

CITY OF MICHIGAN CITY, INDIANA

JOB CLASSIFICATION AND COMPENSATION PROJECT

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Waggoner • Irwin • Scheele & Associates INC

Management Consulting Services Since 1979

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CITY OF MICHIGAN CITY, INDIANA JOB CLASSIFICATION AND COMPENSATION STUDY SUMMARY REPORT

INTRODUCTION

This report is the culmination of a job classification and compensation update project undertaken by Waggoner, Irwin, Scheele and Associates, Inc. (WIS), on behalf of the City of Michigan City. The project objectives were as follows:

- 1) to prepare updated job descriptions using job questionnaires and existing job descriptions;
- 2) to classify the City's positions according to the Factor Evaluation System (FES), using the guide charts of the system that assign points to the major dimensions of each job;
- 3) to conduct an internal salary analysis, pairing classification factor points to current pay schedules; and
- 4) to conduct an external salary analysis and make salary recommendations for the purpose of placing the various positions into a close correspondence with the external labor markets.

JOB CLASSIFICATION

The project involved meeting with City officials to review the history and administration of the existing compensation levels, and obtain organizational background information. Employees were asked to complete job questionnaires. Using the completed questionnaires, WIS consultants drafted job descriptions which were then returned to employees and supervisors for review and revision. In addition to assisting with classification and compensation, the completed job descriptions will have a variety of uses that are important in establishing and maintaining a professional human resources system. Among the uses of the job descriptions are:

- •Identifying essential functions under provisions of the Americans with Disabilities Act (ADA).
- •Establishing and documenting requirements and minimum qualifications in recruiting and selecting new employees.
- •Establishing, implementing, and documenting standards for training, promotion, and other conditions of employment.
- •Verifying and documenting compliance with various government regulations, including the Equal Pay Act, Fair Labor Standards Act (FLSA), Family and Medical Leave Act (FMLA), and the Occupational Safety and Health Administration (OSHA).

•Establishing a standard set of factors on which job performance can be fairly and objectively measured.

The Factor Evaluation System (FES) was developed by the United States Department of Labor in the early 1970's and has been implemented by state and local governments throughout the United States, including the State of Indiana and numerous Indiana counties and cities.

This system separates positions into categories so that similar positions are compared only to each other (for example, a heavy equipment operator and administrative assistant have different job description factors and are categorized in different job categories based on the vastly different nature of their respective duties). A different set of guide charts exists for each job category, except for the SO category.

All positions were placed into FES job categories. Consultant factor evaluation teams point-factored the positions using FES guide charts. For this project the following job categories were used:

■ COMOT (Computer, Office Machine Operation, Technician):

COMOT positions usually require on-the-job training and knowledge of basic office skills and procedures. COMOT positions usually require a minimum of a high school diploma or its equivalent, and may require two years of education beyond high school at a university or vocational school. COMOT positions are trained to provide administrative support to other job categories or elected officials. COMOT duties usually involve standardized operations, but can also involve limited supervisory responsibilities, high skill levels in certain fields or processes, or operation of highly technical equipment, such as in laboratories. These positions are usually recruited from the local labor market and compensated according to local labor market trends.

Sample COMOT job titles in the City of Michigan City include Secretary, Administrative Assistant, Deputy Clerk, Executive Secretary, Payroll Clerk, Accounts Payable/Receivable Coordinator, and Office Manager.

■ LTC (Labor, Trades, and Crafts):

LTC positions usually involve skills and knowledge that can be learned on-the-job or through prior experience, although some require special certifications, training, or vocational school. These positions include both the skilled and the unskilled labor and trade positions. LTC duties are often manual, requiring varying amounts of physical strain and effort, and involving varying amounts of responsibilities during work projects. Recruitment is generally done within the local labor market and compensated according to prevailing local wages.

Sample LTC job titles in the City of Michigan City include Custodian, Bus Driver, Street Driver, Operator, Maintenance Foreman, Assistant Greens Superintendent, Supervisor of Operations, and Mechanic.

■ PAT (Professional, Administrative, Technological):

PAT positions usually require a baccalaureate degree or equivalent training and experience. Duties performed by PAT employees often involve direct application of professional principles, development of policies and procedures, or administration of an assigned area of responsibility. Recruitment and compensation of PAT positions is usually determined by state or regional trends.

Sample PAT job titles in the City of Michigan City include Code Enforcement Officer, Plumbing Inspector, Electrical Inspector, Zookeeper, Assistant Planner, Grant Administrator, Assistant Deputy Controller, Greens Superintendent, Zoo Director, and Building Commissioner.

■ Civilian POLE (Protective Occupations, Law Enforcement):

Civilian POLE positions may require specialized training, on-the-job training, and usually require a minimum of a high school diploma or its equivalent. Positions in this category are involved in protecting life and property, maintaining order, responding to emergencies, policing and enforcing laws, or supervising such operations. Civilian POLE positions may be required to complete specialized training by the Indiana Law Enforcement Academy. These positions are usually recruited from the local labor market and compensated according to regional labor market trends.

