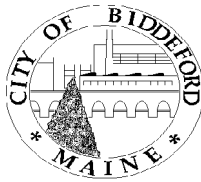


City of Biddeford
Personnel Committee
June 01, 2021 3:00 PM 205 Main Street

- 1. Call to Order**
- 2. Acceptance of Minutes**
 - 2.1. Acceptance of Minutes
[4_20_2021 Minutes.doc](#)
- 3. Discussion**
 - 3.1. Compensation Study
[6.1.21.personnel.committee.memo.pdf](#)
[analysis.wo.high&low.pdf](#)
[Current.fy21.payscale.pdf](#)
[reported.salaries.pdf](#)
[reported.salaries.wo.high.low.pdf](#)
[Suggested.revisions.FY21.payscale.pdf](#)
- 4. Adjourn**



PERSONNEL COMMITTEE MEETING

Tuesday April 20, 2021
Human Resources Department

3 PM
Minutes

ITEM 1 Call to order

Chair Councilor Michael Ready called the meeting to order at 3:01 PM with Councilor, Norman Belanger and Robert Quattrone Jr present. Also present were James Bennett, City Manager, Diana DePaolo, Human Resources Director, and Hillary Owens, Management Analyst. William Emhiser was absent.

ITEM 2 Acceptance of Minutes

Acceptance of 2/16/21 minutes

ITEM 3 Discussion

3.1 Compensation Review Update

City Manager Bennett reviewed the included pay study and it's rational.

ITEM 4 Other Business

No other business

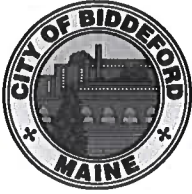
ITEM 5 Adjourn

Motion to adjourn 3:29

Personnel Committee Members:

Councilor Michael Ready, Chair
Councilor Norman Belanger
Councilor Robert Quattrone Jr.
Councilor William Emhiser

City of Biddeford, Maine



The Office of
City Manager

James A. Bennett

Email: jbennett@biddefordmaine.org

MEMORANDUM

TO:	Personnel Committee
FROM:	James A. Bennett, City Manager
DATE:	May 27, 2021
RE:	2021 Compensation Review: Phase I

In April, the Committee supported a detailed review of the current compensation policy. As envisioned currently, the review would include three separate reviews as outlined below:

- *Phase I:* review of comparable market salaries based strictly on the salaries paid to department heads.
- *Phase II:* review of all non-department head positions (non-union) based on preliminary changes in phase I
- *Phase III:* quality check of all positions, based on preliminary changes in the first two phases.
- *Phase IV:* this would be the implementation plan to actually make the changes that were considered in the three review stages. All adjustments would become finalized at this point and not prior.

Contained within is the first set of recommendations (Phase I) for making changes to the current compensation policy. It should be noted that the data and analysis is included.

The Recommendation (Phase I)

1. Eliminate the first step in the pay plan; making the pay plan a nine step plan instead of ten step plan.
2. Reclassify the intended years of historical (and positive performance) step criteria as follows:

STEP (OLD)	STEP (NEW)	OLD YEARS	NEW YEARS
A		0-2	ELIMINATED
B	A	3-5	0-3
C	B	6-8	4-6
D	C	9-11	7-9
E	D	12-14	10-12
F	E	15-17	13-16
G	F	18-21	16-20
H	G	22-25	21-25
I	H	26-30	26-30
J	I	OVER 30	OVER 30

205 Main Street

Biddeford, ME 04005

Phone: 207.284.9313

Fax 207.571.0678

The City of Biddeford is an equal opportunity provider. To file a complaint, write to
Diana Depaolo, Human Resource Director, 205 Main Street Biddeford, ME 04005, or call (207) 286-0593.

