

NORTH CAROLINA'S  
**SAMPSON COUNTY**  
OFFICE *of the* COUNTY MANAGER

November 20, 2023

Sampson County Board of Commissioners  
406C County Complex Road  
Clinton, NC 28328

RE: Classification and Compensation Study Recommendations

Dear Board Members:

The much-anticipated classification and compensation (market) study approved nearly one year ago has been completed and the results have been shared by Baker Tilly, the company selected to conduct the study. Human Resources Director, Nancy Dillman, has worked closely with the vendor and headed the project team that includes County Manager, Ed Causey and Finance Director, David Clack. Much time and effort has been expended on collaboration with vendor representatives to ensure a thorough review of market data with a focus on identified competitive positions. Based on the data that has been shared with you combined with the budgetary guidelines provided by the Board, the project team offers the following recommendations:

- 1) Approve the Baker Tilly Recommendation as detailed (Slide 17).
- 2) Adopt and Implement Scenario Option 3 (Slide 16) which adjusts the current pay scale to align with market mid-point, provides 1% increase for each year in Position (capped at 9 years since last salary study), aligns position titles and classifications with job descriptions, addresses pay compression issues, and insures no employee will receive a decrease in pay.
- 3) Provide an additional 4% Cost-Of-Living Adjustment (COLA) in addition to the Salary Study recommendation for all employees to maintain our market competitiveness. The results shared by Baker Tilly were based on data from the last fiscal year and clearly indicate that Sampson County salaries were competitive with the market (Slide 10). No Cost-of-Living Adjustment was included in our current budget while surrounding counties implemented COLAs.
- 4) Implement salary adjustments effective November 1, 2023, to be included in December payroll if approved by November 27, 2023. We are sharing a great deal of information and based on our own experience in getting to this point in the Salary Study, we appreciate the need for deliberations prior to final approval.
- 5) Eliminate all previously approved, temporary compensation agreements (Hiring Bonus, Temporary Raise, Incentive Pay, Paying Above Assigned Pay Grade, etc.) currently in place for identified competitive positions with DSS, Health, EMS, Detention and Sheriff's Office. The

new plan absorbs these current pay practices as these previous efforts have resulted in reduced vacancies for these competitive positions.

- 6) Continue with the CADET Program to support recruitment challenges within the Sheriff's Office.
- 7) Increase the supplement for Canine Officers from \$152 per month to \$300 per month. Based on data provided by Canine Officers as part of this study, compensation for non-LEO duties to care for animals is not aligned with the time requirements.
- 8) Establish the beginning salary for all Detention Officer I positions to be \$40,008 per year (this is above the minimum for the assigned pay grade) to assist with the recognized hiring challenges for the Detention Center.
- 9) Establish the beginning salary for all PHN II positions to be \$60,000 per year (this is above the minimum for the assigned pay grade) to assist with the recognized hiring challenges.
- 10) Modify the established County work week to align with established practices more closely and to best respond to the differing work schedules. Effective January 1, 2024, the new work week for all County employees will begin at 12:01 AM on Saturday and end at Midnight on Saturday.
- 11) Allow departments to continue to explore and offer flexible scheduling for staff where feasible and services are not negatively impacted.
- 12) Develop and implement written Employment Agreements for all current and future employees to clearly detail expectations and conditions of employment with Sampson County. While employees are currently provided with information when hired, this process will be more formal and provide documentation to eliminate misunderstanding.
- 13) Continue with current guidelines for Department Heads to discuss needs with the County Manager prior to advertising or filling any vacancies. In response to the declining County population and scarcity of qualified applicants for competitive positions, we recognize the need to better utilize technology and upskill our workforce to respond to the needs of our citizens while reducing the number of positions effectively and efficiently.
- 14) For consideration and implementation during the budget process:
  - Revisit all positions to verify FLSA status (ie. Exempt and Non-Exempt).
  - Evaluate all pay practices and revise policies and procedures (ie. Overtime, Gap and Shift).
  - Evaluate and address evolving health care hiring challenges.
  - Develop guidelines for career ladders consistent with other County departments for Paramedics and Telecommunicators.

- Revise guidelines for consideration of Bi-Lingual Supplement to best meet departmental needs.
- Evaluate and address our comprehensive benefits offerings once we have received cost projections. Preliminary data indicates cost increases and benefit changes across the industry.

Documents shared with the Board of Commissioners tonight will be posted to the Employee Portal tomorrow morning. Careful consideration of the information should answer any questions employees may have about data collection and resulting implementation recommendation. Any questions should be directed to Department Heads for consolidation. Once compiled, Department Heads should submit questions to Nancy Dillman for assimilation and response. A list of Frequently asked questions will be addressed via the Employee Portal. Questions related to individual employees will be researched and resolved with the individuals.

The County Manager will be responsible for and held accountable for the plan implementation and for its maintenance once approved by the Board. It is anticipated that some circumstances will arise due to the ongoing movement of employees, and the County Manager will be responsible for making needed adjustments and appropriately advising the Board of actions taken.

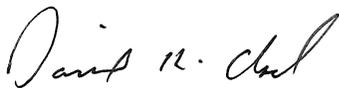
The project team is very aware and extremely appreciative of the financial support you have provided for employees over the last several years. Your emphasis on valuing the work of all employees is of special note. The market study evidences that the County has made a significant effort to meet the financial needs of our employees in recent years, and the recommendations of the project team are primarily focused on the time since July 1, 2023. We understand your evaluation of the market study and the recommendation for implementation necessitates significant deliberation and thoughtfulness.

Moving forward, we must all acknowledge and understand the impacts of a declining County population and an economy still reeling from the effects of inflation. County staff will need to continue the emphasis on customer service, improved efficiency, and productivity with minimal effect on the size of our permanent workforce. Working collaboratively will allow us to further explore opportunities for sustainable outcomes.

Respectfully submitted,



Edwin Causey, County Manager



David Clack, Finance Director



Nancy Dillman, Human Resources Director

## Enclosures

- Baker Tilly Classification and Compensation Study
  - Attachment 1 – Pay Plan and Benefits Practices
  - Attachment 2 – Proposed Recommended Titles
  - Attachment 3 – Market Results (Benchmark Positions)
  - Attachment 4 – Market Midpoint Comparisons
  - Attachment 5 – Proposed Pay Plan
  - Attachment 6 – Title Grade Assignments
- Presentation to the Board of Commissioners
- Proposed Pay Scale with 4% COLA
- Implementation Scenarios
- Recommended Salary Increase Breakdown
- Staff Allocation Worksheet



# Classification and Compensation Study

Sampson County, NC



November 10, 2023

Nancy Dillman  
Human Resources Director  
Sampson County  
406 County Complex Road, Suite 140  
Clinton, North Carolina 28328

Dear Ms. Dillman:

Baker Tilly US, LLP (“Baker Tilly”) is pleased to provide Sampson County, NC (“Sampson County” or “the County”) with results from the completed Classification and Compensation Study. This report documents the approach, findings, and recommendations resulting from the study.

We would like to thank you, as well as other County staff that aided us in bringing this study to its successful completion. We understand that your employees are your greatest asset and without a competitive pay program the County may struggle to attract qualified candidates and retain/reward experienced employees. We have created a classification and compensation system that, if implemented, will ensure that the County’s positions are externally competitive and internally equitable.

It has been a pleasure working with Sampson County, NC and we hope to provide you with professional assistance in the future. Further, we would be happy to answer any questions or points of clarity regarding the findings and recommendations of this study.

Sincerely,

*Jada Kent*

Jada Kent, CCP  
Director

*Lexi Scholten*

Lexi Scholten, CCA  
Senior Consultant

## Project Methodology

Baker Tilly approached the classification and compensation study for Sampson County, NC by completing each of the following phases or milestones:

### Phase 1: Project Initiation

- **Data Collection** - Baker Tilly initiated the study by conducting a planning meeting with the County's project team to discuss the current classification and compensation system, goals for conducting the study, and to walk through each phase of the process. Next, Baker Tilly collected documentation from the County, to include job descriptions, organization charts, pay structure, personnel policies, and any other documentation describing how work is performed or compensated.

### Phase 2: Classification Review

- **Position review** – The County's existing job evaluation and job descriptions were the basis for a classification review in which Baker Tilly reviewed position titles and made recommendations, as necessary, to ensure titles appropriately reflected the nature and level of work performed. Next, Baker Tilly conducted a review of the County's current job evaluation using our point factor evaluation tool, called SAFE®, resulting in an updated hierarchy of jobs reflective of County's internal equity.

### Phase 3: Market Review

- **Market Assessment** - Baker Tilly assisted the County in identifying appropriate and relevant peer organizations to collect market competitive values (base pay salaries) for benchmark positions from. The results were analyzed and reviewed with the County's project team to determine the organization's desired position within the market.
- **Benefits Comparison** – Peer information on pay plans, pay policies, paid time off programs, health insurance, and retirement were also collected during the market study. A comparison to the County's offerings was prepared. These results can be found in [Attachment 1](#).

### Phase 4: Pay Plan Development

- **Pay Plan Development** – Baker Tilly developed one pay plan and established grade assignments for positions based on internal and external equity. Preliminary results were reviewed with the County's project team. After grade assignments were finalized, implementation costs were calculated and reviewed with the County's project team.

## Phase 5: Project Completion

- **Final Report** - At the conclusion of the study, Baker Tilly prepared this final report documenting the methodology used throughout the classification and compensation study, findings and results of the study, as well as our recommendations based on those results.

## Classification Review

### Title Review

Baker Tilly reviewed existing titles to ensure consistency in formatting and spelling as well as to ensure titles appropriately reflected the nature and level of work performed. Baker Tilly worked with the County's project team to review and finalize title adjustments. Recommendations for title changes can be found in *Attachment 2*.

### Job Evaluation

Job evaluation is the process of comparing a job against other jobs within the organization as a means for determining the relative value of each job. In other words, job evaluation is a tool for identifying the internal value within the organization. The Systematic Analysis and Factor Evaluation (SAFE®) is a point factor evaluation process comprised of nine (9) compensable factors and was developed specifically for the measurement of local government positions. Job evaluation is often the preferred method for reviewing jobs internally because, as an approach, it tends to be systematic, objective, and – therefore - defensible. For that reason, job evaluation is often a tool used to comply with federal, state, and local regulations related to the Equal Pay Act.

In using a point factor job evaluation system, the result is a total score for each position which represents the internal value of that position. Collectively, these total scores establish a hierarchy across the organization. It's important to emphasize that job evaluation is a measurement of the position and not the person in the position. Baker Tilly reviewed the County's existing job evaluation SAFE® scores and made necessary adjustments based on existing job descriptions. The County's project team reviewed and revised SAFE designations, as necessary, and worked with Baker Tilly to establish final scores for each position included in the study.

All positions were reviewed and evaluated against the compensable factors found in **Table 1**.

**Table 1: SAFE Compensable Factors & Weights**

Compensable Factor	Weight	Descriptions / Measurement
1. Education	16%	Minimum formal education level required by the position
2. Experience	12%	Minimum years of experience required by the position
3. Level of Work	14%	Degree of difficulty of work performed by the position
4. Human Relations	7%	Type and level of human interactions
5. Physical Demands	5%	Physical exertion performed by the position
6. Working Conditions	6%	Environmental conditions experienced by the positions
7. Independence to Act	12%	Degree of independence to make decisions and act on them
8. Impact of Actions	14%	Severity of consequences as a result of decisions
9. Supervision Exercised	14%	Type and level of supervision exercised
	100%	<b>TOTAL</b>

*The following factors were not considered when evaluating positions with the SAFE methodology: employee performance, length of service with the organization, amount of time in the position, education or experience more than what is required by the position, current salary, or market rates.*

## Market Review

### Public Peer Organizations

Understanding your labor market is key to selecting relevant peer organizations for a market study. Factors to consider include industry, organization size, geographic location, competition for talent, and published data available.

Baker Tilly partnered with the County to identify 10 public peer organizations that represent the County’s competitive and comparative labor market. Baker Tilly contacted each organization to request base pay information for benchmark positions. Data was collected and compiled from 8 of the 10 peer organizations listed in **Table 2**.

**Table 2: Public Peer Organizations**

City of Clinton, NC	Duplin County, NC
City of Dunn, NC	Harnett County, NC
Town of Mt. Olive, NC	Johnston County, NC
Bladen County, NC	Lee County, NC
Cumberland County, NC	Wayne County, NC

The County provided Baker Tilly with the North Carolina County salary survey report from the University of North Carolina and requested matches to be incorporated into the market data.

### **Published Sources**

Published salary data was used as a private sector benchmark in this assessment with data from the following sources included in the study:

- Bureau of Labor Statistics (BLS). The Occupational Employment Statistics (OES) survey is a semiannual survey measuring wage rates by industry and is displayed nationally, by state, and/or metropolitan area. BLS data used in this survey was pulled at the 10th and 90th percentile to represent the minimum and maximum thresholds of a salary range.
- Comp Analyst is a salary data resource from Salary.com that is comprised of HR-reported pay data comprised of 800 million market data points from more than 25,000 organizations resulting in data across 15,000 unique job title, 225 industry breakouts, 27,000+ compensable factors, in 42,000+ geographies.
- Economic Research Institute (ERI) is a salary data resource reporting market data for more than 11,000 jobs in more than 9,000 different locations across more than 1,100 industry sectors. ERI data is updated quarterly. ERI data used in this survey was pulled at the 10th and 90th percentile to represent the minimum and maximum thresholds of a salary range.



### **Data Adjustments**

The base pay information was adjusted, as necessary, to account for the following:

- Differences in work week. For example, reported salaries for a 37.5-hour work week were adjusted to reflect that wage for a 40-hour work week.
- If the market data obtained did not reflect the year in which this study was conducted, the data was aged based on guidance from World at Work's Annual Salary Budget Survey results. For the County's project, data from the UNC County salary survey and BLS were aged to bring the data forward to 2023.
- Geographic adjustments were applied to account for cost-of-labor differences between the County and peer organizations. Baker Tilly uses cost-of-labor differentials reported by the ERI's Geographic Assessor tool. Where cost of living is a measurement of goods and services in each area, the cost of labor is a measurement of compensation paid. Cost of labor can be impacted by the cost of living, but also relates to the supply and demand of labor in each area (rate of unemployment and number of qualified laborers).

Geographic differentials applied for each peer and published source can be found in **Table 3** below. A negative adjustment means the cost of labor in that peer's location is higher than in Sampson County, NC. The **GeoDiff%** column reflects the adjustment that was applied to that peer's data. For example, Wayne County, NC's data was adjusted down by 1.2% to meet the cost of labor for Sampson County, NC. The City of Rockingham, NC was used for Sampson County's locality because the City of Clinton's cost of labor data was not available, so Rockingham was the next closest locality.

**Table 3: Peer Organization and Geographic Adjustments**

Date Pulled	Client Name	Location	Geo Adjust	Client Avg Base
5/8/2023	Sampson County	Rockingham, NC	88.00	47,492

Peer #	Peer Organization	Locality Used	ERI Indicator	GeoDiff %
1	City of Clinton, NC	Rockingham, NC	88.00	0.00%
2	City of Dunn, NC	Dunn, NC	88.00	0.00%
3	Town of Mt. Olive, NC	Goldsboro, NC	89.20	-1.20%
4	Bladen County, NC	Lumberton, NC	86.80	1.20%
5	Cumberland County, NC	Fayetteville, NC	90.30	-2.30%
6	Duplin County, NC	Jacksonville, NC	88.80	-0.80%
7	Harnett County, NC	Dunn, NC	88.00	0.00%
8	Johnston County, NC	Smithfield, NC	96.50	-8.50%
9	Lee County, NC	Sanford, NC	87.50	0.50%
10	Wayne County, NC	Goldsboro, NC	89.20	-1.20%
11	UNC Salary Survey	State of North Carolina	92.90	-4.90%
12	Comp Analyst	United States	100.00	-12.00%
13	Economic Research Institute (ERI)	Rockingham, NC	88.00	0.00%
14	Bureau of Labor Statistics (BLS)	State of North Carolina	92.90	-4.90%

**Quality Control**

Baker Tilly prepared a summary of each benchmark position which included minimum education and experience requirements. Peer organizations were asked to match the position within their organization with at least a 75% overlap in duties and responsibilities. Baker Tilly reviewed peer responses and removed or replaced data that appeared to be an inappropriate match. Some organizations returned base pay information for Baker Tilly to match on their behalf. Because market results are established by a calculation (such as an average of all midpoints), a bigger sample size tends to yield greater confidence in those results. Therefore, Baker Tilly required at least three matches per benchmark position to determine a market value. Positions that had insufficient data (less than three matches) are identified as such in the market results.

### **Market Results**

Of the County's 178 positions, 124 were included in the survey as benchmark positions (70%). Baker Tilly requested pay ranges (minimum to maximum) and calculated for the midpoint of each collected range. Of the 124 benchmark positions, 7 positions received insufficient data and a market value was not calculated. Overall, market values were established for 117 of the benchmark positions (94%). On average, benchmarks had about 6 matches each.

Aggregate data results showing average minimum, midpoint, and maximum results were prepared for the 117 benchmarks with sufficient data and can be found in [Attachment 3](#).

Additionally, a comparison of current midpoints against market average midpoints were prepared for the County and can be found in [Attachment 4](#). This report also demonstrates a 5% above and 5% below market scenario which was used for conversations with the County about its desired position within its defined marketplace.

- The County's minimums are 0.2% ahead of market minimums on average.
- The County's midpoints are 0.1% ahead of market midpoints on average.
- The County's maximums are 2.0% behind market maximums on average.

### **Pay Plan Development**

Upon reviewing the market survey results with the County, Baker Tilly led a discussion with the organization regarding desired position within market, the number of title and grade structures needed, design preference for the new title and grade structures, and an approach for classifying positions to the pay plan. The County currently utilizes one pay structure.

Determination for the number of title and grade schedules an organization needs may be influenced by the diversity of jobs, diversity in grading procedures, internal equity versus external competitiveness, and even your organizational culture. Based on discussions with the County's project team, it was determined for the County to continue utilizing an open pay plan.

### **Existing Pay Plan**

The County's existing pay plan in **Table 4** is an open plan (salary minimums and maximum), which includes hiring salaries below the range minimums. The pay structure includes 36 grades, range spreads (distance from minimum to maximum) at 63.1% - 63.2%, and 5% midpoint differentials (distance between each grade at the midpoint).

**Table 4: Current General Pay Plan**

Grade	Hiring	Minimum	Midpoint	Maximum	Hourly Hiring	Hourly Minimum	Range Spread	Midpoint Differential
55	\$21,252.00	\$22,368.00	\$28,500.00	\$34,656.00	\$10.22	\$10.75	63.1%	
56	\$22,308.00	\$23,484.00	\$29,940.00	\$36,420.00	\$10.73	\$11.29	63.3%	5%
57	\$23,436.00	\$24,672.00	\$31,440.00	\$38,220.00	\$11.27	\$11.86	63.1%	5%
58	\$24,600.00	\$25,884.00	\$33,012.00	\$40,116.00	\$11.83	\$12.44	63.1%	5%
59	\$25,836.00	\$27,192.00	\$34,656.00	\$42,120.00	\$12.42	\$13.07	63.0%	5%
60	\$27,132.00	\$28,548.00	\$36,396.00	\$44,244.00	\$13.04	\$13.73	63.1%	5%
61	\$28,476.00	\$29,976.00	\$38,220.00	\$46,464.00	\$13.69	\$14.41	63.2%	5%
62	\$29,892.00	\$31,476.00	\$40,116.00	\$48,780.00	\$14.37	\$15.13	63.2%	5%
63	\$31,404.00	\$33,036.00	\$42,120.00	\$51,216.00	\$15.10	\$15.88	63.1%	5%
*63	\$32,892.00	\$34,608.00	\$44,124.00	\$53,664.00	\$15.81	\$16.64	63.2%	5%
64	\$32,964.00	\$34,692.00	\$44,232.00	\$53,772.00	\$15.85	\$16.68	63.1%	0%
65	\$34,596.00	\$36,444.00	\$46,452.00	\$56,460.00	\$16.63	\$17.52	63.2%	5%
66	\$36,324.00	\$38,268.00	\$48,780.00	\$59,292.00	\$17.46	\$18.40	63.2%	5%
67	\$38,160.00	\$40,164.00	\$51,204.00	\$62,232.00	\$18.35	\$19.31	63.1%	5%
68	\$40,044.00	\$42,168.00	\$53,772.00	\$65,364.00	\$19.25	\$20.27	63.2%	5%
69	\$42,060.00	\$44,280.00	\$56,448.00	\$68,628.00	\$20.22	\$21.29	63.2%	5%
70	\$44,160.00	\$46,512.00	\$59,280.00	\$72,060.00	\$21.23	\$22.36	63.2%	5%
71	\$46,380.00	\$48,828.00	\$62,232.00	\$75,660.00	\$22.30	\$23.48	63.1%	5%
72	\$48,684.00	\$51,252.00	\$65,352.00	\$79,452.00	\$23.41	\$24.64	63.2%	5%
73	\$51,132.00	\$53,832.00	\$68,616.00	\$83,424.00	\$24.58	\$25.88	63.2%	5%
74	\$53,700.00	\$56,508.00	\$72,048.00	\$87,600.00	\$25.82	\$27.17	63.1%	5%
75	\$56,376.00	\$59,328.00	\$75,660.00	\$91,980.00	\$27.10	\$28.52	63.2%	5%
76	\$59,196.00	\$62,280.00	\$79,440.00	\$96,564.00	\$28.46	\$29.94	63.1%	5%
77	\$62,148.00	\$65,424.00	\$83,412.00	\$101,388.00	\$29.88	\$31.45	63.1%	5%
78	\$65,268.00	\$68,700.00	\$87,588.00	\$106,488.00	\$31.38	\$33.03	63.2%	5%
79	\$68,532.00	\$72,144.00	\$91,968.00	\$111,804.00	\$32.95	\$34.68	63.1%	5%
80	\$71,952.00	\$75,732.00	\$96,552.00	\$117,384.00	\$34.59	\$36.41	63.1%	5%
81	\$75,552.00	\$79,536.00	\$101,376.00	\$123,264.00	\$36.32	\$38.24	63.2%	5%
82	\$79,320.00	\$83,484.00	\$106,452.00	\$129,420.00	\$38.13	\$40.14	63.2%	5%
83	\$83,292.00	\$87,660.00	\$111,780.00	\$135,888.00	\$40.04	\$42.14	63.1%	5%
84	\$87,456.00	\$92,052.00	\$117,372.00	\$142,680.00	\$42.05	\$44.26	63.1%	5%
85	\$91,824.00	\$96,648.00	\$123,252.00	\$149,820.00	\$44.15	\$46.47	63.2%	5%
86	\$96,408.00	\$101,484.00	\$129,384.00	\$157,284.00	\$46.35	\$48.79	63.1%	5%
87	\$101,232.00	\$106,560.00	\$135,840.00	\$165,144.00	\$48.67	\$51.23	63.1%	5%
88	\$106,296.00	\$111,888.00	\$142,644.00	\$173,412.00	\$51.10	\$53.79	63.1%	5%
89	\$111,600.00	\$117,480.00	\$149,784.00	\$182,088.00	\$53.65	\$56.48	63.2%	5%

\*Detention Salaries

**Proposed Pay Plan**

The proposed pay plan in **Table 5** is similar to Sampson County’s current open plan, but with some adjustments. The proposed pay plan is aligned to 100% of the market at the midpoint with 34 grades, consistent 55% range spreads, and 5% midpoint differentials. The new proposed starting minimum salary for Sampson County is \$23,508, compared to \$21,252 currently. The proposed pay plan includes eliminating the current hiring rate, which increases minimums by 5%. Annual salaries in addition to hourly wages for this pay plan can be found in **Attachment 5**.

Positions were classified to a grade with consideration to internal and external results. More specifically, existing equity (current midpoints and grade groupings), the results of the SAFE job evaluation process and market assessment were used in part or in whole to assign positions to an appropriate pay grade.

The following information was NOT considered when assigning positions to a grade:

- The person in the position
- Performance
- Length of service
- Employee existing salary

Preliminary grade assignments were reviewed with the County’s project team to ensure positions were assigned to the correct pay plan and address any outliers prior to finalizing the pay plans and grade assignments. The proposed title and grade assignments for this pay plan can be found in **Attachment 6**.

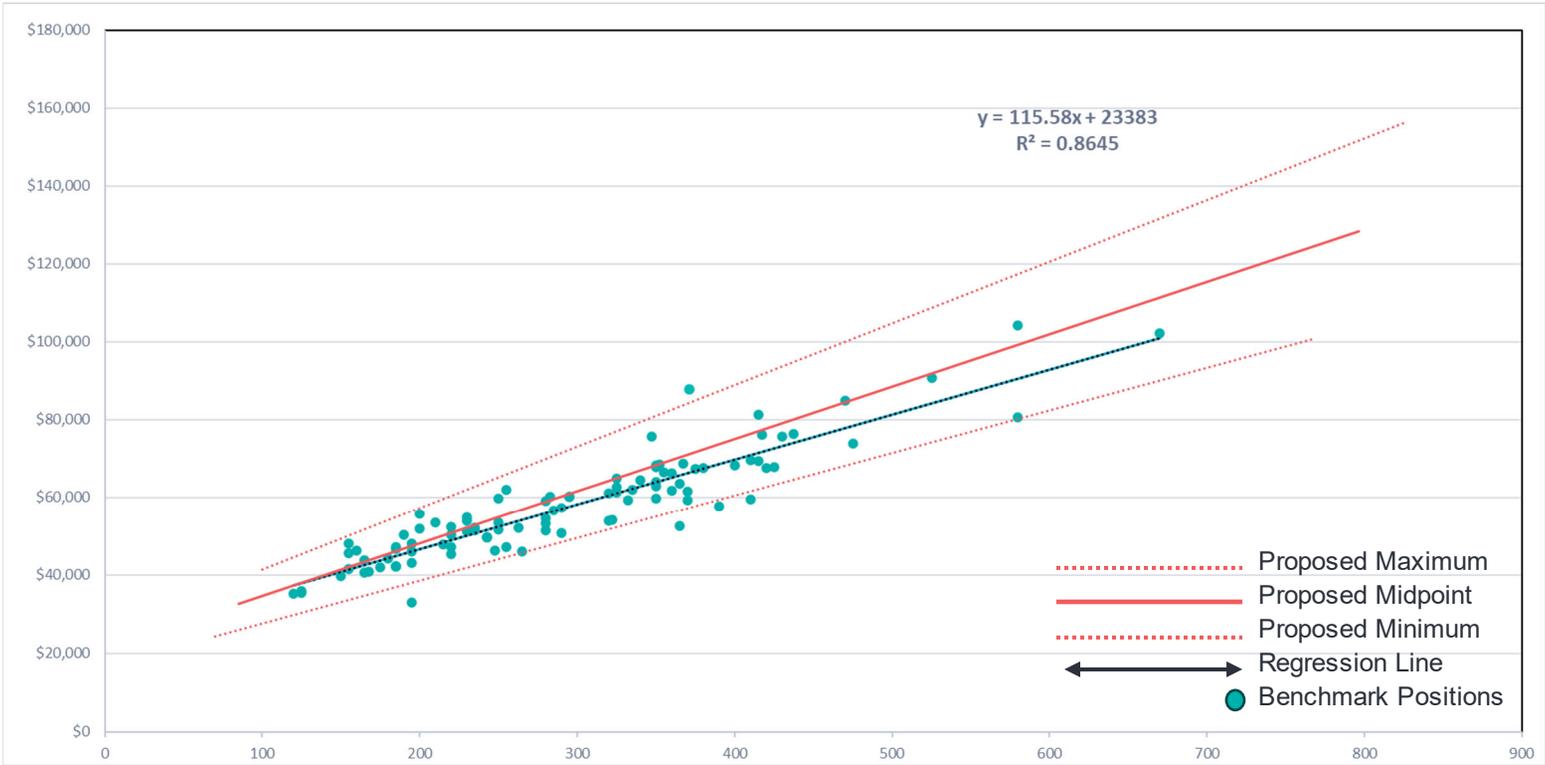
**Table 5: Proposed Pay Plan**

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Differential
56	\$23,508	\$29,976	\$36,444	55%	
57	\$24,684	\$31,476	\$38,268	55%	5.0%
58	\$25,920	\$33,048	\$40,176	55%	5.0%
59	\$27,216	\$34,704	\$42,180	55%	5.0%
60	\$28,572	\$36,432	\$44,292	55%	5.0%
61	\$30,012	\$38,256	\$46,512	55%	5.0%
62	\$31,512	\$40,176	\$48,840	55%	5.0%
63	\$33,084	\$42,180	\$51,276	55%	5.0%
64	\$34,740	\$44,292	\$53,844	55%	5.0%
65	\$36,468	\$46,500	\$56,532	55%	5.0%
66	\$38,292	\$48,828	\$59,364	55%	5.0%
67	\$40,212	\$51,264	\$62,328	55%	5.0%
68	\$42,216	\$53,832	\$65,448	55%	5.0%
69	\$44,328	\$56,520	\$68,712	55%	5.0%
70	\$46,548	\$59,352	\$72,156	55%	5.0%
71	\$48,876	\$62,316	\$75,756	55%	5.0%
72	\$51,324	\$65,436	\$79,548	55%	5.0%
73	\$53,892	\$68,712	\$83,520	55%	5.0%
74	\$56,580	\$72,144	\$87,696	55%	5.0%
75	\$59,412	\$75,744	\$92,088	55%	5.0%
76	\$62,376	\$79,536	\$96,684	55%	5.0%
77	\$65,496	\$83,508	\$101,520	55%	5.0%
78	\$68,772	\$87,684	\$106,596	55%	5.0%
79	\$72,216	\$92,076	\$111,936	55%	5.0%
80	\$75,828	\$96,672	\$117,528	55%	5.0%
81	\$79,620	\$101,508	\$123,408	55%	5.0%
82	\$83,592	\$106,584	\$129,576	55%	5.0%
83	\$87,780	\$111,912	\$136,056	55%	5.0%
84	\$92,160	\$117,516	\$142,860	55%	5.0%
85	\$96,780	\$123,384	\$150,000	55%	5.0%
86	\$101,616	\$129,552	\$157,500	55%	5.0%
87	\$106,692	\$136,032	\$165,372	55%	5.0%
88	\$112,032	\$142,836	\$173,640	55%	5.0%
89	\$117,636	\$149,976	\$182,328	55%	5.0%

**Regression Analysis**

In statistical modeling, a regression analysis is used to measure the relationships between data sets and even predict one variable based on another. Here, Baker Tilly used a regression analysis to compare internal data to external data. More specifically, SAFE scores were compared against market average midpoints. There is an 86.45% correlation between the internal and external values.

**Figure 2: Regression Analysis of Proposed Pay Plan**



Further, this chart depicts the proposed pay plan as it lays across the natural distribution of jobs. Due to the high correlation in internal and external values, the County would be able to maintain the new classification and compensation system using our SAFE job evaluation process as a means for reclassifying positions that have changed over time, adding new positions, consolidating positions, etc. into the future.

### **Implementation Cost Analysis**

Baker Tilly developed three implementation scenarios for Sampson County to consider in its adoption of the new classification and compensation plan. Implementation calculations represent base pay in US dollars. Employees with a salary greater than their new maximum were excluded from implementation calculations. The best practice, and Baker Tilly's recommendation, is for these salaries to be 'red circled' or frozen until the market catches up.

***Baker Tilly does not recommend a pay decrease for any employee as a result of the study.***

Implementation Scenarios for the proposed pay plan:

1. Employees move to the minimum of their assigned pay grade if their current salary is below. All other employees retain their existing salary. This is to get all employees onto the pay plan.
2. Employees receive the greater of moving to the minimum of their assigned pay grade or a 2% salary adjustment.
3. Employees move to the minimum of their assigned pay grade plus 1% x years in position, capped at 9 years because the County's current pay plan considered all years in position. For example: if an employee has been in their position with Sampson County for 3 years, the employee's new salary would be calculated by adding 3% to the minimum of their newly assigned pay grade. Any employees whose current salary is greater than that calculation would retain their existing salary.

## Recommendations

Sampson County is a service-oriented organization. The organization delivers services through its employees who are a major investment in the organization's infrastructure.

This report contains information which has been gathered from a variety of sources, objectively analyzed, and structured in a way that will provide a fair and defensible system for the County to compensate its employees. It is our independent judgment that has resulted in the following recommendations.

We urge Sampson County to:

- Approve the recommended position title and classification adjustments.
- Approve the proposed pay plan and position grade assignments.
- Approve an implementation scenario that addresses the County's compensation philosophy, business goals, and that is fiscally attainable and sustainable.
- Continue efforts to maintain the classification and compensation system:
  - Routinely review positions, job descriptions, and market conditions.
  - Adjust the pay structure and salaries, as needed, to maintain market competitiveness.
  - Commit to advancing employees through their assigned pay ranges based on the County's policies.

## ***Executive Summary***

Peer organizations identified for the market study were also asked to provide information related to their pay plan, paid time off, health benefits, and retirement benefits. Baker Tilly collected data from ten (10) peer organizations. Three (3) peer organizations completed the benefits portion of the market survey, and the other peer organizations' benefit and personnel data were located online. The peer data located online was matched by Baker Tilly.

### ***Pay Plan Design***

- Nine (9) peers have adopted a formal pay plan and seven (7) peers use a single pay plan.
- Eight (8) peers utilize an open pay plan, and one (1) peer uses a grade and step pay plan.

### ***Time Off***

- Nine (9) peers' average number of annual paid holidays is 12 days, which is slightly lower than Sampson County's 13 holidays – these are not inclusive of any floating holiday amounts.
- Like Sampson County, nine (9) peers utilize a vacation-sick model.
- Nine (9) peers allow employees to accrue an average maximum accrual of 28 days, which is less than Sampson County's allowable maximum accrual of 30 vacation days.

### ***Health Benefits***

- Six (6) peers responded to having preferred provider organization health plans (PPO).
- Six (6) peers provide life insurance policies to their employees at no cost.

### ***Other Benefits***

- Seven (7) peers offer group health insurance to retirees and three (3) cover up to 100% of the premium cost until retiree is Medicare eligible.

