




DATE SUBMITTED 3/27/2019
 SUBMITTED BY CITY MANAGER'S OFFICE
 DATE ACTION REQUIRED 4/3/2019

COUNCIL ACTION (X)
 PUBLIC HEARING REQUIRED ()
 RESOLUTION ()
 ORDINANCE 1ST READING ()
 ORDINANCE 2ND READING ()
 CITY CLERK'S INITIALS ()

**IMPERIAL CITY COUNCIL
 AGENDA ITEM**

SUBJECT: DISCUSSION/ACTION: CLASSIFICATION AND COMPENSATION STUDY 1. ACCEPTANCE OF CPS HR CONSULTING CLASSIFICATION AND COMPENSATION STUDY FINAL REPORT.	
DEPARTMENT INVOLVED: CITY MANAGER'S OFFICE	
BACKGROUND/SUMMARY: City Staff is requesting the review and acceptance of the CPS HR Consulting Classification and Compensation Study Final Report. Please see the attached documentation for more information.	
FISCAL IMPACT: To Be Determined during the 2019-2020 Budget Process <i>Implementation of salary changes and job descriptions subject to the Meet & Confer process with the City's bargaining units.</i>	FINANCE INITIALS 
STAFF RECOMMENDATION: It is staff's recommendation for the City Council to accept the final report. Please note, accepting this report does not commit the City Council to implementing changes as suggested.	DEPT. INITIALS 
MANAGER'S APPROVAL:	CITY MANAGER'S INITIALS 
MOTION:	
SECONDED: AYES: NAYES: ABSENT:	APPROVED () REJECTED () DISAPPROVED () DEFERRED () REFERRED TO:

January 18, 2019

Private and Confidential

City of Imperial
Final Report
Classification and Compensation
Report

SUBMITTED BY:

Jennifer Ramos

Classification and

Compensation Manager

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Classification Study Overview

Approach and Methodology

The classification study provided a detailed review of each of approximately 42 classifications and approximately 75 employees included in the study. The program was initiated through meetings with all study participants to distribute a position information questionnaire and explain the purpose and intent of the study. Each participant completed a position information questionnaire and submitted the completed form to the immediate supervisor who approved the content of the questionnaire prior to the review by our consultants. Our consultants reviewed the completed questionnaires and conducted interviews with at least one incumbent in each classification. Interviews generally lasted 30 minutes and focused on clarification of questionnaire information and expansion of questionnaire responses.

Our consultants then prepared initial class descriptions using a revised format which placed the typical duties and responsibilities in a "menu" or listing format. Preliminary class descriptions, prepared by our consultants, were then submitted to the incumbents for review. This phase of the report is considered the feedback or review phase. We received several suggestions for change to the descriptions from both incumbents and supervisors. Next, we modified our preliminary classification descriptions based on the feedback we received and finalized our classification recommendation. For those employees who provided input or feedback from our original recommendations, we provided them with a personal letter in memo format describing what changes we made on their job description.

Recommendations - Classification

There are two primary outputs of the classification part of the study: An Allocation Listing and Class Descriptions. The Allocation Listing ([Exhibit A](#)) illustrates the actions recommended for each classification and each incumbent. The revised class descriptions are also included and represent the current duties and responsibilities assigned to the incumbents. We have suggested several title changes, reclassifications, eliminations of existing classes and establishment of new classes. We have also included an alphabetical listing of classifications as [Exhibit B](#) and class descriptions as [Exhibit C](#).

Other recommendations regarding implementation and maintenance of the overall program are included in later sections of this report.

Compensation Study Overview

The compensation element of this study was conducted in two phases: salary survey and internal relationships. Both phases were conducted simultaneously.

Salary Survey

The first step in the salary survey process was the selection of benchmark classifications ([Exhibit D](#)) which met the following criteria:

1. The classification was a good representative of an occupational group, family or profession;
2. The classification could be expected to be found in other organizations with about the same duties and responsibilities;
3. The selected classifications as a whole must represent the entire array of classifications from highest to lowest within the City of Imperial.

Next, we selected survey participants ([Exhibit E](#)) based on the following criteria:

1. Geographic Area: County of Imperial
2. Type of Business: City and County government offices
3. Size of Business: 5,000 and 77,000 population

Our consultants received a written or verbal response from every participating organization. Our consultants were careful to compare the participant's classifications with those developed for the City of Imperial to assure proper matching of classification content.

We requested information from each participant on the minimum and maximum for the salary range relating to the benchmark classification. In all cases, our analysis focused on the maximum of the salary range to which the benchmark classification was allocated. This practice is consistent with survey standards for educational institutions considering the variety of policies in education today affecting the size of ranges and the use of the lower end of the range. Since the salary practices of the organizations surveyed tended to vary considerably, we elected to utilize the "MEDIAN" as the measure of central tendency. It is our belief, under these conditions, that the median best represents the full array of data without being as sensitive to extremes as the mean (average).

We have included the salary survey both in summary form and with all the detail for each benchmark classification. The salary survey detail is included as [Exhibit F](#), and the salary survey summary is included as [Exhibit G](#) in this report.

Internal Relationships

The next step in the salary-setting process was to establish the internal relationships of the classifications. The consultants first read the newly prepared classification and discussed the classification in detail, carefully checking position information questionnaires and any other materials which would add additional information. The consultants then determined the proper internal ranking for each classification within the job family. We were careful to evaluate knowledge requirements, complexity and accountability for each classification. Once the internal relationships of all the classifications were determined, the consultants met to "sore-thumb" the relationships to assure their internal consistency and accuracy.

