

A JOB CLASSIFICATION AND  
COMPENSATION PLAN  
FOR  
ST. JOHNS COUNTY, FLORIDA

December 2011

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## Introduction

At the request of St. Johns County, Condrey and Associates, Inc. entered into a contract with the county for the development of a job classification and compensation plan.

The objectives of the study included:

1. Reviewing and revising the current classification system and pay plan for all county employees;
2. Collecting wage survey data;
3. Writing new job descriptions for the organization, and
4. Producing a recommended pay plan based on job analysis, job evaluation, and wage survey data.

The process used to collect the necessary data and develop the classification and compensation plan consisted of several steps or phases. The first step involved the distribution of a position questionnaire to all county employees. The questionnaire covered major aspects of the employee's position as well as the physical demands and work environment of the position. After reviewing the information on the position questionnaires, Condrey and Associates interviewed employees individually and developed a classification recommendation for each position. Approximately 60% of position incumbents were personally interviewed for the study. Our experience in interviewing the county's employees was a positive one. The county should take pride in its competent and professional workforce.

The next phase in the workplan involved evaluating each classification for grade assignment. In order to provide a reliable set of ratings, all positions were rated by Condrey and

Associates utilizing the Factor Evaluation System (FES). An explanation of FES follows in another section of the report.

The project also involved collecting salary survey information. Salary data was collected by Condrey and Associates specifically for this project (see Table I). The summary results of the survey are presented in Appendix A. Additionally, salary data was collected from the International City/County Management Association (Appendix B), American Waterworks Association, American Library Association, and the U.S. Bureau of Labor Statistics.

Even after completion of these phases, it will be necessary to reevaluate positions based on a change in duties or on a refocused job description. It is the intention of Condrey and Associates to provide technical assistance in this process.

Table I  
St. Johns County  
Salary Survey Respondents

Alachua County  
Charlotte County  
Citrus County  
Clay County  
Duval County  
Hillsborough County  
Lake County  
Manatee County  
Orange County  
Pinellas County  
Sarasota County  
Seminole County  
Volusia County  
City of Palm Coast  
City of St. Augustine  
Clay County Utilities Authority  
Gainesville Regional Utilities  
JEA

## The Classification Plan

The system used to classify the jobs in St. Johns County is an adapted version of the Factor Evaluation System (FES). FES is the most widely utilized point-factor system and is considered to be a state-of-the-art system in public human resource management.

FES is a point-factor-comparison evaluation system that uses nine factors for the evaluation of jobs: Knowledge Required by the Position, Supervisory Controls, Guidelines, Complexity, Scope and Effect, Personal Contacts, Purpose of Contacts, Physical Demands, and Work Environment. In order to adapt it to this setting, a tenth factor covering supervisory responsibility was added by Condrey and Associates. The factors are weighted (i.e., Knowledge Required by the Position "counts more" than Physical Demands). Each factor has several levels, and each level is assigned a specified number of points. The combined score on all the factors determines the total number of points for each position and its assignment to a grade in the classification plan. Appendix C depicts the grade level assigned all county positions. The assigned grade levels reflect a combination of data generated by FES, the salary surveys, and a review of organizational relationships within the government.

## The Compensation Plan

The compensation plan developed for the county is based on an internal value system reflected in the classification plan and on a salary survey of comparable organizations to help assure an externally equitable and competitive pay system.

The pay plan consists of twenty-eight grades. Tables II – A and B display the proposed salary scales. The salary range for each grade is approximately fifty percent. The range is deliberately broad so that problems associated with employees reaching the top of their pay range will be minimized. Further, it is recommended that once employees reach the top of the range, performance increases continue to be earned as a bonus. This will help alleviate retention and motivation problems associated with employees who have "topped out" of their pay range.

In order to keep the proposed salary tables current, an annual market adjustment should be considered. This adjustment should be applied as an increase to the salary schedule and as a general percentage salary increase for all employees when market conditions dictate. This market adjustment should be made in addition to employee step raises. Thus, the county may budget for two annual personnel cost adjustments: 1) an across-the-board increase which would raise every employee salary and every pay range equally when market conditions dictate, and 2) step increases linked to employee performance.

Table II – A  
Proposed Salary Scale  
St. Johns County Personnel Project

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
1	18,308.13	18,765.83	19,234.98	19,715.85	20,208.75	20,713.97	21,231.82	21,762.61	22,306.68	22,864.34	23,435.95	24,021.85	24,622.40	25,237.96	25,868.91	26,515.63	27,178.52	27,857.98
2	19,234.98	19,715.85	20,208.75	20,713.97	21,231.82	21,762.61	22,306.68	22,864.34	23,435.95	24,021.85	24,622.40	25,237.96	25,868.91	26,515.63	27,178.52	27,857.98	28,554.43	29,268.29
3	20,208.75	20,713.97	21,231.82	21,762.61	22,306.68	22,864.34	23,435.95	24,021.85	24,622.40	25,237.96	25,868.91	26,515.63	27,178.52	27,857.98	28,554.43	29,268.29	30,000.00	30,750.00
4	21,231.82	21,762.61	22,306.68	22,864.34	23,435.95	24,021.85	24,622.40	25,237.96	25,868.91	26,515.63	27,178.52	27,857.98	28,554.43	29,268.29	30,000.00	30,750.00	31,518.75	32,306.72
5	22,306.68	22,864.34	23,435.95	24,021.85	24,622.40	25,237.96	25,868.91	26,515.63	27,178.52	27,857.98	28,554.43	29,268.29	30,000.00	30,750.00	31,518.75	32,306.72	33,114.39	33,942.25
6	23,435.95	24,021.85	24,622.40	25,237.96	25,868.91	26,515.63	27,178.52	27,857.98	28,554.43	29,268.29	30,000.00	30,750.00	31,518.75	32,306.72	33,114.39	33,942.25	34,790.80	35,660.57
7	24,622.40	25,237.96	25,868.91	26,515.63	27,178.52	27,857.98	28,554.43	29,268.29	30,000.00	30,750.00	31,518.75	32,306.72	33,114.39	33,942.25	34,790.80	35,660.57	36,552.09	37,465.89
8	25,868.91	26,515.63	27,178.52	27,857.98	28,554.43	29,268.29	30,000.00	30,750.00	31,518.75	32,306.72	33,114.39	33,942.25	34,790.80	35,660.57	36,552.09	37,465.89	38,402.54	39,362.60
9	27,178.52	27,857.98	28,554.43	29,268.29	30,000.00	30,750.00	31,518.75	32,306.72	33,114.39	33,942.25	34,790.80	35,660.57	36,552.09	37,465.89	38,402.54	39,362.60	40,346.66	41,355.33
10	28,554.43	29,268.29	30,000.00	30,750.00	31,518.75	32,306.72	33,114.39	33,942.25	34,790.80	35,660.57	36,552.09	37,465.89	38,402.54	39,362.60	40,346.66	41,355.33	42,389.21	43,448.94
11	30,000.00	30,750.00	31,518.75	32,306.72	33,114.39	33,942.25	34,790.80	35,660.57	36,552.09	37,465.89	38,402.54	39,362.60	40,346.66	41,355.33	42,389.21	43,448.94	44,535.17	45,648.55
12	31,518.75	32,306.72	33,114.39	33,942.25	34,790.80	35,660.57	36,552.09	37,465.89	38,402.54	39,362.60	40,346.66	41,355.33	42,389.21	43,448.94	44,535.17	45,648.55	46,789.76	47,959.51
13	33,114.39	33,942.25	34,790.80	35,660.57	36,552.09	37,465.89	38,402.54	39,362.60	40,346.66	41,355.33	42,389.21	43,448.94	44,535.17	45,648.55	46,789.76	47,959.51	49,158.49	50,387.46
14	34,790.80	35,660.57	36,552.09	37,465.89	38,402.54	39,362.60	40,346.66	41,355.33	42,389.21	43,448.94	44,535.17	45,648.55	46,789.76	47,959.51	49,158.49	50,387.46	51,647.14	52,938.32
15	36,552.09	37,465.89	38,402.54	39,362.60	40,346.66	41,355.33	42,389.21	43,448.94	44,535.17	45,648.55	46,789.76	47,959.51	49,158.49	50,387.46	51,647.14	52,938.32	54,261.78	55,618.32
16	38,402.54	39,362.60	40,346.66	41,355.33	42,389.21	43,448.94	44,535.17	45,648.55	46,789.76	47,959.51	49,158.49	50,387.46	51,647.14	52,938.32	54,261.78	55,618.32	57,008.78	58,434.00
17	40,346.66	41,355.33	42,389.21	43,448.94	44,535.17	45,648.55	46,789.76	47,959.51	49,158.49	50,387.46	51,647.14	52,938.32	54,261.78	55,618.32	57,008.78	58,434.00	59,894.85	61,392.22
18	42,389.21	43,448.94	44,535.17	45,648.55	46,789.76	47,959.51	49,158.49	50,387.46	51,647.14	52,938.32	54,261.78	55,618.32	57,008.78	58,434.00	59,894.85	61,392.22	62,927.03	64,500.20
19	44,535.17	45,648.55	46,789.76	47,959.51	49,158.49	50,387.46	51,647.14	52,938.32	54,261.78	55,618.32	57,008.78	58,434.00	59,894.85	61,392.22	62,927.03	64,500.20	66,112.71	67,765.53
20	46,789.76	47,959.51	49,158.49	50,387.46	51,647.14	52,938.32	54,261.78	55,618.32	57,008.78	58,434.00	59,894.85	61,392.22	62,927.03	64,500.20	66,112.71	67,765.53	69,459.66	71,196.16
21	51,647.14	52,938.32	54,261.78	55,618.32	57,008.78	58,434.00	59,894.85	61,392.22	62,927.03	64,500.20	66,112.71	67,765.53	69,459.66	71,196.16	72,976.06	74,800.46	76,670.47	78,587.23
22	57,008.78	58,434.00	59,894.85	61,392.22	62,927.03	64,500.20	66,112.71	67,765.53	69,459.66	71,196.16	72,976.06	74,800.46	76,670.47	78,587.23	80,551.92	82,565.71	84,629.86	86,745.60
23	62,927.03	64,500.20	66,112.71	67,765.53	69,459.66	71,196.16	72,976.06	74,800.46	76,670.47	78,587.23	80,551.92	82,565.71	84,629.86	86,745.60	88,914.24	91,137.10	93,415.53	95,750.91
24	69,459.66	71,196.16	72,976.06	74,800.46	76,670.47	78,587.23	80,551.91	82,565.71	84,629.86	86,745.60	88,914.24	91,137.10	93,415.53	95,750.91	98,144.69	100,598.30	103,113.26	105,691.09
25	76,670.47	78,587.23	80,551.91	82,565.71	84,629.86	86,745.60	88,914.24	91,137.10	93,415.53	95,750.91	98,144.69	100,598.30	103,113.26	105,691.09	108,333.37	111,041.70	113,817.75	116,663.19
26	84,629.86	86,745.60	88,914.24	91,137.10	93,415.53	95,750.91	98,144.69	100,598.30	103,113.26	105,691.09	108,333.37	111,041.70	113,817.75	116,663.19	119,579.77	122,569.26	125,633.50	128,774.33
27	93,415.53	95,750.91	98,144.69	100,598.30	103,113.26	105,691.09	108,333.37	111,041.70	113,817.75	116,663.19	119,579.77	122,569.26	125,633.50	128,774.33	131,993.69	135,293.53	138,675.87	142,142.77
28	103,113.26	105,691.09	108,333.37	111,041.70	113,817.75	116,663.19	119,579.77	122,569.26	125,633.50	128,774.33	131,993.69	135,293.53	138,675.87	142,142.77	145,696.34	149,338.75	153,072.22	156,899.02

