



COMPENSATION AND CLASSIFICATION STUDY

MUSKEGON COUNTY

AMENDED FINAL REPORT
10/06/23



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CHAPTER 1. INTRODUCTION

1.1 BACKGROUND

Muskegon County contracted with MGT Consulting Group (MGT) in October of 2022 to conduct a Classification and Compensation Study. The overall objective of the study was to strengthen Muskegon's compensation system to ensure that the system is accurate, equitable, and market competitive so the County continues to be positioned to attract and retain highly qualified employees. The recommendations provided in this report will assist Muskegon with maintaining a competitive compensation system that will support the County in its goal to compensate its employees fairly and at market competitive rates to recruit and retain the best possible talent.

To accomplish the County's project goals, MGT's study included:

- A review of the County's current salary schedules, related policies, benefits, and job descriptions.
- ♦ A review of the data gathered through MGT's Management Issues Paper (MIP) survey from supervisors to identify concerns about job titles, pay, position levels, the accuracy of job descriptions, recruitment, retainment, and career pathways.
- ♦ A review of the data gathered through MGT's Job Content Questionnaire (JCQ) 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, and appropriate market benchmarking.
- ♦ A review and comparison of salary and benefits data from comparable organizations (as approved by the County).
- ♦ The development of an updated classification and compensation system based upon relevant market comparisons, and the assignment of positions to appropriate placement within the system.
- ♦ A summary of cost estimates, policies, and strategies to implement the proposed compensation structure.

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

1.2 OVERVIEW OF REMAINING CHAPTERS

This report contains four chapters, including this introduction. The remaining chapters include:

- **Chapter 2.0 – Approach and Methodology.** This chapter presents a summary of MGT’s methodology for collecting data from employees and for conducting a market analysis for all included classifications. A description of each component is provided.
- **Chapter 3.0 – Results and Reports.** This chapter provides information on the proposed compensation plan, a summary of the total cost to implement the model, and an overview of the benefits review component of this study.
- **Chapter 4.0 – Administration and Maintenance Practices.** This chapter presents best practice guidelines for administering and maintaining compensation systems to support future pay plan management decisions.

Additional information related to this study may be found in the appendices of this report.

CHAPTER 2. APPROACH & METHODOLOGY

2.1 PROJECT ACTIVITIES

MGT prepared the below methodological approach to address the specific issues, concerns, and objectives of Muskegon County. 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 Muskegon County. 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 Muskegon 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 administering the MGT Management Issues Paper (MIP) survey to offer supervisors the opportunity to identify compensation and classification concerns relating to their own areas of responsibility. This task also included administering MGT's Job Content Questionnaire (JCQ) 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 Custom Market Salary and Benefits Survey to assess pay and benefits relative to total 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 MGT's Job Content Questionnaire (JCQ) from employees 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 Muskegon with a competitive classification and compensation system and provide guidance relative to policies and procedures for the maintenance and administration of the updated system. MGT provided Muskegon with a study report, detailing methodology, market sources, recommendations, cost estimates and implementation strategies, 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.

2.2 PROJECT INITIATION

Upon agreement to proceed, MGT's Project Team held a kick-off call on October 17, 2022, with the Muskegon Project Officer to discuss the study's objectives, timeline, and strengths and weaknesses of the current system. Discussions also focused on Muskegon's needs regarding the systems to be developed. The discussions resulted in a view of the County's priorities for classification review, salary administration, and long-range planning.

During the kick-off meeting, MGT shared a Data Request Checklist with Muskegon and requested that Muskegon 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. Muskegon also provided MGT with copies of job descriptions, and other related policies and data.

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

2.3 MARKET DATA SOURCES

One of the key components of a salary study is the market review. Relevant recruitment markets were identified in collaboration with the Muskegon Project Officers and used for benchmarking classifications. The market data sources analyzed in this study are shown in **Exhibit 2-1**.

EXHIBIT 2-1: MARKET DATA SALARY SOURCES AND RECRUITMENT AREAS

	<p>Salary.com CompAnalyst Online Database, April 2023</p> <p>The following primary recruitment areas were reviewed for benchmarking classifications with a statewide focus that drilled down into some specific areas:</p> <ul style="list-style-type: none"> • Michigan, Statewide • Grand Rapids, Michigan • Ann Arbor, Michigan (Metro) • Lansing, Michigan (Metro) • Saginaw, Michigan (Metro) • Livingston County, Michigan <p>Within these recruitment markets, the following industry scopes were used during the analysis:</p> <ul style="list-style-type: none"> • Government - All FTEs • All Industries - All FTEs • Government - \$50-\$200M Revenues • All Industries - \$50-\$200M Revenues <p>Annual average salaries were referenced for the market review.</p>
	<p>MGT Consulting Group Custom Market Salary and Benefits Survey, March 2023</p> <p>Muskegon County identified peer/competitor organizations for MGT to survey for salary and benefits information through MGT’s Custom Market Survey. An overview of this process is provided in Section 2.4. A copy of the Custom Market Survey is provided in Appendix A, and a copy of the Custom Market Survey Results is provided in Appendix B.</p>

Sources: Salary.com CompAnalyst database, 2023; MGT Consulting Group Custom Market Survey, 2023.

2.4 DATA COLLECTION

MANAGEMENT ISSUES PAPER (MIP)

Muskegon County supervisory employees were invited to participate in an online survey, the Management Issues Paper (MIP), to collect information about specific concerns related to the County’s current classification and compensation system (see **Appendix C**). Supervisory employees identified concerns or issues with specific positions, including issues of recruitment, retention, salary grade/range, career advancement, and position title. The Management Issues Paper (MIP) survey was distributed via email on November 28, 2022, and the survey data collection ended on December 14, 2022. A total of 31

Management Issues Paper (MIP) submissions were received by MGT. The results from the Management Issues Paper (MIP) survey were provided to the County's Project Officer in a supplemental report.

JOB CONTENT QUESTIONNAIRE (JCQ)

MGT used a survey instrument called a Job Content Questionnaire (JCQ) (see **Appendix D**) to collect data on job positions for analysis. All employees with positions included in the study were provided with the opportunity to complete a JCQ.

The data from the JCQ was used to determine the primary duties of each position, the required minimum education, experience, skills, and training for each position, and to compare jobs to the identified comparable markets. The JCQ collected job data on various factors, including:

- Essential job duties
- Knowledge, skills, and abilities
- Function within the organization
- Education required
- Experience required
- Work performed
- Responsibility and leadership
- Decision-making
- Financial authority
- Physical and dexterity requirements
- Environmental hazards and working conditions
- Sensory requirements

The JCQ was distributed to employees via e-mail on December 2nd and ended on January 1, 2023. Following the distribution, supervisors were provided access to review their employee's JCQs.

CUSTOM MARKET SURVEY

Muskegon identified peer/competitor organizations that were invited to participate in MGT's Custom Market Salary and Benefits Survey on March 2nd for comparisons relative to total compensation (see **Chapter 3** for more information about the benefits data gathered through this project activity). Salary and benefits data was requested through MGT's Custom Market Survey for the following organizations:

1. Ada Township, MI
2. Allegan County, MI
3. Allendale Township, MI
4. Altair Engineering, MI
5. Battle Creek Transit – Department of the City of Battle Creek, MI
6. Bay Area Transportation Authority (BATA) – Transit Authority in Traverse City, MI
7. Berrien County, MI
8. Big Rapids City, MI

9. Calhoun County, MI
10. City of Grand Rapids, MI
11. City of Midland Sanitary LF, MI
12. Compuware Corporation, MI
13. Covisint
14. Detroit City, MI
15. Eaton County, MI
16. Forest Hills Public Schools, MI
17. Genesee County, MI
18. Google
19. Grand Haven City, MI
20. Grandville City, MI
21. Harbor Transit Multi-Modal Transportation System (Harbor Transit) – Transit Authority in Grand Haven, MI
22. Holland Charter Township, MI
23. Holland City, MI
24. Ingham County, MI
25. Jackson County, MI
26. Kalamazoo County, MI
27. Kent County, MI
28. Kent County - South Kent LF, MI
29. Kentwood City, MI
30. Lansing City, MI
31. Lapeer County, MI
32. Livingston County, MI
33. Macatawa Area Express (MAX) – Transit Authority in Holland, MI
34. Macomb County, MI
35. Marquette County SWL, MI
36. Mecosta County, MI
37. Michigan Public Health Institute, MI
38. Monroe County, MI
39. Neogen
40. Norton Shores City, MI
41. Oakland County, MI
42. Ottawa County, MI
43. Pioneer Surgical Technology, MI
44. Plainfield County, MI
45. Riverview Land Preserve, MI
46. Saginaw County, MI
47. Smith’s Creek Landfill, MI
48. Southeast Berrien County Landfill, MI
49. St. Clair County, MI

50. State Court Administrative Office (SCAO), MI
51. Walker City, MI
52. Washtenaw County, MI
53. Wayne County, MI
54. Wyoming City, MI

For the purposes of the survey, MGT conducted a deeper query comparison of organizations about their minimum, midpoint, maximum and average salaries associated with selected positions. These positions are often selected because of recruitment, job alignment, identification of typical job duties, and Management Issues Paper (MIP) issues. The following were selected for benchmarking positions through this method and the remaining positions were benchmarked through other methods as noted in Section 2.3:

1. Administrative Analyst
2. Appraiser
3. Assistant Prosecutor
4. Chief Deputy Court Administrator
5. Court Services Specialist
6. Departmental Clerk
7. Family Court Officer (Juvenile Probation Officer)
8. Fiscal Analyst
9. Information Systems Tech
10. Jury Clerk
11. Juvenile Detention Officer
12. Legal Support Staff
13. Solid Waste Supervisor
14. Transit Maintenance Mechanic
15. Transit Systems Manager

The survey also asked respondents to provide benefits information for comparisons and input relative to their organizational policies, such as cost-of-living adjustments and remote work policy.

Several e-mail reminders and follow-up calls were made to encourage participation. The survey was closed on March 31st following additional outreach. Additional data was gathered through online research. A copy of the survey tool used in this data collection is included in **Appendix A**, and a copy of the Custom Market Survey results is provided in **Appendix B**.

APPEAL PROCESS

MGT developed an initial grade order proposal for Muskegon County based on internal and external data collected. An Appeal Form was shared with the County for employees wishing for a reconsideration of their proposed grade (shown in **Appendix E**). Muskegon HR shared the appeal form with County

directors who shared it with employees, as needed. MGT reviewed submitted appeals and recommended some grade changes as a result of additional data.

2.5 POSITION REVIEW AND PLAN DEVELOPMENT

MGT conducted an extensive review of Muskegon positions relative to their job duties, qualifications, and responsibilities to determine any recommended position title updates or reclassifications. MGT also reviewed job descriptions/data and responses from the Management Issues Paper (MIP) survey to conduct the job review and to identify the appropriate recruitment markets and benchmark comparisons for determining any needed market adjustments and job updates. A database of all benchmark data reviewed during the study was provided to the Muskegon Project Officer for reference and to support implementation and future maintenance and administration. **Exhibit 2-2** provides an overview of MGT’s process for assessing the County’s positions, assessing market competitiveness, and developing pay plan recommendations.

EXHIBIT 2-2: OVERVIEW OF REVIEW PROCESSES



Source: MGT Consulting Group, 2023.

Generally, market benchmarks in classification and compensation studies reflect the overall market annual average salary of incumbents in a classification. Depending on market data availability, other market salaries may also be referenced, including the market range minimum, midpoint, and maximum salary rates. It should be noted that in any market comparison there are no mirror images for an organization, and position matches involve judgment in making comparisons. Through a detailed compilation and comprehensive review of the determined competitive markets, one can establish a general guide to assess market conditions. In reviewing the County’s positions, a considerable amount of

data was generated to select appropriate competitive markets and position benchmarks to conduct comparisons.

Muskegon's pre-study pay plan was assessed for market competitiveness by using the benchmarks' market salaries to determine if the pay plan's structure was adequate to accommodate adjusting to market rates and allowing room for growth, or if a new system would need to be developed. As a result of this assessment, MGT developed an updated pay plan for Muskegon to adjust positions appropriately to their respective markets, allow room for career advancement, avoid salary compression, and strengthen the County's market competitiveness (see **Chapter 3.0** and **Appendix F** for the proposed pay plan). Positions were assigned to pay grades per their market benchmarks and were reviewed and adjusted relative to recruiting needs, job family hierarchies, and supervisory lines, as necessary.

CHAPTER 3. RESULTS AND REPORTS

3.1 PROPOSED PLAN AND IMPLEMENTATION

MGT maintained a single pay plan for Muskegon consisting of 43 grades and 8 steps. The plan has a 15 percent spread between the minimum and midpoint of the market (which is the average of steps 4 and 5 on the proposed schedule), and a 10 percent spread between the midpoint of the market and the maximum at step 8 (25 percent total spread). The addition of two steps allows for the county to more easily control costs, align more closely with the external market, and allows for a higher frequency of broader market adjustments that will help to ensure the county remains market competitive.

The proposed pay plan provided is on the following page in **Exhibit 3-1** (and **Appendix F**) and is a result of this study's market analysis. The midpoint for each grade represents the average market salary for the positions assigned to the grade.

EXHIBIT 3-1: PROPOSED PAY PLAN

43 # of Grades 18.46 Minimum Midpoint Value 70.72 Maximum Midpoint Value 3.25% % Between Grades 15.0% Min Spread (% Below) 10.0% Max Spread (% Above) 25.0% Total Spread			
Grade	Minimum	Marketpoint	Maximum
1	\$ 16.05	\$ 18.46	\$ 20.30
2	\$ 16.20	\$ 19.06	\$ 20.96
3	\$ 16.73	\$ 19.68	\$ 21.64
4	\$ 17.27	\$ 20.32	\$ 22.35
5	\$ 17.83	\$ 20.98	\$ 23.07
6	\$ 18.41	\$ 21.66	\$ 23.82
7	\$ 19.01	\$ 22.36	\$ 24.60
8	\$ 19.63	\$ 23.09	\$ 25.40
9	\$ 20.26	\$ 23.84	\$ 26.22
10	\$ 20.92	\$ 24.61	\$ 27.08
11	\$ 21.60	\$ 25.41	\$ 27.96
12	\$ 22.30	\$ 26.24	\$ 28.86
13	\$ 23.03	\$ 27.09	\$ 29.80
14	\$ 23.78	\$ 27.97	\$ 30.77
15	\$ 24.55	\$ 28.88	\$ 31.77
16	\$ 25.35	\$ 29.82	\$ 32.80
17	\$ 26.17	\$ 30.79	\$ 33.87
18	\$ 27.02	\$ 31.79	\$ 34.97
19	\$ 27.90	\$ 32.82	\$ 36.11
20	\$ 28.81	\$ 33.89	\$ 37.28
21	\$ 29.74	\$ 34.99	\$ 38.49
22	\$ 30.71	\$ 36.13	\$ 39.74
23	\$ 31.71	\$ 37.30	\$ 41.03
24	\$ 32.74	\$ 38.52	\$ 42.37
25	\$ 33.80	\$ 39.77	\$ 43.74
26	\$ 34.90	\$ 41.06	\$ 45.17
27	\$ 36.04	\$ 42.39	\$ 46.63
28	\$ 37.21	\$ 43.77	\$ 48.15
29	\$ 38.42	\$ 45.20	\$ 49.71
30	\$ 39.66	\$ 46.66	\$ 51.33
31	\$ 40.95	\$ 48.18	\$ 53.00
32	\$ 42.28	\$ 49.75	\$ 54.72
33	\$ 43.66	\$ 51.36	\$ 56.50
34	\$ 45.08	\$ 53.03	\$ 58.34
35	\$ 46.54	\$ 54.76	\$ 60.23
36	\$ 48.06	\$ 56.54	\$ 62.19
37	\$ 49.62	\$ 58.37	\$ 64.21
38	\$ 51.23	\$ 60.27	\$ 66.30
39	\$ 52.89	\$ 62.23	\$ 68.45
40	\$ 54.61	\$ 64.25	\$ 70.68
41	\$ 56.39	\$ 66.34	\$ 72.97
42	\$ 58.22	\$ 68.50	\$ 75.35
43	\$ 60.11	\$ 70.72	\$ 77.79
CA	\$ 82.36	\$ 96.89	\$ 106.58

Source: MGT, 2023.

The pay plan is based on a 40-hour work week. CA is County Administrator.

The Commissioners and Commissioner Chair are included on a separate proposed pay plan to accommodate alternatively established pay rates.

EXHIBIT 3-1A: COMMISSIONERS PROPOSED PAY PLAN

Grade	Salary
CO	\$ 20,436.94
CC	\$ 22,995.27

Source: Michigan Association of Counties.

Each job classification was assigned to a pay grade within the proposed pay plan per their market benchmarks. The positions were further reviewed and adjusted relative to recruiting needs, hierarchies, and supervisory lines, as necessary.

MGT encourages the expeditious implementation of the proposed pay plan as the plan and grade assignment recommendations are based on the most current competitive market data available. If a one-year implementation is not feasible, MGT recommends that the following phase-in priorities be established and consider additional changes be made to accommodate economic adjustments:

1. All employees below the minimum salary of their recommended assigned pay grade should be adjusted to the minimum salary as soon as possible (within 1-year as best practice).
2. A portion of the remaining adjustment costs should also be applied by the second year of implementation to avoid compression (50 percent as best practice).
3. All remaining adjustments should be completed based upon a set implementation schedule (and as the budget allows) to avoid compression, maintain internal equity, and ensure classifications stay competitive with the market.

Exhibit 3-2 summarizes the estimated fiscal impact of the proposed adjustments to the County pay plan. **The total estimated fiscal cost of the proposed recommendations is \$2,498,556.**

EXHIBIT 3-2: TOTAL ADJUSTMENT COST ESTIMATES

Current Payroll	1-Year Implementation	3-Year Implementation			Percent Change in Payroll	Proposed Payroll
	Total Adjustment	Year 1	Year 2	Year 3		
\$ 34,316,452	\$ 2,498,556	\$ 413,282	\$ 1,042,638	\$ 1,042,638	7.28%	\$ 36,815,008

Source: MGT, 2023.

Employee salaries should be either maintained at their current level or adjusted upward according to the proposed pay plan and policy recommendations provided in this report and that no employees' salaries be reduced. The estimates provided in this report are based on the latest employee information provided to MGT by Muskegon (received on July 21, 2023). Any employee data changes occurring after this date should be accounted for in the implementation plan prior to taking effect.

MGT has provided a study report in **Appendix G** to assist Muskegon with implementing the proposed pay plan recommendations. The Grade Order List Report (**Appendix G**) indicates the pay grade to which each job class would be assigned under the proposed plan. The plan further indicates the annualized minimum, market (the average of steps 4 and 5 of the schedule), and maximum pay for each pay grade.

3.2 COMPARATIVE BENEFITS AND POLICIES REVIEW

This report section focuses on a comparative assessment of Muskegon County's benefits in comparison to peer and competitor organizations identified by the County. Benefits data were gathered from the selected organizations (see listing in **Chapter 2.0**) through MGT's Custom Market Salary and Benefits Survey, outreach, and online research. This report section includes an overview of Muskegon County's benefits offerings followed by the comparative assessment.

