

Classification and Compensation Study

Saginaw County, Michigan

December 2018

Table of Contents

LETTER OF TRANSMITTAL

1. INTRODUCTION 1

2. METHODOLOGY..... 3

3. FINDINGS AND RECOMMENDATIONS..... 6

4 IMPLEMENTING THE RECOMMENDED SALARY PLAN 8

APPENDIX A PROPOSED PAY PLAN - STEP

APPENDIX B AGGREGATE MARKET DATA

APPENDIX C BENEFITS REVIEW

Mission Statement

Springsted provides high quality, independent financial and management advisory services to public and non-profit organizations, and works with them in the long-term process of building their communities on a fiscally sound and well-managed basis.



Springsted Incorporated
380 Jackson Street, Suite 300
Saint Paul, MN 55101-2887

Tel: 651.223.3000
Fax: 651.223.3002
www.springsted.com

LETTER OF TRANSMITTAL

December 6, 2018

Jennifer Broadfoot
Saginaw County Personnel
111 S. Michigan Ave.
Saginaw, MI 48602

Re: Classification and Compensation Study

Dear Ms. Broadfoot:

Springsted Incorporated is pleased to provide Saginaw County with its completed Classification and Compensation Study. The study provides an overview of the County's current classification and compensation system and our final report including the methodology used to develop the classification and compensation system, ongoing administrative guidelines, and other compensation-related findings.

The study represents a targeted review of the County's classification and compensation system for select positions and bargaining agreements. The recommendations offered, we believe, will provide for internal equity among positions included in the study and yield valuable information as the County considers how best to ensure internal and external competitiveness in the future.

Springsted expresses its thanks to County staff who completed Springsted's Position Analysis Questionnaires used to verify current job responsibilities and minimum job qualifications. We also express our gratitude to the County's leadership team for reviewing and providing an initial response to the draft findings. Springsted appreciates the privilege of serving the County and hope that we may be of assistance to you in the future.

Respectfully submitted,

TL Cox, Executive Vice President
Consultant

1. Introduction

A properly-designed classification and compensation system provides an objective 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 appropriately-defined marketplace, the organization may experience difficulty in recruitment and retention. In today's economy, it is important to remain competitive and, in order to do so, it is necessary to monitor the external market for changes on a periodic basis.

The periodic review also enables an organization to account for changes in job responsibilities and qualifications due to the use of technology, modifications in work processes, and other factors that can affect the "core content" of positions. Changes in job requirements, such as addition of new programs or assumption of duties for a vacated position, may result in a new pay grade assignment. In order to properly maintain the internal equity among positions, an ongoing process is needed to review job responsibilities and qualifications and the subsequent assignment to pay grades to ensure jobs are equitably compensated.

To ensure the stated goals of external competitiveness and internal equity, Saginaw County retained Springsted Incorporated to conduct a Classification and Compensation study. Although the initial project schedule was much shorter, some delays resulted in completion in 2018. Schedule extensions sometimes occur in a study of this nature to allow more time for employees to complete (or supervisors to review) Position Analysis Questionnaires; to collect sufficient compensation survey information from benchmark organizations; and to enable appropriate timelines for the decision-making processes that come with such significant changes. Completion of this study, therefore, reflects a significant effort by County staff at all levels of the organization.

The study represents a comprehensive review of the components that affect an organization's compensation program – job descriptions, essential functions, and minimum qualifications; the resulting alignment of positions throughout the County's various work areas for bargaining units included in the study; design of the current compensation structures; market competitiveness of County salary ranges; and ongoing administrative guidelines.

Springsted's understanding of the County's objectives for this study were as follows:

- Provide opportunities for employees to participate in the process
- Determine the appropriate classification of County positions (alignment, titles, etc.) and update job descriptions
- Survey the County's defined competitive market (public and private sector) to determine competitiveness of salary ranges
- Develop pay structures that reflect the modified job hierarchy and incorporate appropriate market data
- Calculate implementation cost for moving employees into the new ranges

- Establish administrative guidelines that provide for ongoing maintenance according to best practices

Major findings of the study can be summarized as follows:

- ***Internal relationships (i.e. the alignment of County positions) did not fully reflect job duties and minimum qualifications:*** Internal pay relationship inequities existed within the County's pay structures. Jobs requiring similar minimum qualifications and having comparable responsibilities weren't necessarily compensated at the same level or even grouped together with the same title or categories of similar position titles. To remedy this, Springsted, along with the project team, reviewed all job classes and evaluated them against established criteria. The resulting placement of positions define pay grades that reflect internal equity/comparable internal pay relationships. Moreover, through an iterative job analysis, the number of job titles (i.e. classifications) was significantly reduced (from 140+ to approximately 60) to ensure that employees with similar minimum qualifications, essential functions, etc. are grouped together in the same title. This also enabled Springsted to recommend the creation of select career families that provide opportunities for meaningful advancement within the pay structure.
- ***Market competitiveness varies by position, though the County is, on average, below market.*** Because salaries are, on average, below average market rates, the County may experience difficulty recruiting and retaining employees in certain positions. Using the updated job alignment described above (i.e. the new classification structure), Springsted worked with the County to establish market-based pay structures for all positions included in the analysis. These structures were created under the assumption that County staff would use them as a guidepost for negotiations with the unions represented in this study and that adjustments would be made to the County's desired competitive position (i.e. moving the entire structure up or down by an agreed-upon percentage), as appropriate, to ensure the ability to fund increases going forward.
- ***Average market range spreads (the distance from range minimum to maximum) are different than those found in the County's current structures:*** The County's current range spreads, which differ by classification, vary from 15 to 25% for benchmark positions. The average market range spread is roughly 30%. As a result of this discrepancy, the pay range minimums and maximums may be higher or lower than average based on the current degree of County competitiveness. Corrective actions for average market range spreads are available (and discussed in detail below).

The following report documents the general findings of the study as well as the methodology used to develop recommendations for the County's new classification and compensation system. The study was conducted with extensive participation from the project team identified above, with input from department heads and employees, and according to best and/or prevailing market practices.

