Bolton

Benefits, Actuarial, Investment & Compensation Consulting

Employee Compensation Study

For Bolton:

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Final Report

Revised

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I. Introduction

Background

Fond du Lac County, Wisconsin (FDL) retained Bolton Rewards (Bolton) to review its pay program and, if needed, recommend changes to ensure its alignment with market and enhance the ability to manage pay going forward.

- The study covered approximately 654 employees in 254 unique job titles.
- Elected officials, part-time employees, union and seasonal/temporary/intern employees are excluded from this report.

During the conduct of this assignment, Bolton completed the following major tasks:

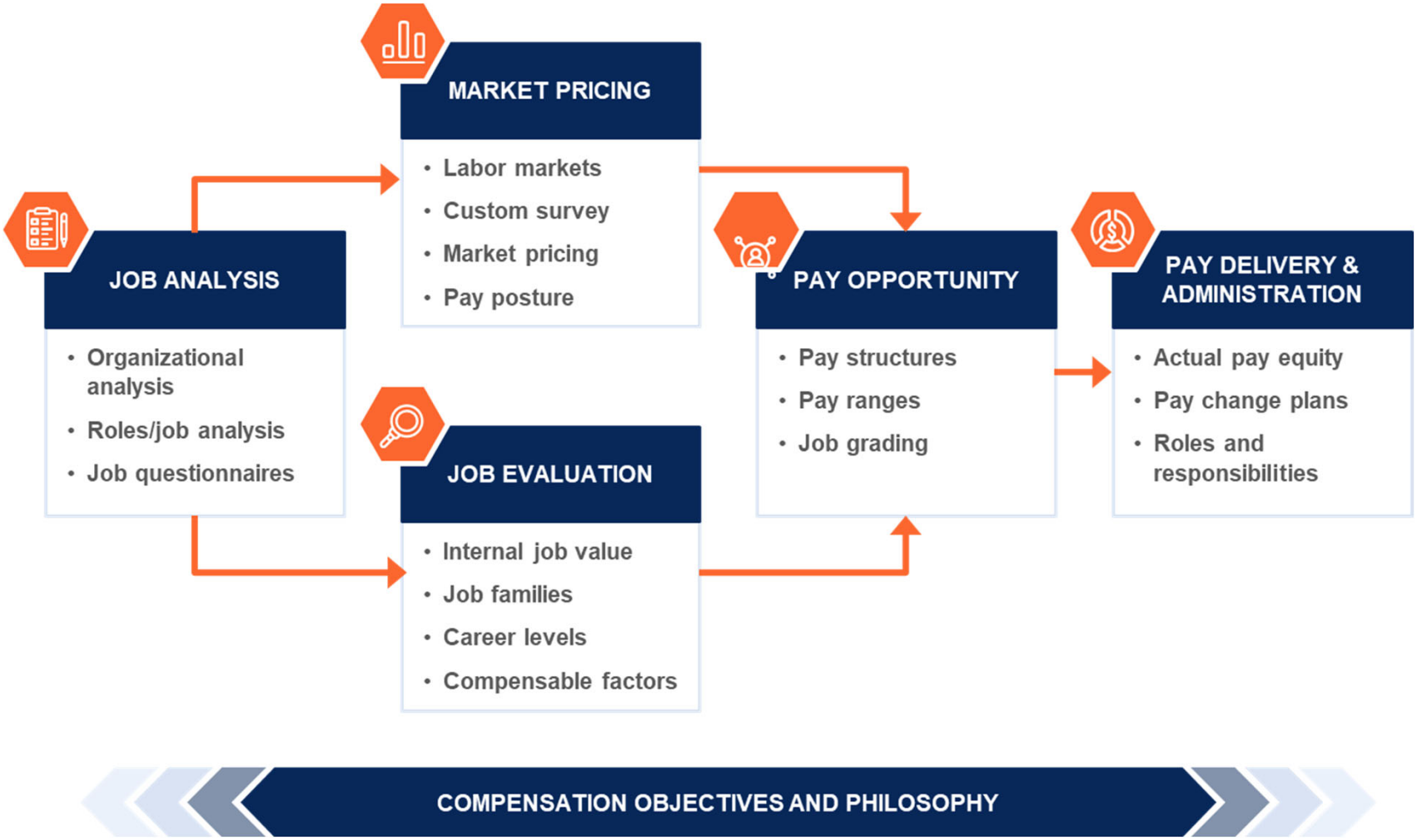
- Interviewed organizational and departmental leadership to gather information on processes and roles as well as competitive markets;
- Reviewed FDL's existing base pay programs for clarity and understanding;
- Analyzed existing written job content data (i.e., duties, responsibilities and work requirements) found in existing job descriptions as well as completed Position Information Forms.
- Conducted a custom compensation survey of mutually identified peer counties;
- Additionally developed market levels and practices using relevant published surveys;
- Identified gaps between FDL's current compensation levels and practices and the levels and practices that will best align with FDL's people and reward strategies; and
- Recommend enhancements to close identified gaps in compensation levels and/or compensation practices.

