

CITY OF PENSACOLA, FLORIDA

Benefits and Compensation Comparison Study-

Preliminary Report

EXECUTIVE OVERVIEW

Updated January 29, 2010



The Mercer Group, Inc.
The Mercer Group, Inc.

Consultants to Management

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I. BACKGROUND

The Mercer Group, Inc. was retained by the City of Pensacola to conduct a Benefits and Compensation Comparison Study. The City of Pensacola wished to determine their competitive stand in their market with regard to employee compensation and benefits.

The major objectives of this project were to:

Compensation Plan

1. Identify the labor market and benchmark positions to be used for market analysis.
2. Conduct a comprehensive compensation and benefits survey of other similar public and private sector employers as well as non-profits where applicable.
3. Complete salary relationship analysis, including the development of appropriate relationship guidelines.
4. Present survey results to management for discussions and decisions on overall pay philosophy.
5. As needed, recommend appropriate premium pay options to supplement the compensation plan. Examples may include pay for certifications, professional licenses, special skills, temporary “acting” assignment at higher level duties, pay alternatives for exempt level workers not normally eligible for overtime, and similar pay practices.
6. Review the current benefits package, advise on any missing components; assess each individual area with regard to competitiveness in the identified market.
7. Review any existing merit-based performance management systems and make recommendations for changes, if applicable.
8. Assist in the development of a strategy for implementing benefit and compensation change recommendations and delineate necessary components in the implementation process.
9. Present data-driven rationale for recommendations in a written report, and present findings in report form and orally.
10. Develop a comprehensive employee communications plan to explain the process and final recommendations, including provisions for response to individual questions.
11. Provide the necessary documentation and other materials so the City will be able to maintain the ability to perform this comparison independently of the consultant following the implementation of the plans.

12. Attend meetings as required.

RESULTS OF PAY/COMPENSATION/BENEFITS EVALUATION:

- Administration of a comprehensive market survey instrument;
- Development of appropriate recommendations and options regarding benefits, compensation and pay;
- Development of written guidelines and training for the total system.

II. PROJECT APPROACH

The Compensation/Market Survey is a data-collection process which ensures a fair and equitable comparison of the pay and benefits structure. The result of this process is the accurate comparison of the City of Pensacola pay plans and benefits with the pay plan(s) and benefits of comparable organizations.

The primary objective of the market survey and analysis is to determine how the overall compensation levels for the City of Pensacola compare to that of similar employers with whom the City must compete for employees.

The results of the market survey are used to accurately connect the City of Pensacola's pay plans and benefits to the marketplace, ensuring the ability of the City to recruit and retain qualified employees and to provide an effective basis for managing personnel costs.

By combining the market survey data with a classification system, both external equity and internal salary relationships are reflected in the resulting salary setting process.

Market Survey Employer Selection

The employers selected for the market survey should define as accurately as possible the "Labor Market" within which the City of Pensacola competes. Organizations were selected using the following criteria:

Geographic Proximity - Comparison organizations located within a reasonable commuting distance should be selected. Selecting employers in relatively close geographic proximity ensures that the market will reflect the City of Pensacola's cost of living, growth rate and other demographic characteristics.

Nature of Services Provided – Organizations should be selected which provide similar services (either in a particular service, such as engineering, or a broad range, such as other units of local government

or non-profit organizations); these organizations are most likely to compete with each other for employees, likely to have comparable jobs, and are likely to have similar organizational structures.

Each of these factors was taken into consideration in the identification of an appropriate labor market for the City of Pensacola. City management assisted in the identification of market organizations.

The organizations for which benefits survey data was obtained are:

CHELCO
Clearwater
Coral Gables
Daytona Beach
Escambia County BCC
Escambia County Sheriff
Fort Walton Beach
Gulf Breeze
Midway Fire District
Milton
Niceville
Ocala
Okaloosa County BCC
Okaloosa Gas District
Santa Rosa County
South Walton Fire District
Southeast Alabama Gas District
Tallahassee
York County Natural Gas Authority

Survey Benchmark Position Selection and Benefits Question Development

The second step in preparing for the market survey is the identification and selection of Benchmark positions and the development of benefits questions. The benchmark positions are a representative sample of all positions contained in the City of Pensacola's classification system as reflected in each of the City's pay plans. The data collected for the Benchmark positions provides an overall reference point for the developed compensation comparisons with the chosen market organizations.

Benchmark positions are those which meet the following criteria:

- Well-defined positions presumed to exist within the local government and private organizations which are to be surveyed;
- Encompass a variety of skill levels within the organization;
- Reasonably well known and understood positions which are clearly and concisely described;
- Represent a large number of different pay levels within the organization.

The exact number of “benchmarks” was a balancing of the number of pay plans and the number of positions in each pay plan. Upon discussions with management and a review of the position listing and job descriptions, The Mercer Group will recommend eighty-seven benchmarks. A benefits survey was also designed according to our agreement with the City. The City had an opportunity to review and recommend changes to the comparable organizations, list of benchmarks and benefits survey.

The benchmark positions selected for the comparison survey are listed below:

Initial Benchmark Positions Surveyed

Accountant	Engineering Services Technician I
Admin Officer (Sr Accounts Payable)	Equipment Operator III
Admin Officer II (Buyer)	Field Services Leader
Admin Officer IV (Facilities/Parks Supt)	Field Services Technician
Admin Officer IV (Recreation Supt)	Fire Captain I
Airport Director	Fire Chief
Airport Electrician	Fire Engineer
Airport Maintenance Supervisor	Fleet Management Director
Airport Maintenance Technician II	Gas Controller
Airport Maintenance Technician III	Gas Distribution Engineer
Battalion Chief	Golf Course Green Superintendent
Budget Manager	Golf Course Manager
City Engineer	Help Desk Technician I
City Manager	Human Resources Director
Code Enforcement Specialist	HVAC Technician I
Community Development Director	Inspection Services Admin (Bldg Official)
Construction Inspector	Lead Worker
Customer Service Manager	Library Director
Customer Service Representative II	Maintenance Worker II
Director of Finance	Marketing Manager
District Manager	Master Mechanic
Energy Services Director	MIS Director

