



# DeKalb County Pay & Class Study

**BOC Committee of the Whole Meeting  
April 19, 2016**

# **Pay & Class Study Presentation**

## **Board of Commissioners Committee of the Whole Meeting April 19, 2016**

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## Background

DeKalb County has not undergone a comprehensive pay and class study in 16 years. As a result, pay ranges have fallen significantly behind the market impacting the County's ability to recruit and retain quality talent. There have been a number of other issues which have directly affected employee pay:

- Due to budgetary constraints, merit increases were suspended effective January 26, 2009 and have not been awarded for the last six years, nor are they included in the 2016 budget.
- Employees were mandated to take a combination of furlough days and unpaid holidays in the years from 2009 through 2011.
- Standard working test (probationary) increase of 5%, normally given six months after hire or promotion, was eliminated in 2011.
- Employee contributions for County insurance plans have increased during these same years.
- Mandatory employee pension contributions have increased from 4.5% in 2009 to the current contribution rate of 10.58% for employees in the defined benefit plan, hired prior to September 2005.
- Employees hired in 2016 have a hybrid retirement plan, which has become standard in the market but problematic when coupled with low pay ranges.

DeKalb County Government is experiencing difficulty attracting qualified candidates and retaining skilled employees in critical positions due a pay plan that has not kept pace with changing economic and employment conditions. With the exception of a 3% COLA in 2014, employee salaries have remained virtually stagnant over the past seven years, creating morale issues. There is salary compression in the current structure and too many job classifications for efficient county operations. There are also inequities in the current pay plan, with certain positions being overvalued or undervalued in comparison with others based on education, experience, level of responsibility, and certifications.

In 2014, The Archer Company was hired to develop a more efficient classification system and corresponding pay plan that reflect the County's desire to be competitive in the job market.

### Cost of Study

- Approximately \$474,680

### Project Timeline

- February 2014 – July 2016

The Archer Company is a human resources consulting firm with 30 years of experience

- Specializes in the development and implementation of compensation and classification systems for local government and public sector organizations
- Developed classification and compensation systems for over one thousand cities, counties, utilities, school districts, colleges, other public agencies and private organizations
- Previous clients include: Fulton County Government, Chatham County, Athens-Clarke County, City of Charlotte, and City of Naples

Chip King, Project Manager & Regional Director

- 16 years of management and consulting experience for local government
- Specializes in human resources management, management studies, and general consulting service to local government clients

LSBE Sub-Contractor, Benalytics Consulting Group

- Over 8 years of experience assisting public sector employers with management of all areas of employee benefits

# COMPREHENSIVE CLASSIFICATION & COMPENSATION STUDY

*Consultant's Findings & Recommendations*

*For*



*April, 2016*



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## PROJECT SUMMARY

DeKalb County, Georgia (the County) hired the Archer Company to conduct a classification and compensation study for the purposes of developing a more efficient classification system and a competitive pay plan for the County. The study covered approximately seven thousand (7,000) management, professional, technical, administrative, clerical, public safety, court services, trades, and general labor positions in approximately forty-five (45) departments that provide a full scope of County services. The pay plan includes an estimated one thousand and sixty-five (1,065) active classifications in the County's current pay plan, including both merit and non-merit status positions.

The County last conducted a comprehensive classification and compensation study in 2000 and completed implementation in 2002. While the original study established internal equity using a point-factor job evaluation system, the County has maintained the classification structure internally through a combination of whole-job analysis and market pricing. The pay ranges have been adjusted only once since that time and are believed to be out-of-date. The County implemented a performance management system in 2003, however merit increases have been on hold due to the budget; the County has started to review this system internally. Prior to convening the study, the County identified multiple problems with its current pay plan:

- The County is experiencing difficulty attracting qualified candidates and retaining skilled employees in critical positions due to a pay plan that has not kept pace with changing economic and employment conditions. Pay for some employees is falling behind that of new hires due to competitive pressures on hiring salaries. While Human Resources has been working to address this problem by performing extensive analysis on internal pay equity issues, salaries for some employee group have remained stagnant, creating morale issues.
- The County believes that its salaries have fallen behind the competitive market, as DeKalb has lost employees to surrounding organizations for more money. No pay increases have been given in the four years leading up to the study (the County did give a cost-of-living adjustment in 2014)—while this has been generally true for most local governments, the County recognizes the need to position itself competitively as it comes out of the downturn in the economy and competition for skilled workers heats up.
- The County is experiencing problems with salary compression and excessive job classifications for efficient operations. There are also inequities in the current pay plan, with certain positions being either overvalued or undervalued in comparison with others based on education, experience, and level of responsibility. The County's classification plan is bloated, and there may be a need to consolidate job titles in order to reduce the overall number of classifications.



The County approved a contract in the spring of 2014, and representatives from the Archer Company have been working with Human Resources' project team to conduct the study since that time. While there were multiple components to the study, the core purpose was to update the County's pay plan to ensure that (1) all positions are properly classified based on their current duties and responsibilities; (2) classifications are placed into pay grades based on the complexity of work performed, overall responsibilities, impact of work on County operations, and other factors that contribute to the relative worth of each position in the County's hierarchy; and (3) the pay ranges for each pay grade are competitive in the market. The County identified a list of objectives and goals that would ensure success for both the study and the resulting pay plan recommendations. A successful study would:

- *Ensure that the County receives a high level of customer service from and the full attention of the Consultant, to include significant on-site participation by a dedicated Project Manager;*
- *Maximize employee involvement and opportunities to provide input in the study in order to promote buy-in and acceptance of the recommendations (to include orientation meetings, questionnaires, desk audits, and an appeals process);*
- *Solicit input from management and stakeholders regarding development of the system; and*
- *Establish a valid and reliable methodology to evaluate jobs, establish a hierarchy of positions, correct inequities in the pay grade ranking of County positions, and ensure internal equity.*

The resulting recommendations for the pay plan would be considered successful if they:

- *Support and strengthen the County's ability to recruit and retain qualified workers;*
- *Reduce the number of classifications;*
- *Balance internal and external equity and accommodate future growth and organizational needs; and*
- *Provide for a means to maintain and sustain the pay plan, to include training for staff, consultation support, and review of the County's performance appraisal process.*

With these criteria met, the proposed pay plan rests on a solid foundation of internal and external equity. In order to develop the proposed plan, the Archer Company conducted job analyses for every position, classified positions according to duties and responsibilities, evaluated every classification using a valid and reliable job evaluation system, conducted a thorough market analysis, built a new pay grade structure for the County, and calculated pay ranges that reflect the County's desired market position. We have worked with County Management to develop a strategy for adopting, implementing, and maintaining the new pay plan, which includes the estimation of payroll costs associated with the plan. To bring the project to completion, the Archer Company is preparing class specifications and working with management to facilitate an appeals process for employees.





This report details the findings and recommendations of the classification and compensation study, and presents the newly developed proposed pay plan for consideration by both management and the Board of Commissioners. The recommended pay plan developed as a result of this study incorporates six hundred and sixty (660) job titles spread across thirty-five (35) pay grades; pay ranges for each pay grade have been established that reflect current prevailing wages in the competitive market. Recommendations for implementation include the calculation of costs associated with moving employees to the minimum of the pay grade for their positions and options for transitioning to the proposed pay plan. We have also provided the County with recommendations on how to maintain the new pay plan and provide for mechanisms by which employees can move through the pay ranges for their positions. The Archer Company will continue to work closely with DeKalb County to facilitate the implementation of these recommendations and ensure the success and long-term viability of the pay plan. It is strongly recommended the County adopt the recommended pay plan as presented and approve salary adjustments necessary to implement the plan.



## ABOUT THE ARCHER COMPANY

**About Our Company:** The Archer Company is a leading human resources consulting firm specializing in the development and implementation of compensation and classification systems for local government and public sector organizations. The Archer Company is a leader and innovator in job analysis and evaluation methodology to establish internal equity. We have extensive experience and expertise in the areas of job analysis and evaluation, development of classification structures, salary and benefits surveys, market analysis, and job documentation. We offer an unparalleled command of classification and compensation practices for local government, as we have successfully developed pay plans for numerous local governments, authorities, and utilities, ranging in size from five employees to over 15,000 employees. Other services offered by the Archer Company include performance management, pay-for-performance programs, skills-based / competency-based pay, career ladders, personnel policies and procedures, and other elements of total compensation. Finally, the Archer Company has considerable experience in management studies, organizational reviews, analysis of operations and staffing, process improvement, training and development, and employee surveys and communication. We are proud of our successes, which have led to a long list of satisfied clients.

The Archer Company is the flagship of a long established consulting practice that began on the east coast over thirty years ago and expanded nationwide through the combined marketing and distribution efforts of Archer Consulting, Inc., David M. Griffith and Associates (DMG), and MAXIMUS. Earnest Archer, Ph. D., established Archer Consulting in 1978 for the sole purpose of providing Federal, State and Local Governments with the award-winning, valid and reliable human resource management systems he had developed. Archer Consulting joined forces with DMG (later Maximus) in 1991, and the human resource management systems created and copyrighted by Archer Consulting became one of the core services offered to local government clients nationally. In July 2004, these practices were once again consolidated under Dr. Archer's leadership, and the Archer Company was formed. The consulting practice managed by the Archer Company and its predecessors has been profitable in all the years of its existence, which is a testament to the high quality of services we provide and repeat client loyalty.

Our clients appreciate our commitment to thoroughness, objectivity and accuracy. We stay with the project and assist with the implementation of the study recommendations by providing the necessary presentations and training to accomplish total understanding and support. Although all systems are designed with the primary focus of equity, competitiveness and ease of administration, each system is developed and tailored to incorporate the specific needs, concerns and philosophies of the client organization.

The Archer Company is a limited liability company wholly owned (100%) by its principals. With headquarters in Rock Hill, South Carolina (a suburb of Charlotte, NC), we staff offices in Atlanta (Georgia), Chicago (Illinois), and Columbus (Ohio), Ohio, with additional staff in California, Colorado, and Virginia.



**About Our Professionals:** It takes experience to maintain the high level of service and to provide the results offered by the Archer Company. We utilize industry best practices in organization design, provided by client service professionals who have actually worked as local government managers and who, as a result of their experience, understand the practical implications of organizational change. We understand the public sector environment, its issues and concerns, the requirements of government leaders, and how to develop an equitable, defensible classification and compensation plan. Our professionals have the ability to communicate and interact with employees at all levels of the organization, including Elected Officials, management, professionals, technicians, laborers, and public safety personnel. Team members have extensive knowledge and understanding of the various areas of local government. Thus, we are uniquely qualified and staffed to complete all of the tasks associated with a public sector engagement.

**About Our Systems:** The Archer Company utilizes a number of proprietary products in its classification and compensation work. They include the Archer Comprehensive Position Questionnaire, the Archer Matrix-Point-Factor Job Evaluation System, the Archer Multi-Dimensional Performance Appraisal System, and the Archer Quality of Work Life Survey. These products are the result of 27 years of research; and all have won an outstanding practitioner award given by the American Society for Personnel Administration (now the Society for Human Resource Management). They were developed and copyrighted by Ernest R. Archer, Ph.D., the President of the Archer Company. Even though they are based upon the complex mathematical relationships required for valid and defensible systems, all of our systems are easily administered and maintained. Because these systems also facilitate change, clients who adopted our systems years ago have been able to maintain sound, reliable human resource programs through their organizations' growth and the many recent changes in computerization capabilities and government service obligations.

**Classification & Compensation Experience:** Since our inception, the Archer Company has performed classification and compensation studies for more than one thousand union and non-union cities, counties, utilities, airports, school districts, housing authorities, colleges, other public agencies, and private organizations throughout the United States. Our clients range in size from five to over fifteen-thousand employees; project budgets in the past five years have ranged from less than \$10,000 to \$500,000. Our clients utilize our expertise to review and audit their systems, design and development classification and compensation systems (pay plans, performance management, etc.), and/or obtain guidance when navigating unique compensation issues. These clients have contracted for the Archer Company to address innovative, yet practical, compensation methodologies and to develop systems and policies that overcome the problems, or limitations, of traditional compensation systems.



## PROJECT TASKS & METHODOLOGY

This project was organized as a strategic partnership between the Archer Company and the County's Human Resources project team. We drew from our extensive experience working with local governments in order to provide management with an objective, unbiased assessment of the County's competitiveness in the market. All recommendations made during the study are supported by objective analysis (data driven rationale) and valid methodologies in order to promote the credibility of the findings to both management and employees. The methodology utilized by the Archer Company is consistent with the methodology employed successfully in all of our engagements of this nature nationally, and is supported by our award-winning systems. We are confident that this methodology—paired with the diligent effort of the County's project team who contributed professional input regarding compensation practices for DeKalb, background about County operations, intensive review of draft recommendations, logistical support, and long hours—has produced the best possible recommendations for the County's pay plan.

### Project Planning, Management, & Communication

In keeping with the County's expectations, the Archer Company built into the scope of work various components designed to maximize the participation of employees and input from key stakeholders. The project began with planning meetings between the project manager and the project team from the County's Human Resources Department to discuss expectations, gather information, and plan project implementation; these meetings included introductory sessions with and input from the CEO's Office. Due to the size of this engagement, the Archer Company devoted a significant amount of time to project planning, implementation, and communication with the client, which required significant onsite attention from the project manager. Other elements of the planning phase included the following:

- **Review the Current System:** The Archer Company reviewed the County's existing classifications and pay plan by carefully studying various documentation available, including the pay book, class specifications, background on pay plan maintenance and job evaluation methods, organizational charts, policies and procedures, budget and financial reports, and background information available about various County operations. We worked closely with the project team throughout the study to ensure a thorough and correct understanding of County operations, reporting relationships, and organizational structure. We also sought to understand the problems the County was experiencing with its current pay plan and the reasons driving the need for change.



- **Meetings with Executive Management:** The Archer Company met with the Chief Executive Officer (CEO), Chief Operating Officer (COO) and Deputies, County Commissioners, Human Resources staff, and other key stakeholders identified by the County. The purpose of these meetings was to discuss concerns and objectives regarding the current classification and compensation system, methodology to be utilized in the study (e.g. job analysis, job evaluation, salary survey, etc.), best practices for local government compensation, compensation philosophy, and overall expectations.
- **Orientation Meetings with Senior Management and Project Liaisons:** The Archer Company conducted an orientation meeting for constitutional officers, department heads, and managers to explain the project and the role that departments were asked to play during the course of the study and to help facilitate communication and participation of employees throughout the study.
- **Orientation and Outreach to Employees:** One of our goals was to be as visible to employees as possible and to be accessible to employees as appropriate. The Archer Company worked with the County's Human Resources project team in order to develop a strategy for kicking off the study and keeping employees informed throughout the process. At the beginning of the study, the Archer Company held a series of orientation meetings at various times and locations to ensure maximum coverage; these meetings gave employees an opportunity to learn about the study and ask the consultant questions. Other outreach efforts included articles in the employee communications, employee meetings, meetings with employee representatives, and various other means. We also met multiple times on a formal and informal basis with employee representatives. Employees were given the opportunity to ensure that pertinent information about their jobs was captured in the analysis by completing position questionnaires; some were asked to participate in individual or group interviews. Finally, employees will have an opportunity to appeal the proposed classifications for their positions at the end of the study.
- **Meetings with Department Management:** The Archer Company also met individually with the department head and/or management team for each department to solicit information about their operations, the classification of their subordinates, and how the department is impacted by the pay plan. These meetings often generated follow-up discussions and the continual exchange of information. Most department heads were invited back multiple times during the study to review draft recommendations and/or provide additional input to the consultant.
- **Progress Reports:** The Archer Company submitted periodic progress reports to the Human Resources project team throughout the study to apprise management of any issues encountered during the course of the review. We met regularly with the project team and County management to review results and get input at strategic junctures in the development of our recommendations. The Archer Company either made or contributed information for presentations to the Board of Commissioners in order to keep the Board informed of progress, answer questions, and provide feedback along the way. Finally, we responded to various requests for information from County Officials.



## Internal Equity (Job Analysis, Classification, & Evaluation)

The Archer Company adheres to the principle that an employee should be paid in accordance with the degree of complexity associated with his or her job. This principle is fundamental to the concept of internal equity. The importance of internal equity in an organization's pay plan—especially for local governments that are under constant scrutiny—cannot be over-stated. Two things are necessary to achieve internal equity in an organization's pay structure. First, it is necessary to carefully analyze and group positions according to similarities in job duties, responsibilities, complexity of work, and authority exercised in the job. Second, it is necessary that an organized and rational job evaluation system be employed to determine the relative worth of jobs. In fact, the establishment of equal pay for equal work, equal pay for similar work, equal pay for comparable worth and other relative-worth requisites within a pay structure demand the use of a valid and reliable job evaluation system. It is the only way that internal equity in an organization's pay structure can be achieved.

**Job Analysis:** The Archer Company conducted a job analysis for every position covered by this study. The purpose of the analysis was to ensure that positions are properly classified in a manner consistent with the work performed and to make recommendations for reclassifying positions as appropriate.

To complete this analysis, employees were asked to complete a *Comprehensive Position Questionnaire* (CPQ), which was made available in both hard copy and electronic form. The CPQ is a copyrighted questionnaire that has proven to be both efficient and effective as a tool to gather a lot of data about each position without placing too high an administrative burden on employees—it also gives employees an opportunity to provide direct input into the analysis of their positions. Employees are first asked to summarize the purpose of their position in one to two sentences, and then follow-up with a more detailed account of their essential functions, job tasks performed, an estimate of the percentage of time spent on major functions, and the frequency that each function is performed. Other topics covered in the CPQ include the following:

- *Reporting relationships (reporting structure, subordinates, and peers)*
- *Supervisory responsibilities or role as lead worker (if applicable)*
- *Data and information utilization*
- *Internal and external interaction*
- *Equipment utilization (e.g. machinery, equipment, tools, materials, supplies, etc.)*
- *The types of decisions made and the exercise of judgment*
- *Originality of thinking*
- *Guidelines utilized in the work*
- *Commitment authority*
- *Impact of errors*
- *Planning and scheduling*
- *Knowledge, skills, and abilities*
- *Use of mathematics*



- *Financial accountability*
- *Training and experience necessary to perform the job*
- *Education, certifications, and licensures necessary to perform the job*
- *Physical requirements of the work*
- *Sensory requirements of the work*
- *Exposure to environmental hazards and conditions*
- *Use of computers and software applications*
- *Additional information (i.e. any information the employee feels is important)*

All employees were encouraged to complete a questionnaire, and we collected approximately 3,600 questionnaires representing the vast majority of positions in the County; it is noted, however, that many employees opted not to complete a questionnaire and there remain some positions for which only limited information is available. Employees were given several weeks to complete the questionnaire and were allowed to work on their response during normal work hours; employees were also given the option to work in groups with others performing the same job. Department heads and managers were asked to review questionnaires completed by their subordinates to ensure that all information collected was accurate, thorough, and complete for use in the job analysis.

While the information provided for each position in the questionnaire served as the primary resource for the job analysis, the Archer Company fortified our analysis of each position through our discussions with department heads and senior management. We met individually with each department head in order to discuss their operations, subordinate positions, and any issues they had regarding the classification of positions in their department. We worked extensively with Human Resources' team of generalists in order to supplement our analysis and obtain information about actual classification practices. Finally, discussions were held with the management team as necessary to obtain a broader perspective and complete the analysis.

We also sought a better understanding of County positions by conducting tours of worksites, observing work in progress, and interviewing employees. The Archer Company spent a considerable amount of time interviewing employees, facilitating group discussions, touring facilities and worksites in the field, and observing work in progress in order to supplement position data collected in the questionnaires and substantiate our analysis. As is typical in our experience conducting these studies, we found that it was not necessary to interview or meet with someone from every classification. Many county jobs are very well established in Georgia and can be covered adequately with the questionnaires; likewise, discussions with employees in one job may provide sufficient information to understand similar jobs within a job family or series. However, given the County's desire to maximize employee participation, we devoted a significant amount of time to the various forms of employee interaction. Thus we were successful in our efforts to engage approximately 25% of the County's workforce as required in the agreement.



**Classification of Positions:** Once the analysis was complete, the County's existing classifications were carefully reviewed and analyzed against the information captured in the job analysis. The Archer Company made recommendations to add, delete, consolidate, or revise classifications to ensure that they reflect current operations and position assignments throughout the organization and to eliminate duplication of titles. Human Resources expressed the desire to reduce the number of job classifications where sensible, preferring broad classification groupings over unique or single-incumbent job titles. We accomplished this by using broadly defined classifications where appropriate and by collapsing many title progressions that provided automatic promotions wherein the only distinction from one level to the next was the number of years in the job. We also redesigned many classification progressions to show a distinction in the duties and responsibilities and/or qualifications (training, certification, etc.) of each level in the series. Overall, the number of classifications were reduced from the 1,065 listed in the current pay book down to 660. Once the list of classifications was identified, and the title and scope for each classification were defined, positions were allocated to classifications accordingly. This process provides for fair and equal treatment of similar positions that may exist in multiple departments, and is critical to the principle of equal pay for equal, similar, and/or comparable work.

The Archer Company updated the County's job documentation by writing new class descriptions that accurately describe and define work performed by the respective positions. Each class description identifies the purpose, essential functions, minimum qualifications and physical and mental aptitudes (ADA requirements) for each classification. The Archer Company also developed a numeric system for job/class codes that follow a logical progression (e.g. job families) and provide for an orderly means to identify, sort, and track classifications. The descriptions will be provided to the County in draft form for review by each employee prior to finalizing the documents. All descriptions will be provided to the County in files compatible with popular word processing programs to aid future revisions.

#### **Classification Evaluation:**

The Archer Company utilizes the Archer Job Evaluation System, a matrix-point-factor system used exclusively by the Archer Company and its clients. Dr. Archer is widely recognized as an innovator in job evaluation methodology, and the Archer Job Evaluation System™ was the first matrix-point-factor of its kind. The purpose of the Archer job evaluation methodology is:

1. To provide a common system wherein the degree of difficulty of every job in the organization is evaluated against the same set of universal criteria.
2. To determine the relative worth of every job in the organization in accordance with the degree of difficulty associated with each job, i.e., to establish *internal equity* in the organization's pay structure.
3. To provide an objective basis for classifying each job in the organization in accordance with its degree of difficulty.
4. To provide an objective basis for establishing grade levels for each job in the organization.





5. To provide the independent variable necessary to integrate with wage and salary survey data for the purpose of developing a pay structure for the organization that possesses both *internal equity* (job evaluation) and *external equity* (wage and salary survey data).
6. To provide an objective basis for defense against challenges to the organization's pay structure.
7. To provide a valid and reliable basis for adherence to legal and statutory regulations.

The Archer Job Evaluation System has tested positive against four different measures of validity:

1. **Content Validity** – *the factors and degrees being used are consistent and essential in the determination of job complexity;*
2. **Criterion-Related Validity** – *the criteria being used can be applied in a universal manner and can be defended on a case by case basis depending on degree of complexity and expected performance;*
3. **Construct Validity** – *the elements of the system appropriately evaluate the content of a job under consideration without bias; and*
4. **Congruency Validity** – *job evaluation points show a high degree of correlation and consistency with relative worth (salary).*

The Archer Job Evaluation System has tested positive against four different measures of reliability:

1. **Test-Retest Reliability** – *measures whether or not the level of complexity will have the same result from one time to the next by different people*
2. **Alternate Form Reliability** – *measures whether or not two different forms designed to achieve the same result, give the same result*
3. **Internal Consistency Reliability** – *establishes whether or not there is an approximate 11% difference between criteria in order for the difference to be observed and differentiated by humans*
4. **Appraiser or Scorer Reliability** – *establishes that if two separate people measure the same job they should conclude same or similar results, provided that they have a common understanding of the work involved*



Finally, the Archer Job Evaluation System consistently provides proven results for our clients. It has proven to be effective for almost three decades of direct application to local government—the system has been used to create pay plans for over one thousand cities, counties, utilities, authorities, airports, school districts, colleges, other public agencies, and private organizations throughout the United States; it has been effectively used in both union and non-union environments.

The Archer Job Evaluation System utilizes a point-factor job evaluation matrix that measures and quantifies the relative worth of each classification by scoring the classification against degrees of complexity for ten widely recognized compensable factors across three different dimensions of work. Finally, mathematical adjustments are made to the point subtotal to reflect three components of organizational responsibility. In all, each job classification is measured and scored in 33 different categories. The aptitude factors, work requirements, and organizational responsibility requirements are as follows:

**Compensable Aptitude Factors**—these are the factors against which the system measures job complexity:

- **Vocabulary Skill** – *verbal and written*
- **Quantitative Skill** – *mathematical development*
- **Procedural Judgment Skill** – *functional reasoning*
- **Contingency Judgment Skill** – *situational reasoning*
- **Experience Derived Job Skill** – *OJT (vocational) development*
- **Academically Derived Job Skill** – *educational development*
- **Physical Adroitness Skill** – *dexterity*
- **Physical Strength Skill** – *physical development/demand*
- **Job Sensory Skill** – *sensory perception development*
- **Working Conditions** – *environmental adaptability*

**Work Requirements**—these are the dimensions of work across which the factors are weighed:

- **Data Utilization** – *Information Processing*
- **People Relationships** – *human interaction; internal and external relationships*
- **Technology Application** – *machinery, equipment, tools and materials/supplies*

**Organizational Responsibility Requirements**—these are the dimensions of organizational responsibility

- **Supervisory Control**
- **Horizon Planning**
- **Budgetary Planning**



The evaluation process yields a quantitative measurement of the duties, responsibilities, and complexity of each classification; point totals derived from the evaluations are translated directly into pay grades in the pay plan. The pay grade itself represents a way of defining the relative value of each job to the County, as well as the difficulty and complexity of each job. Theoretically, all classifications with the same pay grade are of the same value to the County, representing the same level of complexity. Accordingly, classifications with higher pay grades are of greater value to the County, with greater difficulty and complexity, and thus have higher pay ranges than those with lower pay grades. Because every job in the entire organization is evaluated against the same set of universal criteria, the use of the Archer System ensures that there is no inherent, unlawful discrimination (i.e., based on race, gender, or physical or mental disability) in the design of the pay plan. The result is a reliable and defensible means to establish pay levels for each classification.

*Because every job in the entire organization is evaluated against the same set of universal criteria, use of the Archer System ensures that there is absolutely no unlawful discrimination.*

Once the list of classifications was set and the job evaluations were completed, the Archer Company reviewed the FLSA status of the County's classifications and made determinations as to which jobs could be exempt from Federal overtime regulations. This information is shown in the exhibits as part of the job classification lists.

**Review of Internal Equity:** The Archer Company provided draft recommendations for the proposed classification and pay plan structure to the Human Resources project team and County management for review to ensure that recommendations support and facilitate the County's organization and operations. We worked extensively with the project team over an eight-week period to review the proposed classification of County positions and the ranking of classifications by pay grade. The draft recommendations were then presented to the department heads, who were asked to comment on the proposed classification list and recommended classifications of their subordinates; we had many follow-up meetings with various department heads in order to obtain additional information or clarification regarding their subordinate positions and the classifications impacting their operations. While we did not always agree with the comments submitted by department heads, all feedback was given careful consideration and changes were made as appropriate. The final job classification list (with the proposed ranges) is shown in the exhibits.

## External Equity (Market Survey & Analysis)

The Archer Company also adheres to the principle that an organization's pay structure must possess competitive integrity, i.e., the ability to secure a competent labor force from the labor market(s) in which it competes with other organizations for its labor supply, without injuring its relative competitive position with regard to the cost and pricing of its products and services. This principle is fundamental to the concept of external equity. The impact of current labor market conditions and basic economics (supply and demand) must be considered when developing an organization's pay structure. Jobs that



have an adequate applicant pool can usually be recruited at a pay rate that may be lower than absolute reliance on job evaluation indicates. Conversely, jobs that have a limited applicant pool may require compensation higher than the job evaluation indicates. To achieve external equity in an organization's pay structure, it is necessary that the competitive worth of jobs be determined. This can be accomplished by conducting an analysis of the market in which the County competes for labor.

In keeping with our agreement, the Archer Company conducted an analysis of both salaries and benefits for DeKalb County; our LSBE sub-contractor on this project, Benalytics, contributed significantly to the analysis of benefits.

**Survey Methodology:** In conducting an analysis of the competitive market, one must first define the competitive market and then compile wage and survey data from the various employers in that market that compete for labor. While we typically prefer to utilize a customized salary survey to compile market data for our clients, there are practical limits to the size of a survey.

First, if a salary survey becomes too cumbersome for the respondents, they are much less likely to participate. Therefore, the idea is not to gather data on every position, rather collect data on a representative sample. As a general rule of thumb, we try to hold the number of benchmarks used in our surveys between thirty-five (35) and forty (40); however, forty benchmarks is woefully inadequate to provide meaningful analysis of the market for an organization with seven thousand (7,000) positions and over eight hundred (800) active job titles in its pay plan. Information for a larger number of benchmarks is needed in order to fully understand the competitiveness of the market and its impact on DeKalb's pay plan. Therefore, some combination of a custom salary survey and data compiled from other sources is needed to round out the analysis and provide for a meaningful representative sample of benchmarks.

Second, it is impractical to gather market data from all organizations within that market (this is especially true in a large market like Metropolitan Atlanta). Thus, it is widely accepted practice when conducting surveys to identify specific organizations that are representative of the overall competitive market and draw inferences about the market through a direct comparison to these representative organizations.

Therefore, in order to assess the impact of current labor market and related economic conditions on the County's pay plan, the Archer Company compiled wage and salary data from select, peer organizations for benchmark classifications that are representative of the pay plan overall. We utilized a three tier approach to compiling market data for DeKalb County as follows:

- **Primary Market:** The Archer Company compiled wage and salary data on a more comprehensive list of benchmark classifications (between 150-200) representing the entire pay plan by requesting pay plan and employee data directly from the peer organizations identified as representative of DeKalb County in the local market. The Archer Company then combed through this data manually to determine appropriate matches from each organization to the DeKalb County benchmarks.



- **Secondary Market:** The Archer Company compiled wage and salary data on a limited list of benchmark classifications (between 50-60) representing professional, management, and senior management positions by conducting a customized salary survey of the peer organizations identified as representative of DeKalb County in the Southeastern United States.
- **Private Sector:** The Archer Company compiled wage and salary data for the comprehensive list of benchmark classifications from the private sector by mining data available from reputable, published sources; these private sector comparisons were limited to Metropolitan Atlanta. Data from the *Economic Research Institute* was included as a data point for most of the benchmarks, and it was used either to interpret competitive pay ranges and/or the range of actual salaries in the market, whichever was appropriate to the source. For benchmarks that do not have a direct match to private sector positions, this data was used primarily as a cross-check against the data collected for the public sector and may not have been used in the statistical compilation of wage and salary averages.

**Benchmark Classifications:** Benchmark positions are typically selected to represent the continuum of the County's classifications, focusing on: (1) positions which are widely recognized as possessing similar job content in most organizations; (2) positions for which the County has had difficulty recruiting and retaining a qualified work force; (3) positions which represent a substantial number of employees; and/or (4) positions which represent the full spectrum of salary grades and ranges in the pay plan. One of the challenges presented in a study of this size is compiling data on a sufficient number of benchmarks that is large enough to provide meaningful analysis to the plan overall. In order to complete our analysis, the Archer Company at first identified a list of approximately two hundred (200) benchmarks; we were able to successfully gather sufficient data for approximately one hundred and seventy-five (175) of them. The list of benchmarks for which data was compiled can be found in the exhibits.

**Peer Organizations:** As a general rule, the following characteristics are typically used to identify organizations that should be included in the survey: (1) organizations with which the County competes for employees; (2) organizations which are recognized as important, or influential, in the local market place; (3) organizations which are within proximity to the County's competitive market (i.e. the same geographic region); and/or (4) organizations with similar population, demographics, and scope of services. In addition to the general requirements, there are specific characteristics of DeKalb County that comprise its identity and are instrumental in understanding its footprint in the competitive market; these characteristics are used to further define the competitive market and select peer organizations that will serve as representatives of that market. These characteristics are: (1) local governments serving a population between roughly 25% +/- the population of DeKalb County (550,000 to 850,000); (2) local governments that are located in a major metropolitan area with a population between roughly 25% +/- the population of Metropolitan Atlanta (4.0 to 8.0 million); and (3) local governments that have geographical and service boundaries which cover a significant portion of an urban center and whose population represents a significant percentage of the population for their respective metropolitan statistical area (MSA).



There are two cautionary notes about selection of the representative organizations: (1) one must be careful to avoid selecting representative organizations in a way that somehow skews the market analysis (e.g. include only smaller organizations or those from a less affluent side of town); and (2) County leadership and management may have particular perspectives or ideas with regard to whom the County should and should not be compared. Per Archer’s standard business practice, we met and conferred with the Chief Executive Officer and Chief Operating Officer and reviewed this list with both the Human Resources generalist team and Human Resources Director prior to moving forward with the analysis. While there may be differing opinions from various County Officials about specific organizations that we should have included or omitted, we are confident that this list is thoroughly representative of the market in which DeKalb competes for the majority of its workforce.

**Organizations Included in the Market Analysis:** Based on the characteristics outlined above, the Archer Company identified the following organizations as those that would be representative of DeKalb County’s competitive market:

**Primary Market:**

1. City of Atlanta
2. Gwinnett County, Georgia
3. Cobb County, Georgia
4. Fulton County, Georgia
5. Clayton County, Georgia
6. DeKalb County Schools

**Secondary Market:**

1. Jefferson County, Kentucky
2. Jacksonville-Duval County, Florida
3. Mecklenburg County, NC
4. Nashville-Davidson County, Tennessee
5. Fairfax County, Virginia

**Private Sector:**

Economic Research Institute

The Archer Company was able to compile market data for each one of the six organizations that comprise the primary market for DeKalb. We analyzed data from Jefferson County, Alabama, but ultimately omitted it as an outlier, likely due to economic and fiscal challenges faced by that organization. The analysis for some benchmarks was supplemented by data from the State of Georgia, the U.S. District Courts (NDG), and the U.S. Attorney’s Office (Atlanta); the analysis for line-level public safety benchmarks was supplemented by data from some of the smaller municipalities in DeKalb and along the northern arc of Metro Atlanta.

**Results of the Market Analysis:** The results of the market analysis, to include the list of benchmarks, can be found in the exhibits. A highlight of the findings are as follows:

- **Pay Ranges:** While there are exceptions, DeKalb’s pay ranges are dangerously behind market—at least 10-15%, with a significant proportion behind 25-30% or more; Human Resources has been aware of this problem for several years, and it is the primary reason the County undertook this study. The County has been able to sustain this for several years now, though not without problems, because the market has been flat. Now that the economy appears to be moving forward again (wages and salaries are beginning to climb), the County will find itself struggling to recruit and retain a competent workforce in a competitive market if this is not corrected. Examples of several job families and how their pay ranges align with the market, are as follows:
  - **10-15% behind market:** Equipment Operator, Crew Workers, Maintenance Worker, Accountant, Planner



- **25-30% or more behind market:** Fleet Service Tech series, Meter Mechanic, Electrician, Crew Supervisor, Recreation Center Director, Auditor, Biologist, Attorney I, Property Appraisal series, Detention Officer
- **At market:** Emergency 911 Operator, Librarian, Police Officer, Police Officer Senior, Police Officer Master, Police Sergeant
- **Actual Pay:** While the pay ranges have made things difficult for Human Resources, the team of generalists have been steadily working behind the scenes to keep pay for many of the County’s employee groups up-to-date through pay equity analysis studies and targeted pay adjustments. As a result, pay for many employees is closer to market, even when the pay ranges are not (pay in some job families is clustered toward the top of the current ranges); there are, however some employee groups that are still behind market. Examples of several job families and how actual pay of the employees align with the market, are as follows:
  - Unskilled and para-professional employees (grades 14-24 of the current pay plan) lag the market significantly; the County will incur costs associated with bringing these jobs up to market, as actual pay for many of these employees (but not all) will fall below the proposed minimums.
  - Pay for professional, supervisory, and management positions is generally within range, however certain classifications may need to be adjusted.
  - Executive pay is mostly within the market.

**Results of the Benefit Analysis:** The summary of our findings for the benefits survey can be found in the exhibits of this report, along with the data compiled from individual organizations. As a whole, we find that the County’s benefits package is competitive within the market; it is neither the richest package offered among the respondents nor the poorest.



## Pay Plan Development

The Archer Company's approach to pay plan development seeks to find a balance between internal equity concerns (e.g. fairness across all positions in the organization) and external equity (e.g. establishing competitive pay ranges for all positions in the market). We accomplish this by utilizing regression analysis to align job evaluation data against the market data. Utilizing data derived from the market analysis and the job evaluation process, selected benchmark averages were mathematically regressed against their corresponding job evaluation points for the purpose of establishing the organization's pay line. Because the midpoint represents the "market rate" for any particular benchmark, and is used in the regression analysis to develop the County's pay line, the Archer Company's analysis focused on the midpoint of the salary ranges reported by the respondents.

**Regression Analysis:** While the goal is to use as much of the data gathered as possible, analysis determines whether or not specific organizations or benchmarks will be included in the regression calculations. To be included in the regression analysis, benchmark positions must meet three requirements: (1) a sufficient number of matches from responding jurisdictions; (2) the definition of the benchmark has not changed significantly from the description provided in the survey; and (3) the matches from an organization remain true to the intent of the benchmark description, e.g. a position at the department director level at the County may be a manager's position in most organizations. Next, each individual response is compared to the market average for the corresponding benchmark. Those responses that were significantly above or below the market average were again examined for validity and appropriateness for inclusion in the regression. If it was concluded that a response was an outlier, the response was eliminated and the market average was recalculated to reflect the shift in matching responses. As a general rule of thumb, a response is considered an outlier when the variance from the market average is greater than twenty percent (20%). These benchmarks were examined carefully, and benchmarks where no clear average could be discerned were not used in the regression. In every case, care was taken to avoid making changes that artificially skewed the results (i.e. molding the market average by selectively discarding responses).

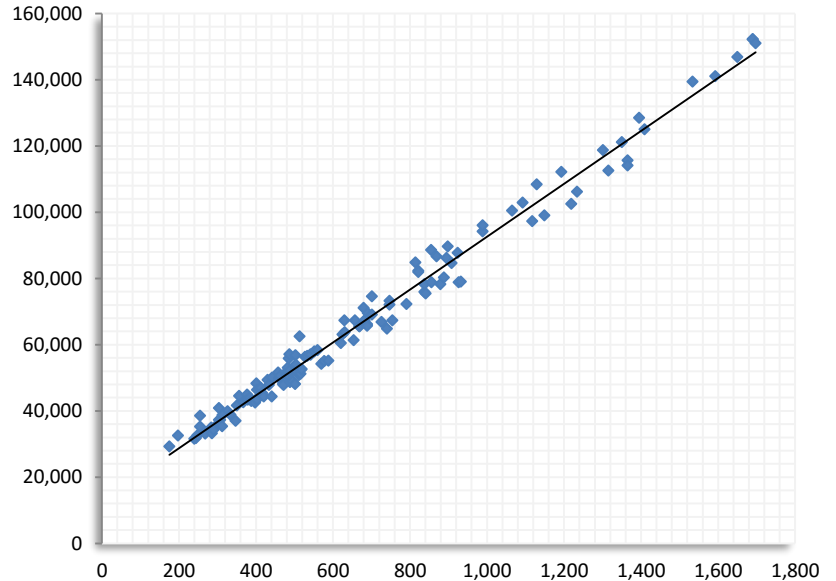
As part of our analysis, the Archer Company identified benchmark positions with a high residual between the predicted market and the survey responses (i.e. the market data appeared to be out-of-line with the Archer Company' initial job evaluation). The Archer Company re-examined these benchmarks to ensure that the classification was evaluated correctly. In some cases, it was determined that the variance was either due to a bad match between the benchmark description and data reported by respondents, or due to organizational differences (size, chain of command, etc.) between the County and the respondents. These benchmarks were not used in the regression. In other cases, the market data caused us to question the initial placement of the class with regard to internal equity; in these instances, the job analysis was revisited and the classification was re-evaluated as appropriate, which may have resulted in either a higher or lower grade placement. After thorough analysis of the survey data, a pay line was determined using regression analysis to identify the relationship between the market averages and corresponding evaluation points for each benchmark.





**Statistical Results:** It is important to reiterate that this is not a true market-based pay plan; the goal is to balance internal equity with external equity, wherein market is an important but not the sole factor in calculating the pay ranges. Therefore, a “line of best fit” – the pay line – is drawn from the regression analysis, and that line becomes the market rate of the proposed salary ranges for the County. When displayed graphically (see the graph), the line does not pass through, or touch, all points, but rather minimizes the *overall* distance from the points to the line. The goal is to ensure that the linear regression provides a “good fit”

DeKalb County - Regression Analysis



for the benchmark positions. A good fit—measured statistically using correlation and standards of error calculations—is one in which the change in salary from one grade to the next can be explained by a corresponding change in the number of evaluation points assigned to those positions, taken collectively. On this point, we obtained very successful results, as our correlation statistic equals .987 (i.e. 98.7% confidence in the relationship between internal equity and external equity). Clearly, not all of this variance may be explained, as is the case in all surveys of this type; therefore, some points will be above and below the line (i.e. the pay ranges for some benchmark jobs will be above or below the market data). It is a statistically valid occurrence to explain over 95% of this variation; we prefer, however to stay within a correlation of 98%, representing a high degree of accuracy and confidence in the pay line presented to the County.

### Proposed Pay Plan Structure

**The Pay Line & Proposed Salary Ranges:** The pay line is used to establish the market rate for each pay grade, which in turn yields an appropriate minimum and maximum salary for each grade. Analysis of the organization’s structure, the competitive market, and other environmental concerns was used to determine the proper pay structure for the County.

As a general principal, the Archer Company believes that the foundation of a fair and equitable pay plan requires the implementation of a common pay structure that covers all positions in an organization using the same methodology for all positions to determine pay grade placement. Said another way, the County will be better served by adopting one pay plan that covers all positions, with one set of pay grades, and one set of pay ranges for each pay grade.



The proposed pay structure shown in exhibits has the following characteristics:

- Number of Pay Grades:** The structure includes 35 pay grades, designed in order to allow for more flexibility and delineation of jobs, especially at the lower end of the schedule. Because the Archer System is based on an open architecture, the number of pay grades is flexible and can be increased or decreased in the future as the needs of the County dictate. However, it must be understood that changing the pay grade structure poses a significant impact on the validity of the overall pay plan and should only be done as part of a strategic shift in compensation philosophy.

Structure	Current	Proposed
Salary Grades	32	35
# Pay Tables	2	1
Structure	Steps	Open Range
	% between grades (6%)	Fixed Dollar Amount (\$1,620)
Width	63% Spread	55%
Supplemental Pay	In addition to base	Included in base
# Classifications	1,065	660

- Progression of Pay Ranges:** The proposed pay structure is based on a fixed dollar increase from one grade to the next. This provides for more consistency and fairness in the structure because there is a direct correlation between job evaluation and market data.
  - The fixed dollar amount between grades is tiered, with a smaller increment in grades 1-18, an intermediate increment in grades 19-27 (professional and management-level classifications), and a larger increment in grades 28-35 (senior management classifications).
  - This structure allows for more delineation between levels within job families at the low end of the pay plan, recognizing that professional and management positions are expected to assume a wider variety of responsibilities.
- Width of the Ranges:** The width of the proposed pay ranges has been set to 55% from minimum to maximum. The width of the County’s current pay ranges is 63% for the pay grades that cover most classifications. While traditional convention and industry standards favor pay ranges with a 40% spread from minimum to maximum, organizations in many markets have seen this spread increase over time as adjustments were made to accommodate long-term employees. The widths of the ranges for the benchmarks in the market span between 50-75%, with the greatest frequency between 55-60%. By setting the width of the proposed ranges to 55%, the pay ranges will coincide more closely with the market data without lowering the maximum ranges for most job classifications.
- Relationship between Minimum and Market:** The proposed pay ranges for DeKalb County were calculated by starting with the market rate to anchor each pay grade to the pay line. The minimum is then set proportionally to the market. Finally, the maximum is calculated based on the width of the pay ranges determined by the analysis.



- For the first tiers (grades 1-18) and second tier (grades 19-27), the minimum of the range was established by creating a 25% spread from the minimum to the market rate in keeping with standard industry practices and principles of compensation. The maximum was then calculated by multiplying the minimum by 1.55 in order to establish the 55% spread from minimum to maximum (width of the pay range).
- For the third tier (grades 28 -35), the minimum of the pay range was moved closer to market, creating a 10% spread respectively from minimum to market. The modified ranges for management level classifications will afford the County more flexibility, as managers are expected to be fully functional and independent in the performance and management of their respective organizational functions. When recruiting on the open market to fill these positions, it is expected that desirable candidates would be able to command the market rate for a given classification. By modifying the ranges, you will allow for more growth in these positions.



## IMPLEMENTATION OF THE RECOMMENDED PAY PLAN (SHORT TERM)

With the adoption of the pay plan, it is recommended that the County take steps to implement the new pay plan by moving employees into the proposed ranges as quickly as is economically feasible. The following steps will help to ensure a smooth transition to the new pay plan:

**Adopt the pay plan as presented:** the first step in the implementation of the proposed plan is to officially adopt the pay plan and incorporate it into the County's Budget and pay policies.

**Communicate the findings & Request for Review:** The Archer Company has worked with the CEO's Office and the Human Resources project team to develop a strategy for facilitating a process that will afford employees an opportunity to request a review of the findings for their position if they do not agree with the outcome of the study. The agreed upon strategy includes screening of the requests by Human Resources, a follow-up review by the consultant for those requests that are deemed appropriate by Human Resources, and a final determination for the position.

**Payroll adjustments:** It is strongly recommended that the County fund salary increases as necessary to implement the new pay plan. Several types of salary adjustments are typically considered when an organization adopts and implements a new pay plan: cost-of-living adjustments, cost-to-minimum, and placement into the ranges. Depending on the costs and the funds available for implementation, organizations may opt for variables to adjustments that help curb the overall costs or establish a plan that phases in implementation over a period of several years.

- **Cost-of-Living Adjustments:** It is common each year for organizations to study market indicators and determine whether cost-of-living adjustments are warranted for employee salaries; this typically takes place in conjunction with adoption of a new budget. Whether the County chooses to adopt the new pay plan and increase the proposed ranges, there is still a need to remain competitive with your peer organizations in the market regarding employee pay.
  - While the last 5-7 years have seen no or very little growth in the market, there is plenty to suggest that the freeze on cost-of-living adjustments has thawed—nearly all of the organizations included in the survey have very recently funded cost-of-living adjustments (ranging from 2-4%) for employees or intend to fund them in the upcoming fiscal year. For some of these organizations, COLA is funded in addition to a merit increase.
- **Adjustments to the minimum of the range:** At a minimum, it is considered imperative that the County fund salary adjustments necessary to bring employees up to the minimum of the new range for their positions if their salary is less than the minimum. The minimum of the range represents the entry rate of pay for new employees hired or promoted into a classification. If the salary of an existing employee is below the minimum of the new pay range for the corresponding position, their salary should be brought up to the minimum of the pay grade upon adoption of the plan. This ensures that future hires will not be brought into the organization at a rate of pay higher than current employees in the same classification.



- **Placement into the Ranges:** In addition to the adjustments to minimum, the County should consider funding additional adjustments that move employees into the ranges when implementing a new pay plan. These adjustments are utilized to combat compression and typically take the form of a one-time adjustment to move employees into the pay ranges in a manner that accounts in some degree for longevity (time-in-classification). For example, if two employees in the same classification are below the minimum of the new range, they will both end up at the new minimum regardless of how long they have been in the position—this may present a problem if one employee has been in the position for five years and the other for only two weeks. These costs are variable according to funds available for implementation and the extent to which compression presents a problem; they can also be phased in over several years if necessary to fund the increases.

The Archer Company has worked with management and Human Resources to identify options available to the County for implementing the new pay plan and the costs associated with these options. These implementation options have been outlined in detail under separate cover and presented to the County for consideration.

## MAINTAINING THE PAY PLAN (LONG-TERM)

Regular maintenance and adjustment of the recommended pay plan will ensure the viability of this plan as a long-term solution to the County's compensation needs. The Archer Company will continue to work with the County to provide guidance and support with the on-going maintenance of the pay plan. The reports included in the exhibits show the list of classifications in the organization's pay plan, along with the recommended pay grades and salary ranges for each position. Pay grades for each classification were determined by applying the job evaluation points to the resulting pay schedule as described herein. If the job evaluation points for a new classification are known, the recommended pay grade and salary range can be determined using this schedule. Thus, the recommended plan offers unlimited expansion as the organization grows and positions are added. The Archer Company offers job analysis and evaluation services to aid the County with the placement of new positions or positions that have changed into pay grades within the pay plan.

**Systematic Review of Job Classifications:** The County should proactively review job classifications by conducting regular analysis of individual job positions in the County to ensure these positions have current, functional class descriptions that are based on job content. This can be accomplished by continuing the practice of reviewing each classification upon recruitment for a new employee and by adopting the practice of routinely reviewing a percentage of job descriptions annually to ensure that the duties of the positions have not changed. By reviewing 25 – 35% of the job titles annually, the County will ensure that all jobs have been reviewed on a rotating basis every 3-4 years.



**Adding New Positions:** As new positions and/or classifications are added to the organization, a comprehensive job analysis and evaluation should be performed to accurately measure the value of the position to the organization. The results of the evaluation will determine proper grade placement and salary range for these positions and provide information needed for budgeting and recruitment.

**Reclassification of Existing Positions:** Likewise, individual positions or classifications should be reviewed as job duties and responsibilities are added, taken away, or otherwise modified. The County's policies may also provide for a means by which employees can request a review of their classification if they feel that their position is not properly classified.

**Adjustment of the Salary Ranges:** It is our recommendation that the County adjust pay ranges annually to maintain parity with changes in the competitive market. Annual adjustments typically take the form of a percentage increase applied uniformly to the minimum, midpoint, and maximum of all pay grades. Economic indicators such as the *Employment Cost Index* (ECI) and *Consumer Price Index* (CPI) are readily available to provide the County with guidance for determining the appropriate percentage; the County should also poll peer organizations (i.e. those included in the market analysis) on an annual basis to determine what pay plan and salary adjustments (if any) they intend to make. The County should do a more complete analysis and assessment of its competitive market every three to five years by updating the salary survey and redrawing the pay lines if necessary.

**Cost of Living Adjustments (COLA):** As pay ranges are adjusted annually, the salaries of those employees whose performance meets or exceeds expectations should keep pace with or grow beyond adjustments to the pay ranges. By approving a salary increase for each employee equal to the percentage by which the pay ranges increase, the County will ensure that employees retain their relative placement in the pay ranges when the pay plan is adjusted. A variation on this theme is to exclude any employees from the COLA if their performance falls below acceptable levels.

**Movement through the ranges:** The County should implement practices that provide a means for employee salaries to move through the pay ranges (growth from minimum to maximum) based on performance, time-in-class, acquisition of new skills, etc. The general principal is to allow for more progressive growth from the minimum to the midpoint of the pay range, which theoretically represents the market rate of a performing, seasoned employee that is able to function independently and competently in the classification. Growth beyond the midpoint is typically slowed and reserved for employees whose job performance exceeds the expectations for their classification.

- **Pay-for-Performance:** The most common means to provide for movement through the range is implementation of a performance appraisal system (pay-for-performance) or other rewards/recognition system. While pay-for-performance is not always popular and can be challenging to implement fairly, if done correctly it provides the most effective tool for management to align employee efforts and contributions with the overall goals and objectives of the organization. A strong pay-for-performance system gives management the ability to distinguish between levels of performance and provide more incentive for those employees who consistently exceed the organization's expectations. While it is expected that long-term employees carry with them valuable knowledge and experience, there is not always a correlation between an employee's value to the organization and their years of service (e.g. two 15 year



employees may perform at significantly different levels; an employee with only 4 years may consistently out-perform an employee with 10 years). Put another way, there is a difference between twenty years of experience and one year of experience repeated twenty times.

