

2010 Proposed Pay Plan



**September 1, 2009
Human Resources Division**

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Overview

When establishing the pay plan we use the City's financial policies as well as established compensation guidelines.

The City's financial policy relating to compensation states that "The City of Longmont will strive to establish prevailing market ranges of pay for City positions".

Established compensation guidelines include the following:

- The City strives to be a competitive employer regarding both pay ranges and actual salaries.
- Pay ranges are compared with pay ranges of other entities within our defined labor market and actual salaries are compared to the salaries paid by other entities for the same or similar position.
- Our labor market is typically defined as the Front Range and Northern Colorado area.
- The City's financial ability to pay and overall equity throughout the organization are always considerations.
- Performance is a key component of any salary increase.
- For purposes of establishing pay ranges for the City's open range positions, pay range midpoints of other entities within our labor market are primary in determining our market position.
- For purposes of establishing step pay levels, actual salaries paid by other entities within our labor market are primary in determining our market position.

Annual Compensation Process

The annual compensation review process is conducted as part of an effort to maintain a comprehensive compensation program. The survey process begins with the collection of data from our defined labor market.

In order to maintain the quality of the data we use, we look at the following criteria in any salary survey that we consider using:

- Adequate job descriptions
- Well defined methodology
- Consistent participants
- Effective date of data collection
- Reliable and known provider
- Participants within our defined labor market
- Necessary data such as range minimums and maximums as well as actual data clearly defined as either averages, weighted averages, medians, etc.
- Commitment to confidentiality for private employers

The following salary surveys meet the above criteria and were used this year:

- Colorado Municipal League Compensation Survey System
- Mountain States Employers Council Colorado Compensation Survey
- Mountain States Employers Council Public Employers Survey
- Mountain States Employers Council Rural Electric Association Survey
- Mountain States Employers Council Public Library Survey
- Mountain States Employers Council Fire Protective Services Survey

We continue to work with Mountain States Employers Council and the Colorado Municipal League to expand the benchmark jobs and refine current job descriptions in order to have as many City positions included in survey data as possible.

Participating Employers

Our labor market is defined as public and private employers in the Denver metropolitan area (Adams, Arapahoe, Denver, Douglas, and Jefferson Counties), and Northern Colorado (Boulder, Larimer and Weld Counties). This is our primary recruitment area. Our normal comparison group of public entities is listed in Appendix A of this report. Also included in Appendix A is a listing of Utilities and Parks & Recreation Districts that participated in the MSEC Public Employers Survey.

Actual public and private entities used for comparison vary based on department and survey data availability. Specific private employers in our comparison area vary by survey. A complete list of participating organizations in one of the largest surveys used, Mountain States Employers Council Colorado Compensation Survey, is included in Appendix B of this report.

Benchmark Positions

A benchmark position is a position that can be matched to a position included in one of the surveys used by the City, and for which at least three of our comparison group entities have submitted data for. The benchmarking of all City of Longmont positions is not possible due to the fact that not all City of Longmont positions can be matched to surveyed positions.

Even though not all positions can be benchmarked, staff looks to benchmark at least some of the positions within all areas of the pay plan. In general, positions that can be benchmarked are positions that:

- Are well-known, commonly understood occupations.
- Can be described for survey purposes in a concise manner that accurately identifies the nature of the work and the level of its difficulty and responsibility.
- Exist in reasonably substantial numbers in the work forces of other employers.

A total of 162 of the City's regular positions were benchmarked in preparation of this 2010 Proposed Pay Plan.

Evaluation of Salary Survey Data

The annual evaluation of the survey data includes:

- Ensuring that each job match is a “valid” match. Meaning that at least 80% of the duties in the salary survey job description match the duties in the City’s position. This may require follow up with individual organizations to ensure good matches.
- Ensuring that significant organizations have participated in the surveys.
- Evaluating pay range and salary data of our benchmark positions against the pay range and salary data collected in the surveys.
- Reviewing the width of our ranges compared to our defined market.
- Projecting pay range movements by others in our defined market.
- Projecting salary increases by others in our defined market.

Survey Results

- We evaluated survey data on 162 of the City’s 280 non-collectively bargained open range positions, which accounts for approximately 58% of all such positions. A list of these benchmark positions is included in Appendix C.
- When comparing the City’s pay range midpoints and average actual salaries with market range midpoints and market level salaries we found our market positions based on job families to be:

Job Family	City of Longmont range midpoints compared to market midpoints	City of Longmont actual salaries compared to market level salaries
Administrative	97.7%	101.0%
Labor Trades	97.9%	99.9%
Management	96.7%	98.8%
Professional	98.9%	100.6%
Citywide	98.1%	100.1%

- Preparation and maintenance of the City’s Pay Plan is primarily focused on positioning City of Longmont pay ranges centered at or above market level for similar positions. Survey data on average actual salaries is obtained and utilized in making recommendations for step pay adjustments and merit increases.
- Data collected as of August 13, 2009 by Mountain States Employers Council projected average pay range movement for 2010 by governmental and private employers combined within the Denver/Boulder and Northern Colorado areas to be less than 2%.
- Data collected as of August 13, 2009 by Mountain States Employers Council projected average salary increases for 2010 for governmental and private employers combined within the Denver/Boulder and Northern Colorado areas to be 2% or less. This includes all forms of actual salary increases such as merit, step, cost of living, and any other form of pay increase.

2010 Recommendations

Based on our current market position, projected market movement for 2010, and the City's budget limitations, the following recommendations are made in order to maintain a competitive compensation program that is in support of the City's Total Compensation Philosophy.

Pay Range Movements

In establishing pay ranges for the coming year, it is important to look at both our current market position as well as potential pay range increases by other organizations for the coming year. Currently, our city-wide position is roughly 1.9% behind our defined labor market prior to adjustments for 2010. If market pay ranges within our labor market actually are adjusted up to 2% in 2010, the City could potentially be up to 3.9% below market level on average.

