

TENTATIVE:
SUBJECT TO
REVISION



TOWN OF PALM BEACH

Town Manager's Office
TOWN COUNCIL MEETING

**TOWN HALL
COUNCIL CHAMBERS - SECOND FLOOR
360 SOUTH COUNTY ROAD**

AGENDA

APRIL 4, 2019

10:30 AM

Special Town Council Meeting

Welcome

For information regarding this agenda and the procedures for public participation at Town Council Meetings, please refer to the end of this agenda.

I. CALL TO ORDER AND ROLL CALL

Gail L. Coniglio, Mayor
Danielle H. Moore, President
Margaret A. Zeidman, President Pro Tem
Julie Araskog
Lew Crampton
Bobbie Lindsay

II. INVOCATION AND PLEDGE OF ALLEGIANCE

III. APPROVAL OF AGENDA

IV. COMMUNICATIONS FROM CITIZENS - 3 MINUTE LIMIT PLEASE

V. REGULAR AGENDA

1. Review and Discussion of Employee Compensation and Benefits Report

Danielle Olson, Director of Human Resources

VI. ANY OTHER MATTERS

VII. ADJOURNMENT

PLEASE TAKE NOTE:

- Note 1:** Please submit written comments/materials to council@townofpalmbeach.com or in person to the Town Clerk's Office, located at Town Hall, 360 South County Road. No written materials received after 12:00 p.m. on the Thursday immediately prior to a monthly Town Council meeting will be included in the back-up binders distributed to the Mayor and Town Council in preparation for that meeting. Written materials received after 12:00 p.m. on Thursday will be separately distributed to the Mayor and Town Council; however, depending upon the length of the materials, the time of submittal, and other circumstances, the Mayor and Town Council may not be able to read and consider such late submittals prior to acting upon the policy matter(s) which they address.
- Note 2:** The progress of this meeting may be monitored by visiting the Town's website (townofpalmbeach.com) and clicking on "Meeting Audio" in the left column. If you have questions regarding that feature, please contact the Office of Information Technology (561) 227-6315. The audio recording of the meeting will appear within 24 hours after the conclusion of the meeting.
- Note 3:** If a person decides to appeal any decision made by this Council with respect to any matter considered at this meeting or hearing, he/she will need a record of the proceedings. For such purpose, he/she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.
- Note 4:** Disabled persons who need an accommodation in order to participate in the Town Council Meeting are requested to contact the Town Manager's Office at 838-5410 or through the Florida Relay Service by dialing 1-800-955-8770 for voice callers or 1-800-955-8771 for TDD callers, at least two (2) working days before this meeting.
- Note 5:** Items listed on the Consent Agenda will be approved by one motion of the Town Council, unless the Mayor or an individual Council Member requests that any item(s) be moved to the Regular Agenda and individually considered.
- Note 6:** All back-up material for the items listed on the agenda are posted to the Town's website and emailed to all Stay Informed subscribers on the Friday before the Town Council meeting. To access the back-up materials and/or subscribe to the Stay Informed list, please visit the Town's website (townofpalmbeach.com).

PROCEDURES FOR PUBLIC PARTICIPATION

Citizens desiring to address the Town Council should proceed toward the public microphones when the applicable agenda item is being considered to enable the Town Council President to acknowledge you.

PUBLIC HEARINGS:

Any citizen is entitled to be heard on an official agenda item under the section entitled "Public Hearings," subject to the three minute limitation.

**COMMUNICATIONS
FROM CITIZENS:**

Any citizen is entitled to be heard concerning any matter under the section entitled "Communications from Citizens," subject to the three minute limitation. The public also has the opportunity to speak to any item listed on the agenda, including the consent agenda, at the time the agenda item comes up for discussion.

**OTHER AGENDA
ITEMS:**

Any citizen is entitled to be heard on any official agenda item when the Town Council calls for public comments, subject to the three minute limitation.

Town Council Meetings are public business meetings and, as such, the Town Council retains the right to limit discussion on any issue.

TOWN OF PALM BEACH

Information for Special Town Council Meeting on: April 4, 2019

To: Mayor and Town Council

Via: Kirk Blouin, Town Manager

From: Danielle Olson, Director of Human Resources

Re: Review and Discussion of Compensation and Benefits Study Report

Date: March 29, 2019

Pursuant to the directives provided by Town Council at the meeting held on March 19, 2019, the following exhibits have been prepared for review and discussion at the Special Town Council Meeting scheduled for April 4, 2019.

Exhibit A: Pay Range Data

- Exhibit A-1. Updated pay ranges provided by Evergreen Solutions, based on the 50th, 65th and 85th market percentiles, which is in addition to the existing 75th already included in the final report.
- Exhibit A-2. Listing of benchmark position classifications included in the study.
- Exhibit A-3. Listing of market peers selected as target public sector organizations within the study.
- Exhibit A-4. Applicable Cost of Living Index per market peer provided by Evergreen Solutions.
- Exhibit A-5. Raw data collected from respondent peers, sorted by midpoint, and highlighting the 50th, 65th, 75th, and 85th percentile market points.

Exhibit B: Step Options for Public Safety

- Exhibit B-1. Draft Merit Step Police Officer, Firefighter/EMT, Firefighter/Paramedic, Driver/Engineer EMT, and Driver/Engineer Paramedic Merit Step (subject to collective bargaining as applicable) at the 75th percentile range.
- Exhibit B-2. Draft 10 Step Police Officer, Firefighter/EMT, Firefighter/Paramedic, Driver/Engineer EMT, and Driver/Engineer Paramedic Merit Step (subject to collective bargaining as applicable) at the 75th percentile range.

Exhibit C: Amended Estimates prepared by Evergreen Solutions

Amended estimates prepared by Evergreen Solutions for options that will Bring Employees' Salaries to the New Minimum (referred to as A and in purple within the presentation) and addressing compression with the option named Move Toward Market (3 Tier) & Closest Step in Revised Pay Plan (referred to as E and gold within the presentation).

Exhibit D: Pay Progression

Proposed changes to existing pay progression system with a proposal to manage future pay range increases in a manner that reduces the potential for future compression concerns that may include amendments to the merit pay system and COLA increases.

Exhibit E: Retirement Data

- Exhibit E-1. Retirement benefit survey raw data from Evergreen Solutions provided in a manner that shows peer data by ranked benefit element as provided in the sample shared during the March 19, 2019, Town Council meeting.
- Exhibit E-2. Summary of the number of existing employees by retirement group currently eligible to retire under the current benefit eligibility and proposed (25 & Out and 30 & Out) retirement eligibility provisions.

Exhibit F: Ancillary Benefits

- . Ancillary benefit survey raw data from Evergreen Solutions from respondent peers in the manner in which it was submitted.

- Exhibit G:** Final report prepared by Evergreen Solutions for Palm Beach Gardens in the most recent compensation study, and information about their implementation of the same.

Attachments

cc: Jay Boodheshwar, Deputy Town Manager
Department Directors

Proposed Fire Pay Grades			50th Percentile								
CLASS TITLE	Current Grade	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max	Current Minimum	Current Midpoint	Current Maximum	% Diff Minimum	% Diff Midpoint	% Diff Maximum
Firefighter EMT	20400	F1	\$ 54,690.00	\$ 68,636.30	\$ 82,582.59	\$ 54,688.76	\$ 68,630.89	\$ 82,573.28	0.0%	0.0%	0.0%
Firefighter Paramedic	20500	F2	\$ 61,476.00	\$ 77,152.77	\$ 92,829.54	\$ 61,474.80	\$ 77,147.18	\$ 92,819.30	0.0%	0.0%	0.0%
Firefighter Driver/Engineer EMT	20450	F3	\$ 62,000.00	\$ 77,810.39	\$ 93,620.78	\$ 57,841.06	\$ 72,586.20	\$ 87,331.08	7.2%	7.2%	7.2%
Firefighter Driver/Engineer Paramedic	20470	F4	\$ 66,050.00	\$ 82,893.17	\$ 99,736.33	\$ 66,048.62	\$ 82,886.73	\$ 99,724.58	0.0%	0.0%	0.0%
Lieutenant/Paramedic	20730	F5	\$ 79,700.00	\$ 97,632.50	\$ 115,565.00	\$ 74,289.20	\$ 94,925.64	\$ 115,561.56	7.3%	2.9%	0.0%
Battalion Chief	60250	F6	\$ 93,600.00	\$ 114,660.00	\$ 135,720.00	\$ 84,285.43	\$ 109,993.23	\$ 135,700.78	11.1%	4.2%	0.0%
Fire Rescue Division Chief - EMS Coordinator	60230	F7	\$ 94,691.70	\$ 115,997.33	\$ 137,302.97	\$ 84,285.76	\$ 109,993.10	\$ 135,700.66	12.3%	5.5%	1.2%
Fire Rescue Division Chief - Trng & Safety	60230	F7	\$ 94,691.70	\$ 115,997.33	\$ 137,302.97	\$ 84,285.76	\$ 109,993.10	\$ 135,700.66	12.3%	5.5%	1.2%
Assistant Fire-Rescue Chief	60210	F8	\$ 104,000.00	\$ 130,000.00	\$ 156,000.00	\$ 96,871.01	\$ 126,417.20	\$ 155,963.60	7.4%	2.8%	0.0%
Fire-Rescue Chief	60200	F9	\$ 120,100.00	\$ 150,125.00	\$ 180,150.00	\$ 115,538.38	\$ 150,688.93	\$ 180,050.00	3.9%	-0.4%	0.1%

Proposed General Pay Grades															50th Percentile	
CLASS TITLE	Current Grade	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max	Current Minimum	Current Midpoint	Current Maximum	% Diff Minimum	% Diff Midpoint	% Diff Maximum		Current Grade	Proposed Grade		
Golf Course Associate	50550	101	\$ 21,952.48	\$ 28,538.22	\$ 35,123.96	\$ 20,907.12	\$ 27,283.78	\$ 33,660.22	5.0%	4.6%	4.3%		50550	101		
Tennis Attendant	50420	101	\$ 21,952.48	\$ 28,538.22	\$ 35,123.96	\$ 20,908.78	\$ 27,286.06	\$ 33,663.14	5.0%	4.6%	4.3%		50420	101		
Activity Leader	50880	102	\$ 23,050.10	\$ 29,965.13	\$ 36,880.16	\$ 20,908.78	\$ 27,286.06	\$ 33,663.14	10.2%	9.8%	9.6%		50880	102		
Bus Driver	70630	103	\$ 24,202.60	\$ 31,463.39	\$ 38,724.17	\$ 23,781.06	\$ 31,034.64	\$ 38,288.02	1.8%	1.4%	1.1%		70630	103		
Vehicle Technician	70805	105	\$ 26,683.37	\$ 34,688.38	\$ 42,693.39	\$ 27,088.88	\$ 35,350.64	\$ 43,612.19	-1.5%	-1.9%	-2.1%		70805	105		
Maintenance Associate	50350	107	\$ 29,418.42	\$ 38,243.94	\$ 47,069.47	\$ 30,815.20	\$ 40,214.10	\$ 49,612.78	-4.5%	-4.9%	-5.1%		50350	107		
Pro-Shop Assistant	70560	107	\$ 29,418.42	\$ 38,243.94	\$ 47,069.47	\$ 30,803.55	\$ 40,198.91	\$ 49,594.06	-4.5%	-4.9%	-5.1%		70560	107		
Dock Attendant	03600	108	\$ 30,889.34	\$ 40,156.14	\$ 49,422.94	\$ 31,343.52	\$ 40,903.62	\$ 50,463.50	-1.4%	-1.8%	-2.1%		03600	108		
Laborer	50400	108	\$ 30,889.34	\$ 40,156.14	\$ 49,422.94	\$ 31,343.52	\$ 40,903.62	\$ 50,463.50	-1.4%	-1.8%	-2.1%		50400	108		
Equipment Operator	50490	109	\$ 32,433.81	\$ 42,163.95	\$ 51,894.09	\$ 33,354.46	\$ 43,527.74	\$ 53,701.23	-2.8%	-3.1%	-3.4%		50490	109		
Lifeguard	31300	109	\$ 32,433.81	\$ 42,163.95	\$ 51,894.09	\$ 32,992.34	\$ 43,055.38	\$ 53,118.21	-1.7%	-2.1%	-2.3%		31300	109		
Lifeguard On-Call	31300	109	\$ 32,433.81	\$ 42,163.95	\$ 51,894.09	\$ 32,992.34	\$ 43,055.38	\$ 53,118.21	-1.7%	-2.1%	-2.3%		31300	109		
Building Maintenance Worker	43250	110	\$ 34,055.50	\$ 44,272.14	\$ 54,488.79	\$ 43,514.22	\$ 56,786.50	\$ 70,058.56	-21.7%	-22.0%	-22.2%		43250	110		
Maintenance Worker	43350	110	\$ 34,055.50	\$ 44,272.14	\$ 54,488.79	\$ 33,764.85	\$ 44,063.34	\$ 54,361.63	0.9%	0.5%	0.2%		43350	110		
Development Geoprocessor Technician	02650	111	\$ 35,758.27	\$ 46,485.75	\$ 57,213.23	\$ 37,243.02	\$ 48,602.53	\$ 59,961.62	-4.0%	-4.4%	-4.6%		02650	111		
Development Permit Coordinator	02700	111	\$ 35,758.27	\$ 46,485.75	\$ 57,213.23	\$ 37,243.02	\$ 48,602.53	\$ 59,961.62	-4.0%	-4.4%	-4.6%		02700	111		
Parking Enforcement Officer	01800	111	\$ 35,758.27	\$ 46,485.75	\$ 57,213.23	\$ 32,795.36	\$ 42,798.29	\$ 52,801.01	9.0%	8.6%	8.4%		01800	111		
Police Records Specialist	00960	111	\$ 35,758.27	\$ 46,485.75	\$ 57,213.23	\$ 34,726.85	\$ 45,288.67	\$ 55,908.32	3.0%	2.6%	2.3%		00960	111		
Accounting Technician	01510	112	\$ 37,546.18	\$ 48,810.04	\$ 60,073.89	\$ 36,235.68	\$ 47,287.97	\$ 58,340.05	3.6%	3.2%	3.0%		01510	112		
Equipment Operator I	51540	112	\$ 37,546.18	\$ 48,810.04	\$ 60,073.89	\$ 34,379.07	\$ 44,864.56	\$ 55,350.26	9.2%	8.8%	8.5%		51540	112		
Irrigation And Spray Technician	51620	112	\$ 37,546.18	\$ 48,810.04	\$ 60,073.89	\$ 38,338.35	\$ 50,031.70	\$ 61,725.04	-2.1%	-2.4%	-2.7%		51620	112		
Junior Buyer	00550	112	\$ 37,546.18	\$ 48,810.04	\$ 60,073.89	\$ 36,235.68	\$ 47,287.97	\$ 58,340.05	3.6%	3.2%	3.0%		00550	112		
Lead Parking Enforcement Officer	01850	112	\$ 37,546.18	\$ 48,810.04	\$ 60,073.89	\$ 34,435.02	\$ 44,938.19	\$ 55,440.94	9.0%	8.6%	8.4%		01850	112		
Street & Sign Painter	44250	112	\$ 37,546.18	\$ 48,810.04	\$ 60,073.89	\$ 38,999.79	\$ 50,895.10	\$ 62,790.00	-3.7%	-4.1%	-4.3%		44250	112		
Administrative Assistant	02360	113	\$ 39,423.49	\$ 51,250.54	\$ 63,077.59	\$ 35,507.47	\$ 46,337.62	\$ 57,167.34	11.0%	10.6%	10.3%		02360	113		
Administrative Assistant	02360	113	\$ 39,423.49	\$ 51,250.54	\$ 63,077.59	\$ 35,507.47	\$ 46,337.62	\$ 57,167.34	11.0%	10.6%	10.3%		02360	113		
Administrative Assistant	02360	113	\$ 39,423.49	\$ 51,250.54	\$ 63,077.59	\$ 35,507.47	\$ 46,337.62	\$ 57,167.34	11.0%	10.6%	10.3%		02360	113		
Administrative Assistant	02360	113	\$ 39,423.49	\$ 51,250.54	\$ 63,077.59	\$ 35,507.47	\$ 46,337.62	\$ 57,167.34	11.0%	10.6%	10.3%		02360	113		
Administrative Assistant	02360	113	\$ 39,423.49	\$ 51,250.54	\$ 63,077.59	\$ 35,507.47	\$ 46,337.62	\$ 57,167.34	11.0%	10.6%	10.3%		02360	113		
Equipment Operator II	51550	113	\$ 39,423.49	\$ 51,250.54	\$ 63,077.59	\$ 36,227.15	\$ 47,276.53	\$ 58,325.90	8.8%	8.4%	8.1%		51550	113		
Administrative Specialist	00900	114	\$ 41,394.67	\$ 53,813.07	\$ 66,231.47	\$ 41,751.42	\$ 54,486.02	\$ 67,220.40	-0.9%	-1.2%	-1.5%		00900	114		
Administrative Specialist	00900	114	\$ 41,394.67	\$ 53,813.07	\$ 66,231.47	\$ 41,751.42	\$ 54,486.02	\$ 67,220.40	-0.9%	-1.2%	-1.5%		00900	114		
Code Compliance Officer I	10151	114	\$ 41,394.67	\$ 53,813.07	\$ 66,231.47	\$ 42,016.42	\$ 54,831.71	\$ 67,647.01	-1.5%	-1.9%	-2.1%		10151	114		
Crane Operator	51600	114	\$ 41,394.67	\$ 53,813.07	\$ 66,231.47	\$ 43,514.22	\$ 56,786.50	\$ 70,058.56	-4.9%	-5.2%	-5.5%		51600	114		
Crew Foreman/Irrigation Specialist	41750	114	\$ 41,394.67	\$ 53,813.07	\$ 66,231.47	\$ 40,523.60	\$ 52,883.38	\$ 65,243.36	2.1%	1.8%	1.5%		41750	114		
Equipment Operator III	51590	114	\$ 41,394.67	\$ 53,813.07	\$ 66,231.47	\$ 38,338.56	\$ 50,031.90	\$ 61,725.04	8.0%	7.6%	7.3%		51590	114		
Human Resources Specialist	04800	114	\$ 41,394.67	\$ 53,813.07	\$ 66,231.47	\$ 41,751.42	\$ 54,486.02	\$ 67,220.40	-0.9%	-1.2%	-1.5%		04800	114		
Parking/Code Enforcement Specialist	01900	114	\$ 41,394.67	\$ 53,813.07	\$ 66,231.47	\$ 40,141.71	\$ 52,385.01	\$ 64,628.51	3.1%	2.7%	2.5%		01900	114		
Transfer Station Operator	51610	114	\$ 41,394.67	\$ 53,813.07	\$ 66,231.47	\$ 40,255.28	\$ 52,533.31	\$ 64,811.34	2.8%	2.4%	2.2%		51610	114		
Water Resources Technician I	45140	114	\$ 41,394.67	\$ 53,813.07	\$ 66,231.47	\$ 41,010.74	\$ 53,519.23	\$ 66,027.73	0.9%	0.5%	0.3%		45140	114		
Business Services Supervisor	02900	115	\$ 43,464.40	\$ 56,503.72	\$ 69,543.04	\$ 45,433.02	\$ 59,290.44	\$ 73,147.78	-4.3%	-4.7%	-4.9%		02900	115		
Deputy Town Clerk	16350	115	\$ 43,464.40	\$ 56,503.72	\$ 69,543.04	\$ 45,434.90	\$ 59,291.44	\$ 73,147.78	-4.3%	-4.7%	-4.9%		16350	115		
Fleet Mechanic	44160	115	\$ 43,464.40	\$ 56,503.72	\$ 69,543.04	\$ 44,348.30	\$ 57,874.75	\$ 71,401.20	-2.0%	-2.4%	-2.6%		44160	115		

Proposed General Pay Grades			Percentile								
CLASS TITLE	Current Grade	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max	Current Minimum	Current Midpoint	Current Maximum	% Diff Minimum	% Diff Midpoint	% Diff Maximum
Golf Course Mechanic	45250	115	\$ 43,464.40	\$ 56,503.72	\$ 69,543.04	\$ 42,470.06	\$ 55,423.68	\$ 68,377.30	2.3%	1.9%	1.7%
Human Resources Coordinator	04900	115	\$ 43,464.40	\$ 56,503.72	\$ 69,543.04	\$ 43,839.12	\$ 57,210.19	\$ 70,581.06	-0.9%	-1.2%	-1.5%
Office Manager	02300	115	\$ 43,464.40	\$ 56,503.72	\$ 69,543.04	\$ 44,426.72	\$ 57,977.30	\$ 71,527.46	-2.2%	-2.5%	-2.8%
Office Manager	02300	115	\$ 43,464.40	\$ 56,503.72	\$ 69,543.04	\$ 44,426.72	\$ 57,977.30	\$ 71,527.46	-2.2%	-2.5%	-2.8%
Supervisor Lifeguard	31400	115	\$ 43,464.40	\$ 56,503.72	\$ 69,543.04	\$ 45,123.52	\$ 58,886.46	\$ 72,649.20	-3.7%	-4.0%	-4.3%
Telecommunicator	00800	115	\$ 43,464.40	\$ 56,503.72	\$ 69,543.04	\$ 42,361.07	\$ 55,281.41	\$ 68,201.74	2.6%	2.2%	2.0%
Warehouse Coordinator	00720	115	\$ 43,464.40	\$ 56,503.72	\$ 69,543.04	\$ 42,409.54	\$ 55,344.64	\$ 68,279.54	2.5%	2.1%	1.9%
Buyer	00600	116	\$ 45,637.62	\$ 59,328.91	\$ 73,020.19	\$ 44,598.53	\$ 58,200.06	\$ 71,801.18	2.3%	1.9%	1.7%
Crime Intelligence Analyst	11750	116	\$ 45,637.62	\$ 59,328.91	\$ 73,020.19	\$ 43,648.80	\$ 56,962.05	\$ 70,275.50	4.6%	4.2%	3.9%
Crime Scene Evidence Tech II	11610	116	\$ 45,637.62	\$ 59,328.91	\$ 73,020.19	\$ 48,612.30	\$ 63,439.38	\$ 78,266.45	-6.1%	-6.5%	-6.7%
Industrial Electrician	44450	116	\$ 45,637.62	\$ 59,328.91	\$ 73,020.19	\$ 47,856.22	\$ 62,452.83	\$ 77,049.44	-4.6%	-5.0%	-5.2%
Purchasing Coordinator	14400	116	\$ 45,637.62	\$ 59,328.91	\$ 73,020.19	\$ 44,869.55	\$ 58,555.12	\$ 72,240.90	1.7%	1.3%	1.1%
Planner	02660	117	\$ 47,919.50	\$ 62,295.35	\$ 76,671.20	\$ 39,354.43	\$ 51,357.90	\$ 63,361.17	21.8%	21.3%	21.0%
Recreation Supervisor	31620	117	\$ 47,919.50	\$ 62,295.35	\$ 76,671.20	\$ 41,334.59	\$ 53,941.68	\$ 66,548.98	15.9%	15.5%	15.2%
Right Of Way Inspector	10750	117	\$ 47,919.50	\$ 62,295.35	\$ 76,671.20	\$ 51,390.98	\$ 67,065.65	\$ 82,740.11	-6.8%	-7.1%	-7.3%
Water Resources Technician II	51570	117	\$ 47,919.50	\$ 62,295.35	\$ 76,671.20	\$ 50,397.98	\$ 65,769.81	\$ 81,141.22	-4.9%	-5.3%	-5.5%
Accountant	01560	118	\$ 50,315.48	\$ 65,410.12	\$ 80,504.76	\$ 40,646.53	\$ 53,043.95	\$ 65,441.38	23.8%	23.3%	23.0%
Fire Inspector	20855	118	\$ 50,315.48	\$ 65,410.12	\$ 80,504.76	\$ 51,452.34	\$ 67,145.52	\$ 82,838.70	-2.2%	-2.6%	-2.8%
Information Technology Specialist	12200	118	\$ 50,315.48	\$ 65,410.12	\$ 80,504.76	\$ 48,062.35	\$ 62,721.57	\$ 77,380.78	4.7%	4.3%	4.0%
Parking/Code Enforcement Manager	01910	118	\$ 50,315.48	\$ 65,410.12	\$ 80,504.76	\$ 50,557.94	\$ 65,978.22	\$ 81,398.51	-0.5%	-0.9%	-1.1%
Sanitation Supervisor	42100	118	\$ 50,315.48	\$ 65,410.12	\$ 80,504.76	\$ 51,231.86	\$ 66,857.86	\$ 82,483.86	-1.8%	-2.2%	-2.4%
Telecommunicator Supervisor	00850	118	\$ 50,315.48	\$ 65,410.12	\$ 80,504.76	\$ 50,069.55	\$ 65,341.33	\$ 80,612.69	0.5%	0.1%	-0.1%
Trash Supervisor	42100	118	\$ 50,315.48	\$ 65,410.12	\$ 80,504.76	\$ 51,231.86	\$ 66,857.86	\$ 82,483.86	-1.8%	-2.2%	-2.4%
Fleet Mechanic Supervisor	44140	119	\$ 52,831.25	\$ 68,680.63	\$ 84,530.00	\$ 53,418.56	\$ 69,711.82	\$ 86,004.67	-1.1%	-1.5%	-1.7%
Grounds Supervisor	43700	119	\$ 52,831.25	\$ 68,680.63	\$ 84,530.00	\$ 54,830.46	\$ 71,554.29	\$ 88,277.90	-3.6%	-4.0%	-4.2%
Human Resources Analyst	13250	119	\$ 52,831.25	\$ 68,680.63	\$ 84,530.00	\$ 50,558.14	\$ 65,978.64	\$ 81,398.93	4.5%	4.1%	3.8%
Police Planner	11650	119	\$ 52,831.25	\$ 68,680.63	\$ 84,530.00	\$ 53,701.23	\$ 70,080.19	\$ 86,459.36	-1.6%	-2.0%	-2.2%
Senior Industrial Electrician	44445	119	\$ 52,831.25	\$ 68,680.63	\$ 84,530.00	\$ 53,721.41	\$ 70,106.61	\$ 86,491.81	-1.7%	-2.0%	-2.3%
Budget Analyst	01610	120	\$ 55,472.81	\$ 72,114.66	\$ 88,756.50	\$ 55,752.53	\$ 72,757.36	\$ 89,761.98	-0.5%	-0.9%	-1.1%
Combination Building Inspector	10100	120	\$ 55,472.81	\$ 72,114.66	\$ 88,756.50	\$ 51,390.98	\$ 67,065.65	\$ 82,740.11	7.9%	7.5%	7.3%
Fleet Manager	47000	120	\$ 55,472.81	\$ 72,114.66	\$ 88,756.50	\$ 60,621.18	\$ 79,110.93	\$ 97,600.67	-8.5%	-8.8%	-9.1%
General Maintenance Supervisor	43200	120	\$ 55,472.81	\$ 72,114.66	\$ 88,756.50	\$ 56,238.00	\$ 73,390.93	\$ 90,543.86	-1.4%	-1.7%	-2.0%
Lead Telecommunications Supervisor	15000	120	\$ 55,472.81	\$ 72,114.66	\$ 88,756.50	\$ 57,580.64	\$ 75,143.12	\$ 92,705.81	-3.7%	-4.0%	-4.3%
Risk Manager	14500	120	\$ 55,472.81	\$ 72,114.66	\$ 88,756.50	\$ 59,597.41	\$ 77,775.15	\$ 95,952.69	-6.9%	-7.3%	-7.5%
Town Clerk	14700	120	\$ 55,472.81	\$ 72,114.66	\$ 88,756.50	\$ 57,686.72	\$ 75,279.57	\$ 92,872.62	-3.8%	-4.2%	-4.4%
Training & Comm Relations Coor	11901	120	\$ 55,472.81	\$ 72,114.66	\$ 88,756.50	\$ 56,767.57	\$ 74,082.11	\$ 91,396.45	-2.3%	-2.7%	-2.9%
Combination Plan Reviewer	10180	121	\$ 58,246.45	\$ 75,720.39	\$ 93,194.33	\$ 57,675.28	\$ 75,266.88	\$ 92,858.06	1.0%	0.6%	0.4%
Crime Scene Evidence Manager	11800	121	\$ 58,246.45	\$ 75,720.39	\$ 93,194.33	\$ 58,174.27	\$ 75,917.92	\$ 93,661.15	0.1%	-0.3%	-0.5%
Dockmaster	43100	121	\$ 58,246.45	\$ 75,720.39	\$ 93,194.33	\$ 59,597.41	\$ 77,775.15	\$ 95,952.69	-2.3%	-2.6%	-2.9%
GIS Coordinator	12150	121	\$ 58,246.45	\$ 75,720.39	\$ 93,194.33	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	-0.7%	-1.0%	-1.3%
Golf Course Superintendent	41700	121	\$ 58,246.45	\$ 75,720.39	\$ 93,194.33	\$ 59,414.58	\$ 77,536.37	\$ 95,658.16	-2.0%	-2.3%	-2.6%
Utilities Maintenance Supervisor	45180	121	\$ 58,246.45	\$ 75,720.39	\$ 93,194.33	\$ 60,313.76	\$ 78,709.90	\$ 97,105.84	-3.4%	-3.8%	-4.0%
Administrative Manager	03920	122	\$ 61,158.78	\$ 79,506.41	\$ 97,854.04	\$ 62,368.59	\$ 81,389.36	\$ 100,409.92	-1.9%	-2.3%	-2.5%
Assistant Purchasing Manager	14550	122	\$ 61,158.78	\$ 79,506.41	\$ 97,854.04	\$ 62,365.89	\$ 81,388.11	\$ 100,409.92	-1.9%	-2.3%	-2.5%

Proposed General Pay Grades			50th Percentile								
CLASS TITLE	Current Grade	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max	Current Minimum	Current Midpoint	Current Maximum	% Diff Minimum	% Diff Midpoint	% Diff Maximum
Chief Electrical Inspector	10200	122	\$ 61,158.78	\$ 79,506.41	\$ 97,854.04	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	4.3%	3.9%	3.7%
Chief Plumbing Inspector	10200	122	\$ 61,158.78	\$ 79,506.41	\$ 97,854.04	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	4.3%	3.9%	3.7%
Golf Manager	31800	123	\$ 64,216.72	\$ 83,481.73	\$ 102,746.75	\$ 61,521.41	\$ 80,285.71	\$ 99,050.02	4.4%	4.0%	3.7%
Planning Administrator	10200	123	\$ 64,216.72	\$ 83,481.73	\$ 102,746.75	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	9.5%	9.1%	8.8%
Systems Administrator	12100	123	\$ 64,216.72	\$ 83,481.73	\$ 102,746.75	\$ 66,946.67	\$ 87,365.82	\$ 107,784.77	-4.1%	-4.4%	-4.7%
Assistant Director Of Recreation	62100	124	\$ 67,427.55	\$ 87,655.82	\$ 107,884.08	\$ 66,395.47	\$ 86,646.56	\$ 106,897.65	1.6%	1.2%	0.9%
Assistant Information Technology Manager	12050	124	\$ 67,427.55	\$ 87,655.82	\$ 107,884.08	\$ 70,252.21	\$ 91,713.23	\$ 113,173.84	-4.0%	-4.4%	-4.7%
Chief Building Inspector	10050	124	\$ 67,427.55	\$ 87,655.82	\$ 107,884.08	\$ 61,569.25	\$ 80,348.11	\$ 99,126.98	9.5%	9.1%	8.8%
Zoning Administrator	10450	124	\$ 67,427.55	\$ 87,655.82	\$ 107,884.08	\$ 66,395.68	\$ 86,646.98	\$ 106,898.06	1.6%	1.2%	0.9%
Civil Engineer	10730	125	\$ 71,473.20	\$ 92,915.17	\$ 114,357.13	\$ 75,594.69	\$ 98,651.49	\$ 121,708.29	-5.5%	-5.8%	-6.0%
Coastal Program Manager	10800	125	\$ 71,473.20	\$ 92,915.17	\$ 114,357.13	\$ 75,594.69	\$ 98,651.49	\$ 121,708.29	-5.5%	-5.8%	-6.0%
Project Manager (Engineering)	10730	125	\$ 71,473.20	\$ 92,915.17	\$ 114,357.13	\$ 75,594.69	\$ 98,651.49	\$ 121,708.29	-5.5%	-5.8%	-6.0%
Underground Utilities Project Manager	10800	125	\$ 71,473.20	\$ 92,915.17	\$ 114,357.13	\$ 75,594.69	\$ 98,651.49	\$ 121,708.29	-5.5%	-5.8%	-6.0%
Facilities Maint Div Manager	63510	126	\$ 75,761.60	\$ 98,490.08	\$ 121,218.56	\$ 74,187.15	\$ 96,814.64	\$ 119,441.92	2.1%	1.7%	1.5%
Senior Project Engineer	01074	126	\$ 75,761.60	\$ 98,490.08	\$ 121,218.56	\$ 79,374.26	\$ 103,584.00	\$ 127,793.74	-4.6%	-4.9%	-5.1%
Services Division Manager	63310	126	\$ 75,761.60	\$ 98,490.08	\$ 121,218.56	\$ 70,599.57	\$ 92,132.98	\$ 113,666.38	7.3%	6.9%	6.6%
Water Resources Division Manager	63410	126	\$ 75,761.60	\$ 98,490.08	\$ 121,218.56	\$ 76,157.54	\$ 99,386.14	\$ 122,614.54	-0.5%	-0.9%	-1.1%
Fire Marshal	60260	127	\$ 80,307.29	\$ 104,399.48	\$ 128,491.67	\$ 81,165.55	\$ 105,921.50	\$ 130,677.46	-1.1%	-1.4%	-1.7%
Purchasing Manager	14600	127	\$ 80,307.29	\$ 104,399.48	\$ 128,491.67	\$ 73,372.21	\$ 95,751.34	\$ 118,130.48	9.5%	9.0%	8.8%
Assistant Director Of Finance	61250	128	\$ 85,125.73	\$ 110,663.45	\$ 136,201.17	\$ 76,268.61	\$ 99,530.91	\$ 122,793.22	11.6%	11.2%	10.9%
Assistant Director Of Human Resources	61350	128	\$ 85,125.73	\$ 110,663.45	\$ 136,201.17	\$ 70,364.11	\$ 91,825.55	\$ 113,286.99	21.0%	20.5%	20.2%
Assistant Director of Planning, Zoning, & Building	63150	130	\$ 95,647.27	\$ 124,341.45	\$ 153,035.63	\$ 86,426.91	\$ 112,787.79	\$ 139,148.46	10.7%	10.2%	10.0%
Assistant Director Of Public Works	63100	130	\$ 95,647.27	\$ 124,341.45	\$ 153,035.63	\$ 89,874.51	\$ 117,286.83	\$ 144,698.94	6.4%	6.0%	5.8%
Town Engineer	63150	130	\$ 95,647.27	\$ 124,341.45	\$ 153,035.63	\$ 86,426.91	\$ 112,787.79	\$ 139,148.46	10.7%	10.2%	10.0%
Director of Business Development & Operations	62000	131	\$ 102,342.58	\$ 133,045.35	\$ 163,748.13	\$ 84,566.56	\$ 111,533.34	\$ 138,499.92	21.0%	19.3%	18.2%
Director Of Human Resources	61300	131	\$ 102,342.58	\$ 133,045.35	\$ 163,748.13	\$ 88,435.36	\$ 116,615.41	\$ 144,795.25	15.7%	14.1%	13.1%
Director Of Planning Zoning & Building	63600	131	\$ 102,342.58	\$ 133,045.35	\$ 163,748.13	\$ 100,751.66	\$ 132,858.96	\$ 164,966.26	1.6%	0.1%	-0.7%
Director Of Public Works	63000	131	\$ 102,342.58	\$ 133,045.35	\$ 163,748.13	\$ 107,661.01	\$ 141,967.07	\$ 176,272.93	-4.9%	-6.3%	-7.1%
Information Technology Manager	61400	131	\$ 102,342.58	\$ 133,045.35	\$ 163,748.13	\$ 88,435.36	\$ 115,408.80	\$ 142,382.03	15.7%	15.3%	15.0%
Director Of Finance	61200	132	\$ 109,506.56	\$ 142,358.53	\$ 175,210.50	\$ 101,892.75	\$ 134,361.14	\$ 166,829.10	7.5%	6.0%	5.0%
Deputy Town Manager	60050	133	\$ 131,407.87	\$ 170,830.23	\$ 210,252.60	\$ 106,998.32	\$ 141,084.11	\$ 175,170.11	22.8%	21.1%	20.0%

Proposed Police Pay Grades			50th Percentile								
CLASS TITLE	Current Grade	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max	Current Minimum	Current Midpoint	Current Maximum	% Diff Minimum	% Diff Midpoint	% Diff Maximum
Police Trainee	20070	P1	\$ 41,332.00	\$ 41,332.00	\$ 41,332.00	\$ 36,951.20	\$ 36,951.20	\$ 36,951.20	11.9%	11.9%	11.9%
Police Officer	20101	P2	\$ 62,482.00	\$ 78,014.96	\$ 94,348.61	\$ 53,843.26	\$ 74,058.71	\$ 94,273.95	16.0%	5.3%	0.1%
Police Sergeant	20201	P3	\$ 83,141.00	\$ 101,847.73	\$ 120,554.45	\$ 83,140.24	\$ 96,847.71	\$ 110,555.19	0.0%	5.2%	9.0%
Police Lieutenant	20210	P4	\$ 87,860.00	\$ 107,628.50	\$ 127,397.00	\$ 84,433.65	\$ 104,401.23	\$ 124,368.61	4.1%	3.1%	2.4%
Police Captain	60150	P5	\$ 97,796.00	\$ 119,800.10	\$ 141,804.20	\$ 86,246.58	\$ 112,552.34	\$ 138,857.68	13.4%	6.4%	2.1%
Police Major	60120	P6	\$ 110,400.00	\$ 138,000.00	\$ 165,600.00	\$ 97,703.01	\$ 125,960.85	\$ 154,218.69	13.0%	9.6%	7.4%
Police Chief	60102	P7	\$ 123,275.00	\$ 160,257.50	\$ 197,240.00	\$ 123,274.00	\$ 157,694.50	\$ 192,115.00	0.0%	1.6%	2.7%

Proposed Fire Pay Grades		65th Percentile									
CLASS TITLE	Current Grade	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max	Current Minimum	Current Midpoint	Current Maximum	% Diff Minimum	% Diff Midpoint	% Diff Maximum
Firefighter EMT	20400	F1	\$ 54,690.00	\$ 68,636.30	\$ 82,582.59	\$ 54,688.76	\$ 68,630.89	\$ 82,573.28	0.0%	0.0%	0.0%
Firefighter Paramedic	20500	F2	\$ 61,476.00	\$ 77,152.77	\$ 92,829.54	\$ 61,474.80	\$ 77,147.18	\$ 92,819.30	0.0%	0.0%	0.0%
Firefighter Driver/Engineer EMT	20450	F3	\$ 62,527.00	\$ 78,471.78	\$ 94,416.56	\$ 57,841.06	\$ 72,586.20	\$ 87,331.08	8.1%	8.1%	8.1%
Firefighter Driver/Engineer Paramedic	20470	F4	\$ 66,050.00	\$ 82,893.17	\$ 99,736.33	\$ 66,048.62	\$ 82,886.73	\$ 99,724.58	0.0%	0.0%	0.0%
Lieutenant/Paramedic	20730	F5	\$ 79,700.00	\$ 97,632.50	\$ 115,565.00	\$ 74,289.20	\$ 94,925.64	\$ 115,561.56	7.3%	2.9%	0.0%
Battalion Chief	60250	F6	\$ 93,600.00	\$ 114,660.00	\$ 135,720.00	\$ 84,285.43	\$ 109,993.23	\$ 135,700.78	11.1%	4.2%	0.0%
Fire Rescue Division Chief - EMS Coordinator	60230	F7	\$ 101,004.48	\$ 123,730.49	\$ 146,456.50	\$ 84,285.76	\$ 109,993.10	\$ 135,700.66	19.8%	12.5%	7.9%
Fire Rescue Division Chief - Trng & Safety	60230	F7	\$ 101,004.48	\$ 123,730.49	\$ 146,456.50	\$ 84,285.76	\$ 109,993.10	\$ 135,700.66	19.8%	12.5%	7.9%
Assistant Fire-Rescue Chief	60210	F8	\$ 107,585.28	\$ 134,481.60	\$ 161,377.92	\$ 96,871.01	\$ 126,417.20	\$ 155,963.60	11.1%	6.4%	3.5%
Fire-Rescue Chief	60200	F9	\$ 120,100.00	\$ 150,125.00	\$ 180,150.00	\$ 115,538.38	\$ 150,688.93	\$ 180,050.00	3.9%	-0.4%	0.1%

Proposed General Pay Grades			Percentile			65th									
CLASS TITLE	Current Grade	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max	Current Minimum	Current Midpoint	Current Maximum	% Diff Minimum	% Diff Midpoint	% Diff Maximum				
Golf Course Associate	50550	101	\$ 22,997.83	\$ 29,897.18	\$ 36,796.53	\$ 20,907.12	\$ 27,283.78	\$ 33,660.22	10.0%	9.6%	9.3%				
Tennis Attendant	50420	101	\$ 22,997.83	\$ 29,897.18	\$ 36,796.53	\$ 20,908.78	\$ 27,286.06	\$ 33,663.14	10.0%	9.6%	9.3%				
Activity Leader	50880	102	\$ 24,147.72	\$ 31,392.04	\$ 38,636.36	\$ 20,908.78	\$ 27,286.06	\$ 33,663.14	15.5%	15.0%	14.8%				
Bus Driver	70630	103	\$ 25,355.11	\$ 32,961.64	\$ 40,568.18	\$ 23,781.06	\$ 31,034.64	\$ 38,288.02	6.6%	6.2%	6.0%				
Vehicle Technician	70805	105	\$ 27,954.01	\$ 36,340.21	\$ 44,726.41	\$ 27,088.88	\$ 35,350.64	\$ 43,612.19	3.2%	2.8%	2.6%				
Maintenance Associate	50350	107	\$ 30,819.29	\$ 40,065.08	\$ 49,310.87	\$ 30,815.20	\$ 40,214.10	\$ 49,612.78	0.0%	-0.4%	-0.6%				
Pro-Shop Assistant	70560	107	\$ 30,819.29	\$ 40,065.08	\$ 49,310.87	\$ 30,803.55	\$ 40,198.91	\$ 49,594.06	0.1%	-0.3%	-0.6%				
Dock Attendant	03600	108	\$ 32,360.26	\$ 42,068.34	\$ 51,776.41	\$ 31,343.52	\$ 40,903.62	\$ 50,463.50	3.2%	2.8%	2.6%				
Laborer	50400	108	\$ 32,360.26	\$ 42,068.34	\$ 51,776.41	\$ 31,343.52	\$ 40,903.62	\$ 50,463.50	3.2%	2.8%	2.6%				
Equipment Operator	50490	109	\$ 33,978.27	\$ 44,171.75	\$ 54,365.24	\$ 33,354.46	\$ 43,527.74	\$ 53,701.23	1.9%	1.5%	1.2%				
Lifeguard	31300	109	\$ 33,978.27	\$ 44,171.75	\$ 54,365.24	\$ 32,992.34	\$ 43,055.38	\$ 53,118.21	3.0%	2.6%	2.3%				
Lifeguard On-Call	31300	109	\$ 33,978.27	\$ 44,171.75	\$ 54,365.24	\$ 32,992.34	\$ 43,055.38	\$ 53,118.21	3.0%	2.6%	2.3%				
Building Maintenance Worker	43250	110	\$ 35,677.19	\$ 46,380.34	\$ 57,083.50	\$ 43,514.22	\$ 56,786.50	\$ 70,058.56	-18.0%	-18.3%	-18.5%				
Maintenance Worker	43350	110	\$ 35,677.19	\$ 46,380.34	\$ 57,083.50	\$ 33,764.85	\$ 44,063.34	\$ 54,361.63	5.7%	5.3%	5.0%				
Development Geoprocessor Technician	02650	111	\$ 37,461.04	\$ 48,699.36	\$ 59,937.67	\$ 37,243.02	\$ 48,602.53	\$ 59,961.62	0.6%	0.2%	0.0%				
Development Permit Coordinator	02700	111	\$ 37,461.04	\$ 48,699.36	\$ 59,937.67	\$ 37,243.02	\$ 48,602.53	\$ 59,961.62	0.6%	0.2%	0.0%				
Parking Enforcement Officer	01800	111	\$ 37,461.04	\$ 48,699.36	\$ 59,937.67	\$ 32,795.36	\$ 42,798.29	\$ 52,801.01	14.2%	13.8%	13.5%				
Police Records Specialist	00960	111	\$ 37,461.04	\$ 48,699.36	\$ 59,937.67	\$ 34,726.85	\$ 45,288.67	\$ 55,908.32	7.9%	7.5%	7.2%				
Accounting Technician	01510	112	\$ 39,334.10	\$ 51,134.33	\$ 62,934.56	\$ 36,235.68	\$ 47,287.97	\$ 58,340.05	8.6%	8.1%	7.9%				
Equipment Operator I	51540	112	\$ 39,334.10	\$ 51,134.33	\$ 62,934.56	\$ 34,379.07	\$ 44,864.56	\$ 55,350.26	14.4%	14.0%	13.7%				
Irrigation And Spray Technician	51620	112	\$ 39,334.10	\$ 51,134.33	\$ 62,934.56	\$ 38,338.35	\$ 50,031.70	\$ 61,725.04	2.6%	2.2%	2.0%				
Junior Buyer	00550	112	\$ 39,334.10	\$ 51,134.33	\$ 62,934.56	\$ 36,235.68	\$ 47,287.97	\$ 58,340.05	8.6%	8.1%	7.9%				
Lead Parking Enforcement Officer	01850	112	\$ 39,334.10	\$ 51,134.33	\$ 62,934.56	\$ 34,435.02	\$ 44,938.19	\$ 55,440.94	14.2%	13.8%	13.5%				
Street & Sign Painter	44250	112	\$ 39,334.10	\$ 51,134.33	\$ 62,934.56	\$ 38,999.79	\$ 50,895.10	\$ 62,790.00	0.9%	0.5%	0.2%				
Administrative Assistant	02360	113	\$ 41,300.80	\$ 53,691.04	\$ 66,081.28	\$ 35,507.47	\$ 46,337.62	\$ 57,167.34	16.3%	15.9%	15.6%				
Administrative Assistant	02360	113	\$ 41,300.80	\$ 53,691.04	\$ 66,081.28	\$ 35,507.47	\$ 46,337.62	\$ 57,167.34	16.3%	15.9%	15.6%				
Administrative Assistant	02360	113	\$ 41,300.80	\$ 53,691.04	\$ 66,081.28	\$ 35,507.47	\$ 46,337.62	\$ 57,167.34	16.3%	15.9%	15.6%				
Administrative Assistant	02360	113	\$ 41,300.80	\$ 53,691.04	\$ 66,081.28	\$ 35,507.47	\$ 46,337.62	\$ 57,167.34	16.3%	15.9%	15.6%				
Administrative Specialist	02360	113	\$ 41,300.80	\$ 53,691.04	\$ 66,081.28	\$ 36,227.15	\$ 47,276.53	\$ 58,325.90	14.0%	13.6%	13.3%				
Administrative Specialist	00900	114	\$ 43,365.84	\$ 56,375.59	\$ 69,385.35	\$ 41,751.42	\$ 54,486.02	\$ 67,220.40	3.9%	3.5%	3.2%				
Administrative Specialist	00900	114	\$ 43,365.84	\$ 56,375.59	\$ 69,385.35	\$ 41,751.42	\$ 54,486.02	\$ 67,220.40	3.9%	3.5%	3.2%				
Code Compliance Officer I	10151	114	\$ 43,365.84	\$ 56,375.59	\$ 69,385.35	\$ 42,016.42	\$ 54,831.71	\$ 67,647.01	3.2%	2.8%	2.6%				
Crane Operator	51600	114	\$ 43,365.84	\$ 56,375.59	\$ 69,385.35	\$ 43,514.22	\$ 56,786.50	\$ 70,058.56	-0.3%	-0.7%	-1.0%				
Crew Foreman/Irrigation Specialist	41750	114	\$ 43,365.84	\$ 56,375.59	\$ 69,385.35	\$ 40,523.60	\$ 52,883.38	\$ 65,243.36	7.0%	6.6%	6.3%				
Equipment Operator III	51590	114	\$ 43,365.84	\$ 56,375.59	\$ 69,385.35	\$ 38,338.56	\$ 50,031.90	\$ 61,725.04	13.1%	12.7%	12.4%				
Human Resources Specialist	04800	114	\$ 43,365.84	\$ 56,375.59	\$ 69,385.35	\$ 41,751.42	\$ 54,486.02	\$ 67,220.40	3.9%	3.5%	3.2%				
Parking/Code Enforcement Specialist	01900	114	\$ 43,365.84	\$ 56,375.59	\$ 69,385.35	\$ 40,141.71	\$ 52,385.01	\$ 64,628.51	8.0%	7.6%	7.4%				
Transfer Station Operator	51610	114	\$ 43,365.84	\$ 56,375.59	\$ 69,385.35	\$ 40,255.28	\$ 52,533.31	\$ 64,811.34	7.7%	7.3%	7.1%				
Water Resources Technician I	45140	114	\$ 43,365.84	\$ 56,375.59	\$ 69,385.35	\$ 41,010.74	\$ 53,519.23	\$ 66,027.73	5.7%	5.3%	5.1%				
Business Services Supervisor	02900	115	\$ 45,534.13	\$ 59,194.37	\$ 72,854.61	\$ 45,433.02	\$ 59,290.40	\$ 73,147.78	0.2%	-0.2%	-0.4%				
Deputy Town Clerk	16350	115	\$ 45,534.13	\$ 59,194.37	\$ 72,854.61	\$ 45,434.90	\$ 59,291.44	\$ 73,147.78	0.2%	-0.2%	-0.4%				
Fleet Mechanic	44160	115	\$ 45,534.13	\$ 59,194.37	\$ 72,854.61	\$ 44,348.30	\$ 57,874.75	\$ 71,401.20	2.7%	2.3%	2.0%				

Proposed General Pay Grades			Percentile								
CLASS TITLE	Current Grade	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max	Current Minimum	Current Midpoint	Current Maximum	% Diff Minimum	% Diff Midpoint	% Diff Maximum
Golf Course Mechanic	45250	115	\$ 45,534.13	\$ 59,194.37	\$ 72,854.61	\$ 42,470.06	\$ 55,423.68	\$ 68,377.30	7.2%	6.8%	6.5%
Human Resources Coordinator	04900	115	\$ 45,534.13	\$ 59,194.37	\$ 72,854.61	\$ 43,839.12	\$ 57,210.19	\$ 70,581.06	3.9%	3.5%	3.2%
Office Manager	02300	115	\$ 45,534.13	\$ 59,194.37	\$ 72,854.61	\$ 44,426.72	\$ 57,977.30	\$ 71,527.46	2.5%	2.1%	1.9%
Office Manager	02300	115	\$ 45,534.13	\$ 59,194.37	\$ 72,854.61	\$ 44,426.72	\$ 57,977.30	\$ 71,527.46	2.5%	2.1%	1.9%
Supervisor Lifeguard	31400	115	\$ 45,534.13	\$ 59,194.37	\$ 72,854.61	\$ 45,123.52	\$ 58,886.46	\$ 72,649.20	0.9%	0.5%	0.3%
Telecommunicator	00800	115	\$ 45,534.13	\$ 59,194.37	\$ 72,854.61	\$ 42,361.07	\$ 55,281.41	\$ 68,201.74	7.5%	7.1%	6.8%
Warehouse Coordinator	00720	115	\$ 45,534.13	\$ 59,194.37	\$ 72,854.61	\$ 42,409.54	\$ 55,344.64	\$ 68,279.54	7.4%	7.0%	6.7%
Buyer	00600	116	\$ 47,810.84	\$ 62,154.09	\$ 76,497.35	\$ 44,598.53	\$ 58,200.06	\$ 71,801.18	7.2%	6.8%	6.5%
Crime Intelligence Analyst	11750	116	\$ 47,810.84	\$ 62,154.09	\$ 76,497.35	\$ 43,648.80	\$ 56,962.05	\$ 70,275.50	9.5%	9.1%	8.9%
Crime Scene Evidence Tech II	11610	116	\$ 47,810.84	\$ 62,154.09	\$ 76,497.35	\$ 48,612.30	\$ 63,439.38	\$ 78,266.45	-1.6%	-2.0%	-2.3%
Industrial Electrician	44450	116	\$ 47,810.84	\$ 62,154.09	\$ 76,497.35	\$ 47,856.22	\$ 62,452.83	\$ 77,049.44	-0.1%	-0.5%	-0.7%
Purchasing Coordinator	14400	116	\$ 47,810.84	\$ 62,154.09	\$ 76,497.35	\$ 44,869.55	\$ 58,555.12	\$ 72,240.90	6.6%	6.1%	5.9%
Planner	02660	117	\$ 50,201.38	\$ 65,261.80	\$ 80,322.21	\$ 39,354.43	\$ 51,357.90	\$ 63,361.17	27.6%	27.1%	26.8%
Recreation Supervisor	31620	117	\$ 50,201.38	\$ 65,261.80	\$ 80,322.21	\$ 41,334.59	\$ 53,941.68	\$ 66,548.98	21.5%	21.0%	20.7%
Right Of Way Inspector	10750	117	\$ 50,201.38	\$ 65,261.80	\$ 80,322.21	\$ 51,390.98	\$ 67,065.65	\$ 82,740.11	-2.3%	-2.7%	-2.9%
Water Resources Technician II	51570	117	\$ 50,201.38	\$ 65,261.80	\$ 80,322.21	\$ 50,397.98	\$ 65,769.81	\$ 81,141.22	-0.4%	-0.8%	-1.0%
Accountant	01560	118	\$ 52,711.45	\$ 68,524.89	\$ 84,338.32	\$ 40,646.53	\$ 53,043.95	\$ 65,441.38	29.7%	29.2%	28.9%
Fire Inspector	20855	118	\$ 52,711.45	\$ 68,524.89	\$ 84,338.32	\$ 51,452.34	\$ 67,145.52	\$ 82,838.70	2.4%	2.1%	1.8%
Information Technology Specialist	12200	118	\$ 52,711.45	\$ 68,524.89	\$ 84,338.32	\$ 48,062.35	\$ 62,721.57	\$ 77,380.78	9.7%	9.3%	9.0%
Parking/Code Enforcement Manager	01910	118	\$ 52,711.45	\$ 68,524.89	\$ 84,338.32	\$ 50,557.94	\$ 65,978.22	\$ 81,398.51	4.3%	3.9%	3.6%
Sanitation Supervisor	42100	118	\$ 52,711.45	\$ 68,524.89	\$ 84,338.32	\$ 51,231.86	\$ 66,857.86	\$ 82,483.86	2.9%	2.5%	2.2%
Telecommunicator Supervisor	00850	118	\$ 52,711.45	\$ 68,524.89	\$ 84,338.32	\$ 50,069.55	\$ 65,341.33	\$ 80,612.69	5.3%	4.9%	4.6%
Trash Supervisor	42100	118	\$ 52,711.45	\$ 68,524.89	\$ 84,338.32	\$ 51,231.86	\$ 66,857.86	\$ 82,483.86	2.9%	2.5%	2.2%
Fleet Mechanic Supervisor	44140	119	\$ 55,347.02	\$ 71,951.13	\$ 88,555.24	\$ 53,418.56	\$ 69,711.82	\$ 86,004.67	3.6%	3.2%	3.0%
Grounds Supervisor	43700	119	\$ 55,347.02	\$ 71,951.13	\$ 88,555.24	\$ 54,830.46	\$ 71,554.29	\$ 88,277.90	0.9%	0.6%	0.3%
Human Resources Analyst	13250	119	\$ 55,347.02	\$ 71,951.13	\$ 88,555.24	\$ 50,558.14	\$ 65,978.64	\$ 81,398.93	9.5%	9.1%	8.8%
Police Planner	11650	119	\$ 55,347.02	\$ 71,951.13	\$ 88,555.24	\$ 53,701.23	\$ 70,080.19	\$ 86,459.36	3.1%	2.7%	2.4%
Senior Industrial Electrician	44445	119	\$ 55,347.02	\$ 71,951.13	\$ 88,555.24	\$ 53,721.41	\$ 70,106.61	\$ 86,491.81	3.0%	2.6%	2.4%
Budget Analyst	01610	120	\$ 58,114.38	\$ 75,548.69	\$ 92,983.00	\$ 55,752.53	\$ 72,757.36	\$ 89,761.98	4.2%	3.8%	3.6%
Combination Building Inspector	10100	120	\$ 58,114.38	\$ 75,548.69	\$ 92,983.00	\$ 51,390.98	\$ 67,065.65	\$ 82,740.11	13.1%	12.6%	12.4%
Fleet Manager	47000	120	\$ 58,114.38	\$ 75,548.69	\$ 92,983.00	\$ 60,621.18	\$ 79,110.93	\$ 97,600.67	-4.1%	-4.5%	-4.7%
General Maintenance Supervisor	43200	120	\$ 58,114.38	\$ 75,548.69	\$ 92,983.00	\$ 56,238.00	\$ 73,390.93	\$ 90,543.86	3.3%	2.9%	2.7%
Lead Telecommunications Supervisor	15000	120	\$ 58,114.38	\$ 75,548.69	\$ 92,983.00	\$ 57,580.64	\$ 75,143.12	\$ 92,705.81	0.9%	0.5%	0.3%
Risk Manager	14500	120	\$ 58,114.38	\$ 75,548.69	\$ 92,983.00	\$ 59,597.41	\$ 77,775.15	\$ 95,952.69	-2.5%	-2.9%	-3.1%
Town Clerk	14700	120	\$ 58,114.38	\$ 75,548.69	\$ 92,983.00	\$ 57,686.72	\$ 75,279.57	\$ 92,872.62	0.7%	0.4%	0.1%
Training & Comm Relations Coor	11901	120	\$ 58,114.38	\$ 75,548.69	\$ 92,983.00	\$ 56,767.57	\$ 74,082.11	\$ 91,396.45	2.4%	2.0%	1.7%
Combination Plan Reviewer	10180	121	\$ 61,020.09	\$ 79,326.12	\$ 97,632.15	\$ 57,675.28	\$ 75,266.88	\$ 92,858.06	5.8%	5.4%	5.1%
Crime Scene Evidence Manager	11800	121	\$ 61,020.09	\$ 79,326.12	\$ 97,632.15	\$ 58,174.27	\$ 75,917.92	\$ 93,661.15	4.9%	4.5%	4.2%
Dockmaster	43100	121	\$ 61,020.09	\$ 79,326.12	\$ 97,632.15	\$ 59,597.41	\$ 77,775.15	\$ 95,952.69	2.4%	2.0%	1.8%
GIS Coordinator	12150	121	\$ 61,020.09	\$ 79,326.12	\$ 97,632.15	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	4.1%	3.7%	3.4%
Golf Course Superintendent	41700	121	\$ 61,020.09	\$ 79,326.12	\$ 97,632.15	\$ 59,414.58	\$ 77,536.37	\$ 95,658.16	2.7%	2.3%	2.1%
Utilities Maintenance Supervisor	45180	121	\$ 61,020.09	\$ 79,326.12	\$ 97,632.15	\$ 60,313.76	\$ 78,709.90	\$ 97,105.84	1.2%	0.8%	0.5%
Administrative Manager	03920	122	\$ 64,071.10	\$ 83,292.43	\$ 102,513.76	\$ 62,368.59	\$ 81,389.36	\$ 100,409.92	2.7%	2.3%	2.1%
Assistant Purchasing Manager	14550	122	\$ 64,071.10	\$ 83,292.43	\$ 102,513.76	\$ 62,365.89	\$ 81,388.11	\$ 100,409.92	2.7%	2.3%	2.1%