OVERVIEW OF COUNTY BENEFITS

MGT reviewed the benefits information provided by the County's Human Resources and from the County's website to gather data to review the current state of its benefits program. Muskegon County offers its employees a variety of benefits, including:

- For health insurance, the County offers two (2) medical plans through Blue Cross Blue Shield of Michigan (BCBSM). The first option offered is the Health Savings Account (HSA) Plan and the second option offered is the High Deductible (HD) Plan. Currently, the High Deductible (HD) Plan is only available if an employee is not eligible for the Health Savings Account (HSA) Plan. The County contributes to the Health Savings Account (HSA) Plan and does not offer a contribution for the High Deductible (HD) Plan. The deductibles for the two plans are provided in **Exhibit 3-1**.
- For dental insurance, the County offers a Delta Dental PPO Plan through Delta Dental of Michigan. Dental insurance is available to employees at varying waiting periods. Some employees have no waiting period, some waiting periods are first of the month following 30 days of continuous employment and some are 90 days. The rates for the plan are provided in **Exhibit 3-3**.
- For vision insurance, the County offers a vision plan through EyeMed. Vision insurance is available to employees at varying waiting periods. Some employees have no waiting period, some waiting periods are first of the month following 30 days of continuous employment and some are 90 days. The rates for the plan are provided in **Exhibit 3-4**.
- Retirement, which is offered by the County includes the Defined Contribution (DC) Plan through MERS of Michigan with 3% employer and 4.5% employee contribution. There is a 6-year graduated vesting for the employer contribution. The details of the plan are provided in **Exhibit 3-5**.
- Leave, which includes sick leave, vacation, personal, bereavement and holiday is outlined in **Exhibit 3-6** for leave totals.

Muskegon County offers health coverage at a minimal cost to employees depending on the plan selected. In addition to the minimal cost to employees, Muskegon also provides an employer contribution toward the employee's deductible. **Exhibit 3-1-1** shows the annual deductible rate for each plan provided by the County. **Exhibit 3-1-2** shows the employer contribution amount towards an employee's annual deductible.

EXHIBIT 3-1-1: 2022 HEALTH INSURANCE DEDUCTIBLE

Health Insurance Plan	HSA	HD
Single	\$1,400	\$500
2 Person	\$2,800	\$1,000
2 Person Spouse	\$2,800	\$1,000
Family	\$2,800	\$1,000
Family w/Spouse	\$2,800	\$1,000

Source: Muskegon County Human Resources, 2023.

EXHIBIT 3-1-2: 2022 HEALTH INSURANCE DEDUCTIBLE EMPLOYER CONTRIBUTION

Health Insurance Plan	HSA	HD
Single	\$500	\$0
2 Person	\$1,000	\$0
2 Person Spouse	\$1,000	\$0
Family	\$1,000	\$0
Family w/Spouse	\$1,000	\$0

Source: Muskegon County Human Resources, 2023.

Exhibit 3-2 shows whether health insurance is offered as a voluntary or contributory benefit by the surveyed organizations, and if contributory, what percentage of the premium is paid by the employer. Muskegon County provides its health insurance as a voluntary benefit through Blue Cross Blue Shield of Michigan (BCBSM). All the responding peer organizations shown below offer medical insurance as a voluntary benefit with a percentage paid by the employer. Muskegon has a benefit option program which pays employees up to \$4,500 per year for opting out of the medical plan if they are covered by other qualifying health care.

EXHIBIT 3-2: HEALTH INSURANCE COMPARISON

ORGANIZATION	INSURANCE PROVISION TYPE	
Muskegon County, MI	Voluntary	
Ada Township, MI	Voluntary	SEMI-MONTHLY Regence Blue Shield E: \$20.00 E & Spouse: \$112.50 E & Child(ren): \$67.50 E & Family: \$122.50
Calhoun County, MI	Voluntary	MONTHLY Community Blue: E: \$156.39 E & Spouse: \$313.00 Family: \$427.20 Flexible Blue:

ORGANIZATION	INSURANCE PROVISION TYPE	
		E: \$77.70 E & Spouse: \$155.39 Family: \$212.10 Simply Blue: E: \$56.53 E & Spouse: \$112.93 Family: \$154.20
City Of Detroit, MI	Voluntary	MONTHLY BCBSM PPO E: \$136.83 E & Spouse: \$287.34 Family: \$383.11 HEALTH ALLIANCE HMO E: \$163.95 E & Spouse: \$344.29 Family: \$459.06 BCN PCP FOCUS (HMO) E: \$13.28 E & Spouse: \$27.99 Family: \$37.32
City Of Kentwood, MI	Voluntary	BI-WEEKLY HIGH DEDUCTIBLE PLAN: E: \$7.48 E & Spouse: \$15.40 Family: \$16.96
Eaton County, MI	Voluntary	MONTHLY CB6: E: \$67.59 E & Spouse: \$162.23 Family: \$202.78
Genesee County, MI	Voluntary	SEMI-MONTHLY: HAP-HMO: E: \$0.00 E & Spouse: \$0.00 Family: \$0.00 HAP- PPO: E: \$3.99 E & Spouse: \$8.35 Family: \$10.89 BCBS – PPO E: \$117.92 E & Spouse: \$246.05 Family: \$322.74
Ingham County, MI	Voluntary	MONTHLY PHP BASE E: \$0.00 E & Spouse: \$0.00

ORGANIZATION	INSURANCE PROVISION TYPE	
		<p>Family: \$0.00</p> <p>PHP STANDARD E: \$108.65 E & Spouse: \$347.70 Family: \$434.62</p> <p>PHP HIGH E: \$255.70 E & Spouse: \$613.68 Family: \$767.09</p>
Jackson County, MI	Voluntary	<p>BI-WEEKLY Priority Health HMO E: \$68.99 E & Spouse: \$165.58 Family: \$206.97</p> <p>Priority Health PPO E: \$21.05 E & Spouse: \$69.48 Family: \$102.65</p>
Kent County, MI	Voluntary	<p>MONTHLY: BCBSM – PPO: E: \$115.91 E & Spouse: \$243.42 Family: \$289.79</p> <p>BCBS – HMO: E: \$89.52 E & Spouse: \$214.85 Family: \$268.57</p>
Kent County, MI	Voluntary	<p>MONTHLY BCBSM PPO E: \$115.91 E & Spouse: \$243.42 Family: \$289.79</p> <p>Blue Care Network HMO E: \$89.52 E & Spouse: \$214.85 Family: \$268.57</p> <p>Prescription: E: \$28.91 E & Spouse: \$60.71 Family: \$72.27</p>
Lapeer County, MI	Voluntary	<p>BIWEEKLY MCLAREN – HMO E: \$0.00 E & Spouse: \$0.00 Family: \$0.00</p> <p>MCLAREN POS PLAN 1</p>

ORGANIZATION	INSURANCE PROVISION TYPE	
		<p>E: \$23.10 E & Spouse: \$47.87 Family: \$63.88</p> <p>MCLAREN POS PLAN 2 E: \$48.10 E & Spouse: \$100.10 Family: \$132.10</p> <p>MCLAREN POS PLAN 3 E: \$98.29 E & Spouse: \$205.01 Family: \$269.13</p> <p>MCLAREN POS PLAN 4 E: \$0.00 E & Spouse: \$0.00 Family: \$0.00</p>
Michigan Public Health Institute, MI	Voluntary	<p>MONTHLY BCBSM PPO: E: \$74.00 E & Spouse: \$180.00 Family: \$224.00</p> <p>BCBSM PPO (HIGH DEDUCTIBLE) E: \$32.00 E & Spouse: \$76.00 Family: \$94.00</p>
Ottawa County, MI	Voluntary	<p>BI-WEEKLY HSA 1 PLAN: E: \$4.69 E & Spouse: \$10.56 Family: \$13.14</p> <p>HSA 2 PLAN: E: \$0.00 E & Spouse: \$0.00 Family: \$0.00</p> <p>HIGH PLAN: E: \$76.18 E & Spouse: \$171.39 Family: \$213.29</p>
Washtenaw County, MI	Voluntary	<p>MONTHLY: BCBSM – PPO7: \$75 for E & Dependents BCBSM – PPO2: \$207 for E & Dependents</p> <p>BCBSM – PPO1: \$672 FOR E & Dependents</p>

Source: MGT Custom Market Survey, 2023.

Exhibit 3-3 shows whether dental insurance is offered as a voluntary or contributory benefit by the surveyed organizations, and if contributory, what percentage of the premium is paid by the employer. Muskegon County provides its dental insurance as a voluntary benefit through Delta Dental of Michigan. All the responding peer organizations shown below offer dental insurance as a voluntary benefit.

EXHIBIT 3-3: DENTAL INSURANCE COMPARISON

ORGANIZATION	INSURANCE PROVISION TYPE	PREMIUM COST (MONTHLY OR BI-WEEKLY)
MUSKEGON COUNTY, MI	Voluntary	BI-WEEKLY E: \$5.16
Calhoun County, MI	Voluntary	MONTHLY Delta Dental of Michigan: \$0 for E & Family
City Of Detroit, MI	Voluntary	MONTHLY BCBSM DENTAL ALL E: \$9.44 E & Spouse: \$9.44 Family: \$9.44 NEW ENHANCED BCBSM DENTAL E: \$18.27 E & Spouse: \$18.27 Family: \$18.27 DENCAP DENTAL ALL E: \$7.73 E & Spouse: \$7.73 Family: \$7.73 GOLDEN DENTAL ALL E: \$8.80 E & Spouse: \$8.80 Family: \$8.80
City Of Kentwood, MI	Voluntary	Dental Coverage at No Cost to Employee
Eaton County, MI	Voluntary	MONTHLY Delta Dental Plan: E: \$0.00 E & Spouse: \$0.00 E & Family: \$0.00
Jackson County, MI	Voluntary	Included in Medical Plan
Kent County, MI	Voluntary	MONTHLY E: \$0.00 E & Spouse: \$0.00 Family: \$0.00
Kent County, MI	Voluntary	MONTHLY E: \$0.00 E & Spouse: \$0.00 Family: \$0.00

ORGANIZATION	INSURANCE PROVISION TYPE	PREMIUM COST (MONTHLY OR BI-WEEKLY)
Michigan Public Health Institute, MI	Voluntary	Included with Medical and Vision (See Medical Above)
Ottawa County, MI	Voluntary	BI-WEEKLY Delta Dental Basic: E: \$1.25 E & Spouse: \$2.38 E & Family: \$3.89 Delta Dental Enhanced: E: \$5.90 E & Spouse: \$12.11 E & Family: \$24.49
Washtenaw County, MI	Voluntary	MONTHLY CORE DENTAL: E & Family: \$0.00 ENHANCED PLAN: E & Family: \$47.22

Source: MGT Custom Market Survey, 2023.

Exhibit 3-4 shows whether vision insurance is offered as a voluntary or contributory benefit by the surveyed organizations, and if contributory, what percentage of the premium is paid by the employer. Muskegon County offers voluntary vision insurance for employees through EyeMed. All the responding peer organizations shown below offer dental insurance as a voluntary benefit.

EXHIBIT 3-4: VISION INSURANCE COMPARISON

ORGANIZATION	INSURANCE PROVISION TYPE	PREMIUM COST (MONTHLY OR BI-WEEKLY)
Muskegon County, MI	Voluntary	MONTHLY E: \$0.69 E & Spouse: \$1.24 Family: \$1.93
Calhoun County, MI	Voluntary	MONTHLY Blue Vision - VSP: \$0 for E & Family
City Of Detroit, MI	Voluntary	MONTHLY Heritage Vision Basic E: \$1.11 E & Spouse: \$1.11 E & Family: \$1.11 Heritage Vision Enhanced E: \$13.67 E & Spouse: \$13.67 E & Family: \$13.67 Heritage Vision Premier E: \$24.84 E & Spouse: \$24.84 E & Family: \$24.84
City Of Kentwood, MI	Voluntary	BI-WEEKLY Vision Plan:

		E: \$2.51 E & Spouse: \$5.66 Family: \$6.79
Eaton County, MI	Voluntary	Eye Med Vision Plan: E: \$0.00 E & Spouse: \$0.00 E & Family: \$0.00
Jackson County, MI	Voluntary	Included in Medical Plan
Kent County, MI	Voluntary	MONTHLY E: \$0.00 E & Spouse: \$0.00 Family: \$0.00
Kent County, MI	Voluntary	MONTHLY MONTHLY E: \$0.00 E & Spouse: \$0.00
Michigan Public Health Institute, MI	Voluntary	Included with Medical and Dental (See Medical Above)
Ottawa County, MI	Voluntary	EyeMed Basic: E: \$0.19 E & Spouse: \$0.36 E & Family: \$0.53 EyeMed Enhanced: E: \$1.49 E & Spouse: \$2.82 E & Family: \$4.16
Washtenaw County, MI	Voluntary	MONTHLY E & Family: \$19.72

Source: MGT Custom Market Survey, 2023.

Exhibit 3-5 provides an overview of the surveyed organizations' retirement plans offered and the percentage match by employers if offered. Muskegon County offers a Defined Benefit Plan and a Defined Contribution Plan through MERS of Michigan with 3% employer and 4.5% employee contribution. There is a 6-year graduated vesting for the employer contribution. Most of the responding organizations offer a Defined Contribution Plan.

EXHIBIT 3-5: RETIREMENT PLAN COMPARISON

ORGANIZATION	RETIREMENT PLANS OFFERED	EMPLOYER MATCH PERCENTAGE
MUSKEGON COUNTY, MI	Defined Contribution Plan Defined Benefit Plan	Employer match up to 3%
Ada Township, MI	Defined Benefit Plan (PERSI) Defined Contribution 401k (PERSI) 457(b) plan	Defined Benefit Plan: General Members: 7.16% Certified Members: 9.13% 401k and 457b – match up to 3%
Allegan County, MI	Defined Contribution Plan	Employer Contributes 7%
Berrien County, MI	Defined Benefits Plan	Varies
Calhoun County, MI	MERS Defined Benefit Pension	n/a
City Of Detroit, MI	Pension	n/a

ORGANIZATION	RETIREMENT PLANS OFFERED	EMPLOYER MATCH PERCENTAGE
City Of Grand Haven, MI	Pension (MERS) – Defined Benefit	n/a
City Of Holland, MI	Defined Contribution Plan	n/a
City Of Kentwood, MI	Defined Contribution Plan	12% for Exempt Employees 9% for Non-Exempt Employees
City Of Norton Shores, MI	Defined Contribution Plan	n/a
City Of Wyoming, MI	Defined Contribution Plan	8%
Eaton County, MI	Municipal Employees' Retirement System (MERS)	n/a
Genesee County, MI	Defined Contribution Plan	8%
Harbor Transit, MI	Defined Contribution	Employer contributes 12% to the plan and 3% to HCSP
Ingham County, MI	Defined Contribution Plan (MERS)	n/a
Kalamazoo County, MI	Defined Benefit Plan	100% County Paid Defined Benefit Plan
Kent County, MI	Defined Benefit Plan Also offers a deferred compensation plan	9.23% (variable rate) – for defined benefit plan
Kent County, MI	Defined Benefit Plan	Employer contributions are determined annually by the pension plan's actuary
Lapeer County, MI	Defined Benefit Plan	n/a
Mecosta County, MI	MERS- Defined Contribution	Two Options: Option 1: Employer Contribution: 6% and employee contributes 0% Option 2: Employer Contribution: 9% and employee contributes 3%
Michigan Public Health Institute, MI	403b Plan	6% automatically, plus 2% of employee's contribution at 100%; total of 8%
Monroe County, MI	Defined Contribution (MERS)	Employer: 6% match
Ottawa County, MI	Mandatory MERS Plan: Defined Contribution Plan Voluntary 457 Plan	MERS: County matches 100% of contributions of up to 6% of salary
Washtenaw County, MI	Defined Contribution Plan	7.50%

Source: MGT Custom Market Survey, 2023.

The annual maximum number of hours offered for paid leave by each organization and each leave type are displayed in **Exhibit 3-6**.

- Muskegon County offers a maximum of 80 hours of sick leave or 10 days annually compared to the peer organizations, which offer an average of 77.1 hours (ranging from 48 to 96 hours).
- Muskegon County offers a maximum of 192 hours of paid vacation leave or 24 days annually compared to the peer average of 135.1 hours (ranging from 40 to 280 hours).
- Muskegon County offers a maximum of 96 hours of paid holiday leave or 12 days annually compared to the peer average of 96.4 hours (ranging from 64 to 120 hours).
- Muskegon County offers a maximum of 16 hours for personal leave or 2 days annually compared to the peer average of 33.1 hours (ranging from 8 to 60 hours).

EXHIBIT 3-6: MAXIMUM NUMBER OF ANNUAL PAID LEAVE DAYS/HOURS

ORGANIZATION	SICK	VACATION	HOLIDAY	OTHER
Muskegon County, MI	10 days	24 days	12 days	Personal: 2 days Bereavement: 5 days
Ada Township, MI	12 days	12 days	11 days	n/a
Allegan County, MI	n/a	12 days	13 days	Bereavement: 3 days
Berrien County, MI	12 days	Varies	12 days	Personal: 7.5 days
Calhoun County, MI	n/a	18 days	14 days	n/a
City Of Detroit, MI	12 days	n/a	12 days	n/a
City Of Grand Haven, MI	12 days	20 days	11 days	Personal: 2 days Bereavement: 3 days
City Of Holland, MI	n/a	35 days	n/a	n/a
City Of Kentwood, MI	12 days	10 days	11 days	Personal: 1 day Bereavement: 5 days
City Of Norton Shores, MI	12 days	20 days	11 days	Personal: 4 days
City Of Wyoming, MI	12 days	15 days	11 days	Personal: 5 days
Eaton County, MI	10 days	13 days	13 days	Bereavement: 5 days
Genesee County, MI	N/A	5 days	14 days	Personal: 7 days
Harbor Transit, MI	0	32 days	9.5 days	n/a
Ingham County, MI	n/a	n/a	13 days	n/a
Jackson County, MI	n/a	20 days	11 days	Bereavement: 3 days
Kalamazoo County, MI	10 days	26 days	14 days	n/a
Kent County, MI	n/a	n/a	11 days	n/a
Kent County, MI	n/a	n/a	11 days	n/a
Lapeer County, MI	n/a	n/a	12 days	Personal: 3 days
Mecosta County, MI	12 days	12 days	13 days	Bereavement: 5 days
Michigan Public Health Institute	7 days	10 days	14 days	Personal: 3 days Bereavement: 5 days
Monroe County, Mi	6 days	6 days	12.5 days	Personal: 4 days
Ottawa County, MI	6 days	23 days	8 days	Floating: 6 days
Washtenaw County, MI	12 days	12 days	n/a	n/a
Wayne County, MI	n/a	15 days	15 days	Bereavement: 3 days Personal: 4 days

Source: MGT Custom Market Survey, 2023. n/a: unknown or leave offered but data unavailable.

In addition to health coverage, dental, vision, and retirement plans, the responding organizations also provided information about the other benefits offered to their employees, as shown in **Exhibit 3-7**. Most of the responding organizations offer similar additional benefits as Muskegon County, including voluntary Life Insurance, Disability Insurance, Accident Insurance, and a Health Savings Account to name a few.

