

A Proposal to Conduct a Comprehensive Classification and Compensation Study for the City of Camarillo, CA

ORIGINAL



Evergreen Solutions, LLC

June 13, 2022



Evergreen Solutions, LLC

2878 Remington Green Circle - Tallahassee, Florida 32308
850.383.0111 - fax 850.383.1511

June 8, 2022

City Clerk
City of Camarillo
601 Carmen Drive
Camarillo, California 93010

To Whom It May Concern:

Evergreen Solutions, LLC is pleased to submit a proposal to conduct a Comprehensive Classification and Compensation Study for the City of Camarillo. Our response is based on our review of your Request for Proposals, our experience working with hundreds of local governments throughout the country, our understanding of the California labor market, and our knowledge of best practices in local government human resources management. **Evergreen is well qualified to provide the services being requested by the City of Camarillo as we have conducted more than 800 similar studies throughout the country.**

Evergreen Solutions was formed in 2004 to provide an alternative to traditional consulting firms. We provide an innovative and effective option by focusing on clients needing partners and not simply being another service provider.

As a national firm, Evergreen Solutions continues to grow and our territory now includes clients in 46 states. In the State of California, Evergreen conducted several performance audits as well as a Compensation Study for the Los Angeles Unified School District. Evergreen is also on a blanket contract with the County of Monterey to provide a variety of HR consulting services.

Evergreen's approach to conducting a classification and compensation analysis draws not only from extensive human resources work with local government clients, but also from direct feedback of our past clients. In essence, we offer you tools that are innovative as well as those that have been proven to work in real places with real people. Some of the key facets of our approach includes:

- We emphasize communication as the key to successful study completion as well as implementation. Our team understands that compensation by its very nature creates anxiety in staff and managers alike. In order to ensure a successful study process and "buy-in" at implementation, City administrators, department directors, and employees need to be involved in each step of the process. This is a critical component of our communication plan. Continuous communication is ensured through the use of meetings/conference calls and the submission of written progress reports.
- Our methodology utilizes the latest in technology. In order to reduce the cost to our client partners and enhance wider participation, we offer all of our tools in an electronic format. In essence, every step of the process can be done on the Web. Further, our web-based **JobForce Manager** tool allows our client partners to facilitate implementation and eases the ongoing maintenance of the compensation system.
- We understand that one size does not fit all. Some consultants provide the same overall solution to every client; however, we provide a variety of alternatives that allow our client partners to select the solution that best meets their business and human capital needs.

As President of Evergreen Solutions, I am authorized to commit our firm contractually to this engagement. We appreciate this opportunity and commit to you our best effort if selected for this engagement. If you have any questions, please feel free to contact me at (850) 383-0111 or via email at jeff@consultevergreen.com.

Sincerely,

Dr. Jeff Ling, President

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APPENDIX: SAMPLE FINAL REPORTS

COST PROPOSAL (Under separate cover)



Executive Summary

The following describes the salient features of our proposal to conduct a Comprehensive Classification and Compensation Study for the City of Camarillo. **Evergreen has read the City's terms and conditions and believes we can successfully meet all requirements.**

Statement of Qualifications

Evergreen Solutions is well qualified to conduct a Comprehensive Classification and Compensation Study for the City of Camarillo as we have conducted more than 800 of these studies for local governments and other public sector organizations across the country. In **Section 1** we provided our firm's history and background, a list of clients where we performed similar studies, references, and financial stability.

Samples of Similar Projects

In Section 2 we provided examples of a Compensation Study and a Classification Study we conducted for one of our clients in the State of Washington. **The final report for each of these studies is included in the Appendix.** Additional examples of similar studies we have conducted are available upon request.

Staffing and Resumes

In **Section 3** we provided the qualifications of our proposed project team through one-page summary resumes. Detailed resumes are available upon request.

Scope of Work

In **Section 4** of our proposal, we provided our overall approach and methodology for providing the requested work. Our approach is built on working collaboratively with all parties to make sound, implementation-focused recommendations. Specifically, we have developed a methodology that: focuses on market competitiveness; is based on the organization's compensation philosophy; recognizes that compensation is comprised of more than just base pay levels; reflects changes in recent compensation strategies; designs custom solutions that take into account the diversity of needs present in the organization and allows you to select the components and options that best meet your overall needs; and produces a structure that improves the organization's ability to recruit, reward, motivate, and retain talent in a competitive environment that includes both public and private sector employers. We will work closely with the designated Project Manager for the City, the City Manager, and the Human Resources Department throughout the process to ensure constant communication of issues, concerns, and potential outcomes. We work closely with your staff to gain a solid understanding of your current operational realities, challenges, and desired outcomes. Moreover, Evergreen will work with you to balance your need to meet your performance goals while carefully managing the organization's resources.

Evergreen possesses the ability, staff, skills, and tools to conduct the Comprehensive Classification and Compensation Study for the City of Camarillo in 3.5 months of the project start date and following the signing of the contract. This is based on a tentative start date of August 1, 2022, and a completion date of November 15, 2022. This proposed work timeline can be modified in any way to best meet the needs of the City. **Evergreen is committed to conducting this study within this timeline.**



Section 1.0

Statement of Qualifications



1.0 *Statement of Qualifications*

Evergreen Solutions is well qualified to conduct a Comprehensive Classification and Compensation Study for the City of Camarillo due to our experience in conducting hundreds of these studies for local governments and other public sector organizations across the country. In this section we provide you with our firm's history and background, a list of similar projects we have conducted or are currently on contract to conduct, references, and financial stability. Attached is a certificate of insurance that meets the insurance requirements and names the City of Amarillo as the certificate holder.

1.1 Firm's Qualifications

Evergreen Solutions, LLC is a national, multidisciplinary, public sector management consulting firm, which specializes in working with public sector organizations, including hundreds of local governments, across the nation. We provide a unique approach, rather than the "consulting as usual" approach, by partnering with our clients to find innovative, real-world solutions to public management.

Evergreen Solutions was formed in 2004 to provide a modern, practical alternative to the typical consulting options. The firm is made up of management and human resource professionals as well as strategic partners who came together to form an innovative alternative that places clients and their needs before any individual, model, or corporate goal.

Evergreen's philosophy is based on an understanding that there is not a "one size that fits all" solution to compensation management. Our approach is built on working collaboratively with all parties to make sound, implementation-focused recommendations.

Evergreen's main focus is on people, management, and technology. This focus allows our team to provide a broad variety of services, including, but not limited to: classification and compensation studies; salary and benefits surveys; performance appraisal reviews; workload analyses; staffing studies; HR department reviews; disparity studies; efficiency studies; training assessments; and strategic planning.

We invite you to browse our Web site at www.ConsultEvergreen.com or visit us on Facebook at www.facebook.com or LinkedIn at www.linkedin.com for more information about our services, staff, and past experience.



Collectively, the members of the Evergreen Solutions Team have: extensive experience in conducting total compensation analyses for local governments and other public sector organizations throughout the country, including California; comprehensive experience in all components vital to the successful completion of this engagement; knowledge of relevant California statutes and regulations as well as federal regulations; objectivity and flexibility due to the fact that we have no vested interests; and specialized analytical tools that we bring to the project.

Clients nationwide have been successfully implementing recommendations from our team of professional consultants for decades. Evergreen has contracted with public sector, quasi-governmental, and non-profit organizations in 46 states throughout the country. **Exhibit 1-1** includes a sample list of local government clients that Evergreen has worked with, or is currently on contract to work with, in providing work similar in scope to the services being requested.



Exhibit 1-1: Sample List of Local Government Clients

Spokane County, WA	City of Branson, MO	City of Fort Myers, FL	Gaston County, NC
City of Ridgefield, WA	City of Lee's Summit, MO	City of Gainesville, FL	Guilford County, NC
City of Washougal, WA	City of Columbia, MO	City of Jacksonville, FL	Harnett County, NC
City of Albany, OR	City of Dardenne Prairie, MO	City of Key West, FL	Haywood County, NC
Columbia County, OR	City of Troy, MO	City of Pensacola, FL	Jackson County, NC
County of Monterey, CA	Jackson County, MO	City of Orlando, FL	Lee County, NC
City of Boulder City, NV	St. Charles County, MO	City of Sarasota, FL	New Hanover County, NC
Ogden City Corporation, UT	City of Bloomington, IN	City of Palm Beach Gardens, FL	Transylvania County, NC
City of Flagstaff, AZ	Blount County, TN	City of Plantation, FL	Union County, NC
City of Page, AZ	Carter County, TN	City of North Miami Beach, FL	Town of Carolina Beach, NC
City of Prescott, AZ	City of Murfreesboro, TN	Alachua County	City of Falls Church, VA
Town of Sahuarita, AZ	City of Clarksville, TN	Brevard County, FL	City of Fredericksburg, VA
Pima County, AZ	City of Urbana, IL	Charlotte County, FL	City of Newport News, VA
Yavapai County, AZ	Mahoning County, OH	Flagler County, FL	City of Suffolk, VA
City of Carlsbad, NM	City of Auburn, AL	Hernando County, FL	City of Williamsburg, VA
City of Santa Fe, NM	City of Foley, AL	Leon County, FL	City of Norfolk, VA
Ouray County, CO	City of Hartselle, AL	Manatee County, FL	Chesterfield County, VA
Grand County, CO	City of Daphne, AL	Martin County, FL	County of Culpeper, VA
City of Fountain, CO	City of Northport, AL	Miami-Dade County, FL	County of Northampton, VA
City of Manitou Springs, CO	Baldwin County, AL	Monroe County, FL	County of York, VA
City of Amarillo, TX	Lee County, AL	Palm Beach County, FL	Essex County, VA
City of Austin, TX	Chambers County, AL	Pinellas County, FL	Gloucester County, VA
City of Buda, TX	Shelby County, AL	Sarasota County, FL	Isle of Wight County, VA
City of Conroe, TX	Town of Loxley, AL	Seminole County, FL	James City County, VA
City of Duncanville, TX	City of Alpharetta, GA	City of Beaufort, SC	King George County, VA
City of Farmers Branch, TX	City of Brookhaven, GA	City of Spartanburg, SC	Loudoun County, VA
City of Fate, TX	City of Chamblee, GA	City of Chester, SC	Louisa County, VA
City of Fredericksburg, TX	City of Commerce, GA	City of Columbia, SC	Montgomery County, VA
City of Lakeway, TX	City of Dahlonega, GA	City of Isle of Palms, SC	Prince George County, VA
City of Lockhart, TX	City of Dalton, GA	City of Conway, SC	Prince William County, VA
City of Mont Belvieu, TX	City of Douglasville, GA	City of Goose Creek, SC	Shenandoah County, VA
City of Pearland, TX	City of Dublin, GA	City of Lancaster, SC	Spotsylvania County, VA
City of Pflugerville, TX	City of Dunwoody, GA	City of Mauldin, SC	Surry County, VA
City of Rowlett, TX	City of Fayetteville, GA	Town of Cheraw, SC	Northumberland County, VA
City of Sachse, TX	City of Forest Park, GA	Town of Hilton Head Island, SC	City of Baltimore, MD
City of Seguin, TX	City of Garden City, GA	Town of Moncks Corner, SC	City of Annapolis, MD
City of Sunset Valley, TX	City of Marietta, GA	Town of Mount Pleasant, SC	City of Hagerstown, MD
City of Portland, TX	City of Norcross, GA	Town of Kiawah Island, SC	City of Hyattsville, MD
City of Seabrook, TX	City of Roswell, GA	Beaufort County, SC	City of Westminster, MD
City of Texas City, TX	City of Sandy Springs, GA	Berkeley County, SC	Allegany County, MD
Town of Little Elm, TX	City of Savannah, GA	Charleston County, SC	Charles County, MD
Brazoria County, TX	City of Statesboro, GA	Dorchester County, SC	Washington County, MD
Denton County, TX	City of Stockbridge, GA	Laurens County, SC	City of Milford, DE
Fort Bend County, TX	City of Suwanee, GA	Spartanburg County, SC	Kent County Levy Court, DE
Hood County, TX	City of Tybee Island, GA	York County, SC	City of Kalamazoo, MI
Jefferson County, TX	City of Woodstock, GA	City of Goldsboro, NC	Carbon County, PA
Kaufman County, TX	Cherokee County, GA	City of Fayetteville, NC	Cumberland County, PA
Randall County, TX	Douglas County, GA	City of Raleigh, NC	City of Pittsburgh, PA
City of Broken Arrow, OK	Forsyth County, GA	City of Hendersonville, NC	County of Allegheny, PA
City of Salina, KS	Cobb County, GA	City of Fayetteville, NC	County of Montgomery, PA
Sedgwick County, KS	Columbus Consolidated Gov't, GA	Buncombe County, NC	Town of Colchester, VT
Shawnee County, KS	Effingham County, GA	Franklin County, NC	Town of Bridgewater, MA



1.2 References

As required in the Request for Proposals, we have provided you with the following three references that we feel demonstrate the breadth and quality of the work our team has performed within the past five years as it relates to the services being requested. We invite you to contact our client references as to the quality and timeliness of our consulting projects. Additional references are available upon request.

Classification and Compensation Study (Included a Benefits Survey)

City of Boulder City, Nevada

Contact Information: Bryce Boldt, HR Director, 401 California Avenue, Boulder City, Nevada 89005, (702) 293-9203, bboldt@bcnv.org

Project Start and End Date: 5/19/21 to 2/16/22



Classification and Compensation Study (included benefits)

City of Prescott, Arizona

Contact Information: Joyce Lira, Human Resources Director, 201 S. Cortez Street, Prescott, Arizona 86303, (928) 777-1216, joyce.lira@prescott-az.gov

Project Start and End Date: 12/10/19 to 11/10/21



Classification, Compensation and Benefits Study

Ogden City Corporation, Utah

Contact Information: Leslie Judkins, Human Resources and Risk Manager, 2549 Washington Boulevard, Suite 220, Ogden, Utah 84401, (801) 629-8730, lesliejudkins@ogdencity.com

Project Start and End Date: 8/15/19 to 5/7/20

Note: Evergreen is currently conducting another Compensation Study for the City.



1.3 Financial Stability

Evergreen possesses the financial and fiscal stability to undertake this engagement for City of Camarillo. Evergreen has continued to experience steady financial growth over the years even during periods of economic instability. We continue to invest in the financial stability of the firm to ensure that our overall financial health can be maintained in periods of economic uncertainty. As such, our firm has never incurred any debts and has never borrowed against our line of credit. We continue to maintain a healthy 20 percent reserve to be able to address any potential fiscal issues that may arise.





EVERSOL-01

MSTOKES

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

5/20/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Hub International Florida 1117 Thomasville Road Tallahassee, FL 32303	CONTACT NAME: PHONE (A/C, No, Ext): (850) 386-1111 FAX (A/C, No): (850) 385-9827 E-MAIL ADDRESS:	
	INSURER(S) AFFORDING COVERAGE INSURER A: Cincinnati Indemnity Company INSURER B: Hartford Casualty Insurance Company INSURER C: Twin City Fire Insurance Company INSURER D: INSURER E: INSURER F:	
INSURED Evergreen Solutions, LLC 2878 Remington Green Circle Tallahassee, FL 32308	NAIC # 23280 29424 29459	

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:		ENP0586601	8/17/2020	8/17/2023	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY		EBA0586601	8/17/2021	8/17/2022	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$		ENP0586601	8/17/2020	8/17/2023	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N <input type="checkbox"/> N / A	21WECAB8IM0	10/24/2021	10/24/2022	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Professional Liab		21PG025884621	8/17/2021	8/17/2022	Per Claim \$ 1,000,000
C	Professional Liab		21PG025884621	8/17/2021	8/17/2022	Aggregate \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

CANCELLATION

City of Camarillo
601 Carmen Drive
Camarillo, CA 93010

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Section 2.0

Samples of Similar Projects



2.0 *Samples of Similar Projects*

Because Evergreen Solutions has conducted more than 800 similar projects throughout the country the following includes an example of a Compensation Study and a Classification Study we conducted for Spokane County in Washington. **The final report for each of these studies is included in the Appendix.** Additional examples of similar studies are available upon request.

Total Compensation Study Spokane County, Washington

In the latter part of 2018, Evergreen Solutions was retained by Spokane County to conduct a Total Compensation Study. Evergreen reviewed total Compensation (compensation and benefits) for 225 regular, full-time positions and recommended possible wage adjustments that align with the County's compensation philosophy. Additionally, Evergreen compared the County's benefits package with those offered in the same local market identified in the pay analysis.



Classification Study Spokane County, Washington

In early 2020, Evergreen Solutions was retained again by Spokane County to conduct a Classification Study. Evergreen conducted a job analysis to determine internal equity and provided recommendations regarding the appropriate classification structure. Evergreen reviewed and revised job descriptions and made FLSA determinations.



Section 3.0

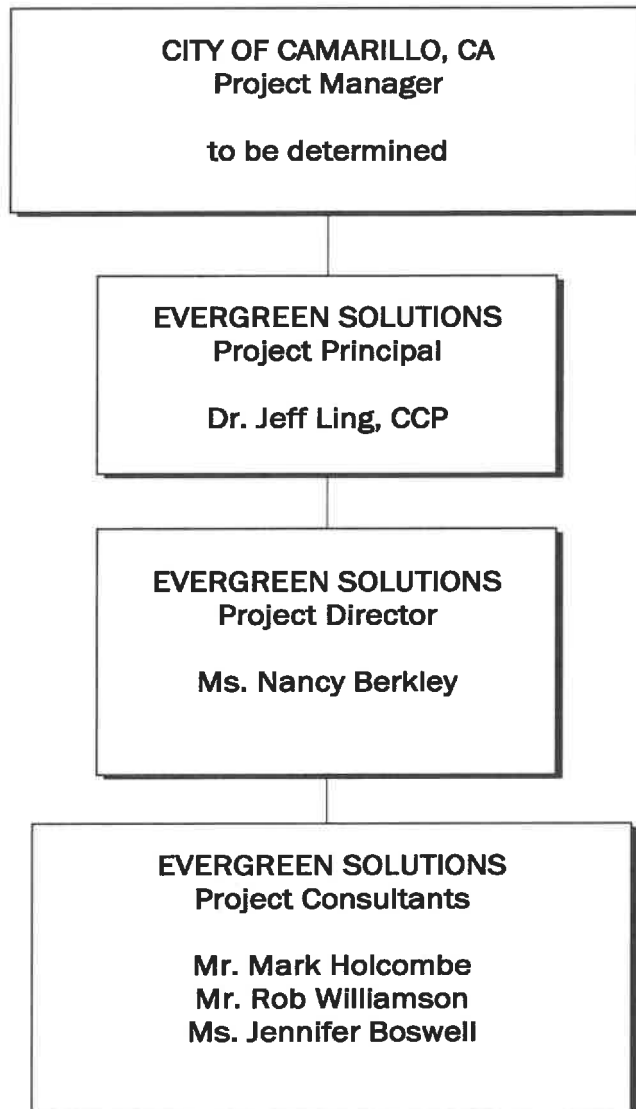
Staffing and Resumes



3.0 *Staffing and Resumes*

In this section we provide you with the qualifications of our proposed project team through one-page summary resumes. Detailed resumes are available upon request. **Exhibit 3-1** reflects our proposed project management and personnel assignments. The structure has been designed to clearly define the roles and responsibilities of each part of the Comprehensive Classification and Compensation Study so that there will be no confusion as to who is responsible for any aspect of this engagement with the City of Camarillo.

Exhibit 3-1: Proposed Project Management and Personnel Assignments



The following paragraphs provide summaries of each team member's qualifications and experience related to his/her role in this engagement.



Project Principal - Dr. Jeff Ling, CCP. Dr. Jeff Ling is the President of Evergreen Solutions who has been with the firm since its inception in 2004. He is a Certified Compensation Professional (CCP) who has more than 25 years consulting experience in the following areas: human resources; performance improvement; process analysis; strategic planning; statistical analysis; research methodology; data management; surveys and polling; technology analysis; change management; and risk analysis.

Dr. Ling has planned, organized, and managed studies on human resources assessment, survey analysis, government efficiency, technology planning, information utilization, public opinion, market expansion, and privatization. Each of these studies dealt with summarizing major alternatives for decision makers and providing viable recommendations. He has consulting experience in public sector Evaluation, research management, efficiency analysis, survey analysis, statistical modeling, and technology planning.

Dr. Ling has worked with a multitude of clients in the capacity of Project Principal. He has worked on hundreds of engagements across the nation and includes work in state and local governments, school districts, institutions of higher education, quasi-governmental agencies, and private industry.

Dr. Ling has been instrumental in creating, reviewing, and evaluating the methodology employed by Evergreen Solutions on all human resource engagements. His background and skill set make him uniquely qualified for assessing organizational critical needs and strategy. He is also an expert in policy development and long-term planning.

A sample of the types of studies Dr. Ling has been involved with includes:

- **Compensation/Classification**– He developed the methodology and techniques for organizations to employ for successful data collection and implementation based on internal and external equity needs. He has been the Project Principal for numerous projects related to classification and/or compensation. **Note: He has served as the Project Principal or Project Director for more than 800 public sector projects related to Classification and/or Compensation.**
- **Performance Evaluation** – He has provided the framework for many organizations transitioning into goal-based performance evaluation systems or fully functional merit-based pay structures. He understands the importance of a well stratified, objective based review process and has been instrumental in assisting a number of large organizations transition from traditional systems into merit-based pay structures with minimal transitional costs and interruption.
- **Market Research** – He provided the basis for which market research was collected, analyzed, and review. He ensured that data collection procedures and methods were statistically reliable using his knowledge of statistics and overall market research.
- **Policy Development** – He has a thorough and firm understanding of policy development and has assisted many clients with implementing tailored policies and practices that reflect best practices.

Dr. Ling holds a Doctorate's Degree from Florida State University in Political Science and has taught courses addressing research methodology, statistical analysis, technological innovations, and political economy at various universities.



Project Director – Ms. Nancy Berkley. Ms. Berkley is the Vice President of Evergreen Solutions who has been with the firm more than nine years. She has over 30 years human resources experience as an HR Director and Consultant demonstrating a thorough knowledge of multiple HR disciplines including, recruiting and staffing, workforce planning and retention, on-boarding, compensation and benefits, employee and labor relations, employee leave administration, voluntary and involuntary employee separations, performance management, employee surveys, organizational design and development, organization effectiveness, employee learning, training, and development, employee records administration and retention, and awards and recognition programs. She has consistently enhanced organizational capability by integrating HR with strategic business planning, development and assessment. She has provided individualized executive coaching and led HR team development and high-performance teams. She has led corporate change initiatives and built talent-rich organizations by strengthening people and integrating processes and has directed human resources in high-volume, transactional service organizations and high-level, consulting organizations. She has excellent conflict resolution, negotiation, and influencing skills.

Ms. Berkley possesses expertise in the following HR areas:

- Designing and implementing a shared service, centralized virtual staffing organization, increasing efficiency of staffing function for hiring managers.
- Analyzing and responding to employee relation trends—positively influenced work environments reducing employee complaints by ~90 percent.
- Consulting with senior leaders and successfully leading project teams to develop new policies, programs and tools—including total revision and communication of a company's HR policies and practices to be in accordance with state and federal laws;
- Creating HR metrics reviews utilizing business goals and human resources information systems data—set improvement goals and developed action plans for unique business requirements.
- Conceptualizing and implementing complex workforce reduction plans—then redeployed ~50 percent of the affected employees.
- Representing companies in state and federal agency reviews, e.g. Office of Federal Contract Compliance Program (OFCCP) reviews—Equal Employment Opportunity Commission (EEOC) charges, workers compensation charges, and unemployment compensation claims.

A sample of some of the public sector projects in the western region of the US that Ms. Berkley has directed or served on the Evergreen Team includes: a Compensation and Classification Study for Columbia County, OR; a Classification Study and a Compensation Survey for the City of Page, AZ; Consultant of Classification and Compensation Advisory Services for Maricopa County Community College District, AZ; a Classification and Compensation Study for the Town of Little Elm, TX; a Human Resources Department Assessment for the City of Buda, TX; a Market Salary Update for the City of Buda, TX; a Classification and Compensation Study for the City of Pflugerville, TX; a Classification and Compensation Study for the City of Conroe, TX; a Comprehensive Compensation and Classification Study for the City of Farmers Branch, TX; a Classification and Compensation Study for the City of Portland, TX; a Comprehensive Compensation and Benefits Study for the City of Rowlett, TX; a Classification and Compensation Study for the City of Lockhart, TX; Comprehensive Compensation Plan for the City of Padre Island, TX; a Salary Compensation Study for Hood County, TX; a Compensation and Classification Study for Brazoria County, TX; a Classification and Compensation Study for Burnet County, TX; and a Classification and Compensation Study for Kaufman County, TX.

Ms. Berkley has a Bachelor's Degree in Psychology from Florida State University.



Project Consultant – Mr. Mark Holcombe. Mr. Holcombe is a Project Manager at Evergreen Solutions who has been with the firm almost five years. He has spent extensive time studying both micro and macro-economic labor markets, public sector economics, and has studied econometric modeling for displaying and communicating data in an effective way. He has been using his economics background both in running a business and in consulting since graduation.

Mr. Holcombe's role with Evergreen has focused on compensation and classification studies utilizing market data. His primary responsibilities include: working closely with project teams and project managers in coordinating salary and benefit survey initiatives; evaluating market data from surveys, government agencies, and private sector databases to provide comprehensive reviews of compensation packages; and designing clear and concise reports and displays to communicate nuanced results.

Recent public sector projects that Mr. Holcombe has been involved with include: a Classification, Compensation, and Benefits Study for Yavapai County, AZ; a Classification and Compensation Study for the City of Prescott, AZ; A Compensation Study for the City of Flagstaff, AZ; a Wage Compensation Study Services for Northern Arizona Intergovernmental Public Transportation Authority, AZ; a Performance Management Study for Northern Arizona Intergovernmental Public Transportation Authority, AZ; a Compensation Study for Grand County, CO; a Classification and Compensation and Race/Gender Equity Study for the City of Salina, KS; a Comprehensive Compensation Study for Shawnee County, KS; a Compensation and Classification Study for the City of Coppell, TX; a Compensation and Classification Study for the City of Seabrook, TX; a Compensation and Classification Study for the City of League City, TX; a Compensation and Classification Study for the City of Texas City; a Compensation and Classification Study for the City of Pearland, TX; a Compensation and Classification Study and Organizational Review of the RSMU Department for Brazos River Authority, TX; a Compensation Study for the Montgomery County Emergency Communications District, TX; Compensation Consultant Services for Dallas Area Rapid Transit, TX; Competency Modeling and Succession Planning for Dallas Area Rapid Transit, TX; a Classification and Compensation Study for the City of Mont Belvieu, TX; a Staffing Study for the City of Pflugerville, TX; a Wage and Compensation Study for Jefferson County, TX; an Employee a Compensation Study for the County of Montgomery, PA; a Comprehensive Classification and Compensation Study for the Kentucky League of Cities; a Compensation Study for the Knox County Sheriff's Office, TN; a Job Classification and Compensation Study for the City of Baltimore, MD; a Classification and Compensation Study for Loudoun County, VA; a Classification and Compensation Study for the City of Norfolk, VA; a Classification and Compensation Study for the City of Falls Church, VA; a Comprehensive Compensation Study for Chesterfield County, MD; a Compensation and Classification Study for Research Triangle Regional Transportation Authority (GoTriangle), NC; a Pay Equity Analytics Model for Fire and Police Staff for the City of Raleigh, NC; a Salary and Compensation Comparability Study for the Raleigh Housing Authority, NC; a Pay and Classification Study for Dorchester County, SC; a Compensation Study for Laurens County, SC; an Organizational Assessment of the HR Department for York County, SC; a Compensation Study for Laurens County, SC; a Staffing Study for the City of Fayetteville, GA; a Classification and Compensation Study for the Hillsborough County Clerk of Court and Comptroller, FL; a Compensation and Classification Study for the Town of Davie, FL; a Classification and Compensation Study for Palm Beach County, FL; a Classification and Compensation Study for the Leon County Sheriff's Office, FL; a Compensation Study for the City of Key West, FL; a Compensation Study for Brevard County, FL; a Salary Survey for the City of Sopchoppy, FL; a Compensation Study for the City of Fort Myers, FL; a Review of Compensation for the Fire Department for Sarasota County, FL; a Staffing Study for the Fort Myers Police Department, FL; and a Classification and Compensation Study for Pinellas County, FL.

Mr. Holcombe holds a Bachelor Degree in Economics with a concentration in Behavioral Economics and Criminology from Florida State University.



Project Consultant – Mr. Rob Williamson. Mr. Williamson is a Project Manager with Evergreen. He brings more than 20 years of proven leadership experience serving both private and public sector clients. His diverse leadership includes time as a business owner, County Commissioner, CEO of a mid-sized water and wastewater treatment utility, Executive Director of a three-member regional water utility provider, and most recently, Manager of the Florida Association of Counties' 23-county insurance trust.

During his career, Mr. Williamson has served on boards of directors for more than two dozen public, private, civic and charitable organizations. This includes time as Chairman of the Santa Rosa County Board of County Commissioners, RESTORE Council, Tourist Development Council, Florida/Alabama Transportation Planning Organization and as a member of the Florida Gulf Consortium, Florida Association of Counties Executive Board, Leadership Santa Rosa, and the Institute for County Government to name a few. He is also a member of the Florida Rural Water Association.

Mr. Williamson helps organizations create new strategic pathways to solve complex problems. His areas of focus include policy development, strategic planning, change management, government services, transportation planning, master planning, tourism, RESTORE Act implementation and leadership development.

Some of the recent projects that Mr. Williamson has directed or been involved with include: a Job Market Survey for New Braunfels Utilities, TX; a Compensation Study for the Metropolitan St. Louis Water District, MO; a Compensation Study and Analysis for McLean County, IL; a Comprehensive Total Compensation Study for Cumberland County, PA; a Classification and Compensation Study for Dare County, NC; a Compensation Study for the City of Orangeburg, Department of Public Utilities, SC; a Classification and Compensation Study for Barrow County, GA; a Classification and Compensation Study and Analysis for Columbus Consolidated Government, GA; a Classification and Compensation Study for the City of Jackson, GA; a Compensation Study for Cherokee County, GA; a Classification and Compensation Study for the City of Jackson, GA; a Classification and Compensation Study for the City of Sylvester, GA; a Classification and Compensation Study for the City of Auburn, AL; a Compensation and Benefits Study for the City of Mobile, AL; a Classification and Compensation Study for DeSoto County, FL; a Compensation Study for the Lake Apopka Natural Gas District, FL; a Classification and Compensation Study for the City of Apalachicola, FL; a Compensation Study for the City of New Port Richey, FL; a Classification and Compensation Study for the Manatee County Sheriff's Office, FL; and a Compensation Study for the Marion County Property Appraiser, FL;

Mr. Williamson has certifications from the Cambridge Leadership Institute and the Kenan-Flagler Business School Leadership Institute and possesses a Bachelor of Science Degree in Sociology from Florida State University.



Project Consultant - Ms. Jennifer Boswell. Ms. Boswell is a Senior Consultant with Evergreen Solutions. She has 15 years of experience in human resources and government and demonstrates a thorough working knowledge of human resource principles and practices. She possesses expertise in the areas of classification and compensation, organizational management, policy development, and strategic planning.

Ms. Boswell's public sector experience includes serving as the Human Resources Administrator for the Florida Commission on Offender Review and the Chief of State Workforce Design and Compensation Programs for the State of Florida, Department of Management Services. She has been a member of the National Compensation Association of State Governments and currently belongs to the National Society of Leadership and Success and the Society for Human Resource Management.

Some of the recent public sector projects that Ms. Boswell has recently been involved with include: a Compensation and Classification Study for the City of Texas City, TX; a Classification and Compensation Study for Burnet County, TX; a Compensation Study for the City of Haskell, TX; a Compensation Study for the City of Haskell, TX; a Compensation Plan Study for the City of South Padre Island, TX; a Classification and Compensation Study and Analysis for San Patricio County, TX; a Classification and Compensation Study for Shenandoah County, VA; a Job Classification and Compensation Study for the City of Milford, DE; a Position Analysis and Revision Project for Harnett County, NC; a Classification and Compensation Study for the City of Hendersonville, NC; a Wage and Compensation Analysis for the City of Isle of Palms, SC; a Pay Plan, Classification and Compensation Study and Analysis for the Okaloosa Gas District, FL; Human Resources Consultant Services to the Juvenile Welfare Board, FL; a Classification and Compensation Study for the Town of Cutler Bay, FL; a Classification and Compensation Study for the City of Sunny Isles Beach, FL; a Compensation and Classification Study for the Town of Surfside, FL; Classification and Compensation Study Services for the City of Urbana, IL; a Classification and Compensation Study for Carbon County, PA; a Comprehensive Compensation Review and Update of Classification/Pay System for Cobb County, GA; a Compensation Review and Update of Pay and Classification System for the City of Marietta/Board of Lights and Water, GA; a Compensation Plan Update for the City of Garden City, GA; a Total Compensation Study for the Brunswick-Glynn Joint Water and Sewer Commission, GA; a Classification and Compensation Study for the City of Sandy Springs, GA; and a Classification and Compensation Study for the City of Daphne, AL.



Note: A team of experienced analytical and clerical support staff will contribute to this study, as needed.



Section 4.0

Scope of Work



4.0 *Scope of Work*

Listed below is an overview of the typically recommended approach that Evergreen takes when conducting a Comprehensive Classification and Compensation Study. We have also included our proposed timeline for completing the study.

4.1 Methodology and Approach

Kick Off Meeting: Evergreen begins each engagement by meeting with our client's leadership team. Frequently, this initial meeting will accomplish several goals, including: finalizing the project work plan; identifying milestone and deliverable dates; gaining insight into the management structure and approach; collecting classification, compensation, and benefits data; identifying additional data needs; and developing preliminary schedules for subsequent tasks.

Communication Plan: Communication is a critical component of any Classification and Compensation Study. Communicating with employees directly and early in the process builds support for the process and the accompanying outcomes. As part of our communication plan, we meet first with key project staff to fully understand the nature and scope of the project. The results of these meetings are then communicated to employees during the project outreach through employee orientation sessions, focus groups, and interviews. Regular updates are provided to the client's Project Manager and can be posted on the client's intranet site, if available and desired. Additionally, the communication plan for the distribution of the end product, particularly how the results will be distributed to employees, is also critical.

Employee Orientation and Focus Groups: Based on client feedback and a review of best practices, we have designed an orientation curriculum that provides employees insight into the process as well as provides a forum for answering questions and soliciting participation. Following the orientation sessions, we begin the focus group process. Focus groups are used to gain detailed insight into employee perceptions, concerns, and issues. The protocol for the sessions is provided to your project team in advance and refined to meet your needs. We have found that employee orientation sessions and focus groups are critical venues for building employee participation and buy-in.

Department Head Interviews: Evergreen staff conduct one-on-one interviews with department heads and/or senior management (in addition to any other employees the client determines is necessary) to identify challenges for consideration. These interviews will allow our staff to add details to our understanding of the organization and its needs. They also allow our consultants the opportunity to better understand the organizational structure of each department as well as the unique recruiting and retention issues that may be present in each department. Frequently, department directors and senior management serve as invaluable resources in explaining how internal equity relationships have evolved over time and explaining the nuances between the differences in jobs.

Job Assessment Tool and Management Issues Tool: Another important activity undertaken at this time is the distribution of Evergreen's Job Assessment Tool® (JAT). These questionnaires are central components of the job evaluation process. The JAT asks a series of questions regarding an employee's job that captures the nature of the job and how it interacts with work within the organization. The JAT contains questions that ask about each of the following areas: scope of duties; complexity of work; supervision received and exercised; physical requirements; financial responsibilities; analytical/mental requirements; knowledge and skills required for the job; and level of responsibility/reporting relationships.

In addition to the JAT, Evergreen will also distribute our Management Issues Tool (MIT). The MIT is distributed to supervisors and managers and is used to collect specific information from supervisors and managers related to such issues as recruitment and retention problems, classification issues, pay equity issues, problems with titles, and other related issues. Each MIT will be logged and a



specific response will be provided. The MIT process is designed to allow supervisors and managers to give direct input into the process and they serve as “red flags” to Evergreen staff during the analysis portion of the project.

Job Evaluation: The next step in the process is to review responses to the JATs and identify any possible misclassifications. Once the review of the JATs has been completed, Evergreen’s consultants will evaluate all jobs on each of the compensatory factors, score each position, and determine if there is any need for further investigation of specific positions. If serious discrepancies exist, Evergreen’s consultants will work directly with the Client Project Manager to resolve any issues. Once work has been properly classified, changes in the current classification system rankings can be recommended. Our goal is to produce a classification system that reflects the internal equity relationships suggested by the JAT scoring conducted earlier.

Compensation Study: Our approach to compensation analysis is based on the belief that compensation should be organization-specific, fair, equitable, and directly tied to strategic goals. To ensure that all these criteria are met, we will conduct an extensive analysis on the relevant labor market, the internal structure and inter-relatedness of jobs within the organization, and the relative worth of jobs within the organization vis-à-vis the compensation philosophy.

The most traditional component of a total compensation program is base pay (fixed pay). However, inclusion of benefits in total compensation strategy is not a new concept. Provision of benefits was originally a recruitment tool, though over time the provision of core benefits has become an expectation. Research shows that public sector organizations commonly use superior benefits packages as a way to offset structural disadvantages in base pay. The purpose of the survey is to collect information for comparison to current offerings, and making recommendations for change consistent with the parameters of the organization’s compensation philosophy.

Market and Benefits Survey: A key component of assessing compensation is to consider market position, which is sometimes referred to as external equity or competitiveness. Evergreen’s consultants wait until well into the classification analysis to design the market survey to ensure that jobs are understood, anomalies in classification characteristics are documented, and sufficient input has been received. The market survey will obtain standard range information related to minimum, midpoint, and maximum salaries. Data collection will focus on the public sector, but will include information from the private sector where applicable. Further, we will look to include any employers to whom the organization has recently lost employees. In addition, a benefits survey will also be administered in tandem with the market survey. Special consideration can be given to select highly competitive, market-driven positions if necessary.

Benchmarks: One of the most important components of the external assessment is in the selection and utilization of benchmark positions for the labor market survey. We will work with the client to identify the appropriate number of benchmark positions to best suit the client’s needs in the labor market survey. Based on our experience, we have found that it is simply not practical to survey all positions within the organization—the resulting surveys become too cumbersome for labor market peers to complete, and the response rate on the whole suffers. We ensure, through multiple checks and balances, that the benchmark positions chosen will represent a broad spectrum of positions across the organization, from all job families, pay levels, and functional areas.

Targets: To conduct an external labor market assessment, we work with the client to identify the most appropriate targets to survey. Evergreen selects peer organizations based on the local labor competition, regional markets, and class-specific markets. Peer organizations should be those organizations that compete with the client for labor in at least one job family. An appropriate mix of peers in the public and private sectors will be included in the survey, and if necessary, augmented with published secondary data sources.

An important factor of our methodology is that the client has the final approval of all aspects of the study. We will not proceed with the analysis unless the client is completely comfortable with the survey targets chosen. Often, there are different factors impacting an organization, such as proximity to a major metropolitan area, technology corridor, or specific market (i.e., military base), that have a direct effect on its ability to recruit and retain employees in specific positions. These factors have to be taken into account when selecting survey targets. Once the targets are selected and approved,



the survey instrument is developed and sent to the client for final approval. Subsequent to client approval, the survey is then distributed to the targets in both paper and electronic formats. Evergreen uses a four-fold method of communicating with respondents. Our staff notifies the target group that the survey is being sent or made available, confirms receipt, and encourages participation. Once the data are received, they are cleaned, validated, and summarized. A separate report is issued that shows the results of the salary survey.

Unifying the Solution: After determining the appropriate division of work and market position, the compensation structure can be created. There is not a single, perfect solution for every client partner. The nuances and unique characteristics of each client necessitate a customized solution to best meet the organization's needs. The Evergreen Team has considerable experience in developing multiple solutions and working with client partners to determine the one that best meets their needs. Our analytical team uses a variety of tools to produce various potential solutions: regression analysis, market thresholds, and other human resource models. Several major options are presented to the client's team before the implementation plan is created.

It is at this stage in the process that we typically meet with the client to identify the direction of the final solution. We will present to the client a draft report for review and comment. We typically ask the client to examine the draft solution objectively and provide insights and recommendations on the direction of the report. When this process is completed, Evergreen's consultants will proceed with the final solution. The solution also contains information regarding fiscal impact and implementation.

Compensation Administration Guidelines: In order for clients to maintain the recommended compensation system, Evergreen develops compensation administration guidelines for use by the client after completion of the study. The guidelines will include recommendations on installation and continuing administration of the system. The team first conducts a review of current practices and procedures then assesses their effectiveness, compliance with legal guidelines, and applicability to the recommended system. Once this review and assessment are complete, revisions to the current practices and/or new guidelines can be recommended, as needed. At a minimum, the recommendations will address areas such as: how employees will move through the pay structure/system as a result of transfers, promotions, or demotions; how to pay employees whose base pay has reached the maximum of their pay range or value of their position; the proper mix of pay; how often to adjust pay scales and survey the market; timing of implementation; and how to keep the system fair and competitive over time.

System Maintenance: Our goal is to produce recommendations that are effective and that can be maintained by our clients. We are strongly committed to providing transparent and replicable solutions. In essence, when we complete our core assignment, our goal is that our client's staff can maintain and update the system on their own. We are readily available to provide assistance, but our goal is to give our clients all the tools and training that are needed. Towards this end we will provide the Human Resources Department with all necessary tools and training to maintain the system over time.

Based on client needs and industry best practices, Evergreen has developed a compensation and classification maintenance tool to assist our clients with implementing, managing, and updating the solutions: **JobForce Manager**. This tool allows our clients to estimate future pay plan changes, update market information, make determinations on reclassifications, and create new jobs. By automating these tasks, **JobForce Manager** allows our clients to not only streamline, but also increase the fairness and transparency of regular compensation and classifications tasks after solution implementation.

4.2 Proposed Timeline

Evergreen possesses the ability, staff, skills, and tools to conduct the Comprehensive Classification and Compensation Study for the City of Camarillo in 3.5 months of the project start date and following the signing of the contract. This is based on a tentative start date of August 1, 2022, and a completion date of November 15, 2022. This proposed work timeline can be modified in any way to best meet the needs of the City. **Evergreen will complete this study within this timeline. No subcontractors will work on this study.**



Section 5.0

Disclosure of Financial Interests Letter





Evergreen Solutions, LLC

2878 Remington Green Circle - Tallahassee, Florida 32308
850.383.0111 - fax 850.383.1511

June 8, 2022

City of Camarillo
601 Carmen Drive
Camarillo, California 93010

To Whom It May Concern:

Evergreen Solutions, LLC has no financial interests of City officials or employees with the firm.

Sincerely,



Dr. Jeff Ling, President
Evergreen Solutions, LLC

Appendix: Sample Final Reports



Total Compensation Study for Spokane County

FINAL REPORT



Evergreen Solutions, LLC

August 15, 2019

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Chapter 1 – Introduction

In November 2018, Evergreen Solutions was retained by Spokane County to conduct a total compensation study. The study was primarily designed to focus external equity by which employees are compensated both in terms of salary and benefits.

External equity deals with the differences between what the County is providing (in salary and benefits) for each classification and what total compensation is available in the market place for the same skills, capabilities, and duties.

As part of the study, Evergreen Solutions was tasked with:

- collecting and reviewing current environmental data present in the Spokane County;
- reviewing job descriptions;
- conducting market and benefit surveys and providing feedback to the Spokane County regarding current market competitiveness;
- including in the study all non-bargaining and executive classification and compensation plans;
- conducting a comprehensive benefit survey and addressing total compensation;
- developing strategic positioning recommendations using market data and best practices;
- developing a compensation structure and implementation cost plan for the Spokane County; and
- developing and submitting draft and final reports summarizing findings and recommendations.

1.1 STUDY METHODOLOGY

Evergreen Solutions combined qualitative as well as quantitative data analysis to produce an equitable solution in order to maximize the fairness and competitiveness of the County's compensation structure and practices. Project activities included:

- conducting a project kick-off meeting;
- facilitating employee focus group sessions;



- conducting salary and benefits surveys;
- creating the draft and final reports;
- developing recommendations for compensation management; and
- developing implementation plan.

Kickoff Meeting

The Kickoff Meeting provided an opportunity to discuss the history of the organization, finalize the work plan, and begin the data collection process. Data collection of relevant background material (including existing pay plans, organization charts, policies, procedures, job descriptions, and other pertinent material) is part of this process.

Employee Outreach

Employee Outreach consisted of focus group meetings. The focus group sessions allowed employees, supervisors, and senior managers to identify practices that are working well and to suggest areas for improvement with regard to compensation and benefits. The collective feedback received during these sessions is summarized in **Chapter 2** of this report.

Analysis of Current Conditions

This analysis provided an overall assessment of the existing pay plans and related data for County employees at the time the study began. The existing pay plans, the progression of employee salaries through pay grades, employee tenure, and the distribution of employees in the County were all examined during this process. The findings of this analysis is summarized in **Chapter 3** of this report.

Salary and Benefits Surveys

The external market is defined as identified peers that have similar characteristics, demographics, and service offerings as the target school district. Benchmark positions are identified from each area and level of the organization and include a large cross-section of positions in the County. Once the target and benchmark information were finalized, a market survey tool was created to solicit salary information from each of the peer organizations.

A second survey developed to address benefits (such as health insurance, dental insurance, vision insurance, long- and short-term disability insurance, retirement and other benefits). When the results were received, the data were analyzed, cleaned, and entered to provide aggregate findings.