For 2010 we are recommending that adjustments to pay ranges be done by job family rather than adjusting all pay ranges for all job families by the same percentage. We are also recommending that pay ranges within each job family be adjusted by the average percent difference between City of Longmont pay ranges and market for the job family, plus 1.65% to account for the potential increase to market levels for our labor market in 2010. **This is an adjustment to the pay ranges only and would allow the city to maintain the pay ranges at market level. This salary structure movement does not result in an automatic salary increase unless an employee is below the minimum of the revised range.** Movement of pay ranges has little or no impact on actual salaries for the majority of current employees. However, the movement of pay range minimums and maximums as part of this adjustment better positions the City in regards to recruitment by keeping the pay ranges at market level.

Using the standard shown above, pay ranges per job family will move as shown below:

Administrative	3.95%
Labor Trades	3.75%
Management	4.95%
Public Safety (two open range positions)	1.85%
Professional/Technical	2.75%

We did find significant differences in the market for 7 positions within the open range job families and we propose moving these positions to appropriate ranges consistent with the overall management of the pay plan. The decision to move these jobs was made after considering factors such as a sustained market movement and not a sudden movement, the magnitude of the market difference, consistent survey participants, further confirmation of the survey matches, compression with subordinate positions, and internal equity.

- Assistant Director of Finance from MGT4 to MGT5
- Communications Center Manager from PT7 to MGT4
- Director of Public Works & Natural Resources from MGT9 to MGT10
- Library Director from MGT5 to MGT7
- Librarian II from PT5 to PT6
- Meter Reader from LT2 to LT3
- Sr. Meter Reader from LT3 to LT4

The proposed Administrative Regulation regarding pay upon reclassification states that all increases per upward reclassification will be based on pay ranges for the year that the reclassification becomes effective, and an employee in any position that is being reclassified to a higher pay range needs to be paid an amount that falls within the new pay range. Employees in reclassified positions will be eligible for a reclassification increase as provided for in Administrative Regulation A-35.

Step Positions

Public Safety

In 2010, the majority of step positions in Public Safety will be covered under Police and Fire Collective Bargaining Agreements. For the two step positions which are not covered by bargaining agreements we are proposing that no changes be made to their current levels.

Longmont Power and Communications

In 2009, eleven LPC positions were moved from open range to step in order to more closely position the City with the existing labor market for these positions. We remain closely in line with market going into 2010. We are proposing that no changes be made to current step levels for these positions.

Performance Increases

We are proposing a balanced budget for 2010 that does not include funding for performance increases for open range employees.

Living Wage Adjustment

In 2001 the City established a guideline to pay all regular employees at least the Boulder County Living Wage for single wage earners. Last year we were unsuccessful in obtaining any current information on the Boulder County Living Wage. As a replacement for this information we utilized the Colorado Self-Sufficiency Calculator from the Colorado Center on Law and Policy. Using this calculator for a household of one in Boulder County, the current hourly self-sufficiency wage is \$10.72. Even with the possibility of an increase in this amount for 2010, the City's current minimum wage for regular employees of \$11.13 is expected to cover any increases in the self-sufficiency wage.

For purposes of the 2010 pay plan we were able to use the Boulder County Living Wage calculator. Using this calculator for a household of one in Boulder County, the current hourly living wage is \$9.82. Based on the information currently available the City will make no changes to its current living wage minimum for regular employees.

Supplemental Pay Rates

Bilingual Compensation

Our ability to communicate effectively with our non-English speaking customers strengthens our overall service delivery and makes us more successful as an organization and as a community. The Bilingual compensation program is designed to encourage and reward regular employees who are conversationally fluent in Spanish and American Sign Language and who assist us in the delivery of services to our diverse customers.

The bilingual compensation program was implemented in 2005 and we currently have 73 employees participating in this program.

Survey data shows that while there is an increase in the number of organizations compensating employees for bilingual skills, the rate of compensation still varies widely among organizations. Based on survey data the City is still competitive with its bilingual compensation rates and will make no changes for 2010.

Skill Based Pay in Public Works & Natural Resources

In an effort to improve effectiveness and efficiency in operations and thereby improving the value of the services to our customers, a Workforce Flexibility program was established in 2004. The program is designed to compensate employees for cross training to acquire and use additional skills. In an effort to continue these improvements, two new skill blocks have been added to the pay plan in 2010 as part of the Workforce Flexibility program. They are Storm Drainage Operations and Maintenance and Base Water Utility Technician. There will be no increases made to pay lines of the existing skill based pay levels for 2010.

Temporary Pay Rates

Minimum Wage Increases

Article XVIII, Section 15, of the Colorado Constitution requires the Colorado minimum wage to be adjusted annually for inflation as measured by the Consumer Price Index (CPI) used for Colorado. The actual Colorado minimum wage for 2010 will not be determined until at least October 2009. However, given the fact that during the first half of 2008 to the first half of 2009 the CPI decreased by 0.6%, we project to see minimal if any change to the current Colorado minimum wage of \$7.28 per hour. Because of this, we are recommending no increases to the range minimums for all temporary positions at this time. The Federal minimum wage adjusted in July of 2009 to \$7.25 per hour. This federal minimum wage adjustment has no impact on the City's Pay Plan as it will again be superseded by the State minimum wage.

Specialized Temporary Positions

In January 2007 City Council approved changes to the Personnel Rules that added an employment type titled "Specialized Temporary Position". These are positions requiring

specialized or focused training, licensing or certifications and are not career path positions. These positions are to be designated annually by the Human Resources Director and are authorized to work up to 1560 hours in a twelve month period. All other temporary positions are limited to working 1040 hours in a twelve month period. For 2009, the Specialized Temporary Positions are indicated as such in the Temporary Pay Plan and are summarized below:

- Assistant Pool Manager
- Fitness Coordinator
- Lifeguard
- Pool Manager
- Program Coordinator
- Swim Lesson Coordinator

Appendix A

2009 Normal Comparison Group of Public Entities

City of Arvada
City of Aurora
City of Boulder
City and County of Broomfield
City and County of Denver
City of Englewood
City of Fort Collins
City of Greeley
City of Lafayette
City of Lakewood
City of Littleton
City of Louisville
City of Loveland
City of Northglenn
City of Thornton
City of Westminster
City of Wheatridge
Adams County
Arapahoe County
Boulder County
Douglas County
Jefferson County
Larimer County
Weld County
State of Colorado

Utilities Participating in the Mountain States Public Employers Survey:

