. These data showed that average tenure across the County was 11.8 years. The overall average tenure of County employees was 49.4 percent higher than the national median, which, according to recent statistics from the Department of Labor, was 7.9 years for employees working for local governments<sup>1</sup>. The average number of class years of employees in some pay grades, such as grades FRM/D, 119 and 120A, was

<sup>1</sup> United States Department of Labor, Bureau of Labor Statistics. (September 2014). Employee Tenure Summary [Economic News Release]. Retrieved from <http://www.bls.gov/news.release/tenure.nr0.htm>

much lower than the average County tenure of employees in those grades. This indicated that employees in classifications in these pay grades had been given the opportunity to move through the organization, which was evidence of an established career ladder that created the potential for upward growth within the organization for those functional areas.

Grades 120A, FRM/D, LIEUT, and 119 each had average County tenure of more than 20 years. The employees in these classifications undoubtedly possessed a wealth of institutional knowledge which if lost without preparation, could leave the County with knowledge gaps that could significantly affect the quality of services provided in the future. It was not surprising that the pay grades identified above as having been assigned to classifications that provided opportunities for career growth were also identified as having many employees with significant average tenure.

Lower than average tenure was also important to evaluate because it can help identify positions with significant turnover or retention issues. Grades CA201, FMENC, and 121 had the shortest average tenure at the County, with average tenures of 1.4 years, 3.7 years, and 4.1 years, respectively. The classifications assigned to these grades were included as benchmark positions in the salary survey to determine if the low average tenure was related to compensation. The results of the salary survey can be found in Chapter 3 of this report.



**EXHIBIT 3J  
EMPLOYEE TENURE BY PAY GRADE**

Grade	Employees	Avg Class Years	Avg Tenure
104	1	16.1	17.2
105	38	5.5	6.9
106	47	5.3	8.3
107	12	5.2	10.2
108	90	5.8	8.7
109	47	6.4	9.8
110	42	7.3	11.3
111	79	7.1	11.8
112	33	7.1	13.5
113	46	7.4	14.5
114	29	5.0	7.0
115	38	7.2	14.4
116	9	9.3	10.7
117	18	8.5	15.7
118	11	8.2	12.5
119	3	6.7	20.8
120C	3	8.4	14.0
120B	3	10.3	10.3
120A	5	14.4	26.8
121	1	4.1	4.1
CA201	2	1.4	1.4
CA202	2	13.9	15.5
BF Average		6.7	11.0
C	2	3.3	15.0
E	5	7.3	9.9
CL and EO Average		6.2	11.4
ESPEC	107	8.6	10.6
FMECH	1	12.4	12.4
FMENC	2	3.1	3.7
FPMED	115	10.3	11.0
FRM/D	9	12.1	26.6
LIEUT	59	11.4	21.5
IA Average		9.9	13.4
Overall Average		7.8	11.8





### 3.5 SUMMARY

Overall, the County's compensation plan had a solid structure on which to grow. The County's current compensation structure consisted of salary tables with established pay grades that were assigned to employees based on their classification. While there were pockets of wage compression in the first quartile of salary ranges, which was mentioned by some employees during focus groups, the employee tenure data indicated that most of the compression was due to employees having been recently hired or promoted. The Quartile Analysis, in particular, showed evidence that County employees who had spent significant time in their classification had been able to progress to the upper end of the salary tables. In general, the County had the potential and was well equipped to take the next steps in becoming a more competitive employment force in their labor market.



## Chapter 4 – Market Summary

Evergreen Solutions conducted a market comparison survey for the County, which is one of the best and most direct methods of determining the relative competitive position of an organization in the market place. This study focused on the salary ranges offered in the market for a sample of benchmarked positions, as well as the benefits packages available at peer organizations. The results of the salary portion of the survey were then used to evaluate overall structure, summarize overall market competitiveness, and capture the current highs and lows of the County's pay plan at the time of the study. This methodology was used to provide an overall analysis and not to evaluate salaries for individual employees. Market comparisons typically do not translate well at the individual level because individual pay can be determined through a combination of factors, including demand for the type of job, performance, prior experience, and, in some cases, an individual's negotiation skills during the hiring process. A combination of factors, one of which was the results of the market salary survey, were used when developing recommended adjustments to the County's compensation structure.

It should be noted that market comparisons should be thought of as a snapshot of current market conditions, as the data were collected at the time of the study and provided the most up-to-date market information. Market conditions can change, and in some cases change quickly. Therefore, market surveys should be conducted at regular intervals if the County wishes to stay competitive with the marketplace.

Evergreen Solutions conducted a comprehensive market salary survey for the County, which included surveying 20 market peers to collect salary information about 60 benchmarked classifications. Of the market peers contacted, 15 provided responses and market-relevant matches were made for 59 of the benchmarks.

When seeking to compare the County to its peers, a number of factors were taken into account, including location and population. Data were collected from the list of 15 market peers in **Exhibit 4A**. Salary data were adjusted using cost of living index factors at the county level. This calculation allowed salary dollars from entities across the state to be compared in spending power relevant to the County.



## EXHIBIT 4A SALARY SURVEY RESPONDENTS

Broward County
Charlotte County
City of Boca Raton
City of Fort Pierce
City of Stuart
City of West Palm Beach
Collier County
Indian River County
Martin Health System
Palm Beach County
Sarasota County
Southwest Florida Water Management District
St. Johns Water Management District
St. Lucie County
Town of Jupiter

### 4.1 SALARY SURVEY DATA

**Exhibit 4B** displays a summary of the peers' salary ranges and the percent differential of the County's current pay grades. The exhibit shows the median, or 50<sup>th</sup> percentile, response for each benchmarked classification's salary range minimum, midpoint, and maximum, and the percent differential between the market value and the County's salary range. A positive differential indicates that the County's salary was above the market value, and a negative indicates the County's salary was below the market value. The County Attorney classification did not have a full pay range established at the County, only a range maximum, and so percentage differentials could not be calculated at range minimum or midpoint. The last column in **Exhibit 4B** indicates the number of relevant matches made for each benchmarked classification.



**EXHIBIT 4B**  
**SALARY SURVEY RESULTS WITH DIFFERENTIALS**

Classification	Range Minimum		Range Midpoint		Range Maximum		Avg Range Spread	# Resp.
	Median	% Diff	Median	% Diff	Median	% Diff		
Administrative Specialist II	\$ 32,699.06	-12.1%	\$ 43,202.55	-13.5%	\$ 52,764.71	-12.4%	54.4%	13
Airport Manager	\$ 61,174.04	-13.2%	\$ 77,323.09	-7.2%	\$ 93,791.58	-3.9%	57.4%	4
Assistant County Administrator	\$ 110,754.60	-50.0%	\$ 136,931.00	-22.0%	\$ 163,107.40	-8.3%	61.8%	9
Assistant County Attorney	\$ 77,591.24	-2.1%	\$ 99,664.56	-14.3%	\$ 126,769.39	-28.8%	64.9%	6
Battalion Chief	\$ 68,852.57	-2.9%	\$ 84,546.20	6.7%	\$ 101,455.04	11.3%	19.8%	6
Building Official/Director	\$ 71,563.59	10.5%	\$ 92,772.93	10.8%	\$ 114,157.95	10.8%	55.7%	11
Chief Information Officer	\$ 87,330.86	-0.4%	\$ 112,479.69	0.7%	\$ 133,436.78	4.3%	61.9%	10
Code Compliance Investigator	\$ 37,020.27	-2.5%	\$ 48,335.35	-1.5%	\$ 59,561.96	-0.7%	63.7%	10
Communications/Outreach Coordinator	\$ 57,409.99	-24.8%	\$ 75,455.69	-24.4%	\$ 91,857.02	-21.9%	56.4%	8
Community Development Director	\$ 89,964.43	-21.6%	\$ 113,372.19	-16.9%	\$ 140,044.35	-16.7%	59.0%	9
Construction Inspector	\$ 45,692.76	-7.7%	\$ 58,359.31	-4.3%	\$ 70,854.05	-1.9%	54.6%	10
County Attorney	\$ 110,587.31	0.0%	\$ 143,763.50	0.0%	\$ 176,939.69	0.0%	53.8%	7
County Surveyor	\$ 60,927.06	-4.0%	\$ 79,551.95	-2.9%	\$ 97,584.13	-1.7%	58.0%	8
Customer Service Representative	\$ 29,999.11	-17.6%	\$ 38,383.27	-15.4%	\$ 47,388.48	-15.5%	56.8%	10
Data Input Clerk	\$ 27,726.41	-24.1%	\$ 35,283.23	-21.0%	\$ 42,850.55	-19.2%	57.6%	7
Division Chief	\$ 74,570.64	-17.8%	\$ 93,213.30	3.1%	\$ 111,855.96	13.4%	52.2%	5
Emergency Medical Dispatcher	\$ 34,352.32	-3.1%	\$ 42,687.48	2.8%	\$ 51,022.63	6.5%	54.6%	7
EMT/Ocean Lifeguard	\$ 31,263.40	-7.2%	\$ 39,502.43	-3.8%	\$ 48,382.13	-3.1%	60.2%	5
Engineering Director	\$ 85,957.34	1.2%	\$ 111,954.57	1.1%	\$ 137,662.96	1.3%	61.8%	10
Environmental Specialist	\$ 44,316.56	-13.2%	\$ 55,959.67	-8.4%	\$ 67,602.77	-5.5%	50.0%	8
Equipment Operator I	\$ 28,610.70	-20.0%	\$ 37,005.15	-18.9%	\$ 45,583.08	-18.7%	58.7%	11
Equipment Operator III	\$ 31,730.42	-8.8%	\$ 41,150.26	-8.1%	\$ 50,674.98	-8.0%	59.8%	9
Financial Analyst	\$ 47,289.78	-20.8%	\$ 62,291.28	-20.7%	\$ 75,630.66	-18.0%	56.8%	9
Fire Mechanic	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	0.0%	0
Fire Mechanic - Non Combat	\$ 38,843.67	9.9%	\$ 52,679.51	9.8%	\$ 66,515.34	9.8%	56.1%	5
Fire Rescue Chief	\$ 89,964.43	-3.4%	\$ 120,079.52	-6.0%	\$ 149,028.50	-6.8%	52.9%	5
Firefighter EMT	\$ 40,315.05	1.6%	\$ 52,142.66	10.8%	\$ 63,970.28	13.3%	52.7%	4
Firefighter Paramedic	\$ 50,376.77	-6.2%	\$ 62,404.81	7.7%	\$ 76,587.12	10.3%	52.5%	7
GIS Specialist	\$ 43,861.08	-21.5%	\$ 57,485.11	-20.7%	\$ 70,858.12	-19.8%	56.2%	10
Grants Compliance/Budget Manager	\$ 63,585.02	-3.4%	\$ 82,419.00	4.2%	\$ 100,264.55	9.3%	58.0%	9
Health & Human Services Manager	\$ 58,344.28	-7.9%	\$ 73,720.26	-2.2%	\$ 89,096.23	1.3%	57.9%	4
Housing Program Coordinator	\$ 48,778.29	-14.9%	\$ 65,002.42	-16.1%	\$ 80,503.82	-15.8%	60.5%	8
Human Resources Administrator	\$ 82,609.89	-34.3%	\$ 109,351.03	-27.2%	\$ 132,104.95	-19.6%	61.5%	12
Human Resources Analyst	\$ 48,005.54	-4.4%	\$ 61,342.91	-1.1%	\$ 73,611.59	2.3%	56.7%	10
HVAC Technician	\$ 38,537.14	-23.6%	\$ 48,601.58	-19.2%	\$ 59,229.57	-17.7%	58.1%	8
Industrial Electrician	\$ 38,549.56	-6.7%	\$ 48,174.69	-1.2%	\$ 57,927.98	2.0%	54.8%	9
Intergovernmental Relations &	\$ 54,406.56	-9.1%	\$ 67,758.80	-4.9%	\$ 81,111.03	-2.3%	54.5%	6



