

Jackson County
2016 Compensation & Benefits Report



Human Resources Department
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I. Executive Summary

This compensation and benefits report was written to provide information as it relates to the County's current total compensation system. The first section of the report reviews information regarding the total compensation of the average employee including assigning monetary values for benefits received and comparing it to the national average for total compensation. The later section includes information regarding salary ranges for regional benchmark positions, historical county salary adjustments by year, and a review of what neighboring counties and municipalities are proposing for this upcoming fiscal. The report also includes information about the Consumer Price Index and how Jackson County adjustments have compared to the increased cost of goods and services.

Overall, Jackson County is successful in recruitment for new entry level positions as the starting salaries for these positions are market competitive and the County's benefit offerings are richer in comparison than other private and non-profit sector organizations; however a continued area of concern is the salary compression that has occurred since 2009 as adjustments within the salary grade were not made until last year and the long-term results this may have on retention and morale if not addressed.

This report does not include any proposals or options for general salary increases as included in previous years as the County Manager's recommendation for a step increase (2%), continuation of the longevity pay and bonus leave is competitive; however, this report discusses the County adopting a living wage pay policy to compensate permanent employees at a calculated living wage.

The County's total turnover rates have been below 10% over the past few years and was slightly above that figure this year at 10.49%; this year we are currently at 6.5%, whereas compared nationally the average total turnover rate is much higher ranging from 18-24%. In the last year, the county has remained steady in all types of turnover (voluntary, involuntary, and retirements). It is projected that the number of retirements will continue to grow over the next decade as the workforce ages and an increasing number of employees become eligible for an unreduced retirement benefit.

II. County Salary & Regional Comparison

Total Compensation

Total compensation is more than a base salary; it includes benefits, retirement contributions, paid time off, and other fringe benefits afforded to each eligible employee. It is important for employees to be knowledgeable of the value of their employment in the terms of base pay, benefits, and other employer paid related employment costs. When analyzing compensation figures, base pay is often the benchmark used for comparison in determining market alignment; however, the associated benefits must also be considered into this evaluation as a competitive benefits package is a primary attractor in recruiting prospective employees and a driver of retention of current employees. Below is a calculation of benefits as a percentage of average base pay. Calculation based on salaries of permanent full-time employees. In 2016, the average employee salary was \$39,440.77 with an average of 9.64 years of service; these figures are slightly higher than last year's averages - \$38,796.26 and 9.21 years of service respectively.

Benefits as a Percentage of Average Salary

Benefit Category	Percentage of Average Salary	Average Value
Holidays	4.62%	\$1,820.34
Sick Leave	4.62%	\$1,820.34
Vacation Leave	5.77%	\$2,275.43
Bonus Leave	0.96%	\$379.24
FICA (Social, Security and Medicare)	7.65%	\$3,017.22
Retirement	6.78%	\$2,674.08
Health & Dental Insurance	23.33%	\$9,202.96
Total Benefit Value	53.73%	\$21,189.61
<i>In determining the percentage of average salary, the average county employee's years of service are 9.64 years of aggregate service and average county salary is \$39,440.77. The total benefit value is added to employee's base pay to determine total compensation.</i>		
Average Base Pay		\$39,440.77
Average Benefit Value		\$21,189.61
Average Total Compensation		\$60,630.38

Calculated as of 05-01-15 for average county employee, retirement rate is not reflective of LEO contribution rate or LEO 401(k) contributions; these calculations do not take into consideration other fringe employee benefits or employer payments including free employee clinic, group term life insurance, worker's compensation insurance, unemployment insurance and tax, jury duty leave, bereavement leave, or anything not specifically stated.

Once the Average Total Compensation is derived, salary and benefits can be in turn calculated as a Percentage of Total Compensation. This allows for comparisons to be made between the county's Average Percentage of Total Compensation and national trends. Analysis indicates that Jackson County's salary and benefits when expressed as a percentage of total compensation are equivalent to national averages for state and local governments.

Compensation Component	Private Industry	State and Local Government	Jackson County
Wages & Salaries	69.8%	63.6%	65.1%
Benefits	30.2%	36.4%	34.9%
Paid Leave	6.9%	7.2%	10.4%
Supplemental Pay	3.3%	0.8%	-
Insurance	8.0%	11.9%	15.2%
Retirement	4.0%	10.6%	4.4%
Legally Required	8.0%	5.9%	4.9%

Source: U.S. Department of Labor, Bureau of Labor Statistics, Employer Costs for Employee Compensation, <http://www.bls.gov/news.release/ecec.htm>

Market Compensation Survey

When comparing Jackson County to other WNC counties and municipalities a brief market compensation survey was completed using the salary information collected in the 2015-2016 University of North Carolina School of Government's Salary Compilation.

Market Survey Employer Selection:

In reviewing Jackson County's salary ranges to other counties, it is important to be aware of the County's size, location/geographic proximity, and nature of the services provided. Taking these items into consideration the following counties were used for comparison: Cherokee, Haywood, Henderson, Macon, and Transylvania.

Survey Benchmark Positions:

The benchmark positions selected are representative of positions found throughout current local government classification systems and provide a reference point for reviewing the market competitiveness of current Jackson County salaries and to provide general recommendations for non-benchmark positions.

Benchmark positions are those which meet the following criteria: well defined positions that exist in other local governments, encompass a variety of skill levels within the organization, reasonable well known and understood positions which are clearly and concisely described, and represent a variety of pay level within the organization.

