FORT PIERCE UTILITIES AUTHORITY
"Committed to Quality"

AGENDA
FPUA Board Public Workshop
2017 Compensation Study
Wednesday, March 15, 2017 - 2:00 p.m.

Location: **FPUA Admin. Conference Room**
206 South 6th Street, Fort Pierce, Florida

MEETING TO ORDER

ROLL CALL AND DECLARATION OF A QUORUM.

1. Welcome and Introduction: Clay Lindstrom, Director of Utilities

2. FY 2017 Current Salary Structure: Lois Wolfe, Human Resources Manager

3. FY 2017 Salary and Wages Financial Impact: Nina Penick, Director of Financial Services

4. Compensation Study for FPUA: Ralph Parilla, Jr. of Parilla & Associates

Adjourn

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Report on the Compensation Study
Conducted for Fort Pierce Utilities Authority

Methodology

In the fourth quarter of 2016, Parilla & Associates conducted a study and analysis of the salary structure in place at Fort Pierce Utilities Authority. The initial phase of the study consisted of first reviewing the positions involved in the study. This was accomplished by reviewing the position descriptions. There are approximately 138 position that were included in the study and analysis.

As a part of the study, the consultant was asked to reduce the number of salary grades and to consolidate job titles wherever possible. To that end, the consultant met with all department heads to discuss the positions in their respective organizations and to determine which positions might be candidates for consolidation.

The consultant then obtained salary information on the positions being studied. Data was gathered from the following organizations:

Kissimmee Utilities Authority
City if Bushnell
City of Daytona Beach
City of Gainesville
City of Tallahassee
Charlotte County
Indian River County
Polk County
City of Ocala
City of New Smyrna Beach
St. Lucie County
City of Leesburg
City of Lakeland
City of mount Dora
Palm Beach County

The consultant attempted to acquire salary range data from additional municipalities but was unable to because of the following reasons:

City of Bartow – The city has been conducting a pay study since 2014. The study is not yet complete and the old salary ranges are obsolete.

City of Fort Pierce – Current salary ranges date from 2005 and are obsolete.

City of Port St. Lucie – Recently conducted a salary study and the consultants recommended a broad-band approach to the salary ranges. The city did not accept the recommendation but did implement the salary grade minimums, but not the maximums.

City of Lake Worth – Currently going through a salary study and the results have not been accepted or implemented.

City of Clewiston – They never responded to the requests for salary range information.

In addition to gathering data from public sector municipalities, the consultant also researched private sector data for as many positions as possible, using a salary data base to which Parilla & Associates subscribes.

Job Title Consolidation

It must be noted that several departments had already initiated an effort to streamline and simplify their titling structures. The consultant recommends the retiring of the following titles:

Communications Program Manager – Consolidated with the Customer Solutions/Communications Manager position
Cashier – Replaced by Customer Solutions Representative
Customer Account Specialist – Consolidated with Customer Solutions Representative Sr.
Key Accounts Specialist – Consolidated with Customer Solutions Representative Sr.
Customer Service Technician – Consolidated with Customer Solutions Representative Sr.
Customer Service Project Coordinator – Eliminated
Billing Team Lead & QAA – Consolidated with Customer Solutions Supervisor
Call Center Team Lead – Consolidates into Customer Solutions Team Lead
Meter Installer & Remover II – Only one level of this position is necessary
Winch Truck Operator – Eliminated as incumbent retired and will not be replaced
Utilities Accountant II – Only one level of this position is necessary
Systems Programmer Analyst Architect –Title changed to Systems Programmer Analyst III
Engineering Coordinator – Consolidated with Projects Administrator
Collection Foreman – Consolidated into Water/Wastewater Foreman
Lift Station Foreman – Consolidated into Water/Wastewater Foreman
Cross Connection Control Foreman – Consolidated into Water/Wastewater Foreman
Utilities Locator Foreman – Consolidated into Water/Wastewater Foreman
Water Distribution Foreman – Consolidated into Water/Wastewater Foreman
Water Distribution Service Foreman – Consolidated into Water/Wastewater Foreman
Water Resources Maintenance Foreman – Consolidated into Water/Wastewater Foreman
Dispatcher – Changed to Systems Operator
Industrial Pretreatment Program Inspector I – Consolidated into Industrial Pretreatment Program Specialist
Industrial Pretreatment Program Inspector II – Consolidated into Industrial Pretreatment Program Specialist

Industrial Pretreatment Program Inspector III – Consolidated into Industrial Pretreatment Program Specialist

Accounting Technician II – Changed to Payroll Administrator

Employee Interviews

The consultant interviewed approximately 20 employees, in addition to the department heads and managers. The employees were selected by the managers of their respective work areas. In several cases, the employees who were selected had voiced some concern about the organization's salary policies and overall program.

The purpose of these interviews was to: 1) brief them on the status of the compensation study; 2) get their opinions on the organization's salary program; and 3) answer any questions that they had.

The concern that was voiced most frequently was that there was no way to progress through the salary range. The slight differentiation in allocation of increases (based on position in the salary grade) is insignificant and does not result in any real growth or movement through the salary range. Often, the salary ranges are adjusted for inflation, so any movement through the grade is offset by the salary range adjustment. The employees expressed dissatisfaction that they could never get to the salary grade midpoint, much less the salary grade maximum. Several employees also spoke highly of the benefits program, with specific positive comments about the pension plan and the healthcare program. There were also several positive comments about the organizational culture being a "family" environment. Some specific comments include:

- Can't hire people because of the pay. FPUA is not keeping up with the market.
- I'm happy with the compensation system
- No issues with the compensation system
- The benefits are great and make up for the low pay.
- The pay system is phenomenal
- Raises are stagnant
- There is no incentive in the pay system
- The pay system is great for new employees but not for older employees
- The company is forcing out old timers and replacing them with new people
- The company needs to initiate a system that is more like the private sector
- Cut the employee retirement contribution
- Dispatchers should make more than Linemen
- You have to threaten to quit in order to get a raise
- Competitors are paying amounts that we will never get
- You have to "bitch" about your money in order to get a raise
- No complaints about my personal compensation
- There are no incentives for employees to do better. Performance evaluations don't mean anything. Performance doesn't count.
- There are a lot of inequities regarding pay and time in the job
- There is no way to move up.

Results of Analysis

The consultant compiled the data from the sources noted above and compared the average salary range minimums and maximums with the salary grade minimums and maximums currently in place at Fort Pierce Utilities Authority. The results are as follows:

Public Sector Comparison – On average, the FPUA salary range minimums are 5.4% below the labor market averages. The FPUA salary range maximums are 4.6% below the labor market averages.

Private Sector Comparison – On average, the FPUA salary range minimums are 7.6% below the labor market averages. The FPUA salary range maximums are 7.4% below the labor market averages.

Recommendations

Recommendation 1- As a part of the study, the consultant was asked to reduce the number of salary grades. To this end, it is recommended that the old salary structure (Grades 13 – 35) be replaced with a new salary structure. The recommended structure features a 10% difference between grades, whereas the current structure maintains a 6.5% difference between grades. This recommended differential allows a reduction in the number of grades from 22 to 15. The recommended structure does have two unused grades (one at the low end of the structure and one at the high end of the structure) to allow for expansion. The implementation of the recommended salary structure will result in the FPUA salary range minimums being 0.9% below the labor market averages and the salary range maximums will be 3.1% above the labor market averages.

The recommended structure is as follows:

Grade	Minimum	Q1	Midpoint	Q3	Maximum
40	$23,600	$27,625	$31,650	$35,675	$39,700
	$11.35	$13.28	$15.22	$17.15	$19.09
41	$26,700	$31,075	$35,450	$39,825	$44,200
	$12.84	$14.94	$17.04	$19.15	$21.25
42	$29,400	$34,200	$39,000	$43,800	$48,600
	$14.13	$16.44	$18.75	$21.06	$23.37
43	$32,350	$37,613	$42,875	$48,138	$53,400
	$15.55	$18.08	$20.61	$23.14	$25.67
44	$35,600	$41,375	$47,150	$52,925	$58,700
	$17.12	$19.89	$22.67	$25.44	$28.22
45	$39,200	$45,550	$51,900	$58,250	$64,600
	$18.85	$21.90	$24.95	$28.00	$31.06

Grade	Minimum	Q1	Midpoint	Q3	Maximum
46	$43,100	$50,075	$57,050	$64,025	$71,000
	$20.72	$24.07	$27.43	$30.78	$34.13
47	$47,400	$55,075	$62,750	$70,425	$78,100
	$22.79	$26.48	$30.17	$33.86	$37.55
48	$52,100	$60,550	$69,000	$77,450	$85,900
	$25.05	$29.11	$33.17	$37.24	$41.30
49	$57,400	$66,925	$76,450	$85,975	$95,500
	$27.60	$32.18	$36.75	$41.33	$45.91
50	$63,100	$73,575	$84,050	$94,525	$105,000
	$30.34	$35.37	$40.41	$45.44	$50.48
51	$69,400	$80,925	$92,450	$103,975	$115,500
	$33.37	$38.91	$44.45	$49.99	$55.53
52	$76,300	$88,975	$101,650	$114,325	$127,000
	$36.68	$42.78	$48.87	$54.96	$61.06
53	$83,900	$97,850	$111,800	$125,750	$139,700
	$40.34	$47.04	$53.75	$60.46	$67.16
54	$92,300	$107,650	$123,000	$138,350	$153,700
55	$101,500	$118,375	$135,250	$152,125	$169,000
56	$111,650	$130,213	$148,775	$167,338	$185,900
57	$122,815	$143,236	$163,658	$184,079	$204,500

The recommended ranges are approximately 65% from minimum to maximum, which is slightly more than the 60% ranges that are currently in place. The Q1 column shows the halfway point between the Minimum and the Midpoint, and the Q3 column shows the halfway point between the Midpoint and the Maximum.

Recommendation 2 – The positions within FPUA were assigned to salary grades using the labor market information gathered from the organizations noted above. Following the grade assignments, the consultant met with management from each organization and conducted "sore-thumbing" meetings. These meetings were intended to determine if any of the grade assignments stuck out like a sore thumb as being inappropriate. There were a few changes made as a result of the meetings. The structure that resulted is as follows:

Grade	Minimum	Q1	Midpoint	Q3	Maximum	Job Title
40	$23,600	$27,625	$31,650	$35,675	$39,700	
	$11.35	$13.28	$15.22	$17.15	$19.09	
41	$26,700	$31,075	$35,450	$39,825	$44,200	Customer Solutions Representative
	$12.84	$14.94	$17.04	$19.15	$21.25	Material/Warehouse Clerk
						Meter Reader
						Staff Assistant I
42	$29,400	$34,200	$39,000	$43,800	$48,600	Billing Specialist
	$14.13	$16.44	$18.75	$21.06	$23.37	Customer Solutions Representative Sr.
						Distribution Mechanic I
						Facilities Specialist I
						FPUAnet Account Specialist I
						Marketing & Retailer
						Mechanic I
						Meter Installer & Remover
						Staff Assistant II
						Warehouse Maintenance Specialist
43	$32,350	$37,613	$42,875	$48,138	$53,400	Accounting Technician I
	$15.55	$18.08	$20.61	$23.14	$25.67	Distribution Mechanic II
						Facilities Specialist II
						FPUAnet Account Specialist II
						Mechanic II
						Service Technician I
	Minimum	Q1	Midpoint	Q3	Maximum	Job Title
44	$35,600	$41,375	$47,150	$52,925	$58,700	Administrative Warehouse Coordinator
	$17.12	$19.89	$22.67	$25.44	$28.22	Business Development Representative
						Customer Solutions Team Lead
						Distribution Mechanic III
						Drafting Technician
						Facilities Project Coordinator
						Help Desk Technician
						Inventory Buyer Specialist
						IT Procurement/Asset Administrator
						Mechanic III
						Meter Technician
						Payroll Administrator
						Plant Operator C
						Program Coordinator
						Records Management Technician
						Service Technician II