**EXHIBIT 4B (CONTINUED)**  
**SALARY SURVEY RESULTS WITH DIFFERENTIALS**

Classification	Range Minimum		Range Midpoint		Range Maximum		Avg Range	#
	Median	% Diff	Median	% Diff	Median	% Diff	Spread	
ITS Help Desk Representative	\$ 39,504.96	-35.4%	\$ 49,833.37	-31.0%	\$ 60,161.78	-28.2%	52.6%	8
Legal Secretary - Litigation	\$ 37,088.20	-11.3%	\$ 46,360.25	-5.5%	\$ 56,294.18	-3.2%	56.7%	7
Librarian I	\$ 43,164.44	-19.5%	\$ 54,488.87	-14.4%	\$ 65,189.95	-10.2%	56.7%	7
Library Branch Manager	\$ 52,995.90	-35.4%	\$ 66,244.62	-28.3%	\$ 79,493.35	-24.0%	54.8%	5
Library Director	\$ 78,973.71	-6.7%	\$ 102,039.71	-5.2%	\$ 123,002.87	-2.5%	60.6%	8
Library Specialist	\$ 28,483.52	-11.7%	\$ 38,324.56	-15.2%	\$ 47,723.21	-16.3%	58.8%	7
Lieutenant	\$ 60,435.12	-9.8%	\$ 71,648.74	3.9%	\$ 85,321.00	9.3%	43.9%	7
Maintenance Worker III	\$ 28,925.92	-13.4%	\$ 37,580.45	-13.0%	\$ 45,676.80	-11.3%	56.1%	12
Network Administrator	\$ 52,573.09	-23.9%	\$ 68,284.58	-22.0%	\$ 82,899.31	-19.3%	57.5%	12
Parks & Recreation Director	\$ 92,347.64	-15.4%	\$ 120,079.52	-15.5%	\$ 150,194.60	-17.3%	60.0%	7
Parks Services Specialist II	\$ 25,051.03	-5.1%	\$ 33,954.18	-9.1%	\$ 42,306.17	-10.1%	61.6%	6
Principal Planner	\$ 55,644.74	-11.6%	\$ 69,589.75	-7.8%	\$ 86,992.67	-9.7%	56.5%	11
Procurement Specialist	\$ 41,714.54	-15.5%	\$ 54,184.60	-13.8%	\$ 64,865.24	-9.7%	54.7%	10
Project Engineer	\$ 63,459.57	-8.3%	\$ 81,915.71	-6.0%	\$ 98,664.51	-2.8%	58.6%	10
Purchasing Manager	\$ 64,186.18	-9.5%	\$ 84,178.09	-8.9%	\$ 104,170.00	-8.5%	61.3%	10
Reception & Information Specialist	\$ 31,281.72	6.1%	\$ 39,502.43	10.1%	\$ 48,160.48	11.7%	52.5%	7
System Administrator II	\$ 54,703.75	-9.7%	\$ 69,555.68	-7.7%	\$ 84,800.49	-7.0%	47.3%	11
Tourism & Marketing Manager	\$ 59,389.52	-9.9%	\$ 76,374.70	-5.9%	\$ 92,750.15	-2.8%	56.0%	4
Traffic Operations Technician	\$ 31,263.40	-14.6%	\$ 40,538.65	-13.9%	\$ 49,813.89	-13.5%	63.0%	7
Treatment Plant Operator I	\$ 35,510.67	-13.8%	\$ 45,187.39	-10.8%	\$ 54,864.11	-9.0%	54.6%	9
Urban Designer	\$ 48,806.36	-6.1%	\$ 60,879.04	-0.3%	\$ 75,744.86	-0.5%	58.1%	6
Utilities Service Worker I	\$ 28,434.32	-11.5%	\$ 36,182.78	-8.8%	\$ 44,258.78	-7.9%	58.5%	7
Veterans Services Officer I	\$ 42,603.72	-36.6%	\$ 50,653.70	-24.3%	\$ 61,331.22	-21.8%	41.6%	5
<b>Overall Average</b>		<b>-11.9%</b>		<b>-8.3%</b>		<b>-6.4%</b>	<b>55.1%</b>	<b>7.9</b>

## 4.2 SALARY SURVEY RESULTS

### Range Minimums

As Exhibit 4B illustrates, at the minimum of the respective salary ranges, the County was an average of 11.9 percent below the market median across all surveyed job titles. While some classifications were closer to market at the minimum, others exhibited a greater difference from market values. Market minimums are typically considered entry-level salary points, either entry into the organization or entry into a next level of classification. Therefore, it is important for an organization to be competitive at range minimums in order to recruit quality employees.

Based on the data gathered at the surveyed market minimum for these benchmark positions, the following observations were made:

- The surveyed position differentials ranged from a low of 50 percent below market minimum in the case of the Assistant County Administrator classification to a high of 10.5 percent above market for the Building Official/Director classification.

- Of the 58 County positions with differentials at range minimum, 53 reported to be below market at the minimum. These 53 below-market classifications were an average of 14 percent below market at minimum.
- A total of 13 surveyed positions indicated market differentials at the pay range minimum that were greater than 20 percent below market. These classifications averaged 28.6 percent below the market.

### Range Midpoints

Market midpoint is important to consider because it is a common standard used to determine the market value of full competence in a classification, and remaining competitive at range midpoints can help an organization to avoid turnover of experienced employees. As **Exhibit 4B** indicates, the County was an average of 8.3 percent below market at range midpoints.

Based on the data gathered at the market midpoint of the salary range, the following could be determined:

- At the market midpoint, the benchmark positions ranged from a low of 31 percent below market in the case of the ITS Help Desk Representative classification to a high of 10.8 percent above market midpoint for the Firefighter EMT and Building Official/Director classification.
- 46 of the surveyed classifications were found to be below market at the midpoint, which represented 76.7 percent of benchmarks with midpoint differentials. These 46 classifications were an average of 12.4 percent below market at the midpoint.
- A total of three surveyed positions indicated market differentials at the pay range midpoint that were greater than 10 percent above the market. These are listed below with their market differentials:
  - Firefighter EMT, 10.8 percent above market;
  - Building Official/Director, 10.8 percent above market; and
  - Reception and Information Specialist, 10.1 percent above market.
- 12 surveyed classifications were above market at the midpoint, and they averaged six percent above market.

### Range Maximums

Salary range maximum values as they compared to the survey respondents were also illustrated in **Exhibit 4B**. Being competitive at range maximum is essential if an organization desires to retain highly experienced employees. The County was, on average, 6.4 percent below market at the maximum of its pay ranges for the benchmarked positions.





The comparison of market maximums yielded the following considerations:

- At the market maximum, the benchmarked positions ranged from a low of 28.8 percent below market in the case of the Assistant County Attorney classification to a high of 13.4 percent above market for the Division Chief classification.
- Of the positions surveyed, 43 were below market maximum which represents 71.7 percent of all benchmarked positions. These 43 below-market classifications were an average of 11.7 percent below market at maximum.
- Of the surveyed positions, five had range maximums with a differential of 20 percent or more below market. They are listed below with their market differentials:
  - Assistant County Attorney, 28.8 percent below market;
  - ITS Help Desk Representative, 28.2 percent below market;
  - Library Branch Manager, 24 percent below market;
  - Communications/Outreach Coordinator, 21.9 percent below market;
  - Veterans Services Officer I, 21.8 percent below market.

### Fire Rescue Department

**Exhibit 4C** shows for target fire departments, the median response for each benchmarked classification's salary range minimum, midpoint, and maximum, and the percent differential between the market value and the County's salary range. A positive differential again indicates the County's salary that was above the market value, whereas a negative value indicates the County's salary was below the market value.

Utilizing the data from **Exhibit 4C**, we can make the following observations:

- The benchmarked positions ranged from a low of 17.8 percent below market for range minimums of the Division Chief classification up to 13.4 percent above market in range maximums for the same position.
- While there are eight classifications below their market salary ranges at the range minimum, only three of these classifications remain below market ranges at their respective midpoints and maximums. These consistently below market classifications are:
  - Administrative Specialist,
    - -12.1% below market minimum,
    - -13.5 below market midpoint
    - -12.4 below market maximum;
  - EMT/Ocean Lifeguard,
    - -7.2% below market minimum,
    - -3.8% below market midpoint,
    - -3.1% below market maximum;
  - Fire Rescue Chief,
    - -3.4% below market minimum,
    - -6% below market midpoint,
    - -6.8% below market maximum



**EXHIBIT 4C**  
**SALARY SURVEY RESULTS WITH DIFFERENTIALS**

Classification	Range Minimum		Range Midpoint		Range Maximum		Avg Range Spread	# Resp.
	Median	% Diff	Median	% Diff	Median	% Diff		
Administrative Specialist II	\$32,699.06	-12.1%	\$43,202.55	-13.5%	\$52,764.71	-12.4%	54.4%	13
Battalion Chief	\$68,852.57	-2.9%	\$84,546.20	6.7%	\$101,455.04	11.3%	19.8%	6
Division Chief	\$74,570.64	-17.8%	\$93,213.30	3.1%	\$111,855.96	13.4%	52.2%	5
Emergency Medical Dispatcher	\$34,352.32	-3.1%	\$42,687.48	2.8%	\$51,022.63	6.5%	54.6%	7
EMT/Ocean Lifeguard	\$31,263.40	-7.2%	\$39,502.43	-3.8%	\$48,382.13	-3.1%	60.2%	5
Fire Mechanic	-	0.0%	-	0.0%	-	0.0%	0.0%	0
Fire Mechanic - Non Combat	\$38,843.67	9.9%	\$52,679.51	9.8%	\$66,515.34	9.8%	56.1%	5
Fire Rescue Chief	\$89,964.43	-3.4%	\$120,079.52	-6.0%	\$149,028.50	-6.8%	52.9%	5
Firefighter EMT	\$40,315.05	1.6%	\$52,142.66	10.8%	\$63,970.28	13.3%	52.7%	4
Firefighter Paramedic	\$50,376.77	-6.2%	\$62,404.81	7.7%	\$76,587.12	10.3%	52.5%	7
Lieutenant	\$60,435.12	-9.8%	\$71,648.74	3.9%	\$85,321.00	9.3%	43.9%	7
<b>Overall Average</b>		<b>-4.6%</b>		<b>2.0%</b>		<b>4.7%</b>	<b>45.4%</b>	<b>5.8</b>

### 4.3 SALARY SURVEY CONCLUSIONS

It should be noted that the standing of a classification's pay range compared to the market was not a definitive assessment of the individual employee's salary being equally above or below market. It does, however, speak to the County's ability to recruit and retain talent over time. For example, if starting pay was significantly lower than the market would offer, the County may find itself losing out to their market peers when they seek to fill a position. Additionally, if midpoint or maximum pay was significantly lower than the market, experienced employees may leave for other opportunities.

From the analysis of the data gathered in the external labor market assessment, the County's pay grades were not competitive with the median ranges offered in the market. The average differentials from market median across all benchmarked classifications were:

- 11.9 percent below the market at range minimums,
- 8.3 percent below the market at range midpoints, and
- 6.4 percent below the market at range maximums.

The average range spread at the County (65 percent) for benchmarked classifications was 9.9 percentage points wider than the market average (55.1 percent) across the benchmark classifications. This contributed to the County being further below market at range minimums than at midpoints and maximums, on average across benchmarked classifications.

Information gained from the market survey was used, in conjunction with stakeholder and employee feedback and current environmental factors such as the budget, to develop recommendations to keep the County in a strong position to grow and stay competitive in

the market. Discussion of recommended changes to the County's compensation structure can be found in **Chapter 5** of this report.

#### 4.4 **BENEFITS SURVEY RESULTS**

In addition to a salary survey, Evergreen Solutions conducted a benefits survey at peer organizations. The benefits analysis, much like the salary evaluation, represented a snapshot in time of what was available in benefits packages at peer organizations. It is important to realize that there are intricacies involved with benefits programs that are not captured by a market survey alone. This information should be used as a cursory overview and not a line-by-line comparison since benefits are typically weighted differently depending on the importance to an organization. It should also be noted that benefits are usually negotiated and acquired through third parties, so one-to-one comparisons can be difficult. The analysis in this section highlighted aspects of the benefits survey that provided pertinent information.

Full or partial data was collected from the eight peer organizations shown in **Exhibit 4D**, which represents 53.3 percent of the peers who responded to the salary survey. It is common for fewer peers to respond to benefits surveys than salary surveys because of the time commitment required to provide full information about benefits packages.

##### **EXHIBIT 4D BENEFITS SURVEY RESPONDENTS**

Broward County
City of Fort Pierce
City of West Palm Beach
Collier County
Martin Health System
Sarasota County
St. Johns Water Management District
Town of Jupiter

#### **General Benefits**

Benefits as a percentage of total compensation is a common indicator that organizations use to assess how generous benefits are at individual organizations. This indicator is calculated by dividing the amount an organization spends on benefits by the amount spent on total compensation. Total compensation refers to the total dollar amount employees receive from their organization, generally calculated as the amount spent on salaries plus the amount spent on all discretionary benefits.

