

JOINT BUDGET COMMITTEE



STAFF FIGURE SETTING FY 2024-25

STATEWIDE COMPENSATION POLICIES

(All Departments except the Judicial Department)

JBC WORKING DOCUMENT - SUBJECT TO CHANGE
STAFF RECOMMENDATION DOES NOT REPRESENT COMMITTEE DECISION

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HOW TO USE THIS DOCUMENT

Compensation policies overview covers the basics of compensation policies. Sections 1 through 3 cover existing compensation policy line items including salary components, benefits components, and other non-salary/non-benefit components. Section 1 also contains details on the new statewide compensation step pay plan. Section 4 provides a summary table of all requested and recommended compensation component line items. Section 5 includes a policy decision item for appropriation assumptions for new FTE and targeted salary adjustments. Section 6 provides all requested and staff recommended components by department.

COMPENSATION POLICIES OVERVIEW

The Department of Personnel produces an annual total compensation report to compare the State's compensation to prevailing market rates. The General Assembly is not required to follow the recommendations of the report, but the report expresses the professional opinion of the Department regarding how compensation should be adjusted annually. Following issuance of the report, the Department of Personnel works with the Office of State Planning and Budgeting (OSPB) to build the total compensation request for the following year, and directs executive agencies to apply consistent policies in their budget requests.

During the annual budget process, the Joint Budget Committee and the General Assembly finalize compensation common policies, which determine the amount of salary and benefit increases. Historically, in addition to salary and benefit increases, Committee policy establishes standard methods for calculating base salaries and for determining the cost of compensation for new FTE.

Compensation common policies generally apply to a subset of all compensation that excludes higher education institutions. A large portion of positions at the higher education institutions are exempt from the constitutionally created State Personnel System, and so the compensation for those positions is not bound by the same job classes and pay ranges. Nevertheless, there are still a significant number of positions at the higher education institutions that are part of the State Personnel System. So, while the common policies are not developed to apply to the higher education institutions, it is important to consider that the common policy decisions will impact expenditures by the higher education institutions.

Staff recommendations in this document are based on the objective of providing state employees with innovative compensation, based on the statutory guidance in Section 24-50-104 (1), C.R.S.:

It is the policy of the state to provide innovative total compensation that meets or exceeds total compensation provided by public or private sector employers or a combination of both, to officers and employees in the state personnel system to ensure the recruitment, motivation, and retention of a qualified and competent workforce. For purposes of this section, "total compensation" includes, but is not limited to, salary, group benefit plans, retirement benefits, merit pay, incentives, premium pay practices, and leave.

(1) SALARY

BASE SALARY

This common policy establishes a standard method for JBC staff to calculate the continuation salaries appropriated in each department's personal services or program line items that includes a personal services component. The JBC has generally followed the same method for calculating the continuation personal services since FY 1995-96. This method is summarized in the table below.

Prior year Long Bill
+/- Any other prior year appropriation bills
+/- Supplemental bills recommended by the JBC in the current session
= Current year appropriation
+/- Annualizations of prior year legislation that were delineated in a fiscal note
+/- Annualizations of prior year budget decisions funded in the Long Bill
+/- The line item's share of any prior year salary increases provided in a centralized appropriation
+/- Technical adjustments, such as fund source adjustments
- Base personal services reduction, if applicable
= Continuation funding
+/- Staff recommendations on department change requests
+/- Other staff recommended adjustments
= Staff recommendation

DECISION ITEMS – BASE SALARY

→ CALCULATION OF BASE SALARY

REQUEST: The request is consistent with the JBC's traditional method of calculating base continuation personal services. Although the budget requests from the Judicial Department and elected official agencies are not overseen by the Office of State Planning and Budgeting (OSPB), these agencies calculate continuation personal services consistent with the OSPB budget instructions.

RECOMMENDATION: Staff recommends that the Committee continue the use of the established calculation of base continuation personal services, described above.

→ BASE SALARY ESTIMATE

REQUEST: The request includes annualizations for prior year legislation and budget actions and technical adjustments. The request does not include a base personal services reduction.

RECOMMENDATION: The following table includes the estimated salary base. Staff recommends reflecting the following amounts included in the compensation templates as the estimated salary base.

ESTIMATED SALARY BASE - REQUEST AND RECOMMENDATION					
	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
FY 2023-24 Appropriation					
Base Salary	\$2,229,829,465	\$1,211,993,595	\$522,244,320	\$233,392,290	\$262,199,260

ESTIMATED SALARY BASE - REQUEST AND RECOMMENDATION					
	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
PERA	266,334,875	146,860,904	61,781,141	27,269,148	30,423,682
Medicare (FICA)	32,332,528	17,573,906	7,572,544	3,384,189	3,801,889
Subtotal - Estimated Salary Base	\$2,528,496,869	\$1,376,428,405	\$591,598,005	\$264,045,627	\$296,424,831
FY 2024-25 Request and Recommendation					
Base Salary	\$2,494,634,429	\$1,358,470,277	\$586,297,877	\$267,440,938	\$282,425,337
PERA	296,730,123	162,804,147	69,768,703	31,297,280	32,859,993
Medicare (FICA)	36,172,562	19,698,118	8,501,356	3,877,904	4,095,184
Subtotal - Estimated Salary Base	\$2,827,537,114	\$1,540,972,542	\$664,567,936	\$302,616,122	\$319,380,514
Increase/(Decrease)	\$299,040,246	\$164,544,137	\$72,969,931	\$38,570,495	\$22,955,683
Percent Change	11.8%	12.0%	12.3%	14.6%	7.7%

STATEWIDE SALARY INCREASES

Statewide salary increases are comprised of five primary salary survey components:

- step pay plan increases and other increases related to the step pay plan;
- across-the-board increases and merit pay increases;
- targeted or across-the-board occupational class salary range adjustments;
- movement-to-minimum or movement-to-position adjustments for salary range adjustments; and
- minimum wage adjustments.

The total compensation request for salary survey components includes the following:

- System maintenance study targeted salary range adjustments for various agencies;
- A 3.0 percent across-the-board (ATB) salary survey increase for all state employees, including State Patrol Trooper classes, including base building up to the range maximum;
- Non-base building increases for incentive pay in select agencies;
- A minimum wage adjustment to \$16.22;
- Step pay plan estimates as well as estimates for increases related to the step pay plan; and
- No merit pay request.

DECISION ITEMS - SALARY SURVEY ADJUSTMENTS

→ SALARY RANGE ADJUSTMENT

REQUEST: The request includes targeted, occupational classification salary range adjustments for FY 2024-25 based on planned system maintenance studies conducted within departments, as well as salary increases for movement to minimum totaling \$4.6 million, including \$1.1 million General Fund;

RECOMMENDATION: Staff recommends that the Committee approve the targeted occupational classification salary range adjustments included in the request.

The following table outlines System Maintenance Study and Movement to Minimum adjustments generated by the requested salary range adjustments.

STATEWIDE SALARY INCREASES TIED TO SALARY RANGE ADJUSTMENTS - REQUEST AND RECOMMENDATION					
	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
FY 2024-25 Estimated Salary Base	\$2,827,537,114	\$1,540,972,542	\$664,567,936	\$302,616,122	\$319,380,514
FY 2023-24 Appropriation					
System Maintenance Studies	\$3,201,429	\$3,197,865	\$0	\$3,564	\$0
Movement to Minimum	9,087,951	5,103,942	2,335,583	433,244	1,215,182
Subtotal - Statewide Salary Increases	\$12,289,380	\$8,301,807	\$2,335,583	\$436,808	\$1,215,182
FY 2024-25 Request and Recommendation					
System Maintenance Studies	\$1,088,220	\$930,773	\$44,544	\$73,669	\$39,234
Movement to Minimum	3,539,838	179,490	3,183,053	156,203	21,092
Subtotal - Statewide Salary Increases	\$4,628,058	\$1,110,263	\$3,227,597	\$229,872	\$60,326
Increase/(Decrease)	(\$7,661,322)	(\$7,191,544)	\$892,014	(\$206,936)	(\$1,154,856)
Percent Change	(62.3%)	(86.6%)	38.2%	(47.4%)	(95.0%)
Statewide Salary Increase on Salary Base	0.16%	0.07%	0.49%	0.08%	0.02%

➔ ACROSS-THE-BOARD (ATB) SALARY INCREASE

REQUEST: The request includes a 3.0 percent across-the-board salary increase for all state employees, including State Trooper classes, including base building up to the range maximum, as included in the revised partnership agreement with funding totaling \$85.2 million, including \$46.4 million General Fund.

Included in the request are amounts in the Department of Corrections and the Department of Human Services for critical staffing incentives. Those amounts are not included in this document or recommendation, but will be included in the figure setting documents for the departments in which the incentives are requested.

For reference, the State has provided the following ATB increases since FY 2013-14:

- FY 2013-14 – 2.0 percent across-the-board; 1.5 percent merit pay;
- FY 2014-15 – 2.5 percent across-the-board; 1.0 percent merit pay;
- FY 2015-16 – 1.0 percent across-the-board; 1.0 percent merit pay;
- FY 2016-17 – no across-the-board; no merit pay;
- FY 2017-18 – 2.0 percent across-the-board; 0.75 percent merit pay;
- FY 2018-19 – 3.0 percent across-the-board; no merit pay;
- FY 2019-20 – 3.0 percent across-the-board; no merit pay;
- FY 2020-21 – no across-the-board; no merit pay;
- FY 2021-22 – 3.0 percent across-the-board; no merit pay;
- FY 2022-23 – 3.0 percent across-the-board; no merit pay;
- FY 2023-24 – 5.0 percent across-the-board; no merit pay;

RECOMMENDATION: Staff recommends that the Committee approve the request. Staff has included additional context on this request in a discussion about the step pay plan later in this section.

ACROSS-THE-BOARD (ATB) SALARY INCREASE - REQUEST AND RECOMMENDATION					
	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
FY 2024-25 Estimated Salary Base	\$2,827,537,114	\$1,540,972,542	\$664,567,936	\$302,616,122	\$319,380,514
FY 2023-24 Appropriation					
ATB Salary Increase	\$69,871,238	\$37,942,749	\$16,991,498	\$7,215,835	\$7,721,156
FY 2024-25 Request and Recommendation					
ATB - base-building increases	\$75,788,911	\$41,283,251	\$17,685,139	\$8,357,513	\$8,463,008
ATB - non-base-building increases	53,151	33,936	4,018	23	15,174
Subtotal - ATB Salary Increase	\$75,842,062	\$41,317,187	\$17,689,157	\$8,357,536	\$8,478,182
Increase/(Decrease)	\$5,970,825	\$3,374,439	\$697,659	\$1,141,701	\$757,026
Percent Change	8.5%	8.9%	4.1%	15.8%	9.8%
Statewide Salary Increase on Salary Base	2.68%	2.68%	2.66%	2.76%	2.65%
Statewide Base Building Increase	2.68%	2.68%	2.66%	2.76%	2.65%

→ MINIMUM WAGE ADJUSTMENT

REQUEST: The request includes a minimum wage increase from \$15.75 to \$16.22 to reflect the section in the revised partnership agreement which requires minimum wage employees to receive the same 3.0 percent across-the-board increase that salaried employees receive. This represents an increase of \$0.47 per hour, requiring an estimated \$114,578 total funds, including \$15,317 General Fund.

RECOMMENDATION: Staff recommends that the Committee approve the request.

MINIMUM WAGE ADJUSTMENT - REQUEST AND RECOMMENDATION					
	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
FY 2024-25 Estimated Salary Base	\$2,827,537,114	\$1,540,972,542	\$664,567,936	\$302,616,122	\$319,380,514
FY 2023-24 Appropriation					
Minimum Wage	\$67,610	\$22,943	\$9,636	\$0	\$35,031
FY 2024-25 Request and Recommendation					
Minimum Wage	\$114,578	\$15,317	\$89,605	\$4,144	\$5,512
Increase/(Decrease)	\$46,968	(\$7,626)	\$79,969	\$4,144	(\$29,519)
Percent Change	69.5%	(33.2%)	829.9%	n/a	(84.3%)
Statewide Salary Increase on Salary Base	0.00%	(0.00%)	0.01%	0.00%	(0.01%)

→ STEP PAY PLAN COST IMPACTS

REQUEST: The request includes targeted occupational classification salary range increases as required in the revised partnership agreement. Additionally, the request includes increases for employees who are not covered under the revised partnership agreement. These ‘step-like’ increases have been requested at a rate of 3.7 percent of the revised base salary to reflect the weighted average of step increases for all classified employees. The total cost of implementing the step pay plan is estimated to be \$122.1 million, including \$71.3 million General Fund.

RECOMMENDATION: Staff recommends that the Committee approve the entirety of the step pay plan presented here – step pay plan increases, 3.0 across-the-board increases, step-like increases, and movement to minimum wage.

ANALYSIS:

THE JBC AND GA ROLE IN THE COLLECTIVE BARGAINING PROCESS

The Colorado Partnership for Quality Jobs and Services Act is set forth in Part 11 of Article 50 of Title 24, C.R.S. Section 24-50-1111 (6), C.R.S. The Act defines a collective bargaining process between the State, as represented by the Governor, and the state employee union on behalf of covered employees.

The Act provides guidance regarding the General Assembly's authority to appropriate funding pursuant to the partnership agreement and the procedural consequences if the request is not funded (emphasis added):

The provisions of a partnership agreement that require the expenditure of money shall be contingent upon the availability of money and the specific appropriation of money by the general assembly. If the general assembly rejects any part of the request, or while accepting the request takes any action which would result in a modification of the terms of the cost item submitted to it, either party may reopen negotiations concerning economic issues.

The partnership agreement process in statute establishes the Governor as the negotiating representative for the State; and establishes the General Assembly as having authority over funding components of negotiated agreements. Therefore, while the General Assembly retains authority over appropriations, it is necessarily cumbersome for the General Assembly to recommend minor technical or incremental adjustments to the negotiated agreement that could entail additional negotiations.

While the General Assembly is not authorized to provide oversight in a direct role within the negotiating process, the General Assembly may express its concerns and preferences through the legislative process; particularly by codifying significant systems and mechanisms that should apply to all employees of the State, and not simply covered employees or employees within the executive branch. Significant refers to large system changes typically accompanied by greater fiscal impacts.

On that basis, staff approaches its analysis and recommendation responsibility with the sense that negotiated components should broadly enhance the sustainability of the statewide compensation system and deliver benefits to the State in its position as an employer. And only in cases where negotiated components might not appear transparent or sustainable as presented in the budget request process, that the unsustainability should be identified and communicated to prevent large scale fiscal mismanagement.

To say it more simply, staff should necessarily only recommend denial of negotiated components if fiscal harm is readily apparent, given the consequences of delays and costs associated with the negotiation process. And, for components where fiscal impacts may not appear to be transparent, that the General Assembly should avail itself of the bill and fiscal note process to better quantify and understand the fiscal mechanisms involved. Future fiscal impacts should not come as a surprise.

COWINS PARTNERSHIP AGREEMENT ESTIMATED COSTS

The executive branch identifies the following components and estimated fiscal impacts related to the revised partnership agreement.

COSTS ASSOCIATED WITH COWINS PARTNERSHIP AGREEMENT FY 2024-25					
	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
FY 2024-25 Request					
Step Pay Plan Increases	\$109,065,061	\$66,286,284	\$20,856,017	\$11,050,501	\$10,872,259
3.0 percent ATB increase	93,192,043	50,502,293	21,880,914	10,341,325	10,467,512
Critical Staffing Incentives (COR & DHS)	13,088,536	11,579,738	325,955	496,031	686,812
Step-like Increases (3.7%)	13,060,334	4,989,384	1,940,600	4,678,871	1,451,480
Movement to Minimum Wage	114,578	15,317	89,605	4,144	5,512
TOTAL	\$228,520,553	\$133,373,016	\$45,093,091	\$26,570,872	\$23,483,575

The above table outlines the total costs of the COWINS Partnership Agreement as requested. These amounts are ‘total pay-for amounts’ to attempt to capture what the full cost to the State might be. As a result, the numbers here may differ slightly from numbers elsewhere in the document for the same item. Costs included in the ‘total pay-for amount’ are for PERA, Medicare, AED, SAED, STD, and FAMILI. While these are not all considered direct benefits to the employee, they still must be funded by the State, hence their inclusion in this table.

While the above table includes all the costs associated with the partnership agreement, this document will only cover four of the items. The Critical Staffing Incentive item will be described in the respective departments by the analysts responsible for those departments.

As such, the following table outlines the aspects of the agreement that will be described in the sections that follow.

PARTNERSHIP AGREEMENT COSTS COVERED IN THIS DOCUMENT					
	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
FY 2024-25 Request					
Step Pay Plan Increases	\$109,065,061	\$66,286,284	\$20,856,017	\$11,050,501	\$10,872,259
3.0 percent ATB increase	93,192,043	\$50,502,293	\$21,880,914	\$10,341,325	\$10,467,512
Step-like Increases (3.7%)	13,060,334	\$4,989,384	\$1,940,600	\$4,678,871	\$1,451,480
Movement to Minimum Wage	114,578	\$15,317	\$89,605	\$4,144	\$5,512
TOTAL	\$215,432,017	\$121,793,278	\$44,767,136	\$26,074,841	\$22,796,763

STEP PAY PLAN INCREASE

The first and most expensive aspect of the request related to the partnership agreement is an increase in funding to enact the step pay plan. Staff has calculated the full pay-for amount of this implementation at \$109.1 million total funds, including \$66.3 million General Fund.

In last year's Total Compensation Figure Setting document, staff outlined the structure of the proposed pay plan as follows:

- Five percent increases at years 3, 5, and 8;
- An increase to midpoint at year 10; staff calculations identify:
 - a 12.3 percent increase in year 10 for salaries with a 55.3 percent range (from minimum);
 - a 3.7 percent increase in year 10 for salaries with a 35.9 percent range;
- Two percent increases at years 12, 15, 20, and 25;
- At year 25, staff calculates that the position is at:
 - 73.6 percent in the pay range for salaries with a 55.3 percent range; and
 - 83.2 percent in the pay range for salaries with a 35.9 percent range.

After receiving the budget request for FY 2024-25, the final structure of the plan is mostly unchanged from what the Committee saw last year, but there are some differences. The final structure of the plan is outlined here.

- Five percent increases at years 3, 5, and 8;
- An increase to midpoint at year 10, including:
 - a 16.7 percent increase in year 10 for salaries with a 71.4 percent and 67.7 percent range (from minimum);
 - a 23.1 percent increase in year 10 for salaries with a 62.5 percent range;
 - a 26.5 percent increase in year 10 for salaries with a 58.2 percent range;
- Two percent increases at years 12, 15, 20, and 25;
- At year 25, positions are:
 - 74.8 percent into the pay range for salaries with a 71.4 percent range;
 - 62.7 percent into the pay range for salaries with a 67.7 percent range;
 - 67.9 percent into the pay range for salaries with a 62.5 percent range; and
 - 65.6 percent into the pay range for salaries with a 58.2 percent range.

Similar to last year, again the executive branch did not include any methodology or theory behind why the pay ranges are the way they are. It seems that the executive branch likely arrived at these pay ranges by applying the request 3.0 percent across the board increase to the current ranges and then applied the step increases as described above. Staff received no supporting documentation on why the ranges are what they are, so cannot make a judgement on whether the increases described above are appropriate for the step plan or not.

Something else to keep in mind regarding the total costs associated with the step pay plan is that the costs you see in this document are still estimates because employees are not actually placed into a step until July 1, 2024. The executive branch is in the process of estimating in which steps it believes employees should be placed, and according to the partnership agreement will provide COWINS with its preliminary placements by March 31, 2024. At that time, employees may appeal their step placement by no later than April 30, 2024, and will receive final confirmation of their step placement by May 15, 2024. Even though the costs are estimates, staff believes that additional changes to employee step

placement will likely have a marginal impact on the totals, so the Committee can be confident that any amounts that are approved will be very close to the ultimate cost.

The initial cost of implementing the step pay plan is significant, but staff believes it is worth the cost to establish a functional compensation system for the State as opposed to continuing the prior practice of simply applying across-the-board increases to all positions year after year. If the General Assembly ultimately approves the funding requests based on the partnership agreement, it is reasonable to assume that that would come with a commitment from the State to its employees that the step pay system will continue into the future. Currently, there is no such commitment.

