

EXECUTIVE REPORT
MIAMI COUNTY COMPENSATION STUDY
July 14, 2021

BACKGROUND & PURPOSE

One of our greatest assets at Miami County are the employee’s that work and serve the county and its citizens. It is through their dedication and commitment to Miami County that we continue to be able to provide quality services and growth in infrastructure. Miami County strives to provide our employees with competitive wages and superlative benefits, which comes at a cost to the county.

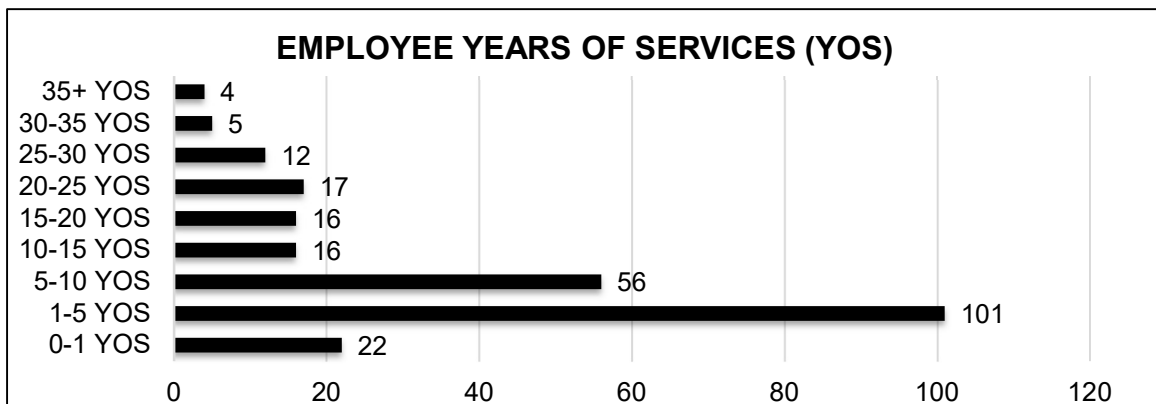
Through no fault of the county, or its desire to attract and retain employees, a glaring reality has set in spotlighting the county’s inability to remain competitive with both public and private sector entities. In order for the county to grow we must take a deep internal look at the organization and the employees that serve it and identify our shortcomings in an unbiased approach.

WHO WE ARE

Miami County proudly employees a total of 273 employees at full staff, with plans to add an additional six full-time employees in 2022. Our employees serve in 113 unique positions throughout 24 departments and divisions. Currently the county has 249 filled positions with 24 vacancies, of those 249 staffed positions 219 are full-time and 30 are part-time.

It is because of the dedicated employees that serve the county, that as an organization we can provide essential services to county residents; including road and bridge maintenance, law enforcement, and emergency medical services. While these departments prove to be essential to the county and residents, every county employee serves a unique and crucial role to the operations of the county and its continued ability to operate daily without interruption.

As an organization we are dedicated to the county and its citizens but are equally as dedicated to our employees. It is with pride that we can recognize the combined 2,178 years of service Miami County employees have devoted to the county and its citizens.



HOW WE GOT HERE

In 2014 the Board of County Commissioners requested an internal wage study of all county positions. The study resulted in the county investing over \$600,000 into county employees and a new pay plan and classification system. The commission recognized at that time the importance of our employees and what they bring to the table for the county and the citizens we serve. The initial study and change in compensation made a great impact to personnel in 2015 and over the years, by continued annual COLAs and merit increases, however, our efforts have failed to stand the test of time and significant changes in the market.

As previously mentioned, the county employs more than 270 employees in 113 unique positions. Of those positions there are seven classifications that make up nearly 40% of the county's workforce:

- EMT, EMS department
- Paramedic, EMS department
- Dispatcher, sheriff's office
- Deputy Jailer, sheriff's office
- Deputy Sheriff, sheriff's office
- Equipment Operator II, road and bridge
- MV / Tax Clerk, treasurer's department

Each of these positions serves the county in a distinct way from providing first responder services, protecting and serving, maintaining county infrastructure, or providing essential frontline customer service. We recognize the value of each employee, but for the purpose of this summary we will focus on these seven benchmark classifications.

The table below shows the wage journey of these seven different positions since 2014. As outlined the county has made annual efforts to increase these scales and stay relevant in the market.

SEVEN-YEAR WAGE JOURNEY

CLASSIFICATION	2014 PAY RANGE	2015 PAY RANGE	2016 - 2020 INCREASES	2021 PAY RANGE
EMT	8.57 - 13.39	10.89 - 16.34	7.50%	11.91 - 17.86
Paramedic	11.16 - 15.92	13.51 - 20.26	7.50%	14.76 - 22.15
Dispatcher	12.76 - 18.79	13.35 - 20.02	7.50%	14.59 - 21.88
Deputy Jailer	12.76 - 18.79	14.28 - 21.42	7.50%	15.61 - 17.01
Deputy Sheriff	15.69 - 23.11	16.35 - 24.52	7.50%	17.87 - 19.48
Equipment Operator II	12.39 - 18.24	13.35 - 20.02	7.50%	14.59 - 21.88
MV / Tax Clerk	12.03 - 17.71	12.47 - 18.71	7.50%	13.63 - 20.45

The positions listed above not only make up a majority of our workforce, but they also prove to make up a majority of the county's turnover totaling nearly 48% of turnover since 2018. From 2018 through June 2021 the county has lost a total of 155 employees, the table below reflects the full-time and part-time turnover of our benchmark positions.

TERMINATION INFORMATION

CLASSIFICATION	2018	2019	2020	2021
EMT	1	2	7	1
Paramedic	5	7	4	1
Dispatcher	2	0	0	3
Deputy Jailer	5	13	3	3
Deputy Sheriff	3	2	1	1
Equipment Operator II	2	2	5	1
MV / Tax Clerk	2	5	4	1

It was acknowledged by the commission in 2020 that the county needed to take action to mitigate our hiring and retention issues. The Arnold Group was hired that summer to conduct an independent wage study. In the spring of 2021, the commission was presented with the results of the study, which ultimately ended in a recommendation of lowered starting wages for many of the county positions. While the study also gave the county many tools to work with and identified some shortcomings, it was acknowledged that lowering starting wages would not help the county remain competitive and would be a potential hinderance on retention.

With this in mind the commission asked the human resources department in the summer of 2021 to take another look at our current pay plan and classification system and make recommendations to address the county's struggle to stay competitive in the public sector, and possible wage compression due to changes in the market.

WHERE DO WE GO FROM HERE

In 2014 Miami County strove to compete at the fiftieth percentile of peer counties and entities. The county has fallen behind our peers and no longer contends with our wages as outlined in the table below which shows the low, middle, and high starting pay for the seven benchmark classifications mentioned previously. A complete table of returned data for these positions can be located on Attachment A (page 11). Please note that comparable data reflected in Attachment A is only a snippet of market data and does not reflect the entire picture of wage competition but is meant only to outline a small portion of said competition.