As **Exhibit 4E** shows, the market average for benefits as a percentage of total compensation was approximately 25.1 percent. Benefits as a part of total compensation values over 30.0 percent are typically considered generous. It was not uncommon for this number to range widely at different organizations depending on differences in compensation philosophies



and the relative cost of health benefits. The benefits as percentage of total compensation for the County was 29.7 percent for general employees and 32.6 percent for Fire Rescue employees, which were both above the peer average.

**EXHIBIT 4E  
BENEFITS PERCENTAGE OF TOTAL COMPENSATION**

	Peer Average	Martin County
Benefits as a percentage of total compensation	25.1%	General: 29.7% Fire Rescue: 32.6%

### Health Plans

**Exhibit 4F** shows that the average number of health plans offered by peer organizations was 2.3. The County offered one plan, which was a PPO.

**EXHIBIT 4F  
NUMBER OF HEALTH PLANS**

	Peer Average	Martin County
Number of health plans offered	2.3	1

As displayed in **Exhibit 4G**, 12.5 percent of responding peers offered at least one type of Health Maintenance Organization (HMO) plan, 62.5 percent offered at least one Preferred Provider Organization (PPO) plan, 50.0 percent offered a Health Savings Account (HSA), and 44.4 percent offered some other type of health plan including Consumer-Driven Health (CDH), High Deductible Health Plan (HDHP) and Point of Service (POS) plans. The County offered one PPO plan, which was the most commonly offered plan by peers. The County's PPO plan also included a Health Reimbursement Account (HRA) that allowed employees to be reimbursed for qualifying medical expenses.

**EXHIBIT 4G  
TYPE OF HEALTH PLANS**

	Peer Percentage Yes	Martin County
HMO Health Plan offered?	12.5%	NO
PPO Health Plan offered?	62.5%	YES
Health Savings Account offered?	50.0%	NO
Other type of Health Plan offered?	44.4%	NO

**Exhibit 4H** displays the peer average percentage of insurance premiums paid by employers and the average deductibles for HMO, PPO, and HSA plans. The average percentages paid by employer for HMO, PPO, and HSA insurance plans individual premiums were 70.0



percent, 87.7 percent, and 95.0 percent, respectively. The County paid 75.0 percent of the entire cost of the premium for individuals and 75.0 percent of the premium for employee plus family, but did not offer a tier for employee plus one dependent. The County paid a smaller percentage of the premium for individual coverage than the average at peers with a PPO, but paid a higher percentage than the average for employee plus family coverage.

**Exhibit 4H** also displays the average annual deductible for individuals, employees plus one and employee plus family among peer respondents. The average dollar amount is displayed separately for PPO, HMO, and HSA plans. The only target organization that offered an HMO plan did not have a deductible for individuals or dependents. The County's PPO plan also did not have deductibles.

#### EXHIBIT 4H HEALTH PLAN PREMIUMS AND DEDUCTIBLES

	Peer HMO Average	Peer PPO Average	Peer HSA Average	Martin County PPO
Percentage paid by <b>employer</b> for employee-only coverage	70.0%	87.7%	90.0%	75%
Percentage paid by <b>employee</b> for employer plus one	67.0%	51.6%	84.3%	N/A
Percentage paid by <b>employer</b> for employee plus family	67.0%	71.6%	80.0%	75%
Deductible - Employee Only	\$0.00	\$1,121.43	\$1,866.67	Varies according to network
Deductible - Employee Plus One	\$0.00	\$1,740.00	\$3,733.33	N/A
Deductible - Employee Plus Family	\$0.00	\$2,792.86	\$3,733.33	Varies according to network

**Exhibit 4I** provides information about employee health clinics and employee wellness programs. The data showed that 37.5 percent of responding peers offered employee health clinic coverage to their employees, and 87.5 percent offered an Employee Wellness Program employees. Wellness programs included incentives for quitting smoking, employee health screenings, fitness classes and wellness seminars, and incentives for completing annual physicals. The County offered an employee health clinic. While the County did not offer a full Employee Wellness Program, they did provide employees with annual health screenings.

#### EXHIBIT 4I HEALTH CLINIC AND WELLNESS COVERAGE

	Peer Percentage Yes	Martin County
Employee Health Clinic offered?	37.5%	YES
Employee Wellness Program offered?	87.5%	NO



**Other Benefits Offerings**

**Exhibit 4J** displays the percentage of responding peers who offer dental, vision, short-term disability and long-term disability insurance plans and displayed whether the County offered these types of benefits. Dental plans were offered to employees at 100.0 percent of the County’s peers, and vision plans were offered by 75.0 percent of the County’s peers. Short-term disability insurance and long-term disability were both offered by 87.5 percent of responding peers. The County’s PPO health plan included dental coverage, and the County offered vision, short-term disability and long-term disability insurance at the employee’s expense.

**EXHIBIT 4J  
DENTAL AND DISABILITY INSURANCE**

	Peer Percentage Yes	Martin County
Dental Insurance offered?	100.0%	YES Included in Health Plan
Vision Plan offered?	75.0%	YES Employee-Paid
Short-Term Disability offered?	87.5%	YES Employee-Paid
Long-Term Disability offered?	87.5%	YES Employee-Paid

**Exhibit 4K and 4L** provide summary information about peers’ dental, vision, short-term disability and long-term disability insurance. The average percentage paid by the employer for dental and vision was 42.7 percent and 25.0 percent, respectively. The County included dental insurance in its PPO plan, so monthly cost comparisons could not be determined.

**EXHIBIT 4K  
COST SHARING DENTAL AND VISION**

		Percentage Paid by Employer	Monthly Cost to Employer for Individual	Monthly Cost to Employee for Individual	Monthly Cost to Employer for Family	Monthly Cost to Employee for Family
Dental Insurance	Peer Average	42.7%	\$58.91	\$17.80	\$120.56	\$29.06
	Martin County	Included in Medical	N/A	N/A	N/A	N/A
Vision Plan	Peer Average	25.0%	\$1.74	\$0.00	\$3.13	\$10.82
	Martin County	0.0%	N/A	\$7.50	N/A	\$20.52

On average, peers paid 50.0 percent of the costs for short-term disability and 66.7 percent of costs for long-term disability. The peer average percentage received by the employee for short-term disability was 58.0 percent of salary. The peer average percentage received by the employee for long-term disability was 57.1 percent of salary.



**EXHIBIT 4L  
DISABILITY INSURANCE DETAILS**

		Percentage Paid by Employer	Percentage of Salary Received
Short-Term Disability	Peer Average	50.0%	58.0%
	Martin County	0.0%	Depends on selected plan
Long-Term Disability	Peer Average	66.7%	57.1%
	Martin County	0.0%	60%, up to \$5,000 per month

**Exhibit 4M** summarizes the offering of Employee Assistance Programs (EAP) and tuition reimbursement amongst peers and at the County. EAP was offered by all responding peers and was also available to employees at the County. For peers who offered EAP to employees, an average of 5.4 visits were offered annually. The County's EAP consisted of six annual visits, which was slightly higher than the peer average. Tuition reimbursement was offered by 75.0 percent of responding peers and was also offered by the County. For some peers tuition was covered up to 6 credit hours per semester or if education was job-related with an average annual amount of \$3,500. The County offered tuition reimbursement up to an annual maximum of \$2,400, and the amount of the reimbursement depended on the final grade received in the class.

**EXHIBIT 4M  
EAP AND TUITION REIMBURSEMENT**

	Peer Percentage Yes	Peer Average	Martin County
Is an EAP offered?	100.0%	-	YES
Number of Annual EAP Visits Provided	-	5.4	6
Is Tuition Reimbursement offered?	75.0%	-	YES
Tuition Reimbursement Limit	-	\$3,500.00	Maximum annual reimbursement of \$2,400; Reimbursement amount depends on final grade in course

### Retirement

**Exhibit 4N** provides summary information about peers' and the County's retirement options. The normal retirement age was 61.1 years on average and 56.6 years on average for early retirement definitions for market peers. The County participated in the Florida Retirement System (FRS), and so the County's definition was 62 years if an employee was hired prior to 7/1/11 and 65 years if an employee was hired after 7/1/11. Peer respondents' years to fully vest in retirement was 5.0 years on average and the County's years to fully vest in retirement was 6 years prior to 7/1/11 and 8 years after 7/1/11. The market average COLA



percentage offered to pensions was 2.4 percent. The County's COLA to pensions was subject to the FRS's rules, which had 3.0 percent COLAs prior to 7/1/11 and no COLA after 7/1/11. The average employee percentage of contribution required was 3.7 percent, and the average employer match percentage of contribution was 8.0 percent. The County's percentage contribution varied annually because employer contributions into the FRS were determined actuarially by the state each year.

#### EXHIBIT 4N RETIREMENT

	Peer Average	Martin County
Definition of Normal Retirement	61.1	Prior to 7/1/11: 62 After 7/1/11: 65
Definition of Early Retirement	56.6	FRS early retirement rules
Years to Fully Vest	5.0	Prior to 7/1/11: 6 After 7/1/11: 8
COLA Offered to Retiree Pensions	2.4%	Prior to 7/1/11: 3% After 7/1/11: 0%
Employee's % Contribution Required	3.7%	3%
Employer's % Contribution Matched	8.0%	Varies annually based on State requirements

**Exhibit 40** displays the participation rate in the FRS of peer organizations and the County. Only 51.7 percent of responding peers participated in the FRS, and they all provided additional retirement options. The County participated in the FRS and offered an additional, optional retirement plan to employees.

#### EXHIBIT 4O RETIREMENT OPTIONS

	Peer Percentage Yes	Martin County
Does the organization participate in the Florida Retirement System (FRS)?	57.1%	YES
Is a retirement option other than a state plan offered?	100.0%	YES
Is a 401k, 401a, 403(b), or 457 offered?	100.0%	YES
Is a type of plan other than a 401k, 401a, 403(b) or 457 offered?	12.5%	NO
Does the employer contribute to any of these non-state retirement options?	25.0%	NO
Does the organization's retirement plan offer a disability provision?	60.0%	YES



## Life Insurance

**Exhibit 4P** summarizes the life insurance offerings of responding peers and at the County. All peers who responded offered an employer-paid life insurance plan to employees. The cost of the County's life insurance option was split between the employee and the County, with the County paying \$4.26 per month for employee coverage. The death benefit amount averaged \$22,500. Five, or 62.5 percent, of respondents indicated that the dollar amount of death benefit depends on the employee's salary; the death benefit for these respondents' retirement plans was up to 200.0 percent of the employee's annual salary. Employee-paid life insurance benefit amounts at the County ranged from \$25,000 to \$100,000.

### EXHIBIT 4P LIFE INSURANCE

	Peer Percentage Yes	Peer Average	Martin County
Is employer-paid life insurance offered?	100.0%	-	Cost shared between County and employee
Cost (monthly) to employer for individual coverage	-	\$8.13	\$4.26
Cost (monthly) to employer for dependent coverage	-	\$0.00	Depends on age of employee
Dollar amount of death benefit	-	\$22,500.00	\$25,000 - \$100,000
Is accidental death insurance provided?	100.0%	-	YES

## Employee Leave and Holidays

**Exhibit 4Q** provides a summary of respondents' leave accrual rates, and **Exhibits 4R** through **4T** summarize respondents' policies regarding leave time payout. At the County, the type of leave accrued varied by employee type.