With respect to internal relationships, we utilized the following criteria to establish minimum standards:

1. Classes in a series should be separated by at least two ranges (5%) allowing current practice to dictate specific differences if above the two-range minimum.
2. Classes in a lead capacity should be separated by at least three ranges (7.5%) from the highest-level subordinate.
3. Classes in a supervisory or managerial capacity should be separated by at least five ranges (12.5%) from the highest-level subordinate. Other variables such as span of control were also considered.

Salary Range Recommendations

[Exhibit H](#) illustrates the recommended salary ranges by classification and includes a comparison between the recommended range placements according to the proposed salary schedule and the current salary range. This exhibit demonstrates that a number of classifications need to change in salary range relationships in order to comply with market demands and proper internal relationship considerations.

Implementation of Program

With respect to the implementation of a program such as this, we believe it is important to consider the impact of salary range changes both on the City's financial resources and the well-being of employees. In order to ease the burden on both, we suggest the following:

1. The City should approve the study as a whole with an implementation plan which extends over a reasonable period of time. It is quite common for public sector organizations to consider an implementation period of several years in order to ease the financial burden in any given year.
2. Given financial constraints, we believe the City should implement the reclassification suggestions first since these reflect changes in the scope of duties currently assigned to employees. There are several reclassifications identified in the classification sections of this report.
3. With respect of those salaries recommended to be raised, please consider the following implementation methods:

Moving positions to the step in the recommended range corresponding to the employee's current step. For example, if an employee is currently at step 5, then the employee would move to step 5 on the recommended range or moving positions to a step in the recommended range which results in an increase of no more than a given amount. For example, an employee would be raised to a step in the new range which would provide an increase of no more than 5 percent. This accomplishes the objective of placing the position in the proper range without creating a windfall for the employee or an extreme financial burden for the City. Some of our clients have even moved the employees to a step in the new range equal to or closest to their current salary. This is a method which results in the lowest overall impact in the first year.

In all cases, we suggest moving all positions at least to the minimum of the new range.

Administration of the Program

There has been considerable time and effort invested in preparing the class descriptions and in determining the relative value of each classification in the overall salary structure of the City of Imperial. We suggest that this program be continued and maintained on a regular basis. Our firm has developed an automated maintenance program which should eliminate the need for future studies of the entire organization.

We suggest the following with respect to administering the program:

1. With each reorganization of a department, or reassignment of duties, a position information questionnaire should be prepared by the supervisor and the position should be re-evaluated using a process similar to that used by our firm in the conduct of the classification part of our study.
2. If no automated maintenance program is utilized, we suggest that a complete classification study be conducted every five or six years. Assuming that employees and supervisors have the right to request interim reviews, we believe the City will be well-served with a periodic review of all classes to assure proper alignment.
3. The Human Resources Department should be closely aligned to the organization planning and staffing control functions. We recommend that the Human Resources staff develop and maintain the City's official organization charts and approved staffing patterns. This serves as a control over classification and salary impacts of changes in duties and responsibilities.
4. Some organizations find it helpful to offer a specific time period or "window" during which the Human Resources Department would accept properly authorized requests for reclassification. This provides some necessary structure to the process of maintaining the program while being sensitive to providing timely credit for employees whose jobs have increased in scope or responsibility.

Exhibit A: Allocation Listing

CITY OF IMPERIAL
ALLOCATION LISTING
EXHIBIT A
2018

EMPLOYEE LAST NAME	FIRST NAME	PRESENT CLASSIFICATION	LOCATION	PROPOSED CLASS
Zamudio	Adriana	Accounting Technician	City Hall	Accounting Technician
Alvarez	Isabel	Administrative Analyst	City Hall	Administrative Analyst
Aguilar	Armando	Building Inspector	City Hall	Building Inspector
Barra	Leonard L.	Police Chief	Police	Chief of Police
Kemp	Christopher	Chief Wastewater Operator	Shop	Chief Wastewater Operator
Chatwin	Stefan	City Manager (Contract)	City Hall	City Manager (Contract)
VACANT	VACANT	N/A	N/A	Code Enforcement Officer
Mora	Othon	Community Development Director	City Hall	Community Development Director
Redondo	Janet	Planning Technician	City Hall	Community Development Technician
Haller	Ember	Community Services Director	Worthington Center	Community Services Director
Quintana	Diana	Accounting Assistant II	City Hall	Customer Service Representative
Redfern	Sandra	Accounting Assistant III (Utilities)	City Hall	Customer Service Representative
Gutierrez	Laura	Accounting/Financial Manager	City Hall	Finance Manager
Gonzalez	Daniel	General Maintenance Worker I	Worthington Center	General Maintenance Worker I
Gonzalez	Frank V.	General Maintenance Worker I	Shop	General Maintenance Worker I
Soto	Jose	General Maintenance I	Shop	General Maintenance Worker I
Torrez	Martin	General Maintenance Worker I	Worthington Center	General Maintenance Worker I
Carrera-Navarro	Jacob	General Maintenance I	Shop	General Maintenance Worker II
Amador	Jesus F.	General Maintenance II	Shop	General Maintenance Worker II
Arambula	Nicolas	General Maintenance Worker II	Worthington Center	General Maintenance Worker II
Bentley	James L	General Maintenance Worker II	Shop	General Maintenance Worker II
Lankford	Michael	General Maintenance Worker II	Shop	General Maintenance Worker II
Ramirez	David	General Maintenance Worker II (OJI)	Shop	General Maintenance Worker II
Ruiz	Jorge S.	General Maintenance Worker II	Shop	General Maintenance Worker II
Cardenas	Gustavo A.	General Maintenance Worker III	Shop	General Maintenance Worker III
Sanchez	Fabina M.	General Maintenance Worker III	Shop	General Maintenance Worker III
Gonzalez	Isaiah	Public Services Foreman	Shop	Lead Public Services Worker
Canchola	Karina	Library Assistant I	Library	Library Assistant
Payne	Kerstie	Library Assistant II	Library	Library Assistant
Withington	Rhonda	Library Assistant I	Library	Library Assistant
Escalante	Sandra	Library Assistant I (Part-Time)	Library	Library Assistant (Part-Time)
Reyes	Monica	Literacy Coordinator	Library	Literacy Coordinator
Chalupnik	Alexis	Executive Assistant	City Hall	Management Analyst