2. Methodology

Springsted Incorporated used the following methodology to complete a classification and compensation study for Saginaw County:

1. Springsted staff met with the project team to establish the initial working relationship, develop the project timeline, review current policies and practices, and to collect data on the existing classification and compensation systems, job descriptions, and organizational structure. This series of meetings and other informal communications also provided an opportunity to discuss the County's specific goals for the study and to plan for the forthcoming employee and management communication sessions.
2. All department heads were invited to a leadership meeting where Springsted discussed the purpose of the study, Springsted's methodology, and their role in coordinating the completion and review of Position Analysis Questionnaires (PAQ), which were emphasized as being a critical input for Springsted's analysis. Springsted also distributed a questionnaire to each department director to understand what challenges, if any, they experienced with the County's existing classification and compensation system.
3. All County employees were invited to attend multiple informational meetings to introduce the study, explain the process, and to answer any questions regarding Springsted's background and methodology. These meetings also provided an opportunity for employees to voice concerns and to have input into the study. Similarly, contact information for Springsted's consulting team was provided to encourage accessibility and communication throughout the process.
4. All employees were invited to complete a PAQ either electronically, using Microsoft Word, or in hard copy. They were encouraged to participate in the study by using the PAQ to describe their job duties and responsibilities and respond to questions on characteristics applicable to each position. Supervisors, managers, and directors were instructed to review the completed questionnaires for completeness and accuracy and to provide any additional information they felt was relevant to the position.
5. While County employees were completing the PAQ, Springsted developed, distributed, and analyzed the results of a comprehensive salary survey which was distributed to the survey respondents identified by the County. Seventy-three (73) benchmark positions were included in the survey. The benchmark positions selected represented a diverse mix of departments, workgroups, single and multi-incumbent positions, pay grades, disciplines, bargaining agreements, etc., all with the goal of conducting a comprehensive review of the market for various pay grades and levels of responsibility. Using the County's existing job descriptions, job summaries were developed that included essential/key job functions and minimum job qualifications, which enabled respondents to accurately match their positions to the County's benchmarks.

The following organizations responded to either select components of or the full study.

Survey Respondents
Bay County
Genesee County
Ingham County
Midland County
Muskegon County
Saginaw Township
Saginaw Valley State University
Shiawassee County
Private sector data (both custom surveys and information from reputable published sources)

Survey respondents were asked to provide information on only those benchmark positions which they considered to be comparable to others in their organizations. Therefore, survey respondents did not provide data for every position surveyed. Additionally, Springsted's staff made informed decisions regarding the accuracy of certain matches, omitted select information to ensure statistical validity, and used PAQ to consolidate classifications resulting in the analysis of data for twenty-seven (27) benchmark positions (or approximately 45% of the final title list after consolidation decisions were made), with an average of more than five respondents per position, well beyond the number necessary to draw defensible, statistically-valid conclusions for the County's new pay structures.

6. Upon receipt of the completed PAQ, Springsted analyzed essential job duties, minimum job qualifications, and key factors concerning jobs to make preliminary classification decisions. Positions were allocated to the pay structure, and decisions regarding the consolidation of job titles, were made using Springsted's Systematic Analysis and Factor Evaluation (SAFE®) system. The SAFE system provides a consistent and objective approach to measuring job factors which define the internal value of positions within local government.

The SAFE system enables jobs to be evaluated based on the following criteria and results in an equitable and consistent method of relating positions to the compensation plan. Internal evaluation is then reconciled with the external market data to determine if additional analysis or further adjustments are warranted.

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

7. Following the initial evaluation of positions and preliminary comparison to market data, a facilitated group session and individual meetings were

conducted with each department head to review tentative results, gather additional information, and discuss next steps. Likewise, employee interviews and focus groups were conducted both to validate the initial assumptions that went into creation of the pay structure and to obtain additional information that was necessary based on the initial review of PAQ. During this process, both the project team and Springsted discovered that there were perceived inaccuracies in the initial PAQ submitted to Springsted and on which the initial analysis had been based. Department heads were then permitted to submit modified documentation, which was included in the analysis.

8. Springsted then engaged the project team in an iterative process to review preliminary pay plans and the subsequent allocation of employees to job classes.

The following approach was used to guide County development of potential pay structures:

- Remedy identified inconsistencies between internal worth and external value
 - Apply the average market range spread for all jobs (30%) consistently across all bargaining units (with the assumption that any individual changes to range spreads would be accomplished during the County's negotiation process)
 - Step and Open Range: Develop steps until achieving the midpoint of the grade and then maintain an open range thereafter. This approach provides a visible, quantifiable way for employees to progress through their ranges to the market value of the job, but then ensures future increases for employees at market are determined based on performance in their position (meaning that higher performing employees penetrate their range above midpoint more rapidly than their counterparts).
 - Step Only: Develop steps throughout the structure. This approach provides a level of assurance to employees that they will progress throughout their ranges over time. It also may be easier to administer for the County since the increases are more standardized and predictable. However, consideration should be given to fiscal sustainability given the perceived rigidity of increases and the likelihood of employees, over time, moving above the market value of the job.
9. Guidelines for implementation and ongoing administration of the classification and compensation system were developed. These guidelines provide for annual adjustments to the salary schedule ensuring that the County's pay scales stay current with changing economic and market conditions. Various implementation options were developed based on discussions with the County concerning goals of the classification and compensation system. These discussions resulted in implementation scenarios that, per the County's request, have been provided under separate cover to be used in negotiations with the bargaining units covered in this study.

3. Findings and Recommendations

Conducting a comprehensive classification and compensation study involves the thorough analysis of substantial quantities of data collected from employees and supervisors, comparable public and private employers, and the County. Using this information, Springsted has developed recommendations for a new classification and compensation system for Saginaw County.

A. Evaluation of the Current Classification and Compensation Program

Discussions with County personnel and review of compensation data indicate that, although market competitiveness varies by position, the County is, on average, below market averages. Other findings indicate:

- Concerns about the potential for future employee turnover because employees choose to leave the County to take higher paying jobs or promotional opportunities with other employers. Note that this concern could be further exacerbated by the discrepancy between the County's current range spreads and the average spreads in the market.
- Positions with comparable responsibilities requiring similar education and experience requirements that are assigned to different pay grades (which results in compensation differences). Employees may therefore choose to switch departments internally for perceivably equivalent positions with higher ranges of pay.

