



AGENDA REPORT

CITY OF SAN CLEMENTE

City Council Meeting

910 Calle Negocio
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San Clemente, California
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Meeting Date: 4/4/2023

Agenda Item: 9A

Department: Finance and Administrative Services
Prepared By: Hanne Thordahl, Human Resources Manager
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Subject:

PRESENTATION OF THE PART-TIME CLASSIFICATION AND COMPENSATION STUDY FINDINGS AND RECOMMENDATIONS

Summary:

The City of San Clemente contracted with MGT consulting to conduct a Classification and Compensation Study of its hourly part-time job classifications. The objective of the study was to review the current job classifications and provide compensation data to compare the City's compensation relative to the competitive market for hourly part-time employees. The consultant completed the study and provided its full report and findings to the City project management staff. The report provides the information necessary to discuss and analyze the City's part-time job classifications in order to maintain competitive compensation rates that support the City Council's priority for recruitment and retention of the best and most qualified employees.

Discussion:

MGT Consulting conducted a classification and compensation study of hourly part-time classifications to evaluate the current classifications and compare compensation with other agencies in order to provide data to make decisions related to hourly part-time staff and their pay. The consultant met with Human Resources staff, supervisors, and managers to review the accuracy of current classification duties and titles and to address concerns related to recruitment and retention for certain job classifications.

The consultant along with City staff input, developed a list of ten agencies to use for external wage comparisons for pay and benefits related to compensation. One of the primary factors in selecting comparable agencies is distance from the City; 84% of the 180 current hourly part-time employees reside within San Clemente. The agencies surveyed included the Cities of Carlsbad, Dana Point, Fountain Valley, Irvine, Laguna Beach, Mission Viejo, Newport Beach, and Oceanside, and the State of California. Salary data was collected in January and February of this year and is based on up to date information available at that time.

The study recommends the elimination of three classifications that the City is no longer using, salary range changes for positions that were below the mid-range of the median, and classifications changes for internal equity between positions. When enough market data was not available, the consultant does not make a recommendation but advised range adjustments be made if the City experiences recruitment and retention issues for those classifications. Aquatics classification salary ranges were changed prior to the study's completion and based on their current pay and market comparison, no additional modifications are proposed at this time.

Additionally, the study proposes a potential expansion of the Park Ranger and Ocean Lifeguard classifications to a job series Level I/II. These classifications are currently exempt from CalPERS membership by contract; thereby the part-time hourly limit can be exceeded. Staff has requested clarification from the CalPERS contracts unit, which is the unit charged with overseeing contract exclusions, on whether or not an expansion to the classification would fall within the exclusion language present in the contract. The response from CalPERS is pending and is necessary to determine what, if any financial or operational impacts classification changes may have. Therefore, only salary range adjustments for the current classifications are included to ensure the City's exclusions are not jeopardized. Staff can return to the Council later with additional information and possible changes related to these classifications.

Implementation of the study recommendations is at the discretion of the City Council and can be done now or at a future date such as with the annual budget or in conjunction with implementation of the full-time classification and compensation study. Due to the concern and urgency for hiring summer staffing and retaining hourly part-time employees in general, pay range adjustments are timely. City staff concurs with the report findings and recommends that the pay range adjustments proposed in the attached resolution be approved and implemented as the City staffs up for the summer. Additional changes to pay or changes to classifications based on the study findings can be brought back to City Council at a later date.

City Council Options:

- Adoption of Resolution 23-13 approving the specified pay grade changes for hourly part-time classifications and approving the revised hourly part-time salary schedule.
- Continue the Item with direction to staff to provide additional information.
- Receive the information and take no action.

Fiscal Impact:

There are sufficient funds available from salary savings to implement recommended pay grade adjustments in the current fiscal year and the resulting increase in the annual cost of \$150,000 for hourly part-time salaries can be included in the annual budget process.

Recommended Actions:**Staff Recommendation**

Adopt Resolution No. 23-13 approving specified pay grade changes for hourly part-time classifications and the revised hourly part-time salary schedule and authorize staff to implement the changes effective April 17, 2023.

Attachment:

1. MGT Consulting: City of San Clemente Compensation and Classification Part-Time Employees Executive Summary Report
2. Resolution No. 22-13, entitled A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN CLEMENTE, CALIFORNIA, ADOPTING SPECIFIED PAY GRADE CHANGES FOR HOURLY PART-TIME CLASSIFICATIONS AND ADOPTION OF REVISED HOURLY PART-TIME SALARY SCHEDULE AND AMENDING RESOLUTION NO. 22-41 AND ANY OTHER

RESOLUTIONS IN CONFLICT THEREWITH

3. Salary Schedule - Hourly Part-Time Positions effective April 17, 2023

Notification:

None.



City of San Clemente
Compensation and Classification
Part-Time Employees

April 4, 2023



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Introduction and Background

The City of San Clemente (CSC) contracted with MGT Consulting Group (MGT) in October 2022 to conduct a Classification and Compensation Study of its part-time job classes. The overall objective of the study was to strengthen CSC's compensation system to ensure that the system is accurate, equitable, and market competitive so the City may continue to attract and retain highly qualified employees. The recommendations provided in this report will assist CSC with maintaining a competitive compensation system that will support the City in its goal to compensate its part-time employees fairly and at market competitive rates to recruit and retain the best possible talent.

To accomplish CSC's project goals, MGT's study included:

- A review of CSC's current salary schedules, related policies, benefits, and job descriptions.
- A review of the data gathered through MGT's Management Issues survey from supervisors to identify concerns about job titles, pay, position levels, accuracy of job descriptions, recruitment, retainment, and career pathways.
- A review of the data gathered through MGT's interviews with supervisors to confirm each job's essential duties and responsibilities, minimum education and experience requirements, internal and external relationships, physical requirements, and working conditions.
- An evaluation of each job to ensure accurate and industry-standard classifications and titles, FLSA compliance, and appropriate market benchmarking.
- A review and comparison of salary and benefits data from comparable organizations (as approved by CSC).
- The development of an updated classification and compensation system based upon relevant market comparisons, and recommended assignment of positions to appropriate placement within the system.

We appreciate the cooperation of CSC's Project Officers and all employees and supervisors who assisted in the development of job information for this study.

