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Saginaw County, Michigan

Classification and Compensation Study
October 2020



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October 19, 2020

Mr. Robert V. Belleman
Controller/Chief Administrative Officer
Saginaw County
111 South Michigan Avenue
Saginaw, Michigan 48602

Re: Classification and Compensation Study

Dear Mr. Belleman:

Baker Tilly Incorporated is pleased to provide Saginaw County with the County's completed Classification and Compensation Study for phases II and III. The study provides an overview of the County's current classification and compensation system as it relates to all of the County's professional and managerial positions and our final report including the methodology used to update the classification and compensation system, options for implementing the compensation system and for addressing issues related to salary compression, and other compensation pay issues.

The study represents a thorough and comprehensive review of all aspects of the County's compensation system. The recommendations offered, we believe, will increase the market competitiveness of the County's compensation program within the regional marketplace and provide increased internal equity among County positions. Implementation of these recommendations will assist the County in attracting new employees, when necessary, and in retaining current employees needed to meet the County's service demands.

Baker Tilly expresses its thanks to the County staff who completed Baker Tilly's Position Analysis Questionnaires as we worked to verify their current job responsibilities and requirements. We particularly want to thank the members of the County's staff who supplied us with data and answered numerous questions and provided direction and feedback throughout the study. Baker Tilly appreciates the privilege of serving the County and hope that we may be of assistance to you in the future.

Very truly yours,

BAKER TILLY VIRCHOW KRAUSE, LLP

Ann Antonsen

Ann Antonsen, Director

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1. Executive Summary

Baker Tilly Incorporated completed the Classification and Compensation Study for Saginaw County, Michigan for the County's professional and managerial positions in the summer of 2020. The study represents a comprehensive review of the components that affect an organization's compensation program – a review of job descriptions, current compensation structure, the County's compensation philosophy, regional market competitiveness of County salaries, the internal equity of salaries paid to comparable County positions, employee benefits, and ongoing maintenance and administration of the compensation system.

The County has encountered some situations that could be addressed by conducting a comprehensive classification and compensation study and implementing an up to date compensation system. Difficulty in recruiting and hiring new employees, candidate pools lacking the skill sets required for the position being recruited, and employee turnover in certain positions are all indications that the County's classification and compensation program may not be competitive within the regional market.

A classification and compensation system provides the framework for determining how employees will be paid. As a general rule, most organizations conduct comprehensive classification and compensation studies every five to seven years ensuring their ability to hire and retain qualified employees and maintain equitable internal relationships. The external market focus is important because it ensures that the compensation plan is adequate to attract new employees and retain existing employees. If compensation levels fall below those in the regional marketplace, the organization may experience difficulty hiring people and increased employee turnover as employees seek jobs with other organizations that will pay the market rates for their skills and abilities. In today's economy, it is imperative to remain competitive and, in order to do so, it is necessary to monitor the regional marketplace. An organization must ensure market adjustments are provided to the salary scale to maintain their competitive position when resources are available. When a position is recruited several times due to a lack of qualified applicant pools willing to work at an advertised salary, this leads to smaller and smaller pools and breaks in service with responsibilities for the vacant position being assigned to other full-time staff.

Organizations should expect some employee turnover, but when it becomes excessive, turnover has a serious impact on the organization's overall effectiveness. Advertising costs are a measurable component of turnover, and as the County moves through the selection process, the time spent by current employees covering the void left by the departing employee often diverts their attention from their day to day responsibilities creating overtime demands and often frustration on the part of the remaining employees as they attempt to meet deadlines and maintain acceptable levels of service. These are some of the hidden and non-quantifiable costs associated with turnover. There is also a substantial cost for turnover that comes with training of new employees. Employees receive on-the-job training which diverts the attention of other employees away from their regular duties to assist in training.

1. Executive Summary

Organizational effectiveness is affected as current employees train new employees and as those new employees endeavor to become proficient in their job. While these costs are not necessarily visible in expenditure reports, they will be demonstrated in performance data in the form of reduced service outcomes.

As the County continues to experience change, it will also be important to offer competitive salaries to attract the best staff possible to serve the citizens of Saginaw County. Competition for a wide range of professions in the local government marketplace is becoming more intense each year as the private sector continues to attract workers to higher paying jobs, local government curriculums are decreased at the college level, benefit levels drop for local government employees, and other competing organizations increase their salaries to remain competitive and to meet demands for service in their communities and organizations.

The periodic review, which comes with completion of a comprehensive classification and compensation update, also enables an organization to account for changes in use of technology, changes in work processes, tools and equipment, and other factors that can affect job responsibilities. In today's fast paced world of technological change, this is especially important as almost every governmental process is affected by advancements in technology and, as this occurs, employee's skills, knowledge, and abilities, as well as their proficiency in the use of required tools and equipment, changes. Changes in job requirements, such as addition of new programs or assumption of duties for a vacated position, sometimes results in a new pay grade assignment. In order to properly maintain the compensation system, an ongoing process is needed to review job responsibilities and job class assignment to pay grades to ensure jobs are properly compensated.

The primary purposes of the study that were identified by the County included:

- Attract and retain qualified employees;
- Provide equitable and competitive salaries for all workers of the County;
- Develop a salary structure that provides for internal equity and ensures external competitiveness; and
- Review current compensation practices and policies and develop recommendations for ongoing administration and maintenance of the proposed Classification and Compensation Plan.

The following study documents the review and evaluation of the County's existing compensation system and the methodology used to develop more competitive compensation levels. The study was conducted with extensive participation from County management staff and input from department heads and employees.

A compensation and benefits survey was developed and comprehensive wage data was collected from comparable counties and regional employers. The results of the job evaluation and the salary survey data were used to create a salary curve, which served as the foundation for creating a revised compensation program. The compensation program structure relied upon a review of compensation philosophy concepts that included:

- Providing fair and equitable compensation to employees in a competitive and changing labor market
- Maintaining a competitive pay structure that takes into consideration the County's fiscal resources
- Ensuring that employee compensation is based on individual performance that meets or exceeds expectations, and reflects changing economic conditions

1. Executive Summary

- Providing consistent administration of pay policies and procedures among all County departments

Major findings of the study can be summarized as follows:

- Salary ranges for County positions are lower than the average salary ranges provided in comparable organizations. Because salaries are below average market rates, the County may experience difficulty hiring and retaining employees in certain positions. The County may also experience future turnover in positions that are paid a higher rate by comparable organizations with which the County competes for employees. Our analysis of the wage information provided by the benchmark organizations indicates that the County's minimum salaries, on average, are 17.20% below the average minimum salaries, 20.90% below the average midpoint salaries, and 23.91% below the average maximum salary levels of the responding organizations surveyed. A review of the survey information shows that many positions are significantly (more than 15%) below market survey averages. These are based on the comparisons of the County's salary ranges compared to the average minimum, midpoint and maximum for each position included in the market survey results.
- Internal pay relationship inequities exist within the County. Positions that require similar minimum qualifications and have comparable responsibilities should be compensated at comparable levels. We reviewed all positions and then evaluated each position against standard criteria. Each position was then assigned to a pay grade that reflected its internal relationship to other County positions thereby ensuring equitable internal pay relationships.
- The study offers a recommended compensation plan and recognizes an implementation schedule that would be effective upon adoption by the County Board of Commissioners. The implementation schedule provides a strategy that ensures that all employees are paid at least at the minimum of their assigned pay grade.

2. Introduction

Saginaw County, Michigan retained Baker Tilly Incorporated to conduct a Classification and Compensation study for its professional and managerial positions in the winter of 2019. Baker Tilly completed phase I of the study in December of 2018. Completion of this study reflects a significant effort by County staff to provide polices and human resources related data, complete questionnaires and review information.

A comprehensive salary and benefits survey was conducted as part of this study with the County reviewing and approving the proposed jurisdictions to be surveyed. Survey recipients were selected based on demographics, comparable levels of services provided by the entity surveyed, geographic proximity to Saginaw County and competition for employees. Eighty-nine (89) positions were included in the survey. Fifteen (15) public entities listed below, were invited to participate in the survey. It was difficult to collect survey data from some entities despite multiple attempts by Baker Tilly and County staff. We were able to collect information from the entities in bold, for a total of 11 responses:

| | |
|------------------------|--|
| Bay County | City of Bay City |
| Genesee County | City of Midland |
| Ingham County | City of Saginaw |
| Jackson County | Saginaw Township |
| Midland County | HealthSource Saginaw |
| Muskegon County | Saginaw Valley State University |
| St. Clair County | State of Michigan |
| Shawassee County | |

Survey respondents were asked to provide information on only those benchmark positions which they considered to be comparable to positions in their organizations. Therefore, survey respondents did not provide data for every position surveyed.