3. Add a new level S23 to the pay scale. The new level would be an additional five percent (5%) over S22. All payscales have a 5% differential between them.
4. Reclassify the following positions:
 - a. Finance Director (move from S22 to S23)
 - b. Fire Chief (move from S21 to S22)
 - c. Police Chief (move from S22 to S23)
 - d. Public Works Director (move from S22 to S23)
 - e. Recreation Director (move from S18 to S19)

With the exception of the Public Works Director, the level change is based on the market comparable. The PW Director suggestion is to recognize that Biddeford's position requires the oversight of the WWTP.

5. Move all incumbents in the positions to the next complete step on the scale.

The Methodology

The reported incumbent salaries were used to develop benchmarks for comparison against the adopted Biddeford pay scales. The specific benchmarks are 1st, 2nd, and 3rd quartiles, along with the highest. For each position, the lowest and highest pay was eliminated. This data was used to develop the recommendations.

Tuesday's Meeting

On Tuesday, it is my intention to review all of this in detail with a goal of having members obtaining understanding of the information. In addition, I plan to review the next steps and suggested time frames with the committee.

Data Included

The following spreadsheets are included:

1. Reported Salaries: Includes the benchmarks for each position and the current pay scale for the position.
2. Reported Salaries with elimination of lowest and highest reported salary.
3. Analysis (Without Highest and Lowest): the data reports the dollar and percentage difference between the market salaries and current payscale for each position.
4. The FY21 pay scale.
5. The suggested FY21 payscale.

Analysis (Without Highest and Lowest)

	1st Q	2nd Q	3rd Q	Highest
Assessor	\$ 87,828	\$ 92,700	\$ 103,741	\$ 109,400
City Clerk*	\$ 77,625	\$ 80,267	\$ 92,903	\$ 101,030
Code Enforcemnt Officer	\$ 76,763	\$ 80,000	\$ 86,800	\$ 90,898
Finance Director	\$ 100,797	\$ 105,600	\$ 110,904	\$ 119,722
Fire Chief	\$ 96,263	\$ 100,935	\$ 108,597	\$ 111,363
HR Director	\$ 81,199	\$ 87,315	\$ 93,998	\$ 102,336
DECD Director*	\$ 97,939	\$ 100,191	\$ 102,140	\$ 103,231
Police Chief	\$ 100,639	\$ 106,090	\$ 116,708	\$ 120,287
Public Works Director	\$ 94,095	\$ 105,482	\$ 111,670	\$ 117,000
Recreation Director	\$ 80,872	\$ 89,265	\$ 95,957	\$ 103,604

Level	Salary Range									
S21	\$84,005	\$86,630	\$89,255	\$92,930	\$96,605	\$98,705	\$100,805	\$104,743	\$108,681	\$110,855
S19	\$75,814	\$78,183	\$80,552	\$83,869	\$87,186	\$89,082	\$90,977	\$94,531	\$98,084	\$100,046
S18	\$72,023	\$74,274	\$76,525	\$79,676	\$82,827	\$84,627	\$86,428	\$89,804	\$93,180	\$95,044
S22	\$88,426	\$91,189	\$93,952	\$97,821	\$101,690	\$103,900	\$106,111	\$110,256	\$114,401	\$116,689
S21	\$84,005	\$86,630	\$89,255	\$92,930	\$96,605	\$98,705	\$100,805	\$104,743	\$108,681	\$110,855
S19	\$75,814	\$78,183	\$80,552	\$83,869	\$87,186	\$89,082	\$90,977	\$94,531	\$98,084	\$100,046
S21	\$84,005	\$86,630	\$89,255	\$92,930	\$96,605	\$98,705	\$100,805	\$104,743	\$108,681	\$110,855
S22	\$88,426	\$91,189	\$93,952	\$97,821	\$101,690	\$103,900	\$106,111	\$110,256	\$114,401	\$116,689
S22	\$88,426	\$91,189	\$93,952	\$97,821	\$101,690	\$103,900	\$106,111	\$110,256	\$114,401	\$116,689
S18	\$72,023	\$74,274	\$76,525	\$79,676	\$82,827	\$84,627	\$86,428	\$89,804	\$93,180	\$95,044