Fifty-one (51) benchmark positions were selected for the comparison survey. **Appendix A. 2015 Market Compensation Survey – Benchmark Positions** shows the collected salary information highlighting the minimum and maximum for each position and the overall regional minimum and maximum salary averages.

Market Compensation Survey Results:

After analyzing the data collected, the starting salaries for the benchmark positions appear to be market competitive as the 50 out of the 51 positions have an average starting salary that is 90% or greater than the regional average and of those, 22 positions have an average starting salary that is greater than the regional average. Only one benchmark position, Elections Specialist, had a starting salary below the market minimum; however, when not including Henderson County in the calculation of market minimum whose minimum is significantly higher than others, this value is in line with surrounding counties of comparative size.

History of Jackson County Increases

The following chart depicts a historical listing of salary increases/adjustments that were awarded to Jackson County employees since FY 2005-2006. In previous years, salary adjustments included a COLA increase and a career growth/step advancement increase, in addition to other forms of monetary benefits of either 401(k) contributions or longevity pay plans. After the implementation of the Mercer Classification and Pay Study there were no step increases just overall COLA adjustments leading to six years of salary compression and no differentiation in employee salaries who were hired between 2009 and June 2015.

Year	Cost-of-Living Increase	Career Growth/ Step Advancement	Bonus Increase/Other Monetary Incentive
2005-2006	2.5%	One Step at Anniversary*	-
2006-2007	3.5%	One Step at Anniversary*	-
2007-2008	3.4%	One Step at Anniversary*	-
2008-2009	2.9%	Mercer Implementation	-
2009-2010	-	Mercer Implementation	-
2010-2011	-	-	-
2011-2012	-	-	-

2012-2013	-	-	\$650 one-time check for EEs with salaries <\$40,000 (this amount was not added to base salary)
2013-2014	2%	-	-
2014-2015	1.5%	-	2.5 days of bonus leave
2015-2016		One Step at Fiscal Year	2.5 days of bonus leave and longevity pay

* Career ladder implementation began in FY 2004-2005. All employees were given a step increase on the anniversary date of the position. LEOs were given the step advancement on the anniversary of their hire date.

Area Increase Comparisons

Below is a summary of proposed salary and/or benefit adjustments for FY 2016-2017 under consideration in our neighboring counties and municipalities.

County/Municipality/Org.	FY 2015-2016
Cherokee Co.	<ul style="list-style-type: none"> No planned increase No 401(k) contributions for employees
Haywood Co.	<ul style="list-style-type: none"> 0-2% merit allocation 1% 401(k) contribution for employees Christmas bonus Longevity pay <ul style="list-style-type: none"> 5-9 years: 2%, 10-14 years: 2.5%, 15-19 years: 3%, 20-29 years: 3.5%, 30+ years: 4%
Henderson Co.	<ul style="list-style-type: none"> 3% COLA 2% match 401(k)/457 contributions for employees Longevity/Retention: 0-4 years: 0%, 5-9 years: 1%, 10-14 years: 2%, 15-19 years: 3%, 20-24 years: 5%, and 25+ years 7.5%
Macon Co.	<ul style="list-style-type: none"> Implementation of one of three salary adjustment options: <ul style="list-style-type: none"> Method 1: Springsted Option 3 Method 2: Springsted Revised to Years of Service Method 3: Fully Funded Pay Plan Method 4: Partially Funded Pay Plan 2% 401(k) contribution for all employees Longevity pay <ul style="list-style-type: none"> 10-14 years: 1.5%, 15-19 years: 2.25%, 20-24 years: 3.25%, and 25+ years: 4.5%.
Town of Sylva	<ul style="list-style-type: none"> 1.7% COLA 5% 401k match contributions for employees Longevity pay <ul style="list-style-type: none"> 1- 4 years: \$100, 5-9 years \$400, 10-14 years \$600, 15-19 years \$750, and 20+ years \$1000.
Transylvania Co.	<ul style="list-style-type: none"> No planned increase Longevity pay <ul style="list-style-type: none"> 5-10 years: 2%, 11-15 years: 3%, 16-20 years: 4%, 21+ year: 5%. Maximum longevity bonus is \$1,250

401(k) contributions cited are for all employees and do not include the required 5% for LEOs.