EXHIBIT 3-7: ADDITIONAL BENEFITS OFFERED TO EMPLOYEES

BENEFIT	MUSKEGON COUNTY, MI	GENESEE COUNTY, MI	KENT COUNTY, MI	WASHTENAW COUNTY, MI	LAPEER COUNTY, MI	CITY OF KENTWOOD, MI	MICHIGAN PUBLIC HEALTH ADA TOWNSHIP, MI	CALHOUN COUNTY, MI	KALAMAZOO COUNTY, MI	EATON COUNTY, MI	MECOSTA COUNTY, MI	JACKSON COUNTY, MI	OTTAWA COUNTY, MI	WAYNE COUNTY, MI	INGHAM COUNTY, MI	DETROIT CITY, MI	ALLEGAN COUNTY, MI	GRAND HAVEN CITY, MI	MONROE COUNTY, MI	HOLLAND CITY, MI	NORTON SHORES CITY, MI	WYOMING CITY, MI	BERRIEN COUNTY, MI	HARBOR TRANSIT, MI
Life Insurance	Y	Y	Y		Y	Y		Y		Y	Y	Y	Y	Y						Y	Y	Y	Y	
Critical Illness Insurance	Y		Y					Y																
Accident Insurance	Y		Y	Y		Y	Y	Y												Y			Y	Y
Cancer Insurance	Y																							
Cell Allowance	Y													Y							Y			Y
Disability Insurance	Y			Y	Y		Y	Y	Y	Y				Y	Y	Y	Y	Y			Y	Y	Y	Y
Sick Leave Bank	Y																							
Flex Spending Account	Y		Y			Y	Y	Y	Y			Y			Y			Y	Y	Y		Y	Y	Y
Health Savings Account	Y					Y	Y	Y		Y								Y						
EAP (Employee Assistance Program)	Y		Y	Y	Y	Y	Y	Y				Y	Y	Y	Y				Y		Y		Y	
Education Assistance / Tuition Reimbursement Program		Y	Y	Y			Y		Y	Y			Y	Y				Y	Y	Y	Y	Y	Y	Y
Pet Insurance									Y			Y								Y				
PTO (Paid Time Off) Cash Payout	Y																							
Dependent Care Assistance																								
Sick Leave Bank	Y																					Y	Y	
Vehicle Allowance	Y																					Y		Y
Mileage of Allowance		Y																						
Wellness/Fitness	Y							Y							Y		Y		Y	Y		Y		

Source: MGT Custom Market Survey, 2023. Blanks indicate unknown or not listed as a benefit.

POLICIES COMPARATIVE SUMMARY

In addition to collecting data regarding salary and benefits from the surveyed organizations, the survey also queried organizations about specific policies relating to the administration of their compensation systems and pay practices.

Exhibit 3-8 provides a summary of the peer responses regarding organizational policy adopted to address employees with long tenures or those employees that reach the top of their pay range.

EXHIBIT 3-8: POLICY REGARDING EMPLOYEES AND LONGEVITY

ORGANIZATION	POLICY
City Of Grand Haven, MI	Some unions have negotiated incentives.
City Of Norton Shores, MI	Longevity schedule is based on years of continuous service: 5-9 years: \$500 10-14 years: \$1,000 15-19 years: \$1,500 20+ years: \$2,000
City Of Wyoming, MI	Depending on the union, employees receive a longevity payment based on service years on November 1 of each year.
Genesee County, MI	<p><i>For those who were hired prior to April 1, 2005:</i></p> <ul style="list-style-type: none"> • 2% of annual rate upon completion of 7 years of continuous full-time service • 4% of annual rate upon completion of 10 years of continuous full-time service • 6% of annual rate upon completion of 13 years of continuous full-time service • 8% of annual rate upon completion of 16 years of continuous full-time service • 10% of annual rate upon completion of 19 years of continuous full-time service <p><i>No longevity policy for those hired after April 1, 2005.</i></p>
Harbor Transit, MI	No longevity pay for staff.
Kalamazoo County, MI	For 5 years of service, but less than 10 years, 24 extra hours of annual leave For 10 years of service, but less than 15 years, 40 extra hours of annual leave For 15 years of service, but less than 20 years, 56 extra hours of annual leave For 20 years of service or more, 72 extra hours of annual leave
Mecosta County, MI	No longevity payments for those hired after 1997. For those hired prior to Dec 5, 1997, an annual longevity payment will be made: those working at least 37.5 hours a week will receive \$720.
Monroe County, MI	All full-time employees hired after January 1, 1989 are not eligible to receive longevity payments. Those on the payroll as of December 31, 1988, shall remain eligible subject to 2 provisions: 1) an employee must have at least 5 years of continuous service and receive compensation for at least 1,500 hours during the 12-month period immediately preceding December 1 of each calendar year. Longevity pay shall be paid once a year based upon the number of years of continuous service and shall be in the amount of \$125.00 for the first five years of continuous service and an additional \$25.00 for each year of continuous service.
Ottawa County, MI	Compensation is based on longevity but can start at a higher step on the scale based on previous and the market.

Source: MGT Custom Market Survey, 2023.

Exhibit 3-9 provides a summary of the peer responses regarding whether their pay plans receive regular Cost-of-Living Adjustments, and if so, how the Cost-of-Living (COLA) Policy is applied.

EXHIBIT 3-9: POLICY REGARDING COST-OF-LIVING ADJUSTMENTS

ORGANIZATION	POLICY
Berrien County, MI	It usually happens annually and is at the discretion of the Board of Commissioners whether to grant for appointed officials and non-unionized employees. Bargained with union employees.
City Of Grand Haven, MI	Annual COLA increase on July 1.
City Of Holland, MI	Surveys and research for comparable COLA information from competing municipalities are used to determine whether/how much COLA will be proposed to the City Council for approval. Average prior to COVID pandemic was 2%-3%.
City Of Norton Shores, MI	Not labeled as COLA, but scale typically adjusts at the start of the fiscal year by 1-2% as recommended by the City Administrator and approved by the Council.
Harbor Transit, MI	COLA are provided in October of each year, based on information provided by the State Tax Commission. In 10/23, Harbor Transit’s employees will receive a 7.9% COLA increase. In 10/22, staff received a 3.3% increase.
Ottawa County, MI	COLAs are administered each January unless a BOC action takes place mid-year. For example, in 2022, BOC gave inflation payments and increased the COLA mid-year for employees to assist with inflation, but this is not the norm.

Source: MGT Custom Market Survey, 2023.

The summary below provides a list of the findings from these benefits comparative review and a list of recommendations and considerations for Muskegon County.

Findings:

- Overall, Muskegon County offers a very comparable and competitive benefits percentage compared to other peers’ benefits.
- Muskegon County provides their health insurance through Blue Cross Blue Shield of Michigan and provides an employer contribution toward the employee’s deductible for the HSA PPO Plan. The employee only premium cost ranges from \$0.00 to \$255.70, with the overall average being \$64.76. The employee and spouse premium cost ranges from \$0.00 to \$613.68, with the overall average being \$146.21. The family premium cost ranges from \$0.00 to \$767.09, with the overall average being \$203.96.
- Muskegon County provides its dental insurance as a voluntary benefit through Delta Dental of Michigan. Muskegon County pays 100% of the premium. Of the organizations surveyed, eleven (11) organizations offer dental insurance as a voluntary benefit. The employee only premium cost ranges from \$0.00 to \$18.27, with the overall average being \$4.67. The employee and spouse premium cost ranges from \$0.00 to \$18.27, with the overall average being \$5.87. The family premium cost ranges from \$0.00 to \$47.22, with the overall average being \$10.89.
- Muskegon County offers vision benefits for employees through EyeMed. Of the organizations surveyed, eleven (11) organizations offer vision insurance as a voluntary benefit. The employee only premium cost ranges from \$0.00 to \$24.84, with the overall average being \$4.87. The employee and spouse premium cost ranges from \$0.00 to \$24.84, with the overall average being

\$5.38. The family premium cost ranges from \$0.00 to \$24.84, with the overall average being \$7.87.

- Muskegon County offers a Defined Contribution (DC) Plan through MERS of Michigan with 3% employer and 4.5% employee contribution. There is a 6-year graduated vesting for the employer contribution. Of the responding organizations surveyed, most offer a Defined Contribution Plan with an employer match that varies by bargaining unit status. The employer match of the responding peers varies from 3% to 12%, with the overall average being 7.93%.
- Muskegon County offers comparable paid leave to the responding peer organizations and is one of the leaders in sick, vacation, personal, and bereavement leave offered to employees.
- Most of the responding organizations offer similar additional benefits as Muskegon County, including voluntary Life Insurance, Disability Insurance, and Health Savings Accounts. Muskegon County offers unique benefits to its peer organizations, including retirement insurance, sick/annual leave cash payout, 457 Investment options, Section 125 (available for Health and Childcare reimbursement), and shift premium.

Considerations:

Below are a few considerations for strengthening the County's current benefits offerings, if desired.

- Consider offering pet insurance to employees. Pet insurance can help reduce employee financial stress due to unexpected veterinary costs, which on occasion can be just as expensive as human healthcare.
- Offer tuition reimbursement or education assistance to employees. Tuition reimbursement plans allow workers to pursue specific degrees and certificates, with the organization contributing a set amount of money. Tuition assistance programs may offer upfront financial assistance, while reimbursement programs pay employees back after they complete a course or semester.
- Publish a summary of benefits on the County website as a tool for recruitment. The County offers employees many great benefits, providing a general summary of benefits has been proven to increase the number of applicants.
- Consider utilizing a Total Rewards Statement for communicating benefits value during recruitment and interview processes.
- Offering employees year-round benefits education opportunities outside of the open enrollment period to ensure employees are taking full advantage of the County's benefits offerings, particularly for new or younger employees and for soon-to-be parents. This also offers the County the opportunity to regularly communicate the value of its benefits program to employees and encourage retention of current talent.

APPENDIX A: CUSTOM MARKET SURVEY - COPY



Muskegon County Market Salary and Benefits Survey

Muskegon County has partnered with MGT Consulting Group to evaluate its classification and compensation system and provide recommendations for updating it to ensure market competitiveness.

We ask that you respond to a brief survey that is designed to collect general salary, benefits, and pay policy information to assist MGT in the evaluation of the organization's compensation.

**Please complete this survey by
Friday, March 31, 2023.**

Thank you for your participation in this important study.

In appreciation of your participation, a copy of the survey results can be sent to you upon request.

- Yes, I would like a copy of the survey results.
- No, I do not want a copy of the survey results.

DECLINING PARTICIPATION

If you decide to decline to participate in this survey after reviewing the questions, please return to this page and select the option below to decline participation.

Once the option below is selected, please click NEXT to submit your response.

You will not be able to return to this survey after submitting this option.

- I would like to decline participating in this survey.

>> NEXT

PLEASE NOTE:

Your entries will be saved after you advance through each page. You can revisit your responses as many times as you feel necessary prior to final submission.

DO NOT work on your survey in multiple browser tabs.

Survey responses are recorded in real-time as you click the "Next" and "Back" buttons in the survey; working from more than one browser tab containing your survey link **may result in the loss of data you have entered.**

If you have any technical questions or issues with this survey, please contact:

Diana Goldstein, Senior Analyst, dgoldstein@mgtconsulting.com

Please confirm the name of your organization:

I. SALARY

The first section of the survey requests salary information for a sample of specific positions at your organization.

If you have a file that includes the requested information, or for all of your jobs, you may upload the file here and skip filling out the tables on the following survey pages. Please include contract days information as applicable.

Drop files or click here to upload

Please read the following definitions before continuing.

Title or Match Title: The corresponding job title in your organization.

Years in Job (Avg): The number of years the incumbent has spent in the listed job title, or incumbent average.

Average Salary: The actual average annual salary of incumbents occupying each listed job title. This should be based on 12-month appointments (FTE).

Minimum, Mid, and Maximum Salaries: The minimum, midpoint, and maximum salaries associated with each job titles pay grade.

Match Title	Years in Class (Avg)	Minimum \$	Midpoint \$	Maximum \$	Avg Salary \$
Administrative Analyst - performs professional accounting duties of substantial difficulty and assumes responsibility for the accounting and bookkeeping functions within a large County department or agency, participates in a variety of professional accounting functions relating to the development and improvement of accounting system practices and procedures, assists in the preparation of and monitors the annual departmental budget, prepares various financial and technical reports.					
Appraiser - performs and validates the valuation of most types of real and personal property using specialized computer aided mass appraisal software and a variety of general business computer software. This employee provides technical assistance to other staff in assessment administration; analyzes general statistics pertaining to economic trends affecting property values; examines and sketches building configurations from architectural drawings and construction plans; draws, plots, scales, traces or inputs property boundaries for legal descriptions; interviews owners and occupants of property or tangible business assets to perform an accurate appraisal.					
Assistant Prosecutor - Prosecutes all phases of trials, motions, hearings, and appeals, jury or non-jury, specifically with regard to cases which may have a significant impact on the community.					
Chief Deputy Court Administrator - assists the Court Administrator with hiring, training, coaching, evaluating, disciplining or terminating staff and ensuring supervisors and chief clerks have training, skills and knowledge of policies and protocols needed to serve the public and court at a high level.					
Court Services Specialist - performs a variety of responsible clerical work required in the operation of the Circuit Court/Family Court/Probate Court departments, duties may include the establishment, audit and modification of accounts within the Child Support Enforcement System (CSES) to ensure compliance with court orders and database integrity, conducts administrative reviews of the child support accounts.					
Departmental Clerk - performs a variety of responsible clerical work required in the operation of a County department.					
Family Court Officer (Juvenile Probation Officer) - performs a variety of duties including intake functions, assessments, interviews, joint family meetings, case management, order compliance, and all related case activities including preparing recommendations, reports and presenting at court hearings when required.					
Fiscal Analyst - analyzes budget and capital improvement requests and prepares budget recommendations, prepares monthly and annual financial summaries reflecting expenditures, budget balances and other fiscal data for County departments. This employee coordinates and processes grant budgets; prepares and maintains complex reports and correspondence relating to departmental assignments, assists in month and year-end processes; manages utility and miscellaneous billing.					
Info Systems Tech - assists in the operation and monitoring of computer systems and peripheral equipment, the management and support of help-desk activity, the installation and maintenance of software applications, and the installation, troubleshooting and maintenance of computer and communications hardware.					
Jury Clerk - performs a variety of responsible clerical duties pertaining to the District Court Jury selection process within the County, under the supervision of the Clerk of the Court, performs jury selection, including managing, processing, excusing, and postponing juror summons; preparing jury reports; reporting jurors and voire dire for jury trials; and recording activities in accordance with District Court procedure. Assists the Assignment Clerk with a variety of clerical activities related to the scheduling of all courtroom proceedings for District Court, and processing paperwork from prosecutors and attorneys. May work with other local units of government in the completion of job responsibilities and perform other clerical duties in civil, criminal, and traffic divisions as required.					
Juvenile Detention Officer - provides direct care to juveniles detained in the County Juvenile Detention Center. JDO's provide facility security through ongoing supervision of juveniles in vocational, academic, recreational, and daily personal hygiene activities and maintains accurate records of juvenile behavior.					
Legal Support Staff - provides administrative support for prosecutors; generates subpoenas for upcoming court hearings; files documents with the court such as motions, notices, responses and witness lists; orders evidence including but not limited to medical records, counseling records, school records, videos, 911 calls and body cam footage; performs clerical work as needed.					

Legal Support Staff - provides administrative support for prosecutors; generates subpoenas for upcoming court hearings; files documents with the court such as motions, notices, responses and witness lists; orders evidence including but not limited to medical records, counseling records, school records, videos, 911 calls and body cam footage; performs clerical work as needed.

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Solid Waste Supervisor - supervises day-to-day operations of the Solid Waste Type II and Type III landfills, is responsible for adherence to local, state and federal solid waste, air and groundwater regulations. Conducts research required for the continued safe, legal and efficient operation of the Solid Waste System, supervises the financial management and planning of the Solid Waste System; assures that all in-house and contractual monitoring of air, gas, leachate and groundwater is completed and submitted to the proper authority; develops community solid waste programs; maintains contact with the state, local and public entities and citizens for program service development; oversees the Household Hazardous Waste and recycling programs; acts as staff to the Solid Waste Planning Committee and manages/develops the solid waste plan for the County.

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Transit Maintenance Mechanic - performs a variety of skilled mechanical duties required in the maintenance and repair of automobile and bus engines and components. This employee performs gasoline, alternative fuel, and diesel engine tune-ups and overhauls; electrical trouble-shooting and repair; preventative and general maintenance on transit equipment; miscellaneous repairs on facilities, including the set up and upkeep of bus stop shelters, signs, and building amintenance.

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Transit Systems Manager - directs the operation and maintenance of the County-wide public transportation system, supervises personnel engaged in the operation of the Transit System and is responsible for the ongoing development and improvement of the transit system.

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II. BENEFITS

What percentage of an employee's total compensation is your organization's benefits package (on average)?

To calculate the total benefits to compensation percentage, MGT uses the equation:

$$\% \text{ Benefits to Total Compensation} = \text{Annual Value of Benefits} / \text{Total Compensation}$$

The annual value of benefits is the combined value of the following components:

- Medical benefits coverage
- Paid time off (includes vacation/sick/PTO, holiday, personal, etc.)
- Disability Insurance
- Life Insurance
- Retirement benefits—including 401(k)/403(b), pension plans, etc.
- FICA (Social Security, etc.)
- Worker's Compensation
- Post-employment benefits, if applicable

If you have an employee handbook or web address that provides in-depth benefits details (health plan costs, vision, dental, retirement, leave information, etc.) please provide a link or upload below.

File Upload:

Drop files or click here to upload

Please select all of the benefits offered by your organization, indicate the staff who are eligible, whether coverage is voluntary or contributory and the percentage paid by the employer.

	Eligible employees			Type of Coverage		% paid by employer
	Full-time	Part-time	Not offered	Voluntary	Contributory	%
Medical (general coverage)	<input type="radio"/>	<input type="text"/>				
Dental	<input type="radio"/>	<input type="text"/>				
Vision	<input type="radio"/>	<input type="text"/>				
Life (indicate \$ amount insured) <input type="text"/>	<input type="radio"/>	<input type="text"/>				
Hospital	<input type="radio"/>	<input type="text"/>				
Accident	<input type="radio"/>	<input type="text"/>				
Cancer	<input type="radio"/>	<input type="text"/>				
Pet Insurance	<input type="radio"/>	<input type="text"/>				
Short-term Disability	<input type="radio"/>	<input type="text"/>				
Long-term Disability	<input type="radio"/>	<input type="text"/>				
Reimbursement Accounts	<input type="radio"/>	<input type="text"/>				
Sick Leave Donation or Buy Back	<input type="radio"/>	<input type="text"/>				
Retirement Plans	<input type="radio"/>	<input type="text"/>				

Healthcare Flex Spending Account	<input type="radio"/>	<input type="text"/>				
Moving Expenses Program	<input type="radio"/>	<input type="text"/>				
Education Assistance/Tuition Reimbursement Program	<input type="radio"/>	<input type="text"/>				
Vehicle/Allowance	<input type="radio"/>	<input type="text"/>				
Cell/Allowance	<input type="radio"/>	<input type="text"/>				
Employee Assistance Program (EAP)	<input type="radio"/>	<input type="text"/>				
Paid Parental Leave	<input type="radio"/>	<input type="text"/>				
Child Care Assistance	<input type="radio"/>	<input type="text"/>				
Dependent Care Assistance	<input type="radio"/>	<input type="text"/>				
Adoption Assistance	<input type="radio"/>	<input type="text"/>				
Wellness Program	<input type="radio"/>	<input type="text"/>				
Fitness Center/Gym Discounts	<input type="radio"/>	<input type="text"/>				
Paid time off to volunteer	<input type="radio"/>	<input type="text"/>				
Teleworking/Flex Scheduling	<input type="radio"/>	<input type="text"/>				
Other 1 (please indicate) <input type="text"/>	<input type="radio"/>	<input type="text"/>				
Other 2 (please indicate) <input type="text"/>	<input type="radio"/>	<input type="text"/>				
Other 3 (please indicate) <input type="text"/>	<input type="radio"/>	<input type="text"/>				

Does your organization offer health insurance to part-time employees?

