

**PALM BEACH COUNTY
BOARD OF COUNTY COMMISSIONERS**
WORKSHOP SUMMARY

Meeting Date:	February 25, 2020
Department:	<u>County Administration</u>

I. EXECUTIVE BRIEF

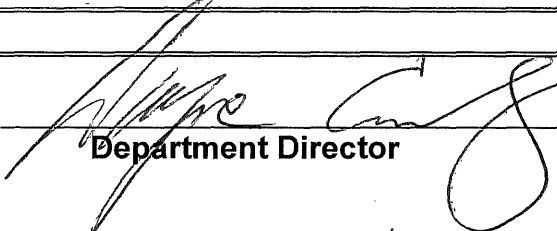
Title: Evergreen Compensation Study – Overview of Study Findings

Summary: With the Board’s acknowledgement, staff engaged Evergreen Solutions, LLC in the spring of 2018 to conduct an in-depth classification and compensation study for the CWA bargaining, Palm Tran non-bargaining, and general employees of the Board of County Commissioners. The study was necessary due to growing challenges in the recruitment of employees to fill vacancies in a number of departments across the County as the economy has improved over the past several years. The purpose of the study was to review and compare the local employment market to determine the competitiveness of the County’s salary ranges, obtain valuable employee feedback relating to their perception of the County as an employer, and to review each and every job classification to ensure it reflects the actual work being performed and that the associated class structure is appropriate.

Staff and the Consultants will provide an overview of the study’s key findings and associated costs, and seek Board direction on a staff-recommended schedule for implementation. Countywide (DO)

Background and Policy Issues: The Board of County Commissioners has not conducted an in-depth classification and compensation of this scope in over 20 years. Staff engaged the services of Evergreen, LLC in 2018. The Consultants conducted a series of employee orientation sessions, employee focus groups, and interviews with County employees. Job Assessment Tools were completed by employees, reviewed by supervisors, and also by the Human Resources Department. All existing job descriptions were reviewed and updated. The local employment market was surveyed and recommendations have been made and included in the report. The consultants will return to the County, following Board review and direction, to hold final meetings with County employees to disseminate the findings of the report and train key staff in Human Resources on the upkeep of the classification system.

- Attachments:**
- 1. PowerPoint Presentation
 - 2. Executive Summary
 - 3. Final Report

Recommended by:		<u>2/12/2020</u>
	Department Director	Date

Approved By:		<u>2/19/2020</u>
	County/Deputy/Assistant County Administrator	Date

II. FISCAL IMPACT ANALYSIS

A. Five Year Summary of Fiscal Impact:

Fiscal Years	2019	2020	2021	2022	2023
Capital Expenditures					
Operating Costs					
External Revenues					
Program Income (County)					
In-Kind Match (County)					
NET FISCAL IMPACT	*				
#ADDITIONAL FTE POSITIONS (CUMULATIVE)					

Is Item Included in Current Budget? No
Does this item include the use of federal funds? No

Budget Account No:

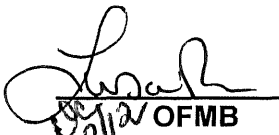
Fund Agency Organization Object

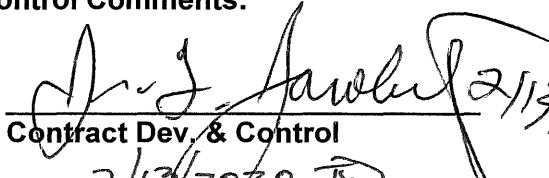
B. Recommended Sources of Funds/Summary of Fiscal Impact: * the CEMP review fee revenue provides no benefit or cost to the County. The anticipated fee revenue for FY 2019 is \$34,000 and expected to remain flat. Revenue is offset by staff cost to perform review. Updating the vital statistic fees and eliminating the health education fees has no fiscal impact.

C. Departmental Fiscal Review:


III. REVIEW COMMENTS:

A. OFMB Fiscal and/or Contract Dev. and Control Comments:

 2/13/2020
OFMB 2/12

 2/13/2020
Contract Dev. & Control 2/13/2020 RD

B. Legal Sufficiency

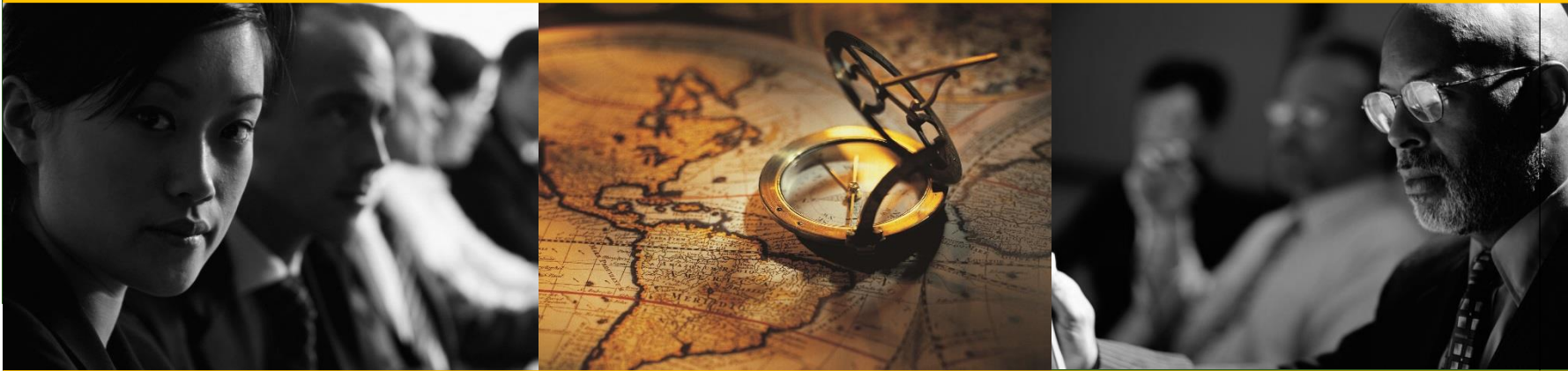

Assistant County Attorney

C. Other Department Review

Department Director

(THIS SUMMARY IS NOT TO BE USED AS A BASIS FOR PAYMENT.)

Classification and Compensation Study Palm Beach County Presentation of Results



Presented by:



February 25, 2020

Overview

- Study Goals
- Project Phases
- Major Findings
- Recommendations
- Next Steps

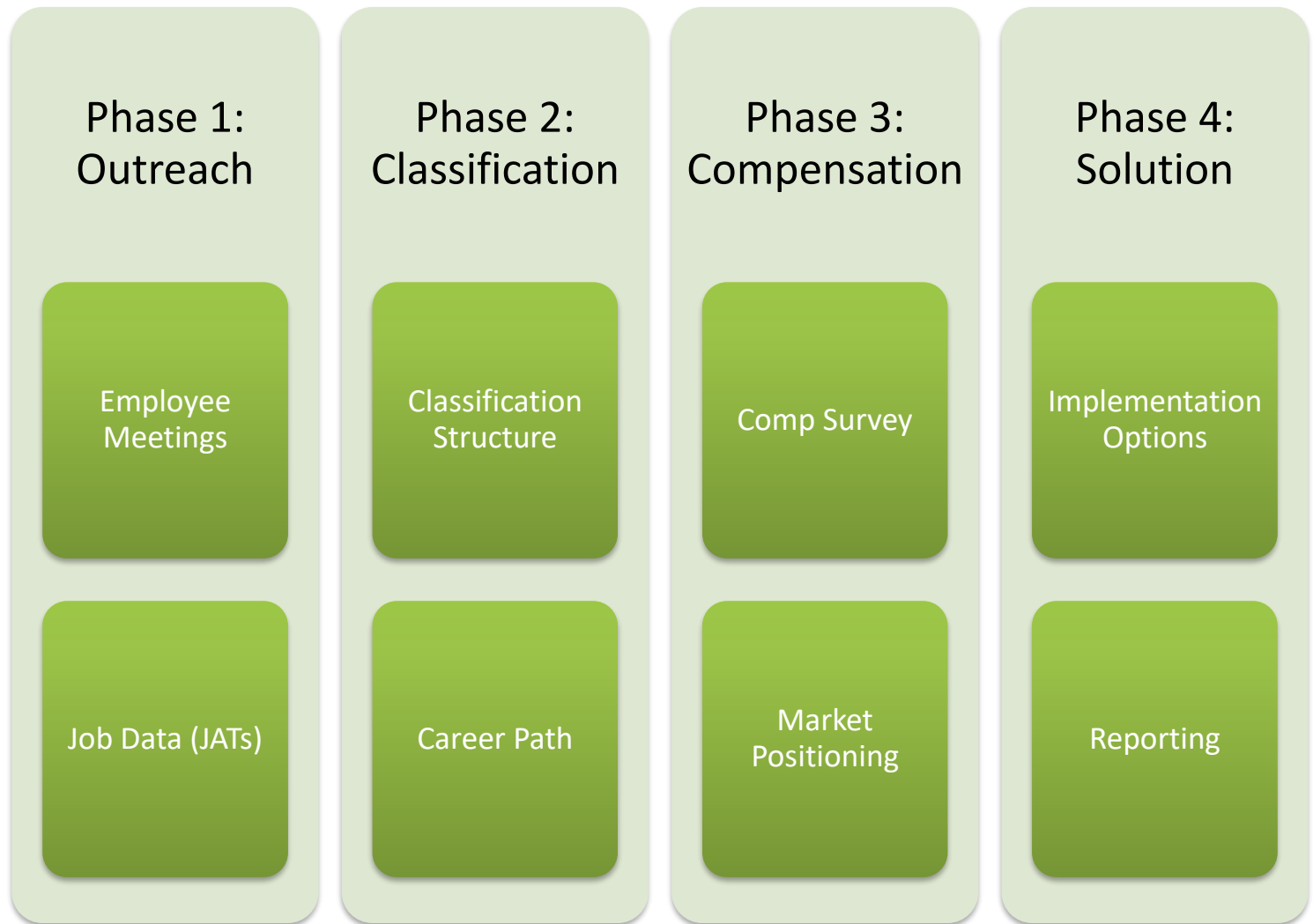


Study Goals

- Review current classification and compensation system to ensure internal equity
- Survey peer organizations to ensure external equity
- Produce recommendations to provide the organization with a classification and compensation system that is equitable, both internally and externally



Project Phases



Current System Findings

- **Strength:**

- The County possesses well designed, well maintained compensation and classification structures
- Titles are generally accurate and reflective of best practice.

- **Weakness:**

- The overwhelming majority of County employees have salaries in the first quartile of the range
- New living wage initiative has potential to cause further compression
- Some areas are in need of classification updates



Market Findings

- Salary survey resulted in 21 responses.
- All responses are adjusted for cost of living differentials.
- A total of 150 jobs were benchmarked.
- The County was found to be, on average, **0.2** percent below market at minimum, **1.9** percent above market at midpoint, and **3.1** percent ahead of market at maximum.

Respondent Organizations

Brevard County
Broward County
Collier County
Hillsborough County
Indian River County
Lee County
Martin County
Miami-Dade County
Monroe County
Palm Beach Sheriff
Pinellas County
Sarasota County
City of Boca Raton
City of Coral Springs
City of Fort Lauderdale
City of Jacksonville
City of Jupiter
City of Miami
City of Palm Beach Gardens
City of Wellington
City of West Palm Beach



Key Recommendations

1. Adopt a new classification series for the administrative support and directors classifications.
2. Update current classification specifications and corresponding FLSA status to align with the recommended reclassifications and be reflective of the employee provided JAT information.
3. Adjust the overall compensation structure to accommodate the new living wage initiative; additionally, grade assignments for small number of classifications found to require adjustment.
4. Adopt implementation methodology for the adjusted compensation structure.



Implementation Options

- Variety of options for instituting the adjusted compensation structure
 - Bring to Minimum
 - Class Parity
 - Range Placement
 - Hybrid Parity (Recommended)



Implementation

- Evergreen recommends the County adopt a Hybrid Parity Approach to realign employees salaries.
- Evergreen further recommends the County adopt this methodology with a cap at the midpoint of the range, and explore implementing this over a three-year period.
- The one year cost to implement via this method is estimated to be \$22.5 million impacting 3,315 employees.
- A three year phased implementation, assuming an additional 3% adjustment each year, would total an estimated \$37.5 million.



Thank you

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Executive Summary

With the Board's acknowledgement, the County Administrator engaged Evergreen Solutions, LLC to conduct an in-depth classification and compensation study for the CWA bargaining, Palm Tran non-bargaining, and general employees of the Board of County Commissioners. The study was necessary due to growing challenges in the recruitment of employees to fill vacancies in a number of departments across the County. A study of this magnitude has not been conducted in decades, and although it has taken a considerable amount of time to complete, it is now in its final draft phase. The study contains a number of recommendations; some of which have been implemented with the FY2020 budget, and some of which will require Board approval for implementation over a multi-year period of time.

The purpose of the study was to review and compare the local employment market to determine the competitiveness of the County's salary ranges, obtain valuable employee feedback relating to their perception of the County as an employer, and to review each job classification to ensure it reflects the actual work being performed and that the associated class structure is appropriate.

In general, employees view the County as a good, stable place to work. They cite the County's good reputation, co-worker relationships, benefits plan, work/life balance opportunities, and opportunities for advancement among the reasons they value the County as an employer. Employees also suggested areas of improvement, including more competitive pay, pay considerations for the evolution of their jobs over time, the need for consistency in employee evaluations, and compression within pay grades. Overall, employees expressed that they enjoy their jobs and believe they are performing worthwhile work.

Notable Findings:

- The County's compensation structure is generally at the market rate or slightly above with a few exceptions within the margin of error.
- The County's pay range spread (recommended to be between 50-70 percent from the minimum figure to the maximum) is very consistent at 64% for all general pay grades within the County.
- 3,272 employees are compensated below their pay grade midpoint – which is 80.2% of all employees (excluding Fire Rescue and Palm Tran Bus Operators), with 59.5% falling within the first quartile of the pay grade and 15% of the workforce making the minimum salary for their pay grade. This is an indicator of a high turnover and a relatively newer workforce, following a large number of retirements over recent years. This was also impacted by multiple years following the "great recession" that did not include annual raises for staff.
- The County's average tenure is 12.1 years, which exceeds the national average of 11 years.
- The study's findings do suggest the County is moving employees through their pay ranges in an equitable manner in most cases.
- With regard to compression, the overall ratio between direct reports and their supervisor salaries County-wide is approximately 0.7 indicating the County is doing well in this regard overall. However, there are 374 supervisor/employee salaries within 5% of each other, some of which include employees making more than their supervisors.



Study Compensation Recommendations Already Incorporated in the BCC FY2020 Budget:

- Adjust overall compensation structure by 3% (including minimum and maximum levels of the PG).
- Implement a living wage floor of \$15/hour for all permanent/full time County employees (with the exception of Palm Tran bargaining employees, currently bargaining their expiring contract).

Study Compensation Recommendations for subsequent FYs:

- Recommended Option – “Hybrid Parity – Capped at Midpoint.”
 - Gives employees 100% credit for all class years accumulated and 50% credit for the additional tenure years (beyond the class years already included)
 - Total cost to implement for 3,315 impacted employees: estimated at a salary cost of \$22.5M, which would occur over a multi-year period.

Study Classification Recommendations for Consideration:

- Adopt a new classification series for the administrative support classifications, reducing unique and dated titles from 23 to 8.
- Adopt a new classification series for director classifications. This would impact 126 unique classifications, and serves to differentiate between those positions responsible for managing programs, divisions, and whole departments. This would not change the titles or pay grades of current employees classified as Directors.
- Develop a strategy to address individual positions that are significantly below their market rate, pursuant to the report.
- Develop a strategy to address compression among the small percentage of employees within 5% or at a salary that is less than their subordinate staff, pursuant to the report.

Outstanding Items:

- Evergreen has provided updated job descriptions to reflect the most current work being performed in the role. The edits are under HR and County Attorney staff review.
- Evergreen will be providing a recommendation on the Fair Labor Standards Act (FLSA) status of each classification to ensure full compliance.
- Evergreen will return to the County to facilitate meetings with employees relating to the dissemination of the study, and conduct training with HR staff on the “JAT” system for continued administration of the compensation plan.



Classification and Compensation Study for Palm Beach County, FL

FINAL REPORT



Evergreen Solutions, LLC

February 20, 2020

Chapter 1 - Introduction

1.1 INTRODUCTION

Evergreen Solutions, LLC (Evergreen) was retained by Palm Beach County, FL (the County) to conduct a Compensation and Classification Study for all employees. This analysis provides the County's elected officials and management team invaluable information related to their employee demographics, opinions, market data, as well as internal and external equity.

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

1.2 STUDY METHODOLOGY

Evergreen combines qualitative with quantitative data analysis to produce recommendations that maximize the fairness and competitiveness of an organization's compensation structure and practices. Project activities included:

- Conducting a project kick-off meeting;
- Presenting orientation sessions to employees;
- Facilitating focus group sessions with County employees;
- Conducting an external market salary survey;
- Developing recommendations for compensation management;
- Revising classification descriptions based on employee JAT feedback;
- Developing detailed implementation plans;
- Creating draft and final reports; and
- Conducting training sessions with human resources staff in the methodology used to systematically assess job classifications.



Kickoff Meeting

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

Employee Outreach

Through the orientation sessions, Evergreen associates briefed County employees on the purpose and major processes of the study. This process addressed employee questions in an effort to resolve misconceptions about the study and related tasks.

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

Job Assessment Tool® (JAT) Classification Analysis

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

- Leadership –relates to the employee’s individual leadership role, be it as a direct report of others who have leadership responsibilities, or as an executive who has leadership over entire departments.
- Working Conditions –deals with the employee’s physical working conditions and the employee’s impact on those conditions, as well as the working conditions impact or potential impact on the employee.
- Complexity –describes the nature of work performed and includes options ranging from entry-level manual or clerical tasks up to advanced scientific, legal, or executive management duties.
- Decision Making –deals with the individual decision-making authority of the employees. Are decisions made on behalf of the employee or is the employee making



autonomous decisions that impact the individual, other employees, or even the entire organization and its constituents?

- Relationships –deals with organizational structure and the nature of the employee’s working relationships. Responses range from employees who work primarily alone, those who work as members of a team, those who oversee teams, and even those who report to elected officials or the general public.

Salary Survey

The external market is defined as identified peer organizations similar positions as well as similar characteristics, demographics, and service offerings. Benchmark positions are identified from each area and level of the organization and typically include a large cross-section of positions at the County. Once the target and benchmark information was finalized, classification information from the County was used to find comparable positions from peer organizations.

Classification/Job Description Revision

Based on employee feedback and supervisor comments on the JAT, classification descriptions will be updated to better reflect actual work performed and revisions to the class structure.

Recommendations: Pay Schedule and Transition Costing

During the solution and recommendation phase, alternative pay structures were designed to provide different scenarios to the County on how it can best address challenges observed throughout the study. Once the structures were created, classifications were then slotted into the proposed pay grade structures using market data, the results of the JAT analysis, and management feedback, including the desired market position of the County.

The final step in the development of recommendations consisted of identifying the costs associated with each step of the analysis, where data from the classification slotting process are applied to the individual employees in the organization. This allowed the County to view the total costs associated with proposed structural changes. Information was then provided to the County on various ways to implement the proposed structure and additional recommendations were provided to ensure the County could maintain the structure for years to come.

1.3 REPORT ORGANIZATION

This report includes the following additional chapters:

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



Chapter 2 – Summary of Employee Outreach

During the spring of 2018, Evergreen consultants conducted a series of orientation sessions, employee focus groups, and interviews with County employees. Orientation sessions were designed to instruct County employees on what to expect from the Job Assessment Tool (JAT) and the study overall. Focus group questions were designed to solicit input on a number of topics related to this compensation and classification study. Findings from focus groups and interviews are separated by category below.

Comments are separated by the following four categories below:

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

2.1 GENERAL FEEDBACK

Employees commonly regard the County as a good, stable place to work. Several employees mentioned that the County has a good reputation and that they were proud to work somewhere they could help the community. Some of the employees' specific positive comments regarding employment with the County included the following:

- Employees regularly cited good co-worker relationships, excellent benefits, and believe they are making a positive difference with the County.
- Many employees cited the positive work hours and the good work-life balance they were able to maintain as a positive factor in working from the County.
- A number of employees mentioned that there is good opportunity for advancement within such a large organization. It was viewed as a positive factor that you were able to spend your entire career with the County and keep advancing throughout. The current County Administrator was given as a primary example by several employees of someone who had worked her way through the system and had been rewarded.
- Many employees like working in a convenient location close to home. The fact that they had an opportunity to improve the quality of life for their families and friends was seen as a benefit to working for the County.



- One final theme that was mentioned throughout was the stability of the job and the fact that employees enjoy great job security at the County. There were a number of employees who mentioned that they worked with the County throughout the great recession and were thankful they never had to worry about losing their job, as many people in the private sector did.

Employees also suggested several areas where the County could improve. Most employees felt that regular compensation and classification studies are important to ensure that the structure remains aligned with industry practices. Employees felt like it had been much too long since the last compensation and classification study had been conducted. The following suggestions highlight the main concerns expressed by employees during focus groups:

- Many employees expressed a concern that the pay is not as competitive now as it was when they joined the County. Some employees felt like the County wasn't keeping up with the market the way it needs to in order to retain its best workers.
- Many employees mentioned concerns with jobs evolving over time and how that impacts compensation. They believe they are being paid fairly for the work they were performing five years ago, but that the County hasn't accurately tracked the additional work they have picked up in the recent years or months.
- Employees expressed concern that the evaluation experience varied across the County, and that consistency of execution by supervisors may lead to different promotional opportunities for different employees.
- A common concern among employees was compression within a pay grade or department. Employees were concerned that when they were not granted raises during the years of the great recession, employees who newly joined the County were making a salary that is too close to salaries of tenured employees. Without accounting for the years spent at the County when no raises were given, employees are concerned that this issue cannot be fixed.

2.2 COMPENSATION AND CLASSIFICATION

As the main focus of this study, lots of feedback on compensation and classification was gathered from employees. Employees were asked to identify any concerns, challenges, or limitations observed with how the County currently compensates and classifies its positions. It is important to note that the perceptions of employees listed below do not necessarily reflect or align with the data collected in the market survey, found in **Chapter 4**.

Specific feedback shared by employees related to compensation practices included the following:

- **Classification of jobs:** Many employees were concerned that jobs were not being properly classified at the County, and that could impact compensation as well. Employees shared that they have had expanding job duties over the years and that they haven't seen an increase in compensation accompanying the increase in duties.



Employees at the County would like to feel like they are being compensated fairly for the work they perform.

- **Exempt vs. Non-exempt:** Some employees weren't sure why some jobs were classified exempt and others non-exempt. There was a sentiment with some employees that they are performing the same type of work as other employees, but are given a different FLSA designation.
- **Advancing through the organization:** While it was already shared that many employees felt there were excellent advancement opportunities within the County, a few employees did not agree with that. Some employees thought there should be more of a career ladder with automatic advancement through positions when certain performance goals were met. Jobs were mentioned across the organization in several different departments as potential jobs that should have automatic promotion opportunities.
- **Job Descriptions need updates:** Employees generally believed it has been too long since Job Descriptions have been updated. A common concern throughout the majority of focus groups was that employees did not believe their job description represents the work they are performing on a day-to-day basis. Employees were thankful that the County has started the classification and compensation study and are addressing these concerns.

2.3 MARKET PEERS

Employees were also asked to provide information about who they believe are the most important market peers to compare the County against in order to maintain a high degree of external equity. Employees were asked to consider physical proximity to the County, whether or not they knew of specific employees who had left the County to work at the competing organization they mentioned, and to provide examples of organizations who are structured similarly to the County. Included below is a list of some of the most commonly mentioned peers.

- Brevard County
- Broward County
- Collier County
- Glades County
- Hendry County
- Hillsborough County
- Indian River County
- Lee County
- Martin County
- Miami-Dade County
- Monroe County
- Palm Beach County Fire Rescue Department
- Palm Beach Sheriff's Office



- Pinellas County
- Sarasota County
- City of Boca Raton
- City of Coral Springs
- City of Fort Lauderdale
- City of Jacksonville
- City of Jupiter
- City of Miami
- City of Palm Beach Gardens
- City of Wellington
- City of West Palm Beach
- FPL

The listed organizations were used when sending out the market survey (discussed in **Chapter 4**) and should be considered the “public-sector market” when that term is used elsewhere in this report.

2.4 SUMMARY

It should be noted that many of the concerns discussed in this section are common in other organizations, and though they are shared by many employees, overall employees appreciate the County as a great place to work. Many positive attributes of working for the County were mentioned by employees and the morale was generally positive throughout the focus groups and orientation sessions. County employees were very passionate about wanting to see certain aspects of their work life changed (for example, the feelings that the evaluations were not consistent across departments or feelings that certain jobs should have different FLSA statuses), but most of the identified issues are seen throughout public-sector organizations all over the Country.

As a whole, the County’s employees enjoy their jobs and believe they are performing worthwhile work. While there are opportunities for improvement that could increase employee satisfaction, the County has done an excellent job at providing a happy and stable work environment for employees. The information received from employees assisted Evergreen in the development of recommendations and provided an excellent foundation for the remainder of this study.

Chapter 3 – Assessment of Current Conditions

The purpose of this chapter is to give an account of the conditions that were present in the County at the beginning of the study, illustrated through statistical analysis. Data included in this chapter should be considered a snapshot in time and were sourced from the County on May 9th, 2018. As conditions in any organization can change rapidly, the data in this chapter should be used to gain a broad understanding of conditions present in the County before this study and should not be considered current at the time this report is published. All pay ranges, employee salary data, and analysis in this chapter were formed before Evergreen began work on the study. To review the County's newly recommended pay plan, please see **Chapter 5**. Data in this chapter were not used in isolation to form recommendations, but were taken together with the market data (covered in **Chapter 4** of this report) to help Evergreen understand the needs of the County. The assessment is divided into the following sections:

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

3.1 ANALYSIS OF PAY PLANS

The purpose of analyzing the pay plan utilized in the County is to help Evergreen gain a better understanding of the existing compensation philosophy within the County. The County uses a single pay plan for all employees, going from Grade 09 – 49, with an additional ten grades used for executives, and with grade names E01 – E10. **Exhibit 3A** displays the County's pay plan, summarized for ease of comparison. Displayed are the grade name, defined minimum, midpoint, and maximum of each grade, range spread, midpoint progression, and a count of employees within each grade. Empty pay grades were excluded from all analysis in this chapter.

An explanation of banded pay ranges will be necessary to make sense of the County pay plan. A banded pay range differs from a typical pay range in that it has a much wider range spread. Banded ranges can have range spreads anywhere from 100-2000 percent. That differs from a typical pay grade that would normally expect a range spread from 50-70 percent. The advantage of a banded pay grade is that it allows much more flexibility when assigning salaries than a typical range. While a 40-50 percent pay range might be sufficient for a position like "Accountant I", a banded range, like pay range 00, is perfect for positions that can vary widely with respect to the market. County Administrator, County Attorney, and Inspector General are all examples of positions whose salaries could vary widely depending on the size of the

organization, the level of competency, and the level of experience and expertise an employee brings to the County. One final thing to note with respect to banded pay ranges: although the pay band has a minimum and maximum, it would be unrealistic to assign those minimums and maximums to a particular employee on that pay band. A feature of banded ranges is that employees assigned to the pay band will typically only occupy a portion of the pay band. It would be extremely rare to see an employee go from the minimum salary on a pay band to the maximum. Given these differences to normal pay grades, the banded pay range 00 has been excluded from some of the following analysis.

