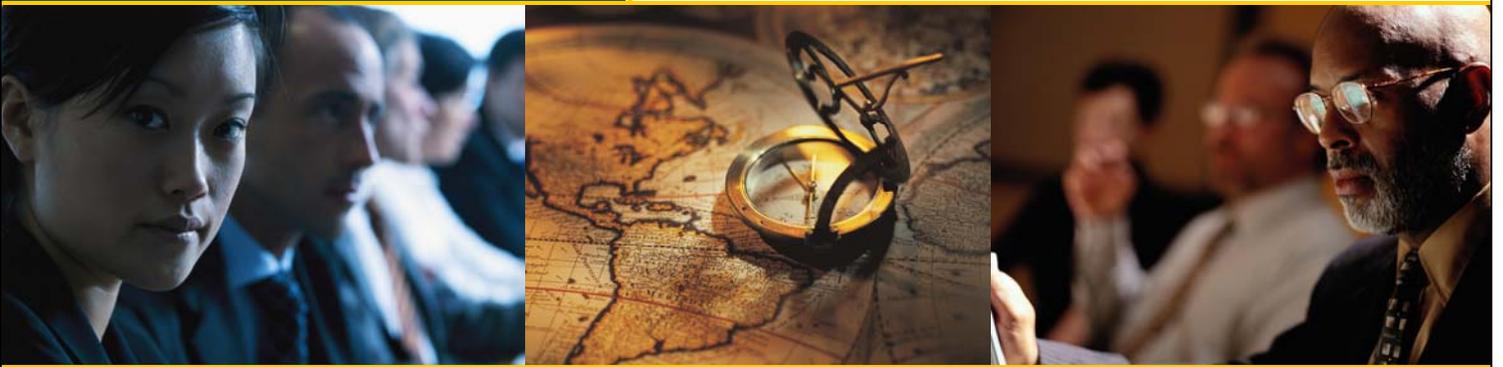


# Classification and Compensation Study for Pinal County, AZ

## FINAL REPORT



Evergreen Solutions, LLC

March 25, 2016

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# Executive Summary

Evergreen Solutions was retained by Pinal County, AZ (County) to perform a Compensation and Classification study in June 2014. Evergreen Solutions used a combination of qualitative and quantitative methods to analyze the data and produce recommendations to maximize equity and competitiveness of the County's compensation and classification systems. This summary provides the methodology for the study, the key findings, and recommendations for increasing the market competitiveness of these systems at the County.

The collection of and analyses of the data provided in this report were conducted at various times throughout the study. For example, the County has improved some of the benefits offered to employees since the time of the benefits comparison, and individual employee' salaries may have changed since the time of the pay plan analysis. Evergreen Solutions considered these changes when making the recommendations provided herein. Throughout the report, reference to the date of the collected data is made for a clear understanding of the analyses.

## **APPROACH AND METHODOLOGY:**

Evergreen Solutions utilized a detailed process involving the following components for conducting the study:

- *Outreach* - County employees participated in focus groups, interviews, and job analysis led by Evergreen Solutions to collect data for determining the appropriate job titles for the work performed and to understand issues or concerns regarding compensation.
- *Current Environment Review* - Internal equity and structure (i.e., compensation structure, practices, etc.) were analyzed through a statistical assessment of the conditions at the County.
- *Job Analysis* - Employees of the County participated in the data collection process by completing Job Assessment Tool (JAT) and Management Issues Tool (MIT). These forms provided insight into organizational relationships, job complexity, leadership, working conditions and decision making impact of each position at the County. The information gathered in the JATs were used to evaluate jobs in order to understand the internal equity structure and assist in the recommendations.
- *Compensation Philosophy* - Meetings were held with the County's leadership team to understand its market position with regard to employee compensation. The County provided Evergreen Solutions with the guidance that it wanted to remain competitive



with its peers and administer an open range pay plan rather than its current step plans. While the County has not fully developed its pay guidelines (new hire salary placement, progression of employee' salaries, promotion, etc.) it has determined that a competitive, open range structure will be conducive to more flexible guidelines which will be based on providing salary progression for employees contingent on financial structure and potentially performance. This philosophy provided the framework for the study recommendations.

- *Market Analysis* - External equity was analyzed based on the collection and analysis of data from salary and benefits surveys. For the salary survey, salary range data were collected for 98 benchmark positions from 31 peers. A benefits survey was sent to the peers utilized for the salary survey. Benefits data were collected from 18 of these peers and compared to the benefits provided by the County.
- *Recommendations* - External and internal equity and the County's desired market position were considered when developing the new classification and compensation system. Understanding fiscal constraints, the most appropriate implementation plan was developed to transition employee' salaries into the new structure. Evergreen Solutions discussed and provided the County with additional implementation options for adjusting employee' salaries in the future. At the time this study concluded, the County was continuing to develop its pay plan guidelines and thus additional implementation options remained under consideration.

## **FINDINGS**

Evergreen Solutions' analysis revealed a classification and compensation structure that was not easily understood by employees or administered by the County. Overall, similar to its peers, the County encountered challenges in maintaining consistent progression of employee' salaries through the salary ranges over time. Additionally, the salary ranges for some positions were below the desired market position. However, some salary ranges were found to be competitive or ahead of the market, and benefits were comparable to the peers.

### **Outreach**

Overall, participants in these meetings considered the County a good place to work. Most were pleased with the benefits provided although they believed their compensation was not competitive with peers. Many expressed concern that their job titles did not accurately reflect the work performed, or that the use of titles was consistent across departments. Most conveyed a desire for performance evaluations to be utilized consistently and fairly across departments for decisions regarding employee' salary increases.

### **Current Environment Review**

The County administered one pay plan with steps that increased by 2.5 percent each step, and varied slightly in range spread. This pay plan configuration could limit the County's ability to institute more flexible pay practice guidelines in the future. Also, a majority (84.0 percent) of employee' salaries were below the midpoint of their classification's salary range and a large percent (64.8) were clustered in the first quartile. While some of this clustering may be associated with the time the employees have in their classifications, it may also



indicate that the County faced challenges, similar to its' peers in progressing employee' salaries through the salary ranges.

### Job Analysis

The County's classification structure, specifically its titling of positions presented some challenges. Many classification titles were too broad for the work performed and some were outdated. Many, as well, were not descriptive of the work performed.

### Market Analysis

As shown in the table below, the results of the salary survey indicated the County's salary ranges approximated the desired market position. However, many of the benchmarked classifications' ranges were below the average, and some were ahead. These differentials varied by classification. In some cases, the County's pay range for a classification was ahead of the market indicating either no change was needed, or per the County's preference, a pay range should be lowered. In many instances, the pay ranges were found to be below market average, indicating a need for change to reflect current market conditions.

Comparison	Overall % Difference at Minimum	Overall % Difference at Midpoint	Overall % Difference at Maximum
Current Pay Grades	4.3%	0.5%	-2.1%

### RECOMMENDATIONS:

Based on the findings above, Evergreen Solutions developed specific recommendations to align with the County's compensation philosophy. Each recommendation seeks to align the County's classification and compensation structures more competitively and appropriately with its peers.

#### Changes in Classification Structure/Job Titles

Evergreen Solutions recommends changing 236 job titles based on a combination of JAT data, supervisor feedback, and best practices. In addition, 77 new titles were created for employees performing work which required differentiation from a more broad classification. These title changes, if implemented, will more appropriately represent the work performed, be easier to understand, and align more with best practice classification structures today. **Exhibit 6A** provides a complete list of the recommended title changes.

#### Job Description Updates

The County should revise all job descriptions to include the updated classification information, and Fair Labor Standards Act (FLSA) status determinations. Evergreen Solutions is in the process of updating these, and will provide them in draft format under separate cover to the County. Job descriptions and titles should be reviewed annually to properly maintain the classification structure going forward.

## Changes in Compensation Structure/Pay Plan

Evergreen Solutions recommends the County adopt the proposed open range salary plan. Based on the results of the market analyses, considering both salary and benefits, the proposed pay plan will position the County's compensation plan in a more competitive position. The open range configuration and design of the pay grades and ranges is aligned with best practice and will allow more flexibility in pay practice administration. The proposed pay plan is shown in **Exhibit 6B**, and the individual pay grade recommendation for each proposed classification are provided in **Exhibit 6C**.

## Implementation

Following the adoption of the proposed pay plan, Evergreen Solutions recommends transitioning employee' salaries into the new structure. The first step in this transition requires that current employee' salaries be compared to the minimum of their assigned classification's proposed grade. If their current salary is above the grade minimum, no adjustment is required, however, if their salary is below the minimum, a salary adjustment is recommended. Utilizing this approach, the approximate annualized (salary only) cost associated with this implementation is **\$934,247** and adjustments would be made for 379 employees. Following implementation of the proposed pay plan, for the benchmarked classifications (utilized in the salary survey) the County's competitive position, as seen below, will be improved and will likely not require total market adjustments for several years.

Comparison	Overall % Difference at Minimum	Overall % Difference at Midpoint	Overall % Difference at Maximum
Proposed Pay Grades	2.2%	5.0%	6.9%

## Post-Implementation

Evergreen Solutions recommends conducting periodic maintenance of the proposed classification and compensation structure by: conducting small scale salary surveys to assess the competitiveness of hard-to-fill or hard to retain classifications, and making adjustments to pay grades as appropriate. As well, conducting a comprehensive classification and compensation study every three to five years to remain current with market trends is considered a good practice. Focus should always be placed on the market ranges (not individual employee salaries) with emphasis on alignment with the midpoint of ranges for market comparison, as this is the salary most employees would expect if performing proficiently and satisfactorily the work of their classification.



## Chapter 1 - Introduction

Evergreen Solutions began conducting a Compensation and Classification study for Pinal County, AZ in June 2014. The purpose of the study was to analyze these systems and make recommendations to improve the County's ability to recruit and retain a diverse and qualified workforce. This involved analyzing both internal and external equity of the County's classification and compensation systems and making recommendations in response to the findings.

At the beginning of the study, the County requested an immediate analysis of its current compensation for sworn positions in the Sheriff's office. This was performed as a stand-alone analysis and the same positions were analyzed again concurrent with the full study.

To understand the current work being performed by County employees, Evergreen Solutions utilized a method of job evaluation. This provided the data for the internal equity review of the County's classification structure. External equity, or the market competitiveness of the County's compensation systems was analyzed by reviewing the results of salary and benefits surveys which were designed and conducted specifically for the County. Ultimately, the results of these analyses, both internal and external, were considered when making recommendations to improve the competitiveness of the County's compensation and classification system.

Specifically, Evergreen Solutions was tasked with:

- leading orientation and focus group sessions for employees and conducting interviews with department heads;
- evaluating the County's current salary structure to determine its strengths and weaknesses;
- collecting classification information through the Job Assessment Tool (JAT) to analyze the internal equity of the County's classifications;
- developing recommendations for improvements to classification titles and the creation of new titles, if necessary;
- facilitating discussions with County leaders to develop a compensation philosophy;
- conducting market salary and benefits surveys to assess the market competitiveness of the County's current pay plan and to determine common benefits offered by peer organizations;



- developing a compensation structure and slotting classifications into that structure while ensuring internal and external equity;
- developing an implementation strategy and providing cost estimates for implementation;
- providing the County with information and strategies regarding compensation and classification administration;
- updating job descriptions that reflect recommended classification changes and employee responses to the JAT, and Fair Labor Standards Act (FLSA) recommendations; and
- developing and submitting draft and final reports that summarize study findings and recommendations.

## 1.1 STUDY METHODOLOGY

Evergreen Solutions used a combination of quantitative and qualitative methods to develop recommendations to improve the County's competitive position. Study activities included:

- conducting a study kick-off meeting;
- conducting employee outreach;
- conducting job assessments utilizing the JAT;
- analyzing the current conditions of the County's compensation system;
- developing a compensation philosophy for the County;
- conducting market salary and benefits surveys;
- developing classification and compensation structure recommendations;
- developing implementation options for the proposed structure;
- developing recommendations for maintaining the new system;
- updating job descriptions to accurately reflect work performed; and
- creating draft and final reports.

### **Kick-off Meeting**

The kick-off meeting allowed members of the study team from both the County and Evergreen Solutions to discuss different aspects of the study. During the meeting, information about the County's compensation and classification structures and philosophies was shared and the work plan for the study was finalized. The meeting also provided an opportunity for Evergreen Solutions to explain the types of data needed to begin the study.

### **Employee Outreach**

The orientation sessions, which occurred in September 2014, provided an opportunity for employees and supervisors to learn more information about the purpose of the study, and receive specific information related to their participation in the study process. The focus



group meetings and department head interviews allowed County employees, supervisors, and senior management to identify practices that were working well at the County, as well as to suggest areas of opportunities for improvement with regard to compensation, classification, benefits, and performance evaluation. The feedback received during these sessions is summarized in **Chapter 3** of this report.

### **Classification Analysis**

To perform an analysis of the County's classification system, all employees were asked to complete a JAT in which they had the opportunity to describe the work they perform in their own words. Supervisors were then asked to review their employees' JATs and provide additional information as needed about the classifications. The information provided in the completed JATs was utilized in the classification analysis in two ways. First, the work described was reviewed to ensure that classification titles were being utilized appropriately. Second, the JATs were evaluated to quantify, by a scoring method, each classification's relative value within the organization. Each classification's score was based on employee and supervisor responses to the JAT, and the scores allowed for a comparison of classifications across the County.

### **Analysis of Current Conditions**

This analysis provided an overall assessment of the County's current pay structure and related employee data at the time the study. The current pay plan, the progression of employee salaries through the associated pay grades, the time employee have within their classifications, and the distribution of employees among the County's departments were all examined during this process. The findings of this analysis are summarized in **Chapter 4** of this report.

### **Compensation Philosophy**

Evergreen Solutions facilitated several meetings with the County's leadership team to develop a draft statement documenting its position with regard to employee compensation. This philosophy was based on arriving at decisions on several key factors and provided the framework for the recommended classification and compensation system and related pay practices. The draft statement was provided to the County under separate cover for its use, further development, and eventual communication to and with employees.

### **Market Analysis**

For the market analysis, peer organizations were identified that compete with the County for human resources and provide similar services. A number of classifications were selected as benchmarks for the salary survey. These positions represented a cross-section of the departments and levels of work at the County. After the selection of peers and benchmark classifications, a survey tool was developed for the collection of salary range data. A survey tool was also developed to collect data about benefits offered by the identified peer organizations. The salary and benefits data collected during these surveys were analyzed and a summary of the data can be found in **Chapter 5** of this report.



## Recommendations

During the development of the compensation philosophy, the County identified its desired market position. Using this information and the analysis of both internal and external equity, a new classification and compensation structure was developed. Next, implementation options were developed to transition employee' salaries into the new structure, and the associated costs of adjusting employee' salaries were estimated. Information was then provided to the County on how to execute the recommended salary adjustments, as well as how to maintain the recommended classification and compensation system over time. A summary of the recommendations made by Evergreen Solutions can be found in **Chapter 6** of this report.

## 1.2 REPORT ORGANIZATION

This report includes the following additional chapters:

- Chapter 2 – Analysis of Sworn Positions
- Chapter 3 – Summary of Employee Outreach
- Chapter 4 – Assessment of Current Conditions
- Chapter 5 – Market Summary
- Chapter 6 – Recommendations



## Chapter 2 - Analysis of Sworn Positions

An analysis of sworn positions was conducted as the first phase of the classification and compensation study for the County. This analysis provided the County with an external equity assessment of the compensation for sworn positions within the County's Sheriff's Office. An external equity analysis addresses differences between what an organization's employees are compensated and what compensation is available in the market place for the same work. For this phase of the study, Evergreen Solutions was tasked with:

- collecting and reviewing current environmental data for sworn positions at the County,
- conducting a market salary survey for sworn positions and providing feedback to the County regarding current market competitiveness, and
- developing options and providing recommendations using available aggregate market data and best practices for compensation of similar sworn positions.

Utilizing the following methodology, Evergreen Solutions combined qualitative as well as quantitative data analysis to produce equitable recommendations to improve the competitiveness of the County's compensation plan for sworn positions. This process included the following activities:

- evaluating the current system for sworn positions,
- conducting a salary survey for sworn positions,
- analyzing the results of salary survey, and
- providing recommendations to the current pay plan to attract and retain employees in these positions.

### **2.1 ASSESSMENT OF CURRENT CONDITIONS**

This section analyzes the conditions present at the County at the time the data were collected and provided an overall assessment of the County's current compensation plan for sworn positions. The sworn positions analyzed were: Deputy Sheriff, Sergeant, Lieutenant, Captain, Deputy Chief, and Chief Deputy.

This analysis reflects the information and demographics in place at the time of the review and should be considered a snapshot in time. Internal conditions were examined as they related

to the sworn classifications. The external assessment of the sworn positions is discussed in the next section. Ultimately, both internal and external factors were utilized to develop the recommendations provided in the final section of this chapter.

## 2.2 PAY PLAN ANALYSIS

**Exhibit 2A** displays the County’s pay grades for the six sworn positions. There were 162 individuals in the six sworn, full-time classifications. Each grade had 14 steps with range spreads of 38.0 to 38.2 percent. Range spreads are the width of pay grades and are calculated as the percentage difference between the pay range minimum and maximum, relative to the pay range minimum. The range minimum utilized in this chapter corresponds to the County’s step 1 and the maximum relates to step 14 for that classification’s pay grade. The midpoint was calculated as the halfway point between the minimum and maximum and it does not correspond to any step in the pay plan. An established pay plan provides a structure, or pay system of salaries for positions, and a framework for employee salary progression; however, numerous factors may influence the ability of employees to progress their salaries through a step plan.

**EXHIBIT 2A  
CURRENT PAY GRADES AND RANGES FOR  
SHERIFF’S OFFICE SWORN POSITIONS**

Classification	Grade	Minimum	Midpoint	Maximum	Range Spread	Employees
Deputy Sheriff	226	\$ 46,179	\$ 54,995	\$ 63,811	38.2%	115
Sergeant	230	\$ 56,882	\$ 67,723	\$ 78,564	38.1%	34
Lieutenant	235	\$ 72,232	\$ 85,973	\$ 99,714	38.0%	9
Captain	239	\$ 86,026	\$102,379	\$118,731	38.0%	2
Deputy Chief	241	\$ 94,682	\$112,655	\$130,628	38.0%	1
Chief Deputy	441	\$ 99,969	\$118,976	\$137,983	38.0%	1
<b>Total</b>						<b>162</b>

## 2.3 GRADE PLACEMENT ANALYSIS

This section examines where employee salaries were in comparison to their classification pay range. Grade placement analysis provided insight into employee salary progression. Provided in **Exhibit 2B** are the grades, number of employees in each grade, and the number and percentage of employees at or below the minimum, below the midpoint, above the midpoint, and at or above the maximum.



## EXHIBIT 2B EMPLOYEES' SALARY PLACEMENT

Classification	Grade	# of Employees	# at or below Min	% at or below Min	# < Mid	% < Mid	# > Mid	% > Mid	# at or above Max	% at or above Max
Deputy Sheriff	226	115	2	1.7%	86	74.8%	29	25.2%	1	0.9%
Sergeant	230	34	0	0.0%	19	55.9%	15	44.1%	0	0.0%
Lieutenant	235	9	0	0.0%	8	88.9%	1	11.1%	0	0.0%
Captain	239	2	0	0.0%	2	100.0%	0	0.0%	0	0.0%
Deputy Chief	241	1	0	0.0%	1	100.0%	0	0.0%	0	0.0%
Chief Deputy	441	1	0	0.0%	0	0.0%	1	100.0%	0	0.0%
<b>Total</b>		<b>162</b>	<b>2</b>	<b>1.2%</b>	<b>116</b>	<b>71.6%</b>	<b>46</b>	<b>28.4%</b>	<b>0</b>	<b>0.0%</b>

Grade minimums are normally utilized for employees who are relatively new to the organization or to the classification after a recent promotion. Grade maximums can be utilized by the organization to attract and retain those employees with greater experience and job knowledge. There were two employees that had salaries at the pay grade minimum and one at the maximum.

The grade midpoint is the salary calculated as halfway between the minimum and the maximum and is not necessarily associated with any assigned step. Employees with salaries at the grade midpoint are expected to be fully proficient in their job and should only need minimal guidance to complete their job duties. Of the 162 sworn employees at this time of this analysis, 116 (71.6 percent) employee' salaries were below midpoint and 46 (28.4 percent) were above midpoint. Overall, there was an uneven distribution of employee' salaries above and below the midpoint, which, upon first glance, indicated salary compression may be an issue for the County. Further examination in **Exhibit 2C** provided more insight into any compression issues that may have been present for any specific classification.

**Exhibit 2C** illustrates the number of employees by pay grade and quartile. A quartile represents a division of a pay grade into four segments. Each employee's salary fell within one of four equal segments of the pay grade. The first quartile represented the lowest 25.0 percent of the pay range. The second quartile represented those salaries that fell above the first quartile but below the 50.0 percentile. The third quartile represented the third quarter of a classification's pay range. The fourth quartile was the top 25.0 percent of a classification's pay range.

In **Exhibit 2B**, it was shown that there was a disproportionate number of employees with salaries in the first half of the pay range. We see that a concentration of employee' salaries was even more pronounced in **Exhibit 2C**. There were 88 (54.3 percent) employees with salaries in the first quartile. Employee' salaries could fall in the first quartile for several reasons. For example, those in the first quartile may be new employees or employees for whom pay may have been frozen. There were 28 (17.3 percent), 37 (22.8 percent), and 9 employee with salaries in quartiles 2, 3, and 4, respectively. However, it is important to note that average tenure may have contributed to the perceived compression issues. For example, 115 of the sworn employees were in the Deputy Sheriff classification (grade 226) and the lower average tenure (8.8 years) would be expected to influence the large number (66) of

individuals in the first quartile. Also, as expected, tenure increased as one moves from a lower quartile to the next higher quartile. The only exception was with the Lieutenant classification (grade 235) where the employee in the third quartile had an average tenure of 5.6 years which was lower than the average tenure of quartiles one and two for this classification.

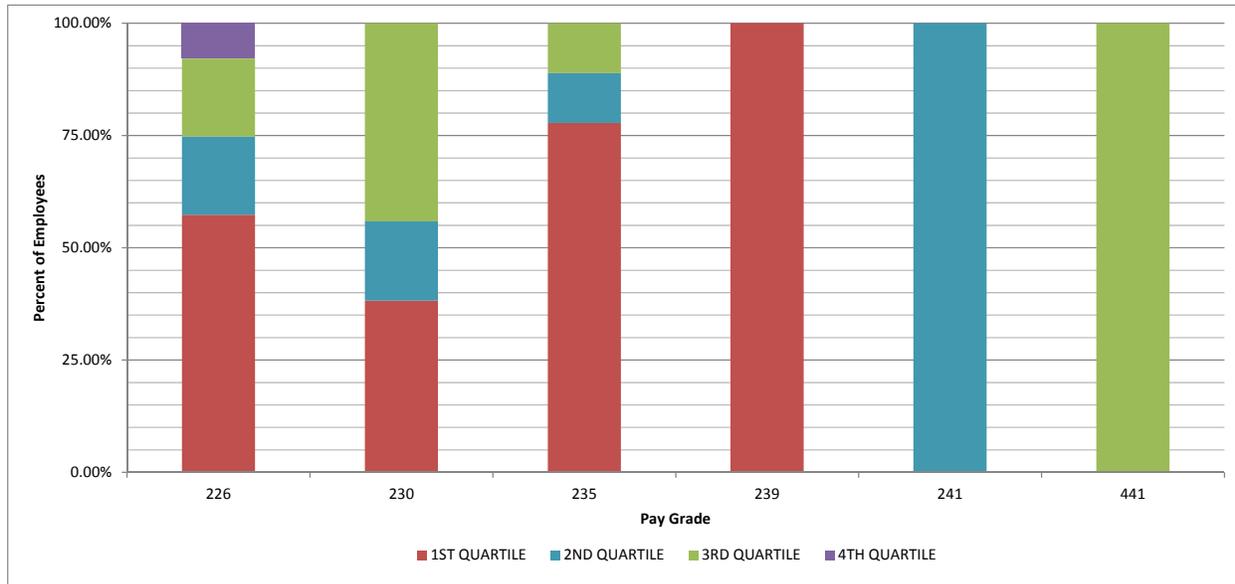
### EXHIBIT 2C QUARTILE AND TENURE ANALYSIS

Classification	Grade	Total Employees	Average Tenure	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
				# Employees	Avg Tenure	# Employees	Avg Tenure	# Employees	Avg Tenure	# Employees	Avg Tenure
Deputy Sheriff	226	115	8.8	66	5.1	20	9.5	20	15.2	9	20.7
Sergeant	230	34	15.8	13	10.2	6	15.7	15	20.6	-	-
Lieutenant	235	9	16.4	7	17.0	1	23.1	1	5.6	-	-
Captain	239	2	25.0	2	25.0	-	-	-	-	-	-
Deputy Chief	241	1	21.9	-	-	1	21.9	-	-	-	-
Chief Deputy	441	1	5.6	-	-	-	-	1	5.6	-	-
<b>Overall Total</b>		<b>162</b>		<b>88</b>		<b>28</b>		<b>37</b>		<b>9</b>	
<b>Overall Average</b>			<b>11.0</b>		<b>7.2</b>		<b>11.7</b>		<b>16.9</b>		<b>20.7</b>



Exhibit 2D displays the percentage of employees with salaries within each quartile by pay grade.