Proposed General Pay Grades			Percentile								
CLASS TITLE	Current Grade	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max	Current Minimum	Current Midpoint	Current Maximum	% Diff Minimum	% Diff Midpoint	% Diff Maximum
Chief Electrical Inspector	10200	122	\$ 64,071.10	\$ 83,292.43	\$ 102,513.76	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	9.3%	8.8%	8.6%
Chief Plumbing Inspector	10200	122	\$ 64,071.10	\$ 83,292.43	\$ 102,513.76	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	9.3%	8.8%	8.6%
Golf Manager	31800	123	\$ 67,274.65	\$ 87,457.05	\$ 107,639.45	\$ 61,521.41	\$ 80,285.71	\$ 99,050.02	9.4%	8.9%	8.7%
Planning Administrator	10200	123	\$ 67,274.65	\$ 87,457.05	\$ 107,639.45	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	14.7%	14.3%	14.0%
Systems Administrator	12100	123	\$ 67,274.65	\$ 87,457.05	\$ 107,639.45	\$ 66,946.67	\$ 87,365.82	\$ 107,784.77	0.5%	0.1%	-0.1%
Assistant Director Of Recreation	62100	124	\$ 70,638.39	\$ 91,829.90	\$ 113,021.42	\$ 66,395.47	\$ 86,646.56	\$ 106,897.65	6.4%	6.0%	5.7%
Assistant Information Technology Manager	12050	124	\$ 70,638.39	\$ 91,829.90	\$ 113,021.42	\$ 70,252.21	\$ 91,713.23	\$ 113,173.84	0.5%	0.1%	-0.1%
Chief Building Inspector	10050	124	\$ 70,638.39	\$ 91,829.90	\$ 113,021.42	\$ 61,569.25	\$ 80,348.11	\$ 99,126.98	14.7%	14.3%	14.0%
Zoning Administrator	10450	124	\$ 70,638.39	\$ 91,829.90	\$ 113,021.42	\$ 66,395.68	\$ 86,646.98	\$ 106,898.06	6.4%	6.0%	5.7%
Civil Engineer	10730	125	\$ 74,876.69	\$ 97,339.70	\$ 119,802.70	\$ 75,594.69	\$ 98,651.49	\$ 121,708.29	-0.9%	-1.3%	-1.6%
Coastal Program Manager	10800	125	\$ 74,876.69	\$ 97,339.70	\$ 119,802.70	\$ 75,594.69	\$ 98,651.49	\$ 121,708.29	-0.9%	-1.3%	-1.6%
Project Manager (Engineering)	10730	125	\$ 74,876.69	\$ 97,339.70	\$ 119,802.70	\$ 75,594.69	\$ 98,651.49	\$ 121,708.29	-0.9%	-1.3%	-1.6%
Underground Utilities Project Manager	10800	125	\$ 74,876.69	\$ 97,339.70	\$ 119,802.70	\$ 75,594.69	\$ 98,651.49	\$ 121,708.29	-0.9%	-1.3%	-1.6%
Facilities Maint Div Manager	63510	126	\$ 79,369.29	\$ 103,180.08	\$ 126,990.87	\$ 74,187.15	\$ 96,814.64	\$ 119,441.92	7.0%	6.6%	6.3%
Senior Project Engineer	01074	126	\$ 79,369.29	\$ 103,180.08	\$ 126,990.87	\$ 79,374.26	\$ 103,584.00	\$ 127,793.74	0.0%	-0.4%	-0.6%
Services Division Manager	63310	126	\$ 79,369.29	\$ 103,180.08	\$ 126,990.87	\$ 70,599.57	\$ 92,132.98	\$ 113,666.38	12.4%	12.0%	11.7%
Water Resources Division Manager	63410	126	\$ 79,369.29	\$ 103,180.08	\$ 126,990.87	\$ 76,157.54	\$ 99,386.14	\$ 122,614.54	4.2%	3.8%	3.6%
Fire Marshal	60260	127	\$ 84,131.45	\$ 109,370.88	\$ 134,610.32	\$ 81,165.55	\$ 105,921.50	\$ 130,677.46	3.7%	3.3%	3.0%
Purchasing Manager	14600	127	\$ 84,131.45	\$ 109,370.88	\$ 134,610.32	\$ 73,372.21	\$ 95,751.34	\$ 118,130.48	14.7%	14.2%	14.0%
Assistant Director Of Finance	61250	128	\$ 89,179.34	\$ 115,933.14	\$ 142,686.94	\$ 76,268.61	\$ 99,530.91	\$ 122,793.22	16.9%	16.5%	16.2%
Assistant Director Of Human Resources	61350	128	\$ 89,179.34	\$ 115,933.14	\$ 142,686.94	\$ 70,364.11	\$ 91,825.55	\$ 113,286.99	26.7%	26.3%	26.0%
Assistant Director of Planning, Zoning, & Building	63150	130	\$ 100,201.90	\$ 130,262.47	\$ 160,323.04	\$ 86,426.91	\$ 112,787.79	\$ 139,148.46	15.9%	15.5%	15.2%
Assistant Director Of Public Works	63100	130	\$ 100,201.90	\$ 130,262.47	\$ 160,323.04	\$ 89,874.51	\$ 117,286.83	\$ 144,698.94	11.5%	11.1%	10.8%
Town Engineer	63150	130	\$ 100,201.90	\$ 130,262.47	\$ 160,323.04	\$ 86,426.91	\$ 112,787.79	\$ 139,148.46	15.9%	15.5%	15.2%
Director of Business Development & Operations	62000	131	\$ 107,216.04	\$ 139,380.85	\$ 171,545.66	\$ 84,566.56	\$ 111,533.34	\$ 138,499.92	26.8%	25.0%	23.9%
Director Of Human Resources	61300	131	\$ 107,216.04	\$ 139,380.85	\$ 171,545.66	\$ 88,435.36	\$ 116,615.41	\$ 144,795.25	21.2%	19.5%	18.5%
Director Of Planning Zoning & Building	63600	131	\$ 107,216.04	\$ 139,380.85	\$ 171,545.66	\$ 100,751.66	\$ 132,858.96	\$ 164,966.26	6.4%	4.9%	4.0%
Director Of Public Works	63000	131	\$ 107,216.04	\$ 139,380.85	\$ 171,545.66	\$ 107,661.01	\$ 141,967.07	\$ 176,272.93	-0.4%	-1.8%	-2.7%
Information Technology Manager	61400	131	\$ 107,216.04	\$ 139,380.85	\$ 171,545.66	\$ 88,435.36	\$ 115,408.80	\$ 142,382.03	21.2%	20.8%	20.5%
Director Of Finance	61200	132	\$ 114,721.16	\$ 149,137.51	\$ 183,553.85	\$ 101,892.75	\$ 134,361.14	\$ 166,829.10	12.6%	11.0%	10.0%
Deputy Town Manager	60050	133	\$ 137,665.39	\$ 178,965.01	\$ 220,264.62	\$ 106,998.32	\$ 141,084.11	\$ 175,170.11	28.7%	26.8%	25.7%

Proposed Police Pay Grades			65th Percentile								
CLASS TITLE	Current Grade	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max	Current Minimum	Current Midpoint	Current Maximum	% Diff Minimum	% Diff Midpoint	% Diff Maximum
Police Trainee	20070	P1	\$ 41,332.00	\$ 41,332.00	\$ 41,332.00	\$ 36,951.20	\$ 36,951.20	\$ 36,951.20	11.9%	11.9%	11.9%
Police Officer	20101	P2	\$ 62,482.00	\$ 78,014.96	\$ 94,348.61	\$ 53,843.26	\$ 74,058.71	\$ 94,273.95	16.0%	5.3%	0.1%
Police Sergeant	20201	P3	\$ 83,141.00	\$ 101,847.73	\$ 120,554.45	\$ 83,140.24	\$ 96,847.71	\$ 110,555.19	0.0%	5.2%	9.0%
Police Lieutenant	20210	P4	\$ 92,635.00	\$ 113,477.88	\$ 134,320.75	\$ 84,433.65	\$ 104,401.23	\$ 124,368.61	9.7%	8.7%	8.0%
Police Captain	60150	P5	\$ 103,111.00	\$ 126,310.98	\$ 149,510.95	\$ 86,246.58	\$ 112,552.34	\$ 138,857.68	19.6%	12.2%	7.7%
Police Major	60120	P6	\$ 116,400.00	\$ 145,500.00	\$ 174,600.00	\$ 97,703.01	\$ 125,960.85	\$ 154,218.69	19.1%	15.5%	13.2%
Police Chief	60102	P7	\$ 123,275.00	\$ 160,257.50	\$ 197,240.00	\$ 123,274.00	\$ 157,694.50	\$ 192,115.00	0.0%	1.6%	2.7%

Proposed Fire Pay Grades			75th Percentile								
CLASS TITLE	Current Grade	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max	Current Minimum	Current Midpoint	Current Maximum	% Diff Minimum	% Diff Midpoint	% Diff Maximum
Firefighter EMT	20400	F1	\$ 54,690.00	\$ 68,636.30	\$ 82,582.59	\$ 54,688.76	\$ 68,630.89	\$ 82,573.28	0.0%	0.0%	0.0%
Firefighter Paramedic	20500	F2	\$ 61,476.00	\$ 77,152.77	\$ 92,829.54	\$ 61,474.80	\$ 77,147.18	\$ 92,819.30	0.0%	0.0%	0.0%
Firefighter Driver/Engineer EMT	20450	F3	\$ 62,841.00	\$ 78,865.85	\$ 94,890.70	\$ 57,841.06	\$ 72,586.20	\$ 87,331.08	8.6%	8.7%	8.7%
Firefighter Driver/Engineer Paramedic	20470	F4	\$ 66,050.00	\$ 82,893.17	\$ 99,736.33	\$ 66,048.62	\$ 82,886.73	\$ 99,724.58	0.0%	0.0%	0.0%
Lieutenant/Paramedic	20730	F5	\$ 79,700.00	\$ 97,632.50	\$ 115,565.00	\$ 74,289.20	\$ 94,925.64	\$ 115,561.56	7.3%	2.9%	0.0%
Battalion Chief	60250	F6	\$ 93,600.00	\$ 114,660.00	\$ 135,720.00	\$ 84,285.43	\$ 109,993.23	\$ 135,700.78	11.1%	4.2%	0.0%
Fire Rescue Division Chief - EMS Coordinator	60230	F7	\$ 105,213.00	\$ 128,885.93	\$ 152,558.85	\$ 84,285.76	\$ 109,993.10	\$ 135,700.66	24.8%	17.2%	12.4%
Fire Rescue Division Chief - Trng & Safety	60230	F7	\$ 105,213.00	\$ 128,885.93	\$ 152,558.85	\$ 84,285.76	\$ 109,993.10	\$ 135,700.66	24.8%	17.2%	12.4%
Assistant Fire-Rescue Chief	60210	F8	\$ 112,068.00	\$ 140,085.00	\$ 168,102.00	\$ 96,871.01	\$ 126,417.20	\$ 155,963.60	15.7%	10.8%	7.8%
Fire-Rescue Chief	60200	F9	\$ 122,522.00	\$ 153,152.50	\$ 183,783.00	\$ 115,538.38	\$ 150,688.93	\$ 180,050.00	6.0%	1.6%	2.1%

Proposed General Pay Grades										Percentile			
CLASS TITLE	Current Grade	75th Grade	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max	Current Minimum	Current Midpoint	Current Maximum	% Diff Minimum	% Diff Midpoint	% Diff Maximum	
Golf Course Associate	50550		101	\$ 23,834.12	\$ 30,984.35	\$ 38,134.59	\$ 20,907.12	\$ 27,283.78	\$ 33,660.22	14.0%	13.6%	13.3%	
Tennis Attendant	50420		101	\$ 23,834.12	\$ 30,984.35	\$ 38,134.59	\$ 20,908.78	\$ 27,286.06	\$ 33,663.14	14.0%	13.6%	13.3%	
Activity Leader	50880		102	\$ 25,025.82	\$ 32,533.57	\$ 40,041.32	\$ 20,908.78	\$ 27,286.06	\$ 33,663.14	19.7%	19.2%	18.9%	
Bus Driver	70630		103	\$ 26,277.11	\$ 34,160.25	\$ 42,043.38	\$ 23,781.06	\$ 31,034.64	\$ 38,288.02	10.5%	10.1%	9.8%	
Vehicle Technician	70805		105	\$ 28,970.52	\$ 37,661.67	\$ 46,352.83	\$ 27,088.88	\$ 35,350.64	\$ 43,612.19	6.9%	6.5%	6.3%	
Maintenance Associate	50350		107	\$ 31,940.00	\$ 41,521.99	\$ 51,103.99	\$ 30,815.20	\$ 40,214.10	\$ 49,612.78	3.7%	3.3%	3.0%	
Pro-Shop Assistant	70560		107	\$ 31,940.00	\$ 41,521.99	\$ 51,103.99	\$ 30,803.55	\$ 40,198.91	\$ 49,594.06	3.7%	3.3%	3.0%	
Dock Attendant	03600		108	\$ 33,537.00	\$ 43,598.09	\$ 53,659.19	\$ 31,343.52	\$ 40,903.62	\$ 50,463.50	7.0%	6.6%	6.3%	
Laborer	50400		108	\$ 33,537.00	\$ 43,598.09	\$ 53,659.19	\$ 31,343.52	\$ 40,903.62	\$ 50,463.50	7.0%	6.6%	6.3%	
Equipment Operator	50490		109	\$ 35,213.85	\$ 45,778.00	\$ 56,342.15	\$ 33,354.46	\$ 43,527.74	\$ 53,701.23	5.6%	5.2%	4.9%	
Lifeguard	31300		109	\$ 35,213.85	\$ 45,778.00	\$ 56,342.15	\$ 32,992.34	\$ 43,055.38	\$ 53,118.21	6.7%	6.3%	6.1%	
Lifeguard On-Call	31300		109	\$ 35,213.85	\$ 45,778.00	\$ 56,342.15	\$ 32,992.34	\$ 43,055.38	\$ 53,118.21	-15.0%	-15.4%	-15.6%	
Building Maintenance Worker	43250		110	\$ 36,974.54	\$ 48,066.90	\$ 59,159.26	\$ 43,514.22	\$ 56,786.50	\$ 70,058.56	9.5%	9.1%	8.8%	
Maintenance Worker	43350		110	\$ 36,974.54	\$ 48,066.90	\$ 59,159.26	\$ 33,764.85	\$ 44,063.34	\$ 54,361.63	4.2%	3.8%	3.6%	
Development Geoprocessor Technician	02650		111	\$ 38,823.26	\$ 50,470.24	\$ 62,117.22	\$ 37,243.02	\$ 48,602.53	\$ 59,961.62	4.2%	3.8%	3.6%	
Development Permit Coordinator	02700		111	\$ 38,823.26	\$ 50,470.24	\$ 62,117.22	\$ 37,243.02	\$ 48,602.53	\$ 59,961.62	4.2%	3.8%	3.6%	
Parking Enforcement Officer	01800		111	\$ 38,823.26	\$ 50,470.24	\$ 62,117.22	\$ 32,795.36	\$ 42,798.29	\$ 52,801.01	18.4%	17.9%	17.6%	
Police Records Specialist	00960		111	\$ 38,823.26	\$ 50,470.24	\$ 62,117.22	\$ 34,726.85	\$ 45,288.67	\$ 55,908.32	11.8%	11.4%	11.1%	
Accounting Technician	01510		112	\$ 40,764.43	\$ 52,993.76	\$ 65,223.08	\$ 36,235.68	\$ 47,287.97	\$ 58,340.05	12.5%	12.1%	11.8%	
Equipment Operator I	51540		112	\$ 40,764.43	\$ 52,993.76	\$ 65,223.08	\$ 34,379.07	\$ 44,864.56	\$ 55,350.26	18.6%	18.1%	17.8%	
Irrigation And Spray Technician	51620		112	\$ 40,764.43	\$ 52,993.76	\$ 65,223.08	\$ 38,338.35	\$ 50,031.70	\$ 61,725.04	6.3%	5.9%	5.7%	
Junior Buyer	00550		112	\$ 40,764.43	\$ 52,993.76	\$ 65,223.08	\$ 36,235.68	\$ 47,287.97	\$ 58,340.05	12.5%	12.1%	11.8%	
Lead Parking Enforcement Officer	01850		112	\$ 40,764.43	\$ 52,993.76	\$ 65,223.08	\$ 34,435.02	\$ 44,938.19	\$ 55,440.94	18.4%	17.9%	17.6%	
Street & Sign Painter	44250		112	\$ 40,764.43	\$ 52,993.76	\$ 65,223.08	\$ 38,999.79	\$ 50,895.10	\$ 62,790.00	4.5%	4.1%	3.9%	
Administrative Assistant	02360		113	\$ 42,802.65	\$ 55,643.44	\$ 68,484.24	\$ 35,507.47	\$ 46,337.62	\$ 57,167.34	20.5%	20.1%	19.8%	
Administrative Assistant	02360		113	\$ 42,802.65	\$ 55,643.44	\$ 68,484.24	\$ 35,507.47	\$ 46,337.62	\$ 57,167.34	20.5%	20.1%	19.8%	
Administrative Assistant	02360		113	\$ 42,802.65	\$ 55,643.44	\$ 68,484.24	\$ 35,507.47	\$ 46,337.62	\$ 57,167.34	20.5%	20.1%	19.8%	
Administrative Assistant	02360		113	\$ 42,802.65	\$ 55,643.44	\$ 68,484.24	\$ 35,507.47	\$ 46,337.62	\$ 57,167.34	20.5%	20.1%	19.8%	
Administrative Specialist	00900		114	\$ 44,942.78	\$ 58,425.62	\$ 71,908.45	\$ 41,751.42	\$ 54,486.02	\$ 67,220.40	7.6%	7.2%	7.0%	
Administrative Specialist	00900		114	\$ 44,942.78	\$ 58,425.62	\$ 71,908.45	\$ 41,751.42	\$ 54,486.02	\$ 67,220.40	7.6%	7.2%	7.0%	
Code Compliance Officer I	10151		114	\$ 44,942.78	\$ 58,425.62	\$ 71,908.45	\$ 42,016.42	\$ 54,831.71	\$ 67,647.01	7.0%	6.6%	6.3%	
Crane Operator	51600		114	\$ 44,942.78	\$ 58,425.62	\$ 71,908.45	\$ 43,514.22	\$ 56,786.50	\$ 70,058.56	3.3%	2.9%	2.6%	
Crew Foreman/Irrigation Specialist	41750		114	\$ 44,942.78	\$ 58,425.62	\$ 71,908.45	\$ 40,523.60	\$ 52,883.38	\$ 65,243.36	10.9%	10.5%	10.2%	
Equipment Operator III	51590		114	\$ 44,942.78	\$ 58,425.62	\$ 71,908.45	\$ 38,338.56	\$ 50,031.90	\$ 61,725.04	17.2%	16.8%	16.5%	
Human Resources Specialist	04800		114	\$ 44,942.78	\$ 58,425.62	\$ 71,908.45	\$ 41,751.42	\$ 54,486.02	\$ 67,220.40	7.6%	7.2%	7.0%	
Parking/Code Enforcement Specialist	01900		114	\$ 44,942.78	\$ 58,425.62	\$ 71,908.45	\$ 40,141.71	\$ 52,385.01	\$ 64,628.51	12.0%	11.5%	11.3%	
Transfer Station Operator	51610		114	\$ 44,942.78	\$ 58,425.62	\$ 71,908.45	\$ 40,255.28	\$ 52,533.31	\$ 64,811.34	11.6%	11.2%	11.0%	
Water Resources Technician I	45140		114	\$ 44,942.78	\$ 58,425.62	\$ 71,908.45	\$ 41,010.74	\$ 53,519.23	\$ 66,027.73	9.6%	9.2%	8.9%	
Business Services Supervisor	02900		115	\$ 47,189.92	\$ 61,346.90	\$ 75,503.87	\$ 45,433.02	\$ 59,290.40	\$ 73,147.78	3.9%	3.5%	3.2%	
Deputy Town Clerk	16350		115	\$ 47,189.92	\$ 61,346.90	\$ 75,503.87	\$ 45,434.90	\$ 59,291.44	\$ 73,147.78	3.9%	3.5%	3.2%	
Fleet Mechanic	44160		115	\$ 47,189.92	\$ 61,346.90	\$ 75,503.87	\$ 44,348.30	\$ 57,874.75	\$ 71,401.20	6.4%	6.0%	5.7%	

Proposed General Pay Grades											
CLASS TITLE	75th		Percentile								
	Current Grade	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max	Current Minimum	Current Midpoint	Current Maximum	% Diff Minimum	% Diff Midpoint	% Diff Maximum
Golf Course Mechanic	45250	115	\$ 47,189.92	\$ 61,346.90	\$ 75,503.87	\$ 42,470.06	\$ 55,423.68	\$ 68,377.30	11.1%	10.7%	10.4%
Human Resources Coordinator	04900	115	\$ 47,189.92	\$ 61,346.90	\$ 75,503.87	\$ 43,839.12	\$ 57,210.19	\$ 70,581.06	7.6%	7.2%	7.0%
Office Manager	02300	115	\$ 47,189.92	\$ 61,346.90	\$ 75,503.87	\$ 44,426.72	\$ 57,977.30	\$ 71,527.46	6.2%	5.8%	5.6%
Office Manager	02300	115	\$ 47,189.92	\$ 61,346.90	\$ 75,503.87	\$ 44,426.72	\$ 57,977.30	\$ 71,527.46	6.2%	5.8%	5.6%
Supervisor Lifeguard	31400	115	\$ 47,189.92	\$ 61,346.90	\$ 75,503.87	\$ 45,123.52	\$ 58,886.46	\$ 72,649.20	4.6%	4.2%	3.9%
Telecommunicator	00800	115	\$ 47,189.92	\$ 61,346.90	\$ 75,503.87	\$ 42,361.07	\$ 55,281.41	\$ 68,201.74	11.4%	11.0%	10.7%
Warehouse Coordinator	00720	115	\$ 47,189.92	\$ 61,346.90	\$ 75,503.87	\$ 42,409.54	\$ 55,344.64	\$ 68,279.54	11.3%	10.8%	10.6%
Buyer	00600	116	\$ 49,549.42	\$ 64,414.24	\$ 79,279.07	\$ 44,598.53	\$ 58,200.06	\$ 71,801.18	11.1%	10.7%	10.4%
Crime Intelligence Analyst	11750	116	\$ 49,549.42	\$ 64,414.24	\$ 79,279.07	\$ 43,648.80	\$ 56,962.05	\$ 70,275.50	13.5%	13.1%	12.8%
Crime Scene Evidence Tech II	11610	116	\$ 49,549.42	\$ 64,414.24	\$ 79,279.07	\$ 48,612.30	\$ 63,439.38	\$ 78,266.45	1.9%	1.5%	1.3%
Industrial Electrician	44450	116	\$ 49,549.42	\$ 64,414.24	\$ 79,279.07	\$ 47,856.22	\$ 62,452.83	\$ 77,049.44	3.5%	3.1%	2.9%
Purchasing Coordinator	14400	116	\$ 49,549.42	\$ 64,414.24	\$ 79,279.07	\$ 44,869.55	\$ 58,555.12	\$ 72,240.90	10.4%	10.0%	9.7%
Planner	02660	117	\$ 52,026.89	\$ 67,634.95	\$ 83,243.02	\$ 39,354.43	\$ 51,357.90	\$ 63,361.17	32.2%	31.7%	31.4%
Recreation Supervisor	31620	117	\$ 52,026.89	\$ 67,634.95	\$ 83,243.02	\$ 41,334.59	\$ 53,941.68	\$ 66,548.98	25.9%	25.4%	25.1%
Right Of Way Inspector	10750	117	\$ 52,026.89	\$ 67,634.95	\$ 83,243.02	\$ 51,390.98	\$ 67,065.65	\$ 82,740.11	1.2%	0.8%	0.6%
Water Resources Technician II	51570	117	\$ 52,026.89	\$ 67,634.95	\$ 83,243.02	\$ 50,397.98	\$ 65,769.81	\$ 81,141.22	3.2%	2.8%	2.6%
Accountant	01560	118	\$ 54,628.23	\$ 71,016.70	\$ 87,405.17	\$ 40,646.53	\$ 53,043.95	\$ 65,441.38	34.4%	33.9%	33.6%
Fire Inspector	20855	118	\$ 54,628.23	\$ 71,016.70	\$ 87,405.17	\$ 51,452.34	\$ 67,145.52	\$ 82,838.70	6.2%	5.8%	5.5%
Information Technology Specialist	12200	118	\$ 54,628.23	\$ 71,016.70	\$ 87,405.17	\$ 48,062.35	\$ 62,721.57	\$ 77,380.78	13.7%	13.2%	13.0%
Parking/Code Enforcement Manager	01910	118	\$ 54,628.23	\$ 71,016.70	\$ 87,405.17	\$ 50,557.94	\$ 65,978.22	\$ 81,398.51	8.1%	7.6%	7.4%
Sanitation Supervisor	42100	118	\$ 54,628.23	\$ 71,016.70	\$ 87,405.17	\$ 51,231.86	\$ 66,857.86	\$ 82,483.86	6.6%	6.2%	6.0%
Telecommunicator Supervisor	00850	118	\$ 54,628.23	\$ 71,016.70	\$ 87,405.17	\$ 50,069.55	\$ 65,341.33	\$ 80,612.69	9.1%	8.7%	8.4%
Trash Supervisor	42100	118	\$ 54,628.23	\$ 71,016.70	\$ 87,405.17	\$ 51,231.86	\$ 66,857.86	\$ 82,483.86	6.6%	6.2%	6.0%
Fleet Mechanic Supervisor	44140	119	\$ 57,359.64	\$ 74,567.54	\$ 91,775.43	\$ 53,418.56	\$ 69,711.82	\$ 86,004.67	7.4%	7.0%	6.7%
Grounds Supervisor	43700	119	\$ 57,359.64	\$ 74,567.54	\$ 91,775.43	\$ 54,830.46	\$ 71,554.29	\$ 88,277.90	4.6%	4.2%	4.0%
Human Resources Analyst	13250	119	\$ 57,359.64	\$ 74,567.54	\$ 91,775.43	\$ 50,558.14	\$ 65,978.64	\$ 81,398.93	13.5%	13.0%	12.7%
Police Planner	11650	119	\$ 57,359.64	\$ 74,567.54	\$ 91,775.43	\$ 53,701.23	\$ 70,080.19	\$ 86,459.36	6.8%	6.4%	6.1%
Senior Industrial Electrician	44445	119	\$ 57,359.64	\$ 74,567.54	\$ 91,775.43	\$ 53,721.41	\$ 70,106.61	\$ 86,491.81	6.8%	6.4%	6.1%
Budget Analyst	01610	120	\$ 60,227.63	\$ 78,295.91	\$ 96,364.20	\$ 55,752.53	\$ 72,757.36	\$ 89,761.98	8.0%	7.6%	7.4%
Combination Building Inspector	10100	120	\$ 60,227.63	\$ 78,295.91	\$ 96,364.20	\$ 51,390.98	\$ 67,065.65	\$ 82,740.11	17.2%	16.7%	16.5%
Fleet Manager	47000	120	\$ 60,227.63	\$ 78,295.91	\$ 96,364.20	\$ 60,621.18	\$ 79,110.93	\$ 97,600.67	-0.6%	-1.0%	-1.3%
General Maintenance Supervisor	43200	120	\$ 60,227.63	\$ 78,295.91	\$ 96,364.20	\$ 56,238.00	\$ 73,390.93	\$ 90,543.86	7.1%	6.7%	6.4%
Lead Telecommunications Supervisor	15000	120	\$ 60,227.63	\$ 78,295.91	\$ 96,364.20	\$ 57,580.64	\$ 75,143.12	\$ 92,705.81	4.6%	4.2%	3.9%
Risk Manager	14500	120	\$ 60,227.63	\$ 78,295.91	\$ 96,364.20	\$ 59,597.41	\$ 77,775.15	\$ 95,952.69	1.1%	0.7%	0.4%
Town Clerk	14700	120	\$ 60,227.63	\$ 78,295.91	\$ 96,364.20	\$ 57,686.72	\$ 75,279.57	\$ 92,872.62	4.4%	4.0%	3.8%
Training & Comm Relations Coor	11901	120	\$ 60,227.63	\$ 78,295.91	\$ 96,364.20	\$ 56,767.57	\$ 74,082.11	\$ 91,396.45	6.1%	5.7%	5.4%
Combination Plan Reviewer	10180	121	\$ 63,239.01	\$ 82,210.71	\$ 101,182.41	\$ 57,675.28	\$ 75,266.88	\$ 92,858.06	9.6%	9.2%	9.0%
Crime Scene Evidence Manager	11800	121	\$ 63,239.01	\$ 82,210.71	\$ 101,182.41	\$ 58,174.27	\$ 75,917.92	\$ 93,661.15	8.7%	8.3%	8.0%
Dockmaster	43100	121	\$ 63,239.01	\$ 82,210.71	\$ 101,182.41	\$ 59,597.41	\$ 77,775.15	\$ 95,952.69	6.1%	5.7%	5.5%
GIS Coordinator	12150	121	\$ 63,239.01	\$ 82,210.71	\$ 101,182.41	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	7.9%	7.4%	7.2%
Golf Course Superintendent	41700	121	\$ 63,239.01	\$ 82,210.71	\$ 101,182.41	\$ 59,414.58	\$ 77,536.37	\$ 95,658.16	6.4%	6.0%	5.8%
Utilities Maintenance Supervisor	45180	121	\$ 63,239.01	\$ 82,210.71	\$ 101,182.41	\$ 60,313.76	\$ 78,709.90	\$ 97,105.84	4.9%	4.4%	4.2%
Administrative Manager	03920	122	\$ 66,400.96	\$ 86,321.25	\$ 106,241.53	\$ 62,368.59	\$ 81,389.36	\$ 100,409.92	6.5%	6.1%	5.8%
Assistant Purchasing Manager	14550	122	\$ 66,400.96	\$ 86,321.25	\$ 106,241.53	\$ 62,365.89	\$ 81,388.11	\$ 100,409.92	6.5%	6.1%	5.8%

Proposed General Pay Grades			75th Percentile								
CLASS TITLE	Current Grade	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max	Current Minimum	Current Midpoint	Current Maximum	% Diff Minimum	% Diff Midpoint	% Diff Maximum
Chief Electrical Inspector	10200	122	\$ 66,400.96	\$ 86,321.25	\$ 106,241.53	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	13.2%	12.8%	12.5%
Chief Plumbing Inspector	10200	122	\$ 66,400.96	\$ 86,321.25	\$ 106,241.53	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	13.2%	12.8%	12.5%
Golf Manager	31800	123	\$ 69,721.01	\$ 90,637.31	\$ 111,553.61	\$ 61,521.41	\$ 80,285.71	\$ 99,050.02	13.3%	12.9%	12.6%
Planning Administrator	10200	123	\$ 69,721.01	\$ 90,637.31	\$ 111,553.61	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	18.9%	18.4%	18.2%
Systems Administrator	12100	123	\$ 69,721.01	\$ 90,637.31	\$ 111,553.61	\$ 66,946.67	\$ 87,365.82	\$ 107,784.77	4.1%	3.7%	3.5%
Assistant Director Of Recreation	62100	124	\$ 73,207.06	\$ 95,169.17	\$ 117,131.29	\$ 66,395.47	\$ 86,646.56	\$ 106,897.65	10.3%	9.8%	9.6%
Assistant Information Technology Manager	12050	124	\$ 73,207.06	\$ 95,169.17	\$ 117,131.29	\$ 70,252.21	\$ 91,713.23	\$ 113,173.84	4.2%	3.8%	3.5%
Chief Building Inspector	10050	124	\$ 73,207.06	\$ 95,169.17	\$ 117,131.29	\$ 61,569.25	\$ 80,348.11	\$ 99,126.98	18.9%	18.4%	18.2%
Zoning Administrator	10450	124	\$ 73,207.06	\$ 95,169.17	\$ 117,131.29	\$ 66,395.68	\$ 86,646.98	\$ 106,898.06	10.3%	9.8%	9.6%
Civil Engineer	10730	125	\$ 77,599.48	\$ 100,879.32	\$ 124,159.17	\$ 75,594.69	\$ 98,651.49	\$ 121,708.29	2.7%	2.3%	2.0%
Coastal Program Manager	10800	125	\$ 77,599.48	\$ 100,879.32	\$ 124,159.17	\$ 75,594.69	\$ 98,651.49	\$ 121,708.29	2.7%	2.3%	2.0%
Project Manager (Engineering)	10730	125	\$ 77,599.48	\$ 100,879.32	\$ 124,159.17	\$ 75,594.69	\$ 98,651.49	\$ 121,708.29	2.7%	2.3%	2.0%
Underground Utilities Project Manager	10800	125	\$ 77,599.48	\$ 100,879.32	\$ 124,159.17	\$ 75,594.69	\$ 98,651.49	\$ 121,708.29	2.7%	2.3%	2.0%
Facilities Maint Div Manager	63510	126	\$ 82,255.45	\$ 106,932.08	\$ 131,608.72	\$ 74,187.15	\$ 96,814.64	\$ 119,441.92	10.9%	10.5%	10.2%
Senior Project Engineer	01074	126	\$ 82,255.45	\$ 106,932.08	\$ 131,608.72	\$ 79,374.26	\$ 103,584.00	\$ 127,793.74	3.6%	3.2%	3.0%
Services Division Manager	63310	126	\$ 82,255.45	\$ 106,932.08	\$ 131,608.72	\$ 70,599.57	\$ 92,132.98	\$ 113,666.38	16.5%	16.1%	15.8%
Water Resources Division Manager	63410	126	\$ 82,255.45	\$ 106,932.08	\$ 131,608.72	\$ 76,157.54	\$ 99,386.14	\$ 122,614.54	8.0%	7.6%	7.3%
Fire Marshal	60260	127	\$ 87,190.77	\$ 113,348.01	\$ 139,505.24	\$ 81,165.55	\$ 105,921.50	\$ 130,677.46	7.4%	7.0%	6.8%
Purchasing Manager	14600	127	\$ 87,190.77	\$ 113,348.01	\$ 139,505.24	\$ 73,372.21	\$ 95,751.34	\$ 118,130.48	18.8%	18.4%	18.1%
Assistant Director Of Finance	61250	128	\$ 92,422.22	\$ 120,148.89	\$ 147,875.55	\$ 76,268.61	\$ 99,530.91	\$ 122,793.22	21.2%	20.7%	20.4%
Assistant Director Of Human Resources	61350	128	\$ 92,422.22	\$ 120,148.89	\$ 147,875.55	\$ 70,364.11	\$ 91,825.55	\$ 113,286.99	31.3%	30.8%	30.5%
Assistant Director of Planning, Zoning, & Building	63150	130	\$ 103,845.61	\$ 134,999.29	\$ 166,152.97	\$ 86,426.91	\$ 112,787.79	\$ 139,148.46	20.2%	19.7%	19.4%
Assistant Director Of Public Works	63100	130	\$ 103,845.61	\$ 134,999.29	\$ 166,152.97	\$ 89,874.51	\$ 117,286.83	\$ 144,698.94	15.5%	15.1%	14.8%
Town Engineer	63150	130	\$ 103,845.61	\$ 134,999.29	\$ 166,152.97	\$ 86,426.91	\$ 112,787.79	\$ 139,148.46	20.2%	19.7%	19.4%
Director of Business Development & Operations	62000	131	\$ 111,114.80	\$ 144,449.24	\$ 177,783.68	\$ 84,566.56	\$ 111,533.34	\$ 138,499.92	31.4%	29.5%	28.4%
Director Of Human Resources	61300	131	\$ 111,114.80	\$ 144,449.24	\$ 177,783.68	\$ 88,435.36	\$ 116,615.41	\$ 144,795.25	25.6%	23.9%	22.8%
Director Of Planning Zoning & Building	63600	131	\$ 111,114.80	\$ 144,449.24	\$ 177,783.68	\$ 100,751.66	\$ 132,858.96	\$ 164,966.26	10.3%	8.7%	7.8%
Director Of Public Works	63000	131	\$ 111,114.80	\$ 144,449.24	\$ 177,783.68	\$ 107,661.01	\$ 141,967.07	\$ 176,272.93	3.2%	1.7%	0.9%
Information Technology Manager	61400	131	\$ 111,114.80	\$ 144,449.24	\$ 177,783.68	\$ 88,435.36	\$ 115,408.80	\$ 142,382.03	25.6%	25.2%	24.9%
Director Of Finance	61200	132	\$ 118,892.84	\$ 154,560.69	\$ 190,228.54	\$ 101,892.75	\$ 134,361.14	\$ 166,829.10	16.7%	15.0%	14.0%
Deputy Town Manager	60050	133	\$ 142,671.40	\$ 185,472.83	\$ 228,274.25	\$ 106,998.32	\$ 141,084.11	\$ 175,170.11	33.3%	31.5%	30.3%

Proposed Police Pay Grades			75th Percentile								
CLASS TITLE	Current Grade	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max	Current Minimum	Current Midpoint	Current Maximum	% Diff Minimum	% Diff Midpoint	% Diff Maximum
Police Trainee	20070	P1	\$ 43,769.00	\$ 43,769.00	\$ 43,769.00	\$ 36,951.20	\$ 36,951.20	\$ 36,951.20	18.5%	18.5%	18.5%
Police Officer	20101	P2	\$ 62,482.00	\$ 78,415.31	\$ 94,348.61	\$ 53,843.26	\$ 74,058.71	\$ 94,273.95	16.0%	5.9%	0.1%
Police Sergeant	20201	P3	\$ 83,141.00	\$ 101,847.73	\$ 120,554.45	\$ 83,140.24	\$ 96,847.71	\$ 110,555.19	0.0%	5.2%	9.0%
Police Lieutenant	20210	P4	\$ 95,500.00	\$ 116,987.50	\$ 138,475.00	\$ 84,433.65	\$ 104,401.23	\$ 124,368.61	13.1%	12.1%	11.3%
Police Captain	60150	P5	\$ 106,300.00	\$ 130,217.50	\$ 154,135.00	\$ 86,246.58	\$ 112,552.34	\$ 138,857.68	23.3%	15.7%	11.0%
Police Major	60120	P6	\$ 120,000.00	\$ 150,000.00	\$ 180,000.00	\$ 97,703.01	\$ 125,960.85	\$ 154,218.69	22.8%	19.1%	16.7%
Police Chief	60102	P7	\$ 124,100.00	\$ 161,330.00	\$ 198,560.00	\$ 123,274.00	\$ 157,694.50	\$ 192,115.00	0.7%	2.3%	3.4%

Proposed Fire Pay Grades		85th Percentile									
CLASS TITLE	Current Grade	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max	Current Minimum	Current Midpoint	Current Maximum	% Diff Minimum	% Diff Midpoint	% Diff Maximum
Firefighter EMT	20400	F1	\$ 54,690.00	\$ 68,636.30	\$ 82,582.59	\$ 54,688.76	\$ 68,630.89	\$ 82,573.28	0.0%	0.0%	0.0%
Firefighter Paramedic	20500	F2	\$ 61,476.00	\$ 77,152.77	\$ 92,829.54	\$ 61,474.80	\$ 77,147.18	\$ 92,819.30	0.0%	0.0%	0.0%
Firefighter Driver/Engineer EMT	20450	F3	\$ 63,438.00	\$ 79,615.09	\$ 95,792.18	\$ 57,841.06	\$ 72,586.20	\$ 87,331.08	9.7%	9.7%	9.7%
Firefighter Driver/Engineer Paramedic	20470	F4	\$ 67,717.00	\$ 84,985.26	\$ 102,253.52	\$ 66,048.62	\$ 82,886.73	\$ 99,724.58	2.5%	2.5%	2.5%
Lieutenant/Paramedic	20730	F5	\$ 79,700.00	\$ 97,632.50	\$ 115,565.00	\$ 74,289.20	\$ 94,925.64	\$ 115,561.56	7.3%	2.9%	0.0%
Battalion Chief	60250	F6	\$ 102,960.00	\$ 126,126.00	\$ 149,292.00	\$ 84,285.43	\$ 109,993.23	\$ 135,700.78	22.2%	14.7%	10.0%
Fire Rescue Division Chief - EMS Coordinator	60230	F7	\$ 115,734.30	\$ 141,774.52	\$ 167,814.74	\$ 84,285.76	\$ 109,993.10	\$ 135,700.66	37.3%	28.9%	23.7%
Fire Rescue Division Chief - Trng & Safety	60230	F7	\$ 115,734.30	\$ 141,774.52	\$ 167,814.74	\$ 84,285.76	\$ 109,993.10	\$ 135,700.66	37.3%	28.9%	23.7%
Assistant Fire-Rescue Chief	60210	F8	\$ 123,274.80	\$ 154,093.50	\$ 184,912.20	\$ 96,871.01	\$ 126,417.20	\$ 155,963.60	27.3%	21.9%	18.6%
Fire-Rescue Chief	60200	F9	\$ 134,774.20	\$ 168,467.75	\$ 202,161.30	\$ 115,538.38	\$ 150,688.93	\$ 180,050.00	16.6%	11.8%	12.3%

Proposed General Pay Grades		85th	Percentile			Proposed			Proposed	Proposed	Current	Current	Current	% Diff	% Diff	% Diff
CLASS TITLE	Current Grade	Grade	Proposed Grade	Min	Mid	Max	Minimum	Midpoint	Maximum	% Minimum	% Midpoint	% Maximum	% Diff	% Minimum	% Midpoint	% Maximum
Golf Course Mechanic	45250		115	\$ 49,259.65	\$ 64,037.55	\$ 78,815.45	\$ 42,470.06	\$ 55,423.68	\$ 68,377.30	16.0%	15.5%	15.3%	16.0%	15.5%	15.3%	15.3%
Human Resources Coordinator	04900		115	\$ 49,259.65	\$ 64,037.55	\$ 78,815.45	\$ 43,839.12	\$ 57,210.19	\$ 70,581.06	12.4%	11.9%	11.7%	12.4%	11.9%	11.7%	11.7%
Office Manager	02300		115	\$ 49,259.65	\$ 64,037.55	\$ 78,815.45	\$ 44,426.72	\$ 57,977.30	\$ 71,527.46	10.9%	10.5%	10.2%	10.9%	10.5%	10.2%	10.2%
Office Manager	02300		115	\$ 49,259.65	\$ 64,037.55	\$ 78,815.45	\$ 44,426.72	\$ 57,977.30	\$ 71,527.46	10.9%	10.5%	10.2%	10.9%	10.5%	10.2%	10.2%
Supervisor Lifeguard	31400		115	\$ 49,259.65	\$ 64,037.55	\$ 78,815.45	\$ 45,123.52	\$ 58,886.46	\$ 72,649.20	9.2%	8.7%	8.5%	9.2%	8.7%	8.5%	8.5%
Telecommunicator	00800		115	\$ 49,259.65	\$ 64,037.55	\$ 78,815.45	\$ 42,361.07	\$ 55,281.41	\$ 68,201.74	16.3%	15.8%	15.6%	16.3%	15.8%	15.6%	15.6%
Warehouse Coordinator	00720		115	\$ 49,259.65	\$ 64,037.55	\$ 78,815.45	\$ 42,409.54	\$ 55,344.64	\$ 68,279.54	16.2%	15.7%	15.4%	16.2%	15.7%	15.4%	15.4%
Buyer	00600		116	\$ 51,722.64	\$ 67,239.43	\$ 82,756.22	\$ 44,598.53	\$ 58,200.06	\$ 71,801.18	16.0%	15.5%	15.3%	16.0%	15.5%	15.3%	15.3%
Crime Intelligence Analyst	11750		116	\$ 51,722.64	\$ 67,239.43	\$ 82,756.22	\$ 43,648.80	\$ 56,962.05	\$ 70,275.50	18.5%	18.0%	17.8%	18.5%	18.0%	17.8%	17.8%
Crime Scene Evidence Tech II	11610		116	\$ 51,722.64	\$ 67,239.43	\$ 82,756.22	\$ 48,612.30	\$ 63,439.38	\$ 78,266.45	6.4%	6.0%	5.7%	6.4%	6.0%	5.7%	5.7%
Industrial Electrician	44450		116	\$ 51,722.64	\$ 67,239.43	\$ 82,756.22	\$ 47,856.22	\$ 62,452.83	\$ 77,049.44	8.1%	7.7%	7.4%	8.1%	7.7%	7.4%	7.4%
Purchasing Coordinator	14400		116	\$ 51,722.64	\$ 67,239.43	\$ 82,756.22	\$ 44,869.55	\$ 58,555.12	\$ 72,240.90	15.3%	14.8%	14.6%	15.3%	14.8%	14.6%	14.6%
Planner	02660		117	\$ 54,308.77	\$ 70,601.40	\$ 86,894.03	\$ 39,354.43	\$ 51,357.90	\$ 63,361.17	38.0%	37.5%	37.1%	38.0%	37.5%	37.1%	37.1%
Recreation Supervisor	31620		117	\$ 54,308.77	\$ 70,601.40	\$ 86,894.03	\$ 41,334.59	\$ 53,941.68	\$ 66,548.98	31.4%	30.9%	30.6%	31.4%	30.9%	30.6%	30.6%
Right Of Way Inspector	10750		117	\$ 54,308.77	\$ 70,601.40	\$ 86,894.03	\$ 51,390.98	\$ 67,065.65	\$ 82,740.11	5.7%	5.3%	5.0%	5.7%	5.3%	5.0%	5.0%
Water Resources Technician II	51570		117	\$ 54,308.77	\$ 70,601.40	\$ 86,894.03	\$ 50,397.98	\$ 65,769.81	\$ 81,141.22	7.8%	7.3%	7.1%	7.8%	7.3%	7.1%	7.1%
Accountant	01560		118	\$ 57,024.21	\$ 74,131.47	\$ 91,238.73	\$ 40,646.53	\$ 53,043.95	\$ 65,441.38	40.3%	39.8%	39.4%	40.3%	39.8%	39.4%	39.4%
Fire Inspector	20855		118	\$ 57,024.21	\$ 74,131.47	\$ 91,238.73	\$ 51,452.34	\$ 67,145.52	\$ 82,838.70	10.8%	10.4%	10.1%	10.8%	10.4%	10.1%	10.1%
Information Technology Specialist	12200		118	\$ 57,024.21	\$ 74,131.47	\$ 91,238.73	\$ 48,062.35	\$ 62,721.57	\$ 77,380.78	18.6%	18.2%	17.9%	18.6%	18.2%	17.9%	17.9%
Parking/Code Enforcement Manager	01910		118	\$ 57,024.21	\$ 74,131.47	\$ 91,238.73	\$ 50,557.94	\$ 65,978.22	\$ 81,398.51	12.8%	12.4%	12.1%	12.8%	12.4%	12.1%	12.1%
Sanitation Supervisor	42100		118	\$ 57,024.21	\$ 74,131.47	\$ 91,238.73	\$ 51,231.86	\$ 66,857.86	\$ 82,483.86	11.3%	10.9%	10.6%	11.3%	10.9%	10.6%	10.6%
Telecommunicator Supervisor	00850		118	\$ 57,024.21	\$ 74,131.47	\$ 91,238.73	\$ 50,069.55	\$ 65,341.33	\$ 80,612.69	13.9%	13.5%	13.2%	13.9%	13.5%	13.2%	13.2%
Trash Supervisor	42100		118	\$ 57,024.21	\$ 74,131.47	\$ 91,238.73	\$ 51,231.86	\$ 66,857.86	\$ 82,483.86	11.3%	10.9%	10.6%	11.3%	10.9%	10.6%	10.6%
Fleet Mechanic Supervisor	44140		119	\$ 59,875.42	\$ 77,838.04	\$ 95,800.67	\$ 53,418.56	\$ 69,711.82	\$ 86,004.67	12.1%	11.7%	11.4%	12.1%	11.7%	11.4%	11.4%
Grounds Supervisor	43700		119	\$ 59,875.42	\$ 77,838.04	\$ 95,800.67	\$ 54,830.46	\$ 71,554.29	\$ 88,277.90	9.2%	8.8%	8.5%	9.2%	8.8%	8.5%	8.5%
Human Resources Analyst	13250		119	\$ 59,875.42	\$ 77,838.04	\$ 95,800.67	\$ 50,558.14	\$ 65,978.64	\$ 81,398.93	18.4%	18.0%	17.7%	18.4%	18.0%	17.7%	17.7%
Police Planner	11650		119	\$ 59,875.42	\$ 77,838.04	\$ 95,800.67	\$ 53,701.23	\$ 70,080.19	\$ 86,459.36	11.5%	11.1%	10.8%	11.5%	11.1%	10.8%	10.8%
Senior Industrial Electrician	44445		119	\$ 59,875.42	\$ 77,838.04	\$ 95,800.67	\$ 53,721.41	\$ 70,106.61	\$ 86,491.81	11.5%	11.0%	10.8%	11.5%	11.0%	10.8%	10.8%
Budget Analyst	01610		120	\$ 62,869.19	\$ 81,729.95	\$ 100,590.70	\$ 55,752.53	\$ 72,757.36	\$ 89,761.98	12.8%	12.3%	12.1%	12.8%	12.3%	12.1%	12.1%
Combination Building Inspector	10100		120	\$ 62,869.19	\$ 81,729.95	\$ 100,590.70	\$ 51,390.98	\$ 67,065.65	\$ 82,740.11	22.3%	21.9%	21.6%	22.3%	21.9%	21.6%	21.6%
Fleet Manager	47000		120	\$ 62,869.19	\$ 81,729.95	\$ 100,590.70	\$ 60,621.18	\$ 79,110.93	\$ 97,600.67	3.7%	3.3%	3.1%	3.7%	3.3%	3.1%	3.1%
General Maintenance Supervisor	43200		120	\$ 62,869.19	\$ 81,729.95	\$ 100,590.70	\$ 56,238.00	\$ 73,390.93	\$ 90,543.86	11.8%	11.4%	11.1%	11.8%	11.4%	11.1%	11.1%
Lead Telecommunications Supervisor	15000		120	\$ 62,869.19	\$ 81,729.95	\$ 100,590.70	\$ 57,580.64	\$ 75,143.12	\$ 92,705.81	9.2%	8.8%	8.5%	9.2%	8.8%	8.5%	8.5%
Risk Manager	14500		120	\$ 62,869.19	\$ 81,729.95	\$ 100,590.70	\$ 59,597.41	\$ 77,775.15	\$ 95,952.69	5.5%	5.1%	4.8%	5.5%	5.1%	4.8%	4.8%
Town Clerk	14700		120	\$ 62,869.19	\$ 81,729.95	\$ 100,590.70	\$ 57,686.72	\$ 75,279.57	\$ 92,872.62	9.0%	8.6%	8.3%	9.0%	8.6%	8.3%	8.3%
Training & Comm Relations Coor	11901		120	\$ 62,869.19	\$ 81,729.95	\$ 100,590.70	\$ 56,767.57	\$ 74,082.11	\$ 91,396.45	10.7%	10.3%	10.1%	10.7%	10.3%	10.1%	10.1%
Combination Plan Reviewer	10180		121	\$ 66,012.65	\$ 85,816.44	\$ 105,620.24	\$ 57,675.28	\$ 75,266.88	\$ 92,858.06	14.5%	14.0%	13.7%	14.5%	14.0%	13.7%	13.7%
Crime Scene Evidence Manager	11800		121	\$ 66,012.65	\$ 85,816.44	\$ 105,620.24	\$ 58,174.27	\$ 75,917.92	\$ 93,661.15	13.5%	13.0%	12.8%	13.5%	13.0%	12.8%	12.8%
Dockmaster	43100		121	\$ 66,012.65	\$ 85,816.44	\$ 105,620.24	\$ 59,597.41	\$ 77,775.15	\$ 95,952.69	10.8%	10.3%	10.1%	10.8%	10.3%	10.1%	10.1%
GIS Coordinator	12150		121	\$ 66,012.65	\$ 85,816.44	\$ 105,620.24	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	12.6%	12.1%	11.9%	12.6%	12.1%	11.9%	11.9%
Golf Course Superintendent	41700		121	\$ 66,012.65	\$ 85,816.44	\$ 105,620.24	\$ 59,414.58	\$ 77,536.37	\$ 95,658.16	11.1%	10.7%	10.4%	11.1%	10.7%	10.4%	10.4%
Utilities Maintenance Supervisor	45180		121	\$ 66,012.65	\$ 85,816.44	\$ 105,620.24	\$ 60,313.76	\$ 78,709.90	\$ 97,105.84	9.4%	9.0%	8.8%	9.4%	9.0%	8.8%	8.8%
Administrative Manager	03920		122	\$ 69,313.28	\$ 90,107.26	\$ 110,901.25	\$ 62,368.59	\$ 81,389.36	\$ 100,409.92	11.1%	10.7%	10.4%	11.1%	10.7%	10.4%	10.4%
Assistant Purchasing Manager	14550		122	\$ 69,313.28	\$ 90,107.26	\$ 110,901.25	\$ 62,365.89	\$ 81,388.11	\$ 100,409.92	11.1%	10.7%	10.4%	11.1%	10.7%	10.4%	10.4%

Proposed General Pay Grades										85th Percentile			
CLASS TITLE	Current Grade	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max	Current Minimum	Current Midpoint	Current Maximum	% Diff Minimum	% Diff Midpoint	% Diff Maximum		
Chief Electrical Inspector	10200	122	\$ 69,313.28	\$ 90,107.26	\$ 110,901.25	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	18.2%	17.8%	17.5%		
Chief Plumbing Inspector	10200	122	\$ 69,313.28	\$ 90,107.26	\$ 110,901.25	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	18.2%	17.8%	17.5%		
Golf Manager	31800	123	\$ 72,778.94	\$ 94,612.63	\$ 116,446.31	\$ 61,521.41	\$ 80,285.71	\$ 99,050.02	18.3%	17.8%	17.6%		
Planning Administrator	10200	123	\$ 72,778.94	\$ 94,612.63	\$ 116,446.31	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	24.1%	23.6%	23.3%		
Systems Administrator	12100	123	\$ 72,778.94	\$ 94,612.63	\$ 116,446.31	\$ 66,946.67	\$ 87,365.82	\$ 107,784.77	8.7%	8.3%	8.0%		
Assistant Director Of Recreation	62100	124	\$ 76,417.89	\$ 99,343.26	\$ 122,268.63	\$ 66,395.47	\$ 86,646.56	\$ 106,897.65	15.1%	14.7%	14.4%		
Assistant Information Technology Manager	12050	124	\$ 76,417.89	\$ 99,343.26	\$ 122,268.63	\$ 70,252.21	\$ 91,713.23	\$ 113,173.84	8.8%	8.3%	8.0%		
Chief Building Inspector	10050	124	\$ 76,417.89	\$ 99,343.26	\$ 122,268.63	\$ 61,569.25	\$ 80,348.11	\$ 99,126.98	24.1%	23.6%	23.3%		
Zoning Administrator	10450	124	\$ 76,417.89	\$ 99,343.26	\$ 122,268.63	\$ 66,395.68	\$ 86,646.98	\$ 106,898.06	15.1%	14.7%	14.4%		
Civil Engineer	10730	125	\$ 81,002.97	\$ 105,303.85	\$ 129,604.74	\$ 75,594.69	\$ 98,651.49	\$ 121,708.29	7.2%	6.7%	6.5%		
Coastal Program Manager	10800	125	\$ 81,002.97	\$ 105,303.85	\$ 129,604.74	\$ 75,594.69	\$ 98,651.49	\$ 121,708.29	7.2%	6.7%	6.5%		
Project Manager (Engineering)	10730	125	\$ 81,002.97	\$ 105,303.85	\$ 129,604.74	\$ 75,594.69	\$ 98,651.49	\$ 121,708.29	7.2%	6.7%	6.5%		
Underground Utilities Project Manager	10800	125	\$ 81,002.97	\$ 105,303.85	\$ 129,604.74	\$ 75,594.69	\$ 98,651.49	\$ 121,708.29	7.2%	6.7%	6.5%		
Facilities Maint Div Manager	63510	126	\$ 85,863.14	\$ 111,622.09	\$ 137,381.03	\$ 74,187.15	\$ 96,814.64	\$ 119,441.92	15.7%	15.3%	15.0%		
Senior Project Engineer	01074	126	\$ 85,863.14	\$ 111,622.09	\$ 137,381.03	\$ 79,374.26	\$ 103,584.00	\$ 127,793.74	8.2%	7.8%	7.5%		
Services Division Manager	63310	126	\$ 85,863.14	\$ 111,622.09	\$ 137,381.03	\$ 70,599.57	\$ 92,132.98	\$ 113,666.38	21.6%	21.2%	20.9%		
Water Resources Division Manager	63410	126	\$ 85,863.14	\$ 111,622.09	\$ 137,381.03	\$ 76,157.54	\$ 99,386.14	\$ 122,614.54	12.7%	12.3%	12.0%		
Fire Marshal	60260	127	\$ 91,014.93	\$ 118,319.41	\$ 145,623.89	\$ 81,165.55	\$ 105,921.50	\$ 130,677.46	12.1%	11.7%	11.4%		
Purchasing Manager	14600	127	\$ 91,014.93	\$ 118,319.41	\$ 145,623.89	\$ 73,372.21	\$ 95,751.34	\$ 118,130.48	24.0%	23.6%	23.3%		
Assistant Director Of Finance	61250	128	\$ 96,475.83	\$ 125,418.58	\$ 154,361.32	\$ 76,268.61	\$ 99,530.91	\$ 122,793.22	26.5%	26.0%	25.7%		
Assistant Director Of Human Resources	61350	128	\$ 96,475.83	\$ 125,418.58	\$ 154,361.32	\$ 70,364.11	\$ 91,825.55	\$ 113,286.99	37.1%	36.6%	36.3%		
Assistant Director of Planning, Zoning, & Building	63150	130	\$ 108,400.24	\$ 140,920.31	\$ 173,440.38	\$ 86,426.91	\$ 112,787.79	\$ 139,148.46	25.4%	24.9%	24.6%		
Assistant Director Of Public Works	63100	130	\$ 108,400.24	\$ 140,920.31	\$ 173,440.38	\$ 89,874.51	\$ 117,286.83	\$ 144,698.94	20.6%	20.2%	19.9%		
Town Engineer	63150	130	\$ 108,400.24	\$ 140,920.31	\$ 173,440.38	\$ 86,426.91	\$ 112,787.79	\$ 139,148.46	25.4%	24.9%	24.6%		
Director of Business Development & Operations	62000	131	\$ 115,988.26	\$ 150,784.73	\$ 185,581.21	\$ 84,566.56	\$ 111,533.34	\$ 138,499.92	37.2%	35.2%	34.0%		
Director Of Human Resources	61300	131	\$ 115,988.26	\$ 150,784.73	\$ 185,581.21	\$ 88,435.36	\$ 116,615.41	\$ 144,795.25	31.2%	29.3%	28.2%		
Director Of Planning Zoning & Building	63600	131	\$ 115,988.26	\$ 150,784.73	\$ 185,581.21	\$ 100,751.66	\$ 132,858.96	\$ 164,966.26	15.1%	13.5%	12.5%		
Director Of Public Works	63000	131	\$ 115,988.26	\$ 150,784.73	\$ 185,581.21	\$ 107,661.01	\$ 141,967.07	\$ 176,272.93	7.7%	6.2%	5.3%		
Information Technology Manager	61400	131	\$ 115,988.26	\$ 150,784.73	\$ 185,581.21	\$ 88,435.36	\$ 115,408.80	\$ 142,382.03	31.2%	30.7%	30.3%		
Director Of Finance	61200	132	\$ 124,107.43	\$ 161,339.67	\$ 198,571.90	\$ 101,892.75	\$ 134,361.14	\$ 166,829.10	21.8%	20.1%	19.0%		
Deputy Town Manager	60050	133	\$ 148,928.92	\$ 193,607.60	\$ 238,286.27	\$ 106,998.32	\$ 141,084.11	\$ 175,170.11	39.2%	37.2%	36.0%		

Proposed Police Pay Grades			85th Percentile								
CLASS TITLE	Current Grade	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max	Current Minimum	Current Midpoint	Current Maximum	% Diff Minimum	% Diff Midpoint	% Diff Maximum
Police Trainee	20070	P1	\$ 43,912.00	\$ 43,912.00	\$ 43,912.00	\$ 36,951.20	\$ 36,951.20	\$ 36,951.20	18.8%	18.8%	18.8%
Police Officer	20101	P2	\$ 65,600.00	\$ 82,328.41	\$ 99,056.83	\$ 53,843.26	\$ 74,058.71	\$ 94,273.95	21.8%	11.2%	5.1%
Police Sergeant	20201	P3	\$ 86,466.64	\$ 105,921.63	\$ 125,376.63	\$ 83,140.24	\$ 96,847.71	\$ 110,555.19	4.0%	9.4%	13.4%
Police Lieutenant	20210	P4	\$ 99,320.00	\$ 121,667.00	\$ 144,014.00	\$ 84,433.65	\$ 104,401.23	\$ 124,368.61	17.6%	16.5%	15.8%
Police Captain	60150	P5	\$ 110,552.00	\$ 135,426.20	\$ 160,300.40	\$ 86,246.58	\$ 112,552.34	\$ 138,857.68	28.2%	20.3%	15.4%
Police Major	60120	P6	\$ 124,800.00	\$ 156,000.00	\$ 187,200.00	\$ 97,703.01	\$ 125,960.85	\$ 154,218.69	27.7%	23.8%	21.4%
Police Chief	60102	P7	\$ 129,064.00	\$ 167,783.20	\$ 206,502.40	\$ 123,274.00	\$ 157,694.50	\$ 192,115.00	4.7%	6.4%	7.5%

Town of Palm Beach

ID	General Classification
1	ACCOUNTANT
2	ACCOUNTING TECHNICIAN
3	ACTIVITY LEADER
4	ADMINISTRATIVE ASSISTANT
5	BUILDING MAINTENANCE WORKER
6	BUYER
7	CHIEF BUILDING INSPECTOR
8	CHIEF ELECTRICAL INSPECTOR
9	CHIEF PLUMBING INSPECTOR
10	CODE COMPLIANCE OFFICER I
11	COMBINATION BUILDING INSPECTOR
12	COMBINATION PLAN REVIEWER
13	CRANE OPERATOR
14	CRIME INTELLIGENCE ANALYST
15	CRIME SCENE EVIDENCE TECH II
16	DEPUTY TOWN MANAGER
17	DEVELOPMENT PERMIT COORDINATOR
18	DIRECTOR OF FINANCE
19	DIRECTOR OF HUMAN RESOURCES
20	DIRECTOR OF PLANNING ZONING & BUILDING
21	DIRECTOR OF PUBLIC WORKS
22	DIVISION MANAGER, FACILITIES MAINTENANCE
23	DIVISION MANAGER, SERVICES
24	DIVISION MANAGER, WATER RESOURCES
25	DOCKMASTER*
26	EQUIPMENT OPERATOR I
27	FIRE MARSHAL
28	GIS COORDINATOR
29	GOLF COURSE ASSOCIATE
30	GOLF COURSE SUPERINTENDENT*
31	GOLF MANAGER
32	HUMAN RESOURCES ANALYST
33	INDUSTRIAL ELECTRICIAN
34	INFORMATION TECHNOLOGY MANAGER
35	INFORMATION TECHNOLOGY SPECIALIST
36	LABORER
37	LIFEGUARD
38	MANAGER, FLEET
39	MANAGER, PURCHASING
40	MECHANIC, FLEET
41	PARKING ENFORCEMENT OFFICER
42	PLANNER
43	PLANNING ADMINISTRATOR
44	PROJECT MANAGER
45	RECREATION SUPERVISOR
46	SUPERVISOR, UTILITIES MAINTENANCE
47	SYSTEMS ADMINISTRATOR
48	TELECOMMUNICATOR
49	TELECOMMUNICATOR SUPERVISOR
50	TOWN ENGINEER
51	TRANSFER STATION OPERATOR*
52	WATER RESOURCES TECHNICIAN I
53	ZONING ADMINISTRATOR

ID	Public Safety Classifications
53	ASSISTANT FIRE-RESCUE CHIEF
54	BATTALION CHIEF
55	DIVISION CHIEF - EMS COORDINATOR
56	DIVISION CHIEF - TRNG & SAFETY
57	FIRE MARSHAL
58	FIREFIGHTER DRIVER/ENGINEER EMT
59	FIREFIGHTER DRIVER/ENGINEER PARAMEDIC
60	FIREFIGHTER EMT
61	FIREFIGHTER PARAMEDIC
62	FIRE-RESCUE CHIEF
63	LIEUTENANT PARAMEDIC
64	POLICE CAPTAIN
65	POLICE CHIEF
66	POLICE LIEUTENANT PROF STANDARDS
67	POLICE MAJOR
68	POLICE OFFICER
69	POLICE SERGEANT
70	POLICE TRAINEE

*Low responses from peers (<5) yielded inadequate data for market comparison.

