

# **Compensation and Benefits Profile**

**for**

## **City of Ontario**

## **Department Heads**

**July 1, 2013**



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**Article I. ADMINISTRATION**

**Section 1.01 Covered Employee Classifications**

This profile covers employees in the following Department Head classifications.

Classification Listing	
Assistant City Clerk/Records Management Director	Library Director
Building Official	Management Services Director
Business Operations Director	Municipal Services Director
City Engineer	Museum Director
City Prosecutor	Planning Director
Code Enforcement Director	Police Administrative Director
Departmental Administrator	Revenue Services Director
Fiscal Services Director	Risk Management Director
Housing Director	Utilities Administrative Services Manager
Human Resources Director	

**Section 1.02 Terms and Conditions of Employment**

- A. The Department Head Compensation and Benefits Profile is a summary of benefits and compensation practices approved by the City Council to be applied on an ongoing basis. The provisions of this document apply to all employees appointed to the Department Head classifications listed in Section 1.01.
- B. This document sets forth policies and procedures to follow in implementing and administering this Department Head Compensation and Benefit program. The various sections and provisions of the Government Code, Municipal Code, Personnel Rules and Regulations, and “Employment Polices” in the City’s Online Policy Center in effect and applicable to the above mentioned classifications will remain in effect unless expressly superseded by provisions within this document.
- C. The terms and conditions of employment for Department Head employees may also be addressed in individual employment contracts. Such contracts are considered to be supplemental to this document to address terms and conditions of employment that may not be addressed in this document. However, if an individual’s employment contract is in conflict with this document, then the provisions of the contract will supersede the provisions of this document.
- D. Employees in Department Head classifications are considered to serve at the will and pleasure of the City Manager. The appointment of a person to a Department Head position will be made by the City Manager with the recommendation of the appropriate Agency Head.
- E. Employees in listed Department Head classifications are not represented by an employee organization. The terms and conditions of employment for these Department Head employees are provided in this Profile and/or employment contracts between the City and Department Head employees.

- F. The various forms of compensation and benefits described in this comprehensive document recognize that individuals in Department Head classifications should be compensated appropriately for exhibiting accountability, cost effectiveness, application of new technologies and maximizing the utilization of human, physical and fiscal resources to enhance the mission and future of the City; and for stimulating the development of people and methods which will facilitate the meeting of program goals and objectives.
- G. The Profile may be amended on a periodic basis by the City Manager. The impacts of amendments to the Profile shall not exceed the budget authorizations provided by the City Council.

## **Article II. COMPENSATION**

### **Section 2.01 Pay Plan and Benefits Review**

Salary and benefit levels will be reviewed on a periodic basis. Such review will contain comparisons with other similar agencies within the appropriate job market. Such comparisons will be one of the factors utilized to recommend competitive salary and benefit levels. Salary and benefit levels for individual positions may be adjusted from time to time, within the budget appropriation levels authorized by the City Council.

### **Section 2.02 Compensation Adjustments**

- A. Progression in the salary range for Department Head employees shall be based on the employee's performance. The employee's Agency Head shall be responsible for evaluating the employee's work performance and recommending any salary increases based on the employee's performance. Department Head employees will be evaluated annually.
- B. The salary ranges shall be increased for all Department Head classifications as follows:
  - 1. Effective January 12, 2014, base salary ranges shall increase by 3%.
  - 2. Effective July 13, 2014, base salary ranges shall increase by 4%.
  - 3. Effective July 12, 2015, base salary ranges shall increase by 3.5%.
- C. The Salary Range Table (Appendix A) is established to provide the minimum and maximum salary levels.