The current partnership agreement is set to expire on July 31, 2024. There are ongoing negotiations for the next partnership agreement, but there is no guarantee that those negotiations will be successful. If no new agreement is signed, then it would be the sole responsibility of the General Assembly to continue funding a step pay system for state employees. Staff finds this prospect somewhat concerning when considering the General Assembly's history of funding compensation plans. The Merit Pay system was funded at lower and lower levels until the General Assembly stopped funding it altogether in FY 2018-19.

Alternately, there is currently no requirement that the General Assembly fund the step plan increases on a yearly basis, so even if a new agreement is signed, there is no guarantee that it will be funded. Essentially, the system that the executive branch has signed on to requires some degree of cooperation between the executive and legislative branches, and right now that cooperation is only kept in place through a metaphorical handshake agreement that the provisions agreed to by the executive branch will be funded by the legislative branch.

Staff believes that formalization of this cooperation is necessary, appropriate, and proper. For this reason, staff recommends that the step pay plan be codified in statute through legislation. This legislation could solve a few different lingering issues with the partnership agreement. First, as mentioned, it would give state employees some comfort to know that the State is dedicated to maintaining a compensation system that will not fall behind the market significantly. This will make the State an employer of choice in Colorado and equip employees with the knowledge that their compensation packages will generally keep pace with the private market.

The other issue that legislation would help solve is to clarify how employees are placed in steps, when they can expect to move into the next step, and what the status of their position is as it relates to the step plan. This will increase transparency for employees, and require that any changes be made in a public way through action by the General Assembly.

Without this codification, it is likely that one or more things will happen at some point in the future: the General Assembly will stop or pause funding for step pay increases; the executive branch will be unable to come to an agreement with the union, so no agreement that continues the step plan will be in place; or the executive branch and legislative branch will have such disagreement that funding is refused for a signed agreement. Depending on the level of specificity included in any legislation, any and all of these issues can be avoided.

For these reasons, staff recommends that the Committee sponsor legislation to codify the step pay plan in statute. Staff further recommends, irrespective of legislation, that a new line item

be created in each department that clearly shows the annual cost of the step plan in the Long Bill.

3.0 PERCENT ATB INCREASE

The next aspect of the compensation request is a 3.0 percent across-the-board increase. This piece of the request related to the partnership agreement is expected to cost \$93.2 million total funds, including \$50.5 million General Fund.

Across-the-board increases are generally used to keep the entire compensation system broadly aligned with the market and often address cost-of-living or inflationary concerns. In recent history, this component has been the only increase component or mechanism regularly requested by the executive branch and funded, often at 3.0 percent. Typically, the request is the result of an equivalent or approximate 3.0 percent average in the anticipated increase in market salaries identified in the annual compensation survey each year.

The following list outlines ATB (and merit pay) increases since FY 2013-14:

- **FY 2024-25 – 3.0 percent across-the-board; no merit pay (request);**
- FY 2023-24 – 5.0 percent across-the-board; no merit pay;
- FY 2022-23 – 3.0 percent across-the-board; no merit pay;
- FY 2021-22 – 3.0 percent across-the-board; no merit pay;
- FY 2020-21 – no across-the-board; no merit pay;
- FY 2019-20 – 3.0 percent across-the-board; no merit pay;
- FY 2018-19 – 3.0 percent across-the-board; no merit pay;
- FY 2017-18 – 2.0 percent across-the-board; 0.75 percent merit pay;
- FY 2016-17 – no across-the-board; no merit pay;
- FY 2015-16 – 1.0 percent across-the-board; 1.0 percent merit pay;
- FY 2014-15 – 2.5 percent across-the-board; 1.0 percent merit pay; and
- FY 2013-14 – 2.0 percent across-the-board; 1.5 percent merit pay.

In the future, the Committee should expect to see either no across-the-board increase requests, or requests at a lower level. The step pay plan should account for most market comparable increases, and across-the-board increases should only be requested at 1-2 percent per year to account for inflation or cost of living adjustments. There may be cases in the future when one or more specific job classes is out of alignment with the market, and in those cases, staff would expect that larger, targeted adjustments would be requested to deal with those specific classifications. Unfortunately, there is not much evidence to suggest that will actually be the case. The State has historically responded to misalignment in specific classifications with blanket increases, as evidenced in the list above. When the annual compensation report shows that the state as a whole is out of alignment by a certain percentage, that is an average, with some job classes much lower than the percentage, and some much higher. When the executive branch requests an across-the-board increase based on the percentage that the state is out of alignment with the market, that only serves to bring those classes below market up to the minimum while pushing those classes above market even higher.

Because the executive branch has not in the past made an effort to target specific job classifications, there are many employees necessarily at their range minimums because those minimums continue to increase whether the market dictates that movement or not. In the future, if the executive branch

requests across-the-board increases higher than 1-2 percent, the Committee should strongly consider the justification given for such an increase. An across-the-board increase is generally only good for keeping salaries broadly aligned with inflationary, cost-of-living adjustments. It is not a good tool for maintaining a compensation system that functionally responds to market adjustments by occupational classification or for rewarding experience and career growth in any job with movement through the salary range.

With regard to the current across-the-board increase request, staff recommends approval – not because staff believes there is a compelling reason for it, but because in the current request, if the step plan increase is approved it does not matter if the across-the-board increase is approved or denied. The reason for this is because the executive branch calculated the 3.0 percent across-the-board increase first, and then applied the step plan increases to that, so any employee who would have received an increase by being placed in a step will simply receive a smaller increase as a result of the across-the-board increase.

For example, consider a hypothetical employee in the Veterinarian I job class with three years of experience in job series who makes \$7,460 per month. The new range minimum for that class is \$7,814, and the first step increase would put that employee at \$8,205 per month. If you apply only the step plan increase to their original salary, they would receive a 10.0 percent salary increase. If, however, you first apply the 3.0 percent across-the-board increase, the employee's salary is first increased to \$7,684 and then increased again by 6.8 percent to \$8,205. So either way, the employee receives the same salary and the 3.0 percent across-the-board increase does not matter much.

While in the current request the across-the-board increase is not so important, it will be more impactful in the future. The main reason that it is not impactful this year is because the pay ranges for the step plan implementation were presumably set with the 3.0 percent increase in mind. In the future, an across-the-board increase will necessarily shift the pay range structure up, which will have a much greater impact on the cost of the step increases.

With all that said, staff recommends approval of the 3.0 percent across-the-board increase.

STEP-LIKE INCREASES

The third aspect of the costs associated with the partnership agreement is what the executive branch has dubbed 'step-like' increases. These increases are for employees who are not covered under the partnership agreement, but who without comparable salary increases would be placed in a difficult situation where their colleagues received raises but they did not because of their position classification.

The executive branch basically took the weighted average of all the step increases across the state and applied that average to those employees who did not receive step increases. The executive branch calculated this weighted average at 3.7 percent. This results in an increase of \$13.1 million, including \$5.0 million General Fund.

JBC staff is taking the executive branch's 3.7 percent number in good faith, because no supporting documents were provided to staff to independently calculate this average, and staff has not had time to analyze the step increases for every single state employee covered under the partnership agreement.

As far as staff can tell, the executive branch took the revised base salary and multiplied it by 3.7 percent to determine the step increase. Staff is unsure if this is a reasonable methodology, as that judgement depends on how the weighted average was calculated.

Staff does believe, however, that employees not covered under the partnership agreement do need some kind of increase that is at least somewhat comparable to those employees covered under the agreement, and staff feels that this is a good starting point. In future years, the Committee should expect to see more detail on how the step-like increases are calculated.

Staff recommends approval of the step-like increase request.

MOVEMENT TO MINIMUM WAGE

The minimum wage increase included in the revised partnership agreement increases the minimum wage from \$15.75 per hour to \$16.22 per hour for FY 2024-25. This minimum wage increase adjustment is equal to the 3.0 percent across-the-board increase requested for salaried positions.

The executive branch estimates the fiscal impact tied to the minimum wage adjustment at \$114,578 total funds, including \$15,317 General Fund for FY 2024-25. There are very few positions statewide that are impacted by this adjustment. Based on the scale of this change, staff recommends approval of the movement to minimum wage request.

The following table outlines all components included in the Salary Survey appropriation and recommendation:

SALARY SURVEY - REQUEST AND RECOMMENDATION					
	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
FY 2024-25 Estimated Salary Base	\$2,827,537,114	\$1,540,972,542	\$664,567,936	\$302,616,122	\$319,380,514
FY 2023-24 Appropriation					
Across-the-board Salary Increase	\$111,576,121	\$60,646,075	\$26,124,381	\$11,695,594	\$13,110,071
Salary Increases for Salary Range Adjustments	12,289,380	8,301,807	2,335,583	436,808	1,215,182
Minimum Wage	67,610	22,943	9,636	0	35,031
Step Pay Plan Increases	0	0	0	0	0
Step Increases	0	0	0	0	0
Step-like Increases	0	0	0	0	0
Subtotal - Salary Survey	\$123,933,111	\$68,970,825	\$28,469,600	\$12,132,402	\$14,360,284
FY 2024-25 Request and Recommendation					
Across-the-board Salary Increase	\$75,842,062	\$41,317,187	\$17,689,157	\$8,357,536	\$8,478,182
Salary Increases for Salary Range Adjustments	4,628,058	1,110,263	3,227,597	229,872	60,326
Minimum Wage	114,578	15,317	89,605	4,144	5,512
Step Pay Plan Increases	121,384,312	70,825,260	22,654,903	15,654,285	12,249,863
Step Increases	108,323,977	65,835,877	20,714,303	10,975,414	10,798,383
Step-like Increases	13,060,334	4,989,384	1,940,600	4,678,871	1,451,480
Subtotal - Salary Survey	\$201,969,010	\$113,268,028	\$43,661,262	\$24,245,837	\$20,793,883
Increase/(Decrease)	\$78,035,899	\$44,297,203	\$15,191,662	\$12,113,435	\$6,433,599
Percent Change	63.0%	64.2%	53.4%	99.8%	44.8%
Salary Survey on Salary Base	7.14%	7.35%	6.57%	8.01%	6.51%

OTHER STATEWIDE SALARY COMPONENTS

DECISION ITEMS – SHIFT DIFFERENTIAL

→ SHIFT DIFFERENTIAL

Shift differential is adjustments for employees who work outside of normal Monday through Friday day-time hours (excluding State Troopers). Departments only pay shift differential when it is the prevailing market practice for a job classification. The majority of shift differential payments occur in the Department of Corrections and the Department of Human Services, primarily for employees providing direct supervision or care in institutional settings.

REQUEST: The FY 2024-25 request is at 100 percent of prior year actual expenditures (FY 2022-23). The Shift Differential request totals \$29.3 million, including \$24.6 million General Fund.

RECOMMENDATION: Staff recommends that the Committee approve the request at 100 percent of prior year actual expenditures and appropriations as outlined in the following table.

SHIFT DIFFERENTIAL - REQUEST AND RECOMMENDATION					
	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
FY 2024-25 Estimated Salary Base	\$2,827,537,114	\$1,540,972,542	\$664,567,936	\$302,616,122	\$319,380,514
FY 2023-24 Appropriation					
Shift Differential	\$19,391,198	\$15,890,683	\$808,361	\$1,837,586	\$854,568
FY 2024-25 Request and Recommendation					
Shift Differential	\$29,275,247	\$24,649,186	\$1,697,014	\$1,997,272	\$931,776
Percent of Salary Base	1.0%	1.6%	0.3%	0.7%	0.3%
Increase/(Decrease)	\$9,884,049	\$8,758,503	\$888,653	\$159,686	\$77,208
Percent Change	51.0%	55.1%	109.9%	8.7%	9.0%
Shift Diff. Increase on Salary Base	0.35%	0.57%	0.13%	0.05%	0.02%

(2) BENEFITS

The benefits components include Health, Life, and Dental, Short-term Disability, and Paid Family and Medical Leave Insurance line items.

Health, life, and dental pays for the state contribution to health insurance, life insurance, and dental insurance. The state contribution for health insurance and dental insurance has four tiers based on employee, employee + spouse, employee + children, and family. Employees may choose from four different health benefit packages and two different dental benefit packages. The health plans range from high deductible plans to co-pay plans from Cigna and Kaiser. The state paid life insurance provides a benefit equal to the employee's annual salary up to a maximum of \$150,000.

The following table outlines the proposed FY 2024-25 monthly state contributions for Health, Life, and Dental components as included in the January budget amendment request. For the upcoming fiscal year, premiums are projected to increase by:

- 10.6 percent for the fully insured medical plan (Kaiser);
- 6.6 percent for the self-funded medical plan (Cigna);
- 2.0 percent for the dental plans (Delta); and
- 5.0 percent for life insurance (Minnesota Life).

FY 2024-25 HEALTH, LIFE, AND DENTAL MONTHLY STATE CONTRIBUTION BY PLAN AND TIER						
TIER	HEALTH	DENTAL	LIFE	FY24-25 REQUEST	FY23-24 RATE	PERCENT CHANGE
Cigna - High Deductible						
Tier 1 - Employee	\$852.44	\$33.96	\$9.28	\$895.68	\$832.26	7.6%
Tier 2 - Employee + Spouse	1,529.66	55.38	9.28	1,594.32	1,488.02	7.1%
Tier 3 - Employee + Children	1,492.28	60.06	9.28	1,561.62	1,467.24	6.4%
Tier 4 - Family	2,104.92	80.54	9.28	2,194.74	2,048.62	7.1%
Cigna - Co-pay Basic						
Tier 1 - Employee	\$832.12	\$33.96	\$9.28	\$875.36	\$825.32	6.1%
Tier 2 - Employee + Spouse	1,538.96	55.38	9.28	1,603.62	1,524.84	5.2%
Tier 3 - Employee + Children	1,517.20	60.06	9.28	1,586.54	1,517.66	4.5%
Tier 4 - Family	2,174.14	80.54	9.28	2,263.96	2,156.66	5.0%
Cigna - Co-pay Plus						
Tier 1 - Employee	\$812.04	\$33.96	\$9.28	\$855.28	\$788.30	8.5%
Tier 2 - Employee + Spouse	1,507.76	55.38	9.28	1,572.42	1,459.62	7.7%
Tier 3 - Employee + Children	1,489.22	60.06	9.28	1,558.56	1,458.70	6.8%
Tier 4 - Family	2,097.70	80.54	9.28	2,187.52	2,032.00	7.7%
Kaiser - High Deductible						
Tier 1 - Employee	\$703.04	\$33.96	\$9.28	\$746.28	\$678.06	10.1%
Tier 2 - Employee + Spouse	1,275.06	55.38	9.28	1,339.72	1,212.96	10.5%
Tier 3 - Employee + Children	1,260.92	60.06	9.28	1,330.26	1,214.08	9.6%
Tier 4 - Family	1,816.50	80.54	9.28	1,906.32	1,731.68	10.1%
Kaiser - Co-pay Basic						
Tier 1 - Employee	\$731.04	\$33.96	\$9.28	\$774.28	\$697.92	10.9%
Tier 2 - Employee + Spouse	1,401.42	55.38	9.28	1,466.08	1,322.46	10.9%
Tier 3 - Employee + Children	1,369.06	60.06	9.28	1,438.40	1,307.02	10.1%
Tier 4 - Family	1,952.34	80.54	9.28	2,042.16	1,843.44	10.8%
Kaiser - Co-pay Plus						
Tier 1 - Employee	\$752.00	\$33.96	\$9.28	\$795.24	\$715.38	11.2%
Tier 2 - Employee + Spouse	1,411.14	55.38	9.28	1,475.80	1,324.84	11.4%
Tier 3 - Employee + Children	1,394.14	60.06	9.28	1,463.48	1,325.48	10.4%
Tier 4 - Family	1,966.20	80.54	9.28	2,056.02	1,846.84	11.3%

For FY 2024-25, the request adjusts premiums for the employer and employees. The rates incorporate plan and premium adjustments, and meets the partnership agreement requirement for the State to absorb the first \$20 million in premiums. The estimated health, vision, and dental premium growth in FY 2024-25 is estimated at \$40.7 million, therefore both employer and employee rates will increase. The request notes that the FY 2024-25 estimated costs necessitate an increase to both employer and employee premiums because the Group Benefits Plan Fund balance cannot solely absorb the projected increase.

DECISION ITEMS – BENEFITS

→ HEALTH, LIFE, AND DENTAL

REQUEST: The FY 2024-25 request for Health, Life, and Dental is for \$443.1 million total funds including \$246.2 million General Fund.

RECOMMENDATION: Staff recommends that the Committee approve the Health, Life, and Dental appropriation request and appropriations as outlined in the following table.

HEALTH, LIFE, AND DENTAL - REQUEST AND RECOMMENDATION					
	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
FY 2024-25 Estimated Salary Base	\$2,827,537,114	\$1,540,972,542	\$664,567,936	\$302,616,122	\$319,380,514
FY 2023-24 Appropriation					
Health, Life, Dental	\$407,609,085	\$226,124,623	\$95,010,681	\$38,932,342	\$47,541,439
FY 2024-25 Request and Recommendation					
Health, Life, Dental	\$443,809,807	\$246,229,436	\$105,569,620	\$42,499,255	\$49,511,496
Percent of Salary Base	15.7%	16.0%	15.9%	14.0%	15.5%
Increase/(Decrease)	\$36,200,721	\$20,104,814	\$10,558,939	\$3,566,913	\$1,970,057
Percent Change	8.9%	8.9%	11.1%	9.2%	4.1%
HLD Increase on Salary Base	1.3%	1.3%	1.6%	1.2%	0.6%

→ SHORT TERM DISABILITY

Short Term Disability is used to provide partial payment of an employee's salary in the event that the employee becomes disabled and cannot perform the employee's work duties. This benefit is provided for all employees except temporary employees.

REQUEST: The FY 2024-25 request is for short-term disability funding at a rate of 0.15 percent of revised base salaries, consistent with the prior year. The request is for \$4.1 million total funds, including \$2.2 million General Fund.

RECOMMENDATION: Staff recommends that the Committee approve short-term disability funding at a rate of 0.15 percent of revised base salary and appropriations as estimated in the following table.

SHORT TERM DISABILITY - REQUEST AND RECOMMENDATION					
	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
FY 2024-25 Estimated Salary Base	\$2,827,537,114	\$1,540,972,542	\$664,567,936	\$302,616,122	\$319,380,514
FY 2023-24 Appropriation					
Short-term Disability	\$3,472,190	\$1,894,208	\$800,263	\$366,605	\$411,114
FY 2024-25 Request and Recommendation					
Short-term Disability	\$4,058,811	\$2,234,415	\$940,724	\$431,527	\$452,145
Percent of Salary Base	0.1%	0.1%	0.1%	0.1%	0.1%
Increase/(Decrease)	\$586,621	\$340,207	\$140,461	\$64,922	\$41,031
Percent Change	16.9%	18.0%	17.6%	17.7%	10.0%

→ PAID FAMILY AND MEDICAL LEAVE INSURANCE

Colorado Proposition 118, Paid Family Medical Leave Initiative, was approved by voters in November 2020 and created a paid family and medical leave insurance program for all Colorado employees administered by the Colorado Department of Labor and Employment. This requires employers and employees in Colorado to pay a payroll premium (.90 percent with a minimum of half paid by the employer) to finance paid family and medical leave insurance benefits beginning January 1, 2023. It will finance up to 12 weeks of paid family and medical leave to eligible employees beginning January 1, 2024.

REQUEST: The FY 2024-25 request is for paid family and medical leave insurance funding at a rate of 0.45 percent of revised base salaries. The request is for \$12.2 million total funds, including \$6.7 million General Fund.

RECOMMENDATION: Staff recommends that the Committee approve paid family and medical leave insurance funding at a rate of 0.45 percent of revised base salary and appropriations as estimated in the following table.

