

**1. Discussion Objective:**

**Work Session Date: May 16, 2011**

Review of Florida League Municipal Compensation

**2. Submitter of Information:**

☐ Council  
☒ Town Staff – Town Manager  
☐ Town Attorney

**3. Estimated Time for this item:**

30 minutes

**5. Background:**

In 2007-08, the Town authorized a comprehensive evaluation of the Town's pay plan, compensation and job descriptions. At that time, Cody and Associates was authorized to conduct the study. As part of their review, they met individually with each Director and reviewed job survey questionnaires completed by all employees, supervisors and directors. The revised job descriptions, pay grades, pay plans and compensation ranges were accepted by the council on November 3, 2008 and subsequently implemented.

As the Town adds new positions or modifies existing job descriptions, we have the changes reviewed by Cody to insure the integrity and stability of the plan.

**Documents attached:**

- Town Manager memo
- Comparative analysis document – Human Resources
- Florida League of Cities Annual Salary Survey

| Town Manager                                                                        | Town Attorney | Finance Director | Public Works Director | Community Development Director | Cultural Resources Director | Town Clerk |
|-------------------------------------------------------------------------------------|---------------|------------------|-----------------------|--------------------------------|-----------------------------|------------|
|  |               |                  |                       |                                |                             |            |



# MEMO

**TO:** Fort Myers Beach Town Council  
**FROM:** Terry Stewart, Town Manager   
**DATE:** May 12, 2011  
**RE:** Review of Florida League Municipal Compensation

The purpose of this review is to provide a foundation that will enable the Town Council to better understand the relative level of compensation for Town of Fort Myers Beach employees as compared to their counterparts throughout the State of Florida. In order to accomplish this, we have turned to the Florida League of Cities for use of its compensation analysis data.

The Florida League of Cities Annual Salary Survey is an ongoing effort of the League to provide local elected officials with the information necessary to understand the government job market throughout the state and therefore enable them to make better and more informed decisions about the compensation they authorize for their employees.

We have provided you with a copy of the League survey results. In addition, we have prepared a comparative analysis document which illustrates how the pay ranges of our employees compare with the survey's state wide averages. Though there are some anomalies that reveal wide differences, most of our salary ranges are within a few percentage points of the survey results.

We look forward to this presentation and discussion and answering your questions.

Town of Fort Myers Beach  
Pay & Classification Plan

| Title                                       | Pay Range | Town Minimum | Town Maximum | FLC Average Minimum | FLC Average Maximum | Universal Benchmark Title           | FLC Average Minimum Percent | FLC Average Maximum Percent |
|---------------------------------------------|-----------|--------------|--------------|---------------------|---------------------|-------------------------------------|-----------------------------|-----------------------------|
| Town Clerk                                  | 109       | 42,955       | 66,580       | 57,424              | 87,197              | City Clerk                          | -33.7%                      | -31.0%                      |
| Finance Director                            | 115       | 65,066       | 100,852      | 74,381              | 114,990             | Finance Director                    | -14.3%                      | -14.0%                      |
| Recreation Manager                          | 109       | 42,955       | 66,580       | 48,971              | 77,081              | Recreation Superintendent           | -14.0%                      | -15.8%                      |
| Public Works Director                       | 115       | 65,066       | 100,852      | 73,872              | 113,587             | Public Works Director               | -13.5%                      | -12.6%                      |
| Program Coordinator - Recreation            | 105       | 32,770       | 50,794       | 36,951              | 57,190              | Recreation Supervisor               | -12.8%                      | -12.6%                      |
| Aquatic Supervisor                          | 105       | 32,770       | 50,794       | 36,951              | 57,190              | Recreation Supervisor               | -12.8%                      | -12.6%                      |
| Contract Manager                            | 108       | 40,145       | 62,225       | 43,075              | 67,250              | Contract Specialist                 | -7.3%                       | -8.1%                       |
| Finance Coordinator                         | 107       | 37,518       | 58,153       | 39,829              | 61,871              | Accountant                          | -6.2%                       | -6.4%                       |
| Public Services Supervisor                  | 108       | 40,145       | 62,225       | 42,549              | 66,399              | Construction/Maintenance Supervisor | -6.0%                       | -6.7%                       |
| Community Development Director              | 116       | 70,271       | 108,920      | 74,466              | 114,718             | Community Development Director      | -6.0%                       | -5.3%                       |
| Department Administrative Assistant         | 104       | 30,636       | 47,470       | 32,176              | 49,717              | Administrative Assistant            | -5.0%                       | -4.7%                       |
| Harbor/Facilities Maint Worker              | 101       | 25,000       | 38,750       | 26,072              | 39,223              | Dock keeper                         | -4.3%                       | -1.2%                       |
| Planning & Zoning Technician                | 104       | 30,636       | 47,470       | 31,879              | 48,915              | Planning Technician                 | -4.1%                       | -3.0%                       |
| Recreation Aide (entry level @ \$8.00 p/hr) | 101       | 16,640       | 38,750       | 25,759              | 39,375              | Recreation Aide/Assistant           | -54.8%                      | -1.6%                       |
| Front Desk Receptionist/Admin. Asst.        | 103       | 28,622       | 44,364       | 28,590              | 44,108              | Administrative Secretary            | 0.1%                        | 0.6%                        |
| Maintenance Support Coordinator             | 102       | 26,750       | 41,463       | 26,653              | 40,846              | Building Maintenance Worker         | 0.4%                        | 1.5%                        |
| Maintenance Crew Leader                     | 104       | 30,636       | 47,470       | 30,507              | 46,988              | Crew Leader                         | 0.4%                        | 1.0%                        |
| Environmental Science Coordinator           | 108       | 40,145       | 62,225       | 39,478              | 63,268              | Environmental Specialist            | 1.7%                        | -1.7%                       |
| Maintenance Worker                          | 100       | 23,000       | 35,650       | 22,399              | 34,131              | Laborer                             | 2.6%                        | 4.3%                        |
| Code Enforcement Officer                    | 106       | 35,064       | 54,349       | 33,563              | 50,665              | Code Enforcement Inspector          | 4.3%                        | 6.8%                        |
| Asst to Town Mgr & Public Works Dir.        | 107       | 37,518       | 58,153       | 35,222              | 54,177              | Executive Secretary                 | 6.1%                        | 6.8%                        |
| Head Lifeguard                              | 103       | 28,622       | 44,364       | 25,759              | 39,375              | Recreation Leader                   | 10.0%                       | 11.2%                       |
| Lifeguard I                                 | 101       | 25,000       | 38,750       | 21,700              | 31,575              | Pool Lifeguard                      | 13.2%                       | 18.5%                       |

|                                   |     |
|-----------------------------------|-----|
| <i>No job description match*:</i> |     |
| Bldg. Safety Services Coordinator | 110 |
| Deputy Public Works Director      | 113 |
| Cultural Resources Director       | 115 |

*\*For the purpose of comparing the Town's pay plan and compensation, we matched the Town's job descriptions to similar job descriptions reported by the members of the Florida League of Cities who participated in this survey. There were no comparable matches for the Cultural Resources Director, Building Safety Services Coordinator and Deputy Public Works Director. Finding no match doesn't mean that the Town's job descriptions are incorrect, it just means that no FLC survey participant had a job description that matched the duties and responsibilities of the Town's position.*



Logged In: Evelyn Wicks

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... always free to participate  
and share the results ...Salary Survey > Search Options > MyAnalysis Criteria > **MyAnalysis Report**

MyAnalysis Results

This report compares your agency's salary ranges to the Average results for your query.

The query averages do not include your data. Your salary data is listed separately for purposes of comparison.

Review the **Report Terminology** at the bottom of this page.

Click on a **benchmark title** to see the benchmark description and qualifications.

Click on the numbers in the "**# of responses**" column to see a breakdown of the averages on this page. This number represents the number of responses used to calculate the displayed averages.

To **Print This Report**, we recommend that you return to the search criteria page and select Download Excel. Then format and print the spreadsheet from your computer.

If you require further assistance with this page, please email technical support

| This report shows pay rates for Fort Myers Beach as compared to the average wage values for the <b>Florida League of Cities &amp; FPPA</b> survey group. (FL)<br>Results include: All Counties; All Agencies; All Categories; All Jobs; Fiscal Year: 2010 |           |           |           |           |            |       |             |     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------|-----------|-----------|------------|-------|-------------|-----|
| Job                                                                                                                                                                                                                                                       | Min       | Mid       | Max       | Avr       | # of Resp. | Range | Compa-Ratio | MIC |
| <b>Office Clerk</b>                                                                                                                                                                                                                                       | 23,152.64 | 29,098.22 | 34,682.78 | 27,526.33 | 84         | 50%   | 0.95        |     |
| Fort Myers Beach                                                                                                                                                                                                                                          | 0         | 0         | 0         | 0         |            | N/A%  | N/A         | N/A |
| % Difference vs. Average                                                                                                                                                                                                                                  | N/A%      | N/A%      | N/A%      | N/A%      |            |       |             |     |
| <b>Clerk Typist</b>                                                                                                                                                                                                                                       | 23,824.22 | 30,883.63 | 36,422.77 | 29,254.59 | 81         | 53%   | 0.95        |     |
| Fort Myers Beach                                                                                                                                                                                                                                          | 0         | 0         | 0         | 0         |            | N/A%  | N/A         | N/A |
| % Difference vs. Average                                                                                                                                                                                                                                  | N/A%      | N/A%      | N/A%      | N/A%      |            |       |             |     |
| <b>Secretary</b>                                                                                                                                                                                                                                          | 26,390.66 | 33,437.13 | 40,046.23 | 32,831.99 | 100        | 52%   | 0.98        |     |
| Fort Myers Beach                                                                                                                                                                                                                                          | 0         | 0         | 0         | 0         |            | N/A%  | N/A         | N/A |
| % Difference vs. Average                                                                                                                                                                                                                                  | N/A%      | N/A%      | N/A%      | N/A%      |            |       |             |     |
| <b>Senior Secretary</b>                                                                                                                                                                                                                                   | 30,108.19 | 36,596.58 | 46,041.27 | 37,103.72 | 59         | 53%   | 1.01        |     |
| Fort Myers Beach                                                                                                                                                                                                                                          | 0         | 0         | 0         | 0         |            | N/A%  | N/A         | N/A |
| % Difference vs. Average                                                                                                                                                                                                                                  | N/A%      | N/A%      | N/A%      | N/A%      |            |       |             |     |
| <b>Executive Secretary</b>                                                                                                                                                                                                                                | 35,221.79 | 45,532.96 | 54,177.27 | 46,456.70 | 119        | 54%   | 1.02        |     |
| Fort Myers Beach                                                                                                                                                                                                                                          | 37,518.00 | 0         | 58,153.00 | 0         |            | 55%   | N/A         | N/A |
| % Difference vs. Average                                                                                                                                                                                                                                  | 6%        | N/A%      | 7%        | N/A%      |            |       |             |     |
| <b>Office Supervisor</b>                                                                                                                                                                                                                                  | 35,103.26 | 44,519.87 | 55,159.02 | 46,897.93 | 64         | 57%   | 1.05        |     |
| Fort Myers Beach                                                                                                                                                                                                                                          | 0         | 0         | 0         | 0         |            | N/A%  | N/A         | N/A |
| % Difference vs. Average                                                                                                                                                                                                                                  | N/A%      | N/A%      | N/A%      | N/A%      |            |       |             |     |
| <b>Administrative Assistant</b>                                                                                                                                                                                                                           | 32,175.69 | 41,529.71 | 49,717.24 | 40,658.20 | 147        | 55%   | 0.98        |     |
| Fort Myers Beach                                                                                                                                                                                                                                          | 30,636.00 | 0         | 47,470.00 | 0         |            | 55%   | N/A         | N/A |
| % Difference vs. Average                                                                                                                                                                                                                                  | -5%       | N/A%      | -5%       | N/A%      |            |       |             |     |
| <b>Switchboard Operator</b>                                                                                                                                                                                                                               | 22,817.27 | 28,638.17 | 34,672.30 | 27,431.86 | 47         | 52%   | 0.96        |     |
| Fort Myers Beach                                                                                                                                                                                                                                          | 0         | 0         | 0         | 0         |            | N/A%  | N/A         | N/A |
| % Difference vs. Average                                                                                                                                                                                                                                  | N/A%      | N/A%      | N/A%      | N/A%      |            |       |             |     |
| <b>Mail Clerk</b>                                                                                                                                                                                                                                         | 22,663.27 | 35,331.61 | 41,360.58 | 27,620.21 | 59         | 83%   | 0.78        |     |
| Fort Myers Beach                                                                                                                                                                                                                                          | 0         | 0         | 0         | 0         |            | N/A%  | N/A         | N/A |
| % Difference vs. Average                                                                                                                                                                                                                                  | N/A%      | N/A%      | N/A%      | N/A%      |            |       |             |     |
| <b>Records Coordinator</b>                                                                                                                                                                                                                                | 37,705.25 | 52,026.12 | 58,570.79 | 50,875.64 | 75         | 55%   | 0.98        |     |
| Fort Myers Beach                                                                                                                                                                                                                                          | 0         | 0         | 0         | 0         |            | N/A%  | N/A         | N/A |
| % Difference vs. Average                                                                                                                                                                                                                                  | N/A%      | N/A%      | N/A%      | N/A%      |            |       |             |     |
| <b>Administrative Secretary</b>                                                                                                                                                                                                                           | 28,590.33 | 40,668.07 | 44,108.02 | 36,897.48 | 145        | 54%   | 0.91        |     |
| Fort Myers Beach                                                                                                                                                                                                                                          | 28,622.00 | 0         | 44,364.00 | 0         |            | 55%   | N/A         | N/A |
| % Difference vs. Average                                                                                                                                                                                                                                  | 0%        | N/A%      | 1%        | N/A%      |            |       |             |     |
| <b>HR / Personnel Technician</b>                                                                                                                                                                                                                          | 32,573.76 | 41,161.22 | 49,927.46 | 41,881.72 | 73         | 53%   | 1.02        |     |
| Fort Myers Beach                                                                                                                                                                                                                                          | 0         | 0         | 0         | 0         |            | N/A%  | N/A         | N/A |
| % Difference vs. Average                                                                                                                                                                                                                                  | N/A%      | N/A%      | N/A%      | N/A%      |            |       |             |     |
| <b>Data Entry Operator / Word Processor</b>                                                                                                                                                                                                               | 24,913.76 | 31,883.33 | 38,005.90 | 32,180.38 | 21         | 53%   | 1.01        |     |
| Fort Myers Beach                                                                                                                                                                                                                                          | 0         | 0         | 0         | 0         |            | N/A%  | N/A         | N/A |
| % Difference vs. Average                                                                                                                                                                                                                                  | N/A%      | N/A%      | N/A%      | N/A%      |            |       |             |     |
| <b>Public Information Representative</b>                                                                                                                                                                                                                  | 39,636.47 | 51,842.67 | 61,847.69 | 50,992.36 | 36         | 56%   | 0.98        |     |
| Fort Myers Beach                                                                                                                                                                                                                                          | 0         | 0         | 0         | 0         |            | N/A%  | N/A         | N/A |
| % Difference vs. Average                                                                                                                                                                                                                                  | N/A%      | N/A%      | N/A%      | N/A%      |            |       |             |     |
| <b>Public Information Officer</b>                                                                                                                                                                                                                         | 53,626.21 | 69,633.37 | 83,459.13 | 71,822.18 | 79         | 56%   | 1.03        |     |
| Fort Myers Beach                                                                                                                                                                                                                                          | 0         | 0         | 0         | 0         |            | N/A%  | N/A         | N/A |
| % Difference vs. Average                                                                                                                                                                                                                                  | N/A%      | N/A%      | N/A%      | N/A%      |            |       |             |     |
| <b>TV Producer/Director</b>                                                                                                                                                                                                                               | 42,402.50 | 54,566.77 | 67,956.54 | 54,102.95 | 26         | 60%   | 0.99        |     |
| Fort Myers Beach                                                                                                                                                                                                                                          | 0         | 0         | 0         | 0         |            | N/A%  | N/A         | N/A |
| % Difference vs. Average                                                                                                                                                                                                                                  | N/A%      | N/A%      | N/A%      | N/A%      |            |       |             |     |
| <b>Station Manager</b>                                                                                                                                                                                                                                    | 55,105.35 | 72,013.21 | 85,223.31 | 67,857.06 | 17         | 55%   | 0.94        |     |
| Fort Myers Beach                                                                                                                                                                                                                                          | 0         | 0         | 0         | 0         |            | N/A%  | N/A         | N/A |
| % Difference vs. Average                                                                                                                                                                                                                                  | N/A%      | N/A%      | N/A%      | N/A%      |            |       |             |     |
| <b>Printer</b>                                                                                                                                                                                                                                            | 29,096.67 | 37,242.77 | 45,207.60 | 38,641.50 | 15         | 55%   | 1.04        |     |
| Fort Myers Beach                                                                                                                                                                                                                                          | 0         | 0         | 0         | 0         |            | N/A%  | N/A         | N/A |
| % Difference vs. Average                                                                                                                                                                                                                                  | N/A%      | N/A%      | N/A%      | N/A%      |            |       |             |     |
| <b>Graphics Technician</b>                                                                                                                                                                                                                                | 35,621.90 | 42,984.45 | 54,373.86 | 48,538.45 | 30         | 53%   | 1.13        |     |