## **Article III. LEAVES – PAID AND UNPAID**

It is understood that there exists a variety of different circumstances and situations, which require the employee's absence from work. The following is a compilation of leaves for Department Head employees:

**Section 3.01 Holidays**

A. The following paid holidays will be observed on the day specified.

New Year's Day	January 1 <sup>st</sup>
Martin Luther King's Birthday	3 <sup>rd</sup> Monday in January
Presidents' Day	3 <sup>rd</sup> Monday in February
Memorial Day	Last Monday in May
Independence Day	July 4 <sup>th</sup>
Labor Day	1 <sup>st</sup> Monday in September
Columbus Day	2 <sup>nd</sup> Monday in October
Veteran's Day	November 11 <sup>th</sup>
Thanksgiving Day	4 <sup>th</sup> Thursday in November
Day After Thanksgiving Day	Day After 4 <sup>th</sup> Thursday in November
Christmas Eve	December 24 <sup>th</sup>
Christmas Day	December 25 <sup>th</sup>
New Year's Eve	December 31 <sup>st</sup>

B. Any holiday listed in provision 3.01 which falls on Sunday will be observed on the following Monday.

C. Any holiday which falls on an employee's regular day off shall be accrued as annual leave. The employee shall receive annual leave equal to their scheduled workday, not to exceed 10 hours per holiday, as follows:

1. Employees on an 8-hour per day work schedule shall receive 8 hours of annual leave.
2. Employees on a 4/10 work schedule shall receive 10 hours of annual leave.
3. Employees on a 9/80 work schedule shall receive compensation in accordance with their scheduled work day, as follows:
  - a. Employees shall receive the number of hours they were scheduled to work the day the holiday is observed (e.g. 9 or 8 hours).
  - b. If the holiday falls on the employee's regularly scheduled or "flex" day off, the employee shall receive 9 hours of annual leave.

D. At the City Manager's discretion, City Hall may be closed between and including Christmas Eve through New Year's Day. During this time, employees may use accrued annual leave or management leave to cover this period of closure.

**Section 3.02 Annual Leave**

A. The purpose of annual leave is to provide employees in the Department Head group the ability to accrue time for use in vacation, sick leave and personal leave

situations. Department Head employees do not accrue separate vacation or sick leave hours. Annual leave shall not be used:

1. to extend retirement or separation date;
2. for illness or injury arising from outside employment, for which the employee is receiving workers' compensation or disability payments from another employer.

B. Annual leave accrual rates will be based on year of service as follows:

<b>Year of Service</b>	<b>Annual Leave Hours Earned Per Year</b>
1 – 3	192
4	200
5 – 8	216
9 – 10	224
11	232
12	240
13	248
14	256
15	264
16+	272

1. Annual leave shall be accrued based on paid hours on a pro-rated basis. For example, if an employee is paid for 40 hours in an 80-hour pay period, the employee shall earn one-half of the normal accrual. Paid hours include regular work time, holiday, annual, management, bereavement, sick, personal, jury duty, military, and disciplinary leaves. It excludes amounts paid by any disability benefits, including short-term disability and workers' compensation.
2. The maximum annual leave balance shall be 800 hours. Employees shall not accrue annual leave above 800 hours.
3. Upon initial hire with the City, the City Manager may authorize a higher leave accrual rate.

C. **Conversion of Accumulated Vacation and Sick Leave to Annual Leave**

1. If an employee with accumulated vacation leave hours is promoted to a Department Head classification, all accumulated vacation leave hours shall be converted to annual leave hours.
2. If an employee with accumulated sick leave hours is promoted to a Department Head classification, the employee may, at the employee's option, convert up to 100 hours of sick leave to annual leave hours. Remaining accumulated sick leave hours will be retained only for use as leave for purposes described in Section 3.03.

3. Employees cannot convert “retained sick leave” to annual leave at any other time.
4. Upon promotion into the Department Head group, if the combination of retained sick and vacation leave hours results in an annual leave balance of more than 750 hours, any leave hours over 750 hours will be converted to compensation at the rate prior to promotion.