The remainder of this report provides Bolton's study methodology, market comparisons and program Preliminary Recommendations.

I. Introduction

Assessment Approach and Process

We employed our time-tested and systematic approach to review and recommend changes to FDL's program.



II. Current Program Review

Background Data Review

Bolton collected and reviewed detailed organizational and pay program data from FDL. These data included:

- Organization policy and other budget and financial documentation;
- Job descriptions;
- Position Information Forms (PIFs);
- Pay plan and job grading listings;
- Detailed electronic employee data.

Management Interviews

We also led and participated in background discovery to fully understand FDL, its operations and its people needs.

- We employed a combination of direct research and discussions with Administration and Department management.
- Our interviews helped define the work of each department, how it is grouped and how it integrates with other departments across the organization as well as provided background as to the pay program's effectiveness.

II. Current Program Review – Leadership Interviews

Management Interview Roster

- ❑ Sam Kaufman, County Executive
- ❑ Tammy Pflum, Child Support
- ❑ Tammy Pinno, Finance
- ❑ Lisa Freiberg, County Clerk
- ❑ David Brandenburg, Rolling Meadows Golf Course
- ❑ Rick Patton & David Tellefsen, Veteran's Services
- ❑ Tom Janke, Highway Commissioner
- ❑ Chief Deputy Kevin Galske, Sheriff Office
- ❑ Brenda Woelfel, Register in Probate
- ❑ Nikki Kramer, Human Resources
- ❑ Jamie Sigafus, Department of Social Services
- ❑ Rick Kiefer, Building Maintenance
- ❑ Jim Krebs, Register of Deeds
- ❑ Dr. Adam Covach, Medical Examiner
- ❑ Amy Haase, 911 Communications and Emergency Mgt.
- ❑ Paul Tollard, Land and Water Conservation
- ❑ Terry Dietzel, Land Info., Parks and Planning
- ❑ Kim Mueller, Public Health
- ❑ Meggin McNamara, Corporation Counsel
- ❑ Sally Danner, Family Court Commissioner
- ❑ Eric Toney, District Attorney
- ❑ Geri Vanevenhoven, Department of Community Programs
- ❑ Scott Schmitz, Information Systems
- ❑ Ramona Geib, Clerk of Courts
- ❑ Craig Walters, Fairgrounds
- ❑ Cindy Sarkady, U.W. Extension
- ❑ Brenda Schneider, Treasurer
- ❑ Mark Radmer, Harbor Haven Health and Rehabilitation

II. Current Program Review

Job Analysis and Documentation

Job analysis is the systematic process of collecting, aggregating and documenting data about jobs.

To gather the job content data needed to complete our analyses and assessment, Bolton analyzed:

- ❑ Over 144 job descriptions
- ❑ Over 258 Position Information Forms (PIFs)

II. Current Program Review

Pay Structure Design

Currently FDL administers base pay through 14 different structures. All structures have defined pay rates through a number of Steps ranging as few as 4 rates up to 8 rates, ranging as few as 1 grade up to 16 grades.