The general County pay plan in place at the beginning of the study is displayed in **Exhibit 3A**. Some notes about the pay plan:

- The minimum (non-banded) salary offered to any County employee is \$25,911.00.
- The maximum salary offered to any County employee is \$258,873.00.
- The County has a minimum of one employee occupying the E10 grade
- The County has a maximum of 218 employees occupying pay grade 25



**EXHIBIT 3A
COUNTY PAY PLAN**

Pay Plan	Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression	Employees
General	00	\$ 17,707	\$ 193,056	\$ 368,405	1981%	-	45
General	09	\$ 25,911	\$ 34,132	\$ 42,353	63%	-	70
General	10	\$ 26,622	\$ 35,129	\$ 43,636	64%	3%	6
General	11	\$ 27,410	\$ 36,173	\$ 44,936	64%	3%	15
General	12	\$ 28,234	\$ 37,259	\$ 46,284	64%	3%	63
General	13	\$ 29,070	\$ 38,360	\$ 47,651	64%	3%	164
General	14	\$ 29,863	\$ 39,413	\$ 48,963	64%	3%	108
General	15	\$ 30,844	\$ 40,709	\$ 50,573	64%	3%	209
General	16	\$ 31,772	\$ 41,923	\$ 52,075	64%	3%	159
General	17	\$ 32,725	\$ 43,190	\$ 53,656	64%	3%	203
General	18	\$ 33,704	\$ 44,486	\$ 55,268	64%	3%	92
General	19	\$ 34,707	\$ 45,808	\$ 56,909	64%	3%	213
General	20	\$ 35,747	\$ 47,182	\$ 58,616	64%	3%	188
General	21	\$ 36,849	\$ 48,621	\$ 60,393	64%	3%	87
General	22	\$ 37,952	\$ 50,079	\$ 62,207	64%	3%	104
General	23	\$ 39,092	\$ 51,581	\$ 64,070	64%	3%	114
General	24	\$ 40,270	\$ 53,138	\$ 66,006	64%	3%	112
General	25	\$ 41,459	\$ 54,710	\$ 67,961	64%	3%	218
General	26	\$ 42,721	\$ 56,368	\$ 70,015	64%	3%	87
General	27	\$ 43,982	\$ 58,029	\$ 72,076	64%	3%	101
General	28	\$ 45,317	\$ 59,795	\$ 74,273	64%	3%	185
General	29	\$ 46,681	\$ 61,593	\$ 76,504	64%	3%	83
General	30	\$ 48,081	\$ 63,440	\$ 78,799	64%	3%	150
General	31	\$ 49,514	\$ 65,335	\$ 81,155	64%	3%	77
General	32	\$ 51,008	\$ 67,306	\$ 83,604	64%	3%	132
General	33	\$ 52,543	\$ 69,321	\$ 86,100	64%	3%	121
General	34	\$ 54,109	\$ 71,400	\$ 88,691	64%	3%	70
General	35	\$ 55,732	\$ 73,538	\$ 91,345	64%	3%	143
General	36	\$ 57,400	\$ 75,742	\$ 94,085	64%	3%	89
General	37	\$ 59,134	\$ 78,024	\$ 96,913	64%	3%	50
General	38	\$ 60,840	\$ 80,273	\$ 99,705	64%	3%	59
General	39	\$ 62,735	\$ 82,772	\$ 102,808	64%	3%	90
General	40	\$ 64,621	\$ 85,259	\$ 105,897	64%	3%	91



EXHIBIT 3A (CONTINUED)
COUNTY PAY PLAN

Pay Plan	Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression	Employees
General	41	\$ 66,550	\$ 87,808	\$ 109,067	64%	-	24
General	42	\$ 68,551	\$ 90,445	\$ 112,339	64%	3%	66
General	43	\$ 70,610	\$ 93,163	\$ 115,717	64%	3%	29
General	44	\$ 72,729	\$ 95,964	\$ 119,199	64%	3%	6
General	45	\$ 74,746	\$ 98,625	\$ 122,505	64%	3%	29
General	46	\$ 77,151	\$ 101,807	\$ 126,462	64%	3%	44
General	47	\$ 79,468	\$ 104,854	\$ 130,239	64%	3%	3
General	48	\$ 81,854	\$ 108,000	\$ 134,145	64%	3%	13
General	49	\$ 84,307	\$ 111,242	\$ 138,176	64%	3%	7
General	E01	\$ 77,679	\$ 109,483	\$ 141,288	82%	-	19
General	E02	\$ 83,391	\$ 117,030	\$ 150,669	81%	7%	37
General	E03	\$ 89,226	\$ 125,221	\$ 161,217	81%	7%	23
General	E04	\$ 95,472	\$ 133,980	\$ 172,488	81%	7%	22
General	E05	\$ 102,149	\$ 143,362	\$ 184,575	81%	7%	22
General	E06	\$ 109,306	\$ 153,394	\$ 197,481	81%	7%	18
General	E07	\$ 116,952	\$ 164,131	\$ 211,309	81%	7%	7
General	E08	\$ 125,135	\$ 175,622	\$ 226,108	81%	7%	7
General	E09	\$ 133,902	\$ 187,917	\$ 241,931	81%	7%	6
General	E10	\$ 143,275	\$ 201,074	\$ 258,873	81%	7%	1



Comparing the summary data in **Exhibit 3A** to best practices, a number of observations can be made regarding the County pay plan. The following facts can be observed from studying the County pay plan:

- Range spread – generally set between 50-70 percent – is very consistent across all pay grades. Each standard pay grade has a range spread of sixty-four percent, with one exception having a range spread of sixty-three percent. All executive pay grades have a range spread of eighty-one percent, with the lone exception having an eighty-two percent range spread.
- The number of incumbents per pay grade varies widely, with some pay grades having fewer than ten employees occupying the grade and some with a few hundred. There are seventy-eight employees per pay grade, on average.
- Midpoint progression, which is typically between three and five percent, is consistently set to three percent. This is true through the entire general pay plan until you reach the executive pay grades, where the midpoint progression is seven percent.

3.2 GRADE PLACEMENT ANALYSIS

The Grade Placement Analysis examines how individual salaries are placed within a pay grade. In the simplest examination of salary placement, salaries are examined to see if they are located at the minimum or maximum of the pay grade, and whether they are above or below midpoint. These basic indicators can give some information on progression patterns and whether or not there exists compression at the very top or bottom of a pay grade. Once the simplest analyses are complete, a more in-depth analysis takes place to see which quartile salaries fall into, and then salaries are further examined to see how they align with employee tenure. Ideally, you would see a small percentage of employees at the minimum or maximum of their pay range, a relatively equal number of employees above and below midpoint, and you would see tenure increase as you move from Quartile 1 to Quartile 4.

Exhibits 3B displays the percentage of employees compensated at the pay grade minimum and pay grade maximum thresholds. The percentages presented are based on the total number of employees in that grade. As shown in the exhibit, 13.6 percent (557 total) of all employees are compensated at their pay grade's minimum. A lower percentage of employees, at 8.2 percent (335 total), are compensated at their pay grade's maximum.

EXHIBIT 3B
EMPLOYEES AT MINIMUM AND MAXIMUM BY GRADE

Grade	Employees	# at Min	% at Min	# at Max	% at Max
00	45	0	0.0%	0	0.0%
09	70	1	1.4%	5	7.1%
10	6	0	0.0%	0	0.0%
11	15	4	26.7%	1	6.7%
12	63	23	36.5%	6	9.5%
13	164	38	23.2%	4	2.4%
14	108	13	12.0%	8	7.4%
15	209	33	15.8%	19	9.1%
16	159	22	13.8%	10	6.3%
17	203	39	19.2%	7	3.4%
18	92	14	15.2%	15	16.3%
19	213	25	11.7%	16	7.5%
20	188	17	9.0%	20	10.6%
21	87	5	5.7%	9	10.3%
22	104	22	21.2%	7	6.7%
23	114	13	11.4%	12	10.5%
24	112	23	20.5%	19	17.0%
25	218	33	15.1%	18	8.3%
26	87	10	11.5%	9	10.3%
27	101	12	11.9%	8	7.9%
28	185	32	17.3%	13	7.0%
29	83	27	32.5%	6	7.2%
30	150	25	16.7%	8	5.3%
31	77	14	18.2%	4	5.2%
32	132	8	6.1%	12	9.1%
33	121	10	8.3%	19	15.7%
34	70	18	25.7%	6	8.6%
35	143	18	12.6%	18	12.6%
36	89	3	3.4%	4	4.5%
37	50	4	8.0%	1	2.0%
38	59	5	8.5%	9	15.3%
39	90	8	8.9%	7	7.8%
40	91	6	6.6%	6	6.6%



EXHIBIT 3B (CONTINUED)
EMPLOYEES AT MINIMUM AND MAXIMUM BY GRADE

Grade	Employees	# at Min	% at Min	# at Max	% at Max
41	24	1	4.2%	3	12.5%
42	66	8	12.1%	13	19.7%
43	29	2	6.9%	0	0.0%
44	6	1	16.7%	0	0.0%
45	29	3	10.3%	0	0.0%
46	44	3	6.8%	7	15.9%
47	3	0	0.0%	0	0.0%
48	13	0	0.0%	2	15.4%
49	7	0	0.0%	1	14.3%
E01	19	1	5.3%	0	0.0%
E02	37	8	21.6%	1	2.7%
E03	23	1	4.3%	0	0.0%
E04	22	1	4.5%	0	0.0%
E05	22	1	4.5%	0	0.0%
E06	18	2	11.1%	0	0.0%
E07	7	0	0.0%	0	0.0%
E08	7	0	0.0%	2	28.6%
E09	6	0	0.0%	0	0.0%
E10	1	0	0.0%	0	0.0%
Total	4081	557	13.6%	335	8.2%

In addition to assessing the number of employees at minimum and maximum, an analysis was conducted to determine the number of employees below and above pay grade midpoint. The percentages refer to the percentage of employees in each pay grade that are above and below midpoint. **Exhibit 3C** displays the results of this analysis. A total of 3,272 employees are compensated below their pay grade midpoint – which is 80.2 percent of all employees for the County. 809 employees, or 19.8 percent, are compensated above midpoint of their pay grade. While this is a higher percentage of employees below the midpoint than would typically be ideal, we will need to examine the data more closely before we can make any definitive statements about County pay practices. A balance tipped towards employees below midpoint can be an indicator of County pay trailing the market, but it can also be an indicator of high employee turnover. The Quartile Analysis will shed more light on these salaries.



EXHIBIT 3C
EMPLOYEES BELOW MIDPOINT AND ABOVE MIDPOINT
BY PAY GRADE

Grade	Employees	# < Mid	% < Mid	# > Mid	% > Mid
00	45	35	77.8%	10	22.2%
09	70	54	77.1%	16	22.9%
10	6	3	50.0%	3	50.0%
11	15	12	80.0%	3	20.0%
12	63	55	87.3%	8	12.7%
13	164	149	90.9%	15	9.1%
14	108	88	81.5%	20	18.5%
15	209	176	84.2%	33	15.8%
16	159	134	84.3%	25	15.7%
17	203	183	90.1%	20	9.9%
18	92	71	77.2%	21	22.8%
19	213	180	84.5%	33	15.5%
20	188	153	81.4%	35	18.6%
21	87	72	82.8%	15	17.2%
22	104	92	88.5%	12	11.5%
23	114	88	77.2%	26	22.8%
24	112	82	73.2%	30	26.8%
25	218	180	82.6%	38	17.4%
26	87	67	77.0%	20	23.0%
27	101	80	79.2%	21	20.8%
28	185	162	87.6%	23	12.4%
29	83	75	90.4%	8	9.6%
30	150	132	88.0%	18	12.0%
31	77	62	80.5%	15	19.5%
32	132	108	81.8%	24	18.2%
33	121	92	76.0%	29	24.0%
34	70	58	82.9%	12	17.1%
35	143	102	71.3%	41	28.7%
36	89	70	78.7%	19	21.3%
37	50	43	86.0%	7	14.0%
38	59	39	66.1%	20	33.9%
39	90	69	76.7%	21	23.3%
40	91	73	80.2%	18	19.8%



EXHIBIT 3C (CONTINUED)
EMPLOYEES BELOW MIDPOINT AND ABOVE MIDPOINT
BY PAY GRADE

Grade	Employees	# < Mid	% < Mid	# > Mid	% > Mid
41	24	12	50.0%	12	50.0%
42	66	40	60.6%	26	39.4%
43	29	18	62.1%	11	37.9%
44	6	3	50.0%	3	50.0%
45	29	24	82.8%	5	17.2%
46	44	20	45.5%	24	54.5%
47	3	2	66.7%	1	33.3%
48	13	6	46.2%	7	53.8%
49	7	3	42.9%	4	57.1%
E01	19	16	84.2%	3	15.8%
E02	37	30	81.1%	7	18.9%
E03	23	16	69.6%	7	30.4%
E04	22	16	72.7%	6	27.3%
E05	22	7	31.8%	15	68.2%
E06	18	8	44.4%	10	55.6%
E07	7	4	57.1%	3	42.9%
E08	7	3	42.9%	4	57.1%
E09	6	5	83.3%	1	16.7%
E10	1	0	0.0%	1	100.0%
Total	4081	3272	80.2%	809	19.8%



3.3 QUARTILE ANALYSIS

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

The Quartile Analysis is used to examine employee salary placement more closely, and to see if any clusters of salaries exist within the organization. Employee tenure is also examined along with salary placement, so that will provide information about why salaries are clustered where they are. As determined in the midpoint analysis, a significantly larger number of employees are below midpoint, and therefore in Quartile 1 and Quartile 2, than are above midpoint. The tenure portion of the Quartile Analysis will help determine if this a result of high turnover or a lack of progression through salary ranges as employees stay with the County. This information, while not definitive alone, can shed light on any root issues within the current compensation and classification plan when combined with market data and employee feedback.

Exhibit 3D shows the number of employees that are in each quartile of each grade, as well as the average overall tenure (i.e. how long an employee has worked for the County) by quartile. At the time of this report, 59.5 percent of County employees fall into Quartile 1, 20.7 percent of employees are in Quartile 2, 7.3 percent of employees occupy Quartile 3, and the remaining 12.5 percent of employees reside in Quartile 4. When examining these numbers with County tenure factored in, a clearer picture starts to form.

Specifically, overall average tenure does increase with progression through pay grades, so while there is a very high number of employees occupying Quartile 1, this is most likely the result of high turnover at the County and a relatively newer workforce. Employees in Quartile 1 have an average tenure of 7.4 years, employees in Quartile 2 average 14.7 years of tenure, Quartile 3 employees average 21.1 years, while Quartile 4 employees average 27.8 years of County tenure. This would seem to indicate that, in general, employees are moved through their pay grades equitably, or at the very least a positive linear relationship exists between tenure and pay.

Exhibit 3D displays a graphical representation of the data contained in **Exhibit 3E**. Each pay grade is divided into up to four sections representing the percentage of employees, in that pay grade, who belong in each quartile. For example, pay grade E10 has zero employees in Quartile 1, 2, or 4. That pay grade is represented by a 100 percent gold bar, showing that one hundred percent of E10 employees are in Quartile 3. Pay grades 13-46 have employees in all four quartiles represented, however, and are consequently shown with bars displaying four different colors, corresponding to the percentage of employees in each pay grade occupying each quartile.

EXHIBIT 3D
QUARTILE PLACEMENT BY PAY GRADE

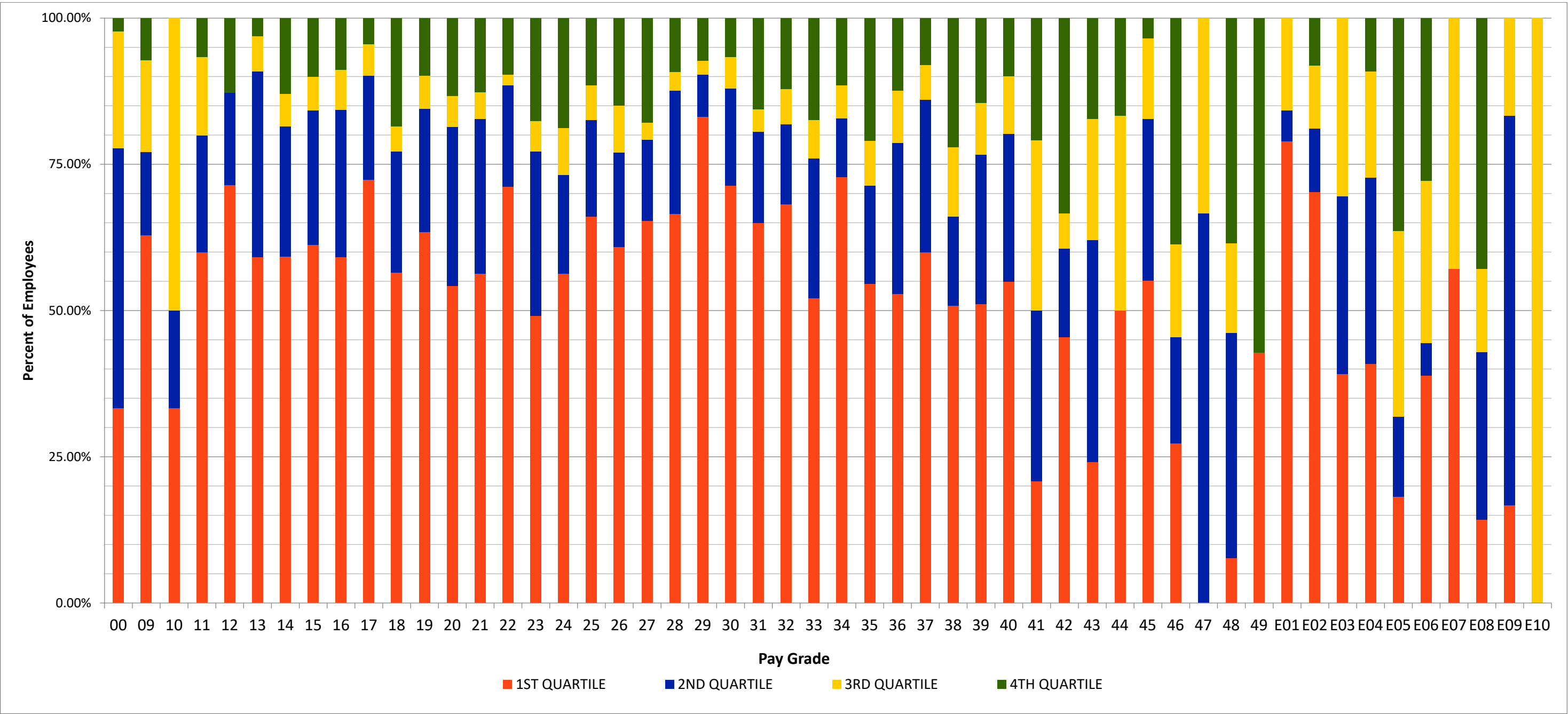


EXHIBIT 3E QUARTILE ANALYSIS – COUNTY TENURE

GRADE	Total Employees	Average Tenure	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
			# Employees	Avg Tenure	# Employees	Avg Tenure	# Employees	Avg Tenure	# Employees	Avg Tenure
00	45	11.3	15	6.3	20	12.8	9	14.1	1	30.8
09	70	10.0	44	4.9	10	11.7	11	20.6	5	28.2
10	6	12.3	2	4.1	1	10.6	3	18.4	0	-
11	15	8.7	9	2.4	3	16.1	2	15.6	1	29.0
12	63	7.7	45	2.5	10	15.4	0	-	8	27.4
13	164	8.0	97	2.8	52	13.1	10	21.9	5	27.8
14	108	9.6	64	3.9	24	14.4	6	19.2	14	23.6
15	209	10.1	128	4.0	48	14.9	12	19.9	21	30.0
16	159	10.2	94	4.8	40	14.6	11	18.0	14	27.8
17	203	8.4	147	4.8	36	14.5	11	21.0	9	27.7
18	92	11.9	52	4.9	19	14.9	4	13.8	17	29.7
19	213	11.0	135	5.5	45	16.1	12	19.7	21	29.9
20	188	12.0	102	5.4	51	15.0	10	21.8	25	28.5
21	87	13.6	49	7.3	23	16.8	4	21.3	11	31.8
22	104	10.0	74	5.3	18	17.1	2	20.3	10	29.4
23	114	13.3	56	6.7	32	15.1	6	19.2	20	27.0
24	112	12.6	63	5.7	19	16.4	9	15.8	21	28.3
25	218	12.0	144	7.1	36	17.0	13	19.3	25	29.6
26	87	12.7	53	6.8	14	14.1	7	23.6	13	29.4
27	101	13.9	66	9.9	14	16.0	3	23.1	18	25.5
28	185	11.6	123	6.7	39	17.4	6	25.3	17	29.0
29	83	9.2	69	6.4	6	13.8	2	22.8	6	32.8
30	150	11.8	107	7.3	25	17.9	8	25.4	10	33.0
31	77	12.3	50	6.9	12	15.2	3	24.2	12	28.9
32	132	13.7	90	8.6	18	17.8	8	26.2	16	31.7
33	121	15.2	63	6.8	29	19.3	8	20.9	21	32.4
34	70	11.9	51	6.8	7	19.7	4	21.1	8	32.9
35	143	15.1	78	8.3	24	17.4	11	22.1	30	28.6
36	89	15.7	47	10.4	23	16.4	8	25.7	11	29.3
37	50	10.4	30	6.2	13	11.9	3	23.4	4	26.9
38	59	16.3	30	7.9	9	17.4	7	26.8	13	29.4
39	90	14.6	46	9.8	23	15.4	8	17.0	13	28.8
40	91	13.0	50	8.4	23	14.9	9	18.2	9	28.7



EXHIBIT 3E (CONTINUED)
QUARTILE ANALYSIS – COUNTY TENURE

GRADE	Total Employees	Average Tenure	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
			# Employees	Avg Tenure	# Employees	Avg Tenure	# Employees	Avg Tenure	# Employees	Avg Tenure
41	24	17.9	5	10.3	7	15.3	7	18.0	5	29.3
42	66	17.7	30	10.1	10	14.0	4	27.2	22	28.0
43	29	12.8	7	5.4	11	10.3	6	18.0	5	22.6
44	6	12.3	3	4.6	0	-	2	18.3	1	23.5
45	29	9.6	16	6.1	8	11.1	4	18.7	1	17.2
46	44	18.1	12	8.7	8	16.8	7	15.7	17	26.4
47	3	7.9	0	-	2	1.4	1	20.9	0	-
48	13	14.7	1	18.8	5	7.1	2	12.8	5	22.3
49	7	15.0	3	2.2	0	-	0	-	4	24.7
E01	19	13.4	15	9.8	1	34.2	3	24.5	0	-
E02	37	13.5	26	10.4	4	19.2	4	23.2	3	19.8
E03	23	15.9	9	12.6	7	13.2	7	22.8	0	-
E04	22	15.3	9	11.2	7	15.5	4	16.7	2	30.1
E05	22	19.4	4	14.1	3	11.7	7	14.8	8	29.0
E06	18	18.3	7	13.2	1	1.0	5	22.8	5	24.5
E07	7	16.2	4	11.7	0	-	3	22.1	0	-
E08	7	19.3	1	7.8	2	13.3	1	31.9	3	23.0
E09	6	12.2	1	6.5	4	9.2	1	29.8	0	-
E10	1	30.3	0	-	0	-	1	30.3	0	-
Overall	4081	12.1	2426	7.4	846	14.7	299	21.1	510	27.9



When examining the data from the preceding charts and tables, it becomes clear quickly that the County is dominated by workers in the first quartile, throughout most of the pay plan. Even up into the executive ranges, there is more orange (representing Quartile 1) on the chart than any other color. While Quartile 1 employees are the predominant type throughout the organization, it can also be noted that the percentage of Quartile 1 employees does decrease slightly as the pay grades increase into the upper 30's and 40's. This can be a sign that as employees stay with the County throughout their careers, there is a chance for employees to move up into higher pay grades. This pattern is far from definitive, but it does hint at some level of pay grade progression.

3.4 COMPRESSION ANALYSIS

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

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

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



Exhibit 3F displays graphically the relationship between employees' salaries and their direct supervisors' salaries, while **Exhibit 3G** displays the exact same information in table form. The green bar represents employees whose salaries are less than eighty percent of their supervisors' salary, the gold bar represents employees whose salaries are more than eighty percent but less than ninety-five percent of their supervisors' salary, the orange bar represents employees whose salaries are five percent or less below their supervisors' salary, and the blue bar represents employees whose salaries are greater than their supervisors' salary. Less than 80 percent would indicate that the ratio of an employee's salary to his supervisor's salary would yield a result of less than 0.8. For example, an employee with a salary of \$79,000.00 and a supervisor with a salary of \$100,000.00 would yield a ratio of 0.79, and be placed into the Less than 80 percent category.

Far and away the most common category occupied is the "less than eighty percent" category. This category represents the optimal salary spacing between a supervisor and their direct report, on average. It is a best practice to leave some space between a supervisor's and direct report's salary to maintain a sense of internal equity, and also to compensate a supervisor fairly for having the responsibility of managing another employee's work in addition to their own. There may be reasons why an individual has a salary almost equal to that of their supervisor's. An employee with decades of experience might expect to make amount that is close to what a brand-new supervisor is making, or even slightly more in rare cases. That will always be the exception, rather than the rule, so the optimal placement for the organization as a whole will always be to see about twenty percentage points of space or more between an employee's salary and their supervisor's. The overall ratio between direct reports and their supervisor salaries for the County at the time of this writing is approximately 0.7, so the County is doing well in this regard overall.

However, there is some compression present, especially at the top of the pay plan, and this should be something that is evaluated more closely to decide if there is additional action needed. While salaries between eighty and ninety-five percent of the supervisor rate may be adequate space between most jobs, the supervisor and employee salaries within five percent of each other – and especially those supervisors making less than their direct reports – should be examined closely to see if additional spacing would be beneficial.



EXHIBIT 3F
EMPLOYEE TO SUPERVISOR SALARY RATIO BY PAY GRADE

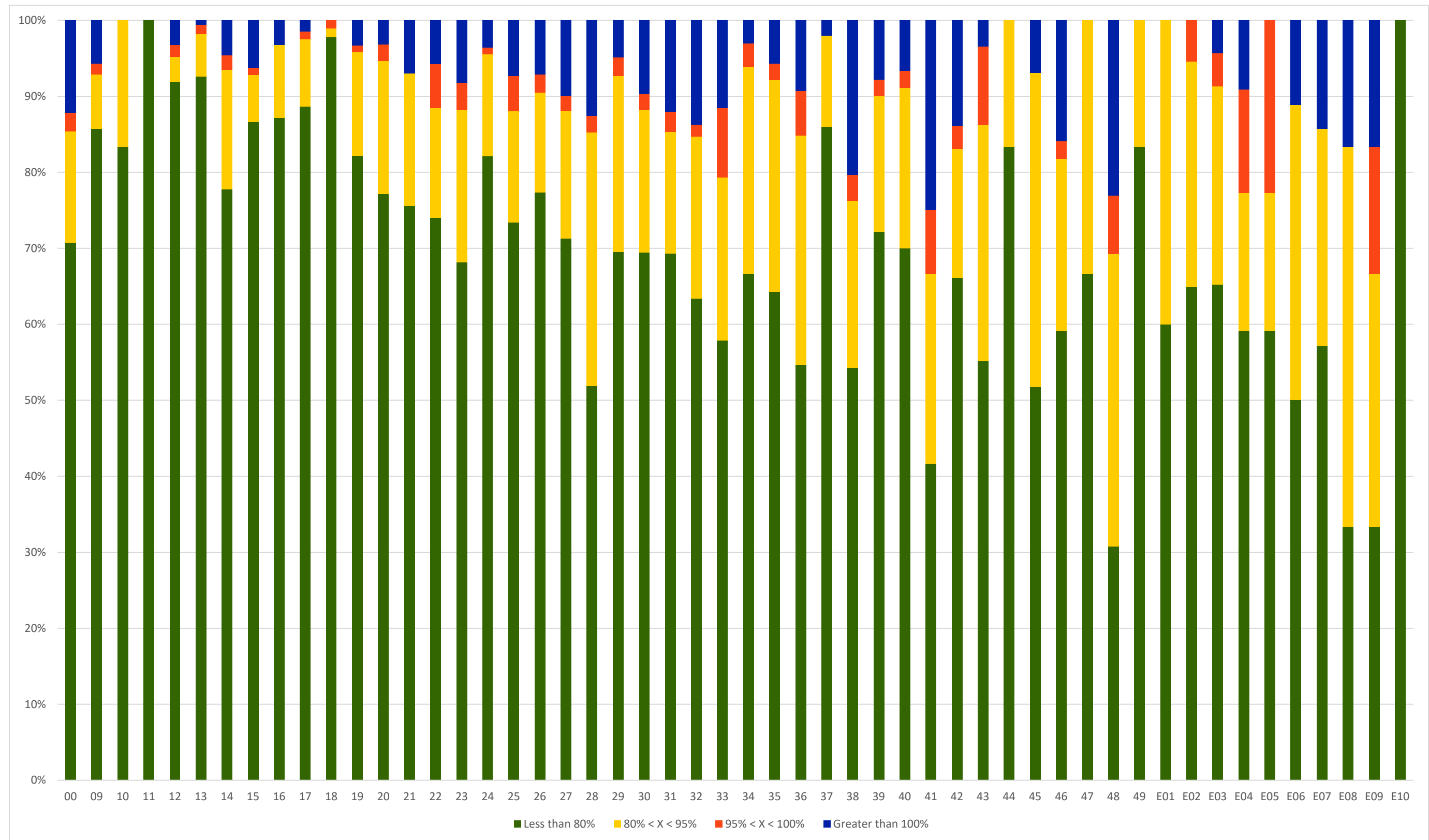


EXHIBIT 3G
EMPLOYEE TO SUPERVISOR SALARY RATIO BY PAY GRADE

Grade	Less than 80%	80% < X < 95%	95% < X < 100%	Greater than 100%
00	29	6	1	5
09	60	5	1	4
10	5	1	0	0
11	13	0	0	0
12	57	2	1	2
13	151	9	2	1
14	84	17	2	5
15	181	13	2	13
16	136	15	0	5
17	180	18	2	3
18	90	1	1	0
19	175	29	2	7
20	145	33	4	6
21	65	15	0	6
22	77	15	6	6
23	75	22	4	9
24	92	15	1	4
25	160	32	10	16
26	65	11	2	6
27	72	17	2	10
28	95	61	4	23
29	57	19	2	4
30	100	27	3	14
31	52	12	2	9
32	83	28	2	18
33	70	26	11	14
34	44	18	2	2
35	90	39	3	8
36	47	26	5	8
37	43	6	0	1
38	32	13	2	12
39	65	16	2	7
40	63	19	2	6



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

Grade	Less than 80%	80% < X < 95%	95% < X < 100%	Greater than 100%
41	10	6	2	6
42	43	11	2	9
43	16	9	3	1
44	5	1	0	0
45	15	12	0	2
46	26	10	1	7
47	2	1	0	0
48	4	5	1	3
49	5	1	0	0
E01	6	4	0	0
E02	24	11	2	0
E03	15	6	1	1
E04	13	4	3	2
E05	13	4	5	0
E06	9	7	0	2
E07	4	2	0	1
E08	2	3	0	1
E09	2	2	1	1
E10	1	0	0	0
Totals	2968	685	104	270



Exhibit 3H and **Exhibit 3I** showcase the actual vs. expected salaries for all County employees, displayed by pay grade. Expected salary is calculated using a thirty-year progression assumption for employees, and does not factor in the market rate at all. This salary is calculated solely from the expectation of where an employee would fit into the current pay grades at the County, and does not factor in whether or not the County's pay range is market competitive. For information on salaries vs. the market, please see **Chapter 4**. For example, an employee who had worked at his position for fifteen years would expect to be at the grade midpoint, while an employee with thirty or more years of class years would expect to be at the grade maximum. An important distinction between this compression table and the quartile analysis: this compression table utilizes class years, while the Quartile analysis uses tenure. Class years are differentiated from tenure by using the date that you started working in your current classification as the start date, instead of the date you first were hired by the County. To illustrate, if an employee had been working for the County as an accountant for fifteen years, and then was promoted last year to Accountant Supervisor that employee would have fifteen years of tenure, but only one class year.