|                                                      |           |            |            |           |      |     |      |
|------------------------------------------------------|-----------|------------|------------|-----------|------|-----|------|
| Fort Myers Beach                                     | 0         | 0          | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%      |      |     |      |
| <b>Publications Manager</b>                          | 49,856.78 | 64,462.56  | 81,067.11  | 64,465.70 | 10   | 63% | 1    |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%      |      |     |      |
| <b>Social Worker</b>                                 | 33,991.25 | 43,494.17  | 53,854.69  | 40,310.31 | 16   | 58% | 0.93 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%      |      |     |      |
| <b>Education Coordinator</b>                         | 38,852.40 | 50,590.38  | 61,210.50  | 44,371.86 | 10   | 58% | 0.88 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%      |      |     |      |
| <b>Program Manager, Social Services</b>              | 45,983.22 | 63,375.17  | 72,790.00  | 57,278.17 | 9    | 58% | 0.9  |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%      |      |     |      |
| <b>Veterans Service Officer</b>                      | 36,948.11 | 48,682.40  | 58,905.68  | 44,616.65 | 19   | 59% | 0.92 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%      |      |     |      |
| <b>Licensed Practical Nurse</b>                      | 29,552.75 | 37,713.83  | 46,712.50  | 35,996.00 | 8    | 58% | 0.95 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%      |      |     |      |
| <b>Registered Nurse</b>                              | 42,558.77 | 54,333.70  | 67,160.00  | 51,675.50 | 13   | 58% | 0.95 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%      |      |     |      |
| <b>Neighborhood Liaison</b>                          | 39,712.70 | 53,759.54  | 63,961.21  | 45,618.88 | 20   | 61% | 0.85 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%      |      |     |      |
| <b>Housing Counselor</b>                             | 37,197.42 | 47,741.50  | 58,589.29  | 46,368.53 | 24   | 58% | 0.97 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%      |      |     |      |
| <b>Community Project Manager</b>                     | 51,848.67 | 66,557.86  | 81,591.88  | 66,725.81 | 35   | 57% | 1    |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%      |      |     |      |
| <b>Control Room Operator</b>                         | 29,861.57 | 35,882.60  | 45,090.14  | 40,245.20 | 7    | 51% | 1.12 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%      |      |     |      |
| <b>Corrections Support Officer/Auxiliary Support</b> | 29,919.25 | 39,252.67  | 45,220.25  | 38,287.33 | 4    | 51% | 0.98 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%      |      |     |      |
| <b>Correctional Officer</b>                          | 36,631.42 | 47,515.00  | 58,541.08  | 45,963.78 | 12   | 60% | 0.97 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%      |      |     |      |
| <b>Correctional Sergeant</b>                         | 50,698.45 | 59,951.14  | 71,430.27  | 66,581.38 | 11   | 41% | 1.11 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%      |      |     |      |
| <b>Correctional Lieutenant</b>                       | 61,549.09 | 72,471.63  | 85,782.36  | 82,055.14 | 11   | 39% | 1.13 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%      |      |     |      |
| <b>Correctional Captain</b>                          | 77,524.30 | 90,193.17  | 102,235.90 | 96,474.14 | 10   | 32% | 1.07 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%      |      |     |      |
| <b>Cashier</b>                                       | 25,153.18 | 32,263.78  | 37,971.33  | 31,045.27 | 63   | 51% | 0.96 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%      |      |     |      |
| <b>Customer Service Representative</b>               | 25,691.25 | 32,941.11  | 39,180.90  | 30,012.47 | 111  | 53% | 0.91 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%      |      |     |      |
| <b>Senior Customer Service Representative</b>        | 30,434.65 | 39,423.42  | 46,933.94  | 38,138.66 | 68   | 54% | 0.97 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%      |      |     |      |
| <b>Customer Service Supervisor</b>                   | 39,782.94 | 167,715.31 | 78,400.92  | 76,546.16 | 86   | 97% | 0.46 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%      |      |     |      |
| <b>Account Collector</b>                             | 28,426.73 | 36,715.53  | 43,666.05  | 37,328.52 | 45   | 54% | 1.02 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%      |      |     |      |

|                                                       |            |            |            |            |    |      |      |
|-------------------------------------------------------|------------|------------|------------|------------|----|------|------|
| <b>Emergency Communications Operator</b>              | 30,277.46  | 38,480.77  | 45,685.58  | 36,468.52  | 39 | 51%  | 0.95 |
| Fort Myers Beach                                      | 0          | 0          | 0          | 0          |    | N/A% | N/A  |
| % Difference vs. Average                              | N/A%       | N/A%       | N/A%       | N/A%       |    |      |      |
| <b>Emergency Communications Operator Dispatch</b>     | 30,303.38  | 38,795.69  | 47,079.31  | 35,064.48  | 90 | 55%  | 0.9  |
| Fort Myers Beach                                      | 0          | 0          | 0          | 0          |    | N/A% | N/A  |
| % Difference vs. Average                              | N/A%       | N/A%       | N/A%       | N/A%       |    |      |      |
| <b>Emergency Communications Operations Supervisor</b> | 38,588.45  | 48,719.24  | 59,199.85  | 50,605.78  | 79 | 53%  | 1.04 |
| Fort Myers Beach                                      | 0          | 0          | 0          | 0          |    | N/A% | N/A  |
| % Difference vs. Average                              | N/A%       | N/A%       | N/A%       | N/A%       |    |      |      |
| <b>Emergency Communications Operations Manager</b>    | 54,541.91  | 72,589.67  | 85,273.11  | 71,999.15  | 47 | 56%  | 0.99 |
| Fort Myers Beach                                      | 0          | 0          | 0          | 0          |    | N/A% | N/A  |
| % Difference vs. Average                              | N/A%       | N/A%       | N/A%       | N/A%       |    |      |      |
| <b>Lab Technician</b>                                 | 32,122.02  | 40,873.50  | 48,919.08  | 40,684.15  | 49 | 52%  | 1    |
| Fort Myers Beach                                      | 0          | 0          | 0          | 0          |    | N/A% | N/A  |
| % Difference vs. Average                              | N/A%       | N/A%       | N/A%       | N/A%       |    |      |      |
| <b>Environmental Scientist/Chemist</b>                | 40,313.44  | 52,093.30  | 62,842.47  | 51,067.91  | 36 | 56%  | 0.98 |
| Fort Myers Beach                                      | 0          | 0          | 0          | 0          |    | N/A% | N/A  |
| % Difference vs. Average                              | N/A%       | N/A%       | N/A%       | N/A%       |    |      |      |
| <b>Lab Supervisor</b>                                 | 48,607.62  | 62,748.11  | 75,408.18  | 67,066.25  | 45 | 55%  | 1.07 |
| Fort Myers Beach                                      | 0          | 0          | 0          | 0          |    | N/A% | N/A  |
| % Difference vs. Average                              | N/A%       | N/A%       | N/A%       | N/A%       |    |      |      |
| <b>Forester</b>                                       | 43,562.57  | 57,575.53  | 70,380.74  | 62,087.33  | 23 | 62%  | 1.08 |
| Fort Myers Beach                                      | 0          | 0          | 0          | 0          |    | N/A% | N/A  |
| % Difference vs. Average                              | N/A%       | N/A%       | N/A%       | N/A%       |    |      |      |
| <b>Arborist</b>                                       | 38,603.86  | 48,759.05  | 58,813.50  | 50,787.69  | 28 | 52%  | 1.04 |
| Fort Myers Beach                                      | 0          | 0          | 0          | 0          |    | N/A% | N/A  |
| % Difference vs. Average                              | N/A%       | N/A%       | N/A%       | N/A%       |    |      |      |
| <b>Horticulturist</b>                                 | 38,553.60  | 48,958.24  | 60,509.67  | 46,741.87  | 32 | 57%  | 0.95 |
| Fort Myers Beach                                      | 0          | 0          | 0          | 0          |    | N/A% | N/A  |
| % Difference vs. Average                              | N/A%       | N/A%       | N/A%       | N/A%       |    |      |      |
| <b>Environmental Technician</b>                       | 32,664.84  | 41,465.41  | 51,872.24  | 40,819.20  | 25 | 59%  | 0.98 |
| Fort Myers Beach                                      | 0          | 0          | 0          | 0          |    | N/A% | N/A  |
| % Difference vs. Average                              | N/A%       | N/A%       | N/A%       | N/A%       |    |      |      |
| <b>Environmental Specialist</b>                       | 39,477.87  | 51,325.88  | 63,267.64  | 49,391.63  | 39 | 60%  | 0.96 |
| Fort Myers Beach                                      | 40,145.00  | 0          | 62,225.00  | 0          |    | 55%  | N/A  |
| % Difference vs. Average                              | 2%         | N/A%       | -2%        | N/A%       |    |      |      |
| <b>Environmental Supervisor</b>                       | 49,811.26  | 64,570.58  | 79,810.60  | 67,919.81  | 32 | 60%  | 1.05 |
| Fort Myers Beach                                      | 0          | 0          | 0          | 0          |    | N/A% | N/A  |
| % Difference vs. Average                              | N/A%       | N/A%       | N/A%       | N/A%       |    |      |      |
| <b>Community Services Director</b>                    | 80,677.41  | 97,611.19  | 117,542.03 | 110,053.74 | 39 | 46%  | 1.13 |
| Fort Myers Beach                                      | 0          | 0          | 0          | 0          |    | N/A% | N/A  |
| % Difference vs. Average                              | N/A%       | N/A%       | N/A%       | N/A%       |    |      |      |
| <b>Airport Director</b>                               | 75,553.48  | 99,141.06  | 115,442.19 | 117,422.79 | 24 | 53%  | 1.18 |
| Fort Myers Beach                                      | 0          | 0          | 0          | 0          |    | N/A% | N/A  |
| % Difference vs. Average                              | N/A%       | N/A%       | N/A%       | N/A%       |    |      |      |
| <b>Port Director</b>                                  | 105,896.20 | 116,129.00 | 168,933.20 | 145,664.17 | 8  | 60%  | 1.25 |
| Fort Myers Beach                                      | 0          | 0          | 0          | 0          |    | N/A% | N/A  |
| % Difference vs. Average                              | N/A%       | N/A%       | N/A%       | N/A%       |    |      |      |
| <b>Marketing Director</b>                             | 73,590.94  | 90,439.07  | 114,706.12 | 93,386.44  | 17 | 56%  | 1.03 |
| Fort Myers Beach                                      | 0          | 0          | 0          | 0          |    | N/A% | N/A  |
| % Difference vs. Average                              | N/A%       | N/A%       | N/A%       | N/A%       |    |      |      |
| <b>Emergency Services Director</b>                    | 72,400.73  | 91,847.92  | 108,949.22 | 95,147.81  | 35 | 50%  | 1.04 |
| Fort Myers Beach                                      | 0          | 0          | 0          | 0          |    | N/A% | N/A  |
| % Difference vs. Average                              | N/A%       | N/A%       | N/A%       | N/A%       |    |      |      |
| <b>Internal Auditor Director</b>                      | 76,328.61  | 102,647.55 | 127,994.22 | 109,155.55 | 27 | 68%  | 1.06 |
| Fort Myers Beach                                      | 0          | 0          | 0          | 0          |    | N/A% | N/A  |
| % Difference vs. Average                              | N/A%       | N/A%       | N/A%       | N/A%       |    |      |      |
| <b>Facilities Director</b>                            | 64,221.64  | 85,552.33  | 101,958.44 | 95,021.81  | 54 | 59%  | 1.11 |
| Fort Myers Beach                                      | 0          | 0          | 0          | 0          |    | N/A% | N/A  |
| % Difference vs. Average                              | N/A%       | N/A%       | N/A%       | N/A%       |    |      |      |
| <b>Customer Service Director</b>                      | 54,674.59  | 74,620.13  | 85,714.78  | 74,002.23  | 44 | 57%  | 0.99 |
| Fort Myers Beach                                      | 0          | 0          | 0          | 0          |    | N/A% | N/A  |
| % Difference vs. Average                              | N/A%       | N/A%       | N/A%       | N/A%       |    |      |      |
| <b>Human Relations/EEO Director</b>                   | 69,258.58  | 90,877.52  | 109,428.57 | 95,597.50  | 40 | 58%  | 1.05 |

