



MEMO

County Administrator

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TO: Cass County Commissioners
FROM: Robert W. Wilson
DATE: July 11, 2020
SUBJECT: Final Report–Gallagher Salary & Benefits Recommendation

The County engaged Gallagher Benefits Services (GBS) to conduct an enhanced survey and review of Cass County's compensation structure. The county typically engages GBS once every three years to survey comparable local and regional employers to verify the county's wage competitiveness.

In 2020 there was Commission direction to engage GBS in a more enhanced compensation review. When approved by the Board, intended outcomes of this report included:

- Added focus on the local labor market,
- Collect private sector salary information as well as public sector,
- Include Commissioner salary & benefit data,
- Review salary-step matrix; potential recommendations and
- Report findings in a more 'user friendly' format

The final report includes a PowerPoint summary of the report's findings and the background data the conclusions and recommendations are based on. I would summarize the report as favorable to Cass County's current salary & benefit structure, with room to be more competitive.

Benefits

Cass County leads the market in employer contributions to retirement benefits. The county aligns with the market in the number of vacation & holidays days provided, but lags in personal, bereavement and sick days provided. Cass County leads or aligns with the market in medical and dental insurance provided. Overall, the county is well aligned with the market in benefits.

Compensation

Cass County is highly competitive with the public sector and the combined (public & private) sector. Compared directly to the private sector, Cass County is competitive. However, compared to Cass County's market position in 2018, the County is now over 5% behind our previous position.

Salary Structure Development & Implementation

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Fargo, North Dakota 58108

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Gallagher has provided five options the Board may wish to consider if it determines an adjustment to the compensation matrix is appropriate based on the survey results and recommendations.

Commissioner Pay Structure

I was asked to review commissioner pay and how compensation might be structured with a per diem model. The Gallagher report references average compensation rates for similar boards.

Clay County, MN uses a form of per diem for commissioner compensation. Board members earn a salary that covers full-board activities. In addition, they receive a per diem (\$100/day) for meetings and activities of committees they serve on.

We surveyed Commissioner schedules over a two-month period and multiplied the number of meeting days by \$100 – similar to Clay County's model. Our estimate is among five commissioners the cost to implement such a system would be approximately \$4,100/mo. or on average, \$820 per month per commissioner if all commissioners attended an equal number of meetings.



Final Report

Compensation and Benefits Study

Mike Verdoorn, Principal Consultant

August Zhu, Consultant

July 15, 2020

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Study Background



Study Background

Overall Study Process

Market Compensation Study Goals

- Conduct a comprehensive compensation review using a customized survey process and a review of published compensation survey sources to determine County’s competitiveness in:
 - Benefits
 - Commissioner Pay
 - Base Pay
- Development of new pay structures based on internal equity and compensation study results.
- Conduct of an analysis of the financial impact for implementation of the new classification and compensation plan.



Study Background

Strategy – Compensation Components

- The compensation system should reflect both internal equity and external parity within the labor market in which the County must compete.
- Each job classification should have a market rate set at the midpoint of the salary range that are established by the 50th percentile of the pay ranges of the market.
- Multiple implementation options should be provided for consideration.



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Compensation Survey

Process



Survey Sources

Surveyed Comparator Organizations

- Gallagher utilized custom survey to collect market data from 12 selected comparable municipal organizations:

12 Public Sector Organizations
City of Fargo
City of Moorhead
City of West Fargo
Clay County
Johnson County, IA
Manitowoc County
Minnehaha County
Missoula County/City
Pennington County
Pottawattamie County
Sheboygan County
Yellowstone County



Survey Sources

Published Survey Sources

- The following survey sources were reviewed in the collection of salary data and appropriate data was utilized.

Published Survey Sources	Type of Data Collected
Willis Towers Watson Surveys-Private Sector	Private Sector
CompData-Private Sector	Private Sector
Mercer Surveys-Private Sector	Private Sector
ERI Database-Private Sector	Private Sector



Survey Process and Analysis

Process

- 35 survey benchmarks were selected by the County and Gallagher;
- Questions regard benefits and commissioner pay were selected by the County and Gallagher;
- A survey document including requests for information was developed by Gallagher and sent to the County for review and approval;
- The survey was distributed by email and numerous contacts were made by telephone and email to encourage participant response;
- Contacts were also made to ask questions and ensure appropriate and valid data was provided to the survey;
- Not all participating organizations responded to every question.