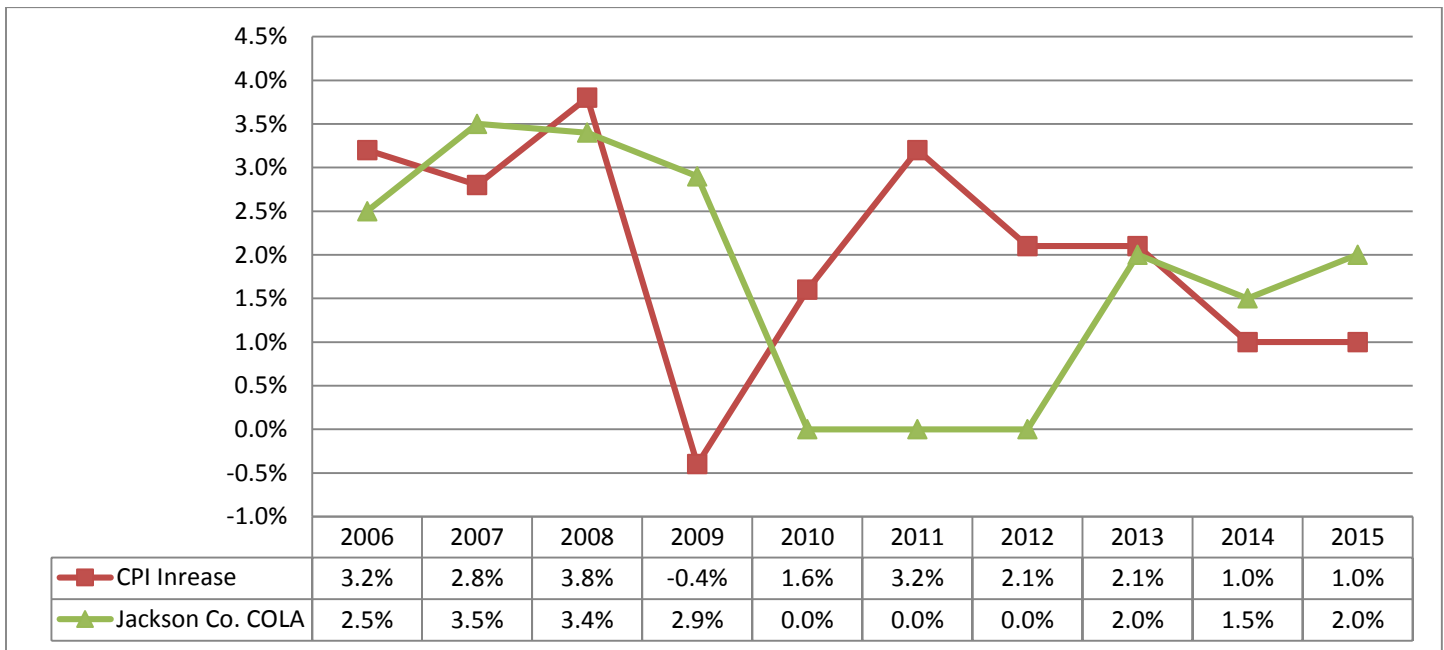
Source: Organization's HR and Finance Departments.

Consumer Price Index Information

Over the last ten years the Consumer Price Index (CPI) has increased an average of 1.93% each year. At the end of 2015, the CPI had increased by 1.0% since the end of 2014. Below is a brief overview of the last ten years of CPI and changes in CPI; this percentage change measures the change over a year in the prices paid by consumers for goods and services. Historically Jackson County’s annual salary increases has included a cost-of-living component, the chart included compares the change in CPI for the years indicated with the percent increase for the cost-of-living portion of any annual increases approved for the period of 2000-2015. The graphed data indicates the cost-of-living increases from 2000-2015 trailed the CPI changes for the same time period, with the exception of 2007-2009 and 2013-2014. This differential reflects that compensation for county employees has historically not kept pace with the CPI. Over the past five years, the CPI has increased 8.3% while county employee pay has increased 5.5%, effectively eroding the employee “buying power” by 2.8%.

Year	Annual CPI	Change from Previous Year	Year	Annual CPI	Change from Previous Year
2006	201.6	3.2%	2011	224.939	3.2%
2007	207.342	2.8%	2012	229.594	2.1%
2008	215.303	3.8%	2013	232.957	1.0%
2009	214.537	-0.4%	2014	234.812	1.0%
2010	218.056	1.6%	2015	236.525	1.0%

Source: U.S. Department of Labor, Bureau of Labor Statistics



III. Turnover Rates & Retirements

Turnover Rates

The cost of turnover is difficult to measure however it is important to realize there is a bottom-line impact that occurs when employees leave and new employees come on board. Not only is organizational knowledge lost when an employee leaves the organization but turnover costs can include productivity losses during training, recruiting, and lost work while a position is vacant. According industry experts, turnover costs can range from 20-80% of the departing employee's annual salary (20% is the commonly cited cost of turnover than can be broadly applied for most industries include government entities), this is heavily dependent on the type of positions and the performance level of the departing employee. There are various contributing factors when calculating the cost of turnover; the more obvious costs include advertising for vacant position, salaries of employees involved in search committees, and the manager's time spent interviewing and reviewing candidate information. Less apparent costs that are harder to quantify include loss of productivity (particularly when the position is vacant during recruitment), lost knowledge from exiting employee, orientation/training time for new employee, and increased workloads for other employees within the department. The cost of turnover may be difficult to assign a quantifiable number, however turnover should be monitored and is a clear motivator to engage in workforce succession planning.

Turnover rates are a measurement of employee separations; three types of turnover rates are reported below: voluntary turnover, involuntary turnover, and retirement turnover. Total turnover is the aggregate of voluntary, involuntary and retired turnover. Voluntary turnover includes separations when an employee leaves the organization on his own volition i.e. resignation; and involuntary turnover includes separations at the discretion of the organization i.e. dismissals or reduction-in-force. The main reasons employees reported for voluntarily leaving employment with Jackson County include: greater salary in another organization, work/life balance and scheduling (day shift and no work on weekends/holidays), health issues and moving out of the area.

Turnover Rates for Permanent Full-Time Positions

Turnover Type	FY 2013-2014		FY 2014-2015		FY2015-2016 (To Date)	
	Separations	Turnover Rate	Separations	Turnover Rate	Separations	Turnover Rate
Voluntary	15	3.92%	26	6.65%	15	3.78%
Involuntary	3	0.78%	3	0.77%	3	0.76%
Retirement	13	3.39%	12	3.07%	6	1.51%
Total Turnover	31	8.09%	41	10.49%	24	6.05%

In comparison with national averages, Jackson County's total turnover rates are below half of those in the private sector (18-24% average) and marginally below those of the public sector (10-12% average). The turnover data to date shows that our turnover is trending lower than last year, however there are a few months left in the fiscal year and this statistic is likely to increase slightly.