|                                             |                          |            |            |            |            |      |     |      |
|---------------------------------------------|--------------------------|------------|------------|------------|------------|------|-----|------|
|                                             | Fort Myers Beach         | 0          | 0          | 0          | 0          | N/A% | N/A | N/A  |
|                                             | % Difference vs. Average | N/A%       | N/A%       | N/A%       | N/A%       |      |     |      |
|                                             | <b>Risk Manager</b>      | 57,610.85  | 74,915.43  | 89,927.62  | 76,961.72  | 72   | 56% | 1.03 |
|                                             | Fort Myers Beach         | 0          | 0          | 0          | 0          | N/A% | N/A | N/A  |
|                                             | % Difference vs. Average | N/A%       | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>City/County Manager/Administrator</b>    |                          | 91,358.90  | 125,524.75 | 141,211.52 | 139,418.53 | 150  | 55% | 1.11 |
|                                             | Fort Myers Beach         | 0          | 0          | 120,000.00 | 0          | N/A% | N/A | N/A  |
|                                             | % Difference vs. Average | N/A%       | N/A%       | -18%       | N/A%       |      |     |      |
| <b>Administrative Services Director</b>     |                          | 78,657.31  | 108,717.50 | 125,847.54 | 113,262.04 | 42   | 60% | 1.04 |
|                                             | Fort Myers Beach         | 0          | 0          | 0          | 0          | N/A% | N/A | N/A  |
|                                             | % Difference vs. Average | N/A%       | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>City/County Attorney</b>                 |                          | 89,723.39  | 138,994.44 | 153,571.13 | 136,410.06 | 68   | 71% | 0.98 |
|                                             | Fort Myers Beach         | 0          | 0          | 0          | 0          | N/A% | N/A | N/A  |
|                                             | % Difference vs. Average | N/A%       | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>City/County Engineer</b>                 |                          | 82,764.68  | 93,809.96  | 113,307.83 | 101,188.82 | 77   | 37% | 1.08 |
|                                             | Fort Myers Beach         | 0          | 0          | 0          | 0          | N/A% | N/A | N/A  |
|                                             | % Difference vs. Average | N/A%       | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Management &amp; Budget Director</b>     |                          | 69,643.81  | 92,282.93  | 112,920.51 | 98,571.66  | 59   | 62% | 1.07 |
|                                             | Fort Myers Beach         | 0          | 0          | 0          | 0          | N/A% | N/A | N/A  |
|                                             | % Difference vs. Average | N/A%       | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Finance Director</b>                     |                          | 74,381.08  | 96,773.76  | 114,989.50 | 105,918.37 | 153  | 55% | 1.09 |
|                                             | Fort Myers Beach         | 65,066.00  | 0          | 100,852.00 | 0          | 55%  | N/A | N/A  |
|                                             | % Difference vs. Average | -14%       | N/A%       | -14%       | N/A%       |      |     |      |
| <b>Chief Building Official</b>              |                          | 61,902.81  | 80,136.98  | 94,273.84  | 82,503.87  | 128  | 52% | 1.03 |
|                                             | Fort Myers Beach         | 0          | 0          | 0          | 0          | N/A% | N/A | N/A  |
|                                             | % Difference vs. Average | N/A%       | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>City/County Clerk</b>                    |                          | 57,423.55  | 74,237.04  | 87,196.98  | 75,841.78  | 151  | 52% | 1.02 |
|                                             | Fort Myers Beach         | 42,955.00  | 0          | 66,580.00  | 0          | 55%  | N/A | N/A  |
|                                             | % Difference vs. Average | -34%       | N/A%       | -31%       | N/A%       |      |     |      |
| <b>Police Chief/Sheriff</b>                 |                          | 79,509.72  | 99,590.26  | 124,153.01 | 108,599.35 | 118  | 56% | 1.09 |
|                                             | Fort Myers Beach         | 0          | 0          | 0          | 0          | N/A% | N/A | N/A  |
|                                             | % Difference vs. Average | N/A%       | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Fire Chief</b>                           |                          | 74,381.46  | 96,022.79  | 115,255.05 | 103,326.97 | 109  | 55% | 1.08 |
|                                             | Fort Myers Beach         | 0          | 0          | 0          | 0          | N/A% | N/A | N/A  |
|                                             | % Difference vs. Average | N/A%       | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Personnel/HR Director</b>                |                          | 71,554.50  | 93,891.64  | 117,556.21 | 99,053.60  | 116  | 64% | 1.05 |
|                                             | Fort Myers Beach         | 0          | 0          | 0          | 0          | N/A% | N/A | N/A  |
|                                             | % Difference vs. Average | N/A%       | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Information Technology Director</b>      |                          | 72,480.76  | 95,531.76  | 112,546.20 | 105,831.32 | 114  | 55% | 1.11 |
|                                             | Fort Myers Beach         | 0          | 0          | 0          | 0          | N/A% | N/A | N/A  |
|                                             | % Difference vs. Average | N/A%       | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Purchasing &amp; Contracts Director</b>  |                          | 67,651.13  | 86,623.76  | 105,429.45 | 91,702.75  | 59   | 56% | 1.06 |
|                                             | Fort Myers Beach         | 0          | 0          | 0          | 0          | N/A% | N/A | N/A  |
|                                             | % Difference vs. Average | N/A%       | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Solid Waste Director</b>                 |                          | 64,784.21  | 86,075.77  | 102,906.50 | 87,022.24  | 41   | 59% | 1.01 |
|                                             | Fort Myers Beach         | 0          | 0          | 0          | 0          | N/A% | N/A | N/A  |
|                                             | % Difference vs. Average | N/A%       | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Water/Wastewater Department Director</b> |                          | 68,000.18  | 89,227.15  | 106,103.94 | 93,494.91  | 56   | 56% | 1.05 |
|                                             | Fort Myers Beach         | 0          | 0          | 0          | 0          | N/A% | N/A | N/A  |
|                                             | % Difference vs. Average | N/A%       | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Public Works Director</b>                |                          | 73,872.46  | 98,492.85  | 113,586.69 | 97,929.87  | 130  | 54% | 0.99 |
|                                             | Fort Myers Beach         | 65,066.00  | 0          | 100,852.00 | 0          | 55%  | N/A | N/A  |
|                                             | % Difference vs. Average | -14%       | N/A%       | -13%       | N/A%       |      |     |      |
| <b>Development Director</b>                 |                          | 74,466.03  | 97,174.60  | 114,718.30 | 102,962.70 | 83   | 54% | 1.06 |
|                                             | Fort Myers Beach         | 70,271.00  | 0          | 108,920.00 | 0          | 55%  | N/A | N/A  |
|                                             | % Difference vs. Average | -6%        | N/A%       | -5%        | N/A%       |      |     |      |
| <b>Environmental Services Director</b>      |                          | 81,479.92  | 104,563.95 | 129,454.19 | 115,910.50 | 28   | 59% | 1.11 |
|                                             | Fort Myers Beach         | 0          | 0          | 0          | 0          | N/A% | N/A | N/A  |
|                                             | % Difference vs. Average | N/A%       | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Corrections Director</b>                 |                          | 111,447.50 | 145,369.00 | 167,136.00 | 141,868.83 | 9    | 50% | 0.98 |
|                                             | Fort Myers Beach         | 0          | 0          | 0          | 0          | N/A% | N/A | N/A  |
|                                             | % Difference vs. Average | N/A%       | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Parks &amp; Recreation Director</b>      |                          | 66,045.54  | 87,905.70  | 101,443.70 | 91,721.07  | 121  | 54% | 1.04 |
|                                             | Fort Myers Beach         | 0          | 0          | 0          | 0          | N/A% | N/A | N/A  |
|                                             | % Difference vs. Average | N/A%       | N/A%       | N/A%       | N/A%       |      |     |      |