Initial Benchmark Positions Surveyed (Continued)

Network Manager	Professional Firefighter
Network/System Engineer I	Public Safety Telecommunicator II
Parks and Recreation Director	Public Works Director
Payroll Specialist	Purchasing Manager
Permit Clerk	Recreation Supervisor
Personnel Specialist	Risk Manager
Planner	Sanitation Equipment Operator II
Planning Technician	Senior Marketing Representative
Police Captain	Sr. Admin Officer II (Parks Maint Supv)
Police Chief	Street Sweeper Operator
Police Lieutenant	Streets Superintendent
Police Officer	Systems Analyst/Programmer III
Police Records Clerk	Traffic/Electrical Control Technician I
Police Sergeant	Utility Billing Clerk

Some positions may have garnered too few survey responses to be used in the ongoing analysis.

III. BENEFITS SURVEY FINDINGS

In summarizing the information obtained in the benefit survey we have used a statement of the City's competitiveness against each criteria as assessed with regard to whether the City is "Highly Competitive", "Competitive", or "Non-Competitive" using the criteria as follows:

Highly Competitive: The City offers benefits that most other organizations that were surveyed do not offer, or the level of benefits offered by the City is at a higher level than those offered by most other market organizations.

Competitive: The City offers benefits that most other organizations that were surveyed also offer and the City offers those benefits at about the same level as the other organizations.

Non-Competitive: The City does not offer benefits that most other organizations that were surveyed do offer or the City offers those same benefits at a lower level than the other organizations.

The following summarizes the results of the Benefits Survey:

1. General Pay, Compensation, and Reimbursement Policies

Pensacola is competitive with its policies regarding:

- Automatic steps
- Evaluations
- Cost of living adjustments (COLA)
- Education or tuition reimbursement
- Non-salary compensation (FLSA)
- Employee Recognition Programs

Pensacola is highly competitive in its policies regarding:

- Longevity
- Bonuses

2. Leave

When compared to other organizations that use PTO Pensacola was competitive regarding:

- PTO General Offerings and Administrative Policies

When compared to other organizations that use PTO Pensacola was highly competitive regarding:

- Unlimited number of hours that could be carried over (Not all hours carried over can be redeemed for cash.)

When compared to organizations that use Sick Leave and Annual Leave Pensacola was non-competitive regarding:

- The number of days of leave offered to General 40 hours per week (2080 hours annually) employees.

When compared to organizations that use Sick Leave and Annual Leave Pensacola was highly competitive regarding:

- The number of days of leave offered to employees working 24 hour shifts or that worked 2912 hours annually.

- No limit on the number of hours that could be carried over was also highly competitive.

3. Holidays and Personal days

Pensacola was competitive regarding:

- The combined number of holidays and personal days offered.

Pensacola was highly competitive regarding:

- Offering personal days as compensation for merit or special recognition programs.

4. Retirement

Pensacola was highly competitive regarding:

- Offering of spousal benefits
- Two year averaging of salaries

5. Insurance

Pensacola is highly competitive in the following areas:

- annual out-of-pocket maximums for single and family coverage
- co-pay for primary care physicians and specialists
- occupational clinic
- policy on eligibility for life insurance for retirees.

Pensacola is non-competitive in the following areas:

- the percentage of health insurance costs it pays for employees and employee's families
- the premiums paid by retirees for family coverage
- not offering coverages for employees other than "single" and "family"
- not offering free flu shots
- its coverage of out-patient surgery
- its percentage of dental insurance costs paid
- the annual maximum paid for dental insurance for employee and family
- not offering vision insurance
- pay-out to employee's beneficiary

6. General Benefits and Policies

Pensacola is competitive regarding:

- Benefits offered to domestic partners
- Reimbursement for cell phones, Blackberries or similar devices
- Take-home cars
- Residency requirements

IV. SALARY SURVEY FINDINGS

Salary data was obtained from the following comparable organizations:

**CHELCO
Clearwater Gas System
Coral Gables
Daytona Beach
Escambia County BOCC
Escambia County Sheriff
Milton
Ocala
Okaloosa County BOCC
Okaloosa Gas District
Santa Rosa County
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Tallahassee
York County Natural Gas Authority**

General Observations (These observations deal exclusively with the structure of the City of Pensacola's pay plans as compared to the structure of the pay plans of the surveyed market organizations; no individual employee's salary was taken into consideration in the survey of the market or in the comparison of the market with the City of Pensacola.)

The overall salary compensation structure for the City of Pensacola is below that of the market average.

In comparing salary plan mid-points (in our opinion, the most fitting overall) for each Pensacola pay plan for which sufficient data was collected, the following was identified:

General Employee Plan: The midpoint of the salary range is, on average, 11.35% below the market average.

Contract Employee Plan: The midpoint of the salary range is, on average, 1.96% below the market average.

Fire Plan: The midpoint of the salary range is, on average, 9.28% below the market average.

Police Plan: The midpoint of the salary range is, on average, 2.22% below the market average.

Please keep in mind the raw data is still being analyzed to further refine the appropriateness of matches provided by the surveyed organizations; additional data may also be collected. The percentages could change.