Turnover Rates by Department FY 2015-2016

Department	Voluntary Separations	Involuntary Separations	Retirements	Total Separations	Department Turnover Rate
Aging			1	1	7.7%
Grounds	2			2	9.85%
Health Dept.			2	2	3.6%
Housekeeping			2	2	9.85%
Human Resources	1			1	50%
IT	1			1	16.67%
Recreation	2			2	12.66%
Sheriff's Office	9	2	1	12	15.38%
Solid Waste		1		1	12.6%

Retirement Eligibility of County Employees

Retirements continue to be a growing concern as those who are eligible for retirement hold the most senior positions within the County and possess an immense amount of departmental and functional knowledge critical to ongoing operations of the County. Within the next five years, 56 or almost 14% of County employees will be eligible for an unreduced retirement benefit; currently there are 26 County employees who are eligible for an unreduced retirement benefit this year and of those 26 employees, 14 are planning to retire in FY15-16.

Below are highlights of the retirement eligibility of current Jackson County employees:

- 9 employees plan to retire between 7/1/16-8/1/16 and another 5 employees plan to retire 1/1/17
- 18 employees are eligible for unreduced retirement in 2016 (this does not include the 9 noted above)
 - Includes 5 Department Heads (Finance, Tax Administrator/Assessor, Register of Deeds, Transit)
- 56 employees are eligible for unreduced retirement within 5 years

As the above statistics only captures retirement eligibility based on age and creditable service years, it can be reasonably estimated that more than 15% of Jackson County's workforce will be eligible for retirement within the next five years with an unreduced or reduced monthly benefit.

Average Age of Workforce

Currently the average age of the Jackson County employee is 45.8 years. Below is information regarding the age of Jackson County employees versus industry averages for government employees and employees of all industries, Jackson County mirrors the national government employee trend in the age distribution of the workforce.

	<24 years	25-34 years	35-44 years	45-54 years	55-64 years	65+ years	Median Age
Jackson County	4.2%	19.4%	22.3%	28.1%	22.6%	3.4%	45.8
Government Average	4.3%	19.4%	23.5%	28.1%	19.5%	5.2%	45.7
All Industries Average	12.6%	22.0%	21.0%	21.9%	16.8%	5.7%	42.3

Sources: U.S. Department of Labor, Bureau of Labor Statistics, Demographics, <http://www.bls.gov/cps/demographics.htm>

IV. Salary Adjustments, Longevity & Bonus Leave

General Salary Adjustment – Step Increase

Last year the one step salary adjustment was amicably received by employees. This 2% increase in the form of a step increase versus a COLA provided some differentiation from the minimum salary for each classification. It is recommended to continue providing step increases if year if funded rather than COLA as there is compression in salaries but this continues to provide differentiation from new employees starting at the minimum of the salary range and recognizing current employees' performance and continued commitment to the County.

Longevity Pay

Below is the longevity pay plan that was implemented last year. This plan mirrored the Town of Sylva's plan and rewarded employees for continued service to Jackson County.

Longevity will be calculated based on years of continuous service at the beginning of the fiscal year.

- Less than 1 year: \$50
- 1- less than 5 years: \$100
- 5-less than 10 years: \$400
- 10-less than 15 years: \$600
- 15-less than 20 years: \$750
- 20+ years: \$1000

Eligibility: To be eligible to receive longevity pay the employee must meet the following requirements:

1. An employee must be a regular full-time or regular part-time employee of Jackson County in a permanent position.
2. Credit for the service requirement shall not be given for temporary full-time or temporary part-time employment. Periods of leave without pay in excess of one-half the workdays in a month with the exception of Family Medical Leave (FMLA), Military Leave and Worker's Compensation leave will not count toward service credit.
3. County service is the time for ***continuous*** regular, trainee and probationary period employment for a permanent position.
4. Regular part-time employees will receive longevity pay in proportion to their percentage of base pay.