**EXHIBIT 4Q  
LEAVE TIME ACCRUAL**

	Organization	Offered?	Minimum Accrual Rate (Monthly)	Maximum Accrual Rate (Monthly)	Years to Achieve Maximum Accrual Rate	Maximum Allowed to Roll Over to Following Year
Personal Leave	Peer Percentage Yes/Average	50.0%	0.8 Hours	4.8 Hours	N/A	0 Hours
	Martin County	NO	N/A	N/A	N/A	N/A
Sick Leave	Peer Percentage Yes/Average	50.0%	6.6 Hours	8.2 Hours	N/A	720 Hours
	Martin County	YES IAFF Employees only	12 Hours	12 Hours	Flat rate	2000 Hours
Annual/Vacation Leave	Peer Percentage Yes/Average	62.5%	8.4 Hours	15.3 Hours	14.8	440 Hours
	Martin County	YES IAFF Employees only	12 Hours	25 Hours	10.0	300 Hours
Paid Time Off (PTO)	Peer Percentage Yes/Average	25.0%	10.9 Hours	19.5 Hours	15.0	N/A
	Martin County	YES Teamsters and HRM Employees only	10 Hours	20 Hours	16.0	400 Hours

**EXHIBIT 4R  
SICK LEAVE PAYOUT**

	Peer Percentage Yes	Peer Average	Martin County
Is unused sick leave paid out upon voluntary separation?	62.5%	-	YES (IAFF Only)
Max hours of sick leave paid out upon voluntary separation	-	510.0	360
Is unused sick leave paid out upon involuntary separation?	62.5%	-	YES (IAFF Only)
Max hours of sick leave paid out upon involuntary separation	-	440.0	360
Can unused sick leave count towards retirement?	12.5%	-	NO
Max hours of sick leave that can count towards retirement	-	720.0	N/A

**EXHIBIT 4S  
ANNUAL/VACATION LEAVE PAYOUT**

	Peer Percentage Yes	Peer Average	Martin County
Is unused annual/vacation leave paid out upon voluntary separation?	62.5%	-	YES (IAFF Only)
Max hours of annual/vacation leave paid out upon voluntary	-	400.0	240
Is unused annual/vacation leave paid out upon involuntary separation?	50.0%	-	YES (IAFF Only)
Max hours of annual/vacation leave paid out upon involuntary	-	480.0	240

**EXHIBIT 4T  
PTO PAYOUT**

	Peer Percentage Yes	Peer Average	Martin County
Is unused PTO leave paid out upon voluntary separation?	25.0%	-	YES
Max hours of PTO paid out upon voluntary separation	-	248.0	400
Is unused PTO paid out upon involuntary separation?	12.5%	-	YES
Max hours of PTO paid out upon involuntary separation	-	N/A	400

Sick Leave was paid out upon voluntary and involuntary separation in 62.5 percent of responding peer organizations. The average maximum sick leave hours paid for voluntary separation was 510.0 hours and 440.0 hours for involuntary separation. At the County, sick leave was paid out upon voluntary and involuntary separation up to 360.0 hours. Unused sick leave could be counted towards retirement by 12.5 percent of respondents and the County did not count unused sick leave towards retirement.

Annual/Vacation Leave was paid out 62.5 percent upon voluntary separation and 50.0 percent upon involuntary separation by peer organizations, with an average of 400.0 maximum hours paid out for voluntary separation and 480.0 hours for involuntary separation. The County paid annual/vacation leave with no maximum upon voluntary and involuntary separation.

PTO was paid out upon voluntary separation at 25.0 percent of peers and upon involuntary separation by 12.5 percent of peers, with an average of 248.0 maximum hours paid out for voluntary separation. The County paid PTO leave upon voluntary and involuntary separation up to 400.0 hours.

The percentage of peers offering various holidays and the holidays at the County are shown in **Exhibit 4U**. All peers offered paid holidays for New Year's Day, Thanksgiving Day, and Christmas Day. On average, peer respondents offered 9.8 holidays to employees and the County offered 12 paid holidays, including the same holidays as most of the peers plus two personal holidays.

#### EXHIBIT 4U HOLIDAYS

Holiday	Peer Percentage Yes	Martin County
New Year's Day	100.0%	YES
Martin Luther King, Jr. Day	87.5%	YES
President's Day/Washington's Birthday	62.5%	NO
Memorial Day	87.5%	YES
Independence Day	87.5%	YES
Labor Day	87.5%	YES
Veteran's Day	87.5%	YES
Thanksgiving Day	100.0%	YES
Day After Thanksgiving	87.5%	YES
Christmas Eve	50.0%	YES
Christmas Day	100.0%	YES
Day After Christmas	0.0%	NO
New Year's Eve	0.0%	NO
Employee's Birthday	25.0%	NO
Columbus Day	12.5%	NO

**Exhibit 4V** shows the holiday pay rate for the target organizations. Almost three quarters (71.4 percent) of the County's peers offered a holiday pay rate of straight time and 28.6 percent offered a holiday pay rate of time and a half. The County had a holiday pay rate of time and a half. In addition to the holidays listed above, the County offers two personal days.

#### EXHIBIT 4V HOLIDAY RATES

Holiday	Peer Percentage Yes	Peer Average	Martin County
Number of holidays observed	-	9.8	12
Holiday Pay Rate - Straight	71.4%	-	NO
Holiday Pay Rate - Time and a Half	28.6%	-	YES



The County was at market with respect to the benefits portion of total compensation. Although the County only offers one PPO health plan, the percentage of premiums paid for individuals and family coverage was comparable to those of other organizations. Annual/Vacation Leave accrual rates were slightly higher than surveyed peers. Sick leave maximum accrual was slightly lower than market peer organizations. More paid holidays were offered at the County than at peer organizations. Overall, the County's benefits package was typical of the market and well received by the County's employees. The results were not surprising in that when single benefits were analyzed in isolation, some appeared more or less generous than those offered by peers. Taken as a whole, the total package appeared to be competitively in alignment with the market.



## Chapter 5 - Recommendations

The purpose of this chapter is to provide a definitive assessment of the County's compensation and classification structures, as well as its overall benefits package and detail the recommendations for the County moving forward. The recommendations within this chapter were developed based on the findings in the preceding chapters which summarized analysis of the current compensation and classification structures the County utilizes, as well as the market study.

The sections included within this chapter are as follows:

- 5.1 Compensation Analysis and Recommendations
- 5.2 Classification Analysis and Recommendations
- 5.3 Benefits Analysis and Recommendations
- 5.4 Recommendations on Administration of the Compensation Plan
- 5.5 Summary

### 5.1 COMPENSATION ANALYSIS

As discussed in Chapter 3, the County currently uses four different salary tables for different employee groups. These structures were found to be well designed and are progressing employees along their salary ranges relative to how long they have been with the County.

The market survey revealed that the salary ranges offered by the County currently lag the market considerably. The lack of competitive salary ranges can lead to difficulty recruiting new employees as well as retention of quality employees.

In addition to the market survey, Evergreen provided the employees of the County with the Job Assessment Tool (JAT) survey, the results of which were used to produce a hierarchy of the classifications in the County. This rank order of job titles is used in conjunction with the results of the salary survey in order to determine the appropriate pay grade for each classification.

**FINDING:** While the County's pay structures are well-designed and allow for future growth and change, the salary ranges offered by the County are lagging the market.

**RECOMMENDATION 1:** Evergreen recommends the County perform market adjustments to its current pay plans.

Evergreen adjusted each salary table to help bridge the current gap between the County's compensation levels and the market rates. In addition to the market adjustment, Evergreen also smoothed out the range spreads and midpoint progression between grades to make





the structures more uniform and equitable at all levels. The proposed pay structures are shown in Exhibit 5A.

**EXHIBIT 5A  
PROPOSED PAY PLANS**

Grade	Minimum	Midpoint	Maximum	Range Spread
951	\$25,500	\$33,150	\$40,800	60%
952	\$27,500	\$35,750	\$44,000	60%
953	\$29,700	\$38,600	\$47,500	60%
954	\$32,100	\$41,750	\$51,400	60%
955	\$34,700	\$45,100	\$55,500	60%
961	\$37,500	\$48,750	\$60,000	60%
962	\$39,800	\$51,750	\$63,700	60%
963	\$42,200	\$54,850	\$67,500	60%
964	\$44,700	\$58,100	\$71,500	60%
965	\$47,400	\$61,600	\$75,800	60%
971	\$50,200	\$65,250	\$80,300	60%
972	\$53,200	\$69,150	\$85,100	60%
973	\$56,400	\$73,300	\$90,200	60%
974	\$59,800	\$79,250	\$98,700	65%
975	\$63,400	\$84,000	\$104,600	65%
981	\$67,200	\$89,050	\$110,900	65%
982	\$71,200	\$96,100	\$121,000	70%
983	\$75,500	\$103,800	\$132,100	75%

Grade	Minimum	Midpoint	Maximum	Range Spread
D1	\$75,000	\$97,500	\$120,000	60%
D2	\$81,500	\$105,950	\$130,400	60%
D3	\$85,000	\$110,500	\$136,000	60%
D4	\$91,000	\$118,300	\$145,600	60%
D5	\$98,500	\$128,050	\$157,600	60%

Grade	Minimum	Midpoint	Maximum	Range Spread
991	\$70,000	\$91,000	\$112,000	60%
992	\$80,000	\$104,000	\$128,000	60%



Positions were then slotted into each of these proposed structures based on a combination of the JAT scores, the market survey results, and with consideration for maintaining internal equity relationships. The proposed grade assignment lists are shown in **Appendices I, II and III**.

In order to adopt the proposed pay plan, employees will require salary adjustments to ensure their salaries fall within their respective proposed ranges. Evergreen has provided the County with two different options to implement the proposed pay plans, each addresses placement of employee salaries into the proposed ranges differently. Evergreen recommends the County review both methods proposed, and consider not only what aligns best with its overall goals for compensating employees, but also what is fiscally responsible and sustainable. It is important to note that in the event the County is unable to implement the new structure immediately, a method of aging the market data and proposed salary ranges should be employed to ensure the recommended structure is still relevant and competitive.

**Bring to Minimum:** Salaries below recommended minimum adjusted to minimum; otherwise, no adjustment. The total estimated cost for this method of implementation is \$895,373.36, affecting 312 employees.

**Range Penetration Based Adjustment:** Employees received percentage increases that correlated with how far long their proposed range their salaries penetrated. Those employees who were closer to their proposed minimums received a greater increase than those closer to midpoint. Anyone above their proposed range midpoint did not receive an increase. The total estimated cost for this method of implementation is \$1,231,910.34, affecting 651 employees. This option also includes the cost for the bring to minimum adjustment.

Based on how employee salaries are currently progressing through their ranges appropriately, Evergreen further recommends the County maintain its current method of progressing employees' salaries through their ranges.

## **5.2 CLASSIFICATION ANALYSIS**

In addition to developing a compensation plan for the County, Evergreen reviewed the current classification structure.

**FINDING:** Evergreen found that the County's structure was generally well-organized and employees were appropriately assigned to classifications; however, there were several classifications that required updated titles based on the current work performed.

**RECOMMENDATION 2:** Evergreen recommends the County adopts new titles for 31 positions that have been proposed.



### 5.3 BENEFITS ANALYSIS

As discussed in **Chapter 4**, the County offers a comprehensive benefits package that spans across several areas and is generally comparable to the average of its peers.

**FINDING:** The County possesses a comprehensive benefits package; however, the County has limited variety in the type of health coverage offered to employees.

**RECOMMENDATION 3:** Evergreen recommends that the County explore the feasibility of increasing the number of and type of health care plans offered to employees.

### 5.4 COMPENSATION ADMINISTRATION

**FINDING:** To maintain the effectiveness of the compensation structure over time, the County must devote strong administrative support and continued attention to the market in order to preserve internal and external equity.

The assessment and recommendations of this study are based on the current conditions of the County's compensation system. Additionally, compensation plans have a limited shelf life before they fall out of touch with changes happening both in the market and within the organization. As such, continuous maintenance and monitoring of the County's compensation plan is essential for keeping current with the market.

**RECOMMENDATION 4:** Conduct localized salary survey of market peers at regular intervals throughout the year.

Evergreen recommends that the County conduct a number of smaller market surveys throughout the year by selecting a number of benchmark classifications and surveying peers for their compensation rates for similar work performed. When selecting positions to survey, the aim should be to represent the various areas and levels of the organization, as well as selecting positions that may be experiencing recruitment or retention issues. By conducting regular market surveys, the County will be able to assess its approximate market position and make adjustments accordingly.

**RECOMMENDATION 5:** Provide a critical classification pay differential for positions that are difficult for the County to recruit and retain.

Some positions in the County's area are currently in high demand, and as such can become increasingly difficult for the County to recruit and retain employees in those roles. By providing a pay supplement to these positions, typically up to 10.0 percent of base salary, the County has a tool to account for these market pressures. Critical classifications should be identified through market surveys conducted by the County.

**RECOMMENDATION 6:** Conduct a comprehensive classification and compensation study every three years.

While smaller market surveys and maintaining job descriptions allow for strong maintenance of a compensation and classification system, it is necessary to perform a comprehensive study that can capture all of the changes, both internal and external, that occur over time.

## 5.5 SUMMARY

While the County's current compensation lags behind the market, the County's management team should be commended for their strong commitment to ensuring they are offering market competitive salaries moving forward. With the recommendations detailed above, the County has the tools to better compensate its quality employees and attract new talent more competitively.