Participating organizations include:

- Bladen County, NC
- City of Clinton, NC\*
- Cumberland County, NC\*
- City of Dunn, NC\*
- Duplin County, NC
- Harnett County, NC \*
- Johnston County, NC
- Lee County, NC\*
- Town of Mt. Olive, NC\*
- Wayne County, NC\*

\* Indicates organization data was matched by Baker Tilly

### Pay Plan Design

#### Organizations using an adopted pay plan

Number of Responses	Responses
9	All responding peers use an adopted pay plan
<i>Sampson County uses an adopted pay plan</i>	

#### Year current pay plan was adopted

Number of Responses	Responses
5	2017 or Before (1), 2020(1), 2022(3)
<i>Sampson County adopted their pay plan in 2015</i>	

#### Organizations using single or multiple pay plans

Number of Responses	Responses
8	Single (7) Multiple (1)
<i>Sampson County uses a single pay plan</i>	

#### Pay Plan and Benefits practices

Peer organizations identified for the market study were asked to provide information related to their pay plan, paid time off, health benefits, and retirement benefits.

#### Peer Pay Plan Design

Like **Sampson County**, nine (9) peers have adopted a formal pay plan.

Like **Sampson County**, eight (8) peers use an Open Grade pay plan system with minimums and maximums; one (1) peer uses Grade and Step pay plans.

**Type of system for the pay plan**

<u>Number of Responses</u>	<u>Responses</u>
9	Grade & Step (1)      Grade, No Steps (min & max only) (8)
<i>Sampson County uses a Hiring, Min, Mid, Maximum pay plan</i>	

**Open Plans (Grades, no steps)**

	<u>Number of Responses</u>	<u>Least</u>	<u>Most</u>	<u>Average</u>
<b># of grades</b>	4	37	71	55.50
<b>% between grades</b>	5	4.0%	5.0%	4.7%
<i>Sampson County uses 35 grades with 5% between grades</i>				

**Step Plans (Grades and Steps) – insufficient responses**

**How pay increases are administered**

<u>Number of Responses</u>	<u>Responses</u>
7	Annual wage or step increases (automatic) (1), Merit or performance increases (varies by performance rating)(4), Budget process or financial ability(1), Other (please explain) (1)
<i>Sampson County administers increases through budget process or financial ability</i>	

**Average Organization-wide & Cost of Living Adjustments (COLA) - insufficient responses**

**Pay plans**

For open plans, on average, peers have 55 grades in their pay plans with an average of 4.7% between grades.

**Pay increases**

One (1) peer selected other - stating pay increases are administered automatically via COLA + Merit.

**How organizations adjust pay structure**

<u>Number of Responses</u>	<u>Responses</u>
4	Budget process or financial ability (2) Compensation Study (1) Other (please explain) (1)
<i>Sampson administers increases through budget process or financial ability</i>	

***Adjustments to pay structure***

One (1) peer selected other - stating adjustments to pay structures are determined by using a combination of a compensation study and internal review.

**Frequency organizations adjust their pay structure - insufficient responses**

**Organizations providing longevity pay**

<u>Number of Responses</u>	<u>Responses</u>
8	All the responding peers provide longevity pay
<i>Sampson provides longevity pay, but is phasing this out</i>	

**Pay Practices**

**On-Call and Standby pay**

	<u>On-Call</u>	<u>Standby – (3 responses)</u>
<b>Holidays</b>	<i>Insufficient Responses</i>	Overtime rate (1.5x straight time) (1) Other (2)
<b>Saturdays &amp; Sundays</b>	<i>Insufficient Responses</i>	Overtime rate (1.5x straight time) (1) Other (2)
<b>Regularly scheduled day off</b>	<i>Insufficient Responses</i>	Overtime rate (1.5x straight time) (1) Other (2)
<i>Sampson County provides on-call pay at an additional \$1.00 per hour</i>		

**Standby pay**

Two (2) peers selected other – both stating they guarantee a minimum payment of 2-hours pay at straight time.

**Advancing between pay ranges**

	<u>Number of Responses</u>	<u>Responses</u>	<u>Sampson County</u>
Minimum % increase with promotion	6	Yes (5) No (1)	Yes
Vacancy required prior to promotion	3	Yes (3) No (0)	No
Minimum % increase with reclass to higher grade	5	Yes (3) No (1) Other (1)	Yes
Allow employees to negotiate salary upon promotion	<i>Insufficient Responses</i>		
Promotional pay increases automatic upon specific achievement	6	Yes (4) No (2)	<i>For Some Positions (e.g., Deputy I to II)</i>

**Minimum % increase with reclass to higher grade**

One (1) peer selected other - stating some advancement may be lateral.

**Promotional pay increases**

Four (4) peers provide automatic pay increases upon specific achievements for specific positions and/or positions that require specific certifications.

**New hire employee compensation**

	<u>Number of Responses</u>	<u>Responses</u>	<u>Sampson County</u>
New hire employees receive pay rate above starting minimum	7	All responding peers allow new hire employees to receive pay above starting minimum	Yes
Determination of starting rate above minimum	4	Years of related experience (3) Other (1)	
New hire employees allowed to negotiate paid time off accruals	3	None of the responding peers allow new hire employees to negotiate time off accruals	<i>Depends on the position and need</i>

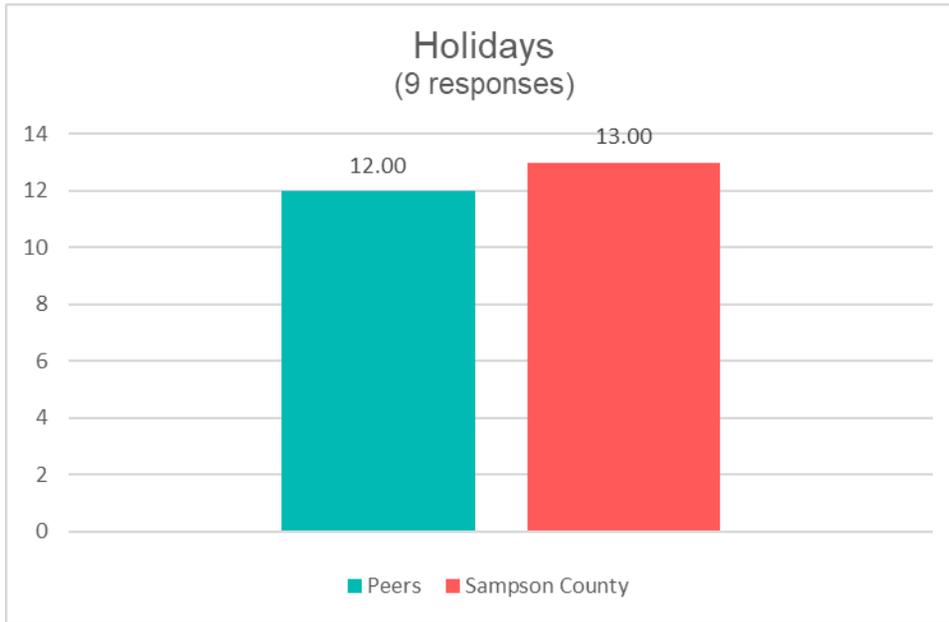
**Determination of starting rate above minimum**

One (1) peer selected other - stating they make this determination based on applicant qualification, labor shortage, and/or approval by the city manager.

Seven (7) responding peers provide an average of thirteen annual paid holidays, which is less than **Town of**

**Time off**

Number of paid holidays per year (*holiday excludes any separate floating holiday*)



**Offer Vacation / Sick or Paid Time-Off (PTO)**

<u>Number of Responses</u>	<u>Responses</u>
9	All responding peers use a vacation – sick time off model
	<i>Sampson County uses a vacation – sick time off model</i>



<b>Annual Accrued Vacation Days Comparison (9 responses)</b>				
<b>Years of Service</b>	<b>Sampson County</b>	<b>Least Reported</b>	<b>Most Reported</b>	<b>Average Reported</b>
0 to 1 year	10	0	16	10
1 year	10	10	16	12
2 years	12	12	16	13
3 years	12	12	16	13
4 years	12	12	16	13
5 years	15	12	19	16
6 years	15	12	19	16
7 years	15	12	19	16
8 years	15	12	19	16
9 years	15	12	19	16
10 years	18	16	22	19
11 years	18	16	22	19
12 years	18	16	22	19
13 years	18	16	22	19
14 years	18	16	22	19
15 years	21	16	25	21
16 years	21	16	25	21
17 years	21	16	25	21
18 years	21	16	25	21
19 years	21	16	25	21
20 years	24	20	28	24
21 years	24	20	28	24
22 years	24	20	28	24
23 years	24	20	28	24
24 years	24	20	28	24
25 years	24	20	28	25
25+ years	24	20	28	25

**Vacation - Sick**

**Sampson County's** annual vacation leave accrual ranges from 10 days to 24 days, based on a years-of-service scale.

When comparing to the peers that also utilize vacation / sick accruals, **Sampson County's** vacation accruals are slightly below market average years of service 1 – 14 and 25 years or more. The County's vacation accruals are comparable to market average all other years of service. Years where the County falls below market for vacation accruals are in **red**.

**Maximum accrual of vacation or PTO days**

<u>Number of Responses</u>	<u>Least Reported</u>	<u>Most Reported</u>	<u>Average Reported</u>
9	12	40	28
<i>Sampson County allows 30 days</i>			

**Organizations allowing vacation / PTO carryover**

<u>Number of Responses</u>	<u>Responses</u>
9	All responding peers allow carryover of unused vacation days
<i>Sampson County allows carryover of unused vacation days</i>	

**Number of carryover days allowed**

<u>Number of Responses</u>	<u>Least Reported</u>	<u>Most Reported</u>	<u>Average Reported</u>	<u>Sampson County</u>
8	30	40	31.25	30

**Organizations allowing cash-out of unused vacation / PTO days**

<u>Number of Responses</u>	<u>Responses</u>
8	All responding peers allow cash-out of unused vacation / PTO days
<i>Sampson County allows cash-out of unused vacation / PTO days</i>	

**Number of cash-out days allowed**

	<u>Number of Responses</u>	<u>Least Reported</u>	<u>Most Reported</u>	<u>Average Reported</u>	<u>Sampson County</u>
<b>Year End</b>	8	All do not allow year end cash-outs			0
<b>Termination</b>	6	All allow balance up to maximum accrual			30
<b>Retirement</b>	6	All allow balance up to maximum accrual			30

***Vacation accruals***

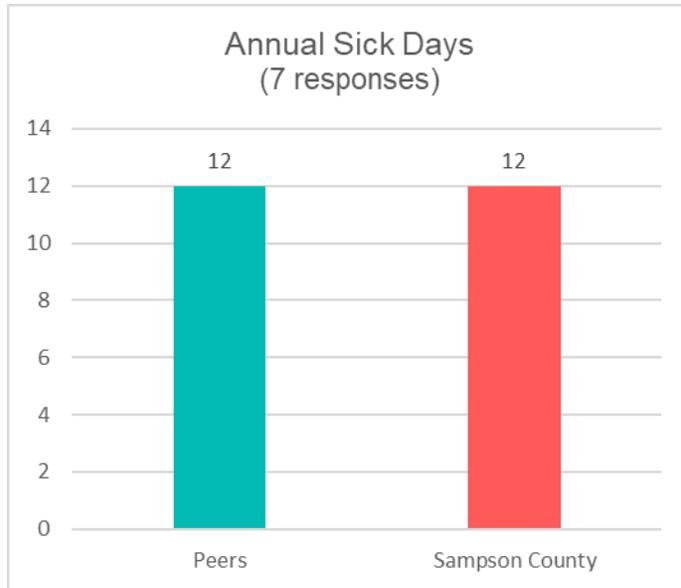
Nine (9) responding peers allow an average maximum of 28 accrued vacation or days, which is below **Sampson County's** annual allowed maximum of 30 accrued vacation days.

Nine (9) responding peers allow an average of 31.25 days for annual vacation carryover.

***Cash-out days allowed***

Six (6) peers allow employees to cash-out the balance of their vacation bank at termination or retirement.

**Annual sick days provided & annual sick day accruals**



**Maximum accrual of sick days**

<u>Number of Responses</u>	<u>Least Reported</u>	<u>Most Reported</u>	<u>Average Reported</u>
7	12	Unlimited	Unlimited

*Sampson County allows unlimited sick accruals*

**Organizations allowing sick days carryover**

<u>Number of Responses</u>	<u>Responses</u>
8	All responding peers allow carryover of unlimited unused sick days

*Sampson County allows carryover of unlimited sick accruals*

**Organizations allowing cash-out of unused sick days**

<u>Number of Responses</u>	<u>Responses</u>
9	All responding peers <b>do not</b> allow cash-out of unused sick days
Sampson County <b>does not</b> allow cash-out of unused sick days	

**Organizations providing a sick leave bank to employees**

<u>Number of Responses</u>	<u>Responses</u>
6	Yes (2) No (4)
Sampson County <b>does not</b> provide a sick leave bank	

**Sick leave bank**

	<u>Number of Responses</u>	<u>Least Reported</u>	<u>Most Reported</u>	<u>Average Reported</u>	<u>Sampson County</u>
Participation restricted to employees who have contributed # of days required for eligibility		Insufficient Responses			Employees may donate annual leave
Maximum # of days employees can receive from sick leave bank		Insufficient Responses			
Maximum # of days employees can give to other employees	4	5	20	10	
Maximum # of days employees can receive from sick leave donations	4	30	30	30	
Allow employees to donate sick leave	8		Yes (7) No (1)		

### Health Benefits

Five (5) peers responded to having preferred provider organization health plans (PPO).

#### Preferred Provider Organization (PPO)

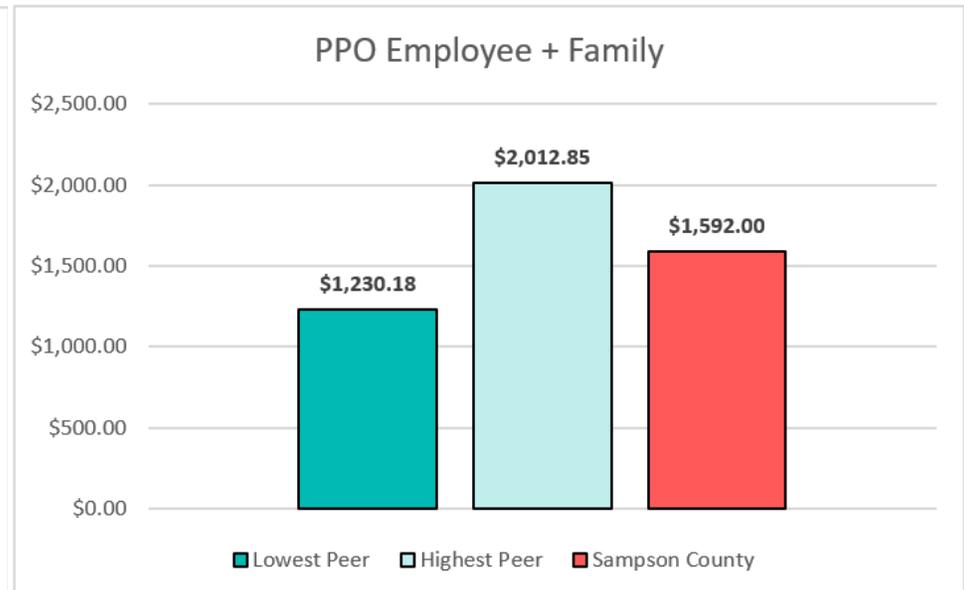
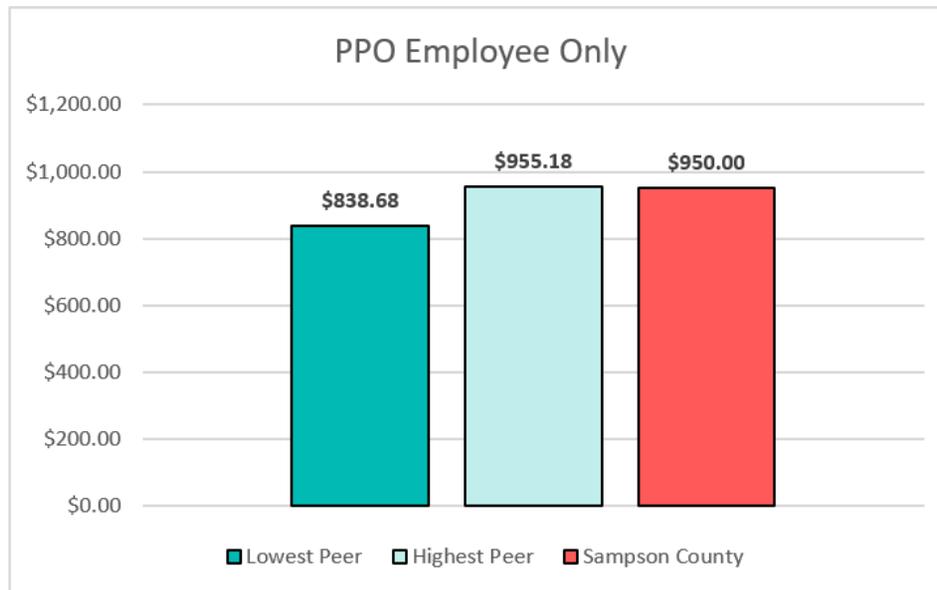
	Number of Responses	Least Reported	Most Reported	Average Reported	Sampson County
Employee-only monthly premium	3	\$838.68	\$955.18	\$899.95	\$950.00*
% paid by employer	5	90%	100%	98%	94%*
Employee + family monthly premium	3	\$1,230.18	\$2,012.95	\$1,619.52	\$1,592.00*
% paid by employer	Insufficient Responses				

#### PPO premiums

The peer average monthly premium cost for employee only PPO medical insurance is \$899.95. Five (5) peers pay 90% – 100% of the premium.

The peer average monthly premium cost for family PPO medical insurance is \$1,619.52.

\*Sampson County average



**Health Maintenance Organization (HMO) – insufficient responses**

**High Deductible Health Plans (HDHP) – insufficient responses**

**Participation policies**

	<u>Number of Responses</u>	<u>Responses</u>
<b>Organizations requiring 100% participation of all regular full-time employees</b>		<i>Insufficient Responses</i>
<b>Organizations providing compensation to employees not participating</b>	4	None of the responding peers provide compensation for non-participating employees
<i>Sampson County <b>does not</b> provide compensation to employees not participating</i>		

**Prescription drug coverage**

	<u>Number of Responses</u>	<u>Responses</u>
<b>Organizations providing prescription drug coverage</b>	8	All respondents provide prescription drug coverage separate from health insurance
<b>Coverage separate from health insurance</b>	8	

**Dental insurance coverage**

	<u>Number of Responses</u>	<u>Least Reported</u>	<u>Most Reported</u>	<u>Average Reported</u>	<u>Sampson County</u>
<b>Organizations providing dental insurance coverage</b>	9	All respondents offer dental insurance coverage to employees			Yes
<b>Coverage is separate from health insurance</b>	7	All respondents offer separate dental insurance coverage			Yes
<b>Employee-only monthly premium</b>	5	\$32.00	\$45.53	\$37.18	\$34.34
<b>% paid by employer</b>	6	0%	100%	33.3%	85.4%
<b>Employee + family monthly premium</b>	5	\$99.68	\$155.95	\$122.48	\$84.38
<b>% paid by employer</b>	5	0%	73%	14.6%	34.7%

**Dental premiums**

The peer average monthly premium cost for employee only dental insurance is \$37.18. Six (6) peers pay 0% – 100% of the monthly premium.

The peer average monthly premium cost for family dental insurance is \$122.48. Five (5) peers pay 0% - 73% of the monthly premium.

**Vision Insurance**

	<u>Number of Responses</u>	<u>Least Reported</u>	<u>Most Reported</u>	<u>Average Reported</u>	<u>Sampson County</u>
<b>Organizations providing vision insurance coverage</b>	7	All respondents offer vision insurance coverage to employees			Yes
<b>Coverage is separate from health insurance</b>	7	All respondents offer separate vision insurance coverage			Yes
<b>Employee-only monthly premium</b>	3	\$6.46	\$8.35	\$7.59	\$8.60
<b>% paid by employer</b>	3	0%	0%	0%	0%
<b>Employee + family monthly premium</b>	<i>Insufficient Responses</i>				
<b>% paid by employer</b>	<i>Insufficient Responses</i>				

**Vision premiums**

The peer average monthly premium cost for employee only vision insurance is \$8.60. Like **Sampson County**, three (3) peers do not contribute to the monthly premium.

**Other Health Benefits**

**Life Insurance**

	<u>Number of Responses</u>	<u>Responses</u>	<u>Sampson County</u>
<b>Organizations providing life insurance</b>	9	All responding respondents offer life insurance	Yes
<b>Life insurance benefit provided by employer to employees</b>	6	1x employee's salary (2) \$5,000 \$50,000 Other (unspecified) (2).	\$10,000 Term Life
<b>Total monthly premium cost</b>		<i>Insufficient Responses</i>	
<b>% of premium employer paid</b>	6	All respondents pay 100% of the life insurance premium	100%

**Accidental Death & Dismemberment (AD&D)**

	<u>Number of Responses</u>	<u>Responses</u>			<u>Sampson County</u>
<b>Organizations providing AD&amp;D insurance?</b>	8	All responding peers provide AD&D insurance			Yes
<b>% paid by employer</b>	5	<u>Least Reported</u>	<u>Most Reported</u>	<u>Average Reported</u>	
		0%	100%	60%	

**Short-Term, Long-Term Disability Insurance**

	<u>Number of Responses</u>	<u>Responses</u>	<u>Sampson County</u>						
Provide short-term disability	7	All responding peers offer short-term disability	Yes						
% of employee base pay provided	6	<table border="1"> <thead> <tr> <th><u>Least Reported</u></th> <th><u>Most Reported</u></th> <th><u>Average Reported</u></th> </tr> </thead> <tbody> <tr> <td>60%</td> <td>100%</td> <td>74%</td> </tr> </tbody> </table>	<u>Least Reported</u>	<u>Most Reported</u>	<u>Average Reported</u>	60%	100%	74%	
<u>Least Reported</u>	<u>Most Reported</u>	<u>Average Reported</u>							
60%	100%	74%							
% paid by employer	5	Five (5) peers pay 0% of the premium	0%						
Provide long-term disability	7	Yes (3) No (4)	No						
% of employee base pay provided	4	All responding peers provide 60% of employee base pay							
% paid by employer	2	Insufficient Responses							

**Parental leave (maternity, paternity, adoption or foster leave)**

	<u>Number of Responses</u>	<u>Responses</u>
Do you provide paid parental leave?	7	Yes (3) No (4)
Time allowed for parental leave	3	All responding peers provide four (4) days of parental leave
% of salary provided during leave	3	All responding peers provide 100% of employee base pay
<i>Sampson County <b>does not</b> provide parental leave</i>		

FMLA

	<u>Number of Responses</u>	<u>Responses</u>	<u>Sampson County</u>
Offer Family Medical Leave Act (FMLA) benefits	9	All respondents offer FMLA benefits	Yes
Using paid vacation or sick leave concurrent to FMLA benefits	7	All respondents require sick leave to run concurrent with FMLA benefits	Required
Using short term disability concurrent to FMLA	5	Not Required (1) Voluntary (4)	Voluntary

Wellness benefits

	<u>Number of Responses</u>	<u>Responses</u>
Have a formalized wellness program	8	Yes (7) No (1)
Provides additional wellness benefit	7	Yes (5) No (2)
Provides a wellness incentive or gym reimbursement	4	Yes (2) No (2)
Amount allowed per employee		Insufficient Responses
<i>Sampson County <b>does not</b> provide additional wellness benefits</i>		

**Employee Assistance Program (EAP) benefits**

	<u>Number of Responses</u>	<u>Responses</u>			<u>Sampson County</u>
		<u>Least Reported</u>	<u>Most Reported</u>	<u>Average Reported</u>	
EAP sessions provided to employees	3	3	6	4.5	6
Organization provides additional mental health benefits	3		Yes (5) No (2)		

**Retirement**

**Defined Benefit Pension Plans**

<b>Plan Name</b>	<u>Number of Responses</u>	<u>Responses</u>	<u>Sampson County</u>
<b>Plan Name</b>	8	All responding peers use North Carolina Local Government Retirement System	NCLGERS
<b>Employee contributions required</b>	9	All respondents require employee contributions	Yes
<b>% of employee salary required</b>	9	Respondents require an average contribution of 6% of their salary	6%
<b>Maximum employer match of employee contributions</b>	9	Respondents reported employer matches vary by plan and are set by North Carolina Local Government Retirement System	12.14%/13.04% for LEOs
<b>Employee groups eligible</b>	6	All employees	Full Time Employees

**Deferred Compensation (401k & 457) Retirement Plans**

<b>Plan Name</b>	<u>Number of Responses</u> 6	<u>Responses</u> 1) Prudential (4) 2) Nationwide (1) 3) Empower (1)	<u>Sampson County</u>  Empower
<b>Maximum employee contributions allowed</b>	4	All respondents allow employees to contribute the IRS maximum	

**Retiree insurance**

<b>Group health insurance available to retirees</b>	<u>Number of Responses</u> 7	<u>Responses</u> All respondents offer retiree health insurance		
<b>% paid by employer</b>	6	<u>Least Reported</u> 0%	<u>Most Reported</u> 100%	<u>Average Reported</u> 37.5%
<i>Sampson County pays 0% and is phasing out this benefit</i>				

**Other Benefits**

**Workweek**

	<u>Number of Responses</u>	<u>Responses</u>	<u>Sampson County</u>
<b>Offer a flexible workweek</b>	5	Yes (2) No (3)	Yes- Departments work 4 -10s
<b>Start / End of Workweek</b>	5	Saturday 12:00 AM End Friday 11:59 PM (3) Sunday 12:00 AM - Saturday 11:59 PM (2)	Start 5:01 PM Friday, End 5:00 PM Friday

**Telecommunications & Paramedic Shifts – insufficient responses**

**Financial Coaching**

	<u>Number of Responses</u>	<u>Responses</u>	<u>Sampson County</u>
<b>Provides financial coaching</b>	6	Yes (5) No (1)	No

**Tuition Assistance / Reimbursement**

	<u>Number of Responses</u>	<u>Responses</u>		
<b>Provides tuition assistance / reimbursement</b>	8	Yes (7) No (1)		
<b>Does this include certification or other educational opportunities</b>	7	Yes (6) No (1)		
<b>Amount is allowed per employee</b>	6	<u>Least Reported</u> \$500.00	<u>Most Reported</u> \$1,200.00	<u>Average Reported</u> \$840.00
<i>Sampson County does not offer tuition assistance/reimbursement</i>				

**Retention**

	<u>Number of Responses</u>	<u>Responses</u>	<u>Sampson County</u>
<b>Provides a referral or recruitment bonus</b>	4	None of the respondents provide this type of bonus	No
<b>Provides license or certification pay</b>	6	Yes (4) No (2)	No
<b>Organization has formal career ladders</b>	3	Yes (1) No (2)	No
<b>Temporarily or permanently adjusted how Law Enforcement is compensated</b>	3	Yes (1) No (2)	Yes

**K9 Pay and/or K9 Care Pay** – *insufficient responses*

**Special Skills Pay (e.g., bilingual pay)** – *insufficient responses*

**Attachment 2**

Proposed Recommended Titles



Department	Current Title	Proposed Recommended Title
Administration	Comm & Spec Projects Admin/PIO	Community & Special Projects Administrator/Public Information Officer
Administration	Ex. Assistant/Clerk to the Board	Executive Assistant/Clerk to the Board
Administration	GIS Tech	GIS Technician
Aging	ADC Program Mgr	ADC Program Manager
Aging	ADHC Health Care Coor (LPN)	ADHC Healthcare Coordinator (LPN)
Aging	ADHC Program Asst.	ADHC Program Assistant
Aging	CAP/DA Case Mgr	CAP/DA Case Manager
Aging	Community Care & Svcs Supervisor	Community Care & Services Supervisor
Aging	Home Improve Spec	Home Improvement Specialist
Aging	Info/Options Counsel	Information/Options Counselor
Aging	In-Home Svcs Supervisor (RN)	In-Home Services Supervisor (RN)
Aging	Nutrition Prog Mgr	Nutrition Program Manager
Aging	Senior Adm Supp Spec	Senior Administrative Support Specialist
Aging	Senior Ctr Manager	Senior Center Manager
Detention	Administrative Support Specialist I	Administrative Support Specialist
Detention	Asst Detention Adm - Captain	Detention Center Administrator - Captain
Detention	Detention Center Asst. Administrator-Lt.	Detention Center Assistant Administrator - Deputy Lieutenant
Detention	Detention Officer - 1st Sgt	Detention Officer - 1st Sergeant
Detention	Detention Officer - Sgt	Detention Officer - Sergeant
Economic Development	Director Econ Development	Economic Development Director
Elections	Elections Deputy Director	Deputy Elections Director
Emergency Medical Svcs	Asst. Operations Chief	Assistant Operations Chief
Emergency Medical Svcs	Paramedic/FTO	Paramedic/Field Training Officer
Emergency Services	Admin Support Spec II	Administrative Assistant I
Environmental Health	Env Health Program Specialist	Environmental Health Program Specialist
Environmental Health	Env Health Specialist	Environmental Health Specialist
Environmental Health	Env Health Supv II	Environmental Health Supervisor II
EXPO	Expo Center Director/Asst Ec Dev Director	EXPO Director/Assistant Economic Development Director
Finance	Purch & Contract Officer	Purchasing & Contract Officer
Finance	Senior Finance Tech	Senior Finance Technician
Health	Accounting Tech II	Accounting Technician III
Health	Med Lab Tech II	Medical Lab Technologist II
Health	Med Lab Tech III	Medical Lab Technologist III
Health	Med Records Asst V	Medical Records Assistant V
Health	Nutritionist I	Nutritionist II
Health	Patient Relations Rep IV	Patient Relations Representative IV
Health	Processing Asst V	Processing Assistant V
Health	Public Health Nurse Dir I	Public Health Nurse Director I

**Attachment 2**

## Proposed Recommended Titles



Health	Public Health Nurse Supv I	Public Health Nurse Supervisor I
Information Technology	Admin Supp Spec I	Administrative Support Specialist
Information Technology	Director of Information Technology	Information Technology Director
Inspections	Admin Office Assist	Administrative Support Specialist
Inspections	Bldg Code Inspector II	Building Code Inspector II
Inspections/Planning	Bldg Code Inspector I	Building Code Inspector I
Inspections/Planning	Bldg Code Inspector II	Building Code Inspector III
Inspections/Planning	Director Inspections/Planning	Inspections & Planning Director
Library	Information Services Assoc	Information Services Associate
Public Buildings	Admin Supp Spec I	Administrative Support Specialist
Public Buildings	Director Public Works	Public Works Director
Public Buildings	Fac Maint Mechanic I	Facilities Maintenance Mechnaic I
Public Water	Admin Officer II	Administrative Officer II
Public Water	Asst PW Director	Assistant Public Works Director
Public Water	Util Serv Crew Leader I	Utility Service Crew Leader I
Public Water	Util Serv Crew Leader II	Utility Service Crew Leader II
Public Water	Utility Cust Svc Spe	Utility Customer Service Specialist
Public Water	Utility Svc Mechanic	Utility Service Mechanic
Public Water	Water Prod Oper II	Water Production Operator II
Public Water	Water Quality Tech	Water Quality Technician
Public Works	Administrative Support Specialist I	Administrative Support Specialist
Recreation	Facilities Maintenance Assistant	Recreation Facilities Maintenance Assistant
Recreation/Aging	Parks & Recreation/Aging Director	Parks, Recreation & Aging Director
Register of Deeds	Assistant Reg of Deeds	Assistant Register of Deeds
Register of Deeds	Deputy Reg of Deeds	Deputy Register of Deeds
Sheriff	Admin Support Spec II	Administrative Assistant I
Sheriff	Administrative Support Specialist I	Administrative Support Specialist
Sheriff	Deputy Sheriff - 1st Sgt	Deputy 1st Sergeant
Sheriff	Deputy Sheriff - Lt	Deputy Lieutenant
Sheriff	Deputy Sheriff - Sergeant	Deputy Sergeant
Sheriff	Senior Adm Supp Spec	Senior Administrative Support Specialist
Social Services	Accounting Tech IV	Accounting Technician IV
Social Services	Computer Systems Admin II	Computer Systems Administrator II
Social Services	CSS Business Officer I	County Social Services Business Officer I
Social Services	Foreign Language Interp II	Foreign Language Interpreter II
Social Services	Human Services Deputy Director	Deputy Human Services Director
Social Services	Human Services Eval II	Human Services Evaluator II
Social Services	Income Maint Admin I	Income Maintenance Administrator I
Social Services	Income Maint CW II	Income Maintenance Caseworker II
Social Services	Income Maint CW III	Income Maintenance Caseworker III

**Attachment 2**

Proposed Recommended Titles



Social Services  
Social Services  
Social Services  
Soil Conservation  
Soil Conservation  
Tax  
Tax  
Transportation  
Transportation  
Transportation  
Transportation  
Transportation

Income Maint Investigator I  
Income Maint Supervisor II  
Personnel Tech III  
Program Support Specialist  
Soil & Water District Tech  
Asst Tax Administrator  
Bus Personal Prop Appraiser  
Admin Office Assist  
Admin Support Spec II  
Transp Driver  
Transp Svcs Supervisor  
Transport Director

Income Maintenance Investigator I  
Income Maintenance Supervisor II  
Personnel Technician III  
Soil Conservation Program Support Specialist  
Soil & Water District Technician  
Assistant Tax Administrator  
Business Personal Property Appraiser  
Administrative Support Specialist  
Administrative Assistant I  
Transportation Driver  
Transportation Services Supervisor  
Transportation Director