**Table II – B**  
**Proposed Salary Scale**  
**St. Johns County Personnel Project**

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
1	17,697.86	18,140.30	18,593.81	19,058.66	19,535.12	20,023.50	20,524.09	21,037.19	21,563.12	22,102.20	22,654.75	23,221.12	23,801.65	24,396.69	25,006.61	25,631.77	26,272.57	26,929.38
2	18,593.81	19,058.66	19,535.12	20,023.50	20,524.09	21,037.19	21,563.12	22,102.20	22,654.75	23,221.12	23,801.65	24,396.69	25,006.61	25,631.77	26,272.57	26,929.38	27,602.62	28,292.68
3	19,535.12	20,023.50	20,524.09	21,037.19	21,563.12	22,102.20	22,654.75	23,221.12	23,801.65	24,396.69	25,006.61	25,631.77	26,272.57	26,929.38	27,602.62	28,292.68	29,000.00	29,725.00
4	20,524.09	21,037.19	21,563.12	22,102.20	22,654.75	23,221.12	23,801.65	24,396.69	25,006.61	25,631.77	26,272.57	26,929.38	27,602.62	28,292.68	29,000.00	29,725.00	30,468.13	31,229.83
5	21,563.12	22,102.20	22,654.75	23,221.12	23,801.65	24,396.69	25,006.61	25,631.77	26,272.57	26,929.38	27,602.62	28,292.68	29,000.00	29,725.00	30,468.13	31,229.83	32,010.57	32,810.84
6	22,654.75	23,221.12	23,801.65	24,396.69	25,006.61	25,631.77	26,272.57	26,929.38	27,602.62	28,292.68	29,000.00	29,725.00	30,468.13	31,229.83	32,010.57	32,810.84	33,631.11	34,471.89
7	23,801.65	24,396.69	25,006.61	25,631.77	26,272.57	26,929.38	27,602.62	28,292.68	29,000.00	29,725.00	30,468.13	31,229.83	32,010.57	32,810.84	33,631.11	34,471.89	35,333.68	36,217.03
8	25,006.61	25,631.77	26,272.57	26,929.38	27,602.62	28,292.68	29,000.00	29,725.00	30,468.13	31,229.83	32,010.57	32,810.84	33,631.11	34,471.89	35,333.68	36,217.03	37,122.45	38,050.51
9	26,272.57	26,929.38	27,602.62	28,292.68	29,000.00	29,725.00	30,468.13	31,229.83	32,010.57	32,810.84	33,631.11	34,471.89	35,333.68	36,217.03	37,122.45	38,050.51	39,001.78	39,976.82
10	27,602.62	28,292.68	29,000.00	29,725.00	30,468.13	31,229.83	32,010.57	32,810.84	33,631.11	34,471.89	35,333.68	36,217.03	37,122.45	38,050.51	39,001.78	39,976.82	40,976.24	42,000.65
11	29,000.00	29,725.00	30,468.13	31,229.83	32,010.57	32,810.84	33,631.11	34,471.89	35,333.68	36,217.03	37,122.45	38,050.51	39,001.78	39,976.82	40,976.24	42,000.65	43,050.66	44,126.93
12	30,468.13	31,229.83	32,010.57	32,810.84	33,631.11	34,471.89	35,333.68	36,217.03	37,122.45	38,050.51	39,001.78	39,976.82	40,976.24	42,000.65	43,050.66	44,126.93	45,230.10	46,360.86
13	32,010.57	32,810.84	33,631.11	34,471.89	35,333.68	36,217.03	37,122.45	38,050.51	39,001.78	39,976.82	40,976.24	42,000.65	43,050.66	44,126.93	45,230.10	46,360.86	47,519.88	48,707.87
14	33,631.11	34,471.89	35,333.68	36,217.03	37,122.45	38,050.51	39,001.78	39,976.82	40,976.24	42,000.65	43,050.66	44,126.93	45,230.10	46,360.86	47,519.88	48,707.87	49,925.57	51,173.71
15	35,333.68	36,217.03	37,122.45	38,050.51	39,001.78	39,976.82	40,976.24	42,000.65	43,050.66	44,126.93	45,230.10	46,360.86	47,519.88	48,707.87	49,925.57	51,173.71	52,453.05	53,764.38
16	37,122.45	38,050.51	39,001.78	39,976.82	40,976.24	42,000.65	43,050.66	44,126.93	45,230.10	46,360.86	47,519.88	48,707.87	49,925.57	51,173.71	52,453.05	53,764.38	55,108.49	56,486.20
17	39,001.78	39,976.82	40,976.24	42,000.65	43,050.66	44,126.93	45,230.10	46,360.86	47,519.88	48,707.87	49,925.57	51,173.71	52,453.05	53,764.38	55,108.49	56,486.20	57,898.36	59,345.81
18	40,976.24	42,000.65	43,050.66	44,126.93	45,230.10	46,360.86	47,519.88	48,707.87	49,925.57	51,173.71	52,453.05	53,764.38	55,108.49	56,486.20	57,898.36	59,345.81	60,829.46	62,350.20
19	43,050.66	44,126.93	45,230.10	46,360.86	47,519.88	48,707.87	49,925.57	51,173.71	52,453.05	53,764.38	55,108.49	56,486.20	57,898.36	59,345.81	60,829.46	62,350.20	63,908.95	65,506.67
20	45,230.10	46,360.86	47,519.88	48,707.87	49,925.57	51,173.71	52,453.05	53,764.38	55,108.49	56,486.20	57,898.36	59,345.81	60,829.46	62,350.20	63,908.95	65,506.67	67,144.34	68,822.95
21	49,925.57	51,173.71	52,453.05	53,764.38	55,108.49	56,486.20	57,898.36	59,345.81	60,829.46	62,350.20	63,908.95	65,506.67	67,144.34	68,822.95	70,543.52	72,307.11	74,114.79	75,967.66
22	55,108.49	56,486.20	57,898.36	59,345.81	60,829.46	62,350.20	63,908.95	65,506.67	67,144.34	68,822.95	70,543.52	72,307.11	74,114.79	75,967.66	77,866.85	79,813.52	81,808.86	83,854.08
23	60,829.46	62,350.20	63,908.95	65,506.67	67,144.34	68,822.95	70,543.52	72,307.11	74,114.79	75,967.66	77,866.85	79,813.52	81,808.86	83,854.08	85,950.43	88,099.19	90,301.67	92,559.22
24	67,144.34	68,822.95	70,543.52	72,307.11	74,114.79	75,967.66	77,866.85	79,813.52	81,808.86	83,854.08	85,950.43	88,099.19	90,301.67	92,559.22	94,873.20	97,245.03	99,676.15	102,168.06
25	74,114.79	75,967.66	77,866.85	79,813.52	81,808.86	83,854.08	85,950.43	88,099.19	90,301.67	92,559.22	94,873.20	97,245.03	99,676.15	102,168.06	104,722.26	107,340.31	110,023.82	112,774.42
26	81,808.86	83,854.08	85,950.43	88,099.19	90,301.67	92,559.22	94,873.20	97,245.03	99,676.15	102,168.06	104,722.26	107,340.31	110,023.82	112,774.42	115,593.78	118,483.62	121,445.71	124,481.86
27	90,301.67	92,559.22	94,873.20	97,245.03	99,676.15	102,168.06	104,722.26	107,340.31	110,023.82	112,774.42	115,593.78	118,483.62	121,445.71	124,481.86	127,593.90	130,783.75	134,053.34	137,404.68
28	99,676.15	102,168.06	104,722.26	107,340.31	110,023.82	112,774.42	115,593.78	118,483.62	121,445.71	124,481.86	127,593.90	130,783.75	134,053.34	137,404.68	140,839.79	144,360.79	147,969.81	151,669.05