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Compensation Survey

Benefits



Benefits Results - Retirement

Please provide the maximum percentage of salary contributed by employees and your organization, if any, to any retirement plan:

Plan Type	Employer	Employee
Executive/Management Employees	8.9%	6.9%
Exempt Employees	8.9%	6.9%
Non-Exempt Employees	8.9%	6.9%

The County is leading the surveyed market in Employer contribution rate (general position):

Plan Type	Employer	Employee
Executive/Management Employees	12.3%	3.0%
Exempt Employees	12.3%	3.0%
Non-Exempt Employees	12.3%	3.0%

Additionally, employees in 40% of the surveyed organizations are reported to be enrolled in Tax-Deferred (457, 401a) for which employee contributions to these plans is determined by the employee.

The County has similar practice as those organizations.



Benefits Results – Paid Leave

Please indicate the average number of Vacation Days earned each year, per years of service:

Longevity	Market	County
less than 2 years	12	11.6
2 to 4.9 years	12	12.0
5 to 9.9 years	15	14.9
10 to 14.9 years	17	17.1
15 to 19.9 years	20	19.6
20 - 24.9 years	22	22.4
25 or more years	24	24.0

The County is aligned with the surveyed market in Vacation Days.



Benefits Results – Paid Leave

Please indicate the number of paid holidays, personal/floater/administrative days, and bereavement days:

Employee Group	Market	County
Holidays	10.4	10
Personal Days	3.4	0
Bereavement Days	3.5	0

The County is aligned with the surveyed market in Holidays, but lagging in Personal Days and Bereavement Days.

Please indicate the average number of Sick Days earned each year, per years of service:

Longevity	Market	County
less than 2 years	12.0	8.0
2 to 4.9 years	12.0	8.0
5 to 9.9 years	12.8	8.0
10 to 14.9 years	12.8	8.0
15 to 19.9 years	13.6	8.0
20 - 24.9 years	13.6	8.0
25 or more years	13.6	8.0

The County is behind the market in Sick Days.



Benefits Results – Paid Leave

If your organization allows employees to carry-over or "bank" unused leave, please indicate the maximum number of DAYS that can be carried-over or banked per year:

Longevity	Market	County
Vacation Days	26.8	30
Sick Days	104.0	120

40% of survey participants do not have maximum cap for banked sick days.

30% of survey participants use two times annual accrual as maximum cap for vacation days.

The County is aligned with the surveyed market in carry-over of unused leave.



Benefits Results - Health

Flexible (cafeteria) benefits your organization offers to employees under Section 125 or 129 of the Internal Revenue:

Benefits	Market Response	County
EE Pre-Tax Insurance Premiums	100%	100%
Flexible Spending Account (FSA)	90%	100%
Simple Choice	0%	0%
Full Flex	0%	0%
Consumer Driven Health Plan (CDHP)	30%	0%

On average, participating organizations offer 1.6 (0-4) Group Medical Plan Options that include:

PPO

HDHP (1500, 2900, 6350)

Rx

CMM

VEBA

CDHP



Benefits Results - Health

Please provide the monthly premium cost of most popular medical insurance in your organization:

Plan Type	Employer (Market)	Employer (County)
Medical Insurance - employee only	\$567.10	\$514.00
Medical Insurance - employee + one	\$1,014.84	\$984.00
Medical Insurance - employee + children	\$1,086.90	\$903.00
Medical Insurance - employee + family	\$1,290.93	\$1,465.00
Plan Type	Employer (Market)	Employer (County)
Dental Insurance - employee only	\$25.97	\$40.00
Dental Insurance - employee + one	\$39.19	\$0.00
Dental Insurance - employee + children	\$28.26	\$0.00
Dental Insurance - employee + family	\$48.81	\$40.00
Plan Type	Employer (Market)	Employer (County)
Vision Insurance - employee only	\$2.63	\$0.00
Vision Insurance - employee + one	\$5.27	\$0.00
Vision Insurance - employee + children	\$6.25	\$0.00
Vision Insurance - employee + family	\$5.57	\$0.00

The County is leading/aligned with the market in employer contribution to medical insurance and Dental Insurance.



Benefits Results - Health

Please indicate if your organization pays for specified insurance below:

Insurance	Yes (Market)	County
Does your organization pay for Group Life Insurance?	80%	Yes
Does your organization pay for Supplemental Life Insurance?	0%	
Does your organization pay for Short-Term Disability?	0%	
Does your organization pay for Long-Term Disability?	50%	
Does your organization pay for an Employee Assistance Program?	90%	Yes

Please indicate if your employees pay for specified insurance below:

Insurance	Yes (Market)	County
Do your Employees pay for Group Life Insurance?	20%	
Do your Employees pay for Supplemental Life Insurance?	80%	Yes
Do your Employees pay for Short-Term Disability?	40%	
Do your Employees pay for Long-Term Disability?	40%	
Do your Employees pay for an Employee Assistance Program?	10%	

For employees that opt-out of the health and welfare plan, 10% of participating organizations offer any credits or cash back to the employee in lieu of not having to pay for these benefits.