	Biddeford's Scale \$ Difference to Market			% Differenc		
Assessor	\$1,426.83	\$4,955.29	\$1,002.17	1.62%	5.35%	0.97%
City Clerk*	\$2,927.49	\$7,867.40	\$1,627.46	3.77%	9.80%	1.75%
Code Enforcemnt Officer	(\$238.39)	\$3,727.20	\$3,004.18	-0.31%	4.66%	3.46%
Finance Director	(\$6,844.92)	(\$2,804.65)	(\$648.30)	-6.79%	-2.66%	-0.58%
Fire Chief	(\$7,007.67)	(\$3,279.21)	(\$3,853.63)	-7.28%	-3.25%	-3.55%
HR Director	(\$646.42)	\$819.40	\$532.59	-0.80%	0.94%	0.57%
DECD Director*	(\$8,683.92)	(\$2,535.71)	\$2,603.17	-8.87%	-2.53%	2.55%
Police Chief	(\$6,686.04)	(\$3,294.96)	(\$6,452.03)	-6.64%	-3.11%	-5.53%
Public Works Director	(\$142.04)	(\$2,686.46)	(\$1,414.03)	-0.15%	-2.55%	-1.27%
Recreation Director	(\$4,347.14)	(\$5,537.30)	(\$6,152.82)	-5.38%	-6.20%	-6.41%

Current FY21 Pay Scale

<i>Level</i>	<i>A</i> <i>2 yrs or less</i>	<i>B</i> <i>3 to 5 yrs</i>	<i>C</i> <i>6 to 8 yrs</i>	<i>D</i> <i>9 to 11 yrs</i>	<i>E</i> <i>12 to 14 yrs</i>	<i>F</i> <i>15 to 17 yrs</i>	<i>G</i> <i>18 to 21 yrs</i>	<i>H</i> <i>22 to 25 yrs</i>	<i>I</i> <i>over 25 yrs</i>	<i>J</i> <i>over 30 yrs</i>	<i>Level</i>
S1	\$30,114	\$31,056	\$31,997	\$33,314	\$34,632	\$35,384	\$36,137	\$37,549	\$38,961	\$39,740	S1
S2	\$31,699	\$32,690	\$33,681	\$35,067	\$36,454	\$37,247	\$38,039	\$39,525	\$41,011	\$41,831	S2
S3	\$33,368	\$34,411	\$35,453	\$36,913	\$38,373	\$39,207	\$40,041	\$41,605	\$43,170	\$44,033	S3
S4	\$35,124	\$36,222	\$37,319	\$38,856	\$40,393	\$41,271	\$42,149	\$43,795	\$45,442	\$46,351	S4
S5	\$36,973	\$38,128	\$39,283	\$40,901	\$42,519	\$43,443	\$44,367	\$46,100	\$47,833	\$48,790	S5
S6	\$38,919	\$40,135	\$41,351	\$43,054	\$44,756	\$45,729	\$46,702	\$48,527	\$50,351	\$51,358	S6
S7	\$40,967	\$42,247	\$43,527	\$45,320	\$47,112	\$48,136	\$49,160	\$51,081	\$53,001	\$54,061	S7
S8	\$43,123	\$44,471	\$45,818	\$47,705	\$49,592	\$50,670	\$51,748	\$53,769	\$55,790	\$56,906	S8
S9	\$45,393	\$46,811	\$48,230	\$50,216	\$52,202	\$53,336	\$54,471	\$56,599	\$58,727	\$59,901	S9
S10	\$47,782	\$49,275	\$50,768	\$52,859	\$54,949	\$56,144	\$57,338	\$59,578	\$61,818	\$63,054	S10
S11	\$50,297	\$51,868	\$53,440	\$55,641	\$57,841	\$59,099	\$60,356	\$62,714	\$65,071	\$66,373	S11
S12	\$52,944	\$54,598	\$56,253	\$58,569	\$60,885	\$62,209	\$63,533	\$66,014	\$68,496	\$69,866	S12
S13	\$55,730	\$57,472	\$59,213	\$61,652	\$64,090	\$65,483	\$66,876	\$69,489	\$72,101	\$73,543	S13
S14	\$58,664	\$60,497	\$62,330	\$64,897	\$67,463	\$68,930	\$70,396	\$73,146	\$75,896	\$77,414	S14
S15	\$61,751	\$63,681	\$65,611	\$68,312	\$71,014	\$72,557	\$74,101	\$76,996	\$79,890	\$81,488	S15
S16	\$65,001	\$67,032	\$69,064	\$71,907	\$74,751	\$76,376	\$78,001	\$81,048	\$84,095	\$85,777	S16
S17	\$68,422	\$70,560	\$72,699	\$75,692	\$78,686	\$80,396	\$82,107	\$85,314	\$88,521	\$90,292	S17
S18	\$72,023	\$74,274	\$76,525	\$79,676	\$82,827	\$84,627	\$86,428	\$89,804	\$93,180	\$95,044	S18
S19	\$75,814	\$78,183	\$80,552	\$83,869	\$87,186	\$89,082	\$90,977	\$94,531	\$98,084	\$100,046	S19
S20	\$79,804	\$82,298	\$84,792	\$88,284	\$91,775	\$93,770	\$95,765	\$99,506	\$103,247	\$105,312	S20
S21	\$84,005	\$86,630	\$89,255	\$92,930	\$96,605	\$98,705	\$100,805	\$104,743	\$108,681	\$110,855	S21
S22	\$88,426	\$91,189	\$93,952	\$97,821	\$101,690	\$103,900	\$106,111	\$110,256	\$114,401	\$116,689	S22