Target Respondents	
1	Broward County S.O.
2	Coconut Creek
3	Coral Springs
4	Davie
5	Ft. Lauderdale
6	Hollywood Police Dept
7	Plantation
8	Pompano Beach
9	Sunrise
10	Coral Gables
11	Miami Beach
12	Miami-Dade Fire Rescue
13	Boca Raton
14	Boynton Beach
15	Delray Beach
16	Greenacres
17	Jupiter
18	Lake Worth
19	North Palm Beach
20	Palm Beach Gardens
21	Royal Palm Beach
22	Tequesta
23	Wellington
24	West Palm Beach
25	Palm Beach County
26	PBC Fire Rescue
27	Palm Beach County S.O.
28	Solid Waste Authority

Market Peers	Cost of Living Index (From COLL.org or city-data.com)	COL Factor
Town of Palm Beach	110.9	
Broward County S.O.	104.0	1.066
Coconut Creek	104.0	1.066
Coral Springs	104.0	1.066
Davie	104.0	1.066
Ft. Lauderdale	104.0	1.066
Hollywood Police Dept	104.0	1.066
Plantation	104.0	1.066
Pompano Beach	104.0	1.066
Sunrise	104.0	1.066
Coral Gables	103.5	1.071
Miami Beach	103.5	1.071
Miami-Dade Fire Rescue	103.5	1.071
Boca Raton	110.9	1.000
Boynton Beach	110.9	1.000
Delray Beach	110.9	1.000
Greenacres	110.9	1.000
Jupiter	110.9	1.000
Lake Worth	110.9	1.000
North Palm Beach	110.9	1.000
Palm Beach Gardens	110.9	1.000
Royal Palm Beach	110.9	1.000
Tequesta	110.9	1.000
Wellington	110.9	1.000
West Palm Beach	110.9	1.000
Palm Beach County	110.9	1.000
PBC Fire Rescue	110.9	1.000
Palm Beach County S.O.	110.9	1.000
Solid Waste Authority	110.9	1.000

Per the Evergreen Solutions LLC report, page 3-1, all collected data from organizations outside of the immediate recruiting area (Palm Beach County) were adjusted using a national cost of living index factor from the Council for Community and Economic Research.

Town of Palm Beach, FL					0.5 Percentile					
50% Percentile Market Points					Adjusted for Cost of Living					
ID	Classification	Current Pay Range Data			Survey Minimum		Survey Midpoint		Survey Maximum	
		Minimum	Midpoint	Maximum	50%	% Diff	50%	% Diff	50%	% Diff
1	ACCOUNTANT	\$ 40,646.53	\$ 53,043.95	\$ 65,441.38	\$51,224.45	-23.03%	\$67,144.12	-23%	\$80,744.25	-21%
2	ACCOUNTING TECHNICIAN	\$ 36,235.68	\$ 47,287.97	\$ 58,340.05	\$37,437.78	-3.26%	\$47,736.56	-1%	\$58,385.60	0%
3	ACTIVITY LEADER	\$ 20,908.78	\$ 27,286.06	\$ 33,663.14	\$25,861.88	-21.18%	\$33,456.80	-20%	\$40,310.40	-18%
4	ADMINISTRATIVE ASSISTANT	\$ 41,346.03	\$ 53,956.86	\$ 66,567.28	\$40,433.69	2.23%	\$51,053.60	6%	\$61,011.00	9%
5	BUILDING MAINTENANCE WORKER	\$ 43,514.22	\$ 56,786.50	\$ 70,058.56	\$34,157.20	24.09%	\$44,095.50	25%	\$53,592.00	27%
6	BUYER	\$ 44,598.53	\$ 58,200.06	\$ 71,801.18	\$47,729.65	-6.78%	\$61,592.96	-6%	\$74,961.75	-4%
7	CHIEF BUILDING INSPECTOR	\$ 61,569.25	\$ 80,348.11	\$ 99,126.98	\$70,031.73	-12.86%	\$85,879.96	-7%	\$105,151.33	-6%
8	CHIEF ELECTRICAL INSPECTOR	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	\$70,693.73	-18.65%	\$87,586.91	-13%	\$106,853.65	-12%
9	CHIEF PLUMBING INSPECTOR	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	\$70,693.73	-18.65%	\$87,586.91	-13%	\$106,853.65	-12%
10	CODE COMPLIANCE OFFICER I	\$ 42,016.42	\$ 54,831.71	\$ 67,647.01	\$41,793.75	0.53%	\$52,707.75	4%	\$63,852.00	6%
11	COMBINATION BUILDING INSPECTOR	\$ 51,390.98	\$ 67,065.65	\$ 82,740.11	\$55,037.95	-6.85%	\$72,540.75	-8%	\$88,819.87	-7%
12	COMBINATION PLAN REVIEWER	\$ 57,675.28	\$ 75,266.88	\$ 92,858.06	\$60,041.00	-4.02%	\$76,228.00	-1%	\$90,836.00	2%
13	CRANE OPERATOR	\$ 43,514.22	\$ 56,786.50	\$ 70,058.56	\$39,236.42	10.34%	\$50,898.45	11%	\$62,560.49	11%
14	CRIME INTELLIGENCE ANALYST	\$ 43,648.80	\$ 56,962.05	\$ 70,275.50	\$48,463.74	-10.45%	\$62,157.50	-9%	\$75,955.50	-8%
15	CRIME SCENE EVIDENCE TECH II	\$ 48,612.30	\$ 63,439.38	\$ 78,266.45	\$46,301.64	4.87%	\$57,159.08	10%	\$68,660.80	13%
16	DEPUTY TOWN MANAGER	\$ 106,998.32	\$ 141,084.11	\$ 175,170.11	\$131,667.00	-20.67%	\$163,659.79	-15%	\$198,465.15	-12%
17	DEVELOPMENT PERMIT COORDINATOR	\$ 37,243.02	\$ 48,602.53	\$ 59,961.62	\$36,323.80	2.50%	\$46,912.00	4%	\$56,481.16	6%
18	DIRECTOR OF FINANCE	\$ 101,892.75	\$ 134,361.14	\$ 166,829.10	\$113,839.92	-11.08%	\$141,658.40	-5%	\$174,345.60	-4%
19	DIRECTOR OF HUMAN RESOURCES	\$ 88,435.36	\$ 116,615.41	\$ 144,795.25	\$103,845.05	-16.03%	\$133,006.96	-13%	\$165,000.00	-13%
20	DIRECTOR OF PLANNING ZONING & BUILDING	\$ 100,751.66	\$ 132,858.96	\$ 164,966.26	\$94,983.90	5.89%	\$124,480.20	7%	\$156,757.12	5%
21	DIRECTOR OF PUBLIC WORKS	\$ 107,661.01	\$ 141,967.07	\$ 176,272.93	\$100,000.00	7.38%	\$133,733.60	6%	\$163,276.79	8%
22	DIVISION MANAGER, FACILITIES MAINTENANCE	\$ 74,187.15	\$ 96,814.64	\$ 119,441.92	\$71,136.00	4.20%	\$90,956.50	6%	\$109,148.00	9%
23	DIVISION MANAGER, SERVICES	\$ 70,599.57	\$ 92,132.98	\$ 113,666.38	\$75,742.14	-7.03%	\$94,251.49	-2%	\$114,287.50	-1%
24	DIVISION MANAGER, WATER RESOURCES	\$ 76,157.54	\$ 99,386.14	\$ 122,614.54	\$70,553.60	7.64%	\$102,304.80	-3%	\$130,164.00	-6%
26	EQUIPMENT OPERATOR I	\$ 34,379.07	\$ 44,864.56	\$ 55,350.26	\$34,523.49	-0.42%	\$44,802.70	0%	\$55,168.22	0%
27	GIS COORDINATOR	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	\$61,295.92	-4.44%	\$75,748.51	1%	\$93,194.43	1%
28	GOLF COURSE ASSOCIATE	\$ 20,907.12	\$ 27,283.78	\$ 33,660.22	\$23,424.00	-11.35%	\$31,626.40	-15%	\$36,899.20	-9%
30	GOLF MANAGER	\$ 61,521.41	\$ 80,285.71	\$ 99,050.02	\$70,941.02	-14.22%	\$92,859.61	-15%	\$112,961.93	-13%
31	HUMAN RESOURCES ANALYST	\$ 50,558.14	\$ 65,978.64	\$ 81,398.93	\$51,440.45	-1.73%	\$65,216.82	1%	\$80,379.75	1%
32	INDUSTRIAL ELECTRICIAN	\$ 47,856.22	\$ 62,452.83	\$ 77,049.44	\$47,750.00	0.22%	\$61,573.23	1%	\$76,114.24	1%
33	INFORMATION TECHNOLOGY MANAGER	\$ 88,435.36	\$ 115,408.80	\$ 142,382.03	\$102,852.03	-15.07%	\$131,569.48	-13%	\$156,953.53	-10%
34	INFORMATION TECHNOLOGY SPECIALIST	\$ 48,062.35	\$ 62,721.57	\$ 77,380.78	\$48,000.00	0.13%	\$61,000.00	3%	\$74,000.00	4%
35	LABORER	\$ 31,343.52	\$ 40,903.62	\$ 50,463.50	\$29,781.96	5.11%	\$39,313.64	4%	\$48,052.32	5%
36	LIFEGUARD	\$ 32,992.34	\$ 43,055.38	\$ 53,118.21	\$32,782.00	0.64%	\$42,782.05	1%	\$52,303.19	2%
37	MANAGER, FLEET	\$ 60,621.18	\$ 79,110.93	\$ 97,600.67	\$59,134.40	2.48%	\$74,435.50	6%	\$89,323.00	9%

Town of Palm Beach, FL									
50% Percentile Market Points				0.5 Percentile Adjusted for Cost of Living					
ID	Classification	Current Pay Range Data			Survey Minimum		Survey Midpoint		Survey Maximum
		Minimum	Midpoint	Maximum	50%	% Diff	50%	% Diff	50%
38	MANAGER, PURCHASING	\$ 73,372.21	\$ 95,751.34	\$ 118,130.48	\$72,852.77	0.71%	\$95,516.89	0%	\$118,421.30
39	MECHANIC, FLEET	\$ 44,348.30	\$ 57,874.75	\$ 71,401.20	\$41,587.50	6.43%	\$52,415.50	10%	\$63,962.64
40	PARKING ENFORCEMENT OFFICER	\$ 32,795.36	\$ 42,798.29	\$ 52,801.01	\$31,136.69	5.19%	\$38,569.98	10%	\$47,650.72
41	PLANNER	\$ 39,354.43	\$ 51,357.90	\$ 63,361.17	\$53,060.80	-29.66%	\$67,641.60	-27%	\$79,558.00
42	PLANNING ADMINISTRATOR	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	\$67,316.30	-13.78%	\$87,808.24	-14%	\$109,066.88
43	PROJECT MANAGER	\$ 75,594.69	\$ 98,651.49	\$ 121,708.29	\$74,387.00	1.61%	\$94,805.00	4%	\$114,472.26
44	RECREATION SUPERVISOR	\$ 41,334.59	\$ 53,941.68	\$ 66,548.98	\$52,316.94	-23.45%	\$66,796.72	-21%	\$79,640.06
45	SUPERVISOR, UTILITIES MAINTENANCE	\$ 60,313.76	\$ 78,709.90	\$ 97,105.84	\$60,226.24	0.15%	\$75,653.97	4%	\$89,713.10
46	SYSTEMS ADMINISTRATOR	\$ 66,946.67	\$ 87,365.82	\$ 107,784.77	\$65,757.12	1.79%	\$86,659.26	1%	\$105,340.98
47	TELECOMMUNICATOR	\$ 42,361.07	\$ 55,281.41	\$ 68,201.74	\$44,858.10	-5.73%	\$57,364.59	-4%	\$69,373.08
48	TELECOMMUNICATOR SUPERVISOR	\$ 50,069.55	\$ 65,341.33	\$ 80,612.69	\$53,962.00	-7.48%	\$68,773.50	-5%	\$83,407.52
49	TOWN ENGINEER	\$ 86,426.91	\$ 112,787.79	\$ 139,148.46	\$96,749.40	-11.27%	\$119,779.32	-6%	\$143,193.20
51	WATER RESOURCES TECHNICIAN I	\$ 41,010.74	\$ 53,519.23	\$ 66,027.73	\$42,000.00	-2.38%	\$53,000.00	1%	\$64,000.00
52	ZONING ADMINISTRATOR	\$ 66,395.68	\$ 86,646.98	\$ 106,898.06	\$70,720.75	-6.31%	\$90,302.82	-4%	\$111,619.36
53	ASSISTANT FIRE-RESCUE CHIEF	\$ 96,871.01	\$ 126,417.20	\$ 155,963.60	\$97,311.09	-0.45%	\$119,970.39	5%	\$145,905.86
54	BATTALION CHIEF	\$ 84,285.43	\$ 109,993.23	\$ 135,700.78	\$83,535.92	0.89%	\$98,529.60	11%	\$115,825.00
55	DIVISION CHIEF - EMS COORDINATOR	\$ 84,285.76	\$ 109,993.10	\$ 135,700.66	\$81,728.86	3.08%	\$106,247.52	3%	\$128,356.00
56	DIVISION CHIEF - TRNG & SAFETY	\$ 84,285.76	\$ 109,993.10	\$ 135,700.66	\$80,820.93	4.20%	\$105,191.01	4%	\$128,074.14
57	FIRE MARSHAL	\$ 81,165.55	\$ 105,921.50	\$ 130,677.46	\$90,072.98	-10.40%	\$109,944.55	-4%	\$128,538.43
58	FIREFIGHTER DRIVER/ENGINEER EMT	\$ 57,841.06	\$ 72,586.20	\$ 87,331.08	\$60,279.09	-4.13%	\$72,415.08	0%	\$85,035.76
59	FIREFIGHTER DRIVER/ENGINEER PARAMEDIC	\$ 66,048.62	\$ 82,886.73	\$ 99,724.58	\$62,630.78	5.31%	\$75,064.90	10%	\$87,868.40
60	FIREFIGHTER EMT	\$ 54,688.76	\$ 68,630.89	\$ 82,573.28	\$49,345.92	10.27%	\$64,017.74	7%	\$78,900.00
61	FIREFIGHTER PARAMEDIC	\$ 61,474.80	\$ 77,147.18	\$ 92,819.30	\$51,717.79	17.24%	\$68,086.74	12%	\$81,569.28
62	FIRE-RESCUE CHIEF	\$ 115,538.38	\$ 150,688.93	\$ 180,050.00	\$109,833.65	5.06%	\$144,654.86	4%	\$171,441.80
63	LIEUTENANT PARAMEDIC	\$ 74,289.20	\$ 94,925.64	\$ 115,561.56	\$69,656.93	6.44%	\$83,400.00	13%	\$93,804.88
64	POLICE CAPTAIN	\$ 86,246.58	\$ 112,552.34	\$ 138,857.68	\$88,851.16	-2.98%	\$117,271.42	-4%	\$138,766.09
65	POLICE CHIEF	\$ 103,091.04	\$ 134,534.61	\$ 165,997.97	\$114,493.70	-10.48%	\$149,049.55	-10%	\$181,610.26
66	POLICE LIEUTENANT	\$ 84,433.65	\$ 104,401.23	\$ 124,368.61	\$98,165.45	-15.04%	\$113,626.93	-8%	\$126,614.37
67	POLICE MAJOR	\$ 97,703.01	\$ 125,960.85	\$ 154,218.69	\$105,047.59	-7.24%	\$138,465.05	-9%	\$156,595.17
68	POLICE OFFICER	\$ 53,843.26	\$ 74,058.71	\$ 94,273.95	\$55,440.00	-2.92%	\$73,784.62	0%	\$92,129.24
69	POLICE SERGEANT	\$ 83,140.24	\$ 96,847.71	\$ 110,555.19	\$80,306.68	3.47%	\$94,131.50	3%	\$108,787.57
70	POLICE TRAINEE	\$ 36,951.20	\$ 36,951.20	\$ 36,951.20	\$41,332.00	-11.19%	\$47,114.21	-24%	\$55,821.96

Town of Palm Beach, FL					0.65 Percentile					
65% Percentile Market Points					Adjusted for Cost of Living					
ID	Classification	Current Pay Range Data			Survey Minimum		Survey Midpoint		Survey Maximum	
		Minimum	Midpoint	Maximum	65%	% Diff	65%	% Diff	65%	% Diff
1	ACCOUNTANT	\$ 40,646.53	\$ 53,043.95	\$ 65,441.38	\$53,333.46	-27.00%	\$68,369.08	-25%	\$83,894.52	-25%
2	ACCOUNTING TECHNICIAN	\$ 36,235.68	\$ 47,287.97	\$ 58,340.05	\$39,466.64	-8.54%	\$50,703.20	-7%	\$62,010.39	-6%
3	ACTIVITY LEADER	\$ 20,908.78	\$ 27,286.06	\$ 33,663.14	\$26,486.72	-23.54%	\$35,471.26	-26%	\$45,084.02	-29%
4	ADMINISTRATIVE ASSISTANT	\$ 41,346.03	\$ 53,956.86	\$ 66,567.28	\$42,283.54	-2.24%	\$52,588.20	3%	\$64,724.43	3%
5	BUILDING MAINTENANCE WORKER	\$ 43,514.22	\$ 56,786.50	\$ 70,058.56	\$34,400.24	23.39%	\$44,871.22	23%	\$55,496.77	23%
6	BUYER	\$ 44,598.53	\$ 58,200.06	\$ 71,801.18	\$48,418.88	-8.21%	\$64,352.80	-10%	\$77,777.70	-8%
7	CHIEF BUILDING INSPECTOR	\$ 61,569.25	\$ 80,348.11	\$ 99,126.98	\$71,157.97	-14.45%	\$90,459.94	-12%	\$109,424.87	-10%
8	CHIEF ELECTRICAL INSPECTOR	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	\$72,271.23	-20.83%	\$92,087.12	-18%	\$109,729.35	-15%
9	CHIEF PLUMBING INSPECTOR	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	\$71,937.90	-20.37%	\$91,445.50	-18%	\$111,151.69	-16%
10	CODE COMPLIANCE OFFICER I	\$ 42,016.42	\$ 54,831.71	\$ 67,647.01	\$43,910.77	-4.41%	\$55,721.93	-2%	\$66,830.12	1%
11	COMBINATION BUILDING INSPECTOR	\$ 51,390.98	\$ 67,065.65	\$ 82,740.11	\$59,632.76	-14.85%	\$76,301.77	-13%	\$92,491.55	-11%
12	COMBINATION PLAN REVIEWER	\$ 57,675.28	\$ 75,266.88	\$ 92,858.06	\$63,769.64	-10.04%	\$82,019.42	-9%	\$99,557.60	-7%
13	CRANE OPERATOR	\$ 43,514.22	\$ 56,786.50	\$ 70,058.56	\$40,728.29	6.61%	\$52,485.42	8%	\$64,242.56	9%
14	CRIME INTELLIGENCE ANALYST	\$ 43,648.80	\$ 56,962.05	\$ 70,275.50	\$50,897.35	-15.33%	\$64,658.87	-13%	\$78,605.81	-11%
15	CRIME SCENE EVIDENCE TECH II	\$ 48,612.30	\$ 63,439.38	\$ 78,266.45	\$47,221.02	2.90%	\$60,265.32	5%	\$73,872.42	6%
16	DEPUTY TOWN MANAGER	\$ 106,998.32	\$ 141,084.11	\$ 175,170.11	\$137,957.68	-25.28%	\$170,643.79	-19%	\$219,237.48	-22%
17	DEVELOPMENT PERMIT COORDINATOR	\$ 37,243.02	\$ 48,602.53	\$ 59,961.62	\$37,830.30	-1.56%	\$48,126.11	1%	\$58,662.96	2%
18	DIRECTOR OF FINANCE	\$ 101,892.75	\$ 134,361.14	\$ 166,829.10	\$120,000.00	-16.32%	\$151,662.50	-12%	\$182,345.19	-9%
19	DIRECTOR OF HUMAN RESOURCES	\$ 88,435.36	\$ 116,615.41	\$ 144,795.25	\$109,306.08	-21.11%	\$138,465.05	-17%	\$175,000.00	-19%
20	DIRECTOR OF PLANNING ZONING & BUILDING	\$ 100,751.66	\$ 132,858.96	\$ 164,966.26	\$105,359.10	-4.47%	\$138,882.31	-4%	\$173,328.31	-5%
21	DIRECTOR OF PUBLIC WORKS	\$ 107,661.01	\$ 141,967.07	\$ 176,272.93	\$106,216.28	1.35%	\$139,299.57	2%	\$175,168.00	1%
22	DIVISION MANAGER, FACILITIES MAINTENANCE	\$ 74,187.15	\$ 96,814.64	\$ 119,441.92	\$72,669.00	2.07%	\$92,479.70	5%	\$113,104.90	5%
23	DIVISION MANAGER, SERVICES	\$ 70,599.57	\$ 92,132.98	\$ 113,666.38	\$77,446.81	-9.25%	\$103,072.58	-11%	\$125,878.20	-10%
24	DIVISION MANAGER, WATER RESOURCES	\$ 76,157.54	\$ 99,386.14	\$ 122,614.54	\$78,770.84	-3.37%	\$105,245.82	-6%	\$132,499.20	-8%
26	EQUIPMENT OPERATOR I	\$ 34,379.07	\$ 44,864.56	\$ 55,350.26	\$39,736.78	-14.46%	\$50,041.30	-11%	\$59,618.66	-7%
27	GIS COORDINATOR	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	\$62,575.50	-6.50%	\$79,765.08	-4%	\$96,907.19	-3%
28	GOLF COURSE ASSOCIATE	\$ 20,907.12	\$ 27,283.78	\$ 33,660.22	\$24,915.94	-17.50%	\$31,635.46	-15%	\$38,675.08	-14%
30	GOLF MANAGER	\$ 61,521.41	\$ 80,285.71	\$ 99,050.02	\$75,639.53	-20.59%	\$95,603.91	-17%	\$117,251.48	-17%
31	HUMAN RESOURCES ANALYST	\$ 50,558.14	\$ 65,978.64	\$ 81,398.93	\$54,471.33	-7.45%	\$69,459.50	-5%	\$84,447.67	-4%
32	INDUSTRIAL ELECTRICIAN	\$ 47,856.22	\$ 62,452.83	\$ 77,049.44	\$48,771.00	-1.89%	\$62,131.79	1%	\$77,213.56	0%
33	INFORMATION TECHNOLOGY MANAGER	\$ 88,435.36	\$ 115,408.80	\$ 142,382.03	\$106,938.41	-18.94%	\$138,223.79	-18%	\$172,286.73	-19%
34	INFORMATION TECHNOLOGY SPECIALIST	\$ 48,062.35	\$ 62,721.57	\$ 77,380.78	\$51,396.39	-6.70%	\$64,725.70	-3%	\$78,055.01	-1%
35	LABORER	\$ 31,343.52	\$ 40,903.62	\$ 50,463.50	\$31,443.60	-0.32%	\$40,410.78	1%	\$49,240.23	2%
36	LIFEGUARD	\$ 32,992.34	\$ 43,055.38	\$ 53,118.21	\$34,229.69	-3.68%	\$44,071.47	-2%	\$54,574.09	-3%
37	MANAGER, FLEET	\$ 60,621.18	\$ 79,110.93	\$ 97,600.67	\$64,197.45	-5.73%	\$84,584.02	-7%	\$100,882.53	-3%

Town of Palm Beach, FL					0.65 Percentile					
65% Percentile Market Points					Adjusted for Cost of Living					
ID	Classification	Current Pay Range Data			Survey Minimum		Survey Midpoint		Survey Maximum	
		Minimum	Midpoint	Maximum	65%	% Diff	65%	% Diff	65%	% Diff
38	MANAGER, PURCHASING	\$ 73,372.21	\$ 95,751.34	\$ 118,130.48	\$82,768.67	-12.04%	\$107,893.46	-12%	\$130,466.28	-10%
39	MECHANIC, FLEET	\$ 44,348.30	\$ 57,874.75	\$ 71,401.20	\$44,924.23	-1.29%	\$55,294.27	5%	\$66,171.57	8%
40	PARKING ENFORCEMENT OFFICER	\$ 32,795.36	\$ 42,798.29	\$ 52,801.01	\$39,695.07	-19.04%	\$51,546.03	-19%	\$61,982.76	-16%
41	PLANNER	\$ 39,354.43	\$ 51,357.90	\$ 63,361.17	\$53,571.88	-30.60%	\$68,340.29	-28%	\$83,084.40	-27%
42	PLANNING ADMINISTRATOR	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	\$71,039.40	-19.13%	\$90,990.14	-17%	\$110,589.48	-16%
43	PROJECT MANAGER	\$ 75,594.69	\$ 98,651.49	\$ 121,708.29	\$77,213.38	-2.12%	\$98,108.80	1%	\$116,824.41	4%
44	RECREATION SUPERVISOR	\$ 41,334.59	\$ 53,941.68	\$ 66,548.98	\$54,022.86	-26.61%	\$68,676.63	-24%	\$83,330.40	-22%
45	SUPERVISOR, UTILITIES MAINTENANCE	\$ 60,313.76	\$ 78,709.90	\$ 97,105.84	\$62,147.07	-2.99%	\$78,021.62	1%	\$94,017.36	3%
46	SYSTEMS ADMINISTRATOR	\$ 66,946.67	\$ 87,365.82	\$ 107,784.77	\$67,349.51	-0.60%	\$88,750.31	-2%	\$107,741.07	0%
47	TELECOMMUNICATOR	\$ 42,361.07	\$ 55,281.41	\$ 68,201.74	\$46,492.24	-9.30%	\$58,832.51	-6%	\$71,582.85	-5%
48	TELECOMMUNICATOR SUPERVISOR	\$ 50,069.55	\$ 65,341.33	\$ 80,612.69	\$54,775.70	-8.98%	\$69,173.99	-6%	\$83,736.09	-4%
49	TOWN ENGINEER	\$ 86,426.91	\$ 112,787.79	\$ 139,148.46	\$100,107.40	-14.67%	\$123,889.34	-9%	\$148,486.38	-6%
51	WATER RESOURCES TECHNICIAN I	\$ 41,010.74	\$ 53,519.23	\$ 66,027.73	\$43,834.17	-6.66%	\$57,815.42	-8%	\$71,796.66	-8%
52	ZONING ADMINISTRATOR	\$ 66,395.68	\$ 86,646.98	\$ 106,898.06	\$77,201.99	-15.05%	\$94,551.93	-9%	\$113,512.17	-6%
53	ASSISTANT FIRE-RESCUE CHIEF	\$ 96,871.01	\$ 126,417.20	\$ 155,963.60	\$107,206.39	-10.13%	\$134,687.91	-6%	\$152,021.37	3%
54	BATTALION CHIEF	\$ 84,285.43	\$ 109,993.23	\$ 135,700.78	\$87,732.03	-4.01%	\$103,141.64	6%	\$122,831.34	10%
55	DIVISION CHIEF - EMS COORDINATOR	\$ 84,285.76	\$ 109,993.10	\$ 135,700.66	\$95,204.46	-12.17%	\$113,638.33	-3%	\$132,366.15	2%
56	DIVISION CHIEF - TRNG & SAFETY	\$ 84,285.76	\$ 109,993.10	\$ 135,700.66	\$91,056.39	-7.72%	\$109,647.38	0%	\$130,404.64	4%
57	FIRE MARSHAL	\$ 81,165.55	\$ 105,921.50	\$ 130,677.46	\$90,728.37	-11.13%	\$115,992.97	-9%	\$141,896.41	-8%
58	FIREFIGHTER DRIVER/ENGINEER EMT	\$ 57,841.06	\$ 72,586.20	\$ 87,331.08	\$62,526.67	-7.79%	\$74,049.34	-2%	\$86,176.07	1%
59	FIREFIGHTER DRIVER/ENGINEER PARAMEDIC	\$ 66,048.62	\$ 82,886.73	\$ 99,724.58	\$63,349.75	4.17%	\$77,757.98	6%	\$89,283.70	11%
60	FIREFIGHTER EMT	\$ 54,688.76	\$ 68,630.89	\$ 82,573.28	\$50,889.03	7.20%	\$64,763.27	6%	\$79,530.02	4%
61	FIREFIGHTER PARAMEDIC	\$ 61,474.80	\$ 77,147.18	\$ 92,819.30	\$53,800.28	13.32%	\$69,453.54	10%	\$84,745.54	9%
62	FIRE-RESCUE CHIEF	\$ 115,538.38	\$ 150,688.93	\$ 180,050.00	\$121,798.56	-5.28%	\$146,418.50	3%	\$180,691.02	0%
63	LIEUTENANT PARAMEDIC	\$ 74,289.20	\$ 94,925.64	\$ 115,561.56	\$72,348.40	2.65%	\$84,279.14	12%	\$98,426.69	16%
64	POLICE CAPTAIN	\$ 86,246.58	\$ 112,552.34	\$ 138,857.68	\$100,828.16	-15.59%	\$126,425.96	-12%	\$149,156.66	-7%
65	POLICE CHIEF	\$ 103,091.04	\$ 134,534.61	\$ 165,997.97	\$121,363.08	-16.28%	\$155,570.50	-15%	\$187,025.99	-12%
66	POLICE LIEUTENANT	\$ 84,433.65	\$ 104,401.23	\$ 124,368.61	\$99,895.99	-16.78%	\$115,510.89	-10%	\$133,253.21	-7%
67	POLICE MAJOR	\$ 97,703.01	\$ 125,960.85	\$ 154,218.69	\$109,524.26	-11.41%	\$144,854.51	-14%	\$170,648.10	-10%
68	POLICE OFFICER	\$ 53,843.26	\$ 74,058.71	\$ 94,273.95	\$58,267.86	-7.89%	\$75,297.21	-2%	\$92,843.30	2%
69	POLICE SERGEANT	\$ 83,140.24	\$ 96,847.71	\$ 110,555.19	\$85,606.70	-2.92%	\$98,165.71	-1%	\$111,065.10	0%
70	POLICE TRAINEE	\$ 36,951.20	\$ 36,951.20	\$ 36,951.20	\$43,304.35	-15.83%	\$49,953.94	-30%	\$59,783.08	-47%

Town of Palm Beach, FL					0.75 Percentile					
75% Percentile Market Points					Adjusted for Cost of Living					
ID	Classification	Current Pay Range Data			Survey Minimum		Survey Midpoint		Survey Maximum	
		Minimum	Midpoint	Maximum	75%	% Diff	75%	% Diff	75%	% Diff
1	ACCOUNTANT	\$ 40,646.53	\$ 53,043.95	\$ 65,441.38	\$55,889.87	-31.58%	\$70,695.31	-29%	\$86,108.77	-27%
2	ACCOUNTING TECHNICIAN	\$ 36,235.68	\$ 47,287.97	\$ 58,340.05	\$41,060.66	-12.48%	\$51,700.46	-9%	\$63,615.76	-9%
3	ACTIVITY LEADER	\$ 20,908.78	\$ 27,286.06	\$ 33,663.14	\$26,603.20	-23.97%	\$36,264.30	-28%	\$47,368.00	-34%
4	ADMINISTRATIVE ASSISTANT	\$ 41,346.03	\$ 53,956.86	\$ 66,567.28	\$43,479.90	-5.03%	\$55,431.18	-3%	\$66,559.14	0%
5	BUILDING MAINTENANCE WORKER	\$ 43,514.22	\$ 56,786.50	\$ 70,058.56	\$35,737.30	19.63%	\$45,874.40	21%	\$56,481.16	21%
6	BUYER	\$ 44,598.53	\$ 58,200.06	\$ 71,801.18	\$51,199.67	-13.78%	\$65,289.76	-11%	\$79,379.85	-10%
7	CHIEF BUILDING INSPECTOR	\$ 61,569.25	\$ 80,348.11	\$ 99,126.98	\$72,466.80	-16.26%	\$93,018.87	-15%	\$111,733.90	-12%
8	CHIEF ELECTRICAL INSPECTOR	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	\$74,619.70	-23.99%	\$94,038.00	-21%	\$113,031.84	-18%
9	CHIEF PLUMBING INSPECTOR	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	\$73,193.57	-22.09%	\$94,534.79	-21%	\$115,876.00	-20%
10	CODE COMPLIANCE OFFICER I	\$ 42,016.42	\$ 54,831.71	\$ 67,647.01	\$44,093.35	-4.82%	\$56,767.62	-3%	\$69,031.15	-2%
11	COMBINATION BUILDING INSPECTOR	\$ 51,390.98	\$ 67,065.65	\$ 82,740.11	\$60,515.50	-16.31%	\$76,930.88	-14%	\$93,302.36	-12%
12	COMBINATION PLAN REVIEWER	\$ 57,675.28	\$ 75,266.88	\$ 92,858.06	\$65,730.15	-13.05%	\$84,656.42	-12%	\$102,837.77	-10%
13	CRANE OPERATOR	\$ 43,514.22	\$ 56,786.50	\$ 70,058.56	\$41,142.57	5.60%	\$54,020.70	5%	\$66,898.83	5%
14	CRIME INTELLIGENCE ANALYST	\$ 43,648.80	\$ 56,962.05	\$ 70,275.50	\$51,907.37	-17.29%	\$66,192.86	-15%	\$80,478.35	-14%
15	CRIME SCENE EVIDENCE TECH II	\$ 48,612.30	\$ 63,439.38	\$ 78,266.45	\$48,063.17	1.14%	\$62,242.50	2%	\$74,724.00	5%
16	DEPUTY TOWN MANAGER	\$ 106,998.32	\$ 141,084.11	\$ 175,170.11	\$142,159.55	-28.22%	\$184,807.04	-27%	\$228,352.09	-26%
17	DEVELOPMENT PERMIT COORDINATOR	\$ 37,243.02	\$ 48,602.53	\$ 59,961.62	\$38,250.00	-2.67%	\$50,725.50	-4%	\$62,444.00	-4%
18	DIRECTOR OF FINANCE	\$ 101,892.75	\$ 134,361.14	\$ 166,829.10	\$120,536.00	-16.76%	\$165,000.00	-20%	\$208,403.02	-22%
19	DIRECTOR OF HUMAN RESOURCES	\$ 88,435.36	\$ 116,615.41	\$ 144,795.25	\$114,099.04	-25.34%	\$151,662.50	-26%	\$182,345.19	-23%
20	DIRECTOR OF PLANNING ZONING & BUILDING	\$ 100,751.66	\$ 132,858.96	\$ 164,966.26	\$117,132.05	-15.04%	\$144,979.63	-9%	\$176,757.08	-7%
21	DIRECTOR OF PUBLIC WORKS	\$ 107,661.01	\$ 141,967.07	\$ 176,272.93	\$115,068.35	-6.65%	\$145,487.06	-2%	\$180,274.00	-2%
22	DIVISION MANAGER, FACILITIES MAINTENANCE	\$ 74,187.15	\$ 96,814.64	\$ 119,441.92	\$74,424.64	-0.32%	\$97,149.82	0%	\$120,129.36	-1%
23	DIVISION MANAGER, SERVICES	\$ 70,599.57	\$ 92,132.98	\$ 113,666.38	\$79,983.45	-12.46%	\$108,882.68	-17%	\$134,533.50	-17%
24	DIVISION MANAGER, WATER RESOURCES	\$ 76,157.54	\$ 99,386.14	\$ 122,614.54	\$84,249.00	-10.09%	\$107,206.50	-8%	\$134,056.00	-9%
26	EQUIPMENT OPERATOR I	\$ 34,379.07	\$ 44,864.56	\$ 55,350.26	\$41,162.78	-17.96%	\$51,451.13	-14%	\$61,124.91	-10%
27	GIS COORDINATOR	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	\$64,330.63	-9.26%	\$80,362.75	-5%	\$97,590.56	-3%
28	GOLF COURSE ASSOCIATE	\$ 20,907.12	\$ 27,283.78	\$ 33,660.22	\$25,910.56	-21.37%	\$31,641.50	-15%	\$39,859.00	-17%
30	GOLF MANAGER	\$ 61,521.41	\$ 80,285.71	\$ 99,050.02	\$77,104.52	-22.48%	\$97,760.29	-20%	\$120,930.44	-20%
31	HUMAN RESOURCES ANALYST	\$ 50,558.14	\$ 65,978.64	\$ 81,398.93	\$57,231.75	-12.38%	\$72,433.13	-9%	\$87,268.57	-7%
32	INDUSTRIAL ELECTRICIAN	\$ 47,856.22	\$ 62,452.83	\$ 77,049.44	\$51,339.29	-7.02%	\$63,051.57	-1%	\$78,005.21	-1%
33	INFORMATION TECHNOLOGY MANAGER	\$ 88,435.36	\$ 115,408.80	\$ 142,382.03	\$111,408.65	-22.99%	\$148,233.58	-25%	\$176,836.30	-22%
34	INFORMATION TECHNOLOGY SPECIALIST	\$ 48,062.35	\$ 62,721.57	\$ 77,380.78	\$55,630.00	-14.60%	\$69,955.50	-11%	\$84,281.00	-9%
35	LABORER	\$ 31,343.52	\$ 40,903.62	\$ 50,463.50	\$33,157.30	-5.62%	\$41,397.69	-1%	\$49,697.17	2%
36	LIFEGUARD	\$ 32,992.34	\$ 43,055.38	\$ 53,118.21	\$35,071.18	-6.11%	\$46,546.46	-8%	\$58,077.90	-9%
37	MANAGER, FLEET	\$ 60,621.18	\$ 79,110.93	\$ 97,600.67	\$69,889.93	-14.20%	\$87,909.84	-11%	\$106,327.56	-9%

Town of Palm Beach, FL					0.75 Percentile Adjusted for Cost of Living					
75% Percentile Market Points										
ID	Classification	Current Pay Range Data			Survey Minimum		Survey Midpoint		Survey Maximum	
		Minimum	Midpoint	Maximum	75%	% Diff	75%	% Diff	75%	% Diff
38	MANAGER, PURCHASING	\$ 73,372.21	\$ 95,751.34	\$ 118,130.48	\$94,046.88	-24.70%	\$116,279.03	-19%	\$141,346.71	-18%
39	MECHANIC, FLEET	\$ 44,348.30	\$ 57,874.75	\$ 71,401.20	\$46,178.65	-4.04%	\$59,064.59	-2%	\$71,260.83	0%
40	PARKING ENFORCEMENT OFFICER	\$ 32,795.36	\$ 42,798.29	\$ 52,801.01	\$41,101.65	-22.48%	\$53,044.90	-21%	\$63,996.77	-19%
41	PLANNER	\$ 39,354.43	\$ 51,357.90	\$ 63,361.17	\$54,030.48	-31.43%	\$69,955.50	-31%	\$84,281.00	-28%
42	PLANNING ADMINISTRATOR	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	\$77,947.00	-28.28%	\$94,525.72	-21%	\$110,900.00	-16%
43	PROJECT MANAGER	\$ 75,594.69	\$ 98,651.49	\$ 121,708.29	\$80,148.69	-5.85%	\$101,020.05	-2%	\$126,699.81	-4%
44	RECREATION SUPERVISOR	\$ 41,334.59	\$ 53,941.68	\$ 66,548.98	\$55,126.80	-28.60%	\$69,936.10	-26%	\$86,603.85	-26%
45	SUPERVISOR, UTILITIES MAINTENANCE	\$ 60,313.76	\$ 78,709.90	\$ 97,105.84	\$64,237.81	-6.30%	\$79,851.46	-1%	\$98,284.87	-1%
46	SYSTEMS ADMINISTRATOR	\$ 66,946.67	\$ 87,365.82	\$ 107,784.77	\$73,908.32	-9.88%	\$94,444.86	-8%	\$111,152.08	-3%
47	TELECOMMUNICATOR	\$ 42,361.07	\$ 55,281.41	\$ 68,201.74	\$46,648.25	-9.63%	\$59,300.82	-7%	\$72,084.95	-6%
48	TELECOMMUNICATOR SUPERVISOR	\$ 50,069.55	\$ 65,341.33	\$ 80,612.69	\$55,000.00	-9.39%	\$70,356.00	-7%	\$89,544.00	-10%
49	TOWN ENGINEER	\$ 86,426.91	\$ 112,787.79	\$ 139,148.46	\$102,943.46	-17.44%	\$134,370.68	-17%	\$167,165.68	-18%
51	WATER RESOURCES TECHNICIAN I	\$ 41,010.74	\$ 53,519.23	\$ 66,027.73	\$46,011.77	-11.49%	\$59,832.68	-11%	\$73,653.60	-11%
52	ZONING ADMINISTRATOR	\$ 66,395.68	\$ 86,646.98	\$ 106,898.06	\$82,076.71	-21.12%	\$100,235.95	-15%	\$118,395.19	-10%
53	ASSISTANT FIRE-RESCUE CHIEF	\$ 96,871.01	\$ 126,417.20	\$ 155,963.60	\$112,067.64	-14.55%	\$138,034.39	-9%	\$168,196.64	-8%
54	BATTALION CHIEF	\$ 84,285.43	\$ 109,993.23	\$ 135,700.78	\$91,287.98	-7.98%	\$109,400.88	1%	\$127,160.28	6%
55	DIVISION CHIEF - EMS COORDINATOR	\$ 84,285.76	\$ 109,993.10	\$ 135,700.66	\$105,212.64	-22.09%	\$127,202.25	-15%	\$138,766.09	-2%
56	DIVISION CHIEF - TRNG & SAFETY	\$ 84,285.76	\$ 109,993.10	\$ 135,700.66	\$102,085.08	-19.10%	\$122,963.52	-11%	\$136,766.11	-1%
57	FIRE MARSHAL	\$ 81,165.55	\$ 105,921.50	\$ 130,677.46	\$98,281.66	-19.08%	\$131,345.55	-21%	\$165,031.74	-23%
58	FIREFIGHTER DRIVER/ENGINEER EMT	\$ 57,841.06	\$ 72,586.20	\$ 87,331.08	\$62,840.98	-8.29%	\$74,726.38	-3%	\$87,232.22	0%
59	FIREFIGHTER DRIVER/ENGINEER PARAMEDIC	\$ 66,048.62	\$ 82,886.73	\$ 99,724.58	\$64,756.22	1.98%	\$78,463.97	5%	\$92,532.19	7%
60	FIREFIGHTER EMT	\$ 54,688.76	\$ 68,630.89	\$ 82,573.28	\$53,379.95	2.42%	\$67,483.73	2%	\$79,602.74	4%
61	FIREFIGHTER PARAMEDIC	\$ 61,474.80	\$ 77,147.18	\$ 92,819.30	\$55,386.55	10.42%	\$70,774.75	9%	\$86,284.76	7%
62	FIRE-RESCUE CHIEF	\$ 115,538.38	\$ 150,688.93	\$ 180,050.00	\$122,521.57	-5.87%	\$158,064.50	-5%	\$181,995.00	-1%
63	LIEUTENANT PARAMEDIC	\$ 74,289.20	\$ 94,925.64	\$ 115,561.56	\$75,254.40	-1.29%	\$84,825.78	11%	\$99,473.03	15%
64	POLICE CAPTAIN	\$ 86,246.58	\$ 112,552.34	\$ 138,857.68	\$107,750.57	-22.17%	\$130,132.00	-14%	\$157,234.02	-12%
65	POLICE CHIEF	\$ 103,091.04	\$ 134,534.61	\$ 165,997.97	\$124,128.48	-18.52%	\$161,061.72	-18%	\$196,466.11	-17%
66	POLICE LIEUTENANT	\$ 84,433.65	\$ 104,401.23	\$ 124,368.61	\$101,751.46	-18.60%	\$116,888.82	-11%	\$134,502.49	-8%
67	POLICE MAJOR	\$ 97,703.01	\$ 125,960.85	\$ 154,218.69	\$113,205.63	-14.70%	\$157,001.97	-22%	\$177,047.82	-14%
68	POLICE OFFICER	\$ 53,843.26	\$ 74,058.71	\$ 94,273.95	\$62,163.01	-14.34%	\$78,160.43	-5%	\$93,323.70	1%
69	POLICE SERGEANT	\$ 83,140.24	\$ 96,847.71	\$ 110,555.19	\$89,258.13	-7.10%	\$99,374.29	-3%	\$112,298.99	-2%
70	POLICE TRAINEE	\$ 36,951.20	\$ 36,951.20	\$ 36,951.20	\$43,768.24	-16.89%	\$53,252.98	-36%	\$60,029.42	-48%

Town of Palm Beach, FL					0.85 Percentile					
85% Percentile Market Points					Adjusted for Cost of Living					
ID	Classification	Current Pay Range Data			Survey Minimum		Survey Midpoint		Survey Maximum	
		Minimum	Midpoint	Maximum	85%	% Diff	85%	% Diff	85%	% Diff
1	ACCOUNTANT	\$ 40,646.53	\$ 53,043.95	\$ 65,441.38	\$57,422.62	-34.21%	\$73,566.59	-32%	\$89,803.94	-31%
2	ACCOUNTING TECHNICIAN	\$ 36,235.68	\$ 47,287.97	\$ 58,340.05	\$43,614.40	-18.48%	\$54,631.65	-14%	\$65,605.72	-12%
3	ACTIVITY LEADER	\$ 20,908.78	\$ 27,286.06	\$ 33,663.14	\$31,735.07	-41.13%	\$39,891.84	-38%	\$49,419.79	-38%
4	ADMINISTRATIVE ASSISTANT	\$ 41,346.03	\$ 53,956.86	\$ 66,567.28	\$46,066.99	-10.80%	\$58,081.77	-7%	\$70,582.51	-6%
5	BUILDING MAINTENANCE WORKER	\$ 43,514.22	\$ 56,786.50	\$ 70,058.56	\$38,596.40	11.98%	\$47,947.30	17%	\$58,327.76	18%
6	BUYER	\$ 44,598.53	\$ 58,200.06	\$ 71,801.18	\$51,846.05	-15.03%	\$67,032.86	-14%	\$85,018.64	-17%
7	CHIEF BUILDING INSPECTOR	\$ 61,569.25	\$ 80,348.11	\$ 99,126.98	\$77,328.44	-22.69%	\$95,251.32	-17%	\$116,947.95	-16%
8	CHIEF ELECTRICAL INSPECTOR	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	\$79,995.49	-30.81%	\$98,219.43	-25%	\$118,186.93	-22%
9	CHIEF PLUMBING INSPECTOR	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	\$80,465.79	-31.39%	\$100,603.53	-27%	\$118,948.80	-23%
10	CODE COMPLIANCE OFFICER I	\$ 42,016.42	\$ 54,831.71	\$ 67,647.01	\$46,231.93	-9.55%	\$58,271.47	-6%	\$71,755.79	-6%
11	COMBINATION BUILDING INSPECTOR	\$ 51,390.98	\$ 67,065.65	\$ 82,740.11	\$63,815.04	-21.57%	\$77,869.57	-15%	\$95,575.33	-14%
12	COMBINATION PLAN REVIEWER	\$ 57,675.28	\$ 75,266.88	\$ 92,858.06	\$70,198.31	-19.59%	\$85,720.29	-13%	\$105,067.45	-12%
13	CRANE OPERATOR	\$ 43,514.22	\$ 56,786.50	\$ 70,058.56	\$42,481.03	2.40%	\$56,281.25	1%	\$70,081.47	0%
14	CRIME INTELLIGENCE ANALYST	\$ 43,648.80	\$ 56,962.05	\$ 70,275.50	\$54,890.47	-22.82%	\$69,955.79	-20%	\$85,021.11	-19%
15	CRIME SCENE EVIDENCE TECH II	\$ 48,612.30	\$ 63,439.38	\$ 78,266.45	\$51,764.29	-6.28%	\$64,732.46	-2%	\$80,027.84	-2%
16	DEPUTY TOWN MANAGER	\$ 106,998.32	\$ 141,084.11	\$ 175,170.11	\$149,150.80	-32.91%	\$192,900.48	-31%	\$232,096.09	-28%
17	DEVELOPMENT PERMIT COORDINATOR	\$ 37,243.02	\$ 48,602.53	\$ 59,961.62	\$40,611.36	-8.65%	\$53,813.28	-10%	\$67,620.80	-12%
18	DIRECTOR OF FINANCE	\$ 101,892.75	\$ 134,361.14	\$ 166,829.10	\$122,521.57	-18.38%	\$174,782.40	-26%	\$219,998.10	-27%
19	DIRECTOR OF HUMAN RESOURCES	\$ 88,435.36	\$ 116,615.41	\$ 144,795.25	\$121,330.00	-31.36%	\$153,529.96	-27%	\$197,481.44	-31%
20	DIRECTOR OF PLANNING ZONING & BUILDING	\$ 100,751.66	\$ 132,858.96	\$ 164,966.26	\$121,508.74	-18.68%	\$152,207.33	-14%	\$182,692.46	-10%
21	DIRECTOR OF PUBLIC WORKS	\$ 107,661.01	\$ 141,967.07	\$ 176,272.93	\$120,689.65	-11.41%	\$152,222.74	-7%	\$183,635.04	-4%
22	DIVISION MANAGER, FACILITIES MAINTENANCE	\$ 74,187.15	\$ 96,814.64	\$ 119,441.92	\$76,617.82	-3.22%	\$102,055.72	-5%	\$130,105.15	-9%
23	DIVISION MANAGER, SERVICES	\$ 70,599.57	\$ 92,132.98	\$ 113,666.38	\$83,964.63	-17.29%	\$113,575.97	-21%	\$146,768.10	-25%
24	DIVISION MANAGER, WATER RESOURCES	\$ 76,157.54	\$ 99,386.14	\$ 122,614.54	\$88,865.40	-15.40%	\$113,174.09	-13%	\$139,817.97	-13%
26	EQUIPMENT OPERATOR I	\$ 34,379.07	\$ 44,864.56	\$ 55,350.26	\$41,537.27	-18.86%	\$52,601.83	-16%	\$62,428.00	-12%
27	GIS COORDINATOR	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	\$66,648.08	-12.79%	\$87,313.90	-13%	\$106,703.87	-12%
28	GOLF COURSE ASSOCIATE	\$ 20,907.12	\$ 27,283.78	\$ 33,660.22	\$26,087.78	-22.05%	\$32,637.60	-18%	\$40,856.58	-19%
30	GOLF MANAGER	\$ 61,521.41	\$ 80,285.71	\$ 99,050.02	\$78,012.66	-23.64%	\$99,425.89	-21%	\$123,212.24	-22%
31	HUMAN RESOURCES ANALYST	\$ 50,558.14	\$ 65,978.64	\$ 81,398.93	\$59,803.47	-16.75%	\$76,554.47	-15%	\$94,549.62	-15%
32	INDUSTRIAL ELECTRICIAN	\$ 47,856.22	\$ 62,452.83	\$ 77,049.44	\$53,462.39	-11.07%	\$67,999.07	-9%	\$82,675.36	-7%
33	INFORMATION TECHNOLOGY MANAGER	\$ 88,435.36	\$ 115,408.80	\$ 142,382.03	\$118,836.17	-29.33%	\$149,144.54	-26%	\$185,569.82	-26%
34	INFORMATION TECHNOLOGY SPECIALIST	\$ 48,062.35	\$ 62,721.57	\$ 77,380.78	\$62,976.69	-26.86%	\$78,388.79	-22%	\$93,800.90	-19%
35	LABORER	\$ 31,343.52	\$ 40,903.62	\$ 50,463.50	\$34,182.95	-8.67%	\$42,856.50	-5%	\$51,654.39	-2%
36	LIFEGUARD	\$ 32,992.34	\$ 43,055.38	\$ 53,118.21	\$40,977.50	-21.59%	\$52,148.51	-19%	\$61,092.22	-14%
37	MANAGER, FLEET	\$ 60,621.18	\$ 79,110.93	\$ 97,600.67	\$74,338.78	-20.33%	\$92,464.37	-16%	\$107,755.98	-10%

Town of Palm Beach, FL					0.85 Percentile					
85% Percentile Market Points					Adjusted for Cost of Living					
ID	Classification	Current Pay Range Data			Survey Minimum		Survey Midpoint		Survey Maximum	
		Minimum	Midpoint	Maximum	85%	% Diff	85%	% Diff	85%	% Diff
38	MANAGER, PURCHASING	\$ 73,372.21	\$ 95,751.34	\$ 118,130.48	\$95,835.74	-26.55%	\$122,185.24	-24%	\$148,534.73	-23%
39	MECHANIC, FLEET	\$ 44,348.30	\$ 57,874.75	\$ 71,401.20	\$48,674.54	-9.30%	\$61,859.05	-7%	\$77,021.57	-8%
40	PARKING ENFORCEMENT OFFICER	\$ 32,795.36	\$ 42,798.29	\$ 52,801.01	\$41,791.24	-24.12%	\$53,165.40	-22%	\$64,532.29	-20%
41	PLANNER	\$ 39,354.43	\$ 51,357.90	\$ 63,361.17	\$56,070.96	-35.04%	\$70,868.92	-32%	\$86,950.29	-31%
42	PLANNING ADMINISTRATOR	\$ 58,636.03	\$ 76,520.50	\$ 94,405.17	\$78,421.07	-28.87%	\$96,852.34	-23%	\$115,716.80	-20%
43	PROJECT MANAGER	\$ 75,594.69	\$ 98,651.49	\$ 121,708.29	\$83,187.49	-9.56%	\$102,581.77	-4%	\$127,285.10	-4%
44	RECREATION SUPERVISOR	\$ 41,334.59	\$ 53,941.68	\$ 66,548.98	\$56,444.37	-30.91%	\$72,302.40	-29%	\$88,527.52	-28%
45	SUPERVISOR, UTILITIES MAINTENANCE	\$ 60,313.76	\$ 78,709.90	\$ 97,105.84	\$64,689.14	-7.00%	\$80,534.13	-2%	\$99,700.22	-3%
46	SYSTEMS ADMINISTRATOR	\$ 66,946.67	\$ 87,365.82	\$ 107,784.77	\$77,602.49	-14.74%	\$97,395.40	-11%	\$119,768.12	-11%
47	TELECOMMUNICATOR	\$ 42,361.07	\$ 55,281.41	\$ 68,201.74	\$48,072.75	-12.63%	\$60,858.39	-10%	\$73,686.60	-8%
48	TELECOMMUNICATOR SUPERVISOR	\$ 50,069.55	\$ 65,341.33	\$ 80,612.69	\$57,025.47	-12.99%	\$75,352.40	-14%	\$93,465.60	-15%
49	TOWN ENGINEER	\$ 86,426.91	\$ 112,787.79	\$ 139,148.46	\$104,664.36	-19.09%	\$139,013.63	-21%	\$175,806.14	-23%
51	WATER RESOURCES TECHNICIAN I	\$ 41,010.74	\$ 53,519.23	\$ 66,027.73	\$48,988.58	-17.73%	\$62,165.90	-15%	\$75,343.22	-13%
52	ZONING ADMINISTRATOR	\$ 66,395.68	\$ 86,646.98	\$ 106,898.06	\$84,104.18	-23.53%	\$106,741.80	-21%	\$129,379.41	-19%
53	ASSISTANT FIRE-RESCUE CHIEF	\$ 96,871.01	\$ 126,417.20	\$ 155,963.60	\$113,719.65	-16.00%	\$153,183.01	-19%	\$192,963.89	-21%
54	BATTALION CHIEF	\$ 84,285.43	\$ 109,993.23	\$ 135,700.78	\$100,736.49	-17.78%	\$115,193.93	-5%	\$133,207.32	2%
55	DIVISION CHIEF - EMS COORDINATOR	\$ 84,285.76	\$ 109,993.10	\$ 135,700.66	\$111,607.03	-27.89%	\$141,883.01	-25%	\$176,468.23	-26%
56	DIVISION CHIEF - TRNG & SAFETY	\$ 84,285.76	\$ 109,993.10	\$ 135,700.66	\$110,408.08	-26.83%	\$139,130.37	-23%	\$169,399.08	-22%
57	FIRE MARSHAL	\$ 81,165.55	\$ 105,921.50	\$ 130,677.46	\$109,209.13	-29.46%	\$149,355.41	-34%	\$189,381.97	-37%
58	FIREFIGHTER DRIVER/ENGINEER EMT	\$ 57,841.06	\$ 72,586.20	\$ 87,331.08	\$63,437.65	-9.23%	\$77,951.48	-7%	\$92,936.76	-6%
59	FIREFIGHTER DRIVER/ENGINEER PARAMEDIC	\$ 66,048.62	\$ 82,886.73	\$ 99,724.58	\$67,716.33	-2.49%	\$82,480.61	0%	\$96,608.19	3%
60	FIREFIGHTER EMT	\$ 54,688.76	\$ 68,630.89	\$ 82,573.28	\$53,394.53	2.39%	\$67,966.13	1%	\$81,175.97	2%
61	FIREFIGHTER PARAMEDIC	\$ 61,474.80	\$ 77,147.18	\$ 92,819.30	\$56,751.18	7.99%	\$71,772.56	7%	\$87,521.73	6%
62	FIRE-RESCUE CHIEF	\$ 115,538.38	\$ 150,688.93	\$ 180,050.00	\$134,890.91	-15.46%	\$170,316.41	-12%	\$215,031.85	-18%
63	LIEUTENANT PARAMEDIC	\$ 74,289.20	\$ 94,925.64	\$ 115,561.56	\$76,981.49	-3.56%	\$91,154.31	4%	\$108,339.58	6%
64	POLICE CAPTAIN	\$ 86,246.58	\$ 112,552.34	\$ 138,857.68	\$109,966.82	-24.18%	\$135,759.98	-19%	\$158,761.60	-13%
65	POLICE CHIEF	\$ 103,091.04	\$ 134,534.61	\$ 165,997.97	\$134,672.92	-26.57%	\$167,058.25	-22%	\$205,767.75	-21%
66	POLICE LIEUTENANT	\$ 84,433.65	\$ 104,401.23	\$ 124,368.61	\$107,250.55	-23.81%	\$117,529.80	-12%	\$137,051.62	-10%
67	POLICE MAJOR	\$ 97,703.01	\$ 125,960.85	\$ 154,218.69	\$147,949.24	-40.91%	\$158,278.86	-23%	\$186,010.90	-19%
68	POLICE OFFICER	\$ 53,843.26	\$ 74,058.71	\$ 94,273.95	\$65,600.84	-19.69%	\$79,421.40	-7%	\$95,305.56	-1%
69	POLICE SERGEANT	\$ 83,140.24	\$ 96,847.71	\$ 110,555.19	\$92,678.18	-10.85%	\$102,739.46	-6%	\$113,430.89	-3%
70	POLICE TRAINEE	\$ 36,951.20	\$ 36,951.20	\$ 36,951.20	\$43,911.75	-17.22%	\$55,306.82	-40%	\$61,585.19	-50%

1 ACCOUNTANT						All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
9	Sunrise	\$67,247.09	\$79,974.09	\$92,701.09	ACCOUNTANT	
8	Pompano Beach	\$64,615.25	\$77,767.03	\$90,918.81	ACCOUNTANT	
2	Coconut Creek	\$57,845.44	\$73,726.32	\$89,607.20	Accountant	
	85th Percentile Market Point	\$57,422.62	\$73,566.59	\$89,803.94		
25	Palm Beach County	\$55,731.52	\$73,538.40	\$91,345.28	Accountant	
27	Palm Beach County S.O.	\$57,348.00	\$71,328.00	\$85,308.00	Accountant	
	75th Percentile Market Point	\$55,889.87	\$70,695.31	\$86,108.77		
7	Plantation	\$53,195.74	\$70,484.41	\$87,773.08	Accountant	
13	Boca Raton	\$51,213.00	\$68,383.50	\$85,554.00	Accountant	
	65th Percentile Market Point	\$53,333.46	\$68,369.08	\$83,894.52		
1	Broward County S.O.	\$53,589.23	\$68,361.32	\$83,133.41	Accountant II	
4	Davie	\$56,364.93	\$67,837.21	\$79,309.50	Accountant I	
15	Delray Beach	\$53,060.80	\$67,641.60	\$82,222.40	ACCOUNTANT	
	50th Percentile Market Point	\$51,224.45	\$67,144.12	\$80,744.25		
3	Coral Springs	\$51,184.62	\$66,646.63	\$82,108.65	Accountant	
5	Ft. Lauderdale	\$51,199.67	\$65,289.76	\$79,379.85	Accountant	
20	Palm Beach Gardens	\$51,235.90	\$65,226.76	\$79,217.62	Accountant II	
22	Tequesta	\$48,000.00	\$61,000.00	\$74,000.00	Accountant	
16	Greenacres	\$46,879.00	\$58,950.50	\$71,022.00	Accountant	
24	West Palm Beach	\$45,396.00	\$57,856.50	\$70,317.00	Accountant	
17	Jupiter	\$46,118.00	\$57,647.50	\$69,177.00	Accountant	
28	Solid Waste Authority	\$41,308.80	\$56,804.80	\$72,300.80	Accountant	
14	Boynton Beach	\$45,391.00	\$56,746.00	\$68,101.00	Accountant	
19	North Palm Beach	\$43,262.22	\$56,240.89	\$69,219.56	ACCOUNTANT	
	Town of Palm Beach FY19	\$40,646.53	\$53,043.95	\$65,441.38		

2 ACCOUNTING TECHNICIAN					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)
27	Palm Beach County S.O.	\$48,072.00	\$63,084.00	\$78,096.00	Accounting Specialist I & II
9	Sunrise	\$49,264.22	\$58,587.92	\$67,911.61	ACCOUNTING TECHNICIAN
8	Pompano Beach	\$48,215.91	\$58,030.02	\$67,844.14	ACCOUNTING CLERK III
	85th Percentile Market Point	\$43,614.40	\$54,631.65	\$65,605.72	
15	Delray Beach	\$41,704.00	\$53,175.20	\$64,646.40	Accounts Payable Specialist
2	Coconut Creek	\$40,744.66	\$51,956.65	\$63,168.64	Technician, Accounting
	75th Percentile Market Point	\$41,060.66	\$51,700.46	\$63,615.76	
7	Plantation	\$38,825.66	\$51,444.27	\$64,062.88	Junior Accountant
13	Boca Raton	\$39,007.00	\$50,725.50	\$62,444.00	Accounting Coordinator
	65th Percentile Market Point	\$39,466.64	\$50,703.20	\$62,010.39	
11	Miami Beach	\$41,376.65	\$50,651.17	\$59,925.69	Account Clerk I
1	Broward County S.O.	\$39,663.63	\$50,331.14	\$60,998.64	Accounting Specialist II
5	Ft. Lauderdale	\$37,437.78	\$47,736.56	\$58,035.35	Accounting Clerk
	50th Percentile Market Point	\$37,437.78	\$47,736.56	\$58,385.60	
	Town of Palm Beach FY19	\$36,235.68	\$47,287.97	\$58,340.05	
28	Solid Waste Authority	\$33,363.20	\$45,874.40	\$58,385.60	Clerk Accounting II
23	Wellington	\$32,900.00	\$44,650.00	\$56,400.00	Accounting Technician
19	North Palm Beach	\$34,267.73	\$44,548.05	\$54,828.37	ACCOUNTING CLERK
17	Jupiter	\$35,122.00	\$43,902.50	\$52,683.00	Accounting Technician
3	Coral Springs	\$34,123.08	\$43,720.19	\$53,317.31	Accounting Assistant
24	West Palm Beach	\$33,755.00	\$43,020.00	\$52,285.00	Accounting Clerk
14	Boynton Beach	\$34,383.00	\$42,978.50	\$51,574.00	Accounting Technician
16	Greenacres	\$32,723.00	\$41,150.00	\$49,577.00	Accounts Receivable Technician
25	Palm Beach County	\$30,844.32	\$40,708.72	\$50,573.12	Fiscal Specialist I

3 ACTIVITY LEADER						All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
11	Miami Beach	\$36,355.36	\$47,911.52	\$59,467.69	Recreation Leader I	
9	Sunrise	\$36,630.93	\$43,563.18	\$50,495.44	RECREATION LEADER	
	85th Percentile Market Point	\$31,735.07	\$39,891.84	\$49,419.79		
24	West Palm Beach	\$30,580.00	\$38,974.00	\$47,368.00	Recreation Leader	
5	Ft. Lauderdale	\$23,377.72	\$36,264.30	\$49,150.88	Recreation Instructor II	
	75th Percentile Market Point	\$26,603.20	\$36,264.30	\$47,368.00		
7	Plantation	\$25,861.88	\$35,621.08	\$45,380.28	Recreation Leader Specialist	
	65th Percentile Market Point	\$26,486.72	\$35,471.26	\$45,084.02		
13	Boca Raton	\$25,845.00	\$34,872.00	\$43,899.00	Athletic Leader	
16	Greenacres	\$26,603.20	\$33,456.80	\$40,310.40	Youth Development Leader	
	50th Percentile Market Point	\$25,861.88	\$33,456.80	\$40,310.40		
14	Boynton Beach	\$26,520.00	\$33,150.00	\$39,780.00	Recreation Leader	
15	Delray Beach	\$25,771.20	\$32,864.00	\$39,956.80	RECREATION LEADER	
20	Palm Beach Gardens	\$26,353.60	\$31,626.40	\$36,899.20	Recreation Leader I (seasonal)	
19	North Palm Beach	\$21,500.00	\$27,950.00	\$34,400.00	RECREATION ASST.	
23	Wellington	\$20,300.80	\$27,549.60	\$34,798.40	Camp Leader	
	Town of Palm Beach FY19	\$20,908.78	\$27,286.06	\$33,663.14		
17	Jupiter	\$21,840.00	\$26,520.00	\$31,200.00	Camp Counselor	

4 ADMINISTRATIVE ASSISTANT						All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
7	Plantation	\$46,900.04	\$62,142.39	\$77,384.74	Administrative Assistant	
1	Broward County S.O.	\$48,650.98	\$62,062.95	\$75,474.91	Administrative Assistant	
11	Miami Beach	\$47,966.96	\$59,396.37	\$70,825.78	Administrative Assistant I	
5	Ft. Lauderdale	\$46,129.49	\$58,816.24	\$71,502.99	Administrative Assistant	
	85th Percentile Market Point	\$46,066.99	\$58,081.77	\$70,582.51		
25	Palm Beach County	\$42,721.12	\$56,368.00	\$70,014.88	Administrative Assistant	
2	Coconut Creek	\$43,628.06	\$55,594.17	\$67,560.28	Administrative Assistant	
	75th Percentile Market Point	\$43,479.90	\$55,431.18	\$66,559.14		
8	Pompano Beach	\$45,921.13	\$55,268.19	\$64,615.25	DEPARTMENT HEAD SECRETARY	
	Town of Palm Beach FY19	\$41,346.03	\$53,956.86	\$66,567.28		
13	Boca Raton	\$40,646.00	\$53,102.00	\$65,558.00	Administrative Assistant	
	65th Percentile Market Point	\$42,283.54	\$52,588.20	\$64,724.43		
27	Palm Beach County S.O.	\$42,096.00	\$52,368.00	\$62,640.00	Administrative Secretary	
4	Davie	\$43,331.74	\$52,151.83	\$60,971.93	Administrative Secretary	
24	West Palm Beach	\$40,124.00	\$51,137.00	\$62,150.00	Administrative Assistant	
28	Solid Waste Authority	\$37,128.00	\$51,053.60	\$64,979.20	Admin Service Specialist	
	50th Percentile Market Point	\$40,433.69	\$51,053.60	\$61,011.00		
14	Boynton Beach	\$40,674.00	\$50,842.50	\$61,011.00	Administrative Assistant	
9	Sunrise	\$40,433.69	\$48,085.24	\$55,736.78	ADMINISTRATIVE ASSISTANT I	
15	Delray Beach	\$36,982.40	\$47,153.60	\$57,324.80	ADMINISTRATIVE ASSISTANT	
17	Jupiter	\$37,229.00	\$46,536.50	\$55,844.00	Administrative Specialist III	
16	Greenacres	\$35,994.00	\$45,262.50	\$54,531.00	Administrative Assistant	
19	North Palm Beach	\$34,267.73	\$44,548.05	\$54,828.37	ADMINISTRATIVE ASSISTANT	
20	Palm Beach Gardens	\$34,678.47	\$44,148.04	\$53,617.60	Administrative Specialist II	
22	Tequesta	\$34,000.00	\$43,000.00	\$52,000.00	Administrative Assistant	
21	Royal Palm Beach	\$34,068.00	\$42,144.00	\$50,220.00	Administrative Assistant I	
3	Coral Springs	\$31,990.38	\$39,987.98	\$47,985.58	Office Assistant	
23	Wellington	\$27,300.00	\$37,050.00	\$46,800.00	Administrative Assistant	

All data has been sorted by "Midpoint" as referred to Evergreen Solutions LLC as market target, unless otherwise indicated.