- Yes (How does your organization determine the percentage of the premium paid?)
- No

RETIREMENT:

Select all retirement plans offered by your organization. (Check all that apply.)

- Defined Benefits Plan Only (i.e., PERS, pension)
- Defined Contribution Plan Only (e.g., 401(k) plan)
- Both a Defined Benefit and Defined Contribution Plan
- Retirement plan options not offered
- 457 Retirement Plan
- Retirement Medical Savings Account
- Health insurance for retirees
- Other (Please indicate:)

What percentage is the employer match? (if applicable)

Please enter the maximum number of paid hours offered annually to full-time and part-time employees for each type of leave listed below.

	Full-time	Part-time
Sick	<input type="text"/>	<input type="text"/>
Vacation	<input type="text"/>	<input type="text"/>
Personal	<input type="text"/>	<input type="text"/>
Holiday	<input type="text"/>	<input type="text"/>
Other (please indicate:) <input type="text"/>	<input type="text"/>	<input type="text"/>

III. Policies

Describe your organization's remote work policy, if applicable.

What is your compensation policy regarding employees and merit?

What is your compensation policy regarding employees and longevity?

What is your compensation policy regarding employees who have reached the maximum of their pay range?

How often are Cost of Living Adjustments administered? Please describe your organizational policy relative to these updates, and if applicable, the average percentage used for the adjustment.

SURVEY SUBMISSION

When you have completed your survey, please select "**SUBMIT AS FINAL**" below and click the "**Next**" button to submit your survey responses.

If you wish to edit or review any of your responses, you may go back to previous questions by using the "**Back**" button.

Thank you for your participation!

SUBMIT AS FINAL

APPENDIX B: CUSTOM MARKET SURVEY - RESULTS

Muskegon County Title	Respondent Organization	Respondent Organization Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Administrative Analyst	Norton Shores City, MI	Administrator	19	\$ 110,000.00	N/A	\$ 132,000.00	N/A
	Berrien County, MI	Business Manager	N/A	\$ 71,852.00	N/A	\$ 96,290.00	N/A
	City of Holland, MI	Assistant Finance Director	10	\$ 83,117.00	N/A	\$ 99,778.00	\$ 99,778.00
	Grand Haven City, MI	Accountant	N/A	\$ 44,086.77	\$ 50,699.78	\$ 57,312.79	N/A
		Average:	14.5	\$ 77,263.94	\$ 50,699.78	\$ 96,345.20	\$ 99,778.00

Muskegon County Title	Respondent Organization	Respondent Organization Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Appraiser	Monroe County, MI	Appraisal Manager	0	\$ 51,459.20	\$ 57,844.80	\$ 64,292.80	\$ 51,459.20
	Berrien County, MI	MI Advanced Assessing Officer	N/A	\$ 47,919.00	N/A	\$ 62,455.00	N/A
	City of Holland, MI	Appraiser	1.5	\$ 47,237.00	N/A	\$ 56,701.00	\$ 45,198.00
	Wyoming City, MI	Certified Property Examiner	N/A	\$ 53,352.00	\$ 65,840.00	N/A	N/A
		Average:	0.75	\$ 49,991.80	\$ 61,842.40	\$ 61,149.60	\$ 48,328.60

Muskegon County Title	Respondent Organization	Respondent Organization Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Assistant Prosecutor	Monroe County, MI	Chief Assistant Prosecuting Attorney	4	\$ 96,158.40	\$ 108,076.80	\$ 120,224.00	\$ 114,420.80
	Berrien County, MI	Assistant Prosecuting Attorney III	N/A	\$ 79,036.00	N/A	\$ 105,916.00	N/A
		Average:	4	\$ 87,597.20	\$ 108,076.80	\$ 113,070.00	\$ 114,420.80

Muskegon County Title	Respondent Organization	Respondent Organization Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Chief Deputy Court Administrator	Monroe County, MI	Deputy Court Administrator	0	\$ 60,257.80	\$ 67,704.00	\$ 75,337.60	\$ 62,108.80
	Berrien County, MI	Criminal/Civil Div Admin	N/A	\$ 82,800.00	N/A	\$ 110,959.00	N/A
	Wyoming City, MI	Deputy Court Administrator	N/A	\$ 7,177.60	N/A	\$ 90,084.80	N/A
	Grandville City, MI	Deputy Court Administrator	10	\$ 71,811.37	\$ 82,583.06	\$ 93,354.77	\$ 89,189.18
		Average:	5	\$ 55,511.69	\$ 75,143.53	\$ 92,434.04	\$ 75,648.99

Muskegon County Title	Respondent Organization	Respondent Organization Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Court Services Specialist	Monroe County, MI	Case Auditor	4	\$ 44,241.60	\$ 49,649.60	\$ 55,286.40	\$ 55,286.40
	Berrien County, MI	Assistant Supervisor - Enforcement	N/A	\$ 53,984.00	N/A	\$ 72,343.00	N/A
	Wyoming City, MI	Senior Deputy Court Clerk	N/A	\$ 43,946.00	N/A	\$ 54,617.00	N/A
		Average:	4	\$ 47,390.53	\$ 49,649.60	\$ 60,748.80	\$ 55,286.40

Muskegon County Title	Respondent Organization	Respondent Organization Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Departmental Clerk	Monroe County, MI	Records Processing Clerk	5	\$ 32,531.20	\$ 36,483.20	\$ 40,601.60	\$ 36,213.00
	Norton Shores City, MI	Administrative Assistant	3	\$ 41,000.00	N/A	\$ 52,000.00	N/A
	Berrien County, MI	Clerk II	N/A	\$ 30,473.00	N/A	\$ 40,835.00	N/A
	Wyoming City, MI	Office Specialist II	N/A	\$ 43,946.00	N/A	\$ 54,617.00	N/A
	Grandville City, MI	Department Assistant	N/A	\$ 41,870.40	\$ 48,152.00	\$ 54,454.40	N/A
	Grand Haven City, MI	Administrative Assistant	N/A	\$ 41,245.90	\$ 47,432.79	\$ 53,619.68	N/A
		Average:	4	\$ 38,511.08	\$ 44,022.66	\$ 49,354.61	\$ 36,213.00

Muskegon County Title	Respondent Organization	Respondent Organization Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Family Court Officer (Juvenile Probation Officer)	Monroe County, MI	Juvenile Probation Officer	0	\$ 51,459.20	\$ 57,844.80	\$ 64,292.80	\$ 51,459.20
	Berrien County, MI	Juvenile Probation Officer	N/A	\$ 49,076.00	N/A	\$ 65,767.00	N/A
		Average:	0	\$ 50,267.60	\$ 57,844.80	\$ 65,029.90	\$ 51,459.00

Muskegon County Title	Respondent Organization	Respondent Organization Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Fiscal Analyst	Monroe County, MI	Accountant	6	\$ 55,660.80	\$ 64,313.60	\$ 69,638.40	\$ 64,386.40
	Norton Shores City, MI	Finance Director	2	\$ 86,000.00	N/A	\$ 115,000.00	N/A
	Berrien County, MI	Financial Services Accountant	N/A	\$ 53,984.00	N/A	\$ 72,343.00	N/A
	City of Holland, MI	Assistant Finance Director	10	\$ 83,117.00	N/A	\$ 99,778.00	\$ 99,778.00
	Wyoming City, MI	Senior Accountant	N/A	\$ 75,649.60	N/A	\$ 95,763.20	N/A
	Grand Haven City, MI	Senior Accountant	N/A	\$ 52,672.09	\$ 60,572.89	\$ 68,473.70	N/A
		Average:	6	\$ 67,847.25	\$ 62,443.25	\$ 90,271.58	\$ 82,082.20

Muskegon County Title	Respondent Organization	Respondent Organization Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Information Systems Tech	Monroe County, MI	Information Technology Support Technician	1	\$ 51,459.20	\$ 57,844.80	\$ 64,292.80	\$ 51,459.20
	Berrien County, MI	Customer Services Tech	N/A	\$ 43,566.00	N/A	\$ 56,776.00	N/A
	City of Holland, MI	Technology Specialist	3	\$ 61,442.00	N/A	\$ 73,694.00	\$ 71,073.00
	Wyoming City, MI	Information Technology Specialist I	N/A	\$ 53,352.00	N/A	\$ 65,840.00	N/A
	Grand Haven City, MI	GIS/IT Coordinator	N/A	\$ 58,195.46	\$ 66,924.78	\$ 75,654.09	N/A
		Average:	2	\$ 53,602.93	\$ 62,384.79	\$ 67,251.38	\$ 61,266.10

Muskegon County Title	Respondent Organization	Respondent Organization Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Jury Clerk	Monroe County, MI	Part-time Jury/Mediation Clerk	9	\$ 32,531.20	\$ 36,483.20	\$ 40,601.60	\$ 42,744.00
	Berrien County, MI	Clerk II	N/A	\$ 30,473.00	N/A	\$ 40,835.00	N/A
	Average:			9	\$ 31,502.10	\$ 36,483.20	\$ 40,718.30

Muskegon County Title	Respondent Organization	Respondent Organization Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Juvenile Detention Officer	Monroe County, MI	Juvenile Detention Specialist	10	\$ 37,980.80	\$ 41,516.80	\$ 47,507.20	\$ 42,411.00
	Berrien County, MI	Youth Specialist II	N/A	\$ 44,706.00	N/A	\$ 57,057.00	N/A
	Average:			10	\$ 41,343.40	\$ 41,516.80	\$ 52,282.10

Muskegon County Title	Respondent Organization	Respondent Organization Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Legal Support Staff	Monroe County, MI	Secretary - Prosecutor's Office	4	\$ 35,089.60	\$ 39,457.60	\$ 43,888.00	\$ 39,541.00
	Berrien County, MI	Legal Secretary II	N/A	\$ 32,730.00	N/A	\$ 42,653.00	N/A
	Average:			4	\$ 33,909.80	\$ 39,457.60	\$ 43,270.50

Muskegon County Title	Respondent Organization	Respondent Organization Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Solid Waste Supervisor	Wyoming City, MI	Utility Plant Superintendent	N/A	\$ 92,726.40	N/A	\$ 117,478.40	N/A
	Grandville City, MI	Clean Water Plant Superintendent	18	\$ 86,293.33	\$ 99,237.32	\$ 112,181.31	\$ 112,181.31
	Grand Haven City, MI	SA Superintendent	N/A	\$ 87,245.39	\$ 100,332.20	\$ 113,419.00	N/A
Average:			18	\$ 88,755.04	\$ 99,784.76	\$ 114,359.57	\$ 112,181.31

Muskegon County Title	Respondent Organization	Respondent Organization Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Transit Maintenance Mechanic	Norton Shores City, MI	Chief Mechanic	20	\$ 55,500.00	N/A	\$ 69,600.00	N/A
	City of Holland, MI	Mechanic/Fabricator	15	\$ 52,749.00	N/A	\$ 63,294.00	\$ 63,294.00
	Grandville City, MI	Mechanic- (City vehicles, not for transit)	2	\$ 55,307.20	\$ 58,468.80	\$ 63,252.80	\$ 30.41
Average:			12.3	\$ 54,518.73	\$ 58,468.80	\$ 65,382.27	\$ 31,662.21

APPENDIX C: MANAGEMENT ISSUES PAPER (MIP) - COPY

MANAGEMENT ISSUES PAPER

This survey form is designed to collect information from you about specific concerns you may have related to positions under your supervision regarding recruitment, retention, salary, career advancement, and job title. For example, as a supervisor, have you experienced any difficulty in recruiting or retaining employees, and if so, why? Do you believe the difficulty is due to pay or outdated/incorrect job title? This survey is intended to gather input from these issues.

The information you submit will be used to assist MGT Consulting Group with evaluating positions and the classification and compensation system at your organization and with developing recommendations for updating and improving the current system.

Please complete one MIP form for each job title for which you would like to submit concerns.

Please complete this survey by 5:00 p.m. on XX.

Thank you for your participation in this important study.

Your Name: _____

Department Name: _____

I. OFFICIAL CLASSIFICATION TITLE (JOB TITLE) RELATED TO ISSUE: _____

II. EMPLOYEES IN CLASS RELATED TO THE ISSUE: *(Please list names of class incumbents):*

III. DESCRIPTION/RESOLUTION OF ISSUE:

CHECK ALL THAT APPLY	NATURE OF ISSUE	RECOMMENDED RESOLUTION
	Recruitment/Retention	
	Current Pay	Recommended Pay or Salary Range:
	Classification Title	Recommended New Title:
	Career Path/Advancement	Recommended New Series or Advancement level:
	Other (please briefly describe)	

IV. BACKGROUND OF ISSUE:

Please briefly describe the nature of the issue(s) checked in Part III:

Are there other comparable positions to this job in terms of required skill, effort, responsibility, or working conditions at your organization? Please describe.

Please enter any additional comments you would like to share relative to the study, the current pay system, competitors regarding talent recruitment/retention, or related HR policies.

Please submit your completed MIP form(s) to your Human Resources Office.

APPENDIX D: JOB CONTENT QUESTIONNAIRE (JCQ) - COPY



JOB CONTENT QUESTIONNAIRE® (JCQ)

The following survey is designed to collect information about your role in the organization and the job that you perform. The data collected from this survey will be analyzed to develop a classification and compensation structure for your organization that is equitable and market competitive.

Survey results may be used to:

- Create accurate and up-to-date job descriptions.
- Determine if job titles accurately reflect the position and duties.
- This information will form the basis of market competitiveness and Equal Pay for Equal Work analyses.

This survey will NOT:

- Determine how well you perform your job. This is not a performance evaluation.
- Evaluate the need for a position or seek to eliminate roles.

This survey includes four main sections:

- I. **Basic Job-Related Information**
Section 1.0 – Employment Status

- II. **Job Description, Duties, Responsibilities, and Requirements**
Section 2.0 – Job Description
Section 3.0 – Job Duties
Section 4.0 – Knowledge, Skills, and Abilities
Section 5.0 – Function within the Organization
Section 6.0 – Educational Preparation
Section 7.0 – Experience Required

- III. **Work Performed, Responsibility and Leadership, Communication, and Decision-Making Job Factors**
Section 8.0 – Work Performed
Section 9.0 – Responsibility and Leadership
Section 10.0 – Communication
Section 11.0 – Decision-Making

- IV. **Financial Authority, Tools and Equipment, and Physical Job Factors**
Section 12.0 – Financial Authority
Section 13.0 – Tools and Equipment Usage
Section 14.0 – Working Conditions and Physical Requirements

I. BASIC JOB-RELATED INFORMATION

Name _____

E-mail _____ Phone _____

Supervisor's Name _____

Supervisor's E-mail _____

SECTION 1.0 - EMPLOYMENT STATUS

Official Job Title: _____

Working Title:*

*Unofficial title if different from official title.

Status (choose one): Full-time Part-time

II. JOB DESCRIPTION, DUTIES, RESPONSIBILITIES, AND REQUIREMENTS

SECTION 2.0 - JOB DESCRIPTION

1. Please provide a brief general description of the purpose and responsibilities of your position. Please do not list specific duties here. You will list your specific duties in Section 3.0.

2. Indicate the number of Full-time and Part-time individuals you supervise:
(Supervision is the management or supervision of employees who report directly to you.)

Full-Time _____ Part-Time _____

SECTION 5.0 - FUNCTION WITHIN THE ORGANIZATION

1. Please indicate the following organizational level that most closely matches your position within the organization and skip to the section indicated in parentheses at the bottom of this page. Once you have completed the section indicated in the parentheses, skip to Section 6.0 Educational Preparation.
- Clerical/Manual** (skip to SECTION 5.1) - Work involves clerical tasks; following standardized procedures, techniques, or procedures; and carrying out practices according to standards set by a supervisor or employers.
 - Technical/Paraprofessional** (skip to SECTION 5.1) - Work involves inspecting, measuring, or comparing to a standard; utilizing special training to perform a defined function; following standardized procedures, techniques, or procedures.
 - Computer Professional** (skip to SECTION 5.2) - Work involves maintaining/supporting computer software, hardware, or operating systems through activities like programming, designing, developing, documenting, and analyzing computer systems or software.
 - Administrator** (skip to SECTION 5.3) - Work is directly related to assisting with running or servicing of the business or department.
 - Professional** (skip to SECTION 5.3) - Work requires advanced learning acquired by a prolonged course of specialized intellectual instruction; or work involves advising clients or assisting customers or clients with running their business.
 - Executive/Managerial** (skip to SECTION 5.4) - Work involves managing employees; planning, designing, or overseeing the implementation of organization projects or policies.
 - Artistic Profession** (skip to SECTION 6.0) - Work requires invention, imagination, originality, or talent in recognized field of artistic or creative endeavor.
 - Protective Services** (skip to SECTION 6.0) - Work involves preventing, controlling, or extinguishing fires of any type; rescuing fire, crime or accident victims; preventing or detecting crimes; conducting investigations or inspections for violations of law; pursuing, restraining, and apprehending suspects; detaining or supervising suspected and convicted criminals, including those on probation or parole; or other, similar activities.
 - Outside Sales** (skip to SECTION 6.0) - Work takes place away from employer's place of business and involves making sales.

If you chose Clerical/Manual or Technical/Paraprofessional, skip to SECTION 5.1.

If you chose, Computer Professional, skip to SECTION 5.2.

If you chose Administrator or Professional, skip to SECTION 5.3.

If you chose Executive/Managerial, skip to SECTION 5.4.

If you chose Artistic Profession, Protective Services, or Outside Sales, skip to SECTION 6.0.

SECTION 5.1 - ADMINISTRATIVE DUTIES

Only complete this section if you selected Clerical/Manual or Technical/Paraprofessional in Section 5.0, Function within the Organization. Next, skip to Section 6.0, Educational Preparation.

1. Do your primary duties involve performing office or non-manual work directly related to management or general business operations of your employer or its clients?

For example, do you perform work directly related to assisting with the running or servicing of the business, such as working on a manufacturing production line or selling a product in a retail or service establishment. This includes, but is not limited to, work in functional areas such as finance; quality control; purchasing/procurement; marketing; research; safety/health; human resources; public or government relations; network/database administration; compliance; and similar activities.

Yes No

2. Do your primary duties include the exercise of discretion and independent judgment in matters of significance?

Discretion and independent judgment implies that the authority to make an independent choice, free from immediate direction or supervision. NOTE: You can exercise discretion and independent judgment even if your decisions or recommendations are reviewed at a higher level.

Consider the following factors and check the applicable factors to guide you in determining whether to answer yes or no.