**D. Conversion of Annual Leave to Compensation**

1. Employees may convert a minimum of 8 hours and a maximum of 200 hours of annual leave hours to salary compensation twice each calendar year. The total number of hours converted per calendar year shall not exceed 200. Employees may not convert accumulated annual leave below a balance of 40 hours.
2. Conversion requests shall be submitted on City forms to Payroll. The deadlines for conversion requests are as follows:

Request Due Date	Payment
2 <sup>nd</sup> Friday in May	1 <sup>st</sup> payday in June
2 <sup>nd</sup> Friday in November	1 <sup>st</sup> payday in December

**Section 3.03 Use of Retained Sick Leave**

- A. Employees may utilize any retained sick leave balance for use as paid leave for:
  1. Any bona fide illness or injury;
  2. Quarantine due to exposure to contagious disease;
  3. Any treatment or examination including, but not limited to, medical, dental or ocular;
  4. Death in the immediate family;
  5. Conversion to PERS Service Credit.
- B. A City employee is not entitled to use retained sick leave for illness or injury arising out of employment, other than employment for the City, for monetary gain or other compensation, or by reason of engaging in business or activity for monetary gain or other compensation.
- C. Employees are not eligible to use retained sick leave for donations to catastrophic leave programs.
- D. All determinations of retained sick leave usage will be made by the Agency Head concerned, subject to the approval of the Human Resources Director.

**Section 3.04 Management Leave**

Employees accrue 40 hours of management leave at the first pay period ending in January. Employees hired or promoted after that date shall receive a prorated amount of such leave. Such leave may only be utilized as time off during the calendar year. Any remaining hours will not carry over to the succeeding calendar year. Such leave will not convert to compensation upon separation from employment. Employees will not use management leave to extend retirement or separation date.

**Section 3.05 Personal Leave**

An employee may use up to three working days of retained sick leave per calendar year as paid personal leave, provided an emergency or other urgent and justifiable cause is presented at the time the request is made. Additional leave may be authorized by the City Manager from any leave accrued, or without pay.

**Section 3.06 Bereavement Leave**

Employees receive three working days of paid leave for bereavement purposes upon the death of a member of the employee's immediate family (defined as spouse, children, parents, brother, sister, grandfather, grandmother, grandchild, mother-in-law, father-in-law, step-father, step-mother, step-children or any person who the employee has been assigned legal custody, or others required by Family Code Section 297 or successor legislation). Employees may receive an additional two working days of paid leave if the deceased family member resided outside the state boundaries or in excess of 250 miles from the employee's home at time of death.

**Section 3.07 Compensatory Leave**

Department Head employees are not eligible to accrue compensatory time. Any employee who is promoted to the Department Head Group will be required to convert any accrued balance of compensatory time to compensation at the rate of pay prior to the promotion.

**Section 3.08 Family Medical Care Leaves**

- A. Family Leave shall be granted in accordance with the California Rights Act of 1991 and the Family and Medical Leave Act of 1993, and any modified provisions and interpreted regulations for those respective statutes.
- B. Maternity, Paternity and Family Medical Care Leave of up to 12 weeks shall be granted in accordance with FMLA and CFRA statutes.
- C. Employees may utilize up to six weeks of retained sick leave for leaves of absence for care of family members that fall under the provisions of the FMLA and CFRA. This sick leave may be in addition to any other paid or unpaid leave, which may be granted under the provisions of FMLA and CFRA. This sick leave shall be used prior to the unpaid leave provisions of FMLA and CFRA.
- D. Employees on any type of leave are required to use all eligible leave accruals, or the number of hours for full integration if integrating with disability programs, up to 80 hours per pay period. Employees are not permitted to take time off without pay if eligible leave accruals are available. Eligible leave accruals include, but are not limited to, annual leave and management leave for any purpose, and retained sick leave accruals if used for qualified medical, bereavement, or personal reasons as defined in this Article.