The results of the salary and benefits surveys are provided in **Chapters 4 and 5**.



Recommendations

During the recommendation phase of the study, Evergreen developed a market-based pay plan into the plan based on external equity. Next, implementation options were developed to transition employee salaries; and the associated costs of adjusting employee salaries were estimated.

Information was then provided to the Spokane County on how to execute the recommended salary adjustments, as well as how to maintain the recommended compensation and classification system over time. A summary of the findings and the associated recommendations in the study can be found in **Chapter 6**.

1.2 REPORT ORGANIZATION

This report includes the following six chapters:

- Chapter 1 – Introduction
- Chapter 2 – Summary of Employee Outreach
- Chapter 3 – Assessment of Current Conditions
- Chapter 4 – Salary Survey Summary
- Chapter 5 – Benefits Survey Summary
- Chapter 6 – Recommendations



Chapter 2 - Summary of Employee Outreach

On January 15-17, 2019, the Evergreen Solutions Team conducted a series of focus group sessions with Spokane County, WA (County) employees representing a cross section of departments and classifications as well as staff and management levels. Over this three-day period, approximately 300 individuals attended one of the 48 scheduled focus group sessions, with some employees being conferenced in by phone when physical attendance was not possible. The objective of the focus groups was to collect feedback on strengths and weaknesses of the current compensation and benefit plans directly from the employees. Focus groups lasted for approximately 45-60 minutes.

The remainder of this chapter summarizes the comments made by focus group participants. It is important to note that the views shared in this summary are not necessarily supported by Evergreen Solutions nor the County. Evergreen, however, used this information as a basis for further investigation throughout the course of the study. In all instances, Evergreen has removed any information that may identify the commenter.

Comments and feedback have been organized into the following four sections:

- 2.1 General Feedback
- 2.2 Compensation
- 2.3 Benefits
- 2.4 Summary

2.1 GENERAL FEEDBACK

Although the purpose of the focus group sessions was to discuss compensation and benefits, the first two questions asked by Evergreen consultants generally received feedback related to issues beyond these two topics. In some cases, even questions related specifically to compensation and classification yielded feedback outside of these domains. This section provides feedback received unrelated to compensation and classification, per se, but important to framing the context in which this study is occurring.

Important factors frequently shared by employees as reasons for coming to work for and/or remaining with Spokane County included:

- **Benefit Package** – Employees in nearly every focus group stated the benefit offerings (including health, retirement and fringe benefits) are what enticed them to seek employment with the County. Some employees said that keeping these benefits was a major reason for staying with the County, but expressed concern that the out-of-pocket expenses for the health coverage were increasing.



- **Spokane is a Great Place to Live** – Although many employees indicated that they lived elsewhere and relocated to Spokane, a large number of employees said they came to work for the County because Spokane is where they want to live and raise their families. Some noted that they attended college in Spokane and stayed because the community was welcoming and progressive. Some indicated that they left Spokane for a time and returned, or simply relocated to the County because Spokane was a great community.
- **Comradery with Co-workers** – Many County employees stated that they enjoyed the people they worked with, and felt their fellow employees were willing to do whatever it took to get the job done. They indicated that they were making a difference for the community, in general, and found it a pleasure to work with other employees who share their desire to give back to the community to ensure a high quality of life.
- **Security and Stability** – Some employees noted that they had worked in the private sector or had owned their own businesses, but had come to work for the County because the County offered a level of security and stability not available in the private sector. Many employees indicated that they came to work for Spokane County so that their work schedules would allow them more time with family.
- **Flexible Work Schedules** – Many employees applauded the flexible work schedules offered by the County. For example, several employees have one day off every two weeks.
- **Internships and Work Study Programs** – At least a few employees in larger focus groups stated that they started work for the County as an intern, temporary/seasonal employee, or through a formal Work-Study Program and enjoyed the work and the people they worked with. In time, they either applied for or were offered regular employment and ended up making their work at the County a career.
- **Unique Opportunities to Use Skills and Talents** – Many professional employees indicated the County offered them an opportunity to use and apply their unique skills and talents. Some mentioned that they even took a cut in pay to come to work for the County because the work is interesting and challenging, and they felt they had an opportunity to use their talents. Although some stated they knew they could go to work elsewhere for more money, they stayed because they are able to make a meaningful contribution to the community in a field that they love.

Employees identified factors other than compensation and benefits that they felt impacted or undermined the employee morale and contributed to higher turnover rates. The concerns voiced included the following:

- **Lack of Communication** – Some employees stated that the County employees are often the last to know when there are changes in leadership, policy and the like. Several employees stated that they experienced instances where members of the public called in for more information regarding a change and they were unaware that a change had occurred. While employees said they often receive emails alerting them to internal



issues, they are not regularly informed about the outcome of Commissioner Meetings where major changes may be announced. The most recent example cited was the change from a 13-Step Pay System back to a 7-Step System—a change that was effective January 1, 2019. During the focus group sessions, some stated that they were unaware of this change

- **Succession Planning and Training** – Managers and employees alike said that, even when retirements or terminations are known months in advance, the position is not posted until the incumbent has vacated the position. For certain key positions, staff noted that the department struggled for months while the hiring and training process took place. In some instances, the employees hired into such a position said that because there was no time allotted for them to train with the incumbent, they were left to their own devices to learn the job.
- **Distrust of the System** – Employees repeatedly expressed concern about the manner in which salary data would be gathered for this study, which peer groups would be surveyed, how results would be presented, etc. Much of the distrust centered on a similar study conducted about ten years ago. According to employees, the last study was shelved with little or no action, interim studies of specific classifications had also been dismissed for various reasons, and in some instances the results had been discounted as being based on surveys of the wrong peer groups. With only few exceptions, employees stated that, although they were skeptical, they felt that the study was needed and were glad that they were being given a chance to provide feedback about the current situation.
- **On-Call Pay** – On-Call pay varies among unions and should be examined. This is also true for overtime.
- **Parking** – Most Spokane County employees stated that efforts need to be made to provide parking for employees. They indicated that it takes over a decade to obtain a county-owned parking spot and parking is very expensive.

2.2 COMPENSATION

Specific comments shared by employees related to the County's compensation practices, policies, and procedures included the following:

- Starting pay levels are having a significant impact on the number of candidates applying for open positions. Examples were given of positions remaining open and unfilled for months and up to two years. In some positions, the candidates are being brought in and trained to handle the work. Where state-level credentials are required, the County has had to provide the training and assist the new employee to obtain the necessary credentials since credentialed applicants will not accept the job at the current pay rate. As a result, employees said they felt that the County had become a training ground for the private sector and other governmental entities, since many employees leave for better paying jobs as soon as they are fully credentialed.



- More than 50 percent of employees attending one of the focus group sessions stated they had reached the top step in their pay range and were no longer getting step increases. Many of those indicated they had not gotten anything more than a cost of living (COLA) increase for a number of years. Most felt that there needed to be 10 or more steps with a minimum of 5 percent difference between the steps to make the system work.
- The implementation of a 13-step system, where step increases were cut in half, was a topic of concern in most focus group sessions. Many employees were unaware that the system was being reverted back to a 7-step system (effective January 2019), and were further concerned that they had not been informed. Those who knew noted they felt the entire exercise was an attempt by management to balance the budget with employee salaries.
- A few years ago, the number of hours worked by full-time staff in some departments was reduced from 40 hours to 37.5 hours in lieu of a pay raise. Since these employees work fewer hours, their base pay is lower than those working 40 hours. One new hire said she had calculated what she thought her monthly pay would be, but was unaware of the 37.5 hours; therefore, her first paycheck was less than she anticipated. Most employees said that making the normal work week 40 hours was desirable, while a few said they enjoyed the flexibility of working fewer hours.
- There is no merit pay, meaning that poorly performing employees and exceptional employees receive the same raises. Although employees stated that they generally felt there were opportunities for upward mobility for exceptional employees, some said they liked what they were doing and did not wish to change jobs – they felt some type of career ladder was needed. Managers said they had no way to reward or to show gratitude to employees for doing a good job. Both employees and managers said that some type of incentive for exceptional performance would be good.
- Employees stated that, in the past, new hires could not be brought in higher than a Step 2 on the current pay scale. Now, because it is getting harder and harder to find qualified applicants, new hires are being placed as high as a Step 6 or 7—meaning that the new hire is making as much as an employee who has been with the County for many years. A few employees indicated that they resented having to train someone who is making as much or more than they are. Most stated that setting the starting salary at competitive rates would prevent the need for new hires to come in at higher levels.
- A number of employees noted that since there are open positions, they are being required to work ‘out of class.’ Since the employee is only paid for the hours when working ‘out of class’, the time must be tracked and manually entered which is cumbersome. Finance staff attributed the growing number of ‘out of class’ payments to staffing shortages and outdated job descriptions.



- According to some employees, upward mobility, promotions, and reclassifications are sometimes inhibited by Human Resources (HR) policy and union rules. Managers and staff alike indicated that applying for positions outside of an employee's department is sometime problematic as employees will lose tenure with their unions. Managers also indicated that HR policy and practices can also inhibit their ability to realign the workforce in their areas. Some consistency in the rules and guidelines between the unions and HR is desirable.
- Many employees cited the lack of COLA increases for several years during the 2010-16 period.
- Employees stated that Spokane County has noticeable recruitment and retention issues with the following positions:
 - 911 Call Receivers
 - Accountants
 - Administrative Specialists
 - Animal Control Officers
 - Auto and Truck Mechanics
 - Attorneys
 - Automotive Technicians
 - Behavioral Health Care Specialists
 - Behavioral Health Manager
 - Boiler Maintenance Specialist
 - Business Manager
 - Buyer I and Buyer II
 - Communications Officer
 - Commute Trip Reduction Marketing Specialist
 - Compliance and Analysis Specialist
 - Court Clerks and Processing Clerks
 - Customer Accounting Specialist
 - Detention Services Technical Assistant
 - Diversion Case Manager
 - Engineering Information Systems Coordinator
 - Engineering Technicians
 - Engineers
 - Environmental Services Technicians
 - Experienced Programmers
 - Field Liaison
 - Fleet Manager
 - Forensic Specialists
 - Forensic Supervisor and Lead
 - Heavy Equipment Mechanics
 - Heavy Equipment Mechanics and Operators
 - Integrated Behavioral Care Manager
 - Integrated Behavioral Care Supervisor
 - Integrated Care Coordinators



- Integrated Care Managers
 - IT Technician
 - Juvenile Corrections Officers
 - Legal Assistants (Secretaries)
 - Legal Office Assistants/Paralegals
 - Licensing Specialist
 - Licensing Supervisor Elections
 - Maintenance I and II
 - Network Administrator (open for more than 5 months)
 - Office Assistant 2
 - Office Assistant 3
 - Office Assistant 4
 - Office Technicians
 - Planning Coordinator
 - Probation Counselors
 - Probation Officers
 - Program Specialist I
 - Recording Supervisor
 - Recreation Program Manager – Aquatics
 - Road Maintenance Specialist
 - Senior Accountants
 - Senior Data Analysts
 - Sheriff's Dispatch Radio Operators
 - Sheriff's Technical Assistants
 - Sign Technicians
 - Staff Assistant in Veterans Relations
 - Trade Specialists (and Trade Positions in General)
 - Truck Drivers (and any position requiring a Commercial Driver's License)
 - Vehicle Licensing Specialists
 - Water Resource Specialists
- Employees identified the biggest competitors for positions are:
 - Clark County, WA
 - Kitsap County, WA
 - Snohomish County, WA
 - Pierce County, WA
 - Benton County, WA
 - King County, WA
 - Thurston County, WA
 - Yakima County, WA
 - Kootenai County, ID
 - City of Spokane, WA
 - City of Spokane Valley, WA
 - City of Tacoma, WA
 - City of Coeur d' Alene, ID



- City of Cheney, WA
- City of Liberty Lake, WA
- Boise County, ID
- Spokane Public Schools
- Avista
- Itron
- State of Washington (list of specific state agencies)
- Eastern Washington University
- Washington State University
- Sacred Heart Hospital
- Deaconess Hospitals
- Providence Hospital/Clinics
- Kaiser Aluminum
- Contractors and Consultants in the area
- US Geological Service
- VA Medical Center
- Idaho State Patrol

2.3 **BENEFITS**

General comments provided by employees related to benefits included the following:

- In general, employees are happy with their health and retirement benefits. Benefits were cited by many as the primary reason they came to the County, and retirement was one of the top reasons many employees gave for staying with the County.
- Fringe benefits (such as personal, sick and annual leave as well as holidays and work schedules) were shared as reasons why many employees came and have stayed.
- A number of employees expressed concern, however, that the County leaders continually tout the “total compensation package” as the reason that they are paying lower than market salaries. Repeatedly, employees said that benefits do not buy food or pay the rent, and hoped the County could achieve some level of balance so that County employees made a living wage. This was especially noted by younger County employees.

2.3.1 **Healthcare**

- The majority of employees stated that they appreciated the fact that the County paid a large portion of the premiums (both for the employee as well as the employee plus family) for health coverage, but many stated that the out-of-pocket expenditures were rising faster than their ability to pay.
- Many employees indicated that they liked having an option of choosing between two plans since their own situations often made one plan more desirable over another.



- Several employee groups said the co-payments of \$30 per visit quickly became cost prohibitive when their doctors prescribed rehabilitation visits two or three times per week. Others mentioned times when they were unable to go to the doctor or take a family member to a doctor because they did not have the money for the co-pay.
- Many employees indicated that they wanted a Health Savings Account (HSA) where they could set money aside for payment of the co-pays and other medical needs, stating that providing such a benefit should cost the County nothing. Others suggested that the County contribute a matching amount to an HSA.
- Some employees stated that they felt their health insurance was much better than the plans offered by other area employers, while others gave examples of plans provided by area employers that exceeded the County's plans. In general, all agreed that recent upheavals in the health insurance industry had negatively impacted the price and level of coverage nationally.

2.3.2 Retirement

- Employees repeatedly stated that they appreciated the fact that they had retirement benefits, and many indicated that they were staying with the County because of the retirement.
- In terms of health insurance, a number of employees said they had delayed retiring because they would have no health insurance until they were eligible for Medicare. Some said the County had the option of paying into the state retirement system so that retirees would be covered, but they had not yet exercised that option. Employees were uncertain as to whether the County's current self-insurance system could handle retiree health care.
- A number of employees said they would like for the County to consider some form of employer matching component to their deferred compensation plans.

2.3.3 Fringe Benefits

- There appears to be ample opportunities for professional development activities paid for by the County.
- Nearly all employees were pleased with the amount of leave they had available to them—including sick leave, annual leave and personal time off (PTO).
- Some controversy has arisen in recent years when some bargaining units elected to take Paid Time Off (PTO) in lieu of sick and vacation leave. When opting into PTO, the conversion was not a one-to-one conversion, as employees lost some leave. Employees debated the pros and cons of both systems during the focus group sessions. The primary complaint of the employees with PTO was the fact that they were unable to donate their time to an employee experiencing catastrophic illness. The primary complaint of the employees with Sick/Vacation leave was the rigidity of



the sick leave requirements and the fact that sick leave is lost at the time of separation, whereas vacation and PTO are paid out.

- Some employees stated that they had to pay for parking, and the waiting list for County parking was in excess of 15 years. To help reduce the parking needs, the County has arranged for employees to obtain a \$5 bus pass so they can park their car elsewhere and ride the bus to work. While riding the bus is not conducive to running errands on lunch hours or picking up a sick child from school, many said they had to ride the bus because the cost of parking was prohibitive.
- Many employees indicated they were losing leave time each year as the staffing shortages make it hard for them to take their leave. Some suggested raising the caps so that fewer hours were lost.
- The County has begun providing a small amount of tuition reimbursement for employees who want to return to school for additional education or certifications. While helpful, many said that the County does not recognize or compensate employees for achieving higher levels of education or credentials. The exception is in the trades areas, but even there, employees said the additional compensation is minimal
- Several employees said they came from private sector to take advantage of the government-funded program for forgiving student loans; the employee works and pays on the loan for 5 to 10 years—depending on the size of the loan, and the government then forgives the remainder of the loan.
- Some employees appreciated the life insurance policy.
- Employee stated that the Wellness Program offered by the County is limited to gym memberships and some exercise workshops.
- The lack of consistency in benefits provided through union contracts was cited as a concern.

2.4 SUMMARY

Employee feedback reported above represents both common issues that exist in many organizations as well as issues that are unique to Spokane County. The feedback received by the Evergreen Team during outreach in the County was mostly positive. Employees believe that the County is a very good place to work—attributed in part to the comradery between employees. However, as with any organization, employees perceive weaknesses in certain areas related to the current compensation and benefit system and the need to address these concerns so that the County is able to continually attract and retain a highly qualified workforce.

Chapter 3 – Assessment of Current Conditions

Chapter 3 provides an overall assessment of the compensation system in place in Spokane County for all employees. Data included here reflect the demographics in place at the time of the study and should be considered a snapshot in time. These data provide the baseline for analysis through the course of this study, but are not sufficient cause for recommendations in isolation. By reviewing employee data, Evergreen Solutions gained a better understanding of the structures and methods in place and identified issues for both further review and potential revision.

3.1 ANALYSIS OF PAY PLANS

The study was conducted for 1,345 County employees—1,333 full time and 12 part time. These employees are found in four pay plans:

- **Plan 352** – designated for all Public Works positions represented by the Local 1135 Union;
- **Plan 375** – designated for all high-level administrative positions that do not fit into the County's regular plans;
- **Plan N75** – designated for all positions working 75 hours in a pay period, or 1,950 annual hours; and
- **Plan N80** – designated for all Sheriff's Office, Prosecutors, SCRAPS, and Public Works positions working 80 hours in a pay period, or 2,080 annual hours.

Most employees are compensated using a 13-step pay plan, which has been adopted in recent years. Employees were formerly on a seven-step plan and these "grandfathered" employees advance through their salary range using only the odd numbered steps, while new employees advance through all 13 steps.

Exhibits 3A, 3D, and 3F display the steps for plans 352, N75, and N80 (pay plan 375 does not feature steps). Exhibits 3B, 3C, 3E, and 3G summarize the four aforementioned steps plans—for ease of comparison—and provide each pay grade on the schedule; the value of each pay range at minimum, midpoint, and maximum; the range spread for each pay range (the difference between the minimum and maximum salary levels for each pay grade); the number of filled unique classification titles by pay range; and the number of employees per pay range.

Exhibit 3A displays only the eight occupied pay grades of the 352 pay plan currently filled with 87 employees. The full plan features 23 pay grades—17 of which have 13 steps and six have seven steps. Exhibit 3B provides a summary of the plan. Range spreads range from 13.0 percent at the lower grades to 13.7 percent at the higher grades, albeit with one anomaly.



There is no salary progression between steps 1-4; eight grades have progression between steps 5-7 that ranges from 4.1 percent to 4.4 percent; six grades do not progress past step seven; 17 steps have progression between steps eight and 13 that range from 2.0 percent to 2.2 percent. Salary progression between grades is very inconsistent and irregular—ranging from -24.8 percent to 41.0 percent, with an average of 2.1 percent.

Exhibit 3C displays the five occupied pay grades of the 375 pay plan currently filled with nine employees. The full plan features 12 pay grades—each having a flat hourly rate.

Exhibit 3D displays the 121 occupied pay grades of the N75 pay plan. The full plan features 5,330 separate pay grades—each with a constant range spread of 34.9 percent and a constant salary progression between pay grades of 0.05 percent. Salary progression from odd to even steps is 2.6 percent and 2.5 percent from even to odd steps. **Exhibit 3E** provides a summary of the plan.

Exhibit 3F displays the 59 occupied pay grades of the N80 pay plan. The full plan is identical to N75 in that it contains 5,330 separate pay grades, each pay grade has a range spread of 34.9 percent, and salary progression between pay grades is constant at 0.05 percent. Also like N75, salary progression from odd to even steps is 2.6 percent and 2.5 percent from even to odd steps. **Exhibit 3G** provides a summary of the plan.

Comparing the summary data in **Exhibits 3B, 3E, and 3G** to best practices, a few strengths and weaknesses can be identified in the County's pay plans:

- **Range Spread** – Range spreads (the difference between the minimum and maximum salary levels for each pay grade) are generally set between 50 and 70 percent for best practice. Range spreads found in Plans 352, N75, and N80 experience very little variation. However, they are relatively narrow compared to best practice.
- **Midpoint Progression** – Midpoint progression (the difference between the midpoints of pay grades) is generally set between 3 to 5 percent for best practice. Pay Plan 352 features very irregular and inconsistent progression, while Plans N75 and N80 feature perfectly consistent progression. All three plans feature midpoint progression lower than best practice, especially Plans N75 and N80.
- **Grades** – A pay plan that features a large number of pay grades results in a compensation system that is more difficult to understand and administer. Between the four aforementioned pay plans, there are 10,695 pay grades (coming almost entirely from plans N75 and N80 which each contain 5,330 grades separately).

EXHIBIT 3A
352 STEP PLAN

Grade	Step												
	1	2	3	4	5	6	7	8	9	10	11	12	13
235	\$18.07	\$18.07	\$18.07	\$18.07	\$18.07	\$18.07	\$18.07	\$18.44	\$18.82	\$19.21	\$19.60	\$20.01	\$20.42
251	\$19.17	\$19.17	\$19.17	\$19.17	\$19.17	\$19.17	\$19.17	\$19.57	\$19.97	\$20.40	\$20.82	\$21.27	\$21.71
252	\$18.32	\$18.32	\$18.32	\$18.32	\$18.32	\$18.32	\$18.32	\$18.71	\$19.09	\$19.49	\$19.89	\$20.31	\$20.73
257	\$19.17	\$19.17	\$19.17	\$19.17	\$19.17	\$19.17	\$19.17	\$19.57	\$19.97	\$20.40	\$20.82	\$21.27	\$21.71
261	\$20.48	\$20.48	\$20.48	\$20.48	\$20.48	\$20.48	\$20.48	\$20.91	\$21.35	\$21.81	\$22.27	\$22.75	\$23.24
271	\$21.35	\$21.35	\$21.35	\$21.35	\$21.35	\$21.35	\$21.35	\$21.81	\$22.27	\$22.75	\$23.24	\$23.74	\$24.25
275	\$21.35	\$21.35	\$21.35	\$21.35	\$21.35	\$21.35	\$21.35	\$21.81	\$22.27	\$22.75	\$23.24	\$23.74	\$24.25
286	\$22.27	\$22.27	\$22.27	\$22.27	\$22.27	\$22.27	\$22.27	\$22.75	\$23.24	\$23.74	\$24.25	\$24.79	\$25.32

EXHIBIT 3B
352 PAY PLAN SUMMARIZED

Grade	Minimum	Midpoint	Maximum	Range Spread	Occupied Classification Titles	Employees
235	\$18.07	\$19.24	\$20.42	13.0%	1	1
251	\$19.17	\$20.44	\$21.71	13.3%	1	4
252	\$18.32	\$19.53	\$20.73	13.2%	1	1
257	\$19.17	\$20.44	\$21.71	13.3%	1	2
261	\$20.48	\$21.86	\$23.24	13.5%	2	34
271	\$21.35	\$22.80	\$24.25	13.6%	2	41
275	\$21.35	\$22.80	\$24.25	13.6%	1	3
286	\$22.27	\$23.79	\$25.32	13.7%	1	1
Overall				13.4%	10	87

EXHIBIT 3C
375 PAY PLAN SUMMARIZED

Grade	Hourly Rate	Occupied Classification Titles	Employees
CDA	\$75.22	1	4
CEO	\$89.75	1	1
CFD	\$75.22	1	1
ME	\$110.16	1	2
PDF	\$84.07	1	1
Overall		5	9

EXHIBIT 3D
N75 STEP PLAN

Grade	Step												
	1	2	3	4	5	6	7	8	9	10	11	12	13
2SA	\$10.84	\$11.11	\$11.39	\$11.68	\$11.97	\$12.28	\$12.59	\$12.91	\$13.23	\$13.57	\$13.91	\$14.26	\$14.62
2XL	\$11.45	\$11.75	\$12.04	\$12.35	\$12.66	\$12.98	\$13.30	\$13.64	\$13.99	\$14.34	\$14.70	\$15.08	\$15.45
3HA	\$12.59	\$12.91	\$13.23	\$13.57	\$13.91	\$14.26	\$14.62	\$15.00	\$15.37	\$15.76	\$16.16	\$16.57	\$16.98
3KA	\$12.97	\$13.30	\$13.63	\$13.98	\$14.33	\$14.70	\$15.07	\$15.45	\$15.84	\$16.24	\$16.65	\$17.07	\$17.50
3RA	\$13.91	\$14.26	\$14.62	\$15.00	\$15.37	\$15.76	\$16.16	\$16.57	\$16.98	\$17.42	\$17.85	\$18.31	\$18.77
3SA	\$14.05	\$14.41	\$14.77	\$15.15	\$15.52	\$15.92	\$16.32	\$16.74	\$17.15	\$17.59	\$18.03	\$18.49	\$18.96
3TK	\$14.26	\$14.63	\$14.99	\$15.37	\$15.76	\$16.16	\$16.56	\$16.99	\$17.41	\$17.86	\$18.30	\$18.77	\$19.24
3WA	\$14.62	\$15.00	\$15.37	\$15.76	\$16.16	\$16.57	\$16.98	\$17.42	\$17.85	\$18.31	\$18.77	\$19.25	\$19.73
3XA	\$14.77	\$15.15	\$15.52	\$15.92	\$16.32	\$16.74	\$17.15	\$17.59	\$18.03	\$18.49	\$18.96	\$19.44	\$19.93
3YK	\$14.99	\$15.37	\$15.76	\$16.16	\$16.56	\$16.99	\$17.41	\$17.86	\$18.30	\$18.77	\$19.24	\$19.73	\$20.23
3ZK	\$15.14	\$15.53	\$15.92	\$16.32	\$16.73	\$17.16	\$17.59	\$18.04	\$18.49	\$18.96	\$19.44	\$19.93	\$20.43
4BA	\$15.37	\$15.76	\$16.16	\$16.57	\$16.98	\$17.42	\$17.85	\$18.31	\$18.77	\$19.25	\$19.73	\$20.23	\$20.74
4CA	\$15.52	\$15.92	\$16.32	\$16.74	\$17.15	\$17.59	\$18.03	\$18.49	\$18.96	\$19.44	\$19.93	\$20.44	\$20.95
4EK	\$15.92	\$16.32	\$16.73	\$17.16	\$17.59	\$18.04	\$18.49	\$18.96	\$19.44	\$19.93	\$20.43	\$20.95	\$21.48
4FP	\$16.12	\$16.53	\$16.94	\$17.38	\$17.81	\$18.26	\$18.72	\$19.20	\$19.68	\$20.18	\$20.69	\$21.22	\$21.75
4FS	\$16.14	\$16.55	\$16.97	\$17.40	\$17.84	\$18.29	\$18.75	\$19.23	\$19.71	\$20.21	\$20.72	\$21.25	\$21.78



EXHIBIT 3D (Continued)
N75 STEP PLAN

Grade	Step												
	1	2	3	4	5	6	7	8	9	10	11	12	13
4GL	\$16.25	\$16.66	\$17.08	\$17.51	\$17.95	\$18.41	\$18.87	\$19.35	\$19.84	\$20.35	\$20.85	\$21.39	\$21.92
4HA	\$16.32	\$16.74	\$17.15	\$17.59	\$18.03	\$18.49	\$18.96	\$19.44	\$19.93	\$20.44	\$20.95	\$21.48	\$22.02
4HH	\$16.38	\$16.79	\$17.21	\$17.66	\$18.10	\$18.56	\$19.02	\$19.51	\$20.00	\$20.51	\$21.02	\$21.56	\$22.10
4JK	\$16.73	\$17.16	\$17.59	\$18.04	\$18.49	\$18.96	\$19.44	\$19.93	\$20.43	\$20.95	\$21.48	\$22.03	\$22.58
4MA	\$17.15	\$17.59	\$18.03	\$18.49	\$18.96	\$19.44	\$19.93	\$20.44	\$20.95	\$21.48	\$22.02	\$22.58	\$23.15
4NA	\$17.33	\$17.77	\$18.21	\$18.68	\$19.15	\$19.64	\$20.13	\$20.64	\$21.16	\$21.70	\$22.24	\$22.81	\$23.38
4OK	\$17.59	\$18.04	\$18.49	\$18.96	\$19.44	\$19.93	\$20.43	\$20.95	\$21.48	\$22.03	\$22.58	\$23.15	\$23.73
4RA	\$18.03	\$18.49	\$18.96	\$19.44	\$19.93	\$20.44	\$20.95	\$21.48	\$22.02	\$22.58	\$23.15	\$23.74	\$24.33
4TK	\$18.49	\$18.96	\$19.44	\$19.93	\$20.43	\$20.95	\$21.48	\$22.03	\$22.58	\$23.15	\$23.73	\$24.34	\$24.95
4UK	\$18.67	\$19.15	\$19.63	\$20.13	\$20.64	\$21.16	\$21.69	\$22.25	\$22.80	\$23.39	\$23.97	\$24.58	\$25.20
4VF	\$18.81	\$19.30	\$19.78	\$20.28	\$20.79	\$21.32	\$21.86	\$22.41	\$22.97	\$23.56	\$24.15	\$24.77	\$25.39
4VK	\$18.86	\$19.34	\$19.83	\$20.34	\$20.84	\$21.38	\$21.91	\$22.47	\$23.03	\$23.62	\$24.21	\$24.83	\$25.45
4WA	\$18.96	\$19.44	\$19.93	\$20.44	\$20.95	\$21.48	\$22.02	\$22.58	\$23.15	\$23.74	\$24.33	\$24.96	\$25.58
4XA	\$19.15	\$19.64	\$20.13	\$20.64	\$21.16	\$21.70	\$22.24	\$22.81	\$23.38	\$23.98	\$24.58	\$25.21	\$25.84
4YJ	\$19.43	\$19.92	\$20.42	\$20.94	\$21.47	\$22.02	\$22.57	\$23.14	\$23.72	\$24.33	\$24.94	\$25.57	\$26.21
4YK	\$19.44	\$19.93	\$20.43	\$20.95	\$21.48	\$22.03	\$22.58	\$23.15	\$23.73	\$24.34	\$24.95	\$25.59	\$26.23
5AP	\$19.88	\$20.39	\$20.89	\$21.43	\$21.96	\$22.53	\$23.09	\$23.68	\$24.27	\$24.89	\$25.51	\$26.17	\$26.82
5BA	\$19.93	\$20.44	\$20.95	\$21.48	\$22.02	\$22.58	\$23.15	\$23.74	\$24.33	\$24.96	\$25.58	\$26.23	\$26.89
5BF	\$19.98	\$20.49	\$21.00	\$21.54	\$22.07	\$22.64	\$23.21	\$23.80	\$24.39	\$25.02	\$25.64	\$26.30	\$26.96
5DK	\$20.43	\$20.95	\$21.48	\$22.03	\$22.58	\$23.15	\$23.73	\$24.34	\$24.95	\$25.59	\$26.23	\$26.90	\$27.57
5GA	\$20.95	\$21.48	\$22.02	\$22.58	\$23.15	\$23.74	\$24.33	\$24.96	\$25.58	\$26.23	\$26.89	\$27.58	\$28.26
5GK	\$21.05	\$21.59	\$22.13	\$22.70	\$23.26	\$23.86	\$24.45	\$25.08	\$25.71	\$26.36	\$27.02	\$27.71	\$28.41
5GT	\$21.15	\$21.69	\$22.23	\$22.80	\$23.37	\$23.97	\$24.56	\$25.19	\$25.82	\$26.48	\$27.14	\$27.84	\$28.53
5IK	\$21.48	\$22.03	\$22.58	\$23.15	\$23.73	\$24.34	\$24.95	\$25.59	\$26.23	\$26.90	\$27.57	\$28.27	\$28.98
5JA	\$21.58	\$22.14	\$22.69	\$23.27	\$23.85	\$24.46	\$25.07	\$25.71	\$26.36	\$27.03	\$27.71	\$28.42	\$29.12
5KF	\$21.86	\$22.41	\$22.97	\$23.56	\$24.15	\$24.77	\$25.39	\$26.04	\$26.69	\$27.37	\$28.05	\$28.77	\$29.49
5KM	\$21.93	\$22.49	\$23.05	\$23.65	\$24.24	\$24.86	\$25.48	\$26.13	\$26.78	\$27.47	\$28.15	\$28.87	\$29.59



EXHIBIT 3D (Continued)
N75 STEP PLAN

Grade	Step												
	1	2	3	4	5	6	7	8	9	10	11	12	13
5LA	\$22.02	\$22.58	\$23.15	\$23.74	\$24.33	\$24.96	\$25.58	\$26.23	\$26.89	\$27.58	\$28.26	\$28.99	\$29.71
5NF	\$22.52	\$23.10	\$23.67	\$24.28	\$24.89	\$25.52	\$26.16	\$26.83	\$27.50	\$28.20	\$28.91	\$29.65	\$30.39
5NH	\$22.54	\$23.12	\$23.70	\$24.30	\$24.91	\$25.55	\$26.19	\$26.86	\$27.53	\$28.23	\$28.94	\$29.68	\$30.42
5NK	\$22.58	\$23.15	\$23.73	\$24.34	\$24.95	\$25.59	\$26.23	\$26.90	\$27.57	\$28.27	\$28.98	\$29.72	\$30.46
5PK	\$23.03	\$23.62	\$24.21	\$24.83	\$25.45	\$26.10	\$26.75	\$27.44	\$28.12	\$28.84	\$29.56	\$30.32	\$31.08
5QA	\$23.15	\$23.74	\$24.33	\$24.96	\$25.58	\$26.23	\$26.89	\$27.58	\$28.26	\$28.99	\$29.71	\$30.47	\$31.23
5SK	\$23.73	\$24.34	\$24.95	\$25.59	\$26.23	\$26.90	\$27.57	\$28.27	\$28.98	\$29.72	\$30.46	\$31.24	\$32.02
5TG	\$23.92	\$24.54	\$25.15	\$25.79	\$26.44	\$27.11	\$27.79	\$28.50	\$29.21	\$29.96	\$30.71	\$31.49	\$32.28
5UF	\$24.15	\$24.77	\$25.39	\$26.04	\$26.69	\$27.37	\$28.05	\$28.77	\$29.49	\$30.25	\$31.00	\$31.79	\$32.59
5UJ	\$24.20	\$24.82	\$25.44	\$26.09	\$26.74	\$27.43	\$28.11	\$28.83	\$29.55	\$30.31	\$31.06	\$31.86	\$32.65
5VC	\$24.36	\$24.98	\$25.60	\$26.26	\$26.91	\$27.60	\$28.29	\$29.02	\$29.74	\$30.50	\$31.26	\$32.07	\$32.87
5VS	\$24.55	\$25.18	\$25.81	\$26.47	\$27.13	\$27.83	\$28.52	\$29.25	\$29.98	\$30.75	\$31.52	\$32.32	\$33.13
5XC	\$24.85	\$25.48	\$26.12	\$26.79	\$27.46	\$28.16	\$28.86	\$29.60	\$30.34	\$31.12	\$31.90	\$32.71	\$33.53
5XF	\$24.89	\$25.52	\$26.16	\$26.83	\$27.50	\$28.20	\$28.91	\$29.65	\$30.39	\$31.17	\$31.94	\$32.76	\$33.58
5XK	\$24.95	\$25.59	\$26.23	\$26.90	\$27.57	\$28.27	\$28.98	\$29.72	\$30.46	\$31.24	\$32.02	\$32.84	\$33.66
5YP	\$25.26	\$25.91	\$26.55	\$27.23	\$27.91	\$28.63	\$29.34	\$30.09	\$30.85	\$31.64	\$32.43	\$33.26	\$34.09
5ZJ	\$25.44	\$26.09	\$26.74	\$27.43	\$28.11	\$28.83	\$29.55	\$30.31	\$31.06	\$31.86	\$32.65	\$33.49	\$34.33
6AA	\$25.58	\$26.23	\$26.89	\$27.58	\$28.26	\$28.99	\$29.71	\$30.47	\$31.23	\$32.03	\$32.83	\$33.67	\$34.51
6AK	\$25.71	\$26.36	\$27.02	\$27.71	\$28.41	\$29.13	\$29.86	\$30.63	\$31.39	\$32.19	\$33.00	\$33.84	\$34.69
6CA	\$26.09	\$26.76	\$27.43	\$28.13	\$28.84	\$29.57	\$30.31	\$31.09	\$31.86	\$32.68	\$33.50	\$34.35	\$35.21
6CK	\$26.23	\$26.90	\$27.57	\$28.27	\$28.98	\$29.72	\$30.46	\$31.24	\$32.02	\$32.84	\$33.66	\$34.52	\$35.39
6FA	\$26.89	\$27.58	\$28.26	\$28.99	\$29.71	\$30.47	\$31.23	\$32.03	\$32.83	\$33.67	\$34.51	\$35.40	\$36.28
6GK	\$27.29	\$27.99	\$28.69	\$29.43	\$30.16	\$30.93	\$31.70	\$32.52	\$33.33	\$34.18	\$35.04	\$35.93	\$36.83
6GM	\$27.32	\$28.02	\$28.72	\$29.46	\$30.19	\$30.96	\$31.74	\$32.55	\$33.36	\$34.22	\$35.07	\$35.97	\$36.87
6HA	\$27.43	\$28.13	\$28.84	\$29.57	\$30.31	\$31.09	\$31.86	\$32.68	\$33.50	\$34.35	\$35.21	\$36.11	\$37.01
6HF	\$27.50	\$28.20	\$28.91	\$29.65	\$30.39	\$31.17	\$31.94	\$32.76	\$33.58	\$34.44	\$35.30	\$36.20	\$37.11
6HK	\$27.57	\$28.27	\$28.98	\$29.72	\$30.46	\$31.24	\$32.02	\$32.84	\$33.66	\$34.52	\$35.39	\$36.29	\$37.20



EXHIBIT 3D (Continued)
N75 STEP PLAN

Grade	Step												
	1	2	3	4	5	6	7	8	9	10	11	12	13
6JA	\$27.98	\$28.70	\$29.42	\$30.17	\$30.92	\$31.71	\$32.51	\$33.34	\$34.17	\$35.05	\$35.92	\$36.84	\$37.76
6JN	\$28.17	\$28.89	\$29.61	\$30.37	\$31.12	\$31.92	\$32.72	\$33.56	\$34.39	\$35.27	\$36.15	\$37.08	\$38.01
6KA	\$28.26	\$28.99	\$29.71	\$30.47	\$31.23	\$32.03	\$32.83	\$33.67	\$34.51	\$35.40	\$36.28	\$37.21	\$38.14
6LT	\$28.82	\$29.56	\$30.30	\$31.07	\$31.85	\$32.66	\$33.48	\$34.34	\$35.19	\$36.09	\$37.00	\$37.94	\$38.89
6MK	\$28.98	\$29.72	\$30.46	\$31.24	\$32.02	\$32.84	\$33.66	\$34.52	\$35.39	\$36.29	\$37.20	\$38.15	\$39.10
6NK	\$29.27	\$30.02	\$30.77	\$31.56	\$32.34	\$33.17	\$34.00	\$34.87	\$35.74	\$36.66	\$37.57	\$38.53	\$39.50
6RA	\$30.31	\$31.09	\$31.86	\$32.68	\$33.50	\$34.35	\$35.21	\$36.11	\$37.01	\$37.96	\$38.91	\$39.91	\$40.90
6SD	\$30.66	\$31.45	\$32.23	\$33.06	\$33.88	\$34.75	\$35.62	\$36.53	\$37.44	\$38.40	\$39.36	\$40.37	\$41.37
6UA	\$31.23	\$32.03	\$32.83	\$33.67	\$34.51	\$35.40	\$36.28	\$37.21	\$38.14	\$39.12	\$40.09	\$41.12	\$42.15
6UL	\$31.41	\$32.21	\$33.01	\$33.86	\$34.70	\$35.59	\$36.48	\$37.42	\$38.35	\$39.33	\$40.31	\$41.35	\$42.38
6VP	\$31.78	\$32.60	\$33.41	\$34.27	\$35.12	\$36.02	\$36.92	\$37.87	\$38.81	\$39.81	\$40.80	\$41.84	\$42.89
6WK	\$32.02	\$32.84	\$33.66	\$34.52	\$35.39	\$36.29	\$37.20	\$38.15	\$39.10	\$40.10	\$41.11	\$42.16	\$43.21
6YK	\$32.67	\$33.51	\$34.34	\$35.22	\$36.10	\$37.03	\$37.95	\$38.92	\$39.89	\$40.91	\$41.94	\$43.01	\$44.08
6YS	\$32.80	\$33.64	\$34.48	\$35.36	\$36.25	\$37.17	\$38.10	\$39.08	\$40.05	\$41.08	\$42.10	\$43.18	\$44.26
6ZA	\$32.83	\$33.67	\$34.51	\$35.40	\$36.28	\$37.21	\$38.14	\$39.12	\$40.09	\$41.12	\$42.15	\$43.22	\$44.30
6ZK	\$33.00	\$33.84	\$34.69	\$35.58	\$36.46	\$37.40	\$38.33	\$39.31	\$40.29	\$41.32	\$42.36	\$43.44	\$44.53
7AK	\$33.33	\$34.18	\$35.04	\$35.93	\$36.83	\$37.77	\$38.71	\$39.71	\$40.70	\$41.74	\$42.78	\$43.88	\$44.97
7CF	\$33.92	\$34.78	\$35.65	\$36.57	\$37.48	\$38.44	\$39.40	\$40.41	\$41.42	\$42.48	\$43.54	\$44.65	\$45.77
7CK	\$34.00	\$34.87	\$35.74	\$36.66	\$37.57	\$38.53	\$39.50	\$40.51	\$41.52	\$42.58	\$43.64	\$44.76	\$45.88
7CP	\$34.09	\$34.96	\$35.83	\$36.75	\$37.67	\$38.63	\$39.60	\$40.61	\$41.62	\$42.69	\$43.75	\$44.87	\$45.99
7DE	\$34.24	\$35.12	\$35.99	\$36.91	\$37.84	\$38.80	\$39.77	\$40.79	\$41.81	\$42.88	\$43.95	\$45.08	\$46.20
7DM	\$34.38	\$35.26	\$36.14	\$37.06	\$37.99	\$38.96	\$39.93	\$40.96	\$41.98	\$43.05	\$44.13	\$45.26	\$46.39
7EC	\$34.55	\$35.43	\$36.32	\$37.25	\$38.18	\$39.16	\$40.13	\$41.16	\$42.19	\$43.27	\$44.35	\$45.48	\$46.62
7FA	\$34.86	\$35.75	\$36.65	\$37.58	\$38.52	\$39.51	\$40.50	\$41.53	\$42.57	\$43.66	\$44.75	\$45.89	\$47.04
7FC	\$34.90	\$35.79	\$36.68	\$37.62	\$38.56	\$39.55	\$40.54	\$41.57	\$42.61	\$43.70	\$44.79	\$45.94	\$47.09
7FH	\$34.98	\$35.88	\$36.77	\$37.72	\$38.66	\$39.65	\$40.64	\$41.68	\$42.72	\$43.81	\$44.90	\$46.05	\$47.20
7FR	\$35.16	\$36.06	\$36.96	\$37.90	\$38.85	\$39.85	\$40.84	\$41.89	\$42.93	\$44.03	\$45.13	\$46.29	\$47.44