B. Evaluating Job Classes

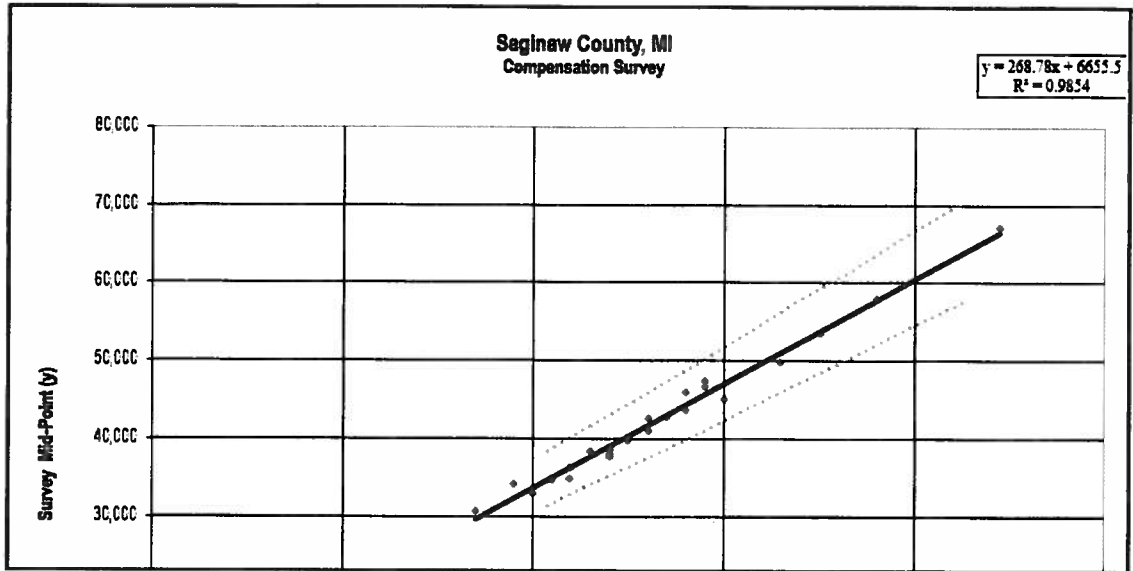
As discussed above, positions were evaluated using Springsted's SAFE system. This system, along with the market data, was used to determine placement in the proposed pay structures.

C. Developing A Salary Schedule

The process of developing a salary schedule draws substantially from market data obtained in Saginaw County's compensation survey.

Survey Results. The salary survey included a series of questions designed to obtain information on a variety of benchmark positions. Some job titles were not used in developing the salary curve because positions did not match the position being surveyed or the data received was inconsistent or inadequate to ensure statistical validity. Survey results were compared against the internal (i.e. SAFE) evaluation to validate placement.

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 curves shown in Figure 1. Any given point on the salary curve identifies where the market salary rate and the job evaluation point factors intersect.



(Figure 1)

Using the SAFE evaluation as well as data obtained from the market survey, a new pay structure was developed in conjunction with the County using the guidelines described above. A copy of the structure is included as addenda to this report.

4. Implementing the Recommended Salary Plan

To estimate implementation costs, Springsted 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.

Additional employee groups

The County has expressed an interest in exploring the pay schedules for employees covered by other union contracts. The recommendations and methodology presented here should provide for a consistent, quantifiable way of achieving that goal for selected positions. Assuming the County can demonstrate comparability of positions across the organization (i.e. by verifying that positions in other areas have roughly the same essential job functions, minimum qualifications, working conditions and environments, etc.), they can be classified in a title represented in the new structure.

Similarly, the County placed an emphasis on, where appropriate, consolidating position titles to ensure equity among the various departments and minimize the administrative burden for oversight of the new system. In accordance with this goal, Springsted's staff utilized the completed questionnaires, existing job descriptions (where necessary) and feedback from interviews and focus groups to recommend a broad classification structure that created levels and families for many jobs. These nonspecific descriptions should be used by the County for general classification purposes and supervisors, managers and directors should be afforded some flexibility to tailor descriptions for recruitment purposes (i.e. to highlight specific job requirements, include information specific to a given unit, etc.)

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 Springsted'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 A