5 BUILDING MAINTENANCE WORKER					All Peers	
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
	Town of Palm Beach FY19	\$43,514.22	\$56,786.50	\$70,058.56		
8	Pompano Beach	\$45,457.27	\$54,709.96	\$63,962.64	GENERAL TRADES MECHANIC	
27	Palm Beach County S.O.	\$42,096.00	\$52,368.00	\$62,640.00	Facilities Service Technician	
21	Royal Palm Beach	\$39,508.00	\$48,874.50	\$58,241.00	Skilled Trades Worker - Facilities	
	85th Percentile Market Point	\$38,596.40	\$47,947.30	\$58,327.76		
17	Jupiter	\$37,229.00	\$46,556.50	\$55,884.00	Senior Service Worker	
28	Solid Waste Authority	\$33,363.20	\$45,874.40	\$58,385.60	Fac Maint Admin Spec	
	75th Percentile Market Point	\$35,737.30	\$45,874.40	\$56,481.16		
7	Plantation	\$34,230.78	\$45,355.97	\$56,481.16	Maintenance Worker I	
	65th Percentile Market Point	\$34,400.24	\$44,871.22	\$55,496.77		
19	North Palm Beach	\$34,267.73	\$44,548.05	\$54,828.37	TRADES MECHANIC	
20	Palm Beach Gardens	\$33,682.08	\$44,460.35	\$55,238.62	Maintenance Technician	
24	West Palm Beach	\$34,599.00	\$44,095.50	\$53,592.00	Facilities Maintenance Worker	
	50th Percentile Market Point	\$34,157.20	\$44,095.50	\$53,592.00		
2	Coconut Creek	\$34,157.20	\$43,517.16	\$52,877.12	Worker I, Maintenance Service	
9	Sunrise	\$35,737.30	\$42,500.76	\$49,264.22	MAINTENANCE WORKER I	
14	Boynton Beach	\$32,810.00	\$41,012.00	\$49,214.00	Building Maintenance Mechanic	
13	Boca Raton	\$29,607.00	\$40,301.50	\$50,996.00	Maintenance Worker	
3	Coral Springs	\$31,990.38	\$39,987.98	\$47,985.58	Maintenance Worker	
16	Greenacres	\$29,614.00	\$37,239.50	\$44,865.00	Maintenance Worker I	
23	Wellington	\$27,300.00	\$37,050.00	\$46,800.00	Maintenance Worker	
25	Palm Beach County	\$26,621.92	\$35,129.12	\$43,636.32	Maintenance Worker I	

6 BUYER						All Peers	
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)		
3	Coral Springs	\$55,290.05	\$70,494.54	\$85,699.04	Purchasing Agent		
13	Boca Raton	\$51,213.00	\$68,383.50	\$85,554.00	Buyer I		
	85th Percentile Market Point	\$51,846.05	\$67,032.86	\$85,018.64			
28	Solid Waste Authority	\$48,505.60	\$66,695.20	\$84,884.80	Buyer		
5	Ft. Lauderdale	\$51,199.67	\$65,289.76	\$79,379.85	Procurement Specialist		
	75th Percentile Market Point	\$51,199.67	\$65,289.76	\$79,379.85			
9	Sunrise	\$54,378.26	\$64,670.00	\$74,961.75	SR BUYER		
	65th Percentile Market Point	\$48,418.88	\$64,352.80	\$77,777.70			
27	Palm Beach County S.O.	\$48,072.00	\$63,084.00	\$78,096.00	Buyer		
25	Palm Beach County	\$46,681.44	\$61,592.96	\$76,504.48	Buyer		
	50th Percentile Market Point	\$47,729.65	\$61,592.96	\$74,961.75			
	Town of Palm Beach FY19	\$44,598.53	\$58,200.06	\$71,801.18			
8	Pompano Beach	\$47,729.65	\$57,444.60	\$67,159.55	Buyer		
11	Miami Beach	\$46,569.84	\$57,335.64	\$68,101.45	Buyer		
4	Davie	\$45,666.85	\$54,962.37	\$64,257.90	Buyer		
15	Delray Beach	\$41,704.00	\$53,175.20	\$64,646.40	BUYER		
16	Greenacres	\$39,684.00	\$49,902.50	\$60,121.00	Buyer		
14	Boynton Beach	\$37,529.00	\$46,912.00	\$56,295.00	Buyer		

7 CHIEF BUILDING INSPECTOR					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)
11	Miami Beach	\$84,174.66	\$110,931.08	\$137,687.50	Chief Building Inspector
9	Sunrise	\$86,932.29	\$103,384.97	\$119,837.65	CHIEF ENGINEERING INSPECTOR
3	Coral Springs	\$73,577.88	\$95,437.98	\$117,298.08	Chief Inspector
	85th Percentile Market Point	\$77,328.44	\$95,251.32	\$116,947.95	
8	Pompano Beach	\$77,745.17	\$93,571.34	\$109,397.52	CHIEF BUILDING INSPECTOR
	75th Percentile Market Point	\$72,466.80	\$93,018.87	\$111,733.90	
15	Delray Beach	\$71,136.00	\$92,466.40	\$113,796.80	Building & Inspection Administrator
	65th Percentile Market Point	\$71,157.97	\$90,459.94	\$109,424.87	
24	West Palm Beach	\$70,803.00	\$90,237.00	\$109,671.00	Chief Building Inspector
5	Ft. Lauderdale	\$70,031.73	\$89,293.85	\$108,555.97	Chief Building Inspector
4	Davie	\$71,355.72	\$85,879.96	\$100,404.20	Chief Engineering Inspector
	50th Percentile Market Point	\$70,031.73	\$85,879.96	\$105,151.33	
7	Plantation	\$63,728.05	\$84,439.69	\$105,151.33	Chief Inspector:Mech/Plumb/Electric
25	Palm Beach County	\$62,734.88	\$82,771.52	\$102,808.16	Chief Structural Inspector
23	Wellington	\$59,250.00	\$80,975.00	\$102,700.00	Building Inspector, Chief
13	Boca Raton	\$60,041.00	\$80,702.00	\$101,363.00	Chief Inspector
	Town of Palm Beach FY19	\$61,569.25	\$80,348.11	\$99,126.98	
17	Jupiter	\$63,410.00	\$79,262.50	\$95,115.00	Chief Building Inspector
20	Palm Beach Gardens	\$59,311.96	\$75,508.13	\$91,704.29	Chief Building Inspector
19	North Palm Beach	\$45,857.96	\$59,615.35	\$73,372.73	Sr. Building Inspector

8 CHIEF ELECTRICAL INSPECTOR						All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
11	Miami Beach	\$84,174.66	\$110,931.08	\$137,687.50	Chief Electrical Inspector	
9	Sunrise	\$86,932.29	\$103,384.97	\$119,837.65	CHIEF ELECTRICAL INSPECTOR	
	85th Percentile Market Point	\$79,995.49	\$98,219.43	\$118,186.93		
3	Coral Springs	\$73,577.88	\$95,437.98	\$117,298.08	Chief Inspector	
	75th Percentile Market Point	\$74,619.70	\$94,038.00	\$113,031.84		
8	Pompano Beach	\$77,745.17	\$93,571.34	\$109,397.52	CHIEF BUILDING INSPECTOR	
	65th Percentile Market Point	\$72,271.23	\$92,087.12	\$109,729.35		
2	Coconut Creek	\$72,040.64	\$91,825.20	\$111,609.76	Inspector, Chief Electrical	
5	Ft. Lauderdale	\$70,031.73	\$89,293.85	\$108,555.97	Chief Electrical Inspector	
	50th Percentile Market Point	\$70,693.73	\$87,586.91	\$106,853.65		
4	Davie	\$71,355.72	\$85,879.96	\$100,404.20	Chief Electrical Inspector	
7	Plantation	\$63,728.05	\$84,439.69	\$105,151.33	Chief Inspector:Mech/Plumb/Electric	
25	Palm Beach County	\$62,734.88	\$82,771.52	\$102,808.16	Chief Electrical Inspector	
13	Boca Raton	\$60,041.00	\$80,702.00	\$101,363.00	Chief Inspector	
	Town of Palm Beach FY19	\$58,636.03	\$76,520.50	\$94,405.17		
15	Delray Beach	\$49,961.60	\$63,700.00	\$77,438.40	ELECTRICAL INSPECTOR	
21	Royal Palm Beach	\$48,137.00	\$59,548.50	\$70,960.00	inspector/Plan Reviewer	

9 CHIEF PLUMBING INSPECTOR						All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
11	Miami Beach	\$84,174.66	\$110,931.08	\$137,687.50	Chief Plumbing Inspector	
	85th Percentile Market Point	\$80,465.79	\$100,603.53	\$118,948.80		
9	Sunrise	\$86,932.29	\$103,384.97	\$119,837.65	CHIEF PLUMBING INSPECTOR	
3	Coral Springs	\$73,577.88	\$95,437.98	\$117,298.08	Chief Inspector	
	75th Percentile Market Point	\$73,193.57	\$94,534.79	\$115,876.00		
2	Coconut Creek	\$72,040.64	\$91,825.20	\$111,609.76	Inspector, Chief Plumbing	
	65th Percentile Market Point	\$71,937.90	\$91,445.50	\$111,151.69		
5	Ft. Lauderdale	\$70,031.73	\$89,293.85	\$108,555.97	Chief Plumbing Inspector	
	50th Percentile Market Point	\$70,693.73	\$87,586.91	\$106,853.65		
4	Davie	\$71,355.72	\$85,879.96	\$100,404.20	Chief Plumbing Inspector	
7	Plantation	\$63,728.05	\$84,439.69	\$105,151.33	Chief Inspector:Mech/Plumb/Electric	
25	Palm Beach County	\$62,734.88	\$82,771.52	\$102,808.16	Chief Plumbing Inspector	
13	Boca Raton	\$60,041.00	\$80,702.00	\$101,363.00	Chief Inspector	
	Town of Palm Beach FY19	\$58,636.03	\$76,520.50	\$94,405.17		
15	Delray Beach	\$49,961.60	\$63,700.00	\$77,438.40	PLUMBING INSPECTOR	

10 CODE COMPLIANCE OFFICER I					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)
5	Ft. Lauderdale	\$51,199.67	\$65,289.76	\$79,379.85	Code Compliance Officer
4	Davie	\$50,337.95	\$60,584.56	\$70,831.16	Code Compliance Inspector
7	Plantation	\$44,037.96	\$58,350.46	\$72,662.96	Code Enforcement Inspector
	85th Percentile Market Point	\$46,231.93	\$58,271.47	\$71,755.79	
13	Boca Raton	\$44,005.00	\$58,034.50	\$72,064.00	Code Compliance Officer I
	75th Percentile Market Point	\$44,093.35	\$56,767.62	\$69,031.15	
20	Palm Beach Gardens	\$44,259.50	\$56,345.33	\$68,431.15	Code Compliance Officer
9	Sunrise	\$46,889.41	\$55,764.51	\$64,639.62	CODE ENFORCEMENT OFFICER
	65th Percentile Market Point	\$43,910.77	\$55,721.93	\$66,830.12	
2	Coconut Creek	\$43,628.06	\$55,594.17	\$67,560.28	Code Compliance Officer
	Town of Palm Beach FY19	\$42,016.42	\$54,831.71	\$67,647.01	
22	Tequesta	\$42,000.00	\$53,000.00	\$64,000.00	Code Compliance Officer
	50th Percentile Market Point	\$41,793.75	\$52,707.75	\$63,852.00	
24	West Palm Beach	\$41,127.00	\$52,415.50	\$63,704.00	Code Enforcement Officer I
3	Coral Springs	\$41,587.50	\$52,250.96	\$62,914.42	Code Compliance Officer
14	Boynton Beach	\$40,674.00	\$50,842.50	\$61,011.00	Community Standards Specialist I
15	Delray Beach	\$39,270.40	\$50,065.60	\$60,860.80	Code Enforcement Officer
16	Greenacres	\$39,684.00	\$49,902.50	\$60,121.00	Code Enforcement Officer
17	Jupiter	\$39,462.00	\$49,327.50	\$59,193.00	Code Compliance Officer
19	North Palm Beach	\$36,323.80	\$47,220.94	\$58,118.08	CODE COMPLIANCE OFFICER
23	Wellington	\$30,100.00	\$40,850.00	\$51,600.00	Code Enforcement Officer I

11 COMBINATION BUILDING INSPECTOR						All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
9	Sunrise	\$69,609.05	\$82,783.42	\$95,957.78	BUILDING INSPECTOR	
11	Miami Beach	\$63,807.27	\$82,307.42	\$100,807.56	Building Inspector	
	85th Percentile Market Point	\$63,815.04	\$77,869.57	\$95,575.33		
15	Delray Beach	\$59,716.80	\$77,636.00	\$95,555.20	INSPECTOR II	
8	Pompano Beach	\$63,962.64	\$76,982.19	\$90,001.75	BUILDING FIELD INSPECTOR	
	75th Percentile Market Point	\$60,515.50	\$76,930.88	\$93,302.36		
3	Coral Springs	\$60,781.73	\$76,776.92	\$92,772.12	Inspector II	
	65th Percentile Market Point	\$59,632.76	\$76,301.77	\$92,491.55		
24	West Palm Beach	\$59,564.00	\$75,913.00	\$92,262.00	Commercial Combination Inspector	
7	Plantation	\$56,653.90	\$75,066.50	\$93,479.10	Inspector I	
	50th Percentile Market Point	\$55,037.95	\$72,540.75	\$88,819.87		
13	Boca Raton	\$52,392.00	\$70,015.00	\$87,638.00	Building Inspector - I	
16	Greenacres	\$53,422.00	\$67,178.50	\$80,935.00	Plans Examiner/Bldg. Inspector	
	Town of Palm Beach FY19	\$51,390.98	\$67,065.65	\$82,740.11		
25	Palm Beach County	\$49,514.40	\$65,334.88	\$81,155.36	Building Construction Inspector I	
2	Coconut Creek	\$50,237.70	\$64,055.84	\$77,873.98	Inspector, Engineering	
23	Wellington	\$47,500.00	\$62,100.00	\$76,700.00	Building Inspector	
17	Jupiter	\$48,423.00	\$60,529.00	\$72,635.00	Building Inspector	
20	Palm Beach Gardens	\$46,472.47	\$59,162.59	\$71,852.71	Building Inspector I	

12 COMBINATION PLAN REVIEWER						All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
5	Ft. Lauderdale	\$86,283.44	\$110,015.91	\$133,748.39	Electrical/Mechanical/Plumbing Plans Examiner	
9	Sunrise	\$80,725.22	\$96,002.69	\$111,280.16	PLANS EXAMINER	
2	Coconut Creek	\$67,316.30	\$85,814.42	\$104,312.54	Examiner, Structural Plans	
	85th Percentile Market Point	\$70,198.31	\$85,720.29	\$105,067.45		
8	Pompano Beach	\$70,518.54	\$84,873.16	\$99,227.78	BUILDING PLANS EXAMINER	
	75th Percentile Market Point	\$65,730.15	\$84,656.42	\$102,837.77		
7	Plantation	\$63,728.05	\$84,439.69	\$105,151.33	Inspector/Building Plans Examiner	
	65th Percentile Market Point	\$63,769.64	\$82,019.42	\$99,557.60		
24	West Palm Beach	\$64,144.00	\$81,750.50	\$99,357.00	Commercial Combination Plans Examiner	
13	Boca Raton	\$60,041.00	\$80,702.00	\$101,363.00	Senior Plans Examiner	
21	Royal Palm Beach	\$61,620.00	\$76,228.00	\$90,836.00	Plan Review Intake Supervisor	
	50th Percentile Market Point	\$60,041.00	\$76,228.00	\$90,836.00		
	Town of Palm Beach FY19	\$57,675.28	\$75,266.88	\$92,858.06		
17	Jupiter	\$54,993.00	\$68,741.50	\$82,490.00	Plans Examiner	
20	Palm Beach Gardens	\$53,797.70	\$68,488.10	\$83,178.50	Plan Examiner	
15	Delray Beach	\$53,060.80	\$67,641.60	\$82,222.40	Plan Review Superintendent	
16	Greenacres	\$53,422.00	\$67,178.50	\$80,935.00	Plans Examiner/Bldg. Inspector	
25	Palm Beach County	\$49,514.40	\$65,334.88	\$81,155.36	Construction Plans Examiner I	
23	Wellington	\$47,500.00	\$62,100.00	\$76,700.00	Plans Examiner	
14	Boynton Beach	\$46,965.98	\$58,707.90	\$70,449.81	Inspector/Plans Examiner	

13 CRANE OPERATOR					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)
13	Boca Raton	\$45,875.00	\$60,760.00	\$75,645.00	Dredge Operator
	Town of Palm Beach FY19	\$43,514.22	\$56,786.50	\$70,058.56	
	85th Percentile Market Point	\$42,481.03	\$56,281.25	\$70,081.47	
7	Plantation	\$41,349.70	\$54,788.33	\$68,226.96	Specialty Equipment Operator
	75th Percentile Market Point	\$41,142.57	\$54,020.70	\$66,898.83	
	65th Percentile Market Point	\$40,728.29	\$52,485.42	\$64,242.56	
3	Coral Springs	\$40,521.15	\$51,717.79	\$62,914.42	Heavy Equipment Operator
	50th Percentile Market Point	\$39,236.42	\$50,898.45	\$62,560.49	
25	Palm Beach County	\$37,951.68	\$50,079.12	\$62,206.56	Dredge Operator
20	Palm Beach Gardens	\$35,291.97	\$46,585.40	\$57,878.83	Heavy Equipment Operator
19	North Palm Beach	\$32,328.05	\$42,026.47	\$51,724.88	SANITATION DRIVER/OPERATOR

14 CRIME INTELLIGENCE ANALYST						All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
11	Miami Beach	\$58,993.53	\$76,097.80	\$93,202.07	Crime Analysis Spec	
20	Palm Beach Gardens	\$56,487.58	\$71,912.50	\$87,337.42	Senior Crime Analyst	
	85th Percentile Market Point	\$54,890.47	\$69,955.79	\$85,021.11		
2	Coconut Creek	\$54,030.48	\$68,902.17	\$83,773.86	Analyst, Crime	
	75th Percentile Market Point	\$51,907.37	\$66,192.86	\$80,478.35		
5	Ft. Lauderdale	\$51,199.67	\$65,289.76	\$79,379.85	Crime Analyst	
	65th Percentile Market Point	\$50,897.35	\$64,658.87	\$78,605.81		
3	Coral Springs	\$50,625.85	\$64,547.53	\$78,469.21	Crime Analyst	
17	Jupiter	\$50,844.00	\$63,555.00	\$76,266.00	Crime Analyst	
	50th Percentile Market Point	\$48,463.74	\$62,157.50	\$75,955.50		
13	Boca Raton	\$45,875.00	\$60,760.00	\$75,645.00	Crime Intelligence Analyst	
24	West Palm Beach	\$45,396.00	\$57,856.50	\$70,317.00	Crime Analyst	
	Town of Palm Beach FY19	\$43,648.80	\$56,962.05	\$70,275.50		
15	Delray Beach	\$44,283.20	\$56,472.00	\$68,660.80	CRIME ANALYST	
4	Davie	\$46,301.64	\$55,725.92	\$65,150.20	Crime Analyst	
19	North Palm Beach	\$40,813.42	\$53,057.45	\$65,301.47	CRIMINAL INTELLIGENCE ANALYST	
14	Boynton Beach	\$37,529.00	\$46,912.00	\$56,295.00	Criminal Intelligence Analyst	

15 CRIME SCENE EVIDENCE TECH II					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)
11	Miami Beach	\$63,807.27	\$82,307.42	\$100,807.56	Crime Scene Technician II
2	Coconut Creek	\$57,845.44	\$73,726.32	\$89,607.20	Investigator, Crime Scene
	85th Percentile Market Point	\$51,764.29	\$64,732.46	\$80,027.84	
	Town of Palm Beach FY19	\$48,612.30	\$63,439.38	\$78,266.45	
27	Palm Beach County S.O.	\$50,244.00	\$62,484.00	\$74,724.00	Crime Scene Investigator I
13	Boca Raton	\$46,852.00	\$62,242.50	\$77,633.00	Crime Scene Technician
	75th Percentile Market Point	\$48,063.17	\$62,242.50	\$74,724.00	
24	West Palm Beach	\$47,313.28	\$60,744.03	\$74,174.78	Crime Scene Investigator
	65th Percentile Market Point	\$47,221.02	\$60,265.32	\$73,872.42	
7	Plantation	\$44,037.96	\$58,350.46	\$72,662.96	Crime Scene Technician
9	Sunrise	\$48,063.17	\$57,159.08	\$66,254.99	EVIDENCE TECHNICIAN
	50th Percentile Market Point	\$46,301.64	\$57,159.08	\$68,660.80	
15	Delray Beach	\$44,283.20	\$56,472.00	\$68,660.80	CRIME SCENE INVESTIGATOR
3	Coral Springs	\$43,720.19	\$55,983.17	\$68,246.15	Crime Scene Technician
4	Davie	\$46,301.64	\$55,725.92	\$65,150.20	Crime Scene Technician
14	Boynton Beach	\$42,247.00	\$52,809.00	\$63,371.00	Crime Scene Investigator II
17	Jupiter	\$40,323.00	\$50,404.50	\$60,486.00	Crime Scene Investigator
20	Palm Beach Gardens	\$38,233.02	\$48,673.21	\$59,113.40	Evidence Custodian

16 DEPUTY TOWN MANAGER					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)
11	Miami Beach	\$159,955.99	\$221,839.32	\$283,722.66	Assistant City Manager
25	Palm Beach County	\$143,274.56	\$201,073.60	\$258,872.64	Deputy County Administrator
24	West Palm Beach	\$154,492.00	\$193,115.00	\$231,738.00	Deputy City Administrator
	85th Percentile Market Point	\$149,150.80	\$192,900.48	\$232,096.09	
2	Coconut Creek	\$149,803.72	\$190,969.80	\$232,135.88	Deputy City Manager
	75th Percentile Market Point	\$142,159.55	\$184,807.04	\$228,352.09	
5	Ft. Lauderdale	\$132,322.39	\$178,644.29	\$224,966.18	Assistant City Manager
	65th Percentile Market Point	\$137,957.68	\$170,643.79	\$219,237.48	
8	Pompano Beach	\$141,044.54	\$169,754.84	\$198,465.15	ASSISTANT CITY MANAGER
23	Wellington	\$120,000.00	\$165,000.00	\$210,000.00	Assistant City Manager
9	Sunrise	\$137,614.70	\$163,659.79	\$189,704.88	ASST CITY MANAGER
	50th Percentile Market Point	\$131,667.00	\$163,659.79	\$198,465.15	
13	Boca Raton	\$131,667.00	\$162,786.00	\$193,905.00	Deputy City Manager
7	Plantation	\$116,231.73	\$154,007.04	\$191,782.36	Chief Administrative Officer
15	Delray Beach	\$108,971.20	\$141,658.40	\$174,345.60	ASST. CITY MANAGER
	Town of Palm Beach FY19	\$106,998.32	\$141,084.11	\$175,170.11	
17	Jupiter	\$109,558.00	\$136,947.50	\$164,337.00	Assistant Town Manager
20	Palm Beach Gardens	\$104,309.03	\$135,601.74	\$166,894.45	Deputy City Manager
14	Boynton Beach	\$107,450.94	\$134,314.08	\$161,177.22	Assistant City Manager
3	Coral Springs	\$13,009.42	\$115,805.19	\$218,600.96	Deputy City Manager

17 DEVELOPMENT PERMIT COORDINATOR					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)
25	Palm Beach County	\$60,904.48	\$80,357.68	\$99,810.88	Permit Coordinator
15	Delray Beach	\$47,028.80	\$59,966.40	\$72,904.00	PERMIT SUPERVISOR
	85th Percentile Market Point	\$40,611.36	\$53,813.28	\$67,620.80	
23	Wellington	\$38,250.00	\$52,275.00	\$66,300.00	Permitting & Licensing Tech, Senior
13	Boca Raton	\$39,007.00	\$50,725.50	\$62,444.00	Permit & Licensing Tech I
	75th Percentile Market Point	\$38,250.00	\$50,725.50	\$62,444.00	
	Town of Palm Beach FY19	\$37,243.02	\$48,602.53	\$59,961.62	
2	Coconut Creek	\$37,905.62	\$48,352.40	\$58,799.18	Technician, Senior Permit
	65th Percentile Market Point	\$37,830.30	\$48,126.11	\$58,662.96	
19	North Palm Beach	\$36,323.80	\$47,220.94	\$58,118.08	License & Permit Technician
14	Boynton Beach	\$37,529.00	\$46,912.00	\$56,295.00	Application Technician?
	50th Percentile Market Point	\$36,323.80	\$46,912.00	\$56,481.16	
7	Plantation	\$34,230.78	\$45,355.97	\$56,481.16	Permit Analyst
16	Greenacres	\$35,994.00	\$45,262.50	\$54,531.00	Permits Coordinator
24	West Palm Beach	\$35,464.00	\$45,198.00	\$54,932.00	License and Permit Specialist
22	Tequesta	\$34,200.00	\$43,100.00	\$52,000.00	Building Permit Coordinator/Licensing Clerk
20	Palm Beach Gardens	\$33,027.12	\$42,045.75	\$51,064.38	Permits Technician
3	Coral Springs	\$34,123.08	\$38,921.63	\$43,720.19	Permit Services Representative

18 DIRECTOR OF FINANCE						All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
11	Miami Beach	\$159,955.99	\$221,839.32	\$283,722.66	Chief Financial Officer	
9	Sunrise	\$159,590.87	\$189,794.48	\$219,998.10	DIR OF FIN AND ADMIN SERVICES	
25	Palm Beach County	\$133,902.08	\$187,916.56	\$241,931.04	Director Office of Financial Management and Budget	
28	Solid Waste Authority	\$120,536.00	\$174,782.40	\$229,028.80	Chief Financial Officer	
	85th Percentile Market Point	\$122,521.57	\$174,782.40	\$219,998.10		
5	Ft. Lauderdale	\$122,521.57	\$165,462.30	\$208,403.02	Director - Finance	
23	Wellington	\$120,000.00	\$165,000.00	\$210,000.00	Director of Admin & Financial Svcs	
	75th Percentile Market Point	\$120,536.00	\$165,000.00	\$208,403.02		
2	Coconut Creek	\$120,415.22	\$153,529.96	\$186,644.70	Director, Finance & Admin. SVCS./CFO	
24	West Palm Beach	\$121,330.00	\$151,662.50	\$181,995.00	Chief Financial Officer	
	65th Percentile Market Point	\$120,000.00	\$151,662.50	\$182,345.19		
3	Coral Springs	\$114,099.04	\$148,222.12	\$182,345.19	Director of Financial Services	
13	Boca Raton	\$106,951.00	\$142,752.00	\$178,553.00	Financial Services Director	
15	Delray Beach	\$108,971.20	\$141,658.40	\$174,345.60	Finance Director	
	50th Percentile Market Point	\$113,839.92	\$141,658.40	\$174,345.60		
8	Pompano Beach	\$116,037.66	\$139,657.22	\$163,276.79	FINANCE DIRECTOR	
7	Plantation	\$104,501.92	\$138,465.05	\$172,428.17	Finance Director	
4	Davie	\$113,839.92	\$137,012.15	\$160,184.39	Budget and Finance Director	
	Town of Palm Beach FY19	\$101,892.75	\$134,361.14	\$166,829.10		
22	Tequesta	\$104,000.00	\$130,000.00	\$156,000.00	Finance Director	
20	Palm Beach Gardens	\$94,611.37	\$122,994.78	\$151,378.19	Finance Administrator	
21	Royal Palm Beach	\$98,508.00	\$121,860.50	\$145,213.00	Finance Director	
17	Jupiter	\$96,833.00	\$121,041.50	\$145,250.00	Director, Finance	
14	Boynton Beach	\$94,787.00	\$118,483.50	\$142,180.00	Director, Finance/Treasurer	
16	Greenacres	\$89,934.00	\$113,093.50	\$136,253.00	Finance Director	
19	North Palm Beach	\$84,470.90	\$109,812.17	\$135,153.43	DIRECTOR OF FINANCE	

DIRECTOR OF HUMAN RESOURCES						All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
11	Miami Beach	\$144,912.44	\$200,975.49	\$257,038.53	Director Human Resources	
9	Sunrise	\$148,195.45	\$176,242.61	\$204,289.78	DIRECTOR OF HUMAN RESOURCES	
5	Ft. Lauderdale	\$122,521.57	\$165,462.30	\$208,403.02	Director - Human Resources	
2	Coconut Creek	\$120,415.22	\$153,529.96	\$186,644.70	Director, Human Resources and Risk Management	
	85th Percentile Market Point	\$121,330.00	\$153,529.96	\$197,481.44		
25	Palm Beach County	\$109,306.08	\$153,393.76	\$197,481.44	Director Human Resources	
24	West Palm Beach	\$121,330.00	\$151,662.50	\$181,995.00	Chief Human Resources Officer	
	75th Percentile Market Point	\$114,099.04	\$151,662.50	\$182,345.19		
3	Coral Springs	\$114,099.04	\$148,222.12	\$182,345.19	Director of Human Resources	
7	Plantation	\$104,501.92	\$138,465.05	\$172,428.17	Human Resources Director	
	65th Percentile Market Point	\$109,306.08	\$138,465.05	\$175,000.00		
23	Wellington	\$100,000.00	\$137,500.00	\$175,000.00	Director II	
22	Tequesta	\$109,000.00	\$137,000.00	\$165,000.00	Human Resources Director/Assistant Village Manager	
8	Pompano Beach	\$110,511.85	\$133,006.96	\$155,502.06	HUMAN RESOURCES DIRECTOR	
	50th Percentile Market Point	\$103,845.05	\$133,006.96	\$165,000.00		
28	Solid Waste Authority	\$87,422.40	\$126,765.60	\$166,108.80	Dir Human Resources	
4	Davie	\$103,845.05	\$124,982.70	\$146,120.35	Human Resources Director	
14	Boynton Beach	\$99,662.00	\$124,578.00	\$149,494.00	Director, Human Resources and Risk Management	
15	Delray Beach	\$95,180.80	\$123,739.20	\$152,297.60	Director of Human Resources	
20	Palm Beach Gardens	\$94,611.37	\$122,994.78	\$151,378.19	HR Administrator	
	Town of Palm Beach FY19	\$88,435.36	\$116,615.41	\$144,795.25		
17	Jupiter	\$92,167.00	\$115,209.00	\$138,251.00	Director of Human Resources	
13	Boca Raton	\$87,724.00	\$114,530.50	\$141,337.00	Director of Human Resources	
21	Royal Palm Beach	\$91,475.00	\$113,160.00	\$134,845.00	Director of Human Resources	
16	Greenacres	\$89,934.00	\$113,093.50	\$136,253.00	Director of Human Resources	
19	North Palm Beach	\$78,944.76	\$102,628.19	\$126,311.62	DIRECTOR OF HUMAN RESOURCE	

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20 DIRECTOR OF PLANNING ZONING & BUILDING						All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
11	Miami Beach	\$137,929.88	\$191,291.44	\$244,653.01	Planning Director	
5	Ft. Lauderdale	\$122,521.57	\$165,414.31	\$208,307.05	Director - Sustainable Development	
2	Coconut Creek	\$120,415.22	\$153,529.96	\$186,644.70	Director, Sustainable Development	
	85th Percentile Market Point	\$121,508.74	\$152,207.33	\$182,692.46		
9	Sunrise	\$127,789.41	\$151,973.93	\$176,158.44	DIR OF COMMUNITY DEVELOPMENT	
24	West Palm Beach	\$121,330.00	\$151,662.50	\$181,995.00	Director of Housing & Community Development	
	75th Percentile Market Point	\$117,132.05	\$144,979.63	\$176,757.08		
13	Boca Raton	\$106,951.00	\$142,752.00	\$178,553.00	Development Services Director	
8	Pompano Beach	\$116,037.66	\$139,657.22	\$163,276.79	DEVELOPMENT SERVICES DIRECTOR	
	65th Percentile Market Point	\$105,359.10	\$138,882.31	\$173,328.31		
7	Plantation	\$104,501.92	\$138,465.05	\$172,428.17	Planning, Zoning, Eco Director	
23	Wellington	\$100,000.00	\$137,500.00	\$175,000.00	Director II	
	Town of Palm Beach FY19	\$100,751.66	\$132,858.96	\$164,966.26		
25	Palm Beach County	\$89,225.76	\$125,221.20	\$161,216.64	Director Planning, Zoning, & Building Administration	
	50th Percentile Market Point	\$94,983.90	\$124,480.20	\$156,757.12		
15	Delray Beach	\$95,180.80	\$123,739.20	\$152,297.60	Planning & Zoning Director	
14	Boynton Beach	\$94,787.00	\$118,483.50	\$142,180.00	Director, Development	
17	Jupiter	\$94,471.00	\$118,089.00	\$141,707.00	Director, Planning & Zoning	
20	Palm Beach Gardens	\$90,106.07	\$117,137.89	\$144,169.71	Director of Planning and Zoning	
16	Greenacres	\$89,934.00	\$113,093.50	\$136,253.00	Planning and Engineering Director	
4	Davie	\$91,350.68	\$109,944.55	\$128,538.43	Planning and Zoning Manager	
21	Royal Palm Beach	\$84,943.00	\$105,080.00	\$125,217.00	Director of Planning and Zoning	
19	North Palm Beach	\$78,944.76	\$102,628.19	\$126,311.62	DIRECTOR OF COMMUNITY DEVELOPMENT	
22	Tequesta	\$80,000.00	\$100,000.00	\$120,000.00	Building Director	
3	Coral Springs	\$69,312.50	\$90,106.25	\$110,900.00	Planning & Zoning Manager	

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21 DIRECTOR OF PUBLIC WORKS						All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
11	Miami Beach	\$144,912.44	\$200,975.49	\$257,038.53	Public Works Director	
5	Ft. Lauderdale	\$122,521.57	\$165,414.31	\$208,307.05	Director - Public Works	
2	Coconut Creek	\$120,415.22	\$153,529.96	\$186,644.70	Director, Public Works	
	85th Percentile Market Point	\$120,689.65	\$152,222.74	\$183,635.04		
24	West Palm Beach	\$121,330.00	\$151,662.50	\$181,995.00	Director of Public Works	
3	Coral Springs	\$114,099.04	\$148,222.12	\$182,345.19	Director of Public Works	
	75th Percentile Market Point	\$115,068.35	\$145,487.06	\$180,274.00		
13	Boca Raton	\$106,951.00	\$142,752.00	\$178,553.00	Utility Services Director	
	Town of Palm Beach FY19	\$107,661.01	\$141,967.07	\$176,272.93		
8	Pompano Beach	\$116,037.66	\$139,657.22	\$163,276.79	PUBLIC WORKS DIRECTOR	
	65th Percentile Market Point	\$106,216.28	\$139,299.57	\$175,168.00		
7	Plantation	\$104,501.92	\$138,465.05	\$172,428.17	Public Works Director	
23	Wellington	\$100,000.00	\$137,500.00	\$175,000.00	Director II	
28	Solid Waste Authority	\$92,227.20	\$133,733.60	\$175,240.00	Dir Engineering/Public Wk	
	50th Percentile Market Point	\$100,000.00	\$133,733.60	\$163,276.79		
4	Davie	\$103,845.05	\$124,982.70	\$146,120.35	Public Works/Capital Proj. Dir.	
15	Delray Beach	\$95,180.80	\$123,739.20	\$152,297.60	SAME	
17	Jupiter	\$96,833.00	\$121,041.50	\$145,250.00	Director, Engineering, Parks & Public Works	
21	Royal Palm Beach	\$96,105.00	\$118,888.00	\$141,671.00	Director of Public Works	
14	Boynton Beach	\$94,787.00	\$118,483.50	\$142,180.00	Director, Public Works and Engineering	
16	Greenacres	\$89,934.00	\$113,093.50	\$136,253.00	Public Works Director	
19	North Palm Beach	\$78,944.76	\$102,628.19	\$126,311.62	DIRECTOR OF PUBLIC WORKS	
20	Palm Beach Gardens	\$77,837.01	\$101,188.11	\$124,539.21	Director of Public Services	
22	Tequesta	\$80,000.00	\$100,000.00	\$120,000.00	Public Works Director	

22 DIVISION MANAGER, FACILITIES MAINTENANCE					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)
5	Ft. Lauderdale	\$86,283.44	\$110,015.91	\$133,748.39	Facilities Manager
28	Solid Waste Authority	\$70,553.60	\$102,304.80	\$134,056.00	Facility Maint Manager
	85th Percentile Market Point	\$76,617.82	\$102,055.72	\$130,105.15	
25	Palm Beach County	\$77,151.36	\$101,806.64	\$126,461.92	Utilities Operations & Maintenance Manager
	75th Percentile Market Point	\$74,424.64	\$97,149.82	\$120,129.36	
	Town of Palm Beach FY19	\$74,187.15	\$96,814.64	\$119,441.92	
24	West Palm Beach	\$72,573.00	\$92,493.00	\$112,413.00	Utilities Operations & Maintenance Manager
	65th Percentile Market Point	\$72,669.00	\$92,479.70	\$113,104.90	
15	Delray Beach	\$71,136.00	\$92,466.40	\$113,796.80	DEPUTY PUBLIC WORKS DIR
17	Jupiter	\$72,765.00	\$90,956.50	\$109,148.00	Utilities Facilities Manager
	50th Percentile Market Point	\$71,136.00	\$90,956.50	\$109,148.00	
9	Sunrise	\$76,084.28	\$90,482.98	\$104,881.68	DIV DIR FACILITY MAINT
20	Palm Beach Gardens	\$62,277.56	\$79,283.54	\$96,289.51	Operations Manager, Facilities
27	Palm Beach County S.O.	\$62,640.00	\$77,904.00	\$93,168.00	Facilities & Maintenance Manager
3	Coral Springs	\$59,715.38	\$77,310.10	\$94,904.81	Facilities Superintendent
21	Royal Palm Beach	\$54,462.00	\$67,373.50	\$80,285.00	Facilities Superintendent

23 DIVISION MANAGER, SERVICES					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)
13	Boca Raton	\$94,792.00	\$121,217.00	\$147,642.00	Utility Services Dep. Director
28	Solid Waste Authority	\$78,561.60	\$113,911.20	\$149,260.80	Dir Hazrdous Waste Serv
	85th Percentile Market Point	\$83,964.63	\$113,575.97	\$146,768.10	
	75th Percentile Market Point	\$79,983.45	\$108,882.68	\$134,533.50	
24	West Palm Beach	\$84,249.00	\$107,206.50	\$130,164.00	General Services Manager
	65th Percentile Market Point	\$77,446.81	\$103,072.58	\$125,878.20	
15	Delray Beach	\$75,400.00	\$98,020.00	\$120,640.00	Deputy Director of Public Utilities
	50th Percentile Market Point	\$75,742.14	\$94,251.49	\$114,287.50	
	Town of Palm Beach FY19	\$70,599.57	\$92,132.98	\$113,666.38	
9	Sunrise	\$76,084.28	\$90,482.98	\$104,881.68	DIV DIR SPECIAL & COMM SUP SER
8	Pompano Beach	\$74,799.92	\$90,025.21	\$105,250.50	Fleet Operations Manager
16	Greenacres	\$71,244.00	\$89,589.50	\$107,935.00	Assistant Leisure Services Director
5	Ft. Lauderdale	\$56,835.71	\$72,476.28	\$88,116.85	Parks Supervisor

24 DIVISION MANAGER, WATER RESOURCES						All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
5	Ft. Lauderdale	\$95,790.00	\$122,125.47	\$148,460.93	Stormwater Operations Manager	
	85th Percentile Market Point	\$88,865.40	\$113,174.09	\$139,817.97		
24	West Palm Beach	\$84,249.00	\$107,206.50	\$130,164.00	Water Plant Manager	
	75th Percentile Market Point	\$84,249.00	\$107,206.50	\$134,056.00		
	65th Percentile Market Point	\$78,770.84	\$105,245.82	\$132,499.20		
28	Solid Waste Authority	\$70,553.60	\$102,304.80	\$134,056.00	Utilities Manager	
	50th Percentile Market Point	\$70,553.60	\$102,304.80	\$130,164.00		
	Town of Palm Beach FY19	\$76,157.54	\$99,386.14	\$122,614.54		
17	Jupiter	\$65,630.00	\$82,037.50	\$98,445.00	Utility Services Manager	
22	Tequesta	\$54,000.00	\$68,000.00	\$82,000.00	Superintendent, Water Distribution & Storm Water	

26 EQUIPMENT OPERATOR I					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)
4	Davie	\$41,623.76	\$53,098.17	\$64,572.59	Equipment Operator
9	Sunrise	\$44,631.04	\$53,077.85	\$61,524.65	EQUIPMENT OPERATOR I
	85th Percentile Market Point	\$41,537.27	\$52,601.83	\$62,428.00	
3	Coral Springs	\$40,521.15	\$51,717.79	\$62,914.42	Equipment Operator
	75th Percentile Market Point	\$41,162.78	\$51,451.13	\$61,124.91	
11	Miami Beach	\$41,376.65	\$50,651.17	\$59,925.69	DUP Equipment Oper
	65th Percentile Market Point	\$39,736.78	\$50,041.30	\$59,618.66	
20	Palm Beach Gardens	\$35,291.97	\$46,585.40	\$57,878.83	Heavy Equipment Operator
	Town of Palm Beach FY19	\$34,379.07	\$44,864.56	\$55,350.26	
	50th Percentile Market Point	\$34,523.49	\$44,802.70	\$55,168.22	
24	West Palm Beach	\$33,755.00	\$43,020.00	\$52,285.00	Grounds Equipment Operator
19	North Palm Beach	\$32,328.05	\$42,026.47	\$51,724.88	EQUIPMENT OPERATOR
28	Solid Waste Authority	\$29,972.80	\$41,215.20	\$52,457.60	EQUIPMENT OPERATOR I L/F
25	Palm Beach County	\$30,844.32	\$40,708.72	\$50,573.12	Motor Equipment Operator II
14	Boynton Beach	\$31,238.00	\$39,047.00	\$46,856.00	Equipment Operator

27 GIS COORDINATOR						All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
25	Palm Beach County	\$77,151.36	\$101,806.64	\$126,461.92	County Wide GIS Coordinator	
7	Plantation	\$66,277.68	\$87,817.87	\$109,358.06	IT GIS Manager	
20	Palm Beach Gardens	\$68,661.01	\$87,410.10	\$106,159.18	GIS Manager	
	85th Percentile Market Point	\$66,648.08	\$87,313.90	\$106,703.87		
15	Delray Beach	\$67,100.80	\$87,235.20	\$107,369.60	GIS ADMINISTRATOR	
5	Ft. Lauderdale	\$63,105.51	\$80,455.00	\$97,804.49	Geographic Information Systems Analyst	
	75th Percentile Market Point	\$64,330.63	\$80,362.75	\$97,590.56		
21	Royal Palm Beach	\$64,739.00	\$80,086.00	\$95,433.00	GIS Coordinator	
	65th Percentile Market Point	\$62,575.50	\$79,765.08	\$96,907.19		
2	Coconut Creek	\$62,547.60	\$79,748.19	\$96,948.78	Coordinator, GIS	
24	West Palm Beach	\$61,053.00	\$77,811.00	\$94,569.00	GIS Coordinator	
13	Boca Raton	\$57,562.00	\$77,233.50	\$96,905.00	GIS Coordinator	
	Town of Palm Beach FY19	\$58,636.03	\$76,520.50	\$94,405.17		
	50th Percentile Market Point	\$61,295.92	\$75,748.51	\$93,194.43		
9	Sunrise	\$62,445.12	\$74,263.52	\$86,081.91	CRIME ANALYST/GIS COORDINATOR	
1	Broward County S.O.	\$56,369.19	\$74,094.53	\$91,819.87	Geographic Info Systems Analyst	
8	Pompano Beach	\$61,538.84	\$74,064.14	\$86,589.44	GIS COORDINATOR	
23	Wellington	\$52,500.00	\$71,750.00	\$91,000.00	GIS Analyst, Senior	
14	Boynton Beach	\$56,402.00	\$70,502.00	\$84,602.00	Senior GIS Analyst	
28	Solid Waste Authority	\$51,168.00	\$70,356.00	\$89,544.00	GIS Specialist	
16	Greenacres	\$55,630.00	\$69,955.50	\$84,281.00	GIS Analyst/Planner	
27	Palm Beach County S.O.	\$54,876.00	\$68,250.00	\$81,624.00	CADS/GIS Coordinator	
17	Jupiter	\$48,423.00	\$60,529.00	\$72,635.00	GIS Specialist	

28 GOLF COURSE ASSOCIATE					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)
25	Palm Beach County	\$25,910.56	\$34,131.76	\$42,352.96	Golf Attendant
	85th Percentile Market Point	\$26,087.78	\$32,637.60	\$40,856.58	
13	Boca Raton	\$23,424.00	\$31,641.50	\$39,859.00	Golf Cart Attendant
	75th Percentile Market Point	\$25,910.56	\$31,641.50	\$39,859.00	
	65th Percentile Market Point	\$24,915.94	\$31,635.46	\$38,675.08	
20	Palm Beach Gardens	\$26,353.60	\$31,626.40	\$36,899.20	Pro Shop Attendant
	50th Percentile Market Point	\$23,424.00	\$31,626.40	\$36,899.20	
19	North Palm Beach	\$22,790.00	\$29,617.00	\$36,444.00	Country Club Attendant
	Town of Palm Beach FY19	\$20,907.12	\$27,283.78	\$33,660.22	
14	Boynton Beach	\$17,596.80	\$17,596.80	\$17,596.80	Golf Course Cart Attendant

30 GOLF MANAGER						All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
20	Palm Beach Gardens	\$77,837.01	\$101,188.11	\$124,539.21	Director of Golf	
	85th Percentile Market Point	\$78,012.66	\$99,425.89	\$123,212.24		
25	Palm Beach County	\$74,907.04	\$98,838.48	\$122,769.92	Golf Course Manager	
	75th Percentile Market Point	\$77,104.52	\$97,760.29	\$120,930.44		
	65th Percentile Market Point	\$75,639.53	\$95,603.91	\$117,251.48		
8	Pompano Beach	\$78,539.59	\$94,525.72	\$110,511.85	Golf Course Manager	
	50th Percentile Market Point	\$70,941.02	\$92,859.61	\$112,961.93		
13	Boca Raton	\$66,975.00	\$91,193.50	\$115,412.00	Golf Course Manager	
19	North Palm Beach	\$65,050.39	\$84,565.51	\$104,080.62	HEAD GOLF PORFESSIONAL	
	Town of Palm Beach FY19	\$61,521.41	\$80,285.71	\$99,050.02		
14	Boynton Beach	\$62,693.00	\$78,366.50	\$94,040.00	Golf Course Manager	

31 HUMAN RESOURCES ANALYST						All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
8	Pompano Beach	\$74,799.92	\$90,025.21	\$105,250.50	HUMAN RESOURCES ANALYST	
5	Ft. Lauderdale	\$70,031.73	\$89,293.85	\$108,555.97	Human Resources Analyst	
11	Miami Beach	\$62,588.72	\$82,483.77	\$102,378.81	Human Resources Specialist	
	85th Percentile Market Point	\$59,803.47	\$76,554.47	\$94,549.62		
20	Palm Beach Gardens	\$59,311.96	\$75,508.13	\$91,704.29	HR Generalist	
27	Palm Beach County S.O.	\$57,348.00	\$75,258.00	\$93,168.00	HR Analyst I & II in Human Resources	
	75th Percentile Market Point	\$57,231.75	\$72,433.13	\$87,268.57		
17	Jupiter	\$57,193.00	\$71,491.50	\$85,790.00	Senior HR Generalist	
3	Coral Springs	\$55,290.05	\$70,494.54	\$85,699.04	Human Resources Analyst	
	65th Percentile Market Point	\$54,471.33	\$69,459.50	\$84,447.67		
2	Coconut Creek	\$54,030.48	\$68,902.17	\$83,773.86	Specialist, Human Resources	
24	West Palm Beach	\$52,646.00	\$67,096.50	\$81,547.00	Human Resources Analyst	
	Town of Palm Beach FY19	\$50,558.14	\$65,978.64	\$81,398.93		
13	Boca Raton	\$48,985.00	\$65,217.50	\$81,450.00	Senior Human Resources Tech	
	50th Percentile Market Point	\$51,440.45	\$65,216.82	\$80,379.75		
1	Broward County S.O.	\$51,122.77	\$65,216.13	\$79,309.50	Human Resources Analyst	
23	Wellington	\$47,500.00	\$62,100.00	\$76,700.00	HR Generalist	
9	Sunrise	\$51,758.14	\$61,553.49	\$71,348.85	HUMAN RESOURCES ASSOCIATE	
22	Tequesta	\$48,000.00	\$61,000.00	\$74,000.00	HR & Risk Management Generalist	
25	Palm Beach County	\$44,000.32	\$58,052.80	\$72,105.28	Human Resources Specialist I	
28	Solid Waste Authority	\$41,308.80	\$56,804.80	\$72,300.80	Human Resources Generalist	
15	Delray Beach	\$44,283.20	\$56,472.00	\$68,660.80	HR ANALYST	
14	Boynton Beach	\$43,820.00	\$54,774.50	\$65,729.00	Human Resources and Risk Coordinator I	
19	North Palm Beach	\$38,508.80	\$48,313.80	\$58,118.80	HUMAN RESOURCE ANALYST	
16	Greenacres	\$37,791.00	\$47,523.00	\$57,255.00	Human Resources Coordinator	

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32 INDUSTRIAL ELECTRICIAN						All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
11	Miami Beach	\$63,807.27	\$82,307.42	\$100,807.56	Electrician	
8	Pompano Beach	\$63,962.64	\$76,982.19	\$90,001.75	SENIOR ELECTRICIAN	
2	Coconut Creek	\$54,030.48	\$68,902.17	\$83,773.86	Electrician	
	85th Percentile Market Point	\$53,462.39	\$67,999.07	\$82,675.36		
5	Ft. Lauderdale	\$51,199.67	\$65,289.76	\$79,379.85	Industrial Electrician	
	75th Percentile Market Point	\$51,339.29	\$63,051.57	\$78,005.21		
	Town of Palm Beach FY19	\$47,856.22	\$62,452.83	\$77,049.44		
24	West Palm Beach	\$48,887.00	\$62,305.50	\$75,724.00	Utilities Electrician	
7	Plantation	\$46,900.04	\$62,142.39	\$77,384.74	Electrical Control Technician	
	65th Percentile Market Point	\$48,771.00	\$62,131.79	\$77,213.56		
23	Wellington	\$47,500.00	\$62,100.00	\$76,700.00	Industrial Electrician & Instrument Technician	
25	Palm Beach County	\$46,681.44	\$61,592.96	\$76,504.48	Industrial Electrician	
	50th Percentile Market Point	\$47,750.00	\$61,573.23	\$76,114.24		
9	Sunrise	\$51,758.14	\$61,553.49	\$71,348.85	UTILITY ELECTRICIAN I	
13	Boca Raton	\$45,286.00	\$61,416.50	\$77,547.00	Plant Electrician	
22	Tequesta	\$48,000.00	\$61,000.00	\$74,000.00	Electrician	
17	Jupiter	\$48,423.00	\$60,529.00	\$72,635.00	Utilites Electrician	
28	Solid Waste Authority	\$41,308.80	\$56,804.80	\$72,300.80	FAC MAINT MECH III/ELECT	
3	Coral Springs	\$43,720.19	\$55,983.17	\$68,246.15	Electrician	
20	Palm Beach Gardens	\$43,054.54	\$55,209.74	\$67,364.93	Electrician	
19	North Palm Beach	\$34,267.73	\$44,548.05	\$54,828.37	Trade Mechanic	

33 INFORMATION TECHNOLOGY MANAGER						All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
5	Ft. Lauderdale	\$122,521.57	\$165,414.31	\$208,307.05	Director - Information Technology Services	
2	Coconut Creek	\$120,415.22	\$153,529.96	\$186,644.70	Chief Information Officer	
11	Miami Beach	\$107,750.57	\$149,436.73	\$191,122.90	IT Division Director	
	85th Percentile Market Point	\$118,836.17	\$149,144.54	\$185,569.82		
9	Sunrise	\$124,673.56	\$148,267.97	\$171,862.39	IT Director	
	75th Percentile Market Point	\$111,408.65	\$148,233.58	\$176,836.30		
3	Coral Springs	\$114,099.04	\$148,222.12	\$182,345.19	Director of Information Services	
7	Plantation	\$104,501.92	\$138,465.05	\$172,428.17	IT Director/Chief Information Officer	
	65th Percentile Market Point	\$106,938.41	\$138,223.79	\$172,286.73		
23	Wellington	\$100,000.00	\$137,500.00	\$175,000.00	Director II	
8	Pompano Beach	\$110,511.85	\$133,006.96	\$155,502.06	CHIEF INFORMATION OFFICER	
	50th Percentile Market Point	\$102,852.03	\$131,569.48	\$156,953.53		
13	Boca Raton	\$101,859.00	\$130,132.00	\$158,405.00	Information Services Director	
4	Davie	\$103,845.05	\$124,982.70	\$146,120.35	Information Systems Director	
15	Delray Beach	\$95,180.80	\$123,739.20	\$152,297.60	IT Director	
20	Palm Beach Gardens	\$94,611.37	\$122,994.78	\$151,378.19	IT Administrator	
24	West Palm Beach	\$95,133.00	\$118,916.50	\$142,700.00	Assistant Director of Information Technology	
	Town of Palm Beach FY19	\$88,435.36	\$115,408.80	\$142,382.03		
19	North Palm Beach	\$78,944.76	\$102,628.19	\$126,311.62	DIRECTOR INFORMATION TECHNOLOGY	
25	Palm Beach County	\$77,151.36	\$101,806.64	\$126,461.92	Chief Information Officer	
22	Tequesta	\$80,000.00	\$100,000.00	\$120,000.00	Information Technology Director	

34 INFORMATION TECHNOLOGY SPECIALIST					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)
4	Davie	\$76,356.78	\$91,899.31	\$107,441.84	Information System Specialist II
9	Sunrise	\$76,084.28	\$90,482.98	\$104,881.68	SYSTEMS SUPPORT SPECIALIST
8	Pompano Beach	\$67,159.55	\$80,830.64	\$94,501.73	INFORMATION TECH ANALYST I
11	Miami Beach	\$56,702.41	\$74,726.03	\$92,749.65	IT Specialist I
	85th Percentile Market Point	\$62,976.69	\$78,388.79	\$93,800.90	
16	Greenacres	\$55,630.00	\$69,955.50	\$84,281.00	IT Analyst II
	75th Percentile Market Point	\$55,630.00	\$69,955.50	\$84,281.00	
21	Royal Palm Beach	\$53,134.43	\$65,730.50	\$78,326.56	Information Systems Specialist
	65th Percentile Market Point	\$51,396.39	\$64,725.70	\$78,055.01	
2	Coconut Creek	\$50,237.70	\$64,055.84	\$77,873.98	Specialist, Information Technology
	Town of Palm Beach FY19	\$48,062.35	\$62,721.57	\$77,380.78	
3	Coral Springs	\$47,985.58	\$61,314.90	\$74,644.23	IT Support Specialist
22	Tequesta	\$48,000.00	\$61,000.00	\$74,000.00	Information Technology & Security Analyst
	50th Percentile Market Point	\$48,000.00	\$61,000.00	\$74,000.00	
15	Delray Beach	\$47,028.80	\$59,966.40	\$72,904.00	TECHNICAL SUPPORT ANALYST
27	Palm Beach County S.O.	\$48,072.00	\$59,784.00	\$71,496.00	PC Technician I
5	Ft. Lauderdale	\$46,129.49	\$58,816.24	\$71,502.99	IT Service Desk Coordinator
13	Boca Raton	\$43,091.00	\$56,760.50	\$70,430.00	Digital Media Specialist - Web
14	Boynton Beach	\$42,246.88	\$52,808.91	\$63,370.94	Computer Support Specialist
23	Wellington	\$38,250.00	\$52,275.00	\$66,300.00	IT Specialist, Senior
7	Plantation	\$36,456.24	\$48,304.41	\$60,152.59	IT PC Tech I
19	North Palm Beach	\$36,323.80	\$47,220.94	\$58,118.08	TECHNICAL SUPPORT SPECIALIST

35 LABORER					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)
7	Plantation	\$34,230.78	\$45,355.97	\$56,481.16	Maintenance Worker I
2	Coconut Creek	\$34,157.20	\$43,517.16	\$52,877.12	Worker I, Maintenance Service
	85th Percentile Market Point	\$34,182.95	\$42,856.50	\$51,654.39	
9	Sunrise	\$35,737.30	\$42,500.76	\$49,264.22	MAINTENANCE WORKER I
	75th Percentile Market Point	\$33,157.30	\$41,397.69	\$49,697.17	
17	Jupiter	\$32,824.00	\$41,030.00	\$49,236.00	Service Worker
	Town of Palm Beach FY19	\$31,343.52	\$40,903.62	\$50,463.50	
	65th Percentile Market Point	\$31,443.60	\$40,410.78	\$49,240.23	
13	Boca Raton	\$29,607.00	\$40,301.50	\$50,996.00	Maintenance Worker
25	Palm Beach County	\$29,949.92	\$39,527.28	\$49,104.64	Utility Maintenance Worker
	50th Percentile Market Point	\$29,781.96	\$39,313.64	\$48,052.32	
22	Tequesta	\$31,200.00	\$39,100.00	\$47,000.00	Maintenance Worker I
16	Greenacres	\$29,614.00	\$37,239.50	\$44,865.00	Maintenance Worker I
24	West Palm Beach	\$29,107.00	\$37,096.00	\$45,085.00	Maintenance Worker
23	Wellington	\$27,300.00	\$37,050.00	\$46,800.00	Maintenance Worker
21	Royal Palm Beach	\$29,376.67	\$36,340.41	\$43,304.14	General Maintenance Worker I
19	North Palm Beach	\$25,606.84	\$33,288.90	\$40,970.95	Grounds or Street Maintenance Worker