Approach and Methodology

MGT prepared the below methodological approach to address the specific issues, concerns, and objectives of the City of San Clemente. Although generally accepted procedures, methodologies, and formats were used to conduct the study and prepare deliverables, the content of all final products was specifically tailored to the circumstances and requirements of CSC. The approach used for this engagement consisted of the following primary project activities:

➤ **TASK 1: Conduct Initial Meeting and Finalize Project Work Plan**

The objective of this task was to review the technical approach and strategies to be employed, to establish a mutually agreed upon project work plan, schedule, and team responsibilities, and to begin internal data collection.

➤ **TASK 2: Develop and Implement a Communications Strategy; Hold Orientation Session(s)**

The objective of this task was to understand each team member's roles and responsibilities and to define the project teams' communication lines and schedules. Additionally, the MGT project team developed communication materials and conducted orientation presentations as required.

➤ **TASK 3: Review Existing Classification and Compensation System**

The objective of this task was to work with the CSC Project Officer to review existing compensation documentation. MGT also analyzed job descriptions, existing career ladders, and policies, and noted potential issues to be resolved.

➤ **TASK 4: Gather and Evaluate Current Organizational and Employee Job Data**

The objective of this task was to gather and evaluate employee job data by offering the opportunity to identify compensation and classification concerns relating to their own areas of responsibility, and to collect job data for analysis. This task included the review of collected data to prepare for benchmarking and developing recommendations.

➤ **TASK 5: Identify Relevant Recruitment Market(s)**

The objective of this task was to identify market data sources and to verify the appropriate recruitment markets and competitor/comparable organizations for benchmarking and comparisons.

➤ **TASK 6: Conduct Market Salary and Benefits Survey and Benchmark Positions**

The objective of this task was to benchmark positions from the selected market data sources. The MGT team also conducted a thorough search of market data sources for assessing pay and benefits relative to compensation.

➤ **TASK 7: Revise and Prepare Job Descriptions, As Needed**

The purpose of this task was to review job description information and job data collected through supervisor interviews to review and ensure positions are accurately classified and to update job descriptions as needed.

➤ **TASK 8: Develop Compensation and Classification System; Present Report**

The objective of this task was to provide CSC with a competitive classification and compensation system for its part-time employees and provide guidance relative to policies and procedures for the maintenance and administration of the updated system. MGT provided CSC with a study report, detailing methodology, market sources, recommendations, and best practices for ongoing maintenance and administration.

TASK 9: Develop Implementation Strategies

The objective of this task was to provide guidance and cost projections relative to the pay system recommendations and compensation policy for implementation and with phase-in options.

➤ **TASK 10: Provide Ongoing Assistance**

The objective of this task is to provide consultation on the implementation and maintenance of the proposed system for 12 months following the completion of the study.

The remaining sections of this chapter provide an overview of MGT's key project activities.

Project Initiation

Upon agreement to proceed, MGT's Project Team held a kick-off call on October 26, 2022, with the CSC Project Team to discuss the study's objectives, timeline, and strengths and weaknesses of the current system. Discussions also focused on CSC's needs regarding the systems to be developed. The discussions resulted in a view of the City's priorities for classification review, salary administration, and long-range planning.

During the kick-off meeting, MGT shared a Data Request Checklist with CSC and requested that CSC provide a database of employee names, position titles, class dates, current salaries, and other pertinent information for analysis. This information served as a directory of the positions to be analyzed. CSC also provided MGT with copies of job descriptions, and other related policies and data.

MGT provided CSC with communications materials, including a Study Announcement template and Study FAQs document, to inform employees about the study. MGT maintained frequent contact with the CSC Project Officer throughout the course of the study to ensure that the components of the classification and compensation system met the City's needs and goals for compensation.

Information Reviewed and Research Conducted

A number of data and information sources served as the basis for the analysis, findings, and suggested recommendations contained in this report, including the following:

- Regular and detailed discussions and project updates with the Project Officers
- Supervisors' input on draft job description revisions
- Job descriptions
- Salary schedules
- City of San Clemente policies
- External agency pay rates for comparable jobs among the ten market agencies
- Internal salary alignment amongst jobs within job families

Supervisor Interviews of Job Class Descriptions

As a result of this classification review, three of the original eighteen job classes were determined to be obsolete, *i.e.*, the City no longer has any positions or employees allocated to these classes and does not intend to fill them in the future. Two of the job classes reviewed (Ocean Lifeguard and Park Ranger) were found to be better described as Ocean Lifeguard I & II and Park Ranger I & II, to allow those classifications a dual-level series. These suggested changes will result in eighteen job classes becoming fifteen job classes

Organization of the Report Sections

The report presents classification and salary data into a combined narrative that organizes the job classes within their respective job family groupings as sequenced in Appendix A.

Each job family section begins with an introductory, descriptive paragraph about the job family followed by a list of the job class titles detailed in the report as well as a table displaying all of the job classes in the family (even those titles not being covered in the report). The salary range of each job class is displayed along with the Step 1 and the Step 5 hourly rates to provide a sense of the internal relationships of the classes in the family.

Within each job family, each job class being studied has a short introductory paragraph delineating major features of the job; the descriptive paragraph(s) is followed by a table presenting the wage data from the market survey of that job and a plotted 2-line graph of the data (City of San Clemente and Market

Median). The table and graph are followed by a discussion of findings and recommendations that include a pointer to the specific Appendix at which the revised/new job description is located the proposed revised or new job class discussed in the recommendations.

Wage Comparison Survey

Through the Study, the Project Team provided recommendations and requested advice on updating which agencies to consider for making external comparisons. All recommendations were considered before making a final decision regarding the comparison agencies that would make up the external “wage market.” The Project Team decided on the ten other agencies listed below (in alphabetical order) which MGT then used for external wage comparisons:

| Comparison Entity | Steps per Part-Time Salary Range |
|--------------------------|---|
| City of Carlsbad | 2 – Min-Max Only |
| City of Dana Point | 2 – Min-Max Only |
| City of Fountain Valley | 5 |
| City of Irvine | 2 – Min-Max Only |
| City of Laguna Beach | 8 |
| City of Laguna Niguel | 2 – Min-Max Only |
| City of Mission Viejo | 2 – Min-Max Only |
| City of Newport Beach | 7 |
| City of Oceanside | 7 |
| State of California | 2 – Min-Max Only |

The most recent salary schedules available for each of the comparison districts were used. The City of San Clemente schedule, adopted November 15, 2022, is at Appendix B.