#	Department	Benchmark Position	Matches	Avg Minimum	Average Midpoint	Avg Maximum	% Range Spread
1	Administration	Administrative Assistant I	9	\$ 33,222.68	\$ 43,091.77	\$ 52,960.86	59%
2	Administration	Communications and Special Projects Administrator and PIO	4	\$ 53,433.10	\$ 68,161.84	\$ 82,890.58	55%
3	Administration	Executive Assistant/Clerk to the Board	5	\$ 47,410.47	\$ 58,058.32	\$ 68,706.18	45%
4	Administration	GIS Coordinator	8	\$ 53,467.90	\$ 67,511.13	\$ 79,311.52	48%
5	Aging	ADHC Health Care Coordinator (LPN)	6	\$ 36,547.22	\$ 45,217.45	\$ 56,800.70	55%
6	Aging	CAP/DA Case Manager	4	\$ 44,297.04	\$ 57,118.31	\$ 69,939.59	58%
7	Aging	CAP/DA Case Manager, RN	5	\$ 57,479.00	\$ 68,138.52	\$ 88,306.51	54%
8	Aging	Home Improvement Specialist	0	Insufficient Data			
9	Aging	Information and Options Counselor	2	Insufficient Data			
10	Aging	In-Home Services Supervisor	5	\$ 39,863.47	\$ 52,437.19	\$ 65,010.91	63%
11	Aging	Nutrition Program Manager	6	\$ 41,383.49	\$ 54,077.08	\$ 66,770.68	61%
12	Aging	Nutrition Site Manager	2	Insufficient Data			
13	Aging	Senior Administrative Support Specialist - Aging	7	\$ 39,350.17	\$ 45,779.10	\$ 56,939.03	45%
14	Aging	Senior Center Manager	4	\$ 37,823.06	\$ 47,147.14	\$ 56,471.22	49%
15	Animal Shelter	Animal Shelter Attendant	11	\$ 27,507.92	\$ 35,864.62	\$ 43,799.46	59%
16	Animal Shelter	Animal Shelter Manager	6	\$ 39,797.87	\$ 50,793.21	\$ 59,638.21	50%
17	Animal Shelter	Veterinary Assistant	3	\$ 25,429.60	\$ 32,894.87	\$ 39,586.59	56%
18	Communications	Telecommunications Assistant Manager	3	\$ 46,636.37	\$ 60,686.57	\$ 74,736.77	60%
19	Communications	Telecommunications Manager	5	\$ 53,265.44	\$ 68,208.89	\$ 77,449.07	45%
20	Communications	Telecommunications Shift Supervisor	7	\$ 41,929.69	\$ 53,477.39	\$ 65,329.26	56%
21	Detention	Detention Officer - 1st Sergeant	5	\$ 47,343.12	\$ 60,923.67	\$ 74,504.22	57%
22	Detention	Detention Officer I	10	\$ 36,947.84	\$ 46,204.07	\$ 56,829.53	54%
23	Detention	Detention Officer II	2	Insufficient Data			
24	Detention	Detention Officer III	3	\$ 40,349.56	\$ 50,216.59	\$ 60,083.61	49%
25	Detention	Detention Officer Sergeant	8	\$ 43,927.08	\$ 57,386.77	\$ 71,011.25	62%
26	Elections	Director of Elections	7	\$ 57,460.77	\$ 73,822.05	\$ 87,109.01	52%
27	Emergency Management	Administrative Support Specialist II	10	\$ 33,650.88	\$ 42,208.83	\$ 53,101.70	58%
28	Emergency Management	Deputy Fire Marshal/Fire Inspector	7	\$ 47,482.41	\$ 61,207.51	\$ 74,932.60	58%
29	Emergency Management	Emergency Management Coordinator	7	\$ 50,862.52	\$ 66,188.31	\$ 82,645.62	62%
30	Emergency Management	Fire Marshal	8	\$ 60,124.59	\$ 76,168.97	\$ 95,066.03	58%
31	EMS	EMS Operations Chief	4	\$ 66,169.11	\$ 81,321.86	\$ 96,474.62	46%
32	EMS	EMS Shift Supervisor	5	\$ 47,933.22	\$ 60,248.16	\$ 72,563.09	51%
33	EMS	Paramedic	9	\$ 40,670.88	\$ 51,551.78	\$ 62,432.68	54%
34	EMS	Paramedic/Field Training Officer	7	\$ 42,307.61	\$ 54,533.93	\$ 66,760.26	58%
35	EMS	Training Officer	5	\$ 52,724.38	\$ 67,867.82	\$ 83,011.26	57%
36	Exposition Center	Exposition Event Manager	6	\$ 37,816.37	\$ 51,443.58	\$ 65,070.79	72%
37	Finance	Deputy Finance Director	7	\$ 66,417.37	\$ 90,780.98	\$ 106,213.88	60%
38	Finance	Internal Auditor	7	\$ 52,582.70	\$ 67,316.43	\$ 79,008.66	50%
39	Finance	Purchasing & Contracting Officer	8	\$ 46,648.23	\$ 62,042.54	\$ 79,421.42	70%
40	Finance	Senior Finance Technician	5	\$ 38,451.00	\$ 47,791.07	\$ 63,068.18	64%
41	Health	Accounting Technician II	8	\$ 33,768.72	\$ 43,684.68	\$ 55,670.43	65%
42	Health	Administrative Assistant II	10	\$ 39,850.53	\$ 49,674.75	\$ 61,812.75	55%
43	Health	Environmental Health Program Specialist	8	\$ 52,053.18	\$ 65,613.55	\$ 79,819.14	53%
44	Health	Environmental Health Specialist	9	\$ 47,511.26	\$ 59,109.51	\$ 74,327.47	56%
45	Health	Foreign Language Interpreter II	8	\$ 35,740.58	\$ 44,233.10	\$ 55,234.07	55%
46	Health	Health Accounting Specialist II	4	\$ 39,091.27	\$ 53,941.08	\$ 65,376.42	67%
47	Health	Medical Lab Technologist III	6	\$ 43,816.62	\$ 59,554.29	\$ 73,289.61	67%

48	Health	Processing Assistant V	11	\$	31,896.49	\$	40,803.48	\$	51,530.83	62%
49	Health	Public Health Nurse Director I	5	\$	76,468.77	\$	96,315.06	\$	116,161.35	52%
50	Health	Public Health Nurse II	10	\$	54,525.87	\$	68,506.68	\$	85,109.27	56%
51	Health	Public Health Nurse III	6	\$	58,715.04	\$	76,396.17	\$	95,557.08	63%
52	Health	Public Health Nurse Supervisor I	7	\$	60,521.31	\$	78,578.02	\$	96,634.73	60%
53	Human Resources	Human Resources Analyst	8	\$	51,440.76	\$	66,477.43	\$	81,514.09	58%
54	Human Resources	Human Resources Payroll Administrator	8	\$	48,269.71	\$	59,641.06	\$	74,792.97	55%
55	Info. Technology	Administrative Support Specialist I - IT	10	\$	31,639.83	\$	40,242.32	\$	50,708.77	60%
56	Info. Technology	Director of Information Technology	7	\$	80,095.60	\$	104,121.84	\$	128,148.08	60%
57	Info. Technology	Information Technology Specialist I	5	\$	45,921.99	\$	64,809.30	\$	77,027.94	68%
58	Info. Technology	Information Technology Specialist IV	5	\$	58,163.14	\$	76,606.65	\$	92,100.22	58%
59	Inspections	Administrative Office Assistant - Inspections	5	\$	32,362.23	\$	40,862.32	\$	49,362.41	53%
60	Inspections	Building Codes Inspector I	7	\$	40,892.77	\$	53,860.95	\$	68,864.18	68%
61	Inspections	Building Codes Inspector II	4	\$	43,645.56	\$	60,091.21	\$	76,536.86	75%
62	Inspections	Building Codes Inspector III	4	\$	46,999.09	\$	64,512.90	\$	82,026.72	75%
63	Inspections	Planner	8	\$	47,879.93	\$	61,949.23	\$	79,824.57	67%
64	Inspections	Senior Planner	5	\$	60,076.01	\$	67,551.18	\$	94,478.30	57%
65	Library	Branch Manager	5	\$	47,342.74	\$	60,091.92	\$	71,865.13	52%
66	Library	Information Services Associate (Library)	6	\$	37,490.49	\$	46,318.55	\$	59,532.75	59%
67	Library	Library Assistant I	11	\$	27,613.16	\$	35,225.31	\$	43,578.77	58%
68	Library	Youth Services Coordinator	4	\$	39,924.33	\$	51,996.58	\$	64,068.84	60%
69	Other	Convention & Visitors Bureau Executive Director	3	\$	47,766.57	\$	65,308.96	\$	82,851.35	73%
70	Public Buildings	Administrative Support Specialist I - Public Buildings	9	\$	30,472.84	\$	39,598.44	\$	50,660.04	66%
71	Public Buildings	Facilities Maintenance Mechanic I	8	\$	33,137.30	\$	41,884.36	\$	55,203.57	67%
72	Public Buildings	Facilities Maintenance Superintendent	6	\$	54,341.74	\$	64,060.49	\$	93,863.21	73%
73	Public Water	Administrative Officer II	5	\$	47,257.33	\$	59,245.96	\$	71,234.60	51%
74	Public Water	Utility Service Crew Leader I	6	\$	41,145.45	\$	47,017.72	\$	65,539.36	59%
75	Public Water	Utility Service Crew Leader II	1		Insufficient Data					
76	Public Water	Utility Service Mechanic	4	\$	36,355.11	\$	40,591.36	\$	51,576.51	42%
77	Public Water	Water Production Operator II	4	\$	39,383.86	\$	52,267.53	\$	65,151.20	65%
78	Public Water	Water Quality Technician	2		Insufficient Data					
79	Recreation	Recreation Coordinator	4	\$	39,960.86	\$	45,923.56	\$	58,987.96	48%
80	Recreation	Recreation Manager	4	\$	51,607.24	\$	57,736.64	\$	70,845.14	37%
81	Register of Deeds	Assistant Register of Deeds	6	\$	40,207.23	\$	51,728.08	\$	61,869.62	54%
82	Register of Deeds	Deputy Register of Deeds	6	\$	34,062.55	\$	41,397.32	\$	51,302.07	51%
83	Sheriff	Chief Deputy	5	\$	63,542.21	\$	80,527.91	\$	97,513.60	53%
84	Sheriff	Deputy 1st Sergeant	3	\$	51,288.62	\$	66,086.54	\$	80,884.46	58%
85	Sheriff	Deputy Captain	6	\$	62,785.01	\$	84,948.48	\$	100,922.87	61%
86	Sheriff	Deputy I	6	\$	40,745.40	\$	51,280.96	\$	64,185.85	58%
87	Sheriff	Deputy II	3	\$	40,535.57	\$	53,346.52	\$	66,157.47	63%
88	Sheriff	Deputy III	1		Insufficient Data					
89	Sheriff	Deputy Lieutenant	8	\$	53,657.98	\$	71,582.81	\$	84,835.09	58%
90	Sheriff	Deputy Sergeant	8	\$	47,827.57	\$	62,847.74	\$	75,369.96	58%
91	Sheriff	Deputy Sheriff SRO	7	\$	45,835.19	\$	57,253.57	\$	71,377.90	56%
92	Sheriff	Detective	9	\$	46,367.17	\$	59,212.55	\$	72,057.92	55%
93	Sheriff	Evidence Technician	4	\$	38,381.39	\$	47,973.88	\$	57,566.38	50%
94	Sheriff	Lead Detective	4	\$	54,209.65	\$	68,726.83	\$	83,244.01	54%
95	Sheriff	Senior Administrative Support Specialist - Sheriff	8	\$	36,693.13	\$	44,973.00	\$	56,421.30	54%
96	Social Services	Child Support Agent II	7	\$	41,285.41	\$	51,112.04	\$	64,778.19	57%
97	Social Services	Computer Systems Administrator II	5	\$	59,173.95	\$	75,746.55	\$	92,319.15	56%
98	Social Services	Computing Support Technician II	8	\$	41,607.99	\$	55,662.53	\$	70,326.99	69%

99	Social Services	Income Maintenance Caseworker II	7	\$	36,228.22	\$	45,874.42	\$	60,448.09	67%
100	Social Services	Income Maintenance Investigator I	5	\$	35,791.12	\$	47,952.55	\$	63,595.61	78%
101	Social Services	Income Maintenance Supervisor II	7	\$	45,987.47	\$	56,506.17	\$	69,436.63	51%
102	Social Services	Income Maintenance Supervisor III	5	\$	49,297.41	\$	62,719.12	\$	76,140.83	54%
103	Social Services	Lead Child Support Agent	5	\$	41,241.14	\$	52,044.96	\$	67,280.57	63%
104	Social Services	Paralegal I	8	\$	40,134.96	\$	53,081.73	\$	68,743.88	71%
105	Social Services	Social Work Supervisor III	7	\$	59,162.20	\$	75,594.39	\$	92,026.57	56%
106	Social Services	Social Worker IAT	10	\$	47,295.95	\$	61,517.32	\$	76,432.77	62%
107	Social Services	Social Worker III	10	\$	47,417.69	\$	60,931.71	\$	76,449.69	61%
108	Soil Conservation	Senior Soil Conservationist	5	\$	53,742.71	\$	69,332.52	\$	84,922.33	58%
109	Soil Conservation	Soil & Water District Technician	5	\$	35,872.19	\$	47,216.35	\$	63,195.23	76%
110	Soil Conservation	Soil Conservationist	6	\$	46,831.65	\$	63,501.08	\$	84,460.19	80%
111	Tax	Assistant Tax Administrator	5	\$	53,779.66	\$	69,509.86	\$	85,240.05	58%
112	Tax	Business Listing Supervisor	3	\$	47,381.39	\$	62,837.22	\$	78,293.04	65%
113	Tax	Business Personal Property Appraiser	7	\$	39,538.32	\$	50,191.28	\$	61,936.04	57%
114	Tax	Land Records Assistant	4	\$	34,399.79	\$	45,532.53	\$	56,665.26	65%
115	Tax	Real Estate Appraiser I	5	\$	44,442.67	\$	54,858.56	\$	69,245.79	56%
116	Tax	Real Estate Appraiser II	4	\$	40,124.76	\$	56,444.03	\$	74,491.94	86%
117	Tax	Revenue Collector	4	\$	35,841.47	\$	46,666.04	\$	57,490.61	60%
118	Tax	Tax Administrator	6	\$	79,914.30	\$	102,066.50	\$	124,218.71	55%
119	Tax	Tax Collections Supervisor	3	\$	50,869.92	\$	61,640.22	\$	83,268.69	64%
120	Tax	Tax Listing Supervisor	4	\$	53,729.91	\$	67,866.84	\$	82,003.76	53%
121	Tax	Tax Office Assistant	6	\$	30,632.92	\$	39,726.00	\$	48,819.08	59%
122	Transportation	Administrative Office Assistant - Transportation	6	\$	30,352.65	\$	39,217.86	\$	48,083.07	58%
123	Transportation	Transportation Driver	6	\$	28,391.89	\$	35,376.53	\$	42,361.17	49%
124	Transportation	Transportation Services Supervisor	5	\$	48,110.71	\$	59,778.33	\$	71,445.94	49%

Department	Position Title	Sampson County, NC			Market					
		Current Minimum	Current Midpoint	Current Maximum	Average Minimum	+ / (-) Mkt	Avg. Midpoint	+ / (-) Mkt	Average Maximum	+ / (-) Mkt
Administration	Administrative Assistant I	\$36,444.00	\$46,452.00	\$56,460.00	\$33,222.68	▼(8.8%)	\$43,091.77	▼(7.2%)	\$52,960.86	▼(6.2%)
Administration	Communications and Special Projects Administr	\$59,328.00	\$75,660.00	\$91,980.00	\$53,433.10	▼(9.9%)	\$68,161.84	▼(9.9%)	\$82,890.58	▼(9.9%)
Administration	Executive Assistant/Clerk to the Board	\$40,164.00	\$51,204.00	\$62,232.00	\$47,410.47	▲18.0%	\$58,058.32	▲13.4%	\$68,706.18	▲10.4%
Administration	GIS Coordinator	\$53,832.00	\$68,616.00	\$83,424.00	\$53,467.90	▼(0.7%)	\$67,511.13	▼(1.6%)	\$79,311.52	▼(4.9%)
Aging	ADHC Health Care Coordinator (LPN)	\$34,692.00	\$44,232.00	\$53,772.00	\$36,547.22	▲5.3%	\$45,217.45	▲2.2%	\$56,800.70	▲5.6%
Aging	CAP/DA Case Manager	\$44,280.00	\$56,448.00	\$68,628.00	\$44,297.04	▲0.0%	\$57,118.31	▲1.2%	\$69,939.59	▲1.9%
Aging	CAP/DA Case Manager, RN	\$46,512.00	\$59,280.00	\$72,060.00	\$57,479.00	▲23.6%	\$68,138.52	▲14.9%	\$88,306.51	▲22.5%
Aging	Home Improvement Specialist	\$44,280.00	\$56,448.00	\$68,628.00	Insufficient Data					
Aging	Information and Options Counselor	\$40,164.00	\$51,204.00	\$62,232.00	Insufficient Data					
Aging	In-Home Services Supervisor	\$46,512.00	\$59,280.00	\$72,060.00	\$39,863.47	▼(14.3%)	\$52,437.19	▼(11.5%)	\$65,010.91	▼(9.8%)
Aging	Nutrition Program Manager	\$44,280.00	\$56,448.00	\$68,628.00	\$41,383.49	▼(6.5%)	\$54,077.08	▼(4.2%)	\$66,770.68	▼(2.7%)
Aging	Nutrition Site Manager	\$23,484.00	\$29,940.00	\$36,420.00	Insufficient Data					
Aging	Senior Administrative Support Specialist - Aging	\$38,268.00	\$48,780.00	\$59,292.00	\$39,350.17	▲2.8%	\$45,779.10	▼(6.2%)	\$56,939.03	▼(4.0%)
Aging	Senior Center Manager	\$33,036.00	\$40,116.00	\$51,216.00	\$37,823.06	▲14.5%	\$47,147.14	▲17.5%	\$56,471.22	▲10.3%
Animal Shelter	Animal Shelter Attendant	\$29,976.00	\$38,220.00	\$46,464.00	\$27,507.92	▼(8.2%)	\$35,864.62	▼(6.2%)	\$43,799.46	▼(5.7%)
Animal Shelter	Animal Shelter Manager	\$40,164.00	\$51,204.00	\$62,232.00	\$39,797.87	▼(0.9%)	\$50,793.21	▼(0.8%)	\$59,638.21	▼(4.2%)
Animal Shelter	Veterinary Assistant	\$36,444.00	\$46,452.00	\$56,460.00	\$25,429.60	▼(30.2%)	\$32,894.87	▼(29.2%)	\$39,586.59	▼(29.9%)
Communications	Telecommunications Assistant Manager	\$42,168.00	\$53,766.00	\$65,364.00	\$46,636.37	▲10.6%	\$60,686.57	▲12.9%	\$74,736.77	▲14.3%
Communications	Telecommunications Manager	\$53,832.00	\$68,616.00	\$83,424.00	\$53,265.44	▼(1.1%)	\$68,208.89	▼(0.6%)	\$77,449.07	▼(7.2%)
Communications	Telecommunications Shift Supervisor	\$38,268.00	\$48,780.00	\$59,292.00	\$41,929.69	▲9.6%	\$53,477.39	▲9.6%	\$65,329.26	▲10.2%
Detention	Detention Officer - 1st Sergeant	\$44,184.00	\$56,340.00	\$68,484.00	\$47,343.12	▲7.1%	\$60,923.67	▲8.1%	\$74,504.22	▲8.8%
Detention	Detention Officer I	\$34,608.00	\$44,124.00	\$53,664.00	\$36,947.84	▲6.8%	\$46,204.07	▲4.7%	\$56,829.53	▲5.9%
Detention	Detention Officer II	\$36,336.00	\$46,332.00	\$56,340.00	Insufficient Data					
Detention	Detention Officer III	\$38,172.00	\$48,672.00	\$59,148.00	\$40,349.56	▲5.7%	\$50,216.59	▲3.2%	\$60,083.61	▲1.6%
Detention	Detention Officer Sergeant	\$42,084.00	\$53,640.00	\$65,196.00	\$43,927.08	▲4.4%	\$57,386.77	▲7.0%	\$71,011.25	▲8.9%
Elections	Director of Elections	\$53,832.00	\$68,616.00	\$83,424.00	\$57,460.77	▲6.7%	\$73,822.05	▲7.6%	\$87,109.01	▲4.4%
Emergency Management	Administrative Support Specialist II	\$34,692.00	\$44,232.00	\$53,772.00	\$33,650.88	▼(3.0%)	\$42,208.83	▼(4.6%)	\$53,101.70	▼(1.2%)
Emergency Management	Deputy Fire Marshal/Fire Inspector	\$48,828.00	\$62,232.00	\$75,660.00	\$47,482.41	▼(2.8%)	\$61,207.51	▼(1.6%)	\$74,932.60	▼(1.0%)
Emergency Management	Emergency Management Coordinator	\$51,252.00	\$65,352.00	\$79,452.00	\$50,862.52	▼(0.8%)	\$66,188.31	▲1.3%	\$82,645.62	▲4.0%
Emergency Management	Fire Marshal	\$59,328.00	\$75,660.00	\$91,980.00	\$60,124.59	▲1.3%	\$76,168.97	▲0.7%	\$95,066.03	▲3.4%
EMS	EMS Operations Chief	\$56,508.00	\$72,048.00	\$87,600.00	\$66,169.11	▲17.1%	\$81,321.86	▲12.9%	\$96,474.62	▲10.1%
EMS	EMS Shift Supervisor	\$46,512.00	\$59,280.00	\$72,060.00	\$47,933.22	▲3.1%	\$60,248.16	▲1.6%	\$72,563.09	▲0.7%
EMS	Paramedic	\$42,168.00	\$53,772.00	\$65,364.00	\$40,670.88	▼(3.6%)	\$51,551.78	▼(4.1%)	\$62,432.68	▼(4.5%)
EMS	Paramedic/Field Training Officer	\$44,280.00	\$56,448.00	\$68,628.00	\$42,307.61	▼(4.5%)	\$54,533.93	▼(3.4%)	\$66,760.26	▼(2.7%)
EMS	Training Officer	\$56,508.00	\$72,048.00	\$87,600.00	\$52,724.38	▼(6.7%)	\$67,867.82	▼(5.8%)	\$83,011.26	▼(5.2%)
Exposition Center	Exposition Event Manager	\$44,280.00	\$56,448.00	\$68,628.00	\$37,816.37	▼(14.6%)	\$51,443.58	▼(8.9%)	\$65,070.79	▼(5.2%)
Finance	Deputy Finance Director	\$65,424.00	\$83,412.00	\$101,388.00	\$66,417.37	▲1.5%	\$90,780.98	▲8.8%	\$106,213.88	▲4.8%
Finance	Internal Auditor	\$53,832.00	\$68,616.00	\$83,424.00	\$52,582.70	▼(2.3%)	\$67,316.43	▼(1.9%)	\$79,008.66	▼(5.3%)
Finance	Purchasing & Contracting Officer	\$48,828.00	\$62,232.00	\$75,660.00	\$46,648.23	▼(4.5%)	\$62,042.54	▼(0.3%)	\$79,421.42	▲5.0%
Finance	Senior Finance Technician	\$38,268.00	\$48,780.00	\$59,292.00	\$38,451.00	▲0.5%	\$47,791.07	▼(2.0%)	\$63,068.18	▲6.4%
Health	Accounting Technician II	\$33,036.00	\$42,120.00	\$51,216.00	\$33,768.72	▲2.2%	\$43,684.68	▲3.7%	\$55,670.43	▲8.7%
Health	Administrative Assistant II	\$40,164.00	\$51,204.00	\$62,232.00	\$39,850.53	▼(0.8%)	\$49,674.75	▼(3.0%)	\$61,812.75	▼(0.7%)
Health	Environmental Health Program Specialist	\$48,828.00	\$62,232.00	\$75,660.00	\$52,053.18	▲6.6%	\$65,613.55	▲5.4%	\$79,819.14	▲5.5%
Health	Environmental Health Specialist	\$44,280.00	\$56,448.00	\$68,628.00	\$47,511.26	▲7.3%	\$59,109.51	▲4.7%	\$74,327.47	▲8.3%
Health	Foreign Language Interpreter II	\$36,444.00	\$46,452.00	\$56,460.00	\$35,740.58	▼(1.9%)	\$44,233.10	▼(4.8%)	\$55,234.07	▼(2.2%)
Health	Health Accounting Specialist II	\$48,828.00	\$62,232.00	\$75,660.00	\$39,091.27	▼(19.9%)	\$53,941.08	▼(13.3%)	\$65,376.42	▼(13.6%)
Health	Medical Lab Technologist III	\$56,508.00	\$72,048.00	\$87,600.00	\$43,816.62	▼(22.5%)	\$59,554.29	▼(17.3%)	\$73,289.61	▼(16.3%)
Health	Processing Assistant V	\$33,036.00	\$42,120.00	\$51,216.00	\$31,896.49	▼(3.4%)	\$40,803.48	▼(3.1%)	\$51,530.83	▲0.6%
Health	Public Health Nurse Director I	\$72,144.00	\$91,968.00	\$111,804.00	\$76,468.77	▲6.0%	\$96,315.06	▲4.7%	\$116,161.35	▲3.9%
Health	Public Health Nurse II	\$56,508.00	\$72,048.00	\$87,600.00	\$54,525.87	▼(3.5%)	\$68,506.68	▼(4.9%)	\$85,109.27	▼(2.8%)
Health	Public Health Nurse III	\$59,328.00	\$75,660.00	\$91,980.00	\$58,715.04	▼(1.0%)	\$76,396.17	▲1.0%	\$95,557.08	▲3.9%

Health	Public Health Nurse Supervisor I	\$62,280.00	\$79,440.00	\$96,564.00	\$60,521.31	▼(2.8%)	\$78,578.02	▼(1.1%)	\$96,634.73	▲0.1%
Human Resources	Human Resources Analyst	\$51,252.00	\$65,352.00	\$79,452.00	\$51,440.76	▲0.4%	\$66,477.43	▲1.7%	\$81,514.09	▲2.6%
Human Resources	Human Resources Payroll Administrator	\$46,512.00	\$59,280.00	\$72,060.00	\$48,269.71	▲3.8%	\$59,641.06	▲0.6%	\$74,792.97	▲3.8%
Info. Technology	Administrative Support Specialist I - IT	\$31,476.00	\$40,116.00	\$48,780.00	\$31,639.83	▲0.5%	\$40,242.32	▲0.3%	\$50,708.77	▲4.0%
Info. Technology	Director of Information Technology	\$72,144.00	\$91,968.00	\$111,804.00	\$80,095.60	▲11.0%	\$104,121.84	▲13.2%	\$128,148.08	▲14.6%
Info. Technology	Information Technology Specialist I	\$48,828.00	\$62,232.00	\$75,660.00	\$45,921.99	▼(6.0%)	\$64,809.30	▲4.1%	\$77,027.94	▲1.8%
Info. Technology	Information Technology Specialist IV	\$53,832.00	\$68,616.00	\$83,424.00	\$58,163.14	▲8.0%	\$76,606.65	▲11.6%	\$92,100.22	▲10.4%
Inspections	Administrative Office Assistant - Inspections	\$28,548.00	\$36,396.00	\$44,244.00	\$32,362.23	▲13.4%	\$40,862.32	▲12.3%	\$49,362.41	▲11.6%
Inspections	Building Codes Inspector I	\$40,164.00	\$51,204.00	\$62,232.00	\$40,892.77	▲1.8%	\$53,860.95	▲5.2%	\$68,864.18	▲10.7%
Inspections	Building Codes Inspector II	\$44,280.00	\$56,448.00	\$68,628.00	\$43,645.56	▼(1.4%)	\$60,091.21	▲6.5%	\$76,536.86	▲11.5%
Inspections	Building Codes Inspector III	\$48,828.00	\$62,232.00	\$75,660.00	\$46,999.09	▼(3.7%)	\$64,512.90	▲3.7%	\$82,026.72	▲8.4%
Inspections	Planner	\$42,168.00	\$53,772.00	\$65,364.00	\$47,879.93	▲13.5%	\$61,949.23	▲15.2%	\$79,824.57	▲22.1%
Inspections	Senior Planner	\$56,508.00	\$72,048.00	\$87,600.00	\$60,076.01	▲6.3%	\$67,551.18	▼(6.2%)	\$94,478.30	▲7.9%
Library	Branch Manager	\$44,280.00	\$56,448.00	\$68,628.00	\$47,342.74	▲6.9%	\$60,091.92	▲6.5%	\$71,865.13	▲4.7%
Library	Information Services Associate (Library)	\$40,164.00	\$51,204.00	\$62,232.00	\$37,490.49	▼(6.7%)	\$46,318.55	▼(9.5%)	\$59,532.75	▼(4.3%)
Library	Library Assistant I	\$29,976.00	\$38,220.00	\$46,464.00	\$27,613.16	▼(7.9%)	\$35,225.31	▼(7.8%)	\$43,578.77	▼(6.2%)
Library	Youth Services Coordinator	\$40,164.00	\$51,204.00	\$62,232.00	\$39,924.33	▼(0.6%)	\$51,996.58	▲1.5%	\$64,068.84	▲3.0%
Other	Convention & Visitors Bureau Executive Directo	\$0.00	\$0.00	\$0.00	\$47,766.57		\$65,308.96		\$82,851.35	
Public Buildings	Administrative Support Specialist I - Public Build	\$31,476.00	\$40,116.00	\$48,780.00	\$30,472.84	▼(3.2%)	\$39,598.44	▼(1.3%)	\$50,660.04	▲3.9%
Public Buildings	Facilities Maintenance Mechanic I	\$34,692.00	\$44,232.00	\$53,772.00	\$33,137.30	▼(4.5%)	\$41,884.36	▼(5.3%)	\$55,203.57	▲2.7%
Public Buildings	Facilities Maintenance Superintendent	\$51,252.00	\$65,352.00	\$79,452.00	\$54,341.74	▲6.0%	\$64,060.49	▼(2.0%)	\$93,863.21	▲18.1%
Public Water	Administrative Officer II	\$51,252.00	\$65,352.00	\$79,452.00	\$47,257.33	▼(7.8%)	\$59,245.96	▼(9.3%)	\$71,234.60	▼(10.3%)
Public Water	Utility Service Crew Leader I	\$38,268.00	\$48,780.00	\$59,292.00	\$41,145.45	▲7.5%	\$47,017.72	▼(3.6%)	\$65,539.36	▲10.5%
Public Water	Utility Service Crew Leader II	\$40,164.00	\$51,204.00	\$62,232.00	Insufficient Data					
Public Water	Utility Service Mechanic	\$33,036.00	\$42,120.00	\$51,216.00	\$36,355.11	▲10.0%	\$40,591.36	▼(3.6%)	\$51,576.51	▲0.7%
Public Water	Water Production Operator II	\$40,164.00	\$51,204.00	\$62,232.00	\$39,383.86	▼(1.9%)	\$52,267.53	▲2.1%	\$65,151.20	▲4.7%
Public Water	Water Quality Technician	\$36,444.00	\$46,452.00	\$56,460.00	Insufficient Data					
Recreation	Recreation Coordinator	\$42,168.00	\$53,772.00	\$65,364.00	\$39,960.86	▼(5.2%)	\$45,923.56	▼(14.6%)	\$58,987.96	▼(9.8%)
Recreation	Recreation Manager	\$53,832.00	\$68,616.00	\$83,424.00	\$51,607.24	▼(4.1%)	\$57,736.64	▼(15.9%)	\$70,845.14	▼(15.1%)
Register of Deeds	Assistant Register of Deeds	\$36,444.00	\$46,452.00	\$56,460.00	\$40,207.23	▲10.3%	\$51,728.08	▲11.4%	\$61,869.62	▲9.6%
Register of Deeds	Deputy Register of Deeds	\$33,036.00	\$42,120.00	\$51,216.00	\$34,062.55	▲3.1%	\$41,397.32	▼(1.7%)	\$51,302.07	▲0.2%
Sheriff	Chief Deputy	\$72,144.00	\$91,968.00	\$111,804.00	\$63,542.21	▼(11.9%)	\$80,527.91	▼(12.4%)	\$97,513.60	▼(12.8%)
Sheriff	Deputy 1st Sergeant	\$51,252.00	\$65,352.00	\$79,452.00	\$51,288.62	▲0.1%	\$66,086.54	▲1.1%	\$80,884.46	▲1.8%
Sheriff	Deputy Captain	\$62,280.00	\$79,440.00	\$96,564.00	\$62,785.01	▲0.8%	\$84,948.48	▲6.9%	\$100,922.87	▲4.5%
Sheriff	Deputy I	\$40,164.00	\$51,204.00	\$62,232.00	\$40,745.40	▲1.4%	\$51,280.96	▲0.2%	\$64,185.85	▲3.1%
Sheriff	Deputy II	\$42,168.00	\$53,772.00	\$65,364.00	\$40,535.57	▼(3.9%)	\$53,346.52	▼(0.8%)	\$66,157.47	▲1.2%
Sheriff	Deputy III	\$44,280.00	\$56,448.00	\$68,628.00	Insufficient Data					
Sheriff	Deputy Lieutenant	\$56,508.00	\$72,048.00	\$87,600.00	\$53,657.98	▼(5.0%)	\$71,582.81	▼(0.6%)	\$84,835.09	▼(3.2%)
Sheriff	Deputy Sergeant	\$48,828.00	\$62,232.00	\$75,660.00	\$47,827.57	▼(2.0%)	\$62,847.74	▲1.0%	\$75,369.96	▼(0.4%)
Sheriff	Deputy Sheriff SRO	\$48,828.00	\$62,232.00	\$75,660.00	\$45,835.19	▼(6.1%)	\$57,253.57	▼(8.0%)	\$71,377.90	▼(5.7%)
Sheriff	Detective	\$48,828.00	\$62,232.00	\$75,660.00	\$46,367.17	▼(5.0%)	\$59,212.55	▼(4.9%)	\$72,057.92	▼(4.8%)
Sheriff	Evidence Technician	\$48,828.00	\$62,232.00	\$75,660.00	\$38,381.39	▼(21.4%)	\$47,973.88	▼(22.9%)	\$57,566.38	▼(23.9%)
Sheriff	Lead Detective	\$51,252.00	\$65,352.00	\$79,452.00	\$54,209.65	▲5.8%	\$68,726.83	▲5.2%	\$83,244.01	▲4.8%
Sheriff	Senior Administrative Support Specialist - Sherif	\$38,268.00	\$48,780.00	\$59,292.00	\$36,693.13	▼(4.1%)	\$44,973.00	▼(7.8%)	\$56,421.30	▼(4.8%)
Social Services	Child Support Agent II	\$40,164.00	\$51,204.00	\$62,232.00	\$41,285.41	▲2.8%	\$51,112.04	▼(0.2%)	\$64,778.19	▲4.1%
Social Services	Computer Systems Administrator II	\$51,252.00	\$65,352.00	\$79,452.00	\$59,173.95	▲15.5%	\$75,746.55	▲15.9%	\$92,319.15	▲16.2%
Social Services	Computing Support Technician II	\$36,444.00	\$46,452.00	\$56,460.00	\$41,607.99	▲14.2%	\$55,662.53	▲19.8%	\$70,326.99	▲24.6%
Social Services	Income Maintenance Caseworker II	\$36,444.00	\$46,452.00	\$56,460.00	\$36,228.22	▼(0.6%)	\$45,874.42	▼(1.2%)	\$60,448.09	▲7.1%
Social Services	Income Maintenance Investigator I	\$36,444.00	\$46,452.00	\$56,460.00	\$35,791.12	▼(1.8%)	\$47,952.55	▲3.2%	\$63,595.61	▲12.6%
Social Services	Income Maintenance Supervisor II	\$44,280.00	\$56,448.00	\$68,628.00	\$45,987.47	▲3.9%	\$56,506.17	▲0.1%	\$69,436.63	▲1.2%
Social Services	Income Maintenance Supervisor III	\$48,828.00	\$62,232.00	\$75,660.00	\$49,297.41	▲1.0%	\$62,719.12	▲0.8%	\$76,140.83	▲0.6%
Social Services	Lead Child Support Agent	\$42,168.00	\$53,772.00	\$65,364.00	\$41,241.14	▼(2.2%)	\$52,044.96	▼(3.2%)	\$67,280.57	▲2.9%
Social Services	Paralegal I	\$44,280.00	\$56,448.00	\$68,628.00	\$40,134.96	▼(9.4%)	\$53,081.73	▼(6.0%)	\$68,743.88	▲0.2%
Social Services	Social Work Supervisor III	\$59,328.00	\$75,660.00	\$91,980.00	\$59,162.20	▼(0.3%)	\$75,594.39	▼(0.1%)	\$92,026.57	▲0.1%
Social Services	Social Worker IAT	\$51,252.00	\$65,352.00	\$79,452.00	\$47,295.95	▼(7.7%)	\$61,517.32	▼(5.9%)	\$76,432.77	▼(3.8%)