Arapahoe County Water & Wastewater Authority
Aspen Consolidated Sanitation District
Board of Water Works of Pueblo
Board Public Utilities, Cheyenne
Central Colorado Water Conservancy District
Colorado River Water Conservancy District
Colorado Springs Utilities
Crestview Water & Sanitation
Denver Water Department
Dolores Water Conservancy District
Eagle River Water and Sanitation District
Empire Electric Association
Genesee Water & Sanitation District
Green Mountain Water & Sanitation District
Holy Cross Energy
Intermountain Rural Electric
Left Hand Water District
Little Thompson Water District
Metro Wastewater Reclamation District
North Table Mountain Water/Sanitation District
Parker Water & Sanitation District
Pinery Water & Wastewater District
Platte Canyon Water & Sanitation District
Platte River Power Authority
Poudre Valley REA, Inc.
South Adams County Water/Sanitation District
Southgate Sanitation District
St. Vrain Sanitation District
United Power, Inc
Ute Water Conservancy District

**Parks & Recreation Districts Participating in the Mountain States
Public Employers Survey:**

Arapahoe Park & Recreation District
Foothills Park & Recreation District
Highlands Ranch Metro District
Hyland Hills Park & Recreation District
South Suburban Park & Recreation District
Woodman Hills Metro District

Appendix B

Denver/Boulder MSEC Colorado Compensation 2009

Manufacturing/Employment Size*

Amcor PET Packaging 1
 Arrow Industrial Ltd 1
 Ball Aerospace & Technologies 6
 Ball Corporation 4
 Baxa Corporation 3
 Blue Mountain Arts 1
 Bombardier Transportation, Inc. 1
 Carefree of Colorado 2
 CaridianBCT, Inc. 5
 Coleman Natural Products, Inc. A
 Colorado Container 2
 Covidien/Energy-Based Devices 5
 Fusion Specialties, Inc. 1
 Gambro, Inc. 3
 HEI Inc. Advanced Medical Operations A
 Hunter Douglas Inc. 4
 Inovonics Corporation 2
 Intermap Technologies, Inc. 2
 Jeppesen Sanderson, Inc. 5
 Kevry Corporation 1
 KONG Company, LLC 1
 Laser Technology, Inc. 1
 Leanin' Tree Inc. 2
 Leprino Foods Company 3
 Lexmark International, Inc. 2
 Lockheed Martin Space Systems 6
 Master Magnetics, Inc. 1
 Metalwest LLC 2
 Micro Motion, Inc. 4
 MKS Instruments 2
 OSI Pharmaceuticals, Inc. 2
 Protogenic, Inc. A
 PTA Corporation 1
 Publication Printers Corporation 3
 Ready Foods 2
 RMO, Inc. 2
 Roche Colorado, Inc. 3
 Rocky Mountain Prestress, LLC 3
 SEAKR Engineering, Inc. 2
 Spyderco, Inc. A
 Stolle Machinery Company, LLC 3
 Sundyne Corporation 3
 Teledyne Monitor Labs, Inc. 1
 The Hain Celestial Group 2
 The Kroger Company - Jackson Ice Cream 2
 Timberline Steel 1
 Trelleborg Sealing Solutions Broomfield 2
 TruStile Doors, LLC 2

Vital Signs Colorado, Inc. 2
 Watersaver Company, Inc. A
 Wright & McGill Company 2
 Zeon Corporation A

Non-Manufacturing/Employment Size*

Academy Roofing, Inc. 2
 Advantage Logistics 2
 Alexander Dawson School, LLC 1
 Alltech, Inc. 2
 AMC Cancer Research Center A
 American Residential Communities 4
 American Water Works Association 2
 Ameristar Casino 4
 Amstar Group, LLC A
 Arapahoe Douglas Mental Health Network 3
 Asphalt Paving Company 1
 Attorneys Title Guaranty Fund A
 Aurora Loan Services, Inc. 4
 Aurora Mental Health 4
 Bellco Credit Union 3
 Bonfils Blood Center 3
 Boulder Community Hospital 6
 Catamount Constructors, Inc. A
 Catholic Charities 3
 Catholic Health Initiatives 4
 Central Resources, Inc. A
 Centura Health - Corporate 6
 Centura/Senior Services 3
 Children's Hospital 6
 Chipotle Mexican Grill, Inc. 2
 CIBER 2
 Clinica Family Health Services 3
 Colorado Access 2
 Colorado AIDS Project A
 Colorado Christian University 3

*Key

A = 1 – 49 employees
 1 = 50 – 99 employees
 2 = 100 – 249 employees
 3 = 250 – 499 employees
 4 = 500 – 999 employees
 5 = 1000 – 1999 employees
 6 = 2000 or more employees

Denver/Boulder MSEC Colorado Compensation 2009

Non-Manufacturing (continued)/ Employment Size*

Colorado Coalition for the Homeless 3
 Colorado Community Health Network A
 Colorado Dental Service, Inc. 2
 Colorado Doorways, Inc. 1
 Colorado Energy Management A
 Colorado PERA 2
 Comcast Cable Communications 6
 Commerce City Ace Hardware A
 Component Distributors, Inc. 1
 Comprehensive Software Systems 1
 COPIC Companies 2
 Credit Union of Colorado 2
 CSG Systems, Inc. 2
 Cummins Rocky Mountain, Inc. 3
 Dana Kepner Company, Inc. A
 Denver Children's Home 2
 Denver Center for Performing Arts 3
 Denver Health & Hospital Authority 6
 Denver Options, Inc. 2
 Denver Seminary 3
 Designer Building Solutions 1
 Doc Holliday Casino II LLC A
 Dumb Friends League 2
 Easter-Owens Electric Company A
 Education Sales Management 4
 Educause A
 Eltron Research & Development, Inc. A
 Exempla/St. Joseph/Lutheran 6
 Fitzgeralds Casino 3
 FlightSafety Services Corporation 2
 ForeRunner Corporation 2
 Forest Oil Corporation 4
 Frasier Meadows Retirement Community 3
 Frontier Refining & Marketing, Inc. 1
 Gary-Williams Energy Corporation 1
 Gastroenterology of the Rockies 1
 GHP Horwath, P.C. 1
 Gold Systems, Inc. A
 Great-West Life & Annuity Insurance 6
 Hand Surgery Associates, PC 1
 HCA - HealthONE 6
 Hyder Construction, Inc. A
 Isle of Capri Casino 4
 Jackson National Life Service 4
 Janus Capital/Janus Service Corporation 4
 Jewish Family Service of Colorado 2
 Jones International, LTD 2
 Jupiter I, LLC 2