## Cost of Implementation

The following paragraphs present two implementation plans for the county's consideration. The cost figures do not include benefit costs. Thus, the following cost figures do not represent the county's total personnel costs for these positions.

Table III depicts the cost to implement the new compensation plans. The annualized cost to implement classification changes necessitated by Plan A is \$1,641,298, or 3.46% of current payroll cost. This scale is approximately 103% of the relevant labor market. Plan A places the county's pay scale slightly above the mean of the labor market when compared to the other organizations surveyed and should prove to be effective in attracting and retaining a quality workforce. Plan B's implementation cost is \$1,246,287, or 2.63% of current payroll cost (approximately 100% of the relevant labor market for comparable organizations). Condrey and Associates will be available to assist in implementing the new compensation system.

Condrey and Associates will be available to assist St. Johns County in implementing any of the new compensation plans. Implementing the new plan will result in further pay compression (position salaries grouped closely together regardless of length or quality of service to the organization). To help ameliorate this problem, Condrey and Associates recommends that a one-time equity adjustment be applied to employee salaries as outlined in Table III. The cost of the equity adjustment is approximately 5.49% of adjusted payroll cost. Two alternative equity adjustments are also presented. The cost for Modified – 1 is approximately 4.22%. The cost for Modified – 2 is approximately 2.26%

Table III  
Cost of Implementation  
St. Johns County Project

	<b>Classification Changes<sup>1</sup></b>	<b>Equity Adjustment<sup>2</sup></b>	<b>Total Implementation Cost</b>
Plan A	\$1,641,298 (3.46%)	\$2,727,169 (5.56%)	\$4,368,467
Plan B	\$1,246,287 (2.63%)	\$2,637,070 (5.42%)	\$3,883,357
Plan A Modified-1	\$1,641,298 (3.46%)	\$2,089,654 (4.26%)	\$3,730,952
Plan B Modified-1	\$1,246,287 (2.63%)	\$2,027,452 (4.17%)	\$3,273,739
Plan A Modified-2	\$1,641,298 (3.46%)	\$1,116,322 (2.28%)	\$2,757,620
Plan B Modified-2	\$1,246,287 (2.63%)	\$1,087,273 (2.23%)	\$2,333,560

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<sup>1</sup> Increases are projected based on current payroll total of \$47,416,670. Excluded from this figure are salaries for elected officials and contract employees. The figures presented are exclusive of benefit costs.

<sup>2</sup> Figures presented are the estimated cost for equity adjustment increases. The calculations for Plans A and B are based on a maximum 1 step increase for employees with 1-3 years of service, a 2 step increase for employees with 4-6 years of service, and a 3 step increase for employees with 7 or more years of service as of December 31, 2011.

The calculations for Plans A and B Modified-1 are based on a maximum 1 step increase for employees with 1-3 years of service, and a 2 step increase for employees with 4 or more years of service as of December 31, 2011.

The calculations for Plans A and B Modified-2 are based on a maximum 1 step increase for employees with more than 1 year of service as of December 31, 2011.

Appendix A						
Salary Survey Summary						
St. Johns County Personnel Project						
Position Title	Minimum Annual Rate Mean	Minimum Annual Rate Median	Maximum Annual Rate Mean	Maximum Annual Rate Median	Average Annual Mean	Average Annual Median
Administrative Assistant	\$27,116	\$27,331	\$44,491	\$43,056	\$35,483	\$31,273
Administrative Coordinator	\$30,992	\$30,992	\$50,346	\$50,346	\$36,732	\$36,732
Animal Control Manager	\$60,988	\$58,635	\$98,451	\$96,741	\$77,349	\$75,566
Assistant County Attorney	\$73,272	\$68,678	\$129,945	\$129,022	\$118,749	\$101,857
Assistant County Engineer	\$61,732	\$58,635	\$102,679	\$98,696	\$83,902	\$86,081
Budget Analyst I	\$41,657	\$41,441	\$71,453	\$71,375	\$50,135	\$49,213
Building Inspector	\$38,211	\$37,149	\$61,558	\$63,190	\$50,660	\$51,106
Communications Specialist	\$27,060	\$26,940	\$47,787	\$48,880	\$37,684	\$32,650
Custodian (Building Service Worker)	\$17,496	\$16,640	\$28,355	\$30,551	\$20,508	\$20,508
Customer Service Representative	\$24,354	\$23,600	\$37,946	\$36,421	\$29,497	\$26,291
Engineer	\$48,555	\$49,005	\$79,024	\$80,829	\$63,060	\$66,726
Fire Captain	\$58,944	\$62,601	\$77,227	\$77,916	\$70,093	\$68,459
Fire Inspector	\$40,752	\$37,440	\$62,181	\$62,120	\$55,666	\$55,547
Fire Lieutenant	\$50,742	\$54,253	\$69,352	\$69,024	\$63,530	\$62,489
Fire Mechanic	\$29,761	\$31,720	\$46,763	\$47,396	\$39,525	\$39,352
Firefighter/EMT	\$31,534	\$30,127	\$56,920	\$58,884	\$47,272	\$43,978
Firefighter/Engineer	\$37,147	\$33,720	\$56,594	\$51,216	\$49,657	\$49,379
GIS Analyst	\$40,781	\$39,999	\$66,947	\$66,831	\$51,219	\$48,573
Heavy Equipment Operator	\$29,539	\$28,751	\$45,295	\$45,604	\$35,830	\$35,333
Housing & Community Services Asst. Dir.	\$56,923	\$58,635	\$91,520	\$96,741	\$76,038	\$77,730
Human Resources Specialist	\$28,045	\$28,225	\$46,114	\$45,177	\$32,597	\$32,330
Legal Secretary	\$31,244	\$30,700	\$51,715	\$51,646	\$40,453	\$39,270
Librarian III - Branch Manager	\$45,023	\$44,533	\$72,328	\$72,354	\$55,782	\$54,761
Library Assistant I	\$24,505	\$23,351	\$38,753	\$38,979	\$29,438	\$26,323
Lifeguard	\$24,525	\$24,752	\$33,177	\$33,509	\$26,822	\$26,822
Maintenance Worker II	\$23,905	\$24,139	\$37,449	\$38,158	\$30,000	\$32,232
Management and Budget Assistant Director	\$60,257	\$61,291	\$97,377	\$97,074	\$79,851	\$84,427
Mechanic II	\$27,827	\$27,321	\$45,715	\$46,675	\$35,202	\$34,528
Meter Reader	\$26,052	\$26,364	\$41,876	\$40,383	\$28,922	\$29,432
Office Specialist	\$25,608	\$25,898	\$42,975	\$43,716	\$35,238	\$35,233
Permit Technician	\$25,902	\$26,146	\$43,055	\$43,347	\$30,809	\$32,194
Plans Examiner	\$39,151	\$40,009	\$65,891	\$66,831	\$56,278	\$55,843
Real Estate Coordinator	\$44,127	\$41,351	\$74,937	\$71,854	\$60,622	\$56,573
Records Management Analyst	\$38,460	\$38,460	\$62,247	\$62,247	\$49,785	\$49,785