- Have authority to formulate, affect, interpret, or implement management policies or operating practices
- Perform work that affects operations to a substantial degree
- Have authority to waive or deviate from established policies and procedures, without prior approval
- Have authority to negotiate and bind the organization on significant matters or that have financial impact
- Provide consultation or expert advice to management; involved in planning long- or short-term objectives
- Investigate and resolves matters of significance on behalf of management
- Represent the organization in handling complaints, arbitrating disputes, or resolving grievances
- Make recommendations about significant matters to supervisors for action after comparing and evaluating possible courses of action

Yes No

SECTION 5.2 - COMPUTER DUTIES

Only complete this section if you selected Computer Professional in Section 5.0, Function within the Organization. Next, skip to Section 6.0, Educational Preparation.

1. Select "Yes" if your primary duties consist of the following:

- The application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software, or system functional specifications
- The design, development, documentation, analysis, creation, testing or modification of computer systems or programs, including prototypes, based on and related to user or system design specifications
- The design, documentation, testing, creation or modification of computer programs related to machine operating systems
- A combination of the aforementioned duties, the performance of which requires the same level of skills

Yes No

SECTION 5.3 - ADMINISTRATIVE AND PROFESSIONAL DUTIES

Only complete this section if you selected Administrator or Professional in Section 5.0, Function within the Organization. Next, skip to Section 6.0, Educational Preparation.

1. Do your primary duties involve performing office or non-manual work directly related to management or general operations of your employer or its clients?

Yes No

2. Do your primary duties include the exercise of discretion and independent judgment in matters of significance?

Discretion and independent judgment implies that the authority to make an independent choice, free from immediate direction or supervision. NOTE: You can exercise discretion and independent judgment even if your decisions or recommendations are reviewed at a higher level.

Consider the following factors to guide you in determining whether to answer yes or no.

- Have authority to formulate, affect, interpret, or implement management policies or operating practices
- Carry out major assignments in conducting the operations of the organization
- Perform work that affects operations to a substantial degree
- Have authority to commit the employer in matters that have significant financial impact
- Have authority to waive or deviate from established policies and procedures, without prior approval
- Have authority to negotiate and bind the organization on significant matters
- Provide consultation or expert advice to management; involved in planning long- or short-term objectives
- Investigate and resolves matters of significance on behalf of management
- Represent the organization in handling complaints, arbitrating disputes, or resolving grievances
- Make recommendations about significant matters to supervisors for action after comparing and evaluating possible courses of action

Yes No

3. Does your primary duty consist of work requiring advanced knowledge in a field of science or learning acquired by a prolonged course of specialized intellectual instruction as distinguished from a general academic education?

Consider the following factors and definitions before answering yes or no.

- “Advanced knowledge” means work that is predominately intellectual in character, and which includes work requiring the consistent exercise of discretion and judgment
- Advanced knowledge is generally used to analyze, interpret or make deductions from varying facts or circumstances
- Advanced knowledge cannot be attained at the high school level
- “Prolonged course of specialized intellectual instruction” means that the learned professional exemption is limited to professions where specialized, academic training is a standard prerequisite for entering the profession

Yes No

4. Does your work require the use of creativity, invention, or imagination in a recognized field of artistic endeavor?

Yes No

5. Is your work predominantly intellectual and varied in character rather than routine mental, manual, mechanical or physical work?

Yes No

SECTION 5.4 - EXECUTIVE DUTIES

Only complete this section if you selected Executive in Section 5.0, Function within the Organization. Next, skip to Section 6.0, Educational Preparation.

1. Does your primary duty consist of managing a department or subdivision?

Factors to consider in determining importance of duty are:

- Supervising and directing the work of other employees, ordering items, managing the budget and authorizing
- The relative importance of your management duties as compared with other types of duties
- The amount of time you spend performing management work. Usually spending more than 50% of ones time performing management work will satisfy the primary duty requirement, but one can spend less time and also meet the primary duty requirement based on other factors
- Your relative freedom from direct supervision
- The relationship between your salary and the wages paid to other non-management workers for the same kind of non-management work

Consider the following management duties to guide you in determining whether to answer yes or no.

- Supervising employees and/or interviewing, selecting, and training of employees
- Setting and adjusting pay rates and work hours
- Directing the work of employees
- Conducting performance appraisals
- Handling employee complaints and grievances
- Disciplining employees
- Planning work and apportioning the work among the employees
- Running or servicing a organization, such as determining the items to be bought, stocked and sold
- Planning and controlling the budget
- Monitoring or implementing legal compliance measures

Yes No

2. Do you have the authority to hire and fire employees or do you provide suggestions or recommendations regarding hiring, firing, and advancement decisions, which are given weight in the decision-making process?

To determine weight, consider the following factors:

- The degree to which your duties require making suggestions and recommendations
 - The frequency with which suggestions and recommendations are made or requested
 - The frequency with which your suggestions and recommendations are relied upon
- Note: You need not have authority to make the ultimate decision. Suggestions and recommendations may be reviewed by a higher level manager

Yes No

3. Do you regularly direct the work of two or more full-time employees?

Yes No

4. Do you decide when to perform non-management duties, and when performing such duties do you remain responsible for the success or failure of the organization's operation?

Yes No

5. Are you a shift manager or leader?

Typically a shift manager is not responsible for success or failure of the business operation, but rather directs employees while also performing similar work to the employees.

Yes No

6. Does your primary duty consist of work requiring advanced knowledge in a field of science or learning acquired by a prolonged course of specialized intellectual instruction as distinguished from a general academic education?

Consider the following factors and definitions before answering yes or no.

- "Advanced knowledge" means work that is predominately intellectual in character, and which includes work requiring the consistent exercise of discretion and judgment
- Advanced knowledge is generally used to analyze, interpret or make deductions from varying facts or circumstances
- Advanced knowledge cannot be attained at the high school level
- "Prolonged course of specialized intellectual instruction" means that the learned professional exemption is limited to professions where specialized, academic training is a standard prerequisite for entering the profession

Yes No

7. Does your work require the use of creativity, invention, or imagination in a recognized field of artistic endeavor?

Yes No

8. Is your work predominantly intellectual and varied in character rather than routine mental, manual, mechanical or physical work?

Yes No

SECTION 6.0 - EDUCATIONAL

1. What level of education is required for your position?

- | | |
|---|--|
| <input type="checkbox"/> Up to and including some high school | <input type="checkbox"/> Completion of Bachelor's degree |
| <input type="checkbox"/> Completion of high school/GED | <input type="checkbox"/> Some graduate work |
| <input type="checkbox"/> Some college | <input type="checkbox"/> Completion of master's degree |
| <input type="checkbox"/> Completion of Associate's degree | <input type="checkbox"/> Completion of doctorate degree |

2. If applicable, please indicate the field required for this position's education degree (e.g. Bachelor's in English).

3. What certifications, licenses, or professional designations, if any, are required for your position?

4. What certifications, licenses, or professional designations, if any, are preferred for your position?

SECTION 7.0 - EXPERIENCE

1. How much experience is required for your position?

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> No experience required | <input type="checkbox"/> 5 years |
| <input type="checkbox"/> 6 months | <input type="checkbox"/> 6 years |
| <input type="checkbox"/> 1 year | <input type="checkbox"/> 7 years |
| <input type="checkbox"/> 2 years | <input type="checkbox"/> 8 years |
| <input type="checkbox"/> 3 years | <input type="checkbox"/> Over 8 years |
| <input type="checkbox"/> 4 years | |

2. If applicable, please indicate the field required for this position's years of experience (e.g. 1 year of experience in administrative support).

3. Can education be substituted for experience?

- Yes No

4. Can experience be substituted for education?

- Yes No

III. WORK PERFORMED, RESPONSIBILITY AND LEADERSHIP, COMMUNICATION, AND DECISION-MAKING JOB FACTORS

SECTION 8.0 - WORK PERFORMED

Please read each statement below and check the one that is the closest match to your major job duties.

CLOSEST FACTOR	FACTOR
	<p>Perform clerical or manual tasks</p> <p><u>Example:</u> May copy, compile, maintain basic files systems or enter data, or compute data using addition, subtraction, multiplication, and division; or compare items against a standard; or operate light equipment such as lawn mowers, floor buffers, pickup truck, van; or perform general housekeeping/custodial duties.</p>
	<p>Perform clerical or manual tasks involving intensive understanding of a field, unit or division</p> <p><u>Example:</u> May summarize, tabulate, or format data or information, or gather data and information for later evaluation; or perform arithmetic operations including basic geometry or algebra, including computing discounts, interest rates, ratios and/or percents; or uses or operates medium use equipment such as chainsaws, mowing equipment; or journeyman level trades work.</p>
	<p>Perform specialized technical work involving data collection, evaluation, analysis, and troubleshooting, or reports on operations and activities of a department, or performs general coordination of individual or departmental activities</p> <p><u>Example:</u> May use descriptive statistics, advanced geometry or algebra; requires the use of a wide range of administrative and/or technical methods in the solution of problems; or operate heavy construction equipment; or perform master level trades duties.</p>
	<p>Perform entry level professional work including basic data analysis and synthesis, or report on operations and activities of an organization; or perform quality assurance and compliance activities</p> <p><u>Example:</u> May use advanced algebra, inferential statistics, and/or financial models.</p>
	<p>Perform professional level work requiring a wide range of administrative, technical, scientific, engineering, accounting, legal, or managerial methods applied to complex problems</p> <p><u>Example:</u> May plan or direct the sequence of department or division activities</p>
	<p>Perform professional or managerial work including advanced data analysis and synthesis</p> <p><u>Example:</u> May develop policies, procedures, or methodologies based on new facts or knowledge; or interpret or apply established policies.</p>
	<p>Perform advanced professional work methods to formulate important recommendations or make technical decisions that have an organization-wide impact</p> <p><u>Example:</u> May require the use of creative ability and resourcefulness in the analysis and solution of complex problems; may develop new approaches or methodologies to solve problems not previously encountered.</p>
	<p>Perform executive or expert professional work to establish policy, long-range plans, and programs, identify funding sources and allocate funds</p> <p><u>Example:</u> May develop or use theoretical mathematical concepts to formulate new techniques, or make decisions that impact both the organization and the discipline.</p>

SECTION 9.0 - RESPONSIBILITY AND LEADERSHIP

Please read each statement below and check the one that is the closest match to your major job duties.

CLOSEST FACTOR	FACTOR
	Follow instructions or work orders; or read routine sentences, instructions, regulations, or procedures.
	Follow technical instructions, procedure manuals and charts to solve practical problems, or compose routine or specialized reports or forms and business letters, or ensure compliance with clear guidelines and standards.
	Follow complex technical instructions, solve technical problems, or disseminate information regarding policies and procedures; may compose unique reports or analysis, or provide extensive customer service to internal or external customers.
	Follow complex rules or systems, using professional literature and technical reports; or enforce laws, rules, regulations, or ordinances.
	Supervise, instruct, or train others through explanation, demonstration, and supervised practice or make recommendations based on technical expertise. May have first-level supervisory duties including administration of performance feedback; or coordinate work activity schedules for teams.
	Direct, manage, or lead others; may determine work procedures, assign duties, maintain harmonious relations, or promote efficiency; may develop and administer operational programs; or may write or present extremely complex papers and reports.
	Formulate and issue policies, procedures, and instructions; responsible for long term planning within an agency, department or division.
	Guide organization-wide development; leads the development of organization mission, vision, and principles; directs capital improvement initiatives.

SECTION 10.0 - COMMUNICATION

Please read each statement below and check the one that is the closest match to your major job duties.

CLOSEST FACTOR	FACTOR
	Communicate using routine sentences, complete routine job forms and incident reports, or communicate routine information regarding daily activities.
	Communicate to convey or exchange general work-related information or service to internal or external customers.
	Communicate information to guide or assist people; may give instructions or assignments to helpers or assistants.
	Communicate with internal and external groups, write manuals and complex reports, persuade or influence others in favor of a service, point of view, or course of action.
	Communicate information among co-workers, customers, vendors, and management; or speak before professional and civic groups; may write complex articles and reports or develop presentations for specialized audiences; may read scientific or technical journals or reports.
	Communicate with operational and functional leaders; read and interpret professional materials involving advanced bodies of knowledge.
	Communicates through negotiation and consensus building to exchange ideas, information, and opinions or develop decisions, conclusions, or solutions.
	Communicate with key stakeholders to affect long term planning and to secure organization position and resources.

SECTION 11.0 - DECISION-MAKING

Please read each statement below and check the one that is the closest match to your major job duties.

CLOSEST FACTOR	FACTOR
	Perform routine or semi-routine work under direct supervision. Requires very few decisions, affecting only the individual.
	Perform semi-routine work involving set procedures, but which may require problem-solving, serve clients or co-workers, or respond to requests. Requires some decisions that affect a few co-workers.
	Perform semi-skilled work involving some set procedures and frequent problem-solving. Requires frequent decision-making affecting co-workers or the general public; may be responsible for providing information to those who depend on a service.
	Perform skilled work involving almost constant problem solving. May be responsible for actions of others, requiring almost constant decisions affecting co-workers, clients or others in the general public. ,
	Perform coordinating work involving guidelines and rules with constant problem-solving. May be responsible for actions of others requiring development of procedures and constant decisions affecting subordinate workers, clients, or others in the general public.
	Perform management and supervisory work involving policy and guideline interpretation, solving both people and work-related problems. Decision-making is a significant part of job, affecting a large segment of the organization and the general public.
	Perform advanced professional work involving the application of principles of logical thinking to diagnose or define problems, collect data and solve abstract problems with widespread unit or organization impact. Work in a highly dynamic environment, responsible to establish goals, objectives and policies.
	Perform executive work involving the application of broad principles of professional management and leadership to new problems for which conventional solutions may or may not exist. Responsible for long-range goals, planning, and methodologies; works in an evolving environment with emerging knowledge and technologies, competing priorities, and changing politics.

IV. FINANCIAL AUTHORITY, TOOLS AND EQUIPMENT, AND PHYSICAL JOB FACTORS

SECTION 12.0 - FINANCIAL AUTHORITY

Please read each sentence below and select all factors that represent the financial authority your job entails. (Check all that apply.)

- None/Not Applicable
- Handle cash transactions; prepare and process purchase orders.
- Bill or reconcile records, including departmental budget records and other related information such as subcontracts.
- Manage inventory, property, or loss control.
- Administer benefits by determining individual eligibility and coverage levels or determining compensation levels.
- Purchasing authority: the ability to purchase goods or services worth more than \$100 without securing approval from another authority or Financial Recommendations: the ability to make recommendations that impact resource allocation.
- Manage or administer budget within assigned department.
- Budget or allocate funds within or across departments or divisions.

SECTION 13.0 - TOOLS AND EQUIPMENT

Please read each statement below and select all factors that represent the tools or equipment you use to perform your job. (Check all that apply.)

- None/Not Applicable
- Use office machines such as copiers or calculators.
- Use computers for data entry; or handle, use, or repair hand-held power equipment or light machinery.
- Use computers for word processing, spreadsheets, PowerPoint presentations or custom applications or operate or repair large shop equipment and machines or operate or repair vehicles or use firearms.
- Use, develop, or repair electronics or complex software, hardware, or network systems; operate, install, test or inspect heavy or complex machinery.
- Supervise the activities of those operating or repairing complex machinery or technology systems.
- Interpret policy and establish methods and procedures for acquiring, installing, testing, operating or repairing machinery or technology systems.
- Establish policy for the acquisition, installation, testing, operation, and maintenance of machinery or technology systems.
- Establish long-range plans and programs for capital improvements, major construction projects, or new technology systems.

SECTION 14.0 - PHYSICAL JOB FACTORS

Please provide details for the working conditions and physical demands that are required to successfully perform your job.

1. Which of the following physical conditions and hazards are encountered in your position? (check all that apply)

- | | |
|---|---|
| <input type="checkbox"/> Indoor environment | <input type="checkbox"/> Poor ventilation |
| <input type="checkbox"/> Outdoor environment | <input type="checkbox"/> Electrical hazards |
| <input type="checkbox"/> Noise | <input type="checkbox"/> Mechanical hazards |
| <input type="checkbox"/> Extreme temperatures | <input type="checkbox"/> Chemical hazards |
| <input type="checkbox"/> Vibration | <input type="checkbox"/> Explosive hazards |
| <input type="checkbox"/> Moisture and/or humidity | <input type="checkbox"/> Burn hazards |
| <input type="checkbox"/> Dust | <input type="checkbox"/> Potential for violence/physical altercations |
| <input type="checkbox"/> Fumes | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Gases | <input type="checkbox"/> Other _____ |

2. How much time is spent doing the following activities in your position?

Example: Position requires sitting over 2/3 of the time.

ACTIVITY	AMOUNT OF TIME SPENT			
	None	Under 1/3	1/3 to 2/3	Over 2/3
Standing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Walking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sitting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gripping/feeling with hands; typing/repetitive movement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reaching with hands and arms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Climbing or balancing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stooping, kneeling, crouching or crawling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Talking or hearing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tasting or smelling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Does this job require that weight be lifted? If so, how much and how often?

Example: Position requires lifting up to 25 pounds over 2/3 of the time.

PHYSICAL REQUIREMENT: WEIGHT LIFTED	AMOUNT OF TIME SPENT			
	None	Under 1/3	1/3 to 2/3	Over 2/3
Up to 10 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Up to 25 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Up to 50 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Up to 100 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More than 100 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Does this job have any special vision requirements? (Check all that apply.)

- No special vision requirements.
- Close vision (clear vision at 20 inches or less)
- Distance vision (clear vision at 20 feet or more)
- Color vision (ability to identify and distinguish colors)
- Peripheral vision (ability to observe an area that can be seen up or down or to the left and right when vision is fixed on a given point)
- Depth perception (three-dimensional vision, ability to judge distances and spatial relationships)
- Ability to adjust focus (ability to adjust the eye to bring an object into sharp focus)

APPENDIX E: APPEAL FORM

CLASSIFICATION & COMPENSATION STUDY APPEALS FORM

This form serves as a formal appeals process to the Classification and Compensation study results presented by MGT Consulting Group. You may submit information regarding concerns about your job classification for a formal evaluation by MGT. The information that you submit will be used to assist in the evaluation of your specific appeal.

I. ISSUE DETAIL:

Your Name: _____

Your Classification Title: _____

Department Name: _____

Supervisor's Name: _____

II. DESCRIPTION OF ISSUE:

CHECK ALL THAT APPLY	NATURE OF ISSUE
<input type="checkbox"/>	CURRENT PAY GRADE/SALARY RANGE
<input type="checkbox"/>	CLASSIFICATION TITLE
<input type="checkbox"/>	JOB DESCRIPTION
<input type="checkbox"/>	OTHER (PLEASE DESCRIBE): _____

III. BACKGROUND OF ISSUE(S):

Describe the issue(s) you checked in Part II. Attach additional pages of supporting information as necessary.