In addition to the information collected from the above 11 entities, Baker Tilly collected data from the Economic Research Institute (ERI) which provides regional wage information from both public and private sector organizations.

3. Methodology

Baker Tilly Incorporated used the following methodology to develop a new and revised classification system and compensation program for Saginaw County:

1. Baker Tilly staff met with the County Controller/Chief Administrative Officer, Personnel and Department Heads to establish a working relationship, review current policies and practices relating to the County's existing pay practices, and to collect data on organizational structure, operations, and staffing in addition to identifying any specific departmental needs and concerns related to this study. This meeting also provided an opportunity to discuss the County's goals in conducting this study.
2. The County provided copies of existing job descriptions, the County's current pay scale and compensation policies.
3. All department heads were also provided information explaining the purpose of the study and Baker Tilly's approach to conducting the study. Each department head was asked to complete a questionnaire to collect data on department structure, operations, and staffing, along with identifying any specific departmental needs and concerns related to this study.
4. Employee orientation sessions were conducted by Baker Tilly to explain the study process and to answer questions. These meetings also provided an opportunity for employees to voice concerns and have input into the study.
5. At these meetings Baker Tilly provided information on completing an on-line Position Analysis Questionnaire (PAQ). Employees were encouraged to participate in the study by using the PAQ to respond to questions on job responsibilities, job requirements and characteristics applicable to each position. Employees and supervisors both responded to questions regarding working conditions and the physical requirements of each job in compliance with the Americans with Disabilities Act (ADA).
6. Each employee's supervisor then reviewed the completed questionnaires for completeness and accuracy and provided any additional information they felt was relevant to the position. The PAQ is a vital component of the study, the information provided in the PAQ is used to develop up to date job descriptions, job summaries for the market survey and for ensuring internal equity of all positions, therefore it is imperative that employees and supervisors ensure the completeness and accuracy of the information included in the PAQ.
7. The Baker Tilly team reviewed the PAQs completed by County employees upon their receipt and made preliminary classification decisions and developed updated job descriptions for all County positions.

3. Methodology

8. Baker Tilly conducted a comprehensive market survey that requested information from fifteen (15) communities identified in consultation with the County to determine the market for benchmarked positions.
9. Salary data for benchmarked positions were solicited. Information was gathered on minimum, maximum, and actual salaries for all positions surveyed, and a wide variety of fringe benefits including holidays, vacation, sick leave, insurances, HSA/VEBA, deferred compensation, clothing allowance, and any other additional compensation.
10. All County positions were evaluated using Baker Tilly's Systematic Analysis and Factor Evaluation (SAFE®) system to assist in assuring that the internal relationships of positions within the County were equitable. The evaluation ensured each position was assigned to the appropriate salary grade in the proposed compensation plan.
11. Utilizing the salary data supplied by comparable organizations and the SAFE job evaluation for each position a compensation system was developed, each position was assigned to the appropriate salary grade. The proposed hierarchy was reviewed by the County Controller/Chief Administrative Officer, Personnel and Department Heads to ensure placement of positions was accurate relative to position responsibilities and organizational structure.
12. Guidelines for implementation and ongoing administration of the compensation program will be developed. These guidelines will provide for annual adjustments to the salary schedule ensuring that the County's pay scales stay current with changing economic and market conditions.
13. Implementation options and the estimated costs are provided to the County Board of Commissioners as part of this study.

4. Findings and Recommendations

Developing a classification system and compensation program involves the analysis of substantial quantities of data collected from employees, supervisors, comparable employers, and the County. We have evaluated the County's existing compensation program based on our analysis of the study data and the survey results. Using this information, we have developed a compensation program for Saginaw County, which is described below. Options for implementing the recommended changes were provided to the County Board of Commissioners.

A. Evaluation of the current compensation program

Discussions with County personnel and review of compensation data indicate that some employees of the County may be under-compensated in relation to other comparable counties and regional organizations. Other findings discussed earlier in the study indicate a wage problem demonstrated by:

- Difficulty recruiting employees in various positions
- Concerns about possible employee turnover because employees may leave to take higher paying jobs with other employers
- Positions with comparable responsibilities requiring comparable education and experience that are assigned to different pay grades resulting in pay differences

B. Compensation philosophy

A compensation philosophy guides the design of a pay plan and answers key questions regarding pay strategy. It generally takes a comprehensive, long term focus and explains the compensation program's goals and how the program supports the employer's long-range strategic goals. Without a compensation philosophy, compensation decisions tend to be viewed from a short-term standpoint apart from the organization's overall goals.

Market competitiveness and internal equity are among the most important areas addressed in a pay philosophy. An organization's desired market position involves defining the market and identifying where the organization wants to be positioned within that market. Market position should balance what it takes to attract new employees and to retain skilled employees (in other words, eliminating higher pay as the reason employees leave the organization) with the organization's financial resources. Internal equity expresses an organization's desire to provide comparable pay to positions with comparable duties and responsibilities.

Movement of positions through the assigned salary grade is also an important consideration for employees and their supervisors to understand. Employees should have an understanding of how they may obtain pay increases whether it is by merit or some other form, so that they believe that they have a future in the community that they serve.

In consultation with the County's Management Team, Baker Tilly staff developed a compensation philosophy framework guiding the compensation program development and the direction of this study. As part of this study, we recommend that the County consider these concepts in the adoption of a formal compensation philosophy:

- Providing fair and equitable rates of pay to employees
- Developing a system of pay grades that state the minimum and maximum rates that the County will pay individuals within a job class and identify the midpoint of the range as the "market" rate
- Defining the County's market area based on the nature of the job class requirements and the availability of potential candidates locally or state-wide
- Establishing rates of pay that allow the County to compete successfully for new employees within its market area
- Establishing a market position that is fiscally responsible with public resources
- Developing pay administration policies and procedures that ensure their consistent application between departments
- Ensuring that the compensation program is understandable to employees, managers, Board of Commissioners, and the public

C. Evaluating positions

County employees completed individual Position Analysis Questionnaires (PAQs). Supervisors reviewed the PAQs and provided information for each position. Based on the information provided in the PAQs and the County's current job descriptions, Baker Tilly Incorporated's SAFE® job evaluation system was utilized to evaluate, rate and rank each position in the County's workforce to establish preliminary class assignments. Baker Tilly staff then reviewed each position, assigned it to one (1) of six (6) skill levels, and evaluated the job based upon the nine (9) job factors listed below:

- Training and Ability
- Level of Work
- Physical Demands
- Independence of Actions
- Supervision Exercised
- Experience Required
- Human Relations Skills
- Working Conditions/Hazards
- Impact on End Results

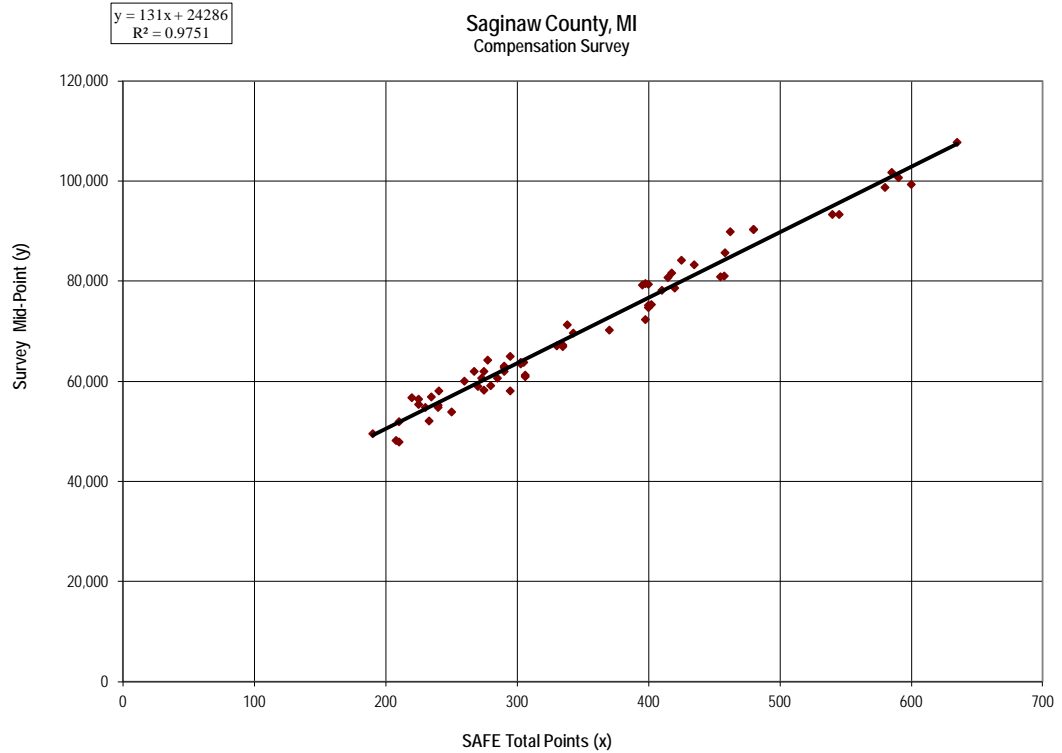
All positions were reviewed to determine those positions that qualify as exempt from the overtime provisions of the Federal Fair Labor Standards Act (FLSA) consistent with the current regulations.