Overall, the County is implementing the most commonly seen practices in the market.



Benefits Results - Health

Please indicate if your organization implements specified plans/practices below:

Item	Yes
Do you offer health insurance to retired employees?	80%
Does your organization contribute to medical premiums for retiree dependents?	0%
Do you have a qualified High Deductible Health Plan?	50%
<i>Average Employer Contribution: \$634</i> <i>Average Employee Contribution: \$1,189</i>	
Does your organization offer a Health Savings Account (HSA)?	40%
<i>Average Employer Contribution: \$1,419</i> <i>Average Employee Contribution: \$1,875</i>	
Does your organization have a tobacco use fee (health premium surcharge)?	0%

The County does not implement plans listed above.



Benefits Results - Wellness

Please indicate if your organization implements specified programs/practices below:

Item	Yes
Does your organization provide a "wellness" program for employees (continuous program of several health care promotion activities)?	90%
Does your organization provide program discounts for health/wellness programs (i.e. WeightWatchers, fitness club memberships, etc.)?	70%

Please indicate the types of activities that are provided under the program:

Program	Yes
Membership to fitness club	100%
Stress management seminars	0%
Smoking cessation programs	0%
Weight reduction programs	14%
Nutrition programs	14%
Health assessment profiles (blood analysis, etc.)	57%
Other, please list	0%

The County provides wellness program for employees, but does not offer program discounts for health/wellness programs such as WeightWatchers, fitness club memberships, etc.



Benefits Results - Conclusions

- Overall, the County is well aligned with market in benefits;
- Some peer organizations offer items that are not available in the County, such as wellness program discount, employee+one/child option of Dental Insurance, Health Saving Account, and High Deductible Health Plan.
 - As less than half of surveyed organizations are implementing these options, it is not recommended for the County to follow immediately;
 - However, it should be beneficial for the County to stay updated with the market trend in the future stay competitive in benefits offering in the labor market.



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Compensation Survey

Commissioner Pay



Commissioner Pay Results

Surveyed Comparator Organizations

- 8 of the 12 survey participants reported commissioner pay information:

8 Public Sector Organizations
Fargo, ND
City of West Fargo
Minnehaha County
Pennington County
Clay County
Manitowoc County
Yellowstone County
City of Moorhead
Fargo, ND



Commissioner Pay Results

- 6 of the 8 organizations (75%) provide cash rewards:

Commissioner Pay Cash Rewards Percentile	Cash Rewards Market	County
25 th	\$20,591	\$23,729-\$24,966
50 th (Median)	\$28,704	\$23,729-\$24,966
75 th	\$43,821	\$23,729-\$24,966

- 5 of the 8 organizations (67.5%) also allow Commissioners to be enrolled in benefits programs as full-time employees.



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Compensation Survey Results

Base Pay

Base Pay

- Survey Process and Analysis



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Time Adjustments

- The effective date of the custom survey base salary data was 2020 (current).
- All published survey sources and custom/public sector data were adjusted to the June 1, 2020 utilizing data obtained from *WorldatWork's* 2019-2020 Salary Budget Survey for Public Administration.

Outlier Analysis

- An outlier analysis was conducted to consider for elimination. Data points that fall outside of two standard deviations of the mean of the data were considered for elimination.

Base Pay

- Survey Process and Analysis

Salary Data Results

- The following charts show the information collected from the survey process and compare market data to the County's actual salary.
- The charts and graph includes data from all sources weighted 50% private sector data (*collected from published survey data*) and 50% public sector data (*provided by the custom survey process*).
 - Please note that data is weighted at 100% of data from either source if data from one or the other source is unavailable.
- The overall comparison figures were not the simple average of all individual averages, but rather, reflected the sum of all the County salary rates minus the sum of all Market rates divided by the sum of all Market rates. This calculation resulted in a more accurate comparison than averaging averages.

Base Pay

- Survey Results

Salary Data Results-Actual Salary Comparison

- The following guidelines are used by Gallagher and recognized as accepted compensation practice when determining the competitive nature of current pay practices when compared to the market:
 - +/-5% (Highly Competitive)
 - +/-10% (Competitive)
 - +/-11-15% (Misalignment with market)
 - > +/-15% (Significant misalignment with market)

County Actual vs. Market Actual Median	Comparison	Competitiveness
Combined Market	-3.96%	Highly Competitive
Public Sector (Custom Survey)	-0.81%	Highly Competitive
Private Sector	-8.23%	Competitive

Base Pay - Survey Results



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Salary Data Results-Actual Salary Comparison