|                                                |           |            |            |            |     |      |      |
|------------------------------------------------|-----------|------------|------------|------------|-----|------|------|
| <b>Social Services Director</b>                | 72,651.44 | 99,759.89  | 114,745.76 | 97,884.16  | 26  | 58%  | 0.98 |
| Fort Myers Beach                               | 0         | 0          | 0          | 0          |     | N/A% | N/A  |
| % Difference vs. Average                       | N/A%      | N/A%       | N/A%       | N/A%       |     |      |      |
| <b>Fleet Maintenance Director</b>              | 59,471.79 | 77,847.79  | 90,151.21  | 81,421.33  | 58  | 52%  | 1.05 |
| Fort Myers Beach                               | 0         | 0          | 0          | 0          |     | N/A% | N/A  |
| % Difference vs. Average                       | N/A%      | N/A%       | N/A%       | N/A%       |     |      |      |
| <b>Planning &amp; Zoning Director</b>          | 72,075.71 | 92,876.71  | 113,021.04 | 98,178.67  | 112 | 57%  | 1.06 |
| Fort Myers Beach                               | 0         | 0          | 0          | 0          |     | N/A% | N/A  |
| % Difference vs. Average                       | N/A%      | N/A%       | N/A%       | N/A%       |     |      |      |
| <b>Library Director</b>                        | 61,188.07 | 79,120.91  | 94,316.74  | 84,800.28  | 50  | 54%  | 1.07 |
| Fort Myers Beach                               | 0         | 0          | 0          | 0          |     | N/A% | N/A  |
| % Difference vs. Average                       | N/A%      | N/A%       | N/A%       | N/A%       |     |      |      |
| <b>Commissioner</b>                            | 11,183.78 | 15,596.50  | 15,905.10  | 23,896.31  | 104 | 42%  | 1.53 |
| Fort Myers Beach                               | 14,400.00 | 0          | 0          | 0          |     | N/A% | N/A  |
| % Difference vs. Average                       | 22%       | N/A%       | N/A%       | N/A%       |     |      |      |
| <b>Mayor</b>                                   | 12,034.44 | 11,205.80  | 10,641.96  | 27,592.82  | 100 | -12% | 2.46 |
| Fort Myers Beach                               | 16,800.00 | 0          | 0          | 0          |     | N/A% | N/A  |
| % Difference vs. Average                       | 28%       | N/A%       | N/A%       | N/A%       |     |      |      |
| <b>Assistant City/County Engineer</b>          | 62,972.69 | 81,901.43  | 97,381.28  | 88,386.31  | 38  | 55%  | 1.08 |
| Fort Myers Beach                               | 0         | 0          | 0          | 0          |     | N/A% | N/A  |
| % Difference vs. Average                       | N/A%      | N/A%       | N/A%       | N/A%       |     |      |      |
| <b>Assistant to the City/County Manager</b>    | 73,992.31 | 100,204.48 | 117,409.97 | 122,814.67 | 67  | 59%  | 1.23 |
| Fort Myers Beach                               | 0         | 0          | 0          | 0          |     | N/A% | N/A  |
| % Difference vs. Average                       | N/A%      | N/A%       | N/A%       | N/A%       |     |      |      |
| <b>Assitant City/County Manager</b>            | 73,530.94 | 97,895.35  | 115,734.75 | 101,527.95 | 70  | 57%  | 1.04 |
| Fort Myers Beach                               | 0         | 0          | 0          | 0          |     | N/A% | N/A  |
| % Difference vs. Average                       | N/A%      | N/A%       | N/A%       | N/A%       |     |      |      |
| <b>City/County Treasurer</b>                   | 68,357.26 | 92,173.29  | 106,910.89 | 104,585.65 | 41  | 56%  | 1.13 |
| Fort Myers Beach                               | 0         | 0          | 0          | 0          |     | N/A% | N/A  |
| % Difference vs. Average                       | N/A%      | N/A%       | N/A%       | N/A%       |     |      |      |
| <b>Public Utilities Director</b>               | 76,769.54 | 100,669.18 | 119,357.12 | 107,938.92 | 73  | 55%  | 1.07 |
| Fort Myers Beach                               | 0         | 0          | 0          | 0          |     | N/A% | N/A  |
| % Difference vs. Average                       | N/A%      | N/A%       | N/A%       | N/A%       |     |      |      |
| <b>Purchasing Agent/Sr. Buyer</b>              | 39,095.15 | 49,475.49  | 60,567.44  | 50,510.47  | 88  | 55%  | 1.02 |
| Fort Myers Beach                               | 0         | 0          | 0          | 0          |     | N/A% | N/A  |
| % Difference vs. Average                       | N/A%      | N/A%       | N/A%       | N/A%       |     |      |      |
| <b>Transportation Director</b>                 | 77,597.65 | 105,360.71 | 121,296.84 | 111,541.43 | 20  | 56%  | 1.06 |
| Fort Myers Beach                               | 0         | 0          | 0          | 0          |     | N/A% | N/A  |
| % Difference vs. Average                       | N/A%      | N/A%       | N/A%       | N/A%       |     |      |      |
| <b>Deputy City/County Manager</b>              | 91,661.97 | 122,252.84 | 143,207.18 | 136,429.00 | 41  | 56%  | 1.12 |
| Fort Myers Beach                               | 0         | 0          | 0          | 0          |     | N/A% | N/A  |
| % Difference vs. Average                       | N/A%      | N/A%       | N/A%       | N/A%       |     |      |      |
| <b>Assistant/Deputy City/County Clerk</b>      | 41,630.98 | 51,446.67  | 60,416.63  | 50,576.75  | 104 | 45%  | 0.98 |
| Fort Myers Beach                               | 0         | 0          | 0          | 0          |     | N/A% | N/A  |
| % Difference vs. Average                       | N/A%      | N/A%       | N/A%       | N/A%       |     |      |      |
| <b>Firefighter</b>                             | 34,851.14 | 43,814.65  | 53,748.04  | 43,516.64  | 92  | 54%  | 0.99 |
| Fort Myers Beach                               | 0         | 0          | 0          | 0          |     | N/A% | N/A  |
| % Difference vs. Average                       | N/A%      | N/A%       | N/A%       | N/A%       |     |      |      |
| <b>Firefighter/Driver Engineer</b>             | 43,633.82 | 53,496.10  | 64,426.13  | 56,072.32  | 61  | 48%  | 1.05 |
| Fort Myers Beach                               | 0         | 0          | 0          | 0          |     | N/A% | N/A  |
| % Difference vs. Average                       | N/A%      | N/A%       | N/A%       | N/A%       |     |      |      |
| <b>Fire Captain</b>                            | 54,927.20 | 67,682.16  | 78,302.85  | 71,214.00  | 77  | 43%  | 1.05 |
| Fort Myers Beach                               | 0         | 0          | 0          | 0          |     | N/A% | N/A  |
| % Difference vs. Average                       | N/A%      | N/A%       | N/A%       | N/A%       |     |      |      |
| <b>Fire District Chief/Battalion Commander</b> | 62,204.24 | 77,466.19  | 91,796.75  | 84,402.83  | 73  | 48%  | 1.09 |
| Fort Myers Beach                               | 0         | 0          | 0          | 0          |     | N/A% | N/A  |
| % Difference vs. Average                       | N/A%      | N/A%       | N/A%       | N/A%       |     |      |      |
| <b>Fire Training Chief</b>                     | 58,793.89 | 74,972.89  | 88,541.27  | 79,341.81  | 47  | 51%  | 1.06 |
| Fort Myers Beach                               | 0         | 0          | 0          | 0          |     | N/A% | N/A  |
| % Difference vs. Average                       | N/A%      | N/A%       | N/A%       | N/A%       |     |      |      |
| <b>Fire Inspector (Sworn)</b>                  | 45,600.45 | 55,868.40  | 67,149.49  | 58,641.58  | 40  | 47%  | 1.05 |
| Fort Myers Beach                               | 0         | 0          | 0          | 0          |     | N/A% | N/A  |
| % Difference vs. Average                       | N/A%      | N/A%       | N/A%       | N/A%       |     |      |      |
| <b>Fire Inspector (Non-sworn)</b>              | 38,294.55 | 47,294.83  | 58,116.92  | 44,880.96  | 44  | 52%  | 0.95 |

|                                            |           |           |           |            |      |     |      |
|--------------------------------------------|-----------|-----------|-----------|------------|------|-----|------|
| Fort Myers Beach                           | 0         | 0         | 0         | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                   | N/A%      | N/A%      | N/A%      | N/A%       |      |     |      |
| <b>Fire Marshall</b>                       | 61,513.33 | 78,632.36 | 92,810.36 | 101,128.62 | 58   | 51% | 1.29 |
| Fort Myers Beach                           | 0         | 0         | 0         | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                   | N/A%      | N/A%      | N/A%      | N/A%       |      |     |      |
| <b>Paramedic</b>                           | 40,345.50 | 49,079.24 | 61,409.89 | 46,827.27  | 29   | 52% | 0.95 |
| Fort Myers Beach                           | 0         | 0         | 0         | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                   | N/A%      | N/A%      | N/A%      | N/A%       |      |     |      |
| <b>Firefighter/Paramedic</b>               | 41,489.64 | 51,668.37 | 62,292.51 | 49,941.44  | 79   | 50% | 0.97 |
| Fort Myers Beach                           | 0         | 0         | 0         | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                   | N/A%      | N/A%      | N/A%      | N/A%       |      |     |      |
| <b>Fire Lieutenant</b>                     | 50,340.08 | 61,860.74 | 71,421.69 | 66,597.38  | 89   | 42% | 1.08 |
| Fort Myers Beach                           | 0         | 0         | 0         | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                   | N/A%      | N/A%      | N/A%      | N/A%       |      |     |      |
| <b>Accounting Clerk (Full Performance)</b> | 28,557.99 | 36,717.75 | 44,504.55 | 34,740.94  | 132  | 56% | 0.95 |
| Fort Myers Beach                           | 0         | 0         | 0         | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                   | N/A%      | N/A%      | N/A%      | N/A%       |      |     |      |
| <b>Accounting Technician</b>               | 31,956.04 | 40,778.33 | 48,760.90 | 40,082.42  | 94   | 53% | 0.98 |
| Fort Myers Beach                           | 0         | 0         | 0         | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                   | N/A%      | N/A%      | N/A%      | N/A%       |      |     |      |
| <b>Accountant</b>                          | 39,829.39 | 51,798.68 | 61,871.32 | 48,872.92  | 117  | 55% | 0.94 |
| Fort Myers Beach                           | 37,518.00 | 0         | 58,153.00 | 0          | 55%  | N/A | N/A  |
| % Difference vs. Average                   | -6%       | N/A%      | -6%       | N/A%       |      |     |      |
| <b>Senior Accountant</b>                   | 47,228.78 | 62,296.96 | 74,759.03 | 62,405.19  | 67   | 58% | 1    |
| Fort Myers Beach                           | 0         | 0         | 0         | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                   | N/A%      | N/A%      | N/A%      | N/A%       |      |     |      |
| <b>Accounting Manager</b>                  | 61,005.67 | 72,049.53 | 85,905.30 | 76,776.14  | 90   | 41% | 1.07 |
| Fort Myers Beach                           | 0         | 0         | 0         | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                   | N/A%      | N/A%      | N/A%      | N/A%       |      |     |      |
| <b>Payroll Manager</b>                     | 43,535.36 | 57,771.88 | 67,880.39 | 62,110.60  | 68   | 56% | 1.08 |
| Fort Myers Beach                           | 0         | 0         | 0         | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                   | N/A%      | N/A%      | N/A%      | N/A%       |      |     |      |
| <b>Budget Analyst</b>                      | 45,109.25 | 58,370.15 | 70,775.86 | 59,745.54  | 72   | 57% | 1.02 |
| Fort Myers Beach                           | 0         | 0         | 0         | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                   | N/A%      | N/A%      | N/A%      | N/A%       |      |     |      |
| <b>Buyer</b>                               | 34,913.63 | 44,471.66 | 54,984.59 | 43,396.94  | 63   | 57% | 0.98 |
| Fort Myers Beach                           | 0         | 0         | 0         | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                   | N/A%      | N/A%      | N/A%      | N/A%       |      |     |      |
| <b>Purchasing Manager</b>                  | 55,582.07 | 71,204.94 | 86,406.78 | 75,249.76  | 69   | 55% | 1.06 |
| Fort Myers Beach                           | 0         | 0         | 0         | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                   | N/A%      | N/A%      | N/A%      | N/A%       |      |     |      |
| <b>Management Analyst</b>                  | 47,818.00 | 62,567.78 | 75,663.81 | 62,604.71  | 21   | 58% | 1    |
| Fort Myers Beach                           | 0         | 0         | 0         | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                   | N/A%      | N/A%      | N/A%      | N/A%       |      |     |      |
| <b>Contracts Specialist</b>                | 43,075.45 | 54,284.76 | 67,250.15 | 55,807.43  | 40   | 56% | 1.03 |
| Fort Myers Beach                           | 40,145.00 | 0         | 62,225.00 | 0          | 55%  | N/A | N/A  |
| % Difference vs. Average                   | -7%       | N/A%      | -8%       | N/A%       |      |     |      |
| <b>Grants Writer</b>                       | 40,886.13 | 52,111.65 | 64,112.65 | 49,818.00  | 23   | 57% | 0.96 |
| Fort Myers Beach                           | 0         | 0         | 0         | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                   | N/A%      | N/A%      | N/A%      | N/A%       |      |     |      |
| <b>Grants Coordinator</b>                  | 44,476.50 | 56,671.23 | 69,630.83 | 58,780.44  | 49   | 57% | 1.04 |
| Fort Myers Beach                           | 0         | 0         | 0         | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                   | N/A%      | N/A%      | N/A%      | N/A%       |      |     |      |
| <b>Inventory Clerk</b>                     | 26,549.50 | 33,231.27 | 40,194.45 | 34,075.30  | 60   | 51% | 1.03 |
| Fort Myers Beach                           | 0         | 0         | 0         | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                   | N/A%      | N/A%      | N/A%      | N/A%       |      |     |      |
| <b>Warehouse Supervisor</b>                | 34,673.89 | 45,004.33 | 53,809.78 | 44,907.12  | 37   | 55% | 1    |
| Fort Myers Beach                           | 0         | 0         | 0         | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                   | N/A%      | N/A%      | N/A%      | N/A%       |      |     |      |
| <b>Internal Auditor</b>                    | 50,523.21 | 64,712.04 | 80,684.83 | 63,438.00  | 30   | 60% | 0.98 |
| Fort Myers Beach                           | 0         | 0         | 0         | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                   | N/A%      | N/A%      | N/A%      | N/A%       |      |     |      |
| <b>Fingerprint Technician</b>              | 35,265.86 | 44,818.17 | 56,191.43 | 43,373.00  | 15   | 59% | 0.97 |
| Fort Myers Beach                           | 0         | 0         | 0         | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                   | N/A%      | N/A%      | N/A%      | N/A%       |      |     |      |