**Section 3.09 Catastrophic Leave**

The City agrees to permit employees within the Department Head Group to contribute a portion of their accrued annual leave to another employee when such employee has suffered a catastrophic injury or illness. Employees may receive donations from other employees. For such transfers to take place the following conditions shall apply:

- A. The Human Resources Department shall review all requests from the receiving employee to determine eligibility for catastrophic leave prior to the receiving employee or his/her Department requesting donations.
- B. Catastrophic injury or illness as used in this provision is defined as an unforeseen or sudden unexpected illness or injury requiring immediate attention.
- C. The receiving employee has been absent from work for at least 40 hours due to the catastrophic injury or illness, has exhausted all accrued leave time, and is therefore facing financial hardship.
- D. The receiving employee must participate in any City disability benefits for which the employee is eligible (e.g. short-term disability, long-term disability, or workers' compensation).
- E. The total number of hours that can be donated to the receiving employee from all contributing employees combined shall not exceed 520 hours within 26 consecutive pay periods.
- F. The contributing employee must have at least 96 hours of annual leave remaining after such contribution. The leave application rate shall be based on the contributing employee's dollar value, which shall be adjusted proportionally to the receiving employee's rate.
- G. The transfers must be in whole hour increments. Donations shall be transferred in accordance with the recipient's needs. Department Head Unit employees may not donate retained sick leave.
- H. Once the leave has been transferred from the donating employee to the receiving employee, the transfer is irrevocable. Transfers shall be subject to all taxes required by law.
- I. Requests and transfers shall be made on a form prescribed by the Human Resources Department.

### **Section 3.10 Jury Duty**

- A. In the event any full-time employee is duly summoned to any court during his/her scheduled working hours for the purpose of performing jury service or serving as a witness, except in cases where the employee is a plaintiff, petitioner, defendant, respondent, or appellant; the employee shall be released from his/her regular duties with pay. Any fees for the performance of such service, excepting mileage or subsistence allowances, shall be remitted to the City.
- B. Any employee called for jury duty in Rancho Cucamonga must return to work if dismissed before 3:00 pm. If the employee is called to San Bernardino, he or she must return to work if dismissed by 2:00 pm. Upon return from jury duty, the employee shall present a certificate of service to his/her Agency Head.
- C. This section shall not apply when an employee is summoned or otherwise required to appear in court in the course of City business.

**Article IV. BENEFITS**

**Section 4.01 Health Insurance Contribution**

The City will contribute up to a maximum of \$300 per month toward health insurance premiums for active and retired employees.

**Section 4.02 Insurance**

A. Fringe Benefit Contributions – Medical, Dental, and Vision

Full-time active employees shall be entitled to a monthly fringe benefit contribution as follows, inclusive of the amount in Section 4.01, to purchase medical, dental, and vision insurance. All changes are effective the first paycheck in January.

Benefit	Benefit Status	January 2013	January 2014	January 2015	January 2016
<b>Medical</b>	Waived coverage on or after September 1, 2004 (includes all new employees)	\$400	\$420	\$420	\$420
	Waived coverage before September 1, 2004	\$465	\$485	\$485	\$485
	Single Coverage	\$636	\$675	\$720	\$765
	Two-party Coverage	\$797	\$890	\$990	\$1090
	Family Coverage	\$977	\$1100	\$1230	\$1380
<b>Dental</b>	All	Actual basic premium for employee and dependents			
<b>Vision</b>	All	Actual basic premium for employee and dependents			

B. Enrollment Requirements

1. Eligible employees are required to enroll in a medical plan. Employees may waive enrollment in a City medical plan if they provide proof of alternate group coverage. Employees who waive or enroll in a medical plan that costs less than the medical contribution in Section 4.02(A) may use the excess amounts toward the purchase of dental and/or vision insurance or receive the excess amount in cash.
2. Eligible employees may enroll in a City dental plan. Employees who do not enroll in a City dental plan are not eligible to receive the contribution toward premiums for the basic dental plans referenced in Section 4.02(A).
3. Eligible employees may enroll in a City vision plan. Employees who do not enroll in a City vision plan are not eligible to receive the contribution toward the premium for the basic vision plan referenced in Section 4.02(A).

C. Eligibility Requirements

1. Employees must be full-time (i.e. scheduled for a minimum of 40 hours per week) and be in a paid status for a minimum of 15 hours per pay period to be eligible for the benefits of Section 4.02. Paid status includes hours paid for:

regular work time, annual leave, management leave, bereavement leave, retained sick leave, jury duty leave, personal leave, paid military leave, disciplinary leave and paid holidays. It does not include amounts paid by any other disability benefits.