There is currently one position classified in Civilian POLE and the job title is Animal Control Officer.

■ EXE (Executives):

EXE positions are held by approximately two percent of an organization's employees, who usually plan, direct and implement major programs, with salaries determined by regional patterns.

Sample EXE job titles in the City of Michigan City include Street Director, Transit Director, Assistant Controller, Aviation Manager, Human Rights Director, Human Resources Director, Planning and Redevelopment Director, Central Services Superintendent, Park Superintendent, and Controller.

■ SO (Special Occupations):

SO positions are separated from the classification system for various reasons, usually for special terms and conditions of employment, rules, or laws governing compensation. Compensation and recruitment for SO positions are determined by the unique circumstances for each position. The following three (3) City of Michigan City positions are classified as SO: City Administrator, City Engineer, and Corporation Counsel.

INTERNAL FINDINGS AND RECOMMENDATIONS

Currently, there are no classification levels or factor points assigned to positions within the City's compensation system to determine job placement or pay rates. This makes it nearly impossible to justify or defend the compensation of positions. Therefore, we classified all positions by point-factoring the job descriptions using the FES guide charts by job category. Jobs that are point-factored very close in total points are grouped in a "classification level" to ensure that all jobs within that cluster have the same base salary or hourly wage. For purposes of analysis, the positions in the City of Michigan City are now grouped into classification levels within each job category.

We established internal base salaries for the following job categories: LTC, COMOT, and PAT. We developed external salary ranges for each classification level and each Special Occupation position. This pay structure will establish pay equity within the classification pay ranges.

The HVAC Inspector, Plumbing Inspector, and Electrical Inspector positions are classified at the PAT II level. However, it is recommended that the Electrical Inspector position receive an additional annual certification stipend in the amount of \$1,000 for the certification and work experience required of this position.

In the COMOT job category, we found a few antiquated job titles, including Secretary I, Secretary II, and Executive Secretary. It is recommended that the title Administrative Assistant replace the Secretary job title and Executive Assistant replace the Executive Secretary title. It is also noted that there are positions within the COMOT job category that possess the same job title (i.e., Payroll Clerk, Accounts Payable/Receivable Coordinator) but the job duties and responsibility levels are not equivalent. Therefore, such positions are not classified at the same COMOT level.

FAIR LABOR STANDARDS ACT (FLSA) REVIEW

An FLSA analysis was conducted of all City Civil job descriptions. Each City position is designated either as excluded, exempt, or non-exempt from federal and state wage and hour laws (such as the Fair Labor Standards Act [FLSA]); and employees holding such positions are treated accordingly:

Employees holding **EXCLUDED** positions include elected officials, their policymaking appointees, and their personal staff and legal advisors. These employees are not covered by the FLSA, and are not eligible for or entitled to receive overtime compensation or compensatory time off.

Employees holding EXEMPT positions meet at least one of the tests for exemption under the FLSA, are excluded from specific provisions of federal and state wage and hour laws, and are not entitled to and shall not receive FLSA overtime compensation or FLSA compensatory time off.

Employees holding NON-EXEMPT positions, whether hourly or salaried, are entitled to overtime pay or compensatory time off under the specific provisions of federal and state laws.

2019 EXTERNAL SALARY ANALYSIS

WIS conducted an external salary survey using select benchmark positions for each job category. The survey data represents the pay relationship with like jobs in the external market. Salaries and wages paid in the external job markets for each job category were obtained from the following cities, counties, and compensation sources that are included in the external salary data:

City of Crown Point Town of Merrillville
City of East Chicago Town of Munster
City of Elkhart Town of Schererville

City of Gary

City of Goshen

City of Hammond

City of Hobart

City of LaPorte

City of LaPorte

City of Mishawaka

Lake County

LaPorte County

St. Joseph County

Tippecanoe County

City of Portage City of South Bend City of Valparaiso

Abbot Langer Association Nonprofits Salary Survey
Association of Indiana Counties Factbook
Association of Indiana Municipalities
Bureau of Labor Statistics
BLR Compensation Survey
Indiana Gateway for Government Units
WIS Compensation Database

An external salary line was developed for each job category. The external salary line is a regression of all salary data collected encompassing hundreds of employee salaries from all entities surveyed and survey data maintained in the WIS compensation database. A salary analysis was conducted by comparing the external salary line to the current City of Michigan City salaries. Direct job matches were conducted for Elected Officials and positions in the Civilian POLE and Special Occupation job categories.

COMPARISONS TO EXTERNAL MARKET

The term "external midpoint salary" as used in this report refers to the mean or average pay rate for jobs surveyed in the external market. An external salary range was established for each classification level.

WIS consultants prepared a salary analysis for each job category. For a listing of individual job titles and comparison between current compensation and the external market compensation, please refer to the attached spreadsheets at the end of this report.