36 LIFEGUARD						All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
11	Miami Beach	\$48,227.16	\$60,064.29	\$71,901.41	Lifeguard I	
5	Ft. Lauderdale	\$41,557.29	\$52,987.81	\$64,418.32	Beach Lifeguard	
	85th Percentile Market Point	\$40,977.50	\$52,148.51	\$61,092.22		
8	Pompano Beach	\$43,291.52	\$52,104.34	\$60,917.16	OCEAN RESCUE LIFEGUARD	
25	Palm Beach County	\$35,759.36	\$47,197.28	\$58,635.20	Ocean Lifeguard	
	75th Percentile Market Point	\$35,071.18	\$46,546.46	\$58,077.90		
13	Boca Raton	\$32,782.00	\$44,594.00	\$56,406.00	Ocean Rescue Lifeguard	
	65th Percentile Market Point	\$34,229.69	\$44,071.47	\$54,574.09		
4	Davie	\$34,212.65	\$43,643.95	\$53,075.25	Pool Lifeguard PT Regular	
	Town of Palm Beach FY19	\$32,992.34	\$43,055.38	\$53,118.21		
14	Boynton Beach	\$34,383.00	\$42,978.50	\$51,574.00	Ocean Lifeguard	
	50th Percentile Market Point	\$32,782.00	\$42,782.05	\$52,303.19		
7	Plantation	\$32,138.82	\$42,585.60	\$53,032.38	Lifeguard II	
9	Sunrise	\$34,014.59	\$40,452.00	\$46,889.41	LIFEGUARD I P/T	
15	Delray Beach	\$30,867.20	\$39,364.00	\$47,860.80	LIFEGUARD	
24	West Palm Beach	\$29,107.00	\$37,096.00	\$45,085.00	Lifeguard	
23	Wellington	\$27,300.00	\$37,050.00	\$46,800.00	Lifeguard	
20	Palm Beach Gardens	\$27,040.00	\$32,240.00	\$37,440.00	Lifeguard I	
19	North Palm Beach	\$24,157.40	\$31,404.62	\$38,651.84	LIFEGUARD	
3	Coral Springs	\$25,507.00			Lifeguard	

37 MANAGER, FLEET					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)
27	Palm Beach County S.O.	\$82,728.00	\$95,256.00	\$107,784.00	Unit Manager - Fleet Management
24	West Palm Beach	\$74,670.00	\$93,337.50	\$112,005.00	Fleet Management Superintendent
9	Sunrise	\$77,986.65	\$92,745.22	\$107,503.79	FLEET MANAGER
	85th Percentile Market Point	\$74,338.78	\$92,464.37	\$107,755.98	
1	Broward County S.O.	\$68,422.10	\$89,936.70	\$111,451.30	Fleet Manager
	75th Percentile Market Point	\$69,889.93	\$87,909.84	\$106,327.56	
4	Davie	\$71,357.75	\$85,882.99	\$100,408.22	Fleet Manager
	65th Percentile Market Point	\$64,197.45	\$84,584.02	\$100,882.53	
7	Plantation	\$63,728.05	\$84,439.69	\$105,151.33	Garage Supervisor
	Town of Palm Beach FY19	\$60,621.18	\$79,110.93	\$97,600.67	
25	Palm Beach County	\$59,134.40	\$78,023.92	\$96,913.44	Fleet Management Support Services Supervisor
14	Boynton Beach	\$59,548.00	\$74,435.50	\$89,323.00	Fleet Administrator
	50th Percentile Market Point	\$59,341.20	\$74,435.50	\$89,323.00	
13	Boca Raton	\$51,213.00	\$68,383.50	\$85,554.00	Fleet Operations Manager
15	Delray Beach	\$53,060.80	\$67,641.60	\$82,222.40	FLEET SUPT.
3	Coral Springs	\$52,091.01	\$66,415.77	\$80,740.53	Fleet Asst. Superintendent
8	Pompano Beach	\$52,622.05	\$63,332.96	\$74,043.88	MECHANIC III
20	Palm Beach Gardens	\$48,376.08	\$62,033.66	\$75,691.24	Operations Manager, Fleet
19	North Palm Beach	\$43,262.22	\$52,740.89	\$62,219.56	Public Works Supervisor
17	Jupiter	\$41,830.00	\$52,287.50	\$62,745.00	Fleet and Facilities Manager

38 MANAGER, PURCHASING					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)
11	Miami Beach	\$107,750.57	\$149,436.73	\$191,122.90	Asset Manager
2	Coconut Creek	\$96,704.80	\$123,320.80	\$149,936.80	Manager, Purchasing & Contracts
	85th Percentile Market Point	\$95,835.74	\$122,185.24	\$148,534.73	
5	Ft. Lauderdale	\$95,790.00	\$122,125.47	\$148,460.93	Procurement and Contracts Manager
15	Delray Beach	\$89,793.60	\$116,740.00	\$143,686.40	PURCHASING DIRECTOR
	75th Percentile Market Point	\$94,046.88	\$116,279.03	\$141,346.71	
8	Pompano Beach	\$95,464.64	\$114,896.13	\$134,327.63	GENERAL SERVICES DIRECTOR
	65th Percentile Market Point	\$82,768.67	\$107,893.46	\$130,466.28	
13	Boca Raton	\$77,021.00	\$102,164.00	\$127,307.00	Purchasing Manager
3	Coral Springs	\$76,776.92	\$99,703.37	\$122,629.81	Purchasing Administrator
	Town of Palm Beach FY19	\$73,372.21	\$95,751.34	\$118,130.48	
	50th Percentile Market Point	\$72,852.77	\$95,516.89	\$118,421.30	
7	Plantation	\$68,928.62	\$91,330.42	\$113,732.22	Procurement Administrator
25	Palm Beach County	\$68,550.56	\$90,444.64	\$112,338.72	Purchasing Manager
1	Broward County S.O.	\$65,542.97	\$88,497.13	\$111,451.30	Purchasing Manager
28	Solid Waste Authority	\$60,112.00	\$87,162.40	\$114,212.80	Procurement Manager
14	Boynton Beach	\$65,838.00	\$82,297.50	\$98,757.00	Purchasing Manager
17	Jupiter	\$46,118.00	\$57,647.50	\$69,177.00	Purchasing Specialist/Quartermaster
19	North Palm Beach	\$38,641.20	\$50,239.80	\$61,838.40	PURCHASING MANAGER

39 MECHANIC, FLEET					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)
27	Palm Beach County S.O.	\$54,876.00	\$68,250.00	\$81,624.00	Fleet Technician II
11	Miami Beach	\$51,771.93	\$67,693.32	\$83,614.70	Diesel Gen Mechanic
7	Plantation	\$46,900.04	\$62,142.39	\$77,384.74	Mechanic II
	85th Percentile Market Point	\$48,674.54	\$61,859.05	\$77,021.57	
13	Boca Raton	\$44,865.00	\$59,309.00	\$73,753.00	Fleet Quality Assurance Spec.
	75th Percentile Market Point	\$46,178.65	\$59,064.59	\$71,260.83	
4	Davie	\$48,871.71	\$58,820.19	\$68,768.66	Utilities Maintenance Mechanic
	Town of Palm Beach FY19	\$44,348.30	\$57,874.75	\$71,401.20	
	65th Percentile Market Point	\$44,924.23	\$55,294.27	\$66,171.57	
17	Jupiter	\$43,922.00	\$54,902.50	\$65,883.00	Automotive Technican II
8	Pompano Beach	\$45,457.27	\$54,709.96	\$63,962.64	MECHANIC I
24	West Palm Beach	\$41,127.00	\$52,415.50	\$63,704.00	Fleet Mechanic
	50th Percentile Market Point	\$41,587.50	\$52,415.50	\$63,962.64	
3	Coral Springs	\$41,587.50	\$52,250.96	\$62,914.42	Mechanic
20	Palm Beach Gardens	\$39,865.31	\$52,011.20	\$64,157.08	Mechanic
14	Boynton Beach	\$40,674.00	\$50,842.50	\$61,011.00	Fleet Mechanic
25	Palm Beach County	\$37,951.68	\$50,079.12	\$62,206.56	Equipment Mechanic
15	Delray Beach	\$39,270.40	\$50,065.60	\$60,860.80	Fleet Coordinator
9	Sunrise	\$40,433.69	\$48,085.24	\$55,736.78	MAINTENANCE MECHANIC
19	North Palm Beach	\$34,267.73	\$44,548.05	\$54,828.37	VEHICLE MECHANIC

40 PARKING ENFORCEMENT OFFICER					All Peers	
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
11	Miami Beach	\$43,896.77	\$53,735.99	\$63,575.21	Parking Enforcement Spec I	
	85th Percentile Market Point	\$41,791.24	\$53,165.40	\$64,532.29		
13	Boca Raton	\$40,646.00	\$53,102.00	\$65,558.00	Parking Enforcement Rep	
	75th Percentile Market Point	\$41,101.65	\$53,044.90	\$63,996.77		
5	Ft. Lauderdale	\$41,557.29	\$52,987.81	\$64,418.33	Parking Enforcement Specialist	
	65th Percentile Market Point	\$39,695.07	\$51,546.03	\$61,982.76		
	Town of Palm Beach FY19	\$32,795.36	\$42,798.29	\$52,801.01		
1	Broward County S.O.	\$31,136.69	\$38,569.98	\$46,003.28	Parking Enforcement Specialist	
	50th Percentile Market Point	\$31,136.69	\$38,569.98	\$47,650.72		
25	Palm Beach County	\$29,070.08	\$38,360.40	\$47,650.72	Parking Facilities Attendant II	
24	West Palm Beach	\$29,834.00	\$38,023.00	\$46,212.00	Parking Enforcement Officer	
3	Coral Springs	\$29,854.28	\$37,317.85	\$44,781.42	Parking Enforcement Specialist	

41 PLANNER						All Peers	
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)		
8	Pompano Beach	\$60,917.16	\$73,316.63	\$85,716.10	PLANNER		
5	Ft. Lauderdale	\$56,835.71	\$72,476.28	\$88,116.85	Urban Planner I		
11	Miami Beach	\$53,969.73	\$71,125.26	\$88,280.79	Planner		
	85th Percentile Market Point	\$56,070.96	\$70,868.92	\$86,950.29			
7	Plantation	\$53,195.74	\$70,484.41	\$87,773.08	Planner		
16	Greenacres	\$55,630.00	\$69,955.50	\$84,281.00	GIS Analyst/Planner		
	75th Percentile Market Point	\$54,030.48	\$69,955.50	\$84,281.00			
2	Coconut Creek	\$54,030.48	\$68,902.17	\$83,773.86	Planner		
	65th Percentile Market Point	\$53,571.88	\$68,340.29	\$83,084.40			
3	Coral Springs	\$53,306.64	\$67,965.70	\$82,624.77	Associate Planner		
4	Davie	\$56,364.93	\$67,837.21	\$79,309.50	Planner I		
15	Delray Beach	\$53,060.80	\$67,641.60	\$82,222.40	PLANNER		
	50th Percentile Market Point	\$53,060.80	\$67,641.60	\$79,558.00			
24	West Palm Beach	\$51,362.00	\$65,460.00	\$79,558.00	Planner		
20	Palm Beach Gardens	\$51,235.90	\$65,226.76	\$79,217.62	Planner		
17	Jupiter	\$50,844.00	\$63,555.00	\$76,266.00	Planner		
14	Boynton Beach	\$50,111.00	\$62,638.50	\$75,166.00	Planner I		
23	Wellington	\$47,500.00	\$62,100.00	\$76,700.00	Planner		
25	Palm Beach County	\$46,681.44	\$61,592.96	\$76,504.48	Planner I		
13	Boca Raton	\$45,875.00	\$60,760.00	\$75,645.00	Plant Maint. Planner/Scheduler		
19	North Palm Beach	\$43,262.22	\$56,240.89	\$69,219.56	PLANNER		
	Town of Palm Beach FY19	\$39,354.43	\$51,357.90	\$63,361.17			

42 PLANNING ADMINISTRATOR						All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
24	West Palm Beach	\$84,249.00	\$107,206.50	\$130,164.00	Planning and Zoning Administrator	
17	Jupiter	\$77,947.00	\$97,434.00	\$116,921.00	Assistant Director, Planning & Zoning	
	85th Percentile Market Point	\$78,421.07	\$96,852.34	\$115,716.80		
8	Pompano Beach	\$78,539.59	\$94,525.72	\$110,511.85	PRINCIPAL PLANNER	
	75th Percentile Market Point	\$77,947.00	\$94,525.72	\$110,900.00		
	65th Percentile Market Point	\$71,039.40	\$90,990.14	\$110,589.48		
3	Coral Springs	\$69,312.50	\$90,106.25	\$110,900.00	Planning & Zoning Manager	
25	Palm Beach County	\$66,549.60	\$87,808.24	\$109,066.88	Principal Planner	
	50th Percentile Market Point	\$67,316.30	\$87,808.24	\$109,066.88		
2	Coconut Creek	\$67,316.30	\$85,814.42	\$104,312.54	Senior Planner	
14	Boynton Beach	\$65,838.00	\$82,297.50	\$98,757.00	Principal Planner	
15	Delray Beach	\$63,294.40	\$82,295.20	\$101,296.00	Planning, Budget & Control Mgr	
23	Wellington	\$59,250.00	\$80,975.00	\$102,700.00	Planner, Principal	
	Town of Palm Beach FY19	\$58,636.03	\$76,520.50	\$94,405.17		

43 PROJECT MANAGER					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)
11	Miami Beach	\$92,913.18	\$122,447.41	\$151,981.65	Senior SP Projects Manager
25	Palm Beach County	\$83,391.36	\$117,030.16	\$150,668.96	Project Manager
19	North Palm Beach	\$78,944.76	\$102,628.19	\$126,311.62	Director of Special Projects
	85th Percentile Market Point	\$83,187.49	\$102,581.77	\$127,285.10	
13	Boca Raton	\$77,021.00	\$102,164.00	\$127,307.00	Special Projects Manager
	75th Percentile Market Point	\$80,148.69	\$101,020.05	\$126,699.81	
9	Sunrise	\$83,981.90	\$99,876.09	\$115,770.28	PROJECT MANAGER
	Town of Palm Beach FY19	\$75,594.69	\$98,651.49	\$121,708.29	
	65th Percentile Market Point	\$77,213.38	\$98,108.80	\$116,824.41	
4	Davie	\$81,352.61	\$97,912.44	\$114,472.26	Project Manager
28	Solid Waste Authority	\$66,892.80	\$96,990.40	\$127,088.00	Project Manager II
24	West Palm Beach	\$74,387.00	\$94,805.00	\$115,223.00	Engineering Services Project Manager
	50th Percentile Market Point	\$74,387.00	\$94,805.00	\$114,472.26	
2	Coconut Creek	\$72,040.64	\$91,825.20	\$111,609.76	Project Manager, Utilities & Engineering
8	Pompano Beach	\$74,799.92	\$90,025.21	\$105,250.50	ENGINEERING PROJECTS MANAGER I
21	Royal Palm Beach	\$71,459.86	\$88,400.42	\$105,340.98	Project Manager
20	Palm Beach Gardens	\$65,391.43	\$83,247.71	\$101,103.98	Project Manager
5	Ft. Lauderdale	\$63,105.51	\$80,455.00	\$97,804.49	Project Manager I
15	Delray Beach	\$59,716.80	\$77,636.00	\$95,555.20	PROJECT MGR II
23	Wellington	\$47,500.00	\$62,100.00	\$76,700.00	Project Manager

44 RECREATION SUPERVISOR					All Peers	
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
17	Jupiter	\$61,266.00	\$76,582.50	\$91,899.00	Recreation Supervisor	
7	Plantation	\$56,653.90	\$75,066.50	\$93,479.10	Parks and Recreations Supv/Athletics	
5	Ft. Lauderdale	\$56,835.71	\$72,476.28	\$88,116.85	Recreation Program Supervisor	
	85th Percentile Market Point	\$56,444.37	\$72,302.40	\$88,527.52		
11	Miami Beach	\$54,897.15	\$71,780.78	\$88,664.41	Recreation Supervisor I	
	75th Percentile Market Point	\$55,126.80	\$69,936.10	\$86,603.85		
25	Palm Beach County	\$52,542.88	\$69,321.20	\$86,099.52	Recreation Programs Coordinator	
2	Coconut Creek	\$54,030.48	\$68,902.17	\$83,773.86	Supervisor, Parks and Recreation	
	65th Percentile Market Point	\$54,022.86	\$68,676.63	\$83,330.40		
22	Tequesta	\$54,000.00	\$68,000.00	\$82,000.00	Recreation Supervisor	
8	Pompano Beach	\$55,815.76	\$67,177.68	\$78,539.59	RECREATION ACTIVITY SUPERVISOR	
	50th Percentile Market Point	\$52,316.94	\$66,796.72	\$79,640.06		
3	Coral Springs	\$52,091.01	\$66,415.77	\$80,740.53	Parks & Recreation Coordinator	
24	West Palm Beach	\$47,695.00	\$60,786.00	\$73,877.00	Recreation Center Supervisor	
16	Greenacres	\$45,084.00	\$56,693.00	\$68,302.00	Recreation Supervisor	
20	Palm Beach Gardens	\$44,259.50	\$56,345.33	\$68,431.15	Recreation Supervisor	
	Town of Palm Beach FY19	\$41,334.59	\$53,941.68	\$66,548.98		
13	Boca Raton	\$39,786.00	\$51,932.00	\$64,078.00	Recreation Center Supervisor I	
14	Boynton Beach	\$40,674.00	\$50,842.50	\$61,011.00	Recreation Supervisor	
19	North Palm Beach	\$36,323.80	\$47,220.94	\$58,118.08	RECREATION SUPERVISOR	
15	Delray Beach	\$36,982.40	\$47,153.60	\$57,324.80	REC SUPV	

45 SUPERVISOR, UTILITIES MAINTENANCE						All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
22	Tequesta	\$68,000.00	\$85,000.00	\$102,000.00	Water Plant Superintendent	
17	Jupiter	\$65,630.00	\$82,037.50	\$98,445.00	Utility Maintenance Supervisor	
	85th Percentile Market Point	\$64,689.14	\$80,534.13	\$99,700.22		
5	Ft. Lauderdale	\$63,105.51	\$80,455.00	\$97,804.49	Wastewater Operations Supervisor	
25	Palm Beach County	\$60,904.48	\$80,357.68	\$99,810.88	Utility Maintenance Superintendent	
	75th Percentile Market Point	\$64,237.81	\$79,851.46	\$98,284.87		
	Town of Palm Beach FY19	\$60,313.76	\$78,709.90	\$97,105.84		
28	Solid Waste Authority	\$56,971.20	\$78,332.80	\$99,694.40	Utility Supervisor	
	65th Percentile Market Point	\$62,147.07	\$78,021.62	\$94,017.36		
8	Pompano Beach	\$64,615.25	\$77,767.03	\$90,918.81	UTILITIES MAINTENANCE SUPERVISOR	
9	Sunrise	\$64,639.62	\$76,872.45	\$89,105.27	UTILITY PLANT MAINT SUPERVISOR	
	50th Percentile Market Point	\$60,226.24	\$75,653.97	\$89,713.10		
14	Boynton Beach	\$59,548.00	\$74,435.50	\$89,323.00	Supervisor, Wastewater Collection - Stormwater	
4	Davie	\$61,362.89	\$73,853.54	\$86,344.18	Utilities Maintenance Supervisor	
2	Coconut Creek	\$57,845.44	\$73,726.32	\$89,607.20	Supervisor, Streets & Storm Water	
13	Boca Raton	\$53,783.00	\$71,801.00	\$89,819.00	Plant Maint. Supervisor	
24	West Palm Beach	\$53,962.00	\$68,773.50	\$83,585.00	Utilities Maintenance Supervisor	
15	Delray Beach	\$53,060.80	\$67,641.60	\$82,222.40	Asst. Utilities Maintenance Manager	
3	Coral Springs	\$50,625.85	\$64,547.53	\$78,469.21	Utilities Coordinator	

46 SYSTEMS ADMINISTRATOR					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)
5	Ft. Lauderdale	\$86,283.44	\$110,015.91	\$133,748.39	Senior Systems Engineer
2	Coconut Creek	\$77,740.90	\$99,133.51	\$120,526.12	Analyst, Sr. Systems
9	Sunrise	\$81,934.69	\$97,440.40	\$112,946.11	SYSTEMS ADMINISTRATOR
	85th Percentile Market Point	\$77,602.49	\$97,395.40	\$119,768.12	
28	Solid Waste Authority	\$66,892.80	\$96,990.40	\$127,088.00	Enterprise Systems Mgr
	75th Percentile Market Point	\$73,908.32	\$94,444.86	\$111,152.08	
4	Davie	\$76,356.78	\$91,899.31	\$107,441.84	Senior Network Administrator
	65th Percentile Market Point	\$67,349.51	\$88,750.31	\$107,741.07	
21	Royal Palm Beach	\$71,459.86	\$88,400.42	\$105,340.98	Information Systems Manager
7	Plantation	\$66,277.68	\$87,817.87	\$109,358.06	IT Systems Administrator
	Town of Palm Beach FY19	\$66,946.67	\$87,365.82	\$107,784.77	
11	Miami Beach	\$65,757.12	\$86,659.26	\$107,561.41	System Administrator
	50th Percentile Market Point	\$65,757.12	\$86,659.26	\$105,340.98	
13	Boca Raton	\$60,041.00	\$80,702.00	\$101,363.00	Systems Administrator
27	Palm Beach County S.O.	\$54,876.00	\$78,318.00	\$101,760.00	Network Administrator I, II, III
25	Palm Beach County	\$57,399.68	\$75,742.16	\$94,084.64	Systems Administrator II
17	Jupiter	\$59,194.00	\$73,992.50	\$88,791.00	Network Administrator
24	West Palm Beach	\$56,694.00	\$72,255.50	\$87,817.00	Systems Administrator I
14	Boynton Beach	\$53,256.00	\$66,570.00	\$79,884.00	Network Administrator
23	Wellington	\$47,500.00	\$62,100.00	\$76,700.00	Systems Administrator II

47 TELECOMMUNICATOR					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)
13	Boca Raton	\$50,065.00	\$66,783.00	\$83,501.00	Public Safety Dispatcher
11	Miami Beach	\$50,888.25	\$63,746.96	\$76,605.67	Dispatcher
	85th Percentile Market Point	\$48,072.75	\$60,858.39	\$73,686.60	
24	West Palm Beach	\$46,531.00	\$59,303.00	\$72,075.00	Police Telecommunicator I
1	Broward County S.O.	\$46,485.40	\$59,300.10	\$72,114.79	Communications Operator III
	75th Percentile Market Point	\$46,648.25	\$59,300.82	\$72,084.95	
	65th Percentile Market Point	\$46,492.24	\$58,832.51	\$71,582.85	
20	Palm Beach Gardens	\$47,000.00	\$58,750.00	\$70,500.00	Emergency Communications Operator
27	Palm Beach County S.O.	\$45,996.00	\$58,746.00	\$71,496.00	Communications Officer 911
	50th Percentile Market Point	\$44,858.10	\$57,364.59	\$69,373.08	
3	Coral Springs	\$43,720.19	\$55,983.17	\$68,246.15	Telecommunicator
	Town of Palm Beach FY19	\$42,361.07	\$55,281.41	\$68,201.74	
7	Plantation	\$41,349.70	\$54,788.33	\$68,226.96	Public Safety Dispatcher
15	Delray Beach	\$41,704.00	\$53,175.20	\$64,646.40	COMMUNICATIONS SPECIALIST
22	Tequesta	\$42,000.00	\$53,000.00	\$64,000.00	Communications Officer
14	Boynton Beach	\$40,674.00	\$50,842.50	\$61,011.00	Communications Dispatcher
2	Coconut Creek	\$37,905.62	\$48,352.40	\$58,799.18	Technician, Police Records & Telecommunications

48 TELECOMMUNICATOR SUPERVISOR					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)
11	Miami Beach	\$64,821.90	\$84,756.36	\$104,690.82	Communications Supervisor
27	Palm Beach County S.O.	\$66,348.00	\$82,518.00	\$98,688.00	Communications Supervisor 911
	85th Percentile Market Point	\$57,025.47	\$75,352.40	\$93,465.60	
13	Boca Raton	\$54,962.00	\$73,561.00	\$92,160.00	Public Safety Dispatcher Supv.
28	Solid Waste Authority	\$51,168.00	\$70,356.00	\$89,544.00	Telecommunications Admin
	75th Percentile Market Point	\$55,000.00	\$70,356.00	\$89,544.00	
1	Broward County S.O.	\$55,076.36	\$69,241.94	\$83,407.52	Communications Duty Officer
	65th Percentile Market Point	\$54,775.70	\$69,173.99	\$83,736.09	
2	Coconut Creek	\$54,030.48	\$68,902.17	\$83,773.86	Supervisor, Police Records & Telecommunications
24	West Palm Beach	\$53,962.00	\$68,773.50	\$83,585.00	Police Telecommunicator Shift Supervisor I
	50th Percentile Market Point	\$53,962.00	\$68,773.50	\$83,407.52	
20	Palm Beach Gardens	\$55,000.00	\$68,750.00	\$82,500.00	Communications Supervisor
	Town of Palm Beach FY19	\$50,069.55	\$65,341.33	\$80,612.69	
3	Coral Springs	\$51,184.62	\$65,047.12	\$78,909.62	Communications Shift Supervisor
15	Delray Beach	\$49,961.60	\$63,700.00	\$77,438.40	COMMUN. SUPERVISOR
7	Plantation	\$46,900.04	\$62,142.39	\$77,384.74	Lead Public Safety Dispatcher
22	Tequesta	\$48,000.00	\$61,000.00	\$74,000.00	Communications Supervisor
14	Boynton Beach	\$46,966.00	\$58,708.00	\$70,450.00	Communications Supervisor

49 TOWN ENGINEER						All Peers	
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)		
25	Palm Beach County	\$133,902.08	\$187,916.56	\$241,931.04	County Engineer		
11	Miami Beach	\$107,750.57	\$149,436.73	\$191,122.90	City Engineer		
	85th Percentile Market Point	\$104,664.36	\$139,013.63	\$175,806.14			
7	Plantation	\$104,501.92	\$138,465.05	\$172,428.17	City Engineer		
23	Wellington	\$100,000.00	\$137,500.00	\$175,000.00	Village Engineer		
	75th Percentile Market Point	\$102,943.46	\$134,370.68	\$167,165.68			
4	Davie	\$103,845.05	\$124,982.70	\$146,120.35	Town Engineer		
	65th Percentile Market Point	\$100,107.40	\$123,889.34	\$148,486.38			
20	Palm Beach Gardens	\$94,611.37	\$122,994.78	\$151,378.19	Ciy Engineer		
8	Pompano Beach	\$100,238.67	\$120,642.14	\$141,045.61	City Engineer		
	50th Percentile Market Point	\$96,749.40	\$119,779.32	\$143,193.20			
24	West Palm Beach	\$95,133.00	\$118,916.50	\$142,700.00	City Engineer		
21	Royal Palm Beach	\$96,105.98	\$118,888.95	\$141,671.92	Village Engineer		
15	Delray Beach	\$89,793.60	\$116,740.00	\$143,686.40	CITY ENGINEER		
9	Sunrise	\$97,392.83	\$115,825.29	\$134,257.76	CITY ENGINEER		
13	Boca Raton	\$87,724.00	\$114,530.50	\$141,337.00	City Civil Engineer		
	Town of Palm Beach FY19	\$86,426.91	\$112,787.79	\$139,148.46			
17	Jupiter	\$87,726.00	\$109,657.50	\$131,589.00	Town Engineer		
14	Boynton Beach	\$72,129.00	\$90,161.00	\$108,193.00	City Engineer		

51 WATER RESOURCES TECHNICIAN I					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)
8	Pompano Beach	\$58,015.63	\$69,824.88	\$81,634.13	UTILITIES MECHANIC
	85th Percentile Market Point	\$48,988.58	\$62,165.90	\$75,343.22	
3	Coral Springs	\$47,985.58	\$61,314.90	\$74,644.23	Water Plant Operator, Class-C License
	75th Percentile Market Point	\$46,011.77	\$59,832.68	\$73,653.60	
7	Plantation	\$44,037.96	\$58,350.46	\$72,662.96	Water Distribution Tech I
	65th Percentile Market Point	\$43,834.17	\$57,815.42	\$71,796.66	
	Town of Palm Beach FY19	\$41,010.74	\$53,519.23	\$66,027.73	
22	Tequesta	\$42,000.00	\$53,000.00	\$64,000.00	Instrumentation Technician
	50th Percentile Market Point	\$42,000.00	\$53,000.00	\$64,000.00	
17	Jupiter	\$35,122.00	\$43,902.50	\$52,683.00	Water Plant Operator Trainee
24	West Palm Beach	\$33,755.00	\$43,020.00	\$52,285.00	Water Distribution Systems Technician I
14	Boynton Beach	\$29,665.00	\$37,081.50	\$44,498.00	Utilities Field Technician I

52	ZONING ADMINISTRATOR				All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)
5	Ft. Lauderdale	\$95,790.00	\$122,125.47	\$148,460.93	Zoning Administrator
24	West Palm Beach	\$84,249.00	\$107,206.50	\$130,164.00	Planning and Zoning Administrator
	85th Percentile Market Point	\$84,104.18	\$106,741.80	\$129,379.41	
	75th Percentile Market Point	\$82,076.71	\$100,235.95	\$118,395.19	
4	Davie	\$81,352.61	\$97,912.44	\$114,472.26	Deputy Planning & Zoning Mgr
	65th Percentile Market Point	\$77,201.99	\$94,551.93	\$113,512.17	
25	Palm Beach County	\$68,550.56	\$90,444.64	\$112,338.72	Zoning Manager
	50th Percentile Market Point	\$70,720.75	\$90,302.82	\$111,619.36	
14	Boynton Beach	\$72,129.00	\$90,161.00	\$108,193.00	Planning/Zoning Administrator
3	Coral Springs	\$69,312.50	\$90,106.25	\$110,900.00	Planning & Zoning Manager
	Town of Palm Beach FY19	\$66,395.68	\$86,646.98	\$106,898.06	
9	Sunrise	\$60,922.69	\$72,452.30	\$83,981.90	ZONING TECHNICIAN
13	Boca Raton	\$53,010.00	\$71,414.50	\$89,819.00	Senior Zoning Officer

53	ASSISTANT FIRE-RESCUE CHIEF				All Peers	
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
11	Miami Beach	\$118,936.77	\$164,950.12	\$210,963.47	Asst Fire Chief	
26	PBC Fire Rescue	\$112,586.24	\$153,665.20	\$194,744.16	Deputy Chief	
	85th Percentile Market Point	\$113,719.65	\$153,183.01	\$192,963.89		
5	Ft. Lauderdale	\$113,445.07	\$153,157.63	\$192,870.19	Deputy Fire Rescue Chief	
7	Plantation	\$104,501.92	\$138,465.05	\$172,428.17	Deputy Fire Chief	
	75th Percentile Market Point	\$112,067.64	\$138,034.39	\$168,196.64		
24	West Palm Beach	\$124,311.28	\$136,742.41	\$149,173.54	Assistant Fire Chief	
	65th Percentile Market Point	\$107,206.39	\$134,687.91	\$152,021.37		
8	Pompano Beach	\$110,511.85	\$133,006.96	\$155,502.06	ASSISTANT FIRE CHIEF	
	Town of Palm Beach FY19	\$96,871.01	\$126,417.20	\$155,963.60		
13	Boca Raton	\$94,792.00	\$121,217.00	\$147,642.00	Assistant Fire Chief	
	50th Percentile Market Point	\$97,311.09	\$119,970.39	\$145,905.86		
9	Sunrise	\$99,830.19	\$118,723.78	\$137,617.37	DEPUTY FIRE CHIEF	
20	Palm Beach Gardens	\$90,106.07	\$117,137.89	\$144,169.71	Deputy Fire Chief	
15	Delray Beach	\$89,793.00	\$116,739.50	\$143,686.00	Assistant Fire Chief	
16	Greenacres	\$90,597.00	\$113,925.50	\$137,254.00	Assistant Fire Chief	
14	Boynton Beach	\$90,587.46	\$113,235.05	\$135,882.63	Deputy Fire Chief	
4	Davie	\$91,350.68	\$109,944.55	\$128,538.43	Assistant Fire Chief	
19	North Palm Beach	\$78,944.76	\$102,628.19	\$126,311.62	DISTRICT CHIEF	

54 BATTALION CHIEF					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)
26	PBC Fire Rescue	\$110,482.94	\$135,351.84	\$160,220.74	Battalion Chief
24	West Palm Beach	\$107,748.18	\$118,523.03	\$129,297.87	Battalion Chief
	85th Percentile Market Point	\$100,736.49	\$115,193.93	\$133,207.32	
5	Ft. Lauderdale	\$86,612.90	\$111,864.83	\$137,116.76	Battalion Chief
	Town of Palm Beach FY19	\$84,285.43	\$109,993.23	\$135,700.78	
	75th Percentile Market Point	\$91,287.98	\$109,400.88	\$127,160.28	
4	Davie	\$88,851.16	\$106,936.92	\$125,022.69	Fire Battalion Chief
	65th Percentile Market Point	\$87,732.03	\$103,141.64	\$122,831.34	
9	Sunrise	\$83,535.92	\$99,346.35	\$115,156.79	BATTALION CHIEF
	50th Percentile Market Point	\$83,535.92	\$98,529.60	\$115,825.00	
14	Boynton Beach	\$93,724.80	\$98,529.60	\$103,334.40	Fire Battalion Chief
20	Palm Beach Gardens	\$80,975.00	\$98,400.00	\$115,825.00	Battalion Chief
15	Delray Beach	\$75,400.00	\$98,020.00	\$120,640.00	Battalion Chief
1	Broward County S.O.	\$77,804.88	\$96,379.03	\$114,953.18	Battalion Chief
8	Pompano Beach	\$79,602.74	\$95,805.34	\$112,007.93	BATTALION CHIEF
13	Boca Raton	\$72,468.00	\$91,583.53	\$110,699.06	Battalion Chief

55	DIVISION CHIEF - EMS COORDINATOR					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
11	Miami Beach	\$113,205.63	\$157,001.97	\$200,798.30	Fire Division Chief	
26	PBC Fire Rescue	\$105,212.64	\$145,553.20	\$185,893.76	Division Chief	
	85th Percentile Market Point	\$111,607.03	\$141,883.01	\$176,468.23		
	75th Percentile Market Point	\$105,212.64	\$127,202.25	\$138,766.09		
24	West Palm Beach	\$115,638.40	\$127,202.25	\$138,766.09	Division Chief	
	65th Percentile Market Point	\$95,204.46	\$113,638.33	\$132,366.15		
9	Sunrise	\$92,702.42	\$110,247.35	\$127,792.29	DIVISION CHIEF	
	Town of Palm Beach FY19	\$84,285.76	\$109,993.10	\$135,700.66		
	50th Percentile Market Point	\$81,728.86	\$106,247.52	\$128,356.00		
20	Palm Beach Gardens	\$81,728.86	\$106,247.52	\$130,766.17	Division Chief - EMS	
15	Delray Beach	\$79,913.00	\$104,134.50	\$128,356.00	Division Chief	
16	Greenacres	\$79,252.00	\$99,065.00	\$118,878.00	Fire Rescue Division Chief	
13	Boca Raton	\$72,468.00	\$91,583.53	\$110,699.06	Division Chief/P	
14	Boynton Beach	\$72,128.85	\$90,161.06	\$108,193.27	Assistant Fire Chief of EMS	

56	DIVISION CHIEF - TRNG & SAFETY					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
11	Miami Beach	\$113,205.63	\$157,001.97	\$200,798.30	Fire Division Chief	
26	PBC Fire Rescue	\$105,212.64	\$145,553.20	\$185,893.76	Division Chief	
25	Palm Beach County	\$102,148.80	\$143,361.92	\$184,575.04	Division Chief	
	85th Percentile Market Point	\$110,408.08	\$139,130.37	\$169,399.08		
24	West Palm Beach	\$115,638.40	\$127,202.25	\$138,766.09	Division Chief	
	75th Percentile Market Point	\$102,085.08	\$122,963.52	\$136,766.11		
9	Sunrise	\$92,702.42	\$110,247.35	\$127,792.29	DIVISION CHIEF	
	Town of Palm Beach FY19	\$84,285.76	\$109,993.10	\$135,700.66		
	65th Percentile Market Point	\$91,056.39	\$109,647.38	\$130,404.64		
20	Palm Beach Gardens	\$81,728.86	\$106,247.52	\$130,766.17	Division Chief - Training & Professional Development	
	50th Percentile Market Point	\$80,820.93	\$105,191.01	\$128,074.14		
15	Delray Beach	\$79,913.00	\$104,134.50	\$128,356.00	Division Chief	
16	Greenacres	\$79,252.00	\$99,065.00	\$118,878.00	Fire Rescue Division Chief	
8	Pompano Beach	\$79,602.74	\$95,805.34	\$112,007.93	Fire Training Commander	

FIRE MARSHAL					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)
11	Miami Beach	\$113,205.63	\$157,001.97	\$200,798.30	Fire Marshal
5	Ft. Lauderdale	\$113,445.07	\$153,157.63	\$192,870.19	Fire Marshal
	85th Percentile Market Point	\$109,209.13	\$149,355.41	\$189,381.97	
26	PBC Fire Rescue	\$105,212.64	\$145,553.20	\$185,893.76	Division Chief*
	75th Percentile Market Point	\$98,281.66	\$131,345.55	\$165,031.74	
20	Palm Beach Gardens	\$90,106.07	\$117,137.89	\$144,169.71	Fire Marshal
	65th Percentile Market Point	\$90,728.37	\$115,992.97	\$141,896.41	
2	Coconut Creek	\$90,072.98	\$114,848.04	\$139,623.10	Fire Marshal
	50th Percentile Market Point	\$90,072.98	\$109,944.55	\$128,538.43	
4	Davie	\$91,350.68	\$109,944.55	\$128,538.43	Fire Marshal
	Town of Palm Beach FY19	\$81,165.55	\$105,921.50	\$130,677.46	
8	Pompano Beach	\$87,760.29	\$105,624.79	\$123,489.28	FIRE MARSHAL
15	Delray Beach	\$79,913.00	\$104,134.90	\$128,356.80	Division Chief*
9	Sunrise	\$83,536.31	\$99,346.21	\$115,156.12	FIRE MARSHAL
14	Boynton Beach	\$72,128.85	\$90,161.06	\$108,193.27	Fire Marshal
19	North Palm Beach	\$51,526.00	\$66,983.80	\$82,441.60	FIRE INSPECTOR
					*Certified position

*Certified position

58	FIREFIGHTER DRIVER/ENGINEER EMT				All Peers	
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
26	PBC Fire Rescue	\$64,756.22	\$86,611.20	\$108,466.18	Driver Operator	
	85th Percentile Market Point	\$63,437.65	\$77,951.48	\$92,936.76		
24	West Palm Beach	\$62,998.13	\$73,710.82	\$84,423.51	Driver/Engineer	
	75th Percentile Market Point	\$62,840.98	\$74,726.38	\$87,232.22		
	65th Percentile Market Point	\$62,526.67	\$74,049.34	\$86,176.07		
8	Pompano Beach	\$62,369.52	\$75,064.90	\$87,760.29	DRIVER ENGINEER	
	50th Percentile Market Point	\$60,279.09	\$72,415.08	\$85,035.76		
20	Palm Beach Gardens	\$58,188.66	\$71,119.33	\$84,050.00	Driver Engineer	
	Town of Palm Beach FY19	\$57,841.06	\$72,586.20	\$87,331.08		
13	Boca Raton	\$56,068.00	\$70,858.00	\$85,648.00	Firefighter-Driver/E	
19	North Palm Beach	\$51,809.20	\$67,351.96	\$82,894.72	FIREFIGHTER/EMT	

Peer data has been sorted by 'Minimum' due to the predominant practice of hiring at minimum in the market.

59	FIREFIGHTER DRIVER/ENGINEER PARAMEDIC					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
4	Davie	\$69,342.36	\$83,484.77	\$97,627.19	Fire Driver Engineer	
5	Ft. Lauderdale	\$68,456.35	\$78,463.97	\$88,471.58	Driver-Engineer	
	85th Percentile Market Point	\$67,716.33	\$82,480.61	\$96,608.19		
	Town of Palm Beach FY19	\$66,048.62	\$82,886.73	\$99,724.58		
26	PBC Fire Rescue	\$64,756.22	\$86,611.20	\$108,466.18	Driver Operator	
	75th Percentile Market Point	\$64,756.22	\$78,463.97	\$92,532.19		
	65th Percentile Market Point	\$63,349.75	\$77,757.98	\$89,283.70		
24	West Palm Beach	\$62,998.13	\$73,710.82	\$84,423.51	Driver/Engineer	
1	Broward County S.O.	\$62,630.78	\$77,581.48	\$92,532.19	Driver Engineer	
	50th Percentile Market Point	\$62,630.78	\$75,064.90	\$87,868.40		
8	Pompano Beach	\$62,369.52	\$75,064.90	\$87,760.29	DRIVER ENGINEER	
20	Palm Beach Gardens	\$58,188.66	\$71,119.33	\$84,050.00	Driver Engineer	
13	Boca Raton	\$56,068.00	\$70,858.00	\$85,648.00	Firefighter-Driver/E	
19	North Palm Beach	\$54,917.75	\$71,393.08	\$87,868.40	DRIVER / MEDIC	

Peer data has been sorted by 'Minimum' due to the predominant practice of hiring at minimum in the market.

FIREFIGHTER EMT					All Peers	
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
8	Pompano Beach	\$56,570.73	\$68,086.74	\$79,602.74	FIREFIGHTER	
	Town of Palm Beach FY19	\$54,688.76	\$68,630.89	\$82,573.28		
13	Boca Raton	\$53,398.18	\$67,483.73	\$81,569.28	Firefighter/E	
	85th Percentile Market Point	\$53,394.53	\$67,966.13	\$81,175.97		
	75th Percentile Market Point	\$53,379.95	\$67,483.73	\$79,602.74		
11	Miami Beach	\$53,379.95	\$56,519.93	\$59,659.91	Firefighter I	
	65th Percentile Market Point	\$50,889.03	\$64,763.27	\$79,530.02		
20	Palm Beach Gardens	\$50,266.30	\$64,083.15	\$77,900.00	Firefighter	
	50th Percentile Market Point	\$49,345.92	\$64,017.74	\$78,900.00		
14	Boynton Beach	\$49,345.92	\$53,227.20	\$57,108.48	Firefighter I-III	
9	Sunrise	\$48,523.63	\$64,017.74	\$79,511.85	FIREFIGHTER I	
15	Delray Beach	\$46,500.00	\$62,700.00	\$78,900.00	Firefighter/EMT	
26	PBC Fire Rescue	\$46,021.25	\$74,660.36	\$103,299.46	Firefighter	
24	West Palm Beach	\$44,771.59	\$60,673.10	\$76,574.61	Firefighter	

Peer data has been sorted by 'Minimum' due to the predominant practice of hiring at minimum in the market.

61 FIREFIGHTER PARAMEDIC						All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
	Town of Palm Beach FY19	\$61,474.80	\$77,147.18	\$92,819.30		
1	Broward County S.O.	\$58,260.89	\$72,168.71	\$86,076.53	Firefighter/Paramedic	
5	Ft. Lauderdale	\$56,931.62	\$70,173.08	\$83,414.54	Paramedic/Firefighter (640)	
	85th Percentile Market Point	\$56,751.18	\$71,772.56	\$87,521.73		
8	Pompano Beach	\$56,570.73	\$68,086.74	\$79,602.74	FIREFIGHTER	
	75th Percentile Market Point	\$55,386.55	\$70,774.75	\$86,284.76		
4	Davie	\$54,202.38	\$71,376.41	\$88,550.45	Firefighter/Paramedic	
	65th Percentile Market Point	\$53,800.28	\$69,453.54	\$84,745.54		
13	Boca Raton	\$53,398.18	\$67,483.73	\$81,569.28	Firefighter/P	
	50th Percentile Market Point	\$51,717.79	\$68,086.74	\$81,569.28		
7	Plantation	\$51,717.79	\$64,647.24	\$77,576.68	Paramedic	
15	Delray Beach	\$50,975.00	\$68,734.00	\$86,493.00	Firefighter/Paramedic	
20	Palm Beach Gardens	\$50,266.30	\$64,083.15	\$77,900.00	Fire Medic	
19	North Palm Beach	\$48,876.60	\$63,539.58	\$78,202.56	FIREFIGHTER/MEDIC	
26	PBC Fire Rescue	\$46,021.25	\$74,660.36	\$103,299.46	Firefighter	
24	West Palm Beach	\$44,771.59	\$60,673.10	\$76,574.61	Firefighter Paramedic	

Peer data has been sorted by 'Minimum' due to the predominant practice of hiring at minimum in the market.

62 FIRE-RESCUE CHIEF						All Peers	
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)		
11	Miami Beach	\$144,912.44	\$200,975.49	\$257,038.53	Fire Chief		
26	PBC Fire Rescue	\$137,918.56	\$189,924.80	\$241,931.04	Fire Rescue Administrator		
	85th Percentile Market Point	\$134,890.91	\$170,316.41	\$215,031.85			
5	Ft. Lauderdale	\$122,521.57	\$165,414.31	\$208,307.05	Chief - Fire Rescue		
	75th Percentile Market Point	\$122,521.57	\$158,064.50	\$181,995.00			
24	West Palm Beach	\$134,134.00	\$158,064.50	\$181,995.00	Fire Chief		
	Town of Palm Beach FY19	\$115,538.38	\$150,688.93	\$180,050.00			
8	Pompano Beach	\$121,839.65	\$146,640.72	\$171,441.80	Fire Chief		
	65th Percentile Market Point	\$121,798.56	\$146,418.50	\$180,691.02			
7	Plantation	\$109,833.65	\$145,529.59	\$181,225.53	Fire Chief		
	50th Percentile Market Point	\$109,833.65	\$144,654.86	\$171,441.80			
9	Sunrise	\$121,634.23	\$144,654.86	\$167,675.48	FIRE CHIEF		
13	Boca Raton	\$106,951.00	\$142,752.00	\$178,553.00	Fire Chief		
20	Palm Beach Gardens	\$104,309.03	\$135,601.74	\$166,894.45	Fire Chief		
15	Delray Beach	\$100,900.00	\$131,164.00	\$161,428.00	Fire Chief		
4	Davie	\$108,841.95	\$130,997.43	\$153,152.90	Fire Chief		
14	Boynton Beach	\$99,662.15	\$124,578.08	\$149,494.00	Director, Fire & EMS		
19	North Palm Beach	\$84,470.90	\$109,812.17	\$135,153.43	CHIEF FIRE-RESCUE		

63 LIEUTENANT PARAMEDIC					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)
11	Miami Beach	\$124,351.71	\$130,724.72	\$137,097.73	Fire Lieutenant
26	PBC Fire Rescue	\$78,609.02	\$105,137.76	\$131,666.50	Captain
	Town of Palm Beach FY19	\$74,289.20	\$94,925.64	\$115,561.56	
	85th Percentile Market Point	\$76,981.49	\$91,154.31	\$108,339.58	
4	Davie	\$72,809.05	\$87,658.45	\$102,507.86	Fire Lieutenant
24	West Palm Beach	\$76,574.61	\$84,825.78	\$93,076.94	Fire Lieutenant
	75th Percentile Market Point	\$75,254.40	\$84,825.78	\$99,473.03	
14	Boynton Beach	\$75,254.40	\$84,489.60	\$93,724.80	Fire Lieutenant
	65th Percentile Market Point	\$72,348.40	\$84,279.14	\$98,426.69	
7	Plantation	\$69,656.93	\$83,437.32	\$97,217.71	Fire/Rescue Lieutenant
1	Broward County S.O.	\$67,326.96	\$83,400.00	\$99,473.03	Lieutenant
	50th Percentile Market Point	\$69,656.93	\$83,400.00	\$93,804.88	
5	Ft. Lauderdale	\$70,505.78	\$80,819.48	\$91,133.18	Fire Lieutenant
19	North Palm Beach	\$61,705.58	\$80,217.26	\$98,728.93	FIRE RESCUE LIEUTENANT
20	Palm Beach Gardens	\$63,037.50	\$77,643.75	\$92,250.00	Rescue Lieutenant
13	Boca Raton	\$61,408.05	\$77,606.47	\$93,804.88	Fire LT./P
9	Sunrise	\$62,114.02	\$76,036.99	\$89,959.95	RESCUE LIEUTENANT
8	Pompano Beach	\$62,368.45	\$75,063.84	\$87,759.22	FIRE LIEUTENANT

POLICE CAPTAIN						All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
11	Miami Beach	\$107,750.57	\$149,436.73	\$191,122.90	Police Captain	
27	Palm Beach County Sheriff (PBSO)	\$134,280.00	\$147,234.00	\$160,188.00	Captain (LE & Corrections)	
16	Greenacres		PBSO			
18	Lake Worth		PBSO			
21	Royal Palm Beach		PBSO			
23	Wellington		PBSO			
85th Percentile Market Point		\$109,966.82	\$135,759.98	\$158,761.60		
5	Ft. Lauderdale	\$108,548.92	\$132,891.47	\$157,234.02	Police Captain	
13	Boca Raton	\$101,859.00	\$130,132.00	\$158,405.00	Police Captain	
75th Percentile Market Point		\$107,750.57	\$130,132.00	\$157,234.02		
24	West Palm Beach	\$115,638.40	\$127,202.25	\$138,766.09	Police Captain	
65th Percentile Market Point		\$100,828.16	\$126,425.96	\$149,156.66		
2	Coconut Creek	\$96,704.80	\$123,320.80	\$149,936.80	Police Captain	
7	Plantation	\$88,506.73	\$117,271.42	\$146,036.11	Police Captain	
50th Percentile Market Point		\$88,851.16	\$117,271.42	\$138,766.09		
Town of Palm Beach FY19		\$86,246.58	\$112,552.34	\$138,857.68		
15	Delray Beach	\$84,718.40	\$110,125.60	\$135,532.80	Police Captain	
4	Davie	\$88,851.16	\$106,936.92	\$125,022.69	Police Captain	
20	Palm Beach Gardens	\$81,728.86	\$106,247.52	\$130,766.17	Police Captain	
19	North Palm Beach	\$78,944.76	\$102,628.19	\$126,311.62	Police Captain	
17	Jupiter	\$80,675.00	\$100,844.00	\$121,013.00	Police Captain	
14	Boynton Beach	\$78,426.26	\$98,032.77	\$117,639.28	Police Captain	

POLICE CHIEF					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)
11	Miami Beach	\$144,912.44	\$200,975.49	\$257,038.53	Police Chief
9	Sunrise	\$190,951.83	\$198,292.97	\$205,634.11	POLICE CHIEF
	85th Percentile Market Point	\$134,672.92	\$167,058.25	\$205,767.75	
5	Ft. Lauderdale	\$122,521.57	\$165,414.31	\$208,307.05	Chief - Police
6	Hollywood Police Dept	\$124,664.12	\$162,060.80	\$199,457.48	Police Chief
	75th Percentile Market Point	\$124,128.24	\$161,061.72	\$196,466.11	
24	West Palm Beach	\$134,134.00	\$158,064.50	\$181,995.00	Chief of Police
	Town of Palm Beach FY19	\$123,274.23	\$157,694.71	\$192,115.19	
	65th Percentile Market Point	\$121,363.08	\$155,570.50	\$187,025.99	
2	Coconut Creek	\$120,415.22	\$153,529.96	\$186,644.70	Chief of Police
13	Boca Raton	\$117,647.00	\$152,569.50	\$187,492.00	Chief of Police
	50th Percentile Market Point	\$114,493.70	\$149,049.55	\$181,610.26	
7	Plantation	\$109,833.65	\$145,529.59	\$181,225.53	Police Chief
15	Delray Beach	\$108,971.20	\$141,658.40	\$174,345.60	Police Chief
20	Palm Beach Gardens	\$104,309.03	\$135,601.74	\$166,894.45	Chief of Police
4	Davie	\$111,340.40	\$134,004.52	\$156,668.64	Chief of Police
17	Jupiter	\$101,735.00	\$127,169.00	\$152,603.00	Police Chief
19	North Palm Beach	\$96,710.73	\$125,723.95	\$154,737.17	Police Chief
14	Boynton Beach	\$99,662.15	\$124,578.08	\$149,494.00	Police Chief

67 POLICE MAJOR					All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)
27	Palm Beach County Sheriff (PBSO)	\$166,488.00	\$178,248.00	\$190,008.00	Major (LE & Corrections)
16	Greenacres		PBSO		C
18	Lake Worth		PBSO		C
21	Royal Palm Beach		PBSO		C
23	Wellington		PBSO		C
6	Hollywood Police Dept	\$156,635.15	\$158,598.08	\$160,561.02	Police Major
	85th Percentile Market Point	\$147,949.24	\$158,278.86	\$186,010.90	
11	Miami Beach	\$113,205.63	\$157,001.97	\$200,798.30	Police Division Major
	75th Percentile Market Point	\$113,205.63	\$157,001.97	\$177,047.82	
	65th Percentile Market Point	\$109,524.26	\$144,854.51	\$170,648.10	
5	Ft. Lauderdale	\$105,047.59	\$141,817.65	\$178,587.71	Police Major
7	Plantation	\$104,501.92	\$138,465.05	\$172,428.17	Deputy Police Chief
	50th Percentile Market Point	\$105,047.59	\$138,465.05	\$156,595.17	
9	Sunrise	\$108,603.92	\$129,157.80	\$149,711.67	MAJOR
	Town of Palm Beach FY19	\$97,703.01	\$125,960.85	\$154,218.69	
20	Palm Beach Gardens	\$90,106.07	\$117,137.89	\$144,169.71	Police Major
17	Jupiter	\$89,919.00	\$112,399.00	\$134,879.00	Police Major
14	Boynton Beach	\$82,535.81	\$92,853.14	\$103,170.47	Police Major

68 POLICE OFFICER						All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
13	Boca Raton	\$68,153.47	\$84,752.64	\$101,351.80	Police Officer	
5	Ft. Lauderdale	\$66,540.00	\$82,132.54	\$97,725.08	Police Officer	
9	Sunrise	\$65,912.08	\$79,522.07	\$93,132.05	POLICE OFFICER	
	85th Percentile Market Point	\$65,600.84	\$79,421.40	\$95,305.56		
11	Miami Beach	\$62,799.62	\$77,805.41	\$92,811.21	Police Officer	
	75th Percentile Market Point	\$62,163.01	\$78,160.43	\$93,323.70		
6	Hollywood Police Dept	\$61,526.41	\$78,515.44	\$95,504.47	Police Officer	
	65th Percentile Market Point	\$58,267.86	\$75,297.21	\$92,843.30		
4	Davie	\$57,905.80	\$75,018.52	\$92,131.24	Police Officer	
7	Plantation	\$56,204.97	\$74,860.17	\$93,515.36	Police Officer	
15	Delray Beach	\$55,440.00	\$73,784.62	\$92,129.24	Police Officer	
	50th Percentile Market Point	\$55,440.00	\$73,784.62	\$92,129.24		
1	Broward County S.O.	\$55,329.50	\$70,889.63	\$86,449.75	Deputy	
8	Pompano Beach		BSO			
27	Palm Beach County S.O.	\$54,804.00	\$68,172.00	\$81,540.00	Deputy Sheriff LE	
16	Greenacres		PBSO			
21	Royal Palm Beach		PBSO			
23	Wellington		PBSO			
20	Palm Beach Gardens	\$54,000.00	\$69,000.00	\$84,000.00	Police Officer	
	Town of Palm Beach FY19	\$53,843.26	\$74,058.71	\$94,273.95		
17	Jupiter	\$50,253.00	\$64,800.00	\$79,347.00	Police Officer	
24	West Palm Beach	\$49,964.77	\$68,155.42	\$86,346.06	Police Officer	
19	North Palm Beach	\$48,876.60	\$63,539.58	\$78,202.56	POLICE OFFICER	
14	Boynton Beach	\$48,750.00	\$62,720.05	\$76,690.09	Police Officer	

Peer data has been sorted by 'Minimum' due to the predominant practice of hiring at minimum in the market.

POLICE SERGEANT					All Peers	
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
13	Boca Raton	\$104,531.70	\$111,967.46	\$119,403.21	Police Sergeant	
5	Ft. Lauderdale	\$91,869.56	\$104,733.96	\$117,598.36	Police Sergeant	
15	Delray Beach	\$93,010.60	\$103,032.79	\$113,054.97		
	85th Percentile Market Point	\$92,678.18	\$102,739.46	\$113,430.89		
11	Miami Beach	\$92,768.03	\$100,099.53	\$107,431.03	Sergeant Police	
	75th Percentile Market Point	\$89,258.13	\$99,374.29	\$112,298.99		
6	Hollywood Police Dept	\$86,646.69	\$98,649.05	\$110,651.41	Police Sergeant	
	65th Percentile Market Point	\$85,606.70	\$98,165.71	\$111,065.10		
27	Palm Beach County Sheriff (PBSO)	\$85,212.00	\$98,112.00	\$111,012.00	Sergeant LE	
23	Wellington		PBSO			
21	Royal Palm Beach		PBSO			
18	Lake Worth		PBSO			
16	Greenacres		PBSO			
9	Sunrise	\$80,306.68	\$96,889.67	\$113,472.66	SERGEANT	
	Town of Palm Beach FY19	\$83,140.24	\$96,847.71	\$110,555.19		
20	Palm Beach Gardens	\$76,720.00	\$94,131.50	\$111,543.00	Police Sergeant	
	50th Percentile Market Point	\$80,306.68	\$94,131.50	\$108,787.57		
24	West Palm Beach	\$85,491.15	\$92,723.76	\$99,956.36	Police Sergeant	
4	Davie	\$71,792.82	\$90,290.19	\$108,787.57	Police Sergeant	
14	Boynton Beach	\$78,750.00	\$87,844.63	\$96,939.25	Police Sergeant	
1	Broward County S.O.	\$67,260.85	\$86,203.96	\$105,147.06	Sergeant	
8	Pompano Beach		BSO			
7	Plantation	\$65,339.00	\$85,010.57	\$104,682.14	Police Sergeants	
17	Jupiter	\$71,019.00	\$84,988.50	\$98,958.00	Police Sergeant	
19	North Palm Beach	\$61,705.58	\$80,217.26	\$98,728.93	POLICE SERGEANT	

70 POLICE TRAINEE (Non-Certified)					All Peers	
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
11	Miami Beach	\$53,379.67	\$56,519.79	\$59,659.91	Police Officer Trainee	
17	Jupiter	\$43,922.00	\$54,902.50	\$65,883.00	Police Trainee	
	85th Percentile Market Point	\$43,911.75	\$55,306.82	\$61,585.19		
	75th Percentile Market Point	\$43,768.24	\$53,252.98	\$60,029.42		
1	Broward County S.O.	\$43,716.99	\$43,716.99	\$43,716.99	Cadet	
	65th Percentile Market Point	\$43,304.35	\$49,953.94	\$59,783.08		
15	Delray Beach	\$42,800.00			0	
	50th Percentile Market Point	\$41,332.00	\$47,114.21	\$55,821.96		
27	Palm Beach County S.O.	\$39,864.00	\$45,924.00	\$51,984.00	Recruit LE	
Town of Palm Beach FY19		\$36,951.20	\$36,951.20	\$36,951.20		
14	Boynton Beach	\$36,562.50			Police Officer Recruit	
7	Plantation	\$36,456.24	\$48,304.41	\$60,152.59	Police Cadet	
24	West Palm Beach	\$25,099.00	\$31,988.00	\$38,877.00	Police Cadet	

Police Trainee peer data has been sorted by 'Minimum' due to the predominant practice of hiring at minimum in the market.

66 POLICE LIEUTENANT						All Peers
#	Respondent	Minimum	Midpoint	Maximum	Matching Title (if different)	
13	Boca Raton	\$123,115.00	\$128,856.00	\$134,597.00	Police Lieutenant	
27	Palm Beach County Sheriff (PBSO)	\$109,908.00	\$117,678.00	\$125,448.00	Lieutenant LE	
16	Greenacres		PBSO		0	
18	Lake Worth		PBSO		0	
21	Royal Palm Beach		PBSO		0	
23	Wellington		PBSO		0	
	85th Percentile Market Point	\$107,250.55	\$117,529.80	\$137,051.62		
5	Ft. Lauderdale	\$95,773.24	\$117,254.57	\$138,735.90	Police Lieutenant	
	75th Percentile Market Point	\$101,751.46	\$116,888.82	\$134,502.49		
9	Sunrise	\$97,364.21	\$115,791.58	\$134,218.94	LIEUTENANT	
	65th Percentile Market Point	\$99,895.99	\$115,510.89	\$133,253.21		
6	Hollywood Police Dept	\$100,059.98	\$113,920.36	\$127,780.74	Police Lieutenant	
	50th Percentile Market Point	\$98,165.45	\$113,626.93	\$126,614.37		
11	Miami Beach	\$102,315.29	\$113,333.50	\$124,351.71	Lieutenant Police	
7	Plantation	\$83,862.79	\$111,118.07	\$138,373.34	Police Lieutenant	
24	West Palm Beach	\$98,966.69	\$107,339.34	\$115,711.98	Police Lieutenant	
	Town of Palm Beach FY19	\$84,433.65	\$104,401.23	\$124,368.61		
4	Davie	\$79,876.79	\$100,456.74	\$121,036.69	Police Lieutenant	
1	Broward County S.O.	\$78,999.19	\$97,859.12	\$116,719.05	Lieutenant	
8	Pompano Beach		BSO		0	

Exhibit B
10 Step and Merit Pay Plans

Within any step plan, employees are hired at a set rate and given increases upon their position anniversary date. Step pay increases continue until the employee is considered to be at the maximum rate of pay for the position. The following provides pros and cons of implementing either a step plan or merit step plan.