CITY OF IMPERIAL
ALLOCATION LISTING
EXHIBIT A
2018

EMPLOYEE LAST NAME	FIRST NAME	PRESENT CLASSIFICATION	LOCATION	PROPOSED CLASS
Balzano	Matthew R.	Police Officer	Police	No Questionnaire
Cardenas-Coronado	Gustavo	General Maintenance Worker II	Shop	No Questionnaire
Cole	Cody G.	General Maintenance Worker II	Shop	No Questionnaire
Diaz	Jorge	General Maintenance Worker I	Shop	No Questionnaire
Estrada	Ramon A.	IT Director (Contract)	City Hall	No Questionnaire
Gaddis	Al	Administrative Services Director	City Hall	No Questionnaire
Gonzalez	Daniel	General Maintenance Work I	Community Services	No Questionnaire
Granado	Eric	Police Officer II	City Hall	No Questionnaire
Kotzin	Richard C.	Police Officer (TEMP)	Police	No Questionnaire
Sheffield	Max	Police Officer	Police	No Questionnaire
Smith	Melissa	Recreation Specialist (Temp)	Community Services	No Questionnaire
Solorzano	Jisela	Office Clerk	Shop	No Questionnaire
Van Luween	Amanda	Recreation Specialist (Temp)	Community Services	No Questionnaire
Tylenda	Lisa	Planner	City Hall	Planner
Luna	Mario D.	Police Captain	Police	Police Captain
Hereida	Abel Jr.	Police Officer II	Police	Police Corporal
Lizarraga	Hector	Police Officer II	Police	Police Corporal
Martinez	Robert	Police Officer II	Police	Police Corporal
Valenzuela	Albert S.	Police Officer II	Police	Police Corporal
Rubio	Albert	Police Officer II	Police	Police Corporal
Choi	Jay K.	Police Officer I	Police	Police Officer
Fierro Gonzalez	Carmen F.	Police Officer I	Police	Police Officer
Pierce	John C.	Police Officer I	Police	Police Officer
Rios -Stiff	Andrea	Police Officer I	Police	Police Officer
Hernandez	Alberto	Police Officer	Police	Police Sergeant
Eaton	Stephanie	GMW/Animal Control/Custodial	Police	Police Services Officer I
Perez	Alex	Police Service Technician	City Hall	Police Services Officer II
Harmon	Damon L.	Senior Police Clerk	Police	Police Services Officer III
Villegas	Jesus	Project Manager	City Hall	Project Manager
Loper	Jackie	Public Services Director	Shop	Public Services Director
Self	Edgar R.	Public Services Manager	Shop	Public Services Manager
Aguilar	Jade	Recreation Specialist (Part-Time)	Community Services	Recreation Specialist (Part-Time)
Garcia	Arthur	Wastewater Operator II	Shop	Wastewater Operator II

CITY OF IMPERIAL
ALLOCATION LISTING
EXHIBIT A
2018

EMPLOYEE LAST NAME	FIRST NAME	PRESENT CLASSIFICATION	LOCATION	PROPOSED CLASS
Terriquez	Michael J	Wastewater Operator I	Shop	Wastewater Operator III
Emmet	Robert K	Wastewater Operator III	Shop	Water Treatment Operator III
Quiroz	Argenis	Water Treatment Operator III	Shop	Water Treatment Operator III
Viezca	Fernando	Water Treatment Operator III	Shop	Water Treatment Operator III

Exhibit B: Alphabetical Listing of Classifications

CITY OF IMPERIAL
ALLOCATION LISTING
EXHIBIT B
2018

CLASSIFICATIONS	
Accounting Technician	Library Technician
Administrative Analyst	Literacy Coordinator
Building Inspector	Management Analyst
Chief of Police	Office Assistant- NO Q
Chief Wastewater Operator	Planner
City Manager (Contract)	Police Captain
Code Enforcement Officer	Police Corporal
Community Development Director	Police Officer
Community Development Technician	Police Sergeant
Community Services Director	Police Services Officer I
Customer Service Representative	Police Services Officer II
Finance Manager	Police Services Officer III
General Maintenance Worker I	Project Manager
General Maintenance Worker II	Public Services Director
General Maintenance Worker III	Special Events Specialist
Human Resources Analyst- new class	Wastewater Operator I
Information Technology Director (Contract) NO Q	Wastewater Operator II
Lead Public Services Worker	Water Treatment Operator I- NO Q
Library Administrator	Water Treatment Operator II- NO Q
Library Assistant	Water Treatment Operator III

Exhibit C: Class Descriptions

Previously submitted

Exhibit D: Salary Survey- Benchmark Classifications

CITY OF IMPERIAL
SALARY SURVEY BENCHMARKS
EXHIBIT D
2018

<u>TEAMSTERS/POLICE BENCHMARK CLASSIFICATIONS</u>
Accounting Technician
Building , Safety & Engineering Inspector
Code Enforcement Officer
Customer Services Representative
General Maintenance Worker III
Library Technician
Planner
Police Officer I (Animal Control Officer)
Police Officer II
Police Services Officer I (Animal Control Officer)
Special Events Specialist
Wastewater Operator I

