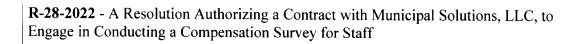
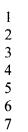
**R-28-2022** - A Resolution Authorizing a Contract with Municipal Solutions, LLC, to Engage in Conducting a Compensation Survey for Staff

1 2 3	3	the City of Glenarden, Maryland 2022 Legislation
4 5 6 7 8 9 10 11	Resolution Number:Introduced By:Co-Sponsor:Public Hearing:Session:Date of Introduction:	<u>R-28-2022</u> <u>Derek D. Curtis, II, Council President</u> <u>At the request of the Administration</u> <u>Tuesday, April 19, 2022</u> <u>Regular Session</u> <u>Monday, May 9, 2022</u>
12 13 14 15	A Resolution Authorizing a Con Conducting a	tract with Municipal Solutions, LLC, to Engage in Compensation Survey for Staff
16 17 18	Provide employment opportunities in	of Glenarden is to provide excellent services and the community; and
19 20 21		ity of Glenarden to offer the best quality services and s for providing those services; and
22 23 24 25	WHEREAS, health insurance, transp (especially within the past few years) future, as are other costs of living; an	portation, and gas costs have risen significantly and are expected to rise significantly more in the near d
26 27 28	WHEREAS, these compensation issuand	ies adversely impact staff at the City of Glenarden;
29 30 31	WHEREAS, the City of Glenarden w positions in its employee base; and	ishes to remain competitive in the market for all
32 33 34	<b>WHEREAS,</b> the City of Glenarden H by a qualified firm to determine and u	has issued a request for proposals (RFP) for services pdate the City's salaries and benefits; and
35 36	WHEREAS, two offerors responded t	to the RFP with scope of work herein attached; and
37 38 39	WHEREAS, staff has reviewed the pofferor in terms of scope of work, price	proposals and Municipal Solutions, LLC is the best e, and qualifications.
40 41 42	NOW, THEREFORE, BE IT RESO sitting in Regular Session this <u>9th day</u>	<b>LVED</b> by the City Council of Glenarden, Maryland of May 2022 as follows:
43 44 45		bes approve the conducting of a Compensation utions, LLC to include all City Employees with the byee classification and compensation; and

R-28-2022 - A Resolution Authorizing a Contract with Municipal Solutions, LLC, to Engage in Conducting a Compensation Survey for Staff 2. That the City Manager is authorized to enter into a contract with Municipal Solutions, LLC in the amount of Thirteen Thousand, Six Hundred and Twenty-two dollars (\$13, 622). 3. The foregoing source of funds shall be line item 7131.10.10.10 Professional Services 100 944,2082 Date Approved: **ATTEST: City Council of Glenarden** Victoria Lewis, Council Clerk Derek D. Curtis, II, Council President Angela . Ferguson, Council Vice President Erika I Eareed, Councilwoman Sullaurie Kathleen J. Guillaume, Councilwoman Maurice A. Hairston, Councilman James A. Herring, Councilman Robin Jones, Councilwoman 





Votes:

Yes\_\_\_

Abstain\_

No

 $( \mathcal{O} )$ 

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9 March 2022

City of Glenarden James R. Cousins, Jr., Municipal Center 8600 Glenarden Parkway Glenarden, MD 20706 – 1522 *Attntion: Jordan McClung* 

## RE: Engagement Letter for Salary & Benefits Study Services

## Dear Mr. McClung:

I would first like to thank you for the opportunity to assist you in updating the City's Salaries and Benefits. This engagement letter and draft scope of work included below represents the phases we recommend – in line with what we believe will bring you success. Note: our compensation and classification studies are generally completed between 90 and 120 days.

## PROJECT OBJECTIVE & GOALS

This project will be the mechanism for finding and creating an appropriate baseline for adjusting salaries and compensation and appropriately forecasting and establishing employee salary and compensation expenditures for future years. Municipal Solutions LLC will Review the existing compensation system, analyze research, discuss findings with City administration and propose a salary and compensation plan that is fair and equitable to employees, fiscally sound, and rewards performance, merit, and further education / training in addition to length of service. Goals of this project are:

- a. Review the current pay and classification plan and policies and procedures;
- b. Determine how well the plan meets organizational objectives and reflects current job content and organizational structure;
- c. Evaluate the current pay plan structure (i.e. number of pay grades, including recommenced additions, deletions, and/or consolidations, appropriateness of pay range spread from salary minimum to maximum and percentages between salary grades);
- d. Recommend a strategy for potential improvements including methodologies and estimated costs for implementation;
- e. Design professional certification incentive program to encourage career development.

## WORK PLAN

Our approach on this project follows a standard process we have used in more than 50 compensation and classification studies. Each item is explained in detail below:

Step 1: Management & Department Head Orientation

Step 2: Internal Job Analysis including FLSA determination (not included)

Step 3: Classification & Compensable Factors Analysis (internal) (not included)

Step 4: Compensation: Regional Salary & Benefits Study (external)

Step 5: Policy Review & Preliminary review with Management & Staff

Step 6: Report Finalization & Implementation Training

See attached Statement of Qualifications and Scope of Work for schedule outlining work and completion dates.

## STEP 1: ORIENTATION, MOBILIZATION AND STAFF KICK-OFF

Project Management will then conduct *on-site* or virtual orientation and briefing sessions for employees at appropriate levels to educate them on the goals of the study and potential outcomes, and to review existing organization structure and job descriptions and to familiarize the consultant team with the organization, its positions and reporting relationships.

## STEP 2: JOB ANALYSIS (NOT INCLUDED)

Perform a limited Job Analysis / Job Survey of key 'anchor positions' (generally department heads). Provide job description surveys for all-employees to provide specific insight into duties, knowledge, skills, and level of education required for the position. In positions where there are several employees, evaluations of select 'anchor' job classifications may be used in place of multiple job surveys. The process may involve our consultants conducting personal interviews with select Department Heads to review the selected job descriptions and job classifications. Once these two processes are completed, the job descriptions are rewritten to include 'compensable factors' language allowing us to tie job descriptions to the classification system

Consultants will use this information to:

- Determine if current job descriptions contain necessary language regarding the position's required education, skill level, knowledge, ability and more,
- ➤ Determine if the hierarchical relationships between pay classifications are appropriate,
- Update job descriptions with most recent requirements for training, education, knowledge, experience and skill levels, and
- → Determine which positions are properly and improperly classified.

The Job Analysis / Job Survey is designed to be rapid with minimal imposition on daily routines.

## STEP 3: CLASSIFICATION & COMPENSABLE FACTORS ANALYSIS (INTERNAL) (NOT INCLUDED)

- Review the job classification system, and propose amendments or a new classification system as necessary, including a review of management vs. non-management classification and policy to ensure that all employees are included within the appropriate job classification.
- Review all existing classifications using an empirical classification tool to correlate like positions internally and externally.

Results allow consultants to:

- → Determine whether a position's associated salary range was appropriately assigned,
- > Determine whether certain changes to existing classifications should be considered,
- Determine (with the results of the salary study) whether all positions are correctly compensated, and
- → Recommend adjustments to the current Classification System.

## STEP 4: REGIONAL SALARY & BENEFITS STUDY (EXTERNAL)

With the necessary evaluation tools in place, our consultants will contact the appropriate comparable communities previously proposed by Municipal Solutions and approved by senior management. Our consultants will personally contact other local government representatives for the Glenarden Compensation Study and send them a copy of our simple Survey. We will follow up with them personally to receive all the necessary data. Generally, we receive a 95% return / -response rate.

In the event that our efforts produce fewer than 10 comparables in a certain job classification, data from the alternate communities will be examined and relevant information will be included from comparable positions as appropriate. If the examination of the primary and alternate communities fails to produce a comparable salary position comparison, the Compensable Factors analysis is helpful in determining a close comparison for internal classification. Positions with less than 10 comparables will be notated in the report and tables with an asterisk (\*) for reconciliation. Our approach is simple:

- Work with City staff to determine the most comparable communities to collect data from, called Primary and Alternate Communities;
- Contact each community to obtain personnel salary information (including minimums, midpoints and maximums as well as current salaries) for each position;
- Gather data from these communities concerning benefits. Obtain least six (6) comparable positions from Primary Communities for comparison purposes. Where we do not have six comparisons from Primary Communities, Alternate Communities are used if available;
- Use online-survey or paper survey instrument to obtain information from comparables;
- > Input the data as necessary; and
- Communicate with the agencies until the data is obtained or unavailable.

## STEP 5: POLICY REVIEW & PRELIMINARY REVIEW W/ MANAGEMENT STAFF

We will have ongoing meetings with the City Manager / Administrator & Department Heads and select employees to review the preliminary findings of this report and 'dial-in' the accuracy and relevancy of the findings of our analysis. Where verification identifies errors in the salary research corrections, these issues will be discussed and considered. Where an organizational structure or pay / grade system from another City illustrates an alternative, we will incorporate this into our recommendations.

- Provide a comparative assessment with data relating to salaries and benefits policies and standards of comparable communities (includes retirement, insurances, vacation, sick leave, etc);
- Review and make simple and appropriate recommendations of necessary amendments to the City's employee policies and procedures. Identify the appropriateness of other key compensation practices within the City including pay for performance, skill pay, executive compensation, shift differentials, special assignment pay, out of class pay, specialty pay, on-call pay, bilingual pay, education pay, etc. Note: this is not a full rewrite, rather a cursory review and recommendations. Additional consultations are considered 'additional work' and billed at a reduced hourly rate. Present alternatives and recommendations for implementing new or revised benefits policies (if necessary);
- Recommend an adjusted or new salary range table, encompassing all City classified positions;
- Review the current performance evaluation methods, practices and tools; and
- Recommend a performance evaluation tool that improves supervisor-employee communication, employee performance and correlates with recommended adjustments to the employee compensation plan.

## **STEP 6: REPORT FINALIZATION & IMPLEMENTATION TRAINING**

Once the new system has been determined suitable for the City key employees will need to be trained on its implementation and sustainability. We will conduct ongoing training throughout the performance of each element to minimize the cost, while increasing the benefits to staff and ensuring the long-term success of the new system.

- > Recommend an implementation & maintenance strategy for the new system;
- Recommend a maintenance system or procedures that will be used to keep the salary system current and equitable. Software / data (spreadsheets and documents) will be provided by the consultant to expedite and simplify future updates;
- Provide a procedure manual and training for Human Resources Director and key Employees to enable them to maintain the recommended classification system and pay plans (if desired); and
- > Provide hands-on training for key staff.

Final training on the implementation of the new system occurs after the Final Report has been presented and approved.

## PRINCIPAL STAFF TO BE ASSIGNED

- David Evertsen is the Principal and CEO of Municipal Solutions and has been a local government consultant to more than 800 public institutions in the United States and Internationally. He will serve as *Project Manager* for the study.
- Cristian & Roberto Morelli, Cristian recently graduated with his Master's Degree in International Relations. As Analysts, he and Roberto assist Municipal Solutions on executive searches and compensation studies. They are practitioners of government and incredibly-gifted researchers and writers.
- Becky Smith has assisted in successfully conducting 100s of resume evaluations and background investigations of candidates. She will assist in candidate evaluation, employment and education verification, reference checks and the assembling of candidate information and background reports and will serve as Senior Analyst on this project.
- Alan & Gale Larsen have assisted Municipal Solutions on multiple compensation studies and executive searches. They are fluent in human resource management and salary and benefits analysis.

Note: These or other Consultants and Analysts may be used to complete the project.

ltem	Task / Milestones	Timing
I.	Mobilize / Staff Orientation	w/in 5 days of Notice to Proceed (NtoP)
	Internet Job Analysis	
	Classification Analysis (internal)	begins immediately
NZ-	Compensation Analysis (external	and a state of the second s
V	Policy Review / Preliminary review	begins after Comp. and Class. analysis
M	Report Finalized & Training Bedires	and the second

**DELIVERABLES & TIMING** 

Deliverables	Estimated Timing
Preliminary Report	w/in 45 days from Notice to Proceed

Total Project Completion Timeline

\*Additional training may be requested by the Town for an additional expense. All electronic materials (research spreadsheets, data) to be provided to the client. # of printed and bound copies to be determined.

Fee

Municipal Solutions' rates are structured one of three ways: Project-based, Hourly Rate-based, or Reduced Hourly Rate-based. Project-based rates are determined by overall project scope, time required for completion and the likelihood of variable costs or shifting timelines.

Normally, Hourly Rate-based rates average between \$125-\$250 per hour but can vary depending upon the complexity / risk of the project, municipal organization and / or service level complexity, size and budget of the municipality, regional factors, the priority requested by a client, the levels of cooperative and independent effort, and the time constraints necessary to complete the work.

For purposes of this assignment, a Project-based price of \$13,622 is offered for the performance of work as detailed. Below is our estimates, however it has been our experience that we spend significantly more time with the client than we ever include in our billing.

		a agas A	1985) 1	1775. 1	and a state of the second s	ge se op		·	
Preparation & Mobiliz	ation				Policies & Procedures				
General Staff Briefing (w/prep)	\$	150	3	\$450	Review of existing documents & recommended revisions*	\$	150	12	\$1,800
				2.1	Performance Pay & Personel Evaluation Systems	\$	150	6	\$900
				A. 1					
Job Description Review /	Revision	n							
Job Description Audits w. Dept. Heads	\$	150	0	\$0	Organizational Streamlining Assessment	\$	125	TBD	•
Implementation & Maintenance Training	\$	150	0	\$0	Customer Service Training	\$	125	TBD	-
					Goal-Setting Council Retreat	\$	125	TBD	-
		_			Prepare new Job Descriptions	\$	125	TBD	-
					Clarification / Updating documents for staff	\$	125	TBD	-
No. 1992		ويفيع أغبيني	an gan tha an	1.123.275				1997 (M. 197	2010
Classification System									
Determine Correct Values of Job Classes	\$	150	0	\$0	「「「「「」」「「」」「「」」「「」」「「」」「「」」「「」」「」」「「」」「」」「」」「」」「」」「」」「」」「」」「」」「」」「」」」「」」「」」」「」」」「」」」「」」」「」」」「」」」「」」」「」」」」		iya.	3	· · · · · ·
Review & Recommendations	S	150	0	\$0	TOTAL PROJECT (A - D)		Ωų.	11	\$12,150
Implementation & Maintenance Training	Ś	150	0	\$0	EXPENSES (not to exceed)		a fa		\$1,472
		1	1.505		TOTAL PROJECT W/ EXPENSES			1997 - 1997 1997 - 1997 - 1997 - 1997 - 1997 - 1997 - 1997 - 1997 - 1997 - 1997 - 1997 - 1997 - 1997 - 1997 - 1997 - 1997 -	\$13,622
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And a state of the second sec second second sec					and direction from City Management and Council, additional				
Salary & BenefitsSu	IVev				requested .			ingin 201	oquirou or
Salary & Benefits Research	1	150	26	\$3,900	- <b>-</b>				
Data Analysis & Spreadsheet Input	ŝ	150	24	\$3,600	Expenses to include:				
Assess Results	ŝ	150	12	\$1,800	Airfare for one onsite workshop and presentation				
Create / Recommend New Comp. Plan & Policies	š	150	8	\$1,200	Hotel and Meals at IRS local per diem x 2 days				
Implementation Workshop, Presentation & Training	ŝ	150	2	\$300	Rental Car at regional Mid-size Rate x 2 days				
The second s	•		_		\$400 for copies, binding, postage and contingency				

Costs associated with candidate travel for interviews and on-site work are included. Internal project status worksheets are kept by the Consultant to ensure all projects do not exceed the amount contracted. Unless otherwise stated in this agreement, clients are billed in *'progress payments'* payable within 15 days of invoice date. Invoices will not be itemized. This project will be billed as follows:

- 30% due immediately upon the execution of this agreement.
- 30% due within 15 days of submittal of Preliminary Report.
- 40% due within 15 business days of submittal of the Final Report.

Because Municipal Solutions, LLC consultants are specialists and practitioners in various fields and professions, retaining the best, but affordable team members is essential to the success of this project. Consultant delays may occur if consultants become incapable of meeting within the specified timeline, due to illness or scheduling conflict. Consultant will put forth every effort to mitigate such occurrences, however the client will be accommodating if such delays occur.

Additional meetings or unexpected client delays (*i.e. delayed information, return visits, presentations, edits or revisions and approvals*) will be billed as additional expense if incurred. Under such circumstances, the client will be billed actual costs associated with local per diem for # days x # persons; airfare and related travel expenses for # persons.

## OTHER

The City has the ultimate responsibility for identifying a project manager or contact for the course of this project, and outlining necessary outcomes of this agreement. The Consultant has the responsibility of providing timely and accurate information, communications, and the results in fulfilling the established objectives and tasks of this agreement. This responsibility includes the maintenance of adequate records and internal controls and the safeguarding of accomplished tasks. Our agreement cannot be relied upon to disclose every problem in the relationship; however, both parties agree to notify each other immediately if any such matters come to one or the other's attention. We have confidence that the relationship will greatly benefit both parties.

Unexpected or changing circumstances may be encountered during the engagement, therefore, changes may be necessary, by the request of either party, without revision to the terms of this Agreement, though it is also understood that changes should be reduced to writing. Client also understands that many of our consultants are practitioners in other public agencies, which will require some flexibility in scheduling arrangements, adjustments of deadlines and substitution of consultants (if necessary).

Municipal Solutions cannot provide an assurance that a 'perfect' product will be rendered. However, all efforts will be made to ensure the best product possible for the client. Circumstances may arise in which it is necessary for us to modify our efforts or withdraw from the engagement. The City also reserves the right to terminate the engagement. To mitigate the effects of such circumstances, the findings or reasons for concern, modification or withdrawal will be communicated clearly by each party to this agreement, and reduced to writing as often as possible. Both parties agree to work in good faith to avoid any delay or premature termination in the relationship. If Municipal Solutions withdrawal from this engagement, it shall provide the City with all work papers and data developed up to the date of withdrawal. If either party withdraws from or terminates this Letter of Engagement the parties agree to negotiate fair and equitable compensation for services rendered.

The City agrees that all records, documentation, and information in its possession in connection with our engagement will be made available to us, and Consultant agrees that all records, documentation, and information in our possession in connection with our engagement will be disclosed one to another, and that consultant will have the full cooperation of the City's personnel, under the direction of its Principal, for the efficient and effective completion of the requested services.

Both parties agree that the City shall own any document, record, product or information created by the parties under this Letter of Engagement. The City shall not have to pay any party for the use or continued use of any document created under this Letter of Engagement, and the City shall not prohibit Consultant from using any product from this engagement for marketing, promotional and sales purposes.

Municipal Solutions LLC is an independent contractor to the City in the performance of this Letter of Engagement. This Letter of Engagement does not create a partnership, joint venture, employment relationship or any other legal relationship other than independent contractor between the City and Municipal Solutions, LLC and Municipal Solutions, LLC's consultants.

This Letter of Engagement is to be governed and interpreted under the laws of New Mexico, exclusive if its principals governing conflicts or choice of laws. Any litigation related to this Letter of Engagement shall be brought in Arizona State courts located in Maricopa County, Arizona.

## Potential Equipment / Space Needed:

City agrees to provide the necessary documents listed in Appendix A and also agrees to make space available for consultants while onsite including access to Internet, photocopiers, telephones as necessary. As is appropriate to minimize expenses, the following is requested to be provided by the City:

- Dedicated work space for both days (i.e. conference room with space for 3-4).

- Individual 'meeting' spaces in each department or division for sit-down or face-to-face meetings (i.e. space for 3-4).
- Internet access for web research and email correspondence (send and receive capability).
- Use of Printer, Photocopier and telephone equipment while on-site.

Municipal Solutions consultants use electronic communication via email, Skype or other mediums to maintain efficiency and reduce project costs while offsite.

### <u>Insurance</u>

Municipal Solutions, LLC carries a \$1 Million / \$2 Million commercial comprehensive, E & O and automotive liability insurance policy through the Hartford, and Philadelphia Insurance and carries workers compensation insurance as required by law. The City shall be listed as an insured party and certificate holder on such policy or policies of insurance. Certificates of Insurance can be provided upon notice request.

### Indemnification

Mutual Indemnity. To the fullest extent permitted by law, each Party shall indemnify, defend and hold the other Party, its governing board or body, officers, departments, employees and agents, harmless from and against any and all suits, actions, legal or administrative proceedings, claims, demands, liens, losses, fines or penalties, damages, liability, interest, and attorneys', consultants' and accountants' fees or costs, and expenses of whatsoever kind and nature, resulting from or arising out of any act or omission of the indemnifying Party, its agents, employees or anyone acting under its direction or control, whether intentional, negligent, grossly negligent, or amounting to a breach of contract, in connection with or incident to the performance of this Agreement. The City's obligations under the paragraph are subject to the provisions and limitations of the New Mexico's Local Government Tort Claims limitations, funds appropriated for that purpose, and the limits of any applicable policy or policies of insurance.

#### Signatures

This letter outlines the basic understanding of the work to be performed in this engagement. Please indicate the City's acceptance by signing below so that we can begin our efforts.



For City of Glenarden

Title



## For Municipal Solutions, LLC

Title

Signature

Signature

Date: \_\_\_\_\_

Date: \_\_\_\_\_

## APPENDIX A

A project of this scope mandates full cooperation of all participating agencies and internal departments, including Finance, City Clerk, IT, etc., and especially the cooperation of the agencies that will potentially be affected by our work: Human Resources, Information Technology and others.

During the Pre-assessment phase, department staff will be provided a list of documents, details and data which will be needed by the consultants. Documents which may be requested include (but are not limited to) the following:

#### General Information:

• Prepared public information regarding local economics, demographics, and statistics.

### Staff Contact Information

• Internal Telephone and Email list.

### Rules, Policies & Procedures

 Personnel Manual/Policies and Procedures, including purchasing, vehicle use, customer service, operational policies, etc.

## Organizational Structure/Personnel

- Current Organizational Chart including all classified positions in all departments, divisions, boards & commissions (include Enterprise Funds).
- Total Personnel by department current and last five (5) years.
- Current Employee Classification System, including pay grades and ranges for positions, employees by classification and their current pay grades and ranges.
- Copies of Job Descriptions for all classified positions.

## Accounting, Budget, Finance, Revenue & Expenditure Analysis:

• Operating Budgets for Fiscal Year and previous two years. Include any special revenue or enterprise funds.

REVitalize Consultants, LLC Mitchellville, MD USA 202-641-0832

an analysis to consider a constraint and the

## City of Glenarden Salary and Benefits Price Quote

REVitalize Consultants, LLC is submitting this price quote in response to the City of Glenarden's invitation for firms to submit a price quote for services that involve analyzing the City of Glenarden's Salary & Benefits practices, and providing the City with a condensed Compensation Study.

## Who We Are

We are a small agile team of multi-disciplinarian professionals, who are committed to improving processes and profit for organizations of all sizes to deliver **EPOCH** results.

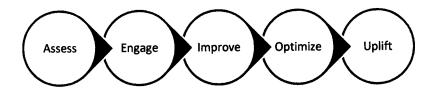
Our Core Principles are EXCELLENCE, PERFORMANCE, OUTCOMES, CONSISTENCY, HARMONY.

We provide executive consulting services to private and public management, program, and project teams. We critically analyze organizational strategies, goals, and business plans to customize and implement innovative solutions to better serve our clients and the customers they serve.

### What We Do

As your Business Consultant and Business Advisor, the REVitalize Consulting Group (RCG) will help you maintain and improve operations by providing professional subject matter expertise to sustain and improve your processes and procedures. Our highly skilled professionals offer strategic planning, executive coaching/mentoring, proposal development, grants management, HR support, and financial management services.

The REVitalize Model



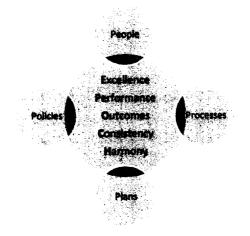
We assess what you do and how you get it done. We engage employees, clients customers and stakeholders. We improve processes, performance, profits and services. We optimize resources, capital, and efforts. We uplift communities, neighborhoods, churches, homes, schools, and businesses.

#### Our core competencies

If you are a startup company or organization with decades of experience, we can help you develop, recapture and sustain business growth in your market segment. Our core competencies are Organizational Development, Employee Development and Technical Assistance.

REVitalize Consultants, LLC Mitchellville, MD USA 202-641-0832

We will work with the City of Glenarden to produce EPOCH results.



### Our Approach

REVitalize Consultants, LLC will help the City of Glenarden accurately adjust salaries and compare the City's Compensation System with other similar-sized Municipalities. We will lead the effort for the City of Glenarden to find and create an appropriate baseline for adjusting salaries and compensation; appropriately forecasting and establishing employee salaries as well as compensation for future years to come by reviewing the existing compensation system, analyzing, and discussing findings with the City Manager. Subsequently, REVitalize Consultants will propose a salary and compensation plan that is fair and equitable to the employees, fiscally sound, rewards performance, merit, and length of service.

Cost Pr	oposal
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Task	Project Schedule	Cost
Kickoff Meeting	Within 5 days of award	\$2,000.00
Project Management Plan	Within 10 days of award	\$8,000.00
Current State Evaluation	Days 10-20	\$8,000.00
Benchmarking Analysis	Days 10-20	\$8,000.00
Strategic Process Improvement Plan	Days 10-30	\$10,000.00
Career Development Plan	Days 20-60	\$20,000.00
Exit Meetings and Way Forward Plan	Days 45-60	\$4,000.00
	TOTALS	\$60,000.00

REVitalize Consultants, LLC is pleased to submit the above price quote and look forward to working with the City of Glenarden.

Sincerely,

Reginald E. Vance, Ph.D. REVitalize Consultants, LLC CEO 202-641-0832

## PROFESSIONAL RESUME VANCE, REGINALD ERIC, PH.D. 9816 Ruby Lockhart Boulevard Mitchellville, MD 20721 Email: reggievance@yahoo.com Phone: (202) 641-0832

### **EDUCATION**

John F. Kennedy School of Government 2016 Executive Education Certificate Senior Executive Fellows (SEF) Program Cambridge, Massachusetts

Federal Executive Institute (FEI) 2011 Leadership for a Democratic Society (LDS) Certificate Charlottesville, VA

Ph.D. Public Policy and Urban Affairs (Finance) 2006 Nelson Mandela School of Public Policy Southern University and A&M College Baton Rouge, Louisiana

M.A. Mass Communications 1989 Southern University and A&M College

B.A. Broadcast Journalism 1987 Southern University and A&M College

#### CERTIFICATIONS

Lean Six Sigma Black Belt Certification | Teleos Executive Coaching Certificate of Completion | Contracting Officers' Representative (COR) Certification | Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) Senior Level

## **PROFESSIONAL PROFILE**

My professional background includes, but is not limited to talent and performance management, employee development, budgeting and finance, leadership development, training, executive coaching, as well as program and project and program management.

- Strong leadership, managerial, analytical and organizational skills obtained over a 30 year professional career, with success in numerous support and leadership positions.
- Significant budget formulation and execution experience gained from years of hands on practical application of best business practices.
- Creator, developer and mentor of an international collegiate internship program that included students from the United States of America, Africa, France and South Korea.
- Leader and manager of change with experience in leading people to achieve continuous business process improvement and productivity enhancement.
- Strategic planner and operations leader adept at setting the vision, developing the mission and providing leadership and direction that fosters goal achievement and organizational success.
- **Highly self-motivated, industrious and enthusiastic** leader who consistently generates spirited teamwork; commitment to excellence based on a proven autonomy, authority and accountability model. skilled motivator, developer, advisor, mentor and trainer.

### **WORK EXPERIENCE**

Senior Executive Advisor From: 11/1/2021 – Present City of Annapolis, Maryland 160 Duke of Gloucester Street Annapolis, MD 21401

As the Senior Executive Advisor to the City of Annapolis, Maryland, I provide consulting services to various management, program, and project teams, including the Mayor, City Council, City Manager, and senior level Department heads. Study and examine budgets, staffing models, organizational goals, strategies, and business plans to determine what changes and process improvements are implemented to better serve the city's executive team and the citizens they serve. This includes facilitating an effective means for the City of Annapolis to develop, implement, and manage processes that improve administration of federal, state, public and private grants, funds, policies, and programs.

Key Accomplishments

- Negotiated the first ever Interagency Personnel Agreement (IPA) between the City of Annapolis and the Federal Government (Department of Veterans Affairs)
- Developed Executive-level and Department-level engagement plans that help guide budget formulation, strategic planning and resource management
- Conducted facility review that resulted in immediate process improvements for maintenance protocols that ensures cleanliness, reduces chances of COVID-19 infections, and improves staff accountability
- Developed, designed, conducted and finalized the first ever City of Annapolis Department of Recreation and Parks S.W.O.T. Analysis as a benchmark for strategic planning and business development

## Director, Enterprise Operations - Human Capital Service Center (HCSC)

From: 6/2018 – Present U.S. Department of Veterans Affairs 810 Vermont Avenue, NW Washington, D.C. 20420

Key Accomplishments

- Led the Office of Enterprise Support Services (OESS) Contracts Review Lean Six Sigma Black Belt project that resulted in 36% cost reductions totaling nearly \$32 Million
- Served on the VA Modernization Team that delivered the VA high-level Plan for Reorganizing Federal Government and Reducing the Federal Civilian Workforce in response to OMB's M-17-22
- Coached several OESS employees during their Lean Six Sigma Green Belt projects that produced streamlined process as well as cost and time savings
- Served on the VA HR Future State Working group that delivered two potential HR operating models, including an enterprise-wide shared services approach
- Deployed TMS 2.0, contributing to the VA future state enterprise Learning Management solution.

# Interim Executive Director, Human Resource Enterprise Center – Office of Enterprise Support Services (OESS)

From: 1/2017 – 6/2018 U.S. Department of Veterans Affairs 810 Vermont Avenue, NW Washington, D.C. 20420

As an additional duty, I was responsible for executing the Senior Executive Service (SES) duties of the Director of the Human Resources Enterprise Center (HREC) to lead and manage HREC's efforts to deliver Department-wide support services, improve support services capability and performance and optimize existing support service delivery processes.

I am responsible for developing and leading the newly formed Human Resource Enterprise Center (HREC) to deliver best-in-class human resource (HR) services and capabilities to VA's Administrations and Staff Offices, allowing them to focus on delivering world-class benefits and services to Veterans and eligible beneficiaries.

Key Accomplishments

- Led the Office of Enterprise Support Services (OESS) Contracts Review Lean Six Sigma Black Belt project that resulted in 36% cost reductions totaling nearly \$32 Million
- Served on the VA Modernization Team that delivered the VA high-level Plan for Reorganizing Federal Government and Reducing the Federal Civilian Workforce in response to OMB's M-17-22
- Coached several OESS employees during their Lean Six Sigma Green Belt projects that produced streamlined process as well as cost and time savings
- Served on the VA HR Future State Working group that delivered two potential HR operating models, including an enterprise-wide shared services approach
- Deployed TMS 2.0, contributing to the VA future state enterprise Learning Management solution.

## Director, Policy and Resource Management (Acting) – VA Learning University (VALU)

From: 5/2012 – To: 8/2012 U.S. Department of Veterans Affairs – Office of Human Resources and Administration (HR&A)

810 Vermont Avenue, NW

Washington, D.C. 20420

As an additional responsibility, I served as the principal manager responsible for the integration of human resources management, administrative functions, budget formulation, execution, and reporting. I represented VA in inter-agency planning and development of Government-wide and joint operations and policies.

- Directed, planned, implemented and managed VA-wide educational training policies, financial resources and contracting actions totaling more than \$200 million dollars
- Improved prioritization and funding processes that led to decreased time from budget submission to actual funding
- Established efficient communication and feedback protocols that reduced errors and rework by 20%
- Assured audit readiness for all VALU programs and projects that contributed to reduced number of audit findings

• Reduced current year unobligated and prior year unliquidated balances that saved the government more than three million dollars

Director, Learning Infrastructure – VA Office of Enterprise Support Services (OESS) From: 1/2017 – 10/2019 Formerly Director, Learning Infrastructure – VA Learning University (VALU) From: 8/2010 – 12/2016 U.S. Department of Veterans Affairs 810 Vermont Avenue, NW Washington, D.C. 20420

I am responsible for building coalitions, partnerships and teams to design and manage the learning technology operations and infrastructure for department-wide education, leadership development, learning and training delivery systems. I leveraged previous federal, enterprise-level and customer-centric experiences to establish an integrated learning delivery system across the VA.

On many occasions, I performed the duties of Acting Dean, VA Learning University (SES). That experience, as well as my present position, requires me to plan, initiate, implement, monitor and control organizationalwide strategies. This includes establishing the vision for delivering a shared services strategy, which will improve service delivery and reduce cost.

Key Accomplishments

- Designed, developed, and deployed the largest non-Department of Defense computerbased, training system in the federal government, serving more than 500,000 end users, more than 16,000 system administrators and nearly 900 Domain Managers
- Developed and managed multiple Human Capital Investment Plan (HCIP) and VA Office of Information Technology (OIT) contracts totaling nearly \$20 million dollars to support and sustain multiple learning delivery and auxiliary systems
- Led the Training Leaders Council (TLC) Learning Technology and Innovation Subcommittee
- Led Department-wide Employee Experience and Engagement Leadership Development Program Forum and developed a process improvement plan to decrease costs by 5%, while increasing throughput by 10%
  - Developed the strategy for sustaining a leadership development continuum
  - Led a Lean Six Sigma Kaizen event to design an integrated VA Strategy regarding Outreach, Application and Candidate Selection for VA Leadership Development programs with more than 1,000 applicants per year

#### **Business Manager and Executive Assistant to the ADCIO**

From: 2/2009 – To: 8/2010 U.S. Department of Veterans Affairs – OI&T Office of Enterprise Development (OED) 470 L'Enfant Plaza East, S.W. Washington, D.C. 20024-2135

l served as the senior expert analyst and advisor for Medical Health Care Information Technology (IT) programs and operations. I managed a multi-year, multi-billion dollar budget.

- Developed and managed multiple Human Capital Investment Plan (HCIP) and VA Office of Information Technology (OIT) contracts totaling nearly \$50 million dollars annually
- Contributed to the design and deployment of the VA Project Management Accountability System (PMAS) that resulted in 20% decrease in project slippage and costs overruns

L I developed the process to coordinate and conduct PMAS audits and gate reviews

### Senior Manager

From: 11/2008 – To: 2/2009 Brooks and Associates, CPA 9701 Apollo Drive Largo, MD 20774

I directed business and employee development efforts for a Certified Public Accounting firm in the Washington, D.C. Metropolitan area. I secured a major contract to conduct the FY 2007 Budget Execution Independent Review for the United States Department of Veterans Affairs. I developed, and conducted an extensive audit of financial transactions totaling over \$200 million dollars.

Key Accomplishment

- Secured a major contract to conduct the FY 2007 Budget Execution Independent Review for the United States Department of Veterans Affairs.
- Developed and conducted an extensive VA Office of Information and Technology audit of financial transactions totaling over \$200 million dollars
- Developed employee development strategy to close skills gaps and increase productivity
- Developed financial management and program management courses for delivery to more than 200 federal government employees

## Chief - Office of Business and Finance

From: 12/2003 To: 11/2008 U.S. Department of the Interior/National Park Service – Office of the Chief Information Officer 1201 Eye Street, NW Washington, D.C. 20005

I led and managed the administrative and financial management activities including procurement, acquisition of goods, services and supplies, contracting, budget, finance, personnel, payroll, office space and property management. I provided professional advice to senior executives on all administrative functions, particularly budget and finance, as well as maintained a liaison role with other offices, government agencies, and civic organizations.

- Developed, coordinated and maintained an integrated system of budget and financial services for the Office of the Chief Information Officer (OCIO)
- Developed and executed the staffing plan for the first ever NPS CIO office
- Managed OCIO, National Information Systems Center (NISC), National Information Technology Center (NITC) and Cyber Security budgets of approximately \$60 million
- Developed and executed space plans for more than 100 current and future employees
- Developed the oversight plan for internal and external audits
- Served as the Contracting Officer's Representative (COR) on contracts supporting OCIO, NISC and NITC

### Management/Budget Analyst

From: 5/2003 To: 11/2003 U.S. Department of the Interior/National Park Service – Washington Budget Office (90 Day Detail) 1849 C Street, N.W. Washington, D.C. 20240

I served as a Management/Budget Analyst responsible for performing a variety of analytical functions supporting management of the NPS Washington D.C. Budget Formulation Office. I analyzed and evaluated services provided by the Budget Office as they related to administrative functions of the Washington Service Office (WASO) office and support of regional offices and National Parks.

Key Accomplishments

- Coordinated and managed key aspects of Department of the Interior's NPS Budget submission to Office of Management and Budget (OMB)
- Responded to budget directives pursuant to the President's agenda, Congressional mandates, Office of Management and Budget (OMB) requests, Secretary of the Interior's Orders and National Park Service (NPS) Director's initiatives

### **Adjunct Professor**

From: 01/2003 To: 12/2003 University of Alaska-Anchorage 3211 Providence Drive Anchorage, Alaska 99508

I set goals and objectives for graduate students to achieve high levels of academic understanding of the theoretical and practical applications of Public Administration.

Key Accomplishments

- Increased students' aptitude in the process of learning and the relationship between theory and practice. Taught models and theories for making administrative decisions
- Developed and improved students' analytical and written communication skills

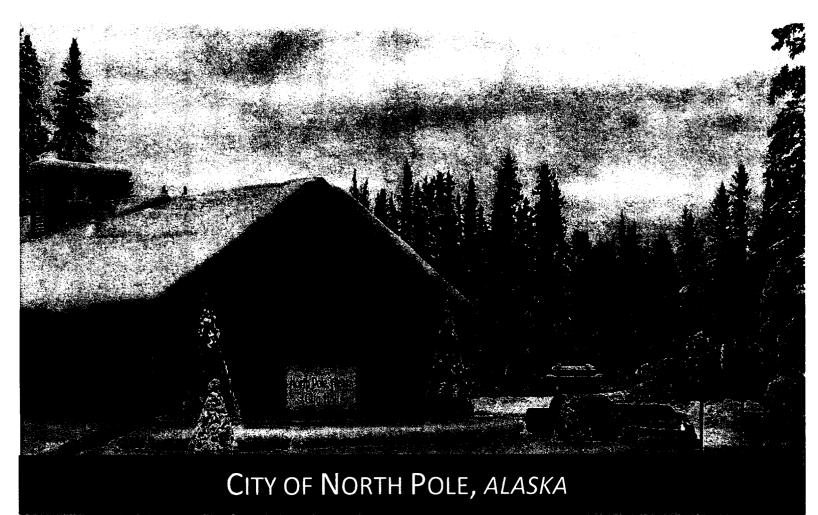
## Program/Management Analyst

From: 08/2001 To: 03/2002 U.S. Department of the Interior/National Park Service – Denali National Park and Preserve

2525 Gambell Street Anchorage, Alaska 99505

I coordinated and developed management policies, budget processes and administrative changes in Denali National Park and Preserve. I supervised and assisted in the gathering of critical data needed to evaluate the effectiveness of various park-wide programs.

- Led the effort to restructure budget formulation at the division and park levels. This effort led to a streamlined process that reduced work load and increase efficiencies
- Performed analysis to identify program, organizational, and park priorities
- Served as the park-wide coordinator for the Government Performance and Results Act (GPRA)
- Authored and published the <u>Denali National Park and Preserve Comprehensive Budget</u> Analysis 1998-2001
- Authored and published the Tuskegee Partnership General Survey for Supervisors 2001



## **CLASSIFICATION & COMPENSATION STUDY**

## FINAL REPORT

- Job Surveys / Job Description Analysis •
- Classification System Analysis
   Salary & Benefits Research
  - Recommended Changes & Impacts •



City of North Pole, Alaska 125 Snowman Lane North Pole AK 99705 Attn: Mayor Mike Welch



Municipal Solutions LLC Local Government Services 875 S. Estrella Parkway # 5038 Goodyear (Phoenix), AZ, 85338 David A. Evertsen, CEO & Principal

Prepared for: City of North Pole, Alaska 125 Snowman Lane North Pole AK 99705 Attn: Mayor Mike Welch

## Prepared by:

## **Municipal Solutions LLC**

Local Government Services 875 S. Estrella Parkway # 5038 Goodyear (Phoenix), AZ, 85338 David A. Evertsen, CEO & Principal devertsen@municipalsolutions.org 888-545-7333

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## SECTION I: STUDY OVERVIEW & EXECUTIVE SUMMARY

## Study Overview

Municipal Solutions, IIc of Goodyear, AZ was hired to review the City of North Pole's employee pay classification and compensation system (salaries and benefits) to recommend improvements in the system. Our work was designed to be the instrument for finding and creating an appropriate baseline for adjusting salaries and compensation and appropriately forecasting and establishing employee salary and compensation expenditures for future years. Our team was tasked with reviewing the existing compensation system, analyzing research provided by other local governments, and discussing findings and recommendations with City administration which may include: proposing a salary and compensation plan that is fair and equitable to employees, fiscally sound, and rewards performance, merit, and further education / training in addition to length of service.

Goals of this project were:

- Review the current pay and classification plan and policies and procedures to analyze strengths and limitations;
- ✓ Determine how well the plan meets organizational objectives and reflects current job content and organizational structure;
- ✓ Evaluate the current pay plan structure (i.e., number of pay grades, including recommenced additions, deletions, and/or consolidations, appropriateness of pay range spread from salary minimum to maximum and percentages between salary grades) against a 'market' of regional comparable public agencies;
- Recommend a strategy for potential improvements including methodologies and estimated costs for implementation and;
- ✓ Propose a professional certification incentive program to encourage career development and merit-based pay.

The following benchmarks / milestones have been completed:

ltem	Status Complete
Item 1: Management & Department Head Orientation; ongoing contact	100%
Item 2: Formal Job Audit of all Classified Positions	100%
Item 3: Classification System & Compensable Factors Analysis (internal)	100%
Item 4: Regional Salary & Benefits Study and Comparative Analysis (externa	) 100%
Item 5: Review Policy & Final Report with Management & Staff	, 75%*
Item 6: Finalization of the Report & Implementation Training	50%**

\*To be adjusted after presentation / discussion of the draft Final Report with City Council. \*\*To be completed after presentation of Final Report.

This analysis is nearly complete and is provided as a *draft* Final Report with the recommendations that the City should discuss before adopting.

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## **Executive Summary**

Consultants and Analysts were pleasantly surprised at the results of the study. Similar studies with other local governments often yield serious findings with significant fiscal impact. Such is not the case here.

## Overall, the City of North Pole is not going to see a negative fiscal impact from this study.

✓ Job Descriptions. Antiquated and need to be standardized. Multiple job descriptions need to be eliminated. Standard terminology needs to be adopted and a universal Compensable Factors system needs to tie Job Descriptions directly to the Classification and Compensation system. Some positions are so unique that they appear to combine multiple classifications (*i.e. HR Manager / Clerk / CIO or Director of City Services*). In such cases, separate job descriptions should be created to allow for unique duties, knowledge, education, experience, and responsibilities to be clearly delineated – and then, if necessary – assigned to a uniquely-skilled individual.

Job Description findings and recommendations are found beginning on page 17.

✓ Job & Pay Classifications. Compression exists among and between current classifications. The good news is, this can easily be corrected – with room for future changes to avoid future compression. Consultants are recommending a new Classification System.

Findings and recommendations relating to Job and Pay Classifications begin on page 23.

Actual Pay vs. Market Research. No employees appear to be paid under the currently established pay range minimum. With past client cities, when we observe individuals being paid under the minimum of the established range, this inequity often creates an unanticipated spending which needs to be reconciled. In such instances, the fiscal impact can be well into the \$100,000s. Broadly, pay inequities do not exist, however there are a handful of positions which are not properly compensated (HR Manager / City Clerk / CIO, Director of City Services, and some utility positions). Consultants are recommending some equalization of pay among a few positions.

While the City of North Pole's *current salaries* are good, the *pay ranges* could to be more competitive. <u>Consultants are recommending new Pay Ranges for all classifications</u>.

Analysis and research results, findings and recommendations relating to salaries begin on page 23.

Employee Benefits. With the exception of Accrual of Vacation and Sick Leave, there are no significant differences in benefits among the comparable cities, boroughs and towns. There are, however, several areas where the City of North Pole might improve quality of benefits while also decreasing costs to the City and to the Employee. Overall, the City of North Pole's benefits are highly competitive.

<u>Consultants are recommending the formation of a 5-7 member Benefits Committee</u> to further explore and recommend changes to the city's Employee Benefits options.

A fascinating comparison of municipal budgets & personnel-related expenditures starts on page 33. A summary of our benefits findings and recommendations begins on page 34.

- ✓ **Policies**. Three key policies appear to be missing and easily corrected:
  - (a) policies regarding pay increases, how to make them and guidelines to be followed by management,
  - (b) standardization of Personnel Evaluations, when and how to do them, what format to follow, and how they are tied to merit increases, and
  - (c) policies regarding Professional Development, Succession Planning and Professional Development.

<u>Consultants are recommending the creation and adoption of these policies</u> to increase the value the City and its residents receive from personnel-related expenses and work quality from municipal employees.

Specific policy findings and recommendations begin on page 42, and samples / examples have been provided in Appendix F and G.

Special thanks to the following individuals for developing the necessary personal contacts and for ongoing assistance of:

- **Mike Welch**, *Mayor* for facilitating open access to all employees, and for his patience with the length of the study & report completion process.
- Aaron Rhoades, City Clerk / Human Resources Director for his diligence and success in obtaining necessary salary & benefits data from some local governments.
- **Tricia Fogarty**, *Finance Director* for her patience with the data analysis and frequent financial questions for clarification on policy.
- Chief Steve Dutra & Lt. Jeromey Lindhag, Chiefs Heineken and former Chief Jeff Coon, and Mr. Bill Butler for hours of video calls to clarify compensation and classification-related questions.
- City Attorney, Zane Wilson for additional clarification and discussion.
- Municipal Solutions Team including Sean Pogue, Senior Associate, Suzanne Tungate and Alan Larson, Senior Analysts and Cristian Morelli, Analyst for their diligence in in contacting, obtaining and analyzing salary and benefits data from public agencies.

Classification & Compensation Study



Classification & Compensation Study

City of North Pole, Alaska

## SECTION II: APPROACH & METHODOLOGY

## **Essential links in Employee Classification & Compensation Systems**

Every organization has functions which need to be performed. How those functions are organized and assigned are essential questions to any HR / Salary / Organizational Analysis. Once the key functions of an organization have been determined and an organizational structure created and implemented, it is necessary to create job descriptions detailing the work which must be performed to achieve the intended outcomes of an organization. Determining appropriate rates of pay for all job classifications is critical prior to hiring new employees.

## Illustration #1: The Modern Classification & Compensation System

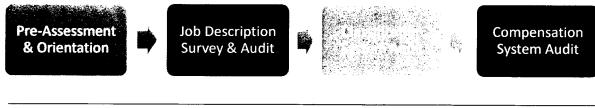


Modern Classification & Compensation Systems in local government are critically linked by three 'systems': *job descriptions, classification system and market-based salary ranges.* Under these modern systems, job descriptions contain specific (and quantifiable) language to help distinguish one position among all other positions and create an internal hierarchy. This hierarchy becomes the classification system. With a classification system in place, market-based salary range data is obtained and used to provide a basis for assigning salary ranges to the classifications. Once a compensation system is complete, these systems must be managed effectively, or pay inequities will stem from one or more of these three areas.

## The 4-Phase Analysis

All cities and counties have positions which have equity issues that are not simple to resolve. These issues cannot be addressed with a simply market study. Many issues relating to classification and compensation are complex and interrelated which is why our audit includes <u>4 elements</u>. To avoid potential for error, assure accuracy, and restore any imbalance in existing classification and compensation systems, our four-phase analysis involves: *Pre-assessment, Job Survey and Job Description Audit, Compensable Factors Analysis and Market Wage & Classification Analysis*.

## Illustration #2: Our 4-Phase Analysis



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Our approach on this project follows a standard process we have used in more than 50 compensation and classification studies. The steps are:

## Analysis Phase 1: Pre-Assessment & Management Orientation

Analysis Phase 2: Job Description Survey & Audit

Analysis Phase 3: Classification Audit: Compensable Factors Analysis (internal)

Analysis Phase 4: Compensation Audit: Regional Salary & Benefits Study (external)

Upon completion of the analysis phases, the following activities work towards completion of the Final Report and Implementation of consultant recommendations

Policy Review & Preliminary review with Management & Staff Report Finalization & Implementation Training on Phase-in Plan

Each step is explained in detail on the following pages.

## PHASE 1: PRE-ASSESSMENT & MANAGEMENT ORIENTATION

The consultant team gathered information from City staff and reviewed a wide-range of information to better understand the operations of the City of North Pole, necessary to meet the goals and objectives of the study.

Our project team met *virtually* with the Mayor and Department Managers in early October to review the objectives of the project and to establish an effective timeline for deliverables. Together, they reviewed the purpose of the study, the process to be followed, and the importance of employee their participation in the study.

The initial meeting was followed by job surveys to each employee to clarify appropriate compensable factors and duties, a salary and benefits survey was sent to primary communities, and numerous face-to-face and telephone interviews with staff from these communities were conducted to answer questions and clarify all data. Active participation of Senior Management was essential to the success of the results and recommendations of this report.

Issues and concerns that were very important to Staff brought up during this initial meeting and in follow-up conversations have been discussed, investigated and considered throughout our work and our analysis to date. Concerns of the City's Management Team regarding this study – including regional factors and characteristics of unique positions - have been incorporated into this Final Report.

## PHASE 2: JOB DESCRIPTION SURVEY & AUDIT

Consultants administered the Job Description surveys and conducted face-to-face (Zoom) interviews with all Department Heads as part of the job description analysis and revision, as well as administering the classification analysis. The Job Surveys / Job Audits are designed to be rapid and complete with minimal imposition from employees' daily routine.

As part of the Compensable Factors analysis, consultants reviewed more than 114 job descriptions (various versions and dates) to obtain a clearer understanding of levels of education, knowledge, experience, reporting relationships, working environment and level of physical and mental effort to be expected. This information was valuable in assuring accuracy of Market Study comparisons but it also extremely valuable for the following reasons:

- 1. Clarifying duties, responsibilities and reporting relationships of each position;
- 2. Providing Management the ability to hold employees accountable;
- 3. Providing Management the ability to take necessary disciplinary actions and reduce risk of legal action; and
- 4. Providing a reliable basis for evaluating the position for salary increases.

Job Survey Results were used to determine which positions performed certain municipal functions to ensure that the most appropriate comparison was used.

We asked employees in those positions to respond to a series of questions regarding the current required levels of knowledge, skills, abilities, education and other factors their *position* requires. This was completed by nearly all employees within 3-4 days.

Job Surveys completed by each employee helped to determine the appropriate levels of education, knowledge, experience for each position. Management employees were asked to identify the position's levels of skill (education, experience, and knowledge), responsibility (budget, operations, and interpersonal work) and community (networking), and non-management employees identified the level of effort (physical and mental demand) and working conditions to be expected in their position. Each job survey was weighted and scored, and the data was used to evaluate whether certain classifications were internally equitable or needing adjustment.

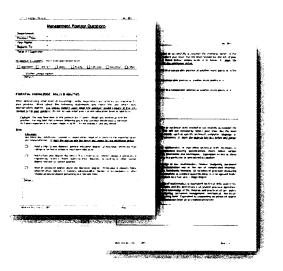
Job audits were necessary to:

- ✓ Create a simulated Classification System of all North Pole positions;
- ✓ Analyze the existing Classification System for inequities;
- ✓ Recommend adjustments and corrections to assure clarity and accountability within an updated Classification System;
- ✓ Establish fair and equitable pay ranges to assure employees are assigned to the most appropriate pay classification; and
- ✓ Reduce the risk the City might otherwise experience in human resource litigation.

We used this information to:

- o Determine if the hierarchical relationships between classified positions are appropriate; and
- o Determine which positions are properly and improperly classified.

# Classification & Compensation Study



Revisions to job descriptions – while not part of this assignment – should be completed per the recommendations in this study, and in conjunction with the approval and adoption of the new classification system and pay ranges.

Results of the Job Audit are displayed in the Compensable Factors Analysis in the supplemental documents and Appendices.

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In addition to its future use in creating new job descriptions, data collected from the Job Surveys was used in determining appropriate levels of compensation. A **Compensable Factors** tool was used to allow a comparison of different positions within the City's organization. Each position was evaluated, ratings were assigned and a total score developed for each position. Discussions with Department Heads further clarified the scores. (See Tables 1 & 2 below for illustrations and **Appendix A** for complete details). Results allowed us to:

- o Determine whether a position's associated salary range was appropriately assigned,
- o Determine whether certain changes to existing classifications should be considered,
- o Determine (with the market salary results) whether all positions are correctly compensated, and
- Recommend adjustments to the current Classification System.

Factors	Degrees	1st	2nd	3rd	Factors	Degrees	1st	2 nd	3 nd
actors	Degrees	,,,,	2.00	510	STACOTS	Degrees	151	2140	510
kil					Skill				
1 Edu	ication	12.5	25.0	50.0	1 Ed	ucation	7.5	15.0	30.0
2 Exp	erience	15.0	30.0	60.0	2 Ex	perience	12.5	25.0	50.0
3 Kno	wiedge	17.5	35.0	70.0	3 Kn	owledge	15.0	30.0	60.0
lesponsibi <b>l</b> i ty	,				Effort				
4 Buc	iget	10.0	20.0	40.0	4 Ph	ysical Demand	10.0	20.0	40.0
5 Ov	ersee Operations	6.3	12.5	25.0	5 Me	ental Dem and	7.5	15.0	30.0
6 W o	rk with others	6.3	12.5	25.0	Job Condition	ns			
Community					6 W	orking Conditions	12.5	25.0	50.0
7 Net	working	12.5	25.0	50.0	X.		65.0	130.0	260.
	-	80.0	160.0	320.0			NUL NAVAD PROCESS DAVID	na - Augusta and Augusta	ter i atti ile i kalente

## Table 1: Compensable Factors: Weighted Factors

Using the common language / terminology of the Job Surveys, all job descriptions can be standardized and the Compensable Factors System can be easily understood and maintained by the City staff in the future. The Job Surveys should be used (a) whenever a new or restructured position is considered, and (b) when a position is considered for re-classification.

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Perio	Rotal Puints		Points	Depre		Dayee				Degree					Ponts	Total Fund
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Reseived	710		12.52		15.00	1	17 52		12.00		£ 25		£.25		12.50	3.10
Regerieg	300		12,50		15 X	1	17 50		10.00		6.25		÷ 21		12.52	200
ity Accountant / CFO	255	3	50.00	3	60.00	3	70.00	3	40.00	3	25.00	3	25.00	2	25.00	
Police Chief	255	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	3	25.00	3	50.00	S 🗰 -
fire Chief	255	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	3	25.00	3	50.00	
irector of City Services	22.30	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	2	12.50	3	50.00	
Deputy City Manager (proposed new)	22.9	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	2	12.50	3	50.00	
Reserved	270		12 50		15 00		17 50		10.00		6 25		6 25		12.50	270
ity Clerk / HR Manager / PIO	262.50	2	25.00	3	60.00	3	70.00	2	20.00	2	12.50	3	25.00	3	50.00	- 22.9
R Director / PIO (proposed new)	712.50	2	25.00	3	60.00	3	70.00	2	20.00	2	12.50	3	25.00	3	50.00	22.3
Deputy Fire Chief	<b>20</b>	2	25.00	3	60.00	3	70.00	2	20.00	3	25.00	3	25.00	2	25.00	
Police Lieutenant.	20	2	25.00	3	60.00	3	70.00	2	20.00	3	25.00	3	25.00	2	25.00	. 😭
Senior Accountant (proposed new)	245	2	25.00	3	60.00	3	70.00	3	40.00	2	12.50	2	12.50	2	25.00	<b>39</b>
ity Clerk (proposed new)	222.59	2	25.00	2	30.00	3	70.00	2	20.00	2	12.50	3	25.00	3	50.00	1. Sec. 1. C. S.
Police Sergeant	28.25	2	25.00	3	60.00	3	70.00	1	10.00	1	6.25	3	25.00	2	25.00	21.2
ਜੋਵਤਵਾਂ-ਵਰੱ	210		12.50		15.00		17 50		10,00		e 25		ŧ 25		12.50	210
Reperied	200		12 52		15.02	Γ	17 50		10.00	T	÷ 25		÷ 23		12.5.2	200

# Management positions (sample)

A more complete explanation of the Job Survey, Classification System, and the Compensable Factors and their application is included in the supplemental information in the Appendix.

## 4. COMPENSATION AUDIT: REGIONAL SALARY & BENEFITS STUDY

With the necessary evaluation tools in place, our consultants contacted the appropriate comparable communities previously proposed by Municipal Solutions and approved by senior management. Benefit, job classification and salary range information were gathered from the following communities based on:

- a. Regional proximity to the City of North Pole,
- b. Similarity to the City in budget, population size and tax base, and
- c. Similarity in services provided.

Obtaining data from other cities and agencies is always a challenge. Obtaining salary and benefits information requires direct and often constant contact with each of the agencies. Our consultants personally contacted representatives in each of the primary communities and asked them to send a copy of their Pay Classifications / Grades and full details on employee Benefits. Obtaining comparison data for most of the positions was not easy but most communities were able to provide the information while being limited on staff resources.

Some agencies took between 2-3 months to provide us any usable salary or benefits data – despite committing to do so. Due to the timing of budget preparation in Alaska, COVID-19, and the variable nature of data gathering in general, our efforts exhaustive and to ensure that proper comparisons were appropriately identified, and enough comparisons were received for statistical significance. Only in two instances did we encounter an unwillingness to accommodate the request for information. This report reflects the most current salary and benefits data we could acquire.

Initially, consultants and analysts contacted the following communities to be used as primary comparisons which included:

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## Table 3: Cities, Towns, Counties, and Organizations Surveyed

Most of the cities and towns we gathered information from had a formalized pay or compensation plans. Their step systems – grades ranges – varied widely among these local governments. Some have multiple pay and compensation plans for collective bargaining units. Some local governments only reported actual pay – which is noted in the 'notes' column of the report. Most communities we observed appeared to distribute key municipal functions in a manner which compare to most positions in North Pole. Most of the local governments had a *very close* comparisons / matches for each of North Pole's. In several instances, some cities job classifications lacked sufficient data, sufficient comparables, or positions didn't appear appropriate to use as a comparison. While all positions don't always clearly align with a counterpart position in North Pole, careful analysis of the materials provided and follow-up with local government representatives – and North Pole Department Heads – helped to assure close apples-to-apples comparisons were used.

In the event that a classified North Pole position lacked fewer than 6 comparables in other communities, data from the alternate communities were examined and relevant information was included from comparable positions as appropriate. If after examining the primary and alternate communities failed to produce a comparable salary position comparison, the Compensable Factors analysis absorbs the rare positions and helps determine a close comparison for internal classification.

Ms. Tungate, Mr. Larson and Mr. Morelli also assisted in direct communication with each comparator municipalities and special agencies. Overall, the consulting team was responsible for:

- 1. obtaining data from each of the participating cities and agencies,
- 2. performing data entry,
- 3. contact with communities to ensure enough accurate data was collected, and
- 4. assisting in the entry of salary and benefits data and analysis.

Some agencies have opted not to provide any information while others provided full policies and collective bargaining agreements and studies – some consisting of more than 500 pages. Data was not received from all agencies.

This report addresses only the analysis of current versus market average salaries for most classified positions. Where consultants were unable to identify enough comparable positions, benchmarking will occur through the use of the Compensable Factors Analysis Tool in recommending an appropriate salary range.

## Policy Discussion & Preliminary Review with Management & Staff (complete)

Throughout the project, we continued to have ongoing meetings with the City Clerk, Finance Director, Police Chief, Fire Chief, Deputy Fire Chief, City Accountant and Mayor to review the findings of this report and 'dialin' the accuracy and relevancy of the findings of our analysis. Where verification identified errors in the job descriptions, job classifications, or salary research corrections, these issues were discussed and considered. Where an organizational structure, job description, classification or pay / grade system from another city illustrates an alternative, we have incorporated these changes into our recommendations.

## Policy Discussion & Final Review with Council & Staff (pending)

As with many of our studies, we anticipate a Work Session with the Council upon delivery of the Final Report – whether during a regular meeting or in a special session – to provide Council Members the opportunity to understand what the data is telling us, to allow the public an opportunity to learn about the 'true value' of a public servant, and why we recommended what we recommend.

This *draft* Final Report represents the 'reportable' efforts of the consultant's efforts and is intended for *final* discussion with City Administration before final adoption. After any remaining feedback has been the consultant's presentation to the City Council – either from Councilmembers or Employees, final adjustments will be made to the recommendations and incorporated into the submitted version of the Final Report.

## **Report Finalization & Implementation Training** (pending)

Final training on the implementation of the new system occurs after the Final Report has been presented and approved. As implementation can be a challenge – particularly if salary adjustments, freezes, increases or changes to benefits plans are recommended - we expect to discuss our recommendations with the Council to put them into context with the current financial and economic conditions of the City.

Once the new system has been determined suitable for the City, key employees will need to be trained on its implementation and sustainability. Training on the new system – including use of all tools, surveys, spreadsheets will be made available to designated key staff who will be designated as custodians of these materials. The HR Director and Finance Director are generally recommended. Consultants will go through all materials and make sure implementation of recommendations is efficient. Effective and sustainable.

Specific employees – most likely the HR Manager and City Accountant will become the custodians and guardians of the new system. We will conduct training of each element to assure the most effective implementation and utilization of the new Classification System and Pay Ranges to assure the highest the benefits to staff and assuring the long-term success.

Classification & Compensation Study



## SECTION III: FINDINGS & RECOMMENDATIONS

## 1. Job Descriptions: Inconsistent, Missing, Multiple or Obsolete Job Descriptions

a. All positions need current descriptions. Many of the job descriptions for the 26 classifications do not follow a common form or format. Some appear to have been updated in several years. Key functions, duties and relationships in some job descriptions were confusing and unclear to existing employees and managers. Many are not consistent with the duties the employee currently performs, and the necessary skill levels, education, level of knowledge and experience required for the position. This was evidenced by the additional duties and responsibilities provided to us by staff during the Job Survey process. Some descriptions required re-working and/or were out of date with respect to standard terminology.

**Recommendation:** With multiple or redundant versions of some Job Description, consolidation of some descriptions is recommended.

## 2. Job Descriptions: Most Job Descriptions are not FLSA / ADA compliant

- a. Some of the Job Descriptions appear to have been updated recently and nicely correlate with one another in form and format, many do not appear to have been updated in several years.
- b. Sections of some job descriptions misinterpret key language of the ADA to include the entire job duties as Essential Job Functions and as a result, many descriptions are not consistent with the requirements of the Fair Labor Standards Act (FLSA) and the American with Disabilities Act (ADA) exposing the City to potential liabilities.
- (a) Several policies need clarification: Management / non-Management, Exempt / non-Exempt, Salary / Hourly, Overtime, Workweek, and Pay Period. No clear policies could lead to waste, fraud or abuse.
   See Finding #20 below.

**Recommendations:** Job descriptions need to be streamlined to avoid unnecessarily complicating the document, providing clarity to employees, accountability in reporting relationships, and minimize risk/ exposure to the City.

# 3. Job Descriptions: More emphasis on 'Essential Functions' is needed, not just 'Duties and Responsibilities'

a. Some Job Descriptions contain duties and responsibilities which are not essential, while other job descriptions omit critical data. Cross department assignments or distinguishing characteristics of positions with similar titles are unclear, and in some instances reporting relationships are also unclear.

Recommendation: Same as #2 above.

## 4. Job Descriptions: Not linked to empirical classification system

Current Job Descriptions are not uniformly tied to compensation with any empirical method. Without a method of tying job descriptions to the classification empirically, human-error and time can cause misclassifications and establishment of inappropriate rates of pay.

Recommendation: Adopt the recommended Classification System. See #6 below.

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#### 5. Job Classifications: Not Enough unique Pay Classifications

After careful review, interviews and examination of job descriptions it was determined that some current Job Classifications warrant separate classifications. Creating separate classifications minimizes the potential for narrow-banding some jobs that are uniquely different which creates pay inequity.

Recommendation: Adopt the recommended Classification System. See #6 below.

#### 6. Job Classifications: Classification inequities exist

a. The City's current Classification System inequitably bands some of the 24 positions narrowly into 15 separate classifications. There is no clear distinction for Management and non-Management positions, and the existing classification system does not appear allow for easy evaluation of a position according to a common set of 'compensable factors.'

#### Table 4: Existing North Pole Classifications & Grades

See Appendix A for more details.

Pasition	Classification	Ringe 1 Shi muni	Nangu 2	Rangs 3	Nation 4	No 48.0 3	Ranga B	Ranga 2		Nange 1	Narge 18	Nanga 11	Range 12	Reing e 13	Range 14	Rangu 15	Range 16	540ge 17	Nonge 18	17	Norge 20 Maximum (
Mayor	15	\$750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750
Police Chief	14	4558	4695	4836	4951	5130	5284	5442	5606	5774	5947	6126	6309	6499	6594	6894	7101	7314	7534	7760	7992
Fire Chier	14	4558	4695	4856	4981	5130	5284	5442	5606	5774	5947	6126	6309	6499	6694	6594	71.01	7314	7534	7760	7992
Gey G envire	14	4558	4695	4836	4981	5130	5284	5442	5606	5774	5947	6126	6309	6499	6694	6894	7101	7314	7534	7760	7992
Cey Aat	34	4558	4695	4836	4981	5130	5264	5442	5606	5774	5947	6126	6309	6499	6694	6594	7101	7314	7534	7760	7992
Crient dor of Gity Svs	14	4558	4695	4836	4981	5130	5284	5442	5606	5774	5947	6126	6309	6499	6694	6894	71.01	7314	7534	7760	7992
		26.30	27.00	27.90	3.74	20	30.40	31.0	32.35	38.52	34.12	35.35	35.41	37.50	38.62	39.78	40.97	42.20	8.0	44.77	46.17
Por ce la	:1	4199	4325	4455	4568	4726	4858	5014	5164	5319	5479	5643	5812	5987	61.65	6351	65-02	6758	6940	7140	7363
Depfine Duet	:1	4199	4325	4455	4568	4726	4868	5014	5164	5319	5479	5643	5812	<b>598</b> 7	61.65	6351	6542	6758	6940	7149	7363
Noscillon: Supervisor	:3	4199	4325	4455	4588	4726	4858	5014	5164	5319	5479	5643	5812	5987	61.66	6351	6542	6738	6940	71.49	7363
ut invisioners or	12	4199	4325	4455	4588	4726	4368	5014	5164	5319	5479	5643	5812	5987	61.66	6351	6542		6940		7363
		21.23	26.96	25.71	26.48	727	28.00	24.95	28.80	30.69	31.61	32.56	35.54	34.55	35.58	35.65	37.75	38.88	40.05	41.25	42.40
Police Sergeam	12	4077	4199			4589								5813					6739		7149
		25.52	24.23											35.53	34.54	35.58	36.65	\$7.74	38.07	40.04	41.24
Police Detective	::	3945	4063			4440									5798		61.46		6520		6918
		22.75	25.43													MAL					39.00
Parks Off ar	10	3858	3953			4320									5536		5979		6344		6750
		22.14	22.80													35.40					38.82
ut≓ity Operator	ę	3708	3819			4173											5777				6502
		21.39	22.05	2.39	23.37	24.97	24.80	25.54	231	27 10	27.91	2175	20.61	30.50	31.41	32.35	-				37.51
Pupi c Works Assistant	£	3515	3620			3956													5810		6164
LT - TY Ass Stant	2	3515	3620	3729	3841	3956	4075	4197	4123	4453	4586	4724	4866	501.2	5162	5317	5476	5641	5810	5984	6164
		20.27	20.55	21.90	22.15	22.81	23.50	24.20	24.93	2.85	26.45	77.24	28.05	28.90	29.77	30.66	31.3	2.53	33.30	34.34	35.54
Records Merl Arch vist	7	3124	321.8	3314	3414	3516	3622	5730	3842	3957	4076	4198	4324	4454	4588	4725	4867	501.3	5168	818	5478
AR AP US I TYBE I NY GIRN	•	3124	3218	3314	3414	3516	3622	3730	3842	3957	4076	4198	4324	4454	45郎	4725	4867	501.3	5168	53 18	5478
Ad min Asst Evidence																					
CustiDisp		3124	321.8	3314	3414	3516	3622	3730	3842	3957	4076	4193	4324	4454	4586	4725	<b>48</b> 67	501.3	5168	5318	5478
		18.02	28.56	19.12	19.69	20.28	20.89	21.92	22.16	22.85	23.51	24.22	24.94	25.69	24.46	27.26	24.07	2.92	3.7	316	31,60
Fore Calasta In	£	4077	4199	4325	4455	4589	4726	4868	5014	5165	5320	5479	5644	5813	<b>398</b> 7	6167	652	6542	6739	84	7149
29 day cycle		\$7.70	18.23	18.78	29.34	29.92	20.52	21.13	21.77	22.A2	23.08	23.79	24.50	25.24	25.99	26,77	27.5	28.40	29.25	30.13	31.04
Fire Lieutenant	3	3952	4050	4171	4297	4426	4558	4695	4836	4961	5130	5254	5443	5606	5774	5948	61.25	6310	6499	6594	6895
		\$7.07	17.58	18.11	38.65	19.21	19,79	20.35	20.99	21.62	22.27	Z.94	25.63	21.34	25.07	<b>75.12</b>	26.9	27.39	28.21	29.05	29.95
Fire Engineer	4	3838	3953	4072	4194	4320	4449	4585	4720	4862	5008	5158	5313	5472	5636	5805	<b>997</b> 9	6159	6344	6534	6730
		16.66	17.16	\$7.67	18.20	11.75	19.31	11.39	20.49	21.10	21.74	22.39	23.06	28.75	24.47	25,20	23.95	26,73	<b>27.54</b>	21.35	29.21
Police Office / Recruit	3																				
Wage at Academy		15.00																			
Fret goter	3	3347	3447													5063					5869
		54.53	14.97	15.41	15.88	\$6.35	16.84	17.35	57.87	18A1	12.96	\$9.53	20.11	20.72	21.54	21.98	22.64	28.32	34.02	24.74	25.48
Oversitien filler with gates in	:																				
		12.52																			

- b. Job classifications do not appear to tie directly to a standardized set of 'compensable factors' for management and non-management including: education, experience or knowledge required to perform the position requirements, physical, mental and networking responsibilities, and fiduciary and personnel (management) responsibilities (if any). See Table 5a & 5b (below).
- c. Some employees within the same classification appear to be performing uniquely different work or have significantly different compensable factors (certifications and / or skills, education, etc.) warranting a separate classification.

**Examples:** More than one individual performing the duties of Utility Operator clearly have different functions due to a higher certification and experience with electronics. Utility Assistant is similarly observed.

d. Based on the Compensable Factors Analysis, some of the pre-existing positions appeared to be mis-classified and are either under-classified with the duties actually being performed or overclassified by the duties assigned or being performed. This is illustrated in the Current Class / Grade column of Tables 6a & 6b (below).

**Example:** One management position - the City Clerk has a current class / grade of 14 – similar to Police Chief, Fire Chief, and City Accountant / CFO, however the Compensable Factors Analysis illustrates significant differences which would require it to be classified at a lower classification.

HOWEVER – the duties of Human Resource Director / Manager roles are significantly higher than Clerk and proportionate to Police Chief and Fire Chief.

Also, several non-Management positions appear grossly misclassified including: Fire Captain, Public Works Assistant, Police Officer Recruit, Firefighter / EMT, Firefighter Recruit, Fire Engineer, Utility Assistant and Evidence Custodian.