K.P. Kauffman Company, Inc. 2
 Kelly Cable Corporation 1
 Kinder Morgan 3
 Landtech Contractors, Inc. 2
 Lightning Eliminators & Consultants, Inc. A
 Lincoln Trust Company 3
 Listen Up, Inc. 1
 Lodge Casino at Black Hawk 4
 Long Building Technologies 2
 Longmont United Hospital 5
 Ludvik Electric Company 3
 Markwest Energy Partners 2
 Mayo Aviation, Inc. 1
 McGuckin Hardware 3
 MDC Holdings, Inc. 3
 Medical Group Management Association 2
 Mi Casa Resource Center for Women A
 Mid-Continent Research for Ed Lab 2
 Miller International, Inc. 2
 Moody Insurance Agency Inc. 1
 MOPS International Inc. A
 Mount St. Vincent Home 2
 Mountain States Pipe & Supply A
 MSI, LLC 2
 MTech Mechanical Technologies 2
 National Cattlemen's Beef Association 2
 National CineMedia, LLC 3
 National Jewish Medical & Research Center 5
 Nelnet 4
 Nobel/Sysco Food Services Company 4
 Norbel Credit 1
 Nordstrom FSB 3
 North Metro Community Services 3
 Pattlen Enterprises, Inc. 1
 PBC, Inc. A
 Peer Assistance Services, Inc. 1
 Pentax Imaging Company 1
 Pinnacol Assurance 4

*Key

A = 1 – 49 employees
 1 = 50 – 99 employees
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Denver/Boulder MSEC Colorado Compensation 2009

Non-Manufacturing (continued)/ Employment Size*

Pinon Management, Inc. 1
Planned Parenthood 3
Platte Valley Medical Center 4
Policy Studies, Inc. 3
Qdoba Restaurant Corporation 2
Red Robin International 3
Resolute Natural Resources Company 2
RidgeviewTel, LLC A
RNL Facilities Corporation 2
Rock Bottom Restaurants, Inc. 2
Rocky Mountain College of Art & Design 3
Rocky Mountain Lions Eye Bank A
Rocky Mountains Motorists 3
Rocky Mountain SER/Jobs for Progress Inc. 3
Samuel Engineering, Inc. 2
Shea Homes 1
Sherman & Howard LLC 2
Simpson Housing Limited 2
SOURCEGAS, LLC 4
Space Age Federal Credit Union A
Spectrum Human Resource System Corp. 2
SSP (USA), Inc. A
Standard & Poor's Compustat 3
Sterling Lumber & Investment 1
Sterling-Rice Group, Inc. 2
Subex Azure, Inc. 1
Technicolor Network Services 1
The Broe Companies, Inc. 2
The Innovative Alliance, Inc. A
Total Longterm Care 4
TransMontaigne Product Services, Inc. 2
TRG Management Company 1
Tri-State Generation & Transmission 3
Trust Company of America 2
UCAR 5
United Power, Inc. 2
United Western Bancorp 2
University of Colorado Hospital 6
University of Denver 6
Uranium One A
Urban Peak 1
Utility Notification Center A
Van Gilder Insurance Corporation 2
Visiting Nurse Corporation of Colorado, Inc. 3
VRCC-Veterinary Referral Center of Colorado 1
WideOpenWest 3
YMCA of Metropolitan Denver 4

*Key

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Denver/Boulder MSEC Colorado Compensation 2009

Government Employment/Size*

Adams 12 Five Star Schools 6
 Adams County Government 5
 Adams County School District 14 4
 Arapahoe County 5
 Arapahoe Library District 3
 Boulder County 5
 Brighton School District 27J 5
 Career Service Authority 6
 City and County of Broomfield 5
 City of Arvada 4
 City of Aurora 6
 City of Boulder 5
 City of Brighton 3
 City of Cherry Hills Village A
 City of Commerce City 3
 City of Englewood 3
 City of Federal Heights 1
 City of Golden 3
 City of Greenwood Village 3
 City of Lafayette 2
 City of Lakewood 4
 City of Littleton 3
 City of Lone Tree 1
 City of Longmont 4
 City of Louisville 3
 City of Northglenn 3
 City of Thornton 5
 City of Westminster 5
 City of Wheat Ridge 3
 Clear Creek County 2
 Clear Creek County Library District A
 College Assist A
 Crestview Water & Sanitation A
 Denver Public Library 3
 Denver Water Department 5
 District Atty-18th Judicial 2
 Douglas County 5
 Douglas County Libraries 3
 E-470 Public Highway Authority A
 Foothills Park & Recreation District 4
 Gilpin County 2
 Highlands Ranch Metro District 2
 Hyland Hills Park & Recreation District 5
 Jefferson County Government 6
 Jefferson County Juvenile Assessment Center A
 Left Hand Water District A
 Metro Wastewater Reclamation District 3

Parker Water & Sanitation District 1
 Platte Canyon Water & Sanitation District A
 Regional Transportation District 6
 South Adams County Water & Sanitation Dist. 1
 South Metro Fire Rescue Authority 3
 South Suburban Park & Recreation District 5
 Southgate Sanitation District A
 State of Colorado Personnel System* 6
 Town of Castle Rock 3
 Town of Parker 4
 Town of Superior A
 Tri-County Health Department 3
 West Metro Fire Protection District 3

*Key

A = 1 – 49 employees
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Northern Colorado MSEC Colorado Compensation 2009

Manufacturing/Employment Size*

Advanced Energy Industries Inc. 4
Boulder Scientific Company 2
Carestream Health, Inc. 4
Eastman Kodak Company 4
Genesis Innovations, LLC 1
Group Publishing, Inc. 3
Odell Brewing Company A
Quebecor World Loveland Inc. 2
TOLMAR, Inc. 2
Value Plastics, Inc. 1
Vestas Blades Americas 4
Waterpik Technologies, Inc. 2
Whip Mix Corporation A
Woodward Governor Company 5