- **Other Pay Practices:** Once the County has a solid foundation for compensation in place (i.e. the proposed pay plan), there are a variety of more progressive pay practices that can be explored to further enhance your overall compensation strategy. Examples of these practices include skills- or competency-based pay, employee development and training programs (e.g. apprenticeships as an entry to skilled-trades job families), educational incentives, specialty and or incentive pay for specific work assignments, loyalty / employee rewards programs, etc. While not technically a strategy for moving through the ranges, classifications progressions (like those that the Archer Company developed for Police, Fire, E911, Treatment Plant Operators, Attorneys, etc.) provide a means for employees to move up through a job series. Any of these strategies can be used in conjunction with a merit pay program to strengthen employee retention and provide a valuable resource (a more highly trained workforce) for County operations.

## FINDINGS & RECOMMENDATIONS

The findings and recommendations for the County’s pay plan—to include those classifications identified in the study, groupings of classifications according to relative value and complexity, and pay ranges for each classification resulting from the analysis of the competitive market—are provided in the following exhibits for this report.

- ◆ **Exhibit 1 • Market Data for Benchmark Positions – Alphabetical Order**
- ◆ **Exhibit 2 • Market Data for Benchmark Positions—Grade Order**
- ◆ **Exhibit 3 • Benefits Data:** This report shows the data compiled for the analysis of benefits
- ◆ **Exhibit 4 • Pay Schedule:** This report shows pay grades with the recommended salary ranges.
- ◆ **Exhibit 5 • Job Classification List—Grade Order:** This report shows the classifications listed in recommended grade order with salary range (minimum, midpoint, and maximum) provided.
- ◆ **Exhibit 6 • Job Classification List—Alphabetical Order:** This report shows the classifications listed in alphabetical order by title with salary range (minimum, midpoint, and maximum) provided.



# Exhibit 1

*Market Data for Benchmark Positions  
Alphabetical Order*



# DeKalb County, Georgia

## Pay Plan Update, 2016

### Summary of Market Data

CODE	BENCHMARK	GR	Current Pay Ranges & Average Salaries				Notes	Market Averages				Difference (Percentages)		Compa Ratio	
			MIN	MID	MAX	AVGACT		MIN	MID	MAX	AVGACT	MIN/MIN	MID/MID	TO CUR	TO MARKET
1410	Accountant	25	35,460	46,542	57,624	46,298		42,632	52,620	63,604	46,772	-17%	-12%	0.99	0.88
1430	Accountant Principal	28	42,240	55,440	68,640	57,482		45,942	57,904	71,583	51,050	-8%	-4%	1.04	0.99
0210	Accounting Technician	18	23,580	30,954	38,328	25,128		28,559	35,306	42,709	32,448	-17%	-12%	<b>0.81</b>	<b>0.71</b>
0220	Accounting Technician Senior	19	24,996	32,814	40,632	34,165		31,760	38,705	46,484	35,685	-21%	-15%	1.04	0.88
6450	Administrative Operations Mgr*	28	42,240	55,440	68,640	67,914		57,360	71,552	89,403	68,112	-26%	-23%	1.23	0.95
4960	Administrative Services Mgr	31	50,292	66,012	81,732	75,428		58,643	73,137	92,508	69,086	-14%	-10%	1.14	1.03
3835	Animal Control Officer	19	24,996	32,814	40,632	25,673		27,581	34,466	42,342	28,803	-9%	-5%	<b>0.78</b>	<b>0.74</b>
6770	Assistant County Attorney *	AJ	57,588	75,582	93,576	79,891		59,435	74,591	93,645	70,409	-3%	1%	1.06	1.07
1740	Assistant Director Finance	AL	96,048	127,002	157,956	157,956		93,955	112,540	156,879	135,913	2%	13%	1.24	1.40
7600D	Assistant District Attorney I	29	44,772	58,764	72,756	57,822		57,728	73,235	93,531	64,096	-22%	-20%	0.98	<b>0.79</b>
7601D	Assistant District Attorney II	30	47,448	62,280	77,112	---		65,050	84,942	102,874	77,030	-27%	-27%	---	---
7602D	Assistant District Attorney III	31	50,292	66,012	81,732	72,720		68,299	89,432	110,105	75,736	-26%	-26%	1.10	<b>0.81</b>
7603D	Assistant District Attorney Supervisor	33	57,588	75,582	93,576	89,739		84,879	103,511	137,383	100,877	-32%	-27%	1.19	0.87
7600P	Assistant Public Defender I	29	44,772	58,764	72,756	57,822		56,234	72,025	87,002	59,583	-20%	-18%	0.98	<b>0.80</b>
7601P	Assistant Public Defender II	30	47,448	62,280	77,112	63,122		65,915	81,918	96,205	70,438	-28%	-24%	1.01	<b>0.77</b>
7600S	Assistant Solicitor I	29	44,772	58,764	72,756	57,822		54,549	69,059	86,323	56,444	-18%	-15%	0.98	<b>0.84</b>
7601S	Assistant Solicitor II	30	47,448	62,280	77,112	63,122		59,485	75,451	95,231	66,360	-20%	-17%	1.01	<b>0.84</b>
7602S	Assistant Solicitor III	31	50,292	66,012	81,732	72,720		61,173	78,278	97,982	66,864	-18%	-16%	1.10	0.93
7603S	Assistant Solicitor Supervisor	33	57,588	75,582	93,576	89,739		76,854	98,402	126,096	91,937	-25%	-23%	1.19	0.91
6930	Assistant Tax Commissioner *	AH	65,928	86,538	107,148	---	V	83,345	97,281	136,390	96,621	-21%	-11%	---	---
5003	Assoc Dir PW Transportation	AF	75,480	99,078	122,676	114,601		92,807	116,369	150,756	121,940	-19%	-15%	1.16	0.98
6775	Asst County Attorney Senior *	AH	65,928	86,538	107,148	100,208		78,648	95,801	121,442	93,011	-16%	-10%	1.16	1.05
5765	Asst Dir WM-Operations	AF	75,480	99,078	122,676	---		88,262	112,150	143,306	114,489	-14%	-12%	---	---
0720	Asst Director Info Technology	AF	75,480	99,078	122,676	---		88,173	110,252	144,640	116,550	-14%	-10%	---	---
1390	Auditor	25	35,460	46,542	57,624	45,930		46,586	56,570	68,453	46,779	-24%	-18%	0.99	<b>0.81</b>
1400	Auditor Senior	26	37,584	49,332	61,080	50,718	V	50,912	63,703	78,984	59,726	-26%	-23%	1.03	<b>0.80</b>
1580	Benefits Specialist	21	28,080	36,864	45,648	37,644		35,512	44,000	53,848	38,384	-21%	-16%	1.02	0.86
2610	Biologist	25	35,460	46,542	57,624	41,571	V	43,570	55,178	67,931	54,624	-19%	-16%	0.89	<b>0.75</b>
1500	Budget Management Analyst	25	35,460	46,542	57,624	---	V / M	45,194	55,097	67,101	47,704	-22%	-16%	---	---
1515	Budget Management Analyst Principal	28	42,240	55,440	68,640	55,354		54,829	66,872	81,086	57,412	-23%	-17%	1.00	<b>0.83</b>
1530	Budget Manager	32	53,820	70,638	87,456	98,621		79,206	98,816	122,138	110,996	-32%	-29%	1.40	1.00
2205	Building Inspector	23	31,560	41,418	51,276	41,484		37,816	46,409	55,765	43,119	-17%	-11%	1.00	0.89
2206	Building Inspector Senior	24	33,444	43,902	54,360	47,393		40,764	51,145	62,951	49,560	-18%	-14%	1.08	0.93
2208	Building Inspector Supervisor	26	37,584	49,332	61,080	53,850		47,818	60,448	75,588	60,355	-21%	-18%	1.09	0.89
3459	Chief Investigator ME	30	47,448	62,280	77,112	80,453		63,064	78,780	100,927	70,662	-25%	-21%	1.29	1.02
7041	Chief Appraiser *	AD	86,424	113,436	140,448	140,448		88,451	118,755	140,915	124,798	-2%	-4%	1.24	1.18

## Summary of Market Data

CODE	BENCHMARK	GR	Current Pay Ranges & Average Salaries				Notes	Market Averages				Difference (Percentages)		Compa Ratio	
			MIN	MID	MAX	AVGACT		MIN	MID	MAX	AVGACT	MIN/MIN	MID/MID	TO CUR	TO MARKET
7795	Chief Dep Clerk Superior Ct *	AG	70,536	92,586	114,636	118,648		86,169	102,851	137,525	101,352	-18%	-10%	1.28	1.15
7171	Chief Deputy Sheriff*	AE	80,760	106,008	131,256	115,593		100,732	124,980	163,521	128,830	-20%	-15%	1.09	0.92
0725	Chief Info Officer & Director, IT	AC	92,460	121,368	150,276	150,276		107,507	151,033	184,401	145,076	-14%	-20%	1.24	0.99
7430	Chief Investigator, District Attorney	31	50,292	66,012	81,732	---		69,917	86,161	109,443	91,144	-28%	-23%	---	---
7700	Chief Juv Probation Officer	29	44,772	58,764	72,756	72,582		60,854	74,977	94,276	72,451	-26%	-22%	1.24	0.97
2380	Code Compliance Administrator	33	42,240	55,440	68,640	87,636		54,833	69,504	87,854	46,752	-23%	-20%	1.58	1.26
2375	Code Compliance Officer	23	31,560	41,418	51,276	37,961		34,968	43,919	53,560	36,946	-10%	-6%	0.92	0.86
2370	Code Compliance Officer Sr	25	35,460	46,542	57,624	42,489		38,412	48,251	59,046	42,411	-8%	-4%	0.91	0.88
4840	Construction Maintenance Supt	30	47,448	62,280	77,112	68,240		56,338	70,385	87,644	65,948	-16%	-12%	1.10	0.97
1490	Controller	AE	80,760	106,008	131,256	119,328		85,607	106,130	136,521	107,922	-6%	0%	1.13	1.12
7520	Court Administrator Juvenile Court	32	53,820	70,638	87,456	---	V	93,330	114,067	147,692	117,529	-42%	-38%	---	---
7900	Court Program Manager *	31	50,292	66,012	81,732	75,144		54,266	69,007	87,069	64,212	-7%	-4%	1.14	1.09
7885	Court Records Supervisor *	24	33,444	43,902	54,360	50,625		38,041	47,719	59,130	46,576	-12%	-8%	1.15	1.06
7860	Court Records Tech I *	18	23,580	30,954	38,328	34,111		26,558	33,196	40,245	26,636	-11%	-7%	1.10	1.03
7880	Court Records Tech II *	19	24,996	32,814	40,632	37,659		28,891	36,279	44,097	30,890	-13%	-10%	1.15	1.04
7870	Court Records Tech III *	21	28,080	36,864	45,648	41,268		31,730	39,844	48,604	34,814	-12%	-7%	1.12	1.04
4810	Crew Supervisor	23	31,560	41,418	51,276	38,964		40,339	51,030	62,761	47,204	-22%	-19%	0.94	<b>0.76</b>
4780	Crew Worker	16	20,988	27,552	34,116	22,409		25,350	31,604	37,309	27,306	-17%	-13%	<b>0.81</b>	<b>0.71</b>
4800	Crew Worker Lead	21	28,080	36,864	45,648	35,006		33,931	42,587	52,262	40,883	-17%	-13%	0.95	<b>0.82</b>
3425	Crime Scene Investigator	23	31,560	41,418	51,276	35,832		33,501	42,068	51,499	36,379	-6%	-2%	0.87	0.85
5070	Custodian	16	20,988	27,552	34,116	---		23,648	29,293	35,132	25,629	-11%	-6%	---	---
5510	Customer Service Representative	18	23,580	30,954	38,328	27,300		27,653	34,528	42,060	31,104	-15%	-10%	0.88	<b>0.79</b>
5380	DD PPM Bldg Operations & Maint	32	53,820	70,638	87,456	90,736		68,395	85,866	107,968	86,018	-21%	-18%	1.28	1.06
1480	Dep Dir Fin Internal Audit Lic	AH	65,928	86,538	107,148	105,632		95,537	109,550	156,669	119,293	-31%	-21%	1.22	0.96
5000	Dep Dir Transportation Engrg	AI	61,620	109,590	157,560	---		78,015	100,508	125,964	108,730	-21%	9%	---	---
1245	Deputy Chief Appraiser	30	47,448	62,280	77,112	85,075		68,698	87,708	111,683	88,976	-31%	-29%	1.37	0.97
6755	Deputy County Attorney* (ACA Supv)	AD	86,424	113,436	140,448	143,431		84,001	102,455	134,898	110,729	3%	11%	1.26	1.40
7101	Deputy Sheriff (28 d/cyl) *	E24	33,444	43,902	54,360	39,019		37,169	46,316	57,361	38,317	-10%	-5%	0.89	<b>0.84</b>
7151	Deputy Sheriff Capt(28 d/cyl)*	E31	50,292	66,012	81,732	79,835		64,509	80,234	102,504	78,854	-22%	-18%	1.21	1.00
7141	Deputy Sheriff Lt (28 d/cyl) *	E30	47,448	62,280	77,112	69,439		53,206	65,673	82,477	67,804	-11%	-5%	1.11	1.06
7162	Deputy Sheriff Major - Jail Administrator	E33	50,853	66,748	82,643	---		83,983	103,780	135,148	111,059	-39%	-36%	---	---
7161	Deputy Sheriff Major(28d/cy) *	E33	57,027	74,846	92,665	97,545		73,946	94,167	120,439	104,987	-23%	-21%	1.30	1.04
7121	Deputy Sheriff Master(28d/) *	E26	37,584	49,332	61,080	57,237		42,164	52,540	65,674	52,328	-11%	-6%	1.16	1.09
7131	Deputy Sheriff Sgt(28 d/cyl) *	E28	42,240	55,440	68,640	57,120		45,599	56,993	70,468	55,477	-7%	-3%	1.03	1.00
7111	Deputy Sheriff Sr (28 d/cy) *	E25	35,460	46,542	57,624	46,892		41,045	50,596	61,734	44,474	-14%	-8%	1.01	0.93
6920	Deputy Tax Commissioner *	33	57,588	75,582	93,576	88,247		65,649	78,803	102,352	79,655	-12%	-4%	1.17	1.12
7221	Detention Officer I (28d/cy) *	E21	28,080	36,864	45,648	30,670		34,986	43,481	53,271	38,712	-20%	-15%	<b>0.83</b>	<b>0.71</b>
7251	Detention Sgt (28 d/cyl) *	E28	42,240	55,440	68,640	45,793		45,121	55,858	68,260	53,769	-6%	-1%	<b>0.83</b>	<b>0.82</b>
7204	Dir Admin and Legal Affairs*	AE	50,292	66,012	81,732	137,163		85,907	106,211	139,025	117,860	-41%	-38%	2.08	1.29
7070	Director Elections *	AF	75,480	99,078	122,676	89,573		78,321	98,985	126,371	104,457	-4%	0%	0.90	0.90

## Summary of Market Data

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			MIN	MID	MAX	AVGACT		MIN	MID	MAX	AVGACT	MIN/MIN	MID/MID	TO CUR	TO MARKET
3550	Director Emergency 911	AG	70,536	92,586	114,636	103,969		83,620	108,413	140,719	117,693	-16%	-15%	1.12	0.96
1750	Director Finance	AK	101,844	134,670	167,496	166,861		121,199	161,864	208,945	171,183	-16%	-17%	1.24	1.03
6370	Director Public Works *	AL	96,048	127,002	157,956	---		110,670	146,893	189,401	140,715	-13%	-14%	---	---
6367	Director Watershed Management	AL	96,048	127,002	157,956	144,774		112,151	152,213	181,256	160,902	-14%	-17%	1.14	0.95
1140	Director, Human Resources	AL	96,048	127,002	157,956	150,300		105,402	141,067	178,543	143,192	-9%	-10%	1.18	1.07
4260	Director, Library*	AC	92,460	121,368	150,276	101,947		91,797	121,168	157,041	126,835	1%	0%	0.84	0.84
2060	Director, Planning & Sustainability	AD	86,424	113,436	140,448	143,257		98,684	128,537	164,905	129,572	-12%	-12%	1.26	1.11
9330	Director, Purchasing and Contract Compliance	AL	96,048	127,002	157,956	150,300		87,251	115,638	146,554	118,059	10%	10%	1.18	1.30
1375	Election Supervisor	28	42,240	55,440	68,640	51,840		65,842	74,476	105,361	74,681	-36%	-26%	0.94	0.70
5170	Electrician	21	28,080	36,864	45,648	---		37,507	46,590	56,090	40,429	-25%	-21%	---	---
3500	Emergency 911 Operator	23	31,560	41,418	51,276	32,932		33,330	41,620	51,168	34,655	-5%	0%	0.80	0.79
3510	Emergency 911 Operator Senior	24	33,444	43,902	54,360	43,746		35,778	44,874	54,649	38,269	-7%	-2%	1.00	0.97
3520	Emergency 911 Shift Supervisor	25	35,460	46,542	57,624	50,668		44,028	56,279	69,571	52,674	-19%	-17%	1.09	0.90
1610	Employee Benefits Manager	29	44,772	58,764	72,756	67,464	V	71,935	88,564	111,399	85,542	-38%	-34%	1.15	0.76
2820	Engineer	28	42,240	55,440	68,640	62,123		46,044	58,317	72,392	52,821	-8%	-5%	1.12	1.07
2835	Engineer	28	47,448	62,280	77,112	77,051		66,833	84,648	105,220	86,138	-29%	-26%	1.24	0.91
2821	Engineer (II)	28	42,240	55,440	68,640	---		51,964	65,586	81,188	63,367	-19%	-15%	---	---
2830	Engineer, Senior	29	44,772	58,764	72,756	67,610		56,798	72,270	90,064	70,311	-21%	-19%	1.15	0.94
2620	Environmental Technician	21	28,080	36,864	45,648	32,370		35,236	44,342	53,663	39,334	-20%	-17%	0.88	0.73
4910	Equipment Operator	18	23,580	30,954	38,328	28,862		27,648	34,300	41,310	29,147	-15%	-10%	0.93	0.84
4930	Equipment Operator Principal	21	28,080	36,864	45,648	36,452		34,185	42,440	50,622	39,716	-18%	-13%	0.99	0.86
4920	Equipment Operator Senior	19	24,996	32,814	40,632	31,594		31,123	38,803	46,979	34,850	-20%	-15%	0.96	0.81
9660	Fire & Rescue Battalion Chief*	32	53,820	70,638	87,456	73,015		67,546	84,855	103,112	84,909	-20%	-17%	1.03	0.86
3800	Fire & Rescue Chief	AK	101,844	134,670	167,496	142,848		111,343	139,457	187,343	146,461	-9%	-3%	1.06	1.02
3640	Fire Captain	30	47,448	62,280	77,112	68,273		52,960	65,358	81,218	67,542	-10%	-5%	1.10	1.04
3590	Firefighter I	24	33,444	43,902	54,360	33,502		37,348	45,990	56,901	38,548	-10%	-5%	0.76	0.73
3600	Firefighter II	25	35,460	46,542	57,624	42,565		39,164	48,837	60,458	44,154	-9%	-5%	0.91	0.87
3715	Firefighter III/EMT-I	26	37,584	49,332	61,080	---		40,982	50,805	62,795	49,011	-8%	-3%	---	---
6170	Fleet Service Technician I (Lube)	16	20,988	27,552	34,116	21,404		30,110	37,298	46,635	37,026	-30%	-26%	0.78	0.57
6175	Fleet Service Technician II (Tires)	18	23,580	30,954	38,328	28,893		30,110	37,298	46,635	37,026	-22%	-17%	0.93	0.77
6240	Fleet Service Technician III (Mech)	21	28,080	36,864	45,648	38,947		34,337	43,008	52,215	40,179	-18%	-14%	1.06	0.91
6245	Fleet Service Technician IV (Heavy)	23	31,560	41,418	51,276	47,237		37,621	46,915	58,706	43,588	-16%	-12%	1.14	1.01
3457	Forensic Investigator	28	42,240	55,440	68,640	58,896		42,762	53,002	65,749	51,411	-1%	5%	1.06	1.11
3463	Forensic Technician	22	29,772	39,078	48,384	33,804		33,228	41,237	50,396	35,036	-10%	-5%	0.87	0.82
6610	GIS Technical Coordinator	29	44,772	58,764	72,756	71,654		49,918	63,098	77,532	57,432	-10%	-7%	1.22	1.14
1019	HR Generalist Principal	28	42,240	55,440	68,640	59,212		53,452	67,323	82,866	62,267	-21%	-18%	1.07	0.88
1018	HR Generalist Senior	27	39,840	52,290	64,740	54,241		43,966	53,943	65,222	45,562	-9%	-3%	1.04	1.01
1150	Human Resources Manager	31	50,292	66,012	81,732	72,180		69,196	86,653	108,109	84,262	-27%	-24%	1.09	0.83
5290	HVAC Mechanic	24	33,444	43,902	54,360	50,408		38,596	47,826	57,547	40,732	-13%	-8%	1.15	1.05
7440	Investigator DA I	24	33,444	43,902	54,360	---		45,350	57,076	70,057	52,455	-26%	-23%	---	---

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7445	Investigator DA II	26	37,584	49,332	61,080	58,905		50,890	62,451	76,509	60,475	-26%	-21%	1.19	0.94
7455	Investigator DA III	27	39,840	52,290	64,740	65,219		53,729	68,733	85,401	68,775	-26%	-24%	1.25	0.95
8445	Judicial Assistant	25	35,460	46,542	57,624	57,627		35,125	43,842	54,035	47,008	1%	6%	1.24	1.31
8440	Judicial Secretary *	24	33,444	43,902	54,360	52,695		32,921	41,082	50,754	37,351	2%	7%	1.20	1.28
7670	Juvenile Probation Officer	23	31,560	41,418	51,276	34,863		38,295	48,123	58,971	45,449	-18%	-14%	<b>0.84</b>	<b>0.72</b>
7690	Juvenile Probation Supervisor	26	37,584	49,332	61,080	59,641		47,203	61,183	74,434	57,986	-20%	-19%	1.21	0.97
7495	Law Clerk *	27	39,840	52,290	64,740	61,800		45,574	57,757	71,964	51,643	-13%	-9%	1.18	1.07
7500	Law Clerk Senior*	29	44,772	58,332	72,222	72,199	V	56,575	71,073	88,270	67,114	-21%	-18%	1.24	1.02
4200	Librarian	26	37,584	49,332	61,080	39,088		39,383	51,426	64,632	43,742	-5%	-4%	<b>0.79</b>	<b>0.76</b>
4210	Librarian Senior	28	42,240	55,440	68,640	49,720		43,549	54,213	67,365	50,760	-3%	2%	0.90	0.92
4220	Librarian, Principal	30	47,448	62,280	77,112	53,898		52,996	64,772	81,393	60,874	-10%	-4%	0.87	<b>0.83</b>
4310	Library Technician	17	22,248	29,202	36,156	---		26,348	32,663	39,817	28,524	-16%	-11%	---	---
7300	Licensed Practical Nurse *	21	28,080	36,864	45,648	33,156		38,254	47,830	57,406	42,329	-27%	-23%	0.90	<b>0.69</b>
0960	Mail Room Clerk	16	20,988	27,552	34,116	27,811		26,256	32,564	39,123	30,365	-20%	-15%	1.01	0.85
5500	Meter Mechanic	18	23,580	30,954	38,328	---	V / M	36,621	45,843	52,306	49,707	-36%	-32%	---	---
5480	Meter Reader	18	23,580	30,954	38,328	29,031		28,150	35,213	41,013	30,184	-16%	-12%	0.94	<b>0.82</b>
0040	Office Assistant	18	23,580	30,954	38,328	29,382		25,458	31,763	38,567	27,391	-7%	-3%	0.95	0.93
1615	Pension Administrator	29	44,772	58,764	72,756	67,464		60,765	75,912	96,304	70,565	-26%	-23%	1.15	0.89
2455	Permit Technician	23	31,560	41,418	51,276	42,200		34,919	44,486	55,162	36,723	-10%	-7%	1.02	0.95
1950	Planner	26	37,584	49,332	61,080	---		40,788	51,526	63,563	47,678	-8%	-4%	---	---
1960	Planner Senior	27	39,840	52,290	64,740	60,571		47,115	59,380	75,198	57,974	-15%	-12%	1.16	1.02
3140	Police Captain	32	53,820	70,638	87,456	81,670		63,023	78,802	97,970	79,041	-15%	-10%	1.16	1.04
3185	Police Chief	AK	101,844	134,670	167,496	166,861		116,042	152,264	191,908	164,462	-12%	-12%	1.24	1.10
3130	Police Lieutenant	31	50,292	66,012	81,732	72,014		53,655	66,179	82,173	69,028	-6%	0%	1.09	1.09
9160	Police Major*	33	57,588	75,582	93,576	94,377		74,184	96,063	120,481	104,021	-22%	-21%	1.25	0.98
3080	Police Officer	26	37,584	49,332	61,080	38,626		38,923	48,063	59,455	40,930	-3%	3%	<b>0.78</b>	<b>0.80</b>
3195	Police Officer Recruit	18	23,580	30,954	38,328	---		35,803	44,325	54,539	36,643	-34%	-30%	---	---
3100	Police Officer, Master	28	42,240	55,440	68,640	51,307		42,967	52,673	64,380	50,171	-2%	5%	0.93	0.97
3090	Police Officer, Senior	27	39,840	52,290	64,740	40,700		41,612	50,979	41,772	45,022	-4%	3%	<b>0.78</b>	<b>0.80</b>
3110	Police Sergeant	29	44,772	58,764	72,756	62,039		45,599	56,993	70,468	57,453	-2%	3%	1.06	1.09
0846	Procurement Agent Senior	30	47,448	62,280	77,112	65,274		45,236	58,832	72,212	50,055	5%	6%	1.05	1.11
0914	Procurement Technician	23	31,560	41,418	51,276	44,672		34,991	43,543	52,910	40,016	-10%	-5%	1.08	1.03
5325	Project Manager I	26	37,584	49,332	61,080	53,947		52,588	67,283	84,114	59,910	-29%	-27%	1.09	<b>0.80</b>
5326	Project Manager II	27	39,840	52,290	64,740	60,276		59,740	78,285	99,269	75,335	-33%	-33%	1.15	<b>0.77</b>
1230	Property Appraiser I	19	24,996	32,814	40,632	33,612	V / M	34,471	43,364	53,064	34,804	-27%	-24%	1.02	<b>0.78</b>
1231	Property Appraiser II	21	28,080	36,864	45,648	33,816		36,867	46,382	56,760	39,938	-24%	-21%	0.92	<b>0.73</b>
1232	Property Appraiser III	23	31,560	41,418	51,276	40,568		40,250	50,597	62,141	44,193	-22%	-18%	0.98	<b>0.80</b>
1233	Property Appraiser IV	26	37,584	49,332	61,080	51,841		45,462	56,808	70,829	49,958	-17%	-13%	1.05	0.91
1235	Property Appraiser Supervisor	28	42,240	55,440	68,640	59,633		57,551	71,094	90,076	76,083	-27%	-22%	1.08	<b>0.84</b>
3470	Public Information Officer	28	42,240	55,440	68,640	64,260		41,597	52,206	64,240	50,956	2%	6%	1.16	1.23

## Summary of Market Data

CODE	BENCHMARK	GR	Current Pay Ranges & Average Salaries				Notes	Market Averages				Difference (Percentages)		Compa Ratio	
			MIN	MID	MAX	AVGACT		MIN	MID	MAX	AVGACT	MIN/MIN	MID/MID	TO CUR	TO MARKET
5785	Public Relations Manager	29	44,772	58,764	72,756	68,796		54,033	67,312	85,357	73,829	-17%	-13%	1.17	1.02
0225	Records Technician	19	24,996	32,814	40,632	35,868		26,869	33,159	39,520	29,108	-7%	-1%	1.09	1.08
4480	Recreation Center Director	23	31,560	41,418	51,276	39,868		41,438	52,061	64,582	47,484	-24%	-20%	0.96	<b>0.77</b>
4350	Recreation Specialist	19	24,996	32,814	40,632	31,283		30,666	38,506	47,210	34,292	-18%	-15%	0.95	<b>0.81</b>
1900	Revenue Collections Manager	31	50,292	66,012	81,732	79,589		61,904	79,058	97,668	80,810	-19%	-17%	1.21	1.01
1870	Revenue Collections Supervisor	23	31,560	41,418	51,276	45,436		38,730	48,630	59,830	45,078	-19%	-15%	1.10	0.93
1660	Risk Control Officer	25	35,460	46,542	57,624	---		44,157	55,990	68,822	55,309	-20%	-17%	---	---
4859	Roads & Drainage Supt	29	44,772	58,764	72,756	62,058		60,015	75,778	95,863	72,778	-25%	-22%	1.06	<b>0.82</b>
6840	Tax Technician *	18	23,580	30,954	38,328	26,681		28,000	34,987	42,718	29,041	-16%	-12%	0.86	<b>0.76</b>
6850	Tax Technician Senior *	19	24,996	32,814	40,632	32,058		29,658	37,252	45,653	33,007	-16%	-12%	0.98	0.86
6870	Tax Technician Supervisor *	24	33,444	43,902	54,360	44,395		40,101	50,023	62,408	44,715	-17%	-12%	1.01	0.89
5014	Traffic Signal Installer, Sr	23	31,560	41,418	51,276	43,175		39,288	49,340	60,394	43,577	-20%	-16%	1.04	0.88
8146	Victim Witness Program Coord *	25	35,460	46,542	57,624	52,644		34,251	42,979	52,522	36,118	4%	8%	1.13	1.22
2540	Water Wastewater Lab Tech	21	28,080	36,864	45,648	33,602		32,503	40,839	50,128	37,988	-14%	-10%	0.91	<b>0.82</b>
5520	Water/Sewer Account Specialist, Senior	19	24,996	32,814	40,632	31,206		32,232	40,562	49,838	39,761	-22%	-19%	0.95	<b>0.77</b>
5750	WQC Manager	33	57,588	75,582	93,576	---		70,313	90,078	113,295	88,478	-18%	-16%	---	---
5550	WQC Operator	19	24,996	32,814	40,632	31,026		29,726	36,963	45,119	34,403	-16%	-11%	0.95	<b>0.84</b>
5560	WQC Operator Senior	23	31,560	41,418	51,276	37,897		36,136	45,391	55,255	42,806	-13%	-9%	0.91	<b>0.83</b>
5570	WQC Operator, Principal	24	33,444	43,902	54,360	46,878		39,393	49,966	61,703	43,470	-15%	-12%	1.07	0.94
5710	WQC Plant Supervisor	26	37,584	49,332	61,080	58,796		52,444	65,464	81,321	65,789	-28%	-25%	1.19	0.90



# Exhibit 2

*Market Data for Benchmark Positions  
Grade Order*

# DeKalb County, Georgia

## Pay Plan Update, 2016

### Summary of Market Data

CODE	BENCHMARK	GR	Current Pay Ranges & Average Salaries				Notes	Market Averages				Difference (Percentages)		Compa Ratio	
			MIN	MID	MAX	AVGACT		MIN	MID	MAX	AVGACT	MIN/MIN	MID/MID	TO CUR	TO MARKET
0040	Office Assistant	18	23,580	30,954	38,328	29,382		25,458	31,763	38,567	27,391	-7%	-3%	0.95	0.93
0210	Accounting Technician	18	23,580	30,954	38,328	25,128		28,559	35,306	42,709	32,448	-17%	-12%	<b>0.81</b>	<b>0.71</b>
0220	Accounting Technician Senior	19	24,996	32,814	40,632	34,165		31,760	38,705	46,484	35,685	-21%	-15%	1.04	0.88
0225	Records Technician	19	24,996	32,814	40,632	35,868		26,869	33,159	39,520	29,108	-7%	-1%	1.09	1.08
0720	Asst Director Info Technology	AF	75,480	99,078	122,676	---		88,173	110,252	144,640	116,550	-14%	-10%	---	---
0725	Chief Info Officer & Director, IT	AC	92,460	121,368	150,276	150,276		107,507	151,033	184,401	145,076	-14%	-20%	1.24	0.99
0846	Procurement Agent Senior	30	47,448	62,280	77,112	65,274		45,236	58,832	72,212	50,055	5%	6%	1.05	1.11
0914	Procurement Technician	23	31,560	41,418	51,276	44,672		34,991	43,543	52,910	40,016	-10%	-5%	1.08	1.03
0960	Mail Room Clerk	16	20,988	27,552	34,116	27,811		26,256	32,564	39,123	30,365	-20%	-15%	1.01	0.85
1018	HR Generalist Senior	27	39,840	52,290	64,740	54,241		43,966	53,943	65,222	45,562	-9%	-3%	1.04	1.01
1019	HR Generalist Principal	28	42,240	55,440	68,640	59,212		53,452	67,323	82,866	62,267	-21%	-18%	1.07	0.88
1140	Director, Human Resources	AL	96,048	127,002	157,956	150,300		105,402	141,067	178,543	143,192	-9%	-10%	1.18	1.07
1150	Human Resources Manager	31	50,292	66,012	81,732	72,180		69,196	86,653	108,109	84,262	-27%	-24%	1.09	<b>0.83</b>
1230	Property Appraiser I	19	24,996	32,814	40,632	33,612	V / M	34,471	43,364	53,064	34,804	-27%	-24%	1.02	<b>0.78</b>
1231	Property Appraiser II	21	28,080	36,864	45,648	33,816		36,867	46,382	56,760	39,938	-24%	-21%	0.92	<b>0.73</b>
1232	Property Appraiser III	23	31,560	41,418	51,276	40,568		40,250	50,597	62,141	44,193	-22%	-18%	0.98	<b>0.80</b>
1233	Property Appraiser IV	26	37,584	49,332	61,080	51,841		45,462	56,808	70,829	49,958	-17%	-13%	1.05	0.91
1235	Property Appraiser Supervisor	28	42,240	55,440	68,640	59,633		57,551	71,094	90,076	76,083	-27%	-22%	1.08	<b>0.84</b>
1245	Deputy Chief Appraiser	30	47,448	62,280	77,112	85,075		68,698	87,708	111,683	88,976	-31%	-29%	1.37	0.97
1375	Election Supervisor	28	42,240	55,440	68,640	51,840		65,842	74,476	105,361	74,681	-36%	-26%	0.94	<b>0.70</b>
1390	Auditor	25	35,460	46,542	57,624	45,930		46,586	56,570	68,453	46,779	-24%	-18%	0.99	<b>0.81</b>
1400	Auditor Senior	26	37,584	49,332	61,080	50,718	V	50,912	63,703	78,984	59,726	-26%	-23%	1.03	<b>0.80</b>
1410	Accountant	25	35,460	46,542	57,624	46,298		42,632	52,620	63,604	46,772	-17%	-12%	0.99	0.88
1430	Accountant Principal	28	42,240	55,440	68,640	57,482		45,942	57,904	71,583	51,050	-8%	-4%	1.04	0.99
1480	Dep Dir Fin Internal Audit Lic	AH	65,928	86,538	107,148	105,632		95,537	109,550	156,669	119,293	-31%	-21%	1.22	0.96
1490	Controller	AE	80,760	106,008	131,256	119,328		85,607	106,130	136,521	107,922	-6%	0%	1.13	1.12
1500	Budget Management Analyst	25	35,460	46,542	57,624	---	V / M	45,194	55,097	67,101	47,704	-22%	-16%	---	---
1515	Budget Management Analyst Principal	28	42,240	55,440	68,640	55,354		54,829	66,872	81,086	57,412	-23%	-17%	1.00	<b>0.83</b>
1530	Budget Manager	32	53,820	70,638	87,456	98,621		79,206	98,816	122,138	110,996	-32%	-29%	1.40	1.00
1580	Benefits Specialist	21	28,080	36,864	45,648	37,644		35,512	44,000	53,848	38,384	-21%	-16%	1.02	0.86
1610	Employee Benefits Manager	29	44,772	58,764	72,756	67,464	V	71,935	88,564	111,399	85,542	-38%	-34%	1.15	<b>0.76</b>
1615	Pension Administrator	29	44,772	58,764	72,756	67,464		60,765	75,912	96,304	70,565	-26%	-23%	1.15	0.89
1660	Risk Control Officer	25	35,460	46,542	57,624	---		44,157	55,990	68,822	55,309	-20%	-17%	---	---
1740	Assistant Director Finance	AL	96,048	127,002	157,956	157,956		93,955	112,540	156,879	135,913	2%	13%	1.24	1.40
1750	Director Finance	AK	101,844	134,670	167,496	166,861		121,199	161,864	208,945	171,183	-16%	-17%	1.24	1.03
1870	Revenue Collections Supervisor	23	31,560	41,418	51,276	45,436		38,730	48,630	59,830	45,078	-19%	-15%	1.10	0.93

## Summary of Market Data

CODE	BENCHMARK	GR	Current Pay Ranges & Average Salaries				Notes	Market Averages				Difference (Percentages)		Compa Ratio	
			MIN	MID	MAX	AVGACT		MIN	MID	MAX	AVGACT	MIN/MIN	MID/MID	TO CUR	TO MARKET
1900	Revenue Collections Manager	31	50,292	66,012	81,732	79,589		61,904	79,058	97,668	80,810	-19%	-17%	1.21	1.01
1950	Planner	26	37,584	49,332	61,080	---		40,788	51,526	63,563	47,678	-8%	-4%	---	---
1960	Planner Senior	27	39,840	52,290	64,740	60,571		47,115	59,380	75,198	57,974	-15%	-12%	1.16	1.02
2060	Director, Planning & Sustainability	AD	86,424	113,436	140,448	143,257		98,684	128,537	164,905	129,572	-12%	-12%	1.26	1.11
2205	Building Inspector	23	31,560	41,418	51,276	41,484		37,816	46,409	55,765	43,119	-17%	-11%	1.00	0.89
2206	Building Inspector Senior	24	33,444	43,902	54,360	47,393		40,764	51,145	62,951	49,560	-18%	-14%	1.08	0.93
2208	Building Inspector Supervisor	26	37,584	49,332	61,080	53,850		47,818	60,448	75,588	60,355	-21%	-18%	1.09	0.89
2370	Code Compliance Officer Sr	25	35,460	46,542	57,624	42,489		38,412	48,251	59,046	42,411	-8%	-4%	0.91	0.88
2375	Code Compliance Officer	23	31,560	41,418	51,276	37,961		34,968	43,919	53,560	36,946	-10%	-6%	0.92	0.86
2380	Code Compliance Administrator	33	42,240	55,440	68,640	87,636		54,833	69,504	87,854	46,752	-23%	-20%	1.58	1.26
2455	Permit Technician	23	31,560	41,418	51,276	42,200		34,919	44,486	55,162	36,723	-10%	-7%	1.02	0.95
2540	Water Wastewater Lab Tech	21	28,080	36,864	45,648	33,602		32,503	40,839	50,128	37,988	-14%	-10%	0.91	0.82
2610	Biologist	25	35,460	46,542	57,624	41,571	V	43,570	55,178	67,931	54,624	-19%	-16%	0.89	0.75
2620	Environmental Technician	21	28,080	36,864	45,648	32,370		35,236	44,342	53,663	39,334	-20%	-17%	0.88	0.73
2820	Engineer	28	42,240	55,440	68,640	62,123		46,044	58,317	72,392	52,821	-8%	-5%	1.12	1.07
2821	Engineer (II)	28	42,240	55,440	68,640	---		51,964	65,586	81,188	63,367	-19%	-15%	---	---
2830	Engineer, Senior	29	44,772	58,764	72,756	67,610		56,798	72,270	90,064	70,311	-21%	-19%	1.15	0.94
2835	Engineer	28	47,448	62,280	77,112	77,051		66,833	84,648	105,220	86,138	-29%	-26%	1.24	0.91
3080	Police Officer	26	37,584	49,332	61,080	38,626		38,923	48,063	59,455	40,930	-3%	3%	0.78	0.80
3090	Police Officer, Senior	27	39,840	52,290	64,740	40,700		41,612	50,979	41,772	45,022	-4%	3%	0.78	0.80
3100	Police Officer, Master	28	42,240	55,440	68,640	51,307		42,967	52,673	64,380	50,171	-2%	5%	0.93	0.97
3110	Police Sergeant	29	44,772	58,764	72,756	62,039		45,599	56,993	70,468	57,453	-2%	3%	1.06	1.09
3130	Police Lieutenant	31	50,292	66,012	81,732	72,014		53,655	66,179	82,173	69,028	-6%	0%	1.09	1.09
3140	Police Captain	32	53,820	70,638	87,456	81,670		63,023	78,802	97,970	79,041	-15%	-10%	1.16	1.04
3185	Police Chief	AK	101,844	134,670	167,496	166,861		116,042	152,264	191,908	164,462	-12%	-12%	1.24	1.10
3195	Police Officer Recruit	18	23,580	30,954	38,328	---		35,803	44,325	54,539	36,643	-34%	-30%	---	---
3425	Crime Scene Investigator	23	31,560	41,418	51,276	35,832		33,501	42,068	51,499	36,379	-6%	-2%	0.87	0.85
3457	Forensic Investigator	28	42,240	55,440	68,640	58,896		42,762	53,002	65,749	51,411	-1%	5%	1.06	1.11
3459	Chief Investigator ME	30	47,448	62,280	77,112	80,453		63,064	78,780	100,927	70,662	-25%	-21%	1.29	1.02
3463	Forensic Technician	22	29,772	39,078	48,384	33,804		33,228	41,237	50,396	35,036	-10%	-5%	0.87	0.82
3470	Public Information Officer	28	42,240	55,440	68,640	64,260		41,597	52,206	64,240	50,956	2%	6%	1.16	1.23
3500	Emergency 911 Operator	23	31,560	41,418	51,276	32,932		33,330	41,620	51,168	34,655	-5%	0%	0.80	0.79
3510	Emergency 911 Operator Senior	24	33,444	43,902	54,360	43,746		35,778	44,874	54,649	38,269	-7%	-2%	1.00	0.97
3520	Emergency 911 Shift Supervisor	25	35,460	46,542	57,624	50,668		44,028	56,279	69,571	52,674	-19%	-17%	1.09	0.90
3550	Director Emergency 911	AG	70,536	92,586	114,636	103,969		83,620	108,413	140,719	117,693	-16%	-15%	1.12	0.96
3590	Firefighter I	24	33,444	43,902	54,360	33,502		37,348	45,990	56,901	38,548	-10%	-5%	0.76	0.73
3600	Firefighter II	25	35,460	46,542	57,624	42,565		39,164	48,837	60,458	44,154	-9%	-5%	0.91	0.87
3640	Fire Captain	30	47,448	62,280	77,112	68,273		52,960	65,358	81,218	67,542	-10%	-5%	1.10	1.04
3715	Firefighter III/EMT-I	26	37,584	49,332	61,080	---		40,982	50,805	62,795	49,011	-8%	-3%	---	---
3800	Fire & Rescue Chief	AK	101,844	134,670	167,496	142,848		111,343	139,457	187,343	146,461	-9%	-3%	1.06	1.02



## Summary of Market Data

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			MIN	MID	MAX	AVGACT		MIN	MID	MAX	AVGACT	MIN/MIN	MID/MID	TO CUR	TO MARKET
3835	Animal Control Officer	19	24,996	32,814	40,632	25,673		27,581	34,466	42,342	28,803	-9%	-5%	<b>0.78</b>	<b>0.74</b>
4200	Librarian	26	37,584	49,332	61,080	39,088		39,383	51,426	64,632	43,742	-5%	-4%	<b>0.79</b>	<b>0.76</b>
4210	Librarian Senior	28	42,240	55,440	68,640	49,720		43,549	54,213	67,365	50,760	-3%	2%	0.90	0.92
4220	Librarian, Principal	30	47,448	62,280	77,112	53,898		52,996	64,772	81,393	60,874	-10%	-4%	0.87	<b>0.83</b>
4260	Director, Library*	AC	92,460	121,368	150,276	101,947		91,797	121,168	157,041	126,835	1%	0%	<b>0.84</b>	<b>0.84</b>
4310	Library Technician	17	22,248	29,202	36,156	---		26,348	32,663	39,817	28,524	-16%	-11%	---	---
4350	Recreation Specialist	19	24,996	32,814	40,632	31,283		30,666	38,506	47,210	34,292	-18%	-15%	0.95	<b>0.81</b>
4480	Recreation Center Director	23	31,560	41,418	51,276	39,868		41,438	52,061	64,582	47,484	-24%	-20%	0.96	<b>0.77</b>
4780	Crew Worker	16	20,988	27,552	34,116	22,409		25,350	31,604	37,309	27,306	-17%	-13%	<b>0.81</b>	<b>0.71</b>
4800	Crew Worker Lead	21	28,080	36,864	45,648	35,006		33,931	42,587	52,262	40,883	-17%	-13%	0.95	<b>0.82</b>
4810	Crew Supervisor	23	31,560	41,418	51,276	38,964		40,339	51,030	62,761	47,204	-22%	-19%	0.94	<b>0.76</b>
4840	Construction Maintenance Supt	30	47,448	62,280	77,112	68,240		56,338	70,385	87,644	65,948	-16%	-12%	1.10	0.97
4859	Roads & Drainage Supt	29	44,772	58,764	72,756	62,058		60,015	75,778	95,863	72,778	-25%	-22%	1.06	<b>0.82</b>
4910	Equipment Operator	18	23,580	30,954	38,328	28,862		27,648	34,300	41,310	29,147	-15%	-10%	0.93	<b>0.84</b>
4920	Equipment Operator Senior	19	24,996	32,814	40,632	31,594		31,123	38,803	46,979	34,850	-20%	-15%	0.96	<b>0.81</b>
4930	Equipment Operator Principal	21	28,080	36,864	45,648	36,452		34,185	42,440	50,622	39,716	-18%	-13%	0.99	0.86
4960	Administrative Services Mgr	31	50,292	66,012	81,732	75,428		58,643	73,137	92,508	69,086	-14%	-10%	1.14	1.03
5000	Dep Dir Transportation Engrg	AI	61,620	109,590	157,560	---		78,015	100,508	125,964	108,730	-21%	9%	---	---
5003	Assoc Dir PW Transportation	AF	75,480	99,078	122,676	114,601		92,807	116,369	150,756	121,940	-19%	-15%	1.16	0.98
5014	Traffic Signal Installer, Sr	23	31,560	41,418	51,276	43,175		39,288	49,340	60,394	43,577	-20%	-16%	1.04	0.88
5070	Custodian	16	20,988	27,552	34,116	---		23,648	29,293	35,132	25,629	-11%	-6%	---	---
5170	Electrician	21	28,080	36,864	45,648	---		37,507	46,590	56,090	40,429	-25%	-21%	---	---
5290	HVAC Mechanic	24	33,444	43,902	54,360	50,408		38,596	47,826	57,547	40,732	-13%	-8%	1.15	1.05
5325	Project Manager I	26	37,584	49,332	61,080	53,947		52,588	67,283	84,114	59,910	-29%	-27%	1.09	<b>0.80</b>
5326	Project Manager II	27	39,840	52,290	64,740	60,276		59,740	78,285	99,269	75,335	-33%	-33%	1.15	<b>0.77</b>
5380	DD PPM Bldg Operations & Maint	32	53,820	70,638	87,456	90,736		68,395	85,866	107,968	86,018	-21%	-18%	1.28	1.06
5480	Meter Reader	18	23,580	30,954	38,328	29,031		28,150	35,213	41,013	30,184	-16%	-12%	0.94	<b>0.82</b>
5500	Meter Mechanic	18	23,580	30,954	38,328	---	V / M	36,621	45,843	52,306	49,707	-36%	-32%	---	---
5510	Customer Service Representative	18	23,580	30,954	38,328	27,300		27,653	34,528	42,060	31,104	-15%	-10%	0.88	<b>0.79</b>
5520	Water/Sewer Account Specialist, Senior	19	24,996	32,814	40,632	31,206		32,232	40,562	49,838	39,761	-22%	-19%	0.95	<b>0.77</b>
5550	WQC Operator	19	24,996	32,814	40,632	31,026		29,726	36,963	45,119	34,403	-16%	-11%	0.95	<b>0.84</b>
5560	WQC Operator Senior	23	31,560	41,418	51,276	37,897		36,136	45,391	55,255	42,806	-13%	-9%	0.91	<b>0.83</b>
5570	WQC Operator, Principal	24	33,444	43,902	54,360	46,878		39,393	49,966	61,703	43,470	-15%	-12%	1.07	0.94
5710	WQC Plant Supervisor	26	37,584	49,332	61,080	58,796		52,444	65,464	81,321	65,789	-28%	-25%	1.19	0.90
5750	WQC Manager	33	57,588	75,582	93,576	---		70,313	90,078	113,295	88,478	-18%	-16%	---	---
5765	Asst Dir WM-Operations	AF	75,480	99,078	122,676	---		88,262	112,150	143,306	114,489	-14%	-12%	---	---
5785	Public Relations Manager	29	44,772	58,764	72,756	68,796		54,033	67,312	85,357	73,829	-17%	-13%	1.17	1.02
6170	Fleet Service Technician I (Lube)	16	20,988	27,552	34,116	21,404		30,110	37,298	46,635	37,026	-30%	-26%	<b>0.78</b>	<b>0.57</b>
6175	Fleet Service Technician II (Tires)	18	23,580	30,954	38,328	28,893		30,110	37,298	46,635	37,026	-22%	-17%	0.93	<b>0.77</b>
6240	Fleet Service Technician III (Mech)	21	28,080	36,864	45,648	38,947		34,337	43,008	52,215	40,179	-18%	-14%	1.06	0.91