PAID FAMILY MEDICAL LEAVE INSURANCE - REQUEST AND RECOMMENDATION					
	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
FY 2024-25 Estimated Salary Base	\$2,827,537,114	\$1,540,972,542	\$664,567,936	\$302,616,122	\$319,380,514
FY 2023-24 Appropriation					
Paid Family Medical Leave Insurance	\$0	\$0	\$0	\$0	\$0
FY 2024-25 Request and Recommendation					
Paid Family Medical Leave Insurance	\$12,176,430	6,703,242	2,822,174	1,294,577	1,356,437
PFML Percent of Salary Base	0.4%	0.4%	0.4%	0.4%	0.4%
Increase/(Decrease)	\$12,176,430	\$6,703,242	\$2,822,174	\$1,294,577	\$1,356,437
Percent Change	n/a	n/a	n/a	n/a	n/a

(3) OTHER NON-SALARY/NON-BENEFIT COMPONENTS

Other non-salary/non-benefit components include budget items which are tied or associated with compensation, salary, or payroll, but that are not employee compensation or benefits.

Amortization Equalization Disbursement (AED) and Supplemental Amortization Equalization Disbursement (SAED) are calculated on revised base salary, which includes base salary, salary survey, merit pay, and shift differential. They are commonly considered part of the total compensation package because payment amounts are calculated on total salary. However, these payments are amortization payments for PERA's unfunded liabilities and do not represent current employee compensation. Nevertheless, as created in statute and by federal pension fund rules, SAED contributions are structured as employee compensation and represent salary increases foregone by employees; i.e., SAED reflects an amount that would otherwise be reflected and located in base salary.

DECISION ITEMS – PERA AMORTIZATION PAYMENTS

→ AMORTIZATION EQUALIZATION DISBURSEMENT (AED)

Pursuant to Section 24-51-411, C.R.S., the State contributes additional funds to assist in the amortization of PERA's unfunded liability. During the 2005 legislative session the General Assembly created a separate line item to provide funding for this commitment. By statute, the AED rate increased 0.4 percent each calendar year until it reached the maximum contribution rate of 5.0 percent for CY 2017, except for judges where the state contribution remained constant at 2.2 percent, until H.B. 17-1265 (*PERA Judicial Division Total Employer Contribution*) enacted increases to 3.4, 3.8, 4.2, 4.6, and 5.0 percent in each succeeding year beginning in calendar year 2019.

REQUEST: The FY 2024-25 request is based on the statutory rate of 5.0 percent for state employees and judges applied to the revised base salary. The request is for \$135.3 million total funds, including \$74.5 million General Fund.

RECOMMENDATION: Staff recommends that the Committee approve the request amounts calculated using the statutory rate and appropriations estimated in the consolidated line item table below.

→ SUPPLEMENTAL AMORTIZATION EQUALIZATION DISBURSEMENT (SAED)

Similar to the AED line item, the Supplemental Amortization Equalization Disbursement (SAED) line item increases contributions to PERA to amortize the unfunded liability. By statute, the SAED rate increased 0.5 percent each calendar year until it reached the maximum contribution rate of 5.0 percent for CY 2017, except for judges where the state contribution remained constant at 1.5 percent until H.B. 17-1265 (*PERA Judicial Division Total Employer Contribution*) enacted increases to 3.4, 3.8, 4.2, 4.6, and 5.0 percent in each succeeding year beginning in calendar year 2019. Although the SAED payment is made by the State, statute specifies that funding is to come from money that would have otherwise gone to state employees as part of salary increases, pursuant to Section 24-51-411 (10), C.R.S., and if paid as salary increases would appear in the salary base.

REQUEST: The FY 2024-25 request is based on the statutory rate of 5.0 percent for state employees and judges applied to the revised base salary. The request is for \$135.3 million total funds, including \$74.5 million General Fund.

RECOMMENDATION: **Staff recommends that the Committee approve the request amounts calculated using the statutory rate and appropriations estimated in the consolidated line item table below.**

→ STAFF-INITIATED COMBINE AED AND SAED INTO A SINGLE LINE ITEM

ANALYSIS: As outlined in the previous two sections, since FY 2018-19 funding for both AED and SAED have been requested and funded at the same level for all state employees, with the percentage paid for judges increasing to 5.0 percent over a 5-year period. The request is now for 5.0 percent of revised base salaries for all employees, and there is no expectation that this percentage will change in the future. Because of this, staff believes that it would be appropriate to combine these two line items, which are requested at identical levels.

Practically, this would decrease workload marginally for both agency staff and JBC staff by decreasing the number of lines in each department by one. Another benefit of combining the two lines is that it would be easier to see how much is appropriated to each department that will contribute to the PERA unfunded liability.

The only drawback to merging these lines would be a small decrease in transparency in the Long Bill, but staff believes that could be addressed through a footnote if necessary.

RECOMMENDATION: **Staff recommends combining the Amortization Equalization Disbursement and Supplemental Amortization Equalization Disbursement line items into a single line item named Unfunded Liability Amortization Equalization Disbursement Payments.**

→ PERA DIRECT DISTRIBUTION

In FY 2019-20, a common policy allocation to state agencies was added for the State's \$225.0 million statutory PERA Direct Distribution payment. This allocation was added to common policies to charge cash and federal funds sources for what would otherwise be a General Fund payment. The allocation is not created in statute as a calculation on payroll but is structured exclusively as a non-statutory budget process so that allocation to agency and fund source should match AED/SAED proportions.

The executive branch submits this as an operating common policy. Operating common policies are services provided to state agencies by a centralized service provider. There is no service provided for the PERA Direct Distribution common policy payment. Therefore, JBC staff reflects this item as a compensation common policy for PERA amortization payments for the unfunded liability, primarily due to its similarity and connection to AED and SAED policy.

House Bill 22-1029 (Compensatory Direct Distribution to PERA) required an immediate \$380.0 million payment from the PERA Payment Cash Fund to PERA and included a mechanism to reduce the scheduled direct distribution payments in FY 2023-24 and FY 2024-25 depending on the rate of

return of the amount in the cash fund. The payment for FY 2023-24 was reduced by \$190.0 million, resulting in a direct distribution payment of \$35.0 million, however for FY 2024-25, the request is for the full \$225.0 million because the rate of return from CY 2023 was less than zero.

The request calculates the FY 2024-25 payment at \$225.0 million and the common policy allocation amount as outlined in the following table.

PERA DIRECT DISTRIBUTION CALCULATION	
	2022 Covered payroll from PERA CAFR
State Division	\$3,183,955,000
School Division	5,670,280,000
Local Government Division	760,262,000
Judicial Division	56,565,000
DPS Division	810,403,000
Total	\$10,481,465,000
Total Excluding Local Government Division	9,721,203,000
Total Gross Payroll FY 2022-23	\$2,576,285,211
Percent of Gross Payroll to Allocate Across State Departments	26.50%
Total Direct Distribution	\$225,000,000
Total to Allocate Across State Departments	\$59,628,852

REQUEST: The FY 2024-25 request is for \$59.6 million total funds, including \$33.1 million General Fund, \$17.1 million cash funds, \$7.2 million reappropriated funds, and \$2.2 million federal funds.

RECOMMENDATION: Staff recommends approval of the amounts outlined in the following table.

PERA DIRECT DISTRIBUTION - RECOMMENDED STATE AGENCY APPROPRIATIONS					
	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
Agriculture	\$507,289	\$180,509	\$326,780	\$0	\$0
Corrections	9,680,438	9,538,950	141,488	0	0
Early Childhood	450,191	170,561	78,202	2,750	198,677
Education	1,304,359	969,721	188,732	145,907	0
Governor's Office	2,920,886	443,312	154,238	2,323,336	0
Health Care Policy and Financing	1,448,480	604,775	96,359	22,574	724,772
Higher Education	546,970	206,187	211,781	3,292	125,710
Human Services	7,859,623	5,305,245	0	2,554,378	0
Judicial	9,040,191	8,373,064	667,127	0	0
Labor and Employment	2,339,000	204,216	1,041,133	11,695	1,081,956
Law	1,398,718	374,965	208,175	815,578	0
Legislature	813,975	813,975	0	0	0
Local affairs	454,530	141,256	101,906	132,784	78,585
Military and Veterans Affairs	260,607	256,113	4,495	0	0
Natural Resources	3,180,502	520,288	2,547,756	112,458	0
Personnel	688,361	318,364	23,747	346,250	0
Public Health and Environment	3,568,989	2,059,306	1,202,749	306,933	0
Public Safety	3,994,134	1,423,112	2,221,645	349,378	0
Regulatory Agencies	1,081,716	56,379	949,475	75,862	0
Revenue	2,385,539	1,123,576	1,249,279	12,684	0
State	269,595	0	269,595	0	0
Transportation	5,359,231	0	5,359,231	0	0

PERA DIRECT DISTRIBUTION - RECOMMENDED STATE AGENCY APPROPRIATIONS					
	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
Treasury	75,527	49,137	26,390	0	0
TOTAL	\$59,628,853	\$33,133,011	\$17,070,283	\$7,215,859	\$2,209,700

ANALYSIS:

One issue to note related to the PERA Direct Distribution recommendation is that the executive branch requested \$0 for the Department of Early Childhood because of a timing issue with the new department. The Department of Personnel informed staff that the Department of Early Childhood (DEC) was created in the Colorado Personnel Payroll System (CPPS) in July, 2023, and the basis of the PERA Direct Distribution common policy for FY 2024-25 is the FY 2022-23 gross payroll, which did not include DEC.

Staff does not believe that is a compelling reason to omit DEC from the PERA Direct Distribution common policy for FY 2024-25. The above table does not represent the request from the executive branch, instead it represents the total distribution amount with the inclusion of the Department of Early Childhood. Because the PERA Direct Distribution amount is based on the statutory AED/SAED formulas, it is a relatively straightforward calculation to include DEC in the PERA Direct Distribution common policy.

This change does not impact the overall total; it is simply a redistribution with the inclusion of DEC. This inclusion decreased the appropriation to all other departments by a small amount.

The following table outlines the request and recommendation for all PERA Amortization Payments.

PERA AMORTIZATION PAYMENTS - REQUEST AND RECOMMENDATION					
	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
FY 2024-25 Estimated Salary Base	\$2,827,537,114	\$1,540,972,542	\$664,567,936	\$302,616,122	\$319,380,514
FY 2023-24 Appropriation					
AED	\$118,399,887	\$64,605,938	\$27,571,040	\$12,357,326	\$13,865,583
SAED	118,399,887	64,605,938	27,571,040	12,357,326	13,865,583
PERA Direct Distribution	8,880,925	4,682,545	2,551,394	838,485	808,501
Subtotal - PERA Amortization Payments	\$245,680,699	\$133,894,421	\$57,693,474	\$25,553,137	\$28,539,667
FY 2024-25 Request and Recommendation					
AED	\$135,293,667	\$74,480,472	\$31,357,485	\$14,384,190	\$15,071,520
SAED	135,293,667	74,480,472	31,357,485	14,384,190	15,071,520
PERA Direct Distribution	59,628,853	33,213,206	17,121,345	7,267,981	2,026,321
Subtotal - PERA Amortization Payments	\$330,216,186	\$182,174,149	\$79,836,315	\$36,036,361	\$32,169,361
Percent of Salary Base	11.7%	11.8%	12.0%	11.9%	10.1%
Increase/(Decrease)	\$84,535,487	\$48,279,728	\$22,142,841	\$10,483,224	\$3,629,694
Percent Change	34.4%	36.1%	38.4%	41.0%	12.7%
PERA Amortization Payments Increase on Salary Base	3.0%	3.1%	3.3%	3.5%	1.1%

(4) SUMMARY OF COMPENSATION COMPONENTS

SUMMARY OF ALL STATEWIDE COMPENSATION AND PERA AMORTIZATION COMPONENTS					
	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
FY 2023-24 Appropriation					
Shift Differential	19,391,198	15,890,683	808,361	1,837,586	854,568
Salary Survey	151,080,121	88,831,343	32,272,848	13,745,615	16,230,315
Merit Pay	0	0	0	0	0
Health, Life, Dental	407,609,085	226,124,623	95,010,681	38,932,342	47,541,439
Short-term Disability	3,472,190	1,894,208	800,263	366,605	411,114
Paid Family Medical Leave Insurance	0	0	0	0	0
AED	118,399,887	64,605,938	27,571,040	12,357,326	13,865,583
SAED	118,399,887	64,605,938	27,571,040	12,357,326	13,865,583
PERA Direct Distribution	8,880,925	4,682,545	2,551,394	838,485	808,501
TOTAL	\$827,233,293	\$466,635,278	\$186,585,627	\$80,435,285	\$93,577,103
FY 2024-25 Request and Recommendation					
Shift Differential	29,275,247	24,649,186	1,697,014	1,997,272	931,776
Salary Survey	201,969,010	110,162,155	45,654,239	24,893,438	21,259,178
Merit Pay	0	0	0	0	0
Health, Life, Dental	443,809,807	246,229,436	105,569,620	42,499,255	49,511,496
Short-term Disability	4,058,811	2,234,415	940,724	431,527	452,145
Paid Family Medical Leave Insurance	12,176,430	6,703,242	2,822,174	1,294,577	1,356,437
AED	135,293,667	74,480,472	31,357,485	14,384,190	15,071,520
SAED	135,293,667	74,480,472	31,357,485	14,384,190	15,071,520
PERA Direct Distribution	59,628,853	33,213,206	17,121,345	7,267,981	2,026,321
TOTAL	\$1,021,505,492	\$572,152,585	\$236,520,085	\$107,152,429	\$105,680,393
Increase/(Decrease)	\$194,272,199	\$105,517,307	\$49,934,458	\$26,717,144	\$12,103,290
Percent Change	23.5%	22.6%	26.8%	33.2%	12.9%
Increase on FY22-23 Total Compensation	5.8%	5.7%	6.4%	7.8%	3.1%
Increase on FY 2023-24 Salary Base	6.9%	6.8%	7.5%	8.8%	3.8%

(5) COMPENSATION ASSUMPTIONS FOR NEW FTE

When estimating funding required for new FTE, JBC staff and Legislative Council (LCS) Fiscal Notes Staff generally use the same assumptions. The key components of the assumptions for compensation for new FTE include:

- Salaries at the minimum of the current year range for the job class unless sufficient evidence is provided to deviate from this policy. The evidence should include vacancy rates, time-to-fill data, and turnover rates.
- Salaries paid on a monthly payroll cycle.
- First-year impacts are prorated to reflect the effective date of the bill and reflect the payday shift for General Fund employees.
- FTE assumptions are based on a work year of 2,080 hours.
- Certain benefits and operating expenses are estimated, but excluded from the total cost identified in fiscal notes, including compensation POTS and some operating costs as follow:
 - Health, life, and dental;
 - Short-term disability;
 - AED and SAED; and
 - Leased space and indirect costs.
- An exception to the exclusion is provided for increases of at least 20.0 new FTE in staff.

Providing funding for new FTE at current year salary rates and excluding related compensation and certain operating costs results in less-than-full-funding for new FTE. However, it is not uncommon for departments to experience delays in hiring, which reduces the FTE cost in the first year. Additionally, the budget policies for new FTE require departments to dedicate some vacancy, turnover, or other operating savings, to fully fund new staff in the first year of operations. This policy serves to ensure that departments are also committed to the cost of new FTE.

In the second year of operations, all excluded benefits and operating expenses are built into a department's budget through the normal budget processes. Costs for health, life, and dental insurance are re-estimated every year based on current enrollment. Similarly, the base salary assumptions that drive expenditures for short-term disability, AED, and SAED, are recalculated each year.

DECISION ITEMS – FUNDING ASSUMPTIONS FOR NEW FTE

→ FUNDING ASSUMPTIONS FOR NEW FTE

REQUEST: State agency request items generally estimate salaries for new FTE at the minimum of the current year range for the job class, with occasional exceptions with accompanying explanations and justifications, consistent with the JBC and LCS Fiscal Note assumptions. However, Executive Branch requests generally include benefits, non-compensation components, and operating expenses that are excluded from the JBC and LCS Fiscal Note assumptions. In addition, some departments submit requests for funding based on bi-monthly payroll.

For FY 2024-25, state agency requests for positions funded through General Fund are being requested using a bi-weekly lag pay methodology as opposed to pay date shifted monthly current methodology.

RECOMMENDATION: Staff recommends following LCS Fiscal Note guidance and assuming a bi-weekly lag pay methodology in the interest of maintaining the same level of detail within the canary packets that legislators use to make decisions.

ANALYSIS: The reason that executive branch agencies are requesting funding for new FTE using a bi-weekly lag pay system is a result of the passage of S.B. 23-180 (Restore Current Pay Periods for State Employees). This legislation cleaned up language in statute that was left over from a prior attempt to shift employees to bi-weekly lag pay as opposed to monthly pay. It also removed from statute the provision that required employees be paid via the pay date shift. As a result of this requirement no longer in statute, executive branch agencies were instructed to request funding for new FTE using the bi-weekly lag pay methodology.

In accordance with this change, Legislative Council Staff also informed JBC Staff over the 2023 interim that it would assume bi-weekly lag pay for all new FTE in its fiscal note assumptions. This change creates a problem for JBC staff because staff have not been instructed to change our assumptions when calculating new FTE. What this will result in is slightly different fiscal assumptions for new FTE in every bill that includes funding for new FTE. There will be an LCS calculation based on the bi-weekly lag pay methodology and a JBC assumption based on the pay date shifted current monthly methodology. The actual difference in assumptions will not be large, but it will require more work for both staff in preparing the canary packets and for legislators to understand the differences between the assumptions and agree on an appropriation for the bill.

To potentially avoid these difficulties, staff is asking the Committee to instruct staff on how it would like to proceed with funding assumptions for new FTE. There are basically two options, outlined below.

The first option is to simply follow LCS and assume funding using the bi-weekly lag pay methodology. This is the most straightforward and simplest solution. The biggest problem with this solution is that there is no statute to justify assuming this methodology. The prior intent of statute was to require new General Funded FTE to be paid using the pay date shift, as the shift was enacted in 2003 to realize one month of payroll savings in that year, and has been the way that those positions have been funded since. However, S.B. 23-180 basically erased the pay date shift requirement from statute, but it neither replaced that requirement with new instruction, nor did it pay back the savings that were realized in 2003.

Despite this, if the Committee chooses to take this avenue, the impacts will not be significant. For all new positions within the executive branch, the assumption will be fairly close to what they will actually spend on the position because the executive branch has decided, without instruction or authority, that it will now hire all new FTE using the bi-weekly lag pay system. For the independent agencies, however, the assumption could create discrepancies between what is requested and what is appropriated. While those discrepancies may not be significant, it is likely that budget requests in the future will include more adjustments to personal services lines to reconcile the actual payroll needs.

The second option is to continue to assume the pay date shifted monthly current methodology. As alluded to above, this option would be more in line with what statute used to say, but would require more work from staff and legislators. Currently, when JBC Staff analyze the fiscal impact of new legislation that includes FTE funding, a quick check to make sure that the numbers in our spreadsheet match those in the LCS assumption is enough to confirm the fiscal impact. Under this option, JBC

Staff will need to create a separate table in the fiscal analysis that outlines our assumptions and the differences between our assumptions and LCS's assumptions. Then, legislators will need to understand this new table and why it is included in the canary packets, and also be in agreement on which assumption they want to follow so that staff can draft the correct appropriation clauses.

→ STAFF-INITIATED UNWIND THE PAY DATE SHIFT

REQUEST: This staff-initiated request is a result of the passage of S.B. 23-180 (Restore Current Pay Periods for State Employees) and the executive branch's decision to no longer pay General Funded positions using the pay date shift

RECOMMENDATION: **Staff recommends the JBC sponsor legislation with a \$50.0 million General Fund set-aside for all departments with specific language that would ensure departments use their vacancy savings first to unwind the pay date shift.** Staff also recommends that the State Controller be charged with allocating funds as necessary from the set-aside to achieve the unwind for all agencies. Staff also recommends including in the legislation a reporting requirement from the State Controller once the pay date shift has been fully unwound that details how much was spent unwinding the shift.

ANALYSIS: The analysis included here is essentially what the Committee saw in staff's budget briefing document from November 20, 2023 with minor changes. There is some duplicate information included here that was also included in the discussion on funding for new FTE. These two issues are linked, but staff felt they are different enough to require separate decisions by the Committee.

HISTORY

Senate Bill 03-197 shifted the pay date of all state employees from June 30 to the first working day in July starting in 2003. This small change saved the General Assembly approximately \$90.0 million General Fund at the time by shifting one month (1/12th of annual) of payroll into the next fiscal year. Since then, there have been a few attempts to 'unwind' the pay date shift, and one piece of legislation that repaid a small portion of the original \$90.0 million in savings. House Bill 12-1246 unwound the pay date shift for all part-time employees, who were paid on a bi-weekly basis, and repaid approximately \$2.1 million of the initial General Fund savings.

