

Memorandum

Date: April 30, 2021
To: MCEDD Executive Committee
From: Jessica Metta, Executive Director
Re: Salary Survey Analysis

Overview

The last salary survey was conducted in August 2018. As discussed at the April Executive Committee meeting, in preparation for the FY22 budget, I proposed conducting a new salary survey to ensure we are staying competitive with our wages in the region. We have heard how tight the labor market is becoming and being as competitive as possible will help MCEDD recruit and retain our top talent.

Ken Bailey and Leana Kinley met as a subcommittee on April 29 to review the data sources summarized below and suggest a focus for the May 5 Executive Committee meeting.

Data Sources

Similar to prior salary surveys, we sought comparable information from Oregon Economic Development Districts, Oregon and Washington Employment Departments, Association of Washington Cities, and the MBL Nonprofit Salary Survey. This time, the National Association of Development Organizations website did not have useful information. New this time, we also reached out to transit providers in Oregon for their information and received information from six providers across Oregon. As the details of the data allowed, we compared data as specific to our regional geography and type of entity as possible.

Subcommittee Recommendation

The subcommittee reviewed the compiled data and discussed the difficulty to recruit for certain recent vacancies, including Executive Director, Deputy Director, Finance Manager, Dispatcher and Driver. Based on comparable data, the subcommittee's recommendations were as follows:

- Review the data annually to ensure we are staying on trend with market increases.
- Increase the driver midpoint to \$18.06 over two years and the dispatch position at an equal percentage over two years, plus a COLA.
- Increase the Loan Fund Manager position by 5% over two years, plus a COLA.
- Increase the Deputy Director and Finance Manager positions by 10% each year for two years, inclusive of a COLA.
- Increase the Executive Director position by 10% per year until we get to a more equitable number, inclusive of a COLA this FY.
- The above changes are recommended only as our budget will allow.
- Keep our scale at six steps with 5% increases between steps.
- Consider adding certifications or additional duties that could increase the base pay of some positions by 2%.

Staff Analysis

Dana Woods prepared the attached salary schedules to show the changes recommended by the subcommittee (Option A). We also prepared a schedule implementing the full driver and dispatcher increase in one year and recommend this adjustment to the subcommittee's recommendation (Option B).

Next Steps

Staff would use the outcome of this meeting for incorporation into the FY22 budget preparation. The budget will be presented to the Budget Committee on May 20, 2021 and to the Full Board on June 18, 2021. Based on the recommendation of the Executive Committee on a revised salary schedule, staff would analyze if the recommendation can be fully incorporated into the FY22 budget or if some larger adjustments need to be spread over more years.

Request

Recommend a revised salary schedule for inclusion in the FY22 budget preparation.

Attachments

- April 29, 2021 Memo for Subcommittee
- FY21 Current Salary Schedule
- Subcommittee Minutes
- Option A and B FY22 Salary Schedules

Memorandum

Date: April 29, 2021

To: MCEDD Executive Committee Subcommittee

From: Jessica Metta, Executive Director

Re: Salary Survey Data

Overview

The last salary survey was conducted in August 2018. As discussed at the April Executive Committee meeting, in preparation for the FY22 budget, I am proposing conducting a new salary survey to ensure we are staying competitive with our wages in the region. We have heard how tight the labor market is becoming and being as competitive as possible will help MCEDD recruit and retain our top talent.

I have been analyzing numerous data sources for the following information and am seeking Subcommittee suggestions on a focus for the May 5 Executive Committee meeting.

Data Sources

Similar to prior salary surveys, we sought comparable information from Oregon Economic Development Districts, Oregon and Washington Employment Departments, Association of Washington Cities, and the MBL Nonprofit Salary Survey. This time, the National Association of Development Organizations website did not have useful information. New this time, we also reached out to transit providers in Oregon for their information. As the details of the data allowed, we compared data as specific to our regional geography and type of entity as possible.