Bonus Leave

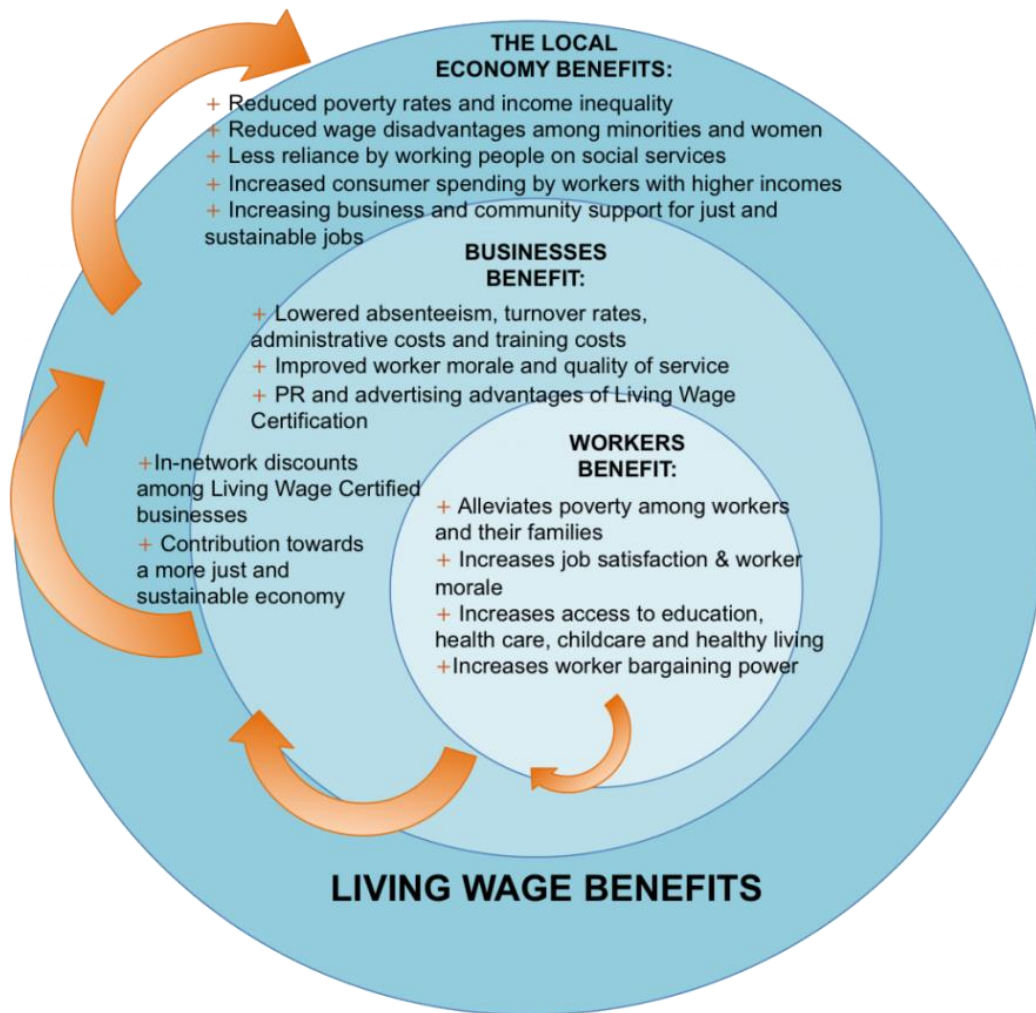
For the last two years the Board of Commissioners funded 2.5 days of bonus leave for Jackson County employees who were employed in permanent positions prior to the beginning of the fiscal year. The bonus leave was issued in addition to regularly accrued vacation and sick leave. The original intent of the bonus leave was to provide employees with additional paid leave in order to cover unforeseen absences such as inclement weather. All bonus leave was to be taken within the fiscal year; any unused bonus would not carry over into the next year.

The additional leave type has been received favorably by all employees and would advocate continuing to issue 2.5 days of bonus leave to provide additional paid time off for unforeseen absences and encourage employees to save these days for wintry weather and possibly County delays or closures. The use of bonus leave can be at any time during the fiscal year and can be used before compensatory time.

Living Wage

A living wage is the minimum amount that an employee must earn to afford his or her basic necessities, without public or private assistance. The living wage model is an alternative measure of basic needs that takes a market-based approach that draws upon geographically specific expenditure data related to family's likely minimum food, child care, health insurance, housing, transportation, and other basic necessities (e.g. clothing, personal care items, etc.) costs. During a previous work session the calculation of living wage for Jackson County was reviewed by the Board to be \$12.50/hour without employer provided health insurance, or \$11.00/hour with health insurance provided by the employer. This amounts to \$26,000/year without benefits or \$22,880/year with benefits.

Paying a living wage benefits employees, employers/businesses and the local economy.



Those positions that are currently earning less than a living wage are recommended to be increased to a living wage of a rate of at least \$12.50/hour for permanent positions that are not eligible for employer provided insurance. These positions include:

- Permanent part-time Housekeepers
- Permanent part-time Transit Drivers
- Permanent part-time Project CARE/FIRE Aide
- Permanent part-time Dept. of Aging Administrative Asst.
- Permanent part-time Adult Day Care Activities Managers

V. Requested New Positions, Reclassifications & Living Wage Adjustments

New Position Requests

Department	Name	Current Position	Current Grade	Current Step	Current Salary	Requested Position	Requested Grade	Requested Step	Requested Salary	Difference
4170-Maintenance	-	-	-	-	-	General Utility Worker III	17	1	\$27,937.59	\$27,937.59
4170-Maintenance	-	-	-	-	-	General Utility Worker III (3 PT Positions)	-	-	\$44,720.00	\$44,720.00
4261-Housekeeping	-	-	-	-	-	Housekeeper (50%)	13	8	\$13,200.88	\$13,200.88 *
4170-Board of Elections	-	-	-	-	-	Election Specialist (70%)	20	1	\$22,638.88	\$22,638.88
4310-Jail	-	-	-	-	-	Detention Officer	SH45	1	\$28,836.03	\$28,836.03
5420-Health	-	-	-	-	-	Animal Control Officer I	15	1	\$26,464.06	\$26,464.06
5134-Health	-	-	-	-	-	Childrens Injury Violence Prevention Coordinator (50%)	21	1	\$16,979.16	\$16,979.16
5310-DSS	-	-	-	-	-	IMC II	19	1	\$30,801.00	\$30,801.00
5310-DSS	-	-	-	-	-	SW Case Auditor (20%)	24	1	\$7,862.00	\$7,862.00
5390-Aging	-	-	-	-	-	Front Desk Associate (50%)	13	8	\$13,200.88	\$11,492.17 *