Pattin	Degree	Powes	Degree	Parits	Degree	1	[		Degree			Ports	Degree	Poents	Total Policia	
City Accountant / CFO	3	50.00	3	60.00	3	70.00	3	40.00	3	25.00	3	25.00	2	25.00	235	
Police Chief	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	3	25.00	3	50.00	255	
Fire Chief	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	3	25.00	3	50.00	25	
Director of City Services	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	2	12.50	3	50.00	202.50	
Deputy City Manager (proposed new)	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	2	12.50	3	50.00	222.50	
Reserved		12.50		15.00		17.50		10.00		6.25		6.25		12.50	270	
City Clerk / HR Manager / PIO	2	25.00	3	60.00	3	70.00	Z	20.00	2	12.50	3	25.00	3	50.00	262.50	
HR Director / PIO (proposed new)	2	25.00	3	60.00	3	70.00	2	20.00	2	12.50	3	25.00	3	50.00	262.50	
Deputy Fire Chief	2	25.00	3	60.00	3	70.00	2	20.00	3	25.00	3	25.00	2	25.00	20	
Police Lieutenant	2	25.00	3	60.00	3	70.00	2	20.00	3	25.00	3	25.00	2	25.00	250	
Senior Accountant (proposed new)	2	25.00	3	60.00	3	70.00	3	40.00	2	12.50	2	12.50	2	25.00	245	
City Clerk (proposed new)	2	25.00	2	30.00	3	70.00	2	20.00	2	12.50	3	25.00	3	50.00	232.50	

#### Table 5a: Classification Analysis for Management Positions

See Appendix A for more details.

#### Classification & Compensation Study

#### Table 5b: Classification Analysis for non-Management Positions

See Appendix A for more details.

				uni alego Sun Sta						12. 12. 13.			
Potion	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	<b>Votal States</b>
ೌಕಾರಕ ಕತ	۲. ۲.	30.0	3	50.0	3	69.9	3	40.0	3	$-30^{\circ}$	2	\$0.0	250.00
Reserved		7.5		12.5	1	15.0		10.0		7.5		12.5	250.00
Utility Supervisor	2	15.0	3	50.0	3	0.06	3	40.0	3	30.0	3	50.0	25.00
Police Sergeant	3	30.0	3	50.0	3	0.06	3	40.0	3	30.0	3	50.0	20,00
ಕರ್ಷೇಶನ		7 5		12.5		15.0		19.0		7.5		12.5	720.00
Public Works Supervisor	2	15.0	3	50.0	2	30.0	3	40.0	3	30.0	3	50.0	250
Fire Captain	2	15.0	3	50.0	3	0.06	3	40.0	3	30.0	3	50.0	
Public Works Assistent	2	15.0	2	25.0	2	30.0	3	40.0	3	30.0	3	50.0	190.00
Fire Lieutenant	2	15.0	2	25.0	2	30.0	3	40.0	3	30.0	3	50.0	90.00
Building Technician	2	15.0	3	50.0	3	60.0	2	20.0	2	15.0	2	25.0	-
Fire Engineer	2	15.0	2	25.0	2	30.0	2	20.0	3	30.0	3	50.0	170.00
Utility Operator (Operator I & II propos	2	15.0	2	25.0	2	30.0	2	20.0	3	30.0	3	50.0	17040
City Planner (proposed)	3	30.0	2	25.0	3	60.0	1	10.0	3	30.0	1	12.5	167.90
Firefighter / EMT	1	7.5	2	25.0	2	30.0	2	20.0	3	30.0	3	50.0	162.50
Police Officer	2	15.0	2	25.0	2	30.0	3	40.0	3	30.0	3	50.0	100:00
AP Tax& License Clerk (revised)	2	15.0	3	50.0	2	30.0	1	10.0	2	15.0	2	25.0	165.00
AR / Utility Billing Clerk (revised)	2	15.0	3	50.0	2	30.0	1	10.0	2	15.0	2	25.0	16.00
Police Officer Recruit	2	15.0	1	12.5	2	30.0	3	40.0	3	30.0	3	50.0	177.50
Utility Assistant II (proposed)	1	7.5	1	12.5	1	15.0	3	40.0	2	15.0	3	50.0	
Fiscal Accounting / Fund Accounting	2	15.0	3	50.0	2	30.0	1	10.0	2	15.0	1	12.5	192.50
Deputy Cierk (proposed)	2	15.0	3	50.0	2	30.0	1	10.0	Z	15.0	1	12.5	132.50
Firefighter Recruit (proposed)	2	15.0	1	12.5	1	15.0	2	20.0	2	15.0	3	50.0	1750
Records Manager / Archivist	2	15.0	2	25.0	2	30.0	1	10.0	3	30.0	1	12.5	122,59
Reserved		7.5		12.5	1	15.0		10.0		7.5		12.5	110.00
Executive Assistant (proposed)	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5	107.50
Utility Assistant I	1	7.5	1	12.5	1	15.0	3	40.0	1	7.5	3	50.0	132,50
Administrative Assistant PWD (propo	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5	107.50
Administrative Assistant Police	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5	107.50
Administrative Assistant Fire	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5	107.50
Records Preparation Clerk	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5	107.50
Reserved		7.5		12.5		15.0		10.0		7.5		12.5	<b>90.00</b>
General Laborer (Summer Help)	1	7.5	1	12.5	1	15.0	2	20.0	1	7.5	2	25.0	\$7.50
Receptionist Admin	1	7.5	1	12.5	1	15.0	1	10.0	2	15.0	1	12.5	72.50
Reserved	1	7.5	1	12.5	1	15.0	1	10.0		7.5		12.5	000

Without standardized language to be included in Job Descriptions, it is very difficult to maintain pay equity (fairness) among positions and puts the City at risk / exposure. Adopting a 'measurable', transparent and standardized classification system will ultimately allow the City to (a) assign an appropriate pay range for adjusted classifications, (b) assure appropriate compensation for all employees, (c) accurately forecast financial impact of salaries over multiple budget years, and (d) minimize risk / exposure to the City.

Below is the recommended new classification system – which has been tested against the Market (illustrated later).

#### Table 6b: Broad-banding of Current & Proposed Pay Grades: Management

Reserved	320	320		25
Reserved	310	310-319		24
Reserved	300	300-309		23
Police Chief	295		14	
Fire Chief	295	290-299	14	22
City Accountant / CFO	295	1	. 14	
Deputy City Manager (proposed new)	282.50	280-289	15	21
Director of City Services	282.50	200-209	14	21
Reserved	270	270-279		20
City Clerk / HR Manager / PIO	262.50	260-269	NEW	19
HR Director / PIO (proposed new)	262.50	200-207	NEW	17
Deputy Fire Chief	250	250-259	13	18
Police Lieutenant	250	1 230-239	13	10
Senior Accountant (proposed new)	245	240-249	NEW	17
City Clerk (proposed new)	232.50	230-239	14	16
Police Sergeant	221.25	220-229	12	15

(w/ proposed grade changes)

#### Table 6b: Broad-banding of Current & Proposed Pay Grades: non-Management (w/ proposed grade changes)

			2013 - 193 2013 - 193 2014 - 193	and the second second
Police Sergeant	260	260	12	21
Reserved	250	250-259	•	20
Utility Supervisor	245	240-249	13	19
Fire Captain	245	2.02.0	6	19
Reserved	230	230-239	•	18
Police Detective	225	220-229	11	17
Public Works Supervisor	215	210-219	13	16
Reserved	200	200-209		15
Utility Operator II (proposed)	195		•	14
Public Works Assistant	190	190-199	8	14
Police Officer	190	170-177	10	14
Fire Lieutenant	190		5	14
Building Technician	185	180-189	•	13
Police Officer Recruit	177.50		3	12
Utility Operator (Operator I & II proposed)	170	170-179	•	12
Fire Engineer	170		4	12
City Planner (proposed)	167.50	160-169	· ·	11
Firefighter / EMT	162.50	100-109	2	11
<u></u>	150	150-159		10
AP Tax & License Clerk (revised)	145		7	9
AR / Utility Billing Clerk (revised)	145	140-149	7	9
Utility Assistant II (proposed)	140		· ·	9
Fiscal Accounting / Fund Accounting Clerk	132.50		7	8
Deputy Clerk (proposed)	132.50	130-139	-	8
Utility Assistant I	132.50		8	8
Firefighter Recruit (proposed)	127.50	120 120	1	7
Evidence Cust / Rec. Mgr / Archivist	122.50	120-129	7	7
Reserved	110	110-119	•	6
Executive Assistant (proposed)	107.50		•	5
Administrative Assistant PWD (proposed)	107.50		· ·	5
Administrative Assistant Police	107.50	100-109	•	5
Administrative Assistant Fire	107.50	1		5
Records Preparation Clerk	107.50		7	5
Reserved	90	90-99		4
General Laborer (Summer Help)	87.50	80-89	i .	3
Receptionist Admin	72.50	70.79	1 .	2
Reserved	60	60-69	<b>†</b>	

Note: Broad-banding is a practice of creating parity among similar positions to reduce inequity in compensation and number of classifications for easy administration.

#### **Recommendations:**

- (a) Adopt the recommended Classification System based on Compensable Factors Analysis including the new Grades. Classifications should be expanded, retitled (and compensated) differently. When uniquely classified positions are classified within the same range, this creates (unfair) inequity in compensation inequity. An equitable classification system minimizes risk / exposure to the City, while also assuring transparency and equity among all positions.
- (b) Create separate classifications to reduce the potential and risk of misclassification and salary inequity, AND are valuable in assuring unique positions have been identified and salary ranges affixed – regardless of whether they are budgeted. Specifically, create the following new classifications:
  - Deputy City Manager
  - Utility Operator II
  - Deputy City Clerk
  - Firefighter Recruit
- HR Director / PIO
   Utility Operator I
- Utility Assistant II
  Executive Assistant
- Senior Accountant
  City Planner
- Utility Assistant I
- t Administrative Asst (PWD)

- General Laborer
- <u>Deputy City Manager Classification</u>: used simply as a baseline for the CAO roles. Many communities have an actual salary for their Mayor, and consultants created a baseline for future reference – regardless of the actual final title.
- <u>Utility Operator</u>: appears to be two separate classifications compressed into one, and employee pay demonstrates inequity as a result. Recommending two separate classifications I & II
- o <u>City Planner:</u> recommended for classification purposes and future reference.
- o <u>Deputy City Clerk</u>: recommended for classification purposes and future use.
- <u>Firefighter Recruit</u>: recommended for classification purposes and future use.
- <u>Executive Assistant</u>: recommended for classification purposes and future use in all departments.
- o <u>General Laborer</u>: recommended for classification purposes and future reference
- (c) Revise the following classifications to differentiate these positions, reduce risk of misclassification and salary inequity:
  - AP Tax & License Clerk
     AR / Utility Billing Clerk
  - <u>AR, AP, Utility Billing Clerk:</u> Currently two employees serving under an aggregated title. Job Surveys and interviews determined that these are there are TWO unique positions and recommend classifications appropriate for what they do.

#### 7. Job Classifications: Positions with difficult-to-observe comparisons

Several classified positions in the City of North Pole appear to be unique in that comparable positions in communities, and were difficult to identify or did not exist at all. All cities have unique classifications which emphasizes the need for an internally and externally-based equitable classification system. Without an empirically-based classification system which rank-orders compensable factors such as levels of education, years of experience, and the physical working environment, all positions (not just irregular and new positions) cannot be properly classified and salary disparity is likely to occur.

Positions with difficult to observe comparisons (less than 6 or not exact comparables) include:

- City Clerk / HR Manager / PIO
   Director of City Services
- City Accountant / CFO

Most comparable communities have classifications for City Clerk, HR Manager or Director, and / or Public Information Officer, however most do not have a combined classification with all three key functions. This occurrence in North Pole creates pay compression and inequity.

- <u>City Accountant / CFO</u>: Title listed in the Code, generally has high levels of Compensable Factors (education, experience, knowledge, etc.) which is directly tied to both classification within the pay system AND a high rate of pay. According to the Compensable Factors Analysis and Market Salary Study results – a junior CFO position is warranted.
- <u>City Clerk / HR Manager / PIO</u>: Our Job Surveys and Compensable Factors Analysis identified that the City Clerk is performing HR Functions as well as some Public Information duties. The Compensable Factors (levels of education, experience, knowledge. etc.). the need for two separate classifications for HR Manager and City Clerk. Most municipalities have separate classifications, and unique pay ranges for each.
- Director of City Services is also a unique position in the that City of North Pole combines the functions of Public Works Director with Building Official, Planner, Code Enforcement and more.

Recommendations: See 6b above.

#### 8. Salaries: Current minimum Pay Ranges are consistently too low and too wide when compared to the Market – more significantly for Management than for non-Management positions

Results from the market research clearly illustrates that the width of North Pole's salary ranges (between minimum and maximum salary) is much broader than comparable cities, towns and boroughs. On average, North Pole's Management classifications are \$40,000 wide while the comparable communities are much narrower. See Table 7a and 7b below.

Recommendations: All recommendations for #8-13 are included at the end of Finding #13.

### Table 7a: Salary Range Width for Management Positions

See Appendix C for more details.

					- 1999 - 1			- C
			÷.,					
	19-2-34 19-1		2 (S&C)	- 1995 - 1995 - 1995 - 1995 - 1995 - 1995 - 1995 - 1995 - 1995 - 1995 - 1995 - 1995 - 1995 - 1995 - 1995 - 1995	a an	a, reaction of the states	• NO 85 \ * CONTRACTO	and a construction of the const
Police Chief	\$	54,704	\$	95,930	\$41,226	\$96,659	\$131,366	\$34,707
Fire Chief	5	54,704	5	95,930	\$41,226	\$86,217	\$1 20,189	\$33,973
City Accountant / CFO	5	54,704	s	95,93	\$41,226	\$91,651	\$124,959	\$33,308
Deputy City Manager (proposed new)	5	69,000		·		<b>\$94,828</b>	\$1 33,007	\$38,179
Director of City Services	S	54,704	s	95,930	\$41,226	\$91,383	\$121.703	\$30,319
Reserved								
City Clerk / HR Manager / PłO								
HR Director / PIO (proposed new)	\$	54,704	\$	95,930	\$41,226	\$79,084	\$107,596	\$28,513
Deputy Fire Chief	5	49,192	s	86,25	\$37,066	\$83,030	\$1 08,382	\$25,352
Police Lieutenant	S	49,192	s	86,258	\$37,066	\$79,735	\$1 05,820	\$26,085
Senior Accountant (proposed new)	5	54,704	s	95,930	\$41,226	\$68,898	\$93,233	\$24,335
City Clerk (proposed new)	5	54,704	\$	95,930	\$41,226	\$75,374	\$108,618	\$33,243
Police Sergeant	s	48,924	s	85,788	\$36,864 /	\$68,083	\$94,935	\$26,852

### Table 7b: Salary Range Width for non-Management Positions

						- A-
	Conta stars a star	STEP AL				
Police Sergeant	\$48,924	\$85,788	\$36,864	568,083	\$94,935	\$26,852
Reserved	•		-		-	•
Utility Supervisor	\$49,192	\$86,258	\$37,066	\$68,396	\$92.629	\$24,233
Fire Captain	548,924	\$85,788	\$36,864	\$70,547	\$95,267	\$24,720
Reserved	•	· 1	•		· [	
Police Detective	\$47,340	\$83.016	\$35,676	\$63,779	\$86,510	\$22,731
Public Works Supervisor	\$49,200	\$86,268	\$37,068	\$67,453	\$93,797	\$26,344
Reserved	-	•	•		•	•
Utility Operator II (proposed)	·	-	-		•	•
Public Works Assistant	542,180	\$73,968	\$31,788	501.423	\$82,792	\$21,369
Police Officer	\$46,056	580.760	\$34,704	5\$9,464	\$83,340	\$23,875
Fire Lieutenant	547,184	582,740	\$35,556	\$\$4,825	\$76,205	\$21,380
Building Technician		-	•	\$\$5,278	\$77,384	\$22,105
Police Officer Recruit	\$46,056	580,760	\$34,704	556,024	\$78,797	\$22,733
Utility Operator (Operator I & II proposed)	544,491	\$78,021	\$33,530	556,382	\$77,224	\$20,842
Fire Engineer	\$46,056	\$80,760	\$34,704	\$\$6,257	\$74,373	\$18,117
City Planner (proposed)	•			1	•	-
Firefighter / EMT	\$40,164	570,428	\$30,264	548,302	567,882	\$19,580
	-	•		1.	-	-
AP Tax & License Clerk (revised)	\$37,482	\$65,728	\$28,246	S47,016	\$63,407	\$16,392
AR / Utility Billing Clerk (revised)	537,482	\$65,72B	\$28,246	\$ 6,170	\$62, <b>48</b> 6	\$16,316
Utility Assistant II (proposed)	-	•	· ·	1.	-	•
Fiscal Accounting / Fund Accounting Clerk	· ·			\$55,004	\$74,525	\$19,521
Duputy Clerk (proposed)	-	•		\$52,273	\$71,72	\$19,448
Utility Assistant I	542,180	\$73,968	\$31,788	\$47,792	S65,653	\$17,862
Firefighter Recruit (proposed)			•	11.	. 1	•
Evidence Cust / Reg. Mgr / Archivist	\$37,482	\$65,728	\$28,246	647.363	564,966	\$17,583
Reserved		- 1	•	11 .	- 1	•
Executive Assistant (proposed)			-	551.878	\$70,208	\$18,330
Administrative Assistant PWD (proposed)	\$37,488	\$65.736		\$45,334	\$62,218	\$16,884
Administrative Assistant Police	\$37,488	\$65,736	Π	\$44.432	\$61,930	\$17,499
Administrative Assistant Fire	\$37,488	\$65,736	\$28,248	\$44,432	\$61,930	\$17,499
Records Preparation Clerk	537,488	\$65,736	\$28,248	546.189	\$62.329	\$16,140

#### 9. Salaries: The City's current minimum and maximum pay ranges for Management and non-Management positions are lower than the market minimum, with some exceptions\*

Non-Management classification pay ranges slightly are more consistent with the market, but is more pronounced for Management positions. See Tables 8a & 8b below.

#### \*The current maximum pay ranges for the following positions are higher than the market:

- Senior Accountant
- Utility Operator
- Olliny Operato. AP / Tax & License Clerk
- Evidence Custodian
- Fire Lieutenant Fire Engineer
- Police Officer Recruit
- Firefighter / EMT
- AR Utility Billing Clerk
   Utility Assistant
  - Administrative Assistants

#### \*The current maximum pay ranges for the following positions are significantly under the market:

- Public Works Assistant (significantly under)
   Police Sergeant (significantly under)
- Fire Captain (significantly under) • Utility Assistant I (significantly over).
- Fire Engineer (slightly over)

#### Table 8a: Minimum & Maximum Salary Ranges for Management Positions See Appendix C for more details.

	10							
	4		20				1997 - AN	and the second
Police Chief	14	54,704	S	95,930	\$41,226	/\$96,659	\$1 31,366	\$34,707
Fire Chief	15	54,704	s	95,930	\$41,226	\$86,217	\$120,189	\$33,973
City Accountant / CFO	s	54,704	s	95,930	\$41,226	\$91,651	\$124,959	\$33,308
Deputy City Manager (proposed new)	s	69,000				\$94,828	\$1 33,007	\$38,179
Director of City Services	s	54,704	s	95,930	\$41,226	\$91,383	\$121.703	\$30,319
Reserved	Π							
City Clerk / HR Manager / PIO	11							
HR Director / PIO (proposed new)	\ s	54,704	\$	95,930	\$41,226	\$79,084	\$107,596	\$28,513
Deputy Fire Chief	s	49,192	5	86,258	\$37,066	\$83,030	\$108,382	\$25,352
Police Lieutenant	\s	49,192	\$	86,258	\$37,066	\$79,735	\$1 05,820	\$26,085
Senior Accountant (proposed new)	X	54,704	s	95,93	\$41,226	\$68,898	\$93,233	\$24,335
City Clerk (proposed new)	5	54,704	\$	95,930	\$41,226	\$75,374	\$1 08,61	\$33,243
Police Sergeant	s	48,924	S	85,788	\$36,864	568,083	\$94,935	\$26,852

#### Table 8b: Minimum & Maximum Salary Ranges for non-Management Positions See Appendix C for more details.

			ie televě		ħ.	
Police Sergeant	548,924	\$85,788	\$36,864	\$68,083	\$94,935	\$26,852
Reserved	-    ·		1 . 1	•	•	· ·
Utility Supervisor	549,192	\$80.258	\$37,066	\$68,396	\$92.629	\$24,233
Fire Captain	\$48,924	\$85,788	\$36,864	\$70,547	\$95,267	\$24,720
Reserved	V .	-	1 .	•	•	7
Police Detective	\$47,340	\$83.016	\$35,676	\$63,779	\$86,510	\$22,731
Public Works Supervisor	\$49,200	\$86,268/	\$37,068	67,453	\$93,797/	\$26,344
Reserved	\.	•7	-	ĺ ∖.	• /	-

#### Table 8c: Minimum & Maximum Salary Ranges for non-Management Positions (continued)

							and All All All All All All All All All All
Utility Operator II (proposed)		// · ]	• \	•	17.	1 - 1	-
Public Works Assistant		542,180	\$73,968	\$31,788	561.423	\$82,792	\$21,369
Police Officer		\$46,056	\$80.760	\$34,704	\$59,464	\$83,340	\$23,875
Fire Lieutenant		\$47,184	582,740	\$35,556	\$54,825	\$76,205	\$21,380
Building Technician		•	•	•	\$55,278	577,384	\$22,105
Police Officer Recruit		\$46,056	\$80,760	\$34,704	\$56,024	\$78,757	\$22,733
Utility Operator (Operator I & II proposed)		544,491	578.021	\$33,530	\$56,382	\$77.224	\$20,842
Fire Engineer		\$46,056	\$80,760	\$34,704	\$56,257	574,373	\$18, 117
City Planner (proposed)		•	-	•	1	-	•
Firefighter / EMT		\$40,164	\$70,428	\$30,264	\$48,302	\$67,882	\$19,580
Reserved		•	•	· ·	<u> </u>	-	•
AP Tax & License Clerk (revised)		\$37,482	\$65.728	\$28,246	\$47,016	\$63.407	\$16,392
AR / Utility Billing Clerk (revised)		\$37,482	\$65,728	\$28,246	\$46,170	\$62,486	\$16,316
Utility Assistant II (proposed)		-	-	· ·	· ·	-	
Fiscal Accounting / Fund Accounting Clerk		•	•		\$55,004	\$74,525	\$19,521
Deputy Clerk (proposed)		•	•		\$52,273	\$71,721	\$19,448
Utility Assistant I		\$42,180	\$73,968	\$31,788	547,792	\$65,653	\$17,862
Firefighter Recruit (proposed)		•	-			•	· ·
Evidence Cust / Rec. Mgr / Archivist	1	\$37,482	\$65,728	528,246	\$47,383	\$64,966	\$17,583
Reserved		-	•	•	•	•	/ ·
Executive Assistant (proposed)		•	· /	•	\$51.878	\$70,208	\$18,330
Administrative Assistant PWD (proposed)		\$37,488	\$65,736		\$45,334	\$62,218	\$16,884
Administrative Assistant Police		\$37,488	\$65,736		\$44,432	\$61,930/	\$17,499
Administrative Assistant Fire		37,488	\$65,736	\$28,248	544,432	\$61,93	\$17,499
Records Preparation Clerk		537,488	\$65,736	\$28,248	546, 189	562,329	\$16,140

See Appendix C for more details.

#### 10. Salaries: Actual Salaries for all employees are above the current pay range minimum\*

All employees at the highest rate of pay within each classification appear to be receiving pay at or above the minimum level of pay required in the current pay ranges. Some employees may be currently being paid at a rate lower than the minimum. If any employees are paid at a rate lower than the current minimum, their minimum salary should be increased (in the least) to the minimum of the pay grade (and higher if warranted).

See Table 9a & 9b for details – noted classifications are highlighted in RED.

#### 11. Salaries: Actual Salaries for some employees are above the current pay range maximum

Several Management and non-Management employees within the current pay ranges system are paid in excess of the *current pay range maximum* or at the maximum of the range.

See Table 9a & 9b for details - noted classifications are highlighted in RED.

Management Positions over the current maximum salary range include:

- Director of City Services (significantly over \$68.000)
- Police Chief (significantly over. \$17,000)
- Deputy Fire Chief (maxed, top of range)
- Fire Chief (significantly over \$6.000)
- Police Lieutenant (maxed, top of range)

#### Non-Management Positions over the current maximum salary range include:

- Utility Supervisor (significantly over \$29,000)
- Police Detective (maxed, top of range)
- Utility Operator (over \$9.500)
- AP Tax & License Clerk (over \$4.000)
- Police Officer (maxed. top of range)

### Table 9a: Actual Pay vs. Pay Ranges - Management Positions

See Appendix C for more details.

				Under Min (X=yes)	903.		Over Max (X=yes)	al an	Under Min (X=yes)		Over Ma (X=yes)
Police Chief	\$112,882	S	54,704		S	<b>95.9</b> 30	X	\$96,659		\$131,366	
Fire Chief	\$101,700	s	54,704		s	95,930	х	\$86,217		\$120,189	
City Accountant / OFO	\$78.000	S	54,704		\$	95,930		\$91.651	X	\$124,959	
Deputy City Manager (proposed new)	\$70,366	S	69,000			-		\$94.828	X	\$133,007	
Director of City Services	\$164, 154	S	54,704		S	95,930	X	\$91,383		\$121.703	х
Reserved											
City Clerk / HR Manager / PIO	S61,568										
HR Director / PIO (proposed new)	\$61.568	S	54,704		5	95,930		\$79.084	X	\$107,596	
Deputy Fire Chief	\$86,258	S	49,192		5	86,258	X	\$83,030		\$108,382	
Police Lieutenant	\$86,258	S	49,192		5	86,258	X	\$79,735		\$105,820	
Senior Accountant (proposed new)	\$78,000	s	54,704		S	95,930		\$68,898		593,233	
City Clerk (proposed new)	\$61.568	S	54,704		5	95,930		\$75,374	X	\$108,618	
Police Sergeant	\$78,499	S	48,924		s	85,788		\$68,083		\$94,935	

## Table 9b: Actual Pay vs. Pay Ranges - non-Management Positions

See Appendix C for more details.

	şite seri								
					and the second second				
			Under Min		Over Nex		Under Min		Over Max
	A		(X=yes)		(X=yes)		(X=yes)		(X=yes)
Potice Sergeant	\$78,499	\$48,924		\$85,788		\$68,083		\$94,935	
Reserved	•	•	-		•	•		•	•
Julity Supervisor	\$1 15,523	\$49,192		\$86.258	Х	568,396		\$92.629	X
Fire Captain	\$78,498	\$48,924		\$85,788		\$70,547		\$95.267	
Reserved	•	•	•	•	-	•	•	•	•
Police Detective	\$88.026	\$47,340		\$83,016	X	\$63,779		\$ 96.510	X
Public Works Supervisor	\$81,307	\$49,200		\$86,268		\$67,453		\$93,797	
Reserved	•	-	-	-	-		-	-	
Utility Operator II (proposed)	•	•	•	•	-	•	•	-	· ·
Public Works Assistant	\$58,365	\$42,180		\$73,968		\$61,423	X	\$82,792	
Police Officer	\$8C,746	\$46,056		\$80,760	x	\$59,464		\$83,340	
fire Lieutenant	\$67,276	\$47,184		\$82,740		\$54,825		\$76,205	
Building Technician		•	•		•	\$55.278		\$77,384	
Police Officer Recruit		\$46,056		\$80,760		\$56,024		\$78,757	
Jtility Operator (Operator I & II proposed)	\$\$7,526	\$44,491		\$78.021	X	\$56,382		\$77.224	X
Fire Engineer	\$65,313	\$46,056		\$80,760		\$56,257		\$74,373	
ity Planner (proposed)				-		•	-	-	•
Firefighter / EMT	\$55,584	\$40,164		\$70,428	1	\$48,302		\$67,882	
Reserved		•	•	•	•	•	-	•	
AP Tox & License Clerk (revised)	\$69,742	537,482		\$65,728	x	\$47.016	1	S63,407	x
R / Utility Billing Clerk (revised)	\$47,487	\$37,482		\$65.728		\$46,170	t	\$62,486	
Jt liky Assistant II (proposed)	•	-		-	· ·	•	· ·		
iscal Accounting / Fund Accounting Clerk	\$60,154	-		•		\$55,004		\$74,525	
Deputy Clerk (proposed)		•		•		\$52,273		\$71,721	
Julity Assistant I	\$65,6#6	\$42,180		\$73,968		\$47,792	1	\$65.653	X
refighter Recruit (proposed)		•	· ·	•		•			
vidence Cust / Rec. Mgr / Archivist	\$46.093	\$37,482		\$65,728		\$47,383	X	\$64,966	
Reserved	-   · ·	•		•	· ·	-		•	•
necutive Assistant (proposed)		-			•	\$51.878	-	\$70.208	•
Administrative Assistant PWD (proposed)		\$37,488		\$65,736		\$45,334		\$62,218	
Administrative Assistant Police	\$46,093	\$37,488		\$65,736		\$44,432		\$61,930	
Administrative Assistant Fire	\$46.093	\$37,488		\$65,736		\$44,432		\$61,930	
Records Preparation Clerk		537,488		\$65,736		546.189	·	\$62.329	

#### 12. Salaries: Actual Salaries for some employees are below the 'market' minimum

Several Management and non-Management employees appear to be paid below the *current market pay* range minimum. See Table 9a & 9b for details – noted classifications are highlighted in RED.

Management Positions under the current minimum 'market' salary range include:

• City Accountant / CFO (under \$13.000 as Finance Director, in range as Senior Accountant) \*

• City Clerk (under \$8,500 as Clerk only, under \$17,500 as City Clerk / HR Manager / PIO.

\* appear to be mis-classified. Current classification does not compare to market comparables.

Non-Management Positions under the current minimum 'market' salary range include:

Public Works Assistant (under, \$1,500)
 Evidence Custodian / Records Archivist (\$1,300)

#### 13. Salaries: Actual salaries for some employees are above the 'market' maximum

Several Management and non-Management employees within the market analysis are paid in excess of the *current pay range maximum* or at the maximum of the range.

See Table 9a & 9b for details - noted classifications are highlighted in RED.

Management Positions <u>above</u> the current maximum 'market' salary range include: • Director of City Services (significantly over. \$43,000)

#### Non-Management Positions over the current maximum 'market' salary range include:

- Utility Supervisor (significantly over, \$23,000) Police Detective (slightly over, \$1,500)
- Utility Operator (significantly \$11.500)
- AP Tax & License Clerk (over \$6.300)
- Police Officer (not all. maxed, top of range)
  Utility Assistant (at maximum)

#### Salary Recommendations for #8 - 13:

(b) Employee salaries who exceed the current range should be frozen (*until new pay ranges are adopted*) to maintain equity within the existing system, assure fair employee compensation and minimize risk / liability to the City. See Tables 10a & 10b below for proposed new pay ranges.

#### Management positions with recommended pay freezes:

<ul><li>Police Chief</li><li>Deputy Fire Chief</li></ul>	<ul><li>Fire Chief</li><li>Police Lieutenant</li></ul>	• Director of City Services

#### Non-Management

<ul> <li>Police Detective</li> </ul>	<ul> <li>Utility Supervisor*</li> </ul>	<ul> <li>Utility Operator*</li> </ul>
Police Officer	<ul> <li>Utility Assistant*</li> </ul>	<ul> <li>AP Tax &amp; License Clerk*</li> </ul>

- (c) All positions impacted by Moose Creek development should have a Pay Differential (see Recommendation #14).
- (d) Adopt the proposed new Pay Scale for Management and Non-Management classifications.

Positions *below* the *new range* <u>minimum</u> should be brought to (at the least) the range minimum. Positions *exceeding* the *new range* <u>maximum</u> should be frozen.

Samples provided below include 1.5% step and 3.0% step options.

#### Classification & Compensation Study

Benefits of the new Management Pay Scale:

- ✓ Internally equitable & externally competitive ('roughly proportional' with the market),
- ✓ Narrows the pay ranges to more closely align with market best-practices,
- Increases pay range minimums and maximums for most classifications,
- ✓ 1.05% increase between pay classifications (vertical),
- No management positions under the range,
- ✓ 1 position under the minimum: City Clerk / HR Manager,
- ✓ 2 positions remain over the maximum: Director of City Service (freeze) & Police Lieutenant (reclassify), and
- Proposed reserved ranges for future use.

Fiscal Impact: \$4,500 to get Clerk / HR Manager to minimum

Benefits of the new non-Management Pay Scale:

- Internally equitable & externally competitive ('roughly proportional' with the market),
- Increases pay range minimums for most classifications,
- Increases maximum for some upper-level classifications,
- Narrows the pay ranges to more closely align with market best-practices,
- 1.0375% increase between pay classifications (vertical),
- No positions *under* the minimum,
- 6 positions over the maximum: Utility Supervisor (freeze), Police Detective (freeze or reclassify), Utility Operator (freeze), AP Tax & License Clerk (freeze), Utility Assistant (freeze), and
- Proposed reserved ranges for future use.

Fiscal Impact: \$0. \*Frozen salaries or re-classification of position if warranted.

## Table 10a: Proposed New Pay Ranges - Management Positions w/ 1.5% and 3% steps See Appendix D for more details.

	A tak									Ny salat		
	and strength	a cardo consecto							New Selary	Here Salary	NewHourty	Here Housie
	7 M. S	12.52							Minimum	Musimum	Minimum	Maximum
Reserved	25					-			\$84,386	\$134,013	\$42.49	\$64.43
Reserved	24								\$84,177	\$127,027	\$40.47	S61.07
Reserved	23								580,169	\$120,405	\$38.54	\$\$7.89
atice Chief		\$112,682	\$	54,704	5	93,930	\$96,459	\$131,366	\$74,351	\$114,128	\$36.71	\$54.87
ne Chief	22	\$101,700	\$	54,704	5	95,930	\$86,217	\$120,189	576,351	\$114,128	\$36.71	554.87
ky Accountant / CRO		\$75,000	5	54,704	\$	95,930	\$91,631	\$124,959	\$76,351	\$114,128	\$36.71	\$54. <i>8</i> 7
Deputy City Manager (proposed new)	- 21	570,365	5	69.000			\$94,828	\$133,007	\$72,715	\$108,178	\$34.96	\$52.01
rector of City Services	1 "	\$154,154	5	54,704	5	95.930	\$91,383	\$121,703	\$72,715	\$108,178	\$34.96	\$52.01
Reserved	20				<u> </u>		l l		549,252	\$102.538	\$33.29	\$49.30
ty Clerk / HR Manager / PlO		\$61,568	Ι		Г		1		545,954	597,192	\$31.71	546.73
HR Director / PIO (proposed new)	19	Sé 1, 56 5	5	\$4,704	5	95,930	\$75,034	\$107, 996	565,954	\$97,192	\$31.71	\$46.73
puty fire Chief		\$94,253	\$	49,192	\$	\$6,258	\$83,030	S108.382	\$62,813	\$92,125	\$30,20	\$44.29
tice Lieutenant	- 18	\$84,258	5	49.192	5	84,258	\$79,735	\$105,820	562,813	\$92,125	\$30.20	\$44.29
Senior Accountant (proposed new)	17	\$78,000	5	54,704	5	95,930	\$68,898	\$93,233	559,822	587,322	\$28.76	\$41.90
City Clerk (proposed new)	16	\$61,569	\$	54,704	\$	95,930	\$75,374	5106,618	\$54, 973	\$42,770	\$27.39	\$39.79
ince Sergeant	15	\$78,499	5	48,924	5	85,788	\$68.083	\$94,935	554,260	\$78,455	\$26.09	\$17.72
Reserved	14		1						\$51, 676	\$74,365	\$24.84	\$35.75
Reserved	13		1						\$49,215	\$70,488	\$23.66	\$33.89
Reserved	12								\$44.871	\$44,813	\$22,53	\$32, 12
Reserved	11				1				\$44,639	563,330	\$21.46	\$30,45
Reserved	10				1				\$42,513	\$40,028	\$20.44	528.8
Reserved	9		<b>—</b>		1				540, 489	\$56,899	\$19.47	527.36
Reserved			1		1				534, 561	\$53,933	518.54	\$25.93
Reserved	7								\$36,725	\$51,121	\$17.66	524.55
Reserved	6								\$34,976	\$48,456	\$16.82	\$23.30
Reserved	5								\$33,310	545,930	\$16.01	\$22.00
Reserved	4								\$31,724	\$43,536	515.25	\$20.95
Reserved	3								\$30,213	541,266	514.53	\$19.84
Reserved	2								\$28,774	\$39,115	\$13.83	\$18.81
Reserved	1								137.404	\$37,076	513.18	517.63

		•		-			Manag	en	mat - 1.	1	Sheps			Р., , , , , , , , , , , , , , , , , , , ,					
Points	Grade	122	dinang.																
うっ 献。	i harder i	с. Т	• <b>1</b> . %	2-2	22. Q	-	A STATE OF STATE	2010	MAR	×.			46.	and the	<b>. D</b>	10	21	<b>B</b> .	99-1 1
320.00	25	s	88,386	S	120, 829		122,641	S	- , -	s	126,348	S	128,243	S	130,167	S		\$ 134,6	
310.00	24	S	84,177	S	115,075		116,801	-	118,553	S	120,331	S	122,136	S	123,968		125,828	and the second se	
300.00	23	s	80,169	S	109.596		111.240		112,908	S	114,602	S	116,321			_	119,837		
290.00	22	S	76,351		104, 376		105,942		-	S	109,144	S	110,781		112,443	-	_		50%
280.00	21	s	72,715	S	99, 406	S	100.897		102, 410	S	103,946	S	105,505	S	107,088	_	108,178		025
270.00	20	s	69,252		94,671	S	96,092	S	97,533	S	98,996	S	100,481	S		_	102,538		546:
260.00	19	s	65,954	S	90, 163	S	· · ·	S	92,888	S	94,281	S		S	97,131	S	97,192	0.	06%
250.00	18	S	62,813	S	85, 869	S	87,157		88,464	S	89,791	S			92,125		1.08%		
240.00	17	S	59,822	S	81,780	S	83,007		84,252	S	85,516	S			\$7,322		0.60%		
230.00	16	s	56,973			\$	79,054		80,239	S	81,443	5		1	\$2,770		0.13%		
220.00	15	S	54,260		74, 177			S	76,419	S	77,565		78,435		1, 15%				
210.00	14	s	51,676	S	70,644	S	71,704	-	72,779	S		_	74,365		0.675				
200.00	13	S	49,215	S	67, 280	S	68,289	S	69,313	\$	70,353	\$	70,488		0.195				
190.00	12	S	46,871	\$	64,075	S	65,036	S	-	-	46,813		1.21%						
180.00	11	S	44,639	S	61,024	S	61,939	S			63,330		0.73%						
170.00	10	5	42,513	S		s	58,989	\$		\$	68,028		0.26%						
160.00	9	s	40,489	S		S			54,899		1.28%								
150.00	8	s	38,561		52,715				53,933		0.80%								
140.00	7	s	36.725	S	50, 205	5		3	the second s	ł	0.32%								
130.00	6	S	34,976				48,456		1.34%										
120.00	5	s	33,310				45,930		0.86%										
110.00	4	S	31,724	<u> </u>		\$	43,536		0.39%										
100.00	3	S		_	41,266		1.41%												
90.00	2	S			39,115		0.93%												
80.00	1	S	27,404	5	37,076		0.45%												

1.5% Option	: 22 to 29 steps at	1.5% intervals,	, maximum step varies %	).
-------------	---------------------	-----------------	-------------------------	----

3% Option: 12 to 16 steps at 3% intervals, last step varies in %

			Sec. Sec.				t - 3% St			11 13 -		i, i		
Points	Grade		denilim.		37. 1								otlinum	
	* 3: MS I	¥3	1500		12	14	2 <b>12</b> .4%	3	10 M	ALC: N		5.	- 14	
320.00	25	\$	88, 386	\$	122,347	\$	126,017	\$	129,798	\$	133,692	\$	134,013	0
310.00	24	\$	84, 177	5	116,521	\$	120,016	\$	123,617	\$	127,027		2 76%	
300.00	23	\$	80, 169	s	110.973	\$	114 302	S	117 731	\$	120.405		2 27%	
290.00	22	\$	76,351	\$	105,688	\$	108,855	\$	112,124	\$	114,129		1 79%	
280.00	21	\$	72.715	s	100,655	\$	103 674	\$	106 784	s	108.178		1 31%	
270.00	20	\$	69,252	\$	95,861	\$	98,737	-	101,699	\$	102,538		083%	
260.00	19	\$	65,954	\$	91.296	S	94.035	\$		s	97, 192		0 35%	
250.00	18	\$	62,813	\$	86,948	\$	89,556	\$	92, 125		2.87%			
240.00	17	\$	59,822	\$	62.806	S	85.292	\$	87.322		2.38%			
230.00	16	\$	56,973	\$	78,864	\$	81,230	s	82,770		1 90%			
220.00	15	\$	54,260	\$	75.109	\$	77.362	5	78.455		1 41%			
210.00	14	\$	51,676	\$	71,532	\$	73,678	\$	74,365		0 93%			
200.00	13	5	49,215	S	68 125	\$	70.169	\$	70.488		0 45%			
190.00	12	\$	46,871	\$	64,880	\$	66,813		2 98%					
180.00	11	\$	44,639	s	61 791	\$	63,330		2 49%					
170.00	10	\$	42,513	\$	58,848	\$	60,028		201%					
160.00	9	5	40,489	s	56.046	\$	56 899	l	1 52%					
150.00	8	\$	38, 561	\$	53,377	\$	53,933		1 04%					
140.00	7	\$	36,725	5	50.836	\$	51 121		0 56%					
130.00	6	\$	34,976	\$	46,415	\$	48,456		0 08%					
120.00	5	\$	33, 310	\$	45.930		2 60%							
110.00	4	\$	31,724	\$	43.536		2 11%							
100.00	3	\$	30,213	s	41.266		1 63%							
90.00	2	\$	28,774	5	39,115		1 15%							

## Table 10b: Proposed New Pay Ranges – non-Management Positions

See Appendix D for more details.

				239 239 2				· · · · · · · · · · · · · · · · · · ·			
								Herr Salary Historia	New Salary Maximum	Herr Hearty Minimum	Here Hererly Masterium
Ponge Sergears	260	21	\$78.499	5-6,924	\$85,788	\$68,083	\$94,935	\$67.424	\$112,175	\$ 32.42	\$54.03
Reserved	250-259	20				· ·		\$64,956	\$108,261	\$31,23	\$52.05
trins Supervisor	240-249	19	\$175.521	\$49,192	\$56,255	\$68,396	192,629	562,578	\$104,298	\$ 30.09	\$50.14
Tire Capitan	20249	19	578,498	548,924	\$85,788	570,547	595,267	562.578	\$104,298	\$30.09	\$50,14
Reserved	230-239	18		•	· ·			\$60.287	\$100.480	528.98	548.31
Pallar Detectore	220-229	17	552,320	\$47,340	S81.016	\$63,779	586.510	\$58.080	596,802	\$27.92	546.54
Abic Works Supervisor	210-219	16	\$81,307	549,200	586.268	\$67.63	\$93,797	\$55.954	593.258	\$26.90	544.84
Reserved	200-209	15	•					\$53,906	589.844	\$25.92	543.19
Riky Operator I (progoard)		14						\$51,933	\$86,555	\$24.97	541.61
Advic Works Assistant		14	558.365	542.180	\$73,968	561,423	\$82,792	\$51.911	586.555	\$24.97	541.61
Paliae Officer	190-199	14	580,746	\$46.056	\$80,760	\$59.464	\$83,340	\$51,933	596.555	\$24.97	541.61
Tre Liesterunt		14	\$67.276	\$47,184	\$12,740	\$54.425	\$76,205	\$51,913	S#6.555	\$24.97	541.61
Suriding Testinician	180-189	13				\$55.278	\$77.384	\$50.012	583,386	\$24.05	\$40.09
Mar Officer Recruit		12		\$46.056	\$80,760	\$56.024	\$78,757	548,200	540,333	\$23.17	531.62
Itility Operator (Operator I & E prepared)	170-179	12	\$87,326	\$44.491	\$75,021	\$56.362	577.224	548,200	580,333	\$23,17	538.62
Tire Engineer		12	\$65,313	\$46.056	\$20,760	556.257	\$74,373	548,200	590.333	\$23.17	538.62
(ity Planner (proposed)		11					210,273	546.435	577,392	\$22.32	
irelation / ENT	160-169	11	\$55,584	540.164	570 428	548.302	\$67,882	546,435	\$77,392	\$22.32	\$37.21
Reserved	150-159	10			210.944		307,062	\$44,735	574,559	521.51 521.51	\$37.21 \$35.85
P Tax & License Clerk (revised)		9	569.742	\$37.482	565.718	547.016	563 407	\$43.097	\$71,829	\$20,72	534.53
R / Utility Billing Cark (revised)	140 149	9	\$47.487	\$37.42	\$65,728	\$46,170	\$62.486	543.097	\$71.829	520.72	534.53
tity Assistant I (propozd)		9				1.0	700.000	\$41.097	\$71.829	520.72	53453
iscal Accounting / Fund Accounting Clerk			\$60,154			\$\$5.004	\$74.525	541.519	569,199	519.96	\$3177
Deputy Clark (proposed)	130-139					552,273	\$71,721	\$41.519	569,199	\$ 19.96	\$33.27
Ridy Assistant I			563.666	542,180	\$73,968	\$47,792	\$63.653	\$41,519	569.199		
refuter Recruit (proposed)		7		HEV		/M	101.031	\$39,999	566,666	519.96 519.23	<u>\$33.27</u>
Vidence Cust / Rec. Mgr / Archivest	120-129	,	5 % .091	537.42	\$65,728	517.23	564,966	\$39,999	<u> 200,000</u> 566,666	<u>\$19.23</u> \$19.23	\$32.05 \$32.05
Received	110-119				م <i>ور د بوج</i>		- AN, 100	534,535	300,000		
moutive Assistant (proposed)		5				551.878	570,206	537,124	\$61,874	\$18,53 \$17,85	
idministrative Assistant PWD (proposed)		5		537.488	\$65,736	\$45,334	562,218	537,124	561.874	\$17.85	\$29.75
dmmstrative Assistant Porce	100-109		\$46.093	537.488	565.736	544.432	561,930	537,124	561,874 561,874	\$17.85	
dmmstrative Assistant Fire		5	546.093	537.488	565.736	544.432	561.930	537,124			\$29.75
ecords Preparation: Cierk		5	JF0.075	\$ 37,488	565,736	546,189	\$62,129	537.124	\$61,874 \$61,874	517.85	\$29.75
Rogred	90.99	3		,,,, <del>,</del> ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	3417,024	340.109	302.329			\$17.85	\$29.75
eneral Labore (Summer Nelo)	80.85			·····	<u> </u>			\$35,765	\$59,609	\$17.19	Q8.66
			·	-	·		····	\$34,456	\$57,427	\$16,57	\$27.61
eceptional Admin	70-79	2	•		·	· · ·	· .	\$33,195	\$\$5,325	\$15.96	526.60
Reserved	60-69	1		· ·	<u> </u>			\$31,980	\$\$3,300	\$ 15.32	\$25.63

1.5% Option: 36 steps at 1.5% intervals, last step .46%

	Non-M	<del>a</del>	gement	L	55 Step			
Rollie								*
260	21	Ş	67,424	S	86,843	S	112,375	0 46%
250	20	\$	64,956	5	83,665	5	108,261	0 46%
240	19	5	62.578	\$	80,602	s	104,298	0 46%
230	18	\$	60,287	5	77,651	5	100,480	0 46%
220	17	s	58,080	s	74,808	5	96,802	0 46%
210	16	\$	55,954	\$	72,070	5	93,258	0 46%
200	15	s	53,906	s	69,432	s	89,844	0 46%
190	14	\$	51,933	\$	66,891	5	86,555	0 46%
180	13	\$	50,032	s	64,442	s	83, 386	0 46%
170	12	\$	48,200	5	62,083	5	80,333	0 46%
160	11	\$	46,435	s	59,809	s	77.392	0 46%
150	10	\$	44,735	\$	57,620	5	74,559	0 46%
140	9	\$	43,097	\$	55,510	\$	71,829	0 46%
130	8	\$	41,519	\$	53,477	\$	69, 199	0 46%
120	7	s	39,999	s	51,520	s	66,666	0 46%
110	6	5	38,535	5	49,634	\$	64,225	0 46%
100	5	\$	37,124	s	47,816	s	61.874	0 46%
90	4	\$	35,765	\$	46,066	\$	59,609	0 46%
80	3	\$	34,456	5	44,380	S	57,427	0 46%
70	2	\$	33,195	5	42,756	\$	55,325	0 46%
60	1	s	31,980	\$	41,191	s	53,300	0 46%

	non-M	län	in a di di di Nasila da		Steps		16
bide	Circle	100 - 100 - 100 - 100 - 100 - 100 - 100 - 100 - 100 - 100 - 100 - 100 - 100 - 100 - 100 - 100 - 100 - 100 - 100					
					- 19	142	
260	21	5	67,424	\$	85,411	\$	112,375
250	20	5	64,956	\$	82,284	5	108,261
240	19	5	62,578	\$	79,272	s	104,298
230	18	\$	60,287	s	76,370	s	100,480
220	17	5	58,080	\$	73,574	s	96,802
210	16	S.	55,954	\$	70,881	\$	93,258
200	15	5	53,906	s	68,287	5	89,844
190	14	\$	51,933	\$	65,787	\$	86,555
180	13	\$	50,032	\$	63,379	s	83,386
170	12	\$	48,200	\$	61,058	\$	80,333
160	11	Ş	46,435	Ş	58,822	s	77,392
150	10	\$	44,735	\$	56,669	\$	74,559
140	9	\$	43,097	s	54, 594	\$	71,829
130	8	\$	41,519	5	52, 595	\$	69, 199
120	7	ş	39,999	\$	50,670	s	66,666
110	6	\$	38,535	\$	48,815	\$	64,225
100	5	\$	37,124	\$	47,028	\$	61,874
90	4	ş	35,765	\$	45,306	\$	59,609
80	3	\$	34,456	\$	43,648	\$	57,427
70	2	\$	33, 195	\$	42,050	\$	55,325
60	1		31980	\$	40,511	s	53,300
					3.00%		0.84%

3% Option: 19 steps at 3% intervals, last step .85%

# 14. Salaries: Abuse / Inequity of Pay Differentials. Application of 'special conditions' creates pay inequity and opens the City up for litigation if (a) practice is not policy, and (b) if policy is not uniformly applied

In researching the observed pay inequities of some utility positions, consultants became acquainted with the current practice of paying some employees for additional impact to their position beyond their normal duties - outside the maximum pay range. Consultants are familiar with the significant impact that commercial / residential developments and utility projects can have on a local government, however best-practices in Financial Management AND Risk Management.

#### Positions likely impacted by Moose Creek:

- Administrative / Legal positions: City Attorney & Mayor
- Finance positions: City Accountant / CFO
- Clerical positions: City Clerk / Human Resources, AP License Clerk, AR Utility Billing Clerk. Fiscal / Fund Accounting Clerk. Records Clerk
- Utility positions: Utility Supervisor, Utility Operator, Utility Assistant

#### Salary Recommendation for #14:

- (a) Determine of actual / anticipated general impact on overall municipal resources and services,
- (b) Determine of actual / anticipated specific impact on every position affected,
- (c) Create of a uniform policy regarding compensation such as pay differentials, how they apply, when they are to go into effect and when they are to be discontinued\*, and
- (d) Determine and memorialization of \$ amounts and salary adjustments\*, if any.

\* Note: IRS guidelines must be followed with regards to Exempt and non-Exempt employees, accumulation of pay-based benefits calculations, overtime, leave, retirement, etc.

## 15. Personnel Budgets: Comparison of Local Government Budgets and distribution of Personnel Expenses illustrates that:

- (a) Staffing Levels: NP has more 30% employees per capita than comparable cities (see note below),
- (b) NP spends 2.74% more of its Gen. Fund Budget on Personnel Expenses,
- (c) NP spends 2.43% *more* of its Gen. Fund Personnel Expenses on Salaries, and 2.43% *less* of its Gen. Fund Personnel Expenses on Benefits

Table 11a: Local Government – General Fund Personnel Expense Comparison

See Appendix B for more details.

## Table 11b: Local Government General Fund Budgets – Salary & Benefits Comparison

ity of North Pole	\$ 2,571,863	64.82%	\$62,487	\$ 1,396,534	35.18%	\$28,400
Madian	\$7,254,586	62.39%	ATA SH	SI S	37.01%	\$38.875
Sorough of Kodiak Island	-	-	-	-	-	-
Sorough of Bristol Bay		•	•		•	
City of Cordova	\$4,084,917	63%	\$70,430	\$2,436,486	37%	\$42,008
sorough of Haines	\$2,065,303	62%	\$38,604	\$1,244,856	385	\$23,268
City & Borough of Wrangeli	\$2,315,412	62%	\$48,746	\$1,411,698	38%	\$29,720
City of Valdez	-	•	-			
City of Soldotna	\$5,823,199	70%	\$79,433	S2,474,541	309	\$33,754
City of Hamer	\$5,721,270	66%	\$52,975	\$2,926,595		\$27,098
City of Kodiak	\$9,967,002	55%	\$74,381	\$8,014,690		\$59,811
City of Bethel	\$4,870,940	61%	S81,182	53,178,929		\$52,982
City of Palmer	\$4,827,388	59%	\$68,474	\$3,325,405	41%	\$47,169
City of Kenai	\$7,250,506	58%	\$79,371	\$5,237,058	425	\$57,330
City of Ketchikan	\$15,997,613	69%	\$90,382	\$7,058,460	31%	\$39,878
City & Borough of Sitka	\$7,644,283	59%	\$80,154	\$5,245,564	41%	\$55.002
City of Wasila	\$9,970,419	67%	\$73,992	\$4,910,804	33%	\$36,444
City & Borough of Juneau	\$135,250,100	62%	\$74,941	\$83,787,500	38%	\$46,426
City of Fairbanks	\$16,841,522	69%	\$87,716	\$7,482,547	31%	\$38,972
Borough of Fairbanks North Star	\$23,990,550	64%	\$59,236	\$13,572,550	364	\$33,512
All Town						

Note: While the study reflects a 30% staffing level per capita higher in North Pole than comparable Cities, this is NOT UNUSUAL for smaller communities to need a greater number of employees to fulfill the range of service needs of a self-serving community.

If North Pole were closer to a multi-city metropolitan area, the City would benefit from:

- mutual-aid / automatic aid in public safety.
- public-public partnerships between North Pole and other local governments, and
- the potential of public-private partnerships which some services potentially being offered by a private company.

Unfortunately, North Pole is 12-miles from the nearest large city, but nothing akin to large, multi-city / town metropolitan areas like Kansas City, Phoenix, Salt Lake City, Seattle, or even Anchorage. As a result, consultants aren't too concerned with the appearance of overstaffing.

A *work-flow analysis* would clearly determine whether employees in various positions are appropriately skilled and properly placed. If a significant number of employees lack the expected KSAs (knowledge, skills, abilities, education, etc.), then it could be possible that North Pole is paying for more employees who can do less. Conversely, if the analysis determines that staff have KSAs at a higher-than-expected level, the City would be getting a bargain.

Note: Before any reduction in workforce is considered, the City must conduct a staffing-level / workflow analysis to (a) determine which departments might be overstaffed, and (b) to consider realignment of staff to meet program demands the community's desired service levels expected of the community.

#### Benefits Recommendations for #15:

- (a) Conduct a Workflow & Staffing Level Analysis to determine if employees meet the minimum expected levels of education, experience, skills, etc. This analysis would determine the appropriate level of staffing, deficient KSAs, proper alignment / realignment of staffing resources, and efficiency, effectiveness and fiscal impact of staffing realignment or reduction.
- (b) Consider a re-distribution of fiscal resources to either Salaries or Benefits if savings can be realized. Example: if the Benefits / Health Care Committee is successful in exploring and identifying improved service options with cost savings, those cost savings can be reapportioned to salaries or savings.
- 16. Benefits: There are opportunities for North Pole to promote its competitiveness and to further improve the health care costs. Several Findings are reported below.

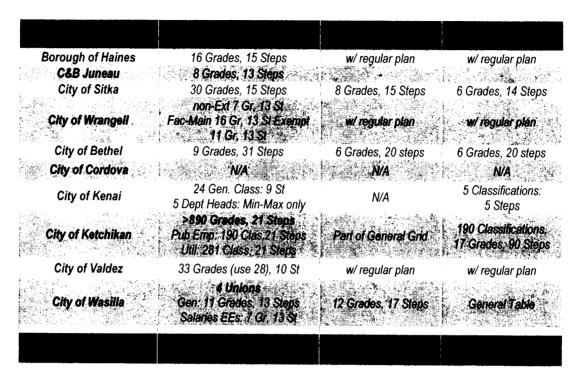
#### (a) Salary & Pay Increase Policies:

Steps & Grades. The City of North Pole's current classification system is rather simple, and comparable with the majority of the other comparison cities. Cities like Sitka, Bethell, Kenai, Ketchikan and Wasilla maintain three (3) separate classification systems – Police, Fire, and General Employees. Wasilla maintains 4. Unfortunately, North Pole's system is slightly too simplified, in that it compresses positions which have enough differing characteristics into common classifications, which results in wage compression. This causes pay inequity as well as creates risk to the City for litigation for unfair labor practices.

g e

#### Table 12a: Benefits Comparisons: Salary Scales: # of Steps & Grades

See Appendix E for more details.



 % between Steps: Unlike the City of North Pole's 3%, only two of our surveyed comparable cities' had a % step increase greater than 2.5% (Valdez & Palmer, 3.5%) for classifications in their pay systems.

## Table 12b: Benefits Comparisons: % or \$ Between Steps

See Appenaix	E	tor	more	details.	

Borough of Haines	\$0.50	\$0.50	\$0.50
City of Palmer	3.5%	3.5%	3.5%
City of Bethel	2.4%	2.4%	2.4%
City of Fairbanks	Not defined	Not defined	Not defined
City of Sitka	2.5%	2.48%	2%
City of Wrangell	2%	2%	2%
City of Bethel	2.4%	2.4%	2.4%
City of Kodiak	Min-Mid-Max only	same	same
	2.44% (steps 1-2)	entre par en la production de la composición de la composición de la composición de la composición de la compo La composición de la c	• ***
City of Kenai	2.27% (steps 4-7)	same	00000
	2.08% (steps 8-9)	Same	same
	24.24% (between Mgr. Min-Max)	and the second sec	
City of Ketchikan	-2%	2%	2%
City of Valdez	3.5%	3.5%	3.5%
City of Soldotna	EEs 3%	2.5%	2.5%
	Municipal Solutions	® llc	35   F
	Efficiency. Technology.	Safety.	

 Cost of Living Adjustment (COLA): Most comparable cities adjust their COLA annually, unless it is contained within a 3-4-year collective bargaining agreement. City of North Pole does not appear to have a standard policy – though historically COLA appears to have been 3% does not mean this is permanent and should be adjusted annually by the Consumer Price Index (CPU) for the region.

#### Table 12c: Benefits Comparisons: Cost of Living Adjustment (COLA): % and Frequency See Appendix E for more details.

Borough of Haines C&B Juneau	-		• • •
City of Homer	- -		-
City of Wasilia	1.64% 2020; Adjusted annually	2-3.5%; Every 4 years	2-3.5%; Every 4 years
City of Bethel			
City of Fairbanks	Not defined	Not defined	Not defined
City of Sitka	1.5% (Salary Survey every 5 years)	1 step (2.48%)	1 step (2%)
City of Wrangell	1.9% avg; 1 step per year	same	Same -
City of Bethel	na 1941 - Na ang kang na manang kang na mang kang na	- 	- - -
City of Kodiak	GE: 2.5% Ment; 2.38% COLA	2.38%	2.38%
City of Kenai	− 1972 L. P. G. C. T. D. G.	un permit metale quantum province a construction. _	and the second sec
City of Ketchikan	2% Annually approved, inconsistent (3% 2009, 2% 2012, 1% 2014, 0%2015; 2,5 2016-17; 1.6% 2018; 2% 2019-20)	2%; Annually approved	2%; Annually approved
City of Valdez	- 	- - 	- 1.2 1.2 1.1.2. Const (1.1.2 1.1.2.) 
City of Soldotna	Harris C. M. C.		Prove Asiantia

#### (b) Vacation Leave:

Months of Service Required: At least eight (8) cities – Bristol Bay, Fairbanks, Ketchikan, Kenai, Haines, Juneau, Sitka, and North Pole have a <u>combined</u> Vacation & Sick Leave. Generally, all employees accrue from date of hire, but cannot use until the end of 30 days or the defined probationary period. <u>Ketchikan, Sitka and Wrangell require 6 months before use</u>. Several cities allow for immediate use: Haines, Juneau, Bethell, Kenai, Palmer, Soldotna.

By comparison, North Pole's 90-day waiting period is fairly reasonable, but could be more liberal / flexible.

 Number of Days carried-over annually: The City of North Pole allows a maximum carry-over of 80 hours (10 days) per year. This creates a current unfunded liability of \$278,240 per year, however this liability is not significantly larger the comparative cities generally (Cordova, 77.5; Homer, 80; Kodiak, 60/97;).

The City of Cordova only allows 37 -use-it-or-lose-it days, Sitka allows a maximum of 720 hours (90 days) per year, and Haines & Ketchikan have no limit on the amount of carry-over of leave annually in an employee's leave bank.

 Number of Days Earned per year: Varies significantly by city and within General Employees, Police and Fire within each city. Below is a sample

#### Table 12d: Benefits Comparisons: Paid Vacation by Comparison

See Appendix E for full details.

	PAI	VACATION	
City / Town / County /			
Boroush	Gin Employees	Poice	fim
	6 13 Q16	******	1 15 016
Personal of Pelated Per	2 /1 14 00 /	2.45 16.00.6	2.42 16 04
Borough of Bristol Bay	3 yrs - 21 73 mie	3 #1 2:75 dags	5 #5 21 75 days
	10 yrs 34 76 diys PTO Combined	10 AL 24 76 GLA	10 yrs 24.76 days PTO Company
	0 3 years 140 hours / year (20 8 kr dine)	0 3 years 160 tours / year (20 8 tor days)	0 1 years 160 hours / year (20 2 tr days)
Borough of Haines	4.6 years 200 hours / year 125.8 hr days:	4 6 years 200 hours / year (25 8 hr days)	4 6 years 200 hours / year (25 8 hr days)
survage or names	7 9 years: 240 hours / year - (30 8 tr days) 10- years: 256 hours / year (32 8 hr days)	7 9 years 240 tours / year: (20 8 to days) 10- years 236 tours / year (32 8 to days)	7.9 years: 240 hours / year: (30.8 tr days) 10- years: 256 hours / year: (32.8 tr days)
	ald Udie	Year + 18 days	t yr 396 til dags
	د بخل 19 4 A	2 4 34 00 15	4 7 15 08#
Lity & Borough of Sitka	8-yrs 25 days	5 8 27 class	1 10 , 1 23 cu , c
	Max 40 Nours of side is and automatically converted to vacation each coverdan year	9 12 3C days	Max 40 hours of side pave automatically converge
		13- yrs. 36 days.	ab yacabar, cadi, calandar yaar
	1 yr 10 days 1	1 yr 10 deys	1 yr 10 days
City & Borough of	2 yrs 15 danys 3 yrs 200ays	2 yrs 15 dhys 5 yrs 20dhys	2 yrs 15 days 5 yrs 20daws
Wrangell	10 yrs 25 days	10 yr. 23 daws	5 yrs 20days 10 yrs 25 daws
a an an t <b>hu</b> rst	15 yr BC days	15 yr 30 days	15 # 30 00%
	20 yrs. 30 days	20 yrs 30 days	20 yrs 30 days
	Full time employees: - 2 year - 12 hours permonent	Full time employees: - 2 year - 12 hours on month	Full Sime employees;
	2 years > 3 yrs = 14 hours do montr	<ul> <li>Find an interview of the second s Second second sec</li></ul>	<ul> <li>2 year</li> <li>12 hours per manin</li> <li>2 year</li> <li>3 year</li> <li>4 hours per month</li> </ul>
	Sycas - 'Cys' & havs por mant	Sycan - 10 yr. 16 haws per mansh	Symis - Cys lik rous polinoit
	10 years - 10 yrs - 18 hours pol more	10 years - 15 yes - 18 hours be mone	10 years - 13 yrs. 18 haurs per monen
City of Bethel	15 stars - 20 srs - 20 hours per monit 20 sears - 21 hours as month	15 years + 30 yrs - 20 haurs per month	13 years - Xilyis - 20 hours per month
	20 youns 22 hours as moren Part tree exployees:	20 yount 22 hours gen month Part time employees:	20 stars 22 hours permonen
	-2 ka é hours pointet.	- 2 ka é hava per maran	Part time employees
	2 years + 1 yrs - Eirouis ac morat	Zietars - Siet - Bihous primorer	2 years + 5 yes - 8 haurs per month
	Sycan + 10 yrs - 10 hours per month	Signals - 10 ars - 10 hours per monet	Syders - 10 yrs - 10 hours are month
	Clusters in Style in 2 hours per mone 15 years - 20 year - 14 hours per monet	10 years - 15 yrs - 12 Rours per mone 15 years - 20 yrs - 14 Rours per mone	10 years - 15 yrs -12 hours per menth
	20 yours 16 hours per mante	20 yours 16 hours per more	15 years + X yrs - 14 hours ber month 20- years - 16 hours ber month
	t yr 12 days	1 yr 12 days	1 yr 12 days
	2 yrs 12 deys	2 yrs 12 mgs	2 yrs 12 days
City of Cordova	3 yrs 18 days 10 yrs 24 days	5 ¥15 15 daves 10 ¥15 24 daves	5 yrs 16 days
-	15 pr 28 days	10 ys an conys 13 yr 25 dans	10 yrs 24 days 15 yr 28 days
	20 yrs 28 dhys	20 y 8. 28 das	20 yrs 28 days
	St y 5.54 hrs pay po M4.04 hrs n	THE Y 3.34 Mrs payod MA DE NIS W	81 yr 5.54 Ws gay po 144.04 Ws yy
	Daty, 6,66 his paypol 147 % his y Bro Striy, 7,38 his paypol 161 \$\$ his y	2/0 / 6 46 7/5 34, 55 167 56 7/5 /	2≂cty 6.46 hrs pay pc. 167.96 hrs y
City of Homer	And the work of the second sec	lid 3kh y 7.38 het pay på 191 88 hvs y 6th 9th y 8 31 htt pay på -246 behous y	BRC Strive 7 JEnris paylog 191 BEnris y Ann Rin yr IB Britis paylog 116 Deingwrs y
	TOT 148 yr. 9 23 Mis paylod: 239 W hours yr.	10th 14th y 9 23 his bay bol 236 benous y	1007 Mith yr 11 31 Mit pay pol 1216 De hours yr 1007 Mith yr 11 23 Mit pay pol 1219 96 hours yr
l	13 th ye plus 10.77 his pay as 280.02 hours ye	The violal 10.77 his payod, 280,02 hours y	15th yr plus 10,77 h/s pay pol. 280,02 hours yr
	1 2715. 24 days 2 5915. 27 days	1 Zyrs 24 days	1 2ym 24 days
City of Valdez	2 Syrs 2708ys 6 10 y 30 days	3 3yrs. 27 days. 6 10y 30 days.	i 3ayıs 27 dayıs 6 10 y 30 dayıs
	-10 rys. 39 days	10 - yrs 39 days	6 10 y 30 days 10 yrs 19 days
	1245 MC 14	QHS MC IV	12 HS MC 1/
City of Wasilla	16 m m 1 1 1 /	iet. no. 3 &y	the second and
-	20**. 4 -	20°- 8	20n 8 -
	FT Mind after Jan 1990		
	P I mind and Jan 1999 0 - 2 yr 10,75 kr/wh		
	2 yr - 4y 17.3 hrs/wk		FT Meet after Jan 1990 - Hipday cycle
	S - yr 21,8 fait Ant		0 - 2 yr 1425 km / uk per 19 day cycle 2 yr - 4y 23 km / vil per 19 day cycle
	PT Hirod prior to 1989 B - 1 or 12 tr / whiter	Separate Laws addicts for Anantaradore, Court,	5 · yr 28.75 km. / vik per 19 day cycle
City of North Pole	3yr 16 heriwd	Milliony, Roncold, Training, Incolline: Voluntary Laive Bash option for Mackai & Hanaralty;	
	4+ yrs 24 hr /mt	Competentory time accruit \$ 1/2h ences hours	Separate Leave policies for Amonistantive, Court,
	Separate Lakve policies for Antonistrative, Court,	worked. MAX: 8 Junyrs	Al Mary, Funard, Walning, Incentive: Welantary Leave Bank option for Hapical &
	Military, Functiol, Training, Incentive; Voluntary Loave Bank option for Medical & Matematics		Matemity: Compensatory Him accust 1 1/2:
	Compressiony since account, 1 1/2e excess hours.		excess hours worked. MAX: 120 hours
1	worked. MAX: 2 hours		

 Pay for Unused: Bristol Bay is the only city with a 'use-ti-or-lose-it' policy. Most other cities are Comparable to North Pole – with <u>nearly all</u> of the comparable cities requiring a minimum bank of 80 hours carried over annually, and a full-pay out of 80 hours (10 days) upon separation or termination.

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- Ketchikan permits a maximum of 50 days to be carried over and paid-out upon separation.
- (c) Sick Leave: Sick Leave policies among comparable cities appear comparable to North Pole.
  - Months of Service Required: Generally, all employees accrue from date of hire, but cannot use until the end of 30 days or the defined probationary period. At least eight (8) cities – Bristol Bay, Fairbanks, Ketchikan, Kenai, Haines, Juneau, Sitka, and North Pole have a <u>combined</u> Sick & Vacation Leave.
  - Number of Days Earned per year: North Pole allows 13 days earned per year, not significantly different with other communities (Wrangell, 12; Cordova, 12, Ketchikan, 12; Kodiak, 13). <u>The City of Sitka offers 18 days per year</u>.