Job Code	Benchmark Titles	Current Actual	Combined Market Median	Combined Actual Comparison
1	Accounting Technician	\$55,112.00	\$45,383.87	21.44%
2	Admin. Secr./Technical Clerk	\$45,099.00	\$42,328.30	6.55%
3	Bldgs. & Grds. Worker, Level I	N/A	\$41,879.38	N/A
4	Captain	\$90,199.00	\$85,636.96	5.33%
5	Chief Deputy Sheriff	\$99,545.00	\$109,889.21	-9.41%
6	Clerical Supervisor	\$66,808.00	\$58,260.88	14.67%
7	Clerk I	\$31,177.00	\$32,129.68	-2.97%
8	Clerk II	\$41,834.00	\$35,732.42	17.08%
9	Clerk III	\$54,063.00	\$46,925.49	15.21%
10	Payroll Clerk	N/A	\$49,220.57	N/A
11	Commission Assistant	\$63,407.00	\$59,068.17	7.35%
12	Computer Prog. Analyst	\$86,605.00	\$78,037.70	10.98%
13	Construc./Design Engineer	\$66,286.00	\$72,916.86	-9.09%
14	Correctional Officer II	\$44,124.00	\$47,111.76	-6.34%
15	Correctional Officer III	\$51,998.00	N/A	N/A
16	County Administrator	\$127,535.00	\$140,749.32	-9.39%
17	Finance Director	\$130,878.00	\$137,687.66	-4.95%
18	Human Resources Director	\$78,370.00	\$119,565.71	-34.45%
19	County Engineer	\$137,417.00	\$141,133.73	-2.63%
20	County Recorder	\$75,918.00	\$91,164.59	-16.72%

Base Pay - Survey Results



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Salary Data Results-Actual Salary Comparison

Job Code	Benchmark Titles	Current Actual	Combined Market Median	Combined Actual Comparison
21	Deputy Investigator	\$69,130.00	\$65,710.80	5.20%
22	Field Deputy	\$52,840.00	\$65,004.83	-18.71%
23	Field Sergeant	\$81,880.00	\$79,121.89	3.49%
24	Hwy. Equipment Operator	\$51,275.00	\$47,146.89	8.76%
25	Hwy. Maintenance Foreman	\$63,407.00	\$65,203.03	-2.75%
26	Legal Secretary	\$46,827.00	\$49,379.85	-5.17%
27	Lieutenant	\$78,999.00	\$85,449.40	-7.55%
28	Network Specialist I	\$42,534.00	\$50,216.96	-15.30%
29	Network Specialist II	\$63,407.00	\$65,424.17	-3.08%
30	Senior Attorney	\$101,834.00	\$99,373.23	2.48%
31	Sheriff	\$121,054.00	\$129,888.85	-6.80%
32	State Attorney	\$137,417.00	\$137,743.66	-0.24%
33	GIS Program Manager	\$94,064.00	\$88,532.79	6.25%
34	GIS Specialist	\$51,120.00	\$53,061.71	-3.66%
35	IT Director	\$100,870.00	\$128,408.78	-21.45%

Overall, the County is 3.96% behind the combined market (private sector and survey municipal organizations), remaining highly competitive with market.

Base Pay

- Survey Results



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Results Graphs

- Graphical representations of the combined public and private sector salary comparisons are shown on the following slide.
- The graph exhibits the salary figures (which are shown as plot-points) and the resulting pay trends (trend lines) for both the County and the market.
- The trend lines were calculated using a statistical procedure called regression analysis, also known as “line of best fit”. It considers all the salary figures (data points) and their corresponding grades to develop one continuous pay line from the lowest level to the highest level.