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The benchmark positions selected for the comparison survey are listed below:

Benchmark Positions

(Sufficient data was not obtained for all benchmarks. This was expected)

Accountant	Library Director
Admin Officer (Sr Accounts Payable)	Maintenance Worker II
Admin Officer II (Buyer)	Marketing Manager
Admin Officer IV (Facilities/Parks Supt)	Master Mechanic
Admin Officer IV (Recreation Supt)	MIS Director
Airport Director	Network Manager
Airport Electrician	Network/System Engineer I
Airport Maintenance Supervisor	Parks and Recreation Director
Airport Maintenance Technician II	Payroll Specialist
Airport Maintenance Technician III	Permit Clerk
Battalion Chief	Personnel Specialist
Budget Manager	Planner
City Engineer	Planning Technician
City Manager	Police Captain
Code Enforcement Specialist	Police Chief
Community Development Director	Police Lieutenant
Construction Inspector	Police Officer
Customer Service Manager	Police Records Clerk
Customer Service Representative II	Police Sergeant
Director of Finance	Professional Firefighter
District Manager	Public Safety Telecommunicator II
Energy Services Director	Public Works Director
Engineering Services Technician I	Purchasing Manager
Equipment Operator III	Recreation Supervisor

Initial Benchmark Positions Surveyed (Continued)

Field Services Leader	Risk Manager
Field Services Technician	Sanitation Equipment Operator II
Fire Captain I	Senior Marketing Representative
Fire Chief	Sr. Admin Officer II (Parks Maint Supv)
Fire Engineer	Street Sweeper Operator
Fleet Management Director	Streets Superintendent
Gas Controller	Systems Analyst/Programmer III
Gas Distribution Engineer	Traffic/Electrical Control Technician I
Golf Course Green Superintendent	Utility Billing Clerk
Golf Course Manager	
Help Desk Technician I	
Human Resources Director	
HVAC Technician I	
Inspection Services Admin (Bldg Official)	
Lead Worker	

The salary data was analyzed and can be found in section IV.

III. BENEFIT SURVEY FINDINGS

The following summarizes the information obtained in the benefit survey along with a statement of the City's competitiveness against each criteria has been assessed with regard to whether the City is "Highly Competitive", "Competitive", or "Not Competitive".

Highly Competitive: The City offers benefits that most other organizations that were surveyed do not offer, or the level of benefits offered by the City is at a higher level than those offered by most other market organizations.

Competitive: The City offers benefits that most other organizations that were surveyed also offer and the City offers those benefits at about the same level as the other organizations.

Non-Competitive: The City does not offer benefits that most other organizations that were surveyed do offer or the City offers those same benefits at a lower level.

1. General Pay, Compensation, and Reimbursement Policies

a. Please identify all the applicable criteria that you use in awarding pay increases:

Automatic steps:

Pensacola: Council eliminated automatic steps.

Market:

- 68.42% of organizations offer no automatic step

Competitive

Evaluations:

Pensacola: Offers pay increases for performance evaluations. All pay increases have been frozen by City council.

Market:

- 78.9% offer pay increases associated with performance evaluations.
- Note: the majority did not offer anything in this year because of the economy

Competitive

Cost of living adjustments (COLA):

Pensacola: offers at the discretion of Council

Market:

- 68.4% generally offer cost of living adjustments
- Note: the majority did not offer anything this year because of the economy

Competitive: if Council ties COLA to local indices and stays up on it

Longevity:

Pensacola: normally yes, all longevity increases have been frozen by Council since October 2009.

Market:

- 84.21% do not offer longevity
- 15.8% offer some form of longevity

Highly Competitive: Most organizations have gotten away from longevity and only offer merit and COLA.

Bonuses:

Pensacola: City Manager has the authority to offer bonuses but this authority has rarely been exercised.

Market:

- 73.7% offer no form of bonuses ever

Highly Competitive

- b. Please describe your education or tuition reimbursement policy, including any requirements tied to time in current position, promotion policy, succession planning, or career ladders.

Pensacola: Educational Reimbursement has been frozen since March, 2008. Reimbursement, prior to being frozen was between 50% and 100% for satisfactory completion of courses.

Market:

- 73.7% currently offer tuition reimbursement: the policies vary:
 - Flat rate per course
 - 50% to 100% reimbursement for fees and books

Competitive: when offered

- c. Are employees who are exempt from overtime under the provisions of the federal Fair Labor Standards Act compensated in any way if they work more than forty hours in a week?

Pensacola: Only in a declared emergency such as a hurricane & then only certain exempt employees.

Market:

- 57.89 % offer no compensation for exempt employees who work over 40 hours in a week

Competitive: very consistent with the market

- d. Please describe your agency's Employee Recognition Programs, if applicable:

Pensacola: Pensacola recognizes employees for length of service, meritorious performance and heroic acts.

Market:

- 52.6% offer some form Employee Recognition Program
- 47.4% offer no Employee Recognition Program

Competitive: these programs tend to be corporate culture and morale builders

- e. Does your organization offer pay incentives or bonuses for a college degree or certifications pertinent to the job?

Pensacola: Only certifications that are required per the job and then only certain occupations.

Market:

- 57.89% of responding organizations do not offer any incentives
- 42.11% of responding organizations offer pay incentives and/or bonus

Competitive: barely. This is a very close percentage. We recommend that Pensacola consider offering education and certification bonuses beyond the minimum requirement of the position with approval from Department Head and City Manager approval.

2. Leave

a. Does your organization use:

- PTO ___ (Complete Section b., below)
- Annual (Vacation) and Sick Leave ___(complete Section c., below)
- Other ___ (Please explain)

Pensacola: PTO

Market:

Competitive: even though the majority of organizations do not offer PTO (they offer Sick and Annual Leave), we find the organizations seeking more flexibility in their leave program utilizing PTO.

b. If your organization uses PTO

- Are all employees awarded the same number of PTO hours per year? All organizations that offer PTO make it dependent of years of service.
 - If Yes, how many hours per year?
 - If No, please describe your policy for allocating PTO hours.

Pensacola: 16hrs- general/contract; 18hrs-contract; 20hrs-police; 25.4hrs- Telecommunicator; 38hrs-fire

Market:

- 12 to16 hours per month at the minimum level and increases with service to a max of 20-24 hours per month depending on the number of years the employee has been with the organization

Competitive: especially in the early years. The majority of the market has a sliding scale where accrual increases as time with organization increases. Pensacola is not competitive for a long term employee who works a 40 hour work week. Pensacola is Highly Competitive for 24 hour shift employees.