Grade	Minimum	Q1	Midpoint	Q3	Maximum	
44	$35,600	$41,375	$47,150	$52,925	$58,700	T&D Coordinator
Con't	$17.12	$19.89	$22.67	$25.44	$28.22	Utilities Inspector
						Utility Locator
45	$39,200	$45,550	$51,900	$58,250	$64,600	Automotive Mechanic
	$18.85	$21.90	$24.95	$28.00	$31.06	Construction/Maintenance Administrator
						Customer Solutions Supervisor
						Development Officer
						Education Coordinator
						Electronic SCADA Technician
						Engineering Technician I
						Executive Assistant
						GIS Technician I
						Lab Coordinator
						Meter Reader Foreman
						Motorshop Mechanic
						Plant Operator B
	Minimum	Q1	Midpoint	Q3	Maximum	Job Title
46	$43,100	$50,075	$57,050	$64,025	$71,000	Administrative Supervisor
	$20.72	$24.07	$27.43	$30.78	$34.13	Distribution Foreman
						Electronic Meter Technician
						Engineering Technician II
						Fleet Management Administrator
						GIS Technician II
						Human Resources Specialist
						IPP Specialist
						Instrument & Control Technician
						Mechanic Welder
						MOEC Manager
						Operator Mechanic
						Plant Foreman
						Plant Operator A
						Projects Administrator
						Service Foreman
						Utilities Accountant
						Water/Wastewater Foreman

Grade	Minimum	Q1	Midpoint	Q3	Maximum	Job Title
47	$47,400	$55,075	$62,750	$70,425	$78,100	Contract Program Manager
	$22.79	$26.48	$30.17	$33.86	$37.55	Industrial Pretreatment Program Supv.
						Purchasing Program Manager
						Safety Officer
						Senior Plant Operator
						Systems Programmer Analyst I
						Technical Support Specialist
						Utilities Services Supervisor
48	$52,100	$60,550	$69,000	$77,450	$85,900	GIS Analyst
	$25.05	$29.11	$33.17	$37.24	$41.30	Instrumentation Controls Specialist
						Lead Operator Mechanic
						Line Specialist
						Maintenance Supervisor
						Network Administrator
						Operations Supervisor
						Substation Relay SCADA Technician
						Systems Operator
						Systems Programmer Analyst II
						Utility Designer
49	$57,400	$66,925	$76,450	$85,975	$95,500	Assistant Controller
	$27.60	$32.18	$36.75	$41.33	$45.91	Customer Solutions/Communications Manager
						FPUAnet Communications Manager
						Network Engineer
						Systems Programmer Analyst III
50	$63,100	$73,575	$84,050	$94,525	$105,000	Crew Supervisor
	$30.34	$35.37	$40.41	$45.44	$50.48	Electrical Engineer
						Environmental Engineer
						Facilities Superintendent
						GIS Manager
						Lead Instrumentation Controls Specialist
						Network Supervisor
						Systems Analysis Supervisor

Grade	Minimum	Q1	Midpoint	Q3	Maximum	Job Title
51	$69,400	$80,925	$92,450	$103,975	$115,500	Assistant Plant Manager
	$33.37	$38.91	$44.45	$49.99	$55.53	Controller
						Human Resources Manager
						Operations Superintendent
						T&D Superintendent
						Wastewater Superintendent
						Water Distribution Superintendent
						Water Resources Superintendent
52	$76,300	$88,975	$101,650	$114,325	$127,000	Gas Operations & Energy Services Manager
	$36.68	$42.78	$48.87	$54.96	$61.06	
53	$83,900	$97,850	$111,800	$125,750	$139,700	Information Technology Services Manager
	$40.34	$47.04	$53.75	$60.46	$67.16	Plant Manager
						Supervising Engineer
54	$92,300	$107,650	$123,000	$138,350	$153,700	
55	$101,500	$118,375	$135,250	$152,125	$169,000	Director of Financial Services
						Director of Shared Services
						Director of Water/Wastewater Systems
56	$111,650	$130,213	$148,775	$167,338	$185,900	Director of Electric & Gas Systems
57	$122,815	$143,236	$163,658	$184,079	$204,500	

The departmental grade structures are as follows:

Executive

Grade	Minimum	Q1	Midpoint	Q3	Maximum	Job Title
40	$23,600	$27,625	$31,650	$35,675	$39,700	
	$11.35	$13.28	$15.22	$17.15	$19.09	
41	$26,700	$31,075	$35,450	$39,825	$44,200	
	$12.84	$14.94	$17.04	$19.15	$21.25	
42	$29,400	$34,200	$39,000	$43,800	$48,600	
	$14.13	$16.44	$18.75	$21.06	$23.37	
43	$32,350	$37,613	$42,875	$48,138	$53,400	
	$15.55	$18.08	$20.61	$23.14	$25.67	
44	$35,600	$41,375	$47,150	$52,925	$58,700	
	$17.12	$19.89	$22.67	$25.44	$28.22	
45	$39,200	$45,550	$51,900	$58,250	$64,600	Executive Assistant
	$18.85	$21.90	$24.95	$28.00	$31.06	
46	$43,100	$50,075	$57,050	$64,025	$71,000	
	$20.72	$24.07	$27.43	$30.78	$34.13	
47	$47,400	$55,075	$62,750	$70,425	$78,100	Safety Officer
	$22.79	$26.48	$30.17	$33.86	$37.55	
48	$52,100	$60,550	$69,000	$77,450	$85,900	
	$25.05	$29.11	$33.17	$37.24	$41.30	
49	$57,400	$66,925	$76,450	$85,975	$95,500	Customer Solutions/Communications Manager
	$27.60	$32.18	$36.75	$41.33	$45.91	
50	$63,100	$73,575	$84,050	$94,525	$105,000	
	$30.34	$35.37	$40.41	$45.44	$50.48	
51	$69,400	$80,925	$92,450	$103,975	$115,500	
	$33.37	$38.91	$44.45	$49.99	$55.53	
52	$76,300	$88,975	$101,650	$114,325	$127,000	
	$36.68	$42.78	$48.87	$54.96	$61.06	
53	$83,900	$97,850	$111,800	$125,750	$139,700	
	$40.34	$47.04	$53.75	$60.46	$67.16	

54	$92,300	$107,650	$123,000	$138,350	$153,700	
	Minimum	Q1	Midpoint	Q3	Maximum	Job Title
55	$101,500	$118,375	$135,250	$152,125	$169,000	Director of Financial Services Director of Shared Services Director of Water/Wastewater Systems
56	$111,650	$130,213	$148,775	$167,338	$185,900	Director of Electric & Gas Systems
57	$122,815	$143,236	$163,658	$184,079	$204,500	

Customer Solutions

Grade	Minimum	Q1	Midpoint	Q3	Maximum	Job Title
40	$23,600	$27,625	$31,650	$35,675	$39,700	
	$11.35	$13.28	$15.22	$17.15	$19.09	
41	$26,700	$31,075	$35,450	$39,825	$44,200	Customer Solutions Representative
	$12.84	$14.94	$17.04	$19.15	$21.25	
42	$29,400	$34,200	$39,000	$43,800	$48,600	Billing Specialist
	$14.13	$16.44	$18.75	$21.06	$23.37	Customer Solutions Representative Sr.
						Staff Assistant II
43	$32,350	$37,613	$42,875	$48,138	$53,400	
	$15.55	$18.08	$20.61	$23.14	$25.67	
44	$35,600	$41,375	$47,150	$52,925	$58,700	Customer Solutions Team Lead
	$17.12	$19.89	$22.67	$25.44	$28.22	
45	$39,200	$45,550	$51,900	$58,250	$64,600	Customer Solutions Supervisor
	$18.85	$21.90	$24.95	$28.00	$31.06	
46	$43,100	$50,075	$57,050	$64,025	$71,000	
	$20.72	$24.07	$27.43	$30.78	$34.13	
47	$47,400	$55,075	$62,750	$70,425	$78,100	
	$22.79	$26.48	$30.17	$33.86	$37.55	
48	$52,100	$60,550	$69,000	$77,450	$85,900	
	$25.05	$29.11	$33.17	$37.24	$41.30	
49	$57,400	$66,925	$76,450	$85,975	$95,500	Customer Solutions/Communications Manager
	$27.60	$32.18	$36.75	$41.33	$45.91	
50	$63,100	$73,575	$84,050	$94,525	$105,000	
	$30.34	$35.37	$40.41	$45.44	$50.48	
51	$69,400	$80,925	$92,450	$103,975	$115,500	
	$33.37	$38.91	$44.45	$49.99	$55.53	
52	$76,300	$88,975	$101,650	$114,325	$127,000	
	$36.68	$42.78	$48.87	$54.96	$61.06	
53	$83,900	$97,850	$111,800	$125,750	$139,700	
	$40.34	$47.04	$53.75	$60.46	$67.16	

Electric & Gas Engineering

Grade	Minimum	Q1	Midpoint	Q3	Maximum	Job Title
40	$23,600	$27,625	$31,650	$35,675	$39,700	
	$11.35	$13.28	$15.22	$17.15	$19.09	
41	$26,700	$31,075	$35,450	$39,825	$44,200	
	$12.84	$14.94	$17.04	$19.15	$21.25	
42	$29,400	$34,200	$39,000	$43,800	$48,600	
	$14.13	$16.44	$18.75	$21.06	$23.37	
43	$32,350	$37,613	$42,875	$48,138	$53,400	
	$15.55	$18.08	$20.61	$23.14	$25.67	
44	$35,600	$41,375	$47,150	$52,925	$58,700	Drafting Technician
	$17.12	$19.89	$22.67	$25.44	$28.22	
45	$39,200	$45,550	$51,900	$58,250	$64,600	Engineering Technician I
	$18.85	$21.90	$24.95	$28.00	$31.06	GIS Technician I
46	$43,100	$50,075	$57,050	$64,025	$71,000	Engineering Technician II
	$20.72	$24.07	$27.43	$30.78	$34.13	GIS Technician II
47	$47,400	$55,075	$62,750	$70,425	$78,100	
	$22.79	$26.48	$30.17	$33.86	$37.55	
48	$52,100	$60,550	$69,000	$77,450	$85,900	Utility Designer
	$25.05	$29.11	$33.17	$37.24	$41.30	
49	$57,400	$66,925	$76,450	$85,975	$95,500	
	$27.60	$32.18	$36.75	$41.33	$45.91	
50	$63,100	$73,575	$84,050	$94,525	$105,000	Electrical Engineer
	$30.34	$35.37	$40.41	$45.44	$50.48	GIS Manager
51	$69,400	$80,925	$92,450	$103,975	$115,500	
	$33.37	$38.91	$44.45	$49.99	$55.53	
52	$76,300	$88,975	$101,650	$114,325	$127,000	
	$36.68	$42.78	$48.87	$54.96	$61.06	
53	$83,900	$97,850	$111,800	$125,750	$139,700	Supervising Engineer
	$40.34	$47.04	$53.75	$60.46	$67.16	

Electric Operations

Grade	Minimum	Q1	Midpoint	Q3	Maximum	Job Title
40	$23,600	$27,625	$31,650	$35,675	$39,700	
	$11.35	$13.28	$15.22	$17.15	$19.09	
41	$26,700	$31,075	$35,450	$39,825	$44,200	Meter Reader
	$12.84	$14.94	$17.04	$19.15	$21.25	Staff Assistant I
42	$29,400	$34,200	$39,000	$43,800	$48,600	
	$14.13	$16.44	$18.75	$21.06	$23.37	Meter Installer & Remover
43	$32,350	$37,613	$42,875	$48,138	$53,400	
	$15.55	$18.08	$20.61	$23.14	$25.67	
44	$35,600	$41,375	$47,150	$52,925	$58,700	
	$17.12	$19.89	$22.67	$25.44	$28.22	
45	$39,200	$45,550	$51,900	$58,250	$64,600	Meter Reader Foreman
	$18.85	$21.90	$24.95	$28.00	$31.06	
46	$43,100	$50,075	$57,050	$64,025	$71,000	Electronic Meter Technician
	$20.72	$24.07	$27.43	$30.78	$34.13	
47	$47,400	$55,075	$62,750	$70,425	$78,100	Utilities Services Supervisor
	$22.79	$26.48	$30.17	$33.86	$37.55	
48	$52,100	$60,550	$69,000	$77,450	$85,900	Systems Operator
	$25.05	$29.11	$33.17	$37.24	$41.30	
49	$57,400	$66,925	$76,450	$85,975	$95,500	
	$27.60	$32.18	$36.75	$41.33	$45.91	
50	$63,100	$73,575	$84,050	$94,525	$105,000	
	$30.34	$35.37	$40.41	$45.44	$50.48	
51	$69,400	$80,925	$92,450	$103,975	$115,500	Operations Superintendent
	$33.37	$38.91	$44.45	$49.99	$55.53	
52	$76,300	$88,975	$101,650	$114,325	$127,000	
	$36.68	$42.78	$48.87	$54.96	$61.06	
53	$83,900	$97,850	$111,800	$125,750	$139,700	
	$40.34	$47.04	$53.75	$60.46	$67.16	