<b>Position Title</b>	<b>Minimum Annual Rate Mean</b>	<b>Minimum Annual Rate Median</b>	<b>Maximum Annual Rate Mean</b>	<b>Maximum Annual Rate Median</b>	<b>Average Annual Mean</b>	<b>Average Annual Median</b>
Road and Bridge Crew Chief	\$30,525	\$28,683	\$50,811	\$53,177	\$37,988	\$37,935
Safety Officer	\$37,965	\$39,035	\$64,259	\$63,839	\$44,884	\$44,616
Sign Technician	\$26,012	\$24,690	\$40,652	\$39,823	\$33,321	\$32,442
Solid Waste Inspector (Code Enforcement Officer)	\$36,046	\$36,774	\$55,550	\$56,597	\$48,882	\$43,004
Survey Technician	\$25,233	\$24,960	\$39,591	\$38,188	\$32,418	\$32,963
Systems Analyst	\$43,714	\$39,499	\$71,180	\$65,798	\$60,536	\$58,477
Systems Support Technician	\$37,962	\$36,915	\$61,321	\$62,754	\$49,045	\$47,664
Tradesworker III	\$32,667	\$31,720	\$49,902	\$49,433	\$39,806	\$41,261
Underground Utility Technician	\$30,486	\$30,771	\$46,195	\$48,173	\$39,085	\$38,844
Utility Maintenance Technician	\$28,230	\$30,137	\$47,427	\$48,377	\$40,304	\$41,261
Veterinary Technician	\$29,373	\$26,333	\$49,569	\$48,139	\$33,996	\$33,359
Wastewater Operator II	\$32,423	\$32,802	\$52,233	\$51,657	\$44,427	\$44,223
Web Manager	\$42,615	\$42,432	\$69,792	\$72,249	\$56,038	\$53,394
Weighmaster	\$22,583	\$22,398	\$37,894	\$36,740	\$27,405	\$27,737

Appendix B			
ICMA Survey Summary			
St. Johns County			
Position	Mean Salary	Minimum Salary	Maximum Salary
Assistant CAO	\$123,503.96	\$93,368.15	\$146,141.48
Chief Administrative Officer	\$159,092.55	\$114,678.80	\$175,912.67
Chief Financial Officer	\$114,601.69	\$85,379.14	\$133,920.68
Fire Chief	\$112,320.28	\$77,117.73	\$123,120.76
Human Resources Director	\$89,405.14	\$76,609.25	\$120,803.61
Information Services Director	\$104,857.55	\$71,821.02	\$119,849.39
Parks and Recreation Director	\$88,503.55	\$71,825.11	\$112,449.68
Planning Director	\$93,423.72	\$72,993.17	\$113,295.85
Police Chief	\$107,594.69	\$82,384.70	\$126,788.63
Public Works Director	\$109,872.33	\$79,331.29	\$127,568.88

Source: International City/County Management Association. Data is for similar-sized organizations in the Southeastern portion of the United States.

Appendix C  
Position/Grade Analysis by Department  
St. Johns County Personnel Project

DEPT	POSITION	GRADE
AC/1	Animal Control Manager	21
AC/2	Assistant Animal Control Manager	17
AC/3	Veterinary Technician	14
AC/4	Animal Control Coordinator	12
AC/5	Animal Control Officer	10 <sup>1</sup>
AC/6	Office Specialist	10
AC/7	Animal Control Dispatcher	9
AC/8	Senior Animal Care Technician	9
AC/9	Animal Care Technician	8
ADM/1	County Administrator	UNC
ADM/2	Assistant County Administrator	28
ADM/3	Director of Economic Development	25
ADM/4	Director of Administrative Support Services	26
ADM/5	Public Information Manager	21
ADM/6	Assistant to the County Administrator	18
ADM/7	Administrative Coordinator	14
ADM/8	Administrative Assistant	12
ADM/9	Producer	16
ADM/10	Production Assistant	12
ADM/11	Public Information Specialist	16
BCC/1	Assistant to the Board of County Commissioners	18
BCC/2	Administrative Assistant	12
BCH/1	Beach Manager	21
BCH/2	Beach Services Specialist	16
BCH/3	Volunteer and Special Event Coordinator	16
BCH/4	Heavy Equipment Operator II	12
BCH/5	Beach Enforcement Technician	12
BCH/6	Beach Maintenance Worker	10
BO/1	Building Operations Manager	22
BO/2	Building Operations Supervisor	16
BO/3	Building Manager	15
BO/4	Administrative Assistant	12
BO/5	Custodial Services Supervisor	12
BO/6	Maintenance Worker	8

<sup>1</sup> May be designated Senior and placed at grade 11.

DEPT	POSITION	GRADE
BO/7	Mail Clerk	9
BO/8	Courier	7
BO/9	Telephone Support Operator	9
BO/10	Custodian	6
BS/1	Building Official	24
BS/2	Supervisor of Inspections	21
BS/3	Chief Building Inspector	20
BS/4	Plans Examiner	19
BS/5	Building Permit Manager	19
BS/6	Building Services Supervisor II	18
BS/7	Building Permit Supervisor	16
BS/8	Building Inspector I	16 <sup>2</sup>
BS/9	Energy Efficiency Examiner	16
BS/10	Administrative Assistant	12
BS/11	Building Services Specialist	14
BS/12	License Investigator	12
BS/13	License Technician	12
BS/14	Permit Technician	12
CA/1	County Attorney	UNC
CA/2	Deputy County Attorney	27
CA/3	Assistant County Attorney	25
CA/4	Assistant to the County Attorney	18
CA/5	Administrative Assistant	12
CE/1	General Manager	23
CE/2	Production Manager	19
CE /3	Business Manager	19
CE /4	Marketing and Community Relations Manager	17
CE /5	Box Office Coordinator	16
CE /6	Marketing and Promotions Specialist	14
COM/1	Communications/EMD Manager	19
COM/2	Communications Shift Supervisor	16
COM/3	Communications Officer	11
CS/1	Construction and Operations Director	25
CS/2	Project Manager	21
CS/3	Administrative Coordinator	14

<sup>2</sup> May be designated Inspector II and placed at grade 17, Inspector III and placed at grade 18.

DEPT	POSITION	GRADE
CWC/1	Administrative Assistant	12
ENG/1	County Engineer	26
ENG/2	Assistant County Engineer	24
ENG/3	Traffic Manager	23
ENG/4	Engineer	21 <sup>3</sup>
ENG/5	Right of Way Manager	21
ENG/6	Project Manager	21
ENG/7	Engineering Inspection Supervisor	20
ENG/8	Traffic Systems Analyst	19
ENG/9	Senior Signal Technician	17
ENG/10	Senior Engineering Inspector	17
ENG/11	Sign Shop Supervisor	16
ENG/12	Pavement Management Coordinator	16
ENG/13	Engineering Inspector	16
ENG/14	Project Specialist	16
ENG/15	Right of Way Technician	16
ENG/16	Traffic Signal Technician	14
ENG/17	Administrative Assistant	12
ENG/18	Traffic Sign Fabricator	12
ENG/19	Sign Technician	12
ENG/20	Office Specialist	10
EO/1	Emergency Management Director	23
EO/2	Deputy Emergency Management Director	22
EO/3	Emergency Management Planner	16
EO/4	Administrative Assistant	12
ES/1	Extension Services Director	24
ES/2	4-H Agent	19
ES/3	Family and Consumer Sciences Agent	19
ES/4	Horticulture Agent	19
ES/5	Agricultural Agent	19
ES/6	Administrative Coordinator	14
ES/7	Groundskeeper	10
ES/8	4-H Program Assistant	12
ES/9	Horticulture Program Assistant	12
ES/10	Office Specialist	10
ES/11	Custodian	6

<sup>3</sup> Place at grade 22 if in possession of current Professional Engineering license for the State of Florida.

DEPT	POSITION	GRADE
FAC/1	Facilities Maintenance Manager	24
FAC/2	Building Maintenance Superintendent	21
FAC/3	Facilities Maintenance Superintendent	21
FAC/4	Electrical Coordinator	19
FAC/5	Computer Operations Coordinator	17
FAC/6	Facilities Maintenance Coordinator	19
FAC/7	Correctional Facility Maintenance Manager	19
FAC/8	Health and Human Services Building Manager	18
FAC/9	Health and Human Services Assistant Building Manager	16
FAC/10	Electrician I	12 <sup>4</sup>
FAC/11	HVAC Technician I	12 <sup>5</sup>
FAC/12	Plumber I	12 <sup>6</sup>
FAC/13	Mason I	12 <sup>7</sup>
FAC/14	Carpenter I	12 <sup>8</sup>
FAC/15	Roofer I	12 <sup>9</sup>
FAC/16	Painter	12 <sup>10</sup>
FAC/17	Administrative Assistant	12
FAC/18	Office Specialist	10
FAC/19	Maintenance Technician	12
FAC/20	Warehouse Coordinator	12
FAC/21	Custodian	6
FD/1	Fire Rescue Chief	27
FD/2	Section Chief - Operations	24
FD/3	Section Chief - Support Services	24
FD/4	Deputy Chief	23
FD/5	Battalion Chief	23
FD/6	Fire Rescue Captain	22
FD/7	Fire Rescue Lieutenant	21
FD/8	Fire Inspector Supervisor	20
FD/9	Fire Plans Examiner	19
FD/10	Fire Rescue Engineer	17
FD/11	Fire Inspector	17
FD/12	Fire Logistics Coordinator	18

<sup>4</sup> May be designated Electrician II and placed at grade 14, Electrician III and placed at grade 16.