#### Table 12e: Benefits Comparisons: Sick Leave by Comparison

SICK LEAVE												
City / Town / County / Boroug												
	Gen. Employees	Police	Fire	Gen. Employees	Police	Fire	Gen. Employees	Police	Fire	Gen. Employees	Police	Fire
Borough of Bristol Bay	· ·	· ·		Combined	Combined	Combined		-	·	<u></u>		Sector Sector Sector
Borough of Haines	see paid vacation, City has PTO								<u> </u>	<u> </u>		
City & Borough of Juneau	see paid vacation, City has PTO		· ·	· ·			· · ·					· · · ·
City & Borough of Sitka	Eligible From Date of Hire	Vacation and Sick Leave Combined Into Personal Leave	Eligible From Data ol Hini	f 18 Days	Vecation and Sick Leave Combined Into Personel Leave	18 Days	720 Hours	Vacation and Sick Leave Combined Into Personal Leave	720 Hours	\$1.00 Per Hour Upon Seperation or Termination	Vecation and Sick Leave Combined Into Personal Leave	No
City & Borough of Wrangell	Eligible From Date of Hire	Eligible From Date of Hire	Eligible From Date of Hire	12	12	12	yes 480 HRS ?	yes 480 HRS ?	yes 480 HRS ?	NO	no	no
City of Bethel	First biweekly pay period	First biweekly pey period	First biweekly pay penod	6 hours per month	7 hours per month	8 hours per month	720	720	720	Only if have worked		Only if have work
City of Cordova				12	12	12	Yes 77.5	Yes 77.5	Yes 77.5	11 years + 1 day yes	11 years +1 day yes	11 years + 1 day yes
City of Fairbanks	see paid vecation Hours are combined	see paid vecation Hours are combined	see paid vecation Hours are combined	see paid vacation Hours are combined	see paid vacation Hours are combined	see paid vacation Hours are combined	see paid vacation Hours are combined	see paid vacation Hours are combined	see paid vacation Hours are combined	see peid vacation Hours are combined	see paid vecation Hours are combined	see paid vecatio Hours are combin
City of Homer			-	40 hrs	40 hrs	40 hrs	a max of 80 hrs	a max of 80 hrs	a max of 80 hrs	NO	NO	NO
City of Kenai	see paid vacation, City has PTO							· · ·		· ·		· · · · ·
City of Ketchikan	See Vacation	See Vacation	See Vacation	12 Days	12	12	Al	Alt	All	No	no	no
City of Kodiak	Available from Date of Bire, but must be taken before annual leeve is taken to cover an illness	Hine, but must be taken before annual	Available from Date of Hire, but must be taken before annual leave is taken to cover an illness	4 hours per pay period	1 4 hours per pay period	4 hrs/day / ppd FD Ees on platoon system accrue at 1.33x the normal rate	480 non-combined 587 combined	638 non-combined 779 combined	638 non-combined 779 combined	EE may cash-in 2x per year, must leave 80 hours balance. (emergency cash-in allowed)	EE may cash-in Zx per year, must leave 80 hours balance. (emergency cash-in allowed)	EE may cash-in 2x year, must ieave i hours balance. (emergency cash- allowed)
City of Palmer	· · ·			Combined	Combined	Combined	Combined					
City of Soldotna		Ssee Previous Tab	Ssee Previous Tab	Combined	Combined	Combined				no	no	no
City of Valdez	30 days	30 deys	30 days	Combined	Combined	Combined	1	?	7	,	3	1
City of Wasilla	· ·			Combined	Combined	Combined	Yes all	Yes All	Yes All	Yes 25%	Yes 25%	Yes 25%
City of North Pole	00 daya, however hours accus from first day of employment.	90 days, boxmar hours accus ficin fint day of angloyment.	90 days, hovever hours accrue from first day of employment.	320hrs combined w Sick Lawe. When an exployee's lieve acrual reaches the machinen limit they must elect either to rearive monetary componistion or take lieve	to receive monetary	420 hours combined w Sick Leave. When an exployee's the machine factor the machine factor the machine factor to provive monetary composition or table loave	Option to cish-out mint 40 Jours / year, or donate to Emergency Leave Bank for other employee use	Option to gath-out reak 80 hours / year, or density to Emergency Leave Bank for other employee u.e.	Option to cash-out east 120 hours / year, or donate to Emergency Leave Rank for other employee u.c.	Combined w' Sick Lerve Option to cash- out max 80 hours 1 year, or donate to Emergency Leave Benk for other employee use.	Combined w Strijt Leave Option to cool- out max 40 hours / year, or donate bring Emergency Leave Bash for other amployee use	Combined of Sci Leave Option to ca out max 80 hogrs year, or donate a Energency Leave Bank for other employer use

See Appendix E for more details.

 Number of Days carried-over annually: The City of North Pole allows a maximum carry-over of 80 hours (10 days) per year. This creates a current unfunded liability of \$278,240 per year, however this liability is not significantly larger the comparative cities generally (Cordova, 77.5; Homer, 80; Kodiak, 60/97).

The City of Cordova only allows 37 -use-it-or-lose-it days, Sitka allows a maximum of 720 hours (90 days) per year, and Ketchikan has no limit on the amount of carry-over of leave annually in an employee's leave bank.

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Pay for Unused: This benefit varies significantly among cities. For example, some cities to not allow for cash-out of Sick Leave (Wrangell, Homer, Ketchikan, Sotdotna), but other cities allow cash-out – often all of what is earned and not used in a year, and cash-out upon termination varies (Fairbanks, 240 hours/30 days; Wasilla, 25% /80 hrs / 10 days; Kodiak, 80 hrs / 10 days; North Pole, 80 hrs / 10 days). Cordova pays up to 37 days at full value.

Most of the communities maintain an emergency Bank for employees to make donations of unused Sick Leave for other employees to use in case of an emergency. Policies on use vary.

- Unfunded Vacation and Sick Leave: As stated above, <u>North Pole has a substantial</u> <u>unfunded liabilities</u> --vacation and sick leave combined is \$278.240. Annual accrual and carry-over limitations and payout amounts of sick and vacation pay is an ongoing burden that is not formally recognized in the budget process.
- (d) <u>Group Insurance</u>: Comparable boroughs and cities use a variety of health-care providers including: *Premera / Blue Cross / Blue Shield (6), Meritain (2), Aetna (2), self-funding (2) and 4 didn't specify provider names.*

The City of North Pole appears to pay on the high-end of the cost spectrum (\$1,600 / month for employee Medical / Dental / Vision insurance. Distribution of City / Employee / Dependent costs appear to be in line with how other comparable Cities are distributing costs for these benefits.

#### Table 13: Benefits Comparisons: Medical, Dental, Vision and Life / Disability

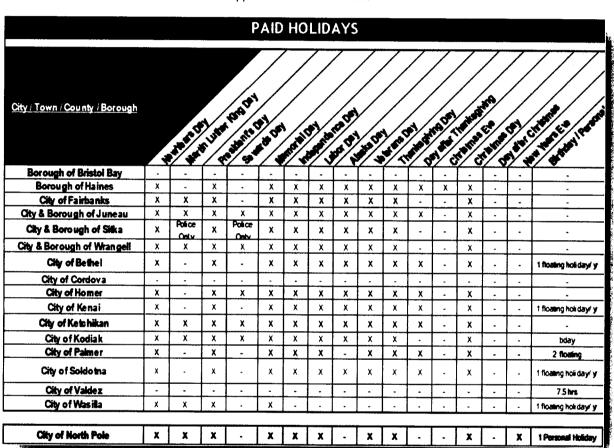
See Appendix E for more details.

Borough of Haines	100%/ 0% 90% (\$1,500) /10% Depend: \$136-220	Incl. w/ Medical	Incl. w/ Medical	Available at EE cost.
C&B Juneau	100% / 0% Depend: \$0-311 + Flex \$113- 220 if in Wellness	Incl. w/ Medical 0%/100%	Incl. w/ Mediçal	City pays 100% for \$300,000 policy
City of Sitka	90% / 10% (\$176 – 311) Depend: City 90 / EE 10	Incl. w/ Medical	Incl. w/ Medical	\$2,000 Life \$5,000 AD&D City pays 100%
City of Wrangell	85% or 90%* / 15% or 10%* (if in Wellness Plan)	Incl. w/ Medical (\$1,500 value)	Incl. w/ Medical	\$30,000 Life / AD&D City pays 100%
City of Bethel	<b>98% / 2%</b> (EE pays \$25 / mo) <b>Depend: EE+1 \$50; Fam \$75</b>	Incl. w/ Medical	Incl. w/ Medical	100% / 0%
City of Cordova	Self-funded	80% / 20%	incl. w/ Dental	N/A
City of Kenai	FT: 88% (\$949) / 12% (\$123) PT: 50% (\$519) / 50% (\$519) Depend: EE \$1,800 to \$2,700	Incl. w/ Medical	Incl. w/ Medical	100% / 0%
City of Ketchikan	90% / 10% Depend: 90% / 10%	Incl. w/ Medical	Incl. w/ Medical	Incl. w/ Medical
City of Valdez	96% / 4%	96% / 4%	96% / 4%	96% / 4%
City of Wasilla	100% (\$1,600-\$1,755/mo.) / 0% (\$0 to \$15/mo.)	100%/0%	100% / 0%	City pays for \$50,000 policy
· · · · · · · · · · · · · · · · · · ·				

Unlike other cities with multiple collective bargaining agreements, the City of North Pole does not significantly deviate between general employees and public safety employees.

#### Recommendations: below

(e) <u>Paid Holidays:</u> The number of paid holidays does not vary significantly from other comparable public agencies – most of which provide 10-11 paid holidays.



#### Table 14: Benefits Comparisons: Paid Holidays

See Appendix E for more details.

#### Recommendations: below

e. <u>Retirement:</u> The City of North Pole appears to be <u>very</u> consistent with is retirement plans and pension liabilities. Distribution of City / Employee contributions appear to be in line with other comparable cities.

Unlike other cities with multiple collective bargaining agreements, the City of North Pole does not significantly deviate between general employees and public safety employees.

Classification & Compensation Study

#### Table 15: Benefits Comparisons: Retirement & Pensions

See Appendix E for more details.

Borough of Haines	Alaska PERS	<b>22% / 8%</b> PERS Tier 4 EEs after7/1/2006	5 years	N/A
C&B Juneau	Alaska PERS	\$5 up to 5%	5 years	Employee Assistance Plan
City of Sitka	Alaska PERS	<b>22% / 8%</b> PERS Tier 4 EEs after7/1/2006	5 years	ICMA, Waddell & Reid, 457 @ 100% EE expense
City of Wrangell	Alaska PERS	22% / 8% PERS Tier 4 EEs after7/1/2006	5 years	457, no details No EAP
City of Bethel	Alaska PERS	<b>22% / 8%</b> PERS Tier 4 EEs after7/1/2006	5 years	EAP + reduced water & sewer
City of Cordova	Alaska PERS	22% / 8% PERS Tier 4 EEs after7/1/2006	5 years	N/A
City of Kenai	Alaska PERS	4% of first \$37,500 wages (\$1,500)	5 years	N/A
City of Ketchikan	Alaska PERS	NA	5 years	457, no details
City of Valdez	Alaska PERS	<b>22% / 8%</b> PERS Tier 4 EEs after7/1/2006	5 years	457 up to \$19,500
City of Wasilla	Alaska PERS	22% / 8% PERS Tier 4 EEs after7/1/2006	5 years	N/A

(f) Pension & Deferred Compensation: Did not receive enough detailed information.

Benefits System Recommendations for #16 a - d:

- (a) Consider adding additional alternatives for Employee-funded retirement plans such as ICMA, Health Savings Accounts. And Health Insurance Benefit (HIB) in lieu of City / Employee enrollment.
- (b) Form a **Council / Employee Benefits Committee** to meet regularly and review current benefits, alternatives and recommend potential changes to the Mayor and City Council. Such a committee should consist of:
  - one to three (1 3) Councilmember,
  - the Human Resources Director,
  - the Finance Director,
  - and two (2) staff from the two largest departments by (a) budget and (b) # of employees.

In North Pole this would likely be the Director of City Services and Chief of Police.

Councilmembers are not generally HR or Finance experts however it is important that elected officials understand the mechanics and details of the City's benefits system, and how it impacts (a) employee attraction, morale and retention, and (b) short and long-term *fiscal health* of the City. Rather than surprise elected officials with changes to salaries and benefits, elected officials participating in the Benefits Committee will provide long-term continuity and success of the City's budget

#### Objectives of the Committee would be:

- Set specific goals, milestones and deadlines for research and committee member updates,
- Administer a Benefits Survey to the Employees,
- Review Benefits Survey; discuss what the value / need from the City' program.
- Review the benefits details provided by the comparable local governments.
- Contact other Boroughs / Cities to investigate details of their benefits policies.
- Create a draft report with recommendations for the City Council with cost alternatives and benefits analysis.

#### 17. Policy: Missing policy for pay increase recommendations

Pay increases appear to be arbitrary, position-specific, and not based on a rational nexus. Consultants were unable to identify the presence of a **standardized employee salary increase policy** including an easy-to-follow step and grade system for each classification.

#### 18. Policy: Personnel Evaluations are not standardized and systematically tied to pay increases

Consultants were unable to identify a **standardized evaluation format / process** which is used by all departments. In fact, it appears that various departments use different tools for evaluation, and these tools do not appear to be comprehensive enough to support either a performance / merit-based salary increases or career planning.

## 19. Policy: Career, Succession Planning and Professional Development appears to be lacking; negatively impacting Employee Retention

(a) Staff retention is not simply a function of salaries and benefits, but also a by-product of a positive work culture which enhances personal and professional growth opportunities. An opportunity exists within North Pole to improve Succession Planning and Career Planning within the organization for each position to provide employees with knowledge about future job opportunities and value of continued city employment. <u>No succession plans or succession planning or career planning</u> activities were observed during consultations with staff.

Additionally, while employee longevity and start-date information was not collected as part of this study, the City needs to know how many employees will retire within 5 to 10 years, and require department heads to work with staff to develop succession plans for key positions. Often cities are not prepared for the resulting impact as employees leave with vast experience and knowledge.

Attainment of job-related certifications and education have costs. Many of the agencies in the Education Pay Incentives Chart (below) offer, upon degree completion, a monetary amount per year (\$100 to \$250 per year), or an hourly differential.

#### 20. Policy: Several policies need clarification. Management / non-Management, Exempt / non-Exempt, Salary / Hourly, Overtime, Workweek, and Pay Period.

(a) There is no clear definition of Management vs. non-Management positions, which are designated as Exempt or Salaried, and which are designated non-Exempt or hourly. IRS Tax Code and the Fair Labor Standards Act (FLSA) regulations outline the conditions for such designations and how overtime calculations should be made. Without this clarity in North Pole, the potential for poor time management to occur, which could lead to waste, fraud or abuse of time management and overtime by employees, causing the City greater personnel expenses than are necessary or efficient.

#### Classification & Compensation Study

#### Table 16: Sample Education Pay Incentives

See Appendix F for more details.

ADM IN	ISTRATIVE	Hourly Rate Increase	% or Step Increas
Clerk o	or Deputy Clerk		
	25 points - Municipal Clerk s Certification	\$0 25	.25%
	50 points - Municipal Clerk's Certification	\$0.50	25%
	75 points - Municipal Clerk's Certification	\$0.75	25%
	IIMC Certification	\$1.25	1 5%
	Other incentive goals as appropriate	• • • •	
Financ	e Director or Accounting Staff		
	Certified Public Finance (CPFO) Officer Exams	\$0.50	1 5%
	Certified Public Finance Officer (CPFO) Designation	\$1.50	1 5%
	Unqualitied Audit Opinion	\$0.25	.5%
	GFOA Recognized Outstanding Budget	\$0.50	5%
	GFOA Recognized Outstanding Financial Statements	\$0.50	5%
	Training towards Risk Manager Certification	\$0.25	5%
	Risk Manager Certification	\$0.25	1.5%
	Other incentive goals as appropriate		
		Option 1	Option 2
GENER	AL / WATER / SEWER / STREETS / PARK	Hourly Rate Increase	% or Step Increas
Genera	l		
	Commercial Drivers License (CDL)	\$0.50	5%
	Commercial Pesticide Applicator	\$0 50	25%
Water			
	D Water Treatment License	<b>\$</b> 0.25	5%
	C Water Treatment License	\$0.75	5%
	B Water Treatment License	\$1.25	5%
	A Water Treatment License	\$2.00	5%
	Class I Water Distribution Certificate	\$0.25	5%
	Class II Water Distribution Certificate	\$0.50	5%
	Class III Water Distribution Certificate	\$0.75	5%

#### Recommendations for Findings #17, 18, 19 & 20:

- (a) Adopt a standard maximum 1.5% Merit-based Pay Increase Policy.
- (b) Adopt a standard **Performance Evaluation** which involves an *annual* Work Plan with activities (certifications, education, skills development, training, etc.) directly tied to Pay Increases up to 3 x .5% attached is recommended. See Appendix G for details.
- (c) Base up to 1.5% of pay increases on performance / merit and *added value* to the City, not simply COLA or longevity. See Appendix F for details.
- (d) Adopt the Classification System which delineates management and non-management.
- (e) Review and update the City's Personnel Policies and Procedures Manual to clearly define Management, non-Management, Exempt, non-Exempt, Salary, Hourly, work-week, overtime and other important policies relating to compensation.

Classification & Compensation Study



## SECTION IV: EXHIBITS & APPENDIX

Exhibits / Appendices to the Final Report include:

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## APPENDIX A: COMPENSABLE FACTORS CLASSIFICATION GUIDELINES, JOB SURVEYS & ASSESSMENT RESULTS

The following outlines how and why the consultants used this tool in comparing positions.

Pre-developed Compensable Factors are used as a method of comparing positions that are normally difficult to compare – Police Chief to Library Assistant to Recreation Worker to any other position. Specifically, this tool is used to:

- (a) determine the unique characteristics of a position in the City,
- (b) the unique characteristics of any position in comparison to another,
- (c) to determine common 'bands' or uniquely similar positions and
- (d) to compare these 'common positions' with the existing pay grades to determine whether they are equitable internally and externally.

This tool can be very useful in determining internal and external equity of pay classifications and associated pay grades.

These factors involve quantifying the knowledge, skills, abilities and experience necessary to perform each job. They vary from position to position and depend on supervisory requirements as well as the manual requirements. For example, a mechanic must perform physical labor in a potentially hazardous working environment. It does not require, however, that the position oversee a budget or network with the community. The City Clerk, on the hand, must do the latter but not the former (*unless, of course, he has a hostile council creating an environment which is hazardous to his health*). An example for how our compensable factor for education works is below. A complete list and a definition for each is listed below.

## Skills Example

Education:	
First Degree:	High school diploma or equivalent.
Second Degree:	Two year degree from an accredited college or junior college.
Third Degree:	Bachelor's degree in Public Administration, Business, Accounting or other related advanced degree pertaining to a relevant field.

If the position required a high school degree, the position would be considered first degree in terms of education. If it required a Bachelors degree, it would be considered a third degree position in terms of education. Note that a full explanation of the compensable factors is provided in this Appendix. Additionally the weighting of the factors varies according to the level of the position. It is, for example, very important for the City Clerk to have a Bachelors Degree while is it not for a mechanic. Differences between Management and non-Management are explained below.

## Management Compensable Factors

#### Skill

Education:		
First Degree:	Holder of High School Diploma or equivalent education.	
Second Degree:	Holder of a <i>Bachelors degree</i> in Engineering, Science, Publi Business, Accounting or other related degree pertaining to a	c Administration, relevant field.
Third Degree:	Holder of an <i>advanced degree</i> above the Bachelors degree. Masters Public Administration, Masters in Business Administr Accountancy or other related advanced degree pertaining to	ation, Masters of
Experience:		
First Degree:	Less than 3 years experience in a comparable position at and or in the private sector.	other City or city
Second Degree:	Three to five years experience in a comparable position at a city or in the private sector.	nother City or
Third Degree:	More than 5 years experience in a comparable position at an or in the private sector.	other City or city
Knowledge:		
First Degree:	Use of mathematics with the use of complicated drawing, sp charts, tables; various types of precision measuring intermer to one to three years' applied trades training in a particular occupation.	nts. Equivalent
Second Degree:	Use of intermediate knowledge of law, mathematics, finance personnel management and public administration and or the complicated drawings, specifications, charts, tables, handbo varieties of precision measuring instruments. Equivalent to a accredited apprenticeship in a recognized trade, craft or occ equivalent to a four-year college.	use of oks formulas; all complete
Third Degree:	Use of a high mathematics involved in the application of busi and the performance of related practical operation, together comprehensive knowledge of the theories and practices of la administration, finance, budgeting, personnel management, electrical, chemical, civil, or like engineering field. Equivale	with a w, public mechanical, ent to
Responsibility	completing an advanced degree form an accredited universit	y.
<u>Budget:</u>		
First Degree:	Responsible for general oversight of funds and some distribut entities.	ion to various
Second Degree:	Responsible for oversight of funds, assisting in the writing of proposals to support the Department's operations budget, an facilitating intergovernmental financial support for municipal	d / or
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City of North Pole, Alask	classification & Compensation Stud
Third Degree:	Responsible for the oversight of Department funds, evaluating and recommending rate restructuring, writing grants and proposals as a principa source to the Department's operations budget or the City's General Fund, and / or facilitating intergovernmental financial support for operations.
<b>Oversee Operations:</b>	,
First Degree:	General oversight of operation with in a functional area.
Second Degree:	Responsibility of an area with moderate control of various staff and resource support within a functional area.
Third Degree:	Major oversight of multiple department operations and / or multiple functional areas, various staff and resource support within this department and among other departments within the City.
Work with Others:	
First Degree:	Works with others within a functional area.
Second Degree:	Works with others within functional area and occasionally into other areas, and coordinates activities that require cross-functional support.
Third Degree:	Works in an extensive capacity within other functional areas, including making recommendations to the City Council (or other Boards and Commissions) on various issues.
Community	
Networking:	
First Degree	Works with community on various issues and internal matters dealing with managers in functional area.
Second Degree	Work with community on various issues for internal matters and external matters. Handles all cross-functional interactions as needed. <i>Occasionally informs</i> the public or responds to public comment, or informs residents and groups on City issues.
Third Degree	Works with community on various issues in community development and business issues. <i>Regularly informs</i> the public, responds to public comment, or informs residents and groups on City issues.
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## Non-Management Compensable Factors

#### Skill

Education:

Education:	
First Degree:	Holder of High School Diploma or equivalent education.
Second Degree:	Holder of an applied science degree or at least two year of secondary education at an accredited college.
Third Degree:	Holder of a Bachelors degree in Public Administration, Business, Accounting or other related advanced degree pertaining to a relevant field.
Experience:	
First Degree:	Less than five years of experience in a similar position.
Second Degree:	Five years experience at a related position or at least three years of experience in the next lower position.
Third Degree:	Eight years or more experience at a related position or at least five years of experience in the next lower position.
Knowledge:	
First Degree:	Use of reading and writing, adding and subtraction of whole numbers; following of instructions; use of fixed gauges, direct reading of instruments, and similar devices; <b>where interpretation is not required</b> . Beginner's knowledge of basic computer and technical skills.
Second Degree:	Use of addition, subtraction, multiplication and division of numbers including decimals and fractions. Simple use of formulas, charts, tables, drawing, specifications, schedules, wiring diagrams, use of adjustable measuring instruments, checking of reports, forms, records and comparable data <i>where interpretation is required</i> . Intermediate knowledge of basic computer and technical skills.
Third Degree:	Use of mathematics with the use of complicated drawings, specifications, charts, tables, and various types of precision measuring instruments. Equivalent to one to three years applied trades training in a particular or specialized occupation. Advanced knowledge of basic computer and technical skills.
Effort	
Physical Demand:	
First Degree:	Light lifting of objects that are generally less than 20 pounds with assistance. General office work with limited (organizational) filling of documents. Minimal standing, walking, crawling or climbing.
Second Degree	Medium to heavy lifting of objects that are generally less than 50 pounds with assistance, occasional climbing and carrying of objects. General office or file and documents maintenance work with recurring movement, lifting or frequency. Recurring standing, walking, crawling or climbing.
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maintenance work with movement, lifting or high frequency including operation of office and / or heavy equipment. High frequency of standing, walking, crawling or climbing.Mental Demand:First Degree:Requires little or no decision making for day to day operations of a function area. Often takes direction from superiors when performing tasks.Second Degree:Requires moderate independent decision making / interpretation within duties or daily operations within a functional area. Superiors have delegate certain authority over general tasks.Third Degree:Requires moderate to heavy independent decision making within duties or daily operations and within in the allocation of resources, time or equipmentHob Conditions:First DegreeWorking Conditions:Works in non-hazardous conditions and have general contact with internal and external customers.Second DegreeOccasionally works in semi-hazardous or occasionally hazardous conditions. Interfaces with internal and external customers on special projects that require employee to consult external help from other functional areas.	ity of North Pole, Alash	classification & Compensation Stud
First Degree:Requires little or no decision making for day to day operations of a function area. Often takes direction from superiors when performing tasks.Second Degree:Requires moderate independent decision making / interpretation within duties or daily operations within a functional area. Superiors have delegate certain authority over general tasks.Third Degree:Requires moderate to heavy independent decision making within duties or daily operations and within in the allocation of resources, time or equipmentJob ConditionsWorking Conditions:First DegreeWorks in non-hazardous conditions and have general contact with internal and external customers.Second DegreeOccasionally works in semi-hazardous or occasionally hazardous conditions. Interfaces with internal and external customers on special projects that require employee to consult external help from other functional areas.Third DegreeRegularly works in hazardous or potentially hazardous conditions with heavy equipment that is sensitive to over-handling. Frequently works with external	Third Degree	with assistance. General office work and medium to heavy file and documer maintenance work with movement, lifting or high frequency including operation of office and / or heavy equipment. High frequency of standing,
area. Often takes direction from superiors when performing tasks.Second Degree:Requires moderate independent decision making / interpretation within duties or daily operations within a functional area. Superiors have delegate certain authority over general tasks.Third Degree:Requires moderate to heavy independent decision making within duties or daily operations and within in the allocation of resources, time or equipmentJob ConditionsWorking Conditions:First DegreeWorks in non-hazardous conditions and have general contact with internal and external customers.Second DegreeOccasionally works in semi-hazardous or occasionally hazardous conditions. Interfaces with internal and external customers on special projects that require employee to consult external help from other functional areas.Third DegreeRegularly works in hazardous or potentially hazardous conditions with heavy 	<u>Mental Demand:</u>	
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Job ConditionsWorking Conditions:First DegreeWorks in non-hazardous conditions and have general contact with internal and external customers.Second DegreeOccasionally works in semi-hazardous or occasionally hazardous conditions. Interfaces with internal and external customers on special projects that require employee to consult external help from other functional areas.Third DegreeRegularly works in hazardous or potentially hazardous conditions with heavy equipment that is sensitive to over-handling. Frequently works with external	Second Degree:	duties or daily operations within a functional area. Superiors have delegate
Working Conditions:First DegreeWorks in non-hazardous conditions and have general contact with internal and external customers.Second DegreeOccasionally works in semi-hazardous or occasionally hazardous conditions. Interfaces with internal and external customers on special projects that require employee to consult external help from other functional areas.Third DegreeRegularly works in hazardous or potentially hazardous conditions with heavy equipment that is sensitive to over-handling. Frequently works with external	Third Degree:	Requires moderate to heavy independent decision making within duties or daily operations and within in the allocation of resources, time or equipmer
First DegreeWorks in non-hazardous conditions and have general contact with internal and external customers.Second DegreeOccasionally works in semi-hazardous or occasionally hazardous conditions. Interfaces with internal and external customers on special projects that require employee to consult external help from other functional areas.Third DegreeRegularly works in hazardous or potentially hazardous conditions with heavy equipment that is sensitive to over-handling. Frequently works with external	lob Conditions	
and external customers.Second DegreeOccasionally works in semi-hazardous or occasionally hazardous conditions. Interfaces with internal and external customers on special projects that require employee to consult external help from other functional areas.Third DegreeRegularly works in hazardous or potentially hazardous conditions with heavy equipment that is sensitive to over-handling. Frequently works with external	Working Conditions:	
Interfaces with internal and external customers on special projects that require employee to consult external help from other functional areas.Third DegreeRegularly works in hazardous or potentially hazardous conditions with heavy equipment that is sensitive to over-handling. Frequently works with external	First Degree	
equipment that is sensitive to over-handling. Frequently works with externa	Second Degree	Interfaces with internal and external customers on special projects that
	Third Degree	Regularly works in hazardous or potentially hazardous conditions with heavy equipment that is sensitive to over-handling. Frequently works with externa customers on a regular basis.



## Job Surveys: Management & Non-Management

## **EMPLOYEE JOB DESCRIPTION SURVEY MANAGEMENT POSITIONS - KEY ELEMENTS**

#### Introduction & Overview:

Municipal Solutions, IIc is currently gathering salary and compensation data from other comparable communities throughout the region to ensure employee salaries and benefits in North Pole are competitive and appropriate. As part of this work, revisions to the City's Job Descriptions are being made to ensure that all descriptions meet current legal standards, better correlate with compensation and provide clarity to the individual currently in that position.

This survey is used to determine whether certain key elements are properly identified and contained in current job description to adequately reflect the essential levels of experience, education, skill and effort that distinguish one position from another. Such distinction and similarities help to ensure appropriate levels of compensation between all City staff and among similar positions other communities.

Please take a few minutes to consider your position and suggest appropriate responses for each question.

In order to ensure the results from regional research, they need to clearly understand the KSAs (levels of knowledge, skills and abilities), levels of education, experience, and levels of effort and responsibility that is appropriate for someone in your <u>position</u>. The survey is not an evaluation of the <u>person</u> currently employed in this position, nor should it reflect the current employee's KSAs. Rather this survey is designed to be completed by the person currently employed in this position, and <u>reflect</u> what the position itself requires for anyone filling the position.

NOTE: Whether or not you meet these requirements is not important, They are not changing the functional duties of the job descriptions at this time.

#### Instructions:

- 1. All employees, including part-time and seasonal employees, should complete the following survey.
- 2. If the position you are currently in is considered 'Management', please fill out the Management survey only.
- 3. If your position is considered 'non-Management', please fill out the non-Management survey only. Seasonal employees and volunteers are to fill out the non-Management survey
- 4. If you don't know the appropriate answer to a question, leave the box blank and offer a recommendation and comment in the 'Details' box.
- 5. Give the results to Aaron by Friday, October 2<sup>nd</sup> by 5:00 PM.
- 6. Aaron will collect and deliver to Dave Evertsen, Principal.

If you have any questions, please call David Evertsen directly at 623.207.1309 or email at devertsen@municipalsolutions.org.

Classification & Compensation Study

# Management Position Questions

Department:			<u> </u>		
Position Title:	·				
Your Name:					
Reports To:					e
Total # I Supervise		, <del>a</del>		<u></u>	
					- <del> </del>
y position is currently: (chec	k most appropr	riate boxes)			
Appointed Contract	Salary	🗌 Hourly	🗌 Full-time	Part-time	Other
(if other, please explo	in)	<u> </u>			
Details:					

### ESSENTIAL KNOWLEDGE, SKILLS & ABILITIES:

When determining what level of knowledge, skills, experience and abilities are essential for your position, think about the following statements and check the one which most appropriately applies. You should reflect upon what the position would require if the City needed to fill your position. Do not include what your current education level or ability.

<u>Example</u>: You may have been in this position for 12 years, though you worked up into the position. You may feel that someone following you in that position should have a minimum of 5 years experience in certain trades or skills. List the standard, and any details.

### Skill

Education:

Are there any certificates, licenses or registrations required to perform the essential duties and responsibilities? X Mark the appropriate box below and please list any additional detail.

- Hold a High School diploma, general education degree, professional certificate from college or technical school or equivalent education.
- Hold a Four-year degree (Bachelor's (B.A.)) from an accredited college or university in Engineering, Science, Public Administration, Business, Accounting or other related degree relevant to current position.
- Hold an advanced degree above the Bachelors degree. Preferable in Masters Public Administration, Masters in Business Administration, Masters of Accountancy or other related advanced degree pertaining to a relevant field.

#### Experience:

Select the level of education needed to successfully accomplish the essential duties of this position. This will not necessarily reflect your level, but the level needed for the job. If your level of needed education is not listed below, simply write it in below. <u>X Mark the appropriate box below and please list any additional detail</u>.

Less than 3 years experience in a comparable position at another municipality or in the private sector.

3 to 5 years experience in a comparable position at another municipality or in the private sector.

More

More than 5 years experience in a comparable position at another municipality or in the private sector.

### Details:

#### Knowledge:

Please select the level of knowledge or technical skills needed to successfully accomplish the essential duties of this position. This will not necessarily reflect your level, but the level needed for the job. Please provide details (such as specific technical, computer, language, or other skills or knowledge) below if necessary. <u>X</u> Mark the appropriate box below and please list any additional detail.

Use of basic knowledge in mathematics or equivalent technical skills necessary to review and prepare of complicated drawing, specifications, charts, tables; various types of precision measuring interments and techniques. Equivalent to one to three years' applied trades training in a particular or specialized occupation.

Use of intermediate knowledge of law, mathematics, finance, budgeting, personnel management and public administration and or the use of complicated drawings, specifications, charts, tables, handbooks formulas; all varieties of precision measuring instruments. Equivalent to complete accredited apprenticeship in a recognized trade, craft or occupation; or equivalent to a four-year college degree.

Use of an advanced knowledge of mathematics or equivalent technical skills used in the application of business principles and the performance of related practical operation, together with a comprehensive knowledge of the theories and practices of law, public administration, finance, budgeting, personnel management, mechanical, electrical, chemical, civil, or like engineering field. Equivalent to completing an advanced degree (Masters, Juris Doctorate or Doctorate) from an accredited university.

### Responsibility

#### Budget:

What level of finance / budget oversight does this position require? To what degree is this position responsible for the department's budget, expenses, purchasing, revenue, and rates for services it provides. X Mark the appropriate box below.

- Responsible for limited oversight of funds and some distribution to various entities, including purchasing, payroll, and documentation. In this position, such authority is generally delegated, infrequent or limited in authority.
  - Responsible for moderate oversight of funds, assisting in the writing of grants and proposals to support the Department's operational budget, and / or facilitating intergovernmental financial support for municipal operations. Moderate oversight of funds & distribution, processing & overseeing purchasing, payroll, & documentation for example.
- Responsible for extensive oversight of department funds, evaluating and recommending rate restructuring, writing grants and proposals as a principal source to the department's operations budget or the General Fund, and / or facilitating intergovernmental financial support for operations. Principal accountability for the Department's budget and fiscal management falls under this position's responsibility.

Details:

#### Oversee Operations:

Please select the level of oversight needed to successfully accomplish the essential duties of this position. This will not necessarily reflect your level, but the level needed for the job. X Mark the appropriate box below and please list any additional detail.

- Requires responsibility for and general oversight over **one or two departmental operations** or functional areas with limited control of staff and financial resources within the department.
- Requires an intermediate level of responsibility for and oversight of **multiple departmental operations** or functional areas with moderate control of various staff and resource support within those functional areas, sometimes requiring interdepartmental coordination of staff and resources.
  - Requires major oversight of multiple department operations and / or multiple functional areas, various staff and resource support within this department and among other departments within the City.

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#### Working with Others:

Please select the level of interaction needed to successfully accomplish the essential duties of this position. This will not necessarily reflect your level, but the level needed for the job. <u>X</u> Mark the appropriate box below and please list any additional detail.

Works with others within a functional area.

Works with others within functional area and occasionally into other areas, and coordinates activities that require cross-functional support.

Works in an extensive capacity within other functional areas, including making recommendations to the Commission (or other Boards / Commissions) on various issues.

Details:

#### Community:

#### Networking:

Does this position require that a person interact with people within and outside of the organization? Select one of the following characteristics that most appropriately describe the networking responsibilities and duties of the position. Please mark the appropriate box. Provide additional detail below if necessary.

Work to resolve various issues and internal matters through managers or supervisors dealing with community residents or businesses only within my department or functional area.

Work with community residents or businesses, elected officials or other community groups on various issues for internal and external matters and / or handle some cross-departmental or cross-functional interactions as necessary. This position is required to inform the public or responds to public comment, informs residents and groups on City issues.

Frequently work with community residents or businesses, elected officials or other community groups on various issues for internal and external matters media or press on various issues in community development and business issues. *Regularly informs* the public, responds to public comment, meets or corresponds with press or media, and informs residents and groups on City issues often in person.

### X Mark all that apply.

Residents (Youth)	Residents (Adults)
Local Elected Officials	Regional & State Elected Officials
Local News Media	Regional & State Media
County Department Heads	State Agency / Department Heads
Local Businesses	Regional Professional Associations
Council of Governments	Community Groups (Rotary, Lions, other)
Others:	Others:

Duties: Please comment on or list your duties as currently assigned.

Additional Comments: Are there any other circumstances or details about this position which may require special qualifications, skills or abilities. Please provide additional information below.

# Thank you for taking the time to complete this survey.

Please attach a copy of your current job description and return both documents to Klo Abeita immediately. The results from this survey will be used to update all job descriptions and will be available for viewing in the coming weeks.

Classification & Compensation Study

# Non-Management Position Questions

Department:			
Position Title:			
Your Name:			
Reports To:			
Total # I Supervise			
ly position is currently: (che	ck most appropriate)		
Appointed Contract	🗌 Salary 📋 Hourly 🛄 Full-time	Part-time	🗌 Seasonal 🔲 Other
(if other, please exp	lain)		
Details:			

### ESSENTIAL KNOWLEDGE, SKILLS & ABILITIES:

When determining what level of knowledge, skills, experience and abilities are essential for your position, think about the following statements and check the one which most appropriately applies. You should reflect upon what the position would require if the City needed to fill your position. Do not include what your current education level or ability is.

Example: You may have been in this position for 12 years, though you worked up into the position. You may feel that someone following you in that position should have a minimum of 5 years experience in certain trades or skills. List the standard, and any details.

Skill

Education:

Are there any certificates, licenses or registrations required to perform the essential duties and responsibilities? X Mark the appropriate box below and please list any additional detail.

- No prior training; less than high school education.
- High school diploma or general education degree (GED); post-high school education or professional certificate from college or technical school.
- Two or Four-year degree (Associate's (A.A.) or Bachelor's (B.A.)) from an accredited college or university.

#### Experience:

Select the level of education needed to successfully accomplish the essential duties of this position. This will not necessarily reflect your level, but the level needed for the job. If your level of needed education is not listed below, simply write it in below. <u>X Mark the appropriate box below</u> and please list any additional detail.

- No prior experience to one year experience.
- One to three years experience at a related or next lower position.
- More than three years experience (please detail below) at a related or next lower position.

Details:

#### Knowledge:

Please select the level of knowledge or technical skills needed to successfully accomplish the essential duties of this position. This will not necessarily reflect your level, but the level needed for the job. Please provide details (such as specific technical, computer, language, or other skills or knowledge) below if necessary.

X Mark the appropriate box below and please list any additional detail.

- Use of reading and writing, adding and subtraction of whole numbers; following of instructions; use of fixed gauges, direct reading of instruments, and similar devices; where interpretation is not required. Beginner's knowledge of basic computer and technical skills.
- Use of addition, subtraction, multiplication and division of numbers including decimals and fractions. Use of simple formulas, charts, tables, drawing, specifications, schedules, wiring diagrams, use of adjustable measuring instruments, checking of reports, forms, records and comparable data where some interpretation is required. Intermediate knowledge of basic computer and technical skills.
- Use of mathematics with the use of complex drawings, specifications, charts, tables, and various types of precision measuring instruments where regular interpretation is required. Advanced knowledge of basic computer and technical skills.

Details:

### Effort

### Physical Demand:

Does this position require that weight be lifted or force be exerted? If so, how much and how often? (e.g. once a day, once a week, twice a year, etc.). X Mark the appropriate box below.

- Infrequent lifting of heavy objects that generally does not require assistance. General office work with minimal recurring movement including filling of documents, lifting standing, bending, stooping, walking, crawling or climbing.
- Potential for recurring lifting of heavy objects that generally requires assistance. General office or file and documents maintenance work or work with recurring movement, lifting, standing, bending, walking, crawling or climbing.
- Potential for frequent lifting of objects that often requires assistance. General office work and medium to heavy file and document maintenance work with movement, lifting or high frequency including operation of office and / or heavy equipment, and standing, walking, crawling or climbing.

Details:

 $\square$ 

#### Mental Demand:

Please select the level mental effort needed to successfully accomplish the essential duties of this position. This will not necessarily reflect your level, but the level needed for the job. X Mark the appropriate box below and please list any additional detail.

- Requires little or no decision making for day to day operations of a functional area. Often receives guidance from superiors when performing tasks.
- Requires moderate independent decision making / interpretation within duties or daily operations within a functional area. Requires reading and comprehending simple instructions, preparation of simple correspondence and memos, and the ability to effectively present information to the supervisor. Occasionally receives guidance from superiors when performing tasks.
- Requires moderate to heavy independent decision making within duties or daily operations and within in the allocation of resources, time or equipment. Superiors have delegated certain authority over general tasks. Requires ability to read and interpret documents such as safety rules, operating and maintenance instructions, and procedure manuals. Requires ability to write routine reports and correspondence, and the ability to speak effectively before groups of employees or residents. Rarely needs to receive guidance from superiors when performing tasks.

### Details:

### Job Conditions

### Working Conditions:

Select one of the following characteristics that most appropriately describe the working conditions of the position. Provide additional detail below if necessary. X Mark the appropriate box below and please list any additional detail.

- Works in non-hazardous conditions; limited general contact with other employees and / or external customers.
- Works in semi-hazardous or occasionally hazardous conditions; regular contact with employees and external customers. Position can require attention to special projects that require employee to consult external help from other functional areas.
- Regularly works in hazardous or potentially hazardous conditions with heavy equipment that is sensitive to over-handling. Frequently works with external customers on a regular basis.

1	Noise:	Environmental Conditions:	C	Other Conditions: (describe)
	None	Wet or Humid		
	Low	Work near moving parts		
	Moderate	Work in high, precarious places		
	High	Fumes or Airborne Particles		
		Toxic or Caustic chemicals		· · · · · · · · · · · · · · · · · · ·
		Outdoor weather conditions		
		Extreme Cold (non-weather)		
		Extreme Heat (non-weather)		
		Risk of Electrical Shock		
		Work with Explosives		
	20 mm	Risk of Radiation		
		Vibration		

X Mark all that apply.

### Contact with Others:

Does this position require that a person interact with people within and outside of the organization? Please mark the appropriate box.

X Mark all that apply.

Residents (Adults, Youth)	 	·
Developers	 	
Vendors	 	
Council Members		
Other elected officials	 	
County or State Agencies	 	
Others:	 	

Duties: Please comment on or list your duties as currently assigned.

Additional Comments: Are there any other circumstances or details about this position which may require special qualifications, skills or abilities. Please provide additional information below.

## Thank you for taking the time to complete this survey.

Please attach a copy of your current job description and return both documents to Klo Abeita immediately. The results from this survey will be used to update all job descriptions and will be available for viewing in the coming weeks.

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# **RESULTS OF COMPENSABLE FACTORS ANALYSIS**

# **Compensable Factors for Comparison & Classification: Management**

# Initial Survey Results - Management

	Degree	Points												
Police Chief	2	25.00	3	60.00	3	70.00	3	40.00	2	12.50	3	25.00	3	50.00
Fire Chief	2	25.00	2	30.00	2	35.00	3	40.00	3	25.00	3	25.00	3	50.00
City Clerk / HR Manager / PIO	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	3	25.00	3	50.00
City Accountant / CFO	1	12.50	3	60.00	2	35.00	3	40.00	3	25.00	2	12.50	2	25.00
Director of City Services	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	2	12.50	2	25.00
Police Lieutenant	1	12.50	3	60.00	2	35.00	2	20.00	3	25.00	3	25.00	2	25.00
Deputy Fire Chief	1	12.50	3	60.00	3	70.00	2	20.00	3	25.00	3	25.00	2	25.00

Steve Dutra

- Geoff Coon (listed 1 or 2 on Education) Aaron Rhodes
- Tricia Fogarty (should be Bachelors 2)
- Bill Butler puts emphasis on experience Jeromey K. Lindnag (put 1 tor education) Chad Heineken (put 1 for education)

# Finalized Results – Management

			t.		÷		: -	•		А. 1				
	Degree	Points												
City Accountant / CFO	3	50.00	3	60.00	3	70.00	3	40.00	3	25.00	3	25.00	2	25.00
Police Chief	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	3	25.00	3	50.00
Fire Chief	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	3	25.00	3	50.00
Director of City Services	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	2	12.50	3	50.00
Deputy City Manager (proposed new)	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	2	12.50	3	50.00
Reserved		12.50		15.00		17.50		10.00		6.25		6.25		12.50
City Clerk / HR Manager / PIO	2	25.00	3	60.00	3	70.00	2	20.00	2	12.50	3	25.00	3	50.00
HR Director / PIO (proposed new)	2	25.00	3	60.00	3	70.00	2	20.00	2	12.50	3	25.00	3	50.00
Deputy Fire Chief	2	25.00	3	60.00	3	70.00	2	20.00	3	25.00	3	25.00	2	25.00
Police Lieutenant	2	25.00	3	60.00	3	70.00	2	20.00	3	25.00	3	25.00	2	25.00
Senior Accountant (proposed new)	2	25.00	3	60.00	3	70.00	3	40.00	2	12.50	2	12.50	2	25.00
City Clerk (proposed new)	2	25.00	2	30.00	3	70.00	2	20.00	2	12.50	3	25.00	3	50.00

# Compensable Factors for Comparison & Classification: non-Management

# Initial Survey Results – non-Management

	4.JX.,	-04		2 - 10 - 10		· .	2			·		- 30	
						ine L					No <sup>2</sup>		
	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	
Administration	- 12 -	1.1				2012) - A		1.15		Dite.	1.1.25	1. j. – A.	
AP Tax & License Clerk	2	15.0	3	50.0	2	30.0	2	20.0	2	15.0	2	25.0	Tem Nelson
AR, Utility Billing Clerk	2	15.0	3	50.0	2	30.0	2	20.0	2	15.0	2	25.0	Terri Nelson
Deputy Accountant	2	15.0	3	50.0	2	30.0	1	10.0	2	15.0	1	12.5	Michelle Peede
Records Manager/ Archivist	2	15.0	2	25.0	2	30.0	1	10.0	3	30.0		12.5	
pecial Assistant to the Mayor	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0		12.5	
Receptionist	1	7.5	1	12.5	1	15.0	1	10.0	2	15.0	1	12.5	
ublic Works / Utilities				e		Sector in	1.1.1.1.1.2	1.30	a de tras	1.19.1	14.5.5		
ublic Works Supervisor	2	15.0	3	50.0	3	60.0	3	40.0	3	30.0	3 537	50.0	Cody Lougee (put 2 for Knowledge)
Itility Supervisor	2	15.0	3	50.0	3	60.0	3	40.0	3	30.0	3	50.0	Paul Trissel (left last one blank; make equal to PW Super)
Public Works Assistant	2	15.0	3	50.0	2	30.0	3	40.0	3	30.0	3	50.0	Thomas Blaire (put 3 for knowledge)
Itility Operator II (proposed re-title)	2	15.0	3	50.0	2	30.0	2	20.0	3	30.0	3	50.0	James Donovan (put 2 and 3 in education, changed WC to
Itility Operator I (proposed new)	2	15.0	2	25.0	2	30.0	2	20.0	3	30.0	3	50.0	new classification
Itility Assistant	1	7.5	1	12.5	1	15.0	3	40.0	2	15.0	3	50.0	Randy Binkley (put 2 for knowledge, changed to 1 Educati
tility Assistant	2	45.0	2	25.0	3	60.0	3	40.0	3	30.0		50.0	Robert Sonnenburg JR (put 2 Ed, 2 Exp, 3 Know, 3 Menter
Itility Assistant / General Laborer	2	15.0	1	12.5	1	15.0	3	40.0	3	30.0	3	50.0	Chris Lindsoe (put 2 for Ed and 3 for Mental)
eneral Laborer (Summer Help)	2	15.0	1	12.5	1	15.0	3	40.0	3	30.0	2	25.0	John Linell (left Knowledge blank)
eneral Laborer (Summer Help)	1	7.5	1	12.5	1	15.0	2	20.0	3	30.0	3	50.0	Tessa Longee
dministrative Assistant PWD	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5	I CSSN LONGCE
olice Department	1					1.1			- 6.552		1.11.25	.2.5	
olice Sergeant	2	15.0	3	50.0	2	30.0	3	40.0	<u>3</u>	30.0	3	50.0	
olice Detective	2	15.0	3	50.0	2	30.0	2	20.0	3	30.0	3	50.0	Bruce Milne, Jed Smith, Phil McBroom
olice Detective	2	15.0	2	25.0	2	30.0	3	40.0	3	30.0	3	50.0	Kurt Lockwood
olice Officer		7.5		12.5		15.0		10.0		7.5		12.5	Nathan Werner James McBroom
olice Officer	2	15.0	2	25.0	1	15.0	3	40.0	3	30.0	3	50.0	
olice Officer	2	15.0	2	25.0	2	30.0	2	20.0	3	30.0			Sydney Rosenbalm
blice Officer	2	15.0	1	12.5	2						2	25.0	Jake Tibbits
						30.0	3	40.0	3	30.0	3	50.0	Benjamin Wages
olice Officer Recruit	2	15.0	1	12.5	1	15.0	3	40.0	3	30.0	3	50.0	
vidence Custodian / Dispatcher	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	2	25.0	Rachael Wing
dministrative Assistant Police	4	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5	Alison Trubacz
ire Department					38.6.1			1.4.5	A Second	- 12 - 18 - 18 - 18 - 18 - 18		1997 - 1	200 - 200 - 200
ire Captain	2	15.0	3	50.0	2	30.0	3	40.0	3	30.0	3	50.0	Andrew Hamilton
ire Captain	3	30.0	3	50.0	2	30.0	3	40.0	3	30.0	3	50.0	Richard Hagen II
re Lieutenant	2	15.0	3	50.0	3	60.0	3	40.0	3	30.0	3	50.0	Sam Sanders
re Lieutenant	2	15.0	2	25.0	2	30.0	3	40.0	3	30.0	3	50.0	Erik Winkler, Kyle Fagerstrom (put 3 on education)
re Engineer / EMT	2	15.0	3	50.0	3	60.0	3	40.0	3	30.0	3	50.0	Tany a Stugart radd into the salary mix/ Michael Crane (En
refighter / EMT	2	15.0	1	12.5	1	15.0	3	40.0	3	30.0	3	50.0	Calla Westcott
refighter / EMT	2	15.0	2	25.0	3	60.0	3	40.0	3	30.0	3	50.0	Linsey Longridge
refighter / EMT	2	15.0	2	25.0	2	30.0	3	40.0	3	30.0	3	50.0	Justin Reardon put 1&2 for knowledge
dministrative Assistant Fire	2	15.0	2	25.0	1	15.0	2	20.0	2	15.0	3	50.0	Michelle Myhill (put 1 & 2 on knowledge)
uilding Technician	2	15.0	3	50.0	3	60.0	2	20.0	2	15.0	2	25.0	
ty Planner	3	30.0	2	25.0	3	60.0	1	10.0	3	30.0	1	12.5	
ecords Preparation Clerk	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5	

# Finalized Results – non-Management

	t jagen i					, <sup>1</sup>							
	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Total Points
Reserved	3	30.0	3	50.0	3	60.0	3	40.0	3	30.0	3	50.0	× 260,00 -
Reserved		7.5		12.5		15.0		10.0		7.5		12.5	250 00
Utility Supervisor	2	15.0	3	50.0	3	60.0	3	40.0	3	30.0	3	50.0	-245.00
Police Sergeant	3	30.0	3	50.0	3	60.0	3	40.0	3	30.0	3	50.0	× 260.00 ×
Reserved		7.5		12.5	-	15.0		10.0		7.5		12.5	2000
Public Works Supervisor	2	15.0	3	50.0	2	30.0	3	40.0	3	30.0	3	50.0	28.00
Fire Captain	2	15.0	3	50.0	3	60.0	3	40.0	3	30.0	3	50.0	2/5:00
Reserved		7.5		12.5		15.0		10.0		7.5		12.5	200.00
Utility Operator II (proposed)	2	15.0	3	50.0	2	30.0	2	20.0	3	30.0	3	50.0	13.0
Police Detective	2	15.0	3	50.0	3	60.0	2	20.0	3	30.0	3	50.0	
Public Works Assistant	2	15.0	2	25.0	2	30.0	3	40.0	3	30.0	3	50.0	
Fire Lieutenant	2	15.0	2	25.0	2	30.0	3	40.0	3	30.0	3	50.0	
Building Technician	2	15.0	3	50.0	3	60.0	2	20.0	2	15.0	2	25.0	
Fire Engineer	2	15.0	2	25.0	2	30.0	2	20.0	3	30.0	3	50.0	
Utility Operator (Operator I & II propos	2	15.0	2	25.0	2	30.0	2	20.0	3	30.0	3	50.0	A SET OF STORE
City Planner (proposed)	3	30.0	2	25.0	3	60.0	1	10.0	3	30.0	1	12.5	
Firefighter / EMT	1	7.5	2	25.0	2	30.0	2	20.0	3	30.0	3	50.0	23 (MAR)
Police Officer	2	15.0	2	25.0	2	30.0	3	40.0	3	30.0	3	50.0	190.00
AP Tax & License Clerk (revised)	2	15.0	3	50.0	2	30.0	1	10.0	2	15.0	2	25.0	1670
AR / Utility Billing Clerk (revised)	2	15.0	3	50.0	2	30.0	1	10.0	2	15.0	2	25.0	445.00
Police Officer Recruit	2	15.0	1	12.5	2	30.0	3	40.0	3	30.0	3	50.0	17750
Utility Assistant II (proposed)	1	7.5	1	12.5	1	15.0	3	40.0	2	15.0	3	50.0	1000
Fiscal Accounting / Fund Accounting	2	15.0	3	50.0	2	30.0	1	10.0	2	15.0	1	12.5	132.60
Deputy Clerk (proposed)	2	15.0	3	50.0	2	30.0	1	10.0	2	15.0	1	12.5	41250
Firefighter Recruit (proposed)	2	15.0	1	12.5	1	15.0	2	20.0	2	15.0	3	50.0	14127.50
Records Manager / Archivist	2	15.0	2	25.0	2	30.0	1	10.0	3	30.0	1	12.5	222.50
Reserved		7.5		12.5		15.0		10.0		7.5		12.5	- 10.00
Executive Assistant (proposed)	2	15.0	2 ·	25.0	2	30.0	1	10.0	2	15.0	1	12.5	A 107.50 +
Utility Assistant I	1	7.5	1	12.5	1	15.0	3	40.0	1	7.5	3	50.0	132.50
Administrative Assistant PWD (propo	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5	107.50
Administrative Assistant Police	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5	107.50
Administrative Assistant Fire	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5	107.50
Records Preparation Clerk	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5	107.50
Reserved		7.5		12.5		15.0		10.0		7.5		12.5	\$0.00
General Laborer (Summer Help)	1	7.5	1	12.5	1	15.0	2	20.0	1	7.5	2	25.0	87.50
Receptionist Admin	1	7.5	1	12.5	1	15.0	1	10.0	2	15.0	1	12.5	72.50
Reserved		7.5		12.5		15.0		10.0		7.5		12.5	- <b>60.10</b> - *

Classification & Compensation Study



# **APPENDIX B: GENERAL FUND PERSONNEL COSTS VS. COMPARABLE CITIES**

			S. Car			There is a second second
			Part Frank			and the second second second
A CONTRACTOR	1998 - F. S. S.				Water A States	
		and a state of the			Law Tart State	
1. Constant Street Street	Service and Service					
Borough of Fairbanks North Star	97,581	405	4.15	\$257, 323, 148	\$37,563,100	15%
City of Fairbanks	31,516	192	6.09	\$35,898,820	\$24,324,069	68%
City & Borough of Juneau	32,000	1805	56.40	\$369,928,500	\$2 19,037,600	<b>59</b> %
City of Wasilla	10,529	135	12.80	\$20, 582, 140	\$14,881,223	72%
City & Borough of Sitka	8,647	95	11.03	\$31,408,943	\$12,889,847	41%
City of Ketchikan	8,289	177	21.35	\$64, 362, 428	\$23,056,073	36%
City of Kenai	7,778	91	11.74	\$16,873,839	\$12,487,564	74%
City of Palmer	7,306	71	9.65	\$11,612,724	\$8,152,793	70%
City of Bethel	6,600	60	9.09	\$13, 165, 225	\$8,049,869	61%
City of Kodiak	5,968	134	22.45	\$40,654,886	\$17,981,692	44%
City of Homer	5,810	108	18.59	\$12,874,350	\$8,647,865	67%
City of Soldotna	4,689	73	15.63	\$13,529,340	\$8,297,740	61%
City of Valdez	3,834	134	35.02	\$58,960,000	\$20,100,000	34%
City & Borough of Wrangell	2,503	48	18.98	\$4,906,932	\$3,727,110	76%
Borough of Haines	2,474	54	21.62	\$19,728,710	\$3,310,159	17%
City of Cordova	2,160	58	26.85	\$16,508,435	\$6,521,403	40%
Borough of Bristol Bay	891		1 .	•	-	-
Borough of Kodiak Island	13,345	46	3.45	\$47,978,722	•	•
Median	6,953				912,001,705	
City of North Pole	2,200	49	22.27	\$ 6,305,356	\$ 3,967,396	62.92%

# Table 11a: Local Government – General Fund Personnel Expense Comparison

### Table 11b: Local Government General Fund Budgets - Salary & Benefits Comparison

City of North Pole	\$ 2,571,863	64.82%	\$52,487	\$ 1,395,534	35.18%	\$28,490
<b>Holio</b> II	\$7,260,506	62.55%	\$74,391	31.919.904	37.01%	
Borough of Kodiak Island	•	•	•	•	•	•
Borough of Bristol Bay			-	-		•
Lity of Cordova	\$4,084,917	63%	\$70,430	S2,436,486	37%	\$42,008
Borough of Haines	\$2,065,303	62%	\$38,604	\$1,244,856	38%	\$23,268
City & Borough of Wrangell	\$2,315,412	62%	\$48,746	\$1,411,698	38%	\$29,720
Lity of Valdez	•	-	-			
City of Soldotna	\$5,823,199	70%	\$79,433	\$2,474,541	30%	\$33,754
City of Homer	\$5,721,270	<b>66</b> %	\$52,975	\$2,926,595	349:	\$27,098
City of Kodiak	\$9,967,002	55%	\$74,381	\$8,014,690	45%	\$59,811
City of Bethel	\$4,870,940	61%	\$81,182	\$3,178,929	39%	\$52,982
City of Palmer	\$4,827,388	59%	\$68,474	\$3,325,405	41%	\$47,169
City of Kenai	\$7,250,506	58%	\$79,371	\$5,237,058	425	\$57,330
City of Ketchikan	\$15,997,613	69%	\$90,382	\$7,058,460	31%	\$39,878
City & Borough of Sitka	\$7,644,283	59%	\$80,154	\$5,245,564	419	\$55,002
City of Wasila	\$9,970,419	67%	\$73,992	\$4,910,804	33%	\$36,444
City & Borough of Juneau	\$135,250,100	62%	\$74,941	\$83,787,500	385	\$46,426
City of Fairbanks	\$16,841,522	69%	\$87,716	\$7,482,547	31%	\$38,972
Borough of Fairbanks North Star	S23,990,550	64%	\$59,236	\$13,572,550	36%	\$33,512
Sby/Jorfa						

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Classification & Compensation Study