Supervisor's Signature: _____

Director's Signature: _____

APPENDIX F: PROPOSED STEP PLAN

Grade	Step							
	1	2	3	4	5	6	7	8
1	\$ 16.05	\$ 16.66	\$ 17.27	\$ 17.87	\$ 18.48	\$ 19.09	\$ 19.70	\$ 20.30
2	\$ 16.20	\$ 16.88	\$ 17.56	\$ 18.24	\$ 18.92	\$ 19.60	\$ 20.28	\$ 20.96
3	\$ 16.73	\$ 17.43	\$ 18.13	\$ 18.83	\$ 19.54	\$ 20.24	\$ 20.94	\$ 21.64
4	\$ 17.27	\$ 17.99	\$ 18.72	\$ 19.45	\$ 20.17	\$ 20.90	\$ 21.62	\$ 22.35
5	\$ 17.83	\$ 18.58	\$ 19.33	\$ 20.08	\$ 20.83	\$ 21.58	\$ 22.32	\$ 23.07
6	\$ 18.41	\$ 19.18	\$ 19.96	\$ 20.73	\$ 21.50	\$ 22.28	\$ 23.05	\$ 23.82
7	\$ 19.01	\$ 19.81	\$ 20.61	\$ 21.40	\$ 22.20	\$ 23.00	\$ 23.80	\$ 24.60
8	\$ 19.63	\$ 20.45	\$ 21.27	\$ 22.10	\$ 22.92	\$ 23.75	\$ 24.57	\$ 25.40
9	\$ 20.26	\$ 21.11	\$ 21.97	\$ 22.82	\$ 23.67	\$ 24.52	\$ 25.37	\$ 26.22
10	\$ 20.92	\$ 21.80	\$ 22.68	\$ 23.56	\$ 24.44	\$ 25.32	\$ 26.20	\$ 27.08
11	\$ 21.60	\$ 22.51	\$ 23.42	\$ 24.32	\$ 25.23	\$ 26.14	\$ 27.05	\$ 27.96
12	\$ 22.30	\$ 23.24	\$ 24.18	\$ 25.12	\$ 26.05	\$ 26.99	\$ 27.93	\$ 28.86
13	\$ 23.03	\$ 24.00	\$ 24.96	\$ 25.93	\$ 26.90	\$ 27.87	\$ 28.83	\$ 29.80
14	\$ 23.78	\$ 24.78	\$ 25.78	\$ 26.77	\$ 27.77	\$ 28.77	\$ 29.77	\$ 30.77
15	\$ 24.55	\$ 25.58	\$ 26.61	\$ 27.64	\$ 28.68	\$ 29.71	\$ 30.74	\$ 31.77
16	\$ 25.35	\$ 26.41	\$ 27.48	\$ 28.54	\$ 29.61	\$ 30.67	\$ 31.74	\$ 32.80
17	\$ 26.17	\$ 27.27	\$ 28.37	\$ 29.47	\$ 30.57	\$ 31.67	\$ 32.77	\$ 33.87
18	\$ 27.02	\$ 28.16	\$ 29.29	\$ 30.43	\$ 31.56	\$ 32.70	\$ 33.83	\$ 34.97
19	\$ 27.90	\$ 29.07	\$ 30.25	\$ 31.42	\$ 32.59	\$ 33.76	\$ 34.93	\$ 36.11
20	\$ 28.81	\$ 30.02	\$ 31.23	\$ 32.44	\$ 33.65	\$ 34.86	\$ 36.07	\$ 37.28
21	\$ 29.74	\$ 30.99	\$ 32.24	\$ 33.49	\$ 34.74	\$ 35.99	\$ 37.24	\$ 38.49
22	\$ 30.71	\$ 32.00	\$ 33.29	\$ 34.58	\$ 35.87	\$ 37.16	\$ 38.45	\$ 39.74
23	\$ 31.71	\$ 33.04	\$ 34.37	\$ 35.71	\$ 37.04	\$ 38.37	\$ 39.70	\$ 41.03
24	\$ 32.74	\$ 34.11	\$ 35.49	\$ 36.87	\$ 38.24	\$ 39.62	\$ 40.99	\$ 42.37
25	\$ 33.80	\$ 35.22	\$ 36.64	\$ 38.06	\$ 39.48	\$ 40.90	\$ 42.32	\$ 43.74
26	\$ 34.90	\$ 36.37	\$ 37.83	\$ 39.30	\$ 40.77	\$ 42.23	\$ 43.70	\$ 45.17
27	\$ 36.04	\$ 37.55	\$ 39.06	\$ 40.58	\$ 42.09	\$ 43.61	\$ 45.12	\$ 46.63
28	\$ 37.21	\$ 38.77	\$ 40.33	\$ 41.90	\$ 43.46	\$ 45.02	\$ 46.59	\$ 48.15
29	\$ 38.42	\$ 40.03	\$ 41.64	\$ 43.26	\$ 44.87	\$ 46.49	\$ 48.10	\$ 49.71
30	\$ 39.66	\$ 41.33	\$ 43.00	\$ 44.66	\$ 46.33	\$ 48.00	\$ 49.66	\$ 51.33
31	\$ 40.95	\$ 42.67	\$ 44.40	\$ 46.12	\$ 47.84	\$ 49.56	\$ 51.28	\$ 53.00
32	\$ 42.28	\$ 44.06	\$ 45.84	\$ 47.61	\$ 49.39	\$ 51.17	\$ 52.94	\$ 54.72
33	\$ 43.66	\$ 45.49	\$ 47.33	\$ 49.16	\$ 51.00	\$ 52.83	\$ 54.67	\$ 56.50
34	\$ 45.08	\$ 46.97	\$ 48.87	\$ 50.76	\$ 52.65	\$ 54.55	\$ 56.44	\$ 58.34
35	\$ 46.54	\$ 48.50	\$ 50.45	\$ 52.41	\$ 54.37	\$ 56.32	\$ 58.28	\$ 60.23
36	\$ 48.06	\$ 50.07	\$ 52.09	\$ 54.11	\$ 56.13	\$ 58.15	\$ 60.17	\$ 62.19
37	\$ 49.62	\$ 51.70	\$ 53.79	\$ 55.87	\$ 57.96	\$ 60.04	\$ 62.13	\$ 64.21
38	\$ 51.23	\$ 53.38	\$ 55.54	\$ 57.69	\$ 59.84	\$ 61.99	\$ 64.15	\$ 66.30
39	\$ 52.89	\$ 55.12	\$ 57.34	\$ 59.56	\$ 61.78	\$ 64.01	\$ 66.23	\$ 68.45
40	\$ 54.61	\$ 56.91	\$ 59.20	\$ 61.50	\$ 63.79	\$ 66.09	\$ 68.38	\$ 70.68
41	\$ 56.39	\$ 58.76	\$ 61.13	\$ 63.50	\$ 65.87	\$ 68.24	\$ 70.60	\$ 72.97
42	\$ 58.22	\$ 60.67	\$ 63.11	\$ 65.56	\$ 68.01	\$ 70.45	\$ 72.90	\$ 75.35
43	\$ 60.11	\$ 62.64	\$ 65.17	\$ 67.69	\$ 70.22	\$ 72.74	\$ 75.27	\$ 77.79
CA	\$ 74.82	\$ 77.96	\$ 81.11	\$ 84.25	\$ 87.40	\$ 90.54	\$ 93.68	\$ 96.83

COMMISSIONERS PROPOSED PAY PLAN

Grade	Salary
CO	\$ 20,436.94
CC	\$ 22,995.27

APPENDIX G: GRADE ORDER LIST REPORT

Assigned Grade	Job Class Description	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	
1	Data Specialist	\$ 16.05	\$ 16.66	\$ 17.27	\$ 17.87	\$ 18.48	\$ 19.09	\$ 19.70	\$ 20.30	
	Groundskeeper	\$ 16.05	\$ 16.66	\$ 17.27	\$ 17.87	\$ 18.48	\$ 19.09	\$ 19.70	\$ 20.30	
	Print Operator/Delivery Person	\$ 16.05	\$ 16.66	\$ 17.27	\$ 17.87	\$ 18.48	\$ 19.09	\$ 19.70	\$ 20.30	
	Tourism Information Aide	\$ 16.05	\$ 16.66	\$ 17.27	\$ 17.87	\$ 18.48	\$ 19.09	\$ 19.70	\$ 20.30	
2	Accounting Technician	\$ 16.20	\$ 16.88	\$ 17.56	\$ 18.24	\$ 18.92	\$ 19.60	\$ 20.28	\$ 20.96	
	Assessment Admin Clerk	\$ 16.20	\$ 16.88	\$ 17.56	\$ 18.24	\$ 18.92	\$ 19.60	\$ 20.28	\$ 20.96	
	Breastfeeding Peer Counselor	\$ 16.20	\$ 16.88	\$ 17.56	\$ 18.24	\$ 18.92	\$ 19.60	\$ 20.28	\$ 20.96	
	Customer Care Representative	\$ 16.20	\$ 16.88	\$ 17.56	\$ 18.24	\$ 18.92	\$ 19.60	\$ 20.28	\$ 20.96	
	Departmental Clerk	\$ 16.20	\$ 16.88	\$ 17.56	\$ 18.24	\$ 18.92	\$ 19.60	\$ 20.28	\$ 20.96	
	Microfilm Records Technician	\$ 16.20	\$ 16.88	\$ 17.56	\$ 18.24	\$ 18.92	\$ 19.60	\$ 20.28	\$ 20.96	
	Public Health Technician	\$ 16.20	\$ 16.88	\$ 17.56	\$ 18.24	\$ 18.92	\$ 19.60	\$ 20.28	\$ 20.96	
	Transit Attendant	\$ 16.20	\$ 16.88	\$ 17.56	\$ 18.24	\$ 18.92	\$ 19.60	\$ 20.28	\$ 20.96	
	Communications Dispatcher II	\$ 16.73	\$ 17.43	\$ 18.13	\$ 18.83	\$ 19.54	\$ 20.24	\$ 20.94	\$ 21.64	
3	Court Clerk/District Court	\$ 16.73	\$ 17.43	\$ 18.13	\$ 18.83	\$ 19.54	\$ 20.24	\$ 20.94	\$ 21.64	
	Custodian/RRC	\$ 16.73	\$ 17.43	\$ 18.13	\$ 18.83	\$ 19.54	\$ 20.24	\$ 20.94	\$ 21.64	
	Deeds Record Technician	\$ 16.73	\$ 17.43	\$ 18.13	\$ 18.83	\$ 19.54	\$ 20.24	\$ 20.94	\$ 21.64	
	Grounds Maintenance Lead	\$ 16.73	\$ 17.43	\$ 18.13	\$ 18.83	\$ 19.54	\$ 20.24	\$ 20.94	\$ 21.64	
	Legal Secretary	\$ 16.73	\$ 17.43	\$ 18.13	\$ 18.83	\$ 19.54	\$ 20.24	\$ 20.94	\$ 21.64	
	Property Tax Technician	\$ 16.73	\$ 17.43	\$ 18.13	\$ 18.83	\$ 19.54	\$ 20.24	\$ 20.94	\$ 21.64	
	RRC Utility Assistant	\$ 16.73	\$ 17.43	\$ 18.13	\$ 18.83	\$ 19.54	\$ 20.24	\$ 20.94	\$ 21.64	
	Sheriff Account Clerk II	\$ 16.73	\$ 17.43	\$ 18.13	\$ 18.83	\$ 19.54	\$ 20.24	\$ 20.94	\$ 21.64	
	Weighstation Attendant	\$ 16.73	\$ 17.43	\$ 18.13	\$ 18.83	\$ 19.54	\$ 20.24	\$ 20.94	\$ 21.64	
	4	Administrative Assistant	\$ 17.27	\$ 17.99	\$ 18.72	\$ 19.45	\$ 20.17	\$ 20.90	\$ 21.62	\$ 22.35
Departmental Clerk II		\$ 17.27	\$ 17.99	\$ 18.72	\$ 19.45	\$ 20.17	\$ 20.90	\$ 21.62	\$ 22.35	
Kitchen Assistant		\$ 17.27	\$ 17.99	\$ 18.72	\$ 19.45	\$ 20.17	\$ 20.90	\$ 21.62	\$ 22.35	
Lead Custodian		\$ 17.27	\$ 17.99	\$ 18.72	\$ 19.45	\$ 20.17	\$ 20.90	\$ 21.62	\$ 22.35	
Paratransit Operator		\$ 17.27	\$ 17.99	\$ 18.72	\$ 19.45	\$ 20.17	\$ 20.90	\$ 21.62	\$ 22.35	
5		Administrative Secretary	\$ 17.83	\$ 18.58	\$ 19.33	\$ 20.08	\$ 20.83	\$ 21.58	\$ 22.32	\$ 23.07
	Appraisal Technician	\$ 17.83	\$ 18.58	\$ 19.33	\$ 20.08	\$ 20.83	\$ 21.58	\$ 22.32	\$ 23.07	
	Exec Assistant/Public Health	\$ 17.83	\$ 18.58	\$ 19.33	\$ 20.08	\$ 20.83	\$ 21.58	\$ 22.32	\$ 23.07	
	Health Services Specialist	\$ 17.83	\$ 18.58	\$ 19.33	\$ 20.08	\$ 20.83	\$ 21.58	\$ 22.32	\$ 23.07	
	Hearing & Vision Specialist	\$ 17.83	\$ 18.58	\$ 19.33	\$ 20.08	\$ 20.83	\$ 21.58	\$ 22.32	\$ 23.07	
	JDC Administrative Asst	\$ 17.83	\$ 18.58	\$ 19.33	\$ 20.08	\$ 20.83	\$ 21.58	\$ 22.32	\$ 23.07	
	Legal Secretary II	\$ 17.83	\$ 18.58	\$ 19.33	\$ 20.08	\$ 20.83	\$ 21.58	\$ 22.32	\$ 23.07	
	Public Health Medical Assistant	\$ 17.83	\$ 18.58	\$ 19.33	\$ 20.08	\$ 20.83	\$ 21.58	\$ 22.32	\$ 23.07	
	Sheriff Intake Clerk	\$ 17.83	\$ 18.58	\$ 19.33	\$ 20.08	\$ 20.83	\$ 21.58	\$ 22.32	\$ 23.07	
	6	Appraisal Technician/MCAO	\$ 18.41	\$ 19.18	\$ 19.96	\$ 20.73	\$ 21.50	\$ 22.28	\$ 23.05	\$ 23.82
Bus Operator		\$ 18.41	\$ 19.18	\$ 19.96	\$ 20.73	\$ 21.50	\$ 22.28	\$ 23.05	\$ 23.82	
Clerical Support Specialist		\$ 18.41	\$ 19.18	\$ 19.96	\$ 20.73	\$ 21.50	\$ 22.28	\$ 23.05	\$ 23.82	
Crime Victim Rights Navigator		\$ 18.41	\$ 19.18	\$ 19.96	\$ 20.73	\$ 21.50	\$ 22.28	\$ 23.05	\$ 23.82	
Crime Victims Right Coord		\$ 18.41	\$ 19.18	\$ 19.96	\$ 20.73	\$ 21.50	\$ 22.28	\$ 23.05	\$ 23.82	
Deeds Record Supervisor		\$ 18.41	\$ 19.18	\$ 19.96	\$ 20.73	\$ 21.50	\$ 22.28	\$ 23.05	\$ 23.82	
Domestic Violence Specialist		\$ 18.41	\$ 19.18	\$ 19.96	\$ 20.73	\$ 21.50	\$ 22.28	\$ 23.05	\$ 23.82	
Facilities Maint Tech I		\$ 18.41	\$ 19.18	\$ 19.96	\$ 20.73	\$ 21.50	\$ 22.28	\$ 23.05	\$ 23.82	
Info Systems Tech I		\$ 18.41	\$ 19.18	\$ 19.96	\$ 20.73	\$ 21.50	\$ 22.28	\$ 23.05	\$ 23.82	
Jury Clerk/Assignment Clk Asst		\$ 18.41	\$ 19.18	\$ 19.96	\$ 20.73	\$ 21.50	\$ 22.28	\$ 23.05	\$ 23.82	
Prosecutor Legal Specialist		\$ 18.41	\$ 19.18	\$ 19.96	\$ 20.73	\$ 21.50	\$ 22.28	\$ 23.05	\$ 23.82	
Veterans Resource Assistant		\$ 18.41	\$ 19.18	\$ 19.96	\$ 20.73	\$ 21.50	\$ 22.28	\$ 23.05	\$ 23.82	
Vulnerable Victim Specl		\$ 18.41	\$ 19.18	\$ 19.96	\$ 20.73	\$ 21.50	\$ 22.28	\$ 23.05	\$ 23.82	
7		County Clerk Admin Assistant	\$ 19.01	\$ 19.81	\$ 20.61	\$ 21.40	\$ 22.20	\$ 23.00	\$ 23.80	\$ 24.60
		County Clerk Specialist	\$ 19.01	\$ 19.81	\$ 20.61	\$ 21.40	\$ 22.20	\$ 23.00	\$ 23.80	\$ 24.60
	Court Services Specialist	\$ 19.01	\$ 19.81	\$ 20.61	\$ 21.40	\$ 22.20	\$ 23.00	\$ 23.80	\$ 24.60	
	Discharge Planner	\$ 19.01	\$ 19.81	\$ 20.61	\$ 21.40	\$ 22.20	\$ 23.00	\$ 23.80	\$ 24.60	
	Facilities Coordinator II	\$ 19.01	\$ 19.81	\$ 20.61	\$ 21.40	\$ 22.20	\$ 23.00	\$ 23.80	\$ 24.60	
	Juv Detention Officer	\$ 19.01	\$ 19.81	\$ 20.61	\$ 21.40	\$ 22.20	\$ 23.00	\$ 23.80	\$ 24.60	
8	Airport/Parks Maintenance Worke	\$ 19.63	\$ 20.45	\$ 21.27	\$ 22.10	\$ 22.92	\$ 23.75	\$ 24.57	\$ 25.40	
	Court Recorder	\$ 19.63	\$ 20.45	\$ 21.27	\$ 22.10	\$ 22.92	\$ 23.75	\$ 24.57	\$ 25.40	
	Digital Media/Discovery Coord	\$ 19.63	\$ 20.45	\$ 21.27	\$ 22.10	\$ 22.92	\$ 23.75	\$ 24.57	\$ 25.40	
	Prosecutor Legal Specialist II	\$ 19.63	\$ 20.45	\$ 21.27	\$ 22.10	\$ 22.92	\$ 23.75	\$ 24.57	\$ 25.40	
	Recorder Bailiff	\$ 19.63	\$ 20.45	\$ 21.27	\$ 22.10	\$ 22.92	\$ 23.75	\$ 24.57	\$ 25.40	
9	Assessment Admin Specialist	\$ 20.26	\$ 21.11	\$ 21.97	\$ 22.82	\$ 23.67	\$ 24.52	\$ 25.37	\$ 26.22	
	Land Bank Specialist	\$ 20.26	\$ 21.11	\$ 21.97	\$ 22.82	\$ 23.67	\$ 24.52	\$ 25.37	\$ 26.22	
	Office Services Coordinator	\$ 20.26	\$ 21.11	\$ 21.97	\$ 22.82	\$ 23.67	\$ 24.52	\$ 25.37	\$ 26.22	

