

FORSYTH COUNTY

BOARD OF COMMISSIONERS

MEETING DATE: JUNE 27, 2016AGENDA ITEM NUMBER: 12

**SUBJECT: RESOLUTION RATIFYING THE AMENDED FORSYTH COUNTY
COMPENSATION PLAN
(HUMAN RESOURCES DEPARTMENT)**

COUNTY MANAGER'S RECOMMENDATION OR COMMENTS: Recommend Approval

SUMMARY OF INFORMATION: See Attached

ATTACHMENTS: YES NO

SIGNATURE: *J. Rendley Watts, Jr.* DATE: June 22, 2016
COUNTY MANAGER

**RESOLUTION RATIFYING THE AMENDED
FORSYTH COUNTY COMPENSATION PLAN
(HUMAN RESOURCES DEPARTMENT)**

WHEREAS, N.C.G.S. 153A-92 provides that the county manager is responsible for preparing pay plans for submission to the board of commissioners and for administering the pay plan in accordance with general policies and directives adopted by the board; and the board of county commissioners is responsible for approving the schedule of pay and other compensation of all county officers and employees; and

WHEREAS, Section 16-38 of the Forsyth County Code provides that the County Manager shall recommend amendments to the County pay plan to the Board of County Commissioners for consideration based on his findings relating to the level of salaries and wages, which changes can be approved by Resolution or through the annual budget process;

NOW, THEREFORE, BE IT RESOLVED that the Forsyth County Board of Commissioners hereby ratifies the attached Forsyth County Compensation Plan, which includes the schedule of pay and other compensation for the County. The Forsyth County Compensation Plan is incorporated herein by reference.

Adopted this the 27th day of June 2016.

Forsyth County Compensation Plan

1.0

Forsyth County's compensation philosophy is to pay its employees fairly and equitably based on a comparison of duties and responsibilities as well as market salary data.

This philosophy supports that County Government exists to provide certain necessary and important services to the citizens of Forsyth County. In order to fulfill this responsibility, the County must attract and retain competent and qualified employees dedicated to the mission of providing high quality public service. This requires a pay plan that is market based, rewards employees based on performance, and is based on fiscal accountability to the taxpayers of Forsyth County.

1.1

Principles of the compensation philosophy are:

1. The Compensation Plan will adhere to the Merit System Principles contained in Section 2301 of Title 5 of the United States Code.
2. Employees will be paid in a fair and consistent manner relative to class relationships, compensable factors, and based on the identified labor market.
3. The County will compensate its employees based on a competitive market rate to attract and retain quality employees. An annual comparative market analysis will be used to maintain salary competitiveness.
4. Pay for Performance will allow employees to earn additional compensation based on performance rating.
5. The County will recognize the value of long-term commitment to the organization by awarding longevity pay to employees who have seven or more years of service.
6. The County will take into consideration the overall fiscal well-being of the organization prior to making pay decisions on an individual and County wide basis in order to ensure resources and funds are used efficiently and effectively.

2.0

Salary Administration Guidelines

The County's compensation philosophy is to pay employees competitively according to the market rate for their positions depending upon their qualifications, the job requirements and performance that is standard or above. Human Resources will have the flexibility to make salary decisions consistent with the following guidelines. Human

Resources Analysts will serve as consultants to departments and monitor selection/job offers for consistency.

In order to maintain the accuracy of market rates, a benchmark market salary survey will be conducted annually. All job classes within Forsyth County's salary structure for Labor Market purposes are defined as "Piedmont" or "Statewide." Data analysis criteria will follow industry accepted compensation data analysis policies and procedures including but not limited to: comparison of average actual salaries, weighted averages (when necessary), percentiles, mean, median, highest, lowest, and Market Index.

Special salary surveys may/will be conducted for extraordinary recruitment/retention circumstances and may include surveying for national data and/or organizations not identified as our Piedmont or State market.

The salary schedule will consist of job class code, job title and market rate (Appendix "A"). The pay structure is based on job classes, each with a specific market rate. The pay structure does not include occupational groups since the structure is based purely on market rates for each job class, and pay increases are based on a percentage of the market rate, not on individual salaries.

2.1

Hiring New Employees

The hiring process will be based on open competition to ensure all receive equal opportunity. New hires with comparable qualifications will receive comparable compensation. The recommended hiring range is between 70% and 105% of the market rate for most classes. However, market drivers will vary the hiring range for some positions. Each job class will have a specific hiring percentage in relationship to the market rate. Special consideration will be given to internal equity when extending job offers or negotiating starting salaries. Equity is defined as fair market pay for the job performed considering the candidate's qualifications in comparison to the requirements for the job.

Human Resources Analysts must consult with the Human Resources Director prior to making an offer above the specified hiring percentage to ensure consistency and equity throughout the organization.

2.2

Promotions

Promotions are job changes to a different classification with a higher market rate. In determining the pay increase for a promotion, consideration will be given to the difference between the market rates of the two positions and the relationship of the employee's salary to the market rate of the new position. Special consideration will be given to internal equity and the employee's salary and performance history. This decision is made by the HR Director and if necessary, by the County Manager/Deputy

Manager. The performance evaluation date changes to the effective date of the promotion.