Base Pay

- Survey Results



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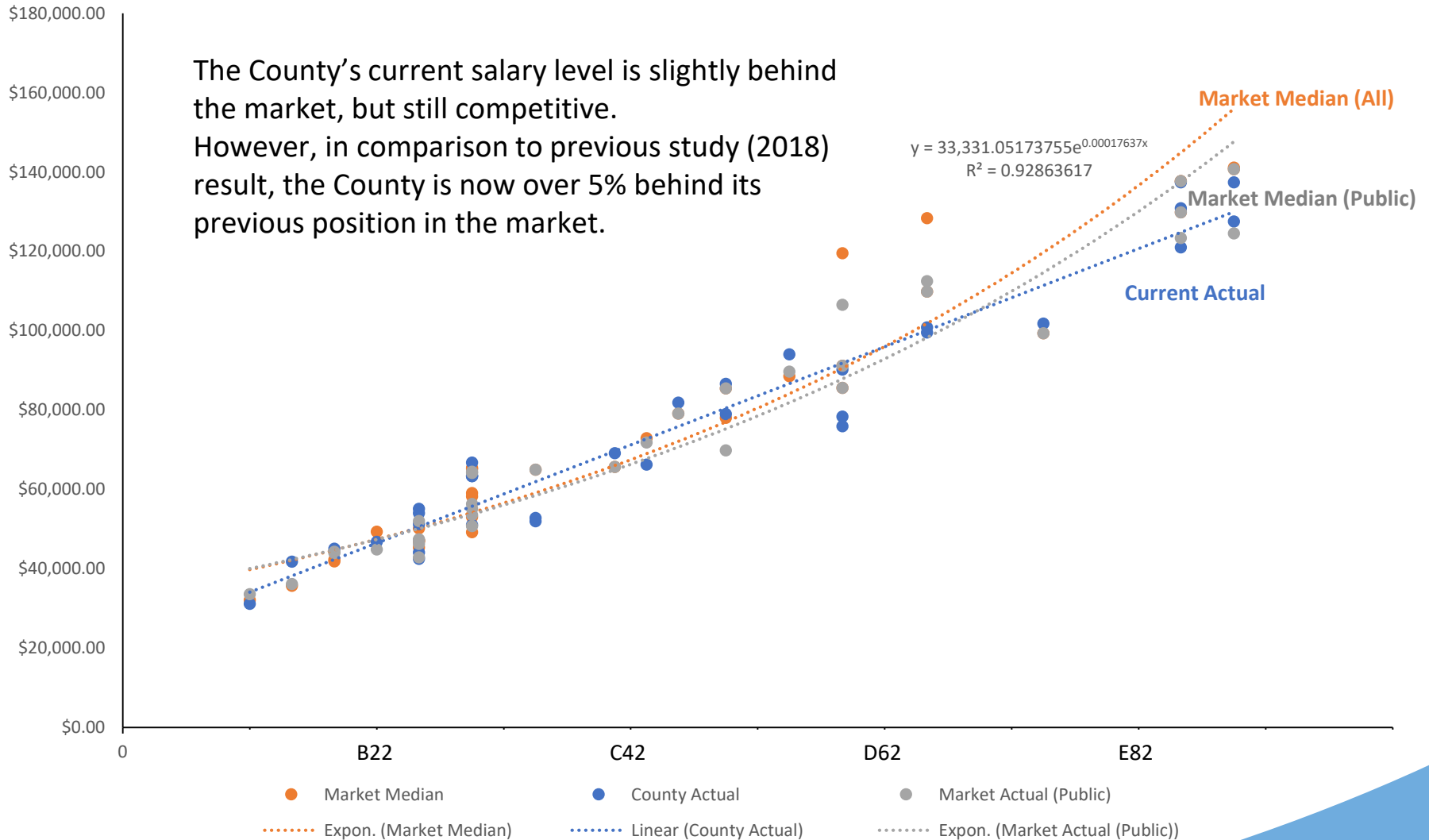
Results Graphs (Cont'd)

- For example, in performing regression analysis, two values are calculated that are utilized in a formula to calculate the pay trend. An 'x-coefficient' and a 'constant' value is calculated, and are placed into a formula utilizing the grade to determine the pay trend or salary rate. This formula is: $\text{pay trend (salary rate)} = \text{grade times the x-coefficient value plus the constant value}$.
- The trend lines depict, at each grade (DBM level) represented by a numerical score shown on the horizontal or x axis, how the County's salaries compare to the market salaries.
- Please note that the County's trend line shown on the graph is a result of the statistical analysis and is simply a reflection of the salary data (excluding benefits) for the County.



Actual Salary Comparisons

The County's current salary level is slightly behind the market, but still competitive. However, in comparison to previous study (2018) result, the County is now over 5% behind its previous position in the market.





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Salary Structure Development and Implementation



Structure Development and Implementation

Pay Models:

- GBS then proposed new structure utilizing data collected from the combined market;
- Market median (50th percentile) of market actual salaries was set as the control point;
- Ensuring internal equity: the assigned pay range of the employee will be based on the DBM[®] rating of the classification/position;
- Pay range widths. range points were calculated based on the market actual salaries using a regression model of the DBM ratings;
- Gallagher compared the new structure with County's current pay structure to apply necessary adjustment:
 - Each grade should receive at least 3.96% increase to match the overall comparison result and fill the gap between County's current pay and (combined) market median.
 - Grade increase was capped at 10% as the County is considered competitive with the market (less than 10% difference from market median).