**EXHIBIT 2D  
QUARTILE ANALYSIS  
(PERCENTAGE OF EMPLOYEES PER PAY GRADE)**



## 2.4 ASSESSMENT OF CURRENT CONDITIONS SUMMARY

The key points of the current pay structure and employee’ salaries are:

- There were 162 full-time sworn employees across six classifications in six separate pay grades.
- There were 116 (71.6 percent) employees with salaries below grade midpoint and 46 (28.4 percent) with salaries above midpoint.
- Over half of the County’s employees in sworn positions were earning salaries in the first quartile of their assigned pay grades, which was likely attributed to the tenure of these employees.

## 2.5 MARKET CONDITIONS

This section analyzes the external equity of the compensation structure for the sworn positions at the time of this review. Compared below are the County’s current ranges for the six sworn positions and the compensation provided by the market for these positions. The data from the targeted market peers were used to evaluate the compensation at the County at a fixed point in time. This methodology was used to provide an overall analysis and not to

evaluate individual salaries. Individual salaries are determined by a number of factors and therefore comparisons do not translate well at the individual level.

Market data were collected at the time of the study and depict the most up-to-date market conditions. Evergreen contacted 15 cities/towns, 14 of Arizona’s counties, and the United States Border Patrol. Of the 30 peers contact, all but the following three responded to the data request: Gila County, Graham County, and the U.S. Border Patrol. Data were collected for all six sworn positions. When seeking to compare the County to its peers, a number of factors were taken into account, such as location and relative population. Data were collected from the list of 27 market peers in **Exhibit 2E**.

### EXHIBIT 2E SURVEY DATA RESPONDENTS

City/Town Peer Respondents
City of Apache Junction, AZ*
City of Avondale, AZ
City of Casa Grande, AZ*
City of Chandler, AZ*
City of Flagstaff, AZ
City of Gilbert, AZ*
City of Glendale, AZ*
City of Maricopa, AZ*
City of Mesa, AZ*
City of Phoenix, AZ*
City of Prescott, AZ
City of Scottsdale, AZ*
City of Tempe, AZ*
City of Tucson, AZ
Town of Florence, AZ*
County Peer Respondents
Apache County, AZ
Cochise County, AZ
Coconino County, AZ
Greenlee County, AZ
Maricopa County, AZ*
Mohave County, AZ
Navajo County, AZ
Pima County, AZ*
Santa Cruz County, AZ
Yavapai County, AZ

\* Peers within 75 miles of Pinal County.



All data collected outside of the County's immediate area were adjusted for cost of living using a national cost of living index factor.<sup>1</sup> This calculation allowed salary dollars from entities across the state to be compared in spending power relative to the County.

**Exhibits 2F, 2G, 2H, and 2I** provide a summary of the results of the salary survey data compared to the County's salary range data for sworn positions. The following data are broken-down into six separate exhibits:

**Exhibit 2F** provides a comparison of peer counties' data to Pinal County.

**Exhibit 2G** provides a comparison of peer cities/towns' data to Pinal County.

**Exhibit 2H** provides a comparison of the aggregate data (peer counties and cities) to Pinal County.

**Exhibit 2I** provides a comparison the peers (counties and cities/towns) within 75 miles of Florence, AZ, the County seat, to Pinal County.

Each exhibit shows the following for each surveyed classification:

- The average of the peer organizations' salary range minimum, midpoint, and maximum for each classification are shown. The survey minimum indicates the average of the minimum of the salary range for each classification provided by the peer organizations. Survey midpoint provides the average of the salary range midpoint of the peer respondents for each classification surveyed. The average of the salary range maximum is also provided.
- Percent differentials are shown for survey market salary range minimums, midpoints, and maximums. The differentials specify how the County's salary ranges compared to the market. A positive differential indicates the County was above market for that classification at the minimum, midpoint, or maximum. A negative differential indicates the County was below market for that classification. In the final row of the exhibit, the average percent differentials for the salary range minimums, midpoints, and maximums are provided. This provides all of the classifications' percent differentials averaged together.
- The survey range is a measure of the width of the salary range for each classification surveyed, which was calculated as the percentage increase between the market salary range minimums and market salary range maximums for the respondents. The average range for all of the classifications is provided in the final row of the exhibit.
- The number of survey responses to each classification is provided in the final column and the average number of responses for all of the classifications is provided in the final row.

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<sup>1</sup> City-Data's cost of living factor was used to allow comparisons of Pinal County's data to the information collected from the peer organizations. City-Data's cost of living is measured by calculating the average cost of goods and services in a specific area and is updated yearly. The average cost of living in the United States is 100.0.



**EXHIBIT 2F**  
**MARKET SUMMARY – PINAL COUNTY COMPARED TO COUNTY DATA**

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp
	Average	% Diff	Average	% Diff	Average	% Diff		
Deputy Sheriff	\$ 42,428.92	8.1%	\$ 50,799.92	7.6%	\$ 59,168.85	7.3%	39.5%	10
Sergeant	\$ 53,517.35	5.9%	\$ 62,213.11	8.1%	\$ 70,908.86	9.7%	32.5%	12
Lieutenant	\$ 65,616.24	9.2%	\$ 75,215.93	12.5%	\$ 85,698.27	14.1%	30.6%	11
Captain	\$ 77,743.17	9.6%	\$ 90,707.26	11.4%	\$ 103,668.41	12.7%	33.3%	7
Deputy Chief	\$ 82,803.99	12.5%	\$ 93,323.20	17.2%	\$ 113,796.83	12.9%	37.4%	4
Chief Deputy	\$ 86,420.52	13.6%	\$ 103,510.26	13.0%	\$ 132,168.41	4.2%	52.9%	8
		<b>9.8%</b>		<b>11.6%</b>		<b>10.1%</b>	<b>37.7%</b>	<b>8.7</b>

**EXHIBIT 2G**  
**MARKET SUMMARY – PINAL COUNTY COMPARED TO CITY/TOWN DATA**

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp
	Average	% Diff	Average	% Diff	Average	% Diff		
Deputy Sheriff	\$ 49,351.62	-6.9%	\$ 59,670.00	-8.5%	\$ 69,987.01	-9.7%	41.8%	15
Sergeant	\$ 71,197.39	-25.2%	\$ 80,704.99	-19.2%	\$ 90,218.90	-14.8%	26.7%	15
Lieutenant	\$ 83,422.34	-15.5%	\$ 97,375.47	-13.3%	\$ 108,485.76	-8.8%	30.0%	15
Captain	\$ 89,698.23	-4.3%	\$ 105,868.92	-3.4%	\$ 122,039.61	-2.8%	36.1%	4
Deputy Chief	\$ 101,981.21	-7.7%	\$ 120,243.97	-6.7%	\$ 138,506.72	-6.0%	35.8%	8
Chief Deputy	\$ 102,128.19	-2.2%	\$ 125,740.53	-5.7%	\$ 143,941.32	-4.3%	40.9%	11
		<b>-10.3%</b>		<b>-9.5%</b>		<b>-7.7%</b>	<b>35.2%</b>	<b>11.3</b>

**EXHIBIT 2H**  
**MARKET SUMMARY – PINAL TO AGGREGATE (COUNTY AND CITY/TOWN) DATA**

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp
	Average	% Diff	Average	% Diff	Average	% Diff		
Deputy Sheriff	\$ 46,582.54	-0.9%	\$ 56,121.97	-2.0%	\$ 65,659.75	-2.9%	41.0%	25
Sergeant	\$ 63,339.60	-11.4%	\$ 72,486.37	-7.0%	\$ 81,636.66	-3.9%	28.9%	27
Lieutenant	\$ 76,299.90	-5.6%	\$ 88,000.28	-2.4%	\$ 99,370.76	0.3%	30.2%	26
Captain	\$ 82,090.47	4.6%	\$ 96,220.59	6.0%	\$ 110,348.85	7.1%	34.4%	11
Deputy Chief	\$ 96,751.06	-2.2%	\$ 111,270.38	1.2%	\$ 131,767.66	-0.9%	36.2%	12
Chief Deputy	\$ 96,237.81	3.7%	\$ 116,380.42	2.2%	\$ 139,526.48	-1.1%	45.0%	19
		<b>-2.0%</b>		<b>-0.3%</b>		<b>-0.2%</b>	<b>35.9%</b>	<b>20.0</b>



**EXHIBIT 21**  
**MARKET SUMMARY - PEERS WITHIN 75 MILES OF PINAL COUNTY**

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp
	Average	% Diff	Average	% Diff	Average	% Diff		
Deputy Sheriff	\$ 50,280.01	-8.9%	\$ 60,872.07	-10.7%	\$ 71,462.54	-12.0%	42.1%	13
Sergeant	\$ 73,311.81	-28.9%	\$ 82,575.88	-21.9%	\$ 91,839.94	-16.9%	25.3%	13
Lieutenant	\$ 87,508.34	-21.1%	\$ 100,587.14	-17.0%	\$ 110,385.73	-10.7%	26.1%	13
Captain	\$ 97,402.41	-13.2%	\$ 111,725.20	-9.1%	\$ 126,043.85	-6.2%	29.4%	5
Deputy Chief	\$ 101,130.21	-6.8%	\$ 118,409.51	-5.1%	\$ 135,688.81	-3.9%	34.2%	8
Chief Deputy	\$ 106,241.80	-6.3%	\$ 133,728.68	-12.4%	\$ 156,445.59	-13.4%	47.3%	9
		<b>-14.2%</b>		<b>-12.7%</b>		<b>-10.5%</b>	<b>34.1%</b>	<b>10.2</b>

## 2.6 MARKET CONDITIONS SUMMARY

It should be noted that the standing of a classification's pay range compared to the market is not an assessment of employee' salaries being above or below market. The analysis in this section does, however, speak to the County's general market competitiveness for the identified sworn positions.

From the analysis of the data gathered, the following conclusions were reached:

- On average, across the six surveyed sworn positions, the County's salary ranges were ahead of its county market peers at the minimum, midpoint, and maximum.
- However, the County's salary ranges were behind the city/town peers at each of the minimum, mid, and maximum points.
- Once the data were aggregated, it was shown that the County's salary ranges were closer to market than the county or city/town peer data indicated.
- The County's salary ranges were behind the peers within 75 miles at the market minimum, mid, and maximum points.

## 2.7 OPTIONS FOLLOWING INITIAL ANALYSIS

During the final phase of a study, Evergreen Solutions consultants considered whether to recommend changes to the existing pay plan or to make wholesale changes to the structure. Since Evergreen Solutions had not completed the complete study for the County at that point in time the sworn positions were analyzed, a more simple approach of developing options utilizing the current pay plan was taken. The options that follow for these positions utilize the current pay structure as it was, and simply "re-assigned" the classifications to pay grades based on the market survey data collected for these positions.

Evergreen developed four different grade assignment options based on whether the County wants to be competitive with: the county peers; the city/town peers; the aggregate of city and county peers; or the peers within 75 miles of the County.



**OPTION 1:** Assign the sworn classifications into the pay plan using the county peer data.

When comparing the County to the aggregated county peer data (**Exhibit 2F**), grade re-assignments are not required. The County is currently ahead of market at the minimum, midpoint, and maximum when compared to the county peer data; re-assignments would not be required.

**OPTION 2:** Assign the sworn classifications into the pay plan using the city/town peer data.

When comparing the County to the aggregated city/town peer data (**Exhibit 2G**), grade re-assignments were required. The County's ranges were behind market at the minimum, midpoint, and maximum when compared to the city/town peer data; re-assignments would be required.

**Exhibit 2J** provides the proposed grade assignments for this option.

**EXHIBIT 2J  
PROPOSED GRADE ASSIGNMENT USING  
CITY/TOWN PEER DATA**

CURRENT CLASS TITLE	PROPOSED GRADE	PROPOSED MIN	PROPOSED MID	PROPOSED MAX
DEP SHERIFF	228	\$ 50,741.60	\$ 60,431.54	\$ 70,121.48
SERGEANT	233	\$ 66,092.00	\$ 78,672.93	\$ 91,253.86
LIEUTENANT	238	\$ 82,577.69	\$ 98,277.21	\$ 113,976.72
CAPTAIN	240	\$ 90,354.16	\$ 107,516.76	\$ 124,679.36
DEPUTY CHIEF	242	\$ 99,226.86	\$ 118,062.31	\$ 136,897.77
CF DEP SHERIFF	442	\$ 105,043.64	\$ 124,988.50	\$ 144,933.36

**OPTION 3:** Assign the sworn classifications into the pay plan using the aggregated market data.

When comparing the County's salary ranges to the aggregated peer data (**Exhibit 2H**), grade re-assignments would be required. The County's salary ranges were behind the market at the minimum, midpoint, and maximum when compared to the aggregated data; re-assignments would be required.

**Exhibit 2K** provides the proposed grade assignments for this option.



**EXHIBIT 2K  
PROPOSED GRADE ASSIGNMENT USING  
AGGREGATED DATA**

CURRENT CLASS TITLE	PROPOSED GRADE	PROPOSED MIN	PROPOSED MID	PROPOSED MAX
DEP SHERIFF	226	\$ 46,179.12	\$ 54,994.94	\$ 63,810.76
SERGEANT	231	\$ 59,951.84	\$ 71,372.96	\$ 82,794.09
LIEUTENANT	235	\$ 72,232.16	\$ 85,972.90	\$ 99,713.64
CAPTAIN	239	\$ 86,026.20	\$ 102,378.64	\$ 118,731.08
DEPUTY CHIEF	241	\$ 94,682.12	\$ 112,654.88	\$ 130,627.64
CF DEP SHERIFF	441	\$ 99,969.48	\$ 118,976.26	\$ 137,983.04

**OPTION 4:** Assign the sworn classifications into the pay plan using the peers that were within 75 miles of the County.

When comparing the County's salary ranges to peer data for those organizations within 75 miles (**Exhibit 2I**), grade re-assignments would be required. The County's salary ranges were behind market at the minimum, midpoint, and maximum when compared to the city/town peer data; re-assignments would be required.

**Exhibit 2L** provides the proposed grade assignments for this option.

**EXHIBIT 2L  
PROPOSED GRADE SLOTTING  
USING PEERS WITHIN 75 MILES OF PINAL DATA**

CURRENT CLASS TITLE	PROPOSED GRADE	PROPOSED MIN	PROPOSED MID	PROPOSED MAX
DEP SHERIFF	228	\$ 50,741.60	\$ 60,431.54	\$ 70,121.48
SERGEANT	234	\$ 69,162.08	\$ 82,322.92	\$ 95,483.75
LIEUTENANT	238	\$ 82,577.69	\$ 98,277.21	\$ 113,976.72
CAPTAIN	241	\$ 94,682.12	\$ 112,654.88	\$ 130,627.64
DEPUTY CHIEF	242	\$ 99,226.86	\$ 118,062.31	\$ 136,897.77
CF DEP SHERIFF	443	\$ 109,840.64	\$ 130,691.60	\$ 151,542.56

## 2.8 RECOMMENDATION

Evergreen Solutions' recommendation would be to utilize Option 3 – Aggregated Data. The County competes against both county and city peers for employees; therefore, combining the data of the two sets of peers would place the County in the most competitive position to recruit and retain quality employees.



## 2.9 SUMMARY

The County's structure was found to be similar to the market when aggregating the market data for its sworn positions, but behind the city and peers within 75 miles data. The County's salary ranges were competitive with the collected county peer data. The options and recommendations provided in this chapter were independent of the review of market competitiveness of the County's (total) compensation structure. Recommendations for the County's pay structure and pay grade assignments (including those for the sworn positions discussed above) are provided in **Chapter 6** of this report.



## Chapter 3 - Summary of Employee Outreach

Following study initiation, an Evergreen team visited the County to gain insight about environmental conditions related to the County's compensation and classification systems. This process of employee outreach consisted of orientation and focus group meetings with employees and supervisors as well as individual interviews with department heads. During the orientation sessions, Evergreen provided information to meeting participants about the goals of the study and their role in the study process. During the focus groups and department head interviews, the Evergreen team asked questions designed to gather feedback on several topics related to the study. The purpose was to gather feedback from employees and department heads for each topic area.

This feedback provided the study team with valuable information regarding the County employee and leaders' perceptions of the current compensation and classification systems. These sessions were well attended and attendees actively participated in discussions to provide valuable information to the Evergreen team. The comments and perceptions of participants in these meetings are summarized below.

### **3.1 GENERAL FEEDBACK**

Overall, employees and department heads considered the County a good place to work. They appreciated the benefits currently offered by the County and the opportunity to work for the County, which many employees described as having a family-like atmosphere because of the camaraderie that exists among County employees. While employees and department heads had suggestions for improvements, they also provided many positive comments regarding employment with the County, including:

- The majority of participants considered the County a stable and secure workplace, and they appreciated the ability to count on year-round employment.
- Many indicated they came to work for the County, and continue to work for the County, because of the County's generous benefits package they believe surpasses the offerings of the private sector.
- Participants stated that their co-workers created a positive work environment that made daily work pleasant and comfortable.



### 3.2 BENEFITS

The Evergreen Solutions team asked employees, supervisors, and department heads for feedback regarding the County’s benefits package. They expressed that they are generally happy with the options available, but have some concerns with trends they are seeing. Some of the positive feedback heard included:

- Employees appreciated that the County offered comprehensive health coverage.
- Employees valued their vacation accrual rates and holiday time, including the ability to donate hours to other employees.
- Many employees expressed how much they enjoyed the Flexible Spending Accounts.

While much of what was said by employees regarding benefits was positive, employees also provided constructive feedback about areas of the County’s benefits package that could be improved, including:

- Many employees stated that it is very costly to add their spouses and/or children to their health insurance plan and that they would like for the County to assist with health insurance coverage for retired employees.
- Several employees expressed would like to see the return of the Tuition Reimbursement program to help offset the cost of additional education, training, and certifications.
- The majority of employees were discontent with the County’s third-party health insurance administrator, particularly with the administrator’s customer service and the time it takes for claims to be paid.

### 3.3 COMPENSATION

Focus group and department head participants also offered the following feedback related to compensation:

- The majority of employees expressed dissatisfaction in the lack of pay increases in recent years.
- Many employees appreciated the Cost of Living Adjustment, but stated that it had little effect on their bottom line due to rising health insurance costs.
- Some participants stated that they would like to see the County provide more opportunities for incentive pay or pay differentials for employees who earn additional job-related certifications or for employees who work overnight shifts.

- Many employees expressed a desire for the development of an equitable and transparent compensation structure that rewards experience and training.

### 3.4 CLASSIFICATION

Participants also provided the Evergreen Solutions team with the following concerns specific to classification:

- Both employees and department heads expressed a desire for the development of a classification structure with a more clearly defined system that provides opportunities for “vertical” career progression to higher levels in the department.
- Many employees and most department heads believed that classification titles and job descriptions need to be reviewed and updated to more accurately reflect the work performed and the education and experience requirements for the job.
- It was mentioned that there are some employees performing similar work who are assigned different job titles across departments. On the other hand, some employees mentioned that the County has some generic titles that are used across departments for employees who perform drastically different types and levels of work.

### 3.5 MARKET PEERS

Outreach participants were asked to name organizations they considered to be market peers. The most common responses are listed below and were considered when developing the list of peers for the salary survey:

- Maricopa County, AZ;
- Pima County, AZ;
- Yavapai County, AZ;
- Yuma County, AZ;
- City of Phoenix, AZ;
- City of Tempe, AZ;
- City of Tucson, AZ;
- Town of Gilbert, AZ; and
- Gila River Reservation.

### 3.6 RECRUITMENT AND RETENTION

Focus group participants and senior leaders were also asked to name positions and or functional areas in which the County was having difficulties with recruitment and retention of employees. Below are the areas employees discussed:

- 911 Operators
- Sheriff’s Deputies
- Court Clerks
- Planners
- Permit Technicians
- Nurses
- Nurse Practitioners
- Mediators
- Environmental Program Specialists
- Registered Dieticians
- Attorneys
- Equipment Operators
- Accountants

### 3.7 PERFORMANCE EVALUATION

The Evergreen Solutions team also asked for employee, supervisor, and department head feedback regarding the County’s current performance evaluation process and form. Their comments are summarized below:

- Most participants had concerns that performance evaluations are too cumbersome and do not adequately provide goals and feedback for the level of effort required to complete them.
- Almost all employees expressed a desire for their evaluations to be tied to a performance/merit-based system that rewards individuals for meeting milestones and goals set in their previous evaluations.
- Several employees and department heads suggested that if a County-wide performance evaluation system were to be established, there would need to be a mechanism for supervisors to receive training to increase their understanding of the goals of the system, the review process, and the potential linkage to salary increases.

### 3.8 SUMMARY

The concerns reported in this chapter are issues that exist in many organizations today. The feedback received by Evergreen Solutions during outreach at the County was very positive when considered as a whole. Employees believed that the County is a good place to work, and they appreciated the opportunity to serve its citizens and visitors. Overall, County employees value their current benefits package, and the community and coworkers with whom they work.

Evergreen Solutions utilized the information in this chapter as initial input for this study. The comments and suggestions received during the outreach sessions were considered throughout the remainder of the study, including the development of the salary and benefits survey described in **Chapter 5** and the development of recommendations described in **Chapter 6** of this report.

## Chapter 4 – Assessment of Current Conditions

The purpose of this statistical evaluation is to provide an assessment of the County's compensation plan at the time the study began and the data were obtained (July 2014). This includes analyses of the County pay plan and grades, the distribution of employee salaries within the grades, and employee assignments in the County's departments. The information gleaned from this assessment served as the starting point for further analysis and recommendations throughout the course of this study, but by itself did not serve as sufficient information on which to base recommendations. This information, paired with the analysis of internal and external equity, was utilized to guide the recommendations provided later in this report.

### 4.1 PAY PLAN ANALYSIS

The County had 113 pay grades in one pay plan with 1,867 County employees at the time the study commenced. Though the County had only one pay plan, there was separation in the grades for which positions were assigned. For example, the 600 pay grade group, specifically 623 through 641, were reserved exclusively for the Sheriff's department. This consolidation of disparate grades within one plan made the County's current pay plan difficult to interpret initially. For this reason, lines were added to the pay plan analysis exhibits below to clearly delineate the different groups within the pay plan. Elected Officials' classifications were excluded from this analysis.

Each of the County's pay grades had a 14 step configuration with an increase of 2.5 percent between each step. The pay grades varied slightly in their range spreads from 37.9 and 38.8 percent. Range spread is the difference between the minimum and the maximum of a given grade. In a step plan such as the one used by the County, range spread of each grade is the difference between step one and step 14 of that grade. **Exhibit 4A** contains all of the County's pay grades to which a classification was assigned. Two pay grades (236 and 500) were omitted from this analysis as they did not have available pay range information. Of the analyzed positions, the highest occupied grade was 624 with 191 employees in that grade. There were 18 unoccupied grades and 93 occupied grades.