2.3

Laterals

Laterals are job changes to a different position with the same classification and/or same market rate. Employees transferring within a department or across departments into the same classification or into positions with the same market rate will not receive a salary increase. The performance review date will not change.

2.4

Demotions

Demotions are job changes to a different classification with a lower market rate. In determining the possible pay decrease for a demotion, consideration will be given to the difference between the market rates of the two positions and the relationship of the employee's salary to the market rate of the new position. The performance evaluation date changes to the effective date of the demotion.

2.5

Reclassification

Reclassifications result from significant changes in the duties and responsibilities of a position. Typically, reclassifications will be the result of a Department Head requesting a vacant position be utilized differently than its current class. To request reclassification of a vacant position, Department Heads must submit in writing to the HR Director a completed Position Action Form and an updated Position Description Questionnaire and organizational chart. No reclassification requests will be considered without the necessary documentation. County Human Resources Analysts will study the reclassification request documentation and provide a recommended action to the HR Director. Reclassifications are implemented only after the approval of the HR Director and County Manager. Department Heads will be notified via e-mail of reclassification decisions.

2.51

Reclassification decisions may be appealed in writing to the HR Director. Appeal justification memos must be submitted within one calendar month of the decision notice date and can only be submitted by the Department Head. Once the appeal is received, the HR Director will determine whether or not the appeal is justified and warrants another study. If an appeal is justified, the HR Director will assign the study to a different Human Resources Analyst for another study of the position. After the HR Director receives and reviews the second study, he or she will make a classification decision and notify the Department Head via e-mail of the results. If the Department Head is not satisfied with the decision of the appeal, a second level appeal may be submitted to the County Manager. The County Manager will review the information from the first and second study of the position and make a final classification decision. The County

Manager's decision is final. Department Heads will be notified of the County Manager's final classification decision via e-mail.

2.52

In extraordinary instances when the position is not vacant (Special Studies), reclassification requests require the same documentation from Department Heads as for vacant positions. The Human Resources Director is responsible for making a decision as to whether or not to conduct the special study based on the justification reasons stated. Reclassifications of non-vacant positions may result in individual pay increases for the new class.

All Special Studies, or extraordinary reclassification requests will be documented along with corresponding conclusions and/or resolutions and placed in the position file.

The same appeal procedures stated above apply for non-vacant as well as vacant positions.

3.0

Salary Progression

Consistent with the County's philosophy of pay for performance, salaries increase based on employee performance. Consideration will be given to the relationship of the salary to the market rate for the position and the need for salaries to keep pace with the market. Performance increases will be calculated on the market rate for the position rather than employees' current salary. This awards the same amount of money to employees above and below market for comparable performance, moves employees' salaries to the market more quickly, and incorporates market movement in the performance pay calculation.

4.0

Bilingual Premium

Departments with a proven business need for bilingual skills may identify positions to function in this role. Employees in positions requiring proficiency in a second language are eligible for a .65 increase in base pay not to exceed the maximum percentage of the pay band to which the position is assigned. Trainees who are eligible for the bilingual premium may not receive the entire .65 if it results in the employee's pay being at or above the market rate for being fully qualified for the position. Bilingual Premium will be subtracted from an employee's salary prior to making an adjustment for an increase or decrease in amount paid.

Pay for Performance Guidelines

The performance management system allows employees to earn additional compensation based on achievement of performance expectations. Since performance varies from employee to employee, the compensation program recognizes these differences by rewarding employees at varying rates based on performance. Performance increases may

be awarded as a percentage of market rate that is added to base pay or may be paid as a lump sum. A lump sum is not added to base pay.

The amount of Pay for Performance is calculated on the employee's market rate for their job class. All full-time employees are eligible for salary increases based on the annual performance appraisal. Trainees will be hired below the minimum hiring percentage of market and are eligible to progress to the minimum of the hiring range for the market upon completion of identified training/educational/experience requirements.

APPENDIX A

Class Code	Class Title	Min % of Mkt	Market	Market Annual
143	Accounting Specialist	80	21.79	45,332.25
872	Addressing Analyst	80	28.72	59,728.00
871	Addressing Coordinator	80	29.94	62,274.00
034	Administrative Assistant	80	18.61	38,702.50
056	Air Awareness Coordinator	80	21.00	43,685.00
027	Animal Care Officer	80	16.74	34,809.00
090	Animal Control Director	80	35.80	74,474.00
094	Animal Control Officer	80	19.52	40,607.00
097	Animal Control Supervisor	80	22.31	46,412.00
092	Animal Control Telecommunicator	80	15.84	32,955.00
099	Animal Shelter Attendant	80	10.95	22,785.00
096	Animal Shelter Attendant Supervisor	80	12.75	26,514.00
091	Animal Shelter Manager	80	23.27	48,408.00
726	Appraisal Manager	80	27.47	57,129.00
100	Appraisal Supervisor	80	24.97	51,935.00
107	Appraiser	85	20.15	41,912.00
105	Assistant County Attorney	80	40.57	84,387.00
117	Assistant County Manager	80	57.69	120,000.00
357	Assistant Director Of Elections	80	22.41	46,605.00
667	Assistant Director of Business Operations	80	36.54	75,997.00
115	Assistant Director of General Services	80	37.77	78,564.00