Reported Salaries

Raw Data	Auburn	Augusta	Brunswick	Falmouth	Gorham	Kennebunk	Lewiston	OOB	Saco	Sanford	Scarborough	So. Portland	Waterville	Westbrook	Windham	York
Assessor	\$86,963	\$88,693				\$92,700	\$109,400	\$96,296	\$98,867		\$85,868	\$108,615	\$91,915		\$86,410	\$129,800
City Clerk	\$78,039	\$77,625	\$96,841	\$82,000	\$65,400	\$70,000	\$101,030		\$76,069	\$72,800	\$84,510		\$82,400	\$95,701	\$78,533	\$107,487
Code Enforcemnt Officer		\$76,500	\$90,898	\$77,553	\$70,000	\$80,000	\$93,366		\$84,600		\$66,500		\$68,900	\$81,058		\$89,000
Finance Director	\$106,121	\$53,770	\$99,395	\$108,500	\$104,066	\$104,338	\$123,435	\$87,927	\$101,615	\$100,525	\$115,274	\$119,722	\$76,939	\$110,282	\$105,078	\$112,772
Fire Chief	\$96,564	\$108,597	\$102,000	\$97,975	\$94,869	\$101,259	\$110,858	\$92,934	\$108,041	\$98,356	\$115,711	\$111,363	\$80,267	\$100,610	\$96,162	\$20,000
HR Director	\$84,957	\$122,948	\$72,613	N/A	\$79,014	\$83,384	N	\$69,264	N	\$89,672	\$89,918	\$102,336	\$70,013		\$96,161	\$93,277
DECD Director	\$103,231	\$115,190	\$90,880		\$97,188		\$101,049		\$100,191			\$94,790				
Police Chief	\$107,426	\$119,184	\$107,120	\$103,000	\$97,721	\$103,520	\$116,708	\$96,512	\$105,060	\$98,357	\$120,287	\$107,328 *	\$100,724	\$100,610	\$75,310	\$130,743
Public Works Director		\$92,000	\$87,386				\$105,963	\$79,000	107890	96,189	\$111,030	\$117,000	\$90,002	\$113,589	\$105,000	\$124,007
Recreation Director	\$82,000	79107	\$90,525	\$88,629	\$85,903	\$84,500	\$71,000	\$70,230	\$95,957	\$89,900	98800	103604	90000	\$80,000	\$83,488	\$110,282