## Summary of Market Data

CODE	BENCHMARK	GR	Current Pay Ranges & Average Salaries				Notes	Market Averages				Difference (Percentages)		Compa Ratio	
			MIN	MID	MAX	AVGACT		MIN	MID	MAX	AVGACT	MIN/MIN	MID/MID	TO CUR	TO MARKET
6245	Fleet Service Technician IV (Heavy)	23	31,560	41,418	51,276	47,237		37,621	46,915	58,706	43,588	-16%	-12%	1.14	1.01
6367	Director Watershed Management	AL	96,048	127,002	157,956	144,774		112,151	152,213	181,256	160,902	-14%	-17%	1.14	0.95
6370	Director Public Works *	AL	96,048	127,002	157,956	---		110,670	146,893	189,401	140,715	-13%	-14%	---	---
6450	Administrative Operations Mgr*	28	42,240	55,440	68,640	67,914		57,360	71,552	89,403	68,112	-26%	-23%	1.23	0.95
6610	GIS Technical Coordinator	29	44,772	58,764	72,756	71,654		49,918	63,098	77,532	57,432	-10%	-7%	1.22	1.14
6755	Deputy County Attorney* (ACA Supv)	AD	86,424	113,436	140,448	143,431		84,001	102,455	134,898	110,729	3%	11%	1.26	1.40
6770	Assistant County Attorney *	AJ	57,588	75,582	93,576	79,891		59,435	74,591	93,645	70,409	-3%	1%	1.06	1.07
6775	Asst County Attorney Senior *	AH	65,928	86,538	107,148	100,208		78,648	95,801	121,442	93,011	-16%	-10%	1.16	1.05
6840	Tax Technician *	18	23,580	30,954	38,328	26,681		28,000	34,987	42,718	29,041	-16%	-12%	0.86	0.76
6850	Tax Technician Senior *	19	24,996	32,814	40,632	32,058		29,658	37,252	45,653	33,007	-16%	-12%	0.98	0.86
6870	Tax Technician Supervisor *	24	33,444	43,902	54,360	44,395		40,101	50,023	62,408	44,715	-17%	-12%	1.01	0.89
6920	Deputy Tax Commissioner *	33	57,588	75,582	93,576	88,247		65,649	78,803	102,352	79,655	-12%	-4%	1.17	1.12
6930	Assistant Tax Commissioner *	AH	65,928	86,538	107,148	---	V	83,345	97,281	136,390	96,621	-21%	-11%	---	---
7041	Chief Appraiser *	AD	86,424	113,436	140,448	140,448		88,451	118,755	140,915	124,798	-2%	-4%	1.24	1.18
7070	Director Elections *	AF	75,480	99,078	122,676	89,573		78,321	98,985	126,371	104,457	-4%	0%	0.90	0.90
7101	Deputy Sheriff (28 d/cyl) *	E24	33,444	43,902	54,360	39,019		37,169	46,316	57,361	38,317	-10%	-5%	0.89	0.84
7111	Deputy Sheriff Sr (28 d/cy) *	E25	35,460	46,542	57,624	46,892		41,045	50,596	61,734	44,474	-14%	-8%	1.01	0.93
7121	Deputy Sheriff Master(28d/) *	E26	37,584	49,332	61,080	57,237		42,164	52,540	65,674	52,328	-11%	-6%	1.16	1.09
7131	Deputy Sheriff Sgt(28 d/cyl) *	E28	42,240	55,440	68,640	57,120		45,599	56,993	70,468	55,477	-7%	-3%	1.03	1.00
7141	Deputy Sheriff Lt (28 d/cyl) *	E30	47,448	62,280	77,112	69,439		53,206	65,673	82,477	67,804	-11%	-5%	1.11	1.06
7151	Deputy Sheriff Capt(28 d/cyl)*	E31	50,292	66,012	81,732	79,835		64,509	80,234	102,504	78,854	-22%	-18%	1.21	1.00
7161	Deputy Sheriff Major(28d/cy) *	E33	57,027	74,846	92,665	97,545		73,946	94,167	120,439	104,987	-23%	-21%	1.30	1.04
7162	Deputy Sheriff Major - Jail Administrator	E33	50,853	66,748	82,643	---		83,983	103,780	135,148	111,059	-39%	-36%	---	---
7171	Chief Deputy Sheriff*	AE	80,760	106,008	131,256	115,593		100,732	124,980	163,521	128,830	-20%	-15%	1.09	0.92
7204	Dir Admin and Legal Affairs*	AE	50,292	66,012	81,732	137,163		85,907	106,211	139,025	117,860	-41%	-38%	2.08	1.29
7221	Detention Officer I (28d/cy) *	E21	28,080	36,864	45,648	30,670		34,986	43,481	53,271	38,712	-20%	-15%	0.83	0.71
7251	Detention Sgt (28 d/cyl) *	E28	42,240	55,440	68,640	45,793		45,121	55,858	68,260	53,769	-6%	-1%	0.83	0.82
7300	Licensed Practical Nurse *	21	28,080	36,864	45,648	33,156		38,254	47,830	57,406	42,329	-27%	-23%	0.90	0.69
7430	Chief Investigator, District Attorney	31	50,292	66,012	81,732	---		69,917	86,161	109,443	91,144	-28%	-23%	---	---
7440	Investigator DA I	24	33,444	43,902	54,360	---		45,350	57,076	70,057	52,455	-26%	-23%	---	---
7445	Investigator DA II	26	37,584	49,332	61,080	58,905		50,890	62,451	76,509	60,475	-26%	-21%	1.19	0.94
7455	Investigator DA III	27	39,840	52,290	64,740	65,219		53,729	68,733	85,401	68,775	-26%	-24%	1.25	0.95
7495	Law Clerk *	27	39,840	52,290	64,740	61,800		45,574	57,757	71,964	51,643	-13%	-9%	1.18	1.07
7500	Law Clerk Senior*	29	44,772	58,332	72,222	72,199	V	56,575	71,073	88,270	67,114	-21%	-18%	1.24	1.02
7520	Court Administrator Juvenile Court	32	53,820	70,638	87,456	---	V	93,330	114,067	147,692	117,529	-42%	-38%	---	---
7670	Juvenile Probation Officer	23	31,560	41,418	51,276	34,863		38,295	48,123	58,971	45,449	-18%	-14%	0.84	0.72
7690	Juvenile Probation Supervisor	26	37,584	49,332	61,080	59,641		47,203	61,183	74,434	57,986	-20%	-19%	1.21	0.97
7700	Chief Juv Probation Officer	29	44,772	58,764	72,756	72,582		60,854	74,977	94,276	72,451	-26%	-22%	1.24	0.97
7795	Chief Dep Clerk Superior Ct *	AG	70,536	92,586	114,636	118,648		86,169	102,851	137,525	101,352	-18%	-10%	1.28	1.15
7860	Court Records Tech I *	18	23,580	30,954	38,328	34,111		26,558	33,196	40,245	26,636	-11%	-7%	1.10	1.03

## Summary of Market Data

CODE	BENCHMARK	GR	Current Pay Ranges & Average Salaries				Notes	Market Averages				Difference (Percentages)		Compa Ratio	
			MIN	MID	MAX	AVGACT		MIN	MID	MAX	AVGACT	MIN/MIN	MID/MID	TO CUR	TO MARKET
7870	Court Records Tech III *	21	28,080	36,864	45,648	41,268		31,730	39,844	48,604	34,814	-12%	-7%	1.12	1.04
7880	Court Records Tech II *	19	24,996	32,814	40,632	37,659		28,891	36,279	44,097	30,890	-13%	-10%	1.15	1.04
7885	Court Records Supervisor *	24	33,444	43,902	54,360	50,625		38,041	47,719	59,130	46,576	-12%	-8%	1.15	1.06
7900	Court Program Manager *	31	50,292	66,012	81,732	75,144		54,266	69,007	87,069	64,212	-7%	-4%	1.14	1.09
8146	Victim Witness Program Coord *	25	35,460	46,542	57,624	52,644		34,251	42,979	52,522	36,118	4%	8%	1.13	1.22
8440	Judicial Secretary *	24	33,444	43,902	54,360	52,695		32,921	41,082	50,754	37,351	2%	7%	1.20	1.28
8445	Judicial Assistant	25	35,460	46,542	57,624	57,627		35,125	43,842	54,035	47,008	1%	6%	1.24	1.31
9160	Police Major*	33	57,588	75,582	93,576	94,377		74,184	96,063	120,481	104,021	-22%	-21%	1.25	0.98
9330	Director, Purchasing and Contract Compliance	AL	96,048	127,002	157,956	150,300		87,251	115,638	146,554	118,059	10%	10%	1.18	1.30
9660	Fire & Rescue Battalion Chief*	32	53,820	70,638	87,456	73,015		67,546	84,855	103,112	84,909	-20%	-17%	1.03	0.86
7600D	Assistant District Attorney I	29	44,772	58,764	72,756	57,822		57,728	73,235	93,531	64,096	-22%	-20%	0.98	<b>0.79</b>
7600P	Assistant Public Defender I	29	44,772	58,764	72,756	57,822		56,234	72,025	87,002	59,583	-20%	-18%	0.98	<b>0.80</b>
7600S	Assistant Solicitor I	29	44,772	58,764	72,756	57,822		54,549	69,059	86,323	56,444	-18%	-15%	0.98	<b>0.84</b>
7601D	Assistant District Attorney II	30	47,448	62,280	77,112	---		65,050	84,942	102,874	77,030	-27%	-27%	---	---
7601P	Assistant Public Defender II	30	47,448	62,280	77,112	63,122		65,915	81,918	96,205	70,438	-28%	-24%	1.01	<b>0.77</b>
7601S	Assistant Solicitor II	30	47,448	62,280	77,112	63,122		59,485	75,451	95,231	66,360	-20%	-17%	1.01	<b>0.84</b>
7602D	Assistant District Attorney III	31	50,292	66,012	81,732	72,720		68,299	89,432	110,105	75,736	-26%	-26%	1.10	<b>0.81</b>
7602S	Assistant Solicitor III	31	50,292	66,012	81,732	72,720		61,173	78,278	97,982	66,864	-18%	-16%	1.10	0.93
7603D	Assistant District Attorney Supervisor	33	57,588	75,582	93,576	89,739		84,879	103,511	137,383	100,877	-32%	-27%	1.19	0.87
7603S	Assistant Solicitor Supervisor	33	57,588	75,582	93,576	89,739		76,854	98,402	126,096	91,937	-25%	-23%	1.19	0.91



# Exhibit 3

## *Benefits Data*



**DeKalb County, Georgia**  
*Classification & Salary Study*  
Comparative Analysis of Benefits



## Comparative Analysis of Benefits

The Archer Company, working cooperatively with Benalytics, compiled benefits data from each of the peer organizations and conducted a comparative analysis to identify gaps between the County's benefits package and benefits offered within its competitive market. The survey instrument was designed to yield quality data regarding the wide range of benefits often provided by public sector organizations. The benefits survey is divided into four categories of benefits: *Paid Leave Time*, *Insurance*, and *Retirement*. Each is discussed below with an overview of our findings to follow:

- **Paid Leave Time:** This section looks at the amount of paid-leave time afforded to employees in the form of holidays, vacation, sick-leave, and other time-off provisions. Accrual of leave is addressed, as is the respondents' policies regarding earned-but-unused leave time. Short and long-term illness/disability coverage is also included in this section.
- **Insurance:** This section looks at the types of insurance coverage offered to employees in the form of health, dental, vision, and life insurance plans, as well as the amount of coverage and employee/employer premiums. Employee Assistance Programs and flexible spending accounts are also covered in this section.
- **Retirement Benefits:** This section focuses on pension benefits and tax deferral plans. Questions about employee/employer contributions, participation and eligibility requirements, vesting requirements, and pay-out calculations seek to define the pension plans in more detail.

This report summarizes information about DeKalb County's benefit plans compared to 10 other study participants:

<i>City of Atlanta</i>	<i>Jefferson County, Kentucky</i>
<i>Gwinnett County, Georgia</i>	<i>Jacksonville-Duval County, Florida</i>
<i>Cobb County, Georgia</i>	<i>Mecklenburg County, NC</i>
<i>Fulton County, Georgia</i>	<i>Nashville-Davidson County, Tennessee</i>
<i>DeKalb County Schools</i>	<i>Fairfax County, Virginia</i>

The following is a summary of our findings in the benefits survey. This report provides a general comparison of the DeKalb County benefit offering to those of peer organizations, considering benefit plan design, employee cost share, and overall competitiveness. Results of this comparison can be used to assess the overall competitiveness of the benefit programs or just to learn what other study participants are offering their employees. The data compiled is presented in tabular form following this overview.

**Paid Leave Time:** DeKalb’s paid leave benefits are very competitive in the market, due mostly to the strength of its vacation accrual.

- **Holidays:** All respondents grant between 8 and 12 holidays annually, with 6 of the 11 (including DeKalb) granting 10. Three respondents offer 1-2 holidays more than DeKalb; Gwinnett is the only local respondent to grant more holidays (12) to employees. (Note: DeKalb County Schools only recognizes 7 holidays, but they grant 3 additional personal days and operate on a different yearly schedule.
- **Vacation:** DeKalb’s vacation accrual benefit is generous, offering the highest level of accrual for respondents in the local market; only Fairfax has higher level of accruals than DeKalb, and only at specific levels of tenure.
  - All respondents allow unused vacation hours to roll-over from year-to-year with a maximum cap of at least 240 hours, ranging up to 640 hours. DeKalb is one of five respondents that cap accrual at 240 hours; but increases the maximum when employees have been with the County for ten years. The provision for longer term employees puts DeKalb in line with two of the five entities have a higher cap (360 hours or more).
- **Sick Leave:** DeKalb is one of five participants provides 13 days of sick leave to employees annually; only two organizations, DeKalb Schools and Jacksonville-Duval, offer higher rates of sick leave.
  - Most of the entities, DeKalb included, allow carry-over for unused sick leave.
  - DeKalb is one of three entities to allow employees to donate unused sick leave to a sick bank.
  - Four of the eleven organizations buy back unused sick leave; many pension plans have provisions to convert unused sick leave to credit toward years of service.
- **Short-Term Disability:** DeKalb County’s short-term disability plan is consistent with that offered by most other study participants.
  - Seven of the respondents, including DeKalb, offer employees the opportunity to purchase short-term disability coverage. Five of the participants offer worksite products, where employees have the option to purchase the amount of coverage or percentage of salary that best meet their needs; the other two offer employees the opportunity to purchase a benefit of 60% of weekly income at a pre-determined elimination period.
- **Long-Term Disability:** While DeKalb does offer a variation of long-term coverage for employees, the County should explore the pros and cons of offering its employees a formal long-term disability plan, at least on a voluntary basis.
  - Eight of the study participants offer long term disability plans, but DeKalb is not one of them. Half of the respondents pay the cost of the coverage. The other half either stated that the premiums are employee paid or did not provide a response.

- While DeKalb does not offer employees a formal long-term disability plan, the County does offer disability benefits in the form of a disability retirement to its qualified employees that are totally and permanently disabled. In the event an employee meets the County's definition of total and permanent disability, the DeKalb County Retirement Plan will provide a monthly benefit of 50% of pre-disability earnings to age 65. When compared to traditional long-term disability plans, this type pension benefit is more restrictive and does not cover partial disabilities, rehab services or incentives to return to work.

**Medical:** In the medical plan comparison, medical plans will be compared based to the overall prevalence of that plan type among the study participants. Plans will be compared based on the following plan type criteria:

- Point of Service Plans (POS) and Preferred Provider Organizations (PPO) plans
- Health Maintenance Organization (HMO) plans
- Health Reimbursement Account (HRA) plans
- Health Savings Account (HSA) plans

Among the 11 study participants there were a total of 41 medical plans offered to employees. Therefore, study participants offered an average of 3.7 medical plans to employees. Among the plan options offered, the plan type distribution was as follows:

- POS and PPO plans – 16
- HMO plans – 12
- HSA plans – 7
- HRA plans – 6

DeKalb County offers employees a choice of 4 medical plan options. The DeKalb medical plan options include 1 POS plan, 1 HSA plan, 2 HMO plans. The comparison of each DeKalb County medical plan option will be with like plan options offered by the other study participants.

- **PPO and POS Medical Plans:** PPO and POS plans are the most prevalent plan offering by the participants in the study. Overall the DeKalb County POS plan is competitive with its peer organizations, however the County may want to review the cost share percentage of its employee-only plan.
  - The DeKalb plan is a POS plan with a \$750 deductible and 80% coinsurance.
  - Among the 16 medical plans in this category 12 included plan deductibles and 4 had no deductible. The average deductible of the study participants that had plan deductibles was approximately \$600. Deductibles in this plan type category ranged from \$100 to \$1800. The DeKalb County plan deductible falls towards the midpoint of the overall deductible range in this category.

- Plan coinsurance percentages among the study participants that provided comprehensive services averaged 83%. With a POS coinsurance of 80%, the DeKalb County POS plan is near the average of all study participants in this category. The range of plan coinsurance offered by all participants was from 70% to 100%.
- DeKalb County as well as all study participants pay a significant portion of the premiums required for medical plan coverage. The average employee cost share for coverage in this category is 20% for employee only coverage and 28% for family coverage. DeKalb County's employee cost share of 25% for employee only coverage is greater than the average of the study participants in this category that provided cost share data. The DeKalb County's employee cost share for family coverage of 25% for family coverage is less than the study average reported for this category.
- **HMO Medical Plans:** DeKalb County's HMO plan offering is competitive with those of other study participants in design and market comparability. The area where DeKalb County most differs from the other study participants is in its premium cost share percentage. DeKalb County should revisit its Medical plan contribution strategy to determine if it is positioned where it wants to be among its peers.
  - Study participants offered 12 HMO plans to employees. The number of the HMO medical plan offerings is second only to the number of POS/PPO plans offered.
  - DeKalb County offers 2 HMO plan options to employees. Both DeKalb County HMOs have deductibles of \$250. The average HMO plan deductible for the participants that had plans with deductibles was \$600. The DeKalb County plan deductible is lower than or equal to that of 7 of the 12 HMO plans offered by study participants.
  - The average HMO plan coinsurance offered by study participants is 90%. DeKalb County HMO plan coinsurance is also 90% for both HMO plans.
  - The average employee cost share for HMO coverage is 14% for employee only coverage and 17% for family coverage. DeKalb County's employee cost share of 28% for employee only coverage is greater than the average of HMO study participants that provided cost share data. The DeKalb County's employee cost share for family coverage of 28% for family coverage is greater than the study average reported for this category.
- **HSA Compatible Medical Plans:** HSA medical plans are high deductible health plans that meet the eligibility requirements for contributions to a Health Savings Account.
  - The DeKalb County HSA plan has deductible in the amount of \$1,500. The other study participants in the study that had HSA medical plan options had an average plan deductible amount of \$1433. The average coinsurance percentage for the other HSA plans in the study was 80.8% while DeKalb County HSA plan coinsurance is 80%.



- The study participants that provided employee cost share data have an average employee cost share percentage of 23% for employee only coverage and 21% for family coverage. DeKalb County's employee cost share of 12% for employee only coverage is less than the average of HSA study participants that provided cost share data. The DeKalb County's employee cost share for family coverage of 12% for family coverage is less than the study average reported for this category.
- The DeKalb County HSA plan option is comparable to the other participants that offered them to their employees. While the plan designs are similar, DeKalb County pays a higher percentage of the premium than the average of its peer organizations, which should encourage enrollment into the HSA plan.
- **HRA Compatible Medical Plans:** HRA medical plans are plans that are offered by an employer with a corresponding Health Reimbursement Account.
  - Six of the peer organizations offer an HRA with an average deductible of \$1,491. The average coinsurance percentage of the HRA plan options offered by study participants is 81.67%.
  - While DeKalb does not offer an HRA, we do not feel it is necessary. Overall, DeKalb County offers a comprehensive medical program to its employees with choices that can suit the needs of its diverse employee population.

**Dental:** DeKalb County offers its employee 2 dental plan options. The DeKalb County dental plan options are labeled as High and Low options based on the level of benefits provided within the option. The dental plan review was based on the type of plans offered by study participants. The various types of dental plans to be considered and their prevalence among the offerings of all study participants are:

- Preferred Provider Organization (PPO) - 19
- Dental Health Maintenance Organization (DHMO) – 7
- Indemnity - 1
- **PPO:** DeKalb's offering of two Dental options provide more choice to its employees. Those employees that need a comprehensive dental plan without the need for Orthodontic care can choose the Low option, which is comparable to most of the dental plans offered by study participants. Employees that need a little more in dental benefits as well as Orthodontic benefits, can choose the High option. Those employees that choose the High option receive a benefits that is well above the average coinsurance, annual maximum and Orthodontic maximum.
  - The deductibles for both of DeKalb's PPO plans is \$50, whereas the average PPO plan deductible is \$83.33. Study participant dental PPO deductibles ranged from \$0 to \$500 with \$50 being most prevalent.

- DeKalb County's preventive care coinsurance benefit is 100% for both dental plans. All other study participants have an average preventive care coinsurance of 100%.
- The average basic dental care coinsurance percentage for the study participants that have PPO plans is 78%. This average is consistent with the DeKalb County plans which have basic dental care coinsurance amounts of 80% and 75%.
- DeKalb's PPO plan's major care coinsurance are 60% and 50%. The average major dental care coinsurance is 51%.
- The DeKalb County dental plan annual maximums are \$2,000 and \$1,000. The average annual maximum for all study participant PPO plans is \$1,632.
- Of the 19 PPO plans offered by study participants 13 have Orthodontia coverage. DeKalb County offers orthodontia coverage in 1 of its 2 dental plans. The DeKalb County dental plan orthodontia maximum is \$3,000. The average orthodontia maximum offered by other study participants with PPO plans is \$1,977.
- **DHMO:** There were 7 DHMO plans offered by study participants. For comparison purposes, plans that were evaluated in the DHMO category are traditional DHMOs and scheduled dental plans. DeKalb County does not offer a DHMO or a scheduled dental plan.
- **Indemnity:** There was one study participants that offered an indemnity dental plan. Indemnity dental plans are less common today and DeKalb County does not offer one.
- Overall, DeKalb County offers its employees a competitive dental plan. The PPO arrangement provides employees with the ability to choose their dentist regardless of network affiliation. The choice of plans also gives employees the ability to choose the dental plan that best meets their needs.

**Life Insurance:** DeKalb County offers its employees a comprehensive life insurance plan. The County differs from most other study participants by requiring an employee contribution for basic coverage. The prevalent practice is to offer employees the security of basic life insurance coverage at no cost to them. This removes the choice that employees have to make regarding a contribution towards much needed life insurance and other needed benefits. DeKalb County should re-evaluate its policy of employee contributions for basic life insurance.

- **Basic Life:** In the study, 10 of the 11 participants offered basic life insurance. Traditionally, basic life insurance benefits are offered by employers at no cost to the employee. There were 2 participants that required an employee contribution for basic life coverage. DeKalb County is 1 of the 2 participants. The other 8 participants offer basic life insurance at no cost to the employee.
  - Eight of the study participants offer a multiple of salary as a basic life insurance benefit. DeKalb County offers 2.25 times salary as a basic life benefit. The average multiple of salary among those participants that offer a basic life insurance benefit as a multiple of salary is 1.78 times salary.

- There were 2 study participants that offered a flat \$50,000 in basic life insurance. It should also be noted that 2 of the study participants vary the basic life insurance benefit based on the bargaining unit.
- The 1 study participant that did not offer a basic life insurance plan offers its employee life insurance through the State of Georgia's Flex Plan.
- **Supplemental Life:** All 11 study participants offer a supplemental life plan. In each of the supplemental life plans employees pay the full premium for coverage. Six of the 11 study participants offer coverage in increments of fixed amounts (e.g. \$10,000). The remaining 5 participants offer supplemental life coverage as a multiple of salary. Multiples of salary range from 1 to 10 times salary. DeKalb County offers a multiple of 1 to 4 times salary.
- **Accidental Death & Dismemberment (AD&D):** All 11 study participants offered accidental death and dismemberment insurance. In every case except one, it matched the basic life insurance amount. In one participant plan offering the AD&D was a separate election.
- **Spouse Life:** Every participants offers spouse life insurance coverage. Each spouse life offering is a flat amount or a multiple of a flat amount (e.g. \$10,000). DeKalb offers multiples of \$10,000, as in 4 of the spouse life plans and therefore the maximum benefit is the highest benefit option. All other participants offer flat amounts that match the benefit available.
- **Child Life:** There are 3 study participants that offer multiple flat amount options for supplemental life. All others offer flat amounts for child life. Child life amounts range from \$1,000 to \$20,000. DeKalb County offers a flat \$5,000.

#### **Flexible Spending Accounts:**

- **Healthcare FSA:** Each of the study participants offers healthcare flexible spending accounts. The plan maximums available range from \$2,460 to \$2,550, the legal maximum. DeKalb County's plan offers the legal maximum of \$2,550.
  - Of the 11 study participants, 7 offer the ability to use a debit card as a part of the plan offering.
- **Dependent care FSA:** All of the study participants offer dependent care spending accounts to its employees. The plan maximums range from \$4,992 to \$5,000. DeKalb County offers its employees the legal maximum of \$5,000.
  - Only 3 of the study participants indicated that they offer debit cards with their dependent care spending accounts.
  - Overall, the DeKalb County flexible spending account program is competitive and is comparable to the plans offered by other study participants.

**Vision:** DeKalb County offers its employees 2 comprehensive vision plans. Among all study participants, 17 vision plans are offered to employees.

- All plans offer exams to plan participants with copays ranging from \$0 to \$20. The DeKalb County plans have exam copays of \$15 and \$20 depending on the plan option chosen by the employee.
- Study participant vision plans allow lenses and frames every 12 to 24 months. Fourteen of the vision plans offered, allow for a new pair of lenses every 12 months. Three plans require a 24-month period between lenses.
- Seven of the 17 vision plans require 24 months between the purchases of new frames. DeKalb County is one of the participants that require a 24 month wait. The other 10 participants will allow new frames every 12 months.
- The DeKalb County vision plan is competitive in most areas of its design and features. The area that it differs from most others is in the frequency of the frame allowance. While most other plans allow new frames every 12 months, DeKalb' vision plans only allows them every 24 months. DeKalb County should look at its vision plan design for the frequency of frames to make sure its plan offering is competitive with others offered by study participants.

# DeKalb County, Georgia

# Comparative Analysis of Benefits (Data Tables)

	DeKalb County	Cobb County	City of Atlanta	Fulton County	Gwinnett County	DeKalb Schools
<b>Paid Leave</b>						
Holidays	10	10	9	10	12	7
Personal Days						3
<b>Vacation Accrual (days)</b>						
Year 0	15	5	12	14	13	10
Year 1	15	10	12	14	13	10
Year 2	15	10	12	15	13	10
Year 5	18	10	12	17	15	10
Year 7	18	15	15	17	20	12
Year 10	21	15	15	20	20	15
Year 12	21	15	18	20	20	17
Year 15	24	15	18	20	20	20
Year 18	24	20	21	20	20	20
Year 20	27	20	21	20	25	20
Year 25	27	20	25	20	25	20
Carry-Over Provision (Y/N)?	Y	Y	Y	Y	Y	Y
Carry-Over Max	240 / 360 hrs	480 hrs	360 hrs	360 hrs	240 hrs	240 hrs
<b>Sick Days / Year</b>						
Carry-Over Provision (Y/N)?	Y	N	Y	N	Y	
Carry-Over Max		N/A	No max	N/A	720 hrs	
Sick Bank (Donations)	Y					
Sick Leave Buy Back/Cash Out		Y			Y	

	Mecklenburg County (NC)	Duval County (FL)	Jefferson County (KY)	Davidson County (TN)	Fairfax County (VA)
<b>Paid Leave</b>					
Holidays	10	11	8	10	11.5
Personal Days		1, 2, or 3			
<b>Vacation Accrual (days)</b>					
Year 0	10		10	10	13
Year 1	10	5	11	10	13
Year 2	12	10	12	10	13
Year 5	15	15	13	10	19.5
Year 7	15	15	14	15	19.5
Year 10	18	15	15	15	19.5
Year 12	18	15	15	117	19.5
Year 15	21	20	15	20	26
Year 18	21	20	15	23	26
Year 20	24	20	15	25	26
Year 25	24	20	15	25	26
Carry-Over Provision (Y/N)?	Y	Y	Y	Y	Y
Carry-Over Max	240 hrs	640 hrs	480 hrs	240 hrs	NR
<b>Sick Days / Year</b>					
Carry-Over Provision (Y/N)?	Y	Y	Y	Y	Y
Carry-Over Max		720 hrs	640 hrs	906 hrs	No limit
Sick Bank (Donations)	Y			Y	
Sick Leave Buy Back/Cash Out			Y	Y	

## DeKalb County, Georgia

## Comparative Analysis of Benefits (Data Tables)

	DeKalb County	Cobb County	City of Atlanta	Fulton County	Gwinnett County	DeKalb Schools
<b>Short Term Disability</b>	Y	Y		Y	Y	Y
Plan Type (Group / Individual)	Group	Individual		Individual		Group
Injury Wait (days)	30	0			30/60/90	7 or 30
Sickness Wait (days)	30	7 or 14			30/60/90	7 or 30
Weekly Benefit Percentage	20%,40% or 60%	up to 60%			60%	60%
Weekly Benefit Maximum	\$6,000.00	\$605.00			\$1,200.00	\$1,000
Weekly Benefit Minimum	\$300.00	Plan Specific				
STD Duration	12 or 24 Months	6 Months			150/120/90 days	150 - 173 days
Who pays for benefit (EE, ER or Both)	EE	EE			EE	EE
<b>Long Term Disability</b>		Y		Y	Y	Y
Plan Type (Group / Individual)	Group**	Group		Group		Group
Benefit Wait	N/A	6 Months		6 Months	6 Months	6 Months
Monthly Benefit Percentage	50%**	60% (1)		60%	60%	60%
Monthly Benefit Maximum	N/A	\$10,000		\$5,000.00		
LTD Duration	To Age 65**	To age 65		To age 65		
Who pays for benefit (EE, ER or Both)	Both**	ER		ER	ER	

**Notes**

\* Hired after Dec 2005

\*\* Retirement Plan Disability with 5 years service eligibility (1) EE can buy additional coverage

Comparative Analysis of Benefits (Data Tables)

	Mecklenburg County (NC)	Duval County (FL)	Jefferson County (KY)	Davidson County (TN)	Fairfax County (VA)
<b>Short Term Disability</b>	Y			Y	
Plan Type (Group / Individual)					
Injury Wait (days)	25			7	
Sickness Wait (days)	25			7	
Weekly Benefit Percentage	60%			60%	
Weekly Benefit Maximum				\$1,250.00	
Weekly Benefit Minimum					
STD Duration				180 days	
Who pays for benefit (EE, ER or Both)					
<b>Long Term Disability</b>	Y		Y	Y	Y
Plan Type (Group / Individual)			Group		Group
Benefit Wait			90 days	180 days	60 days
Monthly Benefit Percentage	40%		50%	50%	60%
Monthly Benefit Maximum			\$4,000.00	\$7,500.00	\$5,000.00
LTD Duration	5*		To age 65		
Who pays for benefit (EE, ER or Both)			ER		Both (3)

**Notes**

*(2) Increases to 320 hrs after 10 years*

*(3) Employee percentage varies by age/salary*



DeKalb County, Georgia

Comparative Analysis of Benefits (Data Tables)

	DeKalb County	Cobb County	City of Atlanta	Fulton County	Gwinnett County	DeKalb Schools	Mecklenburg County (NC)
<b>Medical Plan 1:</b>	Blue Open Access	BlueChoice PPO	BlueChoice POS	BCBSGA BlueChoice	Kaiser HMO	BCBSGa Gold	CIGNA Medical
Plan Type	POS	PPO	PPO	HMO	Silver HMO	HRA	Standard Plan
Deductible (Individual/Family)	\$750/\$1500	\$500/\$1500	\$400/\$1200	0	\$1600/\$3200	\$1500/\$3000	\$500/\$1000
Coinsurance (Plan Pays)	80%	80%/60%	100%	100%	70%	85%	80%
Office Visit (PCP Copay - In-network Only)	\$25.00	\$25.00	\$20.00	\$25.00	\$50.00	15% Co-Insurance	\$25.00
Office Visit (Specialist Copay In-Network Only)	\$40.00	\$30.00	\$35.00	\$35.00	\$70.00	15% Co-Insurance	\$40.00
In-patient / Admission Copay	\$300 per Admission then 20%	\$300.00	100% After Deductible	\$120.00	30% coinsurance after deductible	15% Co-Insurance	20% after Deductible
Emergency Room Copay	\$150 per vist, then 20% coinsurance after ded	\$150.00	\$150.00	\$90.00	30% coinsurance after deductible	15% Co-Insurance	20% after deductible \$150 copay
PCP Required		No					
Specialist Required	Yes	No					
Pharmacy Retail Copay - Generic	\$15.00	\$10.00	\$10.00	\$10.00	\$15.00	15% (\$20 min, \$50 max)	\$10.00
Pharmacy Retail Copay - Formulary	30% (\$40min/\$100max)	\$30.00	\$25.00	\$25.00	\$55.00	25% (\$50 min, \$80 max)	20% coinsurance \$25min, \$35max
Pharmacy Retail Copay - Non-Formulary	40% (\$80min/\$120max)	\$50.00	\$40.00	\$45.00		25% (\$80 min, \$125 max)	40% coinsurance \$50min, \$70max
Pharmacy Retail Copay - Specialty		\$50.00	\$40.00				
Pharmacy Retail Copay - Self Administered Injectable		At Applicable Tier		\$60.00			
Pharmacy Mail Copay - Generic	\$30.00	\$20.00	\$20.00	\$15.00	\$30.00	15% (\$50 min, \$125 max)	3 Months for 2 months
Pharmacy Mail Copay - Formulary	30%(\$80min/\$200max)	\$75.00	\$50.00	\$45.00	\$110.00	25% (\$125 min, \$200 max)	3 Months for 2 months
Pharmacy Mail Copay - Non-Formulary	40%(\$160min/\$240max)	\$125.00	\$80.00	\$90.00		25% (\$200 min, \$313 max)	3 Months for 2 months
Pharmacy Mail Copay - Specialty		\$125.00					
Pharmacy Mail Copay - Self Administered Injectable		At Applicable Tier		\$120.00			
Biweekly EE Only - EE Contribution	\$77.20	\$59.75	\$76.61	\$62.76	\$30.92		\$28.22
Biweekly EE & Spouse - EE Contribution	\$199.96	\$160.97	\$191.74	\$119.96	\$34.15		\$148.04
Biweekly EE & Child(ren) - EE Contribution	\$199.96	\$152.92	\$134.17	\$119.96	\$33.18		\$87.32
Biweekly Family - EE Contribution	\$239.34	\$225.79	\$253.17	\$156.40	\$36.58		\$208.76
Biweekly EE Only - ER Contribution	\$235.88	\$274.41	\$178.75	\$222.50	\$439.09		\$333.20
Biweekly EE & Spouse - ER Contribution	\$610.90	\$507.37	\$447.39	\$425.32	\$878.17		\$333.20
Biweekly EE & Child(ren) - ER Contribution	\$610.90	\$482.00	\$313.07	\$425.32	\$746.45		\$333.20
Biweekly Family - ER Contribution	\$731.00	\$709.89	\$590.73	\$554.49	\$1,207.49		\$333.20
Smoker Surcharge	\$25.00	\$25.00			\$60 Month		\$35.00
Spouse Surcharge	\$25.00	\$46.15					
Wellness Discount	\$10.00	\$0.00			\$60 Month		

**DeKalb County, Georgia**

**Comparative Analysis of Benefits (Data Tables)**

	<b>Duval County (FL)</b>	<b>Jefferson County (KY)</b>	<b>Davidson County (TN)</b>	<b>Fairfax County (VA)</b>
<b>Medical Plan 1:</b>	Florida Blue	Humana Balanced Choice Plan	BCBS Of Tennessee	CIGNA OAP Co-Pay Plan
Plan Type	HMO	PPO	PPO	PPO
Deductible (Individual/Family)	\$300/\$600	\$1200/\$3600	0	0
Coinsurance (Plan Pays)		80%	80%	100%
Office Visit (PCP Copay - In-network Only)	\$25.00	\$30.00	20	\$15.00
Office Visit (Specialist Copay In-Network Only)	\$35.00	\$50.00	30	\$30.00
In-patient / Admission Copay	30% after ded	20% after deductible	20% coinsurance	\$200.00
Emergency Room Copay	\$300 plus 30%	20% after deductible	20% coinsurance & \$100 copay	\$150.00
PCP Required			NO	
Specialist Required				
Pharmacy Retail Copay - Generic	\$10.00	\$20.00	\$10.00	\$7.00
Pharmacy Retail Copay - Formulary	\$40.00	\$35.00	\$30.00	20%, maximum \$50
Pharmacy Retail Copay - Non-Formulary	\$75.00	\$60.00		30%, maximum \$100
Pharmacy Retail Copay - Specialty		No charge benefit in-network, n/a out of network		
Pharmacy Retail Copay - Self Administered Injectable				
Pharmacy Mail Copay - Generic	\$20.00	\$40.00	\$10.00	14
Pharmacy Mail Copay - Formulary	\$80.00	\$70.00	\$30.00	20%, maximum \$100
Pharmacy Mail Copay - Non-Formulary	\$150.00	\$120.00		30%, maximum \$200
Pharmacy Mail Copay - Specialty		No charge benefit in-network, n/a out of network		
Pharmacy Mail Copay - Self Administered Injectable				
Biweekly EE Only - EE Contribution			25%	\$51.14
Biweekly EE & Spouse - EE Contribution			n/a	\$166.18
Biweekly EE & Child(ren) - EE Contribution			n/a	\$166.18
Biweekly Family - EE Contribution			25%	\$247.95
Biweekly EE Only - ER Contribution			75%	\$289.77
Biweekly EE & Spouse - ER Contribution			n/a	\$498.53
Biweekly EE & Child(ren) - ER Contribution			n/a	\$498.53
Biweekly Family - ER Contribution			75%	\$743.85
Smoker Surcharge				
Spouse Surcharge				
Wellness Discount				

**DeKalb County, Georgia**

**Comparative Analysis of Benefits (Data Tables)**

	<b>DeKalb County</b>	<b>Cobb County</b>	<b>City of Atlanta</b>	<b>Fulton County</b>	<b>Gwinnett County</b>	<b>DeKalb Schools</b>	<b>Mecklenburg County (NC)</b>
<b>Medical Plan 2:</b>	Blue Open Access	BlueChoice healthcare Plan	Kaiser Permanente	BCBSGA BlueChoice	Kaiser HMO	BCBSGA Silver	CIGNA Medical
Plan Type	HMO	HMO	HMO	PPO	Gold HMO	HRA	Enhanced Plan
Deductible (Individual/Family)	\$250/\$750	\$200/\$600	\$400/\$1200	\$300/\$600	\$900/\$1800	\$2000/\$4000	\$250/\$500
Coinsurance (Plan Pays)	90%	90%	n/a	80%	80%	80%	85%
Office Visit (PCP Copay - In-network Only)	\$25.00	\$25.00	\$15.00	Plan pays 80% after deductible	\$30.00	20% Co-Insurance	\$20.00
Office Visit (Specialist Copay In-Network Only)	\$40.00	\$30.00	\$30.00	Plan pays 80% after deductible	\$50.00	20% Co-Insurance	\$35.00
In-patient / Admission Copay	Deductible + 10%	\$300.00	100% After Deductible	\$120.00	20% Coinsurance after deductible	20% Co-Insurance	15% After Deductible
Emergency Room Copay	\$150	\$150.00	\$150.00	\$90.00	20% Coinsurance after deductible	20% Co-Insurance	20% after deductible \$150 copay
PCP Required		Yes					
Specialist Required		Yes					
Pharmacy Retail Copay - Generic	\$15.00	\$10.00	\$10 KP/\$20 NWK	\$10.00	\$5.00	15% (\$20 min, \$50 max)	\$5.00
Pharmacy Retail Copay - Formulary	30%(\$40min/\$100max)	\$30.00	\$40 KP/\$50 NWK	\$25.00	\$35.00	25% (\$50 min, \$80 max)	20% coinsurance \$20 min, \$30 max
Pharmacy Retail Copay - Non-Formulary	40%(\$80min/\$120max)	\$50.00	n/a	\$45.00		25% (\$80 min, \$125 max)	40% coinsurance \$45 min, \$65 max
Pharmacy Retail Copay - Specialty		\$50.00	n/a				40% coinsurance \$45 min, \$65 max
Pharmacy Retail Copay - Self Administered Injectable		At Applicable Tier		\$60.00			
Pharmacy Mail Copay - Generic	\$30.00	\$20.00	\$20 KP/\$40 NWK	\$15.00	\$10.00	15% (\$50min, \$125max)	3 Months for 2 months
Pharmacy Mail Copay - Formulary	30%(\$80min/\$200max)	\$75.00	\$80 KP/\$100 NWK	\$45.00	\$70.00	25% (\$125min, \$200max)	3 Months for 2 months
Pharmacy Mail Copay - Non-Formulary	40%(\$160min/\$240max)	\$125.00	n/a	\$90.00		25% (\$200min, \$313max)	3 Months for 2 months
Pharmacy Mail Copay - Specialty		\$125.00	n/a				3 months for 2 \$
Pharmacy Mail Copay - Self Administered Injectable		At Applicable Tier		\$120.00			
Biweekly EE Only - EE Contribution	\$93.75	\$26.02	\$69.94	\$138.42	\$52.98		\$51.19
Biweekly EE & Spouse - EE Contribution	\$242.82	\$88.31	\$174.84	\$255.48	\$78.28		\$227.90
Biweekly EE & Child(ren) - EE Contribution	\$242.82	\$83.90	\$122.39	\$255.48	\$70.69		\$147.67
Biweekly Family - EE Contribution	\$290.63	\$124.27	\$230.79	\$346.66	\$97.25		\$308.14
Biweekly EE Only - ER Contribution	\$242.30	\$246.67	\$163.19	\$374.24	\$439.09		\$386.05
Biweekly EE & Spouse - ER Contribution	\$627.54	\$457.07	\$407.96	\$690.73	\$878.17		\$386.05
Biweekly EE & Child(ren) - ER Contribution	\$627.54	\$434.21	\$285.57	\$690.73	\$746.45		\$386.05
Biweekly Family - ER Contribution	\$751.12	\$639.26	\$538.50	\$937.25	\$1,207.49		\$386.05
Smoker Surcharge	\$25.00	\$25.00			\$60 month		\$43.00
Spouse Surcharge	\$25.00	\$46.15					
Wellness Discount	\$10.00	\$0.00			\$60 month		

**DeKalb County, Georgia**

**Comparative Analysis of Benefits (Data Tables)**

	<b>Duval County (FL)</b>	<b>Jefferson County (KY)</b>	<b>Davidson County (TN)</b>	<b>Fairfax County (VA)</b>
<b>Medical Plan 2:</b>	Florida Blue	Humana Choice Medical Plan	CIGNA Choice Fund	CIGNA OAP 90% Co-Insurance Plan
Plan Type	PPO	PPO	HRA	PPO
Deductible (Individual/Family)	\$750/\$1500	\$600/\$1800	\$450/\$900	\$100/\$200
Coinsurance (Plan Pays)		80%	90%	90%
Office Visit (PCP Copay - In-network Only)	\$30.00	\$30	10% coinsurance	90% Co-Insurance
Office Visit (Specialist Copay In-Network Only)	\$40.00	\$50	10% coinsurance	90% Co-Insurance
In-patient / Admission Copay	30% after ded	20% after deductible	10% coinsurance	90% Co-Insurance
Emergency Room Copay	\$300 plus 30%	20% after deductible	10% coinsurance	\$150.00
PCP Required			No	
Specialist Required				
Pharmacy Retail Copay - Generic	\$10.00	\$20.00	10% coinsurance	\$7.00
Pharmacy Retail Copay - Formulary	\$40.00	\$35.00	30% coinsurance	20%, maximum \$50
Pharmacy Retail Copay - Non-Formulary	\$75.00	\$60.00		30%, maximum \$100
Pharmacy Retail Copay - Specialty		No charge benefit in-network, n/a out-network		
Pharmacy Retail Copay - Self Administered Injectable				
Pharmacy Mail Copay - Generic	\$20.00	\$40.00	10% coinsurance	\$14.00
Pharmacy Mail Copay - Formulary	\$80.00	\$70.00	30% coinsurance	20%, maximum \$100
Pharmacy Mail Copay - Non-Formulary	\$150.00	\$120.00		30%, maximum \$200
Pharmacy Mail Copay - Specialty		No charge benefit in-network, n/a out-network		
Pharmacy Mail Copay - Self Administered Injectable				
Biweekly EE Only - EE Contribution			25%	\$43.16
Biweekly EE & Spouse - EE Contribution			n/a	\$141.37
Biweekly EE & Child(ren) - EE Contribution			n/a	\$141.37
Biweekly Family - EE Contribution			25%	\$207.89
Biweekly EE Only - ER Contribution			75%	\$244.60
Biweekly EE & Spouse - ER Contribution			n/a	\$424.12
Biweekly EE & Child(ren) - ER Contribution			n/a	\$424.12
Biweekly Family - ER Contribution			75%	\$623.66
Smoker Surcharge				
Spouse Surcharge				
Wellness Discount				

DeKalb County, Georgia

Comparative Analysis of Benefits (Data Tables)

	DeKalb County	Cobb County	City of Atlanta	Fulton County	Gwinnett County	DeKalb Schools	Mecklenburg County (NC)
<b>Medical Plan 3:</b>	Blue Open Access	Kaiser	BCBS Lumenos with HSA	BlueChoice Consumer Driven Health Plan	Aetna Silver Max Choice HSA	BCBSGa Bronze	
Plan Type	HSA	HMO	High-Deductible	HRA	High-Deductible	HRA	
Deductible (Individual/Family)	\$1500/\$3000	\$200/\$600	\$1250/\$2500	\$1000/\$3000	\$1800/\$3600	\$2500/\$5000	
Coinsurance (Plan Pays)	80%	90%	80%	80%	70%	75%	
Office Visit (PCP Copay - In-network Only)	20%	\$25.00	20%	20% Co-Insurance	30% after deductible	25% Co-Insurance	
Office Visit (Specialist Copay In-Network Only)	20%	\$30.00	20%	20% Co-Insurance	30% after deductible	25% Co-Insurance	
In-patient / Admission Copay	20%	\$300.00	20%	20% Co-Insurance	30% after deductible	25% Co-Insurance	
Emergency Room Copay	20%	\$200.00	20%	\$90.00	30% after deductible	25% Co-Insurance	
PCP Required	No	Yes					
Specialist Required	No	No					
Pharmacy Retail Copay - Generic	\$10 copay after ded	Kaiser \$10 Retail \$20	20%	20% (\$10 min, \$50 max)	30% after deductible	15% (\$20 min, \$50 max)	
Pharmacy Retail Copay - Formulary	\$30 copay after ded	Kaiser \$30 Retail \$40	20%	20% (\$25 min, \$80 max)	30% after deductible	25% (\$50 min, \$80 max)	
Pharmacy Retail Copay - Non-Formulary	\$50 copay after ded	n/a	20%	20% (\$45 min, \$125 max)	30% after deductible	25% (\$80 min, \$125 max)	
Pharmacy Retail Copay - Specialty		n/a	20%		30% after deductible		
Pharmacy Mail Copay - Generic	\$20 copay after ded	\$20.00	20%	2x retail	30% after deductible		
Pharmacy Mail Copay - Formulary	\$60 copay after ded	\$60.00	20%	2x retail	30% after deductible	15% (\$50min, \$125max)	
Pharmacy Mail Copay - Non-Formulary	\$100 copay after ded	n/a	20%	2x retail	30% after deductible	25% (\$125min, \$200max)	
Pharmacy Mail Copay - Specialty		n/a	20%		30% after deductible	25% (\$200min, \$313max)	
Biweekly EE Only - EE Contribution	\$28.82	\$15.15	\$63.74	\$40.08	\$37.97		
Biweekly EE & Spouse - EE Contribution	\$74.64	\$65.70	\$159.53	\$76.62	\$48.24		
Biweekly EE & Child(ren) - EE Contribution	\$74.64	\$62.42	\$111.63	\$76.62	\$45.16		
Biweekly Family - EE Contribution	\$89.33	\$91.97	\$210.65	\$99.89	\$55.95		
Biweekly EE Only - ER Contribution	\$217.21	\$203.84	\$148.72	\$160.33	\$439.09		
Biweekly EE & Spouse - ER Contribution	\$562.58	\$372.26	\$372.24	\$306.49	\$878.17		
Biweekly EE & Child(ren) - ER Contribution	\$562.58	\$353.65	\$260.48	\$306.49	\$746.45		
Biweekly Family - ER Contribution	\$673.37	\$521.16	\$491.51	\$399.56	\$1,207.49		
Smoker Surcharge	\$25.00	\$25.00			\$60 month		
Spouse Surcharge	\$25.00	\$46.15					
Wellness Discount	\$10.00				\$60 month		

**DeKalb County, Georgia**

**Comparative Analysis of Benefits (Data Tables)**

	<b>Duval County (FL)</b>	<b>Jefferson County (KY)</b>	<b>Davidson County (TN)</b>	<b>Fairfax County (VA)</b>
<b>Medical Plan 3:</b>	Florida Blue/Blue Care	Humana Manged Choice Plan		CIGNA OAP 80% Co-Insurance Plan
Plan Type	HDHP	PPO		PPO
Deductible (Individual/Family)	\$1500/\$3000	\$1800/\$3600		\$250/\$500
Coinsurance (Plan Pays)	70%	80%		80%
Office Visit (PCP Copay - In-network Only)	\$25.00	20% after deductible		80% Co-Insurance
Office Visit (Specialist Copay In-Network Only)	30% after ded	20% after deductible		80% Co-Insurance
In-patient / Admission Copay	30% after ded	20% after deductible		80% Co-Insurance
Emergency Room Copay PCP Required Specialist Required	30% after ded	20% after deductible		\$150.00
Pharmacy Retail Copay - Generic	\$10.00	20% after deductible		\$7.00
Pharmacy Retail Copay - Formulary	\$40.00	20% after deductible		20%, maximum \$50
Pharmacy Retail Copay - Non-Formulary	\$75.00	20% after deductible		30%, maximum \$100
Pharmacy Retail Copay - Specialty		20% after deductible		
Pharmacy Mail Copay - Generic		20% after deductible		\$14.00
Pharmacy Mail Copay - Formulary	\$20.00	20% after deductible		20%, maximum \$100
Pharmacy Mail Copay - Non-Formulary	\$80.00	20% after deductible		30%, maximum \$200
Pharmacy Mail Copay - Specialty	\$150.00	20% after deductible		
Biweekly EE Only - EE Contribution				\$31.41
Biweekly EE & Spouse - EE Contribution				\$102.06
Biweekly EE & Child(ren) - EE Contribution				\$102.06
Biweekly Family - EE Contribution				\$152.30
Biweekly EE Only - ER Contribution				\$178.00
Biweekly EE & Spouse - ER Contribution				\$306.20
Biweekly EE & Child(ren) - ER Contribution				\$306.20
Biweekly Family - ER Contribution				\$456.90
Smoker Surcharge				
Spouse Surcharge				
Wellness Discount				

DeKalb County, Georgia

Comparative Analysis of Benefits (Data Tables)

	DeKalb County	Cobb County	City of Atlanta	Fulton County	Gwinnett County	DeKalb Schools	Mecklenburg County (NC)
<b>Medical Plan 4:</b>	Kaiser	Consumer Driven HRA Plan	Kaiser HMO		Aetna Gold Max Choice HSA	BCBSGa/UnitedHealthcare Statewide	
Plan Type	HMO	HRA	HDHP		High-Deductible	HMO	
Deductible (Individual/Family)	\$250/\$750	\$1500/\$2500	\$1250/\$3750		\$1300/\$2600	\$1300/\$2600	
Coinsurance (Plan Pays)	90%	80%/60%	100%		85%		
Office Visit (PCP Copay - In-network Only)	\$15.00	20%	100% after deductible		15% after deductible	\$35.00	
Office Visit (Specialist Copay In-Network Only)	\$25.00	20%	100% after deductible		15% after deductible	\$45.00	
In-patient / Admission Copay	Deductible + 10%	\$1500/\$2500	100% after deductible		15% after deductible	20%	
Emergency Room Copay	\$150.00	\$1500/\$2500	100% after deductible		30% after deductible	\$150.00	
PCP Required		No					
Specialist Required		No					
Pharmacy Retail Copay - Generic	\$15.00	\$10.00	100% after deductible		15% after deductible	\$20.00	
Pharmacy Retail Copay - Formulary	30%(\$40min/\$100max)	\$30.00	100% after deductible		15% after deductible	\$50.00	
Pharmacy Retail Copay - Non-Formulary	Not covered	\$50.00	100% after deductible		15% after deductible	\$90.00	
Pharmacy Retail Copay - Specialty		\$55.00	100% after deductible		15% after deductible		
Pharmacy Mail Copay - Generic	\$30.00	\$20.00	100% after deductible		15% after deductible	\$50.00	
Pharmacy Mail Copay - Formulary	30%(\$80min/\$200max)	\$75.00	100% after deductible		15% after deductible	\$125.00	
Pharmacy Mail Copay - Non-Formulary	Not covered	\$125.00	100% after deductible		15% after deductible	\$225.00	
Pharmacy Mail Copay - Specialty		\$137.50	100% after deductible		15% after deductible		
Biweekly EE Only - EE Contribution	\$61.26	\$17.17	\$58.25		\$60.84		
Biweekly EE & Spouse - EE Contribution	\$158.72	\$73.01	\$145.61		\$93.97		
Biweekly EE & Child(ren) - EE Contribution	\$158.72	\$69.36	\$101.92		\$84.03		
Biweekly Family - EE Contribution	\$189.64	\$102.90	\$192.21		\$118.83		
Biweekly EE Only - ER Contribution	\$154.16	\$255.77	\$135.91				
Biweekly EE & Spouse - ER Contribution	\$400.01	\$472.86	\$339.75				
Biweekly EE & Child(ren) - ER Contribution	\$400.01	\$449.22	\$237.82				
Biweekly Family - ER Contribution	\$477.96	\$661.32	\$448.48				
Smoker Surcharge	\$25.00				\$60 month		
Spouse Surcharge	\$25.00						
Wellness Discount	\$10.00				\$60 month		