Non-Manufacturing/Employment Size*

Banner Health Colorado 6
CPP, Inc. 1
Foothills Gateway, Inc. 2
Heska Corporation 2
Jupiter I, LLC A
Kroll Factual Data 2
Larimer Center for Mental Health 2
Larimer Humane Society 1
Lextron, Inc. 1

Numerica Corporation A
Poudre Valley Health System 6
Poudre Valley REA, Inc. 1
Weld Adolescent Resources, Inc. 1
Yancey's Food Service 2

Government

Aims Community College 4
City of Fort Collins 5
City of Greeley 4
City of Loveland 4
Larimer County 5
Northern Colorado Water Conservancy District
2
Platte River Power Authority 2
Poudre River Public Library District 2
Poudre School District R-1 6
Town of Erie 2
Town of Estes Park 2
Town of Firestone A
Weld County Government 5

***Key**

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Appendix C

2009 Benchmark Positions

Job Code	Position Title
8800	Accountant
1305	Accounting Assistant
1400	Accounting Clerk
3500	Accounting Technician
1510	Administrative Analyst
1310	Administrative Assistant
8602	Administrative Supervisor
8712	Aquatics Specialist
9467	Aquatics Supervisor
8011	Assistant City Attorney I
8106	Assistant City Attorney II
8613	Assistant Librarian
8425	Associate Civil Engineer
5118	Associate Electrical Engineer
8111	Associate Planner
8103	Asst to the City Manager
8201	Budget Manager
8614	Building Inspector
8511	Building Permit Technician
8901	Buyer I
8701	Buyer II
1501	Cashier
9100	Chief Building Official
5101	Chief Electrical Engineer
9007	Chief Information Officer
8212	Chief Probation Officer
9558	Circulation Desk Manager
3516	City Clerk
8426	Civil Engineer
8705	Code Enforcement Inspector
9532	Code Enforcement Supervisor
8205	Comm Relations Program Coord
4500	Communications Center Manager
9556	Compensation & Benefits Mgr
3107	Construction Inspector
4600	Court Administrator
8500	Crime and Data Analyst
2906	Custodian

2009 Benchmark Positions

Job Code	Position Title
1404	Customer Service Rep
8616	Database Administrator
9110	Deputy City Attorney
9457	Development Services Manager
9961	Director of Economic Development
9515	Director of PW & NR
4506	Dist & Coll System Mtce Supv
9495	Economic Development Manager
9961	Director of Economic Development
5114	Elect Engineering Proj Coord
5119	Electrical Engineer
8428	Electrical Inspector
2050	Electrician
9534	Emergency Preparedness Coordinator
3108	Engineering Technician
9102	Enterprise Tech Svcs Manager
9447	Environmental Project Spec
2200	Equipment Mechanic II
2416	Equipment Operator I
2417	Equipment Operator II
9560	Evidence Technician
6750	Evidence/Crime Scene Technician
1410	Executive Assistant
2406	Facilities Maintenance Supervisor
2610	Facilities Maintenance Worker
7100	Fire Division Chief
9203	Fleet Manager
4401	Fleet Operations Supervisor
4702	Forestry & Cont Maint Superv
8009	GIS Analyst
3109	GIS/Mapping Technician
2407	Golf Course Equip Mechanic
4501	Golf Course Supervisor
9300	Golf Operations Manager

2009 Benchmark Positions

Job Code	Position Title
2750	Grounds Mtce Tech I
2702	Grounds Mtce Tech II
8715	Head Lifeguard
9557	HR Comp & Benefits Analyst
3505	Human Resources Administrator
9106	Human Resources Director
8414	Human Resources Partner
8207	Indust Pre-Treatment Coord
1205	Inventory Control Technician (Fleet)
3202	Laboratory Technician
8603	Librarian I
8403	Librarian II
1502	Library Assistant
9105	Library Director
1605	Library Page
3305	Library Technician
1503	Mail Room Clerk
9443	Maintenance Supervisor
8598	Major Account Representative
2901	Meter Reader
8714	Museum Curator
8208	Museum Manager
8214	Network Analyst
1210	Office Assistant
9215	Open Space & Trails Manager
9520	Operations & Maint Tech Lead
2902	Parking Enforcement Officer
4502	Parks Supervisor
8903	Parks/Open Space Ranger
1307	Payroll Technician
8611	PC Specialist
8112	Planner
9004	Planning Manager
8429	Plans Examiner
9450	Plant Operations & Maint Tech I
9453	Plant Operations & Maint Tech II
6150	Police Commander
4503	Police Records Supervisor

2009 Benchmark Positions

Job Code	Position Title
9205	Principal Planner
2812	Printer
8503	Probation Officer
8417	Procurement Specialist
8605	Programmer
8209	Programmer Analyst
1504	Public Information Assistant
9551	Public Information Officer
4512	Public Works Supervisor
9206	Purchasing & Contracts Mgr
9563	PWNR Engineering Services Manager
9592	PWNR Operations Manager
3514	Records Manager/Asst City Clerk
8301	Recreation Center Supervisor
9207	Recreation Manager
8430	Recreation Program Supervisor
8431	Recreation Specialist
9301	Risk Manager
7700	Safety Education Coord
8609	Safety Officer
8607	Sales Tax Auditor
8413	Seniors Resources Coordinator
8210	Seniors Services Manager
2418	Sign/Pavement Technician
8608	Sr Accountant
8615	Sr Building Inspector
3051	Sr Code Enforcement Inspector
8427	Sr Civil Engineer
9464	Sr Database Administrator
5120	Sr Electrical Engineer
3000	Sr Engineering Technician
2202	Sr Equipment Operator
2713	Sr Grounds Maintenance Tech (Parks)
8002	Sr Network Analyst
2754	Sr Park Ranger Technician
8113	Sr Planner
8305	Sr Plans Examiner
9213	Street Maint & SW Ops Manager
4701	Survey Party Chief
3507	Survey Technician
9496	Telecom Technical Specialist
2203	Traffic Signal Tech II
8105	Transportation Planner
9535	Treatment Operations Superv