Structure Development and Implementation

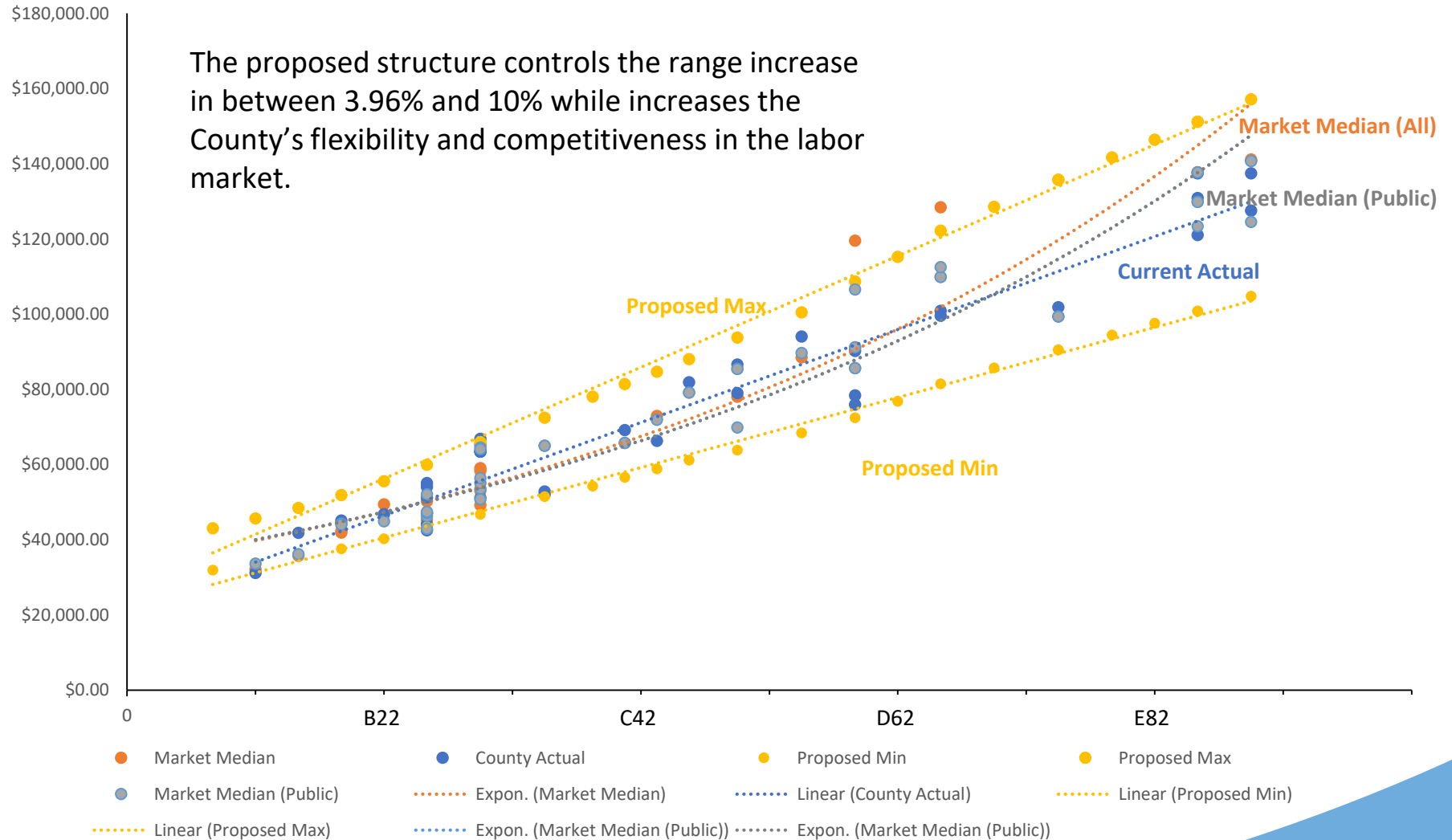
Pay Model: Based on the 50th Percentile of the Combined Market

Grade	Min	Mid	Max	Range Spread	Mid-Diff
A11	\$31,912	\$37,492	\$43,072	35%	
A12	\$33,842	\$39,760	\$45,677	35%	106%
A13	\$35,882	\$42,165	\$48,448	35%	106%
B21	\$37,571	\$44,723	\$51,876	38%	106%
B22	\$40,250	\$47,916	\$55,581	38%	107%
B23	\$43,388	\$51,654	\$59,919	38%	108%
B31	\$46,765	\$56,342	\$65,918	41%	109%
B32	\$51,434	\$61,954	\$72,473	41%	110%
C41	\$54,256	\$66,166	\$78,077	44%	107%
C42	\$56,565	\$68,978	\$81,391	44%	104%
C43	\$58,860	\$71,779	\$84,698	44%	104%
C44	\$61,165	\$74,598	\$88,030	44%	104%
C51	\$63,830	\$78,806	\$93,781	47%	106%
C52	\$68,389	\$84,424	\$100,460	47%	107%
D61	\$72,443	\$90,557	\$108,671	50%	107%
D62	\$76,829	\$96,035	\$115,241	50%	106%
D63	\$81,473	\$101,844	\$122,214	50%	106%
D71	\$85,724	\$107,159	\$128,594	50%	105%
D72	\$90,474	\$113,095	\$135,717	50%	106%
D6A	\$90,474	\$113,095	\$135,717	50%	
E81	\$94,442	\$118,052	\$141,662	50%	104%
E82	\$97,610	\$122,012	\$146,415	50%	103%
E83	\$100,783	\$125,971	\$151,159	50%	103%
O04	\$100,783	\$125,971	\$151,159	50%	
E91	\$104,742	\$130,938	\$157,134	50%	104%