**DeKalb County, Georgia**

**Comparative Analysis of Benefits (Data Tables)**

	<b>Duval County (FL)</b>	<b>Jefferson County (KY)</b>	<b>Davidson County (TN)</b>	<b>Fairfax County (VA)</b>
<b>Medical Plan 4:</b>		Humana FOP Basic Plan		Kaiser Permanente
Plan Type		PPO		HMO
Deductible (Individual/Family)		n/a		\$0.00
Coinsurance (Plan Pays)				100%
Office Visit (PCP Copay - In-network Only)		\$20.00		\$10.00
Office Visit (Specialist Copay In-Network Only)		\$20.00		\$10.00
In-patient / Admission Copay		No Charge in-network		No Charge
Emergency Room Copay		\$75.00		\$150.00
PCP Required				
Specialist Required				
Pharmacy Retail Copay - Generic		\$3.00		\$10.00
Pharmacy Retail Copay - Formulary		\$7.00		\$20.00
Pharmacy Retail Copay - Non-Formulary		\$15.00		\$35.00
Pharmacy Retail Copay - Specialty				
Pharmacy Mail Copay - Generic				\$20.00
Pharmacy Mail Copay - Formulary				\$40.00
Pharmacy Mail Copay - Non-Formulary				\$70.00
Pharmacy Mail Copay - Specialty				
Biweekly EE Only - EE Contribution				\$39.79
Biweekly EE & Spouse - EE Contribution				\$129.25
Biweekly EE & Child(ren) - EE Contribution				\$129.25
Biweekly Family - EE Contribution				\$192.26
Biweekly EE Only - ER Contribution				\$225.52
Biweekly EE & Spouse - ER Contribution				\$387.76
Biweekly EE & Child(ren) - ER Contribution				\$387.76
Biweekly Family - ER Contribution				\$576.79
Smoker Surcharge				
Spouse Surcharge				
Wellness Discount				



**DeKalb County, Georgia**

**Comparative Analysis of Benefits (Data Tables)**

Organization	DeKalb County	Cobb County	City of Atlanta	Fulton County	Gwinnett County	DeKalb Schools
<b>Dental Plan 1:</b>	United Concordia	Concordia Flex	CIGNA Dental	Aetna Dental	CIGNA Dental	Delta Dental
Plan Type	High Options	PPO	High Option		HMO-DHMO	Select
Deductible (Individual/Family)	\$50/\$150	\$50.00	\$50/\$150	\$50/\$150	None	\$50/\$150
Coinsurance - Preventive (Plan Pays)	100%	100%	100%	100%	see 2015 Benefit Schedule	100%
Coinsurance - Basic (Plan Pays)	80%	100%	80%	85%	see 2015 Benefit Schedule	80%
Coinsurance - Major (Plan Pays)	60%	80%	50%	50%	see 2015 Benefit Schedule	50%
Annual Maximum	\$2,000	\$1,000	\$2,000	\$1,500.00	None	\$500.00
Coinsurance - Ortho (Plan Pays)	50%	50%	50%	\$0.50	see 2015 Benefit Schedule	Not covered
Ortho Lifetime Max	\$3,000	\$1,000	\$1,500	\$1,500.00	24 Month Treatment Plan	Not covered
Adult Ortho (Y/N)	Y	Y	Y			N
<b>Dental Plan 2:</b>	United Concordia		CIGNA Dental		CIGNA Dental	Delta Dental
Plan Type	Low Option		Low Option		PPO Mid-Option	Select Plus
Deductible (Individual/Family)	\$50/\$150		\$50/\$150		\$100/\$300	\$50/\$150
Coinsurance - Preventive (Plan Pays)	100%		100%		100%	100%
Coinsurance - Basic (Plan Pays)	75%		80%		80%	90%
Coinsurance - Major (Plan Pays)	50%		50%		50%	60%
Annual Maximum	\$1,000		\$2,000		\$1,000	\$2,000.00
Coinsurance - Ortho (Plan Pays)	N/A		Not Covered		Not Covered	50%
Ortho Lifetime Max	N/A		Not Covered		n/a	\$2,000.00
Adult Ortho (Y/N)	N		N		N	Y

**DeKalb County, Georgia**

**Comparative Analysis of Benefits (Data Tables)**

Organization	Mecklenburg County (NC)	Duval County (FL)	Jefferson County (KY)	Davidson County (TN)	Fairfax County (VA)
<b>Dental Plan 1:</b>	CIGNA Dental	MetLife	Delta Dental	BCBS	Delta Dental
Plan Type	Standard	DHMO	Preferred (PPO)	Flex Plan	PPO
Deductible (Individual/Family)	\$75/\$225	n/a	\$0	\$75/\$225	\$50.00
Coinsurance - Preventive (Plan Pays)	100%	no charge	Covered in Full	100% no deductible	100%
Coinsurance - Basic (Plan Pays)	70%	see schedule	50%	80% no deductible	90%
Coinsurance - Major (Plan Pays)	40%	see schedule	50%	50% after deductible	60%
Annual Maximum	\$1,000.00	no limit	\$1,000.00	\$1,000.00	\$2,000.00
Coinsurance - Ortho (Plan Pays)	Not Covered	see schedule	50%	50% after deductible	50%
Ortho Lifetime Max	Not Covered	see schedule	\$750.00	\$1,000.00	\$2,000.00
Adult Ortho (Y/N)	N	Y	N		N
<b>Dental Plan 2:</b>	CIGNA Dental	MetLife	Delta Dental	BCBS	Delta Dental
Plan Type	Enhanced	Silver PPO	Premier (Indemnity)	Limited	Premier
Deductible (Individual/Family)	\$50/\$150	\$50/\$150	\$50/\$150	None	\$50.00
Coinsurance - Preventive (Plan Pays)	100%	100%	Coverd in full	100% for most benefits - see schedule of benefits	100%
Coinsurance - Basic (Plan Pays)	80%	80% after Ded	50%	100% for some services, flat \$ rate for others - see schedule of benefits	80%
Coinsurance - Major (Plan Pays)	50%	50% after Ded	25%	Flat \$ rate for most services - see schedule of benefits	50%
Annual Maximum	\$1,500.00	\$1,500.00	\$1,000.00	No Max	\$2,000.00
Coinsurance - Ortho (Plan Pays)	50%	n/a	50%	Flat \$ rate for most services - see schedule of benefits	50%
Ortho Lifetime Max	\$1,500.00	n/a	\$750.00		\$2,000.00
Adult Ortho (Y/N)		N	N		N

**DeKalb County, Georgia**

**Comparative Analysis of Benefits (Data Tables)**

Organization	DeKalb County	Cobb County	City of Atlanta	Fulton County	Gwinnett County	DeKalb Schools
<b>Dental Plan 3:</b>			Humana Dental		CIGNA Dental	Cigna Dental
Plan Type			Access		PPO High-Option	DHMO
Deductible (Individual/Family)			\$0		\$50/\$150	None
Coinsurance - Preventive (Plan Pays)			100%		100%	100%
Coinsurance - Basic (Plan Pays)			100%		80%	100%
Coinsurance - Major (Plan Pays)			EE pays \$354/\$472		50%	60%
Annual Maximum			Unlimited		\$1,500.00	No Max
Coinsurance - Ortho (Plan Pays)					50%	50%
Ortho Lifetime Max			\$3035/\$3325		\$2,500.00	No Max
Adult Ortho (Y/N)			Y		Y	Y
<b>Dental Plan 4:</b>			Humana Dental			
Plan Type			DHMO			
Deductible (Individual/Family)			\$0			
Coinsurance - Preventive (Plan Pays)			see schedule of benefits			
Coinsurance - Basic (Plan Pays)			see schedule of benefits			
Coinsurance - Major (Plan Pays)			see schedule of benefits			
Annual Maximum			Unlimited			
Coinsurance - Ortho (Plan Pays)						
Ortho Lifetime Max						
Adult Ortho (Y/N)						

**DeKalb County, Georgia**

**Comparative Analysis of Benefits (Data Tables)**

Organization	Mecklenburg County (NC)	Duval County (FL)	Jefferson County (KY)	Davidson County (TN)	Fairfax County (VA)
<b>Dental Plan 3:</b>		MetLife	Delta Dental		
Plan Type		Gold PPO	CareDC14 (DHMO)		
Deductible (Individual/Family)		\$100/\$300	N/A		
Coinsurance - Preventive (Plan Pays)		100%	Coverd in full		
Coinsurance - Basic (Plan Pays)		80% after Ded	EE pays up to \$50		
Coinsurance - Major (Plan Pays)		50% after Ded	EE pays up to \$395		
Annual Maximum		\$2,000.00	N/A		
Coinsurance - Ortho (Plan Pays)		50% & \$100 ded	EE pays \$2,770		
Ortho Lifetime Max		\$2,000.00	N/A		
Adult Ortho (Y/N)		Y	Y		
<b>Dental Plan 4:</b>		MetLife			
Plan Type		Platinum PPO			
Deductible (Individual/Family)		\$500/\$1500			
Coinsurance - Preventive (Plan Pays)		100%			
Coinsurance - Basic (Plan Pays)		80% after Ded			
Coinsurance - Major (Plan Pays)		50% after Ded			
Annual Maximum		\$5,000.00			
Coinsurance - Ortho (Plan Pays)		50% & \$500 ded			
Ortho Lifetime Max		\$5,000.00			
Adult Ortho (Y/N)		Y			

**DeKalb County, Georgia**

**Comparative Analysis of Benefits (Data Tables)**

Organization	DeKalb County	Cobb County	City of Atlanta	Fulton County	Gwinnett County
<b>Employer Provided Life Insurance Plan</b>					
Coverage (Percentage of Salary)	2.25 x basic earnings	2 x basic earnings	1 x annual salary		3 x annual salary
Coverage amount (Flat Dollar)		N/A		\$50,000.00	
Maximum Coverage Amount	\$250,000	\$2,500,000	\$250,000	\$50,000	\$300,000
EE Cost	30%	0	\$0.80 per \$1,000	25%	0
ER Cost	70%	100%	First \$10,000 paid by City	75%	100%
<b>Employee Supplemental Life Insurance</b>					
Coverage (Percentage of Salary)	100% - 400%				
Coverage amount (Flat Dollar)		\$10,000 increments	\$10,000 increments	\$25,000 increments	\$50,000 increments
Maximum Coverage Amount	\$1,000,000	\$500,000	\$200,000	\$150,000	5x or \$500,000
EE Cost	100%	100%	100%	100%	100%
ER Cost		0%			
<b>Accidental Death &amp; Dismemberment</b>					
Coverage (Percentage of Salary)	2.25x	2x	1x		
Coverage amount (Flat Dollar)		N/A		\$50,000.00	
Maximum Coverage Amount	\$250,000	\$2,500,000	250,000	\$50,000.00	
EE Cost	30%		\$0.20 per \$1,000	25%	
ER Cost	70%		First \$10,000 paid by City	75%	

**DeKalb County, Georgia**

**Comparative Analysis of Benefits (Data Tables)**

Organization	DeKalb Schools	Mecklenburg County (NC)	Duval County (FL)	Jefferson County (KY)	Davidson County (TN)	Fairfax County (VA)
<b>Employer Provided Life Insurance Plan</b>						
Coverage (Percentage of Salary)		1x	up to 3x	1x		1x
Coverage amount (Flat Dollar)				\$5,000, \$15,000, \$50,000	\$50,00 up to 65; \$32,500 65 and over	
Maximum Coverage Amount			3 times salary	\$50,000	\$50,000	\$350,000
EE Cost		0	0	0	0	0
ER Cost		100%	100%	100%	100%	100
<b>Employee Supplemental Life Insurance</b>						
Coverage (Percentage of Salary)	up to 10x	up to 6x	up to 3x			up to 4x
Coverage amount (Flat Dollar)					\$10,000 increments	
Maximum Coverage Amount	\$2,000,000	\$1,000,000	3x	3x or \$300,000	\$500,000	\$1,000,000
EE Cost	100%	100%	100%	100%	100%	100%
ER Cost		0	0%	0	0	0
<b>Accidental Death &amp; Dismemberment</b>						
Coverage (Percentage of Salary)	up to 10x	Equal to Supplemental Life policy	up to 3x	1x		1x
Coverage amount (Flat Dollar)				\$5,000, \$15,000, \$50,000	rolled into Life amount	
Maximum Coverage Amount	\$2,000,000		3 times salary	\$50,000.00		\$350,000.00
EE Cost	100%		100%	0	0	0
ER Cost	0		0	100%	100%	100%

**DeKalb County, Georgia**

**Comparative Analysis of Benefits (Data Tables)**

Organization	DeKalb County	Cobb County	City of Atlanta	Fulton County	Gwinnett County
<b>Spousal Life Insurance</b>					
Flat Dollar Amount	\$10,000 Increments	\$25,000	\$5,000		
Maximum Coverage Amount	\$100,000	\$25,000	\$5,000	\$10,000	\$20,000
EE Cost	100%			100%	\$3.37 per unit
ER Cost					
<b>Dependent Child Life Insurance</b>					
Flat Dollar Amount	\$5,000 auto enrolled if enrolled in basic term life	\$10,000 (\$2,500 for child birth to 6 months)	\$5,000 (\$600 from birth till 6 months)		
Maximum Coverage Amount		\$10,000.00		\$10,000.00	\$10,000.00
EE Cost	0	100%	100%	100%	\$3.37 per unit
ER Cost	100%	0	0		

**Notes**

**DeKalb County, Georgia**

**Comparative Analysis of Benefits (Data Tables)**

Organization	DeKalb Schools	Mecklenburg County (NC)	Duval County (FL)	Jefferson County (KY)	Davidson County (TN)	Fairfax County (VA)
<b>Spousal Life Insurance</b>						
Flat Dollar Amount	Various options up to \$250,000	\$10,000	\$10,000 or \$20,000	\$7,500	\$10,000	\$10,000 or \$15,000
Maximum Coverage Amount	\$250,000	\$10,000	\$10,000 or \$20,000	\$7,500	\$10,000	\$15,000
EE Cost	100%			100%	\$3.76 per month	100%
ER Cost				0	0	0
<b>Dependent Child Life Insurance</b>						
Flat Dollar Amount	\$3,000; \$6,000; \$10,000; \$15,000; \$20,000	\$10,000	\$5,000 or \$10,000	\$1,000.00	\$5,000.00	\$5,000 or \$7,500
Maximum Coverage Amount	\$20,000		\$5,000 or \$10,000	\$1,000.00	\$5,000.00	\$7,500.00
EE Cost	100%	100%	100%	100%	\$3.76 per month	100
ER Cost		0	0	0	0	0

**Notes** Duval & Jefferson plans vary by bargainin unit



**DeKalb County, Georgia**

**Comparative Analysis of Benefits (Data Tables)**

<b>Organization</b>	<b>DeKalb County</b>	<b>Cobb County</b>	<b>City of Atlanta</b>	<b>Fulton County</b>
<b>Medical Reimbursement program (FSA)</b>				
Plan Admin	WageWorks	MedCom	Aflac	Colonial
Minimum contribution		\$0		\$100.00
Maximum contribution	\$2,550.00	\$2,500.00	\$2,500.00	\$2,500.00
Grace period provided	Y	N	N	N
Carry over provided	No	\$500.00	N	N
Debit card offered	Y	Y		Y
<b>Dependent Care program (FSA)</b>				
Plan Admin	WageWorks	MedCom	Aflac	Colonial
Minimum contribution		\$0		\$100.00
Maximum contribution	\$5000 (\$2550 if married and filing separate)	\$5,000.00	\$5,000.00	\$5,000.00
Grace period provided	Y	N	N	N
Debit card offered	Y	Y		
<b>Vision Care program 1:</b>				
Plan Type	Eye Med High Option	United Healthcare Fully Insured	United Healthcare	Eye Med Vision Care
How often does the plan allow an eye exam?	Every 12 Months	Every 12 Months	Every 12 Months	Every 12 Months
What is the co-payment for an eye exam?	\$15.00	\$10.00	\$15.00	Plan pays 100% up to \$50
How often does the plan provide lenses and frames?	Frames Every 24 Months. Plastic Lenses every 12 months.	12 months for lenses; 24 months for frames.\$130 In-network frame allowance	Every 12 Months \$130 in-network frame allowance	Every 12 Months - \$200 allowance
What is the co-payment for lenses and frames?	Frames - \$15 & 20% off any balance over \$150. Lenses - \$15 copay	\$10	\$25 Copayment	amount in excess of \$200 allowance
<b>Standard Plastic lenses</b>				
Amount of Allowance	Every 12 Months \$15 Copay	Every 12 Months \$10 Copay	Every 12 Months \$25 Copayment	amount in excess of \$200 allowance
<b>Contacts</b>				
Amount of Allowance	Every 12 Months \$150 allowance (1)	Every 12 Months \$125 Allowance	Every 12 Months \$150 allowance	\$200 allowance

**DeKalb County, Georgia**

**Comparative Analysis of Benefits (Data Tables)**

<b>Organization</b>	<b>Gwinnett County</b>	<b>DeKalb Schools</b>	<b>Mecklenburg County (NC)</b>	<b>Duval County (FL)</b>
<b>Medical Reimbursement program (FSA)</b>				
Plan Admin	Shallbee	ADP	AmeriFlex	Wage Works
Minimum contribution		\$120.00	\$260.00	
Maximum contribution	\$2,500.00	\$2,460.00	\$2,500.00	\$2,500.00
Grace period provided	N	2 1/2 Months	N	N
Carry over provided	N	N	N	N
Debit card offered		Y	Y	Y
<b>Dependent Care program (FSA)</b>				
Plan Admin	Shallbee	ADP	AmeriFlex	Wage Works
Minimum contribution		\$120.00	\$260.00	
Maximum contribution	\$5,000.00	\$4,992.00	\$5,000.00	\$5,000.00
Grace period provided	N	2 1/2 Months	N	N
Debit card offered		N		Y
<b>Vision Care program 1:</b>				
Plan Type	Basic	BCBS Vision Select	United HealthCare	VSP Basic
How often does the plan allow an eye exam?	Every 12 Months	Every 12 Months	Every 12 Months	Every 12 Months
What is the co-payment for an eye exam?	\$10	\$10.00	\$10.00	\$10.00
How often does the plan provide lenses and frames?	12 months for lenses; 24 months for frames	Every 24 months	Frames 24 Months, Lenses 12 Months	Every 24 Months
What is the co-payment for lenses and frames?	\$10.00	20 - lenses only, \$130 allowance for frames	\$50 allowance for wholesale, \$130 allowance for retail	\$20.00
<b>Standard Plastic lenses</b>				
Amount of Allowance	Every 12 Months \$120 Frame allowance, 20% discount on cost above allowance	Every 24 months 20 - lenses only	Covered in full	Every 24 Months \$110 allowance 20% off over allowance
<b>Contacts</b>				
Amount of Allowance	Every 12 Months \$60 copay and \$120 allowance	Every 12 Months No Copay, Covered in full	Every 12 Months Covered in full	Every 24 Months \$110 max allowance

**DeKalb County, Georgia**

**Comparative Analysis of Benefits (Data Tables)**

<b>Organization</b>	<b>Jefferson County (KY)</b>	<b>Davidson County (TN)</b>	<b>Fairfax County (VA)</b>
<b>Medical Reimbursement program (FSA)</b>			
Plan Admin	ADP		Wage Works
Minimum contribution	\$130.00	\$240.00	
Maximum contribution	\$2,500.00	\$2,500.00	\$2,500.00
Grace period provided	N	2 1/2 Months	N
Carry over provided	N	N	N
Debit card offered	Y	Y	
<b>Dependent Care program (FSA)</b>			
Plan Admin	ADP		Wage Works
Minimum contribution	\$130.00	\$240.00	
Maximum contribution	\$5,000.00	\$5,000.00	\$5,000.00
Grace period provided	N	2 1/2 Months	N
Debit card offered	Y	Y	
<b>Vision Care program 1:</b>			
Plan Type	VSP	United HealthCare Basic	Davis Vision
How often does the plan allow an eye exam?		Every 12 Months	Every 12 Months
What is the co-payment for an eye exam?	\$10.00	\$10.00	\$15.00
How often does the plan provide lenses and frames?	Every 12 Months	Every 24 Months	Every 12 Months
What is the co-payment for lenses and frames?	\$10.00	\$10.00	Covered in full. \$225 Davis Vision Designer and Premier Collection allowance. Non Davis Vision Collection \$150 allowance
<b>Standard Plastic lenses</b>			
Amount of Allowance	Every 12 Months \$150 frame allowance 20% discount on amount over allowance	Every 24 Months 100% lenses Covered, \$130 Frame allowance	Every 12 Months Covered in full
<b>Contacts</b>			
Amount of Allowance	Every 12 Months \$130 allowance	Every 24 Months \$10 copay; reimbursed up to \$125	Every 12 Months Covered in full at Davis Vision; \$150 Allowance for retail contacts

**DeKalb County, Georgia**

**Comparative Analysis of Benefits (Data Tables)**

<b>Organization</b>	<b>DeKalb County</b>	<b>Cobb County</b>	<b>City of Atlanta</b>	<b>Fulton County</b>
<b>Vision Care program 2:</b>				
Plan Type	Eye Med Low Option			
How often does the plan allow an eye exam?	Every 12 Months			
What is the co-payment for an eye exam?	\$20			
How often does the plan provide lenses and frames?	Every 24 Months			
What is the co-payment for lenses and frames?	\$20 & 20% off balance over \$130			
<b>Standard Plastic lenses</b>	Every 12 Months			
Amount of Allowance	\$20 Copay			
<b>Contacts</b>	Every 12 Months			
Amount of Allowance	\$125 allowance			
<b>Critical Illness Insurance</b>				
Plan offered	Y	Y		Y
Plan Admin	Aflac	Aflac		Aflac
Coverage Amount	\$10,000, \$20,000, \$30,000	\$7,500.00		
Choice of payment usage	Y			
Spouse coverage	50% of your coverage amount	\$7,500.00		
Child coverage	50% of your coverage amount, at no additional cost	\$10,000.00		

**DeKalb County, Georgia**

**Comparative Analysis of Benefits (Data Tables)**

<b>Organization</b>	<b>Gwinnett County</b>	<b>DeKalb Schools</b>	<b>Mecklenburg County (NC)</b>	<b>Duval County (FL)</b>
<b>Vision Care program 2:</b>		BCBS Vision	United HealthCare	VSP
Plan Type	Premium	Select Plus		Premier
How often does the plan allow an eye exam?	Every 12 Months	Every 12 Months	Every 12 Months	Every 12 Months
What is the co-payment for an eye exam?	\$15.00	\$10.00	0	\$10.00
How often does the plan provide lenses and frames?	12 months for lenses; 24 months for frames	Every 12 Months	Frames 24 Months, Lenses 12 Months	Every 12 Months - \$130 allowance 20% off over allowance
What is the co-payment for lenses and frames?	\$15.00	\$25.00	\$50 allowance for wholesale, \$130 allowance for retail	\$20.00
<b>Standard Plastic lenses</b>	Every 12 Months	Every 12 Months		Every 12 Months
Amount of Allowance	\$150 Frame allowance, 20% discount on cost above allowance	25 Copayment	Covered in full	No charge after copay
<b>Contacts</b>	Every 12 Months	Every 12 Months	Every 12 Months	Every 12 Months
Amount of Allowance	\$60 copay and \$150 allowance	No copay, covered in full	Covered in full	\$130 Max Allowance
<b>Critical Illness Insurance</b>				
Plan offered		Y	Y	
Plan Admin		Aflac	Aflac	
Coverage Amount		\$5,000; \$10,000; \$20,000; \$30,000; \$40,000; \$50,000		
Choice of payment usage		Y		
Spouse coverage		\$5,000; \$10,000; \$20,000; \$30,000; \$40,000; \$50,000		
Child coverage		All children are covered at 50% of employee benefit amount. No additional cost to the employee.		

**DeKalb County, Georgia**

**Comparative Analysis of Benefits (Data Tables)**

**Organization**

**Jefferson County (KY)**

**Davidson County (TN)**

**Fairfax County (VA)**

**Vision Care program 2:**

Plan Type

United HealthCare  
Enhanced

How often does the plan allow an eye exam?

Every 12 Months

What is the co-payment for an eye exam?

\$10.00

How often does the plan provide lenses and frames?

Every 12 Months

What is the co-payment for lenses and frames?

\$25.00

**Standard Plastic lenses**

Amount of Allowance

Every 12 Months  
100% lenses covered; \$130  
frame allowance

**Contacts**

Amount of Allowance

Every 12 Months  
\$25 copay; reimbursed up  
to \$125

**Critical Illness Insurance**

Plan offered

Plan Admin

Coverage Amount

Choice of payment usage

Spouse coverage

Child coverage

**DeKalb County, Georgia**

**Comparative Analysis of Benefits (Data Tables)**

Organization	DeKalb County	Cobb County	City of Atlanta	Fulton County
<b>Additional Benefits</b>		Subsequent Event Benefit, 3500 w/no lifetime max, Coronary Angioplasty lifetime, Ambulance, Transportation & Lodging Benefits		
<b>Accident Insurance 1</b>				
Plan Offered	Y	Y		Y
Plan Admin	Aflac	Aflac		Aflac
Plan type	High	varies		
Hospital Admission	\$1000 (once per cal yr)	\$1,000.00		
Physical Therapy	\$30.00	\$35.00		
Accident Follow-up Visit	\$30.00	\$35.00		
ER Treatment	\$200.00	\$120.00		
Dislocation	Up to \$3000	\$35-\$12,500		
Fracture	Up to \$4000	varies		
<b>Accident Insurance 2</b>				
Plan Admin	Aflac			
Plan type	Low			
Hospital Admission	\$750 (once per cal yr)			
Physical Therapy	\$20.00			
Accident Follow-up Visit	\$20.00			
ER Treatment	\$125.00			
Dislocation	Up to \$2500			
Fracture	Up to \$3000			

**Notes:** (1) paid in full if medically necessary

**DeKalb County, Georgia**

**Comparative Analysis of Benefits (Data Tables)**

Organization	Gwinnett County	DeKalb Schools	Mecklenburg County (NC)	Duval County (FL)
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**Additional Benefits**

**Accident Insurance 1**

Plan Offered			Y	
Plan Admin			Aflac	
Plan type				
Hospital Admission				
Physical Therapy				
Accident Follow-up Visit				
ER Treatment				
Dislocation				
Fracture				

**Accident Insurance 2**

Plan Admin				
Plan type				
Hospital Admission				
Physical Therapy				
Accident Follow-up Visit				
ER Treatment				
Dislocation				
Fracture				

**Notes:**



**DeKalb County, Georgia**

**Comparative Analysis of Benefits (Data Tables)**

**Organization**

**Jefferson County (KY)**

**Davidson County (TN)**

**Fairfax County (VA)**

**Additional Benefits**

**Accident Insurance 1**

- Plan Offered
- Plan Admin
- Plan type
- Hospital Admission
- Physical Therapy
- Accident Follow-up Visit
- ER Treatment
- Dislocation
- Fracture

**Accident Insurance 2**

- Plan Admin
- Plan type
- Hospital Admission
- Physical Therapy
- Accident Follow-up Visit
- ER Treatment
- Dislocation
- Fracture

**Notes:**



# Exhibit 4

## *Pay Schedule*

# DeKalb County, Georgia

## Pay Plan Update 2016

### Proposed Pay Ranges

Grade	MinPts	MaxPts	Minimum	Market	Maximum
1	100	124	17,404	21,755	26,976
2	125	149	19,000	23,750	29,449
3	150	174	20,596	25,744	31,923
4	175	199	22,191	27,739	34,397
5	200	224	23,787	29,734	36,870
6	225	249	25,383	31,729	39,344
7	250	274	26,979	33,724	41,818
8	275	299	28,575	35,719	44,292
9	300	324	30,171	37,714	46,765
10	325	349	31,767	39,709	49,239
11	350	374	33,363	41,704	51,713
12	375	399	34,959	43,699	54,186
13	400	424	36,555	45,693	56,660
14	425	449	38,151	47,688	59,134
15	450	474	39,747	49,683	61,607
16	475	499	41,343	51,678	64,081
17	500	524	42,938	53,673	66,555
18	525	549	44,534	55,668	69,028
19	550	599	46,928	58,660	72,739
20	600	649	50,120	62,650	77,686
21	650	699	53,312	66,640	82,634
22	700	749	56,504	70,630	87,581
23	750	799	59,696	74,620	92,528
24	800	849	62,888	78,609	97,476
25	850	899	66,079	82,599	102,423
26	900	949	69,271	86,589	107,370
27	950	999	72,463	90,579	112,318
28	1,000	1,099	87,785	96,564	136,067
29	1,100	1,199	95,039	104,543	147,311
30	1,200	1,299	102,294	112,523	158,555
31	1,300	1,399	109,548	120,502	169,799
32	1,400	1,499	116,802	128,482	181,043
33	1,500	1,599	124,056	136,462	192,287
34	1,600	1,699	131,310	144,441	203,531
35	1,700	1,799	138,565	152,421	214,775



# Exhibit 5

## *Job Classification List – Grade Order*

# DeKalb County, Georgia Pay Plan Update, 2016

## Job Classification Listing (Grade Order)

*Prepared for the County by the Archer Company*

*This draft of the proposed pay plan has been prepared for preliminary review. This is a working document and is subject to revisions of both form and content. The study will be finalized following consultation with management and/or the governing board.*

Code	Title	FLSA	Grade	Minimum	Market	Maximum
'99250	Courier	N	4	22,191	27,739	34,397
'14030	Mail Clerk	N	4	22,191	27,739	34,397
'11070	Parking Lot Attendant	N	4	22,191	27,739	34,397
'99220	Custodian	N	5	23,787	29,734	36,870
'04120	Call Center Representative	N	6	25,383	31,729	39,344
'99105	Crew Worker	N	6	25,383	31,729	39,344
'21125	Customer Care Representative	N	6	25,383	31,729	39,344
'12130	Fleet Maintenance Technician I	N	6	25,383	31,729	39,344
'61250	Grounds Maintenance Worker	N	6	25,383	31,729	39,344
'61140	Horse Farm Worker	N	6	25,383	31,729	39,344
'61260	Horse Farm Worker	N	6	25,383	31,729	39,344
'68070	Library Technicians	N	6	25,383	31,729	39,344
'99005	Office Assistant	N	6	25,383	31,729	39,344
'81125	Refuse Collector	N	6	25,383	31,729	39,344
'46850	Animal Control Dispatcher	N	7	26,979	33,724	41,818
'99110	Crew Worker, Senior	N	7	26,979	33,724	41,818
'99210	Custodial Supervisor	N	7	26,979	33,724	41,818
'81130	Driver Trainee	N	7	26,979	33,724	41,818
'12125	Fleet Maintenance Technician II	N	7	26,979	33,724	41,818
'61240	Grounds Maintenance Worker, Senior	N	7	26,979	33,724	41,818
'80850	Meter Reader	N	7	26,979	33,724	41,818
'12220	Parts Technician	N	7	26,979	33,724	41,818
'80820	Utilities Dispatcher	N	7	26,979	33,724	41,818
'57230	Warehouse Worker	N	7	26,979	33,724	41,818
'92030	Workforce Assistant	N	7	26,979	33,724	41,818
'21140	Billing Specialist	N	8	28,575	35,719	44,292
'21155	Collections Specialist	N	8	28,575	35,719	44,292
'33070	Court Clerk	N	8	28,575	35,719	44,292
'81020	Customer Support Assistant	N	8	28,575	35,719	44,292
'33060	Deputy Clerk I	N	8	28,575	35,719	44,292
'99115	Equipment Operator	N	8	28,575	35,719	44,292
'80860	Field Services Representative	N	8	28,575	35,719	44,292
'15105	Human Resources Assistant	N	8	28,575	35,719	44,292
'33125	Jury Clerk	N	8	28,575	35,719	44,292
'80555	Plant Operator Trainee	N	8	28,575	35,719	44,292
'81330	Scale Operator	N	8	28,575	35,719	44,292
'99230	Security Guard	N	8	28,575	35,719	44,292
'32150	Security Technician	N	8	28,575	35,719	44,292
'28060	Tax Tag Clerk	N	8	28,575	35,719	44,292
'33115	Calendar Clerk	N	9	30,171	37,714	46,765
'33050	Deputy Clerk II	N	9	30,171	37,714	46,765
'21190	Field Service Representative	N	9	30,171	37,714	46,765
'75175	Information & Referral Specialist	N	9	30,171	37,714	46,765
'38570	Legal Assistant	N	9	30,171	37,714	46,765

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<b>Code</b>	<b>Title</b>	<b>FLSA</b>	<b>Grade</b>	<b>Minimum</b>	<b>Market</b>	<b>Maximum</b>
'12215	Parts Expediter	N	9	30,171	37,714	46,765
'46140	Police Records Technician	N	9	30,171	37,714	46,765
'08030	Property Mapping Technician	N	9	30,171	37,714	46,765
'15100	Records Technician	N	9	30,171	37,714	46,765
'81120	Refuse Driver Collector	N	9	30,171	37,714	46,765
'57220	Supply Specialist	N	9	30,171	37,714	46,765
'27160	Tax Appraisal Clerk	N	9	30,171	37,714	46,765
'28050	Tax Tag Clerk, Senior	N	9	30,171	37,714	46,765
'57150	Traffic Signs & Markings Installer	N	9	30,171	37,714	46,765
'39120	Trial Assistant	N	9	30,171	37,714	46,765
'80340	Utilities System Technician	N	9	30,171	37,714	46,765
'32165	Warrants Processing Technician	N	9	30,171	37,714	46,765
'99015	Administrative Specialist	N	10	31,767	39,709	49,239
'46840	Animal Control Officer	N	10	31,767	39,709	49,239
'11060	Building Maintenance Technician	N	10	31,767	39,709	49,239
'33040	Deputy Clerk III	N	10	31,767	39,709	49,239
'99120	Equipment Operator, Senior	N	10	31,767	39,709	49,239
'46180	Investigative Aide	N	10	31,767	39,709	49,239
'68060	Library Specialist	N	10	31,767	39,709	49,239
'57240	Mason	N	10	31,767	39,709	49,239
'81150	Painter	N	10	31,767	39,709	49,239
'32230	Pharmacy Technician	N	10	31,767	39,709	49,239
'80550	Plant Operator III	N	10	31,767	39,709	49,239
'46090	Police Cadet	N	10	31,767	39,709	49,239
'32240	Sheriff Communications Operator	N	10	31,767	39,709	49,239
'28040	Tax Tag Clerk, Lead	N	10	31,767	39,709	49,239
'57155	Traffic Signs & Markings Installer, Senior	N	10	31,767	39,709	49,239
'29015	Voter Registration Technician	N	10	31,767	39,709	49,239
'32160	Warrants Processing Technician, Senior	N	10	31,767	39,709	49,239
'81140	Welder	N	10	31,767	39,709	49,239
'21035	Accounting Technician	N	11	33,363	41,704	51,713
'08020	Addressing Coordinator	N	11	33,363	41,704	51,713
'46830	Animal Control Officer, Senior	N	11	33,363	41,704	51,713
'33130	Calendar Clerk Senior	N	11	33,363	41,704	51,713
'33065	Court Clerk Senior	N	11	33,363	41,704	51,713
'99130	Crew Leader	N	11	33,363	41,704	51,713
'28080	Delinquent Collections Officer	N	11	33,363	41,704	51,713
'32145	Detention Officer I	N	11	33,363	41,704	51,713
'46550	E911 Communications Officer (Call Taker)	N	11	33,363	41,704	51,713
'80760	Environmental Technician	N	11	33,363	41,704	51,713
'15070	Human Resources Specialist	N	11	33,363	41,704	51,713
'75180	Information & Referral Specialist Lead	N	11	33,363	41,704	51,713
'39080	Investigative Aide	N	11	33,363	41,704	51,713
'03045	Legal Secretary	N	11	33,363	41,704	51,713
'61230	Parks Maintenance Crew Leader	N	11	33,363	41,704	51,713
'51065	Permits Technician	N	11	33,363	41,704	51,713
'21046	Personnel Technician	N	11	33,363	41,704	51,713
'46130	Police Records Technician, Senior	N	11	33,363	41,704	51,713
'46110	Property & Evidence Technician	N	11	33,363	41,704	51,713
'80205	Requisition Technician	N	11	33,363	41,704	51,713
'99235	Security Team Leader	N	11	33,363	41,704	51,713
'34120	Tribunal Technician	N	11	33,363	41,704	51,713

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<b>Code</b>	<b>Title</b>	<b>FLSA</b>	<b>Grade</b>	<b>Minimum</b>	<b>Market</b>	<b>Maximum</b>
'80330	Utility Locate Technician	N	11	33,363	41,704	51,713
'99020	Administrative Assistant	N	12	34,959	43,699	54,186
'46820	Animal Control Officer, Master	N	12	34,959	43,699	54,186
'12140	Autobody Repair Technician	N	12	34,959	43,699	54,186
'21056	Benefits Specialist	N	12	34,959	43,699	54,186
'11050	Carpenter	N	12	34,959	43,699	54,186
'32140	Detention Officer II	N	12	34,959	43,699	54,186
'39110	Enforcement Case Management	N	12	34,959	43,699	54,186
'12120	Fleet Maintenance Technician III	N	12	34,959	43,699	54,186
'12145	Fuel Site Maintenance Technician	N	12	34,959	43,699	54,186
'08140	GIS Specialist	N	12	34,959	43,699	54,186
'39130	Grand Jury Coordinator	N	12	34,959	43,699	54,186
'99125	Heavy Equipment Operator	N	12	34,959	43,699	54,186
'80640	Industrial Maintenance Technician I	N	12	34,959	43,699	54,186
'46145	Latent Fingerprint Examiner	N	12	34,959	43,699	54,186
'68050	Library Specialist, Senior	N	12	34,959	43,699	54,186
'43050	Medical Legal Transcriptionist	N	12	34,959	43,699	54,186
'46185	Pawn Detail Coordinator	N	12	34,959	43,699	54,186
'80680	Plant Maintenance Coordinator	N	12	34,959	43,699	54,186
'11045	Plumber	N	12	34,959	43,699	54,186
'14045	Procurement Technician	N	12	34,959	43,699	54,186
'27060	Property Appraiser I	N	12	34,959	43,699	54,186
'27140	Property Deed Technician	N	12	34,959	43,699	54,186
'15095	Records Technician, Lead	N	12	34,959	43,699	54,186
'61030	Recreation Center Leader	N	12	34,959	43,699	54,186
'57215	Supply Coordinator	N	12	34,959	43,699	54,186
'39125	Trial Assistant Senior	N	12	34,959	43,699	54,186
'39100	URES A Coordinator	N	12	34,959	43,699	54,186
'21040	Accounting Technician Senior	N	13	36,555	45,693	56,660
'61120	Arts Center Event Coordinator	N	13	36,555	45,693	56,660
'51200	Code Compliance Officer	N	13	36,555	45,693	56,660
'99135	Crew Leader	N	13	36,555	45,693	56,660
'46170	Crime Scene Investigator	N	13	36,555	45,693	56,660
'32135	Detention Officer III	N	13	36,555	45,693	56,660
'46540	E911 Communications Officer, Senior (Dispatch)	N	13	36,555	45,693	56,660
'46530	E911 Communications Officer, Senior (Fire Console)	N	13	36,555	45,693	56,660
'11035	Electrician	N	13	36,555	45,693	56,660
'75185	Events Coordinator	N	13	36,555	45,693	56,660
'49150	Firefighter Recruit	N	13	36,555	45,693	56,660
'43035	Forensic Technician	N	13	36,555	45,693	56,660
'15075	HRIS Specialist	N	13	36,555	45,693	56,660
'15065	Human Resources Specialist, Senior	N	13	36,555	45,693	56,660
'99550	Information Technology Specialist	N	13	36,555	45,693	56,660
'39080	Investigative Aide Senior	N	13	36,555	45,693	56,660
'39085	Investigative Intake Tech	N	13	36,555	45,693	56,660
'80750	Lab Technician	N	13	36,555	45,693	56,660
'51145	Land Development Inspector	N	13	36,555	45,693	56,660
'03050	Legal Secretary, Senior	N	13	36,555	45,693	56,660
'35130	Medical Lab Technician	N	13	36,555	45,693	56,660
'21062	Personnel Coordinator	N	13	36,555	45,693	56,660
'80545	Plant Operator II	N	13	36,555	45,693	56,660
'11040	Plumber, Senior	N	13	36,555	45,693	56,660

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<b>Code</b>	<b>Title</b>	<b>FLSA</b>	<b>Grade</b>	<b>Minimum</b>	<b>Market</b>	<b>Maximum</b>
'46080	Police Recruit	N	13	36,555	45,693	56,660
'01120	Production Assistant	N	13	36,555	45,693	56,660
'27050	Property Appraiser II	N	13	36,555	45,693	56,660
'80200	Requisition Coordinator	N	13	36,555	45,693	56,660
'57160	Sign Fabricator	N	13	36,555	45,693	56,660
'57135	Traffic Signal Installer	N	13	36,555	45,693	56,660
'80440	Water Compliance Inspector	N	13	36,555	45,693	56,660
'99025	Administrative Coordinator	N	14	38,151	47,688	59,134
'61130	Arts Center Production Specialist	N	14	38,151	47,688	59,134
'04130	Audiovisual Technician	N	14	38,151	47,688	59,134
'46160	Crime Scene Investigator, Senior	N	14	38,151	47,688	59,134
'21115	Customer Care Supervisor	N	14	38,151	47,688	59,134
'04110	Customer Service Coordinator	N	14	38,151	47,688	59,134
'10020	Deputy County Clerk	N	14	38,151	47,688	59,134
'37340	Deputy Marshal	N	14	38,151	47,688	59,134
'32045	Deputy Sherff	N	14	38,151	47,688	59,134
'32170	Detention Officer, FTO	N	14	38,151	47,688	59,134
'29010	Elections Coordinator	N	14	38,151	47,688	59,134
'80670	Electrical / Instrumentation Technician I	N	14	38,151	47,688	59,134
'80920	Environmental Technician, Water	N	14	38,151	47,688	59,134
'80840	Fields Services Supervisor	N	14	38,151	47,688	59,134
'49145	Firefighter	N	14	38,151	47,688	59,134
'21042	Fiscal Assistant	N	14	38,151	47,688	59,134
'12115	Fleet Maintenance Technician IV	N	14	38,151	47,688	59,134
'11025	HVAC Technician	N	14	38,151	47,688	59,134
'80630	Industrial Maintenance Technician II	N	14	38,151	47,688	59,134
'33080	Judicial Assistant	N	14	38,151	47,688	59,134
'80740	Lab Technician, Senior	N	14	38,151	47,688	59,134
'32220	Licensed Practical Nurse	N	14	38,151	47,688	59,134
'12210	Parts Room Supervisor	N	14	38,151	47,688	59,134
'80240	Payroll Personnel Supervisor	N	14	38,151	47,688	59,134
'75165	Program Coordinator, Senior Services	N	14	38,151	47,688	59,134
'80260	Public Education Specialist	N	14	38,151	47,688	59,134
'04020	Public Outreach Specialist	N	14	38,151	47,688	59,134
'21170	Revenue Collection Supervisor	N	14	38,151	47,688	59,134
'27150	Tax Appraisal Support Supervisor	N	14	38,151	47,688	59,134
'28030	Tax Tag Supervisor	N	14	38,151	47,688	59,134
'57130	Traffic Signal Installer, Senior	N	14	38,151	47,688	59,134
'57125	Traffic Signal Technician	N	14	38,151	47,688	59,134
'80810	Utility Dispatch Supervisor	N	14	38,151	47,688	59,134
'38565	Victim Witness Assistant Program Coordinator	N	14	38,151	47,688	59,134
'39055	Victim Witness Assistant Program Coordinator	N	14	38,151	47,688	59,134
'57210	Warehouse Supervisor	N	14	38,151	47,688	59,134
'32155	Warrants Processing Supervisor	N	14	38,151	47,688	59,134
'46810	Animal Control Supervisor	N	15	39,747	49,683	61,607
'21058	Benefits Specialist Senior	N	15	39,747	49,683	61,607
'51205	Code Compliance Officer, Senior	N	15	39,747	49,683	61,607
'99440	Construction Inspector	N	15	39,747	49,683	61,607
'33030	Court Support Supervisor I	N	15	39,747	49,683	61,607
'99140	Crew Supervisor	N	15	39,747	49,683	61,607
'80420	Cross Connection Assistant	N	15	39,747	49,683	61,607
'37330	Deputy Marshal, Senior	N	15	39,747	49,683	61,607



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'32040	Deputy Sherff, Senior	N	15	39,747	49,683	61,607
'46520	E911 Shift Supervisor	N	15	39,747	49,683	61,607
'11030	Electrician, Senior	N	15	39,747	49,683	61,607
'92015	Employment & Training Analyst	N	15	39,747	49,683	61,607
'16045	Enterprise Technician	N	15	39,747	49,683	61,607
'21195	Field Service Supervisor	N	15	39,747	49,683	61,607
'49140	Firefighter, Senior	N	15	39,747	49,683	61,607
'15040	Human Resources Generalist	E	15	39,747	49,683	61,607
'45065	Interpreter	N	15	39,747	49,683	61,607
'38540	Investigator I, Solicitor	N	15	39,747	49,683	61,607
'33085	Judicial Case Manager	N	15	39,747	49,683	61,607
'51105	Land Development Inspector, Senior	N	15	39,747	49,683	61,607
'68045	Library Branch Supervisor	N	15	39,747	49,683	61,607
'99540	Management Analyst I	N	15	39,747	49,683	61,607
'38550	Paralegal	N	15	39,747	49,683	61,607
'40040	Paralegal	N	15	39,747	49,683	61,607
'45070	Paralegal	N	15	39,747	49,683	61,607
'61050	Park Ranger / Naturalist	N	15	39,747	49,683	61,607
'61220	Parks Maintenance Supervisor	N	15	39,747	49,683	61,607
'80540	Plant Operator I	N	15	39,747	49,683	61,607
'46070	Police Officer	N	15	39,747	49,683	61,607
'46120	Police Records Supervisor	N	15	39,747	49,683	61,607
'35070	Pre-trial Release Officer I	N	15	39,747	49,683	61,607
'34040	Probation Officer	N	15	39,747	49,683	61,607
'14035	Procurement Agent	E	15	39,747	49,683	61,607
'21210	Risk Control Officer	E	15	39,747	49,683	61,607
'81040	Routing Coordinator	N	15	39,747	49,683	61,607
'99240	Security Supervisor	N	15	39,747	49,683	61,607
'80320	Utility Locate Coordinator	N	15	39,747	49,683	61,607
'21220	Workers Compensation Adjuster	E	15	39,747	49,683	61,607
'51165	Zoning Officer	N	15	39,747	49,683	61,607
'21045	Accounts Payable Supervisor	N	16	41,343	51,678	64,081
'99050	Administrative Supervisor	N	16	41,343	51,678	64,081
'27120	Appraisal Quality Control Supervisor	E	16	41,343	51,678	64,081
'51035	Building Inspector	N	16	41,343	51,678	64,081
'01130	Communications Coordinator	E	16	41,343	51,678	64,081
'99435	Construction Inspector, Senior	N	16	41,343	51,678	64,081
'69020	Cooperative Extension Agent	E	16	41,343	51,678	64,081
'33075	Court Reporter	N	16	41,343	51,678	64,081
'46150	Crime Scene Supervisor	N	16	41,343	51,678	64,081
'32050	Deputy Sherff, FTO	N	16	41,343	51,678	64,081
'32035	Deputy Sherff, Master	N	16	41,343	51,678	64,081
'32130	Detention Sergeant	N	16	41,343	51,678	64,081
'51135	Development Construction Inspector	N	16	41,343	51,678	64,081
'46740	E911 CAD Analyst	N	16	41,343	51,678	64,081
'80660	Electrical / Instrumentation Technician II	N	16	41,343	51,678	64,081
'51155	Engineer Review Officer	N	16	41,343	51,678	64,081
'99480	Engineering Technician	E	16	41,343	51,678	64,081
'49225	Fire Inspector	N	16	41,343	51,678	64,081
'49245	Fire Investigator	N	16	41,343	51,678	64,081
'49230	Fire Prevention Officer	N	16	41,343	51,678	64,081
'49135	Firefighter Master	N	16	41,343	51,678	64,081

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'08130	GIS Analyst	E	16	41,343	51,678	64,081
'61270	Horse Farm Supervisor	N	16	41,343	51,678	64,081
'97050	Housing & CD Coordinator	N	16	41,343	51,678	64,081
'11020	HVAC Technician, Senior	N	16	41,343	51,678	64,081
'80620	Industrial Maintenance Technician III	N	16	41,343	51,678	64,081
'45040	Investigator I	N	16	41,343	51,678	64,081
'39045	Investigator I, DA'	N	16	41,343	51,678	64,081
'33095	Judicial Case Manager Senior	N	16	41,343	51,678	64,081
'43045	Medical Examiner Investigator	N	16	41,343	51,678	64,081
'39095	Paralegal, Senior	N	16	41,343	51,678	64,081
'21060	Payroll Analyst	N	16	41,343	51,678	64,081
'46060	Police Officer, Senior	N	16	41,343	51,678	64,081
'75170	Project Monitor	E	16	41,343	51,678	64,081
'27040	Property Appraiser III	E	16	41,343	51,678	64,081
'08010	Property Mapping Supervisor	N	16	41,343	51,678	64,081
'61020	Recreation Center Supervisor	E	16	41,343	51,678	64,081
'61035	Sports Program Coordinator	E	16	41,343	51,678	64,081
'57120	Traffic Signal Technician, Senior	N	16	41,343	51,678	64,081
'75330	Youth Services Coordinator	E	16	41,343	51,678	64,081
'21020	Accountant	E	17	42,938	53,673	66,555
'46115	Assistant Police Records Manager	E	17	42,938	53,673	66,555
'21135	Billing Analyst	E	17	42,938	53,673	66,555
'39105	Child Support Supervisor	N	17	42,938	53,673	66,555
'21145	Collections Analyst	E	17	42,938	53,673	66,555
'75055	Community Planner	E	17	42,938	53,673	66,555
'99145	Crew Supervisor, Senior	N	17	42,938	53,673	66,555
'80410	Cross Connection Specialist	N	17	42,938	53,673	66,555
'46610	E911 Quality Assurance Officer	E	17	42,938	53,673	66,555
'92020	Employment & Training Analyst Senior	E	17	42,938	53,673	66,555
'99485	Engineering Technician, Senior	E	17	42,938	53,673	66,555
'82010	Environmental Analyst	E	17	42,938	53,673	66,555
'49220	Fire Inspector, Senior	N	17	42,938	53,673	66,555
'49240	Fire Investigator, Senior	N	17	42,938	53,673	66,555
'49350	Fire Maintenance Coordinator	N	17	42,938	53,673	66,555
'99340	Graphic Designer	E	17	42,938	53,673	66,555
'61070	Greenspace Planner	E	17	42,938	53,673	66,555
'45045	Investigator II	N	17	42,938	53,673	66,555
'39040	Investigator II, DA	N	17	42,938	53,673	66,555
'38535	Investigator II, Solicitor	N	17	42,938	53,673	66,555
'80730	Lab Analyst	E	17	42,938	53,673	66,555
'68040	Librarian	E	17	42,938	53,673	66,555
'99530	Management Analyst II	E	17	42,938	53,673	66,555
'51090	Planner	E	17	42,938	53,673	66,555
'80530	Plant Operator, Principal	N	17	42,938	53,673	66,555
'35065	Pre-trial Release Officer II	N	17	42,938	53,673	66,555
'34035	Probation Officer Senior	N	17	42,938	53,673	66,555
'01115	Producer	E	17	42,938	53,673	66,555
'57050	Production Control Supervisor, R&D	E	17	42,938	53,673	66,555
'99330	Public Relations Specialist	E	17	42,938	53,673	66,555
'81030	Safety Officer	E	17	42,938	53,673	66,555
'12110	Supervisor, Fleet Maintenance	N	17	42,938	53,673	66,555
'75320	Youth Services Coordinator, Senior	E	17	42,938	53,673	66,555