Assumptions

Discussions with HR Answers suggested comparing our salary range midpoints with median salaries. The MBL Nonprofit Salary Survey has much more detailed information. Discussion with their staff recommended comparing our salary range midpoints with the weighted averages.

Questions to Consider

- Ability to afford increases.
- Fairness across all positions.
- Creation of additional steps. Our steps are currently 5% between steps.
- Compensation policy - our rate of pay compared to the market.
- Regular timing: The 2018 subcommittee noted the need to review the salary scales annually. This has not happened since with the change in staff. MBL Nonprofit Salary Survey staff also recommended an annual salary increase trending to stay with the market (beyond just providing a COLA) instead of periodic large jumps.

Salary Analysis of MCEDD Positions

All MCEDD positions are listed below. The FY21 Salary Schedule is attached.

Executive Director:

Current scale range is \$85k to \$108k, with a midpoint of \$95k.

- Assoc. of WA Cities (AWC): Average for all jurisdictions is \$122k on the low end and \$151k on the high end for City Manager/ Administrator. MCEDD midpoint is lower by about \$27k to \$56k.
- Oregon Employment Department (OED) data for the Columbia Gorge: \$116k is the median salary. MCEDD midpoint is lower by about \$21k.
- Washington Employment Security Department (WESD) for Eastern Washington Non-metropolitan Area (including Klickitat County): \$142k is the median salary. MCEDD midpoint is lower by about \$47k.
- MBL Nonprofit Salary Survey: The weighted average is around \$127k. MCEDD midpoint is lower by \$32k.

Summary: We range from \$21k to \$56k below the sources above.

Deputy Director:

Current scale range is about \$66k to \$84k, with a midpoint of \$75k.

- AWC: Average for all jurisdictions is \$123k on the low end and \$158k on the high end for Assistant City Manager. MCEDD midpoint is lower by about \$48k to \$83k.
- OED data for the Columbia Gorge: \$69k is the median salary for a General Manager. MCEDD midpoint is higher by about \$6k.
- WESD for Eastern Washington Non-metropolitan Area (including Klickitat County): \$88k is the median salary for a General Manager. MCEDD midpoint is lower by about \$13k.
- MBL Nonprofit Salary Survey: The weighted average of Deputy Director and Program Director averaged is \$87k. MCEDD midpoint is lower by \$12k.

Summary: We range from \$6k above to \$83k below the sources above.

Finance Manager:

Current scale range is about \$66k to \$84k, with a midpoint of \$75k.

- AWC: Average for all jurisdictions is \$108k on the low end and \$138k on the high end for Finance Manager. MCEDD midpoint is lower by about \$33k to \$63k.
- OED data for the Columbia Gorge: \$93k is the median salary. MCEDD midpoint is lower by about \$18k.
- WESD for Eastern Washington Non-metropolitan Area (including Klickitat County): \$94k is the median salary. MCEDD midpoint is lower by about \$19k.
- MBL Nonprofit Salary Survey: The weighted average of Finance Director and Accounting/ Finance Manager averaged is \$74k. MCEDD midpoint is higher by \$1k.

Summary: We range from \$1k above to \$63k below the sources above.

Loan Fund Manager:

Current scale range is about \$61k to \$78k, with a midpoint of \$70k.

- OED data for Eastern Oregon (not available for Columbia Gorge): \$77k is the median salary. MCEDD midpoint is lower by about \$7k.
- WESD for Eastern Washington Non-metropolitan Area (including Klickitat County): \$55k is the median salary for a Loan Officer. MCEDD midpoint is higher by about \$15k.
- Oregon Economic Development Districts: Average current wages for EDDs with loan funds is estimated at \$77k. MCEDD midpoint is lower by about \$7k.

Summary: We range from \$15k higher than to \$7k lower than the above sources.

Project/ Mobility Manager:

Current scale range is about \$60k to \$77k, with a midpoint of \$68k.