ELEMENTS OF A PAY PHILOSOPHY

The salary ranges are designed to give the City of Michigan City latitude for recruiting and retaining qualified employees in a competitive market. Salary ranges provide management and the City Council with the ability to compensate top performers, and move positions through the range based on performance criteria, across-the-board increases, and/or cost-of-living increases. The position total factor points are not intended to be used to set a specific salary within the salary ranges.

Following are common elements on which a pay structure is constructed. The relative importance of each must be weighed with respect to the compensation objectives of the organization.

- 1. Internal Pay Equity: This is the pay relationship among like classified jobs in the organization.
- 2. External Pay Equity: This is the pay relationship with like jobs in the external market. Where do we want our employees to be paid in relation to the external labor market? What do we need to pay to attract and retain quality employees?
- 3. Performance Pay: Pay linked to employee performance. The objective is to align pay and results. A performance-based pay system allows department heads and supervisors to award merit-based pay adjustments to recognize superior employee performance.
- 4. Longevity Pay: Longevity pay rewards employees for their tenure with an organization. Longevity pay is readily understood by managers and employees alike, and has been a part of public sector pay structures for a long time. Longevity pay does ensure that new hires are not paid an equal amount of compensation as senior employees who train them in their new job.
- 5. Technical Pay: Technical pay is a supplemental stipend linked to a technical specialty in addition to normal job requirements.

CONCLUSION

Setting pay policies in relation to the external labor market is advantageous to the City of Michigan City in order to attract and retain quality employees to serve the citizens. The external salary analysis may be used as a guideline in determining wage increases for the following year, and as a measure to compare the competitiveness of compensation for employees to the external market.

Annual raises are always subject to available revenue and the pay policies of the City Council. As such, the City Council may elect to grant raises to:

- the internal base recommendation:
- the external market recommendation;
- an "across the board" percentage increase;
- an "across the board" dollar amount; or
- · no raises at all.

CITY OF MICHIGAN CITY, INDIANA PROPOSED PAY SCHEDULE

Charles than 9 Day Cando	Internal Base	External Low	External Midpoint	External High
Classification & Pay Grade Executive	Dase	Low	Midpoint	mgn
EXE I [29 points and below]		\$55,323	\$65,086	\$74,849
EXE II [30 - 39 points]		\$61,402	\$72,238	\$83,074
EXE III [40 points and above]		\$67,543	\$79,462	\$91,381
Professional, Administrative, Technological				
PAT I [295 points and below]	\$37,218	\$36,384	\$42,805	\$47,085
PAT II [300 - 395 points]	\$40,070	\$41,585	\$48,923	\$53,815
PAT III [400 - 495 points]	\$49,764	\$51,516	\$60,607	\$66,668
Computer, Office Machine Operation, Technicia	n			
COMOT I [295 points and below]	\$13.47	\$14.28	\$16.80	\$18.48
COMOT II [300 – 395 points]	\$15.62	\$15.87	\$18.67	\$20.53
COMOT III [400 – 495 points]	\$16.45	\$17.34	\$20.40	\$22.44
COMOT IV [500 points and above]	\$18.46	\$18.52	\$21.79	\$23.97
Labor Trades & Crafts				
LTC I [295 points and below]	\$15.49	\$14.71	\$17.31	\$19.04
LTC II [300-395 points]	\$17.20	\$16.36	\$19.24	\$21.17
LTC III [400-450 points]	\$18.16	\$18.34	\$21.58	\$23.74
LTC IV [455-495 points]	\$19.48	\$19.30	\$22.71	\$24.98
LTC V [500 points and above]	\$22.54	\$21.36	\$25.13	\$27.64
Protective Occupations, Law Enforcement				
Civilian POLE		\$14.98	\$17.63	\$19.39
			External	
Special Occupations			Midpoint	
City Administrator			\$72,493	
City Engineer			\$89,812	
Corporation Counsel			\$98,482	

Regardless of the how the City Council chooses to proceed, the information contained on the attached pay analyses will be a valuable tool for the City Council to use in recognizing the differences between current compensation levels and the external market, and developing a compensation strategy going forward.