Social Services	Social Worker III	\$48,828.00	\$62,232.00	\$75,660.00	\$47,417.69	▼(2.9%)	\$60,931.71	▼(2.1%)	\$76,449.69	▲1.0%
Soil Conservation	Senior Soil Conservationist	\$56,508.00	\$72,048.00	\$87,600.00	\$53,742.71	▼(4.9%)	\$69,332.52	▼(3.8%)	\$84,922.33	▼(3.1%)
Soil Conservation	Soil & Water District Technician	\$38,268.00	\$48,780.00	\$59,292.00	\$35,872.19	▼(6.3%)	\$47,216.35	▼(3.2%)	\$63,195.23	▲6.6%
Soil Conservation	Soil Conservationist	\$51,252.00	\$65,352.00	\$79,452.00	\$46,831.65	▼(8.6%)	\$63,501.08	▼(2.8%)	\$84,460.19	▲6.3%
Tax	Assistant Tax Administrator	\$56,508.00	\$72,048.00	\$87,600.00	\$53,779.66	▼(4.8%)	\$69,509.86	▼(3.5%)	\$85,240.05	▼(2.7%)
Tax	Business Listing Supervisor	\$51,252.00	\$65,352.00	\$79,452.00	\$47,381.39	▼(7.6%)	\$62,837.22	▼(3.8%)	\$78,293.04	▼(1.5%)
Tax	Business Personal Property Appraiser	\$38,268.00	\$48,780.00	\$59,292.00	\$39,538.32	▲3.3%	\$50,191.28	▲2.9%	\$61,936.04	▲4.5%
Tax	Land Records Assistant	\$33,036.00	\$42,120.00	\$51,216.00	\$34,399.79	▲4.1%	\$45,532.53	▲8.1%	\$56,665.26	▲10.6%
Tax	Real Estate Appraiser I	\$40,164.00	\$51,204.00	\$62,232.00	\$44,442.67	▲10.7%	\$54,858.56	▲7.1%	\$69,245.79	▲11.3%
Tax	Real Estate Appraiser II	\$44,280.00	\$56,448.00	\$68,628.00	\$40,124.76	▼(9.4%)	\$56,444.03	▼(0.0%)	\$74,491.94	▲8.5%
Tax	Revenue Collector	\$34,692.00	\$44,232.00	\$53,772.00	\$35,841.47	▲3.3%	\$46,666.04	▲5.5%	\$57,490.61	▲6.9%
Tax	Tax Administrator	\$75,732.00	\$96,552.00	\$117,384.00	\$79,914.30	▲5.5%	\$102,066.50	▲5.7%	\$124,218.71	▲5.8%
Tax	Tax Collections Supervisor	\$51,252.00	\$65,352.00	\$79,452.00	\$50,869.92	▼(0.7%)	\$61,640.22	▼(5.7%)	\$83,268.69	▲4.8%
Tax	Tax Listing Supervisor	\$51,252.00	\$65,352.00	\$79,452.00	\$53,729.91	▲4.8%	\$67,866.84	▲3.8%	\$82,003.76	▲3.2%
Tax	Tax Office Assistant	\$31,476.00	\$40,116.00	\$48,780.00	\$30,632.92	▼(2.7%)	\$39,726.00	▼(1.0%)	\$48,819.08	▲0.1%
Transportation	Administrative Office Assistant - Transportation	\$28,548.00	\$36,396.00	\$44,244.00	\$30,352.65	▲6.3%	\$39,217.86	▲7.8%	\$48,083.07	▲8.7%
Transportation	Transportation Driver	\$29,976.00	\$38,220.00	\$46,464.00	\$28,391.89	▼(5.3%)	\$35,376.53	▼(7.4%)	\$42,361.17	▼(8.8%)
Transportation	Transportation Services Supervisor	\$48,828.00	\$62,232.00	\$75,660.00	\$48,110.71	▼(1.5%)	\$59,778.33	▼(3.9%)	\$71,445.94	▼(5.6%)
					AVERAGE	▼(0.2%)	AVERAGE	▼(0.1%)	AVERAGE	▲2.0%

Blue = We are lower than market

Red = We are higher than market

**Attachment 5**  
Proposed Pay Plan



Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Differential
56	\$23,508	\$29,976	\$36,444	55%	
57	\$24,684	\$31,476	\$38,268	55%	5.0%
58	\$25,920	\$33,048	\$40,176	55%	5.0%
59	\$27,216	\$34,704	\$42,180	55%	5.0%
60	\$28,572	\$36,432	\$44,292	55%	5.0%
61	\$30,012	\$38,256	\$46,512	55%	5.0%
62	\$31,512	\$40,176	\$48,840	55%	5.0%
63	\$33,084	\$42,180	\$51,276	55%	5.0%
64	\$34,740	\$44,292	\$53,844	55%	5.0%
65	\$36,468	\$46,500	\$56,532	55%	5.0%
66	\$38,292	\$48,828	\$59,364	55%	5.0%
67	\$40,212	\$51,264	\$62,328	55%	5.0%
68	\$42,216	\$53,832	\$65,448	55%	5.0%
69	\$44,328	\$56,520	\$68,712	55%	5.0%
70	\$46,548	\$59,352	\$72,156	55%	5.0%
71	\$48,876	\$62,316	\$75,756	55%	5.0%
72	\$51,324	\$65,436	\$79,548	55%	5.0%
73	\$53,892	\$68,712	\$83,520	55%	5.0%
74	\$56,580	\$72,144	\$87,696	55%	5.0%
75	\$59,412	\$75,744	\$92,088	55%	5.0%
76	\$62,376	\$79,536	\$96,684	55%	5.0%
77	\$65,496	\$83,508	\$101,520	55%	5.0%
78	\$68,772	\$87,684	\$106,596	55%	5.0%
79	\$72,216	\$92,076	\$111,936	55%	5.0%
80	\$75,828	\$96,672	\$117,528	55%	5.0%
81	\$79,620	\$101,508	\$123,408	55%	5.0%
82	\$83,592	\$106,584	\$129,576	55%	5.0%
83	\$87,780	\$111,912	\$136,056	55%	5.0%
84	\$92,160	\$117,516	\$142,860	55%	5.0%
85	\$96,780	\$123,384	\$150,000	55%	5.0%
86	\$101,616	\$129,552	\$157,500	55%	5.0%
87	\$106,692	\$136,032	\$165,372	55%	5.0%
88	\$112,032	\$142,836	\$173,640	55%	5.0%
89	\$117,636	\$149,976	\$182,328	55%	5.0%

Grade	Minimum	Midpoint	Maximum
56	\$11.30	\$14.41	\$17.52
57	\$11.87	\$15.13	\$18.40
58	\$12.46	\$15.89	\$19.32
59	\$13.08	\$16.68	\$20.28
60	\$13.74	\$17.52	\$21.29
61	\$14.43	\$18.39	\$22.36
62	\$15.15	\$19.32	\$23.48
63	\$15.91	\$20.28	\$24.65
64	\$16.70	\$21.29	\$25.89
65	\$17.53	\$22.36	\$27.18
66	\$18.41	\$23.48	\$28.54
67	\$19.33	\$24.65	\$29.97
68	\$20.30	\$25.88	\$31.47
69	\$21.31	\$27.17	\$33.03
70	\$22.38	\$28.53	\$34.69
71	\$23.50	\$29.96	\$36.42
72	\$24.68	\$31.46	\$38.24
73	\$25.91	\$33.03	\$40.15
74	\$27.20	\$34.68	\$42.16
75	\$28.56	\$36.42	\$44.27
76	\$29.99	\$38.24	\$46.48
77	\$31.49	\$40.15	\$48.81
78	\$33.06	\$42.16	\$51.25
79	\$34.72	\$44.27	\$53.82
80	\$36.46	\$46.48	\$56.50
81	\$38.28	\$48.80	\$59.33
82	\$40.19	\$51.24	\$62.30
83	\$42.20	\$53.80	\$65.41
84	\$44.31	\$56.50	\$68.68
85	\$46.53	\$59.32	\$72.12
86	\$48.85	\$62.28	\$75.72
87	\$51.29	\$65.40	\$79.51
88	\$53.86	\$68.67	\$83.48
89	\$56.56	\$72.10	\$87.66

**Attachment 6**  
Title Grade Assignments



Department	Current Title	Proposed Title	Grade	Minimum	Midpoint	Maximum
Transportation	Administrative Office Assistant		60	\$28,572	\$36,432	\$44,292
Animal Shelter	Animal Shelter Attendant		61	\$30,012	\$38,256	\$46,512
Health	Patient Relations Rep IV	Patient Relations Representative IV	61	\$30,012	\$38,256	\$46,512
Library	Library Assistant I		61	\$30,012	\$38,256	\$46,512
Social Services	Processing Assistant IV		61	\$30,012	\$38,256	\$46,512
Transportation	Transp Driver	Transportation Driver	61	\$30,012	\$38,256	\$46,512
Aging	ADHC Program Asst.	ADHC Program Assistant	62	\$31,512	\$40,176	\$48,840
Detention	Administrative Support Specialist I	Administrative Support Specialist	62	\$31,512	\$40,176	\$48,840
Information Technology	Admin Supp Spec I	Administrative Support Specialist	62	\$31,512	\$40,176	\$48,840
Inspections	Admin Office Assist	Administrative Support Specialist	62	\$31,512	\$40,176	\$48,840
Public Buildings	Admin Supp Spec I	Administrative Support Specialist	62	\$31,512	\$40,176	\$48,840
Public Works	Administrative Support Specialist I	Administrative Support Specialist	62	\$31,512	\$40,176	\$48,840
Sheriff	Administrative Support Specialist I	Administrative Support Specialist	62	\$31,512	\$40,176	\$48,840
Tax	Tax Office Assistant		62	\$31,512	\$40,176	\$48,840
Transportation	Admin Office Assist	Administrative Support Specialist	62	\$31,512	\$40,176	\$48,840
Health	Accounting Tech II	Accounting Technician III	63	\$33,084	\$42,180	\$51,276
Health	Med Records Asst V	Medical Records Assistant V	63	\$33,084	\$42,180	\$51,276
Health	Processing Asst V	Processing Assistant V	63	\$33,084	\$42,180	\$51,276
Public Water	Utility Cust Svc Spe	Utility Customer Service Specialist	63	\$33,084	\$42,180	\$51,276
Public Water	Utility Svc Mechanic	Utility Service Mechanic	63	\$33,084	\$42,180	\$51,276
Register of Deeds	Deputy Reg of Deeds	Deputy Register of Deeds	63	\$33,084	\$42,180	\$51,276
Tax	Land Records Assistant		63	\$33,084	\$42,180	\$51,276
Communications	Telecommunicator		64	\$34,740	\$44,292	\$53,844
Public Buildings	Fac Maint Mechanic I	Facilities Maintenance Mechnaic I	64	\$34,740	\$44,292	\$53,844
Recreation	Facilities Maintenance Assistant	Recreation Facilities Maintenance Assistant	64	\$34,740	\$44,292	\$53,844
Administration	Administrative Assistant I		65	\$36,468	\$46,500	\$56,532
Administration	GIS Tech	GIS Technician	65	\$36,468	\$46,500	\$56,532
Aging	Senior Ctr Manager	Senior Center Manager	65	\$36,468	\$46,500	\$56,532
Animal Shelter	Veterinary Assistant		65	\$36,468	\$46,500	\$56,532
Emergency Medical Svcs	EMT		65	\$36,468	\$46,500	\$56,532
Emergency Services	Admin Support Spec II	Administrative Assistant I	65	\$36,468	\$46,500	\$56,532
Public Water	Water Quality Tech	Water Quality Technician	65	\$36,468	\$46,500	\$56,532
Register of Deeds	Assistant Reg of Deeds	Assistant Register of Deeds	65	\$36,468	\$46,500	\$56,532
Sheriff	Admin Support Spec II	Administrative Assistant I	65	\$36,468	\$46,500	\$56,532
Social Services	Foreign Language Interp II	Foreign Language Interpreter II	65	\$36,468	\$46,500	\$56,532
Social Services	Income Maint CW II	Income Maintenance Caseworker II	65	\$36,468	\$46,500	\$56,532
Social Services	Income Maint Investigator I	Income Maintenance Investigator I	65	\$36,468	\$46,500	\$56,532
Soil Conservation	Program Support Specialist	Soil Conservation Program Support Specialist	65	\$36,468	\$46,500	\$56,532
Tax	Revenue Collector		65	\$36,468	\$46,500	\$56,532
Teen Court	Teen Court/Restitution		65	\$36,468	\$46,500	\$56,532
Transportation	Admin Support Spec II	Administrative Assistant I	65	\$36,468	\$46,500	\$56,532
Aging	ADHC Health Care Coor (LPN)	ADHC Healthcare Coordinator (LPN)	66	\$38,292	\$48,828	\$59,364
Detention	Detention Officer I		66	\$38,292	\$48,828	\$59,364

**Attachment 6**  
Title Grade Assignments



Finance	Senior Finance Tech	Senior Finance Technician	66	\$38,292	\$48,828	\$59,364
Health	Med Lab Tech II	Medical Lab Technologist II	66	\$38,292	\$48,828	\$59,364
Public Water	Util Serv Crew Leader I	Utility Service Crew Leader I	66	\$38,292	\$48,828	\$59,364
Soil Conservation	Soil & Water District Tech	Soil & Water District Technician	66	\$38,292	\$48,828	\$59,364
Aging	Senior Adm Supp Spec	Senior Administrative Support Specialist	67	\$40,212	\$51,264	\$62,328
Communications	Telecommunications Shift Supervisor		67	\$40,212	\$51,264	\$62,328
Detention	Detention Officer II		67	\$40,212	\$51,264	\$62,328
Emergency Medical Svcs	EMT-Intermediate		67	\$40,212	\$51,264	\$62,328
Health	Administrative Assistant II		67	\$40,212	\$51,264	\$62,328
Library	Information Services Assoc	Information Services Associate	67	\$40,212	\$51,264	\$62,328
Library	Youth Services Coordinator		67	\$40,212	\$51,264	\$62,328
Public Water	Util Serv Crew Leader II	Utility Service Crew Leader II	67	\$40,212	\$51,264	\$62,328
Sheriff	Senior Adm Supp Spec	Senior Administrative Support Specialist	67	\$40,212	\$51,264	\$62,328
Social Services	Accounting Tech IV	Accounting Technician IV	67	\$40,212	\$51,264	\$62,328
Social Services	Child Support Agent II		67	\$40,212	\$51,264	\$62,328
Social Services	Income Maint CW III	Income Maintenance Caseworker III	67	\$40,212	\$51,264	\$62,328
Tax	Bus Personal Prop Appraiser	Business Personal Property Appraiser	67	\$40,212	\$51,264	\$62,328
Aging	Info/Options Counsel	Information/Options Counselor	68	\$42,216	\$53,832	\$65,448
Detention	Detention Officer III		68	\$42,216	\$53,832	\$65,448
Health	Nutritionist I	Nutritionist II	68	\$42,216	\$53,832	\$65,448
Recreation	Recreation Coordinator		68	\$42,216	\$53,832	\$65,448
Social Services	Lead Child Support Agent		68	\$42,216	\$53,832	\$65,448
Tax	Real Estate Appraiser I		68	\$42,216	\$53,832	\$65,448
Animal Shelter	Animal Shelter Manager		69	\$44,328	\$56,520	\$68,712
Detention	Detention Officer - Sgt	Detention Officer - Sergeant	69	\$44,328	\$56,520	\$68,712
Emergency Medical Svcs	Paramedic		69	\$44,328	\$56,520	\$68,712
EXPO	Exposition Event Manager		69	\$44,328	\$56,520	\$68,712
Health	Public Health Educator II		69	\$44,328	\$56,520	\$68,712
Inspections/Planning	Bldg Code Inspector I	Building Code Inspector I	69	\$44,328	\$56,520	\$68,712
Public Water	Water Prod Oper II	Water Production Operator II	69	\$44,328	\$56,520	\$68,712
Social Services	Computing Support Technician II		69	\$44,328	\$56,520	\$68,712
Social Services	Income Maint Supervisor II	Income Maintenance Supervisor II	69	\$44,328	\$56,520	\$68,712
Social Services	Paralegal I		69	\$44,328	\$56,520	\$68,712
Administration	Ex. Assistant/Clerk to the Board	Executive Assistant/Clerk to the Board	70	\$46,548	\$59,352	\$72,156
Aging	ADC Program Mgr	ADC Program Manager	70	\$46,548	\$59,352	\$72,156
Aging	CAP/DA Case Mgr	CAP/DA Case Manager	70	\$46,548	\$59,352	\$72,156
Aging	Home Improve Spec	Home Improvement Specialist	70	\$46,548	\$59,352	\$72,156
Aging	Nutrition Prog Mgr	Nutrition Program Manager	70	\$46,548	\$59,352	\$72,156
Communications	Assistant Telecommunications Manager		70	\$46,548	\$59,352	\$72,156
Detention	Detention Officer - 1st Sgt	Detention Officer - 1st Sergeant	70	\$46,548	\$59,352	\$72,156
Emergency Management	Communication Training Officer		70	\$46,548	\$59,352	\$72,156
Emergency Medical Svcs	Paramedic/FTO	Paramedic/Field Training Officer	70	\$46,548	\$59,352	\$72,156
Environmental Health	Env Health Specialist	Environmental Health Specialist	70	\$46,548	\$59,352	\$72,156
Human Resources	Human Resources Payroll Administrator		70	\$46,548	\$59,352	\$72,156
Library	Branch Manager		70	\$46,548	\$59,352	\$72,156

**Attachment 6**  
Title Grade Assignments



Sheriff	Deputy Sheriff I		70	\$46,548	\$59,352	\$72,156
Social Services	Child Support Supervisor II		70	\$46,548	\$59,352	\$72,156
Social Services	Human Services Evaluator I		70	\$46,548	\$59,352	\$72,156
Emergency Medical Svcs	EMS Shift Supervisor		71	\$48,876	\$62,316	\$75,756
Health	Health Accounting Specialist II		71	\$48,876	\$62,316	\$75,756
Health	Social Worker II		71	\$48,876	\$62,316	\$75,756
Information Technology	IT Specialist I		71	\$48,876	\$62,316	\$75,756
Inspections	Bldg Code Inspector II	Building Code Inspector II	71	\$48,876	\$62,316	\$75,756
Inspections/Planning	Planner		71	\$48,876	\$62,316	\$75,756
Sheriff	Deputy Sheriff II		71	\$48,876	\$62,316	\$75,756
Social Services	Income Maintenance Supervisor III		71	\$48,876	\$62,316	\$75,756
Social Services	Social Worker II		71	\$48,876	\$62,316	\$75,756
Veterans	Veterans Service Officer		71	\$48,876	\$62,316	\$75,756
Elections	Elections Deputy Director	Deputy Elections Director	72	\$51,324	\$65,436	\$79,548
Emergency Management	Deputy Fire Marshal/Fire Inspector		72	\$51,324	\$65,436	\$79,548
Emergency Management	Emergency Management Coordinator		72	\$51,324	\$65,436	\$79,548
Environmental Health	Env Health Program Specialist	Environmental Health Program Specialist	72	\$51,324	\$65,436	\$79,548
Human Resources	Human Resources Analyst		72	\$51,324	\$65,436	\$79,548
Public Water	Admin Officer II	Administrative Officer II	72	\$51,324	\$65,436	\$79,548
Sheriff	Deputy Sheriff III		72	\$51,324	\$65,436	\$79,548
Sheriff	Evidence Technician		72	\$51,324	\$65,436	\$79,548
Social Services	Human Services Eval II	Human Services Evaluator II	72	\$51,324	\$65,436	\$79,548
Social Services	Personnel Tech III	Personnel Technician III	72	\$51,324	\$65,436	\$79,548
Soil Conservation	Soil Conservationist		72	\$51,324	\$65,436	\$79,548
Tax	Business Listing Supervisor		72	\$51,324	\$65,436	\$79,548
Tax	Real Estate Appraiser II		72	\$51,324	\$65,436	\$79,548
Tax	Tax Collections Supervisor		72	\$51,324	\$65,436	\$79,548
Tax	Tax Listing Supervisor		72	\$51,324	\$65,436	\$79,548
Aging	CAP/DA Case Manager (RN)		73	\$53,892	\$68,712	\$83,520
Aging	Community Care & Svcs Supervisor	Community Care & Services Supervisor	73	\$53,892	\$68,712	\$83,520
Aging	In-Home Svcs Supervisor (RN)	In-Home Services Supervisor (RN)	73	\$53,892	\$68,712	\$83,520
Finance	Internal Auditor		73	\$53,892	\$68,712	\$83,520
Finance	Purch & Contract Officer	Purchasing & Contract Officer	73	\$53,892	\$68,712	\$83,520
Information Technology	IT Specialist IV		73	\$53,892	\$68,712	\$83,520
Inspections/Planning	Bldg Code Inspector II	Building Code Inspector III	73	\$53,892	\$68,712	\$83,520
Public Buildings	Facilities Maintenance Superintendent		73	\$53,892	\$68,712	\$83,520
Recreation	Recreation Manager		73	\$53,892	\$68,712	\$83,520
Social Services	Social Worker III (APS)		73	\$53,892	\$68,712	\$83,520
Social Services	SW Trainee WA SW I WA II WA III (Foster Care)		73	\$53,892	\$68,712	\$83,520
Transportation	Transp Svcs Supervisor	Transportation Services Supervisor	73	\$53,892	\$68,712	\$83,520
Administration	GIS Coordinator		74	\$56,580	\$72,144	\$87,696
Emergency Medical Svcs	Training Officer		74	\$56,580	\$72,144	\$87,696
Health	Med Lab Tech III	Medical Lab Technologist III	74	\$56,580	\$72,144	\$87,696
Health	Public Health Nurse II		74	\$56,580	\$72,144	\$87,696
Human Resources	Human Resources Specialist		74	\$56,580	\$72,144	\$87,696

**Attachment 6**  
Title Grade Assignments



Inspections/Planning	Senior Planner		74	\$56,580	\$72,144	\$87,696
Sheriff	Deputy Sheriff - Sergeant	Deputy Sergeant	74	\$56,580	\$72,144	\$87,696
Sheriff	Detective (CID)		74	\$56,580	\$72,144	\$87,696
Social Services	Computer Systems Admin II	Computer Systems Administrator II	74	\$56,580	\$72,144	\$87,696
Social Services	CSS Business Officer I	County Social Services Business Officer I	74	\$56,580	\$72,144	\$87,696
Social Services	Income Maint Admin I	Income Maintenance Administrator I	74	\$56,580	\$72,144	\$87,696
Social Services	Social Work Supervisor II (Adult Services)		74	\$56,580	\$72,144	\$87,696
Social Services	Social Worker IAT (CPS)		74	\$56,580	\$72,144	\$87,696
Soil Conservation	Senior Soil Conservationist		74	\$56,580	\$72,144	\$87,696
Administration	Comm & Spec Projects Admin/PIO	Community & Special Projects Administrator/Public Information Officer	75	\$59,412	\$75,744	\$92,088
Communications	Telecommunications Manager		75	\$59,412	\$75,744	\$92,088
Emergency Management	Fire Marshal		75	\$59,412	\$75,744	\$92,088
Emergency Medical Svcs	Asst. Operations Chief	Assistant Operations Chief	75	\$59,412	\$75,744	\$92,088
Health	Public Health Nurse III		75	\$59,412	\$75,744	\$92,088
Public Water	Asst PW Director	Assistant Public Works Director	75	\$59,412	\$75,744	\$92,088
Sheriff	Deputy Sheriff - 1st Sgt	Deputy 1st Sergeant	75	\$59,412	\$75,744	\$92,088
Sheriff	Lead Detective (CID)		75	\$59,412	\$75,744	\$92,088
Tax	Asst Tax Administrator	Assistant Tax Administrator	75	\$59,412	\$75,744	\$92,088
Detention	Detention Center Asst. Administrator-Lt.	Detention Center Assistant Administrator - Deputy Lieutenant	76	\$62,376	\$79,536	\$96,684
Elections	Elections Director		76	\$62,376	\$79,536	\$96,684
Emergency Medical Svcs	EMS Operations Chief		76	\$62,376	\$79,536	\$96,684
Environmental Health	Env Health Supv II	Environmental Health Supervisor II	76	\$62,376	\$79,536	\$96,684
Health	Public Health Nurse Supv I	Public Health Nurse Supervisor I	76	\$62,376	\$79,536	\$96,684
Register of Deeds	Register Of Deeds		76	\$62,376	\$79,536	\$96,684
Sheriff	Deputy Sheriff - Lt	Deputy Lieutenant	76	\$62,376	\$79,536	\$96,684
Animal Shelter	Animal Shelter Director		77	\$65,496	\$83,508	\$101,520
Social Services	Social Work Supervisor III (APS)		77	\$65,496	\$83,508	\$101,520
Detention	Asst Detention Adm - Captain	Detention Center Administrator - Captain	78	\$68,772	\$87,684	\$106,596
Library	Library Director		78	\$68,772	\$87,684	\$106,596
Sheriff	Deputy Sheriff - Capt. CID		78	\$68,772	\$87,684	\$106,596
Social Services	Social Work Program Manager (Adult Services/PM)		78	\$68,772	\$87,684	\$106,596
Transportation	Transport Director	Transportation Director	78	\$68,772	\$87,684	\$106,596
EXPO	Expo Center Director/Asst Ec Dev Director	EXPO Director/Assistant Economic Development Director	79	\$72,216	\$92,076	\$111,936
Finance	Deputy Finance Director		79	\$72,216	\$92,076	\$111,936
Health	Public Health Nurse Dir I	Public Health Nurse Director I	79	\$72,216	\$92,076	\$111,936
Inspections/Planning	Director Inspections/Planning	Inspections & Planning Director	79	\$72,216	\$92,076	\$111,936
Recreation/Aging	Parks & Recreation/Aging Director	Parks, Recreation & Aging Director	79	\$72,216	\$92,076	\$111,936
Sheriff	Chief Deputy		80	\$75,828	\$96,672	\$117,528
Economic Development	Director Econ Development	Economic Development Director	81	\$79,620	\$101,508	\$123,408
Information Technology	Director of Information Technology	Information Technology Director	81	\$79,620	\$101,508	\$123,408
Social Services	Human Services Deputy Director	Deputy Human Services Director	81	\$79,620	\$101,508	\$123,408
Tax	Tax Administrator		81	\$79,620	\$101,508	\$123,408

**Attachment 6**  
Title Grade Assignments



Emergency Management	Emergency Services Director		<b>82</b>	\$83,592	\$106,584	\$129,576
Human Resources	Human Resources Director		<b>82</b>	\$83,592	\$106,584	\$129,576
Public Buildings	Director Public Works	Public Works Director	<b>82</b>	\$83,592	\$106,584	\$129,576
Health	Advanced Practice Provider II		<b>83</b>	\$87,780	\$111,912	\$136,056
Finance	Finance Director		<b>84</b>	\$92,160	\$117,516	\$142,860
Health	Local Health Director I		<b>84</b>	\$92,160	\$117,516	\$142,860
Sheriff	Sheriff		<b>84</b>	\$92,160	\$117,516	\$142,860
Social Services	County Social Services Director		<b>84</b>	\$92,160	\$117,516	\$142,860

## **Salary Study Presentation to the Board, November 20, 2023**

This has been a lengthy process; however, it has been an investment in creating a framework of understanding and for creating a sustainable foundation for current and future employment needs. Initially, every employee provided input through updating the Position Analysis Questionnaire (PAQ) for their assigned position. For many positions, this was a back-and-forth process to determine alignment and clarity of roles. Then in March, Department Heads completed initial departmental questionnaires (DDQs) to provide input detailing their specific hiring and retention needs and/or challenges. We followed up with Department Heads in May with an additional opportunity to provide any items not previously submitted for consideration in the study. Several took advantage of this second avenue to provide further input and background to support their departmental needs. All information was reviewed, assimilated, and utilized by Baker Tilly in their completing the study results before you.

Additional thoughts as you review the recommendation before you: Nothing is stagnant. The world is constantly evolving. Processes are rapidly changing. We can choose to adapt, change, and grow or we can assume the narrative of “That’s the way we’ve always done it!” Each of us, every single employee, must assume responsibility for their own career and where that career takes us. Gone is the day of hiring someone to fill a vacant position and 30 years later that employee is still in that position. Jobs do not remain the same for 30 years and neither should employees. The notion of paying for longevity, once a valued benefit, is no longer rational in the competitive marketplace. Merit Pay, another long-standing government enticement, has been rendered too subjective to be relevant as we have evolved into organizations focused on teamwork and shared decision-making. In simple terms, our workforce is evolving (not just in Sampson County) and we must adapt and respond to meet the resulting challenges and opportunities of a multi-generational environment.

One concept that has stood the test of time: public service (working for the government) is very different from working in the private sector. As addressed in the last salary study (Prior to my hiring), increased contributions to employee 401k plans provides employees control of planning for their own futures. Retirement planning begins the first day on the job, and entrusting someone else to do that for us is comparable to entrusting the bank to keep track of our money. Private industry has long understood this and provided employees with the autonomy to design their own retirement plans. Likewise, we must all focus on what is sustainable and maximize the opportunities provided to guide our planning.

While there are many shared commonalities between long-term employees and new recruits, we are learning that many of our younger employees are more flexible in their approach to work and more committed to process improvement, work-life balance, autonomy, technology integration and teamwork. For the most part, they recognize their contributions and have no intention of remaining in the same place, much less the same position, for 20 or 30 years. They seek more tangible rewards relative to individual contributions and find value in how they can support the role of sound governance. Our challenge is to provide the needed tools and training required to

allow all employees to work more effectively and efficiently. We are not an employment agency! We are a government entity charged with providing needed services to our citizens and maximizing the taxpayer dollars we are entrusted with to provide those services. We owe it to our employees to provide avenues for growth within our organization as well as a structured pay and compensation plan responsive to market conditions and committed to continued improvements. Thus, the recommendation before you now.