D. Developing a salary schedule

The process of developing a salary schedule draws substantially from market data obtained in a compensation and benefits survey. This data is obtained by conducting a comprehensive survey of other comparable employers within the County's defined market area; that is, who does the County compete with for employees when vacancies occur? Respondents are asked to provide information about the structure of their pay plans and the minimum, maximum, and actual salary rates of their corresponding benchmark positions, hours worked, number of employees, and information on additional compensation.

Survey Results. The survey included benchmarked positions covering a full range of positions in the County's professional and managerial positions, including department heads. A general summary of survey results appears in Appendix II.

Designing the Salary Schedule. The first step in designing a compensation plan is to create a salary curve using the salary survey data for the County’s benchmark positions and the corresponding job evaluation point factors for each benchmark position. This data produced the salary curve shown below. Any given point on the salary curve identifies where the market salary rate and the job evaluation point factors intersect.



The proposed pay scale builds on the compensation structure developed during Phase I and contains thirty (30) pay grades with a 7% separation between grades. Each grade contains 9 steps with a 3.5% spread between steps. Each position is assigned to the appropriate salary grade based on market comparisons and internal equity. The pay scale was increased by 2% consistent with increases approved by the Board of Commissioners for 2020. The List of Positions and Assignment to Salary Grade will be shown in Appendix IV.

E. Implementing the Recommended Salary Plan

To estimate implementation costs, Baker Tilly used the most recent employee salaries supplied by the County for all departments and calculated multiple scenarios. The scenarios were designed to provide the County with a basis for negotiations with the union both on the structures to be implemented (i.e. desired competitive position) and how the implementation would impact individual employees. The implementation options have been provided under separate cover for the County’s use in negotiating the final compensation plan and movement of employees into their assigned range.

Ongoing Administration

After initial implementation is achieved, the County should develop administrative procedures that provide for annual market analyses and salary adjustments based on market and economic conditions, the County's ability to pay, and adjustments that recognize individual performance. It should be recognized that, based on the County's agreement with the various collective bargaining groups, as the market shifts, employee's base salaries should shift with adjustments in the County's compensation schedule to maintain market competitiveness and appropriate pay range penetration. Increases in compensation are typically provided by the means which follow.

Structure adjustments. In subsequent fiscal years, it will be necessary for the County to adjust the salary schedule and grades based on market adjustments and other factors such as difficulties in recruitment or retention or as negotiated with each union. The County can establish, in conjunction with unions and in accordance with current labor relations practices, a guideline for determining annual base adjustments.

Sample indices and a description/example methodology for future structure adjustments have been provided under separate cover.

Employee Adjustments. Employees will progress through their assigned range of pay as determined by the relevant union agreements (though Baker Tilly's recommendation is through a combination of years of service and performance). Employees will typically move through their range at a more rapid pace early in their career with an organization as opposed to the latter stages of their employment. This occurs because employees are usually hired by an organization at the minimum or near the minimum of their pay grade while the midpoint of the salary range is recognized as the 'market rate'.

Appendix I: Glossary

Annual Salary Adjustment – A salary increase based on changes in a price index, such as the Consumer Price Index (CPI), designed to help salaries keep pace with market changes. Other factors may be considered in annual salary adjustments, including the anticipated increases in the salary schedules of comparable employers. The adjustments are applied to the minimum, midpoint, and maximum rate of each pay grade and to employee salaries so their position within their assigned pay grades is maintained.

Benchmark Jobs – A group of jobs used as reference points for making pay comparisons with other organizations.

Class Description – A summary of the essential duties performed within a job class and examples of the specific tasks and employee knowledge, skill and abilities required to perform the job.

Classification – The assignment of positions to appropriate positions and pay grades based on the results of a job evaluation.

Internal Equity – Fair and consistent pay relationships among jobs or skill levels within a single organization that establishes equal or comparable pay for jobs involving comparable work and utilization of comparable skills.

Job Class – A grouping of jobs that is considered to be substantially similar for pay purposes.

Job Evaluation – A systematic procedure designed to make classification decisions by applying standard criteria to a review of all positions.

Line of Best Fit – In regression analysis, the line fitted to a scatter plot of coordinates measuring pay and job evaluation factors. The line is used to develop the salary structure.

Occupational Group – Jobs involving work of the same nature but requiring different skill and responsibility levels.

Pay Grade – A level within a salary schedule into which positions with similar job evaluation factors are placed for compensation purposes. Pay grades have a minimum rate, a midpoint rate, and a maximum rate and define what an employer is willing to pay for a particular job. The midpoint of the pay grades approximates the market salary rate which would be paid for satisfactory performance.

Compensation Philosophy – Decisions about employee compensation that address the relative importance of internal equity, external competitiveness, employee contributions or performance, and administration of the pay system.

Performance Evaluation – The process of determining the extent to which a worker's assigned task outcomes meet employer performance expectations and performance standards.

Position Analysis Questionnaire (PAQ) – A structured job analysis technique that classifies job information based on such factors as information input, mental processes, work output, relationships with other persons, job context, and other job characteristics. The PAQ analyzes jobs in terms of worker-oriented data.

Progression through Pay Grades – Strategies that move employees through the pay grade.

Salary Survey – The systematic process of collecting information and making judgments about the compensation paid by other comparable employers. Salary data are useful in designing pay grades and salary structures.