<sup>5</sup> May be designated HVAC Technician II and placed at grade 14, HVAC Technician III and placed at grade 16.

<sup>6</sup> May be designated Plumber II and placed at grade 14, Plumber III and placed at grade 16.

<sup>7</sup> May be designated Mason II and placed at grade 14, Mason III and placed at grade 16.

<sup>8</sup> May be designated Carpenter II and placed at grade 14, Carpenter III and placed at grade 16.

<sup>9</sup> May be designated Roofer II and placed at grade 14, Roofer III and placed at grade 16.

<sup>10</sup> May be designated Senior Painter and placed at grade 14.

DEPT	POSITION	GRADE
FD/13	Public Education Officer	16
FD/14	Firefighter/Paramedic	15
FD/15	Firefighter/EMT	14
FD/16	EMS Billing Coordinator	14
FD/17	Mechanic III	14
FD/18	Administrative Coordinator	14
FD/19	Administrative Assistant	12
FD/20	Logistics Technician	12
FD/21	EMS Billing Technician	10
FD/22	Office Specialist	10
FD/23	AED Coordinator	16
FM/1	Fleet Maintenance Manager	23
FM/2	Fleet Maintenance Supervisor	18
FM/3	Bio Fuel Technician	15
FM/4	Mechanic III	14
FM/5	Administrative Coordinator	14
FM/6	Lead Mechanic II	13
FM/7	Fleet Service Writer	12
FM/8	Mechanic II	12
FM/9	Mechanic I	10
FM/10	Office Specialist	10
GC/1	Golf Course Manager	23
GC/2	Golf Course Superintendent	21
GC/3	Assistant Golf Professional	15
GC/4	Pro Shop and Marketing Associate	14
GC/5	Golf Course Supervisor	14
GC/6	Golf Course Crew Leader	12
GC/7	Mechanic II	12
GC/8	Equipment Operator II	11
GC/9	Pro Shop Assistant	10
GC/10	Maintenance Worker	8
GC/11	Cashier	9
GC/12	Starter	8
GC/13	Ranger	8
GC/14	Cart Attendant	7
GC/15	Custodian	6
GM/1	Growth Management Director	26
GM/2	Long Range Planning Division Manager	23
GM/3	Development Review Division Manager	23
GM/4	Environmental Division Manager	23

DEPT	POSITION	GRADE
GM/5	Chief Engineer	22 <sup>11</sup>
GM/6	Transportation Planning Manager	21
GM/7	Application Review Manager	20
GM/8	Planning and Zoning Manager	21
GM/9	Project Manager	21
GM/10	Environmental Supervisor	20
GM/11	Engineer	21 <sup>3</sup>
GM/12	Construction Inspection Supervisor	20
GM/13	Historic Resource Coordinator	19
GM/14	Principal Planner	20
GM/15	Code Enforcement Inspection Supervisor	19
GM/16	Planner	17 <sup>12</sup>
GM/17	Transit Grant Specialist	17
GM/18	Environmental Specialist	17
GM/19	Assistant Program Manager	17
GM/20	Construction Inspector	16
GM/21	GIS Technician	14
GM/22	Transportation Planning Specialist	14
GM/23	Environmental Technician	14
GM/24	Planning Coordinator	12
GM/25	Application Review Technician	12
GM/26	Code Enforcement Officer	14
GM/27	Planning and Zoning Technician	12
GM/28	Code Enforcement Clerk	10
GM/29	Records Management Clerk	10
GM/30	Cashier	9
GM/31	Administrative Coordinator	14
GM/32	Plan Review Advisor	16
HHS/1	Health and Human Services Director	25
HHS/2	Program Manager	23
HHS/3	Finance and Contracts Manager	21
HHS/4	Social Services Manager	20
HHS/5	Prevention Coordinator	19
HHS/6	Drug Court Program Coordinator	19
HHS/7	Quality Services Supervisor	19
HHS/8	Case Manager Supervisor	19
HHS/9	Therapist	18

<sup>11</sup> Place at grade 23 if in possession of current Professional Engineering license for the State of Florida.

<sup>12</sup> May be designated Senior Planner and placed at grade 19.

DEPT	POSITION	GRADE
HHS/10	Case Manager	16 <sup>13</sup>
HHS/11	Drug Court Program Specialist	14
HHS/12	Contracts Coordinator	16
HHS/13	Quality Services Specialist	14
HHS/14	Case Specialist	14
HHS/15	Quality Services Specialist	14
HHS/16	Family Support Specialist	14
HHS/17	Federal Funding Specialist	14
HHS/18	Human Services Outreach Specialist	16
HHS/19	Administrative Coordinator	14
HHS/20	Accounting Technician	12
HHS/21	Administrative Assistant	12
HHS/22	Office Specialist	10
HHS/23	Human Services Specialist	14
HS/1	Director of Housing and Community Development	23
HS/2	Assistant Director of Housing and Community Development	21
HS/3	Home Ownership Programs Administrator	21
HS/4	Housing Programs Specialist	17
HS/5	Administrative Assistant	12
LIB/1	Library Director	25
LIB/2	Extension Services Manager	21
LIB/3	Technical Services Manager	21
LIB/4	Branch Manager	20
LIB/5	Assistant Branch Manager	18
LIB/6	Librarian	17
LIB/7	Administrative Coordinator	14
LIB/8	Library Technical Associate	14
LIB/9	Circulation Supervisor	14
LIB/10	Library Systems Support Technician	14
LIB/11	Library Assistant III	12
LIB/12	Library Assistant II	10
LIB/13	Library Assistant I	9
LM/1	Land Management Director	25
LM/2	County Surveyor	23
LM/3	GIS Manager	23
LM/4	Assistant GIS Manager	21
LM/5	Survey Manager	21
LM/6	Real Estate Supervisor	20
LM/7	GIS Coordinator	20

<sup>13</sup> Advance 5% within grade if certified by the Florida Department of Children and Families.

DEPT	POSITION	GRADE
LM/8	Real Estate Appraiser	18
LM/9	Senior Real Estate Coordinator	19
LM/10	Real Estate Title Coordinator	17
LM/11	GIS Systems Analyst	19
LM/12	Real Estate Coordinator	17
LM/13	Survey Party Chief	16
LM/14	CADD Technician	14
LM/15	Instrument Technician	12
LM/16	Administrative Coordinator	14
LM/17	Survey Assistant	9
MB/1	Management and Budget Director	27
MB/2	Management and Budget Assistant Director	24
MB/3	Management and Budget Analyst	18 <sup>14</sup>
ME/1	Medical Examiner	UNC
ME/2	Forensic Investigator	16 <sup>15</sup>
ME/3	Forensic Technician	14
ME/4	Assistant to the Medical Examiner	18
ME/5	Office Specialist	10
MIS/1	Management Information Systems Director	26
MIS/2	Assistant Management Information Systems Director	24
MIS/3	Applications Manager	23
MIS/4	Network Engineer	22
MIS/5	Web Manager	21
MIS/6	Senior Applications Analyst	21
MIS/7	Applications Analyst	19
MIS/8	Database Administrator	21
MIS/9	Records Management Analyst	19
MIS/10	Programmer	16
MIS/11	Web Development Support Technician	14
MIS/12	Systems Support Technician	16 <sup>16</sup>
MIS/13	Administrative Assistant	12
MIS/14	Office Specialist	10
MIS/15	Telecommunication Support Technician	18
PUR/1	Purchasing Director	24
PUR/2	Contracts Manager	21

<sup>14</sup> May be designated "Senior" and placed at Grade 20 after three years of service in this position; may be designated "Principal" and placed at grade 21 after 7 years of service in this position.

<sup>15</sup> May be designated "Chief Forensic Investigator" and placed at grade 18.

<sup>16</sup> May be designated "Senior" and placed at grade 17.

DEPT	POSITION	GRADE
PUR/3	Contracts Coordinator	18
PUR/4	Buyer	16 <sup>17</sup>
PUR/5	Surplus Properties Specialist	14
PUR/6	Office Specialist	10
PS/1	Personnel Services Manager	22
PS/2	Risk Manager	22
PS/3	Personnel Services Analyst	18
PS/4	Benefits Supervisor	18
PS/5	Risk Management Coordinator	16 <sup>18</sup>
PS/6	Safety Officer	17
PS/7	Personnel Services Specialist	16 <sup>18</sup>
PW/1	Public Works Director	27
PW/2	GIS Coordinator	20
PW/3	Administrative Analyst	20
PW/4	GIS Systems Analyst	19
PW/5	Administrative Coordinator	14
RB/1	Road and Bridge Manager	24
RB/2	Road and Bridge Superintendent	21
RB/3	Construction Supervisor	18
RB/4	Public Works Supervisor	18
RB/5	Project Specialist	16
RB/6	Administrative Coordinator	14
RB/7	Public Works Crew Chief	14
RB/8	Heavy Equipment Operator III	13
RB/9	Trades Worker II	13
RB/10	Trades Worker I	12
RB/11	Heavy Equipment Operator II	12
RB/12	Administrative Assistant	12
RB/13	VAC Truck Operator	12
RB/14	Herbicide Applicator	12
RB/15	Motor Vehicle Operator II	11
RB/16	Heavy Equipment Operator I	11
RB/17	Motor Vehicle Operator I	10
RB/18	Senior Maintenance Worker	10
RB/19	Maintenance Worker	8
RB/20	Roads and Bridges Systems Analyst	18

<sup>17</sup> May be designated "Senior Buyer" and placed at grade 17.