Appendix I - Position Grade Assignment by Department

Department/Division	Current Classification	Proposed			
		Proposed Grade	Proposed Min	Proposed Mid	Proposed Max
Administration	Executive Aide	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Administration	Communications/Outreach Coordinator	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Administration	Special Projects Coordinator	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Administration	Intergovernmental Relations & Grants Coordinator	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Administration	Director Of Administration	D3	\$ 85,000.00	\$ 110,500.00	\$ 136,000.00
Administration	Assistant County Administrator	D5	\$ 98,500.00	\$ 128,050.00	\$ 157,600.00
Administration	County Administrator	UNGRADED			
Airport	Airport Maintenance Technician	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Airport	Accounts Assistant	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Airport	Airport Operations Coordinator	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Airport	Lead Airport Maintenance Technician	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Airport	Executive Aide	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Airport	Airport Manager	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Budget	Financial Analyst	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Budget	Senior Financial Analyst	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Budget	Utilities Financial Coordinator	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Budget	Grants Compliance/Budget Manager	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Building	Administrative Specialist II	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Building	Building Department Support Technician	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Building	Code Compliance Investigator	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Building	Executive Aide	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Building	Construction Inspector	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Building	Construction Project Inspector	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Building	Plans Examiner	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Building	Building Permits Administrator	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Building	Chief Inspector/Plans Examiner	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Building	Code Compliance Administrator	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Building	Building Technician Administrator	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Building	Building Operations Administrator	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Building	Assistant Building Official	982	\$ 71,200.00	\$ 96,100.00	\$ 121,000.00
Building	Building Official/Director	D3	\$ 85,000.00	\$ 110,500.00	\$ 136,000.00
Commission	Executive Aide	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Community Development	Housing Program Coordinator	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Community Development	Community Development Specialist	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Community Development	Urban Designer	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Community Development	Community Development Director	D2	\$ 81,500.00	\$ 105,950.00	\$ 130,400.00
Community Services	N/A	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Community Services	N/A	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Engineering	Bridgetender	951	\$ 25,500.00	\$ 33,150.00	\$ 40,800.00
Engineering	Construction Worker I	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Engineering	Equipment Operator I	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Engineering	Construction Worker II	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Engineering	Maintenance Worker II	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Engineering	Equipment Operator II	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Engineering	Survey Aide II	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Engineering	Entomological Inspector	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Engineering	Mosquito Control Technician	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Engineering	Utility Line Locator	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Engineering	Administrative Specialist II	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Engineering	Equipment Operator III	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Engineering	Permit Technician	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Engineering	Street Light Technician	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Engineering	Traffic Operations Technician	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Engineering	Administrative Specialist III	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Engineering	Mosquito Control Specialist	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Engineering	Equipment Operator IV	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Engineering	Traffic Signal Technician	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Engineering	Maintenance Activities Coordinator	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Engineering	CAD Operator	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Engineering	Survey Party Chief	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Engineering	Project Leader I	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00

Appendix I - Position Grade Assignment by Department

Department/Division	Current Classification	Proposed			
		Proposed Grade	Proposed Min	Proposed Mid	Proposed Max
Engineering	Associate Project Manager	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Engineering	Associate Project Manager - Coastal	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Engineering	Associate Project Manager - Transit	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Engineering	Engineering Assistant	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Engineering	Executive Aide	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Engineering	Real Property Specialist	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Engineering	Senior Associate Planner	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Engineering	Project Leader II	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Engineering	Senior Certified Paralegal	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Engineering	Construction Project Inspector	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Engineering	Planner II	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Engineering	Survey Assistant	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Engineering	Road Maintenance Supervisor	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Engineering	Traffic Operations Supervisor	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Engineering	Senior Planner	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Engineering	Project Manager	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Engineering	Project Manager - Ecosystem	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Engineering	Project Manager - Mosquito Control	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Engineering	Project Manager - Survey	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Engineering	Project Manager - Traffic	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Engineering	Project Manager - Traffic Administrator	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Engineering	Park Planner & Development Administrator	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Engineering	Senior Ecosystem Specialist	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Engineering	Real Property Manager	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Engineering	Transit Manager	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Engineering	County Surveyor	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Engineering	Mosquito Control Manager	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Engineering	Project Engineer	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Engineering	Coastal Engineer	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Engineering	MPO Administrator	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Engineering	Capital Projects Manager	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Engineering	Field Operations/Storm Water Manager	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Engineering	Ecosystem Restoration & Management Manager	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Engineering	Traffic Engineering Administrator	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Engineering	Deputy County Engineer	983	\$ 75,500.00	\$ 103,800.00	\$ 132,100.00
Engineering	Engineering Director	D4	\$ 91,000.00	\$ 118,300.00	\$ 145,600.00
Fire Rescue	Administrative Specialist II	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Fire Rescue	Administrative Specialist III	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Fire Rescue	EMT/Ocean Lifeguard	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Fire Rescue	Emergency Medical Dispatcher	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Fire Rescue	Fire Rescue Operations Coordinator	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Fire Rescue	Fire Rescue Resource Specialist	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Fire Rescue	Executive Aide	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Fire Rescue	Fire Mechanic - Non Combat	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Fire Rescue	Senior Telecommunicator	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Fire Rescue	Fire Inspector - Sworn	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Fire Rescue	Fire Mechanic	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Fire Rescue	Lifeguard Training Officer	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Fire Rescue	Firefighter EMT - Probationary	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Fire Rescue	Firefighter EMT	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Fire Rescue	Ocean Rescue Captain	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Fire Rescue	Planner II	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Fire Rescue	Logistics Coordinator	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Fire Rescue	Programs Manager	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Fire Rescue	Ocean Rescue Chief	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Fire Rescue	Firefighter Paramedic	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Fire Rescue	Deputy Director/Emergency Manager	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Fire Rescue	Lieutenant	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Fire Rescue	Fleet Services Administrator	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Fire Rescue	Emergency Management Agency Director	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Fire Rescue	Bureau Chief	982	\$ 71,200.00	\$ 96,100.00	\$ 121,000.00



Appendix I - Position Grade Assignment by Department

Department/Division	Current Classification	Proposed			
		Proposed Grade	Proposed Min	Proposed Mid	Proposed Max
Fire Rescue	Battalion Chief	982	\$ 71,200.00	\$ 96,100.00	\$ 121,000.00
Fire Rescue	Division Chief	983	\$ 75,500.00	\$ 103,800.00	\$ 132,100.00
Fire Rescue	Fire Rescue Chief	D4	\$ 91,000.00	\$ 118,300.00	\$ 145,600.00
General Services	Lead Custodian	951	\$ 25,500.00	\$ 33,150.00	\$ 40,800.00
General Services	Maintenance Worker III	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
General Services	Accounts Assistant	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
General Services	Parts Inventory Coordinator	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
General Services	Carpenter	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
General Services	Electrician	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
General Services	HVAC Technician	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
General Services	Mechanic III	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
General Services	Plumber	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
General Services	Mechanic IV	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
General Services	Environmental Systems Technician	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
General Services	Executive Aide	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
General Services	Accessibility Coordinator	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
General Services	Building Operations Supervisor	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
General Services	Lead Carpenter	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
General Services	Lead Electrician	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
General Services	Lead Plumber	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
General Services	N/A	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
General Services	N/A	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
General Services	Special Projects Administrator	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
General Services	Service Manager	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
General Services	Security/Life Safety Administrator	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
General Services	Building Operations Superintendent	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
General Services	Building Maintenance Administrator	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
General Services	Vehicle Services Administrator	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
General Services	General Services Director	D1	\$ 75,000.00	\$ 97,500.00	\$ 120,000.00
Growth Management	Administrative Specialist II	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Growth Management	Administrative Specialist III	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Growth Management	Zoning Compliance Technician	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Growth Management	Executive Aide	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Growth Management	Planner II	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Growth Management	Zoning Compliance Supervisor	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Growth Management	Senior Planner	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Growth Management	Sr Planner-Development Review/Environmental	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Growth Management	Sr Planner-Environmental Planning	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Growth Management	Principal Planner	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Growth Management	Compliance & Enforcement Administrator	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Growth Management	Growth Management Director	D4	\$ 91,000.00	\$ 118,300.00	\$ 145,600.00
Health & Human Services	N/A	951	\$ 25,500.00	\$ 33,150.00	\$ 40,800.00
Health & Human Services	Administrative Specialist II	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Health & Human Services	Case Manager II	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Health & Human Services	Health & Human Services Manager	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Human Resources	Administrative Specialist III	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Human Resources	Reception & Information Specialist	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Human Resources	Risk Management Specialist	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Human Resources	Human Resources Analyst	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Human Resources	Human Resources Administrator	983	\$ 75,500.00	\$ 103,800.00	\$ 132,100.00
Information Technology Services	ITS Help Desk Representative	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Information Technology Services	PC Support Technician	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Information Technology Services	Desktop Computer Specialist	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Information Technology Services	Desktop Analyst	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Information Technology Services	Executive Aide	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Information Technology Services	System Communications Technician	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Information Technology Services	GIS Specialist	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Information Technology Services	IT Business Process Analyst	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Information Technology Services	Network Administrator	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Information Technology Services	Systems Analyst	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Information Technology Services	Records Manager & Enterprise Application Coord.	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00



Appendix I - Position Grade Assignment by Department

Department/Division	Current Classification	Proposed			
		Proposed Grade	Proposed Min	Proposed Mid	Proposed Max
Information Technology Services	Database Administrator	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Information Technology Services	Senior Network Administrator	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Information Technology Services	System Administrator II	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Information Technology Services	Radio Systems Manager	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Information Technology Services	Professional Services Administrator	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Information Technology Services	IT Technical Services Manager	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Information Technology Services	Project & Services Manager	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Information Technology Services	Telecommunications Manager	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Information Technology Services	Chief Information Officer	D4	\$ 91,000.00	\$ 118,300.00	\$ 145,600.00
Legal	Administrative Specialist III	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Legal	Legal Secretary - Litigation	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Legal	Secretary To The County Attorney	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Legal	Assistant County Attorney	991	\$ 70,000.00	\$ 91,000.00	\$ 112,000.00
Legal	Sr Assistant County Attorney	992	\$ 80,000.00	\$ 104,000.00	\$ 128,000.00
Legal	County Attorney	UNGRADED			
Library	Library Marketing Specialist	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Library	Library Specialist	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Library	Accounts Assistant	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Library	Senior Library Assistant	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Library	Senior Library Assistant	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Library	Childrens Assistant	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Library	Staff Development Specialist	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Library	Executive Aide	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Library	Librarian I	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Library	Electronic Resources Coordinator	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Library	Library Literacy Instructor	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Library	Special Events/Volunteer Manager	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Library	Library Branch Manager	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Library	Library Facilities Planner	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Library	Library Public Services Manager	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Library	Literacy Education & Outreach Manager	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Library	Collections Manager	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Library	Library Operations & Services Administrator	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Library	Library Director	D1	\$ 75,000.00	\$ 97,500.00	\$ 120,000.00
Multimedia Services	Multi-Media Specialist	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Multimedia Services	Multi-Media Specialist	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Multimedia Services	N/A	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Parks & Recreation	Data Input Clerk	951	\$ 25,500.00	\$ 33,150.00	\$ 40,800.00
Parks & Recreation	Parks Services Specialist II	951	\$ 25,500.00	\$ 33,150.00	\$ 40,800.00
Parks & Recreation	Resident Park Caretaker	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Parks & Recreation	Parks Services Specialist III	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Parks & Recreation	Recreation Leader	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Parks & Recreation	Parks Operations Specialist	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Parks & Recreation	Administrative Specialist II	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Parks & Recreation	Equipment Operator III	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Parks & Recreation	Parks Projects Crew Chief	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Parks & Recreation	Parks Services Specialist IV	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Parks & Recreation	Administrative Specialist III	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Parks & Recreation	Commercial Horticulture Agent	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Parks & Recreation	Park Supervisor	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Parks & Recreation	Recreation Coordinator	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Parks & Recreation	Aquatic Maintenance Supervisor	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Parks & Recreation	Special Facilities Manager	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Parks & Recreation	Digital Marketing Specialist	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Parks & Recreation	Parks Superintendent	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Parks & Recreation	Special Events/Volunteer Manager	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Parks & Recreation	Business Operations Manager	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Parks & Recreation	Marketing Coordinator	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Parks & Recreation	Special Facilities - General Manager	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Parks & Recreation	Recreation And Tourism Administrator	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Parks & Recreation	General Manager	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00