Appendix II: Salary Survey

Saginaw County, Michigan Aggregate Market Data

| Position Surveyed | Number of Respondents | Average FTEs | Average YOS | Average Minimum | Average Midpoint | Average Maximum |
|--|-----------------------|--------------|-------------|-----------------|------------------|-----------------|
| Accountant I | 8 | 1.00 | 12.00 | 46,546.35 | 55,331.05 | 64,375.00 |
| Accountant II | 4 | 1.25 | 4.60 | 57,149.52 | 63,109.32 | 69,069.12 |
| Accounting Supervisor | 6 | 1.00 | 12.00 | 58,440.41 | 70,270.10 | 82,299.58 |
| Accounts Payable Analyst | 15 | 1.27 | 6.36 | 42,213.52 | 49,586.78 | 57,069.28 |
| Administrative Services Manager | 4 | 1.00 | 5.00 | 46,976.20 | 57,234.75 | 67,695.05 |
| Assistant Finance Director | 5 | 1.00 | 19.00 | 64,428.00 | 75,175.84 | 86,060.34 |
| Assistant Friend of the Court Operations | 6 | 1.00 | 6.33 | 67,974.47 | 78,248.76 | 88,611.23 |
| Assistant Prosecutor II | 7 | 1.00 | 5.75 | 69,329.00 | 84,262.68 | 99,552.25 |
| Assistant Prosecutor IV | 6 | 2.50 | 9.00 | 82,201.19 | 93,398.05 | 104,707.44 |
| Associate Planner - Community Development | 4 | 1.00 | 3.75 | 48,394.10 | 56,465.49 | 64,692.30 |
| Attorney-Referee | 9 | 2.00 | 3.75 | 76,444.15 | 90,385.59 | 104,690.04 |
| Biologist | 6 | 1.00 | 15.00 | 52,924.63 | 61,941.10 | 71,186.73 |
| Board Coordinator | 4 | 0.87 | 20.00 | 64,715.99 | 79,405.75 | 92,526.45 |
| Care Management Coordinator | 3 | 1.00 | 1.00 | 62,140.40 | 71,319.51 | 80,600.07 |
| Care Management R.N. | 6 | 4.17 | 4.75 | 54,900.21 | 61,952.00 | 69,068.86 |
| Care Management Social Worker | 5 | 1.20 | 9.00 | 47,006.87 | 53,925.00 | 61,340.27 |
| Chief Assistant Prosecutor | 8 | 1.00 | 4.80 | 94,156.46 | 107,779.75 | 121,647.89 |
| Chief Deputy Public Works Commissioner | 3 | 1.00 | 9.65 | 71,893.32 | 81,673.64 | 91,453.96 |
| Chief Deputy Treasurer | 7 | 1.00 | 10.14 | 68,208.46 | 79,571.33 | 91,195.48 |
| Circuit Court Supervisor | 5 | 1.00 | 24.50 | 55,643.41 | 64,182.64 | 72,911.94 |
| Community Health Improvement Coordinator | 6 | 1.67 | 4.35 | 54,138.38 | 62,768.80 | 71,399.22 |
| Contract Manager/Monitor | 6 | 1.00 | | 51,197.00 | 60,627.67 | 70,359.33 |
| Court Administrator | 6 | 1.00 | 8.38 | 86,916.79 | 98,818.27 | 110,719.74 |
| Criminal Supervisor | 4 | 1.00 | 18.00 | 50,660.50 | 62,000.67 | 73,816.00 |
| Deputy Clerk | 8 | 1.00 | 8.50 | 50,277.67 | 56,720.77 | 63,163.87 |
| Deputy Court Administrator | 6 | 1.00 | 8.60 | 71,017.75 | 80,736.32 | 90,454.89 |
| Deputy Equalization Director | 4 | 1.00 | 14.33 | 63,577.48 | 72,367.23 | 81,156.97 |
| Deputy Public Works Commissioner/Engineer | 5 | 1.00 | 9.50 | 68,852.11 | 81,010.17 | 93,413.03 |
| Deputy Treasurer/Tax Foreclosure Manager/Financial Analyst | 5 | 1.00 | 3.75 | 63,931.16 | 74,757.61 | 85,700.32 |
| Director of Maintenance | 6 | 1.00 | 20.25 | 70,414.15 | 81,359.88 | 92,520.33 |
| Divisional Supervisor | 5 | 1.40 | 6.15 | 50,011.43 | 58,145.49 | 66,487.54 |
| Electrician | 7 | 1.29 | 20.00 | 48,674.04 | 57,457.25 | 66,503.52 |
| Emergency Preparedness Coordinator | 6 | 1.00 | 5.60 | 52,090.75 | 59,135.28 | 66,179.81 |
| Engineering Assistant | 7 | 1.00 | | 50,633.26 | 60,011.11 | 69,661.97 |
| Environmental and Occupational Health Services Director | 5 | 1.00 | 9.33 | 71,691.09 | 83,263.02 | 94,972.87 |
| Environmental Health Specialist II - Solid Waste | 6 | 1.33 | 2.50 | 49,985.49 | 58,931.45 | 67,973.47 |
| Equalization Director | 8 | 1.00 | 11.90 | 79,157.53 | 90,367.55 | 101,577.58 |
| Finance Director | 8 | 1.00 | 4.38 | 81,489.39 | 93,080.98 | 104,786.47 |
| Food Service Supervisor | 5 | 1.00 | 13.00 | 46,140.75 | 52,122.93 | 58,109.70 |
| Friend of the Court | 7 | 1.00 | 8.62 | 88,086.36 | 99,337.39 | 110,588.43 |
| GIS Manager | 3 | 1.00 | 9.00 | 56,582.09 | 65,042.26 | 73,662.20 |
| Health Officer | 5 | 1.00 | 5.20 | 89,571.60 | 101,803.49 | 114,035.37 |
| Information Systems and Services Director | 10 | 1.00 | 5.21 | 85,738.85 | 100,750.20 | 115,868.84 |
| Juvenile Probation Officer | 7 | 7.71 | 8.12 | 43,663.22 | 51,970.93 | 60,278.63 |
| Law-Clerk Bailiff | 6 | 2.67 | 3.50 | 52,629.46 | 58,310.46 | 63,991.45 |
| Legal Aide | 3 | 1.00 | | 48,040.27 | 56,852.67 | 65,942.40 |
| Legal Office Manager | 8 | 1.00 | 9.75 | 54,285.31 | 63,726.38 | 73,436.58 |
| Management Assistant | 11 | 1.55 | 8.83 | 44,600.05 | 52,848.00 | 61,271.17 |
| Michigan Works! Chief Executive Officer | 3 | 1.00 | | 75,168.50 | 93,407.33 | 106,820.00 |
| Nutrition Program Supervisor | 2 | 1.00 | 20.50 | 62,171.00 | 73,236.60 | 84,302.20 |
| Nutritionist II | 8 | 2.13 | 7.50 | 48,431.60 | 54,792.99 | 61,222.73 |
| Operations Manager | 5 | 1.00 | 14.67 | 59,985.93 | 67,233.83 | 76,502.40 |
| Outdoor Recreation and Events Coordinator | 4 | 1.00 | 5.25 | 51,626.00 | 58,074.00 | 64,522.00 |
| Parks Director | 5 | 1.00 | 4.30 | 73,077.09 | 80,862.02 | 88,646.95 |
| Payroll and Benefits Supervisor | 5 | 1.00 | 8.79 | 53,631.36 | 61,216.70 | 68,874.64 |
| Personnel Director | 11 | 1.00 | 7.39 | 79,630.24 | 93,225.33 | 107,016.98 |
| Planning Director | 5 | 1.00 | 1.50 | 71,107.47 | 85,691.18 | 100,509.33 |
| PPHS Director | 3 | 1.00 | 9.33 | 67,856.20 | 78,611.16 | 90,903.00 |
| Probation Manager | 3 | 1.33 | 4.00 | 58,542.33 | 69,618.21 | 80,694.10 |
| Probation Officer | 6 | 3.83 | 7.60 | 49,445.42 | 55,208.73 | 60,972.03 |
| Programmer/Analyst | 7 | 1.14 | 10.83 | 55,343.20 | 66,873.09 | 71,696.00 |
| Project Manager | 2 | 1.00 | | 62,275.00 | 67,069.50 | 71,864.00 |
| Property Appraiser I | 9 | 1.78 | 8.67 | 48,253.79 | 54,732.04 | 61,286.78 |
| Register of Probate | 4 | 1.00 | 9.25 | 70,574.79 | 79,194.36 | 87,813.93 |
| Retirement Administrator | 4 | 1.00 | 7.50 | 52,515.95 | 60,921.18 | 69,326.40 |
| Senior Administrative Assistant | 9 | 1.22 | 10.50 | 43,099.94 | 48,146.24 | 53,223.89 |
| Senior Environmental Health Specialist | 6 | 1.00 | 15.50 | 55,066.03 | 63,733.73 | 72,545.43 |
| Tech Services Coordinator II | 12 | 2.17 | 6.50 | 54,937.87 | 63,509.91 | 72,229.22 |
| Technical Services Manager | 7 | 1.00 | 9.63 | 66,406.96 | 75,405.10 | 84,522.35 |
| Undersheriff | 6 | 1.00 | 12.75 | 78,044.88 | 89,876.77 | 101,708.66 |
| Victims' Rights Coordinator | 5 | 1.40 | 15.25 | 40,957.40 | 47,828.28 | 54,699.16 |
| WIC Supervisor | 5 | 1.00 | 6.40 | 53,077.29 | 60,635.09 | 68,192.89 |