The first thing you will notice when looking at **Exhibit 3I**, is that the vast majority of employees in the County are within five percent of their expected salary. Employees from approximately pay ranges 09 – 35 are highly likely to be paid within five percent of their expected salary, which means that these employees are typically receiving annual increases close to what they would expect, based on tenure alone. The average tenure of all County employees is 12.1 years, which is slightly more than the national average of eleven years for all county government employees.

As you study the highest numeric pay grades and executive pay grades, you will see that these employees typically are receiving more than five percent above their expected salary, which indicates that these employees are being moved through their ranges more quickly than employees in the lower pay grades. One possible explanation for this difference is that when an employee has advanced to near the top of his pay grade and he receives a promotion, he will often not start at his new pay grade minimum. An employee will not accept a pay decrease, so that employee is therefore started above the minimum on his new pay grade. That puts him above his "expected pay", by definition. He has zero class years, but his pay is above the minimum. Then, if he advances exactly at the speed expected for the rest of his career, he will always remain above his "expected" pay. Another possible explanation could be that there is increased market pressure at the highest levels of county government from the private sector. This market pressure could force the County to hire employees to salaries that are well above the typical starting point in their pay ranges. More data would be required to make a more definitive statement.



EXHIBIT 3H
ACTUAL VS. EXPECTED SALARY

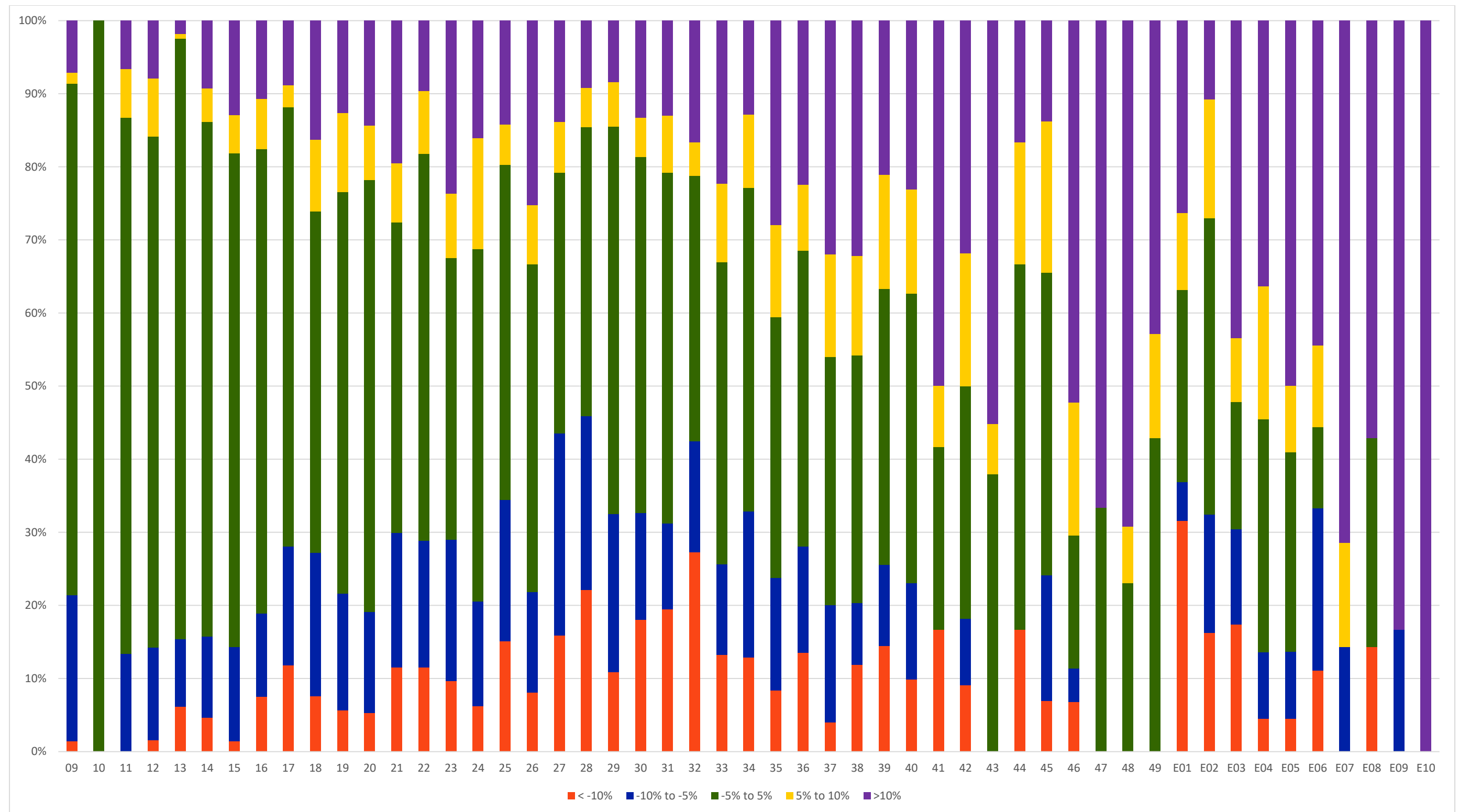


EXHIBIT 3I
ACTUAL VS. EXPECTED SALARY

Grade	Less than 10%	10 < X < 5%	5% < X < 5%	5% < X < 10%	Greater than 10%
00	12	0	0	1	32
09	1	14	49	1	5
10	0	0	6	0	0
11	0	2	11	1	1
12	1	8	44	5	5
13	10	15	134	1	3
14	5	12	76	5	10
15	3	27	141	11	27
16	12	18	101	11	17
17	24	33	122	6	18
18	7	18	43	9	15
19	12	34	117	23	27
20	10	26	111	14	27
21	10	16	37	7	17
22	12	18	55	9	10
23	11	22	44	10	27
24	7	16	54	17	18
25	33	42	100	12	31
26	7	12	39	7	22
27	16	28	36	7	14
28	41	44	73	10	17
29	9	18	44	5	7
30	27	22	73	8	20
31	15	9	37	6	10
32	36	20	48	6	22
33	16	15	50	13	27
34	9	14	31	7	9
35	12	22	51	18	40
36	12	13	36	8	20
37	2	8	17	7	16
38	7	5	20	8	19
39	13	10	34	14	19
40	9	12	36	13	21



EXHIBIT 3I (CONTINUED)
ACTUAL VS. EXPECTED SALARY

Grade	Less than -10%	-10 < X < -5%	-5% < X < 5%	5% < X < 10%	Greater than 10%
41	4	0	6	2	12
42	6	6	21	12	21
43	0	0	11	2	16
44	1	0	3	1	1
45	2	5	12	6	4
46	3	2	8	8	23
47	0	0	1	0	2
48	0	0	3	1	9
49	0	0	3	1	3
E01	6	1	5	2	5
E02	6	6	15	6	4
E03	4	3	4	2	10
E04	1	2	7	4	8
E05	1	2	6	2	11
E06	2	4	2	2	8
E07	0	1	0	1	5
E08	1	0	2	0	4
E09	0	1	0	0	5
E10	0	0	0	0	1
Totals	438	606	1979	332	725



3.5 CONCLUSION

The County utilizes a single pay plan to classify their employees, and that plan is divided into standard pay grades and executive pay grades. This allows for a high level of consistency between employees of different grades, and allows all employees within the County to understand the pay plan and know exactly how their salary could progress in the future. Some observations that were made about the County's compensation system included:

- Range spread, generally recommended to be between 50-70 percent, is very consistent within the County. Range spread is sixty-four percent for all general pay grades except one and eighty-two percent for all executive grades except one.
- The County has almost fifteen percent of its workforce making the minimum salary for their pay grade and over half of all employees at the County in Quartile 1 of their pay grade. The average tenure for Quartile 1 employees is only 7.4 years, so these are relatively new employees. This could indicate a workforce with high turnover or that has recently expanded with many new hires. Further analysis is required to determine the cause of this imbalance.
- More than eighty percent of County employees are paid below their grade's midpoint.
- Most County employees are paid less than 80.0 percent of their supervisors' salaries.
- The County has a strong relationship between pay grade penetration and tenure. This hints that even though the County has a majority of its workforce in Quartile 1 of their respective pay grades, that is because they have a relatively new workforce and those employees will advance through their range if they stay with the County.
- Approximately fifty percent of all County employees are paid within five percent of their expected salary, when based on time spent in that classification. Another twenty-five percent of employees are paid more than five percent above their expected salary, which means that seventy-five percent of County employees are paid at or above their expected salary. This does not factor in the market rate, but it does suggest that the County is moving employees through their pay ranges in an equitable manner in most cases.

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



Chapter 4 – Market Summary

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

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

Evergreen conducted a comprehensive market salary survey for the County, which included two local organizations, nine cities and 13 counties responding to 149 benchmark positions. Of the 24 total organizations contacted, 21 responded and provided data for the benchmark positions. Target peers were selected based on a number of factors, including geographic proximity and population size. Target organizations were also identified for their competition to the County for employee recruitment and retention efforts. The list of targets that provided data for the purpose of this study are included in **Exhibit 4A**.

EXHIBIT 4A TARGET MARKET PEERS

Respondent Organizations
Brevard County
Broward County
Collier County
Hillsborough County
Indian River County
Lee County
Martin County
Miami-Dade County
Monroe County
Palm Beach Sheriff
Pinellas County
Sarasota County
City of Boca Raton
City of Coral Springs
City of Fort Lauderdale
City of Jacksonville
City of Jupiter
City of Miami
City of Palm Beach Gardens
City of Wellington
City of West Palm Beach

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



EXHIBIT 4B
RESPONDENTS WITH COST OF LIVING ADJUSTMENTS

Peer Organizations	Cost of Living
Palm Beach County	110.9
Brevard County	96.2
Broward County	104.0
Collier County	113.3
Glades County	90.5
Hendry County	85.9
Hillsborough County	100.3
Indian River County	106.0
Lee County	98.5
Martin County	109.7
Miami-Dade County	103.5
Monroe County	110.5
Palm Beach Fire Rescue	110.9
Palm Beach Sheriff	110.9
Pinellas County	107.3
Sarasota County	104.6
City of Boca Raton	110.9
City of Coral Springs	104.0
City of Fort Lauderdale	104.0
City of Jacksonville	98.5
City of Jupiter	110.9
City of Miami	103.5
City of Palm Beach Gardens	110.9
City of Wellington	110.9
City of West Palm Beach	110.9
FPL	110.9

4.1 MARKET DATA

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

for the market respondents for each position, as well as how many responses each benchmark received.

While all benchmarks are surveyed by each peer, not every peer organization possesses an appropriate match to supply salary information for. Consequently, the benchmarks receive varying levels of response. For the purpose of this study, all positions that received less than five matches from market peers were not considered in establishing the County's competitive position. The rationale behind these positions being excluded is that insufficient responses can lead to unreliable averages that may skew the aggregated data, blurring the reality of the County's actual position in the market. 140 of the 149 positions surveyed had a sufficient response for inclusion.



EXHIBIT 4C
MARKET SURVEY RESULTS

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
		Average	% Diff	Average	% Diff	Average	% Diff		
1	911 PROGRAM DIRECTOR	\$79,434.67	4.7%	\$101,371.21	13.4%	\$123,307.75	18.2%	54.7%	11.0
2	A/C & REFRIGERATION SPECIALIST I	\$41,870.30	2.0%	\$54,288.71	3.7%	\$66,707.13	4.7%	59.1%	13.0
3	A/C & REFRIGERATION SPECIALIST II	\$46,398.03	-2.4%	\$60,560.45	-1.3%	\$74,722.88	-0.6%	60.8%	9.0
4	ACCOUNTANT	\$51,945.39	6.8%	\$67,968.06	7.6%	\$83,990.74	8.1%	61.4%	20.0
5	ADMINISTRATIVE SECRETARY	\$36,615.81	0.6%	\$47,684.63	1.9%	\$58,753.44	2.7%	60.2%	20.0
6	AIRPORTS FACILITIES MANAGER	\$66,947.08	2.3%	\$85,994.83	4.9%	\$105,042.57	6.5%	56.9%	6.0
7	AIRPORTS OPERATIONS MANAGER	\$77,376.41	0.7%	\$100,725.28	8.3%	\$124,074.15	12.5%	60.2%	8.0
8	ANALYST PROGRAMMER	\$57,515.30	2.7%	\$76,046.70	2.5%	\$94,578.10	2.4%	64.3%	16.0
9	ANIMAL CARE & CONTROL FIELD SUPERVISOR	\$42,772.63	5.6%	\$55,713.83	6.8%	\$68,655.03	7.6%	60.4%	5.0
10	ANIMAL CARE AND CONTROL MANAGER	\$55,078.33	-21.5%	\$72,671.59	-21.5%	\$90,264.86	-21.5%	63.6%	7.0
11	ANIMAL CONTROL OFFICER I	\$34,323.31	14.8%	\$45,484.40	14.4%	\$56,645.48	14.2%	64.7%	8.0
12	ANIMAL CONTROL OFFICER II	\$40,400.67	5.4%	\$53,859.77	4.4%	\$67,318.88	3.9%	66.2%	7.0
13	ASSISTANT COUNTY ATTORNEY I	\$82,514.52	-	\$111,739.42	-	\$140,964.32	-	69.9%	15.0
14	ASSISTANT COUNTY ATTORNEY III	\$111,122.98	-	\$147,285.69	-	\$183,448.40	-	64.4%	14.0
15	ASSISTANT DIRECTOR COMMUNITY SERVICES	\$87,412.14	8.4%	\$114,984.81	14.2%	\$142,557.49	17.4%	62.6%	10.0
16	ASSISTANT DIRECTOR LIBRARY	\$86,813.76	9.1%	\$113,681.39	15.2%	\$140,549.02	18.5%	61.6%	10.0
17	ASSISTANT DIRECTOR PURCHASING	\$82,199.04	7.9%	\$108,373.78	13.5%	\$134,548.52	16.5%	63.5%	13.0
18	AUDITOR I	\$54,847.64	7.2%	\$71,944.14	7.8%	\$89,040.64	8.1%	62.1%	8.0
19	AUDITOR II	\$61,560.59	4.7%	\$81,685.30	4.2%	\$101,810.01	3.9%	65.2%	6.0
20	BUDGET ANALYST I	\$54,714.90	1.8%	\$71,294.82	3.1%	\$87,874.74	3.8%	60.2%	15.0
21	BUDGET ANALYST III	\$65,013.53	-0.6%	\$85,217.84	0.0%	\$105,422.15	0.4%	61.7%	10.0
22	BUDGET MANAGER	\$79,981.55	-16.7%	\$105,664.61	-16.8%	\$131,347.68	-16.9%	64.0%	14.0
23	BUILDING PERMIT TECHNICIAN I	\$32,814.02	5.5%	\$42,662.57	6.9%	\$52,511.12	7.8%	59.7%	14.0
24	BUILDING PERMIT TECHNICIAN III	\$40,386.09	5.5%	\$53,294.99	5.5%	\$66,203.89	5.4%	63.6%	10.0
25	BUYER	\$44,516.20	4.6%	\$58,234.42	5.5%	\$71,952.64	5.9%	61.4%	17.0
26	CARPENTER	\$38,689.75	1.0%	\$50,452.35	2.2%	\$62,214.95	2.9%	60.8%	10.0
27	CASE MANAGER I	\$41,957.22	-10.6%	\$54,843.32	-9.5%	\$67,729.43	-8.9%	61.2%	8.0
28	CASE MANAGER III	\$44,641.33	-1.5%	\$57,615.80	0.8%	\$70,590.27	2.1%	58.0%	5.0
29	CHEMIST	\$48,135.95	2.8%	\$63,125.52	3.4%	\$78,115.10	3.7%	61.9%	9.0
30	CHIEF INFORMATION OFFICER	\$111,599.95	10.8%	\$144,503.58	17.7%	\$177,407.21	21.5%	58.5%	18.0
31	CHIEF PLANNER	\$69,254.29	7.5%	\$90,292.51	8.6%	\$111,330.73	9.3%	60.5%	17.0
32	CHIEF WATER/WASTEWATER PLANT OPERATOR	\$56,849.26	1.0%	\$73,302.31	3.2%	\$89,755.35	4.6%	57.9%	11.0
33	CLERICAL SPECIALIST	\$32,318.77	-14.5%	\$41,722.07	-12.0%	\$51,125.37	-10.5%	58.0%	18.0
34	CODE ENFORCEMENT OFFICER	\$40,896.10	9.8%	\$53,239.70	11.0%	\$65,583.31	11.7%	60.1%	20.0
35	COMMUNICATOR (BARGAINING UNIT)	\$33,122.41	-7.4%	\$42,571.91	-4.6%	\$52,021.41	-2.9%	56.9%	5.0
36	COMMUNITY OUTREACH SPECIALIST I	\$37,913.54	-22.9%	\$48,428.89	-19.0%	\$58,944.25	-16.6%	55.1%	13.0
37	COMMUNITY OUTREACH SPECIALIST III	\$44,164.14	-16.4%	\$58,338.23	-16.5%	\$72,512.32	-16.6%	63.8%	10.0
38	COMPLIANCE INSPECTOR	\$48,382.38	-3.6%	\$63,383.72	-2.9%	\$78,385.06	-2.5%	61.7%	16.0
39	COMPLIANCE INVESTIGATOR I	\$49,478.57	0.1%	\$66,315.95	-1.5%	\$83,153.34	-2.5%	67.8%	7.0
40	CONSTRUCTION PLANS EXAMINER I	\$50,237.37	-1.5%	\$64,854.65	0.7%	\$79,471.92	2.1%	57.9%	17.0
41	CONSTRUCTION PLANS EXAMINER III	\$55,838.83	-0.2%	\$72,498.63	1.4%	\$89,158.44	2.4%	59.5%	14.0
42	COOK II	\$27,681.98	-6.8%	\$35,866.70	-5.1%	\$44,051.41	-4.0%	59.1%	3.0
43	COUNTY ADMINISTRATOR	\$133,471.92	-	\$173,659.00	-	\$213,846.08	-	58.9%	15.0
44	COUNTY ATTORNEY	\$138,995.72	-	\$178,798.08	-	\$218,600.44	-	56.4%	14.0
45	COUNTY ENGINEER	\$93,928.31	29.9%	\$121,566.57	35.3%	\$149,204.82	38.3%	58.6%	11.0
46	COURT ANALYST	\$49,190.69	0.7%	\$63,040.71	3.5%	\$76,890.73	5.3%	56.2%	10.0
47	CRIMINAL JUSTICE ANALYST	\$47,129.95	-1.0%	\$61,513.80	0.1%	\$75,897.64	0.8%	60.7%	12.0
48	CUSTODIAL WORKER	\$26,601.65	-2.7%	\$34,412.02	-0.8%	\$42,222.39	0.3%	58.7%	18.0
49	CUSTOMER SERVICE SPECIALIST I	\$33,369.34	-8.2%	\$43,061.25	-5.8%	\$52,753.16	-4.3%	57.7%	19.0
50	CUSTOMER SERVICE SUPERVISOR	\$48,230.77	-3.3%	\$63,504.74	-3.1%	\$78,778.72	-3.0%	62.6%	17.0
51	DEPUTY DIRECTOR ENVIRONMENTAL RESOURCES MANAGEMENT	\$92,388.82	9.6%	\$122,156.84	14.8%	\$151,924.85	17.7%	64.4%	7.0
52	DIRECTOR AIRPORTS	\$117,147.25	6.4%	\$154,826.86	11.8%	\$192,506.47	14.9%	64.1%	6.0
53	DIRECTOR ANIMAL CARE & CONTROL	\$102,033.37	-14.4%	\$134,085.54	-7.1%	\$166,137.71	-3.1%	62.6%	7.0
54	DIRECTOR BUDGET	\$106,736.11	2.4%	\$137,531.57	10.3%	\$168,327.02	14.8%	57.3%	16.0
55	DIRECTOR ENVIRONMENTAL RESOURCES MANAGEMENT	\$101,639.31	13.1%	\$134,410.13	18.1%	\$167,180.95	20.9%	64.4%	5.0
56	DIRECTOR FACILITIES MANAGEMENT	\$100,126.09	-4.9%	\$131,845.09	1.6%	\$163,564.09	5.2%	63.1%	9.0
57	DIRECTOR HUMAN RESOURCES	\$102,331.42	6.4%	\$134,666.73	12.2%	\$167,002.03	15.4%	62.9%	17.0
58	DIRECTOR LEGISLATIVE AFFAIRS	\$78,321.28	12.2%	\$102,554.15	18.1%	\$126,787.02	21.4%	61.8%	5.0
59	DIRECTOR LIBRARY	\$103,113.95	11.8%	\$134,754.12	17.9%	\$166,394.29	21.3%	61.1%	9.0
60	DIRECTOR OFFICE OF COMMUNITY REVITALIZATION	\$96,186.37	-15.3%	\$125,678.68	-7.4%	\$155,170.98	-3.0%	61.0%	13.0
61	DIRECTOR PARKS & RECREATION	\$106,124.10	9.3%	\$139,931.10	14.7%	\$173,738.11	17.8%	63.4%	16.0
62	DIRECTOR PLANNING, ZONING & BUILDING ADMINISTRATION	\$100,004.46	-12.1%	\$130,066.25	-3.9%	\$160,128.04	0.7%	59.8%	13.0
63	DIRECTOR PUBLIC AFFAIRS	\$105,659.54	3.3%	\$158,566.34	-3.4%	\$211,473.14	-7.1%	98.3%	5.0
64	DIRECTOR PUBLIC SAFETY	\$119,034.52	-1.8%	\$147,665.39	10.0%	\$176,296.26	16.6%	47.3%	5.0
65	DIRECTOR RISK MANAGEMENT	\$104,575.17	4.3%	\$131,749.28	14.1%	\$158,923.39	19.5%	51.5%	7.0
66	DIRECTOR ROAD & BRIDGE	\$99,179.15	-11.2%	\$129,033.98	-3.0%	\$158,888.81	1.4%	60.0%	12.0
67	DIRECTOR WATER UTILITIES	\$108,240.96	13.5%	\$140,005.54	20.3%	\$171,770.12	24.0%	58.5%	13.0
68	DIRECTOR YOUTH SERVICES	\$100,804.73	13.8%	\$130,599.70	20.4%	\$160,394.68	24.1%	59.1%	3.0
69	ECONOMIC DEVELOPMENT ANALYST	\$57,201.36	11.5%	\$74,221.58	12.9%	\$91,241.79	13.8%	59.3%	13.0
70	ELECTRICIAN	\$43,500.34	1.1%	\$56,392.40	2.9%	\$69,284.47	3.9%	59.1%	19.0
71	ENVIRONMENTAL ANALYST	\$48,853.74	7.0%	\$64,367.15	7.1%	\$79,880.56	7.2%	63.2%	15.0
72	ENVIRONMENTAL MANAGER	\$71,977.91	6.7%	\$94,637.03	7.0%	\$117,296.16	7.2%	62.8%	12.0
73	EXECUTIVE ASSISTANT I	\$41,987.12	-4.3%	\$56,238.97	-5.9%	\$70,490.81	-6.8%	67.2%	19.0
74	EXECUTIVE ASSISTANT III	\$46,173.54	4.0%	\$60,284.79	5.0%	\$74,396.05	5.6%	60.9%	19.0
75	EXECUTIVE ASSISTANT TO THE COUNTY ATTORNEY	\$48,509.06	-0.9%	\$62,784.01	1.0%	\$77,058.96	2.2%	58.7%	18.0
76	EXECUTIVE DIRECTOR COMMISSION ON ETHICS	\$88,504.69	29.3%	\$118,758.77	32.4%	\$149,012.85	34.1%	68.4%	1.0
77	EXECUTIVE DIRECTOR PLANNING, ZONING & BUILDING	\$105,937.60	15.3%	\$136,532.51	22.3%	\$167,127.42	26.1%	57.5%	10.0
78	FACILITIES MANAGER	\$67,568.71	1.4%	\$87,300.80	3.5%	\$107,032.89	4.7%	58.2%	15.0
79	FAMILY THERAPIST	-	-	-	-	-	-	-	0.0

EXHIBIT 4C
MARKET SURVEY RESULTS (CONTINUED)