EXHIBIT 3D (Continued)
N75 STEP PLAN

Grade	Step												
	1	2	3	4	5	6	7	8	9	10	11	12	13
7GB	\$35.23	\$36.13	\$37.03	\$37.98	\$38.93	\$39.93	\$40.92	\$41.97	\$43.02	\$44.12	\$45.22	\$46.38	\$47.54
7HH	\$35.69	\$36.60	\$37.52	\$38.48	\$39.44	\$40.45	\$41.46	\$42.52	\$43.58	\$44.70	\$45.81	\$46.98	\$48.16
7HK	\$35.74	\$36.66	\$37.57	\$38.53	\$39.50	\$40.51	\$41.52	\$42.58	\$43.64	\$44.76	\$45.88	\$47.05	\$48.23
7IQ	\$36.21	\$37.14	\$38.06	\$39.04	\$40.01	\$41.04	\$42.06	\$43.14	\$44.22	\$45.35	\$46.48	\$47.67	\$48.86
7JE	\$36.35	\$37.28	\$38.22	\$39.19	\$40.17	\$41.20	\$42.23	\$43.31	\$44.39	\$45.53	\$46.67	\$47.86	\$49.05
7KL	\$36.85	\$37.79	\$38.73	\$39.73	\$40.72	\$41.76	\$42.80	\$43.90	\$44.99	\$46.15	\$47.30	\$48.51	\$49.72
7LA	\$37.01	\$37.96	\$38.91	\$39.91	\$40.90	\$41.95	\$43.00	\$44.10	\$45.20	\$46.35	\$47.51	\$48.73	\$49.94
7LF	\$37.11	\$38.06	\$39.01	\$40.00	\$41.00	\$42.05	\$43.10	\$44.21	\$45.31	\$46.47	\$47.63	\$48.85	\$50.07
7LI	\$37.16	\$38.11	\$39.06	\$40.06	\$41.07	\$42.12	\$43.17	\$44.27	\$45.38	\$46.54	\$47.70	\$48.92	\$50.14
7OA	\$38.14	\$39.12	\$40.09	\$41.12	\$42.15	\$43.22	\$44.30	\$45.44	\$46.57	\$47.76	\$48.96	\$50.21	\$51.46
7PN	\$38.77	\$39.77	\$40.76	\$41.80	\$42.85	\$43.94	\$45.04	\$46.19	\$47.35	\$48.56	\$49.77	\$51.04	\$52.32
7TA	\$40.09	\$41.12	\$42.15	\$43.22	\$44.30	\$45.44	\$46.57	\$47.76	\$48.96	\$50.21	\$51.46	\$52.78	\$54.10
7VK	\$41.11	\$42.16	\$43.21	\$44.32	\$45.42	\$46.59	\$47.75	\$48.97	\$50.19	\$51.48	\$52.76	\$54.12	\$55.47
7WE	\$41.39	\$42.45	\$43.51	\$44.63	\$45.74	\$46.91	\$48.08	\$49.32	\$50.55	\$51.84	\$53.14	\$54.50	\$55.86
7XD	\$41.79	\$42.86	\$43.93	\$45.05	\$46.18	\$47.36	\$48.54	\$49.79	\$51.03	\$52.34	\$53.64	\$55.02	\$56.39
7ZF	\$42.67	\$43.77	\$44.86	\$46.01	\$47.16	\$48.36	\$49.57	\$50.84	\$52.11	\$53.44	\$54.78	\$56.18	\$57.58
8AM	\$43.25	\$44.36	\$45.47	\$46.63	\$47.80	\$49.02	\$50.24	\$51.53	\$52.82	\$54.17	\$55.52	\$56.94	\$58.37
8BA	\$43.43	\$44.54	\$45.65	\$46.82	\$47.99	\$49.22	\$50.45	\$51.74	\$53.03	\$54.39	\$55.74	\$57.17	\$58.60
8CE	\$43.95	\$45.08	\$46.20	\$47.38	\$48.57	\$49.81	\$51.05	\$52.36	\$53.67	\$55.04	\$56.42	\$57.86	\$59.31
8DR	\$44.68	\$45.83	\$46.97	\$48.17	\$49.37	\$50.64	\$51.90	\$53.23	\$54.56	\$55.96	\$57.35	\$58.82	\$60.29
8FH	\$45.36	\$46.52	\$47.68	\$48.90	\$50.12	\$51.40	\$52.69	\$54.03	\$55.38	\$56.80	\$58.22	\$59.71	\$61.20
8GP	\$45.99	\$47.17	\$48.35	\$49.59	\$50.83	\$52.13	\$53.43	\$54.80	\$56.16	\$57.60	\$59.04	\$60.55	\$62.06
8IF	\$46.69	\$47.88	\$49.08	\$50.34	\$51.59	\$52.91	\$54.23	\$55.62	\$57.01	\$58.47	\$59.93	\$61.47	\$63.00
8RK	\$51.21	\$52.52	\$53.83	\$55.21	\$56.59	\$58.03	\$59.48	\$61.01	\$62.53	\$64.13	\$65.73	\$67.41	\$69.10



EXHIBIT 3E
352 PAY PLAN SUMMARIZED

Grade	Minimum	Midpoint	Maximum	Range Spread	Occupied Classification Titles	Employees
2SA	\$10.84	\$12.73	\$14.62	34.9%	1	1
2XL	\$11.45	\$13.45	\$15.45	34.9%	1	8
3HA	\$12.59	\$14.79	\$16.98	34.9%	2	19
3KA	\$12.97	\$15.23	\$17.50	34.9%	1	1
3RA	\$13.91	\$16.34	\$18.77	34.9%	6	52
3SA	\$14.05	\$16.50	\$18.96	34.9%	1	1
3TK	\$14.26	\$16.75	\$19.24	34.9%	2	29
3WA	\$14.62	\$17.17	\$19.73	34.9%	2	3
3XA	\$14.77	\$17.35	\$19.93	34.9%	1	20
3YK	\$14.99	\$17.61	\$20.23	34.9%	1	1
3ZK	\$15.14	\$17.79	\$20.43	34.9%	6	65
4BA	\$15.37	\$18.05	\$20.74	34.9%	2	7
4CA	\$15.52	\$18.24	\$20.95	34.9%	5	23
4EK	\$15.92	\$18.70	\$21.48	34.9%	2	6
4FP	\$16.12	\$18.93	\$21.75	34.9%	1	21
4FS	\$16.14	\$18.96	\$21.78	34.9%	1	1
4GL	\$16.25	\$19.08	\$21.92	34.9%	1	1
4HA	\$16.32	\$19.17	\$22.02	34.9%	5	31
4HH	\$16.38	\$19.24	\$22.10	34.9%	1	12
4JK	\$16.73	\$19.65	\$22.58	34.9%	6	16
4MA	\$17.15	\$20.15	\$23.15	34.9%	5	12
4NA	\$17.33	\$20.35	\$23.38	34.9%	2	15
4OK	\$17.59	\$20.66	\$23.73	34.9%	2	2
4RA	\$18.03	\$21.18	\$24.33	34.9%	6	14
4TK	\$18.49	\$21.72	\$24.95	34.9%	11	44
4UK	\$18.67	\$21.94	\$25.20	34.9%	2	4
4VF	\$18.81	\$22.10	\$25.39	34.9%	4	9



EXHIBIT 3E (Continued)
352 PAY PLAN SUMMARIZED

Grade	Minimum	Midpoint	Maximum	Range Spread	Occupied Classification Titles	Employees
4VK	\$18.86	\$22.16	\$25.45	34.9%	3	3
4WA	\$18.96	\$22.27	\$25.58	34.9%	2	16
4XA	\$19.15	\$22.49	\$25.84	34.9%	1	4
4YJ	\$19.43	\$22.82	\$26.21	34.9%	1	26
4YK	\$19.44	\$22.83	\$26.23	34.9%	1	1
5AP	\$19.88	\$23.35	\$26.82	34.9%	1	3
5BA	\$19.93	\$23.41	\$26.89	34.9%	5	14
5BF	\$19.98	\$23.47	\$26.96	34.9%	2	24
5DK	\$20.43	\$24.00	\$27.57	34.9%	7	17
5GA	\$20.95	\$24.61	\$28.26	34.9%	2	2
5GK	\$21.05	\$24.73	\$28.41	34.9%	1	3
5GT	\$21.15	\$24.84	\$28.53	34.9%	1	1
5IK	\$21.48	\$25.23	\$28.98	34.9%	4	11
5JA	\$21.58	\$25.35	\$29.12	34.9%	1	1
5KF	\$21.86	\$25.67	\$29.49	34.9%	3	49
5KM	\$21.93	\$25.76	\$29.59	34.9%	2	3
5LA	\$22.02	\$25.87	\$29.71	34.9%	4	6
5NF	\$22.52	\$26.45	\$30.39	34.9%	1	2
5NH	\$22.54	\$26.48	\$30.42	34.9%	1	1
5NK	\$22.58	\$26.52	\$30.46	34.9%	6	18
5PK	\$23.03	\$27.05	\$31.08	34.9%	2	3
5QA	\$23.15	\$27.19	\$31.23	34.9%	7	23
5SK	\$23.73	\$27.88	\$32.02	34.9%	8	14
5TG	\$23.92	\$28.10	\$32.28	34.9%	1	3
5UF	\$24.15	\$28.37	\$32.59	34.9%	3	15
5UJ	\$24.20	\$28.43	\$32.65	34.9%	2	20
5VC	\$24.36	\$28.61	\$32.87	34.9%	1	1



EXHIBIT 3E (Continued)
352 PAY PLAN SUMMARIZED

Grade	Minimum	Midpoint	Maximum	Range Spread	Occupied Classification Titles	Employees
5VS	\$24.55	\$28.84	\$33.13	34.9%	1	1
5XC	\$24.85	\$29.19	\$33.53	34.9%	2	2
5XF	\$24.89	\$29.23	\$33.58	34.9%	4	10
5XK	\$24.95	\$29.31	\$33.66	34.9%	5	10
5YP	\$25.26	\$29.67	\$34.09	34.9%	1	10
5ZJ	\$25.44	\$29.88	\$34.33	34.9%	1	6
6AA	\$25.58	\$30.05	\$34.51	34.9%	10	18
6AK	\$25.71	\$30.20	\$34.69	34.9%	1	1
6CA	\$26.09	\$30.65	\$35.21	34.9%	1	2
6CK	\$26.23	\$30.81	\$35.39	34.9%	5	6
6FA	\$26.89	\$31.58	\$36.28	34.9%	1	5
6GK	\$27.29	\$32.06	\$36.83	34.9%	2	3
6GM	\$27.32	\$32.09	\$36.87	34.9%	1	1
6HA	\$27.43	\$32.22	\$37.01	34.9%	3	3
6HF	\$27.50	\$32.30	\$37.11	34.9%	1	3
6HK	\$27.57	\$32.38	\$37.20	34.9%	5	10
6JA	\$27.98	\$32.87	\$37.76	34.9%	3	12
6JN	\$28.17	\$33.09	\$38.01	34.9%	1	1
6KA	\$28.26	\$33.20	\$38.14	34.9%	4	25
6LT	\$28.82	\$33.86	\$38.89	34.9%	1	1
6MK	\$28.98	\$34.04	\$39.10	34.9%	6	6
6NK	\$29.27	\$34.38	\$39.50	34.9%	2	2
6RA	\$30.31	\$35.61	\$40.90	34.9%	1	1
6SD	\$30.66	\$36.02	\$41.37	34.9%	1	1
6UA	\$31.23	\$36.69	\$42.15	34.9%	16	30
6UL	\$31.41	\$36.89	\$42.38	34.9%	2	3
6VP	\$31.78	\$37.34	\$42.89	34.9%	1	1



EXHIBIT 3E (Continued)
352 PAY PLAN SUMMARIZED

Grade	Minimum	Midpoint	Maximum	Range Spread	Occupied Classification Titles	Employees
6WK	\$32.02	\$37.62	\$43.21	34.9%	1	2
6YK	\$32.67	\$38.38	\$44.08	34.9%	1	1
6YS	\$32.80	\$38.53	\$44.26	34.9%	1	9
6ZA	\$32.83	\$38.57	\$44.30	34.9%	1	2
6ZK	\$33.00	\$38.76	\$44.53	34.9%	1	1
7AK	\$33.33	\$39.15	\$44.97	34.9%	1	1
7CF	\$33.92	\$39.84	\$45.77	34.9%	1	1
7CK	\$34.00	\$39.94	\$45.88	34.9%	3	5
7CP	\$34.09	\$40.04	\$45.99	34.9%	1	1
7DE	\$34.24	\$40.22	\$46.20	34.9%	2	54
7DM	\$34.38	\$40.38	\$46.39	34.9%	1	1
7EC	\$34.55	\$40.58	\$46.62	34.9%	1	1
7FA	\$34.86	\$40.95	\$47.04	34.9%	1	1
7FC	\$34.90	\$40.99	\$47.09	34.9%	3	9
7FH	\$34.98	\$41.09	\$47.20	34.9%	1	1
7FR	\$35.16	\$41.30	\$47.44	34.9%	2	2
7GB	\$35.23	\$41.38	\$47.54	34.9%	1	2
7HH	\$35.69	\$41.92	\$48.16	34.9%	2	3
7HK	\$35.74	\$41.99	\$48.23	34.9%	1	1
7IQ	\$36.21	\$42.53	\$48.86	34.9%	1	1
7JE	\$36.35	\$42.70	\$49.05	34.9%	1	4
7KL	\$36.85	\$43.28	\$49.72	34.9%	1	1
7LA	\$37.01	\$43.48	\$49.94	34.9%	2	2
7LF	\$37.11	\$43.59	\$50.07	34.9%	4	4
7LI	\$37.16	\$43.65	\$50.14	34.9%	1	1
7OA	\$38.14	\$44.80	\$51.46	34.9%	1	2
7PN	\$38.77	\$45.55	\$52.32	34.9%	5	8



EXHIBIT 3E (Continued)
352 PAY PLAN SUMMARIZED

Grade	Minimum	Midpoint	Maximum	Range Spread	Occupied Classification Titles	Employees
7TA	\$40.09	\$47.10	\$54.10	34.9%	1	1
7VK	\$41.11	\$48.29	\$55.47	34.9%	3	3
7WE	\$41.39	\$48.63	\$55.86	34.9%	2	41
7XD	\$41.79	\$49.09	\$56.39	34.9%	1	2
7ZF	\$42.67	\$50.13	\$57.58	34.9%	1	1
8AM	\$43.25	\$50.81	\$58.37	34.9%	1	1
8BA	\$43.43	\$51.01	\$58.60	34.9%	3	3
8CE	\$43.95	\$51.63	\$59.31	34.9%	1	9
8DR	\$44.68	\$52.49	\$60.29	34.9%	1	1
8FH	\$45.36	\$53.28	\$61.20	34.9%	2	2
8GP	\$45.99	\$54.03	\$62.06	34.9%	1	1
8IF	\$46.69	\$54.84	\$63.00	34.9%	2	2
8RK	\$51.21	\$60.15	\$69.10	34.9%	1	1
Overall				34.9%	297	1065



EXHIBIT 3F
N80 STEP PLAN

Grade	Step												
	1	2	3	4	5	6	7	8	9	10	11	12	13
3VK	\$13.64	\$13.99	\$14.34	\$14.70	\$15.07	\$15.46	\$15.84	\$16.25	\$16.65	\$17.08	\$17.51	\$17.96	\$18.40
3ZK	\$14.19	\$14.56	\$14.92	\$15.30	\$15.69	\$16.09	\$16.49	\$16.91	\$17.33	\$17.78	\$18.22	\$18.69	\$19.15
4CK	\$14.63	\$15.00	\$15.38	\$15.77	\$16.16	\$16.58	\$16.99	\$17.43	\$17.86	\$18.32	\$18.77	\$19.26	\$19.74
4FK	\$15.07	\$15.46	\$15.84	\$16.25	\$16.65	\$17.08	\$17.51	\$17.96	\$18.40	\$18.87	\$19.35	\$19.84	\$20.34
4HH	\$15.35	\$15.75	\$16.14	\$16.55	\$16.96	\$17.40	\$17.83	\$18.29	\$18.75	\$19.23	\$19.71	\$20.21	\$20.72
4KK	\$15.84	\$16.25	\$16.65	\$17.08	\$17.51	\$17.96	\$18.40	\$18.87	\$19.35	\$19.84	\$20.34	\$20.86	\$21.38
4NA	\$16.24	\$16.66	\$17.08	\$17.51	\$17.95	\$18.41	\$18.87	\$19.35	\$19.83	\$20.34	\$20.85	\$21.38	\$21.92
4PK	\$16.65	\$17.08	\$17.51	\$17.96	\$18.40	\$18.87	\$19.35	\$19.84	\$20.34	\$20.86	\$21.38	\$21.93	\$22.47
4SP	\$17.20	\$17.64	\$18.08	\$18.55	\$19.01	\$19.50	\$19.98	\$20.50	\$21.01	\$21.55	\$22.08	\$22.65	\$23.21
4TK	\$17.33	\$17.78	\$18.22	\$18.69	\$19.15	\$19.64	\$20.13	\$20.65	\$21.17	\$21.71	\$22.25	\$22.82	\$23.39
4UK	\$17.51	\$17.96	\$18.40	\$18.87	\$19.35	\$19.84	\$20.34	\$20.86	\$21.38	\$21.93	\$22.47	\$23.05	\$23.62
4WN	\$17.89	\$18.34	\$18.80	\$19.28	\$19.77	\$20.27	\$20.78	\$21.31	\$21.84	\$22.40	\$22.96	\$23.55	\$24.14
4WT	\$17.94	\$18.40	\$18.86	\$19.34	\$19.83	\$20.33	\$20.84	\$21.37	\$21.91	\$22.47	\$23.03	\$23.62	\$24.21
4XA	\$17.95	\$18.41	\$18.87	\$19.35	\$19.83	\$20.34	\$20.85	\$21.38	\$21.92	\$22.48	\$23.04	\$23.63	\$24.22
5BA	\$18.68	\$19.16	\$19.64	\$20.14	\$20.64	\$21.17	\$21.70	\$22.26	\$22.81	\$23.40	\$23.98	\$24.59	\$25.21
5BF	\$18.73	\$19.21	\$19.69	\$20.19	\$20.70	\$21.22	\$21.75	\$22.31	\$22.87	\$23.45	\$24.04	\$24.66	\$25.27
5BP	\$18.82	\$19.30	\$19.79	\$20.29	\$20.80	\$21.33	\$21.86	\$22.42	\$22.98	\$23.57	\$24.16	\$24.78	\$25.40
5EK	\$19.35	\$19.84	\$20.34	\$20.86	\$21.38	\$21.93	\$22.47	\$23.05	\$23.62	\$24.23	\$24.83	\$25.47	\$26.10
5GK	\$19.74	\$20.24	\$20.75	\$21.28	\$21.81	\$22.37	\$22.93	\$23.51	\$24.10	\$24.72	\$25.33	\$25.98	\$26.63
5JK	\$20.34	\$20.86	\$21.38	\$21.93	\$22.47	\$23.05	\$23.62	\$24.23	\$24.83	\$25.47	\$26.10	\$26.77	\$27.44
5KF	\$20.49	\$21.01	\$21.54	\$22.09	\$22.64	\$23.22	\$23.80	\$24.41	\$25.02	\$25.66	\$26.30	\$26.97	\$27.65
5MA	\$20.85	\$21.38	\$21.92	\$22.48	\$23.04	\$23.63	\$24.22	\$24.84	\$25.46	\$26.11	\$26.76	\$27.45	\$28.13
5MF	\$20.90	\$21.44	\$21.97	\$22.54	\$23.10	\$23.69	\$24.28	\$24.90	\$25.52	\$26.18	\$26.83	\$27.52	\$28.21
5OG	\$21.34	\$21.88	\$22.43	\$23.00	\$23.58	\$24.18	\$24.78	\$25.42	\$26.05	\$26.72	\$27.39	\$28.09	\$28.79
5OL	\$21.39	\$21.94	\$22.48	\$23.06	\$23.63	\$24.24	\$24.85	\$25.48	\$26.12	\$26.79	\$27.45	\$28.16	\$28.86
5PT	\$21.69	\$22.25	\$22.80	\$23.38	\$23.97	\$24.58	\$25.20	\$25.84	\$26.49	\$27.16	\$27.84	\$28.55	\$29.27
5RB	\$21.93	\$22.49	\$23.05	\$23.64	\$24.23	\$24.85	\$25.47	\$26.13	\$26.78	\$27.46	\$28.15	\$28.87	\$29.59
5RK	\$22.03	\$22.59	\$23.16	\$23.75	\$24.34	\$24.96	\$25.59	\$26.24	\$26.90	\$27.59	\$28.28	\$29.00	\$29.72
5UF	\$22.64	\$23.22	\$23.80	\$24.41	\$25.02	\$25.66	\$26.30	\$26.97	\$27.65	\$28.36	\$29.06	\$29.81	\$30.55
5VA	\$22.81	\$23.40	\$23.98	\$24.59	\$25.21	\$25.85	\$26.50	\$27.18	\$27.86	\$28.57	\$29.28	\$30.03	\$30.78
5VF	\$22.87	\$23.45	\$24.04	\$24.66	\$25.27	\$25.92	\$26.56	\$27.24	\$27.92	\$28.64	\$29.35	\$30.11	\$30.86



EXHIBIT 3F (Continued)
N80 STEP PLAN

Grade	Step												
	1	2	3	4	5	6	7	8	9	10	11	12	13
5XF	\$23.33	\$23.93	\$24.52	\$25.15	\$25.78	\$26.44	\$27.10	\$27.79	\$28.49	\$29.22	\$29.95	\$30.71	\$31.48
5YK	\$23.62	\$24.23	\$24.83	\$25.47	\$26.10	\$26.77	\$27.44	\$28.14	\$28.85	\$29.58	\$30.32	\$31.10	\$31.88
5ZA	\$23.74	\$24.35	\$24.96	\$25.60	\$26.24	\$26.91	\$27.58	\$28.28	\$28.99	\$29.73	\$30.47	\$31.26	\$32.04
6AA	\$23.98	\$24.59	\$25.21	\$25.85	\$26.50	\$27.18	\$27.86	\$28.57	\$29.28	\$30.03	\$30.78	\$31.57	\$32.36
6AP	\$24.16	\$24.78	\$25.40	\$26.05	\$26.70	\$27.38	\$28.06	\$28.78	\$29.50	\$30.26	\$31.01	\$31.81	\$32.60
6CP	\$24.65	\$25.28	\$25.91	\$26.57	\$27.24	\$27.93	\$28.63	\$29.36	\$30.10	\$30.87	\$31.64	\$32.45	\$33.26
6DK	\$24.83	\$25.47	\$26.10	\$26.77	\$27.44	\$28.14	\$28.85	\$29.58	\$30.32	\$31.10	\$31.88	\$32.69	\$33.51
6FA	\$25.21	\$25.85	\$26.50	\$27.18	\$27.86	\$28.57	\$29.28	\$30.03	\$30.78	\$31.57	\$32.36	\$33.19	\$34.01
6FC	\$25.23	\$25.88	\$26.52	\$27.20	\$27.88	\$28.60	\$29.31	\$30.06	\$30.81	\$31.60	\$32.39	\$33.22	\$34.05
6FP	\$25.40	\$26.05	\$26.70	\$27.38	\$28.06	\$28.78	\$29.50	\$30.26	\$31.01	\$31.81	\$32.60	\$33.44	\$34.27
6IF	\$26.04	\$26.71	\$27.37	\$28.07	\$28.77	\$29.51	\$30.25	\$31.02	\$31.80	\$32.61	\$33.42	\$34.28	\$35.14
6JA	\$26.24	\$26.91	\$27.58	\$28.28	\$28.99	\$29.73	\$30.47	\$31.26	\$32.04	\$32.86	\$33.68	\$34.54	\$35.40
6KA	\$26.50	\$27.18	\$27.86	\$28.57	\$29.28	\$30.03	\$30.78	\$31.57	\$32.36	\$33.19	\$34.01	\$34.88	\$35.76
6LK	\$26.90	\$27.59	\$28.28	\$29.00	\$29.72	\$30.48	\$31.25	\$32.05	\$32.85	\$33.69	\$34.53	\$35.41	\$36.30
6PA	\$27.86	\$28.57	\$29.28	\$30.03	\$30.78	\$31.57	\$32.36	\$33.19	\$34.01	\$34.88	\$35.76	\$36.67	\$37.59
6UA	\$29.28	\$30.03	\$30.78	\$31.57	\$32.36	\$33.19	\$34.01	\$34.88	\$35.76	\$36.67	\$37.59	\$38.55	\$39.51
6YA	\$30.47	\$31.26	\$32.04	\$32.86	\$33.68	\$34.54	\$35.40	\$36.31	\$37.21	\$38.17	\$39.12	\$40.12	\$41.12
6YS	\$30.75	\$31.54	\$32.32	\$33.15	\$33.98	\$34.85	\$35.72	\$36.63	\$37.55	\$38.51	\$39.47	\$40.48	\$41.49
6ZR	\$31.04	\$31.84	\$32.63	\$33.47	\$34.30	\$35.18	\$36.06	\$36.98	\$37.91	\$38.88	\$39.85	\$40.87	\$41.89
7AR	\$31.35	\$32.16	\$32.96	\$33.80	\$34.65	\$35.54	\$36.42	\$37.36	\$38.29	\$39.27	\$40.25	\$41.28	\$42.31
7EN	\$32.57	\$33.40	\$34.24	\$35.11	\$35.99	\$36.91	\$37.83	\$38.80	\$39.77	\$40.79	\$41.81	\$42.88	\$43.95
7GB	\$33.03	\$33.87	\$34.72	\$35.61	\$36.50	\$37.43	\$38.36	\$39.35	\$40.33	\$41.36	\$42.39	\$43.48	\$44.56
7LS	\$35.01	\$35.91	\$36.81	\$37.75	\$38.69	\$39.68	\$40.67	\$41.71	\$42.76	\$43.85	\$44.94	\$46.10	\$47.25
7OK	\$35.93	\$36.85	\$37.77	\$38.74	\$39.71	\$40.73	\$41.74	\$42.81	\$43.88	\$45.00	\$46.13	\$47.31	\$48.49
7TK	\$37.77	\$38.74	\$39.71	\$40.73	\$41.74	\$42.81	\$43.88	\$45.00	\$46.13	\$47.31	\$48.49	\$49.73	\$50.97
7XD	\$39.18	\$40.18	\$41.18	\$42.24	\$43.29	\$44.40	\$45.51	\$46.67	\$47.84	\$49.06	\$50.29	\$51.58	\$52.86
8ND	\$45.97	\$47.14	\$48.32	\$49.56	\$50.79	\$52.09	\$53.39	\$54.76	\$56.13	\$57.57	\$59.00	\$60.51	\$62.02
8TD	\$48.80	\$50.05	\$51.30	\$52.62	\$53.93	\$55.31	\$56.69	\$58.14	\$59.60	\$61.12	\$62.65	\$64.25	\$65.85



EXHIBIT 3G
N80 PAY PLAN SUMMARIZED

Grade	Minimum	Midpoint	Maximum	Range Spread	Occupied Classification Titles	Employees
3VK	\$13.64	\$16.02	\$18.40	34.9%	2	7
3ZK	\$15.14	\$17.79	\$20.43	34.9%	1	65
4CK	\$14.63	\$17.18	\$19.74	34.9%	1	1
4FK	\$15.07	\$17.70	\$20.34	34.9%	1	14
4HH	\$16.38	\$19.24	\$22.10	34.9%	1	12
4KK	\$15.84	\$18.61	\$21.38	34.9%	2	9
4NA	\$17.33	\$20.35	\$23.38	34.9%	2	15
4PK	\$16.65	\$19.56	\$22.47	34.9%	1	2
4SP	\$17.20	\$20.21	\$23.21	34.9%	1	8
4TK	\$18.49	\$21.72	\$24.95	34.9%	3	44
4UK	\$18.67	\$21.94	\$25.20	34.9%	1	4
4WN	\$17.89	\$21.01	\$24.14	34.9%	2	4
4WT	\$17.94	\$21.07	\$24.21	34.9%	1	1
4XA	\$19.15	\$22.49	\$25.84	34.9%	1	4
5BA	\$19.93	\$23.41	\$26.89	34.9%	2	14
5BF	\$19.98	\$23.47	\$26.96	34.9%	1	24
5BP	\$18.82	\$22.11	\$25.40	34.9%	2	5
5EK	\$19.35	\$22.73	\$26.10	34.9%	2	2
5GK	\$21.05	\$24.73	\$28.41	34.9%	1	3
5JK	\$20.34	\$23.89	\$27.44	34.9%	3	24
5KF	\$21.86	\$25.67	\$29.49	34.9%	1	49
5MA	\$20.85	\$24.49	\$28.13	34.9%	1	1
5MF	\$20.90	\$24.55	\$28.21	34.9%	1	3
5OG	\$21.34	\$25.06	\$28.79	34.9%	1	5
5OL	\$21.39	\$25.12	\$28.86	34.9%	1	2
5PT	\$21.69	\$25.48	\$29.27	34.9%	1	8
5RB	\$21.93	\$25.76	\$29.59	34.9%	3	8
5RK	\$22.03	\$25.88	\$29.72	34.9%	1	1
5UF	\$24.15	\$28.37	\$32.59	34.9%	1	15
5VA	\$22.81	\$26.80	\$30.78	34.9%	4	9
5VF	\$22.87	\$26.86	\$30.86	34.9%	2	5



EXHIBIT 3G (Continued)
N80 PAY PLAN SUMMARIZED

Grade	Minimum	Midpoint	Maximum	Range Spread	Occupied Classification Titles	Employees
5XF	\$24.89	\$29.23	\$33.58	34.9%	1	10
5YK	\$23.62	\$27.75	\$31.88	34.9%	3	24
5ZA	\$23.74	\$27.89	\$32.04	34.9%	1	2
6AA	\$25.58	\$30.05	\$34.51	34.9%	3	18
6AP	\$24.16	\$28.38	\$32.60	34.9%	3	8
6CP	\$24.65	\$28.95	\$33.26	34.9%	1	5
6DK	\$24.83	\$29.17	\$33.51	34.9%	1	1
6FA	\$26.89	\$31.58	\$36.28	34.9%	1	5
6FC	\$25.23	\$29.64	\$34.05	34.9%	1	1
6FP	\$25.40	\$29.83	\$34.27	34.9%	1	2
6IF	\$26.04	\$30.59	\$35.14	34.9%	1	5
6JA	\$27.98	\$32.87	\$37.76	34.9%	1	12
6KA	\$28.26	\$33.20	\$38.14	34.9%	2	25
6LK	\$26.90	\$31.60	\$36.30	34.9%	1	3
6PA	\$27.86	\$32.72	\$37.59	34.9%	2	2
6UA	\$31.23	\$36.69	\$42.15	34.9%	1	30
6YA	\$30.47	\$35.80	\$41.12	34.9%	1	1
6YS	\$32.80	\$38.53	\$44.26	34.9%	2	9
6ZR	\$31.04	\$36.47	\$41.89	34.9%	1	2
7AR	\$31.35	\$36.83	\$42.31	34.9%	1	2
7EN	\$32.57	\$38.26	\$43.95	34.9%	1	1
7GB	\$35.23	\$41.38	\$47.54	34.9%	1	2
7LS	\$35.01	\$41.13	\$47.25	34.9%	1	1
7OK	\$35.93	\$42.21	\$48.49	34.9%	1	1
7TK	\$37.77	\$44.37	\$50.97	34.9%	1	1
7XD	\$41.79	\$49.09	\$56.39	34.9%	1	2
8ND	\$45.97	\$54.00	\$62.02	34.9%	1	1
8TD	\$48.80	\$57.33	\$65.85	34.9%	1	2
Overall				34.9%	85	546



3.2 GRADE PLACEMENT ANALYSIS

When assessing the effectiveness of a pay plan and associated policies, it is helpful to analyze where employee salaries stand in comparison to their classification's pay grade range. In general, placement of an employee at a classification's grade minimum would generally indicate a newer employee or an employee that was recently promoted into a classification who has not had the opportunity or experience needed to progress through the grade. In contrast, an employee at or near the maximum of their grade is generally an employee with longer tenure who has had the opportunity or experience necessary to progress towards the top of the pay grade.

All analyses from this point forward omit pay grades with no incumbents for ease of comparison. Also, pay plan 375 is omitted from any grade placement analyses due to the nature of the plan.

Exhibits 3I through 3K display the percentage of employees compensated at the pay grade minimum and pay grade maximum thresholds of their respective pay plan. Employees not included on these charts are compensated somewhere between the upper and lower thresholds. The percentages presented are based on the total number of employees in that grade.

Exhibit 3I displays the 352 pay plan. As can be seen, nine employees (10.3 percent) are compensated at the pay grade minimum and 69 (79.3 percent) employees are compensated at the pay grade maximum.

Exhibit 3J displays the N75 pay plan. As can be seen, 81 employees (7.6 percent) are compensated at their pay grade minimum and 523 (49.1 percent) employees are compensated at the pay grade maximum.

Exhibit 3K shows the N80 pay plan. As can be seen, 40 (7.3 percent) employees are compensated at the pay grade minimum and 277 (50.7 percent) employees are compensated at the pay grade maximum.

**EXHIBIT 3I
352 PAY PLAN
EMPLOYEES AT MINIMUM AND MAXIMUM BY PAY GRADE**

Grade	At Min		At Max		Employees
	#	%	#	%	
235	0	0.0%	1	100.0%	1
251	1	25.0%	2	50.0%	4
252	0	0.0%	1	100.0%	1
257	2	100.0%	0	0.0%	2
261	5	14.7%	25	73.5%	34
271	1	2.4%	36	87.8%	41
275	0	0.0%	3	100.0%	3
286	0	0.0%	1	100.0%	1
Overall	9	10.3%	69	79.3%	87



EXHIBIT 3J
N75 PAY PLAN
EMPLOYEES AT MINIMUM AND MAXIMUM BY PAY GRADE

Grade	At Min		At Max		Employees
	#	%	#	%	
2SA	0	0.0%	1	100.0%	1
2XL	0	0.0%	0	0.0%	8
3HA	4	21.1%	9	47.4%	19
3KA	0	0.0%	0	0.0%	1
3RA	13	25.0%	16	30.8%	52
3SA	0	0.0%	1	100.0%	1
3TK	1	3.4%	8	27.6%	29
3WA	1	33.3%	0	0.0%	3
3XA	2	10.0%	9	45.0%	20
3YK	0	0.0%	0	0.0%	1
3ZK	12	18.5%	22	33.8%	65
4BA	0	0.0%	4	57.1%	7
4CA	2	8.7%	18	78.3%	23
4EK	1	16.7%	1	16.7%	6
4FP	5	23.8%	9	42.9%	21
4FS	0	0.0%	0	0.0%	1
4GL	0	0.0%	0	0.0%	1
4HA	2	6.5%	17	54.8%	31
4HH	1	8.3%	5	41.7%	12
4JK	0	0.0%	9	56.3%	16
4MA	0	0.0%	3	25.0%	12
4NA	1	6.7%	5	33.3%	15
4OK	0	0.0%	1	50.0%	2
4RA	0	0.0%	8	57.1%	14
4TK	1	2.3%	30	68.2%	44
4UK	2	50.0%	2	50.0%	4
4VF	0	0.0%	7	77.8%	9
4VK	0	0.0%	3	100.0%	3
4WA	0	0.0%	4	25.0%	16
4XA	0	0.0%	1	25.0%	4
4YJ	2	7.7%	13	50.0%	26
4YK	0	0.0%	0	0.0%	1
5AP	0	0.0%	3	100.0%	3
5BA	0	0.0%	9	64.3%	14
5BF	11	45.8%	1	4.2%	24
5DK	2	11.8%	9	52.9%	17
5GA	0	0.0%	2	100.0%	2
5GK	0	0.0%	1	33.3%	3
5GT	1	100.0%	0	0.0%	1
5IK	0	0.0%	6	54.5%	11



EXHIBIT 3J (Continued)
N75 PAY PLAN
EMPLOYEES AT MINIMUM AND MAXIMUM BY PAY GRADE

Grade	At Min		At Max		Employees
	#	%	#	%	
5JA	0	0.0%	1	100.0%	1
5KF	3	6.1%	19	38.8%	49
5KM	0	0.0%	3	100.0%	3
5LA	0	0.0%	5	83.3%	6
5NF	0	0.0%	2	100.0%	2
5NH	0	0.0%	1	100.0%	1
5NK	1	5.6%	13	72.2%	18
5PK	0	0.0%	3	100.0%	3
5QA	0	0.0%	11	47.8%	23
5SK	0	0.0%	8	57.1%	14
5TG	0	0.0%	1	33.3%	3
5UF	0	0.0%	9	60.0%	15
5UJ	0	0.0%	0	0.0%	20
5VC	0	0.0%	1	100.0%	1
5VS	0	0.0%	1	100.0%	1
5XC	0	0.0%	1	50.0%	2
5XF	1	10.0%	4	40.0%	10
5XK	0	0.0%	8	80.0%	10
5YP	0	0.0%	10	100.0%	10
5ZJ	0	0.0%	2	33.3%	6
6AA	2	11.1%	10	55.6%	18
6AK	0	0.0%	1	100.0%	1
6CA	0	0.0%	2	100.0%	2
6CK	0	0.0%	4	66.7%	6
6FA	0	0.0%	2	40.0%	5
6GK	0	0.0%	3	100.0%	3
6GM	0	0.0%	1	100.0%	1
6HA	0	0.0%	0	0.0%	3
6HF	0	0.0%	3	100.0%	3
6HK	0	0.0%	5	50.0%	10
6JA	0	0.0%	2	16.7%	12
6JN	0	0.0%	1	100.0%	1
6KA	0	0.0%	16	64.0%	25
6LT	0	0.0%	1	100.0%	1
6MK	0	0.0%	4	66.7%	6
6NK	0	0.0%	2	100.0%	2
6RA	0	0.0%	0	0.0%	1
6SD	1	100.0%	0	0.0%	1
6UA	0	0.0%	16	53.3%	30
6UL	0	0.0%	2	66.7%	3



EXHIBIT 3J (Continued)
N75 PAY PLAN
EMPLOYEES AT MINIMUM AND MAXIMUM BY PAY GRADE

Grade	At Min		At Max		Employees
	#	%	#	%	
6VP	0	0.0%	0	0.0%	1
6WK	0	0.0%	1	50.0%	2
6YK	0	0.0%	1	100.0%	1
6YS	0	0.0%	7	77.8%	9
6ZA	0	0.0%	2	100.0%	2
6ZK	0	0.0%	0	0.0%	1
7AK	0	0.0%	1	100.0%	1
7CF	0	0.0%	1	100.0%	1
7CK	0	0.0%	2	40.0%	5
7CP	0	0.0%	1	100.0%	1
7DE	9	16.7%	20	37.0%	54
7DM	0	0.0%	0	0.0%	1
7EC	0	0.0%	0	0.0%	1
7FA	0	0.0%	1	100.0%	1
7FC	0	0.0%	5	55.6%	9
7FH	0	0.0%	0	0.0%	1
7FR	0	0.0%	1	50.0%	2
7GB	0	0.0%	0	0.0%	2
7HH	0	0.0%	3	100.0%	3
7HK	0	0.0%	0	0.0%	1
7IQ	0	0.0%	1	100.0%	1
7JE	0	0.0%	2	50.0%	4
7KL	0	0.0%	0	0.0%	1
7LA	0	0.0%	0	0.0%	2
7LF	0	0.0%	4	100.0%	4
7LI	0	0.0%	1	100.0%	1
7OA	0	0.0%	2	100.0%	2
7PN	0	0.0%	4	50.0%	8
7TA	0	0.0%	1	100.0%	1
7VK	0	0.0%	0	0.0%	3
7WE	0	0.0%	31	75.6%	41
7XD	0	0.0%	1	50.0%	2
7ZF	0	0.0%	1	100.0%	1
8AM	0	0.0%	1	100.0%	1
8BA	0	0.0%	2	66.7%	3
8CE	0	0.0%	6	66.7%	9
8DR	0	0.0%	1	100.0%	1
8FH	0	0.0%	2	100.0%	2
8GP	0	0.0%	1	100.0%	1
8IF	0	0.0%	1	50.0%	2
8RK	0	0.0%	0	0.0%	1
Overall	81	7.6%	523	49.1%	1065



**EXHIBIT 3K
N80 PAY PLAN
EMPLOYEES AT MINIMUM AND MAXIMUM BY PAY GRADE**

Grade	At Min		At Max		Employees
	#	%	#	%	
3VK	0	0.0%	1	14.3%	7
3ZK	12	18.5%	22	33.8%	65
4CK	0	0.0%	0	0.0%	1
4FK	1	7.1%	7	50.0%	14
4HH	1	8.3%	5	41.7%	12
4KK	0	0.0%	6	66.7%	9
4NA	1	6.7%	5	33.3%	15
4PK	0	0.0%	2	100.0%	2
4SP	0	0.0%	7	87.5%	8
4TK	1	2.3%	30	68.2%	44
4UK	2	50.0%	2	50.0%	4
4WN	0	0.0%	1	25.0%	4
4WT	0	0.0%	1	100.0%	1
4XA	0	0.0%	1	25.0%	4
5BA	0	0.0%	9	64.3%	14
5BF	11	45.8%	1	4.2%	24
5BP	0	0.0%	4	80.0%	5
5EK	0	0.0%	2	100.0%	2
5GK	0	0.0%	1	33.3%	3
5JK	3	12.5%	14	58.3%	24
5KF	3	6.1%	19	38.8%	49
5MA	0	0.0%	1	100.0%	1
5MF	0	0.0%	2	66.7%	3
5OG	0	0.0%	0	0.0%	5
5OL	0	0.0%	2	100.0%	2
5PT	0	0.0%	7	87.5%	8
5RB	0	0.0%	8	100.0%	8
5RK	0	0.0%	1	100.0%	1
5UF	0	0.0%	9	60.0%	15
5VA	0	0.0%	8	88.9%	9
5VF	0	0.0%	3	60.0%	5
5XF	1	10.0%	4	40.0%	10
5YK	0	0.0%	18	75.0%	24
5ZA	0	0.0%	1	50.0%	2
6AA	2	11.1%	10	55.6%	18
6AP	0	0.0%	3	37.5%	8
6CP	1	20.0%	4	80.0%	5
6DK	0	0.0%	1	100.0%	1
6FA	0	0.0%	2	40.0%	5



EXHIBIT 3K (Continued)
N80 PAY PLAN
EMPLOYEES AT MINIMUM AND MAXIMUM BY PAY GRADE

Grade	At Min		At Max		Employees
	#	%	#	%	
6FC	0	0.0%	1	100.0%	1
6FP	1	50.0%	1	50.0%	2
6IF	0	0.0%	0	0.0%	5
6JA	0	0.0%	2	16.7%	12
6KA	0	0.0%	16	64.0%	25
6LK	0	0.0%	3	100.0%	3
6PA	0	0.0%	0	0.0%	2
6UA	0	0.0%	16	53.3%	30
6YA	0	0.0%	0	0.0%	1
6YS	0	0.0%	7	77.8%	9
6ZR	0	0.0%	1	50.0%	2
7AR	0	0.0%	1	50.0%	2
7EN	0	0.0%	1	100.0%	1
7GB	0	0.0%	0	0.0%	2
7LS	0	0.0%	1	100.0%	1
7OK	0	0.0%	0	0.0%	1
7TK	0	0.0%	0	0.0%	1
7XD	0	0.0%	1	50.0%	2
8ND	0	0.0%	1	100.0%	1
8TD	0	0.0%	1	50.0%	2
Overall	40	7.3%	277	50.7%	546

In addition to assessing the number of employees at minimum and maximum, an analysis was conducted to determine the number of employees below and above pay range midpoint. Exhibits 3L and 3N display the results of this analysis.

Exhibit 3L displays the 352 pay plan. As can be seen, a total of 16 employees (18.4 percent) are compensated below the pay range midpoint and 71 (81.6 percent) employees are compensated above the midpoint of their pay range.

Exhibit 3M displays the N75 pay plan. As can be seen, a total of 338 employees (31.7 percent) are compensated below the pay range midpoint and 727 (68.3 percent) employees are compensated above the midpoint of their pay range.

Exhibit 3N displays the N80 pay plan. As can be seen, a total of 158 employees (28.9 percent) are compensated below the pay range midpoint and 388 (71.1 percent) employees are compensated above the midpoint of their pay range.