2. The City Manager may authorize, at his/her sole discretion, continuation of benefits for employees that do not have 15 hours of pay for a limited period of time. As defined under the Family Medical Leave Act of 1993 (FMLA), the City may determine that some unit employees may fall under the criteria of a “key” employee. If not a key employee, health benefits shall be continued as required by law for leave taken pursuant to FMLA.
3. Employees who have leave balances must use all leave accruals available each pay period up to 80 hours, or up to the amount needed to reach 80 hours when combined with disability and workers’ compensation payments.

D. Excess Fringe Benefit Contributions

Any fringe benefit amount available after all required enrollment in medical, dental, and vision plans will be paid to the employee in cash. The employee can defer this amount to deferred compensation subject to plan provisions.

E. Disability

The City shall pay the premium for the City's Disability Insurance Program.

F. Life and Accidental Death & Dismemberment Insurance

Employees shall be covered by the City’s group term life insurance and accidental death and dismemberment (AD & D) insurance plan. The City will pay the premiums for life insurance coverage amounts of \$51,000 for basic life and \$54,000 for accidental death and dismemberment policies.

### **Section 4.03 Flexible Spending Accounts**

The City will offer Flexible Spending Accounts (FSA) to all unit employees. An FSA allows an employee to make pre-tax deductions for qualifying medical, dental and vision expenses, and dependent care expenses. The plan is established and administered in accordance with Section 125 of the Internal Revenue Service code.

### **Section 4.04 Deferred Compensation**

Employees are eligible to participate in a Section 457(b) deferred compensation plan as provided for in State and Federal Tax codes. The City will contribute \$225 per month for all Department Head employees. Employees may contribute additional deferred compensation to the plan in accordance with plan provisions.

The City will establish a separate Section 401(a) money purchase plan for employer contributions. Upon establishment of the new Section 401(a) plan, the \$225 per month contribution will be made to the Section 401(a) plan instead of the Section 457(b) deferred compensation plan. Employees may continue to voluntarily participate in the Section 457(b) deferred compensation plan.

### **Section 4.05 Employee Assistance Program**

The City offers an employees’ assistance program for all members of this group. Confidentiality regarding employee use of this program will be maintained in full compliance with State and Federal Regulations.

### **Section 4.06 Tuition Reimbursement**

To provide encouragement for all unit employees to continue educational development, specified employees shall be eligible for reimbursement of tuition expenses. The City shall reimburse an eligible employee for the cost of tuition for academic and continuing education courses that are determined to be job-related and subject to the following conditions:

- A. Full-time employees are eligible.
- B. The determination that the course is job related shall be made by the employee's Agency Head.
- C. The course shall provide college-level or professional continuing education credit from an accredited educational institution.
- D. The employee is not eligible for assistance from any other source.
- E. Submission and approval of the request for reimbursement must be completed at least 30 calendar days prior to the start date of the course.
- F. Tuition is the only expense that shall be reimbursable. No reimbursement shall be made for lab fees, books, travel costs, etc.
- G. Classes shall not interfere with the employee's normal work hours. Any exceptions must be approved by the employee's Agency Head.
- H. Certification of completion of the course with a passing grade must be obtained and submitted within 60 calendar days after completion of the course.
- I. The maximum reimbursement amount paid to an eligible employee shall not exceed \$800 per calendar year.

Tuition reimbursement requests shall be submitted to the employee's Agency Head for a determination that the course is job-related. After such determination is made, the Agency Head shall forward the request to the Human Resources Department for processing. The Human Resources Department shall be responsible for notifying the employee of the disposition of the request prior to the start date of the course. Proof of payment and proof of completion shall be submitted to the Human Resources Department. Reimbursement shall be made within 30 calendar days following the receipt of proof of payment amount and proof of completion.

### **Section 4.07 Auto Allowance**

The City may assign a City-owned vehicle to an employee for use on City business or the City may provide a monthly allowance of up to a maximum \$217 for an employee that is regularly required to use his/her private vehicle on City business. The City Manager may adjust such stipend in accordance with levels of activity and operational necessity.