- OED data for the Columbia Gorge: \$65k is the median salary. MCEDD midpoint is higher by about \$3k.
- WESD for Eastern Washington Non-metropolitan Area (including Klickitat County): \$67k is the median salary. MCEDD midpoint is higher by about \$1k.
- MBL Nonprofit Salary Survey: The weighted average is around \$57k. MCEDD midpoint is higher by about \$11k.

Summary: We range from \$1k to \$11k higher than the above sources.

Program Manager:

Current scale range is about \$47k to \$60k, with a midpoint of \$53k.

- Comparison to OED data for the Columbia Gorge for Business Operations Specialist: \$53k is the median salary. MCEDD midpoint is equivalent.
- MBL Nonprofit Salary Survey: The weighted average is around \$46k. MCEDD midpoint is \$7k higher.

Summary: We are equivalent or \$7k higher than the above sources.

Assistant Project Manager:

Current scale range is about \$44k to \$56k, with a midpoint of \$50k.

- MBL Nonprofit Salary Survey: The weighted average is around \$39k. MCEDD midpoint is \$11k higher.

Administrative Assistant:

Current scale range is about \$34k to \$44k, with a midpoint of \$39k.

- OED data for the Columbia Gorge: The median is around \$37k, \$2k lower than the MCEDD midpoint.
- MBL Nonprofit Salary Survey: The weighted average is around \$40k. MCEDD midpoint is in line.

Office Administrator:

Current scale range is about \$46k to \$58k, with a midpoint of \$52k.

- OED data for the Columbia Gorge: The median ranges from \$56k for an Executive Secretary to \$44k for an Accounting Clerk, with an average of \$50k. MCEDD midpoint is \$2k higher.
- MBL Nonprofit Salary Survey: The weighted average ranges from \$50k for a payroll specialist to \$43k for an accounting assistant, averaging around \$46k. MCEDD midpoint is \$6k higher.

Transportation Operations Manager:

Current scale range is about \$55k to \$70k, with a midpoint of \$62k.

- OED data for the Columbia Gorge: \$53k is the median salary. MCEDD midpoint is higher by about \$9k.
- WESD for Eastern Washington Non-metropolitan Area (including Klickitat County): \$67k is the median salary. MCEDD midpoint is higher by about \$1k.

- Other Transit Providers: CAT's midpoint is \$72k for Manager. Sunset Empire in Clatsop County is \$53k.

Summary: We range from \$10k below to \$9k above the sources above.

Dispatcher:

Current hourly scale range is about \$15.87 to \$19.78, with a midpoint of \$17.71.

- OED data: \$26.70 is the median salary. MCEDD midpoint is lower by about \$9.30.
- WESD data: \$23.03 is the median salary. MCEDD midpoint is lower by about \$6.30.
- Other Transit Providers: Midpoints range from \$16.44 to \$18.46. CAT is \$18.46. The average is \$17.68, about at our midpoint.

Summary: We are far below the state “dispatcher, except police, fire and ambulance” but are in line or slightly below other transit providers, including CAT.

Driver:

Current hourly scale range is about \$15.56 to \$19.47, with a midpoint of \$17.36.

- OED data: Columbia Gorge data is not available, but the Oregon state median is \$26.01. MCEDD is much lower than all regions except Linn-Benton, Northwest Oregon and Southwest Oregon.
- WESD data: \$17.28 is the median salary for Drivers/Sales Workers. MCEDD midpoint is roughly the same.
- MBL Nonprofit Salary Survey: Weighted averages \$17.36 to \$18.79, the same or above the MCEDD midpoint.
- Other Transit Providers: Midpoints range from \$15.50 to \$19.48. CAT is \$19.48. The average is \$18.06, slightly above our midpoint.

Summary: We are far below the Oregon state median but mostly in line with the others. Notably we are below CAT.