### Classification & Compensation Study

# APPENDIX C: SALARY SURVEY RESULTS

# Salary Survey Results: Position-by-Position comparisons

eputy / Assistant 'Oity Manager 10 rimary Agencies			a sector and	5. M.		
	Population	Position Title	Min	Mid	Max	
City of Fairbanks	31,516	Chief of Staff	-			Actual: \$110,628. Mayor: \$86,507
City & Borough of Juneau	32,000	na response				
Borough of Kodiak Island	13,345	na response		-		
City of Wasilla	10,529	Mayor	\$ 101,933	\$118,657	\$135,603	
City & Borough of Sitka	8,647	Administrator				Administrator has contract \$129,168
City of Ketchikan	8,289	Assistant City Manager	\$ 128, 119	\$148,688	\$172,558	
City of Kenai	7,778	undetermined			. • .	
City of Palmer	7,306	Directors	\$ 70,554	\$ 92,186	\$117,270	Highest paid personnel listed
City of Bethel	6,600	undetermined				provided scale, with no legend.
City of Kodiak	5,968	Deputy City Manager	\$ 89,376	\$111,714	\$134,052	City Manager has contract
City of Homer City of Soldotna	5,810 4,689	no comparable Assistant to the City Manager	5 75 604			Ch
City of Valdez	4,669 3,834					City Manager has contract \$137,000 City Manager has contract
tity & Borough of Wrangell	2,509	Assistant City Manager no comparable	5 103,482	\$122,213	\$140,944	
Borough of Haines	2,509	no comparable undetermined			-	Police Chief highest paid personnel listed \$96.4k to \$121.8k.
City of Cordova	2,160	undetermined				
Aarket Average	2,100	Bioecenimies	¢ 04 878	\$ 113,336	\$ 133 007	
Ny of Restan Poor	2,200	Pr Carrents Correct Pr Parage		<b>.</b>		Mayor Welch
Ny Clark	Sizevi		5° and 19			
rimary Agencies		Position Title	Min	Mid	Max	
ity of Fairbanks	31,516	City Clerk		-	•	Current \$91,790
ity & Borough of Juneau	32,000	no response		-		
Sorough of Kodiak Island	13,345	no response		•	•	
ity of Wasiila	10,529	City Clerk		\$118,657		
ity & Borough of Sitka	8,647	Municipal Clerk	\$ 86,133	\$ 102,440	\$ 121,680	
ity of Ketchikan	8,289	No Comparable Position	-			Deputy Clerk \$45.4k to \$61.1k. Highest Clerk Classification
ity of Kenai	7,778	City Clerk				Cierk does not have a grade ievel
ity of Palmer	7,306	Deputy Clerk	\$ 46,738	\$ 60,819	\$ 77,147	
ity of Bethel	6,600	undetermined				provided scale, with no legend.
ity of Kodiak	5,968	Deputy Clerk / Records	\$ 66,693	\$ 83,366	\$100,040	City clerk has contract
ity of Homer	5,810	City Clerk				Current: \$102,981
ity of Soldotna	4,689	City Clerk			•	Deputy Clerk \$63.1k to \$81.7k. City clerk has contract \$102,600
ity of Valdez	3,834	City Clerk	-			Deputy Clerk \$68.8k to \$93.9k. City clerk has contract
ity & Borough of Wrangell	2,509	No Comparable Position Not listed			•	Accounting Generalist \$48.2k to \$60.8k
sorough of Haines	2,474					
ity of Cordova Narket Average	2,160	undetermined				
ty of Horth Pole	2,200	Pr Current	> /5,3/4 ******	\$ 91,321	\$ 108,618	Annual Directory
and a little of the second states of the		Carrent F7 Range		8- <b>115</b> 12.	\$ 45,910	Aaron Rhodes
				69.873¢00 + 69 <sub>2</sub> 69	Martin Martin	
R Linger / HO	- Charles		and Paral			
rimary Agencies			<u>Min</u>	Mid	Max	
ity of Fairbanks	31,516	HR Director		•	•	Current \$94,328
	32,000					
Lity & Borough of Juneau						
Borough of Kodiak Island	13,345	no response		-		
orough of Kodíak Island ity of Wasilia	10,529	HR Generalist		\$ 69,722		HR Director not listed
Borough of Kodiak Island Lity of Wasilia Lity & Borough of Sitka	10,529 8,647	HR Generalist HR Director	\$ 90,438	\$ 107,515	\$ 127,795	HR Director not listed
lorough of Kodiak Island Lity of Wasilia Lity & Borough of Sitka Lity of Ketchikan	10,529 8,647 8,289	HR Generalist HR Director HR Manager	\$ 90,438 \$ 95,264	\$ 107,515 \$110,558	\$ 127,795 \$ 128,307	HR Director not listed
Borough of Kodíak Island Lity of Wasilla Lity & Borough of Sitka Lity of Ketchikan Lity of Kenai	10,529 8,647 8,289 7,778	HR Generalist HR Director HR Manager HR Director	\$ 90,438 \$ 95,264 \$ 91,603	\$ 107,515 \$110,558 \$ 100,755	\$ 127,795 \$ 128,307 \$ 109,928	HR Director not listed
borough of Kodiak Island ity of Wasilia ity & Borough of Sitka ity of Ketchikan ity of Kenai ity of Palmer	10,529 8,647 8,289 7,778 7,306	HR Generalist HR Director HR Manager HR Director HR Specialist	\$ 90,438 \$ 95,264 \$ 91,603	\$ 107,515 \$110,558	\$ 127,795 \$ 128,307 \$ 109,928	
iorough of Kodiak Island ity of Wasilia ity of Borough of Sitka ity of Ketchikan ity of Kenai ity of Palmer ity of Bethel	10,529 8,647 8,289 7,778 7,306 6,600	HR Generalist HR Director HR Manager MR Director HR Specialist undeterm ined	\$ 90,438 \$ 95,264 \$ 91,603 \$ 56,306	\$ 107,515 \$110,558 \$ 100,755 \$ 73,424	\$ 127,795 \$ 128,307 \$ 109,928 \$ 93,267	provided scale, with no legend.
orough of Kodiak Island Ity of Wasilia Ity & Borough of Sitka Ity of Ketchikan Ity of Renai Ity of Palmer Ity of Palmer Ity of Kodiak	10,529 8,647 8,289 7,778 7,306 6,600 5,968	HR Generalist HR Director HR Manager HR Director HR Specialist undeterm ined HR Manager	\$ 90,438 \$ 95,264 \$ 91,603 \$ 56,306	\$ 107,515 \$110,558 \$ 100,755	\$ 127,795 \$ 128,307 \$ 109,928 \$ 93,267	provided scale, with no legend. exempt
orough of Kodiak Island ity of Wasilia ity & Borough of Sitka ity of Ketchkan ity of Kenai ity of Palmer ity of Belnel ity of Kodiak ity of Homer	10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810	HR Generalist HR Director HR Manager HR Director HR Specialist undetermined HR Manager Human Resources Manager	\$ 90,438 \$ 95,264 \$ 91,603 \$ 56,306 \$ 66,693	\$ 107,515 \$110,558 \$ 100,755 \$ 73,424 \$ 83,366	\$ 127,795 \$ 128,307 \$ 109,928 \$ 93,267 \$ 100,040	provided scale, with no legend.
orough of Kodiak Island Ry of Wasilia Ry di Borough of Sitka Ry of Ketchikan Ry of Ketani Ry of Patmer Ry of Bethel Ry of Kodiak Ry of Homer Ry of Kodiak	10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 4,689	HR Generalist HR Director HR Manager HR Director HR Specialist <i>undetermined</i> HR Manager Human Resources Manager Accountant / HR Manager	\$ 90,438 \$ 95,264 \$ 91,603 \$ 56,306 \$ 66,693 \$ 75,504	\$ 107,515 \$110,558 \$ 100,755 \$ 73,424 \$ 83,366 \$ 86,559	\$ 127,795 \$ 128,307 \$ 109,928 \$ 93,267 \$ 100,040 \$ 97,614	provided scale, with no legend. exempt
lorough of Kodiak Island Ity of Wasilia Ity of Kenoph of Sitka Ity of Ketch kan Ity of Ketch kan Ity of Palmer Ity of Palmer Ity of Kodiak Ity of Kodiak Ity of Kodiak Ity of Soldotna Ity of Valdez	10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834	HR Generalist HR Director HR Manager HR Director HR Specialist undetermined HR Manager Human Resources Manager Accountant / HR Manager HR Director	\$ 90,438 \$ 95,264 \$ 91,603 \$ 56,306 \$ 66,693 \$ 75,504 \$ 96,757	\$ 107,515 \$110,558 \$ 100,755 \$ 73,424  \$ 83,366  \$ 86,559 \$ 114,169	\$ 127,795 \$ 128,307 \$ 109,928 \$ 93,267 \$ 100,040 \$ 97,614 \$ 131,580	provided scale, with no legend. exempt Current: \$100,786
iorough of Kodiak Island iky of Wasilia iky of Borough of Sikka iky of Ketchikan iky of Palmer iky of Palmer iky of Kodiak iky of Kodiak iky of Kodiak iky of Koldozta iky of Valdozt iky Eborough of Wrangeli	10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509	HR Generalist HR Director HR Norager HR Director HR Specialist undetermined HR Manager Human Resources Manager Accountant / HR Manager HR Director Finance Director	\$ 90,438 \$ 95,264 \$ 91,603 \$ 56,306 \$ 66,693 \$ 75,504 \$ 96,757	\$ 107,515 \$110,558 \$ 100,755 \$ 73,424  \$ 83,366  \$ 86,559 \$ 114,169	\$ 127,795 \$ 128,307 \$ 109,928 \$ 93,267 \$ 100,040 \$ 97,614 \$ 131,580	provided scale, with no legend. exempt
lorough of Kodiak Island Iky of Wastila Iky of Ketchikan Iky of Ketchikan Iky of Ketchikan Iky of Bethel Iky of Bethel Iky of Soldotna Iky of Soldotna Iky of Soldotna Iky G Borough of Wrangeli orough of Haines	10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,968 5,968 5,810 4,689 3,834 2,509 2,474	HR Generalist HR Director HR Manager HR Director HR Specialist undetermined HR Manager Human Resources Manager Accountant / HR Manager HR Director Finance Director Not listed	\$ 90,438 \$ 95,264 \$ 91,603 \$ 56,306 \$ 66,693 \$ 75,504 \$ 96,757	\$ 107,515 \$110,558 \$ 100,755 \$ 73,424  \$ 83,366  \$ 86,559 \$ 114,169	\$ 127,795 \$ 128,307 \$ 109,928 \$ 93,267 \$ 100,040 \$ 97,614 \$ 131,580	provided scale, with no legend. exempt Current: \$100,786
orough of Kodiak Island Iky of Wasilia Ky G Borough of Sitka Iky of Ketchikan Ity of Ketchikan Ity of Palmer Iky of Palmer Iky of Palmer Ky of Kodiak Ky of Homer Iky of Soldotna Ity of Validez Iky of Soldotna Ity of Validez Iky of Corough of Wrangeli orough of Haines	10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509	HR Generalist HR Director HR Norager HR Director HR Specialist undetermined HR Manager Human Resources Manager Accountant / HR Manager HR Director Finance Director	\$ 90,438 \$ 95,264 \$ 91,603 \$ 56,306 \$ 66,693 \$ 75,504 \$ 96,757 \$ 79,284	\$ 107,515 \$110,558 \$ 100,755 \$ 73,424 \$ 83,366 \$ 86,559 \$114,169 \$ 89,112	\$ 127,795 \$ 128,307 \$ 109,928 \$ 93,267 \$ 100,040 \$ 97,614 \$ 131,580 \$ 100,152	provided scale, with no legend. exempt Current: \$100,786
orough of Kodiak Island ky of Wasilia ky de Borough of Stka ky de Retchkan fty of Kenai ky of Palmer ty of Betnel ky of Kodiak ky of Kodiak ky of Koldotha ty of Valdez ky of Soldotha ty of Valdez ky de Sorough of Wrangell orough of Haines ty of Cordowa artect Average	10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509 2,474 2,509	HR Generalist HR Director HR Manager HR Director HR Specialist <i>undetermined</i> HR Manager Human Resources Manager Accountant / HR Manager HR Director Finance Director Finance Director Not listed <i>undetermined</i>	\$ 90,438 \$ 95,264 \$ 91,603 \$ 56,306 \$ 66,693 \$ 75,504 \$ 96,757 \$ 79,284 \$ 79,084	\$ 107,515 \$110,558 \$ 100,755 \$ 73,424 \$ 83,366 \$ 86,559 \$114,169 \$ 89,112	\$ 127,795 \$ 128,307 \$ 109,928 \$ 93,267 \$ 100,040 \$ 97,614 \$ 131,580 \$ 100,152	provided scale, with no legend. exempt Current: \$100,786 HR Director not listed
crough of Kodiak Island Ky of Wasilia Ky of Serough of SRLa Ky of Retchikan Ity of Aenai Ky of Paimer Ky of Foliak Ky of Kodiak Ky of Kolduk Ky of Kolduka Ky of Kolduta Ity of Valdez Ky of Solduta Ity Gorough of Wrangell orough of Haines Ky of Cordowa artect Average	10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509 2,450 2,450	HR Generalist HR Director HR Manager HR Director HR Specialist undetermined HR Manager Human Resources Manager Accountant / HR Manager HR Director Finance Director Not listed	\$ 90,438 \$ 95,264 \$ 91,603 \$ 56,306 \$ 66,693 \$ 75,504 \$ 96,757 \$ 79,284 \$ 96,757	\$ 107,515 \$110,558 \$ 100,755 \$ 73,424 \$ 83,366 \$ 86,559 \$114,169 \$ 89,112 \$ <b>92,798</b>	\$ 127,795 \$ 128,307 \$ 109,928 \$ 93,267 \$ 100,040 \$ 97,614 \$ 131,580 \$ 100,152 <b>\$ 107,596</b>	provided scale, with no legend. exempt Current: \$100,786
prough of Kodiak Island Ky of Wasilia Ky G Borough of Stkla ty of Ketchkan Vy of Reiner ty of Benner ty of Bohmer ty of Kodiak Ky of Koldak Ky of Koldak Ky of Koldak ty of Soldotna Ky of Soldotna Ky G Soldotna Ky	10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509 2,450 2,450	HR Generalist HR Virector HR Manager HR Director HR Specialist undetermined HR Manager Human Resources Manager Accountant / HR Manager HR Director Finance Director Finance Director Not listed undetermined	\$ 90,438 \$ 95,264 \$ 91,564 \$ 56,306 \$ 56,306 \$ 75,504 \$ 75,504 \$ 79,284 \$ 79,064 \$ 79,064	\$ 107,515 \$110,558 \$ 100,755 \$ 73,424 \$ 83,366 \$ 86,559 \$114,169 \$ 89,112 \$ <b>92,798</b>	\$ 127,795 \$ 128,307 \$ 109,928 \$ 93,267 \$ 100,040 \$ 97,614 \$ 131,580 \$ 100,152	provided scale, with no legend. exempt Current: \$100,786 HR Director not listed
orough of Kodiak Island Ky of Wasilia Ky Gorough of Sitka ity of Ketchikan ity of Ketchikan ity of Ketnai Ky of Palmer ity of Bethel Ky of Bohrer Ky of Soldotna Ky of Condowa arket Average Ky of Florth Pole Imande Diffractor / CPO	10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509 2,474 2,160	HR Generalist HR Director HR Manager HR Director HR Specialist undetermined HR Manager Human Resources Manager Accountar / HR Manager HR Director France Director Not listed undetermined FY Currenc Carses FY Face	\$ 90,438 \$ 95,264 \$ 91,564 \$ 56,306 \$ 66,693 \$ 75,504 \$ 96,757 \$ 79,284 \$ 79,084 \$ 79,084	\$ 107,515 \$110,558 \$ 100,755 \$ 73,424 \$ 83,366 \$ 86,559 \$ 114,169 \$ 89,112 \$ 92,798 \$ 71,942	\$ 127,795 \$ 128,307 \$ 109,928 \$ 93,267 \$ 100,040 \$ 97,614 \$ 131,580 \$ 100,152 <b>\$ 107,596</b>	provided scale, with no legend. exempt Current: \$100,786 HR Director not listed
orough of Kodiak Island Ity of Wasilia Ity of Kensi Ity of Kensi Ity of Kensi Ity of Palmer Ity of Palmer Ity of Kodiak Ity of Kodiak Ity of Kodiak Ity of Valdez Ity of Valdez Ity farmes Ity of Cordova Iarket Average Ity of Cordova Iarket Average Ity of Cordova Ity of	10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 4,689 3,834 4,689 2,474 2,509 2,474 2,160 2,200	HR Generalist HR Director HR Manager HR Director HR Specialist undetermined Human Resources Manager Human Resources Manager Hu	\$ 90,418 \$ 91,603 \$ 95,664 \$ 96,693 \$ 66,693 \$ 66,693 \$ 75,504 \$ 96,757 \$ 79,284 \$ 79,084 \$ 96,757 \$ 79,284 \$ 90,418 \$ 90,418 \$ 90,418 \$ 90,418 \$ 90,418 \$ 90,418 \$ 90,418 \$ 90,216 \$ 90,216\$ \$ 90,216\$ \$ 90,216\$ \$ 90,216\$ 90,216\$ \$ 90	\$ 107,515 \$110,558 \$ 100,755 \$ 73,424 \$ 83,366 \$ 86,559 \$ 114,169 \$ 89,112 \$ 97,778 <b>\$ 72,778</b> <b>\$ 72,778</b>	\$ 127,795 \$ 128,307 \$ 109,928 \$ 93,267 \$ 100,040 \$ 97,614 \$ 131,580 \$ 100,152 <b>\$ 107,596</b> <b>\$ 107,596</b>	provided scale, with no legend. exempt Current: \$100,786 HR Director not listed
orough of Kodiak Island Ky of Wasilia Ky of Borough of Stka Ky of Retchikan thy of Kenal Ky of Behrel Ky of Kodiak Ky of Kodiak Ky of Kolak Ky of Kolak Ky of Soldotna Ky of Soldotna Ky of Soldotna Ky of Soldotna Ky of Soldotna Ky of Codowa araket. Average Ky of Forth Pote Ky of Fairbanks	10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509 2,474 2,509 2,474 2,509 2,474 2,509	HR Generalist HR Director HR Manager HR Director HR Specialist undetermined HR Manager Human Resources Manager Accountant / HR Manager HR Director France Director Not listed undetermined FY Currenc Cartains FY Face	\$ 90,438 \$ 95,264 \$ 91,564 \$ 56,306 \$ 66,693 \$ 75,504 \$ 96,757 \$ 79,284 \$ 79,084 \$ 79,084	\$ 107,515 \$110,558 \$ 100,755 \$ 73,424 \$ 83,366 \$ 86,559 \$ 114,169 \$ 89,112 \$ 97,778 <b>\$ 72,778</b> <b>\$ 72,778</b>	\$ 127,795 \$ 128,307 \$ 109,928 \$ 93,267 \$ 100,040 \$ 97,614 \$ 131,580 \$ 100,152 <b>\$ 107,596</b> <b>\$ 107,596</b>	provided scale, with no legend. exempt Current: \$100,786 HR Director not listed
orough of Kodiak Island Ity of Wastila Ity of Nastila Ity of Ketchikan Ity of Ketchikan Ity of Ketani Ity of Pather Ity of Dethel Ity of Dethel Ity of Soldotna Ity of Fairbanks Ity of Fairbanks Ity of Soltogen of Juneau	10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509 2,474 2,160 2,200 2,474 2,160 2,200	HR Generalist HR Director HR Manager HR Director HR Specialist undetermined HR Manager Human Resources Manager Accountar / HR Manager HR Director France Director Not listed undetermined FY Correct Cartains FY Page	\$ 90,438 \$ 95,264 \$ 91,264 \$ 91,264 \$ 95,264 \$ 95,264 \$ 96,757 \$ 75,504 \$ 96,757 \$ 79,284 \$ 96,757 \$ 79,284 \$ 96,757 \$ 79,284 \$ 90,787 \$ 101,214	\$ 107,515 \$110,558 \$ 100,755 \$ 73,424 \$ 83,366 \$ 86,559 \$ 114,169 \$ 89,112 \$ 97,778 <b>\$ 72,778</b> <b>\$ 72,778</b>	\$ 127,795 \$ 128,307 \$ 109,928 \$ 93,267 \$ 100,040 \$ 97,614 \$ 131,580 \$ 100,152 <b>\$ 107,596</b> <b>\$ 107,596</b>	provided scale, with no legend. exempt Current: \$100,786 HR Director not listed
orough of Kodiak Island Ity of Wasilia Kty of Borough of Stka ity of Ketnai ity of Ketnai ity of Palmer Kty of Politer Kty of Kodiak ity of Homer Kty of Valdez Kty of Valdez Kty of Soldatna Kty of Valdez Kty of Cordove Inance Denotes Kty of Cordove Inance Denotes Kty of Kodiak Kty & Borough of Juneau orough of Kodiak Island	10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 4,689 2,459 2,474 2,150 2,200 2,200 2,200 3,516 3,1,516 32,000 31,345	HR Generalist HR Director HR Manager HR Director HR Specialist undetermined HR Manager Human Resources Manager Human Resources Manager Human Resources Manager HR Director Finance Director Finance Director Not listed undetermined FY Currier Carrier Format: Fr Parage Position Title Chief Finance Officer no response	\$ 90,438 \$ 95,264 \$ 91,603 \$ 56,306 \$ 66,693 \$ 66,693 \$ 75,504 \$ 96,757 \$ 79,284 \$ 79,084 \$ 96,757 \$ 79,284 \$ 90,478 \$ 79,084 \$ 90,478 \$ 90,478 \$ 90,478 \$ 90,478 \$ 90,478 \$ 90,478 \$ 90,478 \$ 90,478 \$ 90,264 \$ 90,264\$ \$ 9	\$ 107,515 \$110,558 \$ 100,755 \$ 73,424 \$ 83,366 \$ 86,559 \$ 114,169 \$ 89,112 <b>\$ 97,798</b> <b>\$ 114,169</b> \$ 89,112 <b>\$ 92,798</b> <b>\$ 114,169</b> \$ 114,169 \$ 99,112 <b>\$ 92,798</b> <b>\$ 114,169</b> \$ 112,486	\$ 127,795 \$ 128,307 \$ 109,928 \$ 93,267 \$ 100,040 \$ 97,614 \$ 131,580 \$ 100,152 <b>\$ 107,596</b> <b>\$ 107,596</b> <b>\$ 107,596</b> <b>\$ 107,596</b> <b>\$ 107,596</b>	provided scale, with no legend. exempt Current: \$100,786 HR Director not listed
orough of Kodiak Island Ky of Wasilia Ky of Borough of Stka Ky of Retchkan thy of Kenal Ky of Bethel Ky of Kodiak Ky of Kodiak Ky of Kodiak Ky of Soldotna Ky of Kodiak Island Ky of Wallia	10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509 2,474 2,160 2,200 8 9,004 2,474 2,160 3,1,516 32,000 33,516 32,000 3,3,46 2,259	HR Generalist HR Director HR Manager HR Director HR Spectalist undetermined HR Manager Human Resources Manager Hu	\$ 90,438 \$ 95,264 \$ 91,603 \$ 56,306 \$ 66,693 \$ 75,504 \$ 79,284 \$ 79,284 \$ 79,084 \$ 79,084 \$ 101,234 \$ 101,234 \$ 101,900	\$ 107,515 \$ 110,558 \$ 100,755 \$ 73,424 \$ 83,366 \$ 86,559 \$ 86,559 \$ 114,169 \$ 89,112 \$ 92,798 <b>\$ 114,25</b> <b>\$ 114,266</b> \$ 118,750	\$ 127,795 \$ 128,307 \$ 109,928 \$ 93,267 \$ 100,040 \$ 97,614 \$ 131,580 \$ 100,152 <b>\$ 107,596</b> <b>\$ 107,596</b> <b>\$ 107,596</b> <b>\$ 107,596</b> <b>\$ 107,596</b> <b>\$ 107,596</b> <b>\$ 107,596</b> <b>\$ 107,596</b> <b>\$ 107,596</b> <b>\$ 103,297</b> <b>\$ 107,596</b> <b>\$ 107,596</b> <b>\$ 103,297</b> <b>\$ 107,596</b> <b>\$ 107,596</b> <b>\$ 107,596</b> <b>\$ 103,297</b> <b>\$ 107,596</b> <b>\$ 107,596</b> <b>\$ 103,297</b> <b>\$ 107,596</b> <b>\$ 107,5</b>	provided scale, with no legend. exempt Current: \$100,786 HR Director not listed
orough of Kodiak Island Ky of Wasilia Ky of Wasilia Ky di Borough of Sitka Ry of Ketnai Ry of Ketnai Ry of Bethel Ky of Soldotna Ky of Soldotna Ky of Soldotna Ky of Soldotna Ky of Soldotna Ry of Soldotna Soldotna Soldotna Ry of Soldotna Soldotn	10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 4,669 3,834 2,509 2,474 2,160 2,200 2,474 2,160 2,200 3,1,516 32,000 13,345 10,529	HR Generalist HR Director HR Manager HR Director HR Specialist undetermined HR Manager Human Resources Manager Accountant / HR Manager HR Director France Director Not listed undetermined FY Current Constant FF Face Position Title Chief Finance G Micer Director of Finance	\$ 90,438 \$ 95,264 \$ 91,264 \$ 91,264 \$ 95,264 \$ 95,264 \$ 96,757 \$ 75,504 \$ 96,757 \$ 79,284 \$ 96,757 \$ 79,284 \$ 90,727 \$ 79,284 \$ 101,224 \$ 101,224 \$ 101,900 \$ 109,900	\$ 107,515 \$ 110,558 \$ 100,755 \$ 73,424 \$ 83,366 \$ 86,559 \$ 114,169 \$ 89,112 <b>\$ 92,708</b> <b>\$ 114,169</b> \$ 89,112 <b>\$ 114,169</b> \$ 114,169 \$ 89,112 <b>\$ 114,169</b> \$ 114,169 \$ 114,169 \$ 114,169 \$ 1	\$ 127,795 \$ 128,307 \$ 109,928 \$ 93,267 \$ 100,040 \$ 97,614 \$ 131,560 \$ 100,152 <b>\$ 107,596</b> <b>\$ 107,596</b> <b>\$ 107,596</b> <b>\$ 125,739</b> \$ 135,600 \$ 155,300	provided scale, with no legend. exempt Current: \$100,786 HR Director not listed Airon Rhodes
orough of Kodiak Island Ky of Wasilia Ky of Wasilia Ky Gorough of Sitka Ky of Ketnikan Ky of Ketnikan Ky of Palmer Ky of Kodiak Ky of Soldotna Ky of Valdez Ky of Kodiak Ky of Soldotna Ky of Valdez Ky of Cordova arket Average Ky of Cordova Arket Average Ky of Kodiak Kalan Ky of Kodiak Kalan Ky di Borough of Juneau orough of Kodiak Island Ky of Kodiak Kalan Ky of Kalan Ky	10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 4,669 3,834 2,509 4,689 3,834 2,509 4,649 2,547 4,2160 2,200 1,345 10,529 8,647 8,289	HR Generalist HR Director HR Manager HR Director HR Specialist undetermined HR Manager Human Resources Manager Human Resources Manager HR Director Finance Director Not listed undetermined Ff Curries Carrent P Rege Eastion Title Chief Finance Officer no response Director of Finance Chief Finance & Administrative Officer Treasury Sr. Accountant	\$ 90,438 \$ 95,264 \$ 91,603 \$ 56,306 \$ 66,693 \$ 66,693 \$ 75,504 \$ 96,757 \$ 79,284 \$ 79,084 \$ 96,757 \$ 79,284 \$ 79,084 \$ 101,224 \$ 101,224 \$ 101,900 \$ 109,900 \$ 62,607	\$ 107,515 \$ 110,558 \$ 100,755 \$ 73,424 \$ 83,366 \$ 86,559 \$ 114,169 \$ 89,112 <b>\$ 92,708</b> <b>\$ 114,169</b> <b>\$ 89,112</b> <b>\$ 112,466</b> \$ 118,750 \$ 1132,600 \$ 73,464	\$ 127,795 \$ 128,307 \$ 109,928 \$ 93,267 \$ 100,040 \$ 97,614 \$ 131,580 \$ 100,152 <b>\$ 107,596</b> <b>\$ 207,596</b> <b>\$ 107,596</b> <b>\$ 123,739</b> \$ 135,600 \$ 155,300 \$ 84,322	provided scale, with no legend. exempt Current: \$100,786 HR Director not listed
orough of Kodiak Island Ky of Wasilia Ky of Wasilia Ky di Borough of Sitka Ky of Ketchikan Ky of Ketail Ky of Kodiak Ky of Joldota Ky of Kodiak Ky of Soldota Ky of Soldota Ky of Soldota Ky of Soldota Ky of Soldota Ky of Codoka arket Average Ky of Codoka Arket Average Ky of Fairbank Ky & Borough of Juneau orough of Kodiak Island ty of Wasilia Ky & Borough of Sitka ty of Katichikan Ky of Kethikan	10,529 8,647 8,269 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509 2,474 2,160 <b>2,200</b> <b>2,200</b> <b>2,200</b> <b>2,200</b> <b>3</b> ,1516 33,517 33,516 33,517 35,517 35,517 35,517 35,516 33,516 33,516 33,516 33,516 33,516 33,516 33,516 33,516 33,516 33,516 33,516 33,517 35,51735,517 35,51735,517 35,517 35,51735,517 35,517,517 35,517,51735,517,517 35,517,517	HR Generalist HR Director HR Manager HR Director HR Specialist undetermined HR Manager Human Resources Manager Manager Postion Title Chief Finance & Administrative Officer Treasury / Sr. Accountant Finance Director	\$ 90,438 \$ 95,264 \$ 91,603 \$ 56,306 \$ 66,693 \$ 75,504 \$ 79,284 <b>\$ 79,284</b> <b>\$ 79,084</b> <b>\$ 101,234</b> \$ 101,900 \$ 109,900 \$ 62,607 \$ 106,122	\$ 107,515 \$ 110,558 \$ 100,755 \$ 73,424 \$ 3,366 \$ 86,559 \$ 114,169 \$ 89,112 <b>\$ 99,112</b> <b>\$ 99,112</b> <b>\$ 99,112</b> <b>\$ 112,456</b> \$ 118,750 \$ 132,600 \$ 73,424 \$ 73,424 \$ 118,750 \$ 112,466 \$ 118,750 \$ 112,400 \$ 73,424 \$ 73,424 \$ 73,424 \$ 100,755 \$ 100	\$ 127,795 \$ 128,307 \$ 109,928 \$ 93,267 \$ 93,267 \$ 97,614 \$ 131,580 \$ 100,040 \$ 100,556 <b>\$ 107,596</b> <b>\$ 107,597</b> <b>\$ 107,596</b> <b>\$ 107,59</b>	provided scale, with no legend. exempt Current: \$100,786 HR Director not listed Airon Rhodes
orough of Kodiak Island Ity of Wasilia Xty of Wasilia Xty G Borough of Stka ity of Kenai Ity of Kenai Ity of Dethel Xty of Dethel Xty of Dethel Xty of Soldotna Xty of Soldotna Xty of Soldotna Xty of Soldotna Xty of Soldotna Xty of Soldotna Ity of Soldotna Ity of Soldotna Xty of Soldotna Ity of Soldotna Xty of Soldotna Xty of Fabraho Itmans Director / CPO Itmans Agencies Itmans Director / CPO Itmans Agencies Xty of Kodiak Island Ity of Wasilia Ity of Wasilia	10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,976 7,778 5,968 5,968 5,976 5,968 5,976 5,968 5,976 5,968 5,976 5,968 5,976 5,968 5,975 5,968 5,975 5,968 5,975 5,968 5,975 5,968 5,975 5,968 5,975	HR Generalist HR Director HR Manager HR Director HR Specialist undetermined HR Manager Human Resources Manager Accountant / HR Manager Human Resources Manager Accountant / HR Manager HR Director France Director Not listed Undetermined FY Carrier Constant FF Face Position Title Chief Finance Officer Treasury / Sr. Accountant Finance Director	\$ 90,438 \$ 95,264 \$ 91,603 \$ 56,306 \$ 66,693 \$ 66,693 \$ 75,504 \$ 96,757 \$ 79,284 \$ 79,084 \$ 96,757 \$ 79,284 \$ 79,084 \$ 101,224 \$ 101,224 \$ 101,900 \$ 109,900 \$ 62,607	\$ 107,515 \$ 110,558 \$ 100,755 \$ 73,424 \$ 3,366 \$ 86,559 \$ 114,169 \$ 89,112 <b>\$ 99,112</b> <b>\$ 99,112</b> <b>\$ 99,112</b> <b>\$ 112,456</b> \$ 118,750 \$ 132,600 \$ 73,424 \$ 73,424 \$ 118,750 \$ 112,466 \$ 118,750 \$ 112,400 \$ 73,424 \$ 73,424 \$ 73,424 \$ 100,755 \$ 100	\$ 127,795 \$ 128,307 \$ 109,928 \$ 99,267 \$ 99,267 \$ 100,040 \$ 131,560 \$ 107,596 \$ 107,59	provided scale, with no legend. exempt Current: \$100,786 HR Director not listed Aaron Rhodes
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Efficiency. Technology. Safety.

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rimary Agencies	Population	Position Title	Min	Mid	Max	
ity of Fairbanks	31,516	General Ledger Accountant / Grants Mgr	\$ 83,262	\$ 92,508		1
ity & Borough of Juneau	32,000					
orough of Kodiak Island	13,345	no response				
ity of Wasila	10,529	Controller	\$ 92,668	\$ 107 977	\$ 173 776	Director of Finance \$101.9k to \$135/6k
ity & Borough of Sitka	8,647	Supervisory Senior Accountant	\$ 69,264			Chief Finance & Administrative Officer \$109.9k to \$155.3k
ity of Ketchikan	8,289	Treasury / Sr. Accountant	\$ 62,607			
Ity of Kenai	7,778	Finance Manager	\$ 79.061		\$ 84,322	
City of Palmer		-		\$1/3,930		Finance Director \$106.1k to \$140.1k
	7,306	Finance Manager	\$ 56,306		\$ 93,267	Finance Director \$70.6k to \$117.3k
ity of Bethel	6,600	undetermined	•	•	•	provided scale, with no legend.
Lity of Kodiak	5,968	Senior Fiscal Analyst	\$ 59,779	\$149,448	\$ 89,669	Finance Director \$85.1k to \$127.7k
ity of Homer	5,810	General Ledger Accountant				Current: \$74,459
ity of Soldotna	4,689	undetermined				Finance Director \$96.3k to \$124.5k
Lity of Valdez	3,834	Comptroller				Finance Director \$103.5k to \$140.9k
ity & Borough of Wrangell	2,509	Accounting Specialist / Deputy Clerk	\$ 48,235	\$ 109.013	\$ 60.778	Finance Director \$79.3k to \$100.2k
Borough of Haines	2,474	undetermined	,			
City of Cordova	2,160	undetermined				
Aarket Average	-,		\$ 68,898	\$ 112,847	1 03 333	
Try of Marth Pole	×. 2,200	PC Curryint		3 112,010	* *****	Patric la Fogarty
		Current PY Parge	5 01.704	\$ 73.50	1. C. M.	STREET, STREET
A M Clerk Gains Jan & Bus Liac	No de Carlo	and the second	Sec. 14-10	No. 192	L. W. Laward	
rimary Agencies		Porition Title				
	Population		Min	Mid	Max	
ity of Fairbanks	31,516	Accounting Specialist	\$ 59,259	\$ 65,842	\$ 72,426	
ity & Borough of Juneau	32,000	no response			•	
orough of Kodiak Island	13,345	no response		. •		1
ity of Wasila	10,529	Finance Clerk I	\$ 40,914	\$ 47,611	\$ 54,413	
ity & Borough of Sitka	8,647	Utility / Harbor Billing Clerk	\$ 43,701	\$ 51,917	\$ 61,714	grade not listed, used grade 25
ity of Ketchikan	8,289	Accounts Payable Coordinator		\$ 52,936		
ity of Kenai	7,778	Accounting Technician (		\$ 58,864		1
ity of Palmer	7,306	Accounting Technician (		\$ 52,437		1
ity of Bethel	6,600	undetermined			v ~u,¬u0	browded scale, with polesend
ity of Kodiak	5,968		c			provided scale, with no legend.
		Fiscal Specialist	s 41,366	\$ 51,707	> 62,048	
ity of Homer	5,810	Accounting Specialist I / Accounts Payable			•	Current: \$63,669
ity of Soldotna	4,689	Account Clerk III		\$ 63,440		
ity of Valdez	3,834	Customer Service Rep / Accountant	\$ 55,896	\$ 66,268	\$ 76,640	
ity & Borough of Wrangell	2,509	Accounting / Utility Accounts Clerk	\$ 38,584	\$ 43,243	\$ 48,506	
prough of Haines	2,474	Accounting Clerk II			· · · · ·	Accounting Clerk I \$33.3k to \$47.9k.
ty of Cordova	2,160	undetermined		,,		
			\$ 47,016	6 R4 044	\$ 63 407	
arket Average						
	38000 <b>0 100</b> -	and the second				The second se
	2,200	PY Compet	··· ···			
	2,700	PY Concept			<b>\$ 6.72</b>	
<b>h à dù h</b> h tha dù dù dù da dù da dù da dù da		Current Pf Barge	5 00.140 5 37,401	<b>1 90.7</b> %	<b>6 6</b> 72	
lar fil Airth Pole Hilling Clark - All Target	1	Carrent Pf Rayge	5 0.36 5 37,00	<b>1 90.0</b> %	<b>4 6.72</b>	
by William Pole	Population	Position Title	5 00,942 5 37,402 <u>Min</u>	<b>N M</b> 74'	<b>4 6.74</b>	
trimery Agencies ity of Farbanks	Population 31,516	Current Pf Borge	5 0.36 5 37,00	<b>N M</b> 74'	<b>4 6.74</b>	
Timey Agencies Any of Fairbanks Ry of Fairbanks Ry & Borough of Juneau	Population 31,516 32,000	Current of Barge Position Title Accounting Specialist no response	5 00,942 5 37,402 <u>Min</u>	<b>N M</b> 74'	<b>4 6.74</b>	
Hits Hind Clerk 1 Timey Agencies ity of Fatbanks ity & Borough of Juneau borough of Kodiak Island	Population 31,516 32,000 13,345	Position Title Accounting Specialist no response no response	<u>Min</u> \$ 59,259	<u>Mid</u> \$ 65,842	<u>Max</u> \$ 72,426	
Timary Agencies River Filmer Clark It of Fairbanks Ry & Borough of Juneau orough of Kodlak Island Ry of Wasila	Population 31,516 32,000 13,345 10,529	Contract of Barge Position Title Accounting Specialist no response Finance Clerk I	<u>Min</u> \$ 59,259	<b>N M</b> 74'	<u>Max</u> \$ 72,426	
The second secon	Population 31,516 32,000 13,345	Position Title Accounting Specialist no response no response	<u>Min</u> 5 59,259 5 40,914	<u>Mid</u> \$ 65,842 \$ 47,611	Max \$ 72,426 \$ 54,413	
Hits Hist Olek - Timey Agencies ity of Fairbanks Ry of Forbanks Ry & Borough of Juneau orough of Kodlak Island Ry of Wasilla Ry & Borough of Sitka Ry & Borough of Sitka	Population 31,516 32,000 13,345 10,529	Contract of Barge Position Title Accounting Specialist no response Finance Clerk I	<u>Min</u> 5 59,259 5 40,914 5 43,701	<u>Mid</u> \$ 65,842 \$ 47,611	Max \$ 72,426 \$ 54,413 \$ 61,714	
Hits Hist Olek - Timey Agencies ity of Fairbanks Ry of Forbanks Ry & Borough of Juneau orough of Kodlak Island Ry of Wasilla Ry & Borough of Sitka Ry & Borough of Sitka	Population 31,516 32,000 13,345 10,529 8,647	Current of Barge Position Title Accounting Specialist no response Finance Cerk I Utility / Harbor Biling Clerk	<u>Min</u> 5 59,259 5 40,914 5 43,701	<u>Mid</u> \$ 65,842 \$ 47,611 \$ 51,917 \$ 52,936	<u>Max</u> \$ 72,426 \$ 54,413 \$ 61,714 \$ 61,464	
Timer Jahne Clark Timer Jahne Clark Ty of Fabraha Ry & Borough of Juneau orough of Kodlak Island Ry & Borough of Sitka Ry of Wasila Ry G Ketchikan Ry of Ketchikan	2 10-03 10 Population 31,516 32,000 13,345 10,529 8,647 8,289	Darrent of Bage Position Title Accounting Specialist no response Finance Clerk I Utility / Harbor Biling Clerk Accounting Technician I	xin xin xin xin xin xin xin xin	<u>MId</u> 5 65,842 5 47,611 5 51,917 5 52,936 5 58,864	<u>Max</u> 5 72,426 5 54,413 5 61,714 5 61,464 5 64,230	
Inner June Olsk n Inner Jane Olsk n Ny of Fabraks Ry & Borough of Juneau orough of Kodiak kiand Ry & Borough of Sitka Ry & Borough of Sitka Ry & Borough of Sitka Ry of Ketchikan Ry of Kenai Ry of Kenai Ry of Paimer	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 7,306	Position Title Accounting Specialist no response Finance Clerk I Utility / Harbor Billing Clerk Accounts Payable Coordinator Accounts Technician I Accounting Technician I	xin xin xin xin xin xin xin xin	<u>Mid</u> \$ 65,842 \$ 47,611 \$ 51,917 \$ 52,936	<u>Max</u> 5 72,426 5 54,413 5 61,714 5 61,464 5 64,230	grade not listed, used grade 25
Hits Hilne Oak - rimery Agencies ity of Fakbanks Ry of Fakbanks Ry of Fakbanks Ky of Fakbanks Ky of Kotiak Island ky of Kotiak Island ky of Ketnai Ry of Ketnai Ry of Paimer Ry of Benel	Population           31,516           32,000           13,345           10,529           8,647           8,289           7,778           7,306           6,600	Position Title Accounting Specialist no response Finance Clerk I Utility / Harbor Billing Clerk Accounts Payable Coordinator Accounting Technickin I Accounting Technickin I accounting Technickin I undetermined	Min           \$ 59,259           \$ 40,914           \$ 43,701           \$ 45,594           \$ 53,259	<u>Aid</u> 5 47,611 5 51,917 5 52,936 5 58,864 5 52,437	<u>Max</u> 5 72,426 5 54,413 5 61,714 5 61,464 5 64,230 5 66,456	
Inner Jane Clerk Inner Jane Clerk Ky & Borough of Juneau orough of Kodiak Island Ky & Borough of Sitka Ky of Ketchikan Ky of Ketchikan Ky of Ketchikan Ky of Ketchikan Ky of Ketchikan Ky of Ketchikan	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 7,306 6,600 5,968	Extract Rege Polition Title Accounting Specialist no response Finance Clerk I Utility / Harbor Billing Clerk Accounts Byabile Coordinator Accounting Technician I Accounting Technician I Accounting Technician I undetermined Fiscal Specialist	Min           \$ 59,259           \$ 40,914           \$ 43,701           \$ 45,594           \$ 53,259	<u>MId</u> 5 65,842 5 47,611 5 51,917 5 52,936 5 58,864	<u>Max</u> 5 72,426 5 54,413 5 61,714 5 61,464 5 64,230 5 66,456	grade not listed, used grade 25
Inner Jahr Glark in Inner Jaencles ty of Fabraks Ry & Borough of Juneau orough of Kodiak Island Ry & Borough of Sitka Ry of Ketchikan Ry of Ketchikan Ry of Paimer Ry of Paimer Ry of Kethel Ry of Kodiak Ry of Kodiak	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810	Position Title Accounting Specialist no response Finance Clerk I Utility / Harbor Billing Clerk Accounts Payable Coordinator Accounts Payable Coordinator Accounting Technician I Accounting Technician I undetermined Fiscal Specialist undetermined	Min           \$ 59,259           \$ 40,914           \$ 43,701           \$ 45,594           \$ 33,518           \$ 40,373           \$ 41,366	<u>MIC</u> 5 65,842 5 47,611 5 51,917 5 52,936 5 58,864 5 52,437 5 51,707	<u>Max</u> \$ 72,426 \$ 54,413 \$ 61,714 \$ 61,714 \$ 61,714 \$ 64,230 \$ 64,250 \$ 66,456 \$ 62,048	grade not listed, used grade 25
Hits Hilling Clark - Timery Agencles ity of Farbanks try of Farbanks try of Farbanks try of Kodisk Island ity of Kodisk Island ity of Katal ity of Ketnai ity of Ketnai ity of Beiner ity of Beiner ity of Beiner ity of Beiner ity of Homer ity of Homer ity of Kodisk ity of Joldota	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 4,689	Position Title Accounting Specialist no response Primee Clerk I Uility / Harbor Billing Clerk Accounts Payable Coordinator Accounting Technickan I Accounting Technickan I undetermined Fiscal Specialist undetermined Account Clerk III	Min           \$ 59,259           \$ 40,914           \$ 43,701           \$ 45,594           \$ 53,518           \$ 40,373           \$ 41,366           \$ 55,328	<u>Mid</u> 5 65,842 5 47,611 5 51,917 5 52,936 5 58,864 5 52,437 5 51,707 5 63,440	<u>Max</u> 5 72,426 5 54,413 5 61,714 5 61,714 5 61,464 5 64,230 5 66,456 5 62,048 5 71,552	grade not listed, used grade 25
Inner Jane Clerk Inner Jane Clerk Ky & Borough of Juneau Orough of Kodiak Island Ky & Borough of Sitka Ky of Ketchikan Ky of Ketchikan Ky of Ketchikan Ky of Ketchikan Ky of Ketchikan Ky of Ketchikan Ky of Kodiak Ky of Kodiak Ky of Kodiak Ky of Kodiak	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 4,649 3,834	Extract Rege	Min           \$ 59,259           \$ 40,914           \$ 43,701           \$ 45,594           \$ 33,518           \$ 40,373           \$ 41,366	<u>Mid</u> 5 65,842 5 47,611 5 51,917 5 52,936 5 58,864 5 52,437 5 51,707 5 63,440	<u>Max</u> 5 72,426 5 54,413 5 61,714 5 61,714 5 61,464 5 64,230 5 66,456 5 62,048 5 71,552	grade not listed, used grade 25
Inner Jane Clerk Inner Jane Clerk Ky & Borough of Juneau Orough of Kodiak Island Ky & Borough of Sitka Ky of Ketchikan Ky of Ketchikan Ky of Ketchikan Ky of Ketchikan Ky of Ketchikan Ky of Ketchikan Ky of Kodiak Ky of Kodiak Ky of Kodiak Ky of Kodiak	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 4,689	Position Title Accounting Specialist no response Primee Clerk I Uility / Harbor Billing Clerk Accounts Payable Coordinator Accounting Technickan I Accounting Technickan I undetermined Fiscal Specialist undetermined Account Clerk III	Min           \$ 59,259           \$ 40,914           \$ 43,701           \$ 45,594           \$ 53,518           \$ 40,373           \$ 41,366           \$ 55,328	Mid           S         65,842           S         51,911           S         51,917           S         52,936           S         58,864           S         52,437           S         51,707           S         63,440           S         66,268	<u>Max</u> 5 72,426 5 54,413 5 61,714 5 61,714 5 61,464 5 64,230 5 64,230 5 64,456 5 62,048 5 71,552 5 76,640	grade not listed, used grade 25
Timer Jahr Oak a Timer Jahr Oak a Hy of Fabraka Ry & Borough of Juneau orough of Kodiak Island Ry & Borough of Sitka Ry & Borough of Sitka Ry & Borough of Sitka Ry of Kenal Ry of Kenal Ry of Kenal Ry of Kenal Ry of Kenal Ry of Kodiak Ry of Kodiak Ry of Kodiak Ry of Vaidez Ry of Vaidez Ry of Vaidez	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 4,649 3,834	Extract Rege	Min           \$ 59,259           \$ 40,914           \$ 43,701           \$ 45,594           \$ 3,701           \$ 45,594           \$ 43,701           \$ 45,594           \$ 40,914           \$ 53,518           \$ 40,913           \$ 41,366           \$ 55,328           \$ 55,896	<u>Alid</u> <u>Alid</u> 5 65,842 5 47,611 5 52,936 5 58,864 5 52,437 5 51,707 5 63,440 5 63,243 5 43,243	<u>Max</u> 5 72,426 5 54,413 5 61,714 5 61,714 5 64,230 5 64,230 5 64,256 5 71,552 5 76,640 5 48,506	grade not listed, used grade 25
Timery Agencies Timery Agencies Ty of Farbanks ty of Farbanks ty of Farbanks ty of Kodiak Island ity of Kodiak Island ity of Ketchikan ty of Seithel ty of Soldotna ty of Borough of Wrangell orough of Haines	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,814 2,509	Position Title Accounting Specialist no response Finance Clerk I Utility / Harbor Billing Clerk Accounts Payable Coordinator Accounts Payable Coordinator Accounting Technician I Accounting Technician I Accounting Technician I Undetermined Fiscal Specialist Undetermined Account Clerk III Customer Service Rep / Accountant Account Q / Utility Accounts Clerk	Min           \$ 59,259           \$ 43,701           \$ 45,574           \$ 37,518           \$ 40,973           \$ 41,366           \$ 55,586           \$ 38,584	<u>Alid</u> <u>Alid</u> 5 65,842 5 47,611 5 52,936 5 58,864 5 52,437 5 51,707 5 63,440 5 63,243 5 43,243	<u>Max</u> 5 72,426 5 54,413 5 61,714 5 61,714 5 64,230 5 64,230 5 64,256 5 71,552 5 76,640 5 48,506	grade not listed, used grade 25
Inner Jane Octo Inner Jane Cles Ny of Fabraks Ky & Borough of Juneau orough of Kodlak Island Ky & Borough of Sitka Ky of Katchikan Ky of Katchikan Ky of Katchikan Ky of Katchikan Ky of Katchikan Ky of Katchikan Ky of Kodlak Ky of Kodlak Ky of Kodlak Ky of Kodlak Ky of Sorough of Wrangell orough of Haines Ky of Cordova	2000 Lation 31,516 32,000 13,345 10,529 8,647 7,706 6,600 5,968 5,810 4,689 3,834 2,599 2,474	Position Title Accounting Specialist no response Primee Clerk I Utility / Harbor Biting Clerk Accounts Payable Coordinator Accounting Technickan I Accounting Technickan I undetermined Fiscal Specialist undetermined Account Clerk III Customer Service Rep / Accountant Accounting / Utility Accounts Clerk Accounting Clerk I	Min           5 59,259           40,914           5 45,594           5 33,518           5 41,366           5 55,328           5 55,328           5 55,328           5 36,584           5 33,342	Mid           5         65,842           5         51,917           5         58,864           5         52,437           5         51,707           5         63,440           5         64,268           5         3,40,622	<u>Max</u> \$ 72,426 \$ 54,413 \$ 54,714 \$ 61,464 \$ 64,230 \$ 64,230 \$ 64,230 \$ 64,56 \$ 71,552 \$ 76,640 \$ 48,506 \$ 48,506 \$ 47,902	grade not listed, used grade 25
Inner Jane Oak n Inner Jane Oak n Inner Jane Oak n Inner Jane Oak Jane Jane Jane Jane Jane Jane Jane Jane	2	Position Title Accounting Specialist no response Finance Clerk I Utility / Harbor Billing Clerk Accounts Payable Coordinator Accounting Technician I Accounting Technician I undetermined Fiscal Specialist undetermined Account Clerk III Customer Service Rep / Accountant Account I (Utility Accounts Clerk Accounting / Utility Accounts Clerk Accounting / Utility Accounts Clerk Accounting / Utility Accounts Clerk	Min           \$ 59,259           \$ 43,701           \$ 45,574           \$ 37,518           \$ 40,973           \$ 41,366           \$ 55,586           \$ 38,584	Mid           5         65,842           5         51,917           5         58,864           5         52,437           5         51,707           5         63,440           5         64,268           5         3,40,622	<u>Max</u> \$ 72,426 \$ 54,413 \$ 54,714 \$ 61,464 \$ 64,230 \$ 64,230 \$ 64,230 \$ 64,56 \$ 71,552 \$ 76,640 \$ 48,506 \$ 48,506 \$ 47,902	grade not listed, used grade 25
Inter Jacobs Inter Jacobs ty of Fabbanks ty of Fabbanks ty & Borough of Juneau orough of Kodiak Island ty of Ketchikan ty of Wasilia ty of Ketchikan ty of Sebnel ty of Borough of Maines ty of Valdez ty of Ketchikan ty of Valdez ty of Ketchikan ty of Valdez ty of Ketchikan ty of Valdez ty of Coldona mitet Average	2	Position Title Accounting Specialist no response Prince Clerk I Utility / Harbor Billing Clerk Accounts Payable Coordinator Accounts Technican I Accounts Technican I undetermined Fiscal Specialist undetermined Account Clerk III Customer Service Rep / Accountant Account Clerk III Customer Service Rep / Accounts Clerk Accounts Clerk I	Min           \$ 59,259           \$ 40,914           \$ 43,701           \$ 43,701           \$ 45,594           \$ 53,518           \$ 40,014           \$ 33,301           \$ 35,584           \$ 33,342           \$ 43,770	Mid           5         65,842           5         51,917           5         58,864           5         52,437           5         51,707           5         63,440           5         64,268           5         3,40,622	<u>Max</u> \$ 72,426 \$ 54,413 \$ 54,714 \$ 61,464 \$ 64,230 \$ 64,230 \$ 64,230 \$ 64,56 \$ 71,552 \$ 76,640 \$ 48,506 \$ 48,506 \$ 47,902	grade not listed, used grade 25 provided scale, with no legend.
Inner Jene Clerk - Inner Jene Clerk - Inner Jene Clerk - y of Fabbanks ty & Borough of Juneau orough of Kodiak Island ty & Borough of Sitka ty & Borough of Sitka ty of Kenai ty of Kenai ty of Sethel ty of Sethel ty of Sethel ty of Sethel ty of Sethel ty of Kodiak ty of Valdez ty of Codova antet Avrage	2,200 2,000 13,345 10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,599 2,474 2,160	Position Title Accounting Specialist no response Finance Clerk I Utility / Harbor Billing Clerk Accounts Payable Coordinator Accounting Technician I Accounting Technician I undetermined Fiscal Specialist undetermined Account Clerk III Customer Service Rep / Accountant Account Clerk III Customer Service Rep / Accounts Clerk Accounting (Utility Accounts Clerk Accounting (Utility Accounts Clerk Accounting (Utility Accounts Clerk Accounting Clerk I	Min           \$ 59,259           \$ 40,914           \$ 43,701           \$ 43,701           \$ 45,594           \$ 53,518           \$ 40,014           \$ 33,301           \$ 35,584           \$ 33,342           \$ 43,770	Mid 5 65,842 5 47,611 5 51,917 5 52,936 5 58,864 5 52,437 5 51,707 5 63,440 5 66,268 5 43,243 5 40,622 5 54,061	<u>Max</u> \$ 72,426 \$ 54,413 \$ 54,714 \$ 61,464 \$ 64,230 \$ 64,230 \$ 64,230 \$ 64,56 \$ 71,552 \$ 76,640 \$ 48,506 \$ 48,506 \$ 47,902	grade not listed, used grade 25 provided scale, with no legend.
Inter Value Clark 1 Inter Value Clark 1 Inter Value Clark 1 Inter Value Clark Island try of Farbanks try of Kathak Island try of Wastla try of Wastla try of Wastla try of Ketchikan try of Soldotna try of Soldotna tr	2,200 2,000 13,345 10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,599 2,474 2,160	Position Title Accounting Specialist no response Prisponse Finance Clerk I Utility / Harbor Billing Clerk Accounting Technician I Accounting Technician I Accounting Technician I undetermined Fiscal Specialist undetermined Account Clerk III Customer Service Rep / Accountant Account Clerk III Customer Service Rep / Accounts Clerk Accounting (Utility Accounts Clerk Accounting (Utility Accounts Clerk Accounting Clerk I undetermined	Min           \$ 59,259           \$ 40,914           \$ 43,701           \$ 43,701           \$ 45,594           \$ 53,518           \$ 40,014           \$ 33,301           \$ 35,584           \$ 33,342           \$ 43,770	Mid S 65,842 S 47,611 S 51,917 S 52,936 S 58,864 S 52,437 S 52,477 S 51,707 S 63,440 S 66,268 S 43,243 S 43,243 S 40,622 S 43,243 S 40,622 S 54,081	<u>Max</u> \$ 72,426 \$ 54,413 \$ 54,714 \$ 61,464 \$ 64,230 \$ 64,230 \$ 64,230 \$ 64,56 \$ 71,552 \$ 76,640 \$ 48,506 \$ 48,506 \$ 47,902	grade not listed, used grade 25 provided scale, with no legend.
Inner Jane Oak Inner Jane Oak	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,73 8,289 7,736 6,600 5,566 5,810 4,689 3,834 4,689 3,834 2,509 2,474 2,190	Extract Regist	Min           Min           \$ 40,914           \$ 43,701           \$ 43,701           \$ 43,701           \$ 45,594           \$ 53,518           \$ 40,373           \$ 55,596           \$ 38,584           \$ 33,342           \$ 44,170           \$ 45,170           \$ 44,170	Mid 5 65,842 5 47,611 5 51,917 5 52,936 5 58,864 5 52,437 5 51,707 5 52,437 5 51,707 5 63,440 5 66,268 5 43,243 5 40,622 5	Max           Max           5           5           5           5           5           5           5           5           5           5           5           5           5           5           5           64,413           5           64,423           5           64,450           5           71,552           5           64,656           77,552           5           64,656           77,552           5           75,640           6           75,520           5           75,640           6           76,640           76,640           76,640           76,640           76,640           76,640           76,640           76,640           76,742           76,742           76,742           76,742           76,742 <td< td=""><td>grade not listed, used grade 25 prowided scale, with no legend.</td></td<>	grade not listed, used grade 25 prowided scale, with no legend.
	Population           31,516         32,000           13,345         10,529           8,647         8,289           7,778         7,306           6,600         5,968           5,810         4,689           3,812         2,160           2,2604         2,160	Position Title Accounting Specialist no response Finance Clerk I Utility / Harbor Billing Clerk Accounting Technickan I Accounting Technickan I Accounting Technickan I undetermined Fiscal Specialist undetermined Account Clerk III Customer Service Rep / Accountant Accounting / Utility Accounts Clerk Accounting Clerk I undetermined	Min           Min           \$ 40,914           \$ 43,701           \$ 43,701           \$ 43,701           \$ 45,594           \$ 53,518           \$ 40,373           \$ 55,596           \$ 38,584           \$ 33,342           \$ 44,170           \$ 45,170           \$ 44,170	Mid 5 65,842 5 47,611 5 51,917 5 52,936 5 58,864 5 52,437 5 51,707 5 52,437 5 51,707 5 63,440 5 66,268 5 43,243 5 40,622 5	Max           Max           5           5           5           5           5           5           5           5           5           5           5           5           5           5           5           64,413           5           64,423           5           64,450           5           71,552           5           64,656           77,552           5           64,656           77,552           5           75,640           6           75,520           5           75,640           6           76,640           76,640           76,640           76,640           76,640           76,640           76,640           76,640           76,742           76,742           76,742           76,742           76,742 <td< td=""><td>grade not listed, used grade 25 provided scale, with no legend.</td></td<>	grade not listed, used grade 25 provided scale, with no legend.
Inner Jane Clek inner Jane Cles ty of Fabraha Ky 6 Borough of Juneau orough of Kodiak Island Ky 6 Borough of Sitka Ky of Katchikan Ky of Cordove arket Average Inner Akerage Inner Akerage	2.500 2.500 2.500 13,245 10,529 8.647 8,289 7,736 4,629 3,834 4,689 3,834 4,689 3,834 2,599 2,474 2,160 2,5810 4,689 3,834 4,689 3,834 4,689 3,834 4,689 3,834 4,689 3,834 4,689 3,834 4,689 3,834 4,589 2,474 2,150 4,581 4,581 5,810 4,581 5,810 4,582 4,582 4,778 5,810 4,582 4,778 5,810 5,968 5,810 5,959 5,955 5,810 5,955 5,810 5,955 5,810 5,955 5,810 5,955 5,810 5,955 5,810 5,955 5,810 5,9555 5,9555 5,95555 5,955555555	Position Title Accounting Specialist no response Finance Clerk I Utility / Harbor Billing Clerk Accounting Technician I Accounting Technician I Accounting Technician I Undetermined Account Clerk III Customer Service Rep / Accountant Accounting Clerk I Accounting Clerk I Undetermined	Min           Min           \$ 40,914           \$ 43,701           \$ 43,701           \$ 43,701           \$ 45,594           \$ 53,518           \$ 40,373           \$ 55,596           \$ 38,584           \$ 33,342           \$ 44,170           \$ 45,170           \$ 44,170	Mid 5 65,842 5 47,611 5 51,917 5 52,936 5 58,864 5 52,437 5 51,707 5 52,437 5 51,707 5 63,440 5 66,268 5 43,243 5 40,622 5	Max           Max           5           5           5           5           5           5           5           5           5           5           5           5           5           5           5           64,413           5           64,423           5           64,450           5           71,552           5           64,656           77,552           5           64,656           77,552           5           75,640           6           75,520           5           75,640           6           76,640           76,640           76,640           76,640           76,640           76,640           76,640           76,640           76,742           76,742           76,742           76,742           76,742 <td< td=""><td>grade not listed, used grade 25 prowided scale, with no legend.</td></td<>	grade not listed, used grade 25 prowided scale, with no legend.
Hito Hino Qink Immy Agencies Ky of Fabraks Ky af Fabraks Ky af Borough of Juneau orough of Kodiak Island Ky af Borough of Sitka Ky af Ketchikan Ky of Kelai Ky of Kelai Ky of Kelai Ky of Kodiak Ky of Ky of Kodiak Ky of Ky	2.000 2.000 2.000 2.000 2.000 2.000 2.000 2.000 2.1000 2.1000 2.1000 2.1000 2.1000 2.1000 2.1000 2.1000 2	Position Title Accounting Specialist no response Finance Clerk I Utility / Harbor Billing Clerk Accounts Payable Coordinator Accounts Payable Coordinator Accounts Payable Coordinator Accounts Payable Coordinator Accounts Technician I undetermined Fiscal Specialist undetermined Account Clerk III Customer Specialist undetermined Accounts Clerk III Customer Specialist undetermined Accounting Utility Accounts Clerk Accounting Clerk I undetermined Accounts J Base	Min           S         40,914           S         40,914           S         43,701           S         43,701           S         55,594           S         53,518           S         40,373           S         41,366           S         55,594           S         55,596           S         33,342           S         45,770           S         56,259           S         59,259	Mid           Mid           S <td>Max           5         72,426           5         72,426           5         54,413           5         54,413           5         61,714           5         61,453           5         61,714           5         61,453           5         61,714           5         61,453           5         62,048           5         71,552           5         47,902           5         42,904           5         72,426</td> <td>grade not listed, used grade 25 prowided scale, with no legend. M. Swanson GL Accountant / Grants Manager \$83.2k to \$101.8k</td>	Max           5         72,426           5         72,426           5         54,413           5         54,413           5         61,714           5         61,453           5         61,714           5         61,453           5         61,714           5         61,453           5         62,048           5         71,552           5         47,902           5         42,904           5         72,426	grade not listed, used grade 25 prowided scale, with no legend. M. Swanson GL Accountant / Grants Manager \$83.2k to \$101.8k
	Population           31,516         32,000           13,345         10,529           8,647         8,289           7,736         7,306           6,600         5,968           5,810         4,689           3,812         2,160           2,260         2           2,260         3,1516           32,000         13,345           10,529         10,529	Position Title Accounting Specialist no response Finance Clerk I Utility / Harbor Billing Clerk Accounting Technickan I Accounting Technickan I Accounting Technickan I Undetermined Fiscal Specialist Undetermined Account Clerk III Customer Service Rep / Accountant Account Clerk III Customer Service Rep / Accounts Clerk Accounting (Utility Accounts Clerk Accounting (Utility Accounts Clerk Accounting (Utility Accounts Clerk Accounting Specialist no response Position Title Accounting Specialist no response Finance Clerk III	Min           S         59,259           S         40,914           S         43,701           S         43,701           S         53,518           S         40,914           S         53,518           S         40,373           S         41,366           S         55,594           S         38,584           S         33,42           S         44,770           Min         S           S         50,259           S         49,504	Mid           Mid           5           65,842           7,611           5           5,977           5           5           5,976           5           5           5           5           5           5           5           66,284           5           5           66,284           5           66,284           5           6      6	Max           Max           5           72,426           5           5           61,714           5           5           61,714           5           61,714           5           61,714           5           61,714           5           61,714           5           61,714           5           61,714           5           61,714           5           62,048           5           61,456           5           77,640           5           77,640           61,456           62,048           64,506           64,506           64,506           64,506           62,048           61,050           72,426           62,048           62,048           62,048           62,048           63,050           63,050           64,050           64,050           64	grade not listed, used grade 25 prowided scale, with no legend.
Approximate of the second	2.000 2.000 2.000 2.000 13,345 10,529 8.647 2.8647 2.8647 2.864 2.599 2.474 2.160 2.000 2.474 2.160 2.000 3.1515 2.000 1.3,345 2.000 1.3,345 2.000 1.3,345 2.000 1.3,345 2.000 1.3,345 2.000 1.3,45 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.647 2.647 2.758 2.647 2.647 2.647 2.647 2.647 2.647 2.758 2.647	Position Title Accounting Specialist no response Finance Clerk II Customer Service Rep / Accountant Accounting Technician I Undetermined Account Clerk III Customer Service Rep / Accountant Accounting Clerk III Customer Service Rep / Accountant Account Clerk III Customer Service Rep / Accountant Accounting Clerk I Undetermined	Min           5         40,914           S         59,259           S         40,914           S         53,518           S         40,373           S         41,366           S         55,518           S         55,518           S         55,518           S         55,5128           S         55,5128           S         55,5128           S         55,5128           S         55,5128           S         33,342           S         41,106           S         42,170           S         44,170           S         59,259           S         40,504           S         54,059	Allo           Allo           S </td <td>Max           5         77,426           5         77,426           5         54,413           5         54,213           5         54,213           5         56,423           5         56,423           5         54,506           5         42,006           5         54,506           5         42,000           5         42,000           5         42,000           5         42,000           5         42,000           5         54,500           5         42,000           5         54,500           5         54,500           5         56,507</td> <td>grade not listed, used grade 25 prowided scale, with no legend. M. Swanson GL Accountant / Grants Manager \$83.2k to \$101.8k</td>	Max           5         77,426           5         77,426           5         54,413           5         54,213           5         54,213           5         56,423           5         56,423           5         54,506           5         42,006           5         54,506           5         42,000           5         42,000           5         42,000           5         42,000           5         42,000           5         54,500           5         42,000           5         54,500           5         54,500           5         56,507	grade not listed, used grade 25 prowided scale, with no legend. M. Swanson GL Accountant / Grants Manager \$83.2k to \$101.8k
Hite Hine Oak Annu Annu Annu Annu Annu Annu Annu Ann	2,160 2,000 13,245 10,529 8,647 2,289 7,78 8,289 7,736 6,600 5,568 5,810 4,689 3,834 2,509 2,474 2,160 2,474 2,160 2,474 2,160 2,160 2,160 2,161 2,160 2,161 2,160	Position Title Accounting Specialist no response Finance Clerk I Utility / Harbor Billing Clerk Accounts Payable Coordinator Accounts Payable Coordinator Accounts Payable Coordinator Accounts Payable Coordinator Account grechnician i Undetermined Fiscal Specialist Undetermined Formation	Min           S         40,914           S         40,914           S         40,914           S         43,701           S         43,701           S         53,518           S         40,373           S         53,518           S         55,594           S         55,596           S         33,342           S         55,597           S         56,259           S         56,259           S         56,259           S         54,059           S         62,607	Alid           Alid           Alid           S	Max           5         72,426           5         72,426           5         72,426           5         54,413           5         51,714           5         61,453           5         61,714           5         61,453           5         61,714           5         61,453           5         71,552           5         71,552           5         72,726           5         72,426           5         72,426           5         76,570           5         75,727           5         55,874           5         76,708           5         76,709           5         75,720           5         75,720           5         76,400           5         76,700           5         76,700           5         76,700           5         76,700           5         76,700           5         76,700           5         76,700           5         76,700           5         76,700 <td< td=""><td>grade not listed, used grade 25 prowided scale, with no legend. M. Swanson GL Accountant / Grants Manager \$83.2k to \$101.8k</td></td<>	grade not listed, used grade 25 prowided scale, with no legend. M. Swanson GL Accountant / Grants Manager \$83.2k to \$101.8k
	2.000 2.000 2.000 2.000 13,345 10,529 8.647 2.8647 2.8647 2.864 2.599 2.474 2.160 2.000 2.474 2.160 2.000 3.1515 2.000 1.3,345 2.000 1.3,345 2.000 1.3,345 2.000 1.3,345 2.000 1.3,345 2.000 1.3,45 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.758 2.647 2.647 2.647 2.758 2.647 2.647 2.647 2.647 2.647 2.647 2.758 2.647	Position Title Accounting Specialist no response Finance Clerk II Customer Service Rep / Accountant Accounting Technician I Undetermined Account Clerk III Customer Service Rep / Accountant Accounting Clerk III Customer Service Rep / Accountant Account Clerk III Customer Service Rep / Accountant Accounting Clerk I Undetermined	Min           5         40,914           S         59,259           S         40,914           S         53,518           S         40,373           S         41,366           S         55,518           S         55,518           S         55,518           S         55,5128           S         55,5128           S         55,5128           S         55,5128           S         55,5128           S         33,342           S         41,106           S         42,170           S         44,170           S         59,259           S         40,504           S         54,059	Alid           Alid           Alid           S	Max           5         72,426           5         72,426           5         72,426           5         54,413           5         51,714           5         61,453           5         61,714           5         61,453           5         61,714           5         61,453           5         71,552           5         71,552           5         72,726           5         72,426           5         72,426           5         76,570           5         75,727           5         55,874           5         76,708           5         76,709           5         75,720           5         75,720           5         76,400           5         76,700           5         76,700           5         76,700           5         76,700           5         76,700           5         76,700           5         76,700           5         76,700           5         76,700 <td< td=""><td>grade not listed, used grade 25 prowided scale, with no legend. M. Swanson GL Accountant / Grants Manager \$83.2k to \$101.8k</td></td<>	grade not listed, used grade 25 prowided scale, with no legend. M. Swanson GL Accountant / Grants Manager \$83.2k to \$101.8k
	2,160 2,000 13,245 10,529 8,647 2,289 7,78 8,289 7,736 6,600 5,568 5,810 4,689 3,834 2,509 2,474 2,160 2,474 2,160 2,474 2,160 2,160 2,160 2,161 2,160 2,161 2,160	Position Title Accounting Specialist no response Finance Clerk I Utility / Harbor Billing Clerk Accounts Payable Coordinator Accounts Payable Coordinator Accounts Payable Coordinator Accounts Payable Coordinator Account grechnician i Undetermined Fiscal Specialist Undetermined Formation	Min           S         40,914           S         40,914           S         43,701           S         43,701           S         53,518           S         40,914           S         53,518           S         40,373           S         41,366           S         55,596           S         38,584           S         33,42           S         44,170           S         55,596           S         50,259           S         49,504           S         71,739	Alid           Alid           Alid           S	Max           Max           5           72,426           5           5           61,714           5           5           61,714           5           61,714           5           62,043           5           62,046           5           62,046           5           72,726           62,046           5           72,726           5           72,426           5           72,726           5           62,048           5           72,426           5           72,426           5           72,426           5           72,426           5           63,027           5           72,426           5           64,120           5           64,120           5           64,120           5           56,011           1           1 <td>grade not listed, used grade 25 prowided scale, with no legend. M. Swanson GL Accountant / Grants Manager \$83.2k to \$101.8k</td>	grade not listed, used grade 25 prowided scale, with no legend. M. Swanson GL Accountant / Grants Manager \$83.2k to \$101.8k
Inner Jane Clerk Inner Jane C	Population           31,516         32,000           13,345         6,647           8,847         8,834           2,599         2,474           2,160         2,2604           Population         31,516           3,000         13,345           1,516         32,000           3,1,516         32,000           13,155         10,529           10,529         8,647           8,267         7,778	Position Title Accounting Specialist no response Finance Clerk I Utility / Harbor Billing Clerk Accounts Payable Coordinator Accounts Technican I Accounts Technican I Undetermined Fiscal Specialist Undetermined Account Clerk III Customer Service Rep / Accountant Account Clerk III Customer Service Rep / Accounts Clerk Account Clerk III Account g Utility Accounts Clerk Accounting Specialist no response Finance Clerk III Accountant Senior Accountant Accountant Senior Accountant Accountant	Min           S         40,914           S         40,914           S         43,701           S         43,701           S         53,518           S         40,914           S         53,518           S         40,373           S         41,366           S         55,596           S         38,584           S         33,42           S         44,170           S         55,596           S         50,259           S         49,504           S         71,739	Alid           Alid           Alid           S	Max           5         77,426           5         77,426           5         77,426           5         54,413           5         54,213           5         54,213           5         54,213           5         54,203           5         54,506           5         42,002           5         54,506           6         5           77,552         5           76,640         5           8         5           72,426         5           8         5           72,426         5           5         54,322           5         54,322           5         54,322           5         74,724	grade not listed, used grade 25 prowided scale, with no legend. M. Swanson GL Accountant / Grants Manager \$83.2k to \$101.8k Tax Auditor / Accountant \$69.6k to \$92.5k Fhance Manager \$56.3k to \$93.3k
	2,160 2,000 13,345 10,529 8,647 8,289 7,78 4,689 3,834 2,509 2,474 2,160 2,178 2,160 2,178 2,160 2,178 2,160 2,178 2,160 2,178 2,178 2,160 2,178 2,188 2	Position Title Accounting Specialist no response Finance Clerk I Utility / Harbor Billing Clerk Accounts Payable Coordinator Accounts Payable Coordinator Accounts Payable Coordinator Accounts Payable Coordinator Account g Technician I Undetermined Fiscal Specialist undetermined Formation  Position Title Accounting Specialist no response Finance Clerk II Accountat	Min           S         40,914           S         40,914           S         43,701           S         43,701           S         43,701           S         53,518           S         53,518           S         43,701           S         53,518           S         55,594           S         55,596           S         33,342           S         56,594           S         56,259           S         56,259           S         40,504           S         54,059           S         40,504           S         54,059           S         40,504           S         54,059           S         40,504           S         40,378	Alid           Alid           Alid           S	Max           5         74,425           5         72,426           5         54,413           5         54,413           5         54,413           5         54,230           5         54,230           5         54,230           5         57,1552           5         77,502           5         75,520           5         76,370           5         57,378           5         57,378           5         76,378           5         76,378           5         76,378           5         96,091           5         77,174	grade not listed, used grade 25 provided scale, with no legend. M. Swanson GL Accountant / Grants Manager \$83.2k to \$101.8k Tax Auditor / Accountant \$69.6k to \$92.6k Finance Manager \$56.3k to \$93.3k provided scale, with no legend.
	Population           31,516         32,000           31,516         32,000           13,345         6,677           8,647         8,289           7,736         6,600           5,968         5,810           4,689         3,834           2,599         2,474           2,160         2,2604           2         2,647           31,516         32,000           13,155         10,529           8,647         8,267           7,778         7,306           6,600         5,968	Position Title Accounting Specialist no response Finance Clerk I Utility / Harbor Billing Clerk Accounts Payable Coordinator Accounting Technician I Accounting Technician I Undetermined Fiscal Specialist Utility / Utility Accounts Clerk Account Clerk III Customer Service Rep / Accountant Account Clerk III Customer Service Rep / Accounts Clerk Accounting Clerk I Undetermined Fiscal Specialist no response no response Finance Clerk III Accountant Senoir Accountant Accountant Senoir Accountant	Min           S         40,914           S         40,914           S         43,701           S         43,701           S         53,518           S         40,914           S         53,518           S         40,373           S         41,366           S         55,596           S         38,584           S         33,42           S         44,170           S         55,596           S         50,259           S         49,504           S         71,739	Alid           Alid           Alid           S	Max           5         72,426           5         72,426           5         72,426           5         72,426           5         72,426           5         61,714           5         61,714           5         61,714           5         61,616           5         62,048           5         62,048           5         72,726           5         75,540           5         76,640           5         72,426           5         76,540           5         76,540           5         76,540           5         76,540           5         76,540           5         76,540           5         76,540           5         76,540           5         76,540           5         76,540           5         76,84,322           5         76,84,322           5         76,84,322           5         76,94,322           5         76,94,322           5         76,94,74           5         78,96,791	grade not listed, used grade 25 prowided scale, with no legend. M. Swanson GL Accountant / Grants Manager 583.2k to 5101.8k Tax Auditor / Accountant 569.6k to 592.6k Finance Manager 556.3k to 593.3k provided scale, with no legend. exempt
	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 4,749 2,966 5,810 3,156 4,660 3,966 5,810 3,156 4,689 3,834 4,299 2,977 4,748 3,156 4,689 3,834 4,299 2,977 4,748 3,156 4,660 3,156 4,660 3,156 4,660 3,156 4,660 3,156 4,660 3,157 4,660 3,576 4,7784 4,7784 4,7784 4,7784 4,779	Position Title Accounting Specialist no response Finance Clerk II Customer Service Rep / Accountant Accounting Technician I Undetermined Accounting Technician I Undetermined Accounting Clerk III Customer Service Rep / Accountant Accounting Clerk I Undetermined Fiscal Specialist no response Finance Clerk III Accountant	Min           S         40,914           S         40,914           S         43,701           S         43,701           S         43,701           S         53,518           S         53,518           S         43,701           S         53,518           S         55,594           S         55,596           S         33,342           S         56,594           S         56,259           S         56,259           S         40,504           S         54,059           S         40,504           S         54,059           S         40,504           S         54,059           S         40,504           S         40,378	Alid           Alid           Alid           S	Max           \$ 54,413           \$ 54,413           \$ 54,413           \$ 54,413           \$ 61,744           \$ 54,413           \$ 61,744           \$ 54,210           \$ 56,420           \$ 54,210           \$ 64,200           \$ 54,200           \$ 54,200           \$ 54,200           \$ 54,200           \$ 54,200           \$ 54,200           \$ 54,200           \$ 54,200           \$ 54,200           \$ 54,200           \$ 57,2426           \$ 57,2426           \$ 57,2426           \$ 57,2426           \$ 57,2426           \$ 58,874           \$ 88,077	grade not listed, used grade 25 prowided scale, with no legend. M. Swanson GL Accountant / Grants Manager \$83.2k to \$101.6k Tax Auditor / Accountant \$69.6k to \$92.6k Finance Manager \$56.3k to \$93.3k prowided scale, with no legend. exempt Current: \$3,669
	2.100 2.000 2.0000 2.0000 2.0000 2.0000 2.0000 2.0000 2.0000 2.0000 2	Position Title Accounting Specialist no response Finance Clerk I Utility / Harbor Billing Clerk Accounts Payable Coordinator Accounts Payable Coordinator Accounting Technician I Undetermined Fiscal Specialist Undetermined Customer Service Rep / Accountant Accounting / Utility / Accounts Clerk Accounting Specialist no response Finance Clerk III Accounting Specialist no response Finance Clerk III Accounting Specialist Accounting Itality Accounts Finance Clerk III Accounting Specialist Accounting Specialist Accountant I I I IIII Accountant Acc	Min           S         40,914           S         40,914           S         43,701           S         43,701           S         43,701           S         53,518           S         53,518           S         43,701           S         53,518           S         55,594           S         55,596           S         33,342           S         56,594           S         56,259           S         56,259           S         40,504           S         54,059           S         40,504           S         54,059           S         40,504           S         54,059           S         40,504           S         40,378	Alid           Alid           Alid           S	Max           5         74,425           5         72,425           5         74,425           5         74,425           5         74,425           5         54,413           5         54,413           5         54,413           5         54,413           5         54,213           5         54,730           5         47,902           5         57,426           5         76,378           5         57,378           5         76,378           5         76,378           5         76,378           5         96,079           6         96,079	grade not listed, used grade 25 prowided scale, with no legend. M. Swanson GL Accountant / Grants Manager \$83.2k to \$101.6k Tax Auditor / Accountant \$69.6k to \$92.6k Finance Manager \$56.3k to \$92.3k prowided scale, with no legend. exempt Current \$63,609 Account / HR Manager \$75.5k to \$97.6k
	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 4,749 2,966 5,810 3,156 4,660 3,966 5,810 3,156 4,689 3,834 4,299 2,977 4,748 3,156 4,689 3,834 4,299 2,977 4,748 3,156 4,660 3,156 4,660 3,156 4,660 3,156 4,660 3,156 4,660 3,157 4,660 3,576 4,7784 4,7784 4,7784 4,7784 4,779	Position Title Accounting Specialist no response Finance Clerk II Customer Service Rep / Accountant Accounting Technician I Undetermined Accounting Technician I Undetermined Accounting Clerk III Customer Service Rep / Accountant Accounting Clerk I Undetermined Fiscal Specialist no response Finance Clerk III Accountant	Min           S         40,914           S         40,914           S         43,701           S         43,701           S         43,701           S         53,518           S         53,518           S         43,701           S         53,518           S         55,594           S         55,596           S         33,342           S         56,594           S         56,259           S         56,259           S         40,504           S         54,059           S         40,504           S         54,059           S         40,504           S         54,059           S         40,504           S         40,378	Alid           Alid           Alid           S	Max           5         74,425           5         72,425           5         74,425           5         74,425           5         74,425           5         54,413           5         54,413           5         54,413           5         54,413           5         54,213           5         54,730           5         47,902           5         57,426           5         76,378           5         57,378           5         76,378           5         76,378           5         76,378           5         96,079           6         96,079	grade not listed, used grade 25 prowided scale, with no legend. M. Swanson GL Accountant / Grants Manager \$83.2k to \$101.8k Tax Auditor / Accountant \$69.6k to \$92.6k Finance Manager \$56.3k to \$93.3k prowided scale, with no legend. exempt Current: \$3,669
	2.100 2.000 2.0000 2.0000 2.0000 2.0000 2.0000 2.0000 2.0000 2.0000 2	Position Title Accounting Specialist no response Finance Clerk I Utility / Harbor Billing Clerk Accounts Payable Coordinator Accounts Payable Coordinator Accounting Technician I Undetermined Fiscal Specialist Undetermined Customer Service Rep / Accountant Accounting / Utility / Accounts Clerk Accounting Specialist no response Finance Clerk III Accounting Specialist no response Finance Clerk III Accounting Specialist Accounting Itality Accounts Finance Clerk III Accounting Specialist Accounting Specialist Accountant I I I IIII Accountant Acc	Min           S         40,914           S         40,914           S         43,701           S         43,701           S         43,701           S         53,518           S         53,518           S         43,701           S         53,518           S         55,594           S         55,596           S         33,342           S         56,594           S         56,259           S         56,259           S         40,504           S         54,059           S         40,504           S         54,059           S         40,504           S         54,059           S         40,504           S         40,378	Alid           Alid           Alid           5           65,842           5           6           5           5           5           5           5           6           5           6           6           6           6           7           7           7           7           7           7           7           7	Max           Max           5           77,426           S           5           61,714           S           5           61,714           S           5           61,714           S           5           61,714           S           5           62,048           S           5           61,456           5           5           77,470           8           8           9           9           9           77,470           8           9 <t< td=""><td>grade not listed, used grade 25 prowided scale, with no legend. M. Swanson GL Accountant / Grants Manager \$83.2k to \$101.8k Tax Auditor / Accountant \$69.6k to \$92.6k Finance Manager \$56.3k to \$92.3k prowided scale, with no legend. exempt Current \$63,609 Account / HR Manager \$75.5k to \$97.6k</td></t<>	grade not listed, used grade 25 prowided scale, with no legend. M. Swanson GL Accountant / Grants Manager \$83.2k to \$101.8k Tax Auditor / Accountant \$69.6k to \$92.6k Finance Manager \$56.3k to \$92.3k prowided scale, with no legend. exempt Current \$63,609 Account / HR Manager \$75.5k to \$97.6k
	Population           31,516           32,000           13,345           10,529           8,647           8,289           7,736           7,056           6,600           5,961           4,689           3,814           2,559           2,474           2,160           2,260           2,260           2,260           3,1,516           32,000           13,1516           32,000           13,1516           2,260           5,810           4,647           8,285           7,778           7,306           6,600           5,968           5,810           4,681           3,834	Position Title Accounting Specialist no response Prance Clerk I Utility / Harbor Billing Clerk Accounts Payable Coordinator Accounting Technician I Accounting Technician I undetermined Fiscal Specialist Undetermined Account Clerk III Customer Service Rep / Accountant Account Clerk III Customer Service Rep / Accounts Clerk Accounting (Utility Accounts Clerk Account Clerk III Accounting Specialist no response Finance Clerk III Accounting Specialist no response Finance Clerk III Accounting Specialist Senior Accountant Accounting Technician II undetermined Senior Faccal Analyst Accounting Specialist I / Accounts Payable undetermined	Min           S         59,259           S         40,914           S         59,259           S         43,701           S         59,259           S         40,914           S         53,518           S         40,373           S         41,366           S         55,596           S         38,584           S         33,342           S         44,770           S         44,700           S         50,259           S         44,700           S         50,259           S         40,504           S         57,736           S         59,786	Mid           S	Max           Max           S <td>grade not listed, used grade 25 prowided scale, with no legend. M. Swanson GL Accountant / Grants Manager \$83.2k to \$101.8k Tax Auditor / Accountant \$69.6k to \$92.6k Finance Manager \$56.3k to \$92.3k prowided scale, with no legend. exempt Current \$63,609 Account / HR Manager \$75.5k to \$97.6k</td>	grade not listed, used grade 25 prowided scale, with no legend. M. Swanson GL Accountant / Grants Manager \$83.2k to \$101.8k Tax Auditor / Accountant \$69.6k to \$92.6k Finance Manager \$56.3k to \$92.3k prowided scale, with no legend. exempt Current \$63,609 Account / HR Manager \$75.5k to \$97.6k
	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,738 7,306 6,600 5,968 5,810 4,689 3,834 2,599 2,474 2,160 <b>Population</b> 31,516 32,000 13,345 10,529 8,647 8,289 7,738 8,647 8,289 7,736 6,600 5,810 4,689 3,814 2,599 7,736 8,647 8,289 7,736 8,647 8,289 7,736 8,647 8,289 7,736 8,647 8,289 7,736 8,647 8,289 7,736 8,647 8,289 7,736 8,647 8,289 7,736 8,647 8,289 7,736 8,647 8,289 7,736 8,647 8,289 7,736 7,506 1,345 1,345 1,516 1,516 1,529 1,529 1,529 1,520 1,529 1,520 1,529 1,520 1,529 1,520 1,529 1,520 1,529 1,520 1,52	Position Title Accounting Specialist no response Finance Clerk I Utility / Harbor Billing Clerk Accounting Technician I Undetermined Accounting Technician I Undetermined Accounting Technician I Undetermined Accounting Clerk III Customer Service Rep / Accountant Accounting Specialist I or response Finance Clerk III Accountant Accountant Accountant Accountant Servior Accountant Accountant Servior Accountant Accountant Servior Accountant Accountant Accountant Servior Accountant Accountant Accountant Servior Accountant Account	Min           S         40,914           S         40,914           S         40,914           S         41,701           S         45,954           S         53,516           S         40,373           S         41,366           S         55,5128           S         55,5128           S         55,5328           S         55,5428           S         55,5428           S         55,5428           S         54,0279           S         54,0279           S         54,0278           S         59,786           S         54,2378           S         54,2378           S         54,2378	Mid           S	Max           Max           S <td>grade not listed, used grade 25 prowided scale, with no legend. M. Swanson GL Accountant / Grants Manager \$83.2k to \$101.8k Tax Auditor / Accountant \$69.6k to \$92.6k Finance Manager \$56.3k to \$92.3k prowided scale, with no legend. exempt Current \$63,609 Account / HR Manager \$75.5k to \$97.6k</td>	grade not listed, used grade 25 prowided scale, with no legend. M. Swanson GL Accountant / Grants Manager \$83.2k to \$101.8k Tax Auditor / Accountant \$69.6k to \$92.6k Finance Manager \$56.3k to \$92.3k prowided scale, with no legend. exempt Current \$63,609 Account / HR Manager \$75.5k to \$97.6k
	Population           31,516         32,000           32,000         13,345           10,529         8,647           8,289         7,778           7,306         6,600           5,6610         4,689           3,834         2,509           2,474         2,160           2,160         2,160           2,160         31,516           32,000         13,345           10,529         8,647           8,289         7,778           7,306         6,660           5,968         5,810           3,834         2,509           2,474         2,160	Position Title Accounting Specialist no response Finance Clerk I Utility / Harbor Billing Clerk Accounts Payable Coordinator Accounts Payable Coordinator Accounts Payable Coordinator Accounts Payable Coordinator Account g Technician I Undetermined Fiscal Specialist Undetermined Fiscal Specialist Counting Clerk III Customer Service Rep / Accounts Clerk Accounts (Lifky / Lacounts Clerk Account Clerk III Customer Service Rep / Accounts III Customer Service Rep / Accounts III Customer Service Rep / Accounts Clerk Accounting Utility Accounts Clerk Accounting Utility Accounts Clerk Accounting Specialist no response Finance Clerk III Accountant Senior Accountant Account	Min           5         40,914           S         40,914           S         59,259           S         40,914           S         53,518           S         40,373           S         41,366           S         55,518           S         55,518           S         55,528           S         55,528           S         33,342           S         44,170           S         52,259           S         44,170           S         52,259           S         40,504           S         54,059           S         40,504           S         57,739           S         40,378           S         57,786           S         43,472	Alid           Alid           S </td <td>Max           5           5           77,426           5           5           61,443           5           5           61,443           5           5           61,443           5           5           61,454           5           5           64,220           5           5           64,250           5           77,426           8           8           9           77,426           8           9           77,476           9           61,378           8           9           9           9           9           9           9           9           9           9           9           9           9           9           9           9           9           9           9</td> <td>grade not listed, used grade 25 prowided scale, with no legend. M. Swanson GL Accountant / Grants Manager \$83.2k to \$101.6k Tax Auditor / Accountant \$69.6k to \$92.6k Finance Manager \$56.3k to \$92.3k prowided scale, with no legend. exempt Current \$63,609 Account / HR Manager \$75.5k to \$97.6k</td>	Max           5           5           77,426           5           5           61,443           5           5           61,443           5           5           61,443           5           5           61,454           5           5           64,220           5           5           64,250           5           77,426           8           8           9           77,426           8           9           77,476           9           61,378           8           9           9           9           9           9           9           9           9           9           9           9           9           9           9           9           9           9           9	grade not listed, used grade 25 prowided scale, with no legend. M. Swanson GL Accountant / Grants Manager \$83.2k to \$101.6k Tax Auditor / Accountant \$69.6k to \$92.6k Finance Manager \$56.3k to \$92.3k prowided scale, with no legend. exempt Current \$63,609 Account / HR Manager \$75.5k to \$97.6k
Jarket Average Hitter Bland Clark Hitter Bland Clark Hitter Bland Clark Hitter Bland Clark Hitter Bland Clark Hitter Bland Status Hitter Bland Status Hitter Bland Hitter Bland	2.160 2.160	Position Title Accounting Specialist no response Finance Clerk I Utility / Harbor Billing Clerk Accounts Payable Coordinator Accounts Payable Coordinator Accounts Payable Coordinator Accounts Payable Coordinator Account grechnician I Undetermined Fiscal Specialist Undetermined Position Title Accounting Clerk III Content Specialist no response Finance Clerk III Accountat Acc	Min           S         40,914           S         40,914           S         40,914           S         43,701           S         43,701           S         43,701           S         43,701           S         53,518           S         43,373           S         41,366           S         55,964           S         33,342           S         55,978           S         59,259           S         40,504           S         54,078           S         59,786	Alid           Alid           S </td <td>Max           5         72,426           5         72,426           5         72,426           5         54,413           5         57,426           5         54,230           5         54,230           5         57,552           5         57,552           5         57,552           5         57,552           5         57,640           5         57,702           5         57,702           5         55,874           5         75,7378           5         58,071           5         59,679           5         58,077           5         50,778           5         50,778           5         50,778           5         50,778           5         50,778</td> <td>grade not listed, used grade 25 provided scale, with no legend. M. Swanson GL Accountant / Grants Manager \$33.2k to \$101.8k Tax Auditor / Accountant \$69.6k to \$92.6k Finance Manager \$56.3k to \$93.3k provided scale, with no legend. exempt Current: \$63,669 Accoutant / HR Manager \$75.5k to \$97.6k Comptroller / Analyst \$73.9k to \$100.3</td>	Max           5         72,426           5         72,426           5         72,426           5         54,413           5         57,426           5         54,230           5         54,230           5         57,552           5         57,552           5         57,552           5         57,552           5         57,640           5         57,702           5         57,702           5         55,874           5         75,7378           5         58,071           5         59,679           5         58,077           5         50,778           5         50,778           5         50,778           5         50,778           5         50,778	grade not listed, used grade 25 provided scale, with no legend. M. Swanson GL Accountant / Grants Manager \$33.2k to \$101.8k Tax Auditor / Accountant \$69.6k to \$92.6k Finance Manager \$56.3k to \$93.3k provided scale, with no legend. exempt Current: \$63,669 Accoutant / HR Manager \$75.5k to \$97.6k Comptroller / Analyst \$73.9k to \$100.3
	2.160 2.160	Position Title Accounting Specialist no response Finance Clerk I Utility / Harbor Billing Clerk Accounts Payable Coordinator Accounting Technician I Accounting Technician I Undetermined Fiscal Specialist Undetermined Fiscal Specialist Counting Utility Accounts Clerk Accounting Clerk III Customer Service Rep / Accountant Accounting Utility Accounts Clerk Accounting Utility Accounts Clerk Accounting Specialist Ino response Finance Clerk III Footilion Title Accounting Specialist Ino response Finance Clerk III Accounting Specialist Ino response Finance Clerk III Accounting Finance Clerk III Accounting Finance Clerk III Accounting Finance Clerk III Accounting Accountant Accounting Finance III IIII Accountat Accounting Finance III IIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIII	Min           5         40,914           S         40,914           S         59,259           S         40,914           S         53,518           S         40,373           S         41,366           S         55,518           S         55,518           S         55,528           S         55,528           S         33,342           S         44,170           S         52,259           S         44,170           S         52,259           S         40,504           S         54,059           S         40,504           S         57,739           S         40,378           S         57,786           S         43,472	Alid           Alid           Alid           S	Max           5         72,426           5         72,426           5         74,426           5         54,413           5         51,714           5         54,453           5         57,1552           5         57,1552           5         77,552           5         77,552           5         77,552           5         57,640           5         72,426           5         74,552           5         54,502           5         54,232           5         54,232           5         54,222           5         56,0778           5         56,0778           5         574,5225	grade not listed, used grade 25 prowided scale, with no legend. M. Swanson GL Accountant / Grants Manager 583.2k to \$101.8k Tax Auditor / Accountant 569.6k to \$92.6k Finance Manager 556.3k to \$93.3k provided scale, with no legend. exempt Current: \$33,669 Accountant / Manager \$75.5k to \$97.6k Comptroller / Analyst \$73.9k to \$100.3
	2.160 2.160	Position Title Accounting Specialist no response Finance Clerk I Utility / Harbor Billing Clerk Accounts Payable Coordinator Accounts Payable Coordinator Accounts Payable Coordinator Accounts Payable Coordinator Account grechnician I Undetermined Fiscal Specialist Undetermined Position Title Accounting Clerk III Content Specialist no response Finance Clerk III Accountat Acc	Min           S         40,914           S         40,914           S         40,914           S         43,701           S         43,701           S         43,701           S         43,701           S         53,518           S         43,373           S         41,366           S         55,964           S         33,342           S         55,978           S         59,259           S         40,504           S         54,078           S         59,786	Alid           Alid           S </td <td>Max           5         72,426           5         72,426           5         74,426           5         54,413           5         51,714           5         54,453           5         57,1552           5         57,1552           5         77,552           5         77,552           5         77,552           5         57,640           5         72,426           5         74,552           5         54,502           5         54,232           5         54,232           5         54,222           5         56,0778           5         56,0778           5         574,5225</td> <td>grade not listed, used grade 25 provided scale, with no legend. M. Swanson GL Accountant / Grants Manager 583.2k to \$101.8k Tax Auditor / Accountant 569.6k to \$92.6k Finance Manager 556.3k to \$93.3k provided scale, with no legend. exempt Current: \$63,669 Accoutant / HR Manager \$75.5k to \$97.6k Comptroller / Analyst \$73.9k to \$100.3</td>	Max           5         72,426           5         72,426           5         74,426           5         54,413           5         51,714           5         54,453           5         57,1552           5         57,1552           5         77,552           5         77,552           5         77,552           5         57,640           5         72,426           5         74,552           5         54,502           5         54,232           5         54,232           5         54,222           5         56,0778           5         56,0778           5         574,5225	grade not listed, used grade 25 provided scale, with no legend. M. Swanson GL Accountant / Grants Manager 583.2k to \$101.8k Tax Auditor / Accountant 569.6k to \$92.6k Finance Manager 556.3k to \$93.3k provided scale, with no legend. exempt Current: \$63,669 Accoutant / HR Manager \$75.5k to \$97.6k Comptroller / Analyst \$73.9k to \$100.3