<u>MSPC BENCHMARK CLASSIFICATIONS</u>
Administrative Analyst
Chief Water Operator
Community Development Director
Community Services Director
Finance Manager
Management Analyst
Police Captain
Police Chief
Police Sergeant
Project Manager
Public Services Director

Exhibit E: Salary Survey- Survey Criteria and Participants

CITY OF IMPERIAL
SELECTION OF SURVEY PARTICIPANTS
EXHIBIT E
2018

CRITERIA

Geographic Area

County of Imperial, CA

Types of Business

Cities and the County Government Offices

Size of Business

Population size between 5,000-77,000 residents

City of Imperial population is approximately
19,372

PARTICIPANTS


<u>CITIES</u>	1/2017 Total Population	1/2018 Total Population
City of Indio	86,632	87,883
City of El Centro	45,413	46,315
City of Brawley	27,116	27,417
City of Calexico	40,732	41,199
City of Holtville	6,349	6,501
<u>COUNTIES</u>		
County of Imperial	40,154	40,007

*Population data published on : <https://suburbanstats.org/population/california/how-many-people-live-in-imperial>

*Population data published on <http://dof.ca.gov/Forecasting/Demographics/Estimates/E-1/>


Exhibit F: Salary Survey- Survey Detail by Classification

CITY OF IMPERIAL
SALARY SURVEY DETAIL
EXHIBIT F
2018

 Accounting Technician			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
City of Imperial	Accounting Technician	\$20.88	\$27.19
City of Indio	Accounting Technician II	\$22.50	\$33.24
City of Brawley	Senior Accounting Assistant	\$20.06	\$24.57
City of El Centro	Accounting Assistant	\$18.03	\$23.10
County of Imperial	Accounting Technician	\$16.12	\$19.62
City of Calexico	Accounting Assistant II	\$14.65	\$17.80
City of Holtville	No Comparable Class		
	Base Salary Median		\$23.10
	Base Salary Mean		\$23.67
	Percentage Above or Below Median		15.04%
	Percentage Above or Below Mean		12.96%


1/18/2019

CITY OF IMPERIAL
SALARY SURVEY DETAIL
EXHIBIT F
2018

 Administrative Analyst			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
City of Imperial	Administrative Analyst	\$23.58	\$31.60
County of Imperial	Administrative Analyst II	\$26.52	\$32.26
City of El Centro	Management Assistant-Confidential	\$26.78	\$34.68
City of Indio	Community Development Analyst	\$31.90	\$47.13
City of Brawley	No Comparable Class		
City of Calexico	No Comparable Class		
City of Holtville	No Comparable Class		
	Base Salary Median		\$34.68
	Base Salary Mean		\$38.02
	Percentage Above or Below Median		-9.75%
	Percentage Above or Below Mean		-20.33%


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CITY OF IMPERIAL
SALARY SURVEY DETAIL
EXHIBIT F
2018

 Building, Safety and Engineering Inspector			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
City of Imperial	Building, Safety and Engineering Inspector	\$27.31	\$36.59
City of Brawley	Building Inspector	\$28.04	\$33.44
City of Calexico	Building Inspector II	\$24.60	\$29.91
City of El Centro	Building Inspector	\$22.07	\$28.33
City of Holtville	Building Inspector	\$18.01	\$22.97
City of Indio	Building Inspector II	\$29.60	\$43.73
County of Imperial	Building Inspector II	\$22.22	\$27.08
		Base Salary Median	\$29.12
		Base Salary Mean	\$30.91
		Percentage Above or Below Median	20.42%
		Percentage Above or Below Mean	15.52%


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CITY OF IMPERIAL
SALARY SURVEY DETAIL
EXHIBIT F
2018

 Chief Water Operator			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
City of Imperial	Chief Water Operator	\$29.67	\$39.75
City of Indio	Water Operations Superintendent	\$41.55	\$61.38
City of Calexico	Chief Water Operator -Treatment	\$35.28	\$42.89
City of Brawley	Chief Operator Water Treatment Plant	\$34.94	\$41.68
City of El Centro	Chief Water Operator	\$32.55	\$41.61
City of Holtville	No Comparable Class		
County of Imperial	No Comparable Class		
	Base Salary Median		\$42.29
	Base Salary Mean		\$46.89
	Percentage Above or Below Median		-6.38%
	Percentage Above or Below Mean		-17.96%

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CITY OF IMPERIAL
SALARY SURVEY DETAIL
EXHIBIT F
2018

 Code Enforcement Officer			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
City of Imperial	Code Enforcement Officer	\$20.56	\$27.55
City of Indio	Code Enforcement Officer II	\$25.49	\$37.65
City of El Centro	Code Enforcement Officer	\$19.29	\$24.72
City of Calexico	Code Enforcement Officer	\$19.22	\$23.36
City of Brawley	No Comparable Class		
City of Holtville	No Comparable Class		
County of Imperial	No Comparable Class		
	Base Salary Median		\$24.72
	Base Salary Mean		\$28.58
	Percentage Above or Below Median		10.27%
	Percentage Above or Below Mean		-3.73%


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CITY OF IMPERIAL
SALARY SURVEY DETAIL
EXHIBIT F
2018

 Community Development Director			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
City of Imperial	Community Development Director	\$41.88	\$56.13
City of Indio	Director of Development Services	\$53.85	\$79.56
County of Imperial	Director of Planning and Building Services	\$57.48	\$69.88
City of El Centro	Director of Community Development	\$63.70	\$63.70
City of Calexico	Director, Community and Economic Development	\$42.36	\$51.50
City of Brawley	Development Services Director	\$46.63	\$46.63
City of Holtville	No Comparable Class		
	Base Salary Median		\$63.70
	Base Salary Mean		\$62.25
	Percentage Above or Below Median		-13.49%
	Percentage Above or Below Mean		-10.91%