658	Assistant Director of Parks Operations	80	36.54	75,997.00
331	Assistant Director of Public Health	80	39.13	81,390.00
797	Assistant Director of Social Services	80	41.19	85,674.00
480	Assistant Extension Agent	80	19.51	40,574.00
960	Assistant Golf Professional I	80	13.93	28,964.00
977	Assistant Golf Professional II	80	16.91	35,170.00
564	Assistant Library Director	80	35.06	72,918.00
125	Assistant Register Of Deeds I	80	18.03	37,496.00
128	Assistant Register Of Deeds II	80	21.01	43,710.50
139	Associate Extension Agent	80	25.85	53,768.00
140	Associate Library Director	80	38.95	81,020.00
036	Asst. Director of Income Support	80	30.49	63,426.00
149	Automotive Electronic Technician	80	21.39	44,500.00
150	Automotive Technician	80	17.17	35,707.00
590	Budget & Management Analyst	80	27.89	58,005.00
165	Budget & Management Director	80	53.41	111,101.00
188	Captain	80	36.82	76,581.50
053	Care Management Nursing Supervisor	90	32.55	67,696.00
051	Care Management Program Manager	90	37.17	77,321.00
047	Care Management Specialist	90	22.28	46,344.00
052	Care Management Team Leader	80	22.28	46,344.00
208	Central Services Assistant	80	11.20	23,300.00
889	Chief Deputy Sheriff	80	47.02	97,799.50

435	Chief Financial Officer	80	63.20	131,455.50
594	Chief Information Officer	80	53.35	110,973.15
494	Chief Technology Officer	80	53.35	110,973.15
197	Child Support Agent	80	18.98	39,477.00
201	Child Support Program Manager	80	25.87	53,800.00
199	Child Support Supervisor	80	21.67	45,068.50
237	Clerk To Board of County Commissioners	80	33.19	69,045.00
035	Clinic Coordinator	80	17.65	36,714.00
054	Communications Training Officer	80	28.61	59,518.00
317	Community Court Services Caseworker	80	15.49	32,228.00
320	Community Court Services Manager	80	18.94	39,390.00
028	Community Gardening Coordinator	80	19.51	40,574.00
363	Community Health Services Administrator	80	41.19	85,674.00
456	Community Resources Consultant	80	16.23	33,750.00
429	Construction Coordinator	80	22.12	46,000.00
438	Controller & Systems Manager	80	38.66	80,406.00
533	Coop-Ext Program Assistant	80	13.54	28,170.00
278	Cooperative Extension Director	80	38.95	81,020.00
276	Coordinator Health Services	80	25.40	52,826.00
269	Corporal	80	22.87	50,533.50
274	County Attorney	80	70.24	146,098.00
000	County Commissioner	80	0.00	0.00
279	County Manager	80	0.00	0.00

283	Crime Analyst	80	23.66	49,204.00
297	Custodian	80	11.20	23,300.00
312	Data Entry Operator	80	14.48	30,113.98
114	Dental Assistant	80	18.89	39,291.20
116	Dental Hygienist	80	24.49	50,948.00
340	Dental Office Manager	80	22.01	45,779.00
113	Dentist	80	57.54	119,680.00
343	Dentist Director	80	63.19	131,440.00
820	Department Business Manager	80	30.89	64,255.00
514	Department IT Support Analyst	80	25.72	53,501.00
557	Department IT Support Technician	80	20.46	42,558.00
381	Department Training Specialist	80	16.09	33,463.00
134	Deputy Assessor/Collector	80	37.12	77,200.00
348	Deputy Chief Financial Officer	80	48.66	101,217.00
622	Deputy Chief Information Officer	80	46.90	97,549.00
345	Deputy Clerk To Board Of Co Comm	80	15.91	33,083.00
344	Deputy County Manager	80	69.96	145,514.50
509	Deputy Director of Human Resources	80	41.96	87,268.00
277	Deputy Director of Social Services	80	45.31	94,241.00
349	Deputy Fire Marshall	80	35.44	73,723.00
352	Deputy Register Of Deeds	80	14.92	31,039.00
355	Deputy Sheriff I	80	19.03	42,062.50
060	Deputy Sheriff II	80	19.82	43,796.00