In making assessments for comparison purposes, there is the question of what is the “right” comparison point: the average, the median, or a particular decile. Targeting the market median value will result in half of the comparisons being at or below City of San Clemente’s rate and the other half being above. By contrast, using the average carries the chance of comparisons becoming skewed by the influence of one or two very high or very low comparison agencies. EH&A finds the median a more useful comparison value and has used that measure of central tendency, in addition to the California minimum wage of \$15.50 per hour, effective January 1, 2023, to develop salary range placement suggestions for the job classes reviewed in this study. We further understand that past practice at the City of San Clemente has been to target the market median.

The primary three comparison data points used in this review are Step 1 and the Max Step of each agency’s pay range (without “longevity”), and a calculated “Mid-Range,” a value representing the rate that averages the Step 1 rate and the Max Step rate. (*i.e.*, *sum of Step 1 rate plus Max Step rate divided by 2*). Note that comparison agencies have a varied number of steps on the pay range, and the Max Step is the highest step before longevities apply, if applicable.

Conclusion

This abbreviated report serves as an opportunity for the City of San Clemente to discuss and analyze its next best steps regarding its part-time job classifications. A full report including sections, narratives, salary survey tables, survey graphs, and revised job descriptions for each of the Hourly Part-Time jobs is available upon request.

MGT understands that there may be some constraints which impact the implementation of some of the recommendations. Realities such as City Council policies, organizational culture, financial projections, and collective bargaining are some examples.

MGT thanks the Project Officer and administrators for their time and attention to this study.

Appendix A: List of All Job Part-Time Classes to be Reviewed

This is the list of all part-time job classes to be reviewed during the study.

*Report on Classification & Compensation Review of 18 Part-Time Job Classes
for the City of San Clemente*

| |
|--|
| Part-time Job Classes relating to Aquatics Services |
| Pool Lifeguard Trainee |
| Pool Lifeguard |
| Water Safety Instructor |
| Head Pool Lifeguard |
| |
| Part-time Job Classes relating to Clerical Services |
| Office Clerk |
| Office Assistant I |
| Office Assistant II |
| Senior Office Assistant |
| |
| Part-time Job Classes relating to Golf Services |
| Golf Course Marshal |
| |
| Part-time Job Classes relating to Internships |
| Intern |
| |
| |
| Part-time Job Classes relating to Information Technology Services |
| Cable Television Technician |
| |
| Part-time Job Classes relating to Marine Safety Services |
| Ocean Lifeguard Trainee |
| Ocean Lifeguard |
| Ocean Lifeguard Supervisor |
| |
| Part-time Job Classes relating to Park Code Compliance |
| Park Monitor |
| Park Ranger |
| |
| Part-time Job Classes relating to Recreation Services |
| Recreation Leader I & II |
| Recreation Leader III |
| |

**Appendix B: Hourly Part-Time Salary Schedule
Effective 11/28/22**

*Report on Classification & Compensation Review of 18 Part-Time Job Classes
for the City of San Clemente*

**City of San Clemente
Salary Schedule - Hourly Part-Time Positions
2.5% Between Ranges, 5.0% Between Steps
Adopted 11/15/2022; Effective 11/28/2022**

| Range | | | | | | |
|--------|-------------------------|---------|---------|---------|---------|---------|
| Number | Title | Step A | Step B | Step C | Step D | Step E |
| 14 | Intern | | | | \$15.00 | \$15.75 |
| | Ocean Lifeguard Trainee | | | | | |
| | Office Clerk | | | | | |
| | Pool Lifeguard Trainee | | | | | |
| | Recreation Leader I | | | | | |
| 15 | | | | | \$15.37 | \$16.14 |
| 16 | | | | \$15.00 | \$15.75 | \$16.54 |
| 17 | | | | \$15.37 | \$16.14 | \$16.95 |
| 18 | Park Monitor | | \$15.00 | \$15.75 | \$16.54 | \$17.37 |
| 19 | - | | \$15.37 | \$16.14 | \$16.95 | \$17.79 |
| 20 | Golf Course Marshals | \$15.00 | \$15.75 | \$16.54 | \$17.37 | \$18.24 |
| | Park Ranger | | | | | |
| 21 | Recreation Leader II | \$15.37 | \$16.14 | \$16.95 | \$17.79 | \$18.68 |
| 22 | | \$15.75 | \$16.54 | \$17.37 | \$18.24 | \$19.15 |
| 23 | | \$16.14 | \$16.95 | \$17.79 | \$18.68 | \$19.62 |
| 24 | | \$16.54 | \$17.37 | \$18.24 | \$19.15 | \$20.11 |
| 25 | Pool Lifeguard | \$16.95 | \$17.79 | \$18.68 | \$19.62 | \$20.60 |
| 26 | Recreation Leader III | \$17.37 | \$18.24 | \$19.15 | \$20.11 | \$21.11 |
| 27 | Water Safety Instructor | \$17.79 | \$18.68 | \$19.62 | \$20.60 | \$21.63 |
| 28 | Head Lifeguard | \$18.24 | \$19.15 | \$20.11 | \$21.11 | \$22.17 |
| | Ocean Lifeguard | | | | | |

*Report on Classification & Compensation Review of 18 Part-Time Job Classes
for the City of San Clemente*