<sup>18</sup> May be placed at grade 17 if certified by SHRM or IPMA-HR and 3 years' experience in Personnel Services Department.

DEPT	POSITION	GRADE
RP/1	Recreation and Parks Director	25
RP/2	Assistant Recreation and Parks Director	23
RP/3	Recreation Superintendent	21
RP/4	Parks Maintenance Superintendent	21
RP/5	Recreation Supervisor	17
RP/6	Parks Maintenance Supervisor	17
RP/7	Recreation Facilities Coordinator	14
RP/8	Recreation Pier Coordinator	14
RP/9	Parks Mechanic	14
RP/10	Athletic Field Specialist	12
RP/11	Warehouse Coordinator	12
RP/12	Parks Crewleader	12
RP/13	Administrative Coordinator	14
RP/14	Recreation Accounting Technician	12
RP/15	Senior Maintenance Worker	10
RP/16	Maintenance Worker	8
RP/17	Office Specialist	10
RP/18	Recreation Assistant	9
RP/19	Cashier	9
RP/20	Custodian	6
RP/21	Park Attendant	6
RP/22	Transit Driver	9
SW/1	Solid Waste Manager	23
SW/2	Solid Waste Supervisor	17
SW/3	Solid Waste Inspector	14
SW/4	Administrative Coordinator	14
SW/5	Household Hazardous Waste Technician	14
SW/6	Recycling Coordinator	16
SW/7	Solid Waste Operator	13
SW/8	Solid Waste Technician	12
SW/9	Office Specialist	10
SW/10	Weighmaster	9
TCE/1	Tourism and Cultural Events Director	25
TCE/2	Administrative Coordinator	14
TCE/3	Accounting Technician	12
SWCD/1	Administrative Assistant	12
UD/1	Utility Director	27
UD/2	Utility Engineering Manager	25

DEPT	POSITION	GRADE
UD/4	Utility Administrative Manager	23
UD/5	Chief Engineer – Development and Planning	22 <sup>11</sup>
UD/6	Chief Engineer – Capital	22 <sup>11</sup>
UD/7	Utility Operations Superintendent	22
UD/8	Water Operations Superintendent	21
UD/9	Wastewater Operations Superintendent	21
UD/10	Underground Utility Superintendent	21
UD/11	Utility Maintenance Superintendent	21
UD/12	Engineer	21 <sup>3</sup>
UD/13	Environmental Coordinator	20
UD/14	SCADA Administrator	21
UD/15	Information Systems Coordinator	21
UD/16	Customer Service Manager	19
UD/17	Utility Review Coordinator	18
UD/18	Compliance Coordinator	18
UD/19	Pre-Treatment Specialist	18
UD/20	Capital Improvement Analyst	17
UD/21	Asset Technician	14
UD/22	Senior Laboratory Analyst	17
UD/23	Staff Accountant	17
UD/24	Laboratory Analyst	16
UD/25	Utility Maintenance Coordinator	16
UD/26	Buyer	16
UD/27	Underground Utility Coordinator	16
UD/28	Customer Service Supervisor	16
UD/29	Utility Review Specialist	16
UD/30	Utility Field Inspector	16
UD/31	Lead Operator – Water	15 <sup>19</sup>
UD/32	Lead Operator – Wastewater	15 <sup>19</sup>
UD/33	Construction Technician	14
UD/34	Utility Systems Support Technician	16
UD/35	GIS Technician	14
UD/36	AMR Coordinator	14
UD/37	SCADA Technician	14
UD/38	Water Treatment Plant Operator	13 <sup>20</sup>
UD/39	Wastewater Treatment Plant Operator	13 <sup>20</sup>
UD/40	Lead Utility Maintenance Technician	12
UD/41	Field Services Specialist	12
UD/42	Administrative Coordinator	14
UD/43	Warehouse Coordinator	12
UD/44	Meter Reader Supervisor	12

<sup>19</sup> May be designated level II or III and placed at Grade 16 or 17 respectively.

<sup>20</sup> May be designated Trainee, Level I, II, or III and placed at grade 12, 13, 14, or 15 respectively.

DEPT	POSITION	GRADE
UD/45	Field Services Coordinator	12
UD/46	Customer Service Coordinator	12
UD/47	Lead Underground Utility Technician	12
UD/48	Billing Clerk	10
UD/49	Meter Technician	10
UD/50	Office Specialist	10
UD/51	Utility Hydrant Technician	10
UD/52	Underground Utility Technician	10 <sup>21</sup>
UD/53	Utility Maintenance Technician	10 <sup>21</sup>
UD/54	Meter Reader	9
UD/55	Customer Service Clerk	9 <sup>22</sup>
UD/56	Pre-Treatment Technician	10
UD/57	Administrative Assistant	12
VSO/1	Veterans Service Officer	21
VSO/2	Assistant Veterans Service Officer	17
VSO/3	Office Specialist	10

<sup>21</sup> May be designated Level II and placed at grade 11.

<sup>22</sup> May be designated Senior and placed at grade 10.

Appendix D  
Position/Grade Analysis by Grade  
St. Johns County Personnel Project

DEPT	POSITION	GRADE
ME/1	Medical Examiner	UNC
ADM/1	County Administrator	UNC
CA/1	County Attorney	UNC
ADM/2	Assistant County Administrator	28
CA/2	Deputy County Attorney	27
FD/1	Fire Rescue Chief	27
MB/1	Management and Budget Director	27
PW/1	Public Works Director	27
UD/1	Utility Director	27
ENG/1	County Engineer	26
ADM/4	Director of Administrative Support Services	26
GM/1	Growth Management Director	26
MIS/1	Management Information Systems Director	26
CA/3	Assistant County Attorney	25
CS/1	Construction and Operations Director	25
ADM/3	Director of Economic Development	25
HHS/1	Health and Human Services Director	25
LM/1	Land Management Director	25
LIB/1	Library Director	25
RP/1	Recreation and Parks Director	25
TCE/1	Tourism and Cultural Events Director	25
UD/2	Utility Engineering Manager	25
ENG/2	Assistant County Engineer	24
MIS/2	Assistant Management Information Systems Director	24
BS/1	Building Official	24
ES/1	Extension Services Director	24
FAC/1	Facilities Maintenance Manager	24
MB/2	Management and Budget Assistant Director	24
PUR/1	Purchasing Director	24
RB/1	Road and Bridge Manager	24
FD/2	Section Chief - Operations	24
FD/3	Section Chief - Support Services	24
MIS/3	Applications Manager	23

DEPT	POSITION	GRADE
RP/2	Assistant Recreation and Parks Director	23
FD/5	Battalion Chief	23
LM/2	County Surveyor	23
FD/4	Deputy Chief	23
GM/3	Development Review Division Manager	23
HS/1	Director of Housing and Community Development	23
EO/1	Emergency Management Director	23
GM/4	Environmental Division Manager	23
FM/1	Fleet Maintenance Manager	23
LM/3	GISGIS Manager	23
CE/1	General Manager	23
GC/1	Golf Course Manager	23
GM/2	Long Range Planning Division Manager	23
HHS/2	Program Manager	23
SW/1	Solid Waste Manager	23
ENG/3	Traffic Manager	23
UD/4	Utility Administrative Manager	23
BO/1	Building Operations Manager	22
GM/5	Chief Engineer	22 <sup>11</sup>
UD/6	Chief Engineer – Capital	22 <sup>11</sup>
UD/5	Chief Engineer – Development and Planning	22 <sup>11</sup>
EO/2	Deputy Emergency Management Director	22
FD/6	Fire Rescue Captain	22
MIS/4	Network Engineer	22
PS/1	Personnel Services Manager	22
PS/2	Risk Manager	22
UD/7	Utility Operations Superintendent	22
AC/1	Animal Control Manager	21
HS/2	Assistant Director of Housing and Community Development	21
LM/4	Assistant GIS Manager	21
BCH/1	Beach Manager	21
FAC/2	Building Maintenance Superintendent	21
PUR/2	Contracts Manager	21
MIS/8	Database Administrator	21
ENG/4	Engineer	21 <sup>3</sup>
GM/11	Engineer	21 <sup>3</sup>
UD/12	Engineer	21 <sup>3</sup>

<sup>3</sup> Place at grade 22 if in possession of current Professional Engineering license for the State of Florida.