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'51075	Building & Fire Plans Examiner	N	18	44,534	55,668	69,028
'51030	Building Inspector, Senior	N	18	44,534	55,668	69,028
'51055	Business License Supervisor	N	18	44,534	55,668	69,028
'51210	Code Compliance Supervisor	N	18	44,534	55,668	69,028
'33025	Court Support Supervisor II	N	18	44,534	55,668	69,028
'51130	Development Construction Inspector, Senior	N	18	44,534	55,668	69,028
'46510	E911 Watch Commander	N	18	44,534	55,668	69,028
'80650	Electrical / Instrumentation Technician III	N	18	44,534	55,668	69,028
'49020	Emergency Management Specialist	E	18	44,534	55,668	69,028
'51150	Engineer Review Officer Senior	N	18	44,534	55,668	69,028
'99040	Executive Support Assistant	E	18	44,534	55,668	69,028
'11015	Facilities Maintenance Supervisor	N	18	44,534	55,668	69,028
'49130	Fire Driver / Operator	N	18	44,534	55,668	69,028
'75206	Grants Coordinator	E	18	44,534	55,668	69,028
'15035	Human Resources Generalist, Senior	E	18	44,534	55,668	69,028
'21078	Internal Auditor	E	18	44,534	55,668	69,028
'40050	Investigator, Child Advocate	N	18	44,534	55,668	69,028
'51060	Permits Supervisor	N	18	44,534	55,668	69,028
'51125	Planning Inspection Supervisor	N	18	44,534	55,668	69,028
'27030	Property Appraiser IV	E	18	44,534	55,668	69,028
'14040	Purchasing Agent Senior	E	18	44,534	55,668	69,028
'21205	Risk Control Officer, Senior	E	18	44,534	55,668	69,028
'81035	Safety Coordinator	E	18	44,534	55,668	69,028
'75160	Special Projects Coordinator	E	18	44,534	55,668	69,028
'21025	Accountant Senior	E	19	46,928	58,660	72,739
'80720	Assistant Lab Supervisor	N	19	46,928	58,660	72,739
'81320	Assistant Landfill Superintendent	E	19	46,928	58,660	72,739
'61215	Assistant Manager, Parks Operation	E	19	46,928	58,660	72,739
'21052	Budget & Management Analyst	E	19	46,928	58,660	72,739
'16070	Business Officer	E	19	46,928	58,660	72,739
'34105	Chief Deputy Clerk of Juvenile Court	E	19	46,928	58,660	72,739
'33090	Clinical Evaluator	E	19	46,928	58,660	72,739
'75050	Community Planner, Senior	E	19	46,928	58,660	72,739
'33020	Court Support Manager I	E	19	46,928	58,660	72,739
'37050	Diversion Treatment Program Manager	E	19	46,928	58,660	72,739
'46620	E911 Training Coordinator	E	19	46,928	58,660	72,739
'15080	Employee Relations Coordinator	E	19	46,928	58,660	72,739
'69010	Extension Services Manager	E	19	46,928	58,660	72,739
'49125	Fire Command Technician	N	19	46,928	58,660	72,739
'12225	Fleet Specification Analyst	E	19	46,928	58,660	72,739
'43020	Forensics Services Manager	E	19	46,928	58,660	72,739
'99150	General Foreman	E	19	46,928	58,660	72,739
'57030	General Foreman, Roads & Drainage	E	19	46,928	58,660	72,739
'81115	General Foreman, Sanitation	E	19	46,928	58,660	72,739
'97035	Housing & Finance Specialist	E	19	46,928	58,660	72,739
'45050	Investigator III	N	19	46,928	58,660	72,739
'39035	Investigator III, DA	N	19	46,928	58,660	72,739
'34155	Juvenile Program Administrator	E	19	46,928	58,660	72,739
'35110	Law Library Coordinator	E	19	46,928	58,660	72,739
'68030	Librarian, Senior	E	19	46,928	58,660	72,739
'99520	Management Analyst III	E	19	46,928	58,660	72,739
'39090	Paralegal Supervisor	E	19	46,928	58,660	72,739

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'61090	Parks & Recreation Events Manager	E	19	46,928	58,660	72,739
'61210	Parks Maintenance Superintendent	E	19	46,928	58,660	72,739
'27110	Personal Property Auditor	E	19	46,928	58,660	72,739
'51095	Planner, Senior	E	19	46,928	58,660	72,739
'80615	Plant Maintenance Assistant Superintendent	E	19	46,928	58,660	72,739
'80525	Plant Shift Supervisor	N	19	46,928	58,660	72,739
'46050	Police Officer, Master	N	19	46,928	58,660	72,739
'35060	Pre-trial Release Officer Supervisor	N	19	46,928	58,660	72,739
'34030	Probation Officer Principal	E	19	46,928	58,660	72,739
'01110	Producer, Senior	E	19	46,928	58,660	72,739
'81220	Program Coordinator, KDB	E	19	46,928	58,660	72,739
'99320	Public Relations Specialist, Senior	E	19	46,928	58,660	72,739
'54010	Real Estate Specialist	E	19	46,928	58,660	72,739
'29005	Registration & Elections Supervisor	E	19	46,928	58,660	72,739
'61080	Security Manager	E	19	46,928	58,660	72,739
'43040	Senior Medical Examiner Investigator	N	19	46,928	58,660	72,739
'45080	Social Worker	E	19	46,928	58,660	72,739
'57040	Stormwater Program Supervisor	E	19	46,928	58,660	72,739
'28020	Tax Administrator	E	19	46,928	58,660	72,739
'15050	Training Coordinator	E	19	46,928	58,660	72,739
'80255	Training Coordinator, Water	E	19	46,928	58,660	72,739
'39050	Victim Witness Program Coordinator	E	19	46,928	58,660	72,739
'21030	Accountant Principal	E	20	50,120	62,650	77,686
'14025	Administrative Manager	E	20	50,120	62,650	77,686
'99060	Administrative Manager	E	20	50,120	62,650	77,686
'27020	Appraisal Supervisor	E	20	50,120	62,650	77,686
'39065	Assistant Chief Investigator	E	20	50,120	62,650	77,686
'38585	Communications Manager	E	20	50,120	62,650	77,686
'37320	Deputy Marshal, Lieutenant	E	20	50,120	62,650	77,686
'32030	Deputy Sherff, Sergeant	E	20	50,120	62,650	77,686
'92025	Employment & Training Supervisor	E	20	50,120	62,650	77,686
'99490	Engineering Support Supervisor	E	20	50,120	62,650	77,686
'75155	Facilities Coordinator HS	E	20	50,120	62,650	77,686
'49215	Fire Inspections Supervisor	E	20	50,120	62,650	77,686
'38575	Grants & Administrative Manager	E	20	50,120	62,650	77,686
'15030	Human Resources Generalist, Principal	E	20	50,120	62,650	77,686
'21080	Internal Auditor Senior	E	20	50,120	62,650	77,686
'21160	Issue Resolution & Quality Coordinator	E	20	50,120	62,650	77,686
'33100	Judicial Law Clerk	E	20	50,120	62,650	77,686
'38545	Legal Office Coordinator	E	20	50,120	62,650	77,686
'45060	Legal Office Coordinator	E	20	50,120	62,650	77,686
'61040	Natural Resource Manager	E	20	50,120	62,650	77,686
'21105	Operations Analyst W&S Utility Customer Operations	E	20	50,120	62,650	77,686
'51100	Planner, Principal	E	20	50,120	62,650	77,686
'80150	Program Coordinator, Water Outreach & LSBE	E	20	50,120	62,650	77,686
'49121	Rescue Captain	E	20	50,120	62,650	77,686
'97030	Sr. Housing & Finance Specialist	E	20	50,120	62,650	77,686
'99470	Staff Engineer	E	20	50,120	62,650	77,686
'16040	Systems Administrator	E	20	50,120	62,650	77,686
'16030	Systems Analyst	E	20	50,120	62,650	77,686
'80315	Technical Services Supervisor, WM	E	20	50,120	62,650	77,686
'38560	Victim Witness Supervisor	E	20	50,120	62,650	77,686

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'80430	Water Compliance Inspections Supervisor	E	20	50,120	62,650	77,686
'45035	Assistant Chief Investigator, PD	E	21	53,312	66,640	82,634
'38530	Assistant Chief Investigator, Solicitor	E	21	53,312	66,640	82,634
'34100	Clerk of Juvenile Court	E	21	53,312	66,640	82,634
'80950	Customer Service Administrator	E	21	53,312	66,640	82,634
'16055	Database Administrator	E	21	53,312	66,640	82,634
'43055	Deputy Chief Investigator, ME	E	21	53,312	66,640	82,634
'46730	E911 Radio Systems Administrator	E	21	53,312	66,640	82,634
'49120	Fire Captain	E	21	53,312	66,640	82,634
'75200	Fiscal Officer	E	21	53,312	66,640	82,634
'08120	GIS Analyst, Senior	E	21	53,312	66,640	82,634
'80715	Lab Supervisor, Water	E	21	53,312	66,640	82,634
'80220	Manager Project Funds	E	21	53,312	66,640	82,634
'15090	Occupational Health Administrator	E	21	53,312	66,640	82,634
'51050	Permits Manager	E	21	53,312	66,640	82,634
'51070	Plans Review Manager	E	21	53,312	66,640	82,634
'80610	Plant Maintenance Superintendent	E	21	53,312	66,640	82,634
'80520	Plant Operations Superintendent	E	21	53,312	66,640	82,634
'46110	Police Records Manager	E	21	53,312	66,640	82,634
'46040	Police Sergeant	E	21	53,312	66,640	82,634
'34015	Probation Officer Supervisor	E	21	53,312	66,640	82,634
'14020	Purchasing Project Manager	E	21	53,312	66,640	82,634
'21085	Records Manager	E	21	53,312	66,640	82,634
'21230	Records Manager	E	21	53,312	66,640	82,634
'75150	Senior Center Manager HS	E	21	53,312	66,640	82,634
'16037	Senior Systems Administrator	E	21	53,312	66,640	82,634
'16025	Senior Systems Analyst	E	21	53,312	66,640	82,634
'45075	Social Worker Coordinator	E	21	53,312	66,640	82,634
'97040	Sr. Project Coordinator	E	21	53,312	66,640	82,634
'21130	Utility Manager, Billing Operations	E	21	53,312	66,640	82,634
'21150	Utility Manager, Customer Care Center	E	21	53,312	66,640	82,634
'21145	Utility Manager, Field Services	E	21	53,312	66,640	82,634
'21165	Utility Manager, Revenue Protection	E	21	53,312	66,640	82,634
'21225	Workers Compensation Manager	E	21	53,312	66,640	82,634
'61110	Arts Center Manager	E	22	56,504	70,630	87,581
'39025	Assistant District Attorney I	E	22	56,504	70,630	87,581
'45010	Assistant Public Defender I	E	22	56,504	70,630	87,581
'45022	Assistant Public Defender I	E	22	56,504	70,630	87,581
'80515	Assistant Treatment Plant Manager	E	22	56,504	70,630	87,581
'03040	Attorney I	E	22	56,504	70,630	87,581
'21053	Budget & Management Analyst, Senior	E	22	56,504	70,630	87,581
'16065	Business Systems Analyst	E	22	56,504	70,630	87,581
'40022	Child Advocate Attorney I	E	22	56,504	70,630	87,581
'10010	Clerk to the Commission	E	22	56,504	70,630	87,581
'99420	Construction Project Manager	E	22	56,504	70,630	87,581
'39060	Deputy Chief Investigator, DA	E	22	56,504	70,630	87,581
'37310	Deputy Marshal, Major	E	22	56,504	70,630	87,581
'32025	Deputy Sherff, Lieutenant	E	22	56,504	70,630	87,581
'46720	E911 Applications Manager	E	22	56,504	70,630	87,581
'46710	E911 Technical Manager	E	22	56,504	70,630	87,581
'21068	Employee Benefits Manager	E	22	56,504	70,630	87,581
'43025	Forensic Laboratory Manager	E	22	56,504	70,630	87,581

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<b>Code</b>	<b>Title</b>	<b>FLSA</b>	<b>Grade</b>	<b>Minimum</b>	<b>Market</b>	<b>Maximum</b>
'15045	HR Operations Administrator	E	22	56,504	70,630	87,581
'15025	Human Resources Generalist Administrator	E	22	56,504	70,630	87,581
'16060	Information Technology Project Manager	E	22	56,504	70,630	87,581
'51045	Inspections Manager	E	22	56,504	70,630	87,581
'21082	Internal Auditor Principal	E	22	56,504	70,630	87,581
'33105	Judicial Law Clerk Senior	E	22	56,504	70,630	87,581
'34165	Jury Services Manager	E	22	56,504	70,630	87,581
'34150	Juvenile Court Programs Manager	E	22	56,504	70,630	87,581
'80710	Lab Supervisor, Wastewater	E	22	56,504	70,630	87,581
'68020	Librarian, Principal	E	22	56,504	70,630	87,581
'21064	Payroll Services Manager	E	22	56,504	70,630	87,581
'51015	Planning / Transportation Manager	E	22	56,504	70,630	87,581
'80140	Planning Manager, Water CMOM	E	22	56,504	70,630	87,581
'16035	Principal Systems Administrator	E	22	56,504	70,630	87,581
'80130	Program Manager, CIP	E	22	56,504	70,630	87,581
'39135	Public Information Officer	E	22	56,504	70,630	87,581
'81110	Sanitation Superintendent	E	22	56,504	70,630	87,581
'99475	Staff Engineer, Senior	E	22	56,504	70,630	87,581
'57020	Superintendent, Roads & Drainage	E	22	56,504	70,630	87,581
'92010	Workforce Development Manager	E	22	56,504	70,630	87,581
'75310	Youth Services Manager	E	22	56,504	70,630	87,581
'21185	Accounting Services Manager	E	23	59,696	74,620	92,528
'81010	Administrative Services Manager, Public Works	E	23	59,696	74,620	92,528
'37010	Assistant Chief Probation Officer Adult	E	23	59,696	74,620	92,528
'40025	Chief Investigator, Child Advocate	E	23	59,696	74,620	92,528
'33110	Court Program Administrator	E	23	59,696	74,620	92,528
'34010	Deputy Chief Probation Officer Juvenile	E	23	59,696	74,620	92,528
'36020	Fiscal Officer Senior	E	23	59,696	74,620	92,528
'61060	Greenspace Manager	E	23	59,696	74,620	92,528
'16015	Information Technology Supervisor	E	23	59,696	74,620	92,528
'68110	Library Development Manager	E	23	59,696	74,620	92,528
'68120	Library Program Manager, GCFTB	E	23	59,696	74,620	92,528
'14010	LSBE Program Manager	E	23	59,696	74,620	92,528
'99510	Management Analyst IV	E	23	59,696	74,620	92,528
'97010	Manager Comm. & Neighborhood Services	E	23	59,696	74,620	92,528
'97015	Manager Housing Programs	E	23	59,696	74,620	92,528
'21070	Pension Administrator	E	23	59,696	74,620	92,528
'46030	Police Lieutenant	E	23	59,696	74,620	92,528
'46075	Police Officer, Pilot	E	23	59,696	74,620	92,528
'99310	Public Relations Manager	E	23	59,696	74,620	92,528
'21215	Risk Manager	E	23	59,696	74,620	92,528
'75110	Senior Services Administrator	E	23	59,696	74,620	92,528
'12105	Superintendent, Fleet Maintenance	E	23	59,696	74,620	92,528
'21110	Utility Manager Quality Assurance /Training Mgr.	E	23	59,696	74,620	92,528
'39070	Victim Witness Program Manager	E	23	59,696	74,620	92,528
'35100	Administrative Manager Superior	E	24	62,888	78,609	97,476
'27010	Appraisal Manager	E	24	62,888	78,609	97,476
'80250	Assistant Director, Water Administration	E	24	62,888	78,609	97,476
'39015	Assistant District Attorney II	E	24	62,888	78,609	97,476
'45015	Assistant Public Defender II	E	24	62,888	78,609	97,476
'03035	Attorney II	E	24	62,888	78,609	97,476
'21054	Budget & Management Coordinator	E	24	62,888	78,609	97,476

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<b>Code</b>	<b>Title</b>	<b>FLSA</b>	<b>Grade</b>	<b>Minimum</b>	<b>Market</b>	<b>Maximum</b>
'40020	Child Advocate Attorney III	E	24	62,888	78,609	97,476
'51215	Code Compliance Administrator	E	24	62,888	78,609	97,476
'39140	Court Program Manager	E	24	62,888	78,609	97,476
'33015	Court Support Manager II	E	24	62,888	78,609	97,476
'32020	Deputy Sherff, Captain	E	24	62,888	78,609	97,476
'28010	Deputy Tax Commissioner	E	24	62,888	78,609	97,476
'21071	Financial Management Analyst	E	24	62,888	78,609	97,476
'08110	GIS Manager	E	24	62,888	78,609	97,476
'15020	Human Resources Manager	E	24	62,888	78,609	97,476
'34110	Intake Attorney	E	24	62,888	78,609	97,476
'51120	Land Development Administrator	E	24	62,888	78,609	97,476
'81310	Landfill Superintendent	E	24	62,888	78,609	97,476
'39122	Manager Child Support Services	E	24	62,888	78,609	97,476
'81210	Manager, KDB	E	24	62,888	78,609	97,476
'61015	Parks Operations Manager	E	24	62,888	78,609	97,476
'51010	Planning Administrator	E	24	62,888	78,609	97,476
'80120	Planning Administrator, Water	E	24	62,888	78,609	97,476
'46190	Police Planning & Research Manager	E	24	62,888	78,609	97,476
'39145	Public Information Officer, D.A.	E	24	62,888	78,609	97,476
'80910	Superintendent, Distribution & Collection	E	24	62,888	78,609	97,476
'80511	Treatment Plant Manager	E	24	62,888	78,609	97,476
'39010	Assistant District Attorney III	E	25	66,079	82,599	102,423
'45020	Assistant Public Defender III	E	25	66,079	82,599	102,423
'03030	Attorney III	E	25	66,079	82,599	102,423
'45030	Chief Investigator, PD	E	25	66,079	82,599	102,423
'38525	Chief Investigator, Solicitor	E	25	66,079	82,599	102,423
'37005	Chief Probation Officer Adult	E	25	66,079	82,599	102,423
'34005	Chief Probation Officer Juvenile	E	25	66,079	82,599	102,423
'40015	Child Advocate Attorney III	E	25	66,079	82,599	102,423
'80405	Compliance Manager, Watershed	E	25	66,079	82,599	102,423
'57010	Construction & Operations Manager	E	25	66,079	82,599	102,423
'99410	Construction Project Manager, Senior	E	25	66,079	82,599	102,423
'82005	Deputy Director, Airport	E	25	66,079	82,599	102,423
'11005	Deputy Director, Facilities Operations	E	25	66,079	82,599	102,423
'46801	Director, Animal Control	E	25	66,079	82,599	102,423
'61010	Division Manager, Recreation	E	25	66,079	82,599	102,423
'21066	Employee Services Manager	E	25	66,079	82,599	102,423
'49115	Fire Battalion Chief	E	25	66,079	82,599	102,423
'49210	Fire Marshal	E	25	66,079	82,599	102,423
'49310	Fire Training Chief	E	25	66,079	82,599	102,423
'21086	Grants Compliance Manager	E	25	66,079	82,599	102,423
'16020	Information Technology System Architect	E	25	66,079	82,599	102,423
'68010	Librarian, Administrative	E	25	66,079	82,599	102,423
'46020	Police Captain	E	25	66,079	82,599	102,423
'99460	Professional Engineer	E	25	66,079	82,599	102,423
'14005	Purchasing Manager	E	25	66,079	82,599	102,423
'80310	Technician Services Manager, WM	E	25	66,079	82,599	102,423
'45025	Assistant Public Defender IV	E	26	69,271	86,589	107,370
'80110	Associate Director, Water CIP	E	26	69,271	86,589	107,370
'03020	Attorney IV	E	26	69,271	86,589	107,370
'21076	Business Process Consultant	E	26	69,271	86,589	107,370
'41050	Chief Clerk/Staff Attorney	E	26	69,271	86,589	107,370

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<b>Code</b>	<b>Title</b>	<b>FLSA</b>	<b>Grade</b>	<b>Minimum</b>	<b>Market</b>	<b>Maximum</b>
'39030	Chief Investigator, DA	E	26	69,271	86,589	107,370
'43015	Chief Investigator, ME	E	26	69,271	86,589	107,370
'40010	Child Advocate Attorney IV	E	26	69,271	86,589	107,370
'27005	Deputy Chief Appraiser	E	26	69,271	86,589	107,370
'35005	Deputy Court Administrator Superior	E	26	69,271	86,589	107,370
'69001	Director, Cooperative Extension	E	26	69,271	86,589	107,370
'80510	Manager, W/WW Treatment Systems	E	26	69,271	86,589	107,370
'81005	Assistant Director, Sanitation	E	27	72,463	90,579	112,318
'80215	Assistant Director, Water Finance	E	27	72,463	90,579	112,318
'49110	Assistant Fire Chief	E	27	72,463	90,579	112,318
'51115	Building Official	E	27	72,463	90,579	112,318
'33010	Chief Deputy	E	27	72,463	90,579	112,318
'37305	Chief Deputy Marshal	E	27	72,463	90,579	112,318
'21048	Deputy Director Budget	E	27	72,463	90,579	112,318
'21050	Deputy Director Internal Auditor	E	27	72,463	90,579	112,318
'21100	Deputy Director W&S Utility Customer Operations	E	27	72,463	90,579	112,318
'92005	Deputy Director Workforce Development	E	27	72,463	90,579	112,318
'11010	Deputy Director, Architecture & Engineering	E	27	72,463	90,579	112,318
'21090	Deputy Director, Office of Management & Budget	E	27	72,463	90,579	112,318
'80030	Deputy Director, WM Finance & Administration	E	27	72,463	90,579	112,318
'32010	Deputy Sheriff, Major	E	27	72,463	90,579	112,318
'01101	Division Manager, FGTV	E	27	72,463	90,579	112,318
'49010	EMA Director	E	27	72,463	90,579	112,318
'16010	Information Technology Manager	E	27	72,463	90,579	112,318
'46010	Police Major	E	27	72,463	90,579	112,318
'15005	Assistant Director HR & Merit System	E	28	87,785	96,564	136,067
'68002	Assistant Director, Library	E	28	87,785	96,564	136,067
'39005	Assistant District Attorney, Supervisor	E	28	87,785	96,564	136,067
'03015	Attorney Team Leader	E	28	87,785	96,564	136,067
'04010	Chief Communications Officer	E	28	87,785	96,564	136,067
'40005	Child Advocate Attorney, Supervisor	E	28	87,785	96,564	136,067
'34000	Court Administrator Juvenile	E	28	87,785	96,564	136,067
'21072	Deputy Director Risk Mgt/Employ. Services	E	28	87,785	96,564	136,067
'61005	Deputy Director, Parks & Recreation	E	28	87,785	96,564	136,067
'51005	Deputy Director, Planning & Sustainability	E	28	87,785	96,564	136,067
'08001	Director, GIS	E	28	87,785	96,564	136,067
'99450	Engineering Manager	E	28	87,785	96,564	136,067
'32105	Jail Commander	E	28	87,785	96,564	136,067
'39020	Juvenile Court Solicitor	E	28	87,785	96,564	136,067
'45005	Public Defender, Supervisor	E	28	87,785	96,564	136,067
'57110	Traffic Engineering Manager	E	28	87,785	96,564	136,067
'80105	Assistant Director, Water CIP	E	29	95,039	104,543	147,311
'80305	Assistant Director, Water Engineering	E	29	95,039	104,543	147,311
'28005	Assistant Tax Commissioner	E	29	95,039	104,543	147,311
'41000	Court Administrator Probate	E	29	95,039	104,543	147,311
'80020	Deputy Director, WM Engineering & Technical Services	E	29	95,039	104,543	147,311
'43010	Director Medical Examiner	E	29	95,039	104,543	147,311
'29001	Director, Registration & Elections	E	29	95,039	104,543	147,311
'46501	E911 Communications Director	E	29	95,039	104,543	147,311
'16005	Assistant Director Information Technology	E	30	102,294	112,523	158,555
'80505	Assistant Director, Water Operations	E	30	102,294	112,523	158,555
'45007	Chief Assistant Public Defender	E	30	102,294	112,523	158,555



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<b>Code</b>	<b>Title</b>	<b>FLSA</b>	<b>Grade</b>	<b>Minimum</b>	<b>Market</b>	<b>Maximum</b>
'38505	Chief Assistant Solicitor	E	30	102,294	112,523	158,555
'32005	Chief Deputy Sheriff	E	30	102,294	112,523	158,555
'21010	Controller	E	30	102,294	112,523	158,555
'37301	County Marshal	E	30	102,294	112,523	158,555
'03010	Deputy County Attorney	E	30	102,294	112,523	158,555
'80010	Deputy Director, WM Operations	E	30	102,294	112,523	158,555
'49005	Deputy Fire Chief	E	30	102,294	112,523	158,555
'46005	Deputy Police Chief	E	30	102,294	112,523	158,555
'97000	Director Community Development	E	30	102,294	112,523	158,555
'75000	Director Human Services	E	30	102,294	112,523	158,555
'92000	Director Workforce Development	E	30	102,294	112,523	158,555
'21200	Treasurer	E	30	102,294	112,523	158,555
'54001	Associate Director, Transportation Engineering	E	31	109,548	120,502	169,799
'27001	Chief Appraiser	E	31	109,548	120,502	169,799
'39004	Chief Assistant District Attorney	E	31	109,548	120,502	169,799
'21005	Deputy Chief Financial Officer	E	31	109,548	120,502	169,799
'12001	Deputy Director, PW Fleet Services	E	31	109,548	120,502	169,799
'81001	Deputy Director, PW Sanitation	E	31	109,548	120,502	169,799
'82001	Director, Airport	E	31	109,548	120,502	169,799
'40000	Director, Child Advocate Center	E	31	109,548	120,502	169,799
'51000	Director, Planning & Sustainability	E	31	109,548	120,502	169,799
'14000	Director, Purchasing	E	31	109,548	120,502	169,799
'11001	Facilities Maintenance Director	E	31	109,548	120,502	169,799
'57001	Associate Director, Roads & Drainage	E	32	116,802	128,482	181,043
'33000	Clerk State Clerk	E	32	116,802	128,482	181,043
'37000	Clerk State Court	E	32	116,802	128,482	181,043
'35000	Court Administrator Superior	E	32	116,802	128,482	181,043
'68001	Director, Library	E	32	116,802	128,482	181,043
'21015	Director, Office of Management & Budget	E	32	116,802	128,482	181,043
'61001	Director, Parks & Recreation	E	32	116,802	128,482	181,043
'21000	Chief Financial Officer	E	33	124,056	136,462	192,287
'15001	Director HR & Merit System	E	33	124,056	136,462	192,287
'49001	Fire Chief	E	33	124,056	136,462	192,287
'45000	Chief Public Defender	E	34	131,310	144,441	203,531
'16001	Director Information Technology	E	34	131,310	144,441	203,531
'80001	Director, Watershed	E	34	131,310	144,441	203,531
'46001	Police Chief	E	34	131,310	144,441	203,531
'03000	County Attorney	E	35	138,565	152,421	214,775
'04005	Deputy Chief Operating Officer	E	35	138,565	152,421	214,775



# Exhibit 6

*Job Classification List – Alphabetical Order*

# DeKalb County, Georgia Pay Plan Update, 2016

## Job Classification Listing (Alphabetic Order)

*Prepared for the County by the Archer Company*

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Code	Title	FLSA	Grade	Minimum	Market	Maximum
'21020	Accountant	E	17	42,938	53,673	66,555
'21030	Accountant Principal	E	20	50,120	62,650	77,686
'21025	Accountant Senior	E	19	46,928	58,660	72,739
'21185	Accounting Services Manager	E	23	59,696	74,620	92,528
'21035	Accounting Technician	N	11	33,363	41,704	51,713
'21040	Accounting Technician Senior	N	13	36,555	45,693	56,660
'21045	Accounts Payable Supervisor	N	16	41,343	51,678	64,081
'08020	Addressing Coordinator	N	11	33,363	41,704	51,713
'99020	Administrative Assistant	N	12	34,959	43,699	54,186
'99025	Administrative Coordinator	N	14	38,151	47,688	59,134
'14025	Administrative Manager	E	20	50,120	62,650	77,686
'99060	Administrative Manager	E	20	50,120	62,650	77,686
'35100	Administrative Manager Superior	E	24	62,888	78,609	97,476
'81010	Administrative Services Manager, Public Works	E	23	59,696	74,620	92,528
'99015	Administrative Specialist	N	10	31,767	39,709	49,239
'99050	Administrative Supervisor	N	16	41,343	51,678	64,081
'46850	Animal Control Dispatcher	N	7	26,979	33,724	41,818
'46840	Animal Control Officer	N	10	31,767	39,709	49,239
'46820	Animal Control Officer, Master	N	12	34,959	43,699	54,186
'46830	Animal Control Officer, Senior	N	11	33,363	41,704	51,713
'46810	Animal Control Supervisor	N	15	39,747	49,683	61,607
'27010	Appraisal Manager	E	24	62,888	78,609	97,476
'27120	Appraisal Quality Control Supervisor	E	16	41,343	51,678	64,081
'27020	Appraisal Supervisor	E	20	50,120	62,650	77,686
'61120	Arts Center Event Coordinator	N	13	36,555	45,693	56,660
'61110	Arts Center Manager	E	22	56,504	70,630	87,581
'61130	Arts Center Production Specialist	N	14	38,151	47,688	59,134
'39065	Assistant Chief Investigator	E	20	50,120	62,650	77,686
'45035	Assistant Chief Investigator, PD	E	21	53,312	66,640	82,634
'38530	Assistant Chief Investigator, Solicitor	E	21	53,312	66,640	82,634
'37010	Assistant Chief Probation Officer Adult	E	23	59,696	74,620	92,528
'15005	Assistant Director HR & Merit System	E	28	87,785	96,564	136,067
'16005	Assistant Director Information Technology	E	30	102,294	112,523	158,555
'68002	Assistant Director, Library	E	28	87,785	96,564	136,067
'81005	Assistant Director, Sanitation	E	27	72,463	90,579	112,318
'80250	Assistant Director, Water Administration	E	24	62,888	78,609	97,476
'80105	Assistant Director, Water CIP	E	29	95,039	104,543	147,311
'80305	Assistant Director, Water Engineering	E	29	95,039	104,543	147,311
'80215	Assistant Director, Water Finance	E	27	72,463	90,579	112,318
'80505	Assistant Director, Water Operations	E	30	102,294	112,523	158,555
'39025	Assistant District Attorney I	E	22	56,504	70,630	87,581
'39015	Assistant District Attorney II	E	24	62,888	78,609	97,476
'39010	Assistant District Attorney III	E	25	66,079	82,599	102,423
'39005	Assistant District Attorney, Supervisor	E	28	87,785	96,564	136,067

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<b>Code</b>	<b>Title</b>	<b>FLSA</b>	<b>Grade</b>	<b>Minimum</b>	<b>Market</b>	<b>Maximum</b>
'49110	Assistant Fire Chief	E	27	72,463	90,579	112,318
'80720	Assistant Lab Supervisor	N	19	46,928	58,660	72,739
'81320	Assistant Landfill Superintendent	E	19	46,928	58,660	72,739
'61215	Assistant Manager, Parks Operation	E	19	46,928	58,660	72,739
'46115	Assistant Police Records Manager	E	17	42,938	53,673	66,555
'45010	Assistant Public Defender I	E	22	56,504	70,630	87,581
'45022	Assistant Public Defender I	E	22	56,504	70,630	87,581
'45015	Assistant Public Defender II	E	24	62,888	78,609	97,476
'45020	Assistant Public Defender III	E	25	66,079	82,599	102,423
'45025	Assistant Public Defender IV	E	26	69,271	86,589	107,370
'28005	Assistant Tax Commissioner	E	29	95,039	104,543	147,311
'80515	Assistant Treatment Plant Manager	E	22	56,504	70,630	87,581
'57001	Associate Director, Roads & Drainage	E	32	116,802	128,482	181,043
'54001	Associate Director, Transportation Engineering	E	31	109,548	120,502	169,799
'80110	Associate Director, Water CIP	E	26	69,271	86,589	107,370
'03040	Attorney I	E	22	56,504	70,630	87,581
'03035	Attorney II	E	24	62,888	78,609	97,476
'03030	Attorney III	E	25	66,079	82,599	102,423
'03020	Attorney IV	E	26	69,271	86,589	107,370
'03015	Attorney Team Leader	E	28	87,785	96,564	136,067
'04130	Audiovisual Technician	N	14	38,151	47,688	59,134
'12140	Autobody Repair Technician	N	12	34,959	43,699	54,186
'21056	Benefits Specialist	N	12	34,959	43,699	54,186
'21058	Benefits Specialist Senior	N	15	39,747	49,683	61,607
'21135	Billing Analyst	E	17	42,938	53,673	66,555
'21140	Billing Specialist	N	8	28,575	35,719	44,292
'21052	Budget & Management Analyst	E	19	46,928	58,660	72,739
'21053	Budget & Management Analyst, Senior	E	22	56,504	70,630	87,581
'21054	Budget & Management Coordinator	E	24	62,888	78,609	97,476
'51075	Building & Fire Plans Examiner	N	18	44,534	55,668	69,028
'51035	Building Inspector	N	16	41,343	51,678	64,081
'51030	Building Inspector, Senior	N	18	44,534	55,668	69,028
'11060	Building Maintenance Technician	N	10	31,767	39,709	49,239
'51115	Building Official	E	27	72,463	90,579	112,318
'51055	Business License Supervisor	N	18	44,534	55,668	69,028
'16070	Business Officer	E	19	46,928	58,660	72,739
'21076	Business Process Consultant	E	26	69,271	86,589	107,370
'16065	Business Systems Analyst	E	22	56,504	70,630	87,581
'33115	Calendar Clerk	N	9	30,171	37,714	46,765
'33130	Calendar Clerk Senior	N	11	33,363	41,704	51,713
'04120	Call Center Representative	N	6	25,383	31,729	39,344
'11050	Carpenter	N	12	34,959	43,699	54,186
'27001	Chief Appraiser	E	31	109,548	120,502	169,799
'39004	Chief Assistant District Attorney	E	31	109,548	120,502	169,799
'45007	Chief Assistant Public Defender	E	30	102,294	112,523	158,555
'38505	Chief Assistant Solicitor	E	30	102,294	112,523	158,555
'41050	Chief Clerk/Staff Attorney	E	26	69,271	86,589	107,370
'04010	Chief Communications Officer	E	28	87,785	96,564	136,067
'33010	Chief Deputy	E	27	72,463	90,579	112,318
'34105	Chief Deputy Clerk of Juvenile Court	E	19	46,928	58,660	72,739
'37305	Chief Deputy Marshal	E	27	72,463	90,579	112,318
'32005	Chief Deputy Sheriff	E	30	102,294	112,523	158,555

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<b>Code</b>	<b>Title</b>	<b>FLSA</b>	<b>Grade</b>	<b>Minimum</b>	<b>Market</b>	<b>Maximum</b>
'21000	Chief Financial Officer	E	33	124,056	136,462	192,287
'40025	Chief Investigator, Child Advocate	E	23	59,696	74,620	92,528
'39030	Chief Investigator, DA	E	26	69,271	86,589	107,370
'43015	Chief Investigator, ME	E	26	69,271	86,589	107,370
'45030	Chief Investigator, PD	E	25	66,079	82,599	102,423
'38525	Chief Investigator, Solicitor	E	25	66,079	82,599	102,423
'37005	Chief Probation Officer Adult	E	25	66,079	82,599	102,423
'34005	Chief Probation Officer Juvenile	E	25	66,079	82,599	102,423
'45000	Chief Public Defender	E	34	131,310	144,441	203,531
'40022	Child Advocate Attorney I	E	22	56,504	70,630	87,581
'40020	Child Advocate Attorney III	E	24	62,888	78,609	97,476
'40015	Child Advocate Attorney III	E	25	66,079	82,599	102,423
'40010	Child Advocate Attorney IV	E	26	69,271	86,589	107,370
'40005	Child Advocate Attorney, Supervisor	E	28	87,785	96,564	136,067
'39105	Child Support Supervisor	N	17	42,938	53,673	66,555
'34100	Clerk of Juvenile Court	E	21	53,312	66,640	82,634
'33000	Clerk State Clerk	E	32	116,802	128,482	181,043
'37000	Clerk State Court	E	32	116,802	128,482	181,043
'10010	Clerk to the Commission	E	22	56,504	70,630	87,581
'33090	Clinical Evaluator	E	19	46,928	58,660	72,739
'51215	Code Compliance Administrator	E	24	62,888	78,609	97,476
'51200	Code Compliance Officer	N	13	36,555	45,693	56,660
'51205	Code Compliance Officer, Senior	N	15	39,747	49,683	61,607
'51210	Code Compliance Supervisor	N	18	44,534	55,668	69,028
'21145	Collections Analyst	E	17	42,938	53,673	66,555
'21155	Collections Specialist	N	8	28,575	35,719	44,292
'01130	Communications Coordinator	E	16	41,343	51,678	64,081
'38585	Communications Manager	E	20	50,120	62,650	77,686
'75055	Community Planner	E	17	42,938	53,673	66,555
'75050	Community Planner, Senior	E	19	46,928	58,660	72,739
'80405	Compliance Manager, Watershed	E	25	66,079	82,599	102,423
'57010	Construction & Operations Manager	E	25	66,079	82,599	102,423
'99440	Construction Inspector	N	15	39,747	49,683	61,607
'99435	Construction Inspector, Senior	N	16	41,343	51,678	64,081
'99420	Construction Project Manager	E	22	56,504	70,630	87,581
'99410	Construction Project Manager, Senior	E	25	66,079	82,599	102,423
'21010	Controller	E	30	102,294	112,523	158,555
'69020	Cooperative Extension Agent	E	16	41,343	51,678	64,081
'03000	County Attorney	E	35	138,565	152,421	214,775
'37301	County Marshal	E	30	102,294	112,523	158,555
'99250	Courier	N	4	22,191	27,739	34,397
'34000	Court Administrator Juvenile	E	28	87,785	96,564	136,067
'35000	Court Administrator Superior	E	32	116,802	128,482	181,043
'41000	Court Administrator Probate	E	29	95,039	104,543	147,311
'33070	Court Clerk	N	8	28,575	35,719	44,292
'33065	Court Clerk Senior	N	11	33,363	41,704	51,713
'33110	Court Program Administrator	E	23	59,696	74,620	92,528
'39140	Court Program Manager	E	24	62,888	78,609	97,476
'33075	Court Reporter	N	16	41,343	51,678	64,081
'33020	Court Support Manager I	E	19	46,928	58,660	72,739
'33015	Court Support Manager II	E	24	62,888	78,609	97,476
'33030	Court Support Supervisor I	N	15	39,747	49,683	61,607

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'33025	Court Support Supervisor II	N	18	44,534	55,668	69,028
'99130	Crew Leader	N	11	33,363	41,704	51,713
'99135	Crew Leader	N	13	36,555	45,693	56,660
'99140	Crew Supervisor	N	15	39,747	49,683	61,607
'99145	Crew Supervisor, Senior	N	17	42,938	53,673	66,555
'99105	Crew Worker	N	6	25,383	31,729	39,344
'99110	Crew Worker, Senior	N	7	26,979	33,724	41,818
'46170	Crime Scene Investigator	N	13	36,555	45,693	56,660
'46160	Crime Scene Investigator, Senior	N	14	38,151	47,688	59,134
'46150	Crime Scene Supervisor	N	16	41,343	51,678	64,081
'80420	Cross Connection Assistant	N	15	39,747	49,683	61,607
'80410	Cross Connection Specialist	N	17	42,938	53,673	66,555
'99210	Custodial Supervisor	N	7	26,979	33,724	41,818
'99220	Custodian	N	5	23,787	29,734	36,870
'21125	Customer Care Representative	N	6	25,383	31,729	39,344
'21115	Customer Care Supervisor	N	14	38,151	47,688	59,134
'80950	Customer Service Administrator	E	21	53,312	66,640	82,634
'04110	Customer Service Coordinator	N	14	38,151	47,688	59,134
'81020	Customer Support Assistant	N	8	28,575	35,719	44,292
'16055	Database Administrator	E	21	53,312	66,640	82,634
'28080	Delinquent Collections Officer	N	11	33,363	41,704	51,713
'27005	Deputy Chief Appraiser	E	26	69,271	86,589	107,370
'21005	Deputy Chief Financial Officer	E	31	109,548	120,502	169,799
'39060	Deputy Chief Investigator, DA	E	22	56,504	70,630	87,581
'43055	Deputy Chief Investigator, ME	E	21	53,312	66,640	82,634
'04005	Deputy Chief Operating Officer	E	35	138,565	152,421	214,775
'34010	Deputy Chief Probation Officer Juvenile	E	23	59,696	74,620	92,528
'33060	Deputy Clerk I	N	8	28,575	35,719	44,292
'33050	Deputy Clerk II	N	9	30,171	37,714	46,765
'33040	Deputy Clerk III	N	10	31,767	39,709	49,239
'03010	Deputy County Attorney	E	30	102,294	112,523	158,555
'10020	Deputy County Clerk	N	14	38,151	47,688	59,134
'35005	Deputy Court Administrator Superior	E	26	69,271	86,589	107,370
'21048	Deputy Director Budget	E	27	72,463	90,579	112,318
'21050	Deputy Director Internal Auditor	E	27	72,463	90,579	112,318
'21072	Deputy Director Risk Mgt/Employ. Services	E	28	87,785	96,564	136,067
'21100	Deputy Director W&S Utility Customer Operations	E	27	72,463	90,579	112,318
'92005	Deputy Director Workforce Development	E	27	72,463	90,579	112,318
'82005	Deputy Director, Airport	E	25	66,079	82,599	102,423
'11010	Deputy Director, Architecture & Engineering	E	27	72,463	90,579	112,318
'11005	Deputy Director, Facilities Operations	E	25	66,079	82,599	102,423
'21090	Deputy Director, Office of Management & Budget	E	27	72,463	90,579	112,318
'61005	Deputy Director, Parks & Recreation	E	28	87,785	96,564	136,067
'51005	Deputy Director, Planning & Sustainability	E	28	87,785	96,564	136,067
'12001	Deputy Director, PW Fleet Services	E	31	109,548	120,502	169,799
'81001	Deputy Director, PW Sanitation	E	31	109,548	120,502	169,799
'80020	Deputy Director, WM Engineering & Technical Services	E	29	95,039	104,543	147,311
'80030	Deputy Director, WM Finance & Administration	E	27	72,463	90,579	112,318
'80010	Deputy Director, WM Operations	E	30	102,294	112,523	158,555
'49005	Deputy Fire Chief	E	30	102,294	112,523	158,555
'37340	Deputy Marshal	N	14	38,151	47,688	59,134
'37320	Deputy Marshal, Lieutenant	E	20	50,120	62,650	77,686

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'37310	Deputy Marshal, Major	E	22	56,504	70,630	87,581
'37330	Deputy Marshal, Senior	N	15	39,747	49,683	61,607
'46005	Deputy Police Chief	E	30	102,294	112,523	158,555
'32045	Deputy Sherff	N	14	38,151	47,688	59,134
'32020	Deputy Sherff, Captain	E	24	62,888	78,609	97,476
'32050	Deputy Sherff, FTO	N	16	41,343	51,678	64,081
'32025	Deputy Sherff, Lieutenant	E	22	56,504	70,630	87,581
'32010	Deputy Sherff, Major	E	27	72,463	90,579	112,318
'32035	Deputy Sherff, Master	N	16	41,343	51,678	64,081
'32040	Deputy Sherff, Senior	N	15	39,747	49,683	61,607
'32030	Deputy Sherff, Sergeant	E	20	50,120	62,650	77,686
'28010	Deputy Tax Commissioner	E	24	62,888	78,609	97,476
'32145	Detention Officer I	N	11	33,363	41,704	51,713
'32140	Detention Officer II	N	12	34,959	43,699	54,186
'32135	Detention Officer III	N	13	36,555	45,693	56,660
'32170	Detention Officer, FTO	N	14	38,151	47,688	59,134
'32130	Detention Sergeant	N	16	41,343	51,678	64,081
'51135	Development Construction Inspector	N	16	41,343	51,678	64,081
'51130	Development Construction Inspector, Senior	N	18	44,534	55,668	69,028
'97000	Director Community Development	E	30	102,294	112,523	158,555
'15001	Director HR & Merit System	E	33	124,056	136,462	192,287
'75000	Director Human Services	E	30	102,294	112,523	158,555
'16001	Director Information Technology	E	34	131,310	144,441	203,531
'43010	Director Medical Examiner	E	29	95,039	104,543	147,311
'92000	Director Workforce Development	E	30	102,294	112,523	158,555
'82001	Director, Airport	E	31	109,548	120,502	169,799
'46801	Director, Animal Control	E	25	66,079	82,599	102,423
'40000	Director, Child Advocate Center	E	31	109,548	120,502	169,799
'69001	Director, Cooperative Extension	E	26	69,271	86,589	107,370
'08001	Director, GIS	E	28	87,785	96,564	136,067
'68001	Director, Library	E	32	116,802	128,482	181,043
'21015	Director, Office of Management & Budget	E	32	116,802	128,482	181,043
'61001	Director, Parks & Recreation	E	32	116,802	128,482	181,043
'51000	Director, Planning & Sustainability	E	31	109,548	120,502	169,799
'14000	Director, Purchasing	E	31	109,548	120,502	169,799
'29001	Director, Registration & Elections	E	29	95,039	104,543	147,311
'80001	Director, Watershed	E	34	131,310	144,441	203,531
'37050	Diversion Treatment Program Manager	E	19	46,928	58,660	72,739
'01101	Division Manager, FGTV	E	27	72,463	90,579	112,318
'61010	Division Manager, Recreation	E	25	66,079	82,599	102,423
'81130	Driver Trainee	N	7	26,979	33,724	41,818
'46720	E911 Applications Manager	E	22	56,504	70,630	87,581
'46740	E911 CAD Analyst	N	16	41,343	51,678	64,081
'46501	E911 Communications Director	E	29	95,039	104,543	147,311
'46550	E911 Communications Officer (Call Taker)	N	11	33,363	41,704	51,713
'46540	E911 Communications Officer, Senior (Dispatch)	N	13	36,555	45,693	56,660
'46530	E911 Communications Officer, Senior (Fire Console +1)	N	13	36,555	45,693	56,660
'46610	E911 Quality Assurance Officer	E	17	42,938	53,673	66,555
'46730	E911 Radio Systems Administrator	E	21	53,312	66,640	82,634
'46520	E911 Shift Supervisor	N	15	39,747	49,683	61,607
'46710	E911 Technical Manager	E	22	56,504	70,630	87,581
'46620	E911 Training Coordinator	E	19	46,928	58,660	72,739

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'46510	E911 Watch Commander	N	18	44,534	55,668	69,028
'29010	Elections Coordinator	N	14	38,151	47,688	59,134
'80670	Electrical / Instrumentation Technician I	N	14	38,151	47,688	59,134
'80660	Electrical / Instrumentation Technician II	N	16	41,343	51,678	64,081
'80650	Electrical / Instrumentation Technician III	N	18	44,534	55,668	69,028
'11035	Electrician	N	13	36,555	45,693	56,660
'11030	Electrician, Senior	N	15	39,747	49,683	61,607
'49010	EMA Director	E	27	72,463	90,579	112,318
'49020	Emergency Management Specialist	E	18	44,534	55,668	69,028
'21068	Employee Benefits Manager	E	22	56,504	70,630	87,581
'15080	Employee Relations Coordinator	E	19	46,928	58,660	72,739
'21066	Employee Services Manager	E	25	66,079	82,599	102,423
'92015	Employment & Training Analyst	N	15	39,747	49,683	61,607
'92020	Employment & Training Analyst Senior	E	17	42,938	53,673	66,555
'92025	Employment & Training Supervisor	E	20	50,120	62,650	77,686
'39110	Enforcement Case Management	N	12	34,959	43,699	54,186
'51155	Engineer Review Officer	N	16	41,343	51,678	64,081
'51150	Engineer Review Officer Senior	N	18	44,534	55,668	69,028
'99450	Engineering Manager	E	28	87,785	96,564	136,067
'99490	Engineering Support Supervisor	E	20	50,120	62,650	77,686
'99480	Engineering Technician	E	16	41,343	51,678	64,081
'99485	Engineering Technician, Senior	E	17	42,938	53,673	66,555
'16045	Enterprise Technician	N	15	39,747	49,683	61,607
'82010	Environmental Analyst	E	17	42,938	53,673	66,555
'80760	Environmental Technician	N	11	33,363	41,704	51,713
'80920	Environmental Technician, Water	N	14	38,151	47,688	59,134
'99115	Equipment Operator	N	8	28,575	35,719	44,292
'99120	Equipment Operator, Senior	N	10	31,767	39,709	49,239
'75185	Events Coordinator	N	13	36,555	45,693	56,660
'99040	Executive Support Assistant	E	18	44,534	55,668	69,028
'69010	Extension Services Manager	E	19	46,928	58,660	72,739
'75155	Facilities Coordinator HS	E	20	50,120	62,650	77,686
'11001	Facilities Maintenance Director	E	31	109,548	120,502	169,799
'11015	Facilities Maintenance Supervisor	N	18	44,534	55,668	69,028
'21190	Field Service Representative	N	9	30,171	37,714	46,765
'21195	Field Service Supervisor	N	15	39,747	49,683	61,607
'80860	Field Services Representative	N	8	28,575	35,719	44,292
'80840	Fields Services Supervisor	N	14	38,151	47,688	59,134
'21071	Financial Management Analyst	E	24	62,888	78,609	97,476
'49115	Fire Battalion Chief	E	25	66,079	82,599	102,423
'49120	Fire Captain	E	21	53,312	66,640	82,634
'49001	Fire Chief	E	33	124,056	136,462	192,287
'49125	Fire Command Technician	N	19	46,928	58,660	72,739
'49130	Fire Driver / Operator	N	18	44,534	55,668	69,028
'49215	Fire Inspections Supervisor	E	20	50,120	62,650	77,686
'49225	Fire Inspector	N	16	41,343	51,678	64,081
'49220	Fire Inspector, Senior	N	17	42,938	53,673	66,555
'49245	Fire Investigator	N	16	41,343	51,678	64,081
'49240	Fire Investigator, Senior	N	17	42,938	53,673	66,555
'49350	Fire Maintenance Coordinator	N	17	42,938	53,673	66,555
'49210	Fire Marshal	E	25	66,079	82,599	102,423
'49230	Fire Prevention Officer	N	16	41,343	51,678	64,081