Sorted Lowest to Highest

Assessor	\$85,868	\$86,410	\$86,963	\$88,693	\$91,915	\$92,700	\$96,296	\$98,867	\$108,615	\$109,400	\$129,800					
City Clerk	\$65,400	\$70,000	\$72,800	\$76,069	\$77,625	\$78,039	\$78,533	\$82,000	\$82,400	\$84,510	\$95,701	\$96,841	\$101,030	\$107,487		
Code Enforcemnt Officer	\$66,500	\$68,900	\$70,000	\$76,500	\$77,553	\$80,000	\$81,058	\$84,600	\$89,000	\$90,898	\$93,366					
Finance Director	\$53,770	\$76,939	\$87,927	\$99,395	\$100,525	\$101,615	\$104,066	\$104,338	\$105,078	\$106,121	\$108,500	\$110,282	\$112,772	\$115,274	\$119,722	\$123,435
Fire Chief	\$20,000	\$80,267	\$92,934	\$94,869	\$96,162	\$96,564	\$97,975	\$98,356	\$100,610	\$101,259	\$102,000	\$108,041	\$108,597	\$110,858	\$111,363	\$115,711
HR Director	\$69,264	\$70,013	\$72,613	\$79,014	\$83,384	\$84,957	\$89,672	\$89,918	\$93,277	\$96,161	\$102,336	\$122,948		N/A		
DECD Director	\$90,880	\$94,790	\$97,188	\$100,191	\$101,049	\$103,231	\$115,190									
Police Chief	\$75,310	\$96,512	\$97,721	\$98,357	\$100,610	\$100,724	\$103,000	\$103,520	\$105,060	\$107,120	\$107,328	\$107,426	\$116,708	\$119,184	\$120,287	\$130,743
Public Works Director	\$79,000	\$87,386	\$90,002	\$92,000	96,189	\$105,000	\$105,963	107890	\$111,030	\$113,589	\$117,000	\$124,007				
Recreation Director	\$82,000	\$70,230	\$71,000	79107	\$80,000	\$83,488	\$84,500	\$85,903	\$88,629	\$89,900	90000	\$90,525	\$95,957	98800	103604	\$110,282

	1st Q	2nd Q	3rd Q	Highest
Assessor	\$ 87,828	\$ 92,700	\$ 103,741	\$ 129,800
City Clerk*	\$ 76,458	\$ 80,267	\$ 92,903	\$ 107,487
Code Enforcemnt Officer	\$ 73,250	\$ 80,000	\$ 86,800	\$ 93,366
Finance Director	\$ 100,243	\$ 104,708	\$ 110,904	\$ 123,435
Fire Chief	\$ 95,839	\$ 99,483	\$ 108,180	\$ 115,711
HR Director	\$ 77,414	\$ 87,315	\$ 93,998	\$ 122,948
DECD Director*	\$ 95,989	\$ 100,191	\$ 102,140	\$ 115,190
Police Chief	\$ 100,047	\$ 104,290	\$ 109,747	\$ 130,743
Public Works Director	\$ 91,501	\$ 105,482	\$ 111,670	\$ 124,007
Recreation Director	\$ 81,500	\$ 87,266	\$ 91,883	\$ 110,282

Level	Salary Range									
S21	\$84,005	\$86,630	\$89,255	\$92,930	\$96,605	\$98,705	\$100,805	\$104,743	\$108,681	\$110,855
S19	\$75,814	\$78,183	\$80,552	\$83,869	\$87,186	\$89,082	\$90,977	\$94,531	\$98,084	\$100,046
S18	\$72,023	\$74,274	\$76,525	\$79,676	\$82,827	\$84,627	\$86,428	\$89,804	\$93,180	\$95,044
S22	\$88,426	\$91,189	\$93,952	\$97,821	\$101,690	\$103,900	\$106,111	\$110,256	\$114,401	\$116,689
S21	\$84,005	\$86,630	\$89,255	\$92,930	\$96,605	\$98,705	\$100,805	\$104,743	\$108,681	\$110,855
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S22	\$88,426	\$91,189	\$93,952	\$97,821	\$101,690	\$103,900	\$106,111	\$110,256	\$114,401	\$116,689
S18	\$72,023	\$74,274	\$76,525	\$79,676	\$82,827	\$84,627	\$86,428	\$89,804	\$93,180	\$95,044