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
		Average	% Diff	Average	% Diff	Average	% Diff		
80	FINANCIAL ANALYST I	\$50,699.55	-5.4%	\$66,226.60	-4.4%	\$81,753.66	-3.7%	60.9%	17.0
81	FINANCIAL ANALYST II	\$57,439.50	-3.1%	\$74,629.04	-1.5%	\$91,818.57	-0.5%	59.5%	15.0
82	FINANCIAL ANALYST III	\$62,601.24	3.1%	\$81,831.61	4.0%	\$101,061.99	4.6%	61.0%	10.0
83	FISCAL SPECIALIST I	\$35,093.83	-13.8%	\$45,524.55	-11.8%	\$55,955.27	-10.6%	59.3%	16.0
84	FISCAL SPECIALIST III	\$39,743.82	4.2%	\$52,255.77	4.5%	\$64,767.73	4.7%	62.6%	12.0
85	GENERAL MAINTENANCE MECHANIC	\$36,576.02	-15.1%	\$47,738.11	-13.9%	\$58,900.20	-13.1%	61.0%	16.0
86	GIS ANALYST	\$53,763.47	3.5%	\$69,349.54	5.7%	\$84,935.61	7.0%	57.5%	16.0
87	GIS/CADD TECHNICIAN I	\$43,678.98	-8.5%	\$56,624.83	-6.6%	\$69,570.67	-5.4%	59.0%	17.0
88	HUMAN RESOURCES SPECIALIST I	\$43,502.93	1.1%	\$56,993.45	1.8%	\$70,483.97	2.2%	61.7%	19.0
89	HUMAN RESOURCES SPECIALIST IV	\$55,634.79	8.7%	\$71,744.70	10.7%	\$87,854.62	12.0%	57.6%	19.0
90	INFORMATION TECHNOLOGY MANAGER	\$82,748.88	-7.3%	\$110,664.87	-8.7%	\$138,580.86	-9.6%	67.3%	10.0
91	INSPECTOR GENERAL	\$118,366.55	-	\$159,898.65	-	\$201,430.76	-	70.2%	3.0
92	INSPECTOR GENERAL - AUDITOR I	\$55,524.74	6.1%	\$72,773.12	6.7%	\$90,021.50	7.1%	61.9%	8.0
93	INSPECTOR GENERAL - AUDITOR III	\$67,216.49	4.8%	\$89,317.07	4.1%	\$111,417.64	3.7%	65.6%	6.0
94	INTERNAL AUDITOR	\$117,908.89	-	\$156,717.25	-	\$195,525.61	-	65.8%	7.0
95	LABORATORY MANAGER	\$67,460.21	-4.4%	\$88,031.33	-3.3%	\$108,602.45	-2.6%	60.6%	9.0
96	LIBRARIAN I	\$43,702.54	3.6%	\$57,233.77	4.3%	\$70,765.01	4.7%	61.6%	13.0
97	LIBRARIAN V	\$55,969.54	8.1%	\$73,710.05	8.3%	\$91,450.56	8.4%	62.9%	8.0
98	LIBRARY ASSOCIATE I	\$30,300.75	-4.2%	\$39,977.87	-4.2%	\$49,655.00	-4.2%	63.6%	12.0
99	LIBRARY ASSOCIATE V	\$39,768.50	9.6%	\$53,358.91	8.1%	\$66,949.31	7.2%	67.9%	9.0
100	LICENSED FAMILY THERAPIST	\$59,082.35	-15.8%	\$76,434.49	-13.6%	\$93,786.64	-12.2%	58.7%	1.0
101	MAINTENANCE WORKER I	\$28,510.93	-7.1%	\$36,177.04	-3.0%	\$43,843.15	-0.5%	53.8%	18.0
102	MAINTENANCE WORKER IV	\$35,075.80	-1.0%	\$44,996.95	1.8%	\$54,918.10	3.5%	56.5%	15.0
103	MANAGER COMPENSATION & RECORDS	\$80,158.30	-10.2%	\$104,654.49	-9.1%	\$129,150.68	-8.3%	61.1%	8.0
104	MANAGER PARKS & RECREATION SUPPORT SERVICES	\$60,930.63	-3.0%	\$78,700.20	-0.9%	\$96,469.76	0.5%	57.8%	13.0
105	MANAGER PROCUREMENT & STORES	\$61,529.98	-13.7%	\$80,986.72	-13.4%	\$100,443.45	-13.3%	63.1%	7.0
106	MEDICAL EXAMINER	\$193,734.43	-	\$250,725.74	-	\$307,717.04	-	58.9%	4.0
107	METER READER	\$30,571.89	-2.1%	\$39,621.08	-0.2%	\$48,670.27	0.9%	59.3%	11.0
108	MOTOR EQUIPMENT OPERATOR II	\$31,388.81	-1.8%	\$40,987.63	-0.7%	\$50,586.46	0.0%	61.1%	14.0
109	MOTOR EQUIPMENT OPERATOR IV	\$36,482.34	3.9%	\$47,334.74	5.5%	\$58,187.14	6.5%	59.5%	15.0
110	NETWORK ADMINISTRATOR	\$58,061.55	-4.2%	\$76,338.81	-3.8%	\$94,616.07	-3.6%	62.6%	17.0
111	NETWORK ADMINISTRATOR II	\$66,277.95	-12.1%	\$87,268.81	-11.8%	\$108,259.68	-11.7%	63.2%	14.0
112	OCEAN LIFEGUARD	\$35,236.84	1.5%	\$45,398.60	3.8%	\$55,560.37	5.2%	57.5%	8.0
113	OCEAN RESCUE CAPTAIN	\$46,951.01	-6.7%	\$64,310.00	-10.8%	\$81,669.00	-13.3%	73.5%	2.0
114	OCEAN RESCUE LIEUTENANT	\$37,398.99	7.1%	\$48,435.61	8.8%	\$59,472.22	9.9%	59.1%	7.0
115	PARALEGAL I	\$50,136.99	-17.4%	\$66,507.31	-18.0%	\$82,877.64	-18.4%	65.1%	9.0
116	PARALEGAL III	\$55,551.93	-12.2%	\$73,879.57	-13.1%	\$92,207.22	-13.6%	65.9%	6.0
117	PARK RANGER	\$30,282.07	15.3%	\$39,891.33	15.5%	\$49,500.58	15.6%	63.2%	10.0
118	PARK RANGER SUPERVISOR	\$47,715.15	-15.1%	\$62,176.52	-13.6%	\$76,637.89	-12.7%	60.5%	6.0
119	PARKS DISTRICT MANAGER	\$59,796.98	-10.5%	\$76,751.03	-7.5%	\$93,705.08	-5.7%	56.2%	11.0
120	PARKS OPERATIONS SUPERINTENDENT	\$69,904.49	-14.8%	\$90,544.74	-12.7%	\$111,184.98	-11.4%	58.6%	13.0
121	PARKS SUPERVISOR	\$49,038.88	1.0%	\$64,607.51	1.1%	\$80,176.14	1.2%	63.2%	11.0
122	PLANNER I	\$49,873.28	-6.8%	\$64,345.63	-4.5%	\$78,817.98	-3.0%	57.5%	20.0
123	PLUMBER	\$43,208.32	4.7%	\$56,469.99	5.6%	\$69,731.65	6.1%	61.2%	8.0
124	PRINCIPAL PLANNER	\$65,356.83	1.8%	\$85,152.88	3.0%	\$104,948.92	3.8%	60.3%	21.0
125	PROFESSIONAL ENGINEER	\$71,734.91	4.2%	\$92,643.10	6.3%	\$113,551.28	7.5%	58.2%	15.0
126	PROGRAMMER	\$55,304.77	-15.0%	\$73,228.78	-15.4%	\$91,152.78	-15.7%	64.7%	10.0
127	PUBLIC WORKS CREW CHIEF	\$40,808.96	1.6%	\$53,802.21	1.7%	\$66,795.46	1.7%	63.7%	12.0
128	PUBLIC WORKS SUPERINTENDENT	\$65,071.64	2.2%	\$85,031.93	3.2%	\$104,992.21	3.7%	60.6%	10.0
129	RECEPTIONIST III	\$31,470.45	-14.8%	\$40,731.20	-12.6%	\$49,991.95	-11.3%	58.7%	12.0
130	SECRETARY	\$33,482.54	-5.4%	\$43,587.20	-4.0%	\$53,691.86	-3.1%	60.1%	18.0
131	SECURITY MANAGER	\$69,219.28	-1.0%	\$90,961.84	-0.6%	\$112,704.40	-0.3%	62.7%	6.0
132	SECURITY OFFICER	\$33,284.39	-11.1%	\$42,318.90	-7.1%	\$51,353.41	-4.6%	53.9%	7.0
133	SENIOR ANALYST PROGRAMMER	\$66,944.46	-3.6%	\$87,246.69	-2.3%	\$107,548.93	-1.6%	60.5%	14.0
134	SENIOR BUYER	\$53,692.23	3.7%	\$70,833.13	3.7%	\$87,974.03	3.7%	63.6%	10.0
135	SENIOR CHEMIST	\$53,864.54	-2.5%	\$68,846.06	0.7%	\$83,827.58	2.6%	55.6%	6.0
136	SENIOR CODE ENFORCEMENT OFFICER	\$50,599.03	0.8%	\$66,152.72	1.7%	\$81,706.42	2.3%	61.3%	16.0
137	SENIOR DATABASE ADMINISTRATOR	\$73,789.63	-4.5%	\$95,935.53	-3.0%	\$118,081.43	-2.0%	59.6%	11.0
138	SENIOR ENVIRONMENTAL ANALYST	\$54,031.13	5.9%	\$70,904.77	6.4%	\$87,778.40	6.7%	62.1%	11.0
139	SENIOR PLANNER	\$62,317.87	0.7%	\$80,423.08	2.8%	\$98,528.29	4.2%	57.7%	21.0
140	SENIOR PROFESSIONAL ENGINEER	\$78,888.40	3.6%	\$102,807.41	4.8%	\$126,726.43	5.5%	60.2%	16.0
141	SMALL BUSINESS DEVELOPMENT MANAGER	\$66,219.81	-12.0%	\$86,212.76	-10.5%	\$106,205.70	-9.6%	60.3%	8.0
142	SYSTEMS ADMINISTRATOR III	\$63,200.56	-0.7%	\$82,058.19	0.9%	\$100,915.82	1.8%	59.6%	13.0
143	TRAFFIC SIGNAL TECHNICIAN I	\$40,635.44	-0.9%	\$53,444.66	-0.6%	\$66,253.88	-0.4%	62.9%	12.0
144	UTILITY PLANT MECHANIC	\$40,584.68	-3.8%	\$51,532.78	0.1%	\$62,480.89	2.5%	54.1%	14.0
145	UTILITY PLANT OPERATOR I	\$40,498.44	2.3%	\$52,755.11	3.6%	\$65,011.78	4.4%	60.5%	14.0
146	UTILITY PLANT OPERATOR II	\$45,535.32	-3.5%	\$59,425.29	-2.4%	\$73,315.25	-1.7%	60.9%	14.0
147	VETERANS SERVICES OFFICER	\$41,884.30	22.6%	\$55,509.79	22.3%	\$69,135.29	22.0%	64.7%	11.0
148	VETERINARIAN	\$84,184.74	-5.9%	\$109,416.62	-4.4%	\$134,648.49	-3.4%	59.6%	7.0
149	VICTIM ADVOCATE	\$48,552.62	-17.1%	\$61,508.66	-12.4%	\$74,464.71	-9.5%	53.5%	4.0
	Overall Average		-0.2%		1.9%		3.1%	61.1%	11.5
	Outliers Removed*		-0.2%		1.9%		3.1%		

4.2 SALARY SURVEY RESULTS

Market Minimums

It is important to assess where an organization is relative to its market minimum salaries, as they are the beginning salaries of employees with minimal qualifications for a given position. Organizations that are significantly below market may experience recruitment challenges with entry-level employees. As seen in **Exhibit 4C**, the County is currently 0.2 percent below the market average minimum, when considering positions with sufficient responses. The County's benchmark positions ranged from 22.9 percent below to 29.9 percent above the market minimum.

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

- Of the 140 County positions receiving sufficient response, 62 were below market, averaging 7.7 percent below. These 62 classifications represent roughly 44.3 percent of all surveyed positions receiving sufficient response.
- Of the 62 positions below market, 24 were more than 10.0 percent below the average market minimum. These positions are displayed in **Exhibit 4D**.

EXHIBIT 4D

CLASSIFICATIONS MORE THAN 10% BELOW THE MINIMUM

Classifications More than 10% Below Market	Diff
COMMUNITY OUTREACH SPECIALIST I	-22.9%
ANIMAL CARE AND CONTROL MANAGER	-21.5%
PARALEGAL I	-17.4%
BUDGET MANAGER	-16.7%
COMMUNITY OUTREACH SPECIALIST III	-16.4%
DIRECTOR OFFICE OF COMMUNITY REVITALIZATION	-15.3%
GENERAL MAINTENANCE MECHANIC	-15.1%
PARK RANGER SUPERVISOR	-15.1%
PROGRAMMER	-15.0%
RECEPTIONIST III	-14.8%
PARKS OPERATIONS SUPERINTENDENT	-14.8%
CLERICAL SPECIALIST	-14.5%
DIRECTOR ANIMAL CARE & CONTROL	-14.4%
FISCAL SPECIALIST I	-13.8%
MANAGER PROCUREMENT & STORES	-13.7%
PARALEGAL III	-12.2%
DIRECTOR PLANNING, ZONING & BUILDING ADMINISTRATION	-12.1%
NETWORK ADMINISTRATOR II	-12.1%
SMALL BUSINESS DEVELOPMENT MANAGER	-12.0%
DIRECTOR ROAD & BRIDGE	-11.2%
SECURITY OFFICER	-11.1%
CASE MANAGER I	-10.6%
PARKS DISTRICT MANAGER	-10.5%
MANAGER COMPENSATION & RECORDS	-10.2%



- Of the 140 positions receiving sufficient response, 73 were above market, averaging 6.4 percent above. These classifications represent approximately 52.1 percent of all surveyed positions.
- Of those 73 positions, 12 were more than 10.0 percent above market minimum average. These positions are displayed in **Exhibit 4E**.

EXHIBIT 4E
CLASSIFICATIONS MORE THAN 10% ABOVE THE MINIMUM

Classifications More than 10% Above Market	Diff
CHIEF INFORMATION OFFICER	10.8%
ECONOMIC DEVELOPMENT ANALYST	11.5%
DIRECTOR LIBRARY	11.8%
DIRECTOR LEGISLATIVE AFFAIRS	12.2%
DIRECTOR ENVIRONMENTAL RESOURCES MANAGEMENT	13.1%
DIRECTOR WATER UTILITIES	13.5%
ANIMAL CONTROL OFFICER I	14.8%
PARK RANGER	15.3%
EXECUTIVE DIRECTOR PLANNING, ZONING & BUILDING	15.3%
VETERANS SERVICES OFFICER	22.6%
COUNTY ENGINEER	29.9%

Market Midpoints

The market midpoint is exceptionally important to analyze, as it is often considered the closest estimation of market average compensation. As seen in **Exhibit 4C**, the County is currently 1.9 percent above the market midpoint.

Analysis of the market midpoint comparisons yielded the following information:

- With respect to the midpoint average, 52 of the surveyed positions receiving sufficient response were below the market midpoint, averaging 7.2 percent below. These 52 positions represent 37.1 percent of the positions surveyed.
- Of the 52 positions below the market midpoint, 16 were more than 10.0 percent below the midpoint. These positions are displayed in **Exhibit 4F**.
- Of the 140 positions receiving sufficient response, 83 were above the market midpoint. These comprise 59.2 percent of the total classifications surveyed.
- 24 positions were more than 10.0 percent above the market midpoint. Those positions are displayed in **Exhibit 4G**.



EXHIBIT 4F
CLASSIFICATIONS MORE THAN 10% BELOW THE MIDPOINT

Classifications More than 10% Below Market	Diff
ANIMAL CARE AND CONTROL MANAGER	-21.5%
COMMUNITY OUTREACH SPECIALIST I	-19.0%
PARALEGAL I	-18.0%
BUDGET MANAGER	-16.8%
COMMUNITY OUTREACH SPECIALIST III	-16.5%
PROGRAMMER	-15.4%
GENERAL MAINTENANCE MECHANIC	-13.9%
PARK RANGER SUPERVISOR	-13.6%
MANAGER PROCUREMENT & STORES	-13.4%
PARALEGAL III	-13.1%
PARKS OPERATIONS SUPERINTENDENT	-12.7%
RECEPTIONIST III	-12.6%
CLERICAL SPECIALIST	-12.0%
NETWORK ADMINISTRATOR II	-11.8%
FISCAL SPECIALIST I	-11.8%
SMALL BUSINESS DEVELOPMENT MANAGER	-10.5%



EXHIBIT 4G
CLASSIFICATIONS MORE THAN 10% ABOVE THE MIDPOINT

Classifications More than 10% Above Market	Diff
DIRECTOR PUBLIC SAFETY	10.0%
DIRECTOR BUDGET	10.3%
HUMAN RESOURCES SPECIALIST IV	10.7%
CODE ENFORCEMENT OFFICER	11.0%
DIRECTOR AIRPORTS	11.8%
DIRECTOR HUMAN RESOURCES	12.2%
ECONOMIC DEVELOPMENT ANALYST	12.9%
911 PROGRAM DIRECTOR	13.4%
ASSISTANT DIRECTOR PURCHASING	13.5%
DIRECTOR RISK MANAGEMENT	14.1%
ASSISTANT DIRECTOR COMMUNITY SERVICES	14.2%
ANIMAL CONTROL OFFICER I	14.4%
DIRECTOR PARKS & RECREATION	14.7%
DEPUTY DIRECTOR ENVIRONMENTAL RESOURCES MANAGEMENT	14.8%
ASSISTANT DIRECTOR LIBRARY	15.2%
PARK RANGER	15.5%
CHIEF INFORMATION OFFICER	17.7%
DIRECTOR LIBRARY	17.9%
DIRECTOR LEGISLATIVE AFFAIRS	18.1%
DIRECTOR ENVIRONMENTAL RESOURCES MANAGEMENT	18.1%
DIRECTOR WATER UTILITIES	20.3%
VETERANS SERVICES OFFICER	22.3%
EXECUTIVE DIRECTOR PLANNING, ZONING & BUILDING	22.3%
COUNTY ENGINEER	35.3%

Market Maximums

The pay range maximum averages, and how they compare to the County's, are also detailed in **Exhibit 4C**. The County is, on average, 3.1 percent above the market at the maximum of its salary bands for these 140 classifications. It is important to understand that the differentials mentioned here, and elsewhere in this chapter, refer to the pay grades that the County uses and not to individual salaries for employees. While the County does lead the market by a few percentage points at the maximum, the percentage of employees who are currently paid their pay grade maximum is very small overall.



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

- At the market maximum, 47 of the 140 positions fell below the average, averaging 7.1 percent below. These 47 positions represent 33.6 percent of the total number of positions surveyed.
- Of these 47, 15 fell more than 10.0 percent below the market maximum. These 15 positions are displayed in **Exhibit 4H**.
- Of the 140 surveyed positions receiving sufficient response, 88 were above the market maximum. These 88 positions represent 62.9 percent of the total number of positions surveyed.
- Of the 88 above average positions, 25 of them were more than 10.0 percent above the market maximum. The positions are displayed in **Exhibit 4I**.

EXHIBIT 4H
CLASSIFICATIONS MORE THAN 10% BELOW THE MAXIMUM

Classifications More than 10% Below Market	Diff
ANIMAL CARE AND CONTROL MANAGER	-21.5%
PARALEGAL I	-18.4%
BUDGET MANAGER	-16.9%
COMMUNITY OUTREACH SPECIALIST III	-16.6%
COMMUNITY OUTREACH SPECIALIST I	-16.6%
PROGRAMMER	-15.7%
PARALEGAL III	-13.6%
MANAGER PROCUREMENT & STORES	-13.3%
GENERAL MAINTENANCE MECHANIC	-13.1%
PARK RANGER SUPERVISOR	-12.7%
NETWORK ADMINISTRATOR II	-11.7%
PARKS OPERATIONS SUPERINTENDENT	-11.4%
RECEPTIONIST III	-11.3%
FISCAL SPECIALIST I	-10.6%
CLERICAL SPECIALIST	-10.5%



EXHIBIT 4I
CLASSIFICATIONS MORE THAN 10% ABOVE THE MAXIMUM

Classifications More than 10% Above Market	Diff
CODE ENFORCEMENT OFFICER	11.7%
HUMAN RESOURCES SPECIALIST IV	12.0%
AIRPORTS OPERATIONS MANAGER	12.5%
ECONOMIC DEVELOPMENT ANALYST	13.8%
ANIMAL CONTROL OFFICER I	14.2%
DIRECTOR BUDGET	14.8%
DIRECTOR AIRPORTS	14.9%
DIRECTOR HUMAN RESOURCES	15.4%
PARK RANGER	15.6%
ASSISTANT DIRECTOR PURCHASING	16.5%
DIRECTOR PUBLIC SAFETY	16.6%
ASSISTANT DIRECTOR COMMUNITY SERVICES	17.4%
DEPUTY DIRECTOR ENVIRONMENTAL RESOURCES MANAGEMENT	17.7%
DIRECTOR PARKS & RECREATION	17.8%
911 PROGRAM DIRECTOR	18.2%
ASSISTANT DIRECTOR LIBRARY	18.5%
DIRECTOR RISK MANAGEMENT	19.5%
DIRECTOR ENVIRONMENTAL RESOURCES MANAGEMENT	20.9%
DIRECTOR LIBRARY	21.3%
DIRECTOR LEGISLATIVE AFFAIRS	21.4%
CHIEF INFORMATION OFFICER	21.5%
VETERANS SERVICES OFFICER	22.0%
DIRECTOR WATER UTILITIES	24.0%
EXECUTIVE DIRECTOR PLANNING, ZONING & BUILDING	26.1%
COUNTY ENGINEER	38.3%

4.3 SALARY SURVEY CONCLUSION

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

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

- The County is approximately 0.2 percent below the market minimum.
- The County is approximately 1.9 percent above the market midpoint.
- The County is approximately 3.1 percent above the market maximum.

- The County's pay range spread is approximately 67.0 percent, while its peers' pay range spread is only 61.1 percent. That means that the County's salary scale is wider than its peers, and as a result, even though the County is slightly below the average compared to the market at the minimum, it catches up to its peers at the higher end of the spectrum and surpasses the market by a few percentage points at the pay range maximum.

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



Chapter 5 – Recommendations

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

5.1 CLASSIFICATION RECOMMENDATIONS

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

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

FINDING

The classification system being utilized by the County was generally accurate, and titles described the work being performed by employees. Furthermore, the County does not have an overly excessive number of unique classification titles relative to the various types of work performed at the County. However, two areas where the County's current classification system could be improved are how its administrative support classifications are titled and how the titling convention of director is administered.

The County currently has a variety of classifications and levels of positions acting in an administrative support capacity. Evergreen found 23 unique titles to be in use across the County that were operating in this capacity to varying degrees, however, the information gathered from the JATs indicated that this number was well in excess to the actual variation of general type and level of work performed. Furthermore, in reviewing other organizations of similar size, Evergreen has found it to be uncommon to find entities with more than ten or so classifications being utilized to differentiate the various types of administrative support roles.



As a result, the County is carrying significantly more unique titles than necessary for this employee group. While this is a common occurrence, particularly in this job family, this can cause issues when trying to establish and maintain internal equity amongst roles that are titled differently but perform highly similar work. Lastly, a number of the conventions still in use by the County for this job family are also dated and not as commonly seen in today's market place, with the most distinct examples being the convention of typist and secretary.

RECOMMENDATION 1: Adopt a new classification series for the administrative support classifications.

In order to help the County better establish and maintain internal equity amongst these various roles, Evergreen has developed a recommended administrative support classification series for the County's consideration. The new classification series reduces the number of unique titles from 19 to eight, and also leverages titling conventions more in line with those used by the County's peers and other governmental agencies nationwide. **Exhibit 5A** depicts the existing titles that fall under this grouping, and the recommended title from the new series that each role would move to.

**EXHIBIT 5A
PROPOSED ADMINISTRATIVE SUPPORT RECLASSIFICATIONS**

Current Title	Recommended Title
RECEPTIONIST III	RECEPTIONIST
CLERK TYPIST	ADMINISTRATIVE CLERK I
CLERICAL SPECIALIST	ADMINISTRATIVE CLERK I
SENIOR CLERK TYPIST	ADMINISTRATIVE CLERK I
LEGAL CLERK	ADMINISTRATIVE CLERK II
SECRETARY	ADMINISTRATIVE CLERK II
LEAD CLERK	ADMINISTRATIVE CLERK II
SENIOR SECRETARY	ADMINISTRATIVE ASSISTANT I
ADMINISTRATIVE SECRETARY I	ADMINISTRATIVE ASSISTANT I
ADMINISTRATIVE SECRETARY	ADMINISTRATIVE ASSISTANT I
MEDICAL SECRETARY	ADMINISTRATIVE ASSISTANT I
ADMINISTRATIVE SECRETARY II	ADMINISTRATIVE ASSISTANT II
LEGAL SECRETARY	ADMINISTRATIVE ASSISTANT II
ADMINISTRATIVE ASSISTANT	ADMINISTRATIVE ASSISTANT III
ADMINISTRATIVE SECRETARY III	ADMINISTRATIVE ASSISTANT IV
EXECUTIVE ASSISTANT I	EXECUTIVE ASSISTANT I
EXECUTIVE ASSISTANT II	EXECUTIVE ASSISTANT II
EXECUTIVE ASSISTANT III	EXECUTIVE ASSISTANT III
EXECUTIVE ASSISTANT TO THE COUNTY ATTORNEY	EXECUTIVE ASSISTANT III



The second area in which the County could streamline its current classification system is in its use of the director titling convention. Currently, the County has 126 classifications that leverage the title of director in one form or another. This includes positions that oversee programs, multiple service areas, and small and large departments with varying degrees of budget, staff, and organizational impact. While it is not uncommon to have a unique title for each traditional department head, the County's overall size and vast array of service areas have led to a proliferation of individuals leverage this same titling convention. This becomes a challenge for an organization when there is little or no means of differentiating the various levels of work that these roles fulfill in the organization. Currently, the County uses traditional conventions such as assistant, deputy, and executive director to help differentiate, but the applications of these secondary titles are not uniform across the County.

RECOMMENDATION 2: Adopt a new classification series for director classifications.

Similar to the work done on the administrative support series, Evergreen has recommended a simpler overall classification series for 126 unique classifications currently utilizes the director titling convention. The goal of the series is to help denote the level of work required by the position and differentiate between those positions responsible for managing programs, divisions, and whole departments. These titles are intended to be used for classifications purposes primarily, and the expectation would be that individuals would still be able to use working titles that denote the area of their responsibility, as the recommended classifications aim to group similar directors together, without denoting the areas of work expressly in the title. Due to the large number of classifications that would make this transition, the comprehensive list of recommended changes can be found in **Appendix I**.

In addition to the primary two areas of the organization identified in this report, Evergreen did find a small number of other classifications that were in need of adjustment in title or altogether reclassification, these changes will also be located in Appendix I. While the majority of classifications were not recommended for a change in title, up to date information was captured about the specific duties and requirements of each position as employees outlined the work performed within their respective roles in the JAT process. This will allow for the existing classification specifications to be updated to reflect the most up to date information.

RECOMMENDATION 3: Update current classification specifications and corresponding FLSA status to align with the recommended reclassifications and be reflective of the employee provided JAT information.

Evergreen will be providing the County with updated classification specifications, which encompass any edits or changes necessary to reflect the most current work being performed in the role. Also, included with the updated descriptions, Evergreen will also be providing a recommendation on the FLSA status of each classification as it relates to the updated tasks and responsibilities listed in the new description. The basis for these recommendations come from the input from employees and supervisors provided during the JAT collection process.

The updated classification specifications are separate from this report and are being provided to the County's human resources staff under separate cover.

5.2 COMPENSATION RECOMMENDATIONS

The compensation system analysis consisted of two parts: an external market assessment and an internal equity assessment. During the external market assessment, the County's pay ranges for selected benchmark classifications were compared to the average of the identified market. Details regarding the external market assessment were provided in **Chapter 4** of this report.

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

FINDING

The County's current pay ranges were well aligned with the current market average, with the County essentially at market at the minimums of its ranges (0.2 percent below), and above the market by the midpoint and maximum of its range by 1.9 percent and 3.1 percent respectively. Although the County's overall pay plan was found to be a simple, straight forward design, its simplicity is one of its greatest strengths. The County's current structure is also highly uniform with nearly standardized range spreads and midpoint progressions between successive ranges. However, given the competitive nature of the South Florida market the County operates within, a small overall adjustment to the plan may be needed to ensure the County maintains its desired market position.

RECOMMENDATION 4: Adjust the overall compensation structure by 3.0 percent and adjust the grade assignments for small number of classifications found to require adjustment.

In order for the County to maintain its at-market status with the overall average, it will be necessary for the County to shift its ranges to adjust for the annual market movement found in South Florida. With the strengthened economy, public organizations have been, on average, moving their structures by roughly 2-4 percent in recent years. Coupled with a strong movement in the Consumer-Price-Index (CPI) for the South Florida region, the County will find that if no adjustment is made to its ranges, that it will quickly lose ground in the labor market. As a result, Evergreen recommends the County adopt a 3.0 percent increase to its overall compensation plan. In addition to the overall adjustment, Evergreen proposed minor adjustments to salary ranges to help bring the County's range spreads and midpoint progressions to a more exact uniformity. Over time, there have been some small adjustments to individual salary ranges on an as needed basis, and this led to minor deviations from the overall uniformity of the pay plan. As such, Evergreen recommends the County take this opportunity to help bring its plan back into full alignment.

The details of the proposed pay plan rates are shown in **Exhibit 5B**.

**EXHIBIT 5B
PROPOSED ADJUSTED PAY PLAN**

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
9	\$ 31,200.00	\$ 41,184.00	\$ 51,168.00	64%	-
10	\$ 32,011.20	\$ 42,254.78	\$ 52,498.37	64%	2.6%
11	\$ 32,843.49	\$ 43,353.41	\$ 53,863.33	64%	2.6%
12	\$ 33,697.42	\$ 44,480.60	\$ 55,263.77	64%	2.6%
13	\$ 34,573.55	\$ 45,637.09	\$ 56,700.63	64%	2.6%
14	\$ 35,472.47	\$ 46,823.66	\$ 58,174.85	64%	2.6%
15	\$ 36,394.75	\$ 48,041.07	\$ 59,687.39	64%	2.6%
16	\$ 37,341.02	\$ 49,290.14	\$ 61,239.26	64%	2.6%
17	\$ 38,311.88	\$ 50,571.68	\$ 62,831.49	64%	2.6%
18	\$ 39,307.99	\$ 51,886.55	\$ 64,465.10	64%	2.6%
19	\$ 40,330.00	\$ 53,235.60	\$ 66,141.20	64%	2.6%
20	\$ 41,378.58	\$ 54,619.72	\$ 67,860.87	64%	2.6%
21	\$ 42,454.42	\$ 56,039.84	\$ 69,625.25	64%	2.6%
22	\$ 43,558.24	\$ 57,496.87	\$ 71,435.51	64%	2.6%
23	\$ 44,690.75	\$ 58,991.79	\$ 73,292.83	64%	2.6%
24	\$ 45,852.71	\$ 60,525.58	\$ 75,198.44	64%	2.6%
25	\$ 47,044.88	\$ 62,099.24	\$ 77,153.60	64%	2.6%
26	\$ 48,268.05	\$ 63,713.82	\$ 79,159.60	64%	2.6%
27	\$ 49,523.02	\$ 65,370.38	\$ 81,217.75	64%	2.6%
28	\$ 50,810.61	\$ 67,070.01	\$ 83,329.41	64%	2.6%
29	\$ 52,131.69	\$ 68,813.83	\$ 85,495.97	64%	2.6%
30	\$ 53,487.11	\$ 70,602.99	\$ 87,718.87	64%	2.6%
31	\$ 54,877.78	\$ 72,438.67	\$ 89,999.56	64%	2.6%
32	\$ 56,304.60	\$ 74,322.07	\$ 92,339.55	64%	2.6%
33	\$ 57,768.52	\$ 76,254.45	\$ 94,740.38	64%	2.6%
34	\$ 59,270.50	\$ 78,237.06	\$ 97,203.63	64%	2.6%
35	\$ 60,811.54	\$ 80,271.23	\$ 99,730.92	64%	2.6%



EXHIBIT 5B
PROPOSED ADJUSTED PAY PLAN (CONTINUED)

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
36	\$ 62,392.64	\$ 82,358.28	\$102,323.92	64%	2.6%
37	\$ 64,014.84	\$ 84,499.59	\$104,984.35	64%	2.6%
38	\$ 65,679.23	\$ 86,696.58	\$107,713.94	64%	2.6%
39	\$ 67,386.89	\$ 88,950.70	\$110,514.50	64%	2.6%
40	\$ 69,138.95	\$ 91,263.41	\$113,387.88	64%	2.6%
41	\$ 70,936.56	\$ 93,636.26	\$116,335.96	64%	2.6%
42	\$ 72,780.91	\$ 96,070.81	\$119,360.70	64%	2.6%
43	\$ 74,673.22	\$ 98,568.65	\$122,464.08	64%	2.6%
44	\$ 76,614.72	\$101,131.43	\$125,648.14	64%	2.6%
45	\$ 78,606.70	\$103,760.85	\$128,914.99	64%	2.6%
46	\$ 80,650.48	\$106,458.63	\$132,266.78	64%	2.6%
47	\$ 82,747.39	\$109,226.55	\$135,705.72	64%	2.6%
48	\$ 84,898.82	\$112,066.45	\$139,234.07	64%	2.6%
49	\$ 87,106.19	\$114,980.17	\$142,854.15	64%	2.6%
E01	\$ 80,526.79	\$113,140.14	\$145,753.50	81%	-
E02	\$ 88,579.47	\$124,454.16	\$160,328.84	81%	10%
E03	\$ 97,437.42	\$136,899.57	\$176,361.73	81%	10%
E04	\$107,181.16	\$150,589.53	\$193,997.90	81%	10%
E05	\$117,899.28	\$165,648.48	\$213,397.69	81%	10%
E06	\$129,689.21	\$182,213.33	\$234,737.46	81%	10%
E07	\$142,658.13	\$200,434.67	\$258,211.21	81%	10%
E08	\$156,923.94	\$220,478.13	\$284,032.33	81%	10%
E09	\$172,616.33	\$242,525.95	\$312,435.56	81%	10%
E10	\$189,877.97	\$266,778.54	\$343,679.12	81%	10%

RECOMMENDATION 5: Implement a living wage floor of 15 dollars per hour for all County employees.

After discussions with the County's leadership and Human Resources staff, Evergreen also has helped model for the County an alternative approach where the County both incorporates the overall adjustment contained within **recommendation 4** but also adjusts the floor of the compensation structure to account for a living wage. This adjustment to the plan would see the County follow an overall growing trend across the nation, particularly in high cost of living areas such as Palm Beach County. This compensation philosophy decision ensures that the organization is offering not only competitive wages to its local market, but a living wage that helps ensure employees are able to adequately reside within the County they work for.