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CITY OF IMPERIAL
SALARY SURVEY DETAIL
EXHIBIT F
2018

 Community Services Director			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
City of Imperial	Community Services Director	\$40.86	\$54.75
City of Calexico	Community Services Director	\$38.38	\$46.65
City of Indio	Community Services Manager	\$35.28	\$42.89
City of Brawley	No Comparable Class		
City of El Centro	No Comparable Class		
City of Holtville	No Comparable Class		
County of Imperial	No Comparable Class		
		Base Salary Median	\$44.77
		Base Salary Mean	\$44.77
		Percentage Above or Below Median	18.23%
		Percentage Above or Below Mean	18.23%

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*Insufficient Data (ISD)

CITY OF IMPERIAL
SALARY SURVEY DETAIL
EXHIBIT F
2018

 Customer Services Representative			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
City of Imperial	Customer Services Representative	\$19.13	\$25.63
City of Indio	Accounting Technician I	\$19.86	\$29.34
County of Imperial	Client Services Specialist	\$17.60	\$21.40
City of El Centro	Customer Service Representative	\$14.30	\$18.30
City of Brawley	No Comparable Class		
City of Calexico	No Comparable Class		
City of Holtville	No Comparable Class		
		Base Salary Median	\$21.40
		Base Salary Mean	\$23.01
		Percentage Above or Below Median	16.50%
		Percentage Above or Below Mean	10.21%


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CITY OF IMPERIAL
SALARY SURVEY DETAIL
EXHIBIT F
2018

 Finance Manager			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
City of Imperial	Finance Manager	\$37.05	\$49.64
City of El Centro	Director of Finance	\$67.42	\$67.42
City of Indio	Finance Manager	\$43.67	\$64.53
City of Brawley	Finance Director	\$57.69	\$57.69
City of Calexico	Finance Manager	\$27.84	\$33.84
County of Imperial	Finance Manager	\$26.96	\$32.78
City of Holtville	No Comparable Class		
		Base Salary Median	\$57.69
		Base Salary Mean	\$51.25
		Percentage Above or Below Median	-16.22%
		Percentage Above or Below Mean	-3.25%


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CITY OF IMPERIAL
SALARY SURVEY DETAIL
EXHIBIT F
2018

 General Maintenance Worker III			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
City of Imperial	General Maintenance Worker III	\$17.71	\$23.73
City of Indio	Senior Facilities Maintenance Worker	\$23.65	\$34.94
City of El Centro	Building Maintenance Mechanic II	\$20.64	\$26.45
City of Brawley	Utility Worker II	\$19.95	\$24.24
County of Imperial	Facilities Maintenance Worker III	\$19.57	\$23.83
City of Calexico	General Maintenance Worker III	\$15.31	\$21.54
City of Holtville	Maintenance Worker III	\$14.36	\$18.33
	Base Salary Median		\$24.04
	Base Salary Mean		\$24.89
	Percentage Above or Below Median		-1.29%
	Percentage Above or Below Mean		-4.88%


1/18/2019

CITY OF IMPERIAL
SALARY SURVEY DETAIL
EXHIBIT F
2018

 Library Technician			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
City of Imperial	Library Technician	\$15.31	\$20.52
City of Brawley	Library Clerk	\$15.82	\$18.88
City of El Centro	Library Assistant	\$14.30	\$18.30
County of Imperial	Library Operations Technician	\$13.73	\$16.71
City of Calexico	No Comparable Class		
City of Holtville	No Comparable Class		
City of Indio	No Comparable Class		
		Base Salary Median	\$18.30
		Base Salary Mean	\$17.96
		Percentage Above or Below Median	10.82%
		Percentage Above or Below Mean	12.46%


1/18/2019

CITY OF IMPERIAL
SALARY SURVEY DETAIL
EXHIBIT F
2018

 Management Analyst			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
City of Imperial	Management Analyst	\$27.31	\$36.59
City of Indio	Management Analyst	\$27.47	\$40.58
County of Imperial	Staff Services Analyst III	\$29.78	\$36.22
City of El Centro	Management Assistant-Confidential	\$26.78	\$34.68
City of Brawley	No Comparable Class		
City of Calexico	No Comparable Class		
City of Holtville	No Comparable Class		
	Base Salary Median		\$36.22
	Base Salary Mean		\$37.16
	Percentage Above or Below Median		1.01%
	Percentage Above or Below Mean		-1.56%


1/18/2019

CITY OF IMPERIAL
SALARY SURVEY DETAIL
EXHIBIT F
2018

CPS HR  CONSULTING Planner			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
City of Imperial	Planner	\$30.36	\$40.69
City of Indio	Principal Planner	\$43.67	\$64.53
City of El Centro	Associate Planner	\$28.35	\$36.73
County of Imperial	Planner IV	\$28.83	\$35.08
City of Calexico	Planner	\$24.60	\$29.91
City of Brawley	No Comparable Class		
City of Holtville	No Comparable Class		
	Base Salary Median		\$35.91
	Base Salary Mean		\$41.56
	Percentage Above or Below Median		11.76%
	Percentage Above or Below Mean		-2.14%

1/18/2019


CITY OF IMPERIAL
SALARY SURVEY DETAIL
EXHIBIT F
2018

CPS HR  CONSULTING Police Captain			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
City of Imperial	Police Captain	\$40.86	\$54.75
City of Brawley	Police Commander	\$38.88	\$46.36
City of Calexico	No Comparable Class		
City of El Centro	No Comparable Class		
City of Holtville	No Comparable Class		
City of Indio	No Comparable Class		
County of Imperial	No Comparable Class		
	Base Salary Median		\$46.36
	Base Salary Mean		\$46.36
	Percentage Above or Below Median		15.32%
	Percentage Above or Below Mean		15.32%