061	Deputy Sheriff III	80	20.32	44,902.50
358	Deputy Tax Collector	80	22.41	46,605.00
423	Design & Construction Manager	80	30.76	63,983.00
425	Design & Construction Technician	80	18.40	38,277.00
356	Detention Captain	80	34.10	70,928.00
370	Detention Center Administrator	80	42.48	88,349.00
362	Detention Center Attendant	80	11.59	24,104.00
367	Detention Corporal	80	22.48	49,675.25
364	Detention Lieutenant	80	29.25	64,653.00
369	Detention Officer I	80	18.37	40,607.00
062	Detention Officer II	80	19.03	42,062.00
063	Detention Officer III	80	19.82	43,796.00
540	Detention Population Specialist	80	20.66	42,971.00
330	Detention Sergeant	80	26.56	58,694.00
365	Detention Warehouse Manager	80	20.50	42,637.00
824	Director Of Elections	80	39.73	82,631.00
380	Director of Emergency Services	80	46.53	96,781.00
057	Director of External Communications	80	42.75	88,927.00
799	Director of Strategic Initiative	80	40.20	83,617.00
244	E-911 Systems Manager	80	31.48	65,470.00
382	EMS Assistant Supervisor	90	20.45	44,668.00
383	EMS Compliance Officer	80	31.48	65,470.00
388	EMS Equipment Officer	80	21.48	44,668.00

059	EMS Mobile Integrated Health Community	90	20.45	44,668.00
379	EMS Operations Officer	80	34.11	70,947.00
407	EMS Quality Management Coordinator	80	30.05	62,494.00
385	EMS Supervisor	80	27.25	59,518.00
386	EMS Training Officer	80	27.25	59,518.00
390	EMT	80	15.06	32,892.00
391	EMT Intermediate	90	12.55	36,546.00
626	EMT Paramedic	90	18.59	40,607.00
406	EMT Paramedic/Critical Care/42	90	20.45	44,668.00
522	Economic Development Specialist	80	33.46	69,606.00
457	Emergency Services Equipment Technicia	80	15.06	32,892.00
387	Emergency Services Systems Administratr	80	23.15	48,151.00
001	Entry for Retired before 1995	50	1.00	2,080.00
404	Environmental Affairs Asst. Program Mgr	80	28.84	59,981.00
398	Environmental Affairs Program Manager I	80	31.72	65,979.00
400	Environmental Affairs Program Manager II	80	34.63	72,032.00
399	Environmental Assistance and Protection I	80	45.14	93,883.00
414	Environmental Health Aide	85	8.51	17,692.00
411	Environmental Health Program Specialist	80	27.15	56,473.00
410	Environmental Health Specialist	90	21.89	45,540.50
122	Environmental Health Specialist Intern	80	21.89	45,540.50
395	Environmental Health Supervisor I	80	28.40	59,081.50
396	Environmental Health Supervisor II	80	31.73	66,006.00

413	Environmental Health Technician	80	17.00	35,366.00
408	Environmental Specialist	80	20.64	42,927.00
707	Epidemiology and Surveillance Director	80	32.51	67,625.00
955	Event Planner	80	21.09	43,868.00
530	Extension Agent	80	30.30	63,031.00
207	Facilities Services Manager	80	21.58	44,880.00
465	Fire Engineer	80	14.79	43,065.50
467	Fire Operations Manager	80	31.48	65,470.00
464	Fire Prevention Officer	80	28.61	59,518.00
461	Fire Safety Technician	80	18.39	38,261.00
463	Fire Suppression Shift Supervisor	80	20.44	59,518.00
462	Fire Training Officer	80	28.61	59,518.00
445	Fiscal Analyst	80	26.69	55,518.00
657	Fiscal Supervisor	80	22.01	45,779.00
742	Fiscal Technician	80	17.54	36,490.00
498	Foreign Language Interpreter	80	15.45	32,134.00
195	Foreign Language Interpreter Supervisor	80	17.65	36,714.00
181	GIS Analyst	80	28.72	59,728.00
193	GIS Mapping Supervisor	80	28.15	58,562.00
873	GIS Programmer	80	31.95	66,460.00
180	GIS Specialist	80	23.47	48,823.00
189	GIS Technician	80	18.20	37,859.00
496	General Services Director	80	49.70	103,368.00

874	Geographic Information Officer	80	40.72	84,695.00
986	Gift Shop Coordinator	80	12.61	26,228.80
964	Golf Assistant	85	8.51	17,692.00
981	Golf Course Assistant Supervisor	80	19.70	40,977.00
979	Golf Course Supervisor	80	31.62	65,761.00
961	Golf Professional	80	27.77	57,767.00
962	Golf Technician I	80	12.51	26,023.00
963	Golf Technician II	80	14.77	30,712.00
978	Golf Technician III	80	16.41	34,124.00
988	Grill Attendant	80	10.95	22,785.00
993	Grill Supervisor	89	12.75	26,514.00
486	Health Program Assistant	80	15.91	33,083.00
415	Housekeeping Supervisor	80	14.17	29,475.00
531	Housing & Community Development Director	80	41.93	87,211.00
502	Housing Loan Officer	80	20.37	42,378.00
529	Housing Specialist	80	20.48	42,593.00
500	Housing and Community Development Analyst	80	25.42	52,874.00
664	Human Resources Consultant	80	23.08	48,005.00
663	Human Resources Director	80	55.23	114,882.50
680	Human Resources Technician	80	18.02	37,487.00
515	Human Services Technician	80	13.61	28,314.00
049	IT Assistant Team Leader	80	33.49	69,652.00
598	IT Client Services Supervisor	80	32.03	66,624.00