SALARY SCALE- Revised Oct 2020

FY21 2% COLA

Executive Director

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
\$85,165	\$89,423	\$93,894	\$98,589	\$103,519	\$108,695

Deputy Director

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
\$65,953	\$69,252	\$72,715	\$76,349	\$80,166	\$84,174

Finance Manager

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
\$65,953	\$69,252	\$72,715	\$76,349	\$80,166	\$84,174

Loan Fund Manager

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
\$61,018	\$64,071	\$67,272	\$70,637	\$74,169	\$77,876

Senior Project Manager

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
\$63,653	\$66,836	\$70,176	\$73,684	\$77,368	\$81,237

Project Manager

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
\$60,621	\$63,652	\$66,835	\$70,176	\$73,685	\$77,369

Transportation Operations Director

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
\$54,985	\$57,735	\$60,621	\$63,652	\$66,835	\$70,176

Program Manager

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
\$46,738	\$49,075	\$51,528	\$54,104	\$56,810	\$59,650

Office Administrator

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	
\$45,766	\$48,054	\$50,457	\$52,980	\$55,629	\$58,410	
<i>Hrly</i>	\$23.47	\$24.64	\$25.88	\$27.17	\$28.53	\$29.95

Assistant Project Manager

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	
\$43,935	\$46,132	\$48,439	\$50,861	\$53,404	\$56,074	
<i>Hrly</i>	\$22.53	\$23.66	\$24.84	\$26.08	\$27.39	\$28.76

Administrative Assistant

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	
\$34,333	\$36,050	\$37,852	\$39,745	\$41,732	\$43,819	
<i>FY20</i>	\$17.61	\$18.49	\$19.41	\$20.38	\$21.40	\$22.47

Dispatch/Scheduler

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	
\$30,937	\$32,344	\$33,793	\$35,303	\$36,897	\$38,573	
<i>Hrly</i>	\$15.87	\$16.59	\$17.33	\$18.10	\$18.92	\$19.78

Driver

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	
\$30,337	\$31,703	\$33,110	\$34,600	\$36,172	\$37,973	
<i>Hrly</i>	\$15.56	\$16.26	\$16.98	\$17.74	\$18.55	\$19.47

MID-COLUMBIA ECONOMIC DEVELOPMENT DISTRICT
EXECUTIVE COMMITTEE SUBCOMMITTEE MEETING
THURSDAY, APRIL 29, 2021
3:00 p.m.
Via Zoom

ATTENDANCE:

Attending: Ken Bailey, Leana Kinley

Staff: Jessica Metta (Executive Director), Dana Woods (Finance Operations Manager)

CALL TO ORDER:

The meeting was called to order at 3:03 p.m.

OVERVIEW OF SALARY SURVEY PROCESS:

Jessica Metta provided an overview of the process, noting that the last salary survey was conducted in 2018. She requested an updated review this year given the time. Staff has accessed the available data sources to present information to the committee.

REVIEW OF AVAILABLE DATA:

Data analyzed and summarized for the subcommittee including the following: Oregon Economic Development Districts, Oregon and Washington Employment Departments, Association of Washington Cities, and the MBL Nonprofit Salary Survey. This time, the National Association of Development Organizations website did not have useful information. New this time, staff reached out to transit providers in Oregon for their information.

Discussion:

Ken Bailey said the Executive Committee should have set up a subcommittee at the April meeting. Leana said she has seen some Finance Director open positions be reissued lately with revised higher salaries, which indicates others are having to raise salaries to be competitive. Ken noted that one question left out in Jessica's memo is the ability of MCEDD to not afford salary increases if we lose staff or cannot fill vacancies.

Jessica shared that minutes from the 2018 salary survey process show the Board's desire to conduct this process annually to ensure we are staying on trend with the market. This did not happen as a result of the Executive Director staffing change and she did not know this was the intent. Ken and Leana voiced support for doing this process annually to make sure we are following trends.

