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# CITY OF MICHIGAN CITY, INDIANA

## JOB CLASSIFICATION AND COMPENSATION PROJECT

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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	Lake County
City of Hammond	LaPorte County
City of Hobart	Porter County
City of LaPorte	St. Joseph County
City of Mishawaka	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**

<b>Classification &amp; Pay Grade</b>	<b>Internal Base</b>	<b>External Low</b>	<b>External Midpoint</b>	<b>External High</b>
<b>Executive</b>				
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
<b>Professional, Administrative, Technological</b>				
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
<b>Computer, Office Machine Operation, Technician</b>				
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
<b>Labor Trades &amp; Crafts</b>				
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
<b>Protective Occupations, Law Enforcement</b>				
Civilian POLE		\$14.98	\$17.63	\$19.39
<b>Special Occupations</b>			<b>External Midpoint</b>	
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.**



CITY OF MICHIGAN CITY  
 COMPENSATION ANALYSIS  
 June 6, 2019

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

Department	Job Title	Job Classification	Work Hours	2019 Salary	Vacation Bonus Max	FLSA Status	INTERNAL SALARY ANALYSIS			EXTERNAL SALARY ANALYSIS			COST ANALYSIS				
							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
<b>LTC I (295 points and below)</b>																	
Transit	Washer/Custodian	LTC I	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)	LTC I		11,553.60		Non-exempt	15.4947			14.7107	17.3067	19.0374					
Aviation	Laborer (part-time)	LTC I		13,603.20		Non-exempt	15.4947			14.7107	17.3067	19.0374					
Cemetery	Laborer/Driver	LTC I	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	LTC I	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	LTC I	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	LTC I	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	LTC I	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	LTC I	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)	LTC I				Non-exempt	15.4947			14.7107	17.3067	19.0374					
<b>LTC II (300 - 395 points)</b>																	
Transit	Bus Driver	LTC II	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	LTC II	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	LTC II	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	LTC II	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	LTC II	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
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Transit	Bus Driver	LTC II	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	LTC II	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	LTC II	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	LTC II	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	LTC II	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	LTC II	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	LTC II	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	LTC II	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	LTC II	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	LTC II	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	LTC II	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	LTC II	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	LTC II	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	LTC II	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



**CITY OF MICHIGAN CITY  
 COMPENSATION ANALYSIS  
 June 6, 2019**

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

Department	Job Title	Job Classification	Work Hours	2019 Salary	Vacation Bonus Max	FLSA Status	EXTERNAL SALARY ANALYSIS						
							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 POLE	40	33,696.00	1,010.88	Non-exempt	14.9824	17.6264	19.3890	31,163	36,663	40,329	2,967
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
<b>TOTAL:</b>												<b>\$5,934</b>	
<b>PERCENT INCREASE:</b>												<b>8.80%</b>	

**CITY OF MICHIGAN CITY  
COMPENSATION ANALYSIS  
June 6, 2019**

Job Category: PAT (Professional, Administrative, Technological)