|                                                      |           |           |            |           |     |      |      |
|------------------------------------------------------|-----------|-----------|------------|-----------|-----|------|------|
| <b>Latent Print Examiner</b>                         | 41,543.55 | 53,286.94 | 64,777.30  | 54,870.80 | 20  | 56%  | 1.03 |
| Fort Myers Beach                                     | 0         | 0         | 0          | 0         |     | N/A% | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%      | N/A%       | N/A%      |     |      |      |
| <b>Property/Evidence Technician</b>                  | 30,078.16 | 38,274.20 | 47,038.52  | 37,586.54 | 69  | 56%  | 0.98 |
| Fort Myers Beach                                     | 0         | 0         | 0          | 0         |     | N/A% | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%      | N/A%       | N/A%      |     |      |      |
| <b>Laborer</b>                                       | 22,399.09 | 28,376.63 | 34,131.04  | 25,215.05 | 112 | 52%  | 0.89 |
| Fort Myers Beach                                     | 23,000.00 | 0         | 35,650.00  | 0         |     | 55%  | N/A  |
| % Difference vs. Average                             | 3%        | N/A%      | 4%         | N/A%      |     |      |      |
| <b>Custodian</b>                                     | 21,129.70 | 26,928.40 | 32,296.60  | 25,044.06 | 102 | 53%  | 0.93 |
| Fort Myers Beach                                     | 0         | 0         | 0          | 0         |     | N/A% | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%      | N/A%       | N/A%      |     |      |      |
| <b>Grounds Keeper</b>                                | 23,491.65 | 29,690.51 | 35,663.27  | 27,318.30 | 104 | 52%  | 0.92 |
| Fort Myers Beach                                     | 0         | 0         | 0          | 0         |     | N/A% | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%      | N/A%       | N/A%      |     |      |      |
| <b>Building Maintenance Worker</b>                   | 26,653.16 | 34,209.64 | 40,845.71  | 32,949.28 | 120 | 53%  | 0.96 |
| Fort Myers Beach                                     | 26,750.00 | 0         | 41,463.00  | 0         |     | 55%  | N/A  |
| % Difference vs. Average                             | 0%        | N/A%      | 1%         | N/A%      |     |      |      |
| <b>Facilities Maintenance Supervisor</b>             | 41,105.99 | 52,930.91 | 64,066.36  | 55,072.34 | 78  | 56%  | 1.04 |
| Fort Myers Beach                                     | 0         | 0         | 0          | 0         |     | N/A% | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%      | N/A%       | N/A%      |     |      |      |
| <b>Facilities Maintenance Manager</b>                | 51,509.16 | 65,824.77 | 80,322.06  | 70,633.98 | 65  | 56%  | 1.07 |
| Fort Myers Beach                                     | 0         | 0         | 0          | 0         |     | N/A% | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%      | N/A%       | N/A%      |     |      |      |
| <b>Tree Trimmer</b>                                  | 26,769.83 | 34,176.22 | 39,410.08  | 33,616.19 | 24  | 47%  | 0.98 |
| Fort Myers Beach                                     | 0         | 0         | 0          | 0         |     | N/A% | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%      | N/A%       | N/A%      |     |      |      |
| <b>Crew Leader</b>                                   | 30,506.99 | 38,274.12 | 46,988.25  | 38,693.70 | 108 | 54%  | 1.01 |
| Fort Myers Beach                                     | 30,636.00 | 0         | 47,470.00  | 0         |     | 55%  | N/A  |
| % Difference vs. Average                             | 0%        | N/A%      | 1%         | N/A%      |     |      |      |
| <b>Dock Keeper</b>                                   | 26,071.92 | 33,973.11 | 39,223.15  | 32,109.44 | 14  | 50%  | 0.95 |
| Fort Myers Beach                                     | 25,000.00 | 0         | 38,750.00  | 0         |     | 55%  | N/A  |
| % Difference vs. Average                             | -4%       | N/A%      | -1%        | N/A%      |     |      |      |
| <b>Garage Superintendent</b>                         | 42,567.83 | 55,299.10 | 66,424.67  | 60,249.60 | 49  | 56%  | 1.09 |
| Fort Myers Beach                                     | 0         | 0         | 0          | 0         |     | N/A% | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%      | N/A%       | N/A%      |     |      |      |
| <b>Automotive Mechanic</b>                           | 31,123.42 | 39,960.16 | 48,609.37  | 39,978.23 | 101 | 56%  | 1    |
| Fort Myers Beach                                     | 0         | 0         | 0          | 0         |     | N/A% | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%      | N/A%       | N/A%      |     |      |      |
| <b>EO Investigator</b>                               | 51,877.63 | 65,378.56 | 80,897.11  | 64,779.38 | 19  | 56%  | 0.99 |
| Fort Myers Beach                                     | 0         | 0         | 0          | 0         |     | N/A% | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%      | N/A%       | N/A%      |     |      |      |
| <b>Training Manager</b>                              | 54,104.61 | 67,729.71 | 83,333.79  | 68,284.89 | 34  | 54%  | 1.01 |
| Fort Myers Beach                                     | 0         | 0         | 0          | 0         |     | N/A% | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%      | N/A%       | N/A%      |     |      |      |
| <b>Classification and Compensation Manager</b>       | 56,946.97 | 72,917.77 | 90,592.78  | 75,138.38 | 33  | 59%  | 1.03 |
| Fort Myers Beach                                     | 0         | 0         | 0          | 0         |     | N/A% | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%      | N/A%       | N/A%      |     |      |      |
| <b>Recruiting, Testing and Certification Manager</b> | 52,927.54 | 67,570.52 | 83,661.04  | 68,112.50 | 26  | 58%  | 1.01 |
| Fort Myers Beach                                     | 0         | 0         | 0          | 0         |     | N/A% | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%      | N/A%       | N/A%      |     |      |      |
| <b>Benefits Manager</b>                              | 49,866.91 | 64,117.16 | 77,484.70  | 66,229.37 | 70  | 55%  | 1.03 |
| Fort Myers Beach                                     | 0         | 0         | 0          | 0         |     | N/A% | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%      | N/A%       | N/A%      |     |      |      |
| <b>Labor Relations Manager</b>                       | 68,318.46 | 88,053.50 | 105,656.20 | 93,801.55 | 26  | 55%  | 1.07 |
| Fort Myers Beach                                     | 0         | 0         | 0          | 0         |     | N/A% | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%      | N/A%       | N/A%      |     |      |      |
| <b>HRIS Manager</b>                                  | 56,165.70 | 70,127.41 | 90,046.47  | 73,323.67 | 21  | 60%  | 1.05 |
| Fort Myers Beach                                     | 0         | 0         | 0          | 0         |     | N/A% | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%      | N/A%       | N/A%      |     |      |      |
| <b>HR Technician</b>                                 | 31,501.00 | 39,608.41 | 48,560.38  | 39,667.60 | 83  | 54%  | 1    |
| Fort Myers Beach                                     | 0         | 0         | 0          | 0         |     | N/A% | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%      | N/A%       | N/A%      |     |      |      |
| <b>HR Analyst</b>                                    | 40,969.28 | 52,694.96 | 63,754.78  | 51,162.41 | 68  | 56%  | 0.97 |

|                                               |           |           |            |           |      |     |      |
|-----------------------------------------------|-----------|-----------|------------|-----------|------|-----|------|
| Fort Myers Beach                              | 0         | 0         | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                      | N/A%      | N/A%      | N/A%       | N/A%      |      |     |      |
| <b>Senior HR Analyst</b>                      | 45,057.91 | 57,715.33 | 71,120.40  | 57,563.22 | 44   | 58% | 1    |
| Fort Myers Beach                              | 0         | 0         | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                      | N/A%      | N/A%      | N/A%       | N/A%      |      |     |      |
| <b>Safety Officer</b>                         | 44,208.20 | 56,962.41 | 69,493.45  | 71,612.18 | 51   | 57% | 1.26 |
| Fort Myers Beach                              | 0         | 0         | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                      | N/A%      | N/A%      | N/A%       | N/A%      |      |     |      |
| <b>Computer Operator</b>                      | 34,553.66 | 42,042.00 | 54,009.79  | 46,540.46 | 35   | 56% | 1.11 |
| Fort Myers Beach                              | 0         | 0         | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                      | N/A%      | N/A%      | N/A%       | N/A%      |      |     |      |
| <b>Programmer Analyst</b>                     | 46,171.82 | 59,714.88 | 72,682.62  | 60,407.54 | 50   | 57% | 1.01 |
| Fort Myers Beach                              | 0         | 0         | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                      | N/A%      | N/A%      | N/A%       | N/A%      |      |     |      |
| <b>Sr. Programmer/Analyst</b>                 | 52,078.93 | 67,580.08 | 81,586.61  | 72,681.11 | 45   | 57% | 1.08 |
| Fort Myers Beach                              | 0         | 0         | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                      | N/A%      | N/A%      | N/A%       | N/A%      |      |     |      |
| <b>Systems Analyst</b>                        | 46,494.76 | 60,141.81 | 73,067.86  | 62,006.21 | 60   | 57% | 1.03 |
| Fort Myers Beach                              | 0         | 0         | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                      | N/A%      | N/A%      | N/A%       | N/A%      |      |     |      |
| <b>Manager of Systems and Programming</b>     | 61,584.25 | 82,633.28 | 98,460.51  | 85,540.54 | 53   | 60% | 1.04 |
| Fort Myers Beach                              | 0         | 0         | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                      | N/A%      | N/A%      | N/A%       | N/A%      |      |     |      |
| <b>GIS Technician</b>                         | 34,940.67 | 44,658.18 | 55,242.93  | 42,044.44 | 47   | 58% | 0.94 |
| Fort Myers Beach                              | 0         | 0         | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                      | N/A%      | N/A%      | N/A%       | N/A%      |      |     |      |
| <b>GIS Analyst</b>                            | 43,283.03 | 54,668.77 | 67,713.37  | 53,721.17 | 61   | 56% | 0.98 |
| Fort Myers Beach                              | 0         | 0         | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                      | N/A%      | N/A%      | N/A%       | N/A%      |      |     |      |
| <b>Telecommunications Technician</b>          | 41,399.91 | 53,760.41 | 65,942.55  | 54,076.24 | 34   | 59% | 1.01 |
| Fort Myers Beach                              | 0         | 0         | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                      | N/A%      | N/A%      | N/A%       | N/A%      |      |     |      |
| <b>Software Specialist</b>                    | 43,893.76 | 55,459.17 | 67,861.88  | 55,630.27 | 33   | 55% | 1    |
| Fort Myers Beach                              | 0         | 0         | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                      | N/A%      | N/A%      | N/A%       | N/A%      |      |     |      |
| <b>LAN Administrator</b>                      | 49,568.47 | 64,074.36 | 76,984.82  | 62,214.68 | 51   | 55% | 0.97 |
| Fort Myers Beach                              | 0         | 0         | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                      | N/A%      | N/A%      | N/A%       | N/A%      |      |     |      |
| <b>WAN Administrator</b>                      | 51,520.25 | 67,149.44 | 79,937.10  | 68,460.53 | 21   | 55% | 1.02 |
| Fort Myers Beach                              | 0         | 0         | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                      | N/A%      | N/A%      | N/A%       | N/A%      |      |     |      |
| <b>Help Desk/End User Support Technician</b>  | 36,237.44 | 45,952.33 | 56,158.03  | 44,019.04 | 72   | 55% | 0.96 |
| Fort Myers Beach                              | 0         | 0         | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                      | N/A%      | N/A%      | N/A%       | N/A%      |      |     |      |
| <b>Microcomputer Specialist/PC Technician</b> | 37,833.90 | 48,302.30 | 59,398.10  | 44,259.54 | 49   | 57% | 0.92 |
| Fort Myers Beach                              | 0         | 0         | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                      | N/A%      | N/A%      | N/A%       | N/A%      |      |     |      |
| <b>Database Administrator</b>                 | 53,865.66 | 69,612.11 | 84,970.60  | 76,073.31 | 58   | 58% | 1.09 |
| Fort Myers Beach                              | 0         | 0         | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                      | N/A%      | N/A%      | N/A%       | N/A%      |      |     |      |
| <b>Computer Operations Manager</b>            | 58,735.28 | 76,925.83 | 90,708.90  | 78,052.88 | 65   | 54% | 1.01 |
| Fort Myers Beach                              | 0         | 0         | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                      | N/A%      | N/A%      | N/A%       | N/A%      |      |     |      |
| <b>Webmaster</b>                              | 45,312.84 | 59,342.08 | 70,734.86  | 58,730.14 | 38   | 56% | 0.99 |
| Fort Myers Beach                              | 0         | 0         | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                      | N/A%      | N/A%      | N/A%       | N/A%      |      |     |      |
| <b>Legal Secretary</b>                        | 33,927.29 | 42,702.32 | 52,571.75  | 43,712.37 | 55   | 55% | 1.02 |
| Fort Myers Beach                              | 0         | 0         | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                      | N/A%      | N/A%      | N/A%       | N/A%      |      |     |      |
| <b>Paralegal</b>                              | 39,331.94 | 50,722.11 | 62,252.28  | 54,146.41 | 33   | 58% | 1.07 |
| Fort Myers Beach                              | 0         | 0         | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                      | N/A%      | N/A%      | N/A%       | N/A%      |      |     |      |
| <b>Assistant City/County Attorney</b>         | 73,257.74 | 97,945.75 | 124,006.93 | 92,324.92 | 53   | 69% | 0.94 |
| Fort Myers Beach                              | 0         | 0         | 0          | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                      | N/A%      | N/A%      | N/A%       | N/A%      |      |     |      |