**Sampson County**  
**Pay Scale as of 11/1/2023**

<b>Pay Scale (with 4% COLA)</b>				<b>Minimum</b>	
<b>Grade</b>	<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>	<b>Monthly Rate</b>	<b>Hourly Rate (2080 Hrs)</b>
<b>56</b>	24,444.00	31,176.00	37,896.00	2,037.00	11.75
<b>57</b>	25,668.00	32,736.00	39,804.00	2,139.00	12.34
<b>58</b>	26,952.00	34,368.00	41,784.00	2,246.00	12.96
<b>59</b>	28,308.00	36,096.00	43,872.00	2,359.00	13.61
<b>60</b>	29,712.00	37,884.00	46,068.00	2,476.00	14.28
<b>61</b>	31,212.00	39,792.00	48,372.00	2,601.00	15.01
<b>62</b>	32,772.00	41,784.00	50,796.00	2,731.00	15.76
<b>63</b>	34,404.00	43,872.00	53,328.00	2,867.00	16.54
<b>64</b>	36,132.00	46,068.00	55,992.00	3,011.00	17.37
<b>65</b>	37,932.00	48,360.00	58,788.00	3,161.00	18.24
<b>66</b>	39,828.00	50,784.00	61,740.00	3,319.00	19.15
<b>67</b>	41,820.00	53,316.00	64,824.00	3,485.00	20.11
<b>68</b>	43,908.00	55,980.00	68,064.00	3,659.00	21.11
<b>69</b>	46,104.00	58,776.00	71,460.00	3,842.00	22.17
<b>70</b>	48,408.00	61,728.00	75,048.00	4,034.00	23.27
<b>71</b>	50,832.00	64,812.00	78,792.00	4,236.00	24.44
<b>72</b>	53,376.00	68,052.00	82,728.00	4,448.00	25.66
<b>73</b>	56,052.00	71,460.00	86,856.00	4,671.00	26.95
<b>74</b>	58,848.00	75,024.00	91,200.00	4,904.00	28.29
<b>75</b>	61,788.00	78,768.00	95,772.00	5,149.00	29.71
<b>76</b>	64,872.00	82,716.00	100,548.00	5,406.00	31.19
<b>77</b>	68,112.00	86,844.00	105,576.00	5,676.00	32.75
<b>78</b>	71,520.00	91,188.00	110,856.00	5,960.00	34.38
<b>79</b>	75,108.00	95,760.00	116,412.00	6,259.00	36.11
<b>80</b>	78,864.00	100,536.00	122,232.00	6,572.00	37.92
<b>81</b>	82,800.00	105,564.00	128,340.00	6,900.00	39.81
<b>82</b>	86,940.00	110,844.00	134,760.00	7,245.00	41.80
<b>83</b>	91,296.00	116,388.00	141,504.00	7,608.00	43.89
<b>84</b>	95,844.00	122,220.00	148,572.00	7,987.00	46.08
<b>85</b>	100,656.00	128,316.00	156,000.00	8,388.00	48.39
<b>86</b>	105,684.00	134,736.00	163,800.00	8,807.00	50.81
<b>87</b>	110,964.00	141,468.00	171,984.00	9,247.00	53.35
<b>88</b>	116,508.00	148,548.00	180,588.00	9,709.00	56.01
<b>89</b>	122,340.00	155,976.00	189,624.00	10,195.00	58.82

## Salary Study Implementation Scenario 1

Baker Tilly computed the cost of three scenarios as described below and staff has recommended an additional four percent COLA.

- The first scenario moves all employees to the proposed minimum. In this scenario 276 employees would not receive any increase other than the recommended COLA. The total cost of moving employees to the minimum of their grade would cost approximately \$1,332,746 including fringes. The cost of providing a four percent COLA to all employees would cost an additional \$1,389,351 including fringes for a total cost of \$2,722,097. The average increase would be 8.5%. This scenario would create compression within the grades where employees with years of experience would be making the same salary as new hires.
  - Example 1: Employee, with seven years in their position, is currently a grade 74 with an annual salary of \$63,432. The proposed grade for this position is 77 with a minimum salary of \$65,496. This employee would receive an increase of \$2,064. In addition, this employee would receive a four percent COLA added to their new minimum salary of \$65,496. The amount of the COLA would be \$2,616. The total increase for this employee would be \$4,680 or a 7.4% increase.
  - Example 2: Employee, with one year in their position, is currently a grade 67 with an annual salary of \$44,964. The proposed grade for this position is 69 with a minimum salary of \$44,328. This employee would not receive any increase because they are making above the minimum of the new grade. This employee would receive a four percent COLA. The amount of the COLA would be \$1,800.

## Salary Study Implementation Scenario 2

- The second scenario gives employees the greater of the proposed minimum or two percent. In this scenario all employees receive at least two percent plus the recommended COLA. The total cost of this scenario would be approximately \$1,693,452 including fringes. The additional cost of providing a four percent COLA would be approximately \$1,403,512 including fringes. The total cost would be \$3,096,964, including fringes. This scenario does not recognize an employee's time in their position, thereby creating compression.
  - Example 1: Employee, with two years in their position, is currently a grade 68 with an annual salary of \$43,224. The proposed grade for this position is 69 with a minimum salary of \$44,328. This employee would receive an increase of \$1,104 or 2.6%. This employee would also receive a four percent COLA or an additional \$1,224 for a total increase of \$2,328 or 5.4%.
  - Example 2: Employee, with less than one year in their position, is currently a grade 68 with an annual salary of \$43,224. The proposed grade for this position is 69 with a minimum salary of \$44,328. This employee would receive an increase of \$1,104 or 2.6%. This employee would also receive a four percent COLA or an additional \$1,224 for a total increase of \$2,328 or 5.4%. In this case the employee with less than one year in their position would be making the same as an employee with two years in their position.

### Salary Study Implementation Scenario 3

- Scenario three takes the proposed minimum for each employee and adds one percent for each year an employee has been in their position as of January 1, 2024, limited to nine years. The years-in-position increase is limited to nine because the last pay study included a years-in-position increase and it has been nine years since that study was completed. This employee receives the greater of the newly calculated salary or their current salary. All employees then receive a four percent COLA in addition to their new or current salary. In this scenario, 203 employees would not receive any increase other than the recommended COLA. The cost, including fringes, to move employees to their calculated salary would cost approximately \$1,843,875. The additional cost of providing a 4% COLA to all employees would cost approximately \$1,418,322 bringing the total cost to \$3,262,197 including fringes. This scenario ensures that existing employees are making above the minimum for their grade.
  - Example 1: Employee, with three years in their position, is currently a grade 68 with an annual salary of \$43,224. The proposed grade for this position is 69 with a minimum salary of \$44,328. The calculated minimum salary for this employee would be the new minimum plus three percent (one percent for each year in position capped at nine years) or \$45,660. The employee would receive an increase of \$2,436. This employee would also receive a four percent COLA added to their new salary amount. The amount of the COLA would be \$1,824, giving the employee a total increase of \$4,260 or 9.9%.
  - Example 2: Employee, with 20 years in their position, is currently a grade 66 with an annual salary of \$43,896. The proposed grade for this position is 67 with a minimum salary of \$40,212. The calculated minimum salary for this employee would be the new minimum plus nine percent (one percent for each year in position capped at nine years) or \$43,836. Since the current salary is greater than the new minimum plus 9%, this employee would retain their current salary and receive a four percent COLA of \$1,752.

## Recommended Salary Increases Breakdown

### Increase by Department

<u>Department</u>	<u>Total Salary Increase</u>	<u>Percent of Total</u>	<u>Avg Increase Per Employee</u>
Administration	20,736.00	0.80%	7.5%
Elections	22,872.00	0.88%	23.6%
Finance	33,396.00	1.29%	6.6%
Human Resources	16,500.00	0.64%	5.6%
Information Technology	12,720.00	0.49%	4.3%
Public Buildings	19,176.00	0.74%	6.0%
Register of Deeds	11,124.00	0.43%	4.4%
Tax Administration	52,560.00	2.03%	7.4%
Detention	277,896.00	10.75%	15.0%
Sheriff	886,668.00	34.29%	17.6%
Animal Shelter	18,756.00	0.73%	9.3%
Inspections/Planning	27,804.00	1.08%	6.4%
Communications	60,852.00	2.35%	7.2%
Emergency Management	21,318.00	0.82%	6.7%
Emergency Medical Services	197,352.00	7.63%	8.5%
Economic Development	3,264.00	0.13%	4.1%
Environmental Health	26,352.00	1.02%	8.1%
Soil Conservation	10,536.00	0.41%	5.2%
Aging	62,424.00	2.41%	11.6%
Social Services	607,338.00	23.49%	8.2%
Health	86,484.00	3.34%	5.0%
Teen Court JCPC	2,436.00	0.09%	6.3%
Sampson Area Transportation	28,980.00	1.12%	7.0%
Veterans Services	3,972.00	0.15%	4.0%
Agri-Exposition Center	7,092.00	0.27%	6.0%
Library	20,100.00	0.78%	6.1%
Recreation	20,136.00	0.78%	5.2%
Public Water	27,180.00	1.05%	4.6%
<b>Total</b>	<b>2,586,024.00</b>		

### Increase by Retirement Classification

<u>Employee Class</u>	<u>Total Salary Increase</u>	<u>Percent of Total</u>	<u>Avg Increase Per Employee</u>
Law Enforcement Officers	925,116.00	35.8%	17.9%
Regular Employees	1,660,908.00	64.2%	8.2%

### Increase by Function

<u>Function</u>	<u>Total Salary Increase</u>	<u>Percent of Total</u>
General Government	189,084.00	7.3%
Public Safety	1,490,646.00	57.6%
Economic & Physical Dev.	40,152.00	1.6%
Human Services	791,634.00	30.6%
Culture & Recreation	47,328.00	1.8%
Enterprise Operations	27,180.00	1.1%

Limit Years of Service to 9 with 4% COLA

Vacant Position

Department	Current Annual Salary (Census)	Position Date	YIP from 7/1/2015 to 1/1/2024	Project Title	New Grade	New Minimum	YIP % increase to new minimum	New Minimum Salary Calculated	Greater of Calculated or Current Salary	New Salary with 4% COLA	Total Annual \$ Increase	% Increase
Transportation	32,784	7/1/2020	4	Administrative Office Assistant	60	28,572	4.00%	29,712.00	32,784.00	34,092.00	1,308.00	3.99%
Animal Shelter	34,068	9/6/2005	9	Animal Shelter Attendant	61	30,012	9.00%	32,712.00	34,068.00	35,436.00	1,368.00	4.02%
Social Services	28,476	6/19/2023	1	Processing Assistant IV	61	30,012	1.00%	30,312.00	30,312.00	31,524.00	3,048.00	10.70%
Social Services	31,476	2/15/2023	1	Processing Assistant IV	61	30,012	1.00%	30,312.00	31,476.00	32,736.00	1,260.00	4.00%
Social Services	33,468	7/1/2012	9	Processing Assistant IV	61	30,012	9.00%	32,712.00	33,468.00	34,812.00	1,344.00	4.02%
Social Services	34,848	3/1/2016	8	Processing Assistant IV	61	30,012	8.00%	32,412.00	34,848.00	36,240.00	1,392.00	3.99%
Social Services	38,220	6/1/2008	9	Processing Assistant IV	61	30,012	9.00%	32,712.00	38,220.00	39,744.00	1,524.00	3.99%
Social Services	30,720	3/21/2022	2	Processing Assistant IV	61	30,012	2.00%	30,612.00	30,720.00	31,944.00	1,224.00	3.98%
Health	28,476	6/1/2023	1	Patient Relations Rep IV	61	30,012	1.00%	30,312.00	30,312.00	31,524.00	3,048.00	10.70%
Health	37,656	3/1/2022	2	Patient Relations Rep IV	61	30,012	2.00%	30,612.00	37,656.00	39,168.00	1,512.00	4.02%
Library	30,720	9/1/2021	2	Library Assistant I	61	30,012	2.00%	30,612.00	30,720.00	31,944.00	1,224.00	3.98%
Transportation	30,720	1/1/2011	9	Transportation Driver	61	30,012	9.00%	32,712.00	32,712.00	34,020.00	3,300.00	10.74%
Transportation	30,720	2/17/2020	4	Transportation Driver	61	30,012	4.00%	31,212.00	31,212.00	32,460.00	1,740.00	5.66%
Transportation	30,720	1/2/2019	5	Transportation Driver	61	30,012	5.00%	31,512.00	31,512.00	32,772.00	2,052.00	6.68%
Transportation	30,720	11/25/2019	4	Transportation Driver	61	30,012	4.00%	31,212.00	31,212.00	32,460.00	1,740.00	5.66%
Transportation	30,720	4/1/2023	1	Transportation Driver	61	30,012	1.00%	30,312.00	30,720.00	31,944.00	1,224.00	3.98%
Transportation	30,720	3/1/2017	7	Transportation Driver	61	30,012	7.00%	32,112.00	32,112.00	33,396.00	2,676.00	8.71%
Aging	28,476	4/3/2023	1	ADHC Program Assistant	62	31,512	1.00%	31,824.00	31,824.00	33,096.00	4,620.00	16.22%
Detention	31,476	3/20/2023	1	Administrative Support Specialist I	62	31,512	1.00%	31,824.00	31,824.00	33,096.00	1,620.00	5.15%
Emergency Management	28,548	9/1/2023	0	Administrative Support Specialist I	62	31,512	0.00%	31,512.00	31,512.00	32,772.00	4,224.00	14.80%
Inspections/Planning	35,448	3/1/2017	7	Administrative Support Specialist I	62	31,512	7.00%	33,720.00	35,448.00	36,864.00	1,416.00	3.99%
Inspections/Planning	30,720	7/18/2022	1	Administrative Support Specialist I	62	31,512	1.00%	31,824.00	31,824.00	33,096.00	2,376.00	7.73%
Information Technology	35,604	2/1/2008	9	Administrative Support Specialist I	62	31,512	9.00%	34,344.00	35,604.00	37,032.00	1,428.00	4.01%
Public Buildings	33,828	11/1/2017	6	Administrative Support Specialist I	62	31,512	6.00%	33,408.00	33,828.00	35,184.00	1,356.00	4.01%
Public Water	33,828	4/9/2018	6	Administrative Support Specialist I	62	31,512	6.00%	33,408.00	33,828.00	35,184.00	1,356.00	4.01%
Sheriff	34,716	6/15/2015	9	Administrative Support Specialist I	62	31,512	9.00%	34,344.00	34,716.00	36,108.00	1,392.00	4.01%
Sheriff	33,264	1/2/2020	4	Administrative Support Specialist I	62	31,512	4.00%	32,772.00	33,264.00	34,596.00	1,332.00	4.00%
Tax	29,892	6/1/2023	1	Tax Office Assistant	62	31,512	1.00%	31,824.00	31,824.00	33,096.00	3,204.00	10.72%
Tax	29,892	5/1/2023	1	Tax Office Assistant	62	31,512	1.00%	31,824.00	31,824.00	33,096.00	3,204.00	10.72%
Tax	29,892	9/18/2023	0	Tax Office Assistant	62	31,512	0.00%	31,512.00	31,512.00	32,772.00	2,880.00	9.63%
Tax	33,372	9/10/2018	5	Tax Office Assistant	62	31,512	5.00%	33,084.00	33,372.00	34,704.00	1,332.00	3.99%
Tax	32,268	12/1/2022	1	Tax Office Assistant	62	31,512	1.00%	31,824.00	32,268.00	33,564.00	1,296.00	4.02%
Tax	35,220	11/1/2011	9	Tax Office Assistant	62	31,512	9.00%	34,344.00	35,220.00	36,624.00	1,404.00	3.99%
Transportation	33,264	1/2/2020	4	Administrative Support Specialist I	62	31,512	4.00%	32,772.00	33,264.00	34,596.00	1,332.00	4.00%
Veterans	35,352	7/1/2015	9	Administrative Support Specialist I	62	31,512	9.00%	34,344.00	35,352.00	36,768.00	1,416.00	4.01%
Health	33,864	9/18/2023	0	Accounting Technician II	63	33,084	0.00%	33,084.00	33,864.00	35,220.00	1,356.00	4.00%
Health	35,988	5/1/2023	1	Medical Records Assistant V	63	33,084	1.00%	33,420.00	35,988.00	37,428.00	1,440.00	4.00%
Health	31,404	1/23/2023	1	Processing Assistant V	63	33,084	1.00%	33,420.00	33,420.00	34,752.00	3,348.00	10.66%
Public Water	35,220	4/1/2018	6	Utility Customer Service Specialist	63	33,084	6.00%	35,064.00	35,220.00	36,624.00	1,404.00	3.99%
Public Water	33,036	9/1/2023	0	Utility Service Mechanic	63	33,084	0.00%	33,084.00	33,084.00	34,404.00	1,368.00	4.14%
Public Water	33,864	4/4/2022	2	Utility Service Mechanic	63	33,084	2.00%	33,744.00	33,864.00	35,220.00	1,356.00	4.00%
Public Water	35,220	3/5/2018	6	Utility Service Mechanic	63	33,084	6.00%	35,064.00	35,220.00	36,624.00	1,404.00	3.99%
Public Water	36,264	3/11/2013	9	Utility Service Mechanic	63	33,084	9.00%	36,060.00	36,264.00	37,716.00	1,452.00	4.00%
Public Water	33,864	8/1/2020	3	Utility Service Mechanic	63	33,084	3.00%	34,080.00	34,080.00	35,448.00	1,584.00	4.68%
Public Water	33,864	10/18/2021	2	Utility Service Mechanic	63	33,084	2.00%	33,744.00	33,864.00	35,220.00	1,356.00	4.00%

Limit Years of Service to 9 with 4% COLA

Vacant Position

Department	Current Annual Salary (Census)	Position Date	YIP from 7/1/2015 to 1/1/2024	Project Title	New Grade		YIP % increase to new minimum	New Minimum Salary Calculated	Greater of Calculated or Current Salary	New Salary with 4% COLA	Total Annual \$ Increase	% Increase
					Grade	Minimum						
Register of Deeds	35,436	5/6/2013	9	Deputy Register of Deeds	63	33,084	9.00%	36,060.00	36,060.00	37,500.00	2,064.00	5.82%
Register of Deeds	35,220	5/14/2018	6	Deputy Register of Deeds	63	33,084	6.00%	35,064.00	35,220.00	36,624.00	1,404.00	3.99%
Register of Deeds	33,864	2/15/2021	3	Deputy Register of Deeds	63	33,084	3.00%	34,080.00	34,080.00	35,448.00	1,584.00	4.68%
Tax	33,876	3/1/2022	2	Land Records Assistant	63	33,084	2.00%	33,744.00	33,876.00	35,232.00	1,356.00	4.00%
Communications	34,692	2/16/2023	1	Telecommunicator	64	34,740	1.00%	35,088.00	35,088.00	36,492.00	1,800.00	5.19%
Communications	34,692	2/16/2023	1	Telecommunicator	64	34,740	1.00%	35,088.00	35,088.00	36,492.00	1,800.00	5.19%
Communications	33,792	11/22/2021	2	Telecommunicator	64	34,740	2.00%	35,436.00	35,436.00	36,852.00	3,060.00	9.06%
Communications	33,792	12/1/2021	2	Telecommunicator	64	34,740	2.00%	35,436.00	35,436.00	36,852.00	3,060.00	9.06%
Communications	32,964	3/14/2023	1	Telecommunicator	64	34,740	1.00%	35,088.00	35,088.00	36,492.00	3,528.00	10.70%
Communications	32,964	6/19/2023	1	Telecommunicator	64	34,740	1.00%	35,088.00	35,088.00	36,492.00	3,528.00	10.70%
Communications	32,964	9/1/2023	0	Telecommunicator	64	34,740	0.00%	34,740.00	34,740.00	36,132.00	3,168.00	9.61%
Communications	32,964	7/3/2023	0	Telecommunicator	64	34,740	0.00%	34,740.00	34,740.00	36,132.00	3,168.00	9.61%
Communications	35,556	8/8/2022	1	Telecommunicator	64	34,740	1.00%	35,088.00	35,556.00	36,984.00	1,428.00	4.02%
Communications	38,316	8/8/2022	1	Telecommunicator	64	34,740	1.00%	35,088.00	38,316.00	39,852.00	1,536.00	4.01%
Communications	35,556	2/23/2021	3	Telecommunicator	64	34,740	3.00%	35,784.00	35,784.00	37,212.00	1,656.00	4.66%
Communications	35,556	11/22/2021	2	Telecommunicator	64	34,740	2.00%	35,436.00	35,556.00	36,984.00	1,428.00	4.02%
Communications	37,404	7/24/2017	6	Telecommunicator	64	34,740	6.00%	36,828.00	37,404.00	38,904.00	1,500.00	4.01%
Communications	35,556	3/1/2022	2	Telecommunicator	64	34,740	2.00%	35,436.00	35,556.00	36,984.00	1,428.00	4.02%
Communications	35,556	11/22/2021	2	Telecommunicator	64	34,740	2.00%	35,436.00	35,556.00	36,984.00	1,428.00	4.02%
Communications	37,716	1/10/2017	7	Telecommunicator	64	34,740	7.00%	37,176.00	37,716.00	39,228.00	1,512.00	4.01%
Public Buildings	38,928	1/23/2018	6	Facilities Maintenance Mechanic I	64	34,740	6.00%	36,828.00	38,928.00	40,488.00	1,560.00	4.01%
Public Buildings	35,556	6/21/2021	3	Facilities Maintenance Mechanic I	64	34,740	3.00%	35,784.00	35,784.00	37,212.00	1,656.00	4.66%
Public Buildings	34,692	9/1/2023	0	Facilities Maintenance Mechanic I	64	34,740	0.00%	34,740.00	34,740.00	36,132.00	1,440.00	4.15%
Public Buildings	32,964	4/3/2023	1	Facilities Maintenance Mechanic I	64	34,740	1.00%	35,088.00	35,088.00	36,492.00	3,528.00	10.70%
Recreation	35,556	5/6/2022	2	Recreation Facilities Maint. Asst.	64	34,740	2.00%	35,436.00	35,556.00	36,984.00	1,428.00	4.02%
Administration	34,596	2/1/2023	1	Administrative Assistant I	65	36,468	1.00%	36,828.00	36,828.00	38,304.00	3,708.00	10.72%
Administration	37,560	9/1/2023	0	GIS Tech	65	36,468	0.00%	36,468.00	37,560.00	39,060.00	1,500.00	3.99%
Administration	37,560	9/1/2023	0	GIS Tech	65	36,468	0.00%	36,468.00	37,560.00	39,060.00	1,500.00	3.99%
Aging	32,184	1/9/2023	1	Senior Center Manager	65	36,468	1.00%	36,828.00	36,828.00	38,304.00	6,120.00	19.02%
Animal Shelter	37,356	4/18/2022	2	Veterinary Assistant	65	36,468	2.00%	37,200.00	37,356.00	38,856.00	1,500.00	4.02%
Social Services	40,212	1/21/2014	9	Foreign Language Interpreter II	65	36,468	9.00%	39,756.00	40,212.00	41,820.00	1,608.00	4.00%
Social Services	40,788	10/14/2019	4	Foreign Language Interpreter II	65	36,468	4.00%	37,932.00	40,788.00	42,420.00	1,632.00	4.00%
Social Services	39,984	11/1/2015	8	Foreign Language Interpreter II	65	36,468	8.00%	39,384.00	39,984.00	41,580.00	1,596.00	3.99%
Social Services	35,148	2/1/2023	1	Income Maintenance Caseworker II	65	36,468	1.00%	36,828.00	36,828.00	38,304.00	3,156.00	8.98%
Social Services	36,744	10/10/2022	1	Income Maintenance Caseworker II	65	36,468	1.00%	36,828.00	36,828.00	38,304.00	1,560.00	4.25%
Social Services	36,744	9/1/2022	1	Income Maintenance Caseworker II	65	36,468	1.00%	36,828.00	36,828.00	38,304.00	1,560.00	4.25%
Social Services	36,744	12/5/2022	1	Income Maintenance Caseworker II	65	36,468	1.00%	36,828.00	36,828.00	38,304.00	1,560.00	4.25%
Social Services	36,744	10/10/2022	1	Income Maintenance Caseworker II	65	36,468	1.00%	36,828.00	36,828.00	38,304.00	1,560.00	4.25%
Social Services	36,744	12/1/2022	1	Income Maintenance Caseworker II	65	36,468	1.00%	36,828.00	36,828.00	38,304.00	1,560.00	4.25%
Social Services	40,788	1/1/2015	9	Income Maintenance Caseworker II	65	36,468	9.00%	39,756.00	40,788.00	42,420.00	1,632.00	4.00%
Social Services	37,356	5/9/2022	2	Income Maintenance Caseworker II	65	36,468	2.00%	37,200.00	37,356.00	38,856.00	1,500.00	4.02%
Social Services	39,984	8/3/2015	8	Income Maintenance Caseworker II	65	36,468	8.00%	39,384.00	39,984.00	41,580.00	1,596.00	3.99%
Social Services	38,472	6/1/2018	6	Income Maintenance Caseworker II	65	36,468	6.00%	38,652.00	38,652.00	40,200.00	1,728.00	4.49%
Social Services	37,356	3/1/2023	1	Income Maintenance Caseworker II	65	36,468	1.00%	36,828.00	37,356.00	38,856.00	1,500.00	4.02%
Social Services	39,984	7/7/2015	8	Income Maintenance Caseworker II	65	36,468	8.00%	39,384.00	39,984.00	41,580.00	1,596.00	3.99%

Limit Years of Service to 9 with 4% COLA

Vacant Position

Department	Current Annual Salary (Census)	Position Date	YIP from 7/1/2015 to 1/1/2024	Project Title	New Grade	New Minimum	YIP % increase to new minimum	New Minimum Salary Calculated	Greater of Calculated or Current Salary	New Salary with 4% COLA	Total Annual \$ Increase	% Increase
Social Services	37,356	3/1/2022	2	Income Maintenance Caseworker II	65	36,468	2.00%	37,200.00	37,356.00	38,856.00	1,500.00	4.02%
Social Services	39,084	3/1/2018	6	Income Maintenance Caseworker II	65	36,468	6.00%	38,652.00	39,084.00	40,644.00	1,560.00	3.99%
Social Services	39,888	7/27/2015	8	Income Maintenance Caseworker II	65	36,468	8.00%	39,384.00	39,888.00	41,484.00	1,596.00	4.00%
Social Services	40,212	8/17/2014	9	Income Maintenance Caseworker II	65	36,468	9.00%	39,756.00	40,212.00	41,820.00	1,608.00	4.00%
Social Services	39,348	5/12/2017	7	Income Maintenance Caseworker II	65	36,468	7.00%	39,024.00	39,348.00	40,920.00	1,572.00	4.00%
Social Services	38,484	7/1/2019	5	Income Maintenance Caseworker II	65	36,468	5.00%	38,292.00	38,484.00	40,020.00	1,536.00	3.99%
Social Services	38,484	1/6/2023	1	Income Maintenance Caseworker II	65	36,468	1.00%	36,828.00	38,484.00	40,020.00	1,536.00	3.99%
Social Services	41,244	5/19/2008	9	Income Maintenance Caseworker II	65	36,468	9.00%	39,756.00	41,244.00	42,888.00	1,644.00	3.99%
Social Services	37,356	7/15/2019	4	Income Maintenance Caseworker II	65	36,468	4.00%	37,932.00	37,932.00	39,444.00	2,088.00	5.59%
Social Services	37,356	4/1/2016	8	Income Maintenance Caseworker II	65	36,468	8.00%	39,384.00	39,384.00	40,956.00	3,600.00	9.64%
Social Services	37,344	5/9/2022	2	Income Maintenance Caseworker II	65	36,468	2.00%	37,200.00	37,344.00	38,832.00	1,488.00	3.98%
Social Services	37,344	6/1/2022	2	Income Maintenance Caseworker II	65	36,468	2.00%	37,200.00	37,344.00	38,832.00	1,488.00	3.98%
Social Services	37,344	6/1/2022	2	Income Maintenance Caseworker II	65	36,468	2.00%	37,200.00	37,344.00	38,832.00	1,488.00	3.98%
Social Services	40,368	6/10/2013	9	Income Maintenance Caseworker II	65	36,468	9.00%	39,756.00	40,368.00	41,988.00	1,620.00	4.01%
Social Services	37,356	11/8/2021	2	Income Maintenance Caseworker II	65	36,468	2.00%	37,200.00	37,356.00	38,856.00	1,500.00	4.02%
Social Services	40,656	8/22/2011	9	Income Maintenance Caseworker II	65	36,468	9.00%	39,756.00	40,656.00	42,288.00	1,632.00	4.01%
Social Services	42,156	5/1/2001	9	Income Maintenance Caseworker II	65	36,468	9.00%	39,756.00	42,156.00	43,848.00	1,692.00	4.01%
Social Services	42,768	12/6/2022	1	Income Maintenance Caseworker II	65	36,468	1.00%	36,828.00	42,768.00	44,484.00	1,716.00	4.01%
Social Services	36,444	9/1/2023	0	Income Maintenance Caseworker II	65	36,468	0.00%	36,468.00	36,468.00	37,932.00	1,488.00	4.08%
Social Services	36,444	9/1/2023	0	Income Maintenance Caseworker II	65	36,468	0.00%	36,468.00	36,468.00	37,932.00	1,488.00	4.08%
Social Services	36,444	9/1/2023	0	Income Maintenance Caseworker II	65	36,468	0.00%	36,468.00	36,468.00	37,932.00	1,488.00	4.08%
Social Services	36,444	9/1/2023	0	Income Maintenance Caseworker II	65	36,468	0.00%	36,468.00	36,468.00	37,932.00	1,488.00	4.08%
Social Services	36,444	9/1/2023	0	Income Maintenance Caseworker II	65	36,468	0.00%	36,468.00	36,468.00	37,932.00	1,488.00	4.08%
Social Services	40,368	12/21/2012	9	Income Maintenance Caseworker II	65	36,468	9.00%	39,756.00	40,368.00	41,988.00	1,620.00	4.01%
Social Services	42,768	7/1/2015	9	Income Maintenance Caseworker II	65	36,468	9.00%	39,756.00	42,768.00	44,484.00	1,716.00	4.01%
Social Services	40,800	10/31/2010	9	Income Maintenance Caseworker II	65	36,468	9.00%	39,756.00	40,800.00	42,432.00	1,632.00	4.00%
Social Services	37,356	8/2/2021	2	Income Maintenance Caseworker II	65	36,468	2.00%	37,200.00	37,356.00	38,856.00	1,500.00	4.02%
Social Services	33,996	3/1/2023	1	Income Maintenance Caseworker II	65	36,468	1.00%	36,828.00	36,828.00	38,304.00	4,308.00	12.67%
Social Services	33,996	2/1/2023	1	Income Maintenance Caseworker II	65	36,468	1.00%	36,828.00	36,828.00	38,304.00	4,308.00	12.67%
Social Services	33,996	2/1/2023	1	Income Maintenance Caseworker II	65	36,468	1.00%	36,828.00	36,828.00	38,304.00	4,308.00	12.67%
Social Services	36,444	9/1/2023	0	Income Maintenance Caseworker II	65	36,468	0.00%	36,468.00	36,468.00	37,932.00	1,488.00	4.08%
Social Services	33,996	2/1/2023	1	Income Maintenance Caseworker II	65	36,468	1.00%	36,828.00	36,828.00	38,304.00	4,308.00	12.67%
Social Services	33,996	8/16/2023	0	Income Maintenance Caseworker II	65	36,468	0.00%	36,468.00	36,468.00	37,932.00	3,936.00	11.58%
Social Services	36,444	9/1/2023	0	Income Maintenance Caseworker II	65	36,468	0.00%	36,468.00	36,468.00	37,932.00	1,488.00	4.08%
Social Services	36,444	9/1/2023	0	Income Maintenance Caseworker II	65	36,468	0.00%	36,468.00	36,468.00	37,932.00	1,488.00	4.08%
Social Services	36,444	9/1/2023	0	Income Maintenance Caseworker II	65	36,468	0.00%	36,468.00	36,468.00	37,932.00	1,488.00	4.08%
Social Services	36,444	9/1/2023	0	Income Maintenance Caseworker II	65	36,468	0.00%	36,468.00	36,468.00	37,932.00	1,488.00	4.08%
Social Services	36,444	9/1/2023	0	Income Maintenance Caseworker II	65	36,468	0.00%	36,468.00	36,468.00	37,932.00	1,488.00	4.08%
Social Services	34,596	4/3/2023	1	Income Maintenance Investigator I	65	36,468	1.00%	36,828.00	36,828.00	38,304.00	3,708.00	10.72%
Emergency Management	36,636	10/17/2019	4	Administrative Support Specialist II	65	36,468	4.00%	37,932.00	37,932.00	39,444.00	2,808.00	7.66%
Emergency Medical Svcs	35,556	4/1/2022	2	EMT	65	36,468	2.00%	37,200.00	37,200.00	38,688.00	3,132.00	8.81%
Emergency Medical Svcs	35,556	9/27/2022	1	EMT	65	36,468	1.00%	36,828.00	36,828.00	38,304.00	2,748.00	7.73%
Emergency Medical Svcs	35,556	12/8/2021	2	EMT	65	36,468	2.00%	37,200.00	37,200.00	38,688.00	3,132.00	8.81%
Emergency Medical Svcs	37,224	3/22/2018	6	EMT	65	36,468	6.00%	38,652.00	38,652.00	40,200.00	2,976.00	7.99%
Emergency Medical Svcs	32,964	3/8/2023	1	EMT	65	36,468	1.00%	36,828.00	36,828.00	38,304.00	5,340.00	16.20%
Emergency Medical Svcs	32,964	3/8/2023	1	EMT	65	36,468	1.00%	36,828.00	36,828.00	38,304.00	5,340.00	16.20%