- Can PTO hours be carried over to another year?

All organizations that offer PTO allow carryover

- a. If Yes, is there a limit?
- b.

Pensacola: has no limit on carry over, but limit on pay-out at separation (based on pay-out schedule). Pensacola employees donate a great deal of leave to other employees.

Market:

- 66.67% of organizations that offer PTO have a limit.
 - The limit ranges from 240 hours to 500 hours with an average of 740 hours that can carry over.
 - 33.33% of organizations that offer PTO have NO limit.

Highly Competitive

4. Can unused PTO hours be redeemed for cash?

- a. If Yes, describe your policy.

Pensacola: When an employee separates from city employment in good standing. PTO payout is based on years of service and accumulation rate. Employees are paid a % of their allowable PTO leave (25%, 50%, 75% or 100%).

Market: All organization that offer PTO allow some sort of cash redemption but there is a limit to the number of hours or percentage of value that can be redeemed for cash. Most offer it at departure from the organization and/or for balances over the limit. All but one organization pays 100% of value.

Market:

- All organizations that offer PTO allow for some sort of cash redemption.
 - Most offer it at departure from the organization, but not always at 100% value.
 - 66.67% allow payout for all or some hours over limit
 - 66.67% allow payout at retirement.

Competitive

- c. If your organization uses Annual and Sick Leave
 - i. Sick Leave

1. Are all employees awarded the same number of Sick Leave hours per year?

Market:

Sick Leave

- 82.35% of organizations that offer Sick Leave offer the same number of hours per year to all employees

Annual Leave

- 100% of all organizations that offer Annual Leave have an accrual rate that is based on longevity.

The number of days leave offered for PTO or Sick and Annual Leave:

Pensacola: 16hrs- general/contract; 18hrs-contract; 20hrs-police;
25.4hrs- Telecommunicator; 38hrs-fire

Market:

General 40 hour a week employees:

- Minimum ranges from 10.66 hours per month to 16.67 hours per month with an average of 14.6 hours per month

Competitive

- Maximum ranges from 16 hours per month to 30 hours per month with an average of 22.26 hours per month.

Non-Competitive

Employees that work 24 hour shifts or 2912 annually:

- Minimum ranges from 22 hour per month to 27 hours per month with an average of 24.33 hours per month

Highly Competitive

- Maximum ranges from 32 hours per month to 36 hours per month with an average of 34.33 hours per month.

Highly Competitive

2. Can PTO or Sick and Annual Leave hours be carried over to another year?

Pensacola: has no limit on carry over, but limit on pay-out at separation (based on pay-out schedule). Pensacola employees donate a great deal of leave to other employees

Market:

Most organizations allow carry over of PTO or Sick and Annual Leave.

- 33.33% of PTO who allow carry over have no limit
- 43.75% of Sick who allow carry have no limit
- 12.50% of Annual who allow carry have not limit

Where there is a limit:

- PTO carry over ranges from 240 to 500 hours with an average of 370
- Sick Leave carry over ranges from 240 to 2080 hours with an average of 765
- Annual Leave carry over ranges from 40 to 600 hours with an average of 297.45

Highly Competitive

3. Can unused PTO or Sick and Annual Leave hours be redeemed for cash?

Pensacola: When an employee separates from city employment in good standing. PTO payout is based on years of service and accumulation rate. Employees are paid a % of their allowable PTO leave (25%, 50%, 75% or 100%).

Market:

PTO: All organization that offer PTO allow some sort of cash redemption but there is a limit to the number of hours or percentage of value that can be redeemed for cash

Sick Leave: 64.71% of organizations who offer Sick Leave allow Sick Leave hours to be redeemed for cash at separation, retirement, over maximum rollover or accumulation, and/or at any time depending on organizational policy.

Annual Leave: 52.94% of organizations that offer Annual Leave do allow for hours to be redeemed for cash

Competitive

3. Holidays and Personal days

How many paid holidays and/or personal days does your organization offer?

Pensacola: Offers 9 holidays and 2 personal days after the first year of employment
Market:

- The average number of holidays and personal days offered is 11.0528 days

Competitive

Do you offer additional holidays as compensation for merit pay or special recognition programs?

Pensacola:

Employees receive one day of leave at the completion of each five (5) year-interval of service (i.e. 5, 10, 15, 20, etc.)

Market:

- 73.68% of organizations do not offer additional holidays

Highly Competitive

4. Retirement

Overall, Pensacola's retirement offerings are competitive. Its offering of spousal benefits and two year averaging of salaries is highly competitive.

a. Does your agency offer a plan that has

i. Defined Benefits: (Please identify each employee group, if applicable)

Market:

- 100% of the organizations offer a Defined Benefits plan to some or all employees

Competitive

Eligibility requirements:

Pensacola: Some type of Defined Benefit plan is available to all full-time permanent positions.

Market:

- 84.18% of organizations have a Defined Benefit plan available to all full-time permanent positions. One quarter of this group also includes permanent part-time positions that work 30 or more hours a week.

Competitive

Vesting requirements:

Pensacola:

<u>Florida Retirement System (FRS)</u>	<u>General Pension</u>	<u>Fire Pension</u>	<u>Police Pension</u>
6 years of service	6 years of service	10 years of service	10 years of service

Market:

- Vesting ranges from 5-10 years with an average vesting period of 7.36 years
- A ten year vesting is the norm for Fire and Police plans
- Management plans tend to be 5 or 6 years to vesting

Competitive

Employee percentage contribution:

Pensacola:

<u>Florida Retirement System (FRS)</u>	<u>General Pension</u>	<u>Fire Pension</u>	<u>Police Pension</u>
0.00%	5.50%	11%	0.5%

Market:

- 35.71% of plans have a zero percentage employee contribution
- Of the plans that have an employee contribution that contribution ranges from 3.5% to 10% with an average of 6.853%

Competitive

Number of years of salary averaging:

Pensacola:

<u>Florida Retirement System (FRS)</u>	<u>General Pension</u>	<u>Fire Pension</u>	<u>Police Pension</u>
Highest 5 of all	Highest 2 of last 5	Highest 2 of last 5	Highest 2 of last 5

Market:

- Salary averaging ranges from top 3 years to top 5 years.