**EXHIBIT 3L
352 PAY PLAN
EMPLOYEES BELOW AND ABOVE MIDPOINT BY PAY GRADE**

Grade	< Mid		> Mid		Employees
	#	%	#	%	
235	0	0.0%	1	100.0%	1
251	2	50.0%	2	50.0%	4
252	0	0.0%	1	100.0%	1
257	2	100.0%	0	0.0%	2
261	8	23.5%	26	76.5%	34
271	4	9.8%	37	90.2%	41
275	0	0.0%	3	100.0%	3
286	0	0.0%	1	100.0%	1
Overall	16	18.4%	71	81.6%	87

**EXHIBIT 3M
N75 PAY PLAN
EMPLOYEES BELOW AND ABOVE MIDPOINT BY PAY GRADE**

Grade	< Mid		> Mid		Employees
	#	%	#	%	
2SA	0	0.0%	1	100.0%	1
2XL	6	75.0%	2	25.0%	8
3HA	9	47.4%	10	52.6%	19
3KA	1	100.0%	0	0.0%	1
3RA	30	57.7%	22	42.3%	52
3SA	0	0.0%	1	100.0%	1
3TK	19	65.5%	10	34.5%	29
3WA	2	66.7%	1	33.3%	3
3XA	9	45.0%	11	55.0%	20
3YK	0	0.0%	1	100.0%	1
3ZK	29	44.6%	36	55.4%	65
4BA	3	42.9%	4	57.1%	7
4CA	4	17.4%	19	82.6%	23
4EK	5	83.3%	1	16.7%	6
4FP	12	57.1%	9	42.9%	21
4FS	1	100.0%	0	0.0%	1
4GL	0	0.0%	1	100.0%	1
4HA	9	29.0%	22	71.0%	31
4HH	2	16.7%	10	83.3%	12
4JK	4	25.0%	12	75.0%	16
4MA	6	50.0%	6	50.0%	12
4NA	7	46.7%	8	53.3%	15



EXHIBIT 3M (Continued)
N75 PAY PLAN
EMPLOYEES BELOW AND ABOVE MIDPOINT BY PAY GRADE

Grade	< Mid		> Mid		Employees
	#	%	#	%	
40K	1	50.0%	1	50.0%	2
4RA	4	28.6%	10	71.4%	14
4TK	5	11.4%	39	88.6%	44
4UK	2	50.0%	2	50.0%	4
4VF	1	11.1%	8	88.9%	9
4VK	0	0.0%	3	100.0%	3
4WA	6	37.5%	10	62.5%	16
4XA	2	50.0%	2	50.0%	4
4YJ	7	26.9%	19	73.1%	26
4YK	0	0.0%	1	100.0%	1
5AP	0	0.0%	3	100.0%	3
5BA	2	14.3%	12	85.7%	14
5BF	17	70.8%	7	29.2%	24
5DK	5	29.4%	12	70.6%	17
5GA	0	0.0%	2	100.0%	2
5GK	2	66.7%	1	33.3%	3
5GT	1	100.0%	0	0.0%	1
5IK	3	27.3%	8	72.7%	11
5JA	0	0.0%	1	100.0%	1
5KF	25	51.0%	24	49.0%	49
5KM	0	0.0%	3	100.0%	3
5LA	1	16.7%	5	83.3%	6
5NF	0	0.0%	2	100.0%	2
5NH	0	0.0%	1	100.0%	1
5NK	5	27.8%	13	72.2%	18
5PK	0	0.0%	3	100.0%	3
5QA	7	30.4%	16	69.6%	23
5SK	2	14.3%	12	85.7%	14
5TG	1	33.3%	2	66.7%	3
5UF	0	0.0%	15	100.0%	15
5UJ	4	20.0%	16	80.0%	20
5VC	0	0.0%	1	100.0%	1
5VS	0	0.0%	1	100.0%	1
5XC	1	50.0%	1	50.0%	2
5XF	3	30.0%	7	70.0%	10
5XK	1	10.0%	9	90.0%	10
5YP	0	0.0%	10	100.0%	10
5ZJ	1	16.7%	5	83.3%	6
6AA	5	27.8%	13	72.2%	18



EXHIBIT 3M (Continued)
N75 PAY PLAN
EMPLOYEES BELOW AND ABOVE MIDPOINT BY PAY GRADE

Grade	< Mid		> Mid		Employees
	#	%	#	%	
6AK	0	0.0%	1	100.0%	1
6CA	0	0.0%	2	100.0%	2
6CK	1	16.7%	5	83.3%	6
6FA	0	0.0%	5	100.0%	5
6GK	0	0.0%	3	100.0%	3
6GM	0	0.0%	1	100.0%	1
6HA	2	66.7%	1	33.3%	3
6HF	0	0.0%	3	100.0%	3
6HK	0	0.0%	10	100.0%	10
6JA	6	50.0%	6	50.0%	12
6JN	0	0.0%	1	100.0%	1
6KA	0	0.0%	25	100.0%	25
6LT	0	0.0%	1	100.0%	1
6MK	1	16.7%	5	83.3%	6
6NK	0	0.0%	2	100.0%	2
6RA	0	0.0%	1	100.0%	1
6SD	1	100.0%	0	0.0%	1
6UA	10	33.3%	20	66.7%	30
6UL	0	0.0%	3	100.0%	3
6VP	1	100.0%	0	0.0%	1
6WK	0	0.0%	2	100.0%	2
6YK	0	0.0%	1	100.0%	1
6YS	0	0.0%	9	100.0%	9
6ZA	0	0.0%	2	100.0%	2
6ZK	0	0.0%	1	100.0%	1
7AK	0	0.0%	1	100.0%	1
7CF	0	0.0%	1	100.0%	1
7CK	1	20.0%	4	80.0%	5
7CP	0	0.0%	1	100.0%	1
7DE	28	51.9%	26	48.1%	54
7DM	0	0.0%	1	100.0%	1
7EC	1	100.0%	0	0.0%	1
7FA	0	0.0%	1	100.0%	1
7FC	0	0.0%	9	100.0%	9
7FH	1	100.0%	0	0.0%	1
7FR	0	0.0%	2	100.0%	2
7GB	0	0.0%	2	100.0%	2
7HH	0	0.0%	3	100.0%	3
7HK	1	100.0%	0	0.0%	1



EXHIBIT 3M (Continued)
N75 PAY PLAN
EMPLOYEES BELOW AND ABOVE MIDPOINT BY PAY GRADE

Grade	< Mid		> Mid		Employees
	#	%	#	%	
7IQ	0	0.0%	1	100.0%	1
7JE	2	50.0%	2	50.0%	4
7KL	0	0.0%	1	100.0%	1
7LA	1	50.0%	1	50.0%	2
7LF	0	0.0%	4	100.0%	4
7LI	0	0.0%	1	100.0%	1
7OA	0	0.0%	2	100.0%	2
7PN	1	12.5%	7	87.5%	8
7TA	0	0.0%	1	100.0%	1
7VK	2	66.7%	1	33.3%	3
7WE	3	7.3%	38	92.7%	41
7XD	0	0.0%	2	100.0%	2
7ZF	0	0.0%	1	100.0%	1
8AM	0	0.0%	1	100.0%	1
8BA	1	33.3%	2	66.7%	3
8CE	2	22.2%	7	77.8%	9
8DR	0	0.0%	1	100.0%	1
8FH	0	0.0%	2	100.0%	2
8GP	0	0.0%	1	100.0%	1
8IF	0	0.0%	2	100.0%	2
8RK	0	0.0%	1	100.0%	1
Overall	338	31.7%	727	68.3%	1065

EXHIBIT 3N
N80 PAY PLAN
EMPLOYEES BELOW AND ABOVE MIDPOINT BY PAY GRADE

Grade	< Mid		> Mid		Employees
	#	%	#	%	
3VK	4	57.1%	3	42.9%	7
3ZK	29	44.6%	36	55.4%	65
4CK	1	100.0%	0	0.0%	1
4FK	7	50.0%	7	50.0%	14
4HH	2	16.7%	10	83.3%	12
4KK	1	11.1%	8	88.9%	9
4NA	7	46.7%	8	53.3%	15
4PK	0	0.0%	2	100.0%	2
4SP	1	12.5%	7	87.5%	8
4TK	5	11.4%	39	88.6%	44
4UK	2	50.0%	2	50.0%	4
4WN	2	50.0%	2	50.0%	4



EXHIBIT 3N (Continued)
N80 PAY PLAN
EMPLOYEES BELOW AND ABOVE MIDPOINT BY PAY GRADE

Grade	< Mid		> Mid		Employees
	#	%	#	%	
4WT	0	0.0%	1	100.0%	1
4XA	2	50.0%	2	50.0%	4
5BA	2	14.3%	12	85.7%	14
5BF	17	70.8%	7	29.2%	24
5BP	0	0.0%	5	100.0%	5
5EK	0	0.0%	2	100.0%	2
5GK	2	66.7%	1	33.3%	3
5JK	10	41.7%	14	58.3%	24
5KF	25	51.0%	24	49.0%	49
5MA	0	0.0%	1	100.0%	1
5MF	0	0.0%	3	100.0%	3
5OG	0	0.0%	5	100.0%	5
5OL	0	0.0%	2	100.0%	2
5PT	1	12.5%	7	87.5%	8
5RB	0	0.0%	8	100.0%	8
5RK	0	0.0%	1	100.0%	1
5UF	0	0.0%	15	100.0%	15
5VA	0	0.0%	9	100.0%	9
5VF	1	20.0%	4	80.0%	5
5XF	3	30.0%	7	70.0%	10
5YK	4	16.7%	20	83.3%	24
5ZA	0	0.0%	2	100.0%	2
6AA	5	27.8%	13	72.2%	18
6AP	3	37.5%	5	62.5%	8
6CP	1	20.0%	4	80.0%	5
6DK	0	0.0%	1	100.0%	1
6FA	0	0.0%	5	100.0%	5
6FC	0	0.0%	1	100.0%	1
6FP	1	50.0%	1	50.0%	2
6IF	3	60.0%	2	40.0%	5
6JA	6	50.0%	6	50.0%	12
6KA	0	0.0%	25	100.0%	25
6LK	0	0.0%	3	100.0%	3
6PA	0	0.0%	2	100.0%	2
6UA	10	33.3%	20	66.7%	30
6YA	0	0.0%	1	100.0%	1
6YS	0	0.0%	9	100.0%	9
6ZR	0	0.0%	2	100.0%	2
7AR	0	0.0%	2	100.0%	2
7EN	0	0.0%	1	100.0%	1
7GB	0	0.0%	2	100.0%	2
7LS	0	0.0%	1	100.0%	1
7OK	0	0.0%	1	100.0%	1
7TK	1	100.0%	0	0.0%	1
7XD	0	0.0%	2	100.0%	2
8ND	0	0.0%	1	100.0%	1
8TD	0	0.0%	2	100.0%	2
Overall	158	28.9%	388	71.1%	546



3.3 QUARTILE ANALYSIS

In a quartile analysis, each salary range is divided into four equal segments or quartiles and employees are assigned a quartile based on where their current salary falls. While there is no best practice for what average tenure should be for each quartile, and other factors outside of the breadth of this analysis can impact placement (e.g. promotional and hiring practices), this analysis is useful in revealing areas of compression within a compensation system when paired with tenure data. Generally, the ideal outcome is for the analysis to show a strong correlation between tenure and quartile, where higher tenure would be experienced in higher quartiles.

Exhibit 30 shows the number of employees that are in each quartile of each range in the 352 pay plan, as well as the average overall pay plan tenure (i.e. how long an employee has been in Spokane County) by quartile. As shown, 10.3 percent of employees fall into Quartile 1 of their respective range, 8.0 percent fall into Quartile 2, 1.1 percent fall into Quartile 3, and 80.5 percent fall into Quartile 4. Also, average tenure steadily increases through the quartiles: the average tenure in Quartile 1 is 0.9 years, 2.8 years in Quartile 2; 4.2 years in Quartile 3; and is 18.0 years in Quartile 4. This would seem to indicate that employees are moved through their salary ranges equitably—with a positive linear relationship between tenure and pay from the first to the fourth quartile.

Exhibit 3P shows the number of employees that are in each quartile of each range in the N75 pay plan, as well as the average overall pay plan tenure by quartile. As shown, 21.5 percent of employees fall into Quartile 1 of their respective range, 10.2 percent fall into Quartile 2, 8.7 percent fall into Quartile 3, and 59.5 percent fall into Quartile 4. Also, average tenure steadily increases through the quartiles: the average tenure in Quartile 1 is 2.4 years, 6.2 years in Quartile 2; 6.7 years in Quartile 3; and is 17.0 years in Quartile 4. This would seem to indicate that employees are moved through their salary ranges equitably—with a positive linear relationship between tenure and pay from the first to the fourth quartile.

Exhibit 3Q shows the number of employees that are in each quartile of each range in the N80 pay range, as well as the average overall pay plan tenure by quartile. As shown, 20.7 percent of employees fall into Quartile 1 of their respective range, 8.2 percent fall into Quartile 2, 7.0 percent fall into Quartile 3, and 64.1 percent fall into Quartile 4. Also, average tenure steadily increases through the quartiles: the average tenure in Quartile 1 is 2.9 years, 5.0 years in Quartile 2; 7.0 years in Quartile 3; and is 16.4 years in Quartile 4. This would seem to indicate that employees are mostly moved through their salary ranges equitably—with a positive linear relationship between tenure and pay from the first to the fourth quartile.



EXHIBIT 30
352 PAY PLAN
QUARTILE ANALYSIS – TENURE

Grade	Employees	Avg. Tenure	1st Quartile			2nd Quartile			3rd Quartile			4th Quartile		
			#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure
235	1	21.0	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	21.0
251	4	8.1	1	25.0%	0.3	1	25.0%	2.7	0	0.0%	N/A	2	50.0%	14.8
252	1	4.0	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	4.0
257	2	0.7	2	100.0%	0.7	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A
261	34	13.6	5	14.7%	0.3	3	8.8%	2.7	1	2.9%	4.2	25	73.5%	17.9
271	41	20.2	1	2.4%	2.3	3	7.3%	2.9	0	0.0%	N/A	37	90.2%	22.1
275	3	17.2	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	3	100.0%	17.2
286	1	28.7	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	28.7
Overall	87	14.2	9	10.3%	0.9	7	8.0%	2.8	1	1.1%	4.2	70	80.5%	18.0

EXHIBIT 3P
N75 PAY PLAN
QUARTILE ANALYSIS – TENURE

Grade	Employees	Avg. Tenure	1st Quartile			2nd Quartile			3rd Quartile			4th Quartile		
			#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure
2SA	1	16.8	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	16.8
2XL	8	2.5	0	0.0%	N/A	6	75.0%	2.2	2	25.0%	3.6	0	0.0%	N/A
3HA	19	8.8	7	36.8%	0.7	2	10.5%	1.5	1	5.3%	3.0	9	47.4%	17.3
3KA	1	13.6	0	0.0%	N/A	1	100.0%	13.6	0	0.0%	N/A	0	0.0%	N/A
3RA	52	7.3	28	53.8%	1.8	2	3.8%	3.0	3	5.8%	3.9	19	36.5%	16.4
3SA	1	6.9	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	6.9
3TK	29	6.6	16	55.2%	1.2	3	10.3%	2.6	1	3.4%	5.4	9	31.0%	17.7
3WA	3	4.1	2	66.7%	1.8	0	0.0%	N/A	1	33.3%	8.6	0	0.0%	N/A



EXHIBIT 3P (Continued)
N75 PAY PLAN
QUARTILE ANALYSIS – TENURE

Grade	Employees	Avg. Tenure	1st Quartile			2nd Quartile			3rd Quartile			4th Quartile		
			#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure
3XA	20	11.1	4	20.0%	1.8	5	25.0%	4.7	1	5.0%	4.2	10	50.0%	18.8
3YK	1	3.9	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	3.9	0	0.0%	N/A
3ZK	65	5.7	24	36.9%	1.2	5	7.7%	2.4	4	6.2%	3.7	32	49.2%	9.9
4BA	7	14.1	2	28.6%	2.1	1	14.3%	12.6	0	0.0%	N/A	4	57.1%	20.4
4CA	23	18.6	3	13.0%	2.1	1	4.3%	0.5	0	0.0%	N/A	19	82.6%	22.1
4EK	6	3.7	2	33.3%	2.0	3	50.0%	3.7	0	0.0%	N/A	1	16.7%	7.1
4FP	21	8.7	11	52.4%	1.5	1	4.8%	2.0	0	0.0%	N/A	9	42.9%	18.4
4FS	1	3.6	1	100.0%	3.6	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A
4GL	1	2.4	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	2.4
4HA	31	11.1	7	22.6%	2.2	2	6.5%	3.2	2	6.5%	2.2	20	64.5%	15.9
4HH	12	17.1	1	8.3%	3.1	1	8.3%	2.8	1	8.3%	5.1	9	75.0%	21.5
4JK	16	7.5	3	18.8%	1.8	1	6.3%	4.4	2	12.5%	1.1	10	62.5%	10.8
4MA	12	4.8	6	50.0%	2.3	0	0.0%	N/A	0	0.0%	N/A	6	50.0%	7.3
4NA	15	9.0	5	33.3%	2.0	2	13.3%	4.5	1	6.7%	5.9	7	46.7%	15.7
4OK	2	7.0	1	50.0%	1.3	0	0.0%	N/A	0	0.0%	N/A	1	50.0%	12.7
4RA	14	11.9	2	14.3%	1.2	2	14.3%	4.9	2	14.3%	4.6	8	57.1%	18.2
4TK	44	12.7	2	4.5%	1.5	3	6.8%	6.5	4	9.1%	16.0	35	79.5%	13.6
4UK	4	8.9	2	50.0%	2.2	0	0.0%	N/A	0	0.0%	N/A	2	50.0%	15.5
4VF	9	18.6	1	11.1%	3.6	0	0.0%	N/A	0	0.0%	N/A	8	88.9%	20.4
4VK	3	28.7	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	3	100.0%	28.7
4WA	16	4.0	0	0.0%	N/A	6	37.5%	2.9	6	37.5%	2.8	4	25.0%	7.7
4XA	4	6.8	0	0.0%	N/A	2	50.0%	4.4	0	0.0%	N/A	2	50.0%	9.2
4YJ	26	15.2	5	19.2%	2.7	2	7.7%	5.3	1	3.8%	0.4	18	69.2%	20.6
4YK	1	1.0	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	1.0	0	0.0%	N/A
5AP	3	16.4	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	3	100.0%	16.4



EXHIBIT 3P (Continued)
N75 PAY PLAN
QUARTILE ANALYSIS – TENURE

Grade	Employees	Avg. Tenure	1st Quartile			2nd Quartile			3rd Quartile			4th Quartile		
			#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure
5BA	14	18.4	1	7.1%	2.8	1	7.1%	3.8	1	7.1%	3.9	11	78.6%	22.5
5BF	24	5.2	13	54.2%	1.7	4	16.7%	2.0	2	8.3%	9.8	5	20.8%	15.3
5DK	17	11.5	3	17.6%	1.2	2	11.8%	3.9	2	11.8%	5.4	10	58.8%	17.3
5GA	2	26.8	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	2	100.0%	26.8
5GK	3	8.2	2	66.7%	3.1	0	0.0%	N/A	0	0.0%	N/A	1	33.3%	18.4
5GT	1	3.9	1	100.0%	3.9	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A
5IK	11	13.3	2	18.2%	3.2	1	9.1%	12.1	2	18.2%	12.8	6	54.5%	17.0
5JA	1	11.2	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	11.2
5KF	49	9.9	18	36.7%	2.5	7	14.3%	9.1	0	0.0%	N/A	24	49.0%	15.7
5KM	3	26.1	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	3	100.0%	26.1
5LA	6	12.6	0	0.0%	N/A	1	16.7%	4.6	0	0.0%	N/A	5	83.3%	14.2
5NF	2	23.2	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	2	100.0%	23.2
5NH	1	11.2	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	11.2
5NK	18	11.4	4	22.2%	2.0	1	5.6%	4.2	0	0.0%	N/A	13	72.2%	14.9
5PK	3	18.0	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	3	100.0%	18.0
5QA	23	11.7	3	13.0%	1.9	4	17.4%	5.3	2	8.7%	4.3	14	60.9%	16.7
5SK	14	14.0	1	7.1%	3.6	1	7.1%	0.9	3	21.4%	8.8	9	64.3%	18.4
5TG	3	6.8	1	33.3%	1.2	0	0.0%	N/A	0	0.0%	N/A	2	66.7%	9.6
5UF	15	21.0	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	15	100.0%	21.0
5UJ	20	1.5	0	0.0%	N/A	4	20.0%	0.5	14	70.0%	1.4	2	10.0%	4.2
5VC	1	2.5	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	2.5
5VS	1	14.9	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	14.9
5XC	2	14.0	0	0.0%	N/A	1	50.0%	12.1	0	0.0%	N/A	1	50.0%	16.0
5XF	10	5.8	3	30.0%	1.3	0	0.0%	N/A	1	10.0%	0.5	6	60.0%	8.9
5XK	10	18.4	0	0.0%	N/A	1	10.0%	6.7	1	10.0%	4.5	8	80.0%	21.5



EXHIBIT 3P (Continued)
N75 PAY PLAN
QUARTILE ANALYSIS – TENURE

Grade	Employees	Avg. Tenure	1st Quartile			2nd Quartile			3rd Quartile			4th Quartile		
			#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure
5YP	10	10.7	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	10	100.0%	10.7
5ZJ	6	8.5	0	0.0%	N/A	1	16.7%	0.7	3	50.0%	1.7	2	33.3%	22.5
6AA	18	15.1	4	22.2%	7.7	1	5.6%	3.9	1	5.6%	3.1	12	66.7%	19.5
6AK	1	10.4	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	10.4
6CA	2	22.8	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	2	100.0%	22.8
6CK	6	15.9	1	16.7%	3.5	0	0.0%	N/A	1	16.7%	13.9	4	66.7%	19.5
6FA	5	28.8	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	5	100.0%	28.8
6GK	3	26.2	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	3	100.0%	26.2
6GM	1	11.9	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	11.9
6HA	3	10.0	1	33.3%	1.4	1	33.3%	17.3	0	0.0%	N/A	1	33.3%	11.5
6HF	3	21.5	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	3	100.0%	21.5
6HK	10	12.6	0	0.0%	N/A	0	0.0%	N/A	2	20.0%	8.5	8	80.0%	13.6
6JA	12	7.8	5	41.7%	2.7	1	8.3%	18.1	1	8.3%	2.4	5	41.7%	11.9
6JN	1	2.7	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	2.7
6KA	25	18.6	0	0.0%	N/A	0	0.0%	N/A	4	16.0%	14.8	21	84.0%	19.3
6LT	1	13.2	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	13.2
6MK	6	14.9	0	0.0%	N/A	1	16.7%	25.0	1	16.7%	0.3	4	66.7%	16.0
6NK	2	17.8	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	2	100.0%	17.8
6RA	1	10.4	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	10.4
6SD	1	0.3	1	100.0%	0.3	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A
6UA	30	13.1	4	13.3%	2.9	6	20.0%	3.6	1	3.3%	26.7	19	63.3%	17.5
6UL	3	21.6	0	0.0%	N/A	0	0.0%	N/A	1	33.3%	1.6	2	66.7%	31.6
6VP	1	3.6	0	0.0%	N/A	1	100.0%	3.6	0	0.0%	N/A	0	0.0%	N/A
6WK	2	21.6	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	2	100.0%	21.6
6YK	1	20.1	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	20.1



EXHIBIT 3P (Continued)
N75 PAY PLAN
QUARTILE ANALYSIS – TENURE

Grade	Employees	Avg. Tenure	1st Quartile			2nd Quartile			3rd Quartile			4th Quartile		
			#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure
6YS	9	18.8	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	9	100.0%	18.8
6ZA	2	33.1	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	2	100.0%	33.1
6ZK	1	2.8	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	2.8	0	0.0%	N/A
7AK	1	27.0	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	27.0
7CF	1	18.0	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	18.0
7CK	5	4.4	1	20.0%	4.0	0	0.0%	N/A	0	0.0%	N/A	4	80.0%	4.5
7CP	1	15.1	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	15.1
7DE	54	7.7	20	37.0%	2.2	8	14.8%	5.1	5	9.3%	6.6	21	38.9%	14.1
7DM	1	28.8	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	28.8
7EC	1	0.5	0	0.0%	N/A	1	100.0%	0.5	0	0.0%	N/A	0	0.0%	N/A
7FA	1	13.6	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	13.6
7FC	9	16.5	0	0.0%	N/A	0	0.0%	N/A	2	22.2%	16.8	7	77.8%	16.4
7FH	1	5.6	0	0.0%	N/A	1	100.0%	5.6	0	0.0%	N/A	0	0.0%	N/A
7FR	2	17.2	0	0.0%	N/A	0	0.0%	N/A	1	50.0%	11.9	1	50.0%	22.6
7GB	2	10.9	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	2	100.0%	10.9
7HH	3	22.3	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	3	100.0%	22.3
7HK	1	4.8	0	0.0%	N/A	1	100.0%	4.8	0	0.0%	N/A	0	0.0%	N/A
7IQ	1	3.3	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	3.3
7JE	4	9.3	2	50.0%	3.4	0	0.0%	N/A	0	0.0%	N/A	2	50.0%	15.2
7KL	1	35.0	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	35.0
7LA	2	2.3	1	50.0%	1.7	0	0.0%	N/A	1	50.0%	2.9	0	0.0%	N/A
7LF	4	9.0	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	4	100.0%	9.0
7LI	1	16.5	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	16.5
7OA	2	31.8	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	2	100.0%	31.8
7PN	8	13.7	0	0.0%	N/A	1	12.5%	25.1	1	12.5%	23.2	6	75.0%	10.2



EXHIBIT 3P (Continued)
N75 PAY PLAN
QUARTILE ANALYSIS – TENURE

Grade	Employees	Avg. Tenure	1st Quartile			2nd Quartile			3rd Quartile			4th Quartile		
			#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure
7TA	1	31.9	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	31.9
7VK	3	23.1	0	0.0%	N/A	2	66.7%	21.7	0	0.0%	N/A	1	33.3%	25.7
7WE	41	19.1	2	4.9%	4.0	1	2.4%	7.7	4	9.8%	13.3	34	82.9%	21.0
7XD	2	24.4	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	2	100.0%	24.4
7ZF	1	3.1	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	3.1
8AM	1	18.5	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	18.5
8BA	3	2.4	0	0.0%	N/A	1	33.3%	0.6	0	0.0%	N/A	2	66.7%	3.3
8CE	9	19.0	0	0.0%	N/A	2	22.2%	3.0	1	11.1%	10.8	6	66.7%	25.8
8DR	1	31.9	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	31.9
8FH	2	25.2	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	2	100.0%	25.2
8GP	1	34.1	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	34.1
8IF	2	4.0	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	2	100.0%	4.0
8RK	1	6.6	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	6.6
Overall	1065	13.3	229	21.5%	2.4	109	10.2%	6.2	93	8.7%	6.7	634	59.5%	17.0

EXHIBIT 3Q
N80 PAY PLAN
QUARTILE ANALYSIS – TENURE

Grade	Employees	Avg. Tenure	1st Quartile			2nd Quartile			3rd Quartile			4th Quartile		
			#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure
3VK	7	4.6	2	28.6%	3.3	2	28.6%	1.3	1	14.3%	1.9	2	28.6%	10.4
3ZK	65	5.7	24	36.9%	1.2	5	7.7%	2.4	4	6.2%	3.7	32	49.2%	9.9
4CK	1	2.2	1	100.0%	2.2	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A
4FK	14	12.2	6	42.9%	2.2	1	7.1%	4.9	0	0.0%	N/A	7	50.0%	21.8
4HH	12	17.1	1	8.3%	3.1	1	8.3%	2.8	1	8.3%	5.1	9	75.0%	21.5
4KK	9	12.8	0	0.0%	N/A	1	11.1%	4.5	2	22.2%	3.1	6	66.7%	17.4
4NA	15	9.0	5	33.3%	2.0	2	13.3%	4.5	1	6.7%	5.9	7	46.7%	15.7
4PK	2	20.8	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	2	100.0%	20.8
4SP	8	11.5	1	12.5%	1.4	0	0.0%	N/A	0	0.0%	N/A	7	87.5%	13.0
4TK	44	12.7	2	4.5%	1.5	3	6.8%	6.5	4	9.1%	16.0	35	79.5%	13.6
4UK	4	8.9	2	50.0%	2.2	0	0.0%	N/A	0	0.0%	N/A	2	50.0%	15.5
4WN	4	4.9	2	50.0%	2.4	0	0.0%	N/A	1	25.0%	4.6	1	25.0%	10.2
4WT	1	24.5	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	24.5
4XA	4	6.8	0	0.0%	N/A	2	50.0%	4.4	0	0.0%	N/A	2	50.0%	9.2
5BA	14	18.4	1	7.1%	2.8	1	7.1%	3.8	1	7.1%	3.9	11	78.6%	22.5
5BF	24	5.2	13	54.2%	1.7	4	16.7%	2.0	2	8.3%	9.8	5	20.8%	15.3
5BP	5	12.3	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	5	100.0%	12.3
5EK	2	13.1	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	2	100.0%	13.1
5GK	3	8.2	2	66.7%	3.1	0	0.0%	N/A	0	0.0%	N/A	1	33.3%	18.4
5JK	24	14.5	8	33.3%	2.4	2	8.3%	4.6	0	0.0%	N/A	14	58.3%	22.9
5KF	49	9.9	18	36.7%	2.5	7	14.3%	9.1	0	0.0%	N/A	24	49.0%	15.7
5MA	1	25.9	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	25.9
5MF	3	8.1	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	3	100.0%	8.1
5OG	5	2.6	0	0.0%	N/A	0	0.0%	N/A	5	100.0%	2.6	0	0.0%	N/A
5OL	2	11.9	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	2	100.0%	11.9



EXHIBIT 3Q (Continued)
N80 PAY PLAN
QUARTILE ANALYSIS – TENURE

Grade	Employees	Avg. Tenure	1st Quartile			2nd Quartile			3rd Quartile			4th Quartile		
			#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure
5PT	8	14.2	1	12.5%	3.4	0	0.0%	N/A	0	0.0%	N/A	7	87.5%	15.8
5RB	8	12.4	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	8	100.0%	12.4
5RK	1	13.0	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	13.0
5UF	15	21.0	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	15	100.0%	21.0
5VA	9	20.8	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	9	100.0%	20.8
5VF	5	8.2	1	20.0%	3.0	0	0.0%	N/A	1	20.0%	3.3	3	60.0%	11.5
5XF	10	5.8	3	30.0%	1.3	0	0.0%	N/A	1	10.0%	0.5	6	60.0%	8.9
5YK	24	20.0	3	12.5%	11.8	1	4.2%	7.0	1	4.2%	9.0	19	79.2%	22.5
5ZA	2	18.1	0	0.0%	N/A	0	0.0%	N/A	1	50.0%	25.6	1	50.0%	10.6
6AA	18	15.1	4	22.2%	7.7	1	5.6%	3.9	1	5.6%	3.1	12	66.7%	19.5
6AP	8	11.8	2	25.0%	1.9	1	12.5%	7.2	0	0.0%	N/A	5	62.5%	16.7
6CP	5	18.4	1	20.0%	2.1	0	0.0%	N/A	0	0.0%	N/A	4	80.0%	22.5
6DK	1	30.0	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	30.0
6FA	5	28.8	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	5	100.0%	28.8
6FC	1	17.4	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	17.4
6FP	2	9.9	1	50.0%	2.3	0	0.0%	N/A	0	0.0%	N/A	1	50.0%	17.4
6IF	5	2.8	0	0.0%	N/A	3	60.0%	2.1	1	20.0%	2.3	1	20.0%	5.5
6JA	12	7.8	5	41.7%	2.7	1	8.3%	18.1	1	8.3%	2.4	5	41.7%	11.9
6KA	25	18.6	0	0.0%	N/A	0	0.0%	N/A	4	16.0%	14.8	21	84.0%	19.3
6LK	3	22.9	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	3	100.0%	22.9
6PA	2	1.7	0	0.0%	N/A	0	0.0%	N/A	2	100.0%	1.7	0	0.0%	N/A
6UA	30	13.1	4	13.3%	2.9	6	20.0%	3.6	1	3.3%	26.7	19	63.3%	17.5
6YA	1	3.4	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	3.4	0	0.0%	N/A
6YS	9	18.8	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	9	100.0%	18.8
6ZR	2	10.6	0	0.0%	N/A	0	0.0%	N/A	1	50.0%	4.9	1	50.0%	16.3



EXHIBIT 3Q (Continued)
N80 PAY PLAN
QUARTILE ANALYSIS – TENURE

Grade	Employees	Avg. Tenure	1st Quartile			2nd Quartile			3rd Quartile			4th Quartile		
			#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure
7AR	2	6.0	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	2	100.0%	6.0
7EN	1	22.6	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	22.6
7GB	2	10.9	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	2	100.0%	10.9
7LS	1	10.5	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	10.5
7OK	1	2.6	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	2.6
7TK	1	1.9	0	0.0%	N/A	1	100.0%	1.9	0	0.0%	N/A	0	0.0%	N/A
7XD	2	24.4	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	2	100.0%	24.4
8ND	1	12.8	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	1	100.0%	12.8
8TD	2	22.7	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A	2	100.0%	22.7
Overall	546	12.9	113	20.7%	2.9	45	8.2%	5.0	38	7.0%	7.0	350	64.1%	16.4



3.4 ANALYSIS OF BENEFITS

The County provides a large array of benefits to employees, including health, dental, vision, life, and disability coverage, in addition to retirement options, paid leave, paid holidays, and a wide variety of fringe benefits. For details of these benefits, please refer to **Chapter 4**.

The County provides several insurance plans. Two health insurance plans are offered—a PPO and an HMO—that are available to all full-time employees, in addition to part-time employees who work a minimum of 18.75 hours per week. The County supplements these plans by also providing a flexible spending account (FSA). Included in these health plans is an employer-paid vision plan. Other insurance plans offered by the County include two employee-paid dental plans, an employer-paid long-term disability plan, and a life insurance plan.

The County provides a total of seven retirement options—three Public Employees Retirement System (PERS) plans, two Judicial Benefit Multiplier (JBM) Program plans, one Public School Employees Retirement System (PSERS) plan, and one Law Enforcement Officers and Fire Fighters (LEOFF) plan. Also provided are a 401a and a 457b plan.

Other benefits offered include paid sick, vacation, and personal leave, in addition to ten paid holidays. Fringe benefits offered by the County include a wellness program, an employee assistance program (EAP), tuition reimbursement, training and professional development, and longevity pay.

3.5 SUMMARY

The information contained in this chapter identifies a number of strengths and weaknesses in the current pay plans in the County related to the overall structure of the compensation system as well as the administration of it at the individual employee level. Notably, the following was found:

- **Range Spread** – Range spreads are generally set between 50 and 70 percent for best practice. Range spreads found in plans 352, N75, and N80 experience very little variation, if at all. However, they are relatively narrow compared to best practice.
- **Midpoint Progression** – Midpoint progression is generally set between 3 to 5 percent for best practice. Pay plan 352 features very irregular and inconsistent progression, while plans N75 and N80 feature perfectly consistent progression. All three plans feature midpoint progression lower than best practice, especially plans N75 and N80.
- **Grades** – A pay plan that features a large number of pay grades results in a compensation system that is more difficult to understand and administer. Among the four aforementioned pay plans, there are 10,695 pay grades (coming almost entirely from plans N75 and N80 which each contain 5,330 grades separately).
- **Salary Placement** – The salaries of a large majority of employees in the 352, N75, and N80 pay plans are above their pay range's midpoint, with a majority in Quartile 4 alone.



- **Grade Penetration** – Spokane County generally maintains a healthy positive linear relationship between experience and grade penetration throughout each pay range in the 352, N75, and N80 pay plans.

This analysis acts as a starting point for development of recommendations in subsequent chapters of this report. Paired with market data, Evergreen is able to make recommendations that will ensure that Spokane County's compensation system is structurally sound in terms of best practice, competitive with the market, and treats all employees equitably moving forward.



Chapter 4 – Salary Survey Summary

Chapter 4 focuses on the external salary survey conducted by Evergreen Solutions. Conducting a salary comparison analysis determines the relative competitive market position of the compensation system in Spokane County. This is accomplished by examining salary ranges and the various components within the County's respective labor market. Data collected are used to analyze the overall market competitiveness of the County, as well as to develop compensation recommendations that will assist the County in recruiting and retaining talented employees. This salary analysis can be used to examine the overall competitiveness of the County and not for evaluating salaries at the individual level—as individual pay is determined through a combination of factors, which can include demand for the type of job, performance, experience, negotiation, and budgetary concerns.

Salary comparisons should be considered a snapshot of current market conditions, as the data collected are reflective of market information at the time of the study. Market conditions can change and market surveys should be completed at regular intervals to ensure the County's salary structure remains up to date with the current market.

4.1 SURVEY DATA SOURCES

Evergreen collected pay range information from target organizations in the County's competitive market using a customized market survey tool. The development of this tool included selecting benchmark classifications to be surveyed. The classification title, a description of assigned duties, and the education and experience requirements were provided to each peer in the survey tool for each benchmarked classification. Peers were asked to provide the classification title in their organization that best matches the given essential job functions and education/experience requirements of each title in Spokane County; Evergreen's goal is to ensure 70 percent match of responsibilities.

Data were collected from other organizations in the immediate region. These organizations were selected based on several factors such as location and relative population of the organizations that the County competes with for employees. Thirty-four (34) market peers were asked to participate and salary data were obtained from 22 peers as shown in **Exhibit 4A**. Some classifications in the County can be found in the private sector; private sector salary data provided by the Economic Research Institute (ERI) were also gathered to supplement the public sector data.

Data were adjusted for cost-of-living using index factors which allow for salary dollars from entities outside of the County's area to be compared in spending power. The cost-of-living for each peer organization is determined at the city level. Evergreen utilizes data from the Economic Research Institute (ERI) as the source for the COLI (Cost-of-Living Index).



**EXHIBIT 4A
TARGET MARKET ORGANIZATIONS**

Market Peers	COL Index
Spokane County	-
Cheney, WA	0.96017
Liberty Lake, WA	1.02267
Spokane Valley, WA	0.93933
Spokane, WA	1.00000
Coeur d'Alene, ID	1.06183
Post Falls, ID*	0.98450
Clark County, WA	1.13033
Kitsap County, WA	1.13017
Pierce County, WA	1.19150
Snohomish County, WA	1.22233
Yakima County, WA	0.98217
Kootenai County, ID	1.06183
Mann-Grandstaff VA Medical Center*	1.00000
State of Washington	1.17183
Spokane Transit Authority	1.00000
Coeur d'Alene School District #271	1.06183
Community Colleges of Spokane	1.00000
Eastern Washington University*	0.96017
Mead School District	1.02350
North Idaho College	1.06183
Spokane School District #81	1.00000
Avista Utilities*	1.00000
Inland Northwest Blood Center	1.00000
Inland Power and Light Company*	1.00000
KeyTronic EMS*	1.00000
Kootenai Electric Cooperative*	1.03533
MultiCare Deaconess Hospital*	1.00000
Pearson Packaging Systems*	1.00000
Providence Sacred Heart Medical Center*	1.00000
Spokane Federal Credit Union*	1.00000
Spokane Regional Health District	1.00000
Trans-System*	0.96017
URM*	1.00000
Washington Trust Bank	1.00000

* No salary data obtained

4.2 SALARY DATA

Making use of the County's assigned pay ranges, Evergreen was able to make direct market evaluations across classifications and benchmark groupings, as well as compare the ranges of benchmarked positions to the salary ranges collected from the target organizations identified in **Exhibit 4A**.

The market differentials and the percentage difference between the County and the market are shown in **Exhibit 4B** for survey market range minimum, midpoint, and maximum. A positive differential indicates the County is above market for that classification at the range minimum, midpoint, or maximum; a negative differential indicates that the County is below market for that classification at that range position. The differentials do not necessarily mean incumbents are overpaid or underpaid in their classifications. It simply displays the difference between the salary range and the average published salary range in the County's market.

The survey featured a total of 229 benchmarked classifications. However, 47 classifications received less than three responses which prevented the calculation of an average that can reliably be considered representative of the market. Therefore, only 182 classifications are displayed in **Exhibit 4B**.

Exhibit 4B provides a summary of the results at the market average for each comparison point. The exhibit contains the following information:

- each of the 182 benchmarked classifications that received three or more peer responses;
- the market salary range information for each benchmarked classification, including the average of the peer responses for the salary range minimum, midpoint, and maximum;
- a percentage differential between current salary ranges and average market ranges;
- the survey average pay range (the difference between the survey average minimum and survey average maximum pay for each pay grade); and
- the total number of survey responses for each classification and the average number of responses for all classifications.

EXHIBIT 4B SALARY SURVEY MARKET SUMMARY

Classification	Survey Minimum Average	% Diff	Survey Midpoint Average	% Diff	Survey Maximum Average	% Diff	Survey Avg. Range	Number of Responses
Accountant	\$24.02	-1.2%	\$27.39	1.8%	\$30.76	4.0%	27.9%	13
Accountant, Senior	\$25.46	9.5%	\$29.76	9.9%	\$34.07	10.3%	33.4%	10
Accounting Manager	\$35.31	5.0%	\$41.66	4.5%	\$48.00	4.2%	35.7%	11
Accounting Supervisor	\$29.23	6.6%	\$34.39	6.5%	\$39.54	6.4%	34.9%	7
Accounting Technician 2	\$15.80	-6.8%	\$18.49	-6.4%	\$21.19	-6.1%	33.5%	8
Accounting Technician 3	\$18.00	-9.8%	\$21.29	-10.5%	\$24.73	-11.6%	38.3%	11
Accounting Technician 4	\$20.41	-12.4%	\$23.11	-8.7%	\$25.81	-5.9%	26.4%	8
Administrative Services Technician	\$21.17	-4.0%	\$24.77	-3.6%	\$28.38	-3.3%	33.3%	10
Administrative Specialist 1	\$17.63	-25.5%	\$21.35	-28.5%	\$25.06	-30.6%	42.0%	7
Administrative Specialist 2	\$19.04	-23.3%	\$22.34	-23.2%	\$25.64	-23.1%	34.1%	13
Animal Protection Officer	\$17.62	-5.2%	\$20.16	-2.6%	\$22.71	-0.6%	28.5%	6
Appraisal Supervisor	\$27.93	3.7%	\$33.07	2.9%	\$38.21	2.3%	36.9%	8
Appraisal Support Specialist	\$18.40	-13.1%	\$21.95	-14.6%	\$25.50	-15.7%	38.0%	5
Assistant Director of Information Technology	\$40.01	0.2%	\$47.83	-1.6%	\$55.65	-2.8%	39.1%	5
Assistant Parks, Recreation, and Golf Director	\$37.36	-13.4%	\$44.67	-15.2%	\$51.98	-16.5%	39.1%	3
Associate Planner 1	\$24.97	-15.0%	\$29.12	-14.3%	\$32.42	-11.2%	29.3%	10
Associate Planner 2	\$28.74	-19.1%	\$33.48	-18.2%	\$36.22	-12.3%	25.1%	11
Attorney 1	\$28.08	-14.8%	\$31.49	-10.2%	\$35.67	-8.8%	31.9%	8
Attorney 2	\$35.79	1.6%	\$43.47	-1.8%	\$51.15	-4.2%	42.3%	8
Attorney, Senior	\$44.07	-6.3%	\$48.30	0.7%	\$54.86	1.8%	29.5%	6
Boiler Maintenance Specialist	\$20.90	0.0%	\$23.52	4.3%	\$26.13	7.6%	25.3%	7
Building and Planning Plans Examiner 1	\$23.92	-30.5%	\$28.25	-31.0%	\$32.58	-31.4%	35.1%	4
Building and Planning Plans Examiner 2	\$28.18	-22.1%	\$32.71	-20.9%	\$37.24	-20.0%	31.3%	6
Building and Planning Plans Examiner 3	\$30.23	-19.2%	\$34.27	-15.6%	\$38.31	-12.9%	26.4%	4
Building and Planning Services Coordinator 1	\$17.93	-16.9%	\$20.29	-13.1%	\$22.64	-10.3%	25.9%	4
Building and Planning Services Coordinator 2	\$21.60	-30.3%	\$24.08	-25.2%	\$26.55	-21.1%	22.9%	3
Building Inspector 1	\$22.66	-5.4%	\$26.61	-5.3%	\$30.57	-5.3%	34.1%	7
Building Inspector 2	\$26.58	-16.3%	\$30.74	-14.7%	\$34.90	-13.6%	30.9%	10
Building Maintenance Specialist	\$19.03	14.1%	\$22.36	14.1%	\$25.70	14.1%	34.5%	10
Business Manager	\$35.94	-33.7%	\$42.85	-35.1%	\$49.77	-36.2%	38.5%	5
Buyer 2	\$22.26	-18.5%	\$25.66	-16.7%	\$29.07	-15.3%	30.3%	5
Buyer 3	\$24.40	-15.2%	\$27.75	-12.0%	\$31.11	-9.6%	27.1%	3
Chief Budget Officer	\$46.16	1.1%	\$55.65	-1.5%	\$65.14	-3.3%	41.0%	9



EXHIBIT 4B (Continued) SALARY SURVEY MARKET SUMMARY

Classification	Survey Minimum Average	% Diff	Survey Midpoint Average	% Diff	Survey Maximum Average	% Diff	Survey Avg. Range	Number of Responses
Chief Building Maintenance Specialist	\$26.39	-12.3%	\$29.36	-6.9%	\$33.61	-6.5%	24.8%	6
Chief Executive Officer	\$63.74	33.9%	\$82.94	7.9%	\$108.16	-18.6%	60.9%	6
Chief Operations Officer	\$44.92	3.9%	\$71.09	-25.8%	\$97.26	-42.8%	112.8%	3
Civil Service Specialist	\$21.90	-24.3%	\$25.20	-22.3%	\$28.50	-20.7%	29.6%	4
Clerk of the Board	\$25.25	-11.3%	\$28.46	-7.2%	\$31.68	-4.1%	25.7%	5
Codes Administrator	\$30.45	-14.9%	\$34.56	-11.5%	\$38.67	-8.9%	26.7%	4
Commercial Appraiser	\$25.07	-10.5%	\$28.39	-6.8%	\$32.16	-5.4%	29.8%	8
Commissioners Executive Assistant	\$25.23	-21.0%	\$29.52	-20.6%	\$33.81	-20.3%	34.1%	11
Computer Application Specialist 2	\$25.09	-22.9%	\$29.47	-22.9%	\$33.86	-23.0%	34.6%	7
Computer Application Specialist 3	\$29.66	-29.6%	\$34.21	-27.8%	\$38.77	-26.4%	30.5%	6
Cook - Detention Services	\$13.75	22.3%	\$15.98	23.4%	\$18.51	22.5%	38.7%	7
County Engineer	\$41.20	9.6%	\$48.31	9.8%	\$55.42	9.9%	34.0%	6
Court Clerk	\$17.16	-18.5%	\$20.86	-21.9%	\$24.56	-24.3%	42.5%	4
Court Coordinator	\$29.92	-32.8%	\$34.51	-31.1%	\$39.11	-29.8%	30.4%	4
Court Process Clerk	\$18.37	-16.8%	\$21.68	-17.3%	\$25.00	-17.7%	35.4%	5
Court Staff Assistant	\$18.79	-9.1%	\$21.75	-7.7%	\$24.72	-6.6%	30.6%	4
Customer Accounting Specialist 1	\$16.46	-11.8%	\$19.52	-12.7%	\$22.57	-13.4%	36.4%	3
Customer Accounting Specialist 2	\$19.01	-18.2%	\$21.88	-16.2%	\$24.76	-14.6%	29.8%	5
Deputy Director of Emergency Management	\$37.36	1.1%	\$44.67	-0.7%	\$51.98	-2.0%	39.1%	3
Deputy Public Works Director/Assistant County Engineer	\$43.17	-3.2%	\$51.68	-5.1%	\$60.20	-6.5%	39.4%	4
Digital Content Manager	\$27.44	-23.9%	\$31.59	-21.9%	\$35.75	-20.4%	29.7%	3
Director of Building and Code Enforcement	\$41.27	-14.4%	\$48.21	-13.8%	\$55.15	-13.4%	33.5%	5
Director of Community Services and Housing Community Development Department	\$47.51	7.5%	\$56.66	6.0%	\$65.82	4.9%	38.9%	4
Director of Facilities	\$37.72	-1.9%	\$45.84	-5.3%	\$53.97	-7.7%	42.8%	7
Director of Human Resources	\$43.49	-0.1%	\$53.76	-5.2%	\$64.03	-8.9%	46.7%	8
Director of Information Technology	\$47.69	-6.5%	\$57.11	-8.4%	\$62.83	-4.1%	33.1%	7
Director of Parks, Recreation, and Golf	\$45.89	-5.9%	\$52.72	-3.7%	\$59.55	-2.0%	29.8%	4
Director of Planning	\$42.19	8.6%	\$50.98	5.8%	\$59.77	3.8%	41.2%	6
Director of Risk Management	\$41.77	-11.7%	\$53.88	-21.0%	\$65.99	-27.3%	56.2%	4
District Court Administrator	\$40.19	2.2%	\$47.56	1.5%	\$54.93	1.0%	37.1%	5
Diversion Case Manager	\$23.35	-35.9%	\$26.56	-32.8%	\$29.77	-30.4%	27.1%	4
Elections Manager	\$24.90	16.2%	\$29.65	14.8%	\$34.39	13.8%	38.2%	3