Municipal Solutions® IIc Efficiency. Technology. Safety.

# Classification & Compensation Study

	<u> Assella</u>	111 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	A PARA		2. N. A	
Timary Agencies	Population 31.516		Min	Mid	Max	
City of Fairbanks City & Borough of Juneau	31,516	Deputy City Clerk	\$ 53,934	5 61,922	\$ 69,909	l i
	32,000	no response		-		
Borough of Kodiak Island City of Wasilla	13,345	<i>no response</i> Deputy City Clerk		-		
City & Borough of Sitka	10,529 8,647		\$ 59,904			
City of Ketchikan	8,289	Deputy Clerk / Records Clerk Deputy Clerk / Records Mgr	\$ 54,059 \$ 45,386			
City of Kenai	7,778	None	\$ 43,300	5 52,000	\$ 61,110	
City of Palmer	7,306	Deputy Clerk	C 44 739	C 40 910	6 77 147	
City of Bethel	6,600	undetermined	\$ 46,738	\$ 60,619	\$ 77,147	
City of Kodiak	5,968	Assistant Clerk	\$ 39,065	. 40 027		provided scale, with no legend.
City of Homer	5,810	Deputy City Clerk	3 37,065	ə 40,032	\$ 30,390	
City of Soldotna	4,689	Deputy Clerk	\$ 63,128	·		Current: \$74,440
City of Valdez	3,834					
City & Borough of Wrangell		Deputy Clerk	\$ 68,809			
Borough of Haines	2,509 2,474	Accounting Generalist / Deputy Clerk Deputy Clerk	\$ 48,235			
City of Cordova	2,4/4	undetermined	\$ 43,472	\$ 50,752	\$ 58,032	
Market Average	2,100	andetermined	\$ 52,273			
ary of Roath Pole	2,200	Normal a case of the		\$ 01,000	\$ 11,121	
an anti-the state of the second second	a di setta da la	Current FY Barren			Section de	
acords Properation Clerk	1	1	A 200 5	2.5882		
rimary Agencies	Population		<u>Min</u>	Mid	Max	
ity of Fairbanks	31,516	Administrative Assistant	\$ 53,934			
ity & Borough of Juneau	32,000	no response				
orough of Kodiak Island	13,345	no response				
ity of Wasilla	10,529	Planning Clerk	\$ 49,504	\$ 57 637	\$ 65 874	
ity & Borough of Sitka	8,647	Office Assistant				Did not have grade assigned used grade 23
ity of Ketchikan	8,289	None	J J1,233	, <b></b>	J JI,000	and the many Brane assisting and Rights to
ity of Kenai	7,778	Administrative Assistant	\$ 51,002	5 54 000	5 41 10-	
City of Palmer	7,306	Administrative Assistant - Comm Dev	\$ 37,149			
ity of Bethel	6,600	undetermined	<i>, 11,147</i>		5 01,0 <del>9</del> 0	provided scale, with pollegeod
ity of Kodiak	5,968	Administrative Specialist	\$ 41,366	5 51 707	5 62 040	provided scale, with no legend.
ity of Homer	5,810	Administrative Specialist undetermined	J 11,300	J J1,/U/	ə oz,048	1
ity of Soldotna		Administrative Assistant	6 60 600		¢ (5 370	
ity of Valdez	4,689 3,834	Administrative Assistant	\$ 50,523			
ity & Borough of Wrangell	2,509	Public Works Administrative Assistant	\$ 59,812 \$ 42,182		\$ 81,991	
orough of Haines	2,474	Administrative Assistant II	\$ 39,166			
ity of Cordova	2,160	undetermined	5 57,100		J JJ,/10	
arket Average			\$ 46,189	5 54.071	\$ 62,329	
ity of North Pole	2,200	A Current	Cardena and			
rteining wordig in 1992	an internet wat	Current PV Range		60.375	5-15/B	
			ter an the second state of the	A diate?	the state of the state	
ocords Minsiger / Archivist	1.3.3.5	Stell as ten the stars		<b>t.</b> 10	124597	
rimary Agencies		Position Title	Min	Mid	Max	
ity of Fairbanks	31,516	Deputy City Clerk			\$ 69,909	
ity & Borough of Juneau	32,000	any any and a set		, 33,754	\$ \$7,707	
orough of Kodiak Island	13,345	no response				
Lity of Wasilla	10,529	Records & Communications Manager	\$ 76,585	94.1.08	\$101 881	
	10,027	necords a commencectoris manager	5 10,505			
ity & Borough of Sitka	8 647	Deputy Clerk / Records Clerk	5 54 059			
	8,647 8 289	Deputy Clerk / Records Clerk	\$ 54,059 S			
ity of Ketchikan	8,289	Deputy Clerk / Records Mgr	\$ 45,386	\$ 52,666	\$ 61,110	
iity of Ketchikan Xity of Kenai	8,289 7,778	Deputy Clerk / Records Mgr City Clerk Dept Admin Assistant	\$ 45,386 \$ 51,002	\$ 52,666 \$ 56,098	\$ 61,110 \$ 61,194	
ity of Ketchikan iity of Kenai iity of Palmer	8,289 7,778 7,306	Deputy Clerk / Records Mgr City Clerk Dept Admin Assistant Deputy Clerk	\$ 45,386	\$ 52,666 \$ 56,098	\$ 61,110 \$ 61,194	
ity of Ketchikan ity of Kenai ity of Palmer ity of Bethel	8,289 7,778 7,306 6,600	Deputy Clerk / Records Mgr City Clerk Dept Admin Assistant Deputy Clerk undetermined	\$ 45,386 \$ 51,002 \$ 46,738	\$ 52,666 \$ 56,098 \$ 60,819	\$ 61,110 \$ 61,194 \$ 77,147	provided scale, with no legend.
ity of Ketchikan ity of Kenai ity of Palmer ity of Bethel ity of Kodiak	8,289 7,778 7,306 6,600 5,968	Deputy Clerk / Records Mgr City Clerk Dept Admin Assistant Deputy Clerk undetermined Assistant Clerk	\$ 45,386 \$ 51,002 \$ 46,738	\$ 52,666 \$ 56,098 \$ 60,819	\$ 61,110 \$ 61,194 \$ 77,147	provided scale, with no legend. Deputy Clerk / Records?
ity of Ketchikan ity of Kenai ity of Palmer ity of Bethel ity of Kodiak ity of Homer	8,289 7,778 7,306 6,600 5,968 5,810	Deputy Clerk / Records Mgr City Clerk Dept Admin Assistant Deputy Clerk undetermined Assistant Clerk undetermined	\$ 45,386 \$ 51,002 \$ 46,738	\$ 52,666 \$ 56,098 \$ 60,819	\$ 61,110 \$ 61,194 \$ 77,147	
ity of Ketchikan Ity of Ke∩ai Ity of Palmer Ity of Bethel Ity of Kodiak Ity of Kodiak Ity of Soldotna	8,289 7,778 7,306 6,600 5,968 5,810 4,689	Deputy Clerk / Records Mgr City Clerk Dept Admin Assistant Deputy Clerk undetermined Assistant Clerk undetermined None	\$ 45,386 \$ 51,002 \$ 46,738 \$ 39,065	\$ 52,666 \$ 56,098 \$ 60,819 \$ 48,832	\$ 61,110 \$ 61,194 \$ 77,147 \$ 58,598	
ity of Ketchikan Ity of Kenai Ity of Palmer Ity of Bethel Ity of Kodiak Ity of Homer Ity of Soldotna Ity of Valdez	8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834	Deputy Clerk / Records Mgr City Clerk Dept Admin Assistant Deputy Clerk undetermined Assistant Clerk undetermined None Records Manager	\$ 45,386 \$ 51,002 \$ 46,738 \$ 39,065 \$ 59,812	5 52,666 5 56,098 5 60,819 5 48,832 5 70,902	\$ 61,110 \$ 61,194 \$ 77,147 \$ 58,598 \$ 81,991	
ity of Ketchikan Ity of Kenai Ity of Palmer Ity of Bothel Ity of Kodiak Ity of Kodiak Ity of Koldotna Ity of Valdez Ity & Borough of Wrangell	8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509	Deputy Clerk / Records Mgr City Clerk Dept Admin Assistant Deputy Clerk undetermined Assistant Clerk undetermined None Records Manager Accounting Generalist / Deputy Clerk	\$ 45,386 \$ 51,002 \$ 46,738 \$ 39,065 \$ 59,812 \$ 48,235	<ul> <li>52,666</li> <li>56,098</li> <li>60,819</li> <li>48,832</li> <li>48,832</li> <li>70,902</li> <li>54,122</li> </ul>	\$ 61,110 \$ 61,194 \$ 77,147 \$ 58,598 \$ 81,991 \$ 60,778	
ity of Ketchikan Ity of Kenai Ity of Palmer Ity of Bothel Ity of Kodiak Ity of Homer Ity of Valdez Ity of Valdez Ity & Borough of Wrangell orough of Haines	8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509 2,474	Deputy Clerk / Records Mgr City Clerk Dept Admin Assistant Deputy Clerk undetermined Assistant Clerk undetermined None Records Manager Accounting Generalist / Deputy Clerk Curator / Archivist II	\$ 45,386 \$ 51,002 \$ 46,738 \$ 39,065 \$ 59,812	<ul> <li>52,666</li> <li>56,098</li> <li>60,819</li> <li>48,832</li> <li>48,832</li> <li>70,902</li> <li>54,122</li> </ul>	\$ 61,110 \$ 61,194 \$ 77,147 \$ 58,598 \$ 81,991 \$ 60,778	
ity of Ketchikan Ity of Kenai Ity of Bathel Ity of Bathel Ity of Kodiak Ity of Homer Ity of Soldotna Ity of Valdez Ity & Borough of Wrangell orough of Haines Ity of Cordova	8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509	Deputy Clerk / Records Mgr City Clerk Dept Admin Assistant Deputy Clerk undetermined Assistant Clerk undetermined None Records Manager Accounting Generalist / Deputy Clerk	\$ 45,386 \$ 51,002 \$ 46,738 \$ 39,065 \$ 59,812 \$ 48,235 \$ 41,330	\$ 52,666 \$ 56,098 \$ 60,819 \$ 48,832 \$ 70,902 \$ 54,122 \$ 48,610	\$ 61,110 \$ 61,194 \$ 77,147 \$ 58,598 \$ 81,991 \$ 60,778 \$ 55,890	
ity of Ketchikan ity of Kenai ity of Palmer ity of Bothel ity of Kodiak ity of Kodiak ity of Soldotna ity of Cordova antect Average	8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509 2,474 2,160	Deputy Clerk / Records Mgr City Clerk Dept Admin Assistant Deputy Clerk undetermined Assistant Clerk undetermined None Records Manager Accounting Generalist / Deputy Clerk Curator / Archivist II undetermined	\$ 45,386 \$ 51,002 \$ 46,738 \$ 39,065 \$ 59,812 \$ 48,235 \$ 41,330	<ul> <li>52,666</li> <li>56,098</li> <li>60,819</li> <li>48,832</li> <li>48,832</li> <li>70,902</li> <li>54,122</li> </ul>	\$ 61,110 \$ 61,194 \$ 77,147 \$ 58,598 \$ 81,991 \$ 60,778 \$ 55,890	
ty of Ketchikan ty of Kenai ty of Palmer ty of Bethel ty of Kodiak ty of Kodiak ty of Kodiea ty of Soldotna ty of Valder ty & Borough of Wrangell orough of Haines ty of Cordova	8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509 2,474 2,160	Deputy Clerk / Records Mgr City Clerk Dept Admin Assistant Deputy Clerk undetermined Assistant Clerk undetermined None Records Manager Accounting Generalist / Deputy Clerk Curator / Archivist II undetermined	\$ 45,386 \$ 51,002 \$ 46,738 \$ 39,065 \$ 59,812 \$ 48,235 \$ 41,330	5 52,666 5 56,098 5 60,819 5 48,832 5 70,902 5 54,122 5 48,610 5 <b>59,940</b>	\$ 61,110 \$ 61,194 \$ 77,147 \$ 58,598 \$ 81,991 \$ 60,778 \$ 55,890	
ity of Ketchikan ty of Kenai ty of Palmer ty of Bothel ty of Kodiak ty of Kodiak ty of Kodiak ty of Soldotna ty of Soldotna ty of Valdez ty & Borough of Wrangell orough of Haines ty of Cordova antect Average	8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509 2,474 2,160	Deputy Clerk / Records Mgr City Clerk Dept Admin Assistant Deputy Clerk undetermined Assistant Clerk undetermined None Records Manager Accounting Generalist / Deputy Clerk Curator / Archivist II undetermined	\$ 45,386 \$ 51,002 \$ 46,738 \$ 39,065 \$ 59,812 \$ 48,235 \$ 41,330	\$ 52,666 \$ 56,098 \$ 60,819 \$ 48,832 \$ 70,902 \$ 54,122 \$ 48,610	\$ 61,110 \$ 61,194 \$ 77,147 \$ 58,598 \$ 81,991 \$ 60,778 \$ 55,890	
ity of Ketchikan ity of Kenai ity of Palmer ity of Palmer ity of Kodiak ity of Kodiak ity of Kodiak ity of Vakdez ity of Vakdez ity of Vakdez ity of Vakdez ity of Vakdez ity of Cardow arket Average	8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509 2,474 2,160	Deputy Clerk / Records Mgr City Clerk Dept Admin Assistant Deputy Clerk undetermined Assistant Clerk undetermined None Records Manager Accounting Generalist / Deputy Clerk Curator / Archivist II undetermined	\$ 45,386 \$ 51,002 \$ 46,738 \$ 39,065 \$ 59,812 \$ 48,235 \$ 41,330 \$ 51,357 \$ 51,357 \$ 22,255 \$ 21,257 \$ 22,255 \$ 24,255 \$ 25,255 \$ 25,2	\$ 52,666 \$ 56,098 \$ 60,819 \$ 48,832 \$ 70,902 \$ 54,122 \$ 48,610 <b>\$ 59,940</b>	\$ 61,110 \$ 61,194 \$ 77,147 \$ 58,598 \$ 81,991 \$ 60,778 \$ 55,890 - \$ 70,487 \$ 70,487	Deputy Clerk / Records?
ity of Ketchikan ity of Kenai ity of Palmer ity of Palmer ity of Kodiak ity of Kodiak ity of Kodiak ity of Soldotna ity of Soldotna i	8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509 2,474 2,160	Deputy Clerk / Records Mgr City Clerk Dept Admin Assistant Deputy Clerk undetermined Assistant Clerk undetermined None Records Manager Accounting Generalist / Deputy Clerk Curator / Archivist II undetermined PT Certeit Kangen	\$ 45,386 \$ 51,002 \$ 46,738 \$ 39,065 \$ 59,812 \$ 48,235 \$ 41,330 <b>\$ 51,357</b> <b>\$ 51,357</b> <b>\$ 51,357</b>	\$ 52,666 \$ 56,098 \$ 60,819 \$ 48,832 \$ 70,902 \$ 48,832 \$ 70,902 \$ 54,122 \$ 48,610 <b>\$ 59,940</b>	\$ 61,110 \$ 61,194 \$ 77,147 \$ 58,598 \$ 58,598 \$ 60,778 \$ 55,850 \$ 70,487 \$ 70,487	
ity of Ketchikan ity of Kenai ity of Renai ity of Bethel ity of Bethel ity of Kodiak ity of Odotna ity of Valdez ity of Valdez ity of Valdez ity of Valdez ity of Cordova ity of C	8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509 2,474 2,160 2,474 2,160	Deputy Clerk / Records Mgr City Clerk Dept Admin Assistant Deputy Clerk undetermined Assistant Clerk undetermined None Records Manager Accounting Generalist / Deputy Clerk Curator / Archivist II undetermined	\$ 45,386 \$ 51,002 \$ 46,738 \$ 39,065 \$ 59,812 \$ 48,235 \$ 41,330 \$ 51,357 \$ 51,357 \$ 22,255 \$ 21,257 \$ 22,255 \$ 24,255 \$ 25,255 \$ 25,2	\$ 52,666 \$ 56,098 \$ 60,819 \$ 48,832 \$ 70,902 \$ 54,122 \$ 48,610 <b>\$ 59,940</b>	\$ 61,110 \$ 61,194 \$ 77,147 \$ 58,598 \$ 81,991 \$ 60,778 \$ 55,890 - \$ 70,487 \$ 70,487	Deputy Clerk / Records?
ity of Ketchikan ity of Kenai ity of Renai ity of Bethel ity of Bethel ity of Bothel ity of Soldona ity of Valdez ity	8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509 2,474 2,160 2,474 2,160 Population 31,516	Deputy Clerk / Records Mgr City Clerk Dept Admin Assistant Deputy Clerk Assistant Clerk undetermined Assistant Clerk undetermined None Records Manager Accounting Generalist / Deputy Clerk Curator / Archivist II undetermined	\$ 45,386 \$ 51,002 \$ 46,738 \$ 39,065 \$ 59,812 \$ 48,235 \$ 41,330 <b>\$ 51,357</b> <b>\$ 51,357</b> <b>\$ 51,357</b>	\$ 52,666 \$ 56,098 \$ 60,819 \$ 48,832 \$ 70,902 \$ 48,832 \$ 70,902 \$ 54,122 \$ 48,610 <b>\$ 59,940</b>	\$ 61,110 \$ 61,194 \$ 77,147 \$ 58,598 \$ 58,598 \$ 60,778 \$ 55,850 \$ 70,487 \$ 70,487	Deputy Clerk / Records?
ity of Ketchikan ity of Kenai ity of Palmer ity of Palmer ity of Palmer ity of Kodiak ity of Kodiak ity of Kodiak ity of Kodiak ity of Valdez ity of Valdez <b>ity of Valdez</b> <b>ity of Valdez</b> <b>ity</b>	8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509 2,474 2,160 2,474 2,160 2,474 2,160	Deputy Clerk / Records Mgr City Clerk Dept Admin Assistant Deputy Clerk undetermined Assistant Clerk undetermined None Records Manager Accounting Generalist / Deputy Clerk Curator / Archivist II undetermined	\$ 45,386 \$ 51,002 \$ 46,738 \$ 39,065 \$ 59,812 \$ 48,235 \$ 41,330 <b>\$ 51,357</b> <b>\$ 51,357</b> <b>\$ 51,357</b>	\$ 52,666 \$ 56,098 \$ 60,819 \$ 48,832 \$ 70,902 \$ 48,832 \$ 70,902 \$ 54,122 \$ 48,610 <b>\$ 59,940</b>	\$ 61,110 \$ 61,194 \$ 77,147 \$ 58,598 \$ 58,598 \$ 60,778 \$ 55,850 \$ 70,487 \$ 70,487	Deputy Clerk / Records?
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ity of Ketchikan ity of Kenai ity of Renai ity of Bethel ity of Bethel ity of Bothel ity of Soldona ity of Valdez ity of Valdez ity of Valdez ity of Valdez ity of Cordova lanket Average <b>Ket Average</b> <b>Ket Average</b> <b>K</b>	8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509 2,474 2,160 <b>2,277</b> <b>2,160</b> <b>2,200</b> <b>2,277</b> <b>2,160</b> <b>2,200</b> <b>3,35</b> <b>1,516</b> 32,000 <b>13,345</b> <b>10,529</b>	Deputy Clerk / Records Mgr City Clerk Dept Admin Assistant Deputy Clerk Assistant Clerk undetermined Assistant Clerk undetermined None Records Manager Accounting Generalist / Deputy Clerk Curator / Archivist II undetermined Postion Title Executive Assistant no response Executive Assistant to the Mayor	S 45,386 S 51,002 S 46,738 S 39,065 S 59,812 S 48,235 S 41,330 S 51,357 S 51,357 S 41,330 S 51,357 S 41,330 S 51,357 S 51,357 S 51,357 S 51,357 S 51,057 S 5	\$ 52,666 \$ 56,098 \$ 60,819 \$ 48,832 \$ 70,902 \$ 54,122 \$ 48,610 <b>\$ 54,122</b> <b>\$ 48,610</b> <b>\$ 54,122</b> <b>\$ 48,610</b> <b>\$ 59,940</b> <b>\$ 100</b> <b>\$ 100</b>	\$ 61,110 \$ 61,194 \$ 77,147 \$ 58,598 \$ 81,991 \$ 60,778 \$ 55,890 <b>\$ 70,487</b> <b>\$ 35,890</b> <b>\$ 70,487</b> <b>\$ 44,29</b> \$ 84,199	Deputy Clerk / Records?
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ity of Ketchikan ity of Ketai ity of Renai ity of Palmer ity of Rodiak ity of Kodiak ity of Kodona ity of Valdez ity di Borough of Wrangell orough of Haines ity of Cardova arket Average <b>Ity of Cardova</b> <b>Ity of Sairbanks</b> Ity di Borough of Sitka ity of Ketchikan	8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509 2,474 2,160 2,474 2,160 2,474 2,160 2,474 3,1,516 32,000 13,345 10,529 8,647 8,289	Deputy Clerk / Records Mgr City Clerk Dept Admin Assistant Deputy Clerk undetermined Assistant Clerk undetermined None Records Manager Accounting Generalist / Deputy Clerk Curator / Archivist II undetermined Therefit Executive Assistant no response Descutive Assistant to the Mayor Administrative Coordinator Executive Assistant	\$ 45,386 \$ 51,002 \$ 46,738 \$ 39,065 \$ 59,812 \$ 48,235 \$ 41,330 <b>\$ 51,357</b> <b>\$ 51,357</b> <b>\$ 51,357</b> <b>\$ 41,330</b> <b>\$ 51,357</b> <b>\$ 51,357</b> <b>\$ 51,357</b> <b>\$ 51,357</b> <b>\$ 51,357</b> <b>\$ 50,086</b> \$ 55,0086 \$ 55,0086	\$ 52,666 \$ 56,098 \$ 60,819 \$ 48,832 \$ 70,902 \$ 54,122 \$ 48,610 <b>5</b> 54,122 <b>5</b> 48,610 <b>5</b> 54,122 <b>5</b> 48,610 <b>5</b> 54,122 <b>5</b> 48,610 <b>5</b> 54,122 <b>5</b> 48,610 <b>5</b> 54,610 <b>5</b> 55,608 <b>5</b> 56,098 <b>5</b> 56,090 <b>5</b> 54,122 <b>5</b> 77,690 <b>5</b> 57,940 <b>5</b> 57,676 <b>5</b> 59,599 <b>5</b> 58,198	\$ 61,110 \$ 61,194 \$ 77,147 \$ 58,598 \$ 81,991 \$ 60,778 \$ 55,590 \$ 70,487 \$ 20,637 \$ 70,637 \$ 70,637 \$ 57,475	Deputy Clerk / Records?
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Police Administrative Assistant II undetermined FY Surveyt Current FY Bange	S 45,386 S 51,002 S 46,738 S 39,065 S 59,812 S 48,235 S 41,330 S 51,357 S 51,357 S 51,357 S 51,357 S 50,086 S 50,087 S 50,0	\$ 52,666 \$ 56,098 \$ 60,819 \$ 48,832 \$ 57,0902 \$ 54,122 \$ 48,965 \$ 51,707 \$ 70,902 \$ 54,122 \$ 55,122 \$ 55,	\$ 61,110 \$ 61,194 \$ 77,147 \$ 58,598 \$ 81,991 \$ 60,778 \$ 55,580 <b>\$ 70,487</b> <b>\$ 70,487</b> <b>\$ 20,487</b> <b>\$ 20,487</b> <b>\$ 20,487</b> <b>\$ 20,487</b> <b>\$ 20,487</b> <b>\$ 20,487</b> <b>\$ 41,199</b> \$ 67,475 <b>\$ 44,199</b> \$ 61,090 <b>\$ 62,048</b> <b>\$ 65,270</b> <b>\$ 61,090</b> <b>\$ 65,270</b> <b>\$ 61,090</b> <b>\$ 65,270</b> <b>\$ 81,991</b> <b>\$ 60,778</b> <b>\$ 53,726</b> <b>\$ 70,208</b> <b>\$ 33,726</b> <b>\$ 70,208</b> <b>\$ 53,726</b>	Deputy Clerk / Records?
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<b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b>	Deputy Clerk / Records Mgr City Clerk Dept Admin Assistant Deputy Clerk undetermined Assistant Clerk undetermined None Records Manager Accounting Generalist / Deputy Clerk Curator / Archivist II undetermined Position Title Executive Assistant no response Executive Assistant no response Executive Assistant Assistant to the Mayor Administrative Coordinator Executive Assistant Assistant to the City Manager Administrative Assistant Administrative Assistant Burger Executive Assistant Administrative Assistant Adm	S 45,386 S 51,002 S 46,738 S 39,065 S 59,812 S 48,235 S 41,330 S 51,357 S 51,357 S 50,086 S 50,087 S 50,086 S 50,086 S 50,086 S 50,086 S 50,086 S 50,087 S 50,0	S 52,666 S 60,819 S 60,819 S 48,832 S 70,902 S 48,832 S 59,509 S 8,198 S 59,509 S 51,707 S 51,707 S 53,727 S 54,724 S 54,744 S 54,74	\$ 61,110 \$ 61,194 \$ 77,147 \$ 58,598 \$ 81,991 \$ 60,778 \$ 55,580 <b>\$ 70,487</b> <b>\$ 70,487</b> <b>\$ 30,637</b> <b>\$ 70,487</b> <b>\$ 41,199</b> \$ 70,637 <b>\$ 44,199</b> \$ 70,637 <b>\$ 54,199</b> \$ 50,637 <b>\$ 54,199</b> \$ 50,637 <b>\$ 54,199</b> \$ 50,637 <b>\$ 54,199</b> <b>\$ 50,637</b> <b>\$ 54,199</b> <b>\$ 62,048</b> <b>\$ 62,048</b> <b>\$ 62,048</b> <b>\$ 63,270</b> <b>\$ 61,090</b> <b>\$ 62,048</b> <b>\$ 53,726</b> <b>\$ 70,208</b> <b>\$ 1000</b>	Deputy Clerk / Records? Current \$71,490 prowded scale, with no legend. Current \$102,002 B IIc 73   P a
y of Ketchikan y of Ketchikan y of Palmer y of Bethel y of Bothel y of Soldotna y of Valdez y di Soldotna y of Soldotna y of Soldotna y di Sologi Maines y di Sorough of Haines y di Sorough of Juneau riket Average y di Fairbanks y di Borough of Juneau rough of Kodiak Island y di Borough of Juneau rough of Kodiak Island y di Borough of Sitka y of Fairbanks y di Boner y of Soldotna y of Valdez y of Valdez y of Valdez y of Valdez y of Valdez y of Cordova riket Average	8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509 2,474 2,160 <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>200</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b> <b>2000</b>	Deputy Clerk / Records Mgr City Clerk Dept Admin Assistant Deputy Clerk undetermined Assistant Clerk undetermined None Records Manager Accounting Generalist / Deputy Clerk Curator / Archivist II undetermined Position Title Executive Assistant Position Title Executive Assistant to the Mayor Administrative Coordinator Executive Assistant Assistant to the City Manager Administrative Socialist Executive Assistant Administrative Assistant - Police Administrative Assistant II undetermined FY Surveyt Current FY Bange	S 45,386 S 51,002 S 46,738 S 39,065 S 59,812 S 48,235 S 41,330 S 51,357 S 51,357 S 50,086 S 50,087 S 50,086 S 50,086 S 50,086 S 50,086 S 50,086 S 50,087 S 50,0	S 52,666 S 60,819 S 60,819 S 48,832 S 70,902 S 48,832 S 59,509 S 8,198 S 59,509 S 51,707 S 51,707 S 53,727 S 54,724 S 54,744 S 54,74	\$ 61,110 \$ 61,194 \$ 77,147 \$ 58,598 \$ 81,991 \$ 60,778 \$ 55,580 <b>\$ 70,487</b> <b>\$ 70,487</b> <b>\$ 30,637</b> <b>\$ 70,487</b> <b>\$ 41,199</b> \$ 70,637 <b>\$ 44,199</b> \$ 70,637 <b>\$ 54,199</b> \$ 50,637 <b>\$ 54,199</b> \$ 50,637 <b>\$ 54,199</b> \$ 50,637 <b>\$ 54,199</b> <b>\$ 50,637</b> <b>\$ 54,199</b> <b>\$ 62,048</b> <b>\$ 62,048</b> <b>\$ 62,048</b> <b>\$ 63,270</b> <b>\$ 61,090</b> <b>\$ 62,048</b> <b>\$ 53,726</b> <b>\$ 70,208</b> <b>\$ 1000</b>	Deputy Clerk / Records? Current \$71,490 prowded scale, with no legend. Current \$102,002 B IIc 73   P a

# Classification & Compensation Study

Primery Asencia:         Population         Position Title         Min         Min         Min           City of Fairbanks         31,516         Poke Chief         \$12,07         \$12,07           Disrough of Kodiak kland         13,345         no reponse         \$12,07         \$12,07           City of Borough of Kodiak kland         13,345         no reponse         \$10,07,82         \$12,00           City of Borough of Stika         8,647         Poke Chief         \$100,782         \$12,80           City of Barteria         7,778         Poke Chief         \$100,782         \$12,80           City of Barter         7,306         Poke Chief         \$10,924         \$17,10           City of Borough of Varker         3,84         Puble Stery / LEO Chief         \$10,342         \$12,22           City of Nodiak         5,964         5,106,20         \$10,442         \$12,22         \$10,442         \$12,22           City of Varker         3,834         Puble Stery / LEO Chief         \$10,442         \$12,247           City of Varker         3,834         Puble Stery / LEO Chief         \$10,442         \$12,247           City of Varker         3,834         Puble Stery / LEO Chief         \$10,448         \$10,448           City of Solotina	A. Walt	Notes and the second
Day & Borough of Aubureau         21,000           Diry of Washi         10,200         Administrative Assistant         5         34,000         5         35           Diry of Washi         8,470         Office Stratunt         5         32,000         5         35         4         3         35         4         3         3         5         4         3         3         5         4         3         5         7		
borough of National 13,345 on orgenere inty 6 Norough of Situa 8,447 0 (Mice Assistant \$ 20,33 5 4,35 ity of Kenal 7,778 Advectors Technican \$ 99,30 5 4,93 ity of Kenal 7,778 Advectors Technican \$ 99,30 5 4,93 ity of Kenal 7,778 Advectors Technican \$ 91,30 5 4,93 ity of Kenal 7,778 Advectors Technican \$ 91,30 5 4,93 ity of Kenal 5,94 4 Advectors Technican \$ 91,30 5 4,93 ity of Kenal 5,94 4 Advectors Technican \$ 5,90,30 5 4,93 ity of Kenal 5,94 4 Advectors Seculation \$ 4,94 4 Advectors Seculation \$ 5,90,30 5 5,72 ity of Soliton 4,49 4 Advectors Seculation \$ 5,90,30 5 5,72 ity of Soliton 4,49 4 Advectors Seculation \$ 5,90,30 5 5,72 ity of Soliton 4,49 4 Advectors Seculation \$ 5,90,30 5 5,72 ity of Soliton 4,49 4 Advectors Seculation \$ 5,90,30 5 5,72 ity of Soliton 4,49 4 Advectors Seculation \$ 5,90,30 5 5,72 ity of Soliton 4,49 4 Advectors Seculation \$ 5,90,30 5 5,72 ity of Soliton 4,49 4 Advectors Seculation \$ 5,90,30 5 5,72 ity of Soliton 4,49 4 Advectors Seculation \$ 5,90,30 5 5,72 ity of Groups 1,72 ity of Gro	347 \$ 65,874	
City of Wanila         0.529         Administrative Assistant         \$7.200         \$7.900           City of Kendin         0.290         Administrative Assistant         \$7.900         \$7.900           City of Kendin         7.200         Receptionist & Casher         \$7.900         \$7.900           City of Admin         7.200         Receptionist & Casher         \$7.900         \$4.900           City of Admin         5.60         administrative Specifiest         \$4.900         \$5.900           City of Admin         5.60         Administrative Specifiest         \$5.41,900         \$5.900           City of Admin         5.80         Mo comparable         \$5.900         \$6.921         \$5.900           City of Admin         5.80         Administrative Satistant         \$5.9000         \$5.9000         \$5.9000           City of Manee         2.247         Office Asstant         \$5.9000         \$1.900         \$1.9000           City of Manee         2.200         Proceeding         \$1.9000         \$1.9000         \$1.9000           City of Adminish         1.9150         Proceeding         \$1.9000         \$1.9000         \$1.9000           City of Manee         2.2000         Proceeding         \$1.9000         \$1.9000         \$1.9000		
Dirk & Borogin of Stala         8.447         Office Assistant         \$ 37.23         \$ 4.43           Diry of Katchilam         7.78         Adermitative Ansistant         \$ 51.00         \$ 5.00           Diry of Katchilam         7.78         Adermitative Ansistant         \$ 51.00         \$ 5.00           Diry of Katchilam         5.48         Receptionits         \$ 1.44         \$ 5.00         \$ 5.00           Diry of Katchilam         5.48         Administrative Assistant         \$ 5.02         \$ 5.00           Diry of Kotchila         4.497         Administrative Assistant         \$ 5.02         \$ 5.00           Diry of Kotchila         4.497         Administrative Assistant         \$ 5.02	-	
Differ         State         State <t< td=""><td>666 \$ 45,386</td><td></td></t<>	666 \$ 45,386	
City of Jescham         8.289         Office Service Technique         5         9.334         5         4.35           City of Famil         7.786         Receptions & Cather         5         33.504         5         4.95           City of Famil         5.300         underterminer         Sociality         5         4.95           City of Addiak         5.964         Administrature Specialist         5         4.136         5         5.76           City of Addiak         5.964         Administrature Specialist         5         5.97,05         5.02,22         5         5.76           City of Solotona         4.494         Administrature Specialist         5         4.136         5         3.76           City of Solotona         4.244         Ontexterminel         5         3.78         5         3.78           Strong of Haines         2.446         Ontexterminel         5         3.78         5         3.78           City of Fandration         Pattern         Date         Date         S.78         3.78         5         3.78           City of Fandration         Pattern         Date         Date         Date         S.78         3.78         5         3.78         3.78         3.78 <td></td> <td>Did not have grade assigned used grade 23</td>		Did not have grade assigned used grade 23
City of Kenal         7.78         Administrative Assignant         \$ 51,00         \$ 5,00<		
City of Fahrer         7,80         Receptionist Cabler         \$ 33,90         \$ 4,93           City of Ethel         6,600         undersmitted         \$ 41,96         \$ 51,70           City of Koldik         5,810         No comparable         \$ 41,96         \$ 51,70           City of Koldina         4,669         Administrative Assistant         \$ 53,805         \$ 64,22           City of Koldina         1,644         Cutomer Service Rep / Admin Assistant         \$ 53,805         \$ 64,22           City of Valetz         1,844         Cutomer Service Rep / Admin Assistant         \$ 53,805         \$ 64,23           City of Cardono         1,140         Undersembled         \$ 21,813         \$ 33,00           Market Average         2,000         Patient Market         \$ 50,057         \$ 121,07           Market Average         2,000         Patient Market         \$ 50,055         \$ 112,07           City of Kithalin         3,166         Patient Market         \$ 50,055         \$ 112,07           City of Wallin         1,260         Patient Market         \$ 50,055         \$ 112,07           City of Kantalin         1,270         Patient Check         \$ 50,055         \$ 100,245           City of Wallin         1,260         Patient Check		
City of Bernet A. 1999 A set of the set of t		
City of Kolaik 5,968 Administrative Socialist 5,41,96 5,97.7 City of Soldotna 4,687 Administrative Assistant 5,90,523 5,97,97 City of Soldotna 1,97,97 Administrative Assistant 5,90,523 5,97,97 City of Carlos 2,104 or indexembled 1,97,97 Names Amerge 1,97 Administrative Assistant 1,97,97 City of Grados 2,104 or indexembled 1,97,97 Names Amerge 1,97,97 City of Grados 2,104 or indexembled 1,97,97 City of Fathewis 3,1,56 Fock Citer 1,97 City of Mania 1,2,000 Post City of Mania 1,2,000 City of Mania 2,778 Fock Citer 1,500,000 City of Mania 2,778 Fock Citer 1,500,00	<i>3</i> 50 \$ 55,598	
City of Nomer         5,100         Ho comparable         5,023         5,57,99           City of Soldona         4,689         Advances we substant         5,023         5,57,99           City of Soldona         1,244         Office Assistant         5,023         5,57,99           City of Condoa         1,149         Understanter Musistant         5,023         5,023         5,025         5,023         5,025 <td></td> <td>provided scale, with no legend.</td>		provided scale, with no legend.
City of Solutions 4,467 Administrative Assistant: \$ 20,237 \$ 57,86 City of Valor: 3,854 Customer Sence Rep / Admin Austitant: \$ 25,375 \$ 64,26 Solution of Valors: 2,100 Administrative Austitant: \$ 25,313 \$ 33,00 City of Cordon 2,100 Administrative Austitant: \$ 25,313 \$ 33,00 City of Gradies 2,100 Administrative Austitant: \$ 25,313 \$ 33,00 City of Gradies 2,100 Administrative Austitant: \$ 21,313 \$ 33,00 City of Gradies 2,100 Administrative Austitant: \$ 24,225 \$ 44,92 Auster Average \$ 2,100 Administrative Austitant: \$ 21,025 \$ 44,92 Auster Average \$ 2,100 Administrative Austitant: \$ 21,025 \$ 44,92 Auster Average \$ 2,100 Administrative Auster Average \$ 2,100 Administrative Australiant \$ 2,000 Auster Average \$ 2,000 Administrative Australiant \$ 2,000 Administrative Aust	707 \$ 62,048	
City of Valletz         1.84         Curtomer Service Rep / Admin Assistant 1         5 35,86         5 4.22           Borough of Hames         2.47         Office Assistant 1         5 12,81         5 13,04         5 4.23           Borough of Hames         2.46         Office Assistant 1         5 4.24         5 4.25         5 4.24           Borough of Hames         2.40         Office Assistant 1         5 4.24         5 4.24         5 4.24           Borough of Admines         2.400         Processor         5 4.22         5 4.24         5 4.24           Market Average         2.00         Processor         5 10.91         5 10.91         5 10.91           City of Experit Pol         2.00         Police Chief         5 10.93         5 11.63           City of Walla         10.25         Police Chief         5 10.93         5 11.63           City of Walla         10.27         Police Chief         5 10.93         5 11.64           City of Konda         5,98         Police Chief         5 10.94         5 10.94           City of Konda         5,98         Police Chief         5 10.94         5 10.94           City of Konda         5,98         Police Chief         5 10.94         5 10.94           City of Konda		
Chin & Borough of Wrangell 2,59 Accounts (Lerk \$ 21,504 \$ 4.02 Borough of Haines 2,46 Of Ke Assistant 1 \$ 52,513 \$ 30,00 City of Cordon 2,160 undertermined Market Average \$ 41,26 \$ 44,26 \$ 44,26 \$ 44,26 \$ 54,40 \$ City of Cordon 2,160 undertermined Market Average \$ 200 For Core \$ 54,00 \$ 10,00	897 \$ 65,270	1
Chin & Borough of Wrangell 2,59 Accounts (Lerk \$ 21,504 \$ 4.02 Borough of Haines 2,46 Of Ke Assistant 1 \$ 52,513 \$ 30,00 City of Cordon 2,160 undertermined Market Average \$ 41,26 \$ 44,26 \$ 44,26 \$ 44,26 \$ 54,40 \$ City of Cordon 2,160 undertermined Market Average \$ 200 For Core \$ 54,00 \$ 10,00		
Boough of Haines         2,46         Office Assistant         \$ 25,81         \$ 33,00           Chr of Cordone         2,160         undetermined         \$ 41,28         \$ 44,28         \$ 4		
City of Condona         1.140         undetermined           Action of Netro Netro         2.000         Proteiner         5.00,971         5.121,97         5.121,9		
Market Average         S 41,35         S 44,93           CSC / Exercise         Lanes VH Response         Support Control of Support Program           CSC / Exercise         Doubletion         Doubletion         Doubletion           CSC / CAL         Station         11,345         na response           CSC / CAL         Station         11,345         na response           CSC / CAL         Station         11,345         na response           CSC / CAL         Station         5,80,05         Station           CSC / CAL         Station         Station         Station           CSC / Station	J93 \$ 40,3/3	
City of Renth Feb         2.200         Production Design of Status         Auto Addition         Auto Addition         Auto Addition         Auto Addition           Primery Assencies         Doubletion         Doubletion         Doubletion         Status         Auto Status         Auto Status         Auto Addition         Auto Addition         Auto Addition         Auto Addition         Auto Status         Auto Addition         Auto Status         Auto Addition         Auto Status         Auto Status         Auto Addition         Auto Status		
Primary Agencies         Population         Position Title         Min         Mid           City of Fathanics         31,516         Polec Chief         \$100,971         \$121,07           Borough of Kodiak Island         13,345         no response	934 \$ 56,959	
Primary Agencies         Population         Position Title         Min         Mid           City of Fathanics         31,516         Polec Chief         \$100,971         \$121,07           Borough of Kodiak Island         13,345         no response		
Depute Approx         Population         Position Title         Min         Min         Min           Ding of Autoanis         31,516         Polee Chief         \$100,971         \$121,07         \$101,042         \$122,27         \$100,042         \$122,27         \$101,042         \$122,27         \$101,042         \$122,27         \$101,042         \$122,27         \$101,042         \$122,27         \$101,042         \$122,27         \$101,042         \$122,27         \$101,042         \$122,27         \$101,042         \$122,27         \$101,042         \$122,27         \$101,042         \$122,27         \$101,042 <td< td=""><td>1</td><td>C. I. S. Martin States of Contract States and States and States</td></td<>	1	C. I. S. Martin States of Contract States and States and States
City of Fairbanks         31,516         Polce Chief         \$100,974         \$121,07           City & Borough of Stala kland         13,345         no response         \$101,933         \$188,65           City & Borough of Stala         8,447         Polce Chief         \$90,035         \$121,07           City of Watha         10,252         Chief of Polce         \$100,943         \$188,65           City of Ketchikan         8,269         Polce Chief         \$100,944         \$171,72           City of Ketchikan         8,269         Polce Chief         \$100,944         \$171,72           City of Rethel         6,600         undetermined         \$100,944         \$171,72           City of Rote All         6,600         undetermined         \$100,842         \$110,442           City of Homer         5,810         Polce Chief         \$109,425         \$110,442           City of Cordona         2,404         Note State         \$121,27         \$100,426         \$112,445           City of Cordona         2,100         undetermined         \$104,448         \$90,885         \$90,885           City of Cordona         2,100         undetermined         \$112,448         \$90,885         \$90,885         \$90,885         \$90,885           Cit		
City & Borough of Juneau       32,000         Borough of Kodiak Island       13,345       no response         City of Maxilla       10,529       Chief of Police       \$101,933       \$188,65         City of Maxilla       8,249       Police Chief       \$102,722       \$212,06         City of Renchi       7,778       Police Chief       \$100,742       \$112,10         City of Renchi       7,778       Police Chief       \$100,744       \$117,10         City of Rotak       5,968       Chief of Police       \$2,85       \$106,38         City of Rotak       5,968       Chief of Police       \$96,252       \$100,48         City of Nomer       5,810       Police Chief       \$103,482       \$122,27         City of Nomer       5,810       Police Chief       \$103,482       \$122,27         City of Cordona       2,160       undetermined       \$102,482       \$122,27         City of Cordona       2,160       undetermined       \$102,482       \$122,27         City of Cordona       2,160       undetermined       \$104,445       \$102,482         City of Cordona       2,160       Internant       \$46,445       \$96,065       \$103,445         City of Cordona       3,150       Polic	077 \$133,182	1
Borough of Kodiak Island         13,45         no response           City of Wanila         10,22         Chief of Polce         \$10,193         \$18,65           City of Katchikan         8,289         Polce Chief         \$10,22         \$12,00           City of Katni         7,78         Polce Chief         \$100,742         \$12,00           City of Katni         7,78         Polce Chief         \$100,742         \$12,00           City of Katni         7,78         Polce Chief         \$100,742         \$12,00           City of Katnik         5,960         Chief of Polce         \$10,632         \$100,532         \$110,632           City of Momer         5,810         Polce Chief         \$10,324         \$100,522         \$12,02           City of Momer         5,810         Polce Chief         \$10,442         \$12,122         \$12,122           City of Momer         2,800         Polce Chief         \$10,446         \$100,446         \$100,446         \$100,446           City of Corolo         2,160         Indetermined         Indetermined         Indetermined         Indetermined         \$12,102           City of Excende         2,424         \$100,446         \$100,446         \$100,446         \$100,446         \$100,446         \$	/// \$133,16Z	
City of Wasilla         10.529         Chief of Police         S101.933         S118.65           City & Brough of Sitka         8.447         Police Chief         S107.92         S123.05         S112.933         S118.65           City of Retchildan         8.269         Police Chief         S107.92         S125.05         S122.05           City of Renai         7.778         Police Chief         S100.944         S117.10           City of Rodiak         5.969         Chief of Police         S 85.106         S105.73         S 110.42           City of Rodiak         5.969         Chief of Police         S 96.325         S 110.42         S 120.74         S 100.424         S 120.74           City of Nadez         3.834         Public Safety / LED Chief         S 103.422         S 103.42         S 103.44         S 103.45		
City & Borough of Sitka         8.647         Police Chief         \$ 95,035         \$ 112,90           City of Renai         7.778         Police Chief         \$ 100,742         \$ 122,00           City of Renai         7.778         Police Chief         \$ 100,742         \$ 122,00           City of Renai         7.706         Police Chief         \$ 100,762         \$ 122,00           City of Bethel         6.600         underemined		
City of Ketchikan         8,289         Police Chief         \$107,782         \$125,06           City of Kenai         7,776         Police Chief         \$100,944         \$117,102         \$125,06           City of Kenai         7,776         Police Chief         \$100,944         \$117,102         \$125,06           City of Sethel         6,600         undetermined         \$100,944         \$117,106         \$100,944         \$117,106           City of Sethel         5,966         Chief of Police         \$6,952         \$110,42         \$129,117           City of Sethotna         4,689         Police Chief         \$96,255         \$100,42         \$129,117           City of Sethotna         2,489         Police Chief         \$96,255         \$110,42         \$129,117           Storough of Haines         2,474         Not Bited         \$100,425         \$129,117         \$110,42           City of Cardona         2,160         undetermined         \$113,44         \$13,455         \$113,44         \$129,55           Primery Asencias         Police Liteutenant         \$44,445         \$90,06         \$113,44         \$129,55           City of Rancias         31,316         Police Liteutenant         \$42,425         \$80,66         \$113,44         \$129,55 </td <td></td> <td></td>		
City of Ketchikan         8,289         Police Chief         \$100,244         \$117,725         \$212,06           City of Kenai         7,736         Police Chief         \$100,944         \$117,014	902 \$ 134,202	Police Chief is listed as grade 38, but current wage is \$174,990 per year 2080 hr
City of Fenni         7,778         Poike Chief         \$100,944         \$117,10           City of Palmer         7,366         Poike Chief         \$70,555         \$72,18           City of Bethel         6,600         undetermined         5         \$105,35         \$72,18           City of Kodak         5,965         Chief of Poike         \$6,932         \$100,342         \$122,25         \$100,342         \$122,25         \$100,422         \$122,21         \$100,442         \$122,27         \$100,442         \$122,27         \$100,422         \$122,21         \$100,422         \$122,21         \$100,422         \$122,21         \$100,42         \$122,21         \$100,424         \$112,44         \$100,445         \$100,42         \$122,21         \$100,445         \$100,42         \$122,21         \$100,445         \$100,42         \$122,21         \$100,445         \$100,44         \$122,21         \$100,44         \$100,45         \$100,44         \$100,45         \$100,44         \$122,44         \$100,44         \$100,45         \$100,44         \$11,45         \$11,46         \$11,46         \$11,44         \$11,44         \$11,44         \$11,44         \$11,44         \$11,46         \$11,44         \$11,44         \$11,44         \$11,44         \$11,44         \$11,44         \$11,44         \$11,44	086 \$145,167	
City of Palmer         7,366         Police Chief         \$ 70,554         \$ 92,18           City of Bathel         6,600         undetermined         5         55,105         \$ 516,38           City of Momer         5,810         Police Chief         \$ 510,325         \$ 110,42           City of Status         4,889         Police Chief         \$ 96,325         \$ 110,42           City of Status         2,334         Police Chief         \$ 96,325         \$ 110,42           City of Status         2,337         Police Chief         \$ 96,435         \$ 108,42           Borough of Haines         2,474         Not listed         \$ 108,42         \$ 122,12           Visi of Cordona         2,160         undetermined         \$ 108,42         \$ 112,44           Visi of Cordona         2,160         undetermined         \$ 113,44         \$ 96,693         \$ 113,44           City of Racios         2,200         Police Lieutenant         \$ 84,242         \$ 98,064         \$ 96,083         \$ 98,304         \$ 98,042         \$ 97,082           Sity of Maines         3,1316         Police Lieutenant         \$ 84,242         \$ 98,064         \$ 97,042         \$ 97,042         \$ 97,042         \$ 97,042         \$ 97,042         \$ 97,042         \$ 97,042 </td <td></td> <td>1</td>		1
Sity of Bethel 6,600 undetermined 5,505 \$10,50 \$10,30 \$10,		
City of Rodiak         5,068         Chief of Police         S 85,106         S 106,38           City of Momer         5,810         Police Chief         5         5,225         5 110,42           City of Valdez         3,834         Public Safety / LEO Chief         5 103,482         5 122,21           City of Valdez         3,834         Public Safety / LEO Chief         5 06,58         5 108,42           City of Valdez         3,834         Public Safety / LEO Chief         5 06,59         5 113,44           City of Cordova         2,160         undetermined	\$117,27U	even inferd scale, with the larger d
Sity of Homer       5,810       Police Chief       5,6,325       510,42         Sity of Soldotna       4,689       Police Chief       5,6,342       510,42         Sity of Soldotna       2,509       Police Chief       5,6,455       510,42         Sity of Cordona       2,147       Not Isted       311,444       311,444         Sity of Cordona       2,160       undetermined       444         Sity of Fairbanks       31,516       Police Leutenant       5       5,4557       5,113,444         Timey Agencies       Police Leutenant       5       64,242       5       96,055       59,056         Ting of Soldotna       1,345       no response       5       44,242       5       96,065       55,25,25         Tiny of Kordiak Island       13,345       no response       5       54,242       5       98,065         Tiny of Kordiak Island       13,345       no response       5       57,144       5       59,254         Tiny of Kordiak Island       10,529       Police Lieutenant       5       84,242       5       98,066         Tiny of Kordiak Island       10,529       Police Lieutenant       5       87,145       5       57,255         Tiny of Kordiak Island<	• •	provided scale, with no legend.
City of Soldotna         4,689         Polse Chief         \$ 96,325         \$ 110,42           City of Vakez         3,834         Public Safety / LEO Chief         \$ 103,442         \$ 122,21           City of Vakez         2,509         Polce Chief         \$ 96,325         \$ 110,42         \$ 122,21           Borough of Waines         2,474         Not listed         \$ 96,655         \$ 108,42           City of Cordona         2,160         undetermined         \$ 40,697         \$ 113,44           Arket Average         \$ 96,655         \$ 96,665         \$ 96,087         \$ 113,44           City of Cordona         2,160         undetermined         \$ 40,497         \$ 41,414           City of Fairbanks         31,516         Police Lieutenant         \$ 84,445         \$ 96,08           City of Kairbank         10,529         Police Lieutenant         \$ 78,042         \$ 98,06           City of Kechikan         8,289         Police Lieutenant         \$ 87,194         \$ 95,30           City of Kechikan         8,289         Police Lieutenant         \$ 87,194         \$ 95,30           City of Kechikan         8,289         Police Lieutenant         \$ 87,194         \$ 95,30           City of Kechikan         8,289         Police Lieutenant	383 \$127,660	
City of Valdez     3,814     Public Safety / LEO Onef     \$103,482     \$122,21       City of Borough of Wrangell     2,507     Police Chief     \$ 96,556     \$ 108,42       City of Cordova     2,160     undetermined     Image: Control on		Current \$126,000
City of Valdez     3,814     Public Safety / LEO Onef     \$103,482     \$122,21       City of Borough of Wrangell     2,507     Police Chief     \$ 96,556     \$ 108,42       City of Cordova     2,160     undetermined     Image: Control on	428 \$124,530	
ity & Borough of Wrangell       2,509       Police Chief       \$ 94,556       \$ 108,42         lorough of Haines       2,1474       Not Kisted		
borough of Haines 2,474 Not listed Ity of Cordova 2,160 undetermined Archet Average 2,400 Provide Linear 2,400 Provide Linear 4,400 State Trimery Agencies Population Position Title Min Mid Ity of Sindanata 31,516 Police Lieutenant S 84,448 S 96,08 Ity of Kodiak Island 13,345 no regionse 5,4242 S 98,06 Ity of Kodiak Island 10,529 Police Lieutenant S 78,042 S 97,50 Ity of Wasilla 10,529 Police Lieutenant S 78,042 S 97,50 Ity of Kodiak Island 7,778 Police Lieutenant S 87,194 S 95,90 Ity of Kodiak State 7,778 Police Lieutenant S 87,194 S 95,90 Ity of Kodiak Sand 7,778 Police Lieutenant S 86,669 S 8,3,36 Ity of Kodiak Sand 7,778 Police Lieutenant S 86,669 S 8,3,36 Ity of Kodiak Sand 7,778 Police Lieutenant S 86,669 S 8,3,36 Ity of Kodiak Sand 7,778 Police Lieutenant S 86,669 S 8,3,36 Ity of Kodiak S,968 Police Lieutenant S 81,188 S 95,35 Ity of Kodiak S,968 Police Lieutenant S 81,188 S 95,35 Ity of Kodiak S,968 Police Lieutenant S 81,188 S 95,35 Ity of Kodiak S,968 Police Lieutenant S 81,188 S 95,35 Ity of Kodiak S,968 Police Lieutenant S 81,188 S 95,35 Ity of Kodiak S,968 Police Lieutenant S 81,188 S 95,35 Ity of Kodiak S,968 Police Lieutenant S 81,188 S 95,35 Ity of Kodiak S,968 Police Lieutenant S 81,188 S 95,35 Ity of Kodiak S,968 Police Lieutenant S 81,188 S 95,35 Ity of Kodiak S,968 Police Lieutenant S 81,188 S 95,35 Ity of Kodiak S,968 Police Lieutenant S 81,188 S 95,35 Ity of Kodiak S,968 Police Lieutenant S 81,188 S 95,35 Ity of Kodiak S 31,516 None S Ity of Kodiak Sland 13,345 no regionse S		
City of Cordova       2,160       undetermined         Variet Average       2,460       Pricement       5,96,699       5,113,44         Market Average       2,460       Pricement       5,96,699       5,113,44         Mine Stansand       2,460       Pricement & Reage       5,96,699       5,113,44         Mine Stansand       31,516       Police Lieutenant       5,84,648       5,96,08         City of Fairbanks       31,516       Police Lieutenant       5,84,448       5,96,08         City of Fairbanks       31,516       Police Lieutenant       5,84,242       5,98,06         City of Borough of Sitka       8,647       Ikeutenant       5,86,124       5,95,00         City of Borough of Sitka       8,647       Keutenant       5,86,693       5,83,36         City of Konia       7,778       Police Lieutenant       5,86,693       5,83,36         City of Konia       5,968       Police Lieutenant       5,83,38       5,95,30         City of Konia       5,869       Police Lieutenant       5,83,38       5,95,30         City of Konia       5,869       Police Lieutenant       5,87,975       5,72,25         City of Konia       4,689       Police Lieutenant       5,72,25       5,72,25	120 9 121,040	
Aarket Average \$ 96,659 \$ 113,44 Sty of Normal X Average \$ 96,659 \$ 113,44 Sty of Normal X Average Police Internat \$ 84,640 \$ 96,08 Strong M of Juneau 32,000 Strong M of Juneau 32,000 Strong M of Kodiak Island 13,345 no response Sty of Warnel 1 \$ 84,242 \$ 98,06 Sty of Kenai 1 7,778 Police Lieutenant \$ 84,242 \$ 98,06 Sty of Kenai 1 7,778 Police Lieutenant \$ 84,242 \$ 95,30 Sty of Palmer 7,306 None Sty of Kenai 1 7,778 Police Lieutenant \$ 66,093 \$ 83,363 Sty of Stolata 4,669 Police Lieutenant \$ 88,138 \$ 97,59 Sty of Stolata 4,669 Police Lieutenant \$ 88,138 \$ 97,59 Sty of Stolata 4,669 Police Lieutenant \$ 88,138 \$ 97,59 Sty of Valdez 3,844 Law Enforcement Lieutenant \$ 88,138 \$ 97,59 Sty of Valdez 3,844 Law Enforcement Lieutenant \$ 88,138 \$ 97,52 Sty of Cordova 2,160 undetermined Sty of Cordova 2,160 undetermined Sty of Stata 8,467 None Sty of Fairbanks 31,516 None Sty of Fairbanks 31,516 None Sty of Fairbanks 31,516 None Sty of Stata 8,647 None Sty of Stata 8,649 None Sty of Stata 4,689	I	
Carter of Non-Res     Powerst Crimer J, Songer       Primery Agencies     Powerst Poile Liver of Fairbanks     Poile Liver of Title     Min     Mid       City of Fairbanks     31,516     Poile Liverant     \$ 84,448     \$ 96,08       Dir of Vasilla     13,345     no response		
Primery Agencies         Population         Position Title         Min         Mid           City of Fairbanks         31,516         Police Lieutenant         S         84,448         \$         96,08           Borough of Juneau         32,000         Social         S         84,448         \$         96,08           Borough of Kodiak Island         13,345         no response         S         82,442         \$         88,06           City of Maxilla         10,529         Police Lieutenant         \$         87,194         \$         95,00           Lity of Kothikin         8,249         Police Lieutenant         \$         82,160         \$         \$         5,33,00           City of Kothikin         8,269         Police Lieutenant         \$         83,348         \$         \$         95,90           City of Kodiak         5,968         Police Lieutenant         \$	45 \$131,366	Steve Dutra
Primery Agencies         Population         Position Title         Min         Mid           City of Fairbanks         31,516         Police Lieutenant         \$84,448         \$96,08           City of Fairbanks         31,516         Police Lieutenant         \$84,448         \$96,08           Borough of Kodiak Island         13,345         no response         58,042         \$86,062           City of Maxilla         10,529         Police Lieutenant         \$87,104         \$95,90           City of Kodiak Island         8,647         Lieutenant         \$87,104         \$95,90           City of Kenai         7,778         Police Lieutenant         \$87,104         \$95,90           City of Romar         7,366         None         56,693         \$83,306           City of Kodiak         5,968         Police Lieutenant         \$84,681         \$99,79           City of Kodiak         5,968         Police Lieutenant         \$84,681         \$97,735         \$72,735           City of Kodiak         1,460         undetermined              City of Kodiak         2,509         Police Lieutenant         \$84,681         \$97,735         \$72,735           City of Kodiona         2,474         None		
City of Fairbanks         31,516         Police Lieutenant         \$ 84,448         \$ 96,048           City of Borough of Juneau         32,000         sorrough of Kodiak Island         13,345         no response           City of Borough of Kodiak Island         13,345         no response         state         state           City of Borough of Sitka         8,647         Lieutenant         \$ 84,242         \$ 98,06           City of Borough of Sitka         8,647         Lieutenant         \$ 87,194         \$ 95,90           City of Barbet         8,289         Police Lieutenant         \$ 87,194         \$ 95,90           City of Bathet         6,600         undetermined         state         state           City of Bathet         6,600         undetermined         state         state           City of Soldotna         4,689         Police Lieutenant         \$ 83,138         \$ 97,755           City of Soldotna         4,689         Police Lieutenant         \$ 80,7018         \$ 77,755         \$ 92,431           City of Soldotna         2,500         Police Lieutenant         \$ 80,7018         \$ 77,755         \$ 92,431           City of Soldotna         2,200         Pt Carroist         \$ 79,755         \$ 92,431         \$ 79,755         \$ 92,441		
Sity & Borough of Juneau       32,000         Borough of Kodiak Island       13,345       no response         Sity of Wasilla       10,529       Police Lieutenant       \$ 84,242       \$ 98,06         Sity of Katsilla       10,529       Police Lieutenant       \$ 82,160       \$ 55,30         Sity of Ketchikan       8,289       Police Lieutenant       \$ 82,160       \$ 55,30         Sity of Ketnal       7,778       Police Lieutenant       \$ 82,160       \$ 55,30         Sity of Barner       7,306       None       S 33,66       \$ 53,30         Sity of Bothet       6,600       undetermined       \$ 33,138       \$ 99,795         Sity of Kotakik       5,968       Police Lieutenant       \$ 83,138       \$ 99,795         Sity of Kotakik       5,969       Police Lieutenant       \$ 83,138       \$ 99,795         Sity of Solotha       4,669       Police Lieutenant       \$ 83,138       \$ 97,75         Sity of Sorough of Haines       2,474       Not tisted       \$ 70,735       \$ 72,434         Sity of Cordova       2,160       undetermined       \$ 77,735       \$ 92,444         Sity of Fairbanks       31,516       None       \$ 79,735       \$ 92,448         Sity of Fairbanks       31,5		
Borough of Kodiak Island         13,345         no response         Intervention         5 84,242         5 8,666           City of Wasilla         10,529         Police Lieutenant         5 87,6042         5 82,660         5 85,341           City of Borough of Sitka         8,647         Lieutenant         5 87,194         5 85,361         5 85,341           City of Renail         7,778         Police Lieutenant         5 87,194         5 95,900           City of Renail         7,778         Police Lieutenant         5 86,663         5 83,346           City of Kodiak         5,968         Police Lieutenant         5 86,663         5 93,356           City of Kodiak         5,969         Police Lieutenant         5 83,138         5 93,593           City of Kodiak         5,869         Police Lieutenant         5 87,178         5 97,793           City of Valdez         3,834         Law Enforcement Lieutenant         5 87,078         5 77,735         5 72,255           City of Valdez         3,834         Law Enforcement Lieutenant         5 87,973         5 72,434         5 93,795         5 72,434           City of Haines         2,474         Not Isted         Note         5 77,735         5 72,434           City of Fairbanks         31,516		
Eity of Wasilla         10,529         Police Lieutenant         \$ 84,242         \$ 98,06           Eity & Borough of Sitka         8,647         Lieutenant         \$ 78,042         \$ 72,762           Eity of Ketchikan         8,289         Police Lieutenant         \$ 82,160         \$ 55,34           Eity of Ketal         7,778         Police Lieutenant         \$ 82,160         \$ 55,34           Eity of Baher         7,366         None         \$ 50,002         \$ 53,34           Eity of Baher         7,366         None         \$ 50,002         \$ 53,34           Eity of Bothet         6,600         undetermined         \$ 50,013         \$ 57,325           Eity of Soliotna         4,669         Police Lieutenant         \$ 83,138         \$ 97,735           Eity of Soliotna         4,669         Police Lieutenant         \$ 67,018         \$ 75,25           Eity of Soliotna         2,474         Not Isted         \$ 77,755         \$ 92,434           Eity of Soliotna         1,500         undetermined         \$ 79,725         \$ 92,434           Eity of Soliotna         1,345         no response         \$ 10,174         \$ 10,174           Eity of Soliota         1,3,151         None         \$ 10,274         \$ 10,451		
Sity & Borough of Sitka         8,647         Lieutenant         \$ 78,042         \$ 92,766           Sity of Ketchikan         8,289         Police Lieutenant         \$ 82,160         \$ 55,341           Sity of Ketchikan         8,289         Police Lieutenant         \$ 82,160         \$ 55,341           Sity of Kenail         7,778         Police Lieutenant         \$ 87,194         \$ 95,901           Sity of Bethet         6,600         undetermined         .         .         .           Sity of Kotiak         5,968         Police Lieutenant         \$ 66,693         \$ 83,364           Sity of Kotiak         5,969         Police Lieutenant         \$ 84,681         \$ 97,972           Sity of Soldotna         4,689         Police Lieutenant         \$ 84,681         \$ 97,972           Sity of Gordova         2,160         undetermined         .         .         .           Stry of Cordova         2,160         undetermined         .         .         .         .           Stry of Fairbanks         31,516         Not Isted         .         .         .         .         .         .           Stry of Fairbanks         31,516         None         .         .         .         .         .		
Elity of Ketchikan         8,289         Police Lieutenant         \$ 82,160         \$ 95,34           Etty of Kenal         7,778         Police Lieutenant         \$ 87,194         \$ 95,30           Etty of Ramer         7,306         None         5         55,00           Etty of Bather         6,600         undetermined         -         -           Etty of Kotlak         5,968         Police Lieutenant         \$ 66,693         \$ 83,36           Etty of Kotlak         5,810         Police Lieutenant         \$ 81,138         \$ 95,353           Etty of Valdez         3,834         Law Enforcement Lieutenant         \$ 84,681         \$ 97,79           Etty of Cordova         2,160         undetermined         -         -         -           Strough of Haines         2,474         Not Isted         -         -         -         -           Strough of Juneau         2,160         undetermined         -         -         -         -         -         -           Primey Agencies         Population         Postion Title         Min         Mid         -         -         -         -         -         -         -         -         -         -         -         -         -	164 \$112,069	
Eity of Kenal     7,78     Police Lieutenant     5     87,194     5     95,90       Eity of Fahrer     7,36     None     3     3     3       Eity of Bethet     6,600     undetermined     3     3       Eity of Kotlak     5,968     Police Lieutenant     5     66,693     5     83,364       Eity of Kotlak     5,968     Police Lieutenant     5     86,691     5     97,275       Eity of Soldotna     4,689     Police Lieutenant     5     67,018     5     97,275       Eity of Soldotna     2,474     Not listed     3     3     5     97,275     5     97,275       Eity of Cordova     2,160     undetermined     3     3     3     3     3       Ry of Borough of Wrangell     2,200     Pr Carrent     2     2     2     2       Friders Rege     2,200     Pr Carrent     2     2     2     2       Friders Rege     2,200     Proteiner Title     Min     Mid       Eity of Folica Rege     3,315     None     3     3       Eity of Folica Rege     3,316     None     3     3       Eity of Kotlak Island     13,345     no response     3     3       Eity	68 \$ 110,261	Lieutenant - Services is listed as grade 34 but current wages are \$125,008, 2080
City of Palmer     7,36     None       City of Bathet     6,600     undetermined       City of Bathet     6,600     undetermined       City of Kodiak     5,968     Police Lieutenant     5 66,693     \$ 83,36       City of Soldotna     4,689     Police Lieutenant     \$ 83,138     \$ 95,351       City of Soldotna     4,689     Police Lieutenant     \$ 84,681     \$ 9,79       City of Soldotna     4,689     Police Lieutenant     \$ 84,681     \$ 9,79       City of Valdez     3,834     Law Enforcement Lieutenant     \$ 84,681     \$ 9,79       Borough of Wrangeil     2,509     Police Lieutenant     \$ 67,018     \$ 77,75     \$ 92,434       Borough of Maines     2,474     Not Ested     X     X     X       Stry of Cordova     2,160     undetermined     X     X       Ararket Average     X     72,05     \$ 92,434       Stry of Morib Frei     2,200     Pr Carreis     X     X       Dirough of Kordak Island     13,345     no response     X     X       City of Wasilla     10,529     Deputy Chief of Police     \$ 92,940     \$ 97,940       City of Kenal     7,778     None     X     X       City of Kenal     7,778     None     X	147 \$110,656	
City of Palmer     7,306     None       City of Palmer     7,306     None       City of Rothel     6,600     undetermined       City of Kolak     5,968     Police Lieutenant     \$ 66,693       City of Kolak     5,968     Police Lieutenant     \$ 83,138       City of Valdez     3,814     Law Enforcement Lieutenant     \$ 84,815       City of Valdez     3,834     Law Enforcement Lieutenant     \$ 84,681       City of Valdez     3,834     Law Enforcement Lieutenant     \$ 84,681       Stry of Valdez     3,834     Not Eisted     \$ 77,735       Stry of Valdez     2,160     undetermined       Aarket Average     2,200     TP Carrent       Try of Stronge     2,200     TP Carrent       Carteers Palace     None     \$ 77,735       Palace     2,200     TP Carrent       Carteers Palace     2,200	09 \$104,624	
Eity of Bethet     6,600     undetermined       Eity of Kotlaik     5,968     Police Lieutenant     \$ 66,693     \$ 83,363       Eity of Kotlaik     5,810     Police Lieutenant     \$ 83,138     \$ 95,355       Eity of Valdez     3,814     Law Enforcement Lieutenant     \$ 83,138     \$ 97,775       Eity of Valdez     3,814     Law Enforcement Lieutenant     \$ 84,681     \$ 97,775       Eity of Valdez     3,814     Law Enforcement Lieutenant     \$ 84,681     \$ 97,775       Eity of Cordova     2,160     undetermined     5     5,70,785     \$ 72,434       Strongh of Haines     2,474     Not tisted     5     5     77,735     \$ 72,434       Strongh of Janeau     2,200     PP Centratif of Rame     5     77,735     \$ 72,434       Pointer Chart     Euternant     \$ 83,138     Not tisted     5     75,725       Primery Agencies     Population     Postion Title     Min     Min     Mid       Primery Agencies <t< td=""><td></td><td></td></t<>		
Eity of Kodiak     5,968     Police Lieutenant     5 66,693     \$ 83,360       Eity of Homer     5,810     Police Lieutenant     5     5 95,355       Eity of Valdez     3,834     Law Enforcement Lieutenant     \$ 83,138     \$ 97,375       Eity of Valdez     3,834     Law Enforcement Lieutenant     \$ 84,681     \$ 97,775       Storough of Wrangell     2,609     Police Lieutenant     \$ 67,018     \$ 75,255       Borough of Haines     2,474     Not listed		provided scale, with no learend
Eity of Homer     5,810     Police Lieutenant     \$ 83,138     \$ 95,351       Eity of Valdez     3,834     Law Enforcement Lieutenant     \$ 83,138     \$ 95,351       Eity of Valdez     3,834     Law Enforcement Lieutenant     \$ 84,681     \$ 97,755       Borough of Wrangell     2,509     Police Lieutenant     \$ 84,681     \$ 97,725       Borough of Haines     2,474     Not listed     Xet and termined       Arriet Average     2,100     Undetermined     Xet and termined       Arriet Average     2,200     Pr Carset     Yet and termined       Strig of Cordova     2,100     Police Lieutenant     Xet and termined       Arriet Average     2,200     Pr Carset     Yet and termined       Strig of Cordova     2,100     Policion Title     Min <mid< td="">       Primary Agencies     Population     Position Title     Min<mid< td="">       Primary Agencies     13,516     None     None       Strig &amp; Borough of Situka     13,345     no response     107,870       Strig of Kechikani     8,647     None     117,470       Strig of Kechikan     8,647     None     113,455       Strig of Kechikan     8,647     None     114,490       Strig of Kechikan     8,647     None     114,490       <t< td=""><td></td><td>provided scale, with no legend.</td></t<></mid<></mid<>		provided scale, with no legend.
Lity of Soldotna     4,689     Police Lieutenant     \$ 83,138     \$ 95,351       Lity of Valez     3,834     Law Enforcement Lieutenant     \$ 84,681     \$ 97,79       Lity & Borough of Wrangell     2,509     Police Lieutenant     \$ 67,018     \$ 75,25       Storugh of Maines     2,474     Not listed	366 \$100,040	
Sity of Valdez     3,814     Law Enforcement Lieutenant     \$ 84,681     \$ 97,79       Stry & Borough of Wrangell     2,509     Police Lieutenant     \$ 67,018     \$ 75,25       Sorough of Haines     2,474     Not listed     Not listed     Not listed       Kry of Cordova     2,160     undetermined     1     1       Aarket Average     \$ 77,735     \$ 77,735     \$ 77,735       Kry of Eordova     2,200     Program     2     1       Program     \$ 2,000     Program     2     1       Stry of Fairbanks     31,516     None     1     1       Stry of Korlak Island     13,345     no response     1     1       Stry of Korlak Island     13,345     no response     1     1       Stry of Korlak Island     13,345     no response     1     1       Stry of Korlak     8,647     None     1     1     1       Stry of Korlak     8,647     None     1     1     1       Stry of Fairbanks     1     1     1     1     1     1       Stry of Korlak     8,647     None     1     1     1     1       Stry of Korlak     1     7     None     1     1     1		Current \$109,200
City & Borough of Wrangell     2,509     Police Lieutenant     5 67,018 \$ 75,25       Sorough of Haines     2,474     Not listed     Not listed       City of Cordova     2,160     undetermined       Aixfet Average     5 77,735 \$ 92,434       City of Cordova     2,200     Processit       Primary Agencies     Population     Position Title     Min       Position Bitla     13,345     no response     Position Title       Position Filtion I Kotha     8,647     None     Position Title       Position I Kotha     8,647	58 \$107,578	
Sity & Borough of Wrangell     2,509     Police Lieutenant     5 67,018 \$ 75,255       Sorough of Haines     2,474     Not listed     Not listed       Stry of Cordova     2,160     undetermined       Arfet Average     5 77,735 \$ 74,434       Trick average     5 77,735 \$ 74,434       Stry of North Yoe     2,200     Trick average       Primacy Agencies     Population     Position Title     Min       Primacy Agencies     2000     Position Title     Min       Primacy Agencies     Population     Position Title     Min       Vity & Borough of Juneau     31,516     None     None       Stry of Kodiak Island     13,345     no response     10,787       Stry of Kodiak Island     10,529     Deputy Police Chief     \$ 92,648       Stry of Kodiak Island     10,529     Deputy Police Chief     \$ 92,940       Stry of Kodiak Island     10,529     Deputy Police Chief     \$ 92,940     \$ 107,861       Stry of Kenla     7,778     None     -     -     -       Stry of Kenla     7,778     None     -     -       Stry of Kodiak     5,668     None     -     -       Stry of Kodiak     5,668     None     -     -       Stry of Kenla     7,778		
borough of Haines 2,474 Not listed Lity of Cordova 2,160 undetermined Aarket Average 2,200 Fr Carperts Say of Borth Res 2,200 Fr Carperts Cartery of Borth Res 2,200 Fr Carperts Cartery of Borough of South Res 31,516 None Lity & Borough of Juneau 32,000 Drough of Kodak Island 13,345 no response Lity of Borough of Stuba 8,647 None Lity of Maxilla 10,529 Deputy Chief of Police \$ 92,668 \$107,870 Lity of Maxilla 10,529 Deputy Chief of Police \$ 92,668 \$107,870 Lity of Kenal 7,778 None Lity of Renal 7,778 None Lity of Benough of Stuba 8,647 None Lity of Kenal 7,778 None Lity of Benough of Stuba 8,649 Deputy Police Chief \$ 92,940 \$107,861 Lity of Kenal 7,778 None Lity of Benough of Stuba 8,649 None Lity of Borough of Stuba 8,649 None Lity of Maxilla 5,668 None Lity of Momer 5,810 None Lity of Momer 5,810 None Lity of Momer 5,810 None Lity of Konal 4,689 None Lity of Stolotina 4,689 None Lity of Stolotina 4,689 None Lity of Stolotina 4,689 None Lity of Borough of Virangell 2,509 None		
Lity of Cordova     2,160     undetermined       Jarrket Average     \$ 79,735     \$ 72,431       Jarrket Average     \$ 2,200     Pf Cannet     \$ 79,735     \$ 72,431       Joury Police Obst     Curvers of Research Cordoval     \$ 79,735     \$ 72,431       Primery Agencies     Population     Postion Title     Min     Mid       Thy & Borough of Juneau     32,000     bronze     5     5       Jorough of Kodak Island     13,355     None     5     5       Jity & Borough of Sitka     8,647     None     5     5       Jity of Ketchikan     8,289     Deputy Police Chief     \$ 29,405     \$ 510,807       Jity of Ketchikan     8,289     Deputy Police Chief     \$ 56,306     \$ 73,424       Jity of Berner     7,366     Commander     5     56,306     \$ 73,424       Jity of Ketchikan     5,688     None     -     -       Jity of Ketchikan     5,698     None     -     -       Jity of Ketchikan     5,968     None     -     -		
Aarket Average \$ 79,755 \$ 92,43 Ry of storth Nor Programs (Carrier) Programs (Carri		
Deputy Police Class         Population         Position Title         Min         Alid           Primary Agencies         Signation         Rome         Signation	· · ·	
Depart of Manage           Primery Agencies         Population         Position Title         Min         Alid           Timmery Agencies         31,516         None         Min         Alid           Tity of Borough of Juneau         32,000         Jorough of Kodhak Island         13,345         no response         Jorough of Kodhak Island         10,529         Deputy Chief of Police         \$ 92,940         \$ 107,870         Jorough of Kodhak Island         13,345         None         Jorough of Kodhak Island         17,781         None         Jorough of Kodhak Island         7,778         None         Jorough of Kodhak Island         7,786         Jorough of Kodhak Island         7,778         None         Jorough of Kodhak Island         Jorough of KodhakIsla	138 \$ 105,820	
Primary Agencies         Population         Position Title         Min         Alia           ity of Farbanks         31,516         None	2 4 8 291	Jeremy Lindhag
Strip of Fairbanks         31,516         None           Lty & Borough of Juneau         32,000         32,000           Jorough of Kotlak Island         13,345         no response           Sity of Kotlak Island         10,529         Deputy Chief of Police         \$ 92,668         \$ 107,877           Sity of Kotlak Island         10,529         Deputy Chief of Police         \$ 92,668         \$ 107,877           Sity of Kaclak         8,647         None         -         -         -           Sity of Kechikan         8,289         Deputy Police Chief         \$ 92,940         \$ 5107,867           Sity of Kechikan         7,778         None         -         -           Sity of Ketchikan         6,600         undetermined         -         -           Sity of Kotlak         5,68         None         -         -           Sity of Kotlak         5,68         None         -         -           Sity of Kotlak         5,96         None         -         -           Sity of Kotlak         5,96         None         -         -           Sity of Kotlak         4,89         None         -         -           Sity of Soldotna         4,89         None         -		
ity of Fairbanks         31,516         None           ity & Borough of Juneau         32,000	Max	
Sity & Borough of Juneau     32,000       Lorough of Kodiak Island     13,345     no response       Sity of Wasilla     10,529     Deputy Chief of Police     \$ 92,668       Sity of Wasilla     10,529     Deputy Chief of Police     \$ 92,668       Sity of Kentai     8,269     Deputy Police Chief     \$ 92,940       Sity of Kentai     7,778     None       Sity of Kentai     7,78     None       Sity of Reliner     7,306     Commander       Sity of Kodiak     5,698     None       Sity of Kodiak     5,680     None       Sity of Kodiak     5,680     None       Sity of Kodiak     5,680     None       Sity of Kodiak     4,689     None       Sity of Soldotna     4,689     None       Sity of Soldotna     4,689     None       Sity of Soldotna     2,509     None       Sity of Soldotna     2,509     None		
lorough of Kodiak Island         13,345         no response           itty of Kodiak Island         10,529         Deputy Chief of Potice         \$ 92,668         \$ 107,870           itty of Kodiak Island         10,529         Deputy Chief of Potice         \$ 92,668         \$ 107,870           itty of Borough of Sitkla         8,647         None         \$ 92,940         \$ 17,861           itty of Kental         7,778         None         \$ 56,306         \$ 7,3424           itty of Betnet         6,600         undetermined         \$ 7,1424           itty of Koniak         5,968         None         \$ 10,1124           itty of Idenner         5,810         None         \$ 11,1124           itty of Koniak         5,968         None         \$ 11,1124           itty of Koniak         5,469         None         \$ 11,1124           itty of Soldotna         4,689         None         \$ 11,1124           itty of Soldotna         4,689         None         \$ 11,1124           itty of Berough of Wrangell         2,509         None         \$ 11,1124		
Status         10,529         Deputy Chief of Police         \$ 92,668         \$ 107,87           Lity G Korough of Sitika         8,647         None         -		
ity & Borough of Sitka     8,647     None       ity of Ketchikan     8,289     Deputy Police Chief     \$ 92,940     \$107,861       ity of Ketchikan     7,778     None     Ity of Ketnikan     \$ 50,306     \$ 73,424       ity of Palmer     7,306     Commander     \$ 56,306     \$ 73,424       ity of Bathel     6,600     undetermined     Ity of Kotlak     \$ 96,808       ity of Kotlak     5,968     None     Ity of None       ity of Soldotna     4,689     None     Ity of Valcez       ity of Soldotna     4,689     None     Ity of Soldotna       ity of Soldotna     2,509     None     Ity of Soldotna	70 \$123,276	
ity of Ketchikan         8,289         Deputy Police Chief         \$ 92,940         \$ 107,861           ity of Kenai         7,778         None         -	· · · · · · · · · · · · · · · · · · ·	
ity of Kenal         7,778         None           ity of Palmer         7,306         Commander         \$ 56,306         \$ 73,424           ity of Bethel         6,600         undetermined         1         1           ity of Kotak         5,968         None         1         1           ity of Kotak         5,968         None         1         1           ity of Kotak         5,969         None         1         1           ity of Soldotna         4,889         None         1         1           ity of Soldotna         4,889         None         1         1           ity of Soldotna         2,899         None         1         1           ity of Soldotna         2,809         None         1         1           ity of Soldotna         2,809         None         1         1           ity of Borough of Wrangell         2,509         None         1         1	· ·	
ity of Palmer         7,300         Commander         \$ 56,306         \$ 73,424           ity of Bethel         6,600         undetermined         -         -         -           ity of Modak         596         None         -         -         -           ity of Modak         596         None         -         -         -           ity of Soldotna         4,689         None         -         -         -           ity of Soldotna         4,889         None         -         -         -           ity of Soldotna         3,844         Pubbic Safety Tech Supervisor         \$ 84,661         \$ 99,791           ity fit Borough of Wrangell         2,509         None         -         -	61 \$125,177	
ity of Bethel         6,600         undetermined           ity of Kodlak         5,968         None           ity of Kodlak         5,800         None           ity of Joldotna         4,689         None           ity of Valdez         3,84         Public Safety Tech Supervisor         \$ 84,681 \$ 99,791           ity d Korough of Wrangell         2,509         None         \$ 84,681 \$ 99,791	ſ	
ity of Bethel         6,600         undetermined           ity of Kodiak         5,968         None           ity of Kodiak         5,800         None           ity of Joldotna         4,689         None           vis of Valdez         3,84         Public Safety Tech Supervisor         \$ 84,681 \$ 99,791           ity d Korough of Wrangell         2,509         None         \$ 84,681 \$ 99,791	24 \$ 93.267	
ity of Kodiak 5,968 None ity of Nomer 5,810 None ity of Soldotna 4,689 None ity of Soldoz 3,834 Pubbc Salety Tech Supervisor \$ 84,681 \$ 99,791 ity & Borough of Wrangell 2,509 None		provided scale, with no legend.
ity of Nomer 5,810 None ity of Soldotha 4,689 None	· · ·	promaca scale, with no legend.
ity of Soldotna 4,689 None ity of Valdez 3,834 Public Safety Tech Supervisor \$ 84,681 \$ 99,791 ity & Borough of Wrangell 2,509 None	· · · ·	
ity of Valdez 3,834 Public Safety Tech Supervisor \$ 84,681 \$ 99,791 ity & Borough of Wrangell 2,509 None	· ·	Police Lieutenant - Current \$109,200
ity & Borough of Wrangell 2,509 None		
ity & Borough of Wrangell 2,509 None	91 \$114,901	
	.	
ity of Cordova 2,160 undetermined		
Aarket Average \$ 81,649 \$ 97,237	37 \$ 114,155	
ity of North Pole 2,200 FY Cuinent		
Current PY Range	1. Contract 1. Con	1 March 1997 States and the second states of the second states of the second states of the second states of the