Proposed Pay Plan

Saginaw County, Michigan
Proposed Pay Plan - Step

Title	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
Public Health Nurse II	17	55,706.05	57,655.76	59,673.71	61,762.29	63,923.97	66,161.31	68,476.95	70,873.65	73,354.22
Detention Youth Supervisor	15	48,655.82	50,358.77	52,121.33	53,945.57	55,833.67	57,787.85	59,810.42	61,903.79	64,070.42
Foreman	15	48,655.82	50,358.77	52,121.33	53,945.57	55,833.67	57,787.85	59,810.42	61,903.79	64,070.42
Public Health Nurse I	15	48,655.82	50,358.77	52,121.33	53,945.57	55,833.67	57,787.85	59,810.42	61,903.79	64,070.42
Office Manager	14	45,472.73	47,064.27	48,711.52	50,416.43	52,181.00	54,007.33	55,897.59	57,854.01	59,878.90
Senior Center Specialist	14	45,472.73	47,064.27	48,711.52	50,416.43	52,181.00	54,007.33	55,897.59	57,854.01	59,878.90
Chief Account Specialist	13	42,497.88	43,985.30	45,524.79	47,118.15	48,767.29	50,474.14	52,240.74	54,069.17	55,961.59
Chief Deputy Register	13	42,497.88	43,985.30	45,524.79	47,118.15	48,767.29	50,474.14	52,240.74	54,069.17	55,961.59
Chief Mechanic	13	42,497.88	43,985.30	45,524.79	47,118.15	48,767.29	50,474.14	52,240.74	54,069.17	55,961.59
Detention Youth Specialist II	13	42,497.88	43,985.30	45,524.79	47,118.15	48,767.29	50,474.14	52,240.74	54,069.17	55,961.59
Judicial Assistant	13	42,497.88	43,985.30	45,524.79	47,118.15	48,767.29	50,474.14	52,240.74	54,069.17	55,961.59
Legal Coordinator	13	42,497.88	43,985.30	45,524.79	47,118.15	48,767.29	50,474.14	52,240.74	54,069.17	55,961.59
Bailiff	12	39,717.64	41,107.76	42,546.53	44,035.66	45,576.91	47,172.10	48,823.12	50,531.93	52,300.55
Computer Operator	12	39,717.64	41,107.76	42,546.53	44,035.66	45,576.91	47,172.10	48,823.12	50,531.93	52,300.55
Kitchen Manager	12	39,717.64	41,107.76	42,546.53	44,035.66	45,576.91	47,172.10	48,823.12	50,531.93	52,300.55
Legal Specialist II	12	39,717.64	41,107.76	42,546.53	44,035.66	45,576.91	47,172.10	48,823.12	50,531.93	52,300.55
Payroll Coordinator	12	39,717.64	41,107.76	42,546.53	44,035.66	45,576.91	47,172.10	48,823.12	50,531.93	52,300.55
Property Tax Specialist	12	39,717.64	41,107.76	42,546.53	44,035.66	45,576.91	47,172.10	48,823.12	50,531.93	52,300.55
Account Specialist III	11	37,119.29	38,418.47	39,763.11	41,154.82	42,595.24	44,086.07	45,629.09	47,226.10	48,879.02
Hearing and Vision Coordinator	11	37,119.29	38,418.47	39,763.11	41,154.82	42,595.24	44,086.07	45,629.09	47,226.10	48,879.02
Legal Clerk II	11	37,119.29	38,418.47	39,763.11	41,154.82	42,595.24	44,086.07	45,629.09	47,226.10	48,879.02
Office Coordinator	11	37,119.29	38,418.47	39,763.11	41,154.82	42,595.24	44,086.07	45,629.09	47,226.10	48,879.02
Records Coordinator II	11	37,119.29	38,418.47	39,763.11	41,154.82	42,595.24	44,086.07	45,629.09	47,226.10	48,879.02
Account Specialist II	10	34,690.93	35,905.11	37,161.79	38,462.45	39,808.64	41,201.94	42,644.01	44,136.55	45,681.32
Administrative Assistant	10	34,690.93	35,905.11	37,161.79	38,462.45	39,808.64	41,201.94	42,644.01	44,136.55	45,681.32
Detention Youth Specialist I	10	34,690.93	35,905.11	37,161.79	38,462.45	39,808.64	41,201.94	42,644.01	44,136.55	45,681.32
Health Specialist II	10	34,690.93	35,905.11	37,161.79	38,462.45	39,808.64	41,201.94	42,644.01	44,136.55	45,681.32
Maintenance Worker III	10	34,690.93	35,905.11	37,161.79	38,462.45	39,808.64	41,201.94	42,644.01	44,136.55	45,681.32
WIC Technician	10	34,690.93	35,905.11	37,161.79	38,462.45	39,808.64	41,201.94	42,644.01	44,136.55	45,681.32
Animal Control Officer	9	32,421.43	33,556.18	34,730.64	35,946.21	37,204.33	38,506.48	39,854.21	41,249.11	42,692.83
Court Reporter	9	32,421.43	33,556.18	34,730.64	35,946.21	37,204.33	38,506.48	39,854.21	41,249.11	42,692.83
Emergency Management Assistant	9	32,421.43	33,556.18	34,730.64	35,946.21	37,204.33	38,506.48	39,854.21	41,249.11	42,692.83
Health Technician	9	32,421.43	33,556.18	34,730.64	35,946.21	37,204.33	38,506.48	39,854.21	41,249.11	42,692.83
Jury Coordinator	9	32,421.43	33,556.18	34,730.64	35,946.21	37,204.33	38,506.48	39,854.21	41,249.11	42,692.83
Laboratory Assistant	9	32,421.43	33,556.18	34,730.64	35,946.21	37,204.33	38,506.48	39,854.21	41,249.11	42,692.83
Legal Specialist I	9	32,421.43	33,556.18	34,730.64	35,946.21	37,204.33	38,506.48	39,854.21	41,249.11	42,692.83
Maintenance Worker II	9	32,421.43	33,556.18	34,730.64	35,946.21	37,204.33	38,506.48	39,854.21	41,249.11	42,692.83