Exhibits B-1 and B-2 are presented using the 75th percentile range as provided by Evergreen Solutions. Should an alternative percentile be desired, the ranges would be amended per Exhibit A-1.

Exhibit B-1. Draft Merit Step Police Officer, Firefighter/EMT, Firefighter/Paramedic, Driver/Engineer EMT, and Driver/Engineer Paramedic Merit Step (subject to collective bargaining as applicable)

Pros	Cons
• The Merit Step Plan allows for performance review scores to be acknowledged and rewarded. • Those with better than average performance review scores will reach the maximum rate of pay faster than other employees.	• Varying rates of pay based on performance causing pay rates to fluctuate between M3 to M1 levels may result in frozen pay rates and/or pay increase less than provided within the step

Exhibit B-2. Draft 10 Step Police Officer, Firefighter/EMT, Firefighter/Paramedic, Driver/Engineer EMT, and Driver/Engineer Paramedic Merit Step (subject to collective bargaining as applicable)

Pros	Cons
• Traditional step plan commonly found within the market for public safety.	• All employee progress within the step plan at the same pace, regardless of performance.

75th Percentile

DRAFT MERIT STEP PLAN

POLICE OFFICER (P2)

Hourly Salary		Starting Pay	FTO ¹	2	3	4	5	6	7	8	9	10	11	12
MIN	\$ 29,8528	\$ 62,482.00												
MAX	\$ 45,0782	\$ 94,348.61												
Hourly Rate		STEP												
Review Score of 3.0 - 3.49		M1	1%	4.20%	4.20%	4.20%	4.20%	4.00%	4.00%	4.00%	4.00%	4.00%	2.10%	2.09%
Hourly Rate		Hourly Rate	\$ 30.1514	\$ 31.4177	\$ 32.7373	\$ 34.1122	\$ 35.5450	\$ 36.9668	\$ 38.4454	\$ 39.9832	\$ 41.5826	\$ 43.2459	\$ 44.1540	\$ 45.0782
Salary*		Salary*	\$ 62,482.00	\$ 65,757.31	\$ 68,519.11	\$ 71,396.92	\$ 74,395.59	\$ 77,371.41	\$ 80,466.27	\$ 83,684.92	\$ 87,032.31	\$ 90,513.61	\$ 92,414.39	\$ 94,348.61
Review Score of 3.5-4.0 ²		M2	1%	4.63%	4.63%	4.63%	4.63%	4.63%	4.50%	4.50%	4.50%	4.50%		
Hourly Rate		Hourly Rate	\$ 30.1514	\$ 31.5459	\$ 33.0049	\$ 34.5313	\$ 36.1284	\$ 37.7994	\$ 39.5007	\$ 41.2786	\$ 43.1366	\$ 45.0782		
Salary*		Salary*	\$ 62,482.00	\$ 66,025.51	\$ 69,079.19	\$ 72,274.10	\$ 75,616.78	\$ 79,114.06	\$ 82,674.98	\$ 86,396.19	\$ 90,284.88	\$ 94,348.61		
Review Score of 4.01 or above		M3	1%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	6.25%			
Hourly Rate		Hourly Rate	\$ 30.1514	\$ 31.6589	\$ 33.2419	\$ 34.9040	\$ 36.6492	\$ 38.4816	\$ 40.4057	\$ 42.4260	\$ 45.0782			
Salary*		Salary*	\$ 62,482.00	\$ 66,262.16	\$ 69,575.27	\$ 73,054.03	\$ 76,706.73	\$ 80,542.07	\$ 84,569.17	\$ 88,797.63	\$ 94,348.61			

75th Percentile

DRAFT MERIT STEP PLAN

FIREFIGHTER EMT (F1)

Hourly 2496	Salary Hours Per Year	Starting Pay 1	2	3	4	5	6	7	8	9	10	11	12
MIN	\$ 21,911	\$ 21,911	\$ 22,831	\$ 23,790	\$ 24,789	\$ 25,836	\$ 26,915	\$ 28,045	\$ 29,223	\$ 30,451	\$ 31,730	\$ 32,402	\$ 33,086
MAX	\$ 33,086	\$ 54,690	\$ 56,986	\$ 59,380	\$ 61,874	\$ 64,473	\$ 67,181	\$ 70,002	\$ 72,942	\$ 76,006	\$ 79,198	\$ 80,877	\$ 82,582
Review Score of 3.0 - 3.49													
STEP	M1												
Hourly Rate	\$ 21,911	\$ 22,946	\$ 24,037	\$ 25,176	\$ 26,370	\$ 27,620	\$ 28,925	\$ 30,298	\$ 31,730	\$ 33,223	\$ 34,775	\$ 36,385	\$ 38,050
Salary*	\$ 54,690	\$ 57,282	\$ 59,997	\$ 62,841	\$ 65,820	\$ 68,939	\$ 72,123	\$ 75,453	\$ 78,937	\$ 82,582	\$ 86,395	\$ 90,367	\$ 94,500
Review Score of 3.5-4.0 ²													
STEP	M2												
Hourly Rate	\$ 21,911	\$ 22,946	\$ 24,037	\$ 25,176	\$ 26,370	\$ 27,620	\$ 28,925	\$ 30,298	\$ 31,730	\$ 33,223	\$ 34,775	\$ 36,385	\$ 38,050
Salary*	\$ 54,690	\$ 57,282	\$ 59,997	\$ 62,841	\$ 65,820	\$ 68,939	\$ 72,123	\$ 75,453	\$ 78,937	\$ 82,582	\$ 86,395	\$ 90,367	\$ 94,500
Review Score of 4.01 or above													
STEP	M3												
Hourly Rate	\$ 21,911	\$ 23,066	\$ 24,156	\$ 25,364	\$ 26,630	\$ 27,967	\$ 29,362	\$ 30,831	\$ 32,375	\$ 33,995	\$ 35,689	\$ 37,459	\$ 39,305
Salary*	\$ 54,690	\$ 57,424	\$ 60,295	\$ 63,310	\$ 66,476	\$ 69,795	\$ 73,288	\$ 76,954	\$ 80,797	\$ 84,729	\$ 88,750	\$ 92,861	\$ 97,062

FIREFIGHTER PARAMEDIC (F2)

Hourly 2496	Salary Hours Per Year	Starting Pay 1	2	3	4	5	6	7	8	9	10	11	12
MIN	\$ 24,629	\$ 24,629	\$ 25,664	\$ 26,742	\$ 27,865	\$ 29,037	\$ 30,252	\$ 31,525	\$ 32,850	\$ 34,229	\$ 35,667	\$ 36,423	\$ 37,193
MAX	\$ 37,193	\$ 61,476	\$ 64,057	\$ 66,748	\$ 69,551	\$ 72,473	\$ 75,516	\$ 78,688	\$ 81,993	\$ 85,437	\$ 89,025	\$ 92,759	\$ 96,533
Review Score of 3.0 - 3.49													
STEP	M1												
Hourly Rate	\$ 24,629	\$ 25,797	\$ 27,021	\$ 28,308	\$ 29,642	\$ 31,047	\$ 32,526	\$ 34,089	\$ 35,745	\$ 37,494	\$ 39,245	\$ 41,098	\$ 42,954
Salary*	\$ 61,476	\$ 64,389	\$ 67,442	\$ 70,638	\$ 73,987	\$ 77,494	\$ 81,161	\$ 84,991	\$ 88,987	\$ 93,145	\$ 97,467	\$ 101,955	\$ 106,609
Review Score of 3.5-4.0 ²													
STEP	M2												
Hourly Rate	\$ 24,629	\$ 25,797	\$ 27,021	\$ 28,308	\$ 29,642	\$ 31,047	\$ 32,526	\$ 34,089	\$ 35,745	\$ 37,494	\$ 39,245	\$ 41,098	\$ 42,954
Salary*	\$ 61,476	\$ 64,389	\$ 67,442	\$ 70,638	\$ 73,987	\$ 77,494	\$ 81,161	\$ 84,991	\$ 88,987	\$ 93,145	\$ 97,467	\$ 101,955	\$ 106,609
Review Score of 4.01 or above													
STEP	M3												
Hourly Rate	\$ 24,629	\$ 25,861	\$ 27,154	\$ 28,512	\$ 29,937	\$ 31,436	\$ 33,006	\$ 34,656	\$ 36,389	\$ 38,197	\$ 40,081	\$ 42,041	\$ 44,078
Salary*	\$ 61,476	\$ 64,549	\$ 67,777	\$ 71,166	\$ 74,724	\$ 78,469	\$ 82,383	\$ 86,502	\$ 90,835	\$ 95,387	\$ 100,159	\$ 105,151	\$ 110,374

DRIVER ENGINEER EMT (F3)

Hourly 2496	Salary Hours Per Year	Starting Pay 1	2	3	4	5	6	7	8	9	10	11	12
MIN	\$ 24,988	\$ 24,988	\$ 26,037	\$ 27,130	\$ 28,270	\$ 29,457	\$ 30,691	\$ 31,984	\$ 33,327	\$ 34,725	\$ 36,180	\$ 36,953	\$ 37,732
MAX	\$ 37,732	\$ 62,370	\$ 64,989	\$ 67,719	\$ 70,563	\$ 73,526	\$ 76,615	\$ 79,839	\$ 83,185	\$ 86,679	\$ 90,320	\$ 92,235	\$ 94,179
Review Score of 3.0 - 3.49													
STEP	M1												
Hourly Rate	\$ 24,988	\$ 26,172	\$ 27,413	\$ 28,712	\$ 30,073	\$ 31,498	\$ 32,983	\$ 34,539	\$ 36,166	\$ 37,866	\$ 39,644	\$ 41,492	\$ 43,311
Salary*	\$ 62,370	\$ 65,326	\$ 68,422	\$ 71,666	\$ 75,063	\$ 78,621	\$ 82,351	\$ 86,264	\$ 90,361	\$ 94,642	\$ 99,109	\$ 103,764	\$ 108,609
Review Score of 3.5-4.0 ²													
STEP	M2												
Hourly Rate	\$ 24,988	\$ 26,172	\$ 27,413	\$ 28,712	\$ 30,073	\$ 31,498	\$ 32,983	\$ 34,539	\$ 36,166	\$ 37,866	\$ 39,644	\$ 41,492	\$ 43,311
Salary*	\$ 62,370	\$ 65,326	\$ 68,422	\$ 71,666	\$ 75,063	\$ 78,621	\$ 82,351	\$ 86,264	\$ 90,361	\$ 94,642	\$ 99,109	\$ 103,764	\$ 108,609
Review Score of 4.01 or above													
STEP	M3												
Hourly Rate	\$ 24,988	\$ 26,237	\$ 27,549	\$ 28,926	\$ 30,370	\$ 31,891	\$ 33,483	\$ 35,146	\$ 36,881	\$ 38,696	\$ 40,591	\$ 42,567	\$ 44,625
Salary*	\$ 62,370	\$ 65,488	\$ 68,762	\$ 72,201	\$ 75,811	\$ 79,601	\$ 83,581	\$ 87,760	\$ 92,139	\$ 96,718	\$ 101,507	\$ 106,506	\$ 111,725

DRIVER ENGINEER PARAMEDIC (F4)

Hourly 2496	Salary Hours Per Year	Starting Pay 1	2	3	4	5	6	7	8	9	10	11	12
MIN	\$ 26,463	\$ 26,463	\$ 27,578	\$ 28,739	\$ 29,938	\$ 31,196	\$ 32,562	\$ 33,975	\$ 35,441	\$ 36,975	\$ 38,571	\$ 39,135	\$ 39,585
MAX	\$ 39,584	\$ 66,050	\$ 68,824	\$ 71,714	\$ 74,726	\$ 77,865	\$ 81,135	\$ 84,543	\$ 88,094	\$ 91,794	\$ 95,649	\$ 97,677	\$ 99,736
Review Score of 3.0 - 3.49													
STEP	M1												
Hourly Rate	\$ 26,463	\$ 27,716	\$ 29,034	\$ 30,406	\$ 31,847	\$ 33,357	\$ 34,939	\$ 36,595	\$ 38,329	\$ 40,142	\$ 42,035	\$ 43,908	\$ 45,861
Salary*	\$ 66,050	\$ 69,180	\$ 72,459	\$ 75,894	\$ 79,491	\$ 83,259	\$ 87,194	\$ 91,306	\$ 95,597	\$ 100,078	\$ 104,750	\$ 109,613	\$ 114,667
Review Score of 3.5-4.0 ²													
STEP	M2												
Hourly Rate	\$ 26,463	\$ 27,716	\$ 29,034	\$ 30,406	\$ 31,847	\$ 33,357	\$ 34,939	\$ 36,595	\$ 38,329	\$ 40,142	\$ 42,035	\$ 43,908	\$ 45,861
Salary*	\$ 66,050	\$ 69,180	\$ 72,459	\$ 75,894	\$ 79,491	\$ 83,259	\$ 87,194	\$ 91,306	\$ 95,597	\$ 100,078	\$ 104,750	\$ 109,613	\$ 114,667
Review Score of 4.01 or above													
STEP	M3												
Hourly Rate	\$ 26,463	\$ 27,855	\$ 29,174	\$ 30,633	\$ 32,165	\$ 33,773	\$ 35,459	\$ 37,225	\$ 39,073	\$ 41,004	\$ 43,019	\$ 45,119	\$ 47,305
Salary*	\$ 66,050	\$ 69,352	\$ 72,820	\$ 76,461	\$ 80,284	\$ 84,299	\$ 88,513	\$ 92,938	\$ 97,575	\$ 102,426	\$ 107,493	\$ 112,777	\$ 118,287

¹ FTO Step represents the 1% pay increase Police Officer² Average review score for a Police Officer is 3.72, Firefighter is 3.68, and Driver/Engineer is 3.85.

PERCENTILE:	75th
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FIRE CERTIFIED

Grade/Step	1	2	3	4	5	6	7	8	9	10
F1	\$ 54,690.00	\$ 57,233.09	\$ 59,894.42	\$ 62,679.51	\$ 65,594.11	\$ 68,644.24	\$ 71,891.11	\$ 75,291.56	\$ 78,852.85	\$ 82,582.59
F2	\$ 61,476.00	\$ 64,334.63	\$ 67,326.19	\$ 70,456.86	\$ 73,733.11	\$ 77,161.70	\$ 80,811.44	\$ 84,633.83	\$ 88,637.01	\$ 92,829.54
F3	\$ 62,841.00	\$ 65,763.11	\$ 68,821.09	\$ 72,021.27	\$ 75,370.26	\$ 78,874.98	\$ 82,605.76	\$ 86,513.02	\$ 90,605.08	\$ 94,890.70
F4	\$ 66,050.00	\$ 69,121.33	\$ 72,335.47	\$ 75,699.07	\$ 79,219.07	\$ 82,902.76	\$ 86,824.06	\$ 90,930.84	\$ 95,231.87	\$ 99,736.33

*Plan was designed for employees to reach the midpoint after working for 5 years. If starting at Step 1 as the minimum, Step 6 is the approximate midpoint.

PERCENTILE:	75th
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POLICE CERTIFIED

Grade/Step	1	2	3	4	5	6	7	8	9	10
P1	\$ 43,769.00	\$ 43,769.00	\$ 43,769.00	\$ 43,769.00	\$ 43,769.00	\$ 43,769.00	\$ 43,769.00	\$ 43,769.00	\$ 43,769.00	\$ 43,769.00
P2	\$ 62,482.00	\$ 65,387.41	\$ 68,427.93	\$ 71,609.83	\$ 74,939.68	\$ 78,424.38	\$ 82,133.85	\$ 86,018.78	\$ 90,087.47	\$ 94,348.61

*Plan was designed for employees to reach the midpoint after working for 5 years. If starting at Step 1 as the minimum, Step 6 is the approximate midpoint.

Cost Estimates Based on Percentiles:						
Option		Description	85th Police (10 Step)	85th Fire	85th General	Total
Option A: Adjustment for All Employees	Bring Employees' Salaries to New Minimums	A calculation is performed so that each employee's salary is adjusted to the minimum of their classification's proposed pay grade. If his/her salary is already within the proposed pay range, no adjustment is made.	\$220,105	\$10,422	\$249,374	\$479,900
Option D1	Move Toward Market (3 Tier) & Closest Step in Revised Pay Plan	Employees are moved closer toward the midpoint of the proposed pay grade range based on total tenure. Tiers are 1-3 years, 3-7 years, and over 7 years. Increments are designed to give larger adjustments (in percentage terms) to those with salaries furthest from the midpoint and to provide greater adjustments to those employees with more total tenure. Employees at or above the range midpoint are unaffected. The cost for this implementation option is separated from the cost for the Bring Employees' Salaries to New Minimums option.	\$180,604	\$253,175	\$297,466	\$731,245
Grand Total			\$1,211,145			

Cost Estimates Based on Percentiles:						
Option		Description	75th Police (10 Step)	75th Fire	75th General	Total
Option A: Adjustment for All Employees	Bring Employees' Salaries to New Minimums	A calculation is performed so that each employee's salary is adjusted to the minimum of their classification's proposed pay grade. If his/her salary is already within the proposed pay range, no adjustment is made.	\$220,105	\$9,486	\$145,158	\$374,748
Option D1	Move Toward Market (3 Tier) & Closest Step in Revised Pay Plan	Employees are moved closer toward the midpoint of the proposed pay grade range based on total tenure. Tiers are 1-3 years, 3-7 years, and over 7 years. Increments are designed to give larger adjustments (in percentage terms) to those with salaries furthest from the midpoint and to provide greater adjustments to those employees with more total tenure. Employees at or above the range midpoint are unaffected. The cost for this implementation option is separated from the cost for the Bring Employees' Salaries to New Minimums option.	\$172,938	\$236,484	\$222,511	\$631,933
Grand Total			\$1,006,681			

Cost Estimates Based on Percentiles:						
Option		Description	65th Police (10 Step)	65th Fire	65th General	Total
Option A: Adjustment for All Employees	Bring Employees' Salaries to New Minimums	A calculation is performed so that each employee's salary is adjusted to the minimum of their classification's proposed pay grade. If his/her salary is already within the proposed pay range, no adjustment is made.	\$220,105	\$9,486	\$76,255	\$305,845
Option D1	Move Toward Market (3 Tier) & Closest Step in Revised Pay Plan	Employees are moved closer toward the midpoint of the proposed pay grade range based on total tenure. Tiers are 1-3 years, 3-7 years, and over 7 years. Increments are designed to give larger adjustments (in percentage terms) to those with salaries furthest from the midpoint and to provide greater adjustments to those employees with more total tenure. Employees at or above the range midpoint are unaffected. The cost for this implementation option is separated from the cost for the Bring Employees' Salaries to New Minimums option.	\$169,350	\$236,107	\$179,447	\$584,904
Grand Total			\$890,749			

Cost Estimates Based on Percentiles:						
Option		Description	50th Police (10 Step)	50th Fire	50th General	Total
Option A: Adjustment for All Employees	Bring Employees' Salaries to New Minimums	A calculation is performed so that each employee's salary is adjusted to the minimum of their classification's proposed pay grade. If his/her salary is already within the proposed pay range, no adjustment is made.	\$220,105	\$9,486	\$21,411	\$251,001
Option D1	Move Toward Market (3 Tier) & Closest Step in Revised Pay Plan	Employees are moved closer toward the midpoint of the proposed pay grade range based on total tenure. Tiers are 1-3 years, 3-7 years, and over 7 years. Increments are designed to give larger adjustments (in percentage terms) to those with salaries furthest from the midpoint and to provide greater adjustments to those employees with more total tenure. Employees at or above the range midpoint are unaffected. The cost for this implementation option is separated from the cost for the Bring Employees' Salaries to New Minimums option.	\$162,433	\$235,475	\$136,790	\$534,698
Grand Total			\$785,699			

Cost Estimates Based on Percentiles:						
Option		Description	85th Police (Merit Step)	85th Fire	85th General	Total
Option A: Adjustment for All Employees	Bring Employees' Salaries to New Minimums	A calculation is performed so that each employee's salary is adjusted to the minimum of their classification's proposed pay grade. If his/her salary is already within the proposed pay range, no adjustment is made.	\$220,105	\$10,422	\$249,374	\$479,900
Option D1	Move Toward Market (3 Tier) & Closest Step in Revised Pay Plan	Employees are moved closer toward the midpoint of the proposed pay grade range based on total tenure. Tiers are 1-3 years, 3-7 years, and over 7 years. Increments are designed to give larger adjustments (in percentage terms) to those with salaries furthest from the midpoint and to provide greater adjustments to those employees with more total tenure. Employees at or above the range midpoint are unaffected. The cost for this implementation option is separated from the cost for the Bring Employees' Salaries to New Minimums option.	\$240,616	\$137,795	\$297,466	\$675,876
Grand Total			\$1,155,776			

Cost Estimates Based on Percentiles:					
Option		Description	75th Police (Merit Step)	75th Fire	75th General Total
Option A: Adjustment for All Employees	Bring Employees' Salaries to New Minimums	A calculation is performed so that each employee's salary is adjusted to the minimum of their classification's proposed pay grade. If his/her salary is already within the proposed pay range, no adjustment is made.	\$220,105	\$9,486	\$374,748
Option D1	Move Toward Market (3 Tier) & Closest Step in Revised Pay Plan	Employees are moved closer toward the midpoint of the proposed pay grade range based on total tenure. Tiers are 1-3 years, 3-7 years, and over 7 years. Increments are designed to give larger adjustments (in percentage terms) to those with salaries furthest from the midpoint and to provide greater adjustments to those employees with more total tenure. Employees at or above the range midpoint are unaffected. The cost for this implementation option is separated from the cost for the Bring Employees' Salaries to New Minimums option.	\$149,084	\$125,943	\$497,539
Grand Total			\$872,287		

Cost Estimates Based on Percentiles:						
Option		Description	65th Police (Merit Step)	65th Fire	65th General	Total
Option A: Adjustment for All Employees	Bring Employees' Salaries to New Minimums	A calculation is performed so that each employee's salary is adjusted to the minimum of their classification's proposed pay grade. If his/her salary is already within the proposed pay range, no adjustment is made.	\$220,105	\$9,486	\$76,255	\$305,845
Option D1	Move Toward Market (3 Tier) & Closest Step in Revised Pay Plan	Employees are moved closer toward the midpoint of the proposed pay grade range based on total tenure. Tiers are 1-3 years, 3-7 years, and over 7 years. Increments are designed to give larger adjustments (in percentage terms) to those with salaries furthest from the midpoint and to provide greater adjustments to those employees with more total tenure. Employees at or above the range midpoint are unaffected. The cost for this implementation option is separated from the cost for the Bring Employees' Salaries to New Minimums option.	\$145,497	\$125,583	\$179,447	\$450,526
Grand Total						\$756,371

Cost Estimates Based on Percentiles:						
Option		Description	50th Police (Merit Step)	50th Fire	50th General	Total
Option A: Adjustment for All Employees	Bring Employees' Salaries to New Minimums	A calculation is performed so that each employee's salary is adjusted to the minimum of their classification's proposed pay grade. If his/her salary is already within the proposed pay range, no adjustment is made.	\$220,105	\$9,486	\$21,411	\$251,001
Option D1	Move Toward Market (3 Tier) & Closest Step in Revised Pay Plan	Employees are moved closer toward the midpoint of the proposed pay grade range based on total tenure. Tiers are 1-3 years, 3-7 years, and over 7 years. Increments are designed to give larger adjustments (in percentage terms) to those with salaries furthest from the midpoint and to provide greater adjustments to those employees with more total tenure. Employees at or above the range midpoint are unaffected. The cost for this implementation option is separated from the cost for the Bring Employees' Salaries to New Minimums option.	\$135,360	\$124,977	\$136,790	\$397,128
Grand Total			\$648,130			

Merit Pay System

- Formula used to distribute the merit pay has been in place since 2002, adjusted annually.
- Based on actual rolling five (5) year average of performance scores
 - 4 Groups: Admin, Police, Fire, Public Works
- The range of values obtained from the rolling five (5) year average of scores is equally distributed into 10% increments, resulting in a range of scores from the 10th to 100th percentile.
- Performance pay increases are based on 10% increments of performance scores (or score percentiles) providing a 3% increase for the 10th percentile, and increasing by ½% for each additional 10th percentile, leading to a maximum 7.5% increase for the 100th percentile.
- Amended ranges annually on October 1
- Below expectations (3.0) requires performance improvement plan.

Pay System Proposed Changes

SAMPLE Performance Pay Chart effective 10/1/2018

<u>Percentile</u>	<u>Current</u>	<u>Proposed</u>	<u>Performance Score Range¹</u>
100th	7.50%	6.00%	4.34 - 5.00
90th	7.00%	5.50%	4.09 - 4.33
80th	6.50%	5.00%	3.97 - 4.08
70th	6.00%	4.50%	3.90 - 3.96
60th	5.50%	4.00%	3.79 - 3.89
50th	5.00%	3.50%	3.72 - 3.78
40th	4.50%	3.00%	3.62 - 3.71
30th	4.00%	2.50%	3.47 - 3.61
20th	3.50%	2.00%	3.29 - 3.46
10th	3.00%	1.50%	3.00 - 3.28

¹The range of values obtained from the rolling five (5) year average of scores is equally distributed into 10% increments, resulting in a range of scores from the 10th to 100th percentile and amended annually on October 1.

Using market data provided by Evergreen Solutions Report (See Report *Exhibit 3N*):

- Reduce the current merit range from 3% - 7.5% range to 1.5%-6%. This system is applicable for all open range positions and provided upon position anniversary date.
- For merit and step pay systems, and to address future compression issues, reintroduce a Cost of Living increase on 10/1 based on the Miami – Ft. Lauderdale-West Palm Beach CPI all items index, not seasonally adjusted, through April.
- All pay increases are subject to budget approval annually.

Pay Plan Management Options

- FY20: Implement any changes to pay ranges and structure of pay systems resulting from the study and approved by Town Council. COLA does not need to be implemented at this time, depending on solution selected by Town Council, due to overall resetting of pay and ranges to the market.
- FY21 – FY23:
 - Implement COLA if approved by Town Council during the budget process.
 - Staff to evaluate market conditions and bring any concerns with out of market pay ranges to the attention of the Town Manager during the annual budget process.
- FY24: Five years after the study, and every five years thereafter, engage a consultant to conduct a Town-wide compensation study.

Defined Benefit - Fire Rescue												Defined Contribution (401a)			
Rank	Retirement Eligibility Age, Service, and	Defined Benefit Formula Multiplier	Final Average Pay Period	Pensionable Compensation	Vesting	COLA	Employee Contribution	DROP	Plan Type	Vesting	Employee Contribution	Employer Contribution			
1	WPB 50 w/ 15 or more yrs svc or 55 w/ 10 or more yrs svc or 26 yrs	BR 3.40%	WPB Avg salary highest 3 yrs	TEQ Total cash comp for svcs incl base, bonuses, career svc annual award, holiday pay incentives, OT, sick lve payout on term, sick lve buy back & time incl any diff wage pymt for absence from empl for military svc, excludes car, clothing and shoe/boot allowance	MDCFR* 8 yrs	BR Yes, 3.00% annually after age 52	MDCFR* 3.00%	FTL 60 mos, 72 mos, 82mos, and 96 mos	PBCFR* Investment Plan	PBCFR* 1 yr	PBCFR* 3.00%	PBCFR* 3.30%			
2	PBG 52 w/ 10 yrs svc or 25 yrs svc, regardless of age	BB 3.00%	DB Avg highest 5 yrs w/in last 10 yrs		PBCFR* 8 yrs	PBG Yes; 3.00% after age 55	PBCFR* 3.00%	BR 60 mos	MDCFR* Investment Plan	MDCFR* 1 yr	MDCFR* 3.00%	MDCFR* 3.30%			
3	BR 52 w/ 20 yrs svc or 55 w/ 10 yrs svc	MDCFR* 3.00%	NPB Avg highest 5 yrs w/in last 10 yrs	PBG Total comp on W-2 excluding OT, lve cash-ins	BB 10 yrs	BB Yes, 2.00% after 5 yrs retired	NPB 5.00%	MDCFR* 60 mos	FTL ICMA-RC 401(a)	FTL 10 yrs	FTL 8.50%	FTL --			
4	TEQ 55 with 6 or more years of credited service or 52 with 25 or more years of credited service	PBCFR* 3.00%	TEQ Avg highest 5 yrs w/in last 10 yrs	NPB Base, 200 hours OT/yr	BR 10 yrs	NPB Yes, based on CPU- W US to max 3.00% annually	TEQ 5.00%	PBCFR* Yes 60 mos				DB Key mgmt pos: 3.00%			
5	PL 55 w/ 7 yrs svc or 20 yrs svc	PBG 3.00%	TOPB Total final 60 mos comp/5 yrs	DB Excludes OT	DB 10 yrs		PBG 6.00%	TEQ 60 mos							
6	FTL 55 or 50 w/ 10 yrs svc	WPB 3.00%	MDCFR* Avg highest 8 yrs salary	TOPB Base salary, paid leave	FTL 10 yrs		FTL 8.50%	TOPB 60 mos							
7	BB 55 w/ 10 yrs svc or 20 yrs svc, regardless of age	FTL 3.00%, max 75%	PBCFR* Avg highest 8 yrs salary		NPB 10 yrs		DB 9.00%	BB Yes							
8	DB 55 or 25 yrs svc	DB 2.75%			PBG 10 yrs		TOPB 10.15% range: 8.00% to 12.00%	PBG Yes							
9	NPB 55 or 52 w/ 25 yrs svc	TEQ 2.75%			TOPB 10 years		BR 10.20%	PL Yes							
10	TOPB 56	TOPB 2.75%			WPB 10 yrs		BB 12.00%	WPB Yes							
11	PBCFR* 60 w/ 8 yrs svc or 30 yrs svc	NPB 2.50% yrs 0-24, 0.00% yrs 24-30, 2.00% yrs after 30					WPB 13.10%								
12	MDCFR* 60 w/ 8 yrs svc or 30 yrs svc	PL \$60.00 x yrs svc													

Legend of Peers

* Indicates FRS organization
BB = City of Boynton Beach
BR = City of Boca Raton
BSO = Broward County Sheriff's Off
DB = City of Delray Beach
CC = City of Coconut Creek
CPB = City of Pompano Beach
CS = City of Coral Springs
DA = Town of Dawe
FTL = City of FL Lauderdale

GR = City of Greenacres
HPD = City of Hollywood Police Department
JUP = Town of Jupiter
MB = City of Miami Beach
MDCFR = Miami-Dade County Fire Rescue
NPB = Village of North Palm Beach
PBC = Palm Beach County
PBCFR = Palm Beach County Fire Rescue
PBG = City of Palm Beach Gardens

PBSO = Palm Beach County Sheriff's Office
PL = City of Plantation
RPB = Village of Royal Palm Beach
SUN = City of Sunrise
SWA = Solid Waste Authority
TEQ = Village of Tequesta
TOPB = Town of Palm Beach
WELL = Village of Wellington
WPB = City of West Palm Beach

Rank	Retirement Eligibility Age, Service, and Other	Defined Benefit Formula Multiplier	Defined Benefit - General					Defined Contribution (401a)				
			Final Average Pay Period	Pensionable Compensation	Vesting	COLA	Employee Contribution	DROP	Plan Type	Vesting	Employee Contribution	Employer Contribution
1	FTL 55 or 20 yrs svc	BB 3.00%, max 75%	BR Avg highest 5 yrs w/in last 15 yrs	BSO* All earnings, excluding sick lve payout and cell. car. uniform stipends	NPB 5 yrs: 50% 7 yrs: 75% 9 yrs: 100%	TEQ Yes, 3% interest	BSO* 3.00%	BR 60 mos Options: Performance or Safe Harbor	NPB 401a	NPB 2 years: 25% 3 years: 50% 4 years: 75% 5 years: 100%	NPB 3.00%	NPB 15.00%
2	PL Tier 1: 55 or Tier 2: 59	PL Tier 1: 15 or more yrs svc, 3.00% <15 yrs svc, 2.75% Tier 2: 2.25%	DB Avg highest 5 yrs w/in last 10 yrs	DB Regular and OT	DB 5 yrs: 50% 10 yrs: 100%	BR City Council reviews each year, no requirement to provide.	CC* 3.00%	BSO* 60 mos	BSO* Investment Plan	BSO* 1 yr	BSO* 3.00%	BSO* 3.30%
3	NPB 60	DB 2.50% or 3.00% enhanced	NPB Avg highest 5 yrs w/in last 10 yrs	BR Base wages & longevity pay earnings excludes OT, bonus, any extra comp or pymts which exceed max of EE's salary range	BB 5 yrs	NPB Yes	JUP* 3.00%	CC* 60 mos	CC* Investment Plan	CC* 1 yr	CC* 3.00%	CC* 3.30%
4	BB 62 w/ 5 yrs svc or 55 w/ 25 yrs svc or 30 years svc	NPB 2.50%	TEQ Avg highest 5 yrs w/in last 10 yrs	PBG* Fiscal years' earnings	TEQ 6 yrs	BSO* No	MDCFR* 3.00%	DB 60 mos	JUP* Investment Plan	JUP* 1 yr	JUP* 3.00%	JUP* 3.30%
5	TOPB 62 w/ 10 yrs	TEQ 2.00%	TOPB Total final 60 mos comp/5 yrs	TEQ Regular earnings, leave, & amts pd on pretax basis for ee brtfs, excluding LS pymts, OT, bonuses, longevity	BSO* 8 yrs	CC* No	PBG* 3.00%	JUP* 60 mos	MDCFR* Investment Plan	MDCFR* 1 yr	MDCFR* 3.00%	MDCFR* 3.30%
6	TEQ 62	TOPB 1.70%	BSO* Avg highest 5 yrs salary	JUP* Salary and vacation payout (500 hrs)	CC* 8 yrs	DB No	PBCFR* 3.00%	MDCFR* 60 mos	PBC* Investment Plan	PBC* 1 yr	PBC* 3.00%	PBC* 3.30%
7	BR 65 or 53 w/ 30 yrs svc or 55 w/ 20 yrs svc	BR 1.75%	CC* Avg highest 8 yrs salary	TOPB Base salary, leave	FTL 10 yrs	FTL No	PBG* 3.00%	PBC* 60 mos	PBCFR* Investment Plan	PBCFR* 1 yr	PBCFR* 3.00%	PBCFR* 3.30%
8	DB 65	BSO* Regular: 1.60% Sr. Mgmt: 2.00%	JUP* Avg highest 5 yrs salary	JUP* Base salary, leave	JUP* 8 yrs	JUP* No	PBSO* 3.00%	PBCFR* 60 mos	PBG* Investment Plan	PBG* 1 yr	PBG* 3.00%	PBG* 3.30%
9	BSO* 65 w/ 8 yrs svc or 33 yrs svc	Regular: 1.60% Sr. Mgmt: 2.00%	MDCFR* Avg highest 5 yrs salary	MDCFR* Regular: 1.60% Sr. Mgmt: 2.00%	MDCFR* 8 yrs	MDCFR* No	RPB* 3.00%	PBG* 60 mos	PBSO* Investment Plan	PBSO* 1 yr	PBSO* 3.00%	PBSO* 3.30%
10	CC* 65 w/ 8 yrs svc or 33 yrs svc	JUP* Regular: 1.60% Sr. Mgmt: 2.00%	PBG* Avg highest 5 yrs salary	PBG* Regular: 1.60% Sr. Mgmt: 2.00%	PBC* 8 yrs	PBG* No	SWA* 3.00%	PBSO* 60 mos	RPB* Investment Plan	RPB* 1 yr	RPB* 3.00%	RPB* 3.30%
11	JUP* 65 w/ 8 yrs svc or 33 yrs svc	MDCFR* Regular: 1.60% Sr. Mgmt: 2.00%	PBC* Avg highest 5 yrs salary	PBC* Regular: 1.60% Sr. Mgmt: 2.00%	PBCFR* 8 yrs	PBC* No	WELL* 3.00%	RPB* 60 mos	SWA* Investment Plan	SWA* 1 yr	SWA* 3.00%	SWA* 3.30%
12	MDCFR* 65 w/ 5 yrs svc or 33 yrs svc	PBC* Regular: 1.60% Sr. Mgmt: 2.00%	PBCFR* Avg highest 8 yrs salary	PBCFR* Regular: 1.60% Sr. Mgmt: 2.00%	PBG* 8 yrs	PBCFR* No	DB 3.05% or 6.0% enhanced	SWA* 60 mos	WELL* Investment Plan	WELL* 1 yr	WELL* 3.00%	WELL* 3.30%
13	PBG* 65 w/ 8 yrs svc or 33 yrs svc	PBCFR* Regular: 1.60% Sr. Mgmt: 2.00%	PBSO* Avg highest 8 yrs salary	PBSO* Regular: 1.60% Sr. Mgmt: 2.00%	PBSO* 8 yrs	PBSO* No	TOPB 3.50%	TOPB 60 mos	TOPB 401a	TOPB 10 yrs	TOPB 3.00% up to 2.00% optional additional matching	TOPB 3.00% up to 2.00% additional matching
14	PBC* 65 w/ 8 yrs svc or 33 yrs svc	PBSO* Regular: 1.60% Sr. Mgmt: 2.00%	RPB* Avg highest 8 yrs salary	RPB* Regular: 1.60% Sr. Mgmt: 2.00%	RPB* 8 yrs	SWA* No	TEQ 5.00%	WELL* 60 mos	WPB 401a	WPB Immediate	WPB 7.50%	WPB 6.50%
15	PBCFR* 65 w/ 8 yrs svc or 33 yrs svc	PBG* Regular: 1.60% Sr. Mgmt: 2.00%	WELL* Avg highest 8 yrs salary	WELL* Regular: 1.60% Sr. Mgmt: 2.00%	SWA* 8 yrs	TOPB No	BR 6.00%	BB Yes	FTL ICMA-RC 401(a)	FTL 10 Years	FTL 0.00%	FTL 9.00%
16	PBSO* 65 w/ 8 yrs svc or 33 yrs svc	RPB* Regular: 1.60% Sr. Mgmt: 2.00%	SWA* Avg highest 8 yrs salary	SWA* Regular: 1.60% Sr. Mgmt: 2.00%	WELL* 8 yrs	WELL* No	NPB 6.00%	FTL Yes				DB Key Mgmt: 3.00%
17	RPB* 65 w/ 8 yrs svc or 33 yrs svc	SWA* Regular: 1.60% Sr. Mgmt: 2.00%			BR 10 yrs		BB 7.00%	PL Yes				
18	SWA* 65 w/ 8 yrs svc or 33 yrs svc	WELL* Regular: 1.60% Sr. Mgmt: 2.00%			TOPB 10 yrs		FTL 8.60%	NPB No				
19	WELL* 65 w/ 8 yrs svc or 33 yrs svc							TEQ No				

Legend of Peers

* Indicates FRS organization
BB = City of Boynton Beach
BR = City of Boca Raton
BSO = Broward County Sheriff's Offi
DB = City of Delray Beach
CC = City of Coconut Creek
CPB = City of Pompano Beach
CS = City of Coral Springs
DA = Town of Davie
FTL = City of Ft. Lauderdale

GR = City of Greenacres
HPD = City of Hollywood Police Department
JUP = Town of Jupiter
MB = City of Miami Beach
MDCFR = Miami-Dade County Fire Rescue
NPB = Village of North Palm Beach
PBC = Palm Beach County
PBCFR = Palm Beach County Fire Rescue
PRG = City of Palm Beach Gardens

PBSO = Palm Beach County Sheriff's Office
PL = City of Plantation
RPB = Village of Royal Palm Beach
SUN = City of Sunrise
SWA = Solid Waste Authority
TEQ = Village of Tequesta
TOPB = Town of Palm Beach
WELL = Village of Wellington
WPB = City of West Palm Beach

Rank	Retirement Eligibility Age, Service, and Other	Defined Benefit Formula Multiplier	Defined Benefit - Police					Defined Contribution (401a)				
			Final Average Pay Period	Pensionable Compensation	Vesting	COLA	Employee Contribution	DROP	Plan Type	Vesting	Employee Contribution	Employer Contribution
1	PL 52 w/ 10 yrs svc or 25 yrs svc	BR 3.50%	WPB Avg monthly salary during highest 3 yrs avg	TEQ Total cash comp for svcs incl base, bonuses, career svc annual award, holiday pay incentives, OT, sick lve payout on term, sick lve buy back & time incl any diff wage pymt for absence from empl for military svc, excludes car, clothing and shoe/boot allowance	TEQ 5 yr progressive vesting	TEQ Yes, 3% interest	BSO* 3.00%	FTL Yes 60 mos, 72 mos, 82mos, and 96 mos	BSO* Investment Plan	BSO* 1 yr	BSO* 3.00%	BSO* 3.30%
2	DB 55 or 25 yrs svc	BSO* 3.00%	DB Highest 5 yrs w/in last 10 yrs	BSO* All earnings, excluding sick leave payout and cell phone, car, and uniform stipends	BSO* 8 yrs	BR 2.00% annual on 1st anniv actual retire date & every year thereafter	PBSO* 3.00%	JUP 96 mos	PBSO* Investment Plan	PBSO* 1 yr	PBSO* 3.00%	PBSO* 3.30%
3	FTL 55 or 50 w/ 10 yrs svc	PBSO* 3.00%	JUP Avg highest consecutive 5 yrs w/in last 10 yrs	JUP Total cash comp incl OT paid for svcs to Town excludes extra duty or special detail performed on behalf of other ER	PBSO* 8 yrs	NPB Yes, based on CPI-W US to max 3.00% annually	NPB 4.00%	BR Yes 5 yrs Options: Regular or Self-Directed	FTL ICMA-RC 401(a)	FTL 10 yrs	FTL 8.50%	DB Key mgmt positions: 3.00%
4	BR 55 w/ 10 yrs svc or 20 yrs svc	BB 3.00%	NPB Avg highest 5 yrs w/in last 10 yrs	PBG Base salary, OT, longevity, other types may be included	BB 10 yrs	WPB Yes, CPI annually 01/01 after 1 yr retired and age 65	TEQ 5.00%	BSO* 60 mos				
5	BB 55 w/ 10 yrs svc or 50 w/ 15 yrs svc or 20 yrs regardless of age	FTL 3.00%, max 75%	TEQ Avg highest 5 yrs w/in last 10 yrs	WPB Base, OT up to 300 hrs + longevity + may include other types of pay	BR 10 yrs	FTL Yes	FTL 8.50%	PBSO* 60 mos				
6	PBG 55 w/ 10 yrs or 25 yrs regardless of age	WPB 3.00% to max 26 yrs + 1.00% over 26 yrs	TOPB Total final 60 mos comp/5 yrs	NPB 300 hours OT/year	FTL 10 yrs	BSO* No	BB 8.00%	TEQ 60 mos				
7	WPB 55 w/ 10 yrs or more svc or 50 w/ 20 yrs or more yrs svc or 25 or more yrs svc	PL 52 w/ 10 yrs svc or 25 yrs svc: 3.00% 50 w/ 20 yrs or more yrs svc or 25 yrs svc: 2.75%	BSO* Avg highest 8 yrs salary	DB Excludes OT	DB 10 yrs	DB No	PBG 8.60%	TOPB 60 mos				
8	TEQ 55 with 6 or more years of credited service or 52 with 25 or more years of credited service	JUP 3.00% / 2.75%	PBSO* Avg highest 8 yrs salary	TOPB Base salary, paid leave	JUP 10 yrs	JUP No	DB 9.00%	PL Yes, 3 yrs				
9	NPB 55 52 w/ 25 yrs svc	DB 2.75%			NPB 10 yrs	PBG No	JUP 10.00%	BB Yes				
10	JUP* 55	TEQ 2.75%			PBG 10 yrs	PBSO* No	TOPB 10.19% w/ range: 8.00% - 12.00%	PBG Yes				
11	TOPB 56	TOPB 2.75%			TOPB 10 yrs	TOPB No	WPB 11.00%	WPB Yes				
12	BSO* 60 w/ 8 yrs svc or 30 yrs svc	PBG 2.75% with 75% cap			WPB 10 yrs	BR	BR 11.50%					
13	PBSO* 60 w/ 8 yrs svc or 30 yrs svc	NPB Years 0-24: 2.50% Years 24-30: 0.00% All years after 30: 2.00%										

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WELL = Village of Wellington
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Retirement Eligibility Proposed Changes:

As of March 29, 2019

Police & Fire	
<i>Service *</i> <i>(regardless of age)</i>	Town Council requested actuarial data for 25 & or 30& Out. There are no employees currently eligible to retire under this proposed eligibility rule.

Incentive pay for Firefighter, EMT, Paramedic and/or other certifications:	Broward County, FL Sheriff's Office		City of Fort Lauderdale, FL		City of Boca Raton, FL		City of Boynton Beach, FL	
	Response (Yes/No)	yes no	Yes yes		Bonus for attaining a B.S.	Yes yes	Yes yes	Associate's \$50/month. Or Bachelor's \$600 annually. Bachelor's \$110/month, or \$1320 annually. The City matches the incentive pay.
Education Incentive	Incentive is reimbursed by the state (Yes/No)							
	Annual Value of the Incentive		2.50%	Employees whose applications are approved will be entitled to an A-100%, B-75%, C-50% refund of tuition upon successful completion of each approved course. For a college or university program, the refund shall be available for a maximum total of 24 semester hours or 36 quarter hours in any one-year period for eligible regular employees. For a vocational, technical or adult training program, a refund shall be paid for a maximum total of 288 classroom hours in any calendar year. The amount payable for such a refund shall be based upon and shall not exceed the established credit-hour rate of tuition as charged by the State of Florida's public universities or colleges at the time the course is undertaken, regardless of the fact that the employee may be attending a private educational institution. An approved pass/fail certificate course will be entitled to a 75% refund (100% for employees in the IAFF bargaining group).		\$150		
	Provide any other relevant information							
	Incentive is reimbursed by the state (Yes/No)	no		no				
	Annual Value of the Incentive			Alt Duty Pay (2.5%) when assigned to full time schedule of 2080 hours annually (not a shift, 2456 hours annually)				
	Provide any other relevant information							
	Incentive is reimbursed by the state (Yes/No)	no		no				
	Annual Value of the Incentive							
	Provide any other relevant information							
	Incentive is reimbursed by the state (Yes/No)							Paramedic
Public Information Officer (PIO)	Incentive is reimbursed by the state (Yes/No)							No
	Annual Value of the Incentive							\$3,75/ hour or \$9360.00/annually
	Provide any other relevant information							
	Incentive is reimbursed by the state (Yes/No)	yes						
	Annual Value of the Incentive							
	Provide any other relevant information							
	Incentive is reimbursed by the state (Yes/No)	no						
	Annual Value of the Incentive		5%					
	Provide any other relevant information							
	Incentive is reimbursed by the state (Yes/No)							
Station Commander	Incentive is reimbursed by the state (Yes/No)							
	Annual Value of the Incentive							
	Provide any other relevant information							
	Incentive is reimbursed by the state (Yes/No)							
	Annual Value of the Incentive							
	Provide any other relevant information							
	Incentive is reimbursed by the state (Yes/No)							
	Annual Value of the Incentive							
	Provide any other relevant information							
	Incentive is reimbursed by the state (Yes/No)							
Other? Add type in response column	Incentive is reimbursed by the state (Yes/No)							
	Annual Value of the Incentive							
	Provide any other relevant information							
	Incentive is reimbursed by the state (Yes/No)							
	Annual Value of the Incentive							
	Provide any other relevant information							
	Incentive is reimbursed by the state (Yes/No)							
	Annual Value of the Incentive							
	Provide any other relevant information							
	Incentive is reimbursed by the state (Yes/No)							
Other? Add type in response column	Incentive is reimbursed by the state (Yes/No)							
	Annual Value of the Incentive							
	Provide any other relevant information							
	Incentive is reimbursed by the state (Yes/No)							
	Annual Value of the Incentive							
	Provide any other relevant information							
	Incentive is reimbursed by the state (Yes/No)							
	Annual Value of the Incentive							
	Provide any other relevant information							
	Incentive is reimbursed by the state (Yes/No)							

	Incentive pay for Firefighter, EMT, Paramedic and/or other certifications:	Village of North Palm Beach, FL		City of Palm Beach Gardens, FL		Village of Tequesta, FL		Palm Beach County, FL Fire Rescue	
		no	yes	Yes	Yes	yes	no	Yes	state
Education Incentive	Response (Yes/No)								
	Incentive is reimbursed by the state (Yes/No)	no	yes						
	Annual Value of the Incentive				\$600 - 1320		\$960		1300 or 2860
	Provide any other relevant information								
Field Training Officer/Incentive	Response (Yes/No)								
	Incentive is reimbursed by the state (Yes/No)	yes	no		State statute 633.422				
	Annual Value of the Incentive		2.5% salary while in position						
	Provide any other relevant information				2.5% while serving				
Public Information Officer (PIO)	Response (Yes/No)	no	no						
	Incentive is reimbursed by the state (Yes/No)	no	no						
	Annual Value of the Incentive								
	Provide any other relevant information								
Self Contained Breathing Apparatus Maintenance (SCBA)	Response (Yes/No)	no	no						
	Incentive is reimbursed by the state (Yes/No)	no	no						
	Annual Value of the Incentive								
	Provide any other relevant information								
Station Commander	Response (Yes/No)	no	no						
	Incentive is reimbursed by the state (Yes/No)	no	no						
	Annual Value of the Incentive								
	Provide any other relevant information								
Other? Add type in response column	Response (Yes/No)	Step up one level		Yes		no			
	Incentive is reimbursed by the state (Yes/No)			no					
	Annual Value of the Incentive				\$7,500 - \$10,000/yr. (depending on title)				
	Provide any other relevant information	5% while in position example: driver to lieutenant							
Other? Add type in response column	Response (Yes/No)	Step up two levels		Yes		no			
	Incentive is reimbursed by the state (Yes/No)	No		no					
	Annual Value of the Incentive	10% while in position							
	Provide any other relevant information	example firefighter to lieutenant		5% for on-call investigations (rarely happens)					

		Broward County, FL Sheriff's Office	City of Fort Lauderdale, FL	City of Boynton Beach, FL	Town of Jupiter, FL
Incentive pay for Police training and/or certifications:					
	Intermediate Certification	Response (Yes/No) Incentive is reimbursed by the state (Yes/No) Annual Value of the Incentive Provide any other relevant information	no Paid for FDLE training blocks		Yes Yes up to \$120/month max
Advanced Certification		Response (Yes/No) Incentive is reimbursed by the state (Yes/No) Annual Value of the Incentive Provide any other relevant information	no Varies based upon course work College Tuition Reimbursement	Yes	Yes
	Supervisory Certification	Response (Yes/No) Incentive is reimbursed by the state (Yes/No) Annual Value of the Incentive Provide any other relevant information	no 	Yes	Yes Yes up to \$120/month max
Management Certification		Response (Yes/No) Incentive is reimbursed by the state (Yes/No) Annual Value of the Incentive Provide any other relevant information	no 	Yes	Yes
	Field Training Officer (FTO) Certification	Response (Yes/No) Incentive is reimbursed by the state (Yes/No) Annual Value of the Incentive Provide any other relevant information	yes no \$200 per month \$100 biweekly	Yes	Yes Yes up to \$120/month max
Instructor Certification		Response (Yes/No) Incentive is reimbursed by the state (Yes/No) Annual Value of the Incentive Provide any other relevant information	no 7 yes no \$75 bi-weekly		Yes Yes up to \$120/month max
	Firearms Instructor	Response (Yes/No) Incentive is reimbursed by the state (Yes/No) Provide any other relevant information	no Weapons Training	Yes	Yes No 2%
PT Instructor		Response (Yes/No) Incentive is reimbursed by the state (Yes/No) Annual Value of the Incentive Provide any other relevant information	No 	no	no
	CVSA (Comp. Voice Stress Analyzer) Certification	Response (Yes/No) Incentive is reimbursed by the state (Yes/No) Annual Value of the Incentive Provide any other relevant information	No 	no	yes no
Detective		Response (Yes/No) Incentive is reimbursed by the state (Yes/No) Annual Value of the Incentive Provide any other relevant information	yes no \$75 bi-weekly	no	yes no
	Other? Add type in response column	Response (Yes/No) Incentive is reimbursed by the state (Yes/No) Annual Value of the Incentive Provide any other relevant information	Assignment Pays - IUPA Dep/Sgts/ Lt No varies See Article 28 - IUPA Dep/Sgts, See Article 18 - Lt Masters Degree - Dep/Sgt/Lts yes \$23.08 bi-weekly		5%
Other? Add type in response column		Response (Yes/No) Incentive is reimbursed by the state (Yes/No) Annual Value of the Incentive Provide any other relevant information	Associate's - Dep/Sgt/Lts No \$30 per month		
	Other? Add type in response column	Response (Yes/No) Incentive is reimbursed by the state (Yes/No) Annual Value of the Incentive Provide any other relevant information	Bachelor's - Dep/Sgt/Lts no \$80 per month First Responder- 4% of base rate of pay, applies to all bargaining unit members - IUPA Dep/Sgts		

				Village of North Palm Beach, FL	City of Palm Beach Gardens, FL	Village of Tequesta, FL
Incentive pay for Police training and/or certifications:	Intermediate Certification	Response (Yes/No)	no			
		Incentive is reimbursed by the state (Yes/No)	no		No	no
Advanced Certification		Annual Value of the Incentive	none			
		Provide any other relevant information	n/a			
Supervisory Certification		Response (Yes/No)	yes		No	no
		Incentive is reimbursed by the state (Yes/No)	no			
Management Certification		Annual Value of the Incentive		\$20		
		Provide any other relevant information	for every 80 hours			
Field Training Officer (FTO) Certification		Response (Yes/No)	no		No	no
		Incentive is reimbursed by the state (Yes/No)	no			
Instructor Certification		Annual Value of the Incentive	none			
		Provide any other relevant information	n/a			
Firearms Instructor		Response (Yes/No)	yes		Yes	no
		Incentive is reimbursed by the state (Yes/No)	no		No	
PT Instructor		Annual Value of the Incentive		5%		
		Provide any other relevant information	assignment pay by the Village			3%
CVSA (Comp. Voice Stress Analyzer) Certification		Response (Yes/No)	no			no
		Incentive is reimbursed by the state (Yes/No)	no			
Detective		Annual Value of the Incentive	none			
		Provide any other relevant information	n/a			
Other? Add type in response column		Response (Yes/No)	no		No	no
		Incentive is reimbursed by the state (Yes/No)	no			
Other? Add type in response column		Annual Value of the Incentive			\$ 750.00	
		Provide any other relevant information	yes, K9		clothing allowance	
Other? Add type in response column		Response (Yes/No)	yes		Yes	no
		Incentive is reimbursed by the state (Yes/No)	no		No	
Other? Add type in response column		Annual Value of the Incentive	5%			
		Provide any other relevant information	assignment pay by the Village		2.5% when majority of shift is after midnight	
Other? Add type in response column		Response (Yes/No)	yes		Yes	no
		Incentive is reimbursed by the state (Yes/No)	no		No	
Other? Add type in response column		Annual Value of the Incentive		5%		
		Provide any other relevant information	assignment pay by the Village		5% when officer is acting as Sgt.	
Other? Add type in response column		Response (Yes/No)	no		Yes	no
		Incentive is reimbursed by the state (Yes/No)	no		yes, marine unit	
Other? Add type in response column		Annual Value of the Incentive		5%		
		Provide any other relevant information	assignment pay by the Village		No	
Other? Add type in response column		Response (Yes/No)	yes		\$ 1,200.00	
		Incentive is reimbursed by the state (Yes/No)	no		Uniform maintenance	
Other? Add type in response column		Annual Value of the Incentive		5%		
		Provide any other relevant information	yes, motor unit		Yes	no
Other? Add type in response column		Response (Yes/No)	no		No	
		Incentive is reimbursed by the state (Yes/No)	no			
Other? Add type in response column		Annual Value of the Incentive		5%		
		Provide any other relevant information			5% for Traffic, K-9, SWAT, and Investigations Bureau	

PTO & Leave- Sick Leave		Broward County, FL Sheriff's Office		City of Fort Lauderdale, FL		City of Boca Raton, FL		City of Boynton Beach, FL		City of Delray Beach, FL		Town of Jupiter, FL		Village of North Palm Beach, FL	
Provided? (Yes/No)	General Employees	yes	YES	yes	8hrs/ month	96	96 total annualized hours	96	96	3.70 hours per pay period	96 hours	96 hours	96 hours	96 hours	96 hours
	Police Certified Employees	yes	YES	yes	0-5 years 8 hr/month, more then 5 but less then 10 years 10 hrs/ month, more then 10 but less then 15 years 12 hours/ month, 15 years and over 14 hr/month	96	96	96	96	3.70 hours per pay period	96 hours	96 hours	96 hours	96 hours	96 hours
	Fire Certified Employees	yes	YES	yes	96 years and over 170hr/yr	96	96	96	96	3.70 hours per pay period	96 hours	96 hours	96 hours	96 hours	96 hours
Hours Accrued (Annually), include any changes to this benefit based on service provisions.	General Employees	Bi-weekly	96	0-5 years 98 hr/yr, more then 5 but less then 10 years 122hr/yr, more then 10 but less then 15 years 146 hr/yr, 15 years and over 170hr/yr	960hrs		144 hours annually	1120	96.2 hours annually / no max cap	96.2 hours annually / no max cap	no max	no max	no max	no max	no max
	Police Certified Employees	Bi-weekly													
	Fire Certified Employees	Bi-weekly													
Maximum Hours Accrued (Annually), include any changes to this benefit based on service provisions.	General Employees	n/a	720	720	max of 360 hours	720	144 hours annually	1344	25% of leave up to 1120 hrs based on years of service	25% of leave up to 1120 hrs based on years of service	no max	no max	no max	no max	no max
	Police Certified Employees	n/a			forty (40) hour employees may accrue annual leave to a maximum of 360 hours. Shift employees may accrue annual leave to a maximum of 380 hours.										
	Fire Certified Employees	n/a													
	General Employees														
	Police Certified Employees														
	Fire Certified Employees														

	Broward County, FL Sheriff's Office	City of Fort Lauderdale, FL	City of Boca Raton, FL	City of Boynton Beach, FL	City of Delray Beach, FL	Town of Jupiter, FL	Village of North Palm Beach, FL
Payout provisions of accrued leave upon separation of employment and/or retirement?	Police Certified Employees	An employee whose employment is terminated or who retires while in good standing shall be paid twenty-eight percent (28%) of the unused accrued sick leave hours at his/her final rate of pay.	annual avg of sick hours used in the preceding 24 months prior to date of separation/ sick leave payout rate: (0-24, 75%), (12-24, 70%), (25-36, 65%), (37-48, 60%), (49-60, 55%), (61-72, 50%), (73-84, 45%), (85-96, 40%), (97-108, 35%), (109-120, 30%), (>120, 25%)	Newly hired and terminated employees, along with employees with less than 5 years of service do not eligible for payout. Employees with more than 5, but less than 10 years of service receive 25% sick time payout; employees with more than 10 years or retiring employees receive 50% sick time payout.	25% of leave up to 1120 hrs based on years of service	With 2 - under 5 years of service With 5 - 10 years of service With over 10 years of service 30% payout 40% payout 50% payout	employees with less than seven (7) years of service to the VILLAGE who voluntarily terminates employment, or who retires or dies while in the service of the VILLAGE, shall receive payment equal to fifty percent (50%) of up to a maximum of sixty (60) unused accrued sick leave days which equals a maximum of thirty (30) days payment). Employees with seven (7) or more years of service to the VILLAGE shall receive payment equal to seventy-five percent (75%) of up to a maximum of sixty (60) unused accrued sick leave days.
	Fire Certified Employees	the unused accrued sick hours at his/her final rate of pay. Any employee who separates from service with the City not in good standing shall not be paid for any unused accrued sick leave hours.	annual avg of sick hours used in the preceding 24 months prior to date of separation/ sick leave payout rate: (0-24, 75%), (24-01-48, 70%), (48-01-72, 65%), (72-01-96, 60%), (96-01-120, 55%), (120-01-144, 50%), (144-01-168, 45%), (168-01-192, 40%), (192-01-216, 35%), (216-01-240, 30%), (>240, 25%)	Upon termination or resignation, IAFF employees receive half of the accumulated sick leave hours paid out.	up to 1344	Sick leave may be accumulated with no maximum. Any employee with less than seven (7) years of service to the VILLAGE who voluntarily terminates employment, or who retires or dies while in the service of the VILLAGE, shall receive payment equal to fifty percent (50%) of up to a maximum of four hundred eighty (480) unused accrued sick leave hours (which equals a maximum of two hundred forty (240) hours payment). Employees with seven (7) or more years of service to the VILLAGE shall receive payment equal to seventy-five percent (75%) of up to a maximum of four hundred eighty (480) unused accrued sick leave hours. This payment provision does not apply to any employee who is discharged for cause. A deceased employee's pay for sick leave shall be paid to the estate of the decedent.	FPE: Sick leave days accrue at a rate of one day of sick leave for each month of continuous service, with no maximum, but shall not be taken during the first ninety days of employment. General Employees: Uses of sick leave shall not be authorized prior to the time it is earned and credited to the employee and shall only be used with the approval of the Department Head.
When can new hires begin to use accrued benefits?	General Employees	6 months	Upon accrual	New hires can use sick time as it is	at 6 months	immediate	as time is accrued
	Police Certified Employees	6 months	They will be permitted exchange of time in an amount not to exceed 144 hours. Days exchanged will extend the probationary period one duty day for each day exchanged unless repayment is made during the probationary period.	New hires can use sick time as it is	at 6 months	immediate	as time is accrued
	Fire Certified Employees	6 months	Probationary employees (promotional) who exchange time during probationary period will have the probationary period extended by one duty day for each day exchanged unless repayment is made during the probationary period.	New hires can use sick time as it is	at 6 months	immediate	as time is accrued
		immediately					

	Broward County, FL Sheriff's Office	City of Fort Lauderdale, FL	City of Boca Raton, FL	City of Boynton Beach, FL	City of Delray Beach, FL	Town of Jupiter, FL	Village of North Palm Beach, FL
Other relevant provisions of this leave benefit?	General Employees		n/a	N/A		n/a	Regular full-time (non-probationary) general employees who do not use any sick leave within any continuous (6) six-month period are eligible to earn eight (8) hours annual leave time as incentive for not using sick leave.
	Police Certified Employees						Regular full-time (non-probationary) PBA union employees who do not use any sick leave within any continuous six-month (6) period are eligible to earn eight (8) hours annual leave time as incentive for not using sick leave.
	Fire Certified Employees			IAFF employees with more than 240 sick leave hours accrued can request a transfer up to 100 hours of sick leave into vacation, as long as their accrued sick hours remains at 240 or higher after the transfer.		n/a	Non-probationary employees who use zero sick leave hours in any consecutive six month period of time shall receive 12 hours of personal leave time which shall be available for use in the same manner as vacation leave or compensatory time.