Reported Salaries (Analysis Eliminates Highest and Lowest)

Raw Data	Auburn	Augusta	Brunswick	Falmouth	Gorham	Kennebunk	Lewiston	OOB	Saco	Sanford	Scarboroug	So. Portland	Waterville	Westbrook	Windham	York
Assessor	\$86,963	\$88,693				\$92,700	\$109,400	\$96,296	\$98,867		\$85,868	\$108,615	\$91,915		\$86,410	\$129,800
City Clerk	\$78,039	\$77,625	\$96,841	\$82,000	\$65,400	\$70,000	\$101,030		\$76,069	\$72,800	\$84,510		\$82,400	\$95,701	\$78,533	\$107,487
Code Enforcemnt Officer		\$76,500	\$90,898	\$77,553	\$70,000	\$80,000	\$93,366		\$84,600		\$66,500		\$68,900	\$81,058		\$89,000
Finance Director	\$106,121	\$53,770	\$99,395	\$108,500	\$104,066	\$104,338	\$123,435	\$87,927	\$101,615	\$100,525	\$115,274	\$119,722	\$76,939	\$110,282	\$105,078	\$112,772
Fire Chief	\$96,564	\$108,597	\$102,000	\$97,975	\$94,869	\$101,259	\$110,858	\$92,934	\$108,041	\$98,356	\$115,711	\$111,363	\$80,267	\$100,610	\$96,162	\$20,000
HR Director	\$84,957	\$122,948	\$72,613	N/A	\$79,014	\$83,384	N	\$69,264	N	\$89,672	\$89,918	\$102,336	\$70,013		\$96,161	\$93,277
DECD Director	\$103,231	\$115,190	\$90,880		\$97,188		\$101,049		\$100,191			\$94,790				
Police Chief	\$107,426	\$119,184	\$107,120	\$103,000	\$97,721	\$103,520	\$116,708	\$96,512	\$105,060	\$98,357	\$120,287	\$107,328	\$100,724	\$100,610	\$75,310	\$130,743
Public Works Director		\$92,000	\$87,386				\$105,963	\$79,000	107890	96,189	\$111,030	\$117,000	\$90,002	\$113,589	\$105,000	\$124,007
Recreation Director	\$82,000	79107	\$90,525	\$88,629	\$85,903	\$84,500	\$71,000	\$70,230	\$95,957	\$89,900	98800	103604	90000	\$80,000	\$83,488	\$110,282