Appendix I - Position Grade Assignment by Department

Department/Division	Current Classification	Proposed			
		Proposed Grade	Proposed Min	Proposed Mid	Proposed Max
Parks & Recreation	Special Facilities Administrator	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Parks & Recreation	Deputy Director	982	\$ 71,200.00	\$ 96,100.00	\$ 121,000.00
Parks & Recreation	Parks & Recreation Director	D3	\$ 85,000.00	\$ 110,500.00	\$ 136,000.00
Purchasing	Contract Coordinator	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Purchasing	Procurement Specialist	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Purchasing	Purchasing Manager	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Tourism & Marketing	Administrative Specialist III	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Tourism & Marketing	Tourism & Marketing Manager	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Utilities & Solid Waste	Meter Reader	951	\$ 25,500.00	\$ 33,150.00	\$ 40,800.00
Utilities & Solid Waste	Customer Service Representative	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Utilities & Solid Waste	Scale Technician	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Utilities & Solid Waste	Utilities Service Worker I	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Utilities & Solid Waste	Utilities Service Worker II	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Utilities & Solid Waste	Pump Out Boat Operator	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Utilities & Solid Waste	Utility Line Locator	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Utilities & Solid Waste	Administrative Specialist II	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Utilities & Solid Waste	Equipment Operator III	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Utilities & Solid Waste	Customer Billing Coordinator	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Utilities & Solid Waste	N/A	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Utilities & Solid Waste	Development Review Coordinator	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Utilities & Solid Waste	Hazardous Materials Technician	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Utilities & Solid Waste	Equipment Operator IV	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Utilities & Solid Waste	Reuse Coordinator	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Utilities & Solid Waste	Treatment Plant Operator II	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Utilities & Solid Waste	Utilities Mechanic	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Utilities & Solid Waste	Compliance Technician	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Utilities & Solid Waste	Treatment Plant Operator I	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Utilities & Solid Waste	Compliance Technician	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Utilities & Solid Waste	Executive Aide	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Utilities & Solid Waste	Utilities/Solid Waste Mechanic	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Utilities & Solid Waste	Environmental Specialist	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Utilities & Solid Waste	Customer Service Coordinator	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Utilities & Solid Waste	Industrial Electrician	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Utilities & Solid Waste	Industrial Electrician - Field	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Utilities & Solid Waste	Treatment Plant Operator III	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Utilities & Solid Waste	Senior Associate Planner	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Utilities & Solid Waste	Solid Waste Program Manager	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Utilities & Solid Waste	Utilities Instrumentation Technician	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Utilities & Solid Waste	GIS Specialist	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Utilities & Solid Waste	Chief Plant Operator	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Utilities & Solid Waste	Utilities Customer Service Supervisor	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Utilities & Solid Waste	Construction Inspector	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Utilities & Solid Waste	Assistant Maintenance Superintendent	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Utilities & Solid Waste	Transfer Operations Supervisor	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Utilities & Solid Waste	Process Control SCADA Coordinator	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Utilities & Solid Waste	Treatment Plant Operations Manager	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Utilities & Solid Waste	Laboratory Manager	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Utilities & Solid Waste	Hydrogeologist	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Utilities & Solid Waste	Project Manager	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Utilities & Solid Waste	Project Engineer	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Utilities & Solid Waste	Maintenance Superintendent	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Utilities & Solid Waste	Solid Waste Administrator	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Utilities & Solid Waste	Treatment Plant Operations Administrator	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Utilities & Solid Waste	Technical Service Administrator	982	\$ 71,200.00	\$ 96,100.00	\$ 121,000.00
Utilities & Solid Waste	Utilities Deputy Director	983	\$ 75,500.00	\$ 103,800.00	\$ 132,100.00
Utilities & Solid Waste	Utility & Solid Waste Director	D4	\$ 91,000.00	\$ 118,300.00	\$ 145,600.00
Veterans	Veterans Services Supervisor	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Veterans	Veterans Services Supervisor	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00

Appendix II - Position Grade Assignment by Current Classification

Current Classification	Department/Division	Proposed			
		Proposed Grade	Proposed Min	Proposed Mid	Proposed Max
Accessibility Coordinator	General Services	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Accounts Assistant	Airport	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Accounts Assistant	General Services	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Accounts Assistant	Library	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Administrative Specialist II	Building	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Administrative Specialist II	Engineering	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Administrative Specialist II	Fire Rescue	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Administrative Specialist II	Growth Management	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Administrative Specialist II	Health & Human Services	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Administrative Specialist II	Parks & Recreation	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Administrative Specialist II	Utilities & Solid Waste	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Administrative Specialist III	Engineering	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Administrative Specialist III	Fire Rescue	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Administrative Specialist III	Growth Management	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Administrative Specialist III	Human Resources	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Administrative Specialist III	Legal	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Administrative Specialist III	Parks & Recreation	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Administrative Specialist III	Tourism & Marketing	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Airport Maintenance Technician	Airport	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Airport Manager	Airport	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Airport Operations Coordinator	Airport	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Aquatic Maintenance Supervisor	Parks & Recreation	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Assistant Building Official	Building	982	\$ 71,200.00	\$ 96,100.00	\$ 121,000.00
Assistant County Administrator	Administration	D5	\$ 98,500.00	\$ 128,050.00	\$ 157,600.00
Assistant County Attorney	Legal	991	\$ 70,000.00	\$ 91,000.00	\$ 112,000.00
Assistant Maintenance Superintendent	Utilities & Solid Waste	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Associate Project Manager	Engineering	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Associate Project Manager - Coastal	Engineering	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Associate Project Manager - Transit	Engineering	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Battalion Chief	Fire Rescue	982	\$ 71,200.00	\$ 96,100.00	\$ 121,000.00
Bridgetender	Engineering	951	\$ 25,500.00	\$ 33,150.00	\$ 40,800.00
Building Department Support Technician	Building	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Building Maintenance Administrator	General Services	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Building Official/Director	Building	D3	\$ 85,000.00	\$ 110,500.00	\$ 136,000.00
Building Operations Administrator	Building	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Building Operations Superintendent	General Services	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Building Operations Supervisor	General Services	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Building Permits Administrator	Building	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Building Technician Administrator	Building	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Bureau Chief	Fire Rescue	982	\$ 71,200.00	\$ 96,100.00	\$ 121,000.00
Business Operations Manager	Parks & Recreation	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
CAD Operator	Engineering	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Capital Projects Manager	Engineering	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Carpenter	General Services	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Case Manager II	Health & Human Services	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Chief Information Officer	Information Technology Services	D4	\$ 91,000.00	\$ 118,300.00	\$ 145,600.00
Chief Inspector/Plans Examiner	Building	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Chief Plant Operator	Utilities & Solid Waste	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Childrens Assistant	Library	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Coastal Engineer	Engineering	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Code Compliance Administrator	Building	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Code Compliance Investigator	Building	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Collections Manager	Library	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Commercial Horticulture Agent	Parks & Recreation	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Communications/Outreach Coordinator	Administration	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Community Development Director	Community Development	D2	\$ 81,500.00	\$ 105,950.00	\$ 130,400.00
Community Development Specialist	Community Development	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Compliance & Enforcement Administrator	Growth Management	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Compliance Technician	Utilities & Solid Waste	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Compliance Technician	Utilities & Solid Waste	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Construction Inspector	Building	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00

Appendix II - Position Grade Assignment by Current Classification

Current Classification	Department/Division	Proposed			
		Proposed Grade	Proposed Min	Proposed Mid	Proposed Max
Construction Inspector	Utilities & Solid Waste	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Construction Project Inspector	Building	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Construction Project Inspector	Engineering	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Construction Worker I	Engineering	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Construction Worker II	Engineering	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Contract Coordinator	Purchasing	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
County Administrator	Administration	UNGRADED			
County Attorney	Legal	UNGRADED			
County Surveyor	Engineering	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Customer Billing Coordinator	Utilities & Solid Waste	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Customer Service Coordinator	Utilities & Solid Waste	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Customer Service Representative	Utilities & Solid Waste	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Data Input Clerk	Parks & Recreation	951	\$ 25,500.00	\$ 33,150.00	\$ 40,800.00
Database Administrator	Information Technology Services	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Deputy County Engineer	Engineering	983	\$ 75,500.00	\$ 103,800.00	\$ 132,100.00
Deputy Director	Parks & Recreation	982	\$ 71,200.00	\$ 96,100.00	\$ 121,000.00
Deputy Director/Emergency Manager	Fire Rescue	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Desktop Analyst	Information Technology Services	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Desktop Computer Specialist	Information Technology Services	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Development Review Coordinator	Utilities & Solid Waste	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Digital Marketing Specialist	Parks & Recreation	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Director Of Administration	Administration	D3	\$ 85,000.00	\$ 110,500.00	\$ 136,000.00
Division Chief	Fire Rescue	983	\$ 75,500.00	\$ 103,800.00	\$ 132,100.00
Ecosystem Restoration & Management Manager	Engineering	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Electrician	General Services	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Electronic Resources Coordinator	Library	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Emergency Management Agency Director	Fire Rescue	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Emergency Medical Dispatcher	Fire Rescue	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
EMT/Ocean Lifeguard	Fire Rescue	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Engineering Assistant	Engineering	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Engineering Director	Engineering	D4	\$ 91,000.00	\$ 118,300.00	\$ 145,600.00
Entomological Inspector	Engineering	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Environmental Specialist	Utilities & Solid Waste	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Environmental Systems Technician	General Services	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Equipment Operator I	Engineering	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Equipment Operator II	Engineering	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Equipment Operator III	Engineering	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Equipment Operator III	Parks & Recreation	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Equipment Operator III	Utilities & Solid Waste	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Equipment Operator IV	Engineering	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Equipment Operator IV	Utilities & Solid Waste	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Executive Aide	Administration	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Executive Aide	Airport	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Executive Aide	Building	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Executive Aide	Commission	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Executive Aide	Engineering	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Executive Aide	Fire Rescue	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Executive Aide	General Services	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Executive Aide	Growth Management	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Executive Aide	Information Technology Services	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Executive Aide	Library	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Executive Aide	Utilities & Solid Waste	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Field Operations/Storm Water Manager	Engineering	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Financial Analyst	Budget	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Fire Inspector - Sworn	Fire Rescue	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Fire Mechanic	Fire Rescue	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Fire Mechanic - Non Combat	Fire Rescue	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Fire Rescue Chief	Fire Rescue	D4	\$ 91,000.00	\$ 118,300.00	\$ 145,600.00
Fire Rescue Operations Coordinator	Fire Rescue	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Fire Rescue Resource Specialist	Fire Rescue	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Firefighter EMT	Fire Rescue	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00

Appendix II - Position Grade Assignment by Current Classification

Current Classification	Department/Division	Proposed			
		Proposed Grade	Proposed Min	Proposed Mid	Proposed Max
Firefighter EMT - Probationary	Fire Rescue	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Firefighter Paramedic	Fire Rescue	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Fleet Services Administrator	Fire Rescue	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
General Manager	Parks & Recreation	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
General Services Director	General Services	D1	\$ 75,000.00	\$ 97,500.00	\$ 120,000.00
GIS Specialist	Information Technology Services	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
GIS Specialist	Utilities & Solid Waste	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Grants Compliance/Budget Manager	Budget	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Growth Management Director	Growth Management	D4	\$ 91,000.00	\$ 118,300.00	\$ 145,600.00
Hazardous Materials Technician	Utilities & Solid Waste	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Health & Human Services Manager	Health & Human Services	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Housing Program Coordinator	Community Development	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Human Resources Administrator	Human Resources	983	\$ 75,500.00	\$ 103,800.00	\$ 132,100.00
Human Resources Analyst	Human Resources	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
HVAC Technician	General Services	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Hydrogeologist	Utilities & Solid Waste	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Industrial Electrician	Utilities & Solid Waste	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Industrial Electrician - Field	Utilities & Solid Waste	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Intergovernmental Relations & Grants Coordinator	Administration	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
IT Business Process Analyst	Information Technology Services	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
IT Technical Services Manager	Information Technology Services	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
ITS Help Desk Representative	Information Technology Services	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Laboratory Manager	Utilities & Solid Waste	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Lead Airport Maintenance Technician	Airport	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Lead Carpenter	General Services	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Lead Custodian	General Services	951	\$ 25,500.00	\$ 33,150.00	\$ 40,800.00
Lead Electrician	General Services	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Lead Plumber	General Services	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Legal Secretary - Litigation	Legal	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Librarian I	Library	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Library Branch Manager	Library	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Library Director	Library	D1	\$ 75,000.00	\$ 97,500.00	\$ 120,000.00
Library Facilities Planner	Library	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Library Literacy Instructor	Library	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Library Marketing Specialist	Library	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Library Operations & Services Administrator	Library	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Library Public Services Manager	Library	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Library Specialist	Library	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Lieutenant	Fire Rescue	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Lifeguard Training Officer	Fire Rescue	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Literacy Education & Outreach Manager	Library	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Logistics Coordinator	Fire Rescue	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Maintenance Activities Coordinator	Engineering	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Maintenance Superintendent	Utilities & Solid Waste	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Maintenance Worker II	Engineering	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Maintenance Worker III	General Services	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Marketing Coordinator	Parks & Recreation	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Mechanic III	General Services	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Mechanic IV	General Services	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Meter Reader	Utilities & Solid Waste	951	\$ 25,500.00	\$ 33,150.00	\$ 40,800.00
Mosquito Control Manager	Engineering	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Mosquito Control Specialist	Engineering	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Mosquito Control Technician	Engineering	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
MPO Administrator	Engineering	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Multi-Media Specialist	Multimedia Services	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Multi-Media Specialist	Multimedia Services	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
N/A	Community Services	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
N/A	Community Services	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
N/A	General Services	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
N/A	General Services	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
N/A	Health & Human Services	951	\$ 25,500.00	\$ 33,150.00	\$ 40,800.00