There have also been several conversations on the Joint Budget Committee over the years discussing the possibility of fully unwinding the pay date shift for all state employee. The Committee has never taken that action on the basis that the Governor and the General Assembly would use this mechanism at the next revenue downturn. To avoid that scenario, past JBCs chose to keep the pay date shift in place.

WHY NOW?

There are a few reasons why the current moment is a good opportunity to unwind the pay date shift and repay for the use of the mechanism initiated 20 years ago.

The first reason is because last session S.B. 23-180 (Restore Current Pay Periods for State Employees) was passed. This legislation did two things. First, it cleaned up language in statute that was left over from a prior attempt to shift employees to bi-weekly lag pay as opposed to monthly pay. Second, it removed from statute the provision that required employees be paid via the pay date shift. This would

have been fine had that bill required an appropriation across all departments for the repayment of the shift, but the fiscal note did not identify a fiscal impact. While the statutory provision requiring the pay date shift is no longer in statute, the state has never repaid for the budget savings created in the use of the mechanism from 2003.

There are two ways the JBC could proceed: Assume that the mechanism was non-substantive and trust that over a long enough time period, each department will be forced to unwind the shift piecemeal through staffing turnover if they so choose; or, the JBC could provide a budgeted amount intended to unwind the shift for all affected agencies. The budgeted amount would equate to one month's worth of payroll appropriated to each agency in one fiscal year. Staff believes that to remain consistent with the traditional practice and spirit of balancing anticipated revenue and expenses, it would be fiscally prudent and the proper thing to do to affirmatively and formally unwind the pay date shift.

The second reason why now is a good time to unwind the pay date shift is to preserve consistency with Legislative Council Fiscal Note Staff and across the state. In the past twenty years, when General Fund has been used to fund FTE in legislation, included in the assumption for the cost is a 'lag' of one month. This is because if an employee is hired on July 1 of any fiscal year, they will only be paid for 11 months of work in that year because their 12th month of work will be paid on the following July 1 instead of June 30. As such, both Fiscal Note Staff and JBC Staff have taken this into account and only appropriated enough funding for 11 months in the first year.

Over the interim, JBC Staff received guidance from Legislative Council Fiscal Note Staff that their assumptions are changing for the coming legislative session. Instead of appropriating 11 months of General Fund for new FTE, they will now be basing their assumptions off a lag system based on bi-weekly payroll. This follows the current de facto payroll methodology across the executive branch for all new employees, despite a lack of statutory guidance or authority for the executive branch to implement this methodology on their own. This lag system works in such a way that when an employee is hired, they are not paid until the end of their second pay period, so at the end of their fourth work week, they will be paid for the work they did through their first two work weeks.

Functionally, this will not be much different than assuming a pay date shift, as new employees still will not be paid until four weeks after their employment has begun. However, if JBC Staff continue to assume the pay date shift for all new FTE funded through General Fund, there will be slight differences in the amount assumed for every new FTE. While it might be possible to provide legislators with the necessary information regarding the dual assumptions of Fiscal Note Staff and JBC Staff, staff believes that it would add considerable workload to both staffs, and increase the amount of information that legislators will need to understand and digest for every single piece of legislation with funding for FTE.

The third reason why now is a good time to unwind the pay date shift is because the executive branch has functionally already switched to bi-weekly lag pay and left the pay date shift behind. The premise of S.B. 23-180 is that it codified the reality of how payroll already works in the executive branch. By removing the parts of statute that required the pay date shift, the executive branch has declared that it no longer considers the pay date shift the required method of paying state employees. Additionally, the executive branch has for several years given new employees the option of being paid monthly or bi-weekly, and it is staff's understanding that currently, all new employees are simply put on a bi-weekly lag pay schedule with no option. Finally, per the COWINS Partnership Agreement and at the

behest of the Department of Personnel and Administration, executive branch agencies were required to offer the option to switch to bi-weekly lag payroll to all existing employees. Formally unwinding the pay date shift would align all state employees, not just those in the executive branch.

Finally, the aforementioned movement toward bi-weekly lag pay schedules in the executive branch is the last reason to consider unwinding the pay date shift. In the past, the main reason that the JBC cited for not unwinding the shift was that the next time there was an economic downturn or if the Governor and/or General Assembly simply wanted to free up some funding, the shift would be reinstated and the whole cycle would start again. Because the executive branch is now moving toward bi-weekly lag pay for all employees, it would be considerably more difficult to employ this tactic as a budget balancing maneuver. To do so, employees would have to wait until the beginning of July to receive payment for work done over the last two weeks of May and the first two weeks of June every year. Logistically, this would be much more difficult to do, to the point that staff believes the level of difficulty would be strong deterrence against reinstating the shift.

HOW TO UNWIND

In the most basic sense, the way to unwind the pay date shift is to pay current monthly employees 13 times in a 12-month period just one time. This would include the initial payment on the first working day of July, then at the end of every month, including the following June. To do this, each department would need funding equal to the amount it would cost to pay all of their current monthly employees for one extra month. However, staff believes that not all of that funding would need to be appropriated.

When a department is appropriated funding for an FTE but that FTE is not hired in the first month of a fiscal year, departments typically keep the extra appropriation as vacancy savings. Theoretically, on an “accounting basis”, for each new FTE that is appropriated and not hired in the first month, a department can afford to transition one of its employees off the pay date shift. It is staff’s belief that the executive branch agencies have been doing just this for the past several years. In fact, as of October 2023, roughly 25.6 percent of state employees have already transitioned to a bi-weekly lag pay schedule. Part of this number is a result of new hires who are automatically placed on a bi-weekly lag schedule and part of this is a result of existing employees switching over to bi-weekly per the Partnership Agreement. In both instances, it is staff’s assumption that vacancy savings were used to pay for the extra paycheck for each employee that has been moved off the current monthly pay schedule.

Functionally, there are a couple of different ways to unwind the pay date shift. One method, which staff finds most appealing, is to sponsor legislation that might appropriate either a total of \$50.0 million per year over the next 2-3 years to be spread out proportionally amongst all departments, or a small percentage of total payroll each year. The legislation could then require departments to pay as many current monthly employees as they can with the provided funds at the end of each June instead of the beginning of each July. Staff believes, through conversations with various departments, that the total cost to move every monthly employee off the pay date shift would cost between \$100.0 million and \$150.0 million in total. If the Committee opts for this path, staff would advise strict guidelines be added to the legislation to ensure that agencies use any ‘pay date shift appropriation’ for that purpose and that purpose only.

Another possible way to unwind the shift would be to assume that the executive branch will continue to slowly transition staff to a bi-weekly lag pay schedule through the use of vacancy savings as existing staff leave or retire and new staff are hired on, but appropriate funding in FY 2024-25 only for the use

of the independent agencies. The reason to handle the executive branch and the independent agencies differently is because the independent agencies have no history of moving employees to a bi-weekly system, and would need more funding to do so. Whereas the executive branch has implied that the pay date shift is no longer an issue for them, staff is unaware of any similar efforts within any of the independent agencies.

If the Committee were to pursue this path, an appropriation of approximately \$43.0 million would be necessary. This amount represents one month of FY 2023-24 payroll for the Judicial Branch, the Department of Law, the Legislature, and the Department of the Treasury. The Department of State is not included in this calculation because it has no FTE that are funded through General Fund. Staff anticipates that the full \$43.0 million would not be necessary, as the independent agencies generally also keep vacancy savings (with the exception of Treasury and a few of the independent offices within the Judicial Branch) that could be used first before the appropriated funds were used.

TECHNICAL NOTE

Conceptually, there are two ways to think about the pay date shift. On one hand, it is an accounting mechanism that provided real one-time savings and has real recurring effects on state employees' lives at the end of June/beginning of July every year. On the other hand, it is a budget construct whose reason for being was to provide a balanced budget in that first budget year in which it was used.

To the accounting mechanism concept, there are many, particularly in the executive branch, who believe that the pay date shift was paid off long ago through reversions from vacancy savings. While this may or may not be entirely true, it remains the case that a majority of state employees are paid at the beginning of July instead of the end of June. The executive branch's solution to this is to simply 'wave away' the pay date shift and proceed as if it no longer exists while placing all new employees on a bi-weekly lag pay schedule.

To the budget construct concept, because it was employed 20 years ago as a budget balancing action, the only way to unwind it is through an opposing budget action that would 'repay' it; a budget set-aside that 'pays' to unwind it.

Either way it is considered, there is a cost associated with unwinding the pay date shift. It is staff's opinion that on an accounting basis, it should cost less than a full month's worth of payroll based on the fact that executive branch agencies have been gradually moving employees to the bi-weekly lag pay system for several years now. Because of this, the largest cost associated with unwinding the shift will likely come from the independent elected official agencies and the judicial branch, who remain on a monthly current payroll system and would require an additional appropriation to pay for the 13th month of payroll in a single fiscal year.

➔ INFORMATIONAL ITEM – PAYROLL STAFF FUNDING REQUESTS

In the Executive Branch budget request for FY 2024-25, there are at least three requests for additional payroll and benefits staff that JBC staff suspects are directly related to the executive branch's effort to move employees from current monthly payroll to bi-weekly lag pay. The requests appear in the Departments of Education, Public Safety, and Personnel.

The R-14 request from the Department of Education includes information about how many payroll transactions it must process each month. The Department explains;

“The Department currently has 2.0 payroll FTE that process all payroll transactions each month for between 450 and 520 FTE. The vast majority of these staff have only one payroll transaction per month as part of the Monthly Payroll. For the 450 employees paid current on the monthly payroll, the payroll staff is required to gather each employee’s funding source totals for the month, clean and compile the data, and work with OIT to reallocate these costs to CDE’s various grants and state funds based on their reported percentages.

For the 70 employees on the biweekly payroll, the payroll office has approximately 400 biweekly payroll transactions to input per month depending on the number of biweekly pay periods that fall in the month.”

This piece of the narrative makes it clear to staff that this request is a direct result of the decisions that DPA and OSPB have made to move employees from a current monthly payroll system to a bi-weekly lag pay system.

In the Department of Public Safety, the R-04 request for more payroll staff is couched within a broader request for more resources for the executive director’s office. The Department is asking for 2.0 FTE for payroll and benefits support “to address increased volume of payroll entries.” One of the FTE requested is a Payroll Accountant to handle “monthly X 12 pay cycles, biweekly X 26 pay cycles.”

Additionally, the Department is requesting 1.0 FTE for a Benefits Coordinator to “reconcile benefit expenditures to payroll and each biweekly cycle to ensure correct premiums are paid and determine whether a one-time payment is necessary.” While this role would still be necessary if all employees were on the current monthly payroll system, it is hard to say if additional resources would be necessary absent the steady movement toward bi-weekly lag pay.

Again, while not the main focus of the request, there seems to be a need for more staffing based on the efforts by the executive branch to switch from current monthly payroll to bi-weekly lag payroll.

In the Department of Personnel’s R-02 request, it is requesting 1.0 FTE for an Accountant IV for Central Payroll Support. This position would “ensure that all payments for federal, states, and locals are processed accurately and on time” and “sets up state taxes for new employees.” While the Department does not specifically mention the bi-weekly lag pay system, ensuring accurate and timely payroll tax burdens becomes more complicated with more varieties of payroll systems.

The following table outlines staff estimates for the cost of these requested positions.

PAYROLL STAFF REQUESTS					
DEPARTMENTAL REQUEST	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
Education R-14	142,203	142,203	0	0	0
Public Safety R-04	128,481	34,294	0	94,187	0
Personnel R-02	126,190	126,190	0	0	0
TOTAL	\$396,874	\$302,687	\$0	\$94,187	\$0

While the total request for FY 2024-25 is small, staff felt it important to inform the Committee about the potential for these costs to continue and to increase in number. There are, in fact, several other requests from the executive branch that would add HR staff if approved, but it is unclear to staff if payroll workload issues are a driving factor in those requests, which is why they are not included here.

Staff believes that the main takeaway from this is not about the amount of money being requested, but that the executive branch has created and is continuing to create workload and fiscal impact outside of statutory authorization from the legislative branch. While certainly not unprecedented, staff felt that the Committee should still be aware of and informed on the issue and be able to keep an eye on this workload and fiscal impact growth into the future.

(6) REQUEST AND RECOMMENDATION COMPENSATION COMPONENTS BY DEPARTMENT

The following tables outline the request and recommendation for compensation common policy components in Long Bill order by department.

HEALTH, LIFE, AND DENTAL (HLD) - REQUESTED AND RECOMMENDED STATE AGENCY APPROPRIATIONS					
	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
Agriculture	\$4,665,508	\$1,703,035	\$2,962,473	\$0	\$0
Corrections	80,398,831	79,126,413	1,272,417	0	0
Early Childhood	3,805,188	1,551,248	733,196	23,378	1,497,367
Education	9,104,657	3,443,293	1,462,089	968,362	3,230,913
Governor's Office	21,144,511	2,488,904	1,446,235	16,120,548	1,088,825
Health Care Policy and Financing	12,703,909	5,279,081	935,347	230,567	6,258,913
Higher Education	3,340,915	956,496	1,617,181	24,042	743,196
Human Services	62,370,942	37,593,800	3,549,403	9,226,025	12,001,714
Judicial	72,560,945	67,589,028	4,918,761	53,155	0
Labor and Employment	27,012,036	2,177,241	13,240,299	65,497	11,528,998
Law	8,997,572	2,296,447	1,486,126	4,996,117	218,882
Legislature	5,526,885	5,526,885	0	0	0
Local affairs	3,174,283	1,073,466	730,309	820,705	549,804
Military and Veterans Affairs	2,064,394	952,226	30,047	0	1,082,121
Natural Resources	25,753,251	4,052,787	20,442,468	826,451	431,545
Personnel	6,890,769	3,182,659	194,372	3,513,738	0
Public Health and Environment	26,646,089	4,957,182	9,348,485	2,157,439	10,182,983
Public Safety	32,023,074	10,850,712	17,781,796	2,842,857	547,709
Regulatory Agencies	7,859,251	303,537	6,917,391	489,797	148,526
Revenue	23,115,615	10,780,232	12,194,806	140,577	0
State	1,965,056	0	1,965,056	0	0
Transportation	2,103,775	0	2,103,775	0	0
Treasury	582,349	344,761	237,588	0	0
TOTAL	\$443,809,807	\$246,229,436	\$105,569,620	\$42,499,255	\$49,511,496

SHORT TERM DISABILITY - REQUESTED AND RECOMMENDED STATE AGENCY APPROPRIATIONS					
	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
Agriculture	\$45,181	\$16,039	\$29,141	\$0	\$1
Corrections	645,118	635,689	9,429	0	0
Early Childhood	30,644	11,610	5,323	187	13,524
Education	88,543	32,692	12,790	9,834	33,227
Governor's Office	231,616	27,792	13,875	178,222	11,727
Health Care Policy and Financing	120,920	49,217	7,198	4,001	60,504
Higher Education	30,732	9,780	15,066	135	5,751
Human Services	543,406	350,628	27,666	70,505	94,607
Judicial	708,267	666,890	40,421	956	0
Labor and Employment	208,041	18,164	92,603	1,040	96,234
Law	112,933	27,748	16,808	65,850	2,527
Legislature	64,227	64,227	0	0	0
Local affairs	28,497	8,856	6,389	8,325	4,927
Military and Veterans Affairs	19,340	8,868	328	0	10,144
Natural Resources	236,938	33,546	189,800	8,378	5,214
Personnel	56,284	26,031	1,942	28,311	0
Public Health and Environment	270,571	49,953	91,220	22,595	106,803
Public Safety	304,405	102,991	169,318	26,627	5,469
Regulatory Agencies	79,583	2,662	69,854	5,581	1,486

SHORT TERM DISABILITY - REQUESTED AND RECOMMENDED STATE AGENCY APPROPRIATIONS

	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
Revenue	184,224	86,768	96,476	980	0
State	19,768	0	19,768	0	0
Transportation	23,019	0	23,019	0	0
Treasury	6,554	4,264	2,290	0	0
TOTAL	\$4,058,811	\$2,234,415	\$940,724	\$431,527	\$452,145

Appropriations for AED and SAED for each state agency is the same. For brevity, staff includes a single table reflecting the appropriations to be made for AED and SAED policies. The tables should be read as appropriations for each policy and not as a sum of both policies.

AED/SAED - REQUESTED AND RECOMMENDED STATE AGENCY APPROPRIATIONS

	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
Agriculture	\$1,506,070	\$534,650	\$971,378	\$0	\$42
Corrections	21,503,943	21,189,645	314,298	0	0
Early Childhood	1,021,452	386,992	177,435	6,240	450,785
Education	2,951,428	1,089,713	426,345	327,787	1,107,583
Governor's Office	7,720,528	926,391	462,506	5,940,734	390,897
Health Care Policy and Financing	4,030,667	1,640,578	239,922	133,352	2,016,815
Higher Education	1,024,400	326,024	502,182	4,486	191,708
Human Services	18,113,536	11,687,589	922,213	2,350,162	3,153,572
Judicial	23,608,857	22,229,640	1,347,356	31,861	0
Labor and Employment	6,934,726	605,466	3,086,776	34,675	3,207,809
Law	3,764,412	924,930	560,267	2,194,990	84,225
Legislature	2,140,911	2,140,911	0	0	0
Local affairs	949,866	295,193	212,960	277,488	164,225
Military and Veterans Affairs	644,659	295,593	10,941	0	338,125
Natural Resources	7,897,938	1,118,191	6,326,681	279,260	173,806
Personnel	1,876,149	867,711	64,724	943,714	0
Public Health and Environment	9,019,058	1,665,096	3,040,675	753,179	3,560,108
Public Safety	10,146,819	3,433,024	5,643,933	887,570	182,292
Regulatory Agencies	2,652,752	88,733	2,328,450	186,041	49,528
Revenue	6,140,795	2,892,281	3,215,863	32,651	0
State	658,945	0	658,945	0	0
Transportation	767,306	0	767,306	0	0
Treasury	218,450	142,121	76,329	0	0
TOTAL	\$135,293,667	\$74,480,472	\$31,357,485	\$14,384,190	\$15,071,520

SALARY SURVEY - REQUESTED AND RECOMMENDED STATE AGENCY APPROPRIATIONS

	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
Agriculture	\$3,125,334	\$1,040,590	\$2,084,744	\$0	\$0
Corrections	33,137,923	32,727,487	410,436	0	0
Early Childhood	1,242,741	450,307	232,647	7,222	552,565
Education	6,268,109	2,417,954	904,041	662,527	2,283,589
Governor's Office	16,045,525	1,998,973	1,014,405	12,186,054	846,093
Health Care Policy and Financing	3,681,912	1,537,325	237,603	63,258	1,843,726
Higher Education	2,112,238	673,095	1,017,009	9,768	412,366
Human Services	27,636,973	19,365,520	1,834,194	2,847,896	3,589,362
Judicial	32,031,109	29,819,732	2,169,093	42,285	0
Labor and Employment	12,844,853	880,505	4,759,250	44,598	7,160,499
Law	7,478,004	1,789,409	1,008,450	4,551,492	128,653
Legislature	4,149,118	4,149,118	0	0	0
Local affairs	1,379,514	419,198	344,114	360,732	255,470

SALARY SURVEY - REQUESTED AND RECOMMENDED STATE AGENCY APPROPRIATIONS

	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
Military and Veterans Affairs	992,352	388,438	8,586	0	595,327
Natural Resources	9,815,362	1,258,017	8,107,227	308,143	141,975
Personnel	2,539,611	944,259	70,441	1,524,911	0
Public Health and Environment	8,643,856	1,729,731	2,968,938	797,361	3,147,826
Public Safety	15,254,208	4,517,885	9,327,177	1,189,988	219,158
Regulatory Agencies	3,448,498	85,913	3,023,910	256,105	82,570
Revenue	7,884,491	3,805,397	4,037,996	41,097	0
State	702,233	0	702,233	0	0
Transportation	1,290,040	0	1,290,040	0	0
Treasury	265,006	163,301	101,705	0	0
TOTAL	\$201,969,010	\$110,162,155	\$45,654,239	\$24,893,438	\$21,259,178