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'49310	Fire Training Chief	E	25	66,079	82,599	102,423
'49145	Firefighter	N	14	38,151	47,688	59,134
'49135	Firefighter Master	N	16	41,343	51,678	64,081
'49150	Firefighter Recruit	N	13	36,555	45,693	56,660
'49140	Firefighter, Senior	N	15	39,747	49,683	61,607
'21042	Fiscal Assistant	N	14	38,151	47,688	59,134
'75200	Fiscal Officer	E	21	53,312	66,640	82,634
'36020	Fiscal Officer Senior	E	23	59,696	74,620	92,528
'12130	Fleet Maintenance Technician I	N	6	25,383	31,729	39,344
'12125	Fleet Maintenance Technician II	N	7	26,979	33,724	41,818
'12120	Fleet Maintenance Technician III	N	12	34,959	43,699	54,186
'12115	Fleet Maintenance Technician IV	N	14	38,151	47,688	59,134
'12225	Fleet Specification Analyst	E	19	46,928	58,660	72,739
'43025	Forensic Laboratory Manager	E	22	56,504	70,630	87,581
'43035	Forensic Technician	N	13	36,555	45,693	56,660
'43020	Forensics Services Manager	E	19	46,928	58,660	72,739
'12145	Fuel Site Maintenance Technician	N	12	34,959	43,699	54,186
'99150	General Foreman	E	19	46,928	58,660	72,739
'57030	General Foreman, Roads & Drainage	E	19	46,928	58,660	72,739
'81115	General Foreman, Sanitation	E	19	46,928	58,660	72,739
'08130	GIS Analyst	E	16	41,343	51,678	64,081
'08120	GIS Analyst, Senior	E	21	53,312	66,640	82,634
'08110	GIS Manager	E	24	62,888	78,609	97,476
'08140	GIS Specialist	N	12	34,959	43,699	54,186
'39130	Grand Jury Coordinator	N	12	34,959	43,699	54,186
'38575	Grants & Administrative Manager	E	20	50,120	62,650	77,686
'21086	Grants Compliance Manager	E	25	66,079	82,599	102,423
'75206	Grants Coordinator	E	18	44,534	55,668	69,028
'99340	Graphic Designer	E	17	42,938	53,673	66,555
'61060	Greenspace Manager	E	23	59,696	74,620	92,528
'61070	Greenspace Planner	E	17	42,938	53,673	66,555
'61250	Grounds Maintenance Worker	N	6	25,383	31,729	39,344
'61240	Grounds Maintenance Worker, Senior	N	7	26,979	33,724	41,818
'99125	Heavy Equipment Operator	N	12	34,959	43,699	54,186
'61270	Horse Farm Supervisor	N	16	41,343	51,678	64,081
'61140	Horse Farm Worker	N	6	25,383	31,729	39,344
'61260	Horse Farm Worker	N	6	25,383	31,729	39,344
'97050	Housing & CD Coordinator	N	16	41,343	51,678	64,081
'97035	Housing & Finance Specialist	E	19	46,928	58,660	72,739
'15045	HR Operations Administrator	E	22	56,504	70,630	87,581
'15075	HRIS Specialist	N	13	36,555	45,693	56,660
'15105	Human Resources Assistant	N	8	28,575	35,719	44,292
'15040	Human Resources Generalist	E	15	39,747	49,683	61,607
'15025	Human Resources Generalist Administrator	E	22	56,504	70,630	87,581
'15030	Human Resources Generalist, Principal	E	20	50,120	62,650	77,686
'15035	Human Resources Generalist, Senior	E	18	44,534	55,668	69,028
'15020	Human Resources Manager	E	24	62,888	78,609	97,476
'15070	Human Resources Specialist	N	11	33,363	41,704	51,713
'15065	Human Resources Specialist, Senior	N	13	36,555	45,693	56,660
'11025	HVAC Technician	N	14	38,151	47,688	59,134
'11020	HVAC Technician, Senior	N	16	41,343	51,678	64,081
'80640	Industrial Maintenance Technician I	N	12	34,959	43,699	54,186

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'80630	Industrial Maintenance Technician II	N	14	38,151	47,688	59,134
'80620	Industrial Maintenance Technician III	N	16	41,343	51,678	64,081
'75175	Information & Referral Specialist	N	9	30,171	37,714	46,765
'75180	Information & Referral Specialist Lead	N	11	33,363	41,704	51,713
'16010	Information Technology Manager	E	27	72,463	90,579	112,318
'16060	Information Technology Project Manager	E	22	56,504	70,630	87,581
'99550	Information Technology Specialist	N	13	36,555	45,693	56,660
'16015	Information Technology Supervisor	E	23	59,696	74,620	92,528
'16020	Information Technology System Architect	E	25	66,079	82,599	102,423
'51045	Inspections Manager	E	22	56,504	70,630	87,581
'34110	Intake Attorney	E	24	62,888	78,609	97,476
'21078	Internal Auditor	E	18	44,534	55,668	69,028
'21082	Internal Auditor Principal	E	22	56,504	70,630	87,581
'21080	Internal Auditor Senior	E	20	50,120	62,650	77,686
'45065	Interpreter	N	15	39,747	49,683	61,607
'46180	Investigative Aide	N	10	31,767	39,709	49,239
'39080	Investigative Aide	N	11	33,363	41,704	51,713
'39080	Investigative Aide Senior	N	13	36,555	45,693	56,660
'39085	Investigative Intake Tech	N	13	36,555	45,693	56,660
'45040	Investigator I	N	16	41,343	51,678	64,081
'39045	Investigator I, DA'	N	16	41,343	51,678	64,081
'38540	Investigator I, Solicitor	N	15	39,747	49,683	61,607
'45045	Investigator II	N	17	42,938	53,673	66,555
'39040	Investigator II, DA	N	17	42,938	53,673	66,555
'38535	Investigator II, Solicitor	N	17	42,938	53,673	66,555
'45050	Investigator III	N	19	46,928	58,660	72,739
'39035	Investigator III, DA	N	19	46,928	58,660	72,739
'40050	Investigator, Child Advocate	N	18	44,534	55,668	69,028
'21160	Issue Resolution & Quality Coordinator	E	20	50,120	62,650	77,686
'32105	Jail Commander	E	28	87,785	96,564	136,067
'33080	Judicial Assistant	N	14	38,151	47,688	59,134
'33085	Judicial Case Manager	N	15	39,747	49,683	61,607
'33095	Judicial Case Manager Senior	N	16	41,343	51,678	64,081
'33100	Judicial Law Clerk	E	20	50,120	62,650	77,686
'33105	Judicial Law Clerk Senior	E	22	56,504	70,630	87,581
'33125	Jury Clerk	N	8	28,575	35,719	44,292
'34165	Jury Services Manager	E	22	56,504	70,630	87,581
'34150	Juvenile Court Programs Manager	E	22	56,504	70,630	87,581
'39020	Juvenile Court Solicitor	E	28	87,785	96,564	136,067
'34155	Juvenile Program Administrator	E	19	46,928	58,660	72,739
'80730	Lab Analyst	E	17	42,938	53,673	66,555
'80710	Lab Supervisor, Wastewater	E	22	56,504	70,630	87,581
'80715	Lab Supervisor, Water	E	21	53,312	66,640	82,634
'80750	Lab Technician	N	13	36,555	45,693	56,660
'80740	Lab Technician, Senior	N	14	38,151	47,688	59,134
'51120	Land Development Administrator	E	24	62,888	78,609	97,476
'51145	Land Development Inspector	N	13	36,555	45,693	56,660
'51105	Land Development Inspector, Senior	N	15	39,747	49,683	61,607
'81310	Landfill Superintendent	E	24	62,888	78,609	97,476
'46145	Latent Fingerprint Examiner	N	12	34,959	43,699	54,186
'35110	Law Library Coordinator	E	19	46,928	58,660	72,739
'38570	Legal Assistant	N	9	30,171	37,714	46,765

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'38545	Legal Office Coordinator	E	20	50,120	62,650	77,686
'45060	Legal Office Coordinator	E	20	50,120	62,650	77,686
'03045	Legal Secretary	N	11	33,363	41,704	51,713
'03050	Legal Secretary, Senior	N	13	36,555	45,693	56,660
'68040	Librarian	E	17	42,938	53,673	66,555
'68010	Librarian, Administrative	E	25	66,079	82,599	102,423
'68020	Librarian, Principal	E	22	56,504	70,630	87,581
'68030	Librarian, Senior	E	19	46,928	58,660	72,739
'68045	Library Branch Supervisor	N	15	39,747	49,683	61,607
'68110	Library Development Manager	E	23	59,696	74,620	92,528
'68120	Library Program Manager, GCFTB	E	23	59,696	74,620	92,528
'68060	Library Specialist	N	10	31,767	39,709	49,239
'68050	Library Specialist, Senior	N	12	34,959	43,699	54,186
'68070	Library Technicians	N	6	25,383	31,729	39,344
'32220	Licensed Practical Nurse	N	14	38,151	47,688	59,134
'14010	LSBE Program Manager	E	23	59,696	74,620	92,528
'14030	Mail Clerk	N	4	22,191	27,739	34,397
'99540	Management Analyst I	N	15	39,747	49,683	61,607
'99530	Management Analyst II	E	17	42,938	53,673	66,555
'99520	Management Analyst III	E	19	46,928	58,660	72,739
'99510	Management Analyst IV	E	23	59,696	74,620	92,528
'39122	Manager Child Support Services	E	24	62,888	78,609	97,476
'97010	Manager Comm. & Neighborhood Services	E	23	59,696	74,620	92,528
'97015	Manager Housing Programs	E	23	59,696	74,620	92,528
'80220	Manager Project Funds	E	21	53,312	66,640	82,634
'81210	Manager, KDB	E	24	62,888	78,609	97,476
'80510	Manager, W/WW Treatment Systems	E	26	69,271	86,589	107,370
'57240	Mason	N	10	31,767	39,709	49,239
'43045	Medical Examiner Investigator	N	16	41,343	51,678	64,081
'35130	Medical Lab Technician	N	13	36,555	45,693	56,660
'43050	Medical Legal Transcriptionist	N	12	34,959	43,699	54,186
'80850	Meter Reader	N	7	26,979	33,724	41,818
'61040	Natural Resource Manager	E	20	50,120	62,650	77,686
'15090	Occupational Health Administrator	E	21	53,312	66,640	82,634
'99005	Office Assistant	N	6	25,383	31,729	39,344
'21105	Operations Analyst W&S Utility Customer Operations	E	20	50,120	62,650	77,686
'81150	Painter	N	10	31,767	39,709	49,239
'38550	Paralegal	N	15	39,747	49,683	61,607
'40040	Paralegal	N	15	39,747	49,683	61,607
'45070	Paralegal	N	15	39,747	49,683	61,607
'39090	Paralegal Supervisor	E	19	46,928	58,660	72,739
'39095	Paralegal, Senior	N	16	41,343	51,678	64,081
'61050	Park Ranger / Naturalist	N	15	39,747	49,683	61,607
'11070	Parking Lot Attendant	N	4	22,191	27,739	34,397
'61090	Parks & Recreation Events Manager	E	19	46,928	58,660	72,739
'61230	Parks Maintenance Crew Leader	N	11	33,363	41,704	51,713
'61210	Parks Maintenance Superintendent	E	19	46,928	58,660	72,739
'61220	Parks Maintenance Supervisor	N	15	39,747	49,683	61,607
'61015	Parks Operations Manager	E	24	62,888	78,609	97,476
'12215	Parts Expediter	N	9	30,171	37,714	46,765
'12210	Parts Room Supervisor	N	14	38,151	47,688	59,134
'12220	Parts Technician	N	7	26,979	33,724	41,818

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'46185	Pawn Detail Coordinator	N	12	34,959	43,699	54,186
'21060	Payroll Analyst	N	16	41,343	51,678	64,081
'80240	Payroll Personnel Supervisor	N	14	38,151	47,688	59,134
'21064	Payroll Services Manager	E	22	56,504	70,630	87,581
'21070	Pension Administrator	E	23	59,696	74,620	92,528
'51050	Permits Manager	E	21	53,312	66,640	82,634
'51060	Permits Supervisor	N	18	44,534	55,668	69,028
'51065	Permits Technician	N	11	33,363	41,704	51,713
'27110	Personal Property Auditor	E	19	46,928	58,660	72,739
'21062	Personnel Coordinator	N	13	36,555	45,693	56,660
'21046	Personnel Technician	N	11	33,363	41,704	51,713
'32230	Pharmacy Technician	N	10	31,767	39,709	49,239
'51090	Planner	E	17	42,938	53,673	66,555
'51100	Planner, Principal	E	20	50,120	62,650	77,686
'51095	Planner, Senior	E	19	46,928	58,660	72,739
'51015	Planning / Transportation Manager	E	22	56,504	70,630	87,581
'51010	Planning Administrator	E	24	62,888	78,609	97,476
'80120	Planning Administrator, Water	E	24	62,888	78,609	97,476
'51125	Planning Inspection Supervisor	N	18	44,534	55,668	69,028
'80140	Planning Manager, Water CMOM	E	22	56,504	70,630	87,581
'51070	Plans Review Manager	E	21	53,312	66,640	82,634
'80615	Plant Maintenance Assistant Superintendent	E	19	46,928	58,660	72,739
'80680	Plant Maintenance Coordinator	N	12	34,959	43,699	54,186
'80610	Plant Maintenance Superintendent	E	21	53,312	66,640	82,634
'80520	Plant Operations Superintendent	E	21	53,312	66,640	82,634
'80540	Plant Operator I	N	15	39,747	49,683	61,607
'80545	Plant Operator II	N	13	36,555	45,693	56,660
'80550	Plant Operator III	N	10	31,767	39,709	49,239
'80555	Plant Operator Trainee	N	8	28,575	35,719	44,292
'80530	Plant Operator, Principal	N	17	42,938	53,673	66,555
'80525	Plant Shift Supervisor	N	19	46,928	58,660	72,739
'11045	Plumber	N	12	34,959	43,699	54,186
'11040	Plumber, Senior	N	13	36,555	45,693	56,660
'46090	Police Cadet	N	10	31,767	39,709	49,239
'46020	Police Captain	E	25	66,079	82,599	102,423
'46001	Police Chief	E	34	131,310	144,441	203,531
'46030	Police Lieutenant	E	23	59,696	74,620	92,528
'46010	Police Major	E	27	72,463	90,579	112,318
'46070	Police Officer	N	15	39,747	49,683	61,607
'46050	Police Officer, Master	N	19	46,928	58,660	72,739
'46075	Police Officer, Pilot	E	23	59,696	74,620	92,528
'46060	Police Officer, Senior	N	16	41,343	51,678	64,081
'46190	Police Planning & Research Manager	E	24	62,888	78,609	97,476
'46110	Police Records Manager	E	21	53,312	66,640	82,634
'46120	Police Records Supervisor	N	15	39,747	49,683	61,607
'46140	Police Records Technician	N	9	30,171	37,714	46,765
'46130	Police Records Technician, Senior	N	11	33,363	41,704	51,713
'46080	Police Recruit	N	13	36,555	45,693	56,660
'46040	Police Sergeant	E	21	53,312	66,640	82,634
'35070	Pre-trial Release Officer I	N	15	39,747	49,683	61,607
'35065	Pre-trial Release Officer II	N	17	42,938	53,673	66,555
'35060	Pre-trial Release Officer Supervisor	N	19	46,928	58,660	72,739

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'16035	Principal Systems Administrator	E	22	56,504	70,630	87,581
'34040	Probation Officer	N	15	39,747	49,683	61,607
'34030	Probation Officer Principal	E	19	46,928	58,660	72,739
'34035	Probation Officer Senior	N	17	42,938	53,673	66,555
'34015	Probation Officer Supervisor	E	21	53,312	66,640	82,634
'14035	Procurement Agent	E	15	39,747	49,683	61,607
'14045	Procurement Technician	N	12	34,959	43,699	54,186
'01115	Producer	E	17	42,938	53,673	66,555
'01110	Producer, Senior	E	19	46,928	58,660	72,739
'01120	Production Assistant	N	13	36,555	45,693	56,660
'57050	Production Control Supervisor, R&D	E	17	42,938	53,673	66,555
'99460	Professional Engineer	E	25	66,079	82,599	102,423
'81220	Program Coordinator, KDB	E	19	46,928	58,660	72,739
'75165	Program Coordinator, Senior Services	N	14	38,151	47,688	59,134
'80150	Program Coordinator, Water Outreach & LSBE	E	20	50,120	62,650	77,686
'80130	Program Manager, CIP	E	22	56,504	70,630	87,581
'75170	Project Monitor	E	16	41,343	51,678	64,081
'46110	Property & Evidence Technician	N	11	33,363	41,704	51,713
'27060	Property Appraiser I	N	12	34,959	43,699	54,186
'27050	Property Appraiser II	N	13	36,555	45,693	56,660
'27040	Property Appraiser III	E	16	41,343	51,678	64,081
'27030	Property Appraiser IV	E	18	44,534	55,668	69,028
'27140	Property Deed Technician	N	12	34,959	43,699	54,186
'08010	Property Mapping Supervisor	N	16	41,343	51,678	64,081
'08030	Property Mapping Technician	N	9	30,171	37,714	46,765
'45005	Public Defender, Supervisor	E	28	87,785	96,564	136,067
'80260	Public Education Specialist	N	14	38,151	47,688	59,134
'39135	Public Information Officer	E	22	56,504	70,630	87,581
'39145	Public Information Officer, D.A.	E	24	62,888	78,609	97,476
'04020	Public Outreach Specialist	N	14	38,151	47,688	59,134
'99310	Public Relations Manager	E	23	59,696	74,620	92,528
'99330	Public Relations Specialist	E	17	42,938	53,673	66,555
'99320	Public Relations Specialist, Senior	E	19	46,928	58,660	72,739
'14040	Purchasing Agent Senior	E	18	44,534	55,668	69,028
'14005	Purchasing Manager	E	25	66,079	82,599	102,423
'14020	Purchasing Project Manager	E	21	53,312	66,640	82,634
'54010	Real Estate Specialist	E	19	46,928	58,660	72,739
'21085	Records Manager	E	21	53,312	66,640	82,634
'21230	Records Manager	E	21	53,312	66,640	82,634
'15100	Records Technician	N	9	30,171	37,714	46,765
'15095	Records Technician, Lead	N	12	34,959	43,699	54,186
'61030	Recreation Center Leader	N	12	34,959	43,699	54,186
'61020	Recreation Center Supervisor	E	16	41,343	51,678	64,081
'81125	Refuse Collector	N	6	25,383	31,729	39,344
'81120	Refuse Driver Collector	N	9	30,171	37,714	46,765
'29005	Registration & Elections Supervisor	E	19	46,928	58,660	72,739
'80200	Requisition Coordinator	N	13	36,555	45,693	56,660
'80205	Requisition Technician	N	11	33,363	41,704	51,713
'49121	Rescue Captain	E	20	50,120	62,650	77,686
'21170	Revenue Collection Supervisor	N	14	38,151	47,688	59,134
'21210	Risk Control Officer	E	15	39,747	49,683	61,607
'21205	Risk Control Officer, Senior	E	18	44,534	55,668	69,028

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'21215	Risk Manager	E	23	59,696	74,620	92,528
'81040	Routing Coordinator	N	15	39,747	49,683	61,607
'81035	Safety Coordinator	E	18	44,534	55,668	69,028
'81030	Safety Officer	E	17	42,938	53,673	66,555
'81110	Sanitation Superintendent	E	22	56,504	70,630	87,581
'81330	Scale Operator	N	8	28,575	35,719	44,292
'99230	Security Guard	N	8	28,575	35,719	44,292
'61080	Security Manager	E	19	46,928	58,660	72,739
'99240	Security Supervisor	N	15	39,747	49,683	61,607
'99235	Security Team Leader	N	11	33,363	41,704	51,713
'32150	Security Technician	N	8	28,575	35,719	44,292
'75150	Senior Center Manager HS	E	21	53,312	66,640	82,634
'43040	Senior Medical Examiner Investigator	N	19	46,928	58,660	72,739
'75110	Senior Services Administrator	E	23	59,696	74,620	92,528
'16037	Senior Systems Administrator	E	21	53,312	66,640	82,634
'16025	Senior Systems Analyst	E	21	53,312	66,640	82,634
'32240	Sheriff Communications Operator	N	10	31,767	39,709	49,239
'57160	Sign Fabricator	N	13	36,555	45,693	56,660
'45080	Social Worker	E	19	46,928	58,660	72,739
'45075	Social Worker Coordinator	E	21	53,312	66,640	82,634
'75160	Special Projects Coordinator	E	18	44,534	55,668	69,028
'61035	Sports Program Coordinator	E	16	41,343	51,678	64,081
'97030	Sr. Housing & Finance Specialist	E	20	50,120	62,650	77,686
'97040	Sr. Project Coordinator	E	21	53,312	66,640	82,634
'99470	Staff Engineer	E	20	50,120	62,650	77,686
'99475	Staff Engineer, Senior	E	22	56,504	70,630	87,581
'57040	Stormwater Program Supervisor	E	19	46,928	58,660	72,739
'80910	Superintendent, Distribution & Collection	E	24	62,888	78,609	97,476
'12105	Superintendent, Fleet Maintenance	E	23	59,696	74,620	92,528
'57020	Superintendent, Roads & Drainage	E	22	56,504	70,630	87,581
'12110	Supervisor, Fleet Maintenance	N	17	42,938	53,673	66,555
'57215	Supply Coordinator	N	12	34,959	43,699	54,186
'57220	Supply Specialist	N	9	30,171	37,714	46,765
'16040	Systems Administrator	E	20	50,120	62,650	77,686
'16030	Systems Analyst	E	20	50,120	62,650	77,686
'28020	Tax Administrator	E	19	46,928	58,660	72,739
'27160	Tax Appraisal Clerk	N	9	30,171	37,714	46,765
'27150	Tax Appraisal Support Supervisor	N	14	38,151	47,688	59,134
'28060	Tax Tag Clerk	N	8	28,575	35,719	44,292
'28040	Tax Tag Clerk, Lead	N	10	31,767	39,709	49,239
'28050	Tax Tag Clerk, Senior	N	9	30,171	37,714	46,765
'28030	Tax Tag Supervisor	N	14	38,151	47,688	59,134
'80315	Technical Services Supervisor, WM	E	20	50,120	62,650	77,686
'80310	Technican Services Manager, WM	E	25	66,079	82,599	102,423
'57110	Traffic Engineering Manager	E	28	87,785	96,564	136,067
'57135	Traffic Signal Installer	N	13	36,555	45,693	56,660
'57130	Traffic Signal Installer, Senior	N	14	38,151	47,688	59,134
'57125	Traffic Signal Technician	N	14	38,151	47,688	59,134
'57120	Traffic Signal Technician, Senior	N	16	41,343	51,678	64,081
'57150	Traffic Signs & Markings Installer	N	9	30,171	37,714	46,765
'57155	Traffic Signs & Markings Installer, Senior	N	10	31,767	39,709	49,239
'15050	Training Coordinator	E	19	46,928	58,660	72,739

*This draft of the proposed pay plan has been prepared for preliminary review. This is a working document and is subject to revisions of both form and content. The study will be finalized following consultation with management and/or the governing board.*

<b>Code</b>	<b>Title</b>	<b>FLSA</b>	<b>Grade</b>	<b>Minimum</b>	<b>Market</b>	<b>Maximum</b>
'80255	Training Coordinator, Water	E	19	46,928	58,660	72,739
'21200	Treasurer	E	30	102,294	112,523	158,555
'80511	Treatment Plant Manager	E	24	62,888	78,609	97,476
'39120	Trial Assistant	N	9	30,171	37,714	46,765
'39125	Trial Assistant Senior	N	12	34,959	43,699	54,186
'34120	Tribunal Technician	N	11	33,363	41,704	51,713
'39100	URESА Coordinator	N	12	34,959	43,699	54,186
'80820	Utilities Dispatcher	N	7	26,979	33,724	41,818
'80340	Utilities System Technician	N	9	30,171	37,714	46,765
'80810	Utility Dispatch Supervisor	N	14	38,151	47,688	59,134
'80320	Utility Locate Coordinator	N	15	39,747	49,683	61,607
'80330	Utility Locate Technician	N	11	33,363	41,704	51,713
'21110	Utility Manager Quality Assurance /Training Mgr.	E	23	59,696	74,620	92,528
'21130	Utility Manager, Billing Operations	E	21	53,312	66,640	82,634
'21150	Utility Manager, Customer Care Center	E	21	53,312	66,640	82,634
'21145	Utility Manager, Field Services	E	21	53,312	66,640	82,634
'21165	Utility Manager, Revenue Protection	E	21	53,312	66,640	82,634
'38565	Victim Witness Assistant Program Coordinator	N	14	38,151	47,688	59,134
'39055	Victim Witness Assistant Program Coordinator	N	14	38,151	47,688	59,134
'39050	Victim Witness Program Coordinator	E	19	46,928	58,660	72,739
'39070	Victim Witness Program Manager	E	23	59,696	74,620	92,528
'38560	Victim Witness Supervisor	E	20	50,120	62,650	77,686
'29015	Voter Registration Technician	N	10	31,767	39,709	49,239
'57210	Warehouse Supervisor	N	14	38,151	47,688	59,134
'57230	Warehouse Worker	N	7	26,979	33,724	41,818
'32155	Warrants Processing Supervisor	N	14	38,151	47,688	59,134
'32165	Warrants Processing Technician	N	9	30,171	37,714	46,765
'32160	Warrants Processing Technician, Senior	N	10	31,767	39,709	49,239
'80430	Water Compliance Inspections Supervisor	E	20	50,120	62,650	77,686
'80440	Water Compliance Inspector	N	13	36,555	45,693	56,660
'81140	Welder	N	10	31,767	39,709	49,239
'21220	Workers Compensation Adjuster	E	15	39,747	49,683	61,607
'21225	Workers Compensation Manager	E	21	53,312	66,640	82,634
'92030	Workforce Assistant	N	7	26,979	33,724	41,818
'92010	Workforce Development Manager	E	22	56,504	70,630	87,581
'75330	Youth Services Coordinator	E	16	41,343	51,678	64,081
'75320	Youth Services Coordinator, Senior	E	17	42,938	53,673	66,555
'75310	Youth Services Manager	E	22	56,504	70,630	87,581
'51165	Zoning Officer	N	15	39,747	49,683	61,607

**DRAFT**

**DeKalb County  
Classification & Compensation Study  
Implementation Options**

**December 3, 2015**

*Prepared for the County by the Archer Company*



## Implementation Options

The following is a summary of three options that would best serve the County for adoption and implementation of the new pay plan. Included also is a detailed explanation of the standard options available for consideration.

*The three options below reflect an assumption that funds are limited—if more money is available for implementation than anticipated, additional options can be considered that will improve the County’s competitive position overall.*

<b>1. Cost-to-Minimum Only:</b>		<b>Estimated Cost of \$5.7m</b>
Description:	<ul style="list-style-type: none"> <li>• Bring all employees up to the minimum of the proposed range</li> <li>• Any employees above minimum are “dropped” into the new range</li> </ul>	
Pros:	<ul style="list-style-type: none"> <li>• Necessary for implementation</li> <li>• Positively impacts 1/3 of employees (at least eight receive \$10,000 or more)</li> </ul>	
Cons:	<ul style="list-style-type: none"> <li>• No increase for 2/3 of employees</li> <li>• Some increase are marginal (less than \$100)</li> <li>• May cause compression in some job families</li> </ul>	
<b>2. Variable Across-the-Board (ATB) (Grades 1-9 Higher %) + Cost-to-Minimum :</b>		<b>Estimated Cost of \$10.8m</b>
Description:	<ul style="list-style-type: none"> <li>• All employees in (proposed) pay grades 9 and lower will get an ATB equal to 4.0%;</li> <li>• All employees in (proposed) pay grades 10 and higher will get an ATB equal to 2.0%;</li> <li>• ATB would be limited to employees hired before January 1 2015 (minimum 1 year);</li> <li>• All employees who are still below minimum will be brought up to the minimum of the proposed ranges.</li> </ul>	
Pros:	<ul style="list-style-type: none"> <li>• All employees receive something from the study – better acceptance</li> <li>• Pay is historically low - incremental step toward more competitive salaries</li> <li>• Keep competitive with increases being implemented in peer organizations</li> <li>• Helps offset 2% pension increase</li> <li>• Helps marginally with compression in grades 1-9</li> <li>• Pay grades 1-9 correspond with planned changes to merit/non-merit status</li> <li>• More money to employees on the low end of the pay plan i.e. labor and unskilled positions</li> </ul>	
Cons:	<ul style="list-style-type: none"> <li>• May cause compression in some job families</li> </ul>	

3. Variable ATB (Grades 1-18 Higher %) + Cost-to-Minimum:		Estimated Cost of \$12.6m
Description:	<ul style="list-style-type: none"> <li>All employees in (proposed) pay grades 18 and lower will get an ATB equal to 4.0%;</li> <li>All employees in (proposed) pay grades 19 and higher will get an ATB equal to 2.0%;</li> <li>ATB would be limited to employees hired before January 1 2015 (minimum 1 year);</li> <li>All employees who are still below minimum will be brought up to the minimum of the proposed ranges.</li> </ul>	
Pros:	<ul style="list-style-type: none"> <li>All employees receive something from the study – better acceptance</li> <li>Pay is historically low - incremental step toward more competitive salaries</li> <li>Keep competitive with increases being implemented in peer organizations</li> <li>Helps offset 2% pension increase for a more significant number of employees</li> <li>Helps marginally with compression in grades 1-18</li> <li>Pay grade differentials place focus on non-managerial positions</li> </ul>	
Cons:	<ul style="list-style-type: none"> <li>May cause compression in some job families</li> <li>Highest cost of 3 options</li> </ul>	

## Background on Implementation Options:

With the adoption of the pay plan, it is recommended that the County take steps to implement the new pay plan by moving employees into the proposed ranges as quickly as is economically feasible. It is strongly recommended that the County fund salary increases as necessary to implement the new pay plan; salary adjustments to be considered should include some combination of the following:

### **Recommended Options**

1. **Cost-to-Minimum:** Bring employees' salaries up to the minimum of the pay range proposed for their classification– employees will receive a pay increase equal to the difference between the proposed minimum of the new pay range and their current salary; employees whose salaries are already higher than the proposed minimum are not affected by this step (they are simply “dropped” into the new ranges).
  - o Necessary to implement the new pay ranges – the cost-to-minimum is considered to be a bare minimum when implementing the pay plan. This ensures that future hires will not be brought into the organization at a rate of pay higher than current employees in the same classification.
  
2. **Across-the-Board Increase (ATB):** The salaries for all employees are increased by a set percentage that is applied across-the-board. ATB increases are calculated before the cost-to-minimum, which helps lessen the impact of the new pay ranges (i.e. the ATB increase moves employee salaries closer to the new minimums and therefore lowers the cost-to-minimum). The benefits of an ATB are as follows:
  - o Pay has been historically low in the County – an ATB represents an incremental step toward more competitive salaries.
  - o Local governments often give cost-of-living adjustments (COLA) at the beginning of the new budget year – while the recent recession has slowed both the frequency and the amount of COLAs, peer organizations are starting to reinstitute COLA, Merit, or ATB increases. Including an ATB as part of implementation will help DeKalb keep pace with both the cost-of-living and pay increases being issued in peer organizations.

- Funding an ATB in conjunction with the implementation of the pay plan will help significantly with employee perception of and buy-in to the findings of the pay and classification study. Despite efforts to manage expectations, employee anticipation of the pay study results is high, and most employees are expecting a pay increase of some kind. However, two-thirds of employees will not get any pay increase based on the cost-to-minimum option, and many employees will not receive significant pay increases when (if) placed into the pay ranges (see below). An ATB ensures that every employee will get an increase of some kind (a minimum amount to be determined by the County).

***Other Standard Options***

3. **Placement into the Range:** In addition to the adjustments to minimum, the County may wish to consider funding additional adjustments that move employees into the ranges when implementing a new pay plan. These adjustments are utilized to combat compression and typically take the form of a one-time adjustment to move employees into the pay ranges in a manner that accounts in some degree for longevity (time-in-classification) or current range penetration. For example, if two employees in the same classification are below the minimum of the new range, they will both end up at the new minimum regardless of how long they have been in the position—this may present a problem if one employee has been in the position for five years and the other for only two weeks. These costs are variable according to funds available for implementation and the extent to which compression presents a problem; they can also be phased in over several years if necessary to fund the increases.
  - This is an expensive option (ranging from \$13-20m) and there are inherent problems with the limitations of this methodology.
4. **Other Considerations:** While we have recommended three options above, any additional monies available could be used to address specific areas of interest to the County.
  - **Discretionary adjustments:** Calculations for implementation costs provided by the Archer Company are limited in their ability to address specific issues of perceived fairness pertaining to individual employees (all calculations are based on formulas applied uniformly to all positions). County Management may wish to give Human Resources and Department Heads management the discretion to make targeted adjustments in order to address specific competitive or internal equity issues (such as performance and previous experience).
  - **Selective Placement for Job Families of Particular Interest:** If some placement into the range is desired, but the costs prohibit placement for all employees across the board, the County may opt to concentrate funding to make adjustments in specific job families that are deemed priority (e.g. job families with high levels of compression, job families with high turn-over and recruitment/retention problems, etc.).
  - Multiple variables can be used for each variation to help contain costs (Cap the amount of increase, choose a less aggressive placement option, etc.)

## Proposed Police Services Pay Progression

	<b>County Service</b>					
<b>Job Title</b>	<b>Hire</b>	<b>6 Months</b>	<b>12 Months</b>	<b>18 Months</b>	<b>24 Months</b>	<b>36 Months</b>
<b>Current</b>						
Police Officer (PO)	\$37,956					
Police Officer, Senior (PO Sr.)			\$39,840 (5% incr.)			
Master Police Officer (MPO)						\$42,240 (6% incr.)
<b>Cumulative Increase</b>			<b>5%</b>			<b>11%</b>
<b>Proposed</b>						
Police Recruit	\$38,151					
Police Officer (PO)		\$39,747 (4.2% incr.)				
Police Officer, Senior (PO Sr.)				\$41,343 (4.0% incr.)		
Master Police Officer (MPO)*						\$46,928 (13.5% incr.)
<b>Cumulative Increase</b>		<b>4.2%</b>		<b>8.4%</b>		<b>23%</b>

\*MPO will require Intermediate POST Certification

- Current:
  - Police Officer (entry-level): First year service includes 6-month academy & 6 months on-job-training (OJT)
  - Police Officer, Senior: Police Officer promotes automatically to senior level after 1 year as PO and receives - 5% increase
  - Master Police Officer: Police Officer, Senior promotes automatically to MPO after 2 years as senior and receives - 5% increase
  
- Proposed:
  - Police Recruit (new entry-level classification): Starting pay slightly higher, 6-month academy
  - Police Officer: Police Recruit promotes to PO after completing the academy and receives 4.2% increase; remains as PO for 12 months
  - Police Officer, Senior – Police Officer promotes automatically to senior level after 12 months as PO; receives 4% increase and remains as senior for 18 months
  - Master Police Officer – Police Officer, Sr. promotes to MPO after 18 months as a senior and obtaining Intermediate POST Certification; receives - 13.5% increase

## Proposed Police Services Pay Progression

Education incentive pay with Bachelor's degree:

- New Hires: Continue practice of 5% increase to base pay with Bachelor's degree
- Current EEs: Maintain the education pay differential for PO and PO Sr. at implementation
- Current MPOs without Intermediate POST Certification will be grandfathered but may receive 5% adjustment upon attaining certification, if established by Police Chief as a standard practice
- Current MPOs with certification will receive additional 5% upon placement into new pay structure
- Retain \$5,000 retention bonus after 5 years of police service (but must complete MPO); recommend as lump-sum incentive (not spread over 18 months)
- Pay 5% for Optional POST Advanced Certification

## DeKalb County Police Services Job Summary by Classification

### Current

Rank	Job Summary
Police Officer	Incumbents hold this rank during the 6-month academy as well as during the next 6 months of on the job training. Over this time period, incumbents participate in the necessary law enforcement training to enforce the law, maintain order, protect life and property as well as investigate and prevent crime.
Police Officer Senior	Incumbents hold this rank for at least 2 years before promoting to next rank. During this time, Officers enforce the law, maintain order, protect life and property as well as investigate and prevent crime.
Police Officer Master (MPO)	Incumbents who hold this rank enforce the law, maintain order, protect life and property as well as investigate and prevent crime. Furthermore, individuals in this rank perform specialized technical and or confidential work in the investigation of allegations of misconduct by Police personnel.

### Proposed

Rank	Job Summary
Police Recruit	Incumbents hold this rank during the 6-month academy.
Police Officer	Incumbents hold this rank for at least 12 months. This time period consists of on-the-job training as well as functioning independently enforcing the law, maintaining order, preventing crime, etc.
Police Officer Senior	Incumbents hold this rank for at least 18 months. During this time period, Officers enforce the law, maintain order, protect life and property, etc.
Police Officer Master (MPO)	Incumbents who hold this rank must first attain <b>POST Intermediate Certification</b> . * MPOs maintain order, protect life and property as well as investigate and prevent crime. Individuals in this rank perform specialized technical duties as required.

**\*POST Intermediate Certification Requirements:**

- 150 class hours in POST courses to include: Criminal Procedures, First Responder, Officer Survival, etc.
- 2-years experience as a full time police officer
- Must be currently employed and certified by a POST certified agency
- Must have a minimum of 10 quarter hours or 6 semester hours from an accredited college or university

**POST Advance Certification Requirements:**

- 150 class hours in POST courses to include: Advanced Traffic Law, Advanced Firearms, Advance Report Writing, etc.
- Must possess or be able to possess Intermediate Certification
- 4-years experience as a full time police officer
- Must be currently employed and certified by a POST certified agency
- Must have a minimum of 20 quarter hours or 12 semesters hours from an accredited college of university

## Proposed Fire Rescue Pay Progression

	County Service					
Job Title	Hire	6 Months	12 Months	18 Months	24 Months	36 Months
<b>Current</b>						
Firefighter I	\$33,444					
Firefighter II			\$35,116 (5% incr.)			
Fire Apparatus Operator						\$36,872 (5% incr.)
<b>Cumulative Increase</b>			<b>5%</b>			<b>10%</b>
<b>Proposed Track</b>						
Job Title	Hire	Completion of Academy	12 Months	18 Months	24 Months	36 Months
Fire Recruit	\$36,555					
Firefighter I		\$38,151 (5% incr.)				
Firefighter II			\$39,747 (5%)			
<b>Cumulative Increase</b>		<b>5%</b>	<b>10%</b>			
<b>Proposed Optional Promotion Track</b>						
Job Title	Hire	Completion of Academy	12 Months	18 Months	24 Months	36 Months
Master Firefighter						\$41,343 (4% incr.)
Fire Driver/Operator*					\$46,928 (16%)	
Fire Command Tech*					\$46,928 (16%)	
<b>Cumulative Increase</b>					<b>26%</b>	<b>14%</b>

\*Competitive Promotion

## Proposed Fire Rescue Pay Progression

- Current:
  - Firefighter I (FFI) *entry level*: Academy (12-18 months) plus one year in operations and required certifications/courses
  - Firefighter II (FFII): FFI promotes to FFII after one year in operations and requires certifications/courses – 5% increase
  - Fire Apparatus Operator (FAO): FFII promotes to FAO after three years of service in operations, 18 months engine operation and required certifications/courses - 5% increase
  
- Proposed:
  - Fire Recruit *new entry-level classification*: starting pay slightly higher, 12-18 months academy
  - Firefighter I (FFI): Fire Recruit promotes to FFI after completion of academy and required certifications/courses – 5% increase
  - Firefighter II (FFII): FFI promotes to FFII after one year of service in operations and required certifications/courses – 5% increase
  
- Proposed Optional Promotional Track:
  - Master Firefighter (MF): FFII promotes to MF after three years of service in operations, 18 months engine operation and required certifications/courses – 4% increase
  - Fire Driver/Operator (FD/O): FFII promotes to FD/O after two years of service in operations, required certifications/courses, passes promotional test, and 18 months engine operation – drives the engine, acts as Captain (supervisor) in their absence - 16% increase
  - Fire Command Tech (FCT): FFII promotes to FCT after two years of service in operations, required certifications/courses, passes promotional test, and 18 months engine operation – Aide to Battalion Chief, handling misc. duties leading to scene, on and after scene, investigations - 16% increase

### NOTES

- Current Fire Medics will be classified as Firefighters and given an incentive for paramedic certification
- Fire Driver/Operator and Command Tech will be a competitive promotion
- All Fire/Fire Medic Apparatus Operators will be grandfathered into Master Firefighter



## DeKalb County Fire Rescue Job Summary by Classification

### Current

Rank	Job Summary
Firefighter I	Individuals hold this rank during the 12-18 month academy as well as during the first year of service in operations. Over this time period, they participate in classroom and on-the-job training. Upon completion of the academy, risk reduction, fire suppression, public education, emergency medical care, and equipment maintenance are practiced.
Firefighter II	Promotion to Firefighter II requires one year in operations and required certifications and courses. During this time, incumbents perform risk reduction, fire suppression, public education, emergency medical care and equipment maintenance functions and duties.
Fire Apparatus Operator	Promotion to this rank requires 3 years of service in operations, required certifications and courses, and 18 months of engine operations. Fire Apparatus Operators transport firefighting crews to and from fires and other emergencies (medical responses), as well as operating assigned vehicles and equipment on emergency scenes.

### Proposed

Rank	Job Summary
Fire Recruit	Individuals hold this rank during the 12-18 month academy, while participating in classroom and on-the-job training.
Firefighter I	This position is held during the first year in operations. Performs risk reduction, fire suppression, public education, emergency medical care, and equipment maintenance.
Firefighter II	Promotion to Firefighter II requires 1 year of service and required certifications and courses. During this time, incumbents perform risk reduction, fire suppression, public education, emergency medical care and equipment maintenance functions and duties.
Master Firefighter	Promotion to Master Firefighter requires 3 years of service in operations, required certifications/courses, and 18 months of engine operations. Master Firefighters transport firefighting crews to and from fires and other emergencies (medical responses), as well as operating assigned vehicles and equipment on emergency scenes. May serve as an acting officer or acting driver operator. Most experienced/educated firefighter.
Fire Driver/Operator	Fire Drivers/Operators drive and operate an assigned truck, and qualify for the job through an assessment.
Fire Command Tech	Assists the Incident Commander with staff/scene accountability as assigned. Aides in making tactical decisions, primary driver of command vehicles on calls, and executive officer in administrative roles.

## Proposed Emergency 911 Pay Progression

	County Service					
Job Title	Hire	6 Months	12 Months	18 Months	24 Months	Fire Console
<b>Current</b>						
Emergency 911 Operator	\$31,596 (min.)					
Emergency 911 Operator, Senior					\$33,444 (5% incr.)	
<b>Cumulative Increase</b>					<b>5%</b>	
<b>Proposed</b>						
Communication Officer I	\$33,363 (min.)					
Communication Officer II					\$36,555 (9% incr.)	
Communication Officer III						\$38,151 (5% incr.)
<b>Cumulative Increase</b>					<b>9%</b>	<b>14%</b>

- Current:
  - Emergency 911 Operator (entry-level): Call taker
  - Emergency 911 Operator, Senior: Call taker + Police Console
  
- Proposed:
  - Communication Officer I (entry-level): Call taker
  - Communication Officer II: Call taker + Police Console
  - Communication Officer III: Call taker + Fire Console

### Notes

- Turnover highest at five years
- Fire Console most difficult function
- Adding third level should help maintain seasoned/versatile operators

## **REQUESTS FOR REVIEW PROCESS RECOMMENDED PROCEDURES**

In keeping with the County's desire to provide a process in which employees can request the Archer Company to review their concerns regarding issues resulting from the Classification and Compensation study conducted for DeKalb County by the Archer Company, we provide the following proposal. This procedure is based on successful models used in previous studies, but is tailored to what we perceive to be the needs and concerns of DeKalb County and its employees.

We are committed to ensuring that all employees are given an opportunity to review their final classification, and to request a review of the classification or its placement within the compensation system relative to other positions. Providing a review process, and the success of that process, will give the employees confidence in the system as a whole. For this reason, we propose that the system of reviews be clearly explained and carefully delineated as to the appropriate reasons for such reviews, the time lines involved, the steps required, and the possible outcomes.

### **The Process**

1. The Request for Review process should be initiated at the point after the County has taken final action, and all employees have been notified of the outcome of the study. At this point, employees should be informed about the Request for Review Process and the procedures for requesting a review of their classification. This notification should include the following statement:

"If you believe your position has been improperly classified based on your duties and responsibilities or other pertinent factors, you will be given an opportunity to request a review of the results. Seniority, work performance, volume of work, or the amount of salary increase are not grounds for review."

This statement should also include information regarding where the form for the request can be obtained and the deadline for its submittal to their supervisor. This deadline should be no more than one week from the date of the notification.

2. Forms submitted to their supervisors by the specified deadline should then be reviewed and processed by the supervisors and department heads according to the chain of command on the form. The completed forms, along with any additional supervisory comments, should be forwarded to County management no later than one week from the employee submittal deadline.
3. Human Resources, when they receive the forms, should:
  - a. Break out those requests that are not eligible for review and deal with them internally (e.g., seniority, placement in grade, work performance, volume of work, amount of increase).
  - b. Indicate "agree" or "disagree" with the requests as appropriate and provide any additional comments
  - c. forward all eligible requests to the Archer Company within one week of receipt.
4. The Archer Company will then review all requests, and make a determination as to whether a change is warranted to either the classification of the position or the pay grade for the classification. Note: Any requests pertaining to temporary assignments or recent changes in job duties or assignments which have not been previously considered will be addressed as pay plan maintenance.

This process, depending on the number of reviews submitted, is expected to take several weeks. The consultant's recommendations will be submitted to County management along with all appropriate reports detailing changes made to the recommended pay plan.

## **The Request for Review Form**

The basic form used by the Archer Company for the review process is attached. We will customize it based on any specific needs for DeKalb County.

The process for using this form will be:

1. The employee wishing to request a review obtains a copy of the form.
2. The employee will be required to complete his/her portion of the form, including all information he/she wants to be considered in the review. Each request must contain specific reasons for the request, specific changes necessary to correctly classify the position, and/or specific comparisons to be considered.
3. The immediate supervisor will review the information provided, and complete the supervisor's part of the form. The supervisor is required to comment on the recommendation made.
4. The department director must also complete the required section, making any comments needed.
5. The form is then forwarded to Human Resources, who will perform the activities detailed above, forwarded to the Archer Company for final action, and returned to DeKalb County for notification of the employee.

## PAY AND CLASSIFICATION STUDY REVIEW FORM

EMPLOYEE NAME:	DEPT:
OLD JOB TITLE:	OLD PAY GRADE:
NEW JOB TITLE:	NEW PAY GRADE:

<b>EMPLOYEE COMMENTS:</b>		
<b>Request a Review of:</b> <input type="checkbox"/> Job Title / Classification <input type="checkbox"/> Pay Grade		
<b>Requested Change:</b>		
Complete attached justification form <input type="checkbox"/>	Employee's Signature:	Date:

<b>DEPARTMENT COMMENTS:</b>	
<p style="text-align: center;"><b>Immediate Supervisor or Division Manager</b></p> <input type="checkbox"/> Agree <input type="checkbox"/> Disagree   with employee's Request <b>Comments:</b>     Signature:	<p style="text-align: center;"><b>Department Director</b></p> <input type="checkbox"/> Agree <input type="checkbox"/> Disagree   with employee's Request <b>Comments:</b>     Signature:

<b>HUMAN RESOURCES COMMENTS</b>	
Regarding Review: <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Denied (indicate reason)	
<b>Comments:</b>	
Signature:	

<b>CONSULTANT'S FINDINGS:</b>	
<b>Regarding Review:</b> <input type="checkbox"/> Changes Made <input type="checkbox"/> No changes are warranted	
<b>Recommendation:</b>	
<b>Comments:</b>	
Signature:	Date:

## PROCEDURES FOR REVIEW OF POSITION CLASSIFICATION

A request-for-review may be submitted if you believe your position has been improperly classified based on your duties and responsibilities or other pertinent factors. *An individual's seniority, work performance, volume of work, or the amount of the recommended salary increase is not grounds for review. Note: Requests for review will not be considered unless a questionnaire was completed for the position in question.*

**Please be advised that a requested change may result in a recommendation that could increase your salary grade, decrease your salary grade or maintain your salary grade.**

### **REVIEW STEPS:**

#### **EMPLOYEE REVIEW:**

1. Complete the employee information, Employee Comments (page 1), and Justification for Request (page 3) sections of this form. Describe all changes necessary to correctly classify your position, providing all information that you wish to be considered in this review. *Reasons for requested change(s) must be clearly explained.* Attach any additional documentation to the justification for request form.
2. Discuss request with immediate supervisor. Completed review form must be given to supervisor no later than: **[DATE]**

#### **MANAGEMENT REVIEW:**

3. **Supervisor:**  
Indicate "agree" or "disagree". Include comments (use the Additional Management Comments section on page 4 if necessary), and forward the request to the Department Director.
4. **Department Director:**  
Indicate "agree" or "disagree". Include comments (use the Additional Management Comments section on page 4 if necessary), notify employee of departmental recommendation, and forward the request to Human Resources. All requests must be received no later than: **[DATE]**
5. **Human Resources:**  
Indicate "agree" or "disagree". Include comments (use the Additional Management Comments section on page 4 if necessary) and forward all requests eligible for review to the Archer Company for final disposition. Please include any background information that will aid in our understanding of the circumstances surrounding this request. If the submitted request is not a valid issue for review, please respond by indicating, "denied" and provide the employee(s) with a written explanation of the reason for denial (see items listed at the top of the page).

#### **FINAL REVIEW:**

6. The Consultant will review information submitted by the County and determine whether a change is warranted.







## BOC Approved Pay and Class Actions & Costs

### Implementation

- ICEO's plan was to implement pay and class recommendations for all employees mid-year 2016.
- On February 25, 2016, BOC approved funding to provide a pay increase for employees in- Police, E911, Fire, Sanitation, and Watershed. ICEO will utilize the approved allocation to implement the pay and class recommendations as follows:
  - Eligible employees in above five departments will receive a 4% across-the-board (ATB) increase and be assigned to new pay ranges recommended in the Pay and Class study. All employees still below minimum of assigned new grade will receive an additional increase to reach the minimum of the new grade.
  - Employees must have been hired before 1/1/14 to be eligible for 4% ATB

### BOC Rationale

- Police and Fire
  - Critical nature of the job
  - Financial investment in long, specialized training
  - Difficult to attract high-caliber candidates with average pay behind the market for Police 6% and Fire 15%
  - Retention issues
- E-911
  - Critical nature of the job
  - Financial investment in specialized training
  - Retention issues
- Sanitation (Enterprise fund)
  - Sanitation employees are some of the lowest-paid in the County, many of whom cannot afford health insurance
  - Perform work that others prefer not to do
  - Retention issues
- Watershed Management (Enterprise fund)
  - Provide a core service
  - Significant number of hard-to-fill, specialized, highly-technical positions (Electronic Tech; Cross-Connection Control Specialist; Water Quality Control Operator)
  - Large number of low-paid workers
  - Retention issues

### Implementation Cost

- Cost for 8 months including fringe benefits for 2800 employees (see attachment for detail):
  - Police (Police Fund) \$1,614,069
  - Police(General Fund) \$103,009
  - Fire (Fire Fund) \$1,223,320
  - Fire(General Fund) \$186,319
  - E911 (E911 Fund) \$173,403
  - Sanitation (Sanitation Fund) \$845,964
  - Water & Sewer (Water & Sewer Operating Fund) \$1,009,727
  - Water & Sewer (Capital Fund) \$20,251
  - **Grand Total: \$5,178,916**

**Implementation Costs  
(Police, Fire, E911, Sanitation Watershed)**

<b>Row Labels</b>	<b>Sum of ATBCOST</b>	<b>Sum of COST to MIN</b>	<b>Sum of TotalINC</b>	<b>Sum of 8Mo Increase</b>	<b>Sum of 8Mo + Fringe</b>
<b>Dept of Watershed Management</b>	<b>\$ 792,485.34</b>	<b>\$ 424,342.34</b>	<b>\$ 1,216,827.68</b>	<b>\$ 811,624.06</b>	<b>\$ 1,030,762.56</b>
511	\$ 772,270.81	\$ 420,319.62	\$ 1,192,590.43	\$ 795,457.81	\$ 1,010,231.42
513	\$ 20,214.53	\$ 4,022.72	\$ 24,237.26	\$ 16,166.25	\$ 20,531.14
<b>Fire &amp; Rescue Services</b>	<b>\$ 1,134,084.88</b>	<b>\$ 530,841.95</b>	<b>\$ 1,664,926.83</b>	<b>\$ 1,110,506.20</b>	<b>\$ 1,410,342.87</b>
100	\$ 194,754.68	\$ 25,305.99	\$ 220,060.67	\$ 146,780.47	\$ 186,411.19
270	\$ 939,330.20	\$ 505,535.96	\$ 1,444,866.17	\$ 963,725.73	\$ 1,223,931.68
<b>Police Services</b>	<b>\$ 1,912,619.62</b>	<b>\$ 320,229.55</b>	<b>\$ 2,232,849.17</b>	<b>\$ 1,489,310.40</b>	<b>\$ 1,891,424.21</b>
100	\$ 70,111.52	\$ 51,551.64	\$ 121,663.16	\$ 81,149.33	\$ 103,059.65
215	\$ 149,037.51	\$ 55,768.44	\$ 204,805.95	\$ 136,605.57	\$ 173,489.07
274	\$ 1,693,470.60	\$ 212,909.47	\$ 1,906,380.06	\$ 1,271,555.50	\$ 1,614,875.49
<b>PW-Sanitation</b>	<b>\$ 595,013.49</b>	<b>\$ 404,155.85</b>	<b>\$ 999,169.34</b>	<b>\$ 666,445.95</b>	<b>\$ 846,386.36</b>
541	\$ 595,013.49	\$ 404,155.85	\$ 999,169.34	\$ 666,445.95	\$ 846,386.36
<b>Grand Total</b>	<b>\$ 4,434,203.34</b>	<b>\$ 1,679,569.69</b>	<b>\$ 6,113,773.03</b>	<b>\$ 4,077,886.61</b>	<b>\$ 5,178,916.00</b>

## Remaining Departments Pay and Class Actions

### Next Steps

ICEO plans to address pay and class study recommendations for remaining departments and employees at mid-year. Decisions for consideration:

- Approve funding for remaining departments and employees under the purview of the CEO and BOC
  - 1,903 employees
  - 30 Departments; or
- Approve funding for all remaining departments and employees
  - 3,673 employees
  - 40 Departments

### ICEO Rationale

- Ensure fairness and consistency in compensation
- Reduce morale problems and other inequities associated with having two pay structures - the current pay plan and the new competitive plan
- Incremental step toward more competitive salaries since pay has been historically low in the County
- Attract qualified candidates and retain skilled employees
- Help DeKalb keep pace with both cost-of-living and pay increases issued in peer organizations
  - **City of Atlanta** - Classified employees at or below SG 18 received 3.5 % increase in 2015
  - **Fulton County** - Professionals up to executive received 2% across the board increase, paraprofessionals and below received 4% in 2015
  - **Cobb County** - Merit increase (pay for performance) of 3% on average received in 2016 and 2015
  - **Gwinnett County** - Merit increase (pay for performance) of 4% in 2016

## Recommended Policy Changes

Human Resources recommends adopting certain policy changes in conjunction with funding and implementing the Pay and Class study countywide. These policy and legislative changes include adopting a compensation philosophy, approving merit to non-merit status changes for certain positions, and committing to pay-for-performance based compensation. All three are inherently critical components that support a new compensation system that is performance driven. Working as a team, agreement from the executive and legislative branches on these policies allows the County to be united in achieving a pay and class system that engages and rewards employees; is fair, consistent, competitive, and reflective of contemporary best practices in compensation; and enables the County to become a high performing organization. The following policy changes are recommended:

- **Establish Compensation Philosophy:** Formal statement creating a framework for a total rewards system which supports the County's strategic plan and efforts to attract, retain, develop, and motivate employees.
- **Expand Non-Merit Status:** Redefine classifications and positions exempt from DeKalb County Merit System. This changes all merit classifications and positions at para-professional level and above (pay grades 23 and above or corresponding grades in new salary schedule) to merit-exempt status. Sworn police and fire rescue positions at the rank of Captain and below, and certain positions specified in the DeKalb County Organizational Act as being under the DeKalb County Merit System are excluded from the change. The expansion supports the County's objective of results-based leadership by cultivating a culture of high performance, operational efficiency, and accountability.
- **Reinstate Pay-for-Performance:** Significant way to acknowledge and reward top performers and progress employees through pay ranges in a meaningful way. The success of any organization depends on the performance of its employees.