1/18/2019


*Insufficient Data (ISD)

CITY OF IMPERIAL
SALARY SURVEY DETAIL
EXHIBIT F
2018

 Police Chief			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
City of Imperial	Police Chief	\$51.85	\$63.02
City of Indio	Chief of Police	\$64.84	\$95.79
City of El Centro	Police Chief	\$67.59	\$67.59
City of Calexico	Police Chief	\$49.13	\$59.72
City of Brawley	Police Chief	\$57.69	\$57.69
City of Holtville	No Comparable Class		
County of Imperial	No Comparable Class		
	Base Salary Median		\$63.66
	Base Salary Mean		\$70.20
	Percentage Above or Below Median		-1.01%
	Percentage Above or Below Mean		-11.39%


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CITY OF IMPERIAL
SALARY SURVEY DETAIL
EXHIBIT F
2018

 Police Officer			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
City of Imperial	Police Officer	\$24.59	\$32.94
City of Indio	Police Officer	\$33.96	\$45.51
City of Calexico	Police Officer	\$22.97	\$30.79
City of El Centro	Police Officer	\$23.57	\$30.29
City of Brawley	Police Officer	\$21.67	\$27.69
City of Holtville	No Comparable Class		
County of Imperial	No Comparable Class		
	Base Salary Median		\$30.54
	Base Salary Mean		\$33.57
	Percentage Above or Below Median		7.29%
	Percentage Above or Below Mean		-1.91%


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CITY OF IMPERIAL
SALARY SURVEY DETAIL
EXHIBIT F
2018

 Police Services Officer I			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
City of Imperial	Police Services Officer I	\$16.50	\$22.12
City of El Centro	Animal Control Officer	\$18.03	\$23.10
County of Imperial	Animal Control Officer	\$16.68	\$20.28
City of Calexico	Animal Control Officer	\$16.17	\$19.65
City of Brawley	Animal Control Officer	\$15.63	\$19.01
City of Holtville	No Comparable Class		
City of Indio	No Comparable Class		
	Base Salary Median		\$19.97
	Base Salary Mean		\$20.51
	Percentage Above or Below Median		9.74%
	Percentage Above or Below Mean		7.28%


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CITY OF IMPERIAL
SALARY SURVEY DETAIL
EXHIBIT F
2018

 Public Services Director			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
City of Imperial	Public Services Director	\$40.86	\$54.75
City of Indio	Director of Public Works	\$53.85	\$79.56
City of El Centro	Director of Public Works	\$74.99	\$74.99
County of Imperial	Director of Public Works	\$57.48	\$69.88
City of Brawley	Public Works Director	\$57.69	\$57.69
City of Calexico	Public Works Manager	\$44.51	\$54.10
City of Holtville	Public Works Supervisor	\$22.32	\$28.49
	Base Salary Median		\$63.79
	Base Salary Mean		\$60.79
	Percentage Above or Below Median		-16.50%
	Percentage Above or Below Mean		-11.02%

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CITY OF IMPERIAL
SALARY SURVEY DETAIL
EXHIBIT F
2018

			
Sergeant			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
City of Imperial	Sergeant	\$32.23	\$43.19
City of Indio	Police Sergeant	\$43.67	\$64.53
City of El Centro	Police Sergeant	\$31.89	\$41.31
City of Calexico	Police Sergeant	\$29.41	\$39.41
City of Brawley	Police Sergeant	\$32.19	\$39.12
City of Holtville	No Comparable Class		
County of Imperial	No Comparable Class		
		Base Salary Median	\$40.36
		Base Salary Mean	\$46.09
		Percentage Above or Below Median	6.55%
		Percentage Above or Below Mean	-6.72%


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CITY OF IMPERIAL
SALARY SURVEY DETAIL
EXHIBIT F
2018

 Special Events Specialist			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
City of Imperial	Special Events Specialist	\$16.50	\$22.12
City of Indio	Community Program Assistant	\$18.16	\$26.82
City of Calexico	Community Relations Coordinator	\$20.70	\$24.54
County of Imperial	Recreation Officer	\$17.86	\$21.73
City of Brawley	No Comparable Class		
City of El Centro	No Comparable Class		
City of Holtville	No Comparable Class		
	Base Salary Median		\$24.54
	Base Salary Mean		\$24.36
	Percentage Above or Below Median		-10.94%
	Percentage Above or Below Mean		-10.14%

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CITY OF IMPERIAL
SALARY SURVEY DETAIL
EXHIBIT F
2018

 Wastewater Operator I			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
City of Imperial	Wastewater Operator I	\$21.68	\$29.05
City of Indio	Water Utilities Worker I	\$19.37	\$28.62
City of Brawley	Wastewater Plant Operator I	\$20.94	\$25.46
City of Holtville	Wastewater Treatment Plant Operator I	\$17.78	\$22.69
City of Calexico	No Comparable Class		
City of El Centro	No Comparable Class		
County of Imperial	No Comparable Class		
	Base Salary Median		\$25.46
	Base Salary Mean		\$25.59
	Percentage Above or Below Median		12.36%
	Percentage Above or Below Mean		11.91%

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Exhibit G: Salary Survey- Summary