PERA DIRECT DISTRIBUTION - RECOMMENDED STATE AGENCY APPROPRIATIONS

	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
Agriculture	\$507,289	\$180,509	\$326,780	\$0	\$0
Corrections	9,680,438	9,538,950	141,488	0	0
Early Childhood	450,191	170,561	78,202	2,750	198,677
Education	1,304,359	969,721	188,732	145,907	0
Governor's Office	2,920,886	443,312	154,238	2,323,336	0
Health Care Policy and Financing	1,448,480	604,775	96,359	22,574	724,772
Higher Education	546,970	206,187	211,781	3,292	125,710
Human Services	7,859,623	5,305,245	0	2,554,378	0
Judicial	9,040,191	8,373,064	667,127	0	0
Labor and Employment	2,339,000	204,216	1,041,133	11,695	1,081,956
Law	1,398,718	374,965	208,175	815,578	0
Legislature	813,975	813,975	0	0	0
Local affairs	454,530	141,256	101,906	132,784	78,585
Military and Veterans Affairs	260,607	256,113	4,495	0	0
Natural Resources	3,180,502	520,288	2,547,756	112,458	0
Personnel	688,361	318,364	23,747	346,250	0
Public Health and Environment	3,568,989	2,059,306	1,202,749	306,933	0
Public Safety	3,994,134	1,423,112	2,221,645	349,378	0
Regulatory Agencies	1,081,716	56,379	949,475	75,862	0
Revenue	2,385,539	1,123,576	1,249,279	12,684	0
State	269,595	0	269,595	0	0
Transportation	5,359,231	0	5,359,231	0	0
Treasury	75,527	49,137	26,390	0	0
TOTAL	\$59,628,853	\$33,133,011	\$17,070,283	\$7,215,859	\$2,209,700

SHIFT DIFFERENTIAL - REQUESTED AND RECOMMENDED STATE AGENCY APPROPRIATIONS

	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
Agriculture	\$48,897	\$1,007	\$47,053	\$7	\$831
Corrections	18,470,328	18,441,461	28,867	0	0
Early Childhood	0	0	0	0	0
Education	76,754	76,680	61	14	0
Governor's Office	22,529	0	0	22,529	0
Health Care Policy and Financing	0	0	0	0	0
Higher Education	5,085	0	5,085	0	0
Human Services	9,037,323	6,004,546	330,249	1,827,798	874,730
Judicial	0	0	0	0	0
Labor and Employment	0	0	0	0	0
Law	0	0	0	0	0
Legislature	0	0	0	0	0

SHIFT DIFFERENTIAL - REQUESTED AND RECOMMENDED STATE AGENCY APPROPRIATIONS

	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
Local affairs	0	0	0	0	0
Military and Veterans Affairs	56,288	73	0	0	56,215
Natural Resources	320,839	0	320,306	533	0
Personnel	70,790	0	0	70,790	0
Public Health and Environment	0	0	0	0	0
Public Safety	1,043,219	125,420	842,199	75,600	0
Regulatory Agencies	0	0	0	0	0
Revenue	123,194	0	123,194	0	0
State	0	0	0	0	0
Transportation	0	0	0	0	0
Treasury	0	0	0	0	0
TOTAL	\$29,275,247	\$24,649,186	\$1,697,014	\$1,997,272	\$931,776

PAID FAMILY MEDICAL LEAVE INSURANCE - REQUESTED AND RECOMMENDED STATE AGENCY APPROPRIATIONS

	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
Agriculture	\$135,546	\$48,118	\$87,424	\$0	\$4
Corrections	1,935,355	1,907,068	28,287	0	0
Early Childhood	91,931	34,829	15,969	562	40,571
Education	265,629	98,074	38,371	29,501	99,682
Governor's Office	694,847	83,375	41,626	534,666	35,181
Health Care Policy and Financing	362,760	147,652	21,593	12,002	181,513
Higher Education	92,196	29,342	45,196	404	17,254
Human Services	1,630,218	1,051,883	82,999	211,515	283,822
Judicial	2,124,797	2,000,667	121,262	2,868	0
Labor and Employment	624,125	54,492	277,810	3,121	288,703
Law	338,797	83,244	50,424	197,549	7,580
Legislature	192,682	192,682	0	0	0
Local affairs	85,488	26,567	19,166	24,974	14,780
Military and Veterans Affairs	58,019	26,603	985	0	30,431
Natural Resources	710,814	100,637	569,401	25,133	15,643
Personnel	168,853	78,094	5,825	84,934	0
Public Health and Environment	811,715	149,859	273,661	67,786	320,410
Public Safety	913,214	308,972	507,954	79,881	16,406
Regulatory Agencies	238,748	7,986	209,561	16,744	4,458
Revenue	552,672	260,305	289,428	2,939	0
State	59,305	0	59,305	0	0
Transportation	69,058	0	69,058	0	0
Treasury	19,660	12,791	6,870	0	0
TOTAL	\$12,176,430	\$6,703,242	\$2,822,174	\$1,294,577	\$1,356,437

LONG BILL FOOTNOTES AND REQUESTS FOR INFORMATION

LONG BILL FOOTNOTES

There are no recommended statewide compensation policy Long Bill footnotes for FY 2024-25.

REQUESTS FOR INFORMATION

JBC staff recommends continuation of the following request for information for all state departments:

N All Departments – THE DEPARTMENTS ARE REQUESTED TO PROVIDE BY NOVEMBER 1 OF EACH FISCAL YEAR RESPONSES TO THE FOLLOWING:

- Based on the Department's most recent available record, what is the FTE vacancy and turnover rate: (1) by department; (2) by division; (3) by program for programs with at least 20 FTE; and (4) by occupational class for classes that are located within a larger occupational group containing at least 20 FTE.
- To what does the Department attribute this turnover/vacancy experience?
- Do the statewide compensation policies or practices administered by the Department of Personnel help or hinder the department in addressing vacancy or turnover issues?

APPENDIX A: STEP PAY PLAN TABLES

STEP PAY PLAN SALARY RANGES AND STEPS										
CLASSIFICATION	NEW MIN	YEAR 3 5%	YEAR 5 5%	YEAR 8 5%	YEAR 10 MIDPOINT	YEAR 12 2%	YEAR 15 2%	YEAR 20 2%	YEAR 25 2%	NEW MAX
ANG PATROL OFFICER I	\$3,505	\$3,680	\$3,864	\$4,057	\$4,207	\$4,291	\$4,377	\$4,465	\$4,554	4,907
ANG PATROL OFFICER II	3,680	3,864	4,057	4,260	4,417	4,505	4,595	4,687	4,781	5,152
ANG PATROL OFFICER III	4,260	4,473	4,697	4,932	5,113	5,215	5,319	5,425	5,534	5,965
COMMUNITY PAROLE MGR	7,286	7,650	8,033	8,435	8,744	8,919	9,097	9,279	9,465	10,201
COMMUNITY PAROLE OFF	5,437	5,709	5,994	6,294	6,525	6,656	6,789	6,925	7,064	7,613
COMMUNITY PAROLE SUPV	6,294	6,609	6,939	7,286	7,553	7,704	7,858	8,015	8,175	8,813
COMMUNITY PAROLE TEAM LDR	5,709	5,994	6,294	6,609	6,852	6,989	7,129	7,272	7,417	7,993
CORR SUP LIC TRDE SUP I	5,179	5,438	5,710	5,996	6,214	6,338	6,465	6,594	6,726	7,250
CORR SUP LIC TRDE SUP II	5,709	5,994	6,294	6,609	6,852	6,989	7,129	7,272	7,417	7,993
CORR SUP LIC TRDE SUP III	6,294	6,609	6,939	7,286	7,553	7,704	7,858	8,015	8,175	8,813
CORR SUPP TRADES SUPV I	4,932	5,179	5,438	5,710	5,918	6,036	6,157	6,280	6,406	6,904
CORR SUPP TRADES SUPV II	5,437	5,709	5,994	6,294	6,525	6,656	6,789	6,925	7,064	7,613
CORR SUPP TRADES SUPV III	5,995	6,295	6,610	6,941	7,194	7,338	7,485	7,635	7,788	8,392
CORR SUPP TRADES SUPV IV	6,610	6,941	7,288	7,652	7,931	8,090	8,252	8,417	8,585	9,252
CORR/YTH SEC OFF IV	5,995	6,295	6,610	6,941	7,194	7,338	7,485	7,635	7,788	8,392
CORR/YTH SEC OFF V	6,294	6,609	6,939	7,286	7,553	7,704	7,858	8,015	8,175	8,813
CORR/YTH/CLIN SEC INTERN	3,180	3,339	3,506	3,681	3,815	3,891	3,969	4,048	4,129	4,451
CORR/YTH/CLIN SEC OFF I	4,697	4,932	5,179	5,438	5,636	5,749	5,864	5,981	6,101	6,576
CORR/YTH/CLIN SEC OFF II	4,932	5,179	5,438	5,710	5,918	6,036	6,157	6,280	6,406	6,904
CORR/YTH/CLN SEC SPEC III	5,437	5,709	5,994	6,294	6,525	6,656	6,789	6,925	7,064	7,613
CORR/YTH/CLN SEC SUPV III	5,437	5,709	5,994	6,294	6,525	6,656	6,789	6,925	7,064	7,613
CORRECTIONS CASE MGR I	5,437	5,709	5,994	6,294	6,525	6,656	6,789	6,925	7,064	7,613
CORRECTIONS CASE MGR II	5,995	6,295	6,610	6,941	7,194	7,338	7,485	7,635	7,788	8,392
CORRECTIONS CASE MGR III	6,610	6,941	7,288	7,652	7,931	8,090	8,252	8,417	8,585	9,252
CRIMINAL INVESTIGATOR I	5,437	5,709	5,994	6,294	6,525	6,656	6,789	6,925	7,064	7,613
CRIMINAL INVESTIGATOR II	6,939	7,286	7,650	8,033	8,328	8,495	8,665	8,838	9,015	9,715
CRIMINAL INVESTIGATOR III	8,033	8,435	8,857	9,300	9,641	9,834	10,031	10,232	10,437	11,247
CRIMINAL INVESTIGATOR INT	4,697	4,932	5,179	5,438	5,636	5,749	5,864	5,981	6,101	6,576
CRIMINAL INVESTIGATOR IV	8,857	9,300	9,765	10,253	10,629	10,842	11,059	11,280	11,506	12,400
FIREFIGHTER I	4,473	4,697	4,932	5,179	5,368	5,475	5,585	5,697	5,811	6,262
FIREFIGHTER II	4,932	5,179	5,438	5,710	5,918	6,036	6,157	6,280	6,406	6,904
FIREFIGHTER III	5,437	5,709	5,994	6,294	6,525	6,656	6,789	6,925	7,064	7,613
FIREFIGHTER IV	6,294	6,609	6,939	7,286	7,553	7,704	7,858	8,015	8,175	8,813
FIREFIGHTER V	8,033	8,435	8,857	9,300	9,641	9,834	10,031	10,232	10,437	11,247
FIREFIGHTER VI	8,435	8,857	9,300	9,765	10,123	10,325	10,532	10,743	10,958	11,809
FIREFIGHTER VII	9,764	10,252	10,765	11,303	11,718	11,952	12,191	12,435	12,684	13,670
POLICE ADMINISTRATOR I	7,286	7,650	8,033	8,435	8,744	8,919	9,097	9,279	9,465	10,201
POLICE ADMINISTRATOR II	8,435	8,857	9,300	9,765	10,123	10,325	10,532	10,743	10,958	11,809
POLICE OFFICER I	5,179	5,438	5,710	5,996	6,214	6,338	6,465	6,594	6,726	7,250
POLICE OFFICER II	5,995	6,295	6,610	6,941	7,194	7,338	7,485	7,635	7,788	8,392
POLICE OFFICER III	6,939	7,286	7,650	8,033	8,328	8,495	8,665	8,838	9,015	9,715
POLICE OFFICER INTERN	4,473	4,697	4,932	5,179	5,368	5,475	5,585	5,697	5,811	6,262
SAFETY SECURITY OFF I	4,473	4,697	4,932	5,179	5,368	5,475	5,585	5,697	5,811	6,262
SAFETY SECURITY OFF III	5,437	5,709	5,994	6,294	6,525	6,656	6,789	6,925	7,064	7,613
STATE PATROL ADMIN I	13,758	N/A	N/A	N/A	16,510	N/A	N/A	N/A	N/A	19,261
STATE PATROL ADMIN II	14,904	N/A	N/A	N/A	17,885	N/A	N/A	N/A	N/A	20,866
STATE PATROL SUPERVISOR I	10,544	N/A	N/A	N/A	12,653	N/A	N/A	N/A	N/A	14,762
STATE PATROL SUPERVISOR II	12,030	N/A	N/A	N/A	14,436	N/A	N/A	N/A	N/A	16,842
STATE PATROL TROOPER CADET	6,509	N/A	N/A	N/A	7,811	N/A	N/A	N/A	N/A	9,113
STATE PATROL TROOPER I	7,636	N/A	N/A	N/A	9,163	N/A	N/A	N/A	N/A	10,690
STATE PATROL TROOPER II	8,553	N/A	N/A	N/A	10,264	N/A	N/A	N/A	N/A	11,974
STATE PATROL TROOPER III	9,480	N/A	N/A	N/A	11,376	N/A	N/A	N/A	N/A	13,272
ANIMAL CARE I	2,945	3,092	3,247	3,409	3,534	3,605	3,677	3,751	3,826	4,123
ANIMAL CARE II	3,579	3,758	3,946	4,143	4,296	4,382	4,470	4,559	4,650	5,012

STEP PAY PLAN SALARY RANGES AND STEPS										
CLASSIFICATION	NEW MIN	YEAR 3 5%	YEAR 5 5%	YEAR 8 5%	YEAR 10 MIDPOINT	YEAR 12 2%	YEAR 15 2%	YEAR 20 2%	YEAR 25 2%	NEW MAX
ANIMAL CARE III	4,144	4,351	4,569	4,797	4,973	5,072	5,173	5,276	5,382	5,801
CLIENT CARE AIDE I	3,579	3,758	3,946	4,143	4,296	4,382	4,470	4,559	4,650	5,012
CLIENT CARE AIDE II	3,758	3,946	4,143	4,350	4,510	4,600	4,692	4,786	4,882	5,262
CLINICAL BEHAV SPEC II	5,288	5,552	5,830	6,122	6,347	6,474	6,603	6,735	6,870	7,405
CLINICAL BEHAV SPEC III	5,553	5,831	6,123	6,429	6,664	6,797	6,933	7,072	7,213	7,774
CLINICAL TEAM LEADER	8,615	9,046	9,498	9,973	10,338	10,545	10,756	10,971	11,190	12,060
CLINICAL THERAPIST I	3,579	3,758	3,946	4,143	4,296	4,382	4,470	4,559	4,650	5,012
CLINICAL THERAPIST II	4,144	4,351	4,569	4,797	4,973	5,072	5,173	5,276	5,382	5,801
CLINICAL THERAPIST III	4,568	4,796	5,036	5,288	5,483	5,593	5,705	5,819	5,935	6,396
CLINICAL THERAPIST IV	5,553	5,831	6,123	6,429	6,664	6,797	6,933	7,072	7,213	7,774
CLINICAL THERAPIST V	6,122	6,428	6,749	7,086	7,347	7,494	7,644	7,797	7,953	8,572
COMMUNITY WORKER I	2,945	3,092	3,247	3,409	3,534	3,605	3,677	3,751	3,826	4,123
COMMUNITY WORKER II	3,092	3,247	3,409	3,579	3,711	3,785	3,861	3,938	4,017	4,329
DENTAL CARE I	3,247	3,409	3,579	3,758	3,896	3,974	4,053	4,134	4,217	4,545
DENTAL CARE II	3,579	3,758	3,946	4,143	4,296	4,382	4,470	4,559	4,650	5,012
DENTAL CARE III	3,946	4,143	4,350	4,568	4,736	4,831	4,928	5,027	5,128	5,525
DENTAL CARE IV	5,288	5,552	5,830	6,122	6,347	6,474	6,603	6,735	6,870	7,405
DENTAL CARE V	5,831	6,123	6,429	6,750	6,997	7,137	7,280	7,426	7,575	8,163
DIAG PROCED TECHNOL I	3,946	4,143	4,350	4,568	4,736	4,831	4,928	5,027	5,128	5,525
DIAG PROCED TECHNOL II	4,797	5,037	5,289	5,553	5,757	5,872	5,989	6,109	6,231	6,716
DIAG PROCED TECHNOL III	6,122	6,428	6,749	7,086	7,347	7,494	7,644	7,797	7,953	8,572
DIAG PROCED TECHNOL IV	6,750	7,088	7,442	7,814	8,100	8,262	8,427	8,596	8,768	9,450
DIETITIAN I	5,553	5,831	6,123	6,429	6,664	6,797	6,933	7,072	7,213	7,774
DIETITIAN II	5,831	6,123	6,429	6,750	6,997	7,137	7,280	7,426	7,575	8,163
DIETITIAN III	6,122	6,428	6,749	7,086	7,347	7,494	7,644	7,797	7,953	8,572
HCS TRAINEE I	3,092	3,247	3,409	3,579	3,711	3,785	3,861	3,938	4,017	4,329
HCS TRAINEE II	3,247	3,409	3,579	3,758	3,896	3,974	4,053	4,134	4,217	4,545
HCS TRAINEE III	3,409	3,579	3,758	3,946	4,091	4,173	4,256	4,341	4,428	4,773
HEALTH CARE TECH I	3,409	3,579	3,758	3,946	4,091	4,173	4,256	4,341	4,428	4,773
HEALTH CARE TECH II	3,579	3,758	3,946	4,143	4,296	4,382	4,470	4,559	4,650	5,012
HEALTH CARE TECH III	3,758	3,946	4,143	4,350	4,510	4,600	4,692	4,786	4,882	5,262
HEALTH CARE TECH IV	4,144	4,351	4,569	4,797	4,973	5,072	5,173	5,276	5,382	5,801
HEALTH PROFESSIONAL I	4,144	4,351	4,569	4,797	4,973	5,072	5,173	5,276	5,382	5,801
HEALTH PROFESSIONAL II	4,797	5,037	5,289	5,553	5,757	5,872	5,989	6,109	6,231	6,716
HEALTH PROFESSIONAL III	5,288	5,552	5,830	6,122	6,347	6,474	6,603	6,735	6,870	7,405
HEALTH PROFESSIONAL IV	5,831	6,123	6,429	6,750	6,997	7,137	7,280	7,426	7,575	8,163
HEALTH PROFESSIONAL V	6,428	6,749	7,086	7,440	7,715	7,869	8,026	8,187	8,351	9,000
HEALTH PROFESSIONAL VI	7,814	8,205	8,615	9,046	9,377	9,565	9,756	9,951	10,150	10,940
HEALTH PROFESSIONAL VII	8,615	9,046	9,498	9,973	10,338	10,545	10,756	10,971	11,190	12,060
LABORATORY SUPPORT I	2,945	3,092	3,247	3,409	3,534	3,605	3,677	3,751	3,826	4,123
LABORATORY SUPPORT II	3,092	3,247	3,409	3,579	3,711	3,785	3,861	3,938	4,017	4,329
LABORATORY SUPPORT III	3,579	3,758	3,946	4,143	4,296	4,382	4,470	4,559	4,650	5,012
LABORATORY TECHNOLOGY I	4,144	4,351	4,569	4,797	4,973	5,072	5,173	5,276	5,382	5,801
LABORATORY TECHNOLOGY II	4,351	4,569	4,797	5,037	5,221	5,325	5,432	5,541	5,652	6,091
LABORATORY TECHNOLOGY III	5,553	5,831	6,123	6,429	6,664	6,797	6,933	7,072	7,213	7,774
LABORATORY TECHNOLOGY IV	6,428	6,749	7,086	7,440	7,715	7,869	8,026	8,187	8,351	9,000
LPN I	3,947	4,144	4,351	4,569	4,736	4,831	4,928	5,027	5,128	5,525
LPN II	4,351	4,569	4,797	5,037	5,221	5,325	5,432	5,541	5,652	6,091
LPN III	4,797	5,037	5,289	5,553	5,757	5,872	5,989	6,109	6,231	6,716
MENTAL HLTH CLINICIAN I	3,758	3,946	4,143	4,350	4,510	4,600	4,692	4,786	4,882	5,262
MENTAL HLTH CLINICIAN II	3,946	4,143	4,350	4,568	4,736	4,831	4,928	5,027	5,128	5,525
MENTAL HLTH CLINICIAN III	4,144	4,351	4,569	4,797	4,973	5,072	5,173	5,276	5,382	5,801
MID-LEVEL PROVIDER	8,615	9,046	9,498	9,973	10,338	10,545	10,756	10,971	11,190	12,060
NURSE CONSULTANT	8,204	8,614	9,045	9,497	9,846	10,043	10,244	10,449	10,658	11,487
NURSE I	7,442	7,814	8,205	8,615	8,930	9,109	9,291	9,477	9,667	10,418
NURSE II	7,814	8,205	8,615	9,046	9,377	9,565	9,756	9,951	10,150	10,940
NURSE III	8,204	8,614	9,045	9,497	9,846	10,043	10,244	10,449	10,658	11,487