| | | | | | | |
|----|-----------------------------|---------|---------|---------|---------|---------|
| 29 | Office Assistant I | \$18.68 | \$19.62 | \$20.60 | \$21.63 | \$22.71 |
| 30 | | \$19.15 | \$20.11 | \$21.11 | \$22.17 | \$23.28 |
| 31 | | \$19.62 | \$20.60 | \$21.63 | \$22.71 | \$23.84 |
| 32 | | \$20.11 | \$21.11 | \$22.17 | \$23.28 | \$24.44 |
| 33 | | \$20.60 | \$21.63 | \$22.71 | \$23.84 | \$25.04 |
| 34 | | \$21.11 | \$22.17 | \$23.28 | \$24.44 | \$25.66 |
| 35 | Office Assistant II | \$21.63 | \$22.71 | \$23.84 | \$25.04 | \$26.29 |
| 36 | | \$22.17 | \$23.28 | \$24.44 | \$25.66 | \$26.94 |
| 37 | Senior Office Assistant | \$22.71 | \$23.84 | \$25.04 | \$26.29 | \$27.60 |
| 38 | - | \$23.28 | \$24.44 | \$25.66 | \$26.94 | \$28.29 |
| 39 | Cable Television Technician | \$23.84 | \$25.04 | \$26.29 | \$27.60 | \$28.98 |
| 40 | | \$24.44 | \$25.66 | \$26.94 | \$28.29 | \$29.71 |
| 41 | Ocean Lifeguard Supervisor | \$25.04 | \$26.29 | \$27.60 | \$28.98 | \$30.43 |
| 42 | | \$25.66 | \$26.94 | \$28.29 | \$29.71 | \$31.19 |
| 43 | | \$26.29 | \$27.60 | \$28.98 | \$30.43 | \$31.95 |
| 44 | | \$26.94 | \$28.29 | \$29.71 | \$31.19 | \$32.75 |
| 45 | | \$27.60 | \$28.98 | \$30.43 | \$31.95 | \$33.55 |
| 46 | | \$28.29 | \$29.71 | \$31.19 | \$32.75 | \$34.39 |
| 47 | | \$28.98 | \$30.43 | \$31.95 | \$33.55 | \$35.23 |
| 48 | | \$29.71 | \$31.19 | \$32.75 | \$34.39 | \$36.11 |

*Report on Classification & Compensation Review of 18 Part-Time Job Classes
for the City of San Clemente*

| | | | | | | |
|----|--|---------|---------|---------|---------|---------|
| 49 | | \$30.43 | \$31.95 | \$33.55 | \$35.23 | \$36.99 |
| | | | | | | |

Appendix C: Summary of Recommendations

SUMMARY TABLE: CITY of SAN CLEMENTE PART-TIME CLASSIFICATIONS COMPARED AGAINST 10 PEER AGENCIES

| 8 Program Service Areas and 17 Classification Titles | | # Matching Peer Jobs | Rank of CSC | CSC Mid-Range Relative to Market Mid-Range | Market Comparison Recommendations |
|---|-----------------------------|----------------------|-------------|--|--|
| 1. Classes Relating to Aquatics Services | | | | | |
| 1 | Pool Lifeguard | 7 | 1st | 8.01% | CSC is more than 5% above the Mid-Range of the Median of its peers' market, therefore no change in salary range allocation is suggested. |
| 2 | Water Safety Instructor | 6 | 1st | 11.20% | CSC is more than 5% above the Mid-Range of the Median of its peers' market, therefore no change in salary range allocation is suggested. |
| 3 | Head Pool Lifeguard | 6 | 4th | 2.01% | CSC is within 5% of the Mid-Range of the Median of its peers' market, therefore no change in salary range allocation is suggested. |
| 2. Classes Relating to Clerical Services | | | | | |
| 4 | Office Assistant I | 8 | 3rd | 8.15% | CSC is more than 5% above the Mid-Range of the Median of its peers' market, therefore no change in salary range allocation is suggested. |
| 5 | Office Assistant II | 5 | 3rd | 13.71% | CSC is more than 5% above the Mid-Range of the Median of its peers' market, therefore no change in salary range allocation is suggested. |
| 6 | Senior Office Assistant | 1 | N/A | No market | No change in salary range allocation is recommended due to insufficient data. However, if CSC has difficulty recruiting or retaining incumbents in this position, or to maintain internal equity, an increase to the current pay range may be necessary. |
| 3. Class Relating to Golf Services | | | | | |
| 7 | Golf Course Marshal | 0 | N/A | No market | No change in salary range allocation is recommended due to insufficient data. However, if CSC has difficulty recruiting or retaining incumbents in this position, or to maintain internal equity, an increase to the current pay range may be necessary. |
| 4. Class Relating to Internships | | | | | |
| 8 | Intern | 6 | 6th | -15.59% | CSC is more than 5% below the Mid-Range of the Median of its peers' market and may consider an adjustment to the range. |
| 5. Class Relating to Information Technology Services | | | | | |
| 9 | Cable Television Technician | 1 | N/A | No market | No change in salary range allocation is recommended due to insufficient data. However, if CSC has difficulty recruiting or retaining incumbents in this position, or to maintain internal equity, an increase to the current pay range may be necessary. |

SUMMARY TABLE: CITY of SAN CLEMENTE PART-TIME CLASSIFICATIONS COMPARED AGAINST 10 PEER AGENCIES

| 8 Program Service Areas and 17 Classification Titles | | # Matching Peer Jobs | Rank of CSC | CSC Mid-Range Relative to Market Mid-Range | Market Comparison Recommendations |
|--|----------------------------|----------------------|-------------|--|--|
| 6. Classes Relating to Marine Safety Services | | | | | |
| 10 | Ocean Lifeguard Trainee | 3 | N/A | No market | No change in salary range allocation is recommended due to insufficient data. However, if CSC has difficulty recruiting or retaining incumbents in this position, or to maintain internal equity, an increase to the current pay range may be necessary. |
| 11 | Ocean Lifeguard I | 5 | 3rd | 0.44% | CSC is within 5% of the Mid-Range of the Median of its peers' market, therefore no change in salary range allocation is suggested. |
| 12 | Ocean Lifeguard II | 5 | 6th | -20.43% | CSC is more than 5% below the Mid-Range of the Median of its peers' market and may consider an adjustment to the range. |
| 13 | Ocean Lifeguard Supervisor | 2 | N/A | No market | No change in salary range allocation is recommended due to insufficient data. However, if CSC has difficulty recruiting or retaining incumbents in this position, or to maintain internal equity, an increase to the current pay range may be necessary. |
| 7. Class Relating to Code Compliance Services | | | | | |
| 14 | Park Ranger | 2 | N/A | No market | No change in salary range allocation is recommended due to insufficient data. However, if CSC has difficulty recruiting or retaining incumbents in this position, or to maintain internal equity, an increase to the current pay range may be necessary. |
| 8. Classes Relating to Recreation Services | | | | | |
| 15 | Recreation Leader I | 8 | 8th | -8.37% | CSC is more than 5% below the Mid-Range of the Median of its peers' market and may consider an adjustment to the range. |
| 16 | Recreation Leader II | 7 | 6th | -4.22% | CSC is within 5% of the Mid-Range of the Median of its peers' market, therefore no change in salary range allocation is suggested. |
| 17 | Recreation Leader III | 2 | N/A | No market | No change in salary range allocation is recommended due to insufficient data. However, if CSC has difficulty recruiting or retaining incumbents in this position, or to maintain internal equity, an increase to the current pay range may be necessary. |

COLOR LEGEND:

- This color cell indicates that CSC is within 5% above or below the Mid-Range of the Median of its peers' market and is considered to be at the Median.
- This color cell indicates that CSC is already paying more than 5% above the Mid-Range of the Median of its peers' market.
- This color cell indicates that CSC is paying 5% or more below the Mid-Range of the Median of its peers' market.
- This color cell indicates an insufficient number of matches to identify a market; 4 set as minimum for a benchmark market.