We examined the current distribution of employees, by Step, within each respective structure. The following distributions are noted:

- Highway Pay Plan: 41 of the 50 employees are at the top step
- Harbor Haven & DCP: 31 of the 60 employees are at the top step
- Exempt: 68 of the 150 employees are at the top step
- Jail: 41 of the 64 employees are at the top step
- Social Workers: 13 of the 38 employees are at the top step
- Social Services Paraprofessional: 21 of the 49 employees are at the top step

Bolton Observation

- Across the six structures noted above, 215 of a total of 411 employees (52%) have reached the top step of their respective pay structures.
- In addition, 77 of the 152 (51%) of employees in the Non-Exempt structure are at the 6th step of 8 steps.

III. Market Benchmarking

Methodology

Bolton consulted with FDL management to confirm the desired competitive labor markets for staff pay comparison – FDL desires to align its compensation with other comparable Counties in the state.

We utilized our Career Stream career levels and job family classifications as the basis for matching FDL jobs to the market. Career Stream is Bolton's proprietary job classification system built on a role-and-stream matrix to classify jobs and determine pay opportunity.

We applied a two-fold approach in gathering market data. We conducted a custom survey of peer public sector employers, and we utilized several sources of published data to reflect FDL's desired labor markets.

The published data sources we utilized include:

- Mercer, Benchmark Series
- WTW, Middle Management and Professional Survey

III. Market Benchmarking

We conducted a custom pay survey of 26 Counties identified jointly by Bolton and FDL. The 20 Counties that submitted usable data include:

- ❑ Brown County
- ❑ Calumet County
- ❑ Eau Claire County
- ❑ Grant County
- ❑ Jefferson County
- ❑ Kenosha County
- ❑ La Crosse County
- ❑ Manitowoc County
- ❑ Marathon County
- ❑ Ozaukee County
- ❑ Racine County
- ❑ Sauk County
- ❑ Sheboygan County
- ❑ St. Croix County
- ❑ Walworth County
- ❑ Washington County
- ❑ Waukesha County
- ❑ Waupaca County
- ❑ Winnebago County
- ❑ Wood County

Peers supplied unidentified incumbent-level data on over 12,000 employees.

We adhere to Department of Labor and Federal Trade Commission safe harbor guidelines on anti-trust and price fixing with respect to salary survey and labor market research. This means that we only provide clients and survey participants with data summarized by job in a fashion that will not allow personal or employer identification.

III. Market Benchmarking

Developed Market Rates

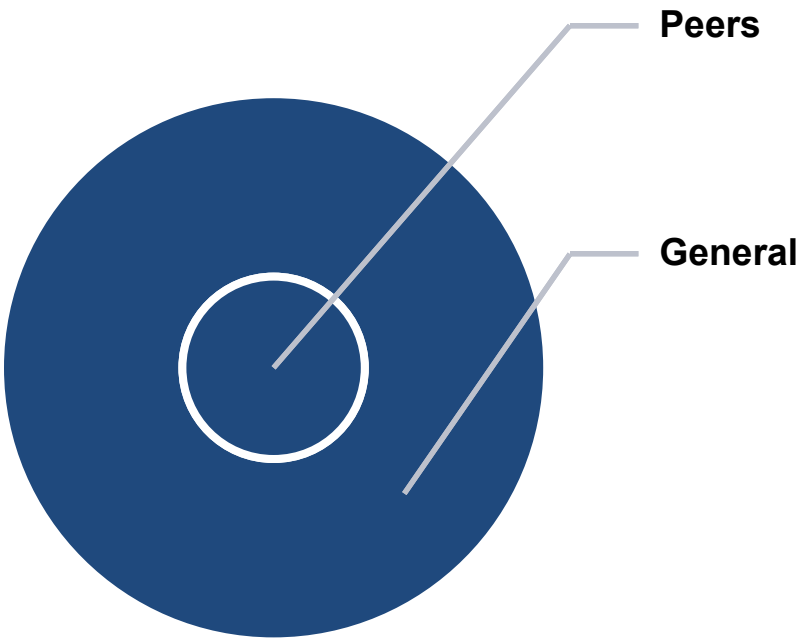
We utilized the survey data to develop rates on 254 of FDL's jobs compared to the peer and general industry market sectors.