STEP PAY PLAN SALARY RANGES AND STEPS										
CLASSIFICATION	NEW MIN	YEAR 3 5%	YEAR 5 5%	YEAR 8 5%	YEAR 10 MIDPOINT	YEAR 12 2%	YEAR 15 2%	YEAR 20 2%	YEAR 25 2%	NEW MAX
NURSE V	9,045	9,497	9,972	10,471	10,855	11,072	11,293	11,519	11,749	12,664
NURSE VI	9,498	9,973	10,472	10,996	11,398	11,626	11,859	12,096	12,338	13,297
PARAMEDIC	4,797	5,037	5,289	5,553	5,757	5,872	5,989	6,109	6,231	6,716
PHARMACIST I	8,615	9,046	9,498	9,973	10,338	10,545	10,756	10,971	11,190	12,060
PHARMACIST II	9,972	10,471	10,995	11,545	11,968	12,207	12,451	12,700	12,954	13,962
PHARMACIST III	11,544	12,121	12,727	13,363	13,854	14,131	14,414	14,702	14,996	16,163
PHARMACY TECHNICIAN I	3,247	3,409	3,579	3,758	3,896	3,974	4,053	4,134	4,217	4,545
PHARMACY TECHNICIAN II	3,409	3,579	3,758	3,946	4,091	4,173	4,256	4,341	4,428	4,773
PSYCHOLOGIST CANDIDATE	6,428	6,749	7,086	7,440	7,715	7,869	8,026	8,187	8,351	9,000
PSYCHOLOGIST I	7,087	7,441	7,813	8,204	8,505	8,675	8,849	9,026	9,207	9,922
PSYCHOLOGIST II	7,814	8,205	8,615	9,046	9,377	9,565	9,756	9,951	10,150	10,940
SOCIAL WORK/COUNSELOR I	5,553	5,831	6,123	6,429	6,664	6,797	6,933	7,072	7,213	7,774
SOCIAL WORK/COUNSELOR II	6,122	6,428	6,749	7,086	7,347	7,494	7,644	7,797	7,953	8,572
SOCIAL WORK/COUNSELOR III	6,750	7,088	7,442	7,814	8,100	8,262	8,427	8,596	8,768	9,450
SOCIAL WORK/COUNSELOR IV	7,087	7,441	7,813	8,204	8,505	8,675	8,849	9,026	9,207	9,922
THERAPIST I	5,288	5,552	5,830	6,122	6,347	6,474	6,603	6,735	6,870	7,405
THERAPIST II	6,122	6,428	6,749	7,086	7,347	7,494	7,644	7,797	7,953	8,572
THERAPIST III	6,750	7,088	7,442	7,814	8,100	8,262	8,427	8,596	8,768	9,450
THERAPIST IV	7,442	7,814	8,205	8,615	8,930	9,109	9,291	9,477	9,667	10,418
THERAPY ASSISTANT I	3,758	3,946	4,143	4,350	4,510	4,600	4,692	4,786	4,882	5,262
THERAPY ASSISTANT II	4,144	4,351	4,569	4,797	4,973	5,072	5,173	5,276	5,382	5,801
THERAPY ASSISTANT III	4,568	4,796	5,036	5,288	5,483	5,593	5,705	5,819	5,935	6,396
THERAPY ASSISTANT IV	5,037	5,289	5,553	5,831	6,044	6,165	6,288	6,414	6,542	7,051
VETERINARIAN I	7,814	8,205	8,615	9,046	9,377	9,565	9,756	9,951	10,150	10,940
VETERINARIAN II	8,615	9,046	9,498	9,973	10,338	10,545	10,756	10,971	11,190	12,060
VETERINARIAN III	9,045	9,497	9,972	10,471	10,855	11,072	11,293	11,519	11,749	12,664
VETERINARY TECHNOLOGY I	3,409	3,579	3,758	3,946	4,091	4,173	4,256	4,341	4,428	4,773
VETERINARY TECHNOLOGY II	3,758	3,946	4,143	4,350	4,510	4,600	4,692	4,786	4,882	5,262
VETERINARY TECHNOLOGY III	4,144	4,351	4,569	4,797	4,973	5,072	5,173	5,276	5,382	5,801
VETERINARY TECHNOLOGY IV	4,568	4,796	5,036	5,288	5,483	5,593	5,705	5,819	5,935	6,396
BARBER/COSMETOLOGIST	2,952	3,100	3,255	3,418	3,543	3,614	3,686	3,760	3,835	4,133
CORRECTL INDUS SUPV I	4,154	4,362	4,580	4,809	4,985	5,085	5,187	5,291	5,397	5,816
CORRECTL INDUS SUPV II	4,809	5,049	5,301	5,566	5,771	5,886	6,004	6,124	6,246	6,733
CORRECTL INDUS SUPV III	6,445	6,767	7,105	7,460	7,734	7,889	8,047	8,208	8,372	9,023
CUSTODIAN I	3,255	3,418	3,589	3,768	3,906	3,984	4,064	4,145	4,228	4,558
CUSTODIAN II	3,418	3,589	3,768	3,956	4,101	4,183	4,267	4,352	4,439	4,785
CUSTODIAN III	4,154	4,362	4,580	4,809	4,985	5,085	5,187	5,291	5,397	5,816
CUSTODIAN IV	4,809	5,049	5,301	5,566	5,771	5,886	6,004	6,124	6,246	6,733
DINING SERVICES I	3,255	3,418	3,589	3,768	3,906	3,984	4,064	4,145	4,228	4,558
DINING SERVICES II	3,418	3,589	3,768	3,956	4,101	4,183	4,267	4,352	4,439	4,785
DINING SERVICES III	3,589	3,768	3,956	4,154	4,306	4,392	4,480	4,570	4,661	5,024
DINING SERVICES IV	3,768	3,956	4,154	4,362	4,522	4,612	4,704	4,798	4,894	5,276
DINING SERVICES V	4,362	4,580	4,809	5,049	5,234	5,339	5,446	5,555	5,666	6,107
ELECTRICAL TRADES I	4,154	4,362	4,580	4,809	4,985	5,085	5,187	5,291	5,397	5,816
ELECTRICAL TRADES II	5,050	5,303	5,568	5,846	6,059	6,180	6,304	6,430	6,559	7,070
ELECTRICAL TRADES III	5,845	6,137	6,444	6,766	7,015	7,155	7,298	7,444	7,593	8,184
ENGR/PHYS SCI ASST I	2,952	3,100	3,255	3,418	3,543	3,614	3,686	3,760	3,835	4,133
ENGR/PHYS SCI ASST II	3,255	3,418	3,589	3,768	3,906	3,984	4,064	4,145	4,228	4,558
ENGR/PHYS SCI ASST III	3,956	4,154	4,362	4,580	4,748	4,843	4,940	5,039	5,140	5,539
EQUIPMENT MECHANIC I	3,956	4,154	4,362	4,580	4,748	4,843	4,940	5,039	5,140	5,539
EQUIPMENT MECHANIC II	4,154	4,362	4,580	4,809	4,985	5,085	5,187	5,291	5,397	5,816
EQUIPMENT MECHANIC III	4,809	5,049	5,301	5,566	5,771	5,886	6,004	6,124	6,246	6,733
EQUIPMENT MECHANIC IV	5,050	5,303	5,568	5,846	6,059	6,180	6,304	6,430	6,559	7,070
EQUIPMENT OPERATOR I	3,100	3,255	3,418	3,589	3,720	3,794	3,870	3,947	4,026	4,340
EQUIPMENT OPERATOR II	3,768	3,956	4,154	4,362	4,522	4,612	4,704	4,798	4,894	5,276
EQUIPMENT OPERATOR III	4,580	4,809	5,049	5,301	5,496	5,606	5,718	5,832	5,949	6,413
EQUIPMENT OPERATOR IV	4,809	5,049	5,301	5,566	5,771	5,886	6,004	6,124	6,246	6,733

STEP PAY PLAN SALARY RANGES AND STEPS										
CLASSIFICATION	NEW MIN	YEAR 3 5%	YEAR 5 5%	YEAR 8 5%	YEAR 10 MIDPOINT	YEAR 12 2%	YEAR 15 2%	YEAR 20 2%	YEAR 25 2%	NEW MAX
GENERAL LABOR I	3,255	3,418	3,589	3,768	3,906	3,984	4,064	4,145	4,228	4,558
GENERAL LABOR II	3,418	3,589	3,768	3,956	4,101	4,183	4,267	4,352	4,439	4,785
GENERAL LABOR III	3,589	3,768	3,956	4,154	4,306	4,392	4,480	4,570	4,661	5,024
GROUND & NURSERY I	3,589	3,768	3,956	4,154	4,306	4,392	4,480	4,570	4,661	5,024
GROUND & NURSERY II	3,768	3,956	4,154	4,362	4,522	4,612	4,704	4,798	4,894	5,276
GROUND & NURSERY III	4,809	5,049	5,301	5,566	5,771	5,886	6,004	6,124	6,246	6,733
INSPECTOR I	4,362	4,580	4,809	5,049	5,234	5,339	5,446	5,555	5,666	6,107
INSPECTOR II	5,050	5,303	5,568	5,846	6,059	6,180	6,304	6,430	6,559	7,070
INSPECTOR III	5,567	5,845	6,137	6,444	6,681	6,815	6,951	7,090	7,232	7,794
LTC OPERATIONS I	5,845	6,137	6,444	6,766	7,015	7,155	7,298	7,444	7,593	8,184
LTC OPERATIONS II	7,460	7,833	8,225	8,636	8,953	9,132	9,315	9,501	9,691	10,445
LTC TRAINEE I	2,812	2,953	3,101	3,256	3,374	3,441	3,510	3,580	3,652	3,937
LTC TRAINEE II	2,952	3,100	3,255	3,418	3,543	3,614	3,686	3,760	3,835	4,133
LTC TRAINEE III	3,100	3,255	3,418	3,589	3,720	3,794	3,870	3,947	4,026	4,340
LTC TRAINEE IV	3,255	3,418	3,589	3,768	3,906	3,984	4,064	4,145	4,228	4,558
LTC TRAINEE V	3,418	3,589	3,768	3,956	4,101	4,183	4,267	4,352	4,439	4,785
LTC TRAINEE VII	3,768	3,956	4,154	4,362	4,522	4,612	4,704	4,798	4,894	5,276
MACHINING TRADES I	4,154	4,362	4,580	4,809	4,985	5,085	5,187	5,291	5,397	5,816
MACHINING TRADES II	4,362	4,580	4,809	5,049	5,234	5,339	5,446	5,555	5,666	6,107
MACHINING TRADES III	4,809	5,049	5,301	5,566	5,771	5,886	6,004	6,124	6,246	6,733
MACHINING TRADES IV	5,567	5,845	6,137	6,444	6,681	6,815	6,951	7,090	7,232	7,794
MATERIALS HANDLER I	3,418	3,589	3,768	3,956	4,101	4,183	4,267	4,352	4,439	4,785
MATERIALS HANDLER II	3,768	3,956	4,154	4,362	4,522	4,612	4,704	4,798	4,894	5,276
MATERIALS HANDLER III	4,362	4,580	4,809	5,049	5,234	5,339	5,446	5,555	5,666	6,107
MATERIALS SUPERVISOR	4,809	5,049	5,301	5,566	5,771	5,886	6,004	6,124	6,246	6,733
PIPE/MECH TRADES I	4,154	4,362	4,580	4,809	4,985	5,085	5,187	5,291	5,397	5,816
PIPE/MECH TRADES II	4,809	5,049	5,301	5,566	5,771	5,886	6,004	6,124	6,246	6,733
PIPE/MECH TRADES III	5,567	5,845	6,137	6,444	6,681	6,815	6,951	7,090	7,232	7,794
PRODUCTION I	2,812	2,953	3,101	3,256	3,374	3,441	3,510	3,580	3,652	3,937
PRODUCTION II	3,100	3,255	3,418	3,589	3,720	3,794	3,870	3,947	4,026	4,340
PRODUCTION III	3,255	3,418	3,589	3,768	3,906	3,984	4,064	4,145	4,228	4,558
PRODUCTION IV	3,768	3,956	4,154	4,362	4,522	4,612	4,704	4,798	4,894	5,276
PRODUCTION V	4,809	5,049	5,301	5,566	5,771	5,886	6,004	6,124	6,246	6,733
PROJECT PLANNER I	5,567	5,845	6,137	6,444	6,681	6,815	6,951	7,090	7,232	7,794
PROJECT PLANNER II	6,445	6,767	7,105	7,460	7,734	7,889	8,047	8,208	8,372	9,023
SCHEDULER	3,589	3,768	3,956	4,154	4,306	4,392	4,480	4,570	4,661	5,024
SECURITY I	2,952	3,100	3,255	3,418	3,543	3,614	3,686	3,760	3,835	4,133
SECURITY II	3,418	3,589	3,768	3,956	4,101	4,183	4,267	4,352	4,439	4,785
SECURITY III	3,768	3,956	4,154	4,362	4,522	4,612	4,704	4,798	4,894	5,276
STRUCTURAL TRADES I	3,589	3,768	3,956	4,154	4,306	4,392	4,480	4,570	4,661	5,024
STRUCTURAL TRADES II	4,154	4,362	4,580	4,809	4,985	5,085	5,187	5,291	5,397	5,816
STRUCTURAL TRADES III	4,809	5,049	5,301	5,566	5,771	5,886	6,004	6,124	6,246	6,733
TRANSPORTATION MTC I	4,362	4,580	4,809	5,049	5,234	5,339	5,446	5,555	5,666	6,107
TRANSPORTATION MTC II	4,809	5,049	5,301	5,566	5,771	5,886	6,004	6,124	6,246	6,733
TRANSPORTATION MTC III	5,050	5,303	5,568	5,846	6,059	6,180	6,304	6,430	6,559	7,070
UTILITY PLANT OPER I	4,809	5,049	5,301	5,566	5,771	5,886	6,004	6,124	6,246	6,733
UTILITY PLANT OPER II	5,567	5,845	6,137	6,444	6,681	6,815	6,951	7,090	7,232	7,794
ADMIN ASSISTANT I	3,100	3,255	3,418	3,589	3,720	3,794	3,870	3,947	4,026	4,340
ADMIN ASSISTANT II	3,255	3,418	3,589	3,768	3,906	3,984	4,064	4,145	4,228	4,558
ADMIN ASSISTANT III	4,154	4,362	4,580	4,809	4,985	5,085	5,187	5,291	5,397	5,816
ADMIN ASSISTANT INT	2,812	2,953	3,101	3,256	3,374	3,441	3,510	3,580	3,652	3,937
COLLECTIONS REP I	3,100	3,255	3,418	3,589	3,720	3,794	3,870	3,947	4,026	4,340
COLLECTIONS REP II	3,589	3,768	3,956	4,154	4,306	4,392	4,480	4,570	4,661	5,024
COLLECTIONS REP III	5,050	5,303	5,568	5,846	6,059	6,180	6,304	6,430	6,559	7,070
COMPUTER OPER SUPV I	5,050	5,303	5,568	5,846	6,059	6,180	6,304	6,430	6,559	7,070
COMPUTER OPER SUPV II	6,138	6,445	6,767	7,105	7,366	7,513	7,663	7,816	7,972	8,593
COMPUTER OPERATOR I	3,100	3,255	3,418	3,589	3,720	3,794	3,870	3,947	4,026	4,340

STEP PAY PLAN SALARY RANGES AND STEPS										
CLASSIFICATION	NEW MIN	YEAR 3 5%	YEAR 5 5%	YEAR 8 5%	YEAR 10 MIDPOINT	YEAR 12 2%	YEAR 15 2%	YEAR 20 2%	YEAR 25 2%	NEW MAX
COMPUTER OPERATOR II	3,768	3,956	4,154	4,362	4,522	4,612	4,704	4,798	4,894	5,276
COMPUTER OPERATOR INTERN	2,953	3,101	3,256	3,419	3,543	3,614	3,686	3,760	3,835	4,133
COMPUTER PROD COORD I	3,100	3,255	3,418	3,589	3,720	3,794	3,870	3,947	4,026	4,340
COMPUTER PROD COORD INT	2,953	3,101	3,256	3,419	3,543	3,614	3,686	3,760	3,835	4,133
DATA ENTRY INTERN	2,953	3,101	3,256	3,419	3,543	3,614	3,686	3,760	3,835	4,133
DATA ENTRY OPERATOR I	3,418	3,589	3,768	3,956	4,101	4,183	4,267	4,352	4,439	4,785
DATA ENTRY OPERATOR II	3,589	3,768	3,956	4,154	4,306	4,392	4,480	4,570	4,661	5,024
DATA SPECIALIST	3,418	3,589	3,768	3,956	4,101	4,183	4,267	4,352	4,439	4,785
DATA SUPERVISOR	3,956	4,154	4,362	4,580	4,748	4,843	4,940	5,039	5,140	5,539
DRIVER'S LIC EXAM I	3,418	3,589	3,768	3,956	4,101	4,183	4,267	4,352	4,439	4,785
DRIVER'S LIC EXAM II	3,589	3,768	3,956	4,154	4,306	4,392	4,480	4,570	4,661	5,024
DRIVER'S LIC EXAM III	3,956	4,154	4,362	4,580	4,748	4,843	4,940	5,039	5,140	5,539
DRIVER'S LIC EXAM IV	4,809	5,049	5,301	5,566	5,771	5,886	6,004	6,124	6,246	6,733
DRIVER'S LIC EXAM V	5,567	5,845	6,137	6,444	6,681	6,815	6,951	7,090	7,232	7,794
HEARINGS REPORTER	5,050	5,303	5,568	5,846	6,059	6,180	6,304	6,430	6,559	7,070
LIBRARY TECHNICIAN I	3,100	3,255	3,418	3,589	3,720	3,794	3,870	3,947	4,026	4,340
LIBRARY TECHNICIAN II	3,255	3,418	3,589	3,768	3,906	3,984	4,064	4,145	4,228	4,558
LIBRARY TECHNICIAN III	3,589	3,768	3,956	4,154	4,306	4,392	4,480	4,570	4,661	5,024
MEDICAL RECORDS TECH I	3,100	3,255	3,418	3,589	3,720	3,794	3,870	3,947	4,026	4,340
MEDICAL RECORDS TECH II	4,362	4,580	4,809	5,049	5,234	5,339	5,446	5,555	5,666	6,107
MEDICAL RECORDS TECH III	4,809	5,049	5,301	5,566	5,771	5,886	6,004	6,124	6,246	6,733
MUSEUM GUIDE	2,953	3,101	3,256	3,419	3,543	3,614	3,686	3,760	3,835	4,133
OFFICE MANAGER I	4,580	4,809	5,049	5,301	5,496	5,606	5,718	5,832	5,949	6,413
OFFICE MANAGER II	5,050	5,303	5,568	5,846	6,059	6,180	6,304	6,430	6,559	7,070
POLICE COMMUNICATION SUPV	5,567	5,845	6,137	6,444	6,681	6,815	6,951	7,090	7,232	7,794
POLICE COMMUNICATION TECH	4,809	5,049	5,301	5,566	5,771	5,886	6,004	6,124	6,246	6,733
SALES ASSISTANT I	2,812	2,953	3,101	3,256	3,374	3,441	3,510	3,580	3,652	3,937
SALES ASSISTANT II	2,953	3,101	3,256	3,419	3,543	3,614	3,686	3,760	3,835	4,133
SALES ASSISTANT III	3,255	3,418	3,589	3,768	3,906	3,984	4,064	4,145	4,228	4,558
SERVICE DISPATCHER	3,255	3,418	3,589	3,768	3,906	3,984	4,064	4,145	4,228	4,558
STATE SERVICE TRAINEE I	2,812	2,953	3,101	3,256	3,374	3,441	3,510	3,580	3,652	3,937
STATE SERVICE TRAINEE II	2,953	3,101	3,256	3,419	3,543	3,614	3,686	3,760	3,835	4,133
STATE SERVICE TRAINEE III	3,100	3,255	3,418	3,589	3,720	3,794	3,870	3,947	4,026	4,340
STATE SERVICE TRAINEE IV	3,255	3,418	3,589	3,768	3,906	3,984	4,064	4,145	4,228	4,558
STATE SERVICE TRAINEE V	3,418	3,589	3,768	3,956	4,101	4,183	4,267	4,352	4,439	4,785
SYSTEMS MONITORING COORD I	4,362	4,580	4,809	5,049	5,234	5,339	5,446	5,555	5,666	6,107
SYSTEMS MONITORING COORD II	4,580	4,809	5,049	5,301	5,496	5,606	5,718	5,832	5,949	6,413
SYSTEMS MONITORING COORD III	5,567	5,845	6,137	6,444	6,681	6,815	6,951	7,090	7,232	7,794
SYSTEMS MONITORING INTERN	3,768	3,956	4,154	4,362	4,522	4,612	4,704	4,798	4,894	5,276
TELEPHONE OPERATOR I	2,812	2,953	3,101	3,256	3,374	3,441	3,510	3,580	3,652	3,937
TELEPHONE OPERATOR II	2,953	3,101	3,256	3,419	3,543	3,614	3,686	3,760	3,835	4,133
UNEMP INSURANCE TECH	3,956	4,154	4,362	4,580	4,748	4,843	4,940	5,039	5,140	5,539
UNEMP INSURANCE TECH INT	3,768	3,956	4,154	4,362	4,522	4,612	4,704	4,798	4,894	5,276
ACCOUNTANT I	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
ACCOUNTANT II	5,302	5,567	5,845	6,137	6,893	7,031	7,172	7,315	7,461	8,484
ACCOUNTANT III	6,767	7,105	7,460	7,833	8,797	8,973	9,152	9,335	9,522	10,827
ACCOUNTANT IV	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
ACCOUNTING TECHNICIAN I	3,255	3,418	3,589	3,768	4,231	4,316	4,402	4,490	4,580	5,209
ACCOUNTING TECHNICIAN II	3,589	3,768	3,956	4,154	4,666	4,759	4,854	4,951	5,050	5,742
ACCOUNTING TECHNICIAN III	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
ACCOUNTING TECHNICIAN IV	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
ADMIN LAW JUDGE I	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
ADMIN LAW JUDGE II	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
ADMIN LAW JUDGE III	8,637	9,069	9,522	9,998	11,228	11,453	11,682	11,916	12,154	13,820
ADMINISTRATOR I	3,956	4,154	4,362	4,580	5,144	5,247	5,352	5,459	5,568	6,330
ADMINISTRATOR II	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648