**EXHIBIT 4A  
COUNTY PAY PLAN**

<b>Grade</b>	<b># Emp</b>	<b># Steps</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Range Spread</b>
105	0	14	\$14,817.40	\$17,247.88	\$20,573.80	38.8%
106	2	14	\$17,930.12	\$20,850.96	\$24,880.44	38.8%
107	8	14	\$18,868.20	\$21,959.60	\$26,180.96	38.8%
109	0	14	\$20,744.36	\$24,112.92	\$28,739.36	38.5%
110	11	14	\$21,810.36	\$25,349.48	\$30,210.44	38.5%
111	6	14	\$22,982.96	\$26,713.96	\$31,830.76	38.5%
112	19	14	\$24,134.24	\$28,057.12	\$33,429.76	38.5%
113	20	14	\$25,370.80	\$29,485.56	\$35,156.68	38.6%
114	12	14	\$26,692.64	\$31,020.60	\$36,990.20	38.6%
115	71	14	\$28,057.12	\$32,598.28	\$38,866.36	38.5%
116	60	14	\$29,506.88	\$34,303.88	\$40,870.44	38.5%
117	34	14	\$30,977.96	\$36,030.80	\$42,917.16	38.5%
118	137	14	\$32,576.96	\$37,885.64	\$45,113.12	38.5%
119	39	14	\$34,005.40	\$39,463.32	\$46,989.28	38.2%
120	52	14	\$35,689.68	\$41,446.08	\$49,355.80	38.3%
121	84	14	\$37,565.84	\$43,642.04	\$51,956.84	38.3%
122	21	14	\$39,442.00	\$45,816.68	\$54,536.56	38.3%
123	58	14	\$41,467.40	\$48,161.88	\$57,308.16	38.2%
124	43	14	\$43,578.08	\$50,613.68	\$60,229.00	38.2%
125	43	14	\$45,816.68	\$53,193.40	\$63,299.08	38.2%
126	46	14	\$48,119.24	\$55,858.40	\$66,497.08	38.2%
127	16	14	\$50,592.36	\$58,736.60	\$69,886.96	38.1%
128	26	14	\$53,150.76	\$61,700.08	\$73,404.76	38.1%
129	39	14	\$55,815.76	\$64,812.80	\$77,071.80	38.1%
130	23	14	\$58,736.60	\$68,181.36	\$81,101.28	38.1%
131	19	14	\$61,678.76	\$71,571.24	\$85,130.76	38.0%
132	4	14	\$64,876.76	\$75,280.92	\$89,565.32	38.1%
133	13	14	\$68,202.68	\$79,139.84	\$94,149.12	38.0%
134	12	14	\$70,995.60	\$82,401.80	\$98,050.68	38.1%
135	1	14	\$75,259.60	\$87,348.04	\$103,892.36	38.0%
136	5	14	\$79,097.20	\$91,782.60	\$109,158.40	38.0%
138	1	14	\$87,348.04	\$101,355.28	\$120,521.96	38.0%
226	109	14	\$46,179.12	\$53,619.80	\$63,810.76	38.2%
228	41	14	\$50,741.60	\$58,907.16	\$70,121.48	38.2%
230	33	14	\$56,881.76	\$66,028.04	\$78,564.20	38.1%
235	8	14	\$72,232.16	\$83,808.92	\$99,713.64	38.0%
239	2	14	\$86,026.20	\$99,820.24	\$118,731.08	38.0%
241	1	14	\$94,682.12	\$109,840.64	\$130,627.64	38.0%



**EXHIBIT 4A (CONTINUED)**  
**COUNTY PAY PLAN**

<b>Grade</b>	<b># Emp</b>	<b># Steps</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Range Spread</b>
309	0	14	\$20,744.36	\$24,112.92	\$28,739.36	38.5%
311	0	14	\$22,982.96	\$26,713.96	\$31,830.76	38.5%
312	1	14	\$24,624.60	\$28,611.44	\$34,112.00	38.5%
313	7	14	\$25,370.80	\$29,485.56	\$35,156.68	38.6%
315	1	14	\$28,057.12	\$32,598.28	\$38,866.36	38.5%
317	68	14	\$30,977.96	\$36,030.80	\$42,917.16	38.5%
318	21	14	\$32,576.96	\$37,885.64	\$45,113.12	38.5%
319	19	14	\$34,005.40	\$39,463.32	\$46,989.28	38.2%
320	6	14	\$35,689.68	\$41,446.08	\$49,355.80	38.3%
321	3	14	\$37,565.84	\$43,642.04	\$51,956.84	38.3%
322	20	14	\$39,442.00	\$45,816.68	\$54,536.56	38.3%
323	15	14	\$41,488.72	\$48,183.20	\$57,329.48	38.2%
324	3	14	\$43,578.08	\$50,613.68	\$60,229.00	38.2%
325	1	14	\$45,816.68	\$53,193.40	\$63,299.08	38.2%
326	4	14	\$48,119.24	\$55,858.40	\$66,497.08	38.2%
327	0	14	\$50,592.36	\$58,736.60	\$69,886.96	38.1%
328	15	14	\$53,150.76	\$61,700.08	\$73,404.76	38.1%
329	0	14	\$55,815.76	\$64,812.80	\$77,071.80	38.1%
330	4	14	\$58,736.60	\$68,181.36	\$81,101.28	38.1%
331	0	14	\$61,678.76	\$71,571.24	\$85,130.76	38.0%
332	0	14	\$64,876.76	\$75,280.92	\$89,565.32	38.1%
334	1	14	\$70,995.60	\$82,401.80	\$98,050.68	38.1%
335	0	14	\$75,259.60	\$87,348.04	\$103,892.36	38.0%
424	5	14	\$43,300.92	\$50,293.88	\$59,845.24	38.2%
427	9	14	\$50,165.96	\$58,224.92	\$69,290.00	38.1%
428	1	14	\$52,639.08	\$61,103.12	\$72,743.84	38.2%
429	12	14	\$55,325.40	\$64,215.84	\$76,453.52	38.2%
430	1	14	\$59,269.60	\$68,799.64	\$81,847.48	38.1%
431	7	14	\$62,297.04	\$72,296.12	\$86,004.88	38.1%
432	14	14	\$64,173.20	\$74,534.72	\$88,669.88	38.2%
433	3	14	\$65,750.88	\$76,368.24	\$90,844.52	38.2%
434	13	14	\$70,782.40	\$82,145.96	\$97,730.88	38.1%
435	15	14	\$75,877.88	\$88,051.60	\$104,723.84	38.0%
436	4	14	\$78,159.12	\$90,695.28	\$107,879.20	38.0%
437	4	14	\$82,103.32	\$95,279.08	\$113,337.12	38.0%
438	38	14	\$87,902.36	\$102,016.20	\$121,332.12	38.0%
439	0	14	\$90,567.36	\$105,107.60	\$125,020.48	38.0%
440	9	14	\$95,151.16	\$110,437.60	\$131,352.52	38.0%
441	4	14	\$99,969.48	\$116,023.44	\$137,983.04	38.0%
442	4	14	\$105,043.64	\$121,886.44	\$144,933.36	38.0%
443	2	14	\$109,840.64	\$127,429.64	\$151,542.56	38.0%
444	0	14	\$115,916.84	\$134,486.56	\$159,921.32	38.0%
446	2	14	\$127,749.44	\$148,216.64	\$176,252.44	38.0%
447	3	14	\$137,130.24	\$159,068.52	\$189,151.04	37.9%
451	2	14	\$166,701.08	\$193,393.72	\$229,978.84	38.0%



**EXHIBIT 4A (CONTINUED)  
COUNTY PAY PLAN**

<b>Grade</b>	<b># Emp</b>	<b># Steps</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Range Spread</b>
623	0	14	\$42,512.08	\$49,377.12	\$58,757.92	38.2%
624	191	14	\$44,601.44	\$51,786.28	\$61,636.12	38.2%
626	12	14	\$49,185.24	\$57,116.28	\$67,946.84	38.1%
627	22	14	\$50,400.48	\$58,523.40	\$69,631.12	38.2%
630	0	14	\$53,300.00	\$61,891.96	\$73,681.92	38.2%
633	7	14	\$61,465.56	\$71,336.72	\$84,874.92	38.1%
636	3	14	\$71,464.64	\$82,934.80	\$98,668.96	38.1%
641	1	14	\$99,457.80	\$115,383.84	\$137,236.84	38.0%
719	4	14	\$31,660.20	\$36,840.96	\$43,876.56	38.6%
721	18	14	\$34,239.92	\$39,804.44	\$47,394.36	38.4%
728	5	14	\$48,524.32	\$56,327.44	\$67,030.08	38.1%
824	2	14	\$41,275.52	\$47,927.36	\$57,073.64	38.3%
826	43	14	\$44,580.12	\$51,764.96	\$61,614.80	38.2%
827	17	14	\$45,582.16	\$52,937.56	\$63,021.92	38.3%
829	9	14	\$48,950.72	\$56,817.80	\$67,605.72	38.1%
830	40	14	\$50,315.20	\$58,395.48	\$69,481.88	38.1%
833	10	14	\$55,517.28	\$64,450.36	\$76,688.04	38.1%
834	3	14	\$56,583.28	\$65,686.92	\$78,116.48	38.1%
836	2	14	\$58,416.80	\$67,797.60	\$80,653.56	38.1%
837	0	14	\$61,358.96	\$71,208.80	\$84,704.36	38.0%
838	12	14	\$64,556.96	\$74,918.48	\$89,117.60	38.0%
841	4	14	\$74,875.84	\$86,879.00	\$103,359.36	38.0%
842	1	14	\$75,494.12	\$87,603.88	\$104,212.16	38.0%
847	1	14	\$137,130.24	\$159,068.52	\$189,151.04	37.9%
848	0	14	\$99,457.80	\$115,383.84	\$137,236.84	38.0%
924	0	14	\$44,601.44	\$51,786.28	\$61,636.12	38.2%
926	0	14	\$49,185.24	\$57,116.28	\$67,946.84	38.1%
928	0	14	\$56,860.44	\$66,006.72	\$78,542.88	38.1%

## 4.2 GRADE PLACEMENT ANALYSIS

In order to better understand how the County had been utilizing its current pay plan, Evergreen analyzed how employee salaries were distributed through the pay grades. The grade placement analysis contains an examination of the distribution of employee salaries above and below each grade's midpoint, at the minimum and maximum of each range, and within each quartile of the pay grades. Fourteen unused pay grades have been omitted from the placement analysis due to having no assigned classifications. Finally, for the sake of this analysis, all 86 of the County's part-time employee' salaries were calculated based on a full-time equivalence.

Exhibit 4B displays the percentage of employees with salaries above and below the midpoint of their respective pay grade, as well as the average length of time in years that those employees have been assigned to their current classifications.



**EXHIBIT 4B**  
**EMPLOYEES ABOVE AND BELOW MIDPOINT BY PAY GRADE**

Grade	Total Employees	Below Midpoint		Above Midpoint	
		%	Avg Class Years	%	Avg Class Years
106	2	50.0%	0.6	50.0%	0.9
107	8	100.0%	1.1	0.0%	-
110	11	100.0%	2.9	0.0%	-
111	6	83.3%	0.8	16.7%	12.7
112	19	94.7%	5.8	5.3%	25.1
113	20	70.0%	2.9	30.0%	1.9
114	12	83.3%	2.6	16.7%	14.6
115	71	76.1%	2.4	23.9%	9.4
116	60	93.3%	4.0	6.7%	11.0
117	34	73.5%	4.9	26.5%	4.1
118	137	65.0%	3.6	35.0%	7.3
119	39	84.6%	5.2	15.4%	17.2
120	52	82.7%	5.2	17.3%	11.8
121	84	79.8%	5.6	20.2%	13.1
122	21	76.2%	6.6	23.8%	11.7
123	58	94.8%	4.3	5.2%	13.2
124	43	88.4%	4.2	11.6%	8.3
125	43	93.0%	4.7	7.0%	10.5
126	46	76.1%	5.5	23.9%	7.8
127	16	81.3%	3.5	18.8%	12.5
128	26	92.3%	5.9	7.7%	13.0
129	39	89.7%	5.1	10.3%	7.6
130	23	78.3%	3.0	21.7%	5.3
131	19	94.7%	5.4	5.3%	1.2
132	4	100.0%	7.1	0.0%	-
133	13	100.0%	7.0	0.0%	-
134	12	91.7%	5.6	8.3%	6.2
135	1	100.0%	1.7	0.0%	-
136	5	80.0%	5.5	20.0%	5.1
138	1	100.0%	4.1	0.0%	-
226	109	76.1%	4.2	23.9%	5.3
228	41	82.9%	3.6	17.1%	5.2
230	33	54.5%	3.5	45.5%	6.5
235	8	100.0%	5.1	0.0%	-
239	2	100.0%	5.2	0.0%	-
241	1	100.0%	3.2	0.0%	-



**EXHIBIT 4B (CONTINUED)**  
**EMPLOYEES ABOVE AND BELOW MIDPOINT BY PAY GRADE**

Grade	Total Employees	Below Midpoint		Above Midpoint	
		%	Avg Class Years	%	Avg Class Years
312	1	100.0%	6.3	0.0%	-
313	7	100.0%	0.6	0.0%	-
315	1	100.0%	1.7	0.0%	-
317	68	86.8%	3.6	13.2%	12.5
318	21	95.2%	2.7	4.8%	14.7
319	19	73.7%	6.1	26.3%	13.8
320	6	100.0%	4.0	0.0%	-
321	3	100.0%	4.3	0.0%	-
322	20	80.0%	5.8	20.0%	11.5
323	15	86.7%	5.1	13.3%	7.2
324	3	100.0%	4.7	0.0%	-
325	1	100.0%	0.3	0.0%	-
326	4	50.0%	3.1	50.0%	15.7
328	15	93.3%	4.2	6.7%	23.7
330	4	75.0%	2.4	25.0%	11.1
334	1	100.0%	3.5	0.0%	-
424	5	100.0%	3.6	0.0%	-
427	9	88.9%	4.7	11.1%	5.3
428	1	100.0%	2.2	0.0%	-
429	12	83.3%	4.7	16.7%	11.7
430	1	100.0%	1.7	0.0%	-
431	7	85.7%	5.2	14.3%	12.2
432	14	92.9%	4.0	7.1%	3.2
433	3	100.0%	7.5	0.0%	-
434	13	100.0%	6.9	0.0%	-
435	15	100.0%	2.6	0.0%	-
436	4	75.0%	7.3	25.0%	20.5
437	4	100.0%	8.6	0.0%	-
438	38	92.1%	2.3	7.9%	10.3
440	9	88.9%	1.4	11.1%	0.6
441	4	75.0%	1.0	25.0%	5.7
442	4	100.0%	0.7	0.0%	-
443	2	100.0%	4.7	0.0%	-
446	2	100.0%	1.1	0.0%	-
447	3	100.0%	1.6	0.0%	-
451	2	100.0%	4.7	0.0%	-
624	191	91.1%	6.2	8.9%	17.3
626	12	75.0%	6.1	25.0%	6.7
627	22	77.3%	2.9	22.7%	12.4
633	7	100.0%	4.6	0.0%	-
636	3	100.0%	5.5	0.0%	-
641	1	100.0%	5.7	0.0%	-



**EXHIBIT 4B (CONTINUED)**  
**EMPLOYEES ABOVE AND BELOW MIDPOINT BY PAY GRADE**

Grade	Total Employees	Below Midpoint		Above Midpoint	
		%	Avg Class Years	%	Avg Class Years
719	4	75.0%	2.0	25.0%	6.6
721	18	88.9%	4.1	11.1%	7.0
728	5	80.0%	6.7	20.0%	13.0
824	2	100.0%	0.4	0.0%	-
826	43	83.7%	5.5	16.3%	12.6
827	17	100.0%	2.6	0.0%	-
829	9	100.0%	6.3	0.0%	-
830	40	80.0%	5.4	20.0%	7.3
833	10	80.0%	5.5	20.0%	4.1
834	3	66.7%	7.5	33.3%	13.4
836	2	100.0%	4.5	0.0%	-
838	12	100.0%	6.1	0.0%	-
841	4	50.0%	5.5	50.0%	5.3
842	1	0.0%	-	100.0%	1.8
847	1	100.0%	1.8	0.0%	-
<b>Total</b>	<b>1867</b>	<b>84.0%</b>	<b>4.5</b>	<b>16.0%</b>	<b>9.3</b>

Of the County's 1,867 employees who were in classifications with assigned pay grades at the time the study commenced, 84.0 percent were compensated at a level below the midpoint for their respective pay grades, while the other 16.0 percent were compensated above their grade's midpoint. There was significant clustering of employee salaries in the bottom half of their respective ranges, with more than 5 out of every 6 employees being compensated below midpoint. Of the 95 analyzed pay grades, 38 showed 100.0 percent of employees at that grade were compensated below midpoint, while 71 pay grades reported 80.0 percent or more employees earning below midpoint.

This number of employees that had salaries below midpoint may be indicative of salary compression. However, it is important to note that the average number of classification years of employees with salaries below midpoint (4.5 years) is notably lower than the average number of classification years for the employees with salaries above midpoint (9.3 years), which indicates that classification tenure and reduced opportunities for salary progression may be an explanation for the clustering of salaries below midpoint. A quartile analysis helps further isolate this high distribution of salaries below midpoint.

**Exhibit 4C** shows the distribution of employees that had salaries at the minimum or maximum of their respective pay grades. Generally, employees compensated at the grade minimum are expected to be either relatively new to the classification via a recent promotion or new to the organization. By contrast, employees with salaries at the grade maximum are typically highly experienced and proficient in performing work in their classification.



**EXHIBIT 4C  
EMPLOYEES AT MINIMUM AND MAXIMUM BY PAY GRADE**

Grade	Total Employees	At Min		At Max	
		% At Min	Avg Class Years At Min	% At Max	Avg Class Years At Max
106	2	0.0%	-	50.0%	0.9
107	8	100.0%	1.1	0.0%	-
110	11	81.8%	1.6	0.0%	-
111	6	66.7%	0.6	16.7%	12.7
112	19	42.1%	1.5	0.0%	-
113	20	35.0%	1.5	5.0%	0.9
114	12	25.0%	1.0	0.0%	-
115	71	31.0%	2.0	15.5%	6.4
116	60	16.7%	3.1	1.7%	16.9
117	34	17.6%	2.5	0.0%	-
118	137	35.8%	2.3	29.9%	6.3
119	39	25.6%	3.0	0.0%	-
120	52	9.6%	2.3	0.0%	-
121	84	23.8%	4.3	6.0%	12.7
122	21	0.0%	-	0.0%	-
123	58	29.3%	2.5	0.0%	-
124	43	20.9%	1.9	0.0%	-
125	43	11.6%	2.5	0.0%	-
126	46	17.4%	3.5	4.3%	6.6
127	16	37.5%	3.4	0.0%	-
128	26	3.8%	6.4	3.8%	15.8
129	39	12.8%	1.7	2.6%	7.9
130	23	21.7%	1.0	8.7%	4.0
131	19	26.3%	3.2	0.0%	-
132	4	0.0%	-	0.0%	-
133	13	23.1%	6.3	0.0%	-
134	12	8.3%	0.6	0.0%	-
135	1	0.0%	-	0.0%	-
136	5	0.0%	-	0.0%	-
138	1	0.0%	-	0.0%	-
226	109	1.8%	0.7	2.8%	6.1
228	41	41.5%	1.9	0.0%	-
230	33	0.0%	-	0.0%	-
235	8	0.0%	-	0.0%	-
239	2	0.0%	-	0.0%	-
241	1	0.0%	-	0.0%	-



**EXHIBIT 4C (CONTINUED)**  
**EMPLOYEES AT MINIMUM AND MAXIMUM BY PAY GRADE**

Grade	Total Employees	At Min		At Max	
		% At Min	Avg Class Years At Min	% At Max	Avg Class Years At Max
312	1	0.0%	-	0.0%	-
313	7	28.6%	0.4	0.0%	-
315	1	0.0%	-	0.0%	-
317	68	13.2%	3.7	0.0%	-
318	21	9.5%	2.9	0.0%	-
319	19	5.3%	2.0	0.0%	-
320	6	0.0%	-	0.0%	-
321	3	0.0%	-	0.0%	-
322	20	0.0%	-	0.0%	-
323	15	6.7%	1.7	0.0%	-
324	3	33.3%	2.0	0.0%	-
325	1	0.0%	-	0.0%	-
326	4	25.0%	4.6	0.0%	-
328	15	0.0%	-	6.7%	23.7
330	4	0.0%	-	0.0%	-
334	1	0.0%	-	0.0%	-
424	5	20.0%	0.5	0.0%	-
427	9	22.2%	1.5	0.0%	-
428	1	0.0%	-	0.0%	-
429	12	8.3%	7.0	0.0%	-
430	1	0.0%	-	0.0%	-
431	7	57.1%	1.3	0.0%	-
432	14	21.4%	0.9	7.1%	3.2
433	3	0.0%	-	0.0%	-
434	13	7.7%	7.7	0.0%	-
435	15	40.0%	1.1	0.0%	-
436	4	0.0%	-	0.0%	-
437	4	0.0%	-	0.0%	-
438	38	52.6%	1.8	0.0%	-
440	9	22.2%	1.9	0.0%	-
441	4	25.0%	0.8	0.0%	-
442	4	0.0%	-	0.0%	-
443	2	50.0%	1.3	0.0%	-
446	2	50.0%	1.3	0.0%	-
447	3	33.3%	1.2	0.0%	-
451	2	0.0%	-	0.0%	-
624	191	7.9%	5.4	0.0%	-
626	12	8.3%	5.6	0.0%	-
627	22	0.0%	-	0.0%	-
633	7	14.3%	5.1	0.0%	-
636	3	0.0%	-	0.0%	-
641	1	100.0%	5.7	0.0%	-



**EXHIBIT 4C (CONTINUED)**  
**EMPLOYEES AT MINIMUM AND MAXIMUM BY PAY GRADE**

Grade	Total Employees	% At Min	At Min Avg Class Years At Min	% At Max	At Max Avg Class Years At Max
719	4	0.0%	-	25.0%	6.6
721	18	22.2%	5.6	0.0%	-
728	5	40.0%	9.3	0.0%	-
824	2	0.0%	-	0.0%	-
826	43	30.2%	2.6	0.0%	-
827	17	41.2%	1.5	0.0%	-
829	9	11.1%	0.9	0.0%	-
830	40	30.0%	3.5	2.5%	11.2
833	10	20.0%	0.9	0.0%	-
834	3	0.0%	-	0.0%	-
836	2	50.0%	1.1	0.0%	-
838	12	16.7%	1.3	0.0%	-
841	4	0.0%	-	0.0%	-
842	1	0.0%	-	0.0%	-
847	1	100.0%	1.8	0.0%	-
<b>Total</b>	<b>1867</b>	<b>19.8%</b>	<b>2.6</b>	<b>4.0%</b>	<b>7.2</b>

Across all of the County's pay grades, 19.8 percent of employees had salaries at the minimum of their assigned pay grades. There were 15 grades that had 40.0 percent or more of employees in that grade with salaries at the minimum level. However, the average time employees within these grades have spent in their current classification was 2.2 years, which indicates that the large percentage of employees with salaries at minimum may be due to a large number of employees that were relatively new to the organization or classification. In addition, the high percentage of employees with salaries at minimum is somewhat misleading due to five of those 15 grades (443, 446, 641, 836, and 847) containing three or fewer employees. Overall, the average classification time for employees compensated at minimum was 2.6 years. This low average time in classification may serve to explain the large percentage of employees compensated at the minimum of their respective classifications.

Conversely, 4.0 percent of the analyzed County employee' salaries were at their range maximum, with an overall average of 7.2 years in their current classifications. Though the majority of employees with salaries at grade maximums have spent a significant amount of time in their current classification, the average class years of some pay grades with employees earning maximum salaries is considerably lower than the overall average, such as grades 106, 113, and 432. However, it is important to keep in mind that time in classification alone may not be the only factor affecting an employee's salary placement. It is possible that these employees have qualifications that far exceed the minimum requirements of their current classification, such as vast prior experience, institutional knowledge, or specialized skills that are in high demand.



### 4.3 SALARY QUARTILE AND CLASSIFICATION YEARS ANALYSIS

A salary quartile analysis provides greater insight into the distribution of employees across the classification pay range. In a quartile analysis, each pay grade is divided into four equal segments, called quartiles. Quartiles work in the following way: Each employee is placed within a quartile based on his or her salary. Quartile 1 will contain only employees compensated at 0.0-25.0 percent of their salary spread (Minimum - Maximum) for their respective grades; Quartile 2 will contain employees compensated at 25.0-50.0 percent of their respective grade; Quartile 3 will represent 50.0-75.0 percent; and Quartile 4 represents 75.0-100.0 percent. This method provides an opportunity to assess whether employee salaries were distributed throughout the pay range in a manner consistent with the manner expected in a performance based compensation system such as the County's. An ideal performance based compensation system and implementation would typically result in a bell-shaped distribution of salaries within a given grade wherein the majority of employees would be compensated at the midpoint while the number of employees' would decrease slowly as you move away from the midpoint in both direction.