Assigned Grade	Job Class Description	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	
10	Chief Clerk/District Court	\$ 20.92	\$ 21.80	\$ 22.68	\$ 23.56	\$ 24.44	\$ 25.32	\$ 26.20	\$ 27.08	
	Collection Systems Operator	\$ 20.92	\$ 21.80	\$ 22.68	\$ 23.56	\$ 24.44	\$ 25.32	\$ 26.20	\$ 27.08	
	Community Nutrition Specialist	\$ 20.92	\$ 21.80	\$ 22.68	\$ 23.56	\$ 24.44	\$ 25.32	\$ 26.20	\$ 27.08	
	Court Recorder/Judicial Sec	\$ 20.92	\$ 21.80	\$ 22.68	\$ 23.56	\$ 24.44	\$ 25.32	\$ 26.20	\$ 27.08	
	Energy Efficiency Specialist	\$ 20.92	\$ 21.80	\$ 22.68	\$ 23.56	\$ 24.44	\$ 25.32	\$ 26.20	\$ 27.08	
	Family Court Admin Assistant	\$ 20.92	\$ 21.80	\$ 22.68	\$ 23.56	\$ 24.44	\$ 25.32	\$ 26.20	\$ 27.08	
	Human Resources Specialist	\$ 20.92	\$ 21.80	\$ 22.68	\$ 23.56	\$ 24.44	\$ 25.32	\$ 26.20	\$ 27.08	
	Juvenile Clerks	\$ 20.92	\$ 21.80	\$ 22.68	\$ 23.56	\$ 24.44	\$ 25.32	\$ 26.20	\$ 27.08	
	Juvenile Det Center Shi Lead	\$ 20.92	\$ 21.80	\$ 22.68	\$ 23.56	\$ 24.44	\$ 25.32	\$ 26.20	\$ 27.08	
	PH Compliance Specialist	\$ 20.92	\$ 21.80	\$ 22.68	\$ 23.56	\$ 24.44	\$ 25.32	\$ 26.20	\$ 27.08	
	Property Tax Specialist	\$ 20.92	\$ 21.80	\$ 22.68	\$ 23.56	\$ 24.44	\$ 25.32	\$ 26.20	\$ 27.08	
	Public Works Technician	\$ 20.92	\$ 21.80	\$ 22.68	\$ 23.56	\$ 24.44	\$ 25.32	\$ 26.20	\$ 27.08	
	Recorder Bailiff II	\$ 20.92	\$ 21.80	\$ 22.68	\$ 23.56	\$ 24.44	\$ 25.32	\$ 26.20	\$ 27.08	
	11	Accounts Payable Specialist	\$ 21.60	\$ 22.51	\$ 23.42	\$ 24.32	\$ 25.23	\$ 26.14	\$ 27.05	\$ 27.96
Fiscal Specialist		\$ 21.60	\$ 22.51	\$ 23.42	\$ 24.32	\$ 25.23	\$ 26.14	\$ 27.05	\$ 27.96	
Irrigation Operator		\$ 21.60	\$ 22.51	\$ 23.42	\$ 24.32	\$ 25.23	\$ 26.14	\$ 27.05	\$ 27.96	
Payroll Specialist		\$ 21.60	\$ 22.51	\$ 23.42	\$ 24.32	\$ 25.23	\$ 26.14	\$ 27.05	\$ 27.96	
Problem Solving Ct Case Mgr		\$ 21.60	\$ 22.51	\$ 23.42	\$ 24.32	\$ 25.23	\$ 26.14	\$ 27.05	\$ 27.96	
Public Works Coordinator		\$ 21.60	\$ 22.51	\$ 23.42	\$ 24.32	\$ 25.23	\$ 26.14	\$ 27.05	\$ 27.96	
Regional Water System Acc Spec		\$ 21.60	\$ 22.51	\$ 23.42	\$ 24.32	\$ 25.23	\$ 26.14	\$ 27.05	\$ 27.96	
Sheriff Support Coordinator		\$ 21.60	\$ 22.51	\$ 23.42	\$ 24.32	\$ 25.23	\$ 26.14	\$ 27.05	\$ 27.96	
Solid Waste Operator		\$ 21.60	\$ 22.51	\$ 23.42	\$ 24.32	\$ 25.23	\$ 26.14	\$ 27.05	\$ 27.96	
Specialty Court Case Mgr		\$ 21.60	\$ 22.51	\$ 23.42	\$ 24.32	\$ 25.23	\$ 26.14	\$ 27.05	\$ 27.96	
SW Accounting Specialist		\$ 21.60	\$ 22.51	\$ 23.42	\$ 24.32	\$ 25.23	\$ 26.14	\$ 27.05	\$ 27.96	
12		Appraiser	\$ 22.30	\$ 23.24	\$ 24.18	\$ 25.12	\$ 26.05	\$ 26.99	\$ 27.93	\$ 28.86
		Cir Cr Legal & Sced Sectry	\$ 22.30	\$ 23.24	\$ 24.18	\$ 25.12	\$ 26.05	\$ 26.99	\$ 27.93	\$ 28.86
		CPL Specialist	\$ 22.30	\$ 23.24	\$ 24.18	\$ 25.12	\$ 26.05	\$ 26.99	\$ 27.93	\$ 28.86
	Digital Media & Marketing Coord	\$ 22.30	\$ 23.24	\$ 24.18	\$ 25.12	\$ 26.05	\$ 26.99	\$ 27.93	\$ 28.86	
	GIS Technician	\$ 22.30	\$ 23.24	\$ 24.18	\$ 25.12	\$ 26.05	\$ 26.99	\$ 27.93	\$ 28.86	
	Public Health Educator	\$ 22.30	\$ 23.24	\$ 24.18	\$ 25.12	\$ 26.05	\$ 26.99	\$ 27.93	\$ 28.86	
13	Deputy Probate Register	\$ 23.03	\$ 24.00	\$ 24.96	\$ 25.93	\$ 26.90	\$ 27.87	\$ 28.83	\$ 29.80	
	Disease Intervention Special	\$ 23.03	\$ 24.00	\$ 24.96	\$ 25.93	\$ 26.90	\$ 27.87	\$ 28.83	\$ 29.80	
	Irrigation Technician	\$ 23.03	\$ 24.00	\$ 24.96	\$ 25.93	\$ 26.90	\$ 27.87	\$ 28.83	\$ 29.80	
	Lead Legal Secretary	\$ 23.03	\$ 24.00	\$ 24.96	\$ 25.93	\$ 26.90	\$ 27.87	\$ 28.83	\$ 29.80	
	Probation Officer/DC	\$ 23.03	\$ 24.00	\$ 24.96	\$ 25.93	\$ 26.90	\$ 27.87	\$ 28.83	\$ 29.80	
14	Agricultural Equip Oper	\$ 23.78	\$ 24.78	\$ 25.78	\$ 26.77	\$ 27.77	\$ 28.77	\$ 29.77	\$ 30.77	
	Collections Manager	\$ 23.78	\$ 24.78	\$ 25.78	\$ 26.77	\$ 27.77	\$ 28.77	\$ 29.77	\$ 30.77	
	Enforcement Officer	\$ 23.78	\$ 24.78	\$ 25.78	\$ 26.77	\$ 27.77	\$ 28.77	\$ 29.77	\$ 30.77	
	Family Court Specialist	\$ 23.78	\$ 24.78	\$ 25.78	\$ 26.77	\$ 27.77	\$ 28.77	\$ 29.77	\$ 30.77	
	FOC Lead Caseworker	\$ 23.78	\$ 24.78	\$ 25.78	\$ 26.77	\$ 27.77	\$ 28.77	\$ 29.77	\$ 30.77	
	Holistic Mitigation Specialist	\$ 23.78	\$ 24.78	\$ 25.78	\$ 26.77	\$ 27.77	\$ 28.77	\$ 29.77	\$ 30.77	
	Human Resources Generalist	\$ 23.78	\$ 24.78	\$ 25.78	\$ 26.77	\$ 27.77	\$ 28.77	\$ 29.77	\$ 30.77	
	Jail Management Specialist	\$ 23.78	\$ 24.78	\$ 25.78	\$ 26.77	\$ 27.77	\$ 28.77	\$ 29.77	\$ 30.77	
	Specialty Ct Enforcement Ofc	\$ 23.78	\$ 24.78	\$ 25.78	\$ 26.77	\$ 27.77	\$ 28.77	\$ 29.77	\$ 30.77	
	Transit Marketing Spec	\$ 23.78	\$ 24.78	\$ 25.78	\$ 26.77	\$ 27.77	\$ 28.77	\$ 29.77	\$ 30.77	
	Transit Supervisor	\$ 23.78	\$ 24.78	\$ 25.78	\$ 26.77	\$ 27.77	\$ 28.77	\$ 29.77	\$ 30.77	
	15	14th Circ/Prob Court Jury Clerk	\$ 24.55	\$ 25.58	\$ 26.61	\$ 27.64	\$ 28.68	\$ 29.71	\$ 30.74	\$ 31.77
		Assistant Parks Superintendent	\$ 24.55	\$ 25.58	\$ 26.61	\$ 27.64	\$ 28.68	\$ 29.71	\$ 30.74	\$ 31.77
Community Nutrition Counselor		\$ 24.55	\$ 25.58	\$ 26.61	\$ 27.64	\$ 28.68	\$ 29.71	\$ 30.74	\$ 31.77	
Circuit Ct Financial Specialist		\$ 24.55	\$ 25.58	\$ 26.61	\$ 27.64	\$ 28.68	\$ 29.71	\$ 30.74	\$ 31.77	
Court Officer		\$ 24.55	\$ 25.58	\$ 26.61	\$ 27.64	\$ 28.68	\$ 29.71	\$ 30.74	\$ 31.77	
CVB Sales Executive		\$ 24.55	\$ 25.58	\$ 26.61	\$ 27.64	\$ 28.68	\$ 29.71	\$ 30.74	\$ 31.77	
District Court Systems Manager		\$ 24.55	\$ 25.58	\$ 26.61	\$ 27.64	\$ 28.68	\$ 29.71	\$ 30.74	\$ 31.77	
Environmental Health Officer II		\$ 24.55	\$ 25.58	\$ 26.61	\$ 27.64	\$ 28.68	\$ 29.71	\$ 30.74	\$ 31.77	
Facilities Maint Tech II		\$ 24.55	\$ 25.58	\$ 26.61	\$ 27.64	\$ 28.68	\$ 29.71	\$ 30.74	\$ 31.77	
Info. Systems Tech. II		\$ 24.55	\$ 25.58	\$ 26.61	\$ 27.64	\$ 28.68	\$ 29.71	\$ 30.74	\$ 31.77	
Maintenance Mechanic		\$ 24.55	\$ 25.58	\$ 26.61	\$ 27.64	\$ 28.68	\$ 29.71	\$ 30.74	\$ 31.77	
Office Manager		\$ 24.55	\$ 25.58	\$ 26.61	\$ 27.64	\$ 28.68	\$ 29.71	\$ 30.74	\$ 31.77	
Operations Maint Mech		\$ 24.55	\$ 25.58	\$ 26.61	\$ 27.64	\$ 28.68	\$ 29.71	\$ 30.74	\$ 31.77	
Parks Maintenance Spr		\$ 24.55	\$ 25.58	\$ 26.61	\$ 27.64	\$ 28.68	\$ 29.71	\$ 30.74	\$ 31.77	
Procurement Coordinator		\$ 24.55	\$ 25.58	\$ 26.61	\$ 27.64	\$ 28.68	\$ 29.71	\$ 30.74	\$ 31.77	
Senior County Clerk Specialist		\$ 24.55	\$ 25.58	\$ 26.61	\$ 27.64	\$ 28.68	\$ 29.71	\$ 30.74	\$ 31.77	
Sheriff Security Officer		\$ 24.55	\$ 25.58	\$ 26.61	\$ 27.64	\$ 28.68	\$ 29.71	\$ 30.74	\$ 31.77	
16		Appraiser, Senior	\$ 25.35	\$ 26.41	\$ 27.48	\$ 28.54	\$ 29.61	\$ 30.67	\$ 31.74	\$ 32.80
	Chief Probation Officer	\$ 25.35	\$ 26.41	\$ 27.48	\$ 28.54	\$ 29.61	\$ 30.67	\$ 31.74	\$ 32.80	
	Community Engagement Coordinator	\$ 25.35	\$ 26.41	\$ 27.48	\$ 28.54	\$ 29.61	\$ 30.67	\$ 31.74	\$ 32.80	
	Corrections Officer/NR	\$ 25.35	\$ 26.41	\$ 27.48	\$ 28.54	\$ 29.61	\$ 30.67	\$ 31.74	\$ 32.80	
	ECM Specialist	\$ 25.35	\$ 26.41	\$ 27.48	\$ 28.54	\$ 29.61	\$ 30.67	\$ 31.74	\$ 32.80	
	Environ Hlth Ofc - Unit Leader	\$ 25.35	\$ 26.41	\$ 27.48	\$ 28.54	\$ 29.61	\$ 30.67	\$ 31.74	\$ 32.80	
	Fiscal Analyst	\$ 25.35	\$ 26.41	\$ 27.48	\$ 28.54	\$ 29.61	\$ 30.67	\$ 31.74	\$ 32.80	
	Pretreatment Inspector	\$ 25.35	\$ 26.41	\$ 27.48	\$ 28.54	\$ 29.61	\$ 30.67	\$ 31.74	\$ 32.80	
	RRC Heavy Equipment Oper	\$ 25.35	\$ 26.41	\$ 27.48	\$ 28.54	\$ 29.61	\$ 30.67	\$ 31.74	\$ 32.80	
	Senior Park Ranger	\$ 25.35	\$ 26.41	\$ 27.48	\$ 28.54	\$ 29.61	\$ 30.67	\$ 31.74	\$ 32.80	
	Solid Waste Disp Site Oper	\$ 25.35	\$ 26.41	\$ 27.48	\$ 28.54	\$ 29.61	\$ 30.67	\$ 31.74	\$ 32.80	
	Transit Maintenance Mechanic	\$ 25.35	\$ 26.41	\$ 27.48	\$ 28.54	\$ 29.61	\$ 30.67	\$ 31.74	\$ 32.80	