EXHIBIT 4B (Continued) SALARY SURVEY MARKET SUMMARY

Classification	Survey Minimum Average	% Diff	Survey Midpoint Average	% Diff	Survey Maximum Average	% Diff	Survey Avg. Range	Number of Responses
Employee Development Specialist	\$27.07	4.0%	\$30.80	7.2%	\$34.52	9.6%	27.2%	3
Engineer 1	\$26.92	-5.7%	\$31.54	-5.4%	\$36.15	-5.2%	33.6%	8
Engineer 2	\$30.74	-8.4%	\$36.06	-8.3%	\$41.38	-8.2%	34.0%	9
Engineer 3	\$36.16	-3.6%	\$40.31	1.7%	\$45.02	4.5%	26.0%	9
Engineering Information Systems Analyst	\$30.21	-14.6%	\$35.56	-14.8%	\$40.90	-15.0%	35.4%	4
Engineering Office Administrator	\$26.44	32.9%	\$30.29	35.3%	\$34.13	37.2%	29.0%	5
Engineering Real Estate Services Manager	\$29.95	9.7%	\$34.77	10.8%	\$39.60	11.7%	32.1%	3
Engineering Technician 1	\$20.09	-13.7%	\$23.30	-12.5%	\$26.51	-11.5%	31.1%	5
Engineering Technician 2	\$22.91	-11.9%	\$26.11	-8.9%	\$29.93	-8.7%	33.2%	7
Engineering Technician 3	\$24.35	-3.0%	\$27.64	0.4%	\$31.60	0.9%	31.7%	9
Equipment Maintenance Supervisor 1	\$24.17	-5.8%	\$27.79	-3.7%	\$31.42	-2.0%	29.3%	5
Executive Assistant	\$23.75	-15.0%	\$27.68	-14.3%	\$31.61	-13.7%	32.7%	10
Facilities Design and Construction Manager	\$33.22	-8.6%	\$38.69	-7.8%	\$44.17	-7.1%	32.6%	4
Facilities Manager	\$29.97	-18.3%	\$35.85	-20.1%	\$41.73	-21.4%	39.2%	8
Field Operations Manager	\$24.93	-4.9%	\$29.09	-4.3%	\$33.24	-3.7%	33.7%	3
Finance Manager, Senior	\$36.82	-8.2%	\$45.55	-13.4%	\$54.27	-17.0%	46.5%	4
Financial Analyst	\$26.42	16.7%	\$31.38	15.6%	\$36.34	14.8%	37.5%	9
Financial Operations Manager	\$35.32	-12.3%	\$42.35	-14.3%	\$49.38	-15.8%	39.8%	5
Financial Services Supervisor	\$33.91	-21.6%	\$40.47	-23.2%	\$47.04	-24.3%	38.6%	3
Fiscal Operations Manager - Community Services, Housing and Community Development Department	\$33.77	4.2%	\$40.12	3.1%	\$46.47	2.3%	37.6%	3
GIS Specialist	\$23.77	7.3%	\$27.69	8.1%	\$31.62	8.8%	32.4%	6
Grants Administrator	\$27.50	12.7%	\$31.94	13.8%	\$36.39	14.7%	31.9%	5
Human Resource Specialist	\$21.00	4.7%	\$24.41	5.8%	\$27.82	6.6%	32.2%	8
Human Resources Generalist	\$26.09	0.5%	\$31.41	-2.0%	\$36.67	-3.6%	39.9%	13
Human Resources Manager	\$33.26	8.5%	\$40.44	5.1%	\$47.62	2.6%	42.9%	7
Human Services Program Manager	\$29.24	-8.4%	\$34.67	-9.3%	\$40.10	-10.0%	37.3%	10
Industrial Appraiser	\$25.43	-6.9%	\$29.20	-4.6%	\$32.96	-2.9%	29.4%	6
Information Technology Analyst Programmer 2	\$27.26	-6.4%	\$32.14	-6.7%	\$37.01	-7.0%	35.7%	5
Information Technology Analyst Programmer 3	\$31.90	-12.1%	\$37.71	-12.7%	\$43.52	-13.2%	35.6%	5
Information Technology Database Administrator	\$30.24	14.2%	\$36.45	11.6%	\$42.66	9.8%	40.3%	7
Information Technology Project Manager	\$33.96	0.1%	\$40.68	-1.8%	\$47.40	-3.3%	39.2%	9
Information Technology System Manager	\$36.89	-3.3%	\$43.90	-4.6%	\$50.91	-5.6%	38.1%	10

EXHIBIT 4B (Continued) SALARY SURVEY MARKET SUMMARY

Classification	Survey Minimum Average	% Diff	Survey Midpoint Average	% Diff	Survey Maximum Average	% Diff	Survey Avg. Range	Number of Responses
Information Technology System Specialist	\$23.93	-3.3%	\$27.97	-2.8%	\$32.00	-2.4%	33.2%	10
Information Technology Systems Administrator, Senior	\$33.34	-6.5%	\$38.91	-5.9%	\$44.47	-5.4%	33.3%	4
Juvenile Corrections Officer	\$19.37	-6.4%	\$22.14	-3.6%	\$24.91	-1.6%	28.3%	5
Juvenile Court Services Administrator	\$33.68	19.9%	\$39.39	20.3%	\$45.10	20.6%	33.6%	4
Land Surveyor	\$26.13	5.4%	\$30.33	6.6%	\$34.52	7.5%	31.7%	4
Legal Office Assistant 2	\$17.26	-21.5%	\$19.88	-19.6%	\$22.50	-18.1%	30.1%	6
Legal Secretary	\$18.56	-14.1%	\$21.69	-13.6%	\$24.82	-13.2%	33.1%	7
License Specialist	\$15.29	-7.0%	\$17.56	-4.7%	\$19.82	-2.9%	29.1%	3
Maintenance Worker 2	\$17.46	-6.8%	\$19.91	-3.8%	\$22.36	-1.5%	27.4%	11
Management and Budget Analyst	\$28.31	-17.6%	\$33.05	-17.0%	\$37.80	-16.5%	33.2%	8
Management and Budget Analyst, Senior	\$30.90	6.1%	\$36.93	4.3%	\$42.97	3.1%	38.3%	7
Marketing/Sales Manager	\$23.53	0.9%	\$26.72	4.2%	\$29.91	6.8%	26.7%	3
Medical Examiner	\$72.14	41.7%	\$84.63	26.2%	\$97.12	12.6%	34.6%	3
Mental Health Manager - Detention Services	\$34.75	0.8%	\$40.25	2.2%	\$45.75	3.2%	30.9%	3
Mental Health Professional - Detention Services	\$25.30	2.9%	\$29.64	3.1%	\$33.98	3.3%	34.0%	7
Nurse Manager - Juvenile Services	\$28.18	14.4%	\$33.33	13.8%	\$38.47	13.3%	35.3%	4
Office Assistant 2	\$14.59	-4.8%	\$17.59	-7.4%	\$20.58	-9.2%	40.1%	9
Office Assistant 3	\$15.66	-21.7%	\$18.76	-23.7%	\$21.87	-25.2%	38.3%	7
Office Assistant 4	\$17.10	-20.6%	\$19.98	-20.0%	\$22.85	-19.6%	33.2%	10
Office Manager	\$25.20	-6.0%	\$28.58	-2.5%	\$31.97	0.2%	26.7%	5
Office Supervisor	\$22.08	-16.0%	\$25.71	-15.1%	\$29.35	-14.5%	32.5%	9
Office Supervisor - Detention Services	\$23.34	-15.8%	\$26.73	-13.3%	\$30.12	-11.3%	28.6%	6
Office Technician 2	\$16.51	-19.0%	\$19.30	-18.6%	\$22.09	-18.2%	33.0%	6
Official Court Reporter	\$25.00	1.0%	\$29.41	0.9%	\$33.82	0.8%	35.8%	4
Paralegal 2	\$23.49	-18.9%	\$26.83	-16.2%	\$30.17	-14.0%	27.9%	4
Park Operations Manager	\$31.66	-6.4%	\$36.86	-5.4%	\$42.05	-4.8%	32.1%	4
Park Operations Trades Specialist	\$19.87	-7.2%	\$23.13	-6.3%	\$26.39	-5.6%	32.6%	7
Parks Special Projects Manager	\$31.38	-3.5%	\$36.72	-3.1%	\$42.06	-2.8%	34.1%	5
Payment Control Technician	\$22.32	-16.3%	\$24.95	-11.4%	\$27.59	-7.6%	23.8%	3
Probation Officer 1	\$23.15	-5.7%	\$27.19	-5.7%	\$31.23	-5.7%	33.8%	4
Probation Officer 2	\$24.46	-1.3%	\$29.50	-3.9%	\$34.54	-5.8%	40.6%	4
Program Specialist	\$21.40	-4.7%	\$24.66	-2.7%	\$27.92	-1.3%	30.2%	8
Programming Services Manager	\$34.96	8.7%	\$41.51	7.6%	\$48.06	6.8%	37.8%	4



EXHIBIT 4B (Continued) SALARY SURVEY MARKET SUMMARY

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg. Range	Number of Responses
	Average	% Diff	Average	% Diff	Average	% Diff		
Public Policy and Communications Manager	\$34.90	-2.6%	\$41.29	-3.3%	\$47.68	-3.8%	36.0%	6
Public Works Fleet Manager	\$29.09	-4.3%	\$33.72	-3.0%	\$38.36	-2.0%	31.7%	6
Public Works Information and Outreach Manager	\$30.20	-4.7%	\$35.73	-5.4%	\$41.26	-5.9%	36.6%	5
Public Works Program Manager	\$33.38	14.9%	\$39.33	14.6%	\$45.28	14.4%	36.0%	6
Public Works Project Manager	\$31.35	-12.8%	\$35.87	-10.2%	\$40.39	-8.2%	28.8%	5
Public Works Senior Project Manager	\$34.36	-9.0%	\$39.58	-7.0%	\$44.79	-5.5%	30.2%	3
Public Works Training Performance Program Manager	\$32.15	-2.4%	\$37.69	-2.1%	\$43.22	-2.0%	34.1%	5
Purchasing Manager	\$35.03	-1.4%	\$41.46	-2.1%	\$47.90	-2.7%	36.9%	5
Real Property Appraiser 2	\$18.90	0.3%	\$21.71	2.6%	\$24.51	4.3%	29.3%	4
Recording and Vehicle Licensing Manager	\$26.01	11.8%	\$31.02	10.3%	\$36.04	9.2%	38.9%	3
Recording Specialist	\$17.37	-13.7%	\$19.91	-11.3%	\$22.46	-9.5%	28.9%	5
Recording Supervisor	\$23.84	-24.3%	\$27.55	-22.7%	\$31.26	-21.5%	30.7%	4
Recreation Coordinator	\$24.33	-22.4%	\$28.87	-23.4%	\$33.42	-24.1%	36.3%	6
Recreation Program Manager	\$29.78	-14.7%	\$34.54	-13.4%	\$39.31	-12.5%	32.0%	9
Regional Solid Waste Manager	\$30.97	22.4%	\$36.83	21.2%	\$42.69	20.3%	37.6%	3
Residential Appraiser	\$21.38	-12.0%	\$24.81	-10.8%	\$28.24	-9.9%	31.7%	7
Right of Way Agent 1	\$23.39	-14.0%	\$26.79	-11.4%	\$30.18	-9.5%	28.8%	3
Right of Way Agent 2	\$26.43	-11.2%	\$30.39	-9.1%	\$34.34	-7.5%	29.7%	3
Road Maintenance Foreman	\$26.10	-13.4%	\$30.15	-11.8%	\$34.20	-10.5%	30.6%	7
Road Maintenance Operations Superintendent	\$35.81	-2.6%	\$42.28	-3.1%	\$48.75	-3.5%	36.2%	4
Road Maintenance Specialist 1	\$17.79	7.5%	\$20.70	-1.3%	\$23.61	-8.4%	32.4%	6
Road Maintenance Specialist 2	\$19.48	5.0%	\$22.83	-4.3%	\$26.18	-11.9%	33.9%	4
Road Maintenance Specialist 3	\$22.49	-5.2%	\$24.29	-6.3%	\$26.80	-10.0%	16.4%	6
Road Maintenance Specialist 4	\$24.13	-8.0%	\$25.86	-8.3%	\$28.67	-12.4%	15.1%	4
Road Maintenance Supervisor	\$28.02	-20.5%	\$32.96	-20.6%	\$37.90	-20.7%	34.7%	6
Secretary 1	\$15.19	-8.8%	\$17.32	-5.8%	\$19.58	-4.2%	29.8%	9
Secretary 2	\$16.91	-11.1%	\$19.79	-10.7%	\$22.66	-10.3%	33.5%	9
Senior Inspector	\$31.43	-23.0%	\$34.36	-15.9%	\$37.29	-10.2%	18.3%	5
Shelter Operations Manager	\$21.10	0.2%	\$23.97	3.6%	\$26.84	6.1%	26.9%	3
Shop Worker/Truck and Equipment Mechanic	\$23.07	-7.8%	\$25.29	-0.9%	\$28.36	1.5%	20.7%	9
Spokane Regional Emergency Communications System Technician	\$22.86	4.5%	\$26.50	5.9%	\$30.13	6.9%	31.5%	3
Staff Assistant	\$23.43	-23.6%	\$27.23	-22.5%	\$31.02	-21.7%	32.1%	7



EXHIBIT 4B (Continued)
SALARY SURVEY MARKET SUMMARY

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg. Range		Number of Responses
	Average	% Diff	Average	% Diff	Average	% Diff			
Stormwater Utility Manager	\$38.98	-22.1%	\$46.57	-23.7%	\$54.15	-24.9%		38.9%	3
Superior Court Administrator	\$43.48	-5.6%	\$51.97	-7.4%	\$60.47	-8.6%		39.1%	3
Systems Analyst	\$29.35	6.2%	\$34.50	6.1%	\$39.65	6.1%		35.2%	7
Technical Assistant - Detention Services	\$18.56	-20.3%	\$21.26	-17.8%	\$23.95	-15.9%		28.7%	3
Telecommunications Specialist, Senior	\$30.04	3.9%	\$35.79	2.5%	\$41.54	1.5%		37.6%	3
Trade Specialist 1	\$15.71	-13.4%	\$18.18	-11.9%	\$20.65	-10.8%		31.2%	10
Trades Supervisor 2	\$25.75	-16.0%	\$28.87	-11.4%	\$32.87	-10.5%		25.4%	9
Traffic Sign Technician 1	\$22.08	-32.9%	\$24.02	-25.4%	\$27.93	-26.6%		19.9%	3
Traffic Signal Technician 1	\$24.25	-27.4%	\$27.62	-24.4%	\$30.98	-22.0%		26.6%	4
Traffic Signal Technician 2	\$28.32	-27.9%	\$31.28	-21.9%	\$34.24	-17.1%		20.8%	3
Veteran's Services Officer	\$19.98	0.0%	\$23.02	1.9%	\$26.06	3.4%		29.8%	4
Victim Witness Program Specialist	\$19.60	26.5%	\$22.41	29.1%	\$25.23	31.1%		28.3%	4
Wastewater Collection System Specialist 2	\$23.75	-39.9%	\$27.31	-37.9%	\$30.87	-36.3%		29.9%	6
Wastewater Collection System Supervisor	\$28.15	0.4%	\$32.46	2.3%	\$36.78	3.6%		30.5%	5
Wastewater Operations Section Manager	\$36.11	7.1%	\$42.21	7.6%	\$48.31	8.0%		34.0%	5
Water Programs Manager	\$34.60	11.4%	\$40.65	11.4%	\$46.70	11.3%		34.9%	3
Water Reclamation Manager	\$35.97	7.5%	\$42.23	7.6%	\$48.49	7.6%		34.7%	3
Water Resources Manager	\$33.50	4.1%	\$38.31	6.8%	\$43.11	8.8%		28.2%	3
Water Resources Specialist	\$24.55	-8.4%	\$28.67	-7.8%	\$32.79	-7.3%		32.6%	5
Workers' Compensation Claim Adjudicator	\$24.68	-6.9%	\$28.78	-6.2%	\$32.87	-5.6%		33.2%	3
Overall Average		-6.5%		-6.2%		-6.2%		33.5%	5.8
Total									1064

Market Minimums

A starting point of the analysis is to compare the average market minimum for each classification to the County's range minimums. Market minimums are generally considered as an entry-level salary for employees who meet the minimum qualifications of a classification. Employees with salaries at or near the range minimums are less likely to have mastered the job and would have not acquired the skills and experience necessary to be fully proficient in their classification.

As Exhibit 4B illustrates, the County was, on average, approximately 6.5 percent below market at the minimum of their respective salary ranges for all surveyed classifications.

Several conclusions can be drawn based on the collected data:

- The surveyed position differentials range from 39.9 percent below market minimum for the Wastewater Collection System Specialist 2 classification to 41.7 percent above market for the Medical Examiner classification.
- Of the 182 classifications with market minimum percentage differentials, 126 (69.2 percent) were below market at the minimum, while the remaining 56 (30.8 percent) were above market at the minimum of surveyed salary ranges. Of note are 19 clerical positions included in the survey which were collectively 16.4 percent below market at the minimum.
- There were 28 surveyed positions in the County that were 20 percent or more below market and six positions that were 20 percent or more above market.

Market Midpoints

This subsection explores the comparison between average peer midpoints and the midpoints for classifications in the County. Market midpoints are important to consider as they are commonly recognized as the salary point at which employees have achieved full proficiency, and are performing satisfactorily in their classification.

As Exhibit 4B illustrates, the County was, on average, approximately 6.2 percent below market at the midpoint of the respective salary ranges for all surveyed classifications.

Based on the collected data, the following observations can be made:

- The surveyed position differentials range from 37.9 percent below market midpoint for the Wastewater Collection System Specialist 2 classification to 35.3 percent above market for the Engineering Office Administrator classification.
- Of the 182 classifications with market midpoint percentage differentials, 130 (71.4 percent) are below market at the midpoint, while the remaining 52 (28.6 percent) were above market at the midpoint of surveyed salary ranges. Of note are 19 clerical positions included in the survey which were collectively 16.0 percent below market at the midpoint.

- There were 29 surveyed positions in the County that were 20 percent or more below market and six positions that were 20 percent or more above market.

Market Maximums

In this subsection, the peer salary range maximums are compared to the County's range maximums for each benchmarked classification. The market maximum is significant as it represents the upper limit salary that an organization might provide to retain and/or reward experienced and high performing incumbents. Additionally, being competitive at the maximum allows organizations to retain highly qualified employees in classifications that are difficult to fill.

As **Exhibit 4B** illustrates, the County was, on average, approximately 6.2 percent below market at the maximum of the respective salary ranges for all surveyed classifications.

Based on the collected data, the following observations can be made:

- The surveyed position differentials range from 42.8 percent below market maximum for the Chief Operations Officer classification to 37.2 percent above market for the Engineering Office Administrator classification.
- Of the 182 classifications with market maximum percentage differentials, 129 (70.9 percent) were below market at the maximum, while the remaining 53 (29.1 percent) were above market at the midpoint of surveyed salary ranges. Of notes are 19 clerical positions included in the survey which were collectively 15.6 percent below market at the maximum.
- There were 27 surveyed positions in the County that were 20 percent or more below market and five positions that were 20 percent ore more above market.

Range Spreads

Range spreads (the width of salary ranges) allow for flexibility when determining hiring salaries, indicate the room for growth within a classification, and provide a metric for which the County can compare its current compensation structure to the rest of the market. Range spread is generally set between 50 to 70 percent for best practice.

Exhibit 4B shows the average market range spreads for each of the surveyed positions. The average market range spread across the salary ranges of all surveyed positions is 33.5 percent. The market range spreads vary between 15.1 percent for the Road Maintenance Specialist 4 classification and 112.8 percent for the Chief Operations Officer classification. Overall, the County has similar range spreads compared to the market, with an overall average range spread of approximately 34.2 percent across all pay ranges.

4.3 MARKET SURVEY SUMMARY

From the analysis of the data gathered in the external labor market assessment, the following conclusions can be made:

- The County is approximately 6.5 percent below the market minimum, 6.2 percent below the market midpoint, and 6.2 percent below the market maximum of salary ranges of benchmark positions.
- The average market range spread across the salary ranges of all surveyed positions is 33.5 percent, which is similar to the 34.2 percent found across all of the County's pay ranges.

Information gained from the market survey is used, in conjunction with current environmental factors (such as budget), to develop a recommended compensation system that places Spokane County in a strong position to stay competitive in today's market.

A discussion of a potential pay plan and study recommendations can be found in **Chapter 6** of this report.

Chapter 5 – Benefits Survey Summary

As a component of this study, Evergreen conducted a benefits survey for Spokane County. A benefits survey, much like a salary evaluation, represents a snapshot in time of what is available in peer organizations and can provide the organization with an understanding of the total compensation package (salary and benefits) offered by its peers.

This information should be used as a cursory overview and not a line-by-line comparison, since benefits can be weighted differently depending on the importance to the organization. It should also be noted that benefits are usually negotiated and acquired through third-parties, so one-to-one comparisons can be difficult. The analysis in this chapter highlights aspects of the benefits survey that provide pertinent information that can be considered reliably representative of market conditions.

As shown in Exhibit 5A, 34 market peers were asked to participate and benefits data were obtained from 22.

EXHIBIT 5A BENEFITS SURVEY RESPONDENTS

Market Peers	
Cheney, WA	Eastern Washington University
Liberty Lake, WA	Mead School District
Spokane Valley, WA	North Idaho College*
Spokane, WA	Spokane School District #81*
Coeur d'Alene, ID	Avista Utilities*
Post Falls, ID*	Inland Northwest Blood Center
Clark County, WA	Inland Power and Light Company*
Kitsap County, WA	KeyTronic EMS*
Pierce County, WA	Kootenai Electric Cooperative*
Snohomish County, WA	MultiCare Deaconess Hospital*
Yakima County, WA	Pearson Packaging Systems*
Kootenai County, ID	Providence Sacred Heart Medical Center
Mann-Grandstaff VA Medical Center	Spokane Federal Credit Union*
State of Washington	Spokane Regional Health District
Spokane Transit Authority	Trans-System*
Coeur d'Alene School District #271	URM*
Community Colleges of Spokane	Washington Trust Bank

* No benefits data obtained

5.1 DEMOGRAPHICS

Exhibit 5B displays the comparison of organizational demographics between the County and responding peers. Market peers have an average of 1,049 full-time employees and 194 part-time employees; comparatively, the County is larger, with 2,040 full-time employees and 12 part-time employees.



**EXHIBIT 5B
COMPARISON OF ORGANIZATIONAL DEMOGRAPHICS**

Organization Demographics	Peer Average		Spokane County	
Full-time Employees	1,049	84.4%	2,040	99.4%
Part-time Employees	194	15.6%	12	0.6%

5.2 INSURANCE COVERAGES

Health

As shown in Exhibit 5C, the County does not offer a Health Savings Account (HSA), unlike 61.9 percent of responding peers. Of those peers that provide HSAs, 83.3 percent fund the HSA—contributing an average of \$512.25. Also, 77.3 percent of responding peers provide a Flexible Spending Account (FSA), to which only 6.3 percent contribute; the County offers an FSA, but does not contribute to it.

**EXHIBIT 5C
COMPARISON OF HEALTH PLANS OFFERED**

Additional Health Plans		Offered?	If yes, is it funded by the employer?	Dollar amount the employer funds
Health Savings Account (HSA)	Peer Average	61.9%	83.3%	\$512.25
	Spokane County	No	N/A	N/A
Flexible Spending Account (FSA)	Peer Average	77.3%	6.3%	*
	Spokane County	Yes	No	N/A

* Given that only one responding peer funds an FSA, there are insufficient data to determine a market average

Responding peers provide an average of 3.6 health plans (any combination of HMO, PPO, or other type of plan) to their employees. Exhibit 5D displays data on the types of health plans offered. As shown, 75.0 percent offer an HMO plan, 90.0 percent offer a PPO plan, and 77.3 percent offer some sort of other health plan. Among the other types of plans offered by 77.3 percent of responding peers are HDHPs (High Deductible Health Plans), CDHPs (Consumer Directed Health Plans), and HRAs (Health Reimbursement Accounts).

By comparison, the County offers two plans—and HMO and a PPO that are available to all full-time employees and part-time employees working at least 18.75 hours per week. The County's contribution to both the HMO and PPO premiums ranges from 95.0 percent for employee-only coverage to 90.0 percent for all other coverages.



**EXHIBIT 5D
COMPARISON OF HEALTH PLANS OFFERED**

Health Plan Premiums & Deductibles	Peer HMO Average	Peer PPO Average	Other Plans Average	Spokane County	
				HMO	PPO
Percentage of peers offering each plan	75.0%	90.0%	77.3%	HMO	PPO
Dollar amount (monthly) of employee premium paid by employer	\$737.99	\$777.77	\$689.11	\$616.66	\$653.10
Percentage (monthly) of employee premium paid by employer	92.0%	92.8%	96.5%	95.0%	95.0%
Dollar amount (monthly) of employee premium paid by employee	\$63.96	\$55.89	\$25.61	\$32.46	\$34.36
Percentage (monthly) of employee premium paid by employee	8.0%	7.2%	3.5%	5.0%	5.0%
Individual maximum deductible in-network	\$261.84	\$617.00	\$1,241.67	\$200.00	\$500.00
Individual maximum deductible out-of-network	\$125.00	\$921.05	\$1,400.00	N/A	Shared with In-Network
Dollar amount (monthly) of employee plus dependent premium paid by employer	\$972.22	\$988.63	\$849.20	\$1,045.73	\$1,107.41
Percentage (monthly) of employee plus dependent premium paid by employer	85.3%	82.9%	89.9%	90.0%	90.0%
Dollar amount (monthly) of employee plus dependent premium paid by employee	\$167.63	\$191.26	\$109.51	\$116.18	\$123.04
Percentage (monthly) of employee plus dependent premium paid by employee	14.7%	17.1%	10.1%	10.0%	10.0%
Employee plus dependent maximum deductible in-network	\$582.69	\$1,404.76	\$2,016.67	\$400.00	\$1,000.00
Employee plus dependent maximum deductible out-of-network	\$241.67	\$1,916.67	\$1,866.67	\$400.00	\$1,000.00
Dollar amount (monthly) of employee plus spouse premium paid by employer	\$1,044.70	\$1,153.34	\$898.41	\$1,143.11	\$1,215.96
Percentage (monthly) of employee plus spouse premium paid by employer	82.4%	82.8%	87.4%	90.0%	90.0%
Dollar amount (monthly) of employee plus spouse premium paid by employee	\$222.83	\$236.49	\$151.59	\$127.00	\$135.51
Percentage (monthly) of employee plus spouse premium paid by employee	17.6%	17.2%	12.8%	10.0%	10.0%
Employee plus spouse maximum deductible in-network	\$550.00	\$1,315.48	\$1,820.00	\$400.00	\$1,000.00
Employee plus spouse maximum deductible out-of-network	\$200.00	\$1,729.17	\$1,866.67	\$400.00	\$1,000.00
Dollar amount (monthly) of employee plus family premium paid by employer	\$1,315.48	\$1,360.86	\$1,063.73	\$1,594.51	\$1,704.65
Percentage (monthly) of employee plus family premium paid by employer	78.6%	79.3%	84.6%	90.0%	90.0%
Dollar amount (monthly) of employee plus family premium paid by employee	\$357.11	\$351.55	\$240.94	\$177.16	\$189.40
Percentage (monthly) of employee plus family premium paid by employee	21.4%	20.7%	15.4%	10.0%	10.0%
Employee plus family maximum deductible in-network	\$625.00	\$1,369.00	\$2,454.55	\$600.00	Family embedded deductible 3x individual
Employee plus family maximum deductible out-of-network	\$341.67	\$1,913.16	\$2,800.00	N/A	Shared with In-Network



Dental

Exhibit 5E shows that 86.4 percent of responding peers offer employer-paid dental insurance for employees, while 52.4 percent offer employee-paid dental plan options. For employer-paid plans, the average cost to the peer employer ranges from \$73.52 for employee-only coverage to \$116.97 for employee-plus-family coverage; for employee-paid plans, the average cost to the peer employee ranges from \$18.41 for employee-only coverage to \$46.42 for employee-plus-family coverage.

By comparison, the County does not offer an employer-paid plan, but does offer two employee-paid plans. The average monthly cost to employees for both plans ranges from \$5.98 for employee-only coverage to \$11.96 for employee-plus-family coverage.

Vision

Also shown in Exhibit 5E is a comparison of vision plans. As shown, 81.8 percent of responding peers offer employer-paid vision insurance for employees, while 61.9 percent offer employee-paid plans. For employer-paid plans, the average cost to the peer employer ranges from \$12.68 for employee-only coverage to \$19.32 for employee-plus-family coverage; for employee-paid plans, the average cost to the peer employee ranges from \$4.70 for employee-only coverage to \$8.62 for employee-plus-family coverage.

By comparison, Spokane County offers an employer-paid plan that is included in the overall health plan, but does not offer a separate employee-paid plan.

Disability Plans

Exhibit 5F shows that no peers offer employer-paid short-term disability insurance for employees, while 45.5 percent offer employee-paid plans. For employee-paid short-term plans, the average maximum amount the employee pays is \$81.45 and the employee receives an average of 61.3 percent of their salary in coverage.

Also shown is that 76.2 percent of responding peers offer employer-paid long-term disability plans, while 42.9 offer employee-paid plans. For employer-paid long-term plans, the average maximum amount the employer pays is \$26.03 and the employee receives an average of 59.5 percent of their salary in coverage; for employee-paid plans, the average maximum amount the employee pays is \$13.53 and the employee receives an average of 52.3 percent of their salary in coverage.

By comparison, Spokane County offers employer-paid short-term and long-term disability coverage; for both plans, employees receive 60.0 percent of their salary in benefits. The cost to the County for the short-term plan is difficult to calculate given that it applies to only 25.0 percent of employees. The cost for long-term disability coverage is \$0.36 per \$100 of salary for non-represented employees and \$.048 per \$100 of salary for represented employees.

EXHIBIT 5E
COMPARISON OF DENTAL AND VISION PLANS OFFERED

Dental and Vision Coverage	Offered?	Average Number of Plans Offered	Average maximum monthly amount that the employee pays for employee only coverage	Average maximum monthly amount that the employee pays for employee plus dependent coverage	Average maximum monthly amount the employer pays for employee only coverage	Average maximum monthly amount the employer pays for employee plus dependent coverage
Dental Insurance	Employer Paid	2.3			\$73.52	\$116.97
	Spokane County	N/A			N/A	N/A
	Employee Paid	2.2	\$18.41	\$46.42		
	Spokane County	2.0	\$5.98	\$11.96		
Vision Insurance	Employer Paid	2.4			\$12.68	\$19.32
	Spokane County	N/A			N/A	N/A
	Employee Paid	2.4	\$4.70	\$8.62		
	Spokane County	N/A	N/A	N/A		

EXHIBIT 5F
COMPARISON OF DISABILITY PLANS OFFERED

Disability Coverage	Offered?	Maximum monthly amount employee pays for coverage	Maximum monthly amount employer pays for coverage	Percentage of salary the employee receives
Short-Term Disability	Employer Paid		N/A	N/A
	Spokane County		*	60.0%
	Employee Paid	\$81.45		61.3%
	Spokane County	N/A		N/A
Long-Term Disability	Employer Paid		\$26.03	59.5%
	Spokane County		†	60.0%
	Employee Paid	\$13.53		52.3%
	Spokane County	N/A		N/A

* Twenty-five (25) percent of employees have short-term coverage which makes it difficult to calculate an average cost to the County

† The cost for non-represented employees is \$0.36 per \$100 of salary; the cost for represented employees is \$0.48 per \$100 of salary.



Life

Exhibit 5G summarizes the life insurance offerings of responding peers and Spokane County. Overall, all responding peers offer employer-paid life insurance, 90.9 percent offer optional dependent coverage, all offer additional life insurance, and 90.0 percent provide accidental death coverage; the County offers all by comparison. The average benefit amount among responding peers was \$35,500 and cost the employer an average of \$6.75/month; the County offers a benefit of \$25,000 which costs them \$6.15/month.

**EXHIBIT 5G
COMPARISON OF LIFE INSURANCE COVERAGE**

Life Insurance	Peer Average	Spokane County
Is employer-paid life insurance offered?	100.0%	Yes
Cost (monthly) to employer for individual coverage	\$6.75	\$6.75
Dollar amount of death benefit	\$35,500	\$25,000
Is optional dependent coverage offered?	90.9%	Yes
Can the employee purchase additional life insurance if desired?	100.0%	Yes
Is accidental death insurance provided?	90.0%	Yes

5.3 RETIREMENT

Exhibit 5H shows that responding peers provide their employees an average of 2.4 retirement options, compared with the seven offered by the County. Also, 86.3 percent participate in a state retirement plan and 31.8 percent also offer at least one retirement option other than a state plan. For these non-state retirement plans, the average number of years required to fully vest in these non-state retirement plans is 2.3, 25.0 percent offer a COLA to retiree pensions, and 71.4 percent offer a disability provision.

**EXHIBIT 5H
COMPARISON OF RETIREMENT OPTIONS**

Retirement Details	Peer Average	Spokane County						
		PERS Plan 1	PERS Plan 2	PERS Plan 3	PSERS Plan 2	LEOFF Plan 2	JBM 1	JBM 2
Number of retirement plans offered	2.4							
Number of years required to fully vest.	2.3	N/A	5.0	5 and 10*	5.0	5.0	N/A	5.0
Is a COLA offered to retiree pensions?	25.0%	N/A	Yes	Yes	Yes	Yes	N/A	Yes
If offered, does COLA vary?	100.0%	N/A	DRS determines	DRS determines	DRS determines	DRS determines	N/A	DRS determines
Does the retirement plan offer a disability provision?	71.4%	N/A	Yes	Yes	Yes	Yes	N/A	Yes
Percent of salary the organization contributes to retirement option	39.1%	N/A	12.8%	12.8%	12.4%	5.4%	N/A	12.8%
Percent of salary the employee contributes to retirement option	6.0%	N/A	7.4%	5% - 15%**	7.1%	8.8%	N/A	18.5%

* Five years if over 40 years of age and 10 years if younger

** Determined by employee



Exhibit 5I summarizes a comparison of other retirement options offered between responding peers and the County. As shown, 10.0 percent of responding peers provide a Deferred Retirement Option Plan (DROP), 95.5 percent offer either a 401k, 401a, 403(b), or 457 plan, and 21.1 percent provide some other form of retirement plans; no responding peers contribute to these plans. The County, by comparison, provides 401a and 457b plans and contributes up to 12.83 percent.

**EXHIBIT 5I
COMPARISON OF OTHER RETIREMENT OPTIONS**

Other Retirement Options		Offered?	Percent of employers that contribute to plan	How much employer contributes
Deferred Retirement Option Plan (DROP)	Peer Average	10.0%	0.0%	N/A
	Spokane County	No	N/A	N/A
401k, 401a, 403(b), or 457	Peer Average	95.5%	0.0%	N/A
	Spokane County	Yes*	Yes	Up to 12.8%
Other	Peer Average	21.1%	0.0%	N/A
	Spokane County	No	N/A	N/A

* 401a and 457b

Exhibit 5J displays responses relating to retiree health coverages. As can be seen, 64.7 percent of responding peers offer health insurance to retirees, 52.9 percent offer dental insurance, 47.1 offer vision insurance, and 23.5 percent offer life insurance. By comparison, the County only allows retirees to self-pay to keep voluntary life insurance coverage.

**EXHIBIT 5J
COMPARISON OF RETIREE INSURANCE COVERAGES**

Insurance for Retirees	Peer Average	Spokane County
Is health insurance offered to retired employees?	64.7%	No
Is dental insurance offered to retired employees?	52.9%	No
Is vision insurance offered to retired employees?	47.1%	No
Is life insurance offered to retired employees?	23.5%	Yes*

* Retirees can self-pay to maintain voluntary coverage



5.4 LEAVE

Exhibit 5K shows that all responding peers offer sick and vacation/annual leave and 35.0 percent offer personal leave; Spokane County offers all three. The average monthly accrual rate among responding peers is 8.0 hours for sick leave, 6.8 hours for vacation/annual leave, and 1.4 hours for personal leave; for the County, the monthly accrual rate is 8.0 hours for sick, vacation, and personal leave.

Among responding peers, sick leave accrual begins immediately upon employment, whereas accrual of vacation/annual and personal leave requires 0.1 years of employment, on average; for the County, sick and personal leave accrual begin immediately upon employment and vacation/annual leave accrual begins after six months of employment.

The average maximum monthly sick leave accrual rate among responding peers is 8.3 hours which begins after 2.3 years of employment, on average, and caps out at an average of 379.2 hours. The average maximum monthly vacation/annual leave accrual rate among responding peers is 16.6 which begins after 16.8 years of employment, on average, and caps out at an average of 252.8 hours. The average maximum monthly personal leave accrual rate among responding peers is the same as the minimum accrual rate—1.4 hours.

Exhibit 5L summarizes policies regarding sick leave payout among peers and in Spokane County. Sick leave is paid out by 50.0 percent of responding peers upon voluntary separation and 25.0 percent upon involuntary separation. Also, 31.6 percent allow unused sick leave to count toward retirement. By comparison, the County does not pay out unused sick leave upon separation (the only exception is for Deputy Sheriffs and Corrections Officers who can cash out a maximum of 65 days) and does not allow unused sick leave to count towards retirement.

Exhibit 5L also summarizes policies regarding annual/vacation leave payout among peers and in the County. Annual/vacation leave is paid out by all responding peers upon voluntary separation and 95.0 percent upon involuntary separation. By comparison, the County pays out unused leave in both cases.



EXHIBIT 5K COMPARISON OF LEAVE ACCRUAL

Leave Accrual	Offered?	Monthly minimum accrual rate (hours)	Years of service required to begin accruing at minimum rate?	Monthly maximum accrual rate (hours)	Years of service required to begin accruing at maximum rate?	Absolute maximum total accrual for a year (hours)
Sick Leave	100.0%	8.0	0.0	8.3	2.3	379.2
	Yes	8.0	0.0	8.0	0.0	N/A
Annual/Vacation Leave	100.0%	6.8	0.1	16.6	16.8	252.8
	Yes	8.0	0.5	18.0	25.0	216.0
Personal Leave	35.0%	1.4	0.0	1.4	0.0	19.9
	Yes	8.0	0.0	8.0	0.0	8.0*

* As exceptions, Public Works employees receive two personal holidays (16 hours) and Deputy Sheriff's Association employees receive seven days (56 hours).

EXHIBIT 5L COMPARISON OF PAID LEAVE POLICIES

Paid Leave Upon Separation	Paid out upon voluntary separation?	If so, are hours capped?	If so, what are the maximum hours?	Paid out upon involuntary separation?	If so, are hours capped?	If so, what are the maximum hours?	Can unused leave count towards retirement?
Sick Leave	57.1%	90.9%	1328.0	33.3%	83.3%	1320.0	31.6%
	No*	N/A	N/A	No*	N/A	N/A	No
Annual/Vacation Leave	95.2%	41.2%	295.3	95.2%	47.1%	296.0	
	Yes	No	N/A	Yes	No	N/A	

* The only exception is Deputy Sheriffs and Corrections Officers that can cash out a maximum of 65 days



5.5 FRINGE BENEFITS

Exhibit 5M displays a comparison of wellness programs offered between responding peers and the County. Among responding peers, 81.0 percent offer a wellness program to employees, 60.0 percent provide either a gym membership, discounted gym membership, or access to gym, 40.0 percent offer fitness classes, 25.0 percent provide healthy food and snack options, 45.0 percent provide flexible work hours to facilitate physical activity, and 35.0 percent offer weight management incentive programs. By comparison, the County offers all these, except for healthy food and snack options.

**EXHIBIT 5M
WELLNESS PROGRAMS**

Wellness Programs	Peer Average	Spokane County
Is a wellness program offered to employees?	81.0%	Yes
Is gym membership, discounted gym membership, or access to a gym provided to employees?	60.0%	Yes
Are fitness classes offered to employees?	40.0%	Yes
Are healthy food and snack options offered to employees?	25.0%	No
Are flexible work hours in order to facilitate physical activity offered to employees?	45.0%	Yes
Are weight management incentive programs offered to employees?	35.0%	Yes

As shown in Exhibit 5N, all responding peers offer an Employee Assistance Program (EAP), with an average of 5.5 annual visits available, and all those responding positively provide benefits to family members, in addition to the employee. By comparison, the County offers an EAP to employees and their family members and caps annual visits at five.

**EXHIBIT 5N
EMPLOYEE ASSISTANCE PROGRAMS**

Employee Assistance Program	Peer Average	Spokane County
Is an employer-paid Employee Assistance Program offered?	100.0%	Yes
If so, are benefits available to family members, as well as the employee?	100.0%	Yes
Number of annual visits provided?	5.5	5.0

As seen in Exhibit 5O, 75.0 percent of responding peers indicated that they provide some type of tuition reimbursement for employees and the average plan limit is \$4,286 annually. The County also offers a tuition reimbursement of up to \$1,000.



EXHIBIT 5O TUITION REIMBURSEMENT

Tuition Reimbursement	Peer Average	Spokane County
Is tuition reimbursement offered?	75.0%	Yes
If so, what is the limit?	\$4,286	Up to \$1,000

Exhibit 5P shows that, like the County, 40.0 percent of responding peers offer employees additional training and professional development. Of those providing training, 33.3 percent place a limit on the amount, as does Spokane County which places a limit of \$1,000.

EXHIBIT 5P TRAINING AND PROFESSIONAL DEVELOPMENT

Training and Professional Development	Peer Average	Spokane County
Is an employer-paid incentive program offered to employees seeking additional training and professional development?	40.0%	Yes
If so, is there a limit?	33.3%	Yes*

* \$1,000 limit

As shown in Exhibit 5Q, 94.4 percent of responding peers provide employees with parking, with an average monthly charge of \$32.27. For those that do not provide parking, 9.1 percent reimburse employees for parking-related expenses. Also, 66.7 percent of responding peers offer employees some form of incentive to use alternative forms of transportation (mass transit, biking, etc.).

By comparison, the County provides parking to employees at a charge of \$15/month. Also, the County offers employees some form of incentive to use alternative forms of transportation.

EXHIBIT 5Q PARKING

Parking	Peer Average	Spokane County
Is parking provided for employees?	94.4%	Yes
If so, what is the monthly charge for using the provided parking?	\$32.27	\$15.00
If not, are employees reimbursed for any parking-related expenses?	9.1%	N/A
Are incentives offered to employees for alternative forms of transportation (i.e. mass transit, biking, etc.)?	66.7%	Yes*

* Reduced cost bus pass program and free cab ride home if emergency comes up when alternative transportation is used

As seen in Exhibit 5R, 40.0 percent of responding peers offer longevity pay, 31.6 percent offer merit raise, 10.0 percent offer merit bonuses, and 20.0 percent offer some other form of incentive pay. By contrast, the County only offers longevity pay and no other form of incentive pay.

**EXHIBIT 5R
ADDITIONAL PAY**

Additional Pay	Offered?	Spokane County
Longevity Pay	40.0%	Yes
Merit Raises	31.6%	No
Merit Bonuses	10.0%	No
Other	20.0%	No

Paid Holidays

The percentage of peers that offer various paid holidays is shown in Exhibit 5S. On average, responding peers offer 10.7 holidays to employees, compared to the 10 offered by the County.

**EXHIBIT 5S
PAID HOLIDAYS**

Paid Holiday	Peer Average	Spokane County
New Year's Day	100.0%	Yes
New Year's Eve	10.0%	No
Martin Luther King, Jr. Day	90.0%	Yes
Lincoln's Birthday	10.0%	No
Washington's Birthday	10.0%	No
Presidents Day	90.0%	Yes
Good Friday	5.0%	No
Memorial Day	100.0%	Yes
Independence Day	100.0%	Yes
Labor Day	100.0%	Yes
Veteran's Day	85.0%	Yes
Thanksgiving Day	100.0%	Yes
Day after Thanksgiving	70.0%	Yes
Christmas Eve	15.0%	No
Christmas Day	100.0%	Yes
Personal Holiday	45.0%	Yes
Employee Birthday	5.6%	No
Total paid holidays observed	10.7	10.0



As seen in Exhibit 5T, 50.0 percent of responding peers provide straight time holiday pay to their employees, 11.8 percent pay time and a half if the hours worked exceed the maximum for straight time, and 23.5 percent pay time and a half regardless of the hours worked during the pay period. By comparison, the County pays employees straight time during paid holidays.

EXHIBIT 5T HOLIDAY PAY POLICIES

Holiday Policies	Peer Average	Spokane County
How are employees paid for holidays?		
Straight time	50.0%	No
Time and a half if hours worked exceed maximum for straight time	11.8%	No
Time and a half regardless of hours worked during the pay period	23.5%	Yes

5.6 TOTAL COMPENSATION

Thus far, this report has analyzed salaries and benefits in isolation and, while these components of compensation impact employee recruitment and retention, employees do not consider them in isolation. Therefore, it is necessary to take a more holistic view of total compensation. Total compensation refers to the total dollar amount an employee receives from the organization and is generally calculated as the employee's salary plus all benefits (expressed as a dollar amount).