Department	Job Title	Job Classification	Work Hours	2018 Salary	Vacation Bonus Max	FLSA Status	INTERNAL SALARY ANALYSIS			EXTERNAL SALARY ANALYSIS			COST ANALYSIS					
							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	
<b>PAT I (209 positions and below)</b>																		
Park Zoo	Zookeeper I	PAT I	40	28,267.20	848.02	Non-exempt	17.8333	37,218	8,951	17.4924	20,5793	22,6372	26,284	42,805	47,085	8,117	14,538	
Park Zoo	Zookeeper I	PAT I	40	28,267.20	848.02	Non-exempt	17.8333	37,218	8,951	17.4924	20,5793	22,6372	26,284	42,805	47,085	8,117	14,538	
Park Zoo	Zookeeper I	PAT I	40	28,267.20	848.02	Non-exempt	17.8333	37,218	8,951	17.4924	20,5793	22,6372	26,284	42,805	47,085	8,117	14,538	
Planning & Inspection	Code Enforcement Officer	PAT I	40	39,499.20	1,184.98	Non-exempt	17.8333	37,218	0	17.4924	20,5793	22,6372	26,284	42,805	47,085	0	2,306	
Planning & Inspection	Code Inspector	PAT I	40	39,499.20	1,184.98	Non-exempt	17.8333	37,218	0	17.4924	20,5793	22,6372	26,284	42,805	47,085	0	2,306	
Park Zoo	Education Curator/Zookeeper I	PAT I	40	28,267.20	848.02	Non-exempt	17.8333	37,218	8,951	17.4924	20,5793	22,6372	26,284	42,805	47,085	8,117	14,538	
<b>PAT II (139 - 399 positions)</b>																		
Park Zoo	Retail Manager	PAT II	40	32,437.30	972.82	Non-exempt	19.2644	40,070	7,643	19.9926	29,5207	25,8728	41,585	48,923	53,815	9,157	16,496	
Park Zoo	Assistant Zoo Director	PAT II	40	32,437.30	972.82	Non-exempt	19.2644	40,070	7,643	19.9926	29,5207	25,8728	41,585	48,923	53,815	9,157	16,496	
Planning & Inspection	Associate Planner	PAT II	40	40,915.06	1,227.45	Non-exempt	19.2644	40,070	0	19.9926	29,5207	25,8728	41,585	48,923	53,815	670	1,528	
Planning & Inspection	HWAC Inspector	PAT II	40	39,499.20	1,184.98	Non-exempt	19.2644	40,070	571	19.9926	29,5207	25,8728	41,585	48,923	53,815	2,083	9,424	
Planning & Inspection	Warding Inspector	PAT II	40	39,499.20	1,184.98	Non-exempt	19.2644	40,070	571	19.9926	29,5207	25,8728	41,585	48,923	53,815	2,083	9,424	
Planning & Inspection	Electrical Inspector III	PAT II	40	39,499.20	1,184.98	Non-exempt	19.2644	40,070	571	19.9926	29,5207	25,8728	41,585	48,923	53,815	2,083	9,424	
<b>PAT III (600 - 999 positions)</b>																		
Board of Works	Special Events & Recreation Coord.	PAT III	40	51,534.12	1,545.72	Exempt	23.9250	49,764	0	24.7673	29,1380	32,0518	51,516	60,607	66,668	0	9,083	
Planning & Inspection	Grant Administrator *	PAT III	40	49,708.62	1,491.26	Exempt	23.9250	49,764	95	24.7673	29,1380	32,0518	51,516	60,607	66,668	1,607	10,828	
Planning & Inspection	Assistant Planner	PAT III	40	44,284.85	1,346.53	Exempt	23.9250	49,764	4,680	24.7673	29,1380	32,0518	51,516	60,607	66,668	6,682	15,723	
Controller	Assistant Deputy Controller	PAT III	40	54,310.94	1,629.93	Exempt	23.9250	49,764	0	24.7673	29,1380	32,0518	51,516	60,607	66,668	0	6,276	
Vector Control	Forester/Vector Control Officer	PAT III	40	49,178.75	1,475.00	Exempt	23.9250	49,764	587	24.7673	29,1380	32,0518	51,516	60,607	66,668	2,139	11,430	
Golf	Greens Superintendent	PAT III	40	53,324.06	1,596.72	Exempt	23.9250	49,764	0	24.7673	29,1380	32,0518	51,516	60,607	66,668	0	7,383	
Mayor	Premise Scholarship Director	PAT III	40	51,534.12	1,545.72	Exempt	23.9250	49,764	0	24.7673	29,1380	32,0518	51,516	60,607	66,668	0	9,083	
Senior Center/Park and Recreation	Senior Center Director	PAT III	40	49,178.75	1,475.00	Exempt	23.9250	49,764	587	24.7673	29,1380	32,0518	51,516	60,607	66,668	2,139	11,430	
Planning & Inspection	Bulking Commissioner	PAT III	40	44,863.60	1,348.97	Exempt	23.9250	49,764	4,898	24.7673	29,1380	32,0518	51,516	60,607	66,668	6,690	15,741	
Park Zoo	Zoo Director	PAT III	40	49,178.75	1,475.00	Exempt	23.9250	49,764	587	24.7673	29,1380	32,0518	51,516	60,607	66,668	2,139	11,430	
<b>TOTALS:</b>									<b>\$64,896</b>								<b>\$79,816</b>	<b>\$243,512</b>
<b>PERCENT INCREASE:</b>									<b>7.03%</b>								<b>8.79%</b>	<b>26.64%</b>

\* Position recommended to receive annual certification stipend in amount of \$1,000.00.

\* Position is funded through federal block grant from HUD.

**CITY OF MICHIGAN CITY  
COMPENSATION ANALYSIS  
June 6, 2019**

**Job Category: EXE (Executive)**

Department	Job Title	Job Classification	2019 Salary	Vacation Bonus Max	FLSA Status	EXTERNAL SALARY ANALYSIS			COST ANALYSIS	
						External Low Salary	External Midpoint Salary	External High Salary	Cost to External Low Salary	Cost to External Midpoint Salary
EXE I (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 II	56,522.50	1,695.68	Exempt	61,402	72,238	83,074	4,880	15,716
Central Services	Superintendent	EXE II	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 III	58,637.89	1,759.14	Exempt	67,543	79,462	91,381	8,905	20,824
<b>TOTALS:</b>									<b>\$49,062</b>	<b>\$160,818</b>
<b>PERCENT INCREASE:</b>									<b>6.74%</b>	<b>22.08%</b>

**CITY OF MICHIGAN CITY  
 COMPENSATION COMPARISON  
 June 6, 2019**

**Job Category: Elected Officials**

<b>Municipality</b>	<b>Mayor</b>	<b>Clerk</b>	<b>Council</b>
<b>City of Michigan City</b>	<b>78,624</b>	<b>51,524</b>	<b>14,409</b>
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 Schererville			12,210
City of South Bend	110,885	72,318	19,797
City of Valparaiso	91,963		11,244
<b>Average Salary</b>	<b>\$98,486</b>	<b>\$68,525</b>	<b>\$17,976</b>
<b>Salary Range</b>	<b>\$65,089 - \$142,097</b>	<b>\$55,796 - \$88,676</b>	<b>\$9,364 - \$42,356</b>



**CITY OF MICHIGAN CITY  
 COMPENSATION ANALYSIS  
 June 6, 2019**

**Job Category: SO (Special Occupations)**

<b>Department</b>	<b>Job Title</b>	<b>Job Classification</b>	<b>2019 Salary</b>	<b>Vacation Bonus Max</b>	<b>FLSA Status</b>	<b>External Midpoint Salary</b>	<b>External Market Salary Range</b>	<b>Cost to External Midpoint</b>
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
							<b>TOTAL:</b>	<b>\$54,054</b>
							<b>PERCENT INCREASE:</b>	<b>26.15%</b>

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

Job Category	Total Full-time Salaries	Cost to Internal Base	Percentage Increase	Cost to External Low Salary	Percentage Increase	Cost to External Midpoint Salary	Percentage Increase
COMOT	\$708,992	\$47,239	6.66%	\$67,666	9.54%	\$199,975	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%
<b>TOTALS:</b>	<b>\$4,374,822</b>	<b>\$200,489</b>	<b>5.94%</b>	<b>\$231,115</b>	<b>5.54%</b>	<b>\$982,714</b>	<b>22.46%</b>