Appendix III: Proposed Salary Schedule

Appendix IV: List of Class Assignments

| Points | Department | Division | Title | EE group | Grade | Proposed | | |
|--------|-----------------------|---------------------------|---|--------------|-------|-----------|------------|------------|
| | | | | | | 1 | 5 | 9 |
| 230 | Animal Control | N/A | Kennel Manager | Managerial | 15 | 49,628.93 | 56,950.34 | 65,351.83 |
| 453 | Animal Control | N/A | Animal Control Director | Managerial | 21 | 74,479.65 | 85,467.11 | 98,075.47 |
| 220 | Board | N/A | Assistant Board Coordinator | Managerial | 15 | 49,628.93 | 56,950.34 | 65,351.83 |
| 400 | Board | N/A | Board Coordinator | Managerial | 20 | 69,607.15 | 79,875.80 | 91,659.32 |
| 277.5 | Circuit Court | N/A | Circuit Court Supervisor | Managerial | 17 | 56,820.17 | 65,202.45 | 74,821.31 |
| 375.5 | Circuit Court | N/A | Law-Clerk Bailiff | Professional | 19 | 65,053.41 | 74,650.28 | 85,662.92 |
| 220 | Clerk | N/A | Deputy Clerk | Professional | 15 | 49,628.93 | 56,950.34 | 65,351.83 |
| 360 | Clerk | N/A | Chief Deputy Clerk | Managerial | 19 | 65,053.41 | 74,650.28 | 85,662.92 |
| 155 | Commission on Aging | N/A | Activities/Volunteer Coordinator | Professional | 12 | 40,511.99 | 46,488.44 | 53,346.56 |
| 155 | Commission on Aging | N/A | Food Service Coordinator | Professional | 12 | 40,511.99 | 46,488.44 | 53,346.56 |
| 233 | Commission on Aging | N/A | Food Service Supervisor | Managerial | 15 | 49,628.93 | 56,950.34 | 65,351.83 |
| 255 | Commission on Aging | N/A | Administrative/Program Supervisor | Managerial | 16 | 53,102.96 | 60,936.87 | 69,926.46 |
| 275 | Commission on Aging | N/A | Care Management R.N. | Professional | 16 | 53,102.96 | 60,936.87 | 69,926.46 |
| 250 | Commission on Aging | N/A | Care Management Social Worker | Professional | 16 | 53,102.96 | 60,936.87 | 69,926.46 |
| 338 | Commission on Aging | N/A | Care Management Coordinator | Professional | 18 | 60,797.58 | 69,766.62 | 80,058.80 |
| 335 | Commission on Aging | N/A | Foster Grandparent Program Coordinator | Managerial | 18 | 60,797.58 | 69,766.62 | 80,058.80 |
| 372.5 | Commission on Aging | N/A | Nutrition Program Manager | Managerial | 19 | 65,053.41 | 74,650.28 | 85,662.92 |
| 455 | Commission on Aging | N/A | COA Director | Managerial | 21 | 74,479.65 | 85,467.11 | 98,075.47 |
| 240 | Community Corrections | N/A | Pre-Trial Jail Screener | Professional | 15 | 49,628.93 | 56,950.34 | 65,351.83 |
| 405 | Community Corrections | N/A | Community Corrections Manager/ Jail Reimbursement Coordinator | Managerial | 20 | 69,607.15 | 79,875.80 | 91,659.32 |
| 190 | Controller | Financial Services | Accounts Payable Analyst | Professional | 13 | 43,347.83 | 49,742.63 | 57,080.82 |
| 215 | Controller | N/A | Executive Assistant to the Controller | Professional | 14 | 46,382.18 | 53,224.62 | 61,076.47 |
| 306 | Controller | N/A | Payroll Administrator | Managerial | 17 | 56,820.17 | 65,202.45 | 74,821.31 |
| 306 | Controller | N/A | Retirement and Benefits Administrator | Professional | 17 | 56,820.17 | 65,202.45 | 74,821.31 |
| 400 | Controller | N/A | Assistant Finance Director | Managerial | 20 | 69,607.15 | 79,875.80 | 91,659.32 |
| 390 | Controller | Personnel | Personnel Specialist | Professional | 20 | 69,607.15 | 79,875.80 | 91,659.32 |
| 400 | Controller | N/A | Purchasing/Risk Manager | Managerial | 20 | 69,607.15 | 79,875.80 | 91,659.32 |
| 500 | Controller | N/A | Finance Director | Managerial | 22 | 79,693.22 | 91,449.81 | 104,940.76 |
| 500 | Controller | N/A | Personnel Director | Managerial | 22 | 79,693.22 | 91,449.81 | 104,940.76 |
| 410 | Detention | N/A | Assistant Director Detention | Managerial | 20 | 69,607.15 | 79,875.80 | 91,659.32 |
| 505 | Detention | N/A | Juvenile Home Superintendent | Managerial | 22 | 79,693.22 | 91,449.81 | 104,940.76 |
| 240 | District Court | Probation | Probation Officer | Professional | 15 | 49,628.93 | 56,950.34 | 65,351.83 |
| 290 | District Court | N/A | Criminal Supervisor | Managerial | 17 | 56,820.17 | 65,202.45 | 74,821.31 |
| 342.5 | District Court | N/A | Probation Manager | Managerial | 18 | 60,797.58 | 69,766.62 | 80,058.80 |
| 415 | District Court | N/A | Deputy Court Administrator | Managerial | 20 | 69,607.15 | 79,875.80 | 91,659.32 |
| 450 | District Court | N/A | Attorney Magistrate | Professional | 21 | 74,479.65 | 85,467.11 | 98,075.47 |
| 235 | Environmental Health | N/A | Environmental Health Specialist I | Professional | 15 | 49,628.93 | 56,950.34 | 65,351.83 |
| 270 | Environmental Health | N/A | Environmental Health Specialist II | Professional | 16 | 53,102.96 | 60,936.87 | 69,926.46 |
| 270 | Environmental Health | N/A | Environmental Health Specialist II - Solid Waste | Professional | 16 | 53,102.96 | 60,936.87 | 69,926.46 |
| 305 | Environmental Health | N/A | Senior Environmental Health Specialist | Professional | 17 | 56,820.17 | 65,202.45 | 74,821.31 |
| 185 | Equalization | N/A | Property Technician | Professional | 13 | 43,347.83 | 49,742.63 | 57,080.82 |
| 240 | Equalization | N/A | Property Appraiser I | Professional | 15 | 49,628.93 | 56,950.34 | 65,351.83 |
| 265 | Equalization | N/A | Property Appraiser II | Professional | 16 | 53,102.96 | 60,936.87 | 69,926.46 |
| 397.5 | Equalization | N/A | Deputy Equalization Director | Managerial | 20 | 69,607.15 | 79,875.80 | 91,659.32 |
| 480 | Equalization | N/A | Equalization Director | Managerial | 22 | 79,693.22 | 91,449.81 | 104,940.76 |
| 210 | Family Court | N/A | Juvenile Probation Officer | Professional | 14 | 46,382.18 | 53,224.62 | 61,076.47 |
| 260 | Family Court | N/A | School Truancy Coordinator | Professional | 16 | 53,102.96 | 60,936.87 | 69,926.46 |
| 375 | Family Court | N/A | Financial/Support Services Supervisor | Managerial | 19 | 65,053.41 | 74,650.28 | 85,662.92 |
| 365 | Family Court | N/A | Youth Diversion Program Manager | Managerial | 19 | 65,053.41 | 74,650.28 | 85,662.92 |
| 480 | Family Court | N/A | Attorney-Referee | Professional | 22 | 79,693.22 | 91,449.81 | 104,940.76 |
| 410 | Friend of the Court | N/A | Assistant Friend of the Court | Managerial | 20 | 69,607.15 | 79,875.80 | 91,659.32 |
| 410 | Friend of the Court | N/A | Assistant Friend of the Court Operations | Managerial | 20 | 69,607.15 | 79,875.80 | 91,659.32 |
| 445 | Friend of the Court | N/A | Associate Friend of the Court | Managerial | 21 | 74,479.65 | 85,467.11 | 98,075.47 |
| 465 | Friend of the Court | N/A | Court Referee | Professional | 22 | 79,693.22 | 91,449.81 | 104,940.76 |
| 600 | Friend of the Court | N/A | Friend of the Court | Managerial | 24 | 91,240.77 | 104,700.88 | 120,146.67 |
| 205 | GIS System | N/A | GIS Technician | Professional | 14 | 46,382.18 | 53,224.62 | 61,076.47 |
| 297.5 | GIS System | N/A | GIS Manager | Professional | 17 | 56,820.17 | 65,202.45 | 74,821.31 |
| 205 | Health | Women, Infants, and Child | Nutritionist I | Professional | 14 | 46,382.18 | 53,224.62 | 61,076.47 |
| 240 | Health | N/A | Lab Technologist | Professional | 15 | 49,628.93 | 56,950.34 | 65,351.83 |
| 230 | Health | Women, Infants, and Child | Nutritionist II | Professional | 15 | 49,628.93 | 56,950.34 | 65,351.83 |
| 290 | Health | Administration | Community Health Improvement Coordinator | Professional | 17 | 56,820.17 | 65,202.45 | 74,821.31 |
| 280 | Health | Bioterrorism Emergency R | Emergency Preparedness Coordinator | Professional | 17 | 56,820.17 | 65,202.45 | 74,821.31 |
| 300 | Health | N/A | Health Promotion Coordinator | Professional | 17 | 56,820.17 | 65,202.45 | 74,821.31 |
| 285 | Health | Women, Infants, and Child | WIC Supervisor | Managerial | 17 | 56,820.17 | 65,202.45 | 74,821.31 |
| 370 | Health | N/A | Accounting Supervisor | Managerial | 19 | 65,053.41 | 74,650.28 | 85,662.92 |
| 348 | Health | N/A | PPHS Assistant Director | Managerial | 19 | 65,053.41 | 74,650.28 | 85,662.92 |
| 382.5 | Health | N/A | Laboratory & WIC Program Director | Managerial | 20 | 69,607.15 | 79,875.80 | 91,659.32 |
| 435 | Health | N/A | Environmental and Occupational Health Services Director | Managerial | 21 | 74,479.65 | 85,467.11 | 98,075.47 |
| 420 | Health | N/A | PPHS Director | Managerial | 21 | 74,479.65 | 85,467.11 | 98,075.47 |
| 585 | Health | N/A | Health Officer | Managerial | 24 | 91,240.77 | 104,700.88 | 120,146.67 |