Municipal Solutions® IIc Efficiency. Technology. Safety.

# Classification & Compensation Study

	Sec. 2	A BARRAN	a diamarka	and the second		Hotes
Primary Agencies	Population	Position Title	Min	Mid	Max	
City of Fairbanks	31,516	Police Sergeant	\$ 73,986	\$ 86,060	\$ 98,134	
City & Borough of Juneau	32,000					1
Borough of Kodiak Island	13,345	no response				1
City of Wasilla	10,529	Police Sergeant	\$ 79,622	\$ 97,178	\$116,106	1
City & Borough of Sitka	8,647	Police Sergeant		\$ 76,648		1
City of Ketchikan	8,289	Police Sergeant				
City of Kenai	7,778	Police Sergeant		\$ 86,965		
City of Palmer						
•	7,306	Police Sergeant	\$ 53,102	\$ 69,243	\$ 87,984	
City of Bethel	6,600	undetermined			. •	provided scale, with no legend.
City of Kodiak	5,968	Police Sergeant	\$ 59,786	\$ 74,732	\$ 89,679	
City of Homer	5,810	Police Officer IV (Sergeant)			•	Current \$102,733
Lity of Soldotna	4,689	Police Sergeant	\$ 76,627	\$ 93,787	\$110,947	
City of Valdez	3,834	Law Enforcement Sergeant	\$ 79,211	\$ 93,215	\$107,218	
City & Borough of Wrangell	2,509	Police Sergeant	\$ 64,355	\$ 72,280	\$ 81,224	
Borough of Haines	2,474	Police Sergeant	\$ 56,514	\$ 63,794	\$ 71,074	
City of Cordova	2,160	undetermined				
Secondary Agencies	-					
Borough of Fairbanks North Star						
UAF Police Department		Service Deline Officers (DO III)	C ER (00	6 (7 (7	6 400 FOX	
		Senior Police Officer (PO III)	3 36,698	\$ 67,475	\$100,506	
Fairbanks International Airport PD						
Fort Wainright						1
Fort Greeley						
Clear Air Station						1
Alaska Department of Public Safety		•				
Market Average			A COLORED AND A	\$ 80,367	\$ 94,935	
Ry of North Pole	2,700	FY Current	3.40			* Highest: P. McBroom and Milne; J. Smith (\$67,735)
		Current FY Carge		5 6574	5 6.00	WEAR AND A STATE OF A S
		and the second				
vilce Detective		<ul> <li>Comparison of the second s</li></ul>	A CONTRACTOR OF	Level 6		House and a second s
Primary Agencies	Population	Position Title	Min	Mid	Max	
City of Fairbanks	31,516	Police Detective	\$ 72,530			1
City & Borough of Juneau	32,000			,	,	
Sorough of Kodiak Island	13,345	no response				
		•				
ity of Wasilla	10,529	Investigator		\$ 87,464		
City & Borough of Sitka	8,647	Police Officer - Detective		\$ 71,698		
City of Ketchikan	8,289	Police Detective	\$ 63,253	\$ 73,362	\$ 85,176	
City of Kenai	7,778	Police Sergeant	\$ 79,061	\$ 78,915	\$ 94,869	Police Officer \$71.7k to \$86.1k
City of Palmer	7,306	Police Sergeant · Detective		\$ 69,243		
Lity of Bethel	6,600	undetermined				provided scale, with no legend.
Tity of Kodiak	5,968	Police Specialist / Detective	C 49 777	5 60,341	\$ 70 400	President active to the second of the second
Lity of Homer			\$ 40,272	J 00,341	J /2,406	Courses \$7/ 405
	5,810	Police Officer III / Investigator	•		· · ·	Current \$76,185
City of Soldotna	4,689	None		•		1
City of Valdez		LEO	\$ 68.809	\$ 81,363	\$ 93,917	
			5 00,007			ha a sub a sub
ity & Borough of Wrangell	2,509	Police Sergeant		\$ 66,685	\$ 81,224	Police Officer \$59.4k to \$74.9k
		Police Sergeant Police Sergeant	\$ 64,355	\$66,685 \$63,794		Police Officer \$59.4k to \$74.9k
ity & Borough of Wrangell	2,509		\$ 64,355			Police Officer \$59.4k to \$74.9k
ity & Borough of Wrangell Borough of Haines	2,509 2,474	Police Sergeant	\$ 64,355 <b>\$ 56,514</b>	\$ 63,794 -	\$ 71,074	Police Officer \$59.4k to \$74.9k
ity & Borough of Wrangell Borough of Haines Sity of Cordova	2,509 2,474 2,160	Police Sergeant	\$ 64,355 <b>\$ 56,514</b>	\$ 63,794 -	\$ 71,074	
City & Borough of Wrangell Borough of Haines City of Cordova Aarket Average	2,509 2,474 2,160 <b>2,200</b>	Police Sergeant undetermined	\$ 64,355 \$ 56,514 \$ 63,779	\$ 63,794 - \$ 73,631	\$ 71,074 \$ 86,510	*Highest: K. Lockwood; N. Werner (\$75,941)
City & Borough of Wrangell Borough of Haines City of Cordova Aarket Average	2,509 2,474 2,160 <b>2,200</b>	Police Sergeant undetermined FY Current	\$ 64,355 \$ 56,514 \$ 63,779	\$ 63,794 -	\$ 71,074 \$ 86,510	
City & Borough of Wrangell Borough of Haines City of Cordova Aarket Average	2,509 2,474 2,160 <b>2,200</b>	Police Sergeant undetermined PY Current 1:	\$ 64,355 \$ 56,514 \$ 63,779	\$ 63,794 \$ 73,631	\$ 71,074 \$ 86,510	"Highest: K. Lockwood; N. Werner (575,941)
Lity & Borough of Wrangell korough of Haines Lity of Cordova Aarket Average <b>Try of Horth Tole</b>	2,509 2,474 2,160 <b>2,200</b>	Police Sergeant undetermined Pf Current 1 Current 17 Surger	\$ 64,355 \$ 56,514 \$ 63,779	\$ 63,794 • • • • • • • • • • • • • • • • • • •	\$ 71,074 \$ 86,510	*Highest: K. Lockwood; N. Werner (\$75,941)
ity & Borough of Wrangell borough of Haines ity of Cordova Aarket Average <b>Ty of North Pole</b>	2,509 2,474 2,160 <b>2,200</b>	Police Sergeant undetermined Pr Courses Correct Pr Surges Position Title	\$ 64,355 \$ 56,514 \$ 63,779 #444 <u>Min</u>	\$ 63,794 \$ 73,631 \$ Mid	\$ 71,074 \$ 86,510 \$ 86,510 <u>* 84,510</u> <u>* 84,516</u>	"Highest: K. Lockwood; N. Werner (575,941)
ity & Borough of Wrangell borough of Haines Stry of Cordova Aarket Average <b>Try of Holth Pole</b> <b>Try of Holth Pole</b> <b>Try Agencies</b> ity of Fairbanks	2,509 2,474 2,160 <b>2,200</b> <b>2,200</b> <b>2,200</b> <b>2,200</b> <b>31,516</b>	Police Sergeant undetermined Pf Current 1 Current 17 Surger	\$ 64,355 \$ 56,514 \$ 63,779	\$ 63,794 \$ 73,631 \$ Mid	\$ 71,074 \$ 86,510 \$ 86,510 <u>* 84,510</u> <u>* 84,516</u>	"Highest: K. Lockwood; N. Werner (575,941)
ity & Borough of Wrangell borough of Haines borough of Haines borough of Haines borough to the second borough of borough of Juneau	2,509 2,474 2,160 <b>2,200</b> <b>2,200</b> <b>2,200</b> <b>31,516</b> 32,000	Police Sergeant undetermined Pr Current Correct Pr Sunge Position Title Police Officer	\$ 64,355 \$ 56,514 \$ 63,779 #444 <u>Min</u>	\$ 63,794 \$ 73,631 \$ Mid	\$ 71,074 \$ 86,510 \$ 86,510 <u>* 84,510</u> <u>* 84,516</u>	"Highest: K. Lockwood; N. Werner (575,941)
ity & Borough of Wrangell borough of Haines ity of Cordova Aarket Average <b>Ty of Horth Tole</b> <b>The Collect Content</b> <b>Trimary Agencies</b> ity of Fairbanks ity & Borough of Juneau borough of Kodiak Island	2,509 2,474 2,160 <b>2,200</b> <b>2,200</b> 31,516 32,000 13,345	Police Sergeant undetermined Fr Gurrent : Current IV Senge Position Title Police Officer no response	\$ 64,355 \$ 56,514 \$ 63,779 <u>#Mn</u> \$ 63,253	\$ 63,794 <b>\$ 73,631</b> <b>*****</b> <b>****</b> <b>***</b> <b>**</b> <b>**</b> <b>**</b> <b>*</b> <b></b>	\$ 71,074 \$ 86,510 9 80,014 Max \$ 89,024	"Highest: K. Lockwood; N. Werner (575,941)
ity & Borough of Wrangell borough of Haines ity of Cordova Aarket Average Ty of Noth Pale Visco Concerning International Concerning International Concerning Ity & Borough of Juneau borough of Kodiak Island ity of Wasilia	2,509 2,474 2,160 <b>2,200</b> <b>2,200</b> 31,516 32,000 13,345	Police Sergeant undetermined Pr Current Correct Pr Sunge Position Title Police Officer	\$ 64,355 \$ 56,514 \$ 63,779 <u>#Mn</u> \$ 63,253	\$ 63,794 \$ 73,631 \$ Mid	\$ 71,074 \$ 86,510 9 80,014 Max \$ 89,024	"Highest: K. Lockwood; N. Werner (575,941)
ity & Borough of Wrangell borough of Haines ity of Cordova Aarket Average <b>Ty of Horth Tole</b> <b>The Collect Content</b> <b>Trimary Agencies</b> ity of Fairbanks ity & Borough of Juneau borough of Kodiak Island	2,509 2,474 2,160 <b>2,200</b> <b>2,200</b> <b>31,516</b> 32,000 13,345 10,529	Police Sergeant undetermined Fr Gurrent : Current IV Senge Position Title Police Officer no response	\$ 64,355 \$ 56,514 \$ 63,779 <u>#Mn</u> \$ 63,253	\$ 63,794 \$ 73,631 \$ 44,424 <u>Mid</u> \$ 76,138 \$ 70,866	\$ 71,074 \$ 86,510 <b>3 80,016</b> <b>4 80,016</b> <b>4 80,016</b> <b>5 89,024</b> \$ 84,677	"Highest: K. Lockwood; N. Werner (575,941)
ity & Borough of Wrangell borough of Haines ity of Cordova Aarket Average Ty of Noth Pale Visco Concerning International Concerning International Concerning Ity & Borough of Juneau borough of Kodiak Island ity of Wasilia	2,509 2,474 2,160 <b>2,200</b> <b>2,200</b> 31,516 32,000 13,345 10,529 8,647	Police Sergeant undetermined Pr Corrent : Corrent Pr Surger Police Officer Police Officer Police Officer 1	\$ 64,355 \$ 56,514 \$ 63,779 \$ 63,253 \$ 63,253 \$ 58,074 \$ 60,320	\$ 63,794 \$ 73,631 \$ 73,631 \$ 70,631 \$ 76,138 \$ 70,866 \$ 71,698	\$ 71,074 \$ 86,510 <b>X</b> <b>X</b> <b>X</b> <b>X</b> <b>X</b> <b>X</b> <b>X</b> <b>X</b>	"Highest: K. Lockwood; N. Werner (575,941)
ity & Borough of Wrangell borough of Haines ity of Cordova Aarket Average <b>Ty of Noth Pole</b> <b>The Context Pol</b>	2,509 2,474 2,160 <b>Population</b> 31,516 32,000 13,345 10,529 8,647 8,289	Police Sergeant undetermined Pf Carrent : Corrent Pf Ange Policion Title Police Officer Police Officer I Police Officer I Police Officer	\$ 64,355 \$ 56,514 \$ 43,779 \$ 43,779 \$ 44,75 \$ 43,779 \$ 44,75 \$ 45,774 \$ 5 83,253 \$ 5 86,074 \$ 5 80,320 \$ 5 60,216	\$ 63,794 \$ 73,631 \$ 73,631 \$ 73,631 \$ 70,634 \$ 70,866 \$ 71,698 \$ 69,867	<ul> <li>\$ 71,074</li> <li>\$ 86,510</li> <li>************************************</li></ul>	"Highest: K. Lockwood; N. Werner (575,941)
ity & Borough of Wrangell borough of Haines ity of Cordova Aarket Average <b>Ty of Korth Fole</b> <b>Trimary Agencies</b> ity of Farbanks ity & Borough of Juneau borough of Kodiak Island ity of Wasilla ity of Wasilla ity of Stothian ity of Kenai	2,509 2,474 2,160 2,200 Population 31,516 32,000 13,345 10,529 8,629 8,289 7,778	Police Sergeant undetermined	\$ 64,355 \$ 56,514 \$ 63,779 \$ 63,779 \$ 63,779 \$ 63,779 \$ 63,779 \$ 63,779 \$ 63,779 \$ 63,779 \$ 63,253 \$ 60,320 \$ 77,79 \$ 77,7	\$ 63,794 \$ 73,631 \$ 73,631 \$ 73,631 \$ 73,631 \$ 76,138 \$ 76,138 \$ 70,866 \$ 71,698 \$ 69,867 \$ 78,915	<ul> <li>\$ 71,074</li> <li>\$ 86,510</li> <li>************************************</li></ul>	"Highest: K. Lockwood; N. Werner (575,941)
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ity & Borough of Wrangell borough of Haines borough of Haines by of Cordova Aarket Average Triary Agencies ity of Fairbanks borough of Juneau borough of Kodiak Island ity of Kabrak Island ity of Borough of Sitka ity of Ketchikan ity of Ketchikan ity of Ketchikan ity of Ketchikan ity of Ketchikan	2,509 2,474 2,160 <b>Population</b> 31,516 32,000 13,345 10,529 8,647 8,289 7,736 6,600	Police Sergeant undetermined Pf Carrent : Corrent Pf Parage Police Officer Police Officer I Police Officer I Police Officer Police Officer I Police Officer I Police Officer I Police Officer II undetermined	\$ 64,355 \$ 56,514 \$ 63,779 \$ 63,253 \$ 63,253 \$ 60,320 \$ 60,216 \$ 71,739 \$ 49,941	<ul> <li>\$ 63,794</li> <li>\$ 73,631</li> <li>************************************</li></ul>	<ul> <li>\$ 71,074</li> <li>\$ 86,510</li> <li>\$ 86,610</li> <li>\$ 89,024</li> <li>\$ 84,677</li> <li>\$ 84,677</li> <li>\$ 84,677</li> <li>\$ 81,120</li> <li>\$ 81,20</li> <li>\$ 84,638</li> </ul>	"Highest: K. Lockwood; N. Werner (575,941)
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## Classification & Compensation Study

Julation           31,516           32,000           13,345           10,529           8,647           8,289           7,778           7,306           6,600           5,968           5,810	Police Officer no response Probationary Officer Police Officer Police Officer	•	<u>Mid</u> \$ 76,138	Max	1
32,000 13,345 10,529 8,647 8,289 7,778 7,306 6,600 5,968	<i>no response</i> Probationary Officer Police Officer Police Officer	•	\$ 76,138		
13,345 10,529 8,647 8,289 7,778 7,306 6,600 5,968	Probationary Officer Police Officer Police Officer	5 52 208		\$ 89,024	1
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8,647 8,289 7,778 7,306 6,600 5,968	Police Officer Police Officer	S 52 208	•		
8,289 7,778 7,306 6,600 5,968	Police Officer		\$ 63,794		
7,778 7,306 6,600 5,968			\$ 71,698		
7,306 6,600 5,968					No specific listing for recruit
6,600 5,968	Police Officer			- 1 - 1	No specific listing for recruit
5,968	Police Officer 1	\$ 43,555	\$ 56,638	\$ /1,843	
	undetermined				provided scale, with no legend.
5,810	Police Officer	\$ 45,973	\$ 57,466	\$ 68,958	
	Police Officer II				Current \$70,543
4,689	Police Officer				No specific listing for recruit
3,834	LEO		\$ 81,363		
2,509	Police Officer Recruit		\$ 51,709		
2,474	Police Officer in Training	\$ 50,586	\$ 57,866	\$ 65,146	
2,160	undetermined		•		-
	Deline Officer I	6 45 745	£ 5/ 671	¢ 77 (05	
	Police Officer I	\$ 45,365	\$ 56,971	\$ 77,605	
					\$26.93
പപകിയ	A second s		\$ 67,068	\$ 78,757	
2,200			Same -	Casi specifico -i	net (statistic protocology and a transmission of the second state of the second state of the second state of the
	Current PY Range			\$ .00,760	in the second
0.25		and all	100.00	(	Alletes .
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		4 10,011	0 001011		
	no response	1 .			
		\$ 47.070	\$ 57 409	C 60 240	
					1
	a di seconda di second				
		\$ 40,373	\$ 52,437	\$ 66,456	
					provided scale, with no legend.
		\$ 41,366	\$ 51,707	5 62,048	
					Current \$53,559
		\$ 39,166	\$ 46,446	\$ 53,726	
2,160	undetermined	-		. ·	
	Evidence Custodian / Dispatch				no wage information given
		\$ 47,383	\$ 56,074	\$ 64,966	Rachael Wing
7,200	FY Current	\$ 46.073			
	Current FI Range	§ 17,402 -	6 (6.46)	\$ 43,728	AND REPORT LANSAGE STREET, STREET, AND
					Normal South State Stat
				Max	4
	Automistrative Assistant	> 46,821	\$ 56,347	\$ 65,874	1
	·				
8,647					Did not have grade assigned used grade 23
8,289	Administrative Assistant				
7,778					
7,306	Administrative Assistant - Public Safety	\$ 37,149	\$ 48,235	\$ 61,090	
6,600	undetermined	•		-	provided scale, with no legend.
5,968	Administrative Specialist	\$ 41,366	\$ 51,707	\$ 62,048	1
	Admin. Asst. Police	-	-		Current \$54,898
	Admin. Assist / Evidence Custodian		\$ 63,440		
	Public Safety / LE Admin. Assistant		\$ 70,902		
	Admin. Assistant · Police	\$ 48,235			
2,509	Administrative Assistant II	\$ 39,166	\$ 46,446	\$ 53,726	
2,509 2,474	undetermined	•	•		
2,509 2,474	undetermined				
2,509 2,474	undetermined				
2,509 2,474	unaeterminea				no wage information given
2,509 2,474 2,160	undetermined Admin Assistant - Pubic Safety				
2,509 2,474 2,160		\$ 46,464	\$ 54,953	\$ 63,971	
2,509 2,474 2,160		\$ 46,464 \$ <b>86,093</b>	\$ 54,953	\$ 63,971	Highest: R. Wing; A. Trubacz (544,762)
2,509 2,474 2,160	Admin Assistant - Pubic Safety				"Highest: R. Wing: A. Trubacz (\$44,762)
2,509 2,474 2,160	Admin Assistant - Pubic Safety Tr Cutrient	\$ 46,093			
2,509 2,474 2,160	Admin Assistant - Pubic Safety FY Current Current FY Range	\$ 46,093	\$ 50,376	\$ 65,736	
	Utation 1,516 2,000 3,345 2,000 3,345 2,899 7,778 8,647 8,647 8,647 8,647 8,647 8,647 8,647 8,647 8,647 8,647 8,647 8,647 8,647 8,647 8,647 8,647 8,289 7,778 8,647 8,289 7,778 8,647 8,289 7,736 8,289 7,736 8,289 7,736 8,289 7,736 8,289 7,736 8,289 7,736 8,289 7,736 8,289 7,736 8,247	Police Officer I  2.300 Pr Carrent Correct P Starge  2.30 Pr Carrent Correct P Starge  2.30 Pr Carrent 2.30 Admin Assit ant 2.30 Police Custodian 2.30 Police Custodian 2.30 Police Custodian 2.30 Police Service Specialist 2.477 Administrative Assistant 2.599 Admin Assit ant Police 2.474 Administrative Assistant 2.59 Evidence Custodian / Dispatch Evidence Custodian / Dispatch 2.474 Administrative Assistant 2.59 Police Custodian / Dispatch 2.474 Police Custodian / Dispatch 2.474 Administrative Assistant 2.59 Police Custodian / Dispatch 2.59 Police Police Police 2.59 Police Police 2.59 Police Police Police 2.59 Police 2.59 Police Police 2.59 Police 2.50 P	Police Officer I     \$ 45,365       2.300     Prediment 70 Single       2.301     Prediment 70 Single       2.302     Prediment 70 Single       2.303     Prediment 70 Single       2.304     Position Title       11,516     Evidence Custodian       2.305     Presponse       2.305     Presponse       2.329     Admini Assitant       2.329     Admini Assitant       2.329     Admini Assitant       2.329     Admini Assitant       3.431     no response       3.345     no response       3.346     publice Service Specialist       3.347     Public Safety Technician       5.510     Admini Assitant - Police       3.341     Public Safety Technician       2.599     Admini Assitant - Police       2.474     Administrative Assistant III       2.391     Safety Technician       2.400     Y Curreet       Evidence Custodian / Dispatch       Evidence Custodian / Dispatch       2.401     Admini Assitant    <	Police Officer I         \$ 45,365         \$ 56,024         \$ 67,083           2,800         FY Carrent Correct F7 Starge         Min         Min         Min           2,800         FY Carrent Correct F7 Starge         5         56,024         \$ 67,083           2,800         FY Carrent Correct F7 Starge         5         46,821         \$ 56,024         \$ 67,083           2,800         FY Carrent Correct F7 Starge         5         46,821         \$ 56,024         \$ 67,083           2,000         FY Carrent Correct F7 Starge         5         46,821         \$ 56,034         \$ 40,070         \$ 57,408           3,451         no response         -         -         -         -         -           3,452         Dispatch & Records Clerk         \$ 43,638         \$ 51,875         \$ 53,218         \$ 53,518         \$ 58,864           5,868         Police Service Specialist         \$ 41,366         \$ 51,707         \$ 57,808         \$ 55,928         \$ 53,518         \$ 58,864           6,869         Admin Assitant - Police         \$ 48,235         \$ 54,400         \$ 59,812         \$ 70,902           2,599         Admin Assitant - Police         \$ 48,235         \$ 56,074         \$ 59,102         \$ 56,074           1,516	Police Officer I         \$ 45,365         \$ 56,971         \$ 77,605           2.80         FY Carrent Correct F7 Starge         \$ 56,024         \$ 67,068         \$ 78,757           2.80         FY Carrent Correct F7 Starge         \$ 40,021         \$ 56,024         \$ 67,068         \$ 78,757           2.80         FY Carrent Correct F7 Starge         \$ 40,021         \$ 56,024         \$ 67,068         \$ 78,757           2.80         FY Carrent Correct F7 Starge         \$ 40,021         \$ 56,024         \$ 67,068         \$ 78,757           2.80         Police Custodian         \$ 40,021         \$ 56,047         \$ 65,874         \$ 65,874           2.000         Dispatch & Records Clerk         \$ 43,038         \$ 51,875         \$ 57,575         \$ 57,7408         \$ 68,619           3.41         no response         \$ 40,070         \$ 57,408         \$ 68,619         \$ 61,775         \$ 62,048           3.647         Dispatch & Records Clerk         \$ 41,366         \$ 51,707         \$ 62,048         \$ 53,218         \$ 53,218         \$ 53,218         \$ 54,640         \$ 71,552           2,600         addmin Asst.         Correct         Keords         \$ 55,328         \$ 54,074         \$ 64,966           2,100         Admin Mast. Evidence / Records <t< td=""></t<>

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# Classification & Compensation Study