# DeKalb County Government

## Human Resources Department

April 2016

### Compensation Philosophy

**I. PURPOSE:** The purpose of this document is to describe DeKalb County Government's philosophy of a total rewards system, monetary and non-monetary, that is competitive and addresses salaries, benefits, COLAs, relocation expenses, incentives and employee development. The total rewards system includes a classification and salary pay plan; human resources policies and administrative procedures that support the County's strategic plan; and efforts to attract, retain, develop, and motivate employees to be capable and productive.

**II. POLICY:** DeKalb County government believes the total rewards system is a management tool to communicate and reinforce its business strategies, mission, vision, values, operational and financial needs with the goal of incentivizing employees to garner customer satisfaction. The County's compensation philosophy is the underpinning of this system and reflects the following principles:

- 1) Recognize the value of total compensation, which includes salary and non-salary benefits such as healthcare, life insurance, annual and sick leave, pension and comprehensive employee development
- 2) Apply pay practices consistently, fairly and in a transparent manner without regard to race, national origin, religion, age, gender, disability or sexual orientation
- 3) Maintain longevity pay and grant merit increases based on performance, both subject to availability of resources; and transition performance evaluations from employee anniversary dates to a common date for all employees
- 4) Base some incentives, which may include non-monetary awards, on performance and not solely on years of service
- 5) Make pay plans as simple as practical to facilitate understanding, and consider cost-of-living (COLA) increases based on a percentage of the Consumer Price Index and/or Employment Cost Index (ECI), subject to availability of resources
- 6) Consider implementation of a COLA before considering merit increases, in an effort to keep the pay plan competitive with the market
- 7) Price jobs based on peer market data where the County competes for talent, while giving due attention to internal equity factors and availability of resources
- 8) Evaluate, at least every five years, the need for a market study of benchmark classifications to maintain market competitiveness and bring classifications into alignment
- 9) Encourage continuous job-related employee development at all levels throughout the organization, and design certain core curriculums for categories of employees - individual contributor, professional/manager, and executive

## Compensation Philosophy (cont)

- 10) Recognize individual and team achievement, contribution, and excellence through monetary or non-monetary awards, if the budget allows
- 11) Encourage a management philosophy that facilitates work/life balance.
- 12) Continue efforts to move employees to a living wage for DeKalb County based on an established, reputable body of research, and consider temporary pay increases in lieu of ongoing pay increases when resources are limited

**III. PAY ADMINISTRATION:** The County's pay administration policies for both merit and merit-exempt employees are intended to ensure fair and consistent decisions surrounding employee pay, provide hiring managers with enough flexibility to recruit and retain competent and talented employees, emphasize performance, and increase accountability for all employees. The goal is to develop an engaged workforce that exceeds customer expectations, not only in service delivery, but performing these services faster, smarter, and better.

This document is subject to revision by the Chief Executive Officer at any time; any potential compensation increases referenced herein are subject to and conditioned on availability and approval of funding.

**DEKALB COUNTY**

ITEM NO.

**BOARD OF COMMISSIONERS**

HEARING TYPE  
ACTION

**BUSINESS AGENDA / MINUTES**

ACTION TYPE  
Ordinance

**MEETING DATE:**

SUBJECT: Amendment to the Code of DeKalb County, Georgia, Chapter 20, Article I, Sections 20-1 and 20-4 relating to merit exempt positions.

DEPARTMENT: Human Resources

PUBLIC HEARING:  YES  NO

ATTACHMENT:  YES  No

INFORMATION CONTACT: Benita Ransom, HR Director

PAGES:

PHONE NUMBER: 404-687-3588

PURPOSE:

To amend Chapter 20, Article I, Sections 20-1 and 20-4 of the Code of DeKalb County to change all merit classifications and positions at pay grades 23 (corresponding grades in the new pay structure) and above to merit-exempt status, except sworn police and fire rescue positions at the rank of Captain and below and positions specified in the DeKalb County Organizational Act as being under the DeKalb County Merit System.

NEED/IMPACT:

To support the County's objective of results-based leadership by cultivating a culture of high performance, operational efficiency, and accountability through the redefinition of classifications and positions exempt from the DeKalb County Merit System. This amendment will not result in immediate loss of merit status for any incumbent employee deemed merit protected in his/her current position prior to the adoption of this amendment. However, any employee who begins work after the date of this amendment in a position that this amendment newly designates as merit-exempt will be considered a merit-exempt, at-will employee.

The amendment does not change the merit status of sworn police and fire rescue positions at the rank of Captain and below because these departments operate in a para-military structure and in most jurisdictions are afforded some form of due process, if subject to disciplinary action.

RECOMMENDATION(S):

Adopt the proposed ordinance to designate as merit-exempt all classifications and positions at pay grades 23 and above, except for sworn police and fire rescue positions at the rank of Captain and below and positions specified in the DeKalb County Organizational Act as being under the Merit System, with the understanding that this ordinance will not cause an immediate loss of merit status for any incumbent employee who was deemed by the County to have merit status in his/her current position immediately before this amendment passes.

**AN ORDINANCE TO AMEND THE CODE OF DEKALB COUNTY, GEORGIA, AS REVISED 1988, CHAPTER 20, ARTICLE I, SECTIONS 20-1 AND 20-4, TO CHANGE ALL MERIT CLASSIFICATIONS AND POSITIONS AT PAY GRADES 23 AND ABOVE TO MERIT-EXEMPT STATUS, EXCEPT FOR SWORN POLICE AND FIRE RESCUE POSITIONS AT CAPTAIN RANK AND BELOW AND POSITIONS DESIGNATED AS MERIT-STATUS IN THE DEKALB COUNTY ORGANIZATIONAL ACT, AND FOR OTHER PURPOSES.**

**WHEREAS**, the Governing Authority of DeKalb County is tasked with the protection of the County’s health, safety, and general welfare, and with providing the most effective and efficient delivery of County services;

**WHEREAS**, DeKalb County is cultivating a culture of high performance and integrity by ensuring operational efficiency, quality customer service, and compliance with county, state and federal laws;

**WHEREAS**, DeKalb County is focused on meeting the needs of stakeholders in an efficient, courteous and fiscally responsible manner;

**WHEREAS**, the transfer of certain administrative and professional classifications and positions to merit-exempt status will facilitate results-based leadership while fostering individual accountability;

**WHEREAS**, the majority of classifications and positions in departments under the purview of the Chief Executive Officer are merit-protected;

**WHEREAS**, other local government entities and the State of Georgia maintain an “unclassified” or merit-exempt status for a significant number of positions; and



**WHEREAS**, this amendment will not cause an immediate loss of merit status for any incumbent as to his/her current position, and the future merit or merit-exempt status of incumbent employees will be determined in accordance with applicable laws, policies, and practices;

**NOW, THEREFORE, BE IT ORDAINED** by the Governing Authority of DeKalb County, Georgia, and it is hereby ordained by the authority of same, that Chapter 20, Article I, of the Code of DeKalb County, as Revised 1988, be and the same is hereby amended as follows:

**PART I. ENACTMENT**

*By amending Section 20-1 to add the following new definitions in alphabetical order:*

Sworn position in fire rescue services means a position in fire rescue services that requires an individual to acquire and maintain firefighter certification from a department, agency, institution, or political subdivision of the State of Georgia responsible for the certification of Georgia’s firefighters.

Sworn position in police services means a position in police services that requires an individual to acquire and maintain peace officer certification in law enforcement from a department, agency or institution of the State of Georgia responsible for the certification of Georgia’s peace officers.

\* \* \* \* \*

*By amending Section 20-4 to delete subsections (k), (l), and (m).*

\* \* \* \* \*

*By amending Section 20-4 to add the following language as new subsection 20-4(4):*

- (4) All other positions at pay grades 23 and above, except for the following:
  - a. Any positions specifically designated in the DeKalb County Organizational Act as being under the DeKalb County Merit

System.

- b. Sworn positions in police services and fire rescue services at the rank of captain and below. An employee in police services or fire rescue services who is promoted from the rank of captain or below to a rank above captain serves in the rank above captain at the pleasure of the department's director. If the department's director removes such an employee from a rank above captain for a reason other than cause, the employee shall then revert to the employee's last sworn position that has merit status, with equivalent change in salary and benefits.

**PART II. EFFECTIVE DATE**

This ordinance shall become effective upon adoption by the Board of Commissioners and approval by the Chief Executive Officer.

**PART III. SEVERABILITY**

Should any section or provision of this ordinance be declared by a court of competent jurisdiction to be invalid or unconstitutional, such decision shall not affect the validity of the ordinance as a whole, nor any part thereof, other than the part so declared to be invalid or unconstitutional. All ordinances or resolutions, or parts thereof, in conflict with this ordinance are hereby repealed.

**ADOPTED** by the DeKalb County Board of Commissioners, this \_\_\_\_\_ day of \_\_\_\_\_, 2016.

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**LARRY JOHNSON, MPH**  
Presiding Officer  
Board of Commissioners  
DeKalb County, GEORGIA

**APPROVED** by the Chief Executive Officer of DeKalb County, this \_\_\_\_\_ day of \_\_\_\_\_, 2016.

\_\_\_\_\_  
**LEE MAY**  
Interim Chief Executive Officer  
DeKalb County, Georgia

**ATTEST:**

\_\_\_\_\_  
**BARBARA H. SANDERS, CCC**  
Clerk to the Board of Commissioners and  
Chief Executive Officer  
DeKalb County, Georgia

**APPROVED AS TO SUBSTANCE:**

**APPROVED AS TO FORM:**

\_\_\_\_\_  
Zachary Williams  
Chief Operating Officer  
DeKalb County, Georgia

\_\_\_\_\_  
O.V. Brantley  
County Attorney  
DeKalb County, Georgia

\_\_\_\_\_  
Benita Ransom  
Human Resources and Merit System Director  
DeKalb County, Georgia

## Pay-for-Performance

Pay-for-performance systems are effective because employees feel they are recognized and fairly paid for superior performance. Accordingly, leadership should budget additional compensation to reward top performers identified using the performance management process.

Successful pay-for-performance:

- Motivates employees
- Drives results
- Is cost efficient

The County's compensation strategy should consider cost-of-living adjustments (COLAs) annually to keep salary ranges and employee pay consistent with inflation. After providing COLAs, performance-based increases should be implemented to reward employees for continued high performance, advance employees through pay ranges, and motivate other employees to improve performance. Merit increases should not be automatic based on tenure, but based on performance that exceeds expectations.

Merit-based pay assists managers in proposing pay increases that are fair and support County business objectives. This helps align pay with business goals, allocates limited resources strategically, and allows the County to be good stewards of taxpayer dollars. Employee salaries are the largest expense; therefore, it is a good business practice to strengthen the link between pay and performance which directly correlates to meeting the County's strategic objectives.

HR has created a performance management tool that builds a nexus between organizational, departmental and individual strategic priorities. In addition, a September 30<sup>th</sup> common anniversary date for performance reviews was established in 2015. The September date (focal review) facilitates fair and consistent compensation adjustments, making budgeting for pay increases simpler and easier as the tax digest has been received at mid-year, and all employee evaluations can be compared simultaneously. A common anniversary date also improves completion percentage.

The success of any organization depends on the performance of its employees. Pay-for-performance will be much more effective with buy-in of County management.

**Pay and Class Study Presentation**  
**BOC Committee of the Whole Meeting**  
**April 19, 2016**

**#1. *Why is there a pay disparity among employees hired at different times - some employees are much higher in the pay ranges than others?* What is the effect/impact of hire date on working tests and merit increases?**

Historically, DeKalb provided a working test increase of 5% after a new-hire's initial 6-month probationary period with the County, and a 5% increase upon successful completion of a 6-month probationary period after promotion. In 2011, working test increases were eliminated by executive order due to financial challenges and market conditions. The County conducted a survey and found that working test increases were no longer a compensation practice in surrounding jurisdictions.

Employees hired before 2003 also benefited from 5% annual merit pay increases. In 2003, annual increases were reduced to 3%. Starting in 2004, performance-based increases of 2%-4% were provided in lieu of merit increases, with larger increases awarded to top performers. In January 2009, performance-based increases were frozen and have not been reinstated.

Sworn Public Safety employees complained the lack of working test and merit increases have negatively impacted pay. New hires progress through the pay plan in a regimented manner, with planned promotions and associated pay increases. The Pay and Class study addresses these issues by providing higher entry salary, earlier promotions, larger increases, and rewards for certifications.

Even though non-sworn recent hires have not benefited from merit or performance-based increases, they have received higher starting salaries. New hire salaries are determined by education, experience, certifications and market rate. New employees are generally compensated higher in the pay range because the current salary plan has not kept pace with the market. HR conducts pay equity reviews to ensure existing employees with skill sets comparable to new hires in the same classification and department are compensated equitably.

HR also adjusted the value of promotional increases from a fixed 5%, 8%, and 10% amount based on the number of grades an employee was being promoted to a more flexible method. Department heads now have more discretion to grant increases above the minimum percentages stated, provided resources are available.

Costs to reinstate and provide retro working test increases to 2011 are in the millions. HR recommends using the County's limited funds to implement Pay and Class study recommendations.

**Pay and Class Study Presentation**  
**BOC Committee of the Whole Meeting**  
**April 19, 2016**

***#2. What changes have been implemented in the past which may have negatively impacted employees?***

- Merit increases were suspended effective January 2009 and have not been awarded for the last seven years due to budgetary constraints.
- Mandatory employee pension contributions increased incrementally from 2.5% in 2006 to 10.48% in 2016 for employees in the pre-September 2005 defined benefit plan. Employees hired after August 2005 saw gradual increases from 2.5% to 8.57% in 2016.
- Sick leave compensation program frozen in 2009 and has not been reinstated.
- Employees were mandated to take a combination of furlough days and unpaid holidays from 2009 through 2011.
- Working test (probationary) increase of 5%, normally given six months after hire or promotion, was eliminated in 2011.
- Annual leave carryover and pay out were reduced from 480 hours to 360 or 240 based on years of service.
- Employee contributions and deductibles for County insurance plans have increased.

**Pay and Class Study Presentation**  
**BOC Committee of the Whole Meeting**  
**April 19, 2016**

***#3. In the past, how did the County address employees who reached the maximum of the pay grade? What is to be done with employees to keep them from topping out?***

- Salary ranges were adjusted in 2005 - range minimums were increased by 5% and range maximums were extended by 10%.
- In August 2014, a 3% Cost of Living Adjustment (COLA) was provided to all employees and the pay ranges were adjusted to accommodate the increase.
- Once the pay and class study is implemented, pay ranges will have higher maximums with virtually no employees at the top. The County must adjust ranges on a regular basis to avoid falling behind the market again.

***#4. How do you ensure pay ranges and employee pay stay competitive moving forward?***

The Pay and Class Consultant recommends, and HR agrees, that the County should adopt a compensation philosophy which establishes principles to guide pay decisions and practices such as COLA, performance-based pay, bonuses, benefits, employee rewards. See Compensation Philosophy in Section VIII.

The pay plan should be reviewed annually for market competitiveness and to bring classifications into alignment as needed.

Jobs where the County feels pain, such as hard-to-fill or high turnover, should be surveyed for appropriate market adjustments.

**Pay and Class Study Presentation**  
**BOC Committee of the Whole Meeting**  
**April 19, 2016**

***#5. What organizations were in the salary survey for Police Services? Why was MARTA not included in the survey?***

The primary competitive labor market for DeKalb County is metropolitan Atlanta (those communities that are within a reasonable commutable distance to DeKalb). The secondary competitive market for DeKalb County is the Southeastern United States.

Jurisdictions with the following characteristics are typically surveyed: (1) organizations with which the County competes for employees; (2) organizations which are recognized as important, or influential, in the local market place; (3) organizations which are within proximity to the County's competitive market (i.e. the same geographic region); and/or (4) organizations with similar population, demographics, and scope of services.

The reason specific employers like MARTA were not included is that they don't maintain the breadth of classifications required for adequate benchmark comparison. For example, MARTA does not have Water Quality Control Operators, Code Enforcement Officers, etc.

Additionally, turnover and exit interview data prior to the Pay and Class study showed that few employees were actually being lost to MARTA. Police officer exit interview data for 2015 showed only one employee leaving specifically for MARTA out of a sample of 30 departing officers.



**Pay and Class Study Presentation**  
**BOC Committee of the Whole Meeting**  
**April 19, 2016**

***#6 The survey data for Police is misleading in that highly-compensated employees are skewing the averages.***

The standard industry practice when conducting a salary survey uses average salary of employees in a job classification. Typically, new employees have less experience and as a result earn less. *See answer to Question 1 regarding why more senior employees in DeKalb may be compensated at a much higher rate.*

DeKalb County uses average compensation for comparison to other jurisdictions which also report average salaries. While the higher-compensated employees may skew the DeKalb average, the same is true in other jurisdictions.

***#7. Employees in job classifications in five departments are getting adjusted, while the employees in the same classifications in other departments are not being adjusted. Does this create a legal issue? What is the cost to implement the study for employees in the same classifications in other departments?***

The original plan was to implement Pay and Class Study results for all employees at mid-year, provided revenue projections could support the additional expense. While it is problematic to have two distinct salary structures for the same jobs, as long as the remaining departments are implemented with the same adjustments and the same effective date, doing so should preclude legal issues and mitigate the potential adverse impact on employee morale.

The consultant and HR both strongly advise against implementing study recommendations only for employees in the same classifications as those in the five approved departments. Such partial action would be detrimental as employees in departments throughout the county will be working side-by-side with some receiving the increase while others in that department do not. Estimated cost to adjust employees in classifications used in other departments is: **\$1,025,201.**

**Pay and Class Study Presentation**  
**BOC Committee of the Whole Meeting**  
**April 19, 2016**

***#8. What is the impact of the pay and class study on the proposed minimum wage of \$10.10? Will this be addressed in the Pay and Class Study? Will seasonal/temporary employees have a minimum wage of \$10.10?***

All regular DeKalb County employees are paid above \$10.10/hour. With the Pay and Class implementation, all regular employees will continue to be above \$10.10. The lowest hourly rate for a regular-status employee will be \$10.67 per hour.

In the study, there are three grades designated for interns, trainees, seasonal workers, etc. with hourly pay range minimums of \$8.37 (Gr 1), \$9.13 (Gr 2), and \$9.90 (Gr 3). Employees hired in these grades can start higher in the range so that no employee would be paid less than \$10.10 per hour.

Based on 2015 data of 667 seasonal and temporary employees who earned less than \$10.10 per hour, the additional cost to pay these employees at a minimum \$10.10 is shown below:

**Estimated 2016 Cost based on 2015 Data**

Affected Departments	Total Cost with FICA
Parks & Recreation	\$209K
Workforce Development	69K
Voter Registration and Tax Commissioner	4K
<b>Total</b>	<b>\$282K</b>

# Appendix

[Pay and Benefit Changes 15 Year History](#)

[Pension Plan History of Contribution Rates](#)

[Performance Management Form Position](#)

[Information Questionnaire \(PIQ\)](#)

## DeKalb County Pay and Benefit Changes 15 Year History

### 2016

- No annual performance increase provided
- Implementation of Pay and Class Study for 5 Departments (Police, Fire, E911, Watershed, Sanitation) - Effective 5/7/16
  - 4% increase for employees hired before 1/1/14
  - Adjustment to minimum for employees still below new range minimum
- Pension contribution for employees hired before 9/1/2005 increased by 21%
- Pension contribution for employees hired before 1/1/16 decreased 0.007%
- New hybrid pension plan for employees hired on/after 1/1/16 – 6.42% contribution

### 2015

- No annual performance increase provided
- No Cost-of-Living Adjustment (COLA) provided to all employees
- Tax Commissioner provided 5% across-the-board increase to all department employees

### 2014

- 3% COLA with range adjustments for all employees
- No annual performance increase provided
- 5% Detention Officer Pay Adjustment (pay increase) in Sheriff's Office

### 2013

- No annual performance increase provided
- No COLA provided to all employees
- Living Wage Initiative - Up to 3% increase for employees earning under \$37,731
  - Increase given to base, as a one-time payment, or both, depending on steps available; increase not to cause pay to exceed the \$37,731 threshold
- Sworn employees received 3% increase as one-time payment

### 2012

- No annual performance increase provided
- No COLA provided

### 2011

- No annual performance increase provided
- No COLA provided
- 5% Working Test Increase eliminated (increase after completing probationary period)
- 3 defunded holidays

## **DeKalb County Pay and Benefit Changes 15 Year History Con't**

### **2010**

- No annual performance increase provided
- No COLA provided
- 3 defunded holidays, 4 furlough days for merit departments; some Constitutional Officer's departments did not participate or took less than 4 days

### **2009**

- Annual performance increases (merit) frozen for all employees
- No COLA provided
- Sick Leave Compensation Program frozen
- 1 defunded holiday
- Pension contributions increased from 4.5% to 8.63%

### **2008**

- 2, 3, or 4% annual increase for merit-status employees based on performance rating. Some non-merit status employees may have received annual increases that were greater than 4%

### **2007**

- 2, 3, or 4% annual increase for merit-status employees based on performance rating. Some non-merit status employees may have received annual increases that were greater than 4%
- 2% Across-the-Board increase for sworn employees

### **2006**

- 2, 3, or 4% annual increase for merit-status employees based on performance rating. Some non-merit status employees may have received annual increases that were greater than 4%
- 1% COLA for all employees

### **2005**

- 2, 3, or 4% annual increase for merit-status employees based on performance rating. Some non-merit status employees may have received annual increases that were greater than 4%
- Salary structure was adjusted in July - minimum rate was raised from current Step 1 to current Step 6 (5% adjustment) and maximum rate was raised from current Step 46 to new Step 56 (10% adjustment) for all grades

## DeKalb County Pay and Benefit Changes 15 Year History Con't

### 2004

- 2, 3, or 4% annual increase for merit status employees based on performance rating. Some non-merit status employees may have received annual increases that were greater than 4%

### 2003

- Implemented Performance Management Plan with variable annual merit increases, ranging from 2 to 4%, based on performance rating, for merit status employees. Some non-merit status employees may have received annual increases that were greater than 4%

### 2002

- Reduced annual merit increases from 5% to 3% for merit status employees. Some non-merit status employees may have received annual increases that were greater than 3%

### 2001

- 5% annual merit increase for all employees (merit and non-merit status)
- Final phase of the 2000 PricewaterhouseCoopers Salary Study implemented

## Definitions

**Merit status** employees are those designated as having classified service

All employees have merit status, except those in positions specifically designated as **non-merit** per DeKalb County Code including:

- Elected Officials and the employees of their offices
- All employees of the Police and Fire Rescue Departments, above the rank of Captain
- Directors who serve as Department Heads, excluding the Human Resources, Finance, and Planning Directors, who have merit status
- Appointed Officials
- County Attorney and the employees of the office
- Public Defender and the employees of the office

DeKalb County Pension Plan  
History of Contribution Rates

Date	Employee Contribution Rate	County Contribution Rate
1/1/98	0.50%	0.50%
2/1/05	1.50%	3.00%
1/1/06	2.50%	4.00%
1/1/07	3.50%	6.50%
1/1/08	4.00%	8.00%
1/1/09	4.50%	9.50%
1/1/10	4.50%	9.50%
1/1/11	8.38%	17.00%
1/1/12	8.63%	12.81%
1/1/13	8.63%	12.99%
1/1/14	8.63%	14.80%
1/1/15	8.63%	17.51%
1/1/16	6.42%/8.57%/10.48%	18.56%

## DEKALB COUNTY FRONTLINE/INDIVIDUAL CONTRIBUTOR PERFORMANCE MANAGEMENT PLAN & APPRAISAL

Name:	Employee ID Number:	Department:	Appraisal Date:
Job Title:	Employment Date:	Supervisor:	Appraisal Period:

Performance Plan     Appraisal

Appraisal Type: \_\_\_\_\_

*Note: An appraisal submitted with a "far exceeds" or "below standards" rating for level of performance will be closely reviewed. Documentation must be provided to explain how expected performance measurements have been exceeded or deficient.*

### Rating Summary

Critical Job Elements	Weight*	Rating	=	Weighted Rating
1. _____	_____	x _____	=	_____
2. _____	_____	x _____	=	_____
3. _____	_____	x _____	=	_____
4. _____	_____	x _____	=	_____
_____	_____	_____	=	_____
_____	_____	_____	=	_____

Core Competencies	Yes	No
1. Mission Execution	<input type="checkbox"/>	<input type="checkbox"/>
2. Leadership	<input type="checkbox"/>	<input type="checkbox"/>
3. Results Driven	<input type="checkbox"/>	<input type="checkbox"/>

**WEIGHTED TOTAL** = \_\_\_\_\_

divided by 100 = **OVERALL PERFORMANCE RATING** \_\_\_\_\_

**Overall Performance Levels**

Far Exceeds Standards	4.5 and Above
Exceeds Standards	3.5 – 4.49
Consistently Meets Standards	2.5 – 3.49
Marginal Standards	1.5 – 2.49
Below Standards	1.49 and Below

**Overall Rating**

Far Exceeds Standard	<input type="checkbox"/>
Exceeds Standards	<input type="checkbox"/>
Consistently Meets Standards	<input type="checkbox"/>
Marginal Standards	<input type="checkbox"/>
Below Standards	<input type="checkbox"/>

*\*Note: Weight of each critical job element is determined by rater and the sum of all must total 1,000.*



**Organization Strategic Priority(ies) (check all that apply):**

- Enhance Public Safety
- Facilitate Jobs & Economic Development
- Develop & Maintain Viable, Sustainable Neighborhoods & Communities
- Ensure Efficient Operations
- Ensure Fiscal Integrity
- Invest in employees

**Department Strategic Priority (ies) (list objectives that support priorities above) :**

Critical Job Elements	R A T I N G S				
1a. Critical Job Element:	5	4	3	2	1
	Far Exceeds Standards	Exceeds Standards	Consistently Meets Standards	Marginal Standards	Below Standards
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1b. Key Performance Indicator:					
Comments/Results:					

Critical Job Elements	RATINGS				
2a. Critical Job Element:	5	4	3	2	1
	Far Exceeds Standards	Exceeds Standards	Consistently Meets Standards	Marginal Standards	Below Standards
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2b. Key Performance Indicator:					
Comments/Results:					

Critical Job Elements	RATINGS				
3a. Critical Job Element:	5	4	3	2	1
	Far Exceeds Standards	Exceeds Standards	Consistently Meets Standards	Marginal Standards	Below Standards
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3b. Key Performance Indicator:					
Comments/Results:					

Critical Job Elements	RATINGS				
4a. Critical Job Element:	5	4	3	2	1
	Far Exceeds Standards	Exceeds Standards	Consistently Meets Standards	Marginal Standards	Below Standards
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4b. Key Performance Indicator:					
Comments/Results:					

Critical Job Elements	RATINGS				
5a. Critical Job Element:	5	4	3	2	1
	Far Exceeds Standards	Exceeds Standards	Consistently Meets Standards	Marginal Standards	Below Standards
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5b. Key Performance Indicator:					
Comments/Results:					

Critical Job Elements	RATINGS				
6a. Critical Job Element:	5	4	3	2	1
	Far Exceeds Standards	Exceeds Standards	Consistently Meets Standards	Marginal Standards	Below Standards
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6b. Key Performance Indicator:					
Comments/Results:					

## FRONTLINE/INDIVIDUAL CONTRIBUTOR CORE COMPETENCY EVALUATION

Competency Description	Rating	
<b>Mission Execution</b> – Understands and supports the mission and goals of the organization; provides constructive input to achieve team goals.	<b>Yes</b> <input type="checkbox"/>	<b>No</b> <input type="checkbox"/>
<b>Comments:</b>		
<b>Leadership</b> - Works collaboratively with others to accomplish common goals; takes initiative to improve quality/quantity of individual or group work.	<b>Yes</b> <input type="checkbox"/>	<b>No</b> <input type="checkbox"/>
<b>Comments:</b>		
<b>Results Driven</b> – Focuses on and achieves desired outcomes.	<b>Yes</b> <input type="checkbox"/>	<b>No</b> <input type="checkbox"/>
<b>Comments:</b>		

\*\*Rating Yes – Meets core competency    No – Does not meet core competency



# Appraisal Summary

## Overall Summary

## Employee Comments

## Career Development

**SIGNATURES:**

Performance Plan

Probationary/Annual

Other

	Performance Plan	Probationary/Annual	Other
Employee	DATE: SIGN:	DATE: SIGN:	DATE: SIGN:
Immediate Supervisor (Rater)	DATE: SIGN:	DATE: SIGN:	DATE: SIGN:
Next Level Supervisor	DATE: SIGN:	DATE: SIGN:	DATE: SIGN:
Department Head	DATE: SIGN:	DATE: SIGN:	DATE: SIGN:

*Note: The employee's signature acknowledges receipt of this report and not that the employee agrees with it.*

<b>Archer Company Comprehensive Position Questionnaire</b>				<i>For Official Use Only</i>	
Name (Last, First):					
Current Classification / Job Title:					
Work Assignment:					
Department:					
Division:		Time with Organization:		Years	Months
Work Location:		Time in Current Position:		Years	Months
Work Phone:		Pay Rate: <input type="checkbox"/> Annual <input type="checkbox"/> Hourly		\$	
Work Email:				Hours Per Week:	

<b><i>1. Purpose of your Position</i></b>
Summarize in one or two sentences the essential purpose of your position.

<b><i>2. Reporting Relationships</i></b>		
Immediate Supervisor:	Title:	
His/Her Supervisor:	Title:	
3 <sup>rd</sup> Level of Supervision:	Title:	
<b>Employees who Report to You</b>		What authority do you have over employees you supervise (or co-workers that you lead)?
Name:	Title:	
Total # of Employees Supervised:		List other employees who work closely with you and do the same type of work:
Others: <input type="checkbox"/> Volunteers <input type="checkbox"/> Interns <input type="checkbox"/> Inmates <input type="checkbox"/> Community Service Workers		

**3. Essential Functions**

Describe the 5-7 most important <b>functions</b> that you perform – most job tasks can be grouped into 5-7 main functions. Please list functions in order of importance.		% of Time
Function 1		
Function 2		
Function 3		
Function 4		
Function 5		
Function 6		
Function 7		

**4. Duties & Responsibilities**

For each essential function identified above, please describe the specific job duties (tasks) and responsibilities that you perform in order to carry out the function. In the column to the right, list how frequently you perform each duty and responsibility using “A” for annually, “M” for monthly, “W” for weekly, and “D” for daily. List only those duties and responsibilities you personally perform. You may use additional pages if needed. <i>It may be helpful to itemize tasks with bullets.</i>	Frequency
Function 1:	
Function 2:	

**4. Duties & Responsibilities**

Function 3:

Function 4:

Function 5:

Function 6:

Function 7:

### 5. Planning & Scheduling

Check the planning/scheduling time frames that are typically required in the performance of your work. Give specific examples of the type of planning required of your position.

**Time Frame (Check the Box)      Examples of Work**

- One Day:
- One week:
- One month:
- Two to three months:
- Four to six months:
- Seven to eleven months:
- One to two years:
- Three to five years:
- Over five years:

### 6. Financial Accountability

Direct Budget / Expenditure Authority: Salaries & Wages:        \$ Materials & Supplies:    \$ Equipment:                \$ Outside Services:        \$ Other:                      \$ <hr/> <b>Total:</b> \$	Other financial responsibilities that are part of your position: <input type="checkbox"/> Develop and defend department budget <input type="checkbox"/> Make recommendations regarding department budget request <input type="checkbox"/> Directly responsible for monitoring and overseeing expenditures <input type="checkbox"/> Monitor expenditures and alerting manager when a certain threshold is reached. <input type="checkbox"/> Use of Petty Cash or Credit Card: \$ _____ <input type="checkbox"/> Handle cash or other forms of money / payments: \$ _____ per
---	---

### 7. Data & Information Utilization

**Reports & Documents you RECEIVE & REVIEW:** (Examples: vehicle maintenance reports, billing invoices, personal checks, patient records, insurance forms, attendance records, drafts of letters, time sheets, architectural drawings, electrical diagrams, diagnostic reports, etc.) **Beside each item you list, briefly describe the purpose or reason for which you receive it. Then briefly state what you do with it and/or the data/information contained in it after you receive it.** (Examples: transcribe, type, copy, record, edit, analyze, evaluate, file, calculate, make recommendations, and make decisions, etc.)

Type of Record/Report, Chart, Etc.	Purpose or Reason for Receiving It	What You Do With It

**Reports & Documents you PREPARE:** (Examples: billing statements, production reports, vehicle maintenance reports, patient records, flow charts/diagrams, newspaper copy, laboratory reports, statistical analyses, payroll checks, performance appraisals, diagnostic reports, annual reports, purchase orders, etc.) **Beside each item you list, briefly describe the purpose for which you prepare it. Then briefly state what you do with it after you prepare it.** (Examples: make copy, mail, transmit, file, collate, publish, make presentation, discuss it with supervisor, etc.)

Type of Record/Report, Chart, Etc.	Purpose or Reason for Preparing It	What You Do With It

**8. Interaction with Others (Customers, General Public, Co-Workers, Etc.)**

List those people or groups with whom you must communicate in the performance of your work. (Examples: customers, patients, clients, students, trainees, immediate supervisors, counselors, subordinates, supervisors in other departments, consultants, sales representatives, etc.) **Beside each person or group you list, state the purpose for which you interact and/or communicate.** (Examples: give directions, advise, counsel, discipline, examine, receive advice, receive directions, administer medicine, negotiate, influence, interview, instruct, present, assist, sell, accept payments, etc.)

Person / Group With Whom You Interact	Purpose for Communication / Interaction

**9. Equipment Utilization**

List below the type(s) of machinery, equipment, and/or tools that you use or service in the performance of your work. (Examples: personal computer, computer terminal, vehicle, tractor, dump truck, air conditioner, dialysis machine, drill press, offset press, etc.) Beside each machine or piece of equipment you list, describe the purpose for which you use or service it. Then briefly specify what you do with it. (Examples: operate it, repair it, maintain it, etc.)

Type of Machinery / Equipment	Purpose for Which You Use or Service It	What You Do With It

Do you use a computer for work?  Yes  No      Do you have a computer assigned to you?  Yes  No

**10. Computer Software Utilization**

Listed below are some common reasons for using software. Next to each reason that applies to your work, list the type(s) of computer software you use. (Examples: Word, Excel, Microsoft Access, .Net, HRIS, GIS, MUNIS, etc.) **Beside each type of software program you list, briefly describe the specific purpose(s) for which you use it.** (Examples: prepare letters and memoranda, design spreadsheets, design databases, enter data into accounting system, etc.)

Reason for Using Software	Type of Computer Software	Specific Purpose For Use
Word processing:		
Data entry into computer system:		
Desktop publishing:		
Enter data in existing spreadsheet:		
Design / format spreadsheets:		
Enter data in existing database:		
Design / develop new databases:		
Develop/maintain website:		
Other:		

**11. Verbal / Language Requirements**

If your job requires that you use or understand specific technical or professional language / terminology in the performance of your work, check the box next to the required language. Also indicate the specialty associated with the language you check (please be specific). If none of these apply to your job, check "None."

<input type="checkbox"/> Accounting Specialty: _____	<input type="checkbox"/> Engineering Specialty: _____
<input type="checkbox"/> Human Resources Specialty: _____	<input type="checkbox"/> Mechanical Specialty: _____
<input type="checkbox"/> Marketing Specialty: _____	<input type="checkbox"/> Electrical Specialty: _____
<input type="checkbox"/> Human Resources Specialty: _____	<input type="checkbox"/> Medical Specialty: _____
<input type="checkbox"/> Legal Specialty: _____	<input type="checkbox"/> Foreign Language Specialty: _____
<input type="checkbox"/> Counseling Specialty: _____	<input type="checkbox"/> <i>None</i>

Other Language Requirements:

**12. Math**

Check those statements below which most accurately describe the level of mathematics that you must use in the performance of your work. Give specific examples of calculations performed for each level that is checked:

<b>Level:</b>	<b>Examples of Calculations Performed</b>
<input type="checkbox"/> Basic Math (Addition, Subtraction, Counting, Measuring):	
<input type="checkbox"/> Routine Math (Multiply, Divide, Decimals, Percentages):	
<input type="checkbox"/> Routine Statistics (e.g. Percentage Change, Graphs, Trends):	
<input type="checkbox"/> Moderate Math (e.g. Geometry, Algebra):	
<input type="checkbox"/> Advanced Statistics (e.g. Linear / Multiple Regression, Standard Dev.):	
<input type="checkbox"/> Advanced Mathematics: (e.g. Calculus, Linear Programming):	

**13. Decision Making & Reasoning**

**Decisions / Judgment:** Give three (3) examples of decisions required in your work that have the biggest impact on your work, the work of your division/department, or the organization as a whole:

- 1.
- 2.
- 3.

**Guidelines Utilized:** Describe any laws, rules, regulations, standards and/or guidelines that govern your work or that you use in the course of performing your duties and responsibilities:

**Originality of Thinking:** Describe the extent to which your work requires inventiveness, imagination and/or innovation to perform your duties and responsibilities.

### 13. Decision Making & Reasoning (Continued)

**Commitment Authority:** Describe the extent to which your work actions could commit the organization to the expenditure of money, time or liability. Give specific examples:

**Impact of Errors:** If your work is not performed correctly, what types of errors or problems are likely to result which will seriously impact the work of your unit, department, and/or organization?

### 14. Minimum Physical Requirements

Complete this form as accurately as possible regarding the duties and responsibilities of your position. When describing physical, environmental, and sensory requirements of your work, **consider normal or typical work environments or demands, not those that are highly unusual or atypical.** Check the appropriate boxes and provide examples of how each item relates to the performance of essential job function (identified in question 3). An essential job function / task is one that you must be able to perform to fulfill job requirements, with or without reasonable accommodations.

CATEGORY	LEVEL/DEGREE	WHICH FUNCTIONS/TASKS REQUIRE THIS EFFORT?
<b>Prolonged Sitting:</b> Amount of time employee must remain sitting for sustained periods ( <b>without the freedom to move about</b> ).	<input type="checkbox"/> Not required <input type="checkbox"/> 1-3 Hours/day <input type="checkbox"/> 3-7 Hours/day <input type="checkbox"/> >7 Hours/day	<input type="checkbox"/> Essential Task <input type="checkbox"/> Non-Essential
<b>Prolonged Standing:</b> Amount of time employee must remain standing for sustained periods.	<input type="checkbox"/> Not required <input type="checkbox"/> 1-3 Hours/day <input type="checkbox"/> 3-7 Hours/day <input type="checkbox"/> >7 Hours/day	<input type="checkbox"/> Essential Task <input type="checkbox"/> Non-Essential
<b>Walking:</b> Amount of time employee spends walking for sustained periods.	<input type="checkbox"/> Not required <input type="checkbox"/> 1-3 Hours/day <input type="checkbox"/> 3-7 Hours/day <input type="checkbox"/> >7 Hours/day	<input type="checkbox"/> Essential Task <input type="checkbox"/> Non-Essential
<b>Balancing/Climbing:</b> Conditions, heights, and extent to which employee must climb or balance to perform duties.	<input type="checkbox"/> Not required <input type="checkbox"/> 1-3 Hours/day <input type="checkbox"/> 3-7 Hours/day <input type="checkbox"/> >7 Hours/day	<input type="checkbox"/> Essential Task <input type="checkbox"/> Non-Essential
<b>Crawling/Crouching:</b> Conditions and extent to which employee must crouch or crawl to perform duties.	<input type="checkbox"/> Not required <input type="checkbox"/> 1-3 Hours/day <input type="checkbox"/> 3-7 Hours/day <input type="checkbox"/> >7 Hours/day	<input type="checkbox"/> Essential Task <input type="checkbox"/> Non-Essential
<b>Lifting:</b> Amount of weight employee must lift. Indicate if effort is sustained over long periods. Indicate if material is lifted with assistance from other employees.	<input type="checkbox"/> <10 lbs. <input type="checkbox"/> 10-25 lbs. <input type="checkbox"/> 25-50 lbs. <input type="checkbox"/> 50-100 lbs. <input type="checkbox"/> >100 lbs.	<input type="checkbox"/> Essential Task <input type="checkbox"/> Non-Essential
<b>Pushing/Pulling:</b> Amount of weight employee must push/pull. Indicate if effort is sustained over long periods. Indicate if work is done with assistance from other employees.	<input type="checkbox"/> <10 lbs. <input type="checkbox"/> 10-25 lbs. <input type="checkbox"/> 25-50 lbs. <input type="checkbox"/> 50-100 lbs. <input type="checkbox"/> >100 lbs.	<input type="checkbox"/> Essential Task <input type="checkbox"/> Non-Essential
<b>Bending/Twisting:</b> Describe tasks requiring bending or twisting other than normal daily movements.	<input type="checkbox"/> Not required <input type="checkbox"/> Infrequent <input type="checkbox"/> Moderate <input type="checkbox"/> Excessive	<input type="checkbox"/> Essential Task <input type="checkbox"/> Non-Essential



**15. Environmental Hazards:** Check all that apply and provide examples of exposure due to performance of essential tasks.

<table border="0"> <tr> <td><input type="checkbox"/> No environmental risks</td> <td><input type="checkbox"/> Electrical currents</td> </tr> <tr> <td><input type="checkbox"/> Temperature/weather extremes</td> <td><input type="checkbox"/> Explosives</td> </tr> <tr> <td><input type="checkbox"/> Strong Odors</td> <td><input type="checkbox"/> Violence</td> </tr> <tr> <td><input type="checkbox"/> Toxic/poisonous agents</td> <td><input type="checkbox"/> Bright/dim lights</td> </tr> <tr> <td><input type="checkbox"/> Smoke/dust/pollen</td> <td><input type="checkbox"/> Noise extremes</td> </tr> <tr> <td><input type="checkbox"/> Wetness/humidity</td> <td><input type="checkbox"/> Vibrations</td> </tr> <tr> <td><input type="checkbox"/> Animals/wildlife</td> <td><input type="checkbox"/> Machinery</td> </tr> <tr> <td><input type="checkbox"/> Disease/bodily fluids</td> <td><input type="checkbox"/> Traffic hazards</td> </tr> </table>	<input type="checkbox"/> No environmental risks	<input type="checkbox"/> Electrical currents	<input type="checkbox"/> Temperature/weather extremes	<input type="checkbox"/> Explosives	<input type="checkbox"/> Strong Odors	<input type="checkbox"/> Violence	<input type="checkbox"/> Toxic/poisonous agents	<input type="checkbox"/> Bright/dim lights	<input type="checkbox"/> Smoke/dust/pollen	<input type="checkbox"/> Noise extremes	<input type="checkbox"/> Wetness/humidity	<input type="checkbox"/> Vibrations	<input type="checkbox"/> Animals/wildlife	<input type="checkbox"/> Machinery	<input type="checkbox"/> Disease/bodily fluids	<input type="checkbox"/> Traffic hazards	<p><b>Which Functions/Tasks Require this Exposure?</b></p>
<input type="checkbox"/> No environmental risks	<input type="checkbox"/> Electrical currents																
<input type="checkbox"/> Temperature/weather extremes	<input type="checkbox"/> Explosives																
<input type="checkbox"/> Strong Odors	<input type="checkbox"/> Violence																
<input type="checkbox"/> Toxic/poisonous agents	<input type="checkbox"/> Bright/dim lights																
<input type="checkbox"/> Smoke/dust/pollen	<input type="checkbox"/> Noise extremes																
<input type="checkbox"/> Wetness/humidity	<input type="checkbox"/> Vibrations																
<input type="checkbox"/> Animals/wildlife	<input type="checkbox"/> Machinery																
<input type="checkbox"/> Disease/bodily fluids	<input type="checkbox"/> Traffic hazards																

**16. Sensory Requirements:** Check all that apply and provide examples of how senses are utilized to perform essential tasks.

<input type="checkbox"/> <b>Color</b> perception & discrimination	Examples:																																																							
<input type="checkbox"/> <b>Sound</b> perception & discrimination	Examples:																																																							
<input type="checkbox"/> <b>Taste</b> perception & discrimination	Examples:																																																							
<input type="checkbox"/> <b>Odor</b> perception & discrimination	Examples:																																																							
<input type="checkbox"/> <b>Depth</b> perception & discrimination	Examples:																																																							
<input type="checkbox"/> <b>Texture</b> perception & discrimination	Examples:																																																							
<input type="checkbox"/> <b>Visual</b> perception & discrimination	Examples:																																																							
<input type="checkbox"/> Ability to <b>communicate orally</b>	Examples:																																																							
<table border="0"> <tr> <td><b>Talking/Hearing</b></td> <td>None</td> <td>Occasional</td> <td>Frequent</td> <td>Constant</td> </tr> <tr> <td>Talking in Person</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Talking on Phone</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Talking with Public</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Hearing in Person</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Hearing on Phone</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	<b>Talking/Hearing</b>	None	Occasional	Frequent	Constant	Talking in Person	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Talking on Phone	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Talking with Public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Hearing in Person	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Hearing on Phone	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<table border="0"> <tr> <td><b>Vision</b></td> <td>None</td> <td>Occasional</td> <td>Frequent</td> <td>Constant</td> </tr> <tr> <td>Near Vision</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Midrange Vision</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Far Vision</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Field of Vision</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	<b>Vision</b>	None	Occasional	Frequent	Constant	Near Vision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Midrange Vision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Far Vision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Field of Vision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Talking/Hearing</b>	None	Occasional	Frequent	Constant																																																				
Talking in Person	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																																																				
Talking on Phone	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																																																				
Talking with Public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																																																				
Hearing in Person	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																																																				
Hearing on Phone	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																																																				
<b>Vision</b>	None	Occasional	Frequent	Constant																																																				
Near Vision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																																																				
Midrange Vision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																																																				
Far Vision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																																																				
Field of Vision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																																																				

17. Minimum Qualifications

**Acceptable Education, Training, and Experience.** The questions below are designed to identify the level of education, training, and experience you believe should be **required prior to starting** the work of this position

- Some School Preferred    High School    Vocational / Technical
- Associate's Degree (Major / Curriculum: \_\_\_\_\_)
- Bachelor's Degree (Major / Curriculum: \_\_\_\_\_)
- Master's Degree (Major / Curriculum: \_\_\_\_\_)
- Ph.D.    M.D.    J.D. (Major / Curriculum: \_\_\_\_\_)

What is your level of education (highest level completed)?

Licenses / Certifications **Required** to Perform Work:

- Driver's License    CDL Class B    CDL Class A
- Other:
- Other:
- Other:

Licenses / Certifications Directly Applicable to Work  
(but **not required** for position):

**Other Training:** (e.g. on-the-job, continuing education requirements, formal in-house, etc.) **Please Describe.**

**Experience:** In addition to the above formal education and training needs, how much **previous related experience** should be required before an individual is hired for this position?

Years:                      What **Type** of Experience is Needed?

Presuming that the minimum qualifications are met, how long would it take a typical employee to be fully capable of doing the job proficiently and independently once they are hired for the position?

**18. Additional Information**

*Please provide any further information and comments about your position that you believe is important or pertinent to this analysis. You may attach additional pages as necessary to complete the questions in this questionnaire thoroughly and completely.*

**Employee Signature:**

\_\_\_\_\_

Signature

Date

*If filling this form out online, please type your name in place of your signature.  
Please forward the completed questionnaire to your supervisor.*

**Supervisor & Management Review**

**Comments By Immediate Supervisor.** The space below is provided for the immediate supervisor of this position to make comments concerning information provided above by the employee and to provide additional information about the position, if desired.

**Comments By Department Head.** The space below is provided for the department head to make comments concerning information provided above by the employee and to provide additional information about the position, if desired.

Promotional Paths	Comparable Positions
From what positions would you recruit / promote employees to fill this position?	List other employees who have the same work assignment / do the same work as this position (i.e. these positions would be interchangeable in your operations, without consideration for employee performance):
What positions represent a typical promotional opportunity to which an employee in this position could aspire?	