| Points | Department | Division | Title | EE group | Grade | Proposed | | |
|--------|------------------------|----------|--|--------------|-------|-----------|------------|------------|
| | | | | | | 1 | 5 | 9 |
| 225 | Information Technology | N/A | Tech Services Coordinator I | Professional | 15 | 49,628.93 | 56,950.34 | 65,351.83 |
| 303 | Information Technology | N/A | Tech Services Coordinator II | Professional | 17 | 56,820.17 | 65,202.45 | 74,821.31 |
| 335 | Information Technology | N/A | Programmer/Analyst | Professional | 18 | 60,797.58 | 69,766.62 | 80,058.80 |
| 330 | Information Technology | N/A | Project Manager | Professional | 18 | 60,797.58 | 69,766.62 | 80,058.80 |
| 412.5 | Information Technology | N/A | Programming Manager | Managerial | 20 | 69,607.15 | 79,875.80 | 91,659.32 |
| 402.5 | Information Technology | N/A | Technical Services Manager | Managerial | 20 | 69,607.15 | 79,875.80 | 91,659.32 |
| 590 | Information Technology | N/A | Information Systems and Services Director | Managerial | 24 | 91,240.77 | 104,700.88 | 120,146.67 |
| 255 | Maintenance | N/A | Electrician I | Technical | 16 | 53,102.96 | 60,936.87 | 69,926.46 |
| 295 | Maintenance | N/A | Electrician II | Technical | 17 | 56,820.17 | 65,202.45 | 74,821.31 |
| 423 | Maintenance | N/A | Director of Maintenance | Managerial | 21 | 74,479.65 | 85,467.11 | 98,075.47 |
| 273 | Michigan Works! | N/A | Contract Manager/Monitor | Professional | 16 | 53,102.96 | 60,936.87 | 69,926.46 |
| 296 | Michigan Works! | N/A | Program Planner/Coordinator | Professional | 17 | 56,820.17 | 65,202.45 | 74,821.31 |
| 301 | Michigan Works! | N/A | Workstation Coordinator/Program Planner/Coordinator | Professional | 17 | 56,820.17 | 65,202.45 | 74,821.31 |
| 320 | Michigan Works! | N/A | Business and Employment Services Director | Professional | 18 | 60,797.58 | 69,766.62 | 80,058.80 |
| 330 | Michigan Works! | N/A | Facilities Manager | Professional | 18 | 60,797.58 | 69,766.62 | 80,058.80 |
| 372.5 | Michigan Works! | N/A | Assistant Director Michigan Works! (CAO) | Managerial | 19 | 65,053.41 | 74,650.28 | 85,662.92 |
| 377.5 | Michigan Works! | N/A | Assistant Director Michigan Works! (COO) | Managerial | 19 | 65,053.41 | 74,650.28 | 85,662.92 |
| 545 | Michigan Works! | N/A | Michigan Works! Chief Executive Officer | Managerial | 23 | 85,271.75 | 97,851.29 | 112,286.61 |
| 240.5 | Mosquito Control | N/A | Education Coordinator | Professional | 15 | 49,628.93 | 56,950.34 | 65,351.83 |
| 267.5 | Mosquito Control | N/A | Biologist | Professional | 16 | 53,102.96 | 60,936.87 | 69,926.46 |
| 255 | Mosquito Control | N/A | Office Manager | Managerial | 16 | 53,102.96 | 60,936.87 | 69,926.46 |
| 335 | Mosquito Control | N/A | Operations Manager | Managerial | 18 | 60,797.58 | 69,766.62 | 80,058.80 |
| 453 | Mosquito Control | N/A | Mosquito Control Director | Managerial | 21 | 74,479.65 | 85,467.11 | 98,075.47 |
| 190 | Multiple | N/A | Court Reporter | Professional | 13 | 43,347.83 | 49,742.63 | 57,080.82 |
| 208 | Multiple | N/A | Senior Administrative Assistant | Technical | 14 | 46,382.18 | 53,224.62 | 61,076.47 |
| 225 | Multiple | N/A | Accountant I | Professional | 15 | 49,628.93 | 56,950.34 | 65,351.83 |
| 235 | Multiple | N/A | Caseworker | Professional | 15 | 49,628.93 | 56,950.34 | 65,351.83 |
| 290 | Multiple | N/A | Accountant II | Professional | 17 | 56,820.17 | 65,202.45 | 74,821.31 |
| 295 | Multiple | N/A | Divisional Supervisor | Managerial | 17 | 56,820.17 | 65,202.45 | 74,821.31 |
| 580 | Multiple | N/A | Court Administrator | Managerial | 24 | 91,240.77 | 104,700.88 | 120,146.67 |
| 240.5 | Parks and Recreation | N/A | Outdoor Recreation and Events Coordinator | Professional | 15 | 49,628.93 | 56,950.34 | 65,351.83 |
| 332.5 | Parks and Recreation | N/A | Operations Supervisor | Managerial | 18 | 60,797.58 | 69,766.62 | 80,058.80 |
| 455 | Parks and Recreation | N/A | Parks Director | Managerial | 21 | 74,479.65 | 85,467.11 | 98,075.47 |
| 225 | Planning | N/A | Associate Planner - Community Development | Professional | 15 | 49,628.93 | 56,950.34 | 65,351.83 |
| 458 | Planning | N/A | Planning Director | Managerial | 21 | 74,479.65 | 85,467.11 | 98,075.47 |
| 395.5 | Probate | N/A | Register of Probate | Managerial | 20 | 69,607.15 | 79,875.80 | 91,659.32 |
| 160 | Prosecuting | N/A | Victims' Rights Advocate/Investigator | Professional | 12 | 40,511.99 | 46,488.44 | 53,346.56 |
| 210 | Prosecuting | N/A | Victims' Rights Coordinator | Professional | 14 | 46,382.18 | 53,224.62 | 61,076.47 |
| 243 | Prosecuting | N/A | Financial Investigator | Professional | 15 | 49,628.93 | 56,950.34 | 65,351.83 |
| 235 | Prosecuting | N/A | Legal Aide | Professional | 15 | 49,628.93 | 56,950.34 | 65,351.83 |
| 303 | Prosecuting | N/A | Legal Office Manager | Managerial | 17 | 56,820.17 | 65,202.45 | 74,821.31 |
| 355 | Prosecuting | N/A | Assistant Prosecutor I | Professional | 19 | 65,053.41 | 74,650.28 | 85,662.92 |
| 410 | Prosecuting | N/A | Chief Appellate Attorney | Professional | 20 | 69,607.15 | 79,875.80 | 91,659.32 |
| 425 | Prosecuting | N/A | Assistant Prosecutor II | Professional | 21 | 74,479.65 | 85,467.11 | 98,075.47 |
| 540 | Prosecuting | N/A | Assistant Prosecutor IV | Managerial | 23 | 85,271.75 | 97,851.29 | 112,286.61 |
| 635 | Prosecuting | N/A | Chief Assistant Prosecutor | Managerial | 25 | 97,627.62 | 112,029.94 | 128,556.94 |
| 260 | Public Works | N/A | Engineering Assistant | Professional | 16 | 53,102.96 | 60,936.87 | 69,926.46 |
| 250 | Public Works | N/A | Maintenance Engineer | Professional | 16 | 53,102.96 | 60,936.87 | 69,926.46 |
| 417.5 | Public Works | N/A | Chief Deputy Public Works Commissioner | Managerial | 20 | 69,607.15 | 79,875.80 | 91,659.32 |
| 457.5 | Public Works | N/A | Deputy Public Works Commissioner/Engineer | Professional | 21 | 74,479.65 | 85,467.11 | 98,075.47 |
| 317.5 | Register of Deeds | N/A | Deputy Register of Deeds | Managerial | 18 | 60,797.58 | 69,766.62 | 80,058.80 |
| 232.5 | Sheriff | N/A | Records Manager | Managerial | 15 | 49,628.93 | 56,950.34 | 65,351.83 |
| 462.5 | Sheriff | N/A | Undersheriff | Managerial | 22 | 79,693.22 | 91,449.81 | 104,940.76 |
| 397.5 | Treasurer | N/A | Chief Deputy Treasurer | Managerial | 20 | 69,607.15 | 79,875.80 | 91,659.32 |
| 400 | Treasurer | N/A | Deputy Treasurer/Tax Foreclosure Manager/Financial Analyst | Managerial | 20 | 69,607.15 | 79,875.80 | 91,659.32 |

Appendix V: Benefits Review

The local government organizations that responded to the salary survey also provided information about their fringe benefit programs, resulting in data from 8 respondents except where indicated.