**Exhibit 4D** illustrates the percentage of employees (at the time the data were collected) in each pay grade with salaries within each quartile, as well as the average time the employees in each quartile of each pay grade had been in their classification.



**EXHIBIT 4D  
QUARTILE AND CLASS YEARS ANALYSIS**

Grade	# Emp	1st Quartile			2nd Quartile			3rd Quartile			4th Quartile		
		#	%	Avg Class Years	#	%	Avg Class Years	#	%	Avg Class Years	#	%	Avg Class Years
106	2	1	50.0%	0.6	0	0.0%	-	0	0.0%	-	1	50.0%	0.9
107	8	8	100.0%	1.1	0	0.0%	-	0	0.0%	-	0	0.0%	-
110	11	10	90.9%	2.2	1	9.1%	10.1	0	0.0%	-	0	0.0%	-
111	6	5	83.3%	0.8	0	0.0%	-	0	0.0%	-	1	16.7%	12.7
112	19	10	52.6%	2.1	8	42.1%	10.4	1	5.3%	25.1	0	0.0%	-
113	20	12	60.0%	3.1	2	10.0%	1.7	2	10.0%	4.6	4	20.0%	0.5
114	12	9	75.0%	1.7	1	8.3%	10.0	1	8.3%	11.2	1	8.3%	18.1
115	71	51	71.8%	1.9	3	4.2%	10.9	5	7.0%	13.0	12	16.9%	7.8
116	60	50	83.3%	3.7	6	10.0%	7.3	2	3.3%	10.2	2	3.3%	11.9
117	34	19	55.9%	3.9	6	17.6%	8.1	1	2.9%	14.0	8	23.5%	2.9
118	137	78	56.9%	2.9	11	8.0%	8.6	7	5.1%	13.2	41	29.9%	6.3
119	39	23	59.0%	3.2	10	25.6%	9.8	4	10.3%	15.4	2	5.1%	20.9
120	52	30	57.7%	3.6	13	25.0%	8.8	6	11.5%	13.2	3	5.8%	9.1
121	84	44	52.4%	4.0	23	27.4%	8.7	11	13.1%	12.8	6	7.1%	13.7
122	21	11	52.4%	5.6	5	23.8%	8.8	4	19.0%	12.4	1	4.8%	8.9
123	58	39	67.2%	3.1	16	27.6%	7.1	3	5.2%	13.2	0	0.0%	-
124	43	25	58.1%	3.1	13	30.2%	6.4	3	7.0%	5.6	2	4.7%	12.4
125	43	28	65.1%	3.7	12	27.9%	7.0	2	4.7%	14.5	1	2.3%	2.3
126	46	27	58.7%	4.7	8	17.4%	8.4	7	15.2%	8.8	4	8.7%	6.1
127	16	12	75.0%	3.2	1	6.3%	7.7	3	18.8%	12.5	0	0.0%	-
128	26	19	73.1%	4.7	5	19.2%	10.4	1	3.8%	10.2	1	3.8%	15.8
129	39	23	59.0%	3.8	12	30.8%	7.5	2	5.1%	9.1	2	5.1%	6.0
130	23	15	65.2%	2.9	3	13.0%	3.4	3	13.0%	6.1	2	8.7%	4.0
131	19	15	78.9%	5.4	3	15.8%	5.4	1	5.3%	1.2	0	0.0%	-
132	4	1	25.0%	1.2	3	75.0%	9.1	0	0.0%	-	0	0.0%	-
133	13	6	46.2%	5.4	7	53.8%	8.5	0	0.0%	-	0	0.0%	-
134	12	9	75.0%	4.7	2	16.7%	9.6	1	8.3%	6.2	0	0.0%	-
135	1	1	100.0%	1.7	0	0.0%	-	0	0.0%	-	0	0.0%	-
136	5	0	0.0%	-	4	80.0%	5.5	1	20.0%	5.1	0	0.0%	-
138	1	1	100.0%	4.1	0	0.0%	-	0	0.0%	-	0	0.0%	-

**EXHIBIT 4D (CONTINUED)  
QUARTILE AND CLASS YEARS ANALYSIS**

Grade	# Emp	1st Quartile			2nd Quartile			3rd Quartile			4th Quartile		
		#	%	Avg Class Years	#	%	Avg Class Years	#	%	Avg Class Years	#	%	Avg Class Years
226	109	65	59.6%	3.6	18	16.5%	6.1	18	16.5%	5.1	8	7.3%	5.8
228	41	29	70.7%	3.0	5	12.2%	7.1	5	12.2%	5.2	2	4.9%	5.4
230	33	12	36.4%	2.6	6	18.2%	5.4	15	45.5%	6.5	0	0.0%	-
235	8	7	87.5%	4.9	1	12.5%	7.0	0	0.0%	-	0	0.0%	-
239	2	2	100.0%	5.2	0	0.0%	-	0	0.0%	-	0	0.0%	-
241	1	0	0.0%	-	1	100.0%	3.2	0	0.0%	-	0	0.0%	-
312	1	1	100.0%	6.3	0	0.0%	-	0	0.0%	-	0	0.0%	-
313	7	7	100.0%	0.6	0	0.0%	-	0	0.0%	-	0	0.0%	-
315	1	1	100.0%	1.7	0	0.0%	-	0	0.0%	-	0	0.0%	-
317	68	49	72.1%	2.8	10	14.7%	7.7	9	13.2%	12.5	0	0.0%	-
318	21	19	90.5%	2.3	1	4.8%	8.7	1	4.8%	14.7	0	0.0%	-
319	19	8	42.1%	3.0	6	31.6%	10.1	5	26.3%	13.8	0	0.0%	-
320	6	5	83.3%	3.4	1	16.7%	6.9	0	0.0%	-	0	0.0%	-
321	3	2	66.7%	2.1	1	33.3%	8.8	0	0.0%	-	0	0.0%	-
322	20	12	60.0%	4.6	4	20.0%	9.5	4	20.0%	11.5	0	0.0%	-
323	15	9	60.0%	4.1	4	26.7%	7.1	1	6.7%	7.2	1	6.7%	7.2
324	3	3	100.0%	4.7	0	0.0%	-	0	0.0%	-	0	0.0%	-
325	1	1	100.0%	0.3	0	0.0%	-	0	0.0%	-	0	0.0%	-
326	4	2	50.0%	3.1	0	0.0%	-	2	50.0%	15.7	0	0.0%	-
328	15	11	73.3%	2.8	3	20.0%	9.3	0	0.0%	-	1	6.7%	23.7
330	4	3	75.0%	2.4	0	0.0%	-	0	0.0%	-	1	25.0%	11.1
334	1	1	100.0%	3.5	0	0.0%	-	0	0.0%	-	0	0.0%	-
424	5	3	60.0%	1.1	2	40.0%	7.2	0	0.0%	-	0	0.0%	-
427	9	7	77.8%	4.2	1	11.1%	8.2	1	11.1%	5.3	0	0.0%	-
428	1	1	100.0%	2.2	0	0.0%	-	0	0.0%	-	0	0.0%	-
429	12	5	41.7%	2.3	5	41.7%	7.1	2	16.7%	11.7	0	0.0%	-
430	1	1	100.0%	1.7	0	0.0%	-	0	0.0%	-	0	0.0%	-
431	7	5	71.4%	3.6	1	14.3%	13.6	1	14.3%	12.2	0	0.0%	-
432	14	8	57.1%	1.9	5	35.7%	7.5	0	0.0%	-	1	7.1%	3.2
433	3	1	33.3%	4.9	2	66.7%	8.8	0	0.0%	-	0	0.0%	-
434	13	7	53.8%	3.9	6	46.2%	10.4	0	0.0%	-	0	0.0%	-
435	15	14	93.3%	2.7	1	6.7%	0.5	0	0.0%	-	0	0.0%	-

**EXHIBIT 4D (CONTINUED)  
QUARTILE AND CLASS YEARS ANALYSIS**

Grade	# Emp	1st Quartile			2nd Quartile			3rd Quartile			4th Quartile		
		#	%	Avg Class Years	#	%	Avg Class Years	#	%	Avg Class Years	#	%	Avg Class Years
436	4	2	50.0%	4.6	1	25.0%	12.6	1	25.0%	20.5	0	0.0%	-
437	4	1	25.0%	2.8	3	75.0%	10.5	0	0.0%	-	0	0.0%	-
438	38	33	86.8%	1.8	2	5.3%	10.1	2	5.3%	14.8	1	2.6%	1.4
440	9	7	77.8%	1.4	1	11.1%	1.3	1	11.1%	0.6	0	0.0%	-
441	4	2	50.0%	1.0	1	25.0%	0.9	1	25.0%	5.7	0	0.0%	-
442	4	2	50.0%	0.7	2	50.0%	0.7	0	0.0%	-	0	0.0%	-
443	2	2	100.0%	4.7	0	0.0%	-	0	0.0%	-	0	0.0%	-
446	2	2	100.0%	1.1	0	0.0%	-	0	0.0%	-	0	0.0%	-
447	3	3	100.0%	1.6	0	0.0%	-	0	0.0%	-	0	0.0%	-
451	2	2	100.0%	4.7	0	0.0%	-	0	0.0%	-	0	0.0%	-
624	191	137	71.7%	5.5	37	19.4%	8.8	17	8.9%	17.3	0	0.0%	-
626	12	7	58.3%	6.0	2	16.7%	6.3	3	25.0%	6.7	0	0.0%	-
627	22	15	68.2%	2.9	2	9.1%	3.5	5	22.7%	12.4	0	0.0%	-
633	7	5	71.4%	2.6	2	28.6%	9.6	0	0.0%	-	0	0.0%	-
636	3	3	100.0%	5.5	0	0.0%	-	0	0.0%	-	0	0.0%	-
641	1	1	100.0%	5.7	0	0.0%	-	0	0.0%	-	0	0.0%	-
719	4	0	0.0%	-	3	75.0%	2.0	0	0.0%	-	1	25.0%	6.6
721	18	7	38.9%	6.0	9	50.0%	2.6	1	5.6%	13.2	1	5.6%	0.8
728	5	3	60.0%	8.6	1	20.0%	0.8	1	20.0%	13.0	0	0.0%	-
824	2	2	100.0%	0.4	0	0.0%	-	0	0.0%	-	0	0.0%	-
826	43	27	62.8%	4.0	9	20.9%	10.1	6	14.0%	12.7	1	2.3%	11.9
827	17	15	88.2%	1.7	2	11.8%	9.0	0	0.0%	-	0	0.0%	-
829	9	7	77.8%	5.7	2	22.2%	8.2	0	0.0%	-	0	0.0%	-
830	40	24	60.0%	5.1	8	20.0%	6.3	7	17.5%	6.8	1	2.5%	11.2
833	10	5	50.0%	5.5	3	30.0%	5.5	2	20.0%	4.1	0	0.0%	-
834	3	2	66.7%	7.5	0	0.0%	-	1	33.3%	13.4	0	0.0%	-
836	2	1	50.0%	1.1	1	50.0%	7.9	0	0.0%	-	0	0.0%	-
838	12	7	58.3%	4.9	5	41.7%	8.0	0	0.0%	-	0	0.0%	-
841	4	1	25.0%	1.7	1	25.0%	9.2	2	50.0%	5.3	0	0.0%	-
842	1	0	0.0%	-	0	0.0%	-	1	100.0%	1.8	0	0.0%	-
847	1	1	100.0%	1.8	0	0.0%	-	0	0.0%	-	0	0.0%	-
<b>Overall</b>	<b>1867</b>	<b>1209</b>	<b>64.8%</b>	<b>3.6</b>	<b>359</b>	<b>19.2%</b>	<b>7.8</b>	<b>186</b>	<b>10.0%</b>	<b>10.6</b>	<b>113</b>	<b>6.1%</b>	<b>7.2</b>

The observation made earlier that the majority of employees' salaries fall below the midpoint is mirrored here in the quartile analysis. The quartile analysis shows that across all graded positions with incumbent employees, 64.8 percent had salaries in the first quartile, 19.2 percent had salaries in the second quartile, 10.0 percent had salaries in the third quartile, and 6.1 percent had salaries in the fourth quartile of their respective pay grades.

Based on this analysis, it appears the County was experiencing salary compression in the first quartile. In addition, the average classification tenure of employees with salaries in the first quartile was 3.6 years, the second quartile average was 7.8 years, the third quartile was 10.6 years, and the fourth was 7.2 years. The average classification tenure for employees earning salaries in the fourth quartile (7.2) was lower than that of the employees earning salaries in the second and third quartile. However, this dip in average classification tenure in the fourth quartile is misleading and is due to two outliers (one in each of pay grades 438 and 721) bringing down the fourth quartile average. Generally with a step plan, classification tenure is expected to increase as you move from one quartile to the next, and the County's quartile analysis mimics this trend.

#### 4.4 SUMMARY

Overall, there appears to be room for improvement to the County's existing compensation system. The key points of the structure at the time of the study were:

- The County's step plan consisted of 111 pay grades, 97 of which were being utilized at the time this study began.
- As well, 64.8 percent of the County's employee' salaries were in the first quartile of their salary ranges. While the average classification tenure was relatively low, this compression was a focal point of further analysis and subsequent recommendations. It appears that employees' salaries have not been increasing within their range at a rate that would typically be expected for a performance based system.

Overall the analyses within this chapter revealed that the County appeared to struggle in providing increases to employee salaries over time. This information was used in conjunction with salary data collected from market peers and classification information collected from employees and supervisors to help formulate recommendations to improve upon the County's current system, discussed in **Chapter 6** of this report.



## Chapter 5 – Market Summary

The information in this chapter provides a market, or external equity analysis in which the County's salary ranges and benefits offerings were compared to those at peer organizations at the time the data were collected. It is important to note that the following comparisons of the County to its market peers do not translate directly to the employees' individual salaries. Individual employee pay is generally determined through a combination of factors, including demand for the type of job, prior experience, and, in some cases, the individual's negotiation skills during the hiring process. The benefit offerings of an organization are generally negotiated on a group level, and thus can be compared more directly.

Prior to presenting the analyses, it should be noted that market comparisons are best thought of as a snapshot of current market conditions. In other words, market conditions change, and in some cases change quickly; so while market surveys are useful for making updates to the salary structures or benefits offered to employees, they must be done at regular intervals if the County wishes to remain competitive with their market peers.

### 5.1 SALARY SURVEY (PUBLIC SECTOR) MARKET DATA

For the salary survey, Evergreen Solutions compared the collected peer data at the market average. The subset of the County's classifications that were selected for use in the salary survey represented positions from across departments and pay grades. The data collected from the salary survey were used to evaluate the County's compensation structure and market competitiveness. Market comparison analysis is best thought of as a snapshot of current market conditions when the data were collected. Thus, this analysis provided the most up-to-date market information at the time of the study. Market conditions can change, and, in some cases, change quickly. Therefore, although this market survey data was utilized in making recommendations for the County's salary structure during this study, market surveys should be done at regular intervals to stay current with market salary trends.

Evergreen Solutions considered several characteristics when seeking to compare the County's salary structure to its peers, such as geographic proximity, organization size, type of work performed, and the relative population size being served by the organization. All data collected were adjusted for cost of living using a national cost of living index factor, which allowed salary dollars from entities outside of the immediate area to be compared in spending power relative to the County. **Exhibit 5A** provides the list of 31 market peers from which data were collected.



**EXHIBIT 5A  
SALARY PEER DATA COLLECTED**

Salary Market Peer Data
City of Apache Junction
City of Avondale
City of Casa Grande
City of Chandler
City of Coolidge
City of Flagstaff
City of Gilbert
City of Glendale
City of Maricopa
City of Mesa
City of Phoenix
City of Prescott
City of Queen Creek
City of Scottsdale
City of Surprise
City of Tempe
City of Tucson
Town of Florence
Apache County
Cochise County
Coconino County
Gila County
Graham County
Greenlee County
Maricopa County
Mohave County
Navajo County
Pima County
Santa Cruz County
Yavapai County
Yuma County

**Exhibit 5B** provides a summary of the results of the salary survey. Data were collected late 2014. The exhibit provides the following information:

- The market range minimum, midpoint, and maximum. The survey range minimum indicates market average minimum salary for each classification provided by the peer organizations. Survey range midpoint provides the market average midpoint of the peer respondents for each classification surveyed. Survey range maximum provides the market average maximum of the survey participants for each classification surveyed.



- The percent differentials are shown for survey market range minimum, midpoint, and maximum. The differentials specify how the County's salary ranges compared to the market average. A positive differential indicates the County was above market for that classification at the range minimum, midpoint, or maximum. A negative differential indicates the County was below market for that classification. In the final row of the exhibit, the average percent differentials for the range minimum, midpoint, and maximum are provided. This was derived by averaging all of the classifications' percent differentials.
- The survey average range provides the average range width for each classification surveyed, which is the percent difference between the average minimum and average maximum salaries of the respondents, relative to the minimum. The average range spread for all of the surveyed classifications is provided in the final row of the exhibit.
- The number of survey responses for each classification is provided in the final column, and the average number of responses for all of the classifications is provided in the final row.



**EXHIBIT 5B**  
**SALARY SURVEY MARKET SUMMARY**

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range Spread	# Resp
	Average	% Diff	Average	% Diff	Average	% Diff		
Account Clerk I	\$ 29,452.15	-16.1%	\$ 36,211.96	-19.7%	\$ 42,971.78	-22.2%	45.8%	16
Accountant I	\$ 43,217.59	0.8%	\$ 53,720.91	-3.5%	\$ 63,686.88	-5.7%	48.7%	15
Accounting Manager	\$ 61,071.44	4.8%	\$ 76,369.65	0.1%	\$ 91,667.86	-3.4%	49.7%	11
Administrative Assistant	\$ 33,227.10	19.9%	\$ 40,956.93	17.1%	\$ 48,686.76	15.0%	46.5%	16
Administrative Manager	\$ 45,171.49	15.0%	\$ 62,403.00	1.4%	\$ 67,312.00	8.3%	48.7%	8
Animal Control Director	\$ 59,189.87	16.4%	\$ 78,979.53	6.3%	\$ 98,769.18	-1.1%	61.8%	4
Animal Control Dispatcher	\$ 29,389.48	-4.7%	\$ 36,677.23	-9.6%	\$ 43,964.98	-13.1%	49.5%	5
Animal Control Officer I	\$ 31,719.15	-13.1%	\$ 38,766.45	-15.9%	\$ 45,813.74	-17.9%	44.5%	12
Appraiser I	\$ 31,172.88	4.3%	\$ 38,944.87	-0.3%	\$ 46,716.86	-3.6%	49.5%	7
Attorney (Uncovered)	\$ 64,189.50	-3.0%	\$ 84,137.64	-13.5%	\$ 104,085.79	-21.0%	63.2%	8
Attorney-Capital (Uncovered)	\$ 81,680.25	22.2%	\$ 100,434.60	19.6%	\$ 119,188.95	17.8%	46.4%	5
Attorney-Principal (Uncovered)	\$ 83,275.60	5.3%	\$ 101,405.36	3.1%	\$ 112,036.27	7.7%	42.0%	9
Bailiff	\$ 26,821.65	13.4%	\$ 34,639.89	6.2%	\$ 42,458.14	1.1%	58.1%	5
Budget Analyst	\$ 55,501.06	-9.7%	\$ 68,573.47	-13.8%	\$ 81,645.87	-16.8%	47.2%	11
Bureau Chief	\$ 87,057.88	8.5%	\$ 111,497.79	1.5%	\$ 135,937.70	-3.5%	59.4%	6
Captain	\$ 82,090.47	4.6%	\$ 96,220.59	6.0%	\$ 110,348.85	7.1%	36.7%	11
Chief Deputy	\$ 96,237.81	3.7%	\$ 116,380.42	2.2%	\$ 139,526.48	-1.1%	46.5%	19
Chief Information Officer	\$ 90,192.00	17.9%	\$ 113,510.29	13.1%	\$ 136,828.58	9.7%	51.5%	11
Clerk of the Board	\$ 67,735.97	-9.8%	\$ 89,285.61	-21.6%	\$ 110,835.25	-30.2%	62.6%	5
Code Compliance Officer I	\$ 41,968.10	-17.6%	\$ 51,347.76	-20.8%	\$ 60,727.42	-23.0%	44.6%	13
Collections Specialist I	\$ 31,426.12	7.6%	\$ 38,607.68	4.7%	\$ 45,789.25	2.6%	47.3%	5
Communications Director	\$ 68,146.31	28.4%	\$ 82,678.02	27.0%	\$ 108,010.39	17.8%	42.9%	10
Community Health Nurse Practitioner	\$ 70,289.77	11.1%	\$ 86,047.70	8.6%	\$ 101,805.62	6.7%	45.5%	5
Community Health Nurse Supervisor	\$ 57,564.50	18.9%	\$ 71,930.92	14.9%	\$ 86,297.35	12.0%	50.8%	4
Community Nutrition Worker I	\$ 26,172.89	-13.9%	\$ 32,647.48	-19.1%	\$ 39,122.07	-22.9%	49.5%	5
Communications and Community Relations Administrator	\$ 61,027.47	-10.3%	\$ 77,675.72	-17.9%	\$ 94,323.98	-23.4%	59.1%	7
Contact Center Information Specialist	\$ 45,611.87	-34.1%	\$ 61,816.60	-52.6%	\$ 78,021.33	-66.0%	74.6%	3
Correctional Health Nurse	\$ 41,964.13	28.6%	\$ 51,771.42	26.0%	\$ 61,578.71	24.1%	45.1%	6
County Engineer	\$ 83,929.08	23.6%	\$ 103,351.30	20.9%	\$ 122,773.52	19.0%	46.0%	14
County Manager	\$ 129,720.09	22.2%	\$ 168,091.71	15.3%	\$ 200,599.93	12.8%	39.9%	14
Court Reporter	\$ 45,127.52	15.1%	\$ 55,541.29	12.2%	\$ 65,955.06	10.1%	46.7%	11
Courtroom Clerk I	\$ 30,587.66	6.1%	\$ 38,728.06	0.3%	\$ 46,868.46	-3.9%	53.3%	13