*If filling this form out online, please type your name in place of your signature.*

**Supervisor's Signature:**

\_\_\_\_\_

Signature

\_\_\_\_\_

Date

**Department Head's Signature:**

\_\_\_\_\_

Signature

\_\_\_\_\_

Date



# Pay & Class Study

**BOC Committee of the Whole Meeting  
April 19, 2016**

# Agenda

- Background
- Archer Report
- Archer Implementation Options & Costs
- Pay Progression
- Employee Appeal Process
- BOC Approved Pay and Class Actions & Costs
- Remaining Departments Pay and Class Actions & Costs
- Policy Changes

# Background

(Tab 1)

- Last pay and class study – 2000
- Pay ranges behind the market
  - Impacts ability to recruit and retain quality talent
- Last 7 Years – Employee pay impacted
  - Suspension of merit increases
  - Furlough days and unpaid holidays
  - Working test elimination
  - Increase contributions to insurance plans and pension
  - Living wage increase for employees earning under \$37,731
  - One-time payment of 3% for Sworn employees
  - 3% COLA with range adjustments for all employees
- The Archer Company hired
- Study cost – Approx. \$474,680
- Project Timeline – February 2014 to July 2016



# Archer Report

(Tab 2)

**BOC Committee of the Whole Meeting**

**April 19, 2016**





## ***Scope of Project:***

- Classification & Compensation Study for 7,000 positions covered by 865 job titles
- Planning, Strategy, & Assessment Meetings
- Job Analysis & Job Evaluation
- Market Analysis
- Formulate a Pay Plan (Equitable & Appropriate)
- Recommend & Facilitate Implementation
- Training, Maintenance, & Support



## ***Scope of Project:***

- ~~• Classification & Compensation Study for 7,000 positions covered by 865 job titles ✓~~
- ~~• Planning, Strategy, & Assessment Meetings ✓~~
- ~~• Job Analysis & Job Evaluation ✓~~
- ~~• Market Analysis ✓~~
- ~~• Formulate a Pay Plan (Equitable & Appropriate) ✓~~
- ***Recommend & Facilitate Implementation***
- ***Training, Maintenance, & Support***

# Market Analysis

## INTERNAL EQUITY

- ▶ Job analysis for every position
  - Employee questionnaires
  - Meeting with Dept. Managers
  - Employee Interviews / Observations (25%)
  - Information about organization & operations
- ▶ Classify positions according to work
- ▶ Evaluate classifications to determine pay grade
  - Archer Job Evaluation System

# Market Analysis

## **EXTERNAL EQUITY (Market Analysis)**

- ▶ Define Market / Identify Peers
- ▶ Identify Benchmark Classifications
- ▶ Compile Data
- ▶ Statistical Analysis of Market Data
- ▶ Comparative Analysis of Benefits

# Market Analysis

## Characteristics of Peer Organizations:

- ▶ Similar demographics
- ▶ Similar scope of services
- ▶ Key Competitors in market
  - Hire a large number of similar positions
  - Important or Influential in the market
- ▶ Proximity to Local Market
- ▶ Influence on Regional Market

# Market Analysis

## Peer Organizations included the following :

### **Metro Atlanta**

- City of Atlanta
- Clayton County
- Cobb County
- Fulton County
- Gwinnett County
- DeKalb County Schools

### **Regional Governments**

- Fairfax County, VA
- Jacksonville-Duval, FL
- Jefferson County, KY
- Nashville-Davidson, TN

### **Economic Research Institute**

*Professional and management level classifications surveyed locally and regionally, all other classifications surveyed locally*

# Market Analysis

## Characteristics of Benchmarks:

- ▶ Reflect a large number of employees
  - ▶ Titles common across peers
  - ▶ Reflect all levels of plan
  - ▶ Reflect wide scope of jobs
- 
- Approximately 175 benchmark classifications

# Market Data Summary

## Pay Ranges

- While there are exceptions, pay ranges are at least 10-15% behind market, with a significant proportion behind 25-30% or more
- **10-15% behind market**- Equipment Operator, Crew Workers, Maintenance Worker, Accountant, Planner
- **25-30% or more behind market**-Fleet Service Tech series, Meter Mechanic, Electrician, Crew Supervisor, Recreation Center Director, Auditor, Biologist, Attorney I, Property Appraisal series, Detention Officer
- **At market** - Emergency 911 Operator, Librarian, Police Officer, Police Officer Senior, Police Officer Master, Police Sergeant



# Market Data Summary

## Actual Pay

- Unskilled and para-professional employees lag the market significantly, cost associated
  - SG 14-24 (Crew Worker, Custodian, Fleet Service Tech, Accounting Tech, Customer Service, Equipment Operator, Lab Tech)
- Professional/Supervisory/Management generally within range, certain classifications may need to be adjusted
  - SG 25-32 (Engineer, Librarian, Attorney I, Budget Mgr, Deputy Chief Appraiser, Police Officer)
- Executive pay is mostly within market

## Benefits

- Comparable to market even with recent pension change

# Pay Plan Structure & Ranges

## New Structure

- ▶ Proposed pay ranges aligned with market
  - Range minimum 25% below market, maximum 30% above market
  - Executive ranges 10% below market and 45% above
- ▶ Consistent title schematics (Deputy/Asst. Director)
- ▶ Reduce number of classifications (where sensible)
  - Collapse automatic promotions (I to II) based on time in job
  - Require greater distinction between levels (certifications)
  - Provide more meaningful salary increases for promotions within job series

	Current	Proposed
Salary Grades	32	35
# Pay Tables	2	1
Structure	Steps	Open Range
	% between grades (6%)	Fixed Dollar Amount (\$1,620)
Width	63% Spread	55%
Supplemental Pay	In addition to base	Included in base

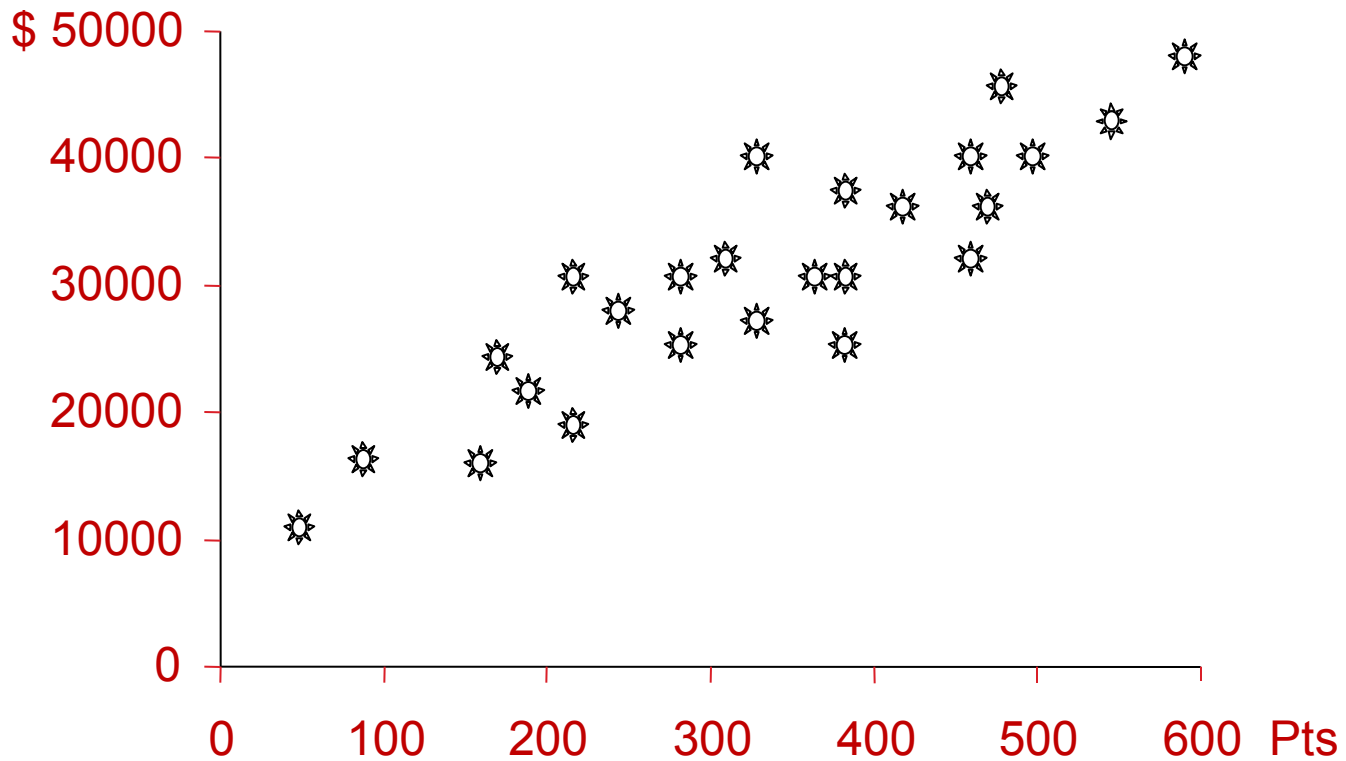
# Market Analysis

## Develop the Pay Plan

- ▶ Plot benchmarks on graph
- ▶ Adjust for statistical outliers
- ▶ Use Regression Analysis
  - Relationship (Balance) between internal equity and external equity
  - Calculate Line of Best Fit
  - Establish Pay Line
- ▶ Use Pay Line to Calculate Pay Ranges

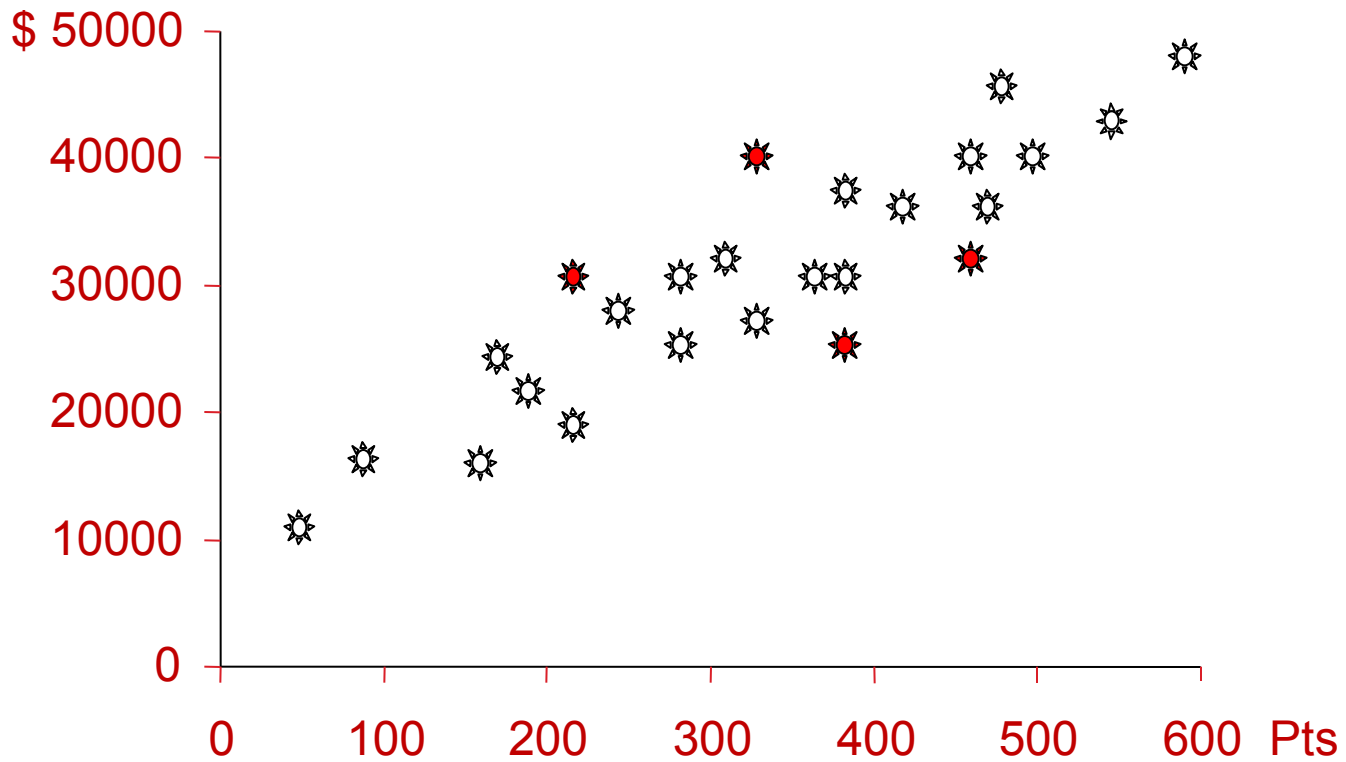
# DEVELOPING THE PAY PLAN

Plot benchmarks as a scatter gram



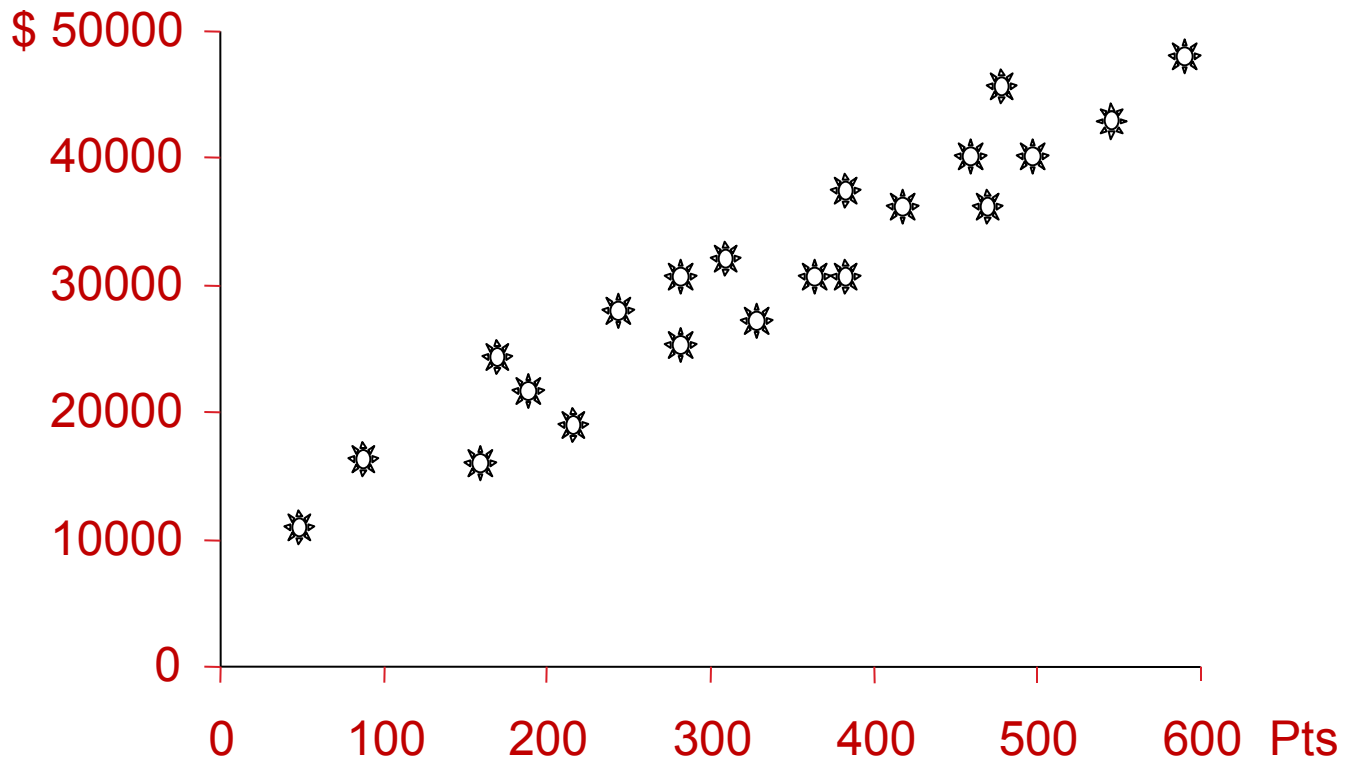
# DEVELOPING THE PAY PLAN

Adjust for Statistical Outliers



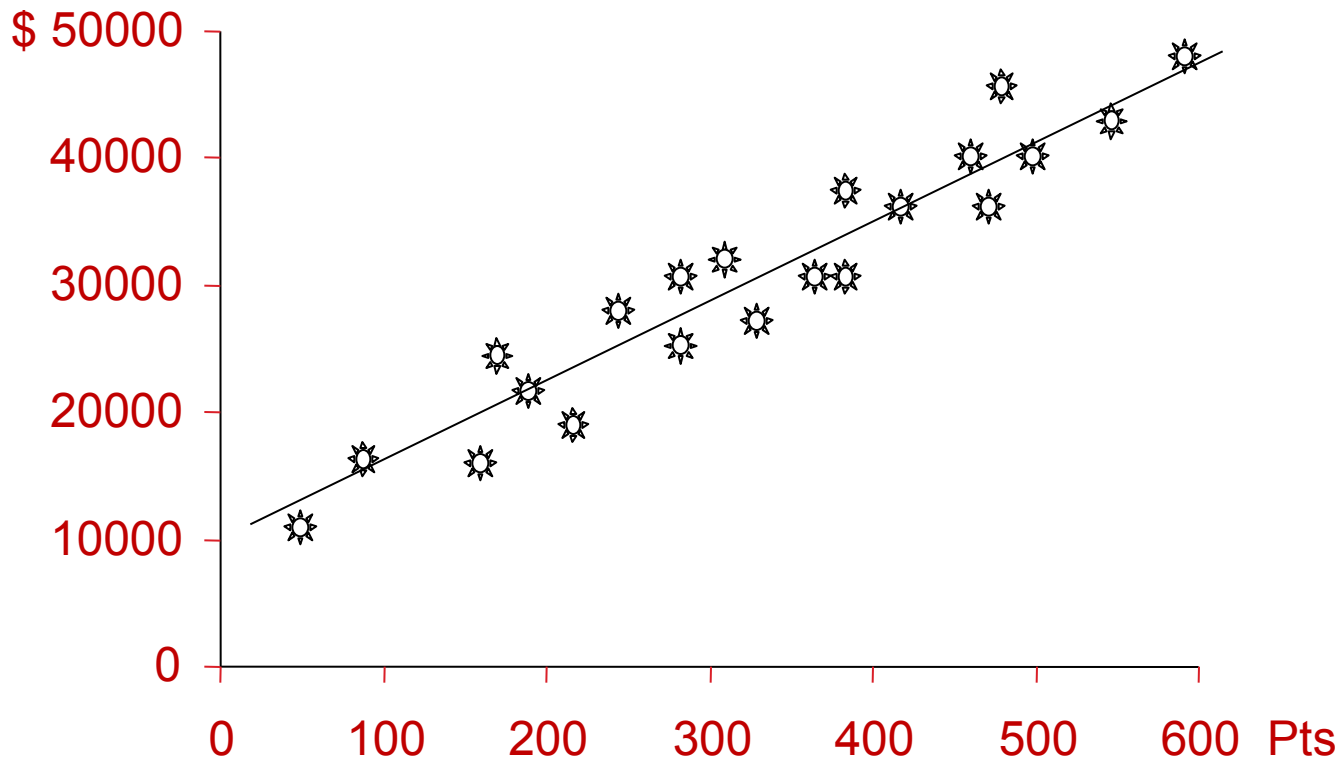
# DEVELOPING THE PAY PLAN

Adjust for Statistical Outliers



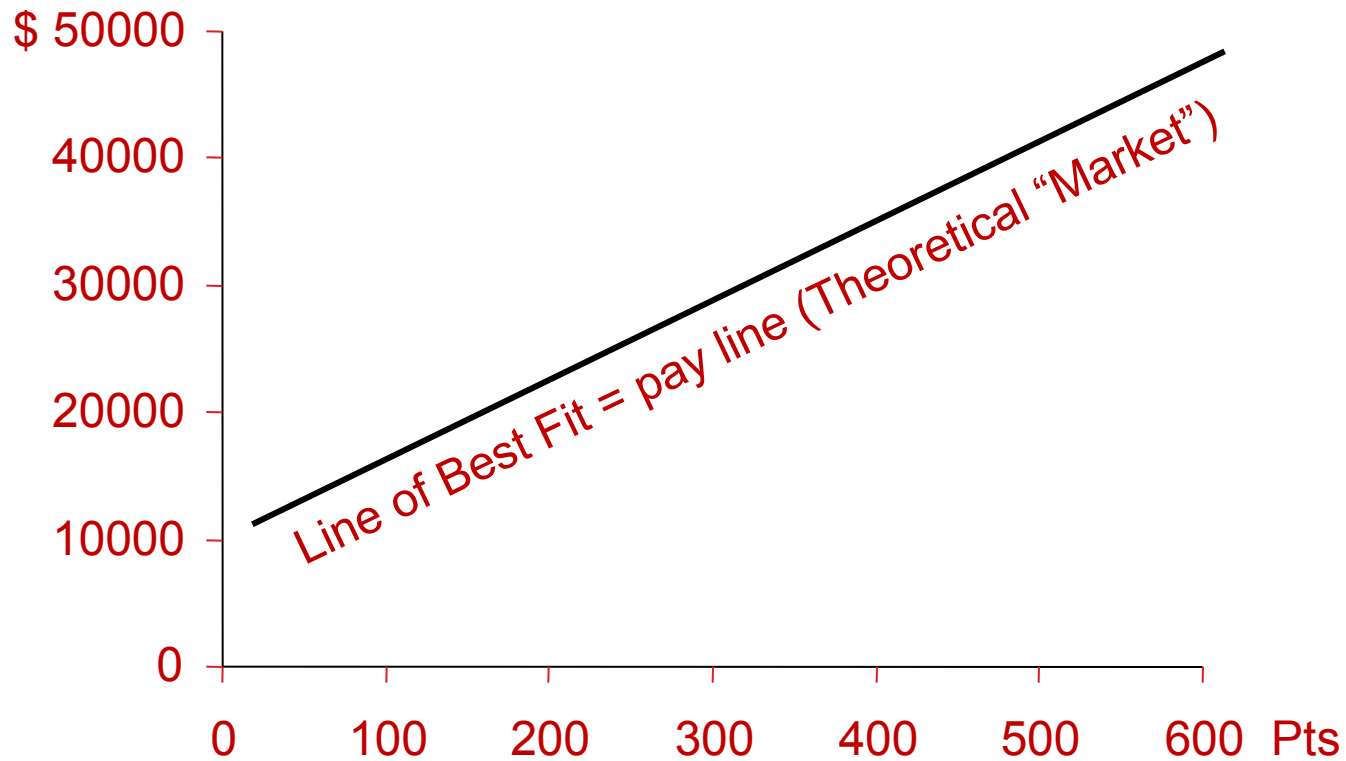
# DEVELOPING THE PAY PLAN

Calculate a “line of best fit” using Regression Analysis



# DEVELOPING THE PAY PLAN

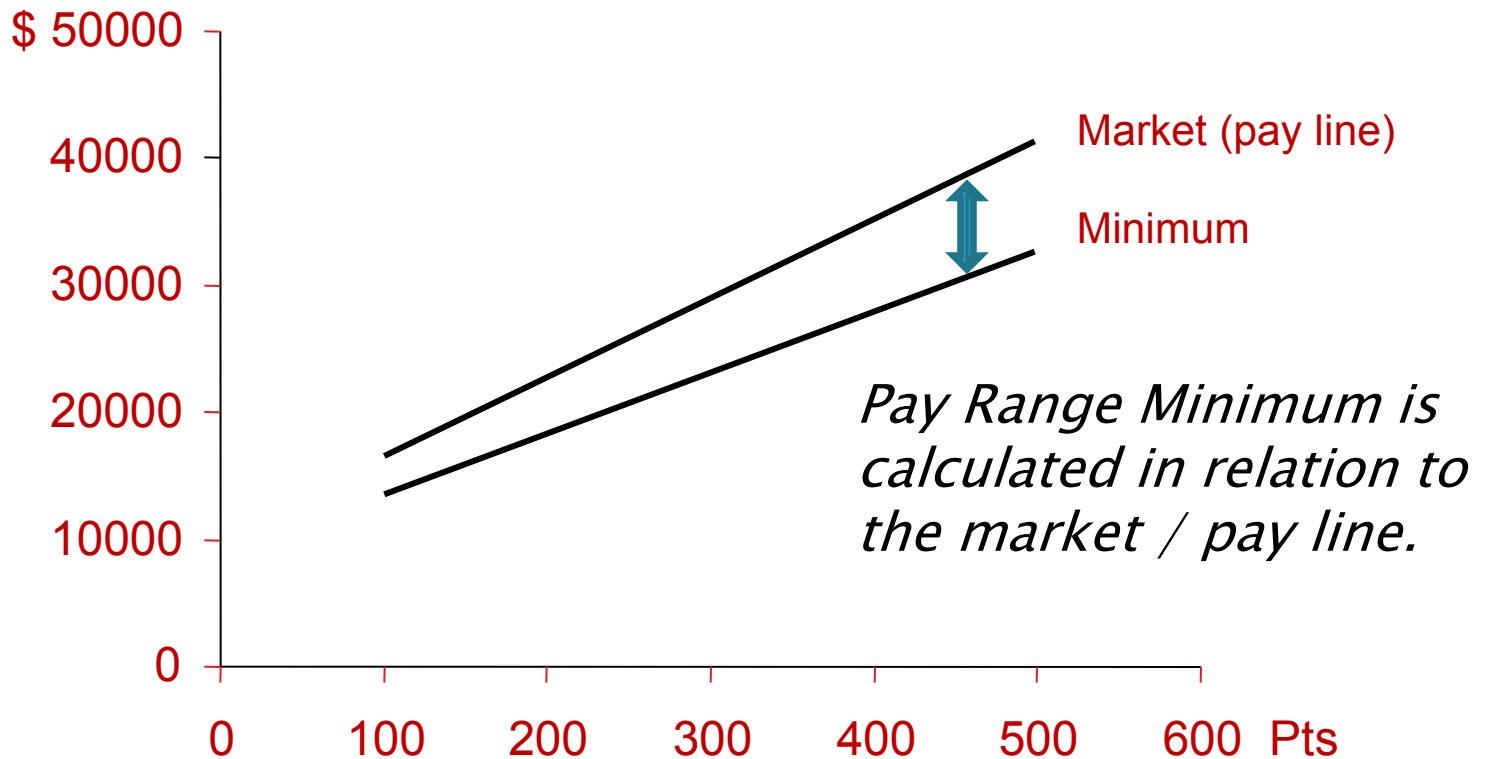
Line of best fit is used as pay line to anchor ranges to market





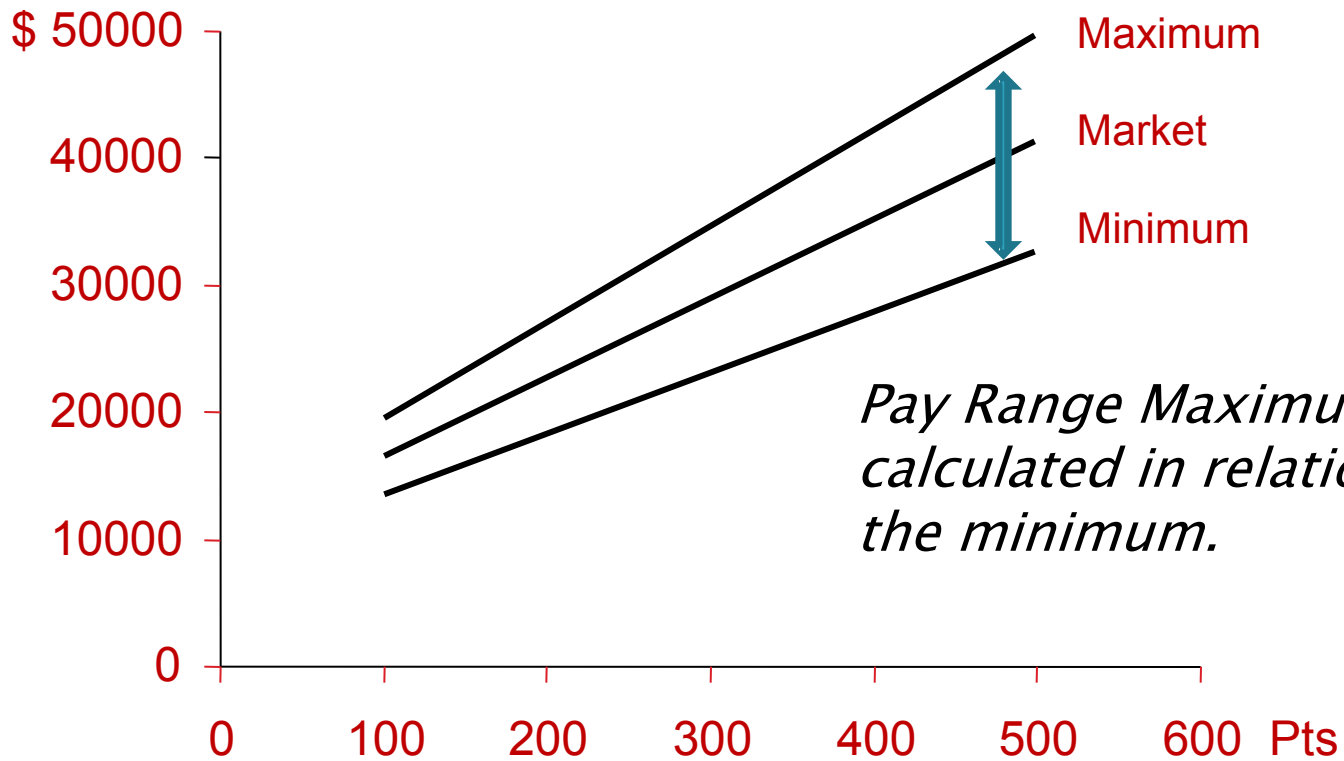
# DEVELOPING THE PAY PLAN

## Calculating the Pay Ranges



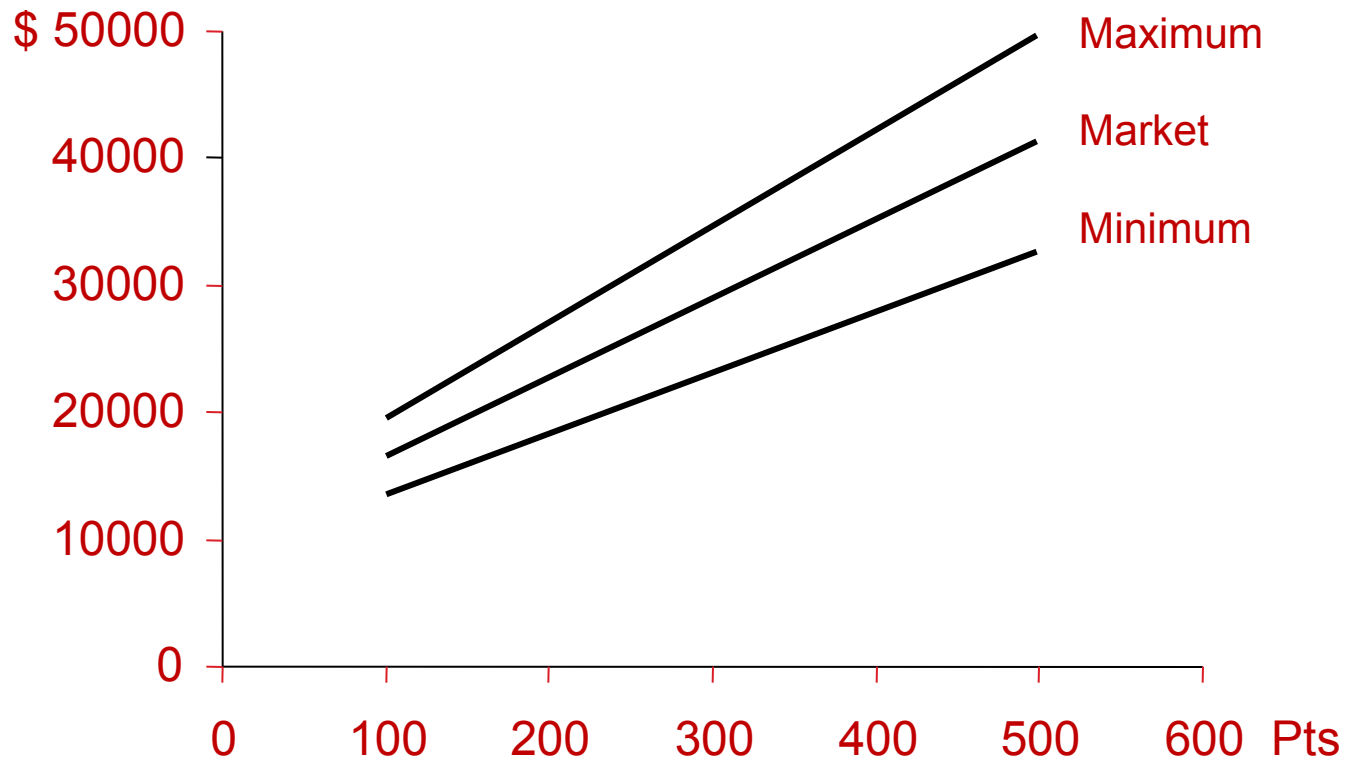
# DEVELOPING THE PAY PLAN

## Calculating the Pay Ranges



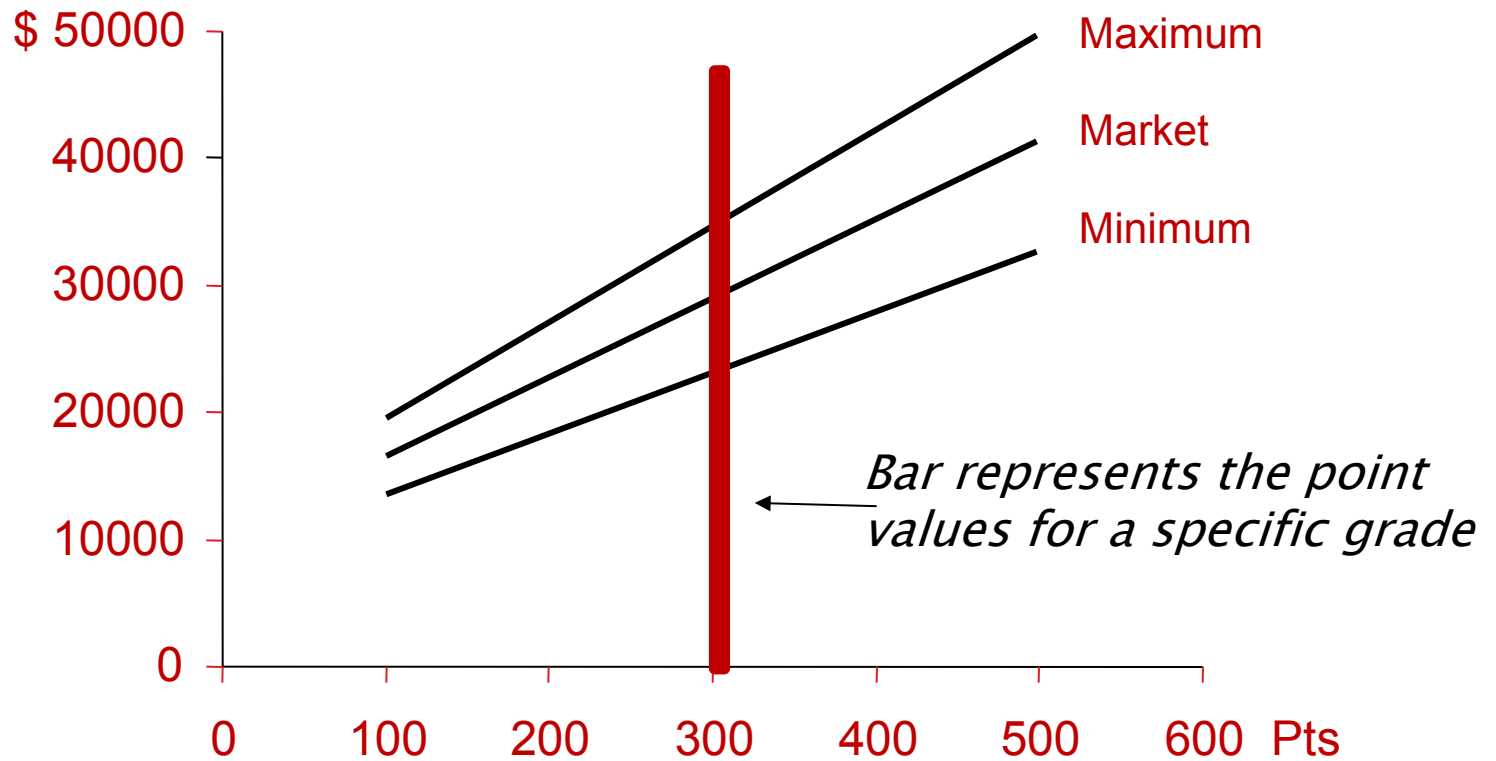
# DEVELOPING THE PAY PLAN

## Calculating the Pay Ranges



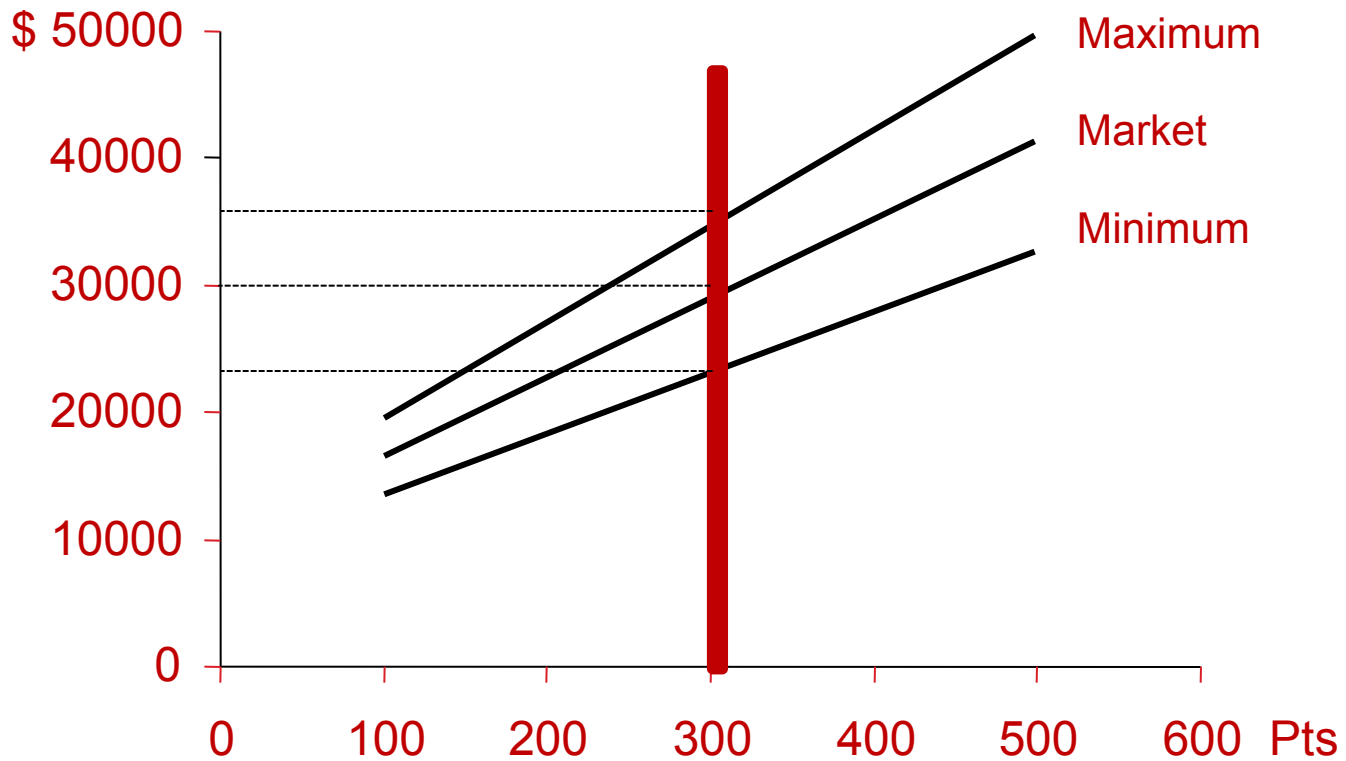
# DEVELOPING THE PAY PLAN

## Calculating the Pay Ranges



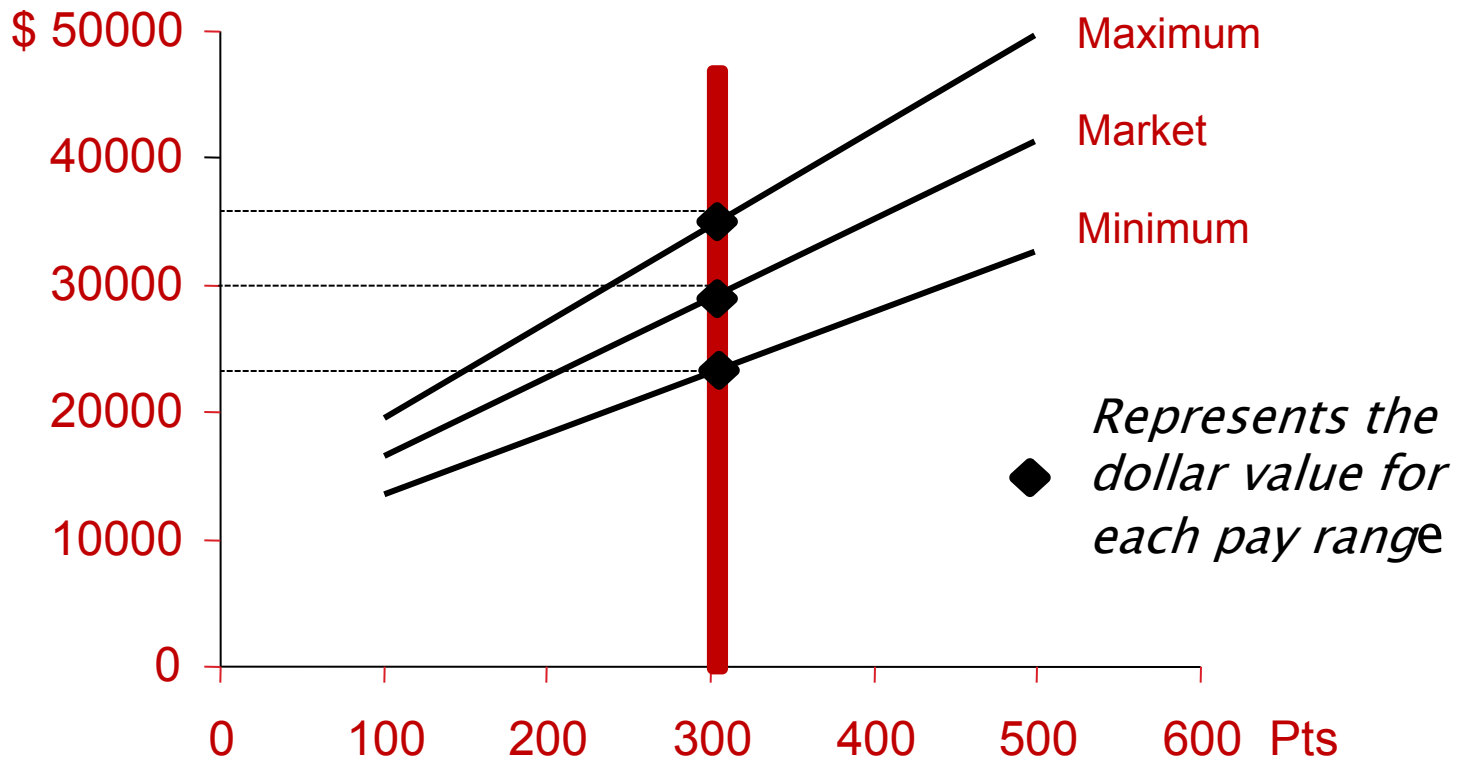
# DEVELOPING THE PAY PLAN

## Calculating the Pay Ranges



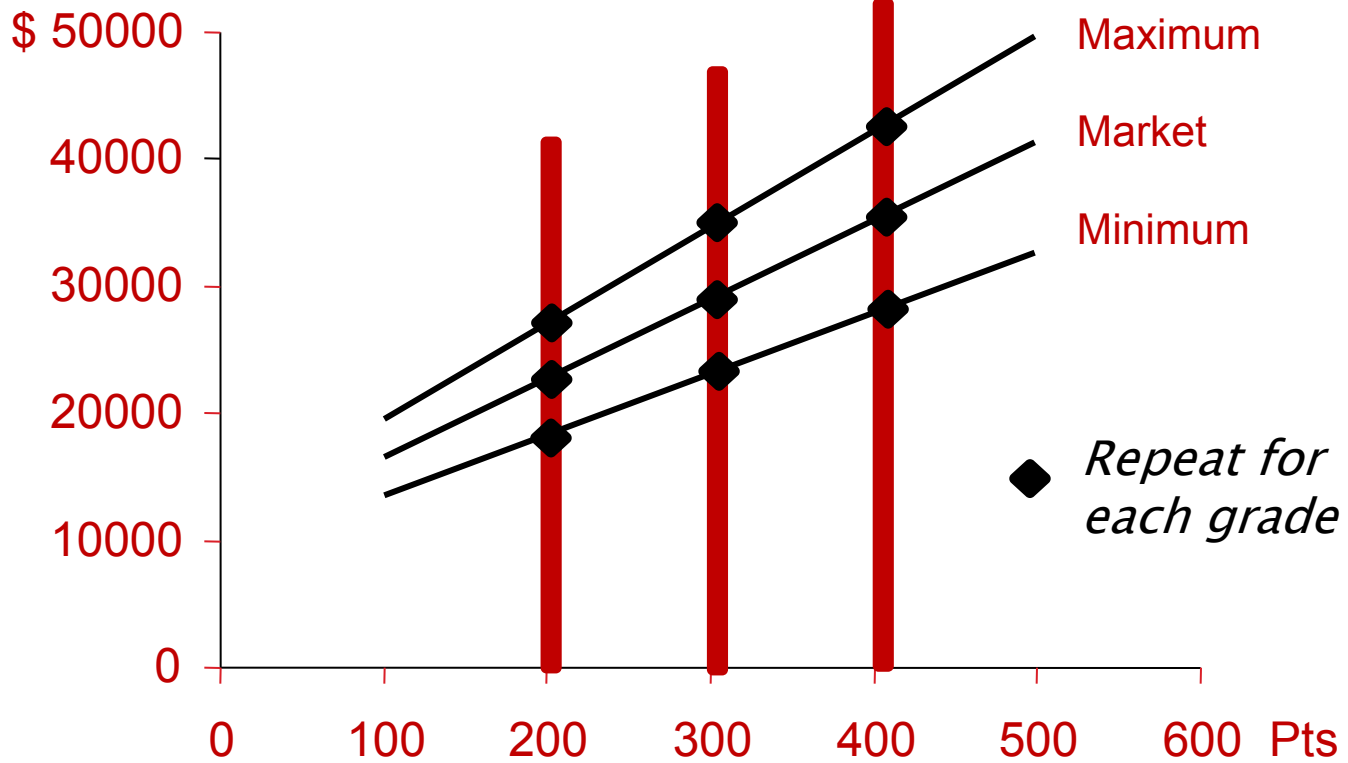
# DEVELOPING THE PAY PLAN

## Calculating the Pay Ranges



# DEVELOPING THE PAY PLAN

## Calculating the Pay Ranges



# Tailoring the Pay Plan

*A Well Developed Pay Plan  
is a marriage between  
**Objective Analysis and  
Practical Application.***

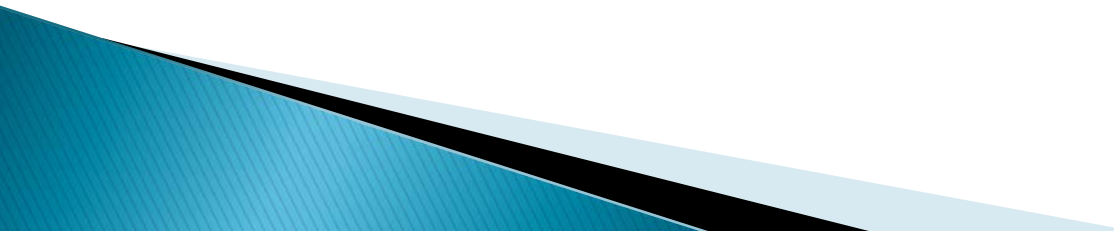


# Developing the Pay Plan

## From Draft to Final

- ▶ Review Draft Reports
  - Human Resources
  - Department Heads
  - Obtain Additional Information where necessary
- ▶ Revise Recommendations
- ▶ Repeat
- ▶ Repeat Again

***The proposed pay plan  
is shown in the exhibits  
to our report.***



# Archer Implementation Options

(Tab 3)

- **Option 1:** Cost-to-Minimum Only
- **Option 2:** Across-the-Board + Cost-to-Minimum
  - 4% - Grades 1-9
  - 2% - Grades 10+
- **Option 3:** Across-the-Board + Cost-to-Minimum
  - 4% - Grades 1-18
  - 2% - Grades 19+
- **Other Standard Options**
  - Placement Into Range
  - Discretionary Adjustments
  - Selective Placement

# Pay Progression

(Tab 4)

- **Current vs. New Structure**
  - Police
  - Fire
  - E911

# Police Pay Progression

	County Service					
Job Title	Hire	6 Months	12 Months	18 Months	24 Months	36 Months
<b>Current</b>						
Police Officer (PO)	\$37,956					
Police Officer, Senior (PO Sr.)			\$39,840 (5% incr.)			
Master Police Officer (MPO)						\$42,240 (6% incr.)
<b>Cumulative Increase</b>			<b>5%</b>			<b>11%</b>
<b>Proposed</b>						
Police Recruit	\$38,151					
Police Officer (PO)		\$39,747 (4.2% incr.)				
Police Officer, Senior (PO Sr.)				\$41,343 (4.0% incr.)		
Master Police Officer (MPO)*						\$46,928 (13.5% incr.)
<b>Cumulative Increase</b>		<b>4.2%</b>		<b>8.4%</b>		<b>23%</b>

# Fire Pay Progression

	County Service					
Job Title	Hire	6 Months	12 Months	18 Months	24 Months	36 Months
<b>Current</b>						
Firefighter I	\$33,444					
Firefighter II			\$35,116 (5% incr.)			
Fire Apparatus Operator						\$36,872 (5% incr.)
<b>Cumulative Increase</b>			<b>5%</b>			<b>10%</b>
<b>Proposed Track</b>						
Job Title	Hire	Completion of Academy	12 Months	18 Months	24 Months	36 Months
Fire Recruit	\$36,555					
Firefighter I		\$38,151 (5% incr.)				
Firefighter II			\$39,747 (5%)			
<b>Cumulative Increase</b>		<b>5%</b>	<b>10%</b>			
<b>Proposed Optional Promotion Track</b>						
Job Title	Hire	Completion of Academy	12 Months	18 Months	24 Months	36 Months
Master Firefighter						\$41,343 (4% incr.)
<b>Cumulative Increase</b>						<b>14%</b>
Fire Driver/Operator*					\$46,928 (16%)	
Fire Command Tech*					\$46,928 (16%)	
<b>Cumulative Increase</b>					<b>26%</b>	

\*Competitive Promotion

# E911 Pay Progression

	County Service					
Job Title	Hire	6 Months	12 Months	18 Months	24 Months	Fire Console
<b>Current</b>						
Emergency 911 Operator	\$31,596 (min.)					
Emergency 911 Operator, Senior					\$33,444 (5% incr.)	
<b>Cumulative Increase</b>					<b>5%</b>	
<b>Proposed</b>						
Communication Officer I	\$33,363 (min.)					
Communication Officer II					\$36,555 (9% incr.)	
Communication Officer III						\$38,151 (5% incr.)
<b>Cumulative Increase</b>					<b>9%</b>	<b>14%</b>

# Employee Appeal Process

(Tab 5)

- Employee Request to Review Job Placement
- Must Have Completed Position Questionnaire
- 10 Days to Appeal
- Cannot Appeal
  - Pay or Salary Increase
  - Volume of Work
- Management Reviews Appeal
- Archer Final Determination



# Approved Pay & Class Actions & Cost

(Tab 6)

- Planned to Implement for all Departments at Mid-Year 2016
- Departments Approved in 2016 Budget
  - Police
  - Fire
  - E-911
  - Sanitation
  - Watershed Management
- Implementation Date & Cost
  - May 7, 2016
  - \$5,178,912 -Cost for 8 months including fringe benefits

# Remaining Departments

(Tab 7)

- **Implement Remaining Departments Mid-Year 2016**
  - **Decision 1** - Remaining Departments Under CEO & BOC
  - **Decision 2** - All Remaining Departments
  
- **Rationale**
  - Ensure Consistency and Fairness in Compensation
  - Reduce Morale Problems
  - More Competitive Salaries
  - Keep Pace with Peer Organizations

# Policy Changes

(Tab 8)

- **Compensation Philosophy**

- Framework for Total Rewards System
- COLA
- Merit Based Pay
- EE Development
- Non-Monetary Incentives

- **Expansion of Non-Merit Status**

- Paraprofessional Level and Above
- Grades 23+ in Current Pay Structure
- Comparable Grades in New Pay Structure

- **Reinstate Pay-for-Performance**

- Acknowledge and reward top performers
- Progress employees through pay ranges
- Link Performance to Department & County Strategic Objectives