Limit Years of Service to 9 with 4% COLA

Vacant Position

Department	Current Annual Salary (Census)	Position Date	YIP from 7/1/2015 to 1/1/2024	Project Title	New Grade	New Minimum	YIP % increase to new minimum	New Minimum Salary Calculated	Greater of Calculated or Current Salary	New Salary with 4% COLA	Total Annual \$ Increase	% Increase
Environmental Health	34,596	8/7/2023	0	Administrative Support Specialist II	65	36,468	0.00%	36,468.00	36,468.00	37,932.00	3,336.00	9.64%
Health	41,400	11/15/1999	9	Foreign Language Interpreter II	65	36,468	9.00%	39,756.00	41,400.00	43,056.00	1,656.00	4.00%
Health	41,112	7/1/2008	9	Foreign Language Interpreter II	65	36,468	9.00%	39,756.00	41,112.00	42,756.00	1,644.00	4.00%
Health	37,356	9/1/2021	2	Foreign Language Interpreter II	65	36,468	2.00%	37,200.00	37,356.00	38,856.00	1,500.00	4.02%
Health	38,484	9/2/2019	4	Foreign Language Interpreter II	65	36,468	4.00%	37,932.00	38,484.00	40,020.00	1,536.00	3.99%
Health	41,112	1/2/2008	9	Foreign Language Interpreter II	65	36,468	9.00%	39,756.00	41,112.00	42,756.00	1,644.00	4.00%
Health	39,672	3/14/2016	8	Foreign Language Interpreter II	65	36,468	8.00%	39,384.00	39,672.00	41,256.00	1,584.00	3.99%
Health	34,596	5/1/2023	1	Foreign Language Interpreter II	65	36,468	1.00%	36,828.00	36,828.00	38,304.00	3,708.00	10.72%
Health	36,444	9/1/2023	0	Foreign Language Interpreter II	65	36,468	0.00%	36,468.00	36,468.00	37,932.00	1,488.00	4.08%
Public Water	39,792	1/23/2018	6	Water Quality Technician	65	36,468	6.00%	38,652.00	39,792.00	41,388.00	1,596.00	4.01%
Recreation	38,772	4/1/2011	9	Administrative Support Specialist II	65	36,468	9.00%	39,756.00	39,756.00	41,352.00	2,580.00	6.65%
Register of Deeds	38,892	2/1/2021	3	Assistant Register of Deeds	65	36,468	3.00%	37,560.00	38,892.00	40,452.00	1,560.00	4.01%
Register of Deeds	41,676	7/1/2015	9	Assistant Register of Deeds	65	36,468	9.00%	39,756.00	41,676.00	43,344.00	1,668.00	4.00%
Sheriff	39,828	2/1/2013	9	Administrative Support Specialist II	65	36,468	9.00%	39,756.00	39,828.00	41,424.00	1,596.00	4.01%
Soil Conservation	37,356	4/4/2022	2	Soil Cons. Program Support Specialist	65	36,468	2.00%	37,200.00	37,356.00	38,856.00	1,500.00	4.02%
Tax	34,692	8/1/2023	0	Revenue Collector	65	36,468	0.00%	36,468.00	36,468.00	37,932.00	3,240.00	9.34%
Teen Court	38,916	10/1/2010	9	Teen Court/Restitution Coordinator	65	36,468	9.00%	39,756.00	39,756.00	41,352.00	2,436.00	6.26%
Transportation	35,556	7/1/2020	4	Administrative Support Specialist II	65	36,468	4.00%	37,932.00	37,932.00	39,444.00	3,888.00	10.93%
Aging	35,556	8/9/2021	2	ADHC Health Care Coordinator (LPN)	66	38,292	2.00%	39,060.00	39,060.00	40,620.00	5,064.00	14.24%
Detention	36,312	2/11/2019	5	Detention Officer I	66	38,292	5.00%	40,212.00	40,212.00	41,820.00	5,508.00	15.17%
Detention	35,472	5/2/2022	2	Detention Officer I	66	38,292	2.00%	39,060.00	39,060.00	40,620.00	5,148.00	14.51%
Detention	35,472	11/15/2021	2	Detention Officer I	66	38,292	2.00%	39,060.00	39,060.00	40,620.00	5,148.00	14.51%
Detention	35,472	6/1/2021	3	Detention Officer I	66	38,292	3.00%	39,444.00	39,444.00	41,016.00	5,544.00	15.63%
Detention	35,472	2/1/2022	2	Detention Officer I	66	38,292	2.00%	39,060.00	39,060.00	40,620.00	5,148.00	14.51%
Detention	35,472	8/16/2021	2	Detention Officer I	66	38,292	2.00%	39,060.00	39,060.00	40,620.00	5,148.00	14.51%
Detention	35,472	6/1/2022	2	Detention Officer I	66	38,292	2.00%	39,060.00	39,060.00	40,620.00	5,148.00	14.51%
Detention	35,472	3/2/2020	4	Detention Officer I	66	38,292	4.00%	39,828.00	39,828.00	41,424.00	5,952.00	16.78%
Detention	35,472	9/1/2023	0	Detention Officer I (cadet)	66	38,292	0.00%	38,292.00	38,292.00	40,008.00	4,536.00	12.79%
Detention	35,472	11/1/2021	2	Detention Officer I	66	38,292	2.00%	39,060.00	39,060.00	40,620.00	5,148.00	14.51%
Detention	35,472	10/1/2020	3	Detention Officer I	66	38,292	3.00%	39,444.00	39,444.00	41,016.00	5,544.00	15.63%
Detention	34,608	4/17/2023	1	Detention Officer I	66	38,292	1.00%	38,676.00	38,676.00	40,224.00	5,616.00	16.23%
Detention	34,608	8/15/2022	1	Detention Officer I	66	38,292	1.00%	38,676.00	38,676.00	40,224.00	5,616.00	16.23%
Detention	32,892	8/1/2023	0	Detention Officer I	66	38,292	0.00%	38,292.00	38,292.00	39,828.00	6,936.00	21.09%
Detention	32,892	8/1/2023	0	Detention Officer I	66	38,292	0.00%	38,292.00	38,292.00	39,828.00	6,936.00	21.09%
Detention	32,892	4/17/2023	1	Detention Officer I	66	38,292	1.00%	38,676.00	38,676.00	40,224.00	7,332.00	22.29%
Detention	32,892	1/23/2023	1	Detention Officer I	66	38,292	1.00%	38,676.00	38,676.00	40,224.00	7,332.00	22.29%
Detention	32,892	9/1/2023	0	Detention Officer I (cadet)	66	38,292	0.00%	38,292.00	38,292.00	40,008.00	7,116.00	21.63%
Detention	32,892	9/1/2023	0	Detention Officer I (cadet)	66	38,292	0.00%	38,292.00	38,292.00	40,008.00	7,116.00	21.63%
Detention	32,892	9/1/2023	0	Detention Officer I (cadet)	66	38,292	0.00%	38,292.00	38,292.00	40,008.00	7,116.00	21.63%
Detention	32,892	9/1/2023	0	Detention Officer I	66	38,292	0.00%	38,292.00	38,292.00	40,008.00	7,116.00	21.63%
Detention	32,892	9/1/2023	0	Detention Officer I	66	38,292	0.00%	38,292.00	38,292.00	40,008.00	7,116.00	21.63%
Detention	32,892	9/1/2023	0	Detention Officer I	66	38,292	0.00%	38,292.00	38,292.00	40,008.00	7,116.00	21.63%
Detention	32,892	9/1/2023	0	Detention Officer I	66	38,292	0.00%	38,292.00	38,292.00	40,008.00	7,116.00	21.63%
Detention	32,892	9/1/2023	0	Detention Officer I	66	38,292	0.00%	38,292.00	38,292.00	40,008.00	7,116.00	21.63%
Detention	32,892	9/1/2023	0	Detention Officer I	66	38,292	0.00%	38,292.00	38,292.00	40,008.00	7,116.00	21.63%

Limit Years of Service to 9 with 4% COLA

Vacant Position

Department	Current Annual Salary (Census)	Position Date	YIP from 7/1/2015 to 1/1/2024	Project Title	New Grade	New Minimum	YIP % increase to new minimum	New Minimum Salary Calculated	Greater of Calculated or Current Salary	New Salary with 4% COLA	Total Annual \$ Increase	% Increase
Finance	36,324	6/19/2023	1	Senior Finance Technician	66	38,292	1.00%	38,676.00	38,676.00	40,224.00	3,900.00	10.74%
Finance	39,228	7/15/2022	1	Senior Finance Technician	66	38,292	1.00%	38,676.00	39,228.00	40,800.00	1,572.00	4.01%
Finance	41,028	7/16/2018	5	Senior Finance Technician	66	38,292	5.00%	40,212.00	41,028.00	42,672.00	1,644.00	4.01%
Finance	42,348	8/1/2013	9	Senior Finance Technician	66	38,292	9.00%	41,736.00	42,348.00	44,040.00	1,692.00	4.00%
Finance	42,192	1/2/2014	9	Senior Finance Technician	66	38,292	9.00%	41,736.00	42,192.00	43,884.00	1,692.00	4.01%
Health	42,180	3/3/2014	9	Medical Lab Technician II	66	38,292	9.00%	41,736.00	42,180.00	43,872.00	1,692.00	4.01%
Public Water	43,356	7/1/2017	7	Utility Service Crew Leader I	66	38,292	7.00%	40,968.00	43,356.00	45,096.00	1,740.00	4.01%
Soil Conservation	39,228	6/13/2022	2	Soil & Water District Technician	66	38,292	2.00%	39,060.00	39,228.00	40,800.00	1,572.00	4.01%
Aging	39,228	5/2/2022	2	Administrative Assistant II	67	40,212	2.00%	41,016.00	41,016.00	42,660.00	3,432.00	8.75%
Communications	39,276	8/8/2022	1	Telecommunications Shift Supervisor	67	40,212	1.00%	40,620.00	40,620.00	42,240.00	2,964.00	7.55%
Communications	39,228	11/1/2021	2	Telecommunications Shift Supervisor	67	40,212	2.00%	41,016.00	41,016.00	42,660.00	3,432.00	8.75%
Communications	41,208	12/11/2017	6	Telecommunications Shift Supervisor	67	40,212	6.00%	42,624.00	42,624.00	44,328.00	3,120.00	7.57%
Communications	41,940	3/9/2023	1	Telecommunications Shift Supervisor	67	40,212	1.00%	40,620.00	41,940.00	43,620.00	1,680.00	4.01%
Detention	39,192	11/1/2017	6	Detention Officer II	67	40,212	6.00%	42,624.00	42,624.00	44,328.00	5,136.00	13.10%
Detention	38,892	2/1/2023	1	Detention Officer II	67	40,212	1.00%	40,620.00	40,620.00	42,240.00	3,348.00	8.61%
Detention	39,000	7/1/2022	2	Detention Officer II	67	40,212	2.00%	41,016.00	41,016.00	42,660.00	3,660.00	9.38%
Detention	38,556	2/15/2019	5	Detention Officer II	67	40,212	5.00%	42,228.00	42,228.00	43,920.00	5,364.00	13.91%
Social Services	43,236	3/1/2022	2	Accounting Tech IV	67	40,212	2.00%	41,016.00	43,236.00	44,964.00	1,728.00	4.00%
Social Services	41,172	1/1/2023	1	Administrative Assistant II	67	40,212	1.00%	40,620.00	41,172.00	42,816.00	1,644.00	3.99%
Social Services	41,172	10/7/2022	1	Administrative Assistant II	67	40,212	1.00%	40,620.00	41,172.00	42,816.00	1,644.00	3.99%
Social Services	41,148	6/1/2022	2	Child Support Agent II	67	40,212	2.00%	41,016.00	41,148.00	42,792.00	1,644.00	4.00%
Social Services	41,172	5/1/2020	4	Child Support Agent II	67	40,212	4.00%	41,820.00	41,820.00	43,488.00	2,316.00	5.63%
Social Services	41,316	2/1/2023	1	Child Support Agent II	67	40,212	1.00%	40,620.00	41,316.00	42,972.00	1,656.00	4.01%
Social Services	43,332	6/1/2017	7	Child Support Agent II	67	40,212	7.00%	43,032.00	43,332.00	45,060.00	1,728.00	3.99%
Social Services	45,408	9/1/2010	9	Child Support Agent II	67	40,212	9.00%	43,836.00	45,408.00	47,220.00	1,812.00	3.99%
Social Services	41,172	5/1/2022	2	Child Support Agent II	67	40,212	2.00%	41,016.00	41,172.00	42,816.00	1,644.00	3.99%
Social Services	43,332	2/15/2017	7	Child Support Agent II	67	40,212	7.00%	43,032.00	43,332.00	45,060.00	1,728.00	3.99%
Social Services	43,332	2/1/2017	7	Child Support Agent II	67	40,212	7.00%	43,032.00	43,332.00	45,060.00	1,728.00	3.99%
Social Services	44,268	1/1/2014	9	Child Support Agent II	67	40,212	9.00%	43,836.00	44,268.00	46,044.00	1,776.00	4.01%
Social Services	39,564	4/1/2022	2	Income Maintenance Caseworker III	67	40,212	2.00%	41,016.00	41,016.00	42,660.00	3,096.00	7.83%
Social Services	41,172	8/22/2022	1	Income Maintenance Caseworker III	67	40,212	1.00%	40,620.00	41,172.00	42,816.00	1,644.00	3.99%
Social Services	41,334	6/8/2016	8	Income Maintenance Caseworker III	67	40,212	8.00%	43,428.00	43,428.00	45,168.00	3,834.00	9.28%
Social Services	42,432	12/1/2018	5	Income Maintenance Caseworker III	67	40,212	5.00%	42,228.00	42,432.00	44,124.00	1,692.00	3.99%
Social Services	40,404	6/1/2023	1	Income Maintenance Caseworker III	67	40,212	1.00%	40,620.00	40,620.00	42,240.00	1,836.00	4.54%
Social Services	41,832	6/14/2021	3	Income Maintenance Caseworker III	67	40,212	3.00%	41,424.00	41,832.00	43,500.00	1,668.00	3.99%
Social Services	41,172	1/1/2022	2	Income Maintenance Caseworker III	67	40,212	2.00%	41,016.00	41,172.00	42,816.00	1,644.00	3.99%
Social Services	44,016	9/1/2015	8	Income Maintenance Caseworker III	67	40,212	8.00%	43,428.00	44,016.00	45,780.00	1,764.00	4.01%
Social Services	41,880	10/17/2022	1	Income Maintenance Caseworker III	67	40,212	1.00%	40,620.00	41,880.00	43,560.00	1,680.00	4.01%
Emergency Medical Svcs	42,756	4/1/2022	2	EMT Intermediate	67	40,212	2.00%	41,016.00	42,756.00	44,472.00	1,716.00	4.01%
Emergency Medical Svcs	43,896	9/11/2003	9	EMT Intermediate	67	40,212	9.00%	43,836.00	43,896.00	45,648.00	1,752.00	3.99%
Emergency Medical Svcs	38,268	8/1/2023	0	EMT Intermediate	67	40,212	0.00%	40,212.00	40,212.00	41,820.00	3,552.00	9.28%
Emergency Medical Svcs	36,324	2/1/2023	1	EMT Intermediate	67	40,212	1.00%	40,620.00	40,620.00	42,240.00	5,916.00	16.29%
Emergency Medical Svcs	36,324	7/5/2023	0	EMT Intermediate	67	40,212	0.00%	40,212.00	40,212.00	41,820.00	5,496.00	15.13%
Health	41,172	5/3/2021	3	Administrative Assistant II	67	40,212	3.00%	41,424.00	41,424.00	43,080.00	1,908.00	4.63%
Inspections/Planning	40,164	9/1/2023	0	Building Codes Inspector I	67	40,212	0.00%	40,212.00	40,212.00	41,820.00	1,656.00	4.12%

Limit Years of Service to 9 with 4% COLA

Vacant Position

Department	Current Annual Salary (Census)	Position Date	YIP from 7/1/2015 to 1/1/2024	Project Title	New Grade	New Minimum	YIP % increase to new minimum	New Minimum Salary Calculated	Greater of Calculated or Current Salary	New Salary with 4% COLA	Total Annual \$ Increase	% Increase
Library	41,988	11/23/2020	3	Information Services Associate (Library)	67	40,212	3.00%	41,424.00	41,988.00	43,668.00	1,680.00	4.00%
Library	41,172	8/1/2023	0	Youth Services Coordinator	67	40,212	0.00%	40,212.00	41,172.00	42,816.00	1,644.00	3.99%
Sheriff	40,404	11/1/2019	4	Administrative Assistant II	67	40,212	4.00%	41,820.00	41,820.00	43,488.00	3,084.00	7.63%
Tax	39,612	8/1/2023	0	Business Personal Property Appraiser	67	40,212	0.00%	40,212.00	40,212.00	41,820.00	2,208.00	5.57%
Tax	38,268	3/1/2023	1	Business Personal Property Appraiser	67	40,212	1.00%	40,620.00	40,620.00	42,240.00	3,972.00	10.38%
Aging	46,896	7/1/2015	9	Information and Options Counselor	68	42,216	9.00%	46,020.00	46,896.00	48,768.00	1,872.00	3.99%
Detention	39,984	8/1/2023	0	Detention Officer III	68	42,216	0.00%	42,216.00	42,216.00	43,908.00	3,924.00	9.81%
Detention	40,596	10/1/2021	2	Detention Officer III	68	42,216	2.00%	43,056.00	43,056.00	44,784.00	4,188.00	10.32%
Detention	43,836	5/17/2023	1	Detention Officer III	68	42,216	1.00%	42,636.00	43,836.00	45,588.00	1,752.00	4.00%
Detention	43,380	7/1/2015	9	Detention Officer III	68	42,216	9.00%	46,020.00	46,020.00	47,856.00	4,476.00	10.32%
Detention	42,516	5/1/2017	7	Detention Officer III	68	42,216	7.00%	45,168.00	45,168.00	46,980.00	4,464.00	10.50%
Detention	36,444	9/1/2023	0	Detention Officer III	68	42,216	0.00%	42,216.00	42,216.00	43,908.00	7,464.00	20.48%
Social Services	46,632	12/1/2016	7	Lead Child Support Agent	68	42,216	7.00%	45,168.00	46,632.00	48,492.00	1,860.00	3.99%
Social Services	45,708	3/11/2022	2	Lead Child Support Agent	68	42,216	2.00%	43,056.00	45,708.00	47,532.00	1,824.00	3.99%
Health	42,168	7/1/2023	1	Nutritionist II	68	42,216	1.00%	42,636.00	42,636.00	44,340.00	2,172.00	5.15%
Recreation	40,044	3/13/2023	1	Recreation Coordinator	68	42,216	1.00%	42,636.00	42,636.00	44,340.00	4,296.00	10.73%
Recreation	43,224	5/9/2022	2	Recreation Coordinator	68	42,216	2.00%	43,056.00	43,224.00	44,952.00	1,728.00	4.00%
Recreation	43,224	10/3/2022	1	Recreation Coordinator	68	42,216	1.00%	42,636.00	43,224.00	44,952.00	1,728.00	4.00%
Tax	41,172	2/25/2019	5	Real Estate Appraiser I	68	42,216	5.00%	44,328.00	44,328.00	46,104.00	4,932.00	11.98%
Animal Shelter	43,584	11/4/2016	7	Animal Shelter Manager	69	44,328	7.00%	47,436.00	47,436.00	49,332.00	5,748.00	13.19%
Detention	44,964	4/1/2023	1	Detention Officer - Sgt	69	44,328	1.00%	44,772.00	44,964.00	46,764.00	1,800.00	4.00%
Detention	44,148	1/1/2021	3	Detention Officer - Sgt	69	44,328	3.00%	45,660.00	45,660.00	47,484.00	3,336.00	7.56%
Detention	43,140	5/5/2021	3	Detention Officer - Sgt	69	44,328	3.00%	45,660.00	45,660.00	47,484.00	4,344.00	10.07%
Detention	40,164	9/1/2023	0	Detention Officer - Sgt	69	44,328	0.00%	44,328.00	44,328.00	46,104.00	5,940.00	14.79%
Social Services	40,224	7/1/2012	9	Computing Support Technician II	69	44,328	9.00%	48,312.00	48,312.00	50,244.00	10,020.00	24.91%
Social Services	37,356	4/1/2021	3	Computing Support Technician II	69	44,328	3.00%	45,660.00	45,660.00	47,484.00	10,128.00	27.11%
Social Services	42,816	5/15/2023	1	Income Maintenance Supervisor II	69	44,328	1.00%	44,772.00	44,772.00	46,560.00	3,744.00	8.74%
Social Services	47,604	11/13/2017	6	Income Maintenance Supervisor II	69	44,328	6.00%	46,992.00	47,604.00	49,512.00	1,908.00	4.01%
Social Services	46,824	2/1/2023	1	Income Maintenance Supervisor II	69	44,328	1.00%	44,772.00	46,824.00	48,696.00	1,872.00	4.00%
Social Services	45,492	6/13/2022	2	Income Maintenance Supervisor II	69	44,328	2.00%	45,216.00	45,492.00	47,316.00	1,824.00	4.01%
Social Services	45,384	5/3/2021	3	Income Maintenance Supervisor II	69	44,328	3.00%	45,660.00	45,660.00	47,484.00	2,100.00	4.63%
Social Services	43,116	9/1/2022	1	Paralegal I	69	44,328	1.00%	44,772.00	44,772.00	46,560.00	3,444.00	7.99%
Social Services	42,060	6/1/2023	1	Paralegal I	69	44,328	1.00%	44,772.00	44,772.00	46,560.00	4,500.00	10.70%
Emergency Medical Svcs	43,224	9/27/2022	1	Paramedic	69	44,328	1.00%	44,772.00	44,772.00	46,560.00	3,336.00	7.72%
Emergency Medical Svcs	43,224	9/27/2022	1	Paramedic	69	44,328	1.00%	44,772.00	44,772.00	46,560.00	3,336.00	7.72%
Emergency Medical Svcs	43,224	6/1/2021	3	Paramedic	69	44,328	3.00%	45,660.00	45,660.00	47,484.00	4,260.00	9.86%
Emergency Medical Svcs	43,224	7/7/2021	2	Paramedic	69	44,328	2.00%	45,216.00	45,216.00	47,028.00	3,804.00	8.80%
Emergency Medical Svcs	43,224	6/1/2021	3	Paramedic	69	44,328	3.00%	45,660.00	45,660.00	47,484.00	4,260.00	9.86%
Emergency Medical Svcs	43,224	6/1/2021	3	Paramedic	69	44,328	3.00%	45,660.00	45,660.00	47,484.00	4,260.00	9.86%
Emergency Medical Svcs	43,224	2/1/2023	1	Paramedic	69	44,328	1.00%	44,772.00	44,772.00	46,560.00	3,336.00	7.72%
Emergency Medical Svcs	43,224	4/1/2022	2	Paramedic	69	44,328	2.00%	45,216.00	45,216.00	47,028.00	3,804.00	8.80%
Emergency Medical Svcs	43,224	11/7/2022	1	Paramedic	69	44,328	1.00%	44,772.00	44,772.00	46,560.00	3,336.00	7.72%
Emergency Medical Svcs	43,224	2/24/2021	3	Paramedic	69	44,328	3.00%	45,660.00	45,660.00	47,484.00	4,260.00	9.86%
Emergency Medical Svcs	43,224	6/1/2022	2	Paramedic	69	44,328	2.00%	45,216.00	45,216.00	47,028.00	3,804.00	8.80%
Emergency Medical Svcs	43,224	8/18/2020	3	Paramedic	69	44,328	3.00%	45,660.00	45,660.00	47,484.00	4,260.00	9.86%

Limit Years of Service to 9 with 4% COLA

Vacant Position

Department	Current Annual Salary (Census)	Position Date	YIP from 7/1/2015 to 1/1/2024		Project Title	New Grade	New Minimum	YIP % increase to new minimum	New Minimum Salary Calculated	Greater of Calculated or Current Salary	New Salary with 4% COLA	Total Annual \$ Increase	% Increase
			0	YIP									
Emergency Medical Svcs	42,168	8/1/2023	0	Paramedic		69	44,328	0.00%	44,328.00	44,328.00	46,104.00	3,936.00	9.33%
Emergency Medical Svcs	42,168	8/1/2023	0	Paramedic		69	44,328	0.00%	44,328.00	44,328.00	46,104.00	3,936.00	9.33%
Emergency Medical Svcs	42,168	9/1/2023	0	Paramedic		69	44,328	0.00%	44,328.00	44,328.00	46,104.00	3,936.00	9.33%
Emergency Medical Svcs	42,168	9/1/2023	0	Paramedic		69	44,328	0.00%	44,328.00	44,328.00	46,104.00	3,936.00	9.33%
Emergency Medical Svcs	44,544	2/18/2019	5	Paramedic		69	44,328	5.00%	46,548.00	46,548.00	48,408.00	3,864.00	8.67%
Emergency Medical Svcs	45,744	2/1/2017	7	Paramedic		69	44,328	7.00%	47,436.00	47,436.00	49,332.00	3,588.00	7.84%
Emergency Medical Svcs	46,416	3/1/2011	9	Paramedic		69	44,328	9.00%	48,312.00	48,312.00	50,244.00	3,828.00	8.25%
Emergency Medical Svcs	45,744	8/1/2016	7	Paramedic		69	44,328	7.00%	47,436.00	47,436.00	49,332.00	3,588.00	7.84%
Emergency Medical Svcs	45,168	4/25/2018	6	Paramedic		69	44,328	6.00%	46,992.00	46,992.00	48,876.00	3,708.00	8.21%
Emergency Medical Svcs	44,724	8/31/2018	5	Paramedic		69	44,328	5.00%	46,548.00	46,548.00	48,408.00	3,684.00	8.24%
Emergency Medical Svcs	47,448	10/1/2008	9	Paramedic		69	44,328	9.00%	48,312.00	48,312.00	50,244.00	2,796.00	5.89%
Emergency Medical Svcs	45,372	11/20/2017	6	Paramedic		69	44,328	6.00%	46,992.00	46,992.00	48,876.00	3,504.00	7.72%
Emergency Medical Svcs	45,108	7/1/2020	4	Paramedic		69	44,328	4.00%	46,104.00	46,104.00	47,952.00	2,844.00	6.30%
Emergency Medical Svcs	46,764	6/29/2012	9	Paramedic		69	44,328	9.00%	48,312.00	48,312.00	50,244.00	3,480.00	7.44%
Emergency Medical Svcs	45,744	8/29/2016	7	Paramedic		69	44,328	7.00%	47,436.00	47,436.00	49,332.00	3,588.00	7.84%
Emergency Medical Svcs	46,596	7/22/2023	0	Paramedic		69	44,328	0.00%	44,328.00	46,596.00	48,456.00	1,860.00	3.99%
Emergency Medical Svcs	46,200	9/15/2023	0	Paramedic		69	44,328	0.00%	44,328.00	46,200.00	48,048.00	1,848.00	4.00%
Emergency Medical Svcs	45,168	3/22/2018	6	Paramedic		69	44,328	6.00%	46,992.00	46,992.00	48,876.00	3,708.00	8.21%
Emergency Medical Svcs	41,040	2/22/2022	2	Paramedic		69	44,328	2.00%	45,216.00	45,216.00	47,028.00	5,988.00	14.59%
Emergency Medical Svcs	42,168	9/1/2023	0	Paramedic		69	44,328	0.00%	44,328.00	44,328.00	46,104.00	3,936.00	9.33%
Emergency Medical Svcs	42,168	9/1/2023	0	Paramedic		69	44,328	0.00%	44,328.00	44,328.00	46,104.00	3,936.00	9.33%
Emergency Medical Svcs	42,168	9/1/2023	0	Paramedic		69	44,328	0.00%	44,328.00	44,328.00	46,104.00	3,936.00	9.33%
EXPO	43,116	12/19/2022	1	Exposition Event Manager		69	44,328	1.00%	44,772.00	44,772.00	46,560.00	3,444.00	7.99%
Health	48,576	4/1/2015	9	Public Health Educator II		69	44,328	9.00%	48,312.00	48,576.00	50,520.00	1,944.00	4.00%
Public Water	51,504	8/1/2016	7	Water Production Operator II		69	44,328	7.00%	47,436.00	51,504.00	53,568.00	2,064.00	4.01%
Administration	45,744	1/1/2023	1	Ex Assistant/Clerk to the Board		70	46,548	1.00%	47,016.00	47,016.00	48,900.00	3,156.00	6.90%
Aging	50,448	1/6/2023	1	ADHC Program Manager		70	46,548	1.00%	47,016.00	50,448.00	52,464.00	2,016.00	4.00%
Aging	45,384	9/1/2022	1	CAP/DA Case Manager		70	46,548	1.00%	47,016.00	47,016.00	48,900.00	3,516.00	7.75%
Aging	42,060	8/14/2023	0	CAP/DA Case Manager		70	46,548	0.00%	46,548.00	46,548.00	48,408.00	6,348.00	15.09%
Aging	51,600	7/1/2015	9	Home Improvement Specialist		70	46,548	9.00%	50,736.00	51,600.00	53,664.00	2,064.00	4.00%
Aging	45,384	3/1/2022	2	Nutrition Program Manager		70	46,548	2.00%	47,484.00	47,484.00	49,380.00	3,996.00	8.80%
Communications	43,224	11/1/2021	2	Asst. Telecommunications Manager		70	46,548	2.00%	47,484.00	47,484.00	49,380.00	6,156.00	14.24%
Detention	45,384	3/15/2022	2	Detention Officer - 1st Sgt		70	46,548	2.00%	47,484.00	47,484.00	49,380.00	3,996.00	8.80%
Detention	45,864	6/1/2018	6	Detention Officer - 1st Sgt		70	46,548	6.00%	49,344.00	49,344.00	51,312.00	5,448.00	11.88%
Detention LEO	40,980	10/17/2022	1	Deputy I		70	46,548	1.00%	47,016.00	47,016.00	48,900.00	7,920.00	19.33%
Detention LEO	40,164	9/1/2023	0	Deputy I		70	46,548	0.00%	46,548.00	46,548.00	48,408.00	8,244.00	20.53%
Social Services	51,048	2/1/2022	2	Child Support Supervisor II		70	46,548	2.00%	47,484.00	51,048.00	53,088.00	2,040.00	4.00%
Social Services	46,512	9/1/2023	0	Human Services Evaluator I		70	46,548	0.00%	46,548.00	46,548.00	48,408.00	1,896.00	4.08%
Emergency Management	46,458	9/1/2023	0	Communication Training Officer		70	46,548	0.00%	46,548.00	46,548.00	48,408.00	1,950.00	4.20%
Emergency Medical Svcs	47,400	2/5/2018	6	Paramedic/Field Training Officer		70	46,548	6.00%	49,344.00	49,344.00	51,312.00	3,912.00	8.25%
Emergency Medical Svcs	46,764	2/1/2019	5	Paramedic/Field Training Officer		70	46,548	5.00%	48,876.00	48,876.00	50,832.00	4,068.00	8.70%
Emergency Medical Svcs	44,280	9/1/2023	0	Paramedic Training Officer		70	46,548	0.00%	46,548.00	46,548.00	48,408.00	4,128.00	9.32%
Environmental Health	45,384	1/4/2021	3	Environmental Health Specialist		70	46,548	3.00%	47,940.00	47,940.00	49,860.00	4,476.00	9.86%
Environmental Health	45,384	2/8/2021	3	Environmental Health Specialist		70	46,548	3.00%	47,940.00	47,940.00	49,860.00	4,476.00	9.86%
Environmental Health	55,968	9/22/2021	2	Environmental Health Specialist		70	46,548	2.00%	47,484.00	55,968.00	58,212.00	2,244.00	4.01%

Limit Years of Service to 9 with 4% COLA

Vacant Position

Department	Current Annual Salary (Census)	Position Date	YIP from 7/1/2015 to 1/1/2024	Project Title	New Grade	New Minimum	YIP % increase to new minimum	New Minimum Salary Calculated	Greater of Calculated or Current Salary	New Salary with 4% COLA	Total Annual \$ Increase	% Increase
Environmental Health	42,060	8/1/2023	0	Environmental Health Specialist	70	46,548	0.00%	46,548.00	46,548.00	48,408.00	6,348.00	15.09%
Human Resources	50,076	7/1/2017	7	Human Resources Payroll Administrato	70	46,548	7.00%	49,812.00	50,076.00	52,080.00	2,004.00	4.00%
Library	48,708	9/1/2014	9	Branch Manager	70	46,548	9.00%	50,736.00	50,736.00	52,764.00	4,056.00	8.33%
Library	48,000	11/1/2016	7	Branch Manager	70	46,548	7.00%	49,812.00	49,812.00	51,804.00	3,804.00	7.93%
Library	44,280	3/1/2023	1	Branch Manager	70	46,548	1.00%	47,016.00	47,016.00	48,900.00	4,620.00	10.43%
Sheriff	42,432	8/5/2019	4	Deputy I	70	46,548	4.00%	48,408.00	48,408.00	50,340.00	7,908.00	18.64%
Sheriff	41,172	10/1/2021	2	Deputy I	70	46,548	2.00%	47,484.00	47,484.00	49,380.00	8,208.00	19.94%
Sheriff	41,172	7/15/2021	2	Deputy I	70	46,548	2.00%	47,484.00	47,484.00	49,380.00	8,208.00	19.94%
Sheriff	41,172	6/1/2020	4	Deputy I	70	46,548	4.00%	48,408.00	48,408.00	50,340.00	9,168.00	22.27%
Sheriff	41,172	6/1/2020	4	Deputy I	70	46,548	4.00%	48,408.00	48,408.00	50,340.00	9,168.00	22.27%
Sheriff	41,172	7/15/2020	3	Deputy I	70	46,548	3.00%	47,940.00	47,940.00	49,860.00	8,688.00	21.10%
Sheriff	41,172	7/1/2021	3	Deputy I	70	46,548	3.00%	47,940.00	47,940.00	49,860.00	8,688.00	21.10%
Sheriff	41,172	7/1/2021	3	Deputy I	70	46,548	3.00%	47,940.00	47,940.00	49,860.00	8,688.00	21.10%
Sheriff	41,172	5/1/2022	2	Deputy I	70	46,548	2.00%	47,484.00	47,484.00	49,380.00	8,208.00	19.94%
Sheriff	41,172	5/1/2020	4	Deputy I	70	46,548	4.00%	48,408.00	48,408.00	50,340.00	9,168.00	22.27%
Sheriff	40,164	8/30/2023	0	Deputy I	70	46,548	0.00%	46,548.00	46,548.00	48,408.00	8,244.00	20.53%
Sheriff	40,164	6/5/2023	1	Deputy I	70	46,548	1.00%	47,016.00	47,016.00	48,900.00	8,736.00	21.75%
Sheriff	38,160	9/18/2023	0	Deputy I	70	46,548	0.00%	46,548.00	46,548.00	48,408.00	10,248.00	26.86%
Sheriff	40,164	9/1/2023	0	Deputy I	70	46,548	0.00%	46,548.00	46,548.00	48,408.00	8,244.00	20.53%
Sheriff	40,164	9/1/2023	0	Deputy I	70	46,548	0.00%	46,548.00	46,548.00	48,408.00	8,244.00	20.53%
Sheriff	38,160	6/15/2023	1	Deputy I	70	46,548	1.00%	47,016.00	47,016.00	48,900.00	10,740.00	28.14%
Sheriff	38,160	6/15/2023	1	Deputy I	70	46,548	1.00%	47,016.00	47,016.00	48,900.00	10,740.00	28.14%
Sheriff	38,160	4/14/2023	1	Deputy I	70	46,548	1.00%	47,016.00	47,016.00	48,900.00	10,740.00	28.14%
Detention LEO	44,184	4/13/2023	1	Deputy II	71	48,876	1.00%	49,368.00	49,368.00	51,348.00	7,164.00	16.21%
Detention LEO	46,236	4/1/2020	4	Deputy II	71	48,876	4.00%	50,832.00	50,832.00	52,860.00	6,624.00	14.33%
Social Services	49,980	2/1/2023	1	Income Maintenance Supervisor III	71	48,876	1.00%	49,368.00	49,980.00	51,984.00	2,004.00	4.01%
Social Services	44,280	9/1/2023	0	Social Worker II	71	48,876	0.00%	48,876.00	48,876.00	50,832.00	6,552.00	14.80%
Social Services	37,356	11/1/2022	1	Social Worker II	71	48,876	1.00%	49,368.00	49,368.00	51,348.00	13,992.00	37.46%
Emergency Medical Svcs	52,080	7/1/2015	9	EMS Shift Supervisor	71	48,876	9.00%	53,280.00	53,280.00	55,416.00	3,336.00	6.41%
Emergency Medical Svcs	51,840	1/8/2018	6	EMS Shift Supervisor	71	48,876	6.00%	51,804.00	51,840.00	53,916.00	2,076.00	4.00%
Emergency Medical Svcs	50,712	12/17/2018	5	EMS Shift Supervisor	71	48,876	5.00%	51,324.00	51,324.00	53,376.00	2,664.00	5.25%
Health	53,016	7/1/2019	5	Health Accounting Specialist II	71	48,876	5.00%	51,324.00	53,016.00	55,140.00	2,124.00	4.01%
Health	45,384	11/28/2022	1	Social Worker II	71	48,876	1.00%	49,368.00	49,368.00	51,348.00	5,964.00	13.14%
Inspections/Planning	42,168	2/17/2023	1	Planner	71	48,876	1.00%	49,368.00	49,368.00	51,348.00	9,180.00	21.77%
Inspections/Planning	61,224	1/1/2004	9	Building Codes Inspector II	71	48,876	9.00%	53,280.00	61,224.00	63,672.00	2,448.00	4.00%
Inspections/Planning	50,640	5/1/2023	1	Building Codes Inspector II	71	48,876	1.00%	49,368.00	50,640.00	52,668.00	2,028.00	4.00%
Information Technology	51,588	3/1/2019	5	Information Technology Specialist I	71	48,876	5.00%	51,324.00	51,588.00	53,652.00	2,064.00	4.00%
Information Technology	50,052	1/6/2020	4	Information Technology Specialist I	71	48,876	4.00%	50,832.00	50,832.00	52,860.00	2,808.00	5.61%
Sheriff	44,136	4/1/2020	4	Deputy II	71	48,876	4.00%	50,832.00	50,832.00	52,860.00	8,724.00	19.77%
Sheriff	44,136	2/1/2020	4	Deputy II	71	48,876	4.00%	50,832.00	50,832.00	52,860.00	8,724.00	19.77%
Sheriff	43,884	4/1/2020	4	Deputy II	71	48,876	4.00%	50,832.00	50,832.00	52,860.00	8,976.00	20.45%
Sheriff	43,236	8/1/2023	0	Deputy II	71	48,876	0.00%	48,876.00	48,876.00	50,832.00	7,596.00	17.57%
Sheriff	44,544	12/1/2019	4	Deputy II	71	48,876	4.00%	50,832.00	50,832.00	52,860.00	8,316.00	18.67%
Sheriff	45,396	8/15/2022	1	Deputy II	71	48,876	1.00%	49,368.00	49,368.00	51,348.00	5,952.00	13.11%
Sheriff	53,808	5/15/2023	1	Deputy II	71	48,876	1.00%	49,368.00	53,808.00	55,956.00	2,148.00	3.99%