Sorted Lowest to Highest

Assessor	\$85,868	\$86,410	\$86,963	\$88,693	\$91,915	\$92,700	\$96,296	\$98,867	\$108,615	\$109,400	\$129,800					
City Clerk	\$65,400	\$70,000	\$72,800	\$76,069	\$77,625	\$78,039	\$78,533	\$82,000	\$82,400	\$84,510	\$95,701	\$96,841	\$101,030	\$107,487		
Code Enforcemnt Officer	\$66,500	\$68,900	\$70,000	\$76,500	\$77,553	\$80,000	\$81,058	\$84,600	\$89,000	\$90,898	\$93,366					
Finance Director	\$53,770	\$76,939	\$87,927	\$99,395	\$100,525	\$101,615	\$104,066	\$104,338	\$105,078	\$106,121	\$108,500	\$110,282	\$112,772	\$115,274	\$119,722	\$123,435
Fire Chief	\$20,000	\$80,267	\$92,934	\$94,869	\$96,162	\$96,564	\$97,975	\$98,356	\$100,610	\$101,259	\$102,000	\$108,041	\$108,597	\$110,858	\$111,363	\$115,711
HR Director	\$69,264	\$70,013	\$72,613	\$79,014	\$83,384	\$84,957	\$89,672	\$89,918	\$93,277	\$96,161	\$102,336	\$122,948		N/A		
DECD Director	\$90,880	\$94,790	\$97,188	\$100,191	\$101,049	\$103,231	\$115,190									
Police Chief	\$75,310	\$96,512	\$97,721	\$98,357	\$100,610	\$100,724	\$103,000	\$103,520	\$105,060	\$107,120	\$107,328	\$107,426	\$116,708	\$119,184	\$120,287	\$130,743
Public Works Director	\$79,000	\$87,386	\$90,002	\$92,000	96,189	\$105,000	\$105,963	107890	\$111,030	\$113,589	\$117,000	\$124,007				
Recreation Director	\$82,000	\$70,230	\$71,000	79107	\$80,000	\$83,488	\$84,500	\$85,903	\$88,629	\$89,900	90000	\$90,525	\$95,957	98800	103604	\$110,282

	1st Q	2nd Q	3rd Q	Highest	Level	Salary Range										
Assessor	\$ 87,828	\$ 92,700	\$ 103,741	\$ 109,400	S21	\$84,005	\$86,630	\$89,255	\$92,930	\$96,605	\$98,705	\$100,805	\$104,743	\$108,681	\$110,855	
City Clerk*	\$ 77,625	\$ 80,267	\$ 92,903	\$ 101,030	S19	\$75,814	\$78,183	\$80,552	\$83,869	\$87,186	\$89,082	\$90,977	\$94,531	\$98,084	\$100,046	
Code Enforcemnt Officer	\$ 76,763	\$ 80,000	\$ 86,800	\$ 90,898	S18	\$72,023	\$74,274	\$76,525	\$79,676	\$82,827	\$84,627	\$86,428	\$89,804	\$93,180	\$95,044	
Finance Director	\$ 100,797	\$ 105,600	\$ 110,904	\$ 119,722	S22	\$88,426	\$91,189	\$93,952	\$97,821	\$101,690	\$103,900	\$106,111	\$110,256	\$114,401	\$116,689	
Fire Chief	\$ 96,263	\$ 100,935	\$ 108,597	\$ 111,363	S21	\$84,005	\$86,630	\$89,255	\$92,930	\$96,605	\$98,705	\$100,805	\$104,743	\$108,681	\$110,855	
HR Director	\$ 81,199	\$ 87,315	\$ 93,998	\$ 102,336	S19	\$75,814	\$78,183	\$80,552	\$83,869	\$87,186	\$89,082	\$90,977	\$94,531	\$98,084	\$100,046	
DECD Director*	\$ 97,939	\$ 100,191	\$ 102,140	\$ 103,231	S21	\$84,005	\$86,630	\$89,255	\$92,930	\$96,605	\$98,705	\$100,805	\$104,743	\$108,681	\$110,855	
Police Chief	\$ 100,639	\$ 106,090	\$ 116,708	\$ 120,287	S22	\$88,426	\$91,189	\$93,952	\$97,821	\$101,690	\$103,900	\$106,111	\$110,256	\$114,401	\$116,689	
Public Works Director	\$ 94,095	\$ 105,482	\$ 111,670	\$ 117,000	S22	\$88,426	\$91,189	\$93,952	\$97,821	\$101,690	\$103,900	\$106,111	\$110,256	\$114,401	\$116,689	
Recreation Director	\$ 80,872	\$ 89,265	\$ 95,957	\$ 103,604	S18	\$72,023	\$74,274	\$76,525	\$79,676	\$82,827	\$84,627	\$86,428	\$89,804	\$93,180	\$95,044	