2009 Benchmark Positions

Job Code	Position Title
4804	Utility Billing Manager
2900	Utility Worker
4700	Warehouse Supervisor
2803	Warehouse Worker
8432	Water Quality Analyst
4100	Water Quality Lab Supervisor
9438	Water Utilities Technician
3511	Website Administrator

Appendix D

REGULAR PAY RATES

Management

<u>Range</u>	<u>Job Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
MGT10	Chief of Public Safety Director of Public Works & Natural Resources	\$9,457	\$11,348	\$13,240
MGT9	Director of Community Services Director of Economic Development Director of Finance & Support Services Director of Power & Communications	\$8,224	\$9,868	\$11,513
MGT8	Chief Information Officer Human Resources Director PWNR Engineering Services Manager PWNR Operations Manager	\$7,739	\$9,287	\$10,835
MGT7	Chief Electrical Engineer Development Services Manager Library Director Planning Manager PWNR Business Srvs & Strategic Planning Mgr PWNR Environmental Services Manager PWNR Natural Resources Manager Telecommunications Manager	\$7,371	\$8,846	\$10,320
MGT6		\$6,603	\$7,924	\$9,245
MGT5	Assistant Director of Finance City Clerk Deputy City Attorney Economic Development Manager Electric Operations Manager Enterprise Technology Services Manager Redevelopment Program Manager	\$6,490	\$7,787	\$9,085

Management (continued)

<u>Range</u>	<u>Job Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
MGT4	Budget Manager	\$6,126	\$7,352	\$8,577
	Chief Building Official			
	Communications Center Manager			
	Electric Construction Coordinator			
	Power & Comm Business Manager			
	Recreation Manager			
	Street Maint & Solid Waste Ops Manager			
	Traffic Engineering Administrator			
	Utility Operations & Maintenance Mgr			
	Water Resources Administrator			
MGT3	Assistant to the City Manager	\$5,835	\$7,002	\$8,168
	Compensation & Benefits Manager			
	Electric Technology Services Coordinator			
	Fleet Manager			
	Golf Operations Manager			
	Open Space & Trails Manager			
	Principal Planner			
	PWNR Business Services Manager			
	Purchasing & Contracts Manager			
MGT2	Museum Manager	\$5,325	\$6,390	\$7,455
	Police Information & Technology Manager			
	Risk Manager			
MGT1	Children & Youth Resources Manager	\$4,924	\$5,909	\$6,893
	Senior Services Manager			

Professional/Technical

<u>Range</u>	<u>Job Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
PT10	Senior Electrical Engineer	\$6,532	\$7,838	\$9,144
PT9	Electrical Engineer GIS Coordinator Sr Civil Engineer Sr Database Administrator Sr Network Analyst Sr Programmer Analyst	\$5,906	\$7,088	\$8,269
PT8	Airport Manager Assistant City Attorney II Associate Electrical Engineer Civil Engineer Customer Services & Marketing Manager Database Administrator Emergency Preparedness Coordinator Environmental Sustainability Coordinator Network Analyst Programmer Analyst Telecommunications Engineer	\$5,397	\$6,477	\$7,556
PT7	Associate Civil Engineer Benefits Administrator CDBG Coordinator Compensation Specialist Electrical Engineering Project Coord Energy Services Engineer Fire Protection Engineer Parks and Open Space Project Manager Public Information Officer PWNR Tech & Financial Analyst Sr. Planner Transportation Planner Treasury & Investment Officer Water Quality Laboratory Supervisor Water Resources Analyst	\$4,893	\$5,872	\$6,850

Professional/Technical (continued)

<u>Range</u>	<u>Job Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
PT6	Aquatics Supervisor	\$4,523	\$5,428	\$6,333
	Assistant City Attorney I			
	Building Inspection Supervisor			
	Chief Probation Officer			
	Construction Inspection Supervisor			
	Electric Engineering Support Coordinator			
	Eng & Surveying Tech Support Supervisor			
	GIS Analyst			
	GIS/Mapping Tech Support Supervisor			
	Industrial Pre-Treatment Coordinator			
	Librarian II			
	Major Account Representative			
	Metering & Load Research Coordinator			
	Neighborhood & Community Resources Supervisor			
	Programmer			
	Utility Billing Manager			
	Website Administrator			
PT5	Accounting/Budget Analyst	\$4,307	\$5,169	\$6,030
	Code Enforcement Supervisor			
	Court Administrator			
	Crime, Info & Research Analyst			
	Crime Scene Investigator			
	Deputy City Clerk			
	Recreation Center Supervisor			
	Sr Accountant			
	Sr Building Inspector			
	Sr Plans Examiner			
	Utilities Analyst			
	Utilities Financial Analyst			

Professional/Technical (continued)

<u>Range</u>	<u>Job Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
PT4	Asst Parks and Open Space Project Mgr	\$4,103	\$4,923	\$5,744
	Building Inspector			
	Children & Youth Counselor			
	Community Relations Program Coordinator			
	Crime and Data Analyst			
	Electric Distribution Field Engineer II			
	Electrical Inspector			
	Energy Services Specialist			
	Environmental Project Specialist			
	Hazardous Materials Inspector			
	HR Compensation & Benefits Analyst			
	Human Resources Partner			
	Neighborhood Traffic Program Coordinator			
	Planner			
	Plans Examiner			
	Police Programs Coordinator			
	Procurement Specialist			
	Recreation Program Supervisor			
	Safety Education Coordinator			
	Safety Officer			
	Sales Tax Auditor			
	Seniors Recreation Program Supervisor			
	Seniors Resources Coordinator			
	Sr Construction Inspector			
	Sr Engineering Technician			
	Sr GIS/Mapping Technician			
	Water Quality Analyst			

Professional/Technical (continued)

<u>Range</u>	<u>Job Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
PT3	Accountant	\$3,655	\$4,386	\$5,117
	Art in Public Places Administrator			
	Associate Planner			
	Buyer II			
	Children & Youth Resources Community Coordinator			
	Circulation Desk Manager			
	Construction Inspector			
	Customer Service Energy Specialist			
	Economic Development Specialist			
	Electric Distribution Field Engineer I			
	Engineering Technician			
	Evidence/Crime Scene Technician			
	Librarian I			
	Marketing Analyst			
	Mobile Data Computer Specialist			
	Museum Curator			
	PC Specialist			
	Probation Officer			
	Records Manager/Asst City Clerk			
	Risk Management Claims Adjuster			
	Sales Tax Accountant			
	Sr Code Enforcement Inspector			
	Survey Party Chief			
	Telecommunications Technical Specialist			
	Utility Accountant			
	Water Resources Technician			
	Water Services Coordinator			