Leana suggested starting at the bottom of our positions and working up. Jessica noted we received more input after the memo was issued from another transportation provider (Lincoln County) and the average moved slightly upwards to \$18.06 per hour. Leana asked what the budget could handle. Ken noted that where we need increases, we could plan to get there over two to three years.

Dana said we are also considering a 2% COLA as prior practice but reviewed the Western Consumer Price Index. Leana said a policy could be put in place to follow the WCPI with a minimum and maximum set. Leana asked what Oregon minimum wage is currently. Dana said \$12 and change. Leana noted we should maintain the gap between our lowest paid jobs and minimum wage as it goes up. She said this is a reason to review these ranges every year to chase larger trends with a goal of narrowing the gap. She suggested consideration of a benefit besides a pay increase, like covering CDL

certification. Leana said for the City of Stevenson, employees get 2% above their regular wages for certain certifications.

Jessica noted as part of the budget process she also intended to create a Lead Driver position to reflect a current employee who fills that role by training new staff but is not paid differently. Ken said he likes the idea of providing a percentage above the regular wages as in Leana's example rather than creating a new position. On the driver increase, the focus is on the \$18.06 average. Ken suggested getting to that amount with an increase of 50% this year and 50% next year. There was consensus for this.

On dispatcher, Jessica noted some of the other transit providers had dispatchers at higher rates than drivers, some were the same, and some were lower. Our structure came from the MCCOG structure with dispatch higher than drivers. There was consensus that the dispatch role can be more difficult and should stay higher than driver. Ken suggested there could be a difference for entities that do not do as much dial-a-ride. Leana asked if we should aim for the CAT rate. Jessica noted this was not the plan for the drivers. She suggested keeping the same percentage higher than the driver rate as at present. Ken and Leana concurred.

For Transportation Operations Manager, Ken and Leana noted we seem to be in the middle of options. Ken said since we just hired for this, perhaps we keep it the same. Jessica noted that in 2018 for fairness, everyone got some kind of increase even if salaries were in line with similar positions. Ken suggested the 2% COLA as a benefit for those with comps that do not seem to indicate the need for a salary adjustment. Leana agreed with this approach. There was consensus to leave the Transportation Operations Manager position at the same rate plus a 2% COLA.

On Office Administrator, Jessica noted our position is a blend of many duties, so she came up with averages from looking at payroll specialists, accounting assistant, and office management. Ken and Leana suggested to stay to the 2% COLA based on the data. They said this also seems to be true for the Administrative Assistant position. Leana suggested the Office Administrator position could seek certifications and allow for a 2% over base as suggested earlier.

On Assistant Project Manager, Program Manager and Project Manager, Leana noted we seem to be paying higher than others but she didn't intend to reduce salaries. Everyone agreed. She noted that Program Managers for nonprofits would likely get paid less than for governments, so she is ok with the higher salary. There was consensus to move these up with the 2% COLA. Jessica noted we are reviewing the difference in job descriptions between Program Manager and Project Manager. Ken asked about the title "Project/ Mobility Manager." Jessica clarified it is two positions at the same rate: Project Manager and Mobility Manager. Ken asked for the title to be clarified in future documents.

On Loan Fund Manager, Ken said our position is more than a Loan Officer as it is really taking ownership of the fund. He preferred comparing it to other EDDs, which we seem to be lagging. Jessica noted that the EDDs are either in the 60Ks with a few in the 90s-100k. Ken suggested that given that information, a 5% increase split over 2 years like the drivers seemed reasonable. This could also have the COLA at 2% in addition to the increase. Leana concurred.

For Finance Manager, Leana said she leans towards leaving out the very high and very low numbers and use the remainder as a target for the increase. She said it looks like a 20% increase is needed and suggested 10% this year and 10% next year. Ken noted that we can't make decisions for future years but can provide them with notes about where we would like to go. He noted that if we can't cover the 10%

per year, we could spread it over more years. He suggested the 10% includes the COLA as a way to ease the large increase. Leana agreed.