Benefits as a percent of total compensation is a broad common indicator that is used to assess how generous benefits are at individual organizations. Benefits as a percentage of total compensation is calculated by dividing benefits by the amount of total compensation. Benefits as a percentage of total compensation for Spokane County is approximately 32.4 percent—more than the market average of 26.5 percent.

In order to approximate the County's market position in terms of total compensation, salary and benefits data were analyzed for all peers that provided salary data and indicated the percentage of total compensation that benefits comprise. For each of these peers, salary data provided during the salary survey were analyzed to calculate the average pay at the minimum, 25th percentile, midpoint, 75th percentile, and maximum of all surveyed pay ranges. With a knowledge of the percentage of total compensation that benefits comprise in each organization, a calculation was made to determine the monetary value of the benefits package at each point along the pay range. A simple addition of the pay and benefits yielded the total value of compensation for each peer.

Exhibit 5U shows that while the County falls below the market average in terms of salary—ranging from 7.0 percent below at the minimum and 5.8 percent below at the maximum—it is ahead of the market average in terms of benefits—ranging from 23.3 percent above at the minimum and 24.9 percent above at the maximum. Thus, in terms of total compensation,



the County is more competitive with the market average—ranging from 1.0 percent above market at the minimum to 2.3 percent above at the maximum—than a comparison of salaries alone would indicate.

EXHIBIT 5U COMPARISON OF TOTAL COMPENSATION

Organization		Minimum	25th Percentile	Midpoint	75th Percentile	Maximum	Benefits as Percentage of Total Compensation
Peer Average	Average Pay Rate	\$23.80	\$25.74	\$27.70	\$29.66	\$31.60	26.5%
	Value of Benefits	\$8.60	\$9.30	\$10.01	\$10.72	\$11.42	
	Total Compensation	\$32.40	\$35.04	\$37.71	\$40.38	\$43.02	
Spokane County	Average Pay Rate	\$22.13	\$24.04	\$25.95	\$27.85	\$29.76	32.4%
	Value of Benefits	\$10.61	\$11.52	\$12.44	\$13.35	\$14.26	
	Total Compensation	\$32.74	\$35.56	\$38.38	\$41.20	\$44.02	
Difference	Average Pay Rate*	-7.0%	-6.6%	-6.3%	-6.1%	-5.8%	24.0%
	Value of Benefits	23.3%	23.9%	24.2%	24.5%	24.9%	
	Total Compensation	1.0%	1.5%	1.8%	2.0%	2.3%	

* The differences in average pay rate between Spokane County and market peers differs here from those figures displayed in Exhibit 4B due a smaller sample size being used to calculate the value of total compensation.

5.7 CONCLUSION

Overall, while Spokane County was found to be behind the market in terms of pay, it is ahead of the market in terms of benefits provided. The results were not surprising in that when single benefits were analyzed in isolation, many of the County's offerings appeared more generous than those offered by peers.



Chapter 6 – Recommendations

6.1 INTRODUCTION

The recommendations in this chapter seek to build on the strengths of the compensation plan for Spokane County and also to address the challenges observed through the course of the study. Each recommendation has also been developed to address a specific need based on the collected information while taking into account the external environment. Arriving at the overall solution for Spokane County was a detailed process involving all components of the research conducted which was presented in previous chapters of this report.

Evergreen's analysis of the County's compensation system revealed opportunities for improvement that are common in the public sector. The recommendations presented in this chapter seek to address the areas of opportunity discovered over the course of the study. Evergreen is proposing changes to the salary structure as a foundation, while improving slotting accuracy (the equitable placement of positions within an organization based on each position's assigned duties and responsibilities) and market competitiveness. Using this methodology, Evergreen developed a solution that improves the competitive position of the County relative to its market peers while seeking to preserve slotting relationships.

Note: It is important to note that this study was limited to compensation and did not analyze employee classifications.

6.2 COMPENSATION FINDINGS AND RECOMMENDATIONS

The compensation system analysis consisted of two parts: an assessment of the current compensation system and an external salary survey. Upon receiving data related to the County's pay plan and employees, an assessment was performed to examine the nature of the existing pay plan, the progression of employee salaries through pay grades, employee tenure, and the distribution of employees in the County. The findings of this analysis are summarized in **Chapter 3** of this report.

During the external salary survey, the County's pay ranges for selected benchmark classifications were compared to the average of the identified market. Details regarding the external salary survey were provided in **Chapter 4** of this report.

FINDING

Ensuring that the structural elements of a salary table are competitive with the market is just as important as ensuring actual salaries are competitive with other organizations. As such, a



component of this study included assessing the structure (pay plans) used in administering compensation in Spokane County.

The current system, made up of multiple pay plans, has a number of inconsistencies as discussed in **Chapter 3**:

- **Range Spread** – Range spreads (the difference between the minimum and maximum salary levels for each pay grade) are generally set between 50 and 70 percent for best practice. Range spreads found in Plans 352, N75, and N80 experience very little variation. However, they are relatively narrow compared to best practice.
- **Midpoint Progression** – Midpoint progression (the difference between the midpoints of pay grades) is generally set between 3 to 5 percent for best practice. Pay Plan 352 features very irregular and inconsistent progression, while Plans N75 and N80 feature perfectly consistent progression. All three plans feature midpoint progression lower than best practice, especially Plans N75 and N80.
- **Grades** – A pay plan that features a large number of pay grades results in a compensation system that is more difficult to understand and administer. Between the four current pay plans, there are 10,695 pay grades (coming almost entirely from plans N75 and N80 which each contain 5,330 grades separately).

In order to address these concerns, Evergreen is proposing changes to the County's existing pay plan. The recommended step plan for regular employees in **Exhibit 6A** (summarized in **Exhibit 6B**) features:

- 31 separate pay grades with 13 steps each;
- a constant range spread of 40.0 percent in each pay grade;
- a constant progression between steps of 2.8 percent; and
- a constant midpoint progression between pay grades of four percent.

The proposed pay plan conforms to best practice, while using the existing County pay plans as a framework. The proposed pay plan will allow the County to slot classifications at or near market value now and moving forward as positions are created or revised, as well as ensure external equity across all positions.

RECOMMENDATION 1: Adopt the proposed step plan displayed in Exhibit 6A to simplify and bring consistency to the system.



EXHIBIT 6A PROPOSED STEP PLAN

Grade	1	2	3	4	5	6	7	8	9	10	11	12	13
100	\$14.50	\$14.91	\$15.34	\$15.77	\$16.22	\$16.68	\$17.16	\$17.64	\$18.15	\$18.66	\$19.19	\$19.74	\$20.30
110	\$15.08	\$15.51	\$15.95	\$16.40	\$16.87	\$17.35	\$17.84	\$18.35	\$18.87	\$19.41	\$19.96	\$20.53	\$21.11
120	\$15.68	\$16.13	\$16.59	\$17.06	\$17.54	\$18.04	\$18.56	\$19.08	\$19.63	\$20.19	\$20.76	\$21.35	\$21.96
130	\$16.31	\$16.77	\$17.25	\$17.74	\$18.25	\$18.77	\$19.30	\$19.85	\$20.41	\$20.99	\$21.59	\$22.20	\$22.83
140	\$16.96	\$17.45	\$17.94	\$18.45	\$18.98	\$19.52	\$20.07	\$20.64	\$21.23	\$21.83	\$22.45	\$23.09	\$23.75
150	\$17.64	\$18.14	\$18.66	\$19.19	\$19.74	\$20.30	\$20.87	\$21.47	\$22.08	\$22.71	\$23.35	\$24.02	\$24.70
160	\$18.35	\$18.87	\$19.41	\$19.96	\$20.52	\$21.11	\$21.71	\$22.33	\$22.96	\$23.61	\$24.29	\$24.98	\$25.69
170	\$19.08	\$19.62	\$20.18	\$20.76	\$21.35	\$21.95	\$22.58	\$23.22	\$23.88	\$24.56	\$25.26	\$25.97	\$26.71
180	\$19.84	\$20.41	\$20.99	\$21.59	\$22.20	\$22.83	\$23.48	\$24.15	\$24.83	\$25.54	\$26.27	\$27.01	\$27.78
190	\$20.64	\$21.22	\$21.83	\$22.45	\$23.09	\$23.74	\$24.42	\$25.11	\$25.83	\$26.56	\$27.32	\$28.09	\$28.89
200	\$21.46	\$22.07	\$22.70	\$23.35	\$24.01	\$24.69	\$25.40	\$26.12	\$26.86	\$27.62	\$28.41	\$29.22	\$30.05
210	\$22.32	\$22.96	\$23.61	\$24.28	\$24.97	\$25.68	\$26.41	\$27.16	\$27.94	\$28.73	\$29.55	\$30.39	\$31.25
220	\$23.21	\$23.88	\$24.55	\$25.25	\$25.97	\$26.71	\$27.47	\$28.25	\$29.05	\$29.88	\$30.73	\$31.60	\$32.50
230	\$24.14	\$24.83	\$25.54	\$26.26	\$27.01	\$27.78	\$28.57	\$29.38	\$30.21	\$31.07	\$31.96	\$32.87	\$33.80
240	\$25.11	\$25.82	\$26.56	\$27.31	\$28.09	\$28.89	\$29.71	\$30.55	\$31.42	\$32.32	\$33.24	\$34.18	\$35.15
250	\$26.11	\$26.86	\$27.62	\$28.41	\$29.21	\$30.04	\$30.90	\$31.78	\$32.68	\$33.61	\$34.57	\$35.55	\$36.56
260	\$27.16	\$27.93	\$28.72	\$29.54	\$30.38	\$31.25	\$32.13	\$33.05	\$33.99	\$34.95	\$35.95	\$36.97	\$38.02
270	\$28.24	\$29.05	\$29.87	\$30.72	\$31.60	\$32.50	\$33.42	\$34.37	\$35.35	\$36.35	\$37.39	\$38.45	\$39.54
280	\$29.37	\$30.21	\$31.07	\$31.95	\$32.86	\$33.80	\$34.76	\$35.74	\$36.76	\$37.81	\$38.88	\$39.99	\$41.12
290	\$30.55	\$31.42	\$32.31	\$33.23	\$34.18	\$35.15	\$36.15	\$37.17	\$38.23	\$39.32	\$40.44	\$41.59	\$42.77
300	\$31.77	\$32.67	\$33.60	\$34.56	\$35.54	\$36.55	\$37.59	\$38.66	\$39.76	\$40.89	\$42.05	\$43.25	\$44.48
310	\$33.04	\$33.98	\$34.95	\$35.94	\$36.96	\$38.01	\$39.10	\$40.21	\$41.35	\$42.53	\$43.74	\$44.98	\$46.26
320	\$34.36	\$35.34	\$36.35	\$37.38	\$38.44	\$39.54	\$40.66	\$41.82	\$43.01	\$44.23	\$45.49	\$46.78	\$48.11
330	\$35.74	\$36.75	\$37.80	\$38.87	\$39.98	\$41.12	\$42.29	\$43.49	\$44.73	\$46.00	\$47.31	\$48.65	\$50.03
340	\$37.17	\$38.22	\$39.31	\$40.43	\$41.58	\$42.76	\$43.98	\$45.23	\$46.51	\$47.84	\$49.20	\$50.60	\$52.04
350	\$38.65	\$39.75	\$40.88	\$42.05	\$43.24	\$44.47	\$45.74	\$47.04	\$48.37	\$49.75	\$51.17	\$52.62	\$54.12
360	\$40.20	\$41.34	\$42.52	\$43.73	\$44.97	\$46.25	\$47.57	\$48.92	\$50.31	\$51.74	\$53.21	\$54.72	\$56.28
370	\$41.81	\$43.00	\$44.22	\$45.48	\$46.77	\$48.10	\$49.47	\$50.88	\$52.32	\$53.81	\$55.34	\$56.91	\$58.53
380	\$43.48	\$44.72	\$45.99	\$47.30	\$48.64	\$50.03	\$51.45	\$52.91	\$54.42	\$55.96	\$57.55	\$59.19	\$60.87
390	\$45.22	\$46.51	\$47.83	\$49.19	\$50.59	\$52.03	\$53.51	\$55.03	\$56.59	\$58.20	\$59.86	\$61.56	\$63.31
400	\$47.03	\$48.37	\$49.74	\$51.16	\$52.61	\$54.11	\$55.65	\$57.23	\$58.86	\$60.53	\$62.25	\$64.02	\$65.84



**EXHIBIT 6B
SUMMARIZED PAY PLAN**

Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Grade Progression
100	\$14.50	\$17.40	\$20.30	40.0%	-
110	\$15.08	\$18.10	\$21.11	40.0%	4.0%
120	\$15.68	\$18.82	\$21.96	40.0%	4.0%
130	\$16.31	\$19.57	\$22.83	40.0%	4.0%
140	\$16.96	\$20.36	\$23.75	40.0%	4.0%
150	\$17.64	\$21.17	\$24.70	40.0%	4.0%
160	\$18.35	\$22.02	\$25.69	40.0%	4.0%
170	\$19.08	\$22.90	\$26.71	40.0%	4.0%
180	\$19.84	\$23.81	\$27.78	40.0%	4.0%
190	\$20.64	\$24.77	\$28.89	40.0%	4.0%
200	\$21.46	\$25.76	\$30.05	40.0%	4.0%
210	\$22.32	\$26.79	\$31.25	40.0%	4.0%
220	\$23.21	\$27.86	\$32.50	40.0%	4.0%
230	\$24.14	\$28.97	\$33.80	40.0%	4.0%
240	\$25.11	\$30.13	\$35.15	40.0%	4.0%
250	\$26.11	\$31.34	\$36.56	40.0%	4.0%
260	\$27.16	\$32.59	\$38.02	40.0%	4.0%
270	\$28.24	\$33.89	\$39.54	40.0%	4.0%
280	\$29.37	\$35.25	\$41.12	40.0%	4.0%
290	\$30.55	\$36.66	\$42.77	40.0%	4.0%
300	\$31.77	\$38.13	\$44.48	40.0%	4.0%
310	\$33.04	\$39.65	\$46.26	40.0%	4.0%
320	\$34.36	\$41.24	\$48.11	40.0%	4.0%
330	\$35.74	\$42.89	\$50.03	40.0%	4.0%
340	\$37.17	\$44.60	\$52.04	40.0%	4.0%
350	\$38.65	\$46.39	\$54.12	40.0%	4.0%
360	\$40.20	\$48.24	\$56.28	40.0%	4.0%
370	\$41.81	\$50.17	\$58.53	40.0%	4.0%
380	\$43.48	\$52.18	\$60.87	40.0%	4.0%
390	\$45.22	\$54.26	\$63.31	40.0%	4.0%
400	\$47.03	\$56.44	\$65.84	40.0%	4.0%



FINDING

In order to ensure that classifications are being compensated competitively in comparison to the market, Evergreen proceeded to determine the placement of classifications within the new pay plan, using the results of the market salary survey as a guide. As examined in **Chapter 4**, the survey evaluated the relative competitive market position of the compensation system in Spokane County in terms of pay only. However, as discussed in **Chapter 5**, it is important to recognize that pay is only one component of total compensation. Therefore, the market data were adjusted to approximate the value of total compensation in order to better guide the placement of classifications.

For those positions not included in the salary survey, a regression analysis was conducted to determine the relationship between existing County pay ranges and the market average ranges for those positions surveyed. Doing so allows Evergreen to predict an approximate recommended minimum, midpoint, and maximum value for each classification which is used to guide the slotting of positions into the proposed pay grades. This process can result in both positive and negative gaps between the market value of a position and its recommended placement. This analysis provides direction for the preliminarily slotting of positions only. Additional adjustments are generally made to maintain existing hierarchy and to account for the County's understanding and knowledge of each position which cannot be captured through market data. As with the market data, the results of the regression analysis were adjusted to approximate the value of total compensation.

Based on these analyses, **Exhibit 6C** displays the proposed placement of each classification into a specific pay grade, along with its associated pay range (not including benefits). Note that classifications were slotted based on current titles, as this was a compensation study and not a classification study.

RECOMMENDATION 2: Adopt the proposed grade order list in **Exhibit 6C**, which ensures appropriate grading within the current classification structure of Spokane County.

According to the County's compensation philosophy, the goal is to match the market in terms of total compensation. **Exhibit 6D** displays each classification in the County and its average market value in terms of total compensation (pay and benefits)—where market data exist—and compares it with the proposed pay ranges presented in **Exhibit 6C** which have been adjusted to show an approximate value of total compensation in the County. This comparison guided Evergreen in the proposed placement of classifications within the new pay plan.



**EXHIBIT 6C
PROPOSED GRADE ORDER LIST
PAY ONLY**

Classification Title	Proposed Pay Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Legal Office Assistant 1	100	\$14.50	\$17.40	\$20.30
Office Assistant 2	100	\$14.50	\$17.40	\$20.30
Office Assistant 3	110	\$15.08	\$18.10	\$21.11
Shelter Technician	110	\$15.08	\$18.10	\$21.11
Legal Office Assistant 2	120	\$15.68	\$18.82	\$21.96
Mail Clerk	120	\$15.68	\$18.82	\$21.96
Office Assistant 4	120	\$15.68	\$18.82	\$21.96
Office Technician 2	120	\$15.68	\$18.82	\$21.96
Secretary 1	120	\$15.68	\$18.82	\$21.96
Accounting Technician 2	130	\$16.31	\$19.57	\$22.83
Animal Services Representative	130	\$16.31	\$19.57	\$22.83
Customer Accounting Specialist 1	130	\$16.31	\$19.57	\$22.83
Election/Voter Services Technician	140	\$16.96	\$20.36	\$23.75
Licensed Veterinary Technician	140	\$16.96	\$20.36	\$23.75
Maintenance Worker 1	140	\$16.96	\$20.36	\$23.75
Paralegal 1	140	\$16.96	\$20.36	\$23.75
Recording Specialist	140	\$16.96	\$20.36	\$23.75
Road Maintenance Specialist 1	140	\$16.96	\$20.36	\$23.75
Secretary 2	140	\$16.96	\$20.36	\$23.75
Shelter Technician, Senior	140	\$16.96	\$20.36	\$23.75
Accounting Technician 3	150	\$17.64	\$21.17	\$24.70
Administrative Specialist 2	150	\$17.64	\$21.17	\$24.70
Animal Protection Officer	150	\$17.64	\$21.17	\$24.70
Behavior Healthcare Customer Care Representative	150	\$17.64	\$21.17	\$24.70
Board of Equalization Specialist 2	150	\$17.64	\$21.17	\$24.70
Court Clerk	150	\$17.64	\$21.17	\$24.70
Court Process Clerk	150	\$17.64	\$21.17	\$24.70
Customer Accounting Specialist 2	150	\$17.64	\$21.17	\$24.70
Detention - Cook	150	\$17.64	\$21.17	\$24.70
Detention - Technical Assistant	150	\$17.64	\$21.17	\$24.70
District Court Judicial Assistant	150	\$17.64	\$21.17	\$24.70
License Specialist	150	\$17.64	\$21.17	\$24.70
Park Operations Trades Specialist	150	\$17.64	\$21.17	\$24.70
Sheriff Technical Assistant 2	150	\$17.64	\$21.17	\$24.70
Appraisal Support Specialist	160	\$18.35	\$22.02	\$25.69
Building Maintenance Specialist	160	\$18.35	\$22.02	\$25.69
Case Management Specialist	160	\$18.35	\$22.02	\$25.69
Court Staff Assistant	160	\$18.35	\$22.02	\$25.69
Election/Voter Services Lead	160	\$18.35	\$22.02	\$25.69
Juvenile Corrections Officer	160	\$18.35	\$22.02	\$25.69
Legal Secretary	160	\$18.35	\$22.02	\$25.69
Maintenance Worker 2	160	\$18.35	\$22.02	\$25.69
Personal Property Evaluator	160	\$18.35	\$22.02	\$25.69
Probation Services Specialist	160	\$18.35	\$22.02	\$25.69
Property Claims Processor	160	\$18.35	\$22.02	\$25.69
Property Records Technician	160	\$18.35	\$22.02	\$25.69
Road Maintenance Specialist 2	160	\$18.35	\$22.02	\$25.69
Buyer 1	170	\$19.08	\$22.90	\$26.71
Customer Accounting Specialist 3	170	\$19.08	\$22.90	\$26.71
Detention - Senior Technical Assistant	170	\$19.08	\$22.90	\$26.71
Detention - Trades Specialist 2	170	\$19.08	\$22.90	\$26.71
Golf Course Maintenance Specialist	170	\$19.08	\$22.90	\$26.71
License Specialist - Lead	170	\$19.08	\$22.90	\$26.71
Park Operations Maintenance Worker	170	\$19.08	\$22.90	\$26.71
Parts Assistant/Pickup Driver	170	\$19.08	\$22.90	\$26.71
Recording Specialist, Senior	170	\$19.08	\$22.90	\$26.71



EXHIBIT 6C (Continued)
PROPOSED GRADE ORDER LIST
PAY ONLY

Classification Title	Proposed Pay Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Sheriff Technical Assistant 3	170	\$19.08	\$22.90	\$26.71
Shop Clerk	170	\$19.08	\$22.90	\$26.71
Special Programs Coordinator - SCRAP	170	\$19.08	\$22.90	\$26.71
Staff Assistant 1	170	\$19.08	\$22.90	\$26.71
Trades Specialist 2	170	\$19.08	\$22.90	\$26.71
Treasury Specialist	170	\$19.08	\$22.90	\$26.71
Administrative Services Technician	180	\$19.84	\$23.81	\$27.78
Boiler Maintenance Specialist	180	\$19.84	\$23.81	\$27.78
Bridge Carpenter 1	180	\$19.84	\$23.81	\$27.78
Building and Planning Project Coordinator 1	180	\$19.84	\$23.81	\$27.78
Digital Forensic Technician	180	\$19.84	\$23.81	\$27.78
Education Program Specialist	180	\$19.84	\$23.81	\$27.78
Engineering Technician 1	180	\$19.84	\$23.81	\$27.78
Family Law Process Server/Investigator	180	\$19.84	\$23.81	\$27.78
Forensic Technician	180	\$19.84	\$23.81	\$27.78
Housing and Community Support Specialist	180	\$19.84	\$23.81	\$27.78
Peer Support Specialist	180	\$19.84	\$23.81	\$27.78
Plans and Specifications Technician	180	\$19.84	\$23.81	\$27.78
Road Maintenance Specialist 3	180	\$19.84	\$23.81	\$27.78
Accounting Technician 4	190	\$20.64	\$24.77	\$28.89
Assistant Golf Course Superintendent	190	\$20.64	\$24.77	\$28.89
Automotive Technician	190	\$20.64	\$24.77	\$28.89
Bridge Carpenter 2	190	\$20.64	\$24.77	\$28.89
Clerk of the Board of Equalization	190	\$20.64	\$24.77	\$28.89
Criminal History Specialist	190	\$20.64	\$24.77	\$28.89
Detention - Accounting Technician 4	190	\$20.64	\$24.77	\$28.89
Detention - Shop Worker	190	\$20.64	\$24.77	\$28.89
Detention - Staff Assistant	190	\$20.64	\$24.77	\$28.89
Election/Voter Services Supervisor	190	\$20.64	\$24.77	\$28.89
Event Maintenance Coordinator	190	\$20.64	\$24.77	\$28.89
Event Production Coordinator	190	\$20.64	\$24.77	\$28.89
Fair Coordinator	190	\$20.64	\$24.77	\$28.89
GIS Specialist	190	\$20.64	\$24.77	\$28.89
Judicial Assistant	190	\$20.64	\$24.77	\$28.89
License Specialist Field Liaison	190	\$20.64	\$24.77	\$28.89
Office Supervisor	190	\$20.64	\$24.77	\$28.89
Payment Control Technician	190	\$20.64	\$24.77	\$28.89
Program Specialist	190	\$20.64	\$24.77	\$28.89
Property Records Supervisor	190	\$20.64	\$24.77	\$28.89
Public Records Specialist	190	\$20.64	\$24.77	\$28.89
Residential Appraiser	190	\$20.64	\$24.77	\$28.89
Segregation and Mapping Technician 1	190	\$20.64	\$24.77	\$28.89
Senior Judicial Assistant	190	\$20.64	\$24.77	\$28.89
Shelter Operations Manager	190	\$20.64	\$24.77	\$28.89
Sheriff - Registration Coordinator	190	\$20.64	\$24.77	\$28.89
Shop Worker - Truck and Equipment Mechanic	190	\$20.64	\$24.77	\$28.89
Staff Assistant 2	190	\$20.64	\$24.77	\$28.89
Trades Supervisor	190	\$20.64	\$24.77	\$28.89
Traffic Sign Technician 2	190	\$20.64	\$24.77	\$28.89
Treasury Specialist, Senior	190	\$20.64	\$24.77	\$28.89
Vehicle License Supervisor	190	\$20.64	\$24.77	\$28.89
Veteran Services Officer	190	\$20.64	\$24.77	\$28.89
Victim/Witness Program Specialist	190	\$20.64	\$24.77	\$28.89
Voter Services Specialist	190	\$20.64	\$24.77	\$28.89
Wastewater Collect Systems Specialist 1	190	\$20.64	\$24.77	\$28.89
Accountant	200	\$21.46	\$25.76	\$30.05



EXHIBIT 6C (Continued)
PROPOSED GRADE ORDER LIST
PAY ONLY

Classification Title	Proposed Pay Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Administrative Assistant 1	200	\$21.46	\$25.76	\$30.05
Bridge Carpenter 3	200	\$21.46	\$25.76	\$30.05
Buyer 2	200	\$21.46	\$25.76	\$30.05
Civil Service Specialist	200	\$21.46	\$25.76	\$30.05
Commissioners Executive Assistant	200	\$21.46	\$25.76	\$30.05
Diversion Case Manager	200	\$21.46	\$25.76	\$30.05
Engineering Technician 2	200	\$21.46	\$25.76	\$30.05
Executive Assistant	200	\$21.46	\$25.76	\$30.05
Field Operations Manager	200	\$21.46	\$25.76	\$30.05
Fiscal Grant Specialist	200	\$21.46	\$25.76	\$30.05
Housing and Community Support Specialist 2	200	\$21.46	\$25.76	\$30.05
Human Resources Specialist	200	\$21.46	\$25.76	\$30.05
Investigator	200	\$21.46	\$25.76	\$30.05
MH Court Case Manager - District Court	200	\$21.46	\$25.76	\$30.05
Park Operations Lead Equipment Mechanic	200	\$21.46	\$25.76	\$30.05
Parts Issuer	200	\$21.46	\$25.76	\$30.05
Staff Assistant	200	\$21.46	\$25.76	\$30.05
Staff Assistant - Sheriff	200	\$21.46	\$25.76	\$30.05
Traffic Sign Technician 3	200	\$21.46	\$25.76	\$30.05
Traffic Signal Technician 3	200	\$21.46	\$25.76	\$30.05
Treasury Control Officer	200	\$21.46	\$25.76	\$30.05
Wastewater Collect Systems Specialist 2	200	\$21.46	\$25.76	\$30.05
Building and Planning Senior Services Coordinator	210	\$22.32	\$26.79	\$31.25
Building and Planning Services Coordinator 2	210	\$22.32	\$26.79	\$31.25
Court Staff Assistant, Senior	210	\$22.32	\$26.79	\$31.25
Detention - Office Supervisor	210	\$22.32	\$26.79	\$31.25
Office Manager	210	\$22.32	\$26.79	\$31.25
Paralegal 2	210	\$22.32	\$26.79	\$31.25
Park Ranger	210	\$22.32	\$26.79	\$31.25
Parts Lead Worker	210	\$22.32	\$26.79	\$31.25
Probation Officer 1	210	\$22.32	\$26.79	\$31.25
Program Specialist - Emergency Management	210	\$22.32	\$26.79	\$31.25
Segregation and Mapping Technician 2	210	\$22.32	\$26.79	\$31.25
Staff Assistant 3	210	\$22.32	\$26.79	\$31.25
Traffic Signal Technician 4	210	\$22.32	\$26.79	\$31.25
Utilities Account Analyst	210	\$22.32	\$26.79	\$31.25
Wastewater Collect Systems Specialist 3	210	\$22.32	\$26.79	\$31.25
Workers Compensation Claims Adjudicator	210	\$22.32	\$26.79	\$31.25
Associate Planner 1	220	\$23.21	\$27.86	\$32.50
Behavioral Healthcare Ombudsman	220	\$23.21	\$27.86	\$32.50
Communications Officer	220	\$23.21	\$27.86	\$32.50
Commute Trip Reduction Coordinator	220	\$23.21	\$27.86	\$32.50
Detention - Case Manager	220	\$23.21	\$27.86	\$32.50
Energy Management System Specialist	220	\$23.21	\$27.86	\$32.50
Engineering Technician 3	220	\$23.21	\$27.86	\$32.50
Equipment Maintenance Supervisor 1	220	\$23.21	\$27.86	\$32.50
Lead Boiler Maintenance Specialist	220	\$23.21	\$27.86	\$32.50
Parks Operations Supervisor	220	\$23.21	\$27.86	\$32.50
Pretrial Services Officer	220	\$23.21	\$27.86	\$32.50
Probation Counselor 1	220	\$23.21	\$27.86	\$32.50
Program Planner/Evaluator	220	\$23.21	\$27.86	\$32.50
Program Specialist 2 - Emergency Management	220	\$23.21	\$27.86	\$32.50
Recording Supervisor	220	\$23.21	\$27.86	\$32.50
Recreation Coordinator	220	\$23.21	\$27.86	\$32.50
Security Coordinator	220	\$23.21	\$27.86	\$32.50
Senior Accountant	220	\$23.21	\$27.86	\$32.50



EXHIBIT 6C (Continued)
PROPOSED GRADE ORDER LIST
PAY ONLY

Classification Title	Proposed Pay Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Telecommunications Specialist	220	\$23.21	\$27.86	\$32.50
Trades Supervisor 2	220	\$23.21	\$27.86	\$32.50
Vehicle Fleet Analyst	220	\$23.21	\$27.86	\$32.50
Autopsy Assistant	230	\$24.14	\$28.97	\$33.80
Bridge Maintenance Supervisor	230	\$24.14	\$28.97	\$33.80
Building and Planning Plans Examiner 1	230	\$24.14	\$28.97	\$33.80
Building and Planning Project Coordinator 2	230	\$24.14	\$28.97	\$33.80
Buyer 3	230	\$24.14	\$28.97	\$33.80
Chief Building Maintenance Specialist	230	\$24.14	\$28.97	\$33.80
Commercial Appraiser	230	\$24.14	\$28.97	\$33.80
Community Development Specialist 2	230	\$24.14	\$28.97	\$33.80
Computer Application Specialist 2	230	\$24.14	\$28.97	\$33.80
County Clerk Division Supervisor	230	\$24.14	\$28.97	\$33.80
Criminal Defense Investigator	230	\$24.14	\$28.97	\$33.80
Deputy Medical Investigator	230	\$24.14	\$28.97	\$33.80
Employee Development Specialist	230	\$24.14	\$28.97	\$33.80
Family Court Facilitator	230	\$24.14	\$28.97	\$33.80
Financial Analyst	230	\$24.14	\$28.97	\$33.80
Information Technology Technical Support Specialist - Senior	230	\$24.14	\$28.97	\$33.80
Land Development Coordinator	230	\$24.14	\$28.97	\$33.80
Levy Specialist	230	\$24.14	\$28.97	\$33.80
Liability Claims Adjuster	230	\$24.14	\$28.97	\$33.80
Loss Control Specialist	230	\$24.14	\$28.97	\$33.80
Official Court Reporter	230	\$24.14	\$28.97	\$33.80
Probation Officer 2	230	\$24.14	\$28.97	\$33.80
Traffic Program Coordinator	230	\$24.14	\$28.97	\$33.80
Water Resources Specialist	230	\$24.14	\$28.97	\$33.80
Attorney 1 - Public Defender	240	\$25.11	\$30.13	\$35.15
Building and Planning Management Services Administrator	240	\$25.11	\$30.13	\$35.15
Building Inspector 2	240	\$25.11	\$30.13	\$35.15
Clerk of the Board	240	\$25.11	\$30.13	\$35.15
Data Quality Assurance Analyst 1	240	\$25.11	\$30.13	\$35.15
Detention - Food Manager	240	\$25.11	\$30.13	\$35.15
Detention - Mental Health Professional	240	\$25.11	\$30.13	\$35.15
Detention Shift Supervisor	240	\$25.11	\$30.13	\$35.15
Digital Forensic Specialist	240	\$25.11	\$30.13	\$35.15
Engineer 1	240	\$25.11	\$30.13	\$35.15
Forensic Specialist	240	\$25.11	\$30.13	\$35.15
Human Resources Generalist	240	\$25.11	\$30.13	\$35.15
Industrial Appraiser	240	\$25.11	\$30.13	\$35.15
Juvenile Court Mental Health Professional	240	\$25.11	\$30.13	\$35.15
Pretrial Services Mental Health Professional	240	\$25.11	\$30.13	\$35.15
Pretrial Services Officer - Senior	240	\$25.11	\$30.13	\$35.15
Probation Counselor 2	240	\$25.11	\$30.13	\$35.15
Road Maintenance Foreman	240	\$25.11	\$30.13	\$35.15
Road Maintenance Manager	240	\$25.11	\$30.13	\$35.15
Sheriff's Crime Information Analyst	240	\$25.11	\$30.13	\$35.15
Assistant Appraisal Supervisor	250	\$26.11	\$31.34	\$36.56
Assistant Superior Court Administrator	250	\$26.11	\$31.34	\$36.56
Associate Planner 2	250	\$26.11	\$31.34	\$36.56
Attorney 1	250	\$26.11	\$31.34	\$36.56
Building and Planning Plans Examiner 2	250	\$26.11	\$31.34	\$36.56
Chief Traffic Signal Technician	250	\$26.11	\$31.34	\$36.56
Community Development Specialist 3	250	\$26.11	\$31.34	\$36.56
Court Services Manager	250	\$26.11	\$31.34	\$36.56
Detention - Administrative Manager	250	\$26.11	\$31.34	\$36.56



EXHIBIT 6C (Continued)
PROPOSED GRADE ORDER LIST
PAY ONLY

Classification Title	Proposed Pay Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Detention - Teacher	250	\$26.11	\$31.34	\$36.56
Engineering Office Administrator	250	\$26.11	\$31.34	\$36.56
Fleet Manager	250	\$26.11	\$31.34	\$36.56
Forensic Lead Specialist	250	\$26.11	\$31.34	\$36.56
Grants Administrator	250	\$26.11	\$31.34	\$36.56
Grants and Contracts Coordinator	250	\$26.11	\$31.34	\$36.56
Grants and Contracts Specialist	250	\$26.11	\$31.34	\$36.56
Information Technology Analyst Programmer 2	250	\$26.11	\$31.34	\$36.56
Investigation Supervisor	250	\$26.11	\$31.34	\$36.56
Land Surveyor	250	\$26.11	\$31.34	\$36.56
Marketing/Sales Manager	250	\$26.11	\$31.34	\$36.56
Material/Resource Manager	250	\$26.11	\$31.34	\$36.56
Neighborhood Services Specialist	250	\$26.11	\$31.34	\$36.56
Planner/Landscape Architect - Parks	250	\$26.11	\$31.34	\$36.56
Right of Way Agent 2	250	\$26.11	\$31.34	\$36.56
Road Maintenance Supervisor	250	\$26.11	\$31.34	\$36.56
Segregation and Mapping Specialist	250	\$26.11	\$31.34	\$36.56
Sheriff's Office Business Operations Administrative Manager	250	\$26.11	\$31.34	\$36.56
Traffic Program Analyst	250	\$26.11	\$31.34	\$36.56
Training Coordinator	250	\$26.11	\$31.34	\$36.56
Transportation Demand Management Manager	250	\$26.11	\$31.34	\$36.56
Victim/Witness Program Manager	250	\$26.11	\$31.34	\$36.56
Wastewater Collect Systems Supervisor	250	\$26.11	\$31.34	\$36.56
Accounting Supervisor	260	\$27.16	\$32.59	\$38.02
Civil Service Chief Examiner	260	\$27.16	\$32.59	\$38.02
Communications Supervisor	260	\$27.16	\$32.59	\$38.02
Court Coordinator	260	\$27.16	\$32.59	\$38.02
Elections Manager	260	\$27.16	\$32.59	\$38.02
Engineering Real Estate Services Manager	260	\$27.16	\$32.59	\$38.02
Golf Course Superintendent	260	\$27.16	\$32.59	\$38.02
Juvenile Court Systems Manager	260	\$27.16	\$32.59	\$38.02
Management and Budget Analyst	260	\$27.16	\$32.59	\$38.02
Senior Building Technician	260	\$27.16	\$32.59	\$38.02
Senior Technician	260	\$27.16	\$32.59	\$38.02
Telecommunications Specialist, Senior	260	\$27.16	\$32.59	\$38.02
Utility Billing Administrative Services Manager	260	\$27.16	\$32.59	\$38.02
Appraisal Supervisor	270	\$28.24	\$33.89	\$39.54
Building and Planning Plans Examiner 3	270	\$28.24	\$33.89	\$39.54
Computer Application Specialist 3	270	\$28.24	\$33.89	\$39.54
Data Quality Assurance Analyst 2	270	\$28.24	\$33.89	\$39.54
Engineering Information Systems Coordinator	270	\$28.24	\$33.89	\$39.54
Grants and Contracts Analyst	270	\$28.24	\$33.89	\$39.54
Judicial Operations Manager	270	\$28.24	\$33.89	\$39.54
Juvenile Court Unit Supervisor	270	\$28.24	\$33.89	\$39.54
Managerial Senior Accountant	270	\$28.24	\$33.89	\$39.54
Principal Planner	270	\$28.24	\$33.89	\$39.54
Public Works Fleet Manager	270	\$28.24	\$33.89	\$39.54
Recreation Program Manager	270	\$28.24	\$33.89	\$39.54
Road District Manager	270	\$28.24	\$33.89	\$39.54
Road Maintenance Administrator	270	\$28.24	\$33.89	\$39.54
Segregation and Mapping Supervisor	270	\$28.24	\$33.89	\$39.54
Senior Accountant and Budget Coordinator	270	\$28.24	\$33.89	\$39.54
Senior Buyer	270	\$28.24	\$33.89	\$39.54
Senior Facilities Manager	270	\$28.24	\$33.89	\$39.54
Systems Analyst	270	\$28.24	\$33.89	\$39.54
Clerk of District Court	280	\$29.37	\$35.25	\$41.12



EXHIBIT 6C (Continued)
PROPOSED GRADE ORDER LIST
PAY ONLY

Classification Title	Proposed Pay Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
District Court Probation/DUI Court Manager	280	\$29.37	\$35.25	\$41.12
Engineer 2	280	\$29.37	\$35.25	\$41.12
Information Technology Database Administrator	280	\$29.37	\$35.25	\$41.12
Mental Health Therapeutic Court Support Team Manager	280	\$29.37	\$35.25	\$41.12
Pre-Trial Services Manager	280	\$29.37	\$35.25	\$41.12
Public Works Project Manager	280	\$29.37	\$35.25	\$41.12
Records and Vehicle Licensing Manager	280	\$29.37	\$35.25	\$41.12
Senior Inspector	280	\$29.37	\$35.25	\$41.12
Therapeutic Courts Coordinator	280	\$29.37	\$35.25	\$41.12
Court Finance Manager - Clerks	290	\$30.55	\$36.66	\$42.77
CSHCD Data Information Analyst	290	\$30.55	\$36.66	\$42.77
Detention - Finance Manager	290	\$30.55	\$36.66	\$42.77
Engineering Information Systems Analyst	290	\$30.55	\$36.66	\$42.77
Facilities Manager	290	\$30.55	\$36.66	\$42.77
Finance Deputy	290	\$30.55	\$36.66	\$42.77
Financial Business Process Analyst	290	\$30.55	\$36.66	\$42.77
Forensic Unit Supervisor	290	\$30.55	\$36.66	\$42.77
Healthcare Compliance Analyst	290	\$30.55	\$36.66	\$42.77
Human Services Program Manager	290	\$30.55	\$36.66	\$42.77
Integrated Behavioral Healthcare Project Coordinator	290	\$30.55	\$36.66	\$42.77
Integrated Care Coordinator	290	\$30.55	\$36.66	\$42.77
Parks Special Projects Manager	290	\$30.55	\$36.66	\$42.77
Parks, Recreation, and Golf Finance Manager	290	\$30.55	\$36.66	\$42.77
Public Records Coordinator	290	\$30.55	\$36.66	\$42.77
Public Works Finance Manager	290	\$30.55	\$36.66	\$42.77
Public Works Information and Outreach Manager	290	\$30.55	\$36.66	\$42.77
Public Works Program Manager	290	\$30.55	\$36.66	\$42.77
Public Works Training and Performance Manager	290	\$30.55	\$36.66	\$42.77
Registered Nurse	290	\$30.55	\$36.66	\$42.77
Chief Autopsy Assistant	300	\$31.77	\$38.13	\$44.48
Communications Manager	300	\$31.77	\$38.13	\$44.48
Detention/Probation Division Administrator	300	\$31.77	\$38.13	\$44.48
Information Technology Analyst Programmer 3	300	\$31.77	\$38.13	\$44.48
Information Technology Supervisor	300	\$31.77	\$38.13	\$44.48
Information Technology Systems Administrator - Senior	300	\$31.77	\$38.13	\$44.48
Management and Budget Analyst Senior	300	\$31.77	\$38.13	\$44.48
Sheriff Senior Systems Information Analyst	300	\$31.77	\$38.13	\$44.48
Accounting Manager	310	\$33.04	\$39.65	\$46.26
Attorney 2 - Public Defender	310	\$33.04	\$39.65	\$46.26
Chief Deputy Assessor	310	\$33.04	\$39.65	\$46.26
CSHCD Senior Data Information Analyst	310	\$33.04	\$39.65	\$46.26
Director - Fair and Expo Center	310	\$33.04	\$39.65	\$46.26
Information Technology Project Manager	310	\$33.04	\$39.65	\$46.26
Juvenile Court Administrator	310	\$33.04	\$39.65	\$46.26
Nurse Manager - Juvenile	310	\$33.04	\$39.65	\$46.26
Public Works Senior Project Manager	310	\$33.04	\$39.65	\$46.26
Treasury Operations Manager	310	\$33.04	\$39.65	\$46.26
Water Resources Manager	310	\$33.04	\$39.65	\$46.26
Attorney 2	320	\$34.36	\$41.24	\$48.11
CSHCD Data Systems Supervisor	320	\$34.36	\$41.24	\$48.11
Detention - Mental Health Manager	320	\$34.36	\$41.24	\$48.11
Director - Sheriff's Office Business Operations	320	\$34.36	\$41.24	\$48.11
Engineer 3	320	\$34.36	\$41.24	\$48.11
Facilities Design and Construction Manager	320	\$34.36	\$41.24	\$48.11
Financial Services Supervisor	320	\$34.36	\$41.24	\$48.11
Human Resources Manager	320	\$34.36	\$41.24	\$48.11



EXHIBIT 6C (Continued)
PROPOSED GRADE ORDER LIST
PAY ONLY

Classification Title	Proposed Pay Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Integrated Behavioral Healthcare Quality Supervisor	320	\$34.36	\$41.24	\$48.11
Operations and Maintenance Supervisor	320	\$34.36	\$41.24	\$48.11
Public Policy and Communications Manager	320	\$34.36	\$41.24	\$48.11
Purchasing Manager	320	\$34.36	\$41.24	\$48.11
Regional Solid Waste Manager	320	\$34.36	\$41.24	\$48.11
Sheriff - Instructional Systems Designer	320	\$34.36	\$41.24	\$48.11
Wastewater Operations Section Manager	320	\$34.36	\$41.24	\$48.11
Water Programs Manager	320	\$34.36	\$41.24	\$48.11
Business Manager	330	\$35.74	\$42.89	\$50.03
Chief Accountant	330	\$35.74	\$42.89	\$50.03
Chief Deputy Auditor	330	\$35.74	\$42.89	\$50.03
Chief Deputy Treasurer	330	\$35.74	\$42.89	\$50.03
Director - Regional Animal Protection	330	\$35.74	\$42.89	\$50.03
Fiscal Operations Manager - CSHCD	330	\$35.74	\$42.89	\$50.03
Information Technology Application Svc Manager	330	\$35.74	\$42.89	\$50.03
Information Technology Systems Manager	330	\$35.74	\$42.89	\$50.03
Water Reclamation Manager	330	\$35.74	\$42.89	\$50.03
Assistant Director - Parks, Recreation, and Golf	340	\$37.17	\$44.60	\$52.04
Director - Facilities	340	\$37.17	\$44.60	\$52.04
Deputy Director - Emergency Management	350	\$38.65	\$46.39	\$54.12
Director - Building and Code Enforcement	350	\$38.65	\$46.39	\$54.12
Director - Parks, Recreation, and Golf	350	\$38.65	\$46.39	\$54.12
District Court Administrator	350	\$38.65	\$46.39	\$54.12
Assistant Director - Community Services/Development	360	\$40.20	\$48.24	\$56.28
Assistant Director - Detention Services	360	\$40.20	\$48.24	\$56.28
County Engineer	360	\$40.20	\$48.24	\$56.28
Senior Attorney - Public Defender	360	\$40.20	\$48.24	\$56.28
Senior Finance Manager	360	\$40.20	\$48.24	\$56.28
Assistant Director - Information Technology	370	\$41.81	\$50.17	\$58.53
Director - Human Resources	370	\$41.81	\$50.17	\$58.53
Director - Planning	370	\$41.81	\$50.17	\$58.53
Director - Utilities	370	\$41.81	\$50.17	\$58.53
Hearing Examiner	370	\$41.81	\$50.17	\$58.53
Senior Attorney	370	\$41.81	\$50.17	\$58.53
Spokane Regional Law and Justice Administrator	370	\$41.81	\$50.17	\$58.53
Stormwater Utility Manager	370	\$41.81	\$50.17	\$58.53
Chief Budget Officer	380	\$43.48	\$52.18	\$60.87
Director - Community Services/Development	380	\$43.48	\$52.18	\$60.87
Director - Detention Services	380	\$43.48	\$52.18	\$60.87
Director - Risk Management	380	\$43.48	\$52.18	\$60.87
Deputy Director - Public Works/Assistant County Engineer	390	\$45.22	\$54.26	\$63.31
Director - Information Services	390	\$45.22	\$54.26	\$63.31
Inspector	390	\$45.22	\$54.26	\$63.31
Chief Operations Officer	400	\$47.03	\$56.44	\$65.84
Superior Court Administrator	400	\$47.03	\$56.44	\$65.84