298	IT Database Administrator	80	39.90	82,983.00
299	IT Database Analyst	80	33.18	69,007.00
615	IT Logistical Support Manager	80	30.76	63,983.00
618	IT Networking Analyst	80	29.15	60,641.00
599	IT Networking Supervisor	80	32.03	66,624.00
838	IT Programming Manager	80	40.23	83,675.00
255	IT Software Developer	80	26.07	54,226.00
835	IT Systems Manager	80	41.05	85,388.00
717	IT Team Leader	80	38.05	79,150.00
633	IT Training Assistant	80	16.57	34,472.00
614	IT Training Specialist	80	18.41	38,302.00
946	IT Web Developer/ Content Specialist	80	22.41	46,604.00
549	IT Web Software Developer	80	33.18	69,007.00
532	In Home Care Aide	80	13.03	27,095.00
508	In Home Care Aide Program Supervisor	80	21.69	45,122.00
202	In Home Care Aide Supervisor	80	17.50	36,391.00
786	Income Maintenance Caseworker	80	17.47	36,337.00
789	Income Maintenance Supervisor	80	22.03	45,820.50
791	Income Maintenance Technician	80	13.61	28,314.00
790	Income Support Program Manager	80	26.20	54,502.00
538	Information Specialist	80	13.61	28,314.00
393	Information and Communication Specialist	80	24.23	50,401.00
392	Innovation Leadership Team Director	80	40.23	83,675.00

513	Interagency Radio System Manager	80	34.99	72,788.00
956	Intern	80	8.51	17,700.80
535	Internal Audit Manager	80	37.44	77,870.00
559	Internal Auditor	80	26.69	55,518.00
043	Internal Consultant Temp	80	80.77	168,000.00
711	Internal Health Services Administrator	80	41.19	85,674.00
547	Landscape Technician	80	14.77	30,712.00
144	Lead Appraiser	85	26.43	54,978.00
058	Lead Tax Collection Assistant	80	18.63	38,752.00
551	Librarian	80	20.56	42,757.00
638	Librarian Internet Services	80	20.56	42,757.00
567	Library Assistant	80	15.35	31,923.00
562	Library Director	80	49.43	102,819.00
574	Library Information Officer	80	16.23	33,750.00
212	Library Manager	80	25.57	53,179.00
560	Library Page	85	8.51	17,692.00
570	Library Program Coordinator	80	16.23	33,750.00
558	Library Supervisor	80	22.61	47,033.00
643	Library Training Bridge Prog Coordinator	80	19.29	40,126.00
793	Licensed Clinical Social Worker	80	26.34	54,792.00
826	Licensed Clinical Social Worker Superviso	80	31.85	66,242.00
419	Licensed Practical Nurse	80	18.36	38,199.00
568	Lieutenant	80	31.48	69,574.50

593	Mail Services Assistant II	80	53.35	110,973.15
424	Maintenance Manager	80	27.77	57,767.00
046	Maintenance Signs Technician	80	16.41	34,124.00
890	Maintenance Supervisor	80	22.47	46,729.00
561	Maintenance Technician I	80	12.51	26,023.00
584	Maintenance Technician II	80	16.41	34,124.00
611	Major	80	42.48	88,349.00
971	Manor House Chef	80	12.75	26,514.00
987	Marketing and Events Manager	80	25.24	52,496.00
198	Medicaid Transportation Coordinator	80	19.09	39,704.00
596	Medical Laboratory Assistant	80	12.55	26,103.00
604	Medical Laboratory Supervisor	80	26.75	55,638.00
603	Medical Laboratory Technician	80	17.00	35,366.00
602	Medical Laboratory Technologist	80	20.94	43,546.00
613	Medical Records Manager	80	20.74	43,130.00
048	Nurse Care Manager	90	27.20	56,575.00
050	Nurse Care Team Leader	90	29.92	62,232.00
719	Nursing Program Manager	90	37.17	77,321.00
635	Nutrition Program Director	80	31.10	64,696.00
639	Nutritionist	80	20.56	42,765.00
632	Nutritionist Supervisor	80	26.27	54,644.00
033	Office Administrator	80	20.71	43,069.58
548	Office Assistant	80	14.08	29,294.00