IMPLEMENTATION

Implementation of the new compensation structure requires three steps. The first step is the assignment of classifications to appropriate pay ranges. Given Evergreen found the overall internal equity of the County's current plan to be sound, the majority of pay grade assignments were only necessary as part of the reclassification efforts recommended for the administrative support and director classifications. However, there were some instances where Evergreen found re-assignment of grades to specific classifications were necessary. The factors that were considered in order to assign all classifications were: the results of the JAT analysis, the results of the market study, and consideration for existing internal relationships between classifications. Recruitment and retention concerns for specific classifications also played a role in the process. Thus, the market results discussed in **Chapter 4** were not the sole criteria for the proposed pay ranges. Prior to formal implementation, it is important that the County's human resources staff review the assignments of the selected implementation option.

The second step for implementing a selected structure is transitioning employee salaries into their newly assigned ranges. There are a variety of methods that can be employed to achieve this transition, and Evergreen has proposed seven alternatives for the County to consider. It is important to note, that in all scenarios, no employee salaries would be reduced.

- **Bring to Minimum** – an adjustment where employees who are below the minimum of their pay range are brought up to the minimum, with no further adjustments made.
- **30 Year Class Parity** – an adjustment where employees are re-aligned along their salary range on the basis of how long they have been serving in their current classification at the County. This is done on a total 30-year basis, meaning employees with 30 or more years of experience in their current classification would be placed at maximum, whereas employees with 15 years would be placed at the midpoint of the range.
- **30 Year Class Parity, Capped at Midpoint** – this is an adjustment similar in methodology to the full class parity, however, employee projected salaries would only be adjusted up to the midpoint of the range, as opposed to the entirety of the salary range.
- **30 Year Hybrid Parity** – an adjustment where employees are re-aligned along their salary range on the basis of their “hybrid years.” A hybrid year would give full credit to an employee for each year they have been serving in their current classification and one-half credit for the amount of time they have spent at the County in any other classification. This is done on a total 30-year basis, meaning employees with 30 or more hybrid years of experience would be placed at their grade maximum, whereas employees with 15 years would be placed at the midpoint of the range.
- **30 Year Hybrid Parity, Capped at Midpoint** – this is an adjustment similar in methodology to the full hybrid parity, however, employee projected salaries would only be adjusted up to the midpoint of the range, as opposed to the entirety of the salary range.
- **Range Placement** – an adjustment where employees maintain their same progression within the pay range that they have achieved currently, into their new range. For



example, if an employee is currently 50 percent through their existing range, they would be placed at 50 percent through the new salary range.

- Range Placement, Capped at Midpoint – this is an adjustment similar in methodology to the full range placement, however, employee projected salaries would only be adjusted up to the midpoint of the range, as opposed to the entirety of the salary range.

While each of these options has its own pros and cons, Evergreen recommends the County select the Hybrid Parity – Capped at Midpoint implementation option. This methodology strikes a balance between giving employees credit for their time at the County while also ensuring that the time spent in an employees current classification is given the most weight. The cap on adjustments at the midpoint of the range ensures that the County's money is going to the employees who are likely furthest behind market – those employees who have not yet reached the midpoint of their pay range.

The third step is to make a determination on how many years are needed in order to fully fund and implement the changes. If the Hybrid Parity – Capped at Midpoint approach is selected and implemented in a single year it will cost the County **\$22,347,712**. That price tag would be difficult for any organization to handle in a single year, so Evergreen has developed plans to spread the increases across a few years. Multiple options were discussed, including an option that would have adjusted different County departments in different years based on how far behind market each department was. However, Evergreen recommends the option to spread all employee increases over the course of three years. With this implementation plan, each employee who would receive an increase from the Hybrid Parity – Capped at Midpoint plan would have that increase divided by three and paid out over the course of the next three years. Additional 3.0 percent increases have been built in for years two and three to ensure that the County stays market competitive while going through this multi-year implementation. For this plan, including the living wage and built in 3.0 percent increases, the cost to the County for year one would be **\$9,257,121.74**; year two would be **\$13,433,800.18**; year three would be **\$14,855,529.48**. That brings the total cost of implementation over three years to **\$37,546,451.40**. It is important to highlight that the difference in cost between the single year implementation plan and the multi-year implementation plan consists mainly of an assumed 3.0 percent increase for anticipated market movement in years two and three of implementation.

5.3 SYSTEM ADMINISTRATION

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

RECOMMENDATION 6: Continue to conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues and make adjustments to pay range assignments if necessary.

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

RECOMMENDATION 7: Conduct a comprehensive classification and compensation study every five to ten years.

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

While the previous recommendation is intended to maintain the competitiveness over time of the classification and compensation structure as a whole, it is also necessary to establish procedures for determining equitable pay practices for individual employees.

In addition to overall structural recommendations, Evergreen will be providing the County with further maintenance recommendations affecting the following policy areas:

- Hiring/Initial salary placement
- Promotions
- Demotions
- Transfers
- Salary and range movement

Once the County has selected a method of implementation, Evergreen will provide recommendations under separate cover on how the County can modify or adopt new policies to ensure each of these functions align appropriately with its selected method of implementing the recommended structure.

5.4 SUMMARY

The County should be commended not only for its desire and commitment to provide competitive and fair compensation for its employees, but for its efforts to ensure all employees within the organization earn a living wage within the County. The recommendations in this chapter provide the County with the tools to adjust and maintain its pay plan for years to come. While the upkeep of this system requires concrete efforts, the County has shown that is more than capable of doing so in recent years and will be able to do so in the future.

Appendix I
Pay Grade Assignments

Current Title	Current Grade	Proposed Title	Proposed Grade
BRIDGETENDER	9	BRIDGETENDER	9
COOK II	9	COOK II	9
CUSTODIAL WORKER	9	CUSTODIAL WORKER	9
CUSTODIAL WORKER	9	CUSTODIAL WORKER	9
GOLF ATTENDANT	9	GOLF ATTENDANT	9
LIBRARY PAGE	9	LIBRARY PAGE	9
PARK/POOL ATTENDANT	9	PARK/POOL ATTENDANT	9
PARKING FACILITIES ATTENDANT I	9	PARKING FACILITIES ATTENDANT I	9
STORES CLERK	9	STORES CLERK	9
STORES CLERK	9	STORES CLERK	9
MAINTENANCE WORKER I	10	MAINTENANCE WORKER I	10
CHILD DEVELOPMENT ASSISTANT	11	CHILD DEVELOPMENT ASSISTANT	11
COOK III	11	COOK III	11
MESSANGER	11	MESSANGER	11
MESSANGER	11	MESSANGER	11
RECEPTIONIST III	11	RECEPTIONIST	11
RECEPTIONIST III	11	RECEPTIONIST	11
RECEPTIONIST III	11	RECEPTIONIST	11
RECEPTIONIST III	11	RECEPTIONIST	11
RECEPTIONIST III	11	RECEPTIONIST	11
RECEPTIONIST III	11	RECEPTIONIST	11
RECEPTIONIST III	11	RECEPTIONIST	11
RECORDS CLERK	11	RECORDS CLERK	11
CLERICAL SPECIALIST	12	ADMINISTRATIVE CLERK I	12
CLERICAL SPECIALIST	12	ADMINISTRATIVE CLERK I	12
CLERICAL SPECIALIST	12	ADMINISTRATIVE CLERK I	12
CLERICAL SPECIALIST	12	ADMINISTRATIVE CLERK I	12
CLERICAL SPECIALIST	12	ADMINISTRATIVE CLERK I	12
CLERICAL SPECIALIST	12	ADMINISTRATIVE CLERK I	12
CLERICAL SPECIALIST	12	ADMINISTRATIVE CLERK I	12
CLERICAL SPECIALIST	12	ADMINISTRATIVE CLERK I	12
CLERICAL SPECIALIST	12	ADMINISTRATIVE CLERK I	12
CLERK TYPIST	9	ADMINISTRATIVE CLERK I	12
SENIOR CLERK TYPIST	12	ADMINISTRATIVE CLERK I	12
SENIOR CLERK TYPIST	12	ADMINISTRATIVE CLERK I	12
SENIOR CLERK TYPIST	12	ADMINISTRATIVE CLERK I	12
SENIOR CLERK TYPIST	12	ADMINISTRATIVE CLERK I	12
SENIOR CLERK TYPIST	12	ADMINISTRATIVE CLERK I	12
SENIOR CLERK TYPIST	12	ADMINISTRATIVE CLERK I	12
SENIOR CLERK TYPIST	12	ADMINISTRATIVE CLERK I	12
DATA PROCESSOR I	12	DATA PROCESSOR I	12
SENIOR SERVICE AIDE	12	SENIOR SERVICE AIDE	12
CAMPGROUND ATTENDANT	13	CAMPGROUND ATTENDANT	13
CASH ACCOUNTING CLERK	13	CASH ACCOUNTING CLERK	13
CASH ACCOUNTING CLERK	13	CASH ACCOUNTING CLERK	13
LIBRARY ASSOCIATE I	13	LIBRARY ASSOCIATE I	13
MAINTENANCE WORKER II	13	MAINTENANCE WORKER II	13
MAINTENANCE WORKER II	13	MAINTENANCE WORKER II	13
MAINTENANCE WORKER II	13	MAINTENANCE WORKER II	13
MAINTENANCE WORKER II	13	MAINTENANCE WORKER II	13
MAINTENANCE WORKER II	13	MAINTENANCE WORKER II	13
MAINTENANCE WORKER II	13	MAINTENANCE WORKER II	13
POOL LIFEGUARD	13	POOL LIFEGUARD	13

Appendix I
Pay Grade Assignments

Current Title	Current Grade	Proposed Title	Proposed Grade
REGISTRATION CLERK	13	REGISTRATION CLERK	13
ANIMAL CARE SPECIALIST	14	ANIMAL CARE SPECIALIST	14
ANIMAL SERVICES REPRESENTATIVE	14	ANIMAL SERVICES REPRESENTATIVE	14
METER READER	14	METER READER	14
RECORDS SPECIALIST	14	RECORDS SPECIALIST	14
RECORDS SPECIALIST	14	RECORDS SPECIALIST	14
RECORDS SPECIALIST	14	RECORDS SPECIALIST	14
REPROGRAPHICS TECHNICIAN	14	REPROGRAPHICS TECHNICIAN	14
REPROGRAPHICS TECHNICIAN	14	REPROGRAPHICS TECHNICIAN	14
REPROGRAPHICS TECHNICIAN	14	REPROGRAPHICS TECHNICIAN	14
SITE MANAGER	14	SITE MANAGER	14
TRAFFIC MAINTENANCE WORKER I	14	TRAFFIC MAINTENANCE WORKER I	14
UTILITY MAINTENANCE WORKER	14	UTILITY MAINTENANCE WORKER	14
ASSISTANT COMMUNITY CENTER MANAGER	15	ASSISTANT COMMUNITY CENTER MANAGER	15
CUSTOMER SERVICE REP	15	CUSTOMER SERVICE SPECIALIST I	15
CUSTOMER SERVICE REP	15	CUSTOMER SERVICE SPECIALIST I	15
CUSTOMER SERVICE REPRESENTATIVE	15	CUSTOMER SERVICE SPECIALIST I	15
CUSTOMER SERVICE SPECIALIST I	15	CUSTOMER SERVICE SPECIALIST I	15
CUSTOMER SERVICE SPECIALIST I	15	CUSTOMER SERVICE SPECIALIST I	15
CUSTOMER SERVICE SPECIALIST I	15	CUSTOMER SERVICE SPECIALIST I	15
DISPATCH ASSISTANT	15	DISPATCH ASSISTANT	15
INSPECTIONS SCHEDULER	15	INSPECTIONS SCHEDULER	15
LIBRARY ASSOCIATE DRIVER	15	LIBRARY ASSOCIATE DRIVER	15
LIFT STATION TECHNICIAN I	15	LIFT STATION TECHNICIAN I	15
MAINTENANCE WORKER III	15	MAINTENANCE WORKER III	15
MOTOR EQUIPMENT OPERATOR II	15	MOTOR EQUIPMENT OPERATOR II	15
MOTOR EQUIPMENT OPERATOR II	15	MOTOR EQUIPMENT OPERATOR II	15
MOTOR EQUIPMENT OPERATOR II	15	MOTOR EQUIPMENT OPERATOR II	15
OUTREACH/DIRECT SERVICES WORKER	15	OUTREACH/DIRECT SERVICES WORKER	15
RESERVATION SPECIALIST	15	RESERVATION SPECIALIST	15
RESERVATION SPECIALIST	15	RESERVATION SPECIALIST	15
STRAY SHUTTLE DRIVER	15	STRAY SHUTTLE DRIVER	15
SURVEY AIDE	15	SURVEY AIDE	15
FIXED ASSETS SPECIALIST - INVENTORY COORDINATION	16	FIXED ASSETS SPECIALIST - INVENTORY COORDINATION	16
FIXED ASSETS SPECIALIST - SURPLUS OPERATIONS	16	FIXED ASSETS SPECIALIST - SURPLUS OPERATIONS	16
PRETRIAL SERVICES INTERVIEWER	16	PRETRIAL SERVICES INTERVIEWER	16
SECURITY OFFICER	14	SECURITY OFFICER	16
STAFF ASSISTANT	16	STAFF ASSISTANT	16
STOREKEEPER	16	STOREKEEPER	16
STOREKEEPER	16	STOREKEEPER	16
STOREKEEPER	16	STOREKEEPER	16
STOREKEEPER	16	STOREKEEPER	16
STOREKEEPER	16	STOREKEEPER	16
STOREKEEPER	16	STOREKEEPER	16
UTILITY PLANT OPERATOR APPRENTICE	16	UTILITY PLANT OPERATOR APPRENTICE	16
LEAD CLERK	17	ADMINISTRATIVE CLERK II	17
LEAD CLERK	17	ADMINISTRATIVE CLERK II	17
LEAD CLERK	17	ADMINISTRATIVE CLERK II	17
LEGAL CLERK	15	ADMINISTRATIVE CLERK II	17
SECRETARY	16	ADMINISTRATIVE CLERK II	17
SECRETARY	16	ADMINISTRATIVE CLERK II	17
SECRETARY	16	ADMINISTRATIVE CLERK II	17
SECRETARY	16	ADMINISTRATIVE CLERK II	17

Appendix I
Pay Grade Assignments

Current Title	Current Grade	Proposed Title	Proposed Grade
SECRETARY	16	ADMINISTRATIVE CLERK II	17
SECRETARY	16	ADMINISTRATIVE CLERK II	17
SECRETARY	16	ADMINISTRATIVE CLERK II	17
SECRETARY	16	ADMINISTRATIVE CLERK II	17
SECRETARY	16	ADMINISTRATIVE CLERK II	17
SECRETARY	16	ADMINISTRATIVE CLERK II	17
SECRETARY	16	ADMINISTRATIVE CLERK II	17
SECRETARY	16	ADMINISTRATIVE CLERK II	17
SECRETARY	16	ADMINISTRATIVE CLERK II	17
SECRETARY	16	ADMINISTRATIVE CLERK II	17
SECRETARY	16	ADMINISTRATIVE CLERK II	17
AIRPORTS COMMUNICATIONS SPECIALIST	17	AIRPORTS COMMUNICATIONS SPECIALIST	17
AIRPORTS STRIPING TECHNICIAN	17	AIRPORTS STRIPING TECHNICIAN	17
ANIMAL CARE FIELD COMPLIANCE COORDINATOR	17	ANIMAL CARE FIELD COMPLIANCE COORDINATOR	17
APPRENTICE I	17	APPRENTICE I	17
COMMUNICATOR (BARGAINING UNIT)	15	COMMUNICATOR (BARGAINING UNIT)	17
COMMUNICATOR (BARGAINING UNIT)	15	COMMUNICATOR (BARGAINING UNIT)	17
COMMUNICATOR (NON BARGAINING UNIT)	15	COMMUNICATOR (NON BARGAINING UNIT)	17
COMMUNICATOR (NON BARGAINING UNIT)	15	COMMUNICATOR (NON BARGAINING UNIT)	17
COMMUNICATOR (NON BARGAINING UNIT)	15	COMMUNICATOR (NON BARGAINING UNIT)	17
CONTRACT MANAGEMENT CLERK	17	CONTRACT MANAGEMENT CLERK	17
CONTRACT MANAGEMENT CLERK	17	CONTRACT MANAGEMENT CLERK	17
CUSTOMER SERVICE SPECIALIST II	17	CUSTOMER SERVICE SPECIALIST II	17
CUSTOMER SERVICE SPECIALIST II	17	CUSTOMER SERVICE SPECIALIST II	17
DATA PROCESSOR II	17	DATA PROCESSOR II	17
DATA PROCESSOR II	17	DATA PROCESSOR II	17
GARDENER	17	GARDENER	17
GARDENER	17	GARDENER	17
LABORATORY FIELD SAMPLING TECHNICIAN	17	LABORATORY FIELD SAMPLING TECHNICIAN	17
LIBRARY ASSOCIATE II	17	LIBRARY ASSOCIATE II	17
LIFT STATION TECHNICIAN II	17	LIFT STATION TECHNICIAN II	17
MOSQUITO CONTROL INSPECTOR	17	MOSQUITO CONTROL INSPECTOR	17
PAINTER	17	PAINTER	17
PAINTER	17	PAINTER	17
PAINTER	17	PAINTER	17
TRAFFIC MAINTENANCE WORKER II	17	TRAFFIC MAINTENANCE WORKER II	17
TRAFFIC SIGN INSTALLER	17	TRAFFIC SIGN INSTALLER	17
UTILITY LINE TECHNICIAN I	17	UTILITY LINE TECHNICIAN I	17
WORKERS COMPENSATION & RECORDS TECHNICIAN	17	WORKERS COMPENSATION & RECORDS TECHNICIAN	17
SENIOR CUSTOMER SERVICE REPRESENTATIVE	18	CUSTOMER SERVICE SPECIALIST II	18
SENIOR CUSTOMER SERVICE SPECIALIST	18	CUSTOMER SERVICE SPECIALIST II	18
DISADVANTAGED BUSINESS ENTERPRISE PROGRAM TECHNICIAN	18	DISADVANTAGED BUSINESS ENTERPRISE PROGRAM TECHNICIAN	18
ELECTRONIC PERMITTING/PLATTING SPECIALIST	18	ELECTRONIC PERMITTING/PLATTING SPECIALIST	18
EMERGENCY MANAGEMENT SUPPORT TECHNICIAN	18	EMERGENCY MANAGEMENT SUPPORT TECHNICIAN	18
FIELD OFFICE COORDINATOR	18	FIELD OFFICE COORDINATOR	18
FISCAL SPECIALIST I	15	FISCAL SPECIALIST I	18
FISCAL SPECIALIST I	15	FISCAL SPECIALIST I	18
FISCAL SPECIALIST I	15	FISCAL SPECIALIST I	18
FISCAL SPECIALIST I	15	FISCAL SPECIALIST I	18
FISCAL SPECIALIST I	15	FISCAL SPECIALIST I	18
FISCAL SPECIALIST I	15	FISCAL SPECIALIST I	18
HR TECHNICIAN	18	HR TECHNICIAN	18
HUMAN RESOURCES TECHNICIAN	18	HUMAN RESOURCES TECHNICIAN	18

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Current Title	Current Grade	Proposed Title	Proposed Grade
JUVENILE RESIDENCE TECHNICIAN	18	JUVENILE RESIDENCE TECHNICIAN	18
LOSS CONTROL TECHNICIAN	18	LOSS CONTROL TECHNICIAN	18
METER SERVICE TECHNICIAN	18	METER SERVICE TECHNICIAN	18
SHIPPING & RECEIVING COOR	18	SHIPPING & RECEIVING COOR	18
SIGN SHOP TECHNICIAN	18	SIGN SHOP TECHNICIAN	18
SIGN SHOP TECHNICIAN	18	SIGN SHOP TECHNICIAN	18
SURVEY INSTRUMENT TECHNICIAN	18	SURVEY INSTRUMENT TECHNICIAN	18
TRAFFIC CONSTRUCTION WORKER I	18	TRAFFIC CONSTRUCTION WORKER I	18
TRAFFIC TECHNICIAN I	18	TRAFFIC TECHNICIAN I	18
ADDRESSING TECHNICIAN	19	ADDRESSING TECHNICIAN	19
APPRENTICE II	19	APPRENTICE II	19
BRIDGE REPAIRER	19	BRIDGE REPAIRER	19
BUILDING PERMIT TECHNICIAN I	19	BUILDING PERMIT TECHNICIAN I	19
CONSTRUCTION COORDINATION AIDE	19	CONSTRUCTION COORDINATION AIDE	19
CONSTRUCTION COORDINATION AIDE	19	CONSTRUCTION COORDINATION AIDE	19
GENERAL MAINTENANCE MECHANIC	16	GENERAL MAINTENANCE MECHANIC	19
GENERAL MAINTENANCE MECHANIC	16	GENERAL MAINTENANCE MECHANIC	19
GENERAL MAINTENANCE MECHANIC	16	GENERAL MAINTENANCE MECHANIC	19
GENERAL MAINTENANCE MECHANIC	16	GENERAL MAINTENANCE MECHANIC	19
GENERAL MAINTENANCE MECHANIC	16	GENERAL MAINTENANCE MECHANIC	19
GENERAL MAINTENANCE MECHANIC	16	GENERAL MAINTENANCE MECHANIC	19
IRRIGATION TECHNICIAN	19	IRRIGATION TECHNICIAN	19
IRRIGATION TECHNICIAN	19	IRRIGATION TECHNICIAN	19
IRRIGATION TECHNICIAN	19	IRRIGATION TECHNICIAN	19
IRRIGATION TECHNICIAN	19	IRRIGATION TECHNICIAN	19
IRRIGATION TECHNICIAN	19	IRRIGATION TECHNICIAN	19
LAND MANAGEMENT ASSISTANT	19	LAND MANAGEMENT ASSISTANT	19
LAND MANAGEMENT ASSISTANT	19	LAND MANAGEMENT ASSISTANT	19
LAW LIBRARY ASSOCIATE II	19	LAW LIBRARY ASSOCIATE II	19
LIBRARY ASSOCIATE III	19	LIBRARY ASSOCIATE III	19
LIBRARY TECHNICIAN	19	LIBRARY TECHNICIAN	19
MAINTENANCE WORKER IV	19	MAINTENANCE WORKER IV	19
MOSQUITO CONTROL INSPECTOR II	19	MOSQUITO CONTROL INSPECTOR II	19
MOTOR EQUIPMENT OPERATOR III	19	MOTOR EQUIPMENT OPERATOR III	19
MOTOR EQUIPMENT OPERATOR III	19	MOTOR EQUIPMENT OPERATOR III	19
PARATRANSIT DISPATCHER	19	PARATRANSIT DISPATCHER	19
PRINTER I	19	PRINTER I	19
PROGRAM ASSISTANT	19	PROGRAM ASSISTANT	19
RECREATION SPECIALIST I	19	RECREATION SPECIALIST I	19
SCHEDULING SPECIALIST	19	SCHEDULING SPECIALIST	19
TECHNICAL AIDE	19	TECHNICAL AIDE	19
TECHNICAL AIDE	19	TECHNICAL AIDE	19
TREE TRIMMER	19	TREE TRIMMER	19
TREE TRIMMER	19	TREE TRIMMER	19
TREE TRIMMER	19	TREE TRIMMER	19
ACCESS TECHNICIAN	20	ACCESS TECHNICIAN	20
ACCESS TECHNICIAN	20	ACCESS TECHNICIAN	20
ANIMAL CARE VETERINARY ASSISTANT	20	ANIMAL CARE VETERINARY ASSISTANT	20
CHEMICAL SPRAY TECHNICIAN	20	CHEMICAL SPRAY TECHNICIAN	20
CHEMICAL SPRAY TECHNICIAN	20	CHEMICAL SPRAY TECHNICIAN	20
COMMUNICATOR - LEAD NON-BARGAINING UNIT	17	COMMUNICATOR - LEAD NON-BARGAINING UNIT	20
COMMUNITY OUTREACH SPECIALIST I	15	COMMUNITY OUTREACH SPECIALIST I	20
CONTRACTORS CERTIFICATION SPECIALIST	20	CONTRACTORS CERTIFICATION SPECIALIST	20

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Current Title	Current Grade	Proposed Title	Proposed Grade
FISCAL SPECIALIST II	20	FISCAL SPECIALIST II	21
FISCAL SPECIALIST II	20	FISCAL SPECIALIST II	21
FISCAL SPECIALIST II	20	FISCAL SPECIALIST II	21
FISCAL SPECIALIST II	20	FISCAL SPECIALIST II	21
FISCAL SPECIALIST II	20	FISCAL SPECIALIST II	21
FISCAL SPECIALIST II	20	FISCAL SPECIALIST II	21
FISCAL SPECIALIST II	20	FISCAL SPECIALIST II	21
FISCAL SPECIALIST II	20	FISCAL SPECIALIST II	21
FISCAL SPECIALIST II	20	FISCAL SPECIALIST II	21
FISCAL SPECIALIST II	20	FISCAL SPECIALIST II	21
FUEL SYSTEM TECHNICAN	21	FUEL SYSTEM TECHNICAN	21
GROUP INSURANCE SPECIALIST	21	GROUP INSURANCE SPECIALIST	21
INSURANCE CLAIMS SPECIALIST	21	INSURANCE CLAIMS SPECIALIST	21
LAND MANAGEMENT ASSISTANT II	21	LAND MANAGEMENT ASSISTANT II	21
LAND MANAGEMENT ASSISTANT II	21	LAND MANAGEMENT ASSISTANT II	21
LIBRARY ASSOCIATE IV	21	LIBRARY ASSOCIATE IV	21
MAINT. OFFICE COORDINATOR	21	MAINT. OFFICE COORDINATOR	21
Maintenance Office Coordinator	21	Maintenance Office Coordinator	21
PARTY CHIEF	21	PARTY CHIEF	21
PROCUREMENT SPECIALIST	19	PROCUREMENT SPECIALIST	21
PROCUREMENT SPECIALIST	19	PROCUREMENT SPECIALIST	21
PROCUREMENT SPECIALIST	19	PROCUREMENT SPECIALIST	21
PROCUREMENT SPECIALIST	19	PROCUREMENT SPECIALIST	21
PROCUREMENT SPECIALIST	19	PROCUREMENT SPECIALIST	21
PROCUREMENT SPECIALIST	19	PROCUREMENT SPECIALIST	21
PROCUREMENT SPECIALIST	19	PROCUREMENT SPECIALIST	21
PROCUREMENT SPECIALIST	19	PROCUREMENT SPECIALIST	21
PROCUREMENT SPECIALIST	19	PROCUREMENT SPECIALIST	21
RECORDS & INFORMATION SPECIALIST	21	RECORDS & INFORMATION SPECIALIST	21
RESEARCH SPECIALIST	21	RESEARCH SPECIALIST	21
SENIOR METER SERVICE TECHNICIAN	21	SENIOR METER SERVICE TECHNICIAN	21
SENIOR SIGN SHOP TECHNICIAN	21	SENIOR SIGN SHOP TECHNICIAN	21
SENIOR SIGN SHOP TECHNICIAN	21	SENIOR SIGN SHOP TECHNICIAN	21
SENIOR SIGN SHOP TECHNICIAN	21	SENIOR SIGN SHOP TECHNICIAN	21
TRAFFIC CONSTRUCTION WORKER II	21	TRAFFIC CONSTRUCTION WORKER II	21
TRAFFIC TECHNICIAN II	21	TRAFFIC TECHNICIAN II	21
UTILITY ROUTING SPECIALIST	21	UTILITY ROUTING SPECIALIST	21
911 SPECIALIST	22	911 SPECIALIST	22
AUTOMOTIVE TECHNICIAN I	22	AUTOMOTIVE TECHNICIAN I	22
BUILDING PERMIT TECHNICIAN II	22	BUILDING PERMIT TECHNICIAN II	22
COMMUNICATIONS SPECIALIST	22	COMMUNICATIONS SPECIALIST	22
COMMUNITY OUTREACH SPECIALIST II	18	COMMUNITY OUTREACH SPECIALIST II	22
DREDGE OPERATOR	22	DREDGE OPERATOR	22
ENTERPRISE CENTER OPERATOR	22	ENTERPRISE CENTER OPERATOR	22
ENVIRONMENTAL TECHNICIAN I	22	ENVIRONMENTAL TECHNICIAN I	22
FORENSIC TECHNICIAN	22	FORENSIC TECHNICIAN	22
GRAPHICS DESIGNER II	22	GRAPHICS DESIGNER II	22
GRAPHICS DESIGNER II	22	GRAPHICS DESIGNER II	22
MOTOR EQUIPMENT OPERATOR IV	22	MOTOR EQUIPMENT OPERATOR IV	22
NATURALIST	22	NATURALIST	22
OFFICE MANAGER	22	OFFICE MANAGER	22
OFFICE MANAGER	22	OFFICE MANAGER	22