MARKET COMPARISON

CLASSIFICATION	LOW	MID	HIGH
EMT	\$11.75 (Franklin County)	\$11.91 (Miami County)	\$12.07 (AMR)
Paramedic	\$14.76 (Miami County)	\$15.00 (Franklin County)	\$17.17 (Johnson County)
Dispatcher	\$14.42 (Linn County)	\$15.09 (Anderson County)	\$20.47 (Johnson County)

Deputy Jailer	\$13.35 (Linn County)	\$15.61 (Miami County)	\$17.32 (Cass County)
Deputy Sheriff	\$14.42 (Linn County)	\$18.93 (City of Paola)	\$22.85 (Johnson County)
Equipment Operator II	\$14.59 (Miami County)	\$15.47 (Anderson County)	\$17.30 (Jackson County)
MV / Tax Clerk	\$13.63 (Miami County)	\$15.88 (Anderson County)	\$18.67 (Johnson County)

(Wage reflects the base starting wage for each position's best match with returned data)

While trying to focus on meeting a percentile of our peers is one method of determining where we should be with our wages, it is recommended that our first focus be on our base line pay currently starting at \$11.91 per hour. We must remember that while we compete with other public entities, we also compete with the private sector. Hiring and retaining skilled employees is crucial to the county's ability to continue serving our community and providing a living wage and great benefits is at the crux of this dilemma.

According to the Kansas Department of Labor the median hourly rate of pay for Miami County is \$17.00 per hour and a living wage for a one-person household for Kansas City is \$14.40 per hour according to MIT. The US Bureau of Labor Statistics lists the Consumer Price Index (CPI) for our area as 5% for May of 2020 to May 2021. With this in mind it is suggested that the commission focus on getting the county to a base line pay of \$15.00 per hour by 2026 and begin developing a plan to save for the future and continue investing in our employees. We recognize the financial implications this suggested change can have on the county and our citizens, however, it is a critical discussion that must be had with the commission and determining "where we want to be" in the future. We must start somewhere to cultivate change.

The commission have heard many testimonies from departments that cannot recruit or retain employees because of the county's pay. With all of the county's best interests in mind, the human resources department has developed a plan to take effect in 2022 that will begin laying the groundwork for increases in wages and give the county a starting point for our future.

LAYING THE GROUNDWORK

In order to develop a starting point for the county to get to our ultimate recommended goal of \$15.00 per hour, we start with our current pay plan. The county's current pay plan starts at \$11.91 per hour, consists of 15 grades, four unclassified positions, 6 elected positions, and a separate scale for EMS staff. The grades have a 50% salary range with 7% separating grades 1-8, and 9% separating grades 9-15.

Recommended changes to the pay plan include increasing the base line pay by 5% to \$12.50 per hour and eliminating the separate scale for EMS staff, moving those positions into the main pay plan. The grades will continue to have a 50% salary range with 7% separating grades 1-8 but increasing the separation between grades 9-15 to 11%.

PAY SCALE

		50.0%		9.0%	
		Hourly Range		Max Hire	
				Salary Range	
GRADE					
7.0%	Grade 1	\$12.50 to	\$18.75	\$13.65	\$26,000 to \$39,000
	Grade 2	\$13.40 to	\$20.10	\$14.60	\$27,872 to \$41,808
	Grade 3	\$14.35 to	\$21.55	\$15.65	\$29,848 to \$44,824
	Grade 4	\$15.35 to	\$23.05	\$16.75	\$31,928 to \$47,944
	Grade 5	\$16.40 to	\$24.60	\$17.90	\$34,112 to \$51,168
	Grade 6	\$17.55 to	\$26.35	\$19.15	\$36,504 to \$54,808
	Grade 7	\$18.80 to	\$28.20	\$20.50	\$39,104 to \$58,656
	Grade 8	\$20.10 to	\$30.15	\$21.90	\$41,808 to \$62,712
11.0%	Grade 9	\$22.30 to	\$33.45	\$24.30	\$46,384 to \$69,576
	Grade 10	\$24.75 to	\$37.15	\$27.00	\$51,480 to \$77,272
	Grade 11	\$27.45 to	\$41.20	\$29.90	\$57,096 to \$85,696
	Grade 12	\$30.45 to	\$45.70	\$33.20	\$63,336 to \$95,056
	Grade 13	\$33.80 to	\$50.70	\$36.85	\$70,304 to \$105,456
	Grade 14	\$37.50 to	\$56.25	\$40.90	\$78,000 to \$117,000
	Grade 15	\$41.65 to	\$62.50	\$45.40	\$86,632 to \$130,000

The image above depicts the proposed changes to the pay scale as aforementioned. As seen all classifications have been removed to start with a barebones approach to the pay plan. In addition to a rewrite of job descriptions, one of the useful takeaways from the Arnold study was the Point Factor Analysis (PFA) tool. The PFA is a process of evaluating positions on nine different categories: Knowledge, Supervisory Control, Guidelines, Complexity, Scope and Effect, Contacts, Purpose of Contacts, Physical Demands, and Work Environment. Each position is evaluated in an objective approach to assign a point value for each category based on established criteria. After each position was evaluated it was placed in the pay scale based on the total calculated point value. Attachment B (page 12) shows Pay Plan with classifications in the assigned grades based on the PFA, additionally Attachment C (page 16) outlines the proposed classification changes to the pay plan.

BUILDING A FOUNDATION

Each grade has a scale which is the potential wage journey an employee may take through their employment with Miami County. Every grade also has a hiring range which is 9% over the base rate of pay for each grade. The hiring range should be used as an instrument for department heads to give credit to a candidate that may bring additional experience or a higher skillset to the position being hired. A suggested approach to using the hiring range is as follows:

- 0 – 3% Candidate has no to minimal relative experience
- 3 – 6% Candidate has moderate or quantifiable experience
- 6 – 9% Candidate has high level of previous relative experience
- Over 9% Candidate is an expert in the field (requires approval of HR and Administrator)

It is recommended that department heads use the hiring range when recruiting a potential new hire for any full-time or seasonal employee, but a flat rate of 10% over the base rate of pay for the grade be used when hiring a part-time employee.

Currently when an employee promotes or demotes within the county a wage tabulator is used to determine the employee's new rate of pay. The employee is given half the credit for each grade change and is given no less than 3% over the base of the new grade, with at least one year of service. We recommend keeping this practice but opening the hiring range for the employee promoting or demoting.

Promotion Example:

Jane Doe is currently serving the county as a Master Deputy Sheriff (Grade 7) with 7 years of service, Jane has applied for and been accepted to promote to Sergeant (Grade 9). The tabulation calculator below shows the new calculated rate of pay giving Jane a 9% increase over her current rate of pay of \$21.50 per hour of \$23.44 per hour. By opening the hiring range, a department head could seek approval to promote Jane up to \$24.30 per hour, but her new rate of pay would be no less than the calculated \$23.44 per hour.