651	Office Assistant Supervisor	80	18.40	38,272.50
625	PC Analyst	80	25.72	53,501.00
619	PC Support Technician	80	20.46	42,558.00
672	Paralegal	80	20.33	42,282.00
661	Park Attendant	80	11.26	23,421.00
665	Park Maintenance Group Supervisor I	80	17.91	37,251.00
044	Park Maintenance Group Supervisor II	80	19.70	40,977.00
675	Park Manager	80	21.58	44,880.00
656	Parks & Recreation Director	80	49.37	102,697.50
660	Payroll Specialist	80	19.81	41,210.00
129	Peer Support Specialist	80	19.35	40,250.00
110	Personal Health Services Administrator	80	41.19	85,674.00
669	Pharmacist	80	43.84	91,186.00
670	Pharmacy Manager	80	48.56	101,000.00
671	Pharmacy Technician	80	14.01	29,142.00
681	Physician Assistant/Nurse Practitioner	90	35.91	74,689.00
684	Pretrial Release Manager	80	20.66	42,971.00
683	Pretrial Release Specialist	80	19.52	40,607.00
686	Print Shop Supervisor	80	18.34	38,146.00
828	Property Attendant	80	12.32	25,630.00
829	Property Liaison	80	20.28	42,191.40
039	Property Manager	80	30.76	63,983.00
822	Property Specialist	80	16.01	33,301.00

694	Public Health Director	80	77.36	160,909.00
695	Public Health Educator	80	18.77	39,040.00
696	Public Health Educator II	80	24.69	51,349.00
701	Public Health Nurse I	90	24.73	51,432.00
702	Public Health Nurse II	90	27.20	56,575.00
703	Public Health Nurse III	90	29.92	62,232.00
706	Public Health Nursing Director	90	37.17	77,321.00
709	Public Health Nursing Supervisor	90	32.55	67,696.00
710	Public Health Nursing Supervisor II	90	35.80	74,465.00
103	Real Estate Division Manager	80	33.40	69,480.00
723	Real Estate Records Supervisor	80	19.52	40,597.00
732	Recreation Assistant	80	11.26	23,421.00
741	Recreation Manager	80	18.75	39,000.00
734	Register Of Deeds	80	47.09	97,949.00
745	Revenue Collector	80	16.99	35,332.25
749	Risk Management Analyst	80	26.16	54,414.00
753	Risk Manager	80	37.44	77,870.00
754	Safety/Loss Control Analyst	80	26.16	54,414.00
724	Senior Tax Manager	80	32.74	68,107.00
780	Sergeant	80	28.68	63,384.00
781	Sheriff	80	59.60	123,977.00
763	Sheriff's Accreditation Specialist	80	23.16	48,183.00
764	Sheriff's Applications and Database Specia	80	28.99	60,300.00

900	Sheriff's Crisis Counselor	80	25.62	53,296.00
778	Sheriff's IT Systems Manager	80	38.05	79,150.00
690	Sheriff's Records Specialist	80	14.08	29,295.00
761	Sheriffs Firearms Liaison	80	23.90	52,826.00
750	Sheriffs IT Systems Support Analyst	80	26.09	54,270.00
752	Sheriffs Investigator	80	20.66	45,648.00
751	Sheriffs Records Supervisor	80	19.65	40,863.00
281	Social Services Business Manager	80	41.19	85,674.00
282	Social Services Director	80	61.50	127,910.00
796	Social Services Division Director	80	41.19	85,674.00
798	Social Work Program Manager	80	32.55	67,700.50
800	Social Work Supervisor	80	27.27	56,730.50
504	Social Worker	80	20.55	42,739.00
809	Soil & Water Conservationist	80	19.37	40,287.00
802	Speech/Language Pathologist	80	26.08	54,252.00
108	Sr. Appraiser	85	23.19	48,226.00
151	Sr. Automotive Technician	80	21.39	44,500.00
168	Sr. Budget & Management Analyst	80	33.46	69,606.00
546	Sr. Child Support Agent	80	20.47	42,582.50
545	Sr. Custodian	80	12.32	25,630.00
409	Sr. Environmental Specialist	80	26.75	55,638.00
187	Sr. GIS Technician	80	20.56	42,770.00
995	Sr. Golf Assistant	80	9.96	20,714.00

991	Sr. Grill Attendant	80	11.59	24,104.00
705	Sr. Human Resources Consultant	80	27.89	58,005.00
505	Sr. Human Services Planner Evaluator	80	30.49	63,426.00
616	Sr. IT Networking Manager	80	44.55	92,671.00
264	Sr. IT Software Developer	80	33.18	69,007.00
792	Sr. Income Maintenance Caseworker	80	19.26	40,067.00
585	Sr. Maintenance Technician	80	17.91	37,251.00
712	Sr. Nutritionist	80	21.59	44,903.00
037	Sr. Office Assistant	80	15.91	33,083.00
673	Sr. Park Assistant	80	11.82	24,592.00
678	Sr. Physician Assistant/Nurse Practitioner	90	39.50	82,157.75
731	Sr. Recreation Assistant	80	11.82	24,592.00
740	Sr. Recreation Specialist	80	13.25	27,551.00
807	Sr. Social Worker	80	24.12	50,164.00
801	Sr. Social Worker Supervisor	80	28.92	60,160.00
823	Sr. Staff Development Specialist	80	26.96	56,076.00
852	Sr. Tax Assistant	80	17.92	37,275.93
145	Sr. Tax Auditor	80	25.16	52,332.00
878	Sr. Telecommunications Analyst	80	31.14	64,765.00
827	Staff Development Manager	80	33.13	68,917.00
811	Staff Development Specialist	80	22.28	46,344.00
708	Statistical Research Assistant	80	19.78	41,136.00
446	Summer Intern-Finance	80	9.58	19,919.00