PTO & Leave- Vacation Leave		Broward County, FL Sheriff's Office			City of Fort Lauderdale, FL			City of Boca Raton, FL			City of Boynton Beach, FL			City of Delray Beach, FL			Town of Jupiter, FL			Village of North Palm Beach, FL		
Provided? (Yes/No)	General Employees	Yes	YES		yes	Yes		Yes	YES		Yes	YES		YES	YES		YES	YES	Yes	YES		
	Police Certified Employees	Yes	YES		yes	Yes		Yes	YES		Yes	YES		YES	YES		YES	YES	Yes	YES		
	Fire Certified Employees	Yes	YES		yes	Yes		Yes	YES		Yes	YES		YES	YES		YES	YES	Yes	YES		
Hours Accrued (Annually), include any changes to this benefit based on service provisions.	General Employees	bi-weekly	120		0-5=8hrs/mnth; 5-10=10hrs/mnth; 10-15=12hrs/mnth; 15+=14hrs/mnth	1 year of service: 80 hours; 2-3 years of service is 120 hours; 4 years of service: 128; 5 years of service: 136; 6 years of service: 144; 7 years of service: 152; 8 years of service: 160; 9 years of service: 168 hours; 10-15 years of service: 176 hours; 16-20 years of service: 192 hours; 21 years or more: 200 hours	96-144	Length of Service Vacation Earned Maximum Vacation Accrual 6 months through 4 years 12 days per year 24 days (192 hours) 5 years through 9 years 15 days per year 30 days (240 hours) 10 years 16 days per year 32 days (256 hours) 11 years 17 days per year 34 days (272 hours) 12 years 18 days per year 36 days (288 hours) 13 years 19 days per year 38 days (304 hours) 14+ years 20 days per year 40 days (320 hours)	Vacation days accrue, but may not be taken during the first ninety (90) days of the employee's probationary period. All full-time personnel who have completed the first ninety (90) days of their probationary period may take vacation with pay in accordance with the following accrual schedule: 0-59 months: 80 hours 60-119 months: 120 hours 120 and over: 160 hours													
	Police Certified Employees				0-5 years- 8 hours per month, more then 5 but less then 10- 10 hours per month, more then 10 but less then 15 full years- 12 hours per month, 15 full years and over- 14 hours per month	1 year of service: 96 hours; 2-3 years of service: 120 hours; 4 years of service: 128; 5 years of service: 136 hours; 6 years of service: 144 hours; 7 years of service: 152 hours; 8 years of service: 160 hours; 9 years of service: 176 hours; 10-15 years of service: 192 hours; 16-20 years of service: 200 hours; 21 or more years of service: 216 hours	96-144	Length of Service Vacation Earned Maximum Vacation Accrual 6 months through 4 years 12 days per year 24 days (192 hours) 5 years through 9 years 15 days per year 30 days (240 hours) 10 years 16 days per year 32 days (256 hours) 11 years 17 days per year 34 days (272 hours) 12 years 18 days per year 36 days (288 hours) 13 years 19 days per year 38 days (304 hours) 14+ years 20 days per year 40 days (320 hours)	All personnel who have completed 180 days or more of full-time service shall be entitled to take vacation with pay in accordance with the following accrual schedule: Less than 6 years - 80 hours / 6 but less than 10 years - 120 hours / 10 years and over - 160 hours													
	Fire Certified Employees	bi-weekly	121		Employees shall earn 8.42 hours of sick leave per calendar month (1 01 hours per calendar year) from the date of employment. Forty (40) hour employees shall earn 8 hours of sick leave per month.	For employees working 40 hours per week - 1 year of service: 96 hours; 2-4 years of service: 120 hours; 5-8 years of service: 144 hours; 9-11 years of service: 160 hours; 12-15 years of service: 176; 16-20 years of service: 192 hours; 21 or more years: 200 hours / For employees working 48 hours per week: 1 year of service: 120 hours; 2-4 years of service: 144 hours; 5-8 years of service: 168 hours; 9-11 years of service: 192 hours; 12-15 years of service: 216 hours; 16 or more years of service: 240 hours.	144 - 216		Vacation days accrue but may not be taken during the first one hundred eighty (180) days of service. Exceptions to this general rule may be made by the Fire Chief at his discretion. All personnel who have completed one hundred eighty (180) days or more of full-time service shall be entitled to take vacation with pay in accordance with the following accrual schedule: 40 Hour Employees: less than 6 years = 80 hours, 6 but less than 10 years = 120 hours, 10 year and over = 160 hours // 24 hour and Paramedics: less than 6 years = 5 shifts / 2 weeks / 120 hours, 6 year but less than 10 = 7 shifts/3weeks/168 hours, 10 years and over = 10 shifts/4 weeks/240 hours													

	Broward County, FL Sheriff's Office	City of Fort Lauderdale, FL	City of Boca Raton, FL	City of Boynton Beach, FL	City of Delray Beach, FL	Town of Jupiter, FL	Village of North Palm Beach, FL
				The maximum amount of vacation to be accrued annually is 200 hours.		Length of Service Vacation Earned Maximum Vacation Accrual 6 months through 4 years 12 days per year 24 days (192 hours) 5 years through 9 years 15 days per year 30 days (240 hours) 10 years 16 days per year 32 days (256 hours) 11 years 17 days per year 34 days (272 hours) 12 years 18 days per year 36 days (288 hours) 13 years 19 days per year 38 days (304 hours) 14+ years 20 days per year 40 days (320 hours)	The maximum number of vacation days an employee may accrue is the unused days accrued during the employee's previous two year period.
General Employees	320	400	360hrs		288		
Maximum Hours Accrued (Annually), include any changes to this benefit based on service provisions.			see FOP agreement	The maximum amount of vacation to be accrued annually is 200 hours.		Length of Service Vacation Earned Maximum Vacation Accrual 6 months through 4 years 12 days per year 24 days (192 hours) 5 years through 9 years 15 days per year 30 days (240 hours) 10 years 16 days per year 32 days (256 hours) 11 years 17 days per year 34 days (272 hours) 12 years 18 days per year 36 days (288 hours) 13 years 19 days per year 38 days (304 hours) 14+ years 20 days per year 40 days (320 hours)	The maximum number of vacation days an employee may accrue is the unused days accrued during the employee's previous two (2) year period.
Police Certified Employees		544			288		
	320 - Dep/Sigs: 400 - lts.		288 hours	The maximum amount of vacation to be accrued annually is 240 hours.	432		The maximum number of vacation days an employee may accrue is the unused days accrued during the employee's previous two (2) year period.
Fire Certified Employees	360	544					The maximum number of vacation days an employee may accrue is the unused days accrued during the employee's previous two year period. Any employee, who voluntarily terminates, retires or dies while employed by the Village shall receive payment equal to 100% of the unused days of vacation accrued during the two year period prior to termination, retirement, or death. If employment is terminated by death, the estate of the employee shall receive payment for the earned vacation time. However, in the Village's sole discretion, payment may be made directly to the spouse, or if no spouse, to the child(ren) over 18 years of age, or if no children, to the employee's father or mother in accordance with Florida Statute 222.15, as amended from time to time. Any employee who fails to complete his/her probationary period, is terminated for cause, or fails to give appropriate notice of resignation, shall not receive payment for earned vacation time.
Payout provisions of accrued leave upon separation of employment and/or retirement?		100% In good standing	Yes, paid accrued time	Vacation is paid out at 100%.	100% accrued balance	100% payout	
General Employees							

	Broward County, FL Sheriff's Office	City of Fort Lauderdale, FL	City of Boca Raton, FL	City of Boynton Beach, FL	City of Delray Beach, FL	Town of Jupiter, FL	Village of North Palm Beach, FL
Police Certified Employees		100% in good standing	100% for annual	Vacation is paid out at 100%	100% accrued balance		Any employee, other than an employee who is discharged for cause, who voluntarily terminates, retires or dies while employed by the VILLAGE, shall receive payment equal to one hundred percent (100%) of the unused days of vacation accrued during the two year period prior to termination, retirement or death.
Fire Certified Employees		100% in good standing	100% for annual after 6 mnths of employment	Vacation is paid out at 100% New hires can use approved vacation leave after 6 months of hire.	100% accrued balance	100% payout	100% accrued during two year period prior to termination
General Employees	Immediately	6 months		New hires can use approved vacation leave after 6 months of hire.	one year	after 6 months	FPE - 180 days / General Employees - 90 days
Police Certified Employees	Immediately	6 months	1 year probationary period	New hires can use approved vacation leave after 6 months of hire.	one year	after 6 months	180 days
Fire Certified Employees	Immediately	6 months	1 year probationary period	New hires can use approved vacation leave after 6 months of hire.	one year		180 days
General Employees			N/A	N/A		No	Purpose: The purpose of the annual vacation leave reimbursement program is to establish guidelines and criteria by which eligible employees may submit to the Village a reimbursement request for certain levels of unused vacation. 9.4.2 Criteria: A. This policy is applicable only to those employees not covered by a collective bargaining agreement. B. In accordance with Section 9.2.1 B, regular full-time employees can earn up to a certain number of days based on their length of service with the Village for purposes of vacation. In accordance with Section 9.2.1 B(5), the employee cannot accrue more than two years worth of vacation time. C. When an employee uses ten (10) days of vacation time (i.e. 80 hours) in the same year for which he requests reimbursement, he will have achieved the minimum threshold base for the reimbursement program. D. Once the employee has reached the minimum threshold base, the employee will

When can new hires begin to use accrued benefits?

	Broward County, FL Sheriff's Office	City of Fort Lauderdale, FL	City of Boca Raton, FL	City of Boynton Beach, FL	City of Delray Beach, FL	Town of Jupiter, FL	Village of North Palm Beach, FL
Other relevant provisions of this leave benefit?	Police Certified Employees						An employee who has used ten (10) days of vacation time in a fiscal year may request reimbursement for any unused vacation days above the ten (10) days used. Employees requesting reimbursement must do so, in writing on a form provided by the Human Resources Director, during the month of October immediately following the fiscal year in which the ten (10) vacation days were used. The VILLAGE will provide reimbursement no later than the November 30th immediately following the written request. Reimbursement shall be at 100% of the employees' hourly rate as of September 30th of the fiscal year in which the ten (10) vacation days were used. The employee will be required to sign a certification/affidavit confirming that the reimbursement for the annual vacation leave days/hours is final and will not be subject to the grievance process. *
				N/A		No	Employees who have accrued three hundred eighty four (384) hours of sick leave ("minimum base") in Bank #2 may request reimbursement for sick leave accrued over the minimum base. Reimbursement by the VILLAGE will be on a 50% basis for every sick day hour above the minimum. Leave accumulated in Bank #1 will not be eligible for sick leave reimbursement.
	Fire Certified Employees						Sick leave reimbursement is a voluntary right of the employee. An employee can only submit a request once per year during the month of May. The VILLAGE will reimburse the employee no later than November 30 of each year.
Please mark (x) the Paid Holiday observed by your organization				N/A			
New Year's Day	General Employees Police Certified Employees Fire Certified Employees	X X X	X X X	X X X	X X X	X X X	X X X
New Year's Eve	General Employees Police Certified Employees Fire Certified Employees						
Martin Luther King, Jr. Day	General Employees Police Certified Employees Fire Certified Employees	X X X	X X X	X X X	X X X	X X X	X X X
Lincoln's Birthday	General Employees Police Certified Employees Fire Certified Employees						
Washington's Birthday	General Employees Police Certified Employees Fire Certified Employees						
Presidents Day	General Employees Police Certified Employees Fire Certified Employees	X X X	X X X	X X X	X X X	X X X	X X X
Good Friday	General Employees Police Certified Employees						

	Broward County, FL Sheriff's Office	City of Fort Lauderdale, FL	City of Boca Raton, FL	City of Boynton Beach, FL	City of Delray Beach, FL	Town of Jupiter, FL	Village of North Palm Beach, FL
Do you offer any other type of paid leave not already covered in this section? If so, describe.	General Employees			Emergency Vacation - an employee may be granted up to 24 hours of vacation for absences from work when a vacation request cannot be made timely. The employee must notify the supervisor/department using the department's call-in procedure at least 30 minutes prior to the start time of their shift. If the employee is already on shift and notified of an emergency, they may use emergency vacation upon notice to, and approval from his/her supervisor. Maximum use: Up to four times per fiscal year.			
	Police Certified Employees	No					n/a
	Fire Certified Employees	No					n/a
	Response (Yes/No)	yes	yes	Yes	NO	Yes	no
Longevity Pay	Please Describe:					Upon completion of five consecutive years of employment as a full-time employee, the employee shall be paid two-hundred fifty dollars (\$250.00) annually as a longevity bonus upon the employee's anniversary date. Upon completion of nine consecutive years of employment as a full-time employee, the employee shall be paid three-hundred seventy-five dollars (\$375.00) annually as a longevity bonus upon the employee's anniversary date. Upon completion of fifteen consecutive years of employment as a full-time employee, the employee shall be paid five-hundred (\$500.00) annually as a longevity bonus upon the employee's anniversary date.	
	Response (Yes/No)	no		FOR GENERAL- 5-10yrs= \$600 annually, 10-15yrs= \$800 annually, 15+yrs= \$1,000 annually. FOR POLICE 10- but < 15 \$1,500, 15 and over \$2,000.			
	Please Describe:	Steps built into range with FR and DLE Lts. Supplemental pay for FOPE. Value of step or supplement is as follows: 5%-12YOS; 10% - 18 YOS and 12% - 20 YOS	see below				
	Response (Yes/No)	no	N/A			No	no
Merit Bonus	Please Describe:		N/A		YES	No	no
				Managers may recommend a one-time bonus payment of up to 5% of the annual salary for outstanding performance.			
Other	Response (Yes/No)				Yes	No	n/a
	Please Describe:			Service Awards - 10 years = \$50; 15 years=\$75; 20 years = \$100; 25 years = \$125; 30 years = \$175; 35 years = \$200			
Other	Response (Yes/No)						n/a
	Please Describe:						

PTO & Leave-Sick Leave		City of Palm Beach Gardens, FL	Village of Royal Palm Beach, FL	Village of Tequesta, FL	City of West Palm Beach, FL	Palm Beach County, FL Fire Rescue	Solid Waste Authority
Provided? (Yes/No)	General Employees	Tied in with Personal Leave; See information below	YES	yes	Yes	yes	
	Police Certified Employees			yes			
	Fire Certified Employees			yes		yes	
	General Employees		0-5 yr: 18 days, accrual on 26 pay period, 6-10 23 days, 11+ 28 days	Non union FT: 96			
Hours Accrued (Annually), include any changes to this benefit based on service provisions.	Police Certified Employees			CWA: 96			
	Fire Certified Employees			115			
			Carry over a max of 280 from year to year, but can go over 280 in the year so long as the carry over into new fiscal year is 280				
Maximum Hours Accrued (Annually), include any changes to this benefit based on service provisions.	General Employees			1120			
	Police Certified Employees			1120			104
	Fire Certified Employees					120 hr allotment	
				1600			
			100% payout upon separation	1-4 years: 25%, 5-9 years: 33%, 10-19 years: 40%, 20+ years: 50%			
	General Employees					10% of balance	

		City of Palm Beach Gardens, FL	Village of Royal Palm Beach, FL	Village of Tequesta, FL	City of West Palm Beach, FL	Palm Beach County, FL Fire Rescue	Solid Waste Authority
				On December 1 of each year, 40 hours of sick leave may be sold to the Village at 100% of cost, with additional eligible hours at 50%, subject to the conditions outlined below: x Continuous employment for last 12 months x Accrued balance of 480 or more hours at November 30 (September 30 cut-off for CWA members) x Maximum of 40 hours sick time taken in the last 12 months (48 hours for firefighters) Minimum balance of 360 hours remaining after surrendering leave for cash payment Sick leave sharing is allowed per Village policy. Sick leave shall be rounded off to the nearest 15 minutes.			
	General Employees		This is Personal Leave, not sick or vacation. It is used for BOTH. No reason is needed to take time off.				
Other relevant provisions of this leave benefit?	Police Certified Employees			On December 1 of each year, 40 hours of sick leave may be sold to the Village at 100% of cost, with additional eligible hours at 50%, subject to the conditions outlined below: x Continuous employment for last 12 months x Accrued balance of 480 or more hours at November 30 (September 30 cut-off for CWA members) x Maximum of 40 hours sick time taken in the last 12 months (48 hours for firefighters) Minimum balance of 360 hours remaining after surrendering leave for cash payment Sick leave sharing is allowed per Village policy. Sick leave shall be rounded off to the nearest 15 minutes.			
	Fire Certified Employees			On December 1 of each year, 40 hours of sick leave may be sold to the Village at 100% of cost, with additional eligible hours at 50%, subject to the conditions outlined below: x Continuous employment for last 12 months x Accrued balance of 480 or more hours at November 30 (September 30 cut-off for CWA members) x Maximum of 40 hours sick time taken in the last 12 months (48 hours for firefighters) Minimum balance of 360 hours remaining after surrendering leave for cash payment Sick leave sharing is allowed per Village policy. Sick leave shall be rounded off to the nearest 15 minutes.			

PTO & Leave- Vacation Leave	Provided? (Yes/No)	City of Palm Beach Gardens, FL					Village of Royal Palm Beach, FL					Village of Tequesta, FL					City of West Palm Beach, FL					Palm Beach County, FL Fire Rescue					Solid Waste Authority				
		General Employees					see above.					Yes					Yes					Yes									
		Police Certified Employees										Yes																			
		Fire Certified Employees					Yes					Yes					Yes					Yes									
Hours Accrued (Annually), include any changes to this benefit based on service provisions.												Year 1-4: 80 hours. Year 5-9: 120 hours. 10+ years: 160 hours																			
		General Employees					Depends on years of service; Will include as attachments (Personal Leave policy)															Based on years of service									
		Police Certified Employees										Year 1-4: 80 hours. Year 5-9: 120 hours. 10+ years: 160 hours																			
		Fire Certified Employees					Depends on years of service; Will include as attachments (Personal Leave policy)					Year 1-4: 96 hours. Year 5-9: 144 hours. Year 10+: 192 hours										Based on years of service									

		City of Palm Beach Gardens, FL	Village of Royal Palm Beach, FL	Village of Tequesta, FL	City of West Palm Beach, FL	Palm Beach County, FL Fire Rescue	Solid Waste Authority
Maximum Hours Accrued (Annually). Include any changes to this benefit based on service provisions.	General Employees	Depends on years of service; Will include as attachments (Personal Leave policy)		Non unionized: 320 hours.		160.16	
	Police Certified Employees	Depends on years of service; Will include as attachments (Personal Leave policy)		PBA: 320 hours CWA: 360 hours			
	Fire Certified Employees	Depends on years of service; Will include as attachments (Personal Leave policy)		IAFF: 320 hours		204.10 for 96 hr emp	
Payout provisions of accrued leave upon separation of employment and/or retirement?	General Employees						
				100%		560.16	

	City of Palm Beach Gardens, FL	Village of Royal Palm Beach, FL	Village of Tequesta, FL	City of West Palm Beach, FL	Palm Beach County, FL Fire Rescue	Solid Waste Authority
Other relevant provisions of this leave benefit?	Police Certified Employees					
Please mark (x) the Paid Holiday observed by your organization	Fire Certified Employees					
New Year's Day	General Employees	X	X	X	yes	X
	Police Certified Employees	X			yes	
	Fire Certified Employees	X			yes	
	General Employees		X	X	no	
	Police Certified Employees				no	
New Year's Eve	Police Certified Employees				no	
	Fire Certified Employees				no	
	General Employees	X	X	X	yes	X
	Police Certified Employees	X			yes	
	Fire Certified Employees	X			yes	
Martin Luther King, Jr. Day	General Employees				yes	
	Police Certified Employees	X			no	
	Fire Certified Employees	X			no	
	General Employees				no	
	Police Certified Employees				no	
Lincoln's Birthday	Police Certified Employees				no	
	Fire Certified Employees				no	
	General Employees				no	
	Police Certified Employees				no	
	Fire Certified Employees				no	
Washington's Birthday	General Employees	X	X	X	yes	X
	Police Certified Employees	X			yes	
	Fire Certified Employees	X			yes	
	General Employees				no	
	Police Certified Employees				no	
Presidents Day	General Employees				no	
	Police Certified Employees				no	
	Fire Certified Employees				no	
	General Employees				no	
	Police Certified Employees				no	
Good Friday	General Employees				no	
	Police Certified Employees				no	
	Fire Certified Employees				no	
	General Employees				no	
	Police Certified Employees				no	

	City of Palm Beach Gardens, FL	Village of Royal Palm Beach, FL	Village of Tequesta, FL	City of West Palm Beach, FL	Palm Beach County, FL Fire Rescue	Solid Waste Authority
Memorial Day	Fire Certified Employees X General Employees X Police Certified Employees X	X	X	X	no	X
Independence Day	Fire Certified Employees X General Employees X Police Certified Employees X	X	X	X	yes	X
Labor Day	Fire Certified Employees X General Employees X Police Certified Employees X	X	X	X	yes	X
Veteran's Day	Fire Certified Employees X General Employees X Police Certified Employees X	X	X	X	yes	X
Thanksgiving Day	Fire Certified Employees X General Employees X Police Certified Employees X	X	X	X	accrual	X
Day after Thanksgiving	Fire Certified Employees X General Employees X Police Certified Employees X	X	X	X	accrual	X
Christmas Eve	Fire Certified Employees X General Employees X Police Certified Employees X	HALF DAY	X	X	yes	
Christmas Day	Fire Certified Employees X General Employees X Police Certified Employees X	X	X	X	accrual	X
Personal Holiday	Fire Certified Employees X General Employees X Police Certified Employees X	X	X	X	accrual	X
Employee Birthday	Fire Certified Employees X General Employees X Police Certified Employees X				accrual	
Floating Holiday (TBD)	Fire Certified Employees X General Employees X Police Certified Employees X				no	X
Other	Fire Certified Employees X General Employees X Police Certified Employees X	COLUMBUS DAY				
Other - Provide name of holiday in this space	Fire Certified Employees X General Employees X Police Certified Employees X					
Other Leave	Fire Certified Employees X General Employees X Police Certified Employees X		FTE receive 3 personal days/year and exempt employees receive an additional 3 days, which can be used after the probationary period. Personal days must be used by December 31 or they are forfeited. Unused personal days are not eligible for payout upon employee termination.	No		Vacation Leave (Employees are limited to a 500 hour vacation accrual carry over from fiscal year to fiscal year), Sick Leave (Sick leave accrues at the rate of four (4) hours per pay period (13 days a year). Employees can accrue a maximum of 45 days or 360 hours of sick leave), and Compassionate Leave (In the event of a death in an employee's immediate family, regular status full-time employees and employees in the introductory period, may take compassionate leave up to three (3) days (24 work hours) for a funeral within the State of Florida or five (5) days (40 work hours) for a funeral held outside the State of Florida.
Do you offer paid Personal Leave? If so, describe.	General Employees Police Certified Employees Fire Certified Employees	See above	See Above Under SICK			

		City of Palm Beach Gardens, FL	Village of Royal Palm Beach, FL	Village of Tequesta, FL	City of West Palm Beach, FL	Palm Beach County, FL Fire Rescue	Solid Waste Authority
Do you offer any other type of paid leave not already covered in this section? If so, describe.	General Employees	Up to 5 days of Administrative Leave for exempt employees only		NO	NO		
	Police Certified Employees						
	Fire Certified Employees						
	Response (Yes/No)						
Longevity Pay	Please Describe:	For Police, 2.5% after 7, 10, 15, and 20 years, for time prior to 10/1/12; For Fire, 5% for 10 years, 2.5% after 15, and 20 years, for time prior to 10/1/12					
	Response (Yes/No)	No	NO		No	bargaining 10 year, 15 year, 20 year	
	Please Describe:						
	Response (Yes/No)	No	YES	YES	No		Yes
Merit Bonus	Please Describe:						conducted once a year in September. The actual percentage of the increase will vary depending on individual performance and/or as determined by Solid Waste Authority's Governing Board.
	Response (Yes/No)	Yes	Certification pay for inspectors and Plan reviewers	As Appropriate	No		
	Please Describe:	Cash-in of annual personal leave hours; Police or contract language will be attached		yes			
	Response (Yes/No)	No		yes			
Other	Please Describe:			\$212.50 twice per year			
	Response (Yes/No)						
	Please Describe:						
	Response (Yes/No)						

- General Non-Bargaining Employees:

- ❖ In line with the most recent Employment Cost Index (ECI) for state and local government employee total compensation, the budget contains an adjustment of 2.5% for FY 2017 for non-bargaining employees. In addition, it is the policy of the City to have an independent study and analysis of compensation and classification of non-bargaining unit employees every few years. Recently, such a study was prepared by the firm Evergreen Solutions, LLC. The results of the study recommended equity adjustments totaling approximately \$700,000 for various employees. These adjustments were primarily due to several years of no salary increases, or minimal increases that were intended to only keep pace with inflation. This resulted in many employees being below market based on years of service in their positions. In order to prevent a similar situation from occurring in the future, the consultant recommended that inflationary adjustments, utilizing nationally recognized sources such as the Consumer Price Index and Employment Cost Index, as well as an across-the-board adjustment, be considered. Accordingly, the FY 2017 budget also provides an across-the-board adjustment of 3.5% for general non-bargaining unit employees.

- Budgeted Positions:

- ❖ The proposed budget contains 496 full-time positions, which is an increase of twenty-four (24) from the FY 2016 total of 472. A summary of the requested new positions is as follows:
 - Nine (9) firefighter positions to fully staff Station 64, and one (1) Fire Compliance Manager;
 - Four (4) Emergency Communications Operations employees, due to an increase in the number and complexity of calls as the Northern Municipal Radio Communications Consortium (NMRCC) continues to grow. The cost of these positions will be shared among the members of the NMRCC;
 - A First Assistant Golf Pro and a Meeting & Events Coordinator funded with non-ad valorem revenues in the Golf Special Revenue Fund, due to the opening of the new clubhouse, projected in December 2017. These positions will be filled in the fourth quarter of the fiscal year, in advance of the opening of the clubhouse;
 - Three (3) Parks Maintenance employees due to the new City Park facility;
 - Reclassification of three (3) existing part-time employees: one (1) Training Manager for the new Tactical Training Facility, and two (2) Permit Technicians to keep up with increased workload;
 - One (1) GIS Analyst, due to increased demand for services and trends in new technology such as the sharing of data and information via smart phones, tablet computers, and other systems, and;
 - One (1) Media Relations Specialist/Writer to assist the Public Media Relations Manager in the day-to-day functions required in updating the City's website and other social media platforms.

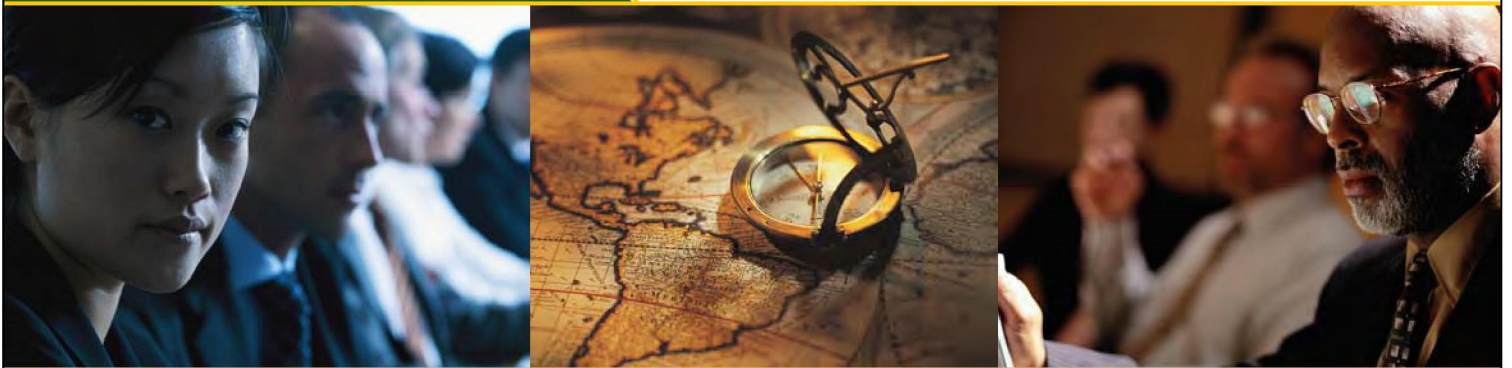
- Pensions

- Police:

Contributions for FY 2017 total \$2,843,423. This amount reflects a decrease of \$60,183, or 2%, from FY 2016. The required contribution has been discounted for interest on the basis that the contribution is made in full at the beginning of the year.

Compensation and Classification Study City of Palm Beach Gardens, FL

FINAL REPORT



Evergreen Solutions, LLC

September 6, 2016

Chapter 1 - Introduction

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

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

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



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

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

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

Kick-off Meeting

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

Employee Outreach

The orientation sessions, which occurred in December 2015, provided an opportunity for employees and supervisors to learn more information about the purpose of the study, and receive specific information related to their participation in the study process, particularly the JAT. The focus group meetings allowed City employees, supervisors, and senior management to identify practices that were working well at the City, as well as to suggest areas of opportunities for improvement with regard to compensation and classification. The focus groups also provided an opportunity for Evergreen to receive suggestions on cities that are considered competitors which were used in the determination of targets to use in the salary survey and suggestion on particular positions that the City has retention and recruitment issues. The feedback received during these sessions is summarized in **Chapter 2** of this report.

Classification Analysis

To perform an analysis of the City's classification system, all employees were asked to complete a JAT in which they had the opportunity to describe the work they perform in their own words. Supervisors were then asked to review their employees' JATs and provide additional information as needed about the classifications. The information provided in the



completed JATs was utilized in the classification analysis in two ways. First, the work described was reviewed to ensure that classification titles were being utilized appropriately. Second, the JATs were evaluated to quantify, by a scoring method, each classification's relative value within the organization. Each classification's score was based on employee and supervisor responses to the JAT, and the scores allowed for a comparison of classifications across the City. MITs (Management Issue Tools) were also completed by Supervisors to provide more information in reference to specific positions that Evergreen should examine for classification and compensation concerns.

Analysis of Current Conditions

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

Market Analysis

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

Recommendations

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



Chapter 2 – Summary of Employee Outreach

In December 2015, the Evergreen Solutions team carried out a series of employee focus groups and interviews for the City of Palm Beach Gardens, Florida. The objective of these focus groups and interviews was to obtain employee responses concerning the strengths and weaknesses of the City's current compensation and classification systems. These focus group and interviews also offer a unique opportunity to identify benchmark positions that employees feel can most benefit from an external comparison and target organizations that should be included in our salary survey of Palm Beach Garden's peers. This chapter aims to identify and summarize overall feedback revealed across all focus groups and interviews.

The observations in this chapter are designed to suggest a generalized summarization of opinions of the general themes and trends expressed by all employees interviewed, and are not to reflect the opinions of any given individual or group. Findings from these focus groups and interviews are separated by category below.

General Feedback

When inquired as to why they came to work for their respective organization, why they have stayed, and what they felt was working well, many employees pointed out several top reasons such as the overall benefits package, a great Management team and that they enjoyed working for a very progressive city. Here are some additional observations expressed by employees and supervisors:

- In general, City employees expressed that both job security and a sense of pride in working for the City play a positive role in affecting morale.
- The majority of employees considered the very generous benefits package as one of the leading advantages of working for the City.
- Employees often identified the work they perform as a challenging and rewarding service to their community.
- Employees regularly mentioned that the amount of coverage provided under the City's health plan is an appealing part of their total compensation package.
- Employees expressed their satisfaction with management's involvement in employee concerns and responsiveness to external market fluctuations concerning employee's salaries.



- Overall, personnel indicate that the City is a great place to work with several distinct advantages in place for employees.

Compensation Issues

Overall, staff and supervisors indicated that they were compensated fairly for the level and type of and work they perform. City staff presented the following observations related to compensation:

- Some employees mentioned that they would like to see incentives for certification and education as an area for consideration.
- Employees mentioned that salary increases lately have only kept up with changes to cost of living and that they don't provide a substantive way to progress through their salary range and that this is contributing to salary compression in some areas.
- Some employees communicated that compensation policies related to additional education and job related certifications should be looked at to ensure there is consistency across various departments in the City.
- A number of employees communicated that in regards to increases in pay, they would like to see it based on a formal and consistently applied merit structure.

Classification Issues

Many employees provided Evergreen Solutions with issues specific to individual classifications, which will be analyzed during the Job Assessment Tool (JAT) review and Management Issues Tool (MIT) review. Some of the issues that employees highlighted are listed below:

- A classification issue expressed by some across various departments was the lack of a career path for certain positions.
- Employees mentioned that job descriptions are not accurately reflecting the work being asked of them and that these job descriptions are not evolving as job duties increase.
- Employees made note of several positions for which the titles do not accurately reflect the current type or level of work that is being accomplished.

Market Peers

Focus group and interview participants were asked to name those organizations they considered market-peer organizations. Many employees and supervisors indicated positively that the City really has no peers; and that no city in the area compares to Palm Beach Gardens. Responses from employees are considered when selecting organizations to be surveyed in



the salary market study. Participants named with some frequency the following Florida organizations as the City's biggest competitors in terms of employee compensation, benefits, and other intrinsic qualities such as working conditions:

- Town of Jupiter
- City of West Palm Beach
- City of North Palm Beach
- City of Boca Raton
- City of Boynton Beach
- City of Port St. Lucie
- Village of Wellington
- Palm Beach County
- Palm Beach County Sheriff's Office
- Martin County

Benchmark Positions

Employees were asked which positions within the City present the greatest challenges with regard to recruitment and retention. Evergreen Solutions asked employees which particular positions were currently experiencing high turnover and recruitment issues. These positions provide a basic framework for populating the market salary survey. Employees responded with the following areas and specific positions:

- Code Compliance Officers, Building Inspectors and Plans Examiners were positions mentioned by many employees to have retention concerns. These positions have also presented the City with some recruitment challenges.

Summary

The feedback received by Evergreen Solutions provides a great foundation for the development of recommendations for the City. The employees of Palm Beach Gardens provided a number of reasonable observations with respect to potential human resources issues across the organization. These comments will be taken into consideration when identifying underlying challenges and formulating the best possible solutions for the City.

In general, the employees of the City were upbeat when describing their passion for their job, and considered the City a very admirable place to work. Employees pointed out a number of well-defined advantages of working for the City, which they believe tend to help attract and retain good employees. Even though employees emphasized several potential problems, many of these issues are typically found within other publicly funded agencies.

As a whole, the employees of Palm Beach Gardens City take pride in their work and strive to make distinct contributions to their organization and their overall community. The Evergreen Solutions team plans to utilize the information gathered from employees throughout the remainder of this study in order to arrive at appropriate recommendations for the City.



Chapter 3 – Assessment of Current Conditions

The purpose of this chapter is to address the current pay structure of the City and its effectiveness. Additionally, the assessment of current conditions aims to diagnose any potential issues that may be occurring within the City's compensation system, as well as identify potential strengths that Evergreen's recommendations can build upon.

The data and analyses found within this chapter are reflective of the current conditions of the City's compensation plan and policies, and should be treated as such. The insights gained from this chapter do not alone merit recommendations for the City, but rather are one of the many inputs that go into the recommendations formulated for the City.

Included within this chapter are the following sections:

- 3.1 Pay Plan Analysis
- 3.2 Grade Placement Analysis
- 3.3 Quartile and Tenure Analysis
- 3.4 Employees by Department
- 3.5 Compression Analysis
- 3.6 Summary

3.1 PAY PLAN ANALYSIS

An organized pay plan is important because it allows employees to understand the process of salary progression and can clarify issues of equity between pay grades. The City's current pay plan for general non-bargaining employees utilizes 25 pay grades, all of which have employees currently assigned to them. Additionally, each grade operates within an open range providing a salary minimum, midpoint, and maximum. A complete list of the City's pay grades as well as the respective minimum, midpoint, and maximum salaries for each grade can be found in **Exhibit 3A**. The range spread, a measure of the width of individual pay grades, and the number of incumbents per grade is also listed.



EXHIBIT 3A
CURRENT PAY PLAN FOR GENERAL NON-BARGAINING

Grade	Minimum	Midpoint	Maximum	Midpoint Progression	Range Spread	Employees
38	\$ 31,465.95	\$ 39,647.10	\$ 47,828.25	-	52%	1
39	\$ 33,033.69	\$ 41,622.44	\$ 50,211.20	5.0%	52%	9
40	\$ 34,713.77	\$ 43,739.35	\$ 52,764.93	5.1%	52%	11
41	\$ 36,393.86	\$ 45,856.26	\$ 55,318.66	4.8%	52%	6
42	\$ 38,296.56	\$ 48,253.67	\$ 58,210.78	5.2%	52%	3
43	\$ 40,200.31	\$ 50,652.40	\$ 61,104.48	5.0%	52%	12
44	\$ 42,216.41	\$ 53,825.93	\$ 65,435.44	6.3%	55%	9
45	\$ 44,342.79	\$ 56,537.06	\$ 68,731.32	5.0%	55%	10
46	\$ 46,471.24	\$ 59,250.83	\$ 72,030.42	4.8%	55%	3
47	\$ 48,822.32	\$ 62,248.46	\$ 75,674.59	5.1%	55%	14
48	\$ 51,286.79	\$ 65,390.66	\$ 79,494.52	5.0%	55%	8
49	\$ 53,861.53	\$ 68,673.46	\$ 83,485.38	5.0%	55%	5
50	\$ 56,549.67	\$ 72,100.83	\$ 87,651.98	5.0%	55%	13
51	\$ 59,349.12	\$ 75,670.13	\$ 91,991.13	5.0%	55%	1
52	\$ 62,372.23	\$ 79,524.59	\$ 96,676.95	5.1%	55%	1
53	\$ 65,507.69	\$ 83,522.31	\$101,536.92	5.0%	55%	7
54	\$ 68,753.43	\$ 89,379.46	\$110,005.48	7.0%	60%	2
55	\$ 72,114.64	\$ 93,749.03	\$115,383.42	4.9%	60%	3
56	\$ 75,809.78	\$ 98,552.72	\$121,295.65	5.1%	60%	7
57	\$ 79,504.93	\$103,356.41	\$127,207.88	4.9%	60%	6
58	\$ 83,536.09	\$108,596.92	\$133,657.74	5.1%	60%	4
59	\$ 87,678.56	\$113,982.13	\$140,285.70	5.0%	60%	3
60	\$ 92,045.74	\$119,659.47	\$147,273.19	5.0%	60%	4
61	\$ 96,749.98	\$125,774.97	\$154,799.97	5.1%	60%	2
62	\$102,082.56	\$132,707.33	\$163,332.09	5.5%	60%	1
Total/Avg	-	-	-	5.2%	55%	145

Grade 47 is currently the City's most populous grade with 14 employees. The City has two grades with only two occupants: Grade 61 and Grade 54. The least occupied grades within the City's pay plan are Grades 38, 51, 52, and 62, each containing only a single individual. The range spread increases as we progress through the pay structure widening the difference between grade minimums and maximums and creating more room for movement inside of a grade. The midpoint progression varies as it moves through the grades, but remains for the most part between approximately five and seven percent. The lowest midpoint progression of 4.8 percent occurs in the movement from both Grade 40 to Grade 41 and from Grade 45 to Grade 46. The largest increase in salary midpoints, a seven percent increase, comes from the movement from Grade 53 to Grade 54 where we observe the first occurrence of a director level salary, the Deputy Director of Public Services/ Emergency Management.



3.2 GRADE PLACEMENT ANALYSIS

For the purpose of assessing how well the City's compensation structure is performing, the employee salary distribution is analyzed for each pay grade. Midpoint analysis reveals the distribution of employee salaries relative to their respective salary range midpoint. A skewed distribution of employee salaries to either above or below the midpoint can be an indicator of ineffective policies for moving employees through their pay plans. This can result in a poor progression of employee salaries throughout their ranges or a situation where a growing number of employees are nearing or reaching their pay grade maximum.

Exhibit 3B shows the results of the midpoint analysis conducted for the City.

EXHIBIT 3B
EMPLOYEES ABOVE AND BELOW MIDPOINT BY PAY GRADE

Grade	Employees	# < Mid	% < Mid	# > Mid	% > Mid
38	1	1	100.0%	0	0.0%
39	9	7	77.8%	2	22.2%
40	11	9	81.8%	2	18.2%
41	6	4	66.7%	2	33.3%
42	3	2	66.7%	1	33.3%
43	12	10	83.3%	2	16.7%
44	9	4	44.4%	5	55.6%
45	10	7	70.0%	3	30.0%
46	3	2	66.7%	1	33.3%
47	14	10	71.4%	4	28.6%
48	8	5	62.5%	3	37.5%
49	5	4	80.0%	1	20.0%
50	13	12	92.3%	1	7.7%
51	1	1	100.0%	0	0.0%
52	1	1	100.0%	0	0.0%
53	7	4	57.1%	3	42.9%
54	2	1	50.0%	1	50.0%
55	3	0	0.0%	3	100.0%
56	7	5	71.4%	2	28.6%
57	6	1	16.7%	5	83.3%
58	4	1	25.0%	3	75.0%
59	3	0	0.0%	3	100.0%
60	4	0	0.0%	4	100.0%
61	2	0	0.0%	2	100.0%
62	1	0	0.0%	1	100.0%
Total	145	91	62.8%	54	37.2%



The City currently has 91 of its employees, representing 62.8 percent of total employees, being compensated below their salary range midpoint. Conversely, 54 employees, which account for the remaining 37.2 percent, are being compensated above their salary range midpoint. This distribution is an early sign that compression occurring towards the lower levels of employee compensation may not be a large issue as was expressed during Outreach, but this notion can be tested through Quartile and Tenure Analysis which will provide more information regarding the distribution of employee salaries relative to time spent by employee in their current classification.

Exhibit 3C shows the number of employees in each grade who have a current salary at either the minimum or maximum of the range.

**EXHIBIT 3C
EMPLOYEES AT MINIMUM AND MAXIMUM OF PAY GRADE**

Grade	Employees	# at Min	% at Min	# at Max	% at Max
38	1	0	0.0%	0	0.0%
39	9	0	0.0%	1	11.1%
40	11	0	N/A	1	N/A
41	6	0	N/A	0	N/A
42	3	0	0.0%	1	33.3%
43	12	1	8.3%	0	0.0%
44	9	0	0.0%	1	11.1%
45	10	0	0.0%	1	10.0%
46	3	0	0.0%	0	0.0%
47	14	0	0.0%	1	7.1%
48	8	0	0.0%	1	12.5%
49	5	0	0.0%	1	20.0%
50	13	1	7.7%	0	0.0%
51	1	0	0.0%	0	0.0%
52	1	0	0.0%	0	0.0%
53	7	0	0.0%	0	0.0%
54	2	0	0.0%	0	0.0%
55	3	0	0.0%	1	33.3%
56	7	0	0.0%	1	14.3%
57	6	0	0.0%	1	16.7%
58	4	0	0.0%	0	0.0%
59	3	0	0.0%	0	0.0%
60	4	0	0.0%	1	25.0%
61	2	0	0.0%	1	50.0%
62	1	0	0.0%	0	0.0%
Total	145	2	1.4%	13	9.0%



This analysis is useful for identifying if the City has an unusually high number of employees at either the pay range minimum or maximum points. An organization with a large percentage of employees at the minimum can cause employee morale issues, as newly hired employees may have a salary similar to those with more experience. Conversely, an inordinate number of employees at the grade maximum can indicate that employees are capping out in their current salary range too frequently and promotion to additional grades or wider range spreads may be necessary to prevent employee retention issues.

The City has only two employees at their respective salary range minimum and 13 employees at their respective salary grade maximum. No particular grade has a high concentration of employees at their pay grade minimum or maximum, but it can be seen that the two employees at their pay grade minimum are in Grades 43 and 50.

3.3 QUARTILE AND TENURE ANALYSIS

Although midpoint analysis allows insight to the distribution of employees above and below their respective midpoints, quartile analysis takes that further and has the ability to reveal the clustering of salaries in any given quartile. Quartile analysis is performed by taking employee salary ranges and dividing them in four equal sections. The first quartile represents the 0-25 percent of employee salary ranges, while the second quartile represents the 26-50 percent range; the third quartile represents the 51-75 percent range, and the fourth quartile the final 76-100 percent range. By analyzing tenure along with quartile analysis, it is possible to observe how the distribution of employee salaries throughout the quartiles interacts with average employee tenure by grade.

Exhibit 3D describes in detail each pay grade and the distribution of employees within each grade across the quartiles, along with their average tenure. **Exhibit 3E** graphically depicts how employees within each pay grade are distributed among the four quartiles.



EXHIBIT 3D QUARTILE AND TENURE ANALYSIS

GRADE	Total Employees	Average Years of Tenure	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
			# Employees	Avg Tenure	# Employees	Avg Tenure	# Employees	Avg Tenure	# Employees	Avg Tenure
38	1	2.8	1	2.8	0	N/A	0	N/A	0	N/A
39	9	7.3	6	5.3	1	9.3	1	12.8	1	11.6
40	11	10.5	6	9.0	3	11.4	1	11.5	1	15.8
41	6	9.2	3	3.0	1	10.1	1	13.0	1	23.0
42	3	13.9	1	10.7	1	8.8	0	N/A	1	22.3
43	12	6.2	8	3.7	2	9.8	1	11.5	1	13.1
44	9	11.6	3	3.3	1	12.2	1	13.3	4	17.3
45	10	9.1	7	3.4	0	N/A	1	26.1	2	20.6
46	3	8.8	1	2.1	1	12.2	0	N/A	1	12.0
47	14	10.5	6	2.8	4	13.1	1	11.8	3	22.2
48	8	11.0	4	3.5	1	14.5	0	N/A	3	19.9
49	5	6.0	3	2.4	1	9.5	0	N/A	1	13.1
50	13	9.8	7	10.4	5	7.8	0	N/A	1	16.2
51	1	9.4	1	9.4	0	N/A	0	N/A	0	N/A
52	1	13.9	1	13.9	0	N/A	0	N/A	0	N/A
53	7	9.2	3	2.4	1	13.1	1	1.9	2	21.3
54	2	21.3	0	N/A	1	28.7	1	13.8	0	N/A
55	3	19.8	0	N/A	0	N/A	1	19.8	2	19.7
56	7	12.5	2	9.9	3	9.4	0	N/A	2	19.8
57	6	16.4	1	14.4	0	N/A	2	7.0	3	23.4
58	4	17.5	1	3.9	0	N/A	2	20.1	1	25.9
59	3	4.4	0	N/A	0	N/A	2	3.9	1	5.4
60	4	14.1	0	N/A	0	N/A	1	14.0	3	14.1
61	2	9.1	0	N/A	0	N/A	1	5.2	1	12.9
62	1	14.8	0	N/A	0	N/A	1	14.8	0	N/A
Overall Total	145	11.2	65	6.1	26	12.1	19	12.5	35	17.5
Overall Average										

EXHIBIT 3E
QUARTILE ANALYSIS (PERCENTAGE OF EMPLOYEES PER PAY GRADE)

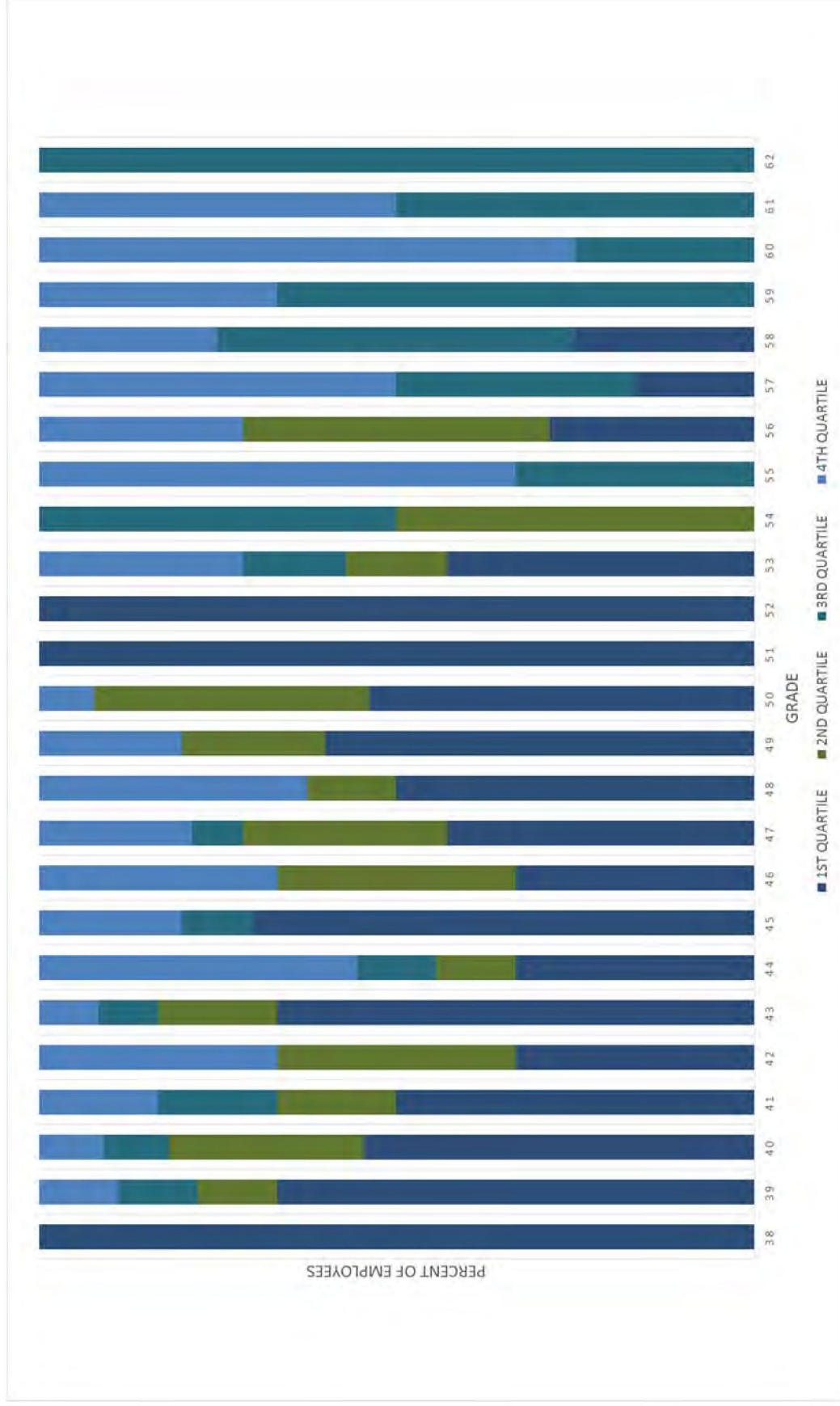


EXHIBIT 3E CONTINUED
QUARTILE ANALYSIS (PERCENTAGE OF EMPLOYEES PER PAY GRADE)

Grade	Total	1st Quartile	2nd Quartile	3rd Quartile	4th Quartile
38	1	0.7%	0.0%	0.0%	0.0%
39	9	4.1%	0.7%	0.7%	0.7%
40	11	4.1%	2.1%	0.7%	0.7%
41	6	2.1%	0.7%	0.7%	0.7%
42	3	0.7%	0.7%	0.0%	0.7%
43	12	5.5%	1.4%	0.7%	0.7%
44	9	2.1%	0.7%	0.7%	2.8%
45	10	4.8%	0.0%	0.7%	1.4%
46	3	0.7%	0.7%	0.0%	0.7%
47	14	4.1%	2.8%	0.7%	2.1%
48	8	2.8%	0.7%	0.0%	2.1%
49	5	2.1%	0.7%	0.0%	0.7%
50	13	4.8%	3.4%	0.0%	0.7%
51	1	0.7%	0.0%	0.0%	0.0%
52	1	0.7%	0.0%	0.0%	0.0%
53	7	2.1%	0.7%	0.7%	1.4%
54	2	0.0%	0.7%	0.7%	0.0%
55	3	0.0%	0.0%	0.7%	1.4%
56	7	1.4%	2.1%	0.0%	1.4%
57	6	0.7%	0.0%	1.4%	2.1%
58	4	0.7%	0.0%	1.4%	0.7%
59	3	0.0%	0.0%	1.4%	0.7%
60	4	0.0%	0.0%	0.7%	2.1%
61	2	0.0%	0.0%	0.7%	0.7%
62	1	0.0%	0.0%	0.7%	0.0%
Total	100%	44.8%	17.9%	13.1%	24.1%

The results of the quartile analysis show that 65, or 44.8 percent of employees are currently occupying the first quartile of their salary ranges, 26, or 17.9 percent are occupying the second quartile, 19 or 13.1 percent are in the third quartile, and 35, 24.1 percent in the fourth.

Average tenure, the average amount of years an employee has spent with the City, across the four quartiles consists of approximately six years for the first quartile, 12 and 12.5 years for the second and third quartiles respectively, and 17.5 years for the fourth quartile. Average tenure increases as expected relative to employee salaries progressing through the quartiles, however there are some irregularities with regard to employee tenure given the quartile their salaries occupy. This can happen as the result of promotions, reclassifications, or the conversion of part-time employee to full-time status within the last few years.

Although there is a high concentration of employees in the fourth quartile of their salary ranges (24 percent of City employees), the distribution of employees across the quartiles is generally appropriate given their tenure.

3.4 EMPLOYEES BY DEPARTMENTS

As of December 2015, the City employed in non-bargaining positions 145 individuals in 102 full time classifications. **Exhibit 3F** shows the distribution of employees across the departments within the City, as well as the number of classifications per department.



EXHIBIT 3F
NON-BARGAINING EMPLOYEES BY DEPARTMENT

Department	Employees	Classes	% of Total
Administration	3	3	2.1%
City Clerk	5	5	3.4%
Community Services	64	33	44.1%
Finance	9	9	6.2%
Fire	9	9	6.2%
Human Resources	5	4	3.4%
Information Technology	8	8	5.5%
Legal	1	1	0.7%
Planning & Zoning	14	10	9.7%
Police	26	19	17.9%
Purchasing	1	1	0.7%
Total	145	102	100.0%

The City currently has its 145 employees distributed across 11 departments. The largest department is the Community Services Department, which currently has 64 incumbents representing 44.1 percent of the City's non-bargaining workforce. The smallest departments are Purchasing and Legal, each of which only possess one employee and account for 0.7 percent of the City's total employment.

3.5 COMPRESSION ANALYSIS

Pay compression is defined as the lack of variation in salaries between employees with significantly different levels of experience and responsibility, and can be seen as a threat to internal equity. 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 people with high potential and developing them for the long term, they have opted for people who could “hit the ground running”—regardless of their potential.

Exhibit 3G indicates the ratio of subordinate to supervisor salaries by grade. Employees were grouped into categories reflecting whether their actual salary was less than 80 percent, less than 95 percent, or greater than 95 percent of their supervisor’s salary.



EXHIBIT 3G
EMPLOYEE TO SUPERVISOR SALARY RATIO
BY PAY GRADE

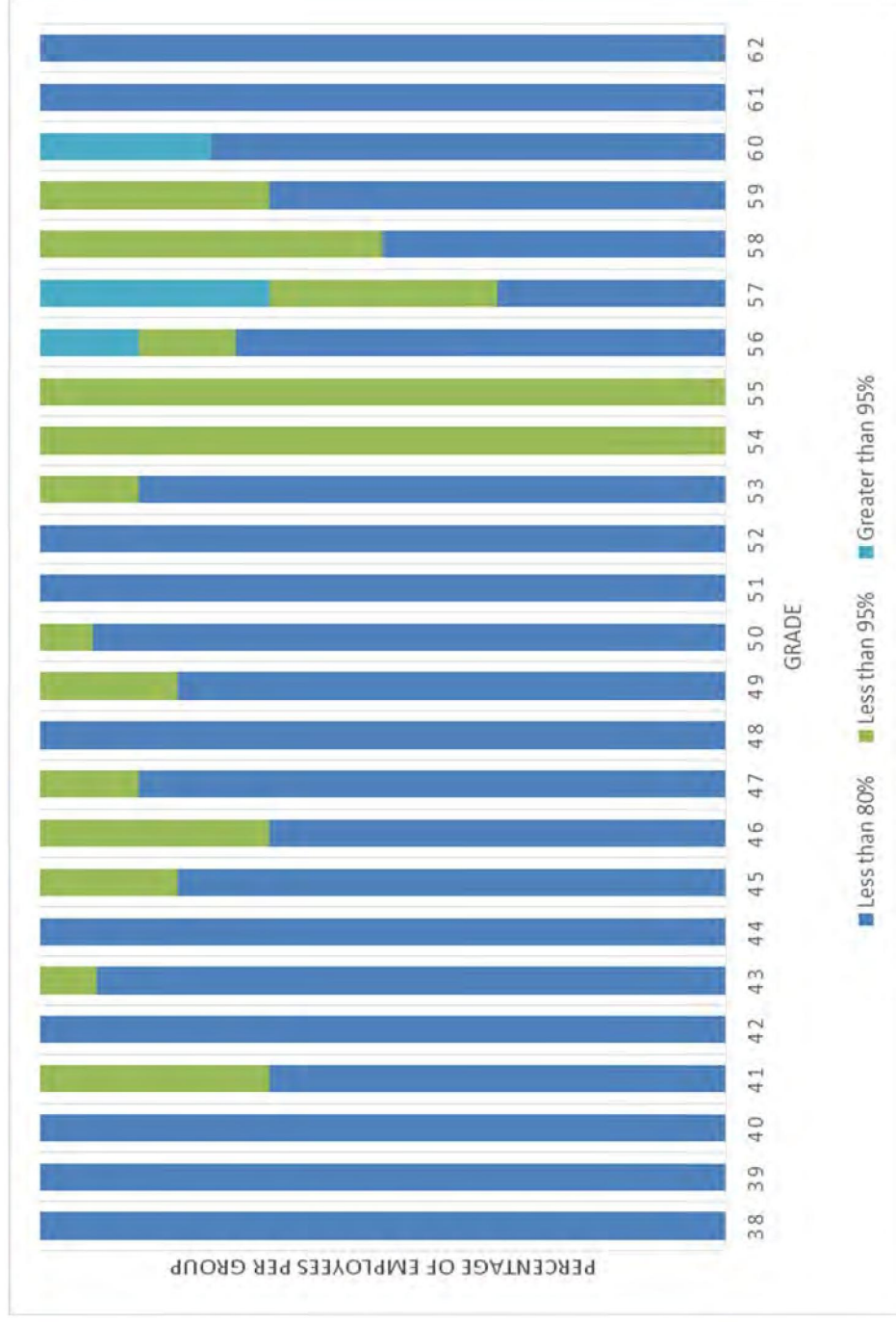


EXHIBIT 3G CONTINUED
EMPLOYEE TO SUPERVISOR SALARY RATIO BY PAY GRADE

GRADE	Less than 80%	Less than 95%	Greater than 95%	Total
38	100.0%	0.0%	0.0%	1
39	100.0%	0.0%	0.0%	9
40	100.0%	0.0%	0.0%	11
41	66.7%	33.3%	0.0%	6
42	100.0%	0.0%	0.0%	3
43	91.7%	8.3%	0.0%	12
44	100.0%	0.0%	0.0%	9
45	80.0%	20.0%	0.0%	10
46	66.7%	33.3%	0.0%	3
47	85.7%	14.3%	0.0%	14
48	100.0%	0.0%	0.0%	8
49	80.0%	20.0%	0.0%	5
50	92.3%	7.7%	0.0%	13
51	100.0%	0.0%	0.0%	1
52	100.0%	0.0%	0.0%	1
53	85.7%	14.3%	0.0%	7
54	0.0%	100.0%	0.0%	2
55	0.0%	100.0%	0.0%	3
56	71.4%	14.3%	14.3%	7
57	33.3%	33.3%	33.3%	6
58	50.0%	50.0%	0.0%	4
59	66.7%	33.3%	0.0%	3
60	75.0%	0.0%	25.0%	4
61	100.0%	0.0%	0.0%	2
62	100.0%	0.0%	0.0%	1
Total	82.1%	15.2%	2.8%	100.0%

Through inspection, the occurrence of employees making over 95 percent of their supervisor's salary happens just four times in Grades 56, 57, and 60. Some instance of compression may be occurring in Grades 54 and 55 since every employee within those grades earn 80 percent or more of their supervisor's salary.