Suggested Revisions to FY21 Pay Scale

<i>Level</i>	<i>A</i> <i>0 to 3 yrs</i>	<i>B</i> <i>4 to 6 yrs</i>	<i>C</i> <i>7 to 9 yrs</i>	<i>D</i> <i>10 to 12 yrs</i>	<i>E</i> <i>13 to 16 yrs</i>	<i>F</i> <i>16 to 20 yrs</i>	<i>G</i> <i>21 to 25 yrs</i>	<i>H</i> <i>over 25 yrs</i>	<i>I</i> <i>over 30 yrs</i>	<i>J</i> <i>Level</i>
S1	\$31,056	\$31,997	\$33,314	\$34,632	\$35,384	\$36,137	\$37,549	\$38,961	\$39,740	S1
S2	\$32,690	\$33,681	\$35,067	\$36,454	\$37,247	\$38,039	\$39,525	\$41,011	\$41,831	S2
S3	\$34,411	\$35,453	\$36,913	\$38,373	\$39,207	\$40,041	\$41,605	\$43,170	\$44,033	S3
S4	\$36,222	\$37,319	\$38,856	\$40,393	\$41,271	\$42,149	\$43,795	\$45,442	\$46,351	S4
S5	\$38,128	\$39,283	\$40,901	\$42,519	\$43,443	\$44,367	\$46,100	\$47,833	\$48,790	S5
S6	\$40,135	\$41,351	\$43,054	\$44,756	\$45,729	\$46,702	\$48,527	\$50,351	\$51,358	S6
S7	\$42,247	\$43,527	\$45,320	\$47,112	\$48,136	\$49,160	\$51,081	\$53,001	\$54,061	S7
S8	\$44,471	\$45,818	\$47,705	\$49,592	\$50,670	\$51,748	\$53,769	\$55,790	\$56,906	S8
S9	\$46,811	\$48,230	\$50,216	\$52,202	\$53,336	\$54,471	\$56,599	\$58,727	\$59,901	S9
S10	\$49,275	\$50,768	\$52,859	\$54,949	\$56,144	\$57,338	\$59,578	\$61,818	\$63,054	S10
S11	\$51,868	\$53,440	\$55,641	\$57,841	\$59,099	\$60,356	\$62,714	\$65,071	\$66,373	S11
S12	\$54,598	\$56,253	\$58,569	\$60,885	\$62,209	\$63,533	\$66,014	\$68,496	\$69,866	S12
S13	\$57,472	\$59,213	\$61,652	\$64,090	\$65,483	\$66,876	\$69,489	\$72,101	\$73,543	S13
S14	\$60,497	\$62,330	\$64,897	\$67,463	\$68,930	\$70,396	\$73,146	\$75,896	\$77,414	S14
S15	\$63,681	\$65,611	\$68,312	\$71,014	\$72,557	\$74,101	\$76,996	\$79,890	\$81,488	S15
S16	\$67,032	\$69,064	\$71,907	\$74,751	\$76,376	\$78,001	\$81,048	\$84,095	\$85,777	S16
S17	\$70,560	\$72,699	\$75,692	\$78,686	\$80,396	\$82,107	\$85,314	\$88,521	\$90,292	S17
S18	\$74,274	\$76,525	\$79,676	\$82,827	\$84,627	\$86,428	\$89,804	\$93,180	\$95,044	S18
S19	\$78,183	\$80,552	\$83,869	\$87,186	\$89,082	\$90,977	\$94,531	\$98,084	\$100,046	S19
S20	\$82,298	\$84,792	\$88,284	\$91,775	\$93,770	\$95,765	\$99,506	\$103,247	\$105,312	S20
S21	\$86,630	\$89,255	\$92,930	\$96,605	\$98,705	\$100,805	\$104,743	\$108,681	\$110,855	S21
S22	\$91,189	\$93,952	\$97,821	\$101,690	\$103,900	\$106,111	\$110,256	\$114,401	\$116,689	S22
S23	\$95,749	\$98,650	\$102,712	\$106,774	\$109,095	\$111,417	\$115,769	\$120,121	\$122,523	S23