|                                              |           |            |            |            |      |      |      |
|----------------------------------------------|-----------|------------|------------|------------|------|------|------|
| <b>Senior Assistant City/County Attorney</b> | 84,460.33 | 109,430.60 | 141,062.53 | 121,777.06 | 2.2  | 67%  | 1.11 |
| Fort Myers Beach                             | 0         | 0          | 0          | 0          |      | N/A% | N/A  |
| % Difference vs. Average                     | N/A%      | N/A%       | N/A%       | N/A%       |      |      |      |
| <b>Chief Assistant City/County Attorney</b>  | 95,831.50 | 129,244.19 | 158,128.40 | 140,324.75 | 2.3  | 65%  | 1.09 |
| Fort Myers Beach                             | 0         | 0          | 0          | 0          |      | N/A% | N/A  |
| % Difference vs. Average                     | N/A%      | N/A%       | N/A%       | N/A%       |      |      |      |
| <b>Library Assistant</b>                     | 23,768.53 | 30,639.53  | 37,064.98  | 28,692.03  | 5.2  | 56%  | 0.94 |
| Fort Myers Beach                             | 0         | 0          | 0          | 0          |      | N/A% | N/A  |
| % Difference vs. Average                     | N/A%      | N/A%       | N/A%       | N/A%       |      |      |      |
| <b>Librarian</b>                             | 35,821.25 | 45,133.38  | 55,250.87  | 42,081.74  | 4.6  | 54%  | 0.93 |
| Fort Myers Beach                             | 0         | 0          | 0          | 0          |      | N/A% | N/A  |
| % Difference vs. Average                     | N/A%      | N/A%       | N/A%       | N/A%       |      |      |      |
| <b>Branch Librarian</b>                      | 45,846.08 | 57,730.05  | 71,337.12  | 59,631.04  | 2.7  | 56%  | 1.03 |
| Fort Myers Beach                             | 0         | 0          | 0          | 0          |      | N/A% | N/A  |
| % Difference vs. Average                     | N/A%      | N/A%       | N/A%       | N/A%       |      |      |      |
| <b>Recreation Assistant/Aide</b>             | 21,483.36 | 27,800.44  | 33,151.48  | 26,507.33  | 7.6  | 54%  | 0.95 |
| Fort Myers Beach                             | 16,640.00 | 0          | 38,750.00  | 0          |      | 133% | N/A  |
| % Difference vs. Average                     | -29%      | N/A%       | 14%        | N/A%       |      |      |      |
| <b>Recreation Leader</b>                     | 25,758.75 | 32,474.15  | 39,375.26  | 29,823.32  | 7.0  | 53%  | 0.92 |
| Fort Myers Beach                             | 28,621.00 | 0          | 44,366.00  | 0          |      | 55%  | N/A  |
| % Difference vs. Average                     | 10%       | N/A%       | 11%        | N/A%       |      |      |      |
| <b>Beach Lifeguard</b>                       | 26,898.43 | 33,306.13  | 37,986.20  | 32,286.25  | 2.3  | 41%  | 0.97 |
| Fort Myers Beach                             | 0         | 0          | 0          | 0          |      | N/A% | N/A  |
| % Difference vs. Average                     | N/A%      | N/A%       | N/A%       | N/A%       |      |      |      |
| <b>Pool Lifeguard</b>                        | 21,699.70 | 26,526.14  | 31,575.41  | 26,875.77  | 3.9  | 46%  | 1.01 |
| Fort Myers Beach                             | 25,000.00 | 0          | 38,750.00  | 0          |      | 55%  | N/A  |
| % Difference vs. Average                     | 13%       | N/A%       | 19%        | N/A%       |      |      |      |
| <b>Recreation Supervisor</b>                 | 36,951.08 | 46,397.42  | 57,190.45  | 46,375.82  | 7.8  | 55%  | 1    |
| Fort Myers Beach                             | 32,770.00 | 0          | 50,794.00  | 0          |      | 55%  | N/A  |
| % Difference vs. Average                     | -13%      | N/A%       | -12%       | N/A%       |      |      |      |
| <b>Recreation District Supervisor</b>        | 43,196.03 | 55,171.50  | 67,025.03  | 58,117.14  | 3.5  | 55%  | 1.05 |
| Fort Myers Beach                             | 0         | 0          | 0          | 0          |      | N/A% | N/A  |
| % Difference vs. Average                     | N/A%      | N/A%       | N/A%       | N/A%       |      |      |      |
| <b>Recreation Superintendent</b>             | 48,971.36 | 64,052.00  | 77,081.33  | 67,028.69  | 5.9  | 57%  | 1.05 |
| Fort Myers Beach                             | 42,955.00 | 0          | 66,580.00  | 0          |      | 55%  | N/A  |
| % Difference vs. Average                     | -14%      | N/A%       | -16%       | N/A%       |      |      |      |
| <b>Museum Curator</b>                        | 42,716.31 | 54,945.83  | 66,978.23  | 54,040.80  | 1.3  | 57%  | 0.98 |
| Fort Myers Beach                             | 0         | 0          | 0          | 0          |      | N/A% | N/A  |
| % Difference vs. Average                     | N/A%      | N/A%       | N/A%       | N/A%       |      |      |      |
| <b>Ticket Seller</b>                         | 23,029.00 | 34,037.50  | 25,523.50  | 21,149.50  | 6    | 11%  | 0.62 |
| Fort Myers Beach                             | 0         | 0          | 0          | 0          |      | N/A% | N/A  |
| % Difference vs. Average                     | N/A%      | N/A%       | N/A%       | N/A%       |      |      |      |
| <b>Booking Specialist</b>                    | 32,846.00 | 43,856.50  | 50,723.25  | 39,766.40  | 9    | 54%  | 0.91 |
| Fort Myers Beach                             | 0         | 0          | 0          | 0          |      | N/A% | N/A  |
| % Difference vs. Average                     | N/A%      | N/A%       | N/A%       | N/A%       |      |      |      |
| <b>Event Coordinator</b>                     | 36,864.89 | 46,280.13  | 56,976.11  | 47,451.44  | 3.8  | 55%  | 1.03 |
| Fort Myers Beach                             | 0         | 0          | 0          | 0          |      | N/A% | N/A  |
| % Difference vs. Average                     | N/A%      | N/A%       | N/A%       | N/A%       |      |      |      |
| <b>Parks Superintendent</b>                  | 48,277.54 | 61,017.83  | 73,878.77  | 62,940.83  | 7.2  | 53%  | 1.03 |
| Fort Myers Beach                             | 0         | 0          | 0          | 0          |      | N/A% | N/A  |
| % Difference vs. Average                     | N/A%      | N/A%       | N/A%       | N/A%       |      |      |      |
| <b>Planning Technician</b>                   | 31,879.22 | 41,286.73  | 48,915.44  | 39,196.72  | 5.1  | 53%  | 0.95 |
| Fort Myers Beach                             | 30,636.00 | 0          | 47,470.00  | 0          |      | 55%  | N/A  |
| % Difference vs. Average                     | -4%       | N/A%       | -3%        | N/A%       |      |      |      |
| <b>Planner</b>                               | 42,568.05 | 54,170.91  | 66,526.69  | 50,032.44  | 10.3 | 56%  | 0.92 |
| Fort Myers Beach                             | 0         | 0          | 0          | 0          |      | N/A% | N/A  |
| % Difference vs. Average                     | N/A%      | N/A%       | N/A%       | N/A%       |      |      |      |
| <b>Sr Planner</b>                            | 49,117.97 | 62,321.70  | 76,434.23  | 61,856.58  | 8.0  | 56%  | 0.99 |
| Fort Myers Beach                             | 0         | 0          | 0          | 0          |      | N/A% | N/A  |
| % Difference vs. Average                     | N/A%      | N/A%       | N/A%       | N/A%       |      |      |      |
| <b>Planning Section Manager</b>              | 58,431.68 | 73,164.45  | 91,685.34  | 77,157.93  | 5.6  | 57%  | 1.05 |
| Fort Myers Beach                             | 0         | 0          | 0          | 0          |      | N/A% | N/A  |
| % Difference vs. Average                     | N/A%      | N/A%       | N/A%       | N/A%       |      |      |      |
| <b>Plans Examiner</b>                        | 44,235.87 | 56,574.30  | 68,057.40  | 56,153.21  | 6.1  | 54%  | 0.99 |

|                                                           |           |           |            |            |      |     |      |
|-----------------------------------------------------------|-----------|-----------|------------|------------|------|-----|------|
| Fort Myers Beach                                          | 0         | 0         | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                                  | N/A%      | N/A%      | N/A%       | N/A%       |      |     |      |
| <b>Chief Plans Examiner</b>                               | 49,177.53 | 63,383.32 | 75,750.98  | 66,472.37  | 47   | 54% | 1.05 |
| Fort Myers Beach                                          | 0         | 0         | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                                  | N/A%      | N/A%      | N/A%       | N/A%       |      |     |      |
| <b>Permit Technician</b>                                  | 27,900.11 | 35,476.21 | 42,471.28  | 34,290.73  | 113  | 52% | 0.97 |
| Fort Myers Beach                                          | 0         | 0         | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                                  | N/A%      | N/A%      | N/A%       | N/A%       |      |     |      |
| <b>Building Construction Inspector (Single License)</b>   | 41,163.80 | 51,637.71 | 61,884.86  | 52,627.24  | 66   | 50% | 1.02 |
| Fort Myers Beach                                          | 0         | 0         | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                                  | N/A%      | N/A%      | N/A%       | N/A%       |      |     |      |
| <b>Building Construction Inspector (Multiple License)</b> | 42,602.53 | 53,037.66 | 73,433.89  | 55,198.42  | 84   | 72% | 1.04 |
| Fort Myers Beach                                          | 0         | 0         | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                                  | N/A%      | N/A%      | N/A%       | N/A%       |      |     |      |
| <b>Code Enforcement Inspector (Journey level)</b>         | 33,562.79 | 42,637.92 | 50,665.37  | 39,348.96  | 135  | 51% | 0.92 |
| Fort Myers Beach                                          | 35,064.00 | 0         | 54,349.00  | 0          | 55%  | N/A | N/A  |
| % Difference vs. Average                                  | 4%        | N/A%      | 7%         | N/A%       |      |     |      |
| <b>Landscape Architect</b>                                | 51,388.00 | 66,458.90 | 79,409.96  | 69,049.57  | 24   | 55% | 1.04 |
| Fort Myers Beach                                          | 0         | 0         | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                                  | N/A%      | N/A%      | N/A%       | N/A%       |      |     |      |
| <b>Occupation License Inspector</b>                       | 31,211.21 | 40,631.50 | 48,450.55  | 43,584.76  | 34   | 55% | 1.07 |
| Fort Myers Beach                                          | 0         | 0         | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                                  | N/A%      | N/A%      | N/A%       | N/A%       |      |     |      |
| <b>Rehabilitation Construction Inspector</b>              | 40,132.75 | 49,871.10 | 60,282.33  | 47,287.89  | 12   | 50% | 0.95 |
| Fort Myers Beach                                          | 0         | 0         | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                                  | N/A%      | N/A%      | N/A%       | N/A%       |      |     |      |
| <b>Building Maintenance Superintendent</b>                | 44,737.21 | 57,051.77 | 68,765.00  | 60,263.33  | 59   | 54% | 1.06 |
| Fort Myers Beach                                          | 0         | 0         | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                                  | N/A%      | N/A%      | N/A%       | N/A%       |      |     |      |
| <b>Community Redevelopment Agency Director</b>            | 66,233.89 | 89,358.77 | 107,105.65 | 91,882.96  | 40   | 62% | 1.03 |
| Fort Myers Beach                                          | 0         | 0         | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                                  | N/A%      | N/A%      | N/A%       | N/A%       |      |     |      |
| <b>Dispatcher (Non-Emergency)</b>                         | 27,676.93 | 34,818.09 | 41,883.36  | 34,550.72  | 30   | 51% | 0.99 |
| Fort Myers Beach                                          | 0         | 0         | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                                  | N/A%      | N/A%      | N/A%       | N/A%       |      |     |      |
| <b>Community Service Officer/Aide</b>                     | 29,807.48 | 38,546.16 | 46,368.45  | 37,262.47  | 44   | 56% | 0.97 |
| Fort Myers Beach                                          | 0         | 0         | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                                  | N/A%      | N/A%      | N/A%       | N/A%       |      |     |      |
| <b>Police Officer/Deputy Sheriff</b>                      | 39,703.54 | 50,617.27 | 59,882.01  | 48,921.27  | 123  | 51% | 0.97 |
| Fort Myers Beach                                          | 0         | 0         | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                                  | N/A%      | N/A%      | N/A%       | N/A%       |      |     |      |
| <b>Police Sergeant/Law Enforcement Sergeant</b>           | 52,070.35 | 62,826.03 | 72,310.12  | 67,725.97  | 115  | 39% | 1.08 |
| Fort Myers Beach                                          | 0         | 0         | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                                  | N/A%      | N/A%      | N/A%       | N/A%       |      |     |      |
| <b>Police Lieutenant/Law Enforcement Lieutenant</b>       | 58,926.46 | 70,382.85 | 82,490.60  | 77,963.15  | 98   | 40% | 1.11 |
| Fort Myers Beach                                          | 0         | 0         | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                                  | N/A%      | N/A%      | N/A%       | N/A%       |      |     |      |
| <b>Police Captain/Law Enforcement Captain</b>             | 66,365.79 | 82,738.09 | 97,179.94  | 90,306.14  | 78   | 46% | 1.09 |
| Fort Myers Beach                                          | 0         | 0         | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                                  | N/A%      | N/A%      | N/A%       | N/A%       |      |     |      |
| <b>Major/Law Enforcement Director</b>                     | 76,388.94 | 99,499.14 | 108,858.76 | 105,031.82 | 40   | 43% | 1.06 |
| Fort Myers Beach                                          | 0         | 0         | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                                  | N/A%      | N/A%      | N/A%       | N/A%       |      |     |      |
| <b>Colonel/Law Enforcement Assistant Director</b>         | 76,530.64 | 99,353.74 | 113,323.56 | 102,129.50 | 27   | 48% | 1.03 |
| Fort Myers Beach                                          | 0         | 0         | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                                  | N/A%      | N/A%      | N/A%       | N/A%       |      |     |      |
| <b>Emergency Medical Technician</b>                       | 35,143.24 | 44,626.70 | 54,093.43  | 42,673.76  | 30   | 54% | 0.96 |
| Fort Myers Beach                                          | 0         | 0         | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                                  | N/A%      | N/A%      | N/A%       | N/A%       |      |     |      |
| <b>Security Officer</b>                                   | 28,042.67 | 35,542.67 | 43,299.67  | 33,175.50  | 3    | 54% | 0.93 |
| Fort Myers Beach                                          | 0         | 0         | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                                  | N/A%      | N/A%      | N/A%       | N/A%       |      |     |      |
| <b>Security Guard Unarmed</b>                             | 21,546.75 | 28,276.13 | 33,962.50  | 26,411.60  | 12   | 58% | 0.93 |
| Fort Myers Beach                                          | 0         | 0         | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                                  | N/A%      | N/A%      | N/A%       | N/A%       |      |     |      |