We applied a 3.0% annualized factor to the reported data to reflect market rates effective July 1, 2023.

The definitions of the reported summary statistics that we will utilize to compare FDL's actual pay to the market are as follows:

- 25P (25th percentile): figure below which 25% of all reported figures occur.
- 50P (50th percentile/median): figure above and below which half of all reported figures occur.
- 75P (75th percentile): figure below which 75% of all reported figures occur.

Market Sector Organization



III. Market Benchmarking

Actual Base Pay Comparison

FDL's actual pay compared to the developed market rates is provided in the table below. Our preliminary review indicates that the FDL's actual pay is competitive relative to the 50th percentile of the markets.

The table below provides the overall market comparison by labor market.

Labor Market	Actual Pay as % of Market Statistic		
	25P	50P	75P
Peers	103.6%	96.0%	88.3%
General Sector	102.5%	94.6%	86.7%

III. Market Benchmarking

Actual Base Pay Comparison

We further analyzed actual pay relative to the Peer market by current pay structures. As shown below and continued onto the next page, current actual pay to Peers varies materially by structure.

Peer Labor Market	Actual Pay as % of Market Statistic		
	25P	50P	75P
Acute Unit	97.2%	91.1%	84.2%
Dispatchers	117.4%	107.0%	97.9%
Exempt	104.9%	97.0%	90.0%
Harbor Haven & DCP	94.1%	87.1%	79.7%
Highway	116.9%	106.4%	98.3%
IS	101.6%	93.3%	86.9%
Jail	106.9%	99.6%	89.8%

III. Market Benchmarking

Actual Base Pay Comparison

Actual pay relative to the Peer market by current pay structures continued:

Peer Labor Market	Actual Pay as % of Market Statistic		
	25P	50P	75P
Non-Exempt	102.4%	95.6%	87.2%
Nurse Prescriber	109.8%	106.2%	96.4%
RN Health DCP HHHR	90.2%	85.4%	79.5%
Social Services Para	98.9%	90.6%	83.2%
Social Workers- GH, CM	102.8%	94.1%	90.7%
Social Workers	92.9%	85.2%	77.9%
Socials Workers – CM	102.8%	95.3%	86.1%
Overall	103.6%	96.0%	88.3%

IV. Preliminary Recommendations

Recommendation #1: Reduce the number of Base Pay structures

Currently, FDL manages base pay utilizing 14 separate base pay structures. In our opinion there are too many structures with minimal differences, providing only minimal cost savings as well as unwarranted administrative burden.

Bolton Recommends: Combine several of the smaller structures into larger counterparts.

- ❑ Combine the Social Services Paraprofessionals Structure into the Non-Exempt structure.
- ❑ Combine Harbor Haven and Acute Care Unit non-health care provider roles into the Non-Exempt structure.
- ❑ Combine the Social Workers structure into the Non-Exempt structure.
- ❑ Combine Jail non-sworn officer roles into the Non-Exempt structure.

Process for combining: Jobs will be assigned to pay grades within the new structure. Individuals will be placed at the Step that contains the pay rate closest to their current rate but not less.

Recommendation #2: Standardize the design of all Non-Exempt Base Pay structures

- ❑ The different number of steps for the various structures is confusing and difficult to defend why one structure caps out after 42 months versus 54 months.
- ❑ The additional steps will also enable the significant number of employees who have capped out in terms of pay opportunity to have another couple of years of increases, and thus enable FDL to better compete in this tight labor market.

Bolton Recommends: All Non-Exempt structures have 7 Steps (8 pay rates) to provide consistency and to be more competitive.