EXHIBIT 6D
COMPARISON OF TOTAL COMPENSATION (PAY AND BENEFITS)
APPROXIMATE VALUE BETWEEN THE MARKET AND PROPOSED PAY RANGES

Classification Title	Market Average			Proposed Pay Grade	Spokane County		
	Min	Mid	Max		Min	Mid	Max
Legal Office Assistant 1	N/A	N/A	N/A	100	\$21.45	\$25.74	\$30.03
Office Assistant 2	\$20.61	\$24.63	\$28.65	100	\$21.45	\$25.74	\$30.03
Office Assistant 3	\$22.41	\$26.72	\$31.03	110	\$22.31	\$26.77	\$31.23
Shelter Technician	N/A	N/A	N/A	110	\$22.31	\$26.77	\$31.23
Legal Office Assistant 2	\$25.54	\$29.38	\$33.22	120	\$23.20	\$27.84	\$32.48
Mail Clerk	N/A	N/A	N/A	120	\$23.20	\$27.84	\$32.48
Office Assistant 4	\$23.38	\$27.42	\$31.46	120	\$23.20	\$27.84	\$32.48
Office Technician 2	\$23.99	\$27.97	\$31.96	120	\$23.20	\$27.84	\$32.48
Secretary 1	\$21.82	\$25.36	\$28.91	120	\$23.20	\$27.84	\$32.48
Accounting Technician 2	\$21.76	\$25.89	\$30.02	130	\$24.13	\$28.95	\$33.78
Animal Services Representative	N/A	N/A	N/A	130	\$24.13	\$28.95	\$33.78
Customer Accounting Specialist 1	\$23.72	\$28.04	\$32.37	130	\$24.13	\$28.95	\$33.78
Election/Voter Services Technician	N/A	N/A	N/A	140	\$25.09	\$30.11	\$35.13
Licensed Veterinary Technician	N/A	N/A	N/A	140	\$25.09	\$30.11	\$35.13
Maintenance Worker 1	N/A	N/A	N/A	140	\$25.09	\$30.11	\$35.13
Paralegal 1	N/A	N/A	N/A	140	\$25.09	\$30.11	\$35.13
Recording Specialist	\$26.08	\$29.90	\$33.72	140	\$25.09	\$30.11	\$35.13
Road Maintenance Specialist 1	\$25.17	\$29.26	\$33.35	140	\$25.09	\$30.11	\$35.13
Secretary 2	\$25.45	\$29.67	\$33.89	140	\$25.09	\$30.11	\$35.13
Shelter Technician, Senior	N/A	N/A	N/A	140	\$25.09	\$30.11	\$35.13
Accounting Technician 3	\$24.25	\$29.82	\$35.38	150	\$26.10	\$31.32	\$36.54
Administrative Specialist 2	\$27.38	\$32.09	\$36.79	150	\$26.10	\$31.32	\$36.54
Animal Protection Officer	\$26.80	\$30.67	\$34.54	150	\$26.10	\$31.32	\$36.54
Behavior Healthcare Customer Care Representative	N/A	N/A	N/A	150	\$26.10	\$31.32	\$36.54
Board of Equalization Specialist 2	N/A	N/A	N/A	150	\$26.10	\$31.32	\$36.54
Court Clerk	\$25.87	\$31.39	\$36.91	150	\$26.10	\$31.32	\$36.54
Court Process Clerk	\$26.55	\$31.42	\$36.30	150	\$26.10	\$31.32	\$36.54
Customer Accounting Specialist 2	\$27.32	\$31.40	\$35.48	150	\$26.10	\$31.32	\$36.54
Detention - Cook	\$19.53	\$22.66	\$25.80	150	\$26.10	\$31.32	\$36.54
Detention - Technical Assistant	\$27.47	\$31.42	\$35.38	150	\$26.10	\$31.32	\$36.54
District Court Judicial Assistant	N/A	N/A	N/A	150	\$26.10	\$31.32	\$36.54
License Specialist	\$26.22	\$30.26	\$34.30	150	\$26.10	\$31.32	\$36.54
Park Operations Trades Specialist	\$26.87	\$31.66	\$36.45	150	\$26.10	\$31.32	\$36.54
Sheriff Technical Assistant 2	N/A	N/A	N/A	150	\$26.10	\$31.32	\$36.54
Appraisal Support Specialist	\$27.24	\$32.45	\$37.66	160	\$27.14	\$32.57	\$38.00
Building Maintenance Specialist	\$28.04	\$32.94	\$37.85	160	\$27.14	\$32.57	\$38.00
Case Management Specialist	N/A	N/A	N/A	160	\$27.14	\$32.57	\$38.00
Court Staff Assistant	\$28.48	\$32.87	\$37.26	160	\$27.14	\$32.57	\$38.00
Election/Voter Services Lead	N/A	N/A	N/A	160	\$27.14	\$32.57	\$38.00
Juvenile Corrections Officer	\$29.04	\$33.15	\$37.27	160	\$27.14	\$32.57	\$38.00
Legal Secretary	\$27.40	\$31.98	\$36.55	160	\$27.14	\$32.57	\$38.00
Maintenance Worker 2	\$27.03	\$30.77	\$34.51	160	\$27.14	\$32.57	\$38.00
Personal Property Evaluator	N/A	N/A	N/A	160	\$27.14	\$32.57	\$38.00
Probation Services Specialist	N/A	N/A	N/A	160	\$27.14	\$32.57	\$38.00
Property Claims Processor	N/A	N/A	N/A	160	\$27.14	\$32.57	\$38.00
Property Records Technician	N/A	N/A	N/A	160	\$27.14	\$32.57	\$38.00
Road Maintenance Specialist 2	\$27.72	\$32.43	\$37.14	160	\$27.14	\$32.57	\$38.00
Buyer 1	N/A	N/A	N/A	170	\$28.23	\$33.87	\$39.52
Customer Accounting Specialist 3	N/A	N/A	N/A	170	\$28.23	\$33.87	\$39.52
Detention - Senior Technical Assistant	N/A	N/A	N/A	170	\$28.23	\$33.87	\$39.52
Detention - Trades Specialist 2	N/A	N/A	N/A	170	\$28.23	\$33.87	\$39.52
Golf Course Maintenance Specialist	N/A	N/A	N/A	170	\$28.23	\$33.87	\$39.52
License Specialist - Lead	N/A	N/A	N/A	170	\$28.23	\$33.87	\$39.52
Park Operations Maintenance Worker	N/A	N/A	N/A	170	\$28.23	\$33.87	\$39.52

* These figures do not represent final pay information, as benefits have also been included.



EXHIBIT 6D (Continued)
COMPARISON OF TOTAL COMPENSATION (PAY AND BENEFITS)
APPROXIMATE VALUE BETWEEN THE MARKET AND PROPOSED PAY RANGES

Classification Title	Market Average			Proposed Pay Grade	Spokane County		
	Min	Mid	Max		Min	Mid	Max
Parts Assistant/Pickup Driver	N/A	N/A	N/A	170	\$28.23	\$33.87	\$39.52
Recording Specialist, Senior	N/A	N/A	N/A	170	\$28.23	\$33.87	\$39.52
Sheriff Technical Assistant 3	N/A	N/A	N/A	170	\$28.23	\$33.87	\$39.52
Shop Clerk	N/A	N/A	N/A	170	\$28.23	\$33.87	\$39.52
Special Programs Coordinator - SCRAP	N/A	N/A	N/A	170	\$28.23	\$33.87	\$39.52
Staff Assistant 1	N/A	N/A	N/A	170	\$28.23	\$33.87	\$39.52
Trades Specialist 2	N/A	N/A	N/A	170	\$28.23	\$33.87	\$39.52
Treasury Specialist	N/A	N/A	N/A	170	\$28.23	\$33.87	\$39.52
Administrative Services Technician	\$29.34	\$34.76	\$40.19	180	\$29.36	\$35.23	\$41.10
Boiler Maintenance Specialist	\$30.63	\$34.54	\$38.45	180	\$29.36	\$35.23	\$41.10
Bridge Carpenter 1	N/A	N/A	N/A	180	\$29.36	\$35.23	\$41.10
Building and Planning Project Coordinator 1	N/A	N/A	N/A	180	\$29.36	\$35.23	\$41.10
Digital Forensic Technician	N/A	N/A	N/A	180	\$29.36	\$35.23	\$41.10
Education Program Specialist	N/A	N/A	N/A	180	\$29.36	\$35.23	\$41.10
Engineering Technician 1	\$29.85	\$34.53	\$39.20	180	\$29.36	\$35.23	\$41.10
Family Law Process Server/Investigator	N/A	N/A	N/A	180	\$29.36	\$35.23	\$41.10
Forensic Technician	N/A	N/A	N/A	180	\$29.36	\$35.23	\$41.10
Housing and Community Support Specialist	N/A	N/A	N/A	180	\$29.36	\$35.23	\$41.10
Peer Support Specialist	N/A	N/A	N/A	180	\$29.36	\$35.23	\$41.10
Plans and Specifications Technician	N/A	N/A	N/A	180	\$29.36	\$35.23	\$41.10
Road Maintenance Specialist 3	\$32.58	\$34.44	\$38.01	180	\$29.36	\$35.23	\$41.10
Accounting Technician 4	\$30.76	\$34.87	\$38.99	190	\$30.53	\$36.64	\$42.74
Assistant Golf Course Superintendent	N/A	N/A	N/A	190	\$30.53	\$36.64	\$42.74
Automotive Technician	N/A	N/A	N/A	190	\$30.53	\$36.64	\$42.74
Bridge Carpenter 2	N/A	N/A	N/A	190	\$30.53	\$36.64	\$42.74
Clerk of the Board of Equalization	N/A	N/A	N/A	190	\$30.53	\$36.64	\$42.74
Criminal History Specialist	N/A	N/A	N/A	190	\$30.53	\$36.64	\$42.74
Detention - Accounting Technician 4	N/A	N/A	N/A	190	\$30.53	\$36.64	\$42.74
Detention - Shop Worker	N/A	N/A	N/A	190	\$30.53	\$36.64	\$42.74
Detention - Staff Assistant	N/A	N/A	N/A	190	\$30.53	\$36.64	\$42.74
Election/Voter Services Supervisor	N/A	N/A	N/A	190	\$30.53	\$36.64	\$42.74
Event Maintenance Coordinator	N/A	N/A	N/A	190	\$30.53	\$36.64	\$42.74
Event Production Coordinator	N/A	N/A	N/A	190	\$30.53	\$36.64	\$42.74
Fair Coordinator	N/A	N/A	N/A	190	\$30.53	\$36.64	\$42.74
GIS Specialist	\$31.40	\$36.97	\$42.53	190	\$30.53	\$36.64	\$42.74
Judicial Assistant	N/A	N/A	N/A	190	\$30.53	\$36.64	\$42.74
License Specialist Field Liaison	N/A	N/A	N/A	190	\$30.53	\$36.64	\$42.74
Office Supervisor	\$31.72	\$36.89	\$42.05	190	\$30.53	\$36.64	\$42.74
Payment Control Technician	\$31.66	\$35.42	\$39.18	190	\$30.53	\$36.64	\$42.74
Program Specialist	\$31.02	\$35.71	\$40.40	190	\$30.53	\$36.64	\$42.74
Property Records Supervisor	N/A	N/A	N/A	190	\$30.53	\$36.64	\$42.74
Public Records Specialist	N/A	N/A	N/A	190	\$30.53	\$36.64	\$42.74
Residential Appraiser	\$32.04	\$37.16	\$42.29	190	\$30.53	\$36.64	\$42.74
Segregation and Mapping Technician 1	N/A	N/A	N/A	190	\$30.53	\$36.64	\$42.74
Senior Judicial Assistant	N/A	N/A	N/A	190	\$30.53	\$36.64	\$42.74
Shelter Operations Manager	\$32.16	\$36.49	\$40.82	190	\$30.53	\$36.64	\$42.74
Sheriff - Registration Coordinator	N/A	N/A	N/A	190	\$30.53	\$36.64	\$42.74
Shop Worker - Truck and Equipment Mechanic	\$31.73	\$36.27	\$40.82	190	\$30.53	\$36.64	\$42.74
Staff Assistant 2	N/A	N/A	N/A	190	\$30.53	\$36.64	\$42.74
Trades Supervisor	N/A	N/A	N/A	190	\$30.53	\$36.64	\$42.74
Traffic Sign Technician 2	N/A	N/A	N/A	190	\$30.53	\$36.64	\$42.74
Treasury Specialist, Senior	N/A	N/A	N/A	190	\$30.53	\$36.64	\$42.74
Vehicle License Supervisor	N/A	N/A	N/A	190	\$30.53	\$36.64	\$42.74
Veteran Services Officer	\$31.05	\$35.77	\$40.49	190	\$30.53	\$36.64	\$42.74

* These figures do not represent final pay information, as benefits have also been included.



EXHIBIT 6D (Continued)
COMPARISON OF TOTAL COMPENSATION (PAY AND BENEFITS)
APPROXIMATE VALUE BETWEEN THE MARKET AND PROPOSED PAY RANGES

Classification Title	Market Average			Proposed Pay Grade	Spokane County		
	Min	Mid	Max		Min	Mid	Max
Victim/Witness Program Specialist	\$30.98	\$35.46	\$39.94	190	\$30.53	\$36.64	\$42.74
Voter Services Specialist	N/A	N/A	N/A	190	\$30.53	\$36.64	\$42.74
Wastewater Collect Systems Specialist 1	N/A	N/A	N/A	190	\$30.53	\$36.64	\$42.74
Accountant	\$32.99	\$37.92	\$42.84	200	\$31.75	\$38.10	\$44.45
Administrative Assistant 1	N/A	N/A	N/A	200	\$31.75	\$38.10	\$44.45
Bridge Carpenter 3	N/A	N/A	N/A	200	\$31.75	\$38.10	\$44.45
Buyer 2	\$32.82	\$37.80	\$42.78	200	\$31.75	\$38.10	\$44.45
Civil Service Specialist	\$33.69	\$38.76	\$43.82	200	\$31.75	\$38.10	\$44.45
Commissioners Executive Assistant	\$32.92	\$38.35	\$43.78	200	\$31.75	\$38.10	\$44.45
Diversion Case Manager	\$33.34	\$38.45	\$43.57	200	\$31.75	\$38.10	\$44.45
Engineering Technician 2	\$32.77	\$38.81	\$44.85	200	\$31.75	\$38.10	\$44.45
Executive Assistant	\$32.99	\$38.30	\$43.60	200	\$31.75	\$38.10	\$44.45
Field Operations Manager	\$32.62	\$38.46	\$44.30	200	\$31.75	\$38.10	\$44.45
Fiscal Grant Specialist	N/A	N/A	N/A	200	\$31.75	\$38.10	\$44.45
Housing and Community Support Specialist 2	N/A	N/A	N/A	200	\$31.75	\$38.10	\$44.45
Human Resources Specialist	\$31.41	\$36.90	\$42.39	200	\$31.75	\$38.10	\$44.45
Investigator	N/A	N/A	N/A	200	\$31.75	\$38.10	\$44.45
MH Court Case Manager - District Court	N/A	N/A	N/A	200	\$31.75	\$38.10	\$44.45
Park Operations Lead Equipment Mechanic	N/A	N/A	N/A	200	\$31.75	\$38.10	\$44.45
Parts Issuer	N/A	N/A	N/A	200	\$31.75	\$38.10	\$44.45
Staff Assistant	\$32.57	\$37.99	\$43.41	200	\$31.75	\$38.10	\$44.45
Staff Assistant - Sheriff	N/A	N/A	N/A	200	\$31.75	\$38.10	\$44.45
Traffic Sign Technician 3	N/A	N/A	N/A	200	\$31.75	\$38.10	\$44.45
Traffic Signal Technician 3	N/A	N/A	N/A	200	\$31.75	\$38.10	\$44.45
Treasury Control Officer	N/A	N/A	N/A	200	\$31.75	\$38.10	\$44.45
Wastewater Collect Systems Specialist 2	\$33.89	\$38.96	\$44.03	200	\$31.75	\$38.10	\$44.45
Building and Planning Senior Services Coordinator	N/A	N/A	N/A	210	\$33.02	\$39.63	\$46.23
Building and Planning Services Coordinator 2	\$34.69	\$40.16	\$45.64	210	\$33.02	\$39.63	\$46.23
Court Staff Assistant, Senior	N/A	N/A	N/A	210	\$33.02	\$39.63	\$46.23
Detention - Office Supervisor	\$34.09	\$38.98	\$43.87	210	\$33.02	\$39.63	\$46.23
Office Manager	\$34.54	\$39.30	\$44.06	210	\$33.02	\$39.63	\$46.23
Paralegal 2	\$34.64	\$39.49	\$44.34	210	\$33.02	\$39.63	\$46.23
Park Ranger	N/A	N/A	N/A	210	\$33.02	\$39.63	\$46.23
Parts Lead Worker	N/A	N/A	N/A	210	\$33.02	\$39.63	\$46.23
Probation Officer 1	\$34.01	\$39.79	\$45.58	210	\$33.02	\$39.63	\$46.23
Program Specialist - Emergency Management	N/A	N/A	N/A	210	\$33.02	\$39.63	\$46.23
Segregation and Mapping Technician 2	N/A	N/A	N/A	210	\$33.02	\$39.63	\$46.23
Staff Assistant 3	N/A	N/A	N/A	210	\$33.02	\$39.63	\$46.23
Traffic Signal Technician 4	N/A	N/A	N/A	210	\$33.02	\$39.63	\$46.23
Utilities Account Analyst	N/A	N/A	N/A	210	\$33.02	\$39.63	\$46.23
Wastewater Collect Systems Specialist 3	N/A	N/A	N/A	210	\$33.02	\$39.63	\$46.23
Workers Compensation Claims Adjudicator	\$33.58	\$39.15	\$44.72	210	\$33.02	\$39.63	\$46.23
Associate Planner 1	\$35.57	\$41.56	\$47.55	220	\$34.34	\$41.21	\$48.08
Behavioral Healthcare Ombudsman	N/A	N/A	N/A	220	\$34.34	\$41.21	\$48.08
Communications Officer	N/A	N/A	N/A	220	\$34.34	\$41.21	\$48.08
Commute Trip Reduction Coordinator	N/A	N/A	N/A	220	\$34.34	\$41.21	\$48.08
Detention - Case Manager	N/A	N/A	N/A	220	\$34.34	\$41.21	\$48.08
Energy Management System Specialist	N/A	N/A	N/A	220	\$34.34	\$41.21	\$48.08
Engineering Technician 3	\$34.63	\$40.80	\$46.97	220	\$34.34	\$41.21	\$48.08
Equipment Maintenance Supervisor 1	\$35.96	\$41.32	\$46.69	220	\$34.34	\$41.21	\$48.08
Lead Boiler Maintenance Specialist	N/A	N/A	N/A	220	\$34.34	\$41.21	\$48.08
Parks Operations Supervisor	N/A	N/A	N/A	220	\$34.34	\$41.21	\$48.08
Pretrial Services Officer	N/A	N/A	N/A	220	\$34.34	\$41.21	\$48.08
Probation Counselor 1	N/A	N/A	N/A	220	\$34.34	\$41.21	\$48.08

* These figures do not represent final pay information, as benefits have also been included.



EXHIBIT 6D (Continued)
COMPARISON OF TOTAL COMPENSATION (PAY AND BENEFITS)
APPROXIMATE VALUE BETWEEN THE MARKET AND PROPOSED PAY RANGES

Classification Title	Market Average			Proposed Pay Grade	Spokane County		
	Min	Mid	Max		Min	Mid	Max
Program Planner/Evaluator	N/A	N/A	N/A	220	\$34.34	\$41.21	\$48.08
Program Specialist 2 - Emergency Management	N/A	N/A	N/A	220	\$34.34	\$41.21	\$48.08
Recording Supervisor	\$35.51	\$41.04	\$46.57	220	\$34.34	\$41.21	\$48.08
Recreation Coordinator	\$34.97	\$41.33	\$47.69	220	\$34.34	\$41.21	\$48.08
Security Coordinator	N/A	N/A	N/A	220	\$34.34	\$41.21	\$48.08
Senior Accountant	\$35.43	\$41.54	\$47.65	220	\$34.34	\$41.21	\$48.08
Telecommunications Specialist	N/A	N/A	N/A	220	\$34.34	\$41.21	\$48.08
Trades Supervisor 2	\$36.58	\$42.19	\$47.80	220	\$34.34	\$41.21	\$48.08
Vehicle Fleet Analyst	N/A	N/A	N/A	220	\$34.34	\$41.21	\$48.08
Autopsy Assistant	N/A	N/A	N/A	230	\$35.72	\$42.86	\$50.00
Bridge Maintenance Supervisor	N/A	N/A	N/A	230	\$35.72	\$42.86	\$50.00
Building and Planning Plans Examiner 1	\$35.58	\$41.89	\$48.21	230	\$35.72	\$42.86	\$50.00
Building and Planning Project Coordinator 2	N/A	N/A	N/A	230	\$35.72	\$42.86	\$50.00
Buyer 3	\$36.86	\$41.86	\$46.87	230	\$35.72	\$42.86	\$50.00
Chief Building Maintenance Specialist	\$37.52	\$41.24	\$47.35	230	\$35.72	\$42.86	\$50.00
Commercial Appraiser	\$37.12	\$43.47	\$49.81	230	\$35.72	\$42.86	\$50.00
Community Development Specialist 2	N/A	N/A	N/A	230	\$35.72	\$42.86	\$50.00
Computer Application Specialist 2	\$36.25	\$42.54	\$48.83	230	\$35.72	\$42.86	\$50.00
County Clerk Division Supervisor	N/A	N/A	N/A	230	\$35.72	\$42.86	\$50.00
Criminal Defense Investigator	N/A	N/A	N/A	230	\$35.72	\$42.86	\$50.00
Deputy Medical Investigator	N/A	N/A	N/A	230	\$35.72	\$42.86	\$50.00
Employee Development Specialist	\$37.03	\$43.05	\$49.08	230	\$35.72	\$42.86	\$50.00
Family Court Facilitator	N/A	N/A	N/A	230	\$35.72	\$42.86	\$50.00
Financial Analyst	\$35.94	\$43.00	\$50.06	230	\$35.72	\$42.86	\$50.00
IT Technical Support Specialist - Senior	N/A	N/A	N/A	230	\$35.72	\$42.86	\$50.00
Land Development Coordinator	N/A	N/A	N/A	230	\$35.72	\$42.86	\$50.00
Levy Specialist	N/A	N/A	N/A	230	\$35.72	\$42.86	\$50.00
Liability Claims Adjuster	N/A	N/A	N/A	230	\$35.72	\$42.86	\$50.00
Loss Control Specialist	N/A	N/A	N/A	230	\$35.72	\$42.86	\$50.00
Official Court Reporter	\$36.24	\$42.70	\$49.17	230	\$35.72	\$42.86	\$50.00
Probation Officer 2	\$36.20	\$43.58	\$50.97	230	\$35.72	\$42.86	\$50.00
Traffic Program Coordinator	N/A	N/A	N/A	230	\$35.72	\$42.86	\$50.00
Water Resources Specialist	\$37.00	\$43.06	\$49.12	230	\$35.72	\$42.86	\$50.00
Attorney 1 - Public Defender	N/A	N/A	N/A	240	\$37.14	\$44.57	\$52.00
Building and Planning Mgmt. Services Administrator	N/A	N/A	N/A	240	\$37.14	\$44.57	\$52.00
Building Inspector 2	\$37.59	\$43.41	\$49.24	240	\$37.14	\$44.57	\$52.00
Clerk of the Board	\$38.10	\$42.97	\$47.84	240	\$37.14	\$44.57	\$52.00
Data Quality Assurance Analyst 1	N/A	N/A	N/A	240	\$37.14	\$44.57	\$52.00
Detention - Food Manager	N/A	N/A	N/A	240	\$37.14	\$44.57	\$52.00
Detention - Mental Health Professional	\$37.75	\$44.21	\$50.67	240	\$37.14	\$44.57	\$52.00
Detention Shift Supervisor	N/A	N/A	N/A	240	\$37.14	\$44.57	\$52.00
Digital Forensic Specialist	N/A	N/A	N/A	240	\$37.14	\$44.57	\$52.00
Engineer 1	\$37.32	\$43.87	\$50.41	240	\$37.14	\$44.57	\$52.00
Forensic Specialist	N/A	N/A	N/A	240	\$37.14	\$44.57	\$52.00
Human Resources Generalist	\$36.87	\$44.24	\$51.60	240	\$37.14	\$44.57	\$52.00
Industrial Appraiser	\$38.26	\$43.94	\$49.63	240	\$37.14	\$44.57	\$52.00
Juvenile Court Mental Health Professional	N/A	N/A	N/A	240	\$37.14	\$44.57	\$52.00
Pretrial Services Mental Health Professional	N/A	N/A	N/A	240	\$37.14	\$44.57	\$52.00
Pretrial Services Officer - Senior	N/A	N/A	N/A	240	\$37.14	\$44.57	\$52.00
Probation Counselor 2	N/A	N/A	N/A	240	\$37.14	\$44.57	\$52.00
Road Maintenance Foreman	\$37.52	\$43.28	\$49.03	240	\$37.14	\$44.57	\$52.00
Road Maintenance Manager	N/A	N/A	N/A	240	\$37.14	\$44.57	\$52.00
Sheriff's Crime Information Analyst	N/A	N/A	N/A	240	\$37.14	\$44.57	\$52.00
Assistant Appraisal Supervisor	N/A	N/A	N/A	250	\$38.63	\$46.36	\$54.08

* These figures do not represent final pay information, as benefits have also been included.



EXHIBIT 6D (Continued)
COMPARISON OF TOTAL COMPENSATION (PAY AND BENEFITS)
APPROXIMATE VALUE BETWEEN THE MARKET AND PROPOSED PAY RANGES

Classification Title	Market Average			Proposed Pay Grade	Spokane County		
	Min	Mid	Max		Min	Mid	Max
Assistant Superior Court Administrator	N/A	N/A	N/A	250	\$38.63	\$46.36	\$54.08
Associate Planner 2	\$40.70	\$47.30	\$53.91	250	\$38.63	\$46.36	\$54.08
Attorney 1	\$39.73	\$47.39	\$55.04	250	\$38.63	\$46.36	\$54.08
Building and Planning Plans Examiner 2	\$40.51	\$46.87	\$53.23	250	\$38.63	\$46.36	\$54.08
Chief Traffic Signal Technician	N/A	N/A	N/A	250	\$38.63	\$46.36	\$54.08
Community Development Specialist 3	N/A	N/A	N/A	250	\$38.63	\$46.36	\$54.08
Court Services Manager	N/A	N/A	N/A	250	\$38.63	\$46.36	\$54.08
Detention - Administrative Manager	N/A	N/A	N/A	250	\$38.63	\$46.36	\$54.08
Detention - Teacher	N/A	N/A	N/A	250	\$38.63	\$46.36	\$54.08
Engineering Office Administrator	\$38.84	\$44.48	\$50.12	250	\$38.63	\$46.36	\$54.08
Fleet Manager	N/A	N/A	N/A	250	\$38.63	\$46.36	\$54.08
Forensic Lead Specialist	N/A	N/A	N/A	250	\$38.63	\$46.36	\$54.08
Grants Administrator	\$39.01	\$45.20	\$51.38	250	\$38.63	\$46.36	\$54.08
Grants and Contracts Coordinator	N/A	N/A	N/A	250	\$38.63	\$46.36	\$54.08
Grants and Contracts Specialist	N/A	N/A	N/A	250	\$38.63	\$46.36	\$54.08
Information Technology Analyst Programmer 2	\$38.77	\$45.69	\$52.61	250	\$38.63	\$46.36	\$54.08
Investigation Supervisor	N/A	N/A	N/A	250	\$38.63	\$46.36	\$54.08
Land Surveyor	\$39.10	\$45.40	\$51.70	250	\$38.63	\$46.36	\$54.08
Marketing/Sales Manager	\$40.13	\$46.35	\$52.56	250	\$38.63	\$46.36	\$54.08
Material/Resource Manager	N/A	N/A	N/A	250	\$38.63	\$46.36	\$54.08
Neighborhood Services Specialist	N/A	N/A	N/A	250	\$38.63	\$46.36	\$54.08
Planner/Landscape Architect - Parks	N/A	N/A	N/A	250	\$38.63	\$46.36	\$54.08
Right of Way Agent 2	\$41.11	\$47.21	\$53.32	250	\$38.63	\$46.36	\$54.08
Road Maintenance Supervisor	\$39.05	\$45.85	\$52.66	250	\$38.63	\$46.36	\$54.08
Segregation and Mapping Specialist	N/A	N/A	N/A	250	\$38.63	\$46.36	\$54.08
Sheriff's Office Business Operations Admin Manager	N/A	N/A	N/A	250	\$38.63	\$46.36	\$54.08
Traffic Program Analyst	N/A	N/A	N/A	250	\$38.63	\$46.36	\$54.08
Training Coordinator	N/A	N/A	N/A	250	\$38.63	\$46.36	\$54.08
Transportation Demand Management Manager	N/A	N/A	N/A	250	\$38.63	\$46.36	\$54.08
Victim/Witness Program Manager	N/A	N/A	N/A	250	\$38.63	\$46.36	\$54.08
Wastewater Collect Systems Supervisor	\$40.56	\$46.75	\$52.93	250	\$38.63	\$46.36	\$54.08
Accounting Supervisor	\$41.22	\$48.60	\$55.97	260	\$40.17	\$48.21	\$56.24
Civil Service Chief Examiner	N/A	N/A	N/A	260	\$40.17	\$48.21	\$56.24
Communications Supervisor	N/A	N/A	N/A	260	\$40.17	\$48.21	\$56.24
Court Coordinator	\$41.18	\$47.81	\$54.45	260	\$40.17	\$48.21	\$56.24
Elections Manager	\$39.54	\$47.14	\$54.74	260	\$40.17	\$48.21	\$56.24
Engineering Real Estate Services Manager	\$41.89	\$48.61	\$55.34	260	\$40.17	\$48.21	\$56.24
Golf Course Superintendent	N/A	N/A	N/A	260	\$40.17	\$48.21	\$56.24
Juvenile Court Systems Manager	N/A	N/A	N/A	260	\$40.17	\$48.21	\$56.24
Management and Budget Analyst	\$40.98	\$47.79	\$54.60	260	\$40.17	\$48.21	\$56.24
Senior Building Technician	N/A	N/A	N/A	260	\$40.17	\$48.21	\$56.24
Senior Technician	N/A	N/A	N/A	260	\$40.17	\$48.21	\$56.24
Telecommunications Specialist, Senior	\$39.91	\$47.69	\$55.47	260	\$40.17	\$48.21	\$56.24
Utility Billing Administrative Services Manager	N/A	N/A	N/A	260	\$40.17	\$48.21	\$56.24
Appraisal Supervisor	\$41.62	\$49.32	\$57.02	270	\$41.78	\$50.14	\$58.49
Building and Planning Plans Examiner 3	\$45.39	\$51.39	\$57.40	270	\$41.78	\$50.14	\$58.49
Computer Application Specialist 3	\$43.43	\$50.06	\$56.69	270	\$41.78	\$50.14	\$58.49
Data Quality Assurance Analyst 2	N/A	N/A	N/A	270	\$41.78	\$50.14	\$58.49
Engineering Information Systems Coordinator	N/A	N/A	N/A	270	\$41.78	\$50.14	\$58.49
Grants and Contracts Analyst	N/A	N/A	N/A	270	\$41.78	\$50.14	\$58.49
Judicial Operations Manager	N/A	N/A	N/A	270	\$41.78	\$50.14	\$58.49
Juvenile Court Unit Supervisor	N/A	N/A	N/A	270	\$41.78	\$50.14	\$58.49
Managerial Senior Accountant	N/A	N/A	N/A	270	\$41.78	\$50.14	\$58.49
Principal Planner	N/A	N/A	N/A	270	\$41.78	\$50.14	\$58.49
Public Works Fleet Manager	\$42.46	\$49.25	\$56.04	270	\$41.78	\$50.14	\$58.49

* These figures do not represent final pay information, as benefits have also been included.



EXHIBIT 6D (Continued)
COMPARISON OF TOTAL COMPENSATION (PAY AND BENEFITS)
APPROXIMATE VALUE BETWEEN THE MARKET AND PROPOSED PAY RANGES

Classification Title	Market Average			Proposed Pay Grade	Spokane County		
	Min	Mid	Max		Min	Mid	Max
Recreation Program Manager	\$42.53	\$49.34	\$56.14	270	\$41.78	\$50.14	\$58.49
Road District Manager	N/A	N/A	N/A	270	\$41.78	\$50.14	\$58.49
Road Maintenance Administrator	N/A	N/A	N/A	270	\$41.78	\$50.14	\$58.49
Segregation and Mapping Supervisor	N/A	N/A	N/A	270	\$41.78	\$50.14	\$58.49
Senior Accountant and Budget Coordinator	N/A	N/A	N/A	270	\$41.78	\$50.14	\$58.49
Senior Buyer	N/A	N/A	N/A	270	\$41.78	\$50.14	\$58.49
Senior Facilities Manager	N/A	N/A	N/A	270	\$41.78	\$50.14	\$58.49
Systems Analyst	\$41.88	\$49.24	\$56.60	270	\$41.78	\$50.14	\$58.49
Clerk of District Court	N/A	N/A	N/A	280	\$43.45	\$52.14	\$60.83
District Court Probation/DUI Court Manager	N/A	N/A	N/A	280	\$43.45	\$52.14	\$60.83
Engineer 2	\$43.91	\$51.40	\$58.90	280	\$43.45	\$52.14	\$60.83
Information Technology Database Administrator	\$42.73	\$51.59	\$60.44	280	\$43.45	\$52.14	\$60.83
MH Therapeutic Court Support Team Manager	N/A	N/A	N/A	280	\$43.45	\$52.14	\$60.83
Pre-Trial Services Manager	N/A	N/A	N/A	280	\$43.45	\$52.14	\$60.83
Public Works Project Manager	\$44.22	\$50.59	\$56.96	280	\$43.45	\$52.14	\$60.83
Records and Vehicle Licensing Manager	N/A	N/A	N/A	280	\$43.45	\$52.14	\$60.83
Senior Inspector	\$46.37	\$50.66	\$54.94	280	\$43.45	\$52.14	\$60.83
Therapeutic Courts Coordinator	N/A	N/A	N/A	280	\$43.45	\$52.14	\$60.83
Court Finance Manager - Clerks	N/A	N/A	N/A	290	\$45.19	\$54.23	\$63.27
CSHCD Data Information Analyst	N/A	N/A	N/A	290	\$45.19	\$54.23	\$63.27
Detention - Finance Manager	N/A	N/A	N/A	290	\$45.19	\$54.23	\$63.27
Engineering Information Systems Analyst	\$44.68	\$52.59	\$60.50	290	\$45.19	\$54.23	\$63.27
Facilities Manager	\$44.72	\$53.59	\$62.45	290	\$45.19	\$54.23	\$63.27
Finance Deputy	N/A	N/A	N/A	290	\$45.19	\$54.23	\$63.27
Financial Business Process Analyst	N/A	N/A	N/A	290	\$45.19	\$54.23	\$63.27
Forensic Unit Supervisor	N/A	N/A	N/A	290	\$45.19	\$54.23	\$63.27
Healthcare Compliance Analyst	N/A	N/A	N/A	290	\$45.19	\$54.23	\$63.27
Human Services Program Manager	\$44.31	\$52.69	\$61.06	290	\$45.19	\$54.23	\$63.27
Int. Behavioral Healthcare Project Coordinator	N/A	N/A	N/A	290	\$45.19	\$54.23	\$63.27
Integrated Care Coordinator	N/A	N/A	N/A	290	\$45.19	\$54.23	\$63.27
Parks Special Projects Manager	\$45.55	\$53.31	\$61.08	290	\$45.19	\$54.23	\$63.27
Parks, Recreation, and Golf Finance Manager	N/A	N/A	N/A	290	\$45.19	\$54.23	\$63.27
Public Records Coordinator	N/A	N/A	N/A	290	\$45.19	\$54.23	\$63.27
Public Works Finance Manager	N/A	N/A	N/A	290	\$45.19	\$54.23	\$63.27
Public Works Information and Outreach Manager	\$44.76	\$52.95	\$61.14	290	\$45.19	\$54.23	\$63.27
Public Works Program Manager	\$46.43	\$54.51	\$62.59	290	\$45.19	\$54.23	\$63.27
Public Works Training and Performance Manager	\$45.47	\$53.45	\$61.43	290	\$45.19	\$54.23	\$63.27
Registered Nurse	N/A	N/A	N/A	290	\$45.19	\$54.23	\$63.27
Chief Autopsy Assistant	N/A	N/A	N/A	300	\$47.00	\$56.40	\$65.80
Communications Manager	N/A	N/A	N/A	300	\$47.00	\$56.40	\$65.80
Detention/Probation Division Administrator	N/A	N/A	N/A	300	\$47.00	\$56.40	\$65.80
Information Technology Analyst Programmer 3	\$47.31	\$55.77	\$64.24	300	\$47.00	\$56.40	\$65.80
Information Technology Supervisor	N/A	N/A	N/A	300	\$47.00	\$56.40	\$65.80
IT Systems Administrator - Senior	\$48.74	\$56.86	\$64.99	300	\$47.00	\$56.40	\$65.80
Management and Budget Analyst Senior	\$46.50	\$55.46	\$64.42	300	\$47.00	\$56.40	\$65.80
Sheriff Senior Systems Information Analyst	N/A	N/A	N/A	300	\$47.00	\$56.40	\$65.80
Accounting Manager	\$48.84	\$57.68	\$66.52	310	\$48.88	\$58.65	\$68.43
Attorney 2 - Public Defender	N/A	N/A	N/A	310	\$48.88	\$58.65	\$68.43
Chief Deputy Assessor	N/A	N/A	N/A	310	\$48.88	\$58.65	\$68.43
CSHCD Senior Data Information Analyst	N/A	N/A	N/A	310	\$48.88	\$58.65	\$68.43
Director - Fair and Expo Center	N/A	N/A	N/A	310	\$48.88	\$58.65	\$68.43
Information Technology Project Manager	\$48.20	\$57.67	\$67.14	310	\$48.88	\$58.65	\$68.43
Juvenile Court Administrator	\$49.16	\$57.84	\$66.52	310	\$48.88	\$58.65	\$68.43
Nurse Manager - Juvenile	\$48.38	\$58.45	\$68.52	310	\$48.88	\$58.65	\$68.43
Public Works Senior Project Manager	\$50.65	\$58.29	\$65.94	310	\$48.88	\$58.65	\$68.43

* These figures do not represent final pay information, as benefits have also been included.



EXHIBIT 6D (Continued)
COMPARISON OF TOTAL COMPENSATION (PAY AND BENEFITS)
APPROXIMATE VALUE BETWEEN THE MARKET AND PROPOSED PAY RANGES

Classification Title	Market Average			Proposed Pay Grade	Spokane County		
	Min	Mid	Max		Min	Mid	Max
Treasury Operations Manager	N/A	N/A	N/A	310	\$48.88	\$58.65	\$68.43
Water Resources Manager	\$50.36	\$57.49	\$64.62	310	\$48.88	\$58.65	\$68.43
Attorney 2	\$51.71	\$62.67	\$73.64	320	\$50.83	\$61.00	\$71.17
CSHCD Data Systems Supervisor	N/A	N/A	N/A	320	\$50.83	\$61.00	\$71.17
Detention - Mental Health Manager	\$52.35	\$60.48	\$68.61	320	\$50.83	\$61.00	\$71.17
Director - Sheriff's Office Business Operations	N/A	N/A	N/A	320	\$50.83	\$61.00	\$71.17
Engineer 3	\$51.52	\$59.05	\$66.58	320	\$50.83	\$61.00	\$71.17
Facilities Design and Construction Manager	\$50.93	\$59.27	\$67.62	320	\$50.83	\$61.00	\$71.17
Financial Services Supervisor	\$51.62	\$61.59	\$71.55	320	\$50.83	\$61.00	\$71.17
Human Resources Manager	\$49.74	\$60.83	\$71.93	320	\$50.83	\$61.00	\$71.17
Integrated Behavioral Healthcare Quality Supervisor	N/A	N/A	N/A	320	\$50.83	\$61.00	\$71.17
Operations and Maintenance Supervisor	N/A	N/A	N/A	320	\$50.83	\$61.00	\$71.17
Public Policy and Communications Manager	\$50.89	\$60.07	\$69.24	320	\$50.83	\$61.00	\$71.17
Purchasing Manager	\$51.50	\$61.00	\$70.49	320	\$50.83	\$61.00	\$71.17
Regional Solid Waste Manager	\$50.07	\$59.57	\$69.07	320	\$50.83	\$61.00	\$71.17
Sheriff - Instructional Systems Designer	N/A	N/A	N/A	320	\$50.83	\$61.00	\$71.17
Wastewater Operations Section Manager	\$51.93	\$60.75	\$69.56	320	\$50.83	\$61.00	\$71.17
Water Programs Manager	\$50.78	\$59.63	\$68.48	320	\$50.83	\$61.00	\$71.17
Business Manager	\$53.56	\$63.87	\$74.19	330	\$52.87	\$63.44	\$74.01
Chief Accountant	N/A	N/A	N/A	330	\$52.87	\$63.44	\$74.01
Chief Deputy Auditor	N/A	N/A	N/A	330	\$52.87	\$63.44	\$74.01
Chief Deputy Treasurer	N/A	N/A	N/A	330	\$52.87	\$63.44	\$74.01
Director - Regional Animal Protection	N/A	N/A	N/A	330	\$52.87	\$63.44	\$74.01
Fiscal Operations Manager - CSHCD	\$52.64	\$62.53	\$72.42	330	\$52.87	\$63.44	\$74.01
Information Technology Application Svc Manager	N/A	N/A	N/A	330	\$52.87	\$63.44	\$74.01
Information Technology Systems Manager	\$52.83	\$62.97	\$73.11	330	\$52.87	\$63.44	\$74.01
Water Reclamation Manager	\$52.89	\$62.06	\$71.23	330	\$52.87	\$63.44	\$74.01
Assistant Director - Parks, Recreation, and Golf	\$54.54	\$64.94	\$75.34	340	\$54.98	\$65.98	\$76.97
Director - Facilities	\$54.76	\$66.50	\$78.25	340	\$54.98	\$65.98	\$76.97
Deputy Director - Emergency Management	\$58.05	\$69.40	\$80.75	350	\$57.18	\$68.62	\$80.05
Director - Building and Code Enforcement	\$58.17	\$67.90	\$77.63	350	\$57.18	\$68.62	\$80.05
Director - Parks, Recreation, and Golf	\$56.99	\$66.35	\$75.71	350	\$57.18	\$68.62	\$80.05
District Court Administrator	\$57.16	\$67.99	\$78.81	350	\$57.18	\$68.62	\$80.05
Asst. Director - Community Services/Development	N/A	N/A	N/A	360	\$59.47	\$71.36	\$83.26
Assistant Director - Detention Services	N/A	N/A	N/A	360	\$59.47	\$71.36	\$83.26
County Engineer	\$59.56	\$69.71	\$79.86	360	\$59.47	\$71.36	\$83.26
Senior Attorney - Public Defender	N/A	N/A	N/A	360	\$59.47	\$71.36	\$83.26
Senior Finance Manager	\$57.94	\$71.21	\$84.49	360	\$59.47	\$71.36	\$83.26
Assistant Director - Information Technology	\$60.61	\$72.45	\$84.30	370	\$61.85	\$74.22	\$86.59
Director - Human Resources	\$60.28	\$74.30	\$88.33	370	\$61.85	\$74.22	\$86.59
Director - Planning	\$60.96	\$73.54	\$86.12	370	\$61.85	\$74.22	\$86.59
Director - Utilities	N/A	N/A	N/A	370	\$61.85	\$74.22	\$86.59
Hearing Examiner	N/A	N/A	N/A	370	\$61.85	\$74.22	\$86.59
Senior Attorney	\$62.24	\$73.71	\$85.19	370	\$61.85	\$74.22	\$86.59
Spokane Regional Law and Justice Administrator	N/A	N/A	N/A	370	\$61.85	\$74.22	\$86.59
Stormwater Utility Manager	\$60.88	\$72.72	\$84.56	370	\$61.85	\$74.22	\$86.59
Chief Budget Officer	\$64.79	\$78.12	\$91.44	380	\$64.32	\$77.19	\$90.05
Director - Community Services/Development	\$65.52	\$78.48	\$91.45	380	\$64.32	\$77.19	\$90.05
Director - Detention Services	N/A	N/A	N/A	380	\$64.32	\$77.19	\$90.05
Director - Risk Management	\$61.32	\$78.64	\$95.97	380	\$64.32	\$77.19	\$90.05
Dep. Director - Public Works/Asst County Engineer	\$66.57	\$79.69	\$92.80	390	\$66.89	\$80.27	\$93.65
Director - Information Services	\$64.82	\$83.86	\$102.90	390	\$66.89	\$80.27	\$93.65
Inspector	N/A	N/A	N/A	390	\$66.89	\$80.27	\$93.65
Chief Operations Officer	\$63.36	\$99.42	\$135.48	400	\$69.57	\$83.48	\$97.40
Superior Court Administrator	\$67.97	\$81.24	\$94.52	400	\$69.57	\$83.48	\$97.40

* These figures do not represent final pay information, as benefits have also been included.