Electric T&D

Grade	Minimum	Q1	Midpoint	Q3	Maximum	Job Title
40	$23,600	$27,625	$31,650	$35,675	$39,700	
	$11.35	$13.28	$15.22	$17.15	$19.09	
41	$26,700	$31,075	$35,450	$39,825	$44,200	Staff Assistant I
	$12.84	$14.94	$17.04	$19.15	$21.25	
42	$29,400	$34,200	$39,000	$43,800	$48,600	
	$14.13	$16.44	$18.75	$21.06	$23.37	
43	$32,350	$37,613	$42,875	$48,138	$53,400	
	$15.55	$18.08	$20.61	$23.14	$25.67	
44	$35,600	$41,375	$47,150	$52,925	$58,700	T&D Coordinator
	$17.12	$19.89	$22.67	$25.44	$28.22	
45	$39,200	$45,550	$51,900	$58,250	$64,600	
	$18.85	$21.90	$24.95	$28.00	$31.06	
46	$43,100	$50,075	$57,050	$64,025	$71,000	
	$20.72	$24.07	$27.43	$30.78	$34.13	
47	$47,400	$55,075	$62,750	$70,425	$78,100	
	$22.79	$26.48	$30.17	$33.86	$37.55	
48	$52,100	$60,550	$69,000	$77,450	$85,900	Line Specialist
	$25.05	$29.11	$33.17	$37.24	$41.30	Substation Relay SCADA Technician
49	$57,400	$66,925	$76,450	$85,975	$95,500	
	$27.60	$32.18	$36.75	$41.33	$45.91	
50	$63,100	$73,575	$84,050	$94,525	$105,000	Crew Supervisor
	$30.34	$35.37	$40.41	$45.44	$50.48	
51	$69,400	$80,925	$92,450	$103,975	$115,500	T&D Superintendent
	$33.37	$38.91	$44.45	$49.99	$55.53	
52	$76,300	$88,975	$101,650	$114,325	$127,000	
	$36.68	$42.78	$48.87	$54.96	$61.06	
53	$83,900	$97,850	$111,800	$125,750	$139,700	
	$40.34	$47.04	$53.75	$60.46	$67.16	

Facilities

Grade	Minimum	Q1	Midpoint	Q3	Maximum	Job Title
40	$23,600	$27,625	$31,650	$35,675	$39,700	
	$11.35	$13.28	$15.22	$17.15	$19.09	
41	$26,700	$31,075	$35,450	$39,825	$44,200	
	$12.84	$14.94	$17.04	$19.15	$21.25	
42	$29,400	$34,200	$39,000	$43,800	$48,600	Facilities Specialist I
	$14.13	$16.44	$18.75	$21.06	$23.37	
43	$32,350	$37,613	$42,875	$48,138	$53,400	Facilities Specialist II
	$15.55	$18.08	$20.61	$23.14	$25.67	
44	$35,600	$41,375	$47,150	$52,925	$58,700	Facilities Project Coordinator
	$17.12	$19.89	$22.67	$25.44	$28.22	
45	$39,200	$45,550	$51,900	$58,250	$64,600	Construction Maintenance Administrator
	$18.85	$21.90	$24.95	$28.00	$31.06	
46	$43,100	$50,075	$57,050	$64,025	$71,000	
	$20.72	$24.07	$27.43	$30.78	$34.13	
47	$47,400	$55,075	$62,750	$70,425	$78,100	
	$22.79	$26.48	$30.17	$33.86	$37.55	
48	$52,100	$60,550	$69,000	$77,450	$85,900	
	$25.05	$29.11	$33.17	$37.24	$41.30	
49	$57,400	$66,925	$76,450	$85,975	$95,500	
	$27.60	$32.18	$36.75	$41.33	$45.91	
50	$63,100	$73,575	$84,050	$94,525	$105,000	Facilities Superintendent
	$30.34	$35.37	$40.41	$45.44	$50.48	
51	$69,400	$80,925	$92,450	$103,975	$115,500	
	$33.37	$38.91	$44.45	$49.99	$55.53	
52	$76,300	$88,975	$101,650	$114,325	$127,000	
	$36.68	$42.78	$48.87	$54.96	$61.06	
53	$83,900	$97,850	$111,800	$125,750	$139,700	
	$40.34	$47.04	$53.75	$60.46	$67.16	

Finance

Grade	Minimum	Q1	Midpoint	Q3	Maximum	Job Title
40	$23,600	$27,625	$31,650	$35,675	$39,700	
	$11.35	$13.28	$15.22	$17.15	$19.09	
41	$26,700	$31,075	$35,450	$39,825	$44,200	
	$12.84	$14.94	$17.04	$19.15	$21.25	
42	$29,400	$34,200	$39,000	$43,800	$48,600	
	$14.13	$16.44	$18.75	$21.06	$23.37	
43	$32,350	$37,613	$42,875	$48,138	$53,400	Accounting Technician
	$15.55	$18.08	$20.61	$23.14	$25.67	
44	$35,600	$41,375	$47,150	$52,925	$58,700	Payroll Administrator
	$17.12	$19.89	$22.67	$25.44	$28.22	
45	$39,200	$45,550	$51,900	$58,250	$64,600	
	$18.85	$21.90	$24.95	$28.00	$31.06	
46	$43,100	$50,075	$57,050	$64,025	$71,000	Utilities Accountant
	$20.72	$24.07	$27.43	$30.78	$34.13	
47	$47,400	$55,075	$62,750	$70,425	$78,100	Contract Program Manager
	$22.79	$26.48	$30.17	$33.86	$37.55	Purchasing Program Manager
48	$52,100	$60,550	$69,000	$77,450	$85,900	
	$25.05	$29.11	$33.17	$37.24	$41.30	
49	$57,400	$66,925	$76,450	$85,975	$95,500	Assistant Controller
	$27.60	$32.18	$36.75	$41.33	$45.91	
50	$63,100	$73,575	$84,050	$94,525	$105,000	
	$30.34	$35.37	$40.41	$45.44	$50.48	
51	$69,400	$80,925	$92,450	$103,975	$115,500	Controller
	$33.37	$38.91	$44.45	$49.99	$55.53	
52	$76,300	$88,975	$101,650	$114,325	$127,000	
	$36.68	$42.78	$48.87	$54.96	$61.06	
53	$83,900	$97,850	$111,800	$125,750	$139,700	
	$40.34	$47.04	$53.75	$60.46	$67.16	

FPUA net

Grade	Minimum	Q1	Midpoint	Q3	Maximum	Job Title
40	$23,600	$27,625	$31,650	$35,675	$39,700	
	$11.35	$13.28	$15.22	$17.15	$19.09	
41	$26,700	$31,075	$35,450	$39,825	$44,200	
	$12.84	$14.94	$17.04	$19.15	$21.25	
42	$29,400	$34,200	$39,000	$43,800	$48,600	FPUAnet Account Specialist I
	$14.13	$16.44	$18.75	$21.06	$23.37	
43	$32,350	$37,613	$42,875	$48,138	$53,400	FPUAnet Account Specialist II
	$15.55	$18.08	$20.61	$23.14	$25.67	
44	$35,600	$41,375	$47,150	$52,925	$58,700	
	$17.12	$19.89	$22.67	$25.44	$28.22	
45	$39,200	$45,550	$51,900	$58,250	$64,600	
	$18.85	$21.90	$24.95	$28.00	$31.06	
46	$43,100	$50,075	$57,050	$64,025	$71,000	
	$20.72	$24.07	$27.43	$30.78	$34.13	
47	$47,400	$55,075	$62,750	$70,425	$78,100	
	$22.79	$26.48	$30.17	$33.86	$37.55	
48	$52,100	$60,550	$69,000	$77,450	$85,900	
	$25.05	$29.11	$33.17	$37.24	$41.30	
49	$57,400	$66,925	$76,450	$85,975	$95,500	FPUAnet Communications Manager
	$27.60	$32.18	$36.75	$41.33	$45.91	
50	$63,100	$73,575	$84,050	$94,525	$105,000	
	$30.34	$35.37	$40.41	$45.44	$50.48	
51	$69,400	$80,925	$92,450	$103,975	$115,500	
	$33.37	$38.91	$44.45	$49.99	$55.53	
52	$76,300	$88,975	$101,650	$114,325	$127,000	
	$36.68	$42.78	$48.87	$54.96	$61.06	
53	$83,900	$97,850	$111,800	$125,750	$139,700	
	$40.34	$47.04	$53.75	$60.46	$67.16	

Gas Operations

Grade	Minimum	Q1	Midpoint	Q3	Maximum	Job Title
40	$23,600	$27,625	$31,650	$35,675	$39,700	
	$11.35	$13.28	$15.22	$17.15	$19.09	
41	$26,700	$31,075	$35,450	$39,825	$44,200	
	$12.84	$14.94	$17.04	$19.15	$21.25	
42	$29,400	$34,200	$39,000	$43,800	$48,600	Distribution Mechanic I
	$14.13	$16.44	$18.75	$21.06	$23.37	Staff Assistant II
43	$32,350	$37,613	$42,875	$48,138	$53,400	Distribution Mechanic II
	$15.55	$18.08	$20.61	$23.14	$25.67	Service Technician I
44	$35,600	$41,375	$47,150	$52,925	$58,700	Business Development Representative
	$17.12	$19.89	$22.67	$25.44	$28.22	Distribution Mechanic III
						Meter Technician
						Service Technician II
45	$39,200	$45,550	$51,900	$58,250	$64,600	
	$18.85	$21.90	$24.95	$28.00	$31.06	
46	$43,100	$50,075	$57,050	$64,025	$71,000	Distribution Foreman
	$20.72	$24.07	$27.43	$30.78	$34.13	Service Foreman
47	$47,400	$55,075	$62,750	$70,425	$78,100	
	$22.79	$26.48	$30.17	$33.86	$37.55	
48	$52,100	$60,550	$69,000	$77,450	$85,900	Operations Supervisor
	$25.05	$29.11	$33.17	$37.24	$41.30	
49	$57,400	$66,925	$76,450	$85,975	$95,500	
	$27.60	$32.18	$36.75	$41.33	$45.91	
50	$63,100	$73,575	$84,050	$94,525	$105,000	
	$30.34	$35.37	$40.41	$45.44	$50.48	
51	$69,400	$80,925	$92,450	$103,975	$115,500	
	$33.37	$38.91	$44.45	$49.99	$55.53	
52	$76,300	$88,975	$101,650	$114,325	$127,000	Gas Operations & Energy Services Manager
	$36.68	$42.78	$48.87	$54.96	$61.06	
53	$83,900	$97,850	$111,800	$125,750	$139,700	
	$40.34	$47.04	$53.75	$60.46	$67.16	