MIN	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
(PROB)	(6 MOS)	(18 MOS)	(30 MOS)	(42 MOS)	(54 MOS)	(66 MOS)	(78 MOS)

IV. Preliminary Recommendations

Recommendation #3: Increase the number of Steps in the Exempt Base Pay structures

- ❑ The current 7 steps places FDL in a less than competitive position for the Exempt and Information Systems Base Pay structures. The additional steps will also enable the significant number of exempt employees who have capped out in terms of pay opportunity to have another couple of years of increases, and thus enable FDL to better compete in this tight labor market.

Bolton Recommends: Exempt and IS structures add an additional two steps for a total of nine steps (10 pay rates).

MIN	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
(PROB)	(6 MOS)	(18 MOS)	(30 MOS)	(42 MOS)	(54 MOS)	(66 MOS)	(78 MOS)	(90 MOS)	(102 MOS)

Recommendation #4: New Health Care Provider Structure

- ❑ The Health Care provider roles such as RN, LPN, and CNA are materially behind the market 50th percentile. A separate Base Pay structure will enable FDL to adjust these roles to a more competitive position without impacting other more competitive roles within the organization.

IV. Preliminary Recommendations

Recommendation #4: Health Care Provider continued:

Bolton recommends the following new Health Care Provider structure.

Health Care Provider	MIN	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
	(PROB)	(6 MOS)	(18 MOS)	(30 MOS)	(42 MOS)	(54 MOS)	(66 MOS)	(78 MOS)
RN 2	$36.98	$38.27	$39.61	$41.00	$42.44	$43.92	$45.46	$47.05
Harbor Haven								
Acute Care								
RN 1	$30.82	$31.90	$33.02	$34.17	$35.37	$36.61	$37.89	$39.21
DCP Outpatient RN								
Public Health Nurse								
LPN	$26.59	$27.52	$28.48	$29.48	$30.51	$31.58	$32.69	$33.83
Certified Nurses Aide	$18.25	$18.88	$19.55	$20.23	$20.94	$21.67	$22.43	$23.21

- ❑ LPN's and CNA's will be placed into the new Health Care Provider structure at the Step that is the same as each individual's current Step (18 Mos, 30 Mos, 42 Mos, etc.). With the magnitude of the wage increase with the placement into the new HCP structure, Step increases for LPN's and CNA's should be deferred to the next fiscal year.
- ❑ RN's will be placed into the new Health Care Provider structure at the Step that is the same as each individual's current Step (18 Mos, 30 Mos, 42 Mos, etc.). If budget is available, eligible RN's should be provided with a step increase

IV. Preliminary Recommendations

Recommendation #5: Highway Structure

- The Highway actual pay is competitive relative to the 50th percentile. However, to treat the Highway department in similar manner as the rest of the organization, adjust the Highway structure by 3.0%.
- Under Bolton Recommendation #2 (same number of Steps in all structures), four new Steps (in green font) would be added to the Highway structure with 2.5% between each new step. Again, these additional steps puts FDL in a better competitive position.
- If budget is available, eligible employees should be provided with a step increase.

The new structure is provided below.

Highway Pay Plan	MIN	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	103.0%
	(PROB)	(6 MOS)	(18 MOS)	(30 MOS)	(42 MOS)	(54 MOS)	(66 MOS)	(78 MOS)	Adjust
Class I									
Class II	$25.14	$25.83	$26.55	$27.26	$27.95	$28.64	$29.36	$30.09	New Step
Class III	$26.10	$26.82	$27.49	$28.18	$28.89	$29.61	$30.35	$31.11	102.5%
Class IV	$26.52	$27.18	$27.88	$28.61	$29.33	$30.06	$30.81	$31.58	
Class V	$27.06	$27.79	$28.51	$29.18	$29.91	$30.66	$31.42	$32.21	
Class VI				$30.32	$31.08	$31.86	$32.65	$33.47	

- Note: With the above recommendations for the Highway Structure, the summer/winter differential rates will cease.