PROMOTION / DEMOTION TABULATION		
Department:	Sheriff	
Name:	Jane Doe	
Hire Date:	3/5/2014	
YOS:	7.87	
	Current	New
Classification	Master Deputy	Sergeant
Grade	7	9
Rate of Pay	\$21.50	\$23.44
Increase/Decrease		9.00%
Max Hire Rate		\$24.30

The wage path of every employee is determined by the county's continued offering of new hire and annual increases. Currently full-time employees receive a 1.5% increase at six months and one year of employment. It is recommended that the commission eliminate the one-year increase of new hires and change the six months increase to 3%. To stay competitive in the market and promote retention ongoing annual increases are a necessity. In addition to the new hire and annual increases it is recommended to give a 1.5% increase on every five-year anniversary of an employee. No employee shall receive an increase or promotion without a current satisfactory performance evaluation.

It is recommended that the overtime for certified law enforcement officers be paid at 80 hours in a 14-day period. Additionally, it is suggested that a \$1.00 per hour shift differential for all law enforcement personnel be implemented.

With the approval of the proposed pay plan and compensation recommendations, the human resources department will prepare official documentation of proposed changes to the pay plan and amendments to the rules and regulations to be passed at a later date.

ADDRESSING COMPRESSION: STEP ONE

Making the recommended changes to the pay scale affects not only future new hire employees, but also active, tenured employees. Any time changes are made to the pay plan, like increasing the base of the plan by 5%, it impacts the wage journey of current employees creating the possibility of pay compression. Pay compression occurs when the starting wage of a new hire is more than or too close to a tenured employee's wage with more skill and experience. Addressing compression with the recommended changes happens in several steps, the first of which is by giving a 3% increase to all full-time employees and a 1.5% increase for all part-time and seasonal employees, this funding was budgeted in the 2021 budget process.

Giving this increase not only affects budgeted wages, but also overtime, retirement, and taxes. The table below depicts the cost of applying the increase across the board, broken down by departments. All columns represent the estimated cost after the increase. The salary column is the calculated wages for all budgeted personnel within the department. The overtime column reflects the estimated overtime for the department. The benefits column only reflects the county's cost of KPERS and KP&F retirement, FICA, Medicare, unemployment, and workers' compensation benefits. The total column is the estimated total of these wages, overtime, and benefits for the department. The cost column reflects the difference between current wages and benefits, and the wages and benefits after the increase.

3%* INCREASE FOR EMPLOYEES

DEPARTMENT	SALARY	OVERTIME	BENEFIT	TOTAL	COST
Administration	361,292	3,306	68,239	432,837	13,942
Appraisal	68,725	0	11,283	80,008	1,761
Building & Grounds	51,675	0	11,017	62,692	1,826
Code Services	320,180	9,215	73,041	402,436	15,974
County Attorney	404,119	1,801	76,029	481,950	13,722
County Clerk	266,955	6,634	51,079	324,669	10,750
County Commission	163,572	0	30,539	194,111	5,654
County Counselor	86,764	0	16,199	102,963	4,476
Eco Development	105,164	0	19,634	124,799	4,068
Emerg Management	72,071	1,700	15,116	88,887	2,158
EMS	1,389,691	731,959	695,262	2,816,912	86,054
GIS/Mapping	91,792	0	17,138	108,929	3,173
Health	561,916	17,134	109,307	688,357	24,869
Human Resources	173,492	3,443	33,034	209,968	6,116
Information Systems	146,726	0	25,871	172,597	5,545
Jail	1,460,349	344,886	445,262	2,250,498	72,870
Motor Vehicle	299,305	10,792	57,895	367,992	13,494

Noxious Weed	45,890	1,655	9,723	57,268	1,668
Planning	248,202	6,104	52,923	307,229	11,308
Reappraisal	465,393	13,411	105,411	584,215	17,016
Register of Deeds	157,811	0	29,463	187,274	5,455
Road & Bridge	2,071,552	65,539	465,425	2,602,515	80,020
Sheriff	1,914,220	318,008	625,116	2,857,344	83,475
Treasurer	222,504	4,937	40,997	268,438	8,110
TOTALS	11,149,359	1,540,526	3,085,002	15,774,887	493,504

* 3% increase for all full-time employees, 1.5% increase for part-time and seasonal staff

The 3% increase has a significant impact on the wages of many positions, as recognized by the nearly \$500,000 price tag, but in order to implement the proposed changes to the pay plan an additional step of addressing compression is required.

ADDRESSING COMPRESSION: STEP TWO

In determining an employee's potential risk of compression, we must first determine what the employee should be making with the new pay plan in place. This is done by making a few assumptions to calculate every employee's compression Rate of Pay (ROP).

The first assumption we make is that an employee will work for the county for 35 years, reaching the top of the pay scale after 35 years of service with no more than 1.5% annual merit increases. Establishing the projected years of service is the baseline for determining an employee's compression ROP. The second assumption we make is determining the employee's adjusted Years of Service (YOS), this is done by giving the employee 75% credit for total years of service and 25% credit for position years of service.

The following are examples of two different wage journey's when addressing compression. The first calculation (outlined in table Compression ROP Example 1) is for a full-time employee in Grade 7, currently making \$20.07 per hour. The employee has a total of 18.4 total YOS and 7.24 positional YOS. By using our calculation, the adjusted YOS is 15.61 years. A 3% increase is then applied, totaled in the ROP +3% column. The next eight columns show the projected grade range by YOS. The Min Range and Max Range is the range calculated based on the employees adjusted YOS, in this case the employee's range based on 15.61 YOS is between \$22.83 and \$24.17. Once the range is established a calculation is used to determine the employee's compression ROP. The final column is used to show the employee's new ROP. Since no employee will get less money the employee's then the calculated ROP +3%, the new ROP is the greater of the either the ROP +3% or the compression ROP, in this case the calculated compression ROP is greater returning the new ROP of \$22.99 per hour.

Compression ROP Example 1

TOT YOS	POS YOS	ADJ YOS	ROP +3%	0 Yrs	5 Yrs	10 Yrs	15 Yrs	20 Yrs	25 Yrs	30 Yrs	35 Yrs	Min Rng	Max Rng	COM ROP	New ROP
18.40	7.24	15.61	20.67	18.80	20.14	21.49	22.83	24.17	25.52	26.86	28.20	22.83	24.17	22.99	22.99

Compression ROP Example 2

TOT YOS	POS YOS	ADJ YOS	ROP +3%	0 Yrs	5 Yrs	10 Yrs	15 Yrs	20 Yrs	25 Yrs	30 Yrs	35 Yrs	Min Rng	Max Rng	COM ROP	New ROP
2.45	2.45	2.45	18.34	16.40	17.57	18.74	19.92	21.09	22.26	23.43	24.60	16.40	17.57	16.97	18.34

The second calculation example outlined above (Compression ROP Example 2) is for a Grade 5 full-time employee currently making \$17.81 per hour. As seen the employee has a total of 2.45 total YOS and 2.45 positional YOS. By using our calculation described above we come up with an adjusted YOS of 2.45 years. The employee is given a 3% increase, totaled in the ROP +3% column. The Min Range and Max Range for this employee is between \$16.40 and \$17.57. In this scenario the calculated compression ROP of \$16.97 is less than the employee's ROP with the 3% increase, which returns the employee's new ROP as \$18.34 per hour.