Exhibit 3H displays by pay grade, the variation between employees' actual salary and their expected salary given years of tenure with the city in their current classification. Employees have been grouped into one of four categories for ease of analysis: those whose actual salaries are 10 percent or more above expected salary; employees whose actual salaries are between 0 and 10 percent above expected salary; employees whose actual salaries are between 0 and -10 percent below expected salary; and employees whose actual salaries are



-10 percent or greater below expected salary. Expected placement is calculated by completing the following process for each employee:

- Step 1: Calculate

$$\text{Expected Range Penetration} = \frac{\text{Years of Experience in Current Job}}{\text{Number of Years to Reach Max in Pay Grade}}$$

- Step 2: Calculate

$$\text{Expected Salary Placement} = \text{Expected Range Penetration} \times (\text{Max} - \text{Min}) + \text{Min}$$

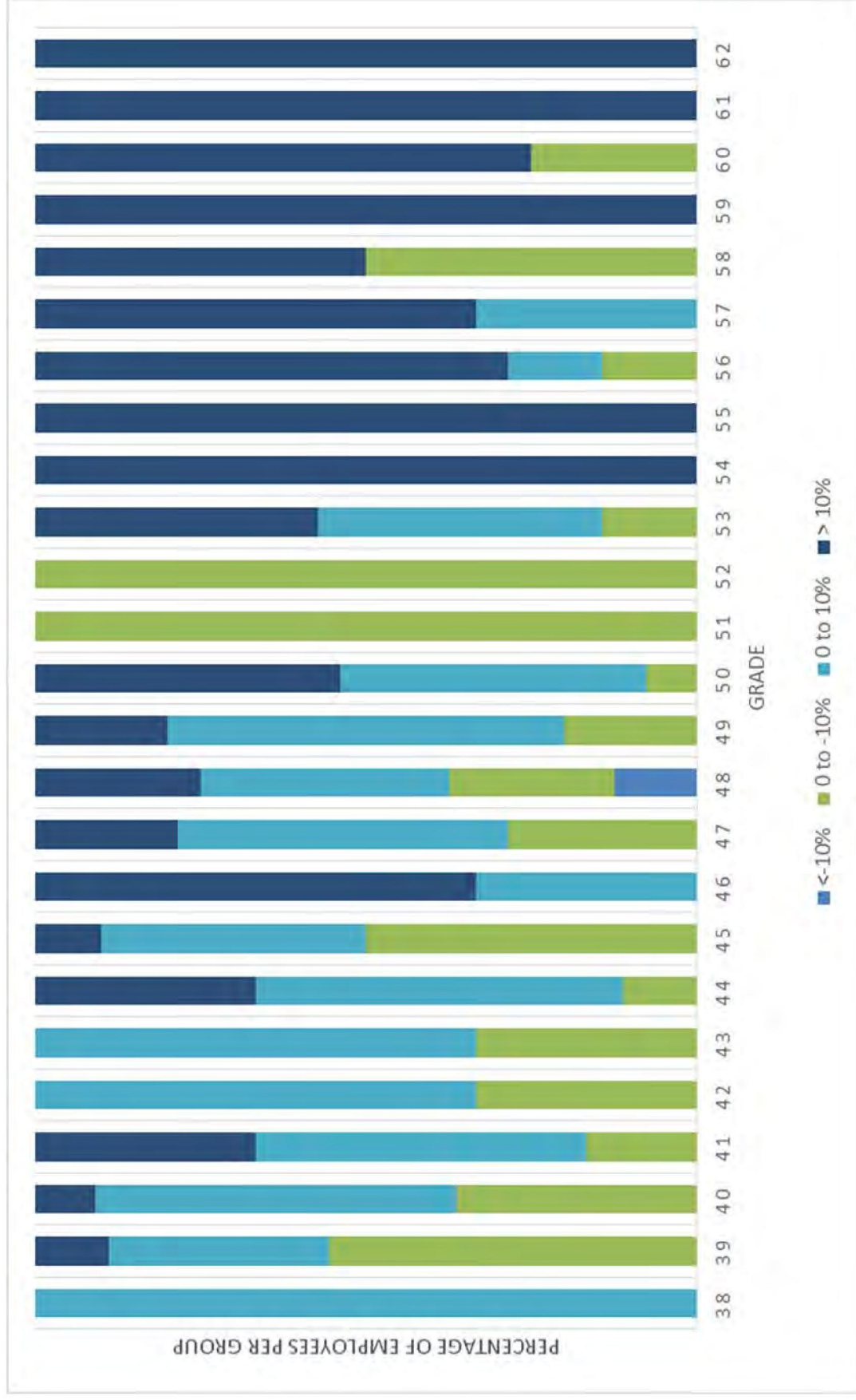
In order to calculate the expected range penetration, the first equation makes use of a ratio of years of experience, or tenure within a classification in the City, to the number of years it takes to move through the range for a respective pay grade. For this study, we represent a full career as moving from the minimum of a pay grade to the maximum in 20 years.

The second equation then uses this ratio to define a salary placement that puts equal weight, with respect to moving an employee from the minimum of their range to the maximum, on each year of additional experience within the City. The equation from Step 1 multiplied by an employee's salary range gives us the additional salary an employee should earn for every year of additional experience within their classification. When this result is then added to the employee's respective pay grade salary minimum we will have constructed an expected salary placement based on a pay grade's salary range, expected career duration of 20 years, and actual years of experience.

Once the expected salary placement is determined, it is compared to each employee's actual salary to calculate the percentage of variation. For those employees where the variance is found to be negative, it is typically recommended that their salary be brought to the level of expected salary unless there is reason for current placement. For those employees with little to no variation, or positive variation, no action is typically needed.



EXHIBIT 3H
ACTUAL VERSUS EXPECTED SALARY VARIATION
BY PAY GRADE



Based on data in the **Exhibit 3I**, we can see that while 27.2 percent of employee's actual salaries are below their expected salary placement given years of tenure within a classification within the City, there is only one employee located in the Community Services department that is over ten percent below their expected salary placement. That same department also has the most amount of employees receiving a salary that is below their expected classification tenure based salary expectation. The two departments that have no employees being paid below their expected salaries are Human Resources and the Legal Departments.



EXHIBIT 3I
PERCENT DIFFERENCE BETWEEN EXPECTED AND ACTUAL SALARIES
BY DEPARTMENT

Department	<10%		0 - 10%		0 - 10%		> 10%		Total Employees
	Number of Employees	Percentage of employees	Number of Employees	Percentage of employees	Number of Employees	Percentage of employees	Number of Employees	Percentage of employees	
Administration	0	0.0%	0	0.0%	3	100.0%	0	0.0%	3
City Clerk	0	0.0%	2	40.0%	1	20.0%	2	40.0%	5
Community Services	1	1.6%	19	29.7%	27	42.2%	17	26.6%	64
Finance	0	0.0%	2	22.2%	3	33.3%	4	44.4%	9
Fire	0	0.0%	2	22.2%	2	22.2%	5	55.6%	9
Human Resources	0	0.0%	0	0.0%	3	60.0%	2	40.0%	5
Information Technology	0	0.0%	4	50.0%	3	37.5%	1	12.5%	8
Legal	0	0.0%	0	0.0%	0	0.0%	1	100.0%	1
Planning & Zoning	0	0.0%	3	21.4%	8	57.1%	3	21.4%	14
Police	0	0.0%	3	11.5%	8	30.8%	15	57.7%	26
Purchasing	0	0.0%	1	100.0%	0	0.0%	0	0.0%	1
Total/Avg	1		36		58		50		145
Average		0.1%		27.0%		36.7%		36.2%	

3.6 SUMMARY

The City's current compensation system is performing relatively well, and the following are key points to summarize this chapter's findings:

- The City does not have an unusual number of employees at their salary ranges' minimum, but nine percent of all City employees are already at their pay grade maximum and those employees are evenly distributed across almost half of the City's departments.
- The employee-supervisor ratios suggest that compression does not appear to be causing a degradation of internal equity except in just a few pay mid-level pay grades when comparing employees and their supervisor's salaries. Overall, there is a large majority of employee's salaries that are below 80% of their supervisors.
- Nearly two-thirds of the City's employees' salaries are at or below their respective salary range midpoint, but only one employee reported receiving a salary less than 10 percent below their expected salaries based on classification tenure.
- Quartile and Tenure analysis reveals that although almost half of the City's employees are located in the first quartile of their salary ranges, the distribution of employee salaries is appropriate given their years of tenure.

The analyses within this chapter reveal that the City's current structure has done well in that employee salaries are progressing through their quartiles appropriately over time. The information from this chapter is used along with the analyses found in the Market Summary **Chapter 4**, along with City Management feedback in order to formulate recommendations that build upon the strengths of the City's current system.



Chapter 4 – Market Summary

Conducting a market comparison analysis helps determine the relative competitive market pay position of the City's compensation system by examining salary ranges offered by the market for a sample of the City's classifications. The data collected is used to analyze overall market competitiveness of the organization as well as for developing a compensation plan that will assist the City in recruiting and retaining talent. The market comparison analysis is used to examine the overall competitiveness of the organization and not for evaluating salaries at the individual level, as individual pay is determined through a combination of factors, which can include demand for the type of job, performance, experience, and negotiation skills during the hiring process and budget.

Market comparison analysis should be considered a snapshot of current market conditions, as the data collected is reflective of market information at the time of the study. Market conditions can change, and market surveys should be done at regular intervals to ensure the organization's salary structure remains up-to-date with the current market.

4.1 MARKET SALARY SURVEY DATA SOURCES

Evergreen Solutions collected pay range information from target peers in the City's competitive market utilizing a survey tool. Development of this tool included selecting benchmark classifications at the City to be surveyed. The desired outcome of benchmarking is to select a cross-section of the City's classifications, so that the surveyed positions make up a subset of all work areas and levels of classifications at the City. The classification title, a description of assigned duties, and the education and experience requirements were provided in the survey tool for each benchmarked classification.

Data was collected from a database of private industry salaries and the list of 20 market peers shown in **Exhibit 4A**. Peers were selected based on a number of factors such as location and relative population. Data was adjusted for cost of living using cost of living index factors when appropriate, which allows for salary dollars from entities outside of the City area to be compared in spending power relevant to the City. Data was also evaluated without a cost of living adjustment. When peer data was not available due to lack of respondents, Evergreen Solutions also made use of employer reported salary data collected by the Economic Research Institute (ERI.) This tool provides a method to access further market data that accounts for individual differences in geographic areas, an organization's size, and aggregate experience.

EXHIBIT 4A
TARGET MARKET PEERS WHO RESPONDED

Market Peers	Population
City of Palm Beach Gardens, FL*	50,521
City of Boca Raton, FL	91,332
City of Boynton Beach, FL	68,217
City of Coconut Creek, FL	52,909
City of Coral Springs, FL	121,096
City of Delray Beach, FL	65,055
City of Fort Lauderdale, FL	172,389
City of Plantation, FL	87,496
City of Pompano Beach, FL	99,845
City of Sunrise, FL	88,843
City of West Palm Beach, FL	99,919
Martin County, FL	146,318
Palm Beach County, FL	1,320,134
Town of Davie, FL	91,992
Town of Juno Beach, FL	3,176
Town of Jupiter, FL	55,156
Town of Palm Beach, FL	8,348
Village of North Palm Beach, FL	12,015
Village of Royal Palm Beach, FL	34,140
Village of Tequesta, FL	5,629
Village of Wellington, FL	59,860
Economic Research Institute	N/A

*Population data for the City was supplied by Palm Beach Gardens, other population data comes from Census 7/1/2014 estimates.

Exhibit 4B shows the market peers and the cost of living index used when cost of living figures were analyzed. A higher cost of living index than the City indicates that the cost of living is higher in the peer's region than in the City's region, and thus an individual's salary has a higher purchasing power in the peer's region than in the City's region. A cost of living index below the City indicates that the cost of living is lower in the peer's region.

EXHIBIT 4B
TARGET MARKET PEERS AND COST OF LIVING FACTORS

Market Peers	Cost of Living Index
City of Palm Beach Gardens, FL	112.9
City of Boca Raton, FL	112.9
City of Boynton Beach, FL	112.9
City of Coconut Creek, FL	108.3
City of Coral Springs, FL	108.3
City of Delray Beach, FL	112.9
City of Fort Lauderdale, FL	108.3
City of Plantation, FL	108.3
City of Pompano Beach, FL	108.3
City of Sunrise, FL	108.3
City of West Palm Beach, FL	112.9
Martin County, FL	111.1
Palm Beach County, FL	112.9
Town of Davie, FL	108.3
Town of Juno Beach, FL	112.9
Town of Jupiter, FL	112.9
Town of Palm Beach, FL	112.9
Village of North Palm Beach, FL	112.9
Village of Royal Palm Beach, FL	112.9
Village of Tequesta, FL	112.9
Village of Wellington, FL	112.9
Economic Research Institute	112.9

4.2 MARKET DATA

Making use of the City's assigned pay grade ranges, Evergreen Solutions was able to make direct market evaluations across classifications and compare the ranges of benchmarked positions to the salary ranges collected from the target organizations mentioned above. The market differentials, the percent difference between the City and the market, are shown for survey market range minimum, midpoint, and maximum. A positive differential indicates the City is above market for that classification at the range minimum, midpoint, or maximum. A negative differential indicates the City is below market for that classification.

Exhibit 4C provides a summary of the results from the non-cost-of-living-adjusted (COLA) 50th percentile or median salary market data. The exhibit contains the following information:

- Each classification that was benchmarked.
- The market salary range information for each classification including the median of the peers' responses for the salary range minimum, midpoint, and maximum for each benchmarked classification. Those without salary differentials at the minimum, midpoint, and maximum are indicated by a hyphen and represent either a lack of peer data, or a lack of City salary range information.
- The City's current salary range compared to the market and assigned a percent differential. In the next to last row of the exhibit, the average percent differentials for the range minimum, midpoint and maximum are provided. In order to consider the data valid and accurate, Evergreen Solutions typically desires a minimum of five responses for each surveyed classification and a midpoint market differential bounded by 40 percent i.e., an average market midpoint for a target classification being less than 40 percent above the City's midpoint for that positions and greater than 40 percent below the City's midpoint. In application, any classification with less than five responses, or with a market differential above 40 percent or below -40 percent is omitted in the overall average row provided at the bottom of **Exhibit 4C**.
- The survey average range, displayed in the second column from the right, provides the average range width for each classification surveyed. This spread is the percent difference of the average minimum and average maximum salaries of respondents in terms of the surveyed median minimum salary.
- The total number of survey responses for each classification is provided in the column on the far right, and the average number of responses for all of the classifications is provided in the last row.



EXHIBIT 4C

SALARY SURVEY MARKET SUMMARY – NON-COST OF LIVING ADJUSTED 50TH PERCENTILE

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg		# Resp.
		Average	% Diff	Average	% Diff	Average	% Diff	Range		
1	Accountant II	\$50,989.00	-4.4%	\$65,572.00	-5.3%	\$78,686.00	-4.0%	53.5%		13
2	Administrative Specialist II - Fire	\$36,993.84	-12.0%	\$43,995.23	-5.7%	\$50,996.61	-1.6%	53.6%		3
3	Administrative Specialist III - Community Services	\$38,777.00	-6.5%	\$48,562.38	-5.9%	\$58,118.08	-5.1%	53.9%		3
4	Administrative Specialist III - Police	\$39,546.83	-8.7%	\$48,562.38	-5.9%	\$58,118.08	-5.1%	56.7%		5
5	Assistant Police Chief	\$90,667.20	-3.4%	\$115,596.00	-1.4%	\$140,524.80	-0.2%	51.5%		11
6	Assistant To The City Manager	\$56,000.00	14.5%	\$70,598.50	15.5%	\$83,805.00	17.5%	52.5%		13
7	Building Inspector I	\$48,855.50	-10.2%	\$63,157.61	-11.7%	\$75,356.64	-9.6%	53.1%		18
8	Building Official	\$79,520.10	-15.7%	\$99,330.40	-11.1%	\$119,720.60	-8.8%	56.5%		18
9	Business Services Coordinator	\$35,206.00	16.6%	\$42,922.46	20.3%	\$49,753.18	24.0%	50.8%		7
10	Cashier	\$29,082.50	7.6%	\$37,341.22	5.8%	\$45,021.00	5.9%	53.9%		10
11	Chief Of Police	\$99,492.00	-2.8%	\$128,070.23	-1.8%	\$157,502.59	-1.7%	52.8%		12
12	City Clerk	\$79,127.38	5.3%	\$101,236.35	6.8%	\$121,521.31	9.1%	56.8%		16
13	City Engineer	\$82,905.49	9.9%	\$104,925.91	12.3%	\$127,707.43	13.3%	57.8%		16
14	Code Compliance Officer I	\$38,103.00	5.2%	\$49,000.00	3.3%	\$60,000.00	1.8%	54.4%		19
15	Code Compliance Officer III	\$43,252.60	2.5%	\$54,492.25	3.6%	\$66,361.20	3.4%	53.2%		10
16	Code Compliance Supervisor	\$48,672.00	0.3%	\$62,882.50	-1.0%	\$77,233.00	-2.1%	55.6%		13
17	Deputy City Manager	\$104,588.40	-2.5%	\$131,852.35	0.6%	\$157,421.51	3.6%	55.7%		14
18	Deputy Director of Public Services/Emergency Management	\$75,988.00	-10.5%	\$99,821.75	-11.7%	\$123,655.50	-12.4%	63.6%		6
19	Deputy Finance Administrator	\$79,310.00	13.8%	\$102,841.50	14.1%	\$126,353.00	14.2%	54.8%		15
20	Deputy Fire Chief - Administration	\$91,335.92	-9.3%	\$110,473.22	-1.7%	\$130,198.00	2.6%	52.1%		13
21	Director Of Planning & Zoning	\$84,814.70	3.3%	\$102,628.19	10.0%	\$126,311.62	10.0%	58.5%		15
22	Director Of Public Services & Emergency Management	\$86,627.84	-9.0%	\$121,573.92	-17.6%	\$156,520.00	-23.0%	68.9%		3
23	Division Chief - Administrative Services	\$83,927.00	-10.7%	\$102,327.48	-3.8%	\$120,800.00	0.4%	52.7%		13
24	Early Childhood Development Coordinator	\$33,576.00	31.2%	\$50,331.00	19.1%	\$67,086.00	11.3%	99.8%		1
25	Emergency Communications Manager	\$62,628.00	4.4%	\$78,373.29	6.2%	\$98,609.00	2.9%	55.2%		11
26	Evidence Custodian	\$35,829.00	-3.2%	\$46,482.28	-6.3%	\$54,914.71	-4.1%	54.3%		12
27	Executive Legal Assistant	\$46,532.00	9.3%	\$59,893.60	8.4%	\$72,820.80	8.4%	56.5%		11
28	Finance Administrator	\$92,056.52	0.0%	\$118,967.50	0.6%	\$140,758.30	4.4%	57.9%		18
29	Fire Chief	\$99,112.00	-2.4%	\$123,341.80	1.9%	\$149,259.97	3.6%	51.6%		12

EXHIBIT 4C
SALARY SURVEY MARKET SUMMARY – NON-COST OF LIVING ADJUSTED 50TH PERCENTILE (CONTINUED)

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
		Average	% Diff	Average	% Diff	Average	% Diff		
30	Fleet Supervisor	\$54,109.12	-5.5%	\$71,397.04	-9.2%	\$87,144.33	-9.6%	55.7%	15
31	Golf Maintenance Superintendent	\$57,953.24	-2.5%	\$73,545.48	-2.0%	\$89,137.72	-1.7%	53.8%	2
32	Golf Maintenance Supervisor	\$40,737.40	-1.3%	\$52,323.58	-3.3%	\$63,909.76	-4.6%	56.3%	4
33	Human Resources Administrator	\$87,443.20	5.0%	\$110,473.22	7.7%	\$130,442.00	11.4%	58.0%	19
34	Human Resources Coordinator	\$38,103.00	-9.8%	\$49,342.16	-12.8%	\$59,800.00	-13.3%	55.1%	13
35	Human Resources Generalist	\$49,102.50	8.8%	\$63,625.00	7.4%	\$77,944.43	6.6%	55.4%	18
36	Information Technology Administrator	\$92,161.50	-0.1%	\$112,522.95	6.0%	\$136,070.27	7.6%	57.4%	16
37	Information Technology Operations Manager	\$70,262.40	-7.3%	\$87,350.00	-4.6%	\$104,296.00	-2.7%	52.6%	13
38	MIS Technician	\$41,477.28	1.8%	\$54,223.50	-0.7%	\$66,598.00	-1.8%	50.2%	11
39	Network Manager	\$57,993.48	11.5%	\$72,960.03	12.6%	\$87,914.65	13.4%	49.8%	12
40	Network Specialist	\$51,480.92	-5.4%	\$63,555.10	-2.1%	\$76,106.37	-0.6%	49.9%	12
41	Operations Coordinator	\$54,617.56	-11.9%	\$71,002.83	-14.1%	\$86,934.64	-14.9%	50.8%	3
42	Operations Director	\$79,310.00	-10.0%	\$102,841.50	-9.7%	\$126,373.00	-9.5%	58.8%	5
43	Operations Manager - Aquatics	\$58,658.00	-3.7%	\$73,211.50	-1.5%	\$91,169.00	-4.0%	55.8%	7
44	Operations Manager - Athletics	\$52,499.20	7.2%	\$70,396.00	2.4%	\$82,539.00	5.8%	54.9%	7
45	Operations Manager - Community Services Administration	\$61,432.49	-8.6%	\$76,374.91	-5.9%	\$92,350.00	-5.4%	51.4%	4
46	Operations Manager - Construction Services	\$45,870.40	18.9%	\$57,937.59	19.6%	\$70,004.77	20.1%	52.6%	2
47	Operations Manager - Engineering	\$69,611.15	-23.1%	\$82,785.46	-14.8%	\$95,959.76	-9.5%	47.8%	3
48	Operations Manager - Facilities	\$56,000.00	1.0%	\$68,674.84	4.8%	\$84,081.09	4.1%	53.0%	9
49	Operations Manager - Golf	\$51,526.00	8.9%	\$67,301.52	6.7%	\$83,591.04	4.6%	53.6%	3
50	Operations Manager - Neighborhood Services (Code)	\$67,579.20	-19.5%	\$87,526.40	-21.4%	\$107,473.60	-22.6%	59.0%	2
51	Operations Manager - Parks & Grounds	\$57,954.00	-2.5%	\$74,440.71	-3.2%	\$89,968.80	-2.6%	53.8%	10
52	Operations Manager - Streets & Stormwater	\$61,814.00	-9.3%	\$75,187.66	-4.3%	\$89,105.50	-1.7%	53.5%	12
53	Planner	\$48,888.72	-0.1%	\$61,348.50	1.4%	\$74,276.80	1.8%	54.3%	17
54	Plans Examiner	\$50,989.00	0.6%	\$66,066.00	-1.0%	\$80,300.00	-1.0%	53.3%	15
55	Police Major	\$83,000.00	-4.4%	\$108,898.40	-5.4%	\$130,875.00	-2.9%	46.6%	9
56	Police Services Specialist	\$32,070.00	2.9%	\$39,998.40	3.9%	\$48,006.40	4.4%	54.0%	11
57	Principal Planner	\$61,942.40	5.4%	\$80,290.36	3.9%	\$96,348.70	5.1%	55.4%	15
58	Public Media Relations Manager	\$62,532.00	4.5%	\$74,999.81	10.2%	\$86,934.64	14.4%	49.7%	7
59	Purchasing/Contracts Director	\$76,329.00	8.6%	\$93,500.00	13.9%	\$115,000.00	14.0%	57.1%	15



EXHIBIT 4C SALARY SURVEY MARKET SUMMARY – NON-COST OF LIVING ADJUSTED 50TH PERCENTILE (CONTINUED)

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg		# Resp.
		Average	% Diff	Average	% Diff	Average	% Diff	Range		
60	Quartermaster - Fire	\$40,323.00	-5.3%	\$50,404.50	-4.5%	\$60,486.00	-3.9%	50.0%		1
61	Quartermaster - Police	\$36,562.41	4.5%	\$45,457.50	5.8%	\$56,218.00	3.4%	60.6%		6
62	Records Manager	\$44,108.17	5.1%	\$54,629.03	7.8%	\$66,224.24	8.1%	56.3%		12
63	Recreation Director	\$85,813.92	-13.2%	\$107,830.25	-9.4%	\$129,406.05	-6.7%	58.1%		16
64	Recreation Supervisor - General Programs	\$42,100.00	-4.7%	\$55,090.45	-8.8%	\$66,629.50	-9.0%	53.2%		14
65	Recreation Tennis Supervisor	\$35,072.34	8.4%	\$45,216.08	6.3%	\$55,359.82	4.9%	60.7%		3
66	Recreation Youth Enrichment Instructor	\$32,956.00	5.1%	\$50,430.50	-15.3%	\$67,905.00	-28.7%	106.0%		1
67	Resource Manager	\$46,270.07	5.2%	\$62,255.77	0.0%	\$78,241.46	-3.4%	69.1%		2
68	Risk Management Coordinator	\$43,905.50	-4.0%	\$55,908.65	-3.9%	\$69,039.16	-5.5%	60.3%		10
69	Senior Human Resources Generalist	\$59,130.24	-4.6%	\$75,375.50	-4.5%	\$90,043.20	-2.7%	55.7%		7
70	Senior Software Systems Specialist	\$54,371.20	8.4%	\$71,397.04	5.6%	\$85,339.07	7.2%	50.3%		7
71	Server Manager	\$63,689.52	-2.1%	\$82,780.57	-4.1%	\$98,986.38	-2.4%	55.0%		10
72	Software Systems Specialist	\$54,371.20	-28.8%	\$67,677.50	-25.7%	\$79,124.00	-20.9%	52.3%		7
73	Unified Services Director	\$104,665.60	-38.1%	\$129,850.00	-31.8%	\$161,700.00	-33.3%	52.3%		3
Overall Average			-1.3%		-0.8%		-0.4%	56.1%		9.9
Overall Average *			-0.6%		0.5%		1.6%	54.6%		12.1

*Outliers are defined as benchmarks that possess midpoint differentials of 40% or greater from the City of Palm Beach Gardens or received less than 5 responses. Outliers are removed so that extreme differentials do not skew the average results. The positions that were identified as outliers were Administrative Specialist II - Fire, Administrative Specialist III - Public Services, Director Of Public Service & Emergency Management, Early Childhood Development Coordinator, Golf Maintenance Superintendent, Golf Maintenance Supervisor, Operations Coordinator, Operations Manager - Community Services Administration, Operations Manager - Engineering, Operations Manager - Golf, Operations Manager - Neighborhood Services (Code), Operations Manager - Unified Services, Quartermaster - Fire, Recreation Tennis Supervisor, Resource Manager, Unified Services Director, and Youth Enrichment Instructor (Teacher).



Market Minimums

A starting point of the analysis is to compare the peer median market minimum for each classification to the City's range minimums. Market minimums are generally considered as an entry level salary for employees who meet the minimum qualifications of a classification. Those employees with salaries at or near the range minimums are unlikely to have mastered the job and probably have not acquired the skills and experience necessary to be fully proficient in their classification.

As **Exhibit 4C** above illustrates, the City when using non-cost-of-living adjusted data is on average, approximately 1.3 percent below market at the minimum of their respective salary ranges for all surveyed classifications. However, when removing outliers and those classifications with low responses (i.e., less than five), the City is on average, 0.6 percent below market at the minimum. Several conclusions can be drawn based on the collected data:

- The surveyed position differentials ranged from 38.1 percent below market minimum in the case of the Unified Services Director classification to 31.2 percent above market for the Early Childhood Development Coordinator, however both of these positions would be considered outliers due to the number of responses.
- Of the 72 positions with market minimum percent differentials, 40 classifications (55.6 percent) were below market at the minimum. The remaining 32 were found to be above market or even at the minimum of surveyed salary ranges.
- Three surveyed positions were greater than 20 percent below market. These classifications are listed below with their market minimum differentials:
 - Operations Manager – Engineering – 23.1 percent below market
 - Software Specialist - 28.8 percent below market
 - Unified Services Director - 38.1 percent below market
- One surveyed position had a recorded salary minimum greater than 20 percent above market. That classification is listed below with its market minimum differential:
 - Early Childhood Development Coordinator - 31.2 percent above market

Market Midpoints

This section explores the comparison between the median peer midpoints and the midpoints for classifications at the City. Market midpoints are important to consider because they are commonly recognized as the salary point at which employees have achieved full proficiency, and are performing satisfactorily in their classification. As such, midpoint is often considered as the salary point at which a fully proficient employee could expect their salary to be placed.



As **Exhibit 4C** above illustrates, the City when using non-cost-of-living adjusted data is on average, 0.8 percent below market at the median midpoint of the respective salary ranges, for all surveyed classifications. However, when again removing outliers and classifications with low responses (i.e., less than five), the City is, on average 2.6 percent above market at the median midpoint. Based on the collected data, the following observations can be made:

- The surveyed position differentials ranged from 37.3 percent below market midpoint for the Unified Services Director classification to 20.3 percent above market for the Business Services Coordinator, however the Unified Services Director would be considered an outlier due to the low number of responses.
- Of the 72 positions with market midpoint percent differentials, 40 classifications (55.6 percent) were below market at the midpoint, while the remaining 32 placed above the market or were even at their surveyed salary midpoints.
- Three surveyed positions were greater than 20 percent below market at midpoint. These classifications are listed below with their market midpoint differentials:
 - Operations Manager – Neighborhood Services (Code) – 21.4 percent below market
 - Software Systems Specialist – 25.7 percent below market
 - Unified Services Director - 31.8 percent below market
- There were four surveyed positions with a salary midpoint greater than 15 percent above market at midpoint. Those positions are listed below with their market midpoint differential:
 - Assistant To The City Manager – 15.5 percent above market
 - Operations Manager – Community Services – 19.1 percent above market
 - Early Childhood Development Coordinator – 19.6 percent above market
 - Business Services Coordinator – 20.3 percent above market

Market Maximums

In this section, the peer salary range maximums are compared to the City's range maximums for each benchmarked classification. The market maximum is significant as it represents the upper limit salary that an organization might provide to retain and/or reward experienced and high performing incumbents. Additionally, being competitive at the maximum allows organizations to attract highly qualified employees for an in-demand classification.

As **Exhibit 4C** above illustrates, the City when using median non-cost-of-living adjusted data is on average, 0.4 percent below market at the maximum of the respective salary ranges for all surveyed classifications. However, once those classifications with low responses (i.e., less than five) and the responses considered outliers are removed, the City is on average 1.6 percent above market at the maximum. Based on the collected data, the following observations can be made:



- The surveyed position differentials ranged from 33.3 percent below market maximum again in the case of the Unified Services Director to 24.0 percent above market for the Business Services Coordinator classification, however the Unified Services Director is considered an outlier due to the number of responses.
- Of the 73 positions with market differentials, 39 classifications (53.4 percent) were below market at the maximum, while the remaining 34 classification were above market.
- Five surveyed positions were greater than 20 percent below market at the maximum. These classifications are listed below with their market maximum differentials:
 - Software Systems Specialist – 20.9 percent below market
 - Operations Manager - Neighborhood Services (Code) - 22.6 percent below market
 - Director of Public Services & Emergency Management – 23.0 percent below market
 - Youth Enrichment Instructor (Teacher) - 28.7 percent below market
 - Unified Services Director - 33.3 percent below market
- There were three surveyed positions with a salary maximum greater than 15 percent above market at the maximum. Those positions are listed below with their market maximum differential:
 - Assistant to the City Manager – 17.5 percent above market
 - Operations Manager – Community Services – 20.1 percent above market
 - Business Services Coordinator – 24.0 percent above market

Range Spreads

Range spreads, the width of salary ranges from the minimum to the maximum, allow for flexibility when determining hiring salaries, indicates the room for growth within a classification, and provides a metric for which the City can compare its current compensation structure to the rest of the market. **Exhibit 4C** show the average market range spreads for each of the surveyed positions. The average market range spread across the salaries of all surveyed positions is 56.1 percent and 54.6 percent once outliers and low responses are accounted for and removed. Within the City, the average range spread is 55 percent.

The market range spreads vary between 46.6 percent for the Police Major position and 106 percent for the Youth Enrichment Instructor (Teacher.) The City has significantly less variation within its own range spreads. The City sees many classifications at their minimum salary range spread of 52 percent including Youth Enrichment Instructor and has many classifications at the maximum of their range spread, which was 60 percent and included the Police Major.



Actual Salaries

The average actual analysis is also used to examine the overall competitiveness of the organization but should be used together with the full report as individual salaries are determined through a combination of factors which can include demand for the type of job, past performance, years of tenure, and negotiation skills during the hiring process and budget constraints. When utilized together with salary range spreads and tenure data, we can also make statements regarding the progression of a salary and how that compares to industry and internal standards. While the range comparison above shows how the organizations structure competes in the market place, whether or not individuals are compensated competitively within the range can be determine through analysis of average actual salaries, because what an employee's take home pay is can reveal whether or not the organization is progressing salaries competitively

Exhibit 4D shows the average actual salaries of market peers as compared to the average actual salaries at the City for the surveyed classifications. In the exhibit you will also find the number of peer respondents for each classification with several target classifications having four or fewer responses. The average percent differential of the City's positions was 7.5 percent below the average actual salaries found in the market for those 69 classifications with market comparisons. When classifications with outliers, four or fewer responses, are omitted, the average percent differential of the City's positions was 3.2 percent below the average actual salaries found in the market. Based on the collected data, the following observations can be made:

- The surveyed position differentials ranged from 62 percent below the market's actual average salaries for the Software Systems Specialist classification to 30.4 percent above market for the Operations Manager – Golf, however the Software Systems Specialist classification is considered an outlier due to the magnitude of percent differential.
- Of the 69 positions with market actual salary differentials, 38 classifications (55.1 percent) were below the market.
- 17 surveyed positions were greater than 20 percent below the market's average actual salaries. These classifications are listed below with their market average salary differentials:
 - Building inspector I - 20.1 percent below market
 - Planner - 23.3 percent below market
 - Code Compliance Supervisor - 24.1 percent below market
 - Building Official – 24 percent below market
 - Fleet Supervisor - 24.4 percent below market
 - Plans Examiner - 25.7 percent below market
 - Human Resources Coordinator - 28.2 percent below market
 - Operations Manager – Engineering – 28.4 percent below market
 - Code Compliance Officer III - 29.8 percent below market
 - Operations Manager – 32.6 percent below market
 - Deputy Director of Public Service/Emergency Management – 34.5 percent below



- Administrative Specialist III – Police – 35 percent below market
 - Operations Coordinator - 38.1 percent below market
 - Golf Maintenance Superintendent - 44.2 percent below market
 - Recreation Director - 44.1 percent below market
 - Unified Services Director - 46.7 percent below market
 - Software Systems Specialist – 62.2 percent below market
- There were seven surveyed positions with a market average salary greater than 20 percent above market at midpoint. Those positions are listed below with their market average salary differentials:
 - City Engineer - 20.4 percent above market
 - Evidence Custodian - 20.7 percent above market
 - Quartermaster – Police – 21 percent above market
 - Records Manager – 24.5 percent above market
 - Emergency Communications Manager - 26.9 percent above market
 - Executive Legal Assistant - 28.6 percent above market
 - Operation Manager – Golf- 30.4 percent above market



EXHIBIT 4D
SALARY SURVEY AVERAGE ACTUAL
SALARIES WITH DIFFERENTIALS

ID	Classification	Average Actual Salary		% Difference	# Resp.
		Palm Beach Gardens	Peer Avg.		
1	Accountant II	\$70,435.56	\$69,880.09	0.8%	9
2	Administrative Specialist II - Fire	\$36,094.69	\$41,966.62	-16.3%	2
3	Administrative Specialist III - Police	\$38,287.09	\$51,683.72	-35.0%	5
4	Administrative Specialist III - Public Services	\$42,931.56	\$48,027.39	-11.9%	2
5	Assistant Police Chief	\$127,477.22	\$126,530.79	0.7%	9
6	Assistant To The City Manager	\$67,472.92	\$67,417.77	0.1%	6
7	Building Inspector I	\$53,141.13	\$63,816.39	-20.1%	12
8	Building Official	\$89,266.89	\$110,730.46	-24.0%	11
9	Business Services Coordinator	\$42,216.51	\$40,371.58	4.4%	5
10	Cashier	\$34,529.92	\$33,691.06	2.4%	6
11	Chief Of Police	\$154,799.97	\$137,712.97	11.0%	8
12	City Clerk	\$111,854.82	\$102,123.86	8.7%	12
13	City Engineer	\$136,976.01	\$109,086.81	20.4%	9
14	Code Compliance Officer I	\$41,417.73	\$45,891.02	-10.8%	11
15	Code Compliance Officer III	\$48,093.64	\$62,444.72	-29.8%	5
16	Code Compliance Supervisor	\$55,647.29	\$69,033.10	-24.1%	9
17	Deputy City Manager	\$138,355.02	\$157,218.53	-13.6%	8
18	Deputy Director of Public Service/Emergency Management	\$93,093.89	\$125,249.90	-34.5%	2
19	Deputy Finance Administrator	\$123,566.02	\$110,626.80	10.5%	9
20	Deputy Fire Chief	\$129,231.62	\$124,631.73	3.6%	7
21	Director Of Planning & Zoning	\$117,401.59	\$101,568.67	13.5%	10
22	Director Of Public Service & Emergency Management	\$109,598.30	\$129,850.00	-18.5%	1
23	Division Chief	\$101,871.76	\$119,081.22	-16.9%	6
24	Early Childhood Development Coordinator	\$60,747.63	-	-	0
25	Emergency Communication Manager	\$101,493.24	\$74,239.51	26.9%	5
26	Evidence Custodian	\$52,764.93	\$41,856.42	20.7%	8
27	Executive Legal Assistant	\$75,726.40	\$54,086.08	28.6%	5
28	Finance Administrator	\$147,273.19	\$130,494.95	11.4%	12
29	Fire Chief	\$139,126.17	\$132,563.08	4.7%	7
30	Fleet Supervisor	\$58,107.93	\$72,267.76	-24.4%	8
31	Golf Maintenance Superintendent	\$59,702.31	\$86,090.68	-44.2%	2
32	Golf Maintenance Supervisor	\$41,406.32	-	-	0
33	Human Resources Administrator	\$133,722.22	\$110,134.61	17.6%	12
34	Human Resources Coordinator	\$36,649.06	\$46,966.26	-28.2%	7
35	Human Resources Generalist	\$63,180.59	\$60,266.94	4.6%	9
36	Info Technology Administrator	\$124,687.70	\$120,150.57	3.6%	10
37	IT Operations Manager	\$98,811.06	\$94,348.95	4.5%	5
38	MIS Technician	\$44,569.97	\$47,986.70	-7.7%	5
39	Network Manager	\$78,946.17	\$71,599.73	9.3%	6



EXHIBIT 4D
SALARY SURVEY AVERAGE ACTUAL
SALARIES WITH DIFFERENTIALS (CONTINUED)

ID	Classification	Average Actual Salary		% Difference	# Resp.
		Palm Beach Gardens	Peer Avg.		
40	Network Specialist	\$54,157.50	\$61,835.28	-14.2%	7
41	Operations Coordinator	\$53,361.07	\$73,704.88	-38.1%	2
42	Operations Director	\$115,383.42	\$103,940.12	9.9%	5
43	Operations Manager - Community Services Administration	\$56,549.67	\$74,999.81	-32.6%	1
44	Operations Manager - Engineering	\$65,077.80	\$83,533.53	-28.4%	2
45	Operations Manager - Golf	\$81,396.79	\$56,678.60	30.4%	1
46	Operations Manager - Neighborhood Services (Code)	\$56,549.67	-	-	0
47	Operations Manager - Parks & Grounds	\$72,100.00	\$77,930.62	-8.1%	7
48	Operations Manager - Public Works Facilities	\$58,246.16	\$69,773.46	-19.8%	6
49	Operations Manager - Public Works Streets & Stormwater	\$72,100.00	\$74,579.25	-3.4%	9
50	Operations Manager - Recreation Aquatics	\$68,586.15	\$67,525.56	1.5%	4
51	Operations Manager - Recreation Athletics	\$58,246.16	\$65,821.24	-13.0%	7
52	Operations Manager - Unified Services	\$61,504.68	\$57,937.59	5.8%	2
53	Planner	\$50,286.99	\$61,982.77	-23.3%	11
54	Plans Examiner	\$55,480.43	\$69,750.55	-25.7%	7
55	Police Major	\$108,602.62	\$107,222.50	1.3%	6
56	Police Services Specialist	\$43,269.41	\$42,586.56	1.6%	9
57	Principal Planner	\$78,386.14	\$76,124.96	2.9%	8
58	Public Media Relations Manager	\$72,424.45	\$84,326.99	-16.4%	5
59	Purchasing/Contracts Director	\$91,756.22	\$99,887.05	-8.9%	9
60	Quartermaster - Fire	\$45,719.58	\$53,044.49	-16.0%	1
61	Quartermaster - Police	\$58,210.78	\$45,959.22	21.0%	5
62	Records Manager	\$71,819.19	\$54,191.81	24.5%	9
63	Recreation Director	\$83,269.64	\$120,013.67	-44.1%	8
64	Recreation Supervisor	\$48,312.57	\$57,254.06	-18.5%	9
65	Recreation Tennis Supervisor	\$42,481.53	\$44,664.27	-5.1%	3
66	Resource Manager	\$75,674.59	\$63,095.03	16.6%	1
67	Risk Management Coordinator	\$54,359.44	\$61,542.45	-13.2%	5
68	Senior Human Resources Generalist	\$70,211.18	\$79,186.00	-12.8%	1
69	Senior Software Systems Specialist	\$65,511.91	\$74,991.92	-14.5%	5
70	Server Manager	\$68,848.95	\$80,938.76	-17.6%	5
71	Software Systems Specialist	\$46,370.61	\$75,233.70	-62.2%	4
72	Unified Services Director	\$95,017.50	\$139,352.81	-46.7%	3
73	Youth Enrichment Instructor (Teacher)	\$39,037.74	-	-	0
Overall Average				-7.5%	5.9
Outliers Removed*				-3.2%	7.6

*Organizations that provided average actual data included the following: City of Boca Raton, City of Boynton Beach, City of Coconut Creek, City of Coral Springs, City of Delray Beach, City of Fort Lauderdale, City of Plantation, City of Pompano Beach, City of Sunrise, City of West Palm Beach, Martin County, Palm Beach County, Town of Davie, Town of Juno Beach, Town of Jupiter, Town of Palm Beach, Village of North Palm Beach, Village of Royal Palm Beach, Village of Tequesta, and Village of Wellington.



4.3 ADDITIONAL SURVEY QUESTIONS

In addition to the market salary data, Evergreen gathered information regarding general human resource practices of the peer organizations. The questionnaire was completed and returned by eight peers and included information such as: employee tenure and turnover rates, salary adjustment mechanisms and practices, and employee benefits as a percentage of total compensation. These questions provide another dimension of comparison which Evergreen used to define the context for the salary data received.

From these questions, the following observations were made:

- Average tenure at peer organizations ranged from 9.1 years for full-time employees in the Village of North Palm Beach to a maximum of 11.5 for employees in the Village of Wellington, with Palm Beach Gardens reporting a rate of 10.4 years. The average respondent indicated an average tenure of approximately 10.2 years.
- Evergreen found an average turnover rate of 15.6 percent annually, which was over five percentage points greater than what is found within the City of Palm Beach Gardens. This value ranged from 4.9 percent for the City of Delray Beach to 15 percent for the City of Sunrise.
- After surveying peer organizations, most were found to award raises or internal promotions by authorizing a five to ten percent increase of an employee's current salary or the difference between an employee's current salary and the minimum of the position that employee was promoted to, whichever is greater.
 - The City currently awards at the five percent level for internal promotions, but will also choose the greater of the two options.
- In terms of benefits as a percentage of total compensation, the City reports offering a package that makes up 41.2 percent of an employee's total compensation. Evergreen found that responding peers have their benefits package accounting for a little over 50 percent of their total compensation.
 - The values of responses for this question did not have much variation and ranged from a minimum of 40 percent in the Village of Wellington to a maximum of 57 percent of total compensation within the Town of Davie.
 - For peer organizations with benefits listed as a higher percentage of total compensation compared to the City of Palm Beach Gardens, the average differential of salaries at midpoint were found to range from 4.7 percent greater than the City to 0.6 percent below the City .



4.4 SALARY SURVEY SUMMARY

From the analysis of the data gathered in the external labor market assessment, the following major conclusions can be reached when comparing against the 50th percentile:

- The City was approximately 1.3 percent below the market minimum. 0.6% when outliers are removed.
- The City was approximately 0.8 percent below the market midpoint, yet 0.5% above the market when outliers are removed.
- The City was approximately 0.4 percent below the market maximum, but when outliers are removed, they are 1.6% above the market.
- Of the 73 benchmarked positions, 17 had less than five respondents. The average response rate for each benchmarked position was approximately ten responses.
- Within the City, there are more classifications found to be below market when compared to the market minimum of salary ranges than at the market maximum of salary ranges. This suggests that the City is more competitive at the maximum of its ranges than at the minimum.
- Of all 73 classifications, 64 had responses when asked for average actual salaries and 56 were considered to not be outliers. 46 of those classifications which aren't outliers (85.2 percent) have average actual salaries below their respective market midpoints.

Information gained from the market survey is used, in conjunction with stakeholder and employee feedback and current environmental factors such as the budget, to develop a recommended compensation and classification system that places the City in a strong position to stay competitive in today's market. Discussion of a potential pay plan and additional study recommendations can be found in **Chapter 5** of this report.



Chapter 5 – Recommendations

After reviewing the information provided in the preceding chapters of this report, Evergreen Solutions developed recommendations to improve the City'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 personnel are employed to perform its core essential 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 such issues as incorrect titles, outdated job descriptions, and inconsistent titles and levels across departments. Recommendations are then made to remedy the identified concerns based on human resources best practices.

In the analysis of the City's classification system, Evergreen Solutions collected classification data through the Job Assessment Tool (JAT) process and the Management Issue Tool (MIT) process. The JATs, which were completed by employees and reviewed by their immediate supervisors, provided information about the type and level of work being performed for each of the City's classifications. MITs were completed by supervisors in reference to classification/job title and compensation/grade issues that positions in their respective areas faced. Evergreen Solutions reviewed the data provided in the JATs and MITs and used the information as the basis for classification recommendations.

In addition to the recommendations contained in this chapter, a review of the non-bargaining classifications current FLSA (Fair Labor Standards Act) Status was completed. The positions were reviewed based on their duties and responsibilities found on current job descriptions and JATs and Evergreen's understanding of these duties and responsibilities. Recommendations for a change in status were made for five classifications. However it is recommended that a labor attorney be consulted before enacting any FLSA status changes. In addition, based on information known at this time on potential changes in 2016 and 2017, an opinion was provided on whether the status would be affected based on new law changes.



FINDING:

The classification system currently being utilized by the City was accurate, and titles generally described the work being performed by employees. There were some instances, however, of titles that could be adjusted to better reflect the tasks assigned to the position.

RECOMMENDATION 1: Revise classification titles, as needed.

Exhibit 5A provides Evergreen Solutions' recommendation for title changes for ten classifications. The foundation for these recommendations was the work performed by employees in these classifications as described in their JATs, suggestions made by supervisors on MITs and feedback received during Employee Outreach.

**EXHIBIT 5A
PROPOSED CLASSIFICATION CHANGES**

Department	Class Title	Proposed Title
Community Services	CASHIER	RESOURCE COORDINATOR
Community Services	CODE COMPLIANCE OFFICER I	CODE COMPLIANCE OFFICER
Community Services	CODE COMPLIANCE OFFICER III	SENIOR COE COMPLIANCE OFFICER
Community Services	OPERATIONS COORDINATOR	TENNIS COORDINATOR
Community Services	OPERATIONS MANAGER	OPERATIONS MANAGER - CONSTRUCTION SERVICES
Community Services	OPERATIONS MANAGER - ATHLETICS	OPERATIONS MANAGER - RECREATION
Community Services	OPERATIONS MANAGER - ENGINEERING	PROJECT MANAGER
Community Services	RECREATION SUPERVISOR - AQUATICS	AQUATICS COORDINATOR
Community Services	RECREATION SUPERVISOR - MEDIA SERVICES	RECREATION SUPERVISOR
Community Services	RECREATION TENNIS SUPERVISOR	RECREATION SUPERVISOR

5.2 COMPENSATION RECOMMENDATIONS

The compensation analysis consisted of two parts: an external market assessment and an internal equity assessment. During the external market assessment, the City's pay ranges for selected benchmark classifications were compared to the median pay ranges offered in the identified labor market that the City competes in for human resources. Details regarding the external market assessment and the defined markets 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 City's employees in their classifications were reviewed and analyzed. Specifically, a composite score was assigned to each of the City's classifications that quantified the level of the classification based on five separate compensatory factors: Leadership, Working Conditions, Complexity, Decision Making and Relationships. The level for each factor was determined based on responses to the JAT.



FINDING:

Based on the external market assessment, it was found that the City's salary ranges were just slightly below the market at the minimum, midpoint and maximums of its salary ranges. When outliers are removed, those positions that received fewer than five responses or had a greater than 40% differential, the City was slightly below at the minimum, yet slightly higher at the midpoint and maximum. In summary, the City is very close to its markets peers and is meeting its stated objective of being among the market leaders.

RECOMMENDATION 2: Update the City's pay plan to reflect market conditions and best practices; slot classifications into updated pay plan based on external and internal equity; and transition employee salaries into the pay plan.

There are three steps to instituting a new compensation structure. The first step is the alteration of the existing compensation structure to ensure that it is updated to reflect current market conditions. As discussed in **Chapter 3**, the City currently has one pay structure for Non-Bargaining employees and it was adjusted in the following manner and is shown in **Exhibit 5B**:

- Started with the current open range pay plan that has 25 grades as a base and kept the same basic structure and the same basic numbering to avoid confusion. The lowest pay grade is now number 39. Previously, it was 38.
- After the positions were slotted into the new pay plan, no positions were slotted to remain in that the lowest pay range (previously, there was only one); so that lowest pay grade was removed and one was added at the top to allow for future growth. Thus, the lowest midpoint is now at \$42,045.75.
- Next, the current range spread (percentage from salary minimum to salary maximum for each pay grade) from the varied 52% to 60% was adjusted for the lower pay grades to be a uniform 55% for each pay grade, which was the overall average before and is very close to the average found amongst the peers of 54.6%.
- The higher range spread of 60% was maintained for the higher pay ranges to allow for flexibility in hiring decisions and to account for long term employees.
- The midpoint progression was adjusted so there is an even five percent midpoint progression from range to range, previously the progression was generally around five percent with varying increases up and down the ranges.



EXHIBIT 5B
PROPOSED NON-BARGAINING PAY PLAN

Proposed Pay Plan					
Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
39	\$33,027.12	\$42,045.75	\$51,064.38	55%	5.0%
40	\$34,678.47	\$44,148.04	\$53,617.60	55%	5.0%
41	\$36,412.40	\$46,355.44	\$56,298.48	55%	5.0%
42	\$38,233.02	\$48,673.21	\$59,113.40	55%	5.0%
43	\$40,144.67	\$51,106.87	\$62,069.07	55%	5.0%
44	\$42,151.90	\$53,662.21	\$65,172.53	55%	5.0%
45	\$44,259.50	\$56,345.33	\$68,431.15	55%	5.0%
46	\$46,472.47	\$59,162.59	\$71,852.71	55%	5.0%
47	\$48,796.10	\$62,120.72	\$75,445.35	55%	5.0%
48	\$51,235.90	\$65,226.76	\$79,217.62	55%	5.0%
49	\$53,797.70	\$68,488.10	\$83,178.50	55%	5.0%
50	\$56,487.58	\$71,912.50	\$87,337.42	55%	5.0%
51	\$59,311.96	\$75,508.13	\$91,704.29	55%	5.0%
52	\$62,277.56	\$79,283.53	\$96,289.51	55%	5.0%
53	\$65,391.43	\$83,247.71	\$101,103.98	55%	5.0%
54	\$68,661.01	\$87,410.09	\$106,159.18	55%	5.0%
55	\$72,094.06	\$91,780.60	\$111,467.14	55%	5.0%
56	\$75,698.76	\$96,369.63	\$117,040.50	55%	5.0%
57	\$77,837.01	\$101,188.11	\$124,539.21	60%	5.0%
58	\$81,728.86	\$106,247.52	\$130,766.17	60%	5.0%
59	\$85,815.30	\$111,559.89	\$137,304.48	60%	5.0%
60	\$90,106.07	\$117,137.89	\$144,169.71	60%	5.0%
61	\$94,611.37	\$122,994.78	\$151,378.19	60%	5.0%
62	\$99,341.94	\$129,144.52	\$158,947.10	60%	5.0%
63	\$104,309.03	\$135,601.74	\$166,894.45	60%	5.0%

After updating the pay plans, Evergreen Solutions slotted each of the City's classifications into the new structures. Both data sources were utilized when slotting classifications: the market ranges for benchmarks and the composite JAT scores for all classifications. Assigning pay grades to classifications requires a balance of internal equity and desired market position, and recruitment and retention concerns also played a role in the process. Some classifications' grade assignments varied from their associated market range due to the other factors mentioned above.

In addition to ensuring internal equity and helping to alleviate problems with recruitment and retention, the proposed pay grade assignments considerably improve the City's market position. Exhibit 5C shows the overall average percent difference from market for the benchmarked classifications.



EXHIBIT 5C
OVERALL MARKET DIFFERENTIAL COMPARISON

	Minimum	Midpoint	Maximum
Current	-1.3%	-0.8%	-0.4%
Current (Outliers Removed)	-0.6%	0.5%	1.6%
Proposed	5.4%	6.4%	7.4%

As the exhibit shows, the proposed pay grades improve the overall average differentials for the City's benchmarked classifications, bringing the City's benchmarked classifications further above market, and also ensure the City competes more effectively into the higher portions of salary ranges.

After assigning pay grades to classifications, the next step of implementing the compensation structure is to transition employees' salaries into the new pay plan. This is done by establishing methods of calculating salaries in the new pay grades and determining whether an adjustment is necessary to individual employees' salaries to bring them to their calculated salary. Evergreen proposed five different implementation options for the city to select from which are described below.

Of the five proposed implementation options, Evergreen recommends the Compa-Ratio (Comparative Ratio) option as it maintains existing movement across the pay ranges that employees have already achieved. The Compa-Ratio option also has an impact on the highest number of employees and it maintains the existing internal equity of existing positions. Instances of salary compression were expressed during Outreach and the analysis performed for **Chapter 3** indicate that there does not appear to be as great a problem as expressed. The two parity options would address any perceived compression issues. However, the solutions impact fewer employees, as it was found that many employees were already at an appropriate progression, based on their years of tenure or years within their current classification.

Bring to Minimum

All employee salaries are brought to the minimum of their proposed range. If the employee's current salary exceeds the proposed minimum, no adjustment is made.

Utilizing this approach, salary adjustments are recommended for 54 City employees, with an approximate annualized cost of **\$130,413.37**. The approximate cost is for salary adjustments only and does not include associated payroll costs for employee benefits, retirement, or taxes.

20 Year Tenure Parity

The proposed pay grade is divided into a set number of equal sections, each of which represents one year of tenure with the City. An employee's salary is then placed into their pay range, based on years of tenure. For example, with a 20 year parity, an employee with 11 years of tenure would be slightly above the midpoint, while an employee with 20 years of tenure would be placed at their maximum. If the employee's salary is already above his/her



calculated parity salary, no adjustment is made. The cost to bring to the minimum is included in this option.

Utilizing this approach, salary adjustments are recommended for 128 City employees, with an approximate annualized cost of **\$1,181,076.98**. The approximate cost is for salary adjustments only and does not include associated payroll costs for employee benefits, retirement, or taxes.

20 Year Class Parity

The proposed pay grade is divided into a set number of equal sections, each of which represents one year of time spent in current classification. An employee's salary is then placed into their pay range based on years spent in class. For example, with a 20 year parity an employee with 11 years of class time would be slightly above the midpoint, while an employee with 20 years would be placed at their maximum. If the employee's salary is already above his/her calculated parity salary, no adjustment is made. The cost to bring to the minimum is included in this option.

Utilizing this approach, salary adjustments are recommended for 98 City employees, with an approximate annualized cost of **\$446,305.25**. The approximate cost is for salary adjustments only and does not include associated payroll costs for employee benefits, retirement, or taxes.

Comparative-Ratio Placement

Employee's current compa-ratio (Comparative Ratio) is calculated (% of the current salary vs. the midpoint of their current range.) Employees are then placed into their new range based on this compa-ratio to the midpoint. The cost to bring to the minimum is included in this option.

Utilizing this approach, salary adjustments are recommended for 151 City employees, with an approximate annualized cost of **\$681,756.42**. The approximate cost is for salary adjustments only and does not include associated payroll costs for employee benefits, retirement, or taxes.

Current Range Placement

Employees current range placement percentage is calculated (how far they have progressed into their existing range). Employees are then placed into their new range based on this placement percentage. The cost to bring to the minimum is included in this option.

Utilizing this approach, salary adjustments are recommended for 151 City employees, with an approximate annualized cost of **\$677,069.50**. The approximate cost is for salary adjustments only and does not include associated payroll costs for employee benefits, retirement, or taxes.

Timing of implementation

For all implementation options, it is recommended that the City implement the changes in the upcoming budget for Fiscal Year 2017, which is currently in the planning process in order to



remain current with the ever-changing market conditions in the fast growing South Florida marketplace. It is recommended that the changes be made effective as of October 1, 2016.

5.3 SYSTEM ADMINISTRATION

Any organization's compensation and classification system will need periodic maintenance to ensure competitiveness and desired market position. 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 3: 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 grade 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 City should continue to collect salary range data from peer organizations to determine whether an adjustment is needed for the pay grade of the classification(s). It is recommended that the City continue to conduct these internal surveys, on at least an annual basis. The same peer organizations that were utilized for the salary survey discussed in Chapter 4 should be used to maintain consistency.

RECOMMENDATION 4: Continue the practice of conducting a comprehensive classification and compensation study every three to five years, due to the high growth in the area.

Palm Beach Gardens is a fast growing city in a very dynamic market and as a result operates in a more dynamic labor market than other parts of the Country, or even the state. Small-scale salary surveys that the City currently undertakes can improve the market position of specific classifications, and it is recommended that the City continues to conduct a full classification and compensation study be conducted every three to five years to preserve both internal and external equity for the City and to keep the system fair and competitive over time. 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 City in a poor position for recruiting and retaining quality employees.

The previous two recommendations are intended to maintain the internal and external competitiveness. However, it is also necessary to establish and modify existing procedures for determining equitable pay practices that impact individual employees.

RECOMMENDATION 5: Revise policies for moving employees' salaries through the pay plan, including procedures for determining salaries of newly hired employees, employees who have been promoted, demoted, reclassified, transferred to a different classification or department, or who have reached the maximum of their salary range.



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

New Hires and Minimum Salary Rates

A new employee's starting salary largely depends on the amount of education and experience the employee possesses beyond the minimum requirements for the job. Typically, an employee holding only the minimum education and experience requirements for a classification is hired at, or very near, the classification's pay grade minimum. If there are circumstances, such as a position that has observed persistent retention and recruitment issues that require a higher salary to be offered, an upper limit of five percent above minimum that can be offered to a new employee with only the minimum requirements should be established.

Another threshold should be established as the maximum starting salary possible for new employees with considerable experience and/or education above the requirements for the position and the City should continue with its current approval process. A city experiencing recruitment issues might consider the midpoint to be used as the maximum starting salary. However, halfway to midpoint is a more reasonable approach if Palm Beach Gardens is not experiencing recruitment issues. Midpoints commonly are recognized as the salary point at which employees have achieved full proficiency, and are performing satisfactorily in their classification. As such, midpoint is often considered as the salary point at which a fully proficient employee could expect their salary to be placed and typically this occurs further along in a career. All starting salaries should take into consideration internal equity, meaning that new hires should be offered comparable salaries to existing employees in the classification with similar levels of education and experience but not higher.

Promotions

When an employee is promoted to a new classification, it is important to have guidelines for calculating the employee's new salary that rewards the employee for his or her new responsibilities, moves the salary into the new pay grade, and ensures internal equity in the new classification. It is common for organizations to establish a minimum percentage salary increase that depends on the increase in pay grade as a result of the promotion. Common practice allows for an increase between five and ten percent. Regardless of the promotional increase internal equity of salaries within the classification should be preserved as much as possible. A review of the salary of existing employees in that position, and also in that same grade, should be reviewed to ensure that compression does not occur as a result of raising the promoted employee's salary too high. Just as salary compression can occur as a result of new hires being hired at too high of a salary, the same can occur with promotions.

Demotions

There are two main types of demotions, involuntary and voluntary. If a demotion results in a decrease in salary, there are options available for these situations to ensure consistency. One



option is to adjust the employee's salary to the salary received, while in the previous position. Another option is to reduce the employee's salary by a percentage, for example five percent, and apply this practice consistently across the City for all demotions.

A voluntary demotion occurs when a current employee applies for and is granted a position within a pay grade lower than their current position. Since the employee voluntarily applied for and accepted a lower graded position, the employee should not receive an increased salary. If the employee's existing salary falls within and aligns with the internal equity of the new pay grade, the employee's salary should not be impacted. If the employee's current salary is higher than the maximum of the newly assigned pay grade, or does not align with the internal equity of the new pay grade, the employee's salary should be decreased to an appropriate level so that these conditions are met.

Transfers

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

Reclassifications

As changes occur in the workplace due to technology, changing work scope and complexity or changes in the function of an organization, there may be a need to reclassify certain positions and/or individuals to more closely align with the actual work being accomplished. A reclassification can be upward, downward or neutral depending on the circumstances and is different than a promotion or demotion. When the need is identified to reclassify a position or an individual, an evaluation of the new position that is being considered should be conducted to determine the proper placement of the newly created position on the organization's pay plan. First, a small-scale market salary survey of local peers as suggested in **Recommendation 3** should be conducted for the newly created position. Next, utilizing the tools provided for conducting internal JATs, the position should be evaluated to determine its internal equity with other positions in the organization and whether an upward or downward adjustment to a higher or lower pay grade for that position is warranted, or if it should remain in the same pay grade. Based on analysis of the market salary survey and the JAT evaluation, if the data suggests that the position should be reclassified to a higher or lower pay grade, the position should be adjusted as appropriate, and a new job description should be created that outlines the specific duties, responsibilities and functions of the new position.

The salary of a reclassification of a position or individual does not always equate to a salary change. If an individual is reclassified to a position that is in a lower pay grade and the salary still falls within that given range, there should be no salary adjustment. If the salary is higher than the maximum of that pay range, then the employee's base salary should be maintained as is and not be eligible for increases until such time that the maximum of that pay range is



adjusted that would allow for further advancement in the pay range. If an individual is reclassified to a position that is the same pay grade, no change in salary is necessary. If an individual is reclassified to a position that is in a higher pay grade it should be assumed that the duties, responsibilities, scope and complexity of the position has increased and the individual should be compensated appropriately. The greater of an increase of about five percent, or an increase to at least the minimum of the higher pay grade, whichever is higher should be granted. The salaries of existing employees in that pay grade and positions of similar scope and complexity should be reviewed to ensure that internal equity is maintained and that compression does not occur.

Methods and Timing of Salary Adjustments

Currently, the City utilizes across the board adjustments on an annual basis at the beginning of each fiscal year. The City should continue this process utilizing consistent nationally recognized sources such as the Consumer Price Index and Employment Cost Index published by the United States Department of Labor Bureau of Labor Statistics, as well as the across the board increases given by local cities to determine the percentage increase. In addition, there are municipalities that award two increases per year, which the City needs to take into consideration when adjusting salaries so they do not fall behind the market. The City should continue in this structured approach, as it provides consistency from year to year, equity amongst employees, and allows the City to more accurately project future expenditures for budgeting purposes. The timing of the across the board increases should be kept on an annual basis to remain in line with the budget making process. However, individual adjustments as discussed in **Recommendation 3** should be made on as needed basis.

Employees Reaching Maximum of Salary Range

The potential exists for employees to eventually reach the maximum of their particular pay grade. This can be as a result of longevity, exemplary performance or as a result of an employee being hired and placed in the upper quartiles of a particular pay range due to high demand for a particular skill or market based hiring decisions.

If there is an across the board percentage increase, or exact dollar amount increase which causes the employee's salary to exceed the maximum, the amount should be paid out to the employee in a lump sum. The overall base salary of the employee should not change.

Summary

The recommendations in this chapter reinforce the established competitive pay plan, externally and internally equitable classification titles and pay grade assignments, and system administration practices that will continue to provide the City with a responsive compensation and classification system for years to come. While the upkeep of this recommended system will require continued due diligence which the City has already exhibited, the City will continue to find that having a competitive compensation and classification system that encourages strong recruitment and employee retention is worth this commitment.