Appendix D: Salary Schedule Analysis and Summary of Range Changes

SALARY REVISION RESEARCH AND ANALYSIS

The current Hourly Part-Time Salary Schedule, adopted 11/15/2022 and effective 11/28/2022, includes thirty-six (36) Range Numbers, from 14 – 49, and five (5) Steps, from A through E. There is a 2.5% differential between Range Numbers, and 5.0% differential between Steps. Only thirteen (13) of the thirty-six (36) Range Numbers are currently in use.

Currently, the Salary Schedule includes steps which are below the California hourly minimum wage of \$15.50, effective 1/1/2023.

The salary surveys conducted for Hourly Part-Time salaries revealed the following:

- Four (4) jobs are **more than 5% above the Mid-Range of the Median** of its peer's market, and no change in salary range allocation is suggested.
- Three (3) jobs are **within the 5% of the Mid-Range of the Market**, and no change in salary range allocation is suggested.
- Seven (7) jobs **yielded insufficient market data**.
- Three (3) jobs are **below the Mid-Range of the Median**.

MGT recommends that City of San Clemente (CSC) Hourly Part-Time jobs be at or within 5% above or below the Mid-Range of the Median of the market to recruit and retain employees. At the beginning of the Study, it was noted that CSC particularly had difficulty recruiting and retaining positions in Part-Time Marine Safety Services and in Part-Time Park Code Compliance Services.

Considering four factors, those jobs that are below the Mid-Range of the Median; difficulty recruiting and retaining certain Part-Time jobs; maintaining internal equity; and the increase in California minimum wage on 1/1/23, MGT proposes increasing seven (7) salary ranges. These increases will bring all Hourly Part-Time jobs to within 5% above or below the Mid-Range of the Median of the market; maintain internal equity between job series; and increase the ability of the City to recruit and retain employees. These increases are displayed in the Appendix D Summary of Range Changes Table.

CSC may want to consider adding Steps to the Ranges whose lowest Steps are not being used either because they are lower than the California minimum wage or because they are not being utilized for entry level employees.

Moreover, for recruitment and retention concerns, CSS may want to contemplate instituting additional benefits for Hourly Part-Time Employees, as detailed in the Benefits Summary Table, included in Exhibit E.

Appendix D - Summary of Range Changes Table

| Job Title | Current Range | New Range | # of Range Changes | Bring to Median | Internal Equity | Recruit & Retain |
|--------------------------------|----------------------|------------------|---------------------------|------------------------|------------------------|-----------------------------|
| Intern | 14 | 20 | 6 | Y | | |
| Ocean Lifeguard Trainee | 14 | 18 | 4 | | Y | Y |
| Recreation Leader I | 14 | 20 | 4 | Y | | |
| Golf Course Marshal | 20 | 20 | 0 | | | |
| Park Ranger (Park Ranger I) | 20 | 28 | 8 | | Y | Y |
| Recreation Leader II | 21 | 24 | 3 | | Y | |
| Pool Lifeguard | 25 | 25 | 0 | | | |
| Recreation Leader III | 26 | 28 | 2 | | Y | |
| Water Safety Instructor | 27 | 27 | 0 | | | |
| Head Lifeguard | 28 | 28 | 0 | | | |
| Ocean Lifeguard I | 28 | 30 | 2 | | Y | Y |
| Office Assistant I | 29 | 29 | 0 | | | |
| Park Ranger II (New Class) | N/A | 34 | N/A | | Y | Y |
| Office Assistant II | 35 | 35 | 0 | | | |
| Ocean Lifeguard II (New Class) | N/A | 36 | N/A | Y | Y | Y |
| Senior Office Assistant | 37 | 37 | 0 | | | |
| Cable Television Technician | 39 | 39 | 0 | | | |
| Ocean Lifeguard Supervisor | 41 | 42 | 1 | | Y | Y |

**Appendix E: Benefits Research Analysis and
Benefits Summary Table**

BENEFIT RESEARCH AND ANALYSIS

Introduction

Agency websites for nine cities and state (CA) along with two corporations with sites within the City of San Clemente were reviewed to gather, document, and analyze benefits offered to part-time employees and where available, specific gathering of any additional benefits for the jobs in scope for our salary surveys. Part-time employees were, for the most part, defined as working less than 20 hours per week. Many agencies categorized part-time employees as either **benefited** or **non-benefited**. In one particular case, a special type of part-time employee was assigned the definition of **Extended Part-Time Employee (EPTE)** if they worked at least 30-32 hours/week. One agency had some part-time positions aligned with a bargaining unit and therefore, had different benefits. Our research did not include benefits data identified for jobs that were not a direct or a close match to the jobs in the scope of this project and therefore, these benefits are not included in our summary.

Approach

Benefits data was researched and gathered through publicly available information on the city/state agency's website through:

- A city/state document listing all benefits offered to employees, or
 - A city/state job posting listing benefits covered for incumbents in the job in a BENEFITS tab associated with the job posting tab, or
 - A city/state HR Benefits section with various links outlining specific benefits for employees,
- The output of this research and analysis appears in Table X below. Specific notes for certain agencies and/or benefits are indicated in parenthesis and briefly described below table.

A quick review of Table X contents shows that the level of benefits offered to part-time employees varies across the ten agencies and two local sites of large corporations researched. City agencies of **Dana Point and Irvine** offer the richest benefits plan, mirroring almost all benefits of full-time employees. It is important to note that the city of Irvine has two types of part-time employees. Any employee assigned to a position that consistently requires a minimum of 30 – 32 hours per week is referred to as an **extended part-time employee (EPTE)** and receives a larger set of benefits as notes by an (*) in the city of Irvine column. In addition, it is possible that not all part-time benefits were listed through publicly available information we gathered. For example, California law requires a minimum of 24 hours of paid sick leave (based on city accrual rate) or after first 90 days of employment yet was not listed on some city agency websites. In these cases, Not Available (N/A) has been indicated.