Reclassifications/Adjustments

Department	Name	Current Position	Current Grade	Current Step	Current Salary	Requested Position	Requested Grade	Requested Step	Requested Salary	Hourly Rate	Salary Difference
4261-Housekeeping	Henderson, Johnnie	Housekeeper (50%)	13	2	\$11,721.97	Housekeeper (50%)	13	8	\$13,200.88	\$12.69	\$1,478.91 *
4261-Housekeeping	Green, Mitchell	Housekeeper (50%)	13	2	\$11,720.80	Housekeeper (50%)	13	8	\$13,200.88	\$12.69	\$1,480.08 *
4261-Housekeeping	Russell, Martha	Housekeeping Crew Leader I	17	13	\$35,431.60	Housekeeping Crew Leader II	18	14	\$37,947.27	-	\$2,515.67
4261-Housekeeping	Washabaugh, Lucretia	Housekeeper (50%)	13	1	\$11,492.13	Housekeeper (50%)	13	8	\$13,200.88	\$12.69	\$1,708.75 *
4723-Green Energy	McNiff, Kevin	Studio Technician (50%)	17	1	\$13,968.80	Studio Technician (100%)	17	2	\$28,496.34	-	\$14,527.55
4723-Green Energy	Miller, Chelsea	Programming Mgr. (50%)	17	1	\$13,968.80	Programming Mgr. (100%)	17	2	\$28,496.34	-	\$14,527.54
4521-Transit	Taylor, Norma	Admin. Secretary	17	13	\$35,431.60	Asst. Transit Director	21	6	\$37,492.73	-	\$2,061.13 *
4521-Transit	Hunter, Leola	Transit Driver (62.5%)	13	2	\$14,652.30	Transit Driver (62.5%)	13	8	\$16,501.10	\$12.69	\$1,848.80 *
5310-DSS	Allen, Joseph	SW IAT	25	4	\$43,802.92	SW III	24	8	\$45,115.96	-	\$1,313.04
5310-DSS	Chasteen, Kelli	SW IAT	25	2	\$42,102.06	SW III	24	6	\$43,402.50	-	\$1,300.44
5310-DSS	Jenkins, Brandi	SW IAT	25	2	\$42,102.06	SW III	24	6	\$43,402.50	-	\$1,300.44
5310-DSS	Masson, Jorden	SW IAT	25	2	\$42,102.06	SW III	24	6	\$43,402.50	-	\$1,300.44
5390-Aging	Angel, Jackie	Admin. Support (62.5%)	13	3	\$ 14,941.94	Admin. Support (62.5%)	13	8	\$16,501.10	\$12.69	\$1,559.16 *
5390-Aging	Rohner, Howard	Project CARE/FIRE Aide (62.5%)	12	1	\$ 13,681.20	Project CARE/FIRE Aide (62.5%)	12	10	\$16,350.24	\$12.58	\$2,669.04 *
5390-Aging	Connor, Dorothy	Adult Day Care Act. Mgr. (50%)	-	-	\$ 11,202.15	Adult Day Care Act. Mgr. (50%)	12	10	\$13,080.20	\$12.58	\$1,878.05 *
5390-Aging	Griffin, Marsha	Adult Day Care Act. Mgr. (50%)	-	-	\$ 10,982.50	Adult Day Care Act. Mgr. (50%)	12	10	\$13,080.20	\$12.58	\$2,097.70 *

* denotes change based on minimum of \$12.50/hour living wage for permanent position that are not eligible for medical/dental insurance