Saginaw County, Michigan
Proposed Pay Plan - Step

Title	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
Program Assistant	9	32,421.43	33,556.18	34,730.64	35,946.21	37,204.33	38,506.48	39,854.21	41,249.11	42,692.83
Property Quartermaster	9	32,421.43	33,556.18	34,730.64	35,946.21	37,204.33	38,506.48	39,854.21	41,249.11	42,692.83
Senior Center Coordinator	9	32,421.43	33,556.18	34,730.64	35,946.21	37,204.33	38,506.48	39,854.21	41,249.11	42,692.83
Sheriff Office Assistant	9	32,421.43	33,556.18	34,730.64	35,946.21	37,204.33	38,506.48	39,854.21	41,249.11	42,692.83
Account Specialist I	8	30,300.40	31,360.91	32,458.54	33,594.59	34,770.40	35,987.37	37,246.93	38,550.57	39,899.84
Custodian Crew Leader	8	30,300.40	31,360.91	32,458.54	33,594.59	34,770.40	35,987.37	37,246.93	38,550.57	39,899.84
Deputy Register	8	30,300.40	31,360.91	32,458.54	33,594.59	34,770.40	35,987.37	37,246.93	38,550.57	39,899.84
Hearing Technician	8	30,300.40	31,360.91	32,458.54	33,594.59	34,770.40	35,987.37	37,246.93	38,550.57	39,899.84
Program Specialist I	8	30,300.40	31,360.91	32,458.54	33,594.59	34,770.40	35,987.37	37,246.93	38,550.57	39,899.84
Records Coordinator I	8	30,300.40	31,360.91	32,458.54	33,594.59	34,770.40	35,987.37	37,246.93	38,550.57	39,899.84
Vision Technician	8	30,300.40	31,360.91	32,458.54	33,594.59	34,770.40	35,987.37	37,246.93	38,550.57	39,899.84
Cook	7	28,318.13	29,309.26	30,335.09	31,396.82	32,495.70	33,633.05	34,810.21	36,028.57	37,289.57
Health Specialist I	7	28,318.13	29,309.26	30,335.09	31,396.82	32,495.70	33,633.05	34,810.21	36,028.57	37,289.57
Kennel Technician	7	28,318.13	29,309.26	30,335.09	31,396.82	32,495.70	33,633.05	34,810.21	36,028.57	37,289.57
Legal Clerk I	7	28,318.13	29,309.26	30,335.09	31,396.82	32,495.70	33,633.05	34,810.21	36,028.57	37,289.57
Maintenance Worker I	7	28,318.13	29,309.26	30,335.09	31,396.82	32,495.70	33,633.05	34,810.21	36,028.57	37,289.57
Office Assistant II	7	28,318.13	29,309.26	30,335.09	31,396.82	32,495.70	33,633.05	34,810.21	36,028.57	37,289.57
Custodian	6	26,465.54	27,391.83	28,350.55	29,342.82	30,369.82	31,432.76	32,532.91	33,671.56	34,850.06
Driver II	6	26,465.54	27,391.83	28,350.55	29,342.82	30,369.82	31,432.76	32,532.91	33,671.56	34,850.06
Kitchen Assistant	6	26,465.54	27,391.83	28,350.55	29,342.82	30,369.82	31,432.76	32,532.91	33,671.56	34,850.06
Office Assistant I	6	26,465.54	27,391.83	28,350.55	29,342.82	30,369.82	31,432.76	32,532.91	33,671.56	34,850.06
Driver I	4	23,116.03	23,925.09	24,762.47	25,629.15	26,526.17	27,454.59	28,415.50	29,410.04	30,439.40

Department	Current Title	New Title	Grade
Animal Control	Receptionist/Dispatcher/Secretary	Office Assistant II	7
Animal Control	Animal Control Officer	Animal Control Officer	9
Animal Control	Animal Control Officer	Animal Control Officer	9
Animal Control	Animal Control Officer	Animal Control Officer	9
Animal Control	Kennel Technician	Kennel Technician	7
Animal Control	Kennel Technician	Kennel Technician	7
Assigned Counsel	Assigned Counsel Secretary	Legal Clerk II	11
Board	Board Assistant	Office Assistant II	7
Circuit	Law Librarian/Dep. Co. Clerk	Legal Clerk II	11
Circuit	Typist-Clerk III	Legal Clerk II	11
Circuit	Jury Coordinator	Jury Coordinator	9
Circuit	Typist-Clerk III	Legal Clerk II	11
Circuit	Judicial Secretary	Judicial Assistant	13
Circuit	Judicial Secretary	Judicial Assistant	13
Circuit	Judicial Secretary	Judicial Assistant	13
Circuit	Judicial Secretary	Judicial Assistant	13
Circuit	Judicial Secretary	Judicial Assistant	13
Clerk	Typist Clerk III	Legal Specialist I	9
Clerk	Typist Clerk III	Legal Specialist I	9
Clerk	Circuit Court File Clerk	Legal Clerk I	7
Clerk	Election & Birth Records Coord.	Records Coordinator II	11
Clerk	Circuit Court File Clerk	Legal Clerk I	7
Clerk	Head Cashier	Account Specialist III	11
Clerk	Typist Clerk III	Legal Specialist I	9
Clerk	Vital Records Office Clerk	Records Coordinator I	8
Clerk	Circuit Court File Clerk	Legal Clerk I	7
Clerk	Vital Records Office Clerk	Records Coordinator I	8
Clerk	Vital Records Office Clerk	Records Coordinator I	8
Clerk	Vital Records Office Clerk	Records Coordinator I	8
Clerk	Typist Clerk III	Legal Specialist I	9
COA	Receptionist/MMAP Coord.	Office Assistant II	7
COA	Delivery Driver	Driver I	4
COA	Delivery Driver	Driver I	4
COA	Delivery Driver	Driver I	4
COA	Facility Services Worker	Custodian	6
COA	Delivery Driver	Driver I	4
COA	Delivery Driver/Floater	Driver I	4
COA	Senior Nutrition Center Mgr	Senior Center Coordinator	9
COA	Senior Center Coordinator	Senior Center Coordinator	9

COA	Cook's Helper	Kitchen Assistant	6
COA	Vehicle Operator	Driver II	6
COA	Account Clerk I/II	Account Specialist I	8
COA	Transportation Dispatch Clerk	Program Specialist I	8
COA	Delivery Driver	Driver I	4
COA	Cook's Helper	Kitchen Assistant	6
COA	Senior Nutrition Center Mgr	Senior Center Coordinator	9
COA	FGP Assistant	Program Assistant	9
COA	Senior Center Coordinator	Senior Center Coordinator	9
COA	Vehicle Operator	Driver II	6
COA	Home Delivered Meal Aide	Program Specialist I	8
COA	Senior Nutrition Center Mgr	Senior Center Coordinator	9
COA	Cook's Helper	Kitchen Assistant	6
COA	Cook's Helper/Floater	Kitchen Assistant	6
COA	Program Assistant	Office Assistant II	7
COA	Senior Center/Outreach Coord.	Senior Center Specialist	14
COA	Vehicle Operator	Driver II	6
COA	Senior Nutrition Center Mgr	Senior Center Coordinator	9
COA	Cook's Helper	Kitchen Assistant	6
COA	Vehicle Operator	Driver II	6
COA	Cook's Helper	Kitchen Assistant	6
COA	Vehicle Operator	Driver II	6
Controller	Payroll Asst./File Tech.	Payroll Coordinator	12
Detention	Utility Worker	Custodian	6
Detention	Steno-Secretary I	Office Assistant II	7
Detention	DYCS	Detention Youth Specialist I	10
Detention	DYCS	Detention Youth Specialist I	10
Detention	DYCS	Detention Youth Specialist I	10
Detention	DYCS	Detention Youth Specialist I	10
Detention	Receptionist/Clerk	Office Assistant II	7
Detention	DYCS	Detention Youth Specialist I	10
Detention	DYCS	Detention Youth Specialist I	10
Detention	DYCS	Detention Youth Specialist I	10
Detention	DYCS	Detention Youth Specialist I	10
Detention	DYCS	Detention Youth Specialist I	10
Detention	DYCS	Detention Youth Specialist I	10
Detention	Cook	Cook	7
Detention	Shift Supervisor	Detention Youth Supervisor	15
Detention	DYCS	Detention Youth Specialist I	10
Detention	DYCS	Detention Youth Specialist I	10
Detention	Maintenance Worker III	Maintenance Worker II	9
Detention	Detention Youth Team Specialist	Detention Youth Specialist II	13
Detention	DYCS	Detention Youth Specialist I	10
Detention	Shift Supervisor	Detention Youth Supervisor	15
Detention	DYCS	Detention Youth Specialist I	10