Appendix II - Position Grade Assignment by Current Classification

Current Classification	Department/Division	Proposed			
		Proposed Grade	Proposed Min	Proposed Mid	Proposed Max
N/A	Multimedia Services	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
N/A	Utilities & Solid Waste	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Network Administrator	Information Technology Services	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Ocean Rescue Captain	Fire Rescue	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Ocean Rescue Chief	Fire Rescue	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Park Planner & Development Administrator	Engineering	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Park Supervisor	Parks & Recreation	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Parks & Recreation Director	Parks & Recreation	D3	\$ 85,000.00	\$ 110,500.00	\$ 136,000.00
Parks Operations Specialist	Parks & Recreation	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Parks Projects Crew Chief	Parks & Recreation	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Parks Services Specialist II	Parks & Recreation	951	\$ 25,500.00	\$ 33,150.00	\$ 40,800.00
Parks Services Specialist III	Parks & Recreation	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Parks Services Specialist IV	Parks & Recreation	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Parks Superintendent	Parks & Recreation	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Parts Inventory Coordinator	General Services	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
PC Support Technician	Information Technology Services	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Permit Technician	Engineering	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Planner II	Engineering	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Planner II	Fire Rescue	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Planner II	Growth Management	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Plans Examiner	Building	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Plumber	General Services	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Principal Planner	Growth Management	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Process Control SCADA Coordinator	Utilities & Solid Waste	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Procurement Specialist	Purchasing	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Professional Services Administrator	Information Technology Services	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Programs Manager	Fire Rescue	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Project & Services Manager	Information Technology Services	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Project Engineer	Engineering	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Project Engineer	Utilities & Solid Waste	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Project Leader I	Engineering	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Project Leader II	Engineering	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Project Manager	Engineering	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Project Manager	Utilities & Solid Waste	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Project Manager - Ecosystem	Engineering	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Project Manager - Mosquito Control	Engineering	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Project Manager - Survey	Engineering	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Project Manager - Traffic	Engineering	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Project Manager - Traffic Administrator	Engineering	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Pump Out Boat Operator	Utilities & Solid Waste	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Purchasing Manager	Purchasing	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Radio Systems Manager	Information Technology Services	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Real Property Manager	Engineering	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Real Property Specialist	Engineering	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Reception & Information Specialist	Human Resources	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Records Manager & Enterprise Application Coord.	Information Technology Services	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Recreation And Tourism Administrator	Parks & Recreation	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Recreation Coordinator	Parks & Recreation	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Recreation Leader	Parks & Recreation	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Resident Park Caretaker	Parks & Recreation	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Reuse Coordinator	Utilities & Solid Waste	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Risk Management Specialist	Human Resources	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Road Maintenance Supervisor	Engineering	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Scale Technician	Utilities & Solid Waste	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Secretary To The County Attorney	Legal	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Security/Life Safety Administrator	General Services	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Senior Associate Planner	Engineering	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Senior Associate Planner	Utilities & Solid Waste	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Senior Certified Paralegal	Engineering	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Senior Ecosystem Specialist	Engineering	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Senior Financial Analyst	Budget	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00

Appendix II - Position Grade Assignment by Current Classification

Current Classification	Department/Division	Proposed			
		Proposed Grade	Proposed Min	Proposed Mid	Proposed Max
Senior Library Assistant	Library	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Senior Library Assistant	Library	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Senior Network Administrator	Information Technology Services	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Senior Planner	Engineering	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Senior Planner	Growth Management	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Senior Telecommunicator	Fire Rescue	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Service Manager	General Services	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Solid Waste Administrator	Utilities & Solid Waste	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Solid Waste Program Manager	Utilities & Solid Waste	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Special Events/Volunteer Manager	Library	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Special Events/Volunteer Manager	Parks & Recreation	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Special Facilities - General Manager	Parks & Recreation	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Special Facilities Administrator	Parks & Recreation	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Special Facilities Manager	Parks & Recreation	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Special Projects Administrator	General Services	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Special Projects Coordinator	Administration	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Sr Assistant County Attorney	Legal	992	\$ 80,000.00	\$ 104,000.00	\$ 128,000.00
Sr Planner-Development Review/Environmental	Growth Management	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Sr Planner-Environmental Planning	Growth Management	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Staff Development Specialist	Library	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Street Light Technician	Engineering	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Survey Aide II	Engineering	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Survey Assistant	Engineering	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Survey Party Chief	Engineering	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
System Administrator II	Information Technology Services	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
System Communications Technician	Information Technology Services	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Systems Analyst	Information Technology Services	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Technical Service Administrator	Utilities & Solid Waste	982	\$ 71,200.00	\$ 96,100.00	\$ 121,000.00
Telecommunications Manager	Information Technology Services	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Tourism & Marketing Manager	Tourism & Marketing	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Traffic Engineering Administrator	Engineering	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Traffic Operations Supervisor	Engineering	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Traffic Operations Technician	Engineering	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Traffic Signal Technician	Engineering	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Transfer Operations Supervisor	Utilities & Solid Waste	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Transit Manager	Engineering	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Treatment Plant Operations Administrator	Utilities & Solid Waste	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Treatment Plant Operations Manager	Utilities & Solid Waste	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Treatment Plant Operator I	Utilities & Solid Waste	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Treatment Plant Operator II	Utilities & Solid Waste	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Treatment Plant Operator III	Utilities & Solid Waste	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Urban Designer	Community Development	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Utilities Customer Service Supervisor	Utilities & Solid Waste	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Utilities Deputy Director	Utilities & Solid Waste	983	\$ 75,500.00	\$ 103,800.00	\$ 132,100.00
Utilities Financial Coordinator	Budget	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Utilities Instrumentation Technician	Utilities & Solid Waste	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Utilities Mechanic	Utilities & Solid Waste	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Utilities Service Worker I	Utilities & Solid Waste	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Utilities Service Worker II	Utilities & Solid Waste	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Utilities/Solid Waste Mechanic	Utilities & Solid Waste	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Utility & Solid Waste Director	Utilities & Solid Waste	D4	\$ 91,000.00	\$ 118,300.00	\$ 145,600.00
Utility Line Locator	Engineering	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Utility Line Locator	Utilities & Solid Waste	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Vehicle Services Administrator	General Services	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Veterans Services Supervisor	Veterans	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Veterans Services Supervisor	Veterans	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Zoning Compliance Supervisor	Growth Management	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Zoning Compliance Technician	Growth Management	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00



Appendix III - Position Grade Assignment by Current Grade

Department/Division	Current Classification	Proposed			
		Proposed Grade	Proposed Min	Proposed Mid	Proposed Max
Parks & Recreation	Data Input Clerk	951	\$ 25,500.00	\$ 33,150.00	\$ 40,800.00
Engineering	Bridgetender	951	\$ 25,500.00	\$ 33,150.00	\$ 40,800.00
Engineering	Construction Worker I	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Engineering	Equipment Operator I	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Engineering	Maintenance Worker II	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
General Services	Lead Custodian	951	\$ 25,500.00	\$ 33,150.00	\$ 40,800.00
Parks & Recreation	Parks Services Specialist II	951	\$ 25,500.00	\$ 33,150.00	\$ 40,800.00
Utilities & Solid Waste	Meter Reader	951	\$ 25,500.00	\$ 33,150.00	\$ 40,800.00
Airport	Airport Maintenance Technician	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Airport	Airport Operations Coordinator	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Engineering	Construction Worker II	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Engineering	Equipment Operator II	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Engineering	Survey Aide II	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
General Services	Maintenance Worker III	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Library	Library Marketing Specialist	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Library	Library Specialist	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Parks & Recreation	Parks Services Specialist III	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Parks & Recreation	Recreation Leader	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Parks & Recreation	Resident Park Caretaker	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Utilities & Solid Waste	Customer Service Representative	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Utilities & Solid Waste	Scale Technician	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Utilities & Solid Waste	Utilities Service Worker I	952	\$ 27,500.00	\$ 35,750.00	\$ 44,000.00
Engineering	Entomological Inspector	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Engineering	Traffic Operations Technician	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Utilities & Solid Waste	Utilities Service Worker II	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Airport	Accounts Assistant	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Building	Administrative Specialist II	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Building	Building Department Support Technician	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Engineering	Administrative Specialist II	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Engineering	Equipment Operator III	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Engineering	Mosquito Control Technician	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Engineering	Permit Technician	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Engineering	Project Leader I	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Engineering	Street Light Technician	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Engineering	Utility Line Locator	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Fire Rescue	Administrative Specialist II	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Fire Rescue	EMT/Ocean Lifeguard	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
General Services	Accounts Assistant	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
General Services	Parts Inventory Coordinator	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Growth Management	Administrative Specialist II	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Health & Human Services	Administrative Specialist II	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Information Technology Services	ITS Help Desk Representative	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Library	Accounts Assistant	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Library	Senior Library Assistant	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Library	Senior Library Assistant	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Library	Staff Development Specialist	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Parks & Recreation	Administrative Specialist II	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Parks & Recreation	Commercial Horticulture Agent	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Parks & Recreation	Equipment Operator III	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Parks & Recreation	Parks Operations Specialist	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Parks & Recreation	Parks Projects Crew Chief	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Parks & Recreation	Parks Services Specialist IV	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Utilities & Solid Waste	Administrative Specialist II	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Utilities & Solid Waste	Customer Billing Coordinator	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Utilities & Solid Waste	Development Review Coordinator	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Utilities & Solid Waste	Equipment Operator III	954	\$ 32,100.00	\$ 41,750.00	\$ 51,400.00
Utilities & Solid Waste	Hazardous Materials Technician	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Utilities & Solid Waste	Pump Out Boat Operator	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Utilities & Solid Waste	Utility Line Locator	953	\$ 29,700.00	\$ 38,600.00	\$ 47,500.00
Engineering	Administrative Specialist III	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Engineering	Equipment Operator IV	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00

Appendix III - Position Grade Assignment by Current Grade

Department/Division	Current Classification	Proposed			
		Proposed Grade	Proposed Min	Proposed Mid	Proposed Max
Engineering	Maintenance Activities Coordinator	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Engineering	Mosquito Control Specialist	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Engineering	Traffic Signal Technician	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Fire Rescue	Administrative Specialist III	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Fire Rescue	Lifeguard Training Officer	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
General Services	Carpenter	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
General Services	Electrician	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
General Services	HVAC Technician	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
General Services	Mechanic III	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
General Services	Plumber	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Growth Management	Administrative Specialist III	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Human Resources	Administrative Specialist III	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Information Technology Services	PC Support Technician	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Legal	Administrative Specialist III	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Library	Childrens Assistant	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Parks & Recreation	Administrative Specialist III	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Tourism & Marketing	Administrative Specialist III	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Utilities & Solid Waste	Equipment Operator IV	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Utilities & Solid Waste	Treatment Plant Operator I	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Airport	Lead Airport Maintenance Technician	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Engineering	CAD Operator	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Engineering	Survey Party Chief	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Fire Rescue	Emergency Medical Dispatcher	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Fire Rescue	Fire Rescue Operations Coordinator	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Fire Rescue	Ocean Rescue Captain	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
General Services	Mechanic IV	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Growth Management	Zoning Compliance Technician	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Human Resources	Reception & Information Specialist	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Information Technology Services	Desktop Computer Specialist	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Legal	Legal Secretary - Litigation	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Parks & Recreation	Park Supervisor	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Parks & Recreation	Recreation Coordinator	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Utilities & Solid Waste	Customer Service Coordinator	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Utilities & Solid Waste	Reuse Coordinator	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Utilities & Solid Waste	Treatment Plant Operator II	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Utilities & Solid Waste	Utilities Mechanic	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Administration	Executive Aide	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Airport	Executive Aide	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Building	Code Compliance Investigator	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Building	Executive Aide	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Commission	Executive Aide	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Engineering	Associate Project Manager	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Engineering	Associate Project Manager - Coastal	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Engineering	Associate Project Manager - Transit	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Engineering	Engineering Assistant	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Engineering	Executive Aide	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Engineering	Project Leader II	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Engineering	Real Property Specialist	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Fire Rescue	Executive Aide	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Fire Rescue	Fire Rescue Resource Specialist	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Fire Rescue	Senior Telecommunicator	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
General Services	Accessibility Coordinator	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
General Services	Building Operations Supervisor	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
General Services	Environmental Systems Technician	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
General Services	Executive Aide	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
General Services	Lead Carpenter	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
General Services	Lead Electrician	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
General Services	Lead Plumber	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Growth Management	Executive Aide	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Human Resources	Risk Management Specialist	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Information Technology Services	Desktop Analyst	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00