**EXHIBIT 5B (CONTINUED)**  
**SALARY SURVEY MARKET SUMMARY**

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg	# Resp
	Average	% Diff	Average	% Diff	Average	% Diff	Range	
Custodial Worker I	\$ 23,991.88	-10.0%	\$ 28,834.35	-10.9%	\$ 33,676.81	-11.5%	42.0%	13
Deputy Chief	\$ 96,751.06	-2.2%	\$ 111,270.38	1.2%	\$ 131,767.66	-0.9%	39.1%	12
Deputy Clerk III	\$ 35,453.59	-4.3%	\$ 44,807.22	-10.6%	\$ 54,160.85	-15.3%	53.4%	4
Deputy Sheriff	\$ 46,582.54	-0.9%	\$ 56,121.97	-2.0%	\$ 65,659.75	-2.9%	41.2%	25
Detention Officer	\$ 36,024.73	19.2%	\$ 43,658.67	17.8%	\$ 51,292.62	16.8%	42.6%	11
Detention Officer/Lieutenant	\$ 57,713.52	6.1%	\$ 66,702.77	8.8%	\$ 75,692.03	10.8%	33.2%	8
Dispatcher I	\$ 36,256.48	-14.5%	\$ 44,316.08	-17.3%	\$ 52,375.69	-19.4%	44.9%	14
Document Processing Technician	\$ 35,066.42	-7.6%	\$ 42,171.76	-8.6%	\$ 49,277.09	-9.2%	41.2%	3
Drafting Specialist II	\$ 36,145.36	8.4%	\$ 43,260.67	7.9%	\$ 50,375.97	7.6%	40.8%	5
Economic Development Program Manager	\$ 70,759.77	-7.6%	\$ 90,330.45	-15.4%	\$ 106,968.18	-17.7%	52.7%	10
Elections Specialist	\$ 40,763.68	11.0%	\$ 50,182.39	8.0%	\$ 59,601.11	5.8%	46.6%	6
Electrician	\$ 41,978.39	-1.2%	\$ 51,312.62	-3.9%	\$ 60,646.85	-5.8%	45.1%	7
Employee Relations Manager	\$ 61,616.46	18.8%	\$ 77,082.59	14.6%	\$ 92,548.72	11.6%	50.0%	6
Engineer III	\$ 60,896.69	10.7%	\$ 75,292.83	7.2%	\$ 89,688.96	4.7%	47.6%	5
Environmental Engineering Manager	\$ 74,126.95	6.3%	\$ 92,158.58	2.1%	\$ 110,190.20	-0.9%	48.9%	6
Environmental Program Specialist	\$ 49,982.72	-20.5%	\$ 60,699.27	-22.9%	\$ 71,415.82	-24.6%	43.0%	7
Equipment Services Worker	\$ 33,571.95	-8.4%	\$ 40,628.24	-10.0%	\$ 47,684.53	-11.1%	42.2%	10
Evidence Technician	\$ 34,483.05	3.4%	\$ 41,914.93	1.4%	\$ 49,346.80	0.0%	43.0%	15
Executive Assistant	\$ 45,934.77	-5.4%	\$ 58,240.33	-12.2%	\$ 70,545.89	-17.1%	52.9%	11
Finance Director (CFO)	\$ 95,397.99	4.6%	\$ 117,071.68	1.6%	\$ 137,813.79	0.1%	46.4%	16
Fleet Parts Supervisor	\$ 43,839.97	-11.2%	\$ 53,161.79	-13.1%	\$ 62,483.61	-14.6%	42.4%	12
GIS Analyst	\$ 51,394.65	7.9%	\$ 64,507.19	2.9%	\$ 77,619.73	-0.7%	51.4%	15
Grants Coordinator	\$ 51,606.16	2.0%	\$ 63,288.09	-1.0%	\$ 74,970.03	-3.1%	45.2%	11
Heavy Equipment Mechanic	\$ 38,527.68	-2.6%	\$ 47,269.88	-5.6%	\$ 56,012.08	-7.8%	45.7%	13
Housing Director	\$ 69,211.95	11.4%	\$ 88,635.82	4.7%	\$ 108,059.69	-0.2%	57.6%	5
HUD Program Coordinator	\$ 47,288.63	-3.2%	\$ 56,734.49	-4.0%	\$ 66,180.35	-4.6%	41.9%	4
Human Resources Analyst	\$ 47,177.06	11.2%	\$ 56,356.66	10.9%	\$ 65,536.25	10.7%	37.5%	16
Human Resources Director	\$ 92,650.11	11.8%	\$ 111,849.87	10.5%	\$ 133,928.85	7.6%	47.0%	15
Internal Audit Officer	\$ 52,341.09	45.0%	\$ 63,268.85	44.1%	\$ 74,196.60	43.5%	41.7%	8
Investigator	\$ 44,429.78	12.4%	\$ 54,742.72	9.4%	\$ 65,055.66	7.2%	46.4%	7
Investigator (County Attorney)	\$ 44,502.37	20.3%	\$ 56,866.91	14.4%	\$ 69,231.45	10.2%	57.4%	4
IT Engineer	\$ 60,761.56	6.3%	\$ 74,242.36	3.9%	\$ 87,723.16	2.1%	44.4%	9
Justice Court Clerk I	\$ 26,035.96	-2.6%	\$ 32,969.22	-8.9%	\$ 39,902.48	-13.5%	56.0%	9
Juvenile Detention Officer I	\$ 33,980.71	23.8%	\$ 42,423.59	20.1%	\$ 50,866.46	17.4%	50.1%	6
kennel Assistant	\$ 27,298.25	-44.7%	\$ 32,626.80	-44.8%	\$ 37,955.35	-45.0%	39.2%	3
Legal Secretary I	\$ 31,822.75	-25.4%	\$ 39,695.89	-31.2%	\$ 47,569.03	-35.3%	50.2%	13
Librarian	\$ 43,510.87	9.6%	\$ 52,694.35	8.1%	\$ 61,877.82	6.9%	42.4%	12
Library Director	\$ 78,606.54	-11.1%	\$ 97,448.33	-15.7%	\$ 116,290.11	-19.0%	47.4%	12
Lieutenant	\$ 76,299.90	-5.6%	\$ 88,000.28	-2.4%	\$ 99,370.76	0.3%	33.1%	26
Maintenance Supervisor	\$ 48,500.01	-5.9%	\$ 59,198.54	-8.5%	\$ 69,897.06	-10.4%	43.8%	14
Mechanic/Fabricator	\$ 35,040.39	15.5%	\$ 43,206.18	12.5%	\$ 51,371.97	10.4%	47.3%	10
Nutritionist	\$ 40,571.32	2.2%	\$ 49,668.95	-0.6%	\$ 58,766.59	-2.5%	44.6%	5
Office Manager	\$ 37,080.81	22.9%	\$ 45,203.02	21.1%	\$ 53,325.23	19.8%	43.3%	8
Operator-Basic	\$ 32,563.61	-22.0%	\$ 39,700.04	-24.7%	\$ 46,836.47	-26.6%	44.3%	12

**EXHIBIT 5B (CONTINUED)**  
**SALARY SURVEY MARKET SUMMARY**

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp
	Average	% Diff	Average	% Diff	Average	% Diff		
Paralegal I	\$ 39,956.65	-29.0%	\$ 50,461.82	-36.6%	\$ 60,966.98	-42.1%	53.2%	9
PC Analyst	\$ 42,294.87	24.2%	\$ 52,364.69	21.2%	\$ 62,434.50	19.0%	47.7%	8
Permit Technician	\$ 32,233.99	-9.2%	\$ 39,953.52	-13.5%	\$ 47,673.05	-16.6%	48.3%	13
Planning Manager	\$ 73,703.73	-4.1%	\$ 92,335.74	-9.6%	\$ 110,967.74	-13.5%	50.8%	12
Probation Officer II	\$ 42,457.63	15.6%	\$ 52,642.36	12.1%	\$ 62,827.08	9.6%	48.2%	8
Public Defender	\$ 97,317.28	23.8%	\$ 125,039.36	17.7%	\$ 152,761.44	13.3%	58.0%	4
Public Fiduciary Director	\$ 68,152.98	12.8%	\$ 87,033.24	6.4%	\$ 105,913.50	1.8%	54.4%	7
Public Health Director	\$ 96,769.83	-1.7%	\$ 123,653.74	-9.2%	\$ 150,537.65	-14.6%	53.2%	6
Public Information Officer	\$ 54,779.27	42.4%	\$ 66,333.75	41.4%	\$ 77,888.23	40.7%	42.8%	8
Public Works Director	\$ 90,850.68	28.9%	\$ 112,778.89	25.8%	\$ 132,980.67	24.6%	47.2%	12
Secretary II	\$ 30,745.23	0.8%	\$ 37,652.09	-1.9%	\$ 44,558.95	-3.8%	45.0%	9
Senior Budget Analyst	\$ 57,397.66	2.3%	\$ 70,559.62	-0.9%	\$ 83,721.57	-3.2%	46.2%	10
Sergeant	\$ 63,339.60	-11.4%	\$ 72,486.37	-7.0%	\$ 81,636.66	-3.9%	31.1%	27
Service Desk Supervisor	\$ 54,453.71	23.3%	\$ 67,425.77	20.2%	\$ 80,397.82	18.0%	48.1%	8
Supply Technician	\$ 31,872.49	-13.6%	\$ 39,180.28	-17.1%	\$ 46,488.07	-19.6%	46.0%	5
Surveillance Officer I	\$ 34,184.26	17.2%	\$ 43,160.59	12.2%	\$ 52,136.93	8.6%	52.9%	7
Surveyor II	\$ 41,572.38	4.6%	\$ 51,436.32	0.9%	\$ 61,300.26	-1.8%	47.6%	8
Systems Administrator	\$ 56,873.58	7.8%	\$ 71,439.82	2.7%	\$ 86,006.06	-1.0%	50.5%	10
Systems Manager	\$ 61,513.39	9.8%	\$ 76,715.95	5.5%	\$ 91,918.51	2.4%	47.7%	6
Telecommunications Specialist	\$ 46,979.70	15.8%	\$ 58,647.66	11.7%	\$ 70,315.62	8.8%	49.8%	5
Treatment Specialist	\$ 38,990.60	10.5%	\$ 49,849.02	4.0%	\$ 60,707.43	-0.8%	56.5%	5
Victim Witness Advocate	\$ 38,785.63	6.5%	\$ 48,787.59	1.2%	\$ 58,789.55	-2.6%	51.7%	10
<b>Overall Average</b>		<b>4.3%</b>		<b>0.5%</b>		<b>-2.1%</b>	<b>47.7%</b>	<b>9.5</b>

### Market Minimums

A starting point of the analysis was to compare the market average minimum for each classification to the County's range minimums. Market minimums are generally considered as a starting wage for employees who meet the only the minimum qualifications for each job. Those employees at or near the range minimums are unlikely to have mastered the job and have not acquired the skills and experience necessary to be fully proficient in their classification.

Utilizing the data gathered in the salary survey for the benchmarked positions, the following conclusions were reached:

- As indicated in **Exhibit 5B**, for the surveyed positions, the County's salary ranges were on average, 4.3 percent above market minimum.
- Of the 98 surveyed positions, 37 (37.8 percent) had current minimums that are lower than market minimum.

### **Market Midpoints**

This section explores the comparison between the market average midpoints and the County's midpoints for surveyed classifications. Midpoint is frequently considered the point at which employees who have achieved full proficiency in their job duties could expect their salaries to be placed.

Based on the data gathered at the market midpoint of the salary range, the following was observed:

- For the surveyed classifications, the County's salary ranges were, on average, 0.5 percent above market at the midpoint.
- Of the 98 surveyed classifications, 42 (42.9 percent) were found to have midpoints below market average.

### **Market Maximums**

In this section, salary range maximum values were compared to the survey respondents' average market maximums. Market maximums are often utilized to attract highly qualified employees or retain experienced individuals in a classification.

When comparing peer market maximums and the County's maximums, the following was observed:

- As indicated in **Exhibit 5B**, for surveyed classifications, the County's salary ranges were, on average, 2.1 percent below market at the maximum.
- Of the 98 classifications surveyed, 54 (55.1 percent) were found to have maximums below the average market.

## **5.2 PRIVATE SECTOR MARKET DATA**

Several classifications similar to those at the County can be found in the private sector. To supplement the public sector data for these, private sector salary data for December 2014 from Economic Research Institute (ERI) were analyzed. **Exhibit 5C** summarizes the ERI private sector salary data for businesses across all industries with operating budgets of approximately 378 million dollars around the City of Phoenix, AZ, which was the nearest organization with data available from ERI. While salary data from the private sector were useful in determining characteristics of the market as a whole, the inherent differences between private and public sector classifications make it difficult to draw conclusions about public sector salary ranges entirely from private sector data. Only those classifications with skills that were easily transferable to the private sector are included in **Exhibit 5C**.



**EXHIBIT 5C  
PRIVATE SECTOR MARKET DATA**

Current Classification	ERI Classification	ERI Minimum	Minimum % Diff	ERI Midpoint	Midpoint % Diff	ERI Maximum	Maximum % Diff	ERI Salary Range
Account Clerk I	Accounting Clerk	\$ 25,854.00	-1.9%	\$ 34,997.00	-15.6%	\$ 46,129.00	-31.2%	78.4%
Accountant I	Accountant	\$ 42,051.00	3.5%	\$ 50,235.00	3.2%	\$ 61,383.00	-1.9%	46.0%
Accounting Manager	Accounting Manager	\$ 56,748.00	11.6%	\$ 74,163.00	3.0%	\$ 97,247.00	-9.7%	71.4%
Administrative Assistant	Administrative Assistant	\$ 28,208.00	32.0%	\$ 38,724.00	21.6%	\$ 51,692.00	9.8%	83.3%
Administrative Manager	Manager Administrative Services	\$ 48,988.00	7.8%	\$ 63,140.00	0.2%	\$ 82,183.00	-12.0%	67.8%
Attorney (Uncovered)	Attorney (general)	\$ 69,889.00	-12.2%	\$ 88,450.00	-19.3%	\$ 112,314.00	-30.6%	60.7%
Budget Analyst	Budget Analyst	\$ 41,370.00	18.2%	\$ 52,755.00	12.4%	\$ 67,695.00	3.1%	63.6%
Bureau Chief	Attorney Legal Manager	\$ 86,991.00	8.6%	\$ 109,504.00	3.3%	\$ 138,028.00	-5.1%	58.7%
Chief Information Officer	Chief Information Officer	\$ 92,190.00	16.1%	\$ 144,178.00	-10.3%	\$ 210,237.00	-38.7%	128.0%
Collections Specialist I	Collections Specialist	\$ 24,416.00	28.2%	\$ 33,123.00	18.2%	\$ 43,877.00	6.6%	79.7%
Communications Director	Public Relations Top Executive	\$ 90,435.00	5.0%	\$ 119,544.00	-5.6%	\$ 156,117.00	-18.9%	72.6%
Community Health Nurse Practitioner	Certified Nurse Practitioner	\$ 66,104.00	16.4%	\$ 96,311.00	-2.3%	\$ 126,349.00	-15.7%	91.1%
Community Health Nurse Supervisor	Nurse Charge	\$ 50,779.00	28.5%	\$ 63,780.00	24.5%	\$ 79,758.00	18.7%	57.1%
Community Nutrition Worker I	Nutrition Educator	\$ 23,845.00	-3.8%	\$ 32,144.00	-17.3%	\$ 42,160.00	-32.5%	76.8%
Communications and Community Relations Administrator	Public Relations Manager	\$ 51,596.00	6.7%	\$ 67,245.00	-2.1%	\$ 88,626.00	-15.9%	71.8%
Contact Center Information Specialist	Information Clerk	\$ 23,354.00	31.3%	\$ 30,490.00	24.7%	\$ 38,262.00	18.6%	63.8%
Correctional Health Nurse	Nurse Community Health	\$ 44,853.00	23.6%	\$ 61,618.00	11.9%	\$ 81,653.00	-0.7%	82.0%
County Engineer	Chief Engineering Officer	\$ 101,579.00	7.5%	\$ 128,293.00	1.8%	\$ 162,175.00	-7.0%	59.7%
County Manager	Chief Executive Officer	\$ 153,182.00	8.1%	\$ 326,311.00	-64.5%	\$ 542,679.00	-136.0%	254.3%
Custodial Worker I	Custodian	\$ 20,588.00	5.6%	\$ 26,652.00	-2.5%	\$ 33,798.00	-11.9%	64.2%
Director I	Department Head	\$ 54,211.00	15.5%	\$ 73,041.00	4.4%	\$ 99,551.00	-12.3%	83.6%
Dispatcher I	Dispatcher	\$ 27,834.00	12.1%	\$ 37,696.00	0.2%	\$ 48,617.00	-10.8%	74.7%
Document Processing Technician	Documentation Clerk	\$ 25,125.00	22.9%	\$ 33,562.00	13.6%	\$ 42,355.00	6.1%	68.6%
Drafting Specialist II	Drafter (Moderate)	\$ 37,041.00	6.1%	\$ 45,247.00	3.7%	\$ 55,077.00	-1.0%	48.7%
Economic Development Program Manager	Business Development Manager	\$ 73,394.00	-11.6%	\$ 88,454.00	-13.0%	\$ 109,154.00	-20.2%	48.7%
Electrician	Electrician (certified)	\$ 37,647.00	9.2%	\$ 47,618.00	3.6%	\$ 60,513.00	-5.6%	60.7%
Employee Relations Manager	Employee Relations Manager	\$ 54,457.00	28.2%	\$ 71,043.00	21.3%	\$ 93,722.00	10.5%	72.1%
Environmental Engineering Manager	Manager Environmental Engineering	\$ 57,382.00	27.5%	\$ 74,663.00	20.7%	\$ 98,320.00	9.9%	71.3%
Equipment Services Worker	Heavy Equipment Operator	\$ 34,250.00	-10.6%	\$ 43,801.00	-18.5%	\$ 56,525.00	-31.7%	65.0%
Executive Assistant	Executive Assistant	\$ 40,789.00	6.4%	\$ 54,164.00	-4.4%	\$ 71,197.00	-18.2%	74.5%
Finance Director (CFO)	Chief Financial Officer	\$ 102,814.00	-2.8%	\$ 203,951.00	-71.4%	\$ 329,732.00	-139.0%	220.7%
Fleet Parts Supervisor	Fleet Supervisor	\$ 43,341.00	-9.9%	\$ 55,315.00	-17.7%	\$ 71,034.00	-30.3%	63.9%
GIS Analyst	GIS Specialist	\$ 35,645.00	36.1%	\$ 44,479.00	33.1%	\$ 55,608.00	27.8%	56.0%
Grants Coordinator	Grant Coordinator	\$ 38,730.00	26.4%	\$ 49,342.00	21.3%	\$ 62,316.00	14.3%	60.9%
Heavy Equipment Mechanic	Heavy Equipment Mechanic	\$ 38,953.00	-3.7%	\$ 49,320.00	-10.2%	\$ 62,615.00	-20.5%	60.7%
Human Resources Analyst	Human Resources Analyst	\$ 43,450.00	18.3%	\$ 52,308.00	17.3%	\$ 64,455.00	12.2%	48.3%
Human Resources Director	Human Resources Director	\$ 84,564.00	19.5%	\$ 102,852.00	17.7%	\$ 124,535.00	14.1%	47.3%
Internal Audit Officer	Auditor Internal	\$ 41,897.00	56.0%	\$ 55,395.00	51.1%	\$ 72,234.00	45.0%	72.4%
IT Engineer	IT Software Engineer	\$ 49,704.00	23.4%	\$ 67,332.00	12.8%	\$ 89,943.00	-0.4%	81.0%
Legal Secretary I	Legal Secretary	\$ 37,664.00	-48.5%	\$ 48,339.00	-59.7%	\$ 61,751.00	-75.6%	64.0%
Librarian	Librarian	\$ 37,013.00	23.1%	\$ 47,262.00	17.5%	\$ 60,231.00	9.4%	62.7%
Library Director	Library Director	\$ 48,796.00	31.1%	\$ 64,321.00	23.7%	\$ 85,378.00	12.6%	75.0%
Maintenance Supervisor	Maintenance Supervisor	\$ 43,382.00	5.3%	\$ 55,765.00	-2.2%	\$ 71,873.00	-13.5%	65.7%
Mechanic/Fabricator	Mechanic	\$ 36,037.00	13.1%	\$ 44,895.00	9.1%	\$ 55,873.00	2.5%	55.0%
Occupational Health Nurse	Nurse Occupational	\$ 45,475.00	10.1%	\$ 57,937.00	3.8%	\$ 73,859.00	-5.7%	62.4%
Office Manager	Manager Office	\$ 39,217.00	18.5%	\$ 48,103.00	16.1%	\$ 60,000.00	9.8%	53.0%
Paralegal I	Paralegal	\$ 39,478.00	-27.4%	\$ 53,705.00	-45.4%	\$ 70,563.00	-64.4%	78.7%
PC Analyst	PC Maintenance Technician	\$ 37,718.00	32.4%	\$ 46,785.00	29.6%	\$ 58,549.00	24.0%	55.2%
Planning Manager	Planning Manager (Long-range)	\$ 73,394.00	-3.7%	\$ 88,454.00	-5.0%	\$ 109,154.00	-11.7%	48.7%
Public Information Officer	Marketing/Communications Manager	\$ 56,300.00	48.7%	\$ 79,651.00	39.1%	\$ 136,385.00	10.0%	142.2%
Secretary II	Secretary	\$ 23,713.00	23.5%	\$ 32,560.00	11.9%	\$ 42,756.00	0.4%	80.3%
Supply Technician	Supply Clerk	\$ 23,008.00	18.0%	\$ 30,316.00	9.4%	\$ 38,751.00	0.3%	68.4%
Systems Administrator	Systems Administrator	\$ 45,308.00	26.5%	\$ 59,752.00	18.6%	\$ 79,096.00	7.1%	74.6%
Systems Manager	Information Systems Manager	\$ 70,060.00	-2.7%	\$ 82,834.00	-2.0%	\$ 99,754.00	-6.0%	42.4%
Telecommunications Specialist	Telecommunications Analyst	\$ 46,645.00	16.4%	\$ 62,095.00	6.5%	\$ 83,024.00	-7.7%	78.0%
<b>Overall Average</b>			<b>12.6%</b>		<b>2.6%</b>		<b>-10.4%</b>	<b>74.8%</b>

After examining the private sector data, the following conclusions were drawn:

- For the selected classifications, the County’s salary ranges were approximately 12.6 percent above the private sector minimum.
- For the selected classifications, the County’s salary ranges were approximately 2.6 percent above the private sector midpoint.
- For the selected classifications, the County’s salary ranges were approximately 10.4 percent below the private sector maximum.

### **5.3 SALARY DATA CONCLUSION**

It should again be noted that the standing of a classification’s pay range compared to the market is not an assessment of an individual employee’s salary being equally above or below market. A salary range does, however, generally speak to the County’s ability to recruit and retain talent over time. If a range minimum is significantly lower than the market would offer, the County could find itself losing out to their market peers when they seek to fill a position. It is equally true that range maximums lower than the market maximums may serve as a disincentive for tenured employees to remain at the County. From the analysis of the data gathered and compared at the average for targeted public sector entities, the following conclusions were reached:

- The surveyed classifications were approximately 4.3 percent above market average at the minimum.
- The surveyed classifications were approximately 0.5 percent above market average at the midpoint.
- The surveyed classifications were approximately 2.1 percent below market average at the maximum.

This analysis provided a comparison of the County’s surveyed classifications pay ranges and the market data collected late 2014. Some classifications had ranges that were ahead of the market while some fell behind. Each classification was examined utilizing a balance of market survey results (external equity), and point factor analysis (internal equity) to develop the recommendations provided in the following chapter. Private sector data were also considered when making the recommendation for each classification.

### **5.4 BENEFITS SURVEY DATA**

The benefits survey compared specific benefits offerings provided by the County to the benefits offerings provided by the peers at the time the data were collected (December 2014). Much like the salary analysis, the benefits analysis represents a snapshot in time of what was available in peer organizations and provides the County with an understanding of the total compensation (salary and benefits) offered by the peers. It is important to note, organizations have intricacies associated with benefits that are not captured by a market survey alone.



The analysis should not be used as a line-by-line comparison as benefits can be weighted differently depending on the importance to an organization. Benefits are usually negotiated and acquired through third parties, so one-to-one comparisons can be difficult. The analysis provides the summary results of the benefits survey. The benefits data were collected from the 18 peer organizations shown in **Exhibit 5D**.

**EXHIBIT 5D  
BENEFITS PEER DATA COLLECTED**

Benefits Market Peer Data
Apache County
City of Apache Junction
City of Casa Grande
City of Chandler
City of Coolidge
City of Flagstaff
City of Gilbert
City of Glendale
City of Prescott
City of Scottsdale
City of Surprise
Graham County
Maricopa County
Navajo County
Pima County
Santa Cruz County
Yuma County
State of Arizona

**General Benefits**

**Exhibit 5E** provides benefits as a percentage of total compensation and the number of full-time and part-time County employees and the peers' average percent of full and part-time employees. Benefits as a percentage of total compensation is a common broad indicator that organizations use to assess how generous the discretionary benefits are at individual organizations. Total compensation refers to the compensation package (salary and benefits) an employee receives from their organization. Therefore, benefits as a percentage of total compensation is calculated by dividing benefits expressed as a dollar amount by the amount of total compensation (salary plus benefits). The market average for benefits as a percentage of total compensation was approximately 35.0 percent based on the information provided, while for the County, this percentage was 36.1 percent. It is not uncommon for this to vary based on the compensation philosophy of an organization and the relative cost of health benefits.

The peer organizations were made up of, on average, 96.3 percent full-time employees and 3.7 percent part-time employees. For the County, this percentage was 98.0 percent full-time and 2.0 percent part-time. When considering benefits offered to employees, often the percentage of full-time and part-time employees should be considered. For example, if an organization has a large percentage of part-time employees, the benefit contributions may appear lower as a percent of total compensation as fewer benefits are typically offered to this group of employees. In the review of the percentages below, it appears that the County was comparable in general with its discretionary benefits as a percent of total compensation.