As seen in the examples provided, not every employee is affected by compression. Compression as calculated above affects 150 of our 249 active employees with calculated compression increases ranging from a minimum of \$62.40 to \$30,284.80. In an effort to remain budget conscious a suggested cap has been placed on all increases at \$3.61 per hour or \$7,500 annually.

COST OF COMPRESSION

DEPARTMENT	#	SALARY	OVERTIME	BENEFIT	TOTAL	COST
Administration	2	370,486	3,367	69,967	443,820	10,983
Appraisal	2	70,116	0	11,470	81,586	1,579
Building & Grounds	1	53,392	0	11,383	64,776	2,084
Code Services	2	327,104	9,222	74,641	410,967	8,530
County Attorney	4	423,192	1,878	79,616	504,686	22,736
County Clerk	1	272,336	6,828	52,120	331,283	6,615
County Commission	0	163,572	0	30,539	194,111	0
County Counselor	0	86,764	0	16,199	102,963	0
Eco Development	0	105,164	0	19,634	124,799	0
Emerg Management	2	73,316	1,713	15,373	90,402	1,516
EMS	42	1,461,182	772,472	730,911	2,964,564	147,652
GIS/Mapping	2	97,062	0	18,121	115,184	6,254
Health	5	584,682	17,685	113,737	716,104	27,747
Human Resources	2	185,821	3,617	35,368	224,806	14,838
Information Systems	2	156,813	0	27,499	184,312	11,716
Jail	23	1,526,539	388,230	474,789	2,389,557	139,059
Motor Vehicle	8	311,224	11,222	60,201	382,647	14,655
Noxious Weed	1	46,584	1,680	9,870	58,134	866
Planning	2	256,631	6,138	54,843	317,612	10,383
Reappraisal	5	482,183	14,017	109,065	605,265	21,050
Register of Deeds	0	157,811	0	29,463	187,274	0
Road & Bridge	35	2,143,043	67,377	481,340	2,691,760	89,244
Sheriff	28	1,987,050	398,961	669,862	3,055,873	198,529
Treasurer	5	237,043	5,347	43,477	285,867	17,429
TOTALS	150	11,579,111	1,709,753	3,239,488	16,528,351	753,464

The numbers presented in the above table reflect the departmental impact of addressing compression pay. Attachment D (page 18) gives a broader summary of proposed increases for departments, while Attachment E (page 19) provides a breakdown of increases for our identified benchmark positions.

OVERVIEW OF RECOMMENDED CHANGES

The initial financial impact comes at a substantial cost to the county, but the overall return on our investment with our employee's and the promotion of their significance in providing the service we pride ourselves on, is far greater. Our employees are now, as they always have been, crucial to the county's capability to continue operating seamlessly. We graciously ask the commission act now and make the change today for the county's future tomorrow.

The following is an outline of recommended changes:

- Get to \$15.00 per hour base rate of pay by 2026
- Increase the current pay plan base rate of pay by 5% to \$12.50 per hour
- Increase the range of grades 9-15 to 11%
- Eliminate the separate pay plan for EMS
- Implement the suggested classification changes outlined in Attachment C
- Add the suggested promotional classifications outline on page 3 of Attachment B
- Open the hiring range for employee promotions / demotions
- Change the 6 months increase to 3%, eliminate the first year 1.5% increase
- Add a 1.5% increase for all employees on 5-year anniversaries
- Change the OT calculation for certified law enforcement to 80 hours over 14 days
- Add a \$1.00 per hour shift differential for all law enforcement personnel
- Plan and budget for the future!

ATTACHMENT A POSITION COMPARISON

ENTITY	CLASSIFICATION	MIN	MAX
Franklin County	EMT	\$11.75	\$16.10
Miami County	EMT	\$11.91	\$17.86
AMR	EMT	\$12.07	
Douglas County	EMT	\$15.65	
Miami County	Paramedic	\$14.76	\$22.15
Franklin County	Paramedic	\$15.00	\$20.93
Douglas County	Paramedic	\$16.82	
Johnson County	Paramedic	\$17.17	\$25.75
AMR	Paramedic	\$53,000	
Linn County	Dispatcher	\$14.42	\$17.60
Franklin County	Dispatcher	\$14.56	
Miami County	Dispatcher	\$14.59	\$21.88
Anderson County	Dispatcher	\$15.09	\$19.61
Cass County MO	Dispatcher	\$17.00	
Douglas County	Dispatcher	\$17.13	\$25.69
City of Paola	Dispatcher	\$18.17	
Johnson County	Dispatcher	\$20.47	\$27.69
Linn County	Deputy Jailer	\$13.35	\$16.29
Franklin County	Deputy Jailer	\$14.88	\$21.22
Anderson County	Deputy Jailer	\$15.09	\$19.61
Miami County	Deputy Jailer	\$15.61	\$23.41
Jackson County	Deputy Jailer	\$16.52	
Douglas County	Deputy Jailer	\$17.13	\$25.69
Cass County MO	Deputy Jailer	\$17.32	\$19.03
Linn County	Deputy Sheriff	\$14.42	\$17.60
City of Louisburg	Deputy Sheriff	\$16.62	\$22.18
Franklin County	Deputy Sheriff	\$16.89	
Anderson County	Deputy Sheriff	\$17.41	\$22.63
Miami County	Deputy Sheriff	\$17.87	\$26.80
City of Garnett	Deputy Sheriff	\$18.71	
City of Paola	Deputy Sheriff	\$18.93	\$27.38
City of Osawatomie	Deputy Sheriff	\$19.00	\$20.00
Cass County MO	Deputy Sheriff	\$19.50	
City of Spring Hill	Deputy Sheriff	\$20.24	\$27.33
City of Gardner	Deputy Sheriff	\$21.21	
Jackson County	Deputy Sheriff	\$21.76	
City of Olathe	Deputy Sheriff	\$22.12	
Douglas County	Deputy Sheriff	\$22.18	\$33.28
Johnson County	Deputy Sheriff	\$22.85	\$37.26
Miami County	Equipment Operator II	\$14.59	\$21.88
Franklin County	Equipment Operator II	\$14.88	\$21.22
Anderson County	Equipment Operator II	\$15.47	\$20.11
City of Paola	Equipment Operator II	\$17.23	\$24.47
Douglas County	Equipment Operator II	\$17.28	\$25.50
Jackson County	Equipment Operator II	\$17.30	
Miami County	MV / Tax Clerk	\$13.63	\$20.45
Douglas County	MV / Tax Clerk	\$14.55	\$21.46
Anderson County	MV / Tax Clerk	\$15.88	\$20.64
Johnson County	MV / Tax Clerk	\$18.67	\$25.26