Human Resources

Grade	Minimum	Q1	Midpoint	Q3	Maximum	Job Title
40	$23,600	$27,625	$31,650	$35,675	$39,700	
	$11.35	$13.28	$15.22	$17.15	$19.09	
41	$26,700	$31,075	$35,450	$39,825	$44,200	
	$12.84	$14.94	$17.04	$19.15	$21.25	
42	$29,400	$34,200	$39,000	$43,800	$48,600	
	$14.13	$16.44	$18.75	$21.06	$23.37	
43	$32,350	$37,613	$42,875	$48,138	$53,400	
	$15.55	$18.08	$20.61	$23.14	$25.67	
44	$35,600	$41,375	$47,150	$52,925	$58,700	
	$17.12	$19.89	$22.67	$25.44	$28.22	
45	$39,200	$45,550	$51,900	$58,250	$64,600	
	$18.85	$21.90	$24.95	$28.00	$31.06	
46	$43,100	$50,075	$57,050	$64,025	$71,000	Human Resources Specialist
	$20.72	$24.07	$27.43	$30.78	$34.13	
47	$52,100	$60,550	$69,000	$77,450	$85,900	
	$25.05	$29.11	$33.17	$37.24	$41.30	
48	$50,700	$59,175	$67,650	$76,125	$84,600	
	$24.38	$28.45	$32.52	$36.60	$40.67	
49	$57,400	$66,925	$76,450	$85,975	$95,500	
	$27.60	$32.18	$36.75	$41.33	$45.91	
50	$63,100	$73,575	$84,050	$94,525	$105,000	
	$30.34	$35.37	$40.41	$45.44	$50.48	
51	$69,400	$80,925	$92,450	$103,975	$115,500	Human Resources Manager
	$33.37	$38.91	$44.45	$49.99	$55.53	
52	$76,300	$88,975	$101,650	$114,325	$127,000	
	$36.68	$42.78	$48.87	$54.96	$61.06	
53	$83,900	$97,850	$111,800	$125,750	$139,700	
	$40.34	$47.04	$53.75	$60.46	$67.16	

Information Technology

Grade	Minimum	Q1	Midpoint	Q3	Maximum	Job Title
40	$23,600	$27,625	$31,650	$35,675	$39,700	
	$11.35	$13.28	$15.22	$17.15	$19.09	
41	$26,700	$31,075	$35,450	$39,825	$44,200	
	$12.84	$14.94	$17.04	$19.15	$21.25	
42	$29,400	$34,200	$39,000	$43,800	$48,600	
	$14.13	$16.44	$18.75	$21.06	$23.37	
43	$32,350	$37,613	$42,875	$48,138	$53,400	
	$15.55	$18.08	$20.61	$23.14	$25.67	
44	$35,600	$41,375	$47,150	$52,925	$58,700	Help Desk Technician
	$17.12	$19.89	$22.67	$25.44	$28.22	IT Procurement/Asset Administrator
						Records Management Technician
45	$39,200	$45,550	$51,900	$58,250	$64,600	
	$18.85	$21.90	$24.95	$28.00	$31.06	
46	$43,100	$50,075	$57,050	$64,025	$71,000	
	$20.72	$24.07	$27.43	$30.78	$34.13	
47	$47,400	$55,075	$62,750	$70,425	$78,100	Systems Programmer Analyst I
	$22.79	$26.48	$30.17	$33.86	$37.55	Technical Support Specialist
48	$52,100	$60,550	$69,000	$77,450	$85,900	Network Administrator
	$25.05	$29.11	$33.17	$37.24	$41.30	Systems Programmer Analyst II
49	$57,400	$66,925	$76,450	$85,975	$95,500	Network Engineer
	$27.60	$32.18	$36.75	$41.33	$45.91	Systems Programmer Analyst III
50	$63,100	$73,575	$84,050	$94,525	$105,000	Network Supervisor
	$30.34	$35.37	$40.41	$45.44	$50.48	Systems Analyst Supervisor
51	$69,400	$80,925	$92,450	$103,975	$115,500	
	$33.37	$38.91	$44.45	$49.99	$55.53	
52	$76,300	$88,975	$101,650	$114,325	$127,000	
	$36.68	$42.78	$48.87	$54.96	$61.06	
53	$83,900	$97,850	$111,800	$125,750	$139,700	Information Technology Services Manager
	$40.34	$47.04	$53.75	$60.46	$67.16	

Materials

Grade	Minimum	Q1	Midpoint	Q3	Maximum	Job Title
40	$23,600	$27,625	$31,650	$35,675	$39,700	
	$11.35	$13.28	$15.22	$17.15	$19.09	
41	$26,700	$31,075	$35,450	$39,825	$44,200	Material Warehouse Clerk
	$12.84	$14.94	$17.04	$19.15	$21.25	
42	$29,400	$34,200	$39,000	$43,800	$48,600	Warehouse Maintenance Specialist
	$14.13	$16.44	$18.75	$21.06	$23.37	
43	$32,350	$37,613	$42,875	$48,138	$53,400	
	$15.55	$18.08	$20.61	$23.14	$25.67	
44	$35,600	$41,375	$47,150	$52,925	$58,700	Inventory Buyer Specialist
	$17.12	$19.89	$22.67	$25.44	$28.22	
45	$39,200	$45,550	$51,900	$58,250	$64,600	Automotive Mechanic
	$18.85	$21.90	$24.95	$28.00	$31.06	
46	$43,100	$50,075	$57,050	$64,025	$71,000	Fleet Management Administrator
	$20.72	$24.07	$27.43	$30.78	$34.13	
47	$47,400	$55,075	$62,750	$70,425	$78,100	
	$22.79	$26.48	$30.17	$33.86	$37.55	
48	$52,100	$60,550	$69,000	$77,450	$85,900	
	$25.05	$29.11	$33.17	$37.24	$41.30	
49	$57,400	$66,925	$76,450	$85,975	$95,500	
	$27.60	$32.18	$36.75	$41.33	$45.91	
50	$63,100	$73,575	$84,050	$94,525	$105,000	Facilities Superintendent
	$30.34	$35.37	$40.41	$45.44	$50.48	
51	$69,400	$80,925	$92,450	$103,975	$115,500	
	$33.37	$38.91	$44.45	$49.99	$55.53	
52	$76,300	$88,975	$101,650	$114,325	$127,000	
	$36.68	$42.78	$48.87	$54.96	$61.06	
53	$83,900	$97,850	$111,800	$125,750	$139,700	
	$40.34	$47.04	$53.75	$60.46	$67.16	

MOEC

Grade	Minimum	Q1	Midpoint	Q3	Maximum	Job Title
40	$23,600	$27,625	$31,650	$35,675	$39,700	
	$11.35	$13.28	$15.22	$17.15	$19.09	
41	$26,700	$31,075	$35,450	$39,825	$44,200	
	$12.84	$14.94	$17.04	$19.15	$21.25	
42	$29,400	$34,200	$39,000	$43,800	$48,600	Marketing & Retailer
	$14.13	$16.44	$18.75	$21.06	$23.37	
43	$32,350	$37,613	$42,875	$48,138	$53,400	
	$15.55	$18.08	$20.61	$23.14	$25.67	
44	$35,600	$41,375	$47,150	$52,925	$58,700	Program Coordinator
	$17.12	$19.89	$22.67	$25.44	$28.22	
45	$39,200	$45,550	$51,900	$58,250	$64,600	Education Coordinator
	$18.85	$21.90	$24.95	$28.00	$31.06	Development Officer
46	$43,100	$50,075	$57,050	$64,025	$71,000	MOEC Manager
	$20.72	$24.07	$27.43	$30.78	$34.13	
47	$47,400	$55,075	$62,750	$70,425	$78,100	
	$22.79	$26.48	$30.17	$33.86	$37.55	
48	$52,100	$60,550	$69,000	$77,450	$85,900	
	$25.05	$29.11	$33.17	$37.24	$41.30	
49	$57,400	$66,925	$76,450	$85,975	$95,500	
	$27.60	$32.18	$36.75	$41.33	$45.91	
50	$63,100	$73,575	$84,050	$94,525	$105,000	
	$30.34	$35.37	$40.41	$45.44	$50.48	
51	$69,400	$80,925	$92,450	$103,975	$115,500	
	$33.37	$38.91	$44.45	$49.99	$55.53	
52	$76,300	$88,975	$101,650	$114,325	$127,000	
	$36.68	$42.78	$48.87	$54.96	$61.06	
53	$83,900	$97,850	$111,800	$125,750	$139,700	
	$40.34	$47.04	$53.75	$60.46	$67.16	

TCEC

Grade	Minimum	Q1	Midpoint	Q3	Maximum	Job Title
40	$23,600	$27,625	$31,650	$35,675	$39,700	
	$11.35	$13.28	$15.22	$17.15	$19.09	
41	$26,700	$31,075	$35,450	$39,825	$44,200	
	$12.84	$14.94	$17.04	$19.15	$21.25	
42	$29,400	$34,200	$39,000	$43,800	$48,600	
	$14.13	$16.44	$18.75	$21.06	$23.37	
43	$32,350	$37,613	$42,875	$48,138	$53,400	
	$15.55	$18.08	$20.61	$23.14	$25.67	
44	$35,600	$41,375	$47,150	$52,925	$58,700	Administrative Warehouse coordinator
	$17.12	$19.89	$22.67	$25.44	$28.22	
45	$39,200	$45,550	$51,900	$58,250	$64,600	
	$18.85	$21.90	$24.95	$28.00	$31.06	
46	$43,100	$50,075	$57,050	$64,025	$71,000	Mechanic Welder
	$20.72	$24.07	$27.43	$30.78	$34.13	Operator Mechanic
47	$47,400	$55,075	$62,750	$70,425	$78,100	
	$22.79	$26.48	$30.17	$33.86	$37.55	
48	$52,100	$60,550	$69,000	$77,450	$85,900	Instrumentation Controls Specialist
	$25.05	$29.11	$33.17	$37.24	$41.30	Lead Operator Mechanic
49	$57,400	$66,925	$76,450	$85,975	$95,500	
	$27.60	$32.18	$36.75	$41.33	$45.91	
50	$63,100	$73,575	$84,050	$94,525	$105,000	Lead Instrumentation Controls Specialist
	$30.34	$35.37	$40.41	$45.44	$50.48	
51	$69,400	$80,925	$92,450	$103,975	$115,500	Assistant Plant Manager
	$33.37	$38.91	$44.45	$49.99	$55.53	
52	$76,300	$88,975	$101,650	$114,325	$127,000	
	$36.68	$42.78	$48.87	$54.96	$61.06	
53	$83,900	$97,850	$111,800	$125,750	$139,700	Plant Manager
	$40.34	$47.04	$53.75	$60.46	$67.16	

Water/Wastewater Engineering

Grade	Minimum	Q1	Midpoint	Q3	Maximum	Job Title
40	$23,600	$27,625	$31,650	$35,675	$39,700	
	$11.35	$13.28	$15.22	$17.15	$19.09	
41	$26,700	$31,075	$35,450	$39,825	$44,200	
	$12.84	$14.94	$17.04	$19.15	$21.25	
42	$29,400	$34,200	$39,000	$43,800	$48,600	Staff Assistant II
	$14.13	$16.44	$18.75	$21.06	$23.37	
43	$32,350	$37,613	$42,875	$48,138	$53,400	
	$15.55	$18.08	$20.61	$23.14	$25.67	
44	$35,600	$41,375	$47,150	$52,925	$58,700	Utilities Inspector
	$17.12	$19.89	$22.67	$25.44	$28.22	
45	$39,200	$45,550	$51,900	$58,250	$64,600	Engineering Technician I
	$18.85	$21.90	$24.95	$28.00	$31.06	GIS Technician I
46	$43,100	$50,075	$57,050	$64,025	$71,000	Engineering Technician II
	$20.72	$24.07	$27.43	$30.78	$34.13	GIS Technician II
						Projects Administrator
47	$47,400	$55,075	$62,750	$70,425	$78,100	
	$22.79	$26.48	$30.17	$33.86	$37.55	
48	$52,100	$60,550	$69,000	$77,450	$85,900	GIS Analyst
	$25.05	$29.11	$33.17	$37.24	$41.30	
49	$57,400	$66,925	$76,450	$85,975	$95,500	
	$27.60	$32.18	$36.75	$41.33	$45.91	
50	$63,100	$73,575	$84,050	$94,525	$105,000	Environmental Engineer
	$30.34	$35.37	$40.41	$45.44	$50.48	
51	$69,400	$80,925	$92,450	$103,975	$115,500	
	$33.37	$38.91	$44.45	$49.99	$55.53	
52	$76,300	$88,975	$101,650	$114,325	$127,000	
	$36.68	$42.78	$48.87	$54.96	$61.06	
53	$83,900	$97,850	$111,800	$125,750	$139,700	Supervising Engineer
	$40.34	$47.04	$53.75	$60.46	$67.16	