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Job Category: COMOT (Computer, Office Machine Operation, Technician)

CITY OF MICHIGAN CITY COMPENSATION ANALYSIS June 6, 2019

Job Category: LTC (Labor, Trades, and Crafts)

Job Category: LTC (Labor	,,						INTERN	AL SALARY A	NALYSIS	EXTERNAL SALARY ANALYSIS						COST ANALYSIS	
Department	Job Title	Job Classification	Work Hours	2019 Salary	Vacation Bonus Max	FLSA Status	Internal Base Hourly Rate	Internal Base Salary	Cost to Internal Base Salary	External Low Hourly Rate	External Midpoint Hourly Rate	External High Hourly Rate	External Low Salary	External Midpoint Salary	External High Salary	Cost to External Low Salary	Cost to External Midpoint Salary
LTC I (295 points and bel						NEW HOLES						STURBER S	THE PARTY OF	A COL			
Transit	Washer/Custodian	LTCI	40	30,076,80	902.30	Non-exempt	15,4947	32,229	2,152	14.7107	17.3067	19.0374	30,598	35,998	39,598	521	5,921
City Hall	Custodian I (part-time)	LTC1	STATE	11,553.60	NO AND S	Non-exempt	15,4947		100000	14.7107	17.3067	19.0374	A CONTRACTOR	N. ZEL	CLOSE STATE	56 H 539	
Aviation	Laborer (part-time)	LTCI		13,603.20	经国际经验	Non-exempt	15.4947		TOTAL SERVICE	14.7107	17.3067	19.0374	SPECIES.	· · · · · · · · · · · · · · · · · · ·	neligh all file.	SECTION AND	Part of the second
Cemetery	Laborer/Driver	LTCI	40	31,179.20	935.38	Non-exempt	15.4947	32,229	1,050	14.7107	17.3067	19.0374	30,598	35,998	39,598	0	4,819
Cemetery	Laborer/Driver	LTCI	40	31,179.20	935.38	Non-exempt	15.4947	32,229	1,050	14.7107	17.3067	19.0374	30,598	35,998	39,598	0	4,819
Cemetery	Laborer/Driver	LTCI	40	31,179.20	935.38	Non-exempt	15.4947	32,229	1,050	14.7107	17.3067	19.0374	30,598	35,998	39,598	0	4,819
City Hall	Custodian II	LTC1	40	27,955.20	838.66	Non-exempt	15.4947	32,229	4,274	14.7107	17.3067	19.0374	30,598	35,998	39,598	2,643	8,043
Police	Custodian II	LTCI	40	27,414.40	822,43	Non-exempt	15.4947	32,229	4,815	14.7107	17.3067	19.0374	30,598	35,998	39,598	3,184	8,584
Vector Control	Vector Control Assistant	LTCI	40	30,014.40	900.43	Non-exempt	15.4947	32,229	2,215	14.7107	17.3067	19.0374	30,598	35,998	39,598	584	5,984
Park Zoo	Maintenance (seasonal)	LTCI			美国的基础的	Non-exempt	15.4947			14.7107	17.3067	19.0374	加州的东西地	经验的路径	2010年1月四日1日	中国政治法院	ALC: NO.
LTC II (300 - 395 points)							The state of the state of			Carrie S						S. STATE CO.	
Transit	Bus Driver	LTCII	40	35,193.60	1,055.81	Non-exempt	17.201	35,778	584	16.3580	19.2447	21.1692	34,025	40,029	44,032	0	4,835
Transit	Bus Driver	LTCII	40	35,193.60	1,055.81	Non-exempt	17.201	35,778	584	16.3580	19.2447	21.1692	34,025	40,029	44,032	0	4,835
Transit	Bus Driver	LTCII	40	35,193.60	1,055.81	Non-exempt	17.201	35,778	584	16.3580	19.2447	21.1692	34,025	40,029	44,032	0	4,835
Transit	Bus Driver	LTCII	40	35,193.60	1,055.81	Non-exempt	17.201	35,778	584	16.3580	19.2447	21.1692	34,025	40,029	44,032	0	4,835