The most common benefits offered to all part-time employees, regardless of agency, are described in further detail below.

Most Common Benefits

- **Paid Sick Leave (PSL)**
 - In most cases, at least 24 hours of PSL was offered to part-time employees once they have completed 90 days of employment and/or the number of sick hours required has already been accrued.
If not listed, then agency would be in violation of California labor (see next page for further details.) These agency websites did not address paid sick leave in any form and have been noted as “No.”

- One agency (Carlsbad) offers four 10-hour day shifts provided up to 32 hours of PSL per fiscal year.
- Some agencies permitted carry over of accrued, unused PSL to next year with a maximum amount of PSL to be taken off in a fiscal year to 24 hours.
- **California Public Employees' Retirement System (CalPERS)** - agency that manages pension and health benefits for California public employees.
 - While contribution of employee and employer vary, the majority required employees to contribute 3.75% with an employer match of 3.75% for a combined annual contribution of 7.50%.
 - Similar to PSL, agencies that did not list this benefit for part-time employees, it is quite likely it was documented on website.

The most unique benefits offered to part-time employees associated with specific agencies appear below.

Most Unique Benefits

- Laguna Beach - **Equipment Reimbursement for Lifeguards** (up to \$210)
- Dana Point - **Onsite Gym access**
- Irvine - **Health and Wellness Benefit** of \$1,000 per fiscal year for employees in addition to medical and dental benefits.

Appendix E - Benefits Summary Table

| CITY/STATE AGENCY | | | | | | | | | | | |
|---|--|-----------------|-------------------|------------------------|-------------------------------|-----------------------------|---------------------|----------------------|----------------------|------------------|---------------------------------|
| BENEFIT | San Clemente | Carlsbad | Dana Point | Fountain Valley | Irvine (3) | Laguna Beach (4) | Laguna Viejo | Mission Viejo | Newport Beach | Oceanside | California (8) |
| Paid Sick Leave (PSL) | | Yes (1) | Yes (2) | No | Yes (3a); (3b) | Yes – (4a) | N/A | N/A | N/A | Yes (5) | N/A |
| Paid Holidays | No | N/A | N/A | N/A | Yes - 12 days per fiscal year | N/A | N/A | N/A | N/A | N/A | N/A |
| Paid Vacation | No | N/A | N/A | N/A | Yes (3c) | Yes – (4b) | N/A | N/A | N/A | N/A | N/A |
| APPLE (7) | No | N/A | N/A | N/A | Yes | N/A | N/A | N/A | N/A | N/A | N/A |
| Equipment Reimbursement for Lifeguards | No | N/A | N/A | N/A | N/A | Yes – \$210 per fiscal year | N/A | N/A | N/A | N/A | N/A |
| Discount Programs | Yes- free beach parking, swim pass & music streaming for some | Yes | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| EAP | No | Yes | Yes | Yes | Yes | Yes | N/A | N/A | N/A | N/A | N/A |
| Wellness Program | No | Yes | Yes | N/A | Yes (3d) | N/A | N/A | N/A | N/A | N/A | N/A |
| Jury Duty | No | N/A | Yes | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| Bereavement Leave | No | N/A | Yes | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| Education Reimbursement | No | N/A | Yes | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| Onsite Gym | No to City Hall gym; Yes for Marine Safety to onsite gym within Headquarters | N/A | Yes | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| Medical Insurance | No | N/A | Yes | N/A | Yes * | N/A | N/A | N/A | N/A | N/A | N/A |
| Dental Insurance | No | N/A | Yes | N/A | Yes * | N/A | N/A | N/A | N/A | N/A | N/A |
| Vision Insurance | No | N/A | Yes | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| Accidental Death & Dismemberment Insurance (AD&D) | No | N/A | Yes | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| Life Insurance | No | N/A | Yes | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| Disability Insurance | No | N/A | Yes | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| Flexible Spending Account (FSA) | No | N/A | Yes | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| Savings Plus | No | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | Yes—if not eligible for CalPERS |

*Report on Classification & Compensation Review of 18 Part-Time Job Classes
for the City of San Clemente*

| | | | | | | | | | | | |
|--|--|-----|-----|-----|------------------|-------------------|-----|---------------------|--------------------|-----|-----|
| Retirement & Deferred Compensation (CalPERS) (7) | No. 457 Mission Square PTS Plan in lieu of social security (3.75%/3.75%) | N/A | Yes | Yes | Yes 4.3%/3.2% | Yes 7.5%/3.75% | N/A | Yes 6.25%/1.25 % | Yes 3.75%/3.75% | N/A | N/A |
|--|--|-----|-----|-----|------------------|-------------------|-----|---------------------|--------------------|-----|-----|

Legend

N/A = Denotes information regarding benefit was not available on the agency’s website at time of research (January – February 2023)

- (1) Three days or 24 hours per fiscal year after 90 days of employment. In addition, part-time employees working 40 hours per week (i.e., four 10-hour shifts) are provided 32 hours of PSL per fiscal year instead of 24. **Note:** While some city agencies did not provide PSL data on their website, California Labor Code #245 (detailed on following page) requires a minimum of 24 hours of PSL per fiscal year.
- (2) Three days or 24 hours after 90 days of employment per fiscal year.
- (3) There are two types of part-time employees: non-benefited and benefitted associated with the city agency of Irvine.
 - (3a) Non-benefited and eligible for three days of PSL after 90 days of employment
 - (3b) Part-time employees working 30-32 hours/week are referred to as Extended Part-Time E accrue six hours/month of PSL up to 72 hours per fiscal year and are considered “benefited.” Benefits for EPTE employees are denoted with an “*” in the Irvine city column.
 - (3c) Accrue vacation credits at three-quarter the rate of full time, non-exempt employees based on years of service. Employees with:
 - less than three years of service earn 60 vacation hours per fiscal year.
 - more than 3 but less than 10 years of service earn 90 vacation hours per fiscal year.
 - more than 10 years of service earn 120 vacation hours per fiscal year.
 - (3d) Health and Wellness benefit of \$1,000 per fiscal year is provided.
- (4) For the city agency of Laguna Beach, an annual schedule cap of 999 working hours/fiscal year exists.
 - (4a) PSL accrues monthly for a maximum of 80 hours per fiscal year.
 - (4b) Vacation time accrues monthly up to 96 hours per fiscal year and has a cash out option, if unused and accrued.
- (5) For city agency of Oceanside,
 - Three days or 24 hours of PSL per fiscal year after 90 days of employment are provided.
 - PSL accrues at eight hours per 30 hours worked and unused PSL (up to a max of 24 hours) can be carried over to the following year.
- (6) Pension contribution rates for employee and city employer vary by city and may change over time. The contributions rates for any city agency listing CalPERS on their website appear as (xx%/yy%, where xx=employee contribution and yy=employer contribution)
 - (6a) As of 7/1/2019, city of Mission Viejo normal cost contribution rate increased to 9.582%, which reflects the employee pick-up of 1.5% of the city employer rate.
- (7) APPLE (see next page for detailed description of plan)
- (8) Some CA state jobs are part of a bargaining unit and therefore would affect benefits; None of the jobs included in our salary survey indicated they were associated with a bargaining unit.