Wastewater Collection

Grade	Minimum	Q1	Midpoint	Q3	Maximum	Job Title
40	$23,600	$27,625	$31,650	$35,675	$39,700	
	$11.35	$13.28	$15.22	$17.15	$19.09	
41	$26,700	$31,075	$35,450	$39,825	$44,200	
	$12.84	$14.94	$17.04	$19.15	$21.25	
42	$29,400	$34,200	$39,000	$43,800	$48,600	Mechanic I
	$14.13	$16.44	$18.75	$21.06	$23.37	Staff Assistant II
43	$32,350	$37,613	$42,875	$48,138	$53,400	Mechanic II
	$15.55	$18.08	$20.61	$23.14	$25.67	
44	$35,600	$41,375	$47,150	$52,925	$58,700	Mechanic III
	$17.12	$19.89	$22.67	$25.44	$28.22	
45	$39,200	$45,550	$51,900	$58,250	$64,600	Electronic SCADA Technician
	$18.85	$21.90	$24.95	$28.00	$31.06	Motorshop Mechanic
46	$43,100	$50,075	$57,050	$64,025	$71,000	Water/Wastewater Foreman
	$20.72	$24.07	$27.43	$30.78	$34.13	
47	$47,400	$55,075	$62,750	$70,425	$78,100	
	$22.79	$26.48	$30.17	$33.86	$37.55	
48	$52,100	$60,550	$69,000	$77,450	$85,900	
	$25.05	$29.11	$33.17	$37.24	$41.30	
49	$57,400	$66,925	$76,450	$85,975	$95,500	
	$27.60	$32.18	$36.75	$41.33	$45.91	
50	$63,100	$73,575	$84,050	$94,525	$105,000	
	$30.34	$35.37	$40.41	$45.44	$50.48	
51	$69,400	$80,925	$92,450	$103,975	$115,500	Wastewater Superintendent
	$33.37	$38.91	$44.45	$49.99	$55.53	
52	$76,300	$88,975	$101,650	$114,325	$127,000	
	$36.68	$42.78	$48.87	$54.96	$61.06	
53	$83,900	$97,850	$111,800	$125,750	$139,700	
	$40.34	$47.04	$53.75	$60.46	$67.16	

Water Distribution

Grade	Minimum	Q1	Midpoint	Q3	Maximum	Job Title
40	$23,600	$27,625	$31,650	$35,675	$39,700	
	$11.35	$13.28	$15.22	$17.15	$19.09	
41	$26,700	$31,075	$35,450	$39,825	$44,200	Staff Assistant I
	$12.84	$14.94	$17.04	$19.15	$21.25	
42	$29,400	$34,200	$39,000	$43,800	$48,600	Mechanic I
	$14.13	$16.44	$18.75	$21.06	$23.37	Staff Assistant II
43	$32,350	$37,613	$42,875	$48,138	$53,400	Mechanic II
	$15.55	$18.08	$20.61	$23.14	$25.67	
44	$35,600	$41,375	$47,150	$52,925	$58,700	Mechanic III
	$17.12	$19.89	$22.67	$25.44	$28.22	Utilities Locator
45	$39,200	$45,550	$51,900	$58,250	$64,600	
	$18.85	$21.90	$24.95	$28.00	$31.06	
46	$43,100	$50,075	$57,050	$64,025	$71,000	Administrative Supervisor
	$20.72	$24.07	$27.43	$30.78	$34.13	Projects Administrator
						Water/Wastewater Foreman
47	$47,400	$55,075	$62,750	$70,425	$78,100	
	$22.79	$26.48	$30.17	$33.86	$37.55	
48	$52,100	$60,550	$69,000	$77,450	$85,900	
	$25.05	$29.11	$33.17	$37.24	$41.30	
49	$57,400	$66,925	$76,450	$85,975	$95,500	
	$27.60	$32.18	$36.75	$41.33	$45.91	
50	$63,100	$73,575	$84,050	$94,525	$105,000	
	$30.34	$35.37	$40.41	$45.44	$50.48	
51	$69,400	$80,925	$92,450	$103,975	$115,500	Water Distribution Superintendent
	$33.37	$38.91	$44.45	$49.99	$55.53	
52	$76,300	$88,975	$101,650	$114,325	$127,000	
	$36.68	$42.78	$48.87	$54.96	$61.06	
53	$83,900	$97,850	$111,800	$125,750	$139,700	
	$40.34	$47.04	$53.75	$60.46	$67.16	

Water Reclamation

Grade	Minimum	Q1	Midpoint	Q3	Maximum	Job Title
40	$23,600	$27,625	$31,650	$35,675	$39,700	
	$11.35	$13.28	$15.22	$17.15	$19.09	
41	$26,700	$31,075	$35,450	$39,825	$44,200	
	$12.84	$14.94	$17.04	$19.15	$21.25	
42	$29,400	$34,200	$39,000	$43,800	$48,600	Mechanic I
	$14.13	$16.44	$18.75	$21.06	$23.37	Staff Assistant II
43	$32,350	$37,613	$42,875	$48,138	$53,400	Mechanic II
	$15.55	$18.08	$20.61	$23.14	$25.67	
44	$35,600	$41,375	$47,150	$52,925	$58,700	Mechanic III
	$17.12	$19.89	$22.67	$25.44	$28.22	Plant Operator C
45	$39,200	$45,550	$51,900	$58,250	$64,600	Electronic SCADA Technician
	$18.85	$21.90	$24.95	$28.00	$31.06	Plant Operator B
46	$43,100	$50,075	$57,050	$64,025	$71,000	IPP Specialist
	$20.72	$24.07	$27.43	$30.78	$34.13	Plant Foreman
						Plant Operator A
47	$47,400	$55,075	$62,750	$70,425	$78,100	IPP Supervisor
	$22.79	$26.48	$30.17	$33.86	$37.55	
48	$52,100	$60,550	$69,000	$77,450	$85,900	Maintenance Supervisor
	$25.05	$29.11	$33.17	$37.24	$41.30	Operations Supervisor
49	$57,400	$66,925	$76,450	$85,975	$95,500	
	$27.60	$32.18	$36.75	$41.33	$45.91	
50	$63,100	$73,575	$84,050	$94,525	$105,000	
	$30.34	$35.37	$40.41	$45.44	$50.48	
51	$69,400	$80,925	$92,450	$103,975	$115,500	Wastewater Superintendent
	$33.37	$38.91	$44.45	$49.99	$55.53	
52	$76,300	$88,975	$101,650	$114,325	$127,000	
	$36.68	$42.78	$48.87	$54.96	$61.06	
53	$83,900	$97,850	$111,800	$125,750	$139,700	
	$40.34	$47.04	$53.75	$60.46	$67.16	

Water Resources

Grade	Minimum	Q1	Midpoint	Q3	Maximum	Job Title
40	$23,600	$27,625	$31,650	$35,675	$39,700	
	$11.35	$13.28	$15.22	$17.15	$19.09	
41	$26,700	$31,075	$35,450	$39,825	$44,200	
	$12.84	$14.94	$17.04	$19.15	$21.25	
42	$29,400	$34,200	$39,000	$43,800	$48,600	Mechanic I
	$14.13	$16.44	$18.75	$21.06	$23.37	Staff Assistant II
43	$32,350	$37,613	$42,875	$48,138	$53,400	Mechanic II
	$15.55	$18.08	$20.61	$23.14	$25.67	
44	$35,600	$41,375	$47,150	$52,925	$58,700	Mechanic III
	$17.12	$19.89	$22.67	$25.44	$28.22	Plant Operator C
45	$39,200	$45,550	$51,900	$58,250	$64,600	Electronic SCADA Technician
	$18.85	$21.90	$24.95	$28.00	$31.06	Lab Coordinator
						Plant Operator B
46	$43,100	$50,075	$57,050	$64,025	$71,000	Instrument & Control Technician
	$20.72	$24.07	$27.43	$30.78	$34.13	Plant Operator A
						Water Resources Maintenance Foreman
47	$47,400	$55,075	$62,750	$70,425	$78,100	
	$22.79	$26.48	$30.17	$33.86	$37.55	Senior Plant Operator
48	$52,100	$60,550	$69,000	$77,450	$85,900	Maintenance Supervisor
	$25.05	$29.11	$33.17	$37.24	$41.30	Operations Supervisor
49	$57,400	$66,925	$76,450	$85,975	$95,500	
	$27.60	$32.18	$36.75	$41.33	$45.91	
50	$63,100	$73,575	$84,050	$94,525	$105,000	
	$30.34	$35.37	$40.41	$45.44	$50.48	
51	$69,400	$80,925	$92,450	$103,975	$115,500	Water Resources Superintendent
	$33.37	$38.91	$44.45	$49.99	$55.53	
52	$76,300	$88,975	$101,650	$114,325	$127,000	
	$36.68	$42.78	$48.87	$54.96	$61.06	
53	$83,900	$97,850	$111,800	$125,750	$139,700	
	$40.34	$47.04	$53.75	$60.46	$67.16	

Recommendation 3- Initiate a job rate system for positions where employees are performing the same duties and require certifications to perform their jobs. The steps in the plan will be tied to the successful acquisition of required certifications and/or passing state examinations. The criteria will be tailored to the departmental requirements. Recommended schedules include:

Mechanics/Distribution Mechanics

STEP PLAN	Pay Grade	Steps	Hourly	Annual
Mechanic I	42	Start to 6 Months	$14.13	$29,390.40
	42	6 Month Rate	$14.84	$30,859.92
	42	Meet Criteria Rate	$15.58	$32,402.92
Mechanic II	43	Start Rate	$16.36	$34,023.06
	43	Meet Criteria Rate	$18.08	$37,606.40
Mechanic III	44	25-30 Months	$18.98	$39,486.72
	44	Meet Criteria Rate	$19.89	$41,371.20

Plant Operators

STEP PLAN	Pay Grade	Steps	Hourly	Annual
Plant Operator C	44	Start to 6 Months	$17.95	$37,336.00
	44	6 Month Rate	$18.90	$39,312.00
	44	Job Rate	$19.89	$41,371.20
Plant Operator B	45	Job Rate	$21.90	$45,552.00
Plant Operator A	46	Job Rate	$24.07	$50,065.60

Gas Service Technician

STEP PLAN	Pay Grade	Steps	Hourly	Annual
Service Technician I	43	Start to 6 Months	$15.55	$32,350.00
	43	6 Month Rate	$16.36	$34,023.06
	43	Meet Criteria Rate	$18.08	$37,606.40
Service Technician II	44	Start Rate	$18.98	$39,486.72
	44	Meet Criteria Rate	$19.89	$41,371.20

Recommendation 4- Create a process by which employees can more easily move through the salary ranges.

The design of salary ranges pegs the midpoint of the grade to the community average for the position. Therefore, an employee who is both experienced and proficient in the performance of the duties of the position should be able to progress through the salary range to attain, and even surpass, the midpoint of the salary range. The organization has acknowledged this concept by using the employees' position in the range as a factor in calculating the annual raises for employees. However, the amount of differentiation allowed is minimal when the across the board increases are in the 2%-3% range. This differentiation is also offset by increasing the salary range minimums and maximums to stay competitive in the labor market.

The result of this situation is that experienced employees are relatively low in the salary ranges, creating compression when trying to hire experienced new employees. This effect is most readily seen in the hiring of experienced IT people but affects other departments, as well.

As noted previously, the recommended salary schedule will result in the FPUA salary range minimums being 0.9% below the labor market averages and the salary range maximums will be 3.1% above the labor market averages. The midpoints are targeted at the average midpoints for the labor market and those midpoints are targeted at the average salaries for the positions in the respective grades.