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Current Title	Current Grade	Proposed Title	Proposed Grade
PARK RANGER	20	PARK RANGER	22
PLANNING TECHNICIAN	22	PLANNING TECHNICIAN	22
RECREATION SPECIALIST II	22	RECREATION SPECIALIST II	22
SENIOR COMMUNITY ACTION SPECIALIST	22	SENIOR COMMUNITY ACTION SPECIALIST	22
TRAFFIC ACCIDENT RECORDS COORDINATOR	22	TRAFFIC ACCIDENT RECORDS COORDINATOR	22
UTILITY LINE LOCATE TECHNICIAN	22	UTILITY LINE LOCATE TECHNICIAN	22
ZONING TECHNICIAN	22	ZONING TECHNICIAN	22
ABTRACTOR/TITLE EXAMINER	23	ABSTRACTOR/TITLE EXAMINER	23
AIR QUALITY TECHNICIAN	23	AIR QUALITY TECHNICIAN	23
ANIMAL BEHAVIOR & ENRICHMENT COORDINATOR	23	ANIMAL BEHAVIOR & ENRICHMENT COORDINATOR	23
ANIMAL CARE COORDINATOR	23	ANIMAL CARE COORDINATOR	23
APPRENTICE IV	23	APPRENTICE IV	23
BRIDGE INSPECTOR I	23	BRIDGE INSPECTOR I	23
BUYER ASSISTANT	23	BUYER ASSISTANT	23
CARPENTER	23	CARPENTER	23
CARPENTER	23	CARPENTER	23
CARPENTER	23	CARPENTER	23
CERTIFIED PLAYGROUND SAFETY INSPECTOR	23	CERTIFIED PLAYGROUND SAFETY INSPECTOR	23
COURT PROGRAM SPECIALIST	23	COURT PROGRAM SPECIALIST	23
COURT PROGRAM SPECIALIST	23	COURT PROGRAM SPECIALIST	23
CUSTOMER RELATIONS COORDINATOR	23	CUSTOMER RELATIONS COORDINATOR	23
EMPLOYMENT COUNSELOR	23	EMPLOYMENT COUNSELOR	23
FACILITY PLANT MECHANIC	23	FACILITY PLANT MECHANIC	23
FARMWORKER COUNSELOR	23	FARMWORKER COUNSELOR	23
HOUSING SPECIALIST	23	HOUSING SPECIALIST	23
INFILTRATION & INFLOW TECHNICIAN II	23	INFILTRATION & INFLOW TECHNICIAN II	23
INSPECTIONS SCHEDULER SUPERVISOR	23	INSPECTIONS SCHEDULER SUPERVISOR	23
PRETRIAL SERVICES COUNSELOR I	23	PRETRIAL SERVICES COUNSELOR I	23
PUBLIC INFORMATION SPECIALIST	23	PUBLIC INFORMATION SPECIALIST	23
PUBLIC INFORMATION SPECIALIST	23	PUBLIC INFORMATION SPECIALIST	23
PUBLIC INFORMATION SPECIALIST	23	PUBLIC INFORMATION SPECIALIST	23
REAL ESTATE TECHNICIAN	23	REAL ESTATE TECHNICIAN	23
REAL ESTATE TECHNICIAN	23	REAL ESTATE TECHNICIAN	23
SECURITY DOOR TECHNICIAN	23	SECURITY DOOR TECHNICIAN	23
SECURITY DOOR TECHNICIAN	23	SECURITY DOOR TECHNICIAN	23
UTILITY LINE TECHNICIAN III	23	UTILITY LINE TECHNICIAN III	23
WATER CONSERVATION COORDINATOR	23	WATER CONSERVATION COORDINATOR	23
ADMINISTRATIVE SECRETARY II	22	ADMINISTRATIVE ASSISTANT II	24
ADMINISTRATIVE SECRETARY II	22	ADMINISTRATIVE ASSISTANT II	24
ADMINISTRATIVE SECRETARY II	22	ADMINISTRATIVE ASSISTANT II	24
LEGAL SECRETARY	24	ADMINISTRATIVE ASSISTANT II	24
ANIMAL CONTROL OFFICER I	24	ANIMAL CONTROL OFFICER I	24
ASSISTANT VETERANS SERVICES OFFICER	24	ASSISTANT VETERANS SERVICES OFFICER	24
CASE MANAGER I	22	CASE MANAGER I	24
COMMUNITY CENTER MANAGER	24	COMMUNITY CENTER MANAGER	24
COMPUTER SPECIALIST 1	24	COMPUTER SPECIALIST 1	24
COMPUTER SPECIALIST I	24	COMPUTER SPECIALIST I	24
COMPUTER SPECIALIST I	24	COMPUTER SPECIALIST I	24
CONSUMER AFFAIRS COMPLIANCE OFFICER	24	CONSUMER AFFAIRS COMPLIANCE OFFICER	24
CONTRACT MANAGEMENT SPECIALIST	24	CONTRACT MANAGEMENT SPECIALIST	24
CONTRACT MANAGEMENT SPECIALIST	24	CONTRACT MANAGEMENT SPECIALIST	24
CONTRACT MANAGEMENT SPECIALIST	24	CONTRACT MANAGEMENT SPECIALIST	24
CONTRACTS SPECIALIST	24	CONTRACTS SPECIALIST	24

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Current Title	Current Grade	Proposed Title	Proposed Grade
ADMINISTRATIVE ASSISTANT	26	ADMINISTRATIVE ASSISTANT III	26
ADMINISTRATIVE SECRETARY III	26	ADMINISTRATIVE ASSISTANT IV	26
ADULT DAY CARE CENTER MANAGER I	26	ADULT DAY CARE CENTER MANAGER I	26
ANIMAL CONTROL OFFICER II	26	ANIMAL CONTROL OFFICER II	26
ASSISTANT BRIDGETENDER SUPERVISOR	26	ASSISTANT BRIDGETENDER SUPERVISOR	26
AUTOMOTIVE SUPPORT SPECIALIST II	26	AUTOMOTIVE SUPPORT SPECIALIST II	26
BUILDING PERMIT TECHNICIAN III	26	BUILDING PERMIT TECHNICIAN III	26
COMMERCIAL EQUIPMENT TECHNICIAN	26	COMMERCIAL EQUIPMENT TECHNICIAN	26
CONSUMER AFFAIRS INVESTIGATOR	26	CONSUMER AFFAIRS INVESTIGATOR	26
CROSS CONNECTION CONTROL COORDINATOR	26	CROSS CONNECTION CONTROL COORDINATOR	26
DISABILITY ACCESSIBILITY SPECIALIST	26	DISABILITY ACCESSIBILITY SPECIALIST	26
EMERGENCY MEDICAL SERVICES SPECIALIST	26	EMERGENCY MEDICAL SERVICES SPECIALIST	26
ENVIRONMENTALIST I	26	ENVIRONMENTALIST I	26
FACILITIES EVALUATOR	26	FACILITIES EVALUATOR	26
FISCAL SPECIALIST III	25	FISCAL SPECIALIST III	26
FISCAL SPECIALIST III	25	FISCAL SPECIALIST III	26
FISCAL SPECIALIST III	25	FISCAL SPECIALIST III	26
FISCAL SPECIALIST III	25	FISCAL SPECIALIST III	26
FISCAL SPECIALIST III	25	FISCAL SPECIALIST III	26
FISCAL SPECIALIST III	25	FISCAL SPECIALIST III	26
FISCAL SPECIALIST III	25	FISCAL SPECIALIST III	26
FISCAL SPECIALIST III	25	FISCAL SPECIALIST III	26
FISCAL SPECIALIST III	25	FISCAL SPECIALIST III	26
FISCAL SPECIALIST III	25	FISCAL SPECIALIST III	26
FISCAL SPECIALIST III	25	FISCAL SPECIALIST III	26
FISCAL SPECIALIST III	25	FISCAL SPECIALIST III	26
FISCAL SPECIALIST III	25	FISCAL SPECIALIST III	26
GREEN DOT PROGRAM COORDINATOR	26	GREEN DOT PROGRAM COORDINATOR	26
GUARDIAN AD LITEM TRAINING COORDINATOR	26	GUARDIAN AD LITEM TRAINING COORDINATOR	26
LICENSED PRACTICAL NURSE	26	LICENSED PRACTICAL NURSE	26
MANAGER COMMUNITY PROJECTS	26	MANAGER COMMUNITY PROJECTS	26
MANAGER CUSTOMER RELATIONS	26	MANAGER CUSTOMER RELATIONS	26
PARKING FACILITIES COORDINATOR	26	PARKING FACILITIES COORDINATOR	26
PUBLIC RELATIONS SPECIALIST	26	PUBLIC RELATIONS SPECIALIST	26
PUBLIC RELATIONS SPECIALIST	26	PUBLIC RELATIONS SPECIALIST	26
PUBLIC RELATIONS SPECIALIST	26	PUBLIC RELATIONS SPECIALIST	26
PUBLIC RELATIONS SPECIALIST	26	PUBLIC RELATIONS SPECIALIST	26
SENIOR ENVIRONMENTAL TECHNICIAN	26	SENIOR ENVIRONMENTAL TECHNICIAN	26
UTILITY CONSTRUCTION TECHNICIAN III	26	UTILITY CONSTRUCTION TECHNICIAN III	26
UTILITY LINE CREW CHIEF	26	UTILITY LINE CREW CHIEF	26
WELDER II	26	WELDER II	26
WELDER II	26	WELDER II	26
ADULT DAY CARE CENTER MANAGER II	27	ADULT DAY CARE CENTER MANAGER II	27
BRIDGE INSPECTOR II	27	BRIDGE INSPECTOR II	27
BRIDGE MECHANIC II	25	BRIDGE MECHANIC II	27
CASE MANAGER II	25	CASE MANAGER II	27
COURT CASE ADVISOR	25	COURT CASE ADVISOR	27
CURATOR OF JAPANESE ART	27	CURATOR OF JAPANESE ART	27
ELECTRICIAN	27	ELECTRICIAN	27
ELECTRICIAN	27	ELECTRICIAN	27
ELECTRICIAN	27	ELECTRICIAN	27
ENTERPRISE SHIFT SUPERVISOR	27	ENTERPRISE SHIFT SUPERVISOR	27
EXECUTIVE ASSISTANT I	24	EXECUTIVE ASSISTANT I	27
EXECUTIVE ASSISTANT I	24	EXECUTIVE ASSISTANT I	27

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Current Title	Current Grade	Proposed Title	Proposed Grade
FORENSIC INVESTIGATOR I	27	FORENSIC INVESTIGATOR I	27
GRANT COMPLIANCE SPECIALIST I	27	GRANT COMPLIANCE SPECIALIST I	27
HUMAN RESOURCES SPECIALIST I	27	HUMAN RESOURCES SPECIALIST I	27
INTELLIGENT TRANSPORTATION SYSTEM TECHNICIAN	27	INTELLIGENT TRANSPORTATION SYSTEM TECHNICIAN	27
JUVENILE COURT CASE MANAGER	25	JUVENILE COURT CASE MANAGER	27
LIBRARY ASSOCIATE V	27	LIBRARY ASSOCIATE V	27
LIBRARY TRAINING & TECHNICAL ASSISTANCE SPECIALIST	27	LIBRARY TRAINING & TECHNICAL ASSISTANCE SPECIALIST	27
MATERIALS MANAGER	27	MATERIALS MANAGER	27
MATERIALS MANAGER	27	MATERIALS MANAGER	27
MATERIALS MANAGER	27	MATERIALS MANAGER	27
MATERIALS MANAGER	27	MATERIALS MANAGER	27
MATERIALS SUPERVISOR	27	MATERIALS SUPERVISOR	27
OCEAN RESCUE CAPTAIN	27	OCEAN RESCUE CAPTAIN	27
RECREATION FACILITY MANAGER I	27	RECREATION FACILITY MANAGER I	27
TECHNICAL ASSISTANT II	27	TECHNICAL ASSISTANT II	27
TECHNICAL ASSISTANT II	27	TECHNICAL ASSISTANT II	27
TECHNICAL ASSISTANT II	27	TECHNICAL ASSISTANT II	27
TECHNICAL ASSISTANT II	27	TECHNICAL ASSISTANT II	27
UTILITY PLANT OPERATOR II	27	UTILITY PLANT OPERATOR II	27
A/C & REFRIGERATION SPECIALIST II	28	A/C & REFRIGERATION SPECIALIST II	28
A/C & REFRIGERATION SPECIALIST II	28	A/C & REFRIGERATION SPECIALIST II	28
ABTRACTOR SUPERVISOR	28	ABSTRACTOR SUPERVISOR	28
AIRPORTS OPERATIONS OFFICER	28	AIRPORTS OPERATIONS OFFICER	28
ANIMAL CARE & CONTROL FIELD SUPERVISOR	28	ANIMAL CARE & CONTROL FIELD SUPERVISOR	28
ANIMAL CARE AND CONTROL MANAGER	28	ANIMAL CARE AND CONTROL MANAGER	28
CODE ENFORCEMENT OFFICER	28	CODE ENFORCEMENT OFFICER	28
CONTRACTORS CERTIFICATION FIELD INVESTIGATOR	28	CONTRACTORS CERTIFICATION FIELD INVESTIGATOR	28
CUSTOMER CARE TECHNICIAN	28	CUSTOMER CARE TECHNICIAN	28
DISPLAY GARDENS HORTICULTURIST	28	DISPLAY GARDENS HORTICULTURIST	28
EMERGENCY MANAGEMENT COMMUNICATIONS SPECIALIST	28	EMERGENCY MANAGEMENT COMMUNICATIONS SPECIALIST	28
EQUIPMENT ANALYST	28	EQUIPMENT ANALYST	28
EQUIPMENT ANALYST	28	EQUIPMENT ANALYST	28
FARMWORKER PROGRAM COORDINATOR	28	FARMWORKER PROGRAM COORDINATOR	28
FOOD SERVICE MANAGER	28	FOOD SERVICE MANAGER	28
GIS/CADD TECHNICIAN II	28	GIS/CADD TECHNICIAN II	28
GIS/CADD TECHNICIAN II	28	GIS/CADD TECHNICIAN II	28
GIS/CADD TECHNICIAN II	28	GIS/CADD TECHNICIAN II	28
GIS/CADD TECHNICIAN II	28	GIS/CADD TECHNICIAN II	28
JUNIOR DESKTOP ADMINISTRATOR	28	JUNIOR DESKTOP ADMINISTRATOR	28
JUVENILE DOMESTIC VIOLENCE MEDIATION PROGRAM COORDINATOR	28	JUVENILE DOMESTIC VIOLENCE MEDIATION PROGRAM COORDINATOR	28
LIBRARIAN I	28	LIBRARIAN I	28
MORGUE SUPERVISOR	28	MORGUE SUPERVISOR	28
NETWORK OPERATIONS TECHNICIAN	26	NETWORK OPERATIONS TECHNICIAN	28
NUTRITION SERVICES COORDINATOR	28	NUTRITION SERVICES COORDINATOR	28
PARK RANGER SUPERVISOR	25	PARK RANGER SUPERVISOR	28
PLUMBER	28	PLUMBER	28
PLUMBER	28	PLUMBER	28
PRETRIAL SERVICES COUNSELOR II	28	PRETRIAL SERVICES COUNSELOR II	28
RETIREMENT COORDINATOR	28	RETIREMENT COORDINATOR	28
SUPERVISOR SHELTER OPERATIONS	28	SUPERVISOR SHELTER OPERATIONS	28
TRAFFIC SIGNAL TECHNICIAN II	28	TRAFFIC SIGNAL TECHNICIAN II	28
BRIDGETENDER SUPERVISOR	29	BRIDGETENDER SUPERVISOR	29
BUYER	29	BUYER	29

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FINANCIAL ANALYST I	30	FINANCIAL ANALYST I	30
FINANCIAL ANALYST I	30	FINANCIAL ANALYST I	30
FINANCIAL ANALYST I	30	FINANCIAL ANALYST I	30
FINANCIAL ANALYST I	30	FINANCIAL ANALYST I	30
FINANCIAL ANALYST I	30	FINANCIAL ANALYST I	30
FINANCIAL ANALYST I	30	FINANCIAL ANALYST I	30
FINANCIAL ANALYST I	30	FINANCIAL ANALYST I	30
FINANCIAL ANALYST I	30	FINANCIAL ANALYST I	30
FORENSIC INVESTIGATOR II	30	FORENSIC INVESTIGATOR II	30
GRANT COMPLIANCE SPECIALIST II	30	GRANT COMPLIANCE SPECIALIST II	30
GRANT COMPLIANCE SPECIALIST II	30	GRANT COMPLIANCE SPECIALIST II	30
HUMAN RESOURCES INFORMATION SYSTEMS SPECIALIST	30	HUMAN RESOURCES INFORMATION SYSTEMS SPECIALIST	30
HUMAN RESOURCES SPEC II	30	HUMAN RESOURCES SPEC II	30
HUMAN RESOURCES SPECIALIST II	30	HUMAN RESOURCES SPECIALIST II	30
INFORMATION MANAGEMENT SYSTEM SPECIALIST	30	INFORMATION MANAGEMENT SYSTEM SPECIALIST	30
INFORMATION MANAGEMENT SYSTEM SPECIALIST	30	INFORMATION MANAGEMENT SYSTEM SPECIALIST	30
INFORMATION MANAGEMENT SYSTEM SPECIALIST	30	INFORMATION MANAGEMENT SYSTEM SPECIALIST	30
INFORMATION MANAGEMENT SYSTEM SPECIALIST	30	INFORMATION MANAGEMENT SYSTEM SPECIALIST	30
JUNIOR NETWORK ADMINISTRATOR	28	JUNIOR NETWORK ADMINISTRATOR	30
LIBRARIAN II	30	LIBRARIAN II	30
LIBRARY PERSONNEL SERVICES COORDINATOR	30	LIBRARY PERSONNEL SERVICES COORDINATOR	30
NUTRITION COORDINATOR	30	NUTRITION COORDINATOR	30
PARALEGAL I	26	PARALEGAL I	30
PARKS CONTRACT EVALUATOR	30	PARKS CONTRACT EVALUATOR	30
PROCUREMENT COORDINATOR	30	PROCUREMENT COORDINATOR	30
PROCUREMENT COORDINATOR	30	PROCUREMENT COORDINATOR	30
PROGRAM COORDINATOR	30	PROGRAM COORDINATOR	30
PROGRAM COORDINATOR	30	PROGRAM COORDINATOR	30
RECREATION FACILITY MANAGER II	30	RECREATION FACILITY MANAGER II	30
RYAN WHITE CARE COUNCIL COORDINATOR	30	RYAN WHITE CARE COUNCIL COORDINATOR	30
STAFF BUDGET ANALYST	30	STAFF BUDGET ANALYST	30
TECHNICAL ASSISTANT III	30	TECHNICAL ASSISTANT III	30
TECHNICAL ASSISTANT III	30	TECHNICAL ASSISTANT III	30
TECHNICAL ASSISTANT III	30	TECHNICAL ASSISTANT III	30
TECHNICAL RESEARCH ASSISTANT	30	TECHNICAL RESEARCH ASSISTANT	30
TECHNICAL RESEARCH ASSISTANT	30	TECHNICAL RESEARCH ASSISTANT	30
UTILITY MAINTENANCE PLANNER/SCHEDULER	30	UTILITY MAINTENANCE PLANNER/SCHEDULER	30
ZONING/LANDSCAPE FIELD REPRESENTATIVE II	30	ZONING/LANDSCAPE FIELD REPRESENTATIVE II	30
AIRPORTS SECURITY & COMMUNICATIONS SUPERVISOR	31	AIRPORTS SECURITY & COMMUNICATIONS SUPERVISOR	31
BUILDING CONSTRUCTION INSPECTOR I	31	BUILDING CONSTRUCTION INSPECTOR I	31
CHEMIST	31	CHEMIST	31
COMPLIANCE INVESTIGATOR I	31	COMPLIANCE INVESTIGATOR I	31
CONSTRUCTION PLANS EXAMINER I	31	CONSTRUCTION PLANS EXAMINER I	31
COURT ANALYST	31	COURT ANALYST	31
LIBRARY TRAINING & TECHNICAL ASSISTANCE SUPERVISOR	31	LIBRARY TRAINING & TECHNICAL ASSISTANCE SUPERVISOR	31
MANAGER LAW LIBRARY	31	MANAGER LAW LIBRARY	31
MENTAL HEALTH CASE MANAGER	29	MENTAL HEALTH CASE MANAGER	31
NATURE CENTER MANAGER II	31	NATURE CENTER MANAGER II	31
PARKS SUPERVISOR	31	PARKS SUPERVISOR	31
Safety & Training Supervisor	31	SAFETY & TRAINING SUPERV	31
SENIOR PUBLIC RELATIONS SPECIALIST	31	SENIOR PUBLIC RELATIONS SPECIALIST	31
SENIOR PUBLIC RELATIONS SPECIALIST	31	SENIOR PUBLIC RELATIONS SPECIALIST	31
SR PUBLIC RELATION SPECA	31	SR PUBLIC RELATION SPECA	31

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Current Title	Current Grade	Proposed Title	Proposed Grade
TRADES CREW CHIEF	31	TRADES CREW CHIEF	31
TRADES CREW CHIEF	31	TRADES CREW CHIEF	31
TRADES CREW CHIEF	31	TRADES CREW CHIEF	31
TV PRODUCER/DIRECTOR	31	TV PRODUCER/DIRECTOR	31
WELLNESS COORDINATOR COUNTYWIDE	31	WELLNESS COORDINATOR COUNTYWIDE	31
BRIDGE INSPECTION SUPERVISOR	32	BRIDGE INSPECTION SUPERVISOR	32
CASEWORK SUPERVISOR	30	CASEWORK SUPERVISOR	32
COMMUNITY DEVELOPMENT PROJECT COORDINATOR	32	COMMUNITY DEVELOPMENT PROJECT COORDINATOR	32
CONTRACTS/GRANTS COORDINATOR	32	CONTRACTS/GRANTS COORDINATOR	32
CONTRACTS/GRANTS COORDINATOR	32	CONTRACTS/GRANTS COORDINATOR	32
CONTRACTS/GRANTS COORDINATOR	32	CONTRACTS/GRANTS COORDINATOR	32
CONTRACTS/GRANTS COORDINATOR	32	CONTRACTS/GRANTS COORDINATOR	32
DESKTOP ADMINISTRATOR ASSOCIATE	32	DESKTOP ADMINISTRATOR ASSOCIATE	32
DROWNING PREVENTION COALITION COORDINATOR	32	DROWNING PREVENTION COALITION COORDINATOR	32
ELECTRONICS TECHNICIAN	32	ELECTRONICS TECHNICIAN	32
ELECTRONICS TECHNICIAN	32	ELECTRONICS TECHNICIAN	32
ELECTRONICS TECHNICIAN	32	ELECTRONICS TECHNICIAN	32
EMERGENCY MANAGEMENT SPECIALIST I	32	EMERGENCY MANAGEMENT SPECIALIST I	32
EMPLOYEE ASSISTANCE PROGRAM SPECIALIST	32	EMPLOYEE ASSISTANCE PROGRAM SPECIALIST	32
EXECUTIVE ASSISTANT III	30	EXECUTIVE ASSISTANT III	32
EXECUTIVE ASSISTANT TO THE COUNTY ATTORNEY	30	EXECUTIVE ASSISTANT III	32
GIS SUPPORT SPECIALIST	32	GIS SUPPORT SPECIALIST	32
GIS SUPPORT SPECIALIST	32	GIS SUPPORT SPECIALIST	32
GIS SUPPORT SPECIALIST	32	GIS SUPPORT SPECIALIST	32
GIS SUPPORT SPECIALIST	32	GIS SUPPORT SPECIALIST	32
HUMAN RESOURCES SPECIALIST III	32	HUMAN RESOURCES SPECIALIST III	32
INSTRUMENTATION TECHNICIAN	32	INSTRUMENTATION TECHNICIAN	32
LABORATORY INFORMATION MANAGEMENT SYSTEM(LIMS) ADMINISTRATOR	32	LABORATORY INFORMATION MANAGEMENT SYSTEM(LIMS) ADMINISTRATOR	32
Paratransit Operations Supervisor	32	Paratransit Operations Supervisor	32
PARATRANSIT OPS SUPV	32	PARATRANSIT OPS SUPV	32
PLANNING, ZONING & BUILDING SUPPORT SPECIALIST	32	PLANNING, ZONING & BUILDING SUPPORT SPECIALIST	32
PROJECT COORDINATOR I	32	PROJECT COORDINATOR I	32
PROJECT COORDINATOR I	32	PROJECT COORDINATOR I	32
PUBLIC INFO SUPERVISOR	32	PUBLIC INFO SUPERVISOR	32
Public Information Supervisor	32	Public Information Supervisor	32
PUBLIC WORKS SUPERVISOR	32	PUBLIC WORKS SUPERVISOR	32
PUBLIC WORKS SUPERVISOR	32	PUBLIC WORKS SUPERVISOR	32
RESOURCE DEVELOPMENT SUPERVISOR	32	RESOURCE DEVELOPMENT SUPERVISOR	32
SENIOR CODE ENFORCEMENT OFFICER	32	SENIOR CODE ENFORCEMENT OFFICER	32
SENIOR CONTRACTORS CERTIFICATION FIELD INVESTIGATOR	32	SENIOR CONTRACTORS CERTIFICATION FIELD INVESTIGATOR	32
SERVER ADMINISTRATOR ASSOCIATE	32	SERVER ADMINISTRATOR ASSOCIATE	32
SMALL BUSINESS DEVELOPMENT SPECIALIST I	30	SMALL BUSINESS DEVELOPMENT SPECIALIST I	32
SUPERVISOR NETWORK OPERATIONS CENTER	30	SUPERVISOR NETWORK OPERATIONS CENTER	32
SYSTEMS ADMINISTRATOR I	32	SYSTEMS ADMINISTRATOR I	32
SYSTEMS ADMINISTRATOR I	32	SYSTEMS ADMINISTRATOR I	32
SYSTEMS ADMINISTRATOR I	32	SYSTEMS ADMINISTRATOR I	32
TELECOMMUNICATIONS ADMINISTRATOR ASSOCIATE	32	TELECOMMUNICATIONS ADMINISTRATOR ASSOCIATE	32
TRAFFIC MAINTENANCE SUPERVISOR	32	TRAFFIC MAINTENANCE SUPERVISOR	32
TRAFFIC SYSTEMS TECHNICIAN II	32	TRAFFIC SYSTEMS TECHNICIAN II	32
UTILITIES SUPPORT SERVICES COORDINATOR	32	UTILITIES SUPPORT SERVICES COORDINATOR	32
UTILITY LINE MAINTENANCE SUPERVISOR	32	UTILITY LINE MAINTENANCE SUPERVISOR	32
VICTIM SERVICES GRANT COORDINATOR	30	VICTIM SERVICES GRANT COORDINATOR	32
VICTIM SERVICES TEAM SUPERVISOR	30	VICTIM SERVICES TEAM SUPERVISOR	32

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Current Title	Current Grade	Proposed Title	Proposed Grade
WEB DESIGN COORDINATOR	32	WEB DESIGN COORDINATOR	32
AIRPORTS OPERATIONS SUPERVISOR	33	AIRPORTS OPERATIONS SUPERVISOR	33
BROADCAST FACILITY COORDINATOR	33	BROADCAST FACILITY COORDINATOR	33
BUILDING CONSTRUCTION INSPECTOR II	33	BUILDING CONSTRUCTION INSPECTOR II	33
CONSTRUCTION COORDINATOR	33	CONSTRUCTION COORDINATOR	33
CONSTRUCTION COORDINATOR	33	CONSTRUCTION COORDINATOR	33
CONSTRUCTION COORDINATOR	33	CONSTRUCTION COORDINATOR	33
CONSTRUCTION COORDINATOR	33	CONSTRUCTION COORDINATOR	33
CONSTRUCTION PLANS EXAMINER II	33	CONSTRUCTION PLANS EXAMINER II	33
DISTRICT OCEAN RESCUE SUPERVISOR	33	DISTRICT OCEAN RESCUE SUPERVISOR	33
ENVIRONMENTAL ANALYST	33	ENVIRONMENTAL ANALYST	33
GOLF FACILITY MANAGER	33	GOLF FACILITY MANAGER	33
GRANT COMPLIANCE SPECIALIST III	33	GRANT COMPLIANCE SPECIALIST III	33
INTELLIGENT TRANSPORTATION SYSTEM SUPERVISOR	33	INTELLIGENT TRANSPORTATION SYSTEM SUPERVISOR	33
LABORATORY QUALITY ASSURANCE OFFICER	33	LABORATORY QUALITY ASSURANCE OFFICER	33
LIBRARIAN III	33	LIBRARIAN III	33
PARALEGAL III	31	PARALEGAL III	33
RECREATION PROGRAMS COORDINATOR	33	RECREATION PROGRAMS COORDINATOR	33
RECREATION PROGRAMS COORDINATOR SENIOR SERVICES	33	RECREATION PROGRAMS COORDINATOR SENIOR SERVICES	33
SENIOR CHEMIST	33	SENIOR CHEMIST	33
TRAFFIC CONSTRUCTION SUPERVISOR	33	TRAFFIC CONSTRUCTION SUPERVISOR	33
TRAFFIC DATA SUPERVISOR	33	TRAFFIC DATA SUPERVISOR	33
UTILITY LIFT STATION MAINTENANCE SUPERVISOR	33	UTILITY LIFT STATION MAINTENANCE SUPERVISOR	33
UTILITY REGULATORY COMPLIANCE SPECIALIST	33	UTILITY REGULATORY COMPLIANCE SPECIALIST	33
VENDOR RESOURCE & ADMINISTRATIVE MANAGER	33	VENDOR RESOURCE & ADMINISTRATIVE MANAGER	33
COMMUNITY ACTION PROGRAM COORDINATOR	34	COMMUNITY ACTION PROGRAM COORDINATOR	34
CONTRACTORS CERTIFICATION COORDINATOR	34	CONTRACTORS CERTIFICATION COORDINATOR	34
EQUAL EMPLOYMENT COMPLIANCE SPECIALIST II	34	EQUAL EMPLOYMENT COMPLIANCE SPECIALIST II	34
FORENSIC SUPERVISOR	34	FORENSIC SUPERVISOR	34
HEALTH PLANNER II	34	HEALTH PLANNER II	34
HUMAN SERVICES OPERATIONS SUPERVISOR	34	HUMAN SERVICES OPERATIONS SUPERVISOR	34
LICENSED THERAPY COORDINATOR	34	LICENSED THERAPY COORDINATOR	34
MANAGER PROCUREMENT & STORES	34	MANAGER PROCUREMENT & STORES	34
NETWORK ADMINISTRATOR ASSOCIATE	32	NETWORK ADMINISTRATOR ASSOCIATE	34
PARKS COORDINATOR	34	PARKS COORDINATOR	34
PLANNER II	34	PLANNER II	34
PLANNER II	34	PLANNER II	34
PLANNER II	34	PLANNER II	34
PROGRAM EVALUATOR	34	PROGRAM EVALUATOR	34
PROGRAM EVALUATOR	34	PROGRAM EVALUATOR	34
PROGRAMMER	30	PROGRAMMER	34
PROPERTY SPECIALIST	34	PROPERTY SPECIALIST	34
REAL ESTATE SPECIALIST	34	REAL ESTATE SPECIALIST	34
RESIDENTIAL COUNSELING COORDINATOR	34	RESIDENTIAL COUNSELING COORDINATOR	34
RIGHT-OF-WAY SPECIALIST	34	RIGHT-OF-WAY SPECIALIST	34
RYAN WHITE QUALITY MANAGEMENT COORDINATOR	34	RYAN WHITE QUALITY MANAGEMENT COORDINATOR	34
SENIOR SERVICES OPERATIONS SUPERVISOR	34	SENIOR SERVICES OPERATIONS SUPERVISOR	34
SENIOR SERVICES QUALITY ASSURANCE COORDINATOR	34	SENIOR SERVICES QUALITY ASSURANCE COORDINATOR	34
SENIOR ZONING/LANDSCAPE FIELD REPRESENTATIVE	34	SENIOR ZONING/LANDSCAPE FIELD REPRESENTATIVE	34
SITE PLANNER II	34	SITE PLANNER II	34
SPECIAL PROJ COORDINATOR	34	SPECIAL PROJ COORDINATOR	34
SPECIAL PROJ COORDINATOR	34	SPECIAL PROJ COORDINATOR	34
SPECIAL PROJ COORDINATOR	34	SPECIAL PROJ COORDINATOR	34