California Labor Code #245 ensures that part-time employees will accrue paid sick leave pursuant to the minimum requirements stated in the California Labor Code §245 et seq. which provides that an employee:

1. May accrue 1 hour paid sick leave for every 30 hours worked up to 24 hours per year;
2. May request and use up to 3 days or 24 hours of accrued paid sick leave per year;
3. May not be terminated or retaliated against for using or requesting the use of accrued paid sick leave; and
4. Has the right to file a complaint against an employer who retaliates or discriminates against an employee for:
 - a. Requesting or using accrued paid sick days;
 - b. Attempting to exercise the right to use accrued paid sick days;
 - c. Filing a complaint or alleging a violation of Article 1.5 section 245 et seq. of the California Labor Code;
 - d. Cooperating in an investigation or prosecution of an alleged violation of this Article or opposing any policy or practice or act that is prohibited by Article 1.5 section 245 et seq. of the California Labor Code.

Sick leave accruals for Hourly Extra Help and Part-Time employees cannot be used in the first 90 days of employment for newly hired employees. If unused, up to 24 hours can roll into next calendar year in the Pay Period containing January 1. A maximum of 48 hours can be retained annually after roll over however only 24 hours can be used per year.

APPLE is a qualified plan under 457(b) of the Internal Revenue Code for part-time and limited service employees and established as an alternative to Social Security:

- Each employee of the Agency who is not covered under an alternate retirement plan and is not covered under a collective bargaining agreement that precludes coverage under this Plan, is an eligible employee.
- An employee is eligible to participate in the Plan after earning at least one hour of service for the Agency.
- Tax-deferred contributions accumulate in individual participant accounts and may provide additional retirement income.
- Combined employee/employer contribution is 7.5% of compensation.
- All assets of the Plan are held in a group annuity with a Fixed Interest Account and earn an annually adjusted minimum guaranteed interest rate.

Summary

As competition grows for part-time labor continues heating up, public and private organizations that count on these types of workers are taking notice — and using the practice to their advantage. It's part of a larger trend involving employers who use full-time benefits (like the city of Irvine) to attract part-time talent — a move that is also increasing productivity and preventing job-hopping.

Specifically, the benefits afforded to part-time employees in two large organizations with offices near the city of San Clemente were evaluated and summarized below.

- **Starbucks:**
 - Medical, dental, and vision plans as well as Health Care and Dependent Care reimbursement accounts, life insurance, disability, and accident coverage.
 - Care@Work for access to up to 10 backup care days for kids or adults per year plus senior care planning.
 - 401(k) retirement plan including a generous (amount not listed) company match and discounted company stock (SIP) as well as an employee-funded Savings Plan.

- Paid vacation, partner and family sick time; Seven paid holidays and 1.5 times hourly rate for any hours an employee works on a holiday.
- In addition, some eligible part-time employees may be eligible for parental leave; education and student loan management (100% tuition coverage and advising through Arizona State University online program).
- Commuter benefits like transit passes funded through pre-tax payroll deductions as well as access to onsite gym at headquarters or discounted gym memberships.
- Discounts: 30% discount on beverage, merchandise, and food purchases; one pound of free coffee or box of tea every week.
- Formal and informal recognition programs and employee resource groups; matching gifts to eligible non-profits up to \$1,000 per year.
- **Life Time Fitness:**
 - Paid sick time, national holidays, celebration days and sick time.
 - Parental leave, parental bonding time and adoption support
 - LifeWorks EAP
 - Fully subsidized Signature Life Time membership
 - Discounts on products and services in any Life Time club (size and availability vary by department and product or service) as well as 30% off meals to go and shakes at LifeCafe, 25% off LifeSpa services and 15% off personal training.

Part-time employees have become an ever more significant segment of the regular workforce and benefits experts are constantly seeking an effective (and affordable) mix of benefits that help their organization do three things: Attract, retain, and motivate talent as well as ensure compliance with state, city or county agency requirements. It is important that any organization compare the return on the additional investment for a richer benefits package to the cost of replacing a part-time employee (recruitment, onboarding, training, etc.).

RESOLUTION NO. 23-13

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN CLEMENTE, CALIFORNIA, ADOPTING SPECIFIED PAY GRADE CHANGES FOR HOURLY PART-TIME CLASSIFICATIONS AND ADOPTION OF REVISED HOURLY PART-TIME SALARY SCHEDULE AND AMENDING RESOLUTION NO. 22-41 AND ANY OTHER RESOLUTIONS IN CONFLICT THEREWITH

WHEREAS, Section 37206 of the Government Code requires the City Council to prescribe the time and method of paying salaries and wages of officers and employees of the City; and

WHEREAS, a classification and compensation study of the hourly part-time classifications was undertaken and the findings and recommendations have been presented to the City Council: and

WHEREAS, various changes to classifications and pay range adjustments are recommended as a result of the study.