**EXHIBIT 5E  
BENEFITS AS PERCENT OF TOTAL COMPENSATION  
AND PERCENT OF FULL-TIME AND PART-TIME EMPLOYEES**

	Peer Average	Pinal County
Full-Time Employees	2298 (96.3%)	1907 (98.0%)
Part-Time Employees	89 (3.7%)	39 (2.0%)
	Peer Average	Pinal County
Benefits as a percentage of total compensation	35.0%	36.1%

### Health Plans

**Exhibit 5F** shows the number of health plans offered by the peers and the County, as well as the percentage of peers offering each type of health plan. The average number of health plans offered (any combination of HMO, HSA, PPO, or other) is 2.3 based on the market data. The County offered three health plans, which are an exclusive provider organization, HSA, and PPO. Of the peers who responded, 31.3 percent offered a HMO plan, while PPOs, HSAs, and other types of plans were offered by 93.3, 57.1, and 61.5 percent, respectively. Other types of plans included exclusive provider organizations and Point of Service.

**EXHIBIT 5F  
HEALTH PLANS**

Number of Plans	Peer Average	Pinal County
Number of medical plans offered	2.3	3

Types of Plans Offered	Peer Average	Pinal County
HMO	31.3%	No
PPO	93.3%	Yes
HSA	57.1%	Yes
Other Plans	61.5%	Yes

Exhibit 5G displays the average percentages of the premium paid and deductibles for the peers for HMO, PPO, HSA, EPO, and other health insurance plans and deductibles compared to the County.

**EXHIBIT 5G  
HEALTH PLAN PREMIUMS AND DEDUCTIBLES**

Health Plans	HMO Peer Average	PPO Peer Average	HSA Peer Average	EPO Peer Average	Other Plans Peer Average	Pinal County - PPO	Pinal County - HDHP	Pinal County - EPO
Percentage of employee premium paid by employer	93.2%	91.1%	93.3%	83.0%	93.7%	95.3%	100.0%	93.0%
Dollar amount (monthly) of employee premium paid by employer	\$ 496.11	\$ 445.77	\$ 416.43	\$ 287.75	\$ 503.50	\$ 452.38	\$ 452.38	\$ 542.38
Percentage of employee plus one dependent premium paid by employer	73.3%	75.9%	85.5%	77.5%	82.5%	81.3%	84.8%	79.3%
Dollar amount (monthly) of employee plus one dependent premium paid by employer	\$ 911.59	\$ 719.22	\$ 744.00	\$ 637.67	\$ 695.34	\$ 693.40	\$ 693.40	\$ 693.40
Percentage of employee plus family premium paid by employer	73.2%	65.0%	82.8%	75.0%	65.6%	75.7%	79.0%	73.7%
Dollar amount (monthly) of employee plus family premium paid by employer	\$ 1,030.69	\$ 904.07	\$ 996.75	\$ 758.75	\$ 870.71	\$ 952.72	\$ 952.72	\$ 952.72

Deductibles	HMO- Peer Average	PPO- Peer Average	HSA- Peer Average	EPO- Peer Average	Other Plans- Peer Average	Pinal County - PPO	Pinal County - HDHP	Pinal County - EPO
Individual Deductible	\$ 1,587.50	\$ 754.17	\$ 1,791.67	\$ 250.00	\$ 971.43	\$ -	\$ 2,600.00	\$ 250.00
Employee Plus One Deductible	\$ 3,250.00	\$ 1,914.29	\$ 3,333.33	\$ 500.00	\$ 2,250.00	\$ 500.00	\$ 5,200.00	\$ 500.00
Employee Plus Family Deductible	\$ 3,300.00	\$ 1,483.33	\$ 3,583.33	\$ 1,000.00	\$ 1,942.86	\$ 500.00	\$ 5,200.00	\$ 500.00

### Other Benefits Offerings

Exhibits 5H and 5I display the percentages paid and monthly costs to the employer and employee for individual dental and vision coverage, as well as the monthly cost to the employer and employee for dental and vision coverage for families. At the time the data were collected, the County provided employee-paid dental and vision coverage.

#### EXHIBIT 5H DENTAL COVERAGE

	Peer Percentage	Peer Average	Pinal County
Is employer-paid dental insurance offered?	93.8%		No
Monthly cost to employer for individual coverage		\$ 30.90	-
Monthly cost to employer for family coverage		\$ 63.85	-
Is employee-paid dental insurance offered?	43.8%		Yes
Monthly cost to employee for individual coverage		\$ 7.15	\$ 34.30
Monthly cost to employee for family coverage		\$ 24.13	\$ 110.90

#### EXHIBIT 5I VISION COVERAGE

	Peer Percentage	Peer Average	Pinal County
Is employer-paid vision plan offered?	40.0%		No
Monthly cost to employer for individual coverage		\$ 3.50	-
Monthly cost to employer for family coverage		N/A	-
Is employee-paid vision plan offered?	46.7%		Yes
Monthly cost to employee for individual coverage		\$ 3.92	\$ 4.46
Monthly cost to employee for family coverage		\$ 10.91	\$ 12.22



**Exhibits 5J** and **5K** display the percentage of responding peers who provided short-term and optional long-term disability insurance plans. The County provided employer-paid short-term disability, and was also provided by 37.5 percent of the responding peers with costs to the peers varying according to the employee’s salary. Sixty percent of peers offered employee-paid short-term disability insurance. Long-term disability was provided by 50.0 percent of peers, and 38.5 percent of peers offered employee-paid long-term disability insurance. The County provides long-term disability through employee retirement services.

**EXHIBIT 5J  
SHORT-TERM DISABILITY INSURANCE**

	Peer Percentage	Pinal County
Is employer-paid short-term disability insurance provided?	37.5%	Yes
Is employee-paid short-term disability insurance offered?	60.0%	-

**EXHIBIT 5K  
LONG-TERM DISABILITY INSURANCE**

	Peer Percentage	Pinal County
Is employer-paid long-term disability insurance provided ?	50.0%	No
Is employee-paid long-term disability insurance offered?	38.5%	-



**Exhibit 5L** summarizes the Employee Assistance Programs (EAP) offering. EAP was provided by 82.4 percent of responding peers and was also available to employees of the County. On average, 6.4 annual visits were offered by peers and 6 by the County.

**EXHIBIT 5L  
EMPLOYEE ASSISTANCE PROGRAM**

	Peer Percentage	Peer Average	Pinal County
Is an employer-paid Employee Assistance Program offered?	82.4%		Yes
Number of Annual Visits Provided		6.4	6

**Exhibit 5M** shows tuition reimbursement benefits among peers and the County. Tuition reimbursement for general employees was offered by 75.0 percent of responding peers. The County provided a tuition reimbursement program, with a limit of \$1,500 per year compared to the peer average of \$4,914.29 per year.

**EXHIBIT 5M  
TUITION REIMBURSEMENT BENEFITS**

	Peer Percentage	Peer Average	Pinal County
Is tuition reimbursement offered?	75.0%		Yes
Plan limit		\$ 4,914.29	\$ 1,500.00

## Retirement

**Exhibit 5N** displays whether or not peers and the County participated in retirement options other than the state plan. Of the peer respondents, 100.0 percent of peers participated in a retirement system other than a state retirement system, and 82.4 percent offered a 401k, 401a, 403(b), or 457. The County did not contribute to the non-state retirement options.

### EXHIBIT 5N RETIREMENT

	Peer Percentage	Pinal County
Is a retirement option other than the state retirement option offered?	100.0%	Yes
Is a D.R.O.P. plan offered?	52.9%	Yes
Is a 401k, 401a, 403(b), or 457 offered?	82.4%	Yes
Is another type of retirement plan offered?	76.5%	No
Does the employer contribute to any of these other retirement options?	11.8%	No

## Life Insurance

**Exhibit 5O** summarizes the life insurance offerings of responding peers and the County. Employer-paid life insurance was offered by 100.0 percent of the peers and the County. The peers' death benefit for employee-paid life insurance was, on average, \$81,818 compared to the County's benefit of \$50,000.

### EXHIBIT 5O LIFE INSURANCE

	Peer Percentage	Peer Average	Pinal County
Is employer-paid life insurance offered?	100.0%		Yes
Cost (monthly) to employer for individual coverage		\$ 6.81	\$ 4.25
Cost (monthly) to employer for dependent coverage		\$ -	-
Dollar amount of death benefit		\$ 81,818.18	\$ 50,000.00
Is accidental death insurance provided?	92.3%		Yes



**Employee Leave and Holidays**

**Exhibit 5P** provides data for the average accrual rates for sick, annual/vacation, and personal leave for respondents and the County. The average minimum and maximum monthly accrual rates for sick leave was 8.4 hours for peers and 8.7 hours for the County. The average minimum monthly accrual rate for the peers for annual/vacation leave was 8.0 hours and 6.7 hours for the County with peer average maximums of 9.3 hours and a County maximum of 13.3 hours.

**EXHIBIT 5P  
LEAVE TIME ACCRUAL**

	Offered?		Minimum Accrual Rate (Monthly)		Maximum Accrual Rate (Monthly)	
	Peer Percentage	Pinal County	Peer Average	Pinal County	Peer Average	Pinal County
Personal Leave	0.0%	No	-	-	-	-
Sick Leave	100.0%	Yes	8.4 Hours	8.7	8.4 Hours	8.7
Annual/Vacation Leave	100.0%	Yes	8 Hours	6.7	9.3 Hours	13.3
Paid Time Off	0.0%	No	-	-	-	-



**Exhibit 5Q** provides information related to sick/vacation leave paid out upon employee separation. The County only pays out sick leave upon retirement, and the payout is pro-rated based on the number of years of service. The County also pays out annual/vacation leave to employees upon voluntary and involuntary separation though at lower rates than the peers.

**EXHIBIT 5Q  
SICK/VACATION LEAVE PAID UPON EMPLOYEE SEPERATION**

	Peer Percentage	Peer Average	Pinal County
Is unused sick leave paid out upon voluntary separation?	75.0%		Yes (upon retirement only)
Max hours of sick leave paid out upon voluntary separation		N/A	Unlimited (upon retirement)
Is unused sick leave paid out upon involuntary separation?	11.1%		No
Max hours of sick leave paid out upon involuntary separation		N/A	-
Is unused annual/vacation leave paid out upon voluntary separation?	100.0%		Yes
Max hours annual/vacation leave paid out upon voluntary separation		406.9	360
Is unused annual/vacation leave paid out upon involuntary separation?	88.9%		Yes
Max hours annual/vacation leave paid out upon involuntary separation		368.0	360

The percentages of peers offering various holidays and the holidays at the County are shown in **Exhibit 5R**. All peers recognized Martin Luther King, Jr. Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day. The peers and the County offered 10 paid holidays each year. Only one peer offered time-and-one-half for the holiday rate of pay and all others pay, similar to the County, offered straight time holiday pay.

**EXHIBIT 5R  
RECOGNIZED HOLIDAYS**

Holiday	Peer Percentage	Peer Average	Pinal County
New Year's Day	93.3%		Yes
New Year's Eve	20.0%		No
Martin Luther King, Jr. Day	100.0%		Yes
Lincoln's Birthday	0.0%		No
Washington's Birthday	73.3%		Yes
Memorial Day	100.0%		Yes
Independence Day	100.0%		Yes
Labor Day	100.0%		Yes
Veteran's Day	80.0%		Yes
Thanksgiving Day	100.0%		Yes
Day After Thanksgiving	66.7%		Yes
Christmas Eve	0.0%		No
Christmas Day	100.0%		Yes
Personal Holiday	60.0%		No
Good Friday	0.0%		No
Day After Christmas	0.0%		No
Spring Break	0.0%		No
Winter Break	0.0%		No
Number of holidays offered		10	10

## 5.5 BENEFITS DATA CONCLUSION

The County's benefits were comparable to the market with respect to total compensation. Paid holidays and benefits as a percentage of total compensation were very similar to the peers. Based on the data at the time it was collected, the County could become more competitive in the areas of: dental, vision, and long-term disability insurance.

## 5.6 MARKET SUMMARY

Information gained from the market survey was used in conjunction with the internal equity analysis and factors such as fiscal constraints to develop a recommended compensation system that places the County in a strong position to remain competitive in the market. Discussion of these recommendations can be found in **Chapter 6** of this report.

## Chapter 6 – Recommendations

The analysis of the County’s classification and compensation systems revealed several areas of opportunities for improvement. Again it should be noted, however, that during outreach employees expressed less concern with these systems and more with how salaries would increase in the future. With this understanding, Evergreen Solutions worked to build on areas of strength within the County’s existing classification and compensation systems. Focus was placed on developing a more competitive compensation plan, a sound classification structure, and recommendations for salary pay progression in the future. These recommendations, as well as the findings that led to each, are discussed in detail in this chapter.

### 6.1 CLASSIFICATION SYSTEM

An organization’s classification system establishes how its human resources are employed to perform its core services. The classification system consists of the titles and descriptions of the different classifications, or positions, which define how work is organized and assigned. It is essential that the titles and descriptions of an organization’s classifications accurately depict the work being performed by employees in the classifications in order to ensure equity within the organization and to enable comparisons with positions at peer organizations. The purpose of a classification analysis is to identify such issues as incorrect titles, outdated job descriptions, and inconsistent titles across departments. Recommendations are then made to remedy the identified concerns based on human resources best practices.

In the analysis of the County’s classification system, Evergreen Solutions collected classification data through the Job Assessment Tool (JAT) and Management Issues Tool (MIT) processes. The JATs, which were completed by employees and reviewed by their supervisors, provided information about the type and level of work being performed for each of the County’s classifications. The MIT process provided supervisors an opportunity to provide specific recommendations regarding the pay or classification of positions in their areas. Evergreen Solutions reviewed and utilized the data provided in the JATs and MITs as a basis for the classification recommendations below.

#### **FINDING:**

The County had many classifications titles that accurately described the work being performed by employees. There were some instances, however, of titles that needed to be adjusted to better reflect the tasks assigned to the position.

**RECOMMENDATION 1: Revise the titles of some County classifications and establish new titles based on the work being performed by County employees.**



**Exhibit 6A** summarizes Evergreen Solutions’ recommended changes to the classification system, which include recommendations for changing 236 classification titles, and creating 77 new titles. New titles were created when an individual employee was performing work which required differentiation from the general classification. The foundation for all title recommendations was the work performed by employees as described in the completed JATs, and best practices in the human resources field.

**EXHIBIT 6A  
PROPOSED CLASSIFICATION CHANGES**

Current Class Title	Recommended Class Title
ACCOUNT CLERK I	Accounting Technician
ACCOUNT CLERK II	Accounting Technician
ACCOUNT CLERK III	Accounting Technician, Senior
ACCOUNTANT - TREASURER	Accountant
ACCOUNTANT I	Accountant
ACCOUNTANT II	Accountant, Senior
ACCOUNTANT III	Accountant, Senior
ACCOUNTANT IV	Accountant, Senior
ADMINISTRATIVE ASSISTANT	Administrative Specialist
ADMINISTRATIVE CLERK I	Administrative Assistant
ADMINISTRATIVE CLERK II	Administrative Assistant
ADMINISTRATIVE CLERK III	Administrative Assistant, Senior
ADMINISTRATIVE CLERK, LEAD	Administrative Assistant, Senior
ADMINISTRATIVE DIRECTOR, SUPERIOR COURT	Court Administrator
ADMINISTRATIVE SECRETARY	Administrative Specialist
ADMINISTRATOR I	Administrative Specialist, Senior
ADMINISTRATOR II	Administrative Specialist, Senior
ADMINISTRATOR III	Administrative Manager
ADOPTION COORDINATOR	Animal Adoption Coordinator
AIR QUALITY PERMIT ENGINEER	Air Quality Engineer
AIR QUALITY PLANNING MANAGER	Air Quality Manager
ANIMAL CONTROL FIELD SUPERVISOR	Animal Control Supervisor
ANIMAL CONTROL OFFICER I	Animal Control Officer
ANIMAL CONTROL OFFICER II	Animal Control Officer, Senior
APPLICATIONS SPECIALIST	Server Application Specialist
APPRAISER I	Appraiser
APPRAISER II	Appraiser, Senior
APPRAISER III	Appraiser, Lead
ASSISTANT	Clerk of the Board, Assistant
ASSISTANT COUNTY MANAGER, ADMINISTRATIVE SERVICES	Deputy County Manager
ASSISTANT DIRECTOR OF PUBLIC HEALTH CENTRAL SUPPORT & ACCOUNTING	Public Health Manager
ASSISTANT DIRECTOR OF PUBLIC HEALTH FOR NUTRITION SERVICES	Public Health Manager
ASSISTANT DIRECTOR OF PUBLIC HEALTH FOR OPERATIONS	Public Health Manager
ASSISTANT EQUIPMENT SHOP SUPERVISOR	Automotive Maintenance Supervisor
ASSISTANT HIGHWAY FOREMAN	Highway Maintenance Foreman, Assistant
ASSOCIATE SCHOOL SUPERINTENDENT	School Superintendent, Assistant
ASST DIR OF PH FOR EHS	Public Health Manager



**EXHIBIT 6A (CONTINUED)  
PROPOSED CLASSIFICATION CHANGES**

Current Class Title	Recommended Class Title
ATTORNEY-PRINCIPAL	Attorney, Senior
ATTORNEY-PRINCIPAL (UNCOVERED)	Attorney, Senior
ATTORNEY-SENIOR (UNCOVERED)	Attorney
AUTOMOBILE MECHANIC	Automotive Technician
AUTOMOBILE SHOP SUPERVISOR	Automotive Fleet Manager
BEHAVIORAL HEALTH CORRECTIONAL PROFESSIONAL	Mental Health Professional
BUILDING INSPECTOR II	Building Inspector
BUYER II	Buyer
CASE FLOW MANAGER	Operations Manager
CASE MANAGER II	Case Manager
CASE MANAGER III	Senior Case Manager, Juvenile Court Services
CH DIR OF NURSING	Public Health Manager
CHIEF COURT REPORTER	Court Reporter Supervisor
CHIEF DEPUTY COUNTY ATTORNEY, CIVIL DIVISION	Deputy Chief County Attorney
CHIEF DEPUTY COUNTY ATTORNEY, CRIMINAL DIVISION	Chief Deputy County Attorney
CHIEF DEPUTY PUBLIC DEFENDER	Deputy Public Defender
CHIEF DEPUTY RECORDER	Deputy County Recorder
CHIEF INVESTIGATOR COUNTY ATTORNEY	Investigator, Public Defender
CHIEF QUALITY ASSURANCE INSPECTOR	Quality Assurance Inspector
CMTY HEALTH CASE MGR SR	Case Manager, Public Health Senior
CODE COMPLIANCE OFFICER I	Code Compliance Officer
CODE COMPLIANCE OFFICER II	Code Compliance Officer
CODE ENFORCEMENT SPECIALIST	Building Inspector
COMMUNITY HEALTH NURSE II	Public Health Nurse
COMMUNITY HEALTH NURSE PRACTITIONER	Public Health Nurse Practitioner
COMMUNITY NUTRITION WORKER I	Nutrition Specialist
COMMUNITY NUTRITION WORKER II	Nutrition Specialist
COMMUNITY NUTRITION WORKER III	Nutrition Specialist, Senior
COMPUTER NETWORK SPECIALIST	IT Network Specialist
CONCILIATION SERVICES COUNSELOR II	Court Conciliator
CONCILIATION SERVICES COUNSELOR III	Court Conciliator, Senior
CONTRACTS COORDINATOR	Grants Coordinator
CONTRACTS SUPERVISOR	Contracts Coordinator
CORRECTIONAL HEALTH DIRECTOR	Correctional Health Operations Manager
COUNTY ENGINEER	Deputy Director, Public Works/County Engineer
COURT ADMINISTRATOR III	Court Coordinator
COURT INTERPRETER II	Court Interpreter
COURT SECURITY COORDINATOR	Court Security Supervisor
COURT SERVICES SECRETARY II	Administrative Assistant
COURTROOM CLERK I	Courtroom Clerk
COURTROOM CLERK II	Courtroom Clerk
COURTROOM CLERK III	Courtroom Clerk, Senior
CUSTODIAL WORKER I	Custodian
CUSTODIAL WORKER II	Custodian
CUSTODIAL WORKER III	Custodian Supervisor



**EXHIBIT 6A (CONTINUED)  
PROPOSED CLASSIFICATION CHANGES**

Current Class Title	Recommended Class Title
DEPENDENCY SUPERVISOR	Dependency Court Supervisor
DEPUTY CHIEF	Deputy Chief Sheriff
DEPUTY CLERK I	Deputy Clerk
DEPUTY CLERK II	Deputy Clerk
DEPUTY CLERK III	Deputy Clerk
DEPUTY CLERK IV	Deputy Clerk, Senior
DEPUTY DIRECTOR JUVENILE COURT	Deputy Director, Juvenile Court Services
DESIGN SECTION CHIEF	Traffic Engineer
DET NURSE PRCTNR	Nurse Practitioner
DET OFCR/CF DEP SHERIFF/JAIL	Deputy Chief Detention
DIRECTOR	Director, Air Quality
DIRECTOR, MEDICAL EXAMINER	Medical Examiner's Office Manager
DIRECTOR/CHIEF DEPUTY CLERK OF THE SUPERIOR COURT	Chief Deputy Clerk of the Superior Court
DISPATCH MANAGER	Emergency Dispatch Manager
DISPATCH SUPERVISOR	Emergency Dispatch Supervisor
DISPATCHER I	Emergency Dispatcher
DISPATCHER II	Emergency Dispatcher, Senior
DOCUMENT PROCESSING SUPERVISOR	Deputy Recording Supervisor
DOCUMENT PROCESSING TECHNICIAN	Deputy Recording Clerk
DRAFTING SPECIALIST I	Drafting Specialist
DRAFTING SPECIALIST II	Drafting Specialist, Senior
ECONOMIC DEVELOPMENT PROGRAM MANAGER	Economic Development Manager
ELECT TECH MGR	Elections Technology Administrator
ELECTIONS TECHNICIAN	Elections Specialist
ELIGIBILITY WORKER II	Case Manager, Housing
ELIGIBILITY WORKER III	Case Manager, Housing Senior
EMER MGMT COORD	Emergency Manager
EMERGENCY MANAGEMENT ACCT	Accountant
EMERGING TECH LIB	Librarian
EMISSIONS INVENTORY ENGINEER	Emissions Inventory Specialist
ENGINEER II	Engineer
ENGINEER III	Engineer, Senior
ENGINEERING TECHNICIAN	Traffic Signal Technician
ENVIRONMENTAL HEALTH SPECIALIST I	Environmental Health Specialist
ENVIRONMENTAL HEALTH SPECIALIST II	Environmental Health Specialist
ENVIRONMENTAL HEALTH SPECIALIST III	Environmental Health Specialist
ENVIRONMENTAL HEALTH SPECIALIST, SENIOR	Environmental Health Specialist, Senior
ENVIRONMENTAL PROGRAM MANAGER	Air Quality Manager
ENVIRONMENTAL VECTOR CONTROL SPECIALIST	Environmental Health Assistant
EQUIPMENT SERVICE WORKER	Equipment Service Assistant
EQUIPMENT SHOP SUPERVISOR	Heavy Equipment/Truck Fleet Manager
EXECUTIVE ASSISTANT	Assistant to the Board of Supervisors
EXTRA HELP/SUMMER	Intern
FAC MAINT/CUST SUPER	Facilities Maintenance Manager