Highly Competitive: in General, Fire and Police Pension Plans

Competitive: in FRS

Are overtime hours included?

Pensacola:

<u>Florida Retirement System (FRS)</u>	<u>General Pension</u>	<u>Fire Pension</u>	<u>Police Pension</u>
All overtime	First 300 hours	All overtime	All overtime

Market:

- 61.54% of plans include overtime hours
Competitive

Spousal benefits:

Pensacola:

<u>Florida Retirement System (FRS)</u>	<u>General Pension</u>	<u>Fire Pension</u>	<u>Police Pension</u>
Based on Election	80% of Benefit	75% of Benefit	100% of Benefit at Retirement

Market:

- 78.57% of plans that offer spousal benefits make it dependent on the election made at time of retirement
Highly Competitive: General, Police and Fire provide spousal benefit with no reduction in benefit
Competitive: FRS

Survivor benefits:

<u>Florida Retirement System (FRS)</u>	<u>General Pension</u>	<u>Fire Pension</u>	<u>Police Pension</u>
Based on Election at Retirement	Spouse or minor children Beneficiary with reduced retiree benefit	Spouse or minor children Beneficiary with reduced retiree benefit	Spouse or minor children

Market:

- All plans include some form of survivor benefit
Competitive: FRS, General and Fire
Highly Competitive: Police has no reduction in benefit for survivor

Retirement age:
Pensacola:

Florida Retirement System (FRS)
Normal age 62

General Pension
Normal age 55
Market:

Fire Pension
Normal age 52

Police Pension
Normal age 55

- 20.83% of plans are the same for all employees regardless of position. Retirement age ranges from 62 to 65 with an average of 62.8 years of age
- 33.33% of plans include non-hazardous positions only with a retirement age ranging from 62 years of age to 65 years of age and an average of 62.75 years of age.
- 45.84% of plans include hazardous positions only with a retirement age ranging from 52 years of age to 55 years of age and an average of 54.73 years of age.

Competitive

ii. Defined Contribution: (Please identify each employee group, if applicable)

- 68.42% of responding organizations do not offer any form of Defined Contribution plan to any employee groups

Competitive

Eligibility requirements:
Pensacola:

General Pension
In FRS - Voluntary
Not in FRS - Mandatory

Fire Pension
Voluntary

Police Pension
Mandatory
Participation

Market:

- 50% of Defined Contribution plans are for all employees regardless of position
- 33.33% of Defined Contribution plans are for non-hazardous positions
- 16.67% of Defined Contribution plan are for upper management employees

Competitive

Vesting requirements:

Pensacola: Immediate vesting for all

Market:

- 50% of plans have immediate vesting
Competitive

Retirement age:

Pensacola: Age 55 or leaving city employment

Market:

- 83.33% of plans allow for withdrawal of funds at 59 ½ with no penalty
- 16.67% of plans allow for retirement at age 55
Competitive for 457 plans

iii. Are employees offered the option of a deferred compensation only retirement plan?

Pensacola:

Some employees hired between 10/1/79 and 10/6/97 are offered deferred compensation only retirement

Market:

- 68.42% of organizations do NOT offer the option of a deferred compensation ONLY retirement plan.
Competitive

iv. Please identify the number of retirement investment companies that employees can choose from:

Pensacola:

Two retirement investment companies for employees to choose from

Market:

- 42.86% of responding organizations have one retirement investment company
- 28.57% of responding organizations have two retirement investment companies that employees can choose from

- 28.57% of responding organizations have three retirement investment companies that employees can choose from

Competitive

b. Does your organization participate in Social Security?

Pensacola:

Yes and No---General employees in the Florida Retirement System (FRS) participate in Social Security all others do not.

Market:

- 94.74% of organizations offer Social Security

If not, please describe your Social Security replacement plan:

Pensacola: General employees not in FRS and police officers have a Social Security Replacement Plan

Market: Only for employees not participating in the DB Pension plan

Competitive

5. **Insurance**

a. What percentage of health insurance costs for the employee only are paid by:

Pensacola:

your organization: 88%

the employee: 12%

Market:

The average percentage paid by organizations is 91.84% and 8.16% average paid by the employee.

Non-Competitive: 70.969% of the market pays more than Pensacola

b. What percentage of health insurance costs for the employee's family are paid by:

Pensacola:

your organization: 57%

the employee: 43%

Market:

The average percentage of employee's family health insurance paid by the organization is 67.3548%

Non-Competitive: 83.871% of the market pays more than Pensacola

c. Do you offer health insurance to retirees?

Pensacola: Offers health insurance to retirees

Market:

- 94.74% of responding organizations offer health insurance to retirees

Competitive

What percentage of your health care pool are comprised of retirees?

Pensacola: 37%

Market:

- The responses to this question ranged from less than 1% to 20% with an average of 6.04%. Only 61.11% of organizations responded appropriately to this question.

What is the premium paid by retirees for:

Single coverage

Pensacola: \$411.86 (general pension)/\$467.86(police and fire pension) –monthly

Market:

- The premium amount paid by the retiree for single coverage ranges from \$0 to \$733 per month with an average of \$445.32 per month

Competitive

Family coverage

Pensacola: \$1227.84 (general pension)/\$1283.84 (police and fire pension) – monthly

Market:

- The premium amount paid by the retiree for family coverage ranges from \$0 to \$1,477.99 per month with an average of \$1071.35 per month

Non-Competitive

Are these premiums more, less or equal to the premiums paid by active employees?

Pensacola: More

Market:

- 64.71% of retired employees pay more than active employees in the same organization

Competitive

d. Do you offer coverage other than single and family, for example “single plus one”?