NOW, THEREFORE, The City Council of the City of San Clemente does hereby resolve as follows:

Section 1. Resolution No. 22-41 is hereby amended to make the following changes to revise the hourly part-time salary schedule related to hourly part-time positions:

Eliminate the following classifications:

- Office Clerk
- Park Monitor
- Pool Lifeguard Trainee

Adjust the salary ranges for the following classifications as follows and place current employees in the listed classifications on the entry step of the new range or at the step within the new salary range as follows:

- Intern from range 14 to 20
- Ocean Lifeguard Trainee from range 14 to 20
- Recreation Leader I from range 14 to 21
 - 14 (E) to 21 (B)
- Park Ranger from range 20 to 29
 - 20 (C) to 29 (A)
 - 20 (D) to 29 (B)
- Recreation Leader II from range 21 to 25
 - 21 (B) to 25 (A)
 - 21 (C) to 25 (B)
 - 21 (D) to 25 (C)

- Recreation Leader III from range 26 to 28
 - 26 (A) to 28 (A)
 - 26 (B) to 28 (B)
 - 26 (C) to 28 (C)
- Ocean Lifeguard from range 28 to 32
 - 28 (A) to 32 (A)
 - 28 (B) to 32 (B)
 - 28 (C) to 32 (C)
 - 28 (D) to 32 (D)
 - 28 (E) to 32 (E)
- Cable TV Technician from range 39 to 45
 - 39 (E) to 45 (B)
- Ocean Lifeguard Supervisor from range 41 to 42
 - 41 (C) to 42 (C)
 - 41 (D) to 42 (D)

Thereafter, individuals hired into any hourly part-time classification can be placed at any step in the range based on experience.

Section 2. The amended and restated Hourly Part-time Employees salary schedule that is attached is hereby approved.

Section 3. The City Clerk shall certify to the passage and adoption of this resolution and enter it into the book of original resolutions.

PASSED AND ADOPTED this _____ day of _____, _____.

ATTEST:

City Clerk of the City of
San Clemente, California

Mayor of the City of San
Clemente, California

STATE OF CALIFORNIA)
 COUNTY OF ORANGE) §
 CITY OF SAN CLEMENTE)

I, LAURA CAMPAGNOLO, City Clerk of the City of San Clemente, California, do hereby certify that Resolution No. _____ was adopted at a regular meeting of the City Council of the City of San Clemente held on the _____ day of _____, _____, by the following vote:

AYES:

NOES:

ABSENT:

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the City of San Clemente, California, this _____ day of _____, _____.

 CITY CLERK of the City of
 San Clemente, California

Approved as to form:

 City Attorney

| City of San Clemente | | | | | | |
|--|-------------------------|---------|---------|---------|---------|---------|
| Salary Schedule - Hourly Part-Time Positions | | | | | | |
| 2.5% Between Ranges, 5.0% Between Steps | | | | | | |
| Adopted 4/4/2023; Effective 4/17/2023 | | | | | | |
| Range | | | | | | |
| Number | Title | Step A | Step B | Step C | Step D | Step E |
| 20 | Golf Course Marshals | | \$15.75 | \$16.54 | \$17.37 | \$18.24 |
| | Intern | | | | | |
| | Ocean Lifeguard Trainee | | | | | |
| 21 | Recreation Leader I | | \$16.14 | \$16.95 | \$17.79 | \$18.68 |
| 22 | | \$15.75 | \$16.54 | \$17.37 | \$18.24 | \$19.15 |
| 23 | | \$16.14 | \$16.95 | \$17.79 | \$18.68 | \$19.62 |
| 24 | | \$16.54 | \$17.37 | \$18.24 | \$19.15 | \$20.11 |
| 25 | Pool Lifeguard | \$16.95 | \$17.79 | \$18.68 | \$19.62 | \$20.60 |
| | Recreation Leader II | | | | | |
| 26 | | \$17.37 | \$18.24 | \$19.15 | \$20.11 | \$21.11 |
| 27 | Water Safety Instructor | \$17.79 | \$18.68 | \$19.62 | \$20.60 | \$21.63 |
| 28 | Head Lifeguard | \$18.24 | \$19.15 | \$20.11 | \$21.11 | \$22.17 |
| | Recreation Leader III | | | | | |
| 29 | Office Assistant I | \$18.68 | \$19.62 | \$20.60 | \$21.63 | \$22.71 |
| | Park Ranger | | | | | |
| 30 | | \$19.15 | \$20.11 | \$21.11 | \$22.17 | \$23.28 |
| 31 | | \$19.62 | \$20.60 | \$21.63 | \$22.71 | \$23.84 |
| 32 | Ocean Lifeguard | \$20.11 | \$21.11 | \$22.17 | \$23.28 | \$24.44 |
| 33 | | \$20.60 | \$21.63 | \$22.71 | \$23.84 | \$25.04 |
| 34 | | \$21.11 | \$22.17 | \$23.28 | \$24.44 | \$25.66 |
| 35 | Office Assistant II | \$21.63 | \$22.71 | \$23.84 | \$25.04 | \$26.29 |
| 36 | | \$22.17 | \$23.28 | \$24.44 | \$25.66 | \$26.94 |
| 37 | Senior Office Assistant | \$22.71 | \$23.84 | \$25.04 | \$26.29 | \$27.60 |
| 38 | | \$23.28 | \$24.44 | \$25.66 | \$26.94 | \$28.29 |

City of San Clemente
Salary Schedule - Hourly Part-Time Positions
2.5% Between Ranges, 5.0% Between Steps
Adopted 4/4/2023; Effective 4/17/2023

| Range | | | | | | |
|--------|-----------------------------|---------|---------|---------|---------|---------|
| Number | Title | Step A | Step B | Step C | Step D | Step E |
| 39 | | \$23.84 | \$25.04 | \$26.29 | \$27.60 | \$28.98 |
| 40 | | \$24.44 | \$25.66 | \$26.94 | \$28.29 | \$29.71 |
| 41 | | \$25.04 | \$26.29 | \$27.60 | \$28.98 | \$30.43 |
| 42 | Ocean Lifeguard Supervisor | \$25.66 | \$26.94 | \$28.29 | \$29.71 | \$31.19 |
| 43 | | \$26.29 | \$27.60 | \$28.98 | \$30.43 | \$31.95 |
| 44 | | \$26.94 | \$28.29 | \$29.71 | \$31.19 | \$32.75 |
| 45 | Cable Television Technician | \$27.60 | \$28.98 | \$30.43 | \$31.95 | \$33.55 |
| 46 | | \$28.29 | \$29.71 | \$31.19 | \$32.75 | \$34.39 |
| 47 | | \$28.98 | \$30.43 | \$31.95 | \$33.55 | \$35.23 |
| 48 | | \$29.71 | \$31.19 | \$32.75 | \$34.39 | \$36.11 |
| 49 | | \$30.43 | \$31.95 | \$33.55 | \$35.23 | \$36.99 |