**ATTACHMENT B
PROPOSED PAY PLAN**

MIAMI COUNTY, KANSAS 2022 - POSITION CLASSIFICATION & PAY SCALE						
	Hourly Range		Max Hire	Annual Range		
Grade 1	\$12.50	to \$18.75	\$13.65	\$26,000	to	\$39,000
Environmental Technician Office Aide Seasonal Laborer <i>Grade 1 Hiring Range</i>	<i>\$12.50</i>	<i>to \$13.65</i>		<i>\$26,000</i>	<i>to</i>	<i>\$28,392</i>
Grade 2	\$13.40	to \$20.10	\$14.60	\$27,872	to	\$41,808
EMT EMT-A ¹ Intake Worker <i>Grade 2 Hiring Range</i>	<i>\$13.40</i>	<i>to \$14.60</i>		<i>\$27,872</i>	<i>to</i>	<i>\$30,368</i>
Grade 3	\$14.35	to \$21.55	\$15.65	\$29,848	to	\$44,824
Equipment Operator I Field Appraiser I Mechanic I Maintenance Worker Office Appraiser I <i>Grade 3 Hiring Range</i>	<i>\$14.35</i>	<i>to \$15.65</i>		<i>\$29,848</i>	<i>to</i>	<i>\$32,552</i>
Grade 4	\$15.35	to \$23.05	\$16.75	\$31,928	to	\$47,944
Lab Technician MV / Tax Clerk Operations Support Assistant WIC Coordinator <i>Grade 4 Hiring Range</i>	<i>\$15.35</i>	<i>to \$16.75</i>		<i>\$31,928</i>	<i>to</i>	<i>\$34,840</i>
Grade 5	\$16.40	to \$24.60	\$17.90	\$34,112	to	\$51,168
Blade Operator Deputy Jailer Deputy Jailer - Advanced ² Dispatcher Environmental Compliance Officer Equipment Operator II Field Appraiser II GIS Specialist Intelligence Analyst Master Deputy Jailer ³ Mechanic II MV / Tax Specialist Office Appraiser II Operations Support Specialist Paramedic						

Paramedic - Advanced ⁴ Sign Technician Victim/Witness Coordinator <i>Grade 5 Hiring Range</i>	\$16.40	to	\$17.90		\$34,112	to	\$37,232
Grade 6	\$17.55	to	\$26.35	\$19.15	\$36,504	to	\$54,808
Compliance Officer I EMS Lieutenant Engineering Technician Equipment Operator III LPN Mechanic III Office Coordinator I <i>Grade 6 Hiring Range</i>	\$17.55	to	\$19.15		\$36,504	to	\$39,832
Grade 7	\$18.80	to	\$28.20	\$20.50	\$39,104	to	\$58,656
Adult/Juvenile ISO Battalion Chief Deputy Sheriff Emergency Coordinator Executive Assistant Human Resources Partner Juvenile Care Coordinator Information Specialist I Master Deputy Sheriff ⁵ Paralegal Planner I Prevention Specialist <i>Grade 7 Hiring Range</i>	\$18.80	to	\$20.50		\$39,104	to	\$42,640
Grade 8	\$20.10	to	\$30.15	\$21.90	\$41,808	to	\$62,712
Compliance Officer II Communications Supervisor Field Appraiser III Juvenile Program Supervisor Noxious Weed Supervisor Office Appraiser III Office Coordinator II Road & Bridge Supervisor <i>Grade 8 Hiring Range</i>	\$20.10	to	\$21.90		\$41,808	to	\$45,552
Grade 9	\$22.30	to	\$33.45	\$24.30	\$46,384	to	\$69,576
Asst Finance Director Benefits & Payroll Coordinator Emergency / Fire Coordinator Lab Supervisor Registered Nurse Sergeant <i>Grade 9 Hiring Range</i>	\$22.30	to	\$24.30		\$46,384	to	\$50,544
Grade 10	\$24.75	to	\$37.15	\$27.00	\$51,480	to	\$77,272
Asst County Appraiser							

Asst Planning Director Building & Grounds Director Engineering Project Manager GIS Director Information Specialist II <i>Grade 10 Hiring Range</i>	\$24.75	to	\$27.00		\$51,480	to	\$56,160
Grade 11	\$27.45	to	\$41.20	\$29.90	\$57,096	to	\$85,696
Asst Community Correction Director Asst Health Director Captain <i>Grade 11 Hiring Range</i>	\$27.45	to	\$29.90		\$57,096	to	\$62,192
Grade 12	\$30.45	to	\$45.70	\$33.20	\$63,336	to	\$95,056
Asst County Attorney Asst Road & Bridge Director Economic Development Director EMS Deputy Chief <i>Grade 12 Hiring Range</i>	\$30.45	to	\$33.20		\$63,336	to	\$69,056
Grade 13	\$33.80	to	\$50.70	\$36.85	\$70,304	to	\$105,456
Code Services Director Community Corrections Director Deputy County Attorney EMS Chief Information Technology Director Planning Director <i>Grade 13 Hiring Range</i>	\$33.80	to	\$36.85		\$70,304	to	\$76,648
Grade 14	\$37.50	to	\$56.25	\$40.90	\$78,000	to	\$117,000
Health Director HR Director <i>Grade 14 Hiring Range</i>	\$37.50	to	\$40.90		\$78,000	to	\$85,072
Grade 15	\$41.65	to	\$62.50	\$45.40	\$86,632	to	\$130,000
Finance Director Road & Bridge Director <i>Grade 15 Hiring Range</i>	\$41.65	to	\$45.40		\$86,632	to	\$94,432
Unclassified Positions							
County Administrator County Appraiser County Counselor Undersheriff							
Elected Positions							
County Attorney			\$50.60				\$105,248
County Clerk			\$39.90				\$82,992
County Commissioner			\$15.50				\$32,240
County Treasurer			\$34.00				\$70,720
Register of Deeds			\$33.70				\$70,096
Sheriff			\$47.30				\$98,384

EMT - A¹

An EMT - A is an advanced certification EMT. An employee obtaining and maintaining their advanced EMT certification will be eligible for a 3% increase. A new hire coming in with the advanced certification will have an additional 3% hiring range potential.

Deputy Jailer - Advanced²

A Deputy Jailer - Advanced has completed at a least one-year of services with the county and passed Level 1 of the Jailer Career Ladder earning their certification. Completion of the Deputy Jailer - Advanced certification includes a 3% increase.

Master Deputy Jailer³

A Master Deputy Jailer has completed at a least two-years of services with the county and passed Level 2 of the Jailer Career Ladder earning their certification. Completion of the Master Deputy Jailer certification includes a 5% increase.

Paramedic - Advanced⁴

A Paramedic - Advanced has completed the Paramedic Critical Care certification. An employee obtaining and maintaining their critical care certification will be eligible for a 3% increase. A new hire coming in with the advanced certification will have an additional 3% hiring range potential.

Master Deputy Sheriff⁵

A Master Deputy Sheriff has served in the role of Deputy Sheriff with Miami County for at least five years or has served at least three years with Miami County and has at least two years pervious deputy experience. The Master Deputy Sheriff includes a 5% increase.