STEP PAY PLAN SALARY RANGES AND STEPS										
CLASSIFICATION	NEW MIN	YEAR 3 5%	YEAR 5 5%	YEAR 8 5%	YEAR 10 MIDPOINT	YEAR 12 2%	YEAR 15 2%	YEAR 20 2%	YEAR 25 2%	NEW MAX
ADMINISTRATOR III	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
ADMINISTRATOR IV	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
ADMINISTRATOR V	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
AIR TRAFFIC CONTRL I	6,138	6,445	6,767	7,105	7,979	8,139	8,302	8,468	8,637	9,821
AIR TRAFFIC CONTRL II	6,767	7,105	7,460	7,833	8,797	8,973	9,152	9,335	9,522	10,827
AIR TRAFFIC CONTRL III	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
AIRCRAFT PILOT	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
ANALYST I	3,956	4,154	4,362	4,580	5,144	5,247	5,352	5,459	5,568	6,330
ANALYST II	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
ANALYST III	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
ANALYST IV	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
ANALYST V	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
ANALYST VI	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
ANALYST VII	8,637	9,069	9,522	9,998	11,228	11,453	11,682	11,916	12,154	13,820
APPRAISER I	5,302	5,567	5,845	6,137	6,893	7,031	7,172	7,315	7,461	8,484
APPRAISER II	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
APPRAISER III	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
ARCHIVIST I	3,768	3,956	4,154	4,362	4,899	4,997	5,097	5,199	5,303	6,030
ARCHIVIST II	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
ARTS PROFESSIONAL I	3,589	3,768	3,956	4,154	4,666	4,759	4,854	4,951	5,050	5,742
ARTS PROFESSIONAL II	4,362	4,580	4,809	5,049	5,671	5,784	5,900	6,018	6,138	6,979
ARTS PROFESSIONAL III	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
ARTS PROFESSIONAL IV	5,567	5,845	6,137	6,444	7,238	7,383	7,531	7,682	7,836	8,908
ARTS TECHNICIAN I	2,812	2,953	3,101	3,256	3,655	3,728	3,803	3,879	3,957	4,499
ARTS TECHNICIAN II	3,100	3,255	3,418	3,589	4,030	4,111	4,193	4,277	4,363	4,960
AUDIT INTERN	3,768	3,956	4,154	4,362	4,899	4,997	5,097	5,199	5,303	6,030
AUDITOR I	4,580	4,809	5,049	5,301	5,954	6,073	6,194	6,318	6,444	7,328
AUDITOR II	5,302	5,567	5,845	6,137	6,893	7,031	7,172	7,315	7,461	8,484
AUDITOR III	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
AUDITOR IV	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
AUDITOR V	8,637	9,069	9,522	9,998	11,228	11,453	11,682	11,916	12,154	13,820
BUDGET & POLICY ANLST III	6,767	7,105	7,460	7,833	8,797	8,973	9,152	9,335	9,522	10,827
BUDGET & POLICY ANLST IV	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
BUDGET & POLICY ANLST V	8,637	9,069	9,522	9,998	11,228	11,453	11,682	11,916	12,154	13,820
BUDGET ANALYST I	5,050	5,303	5,568	5,846	6,565	6,696	6,830	6,967	7,106	8,080
BUDGET ANALYST II	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
BUSINESS APPLICATION SUPPORT INTERN	3,589	3,768	3,956	4,154	4,666	4,759	4,854	4,951	5,050	5,742
BUSINESS APPLICATION SUPPORT SPECIALIST I	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
BUSINESS APPLICATION SUPPORT SPECIALIST II	4,362	4,580	4,809	5,049	5,671	5,784	5,900	6,018	6,138	6,979
BUSINESS APPLICATION SUPPORT SPECIALIST III	5,567	5,845	6,137	6,444	7,238	7,383	7,531	7,682	7,836	8,908
CHAPLAIN I	5,567	5,845	6,137	6,444	7,238	7,383	7,531	7,682	7,836	8,908
CHAPLAIN II	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
CHILD CARE AIDE	2,812	2,953	3,101	3,256	3,655	3,728	3,803	3,879	3,957	4,499
COMMUNITY & ECON DEVT I	3,956	4,154	4,362	4,580	5,144	5,247	5,352	5,459	5,568	6,330
COMMUNITY & ECON DEVT II	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
COMMUNITY & ECON DEVT III	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
COMMUNITY & ECON DEVT IV	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
COMMUNITY & ECON DEVT V	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
COMMUNITY & ECON DEVT VI	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
COMMUNITY PROG SPEC I	3,956	4,154	4,362	4,580	5,144	5,247	5,352	5,459	5,568	6,330
COMMUNITY PROG SPEC II	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
COMMUNITY PROG SPEC III	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
COMMUNITY PROG SPEC IV	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353

STEP PAY PLAN SALARY RANGES AND STEPS										
CLASSIFICATION	NEW MIN	YEAR 3 5%	YEAR 5 5%	YEAR 8 5%	YEAR 10 MIDPOINT	YEAR 12 2%	YEAR 15 2%	YEAR 20 2%	YEAR 25 2%	NEW MAX
COMMUNITY PROG SPEC V	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
COMMUNITY PROG SPEC VI	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
COMP INSURANCE INTERN	3,768	3,956	4,154	4,362	4,899	4,997	5,097	5,199	5,303	6,030
COMP INSURANCE SPEC I	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
COMP INSURANCE SPEC II	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
COMP INSURANCE SPEC III	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
COMP INSURANCE SPEC IV	6,767	7,105	7,460	7,833	8,797	8,973	9,152	9,335	9,522	10,827
COMP INSURANCE SPEC V	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
COMP INSURANCE SPEC VI	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
COMPL INVESTIGATOR I	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
COMPL INVESTIGATOR II	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
COMPL INVESTIGATOR III	6,767	7,105	7,460	7,833	8,797	8,973	9,152	9,335	9,522	10,827
COMPL INVESTIGATOR INT	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
COMPLIANCE SPECIALIST I	3,956	4,154	4,362	4,580	5,144	5,247	5,352	5,459	5,568	6,330
COMPLIANCE SPECIALIST II	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
COMPLIANCE SPECIALIST III	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
COMPLIANCE SPECIALIST IV	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
COMPLIANCE SPECIALIST V	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
COMPLIANCE SPECIALIST VI	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
COMPUTER OPERATIONS MGR	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
CONTRACT ADMINISTRATOR I	3,956	4,154	4,362	4,580	5,144	5,247	5,352	5,459	5,568	6,330
CONTRACT ADMINISTRATOR II	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
CONTRACT ADMINISTRATOR III	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
CONTRACT ADMINISTRATOR IV	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
CONTRACT ADMINISTRATOR V	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
CONTRACT ADMINISTRATOR VI	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
CONTROLLER I	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
CONTROLLER II	8,637	9,069	9,522	9,998	11,228	11,453	11,682	11,916	12,154	13,820
CONTROLLER III	9,068	9,521	9,997	10,497	11,789	12,025	12,266	12,511	12,761	14,511
CORRL ACCOUNT SALES REP	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
DATA MANAGEMENT I	3,956	4,154	4,362	4,580	5,144	5,247	5,352	5,459	5,568	6,330
DATA MANAGEMENT II	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
DATA MANAGEMENT III	5,050	5,303	5,568	5,846	6,565	6,696	6,830	6,967	7,106	8,080
DATA MANAGEMENT IV	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
DATA MANAGEMENT V	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
DATA MANAGEMENT VI	8,637	9,069	9,522	9,998	11,228	11,453	11,682	11,916	12,154	13,820
EARLY CHILDHOOD EDUC I	2,812	2,953	3,101	3,256	3,655	3,728	3,803	3,879	3,957	4,499
EARLY CHILDHOOD EDUC II	2,952	3,100	3,255	3,418	3,838	3,915	3,993	4,073	4,154	4,725
ECONOMIST I	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
ECONOMIST II	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
ECONOMIST III	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
ECONOMIST IV	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
ECONOMIST V	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
ELECTIONS SPECIALIST I	3,956	4,154	4,362	4,580	5,144	5,247	5,352	5,459	5,568	6,330
ELECTIONS SPECIALIST II	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
ELECTIONS SPECIALIST III	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
ELECTIONS SPECIALIST IV	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
ELECTIONS SPECIALIST V	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
ELECTIONS SPECIALIST VI	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
EMER PREP & COMM SPEC I	3,956	4,154	4,362	4,580	5,144	5,247	5,352	5,459	5,568	6,330
EMER PREP & COMM SPEC II	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
EMER PREP & COMM SPEC III	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
EMER PREP & COMM SPEC IV	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
EMER PREP & COMM SPEC V	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
EMER PREP & COMM SPEC VI	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
FIN/CREDIT EXAMINER I	5,050	5,303	5,568	5,846	6,565	6,696	6,830	6,967	7,106	8,080
FIN/CREDIT EXAMINER II	5,567	5,845	6,137	6,444	7,238	7,383	7,531	7,682	7,836	8,908

STEP PAY PLAN SALARY RANGES AND STEPS										
CLASSIFICATION	NEW MIN	YEAR 3 5%	YEAR 5 5%	YEAR 8 5%	YEAR 10 MIDPOINT	YEAR 12 2%	YEAR 15 2%	YEAR 20 2%	YEAR 25 2%	NEW MAX
FIN/CREDIT EXAMINER III	6,138	6,445	6,767	7,105	7,979	8,139	8,302	8,468	8,637	9,821
FIN/CREDIT EXAMINER INT	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
FIN/CREDIT EXAMINER IV	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
FIN/CREDIT EXAMINER V	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
FINGERPRINT EXAMINER I	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
FINGERPRINT EXAMINER II	5,050	5,303	5,568	5,846	6,565	6,696	6,830	6,967	7,106	8,080
FINGERPRINT EXAMINER III	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
FINGERPRINT EXAMINER INT	3,768	3,956	4,154	4,362	4,899	4,997	5,097	5,199	5,303	6,030
FOOD SERV MGR I	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
FOOD SERV MGR II	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
FOOD SERV MGR III	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
FOOD SERV MGR IV	6,767	7,105	7,460	7,833	8,797	8,973	9,152	9,335	9,522	10,827
GRANTS SPECIALIST I	3,956	4,154	4,362	4,580	5,144	5,247	5,352	5,459	5,568	6,330
GRANTS SPECIALIST II	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
GRANTS SPECIALIST III	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
GRANTS SPECIALIST IV	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
GRANTS SPECIALIST V	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
GRANTS SPECIALIST VI	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
HEARINGS OFFICER I	4,362	4,580	4,809	5,049	5,671	5,784	5,900	6,018	6,138	6,979
HEARINGS OFFICER II	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
HEARINGS OFFICER III	6,767	7,105	7,460	7,833	8,797	8,973	9,152	9,335	9,522	10,827
HUMAN RESOURCES SPEC I	3,956	4,154	4,362	4,580	5,144	5,247	5,352	5,459	5,568	6,330
HUMAN RESOURCES SPEC II	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
HUMAN RESOURCES SPEC III	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
HUMAN RESOURCES SPEC IV	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
HUMAN RESOURCES SPEC V	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
HUMAN RESOURCES SPEC VI	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
HUMAN RESOURCES SPEC VII	8,637	9,069	9,522	9,998	11,228	11,453	11,682	11,916	12,154	13,820
INVESTMENT OFFICER I	6,138	6,445	6,767	7,105	7,979	8,139	8,302	8,468	8,637	9,821
INVESTMENT OFFICER II	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
INVESTMENT OFFICER III	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
LABOR/EMPLOYMENT SPEC I	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
LABOR/EMPLOYMENT SPEC II	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
LABOR/EMPLOYMENT SPEC III	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
LABOR/EMPLOYMENT SPEC INT	3,768	3,956	4,154	4,362	4,899	4,997	5,097	5,199	5,303	6,030
LABOR/EMPLOYMENT SPEC IV	6,138	6,445	6,767	7,105	7,979	8,139	8,302	8,468	8,637	9,821
LABOR/EMPLOYMENT SPEC V	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
LEGAL ASSISTANT I	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
LEGAL ASSISTANT II	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
LIAISON I	3,956	4,154	4,362	4,580	5,144	5,247	5,352	5,459	5,568	6,330
LIAISON II	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
LIAISON III	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
LIAISON IV	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
LIAISON V	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
LIAISON VI	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
LIBRARIAN I	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
LIBRARIAN II	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
LIBRARIAN III	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
LIF/SOC SCI RSRCH/SCI I	3,956	4,154	4,362	4,580	5,144	5,247	5,352	5,459	5,568	6,330
LIF/SOC SCI RSRCH/SCI II	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
LIF/SOC SCI RSRCH/SCI III	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
LIF/SOC SCI RSRCH/SCI IV	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
LIF/SOC SCI RSRCH/SCI V	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
LIF/SOC SCI RSRCH/SCI VI	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
MANAGEMENT	8,637	9,069	9,522	9,998	11,228	11,453	11,682	11,916	12,154	13,820
MEDIA SPECIALIST I	3,100	3,255	3,418	3,589	4,030	4,111	4,193	4,277	4,363	4,960
MEDIA SPECIALIST II	3,255	3,418	3,589	3,768	4,231	4,316	4,402	4,490	4,580	5,209

STEP PAY PLAN SALARY RANGES AND STEPS										
CLASSIFICATION	NEW MIN	YEAR 3 5%	YEAR 5 5%	YEAR 8 5%	YEAR 10 MIDPOINT	YEAR 12 2%	YEAR 15 2%	YEAR 20 2%	YEAR 25 2%	NEW MAX
MEDIA SPECIALIST III	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
MEDIA SPECIALIST INTERN	2,812	2,953	3,101	3,256	3,655	3,728	3,803	3,879	3,957	4,499
MEDIA SPECIALIST IV	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
MEDIA SPECIALIST V	5,050	5,303	5,568	5,846	6,565	6,696	6,830	6,967	7,106	8,080
MKTG & COMM SPEC I	3,956	4,154	4,362	4,580	5,144	5,247	5,352	5,459	5,568	6,330
MKTG & COMM SPEC II	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
MKTG & COMM SPEC III	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
MKTG & COMM SPEC IV	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
MKTG & COMM SPEC V	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
MKTG & COMM SPEC VI	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
PARK MANAGER I	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
PARK MANAGER II	5,050	5,303	5,568	5,846	6,565	6,696	6,830	6,967	7,106	8,080
PARK MANAGER III	5,302	5,567	5,845	6,137	6,893	7,031	7,172	7,315	7,461	8,484
PARK MANAGER IV	5,567	5,845	6,137	6,444	7,238	7,383	7,531	7,682	7,836	8,908
PARK MANAGER V	6,767	7,105	7,460	7,833	8,797	8,973	9,152	9,335	9,522	10,827
PARK MANAGER VI	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
PLANNING SPECIALIST I	3,768	3,956	4,154	4,362	4,899	4,997	5,097	5,199	5,303	6,030
PLANNING SPECIALIST II	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
PLANNING SPECIALIST III	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
PLANNING SPECIALIST IV	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
PLANNING SPECIALIST V	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
PLANNING SPECIALIST VI	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
POLICY ADVISOR I	3,956	4,154	4,362	4,580	5,144	5,247	5,352	5,459	5,568	6,330
POLICY ADVISOR II	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
POLICY ADVISOR III	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
POLICY ADVISOR IV	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
POLICY ADVISOR V	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
POLICY ADVISOR VI	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
POLICY ADVISOR VII	8,637	9,069	9,522	9,998	11,228	11,453	11,682	11,916	12,154	13,820
PORT OF ENTRY I	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
PORT OF ENTRY II	5,302	5,567	5,845	6,137	6,893	7,031	7,172	7,315	7,461	8,484
PORT OF ENTRY III	6,445	6,767	7,105	7,460	8,378	8,546	8,717	8,891	9,069	10,312
PORT OF ENTRY INTERN	4,362	4,580	4,809	5,049	5,671	5,784	5,900	6,018	6,138	6,979
PROGRAM ASSISTANT I	4,362	4,580	4,809	5,049	5,671	5,784	5,900	6,018	6,138	6,979
PROGRAM ASSISTANT II	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
PROGRAM COORDINATOR	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
PROGRAM MANAGEMENT I	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
PROGRAM MANAGEMENT II	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
PROGRAM MANAGEMENT III	8,637	9,069	9,522	9,998	11,228	11,453	11,682	11,916	12,154	13,820
PROJECT COORDINATOR	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
PROJECT MANAGER I	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
PROJECT MANAGER II	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
PROJECT MANAGER III	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
PROPERTY TAX SPEC I	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
PROPERTY TAX SPEC II	5,050	5,303	5,568	5,846	6,565	6,696	6,830	6,967	7,106	8,080
PROPERTY TAX SPEC III	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
PROPERTY TAX SPEC INTERN	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
PROPERTY TAX SPEC IV	6,767	7,105	7,460	7,833	8,797	8,973	9,152	9,335	9,522	10,827
PUB HLTH & CMTY OUT I	3,768	3,956	4,154	4,362	4,899	4,997	5,097	5,199	5,303	6,030
PUB HLTH & CMTY OUT II	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
PUB HLTH & CMTY OUT III	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
PUB HLTH & CMTY OUT IV	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
PUB HLTH & CMTY OUT V	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
PUB HLTH & CMTY OUT VI	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
PURCHASING AGENT I	3,768	3,956	4,154	4,362	4,899	4,997	5,097	5,199	5,303	6,030
PURCHASING AGENT II	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
PURCHASING AGENT III	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695