<sup>11</sup> Place at grade 23 if in possession of current Professional Engineering license for the State of Florida.

DEPT	POSITION	GRADE
LIB/2	Extension Services Manager	21
FAC/3	Facilities Maintenance Superintendent	21
HHS/3	Finance and Contracts Manager	21
FD/7	Fire Rescue Lieutenant	21
GC/2	Golf Course Superintendent	21
HS/3	Home Ownership Programs Administrator	21
UD/15	Information Systems Coordinator	21
RP/4	Parks Maintenance Superintendent	21
GM/8	Planning and Zoning Manager	21
CS/2	Project Manager	21
ENG/6	Project Manager	21
GM/9	Project Manager	21
ADM/5	Public Information Manager	21
RP/3	Recreation Superintendent	21
ENG/5	Right of Way Manager	21
RB/2	Road and Bridge Superintendent	21
UD/14	SCADA Administrator	21
MIS/6	Senior Applications Analyst	21
BS/2	Supervisor of Inspections	21
LM/5	Survey Manager	21
LIB/3	Technical Services Manager	21
GM/6	Transportation Planning Manager	21
UD/10	Underground Utility Superintendent	21
UD/11	Utility Maintenance Superintendent	21
VSO/1	Veterans Service Officer	21
UD/9	Wastewater Operations Superintendent	21
UD/8	Water Operations Superintendent	21
MIS/5	Web Manager	21
PW/3	Administrative Analyst	20
GM/7	Application Review Manager	20
LIB/4	Branch Manager	20
BS/3	Chief Building Inspector	20
GM/12	Construction Inspection Supervisor	20
ENG/7	Engineering Inspection Supervisor	20
UD/13	Environmental Coordinator	20
GM/10	Environmental Supervisor	20
FD/ 8	Fire Inspector Supervisor	20
PW/2	G.I.S Coordinator	20
LM/7	GIS Coordinator	20
GM/14	Principal Planner	20
LM/6	Real Estate Supervisor	20
HHS/4	Social Services Manager	20

DEPT	POSITION	GRADE
ES/2	4-H Agent	19
ES/5	Agricultural Agent	19
MIS/7	Applications Analyst	19
BS/5	Building Permit Manager	19
CE /3	Business Manager	19
HHS/8	Case Manager Supervisor	19
GM/15	Code Enforcement Inspection Supervisor	19
COM/1	Communications/EMD Manager	19
FAC/7	Correctional Facility Maintenance Manager	19
UD/16	Customer Service Manager	19
HHS/6	Drug Court Program Coordinator	19
FAC/4	Electrical Coordinator	19
FAC/6	Facilities Maintenance Coordinator	19
ES/3	Family and Consumer Sciences Agent	19
FD/9	Fire Plans Examiner	19
PW/4	G.I.S Systems Analyst	19
LM/11	G.I.S. Systems Analyst	19
GM/13	Historic Resource Coordinator	19
ES/4	Horticulture Agent	19
BS/4	Plans Examiner	19
HHS/5	Prevention Coordinator	19
CE/2	Production Manager	19
HHS/7	Quality Services Supervisor	19
MIS/9	Records Management Analyst	19
LM/9	Senior Real Estate Coordinator	19
ENG/8	Traffic Systems Analyst	19
LIB/5	Assistant Branch Manager	18
BCC/1	Assistant to the Board of County Commissioners	18
ADM/6	Assistant to the County Administrator	18
CA/4	Assistant to the County Attorney	18
ME/4	Assistant to the Medical Examiner	18
PS/4	Benefits Supervisor	18
BS/6	Building Services Supervisor II	18
UD/18	Compliance Coordinator	18
RB/3	Construction Supervisor	18
PUR/3	Contracts Coordinator	18
FD/12	Fire Logistics Coordinator	18
FM/2	Fleet Maintenance Supervisor	18
FAC/8	Health and Human Services Building Manager	18
MB/3	Management and Budget Analyst	18 <sup>14</sup>

<sup>14</sup> May be designated “Senior” and placed at Grade 20 after three years of service in this position; may be designated “Principal” and placed at grade 21 after 7 years of service in this position.

DEPT	POSITION	GRADE
PS/3	Personnel Services Analyst	18
UD/19	Pre-Treatment Specialist	18
RB/4	Public Works Supervisor	18
LM/8	Real Estate Appraiser	18
RB/20	Roads and Bridges Systems Analyst	18
MIS/15	Telecommunication Support Technician	18
HHS/9	Therapist	18
UD/17	Utility Review Coordinator	18
AC/2	Assistant Animal Control Manager	17
GM/19	Assistant Program Manager	17
VSO/2	Assistant Veterans Service Officer	17
UD/20	Capital Improvement Analyst	17
FAC/5	Computer Operations Coordinator	17
GM/18	Environmental Specialist	17
FD/11	Fire Inspector	17
FD/10	Fire Rescue Engineer	17
HS/4	Housing Programs Specialist	17
LIB/6	Librarian	17
CE /4	Marketing and Community Relations Manager	17
RP/6	Parks Maintenance Supervisor	17
GM/16	Planner	17 <sup>12</sup>
LM/12	Real Estate Coordinator	17
LM/10	Real Estate Title Coordinator	17
RP/5	Recreation Supervisor	17
PS/6	Safety Officer	17
ENG/10	Senior Engineering Inspector	17
UD/22	Senior Laboratory Analyst	17
ENG/9	Senior Signal Technician	17
SW/2	Solid Waste Supervisor	17
UD/23	Staff Accountant	17
GM/17	Transit Grant Specialist	17
FD/23	AED Coordinator	16
BCH/2	Beach Services Specialist	16
CE /5	Box Office Coordinator	16
BS/8	Building Inspector I	16 <sup>2</sup>
BO/2	Building Operations Supervisor	16
BS/7	Building Permit Supervisor	16
PUR/4	Buyer	16 <sup>17</sup>

<sup>2</sup> May be designated Inspector II and placed at grade 17, Inspector III and placed at grade 18.

<sup>12</sup> May be designated Senior Planner and placed at grade 19.

<sup>17</sup> May be designated "Senior Buyer" and placed at grade 17.

DEPT	POSITION	GRADE
UD/26	Buyer	16
HHS/10	Case Manager	16 <sup>13</sup>
COM/2	Communications Shift Supervisor	16
GM/20	Construction Inspector	16
HHS/12	Contracts Coordinator	16
UD/28	Customer Service Supervisor	16
EO/3	Emergency Management Planner	16
BS/9	Energy Efficiency Examiner	16
ENG/13	Engineering Inspector	16
ME/2	Forensic Investigator	16 <sup>15</sup>
FAC/9	Health and Human Services Assistant Building Manager	16
HHS/18	Human Services Outreach Specialist	16
UD/24	Laboratory Analyst	16
ENG/12	Pavement Management Coordinator	16
PS/7	Personnel Services Specialist	16 <sup>18</sup>
GM/32	Plan Review Advisor	16
ADM/9	Producer	16
MIS/10	Programmer	16
ENG/14	Project Specialist	16
RB/5	Project Specialist	16
FD/13	Public Education Officer	16
ADM/11	Public Information Specialist	16
SW/6	Recycling Coordinator	16
ENG/15	Right of Way Technician	16
PS/5	Risk Management Coordinator	16 <sup>18</sup>
ENG/11	Sign Shop Supervisor	16
LM/13	Survey Party Chief	16
MIS/12	Systems Support Technician	16 <sup>16</sup>
UD/27	Underground Utility Coordinator	16
UD/30	Utility Field Inspector	16
UD/25	Utility Maintenance Coordinator	16
UD/29	Utility Review Specialist	16
UD/34	Utility Systems Support Technician	16
BCH/3	Volunteer and Special Event Coordinator	16
GC/3	Assistant Golf Professional	15
FM/3	Bio Fuel Technician	15
BO/3	Building Manager	15

<sup>13</sup> Advance 5% within grade if certified by the Florida Department of Children and Families.

<sup>15</sup> May be designated "Chief Forensic Investigator" and placed at grade 18.

<sup>16</sup> May be designated "Senior" and placed at grade 17.

<sup>18</sup> May be placed at grade 17 if certified by SHRM or IPMA-HR and 3 years' experience in Personnel Services Department.