**ATTACHMENT C
CHANGES TO THE PAY PLAN**

GRADE	ACTION	CHANGE	PREVIOUSLY
1	Change	Environmental Technician	Maintenance Worker I
1	Change	Seasonal Laborer	Maintenance Worker I
2	Move	EMT	Grade E-1
2	Add	EMT-A	
2	Move	Intake Worker	Grade 1
2	Remove	Office Assistant	
3	Move	Equipment Operator I	Grade 2
3	Move	Field / Office Appraiser I	Grade 4
3	Move	Mechanic I	Grade 4
3	Move	Maintenance Worker	Grade 1
3	Remove	Maintenance Worker II	
3	Remove	Office Associate	
4	Add	Lab Technician	
4	Move	MV / Tax Clerk	Grade 3
4	Add	WIC Coordinator	Operations Support Assistant
5	Add	Blade Operator	Equipment Operator II
5	Change	Deputy Jailer	Deputy Jailer II
5	Change	Deputy Jailer – Advanced	Deputy Jailer III
5	Change	Master Deputy Jailer	Deputy Jailer IV
5	Move	Dispatcher	Grade 4
5	Change	Environmental Compliance Officer	Compliance Officer I
5	Move	Equipment Operator II	Grade 4
5	Move	Field / Office Appraiser II	Grade 6
5	Change	GIS Specialist	Cartographer
5	Add	Intelligence Analyst	Deputy Jailer
5	Remove	Maintenance Worker III	
5	Move	Mechanic II	Grade 6
5	Add	MV / Tax Specialist	Office Specialist
5	Change	Operations Support Specialist	Office Specialist
5	Remove	Office Specialist	
5	Move	Paramedic	Grade E-2
5	Add	Paramedic – Advanced	
5	Change	Sign Technician	Maintenance Worker III
5	Move	Victim / Witness Coordinator	Grade 4
6	Move	EMS Lieutenant	Grade E-3
6	Move	LPN	Grade 7
6	Add	Mechanic III	
6	Remove	Supervisor I	
6	Remove	Transportation Officer	
7	Move	Battalion Chief	Grade E-4
7	Move	HR Partner	Grade 6
7	Move	Information Specialist I	Grade 8
7	Remove	Intake Supervisor	
7	Move	Master Deputy Sheriff	Grade 8
7	Add	Paralegal	Office Coordinator I
7	Move	Prevention Specialist	Grade 6
8	Move	Communications Supervisor	Grade 6
8	Add	Juvenile Program Supervisor	Supervisor II
8	Move	Noxious Weed Coordinator	Grade 7

8	Move	Office Coordinator II	Grade 7
8	Add	Road & Bridge Supervisor	Supervisor II
9	Add	Asst Finance Director	
9	Move	Benefits & Payroll Coordinator	Grade 8
9	Add	Emergency / Fire Coordinator	Emergency Coordinator
9	Move	Lab Supervisor	Grade 10
10	Move	Asst County Appraiser	Grade 9
10	Change	Asst Planning Director	Planner II
10	Move	Building & Grounds Director	Grade 9
10	Move	GIS Director	Grade 9
10	Add	Information Specialist II	
11	Move	Asst Community Corrections Director	Grade 10
11	Add	Asst Health Director	
12	Move	Asst County Attorney	Grade 11
12	Move	Asst Road & Bridge Director	Grade 11
13	Move	Code Services Director	Grade 11
13	Move	Community Corrections Director	Grade 12
13	Move	Information Systems Director	Grade 12
14	Move	Health Director	Grade 12
14	Move	HR Director	Grade 12
15	Move	Finance Director	Grade 13

ATTACHMENT D DEPARTMENT INCREASE BREAKDOWN AND COST

Department	FTE	PTE	SALARY CURRENT	OVERTIME CURRENT	BENEFIT CURRENT	TOTAL CURRENT	SALARY +3%	OVERTIME +3%	BENEFIT +3%	TOTAL +3%	SALARY +COMP	OVERTIME +COMP	BENEFITS +COMP	TOTAL +COMP	TOTAL INCREASE	% OF INCREASE
Administration	5.00	0.00	349,644	3,210	66,041	418,895	11,648	96	2,198	13,942	9,194	61	1,728	10,983	24,925	5.95%
Appraisal	1.00	1.10	67,221	0	11,025	78,246	1,503	0	258	1,761	1,391	0	188	1,579	3,340	4.27%
Building & Grounds	1.00	0.00	50,170	0	10,696	60,866	1,505	0	321	1,826	1,718	0	366	2,084	3,910	6.42%
Code Services	7.00	0.00	307,442	8,890	70,130	386,463	12,738	326	2,910	15,974	6,924	7	1,600	8,530	24,504	6.34%
County Attorney	6.00	0.52	392,614	1,749	73,864	468,227	11,505	52	2,165	13,722	19,073	76	3,587	22,736	36,458	7.79%
County Clerk	6.00	0.00	258,128	6,403	49,388	313,919	8,827	231	1,691	10,750	5,380	194	1,041	6,615	17,365	5.53%
County Commission	5.00	0.00	158,808	0	29,649	188,457	4,764	0	889	5,654	0	0	0	0	5,654	3.00%
County Counselor	1.00	0.00	82,992	0	15,495	98,487	3,772	0	704	4,476	0	0	0	0	4,476	4.54%
Economic Development	1.75	0.00	101,736	0	18,984	120,731	3,428	0	640	4,068	0	0	0	0	4,068	3.37%
Emergency Management	1.00	0.60	70,329	1,651	14,749	86,728	1,742	50	367	2,158	1,245	13	258	1,516	3,674	4.24%
EMS	35.75	3.12	1,348,048	708,966	673,844	2,730,858	41,643	22,993	21,418	86,054	71,491	40,513	35,649	147,652	233,707	8.56%
GIS/Mapping	2.00	0.00	89,118	0	16,638	105,756	2,674	0	499	3,173	5,270	0	984	6,254	9,427	8.91%
Health	11.00	0.00	641,633	16,494	105,361	663,488	20,283	640	3,946	24,869	22,766	550	4,430	27,747	52,616	7.93%
Human Resources	3.00	0.00	168,438	3,343	32,072	203,853	5,053	100	962	6,116	12,329	174	2,334	14,838	20,954	10.28%
Information Systems	2.00	0.48	142,034	0	25,018	167,052	4,692	0	853	5,545	10,088	0	1,628	11,716	17,261	10.33%
Jail	34.00	2.04	1,413,378	333,333	430,916	2,177,627	46,971	11,553	14,346	72,870	66,189	43,343	29,527	139,059	211,930	9.73%
Motor Vehicle	9.00	0.00	288,330	10,397	55,772	354,498	10,975	396	2,123	13,494	11,920	430	2,306	14,655	28,149	7.94%
Noxious Weed	1.00	0.00	44,554	1,607	9,440	55,600	1,337	48	283	1,668	694	25	147	866	2,534	4.56%
Planning	5.00	0.00	239,075	5,858	50,988	295,921	9,127	246	1,935	11,308	8,429	33	1,920	10,383	21,691	7.33%
Reappraisal	10.00	0.00	451,838	13,021	102,340	567,199	13,555	391	3,070	17,016	16,790	605	3,654	21,050	38,066	6.71%
Registrar of Deeds	3.00	0.00	153,215	0	28,605	181,820	4,596	0	858	5,455	0	0	0	0	5,455	3.00%
Road & Bridge	48.00	1.92	2,007,935	63,501	451,059	2,522,495	63,617	2,038	14,365	80,020	71,491	1,838	15,915	89,244	169,264	6.71%
Sheriff	39.00	3.80	1,858,676	308,419	606,775	2,773,870	55,544	9,589	18,341	83,475	72,830	80,953	44,746	198,529	282,004	10.17%
Treasurer	5.00	0.48	215,811	4,778	39,739	260,328	6,693	159	1,258	8,110	14,539	410	2,480	17,429	25,539	9.81%
DEPARTMENTS TOTAL	242.50	14.06	#####	1,491,617	2,988,600	#####	348,192	48,909	96,402	493,504	429,751	169,226	154,486	753,464	1,246,968	8.16%