IV. Preliminary Recommendations

Recommendation #6: Non-Exempt Structure

- The preliminary mapping of Harbor Haven and Acute Care Unit non-health care provider roles, the Social Workers, the Social Services Paraprofessionals roles, and the Jail non-sworn officer roles into the Non-Exempt structure is as follows:

Harbor Haven & DCP	Non-Exempt
Activity Aide	NE2
Cook	NE3
Domestic Service Worker	NE2
Food Service Worker	NE2
Linen Sorting & Distributing	NE2
Supplies & Linen Clerk	NE2
Utility Worker	NE2
Building Maintenance Mechanic II	NE4
Behavior Health Specialist	NE5
Certified Occupational Therapy	NE5

Social Workers	Non-Exempt
Case Manager	NE7
Social Worker	NE9
Senior Social Worker	NE11

Jail	Non-Exempt
Secretary II	NE5
Secretary I	NE4
Cook	NE3

Social Services Para Pay Plan	Non-Exempt
Clerk Typist	NE3
Account Clerk	NE4
Senior Clerk Typist	NE4
Senior Account Clerk	NE5
Utility Clerk	NE2
Group Home Specialist	NE5
Case Manager - JOBS	NE5
Group Home Manager	NE7
Family Support Specialist	NE7
Economic Support Specialist	NE7
Economic Support Specialist/Trainer	NE8
Family Connection Coord,	NE8
Restitution/Teen Court Coord	NE8

- Jobs were assigned to pay grades within the Non-Exempt structure. Individuals were placed at the Step that contains the pay rate closest to their current rate but not less.

IV. Preliminary Recommendations

Recommendation #6: Non-Exempt Structure continued:

- ❑ Adjust the Non-Exempt structure by 3.5% to be competitive relative to the 50th percentile.
- ❑ There is no longer the need for the "E" designation on grades 8, 9, 10, & 11.
- ❑ If budget is available, eligible employees should be provided with a step increase.

The new structure is provided below.

Non-Exempt Pay Plan	MIN	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	103.5%
	(PROB)	(6 MOS)	(18 MOS)	(30 MOS)	(42 MOS)	(54 MOS)	(66 MOS)	(78 MOS)	Adjust
Non-Exempt Pay Plan 1	$15.02	$15.63	$16.21	$16.79	$17.40	$17.99	$18.44	$18.90	
Non-Exempt Pay Plan 2	$16.40	$17.05	$17.71	$18.36	$18.99	$19.63	$20.12	$20.63	
Non-Exempt Pay Plan 3	$17.90	$18.61	$19.27	$20.00	$20.72	$21.39	$21.93	$22.48	New Step
Non-Exempt Pay Plan 4	$18.86	$19.61	$20.38	$21.13	$21.84	$22.63	$23.19	$23.77	102.5%
Non-Exempt Pay Plan 5	$19.86	$20.65	$21.43	$22.22	$23.03	$23.81	$24.40	$25.01	
Non-Exempt Pay Plan 6	$21.23	$22.08	$22.89	$23.75	$24.70	$25.56	$26.20	$26.86	
Non-Exempt Pay Plan 7	$22.75	$23.66	$24.59	$25.50	$26.36	$27.26	$27.94	$28.64	
Non-Exempt Pay Plan 8	$24.29	$25.27	$26.23	$27.19	$28.06	$29.02	$29.75	$30.49	
Non-Exempt Pay Plan 9	$25.75	$26.78	$27.82	$28.80	$29.73	$30.75	$31.74	$32.76	
Non-Exempt Pay Plan 10	$27.28	$28.37	$29.47	$30.53	$31.52	$32.61	$33.64	$34.72	
Non-Exempt Pay Plan 11	$28.93	$30.09	$31.26	$32.35	$33.40	$34.55	$35.66	$36.79	

IV. Preliminary Recommendations

Recommendation #7: Jail Structure

- ❑ The two sworn officer roles remaining in the Jail structure are less competitive relative to the 50th percentile. Adjust the Jail structure by 8.0% to be more competitive relative to the 50th percentile.
- ❑ Given the magnitude of the structure adjustment, Step increases should be deferred to the next fiscal year.

The new structure is provided below.