Limit Years of Service to 9 with 4% COLA

Vacant Position

Department	Current Annual Salary (Census)	Position Date	YIP from 7/1/2015 to 1/1/2024	Project Title	New Grade	New Minimum	YIP % increase to new minimum	New Minimum Salary Calculated	Greater of Calculated or Current Salary	New Salary with 4% COLA	Total Annual \$ Increase	% Increase
Sheriff	46,416	7/1/2015	9	Deputy II	71	48,876	9.00%	53,280.00	53,280.00	55,416.00	9,000.00	19.39%
Sheriff	45,204	3/1/2018	6	Deputy II	71	48,876	6.00%	51,804.00	51,804.00	53,880.00	8,676.00	19.19%
Sheriff	47,772	3/1/2022	2	Deputy II	71	48,876	2.00%	49,848.00	49,848.00	51,840.00	4,068.00	8.52%
Sheriff	43,224	4/1/2020	4	Deputy II	71	48,876	4.00%	50,832.00	50,832.00	52,860.00	9,636.00	22.29%
Sheriff	44,544	12/1/2019	4	Deputy II	71	48,876	4.00%	50,832.00	50,832.00	52,860.00	8,316.00	18.67%
Sheriff	45,216	2/1/2022	2	Deputy II	71	48,876	2.00%	49,848.00	49,848.00	51,840.00	6,624.00	14.65%
Sheriff	45,120	7/15/2023	0	Deputy II	71	48,876	0.00%	48,876.00	48,876.00	50,832.00	5,712.00	12.66%
Sheriff	42,168	9/1/2023	0	Deputy II	71	48,876	0.00%	48,876.00	48,876.00	50,832.00	8,664.00	20.55%
Sheriff	42,168	2/15/2023	1	Deputy II	71	48,876	1.00%	49,368.00	49,368.00	51,348.00	9,180.00	21.77%
Sheriff	42,168	6/1/2023	1	Deputy II	71	48,876	1.00%	49,368.00	49,368.00	51,348.00	9,180.00	21.77%
Sheriff	42,168	2/1/2023	1	Deputy II	71	48,876	1.00%	49,368.00	49,368.00	51,348.00	9,180.00	21.77%
Veterans	63,996	7/1/1983	9	Veterans Service Officer	71	48,876	9.00%	53,280.00	63,996.00	66,552.00	2,556.00	3.99%
Social Services	54,144	4/1/2019	5	Human Services Evaluator II	72	51,324	5.00%	53,892.00	54,144.00	56,304.00	2,160.00	3.99%
Social Services	50,064	2/1/2022	2	Personnel Tech III	72	51,324	2.00%	52,356.00	52,356.00	54,456.00	4,392.00	8.77%
Elections	43,224	5/23/2022	2	Deputy Director of Elections	72	51,324	2.00%	52,356.00	52,356.00	54,456.00	11,232.00	25.99%
Emergency Management	52,440	8/3/2017	6	Deputy Fire Marshal/Fire Inspector	72	51,324	6.00%	54,408.00	54,408.00	56,580.00	4,140.00	7.89%
Emergency Management	52,536	3/15/2022	2	Emergency Management Coordinator	72	51,324	2.00%	52,356.00	52,536.00	54,636.00	2,100.00	4.00%
Environmental Health	57,600	9/20/2021	2	Environmental Hlth Program Specialist	72	51,324	2.00%	52,356.00	57,600.00	59,904.00	2,304.00	4.00%
Human Resources	52,536	3/1/2021	3	Human Resources Analyst	72	51,324	3.00%	52,860.00	52,860.00	54,972.00	2,436.00	4.64%
Human Resources	48,684	1/30/2023	1	Human Resources Analyst	72	51,324	1.00%	51,840.00	51,840.00	53,916.00	5,232.00	10.75%
Public Water	57,216	7/1/2019	5	Administrative Officer II	72	51,324	5.00%	53,892.00	57,216.00	59,508.00	2,292.00	4.01%
Sheriff	46,380	9/1/2023	0	Deputy III	72	51,324	0.00%	51,324.00	51,324.00	53,376.00	6,996.00	15.08%
Sheriff	49,752	8/16/2021	2	Deputy III	72	51,324	2.00%	52,356.00	52,356.00	54,456.00	4,704.00	9.45%
Sheriff	47,304	6/1/2023	1	Deputy III	72	51,324	1.00%	51,840.00	51,840.00	53,916.00	6,612.00	13.98%
Sheriff	47,988	8/15/2022	1	Deputy III	72	51,324	1.00%	51,840.00	51,840.00	53,916.00	5,928.00	12.35%
Sheriff	47,400	2/1/2018	6	Deputy III	72	51,324	6.00%	54,408.00	54,408.00	56,580.00	9,180.00	19.37%
Sheriff	47,628	9/1/2019	4	Deputy III	72	51,324	4.00%	53,376.00	53,376.00	55,512.00	7,884.00	16.55%
Sheriff	47,856	2/1/2023	1	Deputy III	72	51,324	1.00%	51,840.00	51,840.00	53,916.00	6,060.00	12.66%
Sheriff	49,992	7/1/2015	9	Deputy III	72	51,324	9.00%	55,944.00	55,944.00	58,176.00	8,184.00	16.37%
Sheriff	48,108	2/1/2023	1	Deputy III	72	51,324	1.00%	51,840.00	51,840.00	53,916.00	5,808.00	12.07%
Sheriff	47,400	12/15/2022	1	Deputy III	72	51,324	1.00%	51,840.00	51,840.00	53,916.00	6,516.00	13.75%
Sheriff	47,148	2/1/2019	5	Deputy III	72	51,324	5.00%	53,892.00	53,892.00	56,052.00	8,904.00	18.89%
Sheriff	45,384	9/30/2022	1	Deputy III	72	51,324	1.00%	51,840.00	51,840.00	53,916.00	8,532.00	18.80%
Sheriff	45,384	9/1/2020	3	Deputy III	72	51,324	3.00%	52,860.00	52,860.00	54,972.00	9,588.00	21.13%
Sheriff	45,384	8/15/2022	1	Deputy III	72	51,324	1.00%	51,840.00	51,840.00	53,916.00	8,532.00	18.80%
Sheriff	44,280	2/15/2023	1	Deputy III	72	51,324	1.00%	51,840.00	51,840.00	53,916.00	9,636.00	21.76%
Sheriff	44,280	2/15/2023	1	Deputy III	72	51,324	1.00%	51,840.00	51,840.00	53,916.00	9,636.00	21.76%
Sheriff	44,280	8/1/2023	0	Deputy III	72	51,324	0.00%	51,324.00	51,324.00	53,376.00	9,096.00	20.54%
Sheriff	44,280	6/1/2023	1	Deputy III	72	51,324	1.00%	51,840.00	51,840.00	53,916.00	9,636.00	21.76%
Sheriff	44,280	8/1/2023	0	Deputy III	72	51,324	0.00%	51,324.00	51,324.00	53,376.00	9,096.00	20.54%
Sheriff	44,280	8/1/2023	0	Deputy III	72	51,324	0.00%	51,324.00	51,324.00	53,376.00	9,096.00	20.54%
Sheriff	44,280	9/1/2023	0	Deputy III	72	51,324	0.00%	51,324.00	51,324.00	53,376.00	9,096.00	20.54%
Sheriff	40,164	6/5/2023	1	Deputy III	72	51,324	1.00%	51,840.00	51,840.00	53,916.00	13,752.00	34.24%
Soil Conservation	52,536	8/9/2016	7	Soil Conservationist	72	51,324	7.00%	54,912.00	54,912.00	57,108.00	4,572.00	8.70%
Tax	55,044	1/1/2018	6	Business Listing Supervisor	72	51,324	6.00%	54,408.00	55,044.00	57,240.00	2,196.00	3.99%

Limit Years of Service to 9 with 4% COLA

Vacant Position

Department	Current Annual Salary (Census)	Position Date	YIP from 7/1/2015 to 1/1/2024	Project Title	New Grade	New Minimum	YIP % increase to new minimum	New Minimum Salary Calculated	Greater of Calculated or Current Salary	New Salary with 4% COLA	Total Annual \$ Increase	% Increase
Tax	47,664	2/1/2020	4	Real Estate Supervisor	72	51,324	4.00%	53,376.00	53,376.00	55,512.00	7,848.00	16.47%
Tax	55,128	6/1/2017	7	Tax Collections Supervisor	72	51,324	7.00%	54,912.00	55,128.00	57,336.00	2,208.00	4.01%
Tax	55,548	3/1/2016	8	Tax Listing Supervisor	72	51,324	8.00%	55,428.00	55,548.00	57,768.00	2,220.00	4.00%
Aging	46,512	9/1/2023	0	CAP/DA Case Manager, RN	73	53,892	0.00%	53,892.00	53,892.00	56,052.00	9,540.00	20.51%
Aging	52,872	7/1/2022	2	Community Care & Svcs Supervisor	73	53,892	2.00%	54,972.00	54,972.00	57,168.00	4,296.00	8.13%
Aging	46,512	9/1/2023	0	In-Home Services Supervisor	73	53,892	0.00%	53,892.00	53,892.00	56,052.00	9,540.00	20.51%
Social Services	53,820	7/1/2015	9	Social Worker III	73	53,892	9.00%	58,740.00	58,740.00	61,092.00	7,272.00	13.51%
Social Services	49,428	4/1/2023	1	Social Worker III	73	53,892	1.00%	54,432.00	54,432.00	56,604.00	7,176.00	14.52%
Social Services	49,380	4/10/2023	1	Social Worker III	73	53,892	1.00%	54,432.00	54,432.00	56,604.00	7,224.00	14.63%
Social Services	55,032	7/1/2015	9	Social Worker III	73	53,892	9.00%	58,740.00	58,740.00	61,092.00	6,060.00	11.01%
Social Services	55,980	10/1/2022	1	Social Worker III	73	53,892	1.00%	54,432.00	55,980.00	58,224.00	2,244.00	4.01%
Social Services	55,164	12/12/2022	1	Social Worker III	73	53,892	1.00%	54,432.00	55,164.00	57,372.00	2,208.00	4.00%
Social Services	55,164	1/1/2023	1	Social Worker III	73	53,892	1.00%	54,432.00	55,164.00	57,372.00	2,208.00	4.00%
Social Services	59,640	7/1/2017	7	Social Worker III	73	53,892	7.00%	57,660.00	59,640.00	62,028.00	2,388.00	4.00%
Social Services	60,252	7/1/2004	9	Social Worker III	73	53,892	9.00%	58,740.00	60,252.00	62,664.00	2,412.00	4.00%
Social Services	56,892	11/1/2017	6	Social Worker III	73	53,892	6.00%	57,120.00	57,120.00	59,400.00	2,508.00	4.41%
Social Services	48,828	9/1/2023	0	Social Worker III	73	53,892	0.00%	53,892.00	53,892.00	56,052.00	7,224.00	14.79%
Social Services	55,164	7/1/2022	2	Social Worker III	73	53,892	2.00%	54,972.00	55,164.00	57,372.00	2,208.00	4.00%
Social Services	55,164	8/2/2021	2	Social Worker III	73	53,892	2.00%	54,972.00	55,164.00	57,372.00	2,208.00	4.00%
Social Services	56,748	6/6/2018	6	Social Worker III	73	53,892	6.00%	57,120.00	57,120.00	59,400.00	2,652.00	4.67%
Social Services	55,164	12/6/2021	2	Social Worker III	73	53,892	2.00%	54,972.00	55,164.00	57,372.00	2,208.00	4.00%
Social Services	54,588	7/18/2023	0	Social Worker III	73	53,892	0.00%	53,892.00	54,588.00	56,772.00	2,184.00	4.00%
Social Services	55,788	4/10/2023	1	Social Worker III	73	53,892	1.00%	54,432.00	55,788.00	58,020.00	2,232.00	4.00%
Social Services	48,228	5/1/2023	1	Social Worker III	73	53,892	1.00%	54,432.00	54,432.00	56,604.00	8,376.00	17.37%
Social Services	48,228	2/1/2023	1	Social Worker III	73	53,892	1.00%	54,432.00	54,432.00	56,604.00	8,376.00	17.37%
Social Services	48,828	9/1/2023	0	Social Worker III	73	53,892	0.00%	53,892.00	53,892.00	56,052.00	7,224.00	14.79%
Social Services	48,828	9/1/2023	0	Social Worker III	73	53,892	0.00%	53,892.00	53,892.00	56,052.00	7,224.00	14.79%
Social Services	48,828	9/1/2023	0	Social Worker III	73	53,892	0.00%	53,892.00	53,892.00	56,052.00	7,224.00	14.79%
Social Services	36,444	6/1/2023	1	Social Worker III	73	53,892	1.00%	54,432.00	54,432.00	56,604.00	20,160.00	55.32%
Social Services	47,052	8/1/2022	1	Social Worker Trainee	73	53,892	1.00%	54,432.00	54,432.00	56,604.00	9,552.00	20.30%
Finance	58,320	3/1/2016	8	Internal Auditor	73	53,892	8.00%	58,200.00	58,320.00	60,648.00	2,328.00	3.99%
Finance	55,032	7/1/2015	9	Purchasing & Contracting Officer	73	53,892	9.00%	58,740.00	58,740.00	61,092.00	6,060.00	11.01%
Inspections/Planning	70,116	7/1/2015	9	Building Codes Inspector III	73	53,892	9.00%	58,740.00	70,116.00	72,924.00	2,808.00	4.00%
Information Technology	63,060	7/1/2019	5	Information Technology Specialist III	73	53,892	5.00%	56,592.00	63,060.00	65,580.00	2,520.00	4.00%
Public Buildings	51,252	7/1/2023	1	Facilities Maintenance Superintendent	73	53,892	1.00%	54,432.00	54,432.00	56,604.00	5,352.00	10.44%
Public Water	51,348	7/1/2023	1	Facilities Maintenance Superintendent	73	53,892	1.00%	54,432.00	54,432.00	56,604.00	5,256.00	10.24%
Recreation	59,472	10/19/2009	9	Facilities Maintenance Superintendent	73	53,892	9.00%	58,740.00	59,472.00	61,848.00	2,376.00	4.00%
Recreation	59,928	5/21/2018	6	Recreation Manager	73	53,892	6.00%	57,120.00	59,928.00	62,328.00	2,400.00	4.00%
Transportation	51,588	8/26/2019	4	Transportation Services Supervisor	73	53,892	4.00%	56,052.00	56,052.00	58,296.00	6,708.00	13.00%
Administration	55,176	5/23/2022	2	GIS Coordinator	74	56,580	2.00%	57,708.00	57,708.00	60,012.00	4,836.00	8.76%
Detention LEO	51,732	3/6/2023	1	Deputy Sgt.	74	56,580	1.00%	57,144.00	57,144.00	59,424.00	7,692.00	14.87%
Social Services	57,756	12/1/2007	9	Computer Systems Administrator II	74	56,580	9.00%	61,668.00	61,668.00	64,140.00	6,384.00	11.05%
Social Services	57,924	10/10/2022	1	County Soc Svcs Business Officer	74	56,580	1.00%	57,144.00	57,924.00	60,240.00	2,316.00	4.00%
Social Services	62,556	4/1/2016	8	Income Maintenance Administrator I	74	56,580	8.00%	61,104.00	62,556.00	65,064.00	2,508.00	4.01%
Social Services	56,124	9/14/2020	3	Social Worker IAT	74	56,580	3.00%	58,272.00	58,272.00	60,600.00	4,476.00	7.98%

Limit Years of Service to 9 with 4% COLA

Vacant Position

Department	Current Annual Salary (Census)	Position Date	YIP from 7/1/2015 to 1/1/2024	Project Title	New Grade	New Minimum	YIP % increase to new minimum	New Minimum Salary Calculated	Greater of Calculated or Current Salary	New Salary with 4% COLA	Total Annual \$ Increase	% Increase
Social Services	56,028	12/1/2015	8	Social Worker IAT	74	56,580	8.00%	61,104.00	61,104.00	63,552.00	7,524.00	13.43%
Social Services	55,680	6/29/2021	3	Social Worker IAT	74	56,580	3.00%	58,272.00	58,272.00	60,600.00	4,920.00	8.84%
Social Services	55,164	10/1/2020	3	Social Worker IAT	74	56,580	3.00%	58,272.00	58,272.00	60,600.00	5,436.00	9.85%
Social Services	55,164	7/1/2022	2	Social Worker IAT	74	56,580	2.00%	57,708.00	57,708.00	60,012.00	4,848.00	8.79%
Social Services	55,164	11/1/2022	1	Social Worker IAT	74	56,580	1.00%	57,144.00	57,144.00	59,424.00	4,260.00	7.72%
Social Services	55,116	7/1/2021	3	Social Worker IAT	74	56,580	3.00%	58,272.00	58,272.00	60,600.00	5,484.00	9.95%
Social Services	51,252	9/1/2023	0	Social Worker IAT	74	56,580	0.00%	56,580.00	56,580.00	58,848.00	7,596.00	14.82%
Social Services	51,252	9/1/2023	0	Social Worker IAT	74	56,580	0.00%	56,580.00	56,580.00	58,848.00	7,596.00	14.82%
Social Services	51,252	9/1/2023	0	Social Worker IAT	74	56,580	0.00%	56,580.00	56,580.00	58,848.00	7,596.00	14.82%
Social Services	51,252	9/1/2023	0	Social Worker IAT	74	56,580	0.00%	56,580.00	56,580.00	58,848.00	7,596.00	14.82%
Social Services	51,252	9/1/2023	0	Social Worker IAT	74	56,580	0.00%	56,580.00	56,580.00	58,848.00	7,596.00	14.82%
Social Services	51,252	9/1/2023	0	Social Worker IAT	74	56,580	0.00%	56,580.00	56,580.00	58,848.00	7,596.00	14.82%
Social Services	57,324	1/1/2018	6	Social Worker IAT	74	56,580	6.00%	59,976.00	59,976.00	62,376.00	5,052.00	8.81%
Social Services	56,640	9/1/2023	0	Social Worker IAT	74	56,580	0.00%	56,580.00	56,640.00	58,908.00	2,268.00	4.00%
Social Services	50,808	7/25/2023	0	Social Worker IAT	74	56,580	0.00%	56,580.00	56,580.00	58,848.00	8,040.00	15.82%
Social Services	51,252	9/1/2023	0	Social Worker IAT	74	56,580	0.00%	56,580.00	56,580.00	58,848.00	7,596.00	14.82%
Social Services	51,252	9/1/2023	0	Social Worker IAT	74	56,580	0.00%	56,580.00	56,580.00	58,848.00	7,596.00	14.82%
Social Services	36,444	6/5/2023	1	Social Worker IAT	74	56,580	1.00%	57,144.00	57,144.00	59,424.00	22,980.00	63.06%
Social Services	52,536	6/1/2022	2	Social Work Supervisor II	74	56,580	2.00%	57,708.00	57,708.00	60,012.00	7,476.00	14.23%
Emergency Medical Svcs	63,900	11/19/2018	5	Training Officer	74	56,580	5.00%	59,412.00	63,900.00	66,456.00	2,556.00	4.00%
Health	62,460	2/1/2012	9	Medical Lab Technologist III	74	56,580	9.00%	61,668.00	62,460.00	64,956.00	2,496.00	4.00%
Health	56,508	9/1/2023	0	Public Health Nurse II	74	56,580	0.00%	56,580.00	56,580.00	60,000.00	3,492.00	6.18%
Health	56,508	9/1/2023	0	Public Health Nurse II	74	56,580	0.00%	56,580.00	56,580.00	60,000.00	3,492.00	6.18%
Health	56,508	7/3/2023	0	Public Health Nurse II	74	56,580	0.00%	56,580.00	56,580.00	60,000.00	3,492.00	6.18%
Health	56,508	1/17/2023	1	Public Health Nurse II	74	56,580	1.00%	57,144.00	57,144.00	60,000.00	3,492.00	6.18%
Health	60,816	6/1/2022	2	Public Health Nurse II	74	56,580	2.00%	57,708.00	60,816.00	63,252.00	2,436.00	4.01%
Human Resources	57,924	3/1/2021	3	Human Resources Specialist	74	56,580	3.00%	58,272.00	58,272.00	60,600.00	2,676.00	4.62%
Inspections/Planning	57,924	2/1/2023	1	Senior Planner	74	56,580	1.00%	57,144.00	57,924.00	60,240.00	2,316.00	4.00%
Sheriff	52,944	1/15/2016	8	Deputy Sgt.	74	56,580	8.00%	61,104.00	61,104.00	63,552.00	10,608.00	20.04%
Sheriff	50,208	6/1/2020	4	Deputy Sgt.	74	56,580	4.00%	58,848.00	58,848.00	61,200.00	10,992.00	21.89%
Sheriff	54,036	5/15/2012	9	Deputy Sgt.	74	56,580	9.00%	61,668.00	61,668.00	64,140.00	10,104.00	18.70%
Sheriff	53,616	6/1/2011	9	Deputy Sgt.	74	56,580	9.00%	61,668.00	61,668.00	64,140.00	10,524.00	19.63%
Sheriff	52,200	2/1/2018	6	Deputy Sgt.	74	56,580	6.00%	59,976.00	59,976.00	62,376.00	10,176.00	19.49%
Sheriff	51,756	8/1/2023	0	Deputy Sgt.	74	56,580	0.00%	56,580.00	56,580.00	58,848.00	7,092.00	13.70%
Sheriff	54,636	6/1/2009	9	Deputy Sgt.	74	56,580	9.00%	61,668.00	61,668.00	64,140.00	9,504.00	17.40%
Sheriff	50,052	6/1/2020	4	Deputy Sgt.	74	56,580	4.00%	58,848.00	58,848.00	61,200.00	11,148.00	22.27%
Sheriff	50,052	6/1/2020	4	Deputy Sgt.	74	56,580	4.00%	58,848.00	58,848.00	61,200.00	11,148.00	22.27%
Sheriff	52,488	4/15/2022	2	Deputy Sgt.	74	56,580	2.00%	57,708.00	57,708.00	60,012.00	7,524.00	14.33%
Sheriff	50,052	5/15/2022	2	Detective	74	56,580	2.00%	57,708.00	57,708.00	60,012.00	9,960.00	19.90%
Sheriff	50,052	3/2/2020	4	Detective	74	56,580	4.00%	58,848.00	58,848.00	61,200.00	11,148.00	22.27%
Sheriff	50,052	2/15/2022	2	Detective	74	56,580	2.00%	57,708.00	57,708.00	60,012.00	9,960.00	19.90%
Sheriff	52,200	2/1/2018	6	Detective	74	56,580	6.00%	59,976.00	59,976.00	62,376.00	10,176.00	19.49%
Sheriff	51,576	1/1/2021	3	Detective	74	56,580	3.00%	58,272.00	58,272.00	60,600.00	9,024.00	17.50%
Sheriff	53,196	7/1/2018	6	Detective	74	56,580	6.00%	59,976.00	59,976.00	62,376.00	9,180.00	17.26%
Sheriff	53,484	7/1/2015	9	Detective	74	56,580	9.00%	61,668.00	61,668.00	64,140.00	10,656.00	19.92%
Sheriff	53,808	7/1/2015	9	Detective	74	56,580	9.00%	61,668.00	61,668.00	64,140.00	10,332.00	19.20%

Limit Years of Service to 9 with 4% COLA

Vacant Position

Department	Current Annual Salary (Census)	Position Date	YIP from 7/1/2015 to 1/1/2024		New Grade	New Minimum	YIP % increase to new minimum	New Minimum Salary Calculated	Greater of Calculated or Current Salary	New Salary with 4% COLA	Total Annual \$ Increase	% Increase
			0	9								
Sheriff	48,828	9/1/2023	0	Detective	74	56,580	0.00%	56,580.00	56,580.00	58,848.00	10,020.00	20.52%
Sheriff	53,808	7/1/2015	9	Detective	74	56,580	9.00%	61,668.00	61,668.00	64,140.00	10,332.00	19.20%
Sheriff	54,216	7/1/2015	9	Detective	74	56,580	9.00%	61,668.00	61,668.00	64,140.00	9,924.00	18.30%
Sheriff	54,216	7/1/2015	9	Detective	74	56,580	9.00%	61,668.00	61,668.00	64,140.00	9,924.00	18.30%
Soil Conservation	72,432	7/1/2015	9	Senior Soil Conservationist	74	56,580	9.00%	61,668.00	72,432.00	75,324.00	2,892.00	3.99%
Administration	56,376	2/10/2023	1	Comm & Special Proj Admin/PIO	75	59,412	1.00%	60,012.00	60,012.00	62,412.00	6,036.00	10.71%
Communications	55,176	12/30/2020	3	Telecommunications Manager	75	59,412	3.00%	61,200.00	61,200.00	63,648.00	8,472.00	15.35%
Emergency Management	60,816	9/1/2021	2	Fire Marshal	75	59,412	2.00%	60,600.00	60,816.00	63,252.00	2,436.00	4.01%
Emergency Medical Svcs	59,412	9/1/2023	0	Asst. Operations Chief	75	59,412	0.00%	59,412.00	59,412.00	61,788.00	2,376.00	4.00%
Health	59,328	9/1/2023	0	Public Health Nurse III	75	59,412	0.00%	59,412.00	59,412.00	61,788.00	2,460.00	4.15%
Health	60,816	1/4/2023	1	Public Health Nurse III	75	59,412	1.00%	60,012.00	60,816.00	63,252.00	2,436.00	4.01%
Health	65,064	3/1/2014	9	Public Health Nurse III	75	59,412	9.00%	64,764.00	65,064.00	67,668.00	2,604.00	4.00%
Health	62,676	3/1/2019	5	Public Health Nurse III	75	59,412	5.00%	62,388.00	62,676.00	65,184.00	2,508.00	4.00%
Public Water	59,460	7/1/2023	1	Asst. Public Works Director	75	59,412	1.00%	60,012.00	60,012.00	62,412.00	2,952.00	4.96%
Sheriff	53,472	3/1/2022	2	Deputy 1st Sgt.	75	59,412	2.00%	60,600.00	60,600.00	63,024.00	9,552.00	17.86%
Sheriff	53,448	4/1/2020	4	Deputy 1st Sgt.	75	59,412	4.00%	61,788.00	61,788.00	64,260.00	10,812.00	20.23%
Sheriff	53,304	4/1/2020	4	Deputy 1st Sgt.	75	59,412	4.00%	61,788.00	61,788.00	64,260.00	10,956.00	20.55%
Sheriff	57,276	6/1/2023	1	Deputy 1st Sgt.	75	59,412	1.00%	60,012.00	60,012.00	62,412.00	5,136.00	8.97%
Sheriff	57,948	7/1/2015	9	Lead Detective	75	59,412	9.00%	64,764.00	64,764.00	67,356.00	9,408.00	16.24%
Sheriff	58,164	7/1/2015	9	Lead Detective	75	59,412	9.00%	64,764.00	64,764.00	67,356.00	9,192.00	15.80%
Sheriff	57,744	7/1/2015	9	Lead Detective	75	59,412	9.00%	64,764.00	64,764.00	67,356.00	9,612.00	16.65%
Sheriff	57,948	7/1/2015	9	Lead Detective	75	59,412	9.00%	64,764.00	64,764.00	67,356.00	9,408.00	16.24%
Tax	56,508	8/1/2023	0	Assistant Tax Administrator	75	59,412	0.00%	59,412.00	59,412.00	61,788.00	5,280.00	9.34%
Detention LEO	62,772	9/1/2018	5	Deputy Lt.	76	62,376	5.00%	65,496.00	65,496.00	68,112.00	5,340.00	8.51%
Elections	55,176	9/15/2020	3	Director of Elections	76	62,376	3.00%	64,248.00	64,248.00	66,816.00	11,640.00	21.10%
Emergency Medical Svcs	65,064	7/1/2015	9	EMS Operations Chief	76	62,376	9.00%	67,992.00	67,992.00	70,716.00	5,652.00	8.69%
Environmental Health	79,128	4/12/2021	3	Environmental Hlth Supervisor II	76	62,376	3.00%	64,248.00	79,128.00	82,296.00	3,168.00	4.00%
Health	64,620	5/1/2020	4	PHN Supervisor I	76	62,376	4.00%	64,872.00	64,872.00	67,464.00	2,844.00	4.40%
Health	66,036	1/2/2019	5	PHN Supervisor I	76	62,376	5.00%	65,496.00	66,036.00	68,676.00	2,640.00	4.00%
Register of Deeds	71,100	12/7/2020	3	Register of Deeds	76	62,376	3.00%	64,248.00	71,100.00	73,944.00	2,844.00	4.00%
Sheriff	61,992	3/5/2014	9	Deputy Lt.	76	62,376	9.00%	67,992.00	67,992.00	70,716.00	8,724.00	14.07%
Sheriff	62,928	12/1/2010	9	Deputy Lt.	76	62,376	9.00%	67,992.00	67,992.00	70,716.00	7,788.00	12.38%
Sheriff	58,284	6/1/2023	1	Deputy Lt.	76	62,376	1.00%	63,000.00	63,000.00	65,520.00	7,236.00	12.42%
Sheriff	57,924	4/1/2020	4	Deputy Lt.	76	62,376	4.00%	64,872.00	64,872.00	67,464.00	9,540.00	16.47%
Sheriff	57,924	4/1/2020	4	Deputy Lt.	76	62,376	4.00%	64,872.00	64,872.00	67,464.00	9,540.00	16.47%
Sheriff	57,924	4/15/2022	2	Deputy Lt.	76	62,376	2.00%	63,624.00	63,624.00	66,168.00	8,244.00	14.23%
Animal Shelter	63,432	5/7/2016	8	Animal Shelter Director	77	65,496	8.00%	70,740.00	70,740.00	73,572.00	10,140.00	15.99%
Detention LEO	71,784	8/1/2013	9	Detention Ctr Administrator-Captain	77	65,496	9.00%	71,388.00	71,784.00	74,652.00	2,868.00	4.00%
Social Services	64,620	9/12/2022	1	Social Work Supervisor III	77	65,496	1.00%	66,156.00	66,156.00	68,808.00	4,188.00	6.48%
Social Services	63,852	8/1/2020	3	Social Work Supervisor III	77	65,496	3.00%	67,464.00	67,464.00	70,164.00	6,312.00	9.89%
Social Services	63,852	1/1/2021	3	Social Work Supervisor III	77	65,496	3.00%	67,464.00	67,464.00	70,164.00	6,312.00	9.89%
Social Services	63,852	6/30/2021	3	Social Work Supervisor III	77	65,496	3.00%	67,464.00	67,464.00	70,164.00	6,312.00	9.89%
Social Services	62,352	11/2/2020	3	Social Work Supervisor III	77	65,496	3.00%	67,464.00	67,464.00	70,164.00	7,812.00	12.53%
Social Services	60,396	5/15/2023	1	Social Work Supervisor III	77	65,496	1.00%	66,156.00	66,156.00	68,808.00	8,412.00	13.93%
Social Services	60,084	6/12/2023	1	Social Work Supervisor III	77	65,496	1.00%	66,156.00	66,156.00	68,808.00	8,724.00	14.52%