|                                                    |           |           |           |           |      |     |      |
|----------------------------------------------------|-----------|-----------|-----------|-----------|------|-----|------|
| <b>Victim Advocate</b>                             | 36,021.83 | 47,318.41 | 57,183.06 | 48,526.42 | 35   | 59% | 1.03 |
| Fort Myers Beach                                   | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                           | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Animal Control Officer</b>                      | 28,827.97 | 37,762.83 | 46,037.58 | 34,766.50 | 34   | 60% | 0.92 |
| Fort Myers Beach                                   | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                           | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Parking Enforcement Officer/Specialist</b>      | 25,872.92 | 32,931.88 | 39,011.33 | 31,009.80 | 25   | 51% | 0.94 |
| Fort Myers Beach                                   | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                           | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>School Crossing Guard</b>                       | 14,588.34 | 19,013.64 | 21,799.24 | 13,440.46 | 50   | 49% | 0.71 |
| Fort Myers Beach                                   | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                           | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Criminal Intelligence Analyst</b>               | 37,409.54 | 48,018.96 | 57,577.39 | 45,171.21 | 39   | 54% | 0.94 |
| Fort Myers Beach                                   | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                           | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Detention Officer</b>                           | 37,952.63 | 50,512.33 | 59,278.38 | 49,511.75 | 8    | 56% | 0.98 |
| Fort Myers Beach                                   | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                           | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Detective</b>                                   | 41,337.55 | 51,205.44 | 73,182.18 | 56,717.38 | 61   | 77% | 1.11 |
| Fort Myers Beach                                   | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                           | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Plant Operator - C</b>                          | 31,846.12 | 40,539.23 | 48,629.18 | 39,579.53 | 86   | 53% | 0.98 |
| Fort Myers Beach                                   | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                           | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Plant Operator - B</b>                          | 34,646.17 | 44,215.17 | 53,012.26 | 45,622.00 | 73   | 53% | 1.03 |
| Fort Myers Beach                                   | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                           | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Treatment Plant Operator - A</b>                | 37,843.62 | 46,368.11 | 56,616.05 | 49,712.00 | 45   | 50% | 1.07 |
| Fort Myers Beach                                   | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                           | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Treatment Plant Operations Shift Supervisor</b> | 41,211.16 | 51,651.84 | 61,687.75 | 54,575.60 | 45   | 50% | 1.06 |
| Fort Myers Beach                                   | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                           | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Chief Treatment Plant Operator</b>              | 44,764.05 | 56,956.66 | 67,757.63 | 60,500.35 | 68   | 51% | 1.06 |
| Fort Myers Beach                                   | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                           | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Waste Water Superintendent</b>                  | 52,812.24 | 68,858.93 | 81,737.98 | 71,933.00 | 57   | 55% | 1.04 |
| Fort Myers Beach                                   | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                           | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Water Superintendent</b>                        | 53,064.24 | 69,010.63 | 81,140.08 | 71,574.12 | 51   | 53% | 1.04 |
| Fort Myers Beach                                   | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                           | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Meter Reader</b>                                | 24,262.20 | 30,945.91 | 36,439.08 | 29,608.28 | 97   | 50% | 0.96 |
| Fort Myers Beach                                   | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                           | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Refuse Collector</b>                            | 23,958.67 | 30,237.59 | 36,435.90 | 29,274.10 | 43   | 52% | 0.97 |
| Fort Myers Beach                                   | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                           | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Solid Waste Equipment Operator</b>              | 27,349.62 | 35,160.03 | 42,013.70 | 35,221.91 | 48   | 54% | 1    |
| Fort Myers Beach                                   | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                           | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Scale Attendant</b>                             | 24,038.06 | 30,463.80 | 37,610.17 | 28,777.17 | 18   | 56% | 0.94 |
| Fort Myers Beach                                   | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                           | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Landfill Operations Supervisor</b>              | 40,468.67 | 53,199.08 | 64,407.73 | 53,269.53 | 15   | 59% | 1    |
| Fort Myers Beach                                   | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                           | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Recycling Coordinator</b>                       | 41,461.44 | 51,956.21 | 63,501.08 | 53,190.22 | 25   | 53% | 1.02 |
| Fort Myers Beach                                   | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                           | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Sanitation Superintendent</b>                   | 48,444.41 | 62,250.12 | 73,670.30 | 66,217.61 | 45   | 52% | 1.06 |
| Fort Myers Beach                                   | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                           | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Utilities Mechanic</b>                          | 30,516.55 | 38,226.16 | 46,546.56 | 38,339.04 | 86   | 53% | 1    |

|                                                      |           |            |            |            |      |     |      |
|------------------------------------------------------|-----------|------------|------------|------------|------|-----|------|
| Fort Myers Beach                                     | 0         | 0          | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Utilities Maintenance Supervisor</b>              | 44,689.82 | 55,662.00  | 68,020.27  | 57,117.08  | 70   | 52% | 1.03 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Plant Operator - A</b>                            | 37,781.55 | 47,708.80  | 57,487.51  | 50,391.49  | 73   | 52% | 1.06 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Well Inspector</b>                                | 34,444.50 | 43,653.50  | 54,900.50  | 48,184.50  | 2    | 59% | 1.1  |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Apprentice Lineworker</b>                         | 30,325.15 | 38,728.29  | 44,557.92  | 40,315.17  | 14   | 47% | 1.04 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Auxiliary Equipment Operator</b>                  | 31,406.00 | 38,348.25  | 45,722.25  | 38,106.00  | 9    | 46% | 0.99 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Chief Power Plant Electrician</b>                 | 60,866.33 | 70,532.25  | 79,899.83  | 70,482.33  | 6    | 31% | 1    |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Electric Transmission and District Supervisor</b> | 59,044.20 | 72,329.00  | 85,613.80  | 73,046.00  | 5    | 45% | 1.01 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Electric Utilities Director</b>                   | 75,883.00 | 105,958.89 | 121,449.42 | 115,448.88 | 13   | 60% | 1.09 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>General Line Foreperson</b>                       | 42,525.56 | 51,081.33  | 63,050.13  | 49,992.17  | 10   | 48% | 0.98 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Groundworker</b>                                  | 24,429.13 | 32,213.60  | 38,021.75  | 28,777.31  | 20   | 56% | 0.89 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Lineworker</b>                                    | 42,695.83 | 54,434.75  | 58,239.83  | 53,076.88  | 14   | 36% | 0.98 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Meter Service Supervisor</b>                      | 37,056.39 | 48,430.97  | 56,062.19  | 49,252.94  | 50   | 51% | 1.02 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Power Plant Electrician</b>                       | 46,896.00 | 57,188.80  | 63,072.43  | 59,430.50  | 7    | 34% | 1.04 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Power Plant Mechanic</b>                          | 40,293.75 | 44,024.20  | 54,026.50  | 49,825.50  | 9    | 34% | 1.13 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Power Plant Mechanic Foreperson</b>               | 43,609.33 | 49,744.00  | 61,398.17  | 56,754.50  | 6    | 41% | 1.14 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Power Plant Operator (Fireperson)</b>             | 38,040.00 | 43,099.33  | 50,197.50  | 48,623.25  | 5    | 32% | 1.13 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Power Plant Supervisor</b>                        | 68,819.25 | 82,642.67  | 102,942.50 | 81,914.00  | 4    | 50% | 0.99 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Substation Electrician</b>                        | 42,793.40 | 51,530.17  | 58,642.80  | 56,207.00  | 11   | 37% | 1.09 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Systems Load Dispatcher</b>                       | 34,362.00 | 44,845.00  | 55,806.00  | 55,550.00  | 1    | 62% | 1.24 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Traffic Engineer</b>                              | 59,571.26 | 76,612.83  | 94,185.44  | 79,264.30  | 27   | 58% | 1.03 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%       |      |     |      |
| <b>Survey Technician (Instrument)</b>                | 29,142.65 | 36,500.22  | 44,581.82  | 35,910.67  | 34   | 53% | 0.98 |
| Fort Myers Beach                                     | 0         | 0          | 0          | 0          | N/A% | N/A | N/A  |
| % Difference vs. Average                             | N/A%      | N/A%       | N/A%       | N/A%       |      |     |      |