Jail Pay Plan	MIN	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	108%
	(PROB)	(6 MOS)	(18 MOS)	(30 MOS)	(42 MOS)	(54 MOS)	(66 MOS)	(78 MOS)	Adjust
Correctional Officer II	$29.04	$29.93	$30.80	$31.43	$32.01	$32.79	$33.40	$34.24	New Step
Correctional Sergeant	$31.43	$32.01	$32.62	$33.21	$33.81	$34.59	$35.26	$36.14	102.5%

IV. Preliminary Recommendations

Recommendation #8: Dispatcher Structure

- ❑ The Dispatcher actual pay is competitive relative to the 50th percentile. However, to treat the Dispatchers in similar manner as the rest of the organization, adjust the Dispatcher structure by 3.0%.
- ❑ Given the competitiveness of the current structure, Step increases should be deferred to the next fiscal year.

The new structure is provided below.

Dispatchers Pay Plan	MIN	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	103.0%
	(PROB)	(6 MOS)	(18 MOS)	(30 MOS)	(42 MOS)	(54 MOS)	(66 MOS)	(78 MOS)	Adjust
	$26.65	$27.78	$28.28	$28.81	$29.33	$29.87	$30.57	$31.42	

IV. Preliminary Recommendations

Recommendation #9: Information System Structure

- ❑ Adjust the IS structure by 6.0% to be competitive relative to the 50th percentile.
- ❑ If budget is available, eligible employees should be provided with a step increase.

The new structure is provided below.

IS Pay Plan	MIN	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	106.0%
	(PROB)	(6 MOS)	(18 MOS)	(30 MOS)	(42 MOS)	(54 MOS)	(66 MOS)	(78 MOS)	(90 MOS)	(102 MOS)	Adjust
Network Specialist I	$58,168	$60,475	$62,775	$65,080	$67,391	$69,612	$71,843	$74,151	$76,376	$78,667	
Network Specialist II	$61,680	$64,127	$66,572	$69,016	$71,462	$73,824	$76,190	$78,638	$80,997	$83,427	
Network Specialist III	$65,221	$67,810	$70,398	$72,984	$75,574	$78,069	$80,574	$83,159	$85,654	$88,224	New Step
Network Specialist Advan	$69,556	$72,317	$75,077	$77,840	$80,600	$83,266	$85,937	$88,698	$91,359	$94,099	103.0%
Project Leader	$73,981	$76,916	$79,854	$82,791	$85,730	$88,563	$91,406	$94,342	$97,172	$100,088	

IV. Preliminary Recommendations

Recommendation #10: Exempt Structure

- ❑ Adjust the Exempt structure by 3.0% to be competitive relative to the 50th percentile.
- ❑ If budget is available, eligible employees should be provided with a step increase.

The new structure is provided below.

Exempt Pay Plan	MIN	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
	(PROB)	(6 MOS)	(18 MOS)	(30 MOS)	(42 MOS)	(54 MOS)	(66 MOS)	(78 MOS)	(90 MOS)	(102 MOS)
Exempt Pay Plan E1	$49,699	$51,662	$53,631	$55,594	$57,566	$59,459	$61,362	$63,334	$65,234	$67,191
Exempt Pay Plan E2	$53,109	$55,211	$57,315	$59,419	$61,524	$63,553	$65,587	$67,692	$69,722	$71,814
Exempt Pay Plan E3	$56,521	$58,764	$60,999	$63,238	$65,483	$67,642	$69,809	$72,053	$74,214	$76,441
Exempt Pay Plan E4	$59,935	$62,312	$64,688	$67,062	$69,440	$71,734	$74,033	$76,413	$78,705	$81,066
Exempt Pay Plan E5	$63,375	$65,891	$68,405	$70,919	$73,435	$75,860	$78,293	$80,806	$83,230	$85,727
Exempt Pay Plan E6	$66,785	$69,437	$72,086	$74,740	$77,391	$79,951	$82,514	$85,166	$87,721	$90,352
Exempt Pay Plan E7	$70,202	$72,988	$75,775	$78,562	$81,350	$84,041	$86,738	$89,522	$92,208	$94,974
Exempt Pay Plan E8	$75,319	$78,312	$81,302	$84,295	$87,288	$90,177	$93,072	$96,061	$98,943	$101,911
Exempt Pay Plan E9	$82,170	$85,440	$88,708	$91,972	$95,237	$98,392	$101,552	$104,818	$107,962	$111,201
Exempt Pay Plan E10	$89,001	$92,541	$96,079	$99,617	$103,159	$106,573	$109,998	$113,537	$116,943	$120,451
Exempt Pay Plan E11	$95,825	$99,428	$103,451	$107,263	$111,076	$114,755	$118,444	$122,256	$125,924	$129,701
Exempt Pay Plan E12	$102,681	$106,771	$110,854	$114,939	$119,029	$122,972	$127,028	$131,010	$134,940	$138,988
Exempt Pay Plan E13	$109,505	$113,865	$118,224	$120,179	$126,945	$131,151	$135,409	$139,731	$143,923	$148,240
Exempt Pay Plan E14	$116,358	$120,991	$125,627	$130,262	$134,895	$139,366	$143,848	$148,484	$152,938	$157,526
Exempt Pay Plan E15	$123,921	$128,259	$132,747	$137,393	$142,202	$147,179	$152,330	$157,661	$162,391	$167,263
Exempt Pay Plan E16	$131,976	$136,597	$141,377	$146,325	$151,447	$156,747	$162,234	$167,912	$172,949	$178,137