Please explain:

Pensacola: No

Market:

- 58.824% of organizations offer coverage other than single and family: employee & spouse, employee & children and employee plus 1 are the other types of options offered.

Non-Competitive

e. Please identify annual out-of-pocket maximums for

Single

Pensacola: \$2000

Market:

- Single coverage annual out-of-pocket maximums range from \$500 to \$10,000 with an average of \$2,757.35 depending on the plan chosen and if the provider is in-network or out-of-network

Highly Competitive

Family

Pensacola: \$4000

Market:

- Family coverage annual out-of-pocket maximums range from \$1,500 to \$18,000 with an average of \$6,210.29 depending on the plan chosen and if the provider is in-network or out-of-network

Highly Competitive

f. Please identify health insurance co-pays for visits to

PCP

Pensacola: PCP \$15

Market:

- The average co-pay for visits to PCP is \$20 depending on plan chosen
- Co-pays for PCP visits vary from \$10 to \$35.

Highly Competitive

Specialist

Pensacola: Specialist \$30

Market:

- The average co-pay for visits to Specialists is \$35.24 depending on plan chosen
- Co-pays for Specialist visits vary from \$20 to \$60.

Highly Competitive

Emergency room

Pensacola: Emergency room \$100

Market:

- 38.46% of health insurance plans have a co-pay for emergency room visits that range from \$200 to \$100 (average \$112.50) plus co-insurance percentage that ranges from 10% to 40% (average of 22.5%)
- 61.54% of health insurance plans have co-pay for emergency room visits that range from \$200 to \$50 with an average of \$105.31

Competitive

In-patient hospital

Pensacola: In-patient hospital CYD (\$500) + coinsurance (20%)

Market:

- 66.67% of plans have a fixed dollar amount ranging from 0\$ to \$3,000 with an average of \$652.78

Competitive

Out-patient surgery

Pensacola: Out-patient surgery CYD (\$500) + coinsurance (20%)

Market:

- 82.76% of plans have a fixed dollar amount ranging from 0\$ to \$300 with an average of \$158.22

Not Competitive

g. Please identify co-pays for applicable tiers of drugs:

Pensacola: \$15 Generic

Market:

- Co-pays for generic drugs range from \$10 to \$20 with an average of \$13.33

Competitive

Pensacola: \$30 brand name

Market:

- Co-pays for brand name drugs range from \$30 to \$50 with an average of \$31.19

Competitive

Pensacola: \$50 non-preferred

Market:

- Co-pay for non-preferred drugs range from \$50 to \$80 with an average of \$52.38

Competitive

h. Are retirees offered a Medicare Supplement?

Pensacola: Yes

Market:

- 57.89% of organizations do not offer a Medicare Supplement
- 42.11% of organizations do offer a Medicare Supplement

Competitive

i. Does your organization offer a free clinic to employees?

Pensacola: The City offers an occupational clinic for job injuries and minor illnesses/injuries.

Market:

- 73.68% of organizations do not offer a free clinic to employees

Highly Competitive

j. Does your organization offer free flu shots?

Pensacola: Not currently but will be offering H1N1

Market:

- 68.42% of organizations offer free flu shots to employees

Non-Competitive (currently)

k. What percentage of dental insurance costs for the employee only are paid by your organization?

Pensacola: Employee - 63%, City 37%

Market:

- 65% of organizations offer dental insurance to their employees. The percent an organization pays ranges from 100% to 0% with an average of 75.31%

Non-Competitive

What is the annual maximum?

Pensacola: \$750

Market:

- Dental insurance maximums for the employee range from \$2000 to \$1000 with an average of \$1,381.82.

Non-Competitive

k. What percentage of dental insurance costs for the employee's family are paid by your organization?

Pensacola: Employee 83%, City-17%

Market:

- 57.89% of organizations do offer dental insurance for the employee's family and pay between 100% to 0% of premiums with an average of 51.15% paid by the organization

Non-Competitive

What is the annual maximum?

Pensacola: \$750 per member

Market:

- Dental insurance maximums for employee's family coverage range from \$2000 to \$1000 with an average of \$1,381.82.

Non-Competitive

l. What percentage of vision insurance costs for the employee only or employee and family are paid by your organization?

Pensacola: Do not offer

Market:

- 68.42% of organizations do not offer vision insurance to employees or their family
- 31.57% of organizations do offer vision insurance to employees and pay between 100% and zero percent with an average of 29.5% for employee or employee and family vision insurance

What is the annual maximum?

Pensacola: N/A

Market: maximums vary greatly depending on the type of service

Competitive

m. What group of employees in your organization are eligible for life insurance?

Pensacola: full-time permanent employees and retirees

Market: All organizations offer life insurance

- 94.74% of organizations offer life insurance to full-time employees with 10.53% including part-time permanent employees who work over 30 hours a week
- In addition to current employees, 10.53% of organizations offer life insurance to retirees

Highly Competitive: very few offer to retirees

What percentage of the premium do you pay?

Pensacola: 100% of \$10,000 per employee

Market:

- Organizations pay for between 100% and zero percent of employee base life insurance with an average of 92.11% being paid by the organization

Competitive

What percentage does the employee pay?

Pensacola: \$2.75 for each additional \$10,000 with a maximum of \$150,000

Market: All organizations allow for employees to add additional options to their life insurance at their own cost

Competitive

What is the life insurance pay out to the employee's beneficiary?

Pensacola: \$10,000 and if they have any optional

Market:

- 10% of policies pay out whatever was selected by employee no base is offered by employer
- 45% of policies pay out between 1 and 3 times base pay with an average of 1.5 times base pay unless additional was selected and paid for by the employee
- 45% of policies pay out between \$70K and \$20K with an average of \$36,667 unless additional was selected and paid for by the employee

- Retiree policies pay out an average of \$12,500 when the policy is acquired after retirement

Non-Competitive

6. **General Benefits and Policies**

a. Are benefits offered to Domestic partners

Pensacola:

No

Market:

- 89.47% of organizations do not offer benefits to or have policies regarding domestic partners

Competitive

b. Does your organization offer or provide reimbursement for Cell phones, Blackberries or similar devices

Pensacola:

Provided to certain employees, the employee is required to pay for personal calls.