**EXHIBIT 6A (CONTINUED)**  
**PROPOSED CLASSIFICATION CHANGES**

Current Class Title	Recommended Class Title
FACILITIES MANAGEMENT WORKER II	Facilities Maintenance Technician
FACILITIES MANAGEMENT WORKER III	Facilities Maintenance Technician, Lead
FLEET PARTS SUPERVISOR	Fleet Inventory Supervisor
FLEET SRVCS DIR	Director, Fleet Services/Risk Manager
GIS TECHNICIAN	GIS Specialist
GROUNDSKEEPER	Grounds Maintenance Worker
HEAVY EQUIPMENT MECHANIC	Heavy Equipment Technician
HIGHWAY FOREMAN	Highway Maintenance Foreman
HIGHWAY MAINTENANCE SUPERVISOR	Highway Maintenance Foreman
HR MGR	Human Resources Supervisor, Superior Court
HUD PROGRAM COORDINATOR	HUD Program Manager
HUMAN RESOURCES COMPENSATION & BENEFITS MGR.	Human Resources Manager
HUMAN RESOURCES CONSULTANT	Human Resources Analyst, Senior
HUMAN RESOURCES EMPLOYMENT & EMPLOYEE RELATIONS MGR.	Human Resources Manager
HUMAN RESOURCES SPECIALIST	Human Resources Technician
HVAC WORKER II	HVAC Technician
IDENTIFICATION TECHNICIAN	Crime Scene Technician
INSPECTION SUPERVISOR	Building Inspections Supervisor
INTERNAL AUDIT OFFICER	Internal Auditor
INVESTIGATOR, NON CERTIFIED	Background Investigator
IT RADIO COMMUNICATIONS DIRECTOR	Public Safety Systems Manager
IT RADIO COMMUNICATIONS ENGINEER	IT Communications Engineer
JUDICIAL ACCOUNT CLERK II	Accounting Technician
JUDICIAL ACCOUNT CLERK III	Accounting Technician, Senior
JUDICIAL ADMINISTRATIVE ASSISTANT	Judicial Administrative Specialist
JUDICIAL INFORMATION SYSTEMS MANAGER	IT Manager
JUDICIAL OFFICE MANAGER	Administrative Manager
JUDICIAL OFFICE SUPERVISOR	Administrative Supervisor
JUSTICE COURT CLERK I	Justice Court Clerk
JUSTICE COURT CLERK II	Justice Court Clerk
JUSTICE COURT CLERK III	Justice Court Clerk, Senior
JUVENILE COURT COUNSELOR I	Counselor, Juvenile Detention
JUVENILE DETENTION OFFICER I	Detention Officer, Juvenile
JUVENILE DETENTION OFFICER II	Detention Officer Lead, Juvenile
JUVENILE DETENTION OFFICER IV	Detention Officer Supervisor, Juvenile
JUVENILE DETENTION OFFICER V	Juvenile Court Services Programs Manager
KENNEL ASSISTANT	Animal Care Technician
LABORER	Operator-Basic
LAW LIBRARIAN	Law Librarian/Court Interpreter Supervisor
LEGAL COLLECTIONS SPECIALIST I	Legal Collections Specialist
LEGAL COLLECTIONS SPECIALIST II	Legal Collections Specialist, Senior
LEGAL SECRETARY I	Legal Assistant
LEGAL SECRETARY II	Legal Assistant, Senior
LEGAL SECRETARY III	Legal Assistant, Senior



**EXHIBIT 6A (CONTINUED)  
PROPOSED CLASSIFICATION CHANGES**

Current Class Title	Recommended Class Title
LIBRARY TECHNICIAN II	Library Technician
LICENSED PRACTICAL NURSE II	Public Health LPN
MAINTENANCE SUPERVISOR	Facilities Maintenance Manager
MAINTENANCE WORKER II	Maintenance Technician
MAINTENANCE WORKER III	Maintenance Technician, Senior
MECHANIC ASSISTANT	Equipment Service Technician
MECHANIC/FABRICATOR	Automotive Technician/Fabricator
MEDICAL OFFICE ASSISTANT	Medical Assistant
MEDICO-LEGAL INVESTIGATOR	Medical Death Investigator
MEDICO-LGL INVEST SUPERVISOR	Medical Examiner Manager
NEW TITLE	Alarm Unit Coordinator
NEW TITLE	Animal Care Technician, Senior
NEW TITLE	Audio Visual Engineer
NEW TITLE	Automotive Technician, Master
NEW TITLE	Aviation Mechanic/Maintenance Supervisor
NEW TITLE	Bailiff, Senior
NEW TITLE	Breastfeeding Consultant
NEW TITLE	Building Inspector, Senior
NEW TITLE	Building Official
NEW TITLE	CAO Manager
NEW TITLE	Capital Projects Coordinator
NEW TITLE	CASA Coordinator
NEW TITLE	CASA Unit Supervisor
NEW TITLE	Case Aide
NEW TITLE	Case Manager, Correctional Health
NEW TITLE	Case Manager, Juvenile Court Services
NEW TITLE	Case Manager, Public Health
NEW TITLE	Case Manger, CAO
NEW TITLE	Caseload Manager
NEW TITLE	Central Appointment Desk Manager
NEW TITLE	Clerk of the Courts Manager
NEW TITLE	Communicable Disease Investigator, Assistant
NEW TITLE	Conciliation Court Case Coordinator
NEW TITLE	Court Reporter, Senior
NEW TITLE	Court Services Program Manager
NEW TITLE	Courtroom Clerk Manager
NEW TITLE	Customer Service Specialist, Senior
NEW TITLE	Dependency Mediator
NEW TITLE	Deputy Chief Administration
NEW TITLE	Deputy Registrar
NEW TITLE	Development Review Manager
NEW TITLE	Document Processing Supervisor
NEW TITLE	Document Processing Technician
NEW TITLE	Equipment Service Technician, Master
NEW TITLE	Evidence Unit Supervisor
NEW TITLE	Facilities Superintendent
NEW TITLE	Family Advocacy Center Manager



**EXHIBIT 6A (CONTINUED)  
PROPOSED CLASSIFICATION CHANGES**

Current Class Title	Recommended Class Title
NEW TITLE	Financial Manager
NEW TITLE	Financial Technician
NEW TITLE	GIS Analyst, Senior
NEW TITLE	Grants Administrator
NEW TITLE	Grants Specialist
NEW TITLE	Guardian Administrator
NEW TITLE	Guardian Administrator, Lead
NEW TITLE	Guardian Aide
NEW TITLE	Hearing Office Coordinator
NEW TITLE	Highway Maintenance Manager
NEW TITLE	Human Resources Supervisor, Sheriff
NEW TITLE	IT Project Coordinator
NEW TITLE	IT Project Manager
NEW TITLE	Judicial Office Supervisor
NEW TITLE	Jury Manager
NEW TITLE	Land Manager
NEW TITLE	Library Assistant
NEW TITLE	Nutritionist-Registered Dietitian
NEW TITLE	Personal Property and Tax Authority Manager
NEW TITLE	Planning Specialist
NEW TITLE	Public Health Education and Outreach Programs Manager
NEW TITLE	Public Health Preparedness Planner
NEW TITLE	Public Information Officer, County
NEW TITLE	Public Safety Systems Administrator
NEW TITLE	Quality Assurance Supervisor
NEW TITLE	Real Property Manager
NEW TITLE	Sheriff Manager
NEW TITLE	Tax Services Supervisor
NEW TITLE	Training and Development Coordinator
NEW TITLE	Transportation Dispatcher
NEW TITLE	Transportation Driver
NEW TITLE	Treasury Supervisor
NEW TITLE	Treatment Services Program Manager
NEW TITLE	Valuation Manager
NEW TITLE	Vital Records Clerk
NEW TITLE	Volunteer Coordinator
NEW TITLE	Volunteer Program Coordinator
NEW TITLE	Warehouse Supervisor
NEW TITLE	Warehouse Technician
NEW TITLE	Warrants and Extraditions Unit Supervisor
OFFICE MANAGER	Administrative Manager
OFFICE SUPERVISOR	Administrative Supervisor
ONE STOP SHOP MGR	Customer Service Manager
ONESTOP SHOP INFO SPEC	Customer Service Specialist
OPEN SPACE AND TRAILS DIRECTOR	Director, Strategic Planning & Parks



**EXHIBIT 6A (CONTINUED)  
PROPOSED CLASSIFICATION CHANGES**

Current Class Title	Recommended Class Title
PARALEGAL I	Paralegal
PARALEGAL II	Paralegal
PAYROLL ACCOUNTANT	Accountant
PC AIRPORT EC DEVELOPMENT DIRECTOR	Airport Operations Manager
PC ANALYST SUPERVISOR	IT Support Supervisor
PLANNER I	Planner
PLANNER II	Planner, Senior
PLANS EXAMINER I	Plans Examiner
PLANS EXAMINER II	Plans Examiner, Senior
PRINCIPAL CIVIL ENGINEERING TECHNICIAN	Civil Engineering Technician, Senior
PRINCIPAL PLANNER	Planning Supervisor
PROBATION DIVISION DIRECTOR	Probation Division Manager
PROBATION OFFICER IV	Probation Supervisor
PROBATION OFFICER I	Probation Officer
PROBATION OFFICER II	Probation Officer
PROBATION OFFICER III	Probation Officer, Senior
PROGRAM COORDINATOR I	Program Coordinator
PROGRAM COORDINATOR II	Program Coordinator, Senior
PROPERTY APPRAISAL MANAGER	Appraisal Administrator
PUBLIC HEALTH CLINIC OPERATIONS MANAGER	Clinic Operations Manager
PUBLIC HEALTH DATA RESOURCE ANALYST	Data Analyst
PUBLIC HLTH DIST SCH HLTH LIAS	School Health Liaison
QUALITY ASSURANCE WORKER	Transportation Coordinator
QUALITY MANAGEMENT/UTILIZATION MANAGEMENT NURSE	Quality/Utilization Management Nurse
RESEARCH ANALYST	Court Research Analyst
RIGHT OF WAY AGENT	Real Property Coordinator
RISK MGMT COORDINATOR	Safety Manager
ROAD MAINTENANCE&OPERATIONS BRANCH CHIEF	Public Works Manager
SECRETARY I	Administrative Assistant
SECRETARY II	Administrative Assistant
SECRETARY III	Administrative Assistant, Senior
SENIOR AIR QUALITY PERMIT ENGINEER	Air Quality Manager
SENIOR BUDGET & RESEARCH ANALYST	Management and Budget Analyst
SENIOR PLANS EXAMINER	Plans Examiner, Lead
SENIOR PROCUREMENT OFFICER	Procurement Officer
SENIOR PROGRAMMER ANALYST	Programmer Analyst
SENIOR VICTIM WITNESS ADVOCATE	Victim Advocate, Senior
SERVER APPLICATIONS MANAGER	Web Application Manager
SERVICE DESK SUPERVISOR	Help Desk Supervisor
SIGNAL TECHNICIAN	Traffic Signal Technician
SOFTWARE APPLICATION DEVELOPER	Web Specialist, Senior
SURVEILLANCE OFFICER I	Surveillance Officer
SURVEILLANCE OFFICER II	Surveillance Officer
SURVEYOR II	Survey Party Chief
SYSTEMS ADMINISTRATOR	Server Application Specialist
SYSTEMS MANAGER	Server Application Specialist, Senior
TECHNICAL SUPPORT SPECIALIST	PC Technician
TRAINING SPECIALIST	Administrative Manager
VICTIM RIGHTS TECHNICIAN	Victim Support Specialist
VICTIM WITNESS ADVOCATE	Victim Advocate
WEB SPECIALIST II	Web Specialist



**RECOMMENDATION 2:** Revise all job descriptions to include updated classification information provided in the JAT, FLSA status determinations, and review job descriptions annually for accuracy.

Evergreen Solutions is in the process of updating the County’s current job descriptions based on data from the JATs. These revised job descriptions will reflect proper FLSA status and be provided under separate cover. If possible, it is recommended that the job descriptions and job titles be reviewed annually to properly maintain the classification system in the future. The yearly performance evaluation process could provide an opportunity to assess the accuracy of the duties and responsibilities listed in the job descriptions through a discussion between the employee and his or her supervisors. If it is determined that duties have changed, it may be necessary to update the description, title, and pay grade assignment, depending on the significance of the changes.

## **6.2 COMPENSATION SYSTEM**

The compensation analysis consisted of an external market assessment. During this assessment, the County’s pay ranges for selected benchmark classifications were compared to average pay ranges offered in the identified market. Overall, the County’s salary ranges were below their market peers. Details of the external market assessment were discussed in **Chapter 5** of this report.

### **FINDING:**

The County’s salary ranges were below the County’s desired market position for many of the benchmarked classifications indicating a need for revision to the pay plan structure to remain competitive.

**RECOMMENDATION 3:** Implement a new pay structure for the County that reflects market conditions and best practices; slot all classifications into the updated pay structure based on external and internal equity; and transition employees’ salaries into the structure.

**Exhibit 6B** shows the new proposed open range pay plan has 25 range pay grades, numbered 101 through 125. The range spreads of the pay grades increase from 50.0 percent for grades 101 through 107 to a maximum of 70.0 percent for grades 120 through 125.



**EXHIBIT 6B  
PROPOSED PAY PLAN**

Grade	Minimum	Midpoint	Maximum	Range Spread
101	\$ 23,500.00	\$ 29,375.00	\$ 35,250.00	50.0%
102	\$ 25,615.00	\$ 32,019.00	\$ 38,423.00	50.0%
103	\$ 27,920.00	\$ 34,900.00	\$ 41,880.00	50.0%
104	\$ 30,433.00	\$ 38,042.00	\$ 45,650.00	50.0%
105	\$ 33,172.00	\$ 41,465.00	\$ 49,758.00	50.0%
106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00	50.0%
107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00	50.0%
108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00	55.0%
109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00	55.0%
110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00	55.0%
111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00	55.0%
112	\$ 57,909.00	\$ 73,834.00	\$ 89,759.00	55.0%
113	\$ 62,542.00	\$ 79,741.00	\$ 96,940.00	55.0%
114	\$ 66,920.00	\$ 86,996.00	\$ 107,072.00	60.0%
115	\$ 71,604.00	\$ 93,085.00	\$ 114,566.00	60.0%
116	\$ 76,616.00	\$ 99,601.00	\$ 122,586.00	60.0%
117	\$ 81,979.00	\$ 106,573.00	\$ 131,166.00	60.0%
118	\$ 87,718.00	\$ 114,034.00	\$ 140,349.00	60.0%
119	\$ 93,858.00	\$ 122,016.00	\$ 150,173.00	60.0%
120	\$ 98,551.00	\$ 133,044.00	\$ 167,537.00	70.0%
121	\$ 103,479.00	\$ 139,697.00	\$ 175,914.00	70.0%
122	\$ 108,653.00	\$ 146,682.00	\$ 184,710.00	70.0%
123	\$ 114,086.00	\$ 154,016.00	\$ 193,946.00	70.0%
124	\$ 119,790.00	\$ 161,717.00	\$ 203,643.00	70.0%
125	\$ 125,780.00	\$ 169,803.00	\$ 213,826.00	70.0%



After developing the new pay plan, Evergreen Solutions slotted each proposed classification into the appropriate pay range in recommended pay plan. Both the internal and external equity were utilized when slotting the classifications. Assigning pay grades to classifications requires a balance of internal equity, desired market position, and recruitment and retention issues all play a role in that process. Thus market range data shown in **Chapter 5** were not the sole criteria for the proposed pay ranges. Some classifications' grade assignments varied from their associated market range due to the other factors mentioned above. As well, the County requested that classifications that were ahead of their market peers be slotted at pay grades more consistent with the market. In some instances, this required a lowering of the pay range from its current position.

The internal assessment took into consideration the type of work being performed by each classification. Specifically, a composite compensatory factor score was assigned to each of the County's classifications that quantified each classification for five compensatory factors. The level for each factor was determined based on responses to the JAT, and an understanding of the work performed. The resulting recommended pay grades, based on all of the considerations above, for each of the County's classifications are shown in **Exhibit 6C**. It should be noted that the recommended title changes are reflected in the exhibit.



**EXHIBIT 6C  
PROPOSED PAY GRADES**

Recommended Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Accountant	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Accountant, Senior	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Accounting Manager	113	\$ 62,542.00	\$ 79,741.00	\$ 96,940.00
Accounting Supervisor	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Accounting Technician	104	\$ 30,433.00	\$ 38,042.00	\$ 45,650.00
Accounting Technician, Senior	105	\$ 33,172.00	\$ 41,465.00	\$ 49,758.00
Administrative Assistant	104	\$ 30,433.00	\$ 38,042.00	\$ 45,650.00
Administrative Assistant, Senior	105	\$ 33,172.00	\$ 41,465.00	\$ 49,758.00
Administrative Manager	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Administrative Specialist	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Administrative Specialist, Senior	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
Administrative Supervisor	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Air Quality Engineer	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Air Quality Manager	113	\$ 62,542.00	\$ 79,741.00	\$ 96,940.00
Airport Operations Assistant	104	\$ 30,433.00	\$ 38,042.00	\$ 45,650.00
Airport Operations Manager	116	\$ 76,616.00	\$ 99,601.00	\$122,586.00
Alarm Unit Coordinator	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Animal Adoption Coordinator	105	\$ 33,172.00	\$ 41,465.00	\$ 49,758.00
Animal Care Technician	103	\$ 27,920.00	\$ 34,900.00	\$ 41,880.00
Animal Care Technician, Senior	105	\$ 33,172.00	\$ 41,465.00	\$ 49,758.00
Animal Control Dispatcher	104	\$ 30,433.00	\$ 38,042.00	\$ 45,650.00
Animal Control Officer	105	\$ 33,172.00	\$ 41,465.00	\$ 49,758.00
Animal Control Officer, Senior	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
Animal Control Supervisor	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Appraisal Administrator	112	\$ 57,909.00	\$ 73,834.00	\$ 89,759.00
Appraisal Supervisor	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
Appraiser	105	\$ 33,172.00	\$ 41,465.00	\$ 49,758.00
Appraiser, Lead	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Appraiser, Senior	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
Assistant to the Board of Supervisors	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Attorney	114	\$ 66,920.00	\$ 86,996.00	\$107,072.00
Attorney, Capital	118	\$ 87,718.00	\$114,034.00	\$140,349.00
Attorney, Senior	116	\$ 76,616.00	\$ 99,601.00	\$122,586.00
Audio Visual Engineer	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Automotive Fleet Manager	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Automotive Maintenance Supervisor	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Automotive Technician	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
Automotive Technician, Master	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Automotive Technician/Fabricator	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Aviation Mechanic/Maintenance Supervisor	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Background Investigator	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Bailiff	104	\$ 30,433.00	\$ 38,042.00	\$ 45,650.00
Bailiff, Senior	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
Breastfeeding Consultant	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00



**EXHIBIT 6C (CONTINUED)  
PROPOSED PAY GRADES**

Recommended Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Budget Analyst	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Building Inspections Supervisor	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Building Inspector	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Building Inspector, Senior	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
Building Official	113	\$ 62,542.00	\$ 79,741.00	\$ 96,940.00
Bureau Chief	117	\$ 81,979.00	\$106,573.00	\$131,166.00
Buyer	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Cadet Officer	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
CAO Manager	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Capital Projects Coordinator	115	\$ 71,604.00	\$ 93,085.00	\$114,566.00
Captain, Detention	115	\$ 71,604.00	\$ 93,085.00	\$114,566.00
Captain, Sworn	116	\$ 76,616.00	\$ 99,601.00	\$122,586.00
CASA Coordinator	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
CASA Unit Supervisor	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Case Aide	104	\$ 30,433.00	\$ 38,042.00	\$ 45,650.00
Case Manager	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
Case Manager, Correctional Health	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
Case Manager, Housing	104	\$ 30,433.00	\$ 38,042.00	\$ 45,650.00
Case Manager, Housing Senior	105	\$ 33,172.00	\$ 41,465.00	\$ 49,758.00
Case Manager, Juvenile Court Services	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Case Manager, Public Health	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Case Manager, Public Health Senior	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
Case Manger, CAO	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Caseload Manager	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
Central Appointment Desk Manager	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Chief Adult Probation Officer	117	\$ 81,979.00	\$106,573.00	\$131,166.00
Chief Deputy Assessor	114	\$ 66,920.00	\$ 86,996.00	\$107,072.00
Chief Deputy Clerk of the Superior Court	115	\$ 71,604.00	\$ 93,085.00	\$114,566.00
Chief Deputy County Attorney	121	\$103,479.00	\$139,697.00	\$175,914.00
Chief Deputy School Superintendent	113	\$ 62,542.00	\$ 79,741.00	\$ 96,940.00
Chief Deputy Sheriff	119	\$ 93,858.00	\$122,016.00	\$150,173.00
Chief Deputy Treasurer	118	\$ 87,718.00	\$114,034.00	\$140,349.00
Chief Information Officer	118	\$ 87,718.00	\$114,034.00	\$140,349.00
Chief of Staff	115	\$ 71,604.00	\$ 93,085.00	\$114,566.00
Chief Registrar	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Civil Engineering Section Chief	115	\$ 71,604.00	\$ 93,085.00	\$114,566.00
Civil Engineering Section Chief-NR	114	\$ 66,920.00	\$ 86,996.00	\$107,072.00
Civil Engineering Technician	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
Civil Engineering Technician, Senior	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Clerk of the Board	114	\$ 66,920.00	\$ 86,996.00	\$107,072.00
Clerk of the Board, Assistant	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
Clerk of the Courts Manager	114	\$ 66,920.00	\$ 86,996.00	\$107,072.00
Clinic Operations Manager	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Code Compliance Manager	113	\$ 62,542.00	\$ 79,741.00	\$ 96,940.00
Code Compliance Officer	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00



**EXHIBIT 6C (CONTINUED)  
PROPOSED PAY GRADES**

<b>Recommended Class Title</b>	<b>Proposed Grade</b>	<b>Proposed Minimum</b>	<b>Proposed Midpoint</b>	<b>Proposed Maximum</b>
Communicable Disease Administrator	114	\$ 66,920.00	\$ 86,996.00	\$107,072.00
Communicable Disease Investigator	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
Communicable Disease Investigator, Assistant	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
Community Liaison	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Community Relations Administrator	112	\$ 57,909.00	\$ 73,834.00	\$ 89,759.00
Conciliation Court Case Coordinator	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Conciliation Services Mediator	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Contact Center Information Specialist	105	\$ 33,172.00	\$ 41,465.00	\$ 49,758.00
Contact Center Supervisor	112	\$ 57,909.00	\$ 73,834.00	\$ 89,759.00
Contracts Coordinator	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Correctional Health LPN	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Correctional Health Nurse	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Correctional Health Nurse Supervisor	113	\$ 62,542.00	\$ 79,741.00	\$ 96,940.00
Correctional Health Operations Manager	115	\$ 71,604.00	\$ 93,085.00	\$114,566.00
Counselor, Juvenile Detention	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
County Engineer, Assistant	116	\$ 76,616.00	\$ 99,601.00	\$122,586.00
County Manager	125	\$125,780.00	\$169,803.00	\$213,826.00
Court Administrator	118	\$ 87,718.00	\$114,034.00	\$140,349.00
Court Conciliator	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Court Conciliator, Senior	112	\$ 57,909.00	\$ 73,834.00	\$ 89,759.00
Court Coordinator	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Court Interpreter	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Court Reporter	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
Court Reporter Supervisor	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Court Reporter, Senior	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Court Research Analyst	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
Court Security Officer	105	\$ 33,172.00	\$ 41,465.00	\$ 49,758.00
Court Security Supervisor	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Court Services Program Manager	112	\$ 57,909.00	\$ 73,834.00	\$ 89,759.00
Courtroom Clerk	104	\$ 30,433.00	\$ 38,042.00	\$ 45,650.00
Courtroom Clerk Manager	112	\$ 57,909.00	\$ 73,834.00	\$ 89,759.00
Courtroom Clerk Supervisor	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Courtroom Clerk, Senior	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
Crime Scene Technician	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Custodian	101	\$ 23,500.00	\$ 29,375.00	\$ 35,250.00
Custodian Supervisor	104	\$ 30,433.00	\$ 38,042.00	\$ 45,650.00
Customer Service Manager	113	\$ 62,542.00	\$ 79,741.00	\$ 96,940.00
Customer Service Specialist	105	\$ 33,172.00	\$ 41,465.00	\$ 49,758.00
Customer Service Specialist, Senior	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Data Analyst	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Database Administrator	113	\$ 62,542.00	\$ 79,741.00	\$ 96,940.00
Dependency Court Supervisor	112	\$ 57,909.00	\$ 73,834.00	\$ 89,759.00
Dependency Mediator	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Deputy Chief Administration	118	\$ 87,718.00	\$114,034.00	\$140,349.00
Deputy Chief Clerk	116	\$ 76,616.00	\$ 99,601.00	\$122,586.00
Deputy Chief County Attorney	119	\$ 93,858.00	\$122,016.00	\$150,173.00