Assigned Grade	Job Class Description	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
17	Administrative Analyst	\$ 26.17	\$ 27.27	\$ 28.37	\$ 29.47	\$ 30.57	\$ 31.67	\$ 32.77	\$ 33.87
	Benefits Analyst	\$ 26.17	\$ 27.27	\$ 28.37	\$ 29.47	\$ 30.57	\$ 31.67	\$ 32.77	\$ 33.87
	Family Counselor	\$ 26.17	\$ 27.27	\$ 28.37	\$ 29.47	\$ 30.57	\$ 31.67	\$ 32.77	\$ 33.87
	JDC Residential Counselor	\$ 26.17	\$ 27.27	\$ 28.37	\$ 29.47	\$ 30.57	\$ 31.67	\$ 32.77	\$ 33.87
	Veterans Resource Analyst	\$ 26.17	\$ 27.27	\$ 28.37	\$ 29.47	\$ 30.57	\$ 31.67	\$ 32.77	\$ 33.87
18	Child Support Investigator Pros	\$ 27.02	\$ 28.16	\$ 29.29	\$ 30.43	\$ 31.56	\$ 32.70	\$ 33.83	\$ 34.97
	Electrician/RRC	\$ 27.02	\$ 28.16	\$ 29.29	\$ 30.43	\$ 31.56	\$ 32.70	\$ 33.83	\$ 34.97
	Environmental Laboratory Analyst	\$ 27.02	\$ 28.16	\$ 29.29	\$ 30.43	\$ 31.56	\$ 32.70	\$ 33.83	\$ 34.97
	GIS Specialist	\$ 27.02	\$ 28.16	\$ 29.29	\$ 30.43	\$ 31.56	\$ 32.70	\$ 33.83	\$ 34.97
	Human Resources Analyst	\$ 27.02	\$ 28.16	\$ 29.29	\$ 30.43	\$ 31.56	\$ 32.70	\$ 33.83	\$ 34.97
	Legal Investigator	\$ 27.02	\$ 28.16	\$ 29.29	\$ 30.43	\$ 31.56	\$ 32.70	\$ 33.83	\$ 34.97
	Public Health Nurse	\$ 27.02	\$ 28.16	\$ 29.29	\$ 30.43	\$ 31.56	\$ 32.70	\$ 33.83	\$ 34.97
	Recovery Court Case Manager I	\$ 27.02	\$ 28.16	\$ 29.29	\$ 30.43	\$ 31.56	\$ 32.70	\$ 33.83	\$ 34.97
	Research Attorney	\$ 27.02	\$ 28.16	\$ 29.29	\$ 30.43	\$ 31.56	\$ 32.70	\$ 33.83	\$ 34.97
19	Deputy Register of Deeds	\$ 27.90	\$ 29.07	\$ 30.25	\$ 31.42	\$ 32.59	\$ 33.76	\$ 34.93	\$ 36.11
	Land Bank Coordinator	\$ 27.90	\$ 29.07	\$ 30.25	\$ 31.42	\$ 32.59	\$ 33.76	\$ 34.93	\$ 36.11
	Parks Superintendent	\$ 27.90	\$ 29.07	\$ 30.25	\$ 31.42	\$ 32.59	\$ 33.76	\$ 34.93	\$ 36.11
	Payroll Analyst	\$ 27.90	\$ 29.07	\$ 30.25	\$ 31.42	\$ 32.59	\$ 33.76	\$ 34.93	\$ 36.11
	Risk Coordinator	\$ 27.90	\$ 29.07	\$ 30.25	\$ 31.42	\$ 32.59	\$ 33.76	\$ 34.93	\$ 36.11
	Sheriff Operations Supervisor	\$ 27.90	\$ 29.07	\$ 30.25	\$ 31.42	\$ 32.59	\$ 33.76	\$ 34.93	\$ 36.11
20	Arraignment Attorney	\$ 28.81	\$ 30.02	\$ 31.23	\$ 32.44	\$ 33.65	\$ 34.86	\$ 36.07	\$ 37.28
	Assistant Prosecutor I	\$ 28.81	\$ 30.02	\$ 31.23	\$ 32.44	\$ 33.65	\$ 34.86	\$ 36.07	\$ 37.28
	Assistant Public Defender I	\$ 28.81	\$ 30.02	\$ 31.23	\$ 32.44	\$ 33.65	\$ 34.86	\$ 36.07	\$ 37.28
	Attorney/Researcher	\$ 28.81	\$ 30.02	\$ 31.23	\$ 32.44	\$ 33.65	\$ 34.86	\$ 36.07	\$ 37.28
	Certified General Appraiser	\$ 28.81	\$ 30.02	\$ 31.23	\$ 32.44	\$ 33.65	\$ 34.86	\$ 36.07	\$ 37.28
	Court Systems Supervisor	\$ 28.81	\$ 30.02	\$ 31.23	\$ 32.44	\$ 33.65	\$ 34.86	\$ 36.07	\$ 37.28
	Family Court Operations Superv	\$ 28.81	\$ 30.02	\$ 31.23	\$ 32.44	\$ 33.65	\$ 34.86	\$ 36.07	\$ 37.28
	Family Division Supervisor	\$ 28.81	\$ 30.02	\$ 31.23	\$ 32.44	\$ 33.65	\$ 34.86	\$ 36.07	\$ 37.28
	Lead Fac Maint Tech	\$ 28.81	\$ 30.02	\$ 31.23	\$ 32.44	\$ 33.65	\$ 34.86	\$ 36.07	\$ 37.28
	Lead SW Disp Site Operator	\$ 28.81	\$ 30.02	\$ 31.23	\$ 32.44	\$ 33.65	\$ 34.86	\$ 36.07	\$ 37.28
	PH Emergency Prepared Coord.	\$ 28.81	\$ 30.02	\$ 31.23	\$ 32.44	\$ 33.65	\$ 34.86	\$ 36.07	\$ 37.28
	Public Health Nurse-Unit Leader	\$ 28.81	\$ 30.02	\$ 31.23	\$ 32.44	\$ 33.65	\$ 34.86	\$ 36.07	\$ 37.28
	Recovery Court Case Manager II	\$ 28.81	\$ 30.02	\$ 31.23	\$ 32.44	\$ 33.65	\$ 34.86	\$ 36.07	\$ 37.28
	Senior Accountant	\$ 28.81	\$ 30.02	\$ 31.23	\$ 32.44	\$ 33.65	\$ 34.86	\$ 36.07	\$ 37.28
	Senior Accounts Payable Analyst	\$ 28.81	\$ 30.02	\$ 31.23	\$ 32.44	\$ 33.65	\$ 34.86	\$ 36.07	\$ 37.28
Senior Fiscal Analyst	\$ 28.81	\$ 30.02	\$ 31.23	\$ 32.44	\$ 33.65	\$ 34.86	\$ 36.07	\$ 37.28	
Senior Procurement Analyst	\$ 28.81	\$ 30.02	\$ 31.23	\$ 32.44	\$ 33.65	\$ 34.86	\$ 36.07	\$ 37.28	
Sheriff Deputy	\$ 28.81	\$ 30.02	\$ 31.23	\$ 32.44	\$ 33.65	\$ 34.86	\$ 36.07	\$ 37.28	
21	Assistant Prosecutor II	\$ 29.74	\$ 30.99	\$ 32.24	\$ 33.49	\$ 34.74	\$ 35.99	\$ 37.24	\$ 38.49
	Assistant Public Defender II	\$ 29.74	\$ 30.99	\$ 32.24	\$ 33.49	\$ 34.74	\$ 35.99	\$ 37.24	\$ 38.49
	Chemist Full Time	\$ 29.74	\$ 30.99	\$ 32.24	\$ 33.49	\$ 34.74	\$ 35.99	\$ 37.24	\$ 38.49
	Courts/Public Safety Sys Mgr	\$ 29.74	\$ 30.99	\$ 32.24	\$ 33.49	\$ 34.74	\$ 35.99	\$ 37.24	\$ 38.49
	Elections Coordinator	\$ 29.74	\$ 30.99	\$ 32.24	\$ 33.49	\$ 34.74	\$ 35.99	\$ 37.24	\$ 38.49
	Master Electrician	\$ 29.74	\$ 30.99	\$ 32.24	\$ 33.49	\$ 34.74	\$ 35.99	\$ 37.24	\$ 38.49
22	Community Relations Coordinator/Executive As	\$ 30.71	\$ 32.00	\$ 33.29	\$ 34.58	\$ 35.87	\$ 37.16	\$ 38.45	\$ 39.74
	Deputy Water Resources Comm.	\$ 30.71	\$ 32.00	\$ 33.29	\$ 34.58	\$ 35.87	\$ 37.16	\$ 38.45	\$ 39.74
	Family Ct Operations Mgr	\$ 30.71	\$ 32.00	\$ 33.29	\$ 34.58	\$ 35.87	\$ 37.16	\$ 38.45	\$ 39.74
	Human Resources Supervisor	\$ 30.71	\$ 32.00	\$ 33.29	\$ 34.58	\$ 35.87	\$ 37.16	\$ 38.45	\$ 39.74
	Info. Systems Tech III	\$ 30.71	\$ 32.00	\$ 33.29	\$ 34.58	\$ 35.87	\$ 37.16	\$ 38.45	\$ 39.74
	Nursing Supervisor	\$ 30.71	\$ 32.00	\$ 33.29	\$ 34.58	\$ 35.87	\$ 37.16	\$ 38.45	\$ 39.74
	Paratransit Operations Manager	\$ 30.71	\$ 32.00	\$ 33.29	\$ 34.58	\$ 35.87	\$ 37.16	\$ 38.45	\$ 39.74
	Public Health Education Spr	\$ 30.71	\$ 32.00	\$ 33.29	\$ 34.58	\$ 35.87	\$ 37.16	\$ 38.45	\$ 39.74
	Public Health Finance Spr	\$ 30.71	\$ 32.00	\$ 33.29	\$ 34.58	\$ 35.87	\$ 37.16	\$ 38.45	\$ 39.74
	Transit Fiscal Analyst	\$ 30.71	\$ 32.00	\$ 33.29	\$ 34.58	\$ 35.87	\$ 37.16	\$ 38.45	\$ 39.74
	Transit Route Operations Mgr	\$ 30.71	\$ 32.00	\$ 33.29	\$ 34.58	\$ 35.87	\$ 37.16	\$ 38.45	\$ 39.74
WIC Supervisor	\$ 30.71	\$ 32.00	\$ 33.29	\$ 34.58	\$ 35.87	\$ 37.16	\$ 38.45	\$ 39.74	
23	Chief Social Work Defender	\$ 31.71	\$ 33.04	\$ 34.37	\$ 35.71	\$ 37.04	\$ 38.37	\$ 39.70	\$ 41.03
	ECM Administrator	\$ 31.71	\$ 33.04	\$ 34.37	\$ 35.71	\$ 37.04	\$ 38.37	\$ 39.70	\$ 41.03
	Environmental Compliance Manage	\$ 31.71	\$ 33.04	\$ 34.37	\$ 35.71	\$ 37.04	\$ 38.37	\$ 39.70	\$ 41.03
	GIS Administrator	\$ 31.71	\$ 33.04	\$ 34.37	\$ 35.71	\$ 37.04	\$ 38.37	\$ 39.70	\$ 41.03
	Marketing and Operations Mgr	\$ 31.71	\$ 33.04	\$ 34.37	\$ 35.71	\$ 37.04	\$ 38.37	\$ 39.70	\$ 41.03
	Quality Assurance Supervisor	\$ 31.71	\$ 33.04	\$ 34.37	\$ 35.71	\$ 37.04	\$ 38.37	\$ 39.70	\$ 41.03
	RRC Fleet Maintenance Supr	\$ 31.71	\$ 33.04	\$ 34.37	\$ 35.71	\$ 37.04	\$ 38.37	\$ 39.70	\$ 41.03
	Safety & Tech Coordinator/RRC	\$ 31.71	\$ 33.04	\$ 34.37	\$ 35.71	\$ 37.04	\$ 38.37	\$ 39.70	\$ 41.03
24	Circuit Court Finance Manager	\$ 32.74	\$ 34.11	\$ 35.49	\$ 36.87	\$ 38.24	\$ 39.62	\$ 40.99	\$ 42.37
25	Administrative Coordinator	\$ 33.80	\$ 35.22	\$ 36.64	\$ 38.06	\$ 39.48	\$ 40.90	\$ 42.32	\$ 43.74
	Administrative Services Mgr	\$ 33.80	\$ 35.22	\$ 36.64	\$ 38.06	\$ 39.48	\$ 40.90	\$ 42.32	\$ 43.74
	Emergency Mgt Services Director	\$ 33.80	\$ 35.22	\$ 36.64	\$ 38.06	\$ 39.48	\$ 40.90	\$ 42.32	\$ 43.74
	Enforcement Attorney	\$ 33.80	\$ 35.22	\$ 36.64	\$ 38.06	\$ 39.48	\$ 40.90	\$ 42.32	\$ 43.74
	Environmental Manager	\$ 33.80	\$ 35.22	\$ 36.64	\$ 38.06	\$ 39.48	\$ 40.90	\$ 42.32	\$ 43.74
	Fam Ct Asst Super/Clinical Dir	\$ 33.80	\$ 35.22	\$ 36.64	\$ 38.06	\$ 39.48	\$ 40.90	\$ 42.32	\$ 43.74
	Sergeant	\$ 33.80	\$ 35.22	\$ 36.64	\$ 38.06	\$ 39.48	\$ 40.90	\$ 42.32	\$ 43.74
	Veteran Services Manager	\$ 33.80	\$ 35.22	\$ 36.64	\$ 38.06	\$ 39.48	\$ 40.90	\$ 42.32	\$ 43.74

Assigned Grade	Job Class Description	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
26	Assessment/Equalization Mgr	\$ 34.90	\$ 36.37	\$ 37.83	\$ 39.30	\$ 40.77	\$ 42.23	\$ 43.70	\$ 45.17
	Cash Manager	\$ 34.90	\$ 36.37	\$ 37.83	\$ 39.30	\$ 40.77	\$ 42.23	\$ 43.70	\$ 45.17
	FOC Enforcement Attorney	\$ 34.90	\$ 36.37	\$ 37.83	\$ 39.30	\$ 40.77	\$ 42.23	\$ 43.70	\$ 45.17
	JDC Superintendent	\$ 34.90	\$ 36.37	\$ 37.83	\$ 39.30	\$ 40.77	\$ 42.23	\$ 43.70	\$ 45.17
	Laboratory Supervisor	\$ 34.90	\$ 36.37	\$ 37.83	\$ 39.30	\$ 40.77	\$ 42.23	\$ 43.70	\$ 45.17
	Nursing Manager	\$ 34.90	\$ 36.37	\$ 37.83	\$ 39.30	\$ 40.77	\$ 42.23	\$ 43.70	\$ 45.17
	Operations Supervisor	\$ 34.90	\$ 36.37	\$ 37.83	\$ 39.30	\$ 40.77	\$ 42.23	\$ 43.70	\$ 45.17
	PH Operations Manager	\$ 34.90	\$ 36.37	\$ 37.83	\$ 39.30	\$ 40.77	\$ 42.23	\$ 43.70	\$ 45.17
	Procurement/Accts Payable Sup.	\$ 34.90	\$ 36.37	\$ 37.83	\$ 39.30	\$ 40.77	\$ 42.23	\$ 43.70	\$ 45.17
	Program Coordinator	\$ 34.90	\$ 36.37	\$ 37.83	\$ 39.30	\$ 40.77	\$ 42.23	\$ 43.70	\$ 45.17
	RRC Farm Manager	\$ 34.90	\$ 36.37	\$ 37.83	\$ 39.30	\$ 40.77	\$ 42.23	\$ 43.70	\$ 45.17
Senior Attorney Magistrate	\$ 34.90	\$ 36.37	\$ 37.83	\$ 39.30	\$ 40.77	\$ 42.23	\$ 43.70	\$ 45.17	
27	Attorney Magistrate-Dist Ct	\$ 36.04	\$ 37.55	\$ 39.06	\$ 40.58	\$ 42.09	\$ 43.61	\$ 45.12	\$ 46.63
	Chief County Clerk Deputy	\$ 36.04	\$ 37.55	\$ 39.06	\$ 40.58	\$ 42.09	\$ 43.61	\$ 45.12	\$ 46.63
	Family Division Referee	\$ 36.04	\$ 37.55	\$ 39.06	\$ 40.58	\$ 42.09	\$ 43.61	\$ 45.12	\$ 46.63
	FOC Operations Manager	\$ 36.04	\$ 37.55	\$ 39.06	\$ 40.58	\$ 42.09	\$ 43.61	\$ 45.12	\$ 46.63
28	Chief Family Div Referee Atty	\$ 37.21	\$ 38.77	\$ 40.33	\$ 41.90	\$ 43.46	\$ 45.02	\$ 46.59	\$ 48.15
	County Clerk	\$ 37.21	\$ 38.77	\$ 40.33	\$ 41.90	\$ 43.46	\$ 45.02	\$ 46.59	\$ 48.15
	General Accounting/Budget Super	\$ 37.21	\$ 38.77	\$ 40.33	\$ 41.90	\$ 43.46	\$ 45.02	\$ 46.59	\$ 48.15
	Probate Ct Admin/Register	\$ 37.21	\$ 38.77	\$ 40.33	\$ 41.90	\$ 43.46	\$ 45.02	\$ 46.59	\$ 48.15
	Register of Deeds	\$ 37.21	\$ 38.77	\$ 40.33	\$ 41.90	\$ 43.46	\$ 45.02	\$ 46.59	\$ 48.15
	Water Resources Commissioner	\$ 37.21	\$ 38.77	\$ 40.33	\$ 41.90	\$ 43.46	\$ 45.02	\$ 46.59	\$ 48.15
29	Deputy Equalization Dir.	\$ 38.42	\$ 40.03	\$ 41.64	\$ 43.26	\$ 44.87	\$ 46.49	\$ 48.10	\$ 49.71
	Facilities Management Supervisor	\$ 38.42	\$ 40.03	\$ 41.64	\$ 43.26	\$ 44.87	\$ 46.49	\$ 48.10	\$ 49.71
	Human Resources Manager	\$ 38.42	\$ 40.03	\$ 41.64	\$ 43.26	\$ 44.87	\$ 46.49	\$ 48.10	\$ 49.71
	Resource Recovery Center Ops Maint Supervisor	\$ 38.42	\$ 40.03	\$ 41.64	\$ 43.26	\$ 44.87	\$ 46.49	\$ 48.10	\$ 49.71
		\$ 38.42	\$ 40.03	\$ 41.64	\$ 43.26	\$ 44.87	\$ 46.49	\$ 48.10	\$ 49.71
30	Deputy County Treasurer	\$ 39.66	\$ 41.33	\$ 43.00	\$ 44.66	\$ 46.33	\$ 48.00	\$ 49.66	\$ 51.33
	Deputy Health Officer	\$ 39.66	\$ 41.33	\$ 43.00	\$ 44.66	\$ 46.33	\$ 48.00	\$ 49.66	\$ 51.33
	Public Health Epidemiologist	\$ 39.66	\$ 41.33	\$ 43.00	\$ 44.66	\$ 46.33	\$ 48.00	\$ 49.66	\$ 51.33
	Systems Administrator	\$ 39.66	\$ 41.33	\$ 43.00	\$ 44.66	\$ 46.33	\$ 48.00	\$ 49.66	\$ 51.33
	Transit Systems Manager	\$ 39.66	\$ 41.33	\$ 43.00	\$ 44.66	\$ 46.33	\$ 48.00	\$ 49.66	\$ 51.33
31	Assistant Public Defender III	\$ 40.95	\$ 42.67	\$ 44.40	\$ 46.12	\$ 47.84	\$ 49.56	\$ 51.28	\$ 53.00
	Lieutenant	\$ 40.95	\$ 42.67	\$ 44.40	\$ 46.12	\$ 47.84	\$ 49.56	\$ 51.28	\$ 53.00
	Prosecutor Senior Assistant	\$ 40.95	\$ 42.67	\$ 44.40	\$ 46.12	\$ 47.84	\$ 49.56	\$ 51.28	\$ 53.00
	PW Engineer & Projects Mgr	\$ 40.95	\$ 42.67	\$ 44.40	\$ 46.12	\$ 47.84	\$ 49.56	\$ 51.28	\$ 53.00
	RRC Engineer/Project Manager	\$ 40.95	\$ 42.67	\$ 44.40	\$ 46.12	\$ 47.84	\$ 49.56	\$ 51.28	\$ 53.00
	Solid Waste Supervisor	\$ 40.95	\$ 42.67	\$ 44.40	\$ 46.12	\$ 47.84	\$ 49.56	\$ 51.28	\$ 53.00
32	Chief Deputy Admin Clerk	\$ 42.28	\$ 44.06	\$ 45.84	\$ 47.61	\$ 49.39	\$ 51.17	\$ 52.94	\$ 54.72
	County Treasurer	\$ 42.28	\$ 44.06	\$ 45.84	\$ 47.61	\$ 49.39	\$ 51.17	\$ 52.94	\$ 54.72
	Deputy Circuit/Family Ct/FOC Administrator	\$ 42.28	\$ 44.06	\$ 45.84	\$ 47.61	\$ 49.39	\$ 51.17	\$ 52.94	\$ 54.72
	Information Technology Manager	\$ 42.28	\$ 44.06	\$ 45.84	\$ 47.61	\$ 49.39	\$ 51.17	\$ 52.94	\$ 54.72
33	Captain	\$ 43.66	\$ 45.49	\$ 47.33	\$ 49.16	\$ 51.00	\$ 52.83	\$ 54.67	\$ 56.50
	Deputy Chief Public Defender	\$ 43.66	\$ 45.49	\$ 47.33	\$ 49.16	\$ 51.00	\$ 52.83	\$ 54.67	\$ 56.50
34	Cir Ct Admin/Frnd of Court	\$ 45.08	\$ 46.97	\$ 48.87	\$ 50.76	\$ 52.65	\$ 54.55	\$ 56.44	\$ 58.34
	Dist Court Admin (Dist Ct)	\$ 45.08	\$ 46.97	\$ 48.87	\$ 50.76	\$ 52.65	\$ 54.55	\$ 56.44	\$ 58.34
36	Community Development Director	\$ 48.06	\$ 50.07	\$ 52.09	\$ 54.11	\$ 56.13	\$ 58.15	\$ 60.17	\$ 62.19
	IT Director	\$ 48.06	\$ 50.07	\$ 52.09	\$ 54.11	\$ 56.13	\$ 58.15	\$ 60.17	\$ 62.19
	Public Works Director	\$ 48.06	\$ 50.07	\$ 52.09	\$ 54.11	\$ 56.13	\$ 58.15	\$ 60.17	\$ 62.19
	Resource Recovery Center Director	\$ 48.06	\$ 50.07	\$ 52.09	\$ 54.11	\$ 56.13	\$ 58.15	\$ 60.17	\$ 62.19
	Trial Lawyer, Chief	\$ 48.06	\$ 50.07	\$ 52.09	\$ 54.11	\$ 56.13	\$ 58.15	\$ 60.17	\$ 62.19
	Undersheriff	\$ 48.06	\$ 50.07	\$ 52.09	\$ 54.11	\$ 56.13	\$ 58.15	\$ 60.17	\$ 62.19
37	Public Health Director	\$ 49.62	\$ 51.70	\$ 53.79	\$ 55.87	\$ 57.96	\$ 60.04	\$ 62.13	\$ 64.21
38	Equalization Director	\$ 51.23	\$ 53.38	\$ 55.54	\$ 57.69	\$ 59.84	\$ 61.99	\$ 64.15	\$ 66.30
	Prosecutor, Chief Assistant	\$ 51.23	\$ 53.38	\$ 55.54	\$ 57.69	\$ 59.84	\$ 61.99	\$ 64.15	\$ 66.30
39	Public Defender Director	\$ 52.89	\$ 55.12	\$ 57.34	\$ 59.56	\$ 61.78	\$ 64.01	\$ 66.23	\$ 68.45
	Sheriff	\$ 52.89	\$ 55.12	\$ 57.34	\$ 59.56	\$ 61.78	\$ 64.01	\$ 66.23	\$ 68.45
40	Deputy County Administrator	\$ 54.61	\$ 56.91	\$ 59.20	\$ 61.50	\$ 63.79	\$ 66.09	\$ 68.38	\$ 70.68
	Human Resources Director	\$ 54.61	\$ 56.91	\$ 59.20	\$ 61.50	\$ 63.79	\$ 66.09	\$ 68.38	\$ 70.68
41	Finance Director	\$ 56.39	\$ 58.76	\$ 61.13	\$ 63.50	\$ 65.87	\$ 68.24	\$ 70.60	\$ 72.97
43	Prosecutor	\$ 60.11	\$ 62.64	\$ 65.17	\$ 67.69	\$ 70.22	\$ 72.74	\$ 75.27	\$ 77.79
CA	County Administrator	\$ 74.82	\$ 77.96	\$ 81.11	\$ 84.25	\$ 87.40	\$ 90.54	\$ 93.68	\$ 96.83