Jessica noted that the Deputy Director and Finance Manager positions are currently at the same rate. Ken and Leana discussed if the duties were significantly different. Ken suggested the responsibilities seem similar and he doesn't necessarily want to make a higher rate of pay for the Deputy Director. Leana agreed the position needs an increase and it can stay the same as the Finance Manager.

On Executive Director, Ken said that the magnitude of the difference in our pay from others is growing and is not being addressed. There was discussion about how some of the recent positions were difficult to recruit for, including Executive Director, Deputy Director, Finance Manager, Dispatcher and Driver. Ken noted that more than a 10% increase in a year could be hard to sell to the Board and suggested an annual cap of 10% increases, recommended for future years, until we get to a more equitable number. There was consensus for this idea.

Jessica asked about the idea to create more steps, that some examples she saw have ten or twelve steps. Leana noted examples of four or eight steps and said that there are usually smaller increases between steps if there are more steps like 4% or 2%. There was consensus to leave the MCEDD steps at 5% per step and keep it at six steps.

Jessica summarized that she would compile the minutes, update a memo for the Executive Committee, and send those with an updated salary schedule drafted by Dana for the Executive Committee to consider at the May meeting.

The meeting adjourned at 4:18 p.m.

Respectfully submitted by Jessica Metta, Executive Director

PROPOSED SALARY SCALE FY22

OPTION A

Executive Director

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
<i>FY21</i>	\$85,165	\$89,423	\$93,894	\$98,589	\$103,519	\$108,695
<i>Sub-Committee Recommendation - 10%</i>	\$93,682	\$98,365	\$103,283	\$108,448	\$113,871	\$119,565
COLA Included In 10%						

Deputy Director of Transportation

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
<i>FY21</i>	\$65,953	\$69,252	\$72,715	\$76,349	\$80,166	\$84,174
<i>Sub-Committee Recommendation - 10%</i>	\$72,548	\$76,177	\$79,987	\$83,984	\$88,183	\$92,591
COLA Included In 10%						

Finance Manager

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
<i>FY21</i>	\$65,953	\$69,252	\$72,715	\$76,349	\$80,166	\$84,174
<i>Sub-Committee Recommendation - 10%</i>	\$72,548	\$76,177	\$79,987	\$83,984	\$88,183	\$92,591
COLA Included In 10%						

Loan Fund Manager

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
<i>FY21</i>	\$61,018	\$64,071	\$67,272	\$70,637	\$74,169	\$77,876
<i>Sub-Committee Recommendation - 2.5%</i>	\$62,543	\$65,673	\$68,954	\$72,403	\$76,023	\$79,823
FY 22 BUDGET 2% COLA	\$63,794	\$66,986	\$70,333	\$73,851	\$77,544	\$81,419

Deputy Director of Economic Development

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
<i>FY21</i>	\$65,953	\$69,252	\$72,715	\$76,349	\$80,166	\$84,174
<i>Sub-Committee Recommendation - 10%</i>	\$72,548	\$76,177	\$79,987	\$83,984	\$88,183	\$92,591
COLA Included In 10%						

Project Manager

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
<i>FY21</i>	\$60,621	\$63,652	\$66,835	\$70,176	\$73,685	\$77,369
FY 22 BUDGET 2% COLA	\$61,833	\$64,925	\$68,172	\$71,580	\$75,159	\$78,916

Program Manager

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
<i>FY21</i>	\$46,738	\$49,075	\$51,528	\$54,104	\$56,810	\$59,650
<i>FY 22 BUDGET 2% COLA</i>	\$47,673	\$50,057	\$52,559	\$55,186	\$57,946	\$60,843