The consultant modeled the current FPUA salaries in the recommended salary range structure. The results are as follows:

Range Position	Below Minimum	Minimum to Q1	Q1 to Midpoint	Midpoint to Q3	Q3 to Maximum
Number of Employees	29	91	76	48	3

The average length of service in the organization is 10.67 years. Given this experience level, a more bell-shaped distribution of salaries would normally be expected.

Many of the 29 employees falling below the new minimums are only slightly below. The total cost to bring the 29 employees up to the minimums will be $39,666.00. This can be done at the scheduled time for granting raises.

The consultant recommends more frequent raises for employees who fall below Q1 of their salary grades. Granting raises on a schedule that reflects the learning curve for the position would reward employees for becoming proficient in their jobs. Six or nine month raises would allow for more rapid movement through the lower end of the salary range.

Recommendation 5 – Implement an incentive plan for the Business Development Representative in Gas Operations. The incentive should be designed to reward success for bringing in new business, over and above the expected and normal growth of gas usage. It can be a combination of new business and expanded business from existing customers. The consultant recommends an incentive in the 5% - 7.5% range.

In conclusion, I would like to thank the management of FPUA for their cooperation and assistance in completing this salary study. Lois Wolfe's assistance has been especially appreciated. It has been a pleasure to work with her and the rest of the management team at FPUA.

Compensation Study Workshop

March 15, 2017

Salary Increases

- Annual pay increases
- Promotion to a new position in a higher pay grade
- Additional duties -- commensurate with amount of duties added to the position
- Progression in current position

Market Comparison Sample Positions

Grade	Position	Minimum (Min)			FPUA Actual Average Wage	Maximum (Max)		
		FPUA Min	Market			FPUA Max	Market	
			Median	Mean			Median	Mean
19	Engineering Coordinator	$17.64	$17.37	$19.21	$21.14	$28.23	$26.06	$28.97
16	Mechanic II	$14.61	$15.99	$16.21	$15.72	$23.38	$22.40	$23.32
14	Customer Service Representative	$12.88	$13.91	$14.03	$15.48	$20.61	$20.42	$20.80
Step	Lineman	$31.56	$28.34	$26.51	$33.06	$33.06	$33.94	$34.48

Market Comparison
Sample Positions Data Points

		Minimum					Maximum				
Grade	Position	FPUA	New Smyrna Beach	City of Olsdmar	City of Tallahassee	Winter Park	FPUA	New Smyrna Beach	City of Olsdmar	City of Tallahassee	Winter Park
19	Engineering Coordinator	$ 17.64	$ 22.03	$ 17.63	$ 15.55	$ 17.37	$ 28.23	$ 25.50	$ 23.80	$ 35.72	$ 26.06

		Minimum						Maximum					
Grade	Position	FPUA	New Smyrna Beach	City of Olsdmar	City of Tallahassee	Winter Park	City of Lakeland	FPUA	New Smyrna Beach	City of Olsdmar	City of Tallahassee	Winter Park	City of Lakeland
14	Customer Service Representative	$ 12.88	$ 15.61	$ 13.11	$ 11.57	$ 13.61	$ 12.06	$ 20.61	$ 18.07	$ 17.70	$ 26.55	$ 19.74	$ 18.71

		Minimum						Maximum					
Grade	Position	FPUA	New Smyrna Beach	City of Fort Myers	City of Sarasota	City of Stuart	City of Leesburg	FPUA	New Smyrna Beach	City of Fort Myers	City of Sarasota	City of Stuart	City of Leesburg
16	Mechanic II	$ 14.61	$ 21.19	$ 14.94	$ 15.99	$ 14.62	$ 13.44	$ 23.38	$ 24.53	$ 22.40	$ 20.37	$ 21.69	$ 21.34

		Minimum						Maximum					
Grade	Position	FPUA	New Smyrna Beach	Florida Power & Light	City of Tallahassee	Kissimmee Utility Authority	Vero Beach	FPUA	New Smyrna Beach	Florida Power & Light*	City of Tallahassee	Kissimmee Utility Authority	Vero Beach
Step	Lineman	$ 31.56	$ 28.34	$ 39.38	$ 30.57	$ 30.56	$ 31.05	$ 33.06	$ 32.81	$ 39.38	$ 35.45	$ 33.92	$ 32.88

FY2016 Comparative Budgeted Wage Increases

	% Increase	Awards
Florida Power & Light*	3.00%	
FPUA	3.00%	
City of Fort Pierce**	3.00%	
City of Port St. Lucie	3.40%	
St. Lucie County	3.00%	
Kissimmee Utility Authority	3.00%	+Merit
New Smyrna Beach	3.00%	
City of Vero Beach	3.00%	
Gainesville Regional Utilities	2.00%	
Bartow	2.00%	
Ocala	1.00%-2.00%	
Bushnell	2.00%	
City of Mount Dora	2.00%	+1% Merit
Bureau of Labor Statistics	↑1.8%	

*Contract increases for FY14 2.85%, FY15 3.00%, and FY16 3.00%

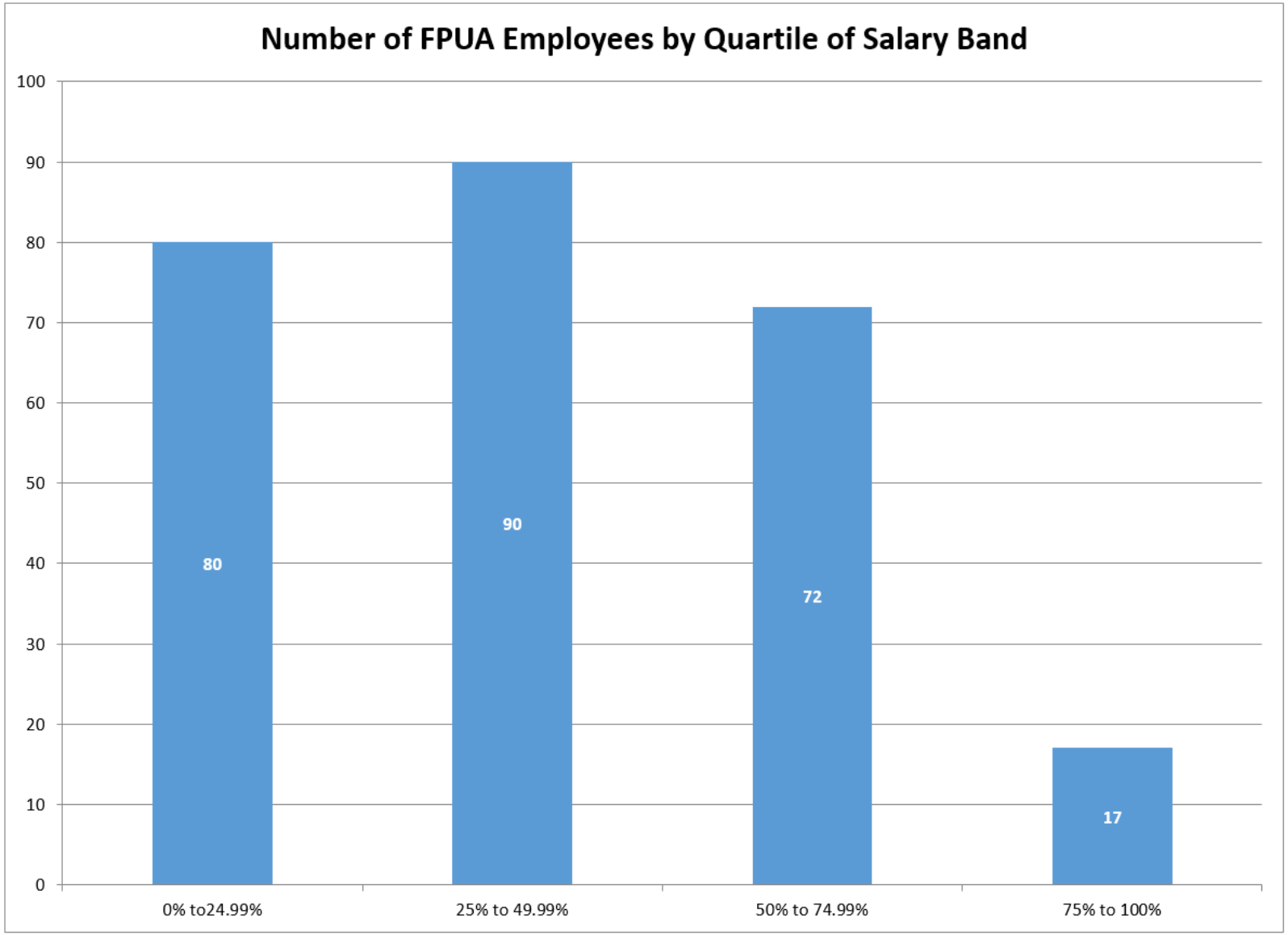
**3.00% increase was given on 10/1/2015 for non-bargaining units