591	Support Services Associate	80	12.67	26,353.00
642	Support Services Specialist	80	13.30	27,671.00
592	Support Services Supervisor	80	17.54	36,484.00
834	Systems Analyst	80	30.44	63,320.00
848	Tax Accounting Technician	80	17.31	36,000.00
858	Tax Analyst	80	23.96	49,827.00
875	Tax Assessor/Collector	80	50.88	105,822.00
851	Tax Assistant	80	14.95	31,100.00
141	Tax Auditor	80	23.96	49,827.00
854	Tax Deferment Specialist	80	18.73	38,957.42
725	Tax Listing Manager	80	26.66	55,459.00
865	Tax Listing Supervisor	80	19.52	40,597.00
727	Tax Manager	80	29.24	60,810.00
849	Tax Project Manager	80	30.87	64,201.00
876	Telecommunications Analyst	80	25.95	53,971.00
883	Telecommunications Technician	80	20.46	42,558.00
816	Telecommunicator	80	16.77	36,617.00
880	Telecommunicator Shift Supervisor	80	18.44	40,279.00
818	Telecommunicator Supervisor	80	28.61	59,518.00
026	Temporary Employee	80	24.04	50,000.00
182	Transportation Aide	80	11.83	24,600.00
885	Treasurer	80	42.21	87,805.00
135	Vital Records Registrar	80	15.78	32,818.00

922	WIC Peer Counselor	80	15.91	33,083.00
921	WIC Vendor Coordinator	80	16.70	34,737.00
950	Youth Center Attendant	80	15.09	32,955.00
953	Youth Center Shift Supervisor	80	19.61	42,821.00
952	Youth Center Supervisor	80	24.70	51,385.00
951	Youth Services Director	80	34.69	72,145.00

RECOMMENDED MARKET CHANGES

Current Classification	Recommended Classification	Department	Current Market Rate	Recommended Market	Hiring Rate
Assistant County Attorney	Assistant County Attorney/Paralegal Supervisor	Attorney	\$84,387.00	\$104,311.20	80%
Assistant County Attorney	Same	Attorney	\$84,387.00	\$99,344.00	80%
Deputy County Manager	Same	County Management	\$145,514.50	\$147,907.00	80%
Child Support Agent	Same	DSS	\$39,477.00	\$42,618.00	80%
Child Support Program Manager	Same	DSS	\$53,800.00	\$56,300.00	80%
Child Support Supervisor	Same	DSS	\$45,068.50	\$47,776.00	80%
Income Maintenance Caseworker	Same	DSS	\$36,337.00	\$38,068.00	80%
Income Maintenance Supervisor	Same	DSS	\$45,820.50	\$49,280.00	80%
Income Support Program Manager	Same	DSS	\$54,502.00	\$57,704.00	80%
Licensed Clinical Social Worker	Same	DSS	\$54,792.00	\$56,288.00	80%
Social Work Program Manager	Same	DSS	\$67,700.50	\$71,975.00	80%
Social Work Supervisor	Same	DSS	\$56,730.50	\$62,718.00	80%
Social Worker	Same	DSS	\$42,739.00	\$45,774.00	80%
Sr. Child Support Agent	Same	DSS	\$42,582.50	\$45,576.00	80%
Sr. Income Maintenance Caseworker	Same	DSS	\$40,067.00	\$42,067.00	80%
Sr. Social Worker	Same	DSS	\$50,164.00	\$53,984.00	80%
Sr. Social Worker Supervisor	Same	DSS	\$60,160.00	\$62,713.00	80%
Director of Emergency Services	Same	Emergency Services	\$96,781.00	\$102,039.00	80%
Fire Engineer	Same	Emergency Services	\$43,065.50	\$45,524.00	80%
Chief Financial Officer	Same	Finance	\$131,455.50	\$134,513.00	80%
Payroll Specialist	Same	Finance	\$41,210.00	\$44,933.00	80%
Treasurer	Assistant Chief Financial Officer	Finance	\$87,805.00	\$98,696.00	80%
N/A	Fleet Manager	General Services	N/A	\$61,496.00	80%
N/A	Property Supervisor	General Services	N/A	\$54,963.00	80%
Housing & Community Development Director	Same	Housing	\$87,211.00	\$102,143.00	80%
Deputy Director of Human Resources	Same	HR	\$87,268.00	\$96,666.00	80%
Human Resources Director	Same	HR	\$114,882.50	\$120,579.00	80%
Chief Information Officer	Same	MIS	\$110,973.15	\$117,574.20	80%
Parks & Recreation Director	Same	Parks & Rec	\$102,697.50	\$105,772.00	80%