If assigned, a City-owned vehicle may be used by employee for City business and for commuting to and from the employee's residence. City shall incur all costs related to the provision of the vehicle, including maintenance and insurance. Employee shall be responsible for ensuring that City's vehicle is appropriately secured when parked at the employee's residence. Employee acknowledges that City is required to report the value of the provided vehicle as income as required by applicable Internal Revenue Service regulations and tax laws.

**Section 4.08 Meal Reimbursement**

An employee may request reimbursement for meals consumed after regular work hours when such employee is required by the Agency Head to attend City Council meetings and city commission meetings that are in addition to those regularly scheduled. The limit for reimbursement shall be \$12 and only actual expenses will be reimbursed. Requests will be submitted on the City’s reimbursement form through established channels and must include receipts verifying the expense.

**Article V. RETIREMENT – END OF SERVICE**

**Section 5.01 CalPERS Contribution**

A. Classic Member

1. A classic member is defined as an employee who meets the definition of a “classic” member for purposes of retirement pension benefits in accordance with the Public Employees Pension Reform Act of 2013. Generally, this includes employees that were hired before January 1, 2013 in the California Public Employees Retirement System (CalPERS) or a reciprocal retirement system with no break in service longer than six months. CalPERS ultimately determines who is a classic member in compliance with the law.
2. Classic employees shall be eligible for the 2.5% @ 55 Full and Modified Formula for Local Miscellaneous Members including integration with Social Security. This also includes the optional benefit of Government Code Section 20042, Highest Single Year.
3. The City shall pay on behalf of the employee a portion of the employee’s required contribution as follows:

Effective Date	City Payment toward Employee’s Share	Employee’s Contribution toward Employee’s Share
Current	8%	None
January 12, 2014	6%	2%
July 13, 2014	4%	4%
July 12, 2015	1.75%	6.25%

B. New Member

1. A new member is defined as an employee who meets the definition of a “new” member for purposes of retirement pension benefits pursuant to the Public Employees Pension Reform Act of 2013. Generally, this includes employees that were hired into a regular position on or after January 1, 2013 or former members who have more than a six-month break in service. CalPERS ultimately determines who is a new member in compliance with the law.
2. New Members shall be eligible for the 2% @ 62 Formula for Local Miscellaneous Members including integration with Social Security.

3. The employee contribution for new members shall be one-half the normal cost, as determined by CalPERS. As of July 2013, the required employee contribution for new members is 6.25%. This amount will be adjusted periodically by CalPERS.

C. Optional Benefits for Classic and New Members

The City's contract with the Public Employees' Retirement System includes the following optional benefits for both classic and new members:

1. Section 20903 – Two Years Additional Service Credit
2. Section 20965 – Sick Leave Credit
3. Section 21024 – Military Service Credit
4. Section 21037 – Cancel Payment for Optional Service Credit upon Retirement for Disability
5. Section 21548 – Pre-Retirement Optional Settlement Death Benefit

**Section 5.02 Employee Severance Compensation**

In recognition that employees serve at the will and pleasure of the City Manager, the City Manager may offer employment severance pay to terminating employees. The period of such severance compensation shall be determined by the City Manager and may be included in the terms of a contractual agreement between the employee and the City made at the time the individual is hired or promoted.

**Article VI. FINAL SIGNATURE**

All provisions set forth in this Profile are hereby effective the 1<sup>st</sup> day of July 2013.