Limit Years of Service to 9 with 4% COLA

Vacant Position

Department	Current Annual Salary (Census)	Position Date	YIP from 7/1/2015 to 1/1/2024	Project Title	New Grade	Minimum	YIP % increase to new minimum	New Minimum Salary Calculated	Greater of Calculated or Current Salary	New Salary with 4% COLA	Total Annual \$ Increase	% Increase
Social Services	59,328	6/5/2023	1	Social Work Supervisor III	77	65,496	1.00%	66,156.00	66,156.00	68,808.00	9,480.00	15.98%
Social Services	59,328	5/1/2023	1	Social Work Supervisor III	77	65,496	1.00%	66,156.00	66,156.00	68,808.00	9,480.00	15.98%
Social Services	65,880	8/10/2015	8	Social Work Supervisor III	77	65,496	8.00%	70,740.00	70,740.00	73,572.00	7,692.00	11.68%
Social Services	67,644	5/1/2022	2	Social Work Program Manager	78	68,772	2.00%	70,152.00	70,152.00	72,960.00	5,316.00	7.86%
Social Services	67,032	6/1/2020	4	Social Work Program Manager	78	68,772	4.00%	71,520.00	71,520.00	74,376.00	7,344.00	10.96%
Social Services	69,984	3/14/2022	2	Social Work Program Manager	78	68,772	2.00%	70,152.00	70,152.00	72,960.00	2,976.00	4.25%
Library	76,848	6/28/2021	3	Library Director	78	68,772	3.00%	70,836.00	76,848.00	79,920.00	3,072.00	4.00%
Sheriff	70,824	3/24/2004	9	Deputy Captain	78	68,772	9.00%	74,964.00	74,964.00	77,964.00	7,140.00	10.08%
Sheriff	65,580	4/15/2022	2	Deputy Captain	78	68,772	2.00%	70,152.00	70,152.00	72,960.00	7,380.00	11.25%
Sheriff	70,056	4/17/2007	9	Deputy Captain	78	68,772	9.00%	74,964.00	74,964.00	77,964.00	7,908.00	11.29%
Sheriff	69,276	12/1/2010	9	Deputy Captain	78	68,772	9.00%	74,964.00	74,964.00	77,964.00	8,688.00	12.54%
Sheriff	62,280	9/1/2023	0	Deputy Captain	78	68,772	0.00%	68,772.00	68,772.00	71,520.00	9,240.00	14.84%
Transportation	75,348	9/4/2018	5	Transportation Services Director	78	68,772	5.00%	72,216.00	75,348.00	78,360.00	3,012.00	4.00%
EXPO	91,212	5/12/1998	9	EXPO Director/Asst Ec Dev Director	79	72,216	9.00%	78,720.00	91,212.00	94,860.00	3,648.00	4.00%
Finance	71,964	6/19/2014	9	Deputy Finance Director	79	72,216	9.00%	78,720.00	78,720.00	81,864.00	9,900.00	13.76%
Health	76,200	8/1/2018	5	PHN Director I	79	72,216	5.00%	75,828.00	76,200.00	79,248.00	3,048.00	4.00%
Inspections/Planning	89,316	7/1/2018	6	Director of Inspections & Planning	79	72,216	6.00%	76,548.00	89,316.00	92,892.00	3,576.00	4.00%
Recreation/Aging	90,084	3/1/2021	3	Director of Parks, Recreation & Aging	79	72,216	3.00%	74,388.00	90,084.00	93,684.00	3,600.00	4.00%
Sheriff	78,948	3/5/2014	9	Chief Deputy	80	75,828	9.00%	82,656.00	82,656.00	85,968.00	7,020.00	8.89%
Social Services	77,652	11/1/2022	1	Human Services Deputy Director	81	79,620	1.00%	80,412.00	80,412.00	83,628.00	5,976.00	7.70%
Economic Development	79,536	9/1/2023	0	Director of Economic Development	81	79,620	0.00%	79,620.00	79,620.00	82,800.00	3,264.00	4.10%
Information Technology	97,632	11/1/2001	9	Director of Information Technology	81	79,620	9.00%	86,784.00	97,632.00	101,532.00	3,900.00	3.99%
Tax	94,380	7/1/2011	9	Tax Administrator	81	79,620	9.00%	86,784.00	94,380.00	98,160.00	3,780.00	4.01%
Emergency Management	91,488	7/15/2021	2	Emergency Services Director	82	83,592	2.00%	85,260.00	91,488.00	95,148.00	3,660.00	4.00%
Human Resources	103,692	4/13/2017	7	Human Resources Director	82	83,592	7.00%	89,448.00	103,692.00	107,844.00	4,152.00	4.00%
Public Buildings	107,088	3/1/2023	1	Director of Public Works	82	83,592	1.00%	84,432.00	107,088.00	111,372.00	4,284.00	4.00%
Health	87,660	9/1/2023	0	Advanced Practice Provider II	83	87,780	0.00%	87,780.00	87,780.00	91,296.00	3,636.00	4.15%
Health	95,328	8/1/2022	1	Advanced Practice Provider II	83	87,780	1.00%	88,656.00	95,328.00	99,144.00	3,816.00	4.00%
Social Services	117,888	1/1/2022	2	County Social Services Director	84	92,160	2.00%	94,008.00	117,888.00	122,604.00	4,716.00	4.00%
Finance	115,140	4/20/2009	9	Finance Director	84	92,160	9.00%	100,452.00	115,140.00	119,748.00	4,608.00	4.00%
Health	109,008	7/1/2003	9	Local Health Director I	84	92,160	9.00%	100,452.00	109,008.00	113,364.00	4,356.00	4.00%
Sheriff	102,516	12/2/2002	9	Sheriff	84	92,160	9.00%	100,452.00	102,516.00	106,620.00	4,104.00	4.00%



# Classification and Compensation Study

Sampson County, NC



# Agenda

- Project Methodology
- Project Results
  - *Internal Equity = Job Evaluation*
  - *External Equity = Market Study*
  - *Pay Plan Development*
- Recommendations
- Next Steps



## Methodology

# Project Overview

### COMPLETE

- **Data Collection:** project planning meeting to discuss goals for the study and current challenges experienced by existing classification and compensation plan, data collected from the County.
- **Position Review:** Job descriptions were used to review titles and make recommendations for changes, as necessary. SAFE job evaluation updated to establish and maintain internal equity.
- **Market Assessment:** collection of base pay, benefit, and pay practice information from peer organizations.
- **Pay Plan Development:** pay plan development, grade assignments, and implementation calculations.
- **Project Completion:** final report, board presentation, project documentation delivery.



## Project Overview

# Data Collection

- Planning meeting to establish goals for study
- Collect data:
  - Pay structure
  - Policy handbook
  - Job descriptions
  - Organization charts
  - Census file (names, salaries, hire dates, etc.)
- The County's existing job descriptions were the basis for a classification review in which Baker Tilly partnered with Sampson County to review position titles and made recommendations, as necessary, to ensure titles appropriately reflected the nature and level of work performed.



# Classification Review

- Baker Tilly has a point factor job evaluation tool called SAFE® which was developed specifically for measuring the internal value of local government jobs.
- A point factor evaluation, such as SAFE, allows for a consistent, equitable and defensible means of establishing a hierarchy of jobs (internal equity) and is compliant with the Equal Pay Act.
- The end result of this process is a total score for each position.
- Baker Tilly partnered with Sampson County to review and update position SAFE scores, as necessary.

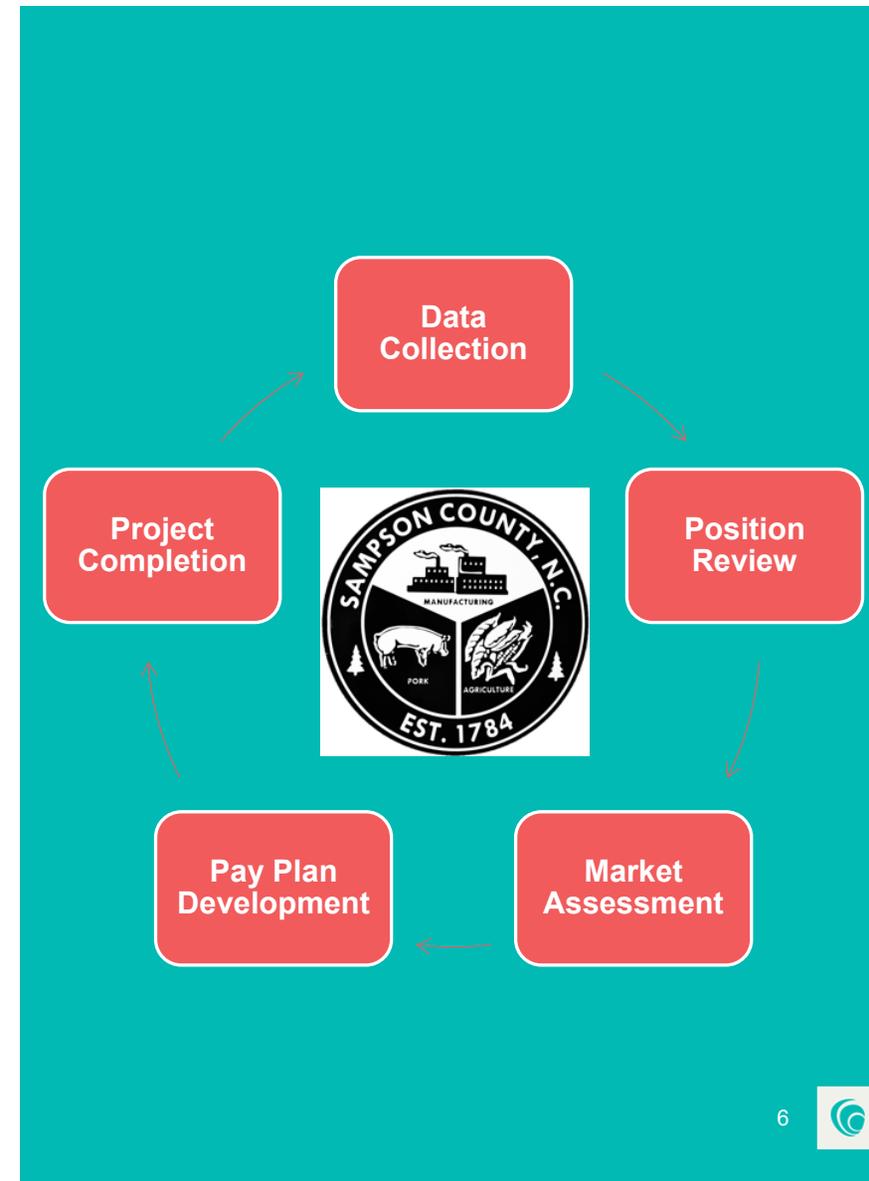
COMPENSABLE FACTOR	WEIGHT	DESCRIPTIONS / MEASUREMENT
1. Education	16%	Minimum formal education level required by the position
2. Experience	12%	Minimum years of experience required by the position
3. Level of Work	14%	Degree of difficulty of work performed by the position
4. Human Relations	8%	Type and level of human interactions
5. Physical Demands	5%	Physical exertion performed by the position
6. Working Conditions	7%	Environmental conditions experienced by the positions
7. Independence to Act	12%	Degree of independence to make decisions and act on them
8. Impact of Actions	12%	Severity of consequences as a result of decisions
9. Supervision Exercised	14%	Type and level of supervision exercised
	100%	TOTAL



## External Equity

# Market Assessment

- **Peer Organizations** = public peer organizations that are similar in size (revenue, population, or number of employees), services provided, geographic proximity, industry, competition for talent, etc.
  - Private Sector = published data salary survey data included in the market results
- **Benchmark Positions** = a job that is commonly found in the workforce and is likely to match with analogous positions in other organizations.
- **Data Adjustments** = work week, aging data if not in the current fiscal year, and cost of labor differentials. *Not the same as cost of living.*
- **Quality Control**
  - Market data is not weighted; no peer's data is given preference over another.
  - Required 3 matches per benchmark position to determine market values
  - A 75% overlap in duties/responsibilities is considered a "good" match
- *Baker Tilly also collected pay practice and benefit information from peers.*



## Market Assessment: Peer Organizations

- The County identified 10 public peer organizations to be included in the study
- Data was collected or compiled from all 10 of those, **shown in bold below**.
- Data from **4 published surveys** included 3 of these to represent the “private sector”

- 1. City of Clinton**
2. City of Dunn
3. City of Mt. Olive
- 4. Bladen County**
- 5. Cumberland County**
- 6. Duplin County**
- 7. Harnett County**
- 8. Johnston County**

- 9. Lee County**
- 10. Wayne County**
11. County Salaries in NC, UNC
12. Comp Analyst
13. Bureau of Labor Statistics
14. Economic Research  
Institute



# Market Assessment: Cost of Labor Differentials

Where cost of living is a measurement of goods and services in each area, the cost of labor is a measurement of compensation paid.

Cost of labor can be impacted by the cost of living but is mainly influenced by the supply and demand of labor in each area (rate of unemployment and number of qualified laborers).

Date Pulled	Client Name	Location	Geo Adjust	Client Avg Base
5/8/2023	Sampson County	Rockingham, NC	88.00	47,492

Peer #	Peer Organization	Locality Used	ERI Indicator	GeoDiff %
1	City of Clinton, NC	Rockingham, NC	88.00	0.00%
2	City of Dunn, NC	Dunn, NC	88.00	0.00%
3	Town of Mt. Olive, NC	Goldsboro, NC	89.20	-1.20%
4	Bladen County, NC	Lumberton, NC	86.80	1.20%
5	Cumberland County, NC	Fayetteville, NC	90.30	-2.30%
6	Duplin County, NC	Jacksonville, NC	88.80	-0.80%
7	Harnett County, NC	Dunn, NC	88.00	0.00%
8	Johnston County, NC	Smithfield, NC	96.50	-8.50%
9	Lee County, NC	Sanford, NC	87.50	0.50%
10	Wayne County, NC	Goldsboro, NC	89.20	-1.20%
11	UNC Salary Survey	State of North Carolina	92.90	-4.90%
12	Comp Analyst	United States	100.00	-12.00%
13	Economic Research Institute (ERI)	Rockingham, NC	88.00	0.00%
14	Bureau of Labor Statistics (BLS)	State of North Carolina	92.90	-4.90%

Cost of labor differentials collected from Economic Research Institutes Geographic Assessor tool which utilizes figures published by the Bureau of Labor Statistics.



## Market Assessments: Results

- Of the County's 178 positions, 124 were included in the market as benchmark positions.
  - Of those 124 positions, 7 positions had insufficient data (less than 3 matches) and a market value was not calculated.
  - Overall, the study yielded market values for 94% of the County's benchmark positions.
- 
- Average minimum, midpoint, and maximum results were prepared for each of the 117 benchmark positions with sufficient data.
  - A comparison of current midpoints vs. the market average midpoint was also prepared. Additional market thresholds demonstrating 5% above and 5% below market were also prepared for consideration.
  - **Draft pay plans were aligned to the market at the midpoint.**



# Market Assessments: Results

Reports prepared:

- Average minimum, midpoint, and maximum results were prepared for the 117 benchmarks
  - *These benchmarks had about 6 matches on average*
- Comparison of current pay ranges against market average pay ranges
  - The County's minimums are **0.2% ahead** market minimums on average
  - The County's midpoints are **0.1% ahead** market midpoints on average
  - The County's maximums are **2.0% behind** market maximums on average
- Comparison of current midpoints against market average midpoints
  - In discussing the County's desired position within its defined marketplace, additional thresholds were calculated demonstrating 5% above market and 5% below market.
  - Overall, the County's current midpoints are **0.1% ahead** the market.
- Pay Plan & Benefits Practices
  - Collected peer data related to pay plans, paid time off, health benefits, and retirement benefits.

*Detailed market averages per position can be found in Attachment 4 of the Final Report*

*Detailed pay plan and benefits practices data collected can be found in Attachment 1 of the Final Report*

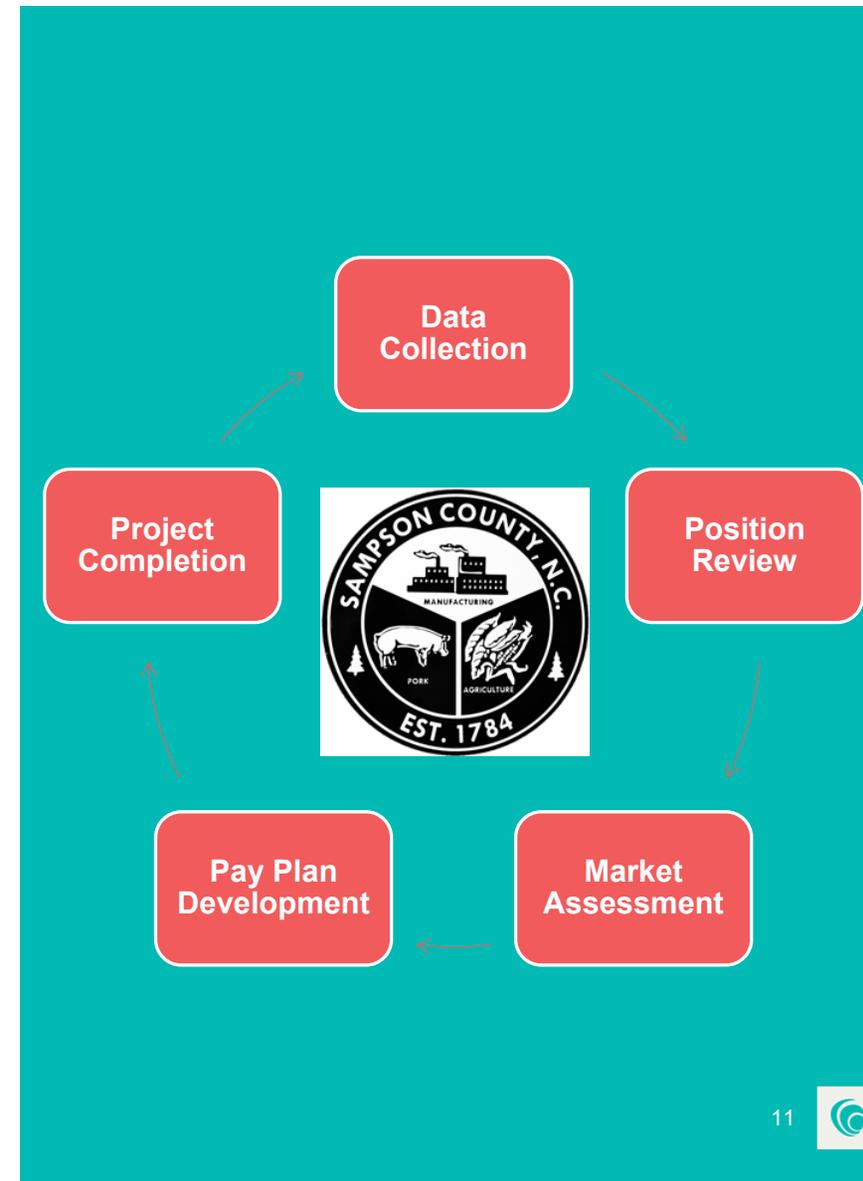
*Data collected during market assessment phase was prior to current fiscal year*



## Recommendations

# Pay Plan Development

- Baker Tilly led discussions with the County's project team with regards to the number of pay plans, type of pay plans, and design of pay plans.
- Determination for the number of pay plans an organization needs may be influenced by the diversity of jobs, diversity in grading procedures, internal equity versus external competitiveness, and even your organizational culture.
- The County currently utilizes one pay structure.
- Baker Tilly developed a pay structure similar to the County's current pay structure.



Sampson County, NC

Current Pay Ranges

Grade	Hiring	Minimum	Midpoint	Maximum	Hourly Hiring	Hourly Minimum	Range Spread	Midpoint Differential
55	\$21,252.00	\$22,368.00	\$28,500.00	\$34,656.00	\$10.22	\$10.75	63.1%	
56	\$22,308.00	\$23,484.00	\$29,940.00	\$36,420.00	\$10.73	\$11.29	63.3%	5%
57	\$23,436.00	\$24,672.00	\$31,440.00	\$38,220.00	\$11.27	\$11.86	63.1%	5%
58	\$24,600.00	\$25,884.00	\$33,012.00	\$40,116.00	\$11.83	\$12.44	63.1%	5%
59	\$25,836.00	\$27,192.00	\$34,656.00	\$42,120.00	\$12.42	\$13.07	63.0%	5%
60	\$27,132.00	\$28,548.00	\$36,396.00	\$44,244.00	\$13.04	\$13.73	63.1%	5%
61	\$28,476.00	\$29,976.00	\$38,220.00	\$46,464.00	\$13.69	\$14.41	63.2%	5%
62	\$29,892.00	\$31,476.00	\$40,116.00	\$48,780.00	\$14.37	\$15.13	63.2%	5%
63	\$31,404.00	\$33,036.00	\$42,120.00	\$51,216.00	\$15.10	\$15.88	63.1%	5%
*63	\$32,892.00	\$34,608.00	\$44,124.00	\$53,664.00	\$15.81	\$16.64	63.2%	5%
64	\$32,964.00	\$34,692.00	\$44,232.00	\$53,772.00	\$15.85	\$16.68	63.1%	0%
65	\$34,596.00	\$36,444.00	\$46,452.00	\$56,460.00	\$16.63	\$17.52	63.2%	5%
66	\$36,324.00	\$38,268.00	\$48,780.00	\$59,292.00	\$17.46	\$18.40	63.2%	5%
67	\$38,160.00	\$40,164.00	\$51,204.00	\$62,232.00	\$18.35	\$19.31	63.1%	5%
68	\$40,044.00	\$42,168.00	\$53,772.00	\$65,364.00	\$19.25	\$20.27	63.2%	5%
69	\$42,060.00	\$44,280.00	\$56,448.00	\$68,628.00	\$20.22	\$21.29	63.2%	5%
70	\$44,160.00	\$46,512.00	\$59,280.00	\$72,060.00	\$21.23	\$22.36	63.2%	5%
71	\$46,380.00	\$48,828.00	\$62,232.00	\$75,660.00	\$22.30	\$23.48	63.1%	5%
72	\$48,684.00	\$51,252.00	\$65,352.00	\$79,452.00	\$23.41	\$24.64	63.2%	5%
73	\$51,132.00	\$53,832.00	\$68,616.00	\$83,424.00	\$24.58	\$25.88	63.2%	5%
74	\$53,700.00	\$56,508.00	\$72,048.00	\$87,600.00	\$25.82	\$27.17	63.1%	5%
75	\$56,376.00	\$59,328.00	\$75,660.00	\$91,980.00	\$27.10	\$28.52	63.2%	5%
76	\$59,196.00	\$62,280.00	\$79,440.00	\$96,564.00	\$28.46	\$29.94	63.1%	5%
77	\$62,148.00	\$65,424.00	\$83,412.00	\$101,388.00	\$29.88	\$31.45	63.1%	5%
78	\$65,268.00	\$68,700.00	\$87,588.00	\$106,488.00	\$31.38	\$33.03	63.2%	5%
79	\$68,532.00	\$72,144.00	\$91,968.00	\$111,804.00	\$32.95	\$34.68	63.1%	5%
80	\$71,952.00	\$75,732.00	\$96,552.00	\$117,384.00	\$34.59	\$36.41	63.1%	5%
81	\$75,552.00	\$79,536.00	\$101,376.00	\$123,264.00	\$36.32	\$38.24	63.2%	5%
82	\$79,320.00	\$83,484.00	\$106,452.00	\$129,420.00	\$38.13	\$40.14	63.2%	5%
83	\$83,292.00	\$87,660.00	\$111,780.00	\$135,888.00	\$40.04	\$42.14	63.1%	5%
84	\$87,456.00	\$92,052.00	\$117,372.00	\$142,680.00	\$42.05	\$44.26	63.1%	5%
85	\$91,824.00	\$96,648.00	\$123,252.00	\$149,820.00	\$44.15	\$46.47	63.2%	5%
86	\$96,408.00	\$101,484.00	\$129,384.00	\$157,284.00	\$46.35	\$48.79	63.1%	5%
87	\$101,232.00	\$106,560.00	\$135,840.00	\$165,144.00	\$48.67	\$51.23	63.1%	5%
88	\$106,296.00	\$111,888.00	\$142,644.00	\$173,412.00	\$51.10	\$53.79	63.1%	5%
89	\$111,600.00	\$117,480.00	\$149,784.00	\$182,088.00	\$53.65	\$56.48	63.2%	5%

\*Detention Salaries

- Open pay plan with hiring salary, minimums and maximums
- 36 grades
- Average 63% range spreads for all pay ranges (distance from min to max)
- Consistent 5% midpoint differentials



# Proposed Pay Plan



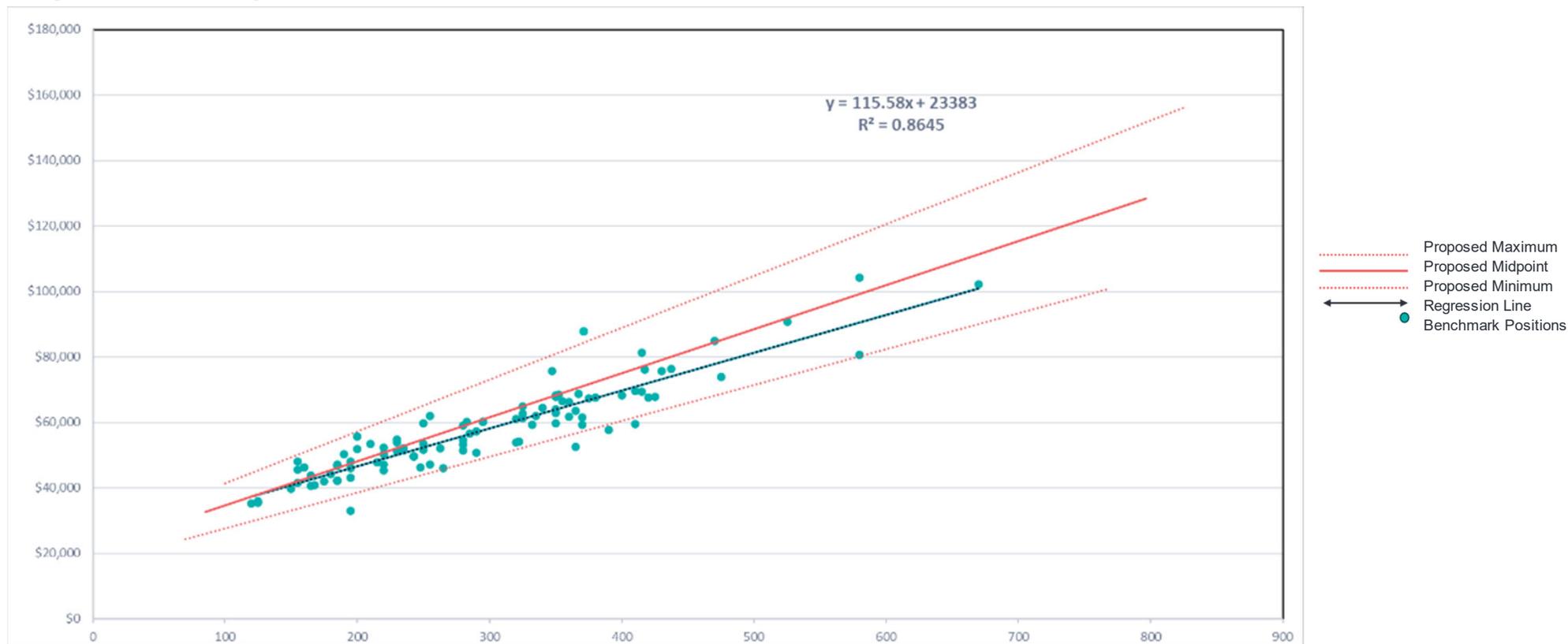
Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Differential
56	\$23,508	\$29,976	\$36,444	55%	
57	\$24,684	\$31,476	\$38,268	55%	5.0%
58	\$25,920	\$33,048	\$40,176	55%	5.0%
59	\$27,216	\$34,704	\$42,180	55%	5.0%
60	\$28,572	\$36,432	\$44,292	55%	5.0%
61	\$30,012	\$38,256	\$46,512	55%	5.0%
62	\$31,512	\$40,176	\$48,840	55%	5.0%
63	\$33,084	\$42,180	\$51,276	55%	5.0%
64	\$34,740	\$44,292	\$53,844	55%	5.0%
65	\$36,468	\$46,500	\$56,532	55%	5.0%
66	\$38,292	\$48,828	\$59,364	55%	5.0%
67	\$40,212	\$51,264	\$62,328	55%	5.0%
68	\$42,216	\$53,832	\$65,448	55%	5.0%
69	\$44,328	\$56,520	\$68,712	55%	5.0%
70	\$46,548	\$59,352	\$72,156	55%	5.0%
71	\$48,876	\$62,316	\$75,756	55%	5.0%
72	\$51,324	\$65,436	\$79,548	55%	5.0%
73	\$53,892	\$68,712	\$83,520	55%	5.0%
74	\$56,580	\$72,144	\$87,696	55%	5.0%
75	\$59,412	\$75,744	\$92,088	55%	5.0%
76	\$62,376	\$79,536	\$96,684	55%	5.0%
77	\$65,496	\$83,508	\$101,520	55%	5.0%
78	\$68,772	\$87,684	\$106,596	55%	5.0%
79	\$72,216	\$92,076	\$111,936	55%	5.0%
80	\$75,828	\$96,672	\$117,528	55%	5.0%
81	\$79,620	\$101,508	\$123,408	55%	5.0%
82	\$83,592	\$106,584	\$129,576	55%	5.0%
83	\$87,780	\$111,912	\$136,056	55%	5.0%
84	\$92,160	\$117,516	\$142,860	55%	5.0%
85	\$96,780	\$123,384	\$150,000	55%	5.0%
86	\$101,616	\$129,552	\$157,500	55%	5.0%
87	\$106,692	\$136,032	\$165,372	55%	5.0%
88	\$112,032	\$142,836	\$173,640	55%	5.0%
89	\$117,636	\$149,976	\$182,328	55%	5.0%

Grade	Minimum	Midpoint	Maximum
56	\$11.30	\$14.41	\$17.52
57	\$11.87	\$15.13	\$18.40
58	\$12.46	\$15.89	\$19.32
59	\$13.08	\$16.68	\$20.28
60	\$13.74	\$17.52	\$21.29
61	\$14.43	\$18.39	\$22.36
62	\$15.15	\$19.32	\$23.48
63	\$15.91	\$20.28	\$24.65
64	\$16.70	\$21.29	\$25.89
65	\$17.53	\$22.36	\$27.18
66	\$18.41	\$23.48	\$28.54
67	\$19.33	\$24.65	\$29.97
68	\$20.30	\$25.88	\$31.47
69	\$21.31	\$27.17	\$33.03
70	\$22.38	\$28.53	\$34.69
71	\$23.50	\$29.96	\$36.42
72	\$24.68	\$31.46	\$38.24
73	\$25.91	\$33.03	\$40.15
74	\$27.20	\$34.68	\$42.16
75	\$28.56	\$36.42	\$44.27
76	\$29.99	\$38.24	\$46.48
77	\$31.49	\$40.15	\$48.81
78	\$33.06	\$42.16	\$51.25
79	\$34.72	\$44.27	\$53.82
80	\$36.46	\$46.48	\$56.50
81	\$38.28	\$48.80	\$59.33
82	\$40.19	\$51.24	\$62.30
83	\$42.20	\$53.80	\$65.41
84	\$44.31	\$56.50	\$68.68
85	\$46.53	\$59.32	\$72.12
86	\$48.85	\$62.28	\$75.72
87	\$51.29	\$65.40	\$79.51
88	\$53.86	\$68.67	\$83.48
89	\$56.56	\$72.10	\$87.66

- 34 grades
- Consistent 55% range spread
- Consistent 5% midpoint differential
- Aligned to 100% market at midpoints



## Regression Analysis: General



Each dot represents a benchmark position where the total SAFE score and market average midpoint intersects.  
The dark blue line is the “line of best fit” through all the dots.  
The remaining lines represent the proposed pay plan.  
This does not reflect grade assignments.

# Grade Assignments

Positions were assigned to their respective pay plans based on:

<b>Internal equity</b> ( <i>job evaluation scores</i> )	<b>Career progressions</b>
<b>External equity</b> ( <i>market average midpoints</i> )	<b>Supervisor-subordinate separation</b>
<b>Existing equity</b> ( <i>current midpoints</i> )	<b>Grade compression</b>

The following information was NOT considered:

- The person in the position
- Performance
- Length of service
- Existing employee salary



# Implementation Scenarios

**Calculations reflect base pay only.**

*Baker Tilly does not recommend a pay decrease for any employee as a result of the study.*

Implementation Scenarios for General Plan:

1. Employees move to the minimum of their assigned pay grade if their current salary is below. All other employees retain their existing salary. This is to get all employees onto the pay plan.
2. Employees receive the greater of moving to the minimum of their assigned pay grade or a 2% salary adjustment.
3. Employees move to the minimum of their assigned pay grade plus 1% x years in position, capped at 9 years because the County's current pay plan considered all years in position. For example: if an employee has been in their position with Sampson County for 3 years, the employee's new salary would be calculated by adding 3% to the minimum of their newly assigned pay grade. Any employees whose current salary is greater than that calculation would retain their existing salary.

# Baker Tilly Recommendations

## We urge Sampson County to:

- ✓ Approve the recommended position title and classification adjustments.
- ✓ Approve the proposed pay plan and position grade assignments.
- ✓ Approve an implementation scenario that addresses the County's compensation philosophy, business goals, and that is fiscally attainable and sustainable.
- ✓ Continue efforts to maintain the classification and compensation system:
  - Routinely review positions, job descriptions, and market conditions.
  - Adjust pay structures (and salaries), as needed, to maintain market competitiveness.
  - Commit to advancing employees through their assigned pay ranges based on the County's policies.