Detention	DYCS	Detention Youth Specialist I	10
Detention	Cook Supervisor	Kitchen Manager	12
Detention	DYCS	Detention Youth Specialist I	10
Detention	DYCS	Detention Youth Specialist I	10
Detention	Shift Supervisor	Detention Youth Supervisor	15
Detention	Shift Supervisor	Detention Youth Supervisor	15
Detention	DYCS	Detention Youth Specialist I	10
Detention	DYCS	Detention Youth Specialist I	10
Detention	DYCS	Detention Youth Specialist I	10
Detention	DYCS	Detention Youth Specialist I	10
District	Criminal Clerk /Cashier	Legal Clerk I	7
District	Recorder/Secretary	Court Reporter	9
District	Traffic Clerk	Legal Clerk I	7
District	Criminal Clerk /Cashier	Legal Clerk I	7
District	Recorder/Secretary	Court Reporter	9
District	Recorder/Secretary	Court Reporter	9
District	Jury Assignment Clerk/Cashier	Legal Clerk I	7
District	Criminal Clerk/Cashier/Courtroom	Legal Clerk I	7
District	Recorder/Secretary	Court Reporter	9
District	Magistrate Clerk	Legal Clerk I	7
District	Abstract/Warrant Clerk	Legal Clerk I	7
District	Traffic Clerk/Cashier	Legal Clerk I	7
District	Traffic Clerk/Cashier	Legal Clerk I	7
District	Traffic Clerk/Cashier	Legal Clerk I	7
District	Court Clerk/CEO	Legal Clerk I	7
District	Civil Clerk/Cashier	Legal Clerk I	7
District	Civil Clerk/Cashier	Legal Clerk I	7
District	Court Clerk/CEO	Legal Clerk I	7
District	Civil Clerk/Cashier	Legal Clerk I	7
District	Civil Clerk/Cashier	Legal Clerk I	7
District	Civil Clerk/Cashier	Legal Clerk I	7
District	Chief Bookkeeper	Account Specialist III	11
District	Traffic Clerk/Cashier/Alternate	Legal Clerk I	7
District	Court Clerk/CEO	Legal Clerk I	7
District	Court Clerk/CEO	Legal Clerk I	7
District	Court Clerk/CEO	Legal Clerk I	7
District	Civil Clerk/Cashier	Legal Clerk I	7
District	Bailiff	Bailiff	12
District	Traffic Clerk/Cashier	Legal Clerk I	7
District	Bailiff	Bailiff	12
District	Bailiff	Bailiff	12
District	Asst. Traffic Supv./Clerk	Legal Specialist II	12
District	Confidential Secretary	Legal Coordinator	13
District	Bailiff	Bailiff	12
District	Assistant Supv./Garnishment Clerk	Legal Specialist II	12
District	Assistant Bookkeeper/Courtroom Sub	Account Specialist II	10

District	Bailiff	Bailiff	12
District	Recorder/Secretary	Court Reporter	9
District-Probation	Probation Clerk	Legal Clerk I	7
District-Probation	Probation Clerk	Legal Clerk I	7
Equalization	Office Manager/Bldg. Pricer	Office Coordinator	11
Family	Deputy Register - Victims' Rights	Legal Clerk I	7
Family	Circuit Ct./Fam. Div. Recorder	Legal Specialist I	9
Family	Reimbursement Coord.	Legal Clerk II	11
Family	Deputy Register/Courtroom	Legal Specialist I	9
Family	Reimbursement Coord.	Legal Clerk II	11
Family	Deputy Register - Adoptions	Legal Clerk I	7
Family	Deputy Register - Jud. Sec.	Judicial Assistant	13
Family	Account Clerk I/II	Account Specialist III	11
Family	Typist Clerk I/II	Office Assistant I	6
Family	Typist Clerk I/II	Office Assistant I	6
Family	Deputy Register/Courtroom	Legal Specialist I	9
FOC	Account Specialist	Account Specialist II	10
FOC	Account Specialist	Account Specialist II	10
FOC	Intake Analyst	Legal Clerk I	7
FOC	Administrative Secretary	Administrative Assistant	10
FOC	Administrative Secretary	Administrative Assistant	10
FOC	Intake Analyst	Legal Clerk I	7
FOC	Chief Account Specialist/Bookkeeper	Chief Account Specialist	13
FOC	Circuit Ct. Recorder/Adm. Asst.	Administrative Assistant	10
FOC	Enforcement Analyst	Legal Clerk I	7
FOC	Account Specialist	Account Specialist II	10
FOC	Account Specialist	Account Specialist II	10
FOC	Enforcement Analyst	Legal Clerk I	7
FOC	Investigator	Legal Specialist II	12
FOC	Receptionist	Office Assistant II	7
FOC	Receptionist	Office Assistant II	7
FOC	Support Clerk	Legal Clerk II	11
FOC	Chief Account Specialist	Account Specialist III	11
FOC	Cashier	Account Specialist II	10
FOC	Account Specialist	Account Specialist II	10
FOC	Administrative Assistant	Legal Coordinator	13
FOC	Support Medical Specialist	Legal Clerk II	11
FOC	Clerical Floater	Legal Clerk II	11
FOC	Adm Asst to Circuit Ct Fac/Referee	Administrative Assistant	10
FOC	Support Specialist/Enforce. Officer	Legal Clerk II	11
FOC	Administrative Secretary	Administrative Assistant	10
FOC	Support Clerk	Legal Clerk II	11
FOC	Support Clerk	Legal Clerk II	11