WOW STATE		A STATE AND A STATE OF A				
		Position Title	Min	Mid	Max	
City of Fairbanks	31,516	Fire Chief	\$ 108,971	\$121,077	\$ 133,182	]
City & Borough of Juneau	32,000					
Borough of Kodiak Island	13,345	no response				
City of Wasilla	10,529	None				
City & Borough of Sitka City of Ketchikan	8,647 8,289	Fire Chief Fire Chief		\$ 102,440		
City of Kenai	7,778	Fire Chief	\$ 96,108	\$116,154 \$111,483		
City of Palmer	7,306	Fire Chief		\$ 92,186		
City of Bethel	6,600	Fire Chief		\$ 85,395		
City of Kodiak	5,968	Fire Chief				2080 hours
City of Homer	5,810	Fire Chief	\$ 81,60/	\$ 103,506	\$124,210	Current \$113,285
City of Soldotna / Central Emerg. Svcs	4,689	undetermined				Current 3113,265
City of Valdez	3,834	Fire / EMS Chief	\$103 487	\$122,213	\$140 944	
City & Borough of Wrangell	2,509	Fire Chief		\$ 69,384		
Borough of Haines	2,474	Not listed	J 01,000	J 07,504	3 //,//0	
City of Cordova	2,160	undetermined				
Secondary Agencies	,					
Central Matsu Fire Department		undetermined				
Market Average		-	\$ 86,217	\$ 102,649	\$ 120, 189	
Aver Harth Fold	2,200	PY Certains Convent PY Rainge	Sincon Factor	\$ 73,517	5 19.90	Chad Heineken
Hereby Pine Shiel	ł.		ب معمر و ال ۲۰	5		
rimary Agencies	Population		Min	Mid	Max	generally we prefer results for 6 positions for statistical accuracy.
City of Fairbanks	31,516	Assistant Fire Chief		\$ 99,746		1
City & Borough of Juneau	32,000					1
Borough of Kodiak Island	13,345	no response				
City of Wasilla	10,529	Provided by Fire District (below)				
City & Borough of Sitka	8,647	None				Chief and Captain
City of Ketchikan	8,289	Assistant Fire Chief	\$ 88,462	\$102,664	\$119,145	
City of Kenai	7,778	Deputy Chief		\$ 95,909		1
City of Palmer	7,306	No comparable		-	-	1
City of Bethel	6,600	undetermined				provided scale, with no legend.
City of Kodiak	5,968	Deputy Fire Chief	\$ 66,693	\$ 83,366	\$100,040	2080 hours
City of Homer	5,810	None				
City of Soldotna / Central Emerg. Svcs	4,689	undetermined				
City of Vaidez	3,834	None				
City & Borough of Wrangell	2,509	None				
Borough of Haines	2,474	Not listed				
City of Cordova	2,160	undetermined				•
Secondary Agencies	•					
Central Matsu Fire Department		undetermined				
		-			6 108 282	
Warket Average			\$ 83,030	\$ 95,421		
	2,200	FY Current	\$ 83,030 \$ <b>86,796</b>	\$ 95,421	\$ 100,302	Chad Heineken (former salary)
	2,200	FY Gueront Current FY Renge		5 95,421		
at an definitive and the second s		Current PY Range	<b></b>	3 34,130	5 M.(H	14 / MY 10/10/ Mulanimonation of a MK Machine and Annual Annual Annual Annual Annual Annual Annual Annual Annual
a jerileiti fele		Current PY Bacage	<b></b>	3 34,130	5 M.(H	
		Current FY Range	1 <b>1 1 1</b> 1	3 34,130		
Chy stherd Fee.	. 34	Current FY Range	5 6,72 5 6,72 <u>Min</u>	3 36,120 <u>Mid</u>	7, <b>86, 359</b> 	
Chy of Next Parts	Population	Current PY Recor	5 6,72 5 6,72 <u>Min</u>	3 36,120 <u>Mid</u>	7, <b>86, 359</b> 	
an y ar Mainti Malan	Population 31,516	Current PY Recor	5 6,72 5 6,72 <u>Min</u>	3 36,120 <u>Mid</u>	7, <b>86, 359</b> 	
Pre Capta Primary Agencies City of Fairbanks City & Borough of Juneau	Population 31,516 32,000	Current FY Rage	5 6,72 5 6,72 <u>Min</u>	3 36,120 <u>Mid</u>	7, <b>86, 359</b> 	
Trimer Vender Primer Vender Try Concerning of Anneau Stry of Barrough of Juneau Sarough of Kodiak bland Try of Wailla	Population 31,516 32,000 13,345	Current PY Recor Position Title Battion Chief no response	<b>8 9,10</b> <b>8 9,10</b> <u>Min</u> \$ 77,238	<b><u>Mid</u></b> 5 66,394	<b>Nax</b> 5 83,762	
The Control of Situation of Sit	Population 31,516 32,000 13,345 10,529	Current Pf Gage Position Title Battion Chief no response None	<b><u>Min</u></b> 5 77,238 \$ 85,438	<b><u>Mid</u></b> 5 66,394	<b>Max</b> 5 83,762 \$ 108,376	Fire Captain S66.4k to \$77.9k
The Capital Parts Primary Agencies City of Fairbanks City of Fairbanks Sorough of Kodiak bland City of Wasilla City & Borough of Sitka City & Borough of Sitka	Population 31,516 32,000 13,345 10,529 8,647	Contrast Pr Cage Position Title Battlion Chief no response None BAS Fire Captain	<b><u>Min</u></b> 5 77,238 5 85,438 5 70,834	<u>Mid</u> 5 66,394 \$ 98,143 \$ 82,206	<u>Max</u> 5 83,762 \$ 108,376 \$ 95,403	Fire Captain S66.4k to \$77.9k
Primary Agencies Primary Agencies (Cry of Fairbanis City of Barough of Juneau Borough of Kodiak bland City of Waitla City of Marcia City of Kaciakan City of Kaciakan City of Kaciakan City of Kaciakan City of Kaciakan	Population 31,516 32,000 13,345 10,529 8,647 8,289	Position Title Battion Chief no response None BMS Fire Captain Fire Captain	5 85,438 5 77,238 5 85,438 5 70,834 5 71,512	<b>3 46.130</b> <u>Mid</u> S 66,394 S 98,143	<u>Max</u> 5 83,762 5 108,376 5 95,403 5 85,850	Fire Captain S66.4k to \$77.9k
The second secon	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778	Europe Pr Gage Position Title Battion Chief no response None BAS Fire Captain Fire Captain Batallion Chief	\$ 85,438 5 72,238 5 70,834 5 70,834 5 70,835 5 49,941	X         X	<u>Max</u> 5 83,762 5 108,376 5 95,403 5 85,850 5 82,638	Fire Captain S66.4k to \$77.9k
The Content Park Timey Agencies City of Fairbanis City of Fairbanis City of Fairbanis City of Fairbanis City of Fairbanis City of Wesilia City of Wesilia City of Wesilia City of Kenai City of Pairmer City of Pairmer City of Pairmel	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 7,306	Coston Tries Position Tries Battion Chief no response None DAS Fire Captain Fire Captain Batallion Chief Fire Training Coordinator	\$ 45,438 \$ 55,438 \$ 77,238 \$ 70,834 \$ 70,834 \$ 70,834 \$ 70,834 \$ 70,834 \$ 70,834 \$ 70,834 \$ 70,834 \$ 70,834 \$ 75,5399	Mid           Mid           5           66,394           5           98,143           5           82,206           5           5           5           50,368           5           5           5           5           5           5           5           5           5           5           5           5           5           5           5           5           6           5 <t< td=""><td><u>Max</u> 5 83,762 5 108,376 5 95,403 5 85,850 5 82,638 5 109,200</td><td>Fire Captain S66.4k to \$77.9k</td></t<>	<u>Max</u> 5 83,762 5 108,376 5 95,403 5 85,850 5 82,638 5 109,200	Fire Captain S66.4k to \$77.9k
The Control of Annual States of Annual S	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 7,306 6,600	Position Title Battion Chief no response None DSS Fire Captain Fire Captain Fire Training Coordinator Fire Training Coordinator Fire Captain	\$ 45,438 \$ 55,438 \$ 77,238 \$ 70,834 \$ 70,834 \$ 70,834 \$ 70,834 \$ 70,834 \$ 70,834 \$ 70,834 \$ 70,834 \$ 70,834 \$ 75,5399	Mid           Mid           5           66,394           5           98,143           5           82,206           5           5           5           50,368           5           5           5           5           5           5           5           5           5           5           5           5           5           5           5           5           6           5 <t< td=""><td><u>Max</u> 5 83,762 5 108,376 5 95,403 5 85,850 5 82,638 5 109,200</td><td>Fire Captain Sós 4k to \$77.9k 2496 hours</td></t<>	<u>Max</u> 5 83,762 5 108,376 5 95,403 5 85,850 5 82,638 5 109,200	Fire Captain Sós 4k to \$77.9k 2496 hours
The second secon	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 8,289 7,778 7,306 6,600 5,968	Coston Trie Battion Trie Battion Chief no response None BMS Fire Captain Fire Captain Batallion Chief Fire Training Goordinator Fire Captain Fire Captain	\$ 45,438 \$ 55,438 \$ 77,238 \$ 70,834 \$ 70,834 \$ 70,834 \$ 70,834 \$ 70,834 \$ 70,834 \$ 70,834 \$ 70,834 \$ 70,834 \$ 75,5399	Mid           Mid           5           66,394           5           98,143           5           82,206           5           5           5           50,368           5           5           5           5           5           5           5           5           5           5           5           5           5           5           5           5           6           5 <t< td=""><td><u>Max</u> 5 83,762 5 108,376 5 95,403 5 85,850 5 82,638 5 109,200</td><td>Fire Captein S66.4k to \$77.9k 2496 hours</td></t<>	<u>Max</u> 5 83,762 5 108,376 5 95,403 5 85,850 5 82,638 5 109,200	Fire Captein S66.4k to \$77.9k 2496 hours
The Case of the second	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,730 6,600 5,968 5,810	Costant Pr Cost Position Title Battion Chief no response None DAS Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain	5 85,438 5 77,238 5 77,238 5 70,834 5 70,834 5 71,532 5 49,941 5 75,945 5 59,785	Mid           Mid           5           66,394           5           98,143           5           82,206           5           5           5           50,368           5           5           5           5           5           5           5           5           5           5           5           5           5           5           5           5           6           5 <t< td=""><td><u>Max</u> 5 83,762 5 108,376 5 95,403 5 82,638 5 109,200 5 89,692</td><td>Fire Captain Sós 4k to \$77.9k 2496 hours</td></t<>	<u>Max</u> 5 83,762 5 108,376 5 95,403 5 82,638 5 109,200 5 89,692	Fire Captain Sós 4k to \$77.9k 2496 hours
City of Fairbank Birs Capture Primary Agencies City of Fairbanks City of Fairbanks Borough of Kodiak Island	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 4,689	Position Title Battion Chief no response None DSS Fire Captain Fire Captain Antermined	5 85,438 5 77,238 5 77,238 5 70,834 5 70,834 5 71,532 5 49,941 5 75,945 5 59,785	<u>Mid</u> <u>5</u> 66,394 5 98,143 5 82,206 5 50,368 5 65,104 5 92,300 5 74,739	<u>Max</u> 5 83,762 5 108,376 5 95,403 5 82,638 5 109,200 5 89,692	Fire Captain Sós 4k to \$77.9k 2496 hours
Primary Agencies Primary Agencies Primary Agencies Brough of Juneau Strough of Kodiak bland Dity of Wasilia Dity of Wasilia Dity of Wasilia Dity of Wasilia Dity of Kanai Dity of Kanai Dity of Kanai Dity of Kanai Dity of Kodiak Dity of Soldotra / Central Emerg Sics Dity of Soldotra / Central Emerg Dity of Soldotra / Central Emerg Dit	Population 31,516 32,000 13,345 10,529 8,647 7,778 7,306 6,600 5,968 5,810 4,689 3,834	Costant Pr Case Costion Title Battlion Chief no response None DAS Fire Captain Fire Captain	5 85,438 5 77,238 5 77,238 5 70,834 5 70,834 5 71,532 5 49,941 5 75,945 5 59,785	<u>Mid</u> <u>5</u> 66,394 5 98,143 5 82,206 5 50,368 5 65,104 5 92,300 5 74,739	Max           5         83,762           5         83,762           5         83,850           5         82,638           5         109,200           5         89,692           5         107,218	Fire Captein S66.4k to \$77.9k 2496 hours 2764 hours Current \$79,556
Primary Agencies Primary Agencies Drimary Agencies Drimary Agencies Drive Taribanis Drive Jones Drive J	Population 31,516 32,000 13,345 10,529 8,647 8,647 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509	Costant Pr Cost Position Title Battion Chief None DAS Fire Captain Fire Captain Batallion Chief Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Hire Captain Undetermined Fire J S Captain Undetermined	5 85,438 5 77,238 5 77,238 5 70,834 5 70,834 5 71,532 5 49,941 5 75,945 5 59,785	<u>Mid</u> <u>5</u> 66,394 5 98,143 5 82,206 5 50,368 5 65,104 5 92,300 5 74,739	Max           5         83,762           5         83,762           5         83,850           5         82,638           5         109,200           5         89,692           5         107,218	Fire Captein 566.4k to 577.9k 2496 hours 2764 hours Current 579,556 FF Medic Treiner (545k to 60.7k)
The second seco	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 7,778 7,778 7,778 7,778 7,778 6,600 6,600 4,689 3,840 4,689 3,840 4,689 3,840 4,599 2,474	Position Title Battion Chief no response None DSS Fire Captain Fire Captain	5 85,438 5 77,238 5 77,238 5 70,834 5 70,834 5 71,532 5 49,941 5 75,945 5 59,785	<u>Mid</u> <u>5</u> 66,394 5 98,143 5 82,206 5 50,368 5 65,104 5 92,300 5 74,739	Max           5         83,762           5         83,762           5         83,850           5         82,638           5         109,200           5         89,692           5         107,218	Fire Captein 566.4k to 577.9k 2496 hours 2764 hours Current 579,556 FF Medic Treiner (545k to 60.7k)
City of Parity Council of Mineau Primy of Juneau Primy of Juneau Primy of Juneau Primy of Juneau Primy of Kodiak bland City of Wasila City of Wasila City of Wasila City of Wasila City of Kanai City	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 7,778 7,778 7,778 7,778 7,778 6,600 6,600 4,689 3,840 4,689 3,840 4,689 3,840 4,599 2,474	Position Title Battion Chief no response None DSS Fire Captain Fire Captain	5 85,438 5 77,238 5 77,238 5 70,834 5 70,834 5 71,532 5 49,941 5 75,945 5 59,785	<u>Mid</u> <u>5</u> 66,394 5 98,143 5 82,206 5 50,368 5 65,104 5 92,300 5 74,739	Max           5         83,762           5         83,762           5         83,850           5         82,638           5         109,200           5         89,692           5         107,218	Fire Captein 566.4k to 577.9k 2496 hours 2764 hours Current 579,556 FF Medic Treiner (545k to 60.7k)
The Content of the Content of Co	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 7,778 7,778 7,778 7,778 7,778 6,600 6,600 4,689 3,840 4,689 3,840 4,689 3,840 4,599 2,474	Contrast Pr Coope Position Title Battion Chief None DAS Fire Captain Fire Captain Batallion Chief Fire Captain Fire Captain Fire Captain Fire Captain Hire Captain Undetermined No Comparable No Comparable	5 85,438 5 77,238 5 77,238 5 70,834 5 70,834 5 71,532 5 49,941 5 75,945 5 59,785	Mid           5         98,143           5         66,394           5         56,368           5         56,164           5         92,300           5         74,739           5         66,394	Max           5         83,762           5         85,850           5         82,638           5         99,403           5         85,850           5         82,638           5         99,200           5         81,07,218	Fire Captein 566.4k to 577.9k 2496 hours 2764 hours Current 579,556 FF Medic Treiner (545k to 60.7k)
Thinury Agencies Trimury Agencies Trimury Agencies Trimury Agencies Trimury Agencies Try of Parisania Try of Farina Try of Kodiak bland Try of Kodiak Try of Kodiak Try of Kodiak Try of Palmer Try of Bethel Try of Bethel Try of Bethel Try of Bethel Try of Bethel Try of Soldotina / Central Emerg Sics Try of Soldotina / Central Emerg Sics Try of Soldotina / Central Emerg Sics Try of Cordow Scondary Agencies Central Masu Fire Department Arixet Aerge	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 7,778 7,778 7,778 7,778 7,778 6,600 6,600 4,689 3,840 4,689 3,840 4,689 3,840 4,599 2,474	Contrast Pr Coope Position Title Battion Chief None DAS Fire Captain Fire Captain Batallion Chief Fire Captain Fire Captain Fire Captain Fire Captain Hire Captain Undetermined No Comparable No Comparable	Ain           5         77,238           5         77,238           5         77,238           5         70,834           5         70,834           5         71,532           5         49,941           5         75,399           \$         59,785           \$         79,211	Mid           5         98,143           5         66,394           5         56,368           5         56,164           5         92,300           5         74,739           5         66,394	Max           5         83,762           5         85,850           5         82,638           5         99,403           5         85,850           5         82,638           5         99,200           5         81,07,218	Fire Captein 566.4k to 577.9k 2496 hours 2764 hours Current 579,556 FF Medic Treiner (545k to 60.7k)
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Trimer y Agencies Trimer y Agencies Trimer y Agencies By of Fairbanks By of Borough of Juneau Borough of Kodiak bland Ity of Kodiak Ity of Kotak Ity of Kotak Ity of Kotak Ity of Kotak Ity of Palmer Ity of Bethel Ity of Bethel Ity of Bethel Ity of Bothel Ity of Soldotna / Central Emerg Sics Ity of Soldotna / Central Emerg Sics Ity of Soldotna / Wangell Isorough of Haines Scondar / Agencies Central Masu Fire Oppartment Iarket Aerge	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 7,306 6,660 5,968 5,810 4,689 3,834 2,509 2,474 2,160	Contrast Pr Coope Battion Title Battion Chief None DSS Fire Captain Fire Captain Batallion Chief Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Undetermined No Comparable No Comparable undetermined	5 85,438 5 77,238 5 77,238 5 70,834 5 70,834 5 70,834 5 70,834 5 70,834 5 70,834 5 70,834 5 70,834 5 70,844 5 70,844 5 70,844 5 70,247 5 7	Mid           5         98,143           5         66,394           5         56,368           5         56,164           5         92,300           5         74,739           5         66,394	Max           5         83,762           5         83,762           5         83,762           5         83,850           5         82,638           5109,200         89,692           5107,218         5           \$         95,267	Fire Captein 566.4k to 577.9k 2496 hours 2764 hours Current 579,556 FF Medic Treiner (545k to 60.7k) FF EMT Treining Officer (548.4 to 563k) *Highest: 5. McGilvery; R. Hegen (576,231); A. Hentin (573,992)
The Control of Anneau Bry Constant States Bry Bry Bry Bry Bry Bry Bry Bry Bry Bry	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,776 7,376 6,600 5,968 5,810 5,968 5,810 5,968 5,810 4,689 3,834 2,079 2,474 2,160	Contrast Pf Gauge Costion Title Battlion Chief no response None DAS Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain No Comparable Undetermined No Comparable Undetermined Pf Captain Comparable Undetermined	\$ 77,238 \$ 85,438 \$ 70,834 \$ 70,834 \$ 70,834 \$ 70,834 \$ 70,834 \$ 70,834 \$ 70,834 \$ 70,844 \$ 70,941 \$ 75,399 \$ 59,785 \$ 79,211 \$ 79,211 \$ 70,547 \$ 70,758 \$ 70,757 \$ 7	3         34.100           Alid         5           5         56,394           5         50,368           5         50,368           5         50,368           5         57,104           5         74,739           5         66,394           5         74,739           5         66,394	Max           5         83,762           5         83,762           5         83,762           5         83,850           5         82,638           5109,200         89,692           5107,218         5           \$         95,267	Fire Captein 566.4k to 577.9k 2496 hours 2764 hours Current 579,556 FF Medic Treiner (545k to 60.7k) FF EMT Treining Officer (548.4 to 563k) *Highest: 5. McGilvery; R. Hegen (576,231); A. Hentin (573,992)
The Content Park The Content Park The Content of Juneau Stry & Borough of Juneau Stry & Borough of Juneau Stry of Westlan Stry of Westlan Stry of Westlan Stry of Maine Stry of Parken Stry of Parken Stry of Parken Stry of Parken Stry of Solidotna / Central Emerg Sucs Stry of Valdez Stry of Valdez Stry of Solidotna / Central Emerg Sucs Stry of Valdez Stry of Codow Scondary Agencies Central Masus Fire Oppartment Arket: Aresge Stry of Parken Stry Strates Stry Strates	Population 31,516 32,000 13,345 10,529 7,778 8,647 8,289 7,778 8,647 8,289 7,778 6,6600 5,968 5,810 4,689 3,834 2,509 2,474 2,160	Contrast Pf Gauge Costion Title Battlion Chief no response None DAS Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain No Comparable Undetermined No Comparable Undetermined Pf Captain Comparable Undetermined	\$ 77,238 \$ 85,438 \$ 70,834 \$ 70,834 \$ 70,834 \$ 70,834 \$ 70,834 \$ 70,834 \$ 70,834 \$ 70,844 \$ 70,941 \$ 75,399 \$ 59,785 \$ 79,211 \$ 79,211 \$ 70,547 \$ 70,758 \$ 70,757 \$ 7	3         3         4         100           Mid         100	Max           Max           S <td>Fire Captein 566.4k to 577.9k 2496 hours 2764 hours Current 579,556 FF Medic Treiner (545k to 60.7k) FF EMT Treining Officer (548.4 to 563k) *Highest: 5. McGilvery; R. Hegen (576,231); A. Hentin (573,992)</td>	Fire Captein 566.4k to 577.9k 2496 hours 2764 hours Current 579,556 FF Medic Treiner (545k to 60.7k) FF EMT Treining Officer (548.4 to 563k) *Highest: 5. McGilvery; R. Hegen (576,231); A. Hentin (573,992)
Trimery Agencies  Trimery Agencies  Trimery Agencies  Try & Borough of Juneau  Strough of Kodiak bland  Try & Borough of Sicka  Try of Parlmer  Try of Parlmer  Try of Kodiak  Try of Kod	Population 31,516 32,000 13,345 10,529 7,778 8,647 8,289 7,778 8,647 8,289 7,778 6,6600 5,968 5,810 4,689 3,834 2,509 2,474 2,160	Connect Pr Geoge Position Title Battion Chief None DAS Fire Captain Fire Captain Batallion Chief Fire Training Coordinator Fire Captain Control Chief Fire Captain Indetermined No Comparable No Comparable No Comparable No Comparable No Comparable	5 85,438 5 77,238 5 77,238 5 70,834 5 70,247 5 70,241 5 70,247 5 7	3 34.100 <u>Altd</u> 5 66,334 5 88,206 5 85,368 5 85,368 5 87,300 5 75,206 5 75,206 5 75,206 5 75,206 5 75,206	Max           Max           5           83,762           5           83,762           5           83,762           5           83,762           5           83,762           5           83,762           5           83,762           5           81,652           5           95,07,218           5           95,07,218           5           95,027           5           95,027           5           95,027           5           95,027           5           95,027           5           95,027           5           95,027           5           95,027           5           95,027           95,027           95,027           95,027           95,027           95,027           95,027           95,027           95,027           95,027           95,027	Fire Captein 566.4k to 577.9k 2496 hours 2764 hours Current 579,556 FF Medic Treiner (545k to 60.7k) FF EMT Treining Officer (548.4 to 563k) *Highest: 5. McGilvery; R. Hegen (576,231); A. Hentin (573,992)
Trimury Agencies Trimu	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 7,306 6,660 5,968 5,969 5,968 5,969 5,968 5,969 5,968 5,969 5,968 5,969 5,968 5,969 5,968 5,969 5,968 5,969 5,969 5,968 5,969 5,9	Connect Pr Reserved Control Pr Control Procession Pr	5 85,438 5 77,238 5 77,238 5 70,834 5 70,247 5 70,241 5 70,247 5 7	3         3         4         100           Mid         100	Max           Max           5           83,762           5           83,762           5           83,762           5           83,762           5           83,762           5           83,762           5           83,762           5           81,652           5           95,07,218           5           95,07,218           5           95,027           5           95,027           5           95,027           5           95,027           5           95,027           5           95,027           5           95,027           5           95,027           5           95,027           95,027           95,027           95,027           95,027           95,027           95,027           95,027           95,027           95,027           95,027	Fire Captein 566.4k to 577.9k 2496 hours 2764 hours Current 579,556 FF Medic Treiner (545k to 60.7k) FF EMT Treining Officer (548.4 to 563k) *Highest: 5. McGilvery; R. Hegen (576,231); A. Hentin (573,992)
The Content of the Content of Con	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509 2,474 2,160 2,4	Connect Pr Reserved Control Pr Control Procession Pr	5 85,438 5 77,238 5 77,238 5 70,834 5 70,247 5 70,241 5 70,247 5 7	3 34.100 <u>Altd</u> 5 66,334 5 88,206 5 85,368 5 85,368 5 87,300 5 75,206 5 75,206 5 75,206 5 75,206 5 75,206	Max           Max           5           83,762           5           83,762           5           83,762           5           83,762           5           83,762           5           83,762           5           83,762           5           81,652           5           95,07,218           5           95,07,218           5           95,027           5           95,027           5           95,027           5           95,027           5           95,027           5           95,027           5           95,027           5           95,027           5           95,027           95,027           95,027           95,027           95,027           95,027           95,027           95,027           95,027           95,027           95,027	Fire Captein 566.4k to 577.9k 2496 hours 2764 hours Current 579,556 FF Medic Treiner (545k to 60.7k) FF EMT Treining Officer (548.4 to 563k) *Highest: 5. McGilvery; R. Hegen (576,231); A. Hentin (573,992)
Trimery Agencies Try of Farbanis Try of Cardova Try	Population 31,516 32,000 13,345 10,529 8,647 8,269 7,778 7,306 6,600 5,968 5,975 5,968 5,968 5,968 5,975 5,968 5,975 5,968 5,975 5,968 5,975 5,968 5,975 5,968 5,975 5,968 5,975 5,968 5,975 5,968 5,975 5,968 5,975 5,975 5,968 5,975 5,968 5,975 5,9	Connect PY Base Position Title Battion Chief None DAS Fire Captain Batallion Chief Fire Captain Batallion Chief Fire Captain Control Control Control Fire Captain Undetermined No Comparable No Comparable Undetermined PY Captain Comparable Com	5 85,438 5 77,238 5 77,238 5 70,834 5 70,247 5 70,241 5 70,247 5 7	3 34.100 <u>Altd</u> 5 66,334 5 88,206 5 85,368 5 85,368 5 87,300 5 75,206 5 75,206 5 75,206 5 75,206 5 75,206	Max           Max           5           83,762           5           83,762           5           83,762           5           83,762           5           83,762           5           83,762           5           83,762           5           81,652           5           95,07,218           5           95,07,218           5           95,027           5           95,027           5           95,027           5           95,027           5           95,027           5           95,027           5           95,027           5           95,027           5           95,027           95,027           95,027           95,027           95,027           95,027           95,027           95,027           95,027           95,027           95,027	Fire Captein 566.4k to 577.9k 2496 hours 2764 hours Current 579,556 FF Medic Treiner (545k to 60.7k) FF EMT Treining Officer (548.4 to 563k) *Highest: 5. McGilvery; R. Hegen (576,231); A. Hentin (573,992)
The Context Parts The Context Parts The Context Parts The Context Parts The Context Parts The Decoupt of Kondisk Island The Context Parts The Context Parts T	2,000 2,000 2,000 2,000 13,345 10,529 8,647 8,269 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509 2,474 2,160 2,000 2,000 2,000 2,000 2,000 2,000 2,000 2,000 1,3,345 1,516 32,000 1,3,45 1,516 32,000 1,3,45 1,516 1,516 32,000 1,3,45 1,516	Contrast Pr Resp Costion Title Battion Chief no response None BMS Fire Captain Fire Captain Batallion Chief Fire Training Coordinator Fire Captain Fire Captain Fire Captain No Comparable No Comparable No Comparable Undetermined Free Captain Comparable No Comparable Differmined Free Captain Comparable No Comparable Surface Pr Same Position Title Battaion Chief no response	5 85,438 5 77,238 5 77,238 5 70,834 5 70,247 5 70,241 5 70,247 5 7	3 34.100 <u>Altd</u> 5 66,334 5 88,206 5 85,368 5 85,368 5 87,300 5 75,206 5 75,206 5 75,206 5 75,206 5 75,206	Max           Max           5           83,762           5           83,762           5           83,762           5           83,762           5           83,762           5           83,762           5           83,762           5           81,652           5           95,07,218           5           95,07,218           5           95,027           5           95,027           5           95,027           5           95,027           5           95,027           5           95,027           5           95,027           5           95,027           5           95,027           95,027           95,027           95,027           95,027           95,027           95,027           95,027           95,027           95,027           95,027	Fire Captein 566.4k to 577.9k 2496 hours 2764 hours Current 579,556 FF Medic Treiner (545k to 60.7k) FF EMT Treining Officer (548.4 to 563k) *Highest: 5. McGilvery; R. Hegen (576,231); A. Hentin (573,992)
The Creater of the Control of Street of Stree	Population 31,516 32,000 13,345 10,529 5,664 5,860 5,968 5,810 4,689 3,834 2,509 2,474 2,160 2,160 2,160 2,160 2,160 2,160 2,174 2,160 2,174 2,160 2,174 2,160 2,177 2,160 2,177 2,160 2,177 2,160 2,177 2,160 2,177 2,1	Contrast Pr Geoge Position Title Battlion Chief no response None DAS Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Mo Comparable No Comparable	5 85,438 5 77,238 5 77,238 5 70,834 5 70,247 5 70,241 5 70,247 5 7	3         34.100 <u>Mid</u> 5           5         66.394           S         98,143           S         75,206           S         72,238	Max           Max           5           83,762           \$ 93,403           \$ 95,403           \$ 83,850           \$ 95,403           \$ 85,850           \$ 87,692           \$ 95,403           \$ 85,692           \$ 85,692           \$ 85,692           \$ 85,692           \$ 85,692           \$ 85,692           \$ 85,692           \$ 87,692           \$ 83,762	Fire Captein 566.4k to 577.9k 2496 hours 2764 hours Current 579,556 FF Medic Treiner (545k to 60.7k) FF EMT Treining Officer (548.4 to 563k) *Highest: 5. McGilvery; R. Hegen (576,231); A. Hentin (573,992)
Trimery Agencies Try of Parlbanks Try of Borough of Juneau Sorough of Kodiak bland Try of Borough of Sitka Try of Mentai Try of Parlbanks Try of Mentai Try of Kodiak Try o	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 7,306 6,600 6,600 6,600 8,5810 4,889 3,834 2,509 2,474 2,160 2,474 2,160 2,474 2,160 2,474 2,160 2,474 2,160 2,474 2,160 2,474 2,160 2,474 2,160 2,474 2,160 2,474 2,160 2,474 2,160 2,474 2,160 2,474 2,160 2,474 2,160 2,474 2,160 2,474 2,160 2,474 2,160 2,474 2,160 2,474 2,160 2,475 2,	Extrant Pr Resp Exition Title Battion Chief None DAS Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Comparable No Comparable No Comparable No Comparable No Comparable No Comparable Comp	Ain         Ain           5         77,238           5         77,238           5         70,814           5         70,814           5         70,814           5         70,814           5         70,814           5         70,814           5         70,814           5         70,814           5         70,947           5         50,785           5         70,247           5         70,547           5         70,547           5         70,547           5         70,547           5         70,547           5         70,547           5         70,547           5         70,547           5         70,547           5         70,547           5         70,547           5         70,547           5         70,547           5         70,547           5         70,547           5         70,547           5         70,547           5         70,547	3         3	S         100,376           S         83,082           S         95,403           S         95,403           S         95,693           S         95,692           S         100,376           S         95,692           S         100,276           S         95,692           S         100,276           S         95,692           S         100,276           S         95,692           S         100,264           S         <	Fire Captein 566.4k to 577.9k 2496 hours 2764 hours Current 579,556 FF Medic Treiner (545k to 60.7k) FF EMT Treining Officer (548.4 to 563k) *Highest: 5. McGilvery; R. Hegen (576,231); A. Hentin (573,992)
The Control of Anneau Trimary Agencies City of Fairbanks City of Fairbanks City of Fairbanks City of Fairbanks City of Fairbanks City of Fairbanks City of Wesilla City of Wesilla City of Wesilla City of Wesilla City of Solidotha / Central Emerg City of Solidotha / Central Emerg Sity of Cordone Central Matsu Fire Department Arket: Areage Central Matsu Fire Department Central Matsu Fire Department Arket: Areage Nor Nordiak Island City of Fairbanks City of Fairbanks City of Fairbanks City of Fairbanks City of Fairbanks City of Modiak Island City of Modiak Island City of Metchikan City of Kotlak Island City of Metchikan City of Ketchikan City of Ketchikan	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 8,647 8,289 7,778 8,647 8,289 7,778 8,647 8,289 7,778 8,647 8,289	Contrast Pf Gauge Costion Title Battion Chief no response None DAS Fire Captain Fire Captain Statilion Chief Fire Training Coordinator Fire Captain Fire Captain Fire Captain Indetermined Fire Captain No Comparable undetermined Formatile Station Chief no response None None None None None Fire Marshal	\$ 70,845 \$ 70,845 \$ 70,814 \$ 71,512 \$ 49,941 \$ 75,399 \$ 99,785 \$ 79,211 \$ 70,57 \$ 70,57 \$ 70,241 \$ 70,57 \$ 70,241 \$ 70,245 \$ 70,845 \$ 71,812 \$ 70,845 \$ 71,812 \$ 70,845 \$ 71,812 \$ 71,8	3         3-100           Image: Second se	Max           Max           S <td>Fire Captein 566.4k to 577.9k 2496 hours 2764 hours Current 579,556 FF Medic Treiner (545k to 60.7k) FF EMT Treining Officer (548.4 to 563k) *Highest: 5. McGilvery; R. Hegen (576,231); A. Hentin (573,992)</td>	Fire Captein 566.4k to 577.9k 2496 hours 2764 hours Current 579,556 FF Medic Treiner (545k to 60.7k) FF EMT Treining Officer (548.4 to 563k) *Highest: 5. McGilvery; R. Hegen (576,231); A. Hentin (573,992)
	Population           31,516         5           32,000         33,345           10,529         5,647           8,289         7,778           7,306         6,660           5,668         5,810           4,689         3,834           2,509         2,474           2,160         2,2009           2,2009         31,516           32,000         13,516           10,529         8,647           8,287         7,778	Contrast Pr Geoge Position Title Battlion Chief no response None DSS Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Mo Comparable No Comparable No Comparable No Comparable No Comparable No Comparable No Comparable No Comparable No Comparable Station Chief Postion Title Battaion Chief None Non	\$ 70,845 \$ 70,845 \$ 77,238 \$ 77,238 \$ 77,238 \$ 70,854 \$ 77,532 \$ 49,941 \$ 77,532 \$ 49,941 \$ 77,532 \$ 49,941 \$ 70,854 \$ 70,547 \$ 70,547	3         3-100           Image: Second se	Max           Max           5 <td>Fire Captain S66.4k to \$77.9k 2496 hours 2764 hours Current \$79,556 FF Medic Treiner (\$45k to 60.7k) FF EMT Training Officer (\$48.4 to \$53k) 7Highest: S. McGilvery; R. Hagen (\$76,231); A. Harriin (\$71,992)</td>	Fire Captain S66.4k to \$77.9k 2496 hours 2764 hours Current \$79,556 FF Medic Treiner (\$45k to 60.7k) FF EMT Training Officer (\$48.4 to \$53k) 7Highest: S. McGilvery; R. Hagen (\$76,231); A. Harriin (\$71,992)
Trimary Agencies Thy of Fairbanks Try of Fairbanks Try of Fairbanks Try of Fairbanks Try of Borough of Juneau Sorough of Kodiak bland Try of Borough of Sitka Try of Kotiak bland Try of Kotiak bland Try of Kotiak Try of Fairbanks Try of Fairbanks Try of Kotiak Try of Fairbanks Try of Kotiak Try of Kotiak Try of Kotiak Try of Fairbank Try of Kotiak Try of Kotiak Try of Kotiak Try of Fairbank Try of Kotiak Try of Kotiak Try of Fairbank Try of Kotiak Try of Kotia	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 7,306 6,660 5,968 5,969 5,968 5,9	Contrast Pf Geoge Costion Title Battlion Chief no response None DAS Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Comparable No Comparable No Comparable No Comparable No Comparable No Comparable Polition Title Battaion Chief no response None N	\$ 70,845 \$ 70,845 \$ 70,845 \$ 77,238 \$ 77,238 \$ 77,238 \$ 70,547 \$ 70,547 \$ 70,845 \$ 53,830 \$ 70,845 \$ 53,830 \$ 70,845 \$ 53,830 \$ 70,845	3         3         4         100           Mid         1 <td>S         108,376           S         108,376           S         95,403           S         95,403           S         95,603           S         95,603           S         95,603           S         95,603           S         95,603           S         95,607           S         95,430           S         95,430           S         95,430           S         95,430           S         95,430           S         92,533</td> <td>Fire Captein S66.4k to 577.9k 2496 hours 2764 hours Current 579,556 FF Medic Trainer (545k to 60.7k) FF EMT Training Officer (548.4 to 563k) Highest: S. McGilvery; R. Hagen (576,231); A. Hamlin (573,592)</td>	S         108,376           S         108,376           S         95,403           S         95,403           S         95,603           S         95,603           S         95,603           S         95,603           S         95,603           S         95,607           S         95,430           S         95,430           S         95,430           S         95,430           S         95,430           S         92,533	Fire Captein S66.4k to 577.9k 2496 hours 2764 hours Current 579,556 FF Medic Trainer (545k to 60.7k) FF EMT Training Officer (548.4 to 563k) Highest: S. McGilvery; R. Hagen (576,231); A. Hamlin (573,592)
The Content of American Stress Stres	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 3,834 2,509 2,474 2,160 2,470 2,4	Contrast Pf Resp Eastlian Title Battlian Chief no response None BMS Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain No Comparable No Comparable No Comparable No Comparable Postlian Title Battaion Chief no response None Fire Marshal Fire Taming Coordinator	\$ 70,845 \$ 70,845 \$ 70,845 \$ 77,238 \$ 77,238 \$ 77,238 \$ 70,547 \$ 70,547 \$ 70,845 \$ 53,830 \$ 53,830 \$ 49,941	3         3         4         100           Mid         1 <td>Max           Max           S<td>Fire Captain S66.4k to \$77.9k 2496 hours 2764 hours Current \$79,556 FF Medic Treiner (\$45k to 60.7k) FF EMT Training Officer (\$48.4 to \$53k) 7Highest: S. McGilvery; R. Hagen (\$76,231); A. Harriin (\$71,992)</td></td>	Max           Max           S <td>Fire Captain S66.4k to \$77.9k 2496 hours 2764 hours Current \$79,556 FF Medic Treiner (\$45k to 60.7k) FF EMT Training Officer (\$48.4 to \$53k) 7Highest: S. McGilvery; R. Hagen (\$76,231); A. Harriin (\$71,992)</td>	Fire Captain S66.4k to \$77.9k 2496 hours 2764 hours Current \$79,556 FF Medic Treiner (\$45k to 60.7k) FF EMT Training Officer (\$48.4 to \$53k) 7Highest: S. McGilvery; R. Hagen (\$76,231); A. Harriin (\$71,992)
The Content of the second sec	Population 31,516 32,000 13,345 10,529 8,647 8,267 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,598 3,834 2,598 2,474 2,160 2,474 2,160 2,474 2,160 2,474 2,160 2,474 2,160 2,474 2,160 2,474 2,160 2,474 2,160 2,474 2,160 2,474 2,160 2,474 2,160 2,474 2,160 2,474 2,160 2,474 2,151 2,4	Connet Pr Geoge Position Title Battion Chief None DAS Fire Captain Fire Captain Batalion Chief Fire Taining Coordinator Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Indetermined Pr Camparable No Comparable No Comparable No Comparable No Comparable No Comparable No Comparable No Comparable No Comparable No Comparable No Comparable Position Title Battaion Chief no response None Fire Marshol Fire Mar	\$ 70,845 \$ 70,845 \$ 70,845 \$ 77,238 \$ 77,238 \$ 77,238 \$ 70,547 \$ 70,547 \$ 70,845 \$ 53,830 \$ 53,830 \$ 49,941	3         3         4         100           Mid         1 <td>Max           Max           S<td>Fire Captein S66.4k to 577.9k 2496 hours 2704 hours 2704 hours Current 579,556 FF Medic Training Officer (548.4 to 563k) FF BAT Training Officer (548.4 to 563k) Filghest: S. McGihary; R. Hagen (576,231); A. Harriin (573,992) 210 210 210 210 210 210 210 210</td></td>	Max           Max           S <td>Fire Captein S66.4k to 577.9k 2496 hours 2704 hours 2704 hours Current 579,556 FF Medic Training Officer (548.4 to 563k) FF BAT Training Officer (548.4 to 563k) Filghest: S. McGihary; R. Hagen (576,231); A. Harriin (573,992) 210 210 210 210 210 210 210 210</td>	Fire Captein S66.4k to 577.9k 2496 hours 2704 hours 2704 hours Current 579,556 FF Medic Training Officer (548.4 to 563k) FF BAT Training Officer (548.4 to 563k) Filghest: S. McGihary; R. Hagen (576,231); A. Harriin (573,992) 210 210 210 210 210 210 210 210
Trimary Agencies Trimary Agencies Trimary Agencies Trimary Agencies Trimary Agencies Trimary Agencies Trive	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 7,306 6,660 5,968 5,810 4,889 3,834 2,509 2,474 2,160 2,576 2,668 2,668 2,676 2,777 2,776 2,777 2,776 2,777 2,776 2,777 2,776 2,777 2,776 2,777 2,776 2,777 2,776 2,777 2,776 2,777 2,776 2,777 2,776 2,777 2,776 2,777 2,776 2,777 2,776 2,777 2,777 2,776 2,777 2,776 2,777 2,776 2,777 2,776 2,777 2,776 2,777 2,776 2,777 2,776 2,777 2,776 2,777 2,776 2,777 2,776 2,7	Contrast Pr Resp Costion Title Battion Chief no response None BMS Fire Captain Fire Captain Batallion Chief Fire Training Coordinator Fire Captain Fire Captain Fire Captain Fire Captain Coorparable No Comparable No Comparable No Comparable No Comparable Database Position Title Battalon Chief no response None Fire Marshal Fire Taning Coordinator undetermined Fire Marshal Fire Taning Coordinator	<ul> <li>Min</li> <li>5 77,238</li> <li>8 85,438</li> <li>5 70,834</li> <li>5 70,834</li> <li>5 70,834</li> <li>5 70,834</li> <li>5 70,845</li> <li>5 70,211</li> <li>5 70,211</li></ul>	3         3-100           2         3-100           2         3-100           3         9-143           5         6-394           5         6-394           5         9-163           5         9-163           5         6-394           5         77-206           5         6-394           4         4-2-2           4         4-2-2           4         5           5         72,206           5         72,207           5         6-394           4         4-2-2           4         4-2-2           4         5           5         5-104           5         5-104           5         5-104           5         5-104           5         5-104           5         5-104           5         5-104           5         5-104           5         5-104           5         5-104           5         5-104           5         5-104           5         5-104           6	Max           Max           5           83,762           5           83,762           5           83,762           5           95,403           5           83,762           5           8           95,403           5           95,403           5           95,405           5           95,430           5           5           5           5           5           5           5           5           5           5           5           5           5           5           5           5           5           5	Fire Captein S66.4k to 577.9k 2496 hours 2704 hours 2704 hours Current 579,556 FF Medic Training Officer (548.4 to 563k) FF BAT Training Officer (548.4 to 563k) Filghest: S. McGihary; R. Hagen (576,231); A. Harriin (573,992) 210 210 210 210 210 210 210 210
City of Partners  City of Farinaria  City of Farinaria  City of Farinaria  City of Farinaria  City of Korlaik Island  City of Wasilia  City of Korlaik  City of Paintanka  City of Farinaria  City of Farinaria  City of Corlaik  City of Korlaik	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 5,968 5,810 4,689 3,834 2,160 2,474 2,160 2,474 2,160 2,474 31,516 32,000 13,345 2,409 2,474 3,1516 31,516 32,000 31,516 32,000 5,968 5,810 3,529 8,647 8,289 7,778 7,006 6,600 5,968 5,810 4,689	Contrast Pr Geoge Position Title Battlion Chief no response None DuS Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain Fire Captain No Comparable No Comparable Postion Title Battaion Chief no response None Fire Marshal Fire Marshal Fire Marshal Fire fingter / BAT III Firefighter / BAT III Firefighter / BAT III Firefighter / BAT III	\$ 70,845 \$ 70,845 \$ 70,845 \$ 77,238 \$ 77,238 \$ 77,238 \$ 70,547 \$ 70,547 \$ 70,845 \$ 53,830 \$ 53,830 \$ 49,941	3         3-100 <u>Mid</u> 1           S         96,143           S         98,143           S         77,206           S         66,394           S         66,394           S         66,394           S         66,394           S         57,206           S         57,206           S         57,206           S         57,206           S         82,204           S         57,238           S         51,104           S         54,589           S         54,589           S         51,104           S         51,104	Max           S         83,762           S         83,762           S         83,762           S         83,762           S         83,762           S         83,652           S         83,652           S         83,652           S         93,403           S         83,652           S         93,693           S         107,218           S         83,762           S         93,762           S         95,433           S         95,433           S         95,433           S         95,433           S         55,507           S         93,917	Fire Captein S66.4k to 577.9k 2496 hours 2704 hours 2704 hours Current 579,556 FF Medic Training Officer (548.4 to 563k) FF BAT Training Officer (548.4 to 563k) Filghest: S. McGihary; R. Hagen (576,231); A. Harriin (573,992) 210 210 210 210 210 210 210 210
City of Fairbanks City of Wasilia City of Maines City of Painer City of Soldotna / Central Emerg Sics City of Valke2 City of Soldotna / Central Emerg Sics City of Cordova Escondery Agencies Central Matus Fire Department Anket Are reg City of Banes City of Banes City of Banes City of Banes City of Cordova Central Matus Fire Department City of Banes City of Banes City of Cordova Central Matus Fire Department City of Banes City of Banes City of Cordova City	Population 31,516 32,000 13,345 1,516 8,647 8,269 7,778 7,306 6,600 5,968 5,810 4,889 3,834 2,699 2,474 2,160 2,474 2,560 2,474 2,560 2,474 2,560 2,474 2,560 2,474 2,560 2,474 2,560 2,474 2,560 2,474 2,560 2,474 2,560 2,474 2,560 2,474 2,560 2,474 2,560 2,474 2,560 2,474 2,560 2,474 2,560 2,474 2,560 2,474 2,560 2,474 2,560 2,474 2,560 2,776 2,776 2,776 2,776 2,776 2,777 2,776 2,777 2,776 2,777 2,776 2,777 2,777 2,776 2,777 2,777 2,776 2,7777 2,7777 2,77777 2,77777777	Contrast Pf Geoge  Control Pf Geoge  Control Pf  Cont	\$ 70,845 \$ 70,845 \$ 77,238 \$ 77,238 \$ 77,238 \$ 70,854 \$ 77,532 \$ 79,785 \$ 79,785 \$ 79,785 \$ 79,785 \$ 79,785 \$ 79,785 \$ 79,785 \$ 79,785 \$ 70,547 \$ 70,845 \$ 53,830 \$ 43,671 \$ 43,671 \$ 54,867 \$ 54,367 \$ 54,367 \$ 54,367 \$ 54,367 \$ 54,367 \$ 54,367 \$ 54,367 \$ 54,367 \$ 54,367 \$ 54,365 \$ 54,385 \$ 54,385 \$ 54,385 \$ 55,845 \$ 57,945 \$ 5	3         3         4         100 <u>Mid</u> 10         10<	S         95,430           S         95,400           S         95,400           S         95,400           S         95,400      S         90,717	Fire Captein S66.4k to 577.9k 2496 hours 2704 hours 2704 hours Current 579,556 FF Medic Training Officer (548.4 to 563k) FF BAT Training Officer (548.4 to 563k) Filghest: S. McGihary; R. Hagen (576,231); A. Harriin (573,992) 210 210 210 210 210 210 210 210
City of Parines  Primery Agencies  City of Farines  City of Farines  City of Cough of Juneau  Borough of Kodiak bland  City of Wasilia  City of Koniak bland  City of Marchain  City of Koniak bland  City of Marchain  City of Koniak  City	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 5,968 5,810 4,689 3,834 2,509 2,474 2,160 2,474 2,160 2,474 2,160 31,516 32,000 13,345 2,474 2,160 31,516 32,000 13,345 2,474 2,160 31,516 32,000 31,516 32,000 31,516 32,000 31,516 32,000 31,516 32,000 31,517 8,687 31,517 8,687 31,516 31,516 32,000 31,517 8,687 31,51	Contrast Pf Gauge  Control of Pf  Control of Pf  Control of Pf  Pic Captain  Fire Captain  Fire Captain  Fire Captain  Fire Captain  Control of Pic Captain  Fire Captain  Control of Pic Captain  Fic Pic Captain  Fic	Atin           5         77,238           5         77,238           5         77,238           5         77,238           5         77,238           5         77,238           5         77,238           5         77,238           5         77,238           5         77,238           5         77,941           5         79,211           5         70,545           6         70,545           7         70,545           7         73,830           4         74,941           5         70,545           5         73,383           5         79,941           5         70,545           5         73,830           5         49,941           5         43,671           5         65,809	3         3         4         100 <u>Mid</u> 10         10<	S         95,430           S         95,400           S         95,400           S         95,400           S         95,400      S         90,717	Fire Captein S66.4k to 577.9k 2496 hours 2704 hours 2704 hours Current 579,556 FF Medic Training Officer (548.4 to 563k) FF BAT Training Officer (548.4 to 563k) Filghest: S. McGihary; R. Hagen (576,231); A. Harriin (573,992) 210 210 210 210 210 210 210 210
City of Parlmary Agencies  Primery Agencies  Primery Agencies  Primery Agencies  City of Faribanis  City of Faribanis  City of Faribanis  City of Monital  Cit	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509 2,474 2,160 <b>2,200</b> <b>2,17</b> 8,647 8,289 7,778 7,206 6,600 5,968 5,810 4,689 3,834 2,209	Contrast Pr Geoge  Control Pr Control	\$ 70,845 \$ 70,845 \$ 77,238 \$ 77,238 \$ 77,238 \$ 70,854 \$ 77,532 \$ 79,785 \$ 79,785 \$ 79,785 \$ 79,785 \$ 79,785 \$ 79,785 \$ 79,785 \$ 79,785 \$ 70,547 \$ 70,845 \$ 53,830 \$ 43,671 \$ 43,671 \$ 54,867 \$ 54,367 \$ 54,367 \$ 54,367 \$ 54,367 \$ 54,367 \$ 54,367 \$ 54,367 \$ 54,367 \$ 54,367 \$ 54,365 \$ 54,385 \$ 54,385 \$ 54,385 \$ 55,845 \$ 57,945 \$ 5	3         3         4         100 <u>Mid</u> 10         10<	S         S	Fire Captein S66.4k to 577.9k 2496 hours 2704 hours 2704 hours Current 579,556 FF Medic Training Officer (548.4 to 563k) FF BAT Training Officer (548.4 to 563k) Filghest: S. McGihary; R. Hagen (576,231); A. Harriin (573,992) 210 210 210 210 210 210 210 210
Cry of Parinery Agencies  Primary Agencies  City of Farines  City of Farines  City of Corough of Juneau  Borough of Kodiak bland  City of Borough of Stata  City of Roongh of Stata  City of Roongh of Stata  City of Kodiak  City of Kodiak  City of Soldotna / Central Emerg  Suss  City of Cordova  Consult of Suss  City of Soldotna / Central Emerg  City of Berlei  City of Borough of Juneau  City of Soldotna / Central Emerg  City of Berlei  City of Soldotna / Central Emerg  City of Soldotna / Central Emerg  Suss  City of Soldotna / Central Emerg  Suss  City of Farina  City of Farina  City of Farina  City of Soldotna / Central Emerg  Suss  City of Soldotna / Central Emerg  Suss  City of Cordova  City of Farina  City of Farina  City of Cordova  City Cordova  City Of C	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509 2,474 2,160 <b>2,200</b> <b>2,17</b> 8,647 8,289 7,778 7,206 6,600 5,968 5,810 4,689 3,834 2,209	Contrast Pr Geoge  Control Pr Control	\$ 70,845 \$ 70,845 \$ 77,238 \$ 77,238 \$ 77,238 \$ 70,854 \$ 77,532 \$ 79,785 \$ 79,785 \$ 79,785 \$ 79,785 \$ 79,785 \$ 79,785 \$ 79,785 \$ 79,785 \$ 70,547 \$ 70,845 \$ 53,830 \$ 43,671 \$ 43,671 \$ 54,867 \$ 54,367 \$ 54,367 \$ 54,367 \$ 54,367 \$ 54,367 \$ 54,367 \$ 54,367 \$ 54,367 \$ 54,367 \$ 54,365 \$ 54,385 \$ 54,385 \$ 54,385 \$ 55,845 \$ 57,945 \$ 5	3         3         4         100 <u>Mid</u> 10         10<	S         S	Fire Captein S66.4k to 577.9k 2496 hours 2704 hours 2704 hours Current 579,556 FF Medic Training Officer (548.4 to 563k) FF BAT Training Officer (548.4 to 563k) Filghest: S. McGihary; R. Hagen (576,231); A. Harriin (573,992) 210 210 210 210 210 210 210 210
City of Parlmary Agencies  Primery Agencies  Primery Agencies  Primery Agencies  City of Faribanis  City of Faribanis  City of Faribanis  City of Monital  Cit	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 4,689 3,834 2,509 2,474 2,160 <b>2,200</b> <b>2,17</b> 8,647 8,289 7,778 7,206 6,600 5,968 5,810 4,689 3,834 2,209	Contrast Pf Gauge Costion Title Battion Chief no response None DAS Fire Captain Fire Captain Fire Captain Fire Captain Cost Cost Cost Fire Captain Fire Captain Fire Captain Cost	5 77,238 5 77,238 5 77,238 5 77,238 5 77,238 5 77,532 5 79,211 5 75,399 5 59,785 5 79,211 5 79,211 5 70,547 5 70,547 5 70,547 5 70,547 5 70,845 5 73,880 5 70,845 5 73,880 5 43,413 5 48,469	Mid           S         99,143           S         97,200           S         66,394           S         97,206           S         82,264           S         82,264           S         92,320           S         82,264           S         92,320           S         82,264           S         93,113           S         91,363	Max           Max           5 <td>Fire Captein S66.4k to 577.9k 2496 hours 2704 hours 2704 hours Current 579,556 FF Medic Training Officer (548.4 to 563k) FF BAT Training Officer (548.4 to 563k) Filghest: S. McGihary; R. Hagen (576,231); A. Harriin (573,992) 210 210 210 210 210 210 210 210</td>	Fire Captein S66.4k to 577.9k 2496 hours 2704 hours 2704 hours Current 579,556 FF Medic Training Officer (548.4 to 563k) FF BAT Training Officer (548.4 to 563k) Filghest: S. McGihary; R. Hagen (576,231); A. Harriin (573,992) 210 210 210 210 210 210 210 210
City of Paribanis  City of Paribanis  City of Paribanis  City of Paribanis  City of Valida  C	Population           31,516           32,000           13,345           0,778           7,306           6,600           5,968           5,810           4,859           3,834           2,000           2,474           2,160           2,2000           2,2000           2,31,516           32,000           31,516           32,000           31,315           32,000           5,861           4,689           3,834           2,509           2,474           2,160	Contrast Pf Gauge  Control of Pf Control  Control of Pf  Postion Title  Battlion Chief  Pre Captain  Undetermined  Pre Captain  Postion Title  Battaion Chief  no response  None  Pre Marshal  Pre Mars	<ul> <li>Atin</li> <li>5 77,238</li> <li>5 79,211</li> <li>5 79,211</li></ul>	Mid           S         99,143           S         97,200           S         66,394           S         97,206           S         82,264           S         82,264           S         92,320           S         82,264           S         92,320           S         82,264           S         93,113           S         91,363	Max           Max           5           6           5           6           5           6           5           6           5           6           5           6           5           6           5           6           6           6           6           6           6           6           6           6           6           6           6           6           6 <td>Fire Captein Sdo.4k to \$77.9k 2496 hours 2764 hours Current \$79,550 FF Medic Training Officer (\$48.4 to \$31k) Pf EMT Training Officer (\$48.4 to \$31k) Pfighest: 5. McGRary; 8. Hagen (\$76,231); A. Harriin (\$73,992) 2004 2004 hours 2004 hours Current \$59,256</td>	Fire Captein Sdo.4k to \$77.9k 2496 hours 2764 hours Current \$79,550 FF Medic Training Officer (\$48.4 to \$31k) Pf EMT Training Officer (\$48.4 to \$31k) Pfighest: 5. McGRary; 8. Hagen (\$76,231); A. Harriin (\$73,992) 2004 2004 hours 2004 hours Current \$59,256
	Population 31,516 32,000 13,345 10,529 8,647 8,289 7,778 3,834 2,509 2,474 2,160 <b>2,000</b> <b>3,334</b> 2,509 <b>2,474</b> 2,160 <b>2,000</b> 13,345 10,529 8,647 8,289 7,778 7,306 6,600 5,968 5,810 2,509 2,474 2,160	Contrast PY Reage Continent PY Reage Continent PY Reage Continue Py	<ul> <li>Atin</li> <li>5 77,238</li> <li>5 79,211</li> <li>5 79,211</li></ul>	3         3         4         100           2         3         3         4         100           2         3         4         100         100           5         6         3         94         143         100           5         5         6         3         94         143         100	Max           Max           5 <td>Fire Captein S66.4k to 577.9k 2496 hours 2704 hours 2704 hours Current 579,556 FF Medic Training Officer (548.4 to 563k) FF BAT Training Officer (548.4 to 563k) Filghest: S. McGihary; R. Hagen (576,231); A. Harriin (573,992) 210 210 210 210 210 210 210 210</td>	Fire Captein S66.4k to 577.9k 2496 hours 2704 hours 2704 hours Current 579,556 FF Medic Training Officer (548.4 to 563k) FF BAT Training Officer (548.4 to 563k) Filghest: S. McGihary; R. Hagen (576,231); A. Harriin (573,992) 210 210 210 210 210 210 210 210

Municipal Solutions® llc Efficiency. Technology. Safety.

# Classification & Compensation Study

Fire Engineer	Ar in the second second	Bendales Tata	<u></u>		Acres .	Notes
Primary Agencies City of Fairbanks		Position Title	Min	Mid	<u> </u>	4
	31,516	Driver		\$ 61,256	\$ 72,779	
City & Borough of Juneau	32,000					
Borough of Kodiak Island	13,345	no response				
City of Wasilla	10,529	No comparable				
City & Borough of Sitka	8,647	Senior Fire Engineer	\$ 77,725	5 89 787	5 98 592	2496 hours
City of Ketchikan	8,289	Senior Fire Medic			\$ 86,430	
City of Kenai	7,778	Fire Engineer				
City of Palmer			5 40,818	5 53,706	\$ 58,573	
City of Bethel	7,306	no comparable				Fire Training Coordinator \$49.9k to \$82.6k
	6,600	undetermined			•	provided scale, with no legend.
City of Kodiak	5,968	Firefighter / EMT II	\$ 41,377	\$ 51,714	\$ 62,052	2764 hours
City of Homer	5,810	Firefighter / EMT				Current \$57,776
City of Soldotna / Central Emerg. Svcs	4,689	undeterm ined		+		
City of Valdez	3,834	Fire / EMS Engineer	\$ 59,812	\$ 70,902	\$ 81,991	
City & Borough of Wrangell	2,509	no comparable				Fire / Mefdic / Trainer \$48,2k to \$60.8k
Borough of Haines	2,474	Firefighter / EMT	\$ 45.635	\$ 52 915	\$ 60.195	
City of Cordova	2,160	undetermined	0 .5,055	J JL,713	2 00,005	
Borough of Bristol Bay	891	undetermined				
	- 071	Undetermined			•	
Secondary Agencies						
Central Matsu Fire Department		undetermined	-			
Market Average			\$ 56,257	\$ 64,893	\$ 74,373	
City of North Pole	2,200	PY Current	- <b>T AS</b>			"Highest: K. Fagerstrom; M. Crane & Tanya Stugart (S61,886)
		Current FY Range		3.00.00G		
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Irefigiter St.	N. A.	in a training to the same water	2	A 246	a he had a l	
Primary Agencies	Population	Position Title				
lity of Fairbanks	31,516	Firefighter	Min	Mid	Max	4
		i vengnter	\$ 37,648	\$ 53,508	\$ 69,368	1
City & Borough of Juneau	32,000					1
Borough of Kodiak Island	13,345	no response	•		. •	
lity of Wasilla	10,529	None	•			
lity & Borough of Sitka	8,647	Fire Engineer / EMT i	\$ 51,992	\$ 59,729	\$ 65,944	2496 hours
ity of Ketchikan	8,289	Firefighter / EMT	\$ 58,137	\$ 67.469	\$ 78,302	
ity of Kenai	7,778	Firefighter			\$ 53,123	
ity of Palmer	7,306	Fire Training Coordinator			\$ 82,638	
lity of Bethel	6,600	undetermined	1 10,000	3 03,104	\$ 04,030	
ity of Kodiak					•	provided scale, with no legend.
	5,968	firefighter / EMT i	5 39,055	\$ 48,840	\$ 58,597	2764 hours
ity of Homer	5,810	Firefighter / EMT				Current \$ 56,367
ity of Soldotna / Central Emerg. Svcs	4,689	undetermined				
ity of Valdez	3,834	Fire / EMS Engineer	\$ 59,812	\$ 70,902	\$ 81,991	
ity & Borough of Wrangell	2,509	Fire / Medic / Trainer	\$ 48,235	\$ 54,122	\$ 60.778	
Sorough of Haines	2,474	Firefighter / EMT	5 45 635	\$ 52,915	\$ 40.105	
Lity of Cordova	2,160	undetermined	, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		2 00,195	
orough of Bristol Bay	891	undetermined				
econdary Agencies		Undezermined				
Central Matsu Fire Department		undetermined	-		•	
Aarket Average			\$ 48,302	\$ 57,920	\$ 67,882	
Ry of North Pole	2,200	FY Current	5 5.594			Highest: J. Reardon; C. Wescott & L. Longridge (\$46,456)
		Current FY Range	5 40-16-1	6 61.976	5 10,428	The Color of the Color of the Color
			A	Charles Charles	100000 10 9 <b>62 69</b> 70	
dministrative Assistant Fire	44.0 S × 4			20- 446.5	38.7598 AS-2	
rimary Agencies		Position Title			100.00.07.000	and the second
ity of Fairbanks	31.516	Administrative Assistant	Min	Mid	Max	
ity & Borough of Juneau	31,516 32,000	manine and an we was stand		\$ 58,053	> 68,120	
prough of Kodiak Island		no response				
ity of Wasilla	10,529	None				
ity & Borough of Sitka	8,647	Office Assistant	\$ 37.251	\$ 44.346	\$ 52.666	Did not have grade assigned used grade 23
ity of Ketchikan	8,289	Administrative Assistant	\$ 45,386			and the store manifiled used Rigne to
ity of Kenai	7,778	Administrative Assistant				
ity of Palmer	7,306		\$ 51,002			
-,		Administrative Assistant - Public Safety	\$ 37,149	\$ 48,235		
ity of Bethel		undetermined				provided scale, with no legend.
ity of Kodiak		Administrative Specialist	\$ 41,366	\$ 51,707	\$ 62,048	2080 hours
ity of Homer	5,810	Administrative Assistant				New no range provided
ty of Soldotna / Central Emerg. Svcs	4,689	undetermined				Da fila ilana
ty of Valdez		Fire / EMS Admin. Assistant	5 55 80/	\$ 66 740	C 74.44	
ty & Borough of Wrangell		Admin. Assistant - Police	\$ 55,896			
			\$ 48,235			
prough of Haines		Administrative Assistant II	\$ 39,166	\$ 46,446	\$ 53,726	
		undetermined				
	891	undeterm ined	-			
prough of Bristol Bay						
ity of Cordova orough of Bristol Bay condary Agencies Central Matsu Fire Department		undetermined			. I	
orough of Bristol Bay condary Agencies Jentrai Matsu Fire Department		undetermined				
srough of Bristol Bay scondary Agencies entrai Matsu Fire Department arket Average			\$ 44,432	\$ 53,104		
rough of Bristol Bay condary Agencies entrai Matsu Fire Department	2,200		\$ 44,432 \$ 76,092 \$ 77,498	\$ 53,104 \$ 58,106		A. Amil

# Salary Survey Results: Actual Salary, Current vs. Market Range (Management)

											as nga Nalis Nga nga		9¢.
				Under Min (X=yes)			Over Max (X=yes)			Under Min (X=yes)		Over Max (X=yes)	
Reserved												(x-)	
Reserved					<u> </u>								
Reserved								,	1				
Police Chief	\$112,882	5	54,704		s	95,930	X	\$41,226	\$96,659	i	\$131,366		\$34,707
Fire Chief	\$101,700	\$	54,704		5	95,930	X	\$41,226	\$86,217		\$120,189		\$33,973
City Accountant / CFO	\$78,000	5	54,704		s	95,930		\$41,226	\$91,651	×	\$124,959		\$33,308
Deputy City Manager (proposed new)	\$70,366	\$	69,000	······	<u> </u>	-			\$94,828	x	\$133,007		\$38,179
Director of City Services	\$164,154	5	54,704	<u> </u>	s	95,930	X	\$41,226	\$91,383		\$121,703	x	\$30,319
Reserved	1				<b>F</b>						<b>*</b> • <b>1</b> • <b>1</b>	^^	
City Clerk / HR Manager / PIO	\$61,568		-		<u> </u>	· · · · · ·		-	t				
HR Director / PIO (proposed new)	\$61,568	\$	54,704		s	95,930		\$41,226	\$79.084	x	\$107,596		\$28,513
Deputy Fire Chief	\$86,258	\$	49,192	[	s	86,258	X	\$37,066	\$83,030		\$108,382		\$25,352
Police Lieutenant	\$86,258	5	49,192		s	86,258	х	\$37,066	\$79,735		\$105,820	-	\$26,085
Senior Accountant (proposed new)	\$78,000	\$	54,704		5	95,930		\$41,226	\$68,898		\$93,233		\$24,335
City Clerk (proposed new)	\$61,568	\$	54,704		5	95,930		\$41,226	\$75,374	X	\$108,618		\$33,243
Police Sergeant	\$78,499	\$	48,924		\$	85,788		\$36,864	\$68,083		\$94,935		\$26,852
Reserved		<b>—</b>						\$0					50
Reserved		T						\$0					\$0
Reserved	1								1				50
Reserved	1							\$0					50
Reserved	-				<u> </u>			\$0	1				\$0
Reserved	1							\$0					SO
Reserved			-		-			\$0					SO
Reserved	1							\$0	1				so
Reserved	1	T						\$0	1				50
Reserved	1							50					\$0
Reserved		<b></b>			<u> </u>			50	t ———				SO
Reserved	1	t						SO					50
Reserved	1							SO					50
Reserved	1				<u> </u>			\$0					so

# Salary Survey Results: Actual Salary, Current vs. Market Range (non-Management)

			Under Min		Over Max			Under Min		Over Max	
			(X=yes)		(X=yes)			(X=yes)		(X=yes)	
Police Sergeant	\$78,499	\$48,924		\$85,788		\$36,864	\$68,083		\$94,935		\$26,852
Reserved	•	-	-		•		•		•	•	•
Utility Supervisor	\$115,523	\$49,192		\$86.258	Х	\$37,066	\$68,396	_	\$92.629	X	\$24,233
Fire Captain	\$78,498	\$48,924		\$85,788		\$36,864	\$70,547		\$95,267		\$24,720
Reserved	•	-	· ·	•	· ·	•		-	•		
Police Detective	\$88,026	\$47,340		\$83,016	X	\$35,676	\$63,779		\$86,510	X	\$22,731
Public Works Supervisor	\$81,307	\$49,200	1	\$86,268		\$37,068	\$67,453		\$93,797		\$26,344
Reserved		-	-	•	· ·	•	- 1	-		•	•
Utility Operator II (proposed)	•	•		•		•	1 .		•		
Public Works Assistant	\$58,365	\$42,180		\$73,968		\$31,788	\$61,423	X	\$82,792		\$21,369
Police Officer	\$80,746	\$46,056		\$80,760	x	\$34,704	\$59,464		\$83,340		\$23,875
Fire Lieutenant	\$67,276	\$47,184		\$82,740		\$35,556	\$54,825		\$76,205		\$21,380
Building Technician		· ·	· ·	-	•	•	\$55,278		\$77,384		\$22,105
Police Officer Recruit		\$46,056		\$80,760		\$34,704	\$56,024		\$78,757		\$22,733
Utility Operator (Operator I & II proposed)	\$87,526	\$44,491		\$78,021	X	\$33,530	\$56,382		\$77,224	x	\$20,842
Fire Engineer	\$65,313	\$46,056		\$80,760		\$34,704	\$56,257		\$74,373		\$18,117
City Planner (proposed)	· ·				•		-	-		· ·	•
Firefighter / EMT	\$55,584	\$40,164		\$70,428		\$30,264	\$48,302		\$67,882		\$19,580
Reserved		•		•	•	•		•	•	<b>i</b> .	•
AP Tax & License Clerk (revised)	\$69.742	\$37,482		\$65.728	X	\$28,246	\$47,016		\$63.407	X	\$16,392
AR / Utility Billing Clerk (revised)	\$47,487	\$37,482		\$65,728		\$28,246	\$46,170		\$62,486		\$16,316
Utility Assistant II (proposed)	-	-			•	• .	•	-			•
Fiscal Accounting / Fund Accounting Clerk	\$60,154	•		•			\$55,004		\$74,525		\$19,521
Deputy Clerk (proposed)	•			•			\$52,273		\$71,721		\$19,448
Utility Assistant I	\$65,686	\$42,180		\$73,968		\$31,788	\$47,792		\$65,653	X	\$17,862
Firefighter Recruit (proposed)			· ·	-	· ·	•		-	•	•	
Evidence Cust / Rec. Mgr / Archivist	\$46.093	\$37,482		\$65,728		\$28,246	\$47.383	X	\$64,966		\$17,583
Reserved		-			· 1	•					•
Executive Assistant (proposed)			1 .			•	\$51,878	•	\$70,208	· ·	\$18,330
Administrative Assistant PWD (proposed)		\$37,488	1	\$65,736			\$45,334		\$62,218		\$16,884
Administrative Assistant Police	\$46,093	\$37,488		\$65,736			\$44,43Z		\$61,930		\$17,499
Administrative Assistant Fire	\$46.093	\$37,488	1	\$65,736		\$28,248	\$44,432	_	\$61,930		\$17,499
Records Preparation Clerk		\$37,488		\$65,736		\$28,248	\$46,189		\$62.329		\$16,140
Reserved			<u> </u>				-			. I	
General Laborer (Summer Help)											
					L				_		
		•	<u>⊢ ·</u>	•	· ·		<u> </u>	·	•	· ·	<u>.</u>
Receptionist Admin Reserved	•	•		•	•	•	•	•	-	· ·	_

								New Salary Minimum	New Salary			New Hourly	New Hourty
Reserved			,					\$88.386	\$134.013	~	45.627	C47.49	564 43
Reserved		-						\$84,177	\$127.027		42.850	540.47	\$61.07
Reserved		-						\$80,169	\$120,405		40,236	\$38.54	\$57.89
Police Chief	\$ 54,704	4	95,930	\$41,226	\$96,659	\$131,366	\$34,707	\$76,351	\$114,128		37,777	\$36.71	\$54.87
Fire Chief	\$ 54,704	4 \$		\$41,226	\$86,217	\$120,189	\$33,973	\$76,351	\$114,128		37,777	\$36.71	\$54.87
City Accountant / CFO	\$ 54,704	4 \$	95,930	\$41,226	\$91,651	\$124,959	\$33,308	\$76,351	\$114,128		37,777	\$36.71	\$54.87
Deputy City Manager (proposed new)	\$ 69,000	0	-		\$94,828	\$133,007	\$38,179	\$72,715	\$108,178		35,463	\$34.96	\$52.01
Director of City Services	\$ 54,704	4 5	95,930	\$41,226	\$91,383	\$121,703	\$30,319	\$72,715	\$108,178	s	35,463	\$34.96	\$52.01
Reserved		$\square$						\$69,252	\$102,538	s	33,286	\$33.29	\$49.30
City Clerk / HR Manager / PIO							-	\$65,954	\$97,192	~	31,238	\$31.71	\$46.73
HR Director / PIO (proposed new)	\$ 54,704	4 \$	95,930	\$41,226	\$79,084	\$107,596	\$28,513	\$65,954	\$97,192	Š	31,238	\$31.71	\$46.73
Deputy Fire Chief	\$ 49,192	25	86,258	\$37,066	\$83,030	\$108,382	\$25,352	\$62,813	\$92,125	Ś	30,778	\$30.20	\$44.29
Police Lieutenant	\$ 49,192	2 \$	86,258	\$37,066	\$79,735	\$105,820	\$26,085	\$62,813	\$92,125	s	29,312	\$30.20	\$44.29
Senior Accountant (proposed new)	\$ 54,704	4 \$	95,930	\$41,226	\$68,898	\$93,233	\$24,335	\$59,822	\$87,322	s	27,500	\$28.76	\$41.98
City Clerk (proposed new)	\$ 54,704	4 \$	95,930	\$41,226	\$75,374	\$108,618	\$33,243	\$56,973	\$82,770	S	30,778	\$27.39	\$39.79
Police Sergeant	\$ 48,924	4	85,788	\$36,864	\$68,083	\$94,935	\$26,852	\$54,260	\$78,455	s S	24, 195	\$26.09	\$37.72
Reserved		_		\$0			\$0	\$51,676	\$74,365	s	22,689	\$24.84	\$35.75
Reserved				\$0			\$0	\$49,215	\$70,488	s	21,273	\$23.66	\$33.89
Reserved							\$0	\$46,871	\$66,813			\$22.53	\$32.12
Reserved				\$0			ŞO	\$44,639	\$63,330	S	18,691	\$21.46	\$30.45
Reserved				so			\$0	\$42,513	\$60,028	s	17,515	\$20.44	\$28.86
Reserved		_		\$0			\$0	\$40,489	\$56,899	s	16,410	\$19.47	\$27.36
Reserved				ŝo			\$0	\$38,561	\$53,933	s	15,372	\$18.54	\$25.93
Reserved		_		SO			\$0	\$36,725	\$51,121	s	14,396	\$17.66	\$24.58
Reserved				\$0			\$0	\$34,976	\$48,456	S	13,480	\$16.82	\$23.30
Reserved				SO			\$0	\$33,310	\$45,930	s	12,620	\$16.01	\$22.08
Reserved				ŞO			0\$	\$31,724	\$43,536	S	11,812	\$15.25	\$20.93
Reserved				\$0			0\$	\$30,213	\$41,266	s	11,053	\$14.53	\$19.84
Reserved		_		\$0			0\$	\$28,774	\$39,115	s S	10,341	\$13.83	\$18.81
Reserved				<b>\$</b> 0			50	\$27,404	\$37,076	Š	9,672	\$13.18	\$17.83

# Salary Survey Results: Current, Market & Proposed New Range (Management)

# Classification & Compensation Study

							New Salary	New Salary		New Hourly	New Hourly
							Minimum	Maximum		Minimum	Maximum
Police Sergeant	\$48,924	\$85,788	\$36,864	\$68,083	\$94,935	\$26,852	\$67,424	\$112,375	\$44,951	\$32.42	\$54.03
Reserved	•		•				\$64,956	\$108,261	S43,305	\$31.23	\$52.05
Utility Supervisor	\$49,192	S86.258	\$37,066	\$68,396	\$92,629	\$24,233	\$62,578	\$104,298	\$41,720	530.09	\$50.14
Fire Captain	\$48,924	\$85,788	\$36,864	\$70,547	\$95,267	\$24,720	\$62,578	\$104,298	\$41,720	\$30.09	\$50.14
Reserved			,	,			\$60,287	\$100,480	540, 193	\$28.98	\$48.31
Police Detective	\$47,340	\$83.016	\$35,676	\$63,779	\$86,510	\$22,731	\$58,080	\$96,802	\$38,722	\$27.92	\$46.54
Public Works Supervisor	\$49,200	\$86,268	\$37,068	\$67,453	\$93,797	\$26,344	\$55,954	\$93,258	\$37,304	\$26.90	\$44.84
Reserved							\$53,906	\$89,844	\$35,938	\$25.92	\$43.19
Utility Operator II (proposed)	,	•	•			•	\$51,933	\$86,555	\$34,622	\$24.97	\$41.61
Public Works Assistant	\$42,180	\$73,968	\$31,788	\$61,423	\$82,792	\$21,369	\$51,933	\$86,555	\$34,622	\$24.97	\$41.61
Police Officer	\$46,056	\$80,760	\$34,704	\$59,464	\$83,340	\$23,875	\$51,933	\$86,555	\$34,622	\$24.97	S41.61
Fire Lieutenant	\$47,184	\$82,740	\$35,556	\$54,825	\$76,205	\$21,380	\$51,933	\$86,555	\$34,622	\$24.97	\$41.61
Building Technician	,		•	\$55,278	\$77,384	\$22, 105	\$50,032	\$83,386	\$33,354	\$24.05	\$40.09
Police Officer Recruit	\$46,056	\$80,760	\$34,704	\$56,024	\$78,757	\$22,733	\$48,200	\$80,333	\$32, 133	\$23.17	\$38.62
Utility Operator (Operator I & II proposed)	\$44,491	\$78,021	\$33,530	\$56,382	\$77,22 <b>4</b>	\$20,842	\$48,200	\$80,333	\$32,133	\$23.17	\$38.62
Fire Engineer	\$46,056	\$80,760	\$34,704	\$56,257	\$74,373	\$18,117	\$48,200	\$80,333	\$32,133	\$23.17	\$38.62
City Planner (proposed)	•		•				\$46,435	\$77,392	\$30,957	\$22.32	\$37.21
Firefighter / EMT	\$40,164	\$70,428	\$30,264	\$48,302	\$67,882	\$19,580	\$46,435	\$77,392	\$30,957	\$22.32	\$37.21
Reserved	•	•		•	•	•	\$44,735	\$74,559	\$29,824	\$21.51	\$35.85
AP Tax & License Clerk (revised)	\$37,482	\$65.728	\$28,246	\$47,016	\$63,407	\$16,392	\$43,097	\$71,829	\$28,732	\$20.72	\$34.53
AR / Utility Billing Clerk (revised)	\$37,482	\$65,728	\$28,246	\$46,170	\$62,486	\$16,316	\$43,097	\$71,829	\$28,732	\$20.72	\$34.53
Utility Assistant II (proposed)	•	•	•		•	•	\$43,097	\$71,829	\$28,732	\$20.72	\$34.53
Fiscal Accounting / Fund Accounting Clerk		•		\$55,004	\$74,525	\$19,521	\$41,519	\$69,199	\$27,680	\$19.96	\$33.27
Deputy Clerk (proposed)		•		\$52,273	\$71,721	\$19,448	\$41,519	\$69,199	\$27,680	\$19.96	\$33.27
Utility Assistant I	\$42,180	\$73,968	\$31,788	\$47,792	\$65,653	\$17,862	\$41,519	\$69,199	\$27,680	\$19.96	\$33.27
Firefighter Recruit (proposed)	•	•	1 <b>*</b> 1	•			\$39,999	\$66,666	\$26,667	\$19.23	\$32.05
Evidence Cust / Rec. Mgr / Archivist	\$37,482	\$65,728	\$28,246	\$47,383	\$64,966	\$17,583	\$39,999	\$66,666	\$26,667	\$19.23	\$32.05
Reserved	·	•		•		•	\$38,535	\$64,225	\$25,690	\$18.53	\$30.88
Executive Assistant (proposed)		•	•	\$51,878	\$70,208	\$18,330	\$37,124	\$61,874	\$24,750	\$17.85	\$29.75
Administrative Assistant PWD (proposed)	\$37,488	\$65,736		\$45,334	\$62,218	\$16,884	\$37,124	\$61,874	\$24,750	\$17.85	\$29.75
Administrative Assistant Police	\$37,488	\$65,736		\$44,432	\$61,930	\$17,499	\$37,124	\$61,874	\$24,750	\$17.85	\$29.75
Administrative Assistant Fire	\$37,488	\$65,736	\$28,248	\$44,432	\$61,930	\$17,499	\$37,124	\$61,874	\$24,750	\$17.85	\$29.75
Records Preparation Clerk	\$37,488	\$65,736	\$28,248	\$46,189	\$62,329	\$16, 140	\$37,124	\$61,874	\$24,750	\$17.85	\$29.75
Reserved	•			•	,	•	\$35,765	\$59,609	\$23,844	\$17.19	\$28.66
General Laborer (Summer Help)	•		•			•	\$34,456	\$57,427	\$22,971	\$16.57	\$27.61
Receptionist Admin		•	-	•	•	•	\$33,195	\$55,325	\$22,130	\$15.96	\$26.60
Reserved							\$21 DRD	553 20D	CC 1 220	645 30	C1 111

Salary Survey Results: Current, Market & Proposed New Range (non-Mgmt)

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### City of North Pole, Alaska

# APPENDIX D: NEW JOB CLASSIFICATIONS AND PROPOSED PAY RANGES

Management Pay Classifications: Existing vs. Proposed

Reserved	320	320		25
Reserved	310	310-319		24
Reserved	300	300-309	<u> </u>	23
Police Chief	295		14	
Fire Chief	295	290-299	14	22
City Accountant / CFO	295		14	
Deputy City Manager (proposed new)	282.50	200.200	15	24
Director of City Services	282.50	280-289	14	21
Reserved	270	270-279		20
City Clerk / HR Manager / PIO	262.50	260-269	NEW	40
HR Director / PIO (proposed new)	262.50	200-209	NEW	19
Deputy Fire Chief	250	250,250	13	40
Police Lieutenant	250	250-259	13	18
Senior Accountant (proposed new)	245	240-249	NEW	17
City Clerk (proposed new)	232.50	230-239	14	16
Police Sergeant	221.25	220-229	12	15
Reserved	210	210-219		14
Reserved	200	200-209		13
Reserved	190	190-199		12
Reserved	180	180-189		11
Reserved	170	170-179		10
Reserved	160	160-169		9
Reserved	150	150-159		8
Reserved	140	140-149		7
Reserved	130	130-139		6
Reserved	120	120-129		5
Reserved	110	110-119	· · · ·	4
Reserved	100	100-109		3
Reserved	90	90-99		2
Reserved	80	80-89		1

# Non-Management Pay Classifications: Existing vs. Proposed

Police Sergeant	260	260	12	21
Reserved	250	250-259	•	20
Utility Supervisor	245	240.240	13	19
Fire Captain	245	240-249	6	19
Reserved	230	230-239	•	18
Police Detective	225	220-229	11	17
Public Works Supervisor	215	210-219	13	16
Reserved	200	200-209		15
Utility Operator II (proposed)	195	<b> </b>	•	14
Public Works Assistant	190	100.100	8	14
Police Officer	190	190-199	10	14
Fire Lieutenant	190	1	5	14
Building Technician	185	180-189	-	13
Police Officer Recruit	177.50		3	12
Utility Operator (Operator I & II proposed)	170	170-179	-	12
Fire Engineer	170		4	12
City Planner (proposed)	167.50			11
Firefighter / EMT	162.50	160-169	2	11
Reserved	150	150-159		10
AP Tax & License Clerk (revised)	145		7	9
AR / Utility Billing Clerk (revised)	145	140-149	7	9
Utility Assistant II (proposed)	140		- 1	9
Fiscal Accounting / Fund Accounting Clerk	132.50		7	8
Deputy Clerk (proposed)	132.50	130-139	-	8
Utility Assistant I	132.50		8	8
Firefighter Recruit (proposed)	127.50	120 120	1	7
Evidence Cust / Rec. Mgr / Archivist	122.50	120-129	7	7
Reserved	110	110-119	-	6
Executive Assistant (proposed)	107.50		-	5
Administrative Assistant PWD (proposed)	107.50		-	5
Administrative Assistant Police	107.50	100-109	- 1	5
Administrative Assistant Fire	107.50		-	5
Records Preparation Clerk	107.50		7	5
Reserved	90	90-99	├ <b> </b>	4
General Laborer (Summer Help)	87.50	80-89		3
Receptionist Admin	72.50	70-79		2
Reserved	60	60-69	· · · · · · ·	1

		New Salary Minimum		New Salary Maximum	Over Max (X=yes)	New Hourly Minimum	New Hourly Maximum
Reserved		\$88,386		\$134,013		\$42.49	\$64.43
Reserved		\$84,177		\$127,027		S40.47	\$61.07
Reserved		\$80,169		\$120,405		\$38.54	\$57.89
Police Chief	\$112,882	\$76,351		\$114,128		\$36.71	\$54.87
Fire Chief	\$101,700	\$76,351		\$114,128		\$36.71	\$54.87
City Accountant / CFO	\$78,000	\$76,351		\$114,128		\$36.71	\$54.87
Deputy City Manager (proposed new)	\$70,366	\$72,715	×	S108,178		\$34.96	\$52.01
Director of City Services	\$164,154	\$72,715		S108,178	×	\$34.96	\$52.01
Reserved		\$69,252		\$102,538		\$33.29	\$49.30
City Clerk / HR Manager / PIO	\$61,568	\$65,954	×	\$97,192		\$31.71	S46.73
HR Director / PIO (proposed new)	\$61,568	\$65,954	×	\$97,192		\$31.71	\$46.73
Deputy Fire Chief	\$86,258	\$62,813		\$92,125		\$30.20	\$44.29
Police Lieutenant	\$86,258	\$62,813		\$92,125		\$30.20	\$44.29
Senior Accountant (proposed new)	\$78,000	\$59,822		\$87,322		\$28.76	\$41.98
City Clerk (proposed new)	\$61,568	\$56,973		\$82,770		\$27.39	\$39.79
Police Sergeant	\$78,499	\$54,260		\$78,455	×	\$26.09	\$37.72
Reserved		\$51,676		\$74,365		\$24.84	\$35.75
Reserved		\$49,215		\$70,488		\$23.66	\$33.89
Reserved		\$46,871		\$66,813		\$22.53	\$32.12
Reserved		S44,639		\$63,330		S21.46	\$30.45
Reserved		\$42,513		\$60,028		\$20.44	\$28.86
Reserved		\$40,489		\$56,899		219.47	\$27.36
Reserved		\$38,561		\$53,933		\$18.54	\$25.93
Reserved		\$36,725		\$51,121		\$17.66	\$24.58
Reserved		\$34,976		\$48,456		\$16.82	\$23.30
Reserved		\$33,310		\$45,930		\$16.01	\$22.08
Reserved		\$31,724		\$43,536		\$15.25	\$20.93
Reserved		\$30,213		\$41,266		\$14.53	\$19.84
Reserved		\$28,774		\$39,115		\$13.83	\$18.81
Reserved		\$27,404		\$37,076		\$13.18	\$17.83

# Management Pay Classifications: New Proposed

City of North Pole, Alaska

## Classification & Compensation Study

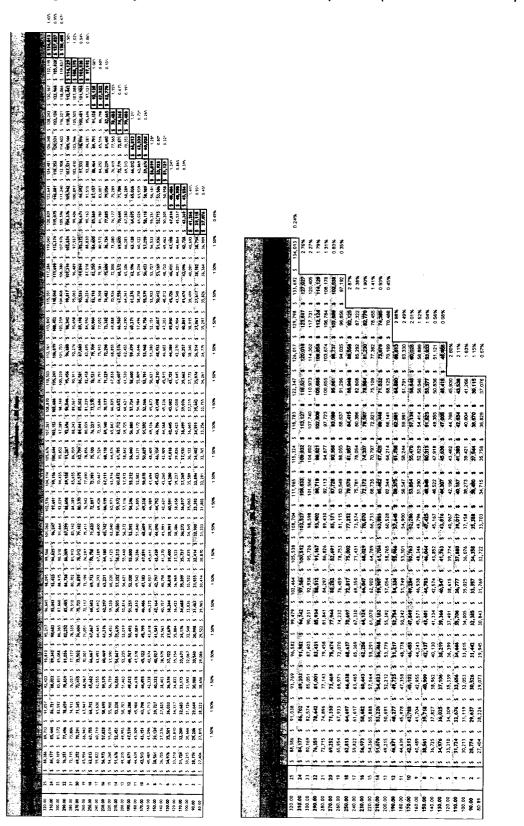
			ためたいというかいの		等于在11年4月1月,11日1月月			
		New Salary Minimum	Under New Range (X=yes)	New Salary Maximum	Dvar New Range (X=)vei)		New Hourly Minimum	New Hourly Maximum
Police Sergeant	\$78,499	\$67,424		\$112,375		\$44,951	\$32.42	\$54.03
Reserved		\$64,956		\$108,261		\$43,305	\$31.23	\$52.05
Utility Supervisor	\$115,523	\$62,578		\$104,298	×	\$41,720	\$30.09	\$50.14
Fire Captain	\$78,498	\$62,578		\$104,298		\$41,720	\$30.09	\$50.14
Reserved	•	\$60,287		\$100,480		\$40, 193	\$28.98	\$48.31
Police Detective	\$88,026	\$58,080		\$96,802		\$38,722	\$27.92	\$46.54
Public Works Supervisor	\$81,307	\$55,954		\$93,258		\$37,304	\$26.90	\$44.84
Reserved		\$53,906		\$89,844		\$35,938	\$25.92	\$43.19
Utility Operator II (proposed)	r	\$51,933		\$86,555		\$34,622	\$24.97	\$41.61
Public Works Assistant	\$58,365	\$51,933		\$86,555		\$34,622	\$24.97	\$41.61
Police Officer	\$80,746	\$51,933		\$86,555		\$34,622	\$24.97	\$41.61
Fire Lieutenant	\$67,276	\$51,933		\$86,555		\$34,622	\$24.97	\$41.61
Building Technician	•	\$50,032		\$83,386		\$33,354	\$24.05	\$40.09
Police Officer Recruit	•	\$48,200		\$80,333		\$32, 133	\$23.17	\$38.62
Utility Operator (Operator I & II proposed)	\$87,526	\$48,200		\$80,333	×	\$32, 133	\$23.17	\$38.62
Fire Engineer	\$65,313	\$48,200		\$80,333		\$32, 133	\$23.17	\$38.62
City Planner (proposed)	-	\$46,435		\$77,392		\$30, 957	\$22.32	\$37.21
Firefighter / EMT	\$55,584	\$46,435		\$77,392		\$30, 957	\$22.32	\$37.21
Reserved	-	\$44,735		\$74,559		\$29,824	\$21.51	\$35.85
AP Tax & License Clerk (revised)	\$69,742	\$43,097		\$71,829		\$28,732	\$20.72	\$34.53
AR / Utility Billing Clerk (revised)	\$47,487	\$43,097		\$71,829		\$28,732	\$20.72	\$34.53
Utility Assistant II (proposed)		\$43,097		\$71,829		\$28,732	\$20.72	\$34.53
Fiscal Accounting / Fund Accounting Clerk	\$60,154	\$41,519		\$69,199		\$27,680	\$19.96	\$33.27
Deputy Clerk (proposed)	•	\$41,519		\$69,199		\$27,680	\$19.96	\$33.27
Utility Assistant I	\$65,686	\$41,519		\$69,199		\$27,680	\$19.96	\$33.27
Firefighter Recruit (proposed)	-	\$39,999		\$66,666		\$26,667	\$19.23	\$32.05
Evidence Cust / Rec. Mgr / Archivist	\$46,093	\$39,999		\$66,666		\$26,667	\$19.23	\$32.05
Reserved	-	\$38,535		\$64,225		\$25,690	\$18.53	\$30.88
Executive Assistant (proposed)	-	\$37,124		\$61,874		\$24,750	\$17.85	\$29.75
Administrative Assistant PWD (proposed)	•	\$37,124		\$61,874		\$24,750	\$17.85	\$29.75
Administrative Assistant Police	\$46,093	\$37,124		\$61,874		\$24,750	\$17.85	\$29.75
Administrative Assistant Fire	\$46,093	\$37,124		\$61,874		\$24,750	\$17.85	\$29.75
Records Preparation Clerk	-	\$37,124		\$61,874		\$24,750	\$17.85	\$29.75
Reserved	•	\$35,765		\$59,609		\$23,844	\$17.19	\$28.66
General Laborer (Summer Help)		\$34,456		\$57,427		\$22,971	\$16.57	\$27.61
Receptionist Admin	•	\$33,195		\$55,325		\$22, 130	\$15.96	\$26.60
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# Non-Management Pay Classifications: New Proposed

### Municipal Solutions® Ilc Efficiency. Technology. Safety.

Classification & Compensation Study

City of North Pole, Alaska



Management Pay Classifications: New Proposed (1.5% & 3% examples)

Municipal Solutions® IIc Efficiency. Technology. Safety.