Transit	Bus Driver	LTCII	40	35,193.60	1,055.81	Non-exempt	17.201	35,778	584	16.3580	19.2447	21.1692	34,025	40,029	44,032	D	4,835
Transit	Bus Driver	LTCII	40	35,193.60	1,055.81	Non-exempt	17.201	35,778	584	16.3580	19.2447	21.1692	34,025	40,029	44,032	0	4,835
Transit	Bus Driver	LTCII	40	35,193.60	1,055.81	Non-exempt	17.201	35,778	584	16.3580	19.2447	21.1692	34,025	40,029	44,032	0	4,835
Transit	Bus Driver	LTCII	40	35,193.60	1,055.81	Non-exempt	17.201	35,778	584	16.3580	19.2447	21.1692	34,025	40,029	44,032	0	4,835
Transit	Bus Driver	LTCII	40	35,193.60	1,055.81	Non-exempt	17.201	35,778	584	16.3580	19.2447	21.1592	34,025	40,029	44,032	0	4,835
Transit	Bus Driver	LTCII	40	35,193.60	1,055.81	Non-exempt	17.201	35,778	584	16.3580	19.2447	21.1692	34,025	40,029	44,032	0	4,835
Transit	Bus Driver	LTCII	40	35,193.60	1,055.81	Non-exempt	17.201	35,778	584	16.3580	19.2447	21.1692	34,025	40,029	44,032	0	4,835
Transit	Bus Driver	LTCII	40	35,193.60	1,055.81	Non-exempt	17.201	35,778	584	16.3580	19.2447	21.1692	34,025	40,029	44,032	0	4,835
Transit	Bus Driver	LTCII	40	35,193,60	1,055.81	Non-exempt	17.201	35,778	584	16.3580	19.2447	21,1692	34,025	40,029	44.032	0	4,835
Transit	Bus Driver	LTCII	40	35,193.60	1,055.81	Non-exempt	17.201	35,778	584	16.3580	19.2447	21.1692	34,025	40,029	44,032	0	4,835
Transit	Bus Driver	LTCII	40	35,193.60	1,055.81	Non-exempt	17.201	35,778	584	16.3580	19.2447	21.1692	34,025	40,029	44,032	0	4,835
Transit	Bus Driver	LTCII	40	35,193.60	1,055.81	Non-exempt	17.201	35,778	584	16,3580	19.2447	21.1692	34.025	40.029	44,032	0	4,835
Street	Driver	LTCII	40	32,364,70	970.94	Non-exempt	17.201	35,778	3,413	16.3580	19.2447	21.1692	34,025	40.029	44.032	1.660	7.664
Street	Driver	LTCII	40	32,364,70	970.94	Non-exempt	17.201	35,778	3,413	16.3580	19.2447	21.1692	34,025	40,029	44,032	1,660	7,664
Street	Driver	LTCII	40	32,364.70	970.94	Non-exempt	17.201	35,778	3,413	16.3580	19.2447	21.1692	34,025	40,029	44,032	1,660	7,664
Street	Driver	LTCII	40	32,364,70	970.94	Non-exempt	17.201	35,778	3,413	16.3580	19.2447	21.1692	34,025	40,029	44,032	1,660	7,664
Street	Driver	LTCII	40	32,364.70	970.94	Non-exempt	17.201	35,778	3,413	16.3580	19.2447	21.1692	34,025	40,029	44,032	1,660	7,664
Street	Driver	LTCII	40	32,364.70	970.94	Non-exempt	17.201	35,778	3,413	16,3580	19.2447	21.1692	34,025	40,029	44.032	1,660	7,664
Street	Driver	LTCII	40	32,364.70	970.94	Non-exempt	17.201	35,778	3,413	16.3580	19.2447	21.1692	34,025	40,029	44,032	1,660	7,664
Street	Driver	LTCII	40	32,364.70	970.94	Non-exempt	17.201	35,778	3,413	16.3580	19.2447	21.1692	34,025	40,029	44,032	1,660	7,664
Street	Driver	LTCII	40	32,364.70	970.94	Non-exempt	17.201	35,778	3,413	16.3580	19.2447	21.1692	34,025	40,029	44,032	1,660	7,664
Golf	Mechanic	LTCII	40	32,052.80	961.58	Non-exempt	17.201	35,778	3,725	16.3580	19.2447	21.1692	34,025	40,029	44,032	1,972	7,976
901	Imechanic	Licil	40	32,052.80	961.58	1 non-exempt	17.201	35,778	3,725	16.3580	19.2447	21.1692	34,025	40,029	44,032	1,972	7,976