Structure Development and Implementation

The proposed structure controls the range increase in between 3.96% and 10% while increases the County's flexibility and competitiveness in the labor market.



Structure Development and Implementation (Open Range Structure)



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Five implementation options were provided:

- Option-1: Bring all employees to new range minimum;
- Option-2: Bring all employees to new range based on current range penetration to maintain the County's current internal equity status (e.g., employee currently paid at their range mid-point will be paid at the range mid-point of the new structure);
- Option-3: Bring all employees to new range based on longevity (years in current position) to address potential compression issue:
 - The default number of years required for incumbent to move from range minimum (0% range penetration) to range maximum (100% range penetration) is 20;
 - Once the new range penetration is determined, employees will be placed to the new range based on the proposed range penetration;
 - It is recommended to not reduce pay of employees whose current pay is higher than proposed rate.

Structure Development and Implementation (Step Structure*)



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Five implementation options were provided:

- Option-4: Bring all employees to closest higher step in the range;
- Option-5: Bring all employees to new step based on longevity (years in current position) to address potential compression issue:
 - Employees will be placed to range minimum if one is in current position for less than one year;
 - Each additional year in current position grants one step up till range max.

* GBS reduced the number of steps for several grades of current structure to ensure sufficient step % increase.

Structure Development and Implementation



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Annualized Implementation Cost:

Option	# of EEs Receiving Increase	# of EEs NOT Receiving Increase	Total Additional Cost	% of Current Total Payroll
Option-1: Bring to Min	85	228	\$151,271	0.81%
Option-2: Bring to Current Range Penetration (RP)	313	0	\$954,413	5.10%
Option-3: Longevity RP	166	147	\$554,192	2.96%
Option-4: Closest Higher Step	313	0	\$309,108	1.65%
Option-5: Longevity Step	313	0	\$928,610	4.96%

- Purpose of the five options is to help determine employee placement to the new structure. For the ongoing basis, the County should move employees through the new range based on current policies.
- Total implementation cost was calculated based on full-time employees. Commissioners and temporary positions were not included in the calculation.



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Administrative Recommendations



Administrative Recommendations

Salary Structure Review/Updates

- Annual Updates
 - In order to reflect necessary increases in the minimum, job rates and merit maximums appropriate for each job, the salary structure should be reviewed annually. GBS can provide the County with the average percentage increase for employee salaries and salary structures on an annual basis, or the County may use a labor market index.
 - It is recommended that the respective starting rates, job rates and merit maximums be increased by a **percentage** that reflects the market trends and the County's hiring experience. The use of a dollar amount increase may compress the structure over time.
- Long-Term Updates
 - The County should reevaluate its overall structure at regular intervals (e.g., 2 to 3 years depending upon market movements) to ensure that its salary levels are consistent with the marketplace.
 - This would involve conducting a market salary study, such as was conducted here, every 2 to 3 years (depending on the economy) to make sure that the County's pay scales and employee salaries remain competitive.

Thank you!

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Current Total EE:	313
Current Total Payroll:	\$18,711,497
EE under New Min:	85
EE above New Max:	0

	Structure		Current Range Penetrati	Longevity		
Open Range Option	Structure Increase Lower Limit	Structure Increase Upper Limit	Range Penetration Cap	Years to 100% Range Penetration	Range Penetration Cap	Cost to Bring to Min
	3.96%	10.00%	100.00%	20	100.00%	\$151,271
EE Count:						85

Step Structrue Option	Cost to Bring to Closest Next Step	Cost to Bring to Closest Next Step (% of Total Payroll)	Cost to Bring to Closest Next Step	Cost to Bring to Closest Next Step (% of Total Payroll)
	\$309,108	1.65%	\$928,610	4.96%
	313	100.00%	313	100.00%

Cost to Bring to Min (% of Total Payroll)	Cost to Bring to Current Range Penetration	Cost to Bring to Current Range Penetration (% of Total Payroll)	Cost to Bring to Range Penetration by Longevity	Cost to Bring to Range Penetration by Longevity (% of Total Payroll)
0.81%	\$954,413	5.10%	\$554,192	2.96%
27.16%	313	100.00%	166	53.04%