Pay Grades & Ranges

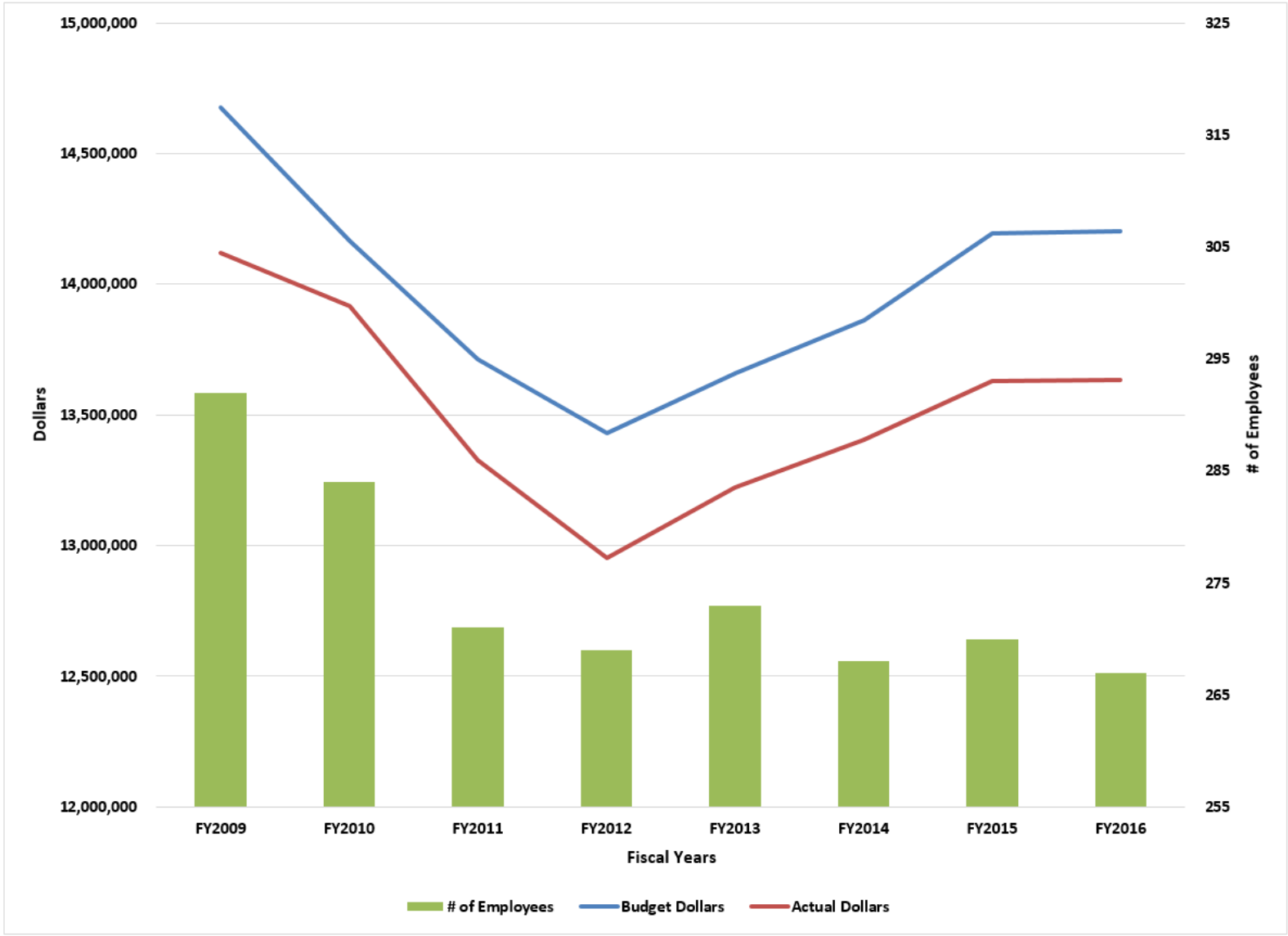
SALARY SCHEDULE

PAY GRADE	MINIMUM		MIDPOINT		MAXIMUM		No. of Employees
	Hourly	Annually	Hourly	Annually	Hourly	Annually	
12	11.35	23,608.00	14.76	30,700.80	18.16	37,772.80	1
13	12.09	25,147.20	15.72	32,697.60	19.35	40,248.00	16
14	12.88	26,790.40	16.75	34,840.00	20.61	42,868.80	21
15	13.72	28,537.60	17.84	37,107.20	21.96	45,676.80	20
16	14.61	30,388.80	19.00	39,520.00	23.38	48,630.40	19
17	15.56	32,364.80	20.23	42,078.40	24.90	51,792.00	2
18	16.57	34,465.60	21.55	44,824.00	26.52	55,161.60	42
19	17.64	36,691.20	22.94	47,715.20	28.23	58,718.40	11
20	18.79	39,083.20	24.43	50,814.40	30.07	62,545.60	23
21	20.01	41,620.80	26.02	54,121.60	32.02	66,601.60	19
22	21.31	44,324.80	27.71	57,636.80	34.10	70,928.00	14
23	22.70	47,216.00	29.51	61,380.80	36.32	75,545.60	5
24	24.17	50,273.60	31.43	65,374.40	38.68	80,454.40	26
25	25.75	53,560.00	33.48	69,638.40	41.20	85,696.00	3
26	27.42	57,033.60	35.65	74,152.00	43.88	91,270.40	5
27	29.20	60,736.00	37.96	78,956.80	46.72	97,177.60	4
28	31.10	64,688.00	40.43	84,094.40	49.76	103,500.80	6
29	33.12	68,889.60	43.06	89,564.80	53.00	110,240.00	3
30	35.27	73,361.60	45.86	95,388.80	56.44	117,395.20	1
31	37.57	78,145.60	48.85	101,608.00	60.12	125,049.60	0
32	40.01	83,220.80	52.02	108,201.60	64.02	133,161.60	4
33	42.61	88,628.80	55.40	115,232.00	68.18	141,814.40	0
34	45.38	94,390.40	59.00	122,720.00	72.61	151,028.80	3
35	48.33	100,526.40	62.83	130,686.40	77.33	160,846.40	1

Number of FPUA Employees by Quartile of Salary Band



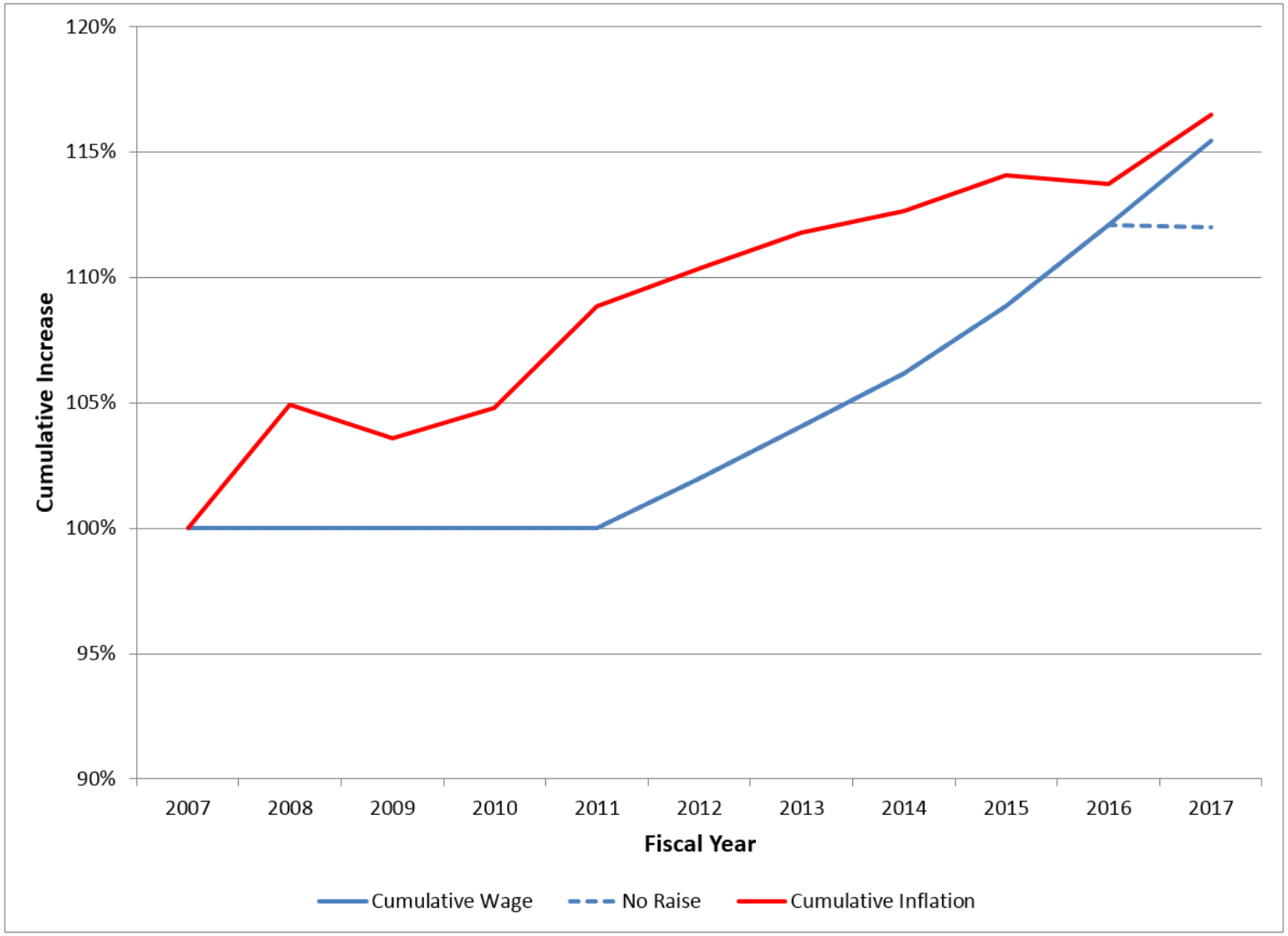
Salaries & Wages
Budget versus Actual



FPUA WAGE INCREASES

Year/Month	Percentage Increase
2008	0.00%
2009	0.00%
2010	0.00%
2011	0.00%
2012/April	2.00%
2013/April	2.00%
2014/March	2.03%
2015/March	2.52%
2016/April	3.00%
2017/March (budgeted for FY2017)	3.00%

FPUA Employees Wage Increases vs. Inflation



FY2017 Annual Increase

Approximate Costs for ½ of Fiscal Year:

	Costs
Lump Sum Payout (does not increase annual salary)	$8,939
	_____
½ of FY2017 Total	$192,720
Associated Benefits Increase (Retirement, FICA, LT Disab.)	$45,176
Paid for by FMPA for TCEC	($14,605)

Budgeted 3% Increase for ½ of FY2017 - $211,600

Recommendation

- Approve budgeted 3% Increase for the Second Half of FY2017
  - Funding
    - $211,600 -- Included in the FY2017 budget for second half of fiscal year
    - No impact to rates (*already accounted for in the five year rate sufficiency study*)
    - Treasure Coast Energy Center (TCEC) increase paid for by Florida Municipal Power Association (FMPA), ~$14,632
  - Effective 3/27/2017 for first payroll in April

Compensation Study

Report on the Compensation Study

Conducted for Fort Pierce Utilities Authority

PARILLA & ASSOCIATES

Ralph Parilla

Compensation Study

- Methodology
  - Positions review
  - Reduce salary grades and consolidate titles
  - Data was gathered from public sector:

Kissimmee Utilities Authority	Indian River County	City of Leesburg
City of Bushnell	Polk County	City of Lakeland
City of Daytona Beach	City of Ocala	City of Mount Dora
City of Gainesville	City of New Smyrna Beach	Palm Beach County
Charlotte County	St. Lucie County	

Compensation Study

Methodology (cont.)

- Unable to gather data from public sector:

City of Bartow	2014 pay study not complete, old salary ranges
City of Fort Pierce	Salary ranges date from 2005
City of Port St. Lucie	Recent study only accepted minimums of grades
City of Lake Worth	Salary study in progress
City of Clewiston	No response

- Data gathered from private sector

Compensation Study

- Job Title Consolidations

  Decreased the number of Job Titles from 120 to 106

Study Position Titles

POSITIONS AS OF OCTOBER, 2017

#	Job Titles	Steps
1	Accounting Technician	
2	Administrative Supervisor	
3	Administrative Warehouse Coordinator	
4	Assistant Controller	
5	Assistant Plant Manager	
6	Automotive Mechanic	
7	Billing Specialist	
8	Business Development Representative	
9	Construction/Maintenance Administrator	
10	Contract Program Manager	
11	Controller	
12	Crew Supervisor	
13	Customer Solutions Representative	
14	Customer Solutions Representative Sr.	
15	Customer Solutions Supervisor	
16	Customer Solutions Team Lead	
17	Customer Solutions/Communications Manager	
18	Development Officer	
19	Director of Electric & Gas Systems	
20	Director of Financial Services	
21	Director of Shared Services	
22	Director of Water/Wastewater Systems	
23	Distribution Foreman	
24	Distribution Mechanic	I, II, III
25	Drafting Technician	
26	Education Coordinator	
27	Electrical Engineer	
28	Electronic Meter Technician	
29	Electronic SCADA Technician	
30	Engineering Technician I	
31	Engineering Technician II	
32	Environmental Engineer	
33	Executive Assistant	
34	Facilities Specialist I	
35	Facilities Specialist II	
36	Facilities Superintendent	
37	Fleet Management Administrator	
38	FPUAnet Account Specialist	
39	FPUAnet Communications Manager	
40	Gas Operations & Energy Services Manager	
41	GIS Analyst	
42	GIS Manager	
43	GIS Technician I	
44	GIS Technician II	
45	Help Desk Technician	
46	Human Resources Manager	
47	Human Resources Specialist	
48	Industrial Pretreatment Program Specialist	
49	Industrial Pretreatment Program Supervisor	
50	Information Technology Procurement/Asset Administrator	
51	Information Technology Services Manager	
52	Instrument & Control Technician	
53	Instrumentation Controls Specialist	
54	Inventory Buyer Specialist	
55	Lab Coordinator	
56	Lead Instrumentation Controls Specialist	
57	Lead Operator Mechanic	
58	Line Specialist	
59	Maintenance Supervisor	
60	Marketing & Retailer	
61	Material/Warehouse Clerk	
62	Mechanic	I, II, III
63	Mechanic Welder	
64	Meter Installer & Remover	
65	Meter Reader	
66	Meter Reader Foreman	
67	Meter Technician	
68	MOEC Manager	
69	Motorshop Mechanic	
70	Network Administrator	
71	Network Engineer	
72	Network Supervisor	
73	Operations Superintendent	
74	Operations Supervisor	
75	Operator Mechanic	
76	Payroll Administrator	
77	Plant Foreman	
78	Plant Manager	
79	Plant Operator	A, B, C
80	Program Coordinator	
81	Projects Administrator	
82	Projects Coordinator	
83	Purchasing Program Manager	
84	Records Management Technician	
85	Safety Officer	
86	Senior Plant Operator	
87	Service Foreman	
88	Service Technician	I, II
89	Staff Assistant	
90	Substation Relay SCADA Technician	
91	Supervising Engineer	
92	Systems Analyst Supervisor	
93	Systems Operator	
94	Systems Programmer Analyst	
95	T&D Superintendent	
96	Technical Support Specialist	
97	Utilities Accountant	
98	Utilities Inspector	
99	Utilities Services Supervisor	
100	Utility Designer	
101	Utility Locator	
102	Warehouse Maintenance Specialist	
103	Wastewater Superintendent	
104	Water Distribution Superintendent	
105	Water Resources Superintendent	
106	Water/Wastewater Foreman	