**EXHIBIT 6C (CONTINUED)  
PROPOSED PAY GRADES**

Recommended Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Deputy Chief Detention	118	\$ 87,718.00	\$114,034.00	\$140,349.00
Deputy Chief Sheriff	118	\$ 87,718.00	\$114,034.00	\$140,349.00
Deputy Clerk	105	\$ 33,172.00	\$ 41,465.00	\$ 49,758.00
Deputy Clerk of the Board	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Deputy Clerk, Senior	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Deputy County Manager	122	\$108,653.00	\$146,682.00	\$184,710.00
Deputy County Recorder	112	\$ 57,909.00	\$ 73,834.00	\$ 89,759.00
Deputy Court Administrator	115	\$ 71,604.00	\$ 93,085.00	\$114,566.00
Deputy Director, Juvenile Court Services	114	\$ 66,920.00	\$ 86,996.00	\$107,072.00
Deputy Director, Library	113	\$ 62,542.00	\$ 79,741.00	\$ 96,940.00
Deputy Director, Public Health	115	\$ 71,604.00	\$ 93,085.00	\$114,566.00
Deputy Director, Public Works/County Engineer	117	\$ 81,979.00	\$106,573.00	\$131,166.00
Deputy Public Defender	118	\$ 87,718.00	\$114,034.00	\$140,349.00
Deputy Recording Clerk	105	\$ 33,172.00	\$ 41,465.00	\$ 49,758.00
Deputy Recording Supervisor	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Deputy Registrar	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
Deputy Sheriff	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
Detention Aide	104	\$ 30,433.00	\$ 38,042.00	\$ 45,650.00
Detention Officer	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
Detention Officer Lead, Juvenile	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Detention Officer Supervisor, Juvenile	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Detention Officer, Juvenile	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
Detention Security Officer	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
Development Review Manager	114	\$ 66,920.00	\$ 86,996.00	\$107,072.00
Director, Air Quality	116	\$ 76,616.00	\$ 99,601.00	\$122,586.00
Director, Animal Control	113	\$ 62,542.00	\$ 79,741.00	\$ 96,940.00
Director, Budget	117	\$ 81,979.00	\$106,573.00	\$131,166.00
Director, Community Development	118	\$ 87,718.00	\$114,034.00	\$140,349.00
Director, Conciliation Court	115	\$ 71,604.00	\$ 93,085.00	\$114,566.00
Director, Facilities Management	116	\$ 76,616.00	\$ 99,601.00	\$122,586.00
Director, Finance	118	\$ 87,718.00	\$114,034.00	\$140,349.00
Director, Fleet Services/Risk Manager	116	\$ 76,616.00	\$ 99,601.00	\$122,586.00
Director, Housing	116	\$ 76,616.00	\$ 99,601.00	\$122,586.00
Director, Human Resources	118	\$ 87,718.00	\$114,034.00	\$140,349.00
Director, Juvenile Court Services	117	\$ 81,979.00	\$106,573.00	\$131,166.00
Director, Library	116	\$ 76,616.00	\$ 99,601.00	\$122,586.00
Director, Nursing	116	\$ 76,616.00	\$ 99,601.00	\$122,586.00
Director, Public Fiduciary	116	\$ 76,616.00	\$ 99,601.00	\$122,586.00
Director, Public Health	118	\$ 87,718.00	\$114,034.00	\$140,349.00
Director, Public Works	118	\$ 87,718.00	\$114,034.00	\$140,349.00
Director, Strategic Planning & Parks	115	\$ 71,604.00	\$ 93,085.00	\$114,566.00
Document Processing Supervisor	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Document Processing Technician	105	\$ 33,172.00	\$ 41,465.00	\$ 49,758.00
Drafting Manager	112	\$ 57,909.00	\$ 73,834.00	\$ 89,759.00
Drafting Specialist	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
Drafting Specialist, Senior	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Drafting Technician	105	\$ 33,172.00	\$ 41,465.00	\$ 49,758.00



**EXHIBIT 6C (CONTINUED)  
PROPOSED PAY GRADES**

<b>Recommended Class Title</b>	<b>Proposed Grade</b>	<b>Proposed Minimum</b>	<b>Proposed Midpoint</b>	<b>Proposed Maximum</b>
Economic Development Manager	115	\$ 71,604.00	\$ 93,085.00	\$114,566.00
Elections Director	115	\$ 71,604.00	\$ 93,085.00	\$114,566.00
Elections Specialist	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Elections Supervisor	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Elections Technology Administrator	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Electrician	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Emergency Dispatch Manager	113	\$ 62,542.00	\$ 79,741.00	\$ 96,940.00
Emergency Dispatch Supervisor	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Emergency Dispatcher	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
Emergency Dispatcher, Senior	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Emergency Manager	115	\$ 71,604.00	\$ 93,085.00	\$114,566.00
Emissions Inventory Specialist	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Engineer	113	\$ 62,542.00	\$ 79,741.00	\$ 96,940.00
Engineer, Senior	114	\$ 66,920.00	\$ 86,996.00	\$107,072.00
Environmental Engineering Manager	115	\$ 71,604.00	\$ 93,085.00	\$114,566.00
Environmental Health Assistant	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Environmental Health Program Manager	113	\$ 62,542.00	\$ 79,741.00	\$ 96,940.00
Environmental Health Specialist	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
Environmental Health Specialist, Senior	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Environmental Program Specialist	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Environmental Program Supervisor	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Equipment Parts Specialist	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
Equipment Service Assistant	105	\$ 33,172.00	\$ 41,465.00	\$ 49,758.00
Equipment Service Technician	102	\$ 25,615.00	\$ 32,019.00	\$ 38,423.00
Equipment Service Technician, Master	105	\$ 33,172.00	\$ 41,465.00	\$ 49,758.00
Evidence Technician	105	\$ 33,172.00	\$ 41,465.00	\$ 49,758.00
Evidence Unit Supervisor	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Facilities Maintenance Manager	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
Facilities Maintenance Technician	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
Facilities Maintenance Technician, Lead	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Facilities Superintendent	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
Family Advocacy Center Manager	114	\$ 66,920.00	\$ 86,996.00	\$107,072.00
Financial Manager	113	\$ 62,542.00	\$ 79,741.00	\$ 96,940.00
Financial Systems Manager	115	\$ 71,604.00	\$ 93,085.00	\$114,566.00
Financial Technician	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Fleet Inventory Supervisor	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Food Service Worker	103	\$ 27,920.00	\$ 34,900.00	\$ 41,880.00
Forensic Interviewer	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
GIS Analyst	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
GIS Analyst, Senior	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
GIS Specialist	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Grants Administrator	113	\$ 62,542.00	\$ 79,741.00	\$ 96,940.00
Grants Coordinator	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Grants Specialist	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00



**EXHIBIT 6C (CONTINUED)  
PROPOSED PAY GRADES**

<b>Recommended Class Title</b>	<b>Proposed Grade</b>	<b>Proposed Minimum</b>	<b>Proposed Midpoint</b>	<b>Proposed Maximum</b>
Grounds Maintenance Worker	102	\$ 25,615.00	\$ 32,019.00	\$ 38,423.00
Guardian Administrator	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Guardian Administrator, Lead	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Guardian Aide	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
Hearing Office Coordinator	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Hearing Specialist	104	\$ 30,433.00	\$ 38,042.00	\$ 45,650.00
Heavy Equipment Technician	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
Heavy Equipment/Truck Fleet Manager	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
Help Desk Specialist	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Help Desk Specialist , Senior	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Help Desk Supervisor	112	\$ 57,909.00	\$ 73,834.00	\$ 89,759.00
Highway Maintenance Foreman	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Highway Maintenance Foreman, Assistant	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
Highway Maintenance Manager	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Highway Superintendent	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Housing Inspector	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
HUD Program Manager	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Human Resources Analyst	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
Human Resources Analyst, Senior	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Human Resources Manager	113	\$ 62,542.00	\$ 79,741.00	\$ 96,940.00
Human Resources Supervisor, Sheriff	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Human Resources Supervisor, Superior Court	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Human Resources Technician	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
HVAC Technician	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Impound Hearing Officer	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
Intern	101	\$ 23,500.00	\$ 29,375.00	\$ 35,250.00
Internal Auditor	116	\$ 76,616.00	\$ 99,601.00	\$122,586.00
Investigator, CAO	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Investigator, Public Defender	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Investigator, Sworn	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
IT Communications Engineer	112	\$ 57,909.00	\$ 73,834.00	\$ 89,759.00
IT Engineer	112	\$ 57,909.00	\$ 73,834.00	\$ 89,759.00
IT Engineer, Senior	113	\$ 62,542.00	\$ 79,741.00	\$ 96,940.00
IT Infrastructure Manager	116	\$ 76,616.00	\$ 99,601.00	\$122,586.00
IT Manager	113	\$ 62,542.00	\$ 79,741.00	\$ 96,940.00
IT Network Specialist	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
IT Operations Manager	116	\$ 76,616.00	\$ 99,601.00	\$122,586.00
IT Program Manager	114	\$ 66,920.00	\$ 86,996.00	\$107,072.00
IT Project Coordinator	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
IT Project Manager	112	\$ 57,909.00	\$ 73,834.00	\$ 89,759.00
IT Support Supervisor	114	\$ 66,920.00	\$ 86,996.00	\$107,072.00
Judicial Administrative Specialist	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Judicial Law Clerk	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Judicial Office Supervisor	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Jury Manager	112	\$ 57,909.00	\$ 73,834.00	\$ 89,759.00
Justice Court Clerk	105	\$ 33,172.00	\$ 41,465.00	\$ 49,758.00
Justice Court Clerk, Senior	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00



**EXHIBIT 6C (CONTINUED)  
PROPOSED PAY GRADES**

<b>Recommended Class Title</b>	<b>Proposed Grade</b>	<b>Proposed Minimum</b>	<b>Proposed Midpoint</b>	<b>Proposed Maximum</b>
Juvenile Court Services Programs Manager	113	\$ 62,542.00	\$ 79,741.00	\$ 96,940.00
Land Manager	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Laundry Worker	102	\$ 25,615.00	\$ 32,019.00	\$ 38,423.00
Law Enforcement Liaison	115	\$ 71,604.00	\$ 93,085.00	\$114,566.00
Law Librarian/Court Interpreter Supervisor	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Legal Assistant	105	\$ 33,172.00	\$ 41,465.00	\$ 49,758.00
Legal Assistant, Senior	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
Legal Collections Specialist	105	\$ 33,172.00	\$ 41,465.00	\$ 49,758.00
Legal Collections Specialist, Senior	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Librarian	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Library Assistant	105	\$ 33,172.00	\$ 41,465.00	\$ 49,758.00
Library Technician	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
Lieutenant, Detention	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Lieutenant, Sworn	115	\$ 71,604.00	\$ 93,085.00	\$114,566.00
Limited Jurisdiction Court Administrator	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Maintenance Technician	105	\$ 33,172.00	\$ 41,465.00	\$ 49,758.00
Maintenance Technician, Senior	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Management and Budget Analyst	112	\$ 57,909.00	\$ 73,834.00	\$ 89,759.00
Medical Assistant	104	\$ 30,433.00	\$ 38,042.00	\$ 45,650.00
Medical Death Investigator	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
Medical Examiner Manager	114	\$ 66,920.00	\$ 86,996.00	\$107,072.00
Medical Examiner's Office Manager	114	\$ 66,920.00	\$ 86,996.00	\$107,072.00
Mental Health Professional	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Nurse Practitioner	115	\$ 71,604.00	\$ 93,085.00	\$114,566.00
Nutrition Program Manager	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Nutrition Specialist	103	\$ 27,920.00	\$ 34,900.00	\$ 41,880.00
Nutrition Specialist, Senior	105	\$ 33,172.00	\$ 41,465.00	\$ 49,758.00
Nutritionist	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Nutritionist-Registered Dietitian	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
Occupational Health Nurse	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Operations Manager	113	\$ 62,542.00	\$ 79,741.00	\$ 96,940.00
Operator	102	\$ 25,615.00	\$ 32,019.00	\$ 38,423.00
Operator-Basic	104	\$ 30,433.00	\$ 38,042.00	\$ 45,650.00
Operator-Certified	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Operator-General	105	\$ 33,172.00	\$ 41,465.00	\$ 49,758.00
Paralegal	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Paralegal, Senior	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
PC Analyst	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
PC Technician	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Permit Technician	105	\$ 33,172.00	\$ 41,465.00	\$ 49,758.00
Personal Property and Tax Authority Manager	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Planner	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
Planner, Senior	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Planning Manager	114	\$ 66,920.00	\$ 86,996.00	\$107,072.00
Planning Specialist	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Planning Supervisor	114	\$ 66,920.00	\$ 86,996.00	\$107,072.00



**EXHIBIT 6C (CONTINUED)  
PROPOSED PAY GRADES**

<b>Recommended Class Title</b>	<b>Proposed Grade</b>	<b>Proposed Minimum</b>	<b>Proposed Midpoint</b>	<b>Proposed Maximum</b>
Plans Examiner	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Plans Examiner, Lead	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Plans Examiner, Senior	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
Probation Division Manager	115	\$ 71,604.00	\$ 93,085.00	\$114,566.00
Probation Officer	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Probation Officer, Senior	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Probation Supervisor	112	\$ 57,909.00	\$ 73,834.00	\$ 89,759.00
Procurement Officer	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
Program Coordinator	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
Program Coordinator, Senior	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Programmer Analyst	112	\$ 57,909.00	\$ 73,834.00	\$ 89,759.00
Provisional Appraiser	104	\$ 30,433.00	\$ 38,042.00	\$ 45,650.00
Public Defender	120	\$ 98,551.00	\$133,044.00	\$167,537.00
Public Health Education and Outreach Programs Manager	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Public Health LPN	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Public Health Manager	114	\$ 66,920.00	\$ 86,996.00	\$107,072.00
Public Health Nurse	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Public Health Nurse Practitioner	115	\$ 71,604.00	\$ 93,085.00	\$114,566.00
Public Health Preparedness Planner	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
Public Information Officer	114	\$ 66,920.00	\$ 86,996.00	\$107,072.00
Public Information Officer, County	115	\$ 71,604.00	\$ 93,085.00	\$114,566.00
Public Safety Systems Administrator	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
Public Safety Systems Manager	116	\$ 76,616.00	\$ 99,601.00	\$122,586.00
Public Works Manager	115	\$ 71,604.00	\$ 93,085.00	\$114,566.00
Purchasing Manager	113	\$ 62,542.00	\$ 79,741.00	\$ 96,940.00
Quality Assurance Inspector	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
Quality Assurance Supervisor	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Quality/Utilization Management Nurse	112	\$ 57,909.00	\$ 73,834.00	\$ 89,759.00
Real Property Coordinator	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Real Property Manager	114	\$ 66,920.00	\$ 86,996.00	\$107,072.00
Risk Management Specialist	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Safety Manager	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
School Health Liaison	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
School Superintendent, Assistant	114	\$ 66,920.00	\$ 86,996.00	\$107,072.00
Senior Case Manager, Juvenile Court Services	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Sergeant, Detention	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
Sergeant, Sworn	112	\$ 57,909.00	\$ 73,834.00	\$ 89,759.00
Server Application Specialist	112	\$ 57,909.00	\$ 73,834.00	\$ 89,759.00
Server Application Specialist, Senior	113	\$ 62,542.00	\$ 79,741.00	\$ 96,940.00
Server Application Supervisor	114	\$ 66,920.00	\$ 86,996.00	\$107,072.00
Sheriff Manager	114	\$ 66,920.00	\$ 86,996.00	\$107,072.00
Sign Specialist	105	\$ 33,172.00	\$ 41,465.00	\$ 49,758.00
Special Services Administrator	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Supply Technician	104	\$ 30,433.00	\$ 38,042.00	\$ 45,650.00
Surveillance Officer	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
Survey Party Chief	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Survey Supervisor	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00



**EXHIBIT 6C (CONTINUED)**  
**PROPOSED PAY GRADES**

Recommended Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Tax Services Supervisor	112	\$ 57,909.00	\$ 73,834.00	\$ 89,759.00
Telecommunication Technician	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Telecommunications Specialist	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Tire Service Technician	104	\$ 30,433.00	\$ 38,042.00	\$ 45,650.00
Traffic Engineer	116	\$ 76,616.00	\$ 99,601.00	\$122,586.00
Traffic Signal Technician	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
Training and Development Coordinator	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Transportation Coordinator	105	\$ 33,172.00	\$ 41,465.00	\$ 49,758.00
Transportation Dispatcher	104	\$ 30,433.00	\$ 38,042.00	\$ 45,650.00
Transportation Driver	104	\$ 30,433.00	\$ 38,042.00	\$ 45,650.00
Transportation Planner	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Treasury Assistant	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Treasury Supervisor	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Treasury Systems Administrator	114	\$ 66,920.00	\$ 86,996.00	\$107,072.00
Treatment Services Program Manager	112	\$ 57,909.00	\$ 73,834.00	\$ 89,759.00
Treatment Specialist	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Valuation Manager	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Victim Advocate	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Victim Advocate, Senior	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
Victim Services Coordinator	109	\$ 45,969.00	\$ 58,611.00	\$ 71,252.00
Victim Services Liaison	110	\$ 49,647.00	\$ 63,300.00	\$ 76,953.00
Victim Support Specialist	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
Vital Records Clerk	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
Volunteer Coordinator	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Volunteer Program Coordinator	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
Warehouse Supervisor	104	\$ 30,433.00	\$ 38,042.00	\$ 45,650.00
Warehouse Technician	103	\$ 27,920.00	\$ 34,900.00	\$ 41,880.00
Warrants and Extraditions Unit Supervisor	108	\$ 42,564.00	\$ 54,269.00	\$ 65,974.00
Web Application Manager	115	\$ 71,604.00	\$ 93,085.00	\$114,566.00
Web Specialist	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00
Web Specialist, Senior	113	\$ 62,542.00	\$ 79,741.00	\$ 96,940.00
WIOA Employment Specialist	107	\$ 39,411.00	\$ 49,264.00	\$ 59,117.00
WIOA One Stop Representative	106	\$ 36,157.00	\$ 45,197.00	\$ 54,236.00
WIOA Program Manager	111	\$ 53,619.00	\$ 68,364.00	\$ 83,109.00

In addition to ensuring internal equity and helping to improve concerns with recruitment and retention, the proposed pay grade assignments will considerably improve the County's market position. **Exhibit 6D** shows the overall average percent difference from market for the benchmarked classifications at the time of the study, and displays the same in the event the proposed pay structure is implemented.



**EXHIBIT 6D**  
**OVERALL MARKET DIFFERENTIAL COMPARISON**

Comparison	Overall % Difference at Minimum	Overall % Difference at Midpoint	Overall % Difference at Maximum
Current Pay Grades	4.3%	0.5%	-2.1%
Proposed Pay Grades	2.2%	5.0%	6.9%

As the exhibit shows, if implemented, the proposed pay structure (ranges) would improve the overall market position for the County’s benchmarked classifications, bringing the structure to a market competitive position on average. If the new structure is implemented, the County’s pay plan, overall, will be very competitive with its peers.

After assigning pay grades to classifications, the next step of implementing the compensation structure is to transition employee salaries into the new pay plan. This is done by establishing a method of calculating salaries in the new pay grades and determining whether adjustments are necessary. Evergreen Solutions utilized the following method in calculating these adjustments to employee salaries.

**Bring Employee’ Salaries to New Minimums**

First, employee’ salaries were updated to reflect any changes since the beginning of the study. Next, the resulting employee’ salaries were compared to the minimum of their assigned classification’s proposed pay grade. If an employee’s salary was below the grade minimum, an adjustment was proposed to raise the individual’s salary to the minimum. If the employee’s current salary was already above this minimum, no adjustment was recommended.

Utilizing this approach, salary adjustments are recommended for 377 County employees, with an approximate annualized cost of **\$921,115**. This approximate cost is for salary adjustments only and does not include the associated cost for employee benefits.

**6.3 SYSTEM ADMINISTRATION**

The County’s compensation and classification system will need periodic maintenance over time. The recommendations provided to improve the competitiveness of the classification and compensation structure were developed based on conditions at the time the data were collected. Without proper upkeep, the potential for recruitment and retention issues may increase as the compensation and classification system becomes dated and less competitive.

**RECOMMENDATION 4: Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues, and make adjustments to pay grade assignments if necessary, and offer recruitment and/or retention incentives for certain classifications, if necessary.**



While it is unlikely that the pay plan as a whole will need to be adjusted for several years, a small number of classifications' pay grades may need to be reassigned more frequently. If one or more classifications are exhibiting high turnover or are having difficulty with recruitment, the County should collect salary range data from peer organizations to determine whether an adjustment is needed for the pay grade of the classification(s). If increasing a classification's pay grade based on market data does not help with the recruitment and/or retention issues, it may be necessary for the County to offer incentives to attract employees to the position and/or to encourage employees to remain in the position. Evergreen Solutions has reviewed current practices and provided additional recommendations for these types of incentives to the County's study team.

**RECOMMENDATION 5: Conduct a comprehensive classification and compensation study every three to five years.**

Small-scale salary surveys can improve the market position of specific classifications, but it is recommended that a full classification and compensation study be conducted every three to five years to preserve both internal and external equity for the County. Changes to classification and compensation do occur, and while the increments of change may seem minor, they can compound over time. A failure to react to these changes quickly has the potential to place the County in a poor position for recruiting and retaining quality employees.

While the previous two recommendations are intended to maintain the competitiveness over time of particular classifications and the classification and compensation structure as a whole, it is also necessary to establish procedures for determining equitable pay practices for individual employees.

**RECOMMENDATION 6: Review and update existing pay guidelines for moving employee salaries through the pay plan, including procedures for determining salaries of newly hired employees and employees who have been promoted, demoted, or transferred to a different classification or department. These pay guidelines should be and remain consistent with the County's compensation philosophy.**

Common pay guidelines are outlined below:

Salary Progression

There are several common methods utilized today for salary progression including cost of living adjustments (COLA), time based, and performance based merit pay. Organizations sometimes utilize multiple methods together to reward employees. For example, merit pay is often used in tandem with a COLA, so that a minimum increase tied to a measure of inflation is awarded to all employees and an additional percentage increase is earned by employees with positive evaluations. Employers in the private sector, and more recently, employers in the public sector have been moving away from COLA and time based salary progression, moving more towards performance based systems. However, in order for a merit pay system to work effectively, a fair, organization-wide performance evaluation system must be in place, and supervisors and management should receive proper training to ensure equitable administration of the process. At the time of this report, the County was continuing to develop the most fiscally sound method in which to progress employee' salaries going forward.



### New Hires

A new employee's starting salary largely depends on the amount of education and experience the employee possesses beyond the minimum requirements for the job. Typically, an employee holding only the minimum education and experience requirements for a classification is hired at or near the classification's pay grade minimum. An upper limit to the percentage above minimum that can be offered to a new employee with only the minimum requirements should be established, where approval is needed to offer a starting salary that is a higher percentage above minimum. Another threshold should be established as the maximum starting salary possible without approval for new employees with considerable experience and/or education above the requirements for the position. It is common for the midpoint to be used as the maximum starting salary. All starting salaries should take into consideration internal equity, meaning that determining a new hire salary should be done with consideration of existing employee salaries with similar levels of education and experience in the classification.

### Promotions

When an employee is promoted to a new classification, it is important to have guidelines for calculating the employee's new salary that rewards the employee for his or her new responsibilities, moving the salary into the new pay grade, and ensuring internal equity in the new classification. It is common for organizations to establish a minimum percentage salary increase of 3 to 5 percent. Regardless of the minimum percent increase, the employee's new salary should be within the new pay grade's range, and internal equity of employee' salaries within the classification should be preserved.

### Transfers

An employee transfer occurs when an employee is reassigned to a classification at the same pay grade as his or her current classification or when an employee's classification stays the same, but his or her department changes. In either of these cases, it is likely that no adjustment is necessary to the employee's salary. The only situation in which a salary adjustment would be needed for a transferred employee would be if his or her current salary is not aligned with the salaries of employees in the new classification or department. If that occurs, it may be necessary to adjust the salary of the employee or the incumbents of the classification to ensure salary equity within the new classification.

## **6.4 SUMMARY**

The recommendations in this chapter establish a competitive compensation system consistent with the County's compensation philosophy and associated administration practices that will provide the County with a responsive system for years to come. While the upkeep of this system will require work, the County will find that having a competitive compensation and classification system that encourages strong recruitment and employee retention is well worth this commitment.