Health	Immunization Clerk	Health Specialist I	7
Health	Immunization Clerk	Health Specialist I	7
Health	Communicable Disease Int./Recept.	Office Assistant II	7
Health	Clerk Inter./Receptionist	Office Assistant I	6
Health	Typist Clerk I/II	Office Assistant II	7
Health	Vision Technician	Vision Technician	8
Health	Vision Technician	Vision Technician	8
Health	WIC Technician	WIC Technician	10
Health	WIC Technician	WIC Technician	10
Health	Typist Clerk I/II	Office Assistant II	7
Health	Typist Clerk I/II	Office Assistant II	7
Health	Vision & Hearing Coordinator	Hearing and Vision Coordinator	11
Health	Laboratory Testing Aide	Laboratory Assistant	9
Health	Typist Clerk I/II	Office Assistant II	7
Health	Clerk Inter./Receptionist	Office Assistant I	6
Health	Laboratory Assistant	Office Coordinator	11
Health	Hearing Technician	Hearing Technician	8
Health	Health Technician	Health Technician	9
Health	Custodian	Custodian	6
Health	Immunization Clerk	Health Specialist II	10
Health	Custodian	Custodian	6
Health	Office Manager	Office Coordinator	11
Health	EH Office Manager	Office Coordinator	11
Health	WIC Tech/Breastfeeding Tech	WIC Technician	10
Health	Hearing Technician	Hearing Technician	8
Health	Hearing Technician	Hearing Technician	8
Health Services	Public Health Nurse I	Public Health Nurse I	15
Health Services	Public Health Nurse I	Public Health Nurse I	15
Health Services	Public Health Nurse I	Public Health Nurse I	15
Health Services	Public Health Nurse I	Public Health Nurse I	15
Health Services	Public Health Nurse I	Public Health Nurse I	15
Health Services	Public Health Nurse I	Public Health Nurse I	15
Health Services	Public Health Nurse I	Public Health Nurse I	15
Health Services	Public Health Nurse I	Public Health Nurse I	15
Health Services	Public Health Nurse I	Public Health Nurse I	15
Health Services	Senior Public Health Nurse	Public Health Nurse II	17
Health Services	Public Health Nurse I	Public Health Nurse I	15
Health Services	Public Health Nurse I	Public Health Nurse I	15
Health Services	Senior Public Health Nurse	Public Health Nurse II	17
Health Services	Public Health Nurse I	Public Health Nurse I	15
IT	Computer Operator	Computer Operator	12
Maintenance	Maintenance Worker III	Maintenance Worker II	9
Maintenance	Custodian	Custodian	6
Maintenance	Adm. Services Asst.	Administrative Assistant	10

Maintenance	Crew Leader	Maintenance Worker II	9
Maintenance	Grounds Maintenance Leader	Maintenance Worker II	9
Maintenance	Maintenance Tech.	Maintenance Worker III	10
Maintenance	Custodial Crew Leader	Custodian Crew Leader	8
Maintenance	Custodian	Custodian	6
Maintenance	Field Supervisor HVAC	Maintenance Worker III	10
Maintenance	Field Supervisor Grounds	Maintenance Worker III	10
Maintenance	Floor Specialist	Custodian	6
Maintenance	Maintenance Tech.	Maintenance Worker III	10
Maintenance	Parking Attendant	Maintenance Worker II	9
Maintenance	Maintenance Worker II	Maintenance Worker II	9
Maintenance	Utility Worker	Maintenance Worker I	7
Medical Examiner's	Clerk Typist II	Office Assistant II	7
Medical Examiner's	Steno Secretary II	Office Manager	14
Michigan Works!	Account Clerk I/II	Account Specialist I	8
Michigan Works!	Steno Secretary II	Office Coordinator	11
Mosquito	Account Clerk I/II	Account Specialist I	8
Mosquito	Chief Mechanic	Chief Mechanic	13
Mosquito	Foreman	Foreman	15
Mosquito	Chief Mechanic	Chief Mechanic	13
Mosquito	Foreman	Foreman	15
Parks	Parks Specialist	Maintenance Worker II	9
Parks	Office Manager	Office Coordinator	11
Planning	Planning Services Assistant	Office Coordinator	11
Probate	Deputy Register	Deputy Register	8
Probate	Judicial Secretary	Judicial Assistant	13
Probate	Deputy Register	Deputy Register	8
Probate	Bailiff	Bailiff	12
Probate	Chief Deputy Register	Chief Deputy Register	13
Probate	Deputy Register	Deputy Register	8
Prosecutor	Receptionist/Jury Spec.	Office Assistant II	7
Prosecutor	Traffic Specialist	Legal Clerk I	7
Prosecutor	Support Coordinator/Floater	Legal Clerk II	11
Prosecutor	Typist Clerk III FIA	Legal Clerk I	7
Prosecutor	Office Coordinator	Office Coordinator	11
Prosecutor	Prosecutor's Coordinator	Legal Clerk II	11
Prosecutor	Typist Clerk III FIA	Legal Clerk I	7
Prosecutor	Warrant Coordinator	Legal Clerk II	11
Prosecutor	Typist Clerk III FIA	Legal Clerk I	7
Prosecutor	Victims' Rights Assistant	Legal Clerk I	7