	86,843	83,665	80,602	77,651	74,808	010'71	69,432	96,891	4	62,U63	57 620	55.510	53.477	51,520	49,634	47,816	46,066	44,380	42,756	41,191	1 50%		*	0.46%	0.46%	0.46%	0.46%	0.46%	0.46%	0.46%	0.46%	0.46%	0.46%	0.46%	0.46%	0.46%	0.46%	0.46%	0.46%	7637 0
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	\$ 85,560	2,428	79,411	6,503	73,703	8	68,406	204,00	65,49U	201,103	C74'0C	54.689	52.687	50,758	48,900	47,110	45,385	43,724	42,124	0,582	1.50%			112	8		8	8	8.8	88	8	11	2	<u>،</u> ۲	899	2	6	8	6	5
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	84,296	81,210	78,237	3.5	72,613	69,955	67,395	97.6°	700,20	50,201	00,000	53.881	51,908	50,008	48, 178	46,414	44,715	43,078	41,501	39,982	1 50%		5	Ξ	2	9	а Т	6	80 - <b>8</b>	5 80	ंस् ु	1	ř.	ř. 6	ŏŏ	ф С	é	ត		; ;
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Sec. OX	8	4	7	2	69,442	99,90	24 S	765,29	410'4C	770'/C	r, C	51.528	49,641	47,824	46,073	44,386	42,761	41,196	39.	38,236	÷		1.1.1	-	2	3 8	6	8	88	62	8	13	2	8 . <b>1</b>	8 8	9	28	8 3	8 8	! -
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	,422	76,515	3,714	71,015	68,415	69,911	63,499	•//· 10	CC / 0C	20,60	52,696	50.766	48,907	47,117	45,392	43,730	42,129	40,587	39,102	37,671	1.50%			105,389 \$	1931	94 233	90,78	1.46	84 259	8 20	75, 340	2.582	19, 924	67 364	1, 522 12, 522	60,233	58.028	55, BOA	51.886	
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	77,092	74,270	22	68,932	66,408	114.50	61,636	20,500	007'/c	E 22	51.150	49.277	47,472	45,734	1,061	42,447	40,893	39,397	37,955	36,566	1.50%			102,297	98,553	01 400	88,120	188	81.787 78 704	75,910	73,130	70.452	67,873	65,388	60,687	58.466	56, 325	54,263	50.364	
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	/2,953	73,172	70,494	67,91	65,427	63,U32	c2 / '09	200,00	100,00	20 200	50.394	48,548	46,771	45,059	43,409	41,820	40,289	38,814	37,394	36,025	1.50%			100,785	90,76	111 06	86,818	83,640	80,579	74,788	72,049	69,411	66,870	64,421	59, 791	57,602	55,493	53,462 51 505	49.620	
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	74,830	72,091	22	606,909	64,460	8 3	178,40	950'/C	97c'cc	51 536	649.64	47,831	46,080	44,393	42,768	20	39,694	4	36,841	693	1.50%			99,296	95,001	861.78	85,535	82,40M	79,388	73,683	70,985	68,385	65,882	63,469	58,907	56,751	54,673	52,671	48.887	
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	73,724	71,026	68,425	5,920	63,507	61,185 55,055	28,945	20, 00 20, 00	10. TC	50 77 05	48.915	47,124	45,399	43,737	42,136	40,593	39,107	37,676	36,297	34,968	1.50%		See 25	97,829	94,248	61 - 18	84.271	1,196	78,215	2,594	9,936	67,375	8	62,531	58,036	55,912	53,865	51,893	101 84	
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- 1 <b>-</b> 1	72,635	69,976	67,414	64,946	62,569	6/7/9	2/0/90	14. CC	720,077	P (0 05	48,192	46,428	44,728	43,090	41,513	39,993	38,529	37, 119	35,760	34,452	1.50%			96,383	8	001 90	83,026	79,986	74 238	71,521	68,902	66.379	63,949	61 607	57,179	56,086	53,069	51,126 40.265	47.452	
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and the second	71,561	68,942	66,418	63,986	61,644	2005'AC	57,214			PCI 110	47,480	45,742	44,067	42,453	40,900	39,402	37,960	36,570	35,232	33,942	1.50%			94,958	91,483	04 907	566	80	75,920	464	884	65,398	63,004	50,697	56,334	64,272	52,285	50,371 46 527	19.751	
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N. A. A.		67,923			60,733	01000			CUT 01				43,416		40,29	38,820		36,030		33,441	1.50		10.00	93,555	0,131	83,652	0,590	10 10	4 796	9,423	8,881	4 432	2,073	9,800	5.501	3,470	1,512	9,626	46,060	
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-	69,462	66,919	64,469	62,109	59,835	20,90		20,500	10 657	47.838	46.087	44,400	42,774	41,208	39,700	38,246	36,846	35,497	34, 198	3	50%			13	8	* ••		82	6 9 6 9		8	62 3	8	2 2	5 5	8	5	8 2	3 2	
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	68,435	65,930	63,51/	61,191	58,951	20,175	CI / 12	50 787	48 973	47 137	45,406	43,743	42,142	40,599	39,113	37,681	36,301	34,973	33,693	2,460	1.50%			90,810	87,486	81,198	78,225	75,362	12,604	67,386	64,918	62,541	60,252	55,040	53,873	51,901	50,001	48,170	44,709	
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Non-Management Pay Classifications: New Proposed (1.5% & 3% examples)

Municipal Solutions® Ilc Efficiency. Technology. Safety. 88 | Page

Classification & Compensation Study

City of North Pole, Alaska

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Classification & Compensation Study

Munic	ipal Solutions	® llc
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### Classification & Compensation Study

# APPENDIX E: BENEFITS SURVEY RESULTS

Salary & Pay Increases

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City of Borough of Vinesus         Decount of Vinesus         Decount of Store         Decount of Vinesus           City of Faithanks         Decount of Vinesus         Decount of Vinesus         Decount of Vinesus           City of Kensi         Tathanks         Decount of Vinesus         Decount of Vinesus           City of Kensi         Decount of Vinesus         Decount of Vinesus         Decount of Vinesus           City of Kensi         Decount of Vinesus         Decount of Vinesus         Decount of Vinesus           City of Kensi         Decount of Vinesus         Decount of Vinesus         Decount of Vinesus           City of Kensi         Decount of Vinesus         Decount of Vinesus         Decount of Vinesus           City of Kensi         Decount of Vinesus         Decount of Vinesus         Decount of Vinesu	Borough of Haines         Long with 5 series         Description         Description           City & Borough of Sitida         20 coner 1 3 fors         Coner 1 3 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City of Fathbanks         11 coner coner         20 coner         20 coner           City of Fathbanks         11 coner         20 coner         <	Borough of Haines         Is make it want it w

					SALARY &	SALARY & PAY INCREASES	ES			
City / Town / County / Borough										
Borough of Bristol Bay	1		- 11 - 1 -	1			All the second second	te .		
Borough of Haines										
City & Borough of Juneau										
City & Borough of Sitka	By Committee Decision (not active)	NON	and a	an ch	Nore	Hone	1.504	Varies By Position, Averages 2.485	21 in 2020	
City & Borough of Wrangell	Upon Approval By Borough Manager	Upon Approval By Borough Manager	Upon Approval By Borough Manager	2	Nove	kone	Per Table, Averages 1. 91	Per Table, Averages 1.96	Per Table. Averages1.95	
City of Bethel						-				
City of Cordova										
City of Fairbanks	not defined	not defined	not defined	net defined	not defined	not defined				Purbayaki ha a nadametary companatiten yaken conducti migi trefer (a fa a probac. Daer i no produkted onteracting pay paper, tribu, per sek pay and 5 pe hara calculation for treating incaracting traditional by payters, tribus, per sek pay and 5 pe hara calculation for treating incaraction for the set favoration per provide calculations for (a for service,
City of Homer										
City of Kenal										
City of Ketchikan										Memberrament agreement inversed, here employees whe are an an antitud wild, here inverse to the employee and employeed to up an another the for a memory wild provide that is employee and employeed to up an antitud wild be a member to the employee and employeed. The employment is not provide and a memory of the antital antital antital member and the provide a memory of 2004, the member and the 2004 set of a memory after employee and an of employment. The employment wild provide a memory of 2004, the member and the 2004 set of a memory dependent of the antital antital antital and a memory of the dependent of the antital and the antital antital antital definition and an of the antital and the antital antital antital definition and an of the antital and the antital antital definition and an of the antital and the antital antital antital definition and an of the antital antital antital antital antital definition and an of the antital antital antital antital antital definition and antital antital antital antital antital antital antital definition and antital antital antital antital antital antital antital definition and antital antital antital antital antital antital definition and antital antital antital antital antital antital definition and antital antital antital antital antital antital antital definition antital antital antital antital antital antital antital antital definition antital antital antital antital antital antital antital antital definition antital antital antital antital antital antital antital antital antital definition antital antital antital antital antital antital antital antital antital antital antital antital antital antital antital
City of Kodiak	3. \$	2.501	105 ~ ~	Longerity only factored when contributing Wr-off.	Longentry only factored when considering lay affs, net pay.	Lengenhy only factored when couldening by offs, not pay.	57	š.	1.5	
City of Palmer				There is a brogeninity Stop T plan with a stops that has p a three year threathold with a 3.5% increase with v	Mare is a longenicity Stoy an with 6 stops that has a three year threase with each step	There is a longentricity Stop plan with 6 stops that has a three year threshold with a 3.5% increase with each				
City of Soldotna					# Grades 7 setps 2.5% each step	# Grades / setps 2.5" each Litep				6 monthe Propertowery / Postca 1 yr
City of Valdez				3 - 2 YR Increment Stope 25eech						
City of Wastilla	undet er mined	1 step 2.5	1 step	see Information in steps			1.5	3.504	3.50%	
City of Morth Pela City of Morth Pela City of Morth Pela	COLL & Morth Specific Coll & C	COLA & Marrit dan't Appear to te Appear to te	COLA & Mart cont	No wellorm policy er wetern af stinderd for bergerity-besed pay er differential.	the uniform policy of universal strandard for langernit-based pay e differential.	no vangementen no vangementen no vangementen tito	N. no wittom polic or wheets transfor maint increases - appears, increases stifterary.	<ul> <li>W., to within public all to address the second standard and the second standard and the second standard and the second standard standa</li></ul>	14, no unticom policy or untiversal constant mark logistica appears incurrential	Pay / Sahr athreada bad saw athreadaidh Neise, FTD ay Ford, Tanag yang at 2, Yuon ta the bank, 

## Classification & Compensation Study

Ctty / Tewn / County /											の日本でも読みた	
UNROPOD	Gen. Employees	Police	- Line	Gen: Employees			Gen Employees	Pelker	ł	Gen. Employees	Police	-
Borough of Bristol Bay		·		1 yr 13,5 dawy 2 yrs 16 dawy 5 yr 21,72 dawy 10 yrt 24,56 dawy	1 yr 13,5 dawr 2 yrs 16 dawr 5 yrs 21,75 dawr 10 yrs 24,56 dawr	1 yr 13.5 daryd 2 yrs 16 daryd 5 yrs 21.75 daryd 10 yrs 24.56 daryd	37; use / bose by year's end	17; we / bose by year's end	37; use / bose by year't end	Use or loose by end of year Paid upon Termiation or Separation	Uke or bose by end of year Paid upon Termitation or Seperation	Use or loose by end of year Paid upon Termitation or Seperation
Borough of Haines	First pay period	Finit pay peried	First pay period	Pendina (Tr. C. central (2014) (1946) - 100 Nouri, Sauri (2014) April (1946) - 100 Nouri, Jane (2014) - 100 (1946) - 110 - 110 Nouri, Jane (2014) - 100 (1949) - 110 - 110 Nouri, Jane (2014) - 100 (1940) - 110 Nouri, Jane (2014) - 100 (1940) - 110 Nouri, Jane (2014) - 100 (1940) - 110 Nouri, Nour			20 Hmit	no limit	es fimit	Can cath in 40 hours 2 times per fiscal year, must retain 60 In hours bank	Can cash in 40 hours 2 times per fiscal year, must retain 80 in hours bank	Can cash in 40 hours 2 times per fiscal year, must retain 80 in hours bank
City & Berough of Juneau	Find la threadly pay	And Answerd in Ling	Plat tul benefity pay	<ul> <li>(4) (1) (1) (1) (1) (1) (1) (1) (1) (1) (1</li></ul>	4. 09. 1. March Structure Structu	<ul> <li>W. J. Shouth, "An employers," (1) Y. J. Shouth, "A simulation pro- (2) Y. Y. J. Shouth, "A simulation pro- (2) Y. Y. J. Shouth, "A simulation pro- (2) Y. Shouth, "A simul</li></ul>	130 day 1135 hours for 37.5 h EE 1200 hours for 40 h EE	190 days 1135 hourn for 37.5 Nr EE 1000 hours for 40 h EE	150 days 1125 hours for 37,5 h E E 1200 hours for 40 h E E	<ol> <li>Ets auen hakurs after the States exhibited and yet (Laene exhibited by yet) (Laene exhibited by a (Laene exhibited by a matinum of day.</li> </ol>	9) Eith and blacks after the statement after (1) Eith and blacks after statement after the statement after (1) Eith and blacks after statement after (2) Eith (1) Eith and blacks after (2) Eith and blacks after (2) Eith (2) Eith and blacks after 2) Eith and blacks after (2) Eith and black after 2) Eith and blacks after (2) Eith and black after 2) Eith and blacks after (2) Eith and black after 2) Eith and blacks after (2) Eith and black after 2) Eith and black after (2) Eith and black after 2) Eith and blacks after 2) Eith and black after (2) Eith and black after 2) Eith and black after (2) Eith and black after 2) Eith af	1) Else team balance after the campoint and y of them campoint of day. 2) Leave campoint of days. 2) Leave cambon of days. But a minimum of days.
City & Borough of Sitka & Menton Ferencine in Min Reconciliere in Min Date	No Vacation For 6 Months, But Then Retroactive to Hire Date	Vecation and Sick Leave Combined into Personal Leave. Accrual Begins immediately. After Hiro For Regular Employees	<ul> <li>No vacation for 6 Months, But Then Months (Delte Date</li> </ul>	t) B Mark 40 hours of si to vacati		1 yr - 3yr - 13 daw - 7 - 19 day - 7 - 19 day - 10 - 10 - 10 - 10 - 10 11 11 bay - 11 11 bay - 11 11 bay - 11 11 bay - 11 11 bay 	480 Hours	120 Hours	560 Hours Same Positions. 6.70 Other Positions	Yes upon termination or Yes upon termination or separation after 2 months of service of service	Yes upon termination or seperation after 12 months of service	Ves upon termination of seperation after 6 months of service
City & Borough of Wrangell	140 Days	160 Days	160 Days	1 yr - 10 dayn 2 yr - 15 dayn 5 yn - 20days 10 yn - 35 dayn 20 byn - 30 dayn 20 byn - 30 dayn	1 yr 10 days 2 yr 11 galwy 5 yr 20 days 10 yr 25 days 13 yr 30 dayn 20 rh	1 yr 10 dary 2 yr 15 dary 5 yr 20 dary 20 dary 10 ym 25 dary 20 dar	és days koose days over max	65 days boose days over max	65 days loose days over max	no but. Paid uson Termination or Seperation	no but Pald uoon Termination of Seperation	no but Paid ucon Termination or Separation
City of Bethel	First breakity pay period	The towards per process the towards per process	Find the set	Full time er 2 years - 5 years 2 years - 10 years 2 years - 10 years 10 years - 20 years 2 years - 20 years 2 years - 10 years 10 years - 20 years 2 years - 20 years 2 years - 20 years 20	Tail its analysismi.           1         21 bits provide state           2         parts 12 bits provide state           3         parts 12 bits provide state           3         parts 12 bits provide           3         parts 12 bits provide state           3         parts 12 bits provide		ş	Ş	ş	164, but muit keve 60 vours	Per, bul must leave £0 hours	14, bit mat tere 0 bion
City of Cordova				1 yr 12 dayn 2 yrs 12 dayn 3 yrs 18 dayn 10 yrs 24 days 20 yrs 23 dan			40 lest city	30days Jan L Annual baeve over 240 lost unless approved by City Manuger Under certain	Jodays Jan L Annual Isane over 290 lost unless approved by City Manager Under certain	Met set for for currently Employeed However yes for those upon termitation or Seperation	Net set for for currently Employeed However yes for these upon termitation or Seperation	Net set for for currently Employeed Novever yes for these upon termistoin or Seperation
City of Fairbanks	All Employees earn 160 hours annual leave (up to 2 years	All Employees earn 160 hours annual leave (up to 2 years	All Employees earn 160 bours annual leave (up to 2 years	Al Englement en los (Al Englement en los Al Englement en los Neus Teravia van (ja 15 d. Al Englement en los Neus Mausta (ja 0. 2 Neus manutavar (ja 16 de caracter al ja 17 de caracter al caracter al caracter al caracter al caracter de	M Employees earn 140 fours around leave (pp. 12. Al Employees earn 140 hours around leave (pp. 12. year), 200 hours (pp. 15. year), and 200 hours	All Employees earn 160 hour years], 200 hours [up to 5 [more than 5 years], Annue out.	AU	ALC CROMMANNESS	All	Yes. Must Maintain 200 hrs Pad upon Sepreration Yes	Yes Must Maintain 200 hes Pad upon Sepreration Yes	Yes Must Maintain 200 hrs Pad upon Sepretation Yes
City of Homer				4. India (Substant) and year, and year, "4. Yill by conduction (Substant) (Substant) (Substant) year (Substant) (Substant) year (Substant) (Substant) year (Substant) (Substant) year	Ye real house and service real house and house	14 (1) (2) (2) (2) (2) (2) (2) (2) (2) (2) (2	720 MM AMAGNERY 250 MM AMAGNERY 260 Cán Carl an	720 hrt Madatory Can Clath out up to 60 each year	720 hrs. Andekory Lan Cash out up to 80 each year	Yes and paid out on Termination or Seperation	Yes and puid out on Yes and puid out on Terminution or Separation	Yes and paid out on fermination or Seperation
				Full three employees: • 2 year - 24 days per year								

# Paid Vacation

City of North Pole, Alaska

### Classification & Compensation Study

Paid for hours over max each Paid for hours over max December 31st each December 31st each December 31st

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City of Kenai

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City / Town / County /												
Borough	Gen. Employees	Police	1997 <b>- 1</b> 997		A State of the second s	and the second	, Geh. Entphyses	Police	Fire No.	Gen. Employees	Police	A THE C
City of Katchikan	- 14 Geo	9	°₩ +	γικαία για Constituence Startice Macatition Account Annually 181 γρ 12 ανοπότης αξικη 201 γρ. 12 ανοπότης αξική 201 γρ. 101 γρ. μαν 12 ανοπότης αξική 101 γρ. 101 βλ. γρ. 20 ανοπότης αξική 101 γρ. 131 γρ 334 ανοπότης αξική Γεγαια (γρ 334 ανοπότης αξική Γεγαια (γρ 334 ανοπότης αξική	Years of Continuum Arenia Victuation Arcured 11 year - 12 working days 14 year - 12 working days 16 each year 1) working days 95 is 15/1 year - 40 working days 15(1) year - 40 working days 15(1) year - 40 working days	Years of Centimuma Service Wachtion Accured Accurate Accurate 11, year 12 working days 24 years 12 working days 26 to 16 years 20 working days 113 years 21 working days 113 years - 44 working days 113 years - 44 working days	50 More with City Managers approved	00 More with City Manager	50 More wich City Managers approval	ŝ	501	ğ
City of Kodiak	90 được	siap ca	۰۰۰۰ ۲۰۰۰	Hiri - Zha Yu, Au Zhan gadi - Ho Mi Kruy Xidi - Hin Yu, Ku Xi Nan gadi - Yu Sha Ku Yu Ali - Hin Yu, Yu Xin Yu Zhan Yu Yu Xin Yu Lihoha. Ji Yim gadi - Him Alan ya Same Employeen are an Cambred Perroad Leave Program.	111. 2017. 4.32 hrs. pdd 110.88 hrs. y 314 - 480 hr. 8.47 hrs. pdd - 110.88 hrs. y 40 100 hrs. 7. 210 hrs. pdd - 177.24 hrs. yr 110.54 hrs. 2.11 hrs. pdd - 1974. A hrs. yr 110.54 hrs. 2.11 hrs. pdd - 1974. A hrs. yr 50m6. Exployerer an eo Cambined Perroval Lave Program.	Some Print Employment on a platicom rystam shall accrumture area as a support of 1.1.3 Norm, accrumt on the manner lamits of an hour, nitrins the moment rate for a do hour work unter support and and the remolecent on market resonances until the employment on market	40 days 400 hours Max mor- combined 517 hours Max combined	60 dayn 480km Mar non-combined 587 hours Max combined	a ddaryn FD Personwr on Pakcon Syntem have Greater Carryover - Jfrins Max nen-combined - 77hin Max combined	Yes Receive pay rather than leave Aust leave 30 hrs. on the books Yes Paud on Terrelination or Seperation	Yes Receive pay rather than 4ave Must leave 80 hrs. on the Dools Yes Paid on Termination of Seperation	Yes Receive pay rather than laave Must leave 80 hrs. on the Must deave 80 hrs. on the Yes Paid on Termination of Seperation
City of Palmer	CTTO A	PTO	đ	1 y 20 day 2 y 4 day 2			All up to Hear (SOOPri) Can request pay, love the days over nasrimum	All up to Machinum (500km) (500km) (200 notest 100k) (1048 the days over machinum	All up to Aleximum (sooins), voa the Can request toy, voa the Alexy over nasionem	Yes Receive pay rather than leave dual leaves to hrs. on the books Yes Paid on Ternihation of Separation	Yes Receive pay rather than larer, Must bave after, ce ithe boek. Paid on Termination or Seperation	Yes Yes Receive pay rether than Aust lauve 00 hr. on the Must lauve 10 hous Yes Paid on Termination of Seperation
City of Soldotna	First pay period	First, pay period	First pa	1 2.4 644 2.4 644 2.4 25.5 644 2.4 2.4 2.4 2.4 2.4 2.4 2.4 2.4 2.4 2.4	Nada Strating Nada Strating State Strating State Strating	1.2 yr 24 day 2.5 yr 27 day 9.10 yr 30 day 10. yr 34 day	720 Am Cash out the balance of bose them	500 I	540 001	Aust Lare 40 Mr / year, must bave 80Mm on books Termiation or Seperation	ž	£
City of Valdez	s debi	30 <del>an</del> is	30 <b>an</b> ys	1.25m1 24.43m1 1.35m1 22.44m 1.102 20 42m1 1.102 20 42m1	1:3511 24 days 2:561 27 days 4 - 10 y 10 days 10 - 11 24 days	1-2m: 24 days 2-5m: 24 days 3-5m: 27 days 4-10 y 20 days 10 yrs 3* days	800 hm. 500 hm if hired after 1997 Paid for Houre Over mar	800 hrs. 600 hrs. It haved abor 1997 Paul be Hours over max	000 hm, 000 hm if hived allow 1907. Paul due Haund over mats	Oranked by city menager only. must take 7.6 heurs a yeer Yee paid upon Termation of Seperation	Granted by city manager owy, must bake 7.5 houre a year Yee paid upon Termation or Semention	Granted by city manager only, must take 7.5 hours a year. Yes paid upon Temation of Exemution
city of Wasting				1.3 Reference (C. 2. 197 14 Ferring (C. 2. 197 2000 C. 2.	Υ(С. О.М. ПЛЕ) Υ(1-1,С. О.М. ПЛЕ) - 4. 1985	у(- с м, М) 14-1- с молун 14-1- с молун 14-1-	Marchan JH, Ellin M, and King AH, Ki		Aud titree off: Ef may become in 270 her wirds eccore dath her in access of 250 cahed in earlone Jane 90. All accuration finglicipaes are adverted cahelin but mait caherantin bouwour. All accuration bouwour. All accuration bouwour. All accuration	. All acrued hours cafeed in when employee terminates	All acroed fours cashed- In when employee Terminees	All act
City of North Pole	A gin , however, how , h		A days and the second s	The strength of the strength o	And the second s	The second secon	An and a second	And the second s	A province of the second secon	Registro to carbonic mag to be a second to a second to a second to a second to a second to a compare the second to a second to	diplomine of the second se	operation of the second s

Classification & Compensation Study

Municipal Solutions® llc Efficiency. Technology. Safety.

### Classification & Compensation Study

# Sick Leave

				SICK LEAVE	/E				
City / Town / Country / Barourah									
	Gen. Employees	Police	<b>Fin</b>	Gen. Employees	Police		Gen. Employees	Police	i i i i i i i i i i i i i i i i i i i
Borough of Bristol Bay	•	,		Combined	Combined	Combined			
Borough of Haines	see paid vacation, City has PTO								
City & Borough of Juneau	see paid vacation, City has PTO			-					
City & Borough of Sitka	Eligible From Date of Hire	Vacation and Sick Leave Combined Into Personal Leave	Eligible From Date of Hire	18 Days	Vacation and Sick Leave Combined Into Personal Leave	18 Days	720 Hours	Vacation and Sick Leave Combined Into Personal Leave	720 Hours
City & Borough of Wrangell	Eligible From Date of Hire	Eligible From Date of Hre	Eligible From Dete of Hire	12	12	12	yes 480 HPS ?	yes 480 HRS ?	yes 480 HRS ?
City of Bethel	First brweekly pay period	First biweekly pay penod	First brweekly pay	6 hours per month	7 hours per month	8 hours per month	720	720	720
City of Cordova				12	12	12	Yes 77.5	Yes 77.5	Yes 77.5
City of Fairbanks	see paid vacation Hours are combined	see paid vacation Hours are combined	see paid vacation Hours are combined	see paid vacation Hours are combined	see peud vacation Hours are combined	see paid vacation Hours are combined	see paid vacation Hours are combined	see paid vacation Hours are combined	see pand vacation Hours are combined
City of Homer			·	40 hrs	40 hrs	40 hrs	a max of 80 hrs	a max of 80 hrs	a max of 80 hrs
City of Kenai	see paid vacation, City has PTO								
City of Ketchikan	See Vacation	See Vacation	See Vacation	12 Days	12	12	Ę	AI	AI
City of Kodlak	Available from Date of Hre, but must be taken before annual leave is taken to cover an illnees	Available from Date of Hife, but must be taken before annual leave is taken to cover an illness	Available from Date of Hine, but must be taken before annual leave is taken to cover an illness	4 hours per pay period	4 hours per pay period	4 hours per pay period, provided however that Fire Department employees on platoon system accrue sick leave at 1.33 times the normal rate	480 non-combined 587 combined	638 non-combined 779 combined	638 non-combined 779 combined
City of Palmer		•	ı	Combined	Combined	Combined	Combined		
City of Soldotna		Ssee Previous Tab	Ssee Previous Tab	Combined	Combined	Combined			
City of Valdez	30 days	30 derys	30 days	Combined	Combined	Combined	~	~	~
City of Wasilla				Combined	Combined	Combined	Yes all	Yes All	Yes All
Ctty of North Pole	90 days, kowwee hours accue from flat day of employment.	Constant house house	Do daya, houseen hauga Boone toom lang daya da daya, however house Boone toom lang daya d Boone toom lang	320hrs complaned w SId. Laares Mhmn an employers 1 bares boccual reachers the mouthory componention of the dave	320hrs combined w 544, Lawne Whim an employer 1 kave accuter reaches the accuter reaches the machiner like for while react entities for employment on take fave	420 hum; combined w Sich Leave. When an amployor: Leave accord reader the macronal wait they must elect effort, to reactive must elect effort, to reactive constanty compendation or lated	Option to cathour must Di hoins / year, or donate La Fongency Layre Bunk for other employer use	Option to cath-out mux 80 hours / mux 90 hours / Emergedry Lewis Bank for other emptyres .uc	Option to cush-out max 120 hours / year, dants to chours / year, ( eave Bank for other ( eave bank for other

Municipal Solutions® Ilc Efficiency. Technology. Safety. 95 | Page

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		SII	SICK LEAVE	
City / Town / County / Borough				
	Gen. Employees	Poitce		
Borough of Bristol Bay				Jury Duty not defined, Bereavement - 5 days, Military- 15days per year
Borough of Haines				
City & Borough of Juneau				•
City & Borough of Sitka	\$1.00 Per Hour Upon Seperation or Termination	Vacation and Sick Leave Combined Into Personal Leave	ž	Maternity leave; Jury duty, Military leave, Bereavenent - Sdays, floating Holidays 2.5 days May convert maximum of 40 hours of sick leave to varation each calendar year.
City & Borough of Wrangell	Ş	٤	٤	Jury Duty - IO days., Funeral teave - 5 days
City of Bethel	Only if have worked 11 years + 1 day	Only if have worked 11 years + Only if have worked 11 years + 1 1 day day	Only if have worked 11 years + 1 day	BirthDay leave 40 hrs Breavment per yr hrs each for NY Eve and Christmas eve
City of Cordova	£	Ę	Ş,	Bereavement - 5 days, Jury duty, Milltary leave
City of Fairbanks	see paid vacation Hours are combined	see paid vacation Hours are combined	see paid vacation Hours are combined	Jury Duty - must tum over Jury duty check, Milliany duty -depending on CBA- 216 hrs 15 days - must tum over portion of check
City of Homer	¥	Ŷ	¥	BirtiDay lawve 40 his Breavment per yr his each for NF Eve and Christmar ave 1 day eacach for 20 & 30 yr anniverany Voting leave if needed Jury docy
City of Kenai				Jury Duty, Bereavement 3 days
City of Ketchikan	£	2	٤	Jury Duty - as needed. Military duity -16 days, Bereavement - 5days Matemity IB weeks
City of Kodiak	EE may cash-in 2x per year, must (eave 80 hours balance. (emergency cash-in allowed)	EE may cash-in Zx per year, must leave 80 hours balance. lemergency cash-in allowed)	Et may catch in 32 per year, must Beve 80 hours bakince. Renergency catch in allowed (ennergency catch in allowed)	Jury Duty, Ailitary - 17 days 5 days of Breavment, pluz 2 days if required for travel PT Employees proportionally accurated takene at same rate as Fultime. Temporary Employees do not accure Leave.
City of Palm <del>er</del>				Jury Duty, Berenvernent 3 days
City of Soldotna	ę	٤	2	Jury Duty, Bereavement - 40hrs in-state & 64hrs days out of state
City of Valdez	~	ł	~	3 hours volunteer leave, Mittany Leave, Wellness Program, Employee Christmas Party, I. APT day per month. Jury Duty. as needed, I day volunteer leave with approval from City Manager, FMLA-75 hrs.
City of Wasilla	Yes 25%	Yes 25%	Yes 25%	Jury & Military Duty - as needed, Bereavement - 4 days
City of North Pole	Combined w/ Sick Lauve Option ach-our max 20 hours / year, or connexe to hours / year, or connexe to other employme us.	Constituted w/ Sick Leave, Option to cash-nar max 80 hours / yeav, or donate to Energency Leave Band for other amployee ute.	Combined w/ Sick Lawe Option to cath-out max 80 hours / year, or dontes to Emergency Leve Back for other employer Let	

# Group Insurance - General Employees

			GROUP INSUR	ANCE (GENERAL EMPLOYEES	5)		
City / Town / County /			n se t				
Borough	Medical Plan	City Contribution	EE Contribution	City Constitution	E Contribution	City Contribution	EE Contribution
Borough of Bristol Bay	Premiera.				· ·		
Borough of Haines	Union provided	\$1,542	Yellow plan S0 Blue plan \$136 / month	50	Yellow plan \$113 / month Biue plan \$220 / month	Included with Medical	included with Medical
City & Borough of Juneau	depending on union	100%	Economy plan EE \$0, Standard plan \$140/mo Flex Spanding Plan available	50	Economy Plan \$176.40/mo Standard Plan \$310.80/mo	Included with Medical	Dental Buy Up S24.92 / mo E \$48 / mo Family
City & Borough of Sitka	Blue Cross Of Washington E Alaska	90%	10%	90%	10%	Included with Medical	Included with Medical
City & Borough of Wrangell	Premera Blue Crous Blue Shield of Alaska Heritage plus plan	85%, 90% If in Wellness Plan	15%, 10 % If in Wellness Plan	85%, 90% If in Wellness Plan	15%, 10 % If In Wellness Plan	Included with Medical a \$1500 plan	Included with Medical
City of Bethel	Premera Blue Cross Blue Shield of Alaska	1004.	EE Only \$25 /mo	Included with Medical	EE+1 \$50 / mo EE+ Family \$75 / mo	Included with Medical	included with Medical
City of Cordova	Self-funded plan/medica Network is First Choice	e not included in prem	not included in prem	not included in prem	not included in prem	80%	20%
City of Fairbanks	* Plans & rates vary Dending on Union Contract	* Plans & rates vary Dending on Union Contract	* Plans & rates vary Dending on Union Contract	Plans & rates vary Dending on Union Contract.	* Plans & rates vary Dending on Union Contract	* Plans & rates vary Dending on Usion Contract	* Plans & rates vary Dending : Union Contract
City of Homer		0.863324306			· · ·		
City of Kenai	Premera Blue Cross Blue Shield of Alaska FT, PT over 15 hours a week	FT 5049.59 PT 5519.00	FT \$123 PT \$519	FT EC \$1,799.23 FT ES \$1,975.06 FT EF \$2,894.41 (PT + ES/EC/EF \$497	PT EC \$1,325 PT ES \$1,523 PT EF \$2,331	Included with Medical	Included with Medical
City of Ketchikan	Blue Cross / Blue Shield	90%.	10%	90%	16%	Included with Medical	Included with Medical
City of Kodiak	Aetha FT and PT with 30 hours per week	100%	0%	100%	on	Included with Medical	Included with Medical
City of Palmer	Merikain Healkh	100% plas 52000 per FT to an HRAksurance deductible, co- pays, prescriptions but not over the counter meds	er.	85%	15%	inclusied with Medical	included with Medical
City of Soldotna	Aetna for Regular FT, Regular PT & Elected Officials	90%	10%	75%	25%	Included with Medical	Included with Medical
City of Valdez	Mortlain: FT; permanent part timerogular pennenci it	965.	4.	961	at and a second s	96%	43,
City of Wasiila	Yes varies by Agreement for FT Medical, Dental, Vision, Prescription, Cost varies agreement	1 in Non-Reps. (1302 - City pays 1801: at a current rate of 53, 622 per month (14.1322 members and 63 Non-Reps being to be 182/413 Operating Expresen- neeth Fueld) 2) 8341 - City pays 100: at a current rate of 1.4571.6(5 members betwapping to the Alasia Laboren Tract) 2) w WPBA - City pays 51,729.52 per month (50 members being to be 1.302/412 Operating Expresen- sed Tract)	1 0"10 2 0% 3 WPA - City pays 51, 739 52, Employee pays 515.48, Total premum 51,755 / mo. (30 members belong to the L302/612 Depresting Engineers Health Fund) 13,	1(# Non-Rept, 1302 - City pays 100% at a carrent rate of \$1,422 per month (14.1302 members and 45 Non-Rept betway to the 1.002/412 Operating Expineen Healer Fund) 2,3841 - City pays 100° at a carrent rate of 1,427 16 (3 members belonging to the Alasia Laboret Trast) 3) MPGA - City pays 51,739-53 9°°, Employee pays 515.44, Total premum 51;535 per month (50 members belong to the 1.022/412 Operating Engineers Health Fund)	1. Obs 2. Ob 3. WPD4 - City pays 51,739 52, Employee pays 5244. Total promum 51,759 5097 r0324. Total promum to the L020pearting Engineers Health Fund) 15.	1) Non-Rep. L302 - City pays 1007, at a current rate of 51,627 per motion (14.3022, members and df hon Rep. below to the 132/242 constitute Engineers leaker. Fund) 2) 841 - City pays 1007, at a current rate of 1,407, 16 (methers belonging to the Akkia Laboren Truct) 3) WTM- City pays 51,755,297 -, Enologies 9515-46, 104 per wins 1,755 per month (20) members storing to the 132/241 Operating Engineers heating fund)	1 0% 2. 0% 3. who City pays 51,729 55 Employee pays 515.48, Tocal performan 51,735 per month (5 members belong to the 1402/6* Operating Engineers Neath Fun 15
City of North Pole	Combined Med-Dental- Vision Mericane - (Self-Insured)	\$650 per EL per Pay (*d.	\$23.06 per pay pd EE only \$90 per pay pd for Dependent Coverage (no live) of of Dependents)	Shite per El per faj Pal	523.00 per pay pd EE unly 540 par pay pd for Dependent Coverage (no life) in P of Dependents)	Satio per EE per tray te.	523.06 per pay pd EE only SMS.per pay pd for Dependent Coverage (no limit on # of Dependents)

		e	ROUP INSUR	ANCE (GENE	RAL EMPLOY	(EES)			
<u>City / Town / County /</u>			28. R. C.						
<u>Borough</u>	City Contribution	EE Contribution	City Contribution	E Contribution	City Contribution	EE Contribution	City Contribution	EE Contribution	Medical for Council
Borough of Bristol Bay				·				·	
Borough of Haines	Included with Medical	Included with Medical	50	available	50	Available	SO	available	
City & Borough of Juneau	Included with Medical	Included with Medical	50	100% up to \$300,000	50	100%	0%	1003	Hearing exam at 100% (up to \$400) 6 hardware (hearing-aids) up to \$3000 every three years.
City & Borough of Sitka	Included with Medical	Included with Medical	\$2,000 Life \$5,000 AD& 100% Premium Paid By Employer	None	Not Provided	Not Provided	Not Provided	Not Provided	Employee Assistance Plan Provides Free Mental Health Counsebig
City & Borough of Wrangeli	Included with Medical	Included with Medical	\$30,000 Life/AD&D Policy 100% Prankum Paid By Employer	Hone	Not Provided	Not Provided	Not Provided	Not Provided	The borough also offers an HRA plan which the employees pay the first \$1000 of the medical deductible and the borough pay the other \$2000
City of Bethel	Included with Medical	Included with Medical	100%	0%	100%	0%	100%	04	
City of Cordova	Included in Dental	Included in Dental					-		
City of Fairbanks	* Plans & rates vary Dending on Union Contract	* Plans E rates vary Dending on Union Contract	* Plans & rates vary Dending on Union Contract	* Plans & rates vary Dending on Union Contract	* Plans & rates vary Dending on Umon Contract	* Plans & rates vary Dending on Umon Contract	* Plans & rates vary Dending on Union Contract	* Plans & rates vary Dending on Umon Contract	
City of Homer				-	-				
City of Kenai	Included with Medical	Included with Medical	100%	supplemental available	014	Available			Fiexible Spending Account funded by EE
City of Ketchikan	Included with Medical	Included with Medical				-			
City of Kodlak	induded with Medical	Included with Medical							
City of Palmer	Included with Medical	Included with Medical	-					-	
City of Soldotna	Included with Medical	Included with Medical	City provides \$7000	employee can purchase additional up to \$60k					· ·
City of Valdez	96%	43		Portable options Bife insurance				-	Elected Officials
City of Wasilla	1 0:= 2, 0x 3 WFOA: City pay 51,739,52, Employee pays 515.48, Total permium 51.753 per mount (50 members belong to the L302/612 Operating Engineers Health Fund) 18	0	Life insurance up to 550,000 paid by City			-		-	
City of North Pole	\$850 per EE per Pay Pd.	523.00 per pay pd EE only 590 per pay pd for Dependent Coverage (no hast on if of Dependents)	City provides \$50,000 policy to each EE, May elact to get more.	Only If EE alacts for discussions of groups coverage.	City pays john. Limitdays	EE ganys 50. L'hmitdays	City pays 100%, Limitdays.	EE janyo 50. (janitdayo.	No benefits for Council, Mayor stily.

# Group Insurance – Police

		GROUP	INSURANCE	(Police)			
			(Er	<b>Type</b> nployer Paid, Cos	it)		
<u>City / Town / County / Borough</u>							
	Medical Plan	City Contribution	EE Contribution	City Contribution	EE Contribution	City Contribution	EE Contribution
Borough of Bristol Bay					-		
Borough of Haines	Union provided	\$1,542	Yellow plan \$0 Blue plan \$136 / month	\$0	Yellow plan \$113 / month Blue plan \$220 / month	Included with Medical	Included with Medical
City & Borough of Juneau	Premera Blue Cross Blue Shield of Alaska	100%	Economy plan EE 50, Standard plan \$140/mo Flex Spending Plan available		Economy Plan \$176.40/mo Standard Plan \$310.80/mo	Included with Medical	Included with Medical
City & Borough of Sitka	Blue Cross Of Washington & Alaska	100%	0%	100%	0%	100%	0%
City & Borough of Wrangell	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees
City of Bethel	Premera Blue Cross Blue Shield of Alaska	100%	EE Only \$25 /mo	Included with Medical	EE+1 \$50 / mo EE+ Family \$75 / mo	Included with Medical	Included with Medical
City of Cordova	•			-	-		-
City of Fairbanks		-					
City of Homer	· ·		-	•	-		
City of Kenai	-	-	-	-			
City of Ketchikan	PSEA	83%	ASEA/psea Option A \$295	0%	\$125	Included with Medical	Included with Medical
City of Kodiak	Aetna FT and PT with 30 hrs per week	100 00%	ASEA/Dsea Ontion 8	100.00%	0.00%	Included with Medical	Included with Medical
City of Palmer	-	-					-
City of Soldotna			-	-	-		
City of Valdez	part timeregular pennane11t	96%	4%	96%	4%	96%	4%
City of Wasilla	Operatting Engineers Helath Fund	WPDA - City pays \$1,739.52 99% , Employee pays \$15.48, Total premium \$1,755 per month (50 members belong to the L302/612 Operating Engineers Health Fund)	3. WPDA – City pays \$1,738 52, Emptoyee pays \$15.48, Total premium \$1,755 per month (50 members belong to the 1302/612 Operating Engineers Health Fund) 1%	WPDA - City pays \$1,739.52 99% , Employee pays \$15.48, Total premium \$1,755 per month (50 members belong to the 1.302/612 Operating Engineers Health Fund)	3. WPDA – City pays \$1,739 52, Employee pays \$15 48, Total premium \$1,755 per month (50 members belong to the L302/612 Operating Engineers Health Fund) 1%	WPDA - City pays \$1,739.52 99%, Employee pays \$15.48, Total premium \$1,755 per month (50 members belong to the L 302/612 Operating Engineers Health Fund)	<ol> <li>WPDA – City pays</li> <li>\$1,739.52, Employee pays \$15.48, Total premium \$1,755 per month (50 members belong to the L302/612 Operating Engineers Health Fund) 1%</li> </ol>
City of North Pole	Self Insured using Meritain Health to adminster the porgram and process claims	20,800 per year per employee	Pays 621.40 per year		If elected the employee pays 2,340 per year for dependent coverage	Included in Medical	Included in Medical

			GROUP IN	ISURANCE (	Police)				
				(Emp	Type loyer Paid, Co	st)			
<u>City / Town / County / Borough</u>									
	City Contribution	EE Contribution	City Contribution	EE Contribution	City Contribution	EE Contribution	City Contribution	EE Contribution	
Borough of Bristol Bay	•			-				-	
Borough of Haines	Included with Medical	Included with Medical	\$0	available	\$0	Available	50	available	
City & Borough of Juneau	Included with Medical	Dental Buy Up \$24.92 / mo EE \$48 / mo Family	\$0	100% up to \$300,000	\$0	100%	0%	100%	Hearing exam at 100% (up \$400) & hardware (hearing-al up to \$3000 every three year
City & Borough of Sitka	100%	0%	\$2,000 Life \$5,000 AD&D 100% Premium Paid By Employer	None	Not Provided	Not Provided	Not Provided	Not Provided	Employee Assistance Plan Provides Free Mental Healt Courseling
City & Borough of Wrangell	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employee
City of Bethel	Included with Medical	Included with Medical	100%	0%	100%	0%	100%	0%	
City of Cordova	-			-			-		
City of Fairbanks			-	-			-		
City of Homer			•	•	•				-
City of Kenai					-				
City of Ketchikan	included with Medical	included with Medical	including in insurace all get \$50k						
City of Kodiak	Included with Medical	Included with Medical					· ·		· · ·
City of Palmer	-	-			•				
City of Soldotna				-					
City of Valdez	96%	4%		-			-		
City of Wasilla	WPDA - City pays 51,739.52.99%, Employee pays \$15.48, Total premium \$1,755 per month (50 members beiong to the L302/612 Operating Engineers Health Fund)	3. WPDA – City pays \$1,739 52, Employee pays \$15 48, Total premium \$1,755 per month (50 members belong to the L302/612 Operating Engineers Health Fund) 1%	Life Insurance up to \$50,000 paid by City			-			EAP Available – paid by City
City of North Pole	Included in Medical	included in Medical	Pays for 60,000 of coverage per employee	Can elect for more coverage	100%	o	100%	o	

# Group Insurance - Fire

		GROU	IP INSURANC	E (Fire)			
		×	(En	<b>Type</b> nployer Paid, Cost)			
<u>City / Town / County / Borough</u>							
	Medical	City Contribution	EE Contribution	City Contribution	EE Contribution	City Contribution	EE Contribution
Borough of Bristol Bay	•	-	-	-	-	•	-
Borough of Haines	Union provided	\$1,542	Yellow plan \$0 Blue plan \$136 / month	50	Yellow plan \$113 / month Blue plan \$220 / month	Included with Medical	Included with Medical
City & Borough of Juneau	Premera Blue Cross Blue Shield of Alaska	100%	Economy plan EE \$0, Standard plan \$140/mo Flex Spending Plan available		Economy Plan \$176.40/mo Standard Plan \$310.80/mo	Included with Medical	Included with Medical
City & Borough of Sitka	Blue Cross Of Washington & Alaska	90%	10%	90%	10%	90%	10%
City & Borough of Wrangell	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees
City of Bethel	Premera Blue Cross Blue Shield of Alaska	100%	EE Only \$25 /mo	Included with Medical	EE+1 \$50 / mo EE+ Family \$75 / mo	Included with Medical	Included with Medical
City of Cordova		-	•				
City of Fairbanks	-	-			-	-	
City of Homer		-		-	-	-	-
City of Kenai					-		· ·
City of Ketchikan	International Assiciation of Fire Fighters NWFFT	82%	18%	95%	5%	Included with Medical	Included with Medical
City of Kodiak	Aetna FT and PT with 30 hrs per <del>week</del>	100.00%	0.00%	100 00%	0.00%	Included with Medical	Included with Medical
City of Palmer	-	-		-	-	•	÷
City of Soldotna						-	
City of Valdez				-			-
City of Wasilla		· · · · ·		-	-		-
City of North Pole	SAMPLE	60%	<b>40%</b>	60%	40%	80	40

			GROU	P INSURANC	E (Fire)					
	·			(Er	<b>Type</b> nployer Paid, Ca	ost)				
City / Town / County / Borough										
	City Contribution	EE Contribution	City Contribution	EE Contribution	City Contribution	EE Contribution	City Contribution	EE Contribution		
Borough of Bristol Bay				-						
Borough of Haines	Included with Medical	included with Medical	50	available	50	Available	50	availabie		
City & Borough of Juneau	Included with Medical	Dental Buy Up S24.92 / mo EE S48 / mo Family	so	100% up to \$300,000	\$0	100%	0%	100%	Hearing exam at 100% to \$400) & hardware (hearing-aids) up to \$3 every three years.	
City & Borough of Sitka	90%	10%	\$2,000 Life \$5,000 AD&D 100% Premium Paid By Employer	None	Nat Provided	Not Provided	Not Provided	Not Provided	Employee Assistance F Provides Free Menta Health Counseling	
City & Borough of Wrangell	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	
City of Bethel	included with Medical	Included with Medical	100%	0%	100%	0%	100%	0%		
City of Cordova	-		-	-			. •		-	
City of Fairbanks				-		-	-			
City of Homer				-	-	-		-	· ·	
City of Kenai			100%	lf want supplemental	0%	100%				
City of Ketchikan	Included with Medical	Included with Medical	-	-	- -	-		•	-	
City of Kodiak	included with Medical	Included with Medical								
City of Palmer										
City of Soldotna							-	-		
City of Vaidez										
City of Wasilla				-						
City of North Pole	60%	ADB.	80%	40%			0		Flastile Savinge Acco	

# Paid Holidays

								P	AID	HO	LID	۹YS					
<u>City / Town / County / Borough</u>		of test in	N	AND DAY	A Day		ST AND	AND THE AND TH				STATE OF		R CONTRACTOR	ST CO	Service Internet	S <sup>a</sup>
Borough of Bristol Bay		<u> </u>	<u> </u>		-	[ - ]	-	í.	<b>·</b>	<b>·</b>	-	<u> </u>	Í.	Í			· ·
Borough of Haines	Х		X		X	х	X	X	X	X	Х	X	X	· ·			· · · · · · · · · · · · · · · · · · ·
City of Fairbanks	X	X	X	- 1	X	х	X	X	X	X		1.	X	•	T -		
City & Borough of Juneau	X	X	X	Х	Х	Х	X	X	X	X	X	<u> </u>	X		1.	· · · · ·	Seward's Day (March 30)
City & Borough of Sitka	x	Police Only	x	Police Only	x	x	x	x	x	x	•		x			-	Floating Holidays: 20 hours Issued on anniversary date the first year and then on July 1st. I Floating Holidays For Police
City & Borough of Wrangell	Х	х	Х	X	х	Х	X	X	Х	X		•	Х	· ·	1.		
City of Bethel	X	•	Х		х	X	X	X	х	X	X	· ·	X	1.	- 1	1 floating holiday/yr	Chief Eddie Hoffman Day2nd Friday in December
City of Cordova	•				-	-	-	•									
City of Homer	Х	-	х	X	X	X	X	X	Х	X	X	•	Х	· ·	-		· ·
City of Kenai	Х		х		Х	X	Х	Х	X	X	X		X			1 floating holiday/ yr	· · · · · · · · · · · · · · · · · · ·
City of Ketchikan	x	x	x	x	x	x	х	x	x	x	x	•	x	-		· ·	1 Day floating Holiday Police and Fire Departement Given a additional Floating Holiday
City of Kodiak	Х	X	X	X	Х	X	Х	Х	X	X	•		X	-	1.	bday	· · · · · · · · · · · · · · · · · · ·
City of Palmer	х	-	X	-	Х	X	X	-	X	X	x	-	X	-	- 1	2 floating	-
City of Soldotna	x		x		x	x	x	x	x	x	x		x			1 floating holiday/yr	May be laken upon 2 weeks' notice w/ Dept Head approval Must be la during the calendar year accrued. Shall not accrue and may not be cashed in as Personal Leave
City of Valdez	·	L.	•	<u> </u>	-	•	•	•	•	•	-	•	•		· .	7.5 hrs	2.5 days for Breavment
City of Wasilla	х	X	X	•	Х	L -			-	-					<u> </u>	1 floating holiday / yr	-
City of North Pole	X	x	X		X	X	. X .	5	X	X.	20		x		x	1 Personal Holiday	

Classification & Compensation Study

General Employee Retirement

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Classification & Compensation Study

	\$1.0%01988*****	283,0460,43400	ter an		n An an		Internet and the second	ومعيمتهم والمرارض	
<u> City / Town / County / Borough</u>					사망 가지 않는다. 1993년 - 1997년 - 1997				
	9.EE.	Police	Fire	Ö,E.	Police	Fire	° 0.82.	Police	Fire
Borough of Bristol Bay				-	-				
Borough of Haines	PERS	PERS	PERS	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Him After 7/1/200
City & Borough of Juneau	PERS	PERS	PERS				\$45 up to 5%,	\$6 up to 5%	\$5 up to 5%
City & Borough of Sitka	PERS	PERS	PERS	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hin After 7/1/200
City & Borough of Wrangeli	PERS	PERS	PERS	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hir After 7/1/200
City of Bethel	PERS	PERS	PERS	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hir After 7/1/200
City of Cordova	PERS	PERS	PERS	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hin After 7/1/200
City of Fairbanks		PERS	PERS	-		-	Varies	Varies	Varies
City of Homer			-	-		-			•
City of Kenai	PERS	PERS	PERS	-	-	-	Paid by ER 4% of first \$37,500 of wages (\$1,500)	Paid by ER 4% of first \$37,500 of wages (\$1,500)	Paid by ER 4% of first \$37,5 of wages (\$1,5)
City of Ketchikan	PĮERS			•		-			
City of Kodiak	PERS	PERS	PERS	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hire After 7/1/200
City of Palmer	PERS	PERS	PERS	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier # Employees Mired After 771/2006	PERS Tier 4 Employees Hire After 7/1/200
City of Soldotna	-			· · · · · · · · · · ·	-	•	-	- -	
City of Valdez	PERS	PERS	PERS	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hined Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hire After 7/1/2001
City of Wasilla	PERS	PERS	PERS	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hire After 7/1/200

City of North Pole SAMPLE PES, Plan 5 Pirc Yes Yes Yes does not contribute to does not cont
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Municipal Solutions® IIc Efficiency. Technology. Safety.

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Classification & Compensation Study

			F	ETIREMEN	т & отне	R BENEF	ITS			
City / Town / County / Borough		i janan			an S A			na Tarih Tarih (1999)		
	0. <b>2</b> 2.	Police	Fire	0.#L	Polity	Fire	S ER	Police	Fire	
Borough of Bristol Bay										
Borough of Haines	22%	22%	22%	ax	85	3%	5 years	5 years	5 <del>ya</del> ars	
City & Borough of Juneau	228	225	225	n	<b>5</b> 1	53	5 years	5 years	5 years	
City & Borough of Sitka	225	22%	22%	8X	85	8X.	5 years	S years	5 years	
City & Borough of Wrangell	275	22%	22%	ax	ax	8X	5 years	5 <del>ye</del> ars	5 years	
City of Bethel	22%	22%	2.2%	8X	83,	8X.	S years	5 years	5 years	
City of Cordova	22%	2 2%	22%	8%	8X	83.	5 years	5 years	5 years	
City of Fairbanks	Pension Per hour Range of \$15 - \$6	22%	22%				Varies	Varies	Varies	Survey Indicates other plans offered but Varies
City of Homer										· · · · · · · · · · · · · · · · · · ·
City of Kenai	22%	22%	22%	8X	IX	8X.	5 years	5 years	5 years	
City of Ketchikan										· ·
City of Kodiak	22%	22%	225	3X.	8%	ax	5 years	S years	5 years	
City of Palmer	225	125	*			**	8. yearri	an a	3 yaara	
City of Soldotna										
City of Valdez	235	128	224	<b>#</b>		<b>.</b>	, i	, <b>1999</b> 1997	5 years	
City of Wasilla	22%	22%	228	8%	8%.	83.	5 years	5 years	5 years	
City of North Pole	City pays 22% for each EE salary.	City pays 22% (or each EE selory	City pays 22% for each EE solary				Ther Is, Syrs. Thir 2: Avri	Ther.1: Syrs Tiler 2: Gyrs	Yher.1: Syrs Ther 2: Syrs	The 2 are EE's Mond after Jury 2 2001

# APPENDIX F. PROPOSED INCENTIVE PAY EXAMPLES

### Overview

Career development is an important factor which should be an integral part of any personnel program and budget. Facilitating the career and skills development of staff has the potential to create a better educated staff, making them more qualified and capable to meet a higher quality and quantity of work. As part of the evaluation feedback and work planning process, the City should consider implementing a system for rewarding employees who acquire certain licenses, achieve professional designations, and achieve other specified objectives pertaining to professional development.

The following examples are sited for consideration. Communities with more departments (Fire, Police, Library, etc) should develop similar goals and values for as appropriate.

ADMINISTRATIVE	Option 1 Hourly Rate Increase	Option 2 <u>% or Step Increase</u>
Clerk or Deputy Clerk		
25 points – Municipal Clerk's Certification	\$0,25	.25%
50 points – Municipal Clerk's Certification	\$0.50	.25%
75 points – Municipal Clerk's Certification	\$0.75	.25%
IIMC Certification	\$1.25	1.5%
Other incentive goals as appropriate.		
Finance Director or Accounting Staff		
Certified Public Finance (CPFO) Officer Exams	\$0.50	1.5%
Certified Public Finance Officer (CPFO) Designation	\$1.50	1.5%
Unqualified Audit Opinion	\$0.25	.5%
GFOA Recognized Outstanding Budget	\$0.50	.5%
GFOA Recognized Outstanding Financial Statements	\$0.50	.5%
Training towards Risk Manager Certification	\$0.25	.5%
Risk Manager Certification	\$0.25	1.5%
Other incentive goals as appropriate.		
Administrative Assistants / Secretaries / Office Support		
MOUS Certification – Access	\$0.25	.5%
MOUS Certification - Excel	\$0.25	.5%
MOUS Certification – Word	\$0.25	.5%
MOUS Certification – Power Point	\$0.25	.5%
Other incentive goals as appropriate.		
City Administrator / Department Heads		
Accomplishment of Annual Council Goals	\$ undetermine	d
Expenditures <95% of Budgeted Expenditures	\$ undetermine	d
Tax Revenues > 20% Above Budgeted Revenue	\$ undetermine	d
Annual Council Goals Achievement – Bonus	\$ undetermine	d
Other incentive goals as appropriate.		

#### (SAMPLE)

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<u>GENERAL / WATER / SEWER / STREETS / PARK</u>	Option 1 Hourly Rate Increase	Option 2 <u>% or Step Increase</u>
General		
Commercial Drivers License (CDL)	\$0.50	.5%
Commercial Pesticide Applicator	\$0.50	.25%
Water		
D Water Treatment License	\$0.25	.5%
C Water Treatment License	\$0.75	.5%
B Water Treatment License	\$1.25	.5%
A Water Treatment License	\$2.00	.5%
Class   Water Distribution Certificate	\$0.25	.5%
Class II Water Distribution Certificate	\$0.50	.5%
Class III Water Distribution Certificate	\$0.75	.5%
Back Flow Testor Certificate	\$0.50	.5%
Waste Water		
D Waste Water Treatment License	\$0.25	.5%
C Waste Water Treatment License	\$0.75	.5%
B Waste Water Treatment License	\$1.25	.5%
A Waster Water Treatment License	\$2.00	.5%
OTHER		
40 hours Continuing Education	\$0.25	.25%
New Service Implementation	\$0.10	.75%
Grant Revenue (\$5,000 to \$12,000) – Bonus	2% of Revenue	
Grant Revenue (>\$12,500) – Bonus	\$250 or % of Re	
Recreation Program Enrollment – 10% Increase Bonus	\$ undetermined	
Building Inspection Inquiry Response Time – 24-hours (monthl	y avg) \$ undetermined	
Plan Review – 15 day Average Response Time per planset	\$ undetermined	.50%

# **APPENDIX G: PROPOSED 360° PERFORMANCE EVALUATION**

# The 360° Evaluation

360 degree feedback is a method and a tool that provides each employee the opportunity to receive performance feedback from his or her supervisor and four to eight peers, reporting staff members, or co-workers. Most 360 degree feedback tools are also responded to by each individual in a self assessment. 360 degree feedback allows each individual to understand how his or her effectiveness as an employee, co-worker, or staff member is viewed by others. The most effective processes provide feedback that is based on behaviors and performance that other employees can see. The feedback provides insight about the skills, attributes and behaviors desired in the organization to accomplish the mission, vision, and goals and live the values that are important to most any organization. The feedback is firmly planted in behaviors needed to exceed customer and organizational expectations. With that said, this tool has many positive aspects and many proponents which are outlined below.

The 1999 State of the Industry Report, from the American Society for Training and Development (ASTD), reviewed the training practices of more than 750 firms. Fifty-five firms, described by ASTD as leading edge in their training approaches, rely heavily on employee feedback, including 360 degree feedback and peer review, for individual development plans and annual performance reviews. Seventy-five percent of these companies provided individual development plans, and 33 percent provided 360 degree feedback for most of their employees in 1998, compared to 50 percent and 10 percent in 1997, according to ASTD.

### Using the Evaluation

There are four essentials to benefiting from the 360° evaluation method:

- Selecting the Evaluators: People who are chosen as Evaluators, usually choices shared by the organization and employee, generally interact routinely with the person receiving feedback.
- The Evaluation Process: One of the key purposes of the 360° Evaluation is the opportunity to address the misperceptions employees and supervisors have regarding the importance a position's skills and attributes requires. The overall purpose of the feedback evaluation tool is to assist each individual to understand his or her strengths and weaknesses, to contribute insights into aspects of his or her work needing professional development, and to facilitate a productive dialogue between employee and supervisor. Each evaluation contains a series of 15 questions, and the evaluator is asked to respond to what he or she feels is the *Relevant Importance* of a certain skill or attribute *to the position*, then respond to what they feel is the *Performance Level* Tables 1 & 2 illustrates how this is done.

0=Does not apply to position	1=Unsatisfactory
1=Relevant to position	2=Needs Improvement
2=Important to position	3=Good
3=Crucial to position	4=Very Good
	5=Excellent

# Table 1: Weighted Factors & Performance Rating

City of North Pole, Alaska	Classifi
Table 2: Evaluating th	e Position and the Er

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	Table 2: Evaluating the Position and the Employee
A. PRACT perform a	ICAL KNOWLEDGE OF WORK - Understands routine methods and procedures required for effective job ince.
	Com ments:

B. THEORETICAL KNOWLEDGE OF WORK - Understands technical background and scientific principals behind work methods and procedures. Demonstrates this knowledge in problem solving or quality control measures. Comments:

Performance Level =

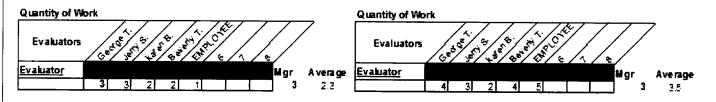
Weight

Weight

Performance Level

Using / reviewing the feedback report: Employee and manager have the opportunity to discuss perceived and actual performance, identify areas of excellence and areas of improvement, and develop a work plan by establishing specific performance expectations and goals that are to be achieved within a defined timeframe.

# Table 3: Evaluation Report: Individual & Supervisor



Managing / integrating the report into performance management: Generally, each organization already has a defined pay and incentive program. Rather than completely modify this system, the 360\* evaluation tool can be integrated into the existing salary and compensation plan with little or no changes whatsoever. It is generally recommended that organizations without a pay-for-performance standard adopt a pay incentive or reward system to increase effectiveness of this tool. See Incentive Pay Goals and Values in the next section.

The following sections will describe the pros and cons of the 360 degree feedback evaluation tool.

# Positive Attributes of the 360° Evaluation Tool

Organizations that are happy with the 360 degree component of their performance management systems identify these positive features of the process. These features will manifest themselves in well-managed, well-integrated 360 degree processes.

- Improved Feedback From More Sources: Provides well-rounded feedback from peers, reporting staff, co-workers, and supervisors. This can be a definite improvement over feedback from a single individual. 360 feedback can also save managers' time in that they can spend less energy providing feedback as more people participate in the process. Co-worker perception is important and the process helps people understand how other employees view their work.
- **Team Development:** Helps team members learn to work more effectively together. (Teams know more about how team members are performing than their supervisor.) Multirater feedback makes team members more accountable to each other as they share the knowledge that they will provide input on each members' performance. A well-planned process can improve communication and team development.

<u>Evaluators</u>	EN	ance	AND PL	et we	MAS CHIE	a crist	Sector Pr	ector spring	JIE COL	Diecol si
Finance Dir	2.0	3.9	4.3	3.0	3.3	3.8	4.1	3.8	4.2	3.6
City Attorney	3.6	4.0	4.8	3.6	3.3	4.0	4.7	3.8	3.9	4.0
Public Works Director	2.4	4.2	4.2	2.7	3.2	3.5	4.7	3.8	3.3	3.6
Police Chief	3.7	4.9	4.7	3.4	3.7	4.0	4.9	4.0	4.1	4.2
Fire Chief	3.4	4.1	4.7	3.6	3.1	3.9	4.5	3.7	4.0	3.9
Library Director	3.2	3.8	4.0	3.0	3.0	4.3	3.6	3.5	3.7	3.6
Planning Director	3.0	4.0	4.9	2.8	3.0	3.0	3.0	4.2	3.5	3.5
Recreation Director	3.3	4.0	4.5	3.2	3.1	3.9	4.0	3.7	3.4	3.7
Town Manager	3.1	3.8	4.0	X	3.7	2.6	4.6	X	3.3	3.6

# Table 4: Evaluation Report: Team Development

- **Personal and Organizational Performance Development:** 360 degree feedback is one of the best methods for understanding personal and organizational developmental needs.
- **Responsibility for Career Development:** For many reasons, organizations are no longer responsible for developing the careers of their employees, if they ever were. Multirater feedback can provide excellent information to an individual about what she needs to do to enhance her career. Additionally, many employees feel 360 degree feedback is more accurate, more reflective of their performance, and more validating than prior feedback from the supervisor alone. This makes the information more useful for both career and personal development. See Incentive Pay Goals and Values in the next section.
- Reduced Discrimination Risk: When feedback comes from a number of individuals in various job functions, discrimination because of race, age, gender, and so on, is reduced. The "horns and halo"

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effect, in which a supervisor rates performance based on her most recent interactions with the employee, is also minimized.

- Improved Customer Service: Especially in feedback processes that involve the internal or external customer, each person receives valuable feedback about the quality of his product or services. This feedback should enable the individual to improve the quality, reliability, promptness, and comprehensiveness of these products and services.
- **Training Needs Assessment:** Multirater feedback provides comprehensive information about organization training needs and thus allows planning for classes, cross-functional responsibilities, and cross-training.

# Drawbacks of the 360° Evaluation Tool

For every good point about 360 degree feedback systems, detractors and people who have had bad experiences with such systems, can offer the down side. Understanding the down side is important because it gives you a roadmap of the things to avoid when you implement a 360 degree evaluation process. Helping an organization determine if such a tool will be effective in improving the overall performance or an organization and its personnel is important when considering any performance measurement tool.

Following are potential problems with 360 degree feedback processes and a recommended solution for each.

- Exceptional Expectations for the Process: 360 degree feedback is not the same as a performance management system. It is merely a part of the feedback and development that such a system offers within an organization. Additionally, proponents may lead participants to expect too much from this feedback system in their efforts to obtain organizational support for implementation. Make sure the 360 feedback is integrated into a complete performance management system.
- **Design Process Downfalls:** Often, a 360 process arrives as a recommendation from the HR department or is shepherded in by an executive who learned about the process at a seminar or in a book. Just as an organization implements any planned change, the implementation of 360 feedback should follow effective change management guidelines. A cross-section of the people who will have to live with and utilize the process should explore and develop the process for your organization.
- Failure to Connect the Process: For a 360 feedback process to work, it must be connected with the overall strategic aims of your organization. If you have identified competencies or have comprehensive job descriptions, give people feedback on their performance of the expected competencies and job duties. The system will fail if it is an add-on rather than a supporter of your organization's fundamental direction and requirements. It must function as a measure of your accomplishment of your organization's big and long term picture.
- **Insufficient Training and Process Understanding:** Employees who will participate in a 360 process need training about the process, how to provide constructive feedback, how to interpret results, and more. Failure to provide the appropriate amount of training and information can sink a process quickly.
- **Insufficient Information:** Since 360 degree feedback processes are currently usually anonymous, people receiving feedback have no recourse if they want to further understand the feedback. They

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have no one to ask for clarification of unclear comments or more information about particular ratings and their basis. For this reason and for the points listed in the several bullet points following this one, developing 360 process coaches is important. Supervisors, HR staff people, interested managers and others are taught to assist people to understand their feedback. They are trained to help people develop action plans based upon the feedback.

- Focus on Negatives and Weaknesses: At least one recent book, *First Break All the Rules: What Great Managers Do Differently*, advises that great managers focus on employee strengths, not weaknesses. The authors said, "People don't change that much, Don't waste time trying to put in what was left out. Try to draw out what was left in. That is hard enough."
- Rater Inexperience and Ineffectiveness: In addition to the insufficient training organizations provide both people receiving feedback and people providing feedback, there are numerous ways raters go wrong. They may inflate ratings to make an employee look good. They may deflate ratings to make an individual look bad. They may informally band together to make the system artificially inflate everyone's performance. Checks and balances must prevent these pitfalls.
- **Paperwork / Computer Data Entry Overload:** Need I say much more here? Traditional evaluations required two people and one form. Multirater feedback ups the sheer number of people participating in the process and the consequent organization time invested.

# Conclusion

As with any performance feedback process, it can provide you with a profoundly supportive, organization affirming method for promoting employee growth and development. In rare cases, the results of this type of evaluation process saps morale, destroys motivation, enables disenfranchised employees to go for the jugular or plot and scheme revenge scenarios. Most often, however, it can increase positive, powerful problem solving for customers or set people off on journeys to identify the guilty, the feedback provider who rated their performance less than perfect.

Which scenario will your organization choose? It's all in the details. Think profoundly before you move forward; learn from the mistakes of others; assess your organization's readiness. Apply effective change management strategies to planning and implementation. Do the right things right and you will add a powerful tool to your performance management and enhancement toolkit!

#### Performance Evaluation for Professional Development For 360° Evaluation, see attached information.

Employee Name:	PERFORMANC	E RATING
Position Title:	WEIGHT	LEVEL OF PERFORMANCE
Department:	0=Does not apply to position	1=Unsatisfactory
In Position Since:	1=Relevant to position	2=Needs Improvement
Hire Date:	2=Important to position	3=Good
Evaluator: Date:	3=Crucial to position	4=Very Good
		5=Excellent

A. PRACTICAL KNOWLEDGE OF WORK - Understands routine methods and procedures required for effective job performance.

Comments:

Weight	x	Performance Level =

B. THEORETICAL KNOWLEDGE OF WORK - Understands technical background and scientific principals behind work methods and procedures. Demonstrates this knowledge in problem solving or quality control measures. Comments:

			-
Weight	x	Performance Level =	-
			-

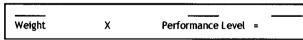
C. JUDGEMENT - Understands impact of actions in advance; includes the degree to which the employee's decisions are sound.

Comments:



D. QUANTITY OF WORK - Volume of acceptable work produced.

Comments:



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City of North Pole, Alask	City	of	North	Pole,	Alaska
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E. QUALITY OF WORK - Effective application of work knowledge to produce accurate, repeatable results. Comments:

Weight	x	Performance Level =

F. FOLLOW-THROUGH  $\cdot$  Takes independent action as needed to move assigned projects to completion, constantly monitors work in progress.

•		5.97 men			
	Weight	x	Performance Level	=	

G. INITIATIVE / MOTIVATION - Independently seeks ways to improve efficiency of unit and its contribution to the goals of the entire organization; works with supervisor on implementation or improvements.

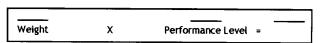
Weight X Performance Level =

H. PROBLEM SOLVING - Identifies problems, gathers and analyzes facts to determine probable causes; proposes viable solutions to supervisor.

Comments:

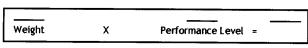
Comments:

Comments:



I. COOPERATION - Relates effectively to co-workers and supervisors in all units to maximize efficient achievement of Department and organization-wide goals.

Comments:



J. PLANNING / ORGANIZATION - Ability to establish in advancean appropriate course of action to accomplish assigned tasks within the limits of time and budget.

Comments:

Weight X Performance Level =

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K. ORAL COMMUNICATIONS - Ability to effectively express ideas in individual or group situations. Ideas are clear, concise, and easily understood.

Comments:

Weight	x	Performance Level =	

L. WRITTEN COMMUNICATIONS - Written work conveys message in clear, concise language with proper grammatical form.

Comments:

Weight X Performance Level =					
	Weight	x	Performance Level	=	

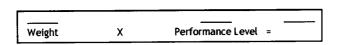
 $\mathsf{M}.$  LEADERSHIP - In a supervisory role, the employee is effective in getting work accomplished through others.

Comments:

Weight	Х	Performance Level =	

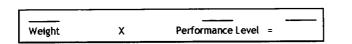
N. ATTENTION TO SAFETY - Understands and applies safe working practices. Observes work methods to detect and correct unsafe practices.

Comments:



O. DEPENDABILITY - Can be relied upon to be punctual to work; is flexible in adjusting to changing priorities and willingly makes self available for extra work at critical times.

Comments:



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ity of North Pc	le, Alaska Classification & Compensation Stu
GRAND	A B
OVERAL	L PERFORMANCE (B/A Rounded to the nearest tenth)
1	UNSATISFACTORY - Extended unacceptable performance calling for immediate and substantial improvement, or serving as grounds for disciplinary action, up to and including grounds for dismissal
2	NEEDS IMPROVEMENT - Performance which does not meet minimum level of acceptability, and is not good enough to warrant recognition or greater responsibity.
3	GOOD - Consistantly dependable and compotent performance of the job.
4	VERY GOOD - Significant and clearly identifiable contributions to the job. Overall performance is noticeably better than good.
5	EXCELLENT - Demonstrably distinguished performance of all aspects of the job responsibilities. An extremely valuable performer.

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