VI. Appendix A. 2015-2016 Market Compensation Survey – Benchmark Positions

Position	Department	Jackson Grade	Jackson		Cherokee		Haywood		Henderson		Macon		Transylvania		Average		Average		Jackson Minimum as % of Average Minimum
			Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	
Housekeeper	Public Works	13	\$22,984	\$45,065	\$20,812	\$29,030	-	-	\$22,191	\$35,782	\$22,952	\$34,398	\$21,609	\$32,413	\$22,106	\$35,338	1.04		
PA III	DGS/Health	15	\$25,340	\$49,684	\$21,053	\$30,107	\$22,807	\$35,207	\$25,974	\$41,925	\$25,283	\$37,924	\$25,015	\$37,523	\$24,245	\$38,728	1.05		
Elections Specialist	Elections	15	\$25,340	\$49,684	-	-	\$26,555	\$41,981	\$38,473	\$62,010	\$25,283	\$37,924	-	-	\$28,913	\$47,900	0.88		0.98*
Deputy Tax Collector/Tax Clerk	Tax Collections	15	\$25,340	\$49,684	\$24,592	\$37,833	\$24,409	\$38,443	\$28,099	\$45,298	\$25,283	\$37,924	\$28,958	\$43,737	\$26,114	\$42,154	0.97		
Telecommunicator I	Emergency Mgmt.	16	\$26,607	\$52,168	\$26,426	\$40,926	\$26,655	\$41,981	\$31,345	\$50,523	\$26,547	\$39,820	\$28,958	\$43,737	\$27,756	\$44,859	0.96		
Deputy Register of Deeds	Register of Deeds	16	\$26,607	\$52,168	\$24,592	\$37,833	\$24,409	\$38,443	\$25,974	\$41,925	\$25,283	\$37,924	\$28,958	\$43,737	\$25,971	\$42,005	1.02		
IMC I	DGS	17	\$27,938	\$54,777	\$25,518	\$39,369	\$26,655	\$41,981	\$28,099	\$45,298	\$27,874	\$41,811	\$30,406	\$45,609	\$27,748	\$44,808	1.01		
PA IV	DGS/Health	17	\$27,938	\$54,777	\$23,744	\$36,341	\$24,409	\$38,455	\$25,974	\$41,925	\$25,283	\$37,924	\$30,406	\$45,609	\$26,292	\$42,505	1.06		
Grounds Maint./Utility Worker III	Public Works	17	\$27,938	\$54,777	\$24,592	\$37,833	-	-	\$24,004	\$38,746	\$24,079	\$36,118	\$25,015	\$37,523	\$25,126	\$40,999	1.11		
Solid Waste Operator	Solid Waste	17	\$27,938	\$54,777	\$25,518	\$39,369	-	-	\$25,974	\$41,925	\$26,547	\$39,820	\$27,579	\$41,369	\$26,711	\$43,452	1.05		
Asst. Veterans Service Officer	Veterans Service	17	\$27,938	\$54,777	-	-	\$27,855	\$43,873	-	-	\$32,268	\$4,804	-	-	\$29,354	\$34,485	0.95		
SW I	DGS	18	\$29,334	\$57,515	\$27,408	\$42,577	\$29,109	\$45,848	\$30,381	\$49,003	\$30,731	\$46,097	\$33,522	\$50,284	\$30,081	\$48,554	0.98		
Animal Control Officer	Health	18	\$29,334	\$57,515	\$25,518	\$39,369	\$26,655	\$41,981	-	-	\$27,874	\$41,811	\$28,958	\$43,437	\$27,668	\$44,823	1.06		
Personal Property Appraiser	Tax Administration	18	\$29,334	\$57,515	-	-	\$24,409	\$38,443	\$28,099	\$45,298	\$35,575	\$43,363	\$30,406	\$45,609	\$29,565	\$46,046	0.99		
IMC II	DGS	19	\$30,801	\$60,391	\$27,408	\$42,577	\$29,109	\$45,848	\$30,381	\$49,003	\$30,731	\$46,097	\$33,522	\$50,284	\$30,325	\$49,033	1.02		
Acct. Tech. II - AP	Finance	19	\$30,801	\$60,391	\$26,426	\$40,926	\$26,655	\$41,981	\$31,609	\$50,973	\$33,881	\$50,822	\$30,406	\$45,609	\$29,963	\$48,450	1.03		
Soil & Water Technician	Soil & Water	20	\$30,801	\$63,411	-	-	\$35,032	\$55,175	-	-	\$33,881	\$50,822	-	-	\$33,238	\$56,469	0.93		
Real Property Appraiser	Tax Administration	20	\$30,801	\$63,411	\$30,587	\$48,317	\$30,419	\$47,911	\$34,203	\$55,107	\$33,881	\$50,822	\$35,198	\$52,798	\$32,515	\$53,061	0.95		
Fire Marshall	Emergency Mgmt.	24	\$39,311	\$77,076	\$35,776	\$57,883	\$33,523	\$52,799	\$46,780	\$75,445	\$41,183	\$61,774	\$47,169	\$70,755	\$40,624	\$65,955	0.97		
IMC III	DGS	21	\$33,958	\$66,581	\$29,454	\$46,292	\$32,079	\$50,526	\$32,857	\$53,020	\$33,881	\$50,822	\$36,958	\$55,438	\$33,198	\$53,780	1.02		
Veterans Service Officer	Veterans Service	21	\$33,958	\$66,581	\$22,929	\$34,968	\$38,256	\$60,253	-	-	\$35,575	\$53,363	-	-	\$32,680	\$53,791	1.04		
Executive Asst. To Cty. Mgr.	Administration	22	\$33,958	\$66,581	\$35,776	\$57,883	\$39,977	\$62,964	-	-	\$33,881	\$50,822	-	-	\$35,896	\$59,563	0.95		
Code Enforcement Officer II	Code Enforcement	22	\$35,656	\$69,910	\$34,340	\$55,315	-	-	\$34,203	\$55,107	\$33,881	\$50,822	\$36,958	\$55,438	\$35,008	\$57,318	1.02		
SW II	DGS	22	\$35,656	\$69,910	\$31,811	\$50,541	\$35,032	\$55,175	\$35,568	\$57,330	\$37,354	\$56,031	\$40,746	\$61,120	\$36,028	\$58,351	0.99		
Acct. Tech. III - Payroll	Finance	22	\$35,656	\$69,910	\$27,408	\$42,577	\$29,109	\$45,848	\$36,972	\$59,592	\$33,881	\$50,822	\$33,523	\$50,284	\$32,758	\$53,172	1.09		