**ATTACHMENT E
BENCHMARK POSITION BREAKDOWN**

POSITION	GR D	FT/P T	CURR ROP	ROP +3%	NEW ROP	EST. SAL	EST. OT	EST. WAGES	TOTAL INCR
EMT	2	PT	12.63	12.82	14.74	7,358	0	7,358	959
EMT	2	PT	12.63	12.82	14.74	7,358	0	7,358	959
EMT	2	FT	13.39	13.79	14.09	29,303	19,019	48,322	1,016
EMT	2	PT	12.63	12.82	14.74	7,358	0	7,358	959
EMT	2	PT	12.63	12.82	14.74	7,358	0	7,358	959
EMT	2	FT	17.65	18.18	19.18	39,885	25,887	65,772	3,416
EMT	2	PT	12.62	12.81	14.74	7,358	0	7,358	964
EMT	2	FT	13.07	13.66	13.71	28,522	18,512	47,034	166
EMT	2	FT	12.88	13.47	13.81	28,732	18,648	47,380	1,194
EMT	2	FT	14.73	15.17	16.34	33,994	22,063	56,057	4,017
EMT	2	FT	12.88	13.47	13.80	28,705	18,631	47,336	1,150
EMT	2	FT	11.91	12.27	13.40	27,871	18,089	45,960	3,883
EMT	2	FT	11.91	12.27	13.40	27,871	18,089	45,960	3,883
EMT	2	PT	12.63	12.82	14.74	7,358	0	7,358	959
EMT	2	PT	12.63	12.82	14.74	7,358	0	7,358	959
EMT	2	PT	12.63	12.82	14.74	7,358	0	7,358	959
EMT	2	FT	13.27	13.67	13.84	28,782	18,680	47,462	580
EMT-A	2	PT	12.63	12.82	15.18	7,579	0	7,579	1,179
EMT-A	2	FT	13.58	13.99	14.41	29,967	19,449	49,416	1,439
EMT-A	2	FT	13.57	13.98	14.77	30,728	19,944	50,672	2,731
EMT-A	2	FT	13.57	13.98	14.40	29,945	19,435	49,380	1,438
Paramedic	5	FT	15.45	15.91	16.86	35,059	22,755	57,814	3,231
Paramedic	5	FT	15.90	16.38	17.02	35,391	22,970	58,362	2,188
Paramedic	5	FT	18.65	19.21	19.80	41,175	26,724	67,898	2,010
Paramedic	5	FT	15.43	15.89	17.45	36,291	23,554	59,846	5,333
Paramedic	5	PT	16.32	16.56	16.56	8,269	0	8,269	0
Paramedic	5	FT	15.43	15.89	17.26	35,905	23,304	59,209	4,697
Paramedic	5	PT	16.32	16.56	16.56	8,269	0	8,269	0
Paramedic	5	FT	16.92	17.43	18.14	37,737	24,493	62,230	2,454
Paramedic	5	PT	16.32	16.56	16.56	8,269	0	8,269	0
Paramedic	5	PT	16.32	16.56	16.56	8,269	0	8,269	0
Paramedic	5	FT	14.76	15.43	16.58	34,485	22,382	56,866	3,939
Paramedic	5	FT	16.06	16.54	17.60	36,612	23,762	60,374	3,635
Paramedic	5	FT	14.76	15.43	16.49	34,296	22,260	56,556	3,628
Paramedic	5	FT	14.76	15.20	16.40	34,111	22,139	56,250	4,104
Paramedic	5	FT	14.76	15.20	16.40	34,111	22,139	56,250	4,104
Paramedic	5	FT	14.76	15.20	16.49	34,296	22,260	56,556	4,410
Paramedic	5	FT	16.08	16.56	17.58	36,576	23,739	60,315	3,506
Paramedic	5	FT	16.41	16.90	17.09	35,545	23,070	58,616	641
Paramedic	5	FT	15.45	15.91	16.80	34,947	22,682	57,628	3,045
Dispatcher	5	FT	15.48	15.94	17.06	36,364	7,678	44,042	3,703
Dispatcher	5	FT	17.23	17.75	17.85	37,992	8,030	46,022	1,122
Dispatcher	5	FT	21.88	22.54	22.54	47,750	10,141	57,891	874
Dispatcher	5	FT	16.09	16.57	17.45	37,169	7,852	45,022	3,093
Dispatcher	5	FT	16.96	17.47	17.68	37,645	7,955	45,600	1,404
Dispatcher	5	FT	18.14	18.68	18.68	39,737	8,408	48,145	874
Dispatcher	5	FT	17.22	17.74	17.74	37,766	7,981	45,748	874