Appendix III - Position Grade Assignment by Current Grade

Department/Division	Current Classification	Proposed			
		Proposed Grade	Proposed Min	Proposed Mid	Proposed Max
Information Technology Services	Executive Aide	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Information Technology Services	GIS Specialist	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Information Technology Services	System Communications Technician	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Legal	Secretary To The County Attorney	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Library	Executive Aide	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Library	Librarian I	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Parks & Recreation	Aquatic Maintenance Supervisor	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Purchasing	Contract Coordinator	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Purchasing	Procurement Specialist	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Utilities & Solid Waste	Compliance Technician	961	\$ 37,500.00	\$ 48,750.00	\$ 60,000.00
Utilities & Solid Waste	Compliance Technician	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Utilities & Solid Waste	Executive Aide	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Utilities & Solid Waste	GIS Specialist	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Utilities & Solid Waste	Industrial Electrician	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Utilities & Solid Waste	Industrial Electrician - Field	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Utilities & Solid Waste	Treatment Plant Operator III	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Utilities & Solid Waste	Utilities/Solid Waste Mechanic	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Budget	Financial Analyst	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Engineering	Senior Associate Planner	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Engineering	Survey Assistant	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Fire Rescue	Fire Inspector - Sworn	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Fire Rescue	Ocean Rescue Chief	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
General Services	Building Operations Superintendent	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
General Services	Service Manager	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Library	Electronic Resources Coordinator	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Library	Library Branch Manager	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Library	Library Literacy Instructor	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Library	Special Events/Volunteer Manager	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Parks & Recreation	Digital Marketing Specialist	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Parks & Recreation	Parks Superintendent	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Parks & Recreation	Special Events/Volunteer Manager	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Parks & Recreation	Special Facilities Manager	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Utilities & Solid Waste	Environmental Specialist	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Utilities & Solid Waste	Senior Associate Planner	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Utilities & Solid Waste	Solid Waste Program Manager	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Utilities & Solid Waste	Utilities Customer Service Supervisor	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Utilities & Solid Waste	Utilities Instrumentation Technician	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Budget	Senior Financial Analyst	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Building	Construction Inspector	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Building	Construction Project Inspector	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Community Development	Housing Program Coordinator	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Engineering	Construction Project Inspector	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Engineering	Planner II	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Engineering	Road Maintenance Supervisor	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Engineering	Senior Certified Paralegal	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Engineering	Traffic Operations Supervisor	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Fire Rescue	Planner II	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
General Services	Building Maintenance Administrator	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
General Services	Security/Life Safety Administrator	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
General Services	Special Projects Administrator	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
General Services	Vehicle Services Administrator	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Growth Management	Planner II	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Growth Management	Zoning Compliance Supervisor	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Information Technology Services	IT Business Process Analyst	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Information Technology Services	Network Administrator	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Library	Collections Manager	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Library	Library Facilities Planner	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Library	Library Public Services Manager	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Library	Literacy Education & Outreach Manager	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Multimedia Services	Multi-Media Specialist	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Multimedia Services	Multi-Media Specialist	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00

Appendix III - Position Grade Assignment by Current Grade

Department/Division	Current Classification	Proposed			
		Proposed Grade	Proposed Min	Proposed Mid	Proposed Max
Parks & Recreation	Business Operations Manager	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Utilities & Solid Waste	Assistant Maintenance Superintendent	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Utilities & Solid Waste	Chief Plant Operator	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Utilities & Solid Waste	Construction Inspector	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Utilities & Solid Waste	Transfer Operations Supervisor	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Veterans	Veterans Services Supervisor	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00
Veterans	Veterans Services Supervisor	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Administration	Communications/Outreach Coordinator	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Administration	Special Projects Coordinator	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Building	Plans Examiner	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Community Development	Community Development Specialist	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Community Development	Urban Designer	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Engineering	Senior Planner	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Fire Rescue	Logistics Coordinator	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Fire Rescue	Programs Manager	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Growth Management	Senior Planner	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Growth Management	Sr Planner-Development Review/Environmental	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Growth Management	Sr Planner-Environmental Planning	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Human Resources	Human Resources Analyst	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Information Technology Services	Systems Analyst	965	\$ 47,400.00	\$ 61,600.00	\$ 75,800.00
Parks & Recreation	Marketing Coordinator	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Parks & Recreation	Special Facilities - General Manager	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Utilities & Solid Waste	Laboratory Manager	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Utilities & Solid Waste	Process Control SCADA Coordinator	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Utilities & Solid Waste	Treatment Plant Operations Manager	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Administration	Intergovernmental Relations & Grants Coordinator	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Budget	Utilities Financial Coordinator	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Building	Building Permits Administrator	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Building	Chief Inspector/Plans Examiner	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Building	Code Compliance Administrator	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Engineering	Park Planner & Development Administrator	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Engineering	Project Manager	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Engineering	Project Manager - Ecosystem	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Engineering	Project Manager - Mosquito Control	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Engineering	Project Manager - Survey	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Engineering	Project Manager - Traffic	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Engineering	Project Manager - Traffic Administrator	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Engineering	Senior Ecosystem Specialist	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Engineering	Transit Manager	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Growth Management	Principal Planner	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Information Technology Services	Database Administrator	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Information Technology Services	Records Manager & Enterprise Application Coord.	971	\$ 50,200.00	\$ 65,250.00	\$ 80,300.00
Information Technology Services	Senior Network Administrator	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Information Technology Services	System Administrator II	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Library	Library Operations & Services Administrator	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Parks & Recreation	General Manager	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Parks & Recreation	Recreation And Tourism Administrator	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Utilities & Solid Waste	Hydrogeologist	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Utilities & Solid Waste	Project Manager	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Airport	Airport Manager	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Building	Building Technician Administrator	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Engineering	Real Property Manager	973	\$ 56,400.00	\$ 73,300.00	\$ 90,200.00
Fire Rescue	Deputy Director/Emergency Manager	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Health & Human Services	Health & Human Services Manager	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Information Technology Services	Professional Services Administrator	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Information Technology Services	Radio Systems Manager	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Parks & Recreation	Special Facilities Administrator	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Tourism & Marketing	Tourism & Marketing Manager	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Building	Building Operations Administrator	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Engineering	Coastal Engineer	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Engineering	County Surveyor	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00

Appendix III - Position Grade Assignment by Current Grade

Department/Division	Current Classification	Proposed			
		Proposed Grade	Proposed Min	Proposed Mid	Proposed Max
Engineering	Mosquito Control Manager	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Engineering	MPO Administrator	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Engineering	Project Engineer	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Fire Rescue	Emergency Management Agency Director	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Growth Management	Compliance & Enforcement Administrator	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Information Technology Services	IT Technical Services Manager	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Information Technology Services	Project & Services Manager	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Information Technology Services	Telecommunications Manager	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Parks & Recreation	Deputy Director	982	\$ 71,200.00	\$ 96,100.00	\$ 121,000.00
Purchasing	Purchasing Manager	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Utilities & Solid Waste	Maintenance Superintendent	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Utilities & Solid Waste	Project Engineer	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Utilities & Solid Waste	Solid Waste Administrator	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Utilities & Solid Waste	Treatment Plant Operations Administrator	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Utilities & Solid Waste	Utilities Deputy Director	983	\$ 75,500.00	\$ 103,800.00	\$ 132,100.00
Budget	Grants Compliance/Budget Manager	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Building	Assistant Building Official	982	\$ 71,200.00	\$ 96,100.00	\$ 121,000.00
Engineering	Capital Projects Manager	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Engineering	Ecosystem Restoration & Management Manager	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Engineering	Field Operations/Storm Water Manager	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Engineering	Traffic Engineering Administrator	981	\$ 67,200.00	\$ 89,050.00	\$ 110,900.00
Fire Rescue	Bureau Chief	982	\$ 71,200.00	\$ 96,100.00	\$ 121,000.00
Fire Rescue	Fleet Services Administrator	975	\$ 63,400.00	\$ 84,000.00	\$ 104,600.00
Human Resources	Human Resources Administrator	983	\$ 75,500.00	\$ 103,800.00	\$ 132,100.00
Utilities & Solid Waste	Technical Service Administrator	982	\$ 71,200.00	\$ 96,100.00	\$ 121,000.00
Engineering	Deputy County Engineer	983	\$ 75,500.00	\$ 103,800.00	\$ 132,100.00
Fire Rescue	Division Chief	983	\$ 75,500.00	\$ 103,800.00	\$ 132,100.00
Administration	Assistant County Administrator	D5	\$ 98,500.00	\$ 128,050.00	\$ 157,600.00
Engineering	Engineering Director	D4	\$ 91,000.00	\$ 118,300.00	\$ 145,600.00
Fire Rescue	Fire Rescue Chief	D4	\$ 91,000.00	\$ 118,300.00	\$ 145,600.00
Growth Management	Growth Management Director	D4	\$ 91,000.00	\$ 118,300.00	\$ 145,600.00
Information Technology Services	Chief Information Officer	D4	\$ 91,000.00	\$ 118,300.00	\$ 145,600.00
Utilities & Solid Waste	Utility & Solid Waste Director	D4	\$ 91,000.00	\$ 118,300.00	\$ 145,600.00
Administration	Director Of Administration	D3	\$ 85,000.00	\$ 110,500.00	\$ 136,000.00
Building	Building Official/Director	D3	\$ 85,000.00	\$ 110,500.00	\$ 136,000.00
Parks & Recreation	Parks & Recreation Director	D3	\$ 85,000.00	\$ 110,500.00	\$ 136,000.00
Community Development	Community Development Director	D2	\$ 81,500.00	\$ 105,950.00	\$ 130,400.00
General Services	General Services Director	D1	\$ 75,000.00	\$ 97,500.00	\$ 120,000.00
Library	Library Director	D1	\$ 75,000.00	\$ 97,500.00	\$ 120,000.00
Administration	County Administrator	UNGRADED			
Legal	County Attorney	UNGRADED			
Legal	Assistant County Attorney	991	\$ 70,000.00	\$ 91,000.00	\$ 112,000.00
Legal	Sr Assistant County Attorney	992	\$ 80,000.00	\$ 104,000.00	\$ 128,000.00
Fire Rescue	Firefighter EMT	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Fire Rescue	Firefighter EMT - Probationary	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
Fire Rescue	Fire Mechanic - Non Combat	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Fire Rescue	Fire Mechanic	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Fire Rescue	Firefighter Paramedic	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Fire Rescue	Lieutenant	974	\$ 59,800.00	\$ 79,250.00	\$ 98,700.00
Fire Rescue	Battalion Chief	982	\$ 71,200.00	\$ 96,100.00	\$ 121,000.00
Health & Human Services	Case Manager II	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Community Services	N/A	962	\$ 39,800.00	\$ 51,750.00	\$ 63,700.00
Community Services	N/A	964	\$ 44,700.00	\$ 58,100.00	\$ 71,500.00
General Services	N/A	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
General Services	N/A	963	\$ 42,200.00	\$ 54,850.00	\$ 67,500.00
Health & Human Services	N/A	951	\$ 25,500.00	\$ 33,150.00	\$ 40,800.00
Multimedia Services	N/A	972	\$ 53,200.00	\$ 69,150.00	\$ 85,100.00
Utilities & Solid Waste	N/A	955	\$ 34,700.00	\$ 45,100.00	\$ 55,500.00