CITY OF IMPERIAL
 SALARY SURVEY SUMMARY
 MANAGEMENT, SUPERVISORY, PROFESSIONAL CONFIDENTIAL (MSPC)
 EXHIBIT G
 2018

<u>TEAMSTERS BENCHMARK CLASSIFICATIONS</u>	<u>CITY OF IMPERIAL SALARY MAX (\$)</u>	<u>SALARY SURVEY MEDIAN (\$)</u>	<u>DIFFERENCE (\$)</u>	<u>NUMBER OF PARTICIPANTS</u>
Code Enforcement Officer	\$27.55	\$24.72	\$2.83	3
Customer Services Representative	\$25.63	\$21.40	\$4.23	3
General Maintenance Worker III	\$23.73	\$24.04	-\$0.30	6
Library Technician	\$20.52	\$18.30	\$2.22	3
Police Services Officer I	\$22.12	\$19.97	\$2.16	4
Special Events Specialist	\$22.12	\$24.54	-\$2.42	3
Wastewater Operator I	\$29.05	\$25.46	\$3.59	3

<u>IMPERIAL POLICE OFFICERS ASSOCIATION</u>	<u>CITY OF IMPERIAL SALARY MAX (\$)</u>	<u>SALARY SURVEY MEDIAN (\$)</u>	<u>DIFFERENCE (\$)</u>	<u>NUMBER OF PARTICIPANTS</u>
Police Officer	\$32.94	\$30.54	\$2.40	4
Sergeant	\$43.19	\$40.36	\$2.83	4

CITY OF IMPERIAL
 SALARY SURVEY SUMMARY
 MANAGEMENT, SUPERVISORY, PROFESSIONAL CONFIDENTIAL (MSPC)
 EXHIBIT G
 2018

<u>BENCHMARK CLASSIFICATION</u>	<u>CITY OF IMPERIAL SALARY MAX (Step 7)</u>	<u>SALARY SURVEY MAX MEDIAN (\$)</u>	<u>DIFFERENCE (\$)</u>	<u>NUMBER OF PARTICIPANTS</u>
Accounting Technician	\$27.19	\$23.10	\$4.09	5
Administrative Analyst	\$31.60	\$34.68	-\$3.08	3
Building, Safety and Engineering Inspector	\$36.59	\$29.12	\$7.47	6
Captain	\$54.75	ISD	ISD	1
Chief Water Operator	\$39.75	\$42.29	-\$2.54	4
Community Development Director	\$56.13	\$63.70	-\$7.57	5
Community Services Director	\$54.75	ISD	ISD	2
Finance Manager	\$49.64	\$57.69	-\$8.05	5
Management Analyst	\$36.59	\$36.22	\$0.37	3
Planner	\$40.69	\$35.91	\$3.61	4
Police Chief	\$63.02	\$63.66	-\$0.63	4
Public Services Director	\$54.75	\$63.79	-\$9.04	6

Exhibit H: Salary Range Recommendations

CITY OF IMPERIAL
SALARY RANGE RECOMMENDATIONS
TEAMSTERS
EXHIBIT H
2018

<u>CLASS TITLE/JOB FAMILIES</u>	<u>CITY OF IMPERIAL SALARY RANGE</u>	<u>CITY OF IMPERIAL SALARY MAX (Step 7)</u>	<u>SALARY SURVEY MEDIAN</u>	<u>RECOM-MENDED RANGE</u>	<u>SALARY MAX (Step 7)</u>	<u>COMMENTS</u>
<u>BUILDING & DEVELOPMENT</u>						
Code Enforcement Officer	Teamsters-69	\$27.55	\$24.72	Teamsters-69	\$26.77	Benchmark
<u>CLERICAL</u>						
Office Assistant (no Q)	Teamsters-57	\$20.52		Teamsters-57	\$20.52	No data to suggest change
<u>COMMUNITY DEVELOPMENT</u>						
Community Development Technician	Teamsters-57	\$20.52		Teamsters-57	\$20.52	Relationship to Office Assistant
<u>COMMUNITY SERVICES</u>						
Special Events Specialist	Teamsters-60	\$22.12	\$24.54	Teamsters-64	\$24.33	Benchmark
<u>LIBRARY</u>						
Library Technician	Teamsters-57	\$20.52	\$18.30	Teamsters-57	\$20.52	Benchmark
<u>FACILITIES & GROUNDS</u>						

CITY OF IMPERIAL
SALARY RANGE RECOMMENDATIONS
TEAMSTERS
EXHIBIT H
2018

<u>CLASS TITLE/JOB FAMILIES</u>	<u>CITY OF IMPERIAL SALARY RANGE</u>	<u>CITY OF IMPERIAL SALARY MAX (Step 7)</u>	<u>SALARY SURVEY MEDIAN</u>	<u>RECOM-MENDED RANGE</u>	<u>SALARY MAX (Step 7)</u>	<u>COMMENTS</u>
General Maintenance Worker I	Teamsters-57	\$20.52		Teamsters-58	\$21.04	Relationship to Maintenance Worker III - benchmark
General Maintenance Worker II	Teamsters-60	\$22.12		Teamsters-61	\$22.61	Relationship to Maintenance Worker III - benchmark
General Maintenance Worker III	Teamsters-63	\$23.73	\$24.04	Teamsters-64	\$24.33	Benchmark
<u>POLICE SERVICES</u>						
Police Services Officer III	Teamsters-66	\$25.63		Teamsters-66	\$25.63	Relationship to Police Services Officer I benchmark
Police Services Officer II	Teamsters-60	\$22.12		Teamsters-62	\$23.14	Relationship to Police Services Officer I benchmark. Min +5% differential in series.
Police Services Officer I	Teamsters-60	\$22.12	\$19.97	Teamsters-60	\$22.12	Benchmark
<u>UTILITIES</u>						
Customer Services Representative	Teamsters-66	\$25.63	\$21.40	Teamsters-66	\$25.63	Benchmark
Wastewater Operator Trainee I (OIT I)	Teamsters-60	\$22.12		Teamsters-60	\$22.12	Relationship to Wastewater Operator I benchmark