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Current Title	Current Grade	Proposed Title	Proposed Grade
SPECIAL PROJECTS COORDINATOR	34	SPECIAL PROJECTS COORDINATOR	34
SPECIAL PROJECTS COORDINATOR	34	SPECIAL PROJECTS COORDINATOR	34
SPECIAL PROJECTS COORDINATOR	34	SPECIAL PROJECTS COORDINATOR	34
SPECIAL PROJECTS COORDINATOR	34	SPECIAL PROJECTS COORDINATOR	34
SPECIAL PROJECTS COORDINATOR	34	SPECIAL PROJECTS COORDINATOR	34
SPECIAL PROJECTS COORDINATOR	34	SPECIAL PROJECTS COORDINATOR	34
SPECIAL PROJECTS COORDINATOR	34	SPECIAL PROJECTS COORDINATOR	34
SPECIAL PROJECTS COORDINATOR	34	SPECIAL PROJECTS COORDINATOR	34
SPECIAL PROJECTS COORDINATOR	34	SPECIAL PROJECTS COORDINATOR	34
STAFF AUDITOR	34	STAFF AUDITOR	34
VETERANS SERVICES OFFICER	34	VETERANS SERVICES OFFICER	34
VICTIM SERVICES LICENSED THERAPIST	32	VICTIM SERVICES LICENSED THERAPIST	34
VICTIM SERVICES PROGRAM COORDINATOR	32	VICTIM SERVICES PROGRAM COORDINATOR	34
YOUTH SERVICES COORDINATOR	34	YOUTH SERVICES COORDINATOR	34
ACCOUNTANT	35	ACCOUNTANT	35
ADMINISTRATIVE SERVICES SUPERVISOR	35	ADMINISTRATIVE SERVICES SUPERVISOR	35
ADMINISTRATIVE SVC SUPERVISOR	35	ADMINISTRATIVE SVC SUPERVISOR	35
AQUATIC PROGRAMS COORDINATOR	35	AQUATIC PROGRAMS COORDINATOR	35
ARCHITECTURAL FIELD REPRESENTATIVE I	35	ARCHITECTURAL FIELD REPRESENTATIVE I	35
BUDGET ANALYST I	35	BUDGET ANALYST I	35
BUILDING CONSTRUCTION INSPECTOR III	35	BUILDING CONSTRUCTION INSPECTOR III	35
CHIEF SECURITY SUPERVISOR	35	CHIEF SECURITY SUPERVISOR	35
COLLECTIONS ANALYST	35	COLLECTIONS ANALYST	35
CONSTRUCTION PLANS EXAMINER III	35	CONSTRUCTION PLANS EXAMINER III	35
CONSTRUCTION PROJECT SPECIALIST	35	CONSTRUCTION PROJECT SPECIALIST	35
CONSTRUCTION PROJECT SPECIALIST	35	CONSTRUCTION PROJECT SPECIALIST	35
CURATOR MORIKAMI MUSEUM	35	CURATOR MORIKAMI MUSEUM	35
DESKTOP ADMINISTRATOR	35	DESKTOP ADMINISTRATOR	35
DESKTOP ADMINISTRATOR	35	DESKTOP ADMINISTRATOR	35
ECONOMIC DEVELOPMENT SPECIALIST	35	ECONOMIC DEVELOPMENT SPECIALIST	35
FINANCIAL ANALYST II	35	FINANCIAL ANALYST II	35
FINANCIAL ANALYST II	35	FINANCIAL ANALYST II	35
FINANCIAL ANALYST II	35	FINANCIAL ANALYST II	35
FINANCIAL ANALYST II	35	FINANCIAL ANALYST II	35
FINANCIAL ANALYST II	35	FINANCIAL ANALYST II	35
FINANCIAL ANALYST II	35	FINANCIAL ANALYST II	35
FINANCIAL ANALYST II	35	FINANCIAL ANALYST II	35
FINANCIAL ANALYST II	35	FINANCIAL ANALYST II	35
FINANCIAL ANALYST II	35	FINANCIAL ANALYST II	35
FINANCIAL ANALYST II	35	FINANCIAL ANALYST II	35
FINANCIAL ANALYST II	35	FINANCIAL ANALYST II	35
FINANCIAL ANALYST II	35	FINANCIAL ANALYST II	35
FLEET OPERATIONS SUPERVISOR	35	FLEET OPERATIONS SUPERVISOR	35
GIS ANALYST	35	GIS ANALYST	35
GIS ANALYST	35	GIS ANALYST	35
GRAPHICS MANAGER	35	GRAPHICS MANAGER	35
MAINTENANCE SUPERVISOR	35	MAINTENANCE SUPERVISOR	35
MAINTENANCE SUPERVISOR	35	MAINTENANCE SUPERVISOR	35
MAINTENANCE SUPERVISOR	35	MAINTENANCE SUPERVISOR	35
MAINTENANCE SUPERVISOR	35	MAINTENANCE SUPERVISOR	35
OCCUPATIONAL HEALTH NURSE	35	OCCUPATIONAL HEALTH NURSE	35
PALM TRAN DBE/GRANTS COORDINATOR	35	PALM TRAN DBE/GRANTS COORDINATOR	35
PRODUCTION COORDINATOR	35	PRODUCTION COORDINATOR	35

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Current Title	Current Grade	Proposed Title	Proposed Grade
RECRUITMENT SUPERVISOR	35	RECRUITMENT SUPERVISOR	35
REENTRY PROGRAM COORDINATOR	35	REENTRY PROGRAM COORDINATOR	35
Safety & Training Officer	35	SAFETY & TRAINING OFFICER	35
SECURITY SYSTEMS SUPERVISOR	35	SECURITY SYSTEMS SUPERVISOR	35
SENIOR BUYER	35	SENIOR BUYER	35
SENIOR CRIMINAL JUSTICE ANALYST	35	SENIOR CRIMINAL JUSTICE ANALYST	35
SERVER ADMINISTRATOR	35	SERVER ADMINISTRATOR	35
SERVICE SUPERVISOR	35	SERVICE SUPERVISOR	35
SHOP & PLANT MAINTENANCE SUPERVISOR	35	SHOP & PLANT MAINTENANCE SUPERVISOR	35
SUPERVISOR ELECTRONIC SYSTEMS	35	SUPERVISOR ELECTRONIC SYSTEMS	35
TELECOMMUNICATIONS ADMINISTRATOR	35	TELECOMMUNICATIONS ADMINISTRATOR	35
TRAFFIC SIGNAL SUPERVISOR	35	TRAFFIC SIGNAL SUPERVISOR	35
ANIMAL CARE & CONTROL OPERATIONS MANAGER	36	ANIMAL CARE & CONTROL OPERATIONS MANAGER	36
ASSISTANT AIRPORTS PROPERTIES MANAGER	36	ASSISTANT AIRPORTS PROPERTIES MANAGER	36
CHIEF WATER/WASTEWATER PLANT OPERATOR	36	CHIEF WATER/WASTEWATER PLANT OPERATOR	36
CONSTRUCTION INSPECTIONS COORDINATOR	36	CONSTRUCTION INSPECTIONS COORDINATOR	36
CONSTRUCTION SERVICES COORDINATOR	36	CONSTRUCTION SERVICES COORDINATOR	36
CONTRACT ANALYST	36	CONTRACT ANALYST	36
COORDINATOR - INFORMATION SYSTEMS SERVICES	36	COORDINATOR - INFORMATION SYSTEMS SERVICES	36
DIGITAL MARKETING COORDINATOR	36	DIGITAL MARKETING COORDINATOR	36
LAND SURVEYOR- NON REGISTERED	36	LAND SURVEYOR- NON REGISTERED	36
LIBRARIAN IV	36	LIBRARIAN IV	36
LICENSED FAMILY THERAPIST	32	LICENSED FAMILY THERAPIST	36
MANAGER PUBLIC INFORMATION SERVICES	36	MANAGER PUBLIC INFORMATION SERVICES	36
MANAGER PUBLIC INFORMATION SERVICES	36	MANAGER PUBLIC INFORMATION SERVICES	36
MANAGER PUBLIC INFORMATION SERVICES	36	MANAGER PUBLIC INFORMATION SERVICES	36
MANAGER PUBLIC INFORMATION SERVICES	36	MANAGER PUBLIC INFORMATION SERVICES	36
PARKS DISTRICT MANAGER	34	PARKS DISTRICT MANAGER	36
PARKS RESOURCE SUPERINTENDENT	34	PARKS RESOURCE SUPERINTENDENT	36
REAL ESTATE CONTRACT ANALYST	36	REAL ESTATE CONTRACT ANALYST	36
REAL ESTATE CONTRACT ANALYST	36	REAL ESTATE CONTRACT ANALYST	36
REGULATORY COMPLIANCE/FIELD SUPERVISOR	36	REGULATORY COMPLIANCE/FIELD SUPERVISOR	36
SENIOR ENVIRONMENTAL ANALYST	36	SENIOR ENVIRONMENTAL ANALYST	36
SENIOR ENVIRONMENTAL ANALYST	36	SENIOR ENVIRONMENTAL ANALYST	36
SMALL BUSINESS DEVELOPMENT SPECIALIST II	34	SMALL BUSINESS DEVELOPMENT SPECIALIST II	36
SOFTWARE TRAINING SPECIALIST	34	SOFTWARE TRAINING SPECIALIST	36
SOFTWARE TRAINING SPECIALIST	34	SOFTWARE TRAINING SPECIALIST	36
SYSTEMS ADM II	36	SYSTEMS ADM II	36
SYSTEMS ADMINISTRATOR II	36	SYSTEMS ADMINISTRATOR II	36
SYSTEMS ADMINISTRATOR II	36	SYSTEMS ADMINISTRATOR II	36
SYSTEMS ADMINISTRATOR II	36	SYSTEMS ADMINISTRATOR II	36
SYSTEMS ADMINISTRATOR II	36	SYSTEMS ADMINISTRATOR II	36
SYSTEMS ADMINISTRATOR II	36	SYSTEMS ADMINISTRATOR II	36
SYSTEMS ADMINISTRATOR II	36	SYSTEMS ADMINISTRATOR II	36
SYSTEMS ADMINISTRATOR II	36	SYSTEMS ADMINISTRATOR II	36
SYSTEMS ADMINISTRATOR II	36	SYSTEMS ADMINISTRATOR II	36
SYSTEMS ADMINISTRATOR II	36	SYSTEMS ADMINISTRATOR II	36
SYSTEMS ADMINISTRATOR II	36	SYSTEMS ADMINISTRATOR II	36
TRAINING PROGRAM COORDINATOR	36	TRAINING PROGRAM COORDINATOR	36
UTILITY INSTRUMENTATION COORDINATOR	36	UTILITY INSTRUMENTATION COORDINATOR	36
UTILITY TRAINING PROGRAM COORDINATOR	36	UTILITY TRAINING PROGRAM COORDINATOR	36
ARCHEOLOGIST/COUNTY HISTORIC PRESERVATION OFFICER	37	ARCHEOLOGIST/COUNTY HISTORIC PRESERVATION OFFICER	37
AUDITOR I	37	AUDITOR I	37

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Current Title	Current Grade	Proposed Title	Proposed Grade
DROWNING PREVENTION COALITION MANAGER	37	DROWNING PREVENTION COALITION MANAGER	37
ELECTRONICS SYSTEMS ANALYST	37	ELECTRONICS SYSTEMS ANALYST	37
FACILITIES PROJECT MANAGER	37	FACILITIES PROJECT MANAGER	37
FACILITIES/SYSTEMS PROJECT MANAGER	37	FACILITIES/SYSTEMS PROJECT MANAGER	37
FLEET MANAGEMENT SUPPORT SERVICES SUPERVISOR	37	FLEET MANAGEMENT SUPPORT SERVICES SUPERVISOR	37
LOSS CONTROL SPECIALIST	37	LOSS CONTROL SPECIALIST	37
Maintenance Trainer/Superintendent	37	Maintenance Trainer/Superintendent	37
MANAGER BUSINESS DEVELOPMENT	37	MANAGER BUSINESS DEVELOPMENT	37
Manager, Marketing	37	MANAGER, MARKETING	37
MARKETING MANAGER	37	MARKETING MANAGER	37
PARK RANGER CHIEF	35	PARK RANGER CHIEF	37
PUBLIC ART PROGRAM ADMINISTRATOR	37	PUBLIC ART PROGRAM ADMINISTRATOR	37
SENIOR PROGRAMMER	35	SENIOR PROGRAMMER	37
SENIOR PROGRAMMER	35	SENIOR PROGRAMMER	37
SERVER ADMINISTRATOR II	37	SERVER ADMINISTRATOR II	37
SUPERINTENDENT MAIN.	37	SUPERINTENDENT MAIN.	37
TELECOMMUNICATIONS ADMINISTRATOR II	37	TELECOMMUNICATIONS ADMINISTRATOR II	37
ASSISTANT PUBLIC WORKS SUPERINTENDENT	38	ASSISTANT PUBLIC WORKS SUPERINTENDENT	38
BUDGET ANALYST II	38	BUDGET ANALYST II	38
COASTAL GEOLOGIST	38	COASTAL GEOLOGIST	38
CODES PRODUCT & TRAINING COORDINATOR	38	CODES PRODUCT & TRAINING COORDINATOR	38
CONSTRUCTION PROJECT MANAGER	38	CONSTRUCTION PROJECT MANAGER	38
EMERGENCY MANAGEMENT SPECIALIST II	38	EMERGENCY MANAGEMENT SPECIALIST II	38
HOMELESS PROGRAM & CONTRACT MANAGER	38	HOMELESS PROGRAM & CONTRACT MANAGER	38
HUMAN RESOURCES SPECIALIST IV	38	HUMAN RESOURCES SPECIALIST IV	38
HYDROGEOLOGIST	38	HYDROGEOLOGIST	38
LANDSCAPE ARCHITECT	38	LANDSCAPE ARCHITECT	38
LIBRARIAN V	38	LIBRARIAN V	38
MANAGER ENTERPRISE CENTER	38	MANAGER ENTERPRISE CENTER	38
MANAGER PARKS & RECREATION SUPPORT SERVICES	37	MANAGER PARKS & RECREATION SUPPORT SERVICES	38
MANAGER PARKS SUPPORT SERVICES	37	MANAGER PARKS SUPPORT SERVICES	38
MOBILITY SOFTWARE SPECIALIST/TRAINER	38	MOBILITY SOFTWARE SPECIALIST/TRAINER	38
NETWORK ADMINISTRATOR	35	NETWORK ADMINISTRATOR	38
OPERATIONS & MAINTENANCE SUPERINTENDENT	38	OPERATIONS & MAINTENANCE SUPERINTENDENT	38
ORG DEV COORDINATOR	38	ORG DEV COORDINATOR	38
ORGANIZATIONAL DEVELOPMENT COORDINATOR	38	ORGANIZATIONAL DEVELOPMENT COORDINATOR	38
PERMIT COORDINATOR	38	PERMIT COORDINATOR	38
PROJECT COORDINATOR II	38	PROJECT COORDINATOR II	38
PROJECT COORDINATOR II	38	PROJECT COORDINATOR II	38
PROJECT COORDINATOR II	38	PROJECT COORDINATOR II	38
PURCHASING ADMINISTRATOR	38	PURCHASING ADMINISTRATOR	38
REGULATORY SPECIALIST	38	REGULATORY SPECIALIST	38
REGULATORY SPECIALIST	38	REGULATORY SPECIALIST	38
REGULATORY SPECIALIST	38	REGULATORY SPECIALIST	38
RYAN WHITE PROGRAM MANAGER	38	RYAN WHITE PROGRAM MANAGER	38
SENIOR PROGRAM SPECIALIST	38	SENIOR PROGRAM SPECIALIST	38
STREETSCAPE LANDSCAPING COORDINATOR	38	STREETSCAPE LANDSCAPING COORDINATOR	38
TERRORISM RESPONSE PLANNER	38	TERRORISM RESPONSE PLANNER	38
TRAINING AND ORGANIZATIONAL DEVELOPMENT COORDINATOR	38	TRAINING AND ORGANIZATIONAL DEVELOPMENT COORDINATOR	38
UTILITY FIELD CUSTOMER SERVICE SUPERINTENDENT	38	UTILITY FIELD CUSTOMER SERVICE SUPERINTENDENT	38
UTILITY MAINTENANCE SUPERINTENDENT	38	UTILITY MAINTENANCE SUPERINTENDENT	38
UTILITY REHABILITATION PROJECT COORDINATOR	38	UTILITY REHABILITATION PROJECT COORDINATOR	38
UTILITY SAFETY COORDINATOR	38	UTILITY SAFETY COORDINATOR	38

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Current Title	Current Grade	Proposed Title	Proposed Grade
WATER UTILITIES LANDSCAPING COORDINATOR	38	WATER UTILITIES LANDSCAPING COORDINATOR	38
AGENCY ANALYST PROGRAMMER	37	AGENCY ANALYST PROGRAMMER	39
ANALYST PROGRAMMER	37	ANALYST PROGRAMMER	39
CHIEF ELECTRICAL INSPECTOR	39	CHIEF ELECTRICAL INSPECTOR	39
CHIEF MECHANICAL INSPECTOR	39	CHIEF MECHANICAL INSPECTOR	39
CHIEF STRUCTURAL INSPECTOR	39	CHIEF STRUCTURAL INSPECTOR	39
CODES PRODUCT & TRAINING SUPERVISOR	39	CODES PRODUCT & TRAINING SUPERVISOR	39
CONTRACT MANAGER	39	CONTRACT MANAGER	39
CONTRACT MANAGER	39	CONTRACT MANAGER	39
CONTRACT MANAGER	39	CONTRACT MANAGER	39
CONTRACT MANAGER	39	CONTRACT MANAGER	39
CUSTOMER SERVICE ADMINISTRATOR	39	CUSTOMER SERVICE ADMINISTRATOR	39
ENVIRONMENTAL PROGRAM SUPERVISOR	39	ENVIRONMENTAL PROGRAM SUPERVISOR	39
HUMAN RESOURCES COORDINATOR	39	HUMAN RESOURCES COORDINATOR	39
LAND SURVEYOR - REGISTERED	39	LAND SURVEYOR - REGISTERED	39
MANAGER CRIMINAL JUSTICE PROGRAMS	39	MANAGER CRIMINAL JUSTICE PROGRAMS	39
MANAGER INVENTORY MANAGEMENT & STORES	39	MANAGER INVENTORY MANAGEMENT & STORES	39
MANAGER INVENTORY MANAGEMENT & STORES	39	MANAGER INVENTORY MANAGEMENT & STORES	39
MANAGER SURPLUS ASSETS DISPOSAL PROGRAM	39	MANAGER SURPLUS ASSETS DISPOSAL PROGRAM	39
MANAGER UTILITY CUSTOMER SERVICE - WESTERN COMMUNITIES	39	MANAGER UTILITY CUSTOMER SERVICE - WESTERN COMMUNITIES	39
MANAGER WATER UTILITIES DEPARTMENT SUPPORT SERVICES	39	MANAGER WATER UTILITIES DEPARTMENT SUPPORT SERVICES	39
PARKS OPERATIONS SUPERINTENDENT	38	PARKS OPERATIONS SUPERINTENDENT	39
PROCUREMENT & INVENTORY SYSTEM MANAGER	39	PROCUREMENT & INVENTORY SYSTEM MANAGER	39
SENIOR PLANNER	39	SENIOR PLANNER	39
SENIOR PLANNER	39	SENIOR PLANNER	39
SENIOR PLANNER	39	SENIOR PLANNER	39
SENIOR PLANNER	39	SENIOR PLANNER	39
SENIOR PLANNER	39	SENIOR PLANNER	39
SENIOR PLANNER	39	SENIOR PLANNER	39
SENIOR PLANNER	39	SENIOR PLANNER	39
SENIOR PLANNER	39	SENIOR PLANNER	39
SENIOR SITE PLANNER	39	SENIOR SITE PLANNER	39
SENIOR SITE PLANNER	39	SENIOR SITE PLANNER	39
SENIOR SITE PLANNER	39	SENIOR SITE PLANNER	39
SENIOR TRANSIT PLANNER	39	SENIOR TRANSIT PLANNER	39
SYSTEMS ADMINISTRATOR III	39	SYSTEMS ADMINISTRATOR III	39
SYSTEMS ADMINISTRATOR III	39	SYSTEMS ADMINISTRATOR III	39
SYSTEMS ADMINISTRATOR III	39	SYSTEMS ADMINISTRATOR III	39
SYSTEMS ADMINISTRATOR III	39	SYSTEMS ADMINISTRATOR III	39
TECHNICAL SERVICES COORDINATOR	39	TECHNICAL SERVICES COORDINATOR	39
WASTEWATER PLANT SUPERINTENDENT	39	WASTEWATER PLANT SUPERINTENDENT	39
WATER PLANT SUPERINTENDENT	39	WATER PLANT SUPERINTENDENT	39
WUD ADMINISTRATIVE SERVICES COORDINATOR	39	WUD ADMINISTRATIVE SERVICES COORDINATOR	39
911 PLANNING COORDINATOR	40	911 PLANNING COORDINATOR	40
AIRPORTS COMPLIANCE MANAGER	40	AIRPORTS COMPLIANCE MANAGER	40
AIRPORTS PROPERTIES MANAGER	40	AIRPORTS PROPERTIES MANAGER	40
ASST MGR, OPERATIONS	40	ASST MGR, OPERATIONS	40
AUDITOR II	40	AUDITOR II	40
BUDGET ANALYST III	40	BUDGET ANALYST III	40
CHIEF BROADCAST FACILITIES COORDINATOR	40	CHIEF BROADCAST FACILITIES COORDINATOR	40
CHIEF CONSTRUCTION COORDINATOR	40	CHIEF CONSTRUCTION COORDINATOR	40
CURATOR/DIRECTOR MOUNTS BOTANICAL GARDENS	40	CURATOR/DIRECTOR MOUNTS BOTANICAL GARDENS	40
ECONOMIC DEVELOPMENT ANALYST	40	ECONOMIC DEVELOPMENT ANALYST	40

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Pay Grade Assignments

Current Title	Current Grade	Proposed Title	Proposed Grade
ECONOMIC SUSTAINABILITY BUSINESS COORDINATOR	40	ECONOMIC SUSTAINABILITY BUSINESS COORDINATOR	40
EMERGENCY PROGRAM COORDINATOR	40	EMERGENCY PROGRAM COORDINATOR	40
FINANCIAL ANALYST III	40	FINANCIAL ANALYST III	40
FINANCIAL ANALYST III	40	FINANCIAL ANALYST III	40
FINANCIAL ANALYST III	40	FINANCIAL ANALYST III	40
FINANCIAL ANALYST III	40	FINANCIAL ANALYST III	40
FINANCIAL ANALYST III	40	FINANCIAL ANALYST III	40
FINANCIAL ANALYST III	40	FINANCIAL ANALYST III	40
FINANCIAL ANALYST III	40	FINANCIAL ANALYST III	40
FINANCIAL ANALYST III	40	FINANCIAL ANALYST III	40
FINANCIAL ANALYST III	40	FINANCIAL ANALYST III	40
FIRE RESCUE PAYROLL & LTD COORDINATOR	40	FIRE RESCUE PAYROLL & LTD COORDINATOR	40
INDUSTRIAL HYGIENIST	40	INDUSTRIAL HYGIENIST	40
INFORMATION TECHNOLOGY PROJECT MANAGER	40	INFORMATION TECHNOLOGY PROJECT MANAGER	40
LABORATORY MANAGER	40	LABORATORY MANAGER	40
MANAGER DIGITAL MARKETING & COMMUNICATIONS	40	MANAGER DIGITAL MARKETING & COMMUNICATIONS	40
MANAGER OF GOVERNMENTAL AFFAI	40	MANAGER OF GOVERNMENTAL AFFAI	40
MANAGER OF GOVERNMENTAL AFFAIRS	40	MANAGER OF GOVERNMENTAL AFFAIRS	40
MANAGER PLANNING & EVALUATION	40	MANAGER PLANNING & EVALUATION	40
NETWORK ADMINISTRATOR II	37	NETWORK ADMINISTRATOR II	40
PROGRAM MANAGER	40	PROGRAM MANAGER	40
RECREATION PROGRAMS SUPERVISOR	40	RECREATION PROGRAMS SUPERVISOR	40
RESIDENTIAL NURSE MANAGER	40	RESIDENTIAL NURSE MANAGER	40
SENIOR IT SECURITY ANALYST	40	SENIOR IT SECURITY ANALYST	40
SENIOR LOSS CONTROL SPECIALIST	40	SENIOR LOSS CONTROL SPECIALIST	40
SENIOR SERVER ADMINISTRATOR	40	SENIOR SERVER ADMINISTRATOR	40
SENIOR STRATEGIC PLANNING PERFORMANCE ANALYST	40	SENIOR STRATEGIC PLANNING PERFORMANCE ANALYST	40
SEXUAL ASSAULT NURSE EXAMINER (SANE) PROGRAM COORDINATOR	40	SEXUAL ASSAULT NURSE EXAMINER (SANE) PROGRAM COORDINATOR	40
SMALL BUSINESS DEVELOPMENT MANAGER	37	SMALL BUSINESS DEVELOPMENT MANAGER	40
SPACE & INTERIOR PLANNER	40	SPACE & INTERIOR PLANNER	40
Training and Technical Specialist	40	TRAINING AND TECHNICAL SPECIALIST	40
Training and Technical Specialist	40	Training and Technical Specialist	40
ASSISTANT DEPUTY OF INSPECTIONS	41	ASSISTANT DEPUTY OF INSPECTIONS	41
ASSISTANT DEPUTY OF LARGE PROJECTS	41	ASSISTANT DEPUTY OF LARGE PROJECTS	41
ASSISTANT DEPUTY OF PLAN REVIEW	41	ASSISTANT DEPUTY OF PLAN REVIEW	41
MANAGER EDUCATION & GOVERNMENT STATION	41	MANAGER EDUCATION & GOVERNMENT STATION	41
MANAGER EQUAL EMPLOYMENT OFFICE/FAIR HOUSING	41	MANAGER EQUAL EMPLOYMENT OFFICE/FAIR HOUSING	41
PRINCIPAL PLANNER	41	PRINCIPAL PLANNER	41
PRINCIPAL PLANNER	41	PRINCIPAL PLANNER	41
PRINCIPAL PLANNER	41	PRINCIPAL PLANNER	41
PRINCIPAL PLANNER	41	PRINCIPAL PLANNER	41
PRINCIPAL SITE PLANNER	41	PRINCIPAL SITE PLANNER	41
PUBLIC WORKS SUPERINTENDENT	41	PUBLIC WORKS SUPERINTENDENT	41
RESEARCH & PLANNING MANAGER	41	RESEARCH & PLANNING MANAGER	41
SENIOR HYDROGEOLOGIST	41	SENIOR HYDROGEOLOGIST	41
SENIOR HYDROGEOLOGIST	41	SENIOR HYDROGEOLOGIST	41
TRAFFIC OPERATIONS SUPERINTENDENT	41	TRAFFIC OPERATIONS SUPERINTENDENT	41
AGENCY CONSULTANT	42	AGENCY CONSULTANT	42
AIRPORTS FACILITIES MANAGER	42	AIRPORTS FACILITIES MANAGER	42
AIRPORTS SECURITY MANAGER	42	AIRPORTS SECURITY MANAGER	42
AQUATICS SUPERVISOR	42	AQUATICS SUPERVISOR	42
BROADCAST NETWORK ADMINISTRATOR	40	BROADCAST NETWORK ADMINISTRATOR	42
BUDGET MANAGER	42	BUDGET MANAGER	42