FINDING

As part of this study, Evergreen presented various implementation options for transitioning the County from the old pay plans to the new plan. Evergreen is providing five options to roll employees into the new proposed grade order list—each of which carries different annual fiscal impacts. Below is a description of each of the five options:

- **Bring to New Minimum** – Each employee's hourly rate is adjusted to the minimum of their classification's proposed pay grade if their hourly rate is not already within the proposed pay range. If it is, no adjustment is made. This will result in some employees not being placed within a step in the proposed pay plan.
- **Bring to Closest Step** - Each employee's hourly rate is brought to the next highest/closest step in the newly proposed pay plan. For example, if an employee is placed in the new Grade 120, but their current hourly rate is \$15.62, they will be moved to Step 3 in the new pay plan, which equates to an hourly rate of \$15.68. Pay increases will therefore always be less than a full step increase, as the intent of this option is to simply place the employees on a step in the new plan.
- **Class Date Parity** – This option aims to realign an employee's salary within their proposed range based on how long they have worked in their current job title. This is done on the basis of 30 year career trajectory, where an employee with 15 years of experience would be placed at the step closest to the midpoint, whereas an employee with 30 or more years would be the maximum step. If an employee's salary exceeds where they would be projected in the recommended range, no adjustment is made.
- **Compa Ratio** – This approach moves employees' pay closer towards their proposed midpoint of the pay range, with the intention to give larger adjustments (in percentage terms) to those with salaries furthest from the midpoint. For example, an employee's salary at 75 percent of the midpoint (compa ratio) would be brought to the step closest to 75 percent of the midpoint.
- **Current Range Penetration** – A calculation is performed to determine the percentage through the current range an employee's hourly rate falls. The employee's recommended hourly rate calculation will place them at the closest step of the same percentage through the proposed range. For example, if an individual is 65 percent through their current range, they are brought to the step that is closest to 65 percent through the recommended range.

Exhibit 6E shows the implementation cost for each option (not including benefits), the number of employees impacted by the change, and the average magnitude of the change on the impacted employees, with possible two-year and three-year phase-in options to follow in Exhibits 6F and 6G.

RECOMMENDATION 3: Adopt the best implementation option and determine whether a one-, two-, or three-year phase in is most appropriate for the County.



**EXHIBIT 6E
IMPLEMENTATION OPTIONS**

Option	Total Implementation Cost	# Employees Receiving Adjustments	Average Salary Adjustment for Employees who Receive an Adjustment	Average Percentage Adjustment
Bring to New Minimum	\$833,944	239	\$3,489	10.8%
Bring to Closest Step	\$1,655,636	1242	\$1,333	3.2%
Class Date Parity	\$2,391,175	1242	\$1,925	4.8%
Compa Ratio	\$6,986,496	1241	\$5,630	12.3%
Current Range Penetration	\$7,465,853	1241	\$6,016	13.0%

**EXHIBIT 6F
TWO-YEAR PHASE-IN OPTIONS**

Option	Total Implementation Cost	Year 1 Cost	Year 2 Cost
Bring to New Minimum	\$833,944	\$833,944	
Bring to Closest Step	\$1,655,636	\$1,244,790	\$410,846
Class Date Parity	\$2,391,175	\$1,612,559	\$778,616
Compa Ratio	\$6,986,496	\$3,910,220	\$3,076,276
Current Range Penetration	\$7,465,853	\$4,149,899	\$3,315,955

**EXHIBIT 6G
THREE-YEAR PHASE-IN OPTIONS**

Option	Total Implementation Cost	Year 1 Cost	Year 2 Cost	Year 3 Cost
Bring to New Minimum	\$833,944	\$833,944		
Bring to Closest Step	\$1,655,636	\$1,107,841	\$273,897	\$273,897
Class Date Parity	\$2,391,175	\$1,353,021	\$519,077	\$519,077
Compa Ratio	\$6,986,496	\$2,884,795	\$2,050,851	\$2,050,851
Current Range Penetration	\$7,465,853	\$3,044,580	\$2,210,637	\$2,210,637

There is not a “correct” approach for transitioning employees into the proposed system and each has its own unique strengths. For example, a strength of the “Bring to Minimum” approach is that it minimizes transition costs, whereas a strength of the “Current Range Penetration” option is that it is the most “neutral” in that it does not adjust employees' salaries based on any particular pay philosophy, but instead this option seeks to simply place them into the new structure at the same relative position.



6.3 SYSTEM MAINTENANCE AND ADMINISTRATION POLICIES

Any organization's compensation and classification system will need periodic maintenance. The recommendations provided in this chapter were developed based on conditions at the time the study was conducted. Without proper upkeep of the system, the potential for recruitment and retention issues may increase as the compensation and classification system becomes dated and less competitive.

FINDING

A documented compensation philosophy details an organization's position on how competitive their compensation will be with the market, the mix of benefits and base salary to be offered, the type of compensation system to be implemented (step, open range, hybrid, etc.), and the reward strategy the organization wishes to use (performance-based, longevity, COLA, etc.).

A well-developed, consistently followed, transparent, and communicated philosophy:

- is easy to understand;
- provides a sense of fairness;
- acts as a strong recruiting tool;
- encourages retention; and
- represents career and salary growth potential.

The County's compensation philosophy was found to meet these standards. Specifically, it details how it will strategically position itself to attract and retain quality employees by providing a competitive total compensation package which focuses on salary/wages, benefits, and other less tangible elements that are of value to employees.

The compensation philosophy clearly defines the market against which the County compares itself and its desired competitive position in comparison. It also details the process by which the County will regularly analyze its compensation system through salary and benefits surveys such as was conducted in this study.

COMMENDATION: Spokane County is commended for its compensation philosophy which provides clear and strong direction concerning the manner in which the County seeks to administer its compensation system.

FINDING

The method of moving salaries through the pay plans and setting new salaries for new hires, skill-based pay, market adjustments, promotions, and transfers depends largely on an organization's compensation philosophy. It is important for the County to have established guidelines for each of these situations, and to ensure that they are followed consistently for all employees. Common practices for progressing and establishing employee salaries are outlined below.



New Hires

Typically, an employee holding the minimum education and experience requirements for a classification is hired at or near the classification's pay grade minimum. However, for recruiting purposes the County needs the ability to offer salaries to new employees that consider prior related experience. It is recommended that the County continue to allow flexibility when establishing new employee salaries. It is also important, however, when determining new hire salaries to, when possible, preserve the internal equity of employees' salaries within the classification.

Salary Progression/Merit Increases

There are several common methods for salary progression including cost of living adjustments (COLA)/across the board, time based, and employee performance based. The County needs to consider employee salary progression by linking employee performance to eligibility for salary increases. As is good practice, it also needs to continuously evaluate this method to progress employees' salaries and make improvements as appropriate.

Promotional Increases

When an employee is promoted to a new classification, it is important to have guidelines for calculating the employee's new salary that rewards the employee for his or her new responsibilities, moves the salary into the new pay grade, and ensure internal equity in the new classification. For example, a range of three to seven percent increase is common today, with consideration given to preserving the internal equity of employees' salaries within the classification. The County has established promotion guidelines which will continue to require review going forward to remain current with best practice.

RECOMMENDATION 4: Develop guidelines for progressing employee salaries through the pay plans, including those for determining salaries of newly hired employees and employees who have been promoted or transferred to a different classification or department or who have been reclassified.

FINDING

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

While it is unlikely that all classifications will need to be analyzed and adjusted for several years, a small number of classification pay grades may need to be reassigned more frequently. If one or more classifications are exhibiting high turnover or are having difficulty with recruitment, the County should collect salary range data from peer organizations to determine whether an adjustment is needed for the pay grade of the classification(s). If increasing a classification's pay grade based on market data does not help with the recruitment and/or



retention issues, it may be necessary for the County to offer incentives to attract employees to the position and/or to encourage employees to remain in the position.

RECOMMENDATION 5: Conduct small-scale salary surveys as needed to assess the market competitiveness of selected classifications with recruitment and/or retention issues, and make changes to pay grade assignments as necessary.

FINDING

Small-scale salary surveys can improve the market position of specific classifications, but do not facilitate the combining or elimination of extraneous class specifications. Because this study focused solely upon the County's total compensation system, and not its classification system also—classification recommendations cannot be made at this time. It is therefore recommended that the County conduct a comprehensive classification and compensation study and then do so regularly every five years to preserve both internal and external equity. Changes to classification and compensation do occur, and while the increments of change may seem minor, they can compound over time. A failure to react to these changes quickly has the potential to place the County in a less than desirable position for recruiting and retaining quality employees.

RECOMMENDATION 6: Conduct a comprehensive classification study and continue to do so every five years.



Classification Study for Spokane County

FINAL REPORT



Evergreen Solutions, LLC

February 5, 2021

Classification Study for Spokane County

INTRODUCTION

In July 2020, Evergreen Solutions was retained by Spokane County to conduct a Classification Study. As part of the study, Evergreen conducted a job analysis to determine internal equity and provided recommendations regarding an appropriate classification structure. Evergreen also reviewed and revised job descriptions and made FLSA determinations.

In 2019, Evergreen conducted a Total Compensation Study for the County, which focused on the external equity of the differences between what the County paid for each classification and what compensation was available in the market place for the same skills, capabilities, and duties. The Classification Study utilized data collected from the Evergreen study conducted the previous year.

As part of the Classification Study, Evergreen was tasked with:

- reviewing job descriptions and obtaining job analysis questionnaires from employees;
- developing strategic positioning recommendations using internal data from employee questionnaires, market data from the previous study, and best practices;
- developing a classification and compensation structure and implementation cost plan for the County; and
- developing and submitting a final report summarizing findings and recommendations.

STUDY METHODOLOGY

Evergreen used a combination of quantitative and qualitative methods to develop recommendations to improve the internal equity of the County's classification system. A brief discussion of study activities follows.

Kickoff Meeting

The kickoff meeting provided an opportunity to discuss the organization of the County, finalize the work plan, and begin the data collection process. Data collection of relevant background material (e.g., employee data, pay plans, organization charts, and job descriptions) was a part of this process.



Employee Outreach

Interviews were held with senior leaders in the County, during which time they were asked about their experience with the County and to identify concerns they had regarding the classification system. This information provided basic perceptual background, as well as provided a starting point for the research/study process. A summary of this feedback is included in this report.

Job Analysis

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

The information provided through the JAT was then used to:

- ensure that classification titles were appropriate;
- designate a clear career path for each job family;
- quantify the value of each classification; and
- revise job descriptions.

Recommendations

In the Total Compensation Study from 2019, Evergreen developed a market-based pay plan and slotted classifications into the plan based on external equity. In this Classification Study, Evergreen combined the market data with the data gathered through the JAT to adjust classification slotting recommendations to be more aligned with internal equity. As most County employees had not yet transitioned into the previously-proposed pay plan, Evergreen developed implementation options to transition employee salaries into the new pay plan, along with estimates of the associated costs of adjusting employee salaries.

SUMMARY OF EMPLOYEE OUTREACH

In August and September 2020, an Evergreen consultant conducted a series of one-on-one interviews with senior County leaders. The objective of these interviews was to collect feedback regarding areas of needed improvement with the County's current classification system. This section summarizes the comments made by interviewees.

It is important to note that the views shared in this summary are perceptions and may not reflect actual policies and practices. Evergreen, however, considered this information as a basis for further investigation throughout the course of the study.



Classification

Some critiques that were expressed about the current classification system in Spokane County included the following:

- **Consolidation of Titles** – Several interview participants expressed concern regarding the large number of classifications in the County and suggested that some could be consolidated. Specifically, there were several job families in which there were several tiers (i.e. Engineering Technician 1, 2, 3, 4), which could make it difficult to distinguish significant differences between the tiers. It was suggested that by consolidating in such instances the overall classification system would be more orderly and differences between and among classifications would be more meaningful.
- **Different Titles for Similar Duties** – Related somewhat to the previous point, some interviewees stated that there are multiple classifications that have significant overlap in job duties.
- **Job Descriptions** – Some participants expressed concern that additional duties have been added to classifications over the years that are not represented in current job descriptions.

General Feedback

Although the purpose of the interviews was to discuss the classification system, some questions related specifically to classification yielded feedback outside of this domain. While directly unrelated to the classification system, the following feedback was received which is important to framing the context in which this study occurred:

- **Implementation of Total Compensation Study** – Many interview participants expressed concern with the results and implementation of the 2019 Total Compensation Study. As the study focused solely on the external equity of the compensation system, and did not account for internal equity, there were concerns that the results were not equitable.
- **Short Staffed** – A common concern expressed during the interviews was the small number of staff found in several County departments. This ties in with the concern about different positions having significant overlap in duties. It was stated that most staff in a department have to perform a lot of duties unrelated to their position, such as administrative duties.
- **Similar Positions in Different Pay Grades** – Related to the point about having different classifications with similar duties, these separate classifications are often assigned to different pay grades despite performing similar work.



Retention and Recruitment

Interviewees stated that the County has noticeable recruitment and retention issues with the following classifications (in alphabetical order):

- Attorney/Public Defender
- Court Clerk
- Engineer
- Engineering Technician
- Grants and Contracts Specialist
- Housing and Community Support Specialist
- Legal Secretary
- Paralegal
- Program Managers
- Wastewater Collection Systems Specialist

Many of the concerns that are reported above are common issues that exist in many organizations today, while some are unique to the County. As with any organization, employees perceived weaknesses in certain areas related to the current classification system. The need to understand and address these concerns is important so that the County is able to continually attract and retain a highly qualified workforce.

RECOMMENDATIONS

The recommendations in this section primarily seek to provide a clear, well-organized classification plan for the County and to address any challenges observed by Evergreen consultants over the course of the study. Internal factors such as the future direction of the County and availability of resources will undoubtedly influence any implementation of the recommendations.

Each recommendation was developed to address a specific need based on the collected information, while taking into account both the internal and external environment. Arriving at the recommendations was a detailed process involving all components of the research conducted, reviewed, and discussed in both this Classification Study and the previous Total Compensation Study.

Classification Findings and Recommendations

An organization's classification system establishes how its human resources are employed to perform its core services. The classification system consists of the titles and descriptions of the different classifications which define how work is organized and assigned. It is essential that the titles and descriptions of an organization's classifications accurately depict the work being performed by employees in order to ensure equity within the organization and to enable comparisons with positions at peer organizations.



The purpose of a classification analysis is to identify such issues as incorrect titles, outdated job descriptions, and inconsistent titles across departments and levels. As previously explained, the classification analysis was performed utilizing the Job Assessment Tool (JAT) and Management Issues Tool (MIT) processes. In addition to ensuring that the title of each classification appropriately matched its essential functions, the JAT utilized five compensatory job factors to produce a score which represents the job worth of each classification. These scores allowed Evergreen to analyze internal equity and compare positions throughout the organization. These compensatory factors are:

- **Leadership** - degree to which a position receives direction or provides direction to others
- **Working Conditions** - degree to which a position operates in an environment of change or risk to oneself or others
- **Complexity** - degree to which higher level educational, knowledge, or analytical abilities must be utilized
- **Decision Making** - degree to which a position acts autonomously and oversees the actions of others
- **Relationships** – degree to which the position interacts with others

Also, individual interviews with County leadership were conducted in order to further clarify and explore issues related to the classification system. Evergreen reviewed and utilized the data provided in the JATs and MITs, as well as through the secondary discussions, as a basis for the classification recommendations below.

FINDING

The classification titles being used by the County were found to be generally accurate and typically described the work performed by employees. However, it was found that some classification titles did not accurately reflect the tasks completed by the position. Furthermore, it was found that several classifications shared essential functions and did not warrant separate titles. Evergreen has therefore proposed 127 classification changes within the current classification system. A comprehensive listing of the proposed classification changes are shown in **Exhibit A**.

RECOMMENDATION 1:

Adopt the 127 classification title changes proposed in Exhibit A.



EXHIBIT A
PROPOSED CLASSIFICATION TITLE CHANGES
FOR SPOKANE COUNTY

Current Classification Title	Proposed Classification Title
Accountant	Accountant 1
Accounting Technician 2	Accounting Technician 1
Accounting Technician 3	Accounting Technician 2
Accounting Technician 4	Accounting Technician 2
Administrative Services Technician	Payroll Technician
Administrative Specialist 2	Administrative Support Specialist 3
Attorney 1 - Public Defender	Attorney 1
Attorney 2 - Public Defender	Attorney 2
BH Customer Care Representative	Administrative Support Specialist 2
Boiler Maintenance Specialist	Boiler Maintenance Specialist 1
Building and Planning Plans Examiner 1	Plans Examiner 1
Building and Planning Plans Examiner 2	Plans Examiner 2
Building and Planning Senior Service Coordinator	Building and Planning Services Coordinator 3
Building Maintenance Specialist	Maintenance Technician 2
Buyer 2	Buyer 1
Buyer 3	Buyer 2
Chief Accountant	Accountant, Chief
Chief Building Maintenance Specialist	Maintenance Technician 3
Chief Traffic Sign Technician	Traffic Sign Foreman
Chief Traffic Signal Technician	Traffic Signal Foreman
Clerk of District Court	District Court Administrator, Assistant
Court Finance Manager - Clerks	Finance Manager 1
Court Staff Assistant	Court Staff Assistant 1
Court Staff Assistant, Senior	Court Staff Assistant 2
CSHCD Data System Supervisor	Data Systems Supervisor
CSHCD Senior Data Information Analyst	Data Systems Analyst 2
Data Analyst	Data Systems Analyst 1
Data Quality Assurance Analyst 1	Data Quality Assurance Analyst
Detention - Accounting Technician 4	Accounting Technician 2
Detention - Administrative Manager	Administrative Manager
Detention - Building Maintenance Specialist	Maintenance Technician 2
Detention - Finance Manager	Finance Manager 2
Detention - Mental Health Manager	Mental Health Manager
Detention - Mental Health Professional	Mental Health Professional
Detention - Office Supervisor	Office Manager
Detention - Senior Technical Assistant	Administrative Support Specialist 3
Detention - Shop Worker	Mechanic Foreman
Detention - Staff Assistant	Administrative Assistant
Detention - Technical Assistant	Administrative Support Specialist 2
Detention - Trades Specialist 2	Maintenance Technician 2
Digital - Forensic Specialist	Digital Forensic Technician 2
Digital Forensic Technician	Digital Forensic Technician 1
Director - Parks, Recreation, and Golf	Director, Parks and Recreation
Director - Training/Certification	Manager, Training and Certification
Election/Voter Services Lead	Election/Voter Services Technician 2
Election/Voter Services Technician	Election/Voter Services Technician 1
Engineering Technician 4	Engineering Technician 3
Equipment Maintenance Supervisor 1	Equipment Maintenance Supervisor
Facilities Design and Construction Manager	Construction Manager
Facilities Manager	Facilities Manager 1
Forensic Lead Specialist	Forensic Technician 3



EXHIBIT A (Continued)
PROPOSED CLASSIFICATION TITLE CHANGES
FOR SPOKANE COUNTY

Current Classification Title	Proposed Classification Title
Forensic Specialist	Forensic Technician 2
Forensic Technician	Forensic Technician 1
Geographic Information System	Segregation and Mapping Specialist
Golf Course Maintenance Specialist	Maintenance Technician 2
Grants and Contracts Analyst	Grants and Contracts Specialist
IT Systems Administrator	IT Systems Administrator 1
IT Systems Administrator - Senior	IT Systems Administrator 2
IT Technical Support Specialist - Senior	IT Technical Support Specialist 2
Juvenile Court Mental Health Professional	Mental Health Professional
Lead Boiler Maintenance Specialist	Boiler Maintenance Specialist 2
Legal Office Assistant 1	Legal Secretary 1
Legal Office Assistant 2	Legal Secretary 1
Legal Secretary	Legal Secretary 2
Maintenance Worker 1	Maintenance Technician 1
Maintenance Worker 2	Maintenance Technician 2
Management and Budget Analyst	Management and Budget Analyst 1
Management and Budget Analyst Senior	Management and Budget Analyst 2
Managerial Senior Accountant	Accountant 2
NEW	Customer Service Manager
Office Assistant 3	Administrative Support Specialist 1
Office Assistant 4	Administrative Support Specialist 3
Office Manager	Medical Examiner Operations Manager
Office Supervisor	Office Manager
Office Technician	Administrative Support Specialist 2
Park Operations Lead Equipment Mechanic	Mechanic
Park Operations Maintenance Worker	Maintenance Technician 2
Park Operations Trades Specialist	Maintenance Technician 3
Parks Operations Supervisor	Maintenance Supervisor
Parks, Recreation, and Golf Finance Manager	Finance Manager 1
Parts Issuer	Parts Issuer 1
Parts Lead Worker	Parts Issuer 2
Pretrial Service Officer	Pretrial Services Officer 1
Pretrial Services Mental Health Professional	Mental Health Professional
Pretrial Services Officer - Senior	Pretrial Services Officer 2
Program Coordinator	Employee Transportation Coordinator
Property Records Technician	Property Records Specialist
Public Policy and Communications Manager	Communications Manager
Public Works Fleet Manager	Fleet Manager
Public Works Project Manager	Public Works Project Manager 1
Public Works Senior Project Manager	Public Works Project Manager 2
Recording Specialist	Recording Specialist 1
Recording Specialist, Senior	Recording Specialist 2
Road Maintenance Foreman	Road Maintenance Supervisor
Secretary 1	Administrative Support Specialist 2
Secretary 2	Administrative Support Specialist 3
Senior Accountant	Accountant 2
Senior Attorney	Attorney 3
Senior Attorney - Public Defender	Attorney 3
Senior Building Technician	Building Code Specialist
Senior Buyer	Buyer 3
Senior Data Information Analyst	Data Systems Analyst 2



EXHIBIT A (Continued)
PROPOSED CLASSIFICATION TITLE CHANGES
FOR SPOKANE COUNTY

Current Classification Title	Proposed Classification Title
Senior Facilities Manager	Facilities Manager 2
Senior Finance Manager	Finance Manager 2
Senior Inspector	Building Inspector 3
Senior Technician	Pavement Manager
Shelter Technician	Shelter Technician 1
Shelter Technician, Senior	Shelter Technician 2
Sheriff Senior Systems Information Analyst	Data Systems Analyst 2
Sheriff's Office Business Operations Director	Finance Manager 2
Shop Worker - Light Truck and Car Mechanic	Mechanic
Shop Worker - Motor Pool - ER&R	Mechanic
Shop Worker - Truck and Equipment Mechanic	Mechanic
SOBO - Senior Accountant and Budget Coordinator	Budget Coordinator
Staff Assistant	Administrative Assistant
Staff Assistant - Sheriff	Administrative Assistant
Staff Assistant 1	Administrative Assistant
Staff Assistant 2	Executive Assistant
Staff Assistant 3	Executive Assistant
Telecommunication Specialist	Telecommunication Specialist 1
Telecommunication Specialist, Senior	Telecommunication Specialist 2
Trades Specialist 2	Maintenance Technician 3
Trades Supervisor	Maintenance Supervisor
Trades Supervisor 2	Maintenance Supervisor
Traffic Sign Technician 4	Traffic Sign Technician 3
Treasury Specialist	Treasury Specialist 1
Treasury Specialist, Senior	Treasury Specialist 2

FINDING

Evergreen provided the County with job family matrices for many of its classifications; these were each provided to the County under separate cover. As can be seen, **Exhibits B1** and **B2** display the matrices for the Data Analysis and Purchasing job families, respectively, as examples. These matrices provide information related to the essential functions, minimum education and experience requirements, and FLSA exemption status. Utilizing and maintaining these matrices will allow the County to more easily make classification determinations.

RECOMMENDATION 2:

Utilize the job family matrices to guide classification determinations and assignments.

EXHIBIT B1
EXAMPLE JOB FAMILY MATRIX – DATA ANALYSIS JOB FAMILY

Title	Data Quality Assurance Analyst	Data Systems Analyst 1	Data Systems Analyst 2	Data Systems Supervisor
Job Summary	The Data Quality Assurance Analyst performs professional, technical and analytical work related to confirming data integrity and compliance for a County department. Duties involve quality assurance analysis, data entry, data integrity, data analysis, business software testing, producing end user instructions, and writing documentation for a variety of business applications/systems, and business/data requirements.	The Data Systems Analyst 1 supports data-driven planning and decision-making by performing complex data-centric activities involving the administrative processes, data validation, and evaluation of information systems.	The Data Systems Analyst 2 performs senior-level professional information technology work pertaining to the development, design, programming, testing, implementation, modification, and maintenance of computer programs and applications across multiple platforms and technologies. Serves as a lead worker in the assigned work of lower level data analyst positions.	The Data Systems Supervisor supervises staff and resources necessary for the analysis, development, data quality/compliance, implementation, and ongoing support of business applications, data capture/integration/consolidation, data information analysis, data warehouse, and business analytics environment.
FLSA Status	Exempt	Exempt	Exempt	Exempt
Minimum Education	Bachelor's Degree in Computer Science, Management Information Systems, Information Technology, or a related field	Bachelor's Degree in Computer Science, Management Information Systems, Information Technology, or a related field	Bachelor's Degree in Computer Science, Management Information Systems, Information Technology, or a related field	Bachelor's Degree in Computer Science, Management Information Systems, Information Technology, or a related field
Minimum Experience	One (1) year of experience in data collection and analysis.	Two (2) years of experience in data analysis.	Three (3) years of experience in data analysis.	Five (5) years of experience in data analysis, two (2) of which are in a supervisory capacity.
Licensure/Certification	None	None	None	None



EXHIBIT B2
EXAMPLE JOB FAMILY MATRIX – PURCHASING JOB FAMILY

Title	Buyer 1	Buyer 2	Buyer 3	Purchasing Manager
Job Summary	The Buyer 2 performs entry level technical and analytical duties in the procurement of numerous diversified goods, services, equipment and supplies for Spokane County departments.	The Buyer 2 performs journey level technical and analytical duties in the procurement of numerous diversified goods, services, equipment and supplies for Spokane County departments. This position may serve as a leader on complex procurement projects.	The Buyer 3 performs highly technical and supervisory work assisting in carrying out departmental decisions by designing, implementing, and managing the County procurement system. The positions is also responsible for the procurement of major equipment, supplies, and services.	The Purchasing Manager is responsible for the effective and efficient operations of the centralized purchasing function by assigning, managing, monitoring, and evaluating the activities of a team of buyers and administrative support personnel.
FLSA Status	Non-Exempt	Exempt	Exempt	Exempt
Minimum Education	Associate's Degree in Purchasing, Public Administration, or a related field	Bachelor's Degree in Purchasing, Public Administration, or a related field	Bachelor's Degree in Purchasing, Public Administration, or a related field	Bachelor's Degree in Purchasing, Public Administration, or a related field
Minimum Experience	One (1) year of experience in public or private purchasing	One (1) year of experience in public or private purchasing	Three (3) year of experience in public or private purchasing	Five (5) years of progressively responsible experience in the field, the majority of which shall be acquired in a supervisory capacity with budgetary, policy, and procedural administration responsibilities and accountability
Licensure/Certification	None	None	Certified Public Procurement Officer, National Institute of Governmental Purchasing, Certified Purchasing Manager, or Certified Professional in Supply Management	Certified Professional Public Buyer, Certified Public Purchasing Officer, Certified Professional in Supply Management, or Certified Purchasing Manager

FINDING

Evergreen provided the County with updated job descriptions, which encompassed any edits or changes necessary to reflect the most current work performed in the position. The updated classification specifications were separate from this report and were provided to the County under separate cover.

Also, Evergreen provided a recommendation on the FLSA status of each classification as it relates to the updated tasks and responsibilities listed in the new description. The basis for these recommendations came from the input from employees and supervisors provided during the JAT collection process.

RECOMMENDATION 3:

Update current classification specifications and corresponding FLSA status to align with the selected classification structure and be reflective of the employee-provided JAT information.

Compensation Findings and Recommendations

While this Classification Study did not focus on the County's compensation system, it does represent the completion of the 2019 Total Compensation Study. Therefore, this report also presents findings and recommendations related to the County's compensation system.

FINDING

The compensation system analysis conducted in the Total Compensation Study consisted of an external market assessment, in which the County's pay ranges for its classifications were compared to the average of the identified market. It was found that the County's pay ranges, overall, were behind its desired competitive position with the market. Evergreen therefore proposed a new competitive pay plan to improve the County's ability to attract, hire, and retain employees. A full implementation of this proposed plan would provide the County with the opportunity to pay employees at or near market value now and moving forward as positions are created or revised, as well as ensure equity across all positions.

In the Total Compensation Study, Evergreen proposed the placement of each classification into a specific grade of the proposed pay plan—using the results of the market salary survey as a guide. The introduction of internal data, gathered through the JAT, presented Evergreen with the opportunity to make adjustments to its initial grade slotting recommendations.

A regression analysis was conducted to determine the relationship between the internal data (scores) gathered by the JAT process and the external data gathered by the market salary survey. The analysis essentially determines the market dollar value associated with every JAT point. This allows Evergreen to project an approximate pay range for each classification, which is used preliminarily to guide the slotting of positions into the proposed pay grades.

After initial slotting adjustments were complete, additional adjustments were made to maintain existing hierarchy and to account for the County's understanding of each position which cannot be captured through the JAT or salary survey processes. Based on this process, **Exhibit C** displays the proposed placement of each classification into a specific pay grade.



EXHIBIT C
PROPOSED GRADE SLOTTING ASSIGNMENTS

Proposed Classification Title	Proposed Grade
Accountant 1	210
Accountant 2	240
Accountant, Chief	310
Accounting Manager	330
Accounting Supervisor	290
Accounting Technician 1	150
Accounting Technician 2	180
Administrative Assistant	210
Administrative Manager	280
Administrative Support Specialist 1	100
Administrative Support Specialist 2	120
Administrative Support Specialist 3	150
Animal Protection Officer	190
Animal Services Representative	120
Animal Services Veterinarian	280
Appraisal Supervisor	290
Appraisal Supervisor, Assistant	240
Appraisal Support Specialist	130
Appraiser, Commercial	220
Appraiser, Industrial	240
Appraiser, Residential	180
Assessor, Chief Deputy	310
Attorney 1	260
Attorney 2	330
Attorney 3	380
Auditor, Chief Deputy	340
Automotive Technician	170
Autopsy Assistant	180
Autopsy Assistant, Chief	280
Behavioral Healthcare Ombudsman	250
Board of Equality Specialist 2	160
Boiler Maintenance Specialist 1	200
Boiler Maintenance Specialist 2	220
Bridge Carpenter 1	150
Bridge Carpenter 2	170
Bridge Carpenter 3	190
Budget Coordinator	320
Building and Planning Management Service Administrator	280
Building and Planning Project Coordinator 1	190
Building and Planning Project Coordinator 2	210
Building and Planning Services Coordinator 2	150
Building and Planning Services Coordinator 3	180
Building Code Specialist	250
Building Inspector 2	200
Building Inspector 3	240
Building Official	310
Business Manager	300
Buyer 1	190
Buyer 2	200
Buyer 3	250
Case Management Specialist	150



EXHIBIT C (Continued)
PROPOSED GRADE SLOTTING ASSIGNMENTS

Proposed Classification Title	Proposed Grade
Chief Budget Officer	370
Chief Operations Officer	390
Civil Service Chief Examiner	300
Civil Service Specialist	200
Clerk of the Board	240
Clerk of the BOE	180
Communications Manager	350
Community Development Specialist 1	160
Community Development Specialist 2	210
Community Development Specialist 3	240
Commute Trip Reduction Coordinator	200
Computer Application Specialist 1	160
Computer Application Specialist 2	200
Computer Application Specialist 3	230
Construction Manager	330
Cook	140
County Clerk Division Supervisor	240
County Engineer	390
Court Clerk	170
Court Coordinator	270
Court Process Clerk	150
Court Services Manager	300
Court Staff Assistant 1	180
Court Staff Assistant 2	210
Criminal Defense Investigator	220
Criminal History Specialist	150
Customer Accounting Specialist 1	140
Customer Accounting Specialist 2	170
Customer Accounting Specialist 3	200
Customer Service Manager	260
Data Quality Assurance Analyst	230
Data Systems Analyst 1	250
Data Systems Analyst 2	300
Data Systems Supervisor	320
Department Aide 2	100
Deputy Investment and Banking Officer	270
Detention - Case Manager	200
Detention - Shop Worker	160
Detention - Teacher	230
Detention Director	390
Detention Shift Supervisor	250
Detention/Probation Division Administrator	300
Digital Content Manager	250
Digital Forensic Technician 1	150
Digital Forensic Technician 2	200
Director of Community Services/Development, Assistant	370
Director of Emergency Management, Deputy	340
Director, Assistant IT	350
Director, Community Services and Community Development	400
Director, Environmental Services	380



EXHIBIT C (Continued)
PROPOSED GRADE SLOTTING ASSIGNMENTS

Proposed Classification Title	Proposed Grade
Director, Facilities	380
Director, Fair and Expo Center	330
Director, Human Resources	380
Director, Information Technology	390
Director, Parks and Recreation	380
Director, Regional Animal Protection	350
Director, Risk Management	350
District Court Administrator	370
District Court Administrator, Assistant	290
District Court Judicial Assistant	220
District Court Probation/DUI Court Manager	280
Diversion Case Manager	200
Education Program Specialist	160
Election/Voter Services Supervisor	170
Election/Voter Services Technician 1	130
Election/Voter Services Technician 2	160
Elections Manager	320
Employee Development Coordinator	270
Employee Transportation Coordinator	200
Energy Management System Specialist	170
Engineer 1	240
Engineer 2	280
Engineer 3	320
Engineering Information Systems Analyst	230
Engineering Information Systems Coordinator	260
Engineering Office Administrator	320
Engineering Real Estate Services Manager	290
Engineering Technician 1	150
Engineering Technician 2	180
Engineering Technician 3	220
Equipment Maintenance Supervisor	240
Event Maintenance Coordinator	190
Event Production Coordinator	190
Executive Assistant	230
Facilities Manager 1	250
Facilities Manager 2	290
Fair Coordinator	260
Family Court Facilitator	240
Field Operations Manager	250
Finance Manager 1	300
Finance Manager 2	330
Financial Services Supervisor	270
Fiscal Operations Manager	330
Fleet Manager	260
Food Manager	240
Forensic Technician 1	180
Forensic Technician 2	220
Forensic Technician 3	240
Forensic Unit Supervisor	280
GIS Specialist	220
Golf Course Superintendent, Assistant	220



EXHIBIT C (Continued)
PROPOSED GRADE SLOTTING ASSIGNMENTS

Proposed Classification Title	Proposed Grade
Golf Superintendent	300
Government and Constituent Relations Officer	210
Grants Administrator	310
Grants and Contracts Specialist	270
Grants/Contract Coordinator	260
Healthcare Compliance Analyst	270
Hearing Examiner	350
Housing and Community Support Specialist 1	190
Housing and Community Support Specialist 2	220
Human Resources Generalist	250
Human Resources Manager	330
Human Resources Specialist	210
Human Services Program Manager	250
Inspector	350
Integrated Behavior Healthcare Manager	330
Integrated Behavior Healthcare Project Coordinator	280
Integrated Behavior Healthcare Quality Supervisor	310
Integrated Care Coordinator	280
Intergovernmental Affairs Officer	270
Investigation Supervisor	250
Investigator	200
IT Analyst Programmer 2	240
IT Analyst Programmer 3	270
IT Application Services Manager	330
IT Project Manager	310
IT Supervisor	300
IT System Manager	330
IT Systems Administrator 1	270
IT Systems Administrator 2	290
IT Technical Support Specialist 2	220
Judicial Operations Manager	280
Juvenile Corrections Officer	150
Juvenile Court Administrator	360
Juvenile Court Systems Manager	270
Juvenile Court Unit Supervisor	310
Land Development Coordinator	250
Land Surveyor	230
Legal Secretary 1	130
Legal Secretary 2	160
Levy Specialist	210
Liability Claims Adjuster	190
License Specialist	150
License Specialist Field Liaison	190
License Specialist, Lead	160
Licensed Veterinary Technician	160
Loss Control Specialist	190
Mail Clerk	100
Maintenance Supervisor	240
Maintenance Technician 1	120
Maintenance Technician 2	160
Maintenance Technician 3	200



EXHIBIT C (Continued)
PROPOSED GRADE SLOTTING ASSIGNMENTS

Proposed Classification Title	Proposed Grade
Management and Budget Analyst 1	240
Management and Budget Analyst 2	300
Manager, Training and Certification	350
Marketing/Sales Manager	270
Material/Resource Manager	230
Mechanic	200
Mechanic Foreman	220
Medical Examiner Operations Manager	290
Medical Investigator, Deputy	210
Mental Health Court Case Manager - District Court	200
Mental Health Manager	350
Mental Health Professional	260
MH Therapeutic Ct Sup Tm Manager	270
Neighborhood Services Specialist	220
Nurse Manager - Juvenile	310
Office Manager	240
Official Court Reporter	240
Paralegal 1	180
Paralegal 2	200
Park Operations Manager	300
Park Ranger	200
Parking Enforcement Officer	110
Parks Special Projects Manager	280
Parts Assistant/Pickup Driver	150
Parts Issuer 1	180
Parts Issuer 2	190
Pavement Manager	250
Payment Control Technician	190
Payroll Technician	160
Peer Support Specialist	160
Personal Property Evaluator	150
Planner 1, Associate	210
Planner 2, Associate	240
Planner, Principal	280
Planner/Landscape Architect	230
Plans and Specifications Technician	160
Plans Examiner 1	160
Plans Examiner 2	200
Pretrial Services Manager	320
Pretrial Services Officer 1	200
Pretrial Services Officer 2	240
Probation Counselor 1	190
Probation Counselor 2	230
Probation Officer 1	190
Probation Officer 2	230
Probation Services Specialist	160
Program Planner/Evaluator	240
Program Specialist	210
Program Specialist 1, Emergency Management	210
Program Specialist 2, Emergency Management	240
Property Records Specialist	150



EXHIBIT C (Continued)
PROPOSED GRADE SLOTTING ASSIGNMENTS

Proposed Classification Title	Proposed Grade
Property Records Supervisor	220
Public Records Coordinator	280
Public Records Specialist	180
Public Works Director, Deputy/County Engineer, Assistant	370
Public Works Information and Outreach Manager	290
Public Works Program Manager	350
Public Works Project Manager 1	300
Public Works Project Manager 2	320
Public Works Training and Performance Manager	300
Purchasing Manager	320
Recording Specialist 1	120
Recording Specialist 2	150
Recording Supervisor	190
Records and Vehicle Licensing Manager	290
Recreation Coordinator	220
Recreation Program Manager	270
Regional Solid Waste Manager	340
Registered Nurse	270
Right of Way Agent 1	180
Right of Way Agent 2	210
Risk Management Supervisor	300
Road District Manager	290
Road Maintenance Administrator	250
Road Maintenance Foreman	230
Road Maintenance Manager	260
Road Maintenance Operations Manager	340
Road Maintenance Operations Manager, Assistant	300
Road Maintenance Specialist 1	150
Road Maintenance Specialist 2	190
Road Maintenance Specialist 3	200
Road Maintenance Supervisor	230
Seasonal Foreman	220
Security Coordinator	260
Segregation and Mapping Supervisor	270
Segregation and Mapping Technician 1	190
Segregation and Mapping Technician 2	200
Segregation and Mapping Specialist	220
Shelter Technician 1	100
Shelter Technician 2	130
Sheriff - Chief Administrative Officer	390
Sheriff - Registration Coordinator	250
Sheriff Investigative Analyst	250
Sheriff Technical Assistant 2	150
Sheriff Technical Assistant 3	160
Sheriff's Crime Information Analyst	190
Sheriff's Office Business Operations Administrative Manager	290
Shop Clerk	130
Special Programs Coordinator - SCRAP	220
SPO Regional Law and Justice Administrator	360
Stormwater Utility Manager	310
Superior Court Administrator	370



EXHIBIT C (Continued)
PROPOSED GRADE SLOTTING ASSIGNMENTS

Proposed Classification Title	Proposed Grade
Superior Court Administrator, Assistant	290
Superior Court Judicial Assistant	220
Telecommunication Specialist 1	200
Telecommunication Specialist 2	270
Therapeutic Courts Coordinator	280
Traffic Program Analyst	200
Traffic Sign Foreman	270
Traffic Sign Technician 1	140
Traffic Sign Technician 2	170
Traffic Sign Technician 3	200
Traffic Signal Foreman	270
Traffic Signal Technician 1	160
Traffic Signal Technician 2	180
Traffic Signal Technician 3	220
Training Coordinator	270
Transportation Demand Management Manager	280
Treasurer, Chief Deputy	340
Treasury Control Officer	200
Treasury Operations Manager	310
Treasury Specialist 1	150
Treasury Specialist 2	180
Utilities Account Analyst	200
Utilities Billing Administrative Services Manager	260
Vehicle Fleet Analyst	210
Vehicle License Supervisor	220
Veteran Services Officer	190
Victim/Witness Program Specialist	150
Voter Services Specialist	200
Wastewater Collection Systems Specialist 1	130
Wastewater Collection Systems Specialist 2	150
Wastewater Collection Systems Specialist 3	200
Wastewater Collection Systems Supervisor	270
Wastewater Operations Section Manager	340
Water Programs Manager	340
Water Reclamation Manager	340
Water Resources Manager	320
Water Resources Specialist	230
Welder	190
Workers Compensation Claim Adjudicator	210

As part of this study, Evergreen presented various implementation options for transitioning Spokane County from the current pay structure to the proposed pay structure. Evergreen presented four options to transition employees (salaries) into the new salary scale, each of which carries different annualized fiscal impacts.



The four options and their operational definitions are:

- **Bring to Closest Step** – A calculation is performed so that each employee's pay is adjusted to the minimum of their classification's proposed pay grade. If their pay is already within the proposed pay range, they are brought to the next closest step up in their pay range.
- **Move Toward Market (2 Tier)** – This option is designed to give larger adjustments (in percentage terms) to those with salaries furthest from the midpoint and to provide greater adjustments to those employees with more overall tenure with the County. Employees with at least one year and less than ten years are moved closer toward the midpoint of the proposed pay grade range and employees with more than ten years are moved yet even closer. For example, an employee's pay at 75 percent of the midpoint (compa ratio) would be brought to 77 percent of the midpoint if his/her tenure is less than ten years, but would be brought to 80 percent if his/her tenure is greater than ten years. Employees at or above the midpoint are unaffected.
- **Move Toward Market (3 Tier)** – This option is designed to give larger adjustments (in percentage terms) to those with salaries furthest from the market point and to provide greater adjustments to those employees with more overall tenure with the County. Employees with at least one year and less than three years are moved closer toward the midpoint of the proposed pay grade range (market point), employees with between three and seven years tenure are moved even closer, and employees with more than seven years are moved yet even closer. For example, an employee's pay at 75 percent of the midpoint (compa ratio) would be brought to 79 percent of the midpoint if his/her tenure is less than three years, but would be brought to 80 percent if his/her tenure is three to seven years and to 81 percent if his/her tenure is greater than seven years. Employees at or above the market point are unaffected.
- **Current Range Penetration** – A calculation is performed to determine the percentage through the current range an employee's pay falls. The employee's recommended pay calculation will place him/her at the same percentage through the proposed range. For example, if an individual is 40 percent through his/her current range, he/she is brought to 40 percent through the recommended range.

There is not a “correct” approach for transitioning employees into the proposed system and the rationale for selecting one will need to be carefully and thoroughly considered. The proper balance of pay and benefits should be a primary consideration as the County desires a competitive total compensation system.

Exhibit D displays the estimated annualized implementation costs (not including benefits) for each implementation option, along with the number of employees impacted by the change, and the average percent salary change for the impacted employees. It should be noted that the estimated annualized (salary only) costs assume an implementation date of July 1, 2021.



**EXHIBIT D
IMPLEMENTATION OPTION COSTS**

Implementation Option	Total Implementation Cost	# Employees Receiving Adjustments	Average Salary Adjustment	Average Percentage Adjustment
Bring to Closest Step	\$1,826,190	1,264	\$1,445	3.3%
Move Towards Midpoint (2 Tier)	\$2,842,851	1,270	\$2,238	5.0%
Move Towards Midpoint (3 Tier)	\$3,177,148	1,270	\$2,502	5.7%
Current Range Penetration	\$7,431,562	1,267	\$5,865	12.4%

RECOMMENDATION 4:

Fully adopt the proposed pay plan from the Total Compensation Study, slot all classifications into the scale based on external and internal equity, and transition employee salaries into the scale utilizing an option described above.

SUMMARY

The primary objective of this Classification Study was to improve the internal equity of the classification structure by which positions relate and compare to one another across the organization. This study also sought to address the classification and compensation systems as a whole. This was accomplished by analyzing data gathered internally—along with data gathered externally during the Total Compensation Study conducted in 2019.

The recommendations in this report provide Spokane County with a compensation and classification system that is internally and externally equitable. While the upkeep of this recommended system, the County will find that having a competitive compensation and classification system that encourages strong recruitment and employee retention will be well worth the effort.