CITY OF IMPERIAL
SALARY RANGE RECOMMENDATIONS
TEAMSTERS
EXHIBIT H
2018

<u>CLASS TITLE/JOB FAMILIES</u>	<u>CITY OF IMPERIAL SALARY RANGE</u>	<u>CITY OF IMPERIAL SALARY MAX (Step 7)</u>	<u>SALARY SURVEY MEDIAN</u>	<u>RECOM-MENDED RANGE</u>	<u>SALARY MAX (Step 7)</u>	<u>COMMENTS</u>
Wastewater Operator Trainee II (OIT I)	Teamsters-64	\$24.33		Teamsters-64	\$24.33	Relationship to Wastewater Operator I benchmark
Wastewater Operator I	Teamsters-71	\$29.05	\$25.46	Teamsters-71	\$29.05	Benchmark
Wastewater Operator II	Teamsters-74	\$31.13		Teamsters-74	\$31.13	Relationship to Wastewater Operator I benchmark
Water Operator Trainee I (OIT I) no Q	Teamsters-60	\$22.12		Teamsters-60	\$22.12	Relationship to Wastewater Operator I benchmark
Water Operator Trainee II (OIT I) no Q	Teamsters-64	\$24.33		Teamsters-64	\$24.33	Relationship to Wastewater Operator I benchmark
Water Treatment Operator I- NO Q	Teamsters-71	\$29.05		Teamsters-71	\$29.05	Relationship to Wastewater Operator I benchmark
Water Treatment Operator II- NO Q	Teamsters-74	\$31.13		Teamsters-74	\$31.13	Relationship to Wastewater Operator I benchmark
Water Treatment Operator III	Teamsters-78	\$34.34		Teamsters-78	\$34.34	Relationship to Wastewater Operator I benchmark

CITY OF IMPERIAL
SALARY RANGE RECOMMENDATIONS
MSPC
EXHIBIT H
2018

<u>CLASS TITLE/JOB FAMILIES</u>	<u>CITY OF IMPERIAL CURRENT RANGE</u>	<u>CITY OF IMPERIAL SALARY MAX</u>	<u>SALARY SURVEY MEDIAN</u>	<u>RECOM-MENDED RANGE</u>	<u>SALARY MAX (Step 7)</u>	<u>COMMENTS</u>
<u>MANAGEMENT</u>						
Public Services Director	MSPC-96	\$54.75	\$63.79	MSPC-102	\$64.51	Benchmark
Community Development Director	MSPC-97	\$56.13	\$63.70	MSPC-102	\$64.51	Benchmark
Community Services Director	MSPC-96	\$54.75	ISD	MSPC-101		Benchmark
Finance Manager	MSPC-92	\$49.64	\$57.69	MSPC-98	\$57.53	Benchmark
Project Manager	MSPC-92	\$49.64		MSPC-98	\$57.53	Maintain current internal relationship with Finance Manager benchmark.
Chief Water Operator	MSPC-83	\$39.75	\$42.29	MSPC-85	\$41.71	Benchmark
Library Administrator	MSPC-81	\$37.64		MSPC-81	\$37.64	No data to suggest change; Library Tech benchmark
<u>SUPERVISORY</u>						
Lead Public Services Worker	MSPC-78	\$34.88		MSOC-79	\$36.01	Relationship to Highest-level subordinate Maintenance Worker III (Teamsters)
Police Captain	MSPC-96	\$54.75		MSPC-96	\$54.75	Maintain current internal relationship with Police Sergeant benchmark.
<u>CONFIDENTIAL</u>						

CITY OF IMPERIAL
SALARY RANGE RECOMMENDATIONS
MSPC
EXHIBIT H
2018

<u>CLASS TITLE/JOB FAMILIES</u>	<u>CITY OF IMPERIAL CURRENT RANGE</u>	<u>CITY OF IMPERIAL SALARY MAX</u>	<u>SALARY SURVEY MEDIAN</u>	<u>RECOM-MENDED RANGE</u>	<u>SALARY MAX (Step 7)</u>	<u>COMMENTS</u>
Administrative Analyst	MSPC-74	\$31.60	\$34.68	MSPC-78	\$34.88	Benchmark
Management Analyst	MSPC-80	\$36.59	\$36.22	MSPC-80	\$36.59	Benchmark

<u>PROFESSIONAL</u>						
Planner	MSPC-84	\$40.69	\$35.91	MSPC-84	\$40.69	Benchmark
Accounting Technician	MSPC-69	\$27.19	\$23.10	MSPC-69	\$27.19	Benchmark
Building Inspector	MSPC-80	\$36.59	\$29.12	MSPC-80	\$36.59	Benchmark
Human Resources Analyst	MSPC-New class	-----		MSPC-78	\$34.88	Recommended as base salary based upon requirements and function of the class within the City-wide organization.

CITY OF IMPERIAL
SALARY RANGE RECOMMENDATIONS
IPOA
EXHIBIT H
2018

<u>CLASS TITLE/JOB FAMILIES</u>	<u>CITY OF IMPERIAL SALARY MAX</u>	<u>SALARY SURVEY MEDIAN</u>	<u>RECOM-MENDED RANGE</u>	<u>SALARY MAX</u>	<u>COMMENTS</u>
IMPERIAL POLICE OFFICER ASSOCIATION					
Sergeant	\$43.19	\$40.36	IPOA-81	\$43.19	Benchmark
Police Corporal	\$36.37		IPOA-76	\$38.19	Relationship to Police Officer benchmark