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Current Title	Current Grade	Proposed Title	Proposed Grade
COLLECTIONS COORDINATOR	42	COLLECTIONS COORDINATOR	42
ELECTRONICS SYSTEMS PLANNER	42	ELECTRONICS SYSTEMS PLANNER	42
EMPLOYEE ASSISTANCE PROGRAM MANAGER	42	EMPLOYEE ASSISTANCE PROGRAM MANAGER	42
FACILITIES MANAGER	42	FACILITIES MANAGER	42
FISCAL MANAGER I	42	FISCAL MANAGER I	42
FISCAL MANAGER I	42	FISCAL MANAGER I	42
FISCAL MANAGER I	42	FISCAL MANAGER I	42
FISCAL MANAGER I	42	FISCAL MANAGER I	42
FISCAL MANAGER I	42	FISCAL MANAGER I	42
FISCAL MANAGER I	42	FISCAL MANAGER I	42
FISCAL MANAGER I	42	FISCAL MANAGER I	42
FISCAL MANAGER I	42	FISCAL MANAGER I	42
G & C PROJECT ANALYST	42	G & C PROJECT ANALYST	42
GRANTS & CAPITAL PROJECT ANALYST	42	GRANTS & CAPITAL PROJECT ANALYST	42
GROUP INSURANCE MANAGER	42	GROUP INSURANCE MANAGER	42
MANAGER	42	MANAGER	42
MANAGER	42	MANAGER	42
MANAGER CAPITAL PROJECTS	42	MANAGER CAPITAL PROJECTS	42
MANAGER COURT SERVICES	42	MANAGER COURT SERVICES	42
MANAGER ELECTRONIC SYSTEMS	42	MANAGER ELECTRONIC SYSTEMS	42
MANAGER FIRE & INTRUSION ALARM SYSTEMS	42	MANAGER FIRE & INTRUSION ALARM SYSTEMS	42
MANAGER FIRE RESCUE CAPITAL PROJECTS	42	MANAGER FIRE RESCUE CAPITAL PROJECTS	42
MANAGER JUVENILE COURT SERVICES	42	MANAGER JUVENILE COURT SERVICES	42
MANAGER LAND SURVEY	42	MANAGER LAND SURVEY	42
MANAGER NOISE ABATEMENT/COMMUNITY AFFAIRS	42	MANAGER NOISE ABATEMENT/COMMUNITY AFFAIRS	42
MANAGER OCCUPATIONAL HEALTH	42	MANAGER OCCUPATIONAL HEALTH	42
MANAGER STREETSCAPE	42	MANAGER STREETSCAPE	42
MANAGER WORKERS COMPENSATION	42	MANAGER WORKERS COMPENSATION	42
Operations Manager	42	Operations Manager	42
OPS MGR PT CONNECTION	42	OPS MGR PT CONNECTION	42
PROCUREMENT MANAGER	42	PROCUREMENT MANAGER	42
PROPERTY & CASUALTY INSURANCE & CLAIMS MANAGER	42	PROPERTY & CASUALTY INSURANCE & CLAIMS MANAGER	42
PSYCHOLOGIST	42	PSYCHOLOGIST	42
PSYCHOLOGIST	42	PSYCHOLOGIST	42
PURCHASING MANAGER	42	PURCHASING MANAGER	42
RADIO SYSTEM MANAGER	42	RADIO SYSTEM MANAGER	42
RIGHT-OF-WAY MANAGER	42	RIGHT-OF-WAY MANAGER	42
SECURITY MANAGER	42	SECURITY MANAGER	42
SECURITY OPERATIONS MANAGER	42	SECURITY OPERATIONS MANAGER	42
SENIOR ANALYST PROGRAMMER	40	SENIOR ANALYST PROGRAMMER	42
SENIOR ANALYST PROGRAMMER	40	SENIOR ANALYST PROGRAMMER	42
SENIOR NETWORK ADMINISTRATOR	40	SENIOR NETWORK ADMINISTRATOR	42
SENIOR PROGRAM MANAGER	42	SENIOR PROGRAM MANAGER	42
SENIOR PROGRAM MANAGER - SUBSTANCE ABUSE	42	SENIOR PROGRAM MANAGER - SUBSTANCE ABUSE	42
SUPERVISOR SPECIAL FACILITIES	42	SUPERVISOR SPECIAL FACILITIES	42
ZONING MANAGER	42	ZONING MANAGER	42
ADMINISTRATOR MORIKAMI PARK	42	ADMINISTRATOR MORIKAMI PARK	43
DATABASE ARCHITECTURE ANALYST	43	DATABASE ARCHITECTURE ANALYST	43
HUMAN RESOURCE MANAGER	43	HUMAN RESOURCE MANAGER	43
MANAGER UTILITY CUSTOMER SERVICE	43	MANAGER UTILITY CUSTOMER SERVICE	43
ORG DEV MANAGER	43	ORG DEV MANAGER	43
ORGANIZATIONAL DEVELOPMENT MANAGER	43	ORGANIZATIONAL DEVELOPMENT MANAGER	43
PARKS DISTRICT OPERATIONS SUPERINTENDENT	42	PARKS DISTRICT OPERATIONS SUPERINTENDENT	43

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Current Title	Current Grade	Proposed Title	Proposed Grade
EXECUTIVE DIRECTOR HOMELESS COALITION	39	PROGRAM DIRECTOR	43
EXECUTIVE DIRECTOR PBC LEGIS DELEGATION/LEGIS AFF LIAISON	43	PROGRAM DIRECTOR	43
REVENUE ADMINISTRATOR	43	REVENUE ADMINISTRATOR	43
SENIOR AUDITOR	43	SENIOR AUDITOR	43
SENIOR DATABASE ADMINISTRATOR	43	SENIOR DATABASE ADMINISTRATOR	43
SENIOR MANAGER EMERGENCY MANAGEMENT PROGRAMS	43	SENIOR MANAGER EMERGENCY MANAGEMENT PROGRAMS	43
SYSTEMS INTEGRATOR	43	SYSTEMS INTEGRATOR	43
WATER UTILITIES ASSET MANAGER	43	WATER UTILITIES ASSET MANAGER	43
FIXED ASSETS MANAGER	44	FIXED ASSETS MANAGER	44
MANAGER LOSS CONTROL	44	MANAGER LOSS CONTROL	44
MANAGER PROPERTY MANAGEMENT	44	MANAGER PROPERTY MANAGEMENT	44
Manager, Transit Planning	44	MANAGER, TRANSIT PLANNING	44
VICTIM SERVICES PROGRAM MANAGER	42	VICTIM SERVICES PROGRAM MANAGER	44
AGRICULTURAL ECONOMIC DEVELOPMENT COORDINATOR	45	AGRICULTURAL ECONOMIC DEVELOPMENT COORDINATOR	45
CHIEF CLINICAL SERVICES EDUCATION & TRAINING	45	CHIEF CLINICAL SERVICES EDUCATION & TRAINING	45
CHIEF COMMUNITY BASED CLINICAL SERVICES	45	CHIEF COMMUNITY BASED CLINICAL SERVICES	45
CHIEF PLANNER	45	CHIEF PLANNER	45
CHIEF RESIDENTIAL CLINICAL SERVICES	45	CHIEF RESIDENTIAL CLINICAL SERVICES	45
GOLF COURSE MANAGER	45	GOLF COURSE MANAGER	45
PROFESSIONAL ENGINEER	45	PROFESSIONAL ENGINEER	45
PROFESSIONAL ENGINEER	45	PROFESSIONAL ENGINEER	45
PROFESSIONAL ENGINEER	45	PROFESSIONAL ENGINEER	45
COUNTY WIDE GIS COORDINATOR	46	COUNTY WIDE GIS COORDINATOR	46
DEPUTY BUILDING OFFICIAL	46	DEPUTY BUILDING OFFICIAL	46
ECONOMIC SUSTAINABILITY SPECIAL PROJECTS MANAGER	46	ECONOMIC SUSTAINABILITY SPECIAL PROJECTS MANAGER	46
ENVIRONMENTAL MANAGER	46	ENVIRONMENTAL MANAGER	46
FISCAL MANAGER II	46	FISCAL MANAGER II	46
FISCAL MANAGER II	46	FISCAL MANAGER II	46
FISCAL MANAGER II	46	FISCAL MANAGER II	46
FISCAL MANAGER II	46	FISCAL MANAGER II	46
GOLF OPERATIONS SUPERVISOR	46	GOLF OPERATIONS SUPERVISOR	46
HOUSING LIAISON	46	HOUSING LIAISON	46
IMPACT FEE MANAGER	46	IMPACT FEE MANAGER	46
INFORMATION TECHNOLOGY MANAGER	46	INFORMATION TECHNOLOGY MANAGER	46
INFORMATION TECHNOLOGY MANAGER	46	INFORMATION TECHNOLOGY MANAGER	46
INFORMATION TECHNOLOGY MANAGER	46	INFORMATION TECHNOLOGY MANAGER	46
INTERNAL AUDIT MANAGER	46	INTERNAL AUDIT MANAGER	46
IT MANAGER	46	IT MANAGER	46
MANAGER BUSINESS & ECONOMIC DEVELOPMENT	46	MANAGER BUSINESS & ECONOMIC DEVELOPMENT	46
MANAGER BUSINESS COMPLIANCE & SERVICES	46	MANAGER BUSINESS COMPLIANCE & SERVICES	46
MANAGER COMPENSATION & RECORDS	44	MANAGER COMPENSATION & RECORDS	46
MANAGER CONSUMER AFFAIRS	46	MANAGER CONSUMER AFFAIRS	46
MANAGER FAIR EMPLOYMENT PROGRAMS	44	MANAGER FAIR EMPLOYMENT PROGRAMS	46
MANAGER OF PERFORMANCE MANAGEMENT	46	MANAGER OF PERFORMANCE MANAGEMENT	46
MANAGER RECRUITMENT & SELECTION	44	MANAGER RECRUITMENT & SELECTION	46
MANAGER, OPERATIONS	46	MANAGER, OPERATIONS	46
PALM TRAN MAINTENANCE MANAGER	46	PALM TRAN MAINTENANCE MANAGER	46
SENIOR MANAGER	46	SENIOR MANAGER	46
SENIOR MANAGER	46	SENIOR MANAGER	46
SENIOR MANAGER OF PARATRANSIT	46	SENIOR MANAGER OF PARATRANSIT	46
SENIOR MANAGER OF PR	46	SENIOR MANAGER OF PR	46
SENIOR MANAGER OF PUBLIC RELATIONS	46	SENIOR MANAGER OF PUBLIC RELATIONS	46
SENIOR MANAGER OF SAFETY/TRAINING & COMPLIANCE	46	SENIOR MANAGER OF SAFETY/TRAINING & COMPLIANCE	46

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Current Title	Current Grade	Proposed Title	Proposed Grade
SENIOR MANAGER, GOVERNMENTAL AFFAIRS/EEO OFFICER	46	SENIOR MANAGER, GOVERNMENTAL AFFAIRS/EEO OFFICER	46
SENIOR REGISTERED ARCHITECT	46	SENIOR REGISTERED ARCHITECT	46
SR MGR OF PARATRANSIT	46	SR MGR OF PARATRANSIT	46
UTILITIES OPERATIONS & MAINTENANCE MANAGER	46	UTILITIES OPERATIONS & MAINTENANCE MANAGER	46
WATER RECLAMATION PLANTS O & M MANAGER	46	WATER RECLAMATION PLANTS O & M MANAGER	46
WATER SUPPLY POLICY & LEGISLATION MANAGER	46	WATER SUPPLY POLICY & LEGISLATION MANAGER	46
VETERINARIAN	47	VETERINARIAN	47
ASSISTANT COUNTY ATTORNEY I	0	ASSISTANT COUNTY ATTORNEY I	48
MANAGER REGULATORY COMPLIANCE	48	MANAGER REGULATORY COMPLIANCE	48
SENIOR PROFESSIONAL ENGINEER	48	SENIOR PROFESSIONAL ENGINEER	48
SENIOR PROFESSIONAL ENGINEER	48	SENIOR PROFESSIONAL ENGINEER	48
SENIOR PROFESSIONAL ENGINEER	48	SENIOR PROFESSIONAL ENGINEER	48
EXECUTIVE SENIOR MANAGER OF HUMAN RESOURCES	49	EXECUTIVE SENIOR MANAGER OF HUMAN RESOURCES	49
MANAGER TRAFFIC ENGINEERING OPERATIONS	49	MANAGER TRAFFIC ENGINEERING OPERATIONS	49
MANAGER TRAFFIC SIGNAL SYSTEM	49	MANAGER TRAFFIC SIGNAL SYSTEM	49
SYSTEMS ARCHITECTURE ANALYST	49	SYSTEMS ARCHITECTURE ANALYST	49
SYSTEMS ARCHITECTURE ANALYST	49	SYSTEMS ARCHITECTURE ANALYST	49
ASSOCIATE MEDICAL EXAMINER	0	ASSOCIATE MEDICAL EXAMINER	-
COUNTY ATTORNEY	0	COUNTY ATTORNEY	-
EXTENSION AGENT	0	EXTENSION AGENT	-
EXTENSION AGENT I	0	EXTENSION AGENT I	-
EXTENSION AGENT IV	0	EXTENSION AGENT IV	-
MEDICAL EXAMINER	0	MEDICAL EXAMINER	-
AIRPORTS OPERATIONS MANAGER	E01	AIRPORTS OPERATIONS MANAGER	E01
DEBT MANAGER	E01	DEBT MANAGER	E01
ASSISTANT DIRECTOR ROAD & BRIDGE	E01	DIVISION DIRECTOR I	E01
DIRECTOR AIR SERVICE DEVELOPMENT	E01	DIVISION DIRECTOR I	E01
DIRECTOR AIRPORTS COMPLIANCE	E01	DIVISION DIRECTOR I	E01
DIRECTOR AIRPORTS MAINTENANCE	E01	DIVISION DIRECTOR I	E01
DIRECTOR AIRPORTS MARKETING	E01	DIVISION DIRECTOR I	E01
DIRECTOR AIRPORTS PROPERTIES	E01	DIVISION DIRECTOR I	E01
DIRECTOR CONTRACTORS CERTIFICATION	E01	DIVISION DIRECTOR I	E01
DIRECTOR MOSQUITO CONTROL	E01	DIVISION DIRECTOR I	E01
DIRECTOR PARKS PLANNING, RESEARCH & DEVELOPMENT	E01	DIVISION DIRECTOR I	E01
PURCHASING ADMINISTRATIVE PROJECT COORDINATOR	E01	PURCHASING ADMINISTRATIVE PROJECT COORDINATOR	E01
BUSINESS & COMMUNITY AGREEMENTS MANAGER	E02	BUSINESS & COMMUNITY AGREEMENTS MANAGER	E02
COURT CHIEF INFORMATION OFFICER	E02	COURT CHIEF INFORMATION OFFICER	E02
911 PROGRAM DIRECTOR	E02	DIVISION DIRECTOR II	E02
ASSISTANT DIRECTOR BUDGET	E02	DIVISION DIRECTOR II	E02
ASSISTANT DIRECTOR ELECTRONIC SERVICES & SECURITY	E02	DIVISION DIRECTOR II	E02
ASSISTANT DIRECTOR FACILITIES MANAGEMENT	E02	DIVISION DIRECTOR II	E02
ASSISTANT DIRECTOR FINANCE & ADMINISTRATION	E02	DIVISION DIRECTOR II	E02
ASSISTANT DIRECTOR FLEET MANAGEMENT	E02	DIVISION DIRECTOR II	E02
ASSISTANT DIRECTOR LAND DEVELOPMENT	E02	DIVISION DIRECTOR II	E02
DEPUTY DIRECTOR PLANNING	E02	DIVISION DIRECTOR II	E02
DEPUTY DIRECTOR PUBLIC AFFAIRS	E02	DIVISION DIRECTOR II	E02
DEPUTY DIRECTOR ZONING	E02	DIVISION DIRECTOR II	E02
DIRECTOR ADMINISTRATIVE SERVICES	E02	DIVISION DIRECTOR II	E02
DIRECTOR AIRPORTS PLANNING	E02	DIVISION DIRECTOR II	E02
DIRECTOR CODE ENFORCEMENT	E02	DIVISION DIRECTOR II	E02
DIRECTOR FINANCE & ADMINISTRATIVE SERVICES	E02	DIVISION DIRECTOR II	E02
DIRECTOR FINANCE & ADMINISTRATIVE SERVICES	E02	DIVISION DIRECTOR II	E02
DIRECTOR FINANCE & PLANNING	E02	DIVISION DIRECTOR II	E02

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DIRECTOR FINANCE, CONTRACTING & ADMINISTRATIVE SERVICES	E02	DIVISION DIRECTOR II	E02
DIRECTOR FINANCIAL & SUPPORT SERVICES	E02	DIVISION DIRECTOR II	E02
DIRECTOR LIBRARY FINANCE & ADMINISTRATION	E02	DIVISION DIRECTOR II	E02
DIRECTOR LIBRARY INFORMATION TECHNOLOGY DIVISION	E02	DIVISION DIRECTOR II	E02
DIRECTOR OF AIRPORTS OPERATIONS	E02	DIVISION DIRECTOR II	E02
DIRECTOR OFFICE OF COMMUNITY REVITALIZATION	E02	DIVISION DIRECTOR II	E02
DIRECTOR OFFICE OF RESILIENCE	E02	DIVISION DIRECTOR II	E02
DIRECTOR OFFICE OF SMALL BUSINESS ASSISTANCE	E02	DIVISION DIRECTOR II	E02
DIRECTOR OPERATIONS & EXTERNAL AFFAIRS	E02	DIVISION DIRECTOR II	E02
DIRECTOR OUTREACH & COMMUNITY PROGRAMMING	E02	DIVISION DIRECTOR II	E02
DIRECTOR PARKS FINANCIAL & SUPPORT SERVICES	E02	DIVISION DIRECTOR II	E02
DIRECTOR SYSTEM SERVICES	E02	DIVISION DIRECTOR II	E02
EXECUTIVE ASSISTANT TO FIRE RESCUE ADMINISTRATOR	E02	FIRE RESCUE EXECUTIVE ASSISTANT	E02
MANAGER CAPITAL, REAL ESTATE & INSPECTION SERVICES	E02	MANAGER CAPITAL, REAL ESTATE & INSPECTION SERVICES	E02
MANAGER MORTGAGE AND HOUSING ASSISTANCE	E02	MANAGER MORTGAGE AND HOUSING ASSISTANCE	E02
PROJECT MANAGER	E02	PROJECT MANAGER	E02
PROJECT MANAGER	E02	PROJECT MANAGER	E02
PROJECT MANAGER	E02	PROJECT MANAGER	E02
ASSISTANT COUNTY ATTORNEY II	0	ASSISTANT COUNTY ATTORNEY II	E03
ASSISTANT DIRECTOR HUMAN RESOURCES	E03	DIVISION DIRECTOR III	E03
ASSISTANT DIRECTOR PURCHASING	E03	DIVISION DIRECTOR III	E03
ASSISTANT DIRECTOR ROADWAY PRODUCTION	E03	DIVISION DIRECTOR III	E03
ASSISTANT DIRECTOR TRAFFIC ENGINEERING	E03	DIVISION DIRECTOR III	E03
DEPUTY DIRECTOR FIXED ROUTE OPERATIONS	E03	DIVISION DIRECTOR III	E03
DIRECTOR ADMINISTRATIVE SERVICES PALM TRAN	E03	DIVISION DIRECTOR III	E03
DIRECTOR ANIMAL CARE & CONTROL	E03	DIVISION DIRECTOR III	E03
DIRECTOR AQUATICS	E03	DIVISION DIRECTOR III	E03
DIRECTOR BRANCH PUBLIC SERVICE DIVISION	E03	DIVISION DIRECTOR III	E03
DIRECTOR CONSTRUCTION COORDINATION	E03	DIVISION DIRECTOR III	E03
DIRECTOR CONSUMER AFFAIRS	E03	DIVISION DIRECTOR III	E03
DIRECTOR CONTRACT DEVELOPMENT & CONTROL	E03	DIVISION DIRECTOR III	E03
DIRECTOR CONTRACT DEVELOPMENT AND QUALITY CONTROL	E03	DIVISION DIRECTOR III	E03
DIRECTOR EMERGENCY MANAGEMENT	E03	DIVISION DIRECTOR III	E03
DIRECTOR FIRE RESCUE FLEET MAINTENANCE	E03	DIVISION DIRECTOR III	E03
DIRECTOR HUMAN SERVICES	E03	DIVISION DIRECTOR III	E03
DIRECTOR INTERGOVERNMENTAL AFFAIRS & COMMUNITY ENGAGEMENT	E03	DIVISION DIRECTOR III	E03
DIRECTOR INTERGOVERNMENTAL AFFAIRS & COMMUNITY ENGAGEMENT	E03	DIVISION DIRECTOR III	E03
DIRECTOR JUSTICE & VICTIM SERVICES	E03	DIVISION DIRECTOR III	E03
DIRECTOR JUSTICE SERVICES	E03	DIVISION DIRECTOR III	E03
DIRECTOR LEGISLATIVE AFFAIRS	E03	DIVISION DIRECTOR III	E03
DIRECTOR OF SUPPORT SERVICES PALM TRAN	E03	DIVISION DIRECTOR III	E03
DIRECTOR PARKS OPERATIONS	E03	DIVISION DIRECTOR III	E03
DIRECTOR PLANNING, ZONING & BUILDING ADMINISTRATION	E03	DIVISION DIRECTOR III	E03
DIRECTOR RECREATION SERVICES	E03	DIVISION DIRECTOR III	E03
DIRECTOR RESIDENTIAL TREATMENT & FAMILY COUNSELING	E03	DIVISION DIRECTOR III	E03
DIRECTOR ROAD & BRIDGE	E03	DIVISION DIRECTOR III	E03
DIRECTOR SENIOR SERVICES	E03	DIVISION DIRECTOR III	E03
DIRECTOR SPECIAL FACILITIES	E03	DIVISION DIRECTOR III	E03
ASSISTANT FIRE MARSHAL	E04	ASSISTANT FIRE MARSHAL	E04
ASSISTANT DIRECTOR COMMUNITY SERVICES	E04	DIVISION DIRECTOR IV	E04
ASSISTANT DIRECTOR LIBRARY	E04	DIVISION DIRECTOR IV	E04
DIRECTOR APPLICATION SERVICES	E04	DIVISION DIRECTOR IV	E04
DIRECTOR BUILDING	E04	DIVISION DIRECTOR IV	E04

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DIRECTOR ELECTRONIC SERVICES & SECURITY	E04	DIVISION DIRECTOR IV	E04
DIRECTOR ENVIRONMENTAL	E04	DIVISION DIRECTOR IV	E04
DIRECTOR FACILITIES DEVELOPMENT & OPERATIONS STRATEGIC PLANNING	E04	DIVISION DIRECTOR IV	E04
DIRECTOR FACILITIES MANAGEMENT	E04	DIVISION DIRECTOR IV	E04
DIRECTOR FD&O BUSINESS OPERATIONS	E04	DIVISION DIRECTOR IV	E04
DIRECTOR FINANCE & ADMINISTRATION	E04	DIVISION DIRECTOR IV	E04
DIRECTOR FINANCE & ENVIRONMENTAL SUPPORT SERVICES	E04	DIVISION DIRECTOR IV	E04
DIRECTOR FLEET MANAGEMENT	E04	DIVISION DIRECTOR IV	E04
DIRECTOR LAND DEVELOPMENT	E04	DIVISION DIRECTOR IV	E04
DIRECTOR NETWORK SERVICES DIVISION	E04	DIVISION DIRECTOR IV	E04
DIRECTOR PROPERTY & REAL ESTATE MANAGEMENT	E04	DIVISION DIRECTOR IV	E04
DIRECTOR UTILITIES ENGINEERING	E04	DIVISION DIRECTOR IV	E04
DIRECTOR UTILITY CUSTOMER SERVICE	E04	DIVISION DIRECTOR IV	E04
DIRECTOR UTILITY MAINTENANCE	E04	DIVISION DIRECTOR IV	E04
DIRECTOR UTILITY OPERATIONS	E04	DIVISION DIRECTOR IV	E04
DIRECTOR ZONING	E04	DIVISION DIRECTOR IV	E04
ASSISTANT COUNTY ATTORNEY III	0	ASSISTANT COUNTY ATTORNEY III	E05
ASSISTANT COUNTY ENGINEER	E05	ASSISTANT COUNTY ENGINEER	E05
COUNTY WATER RESOURCES MANAGER	E05	COUNTY WATER RESOURCES MANAGER	E05
DIVISION CHIEF	E05	DIVISION CHIEF	E05
ASSISTANT DIRECTOR PARKS & RECREATION	E05	DIVISION DIRECTOR V	E05
DEPUTY DIRECTOR AIRPORTS BUSINESS AFFAIRS	E05	DIVISION DIRECTOR V	E05
DEPUTY DIRECTOR AIRPORTS FINANCE & ADMIN	E05	DIVISION DIRECTOR V	E05
DEPUTY DIRECTOR AIRPORTS OPERATIONS & MAINTENANCE	E05	DIVISION DIRECTOR V	E05
DEPUTY DIRECTOR AIRPORTS PLANNING & COMMUNITY AFFAIRS	E05	DIVISION DIRECTOR V	E05
DEPUTY DIRECTOR AIRPORTS REAL ESTATE & CONCESSIONS	E05	DIVISION DIRECTOR V	E05
DEPUTY DIRECTOR AIRPORTS/DEVELOPMENT	E05	DIVISION DIRECTOR V	E05
DEPUTY DIRECTOR ECONOMIC SUSTAINABILITY	E05	DIVISION DIRECTOR V	E05
DEPUTY DIRECTOR ENVIRONMENTAL RESOURCES MANAGEMENT	E05	DIVISION DIRECTOR V	E05
DIRECTOR EQUAL OPPORTUNITY	E05	DIVISION DIRECTOR V	E05
DIRECTOR METROPOLITAN PLANNING & ORGANIZATION	E05	DIVISION DIRECTOR V	E05
DIRECTOR PLANNING	E05	DIVISION DIRECTOR V	E05
DIRECTOR ROADWAY PRODUCTION	E05	DIVISION DIRECTOR V	E05
DIRECTOR TOURIST DEVELOPMENT	E05	DIVISION DIRECTOR V	E05
DIRECTOR TRAFFIC ENGINEERING	E05	DIVISION DIRECTOR V	E05
EXECUTIVE DIRECTOR CRIMINAL JUSTICE COMMISSION	E05	DIVISION DIRECTOR V	E05
UTILITIES ASSISTANT DIRECTOR OPERATIONS & MAINTENANCE	E05	DIVISION DIRECTOR V	E05
DEPUTY CHIEF	E06	DEPUTY CHIEF	E06
DEPUTY CHIEF INFORMATION OFFICER	E06	DEPUTY CHIEF INFORMATION OFFICER	E06
DEPUTY DIRECTOR PLANNING, ZONING AND BUILDING	E06	DIRECTOR I	E06
DEPUTY DIRECTOR WATER UTILITIES	E06	DIRECTOR I	E06
DIRECTOR BUDGET	E06	DIRECTOR I	E06
DIRECTOR CAPITAL IMPROVEMENTS	E06	DIRECTOR I	E06
DIRECTOR COUNTY EXTENSION SERVICE	E06	DIRECTOR I	E06
DIRECTOR FACILITIES OPERATIONS	E06	DIRECTOR I	E06
DIRECTOR FINANCIAL MANAGEMENT	E06	DIRECTOR I	E06
DIRECTOR HOUSING & ECONOMIC SUSTAINABILITY	E06	DIRECTOR I	E06
DIRECTOR HUMAN RESOURCES	E06	DIRECTOR I	E06
DIRECTOR PUBLIC AFFAIRS	E06	DIRECTOR I	E06
DIRECTOR PURCHASING	E06	DIRECTOR I	E06
DIRECTOR RISK MANAGEMENT	E06	DIRECTOR I	E06
DIRECTOR STRATEGIC PLANNING & PERFORMANCE MANAGEMENT	E06	DIRECTOR I	E06
INTERNAL AUDITOR	0	INTERNAL AUDITOR	E06

Appendix I
Pay Grade Assignments

Current Title	Current Grade	Proposed Title	Proposed Grade
SENIOR ASSISTANT COUNTY ATTORNEY	0	SENIOR ASSISTANT COUNTY ATTORNEY	E06
DEPUTY DIRECTOR FACILITIES DEVELOPMENT & OPERATIONS	E07	DIRECTOR II	E07
DIRECTOR COMMUNITY SERVICES	E07	DIRECTOR II	E07
DIRECTOR ENVIRONMENTAL RESOURCES MANAGEMENT	E07	DIRECTOR II	E07
DIRECTOR LIBRARY	E07	DIRECTOR II	E07
DIRECTOR PARKS & RECREATION	E07	DIRECTOR II	E07
DIRECTOR PUBLIC SAFETY	E07	DIRECTOR II	E07
DIRECTOR YOUTH SERVICES	E07	DIRECTOR II	E07
EXECUTIVE DIRECTOR PALM TRAN	E07	DIRECTOR II	E07
CHIEF ASSISTANT COUNTY ATTORNEY	0	CHIEF ASSISTANT COUNTY ATTORNEY	E08
CHIEF INFORMATION OFFICER	E08	CHIEF INFORMATION OFFICER	E08
CHIEF LAND USE COUNTY ATTORNEY	0	CHIEF LAND USE COUNTY ATTORNEY	E08
DEPUTY COUNTY ENGINEER	E08	DEPUTY COUNTY ENGINEER	E08
DIRECTOR AIRPORTS	E08	DIRECTOR III	E08
DIRECTOR FACILITIES DEVELOPMENT & OPERATIONS	E08	DIRECTOR III	E08
DIRECTOR WATER UTILITIES	E08	DIRECTOR III	E08
EXECUTIVE DIRECTOR PLANNING, ZONING & BUILDING	E08	DIRECTOR III	E08
ASSISTANT COUNTY ADMINISTRATOR	E09	ASSISTANT COUNTY ADMINISTRATOR	E09
COUNTY ENGINEER	E09	COUNTY ENGINEER	E09
DIRECTOR OFFICE OF FINANCIAL MANAGEMENT AND BUDGET	E09	DIRECTOR IV	E09
FIRE RESCUE ADMINISTRATOR	E09	FIRE RESCUE ADMINISTRATOR	E09
DEPUTY COUNTY ADMINISTRATOR	E10	DEPUTY COUNTY ADMINISTRATOR	E10