Assistant Project Manager

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
<i>FY21</i>	\$43,935	\$46,132	\$48,439	\$50,861	\$53,404	\$56,074
<i>FY 22 BUDGET 2% COLA</i>	\$44,814	\$47,055	\$49,408	\$51,878	\$54,472	\$57,195
<i>Hrly</i>	\$22.98	\$24.13	\$25.34	\$26.60	\$27.93	\$29.33

Office Administrator

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
<i>FY21</i>	\$45,766	\$48,054	\$50,457	\$52,980	\$55,629	\$58,410
<i>FY 22 BUDGET 2% COLA</i>	\$46,681	\$49,015	\$51,466	\$54,040	\$56,742	\$59,578
<i>Hrly</i>	\$23.94	\$25.14	\$26.39	\$27.71	\$29.10	\$30.55

Administrative Assistant

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
<i>FY21</i>	\$34,333	\$36,050	\$37,852	\$39,745	\$41,732	\$43,819
<i>FY 22 BUDGET 2% COLA</i>	\$35,020	\$36,771	\$38,609	\$40,540	\$42,567	\$44,695
<i>Hrly</i>	\$17.96	\$18.86	\$19.80	\$20.79	\$21.83	\$22.92

Transportation Operations Manager

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
<i>FY21</i>	\$54,985	\$57,735	\$60,621	\$63,652	\$66,835	\$70,176
<i>FY 22 BUDGET 2% COLA</i>	\$56,085	\$58,890	\$61,833	\$64,925	\$68,172	\$71,580

Dispatch/Scheduler

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
<i>FY21</i>	\$30,937	\$32,344	\$33,793	\$35,303	\$36,897	\$38,573
<i>Sub-Committee Recommendation - 2.25%</i>	\$31,633	\$33,072	\$34,553	\$36,097	\$37,727	\$39,441
<i>FY 22 BUDGET 2% COLA</i>	\$32,266	\$33,733	\$35,244	\$36,819	\$38,482	\$40,230
<i>Hrly</i>	\$16.55	\$17.30	\$18.07	\$18.88	\$19.73	\$20.63

Driver

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
<i>FY21</i>	\$30,337	\$31,703	\$33,110	\$34,600	\$36,172	\$37,973
<i>Sub-Committee Recommendation - 2.25%</i>	\$31,020	\$32,416	\$33,855	\$35,379	\$36,986	\$38,827
<i>FY 22 BUDGET 2% COLA</i>	\$31,640	\$33,065	\$34,532	\$36,086	\$37,726	\$39,604
<i>Hrly</i>	\$16.23	\$16.96	\$17.71	\$18.51	\$19.35	\$20.31

Hourly w/2.25% Mid-Point \$17.36 \$18.14
\$17.75

OPTION B

All positions are the same as Option A except:

Dispatch/Scheduler

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
FY21	\$30,937	\$32,344	\$33,793	\$35,303	\$36,897	\$38,573
<i>Sub-Committee</i>						
<i>Recommendation - 4.25%</i>	\$32,252	\$33,719	\$35,229	\$36,803	\$38,465	\$40,212
FY 22 BUDGET 2% COLA	\$32,897	\$34,393	\$35,934	\$37,539	\$39,234	\$41,017
<i>Hrly</i>	\$16.87	\$17.64	\$18.43	\$19.25	\$20.12	\$21.03

Driver

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
FY21	\$30,337	\$31,703	\$33,110	\$34,600	\$36,172	\$37,973
<i>Sub-Committee</i>						
<i>Recommendation - 4.25%</i>	\$31,626	\$33,050	\$34,517	\$36,071	\$37,709	\$39,587
FY 22 BUDGET 2% COLA	\$32,259	\$33,711	\$35,208	\$36,792	\$38,463	\$40,379
<i>Hrly</i>	\$16.54	\$17.29	\$18.06	\$18.87	\$19.72	\$20.71
			Hourly w/4.25	\$17.70	\$18.50	
			Mid-Point	\$18.10		