MALEL	3685"1	SANDONI TH	NEBCEI					909075	125731	DE LUCKE							
ter-ees	ter yes	13	TOTAL					968'68\$		JATOT							
2,933	0	TEVAS TA	res	CEAAA	. SEABATE	25.1303	805ETE	0	2/37	33,5356	Parameter A	tron'i	CA.TEE.EA	07	VSD	Mechanic	Company Methylanesco
																6	vices, base stated 668) VIST
£96'8	133 t	896 IS 091		951'09	VEESVE	ETTLET	3105.62	2,220	£15°0>	*//Y/ST	Agmsms-cooli	SCENE!	CBLCRE	07	NOD	Instructions are a functional	gog.
716.8	198'E	C96'15 C97		955'09	34.9824	22,7113	99CE'61	2,225	£8507	PLLVET	Square-noll	ST. SAL.	CB 585,88	07	NOTA	trasbrestathequal cases 3 pertakah	100
869/L	613		CD.	961'09	26.9524	ettezz	2905.01	215	EUSCO	ATTARE	Agmswa-noM	22.381,t	CB.03-2,68	0)	LICIN	Supervisor of Operations	Perk Methotenesses
668,7	Et9	£96°ES 02	70	10124	7222.05	ette et	19,306.	272	EISOF	720761	Agentes-nolf	1,126,22	CBCDSCEE	07	พวม	aobstrialmbA to vorkrago?	Park Majotropoce
																	\$1000000000000000000000000000000000000
8,213	2,410	SUFER SE	199	625,65	23.7378	\$1/572	18.3423	601,1	SAT, TE	testes	Secretary-mobil	BLOCK,	18,672.61	0)	M 37J	Operator	\$2505
615.0	CEN'E	\$20°67 90	***	£21,8£	CTET.ES	\$672.15	10.3420	COLL	284,782	181602	Зотняка-поМ	\$1.001,t	18,578,81	07	mon	Poterado	Street
615,6	OSA, £	SLE'67 90	***	£21.65	STET.ES	\$678.15	18.3428	601"1	287,782	cost et	Semson-noli	\$10017	18.573.85	67	211	Operator	\$00x135
																	(22mong 100 - 000) m 54 y
297.3	TOT	TEO'17 67	100	34,025	2851.45	LINE 61	CSSERI	267 t	STT, 2E	102.71	Sqmsus-pail	OSSIO'I	OC. EEB.CE	87	מבט	thanena-cramenol socrathisM	Park Melniphenes
371'9	Tyt	250 44,032		24,025	28.1.652	LOVE ET	C25E.31	568 L	811,21	102.71	Square-notif	OS STOL	OC. ESS. ES	8	ຫວນາ	though-nement somethish	Park Maintenance
971'9	TVE		000	250,4£	21.1592	LOVE GT	16.3580	1,895	SLL'SE	13.201	fgmam-colf	05310,1	OL ERR ET	67	มวนา	shauend-cramenel sonsnetniski	Park Maintenance
3913	TVT	CED 117 623	3,03	\$₹03€	21.1692	LINCET	0825.31	368.1	34L'SE	105.71	AGISSICS-GOM	05'910'1	OS.EES,EE	8	ສວນ	Maintenance Foreman-Buildings	Park Maintenance
991'9	tat		60,0	34,025	21.1652	THAL. CE	0825.21	1,835	822,25	19261	Sqcmsxs-coff	OSSIO,!	05.688,68	87	มวก	Maintanance Foreman-Bulldings	gamengtränik åref
997,3	TYE		(0,0	SCOVE	21.1692	T935.61	CESESE	262,1	167,21	totet	fgmmn-noM	OS STOR	05.688,68	8	nor1	nethotroblosmerol sonsastnish	Parts Melananene
866,2	0		***	34,025	317833	1992.61	18.1580	L39 °E	827,28	105.51	framero-neM	7/ CCO L	OZ 150 VE	8	เมา	estration sales crime	Cemetery
226'S	0		907	\$50.AE	21.1592	19,2047	78.3530	229°t	811,21	102.71	20ms::::-::::::::::::::::::::::::::::::::	1,022.74	05.160.AE	않	11317	mannered grapholy becommend	Сеплейзету
191'9	787	259 44,032	(0,0)	34,025	31.1532	THALLEE	16.3580	976 t	SLL'SE	102.71	Sumsus-noM	LESTOL	03.638,EE	77	0211	nemerof	Antistion
666.3	eze	EED 117 60	100	\$50.A£	21.1592	19.2467	16.3580	2,082	81T,25	102.71	Strategie-mold	SECTOR	00.363.EF	CP	נזכנו	campol sociations	Police