Recreation Manager	Same	Parks & Rec	\$39,000.00	\$43,868.00	80%
Environmental Health Program Specialist	Same	Public Health	\$56,473.00	\$60,058.00	80%
Environmental Health Specialist	Same	Public Health	\$45,540.50	\$48,154.00	90%
Environmental Health Specialist Intern	Same	Public Health	\$45,540.50	\$48,154.00	80%
Environmental Health Supervisor I	Same	Public Health	\$59,081.50	\$62,211.00	80%
Environmental Health Supervisor II	Same	Public Health	\$66,006.00	\$69,843.00	80%
Physician Assistant/Nurse Practitioner	Same	Public Health	\$74,689.00	\$77,415.00	90%
Sr. Physician Assistant/Nurse Practitioner	Same	Public Health	\$82,157.75	\$85,156.50	90%
Medical Laboratory Assistant	Same	Public Health	\$26,103.00	\$26,964.40	80%
Medical Laboratory Technician	Same	Public Health	\$35,366.00	\$36,524.70	80%
Medical Laboratory Technologist	Same	Public Health	\$43,546.00	\$44,983.02	80%
Medical Laboratory Supervisor	Same	Public Health	\$55,638.00	\$57,474.05	80%
Assistant Register Of Deeds I	Same	ROD	\$37,496.00	\$39,500.00	80%
Assistant Register Of Deeds II	Same	ROD	\$43,710.50	\$45,666.00	80%
Deputy Register Of Deeds	Same	ROD	\$31,039.00	\$33,324.00	80%
Captain	Same	Sheriff	\$76,581.50	\$82,235.00	80%
Chief Deputy Sheriff	Same	Sheriff	\$97,799.50	\$100,955.00	80%
Corporal	Same	Sheriff	\$50,533.50	\$52,250.00	80%
Deputy Sheriff I	Same	Sheriff	\$42,062.50	\$43,518.00	80%
Deputy Sheriff II	Same	Sheriff	\$43,796.00	\$46,985.00	80%
Deputy Sheriff III	Same	Sheriff	\$44,902.50	\$49,198.00	80%
Detention Center Administrator	Same	Sheriff	\$88,349.00	\$91,973.00	80%
Detention Corporal	Same	Sheriff	\$49,675.25	\$50,533.50	80%
Detention Officer I	Same	Sheriff	\$40,607.00	\$40,607.00	80%
Detention Officer II	Same	Sheriff	\$42,062.00	\$43,518.00	80%
Detention Officer III	Same	Sheriff	\$43,796.00	\$46,985.00	80%
Lieutenant	Same	Sheriff	\$69,574.50	\$74,496.00	80%
Major	Same	Sheriff	\$88,349.00	\$91,973.00	80%
Sergeant	Same	Sheriff	\$63,384.00	\$68,074.00	80%
Appraiser	Same	Tax	\$41,912.00	\$41,912.00	90%
Lead Appraiser	Same	Tax	\$54,978.00	\$54,978.00	90%
Sr. Appraiser	Same	Tax	\$48,226.00	\$48,226.00	90%

CLASSES TO BE MADE INACTIVE

Class Code	Class Title	Min % of	Market	Market Annual
726	Appraisal Manager	80	27.47	57,129.00
100	Appraisal Supervisor	80	24.97	51,935.00
331	Assistant Director of Public Health	80	39.13	81,390.00
208	Central Services Assistant	80	11.20	23,300.00
622	Deputy Chief Information Officer	80	46.90	97,549.00
362	Detention Center Attendant	80	11.59	24,104.00
001	Entry for Retired before 1995	50	1.00	2,080.00
193	GIS Mapping Supervisor	80	28.15	58,562.00
392	Innovation Leadership Team Director	80	40.23	83,675.00
043	Internal Consultant Temp	80	80.77	168,000.00
593	Mail Services Assistant II	80	53.35	110,973.15
046	Maintenance Signs Technician	80	16.41	34,124.00
706	Public Health Nursing Director	90	37.17	77,321.00
710	Public Health Nursing Supervisor II	90	35.80	74,465.00
103	Real Estate Division Manager	80	33.40	69,480.00
761	Sheriffs Firearms Liaison	80	23.90	52,826.00
505	Sr. Human Services Planner Evaluator	80	30.49	63,426.00
616	Sr. IT Networking Manager	80	44.55	92,671.00
878	Sr. Telecommunications Analyst	80	31.14	64,765.00
725	Tax Listing Manager	80	26.66	55,459.00
865	Tax Listing Supervisor	80	19.52	40,597.00
876	Telecommunications Analyst	80	25.95	53,971.00
883	Telecommunications Technician	80	20.46	42,558.00
950	Youth Center Attendant	80	15.09	32,955.00
953	Youth Center Shift Supervisor	80	19.61	42,821.00
952	Youth Center Supervisor	80	24.70	51,385.00
951	Youth Services Director	80	34.69	72,145.00