	A	B	C	D	E	F	G	H	I
1	Meetings attended by Commissioners								
2									
3	Date	Meeting		Chad	Rick	Mary	Ken	Duwayne	
4									
5	1-Apr	WF Economic Dev Mtg		x	x				
6	1-Apr	MetroCog						x	
7	2-Apr	RDJ Building Disc		x					
8		Maple River						x	
9		Incident Command		x					
10	3-Apr	Stay Home/Stay Safe Mtg		x					
11	5-Apr	Unified Command Mtg		x					
12	6-Apr	DA Chair Mtg		x					
13		Human Service Zone		x	x	x	x	x	
14		Commission Mtg		x	x	x	x	x	
15	7-Apr	Bell DT TIF Discussion		x			x		
16		Incident Command		x					
17	8-Apr	NDACo Call-Governor?		x					
18		Unified Command Mtg		x					
19	9-Apr	Unified Command Mtg		x					
20		Casws Ct Jt Bd						x	
21		Incident Command		x					
22	11-Apr	Review of Surge Plan		x					
23	13-Apr	Emergency Jail Accom.		x					
24	14-Apr	Agenda Review		x					
25		Incident Command		x					
26	15-Apr	Monthly RAC Call		x					
27	16-Apr	Incident Command		x					
28		Metro Policy Bd						x	
29	17-Apr	Mtg with Hoeven?		x					
30		Special DA Mtg		x	x	x			
31	20-Apr	Commission Mtg		x	x	x	x	x	
32		DA Chair Mtg		x					
33		Sheriff's Rotational		x	x	x	x	x	

	A	B	C	D	E	F	G	H	I
34	21-Apr	Incident Command		x					
35	22-Apr	Unified Command Mtg		x					
36		DA Land Mgmt						x	
37		DA Finance		X	X				
38	23-Apr	DA Mtg		x	x	x			
39		Incident Command		x					
40		Governor's Local Leader		x					
41		Cass Ct. Jt. Bd						x	
42		Agenda Review		x					
43	27-Apr	Land Coord. Mtg						x	
44	28-Apr	Incident Command		x					
45		Unified Command Mtg		x					
46		School Policing				x			
47	29-Apr	Incident Command		x					
48	30-Apr	POC		x	x	x	x	x	
49		Human Service Zone		x	x	x	x	x	
50	4-May	Commission Mtg		x	x	x	x	x	
51		COVID Testing Strategies		x					
52		Incident Command		x					
53	5-May	WF Economic Dev Mtg		x	x				
54		Unified Command Mtg		x					
55	6-May	Incident Command		x					
56		MetroCog Ex. Comm						x	
57		RRV COVID Task Force		x					
58	7-May	Agenda Review		x					
59	11-May	Local Elected Leader Brief????							
60	12-May	Unified Command Mtg		x					
61		SE Cass WRB						x	
62	13-May	Community Economic Wkfrce Steering Com???							
63		Incident Command		x					
64		RRV COVID Task Force		x					
65	14-May	Jail Population Discussion		x		x			
66		Cass Ct Jt. Bd						x	

	A	B	C	D	E	F	G	H	I
67	15-May	RRV COVID Task Force		x					
68	18-May	Park Board		x	x	x	x	x	
69		Rotational Meeting		x	x	x	x	x	
70		Commission Mtg		x	x	x	x	x	
71		Incident Command		x					
72		Unified Command Mtg		x					
73	19-May	RAC Call		x					
74		Rush River						x	
75	20-May	Governor's Local Leader		x					
76		TEAMS Press Briefing			x	x			
77		MetroCog Special Mtg						x	
78	21-May	Incident Command		x					
79		RRV COVID Task Force		x					
80		DA Chair Mtg		x					
81		MetroCog Policy Bd						x	
82	22-May	Agenda Review		x					
83	25-May	Land Coord. Mtg						x	
84	26-May	Unified Command Mtg		x					
85		DA Finance		x	x				
86	27-May	Incident Command		x					
87		DA Mtg		x	x	x			
88	28-May	RRV COVID Task Force		x					
89		Cass Ct. Jt. Bd						x	
90	29-May	Additional Meetings No Dates Available:							
91		Metro Cog						x	
92		Lake Agassiz Regional Council						x	
93		North Cass Water District						x	
94		Rush River						x	
95		Southeast Cass Water						x	
96		Maple River						x	
97		Cass County Joint Board						x	
98		Cass County Weed Board						x	
99		Land Coordination Meeting						x	

	A	B	C	D	E	F	G	H	I
100									
101									
102		TOTAL		65	18	16	11	34	