Market:

- 78.95% of organizations offer cell phones/Blackberries/similar devices or provide reimbursement to positions that need them

Competitive

c. Please describe briefly your organization’s policy on take-home cars

Pensacola: Cars are assigned to selected police officers, a small number of firefighters and those other employees designated to respond to emergencies.

Market:

- 73.68% of organizations that responded to the survey have a specific policy regarding take-home vehicles.

Competitive

d. Please describe briefly your organization’s policy on residency requirements or requirements that employees live within a specified radius

Pensacola:

Per union contract and at the discretion of city manager.

Market:

- 68.42 % of organizations who responded to the survey do not have a policy regarding residency.

Competitive

IV. SALARY SURVEY FINDINGS

Salary data was obtained from the following comparable organizations:

CHELCO
Clearwater Gas System
Coral Gables
Daytona Beach
Escambia County Bcc
Escambia County Sheriff
Milton
Ocala
Okaloosa County Bcc
Okaloosa Gas District
Santa Rosa County
South Walton Fire District
Southeast Alabama Gas District
Tallahassee
York County Natural Gas Authority

BENCHMARK SUMMARY – All Positions

BENCHMARK SUMMARY-All Positions

	<u>REPORT TITLE</u>	<u>MASTER MARKET AVERAGE MIN</u>	<u>MASTER MARKET AVERAGE MID</u>	<u>MASTER MARKET AVERAGE MAX</u>	<u>% PENSACOLA MID TO MARKET AVERAGE</u>	<u>PENSACOLA MID PERCENTILE TO THE MARKET</u>	<u>PENSACOLA GRADE</u>
1	Accountant	\$38,509.04	\$48,452.65	\$58,389.27	-7.88%	28.90%	ge-17
2	Admin Officer (Sr Accounts Payable)	\$26,696.18	\$34,363.02	\$41,696.04	-8.66%	13.50%	ge-07
3	Admin Officer II (Buyer)	\$34,721.10	\$45,507.44	\$55,948.88	-11.10%	7.80%	ge-15
4	Admin Officer IV (Facilities/Parks Supt)	\$44,312.88	\$61,216.47	\$75,676.05	-2.14%	36.20%	ge-23
5	Admin Officer IV (Recreation Supt)	\$47,982.15	\$64,983.76	\$80,271.72	-7.82%	19.20%	ge-23
6	Airport Director	\$90,873.24	\$122,806.56	\$165,425.16	-22.29%	10.20%	c-05
7	Airport Electrician	\$31,362.42	\$43,023.13	\$52,640.51	-1.25%	43.20%	ge-16
8	Airport Maintenance Supervisor	\$44,025.07	\$61,392.96	\$80,095.25	-23.63%	0.00%	ge-18
9	Airport Maintenance Technician II	\$25,798.44	\$33,944.27	\$42,110.33	-10.75%	0.00%	ge-06
10	Airport Maintenance Technician III	\$29,227.87	\$38,317.32	\$48,240.28	-15.81%	0.00%	ge-08
11	Battalion Chief	\$63,133.69	\$75,793.44	\$88,948.76	-4.59%	37.40%	c-04
12	Budget Manager	\$51,656.35	\$67,596.71	\$84,249.76	-11.38%	22.90%	ge-23
13	City Engineer	\$63,694.96	\$86,281.66	\$106,926.09	10.60%	77.70%	c-05
14	City Manager	\$102,387.31	\$154,516.09	\$186,278.20			
15	Code Enforcement Specialist	\$30,794.26	\$42,189.26	\$52,937.87	-13.58%	10.90%	ge-12
16	Community Development Director	\$74,839.29	\$97,569.21	\$120,705.99	-2.19%	44.00%	c-05
17	Construction Inspector	\$32,631.91	\$43,455.81	\$54,132.51	-18.22%	16.10%	ge-11
18	Customer Service Manager	\$51,051.03	\$69,072.54	\$86,143.94	4.69%	63.50%	c-04
19	Customer Service Representative II	\$24,731.09	\$32,500.34	\$39,902.06	-3.43%	42.00%	ge-07
20	Director of Finance	\$80,139.77	\$100,986.30	\$122,302.58	-5.50%	50.00%	c-05
21	District Manager	\$47,381.32	\$62,196.41	\$77,500.66	-12.67%	24.00%	ge-21
22	Energy Services Director	\$79,951.51	\$100,626.39	\$124,363.81	-5.16%	50.50%	c-05
23	Engineering Services Technician I	\$35,164.97	\$46,339.77	\$57,262.61	-30.38%	4.20%	ge-08
24	Equipment Operator III	\$27,202.54	\$35,059.86	\$43,824.72	-10.48%	18.80%	ge-07
25	Field Services Leader	\$35,730.39	\$48,701.53	\$61,164.16	-12.77%	16.80%	ge-16
26	Field Services Technician	\$25,619.07	\$32,686.40	\$41,738.39	4.93%	66.40%	ge-10
27	Fire Captain I	\$49,172.83	\$60,164.62	\$71,370.37	-14.27%	21.10%	f-04