DEPT	POSITION	GRADE
FD/14	Firefighter/Paramedic	15
UD/32	Lead Operator – Wastewater	15 <sup>19</sup>
UD/31	Lead Operator – Water	15 <sup>19</sup>
ADM/7	Administrative Coordinator	14
CS/3	Administrative Coordinator	14
ES/6	Administrative Coordinator	14
FD/18	Administrative Coordinator	14
FM/5	Administrative Coordinator	14
GM/31	Administrative Coordinator	14
HHS/19	Administrative Coordinator	14
LIB/7	Administrative Coordinator	14
LM/16	Administrative Coordinator	14
PW/5	Administrative Coordinator	14
RB/6	Administrative Coordinator	14
RP/13	Administrative Coordinator	14
SW/4	Administrative Coordinator	14
TCE/2	Administrative Coordinator	14
UD/42	Administrative Coordinator	14
UD/36	AMR Coordinator	14
UD/21	Asset Technician	14
BS/11	Building Services Specialist	14
LM/14	CADD Technician	14
HHS/14	Case Specialist	14
LIB/9	Circulation Supervisor	14
GM/26	Code Enforcement Officer	14
UD/33	Construction Technician	14
HHS/11	Drug Court Program Specialist	14
FD/16	EMS Billing Coordinator	14
GM/23	Environmental Technician	14
HHS/16	Family Support Specialist	14
HHS/17	Federal Funding Specialist	14
FD/15	Firefighter/EMT	14
ME/3	Forensic Technician	14
GM/21	GIS Technician	14
UD/35	GIS Technician	14
GC/5	Golf Course Supervisor	14
SW/5	Household Hazardous Waste Technician	14
HHS/23	Human Services Specialist	14
LIB/10	Library Systems Support Technician	14
LIB/8	Library Technical Associate	14

<sup>19</sup> May be designated level II or III and placed at Grade 16 or 17 respectively.

DEPT	POSITION	GRADE
CE /6	Marketing and Promotions Specialist	14
FD/17	Mechanic III	14
FM/4	Mechanic III	14
RP/9	Parks Mechanic	14
GC/4	Pro Shop and Marketing Associate	14
RB/7	Public Works Crew Chief	14
HHS/13	Quality Services Specialist	14
HHS/15	Quality Services Specialist	14
RP/7	Recreation Facilities Coordinator	14
RP/8	Recreation Pier Coordinator	14
UD/37	SCADA Technician	14
SW/3	Solid Waste Inspector	14
PUR/5	Surplus Properties Specialist	14
ENG/16	Traffic Signal Technician	14
GM/22	Transportation Planning Specialist	14
AC/3	Veterinary Technician	14
MIS/11	Web Development Support Technician	14
RB/8	Heavy Equipment Operator III	13
FM/6	Lead Mechanic II	13
SW/7	Solid Waste Operator	13
RB/9	Trades Worker II	13
UD/39	Wastewater Treatment Plant Operator	13 <sup>20</sup>
UD/38	Water Treatment Plant Operator	13 <sup>20</sup>
ES/8	4-H Program Assistant	12
HHS/20	Accounting Technician	12
TCE/3	Accounting Technician	12
ADM/8	Administrative Assistant	12
BCC/2	Administrative Assistant	12
BO/4	Administrative Assistant	12
BS/10	Administrative Assistant	12
CA/5	Administrative Assistant	12
CWC/1	Administrative Assistant	12
ENG/17	Administrative Assistant	12
EO/4	Administrative Assistant	12
FAC/17	Administrative Assistant	12
FD/19	Administrative Assistant	12
HHS/21	Administrative Assistant	12
HS/5	Administrative Assistant	12
MIS/13	Administrative Assistant	12
RB/12	Administrative Assistant	12

<sup>20</sup> May be designated Trainee, Level I, II, or III and placed at grade 12, 13, 14, or 15 respectively.

DEPT	POSITION	GRADE
SWCD/1	Administrative Assistant	12
UD/57	Administrative Assistant	12
AC/4	Animal Control Coordinator	12
GM/25	Application Review Technician	12
RP/10	Athletic Field Specialist	12
BCH/5	Beach Enforcement Technician	12
FAC/14	Carpenter I	12 <sup>8</sup>
BO/5	Custodial Services Supervisor	12
UD/46	Customer Service Coordinator	12
FAC/10	Electrician I	12 <sup>4</sup>
UD/45	Field Services Coordinator	12
UD/41	Field Services Specialist	12
FM/7	Fleet Service Writer	12
GC/6	Golf Course Crew Leader	12
BCH/4	Heavy Equipment Operator II	12
RB/11	Heavy Equipment Operator II	12
RB/14	Herbicide Applicator	12
ES/9	Horticulture Program Assistant	12
FAC/11	HVAC Technician I	12 <sup>5</sup>
LM/15	Instrument Technician	12
UD/47	Lead Underground Utility Technician	12
UD/40	Lead Utility Maintenance Technician	12
LIB/11	Library Assistant III	12
BS/12	License Investigator	12
BS/13	License Technician	12
FD/20	Logistics Technician	12
FAC/19	Maintenance Technician	12
FAC/13	Mason I	12 <sup>7</sup>
FM/8	Mechanic II	12
GC/7	Mechanic II	12
UD/44	Meter Reader Supervisor	12
FAC/16	Painter	12 <sup>10</sup>
RP/12	Parks Crewleader	12
BS/14	Permit Technician	12
GM/27	Planning and Zoning Technician	12
GM/24	Planning Coordinator	12

<sup>4</sup> May be designated Electrician II and placed at grade 14, Electrical III and placed at grade 16.

<sup>5</sup> May be designated HVAC Technician II and placed at grade 14, HVAC Technician III and placed at grade 16.

<sup>7</sup> May be designated Mason II and placed at grade 14, Mason III and placed at grade 16.

<sup>8</sup> May be designated Carpenter II and placed at grade 14, Carpenter III and placed at grade 16.

<sup>10</sup> May be designated Senior Painter and placed at grade 14.

DEPT	POSITION	GRADE
FAC/12	Plumber I	12 <sup>6</sup>
ADM/10	Production Assistant	12
RP/14	Recreation Accounting Technician	12
FAC/15	Roofer I	12 <sup>9</sup>
ENG/19	Sign Technician	12
SW/8	Solid Waste Technician	12
RB/10	Trades Worker I	12
ENG/18	Traffic Sign Fabricator	12
RB/13	VAC Truck Operator	12
FAC/20	Warehouse Coordinator	12
RP/11	Warehouse Coordinator	12
UD/43	Warehouse Coordinator	12
COM/3	Communications Officer	11
GC/8	Equipment Operator II	11
RB/16	Heavy Equipment Operator I	11
RB/15	Motor Vehicle Operator II	11
AC/5	Animal Control Officer	10 <sup>1</sup>
BCH/6	Beach Maintenance Worker	10
UD/48	Billing Clerk	10
GM/28	Code Enforcement Clerk	10
FD/21	EMS Billing Technician	10
ES/7	Groundskeeper	10
LIB/12	Library Assistant II	10
FM/9	Mechanic I	10
UD/49	Meter Technician	10
RB/17	Motor Vehicle Operator I	10
AC/6	Office Specialist	10
ENG/20	Office Specialist	10
ES/10	Office Specialist	10
FAC/18	Office Specialist	10
FD/22	Office Specialist	10
FM/10	Office Specialist	10
HHS/22	Office Specialist	10
ME/5	Office Specialist	10
MIS/14	Office Specialist	10
PUR/6	Office Specialist	10
RP/17	Office Specialist	10

<sup>1</sup> May be designated Senior and placed at grade 11.

<sup>6</sup> May be designated Plumber II and placed at grade 14, Plumber III and placed at grade 16.

<sup>9</sup> May be designated Roofer II and placed at grade 14, Roofer III and placed at grade 16.

DEPT	POSITION	GRADE
SW/9	Office Specialist	10
UD/50	Office Specialist	10
VSO/3	Office Specialist	10
UD/56	Pre-Treatment Technician	10
GC/9	Pro Shop Assistant	10
GM/29	Records Management Clerk	10
RB/18	Senior Maintenance Worker	10
RP/15	Senior Maintenance Worker	10
UD/52	Underground Utility Technician	10 <sup>21</sup>
UD/51	Utility Hydrant Technician	10
UD/53	Utility Maintenance Technician	10 <sup>21</sup>
AC/7	Animal Control Dispatcher	9
GC/11	Cashier	9
GM/30	Cashier	9
RP/19	Cashier	9
UD/55	Customer Service Clerk	9 <sup>22</sup>
LIB/13	Library Assistant I	9
BO/7	Mail Clerk	9
UD/54	Meter Reader	9
RP/18	Recreation Assistant	9
AC/8	Senior Animal Care Technician	9
LM/17	Survey Assistant	9
BO/9	Telephone Support Operator	9
RP/22	Transit Driver	9
SW/10	Weighmaster	9
AC/9	Animal Care Technician	8
BO/6	Maintenance Worker	8
GC/10	Maintenance Worker	8
RB/19	Maintenance Worker	8
RP/16	Maintenance Worker	8
GC/13	Ranger	8
GC/12	Starter	8
GC/14	Cart Attendant	7
BO/8	Courier	7
BO/10	Custodian	6
ES/11	Custodian	6
FAC/21	Custodian	6

<sup>21</sup> May be designated Level II and placed at grade 11.

<sup>22</sup> May be designated Senior and placed at grade 10.

DEPT	POSITION	GRADE
GC/15	Custodian	6
RP/20	Custodian	6
RP/21	Park Attendant	6