Dispatcher	5	FT	15.03	15.71	16.53	35,246	7,436	42,683	2,929
Dispatcher	5	FT	15.37	16.07	16.49	35,170	7,420	42,590	1,937
Dispatcher	5	FT	15.37	16.07	16.49	35,170	7,420	42,590	1,937
Deputy Jailer	5	FT	17.81	18.34	18.34	39,030	10,456	49,486	874
Deputy Jailer	5	FT	17.01	17.78	17.78	37,863	10,136	47,999	874
Deputy Jailer	5	FT	16.33	17.07	17.07	36,384	9,731	46,115	874
Deputy Jailer	5	FT	16.33	17.07	17.07	36,384	9,731	46,115	874
Deputy Jailer	5	FT	16.32	16.81	17.06	36,364	9,726	46,090	1,544
Deputy Jailer	5	PT	16.32	16.56	18.04	18,885	0	18,885	2,347
Deputy Jailer	5	FT	16.08	16.81	16.81	35,841	9,582	45,423	874
Deputy Jailer	5	FT	17.49	18.01	18.01	38,345	10,268	48,613	874
Deputy Jailer	5	FT	16.08	16.81	16.81	35,841	9,582	45,423	874
Deputy Jailer	5	FT	16.82	17.32	17.32	36,909	9,875	46,784	874
Deputy Jailer	5	FT	15.61	16.08	16.49	35,170	9,398	44,569	1,961
Deputy Jailer	5	FT	15.61	16.32	16.49	35,170	9,398	44,569	1,322
Deputy Jailer	5	FT	15.61	16.32	16.49	35,170	9,398	44,569	1,322
Deputy Jailer	5	FT	15.61	16.32	16.49	35,170	9,398	44,569	1,322
Deputy Jailer	5	FT	16.06	16.79	17.29	36,845	9,857	46,702	2,209
Deputy Jailer	5	FT	16.06	16.79	16.79	35,797	9,570	45,367	874
Deputy Jailer - Advanced	5	FT	16.96	17.47	17.99	38,299	10,256	48,555	2,263
Deputy Jailer - Advanced	5	FT	16.57	17.07	17.58	37,439	10,020	47,459	2,231
Deputy Jailer - Advanced	5	FT	18.06	18.60	19.16	40,726	10,921	51,648	2,353
Deputy Sheriff	7	FT	22.49	23.16	23.16	49,057	16,679	65,735	4,349
Deputy Sheriff	7	FT	19.34	19.92	19.92	42,308	14,343	56,651	3,862
Deputy Sheriff	7	FT	18.69	19.25	19.52	41,485	14,058	55,543	4,528
Deputy Sheriff	7	FT	20.01	20.61	20.61	43,743	14,839	58,583	3,966
Deputy Sheriff	7	PT	19.67	19.97	20.68	21,521	0	21,521	1,588
Deputy Sheriff	7	FT	19.43	20.01	20.09	42,660	12,054	54,713	4,081
Deputy Sheriff	7	PT	19.67	19.97	20.68	13,778	0	13,778	1,320
Deputy Sheriff	7	FT	20.38	20.99	20.99	44,536	12,595	57,131	4,023
Deputy Sheriff	7	FT	18.97	19.54	20.02	42,518	12,013	54,531	5,097
Deputy Sheriff	7	PT	19.67	19.97	20.68	13,778	0	13,778	1,320
Deputy Sheriff	7	PT	19.67	19.97	20.68	22,381	0	22,381	1,618
Deputy Sheriff	7	FT	19.71	20.30	20.30	43,101	12,181	55,281	3,919
Deputy Sheriff	7	FT	18.69	19.25	19.49	41,410	11,693	53,103	4,399
Deputy Sheriff	7	FT	19.06	19.63	19.63	41,708	11,779	53,487	3,819
Deputy Sheriff	7	FT	20.30	20.91	20.91	44,365	12,545	56,910	4,010
Deputy Sheriff	7	FT	20.31	20.92	20.92	44,386	12,552	56,938	4,012
Deputy Sheriff	7	FT	21.18	21.82	21.82	46,250	13,089	59,339	4,146
Deputy Sheriff	7	FT	20.30	20.91	20.91	44,365	12,545	56,910	4,010
Deputy Sheriff	7	PT	19.67	19.97	20.68	13,778	0	13,778	1,320
Deputy Sheriff	7	FT	18.38	18.93	18.93	40,251	11,359	51,610	3,714
Deputy Sheriff	7	PT	19.67	19.97	20.68	21,521	0	21,521	1,588
Deputy Sheriff	7	PT	19.67	19.97	20.68	21,521	0	21,521	1,588
Deputy Sheriff	7	FT	20.03	20.63	20.63	43,786	12,379	56,165	3,969
Deputy Sheriff	7	FT	19.72	20.31	20.31	43,122	12,187	55,309	3,921
Deputy Sheriff	7	FT	19.43	20.01	20.01	42,501	12,008	54,509	3,876
Master Deputy	7	FT	23.10	23.79	24.15	51,106	17,388	68,494	5,442
Master Deputy	7	FT	23.83	24.54	24.91	52,693	17,937	70,631	5,587
Master Deputy	7	FT	22.94	23.63	23.98	50,758	14,390	65,147	5,368
Master Deputy	7	FT	23.72	24.43	24.80	52,454	14,879	67,333	5,521
Master Deputy	7	FT	20.98	21.61	21.93	46,496	13,160	59,656	4,984
Equipment Operator II	5	FT	14.95	15.40	17.73	36,871	1,329	38,201	5,017
Equipment Operator II	5	FT	16.64	17.14	17.14	35,650	1,285	36,935	0

Equipment Operator II	5	FT	17.81	18.34	19.74	41,067	1,481	42,548	3,016
Equipment Operator II	5	FT	21.88	22.54	22.99	47,817	1,724	49,541	975
Equipment Operator II	5	FT	15.45	16.15	16.71	34,762	1,253	36,016	1,208
Equipment Operator II	5	FT	15.79	16.26	17.18	35,726	1,288	37,014	1,966
Equipment Operator II	5	FT	21.88	22.54	22.70	47,220	1,703	48,923	357
Equipment Operator II	5	FT	20.16	20.76	21.78	45,313	1,634	46,947	2,198
Equipment Operator II	5	FT	19.24	19.82	21.09	43,875	1,582	45,457	2,751
Equipment Operator II	5	FT	21.88	22.54	22.54	46,876	1,690	48,566	0
Equipment Operator II	5	FT	16.15	16.88	16.88	35,119	1,266	36,385	0
Equipment Operator II	5	FT	15.32	15.78	17.52	36,436	1,314	37,750	3,745
Equipment Operator II	5	FT	21.37	22.01	22.01	45,783	1,651	47,434	0
Equipment Operator II	5	FT	20.45	21.06	21.06	43,812	1,580	45,392	0
Equipment Operator II	5	FT	17.50	18.03	19.88	41,341	1,491	42,832	3,988
Equipment Operator II	5	FT	16.43	16.92	19.52	40,593	1,464	42,057	5,588
Equipment Operator II	5	FT	16.59	17.09	17.85	37,121	1,338	38,459	1,635
Motor Vehicle/Tax Clerk	4	FT	14.33	14.98	15.64	32,525	1,173	33,698	1,413
Motor Vehicle/Tax Clerk	4	FT	14.76	15.20	15.68	32,615	1,176	33,791	1,029
Motor Vehicle/Tax Clerk	4	FT	14.72	15.62	15.62	32,482	1,171	33,653	0
Motor Vehicle/Tax Clerk	4	FT	14.97	15.42	15.79	32,843	1,184	34,027	799
Motor Vehicle/Tax Clerk	4	FT	14.33	14.98	15.60	32,458	1,170	33,628	1,344
Motor Vehicle/Tax Clerk	4	FT	15.21	15.67	15.90	33,070	1,192	34,263	502
Motor Vehicle/Tax Clerk	4	FT	14.25	14.90	15.46	32,152	1,159	33,311	1,207
Motor Vehicle/Tax Clerk	4	FT	15.35	15.81	16.13	33,540	1,209	34,750	678
Motor Vehicle/Tax Clerk	4	FT	14.96	15.41	16.46	34,243	1,235	35,477	2,271
Motor Vehicle/Tax Clerk	4	FT	13.63	14.25	15.43	32,100	1,157	33,258	2,550