Job Category: Civilian POLE (Protective Occupations, Law Enforcement)

	4 ·· · · · · · · · · · · · · · · · · ·				-		EXTERNAL SALARY ANALYSIS								
Department	tob Title	Job Classification	Work Hours	2019 Salary	Vacation Bonus Max	FLSA Status	External Low Hourly Rate	External Midpoint Hourly Rate	External High Hourly Rate	External Low Salary	External Midpoint Salary	External High Salary	Cost to External Midpoint		
Police	Animal Control Officer	Civilian PCLE	40	33,696.00	1,010.88	Non-exempt	14.9824	17.6264	19.3890	31,163	36,663	40,329	2,957		
Police	Animal Control Officer	Civilian POLE	40	33,696.00	1,010.88	Non-exempt	14.9824	17.6264	19.3890	31,163	36,663	40,329	2,967		
											TOTAL:		\$5,934		
											PERCENT IN	CREASE:	8.80%		

Job Category: PAT (Professional, Administrative, Technological)

ton cerebod: sail factoressment with						_	17175 911	ar sarant at	17(1)15			Externac valage amberts				COST ATTACESTS	
		Job	Work		Vacation		Internal Base Hourly	Internal	Cost to	External Low	External Michaelot	External Kirk Hourly	Externel Low	External Midpoint	Externel Kitch	Cost to	Cost to Externel Midpoint
Department	Job Title	Checification	Hours	2019 Salary	Bonus Man	FISA Status	Rate	Gaza Selary	Saza Selary	Hourly Rate		Rete	Selary	Setary	Salary	Salary	Selety
PATTERPS purely and betok?																	
Perk Zoo	Zookseper I	PATI	40	28,267.20	848.02	Hon-exempt	17.0933	37,218	8,951	17.4924	20.5793	22.6372	26,224	42,805	47,023	8,117	14,538
Perk Zoo	Zookeeper I	PATI	40	28,257.20	848.02	Non-exempt	17,8533	37,718	8,951	17.4924	20.5793	22.6372	26,324	42,805	47,035	8,217	24,538
Perk Zoo	Zookseper I	PATI	49	28,267.20	848.02	Mon-exempt	17,8933	37,218	8,951	17,4924	20.5793	22.6372	26,384	42,805	47,06\$	8,217	14,538
Planning & Inspection	Code Enforcement Officer	PATI	40	89,499.20	1,184.93	Mon-exempt	17.6933	37,218	0	17.A924	20.5793	22.6372	26,384	42,805	47,085	0	1,106
Planning & Inspection	Code Inspector	PATI	9	29,499.20	1.184.98	Non-exempt	17,8333	37,218	0	17.4924	20.5793	22,6372	26,284	42,805	47,065	0	2,306
Park Zoo	Education Carator/Zookeeper (PAT1	8	28,267.20	848.02	Mon-exempt	17.8933	37,218	8,951	17.4924	20.5793	22,6372	26,214	42,805	47,045	8,117	14,538
PATH (300 + 395 polars)																	
Park Zoo	Retail Manager	PATH	8	32,427.20	272.82	Mon-exempt	19,2644	40,070	7,443	19.9926	23,5207	25.8728	41,525	43,923	53,815	9,157	16,496
Perk Zoo	Assistant Zoo Director	PAT II	40	12,417.20	572.82	Mon-exempt	19.2544	40,070	7,643	19.9926	23.5207	25.8724	41,585	48,923	53,815	9,157	18,496
Planning & Inspection	Associate Planner	FAT II	49	40,915.06	1,227.45	Mon-exempt	19,2544	40,070		19,9926	23.5207	25,8728	49,585	48,923	53,815	670	8,008
Planning & Inspection	HVAC Inspector	PATC	40	39,499.20	1,184.93	Hon-exempt	19,2544	40,070	571	19.9926	29.5207	25,8728	41,585	48,923	53,615	2,083	9,474
Plenning & Inspection	Figrabing Inspector	FATC	49	39,439.20	1,184.99	Mon-exempt	19.2644	40,070	571	19.9926	29.5207	25.8728	41,585	48,923	53,615	2,085	9,424
Planning & Inspection	Electrical Inspector %	PATO	40	29,499.20	1,184.98	Mon-extempt	19.2644	40,070	571	19.9926	23.5207	25,8728	41,585	48,923	53,615	2,015	9,424
PA140 (400 - 155 points)																	
Board of Works	Special Events & Recreation Coord.	PAT (2)	9	51,524.12	1,545.72	Enempt	23.9250	49,764	0	ZA.7673	29,1320	27.0518	51,516	60,607	66,663		9,083
Planning & Inspection	Grant Administrator *	PATEE	8	49,708.62	1,491.26	Exempt	23.9250	49,764	55	24.7673	29.1310	32.0518	51,516	60,607	56,668	1,807	10,898
Plenning & Inspection	Accistant Planner	PAT III	9	44,884.35	1,346.53	Exempt	23.9250	49,764	4,880_	24.7673	29,1380	32.0518	\$1,516	60,607	68,668	6,632	15,723
Controller	Assistant Deputy Controller	PATII	49	54,330.94	1,629,93	Exempt	23.9250	49,764	0	24,7673	29.1310	32.0518	51,528	60,607	CE,CES		6,276
Vector Control	Forester/Vector Control Officer	PAT III	8	49,176.75	1,475.50	Externed	23.9250	49,764	587	24.7673	29.1350	32.0518	31,516	60,607	66,668	2,339	11,A30
Golf	Greens Superintendent	PATEI	9	53,224.06	1,596.72	Exempt	23.9250	49,764	Q	24.7673	29.1320	32.0518	52,516	60,607	66,668		7,383
Mayor	Promise Scholarship Director	PATOI	\$	51,524.12	1,543.72	Exempt	23,5250	49,764	0	24,7673	29.1320	37.0518	\$1,516	60,607	66,668	•	9,083
Senior Center/Park and Recreation	Senior Center Ofrector	PAT (II)	40	49,176,73	1,475.10	Exempt	21.9250	49,764	587	24.7673	29.1380	32.0518	52,515	60,607	66,668	2,139	11,430
Planning & Inspection	Seliding Commissioner	PATE	40	44,653.60	1,345.97	Exempt	23,5250	49,764	4,833	24.7573	29.1380	32.0518	\$1,516	60,607	66,658	6,650	15,741
Park Zoo	Zoo Director	PAT III	40	49,176.73	1,475.10	Exempt	29.9250	49,764	587	24.7673	29.1310	32.0518	51,516	60,607	66,668	2,339	23,420
		•	·				TOTAL		\$64,396			•	·	TOTALS		\$79,816	\$242,512
S Problem recommended to receive cons	of cartification school in amount of \$1,000 i	02					PERCENT DU	REASE	7.03%					PERCENTEN	TEASE:	8.73%	24.54%

^{*} Position is funded through federal block grant from HUD.