Professional/Technical (continued)

<u>Range</u>	<u>Job Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
PT2	Aquatics Specialist	\$3,254	\$3,905	\$4,556
	Assistant Librarian			
	Buyer I			
	Callahan House Manager			
	Children & Youth Resources Program Specialist			
	Code Enforcement Inspector			
	Community Relations Specialist			
	Computer Operations Specialist			
	Electric Distribution Field Engineer Trainee			
	Energy Services Program Coordinator			
	Evidence Technician			
	GIS/Mapping Technician			
	Housing Program Specialist			
	Info Systems Administrator/Coordinator			
	Laboratory Technician			
	Management Assistant			
	Recreation Specialist			
	Seniors Resource Specialist			
Survey Technician				
Water Resources Field Specialist				
PT1	Assistant Museum Curator	\$2,938	\$3,525	\$4,113
	Building Permit Technician			
	Children & Youth Resources Program Leader			
	Community Service Coordinator			
	Risk Management Technician			
	Seniors Program Leader			

Labor/Trades

<u>Range</u>	<u>Job Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
LT10	Maintenance Supervisor Treatment Operations Supervisor	\$4,916	\$5,899	\$6,882
LT9	Distribution & Collection Sys Maint Supv Facilities Maintenance Supervisor Facilities Operations Supervisor Fleet Operations Supervisor Forestry & Contractual Maintenance Supervisor Golf Course Maintenance Supervisor Parks Supervisor Public Works Supervisor	\$4,510	\$5,413	\$6,315
LT8	Electrician Parks/Open Space Ranger Watershed Ranger	\$4,110	\$4,932	\$5,754
LT7		\$3,862	\$4,635	\$5,407
LT6	Master ASE Certified Equip Mechanic Meter Reading Supervisor Operations & Maint Technician Lead Print Shop Supervisor Sr Equipment Mechanic Sr Traffic Signal Technician Warehouse Supervisor	\$3,705	\$4,445	\$5,186
LT5	Equipment Mechanic II Golf Course Equipment Mechanic Plant Operation & Maint Technician II Pool Technician Sr Arborist Technician Sr Equipment Operator Sr Grounds Maintenance Technician Sr Park Ranger Technician Sr Sign/Pavement Technician Street Light Technician Traffic Signal Technician II	\$3,268	\$3,922	\$4,575

Labor/Trades (continued)

<u>Range</u>	<u>Job Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
LT4	Equipment & Supply Technician Equipment Mechanic I Equipment Operator II Facilities Maintenance Worker Fleet Service Coordinator Inventory Control Technician Maintenance Equipment Technician Plant Operation & Maint Technician I Printer Service Truck Technician Sign/Pavement Technician Sr. Meter Reader Storm Drainage Utilities Technician Traffic Signal Technician I Water Utilities Technician	\$2,985	\$3,582	\$4,179
LT3	Arborist Technician II Equipment Operator I Facility Maintenance Worker Grounds Maintenance Technician II Meter Reader Park Ranger Technician II	\$2,722	\$3,267	\$3,811
LT2	Arborist Technician I Graffiti Removal Specialist Grounds Maintenance Technician I Park Ranger Technician I Utility Worker	\$2,476	\$2,971	\$3,466
LT1	Custodian Warehouse Worker	\$2,274	\$2,729	\$3,184
LT0	Head Lifeguard	\$1,992	\$2,391	\$2,789

Administrative

<u>Range</u>	<u>Job Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
ADM8	Administrative Supervisor Police Records Supervisor	\$4,043	\$4,851	\$5,660
ADM6	Administrative Analyst Executive Assistant Human Resources Administrator Legal Secretary Sr Customer Service Representative Sr Library Technician	\$3,290	\$3,948	\$4,606
ADM5	Accounting Technician Administrative Assistant Field Customer Service Representative Library Technician Payroll Technician Purchasing Technician Traffic Engineering Assistant	\$2,885	\$3,462	\$4,038
ADM4	Accounting Assistant Customer Service Representative Library Customer Service Assistant Parking Enforcement Officer Sales Tax Assistant	\$2,581	\$3,097	\$3,614
ADM3	Accounting Clerk Cashier Library Assistant Office Assistant	\$2,288	\$2,745	\$3,203
ADM2	Mail Room Clerk Public Information Assistant	\$2,085	\$2,502	\$2,919
ADM1*	Library Page	\$1,640	\$1,968	\$2,296

*Regular employees will not be paid lower than the Boulder County Living Wage of \$9.82 per hour (equivalent to \$1,702 per month) as of 08/10/2009.

LPC Step Positions

<u>Range</u>	<u>Job Title</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>
EL10	Line Crew Supervisor Substation Supervisor	\$6,430							
EL09	Elect Ops Supp/Training Spec Journey Lineworker Journey Substation Worker	\$5,843							
EL085	Meter Shop Supervisor	\$5,695							
EL08	Electric Meter Technician	\$5,177							
EL07	Apprentice Lineworker Apprentice Substation Worker	\$4,169	\$4,379	\$4,566	\$4,799	\$5,009	\$5,219	\$5,429	\$5,639
EL06	Apprentice Meter Technician	\$3,880	\$4,251	\$4,623	\$4,995				
EL05	Groundworker	\$3,744	\$3,879	\$4,023					

Public Safety

<u>Range</u>	<u>Job Title</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
PS10	Fire Division Chief Police Commander	\$6,969	\$8,363	\$9,757
		<u>Step 1</u>	<u>Step 2</u>	
PS9	Fire Battalion Chief Fire EMS Coordinator	\$7,123	\$7,907	

Public Safety Collective Bargaining Positions

		<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>
CBP4	CB Police Sergeant	\$7,030	\$7,401		
CBP3	CB Master Police Officer	\$6,148			
CBP2	CB Police Officer	\$4,250	\$4,694	\$5,142	\$5,588
CBP1	CB Police Recruit	\$4,250			
CBF5	CB Fire Lieutenant*	\$5,926	\$6,238		
CBF4	CB Firefighter/Paramedic/Eng	\$5,575	\$5,966		
CBF3	CB Firefighter/Engineer	\$5,314	\$5,702		
CBF2	CB Firefighter/Paramedic	\$5,077	\$5,458	\$5,702	
CBF1	CB Firefighter	\$3,829	\$4,311	\$4,722	\$5,132

*Per the collective bargaining agreement, Fire Lieutenants who are also Paramedics will receive \$300 per month in skill based pay.