GIS Analyst	GIS	22	\$35,656	\$69,910	\$33,039	\$52,903	\$41,778	\$65,797	\$36,972	\$59,592	\$37,354	\$56,031	-	-	\$36,960	\$60,847	0.96		
Planner I	Planning	24	\$39,311	\$77,076	-	-	\$38,256	\$60,253	\$39,975	\$64,486	\$47,674	\$71,511	\$47,170	\$70,755	\$42,477	\$68,816	0.93		
SW III	DGS	24	\$39,311	\$77,076	\$34,340	\$55,315	\$38,256	\$60,253	\$38,473	\$62,010	\$41,183	\$61,774	\$44,924	\$67,385	\$39,415	\$63,969	1.00		
Computer System Admin. I	IT	24	\$39,311	\$77,076	-	-	\$36,611	\$57,661	\$43,270	\$69,751	\$37,354	\$56,031	\$47,170	\$70,755	\$40,743	\$66,255	0.96		
Soil & Water Director	Soil & Water	24	\$39,311	\$77,076	-	-	\$35,032	\$55,175	\$50,602	\$81,588	\$41,183	\$61,774	\$48,528	\$74,292	\$44,131	\$69,981	0.91		
SW IAT	DGS	25	\$41,277	\$80,930	\$35,776	\$57,883	\$39,977	\$62,964	\$41,613	\$67,060	\$43,242	\$64,863	\$44,924	\$67,385	\$41,135	\$66,848	1.00		
Nutrition Supervisor	Aging	26	\$43,340	\$89,225	\$22,187	\$33,659	-	-	\$43,270	\$69,751	\$33,881	\$50,822	-	-	\$35,670	\$60,864	1.22		
BOE Director	Elections	26	\$43,340	\$89,225	\$33,039	\$52,903	\$43,655	\$68,758	\$48,672	\$78,468	\$39,222	\$58,832	\$52,005	\$78,007	\$43,322	\$71,032	1.00		
PHN II	Health	26	\$43,340	\$89,225	\$38,669	\$63,271	\$43,655	\$68,758	\$46,780	\$75,445	\$45,404	\$68,106	\$47,170	\$70,755	\$44,170	\$72,593	0.98		
Transit Director	Transit	26	\$43,340	\$89,225	\$38,669	\$63,271	-	-	-	-	\$45,404	\$68,106	\$52,005	\$78,007	\$44,855	\$74,652	0.97		
SW Supervisor III	DGS	28	\$47,783	\$93,686	\$40,228	\$66,212	\$45,622	\$74,914	\$44,967	\$72,520	\$50,058	\$75,087	\$54,605	\$81,907	\$47,211	\$77,388	1.01		
IT Director	IT	31	\$55,314	\$108,454	\$45,695	\$75,980	\$52,061	\$85,057	\$69,303	\$111,696	\$55,189	\$82,783	\$63,212	\$94,818	\$56,796	\$93,131	0.97		
Economic Dev. Director	Economic Deve.	30	\$52,681	\$103,289	\$40,228	\$66,212	-	-	-	-	-	-	-	-	\$46,455	\$84,751	1.13		
EH Supervisor III	Health	31	\$55,315	\$108,454	-	-	\$49,819	\$81,526	\$50,602	\$81,588	-	-	\$47,167	\$70,755	\$50,726	\$85,581	1.09		
Parks & Recreation Director	Recreation	31	\$55,315	\$108,454	\$34,340	\$55,315	\$38,256	\$60,253	\$50,602	\$81,588	\$45,404	\$68,106	\$54,605	\$81,907	\$46,420	\$75,937	1.19		
Physician Extender II	Health	32	\$58,080	\$113,877	\$52,335	\$87,270	\$64,878	\$105,245	\$64,057	\$103,213	\$60,845	\$91,268	-	-	\$60,039	\$100,175	0.97		
Human Resources Director	Human Resources	32	\$58,080	\$113,877	\$41,952	\$69,342	\$44,406	\$88,747	\$64,057	\$103,213	\$57,948	\$86,922	\$63,212	\$94,818	\$56,609	\$92,820	1.03		
Planning Director	Planning	32	\$58,080	\$113,877	-	-	\$52,061	\$85,057	\$66,592	\$107,367	\$52,561	\$78,841	\$63,212	\$94,818	\$58,501	\$95,952	0.99		
Tax Administrator/Assessor	Tax Administration	32	\$58,080	\$113,877	\$52,335	\$87,270	\$54,406	\$88,747	Appointed	-	\$60,845	\$91,268	\$69,691	\$104,537	\$59,071	\$97,140	0.98		
Finance Director	Finance	34	\$64,033	\$125,549	\$57,255	\$95,671	\$84,309	\$144,557	\$72,013	\$116,112	\$77,656	\$116,484	\$69,691	\$104,537	\$70,826	\$117,152	0.90		
DSS Director	DGS	35	\$67,235	\$131,826	\$57,255	\$95,671	\$84,309	\$144,557	\$74,919	\$120,783	\$67,082	\$100,623	\$69,691	\$104,537	\$70,082	\$116,333	0.96		
Health Director	Health	35	\$67,235	\$131,826	\$57,255	\$95,671	\$72,781	\$135,847	\$74,919	\$120,783	\$67,082	\$100,623	\$69,691	\$104,537	\$68,161	\$114,881	0.99		
Detention Officer	Sheriff's Office	SH43	\$28,836	\$50,204	\$26,426	\$40,926	\$26,655	\$41,981	\$32,739	\$52,790	\$29,268	\$43,902	\$31,926	\$47,890	\$29,308	\$46,282	0.98		
Deputy	Sheriff's Office	SH46	\$30,278	\$52,714	\$29,454	\$46,292	\$30,555	\$48,123	\$34,736	\$55,993	\$32,268	\$48,401	\$33,522	\$50,284	\$31,802	\$50,301	0.95		
Lieutenant	Sheriff's Office	SH52	\$40,575	\$70,642	\$33,039	\$52,903	\$49,819	\$81,526	\$43,929	\$70,824	\$39,222	\$58,832	\$42,784	\$64,177	\$41,761	\$66,484	0.98		
Chief Deputy	Sheriff's Office	SH56	\$49,319	\$85,866	\$38,669	\$63,271	\$59,410	\$96,631	\$60,881	\$98,155	\$47,674	\$71,511	\$54,604	\$81,907	\$51,760	\$82,890	0.95		
																	Overall % of Avg. Minimum	1.00	