Job Category: EXE (Executive)

							nal Salary /	AMALYSIS	COST ANALYSIS	
							External		Cost to	Cost to External
		dot		Vacation		External	Midpoint	External	External Low	Midpoint
Department	Job Title	Classification	2019 Salary	Bonus Max	FLSA Status	Low Salary	Salary	High Salary	Salary	Salary
EXET (29 points and below)										
Cemetery	Superintendent	EXE I	60,047.40	1,801.42	Exempt	55,323	65,086	74,849	0	5,039
Controller	Assistant Controller	EXE I	56,932.70	1,707.98	Exempt	55,323	65,086	74,849	0	8,153
Park Administration	Assistant Superintendent	EXE I	63,360.36	1,900.81	Exempt	55,323	65,086	74,849	0	1,726
Street	Director	EXE I	49,176.75	1,475.30	Exempt	55,323	65,086	74,849	6,146	15,909
Transit	Director	EXE I	49,176.75	1,475.30	Exempt	55,323	65,086	74,849	6,146	15,909
Barker Civic Center	Director	EXE I	49,176.75	1,475.30	Exempt	55,323	65,086	74,849	6,146	15,909
Aviation	Airport Manager	EXE I	51,524.12	1,545.72	Exempt	55,323	65,086	74,849	3,799	13,562
Human Rights	Director	EXE I	51,524.12	1,545.72	Exempt	55,323	65,086	. 74,849	3,799	13,562
EXE II (30 - 39 points)										
Personnel	Human Resources Director	EXE II	53,594.72	1,607.84	Exempt	61,402	72,238	83,074	7,808	18,643
Planning & Inspection	Planning and Redevelopment Director	EXE (I	56,522.50	1,695.68	Exempt	61,402	72,238	83,074	4,880	15,716
Central Services	Superintendent	EXE (I	59,969.75	1,799.09	Exempt	61,402	72,238	83,074	1,433	12,268
Park Administration	Superintendent	EXE II	68,640.39	2,059.21	Exempt	61,402	72,238	83,074	0	3,598
EXE III (40 points and above)										
Controller	Controller	EXE (II	58,637.89	1,759.14	Exempt	67,543	79,462	91,381	8,905	20,824
							TOTALS:		\$49,062	\$160,818
							PERCENT IN	CREASE:	6.74%	22.08%

CITY OF MICHIGAN CITY COMPENSATION COMPARISON June 6, 2019

Job Category: Elected Officials

Municipality	Mayor	Clerk	Council
City of Michigan City	78,624	51,524	14,409
City of Crown Point	92,000		12,000
City of East Chicago	134,287	58,289	42,356
City of Elkhart	89,678	70,000	16,080
City of Gary	142,097	66,073	28,727
City of Goshen	89,178		14,118
City of Hammond	132,651	88,676	31,836
City of Hobart	71,529		13,750
City of LaPorte	65,089		9,364
Town of Merrillville			17,200
City of Mishawaka	79,009	55,796	10,864
Town of Munster			13,021
City of Portage	83,466		17,078
Town of Schereville			12,210
City of South Bend	110,885	72,318	19,797
City of Valparaiso	91,963		11,244
Average Salary	\$98,486	\$68,525	\$17,976
Salary Range	\$65,089 - \$142,097	\$55,796 - \$88,676	\$9,364 - \$42,356

Job Category: SO (Special Occupations)

		dot		Vacation		External Midpoint	External Market	Cost to External
Department	Job Title	Classification	2019 Salary	Bonus Max	FLSA Status	Salary	Salary Range	Midpoint
Mayor	City Administrator	SO	49,176.75	1,475.30	Excluded	72,493	61,619 - 88,441	23,316
Engineering	City Engineer	SO	64,627.77	1,938.83	Exempt	89,812	76,340 - 109,571	25,184
Legal	Corporation Counsel	SO	92,928.53	2,787.86	Excluded	98,482	83,710 - 120,148	5,553

TOTAL: \$54,054
PERCENT (NCREASE: 26.15%

CITY OF MICHIGAN CITY COMPENSATION ANALYSIS COST SUMMARY June 6, 2019

Job Category	Total Full-time Salaries \$708,992	Cost to Internal Base \$47,239	Percentage Increase 6.66%	Cost to External Low Salary \$67,666	Percentage Increase 9.54%	Cost to External Midpoint Salary \$199,975	Percentage Increase 28.21%
LTC	\$1,749,494	\$88,854	5.08%	\$34,571	1.98%	\$319,421	18.26%
PAT	\$913,926	\$64,396	7.05%	\$79,816	8.73%	\$242,512	26.54%
CIVILIAN POLE	\$67,392			\$0	0.00%	\$5,934	8.80%
EXE	\$728,284			\$49,062	6.74%	\$160,818	22.08%
so	\$206,733					\$54,054	26.15%
TOTALS:	\$4,374,822	\$200,489	5.94%	\$231,115	5.54%	\$982,714	22.46%