|                                                   |           |           |           |           |      |     |      |
|---------------------------------------------------|-----------|-----------|-----------|-----------|------|-----|------|
| <b>Survey Party Chief</b>                         | 35,577.91 | 46,246.00 | 55,484.22 | 45,442.50 | 32   | 56% | 0.98 |
| Fort Myers Beach                                  | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                          | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Registered Professional Surveyor</b>           | 52,159.20 | 68,734.11 | 84,124.40 | 73,791.24 | 30   | 61% | 1.07 |
| Fort Myers Beach                                  | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                          | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Parking Manager</b>                            | 56,863.25 | 79,886.60 | 88,007.69 | 76,527.92 | 16   | 55% | 0.96 |
| Fort Myers Beach                                  | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                          | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Registered Architect</b>                       | 58,630.13 | 75,095.50 | 92,088.13 | 76,885.25 | 8    | 57% | 1.02 |
| Fort Myers Beach                                  | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                          | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Drafter/CAD Technician</b>                     | 35,737.98 | 44,631.71 | 54,796.50 | 45,200.69 | 48   | 53% | 1.01 |
| Fort Myers Beach                                  | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                          | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Construction/Maintenance Foreman</b>           | 36,023.87 | 46,370.34 | 56,275.33 | 45,387.60 | 53   | 56% | 0.98 |
| Fort Myers Beach                                  | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                          | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Construction/Maintenance Supervisor</b>        | 42,548.56 | 54,775.07 | 66,399.13 | 56,709.95 | 55   | 56% | 1.04 |
| Fort Myers Beach                                  | 40,145.00 | 0         | 62,225.00 | 0         | 55%  | N/A | N/A  |
| % Difference vs. Average                          | -6%       | N/A%      | -7%       | N/A%      |      |     |      |
| <b>Streets Superintendent</b>                     | 50,073.25 | 64,147.73 | 77,292.12 | 66,159.54 | 66   | 54% | 1.03 |
| Fort Myers Beach                                  | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                          | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Engineering Technician</b>                     | 35,963.98 | 46,188.48 | 55,257.40 | 46,898.53 | 55   | 54% | 1.02 |
| Fort Myers Beach                                  | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                          | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Engineer (Entry)</b>                           | 47,253.22 | 61,006.83 | 73,725.40 | 58,505.61 | 46   | 56% | 0.96 |
| Fort Myers Beach                                  | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                          | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Senior Registered Engineer/Project Manager</b> | 56,713.37 | 74,139.45 | 91,014.55 | 77,801.22 | 49   | 60% | 1.05 |
| Fort Myers Beach                                  | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                          | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Registered Professional Engineer</b>           | 60,147.25 | 76,069.09 | 94,353.65 | 79,807.18 | 53   | 57% | 1.05 |
| Fort Myers Beach                                  | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                          | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Right-of-way Agent</b>                         | 37,452.86 | 48,241.62 | 59,469.55 | 50,082.22 | 22   | 59% | 1.04 |
| Fort Myers Beach                                  | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                          | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Traffic Signs/Markings Technician</b>          | 26,369.11 | 33,657.73 | 41,296.73 | 31,752.30 | 45   | 57% | 0.94 |
| Fort Myers Beach                                  | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                          | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Traffic Signal Technician</b>                  | 32,638.76 | 42,093.21 | 52,145.73 | 40,542.11 | 34   | 60% | 0.96 |
| Fort Myers Beach                                  | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                          | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Signal Systems Engineer</b>                    | 46,503.36 | 61,236.43 | 77,015.00 | 60,589.58 | 14   | 66% | 0.99 |
| Fort Myers Beach                                  | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                          | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Traffic Technician (Traffic Studies)</b>       | 31,616.68 | 38,966.39 | 50,410.41 | 38,725.84 | 22   | 59% | 0.99 |
| Fort Myers Beach                                  | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                          | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Electrical Inspector</b>                       | 43,258.00 | 55,123.56 | 64,155.76 | 55,753.10 | 39   | 48% | 1.01 |
| Fort Myers Beach                                  | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                          | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Engineering Inspector</b>                      | 39,250.07 | 48,620.33 | 59,608.38 | 48,871.29 | 54   | 52% | 1.01 |
| Fort Myers Beach                                  | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                          | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Mechanical Inspector</b>                       | 44,530.46 | 55,020.10 | 64,618.30 | 55,333.52 | 29   | 45% | 1.01 |
| Fort Myers Beach                                  | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                          | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Plumbing Inspector</b>                         | 44,746.00 | 57,616.40 | 64,667.00 | 57,004.04 | 34   | 45% | 0.99 |
| Fort Myers Beach                                  | 0         | 0         | 0         | 0         | N/A% | N/A | N/A  |
| % Difference vs. Average                          | N/A%      | N/A%      | N/A%      | N/A%      |      |     |      |
| <b>Packer Operator</b>                            | 29,199.89 | 36,424.75 | 44,088.78 | 35,547.17 | 9    | 51% | 0.98 |

|  |                                        |           |           |           |           |            |             |             |      |
|--|----------------------------------------|-----------|-----------|-----------|-----------|------------|-------------|-------------|------|
|  | Fort Myers Beach                       | 0         | 0         | 0         | 0         | N/A%       | N/A         | N/A         |      |
|  | % Difference vs. Average               | N/A%      | N/A%      | N/A%      | N/A%      |            |             |             |      |
|  | Light Equipment Operator               | 24,921.00 | 32,000.28 | 38,628.69 | 30,091.23 | 55         | 55%         | 0.94        |      |
|  | Fort Myers Beach                       | 0         | 0         | 0         | 0         | N/A%       | N/A         | N/A         |      |
|  | % Difference vs. Average               | N/A%      | N/A%      | N/A%      | N/A%      |            |             |             |      |
|  | Equipment Operator (Medium)            | 26,652.84 | 33,763.10 | 40,397.12 | 38,892.25 | 84         | 52%         | 1.15        |      |
|  | Fort Myers Beach                       | 0         | 0         | 0         | 0         | N/A%       | N/A         | N/A         |      |
|  | % Difference vs. Average               | N/A%      | N/A%      | N/A%      | N/A%      |            |             |             |      |
|  | Heavy Equipment Operator               | 29,522.84 | 37,933.64 | 45,348.98 | 37,227.33 | 93         | 54%         | 0.98        |      |
|  | Fort Myers Beach                       | 0         | 0         | 0         | 0         | N/A%       | N/A         | N/A         |      |
|  | % Difference vs. Average               | N/A%      | N/A%      | N/A%      | N/A%      |            |             |             |      |
|  | Service Writer                         | 32,249.37 | 40,215.65 | 49,347.84 | 40,925.85 | 19         | 53%         | 1.02        |      |
|  | Fort Myers Beach                       | 0         | 0         | 0         | 0         | N/A%       | N/A         | N/A         |      |
|  | % Difference vs. Average               | N/A%      | N/A%      | N/A%      | N/A%      |            |             |             |      |
|  | Vehicle Mechanic (Light)               | 30,001.78 | 38,960.27 | 47,115.20 | 37,698.15 | 65         | 57%         | 0.97        |      |
|  | Fort Myers Beach                       | 0         | 0         | 0         | 0         | N/A%       | N/A         | N/A         |      |
|  | % Difference vs. Average               | N/A%      | N/A%      | N/A%      | N/A%      |            |             |             |      |
|  | Vehicle Mechanic (Heavy)               | 32,260.79 | 40,454.14 | 49,917.69 | 41,955.69 | 68         | 55%         | 1.04        |      |
|  | Fort Myers Beach                       | 0         | 0         | 0         | 0         | N/A%       | N/A         | N/A         |      |
|  | % Difference vs. Average               | N/A%      | N/A%      | N/A%      | N/A%      |            |             |             |      |
|  | Vehicle Mechanic Supervisor            | 39,297.27 | 50,034.40 | 60,930.37 | 53,567.12 | 60         | 55%         | 1.07        |      |
|  | Fort Myers Beach                       | 0         | 0         | 0         | 0         | N/A%       | N/A         | N/A         |      |
|  | % Difference vs. Average               | N/A%      | N/A%      | N/A%      | N/A%      |            |             |             |      |
|  | Fleet Maintenance Manager              | 49,224.20 | 65,422.76 | 76,591.15 | 65,943.51 | 56         | 56%         | 1.01        |      |
|  | Fort Myers Beach                       | 0         | 0         | 0         | 0         | N/A%       | N/A         | N/A         |      |
|  | % Difference vs. Average               | N/A%      | N/A%      | N/A%      | N/A%      |            |             |             |      |
|  | Welder/Fabricator                      | 31,134.38 | 38,937.78 | 46,960.92 | 39,986.55 | 26         | 51%         | 1.03        |      |
|  | Fort Myers Beach                       | 0         | 0         | 0         | 0         | N/A%       | N/A         | N/A         |      |
|  | % Difference vs. Average               | N/A%      | N/A%      | N/A%      | N/A%      |            |             |             |      |
|  | Painter                                | 28,708.85 | 36,188.54 | 44,267.21 | 35,917.19 | 34         | 54%         | 0.99        |      |
|  | Fort Myers Beach                       | 0         | 0         | 0         | 0         | N/A%       | N/A         | N/A         |      |
|  | % Difference vs. Average               | N/A%      | N/A%      | N/A%      | N/A%      |            |             |             |      |
|  | Plumber                                | 32,645.58 | 42,923.39 | 52,455.73 | 42,311.65 | 26         | 61%         | 0.99        |      |
|  | Fort Myers Beach                       | 0         | 0         | 0         | 0         | N/A%       | N/A         | N/A         |      |
|  | % Difference vs. Average               | N/A%      | N/A%      | N/A%      | N/A%      |            |             |             |      |
|  | HVAC Mechanic                          | 33,333.71 | 43,607.36 | 52,208.18 | 42,803.79 | 38         | 57%         | 0.98        |      |
|  | Fort Myers Beach                       | 0         | 0         | 0         | 0         | N/A%       | N/A         | N/A         |      |
|  | % Difference vs. Average               | N/A%      | N/A%      | N/A%      | N/A%      |            |             |             |      |
|  | Carpenter                              | 30,506.61 | 39,726.36 | 47,337.59 | 39,225.29 | 51         | 55%         | 0.99        |      |
|  | Fort Myers Beach                       | 0         | 0         | 0         | 0         | N/A%       | N/A         | N/A         |      |
|  | % Difference vs. Average               | N/A%      | N/A%      | N/A%      | N/A%      |            |             |             |      |
|  | Electrician                            | 35,945.33 | 45,587.35 | 55,036.73 | 44,971.24 | 70         | 53%         | 0.99        |      |
|  | Fort Myers Beach                       | 0         | 0         | 0         | 0         | N/A%       | N/A         | N/A         |      |
|  | % Difference vs. Average               | N/A%      | N/A%      | N/A%      | N/A%      |            |             |             |      |
|  | Trades Foreman/Supervisor              | 37,731.83 | 47,911.90 | 57,379.93 | 48,438.86 | 41         | 52%         | 1.01        |      |
|  | Fort Myers Beach                       | 0         | 0         | 0         | 0         | N/A%       | N/A         | N/A         |      |
|  | % Difference vs. Average               | N/A%      | N/A%      | N/A%      | N/A%      |            |             |             |      |
|  | Electronics Technician (Journey Level) | 36,110.09 | 45,829.52 | 56,120.83 | 44,596.52 | 24         | 55%         | 0.97        |      |
|  | Fort Myers Beach                       | 0         | 0         | 0         | 0         | N/A%       | N/A         | N/A         |      |
|  | % Difference vs. Average               | N/A%      | N/A%      | N/A%      | N/A%      |            |             |             |      |
|  | Meter Repair Technician                | 30,831.02 | 38,261.19 | 44,987.86 | 39,089.39 | 42         | 46%         | 1.02        |      |
|  | Fort Myers Beach                       | 0         | 0         | 0         | 0         | N/A%       | N/A         | N/A         |      |
|  | % Difference vs. Average               | N/A%      | N/A%      | N/A%      | N/A%      |            |             |             |      |
|  | Value                                  | Min       | Mid       | Max       | Avg       | # of Resp. | Range Width | Compa-Ratio | MIC  |
|  | Average Wage Values                    | 45,200    | 17168717  | 69,748    | 17556413  | 15049      | 54.31%      | 1.02        |      |
|  | Total Average for: Fort Myers Beach    | 35,265    | 0         | 60,714    | 0         |            | 72.17%      |             | 0.00 |
|  | Overall PDVA                           | -28.17%   | 0%        | -14.88%   | 0%        |            |             |             |      |

### Report Terminology:

**Survey Query** The 'survey query' describes the results against which your organization is being compared. These were chosen as 'criteria' on the previous page.

This figure indicates the degree to which your wage rate deviates from

**% Difference vs. Average** the average of your survey query.(expressed as a percentage) [ %  

$$DvsA = (((Survey\_Average / Your\_Average) - 1) * -1) * 100$$
 ]

**Range-Width** Range-width indicates the spread from the 'minimum' to 'maximum' pay range values. [  $(Maximum\_Wage - MinimumWage) / MinimumWage * 100$  ]

Compa-Ratio is a comparison of the 'Actual Average' wage rates relative to the midpoint/market target.  
 [  $Compa\_Ratio = Actual\_Average / Midpoint$  ].

**Compa-Ratio** Example 1: If your Midpoint salary value is \$30,000 AND your Actual Average salary value is \$30,000 THEN your Compa-Ratio is 1.0  
 Example 2: If your Midpoint salary value is \$30,000 AND your Actual Average salary value is \$27,000 THEN your Compa-Ratio is 0.9  
 Example 2: If your Midpoint salary value is \$30,000 AND your Actual Average salary value is \$31,500 THEN your Compa-Ratio is 1.05

MIC is a comparison of your 'Actual Average' wage rates relative to the 'Actual Average' wage rates of your survey query.  
 [  $MIC = Your\_Actual\_Average / Survey\_Actual\_Average$  ].

**(MIC) Market Index of Compatability** Example 1: If Your Actual Average value is \$30,000 AND the Surveyed Actual Average salary value is \$30,000 THEN your MIC is 1.0  
 Example 2: If Your Actual Average value is \$28,500 AND the Surveyed Average salary value is \$30,000 THEN your MIC is 0.95  
 Example 2: If Your Actual Average value is \$33,000 AND the Surveyed Average salary value is \$30,000 THEN your MIC is 1.1

**For more information about your custom report or to find solutions to your wage rate issues, please contact [HR Management Partners, Inc.](#)**

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