Holiday Leave:

Non-management employees - 2017

- Holiday leave ranged from 7 to 14 days per year, with an average of 11. Two of the respondents reported providing 12, and two others reported providing 13.
- Of the 8 respondents, 6 reported that they do not provide floating holidays. Of the 2 that do provide this benefit, they offered 2 and 3 days.
- Several respondents reported offering additional compensation for holidays worked by employees. Of these, 6 compensated their holiday workers at 1.5X the normal rate of pay, while 2 compensated workers at 2X the standard rate of pay.

Management and Leadership employees - 2019

- Holiday leave ranged from 7 to 13 days per year, with an average of 11. Two of the respondents reported providing 13, and others were all different, providing 7, 10, 11, 11.5 and 12 days.
- Of the 8 respondents, 5 reported that they do not provide floating holidays. Of the 3 that do provide this benefit, they offered 1, 3.5 and 3 days.
- Several respondents reported offering additional compensation for holidays worked by employees. Of these, 4 compensated their holiday workers at 1.5X the normal rate of pay, 1 compensated their holiday workers at 2X the standard rate of pay while 3 compensated workers at 3X the standard rate of pay.

Vacation Carry Over and Maximum Accumulation:

Non-management employees - 2017

- Vacation Carry Over policies varied for the 7 organizations using the Vacation/Sick model. The least amount of days allowed to be carried over was 10. However, 3 organizations reported allowing an unlimited amount to be carried over, while 1 organization allowed a year's worth.
- Maximum Vacation Accumulation for those same 7 organizations ranged from 10 days to 50 days with 1 organization allowing a year's worth to be accumulated. None of these organizations offered compensation after reaching maximum accumulation.

Management and leadership employees - 2019

- Vacation Carry Over policies varied for the 5 organizations using the Vacation/Sick model. The least amount of days allowed to be carried over was 30. However, 1 organization reported allowing an unlimited amount to be carried over, while 1 organization allowed 47.5 days.
- Maximum Vacation Accumulation for those same 7 organizations ranged from 30 days to 56 days. 1 of these organizations offered compensation after reaching maximum accumulation.

Annual Leave:

Non-Management employees - 2017

Of the 8 respondents, 7 reported to providing paid leave time through a Vacation/Sick model, while only 1 reported using the PTO model. Vacation/Sick and PTO averages are displayed in the following chart. Amounts are in days.

Management and leadership employees - 2019

Of the 7 respondents, 5 reported to providing paid leave time through a Vacation/Sick model, while 2 reported using the PTO model. Vacation/Sick averages are displayed in the following chart. Amounts are in days.

Non-management Employees – 2017 Comparison

| Length of Service | Vacation - Average Reported | PTO | PTO - Saginaw County |
|--------------------------|------------------------------------|------------|-----------------------------|
| 6 months | 9.10 | 27.00 | 17.00 |
| 1 year | 12.61 | 27.00 | 17.00 |
| 2 years | 13.04 | 27.00 | 17.00 |
| 3 years | 13.46 | 27.00 | 19.00 |
| 4 years | 13.61 | 27.00 | 19.00 |
| 5 years | 15.89 | 32.00 | 21.00 |
| 6 years | 17.46 | 32.00 | 21.00 |
| 7 years | 17.61 | 32.00 | 21.00 |
| 8 years | 17.75 | 32.00 | 21.00 |
| 9 years | 17.89 | 37.00 | 21.00 |
| 10 years | 19.18 | 37.00 | 23.00 |
| 11 years | 19.89 | 37.00 | 23.00 |
| 12 years | 19.89 | 37.00 | 23.00 |
| 13 years | 19.89 | 37.00 | 23.00 |
| 14 years | 20.61 | 37.00 | 23.00 |
| 15 years | 21.61 | 37.00 | 25.00 |
| 16 years | 22.14 | 37.00 | 25.00 |
| 17 years | 22.29 | 37.00 | 25.00 |
| 18 years | 22.43 | 37.00 | 25.00 |
| 19 years | 22.57 | 37.00 | 25.00 |
| 20 years | 23.57 | 37.00 | 27.00 |
| 20+ years | 23.71 | 37.00 | 27.00 |

Management and leadership employees - 2019

| Length of Service | Vacation – Average Reported | PTO – Average of 2 Organizations Reported | Saginaw County |
|--------------------------|------------------------------------|--|-----------------------|
| 6 months | 10 | 21 | 17.00 |
| 1 year | 16 | 21 | 17.00 |
| 2 years | 16 | 21 | 17.00 |
| 3 years | 16 | 21 | 19.00 |
| 4 years | 17 | 21 | 19.00 |
| 5 years | 17 | 24 | 21.00 |
| 6 years | 17 | 26 | 21.00 |
| 7 years | 17 | 26 | 21.00 |
| 8 years | 17 | 26 | 21.00 |
| 9 years | 18 | 29 | 21.00 |
| 10 years | 18 | 29 | 23.00 |
| 11 years | 19 | 29 | 23.00 |
| 12 years | 20 | 29 | 23.00 |
| 13 years | 20 | 29 | 23.00 |
| 14 years | 20 | 31 | 23.00 |
| 15 years | 20 | 31 | 25.00 |
| 16 years | 21 | 31 | 25.00 |
| 17 years | 21 | 31 | 25.00 |
| 18 years | 22 | 31 | 25.00 |
| 19 years | 22 | 31 | 25.00 |
| 20 years | 22 | 31 | 27.00 |
| 20+ years | 22 | 31 | 27.00 |

Annual Sick Leave:

Non-management employees – 2017

Only 5 organizations provided data in this area with days per year ranging from 8 days to 13 days, with all organizations allowing unlimited days to be carried into the next year. Maximum accumulation ranged from 180 days to 240 days, with 3 organizations allowing unlimited accumulation.

Of the 5 organizations, 3 provide payment for accrued sick days at termination or retirement.

All 5 organizations allow sick days to be used for medical and dental appointments, while only 4 of the 5 allowed sick days to be used for family illness.

Management and leadership employees - 2019

Only 3 organizations provided data in this area with days per year ranging from 10 days to 12 days allowed sick days, with 2 organizations allowing from 90 to 200 days to be carried over each year and 1 organization allowing unlimited days to be carried over each year. The same 3 organizations said they allow the same number of days as the maximum accrual.

Of 4 organizations, 3 provide payment for accrued sick days at termination or retirement.

Of 4 organizations, all four allow sick time to be used for personal and family illness and medical and dental appointments.

Pension and Retirement:

Non-management employees – 2017

All 8 reporting organizations said they offered a retirement plan other than Social Security, none of which were state sponsored systems, and 4 of these organizations provide a death benefit within their retirement plan.

Management and leadership employees – 2019

Of 8 reporting organizations, 7 said they offered a retirement plan other than Social Security, 1 of which was a state sponsored system, and 3 of these organizations provide a death benefit within their retirement plan.

Life and Disability Insurance:

Non-management employees – 2017

All 8 reporting organizations said they offered life insurance and that it is 100% paid by the employer. All 8 reporting organizations said they also offered group accidental death and dismemberment insurance, which also provide for double indemnity for accidental death, and is 100% paid by the employer.

All 8 reporting organizations said they offered short-term disability insurance, however only 7 said this benefit was 100% paid by the employer. Of the 8 reporting organizations, 6 said they also provide long-term disability insurance that is 100% paid by the employer.