103.0% Adjust

New Step 103.0%

IV. Preliminary Recommendations

Recommendation #11: Re-Classification

- Based upon the market data as well as our review of the internal compression with FDL, it is proposed that the 26 roles (34 individuals) provided in the table opposite receive the recommended grade adjustments.
- In addition, six new roles are shown below.

Role	Recommended Grade
Human Services Deputy Director	M11
Asisstant Finance Director	M09
Community Services Div Manager	M08
Deputy Chief Medical Examiner	M07
Human Resources Specialist	T8
Caregiver Specialist	T7

Role	Current Grade	Recommended Grade
Payroll Coordinator	M01	M02
Staff Sergeant	M04	M05
Highway Patrol Supt.	M05	M06
Chief Patrol Superintendent	M06	M08
Juv. Supr./Asst. Jail Adm.	M06	M08
Lieutenant	M06	M08
Nurse Manager	M07	M08
Asst. Corporation Counsel	M08	M09
Jail Administrator	M09	M10
Psychologist	M09	M10
Captain	M09	M10
Human Resources Director	M10	M11
Chief Psychologist	M10	M11
Family Court Commissioner	M10	M11
Chief Deputy	M10	M11
Deputy Information Systems Dir	M10	M11
Health Officer	M10	M11
Chief Psychologist	M10	M11
Director Of Nursing	M10	M11
Highway Commissioner	M11	M12
Corporation Counsel	M11	M13
Information Systems Director	M11	M13
Finance Director	M11	M13
Human Services Director	M11	M13
Director-Administration	M12	M13
Administator	M12	M13

IV. Preliminary Recommendations

Implement 2% COLA adjustment. Bolton Concurs.

- With the postponement of the base pay adjustments in 2023 in anticipation of completion of this compensation study, a 2% Cost Of Living Adjustment, effective December 24, 2023, for all employees has been approved.
- Bolton concurs with implementing the 2% COLA adjustment. Our analysis was based upon a July 2023 point-in-time snapshot. It is anticipated that our recommendations will be implemented effective the first week in March, and thus the 2% COLA is appropriate percent movement to adjust the timing forward to March.
- All of our recommendations contained within should be implemented in addition to and after the impact of the 2% COLA.

V. Implementation

Implementation Timing

- ❑ Implement 2% COLA, Employees receive base pay adjustments effective December 24, 2023.
- ❑ Map employees into new Grades as recommended; Employees receive base pay adjustments as necessary effective March 3, 2024.
- ❑ Update Base Pay structures as per recommendations; Employees receive base pay adjustments as necessary effective March 3, 2024.
- ❑ Award step increases in the updated Base Pay structures; Employees receive base pay adjustments as necessary effective March 3, 2024.