Prosecutor	Juvenile Specialist	Legal Specialist I	9
Prosecutor	Appeals Specialist	Legal Specialist I	9
Prosecutor	District Ct. Specialist	Legal Specialist I	9
Prosecutor	File Specialist	Legal Specialist I	9
Public Works	Drain Assessor/Clerk	Office Coordinator	11
Public Works	DPW Maintenance Worker	Maintenance Worker III	10
Register of Deeds	Account Specialist/Head Cashier	Account Specialist III	11
Register of Deeds	Account Clerk III	Office Assistant II	7
Register of Deeds	Chief Account Clerk	Account Specialist II	10
Register of Deeds	Account Clerk III	Office Assistant II	7
Sheriff	Property Quartermaster	Property Quartermaster	9
Sheriff	Sheriff Office Clerk	Sheriff Office Assistant	9
Sheriff	Sheriff Office Clerk	Sheriff Office Assistant	9
Sheriff	Sheriff Office Clerk	Sheriff Office Assistant	9
Sheriff	Emergency Management Assistant	Emergency Management Assistant	9
Sheriff	Sheriff Office Clerk	Sheriff Office Assistant	9
Sheriff	Sheriff Office Clerk	Sheriff Office Assistant	9
Treasurer	Head Cashier	Account Specialist III	11
Treasurer	Office Receivables Manager	Office Coordinator	11
Treasurer	Chief Account Clerk	Account Specialist II	10
Treasurer	Payables/Cashier	Account Specialist III	11
Treasurer	Property Tax Specialist/Forc./Audit	Property Tax Specialist	12
Treasurer	Property Tax Specialist/Forc./Audit	Property Tax Specialist	12
Treasurer	Chief Account Clerk	Account Specialist II	10

APPENDIX B
Aggregate Market Data

Saginaw County, Michigan
Aggregate Market Data

Position Surveyed	Number of Respondents	Average FTES	Average YOS	Average Minimum	Average Midpoint	Average Maximum
Account Specialist II	5	1.40		34,704.49	39,817.12	44,153.61
Account Specialist III	5	1.60		41,279.41	46,030.64	50,009.17
Administrative Assistant	6	1.50		35,129.47	40,964.42	45,741.02
Animal Control Officer	3	3.67		32,025.77	38,787.14	45,548.52
Chief Mechanic	11	1.36		44,827.89	49,820.44	54,812.98
Computer Operator	4	4.00	3.00	41,936.43	46,550.70	51,164.97
Cook	6	1.33		31,392.13	34,165.94	35,701.18
Custodian Crew Leader	5	1.00	10.33	31,047.05	34,723.50	38,711.72
Deputy Register	5	1.80		31,398.68	34,673.91	38,016.70
Health Technician	4	2.75		30,646.42	38,666.19	46,685.97
Hearing Technician	7	2.14		30,923.81	36,291.63	40,447.87
Kitchen Manager	4	1.00		39,821.67	47,311.64	52,664.05
Laboratory Assistant	3	1.00		34,455.00	38,034.02	39,751.07
Legal Clerk I	6	3.17	1.50	29,162.35	33,519.68	37,877.00
Legal Clerk II	6	1.00		37,288.75	43,540.16	48,943.84
Legal Specialist I	7	6.00	1.75	32,997.40	38,336.03	43,019.63
Legal Specialist II	7	1.57		40,450.55	44,984.97	48,611.58
Maintenance Worker I	5	1.20	5.00	28,674.46	32,877.96	36,955.50
Maintenance Worker II	7	2.00		31,916.12	37,567.02	43,217.91
Maintenance Worker III	8	1.00		39,114.29	42,677.02	46,201.85
Office Assistant I	8	2.25		26,657.67	30,575.00	33,882.30
Office Assistant II	8	7.13	16.00	26,922.08	34,773.53	42,139.04
Office Manager	4	1.00		44,153.60	53,572.10	62,990.60
Public Health Nurse I	5	1.00		50,153.80	57,972.46	65,791.12
Public Health Nurse II	4	1.00		57,926.02	67,190.89	76,455.75
Records Coordinator I	7	2.57		30,720.59	36,221.73	41,118.01
Records Coordinator II	4	1.25		36,678.17	42,782.88	47,677.98

APPENDIX C
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:

- 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.

Vacation Carry Over and Maximum Accumulation:

- 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 report 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.

Annual Leave:

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 averages are displayed in the following chart. Amounts are in days.

- Saginaw County's paid leave policies are more generous for newer employees compared to surveyed respondents, making the County a desirable employer. In the 14th year of service (highlighted), 1 surveyed respondent reported providing a greater amount of Vacation/Sick time than Saginaw County at 25 days. Following this threshold, that organizations policy matches that of Saginaw County until the 20th years, where the County again leads the market.

Saginaw County, Michigan
Benefits Review

Length of Service	Least Reported	Most Reported	Average Reported	Saginaw County
6 months	0.00	15.00	9.10	17.00
1 year	9.00	15.00	12.61	17.00
2 years	11.25	15.00	13.04	17.00
3 years	11.25	15.00	13.46	19.00
4 years	11.25	15.00	13.61	19.00
5 years	11.25	19.00	15.89	21.00
6 years	15.00	20.00	17.46	21.00
7 years	15.00	20.00	17.61	21.00
8 years	15.00	20.00	17.75	21.00
9 years	15.00	20.00	17.89	21.00
10 years	16.25	21.00	19.18	23.00
11 years	17.00	21.25	19.89	23.00
12 years	17.00	21.25	19.89	23.00
13 years	17.00	21.25	19.89	23.00
14 years	17.00	25.00	20.61	23.00
15 years	19.00	25.00	21.61	25.00
16 years	19.00	25.00	22.14	25.00
17 years	19.00	25.00	22.29	25.00
18 years	19.00	25.00	22.43	25.00
19 years	19.00	25.00	22.57	25.00
20 years	21.00	25.00	23.57	27.00
20+ years	21.00	25.00	23.71	27.00

Annual Sick Leave:

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.

Pension and Retirement:

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.

Life and Disability Insurance:

All 8 reporting organizations said they offered life insurance and that its 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.

Health Insurance:

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.). 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 \$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 dental 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.

Deferred Compensation:

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.

Compensation: *(for some questions in this section, we captured responses from 9 organizations)*

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.

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.