STEP PAY PLAN SALARY RANGES AND STEPS										
CLASSIFICATION	NEW MIN	YEAR 3 5%	YEAR 5 5%	YEAR 8 5%	YEAR 10 MIDPOINT	YEAR 12 2%	YEAR 15 2%	YEAR 20 2%	YEAR 25 2%	NEW MAX
PURCHASING AGENT IV	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
PURCHASING AGENT V	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
PURCHASING AGENT VI	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
PURCHASING AGENT VII	8,637	9,069	9,522	9,998	11,228	11,453	11,682	11,916	12,154	13,820
RATE/FINANCIAL ANALYST I	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
RATE/FINANCIAL ANALYST II	5,567	5,845	6,137	6,444	7,238	7,383	7,531	7,682	7,836	8,908
RATE/FINANCIAL ANALYST III	6,138	6,445	6,767	7,105	7,979	8,139	8,302	8,468	8,637	9,821
RATE/FINANCIAL ANALYST INT	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
RATE/FINANCIAL ANALYST IV	6,767	7,105	7,460	7,833	8,797	8,973	9,152	9,335	9,522	10,827
RATE/FINANCIAL ANALYST V	8,637	9,069	9,522	9,998	11,228	11,453	11,682	11,916	12,154	13,820
REAL ESTATE SPEC I	3,768	3,956	4,154	4,362	4,899	4,997	5,097	5,199	5,303	6,030
REAL ESTATE SPEC II	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
REAL ESTATE SPEC III	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
REAL ESTATE SPEC IV	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
REAL ESTATE SPEC V	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
REAL ESTATE SPEC VI	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
RECORDS ADMINISTRATOR I	5,050	5,303	5,568	5,846	6,565	6,696	6,830	6,967	7,106	8,080
RECORDS ADMINISTRATOR II	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
REHABILITATION COUNS I	5,302	5,567	5,845	6,137	6,893	7,031	7,172	7,315	7,461	8,484
REHABILITATION COUNS II	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
REHABILITATION INTERN	4,580	4,809	5,049	5,301	5,954	6,073	6,194	6,318	6,444	7,328
REHABILITATION SUPV I	6,767	7,105	7,460	7,833	8,797	8,973	9,152	9,335	9,522	10,827
REHABILITATION SUPV II	7,105	7,460	7,833	8,225	9,237	9,422	9,610	9,802	9,998	11,369
RETAIL BUS ANALYST II	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
RETAIL BUS ANALYST III	4,580	4,809	5,049	5,301	5,954	6,073	6,194	6,318	6,444	7,328
RETAIL BUS ANALYST IV	5,050	5,303	5,568	5,846	6,565	6,696	6,830	6,967	7,106	8,080
RETAIL BUS REP	3,589	3,768	3,956	4,154	4,666	4,759	4,854	4,951	5,050	5,742
REVENUE AGENT I	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
REVENUE AGENT II	5,050	5,303	5,568	5,846	6,565	6,696	6,830	6,967	7,106	8,080
REVENUE AGENT III	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
REVENUE AGENT INTERN	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
REVENUE AGENT IV	6,767	7,105	7,460	7,833	8,797	8,973	9,152	9,335	9,522	10,827
SAFETY SPECIALIST I	3,768	3,956	4,154	4,362	4,899	4,997	5,097	5,199	5,303	6,030
SAFETY SPECIALIST II	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
SAFETY SPECIALIST III	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
SAFETY SPECIALIST IV	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
SAFETY SPECIALIST V	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
SALES MANAGER I	3,768	3,956	4,154	4,362	4,899	4,997	5,097	5,199	5,303	6,030
SALES MANAGER II	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
SALES MANAGER III	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
SCINT PRGMR/ANLST I	3,956	4,154	4,362	4,580	5,144	5,247	5,352	5,459	5,568	6,330
SCINT PRGMR/ANLST II	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
SCINT PRGMR/ANLST III	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
SCINT PRGMR/ANLST IV	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
SCINT PRGMR/ANLST V	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
SOC SERVICES SPEC I	3,956	4,154	4,362	4,580	5,144	5,247	5,352	5,459	5,568	6,330
SOC SERVICES SPEC II	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
SOC SERVICES SPEC III	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
SOC SERVICES SPEC IV	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
SOC SERVICES SPEC V	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
SOC SERVICES SPEC VI	8,226	8,637	9,069	9,522	10,693	10,907	11,125	11,348	11,575	13,161
STAFF ACCOMPANIST	3,768	3,956	4,154	4,362	4,899	4,997	5,097	5,199	5,303	6,030
STATE SERV PROF TRAIN I	3,255	3,418	3,589	3,768	4,231	4,316	4,402	4,490	4,580	5,209
STATE SERV PROF TRAIN II	3,589	3,768	3,956	4,154	4,666	4,759	4,854	4,951	5,050	5,742
STATE TEACHER AIDE	2,812	2,953	3,101	3,256	3,655	3,728	3,803	3,879	3,957	4,499
STATE TEACHER I	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
STATE TEACHER II	6,138	6,445	6,767	7,105	7,979	8,139	8,302	8,468	8,637	9,821

STEP PAY PLAN SALARY RANGES AND STEPS										
CLASSIFICATION	NEW MIN	YEAR 3 5%	YEAR 5 5%	YEAR 8 5%	YEAR 10 MIDPOINT	YEAR 12 2%	YEAR 15 2%	YEAR 20 2%	YEAR 25 2%	NEW MAX
STATE TEACHER III	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
STATE TEACHER IV	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
STORE MANAGER I	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
STUDENT SERVICES SPEC I	3,768	3,956	4,154	4,362	4,899	4,997	5,097	5,199	5,303	6,030
STUDENT SERVICES SPEC II	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
STUDENT SERVICES SPEC III	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
STUDENT SERVICES SPEC IV	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
STUDENT SERVICES SPEC V	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
STUDENT TRAINEE I	2,812	2,953	3,101	3,256	3,655	3,728	3,803	3,879	3,957	4,499
STUDENT TRAINEE II	3,255	3,418	3,589	3,768	4,231	4,316	4,402	4,490	4,580	5,209
STUDENT TRAINEE III	3,589	3,768	3,956	4,154	4,666	4,759	4,854	4,951	5,050	5,742
STUDENT TRAINEE IV	3,768	3,956	4,154	4,362	4,899	4,997	5,097	5,199	5,303	6,030
TAX COMPLIANCE AGENT I	5,050	5,303	5,568	5,846	6,565	6,696	6,830	6,967	7,106	8,080
TAX COMPLIANCE AGENT II	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
TAX COMPLIANCE AGENT III	6,767	7,105	7,460	7,833	8,797	8,973	9,152	9,335	9,522	10,827
TAX COMPLIANCE AGENT IN	4,362	4,580	4,809	5,049	5,671	5,784	5,900	6,018	6,138	6,979
TAX CONFEREE I	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
TAX CONFEREE II	7,834	8,226	8,637	9,069	10,184	10,388	10,596	10,808	11,024	12,535
TAX EXAMINER I	3,956	4,154	4,362	4,580	5,144	5,247	5,352	5,459	5,568	6,330
TAX EXAMINER II	4,362	4,580	4,809	5,049	5,671	5,784	5,900	6,018	6,138	6,979
TAX EXAMINER III	5,050	5,303	5,568	5,846	6,565	6,696	6,830	6,967	7,106	8,080
TAX EXAMINER IV	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
TAX EXAMINER V	6,445	6,767	7,105	7,460	8,378	8,546	8,717	8,891	9,069	10,312
TECHNICIAN I	3,418	3,589	3,768	3,956	4,443	4,532	4,623	4,715	4,809	5,468
TECHNICIAN II	3,589	3,768	3,956	4,154	4,666	4,759	4,854	4,951	5,050	5,742
TECHNICIAN III	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
TECHNICIAN IV	4,580	4,809	5,049	5,301	5,954	6,073	6,194	6,318	6,444	7,328
TECHNICIAN V	5,567	5,845	6,137	6,444	7,238	7,383	7,531	7,682	7,836	8,908
TRAINING SPECIALIST I	3,956	4,154	4,362	4,580	5,144	5,247	5,352	5,459	5,568	6,330
TRAINING SPECIALIST II	4,154	4,362	4,580	4,809	5,401	5,509	5,619	5,731	5,846	6,648
TRAINING SPECIALIST III	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
TRAINING SPECIALIST IV	5,845	6,137	6,444	6,766	7,599	7,751	7,906	8,064	8,225	9,353
TRAINING SPECIALIST V	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
WILDLIFE MANAGER I	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
WILDLIFE MANAGER II	5,050	5,303	5,568	5,846	6,565	6,696	6,830	6,967	7,106	8,080
WILDLIFE MANAGER III	5,302	5,567	5,845	6,137	6,893	7,031	7,172	7,315	7,461	8,484
WILDLIFE MANAGER IV	6,138	6,445	6,767	7,105	7,979	8,139	8,302	8,468	8,637	9,821
WILDLIFE MANAGER V	6,767	7,105	7,460	7,833	8,797	8,973	9,152	9,335	9,522	10,827
WILDLIFE MANAGER VI	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
YOUTH SERV ADMIN	7,460	7,833	8,225	8,636	9,700	9,894	10,092	10,294	10,500	11,938
YOUTH SERV COUNSELOR I	4,809	5,049	5,301	5,566	6,252	6,377	6,505	6,635	6,768	7,695
YOUTH SERV COUNSELOR II	5,567	5,845	6,137	6,444	7,238	7,383	7,531	7,682	7,836	8,908
YOUTH SERV COUNSELOR III	6,445	6,767	7,105	7,460	8,378	8,546	8,717	8,891	9,069	10,312
ACTUARY I	6,855	7,198	7,558	7,936	8,226	8,391	8,559	8,730	8,905	10,125
ACTUARY II	7,557	7,935	8,332	8,749	9,068	9,249	9,434	9,623	9,815	11,163
ACTUARY III	8,332	8,749	9,186	9,645	9,998	10,198	10,402	10,610	10,822	12,307
ACTUARY IV	9,186	9,645	10,127	10,633	11,023	11,243	11,468	11,697	11,931	13,569
AIR ENVIRON SYS TECH I	5,639	5,921	6,217	6,528	6,767	6,902	7,040	7,181	7,325	8,330
AIR ENVIRON SYS TECH II	6,528	6,854	7,197	7,557	7,833	7,990	8,150	8,313	8,479	9,643
ARCHITECT I	6,528	6,854	7,197	7,557	7,833	7,990	8,150	8,313	8,479	9,643
ARCHITECT II	7,557	7,935	8,332	8,749	9,068	9,249	9,434	9,623	9,815	11,163
ARCHITECT III	8,332	8,749	9,186	9,645	9,998	10,198	10,402	10,610	10,822	12,307
CIVIL ENG PROJ MANAGER I	6,528	6,854	7,197	7,557	7,833	7,990	8,150	8,313	8,479	9,643
CIVIL ENG PROJ MANAGER II	7,557	7,935	8,332	8,749	9,068	9,249	9,434	9,623	9,815	11,163
DESIGNER/PLANNER	5,639	5,921	6,217	6,528	6,767	6,902	7,040	7,181	7,325	8,330
ELECTRONICS ENGINEER I	6,528	6,854	7,197	7,557	7,833	7,990	8,150	8,313	8,479	9,643

STEP PAY PLAN SALARY RANGES AND STEPS										
CLASSIFICATION	NEW MIN	YEAR 3 5%	YEAR 5 5%	YEAR 8 5%	YEAR 10 MIDPOINT	YEAR 12 2%	YEAR 15 2%	YEAR 20 2%	YEAR 25 2%	NEW MAX
ELECTRONICS ENGINEER II	7,557	7,935	8,332	8,749	9,068	9,249	9,434	9,623	9,815	11,163
ELECTRONICS ENGINEER III	8,748	9,185	9,644	10,126	10,498	10,708	10,922	11,140	11,363	12,922
ELECTRONICS ENGINEER IV	9,645	10,127	10,633	11,165	11,574	11,805	12,041	12,282	12,528	14,247
ELECTRONICS SPEC I	4,209	4,419	4,640	4,872	5,050	5,151	5,254	5,359	5,466	6,216
ELECTRONICS SPEC II	5,115	5,371	5,640	5,922	6,138	6,261	6,386	6,514	6,644	7,556
ELECTRONICS SPEC III	5,921	6,217	6,528	6,854	7,105	7,247	7,392	7,540	7,691	8,747
ELECTRONICS SPEC INTERN	3,635	3,817	4,008	4,208	4,362	4,449	4,538	4,629	4,722	5,369
ELECTRONICS SPEC IV	6,855	7,198	7,558	7,936	8,226	8,391	8,559	8,730	8,905	10,125
ENGINEER-IN-TRAINING I	5,639	5,921	6,217	6,528	6,767	6,902	7,040	7,181	7,325	8,330
ENGINEER-IN-TRAINING II	5,921	6,217	6,528	6,854	7,105	7,247	7,392	7,540	7,691	8,747
ENGINEER-IN-TRAINING III	6,528	6,854	7,197	7,557	7,833	7,990	8,150	8,313	8,479	9,643
ENGR/PHYS SCI TECH I	5,115	5,371	5,640	5,922	6,138	6,261	6,386	6,514	6,644	7,556
ENGR/PHYS SCI TECH II	5,370	5,639	5,921	6,217	6,445	6,574	6,705	6,839	6,976	7,933
ENGR/PHYS SCI TECH III	5,639	5,921	6,217	6,528	6,767	6,902	7,040	7,181	7,325	8,330
ENVIRON PROTECT INTERN	4,872	5,116	5,372	5,641	5,845	5,962	6,081	6,203	6,327	7,196
ENVIRON PROTECT SPEC I	5,370	5,639	5,921	6,217	6,445	6,574	6,705	6,839	6,976	7,933
ENVIRON PROTECT SPEC II	6,217	6,528	6,854	7,197	7,460	7,609	7,761	7,916	8,074	9,183
ENVIRON PROTECT SPEC III	7,198	7,558	7,936	8,333	8,637	8,810	8,986	9,166	9,349	10,632
ENVIRON PROTECT SPEC IV	8,332	8,749	9,186	9,645	9,998	10,198	10,402	10,610	10,822	12,307
ENVIRON PROTECT SPEC V	9,186	9,645	10,127	10,633	11,023	11,243	11,468	11,697	11,931	13,569
LABORATORY COORD I	4,209	4,419	4,640	4,872	5,050	5,151	5,254	5,359	5,466	6,216
LABORATORY COORD II	5,370	5,639	5,921	6,217	6,445	6,574	6,705	6,839	6,976	7,933
LABORATORY COORD III	5,921	6,217	6,528	6,854	7,105	7,247	7,392	7,540	7,691	8,747
LAND SURVEY INTERN I	3,635	3,817	4,008	4,208	4,362	4,449	4,538	4,629	4,722	5,369
LAND SURVEY INTERN II	4,419	4,640	4,872	5,116	5,302	5,408	5,516	5,626	5,739	6,527
LANDSCAPE ARCHITECT I	5,921	6,217	6,528	6,854	7,105	7,247	7,392	7,540	7,691	8,747
LANDSCAPE ARCHITECT II	6,855	7,198	7,558	7,936	8,226	8,391	8,559	8,730	8,905	10,125
LANDSCAPE INTERN	4,872	5,116	5,372	5,641	5,845	5,962	6,081	6,203	6,327	7,196
LANDSCAPE SPECIALIST	5,115	5,371	5,640	5,922	6,138	6,261	6,386	6,514	6,644	7,556
PHY SCI RES/SCIENTIST I	5,639	5,921	6,217	6,528	6,767	6,902	7,040	7,181	7,325	8,330
PHY SCI RES/SCIENTIST II	6,217	6,528	6,854	7,197	7,460	7,609	7,761	7,916	8,074	9,183
PHY SCI RES/SCIENTIST III	7,198	7,558	7,936	8,333	8,637	8,810	8,986	9,166	9,349	10,632
PHY SCI RES/SCIENTIST INT	4,872	5,116	5,372	5,641	5,845	5,962	6,081	6,203	6,327	7,196
PHY SCI RES/SCIENTIST IV	7,935	8,332	8,749	9,186	9,522	9,712	9,906	10,104	10,306	11,721
PHY SCI RES/SCIENTIST V	9,186	9,645	10,127	10,633	11,023	11,243	11,468	11,697	11,931	13,569
PROF LAND SURVEYOR I	5,921	6,217	6,528	6,854	7,105	7,247	7,392	7,540	7,691	8,747
PROF LAND SURVEYOR II	7,557	7,935	8,332	8,749	9,068	9,249	9,434	9,623	9,815	11,163
PROFESSIONAL ENGINEER I	7,557	7,935	8,332	8,749	9,068	9,249	9,434	9,623	9,815	11,163
PROFESSIONAL ENGINEER II	8,748	9,185	9,644	10,126	10,498	10,708	10,922	11,140	11,363	12,922
PROFESSIONAL ENGINEER III	9,645	10,127	10,633	11,165	11,574	11,805	12,041	12,282	12,528	14,247
PROFESSIONAL ENGINEER IV	10,634	11,166	11,724	12,310	12,761	13,016	13,276	13,542	13,813	15,708
STATISTICAL ANALYST I	5,115	5,371	5,640	5,922	6,138	6,261	6,386	6,514	6,644	7,556
STATISTICAL ANALYST II	5,639	5,921	6,217	6,528	6,767	6,902	7,040	7,181	7,325	8,330
STATISTICAL ANALYST III	6,528	6,854	7,197	7,557	7,833	7,990	8,150	8,313	8,479	9,643
STATISTICAL ANALYST IV	7,198	7,558	7,936	8,333	8,637	8,810	8,986	9,166	9,349	10,632
STATISTICAL ANALYST V	7,557	7,935	8,332	8,749	9,068	9,249	9,434	9,623	9,815	11,163
TELECOMMUNICATIONS ENGINEER I	6,855	7,198	7,558	7,936	8,226	8,391	8,559	8,730	8,905	10,125
TELECOMMUNICATIONS ENGINEER II	7,557	7,935	8,332	8,749	9,068	9,249	9,434	9,623	9,815	11,163
TELECOMMUNICATIONS ENGINEER III	8,748	9,185	9,644	10,126	10,498	10,708	10,922	11,140	11,363	12,922
TELECOMMUNICATIONS ENGINEER IV	9,645	10,127	10,633	11,165	11,574	11,805	12,041	12,282	12,528	14,247
TELECOMMUNICATIONS INTERN	3,635	3,817	4,008	4,208	4,362	4,449	4,538	4,629	4,722	5,369
TELECOMMUNICATIONS SPECIALIST I	4,209	4,419	4,640	4,872	5,050	5,151	5,254	5,359	5,466	6,216

STEP PAY PLAN SALARY RANGES AND STEPS										
CLASSIFICATION	NEW MIN	YEAR 3 5%	YEAR 5 5%	YEAR 8 5%	YEAR 10 MIDPOINT	YEAR 12 2%	YEAR 15 2%	YEAR 20 2%	YEAR 25 2%	NEW MAX
TELECOMMUNICATIONS SPECIALIST II	5,115	5,371	5,640	5,922	6,138	6,261	6,386	6,514	6,644	7,556
TELECOMMUNICATIONS SPECIALIST III	5,639	5,921	6,217	6,528	6,767	6,902	7,040	7,181	7,325	8,330
TELECOMMUNICATIONS SPECIALIST IV	6,528	6,854	7,197	7,557	7,833	7,990	8,150	8,313	8,479	9,643
IT MANAGER	8,857	9,300	9,765	10,253	12,045	12,286	12,532	12,783	13,039	15,231
IT PROFESSIONAL	5,943	6,240	6,552	6,880	8,081	8,243	8,408	8,576	8,748	10,220
IT SUPERVISOR	7,813	8,204	8,614	9,045	10,624	10,836	11,053	11,274	11,499	13,435
IT TECHNICIAN	4,001	4,201	4,411	4,632	5,440	5,549	5,660	5,773	5,888	6,879