Compensation Study

- Results of Analysis
  - Public Sector Comparison
  - Private Sector Comparison
- Recommendations

Compensation Study

Recommendation 1: New Pay Grades and Ranges

- 10% difference between grades
- 65% spread within each pay grade
- Reduction in the number of grades

Recommended Pay Grades and Ranges

SALARY SCHEDULE										
PAY	MINIMUM		1st QUARTILE		MIDPOINT		3rd QUARTILE		MAXIMUM	
GRADE	Hourly	Annually	Hourly	Annually	Hourly	Annually	Hourly	Annually	Hourly	Annually
40	$11.35	$23,600	$13.28	$27,625	$15.22	$31,650	$17.15	$35,675	$19.09	$39,700
41	$12.84	$26,700	$14.94	$31,075	$17.04	$35,450	$19.15	$39,825	$21.25	$44,200
42	$14.13	$29,400	$16.44	$34,200	$18.75	$39,000	$21.06	$43,800	$23.37	$48,600
43	$15.55	$32,350	$18.08	$37,613	$20.61	$42,875	$23.14	$48,138	$25.67	$53,400
44	$17.12	$35,600	$19.89	$41,375	$22.67	$47,150	$25.44	$52,925	$28.22	$58,700
45	$18.85	$39,200	$21.90	$45,550	$24.95	$51,900	$28.00	$58,250	$31.06	$64,600
46	$20.72	$43,100	$24.07	$50,075	$27.43	$57,050	$30.78	$64,025	$34.13	$71,000
47	$22.79	$47,400	$26.48	$55,075	$30.17	$62,750	$33.86	$70,425	$37.55	$78,100
48	$25.05	$52,100	$29.11	$60,550	$33.17	$69,000	$37.27	$77,450	$41.30	$85,900
49	$27.60	$57,400	$32.18	$66,925	$36.75	$76,450	$41.33	$85,975	$45.91	$95,500
50	$30.34	$63,100	$35.37	$73,575	$40.41	$84,050	$45.44	$94,525	$50.48	$105,000
51	$33.37	$69,400	$38.91	$80,925	$44.45	$92,450	$49.99	$103,975	$55.53	$115,500
52	$36.68	$76,300	$42.78	$88,975	$48.87	$101,650	$54.96	$114,325	$61.06	$127,000
53	$40.34	$83,900	$47.04	$97,850	$53.75	$111,800	$60.46	$125,750	$67.16	$139,700
54	$44.38	$92,300	$51.75	$107,650	$59.13	$123,000	$66.51	$138,350	$73.89	$153,700
55	$48.80	$101,500	$56.91	$118,375	$65.02	$135,250	$73.14	$152,125	$81.25	$169,000
56	$53.68	$111,650	$62.60	$130,213	$71.53	$148,775	$80.45	$167,338	$89.38	$185,900
57	$59.05	$122,815	$68.86	$143,236	$78.68	$163,658	$88.50	$184,079	$98.32	$204,500

Compensation Study

Recommendation 2: New Pay Grade Assignments

- Grade assignments
- Department Head meetings

Recommended Pay Grade Assignments

106	Pay Grades		Rate	
Job Titles	Old	New	Min	Max
CS Representative	13	41	$12.84	$21.25
Material/Warehouse Clerk	12	41	$12.84	$21.25
Meter Reader	13	41	$12.84	$21.25
Billing Specialist	13	42	$14.13	$23.37
CS Representative Sr.	14(8), 15(3), 16(2)	42	$14.13	$23.37
Facilities Specialist I	14	42	$14.13	$23.37
Marketing & Retailer	15	42	$14.13	$23.37
Meter Installer & Remover	15	42	$14.13	$23.37
Staff Assistant	15	42	$14.13	$23.37
Warehouse Maintenance Specialist	15	42	$14.13	$23.37
Accounting Technician	16	43	$15.55	$25.67
Business Development Representative	18	43	$15.55	$25.67
Distribution Mechanic	16	43	$15.55	$25.67
Facilities Specialist II	16	43	$15.55	$25.67
FPUAnet Account Specialist	18	43	$15.55	$25.67
Help Desk Technician	18	43	$15.55	$25.67
Mechanic	16	43	$15.55	$25.67
Service Technician	15	43	$15.55	$25.67
Administrative Warehouse Coordinator	18	44	$17.12	$28.22
CS Team Lead	19	44	$17.12	$28.22
Drafting Technician	17	44	$17.12	$28.22
Inventory Buyer Specialist	17	44	$17.12	$28.22
IT Procurement/Asset Administrator	18	44	$17.12	$28.22
Meter Technician	18	44	$17.12	$28.22
Payroll Administrator	18	44	$17.12	$28.22
Program Coordinator	18	44	$17.12	$28.22
Projects Coordinator (Facilities, T&D)	18	44	$17.12	$28.22
Records Management Technician	18	44	$17.12	$28.22
Utilities Inspector	19	44	$17.12	$28.22
Utility Locator	18	44	$17.12	$28.22
Automotive Mechanic	18	45	$18.85	$31.06
Construction/Maintenance Administrator	20	45	$18.85	$31.06
Development Officer	21	45	$18.85	$31.06
Education Coordinator	20	45	$18.85	$31.06
Electronic SCADA Technician	21	45	$18.85	$31.06
Engineering Technician I	21	45	$18.85	$31.06
Executive Assistant	20	45	$18.85	$31.06
GIS Technician I	19	45	$18.85	$31.06
Human Resources Specialist	20	45	$18.85	$31.06
Lab Coordinator	19	45	$18.85	$31.06
Meter Reader Foreman	19	45	$18.85	$31.06
Motorshop Mechanic	18	45	$18.85	$31.06
Plant Operator	19	45	$18.85	$31.06
Projects Administrator	19(1), 21(1)	45	$18.85	$31.06
Administrative Supervisor	21	46	$20.72	$34.13
CS Supervisor	22	46	$20.72	$34.13
Distribution Foreman	21	46	$20.72	$34.13

106	Pay Grades		Rate	
Job Titles	Old	New	Min	Max
Electronic Meter Technician	21	46	$20.72	$34.13
Engineering Technician II	21	46	$20.72	$34.13
Fleet Management Administrator	21	46	$20.72	$34.13
GIS Technician II	21	46	$20.72	$34.13
Instrument & Control Technician	23	46	$20.72	$34.13
IPP Specialist	18	46	$20.72	$34.13
Mechanic Welder	22	46	$20.72	$34.13
Operator Mechanic	21	46	$20.72	$34.13
Plant Foreman	20	46	$20.72	$34.13
Service Foreman	21	46	$20.72	$34.13
Utilities Accountant	20	46	$20.72	$34.13
Water/Wastewater Foreman	20	46	$20.72	$34.13
Contract Program Manager	23	47	$22.79	$37.55
IPP Supervisor	22	47	$22.79	$37.55
MOEC Manager	22	47	$22.79	$37.55
Purchasing Program Manager	23	47	$22.79	$37.55
Safety Officer	22	47	$22.79	$37.55
Senior Plant Operator	21	47	$22.79	$37.55
Technical Support Specialist	23	47	$22.79	$37.55
Utilities Services Supervisor	21	47	$22.79	$37.55
GIS Analyst	24	48	$25.05	$41.30
Instrumentation Controls Specialist	23	48	$25.05	$41.30
Lead Operator Mechanic	24	48	$25.05	$41.30
Line Specialist	24	48	$25.05	$41.30
Maintenance Supervisor	22	48	$25.05	$41.30
Network Administrator	24	48	$25.05	$41.30
Operations Supervisor	22	48	$25.05	$41.30
Substation Relay SCADA Technician	24	48	$25.05	$41.30
Systems Operator	24	48	$25.05	$41.30
Systems Programmer Analyst	25	48	$25.05	$41.30
Utility Designer	24	48	$25.05	$41.30
Assistant Controller	25	49	$27.60	$45.91
FPUAnet Communications Manager	24	49	$27.60	$45.91
Network Engineer	26	49	$27.60	$45.91
Crew Supervisor	26	50	$30.34	$50.48
Electrical Engineer	27	50	$30.34	$50.48
Environmental Engineer	27	50	$30.34	$50.48
GIS Manager	27	50	$30.34	$50.48
Lead Instrumentation Controls Specialist	26	50	$30.34	$50.48
Network Supervisor	28	50	$30.34	$50.48
Systems Analyst Supervisor	28	50	$30.34	$50.48
Assistant Plant Manager	29	51	$33.37	$55.53
Controller	26	51	$33.37	$55.53
CS/Communications Manager	26	51	$33.37	$55.53
Facilities Superintendent	27	51	$33.37	$55.53
Gas Operations & Energy Services Manager	30	51	$33.37	$55.53
Human Resources Manager	28	51	$33.37	$55.53

Recommended Pay Grade Assignments (cont.)

106	Pay Grades		Rate	
Job Titles	Old	New	Min	Max
Operations Superintendent	29	51	$33.37	$55.53
T&D Superintendent	29	51	$33.37	$55.53
Wastewater Superintendent	28	51	$33.37	$55.53
Water Distribution Superintendent	28	51	$33.37	$55.53
Water Resources Superintendent	28	51	$33.37	$55.53
Information Technology Services Manager	32	53	$40.34	$67.16
Plant Manager	32	53	$40.34	$67.16
Supervising Engineer	32	53	$40.34	$67.16
Director of Financial Services	34	55	$48.80	$81.25
Director of Shared Services	34	55	$48.80	$81.25
Director of Water/Wastewater Systems	34	55	$48.80	$81.25
Director of Electric & Gas Systems	35	56	$53.68	$89.38

Compensation Study

Recommendation 3: New Step Plan

- Job rate system for positions
- Steps progression criteria

Recommended Step Plan

Mechanics/Distribution Mechanics				
STEP PLAN	Pay Grade	Steps	Hourly	Annual
Mechanic I	43	Start to 6 Months	$15.55	$32,344.00
		Job Rate	$16.33	$33,966.40
Mechanic II		Job Rate	$18.08	$37,606.40
Mechanic III		Job Rate	$20.61	$42,868.80

Plant Operators				
STEP PLAN	Pay Grade	Steps	Hourly	Annual
Plant Operator C	45	Start to 6 Months	$18.85	$39,208.00
		Job Rate	$19.79	$41,163.20
Plant Operator B		Job Rate	$21.90	$45,552.00
Plant Operator A		Job Rate	$24.95	$51,896.00

Gas Service Technicians				
STEP PLAN	Pay Grade	Steps	Hourly	Annual
Service Technician I	43	Start to 6 Months	$16.33	$33,966.40
		Job Rate	$18.08	$37,606.40
Service Technician II		Job Rate	$20.61	$42,868.80

Compensation Study

Recommendation 4: Annual Increases

- Midpoints
  - Targeted at the average midpoints for labor market
  - Targeted at the average salaries for the positions in the respective pay grades
  - At a minimum, bring employees up to the minimum of the new pay grade
- Increases
  - Realign annually to coincide with budget process
  - Increases at budget approval would be for the entire fiscal year

Compensation Study

Approximate Costs:

Increases	Costs
Increase to Minimums	$41,558
Increase to Job Rate in New Step Plan	$136,312
FY2018 Annual Increase (3%)	$364,393
Associated Benefits (Retirement, FICA, LT Disab.)	$84,284
	($23,253)

Conclusion

Staff is recommending Board approval of the budgeted 3% wage increase (*in the amount of $211,600 for the second half of fiscal year 2017*) effective March 27, 2017.

Recommended salary adjustments from the Compensation Study will be included in the FY2018 budget for Board approval.