		<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
CBP9	CB Communications Shift Supervisor	\$3,993	\$4,792	\$5,590
CBP8	CB Communications Specialist CB Community Services Officer – Detectives CB Community Services Officer – Field Investigator	\$3,167	\$3,801	\$4,434
CBP7	CB Community Services Officer – Animal Control	\$2,859	\$3,431	\$4,003
CBP6	CB Sr Police Services Technician	\$2,775	\$3,330	\$3,885
CBP5	CB Police Services Technician	\$2,483	\$2,980	\$3,476

TEMPORARY PAY RATES

Temporary: Fitness/Sports Programs

<u>Range</u>	<u>Job Title</u>	<u>Minimum</u>	<u>Maximum</u>
TRF80	Adult Sports Official - Single Person Mechanics *Fitness Coordinator Fitness Instructor Head Coach Personal Trainer Special Projects Assistant Specialized Recreation Instructor Water Fitness Instructor	\$9.00	\$40.00
TRF55	Assistant Coach Climbing Wall Attendant Field/Gym Supervisor Instructor Scorekeeper Sports Official Weight Room Attendant	\$7.35	\$18.00

*Specialized Temporary Position

Temporary: Aquatics Programs

<u>Range</u>	<u>Job Title</u>	<u>Minimum</u>	<u>Maximum</u>
TRA32	Head Water Safety Instructor *Pool Manager Seasonal Pool Manager Swim Beach Manager *Swim Lesson Coordinator Temporary Pool Manager	\$10.00	\$15.50
TRA16	*Assistant Pool Manager Seasonal Assistant Pool Manager Sr Lifeguard Temporary Assistant Pool Manager Water Safety Instructor	\$8.25	\$13.50
TRA08	*Lifeguard Longmont Swim Instructor Seasonal Lifeguard Temporary Lifeguard	\$7.50	\$11.50

* Specialized Temporary Position

Temporary: General Programs

<u>Range</u>	<u>Job Title</u>	<u>Minimum</u>	<u>Maximum</u>
TCY37	Administrative Temporary Pool Assistant Exhibit Developer CDL Bus Driver Children/Youth Resources Program Coordinator Concessions Manager Day Camp Director Election Judge GIS Technician Housing Inspector Information & Referral Specialist Intern LEVI Project Coordinator Multicultural Plan Community Involvement Coord Neighborhood Resources Specialist Neighborhood Revitalization Specialist Outdoor Ice Rink Coordinator Personal Care Attendant Preschool Director *Program Coordinator Program Specialist Summer Program Instructor Therapeutic Recreation Assistant Volunteer Coordinator Web Assistant *Specialized Temporary Position	\$7.35	\$35.00

Temporary: General Programs (continued)

<u>Range</u>	<u>Job Title</u>	<u>Minimum</u>	<u>Maximum</u>
TCY35	Assets Education Coordinator Assistant Day Camp Director Assistant Warehouse Worker Bus Driver Building Supervisor Children & Youth Development Assistant Children & Youth Resources Activity Assistant Facility Event Coordinator Gate Attendant Gift Shop Manager Ice Rink Supervisor Museum Technician Preschool Teacher Program Assistant Research Assistant Seasonal Ranger Summer Program Assistant	\$7.35	\$18.00
TCY27	Assistant Seasonal Ranger Babysitter Catering Assistant Clerk Concessionaire Day Camp Leader Preschool Teachers Aide	\$7.35	\$11.00

Temporary: Field/Maintenance

<u>Range</u>	<u>Job Title</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>
TFM45	Crew Leader	\$13.00	\$13.50	\$14.00
TFM40	Maintenance Worker IV	\$11.50	\$12.00	\$12.50
TFM32	Maintenance Worker III	\$10.00	\$10.50	\$11.00
TFM26	Maintenance Worker II	\$8.50	\$9.00	\$9.50
TFM18	Maintenance Worker I	\$7.35	\$7.50	\$8.00
TFM09	School Crossing Guard	<u>Minimum</u> \$10.70		<u>Maximum</u> \$11.50

Temporary: Office Support

<u>Range</u>	<u>Job Title</u>	<u>Minimum</u>	<u>Maximum</u>
TOS35	Reserve Communications Specialist	\$17.74	\$21.28
TOS05	Front Desk Receptionist Library Shelver	\$7.35	\$11.50

SUPPLEMENTAL PAY RATES
For Regular Employees

Supplemental Pay Rates for Regular Employees

Bilingual Pay - City wide *		Hourly Rate Based on 2080 Hours	Hourly Rate Based on 2912 Hours
Tier I	\$25 per month	\$0.1442	\$0.1030
Tier II	\$75 per month	\$0.4327	\$0.3091
Tier III	\$100 per month	\$0.5769	\$0.4121

Skill Based Pay – Public Works & Natural Resources Department *

Instrumentation/Process Control	\$152 per month	\$0.8769	N/A
Mechanical	\$134 per month	\$0.7731	N/A
Water Plant Operations	\$147 per month	\$0.8481	N/A
Wastewater Plant Operations	\$132 per month	\$0.7615	N/A
Collection Operations	\$140 per month	\$0.8077	N/A
Collection Infrastructure	\$151 per month	\$0.8712	N/A
Distribution Operations	\$140 per month	\$0.8077	N/A
Distribution Infrastructure	\$151 per month	\$0.8712	N/A
Meters	\$121 per month	\$0.6981	N/A
SCADA/HMI	\$161 per month	\$0.9288	N/A
Storm Drainage Ops & Maint	\$140 per month	\$0.8077	N/A
Base Water Utility Technician	\$121 per month	\$0.6981	N/A

Rates will be prorated for part time employees

*According to guidelines established by the City Manager