BENCHMARK SUMMARY-All Positions

	<u>REPORT TITLE</u>	<u>MASTER MARKET AVERAGE MIN</u>	<u>MASTER MARKET AVERAGE MID</u>	<u>MASTER MARKET AVERAGE MAX</u>	<u>% PENSACOLA MID TO MARKET AVERAGE</u>	<u>PENSACOLA MID PERCENTILE TO THE MARKET</u>	<u>PENSACOLA GRADE</u>
28	Fire Chief	\$75,845.06	\$103,543.33	\$129,410.70	-7.84%	16.90%	c-05
29	Fire Engineer	\$34,436.92	\$45,790.98	\$56,315.76	-2.38%	36.40%	f-03
30	Fleet Management Director	\$52,153.86	\$69,560.52	\$85,826.27	3.95%	52.00%	c-04
31	Gas Controller	\$44,484.32	\$56,142.50	\$67,800.68	-33.37%	6.50%	ge-13
32	Gas Distribution Engineer	\$56,577.88	\$72,021.98	\$87,466.08	-16.83%	12.60%	ge-23
33	Golf Course Green Superintendent	\$39,286.77	\$56,366.51	\$73,446.25	-23.08%	3.30%	c-02
34	Golf Course Manager	\$44,360.54	\$63,571.75	\$84,659.05	-45.41%	0.00%	c-01
35	Help Desk Technician I	\$28,914.51	\$36,589.65	\$44,050.01	-2.88%	45.10%	ge-11
36	Human Resources Director	\$71,910.04	\$92,519.77	\$112,900.99	3.15%	63.80%	c-05
37	HVAC Technician I	\$29,598.86	\$40,036.86	\$50,288.79	-14.33%	1.90%	ge-10
38	Inspection Services Admin (Bldg Official)	\$55,166.81	\$77,286.21	\$96,648.45	-6.44%	34.70%	c-04
39	Lead Worker	\$28,016.54	\$37,760.14	\$47,227.91	-12.42%	17.10%	ge-09
40	Library Director	\$62,501.81	\$84,707.71	\$106,913.60	12.66%	100.00%	c-05
41	Maintenance Worker II	\$23,844.22	\$31,620.64	\$39,592.66	-14.85%	0.00%	ge-03
42	Marketing Manager	\$51,106.76	\$68,595.92	\$84,869.28	5.42%	58.50%	c-04
43	Master Mechanic	\$31,663.51	\$41,682.36	\$51,941.33	-14.74%	6.40%	ge-11
44	MIS Director	\$68,246.60	\$88,612.19	\$109,239.76	7.69%	70.20%	c-05
45	Network Manager	\$50,154.57	\$62,986.99	\$77,999.62	-4.90%	46.00%	ge-23
46	Network/System Engineer I	\$38,679.95	\$52,329.45	\$63,723.40	-22.69%	9.60%	ge-15
47	Parks and Recreation Director	\$75,400.10	\$94,883.58	\$116,786.79	0.58%	53.90%	c-05
48	Payroll Specialist	\$29,598.54	\$38,672.08	\$46,642.53	4.61%	57.10%	ge-15
49	Permit Clerk	\$22,696.23	\$31,961.29	\$40,595.44	-5.21%	35.80%	ge-06
50	Personnel Specialist	\$35,055.45	\$44,258.70	\$53,460.99	-2.04%	44.70%	c-02
51	Planner	\$36,603.72	\$46,453.21	\$57,750.43	-25.29%	0.00%	c-01
52	Planning Technician	\$28,984.34	\$41,638.46	\$52,755.19	-14.65%	15.60%	ge-11
53	Police Captain	\$49,541.01	\$70,946.54	\$92,352.07	1.92%	61.90%	c-04
54	Police Chief	\$80,657.68	\$110,364.16	\$136,627.89	-13.53%	0.00%	c-05

BENCHMARK SUMMARY-All Positions

	<u>REPORT TITLE</u>	<u>MASTER MARKET AVERAGE MIN</u>	<u>MASTER MARKET AVERAGE MID</u>	<u>MASTER MARKET AVERAGE MAX</u>	<u>% PENSACOLA MID TO MARKET AVERAGE</u>	<u>PENSACOLA MID PERCENTILE TO THE MARKET</u>	<u>PENSACOLA GRADE</u>
55	Police Lieutenant	\$56,924.84	\$71,508.64	\$87,649.43	-6.62%	38.00%	p-04
56	Police Officer	\$35,024.72	\$45,875.25	\$56,492.76	-2.77%	50.60%	p-02
57	Police Records Clerk	\$22,887.98	\$30,851.23	\$38,354.18	-5.38%	42.60%	ge-05
58	Police Sergeant	\$45,067.16	\$57,651.87	\$70,236.59	2.72%	57.10%	p-03
59	Professional Firefighter	\$33,422.37	\$43,210.79	\$53,517.60	-11.19%	12.70%	f-02
60	Public Safety Telecommunicator II	\$27,542.24	\$36,673.03	\$45,684.08	-6.47%	42.00%	ge-10
61	Public Works Director	\$78,804.14	\$103,285.98	\$130,296.49	-7.61%	20.70%	c-05
62	Purchasing Manager	\$50,152.38	\$63,475.04	\$77,643.50	13.92%	68.40%	c-04
63	Recreation Supervisor	\$30,612.15	\$43,075.59	\$55,809.43	-6.08%	38.10%	ge-15
64	Risk Manager	\$55,918.98	\$72,076.89	\$88,299.03	-16.89%	10.60%	ge-23
65	Sanitation Equipment Operator II	\$26,124.69	\$34,619.97	\$43,624.18	-4.47%	35.10%	ge-09
66	Senior Marketing Representative	\$41,611.01	\$55,544.03	\$71,037.05	-23.51%	0.00%	ge-16
67	Sr. Admin Officer II (Parks Maint Supv)	\$39,080.05	\$51,269.51	\$62,903.21	-12.94%	22.20%	ge-17
68	Street Sweeper Operator	\$25,880.47	\$34,817.14	\$44,223.54	-9.85%	27.60%	ge-07
69	Streets Superintendent	\$50,018.45	\$67,661.86	\$85,362.11	6.87%	68.50%	c-04
70	Systems Analyst/Programmer III	\$43,975.87	\$57,521.08	\$71,671.68	-5.57%	17.60%	ge-21
71	Traffic/Electrical Control Technician I	\$29,959.56	\$40,554.25	\$51,148.94	-10.09%	0.00%	ge-12
72	Utility Billing Clerk	\$26,754.94	\$33,976.51	\$41,743.07	-5.05%	45.70%	ge-08
					-8.30%	30.60%	