<b>City of Ontario</b>

<b>Chris Hughes</b> City Manager

## APPENDIX A - SALARY RANGE TABLE

July 1, 2013 - Department Head Compensation and Benefits Profile

		Approximate Salaries*			
		July 14, 2013 Monthly Rate	January 12, 2014 Monthly Rate	July 13, 2014 Monthly Rate	July 12, 2015 Monthly Rate
<b>Assistant City Clerk/Records Management Director</b>	Min	\$7,363.06	\$7,583.96	\$7,887.31	\$8,163.37
	Max	\$8,949.85	\$9,218.34	\$9,587.08	\$9,922.62
<b>Building Official</b>	Min	\$9,578.48	\$9,865.83	\$10,260.46	\$10,619.58
	Max	\$11,643.15	\$11,992.45	\$12,472.14	\$12,908.67
<b>Business Operations Director</b>	Min	\$8,087.13	\$8,329.75	\$8,662.94	\$8,966.14
	Max	\$9,829.96	\$10,124.85	\$10,529.85	\$10,898.39
<b>City Engineer</b>	Min	\$11,006.22	\$11,336.41	\$11,789.87	\$12,202.51
	Max	\$13,378.13	\$13,779.47	\$14,330.65	\$14,832.23
<b>City Prosecutor</b>	Min	\$8,754.61	\$9,017.24	\$9,377.93	\$9,706.16
	Max	\$10,641.87	\$10,961.13	\$11,399.58	\$11,798.56
<b>Code Enforcement Director</b>	Min	\$8,337.72	\$8,587.85	\$8,931.36	\$9,243.96
	Max	\$10,135.12	\$10,439.17	\$10,856.74	\$11,236.72
<b>Departmental Administrator</b>	Min	\$8,087.13	\$8,329.75	\$8,662.94	\$8,966.14
	Max	\$9,829.96	\$10,124.85	\$10,529.85	\$10,898.39
<b>Fiscal Services Director</b>	Min	\$8,337.72	\$8,587.85	\$8,931.36	\$9,243.96
	Max	\$10,135.12	\$10,439.17	\$10,856.74	\$11,236.72
<b>Housing Director</b>	Min	\$7,977.97	\$8,217.31	\$8,546.00	\$8,845.11
	Max	\$9,698.58	\$9,989.54	\$10,389.12	\$10,752.74
<b>Human Resources Director</b>	Min	\$9,135.38	\$9,409.45	\$9,785.82	\$10,128.33
	Max	\$11,105.19	\$11,438.35	\$11,895.88	\$12,312.24
<b>Library Director</b>	Min	\$8,337.72	\$8,587.85	\$8,931.36	\$9,243.96
	Max	\$10,135.12	\$10,439.17	\$10,856.74	\$11,236.72
<b>Management Services Director</b>	Min	\$7,363.06	\$7,583.96	\$7,887.31	\$8,163.37
	Max	\$8,949.85	\$9,218.34	\$9,587.08	\$9,922.62
<b>Municipal Services Director</b>	Min	\$8,087.13	\$8,329.75	\$8,662.94	\$8,966.14
	Max	\$9,829.96	\$10,124.85	\$10,529.85	\$10,898.39
<b>Museum Director</b>	Min	\$5,537.64	\$5,703.76	\$5,931.91	\$6,139.53
	Max	\$6,731.24	\$6,933.18	\$7,210.50	\$7,462.87
<b>Planning Director</b>	Min	\$10,057.79	\$10,359.52	\$10,773.91	\$11,150.99
	Max	\$12,225.30	\$12,592.06	\$13,095.75	\$13,554.10
<b>Police Administrative Director</b>	Min	\$8,087.13	\$8,329.75	\$8,662.94	\$8,966.14
	Max	\$9,829.96	\$10,124.85	\$10,529.85	\$10,898.39
<b>Revenue Services Director</b>	Min	\$7,363.06	\$7,583.96	\$7,887.31	\$8,163.37
	Max	\$8,949.85	\$9,218.34	\$9,587.08	\$9,922.62
<b>Risk Management Director</b>	Min	\$7,598.07	\$7,826.01	\$8,139.05	\$8,423.91
	Max	\$9,236.74	\$9,513.84	\$9,894.40	\$10,240.70
<b>Utilities Administrative Services Manager</b>	Min	\$8,087.13	\$8,329.75	\$8,662.94	\$8,966.14
	Max	\$9,829.96	\$10,124.85	\$10,529.85	\$10,898.39

\*Actual rates will be calculated by the City's payroll system to the 6th decimal place.