Management and leadership employees – 2019

All 8 reporting organizations said they offered life insurance and 7 of the 8 organizations said that it is 100% paid by the employer. Of 8 reporting organizations, 7 said they also offered group accidental death and dismemberment insurance, and 5 of the organizations also provide for double indemnity for accidental death, and it is 100% paid by the employer.

Of 8 reporting organizations, 6 said they offered short-term disability insurance, however only 4 said this benefit was 80% paid by the employer. Of the 8 reporting organizations, 7 said they also provide long-term disability insurance that is 100% paid by the employer.

Health Insurance:

Non-management employees – 2017

All 8 reporting organizations said they offered group health insurance, that full-time employees are not required to participate, and that they offer multiple insurance plans (i.e. different levels, health savings account, etc.), and 7 of the organizations offer compensation to employees not participating in its health insurance plan.

- Monthly cost for an individual employee averaged \$320.86 with organizations covering an average of 89% of that cost.
- Monthly cost for an employee and spouse averaged \$762.36 with organizations covering an average of 88% of that cost.
- Monthly cost for an employee and child averaged \$762.36 with organizations covering an average of 88% of that cost.
- Monthly cost for an employee and family member averaged \$1,104.60 with organizations covering an average of 86% of that cost.

High Deductible Plans - 4 organizations reported to offering a supplemental High Deductible Health Plan (HDHP) with employer coverage ranging from 0% to 100%.

Retiree's Health Coverage – 7 organizations reported offering group health insurance to retirees. Of those, 5 organizations have a minimum year of services requirement, ranging from 6 to 25 years, to be eligible for this benefit. Employer coverage by the 7 reporting organizations providing this benefit ranged from 80% to 100%.

Dental – All 8 reporting organizations said they provide dental insurance plans, 3 of which were not included in the health plan. Monthly costs for an individual employee averaged \$51.34 with employers covering 79% of the cost on average. Monthly cost for family coverage averaged \$100.07 with an average of 83% covered by the employer.

Vision - All 8 reporting organizations said they provide vision insurance plans, 3 of which were not included in the health plan. Monthly costs for an individual employee averaged \$6.89 with employers covering 84% of the cost on average. Monthly cost for family coverage averaged \$17.55 with an average of 74% covered by the employer.

Management and leadership employees – 2019

All 8 reporting organizations said they offered group health insurance and that full-time employees are not required to participate. Of the 8 reporting organizations, 5 said that they offer multiple insurance plans (i.e. different levels, health savings account, etc.). Of those 8 organizations, 7 said they offer compensation to employees not participating in its health insurance plan.

- Monthly cost for an individual employee averaged \$489.85 with organizations covering an average of 84% of that cost.
- Monthly cost for an employee and spouse averaged \$1,180.35 with organizations covering an average of 84% of that cost.
- Monthly cost for an employee and child averaged \$1,182.85 with organizations covering an average of 83% of that cost.
- Monthly cost for an employee and family member averaged \$1,482.96 with organizations covering an average of 83% of that cost.

High Deductible Plans – 4 organizations reported to offering a supplemental High Deductible Health Plan (HDHP) with employer coverage ranging from 91% to 100%.

Retiree's Health Coverage – 5 organizations reported offering group health insurance to retirees. Of those, 4 organizations have a minimum year of services requirement, ranging from 10 to 25 years to be eligible for this benefit. Employer coverage by the 2 reporting organizations providing this benefit was 80% for one organization and varying by years of service for the other organization.

Dental – Of 7 reporting organizations, all 7 said they provide dental insurance plans, 6 of which were not included in the health plan. Monthly costs for an individual employee averaged \$33.07 with employers covering 94% of the cost on average. Monthly cost for family coverage averaged \$80.60 with an average of 82% covered by the employer.

Vision – Of 7 reporting organizations, all 7 said they provide vision insurance plans, 6 of which were not included in the health plan. Monthly costs for an individual employee averaged \$9.72 with employers covering 81% of the cost on average. Monthly cost for family coverage averaged \$29.02 with an average of 81% covered by the employer.

Health Benefit Premiums

| | Monthly Premiums | | | |
|----------------------|---------------------------------|--------------|--|--------------|
| | Non management employees - 2017 | | Management and leadership employees - 2019 | |
| | Saginaw | Peer Average | Saginaw 2019 / 2020 | Peer Average |
| Health Plan 1 (PPO) | | | | |
| Employee Only | | \$320.86 | \$877 / \$603 | \$489.85 |
| Employee + Spouse | | \$762.36 | \$2,104 / \$1,446 | \$1,180.35 |
| Employee + Child | | \$762.36 | \$2,104 / \$1,446 | \$1,182.85 |
| Family | | \$1,104.60 | \$2,630 / \$1,806 | \$1,482.96 |
| Health Plan 2 (HDHP) | | | | |
| Employee Only | | \$231.45 | \$443.76 / \$559.00 | \$545.35 |
| Employee + Spouse | | \$555.49 | \$1,065 / \$1,342 | \$1,301.91 |
| Employee + Child | | \$555.49 | \$1,065 / \$1,342 | \$1,301.90 |
| Family | | \$933.76 | \$1,331 / \$1,677 | \$1,610.37 |

Deferred Compensation:

Non-management employees – 2017

Of 8 reporting organizations, 6 said they offer a 457-deferred compensation plan and of those 6, only 4 offer it to all employees. Of the 2 not offering the plan to all employees, one noted it was only for 'directors, commissioners, and elected officials' while the other organization said it was available to full-time employees only. Further, 4 of the 6 organizations offering the benefit reported that the employer will contribute to the plan.

Management and Leadership employees – 2019

Of 8 reporting organizations, 7 said they offer a deferred compensation plan and of those 5 offer it to all employees. Of the 7 offering a deferred compensation plan, 5 offer 407 plans, and others include 401, 403 and MERS DC. 4 of the 7 organizations offering the benefit reported that the employer contributes to the plan.

Other Compensation:

Non-management employees – 2017

Longevity – Of 9 responses, 6 organizations said they do provide longevity pay, however, 2 specified that they no longer offer this benefit to employees hired after 2011 or 2013.

Performance – None of the 9 respondents have a pay for performance program in place.

Tuition or Bonus/Supplements – Of 8 responses, 6 reported to providing bonuses or supplemental pay. Those listed were:

- Certificate pay for water and wastewater employees.
- Education bonus per law enforcement union contract: one-time payment of \$200 for 2 years of college and one-time payment of \$500 for completed bachelor's degree (\$300 if previously accepted \$200 for 2 years).
- POAM/COAM - \$1,000 annually for bachelor's degree in field, \$1,600 annually for master's degree in field.
- 75% tuition waiver for employees, 50% for dependents.
- \$1,000 annual tuition reimbursement for full-time employees, \$500 annual for part-time employees.

Management and leadership employees – 2019

Post-retirement Health Care Savings – Of 8 responses, 3 organizations said they do provide post-retirement health care savings.

Call back pay – Of 7 responses, 2 organizations said they do provide post-retirement health care savings.

On call/standby pay – Of 8 responses, 5 organizations said they do provide on call/stand by pay.

Clothing allowance – Of 8 responses, 5 organizations said they do provide a clothing allowance.

Other / Tuition – of 7 responses, 6 organization said they provide other benefits. 3 of the organizations said they offered either tuition reimbursement or waiver and one offered retiree Medigap and an Employee Assistance Program.

Manager/Administrator Compensation (only from the 2019 study)

Manager included in the pay plan – Of 8 responses, 4 organizations included the Manager/Administrator in the pay plan and 4 did not.

Manager provided a vehicle – Of 8 responses, only 2 organizations provided a vehicle for the manager.

Manager receives a vehicle allowance – Of 7 responses, only 2 received a vehicle allowance. The allowance ranged from \$6,000 to \$8,500 annually.

Manager provided a separate deferred compensation plan – Of 8 responses, 3 provide a special deferred compensation plan for the administrator.

Manager provided individual health insurance – Of 8 responses, all organizations provided the administrator with an individual health plan, with the employer paying 80% to 88% of the premium cost, and 7 of the organizations also provided family health insurance, with the employer paying 80% of the cost.

Manager has different leave accrual than other employees – Of 8 responses, 3 organizations had a different leave accrual than other employees.

Manager received reimbursement for professional association fees – Of 7 responses, 6 organizations pay professional association fees, with 3 paying for ICMA fees.

Manager relocation or moving costs reimbursement – Of 7 responses, only 1 organization pays for moving fees.